



DETROIT METRO PROFILE

Metropolitan Opportunity Unit
Ford Foundation
November 2012

Acknowledgments

This document was prepared by Success Measures® at NeighborWorks America® and associated consultants with substantive input from the grantees and program officers from the Metropolitan Opportunity Unit at the Ford Foundation.

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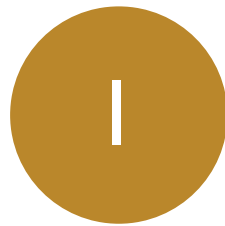
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Metropolitan Opportunity Unit
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Executive Summary

I. Executive Summary

The Metropolitan Opportunity Unit (MOU) at Ford Foundation is funding a metropolitan equity strategy in nine regions across the country, supplemented by a national strategy intended to facilitate projects, research, and scaling of models for affordable housing, transportation, and land use. The Detroit metro region's funding incorporates a set of eight grantees² (including subgrants) focused on redeveloping and repurposing vacant and abandoned properties, stabilizing and regenerating the local and regional economy, expanding civic engagement, and promoting transportation policy reform in the region.

Content

This document begins to evaluate the collective impact of grantee work within the demographic, political, and financial realities of the Detroit metro region. Sections II and III introduce the Unit, its funding strategies, and Unit-level outcomes and offer a brief discussion of how metropolitan regions are typically evaluated to understand equity.

Sections IV, V, and VI provide secondary indicators and some qualitative primary data from grantees on conditions within the Detroit metro, and how it compares among the 50 largest metros in the U.S.

Sections VII and VIII, which will be updated on a regular basis, provide a discussion of grantee activities, progress, identified challenges, opportunities, and next steps. These final two sections are the documents that will be used among grantees and program officers as a backdrop for ongoing conversations about strategic direction, how grantee work fits into the Unit's intended outcomes, and possible connections between other metro and national grantees.

Regional Funding Strategy

As part of the Unit's place-based metro strategy, the Detroit region has been selected for its:

- Convergence of public investment.
- Robust, locally-focused philanthropic community.
- Increasing entrepreneurial activity.
- Locally invested anchor institutions.
- Rising innovation in community development.

The Unit is investing \$20.4 million in the Detroit metro region to expand existing activities using the following strategies:

- Repurposing and redeveloping vacant and abandoned properties.
- Building upon existing assets and strengths in the city and region to stabilize and regenerate the local and regional economy.
- Mitigating the effects of chronic decline and impact of the recent foreclosure crisis.
- Working to establish a regional and statewide transportation and transit policy agenda.
- Creating a sustainable infrastructure for local-level community organizing and civic engagement.

² The eight grantees participating in the pilot phase of the participatory evaluation do not reflect the total number of grantees working in the Detroit region that are receiving funding from the Metropolitan Opportunity Unit.

Grantees in the Detroit Region

- Community Foundation for Southeast Michigan (CFSEM)
- Detroit Collaborative Design Center (DCDC) at University of Detroit Mercy
- Detroit Development Fund (DDF) (formerly Shorebank Enterprise Detroit)
- Detroit Land Bank Authority (DLBA)
- Grandmont Rosedale Development Corporation (GRDC)
- Metropolitan Organizing Strategy Enabling Strength (MOSES)
- Michigan Community Resources (MCR) (formerly Community Legal Resources)
- Midtown Detroit, Inc. (MDI) (formerly the University Cultural Center Association)

Context

When compared to the 50 largest metros, secondary indicators show that:

- Detroit³ ranks among the 20 largest and most educated metros in the nation.
- Detroit demonstrates one of the highest homeownership rates of large metros nationwide.
- Detroit is home to one of the most diverse youth populations.
- Detroit represents many large metros where elderly populations have increased while youth populations declined in the past decade.
- Median household income, about \$48,200, is the 38th lowest among the 50 largest metros in the nation.
- Unemployment nearly tripled in the past decade and remains the highest among large U.S. metros.
- Of the 50 largest metros, Detroit's poverty rate is among the highest.

³ Refers to the Detroit-Warren-Livonia Metropolitan Statistical Area (MSA). For a more detailed description of the MSA geography, please see Section V, page 34.

Additionally, secondary indicators reveal the following demographic and economic trends in the region:

- Population decline presents a challenge for economic regeneration.
- Sizable social and economic disparities exist between whites and minorities.
- Unemployment is high and central city residents are disconnected from regional job clusters.
- Affordable housing is concentrated in Detroit and lacking in suburban areas in the region.
- A significant proportion of the region's households are transit dependent.

Decision Making

A review of the structural factors that influence how land use, transportation, and housing work is done in the region reveal that:

- Addressing Detroit's vacant and abandoned properties presents a sizable fiscal burden, but repurposing land is critical for stabilizing the city's property revenues.
- Governance voting structures result in suburban municipalities having greater weight than Detroit and inner-ring suburbs.
- Meaningful civic engagement is key to addressing a history of inequity and gaining public support in development planning.
- Business leadership has identified improved transportation policy as key to the region's economic competitiveness.
- A convergence of investment provides opportunities to advance neighborhood stabilization and economic regeneration efforts, particularly in Detroit's Woodward Corridor.

The Metropolitan Opportunity Unit's funding strategy addresses many of the contextual factors influencing the environment in which grantees are working. Grantees' funded activities address these issues by:

- Eliminating blight and rehabilitating vacant and abandoned properties in "tipping point locations" to revitalize neighborhoods and attract new and returning residents.
- Driving investment and economic development along key commercial corridors and promoting transit-oriented development.
- Leveraging public and philanthropic investments to scale neighborhood revitalization efforts.
- Engaging residents in developing a comprehensive, long-term land use, investment, and development plan for the city of Detroit.
- Continuing advocacy at the local-, regional-, and state- levels to support transportation policy reform and improved public transit service.

However, one key issue not addressed within the Unit's funding purview is the lack of affordable housing in suburban areas in the region. While the Unit funds grantees focused on providing long-term affordable housing solutions in the city of Detroit and on improving public transit connectivity throughout the region, funding does not specifically support work to develop housing for low- to moderate-income families outside the city. Given that connecting residents (particularly low-income and minority households) to economic opportunity is a key outcome of the Unit's initiatives, and that most recent job growth has occurred in the region's suburban areas, the Unit's funding strategy may be amended to further address these issues.

Progress

All Detroit grantees are making progress toward their stated activities and outcomes. The evaluation is focused on the collective progress of grantees as contributing to overall Unit outcomes. In the past year, the focus of the evaluation effort has been to address the following grantee and Unit questions:

1. How are grantees progressing toward their stated goals?
2. How do all of the grantee activities fit together as part of a broader strategy?
3. What role might each grantee most appropriately play within the strategy?

These questions have underscored and informed much of the interaction among grantees and their conversations with the Unit. Significant progress has been made by the Unit's grantees in the following areas:

- Stabilizing neighborhood real estate markets.
- Generating business development in key commercial corridors.
- Empowering neighborhood residents and community-based organizations to impact development plans.
- Linking local development projects to broader citywide and regional agendas.

Grantee Evidence

Within this environment, grantees have built upon increasing awareness of the need to address socioeconomic disparities and a convergence of investment in key commercial corridors and residential neighborhoods to promote equitable development in the region. In doing so, grantees have achieved the following milestones:

- **Capacity building and collaboration yields four east side neighborhood plans.** CFSEM and MCR worked to facilitate capacity building and collaboration among community-based organizations in Detroit's East Side neighborhoods, resulting in the development of four neighborhood-revitalization plans.
- **35,000 citizens provide input on Detroit's future.** DCDC and Detroit Works partners' civic engagement efforts have reached over 35,000 people in the city and community through conversations, interactions, and written feedback to inform the city's long-term plan.
- **\$600,000 in loans scale single family home rehabs.** DDF has scaled its support to larger community-based nonprofits focused on renovating and reselling single family homes, providing roughly \$600,000 in loans to rehabbers in the past year.
- **Investment leads to increased market values.** DLBA's investment and rehabs have served to raise the market value of properties in target neighborhoods, providing higher comparables for other area appraisals.

- **Neighborhood sales exceed double the citywide market average.** GRDC has acquired and rehabbed 21 houses in Grandmont Rosedale, sold 16, and has 5 sales pending; GRDC's home sales average more than double the neighborhood average, far outpacing the citywide average sale price.
- **Vacant property and security grants respond to resident concerns.** MCR expanded the focus of its Community and Property Preservation (CAPP) grant program to address residents' concerns on safety and provided mini-grants to 19 organizations supporting vacant property management and security.
- **Live Midtown! expands area and engages 400 residents on key issues.** MDI has expanded its Live Midtown initiative activities into surrounding New Center and Tech Town neighborhoods. MDI's civic engagement activities in these communities reached 400 residents and informed the development of a TOD strategy for the Woodward Corridor.
- **Civic engagement builds on national models to better align locally.** MOSES has engaged 15 organizations in dialogue to improve civic engagement in Detroit, examining best practices from around the country and exploring the possibility of connecting the organizing infrastructure in Detroit through alignment with city council districts.

Summary

In summary, this metro profile will explore the work of the Detroit metro grantees in the context of their political and fiscal environment and lay the groundwork for understanding the Detroit region within a set of like metros among the 50 largest in the country. Sections VII and VIII will be consistently updated to reflect the ongoing progress and learning with grantees and the Unit.

Metropolitan Opportunity Unit

Ford Foundation

November 2012



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II. Metro Profile Overview

Introduction to the Metropolitan Opportunity Unit Strategy

The Metropolitan Opportunity Unit at the Ford Foundation is investing its grant resources, time, and analysis to support innovative organizations at the local and national levels who are engaged in cross-sector development and advocacy efforts to connect people to economic opportunity, expand access to quality housing, and promote innovative metropolitan land use. By concentrating its efforts in several key metropolitan areas, and by expanding and deepening the work of local and national organizations, researchers, and advocates, the Metropolitan Opportunity Unit intends to leverage Foundation resources to expand the scale and scope of successful initiatives to promote thriving, equitable, and sustainable metropolitan regions. The Unit also seeks to influence the public and private investments, policies, and systems needed to sustain these efforts over time.

Defining Inclusion & Equity

The concepts of inclusion and equity are inextricably intertwined. The Metropolitan Opportunity Unit defines them as follows:⁴

- **Inclusion** is the act of creating environments in which any individual or group can be and feel welcomed, respected, supported, and valued to fully participate. An inclusive and welcoming climate embraces differences and offers respect in words and actions for all people.
- **Equity** is the guarantee of fair treatment, access, opportunity, and advancement for all, while striving to identify and eliminate barriers that have prevented the full participation of some groups. The principle of equity acknowledges that there are historically underserved and underrepresented populations and that fairness regarding these unbalanced conditions is needed to assist equality in the provision of effective opportunities to all groups.

⁴ (2011). University of California, Berkeley. Glossary of Terms: Equity, Inclusion and Diversity.

The Unit funds numerous organizations across 9 metropolitan regions in the United States. Interviews and conversations with metro grantees⁵ across the country reveal an overwhelming consistency in defining and pursuing equity in their work. Grantees identify two core types of equity in describing goals and objectives of their activities: these are best characterized as “process equity” and “outcome equity.”⁶

- **Process equity** refers to the decisions made and activities undertaken during implementation. It addresses key questions about who is involved in project /program planning and design as well as who sits at the decision-making table to strategize when certain barriers and opportunities arise. Process equity also addresses the internal structure of organizations; grantees cite the importance of reflecting upon the form and function of their own organizations and ensuring representation of their constituents in their board, staff, and volunteers. Grantees’ understanding embodies the Metropolitan Opportunity Unit’s theory of change which considers representation and participation of key groups in decision making as a critical indicator of change.
- **Outcome equity** refers to the change that occurs either as a result of the work, or its intended impact. Grantees describe outcome equity as ensuring that the populations they care about, low-income and minority communities, stand to benefit from investments, policies, and projects advocated for or undertaken by grantee organizations, partners, and other key stakeholders.

⁵ For more detail on grantees in the Detroit metro region, see p. 73, Grantee Overview.

⁶ In her discussion on environmental equity and evidence of environmental injustice in the United States, Susan Cutter cites the examination of two types of equity in social science literature: “the causal mechanism of inequity or the spatial-temporal distribution of benefits and burdens. The former is referred to as process equity and the latter as outcome equity.” Source: Cutter, S. (1995). Race, class and environmental justice. *Progress in Human Geography*, 19, 1, p. 111 – 122.

From key informant interviews, grantees describe inclusion as follows:

- **Inclusion** ensures reflection and representation of traditionally marginalized populations in decision-making bodies, implementation teams, oversight committees, working groups, and as beneficiaries of investments, policies, and programs. Importantly, metro grantees emphasize the importance of shifting existing systems and structures to empower these populations to better advocate and act on their own behalf.

The Purpose of the Metro Profile

Developing an Evaluation Framework

In 2009, the Metropolitan Opportunity Unit engaged Success Measures at NeighborWorks America in a process to develop a participatory evaluation framework and design to understand the impact of its grant making. In 2010, Success Measures worked with the Unit, a selection of its national and metro grantees, and several thought leaders in the field, through a series of interviews focused on developing a framework for the evaluation and a set of indicators that could be used to describe similarities, differences, changes, and successes across a set of metro regions selected for this initiative.

Importance of Understanding Context

Grantees consistently stated that in order to understand the impact of the Unit's grant making and the extent of that grant making to affect change, it would be critical to draw on the data and information resources within the region to develop an understanding of the social, political, and economic context operating within the metro area. This includes an understanding of the fiscal and investment climate, as well as regulations and reforms that may help or hinder grantee activities. Grantees suggested that a comprehensive analysis of local context, related to the Unit's funding strategy, and the intended outcomes for its funding support (including the specific tools, strategies, and core capacities employed by grantees) would help capture and convey change observed in the region.

Intended Audience for the Metro Profile

The primary audience for the metro profiles is Metropolitan Opportunity Unit grantees at the metro and national level. The secondary audience is the Metropolitan Opportunity Unit program officers. In addition, the metro profile may be useful to philanthropic partners of the Ford Foundation, key partners of the Unit's grantee organizations, and other stakeholders or decision-makers interested in advancing a regional equity approach to community and economic development interventions.

Uses for the Metro Profile

The intent is for Metropolitan Opportunity Unit grantees and program officers, their partners, and other stakeholders to use the metro profile to inform their conversations about the metro region with respect to:

- **Geographic and Political Context:** The geographic and political context, as well as the policy and regulatory environment, in which they are working and how their work is situated within that context;
- **Grantees and Partners:** Other Metropolitan Opportunity Unit grantees and partners working in the region and the potential for leveraging organizations' expertise and resources to advance shared objectives;
- **Funding Strategy:** The Metropolitan Opportunity Unit's funding strategy in the region and how the work grantees are doing contributes to the Unit's stated mid- and long-term outcomes; and
- **Quantitative and Qualitative Data:** Credible data that could be used for other purposes that support grantee activities (for example, for use in grant proposals and reports to funders or in communication materials shared with constituents and the general public).

Content of the Profile

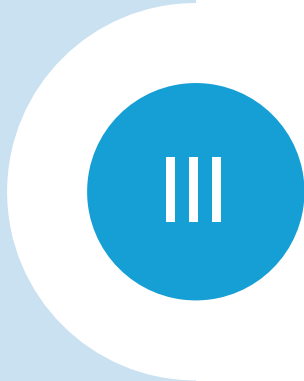
The content of the metro profile reflects information from:

- A comprehensive set of secondary data.
- News articles and research reports.
- In-depth interviews with Metropolitan Opportunity Unit program officers.
- Key informant interviews with grantees in 2011 and 2012.
- Organizational surveys on project progress completed by grantees.
- Grant proposals and progress reports submitted to the Unit.
- Conference calls and meetings with grantees, partners and other key stakeholders.
- Site visits to the Detroit metro region.

The metro profile provides description, discussion, and analysis in the following sections:

- **Evaluating Metropolitan Regions** - Outlines the rationale for the Unit's decision to invest in metropolitan areas and describes how grantees and the Unit have worked together to consider best methods for evaluating the collective impact of grantee work.
- **The 50 Largest Metros as Context** - Using key indicators from the 50 largest metros, the commonalities and differences among the Unit-funded regions are highlighted to facilitate better learning across funded metro sites.
- **The Detroit Region as Context** - Defining the region in accordance with grantee work, secondary indicators that define the environment are explored for grantees addressing land use planning, transit and housing.
- **Decision-making Environment** - Describes the landscape for making decisions, available resources, and enabling policies and gaps that grantees manage as they work toward stated outcomes.
- **Grantee Overview** - Describes grantees, their funded activities, strategic geographies (when appropriate) and intended outcomes - information which collectively sets the stage for the discussion on progress, opportunities, and challenges they are facing.
- **Evaluation Summary** - As grantees continually make incremental progress on funded activities, as a group, they are also working towards broader regional, statewide, and national goals which when addressed collectively, can be used to both evaluate the pace of progress and to provide a foundation for learning and strategizing together to reach longer term goals.

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Evaluating Metropolitan Regions

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III. Evaluating Metropolitan Regions

Metropolitan Frame

In recent years, practitioners, policy advocates, and thought leaders in the community development field increasingly recognize the adoption of a metropolitan frame of reference as central to ensuring solutions to issues around poverty and race, as well as to rebuilding and sustaining economic vitality: “A fundamental tenet of the metropolitan frame is the recognition of metro areas as the primary engines of economic growth and innovation.”⁷ Accordingly, the metropolitan frame also considers neighborhood level community and economic development efforts within the broader context of regional level challenges and opportunities.

Across the United States, demographic and economic trends depict the movement of people and jobs out of central cities and into suburbs, a shift which “threatens to undermine a host of regional policy objectives,” and is “especially detrimental to low-income households and people of color, who are often concentrated in lower-opportunity inner-city neighborhoods and inner-ring suburbs. Because these policy problems transcend municipal boundaries, regional approaches are required to ensure a more equitable and sustainable arrangement of opportunities in metropolitan areas.”⁸

Theory of Change

The Metropolitan Opportunity Unit promotes the development and implementation of integrated tools and strategies that are “place-conscious” i.e., those that take into account the geography of opportunity and access to opportunity for low-income populations at a metropolitan scale.⁹

7 Hosier, A. (2010). Literature and Field Review: Metropolitan Opportunity Unit Evaluation/Learning Framework.

8 Orfield, M. and Luce, T. (2010). Region: Planning the Future of the Twin Cities. University of Minnesota Press: Minneapolis, MN.

9 Place-conscious strategies are defined as those that “simultaneously improve neighborhood conditions, open up access to opportunity-rich communities, and realign regional growth and development strategies to better connect low-income people and places with regional opportunities.” Source: Pastor, M. and Turner, M. (2010). Reducing Poverty and Economic Distress after ARRA: Potential Roles for Place-Conscious Strategies. Georgetown University and Urban Institute: Washington, DC.

For this work, the Unit employs the following three core initiatives:



Connecting people to opportunity

through the promotion of mixed-use, mixed-income transit-oriented development and support of smart growth policies that create good jobs for low-income people;



Expanding access to quality housing

through the support of permanently affordable housing and the expansion of access to capital for producing affordable housing;



Promoting metropolitan land use innovation

through inclusionary land use, zoning, and transportation policy, ordinances and systems development, specifically to address distressed markets, vacant, and abandoned properties.

The Metropolitan Opportunity Unit’s theory of change, on the following page, identifies these integrated tools and strategies, supported through numerous approaches, as key to promoting equity and inclusion and, ultimately,

1. reducing spatial inequality and racial inequity, and
2. creating sustainable and competitive metropolitan areas.

However, many of the Unit-funded activities represent new approaches to urban policy and development practice. The Unit’s evaluation learning initiative, therefore, aims to identify the conditions necessary to affect change at the regional level and to disseminate evidence of success so that appropriate models can be scaled and replicated across metro regions.

Theory of Change | Ford Foundation Metropolitan Opportunity Unit

INITIATIVES



Connecting People to Opportunity



LONG TERM OUTCOMES

- More mobility and access to opportunity for low-income people
- Reduction in combined costs for housing and transportation

UNIT OUTCOMES



Access to Quality Housing



- Increased availability of asset building housing
- Improved economic outcomes for low income households
- A housing finance system that serves low-income people
- More stable and vital communities

Stronger regional economies

Empowered and engaged low-income residents

Reduction of spatial inequality and racial justice inequalities











Land Use Innovation

Promotes mixed use/mixed income communities through inclusive community planning and innovative development practices so that:



- Communities become more economically viable and inclusive places that lead to improved economic outcomes for low-income households

Outcome Framework | Ford Foundation Metropolitan Opportunity Unit

INITIATIVES	APPROACHES	INTERIM INDICATORS	MEDIUM TERM OUTCOMES	LONG TERM OUTCOMES	UNIT OUTCOMES
 <p>Connecting People to Opportunity</p>	 <p>Capacity Building & Technical Assistance</p>	<p>Strengthened leaders, in organizations and cross-sector coalitions and the field who have greater expertise and access to resources.</p>	<p>Economic development policies are in place to ensure that public investments provide direct benefits for low-income workers.</p> <p>Investment policy, regulation and reform serve all people & communities, especially low-income, and connect them to opportunity.</p> <p>Political will is built and sustained to support affordable housing in high opportunity areas accessible to transit and jobs.</p>	<p>Increased supply of affordable housing located in opportunity rich areas.</p> <p>Improved mobility and access to opportunity for low-income people.</p> <p>Improved economic viability of communities and stronger regional performance.</p> <p>Reduction in housing and transportation cost burden for low-income families.</p>	<p>Stronger regional economic performance resulting from equitable and inclusive strategies</p> <p>Empowered and engaged low-income residents shape decisions related to housing, transit and land use in their communities and regions.</p> <p>Reduction of spatial inequality and racial justice inequities that underpin it so that low-income people can build long term assets and use them as a pathway out of poverty</p>
 <p>Access to Quality Housing</p>	 <p>Research & Policy Analysis</p>  <p>Advocacy, Litigation & Communication</p>	<p>Strategic research, policy development & data analysis, accompanied with effective communication that inform and change public discourse</p>	<p>Expanded housing tenure and finance alternatives are available to protect low-income families from undue risk through systems that deliver and finance permanently affordable homes.</p> <p>A more accessible, safe and stable housing finance system is built to ensure more reliable and sustainable public and private resources for community development to benefit low-income families and allow them to build and retain assets.</p>	<p>Increased supply of affordable housing that enables asset building.</p> <p>Improved stability and vitality of neighborhoods through effective capital strategies.</p>	
 <p>Land Use Innovation</p>	 <p>Stakeholder Development & Collaboration</p>  <p>Program Demonstration & Scaling</p>	<p>Models, reforms and innovations implemented in key metros and are adopted more broadly nationally</p> <p>Representation & participation of key groups in decision-making</p>	<p>Local regulations and development practices are reformed to promote mixed use, mixed income communities.</p> <p>Elimination of blight drives community re-development and the resulting economic revitalization stabilizes neighborhoods.</p> <p>More strategic and equitable regional and local land use and development planning that includes cross-sector collaboration and effective community participation.</p>	<p>Communities become more economically viable and inclusive places.</p> <p>Implementation of equitable plans and development leads to improved economic outcomes for low-income households.</p>	

Last Updated February 2012

Evaluating Metros in Context

Metropolitan areas differ greatly across important dimensions such as geography, natural resources, economy, demographic characteristics, and public infrastructure; overarching forces, such as globalization, immigration, natural and man-made disasters further interact with these dimensions rendering some metro areas more resilient than others.¹⁰

The Unit and its grantees concur that understanding the context in which the previously mentioned tools and strategies are deployed is critical to understanding the impact of the Unit's funding support and the resulting change that may be observed.

In the next section, a set of indicators is reviewed, demonstrating the varying metro contexts and characteristics that often determine the benchmarks against which to evaluate change and the rate at which change occurs. For ease of comparison, the data address the 50 largest metropolitan statistical areas (MSAs) in the nation.¹¹

The Metropolitan Opportunity Unit funds 9 metro regions:¹²

1. Atlanta, GA
2. Boston, MA
3. Brownsville, TX (Lower Rio Grande Valley)
4. Denver, CO
5. Detroit, MI
6. Minneapolis-St. Paul, MN (Twin Cities)
7. New Orleans, LA
8. San Diego, CA
9. San Francisco, CA (Bay Area)

Across its funded metro regions, the Metropolitan Opportunity Unit has invested a total of \$55.8 million between 2009 and 2012. Grantees have further leveraged these funds to secure \$620 million from competitive federal grants, \$2.38 billion

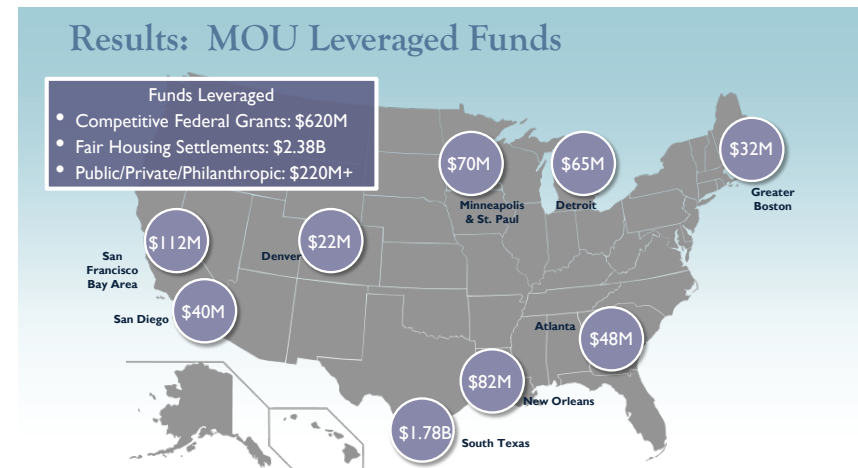
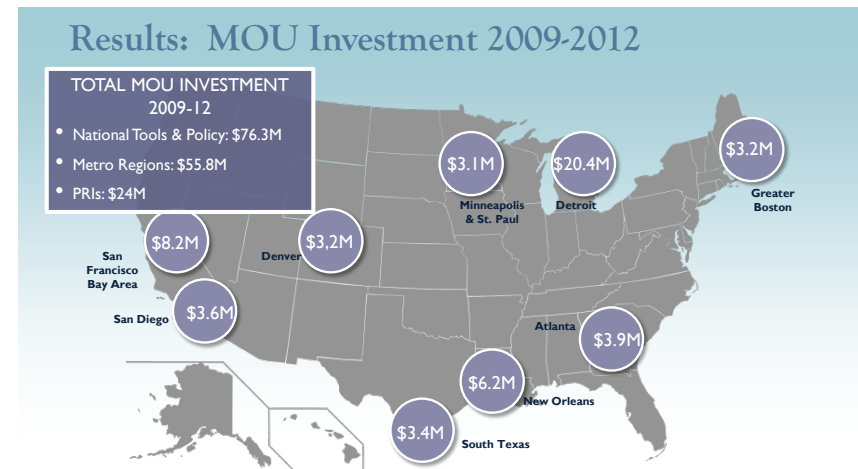
¹⁰ Hosier, A. (2010). Literature and Field Review: Metropolitan Opportunity Unit Evaluation/Learning Framework.

¹¹ Metropolitan Statistical Areas are geographic entities defined by the Office of Management and Budget (OMB) for use by Federal statistical agencies in collecting, tabulating, and publishing Federal statistics. Source: U.S. Census Bureau.

¹² The following five metro regions were selected for engagement in the evaluation initiative in 2010 and 2011: Boston, MA, Detroit, MI, Minneapolis-St. Paul, MN (Twin Cities), New Orleans, LA and San Francisco, CA (Bay Area).

from fair housing settlements, and \$220 million from other public, private and philanthropic investment.

All of the Unit's funded regions (excepting Brownsville) are represented among the 50 largest MSAs. While it is important to note that the MSA definitions are not synonymous with the geographic definitions of the Unit's funded metro regions, the MSAs provide a reasonably accurate and comparable frame through which to view the metro regions. Further detail on the geographic scope of the Unit's funding support, and its grantees' activities in the Detroit metro region, is provided in the "Grantee Overview" section of this report (see page 73).



Indicator Selection & Development Process

The indicators selected to describe the metro context provide guideposts for refining and assessing the collective impact that the Metropolitan Opportunity Unit (MOU) and its grantees are achieving in their funded work and related activities.¹³

Specifically, the selected indicators are used to:

- **Provide a framing baseline picture of contextual conditions and trends** on the ground that are relevant to the Unit's three initiatives and their desired outcomes, both at the outset and over the course of MOU support.
- Support metro stories that show how MOU grantees' activities lead to change and allow for comparisons among types of regions and communities, with interest in similar initiatives and approaches, as part of a broader learning process.
- Offer evidence of progress within initiatives and funded approaches at the metro and national levels.

Through the course of the participatory evaluation, qualitative indicators are assessed through continuous feedback from grantees and stakeholders; quantitative indicators (secondary data) are drawn from an array of publicly available data sources. **The following discussion focuses primarily on the secondary data used in this profile to describe contextual conditions and trends in the metro region.**

Brief Comments on Indicators

Indicators are tools that help point to broader conditions. Indicators are helpful for understanding levels of well-being and trends in social, economic, environmental, fiscal, and other phenomena.

¹³ Here, the term "indicators" is used to loosely describe a breadth of qualitative and quantitative information gathered throughout the course of the evaluation process. Qualitative indicators might address changes related to staff and organizational capacity; partnerships and collaborations; communications and messaging, and leadership development. Secondary indicators address change in the contextual environment – such as related to an increase in population, a decrease in household income, or the percent of population that is unemployed or living in poverty.

The selection of indicators for monitoring and evaluation purposes is a complex exercise. Given the timeliness of most available data, secondary data are unlikely to show significant shifts in baseline conditions over a three- to five- year evaluation. But, well-chosen context indicators are extremely useful to provide a common communications platform for advocacy and implementation efforts.

Perfect indicators are rarely, if ever, available. For example, the current federal poverty measure remains based on assumptions as to the minimum income needed (as a proportion of household budget) to purchase basic necessities in 1965. Furthermore, alternate measures -notably living wage estimates- are not frequently updated nor are they consistently available nationwide.

The geography and timeliness of most indicator data present challenges and limitations for submetro analysis. The geography at which secondary data are made available (such as by municipality, county, or Metropolitan Statistical Area) generally creates difficulty in using publicly available indicators to measure change in smaller geographies or at frequent intervals, such as on an annual basis.

The sections which follow summarize goals for the set of indicators selected, the process for selecting them, and how they are being used by the MOU's evaluators and by the MOU with its grantees.

Indicator Guidelines

The MOU seeks to reduce the social and economic disparities that continue to leave large segments of U.S. metropolitan populations behind by promoting systems level changes that move people from the margins to the mainstream through provision of affordable housing, affordable and accessible transportation, and land use system innovation.

Indicators were selected that most directly depicted needs and conditions in the MOU's initiative areas and that adhered to a comprehensive set of requirements and guidelines, including but not limited to:

- Aligns with the MOU's theory of change.
- Relies on publicly available data sources and data developed by the Unit's national grantees.
- Allows for a comparison of contextual conditions across funded metros.
- Includes factors that describe disparities in opportunity and inclusion.

Indicator Selection Process

The activities undertaken by Success Measures as part of the indicator selection process are summarized below:

2010

- Reviewed existing resources and research related to metro regions and equity, including individual consultations with data and indicator providers, MOU grantees, and the U.S. Census Bureau.
- Developed a list of potential indicators, metrics, and data sources, matched to Unit outcomes and evolving evaluation questions.

2011

- Worked with the Institute on Metropolitan Opportunity (IMO), as national data partner for the evaluation, to narrow the list of indicators based on adherence to the aforementioned guidelines. IMO then collected that common set of data for a subset of the Unit's funded metro regions.¹⁴
- Engaged metro grantees through conference calls and in-person meetings to review the indicators and maps provided by IMO and provide feedback.

2012

- Worked with a local data partner in each metro region to establish priorities for additional data collection and refinement.

The secondary indicators provided in this profile reflect the final list of indicators pursued by IMO and local data partners. A more detailed discussion of the secondary indicators follows, in Section V of this report.

Current Use of Metropolitan Opportunity Unit Indicators

The principal use of the secondary data is to provide a contextual frame for understanding how the regional context may affect grantee capacity development and progress toward Unit outcomes in each metro and across national policy and programs over time. They also frame and support the evolving stories emerging from the grantees and the constituencies they serve.

Metro Profiles are projected to be completed in 2012 for the following unit-funded regions: Atlanta, Boston, Brownsville, Denver, Detroit, Minneapolis-St.Paul (Twin Cities), New Orleans, San Diego, and San Francisco (Bay Area).

An additional discussion of the indicators is included in Appendix A (page 97).

¹⁴ Data collected in 2011 was provided by IMO for the Bay Area, Boston, Detroit, New Orleans, and Twin Cities metro regions.

IV

The 50 Largest Metros as Context

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IV. The 50 Largest Metros as Context

Introduction

Grantees expressed a desire to understand their metropolitan region in the context of others, particularly those funded by the Unit. This section will draw upon key indicators for the largest 50 metropolitan statistical areas (MSAs) to provide a baseline for understanding commonalities and differences among Unit-funded places (see Appendix A for a complete list of the largest 50 MSAs). Specific attention is given to highlighting where Unit metros follow national trends and, in some cases, where they diverge. While Brownsville (the Brownsville-Harlingen, TX Metropolitan Statistical Area) is the only one of the Unit's nine funded regions not represented among the 50 largest metros in the nation, comparisons for Brownsville are included in this section where possible.¹⁵

By focusing on a few high level indicators that describe trends among the largest 50 metros in relationship to demographic shifts, diversity, employment, and housing tenure, grantees will be able to quickly frame their metro region among their peers using indicators that relate directly to their work in land use, transit-oriented development, affordable housing and connecting people to opportunity. In so doing, they will be able to take better advantage of learning, sharing, and scaling opportunities across sites, and to more effectively tailor models from other metros to meet their specific needs.

The discussion in the next section (Section V: The Detroit Region as Context) will include a more in-depth discussion of the specific metro region and key indicators that more closely define the environment in which grantees are working.

Key Indicators for Comparison

The majority of the Unit's funded regions demonstrate similar characteristics. Atlanta, Boston, Denver, Minneapolis-St. Paul, San Francisco and San Diego all rank among the 20 largest (total population), most educated (population aged 25 and over with bachelor's or graduate degree) and highest earning (median household income) metro areas.

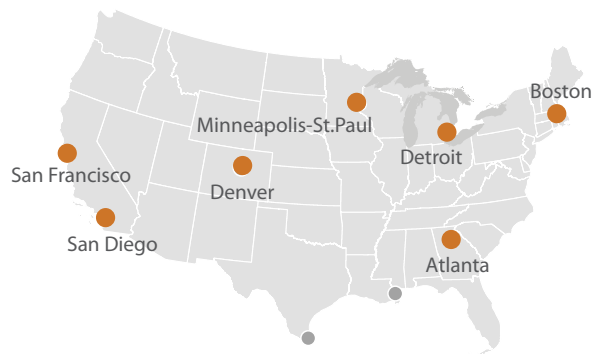
In contrast, the New Orleans and Detroit metro areas have greater overall variation. When compared on the same indicators of education and income, they are home to some of the highest poverty rates observed among the 50 MSA's. However, Detroit is one of the largest MSAs while New Orleans is one of the smallest; Detroit has weathered the highest increase in unemployment, while New Orleans experienced one of the lowest.

¹⁵ Comparisons for Brownsville are made where the data are available. The following indicators were not available for Brownsville: age distribution by race, educational attainment by race, and the Gini coefficient for income inequality. As more data becomes available, these will be incorporated into the metro profile. Brownsville (the Brownsville-Harlingen, TX Metropolitan Statistical Area - synonymous with Cameron County, TX) is the 124th largest MSA in the nation, with an estimated population of 406,220 as of the 2010 Census. Source: The 366 Metropolitan Statistical Areas of the United States of America. Online at: http://en.wikipedia.org/wiki/Table_of_United_States_Metropolitan_Statistical_Areas

METRO SIZE & POPULATION GROWTH

“In the past decade, the majority of the nation’s population growth occurred in suburban communities of metropolitan areas, and decentralization of jobs and capital has followed.”¹⁶

Funded Regions that Rank in the 20 Largest Metros (2010)



Funded Regions that Rank in the 20 Fastest Growing Metros (2010)



Population Size

All of the Unit’s funded metros, except Brownsville and New Orleans, are among the 20 largest in the nation. These include Atlanta (the largest of the Unit’s funded metros), Boston, San Francisco, Detroit, Minneapolis-St. Paul, Denver, and San Diego. In contrast, New Orleans, less than 1.2 million people, ranked 48th in size among the largest 50 and Brownsville, about 406,000 people, is considered the 124th largest metro area in the U.S.

Population Growth Rate

Atlanta ranks among the 10 fastest growing of the 50 largest metros (having seen a population increase of 25% between 2000 and 2010) and New Orleans was the slowest growing (having seen a population decline of 11% in this same time period). Despite its relatively small size, population growth in Brownsville (20%) rivals that of many larger metros.

Recent trends leave many low-income and minority communities facing isolation in neighborhoods disconnected from good jobs, affordable housing, and other key services. Therefore, a regional equity approach that embraces sustainable growth patterns, equitable investments, and development strategies is key to helping ensure that all people are connected to economic opportunity.¹⁷

“Our nation’s large metro areas remain at the cutting edge of the nation’s continued growth. The 2000s, particularly the go-go years of the housing bubble, fueled growth patterns in which the outermost reaches of metropolitan areas expanded at several times the rate of cities and core urban communities.”¹⁸

¹⁷ Blackwell, A. & Fox, R. (2004). Regional Equity and Smart Growth: Opportunities for Advancing Social and Economic Justice in America. PolicyLink and the Funders Network for Smart Growth.

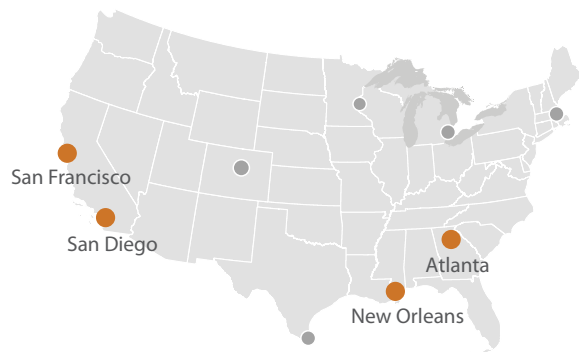
¹⁸ (2010). State of Metropolitan America: On the Frontlines of Demographic Transformation. The Brookings Institution: Washington, DC.

¹⁶ (2010). State of Metropolitan America: On the Frontlines of Demographic Transformation. The Brookings Institution: Washington, DC.

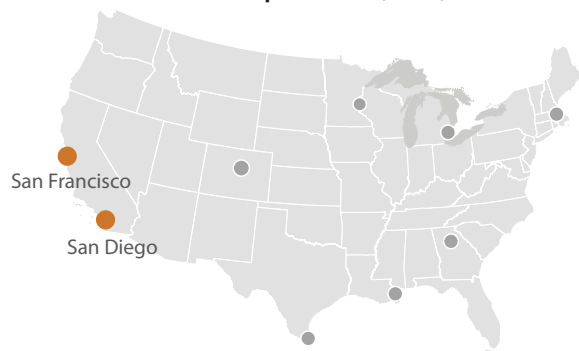
RACIAL/ETHNIC DIVERSITY & IMMIGRATION

“In the past decade, almost all of the net U.S. population growth—92 percent—came from people of color.”¹⁹

Funded Regions with Some of the Most Diverse Populations (2010)



Funded Regions with Large Foreign Born Populations (2010)



Diversity

San Francisco, San Diego, Atlanta and New Orleans are among the most diverse metro areas, with the non-Hispanic white population comprising roughly half or less than half of the metro population. In contrast, Minneapolis-St. Paul and Boston, where the white population is at or above 75%, are among the least diverse of the largest 50 metros.

New Orleans and Atlanta have the second and third largest proportions of blacks in the nation (34% and 32%) and Detroit ranks among the 10 largest.

Of the 50 metro areas, San Francisco is home to the largest Asian population (23%) and San Diego the largest Hispanic population (32%). Though smaller in overall size, Brownsville is predominantly (nearly 90%) Hispanic; non-Hispanic whites comprise just over 10% of the total population.

Foreign Born

San Francisco and San Diego have the fourth and sixth largest foreign born populations, 30% and 24% respectively; the proportion of foreign born residents in Brownsville (25%) is similar to many of the nation's larger, diverse metros.

Minneapolis-St. Paul and New Orleans are home to some of the smallest (10% or less) yet fastest growing, foreign born populations.

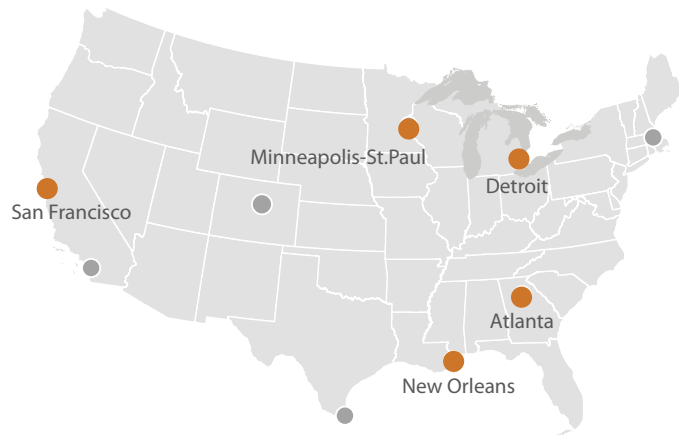
As racial and ethnic minorities, including immigrant and refugee populations, become an increasingly larger segment of metro populations nationwide, the social and economic well-being of their communities becomes intrinsically linked to the economic stability and competitiveness of the region. Thus, ensuring equal access to economic opportunity for minority residents, by reducing racial and ethnic disparities in education, income, and employment, becomes an increasingly important focus for equity advocates.²⁰

¹⁹ Treuhaft, S., Blackwell, A. & Pastor, M. (2011). America's Tomorrow: Equity is the Superior Growth Model. PolicyLink.
²⁰ Blackwell, A. & Fox, R. (2004). Regional Equity and Smart Growth: Opportunities for Advancing Social and Economic Justice in America. PolicyLink and the Funders Network for Smart Growth.

AGE

Over the past decade, in metro regions nationwide, seniors have become an increasingly larger proportion of metro populations.

Funded Regions with Significant Increases in Populations 65+ from 2000 to 2010



America is aging. Over the next twenty years, the number of Americans aged 65 and older will increase to more than 71 million – growing from 12 to 20 percent of the total population.²¹

New Orleans, San Francisco, Detroit, Atlanta, and the Twin Cities are representative of many metros where populations aged 65 and over increased between 2000 and 2010 while population aged 0 to 17 remained the same or decreased significantly in the same time period. In contrast, population aged 65 and over in Brownsville (11%) remained unchanged during this same time period.

Current research suggests that “most growth in the senior population in years ahead will take place in the suburbs” and that seniors are likely to remain in suburban communities as they grow older.²² As seniors “age in place” viable transportation alternatives will become central to maintaining quality of life for those who must adjust to living on reduced, fixed incomes that make it hard to cover housing and transportation costs.²³

“These millions of older adults will need affordable alternatives to driving in order to maintain their independence as long as possible. Absent access to affordable travel options, seniors face isolation, a reduced quality of life and possible economic hardship.”²⁴

²¹ DeGood, K. (2011). Aging in Place, Stuck Without Options: Fixing the Mobility Crisis Threatening the Baby Boom Generation. Transportation for America.

²² (2010). State of Metropolitan America: On the Frontlines of Demographic Transformation. The Brookings Institution: Washington, DC.

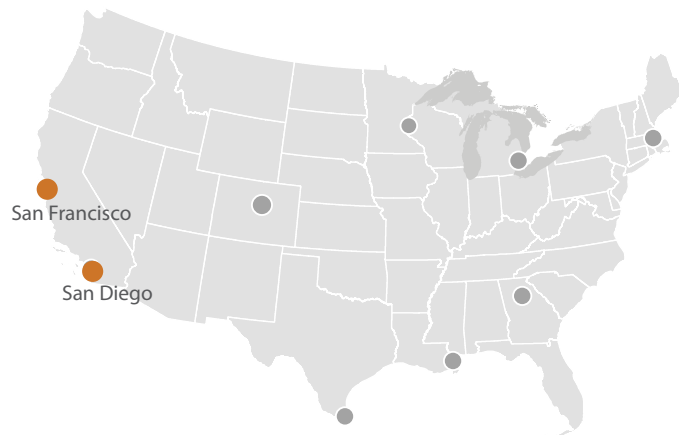
²³ DeGood, K. (2011). Aging in Place, Stuck Without Options: Fixing the Mobility Crisis Threatening the Baby Boom Generation. Transportation for America.

²⁴ DeGood, K. (2011). Aging in Place, Stuck Without Options: Fixing the Mobility Crisis Threatening the Baby Boom Generation. Transportation for America.

GENERATIONAL SHIFTS

“Metro youth are significantly more racially and ethnically diverse than previous generations and a generational race gap is occurring in many metro areas.”²⁵

Funded Regions with Some of the Most Diverse Youth Populations (2010)



San Francisco and San Diego are home to some of the most diverse youth populations: in both metros, 19% of non-Hispanic whites are aged 0 to 17 years. Meanwhile, a much greater proportion of these metros’ Asian, black and Hispanic populations are aged 0 to 17 years. In San Diego, 23% of Asians, 37% of Hispanics and 31% of blacks are 0 to 17 years old and in San Francisco, 22% of Asians, 33% of Hispanics and 28% of blacks are in this same age group.

As the nation grows increasingly diverse, equity advocates specify the importance of developing strategies to improve educational attainment, employment, and leadership development among low-income and minority youth, and link the success of young people of color to the overall sustainability of metro regions and the nation.²⁶

“Too many of today’s elders and decision-makers do not see themselves reflected in the faces of the next generation, and they are not investing in the same educational systems and community infrastructure that enabled their own success.”²⁷

²⁶ Blackwell, A. & Fox, R. (2004). Regional Equity and Smart Growth: Opportunities for Advancing Social and Economic Justice in America. PolicyLink and the Funders Network for Smart Growth.

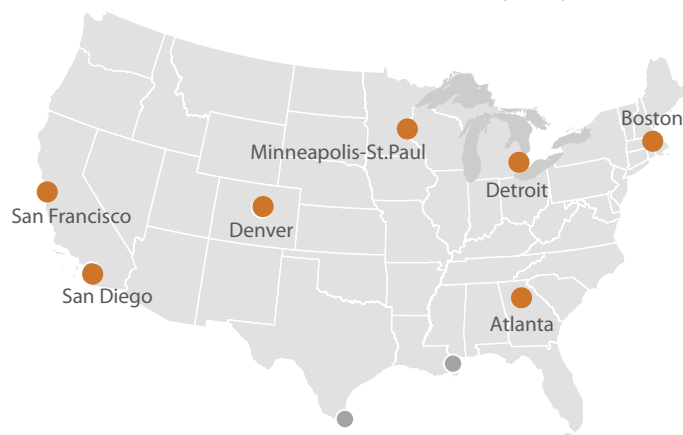
²⁷ Treuhaft, S., Blackwell, A. & Pastor, M. (2011). America’s Tomorrow: Equity is the Superior Growth Model. PolicyLink.

²⁵ Treuhaft, S., Blackwell, A. & Pastor, M. (2011). America’s Tomorrow: Equity is the Superior Growth Model. PolicyLink.

EDUCATIONAL ATTAINMENT

Racial and ethnic minorities represent the majority of the nation's youth and future workforce, yet educational disparities persist along racial lines.

Funded Regions that Rank in the 20 Most Educated Metros (2010)



Atlanta, Boston, Denver, Minneapolis-St. Paul, San Diego, and San Francisco rank among the 20 most educated metropolitan areas. Boston ranks third in the nation for the proportion of population aged 25 and over possessing a graduate degree, and San Francisco ranks first for the proportion of population possessing a bachelor's degree. In contrast, rates of higher educational attainment in Brownsville (10% and 4% for bachelor and graduate degrees, respectively) are below that of Riverside-San Bernadino, which ranks 50th among the largest metros in the nation.

Across metros, the rates for blacks and Hispanics possessing advanced degrees is less than half that of their white counterparts. Similarly, in metros like New Orleans – which ranks among the highest for the proportion of population aged 25 and over with less than a high school degree – blacks and Hispanics are disproportionately represented when compared to whites.

A key component of regional equity is ensuring equal access to opportunity for all – including access to a quality education. As racial and ethnic minorities comprise an increasingly large segment of the population, particularly among youth, ensuring educational advancement in these communities is a precursor to developing a strong, robust, and skilled workforce – a critical component of metro competitiveness.²⁸

“Given demographic trends and continued disparities, the groups that have lower rates of education and literacy will continue to become a larger segment of the American workforce.”²⁹

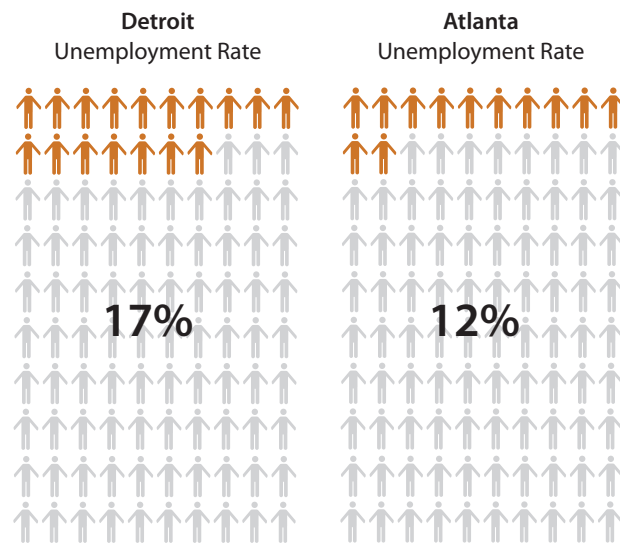
²⁸ Treuhaft, S., Blackwell, A. & Pastor, M. (2011). America's Tomorrow: Equity is the Superior Growth Model. PolicyLink.

²⁹ Treuhaft, S., Blackwell, A. & Pastor, M. (2011). America's Tomorrow: Equity is the Superior Growth Model. PolicyLink.

UNEMPLOYMENT

...research shows that racial and ethnic minorities face higher rates of unemployment than their white counterparts...

Funded Regions that Have Some of the Highest Unemployment Rates (2010)



All 50 of the largest metro areas in the U.S. saw a rise in unemployment over the past decade. While unemployment rates have worsened across the board, research shows that racial and ethnic minorities face higher rates of unemployment than their white counterparts and that the recession further exacerbated employment disparities in these communities.³⁰

Metro areas like Detroit (17%) and Atlanta (12%) rank among the 10 highest unemployment rates in the country. In Detroit, unemployment nearly tripled between 2000 and 2010, and more than doubled in Atlanta in the same time period. Even in metro areas where unemployment was lowest in the nation (4% in 2000) such as in Minneapolis-St. Paul, Boston, and Denver, unemployment in these metros doubled (to 8%) by 2010. In contrast, the unemployment rate in Brownsville (5% in 2010 - a rate considered on the lower end among large metros) remained relatively the same in this time period.

Growing a robust and skilled workforce is critical to metropolitan sustainability. Across metro regions, but particularly those where unemployment is relatively high, advancing a regional equity agenda requires that attention be paid to workforce and economic development strategies, particularly in communities of color, that will lead to job creation opportunities.

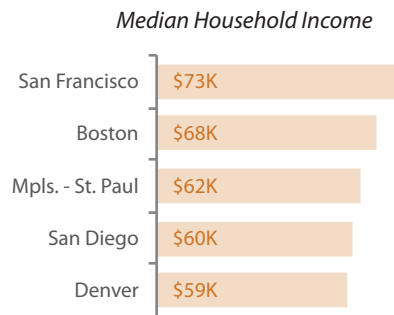
“As dismal as these figures are, they mask the larger jobs crisis for people of color, who have long faced recessionary conditions, and were hit earliest and hardest by the recent economic downturn.”³¹

30 Austin, A. (2010). Uneven Pain: Unemployment by metropolitan area and race. Economic Policy Institute Issue Brief 278.
31 Austin, A. (2010). Uneven Pain: Unemployment by metropolitan area and race. Economic Policy Institute Issue Brief 278.

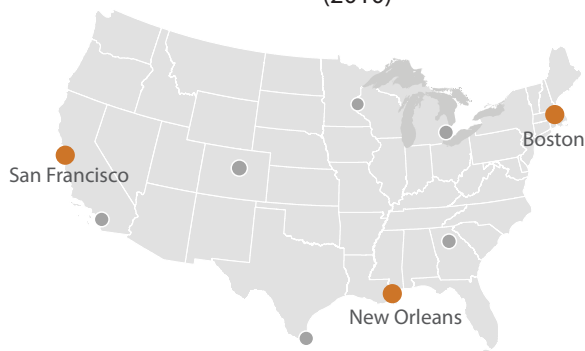
HOUSEHOLD INCOME, INCOME INEQUALITY

Income inequality is increasing nationwide...which affects both neighborhoods and local economies.

Funded Regions that Rank in the Highest Earning Metros (2010)



Funded Regions with Highest Income Inequality (2010)



Income inequality is increasing nationwide – the resulting trend is that lower income households are left to do even more with less, and the increasing number of households under financial strain affects both neighborhood stability and local economies.

At \$73,000, San Francisco has the third highest median household income among the largest 50 metros. Boston, Minneapolis, and San Diego are among the ten highest earning and Denver (\$59,000) falls within the highest 20.

Comparatively, median household income in Brownsville - roughly \$30,000 - is well below the lowest median income of the largest 50 metros (Tampa, \$40,000).

Boston, New Orleans, and San Francisco are among metros with the highest income inequality.³² Income inequality is observed in many metro areas, such as Boston and San Francisco, where median incomes and overall cost of living is also higher than elsewhere in the nation, and exemplifies the burden placed on lower income households who must struggle to make ends meet.

“Undoubtedly, a highly inequitable distribution of income is most troublesome for those with the least; understanding and addressing inequality is thus an important component of improving the lives of low and moderate-income (LMI) individuals.”³³

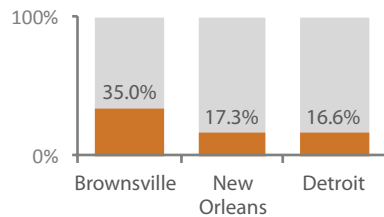
³² The Gini coefficient on income inequality measures the distribution of income across households. The Gini coefficient is a measure between zero and one, where a perfectly equal distribution – where every household would have the same income – yields a measure of zero and a perfectly unequal distribution – where one household would have all of the income – yields a value of one. Income inequality among the top 50 largest metros in the nation varies from .42 to .50.

³³ Choi, L. Addressing Widening Income Inequality Community Development. Community Investments, Fall 2011 – Volume 23, Issue 2. Federal Reserve Bank of San Francisco.

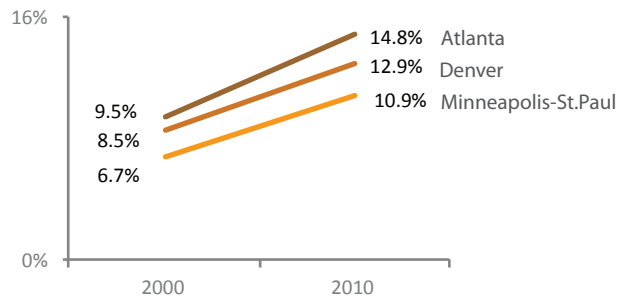
POVERTY

...an increasing suburbanization of poverty underscores the importance of a regional approach to addressing the needs of low-income households.

Funded Regions with the Highest Poverty Rates (2010)



Funded Regions with the Highest Increases in Poverty over the Past Decade (2000-2010)



Poverty has increased in nearly all of the 50 largest metro areas in the nation. Recent trends indicating an increasing suburbanization of poverty underscores the importance of a regional approach to addressing the needs of low-income households.

New Orleans (17.3%) and Detroit (16.6%) are among the highest poverty rates among large metros in the nation. However, poverty in Brownsville (35%) far exceeds these rates - and is nearly double that of its larger counterparts.

Minneapolis, Atlanta and Denver saw some of the highest increases (roughly 50% to 60%) in poverty over the past decade.

Rising poverty levels nationwide present a threat to the nation’s economic stability. A key focus of regional equity is not only creating jobs to help reduce unemployment, but ensuring living wages and opportunities to accumulate wealth and achieve the financial stability necessary to help families stay out of poverty. Researchers contend that “metropolitan areas that pay systematic attention to both regional growth and central city, suburban, and rural poverty issues are more likely to be competitive for national and international economic opportunities.”³⁴

“By 2008, suburbs were home to the largest and fastest-growing poor population in the country.”³⁵

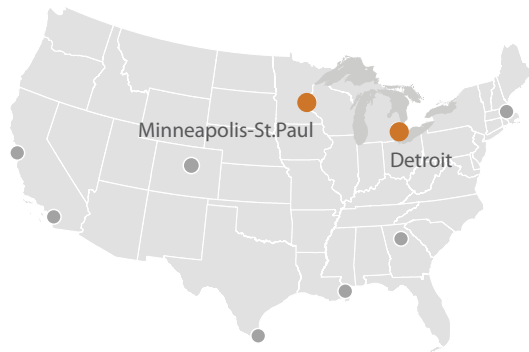
³⁴ Kneebone, E. and Garr, E. (2010). The Suburbanization of Poverty: Trends in Metropolitan America, 2000 to 2008. The Brookings Institution: Washington, DC.

³⁵ Kneebone, E. and Garr, E. (2010). The Suburbanization of Poverty: Trends in Metropolitan America, 2000 to 2008. The Brookings Institution: Washington, DC.

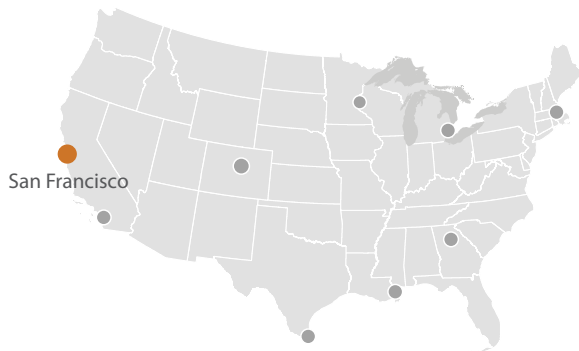
HOUSING TENURE

While rates of homeownership have remained relatively the same in most metropolitan areas over the past decade, the recent housing market failure had devastating impacts in many metro communities, particularly in communities of color.

Funded Regions with the Highest Homeownership Rates (2010)



Funded Region with the Highest Proportion of Renter-occupied Units (2010)



Traditionally, homeownership has been the primary means of wealth accumulation and financial stability in the United States.³⁶ As a result, “plummeting house values were the principal cause of the recent erosion in household wealth among all groups, with Hispanics hit hardest by the meltdown in the housing market.”³⁷

Minneapolis-St. Paul and Detroit demonstrate some of the highest homeownership rates (just over 70%) among the largest metros. Brownsville compares favorably among large metros with relatively high rates of homeownership (more than 65%).

In contrast, San Francisco has the third highest proportion (46%) of renter-occupied housing units among the 50 largest MSAs.

Mitigating the impact of foreclosures, eradicating blight, and returning vacant and abandoned properties to productive use is critical to stabilizing metropolitan housing markets. However, in metro areas where real estate and the overall cost of living is higher, equity advocates also recognize the importance of providing affordable rental housing as key to promoting metro sustainability.

“The bursting of the housing market bubble in 2006 and the recession that followed from late 2007 to mid-2009 took a far greater toll on the wealth of minorities than whites.”³⁸

36 Jacobus, R. and Davis, J. (2010). The Asset Building Potential of Shared Equity Home Ownership. New America Foundation: Washington, DC.
37 (2011). Twenty-to-One: Wealth Gaps Rise to Record Highs Between Whites, Blacks and Hispanics. Pew Research Center: Washington, DC.
38 (2011). Twenty-to-One: Wealth Gaps Rise to Record Highs Between Whites, Blacks and Hispanics. Pew Research Center: Washington, DC.

How Does the Detroit Metro Compare?

- Detroit ranks among the 20 largest and most educated metros in the nation.
- Detroit demonstrates one of the highest homeownership rates of large metros nationwide.
- Detroit is home to one of the most diverse youth populations.
- Detroit represents many large metros where elderly populations have increased while youth populations declined in the past decade.
- Median household income, about \$48,200, is the 38th lowest among the 50 largest metros in the nation.
- Unemployment nearly tripled in the past decade and remains the highest among large U.S. metros.
- Of the 50 largest metros, Detroit's poverty rate is among the highest.

On these broad indicators, the Detroit region has key assets to draw upon as grantees work to advance a regional equity agenda: a relatively well-educated population and high rates of homeownership. However, the region has suffered sizable population loss and economic decline; unemployment and poverty are among the worst in the nation compared to other large metros. These demographic trends have resulted in significant socio-economic disparities in the Detroit metro and demonstrate a need for economic regeneration in the region. In the following section, additional data will be explored that are region specific. These data were selected from a broader set of indicators to sketch a general regional picture and to set the stage for thinking through how Unit grantees are addressing equity across the metro region and the state.

Metropolitan Opportunity Unit
Ford Foundation
November 2012



The Detroit Region as Context

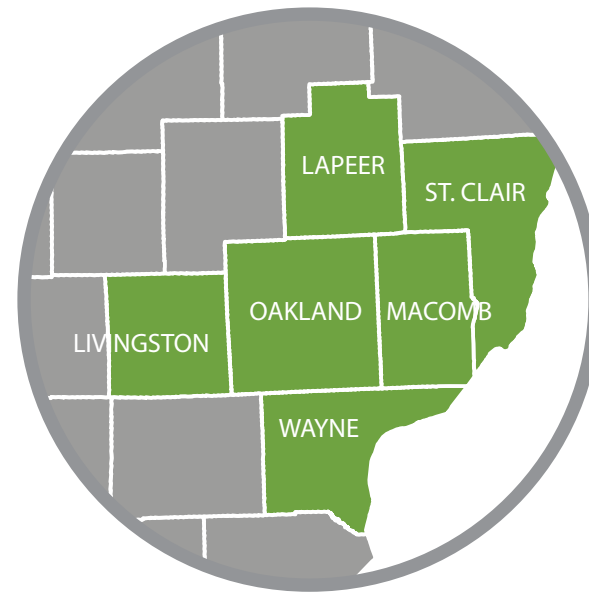
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V. The Detroit Region as Context

Defining the Region

Throughout the fall of 2011 and January 2012, Success Measures engaged the Metropolitan Opportunity Unit's Detroit metro grantees and the local evaluation data partner in a participatory review and analysis of the quantitative and qualitative data collected throughout the pilot phase of the evaluation effort. The discussion addressed many issues central to grantees' efforts – including defining the region in which they work.

Grantees identified the Detroit metro region as synonymous with the Detroit-Warren-Livonia Metropolitan Statistical Area (MSA). Grantees were asked to describe the Detroit metro region in terms of the geographic reach of their work and the spatial distribution of the populations their efforts are intended to reach, as well as to take into account where and at what levels of government decision making happens in the region.³⁹ As a result of this discussion, grantees identified the Detroit metro region – addressing not only the Metropolitan Opportunity Unit's intended focus but also the social, economic, and political dynamics at play – as synonymous with the six-county metro area encompassed by the Detroit-Warren-Livonia Metropolitan Statistical Area.



Detroit-Warren-Livonia Metropolitan Statistical Area

³⁹ For a more detailed discussion on issues grantees identified as central to understand decision-making in the Detroit metro region, see Section VI, page 61 on "Metro Governance," and page 63 on "Policy and Regulatory Environment".



Success Measures worked with the Institute on Metropolitan Opportunity (IMO)⁴⁰ and Data Driven Detroit (D3) to collect a set of secondary data for the Detroit metro region. Unless otherwise noted, the data discussed in this section correspond to the six-county regional geography.

The Detroit-Warren-Livonia MSA (hereinafter referred to as the Detroit MSA), as defined by the U.S. Office of Management and Budget and used by the U.S. Census Bureau, is composed of six counties in southeast Michigan – Lapeer, Livingston, Macomb, Oakland, St. Clair, and Wayne.

The purpose of the secondary data is to inform the Unit’s, grantees’ and other stakeholders’ discussions about the contextual environment in which grantees are working. The secondary data also provide credible quantitative information grantees can use in communications materials to funders, partners, and the general public. The secondary data is not intended to measure the impact of grantees’ work, or the Unit’s funding, but instead serves as a means to describe the demographic and economic trends observed in the metro regions.

The data reviewed in this section address population, income, jobs, housing, and transit – issues that are critical to understanding many of the core elements that affect the form and function of metropolitan regions, and central to addressing the systems change necessary to achieve the Unit’s long-term goals – such as the reduction of spatial inequality and racial inequities.

Over the course of the next year of the Metropolitan Opportunity Unit’s participatory evaluation, Success Measures will work with grantees and data partners to address the potential for incorporating neighborhood-level data that can better capture nuanced change observed in local communities.

40 Formerly Institute on Race and Poverty

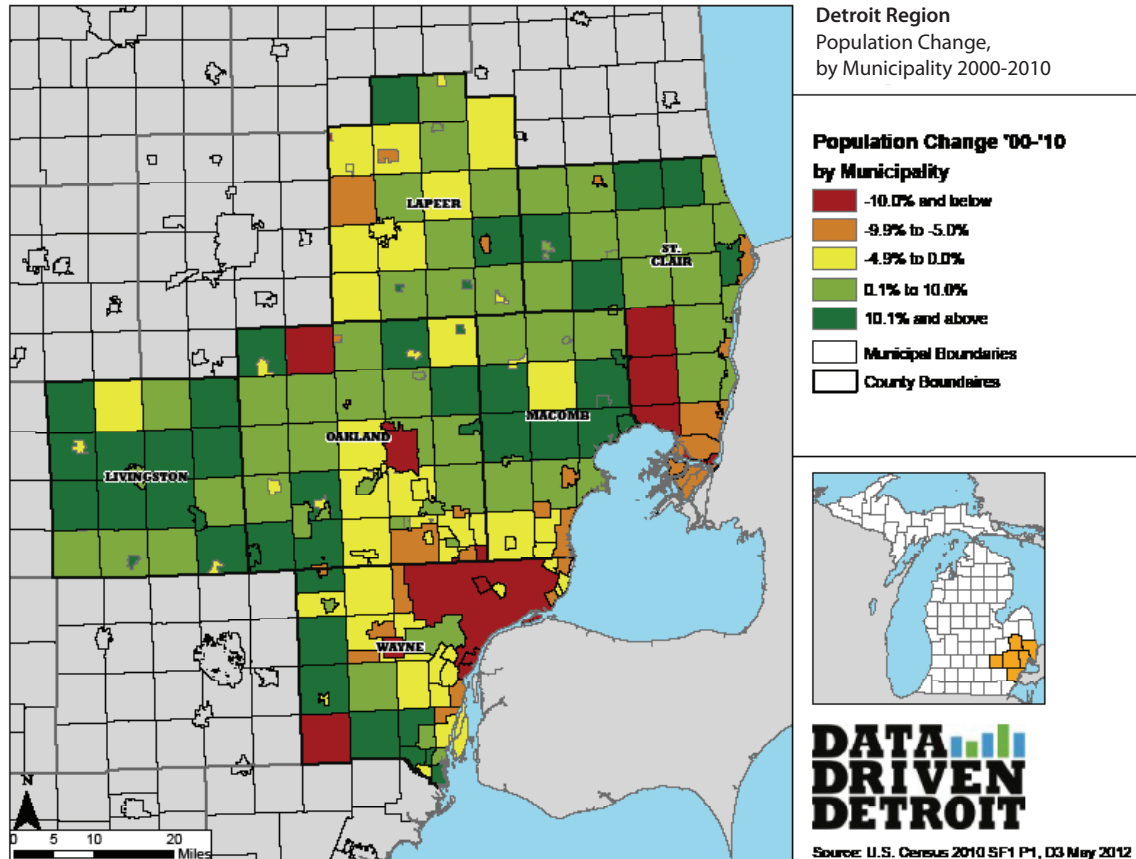
Key Indicators for Comparison

In past decades, the decline of the Detroit metro region's core industries and the recent impact of the housing market crisis spurred a wave of unemployment, foreclosures, and population migration out of the urban core. Detroit joins the ranks of post-industrial Cleveland and Youngstown, OH - cities that represent the timeline of industrialization in the U.S. and align with the rise and fall of U.S. industries, peaks in highway and housing construction, and the expansion and shrinking of the middle class. With industrial anchors dwindling or disappearing altogether, these cities have worked to restructure and re-imagine themselves after decades of disinvestment and economic decline.

However, certain trends set the Detroit metro region apart. While metro areas nationally are growing increasingly diverse in inner- and outer-suburban rings, the composition of the Detroit metro area remains starkly divided – a lower income and predominantly black central city surrounded by wealthier, white suburbs. Furthermore, poverty in the city of Detroit is among the highest in the nation. Job growth has occurred mostly outside of Detroit while unemployment in the city continues to rise. Furthermore, Detroit is struggling to attract and keep young people – particularly a pool of early- and mid- career professionals who can contribute to economic regeneration. At the same time, upward trends in immigration, particularly in the Arab and Hispanic communities, have brought positive relief and have been critical to the stabilization and revitalization of some neighborhoods.

POPULATION

POPULATION LOSS



Population loss was largely concentrated in the city of Detroit and surrounding areas, posing critical challenges particularly to low-income and minority communities.

Between 2000 and 2010, the Detroit metro region population decreased by 3.5%, a net loss of over 150,000 people.⁴¹ Of the 50 largest U.S. metro areas, only New Orleans and Cleveland recorded a greater population decline. Much of the metro population loss was concentrated in the city of Detroit and surrounding municipalities.

The city of Detroit experienced a sharp 25% population decline over the decade, a loss of over 237,500 residents. Meanwhile, the metro region, outside of the city of Detroit, grew a modest 2.3% (an increase of 81,186 residents) over the decade. Livingston County experienced significant population growth, growing 15% over the decade. Macomb County grew by nearly 7%, while Lapeer, Oakland, and St. Clair counties remained relatively stable over the period.

Population loss remains a fundamental challenge to the well-being of communities in Detroit. Since areas experiencing the greatest population loss are largely home to low-income and minority communities, these groups are disproportionately impacted by issues such as the discontinuation of basic services and declining property values resulting from vacancy, blight, and an associated rise in criminal activity.

“Large metro areas remain at the cutting edge of the nation’s continued growth. Population growth remains an important barometer of economic and societal well-being in America.”

—The Brookings Institution, “State of Metropolitan America”

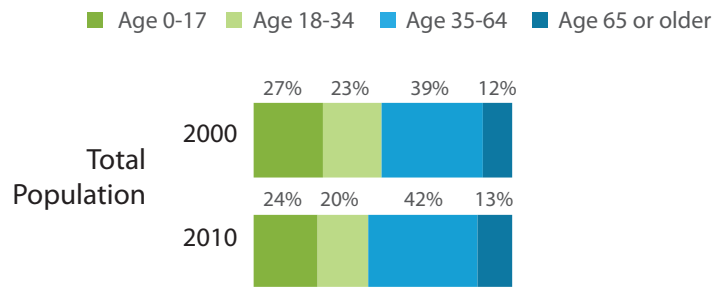
⁴¹ U.S. Census Bureau, Census 2000, 2010.

POPULATION

AGE COMPOSITION

The number of young people in the metro is shrinking; the city of Detroit struggles to attract young professionals to contribute to the economic regeneration of the region.

Detroit Region Age Composition



Source: U.S. Census Bureau, Census 2000, American Community Survey 2010. Prepared by IMO.

Detroit metro residents are predominantly above the age of 35; individuals aged 35 and over comprise 55% of the total regional population—and were the only age cohort to experience growth over the decade.⁴⁶ The population under the age of 35 decreased by 12%, while the population over 35 increased 5%. As a result, the largest cohort, aged 35 to 64, grew from 39% to 42% of the metro population over this period. The fastest growing population in the metro region is over 65, comprising 13% of the population in 2010, an increase of 6% since 2000.

These demographic shifts pose additional challenges for Detroit as it struggles to attract and keep young people – particularly a pool of early and mid career professionals who can contribute to the region’s economic regeneration.

While Asian and Hispanic communities remain relatively small, these populations have seen more growth among youth. The Asian and Hispanic population under 35 grew by 18% and 26%, respectively. In contrast, the population under 35 years old shrank dramatically in both the white (-16%) and black (-14%) communities.

Across all racial and ethnic groups, the population is aging. Only in the Hispanic community has the proportion of the population under age 17 increased.

As the population ages their needs will change; affordable housing that provides access to key services and convenient public transit which replaces individual driving, will become quality of life imperatives. Furthermore, the region’s economic competitiveness will depend on a smaller segment of the population, whose education and skills development will determine the strength of the region’s workforce.

“The generation gap is likely to fuel political battles as the aging white population becomes increasingly averse to public spending...but also shares a stake in the economic success of youth.”

—PolicyLink, “Prosperity 2050: Is Equity the Superior Growth Model?”

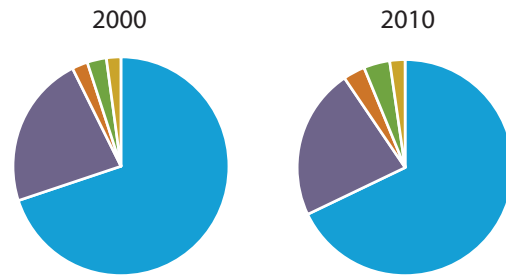
⁴⁶ U.S. Census Bureau, Census 2000; American Community Survey 2006-2010. prepared by IMO.

POPULATION

RACIAL/ETHNIC DIVERSITY & IMMIGRATION

Asian and Hispanic populations are a small but growing part of the region, while the white and black populations continue to decline.

Detroit Region Racial Composition



Race	2000	2010
White	69.9%	67.9%
Black	22.8%	22.6%
Asian	2.3%	3.3%
Hispanic	2.9%	3.9%
Other	2.2%	2.3%

Source: U.S. Census Bureau, Census 2000, 2010. Prepared by IMO.

While the region as a whole remains predominantly white (68%) and black (23%), growth in its minority population mirrors national trends, with the region's Asian and Hispanic populations having an increase over the decade of 36% and 32%, respectively.⁴² In this same time period, white and black populations decreased by 6% and 4%, respectively.

Within the city of Detroit specifically, the most severe population decline was shared across the white (-44%), black (-24%) and Asian (-18%) populations, while the Hispanic population experienced a modest 3% increase.

Across the nation, immigration was responsible for much of the population growth observed in metro areas over the past decade.⁴³ Similarly, while the region's population as a whole shrank over the decade, the foreign born population increased by 9%.⁴⁴ In 2010, over one in twelve (8.6%) metro residents identified as foreign born. Within the city of Detroit, the foreign born population rose from 4.8% to 5.1%.⁴⁵ These upward trends in immigration, particularly in the Arab and Latino communities, have brought positive relief to some areas where immigrant communities have been critical to the stabilization and revitalization of some neighborhoods.

"Minority populations in the United States concentrate even more heavily in large metropolitan areas than the overall population... a number of these large metro areas are on the cutting edge of the nation's transition to a "majority minority" society."

—The Brookings Institution, "State of Metropolitan America"

⁴² U.S. Census Bureau, Census 2000, 2010. Prepared by IMO.

⁴³ (2010) State of Metropolitan America: On the Frontlines of Demographic Transformation. The Brookings Institute: Washington

⁴⁴ U.S. Census Bureau, Census 2000; American Community Survey, 2006-2010. Prepared by IMO.

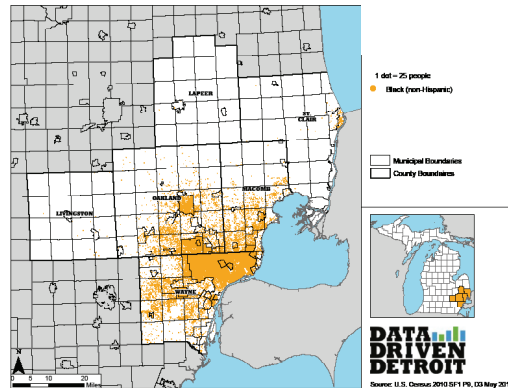
⁴⁵ U.S. Census Bureau, Census 2000; American Community Survey, 2006-2010. American Fact Finder.

POPULATION

RACIAL SEGREGATION

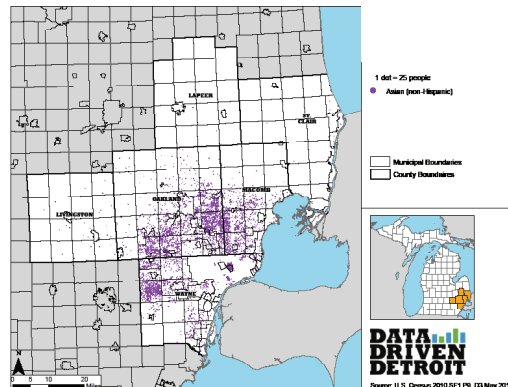
Detroit Region
Distribution of Race
by Census Block Group 2010

Black (non-Hispanic)



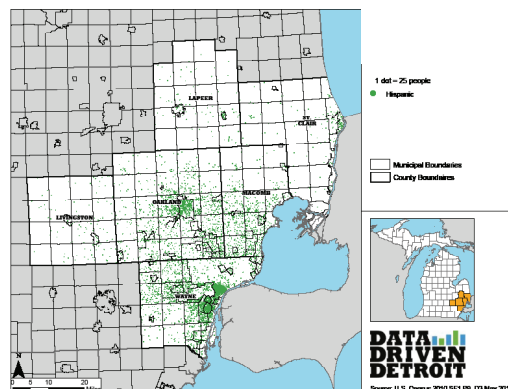
Detroit Region
Distribution of Race
by Census Block Group 2010

Asian (non-Hispanic)



Detroit Region
Distribution of Race
by Census Block Group 2010

Hispanic



The composition of the Detroit metro area remains starkly divided: a lower income and predominantly black central city surrounded by wealthier, white suburbs.

While both white and black populations declined within the city, the white population declined more dramatically, decreasing 44% over the decade, while the black population declined 24%.⁴⁷ As a consequence, the white population in the city of Detroit went from 10% of the total population in 2000 to 8% in 2010.

While the black population remains largely concentrated in the city of Detroit, the percentage of black residents living outside the city increased dramatically over the decade. In 2000, three out of four black metro residents (76%) lived within the city, by 2010 this number dropped to 61%.

Similarly, the Hispanic population is less concentrated in the city of Detroit than in 2000. In 2010, 29% of Hispanic metro residents lived within the city, compared to 37% in 2000.

“Monitoring segregation is key to understanding equity in the region both because it has pervasive negative effects and because it is rooted in federal, state, and local policies. ... Segregation concentrates poverty, denies residents opportunities for social and economic mobility, and perpetuates inequity in the region.”

--State of Equity in Metro Boston Indicators Report

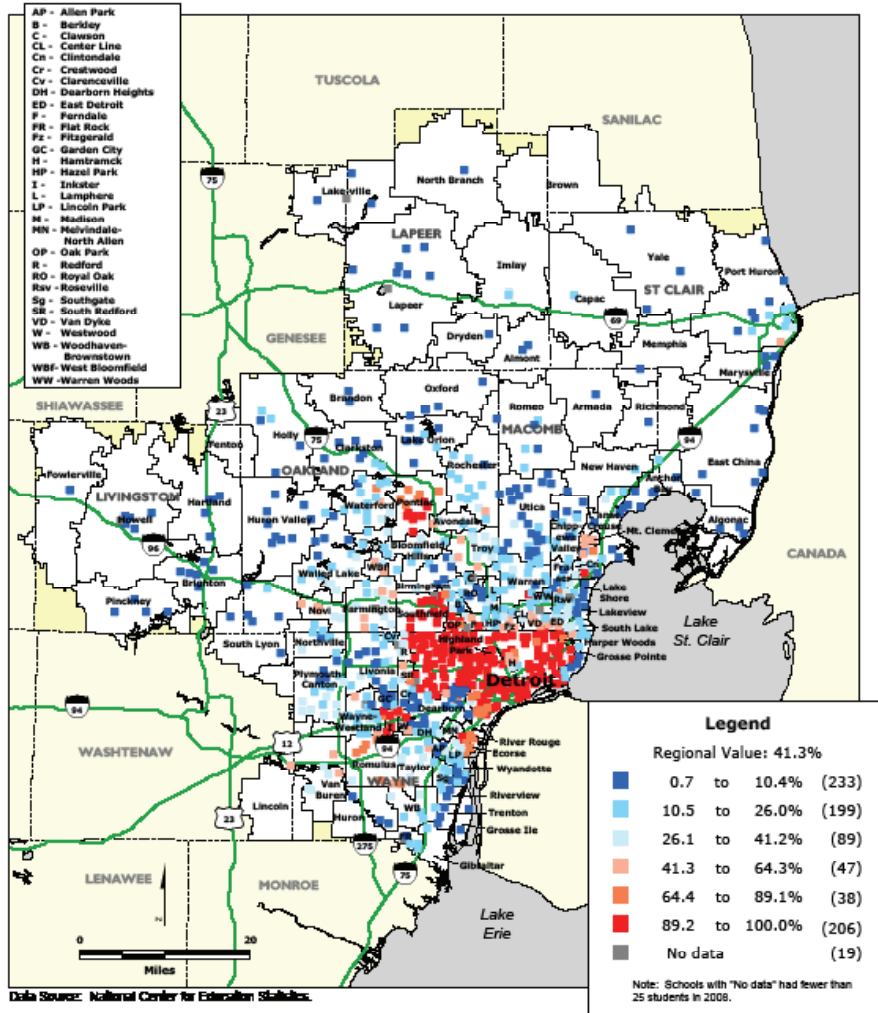
⁴⁷ U.S. Census Bureau, Census 2000, 2010. American Fact Finder.

POPULATION

RACIAL SEGREGATION IN SCHOOLS



DETROIT REGION:
Percentage Minority Elementary Students
by School, 2009



Segregation between black and white children has improved, but remains among the highest in the country.

Segregation between black and white children can be measured by a dissimilarity index⁴⁸ which indicates the percentage of elementary school children that would need to change schools in order to achieve an equal distribution within the metro region. The dissimilarity index between 2000 and 2009 decreased from .87 to .76. A dissimilarity index of .76 indicates that three out of four students would need to change schools in order to create an equal distribution of students of color in the region. Based on this measure, the Detroit metro remains the 47th least integrated metro among the 50 largest metros in the country.

What is the Dissimilarity Index?

The Dissimilarity Index compares two groups, "measuring the percentage of the smaller group that would have to move to a different geographic area in order to produce an equal distribution of the smaller group across the area in question. Values of .6 and greater are generally considered "high."

—State of Equity in Metro Boston, Indicators Report

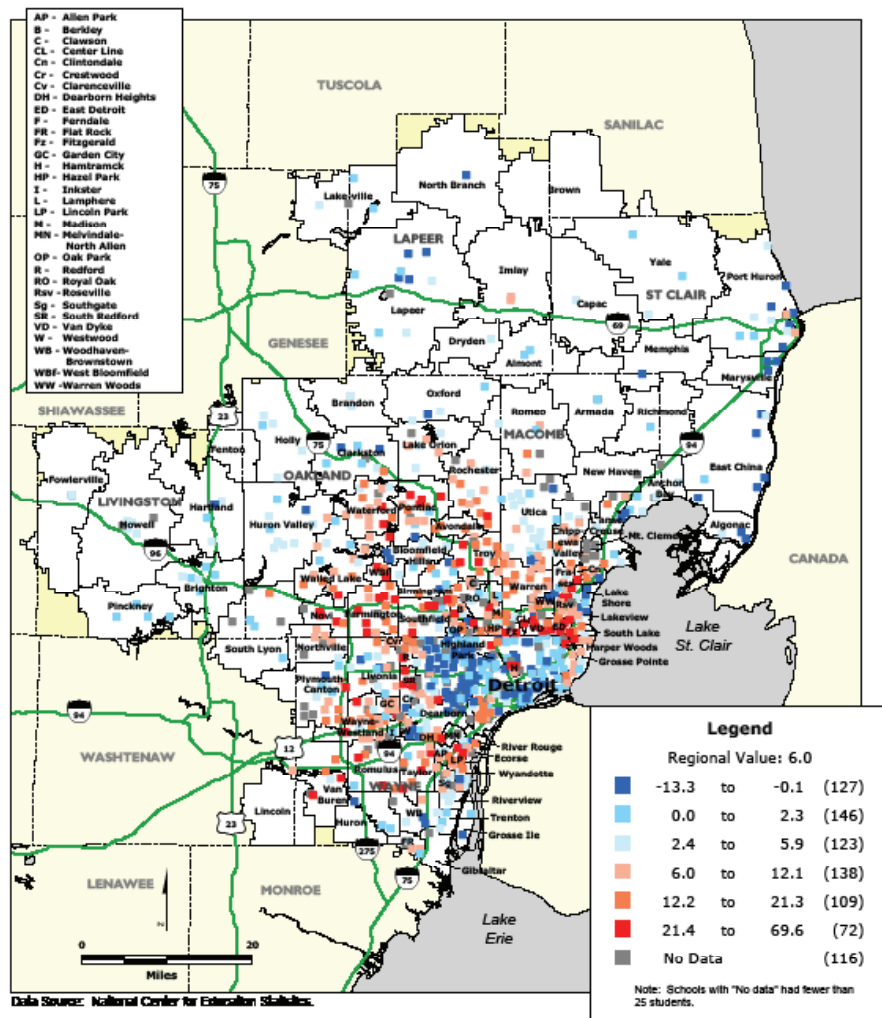
⁴⁸ The dissimilarity index is a demographic measure of the evenness with which two groups are distributed across the component geographic areas that make up a larger area. The index score can also be interpreted as the percentage of one of the two groups included in the calculation that would have to move to different geographic areas in order to produce a distribution that matches that of the other group.

POPULATION

RACIAL SEGREGATION IN SCHOOLS (CONT'D)



DETROIT REGION:
Percentage Point Change in the Share of Minority
Elementary Students by School, 2000-2009



Between 2000 and 2009, many schools in the surrounding suburbs experienced a growth in the proportion of minority students.

As indicated on the map on the previous page, most majority-minority schools are concentrated within the city of Detroit.⁴⁹ However, between 2000 and 2009, many of these schools saw a decrease in their share of minority students; in contrast, many schools in the surrounding suburbs experienced a growth in the proportion of minority students as indicated on the map on this page.

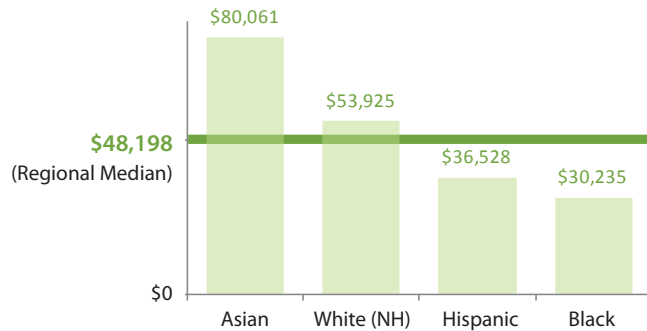
⁴⁹ Elementary school enrollment data (Source: National Center for Education Statistics, 2009) provided by the Institute on Metropolitan Opportunity reflects public school enrollment data, including charter schools, but does not reflect private school enrollment.

INCOME

MEDIAN HOUSEHOLD INCOME & INCOME INEQUALITY

Following a sharp income decline in the region, large income disparities persist between whites and racial and ethnic minorities.

Detroit Region Median Household Income by Race (2010)



Source: American Community Survey. Prepared by Data Driven Detroit.

What is the Gini Coefficient?

“The Gini Coefficient is a statistical measure of income equality ranging from 0 to 1. A measure of 1 indicates perfect inequality; i.e., one person has all the income and rest have none. A measure of 0 indicates perfect equality; i.e., all people have equal shares of income.”

—U.S. Census Bureau, Current Population Survey (CPS) - Definitions and Explanations

Median household income in the region declined 25% between 2000-2010, representing the steepest income decline observed among the 50 largest metros in the country. In 2000, median income in the Detroit metro ranked 11th highest among the 50 largest metros, by 2010 it had fallen to 38th.⁵⁰

Coupled with the sharp income decline, large income disparities persist between whites and racial and ethnic minorities. One out of three black households (35%) earns less than \$20,000 a year, compared to 16% of white households.⁵¹ Similarly, while 21% of white households earn over \$100,000 annually, only 8% of black households earn the same. The median household income for black households is 44% less than white households (this means that for every \$1 earned by the median black household, the median white household earns \$1.78).

Income losses were experienced more severely in black and Hispanic households and, as a result, further exacerbated disparities in median household income over the decade. Median household income in the black community decreased 29% between 2000 and 2010, and 35% in the Hispanic community.⁵²

The gap between rich and poor remains relatively high in the Detroit metro. The Detroit metro ranks as the 35th lowest in income equality among the 50 largest metros in the country, with a Gini coefficient of .46.⁵³

“The gap between rich and poor has widened since 1980 and the United States now has the third-worst income inequality among advanced industrial nations.”

—PolicyLink, “Prosperity 2050: Is Equity the Superior Growth Model?”

⁵⁰ Source: U.S. Census Bureau, Census 2000, 2010. Prepared by IMO.

⁵¹ American Community Survey, 2006-2010. Prepared by Data Driven Detroit.

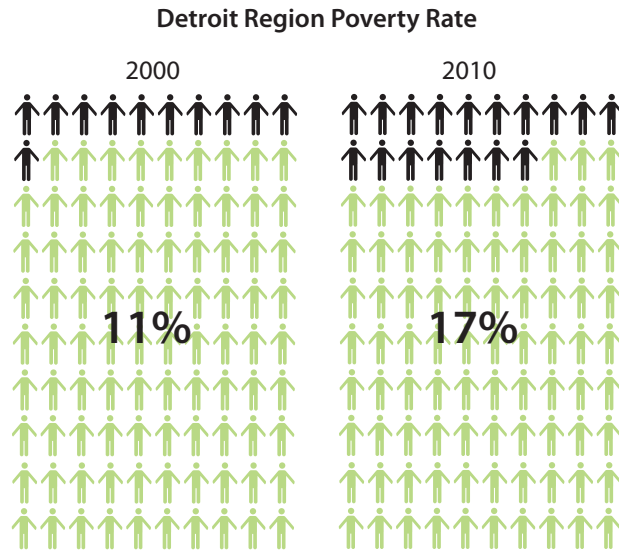
⁵² Census 2000; American Community Survey, 2006-2010. Prepared by Data Driven Detroit.

⁵³ Source: U.S. Census Bureau, Census 2000, 2010. Prepared by IMO.

INCOME

POVERTY RATE

Over the last decade, poverty rose more rapidly and became more concentrated in the city of Detroit. Within the city, one in three residents is living in poverty.



Source: U.S. Census Bureau, Census 2000, 2010. Prepared by IMO.

After a decrease in poverty in the 1990s, the Detroit metro experienced a significant (57%) increase in poverty over the last decade, from 11% to 17%—an increase of 242,000 more residents living in poverty.⁵⁴ Additionally, the Detroit metro experienced one of the largest increases in concentrated poverty in the country between 2000 and 2010, ranked 94th out of 100—demonstrating one of the worst concentrated poverty rates among the 100 largest metros in 2010.⁵⁵

As in many metros nationwide, the Detroit region has experienced an increase in poverty in the suburbs since 2000. However, concentrated poverty in the city remains a persistent and pervasive issue. Within the city of Detroit, one in three residents is living in poverty (34.5%),⁵⁶ while surrounding counties have lower poverty rates: Livingston County (6.2%), Oakland (8.7%), Macomb (9.8%), Lapeer (11%), St. Clair (12.4%) and Wayne County (21.4%).

“American poverty is becoming an increasingly suburban phenomenon. Suburbs in the nation’s largest metro areas are now home to the fastest-growing and largest poor population in the country—a reality that is not likely to change in the coming years...”

—The Brookings Institution, “The Suburbanization of Poverty”

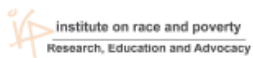
⁵⁴ Source: U.S. Census Bureau, Census 2000, 2010. Prepared by IMO.

⁵⁵ (2011) The Re-Emergence of Concentrated Poverty: Metropolitan Trends in the 2000s. The Brookings Institute: Washington DC.

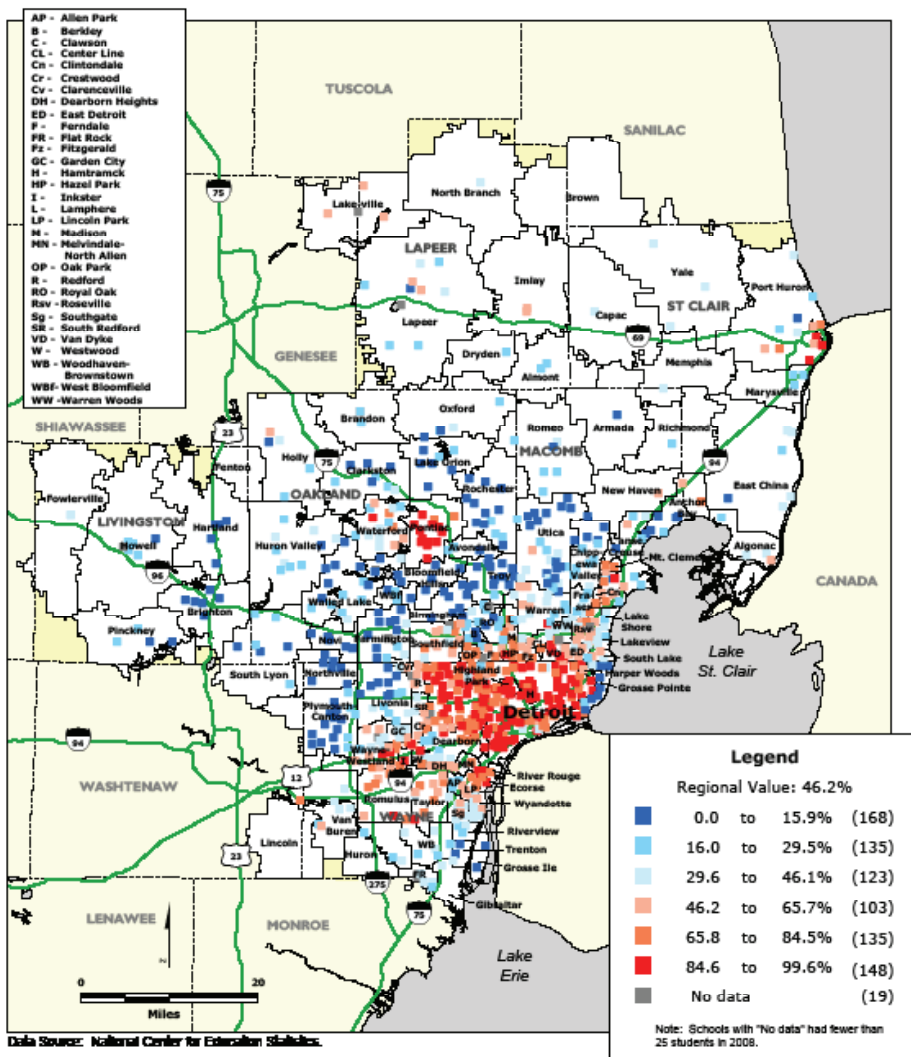
⁵⁶ American Community Survey, 2006-2010. American Fact Finder.

INCOME

INCOME SEGREGATION



DETROIT REGION
 Percentage of Elementary Students Eligible for
 Free or Reduced Lunch by School, 2009



Low-income and minority children in the Detroit metro region are highly segregated compared to other large metros in the nation.

Low-income and minority children in the Detroit metro region, who are largely concentrated in the city of Detroit, are highly segregated when compared to other large metros in the nation.

A review of the distribution of elementary students eligible for free-and reduced-lunch on this map demonstrates that schools in the Detroit metro show a pattern common to most American metropolitan areas – concentrated poverty in schools in central cities and adjacent inner-suburbs.⁵⁷ However, while students eligible for free-and reduced-lunch are concentrated in Detroit, their number is decreasing within many city schools and increasing in nearby suburbs (see map on page 45).

⁵⁷ Institute on Metropolitan Opportunity (IMO) uses eligibility of elementary students for the free- and reduced-lunch program as an indicator of poverty in schools. Racial and economic transitions in schools are often precursors of neighborhood change. For more information on IRP's indicators, please see Appendix A, Indicators Used Across Pilot Metros.

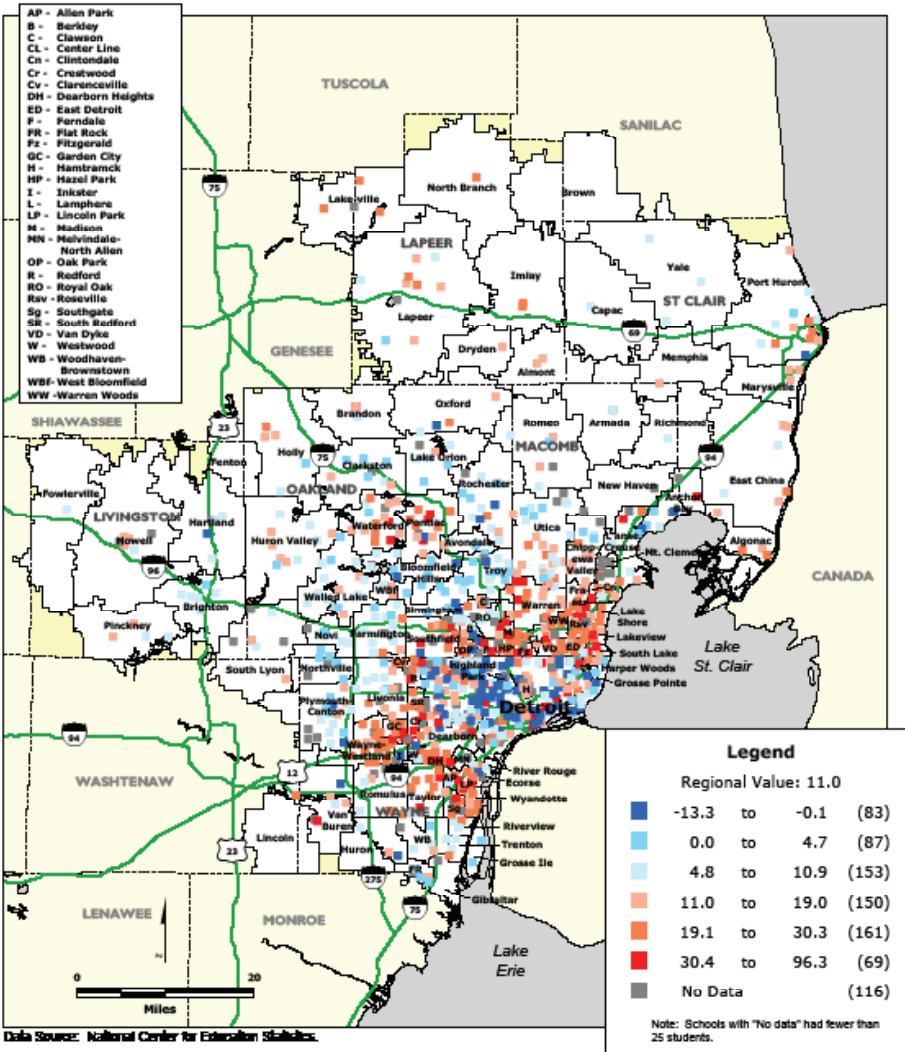
INCOME

INCOME SEGREGATION (CONT'D)



DETROIT REGION

Percentage Point Change in the Share of Elementary Students Eligible for Free or Reduced Price Lunch by School, 2000-2009



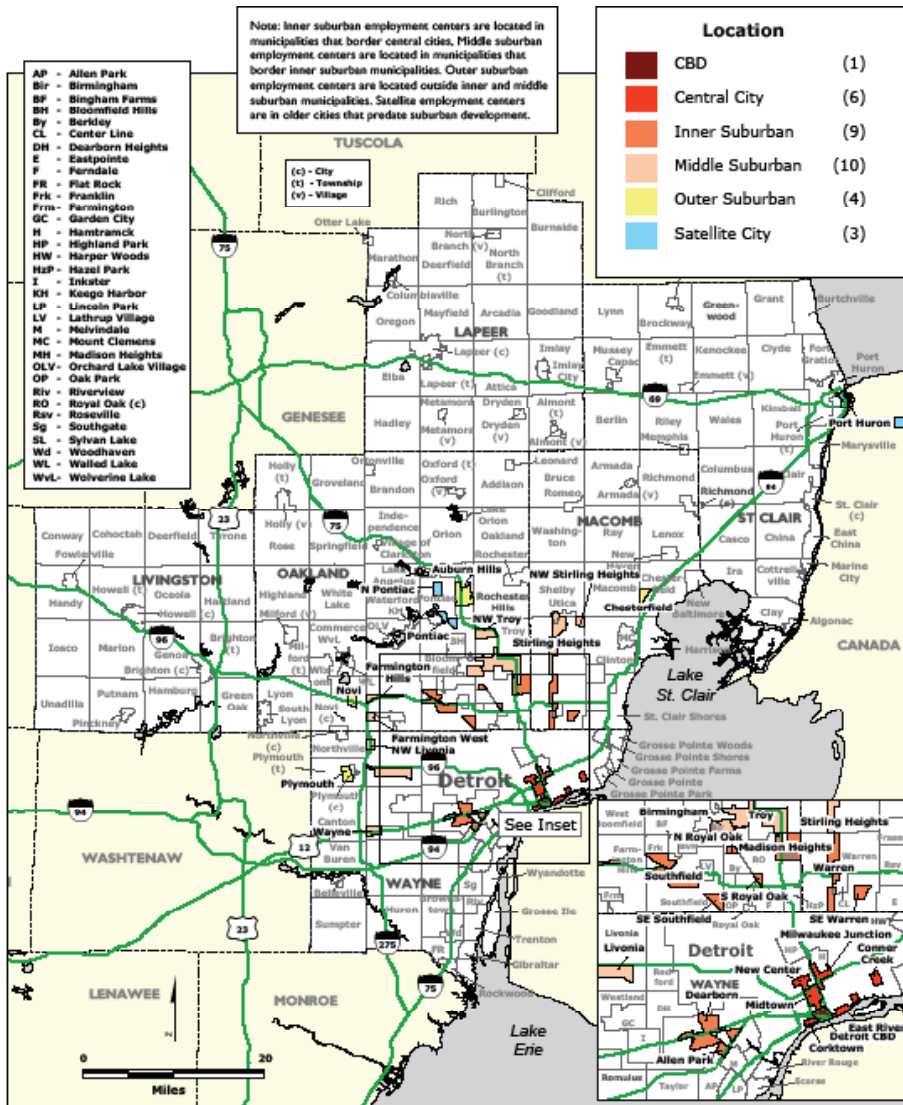
School segregation by income appears to have improved between 2000 and 2009, and the Detroit metro moved from being the fifth to the tenth most segregated metro among the 50 largest metros. School segregation, as measured by a dissimilarity index, indicates how many students receiving free or reduced-price lunch would need to change schools in order to create an economically integrated region, where each school's level of eligibility was equal. In the Detroit metro, half of eligible students (52%) would need to change schools in order to create an equal distribution of eligible students throughout the region.

JOBS

UNEMPLOYMENT & JOB CLUSTERS

Institute on race and poverty
Research, Education and Advocacy

DETROIT REGION Employment Centers by Location



Between 2001 and 2010, employment losses were concentrated among lower-paying jobs.

Between 2001 and 2010, the Detroit metro region experienced significant job losses in key sectors such as construction (-30%) and manufacturing (-46%).⁵⁸ Over this period, an estimated 280,000 jobs (a conservative estimate) were lost: 75% of these jobs were in construction and manufacturing.⁵⁹ However, sizable job growth was observed in other sectors such as health care and social assistance (20%), educational services (44%) and real estate, rental and leasing (16%) over the same time period—adding nearly 80,000 jobs in the metro region.

Employment losses were concentrated among lower-paying jobs. More than one in five jobs (22%) earning less than \$1,250 a month disappeared between 2002 and 2010 - a total loss of almost 95,000 jobs. One in four jobs earning between \$1,251 and \$3,333 per month were lost over the same period - a total loss of over 171,000 jobs. Higher paid jobs (over \$3,333 a month) declined 9%, a loss of 70,000 jobs.⁶⁰

58 Bureau of Economic Analysis, 2010. Prepared by Data Driven Detroit.

59 According to the Michigan State Department of Labor, private sector employment losses are estimated at 400,000, comparing employment change between the first quarters of 2001 and 2010.

60 Local Employment Dynamics. U.S. Census Bureau. Prepared by Data Driven Detroit.

JOBS

UNEMPLOYMENT & JOB CLUSTERS (CONT'D)

Despite greater density of jobs and fewer job losses in the central business district and central city areas, the majority of the region's jobs remain in suburban areas.

More than one in six workers was unemployed in the Detroit metro in 2010.



Despite greater density of jobs and fewer job losses in the central business district and central city areas, between 2002 and 2009, the majority of the region's jobs remain in suburban areas. The heaviest job losses were clustered in the inner suburbs, where nearly one in five jobs were lost (a loss of 35,700 jobs), the middle suburbs where one in four jobs were lost (a loss of 45,600 jobs), and the outer suburbs where one-third of jobs were lost (representing 16,500 jobs lost). At the same time, the population outside of the city is growing modestly, while the population inside the city is decreasing dramatically.

Between 2000 and 2010, the unemployment rate in the Detroit metro region nearly tripled from 6% to 17%. In 2010, more than one in six workers was unemployed in the Detroit metro, giving it the highest unemployment rate among the largest 50 metros in the country.⁶¹ This finding bears meaning for transit and transportation planning in the region to ensure that residents are provided affordable and efficient means for accessing employment opportunities in disparate locations throughout the region.

Unemployment disparities persist in the metro: black workers are nearly twice more likely than white workers to be unemployed; unemployment among black workers reached 25% in 2010, indicating that one in four black workers was unemployed.⁶²

“The variation in housing affordability across suburban communities may limit the extent to which [low-wage] workers can live near where they work just as transportation availability can determine the accessibility of distant job centers. Thus, certain metro areas may find that these decentralizing trends exacerbate challenges associated with connecting low-income workers, and particularly minority workers, to the local labor market.”

—The Brookings Institution, “The Suburbanization of Poverty”

61 U.S. Census Bureau, Census 2000, 2010. Prepared by IMO.

62 (2011) High Black Unemployment Widespread across Nation's Metropolitan Areas. Economic Policy Institute: Washington DC.

JOBS

EDUCATIONAL ATTAINMENT BY RACE/ETHNICITY

More than one in six black adults (17%) and one in three Hispanic adults (34%) in the metro region have not completed high school.

Detroit Region Educational Attainment of People Over the Age of 25 (By Percentage)

	All		White		Black		Hispanic		Asian	
	2000	2010	2000	2010	2000	2010	2000	2010	2000	2010
< High School	18	12	15	9	26	17	37	34	14	12
Only High School	29	28	30	29	30	30	25	24	10	10
Some College	24	24	24	24	26	29	19	21	9	11
Associate	7	8	7	8	6	8	5	6	5	5
Bachelors	15	17	16	18	8	10	9	9	30	33
Graduate	9	10	9	11	5	6	6	5	32	30

Source: U.S. Census Bureau, Census 2000; American Community Survey 2008-2010. Prepared by IMO.

"In relation to our economic future, the strength of the future workforce is a paramount concern. A key issue is the large and persistent educational achievement gap."

—PolicyLink, "Prosperity 2050: Is Equity the Superior Growth Model?"

In 2010, the Detroit metro region ranked 20th among the 50 largest metros in high school attainment (88% of adults aged 25 and over completed high school) and 40th in the nation in post-secondary attainment (35% of adults aged 25 and over with an associate's degree or higher).⁶³ Over the past decade, educational attainment improved in the region: the percentage of the population aged 25 or over without a high school diploma decreased from 26% to 17%, and the percentage with at least a Bachelor's degree increased from 23% to 27%. However, while improvements in high school attainment were greater than in other large metros, the improvements in post-secondary attainment were comparatively lower.

Racial disparities in educational attainment persist. Approximately one in six black adults (17%) and one in three Hispanic adults (34%) in the metro region have not completed high school, compared to only one in ten white adults (9%).

With respect to higher education, black and Hispanic adults are half as likely as white adults to have a Bachelor's degree. Only 6% of black adults and 15% of Hispanic adults have at least a Bachelor's degree, compared to 30% of whites. Educational attainment is highest in the Asian population, where 62% of adults have at least a Bachelor's degree.

Educational disparities improved unevenly over the decade, with considerable gains in high school attainment among black adults relative to white adults. However, disparities in higher education worsened slightly between the two groups: white educational attainment improved more dramatically than black educational attainment. Hispanic adults made smaller gains when compared to both black and white populations.

⁶³ U.S. Census Bureau, Census 2000, 2010. Prepared by IMO.

JOBS

EMPLOYMENT EDUCATION REQUIREMENTS

Detroit Region Most Significant Source of Education or Training in the 38 Emerging Occupations, 2010-2018

	Occupations	Percent
Associate Degree	15	39%
Work Experience in a Related Occupation	7	18%
Long-Term on-the-Job Training	6	16%
Postsecondary Vocational Award	5	13%
Moderate-term on-the-job training	4	11%
Short-term on-the-job training	1	3%

Detroit Region Most Significant Source of Education or Training in the 272 Declining Occupations, 2010-2018

	Occupations	Percent
Moderate-term on-the-job training	89	33%
Short-term on-the-job training	64	24%
Long-Term on-the-Job Training	43	16%
Postsecondary Vocational Award	16	6%
Bachelor's degree	16	6%
Work Experience in a Related Occupation	15	6%
Not defined	11	4%
Associate Degree	8	3%
Bachelor's or higher degree, plus work experience	6	2%
Master's degree	4	1%

Source: EMSI, BLS. Prepared by Data Driven Detroit.

Among the 38 emerging occupations, based on projections for the time period from 2010 to 2018, over half will rely on post-secondary education. Only one of these emerging occupations will rely on short-term on-the-job training. In contrast, 63 of the 272 declining occupations rely primarily on short-term on-the-job training.⁶⁴

“With decent-paying jobs in the U.S. labor market poised to demand ever-greater levels of education and skills from their workers, the economic and social future of metropolitan areas may hinge on the ability of their economic and social institutions to propel a younger, more diverse population toward post-secondary success.”

—The Brookings Institution, “State of Metropolitan America”

⁶⁴ Bureau of Labor and Statistics, EMSI. Prepared by Data Driven Detroit.

HOUSING

HOUSING TENURE

Homeownership rates remain relatively high in the Detroit metro region.

The Detroit metro region has the second highest owner occupancy rate among the 50 largest metros in the nation. Paralleling national trends, owner occupancy in the Detroit metro region decreased from 72.6% to 70.9% over the last decade.⁶⁶

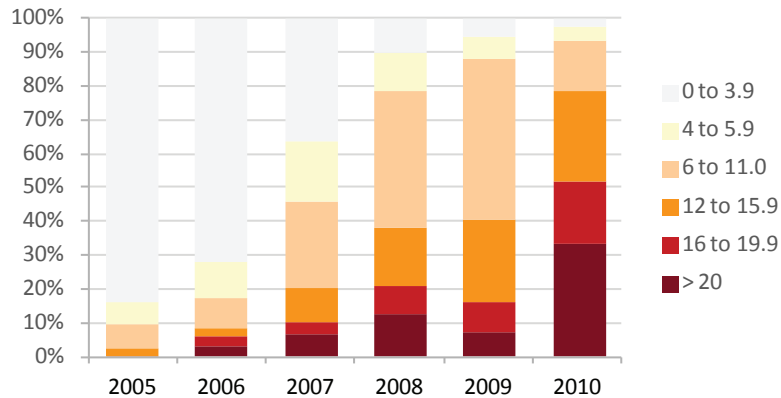
Homeownership rates in the city of Detroit are lower than in neighboring counties. Homeownership is 54.5% in the city of Detroit, compared to 87.2% in Livingston County, 84.4% in Lapeer County, 79.1% in Macomb County, 78.9% in St. Clair, and 74.6% in Oakland County.

FORECLOSURES

In 2005, foreclosures were almost entirely concentrated within the city of Detroit and adjacent suburbs; by 2010, foreclosure activity was pervasive across the metro region.

In 2005, only 1 of 217 metro zip codes had a severe foreclosure rate (exceeding 1 per 62.5 households).⁶⁷ The vast majority of areas outside the city of Detroit and adjacent suburbs had low foreclosure rates. By 2010, more than half of all zip codes were experiencing severe foreclosure rates, and only 5 zip codes maintained low foreclosure rates (less than 1 foreclosure per every 250 households). (See maps on page 51).

Detroit Region Foreclosure Activity per 1,000 households



Source: RealtyTrac 2005, 2010. Prepared by IMO and Ryan Gerety.

“The bursting of the housing market bubble in 2006 and the recession that followed from late 2007 to mid-2009 took a far greater toll on the wealth of minorities than whites... Plummeting house values were the principal cause of the recent erosion in household wealth among all groups, with Hispanics hit hardest by the meltdown in the housing market.”

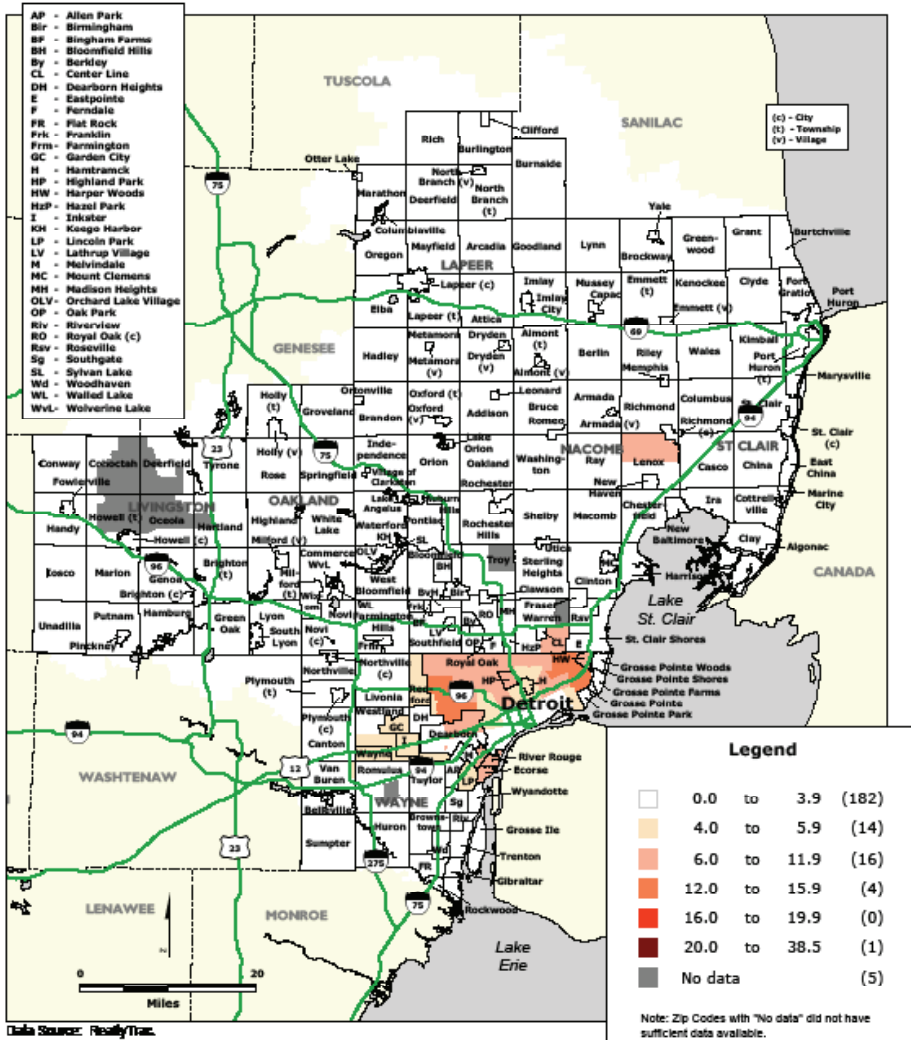
—Pew Research Center, “Twenty to One – Wealth Gaps Rise to Record Highs between Whites, Blacks and Hispanics”

66 U.S. Census Bureau, Census 2000, 2010; American Community Survey, 2006 - 2010. Prepared by IMO.

67 RealtyTrac 2005, 2010. Prepared by IMO.

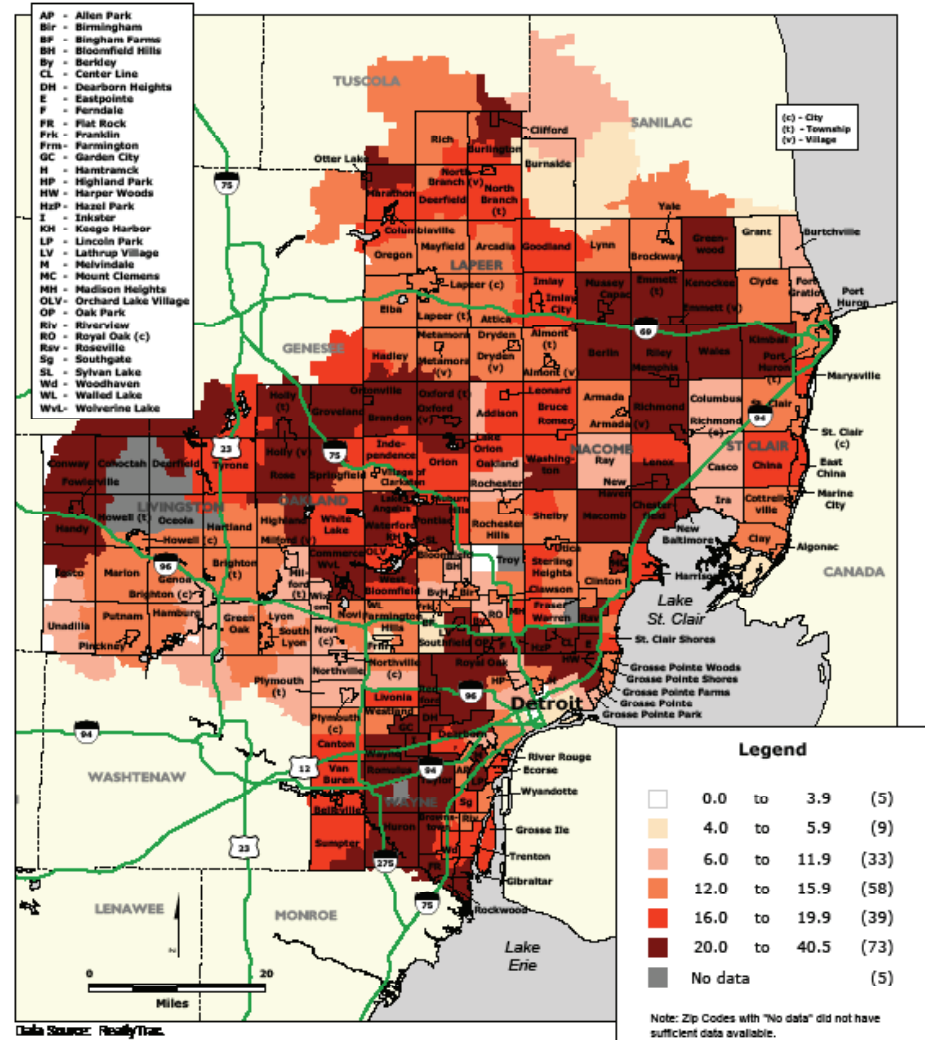
DETROIT REGION

Foreclosure Activity per 1,000 Households
by Zip Code, 2nd Quarter 2005



DETROIT REGION

Foreclosure Activity per 1,000 Households
by Zip Code, 2nd Quarter 2010



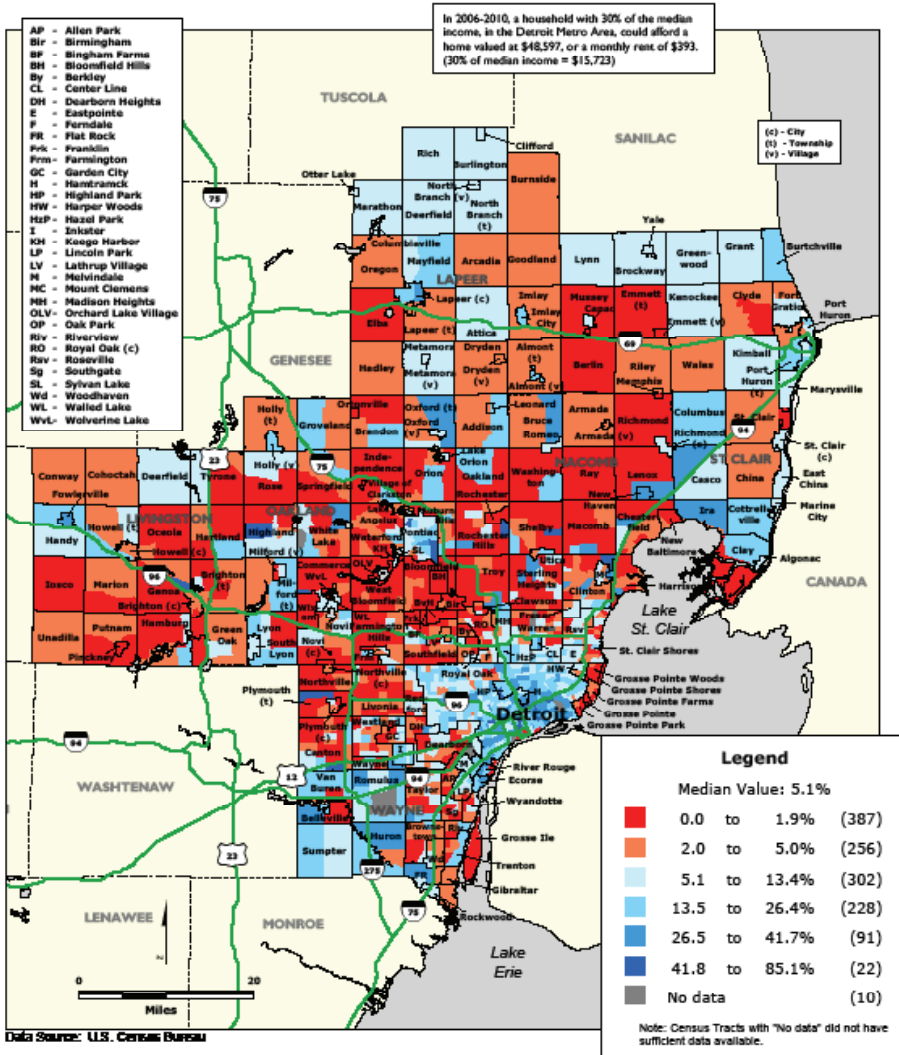
HOUSING

HOUSING AFFORDABILITY



DETROIT REGION

Percentage of Housing Units Affordable at 30% of Regional Median Income by Census Tract, 2006-2010



The majority of affordable housing is concentrated within the city of Detroit.

Housing is considered affordable when it does not exceed 30% of household income. In the Detroit metro, only 9% of housing units are affordable to households earning less than 30% of the regional median income or \$14,459.⁶⁸ Furthermore, these affordable housing units are concentrated in a small number of neighborhoods – half of metro neighborhoods have less than 5% of housing affordable to low-income households. Most of the affordable housing units are concentrated within the city of Detroit.

Racial disparities in income impact housing affordability. For example, for one out of three black households, over 90% of housing units are unaffordable.

The overall availability of affordable housing, and its location with respect to important facets of opportunity including access to public transit, jobs, and services, remain important issues for the region's low-income residents.

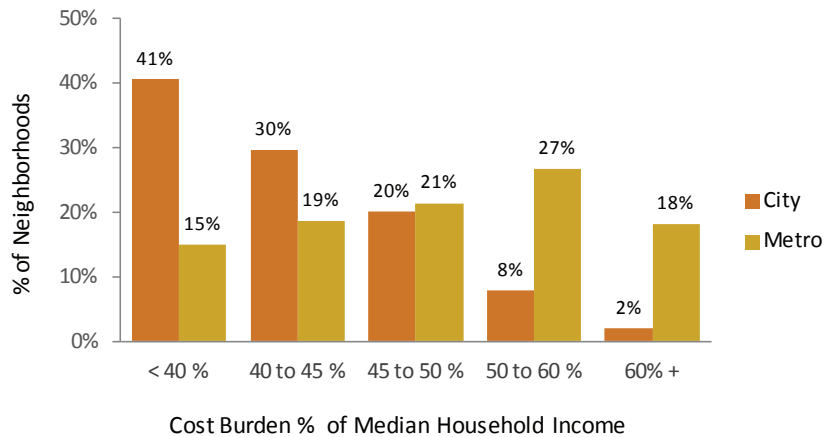
68 U.S. Census Bureau, American Community Survey, 2006 - 2010. Prepared by IMO.

HOUSING

HOUSING & TRANSPORTATION COSTS

Taking into account combined housing and transportation costs, only one third of metro neighborhoods are affordable for the typical household.

Detroit Region Housing and Transportation Costs as a percentage of Median Household Income (2010)



Source: Center for Neighborhood Technologies, 2010. Prepared by Ryan Gerety.

Households paying more than 45% of their income for housing and transportation are thought to be carrying an excessive cost burden.⁶⁹ A review of combined housing and transportation costs in the region reveals that only one third of metro neighborhoods⁷⁰ would be considered affordable to a typical household earning the metro median income of \$48,198. Of these neighborhoods, a disproportionate number (56%) are located within the city of Detroit.

Furthermore, in 45% of neighborhoods, housing and transportation costs would exceed 50% of a typical household's income, an excessive burden.

Given the income disparities in the region, the cost burden is more extreme for black families. The median household income among black households in the region is \$30,235. Therefore, in 85% of the region's neighborhoods, the average housing and transportation costs would exceed 64% of household income for a black household earning the median income - an excessive burden. For a household earning \$30,235, very few neighborhoods in the Detroit region would be considered affordable.

⁶⁹ To account for the impact transportation costs have on affordability, the Center for Neighborhood Technology (CNT) suggests that the traditional measure of housing affordability as 30 percent or less of income be revised to include transportation costs, with the combined cost of housing and transportation consuming no more than 45 percent of household income.

⁷⁰ Neighborhoods are defined by the Center for Neighborhood Technology as census blockgroups.

TRANSPORTATION

TRANSIT DEPENDENT HOUSEHOLDS

Nearly one in ten households in the metro region is transit dependent, and over one in five households within the city of Detroit is transit dependent.

Over 144,000 households in the metro region do not have access to a vehicle.⁷¹ Fifty-eight percent of transit dependent households are outside the city of Detroit in suburban areas where public transportation is likely to be limited.

Within the city of Detroit, 60,000 households do not have access to a vehicle. Considering that the region's low-income and minority households are highly segregated, predominantly within the city of Detroit, and areas of job growth are located predominantly in suburban areas, addressing equity and inclusion will mean ensuring that these populations have access to efficient and quality public transportation that connects them to job opportunities outside of the city.

⁷¹ American Community Survey, 2008-2010. American Fact Finder.

Summary: The Detroit Region as Context

A review of demographic and economic trends in the Detroit region reveals the following key findings:

- Population decline presents a challenge for economic regeneration.
- Sizable social and economic disparities exist between whites and minorities.
- Unemployment is high and central city residents are disconnected from regional job clusters.
- Affordable housing is concentrated in Detroit and lacking in suburban areas in the region.
- A significant proportion of the region's households are transit dependent.

The Metropolitan Opportunity Unit's funding strategy addresses many of the key demographic and economic trends in the Detroit region. Grantees are working to address these issues by:

- Rehabilitating vacant and abandoned properties and revitalizing neighborhoods to attract new and returning residents.
- Driving investment and economic development along key commercial corridors and promoting transit-oriented development.
- Engaging residents in developing a comprehensive, long-term land use, investment, and development plan for the city of Detroit.
- Improving access to jobs by advocating for transportation policy reform and expanded public transit service.

However, one key issue not addressed within the Unit's funding purview is the lack of affordable housing in suburban areas in the region. The Unit funds grantees focused on neighborhood revitalization and expanding opportunities for homeownership, including rehabilitation and resale of vacant properties and development of mixed-use, mixed-income housing in the city of Detroit; both of these efforts provide long-term affordable housing solutions for Detroit residents. However, the Unit's funding does not specifically support work to develop housing for low- to moderate-income families outside the city. Given that connecting residents (particularly low-income and minority households) to economic opportunity is a key outcome of the Unit's initiatives, and that secondary data depict most job growth occurring in the region's

suburban areas, the Unit's funding strategy may be amended to further address these issues.

The Trends Summary on the following page relates key issues in demographic and economic trends to grantees' funded work in the region and the Unit's mid- and long-term outcomes.

Trends Summary

Key Issues in Demographic and Economic Trends		Examples of Grantees' Funded Activities	Related Unit Outcomes
Population decline	<p>Population loss was largely concentrated in the city of Detroit and surrounding areas, posing critical challenges particularly to low-income and minority communities.</p> <p>The number of young people in the metro is shrinking; the city of Detroit struggles to attract young professionals to contribute to the economic regeneration of the region.</p> <p>Asian and Hispanic populations are a small but growing part of the region, while the white and black populations continue to decline.</p> <p>While the overall metro population is in decline, the foreign born population increased over the past decade.</p>	<p>Build the capacity of organizations working in neighborhoods to acquire key properties and strategically deconstruct or rehabilitate them to the highest green standards in order to stabilize the neighborhoods and begin to repopulate them.</p> <p>Provide bridge financing under a pilot short-sale program to leverage single-family mortgage financing or foreclosure prevention programs.</p> <p>Provide lines of credit to recipients of Neighborhood Stabilization Program funds to support the purchase and renovation of vacant and affordable homes.</p>	<p>Improved stability and vitality of neighborhoods through effective capital strategies.</p> <p>Elimination of blight drives community redevelopment and the resulting economic revitalization stabilizes neighborhoods.</p>
Socio-economic disparities	<p>The composition of the Detroit metro area remains starkly divided—a lower income and predominantly black central city surrounded by wealthier, white suburbs.</p> <p>Following a sharp income decline in the region, large income disparities persist between whites and racial and ethnic minorities.</p> <p>Over the last decade poverty rose more rapidly, and became more concentrated, in the city of Detroit. Within the city of Detroit one in three residents is living in poverty.</p> <p>More than one in six black adults (17%) and one in three Hispanic adults (34%) in the metro region have not completed high school.</p>	<p>Gather relevant qualitative and quantitative information via interviews, meetings, data collection, and socioeconomic projections based on scenarios for future development and growth.</p> <p>Synthesize the findings from the civic engagement process into final recommendations for a long-term land use, investment and development strategy for Detroit.</p>	<p>More strategic and equitable regional and local land use and development planning that includes cross-sector collaboration and effective community participation.</p> <p>Communities become more economically viable and inclusive places.</p> <p>Implementation of equitable plans and development leads to improved economic outcomes for low-income households.</p> <p>Local regulations and development practices are reformed to promote mixed-use, mixed-income communities.</p>

Trends Summary (Cont'd)

Key Issues in Demographic and Economic Trends		Examples of Grantees' Funded Activities	Related Unit Outcomes
Unemployment and access to jobs	<p>More than one in six workers was unemployed in the Detroit metro in 2010.</p> <p>Between 2001 and 2010, employment losses were concentrated among lower-paying jobs.</p> <p>Despite greater density of jobs and fewer job losses in the central business district and central city areas, the majority of the region's jobs remain in suburban areas.</p>	<p>Invest in a set of prototypical projects to illustrate the investment potential of the neighborhoods to attract new private investment.</p> <p>Encourage city and state representatives' participation in the development of a Comprehensive Regional Transit Service Plan.</p> <p>Provide predevelopment, acquisition, and bridge financing to support the development of affordable housing and mixed-used development projects.</p>	<p>Investment policy, regulation, and reform serve all people and communities, especially low-income, and connect them to opportunity.</p> <p>Improved economic viability of communities and stronger regional performance.</p>
Affordable housing	<p>Homeownership rates remain relatively high in the Detroit metro region.</p> <p>The majority of affordable housing is concentrated within the city of Detroit.</p> <p>Taking into account combined housing and transportation costs, only one third of metro neighborhoods are affordable for the typical household.</p>	<p>Provide affordable homeownership opportunities to low-to-moderate- and middle-income families.</p> <p>Provide pre- and post-purchase homebuyer counseling to ensure success for all homebuyers.</p> <p>Complete the first phase of NSI, in which homes will be rehabilitated and sold to low- and moderate-income households to demonstrate the feasibility of the model.</p>	<p>Expanded housing tenure and finance alternatives are available to protect low-income families from undue risk through systems that deliver and finance permanently affordable homes.</p> <p>A more accessible, safe, and stable housing finance system is built to ensure more reliable and sustainable public and private resources for community development to benefit low-income families and allow them to build and retain assets.</p> <p>Increased supply of affordable housing that enables asset building.</p>

Trends Summary (Cont'd)

Key Issues in Demographic and Economic Trends		Examples of Grantees' Funded Activities	Related Unit Outcomes
Transit dependent households	Nearly one in ten households in the metro region is transit dependent , and over one in five households within the city of Detroit is transit dependent.	Organize residents, educate leaders, and build public will for reformed federal transportation policies. Research "best practices" that result in consistent, safe, and efficient ridership.	Improved mobility and access to opportunity for low-income people.

Metropolitan Opportunity Unit

Ford Foundation

November 2012

VI

Decision-making Environment

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VI. Decision-making Environment

Introduction

Understanding the processes related to decision making and resource allocation in a region is essential to evaluating how grantee organizations strategize and implement their projects toward the achievement of a broader set of shared goals. The following discussion on the “decision-making environment” in the region highlights how land use and policy decisions are made, where current revenue sources for transit and housing development exist and how they are being deployed, and the roles that grantees are playing in protecting and changing the operating rules in the Detroit region.

In addition to the “The Detroit Region as Context”(Section V) discussion, this section provides grantees and partners with information needed for knowledge transfer to other Unit-funded metros related to project implementation.

The Detroit Metro is home to:

6 **211**

COUNTIES MUNICIPALITIES⁷²

Jurisdictional Fragmentation 20 Highest MSAs

Rank	Metro Name	2008 Population	# of Mun. Govts	Mun. govts per 10,000 pop.
1	Pittsburgh	2,351,191	457	1.94
2	Louisville	1,268,323	196	1.55
3	Columbus	1,770,908	223	1.26
4	Cincinnati	2,155,058	249	1.16
5	Indianapolis	1,846,960	189	1.02
6	Minneapolis-St. Paul	3,227,268	327	1.01
7	Cleveland	2,786,844	226	0.81
8	Oklahoma City	1,206,137	80	0.66
9	Philadelphia	5,142,763	339	0.66
10	Milwaukee	1,748,818	109	0.62
11	Buffalo	1,217,364	62	0.51
12	Hartford	1,190,512	56	0.47
13	Detroit	4,414,131	207	0.47
14	Salt Lake City	2,190,989	96	0.44
15	Boston	4,522,858	196	0.43
16	Chicago	9,569,624	407	0.43
17	Memphis	1,285,732	46	0.36
18	Nashville	1,550,733	53	0.34
19	Atlanta	5,373,765	164	0.31
20	Dallas	6,299,962	180	0.29

⁷² Municipalities include cities, townships, and villages. Data prepared by Data Driven Detroit.

Metro Governance

Building a Shared Vision for the City and Region

Grantees recognize a need for developing a clear, shared vision for the city of Detroit and the greater metro region.

Detroit Mayor David Bing has been heralded for bringing his business sense and expertise to the management of the city. The Bing administration has focused intently on and been successful in forging a relationship with state-level leadership. Governor Snyder has reciprocated by delegating a team of state professionals to focus specifically on stabilizing Detroit. However, at the local and regional levels, a clear agenda has not yet been forged. The Bing administration has been criticized by some for a lack of direction or support with respect to a clearly articulated future vision for Detroit. While the city has increasingly been curtailing its resources in distressed areas where occupied units are sparsely scattered, and increasing its focus in the city's more densely populated neighborhoods, there has been a critique of the mayor for not providing a clear message to residents about the future of their neighborhoods.⁷³ However, the Detroit Works long-term planning effort has been making great strides toward helping residents understand proposed land use transformations throughout the city (see Detroit Works on page 63).

Grantees recognize a need for developing a clear, shared vision for the city of Detroit and the greater metro region that:

- Clearly articulates the roles of public, private, and nonprofit sector actors in contributing to the region's sustainable and equitable development and growth;
- Recognizes the importance for these actors to find new and innovative ways to collaborate across sectors and jurisdictions; and
- Delineates avenues to meaningfully engage community residents in developing and implementing strategic decisions that best leverage the limited available resources.

⁷³ May 22, 2012. Detroit Free Press Editorial: No improvement without movement in Detroit's stressed neighborhoods. Online at: <http://www.freep.com/apps/pbcs.dll/article?AID=2012205220319>.

Southeast Michigan Council of Governments (SEMCOG)⁷⁴

SEMCOG's voting structure heavily weights suburban municipalities' votes over that of Detroit and other inner-ring municipalities.

The Southeast Michigan Council of Governments (SEMCOG) serves as a membership network of local governments throughout a seven-county region that includes Livingston, Macomb, Monroe, Oakland, St. Clair, Washtenaw, and Wayne Counties. As the designated metropolitan planning organization (MPO), SEMCOG supports local planning efforts by providing technical assistance, data to inform decision making, and deploying other resources. SEMCOG is the designated planning agency for both water and air quality, is responsible for specific housing and land use planning elements as authorized by the U.S. Department of Housing and Urban Development, and reviews select federal grant applications for a variety of local, regional, and state projects in relation to regional plans and policies. SEMCOG is governed by two policy-making bodies – a General Assembly and an Executive Committee – comprised of elected leaders representing local government bodies of its members. Funding for SEMCOG is provided through state and federal level grants, contracts, and membership dues.

A critique of SEMCOG addresses the entity's membership-based voting structure which currently gives each municipality (with Detroit as one municipality) an equal vote. As a result, the combined suburban municipalities have greater weight than Detroit and other inner-ring municipalities.⁷⁵ Furthermore, despite its role in regional transportation planning, SEMCOG does not hold any decision-making powers at the regional level beyond fiscal administration.

City Council Redistricting

The city of Detroit is the largest municipality in the metro region. Currently, the Detroit City Council is comprised of nine members elected at large. In efforts to better promote and encourage the coalescing of planning and organizing around place-based approaches, the upcoming city council election will be for seven district representatives, each representing a specific section of the city, and two at-large seats, expected to go into effect in November 2013.

⁷⁴ <http://www.semco.org/>

⁷⁵ Testimony of Transportation Riders United on the Recertification of the South Eastern Michigan Council of Governments as the Regional Metropolitan Planning Organization. Online at: <http://www.detroittransit.org/oldsite/semco-recert.asp>.

Fiscal Environment

Local, State, and Federal Budget Constraints

Detroit's population decline carries negative implications for the city's ability to balance its budget through reliance on tax revenue.

Grantees identified the current fiscal environment as the biggest challenge to successfully achieving both their respective organizations' objectives, as well as broader shared goals for their work in the Detroit metro region. The federal budget cuts have sizable impacts at state, county, and municipal levels and carry significant implications for the availability of public funds to support even the most basic of services. Furthermore, Detroit's population decline carries negative implications for the city's ability to balance its budget through reliance on tax revenue; as property values dropped in Detroit, so too have property taxes. Recent budget cuts have greatly impacted the capacity of the public sector to respond to increasing challenges at the local level. As government resources shrink at the municipal, county, state, and federal levels, grantees call out the lack of support for basic "safety net" services, including education and healthcare, as creating additional challenges for encouraging civic engagement to inform future planning and fostering a sense of empowerment at the community level.

Detroit's City Council voted to enter into a consent agreement with the state of Michigan, resulting in the appointment of a nine-member financial advisory board, a chief financial officer, and a program management director.

Further complicating Detroit's budgetary woes in the past year was the threat of receivership, through which an order by a statewide statute would have enabled the governor to call in an outside emergency financial manager and dispatch them to manage the city's budget. To avoid ceding control to an external financial manager, whose position comes with extensive powers that could affect union agreements, worker contracts, and the power of city council, the city worked to demonstrate its ability to balance and manage its budget. However, most recently, Detroit's City Council voted to enter into a consent agreement with the state of Michigan, resulting in the appointment of a nine-member financial advisory board, a chief financial officer, and a program management director. While the agreement retains the power of Detroit city officials, it does alter the city's governance structure by reassigning

the management of the city's operations and budgeting.⁷⁶

Financing Blight Eradication

In past decades, the decline of the Detroit metro region's core industries and the recent impact of the housing market crisis spurred a wave of unemployment, foreclosures, and population migration out of the urban core. Current population estimates for the city of Detroit depict an urban population that represents less than half what it was 40 years ago. The loss of jobs (largely due to the fall of the region's core industries, many of which are based in manufacturing), coupled with the housing market crisis, has left the city of Detroit facing a critical land use issue: large swaths of vacant and abandoned properties. A recent citywide parcel survey of Detroit estimated that of the more than 387,000 residential parcels in the city of Detroit, more than 100,000 of them were vacant at the time of the survey. Of 33,000 vacant single family homes, only 13,000 were considered in "good" condition. In efforts to combat increasing blight, Detroit Mayor David Bing pledged to direct city resources toward the demolition of 3,000 blighted homes each year; currently this is at an estimated cost of \$10,000 per demolition.

A recent citywide parcel survey of Detroit indicated that more than 25% of the total number of parcels were vacant. Given the magnitude of the problem, public, private, and nonprofit actors are working to reshape and repurpose much of Detroit's vacant land.

Given the magnitude of the problem, public, private, and nonprofit actors are working to reshape and repurpose much of Detroit's vacant land – including addressing issues of physical maintenance to ensure structural safety and basic service provision (water, sewer, trash) and quelling social problems (isolation, crime, vandalism) incurred from changes to the urban landscape. These challenges are greatest in areas where the city's infrastructure is oldest. In some cases, because the city cannot attend to problem areas fast enough or is simply fiscally unable to address these issues, local nonprofit organizations have moved into this arena, addressing basic structural maintenance, repairs, and service provision.

Dealing with its vacant properties and eliminating blight is expensive. With the

⁷⁶ Landon, S. April 4, 2012. Detroit Consent Agreement Approved By City Council. HuffPost Detroit. Online at: http://www.huffingtonpost.com/2012/04/04/detroit-consent-agreement_n_1404140.html

city's budget already strapped and facing the continued cost of demolitions, the city continues its struggle to fund blight eradication and redevelopment.

Policy & Regulatory Environment

Political Priorities and Social Inequities

A history of racial inequity coupled with continued economic decline in the region over past decades has left a significant proportion of the population socially and economically marginalized.

Grantees identified a broader historical context of racism and racial discrimination in Detroit and the region, as well as the lasting effects it has had on the metro population, as key influences on their current efforts to address equity imbalances in the metro population. A history of racial inequity coupled with continued economic decline in the region over past decades has left a significant proportion of the population socially and economically marginalized, particularly with respect to educational attainment and public health. Furthermore, grantees observe that the housing market failure and ongoing economic recession had a disparate impact on poor and lower income families in the region.

The current republican-led state government has implemented policy changes which are misaligned with the priorities of equity advocates.

Grantees recognize these issues as ever increasingly relevant to their work given recent shifts in the political environment; the current republican-led state government has implemented policy changes which are misaligned with the priorities of equity advocates. The lack of funding available at the state level has led to drastic cuts that greatly impact grantees' work; grantees point to the abolishment of the state's brownfields redevelopment program, in addition to little focused support on education and healthcare reform and the general erosion of social welfare support, as examples of the kinds of changes that greatly impact the communities in which they work. Additionally, potential threats to continuing federal programs instituted by the Obama administration, which have provided substantive support and funding for community and economic development at the local and regional levels, place an increased level of uncertainty on the future of public funding to support this work, posing specific challenges for development practitioners who question how to finance ongoing and future projects.

Detroit Works

The Detroit Works program is a city-led effort meant to provide a participatory process for Detroit residents to inform the city's reshaping, particularly around the repurposing and redevelopment of its vacant and abandoned properties. The original plan for soliciting public input consisted of hosting five community meetings. Because feedback from these initial meetings indicated that residents felt the engagement process was not as open and as effective as possible, the city revamped its plan to host a series of 40 more meetings throughout the city. However, public confidence in the process had already suffered as a result of the first round of meetings and questions arose about whether the community engagement component of Detroit Works was backed by a strong commitment from city leadership. An additional critique of the Detroit Works program was that it placed a high value on the perspectives of outside consultants and not enough value on local insight and expertise.

Public confidence in the Detroit Works process suffered as a result of the first round of meetings and questions arose about commitment from city leadership.

The Detroit Works program has since been restructured to address earlier concerns. The current Detroit Works structure includes a steering committee, technical team, and civic engagement team. The Steering Committee, tasked with overseeing the project, is comprised of 13-members, appointed by the mayor, from the business, non-profit, government, and philanthropic sectors.⁷⁷

In 2011, Detroit Mayor David Bing unveiled a plan developed through the initial phases of the Detroit Works initiative that established neighborhood categorizations (steady, distressed, or transitional) that would be leveraged to inform and focus the city's public services delivery based on neighborhood needs. The plan additionally identified three demonstration areas where the city would focus outside support from federal and philanthropic sources. While many recognize the benefits of the outlined strategy and the need to target services based on neighborhood

⁷⁷ The community engagement team is led by Dan Pitera, Executive Director of the Detroit Collaborative Design Center (DCDC) at the University of Detroit Mercy School of Architecture, and includes staffers from DCDC and Michigan Community Resources (MCR) and volunteers who serve as Process Leaders and Project Ambassadors. The technical team is led by Toni L. Griffin, Founder of Urban Planning and Design for the American City, and includes representatives from Hamilton Anderson Associates; Happold Consultants; Initiative for Competitive Inner City (ICIC); Stoss Landscape Urbanism; and Center for Community Progress. For more information see: <http://detroitworksproject.com/about-us-2/project-team/>.

needs, the plan did raise questions for the future of community development practitioners operating outside the Mayor's targeted demonstration areas who have yet to see how their efforts will be integrated as the plan develops.

As of April 2012, the civic engagement team's efforts had reached over 35,000 people.

However, the Detroit Works long-term planning continues to evolve. As of April 2012, the civic engagement team's efforts had reached over 35,000 people in the city through conversations, interactions, and written feedback to inform the city's long-term plan.⁷⁸ The technical team continues to refine a plan for the city, and recently released a long-term planning report that identified a set of core values and imperatives for revitalizing Detroit.

Transportation

Limited Public Transit Options

Public transit in the Detroit metro region is limited; existing bus service is fragmented and unequally distributed between Detroit and surrounding suburbs.

Public transit in the Detroit metro region is limited; existing bus service is fragmented and unequally distributed between Detroit and surrounding suburbs and even across the different cities and towns in the region. Furthermore, public perception of transit is fraught with undertones of racial and class division throughout the region.

Currently, the Detroit city bus system does not operate beyond the city boundary and suburban buses operate with certain restrictions for Detroit riders. Cities and towns vote individually on whether or not to participate in the existing bus system, which determines whether and where a bus will stop in a community. As a result, existing transit services do not necessarily correspond or align with primary destinations – particularly areas of new development or where job opportunities are high. With job growth occurring largely beyond the Detroit city limits in the inner and outer suburban rings, addressing the needs of Detroit residents to access employment opportunities elsewhere has become an increasingly important issue in the

78 Detroit Works Civic Engagement and Feedback Progress Report, April 2012.

region. A recently proposed regional bus system, which has been gaining support in the region, would help streamline regional bus service operations through the creation of a Regional Transit Authority (RTA) and would allow the RTA the ability to coordinate routes and schedules across agencies and withhold federal funds from those who choose not to cooperate.⁷⁹

Transit Policy Reform

Detroit's business leadership has identified transit as critical to economic competitiveness and sustainability in the Detroit region and throughout the state.

Recently, sizable investments from federal, private sector, and philanthropic sources, have come on line to support the development of the M1 rail, aiming to boost the city's transportation and transit infrastructure.⁸⁰ Furthermore, Governor Rick Snyder and Mayor David Bing have both identified transit as critical to economic competitiveness and sustainability in the Detroit region and throughout the state. There has been growing public and community support toward exploring the development of alternative transportation throughout the city, such as the Detroit Greenways program. These proposed development projects could also catalyze future economic development activity throughout the city.

Metropolitan Opportunity Unit grantees, such as MOSES, are working to advance transportation and transit reform in the Detroit metro region and throughout the state, positing financing for transportation and transit infrastructure as a critical element of the state budget. With legislation pending, grantees and partners hope to see the creation of a Regional Transportation Authority, which would build upon growing support for transit as community residents and local leadership begin to recognize the vital importance of transit and transportation to the regeneration of the city and region.

Regional Mass Transit, M1/Woodward Corridor Light Rail⁸¹

The planned development of a north-south light rail transit (LRT) line along the Woodward Avenue corridor, currently slated for completion in 2016, originally

79 Helms, M. February 24, 2012. Bus rapid transit for metro Detroit gains support. Detroit Free Press. Online at: <http://www.freep.com/article/20120224/NEWS05/202240398/Bus-rapid-transit-for-metro-Detroit-gains-support>

80 <http://www.detroittransit.org/cms.php?pageid=80>

81 <http://www.woodwardlightrail.com/ProjectOverview.html>

aimed to connect residents and visitors between the downtown city center and the city limits at 8 Mile Road. Recent changes to the proposed plan have shortened the LRT route to extend roughly 2 miles from downtown to West Grand Boulevard. The LRT line is tied to a transit-oriented development project that is intended to bring mixed-use development along the corridor, attracting new residents and growing new businesses along the city's central artery. Furthermore, the development of the LRT line is in strong alignment with a broader initiative (M1-Rail), currently being explored by a group of civic and business leaders working together to plan and adopt a regional mass transit development plan. Additionally, federal funds have been allocated toward the development of a high speed rail line between Chicago and Detroit. The rail is expected to decrease transit time between the two cities by as much as 50 minutes.

Detroit Greenways Program

Plans are currently underway to extend a recreational path farther through the central city. A section that has already been completed has proven successful and has been met with a full embracing of surrounding communities and is heavily used by residents for walking, running, and biking. The Community Foundation of Southeast Michigan (CFSEM), a grantee and philanthropic partner of the Unit, is leading the Detroit Greenway development efforts. Transportation Riders United is also promoting the development of additional walking and bike paths throughout the city.

Detroit Intermodal Freight Terminal (DIFT)/Detroit River International Crossing⁸²

The Detroit Intermodal Freight Terminal (DIFT) is a proposed plan to make the city of Detroit a central logistics hub and transfer station for international shipping. The Detroit River International Crossing (DRIC) is a proposed development plan to construct a new bridge connecting Windsor and Detroit. The plan, already backed by the governor and mayor, has received a pledge of \$500 million in support from Canadian officials, to be paid back in toll receipts, and has been fairly well received by the public for its potential to create jobs and revitalize adjacent neighborhoods. The bridge is core to the DIFT strategy as it would increase transportation volume between the two cities and connect to the port. While the DIFT does not directly impact programs and projects directly funded by the Metropolitan Opportunity Unit, land use issues, job creation, and other community benefits that could result from the development would carry significant impact for revitalization and economic re-

⁸² For more information, please visit: http://www.michigan.gov/mdot/0,1607,7-151-9621_11058_26215---,00.html

generation efforts in and around the port. For example, adjacent neighborhoods such as the Delray community are looking to the establishment of community benefits agreements to create opportunities for neighborhood revitalization.

Housing

The sprawling pattern of the city of Detroit, atypical from other large cities for its abundance of detached single-family residences, represented the American middle class at its best – evidence of the role of the auto industry and ensuing wealth creation it afforded to many families. The current state of Detroit's housing market, however, directly reflects the impact of continued decline of Detroit's economy, the rapid wave of foreclosures following the housing market failure, and the ongoing national recession. A residential parcel survey conducted block by block across the city revealed more than 30,000 vacant single family homes, nearly two-thirds of which were not considered to be in "good" condition. Across sectors, development practitioners are working to stabilize Detroit neighborhoods by preventing vandalism and crime, demolishing severely blighted properties, and rehabilitating quality structures for their return to market.

Neighborhood Revitalization

The rehabilitation of housing and revitalization of Detroit neighborhoods is inherently tied to the city's ability to fund, plan, and implement a blight eradication strategy.

The Metropolitan Opportunity Unit is funding organizations such as the Grandmont Rosedale CDC, the Detroit Land Bank, Detroit Development Fund, and the Community Foundation for Southeast Michigan's Eastside Revitalization Program, to further leverage inflowing capital from external sources such as federal grant programs and other national philanthropic initiatives toward neighborhood stabilization efforts. The rehabilitation of housing and revitalization of Detroit neighborhoods is inherently tied to the city's ability to fund, plan, and implement a blight eradication strategy – meaning a deliberate, streamlined and effective strategy for property demolitions and clearing, title acquisition, and resale. Conditions vary greatly in some neighborhoods: in some cases entire blocks or streets are vacant, while in others, vacancies are spotty and spread out among well-kept owner-occupied homes. Grandmont Rosedale and other CDCs working toward these efforts have developed strategies to focus on preventing the spread of blight, slowing

depreciation of market value homes, and preserving and promoting housing and homeownership in Detroit's strongest neighborhoods. However, these organizations face significant challenges presented by limited availability of funding and other resources to support this work.

Neighborhood Stabilization Program, 1, 2 and 3

The city of Detroit has received funding in each of the three rounds of HUD's Neighborhood Stabilization Program. While the city administered the first round of funding primarily for demolition of blight properties, a critique has been offered by some on lack of strategy and the less than timely distribution of that funding which slows the flow of federal capital to fund housing redevelopment in distressed neighborhoods. This critique draws out the importance for public and nonprofit sector leadership to work in tandem to implement efficient, strategic, and integrated interventions for neighborhood stabilization and revitalization.

Land Use

The state of Michigan has been a leader in the nation with respect to the management, rehabilitation, and redevelopment of vacant and abandoned properties.

The state of Michigan has been a leader in the nation with respect to legislation pertaining to the management, rehabilitation, and redevelopment of vacant and abandoned properties. The first land bank in Michigan, the Genesee County Land Reutilization Authority, was the precursor to the strongest state land bank statute in the country. Now, many land banks throughout Michigan such as the Genesee County Land Bank Authority in Flint, are noted for their effective and successful redevelopment efforts. These activities are a positive force for organizations working toward rehabilitation of vacant and abandoned properties and neighborhood stabilization programs. The recent formation of the Detroit Land Bank Authority comes on the heels of progressive legislation that supports increased control and decision making for land bank entities at the local level.

Michigan Land Bank Fast Track, Public Act 258

Previously, property acquisition, disposition, and management throughout Michigan were handled by the state – a process that sometimes proved extremely slow

and that often created a backlog in moving properties back into the market. However, in the face of a declining economy and increasingly large scale vacancies and abandonment in Detroit and statewide, many advocated for the state to release these duties to individual counties.

The Michigan Land Bank Fast Track Act, passed in 2003, created a state land bank authority, but also enabled the creation of land banks in both cities and counties. It also enabled them to expedite the resale of properties for productive reuse, clearing all past title and liens on these properties, so they may be quickly returned to market. The Fast Track Act turned greater power and control over to authorities at the local level while investing significant effort to speed the process for the acquisition and disposition of vacant land.

In addition, advocates supported changes to streamline the tax foreclosure process, speeding the process by which cities would foreclose on a property, move the properties into a land bank, and quickly turn them around again for productive use and redevelopment.

Michigan Brownfield Redevelopment Financing Act

The Brownfields Redevelopment Financing Act of 1996 granted municipalities the power to create brownfield redevelopment authority agencies in order to manage and implement brownfield redevelopment, including creating brownfield redevelopment zones encompassing tax-reverted and blighted properties. This legislation enabled a sizable proportion of vacant land to be eligible for brownfields redevelopment financing from the state. Additionally, granting brownfield redevelopment authorities the ability to issue bonds and leverage tax increment financing contributed significantly to the acquisition and disposal of certain properties.

Tax Acts

In addition to the aforementioned legislation, the state of Michigan has passed several acts that provide tax relief for properties held by land banks. The Property Tax Exemption Act (261) exempts properties held by land banks from any general property taxes for five years. The Tax Reverted Clean Title Act (260) imposes a specific tax with a rate matching the general property tax for five years; half of these revenues will be redirected toward title clearance and land disposition costs.

Economic Development Initiatives

A Changing Landscape and Fostering Innovation

Current and future development projects place a specific emphasis on mixed-use and mixed-income neighborhood development.

Metropolitan Opportunity Unit grantees see sizable opportunities for their work in the Detroit metro region. In the city of Detroit, fluctuation of the housing market has opened up new territory to a mix of populations previously divided by race and income. Furthermore, current and future development projects place a specific emphasis on mixed-use and mixed-income neighborhood development. As Detroit's neighborhoods grow increasingly diverse, grantees and partners focused on addressing equity and inclusion, particularly among low-income and minority populations, welcome these changes to Detroit's social and cultural landscape.

A unique opportunity exists for attracting and retaining new talent, establishing new organizational structures, and developing sustainable business models to address socio-economic problems.

Additionally, grantees point to increased recognition and understanding, across sectors and among the general public, of the importance of establishing new, creative, and innovative strategies to deliver basic services to residents. Grantees observe a unique opportunity, particularly in the nonprofit sector as government support and services contract in the face of an uncertain economy, for attracting and retaining new talent and establishing new organizational structures that provide sustainable business models to address socio-economic problems. Many in the Detroit community have embraced holistic and comprehensive approaches to place-based development strategies that address both the built environment and the social well-being and quality of life of metro residents.

The federal government has targeted Detroit for many of its neighborhood stabilization and economic revitalization programs.

Numerous opportunities have emerged as local leadership, in concert with a cadre of other local-, state- and national-level actors, is mobilizing to address the challenges they face. In recognition of the large-scale vacancies and associated problems observed in many post-industrial urban areas throughout the U.S., the federal government has targeted Detroit for many of its neighborhood stabilization and

economic revitalization programs. Furthermore, the philanthropic community, both nationally and locally, has joined efforts to leverage their funding to create larger scale impact on community and economic development projects throughout the city.

Economic Development in Greater Downtown Detroit

Sizable funding has been pushed into Detroit's Woodward Corridor through philanthropic investment, targeted public investments, and contributions from anchor institutions.

The Unit's funding strategy builds upon robust relationships with locally focused philanthropic institutions, committed involvement and investment from anchor institutions, and a convergence of federal dollars aimed at stabilizing and regenerating the local and regional economy. While commercial development in the city often encounters numerous barriers, many economic development and business regeneration efforts have converged on Greater Downtown Detroit, particularly Detroit's Woodward Corridor, a core north-south running commercial artery in the city. Sizable funding has been pushed into the area through philanthropic investment, targeted public investments, and contributions from anchor institutions. Much of this development is fueled by these strong anchors and core industries in the city, such as Wayne State University and Detroit Medical Center. Small businesses that have opened in Detroit benefit from the close proximity to the daytime population of students and workers from both these institutions. The Woodward Corridor is central not only to Detroit's residential and commercial markets, but plays a key role in catalyzing plans for an integrated regional transit system.

Woodward Corridor – Live Midtown!

The Live Midtown! initiative is led and coordinated by Midtown Detroit, Inc. (MDI - formerly the University Cultural Center Association) and aims to attract new business and residents to a mixed-use, mixed income development in the Woodward Corridor and its surrounding neighborhoods. A grantee of the Unit, Midtown Detroit sits at the nexus of several revitalization efforts in the Woodward Avenue neighborhood aimed at growing the organization's impact through its many programs, including small business and real estate development, arts programming, and strategies to foster procurement contracts between anchor institutions and local service providers.

The Live Midtown! initiative was so successful that MDI was asked by the Downtown Detroit Partnership to replicate the campaign for Downtown anchor intuitions; MDI is planning to unroll Live Downtown! in 2012, involving anchor companies as key partners, including Blue Cross Blue Shield of Michigan, Compuware, DTE Energy, Quicken Loans, and Strategic Staffing Solutions.

Tech Town

Adjacent to the Midtown neighborhood is “Tech Town” a new business development that serves as an incubator for small, primarily technology start-up businesses, which has met with great success since its inception. Tech Town is part of a regional strategy being deployed throughout the metro region to foster and grow a network of businesses focused on technological innovation in order to bolster efforts to diversify the regional economy.

The New Economy Initiative (NEI)

NEI is a regional development project supported by a cross-sector network of public, private, and philanthropic actors, which takes a multifaceted approach to reviving Detroit’s economy – focusing on technology, real estate and business development – and expanding opportunity for metro residents.⁸³ The NEI is supported by ten national and local foundations, including the Community Foundation for Southeast Michigan; Max M. and Marjorie S. Fisher Foundation; Ford Foundation; Hudson-Webber Foundation; W.K. Kellogg Foundation; John S. and James L. Knight Foundation; The Kresge Foundation; McGregor Fund; Charles Stewart Mott Foundation; and the Skillman Foundation. The NEI is overseen by a Governing Council and receives guidance from a Council of Economic Advisors. The initiative is coordinated by Community Foundation of Southeast Michigan. Though NEI is focused throughout the metro region, Detroit’s urban core - particularly the Woodward Corridor- is central to the initiative’s strategy.

Living Cities Integration Initiative

The Integration Initiative aims to leverage land use and transit planning, anchor institutions’ hiring and procurement, and streamline small business development processes, to secure direct benefits for current and new

⁸³ <http://neweconomyinitiative.cfsem.org/>

residents and grow and attract businesses along the Woodward Corridor.

The city of Detroit was selected to receive grants, loans, program-related investments (\$2.75 million in grants; up to \$4 million in Program-Related Investments; \$15 million in commercial debt), and technical assistance through the Living Cities Integration Initiative, which concentrates its activities along the Woodward Avenue Corridor.⁸⁴ The Integration Initiative aims to leverage land use and transit planning (particularly neighborhood stabilization efforts to reduce blight and create mixed-use, mixed income developments), anchor institutions’ hiring and procurement, and streamline small business development processes, to secure direct benefits for current and new residents and grow and attract businesses along the Woodward Corridor. Initiative partners include: Midtown Detroit, the Kresge Foundation, and the Skillman Foundation, who are coordinating the effort in partnership with the Michigan State Housing Development Authority, the city of Detroit, NCB Capital Impact, Vanguard Community Development Corporation, Data Driven Detroit, and other major anchor institutions, including the Detroit Medical Center, Henry Ford Health System, and Wayne State University.

HUD Sustainable Communities Grant

Sustainable Communities grant funds provide significant opportunity to advance regional initiatives currently under way and in the development pipeline.

The Detroit region received nearly \$3 million in grant funding as part of HUD’s Sustainable Communities program that will be administered by the region’s metropolitan planning organization, SEMCOG. The grant funds provide significant opportunity to advance regional initiatives currently under way and in the development pipeline with respect to economic development, transportation, infrastructure, and environmental quality, as outlined in the region’s sustainability plan developed by SEMCOG with participation from its member governments.⁸⁵

Strong Cities, Strong Communities

The city of Detroit is a beneficiary of the Obama Administration’s Strong Cities, Strong Communities program which places experienced federal staff across local

⁸⁴ Living Cities Integration Initiative: Detroit Profile.

⁸⁵ http://www.mosesmi.org/assests/press_release_hudgrants_20101014_v2.pdf

organizations in the public, private, and nonprofit sectors. The program ensures the provision of tailored technical assistance and planning resources to better implement federally-funded projects and programs toward economic development and revitalization.⁸⁶

Detroit Revitalization Fellows Program

The Detroit Revitalization Fellows program was developed to attract mid-career young professionals to the city to build and expand local-level capacity across various city departments and nonprofit organizations working toward the city's economic regeneration.⁸⁷ The Detroit Fellows program is modeled after the very successful University of Pennsylvania's CUREx Fellows program, which was also replicated and well-received in the city of New Orleans. The program creates opportunities to match the skills and interests of young professionals in related fields to the experience and expertise of the local community in order to build and expand a cadre of seasoned professionals poised to make a positive impact on urban development and catalyze and sustain public policy reform in Detroit. The Metropolitan Opportunity Unit provides funding support to the program through a grant to Wayne State University.

⁸⁶ http://portal.hud.gov/hudportal/HUD?src=/press/press_releases_media_advisories/2011/HUDNo.11-141

⁸⁷ <http://wayne.edu/detroitfellows/>

Summary: Decision-making Environment

A review of governance, finance, and policy in the Detroit region reveals the following key findings:

- Addressing Detroit’s vacant and abandoned properties presents a sizable fiscal burden, but repurposing land is critical for stabilizing the city’s property revenues.
- Governance voting structures result in suburban municipalities having greater weight than Detroit and inner-ring suburbs.
- Meaningful civic engagement is key to addressing a history of inequity and gaining public support in development planning.
- Business leadership has identified improved transportation policy as key to the region’s economic competitiveness.
- A convergence of investment provides opportunities to advance neighborhood stabilization and economic regeneration efforts, particularly in Detroit’s Woodward Corridor.

The Metropolitan Opportunity Unit’s funding strategy in the Detroit region addresses many of the core issues identified by grantees as key to operating in their decision-making environment. Grantees are working to address these issues by:

- Eliminating blight, including demolition of vacant, blighted structures and the acquisition and maintenance of vacant homes in “tipping point” locations.
- Expanding meaningful, robust civic engagement activities throughout the city to inform the development of a long-range plan for Detroit and ensure accountability of all parties.
- Continuing advocacy at local, regional, and state levels to support transportation policy reform and improved public transit service.
- Leveraging public and philanthropic investments to scale neighborhood revitalization efforts.

The Key Issues Summary on the next page relates key issues in the decision-making environment to grantees’ funded work in the region and the Units mid- and long-term outcomes.

Key Issues Summary

Key Issues in Governance, Finance, and Policy	Examples of Grantees' Funded Activities	Related Unit Outcomes
<p>Vacant land and blight</p> <p>Detroit's population decline carries negative implications for the city's ability to balance its budget through reliance on tax revenue.</p> <p>The state of Michigan has been a leader in the nation with respect to the management, rehabilitation, and redevelopment of vacant and abandoned properties.</p> <p>A recent citywide parcel survey of Detroit estimated that over 25% of the total number of parcels were vacant at the time of the survey. Given the magnitude of the problem, public, private, and nonprofit actors are working to reshape and repurpose much of Detroit's vacant land.</p> <p>The rehabilitation of housing and revitalization of Detroit neighborhoods is inherently tied to the city's ability to fund, plan, and implement a blight eradication strategy.</p>	<p>Eliminate blight, including demolition of vacant, blighted structures and the acquisition and maintenance of vacant homes.</p> <p>Complete the first phase of NSI, in which homes will be rehabilitated and sold to low- and moderate-income households to demonstrate the feasibility of the model.</p> <p>Provide pre- and post-purchase home-buyer counseling to ensure success for all homebuyers.</p>	<p>Improved stability and vitality of neighborhoods through effective capital strategies.</p> <p>Elimination of blight drives community redevelopment and the resulting economic revitalization stabilizes neighborhoods.</p>
<p>Civic engagement</p> <p>A need for developing a clear, shared vision for the city of Detroit and the greater metro region.</p> <p>SEMCOG's voting structure heavily weights suburban municipalities' votes over that of Detroit and other inner-ring municipalities.</p> <p>Public confidence in the Detroit Works process suffered as a result of the first round of meetings and questions arose about commitment from city leadership.</p> <p>A history of racial inequity coupled with continued economic decline in the region over past decades has left a significant proportion of the population socially and economically marginalized.</p>	<p>Implement a series of events and workshops to engage community residents, civic leaders, and project advisors in visioning and planning activities throughout the process.</p> <p>Synthesize findings from civic engagement process into final recommendations for a long-term land use, investment, and development strategy for Detroit.</p> <p>Build capacity of communities to shift power structures through addressing three key issues: SEMCOG's structure; land use policy; and the Detroit Works project.</p>	<p>More strategic and equitable regional and local land use and development planning that includes cross-sector collaboration and effective community participation.</p> <p>Communities become more economically viable and inclusive places.</p> <p>Implementation of equitable plans and development leads to improved economic outcomes for low-income households.</p>

Key Issues Summary (Cont'd)

Key Issues in Governance, Finance, and Policy		Examples of Grantees' Funded Activities	Related Unit Outcomes
<p>Transportation policy reform</p>	<p>Public transit in the Detroit metro region is limited; existing bus service is fragmented and unequally distributed between Detroit and surrounding suburbs.</p> <p>Governor Snyder and Mayor Bing have both identified transit as critical to economic competitiveness and sustainability in the Detroit region and throughout state.</p>	<p>Encourage city and state representatives' participation in the development of a Comprehensive Regional Transit Service Plan.</p> <p>Organize citizens, educate leaders, and build public will for reformed federal transportation policies.</p>	<p>Improved mobility and access to opportunity for low-income people.</p>
<p>Convergence of investment</p>	<p>Current and future development projects place a specific emphasis on mixed-use and mixed-income neighborhood development.</p> <p>The federal government has targeted Detroit for many of its neighborhood stabilization and economic revitalization programs.</p> <p>The Living Cities Integration Initiative aims to leverage land use and transit planning, anchor institutions' hiring and procurement, and streamline small business development processes, to secure direct benefits for current and new residents and grow and attract businesses along the Woodward Corridor.</p> <p>Sustainable Communities grant funds provide significant opportunity to advance regional initiatives currently under way and in the development pipeline.</p>	<p>Provide affordable homeownership opportunities to low-to-moderate- and middle-income families.</p> <p>Provide lines of credit to recipients of Neighborhood Stabilization Program funds to support the purchase and renovation of vacant and affordable homes.</p> <p>Secure the commitment of public funding to scale up the neighborhood improvement effort.</p>	<p>Investment policy, regulation, and reform serve all people and communities, especially low-income, and connect them to opportunity.</p> <p>Local regulations and development practices are reformed to promote mixed-use, mixed-income communities.</p> <p>Improved economic viability of communities and stronger regional performance.</p>

Metropolitan Opportunity Unit
Ford Foundation
November 2012



VII

Grantee Overview

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VII. Grantee Overview

Regional Funding Strategy

Detroit metro grantees requested that the Metropolitan Opportunity Unit identify its core funding strategies for the region. Of particular interest to grantees was understanding how each grantee's activities fit within a broader long-term change strategy for the region. The lead program officer initially addressed this request by explaining the Unit's history, funding strategies in general, and the theory of change. (See page 15 for complete theory of change.)

As the Unit's funding strategies evolved, the Unit developed a set of outcomes related to its overall funding strategy for both regional and national grantees. Because grantees are contributors to those outcomes, but not directly responsible for them, the Unit also developed a set of metro strategies aimed at bridging broad Unit-level outcomes and the regional work of grantees.

The development of the strategies has provided:

- Context for understanding how the Unit's portfolio translates to the Detroit region.
- Information on ways that grantee activities fit within and leverage a broader regional equity vision.
- An opportunity for exploring important questions and differences among grantees and between grantees and the Unit.

The Unit's Detroit metro-level strategy is as follows:

Through its engagement in the Detroit metro region, the Unit provides support to organizations that are:

- **Repurposing and redeveloping vacant and abandoned properties** in Detroit to return these areas to productive use.
- **Building upon existing assets and strengths in the city and region to stabilize and regenerate the local and regional economy**, particularly along Detroit's Woodward Corridor.
- **Mitigating the effects of chronic decline and impact of the recent foreclosure crisis** in the city of Detroit through focused rehabilitation and redevelopment in relatively stable neighborhoods and stronger programs to promote affordable homeownership.
- **Working to establish a regional and statewide transportation and transit policy agenda**, specifically leveraging public transit and equitable transit-oriented development (TOD) as catalysts for economic development and increased access to jobs.
- **Creating a sustainable infrastructure for local-level community organizing and civic engagement** to broaden understanding of transit, affordable housing, and land use issues at the local level.

These strategies outline the core components of what the Unit and grantees have identified as necessary for achieving regional equity outcomes. The strategies are limited to the funded initiatives supported by the Unit, although there is a clear understanding that grantee organizations are working more broadly. The Unit's commitment to open and honest dialogue with its grantees is fostering an opportunity for Detroit grantees to comfortably talk through differences in approaches and values as a precursor to forming a strong network.

Metro Strengths and Assets

Conversations with grantees and the lead program officer helped to identify the following as strengths of the Detroit metropolitan area; many present key opportunities and assets integral to the Metropolitan Opportunity Unit's core initiatives:

- **A convergence of federal dollars.** The federal government has targeted Detroit for many of its neighborhood stabilization and economic revitalization programs. The convergence of federal dollars in the Detroit region serves to advance many initiatives undertaken by the Unit's grantees.
- **A robust philanthropic community.** The national and local philanthropic communities have joined efforts to leverage their funding to create larger-scale impact on community and economic development projects throughout the city. The Unit maintains robust relationships with many locally-focused philanthropic institutions.
- **An increase in entrepreneurial activity.** Detroit is home to a sizable and growing entrepreneurial community that is finding new ways to integrate creative business solutions toward addressing community need and neighborhood revitalization.
- **Locally invested anchor institutions.** Committed involvement and investment from anchor institutions has fueled many local business development programs through focusing job creation, hiring, and procurement strategies.
- **A rising tide of innovation.** The state of the city has created new opportunities for people to come together, inside and outside the field of community economic development, to devise new and innovative projects that fuel a new vision for Detroit.

Metro Grantees & Core Activities⁸⁸

Grantees in the Detroit region include:

- Community Foundation for Southeast Michigan (CFSEM)
- Detroit Collaborative Design Center (DCDC) at University of Detroit Mercy (UDMercy)
- Detroit Development Fund (DDF) (formerly Shorebank Enterprise Detroit)
- Detroit Land Bank Authority (DLBA)
- Grandmont Rosedale Development Corporation (GRDC)
- Metropolitan Organizing Strategy Enabling Strength (MOSES)
- Michigan Community Resources (formerly Community Legal Resources)
- Midtown Detroit (formerly the University Cultural Center Association)

Individually, the work of these organizations fits into the Metropolitan Opportunity Unit's core funding initiatives of Connecting People to Opportunity, Quality Affordable Housing, and Innovative Land Use. Funded activities are focused on achieving short- and medium-term goals that will advance regional strategies articulated by the Unit and grantees.

The following section includes a brief description of each grantee, key activities funded by the Metropolitan Opportunity Unit, and the strategies employed by grantees in their funded and related work.

⁸⁸ Please note the eight grantees discussed in this section are a subset of a larger cohort of grantees funded by the Metropolitan Opportunity Unit in the Detroit region; these 8 organizations were selected by the Unit for participation in the pilot phase of the evaluation work beginning in 2010. Moving forward, more of the Unit's grantees will be engaged in the evaluation process.

Community Foundation for Southeast Michigan (CFSEM)⁸⁹

With assets over \$600 million, the Community Foundation exists in perpetuity to enhance the quality of life of the citizens in southeast Michigan and to promote and facilitate community philanthropy in the seven counties of Wayne, Oakland, Macomb, Monroe, Washtenaw, Livingston, and St. Clair.

2011 Grant

For the East Side Revitalization program to design and demonstrate a scalable community revitalization strategy in selected neighborhoods on Detroit's east side; supporting CFSEM to begin revitalizing residential property in targeted neighborhoods.

2011 Grant Activities

- **Identify target neighborhoods on the east side** for a scalable property acquisition and rehabilitation effort.
- **Build the capacity of organizations working in the neighborhoods** to acquire key properties and strategically deconstruct or rehabilitate them to the highest green standards in order to stabilize the neighborhoods and begin to repopulate them.
- **Secure the commitment of public funding** to scale up the neighborhood improvement effort.
- **Invest in a set of prototypical projects** to illustrate the investment potential of the neighborhoods to attract new private investment.

⁸⁹ CFSEM FY2011 grant description from grants database shared with the evaluation team in February 2011 – grant period beginning January 1, 2011 through February 29, 2012.

Detroit Collaborative Design Center (DCDC)⁹⁰

The Detroit Collaborative Design Center is a center for applied research in architectural design and neighborhood development. The Design Center seeks to promote collaboration among community organizations, local governments, and private developers to confront the social, economic, and political realities which have for years contributed to the physical deterioration of urban Detroit.

2011 Grant

To develop and implement a civic engagement process across the city of Detroit that will yield a long-term land-use economic vision for revitalization and growth.

2011 Grant Activities

- **Gather relevant qualitative and quantitative information** via interviews, meetings, data collection, and socioeconomic projections based on scenarios for future development and growth.
- **Implement a series of well-designed events and workshops to engage community residents,** civic leaders, and project advisors in visioning and planning activities throughout the process.
- **Solicit feedback to refine the visioning and planning concepts developed** during the first round of engagement.
- **Synthesize the findings from the civic engagement process into final recommendations** for a long-term land use, investment, and development strategy for Detroit.
- **Implement a communications strategy** that would include traditional and digital media dissemination, “Project Ambassadors” who would inform key audiences about Retooling Detroit’s progress, and a storefront headquarters for Retooling Detroit to establish a visual and physical presence for the project.

⁹⁰ DCDC FY2011 grant description from RGA – grant period: one year beginning July 1, 2011.

Detroit Development Fund (DDF)⁹¹

Detroit Development Fund is a nonprofit economic development organization and a certified community development financial institution formed to assist in the revitalization of economically distressed areas in the city of Detroit. Detroit Development provides loans and technical assistance to small business owners, developers, building owners, contractors, and subcontractors who are unable to acquire certain levels of capital necessary from traditional financing sources.

2012 Grant

To accompany a program related investment to support the development of affordable housing and mixed-use development in Detroit.⁹²

2012 Grant Activities

- **Provide lines of credit to recipients of Neighborhood Stabilization Program funds** to support the purchase and renovation of vacant and affordable homes.
- **Provide predevelopment, acquisition, and bridge financing** to support the development of affordable housing and mixed-used development projects.
- **Provide bridge financing under a pilot short-sale program** to leverage single-family mortgage financing or foreclosure prevention programs.

⁹¹ FY2012 grant description from RGA – grant period: 3,607 days beginning January 1, 2012.

⁹² In November 2011, the Foundation provided a \$4 million program related investment (PRI) to Detroit Development Fund to capitalize a Major Project Fund. The Fund, created to make financial interventions at greater scale, will provide financing to support the development and preservation of affordable housing, as well as mixed-use and other development projects, which support the viability of affordable housing in select neighborhoods of strength in Detroit. The \$200,000 net asset grant recommended here would assist Detroit Development Fund to increase its net assets to help it cushion possible losses from these investment activities and improve its financial condition to attract additional investors for the Fund.

Detroit Land Bank Authority (DLBA)⁹³

The DLBA aims to stimulate neighborhood revitalization and economic growth through the acquisition, management, and disposition of tax-reverted and acquired properties by working collaboratively with community stakeholders, developers, and other government agencies in a transparent and fiscally responsible manner to promote conscientious stewardship of land.

2012 Grant

To support its continued project management and implementation of real estate acquisitions and housing rehabilitations ensuring the success of its Detroit Neighborhood Stabilization project.

2012 Grant Activities

- **Stabilize Detroit neighborhood real estate markets** located within NSP 1&2 approved census tracts through the acquisition and rehabilitation of foreclosed, vacant single-family houses.
- **Eliminate blight** including demolition of vacant, blighted structures and the acquisition and maintenance of vacant homes.
- **Provide affordable homeownership opportunities** to low-to-moderate- and middle-income families.

⁹³ DLBA FY2012 grant description from 2012 grant proposal – grant period: unknown.

Grandmont Rosedale Development Corporation (GRDC)⁹⁴

The Grandmont Rosedale Development Corporation is a nonprofit community-based organization working to preserve and improve the Grandmont Rosedale Neighborhoods of northwest Detroit. GRDC takes a comprehensive approach to community revitalization, with programs designed to renovate vacant homes, assist local homeowners and businesses, beautify the community, and keep neighborhoods safe and vibrant.

2011 Grant

For demonstration of a scalable neighborhood revitalization efforts in a struggling but still vibrant Detroit neighborhood.

2011 Grant Activities

- **Complete the first phase of the NSI**, in which just 10 homes will be rehabilitated and sold to low- and moderate-income households to demonstrate the feasibility of the model.
- **Provide pre- and post-purchase homebuyer counseling** to ensure success for all homebuyers.
- **Launch the larger-scale phase of the NSI**, achieving 50 home sales by the end of 2011 and 100 additional units in each subsequent year.
- **Implement an outreach plan to provide information about the NSI** to all 5,700 households and 400 businesses in the target neighborhoods and GRDC's supporters via conventional and electronic newsletters, web sites, social media, and homebuyer events and workshops.
- **Develop and launch a "branding" campaign** to promote living in Grandmont/Rosedale and boost market demand for the community, using a media event and a wide variety of print and broadcast media.

⁹⁴ GRDC FY2011 grant description from RGA – grant period: two years beginning May 1, 2011.

Metropolitan Organizing Strategy Enabling Strength (MOSES)⁹⁵

MOSES is a congregation-centered, faith-based community organization reflecting the religious, racial, and ethnic diversity of metropolitan Detroit which provides a vehicle for faith-based communities to come together to develop a network of relationships, identify common interests, and exercise power.

2009 Grant

General support to bring metropolitan Detroit-based congregations of faith together to improve the quality of life in their communities and create a more just and humane society.

2009 Grant Activities

- **Recruit clergy, MOSES leadership, and city and state representatives** to encourage their participation in the development of the Comprehensive Regional Transit Service Plan.
- **Reach out to clergy, congregations, communities, businesses, and other interests** to educate and engage over 2,000 individuals on MOSES's priorities.
- **Participate in efforts to organize citizens and educate leaders and build public will** for reformed federal transportation policies during the reauthorization debates in 2009-2010.
- **Research "best practices"** that result in consistent, safe, and efficient ridership.
- **Expand and increase engagement of the MOSES Task Force** that focuses on the city land bank strategy, home foreclosures, and neighborhood development, including participation in the development of the Detroit Land Bank Authority and engagement with the Office of Foreclosure Prevention and Response.
- **Host a week-long training for 30 MOSES leaders** to develop their community organizing approaches and skills.
- **Continue strengthening of MOSES's organizational capacity.**

⁹⁵ MOSES FY2009 grant description from RGA – grant period: two years beginning October 1, 2009.

Michigan Community Resources (formerly Community Legal Resources)⁹⁶

Michigan Community Resources' mission is to support and empower community organizations in Michigan that serve low-income individuals and communities, with an emphasis on community economic development, by providing pro bono legal services and technical assistance.

2009 Grant

General support to foster pro bono legal representation to organizations in Michigan that serve low-income individuals and communities, with an emphasis on community economic development activities.

2009 Grant Activities

- **Improve MCR's organizational infrastructure.**
- **Improve organizational capacity to deliver services that are in demand,** including Pro Bono Referrals and Legal Education.
- **Expand geographic reach of statewide vacant property work.**
- **Enhance the Detroit Vacant Property Campaign's ability to help communities directly** by deepening the vacant property services offered.

Midtown Detroit, Inc. (formerly the University Cultural Center Association)⁹⁷

The mission of MDI is to combat community deterioration and blight and to encourage economic development by providing financial assistance in community development, historic preservation, beautification, and small business development.

2011 Grant

To strengthen the organization's financial management systems to continue its effective role in the revitalization of Detroit's Midtown district; supporting MDI to build the organization's financial, technical, and fundraising capabilities, and to expand its staffing to engage in development planning and portfolio management to drive the growth and development of the Woodward corridor in order to respond to Detroit's severely depressed economy.

2011 Grant Activities

- **Hire a CFO** experienced in financial management functions.
- **Streamline the budgeting systems** of MDI with the real estate ventures while managing the funds separately and according to IRS regulations.
- **Strengthen policies and procedures for financial controls.**
- **Develop better practices around accounts receivables** and recouping of developer fees.

⁹⁶ MCR FY2009 grant description from 2010 grant report – grant period: May 1, 2009 to April 30, 2010.

⁹⁷ MDI FY2011 grant description from RGA – grant period: one year beginning July 1, 2011.

National Grantees Contributing to Metro Outcomes

The Metropolitan Opportunity Unit also supports a host of nationally-focused organizations whose grant-funded projects and programs directly impact, or carry implications for, the Detroit metro region. A list of these organizations, their activities, and connections to the metro grantees is provided in the table below.

Organization	Overview	In the Detroit Region
Brookings Institution	Core support for the Metropolitan Policy Program to provide decision-makers with timely trend analysis, cutting-edge research, and policy ideas for improving the health and prosperity of metropolitan areas.	<p>DDF: Familiar with their work.</p> <p>DLBA: Receives communications.</p> <p>GRDC: Receives communications; has made use of resources/reports.</p> <p>MCR: Information analysis – working with Alan Mallach on Detroit Works.</p> <p>MDI: Brookings is active in Detroit around policy, particularly with the Woodward Corridor. MDI coordinates with Brookings on important issues which they carry up to state government in their role as an advisor to the state. MDI just received a New Economy Initiative (NEI) grant for work in the Innovations Corridor which also has Brookings' involvement.</p>
Center for American Progress	For the Housing Finance Working Group to develop innovative housing finance and policy initiatives in response to the housing crisis.	MCR: Information sharing.
Funders' Network for Smart Growth and Livable Communities	To identify opportunities and strategies for advancing equitable transit-oriented development, urban policy reform, and the use of land-use strategies for revitalizing communities.	<p>DLBA: Receives communications.</p> <p>GRDC: Receives communications.</p> <p>MCR: Information sharing.</p>
Gamaliel Foundation	For the Transportation Equity Network to promote equity in national transportation and land-use policies.	<p>GRDC: Receives communications.</p> <p>MOSES: Member of TEN.</p>

National Grantees Contributing to Metro Outcomes (Cont'd)

Organization	Overview	In the Detroit Region
Green for All	General support to create and implement programs that increase quality jobs and opportunities in green industry while holding the most vulnerable people at the center of its agenda.	GRDC: Receives communications.
The Housing Partnership Network, Inc.	For the Community Assets Resolution Entity Initiative to acquire, reposition, and transfer low-value single-family assets and notes to local neighborhood stabilization collaborative.	DLBA: Is an HPN-member organization.
Living Cities, Inc: The National Community Development Initiative	General support for a philanthropic partnership to bring opportunities and the power of mainstream markets to historically neglected urban neighborhoods.	DDF: Have attended meetings with MDI on Midtown work; receives communications. DLBA: ED has engaged with them through past work in Miami. MCR: Information sharing. MDI: In constant contact because NCDI deploys the capital for MDI projects. They are in Detroit regularly working with MDI as key partners.
Local Initiatives Support Corporation	To sponsor panels at the LISC 30th Anniversary event and to publish and disseminate proceedings from the panel.	DDF: DDF ED is on the Board of Detroit LISC's advisory committee. DLBA: Receives communications. GRDC: Partnered on past projects – LISC has supported GRDC in several different ways for years. MCR: National LISC Information sharing; Local LISC – Joint planning and accountability MDI: Detroit LISC is a partner in some real estate deals; joint planning activities.

National Grantees Contributing to Metro Outcomes (Cont'd)

Organization	Overview	In the Detroit Region
NCB Capital Impact	For the Cornerstone Partnership to provide a peer network for housing practitioners who are implementing or developing long-term affordability programs and to promote long-term affordability policies.	<p>DDF: NCB is one of the partners in a couple of lending transactions.</p> <p>MDI: Partner on current project; NCB Capital works with MDI as the CDFI for all capital deployed through Living Cities.</p>
NeighborWorks America	For Success Measures to implement an evaluation framework to measure the impacts of regional equity strategies nationally and in targeted metropolitan areas and to use evaluation data to strengthen the field.	<p>DDF: Southwest Housing is a NeighborWorks designated affiliate. NeighborWorks is involved in some lending projects. Contributions as a webinar presenter at “Best Practices in Risk Management” seminar</p> <p>DLBA: Receives communications.</p> <p>GRDC: Partnered on past project with Southwest Housing.</p> <p>MCR: Information sharing.</p> <p>MDI: Has attended conferences.</p>
Policy Link	For the Equity Summit 2011: Healthy Communities, Strong Regions, a Prosperous America to advance equity-based policies that will benefit low-income people and people of color.	<p>DDF: Receives communications.</p> <p>DLBA: Receives communications.</p> <p>MDI: PolicyLink is one of the evaluators for MDI’s NEI grant.</p>
Smart Growth America	General support to promote growth that protects farmland and open space, revitalizes neighborhoods, keeps housing affordable, and provides more transportation choices.	<p>DLBA: Receives communications. Contributions as a panelist in past event.</p>

Partners and Collaborations

Grantee Collaboration

Metropolitan Opportunity Unit grantees maintain a network of robust relationships across sectors, particularly in the nonprofit community in Detroit. Grantees identified the importance of maintaining relationships with organizations focused at the local, state, and national levels as key to advancing their work. Grantees use strategic partnerships to:

- Scale existing programs or expand organizational services.
- Build strategic alliances to affect policy reform.

For example, to advance their advocacy work addressing land use and other city policies, Grandmont Rosedale CDC participates in **Community Development Advocates of Detroit** (CDAD), a citywide coalition of community development organizations, and maintains a strong relationship with and support from Michigan Community Resources around its Detroit Vacant Property Campaign. CDAD, whose membership includes other Unit grantees such as DDF and MDI, functions as a citywide network of over 80 community development organizations, advocates, and stakeholders, working to devise a framework for planning in Detroit. CDAD's strategic approach embraces the premise that the city of Detroit will not regain much of its lost population and instead advocates for a future vision of Detroit that considers "right sizing" as a component of the city's revitalization strategy.⁹⁸ Core issues include repurposing former commercial corridors and encouraging public stewardship of vacant and abandoned residential properties in Detroit neighborhoods.

Similarly, grantees such as MOSES and the Michigan Suburbs Alliance participate in **Doing Development Differently in Detroit (D4)**, a cross sector coalition that includes community residents, unions, environmental, faith-based, and community organizations working to leverage public and private investments in the city for positive impact on Detroit communities.⁹⁹ D4 is particularly focused on the creation of sustainable development strategies, informed by meaningful community engagement, that link Detroit's human capital to jobs offering fair wages and benefits.

⁹⁸ <http://cdad-online.org/>

⁹⁹ <http://www.detroit-lisc.org/news/1245>

Through its **Detroit Vacant Property Campaign** (DVPC), Michigan Community Resources partnered with Detroit LISC, the University of Michigan - Taubman College of Architecture and Urban Planning, and Community Development Advocates of Detroit (CDAD). Working to expand DVPC services statewide, Michigan Community Resources engages such statewide organizations as the Michigan Municipal League, Michigan Foreclosure Task Force, and the Community Economic Development Association of Michigan (CEDAM), as well as the nationally-focused Center for Community Progress (a grantee of the Unit).

Organizations focused on neighborhood revitalization, including grantees such as GRDC, DDF, DLBA, CFSEM, and MDI, often develop **partnerships with neighborhood-based organizations**, including community development corporations, neighborhood associations, and area businesses. For example, MDI maintains a base of over 150 member organizations – comprised of individuals, neighborhood and community-based organizations, arts and social service organizations, and businesses. In addition, through the **Source Detroit** program, MDI maintains strategic partnerships with area anchors, including the Detroit Medical Center (DMC), Henry Ford Health System (HFHS) and Wayne State University (WSU), the Detroit Economic Growth Corporation (DEGC) (also a grantee of the Unit) and the Hudson-Webber and Kresge Foundations. Through its role as local partner for the **Living Cities Integration Initiative** focused in the Woodward Corridor, MDI has also begun to foster a new relationship with NCP Capital (a grantee of the Unit).

Grantees also share relationships with organizations such as Data Driven Detroit, whom they consider a data clearinghouse in the city, providing key information such as demographics, housing, and crime statistics and supporting organizations' data-driven decision making in their respective programs and projects.¹⁰⁰ Important partnerships have also formed across grantee organizations, including the Local Initiatives Support Corporation (LISC), which has leveraged its Sustainable Communities Initiative to support other grantees' (such as GRDC) work in the city of Detroit, and DDF, who has also served as a key partner for GRDC, MDI, and DLBA to advance neighborhood stabilization and revitalization strategies.

In addition to nonprofit sector collaboration, grantees also establish working relationships across sectors, engaging multi-sector groups such as the Downtown Detroit Partnership, quasi-governmental organizations such as the Detroit Economic

¹⁰⁰ Data Driven Detroit is also the local data partner for the Metropolitan Opportunity Unit's participatory evaluation in the Detroit region.

Growth Corporation, and public sector actors including the city of Detroit and the Michigan State Housing Development Authority.

Philanthropic Collaboration

The Metropolitan Opportunity Unit's funding strategy builds upon robust relationships with national and locally-focused philanthropic institutions. Grantees also highlight the importance of maintaining strong relationships with the many foundations working in the Detroit metro region. **Philanthropic partners** such as Living Cities, Kresge Foundation, Hudson-Webber Foundation, and Community Foundation of Southeast Michigan have been specifically instrumental in assisting grantees to form, broaden, and scale their community and economic development work. For example, within the past year, DDF and GRDC report leveraging Ford funding in conjunction with funds received from the Kresge Foundation to support their neighborhood revitalization efforts.

The Kresge Foundation

The Ford and Kresge Foundations' strategies in Detroit are closely aligned; the two foundations have been deliberate in pooling and leveraging their funding to support community and economic development initiatives in metro Detroit. The Kresge Foundation's Detroit program is characterized by its Reimagining Detroit framework which identifies nine focus areas through which to target the foundation's funding support. Many of these areas align with the Metropolitan Opportunity Unit's funded activities in the city, such as "reimagined land use for an adaptable, resilient city," which fuels the importance of land banking in Detroit; creating a "vibrant creative corridor," that leverages the development along Woodward Avenue as vital building blocks for the city's transformation; and promoting "mass transit development," such as the M1 LRT in hopes of catalyzing a regional mass transit development strategy.

The Community Foundation for Southeast Michigan

The Community Foundation for Southeast Michigan is another core philanthropic partner focused in the Detroit metro region, providing additional funding toward Unit-supported initiatives, such as the neighborhood revitalization efforts carried out by the Grandmont Rosedale CDC and the expansion of Eastern Market. Additionally, CFSEM has also been a leader in promoting multi-modal and alternative

transportation options, particularly through its leadership and support of the Detroit Greenways program.

The Hudson-Webber Foundation

The Hudson-Webber Foundation, in partnership with business leadership organizations and anchor institutions, is leading the Detroit 15 x 15 Initiative, which aims to attract 15,000 young professionals, particularly of creative industries, to downtown Detroit by 2015. The initiative is focused on growing and sustaining "young talent" in Detroit and aligns with other major initiatives involving the Unit's grantees, including MDI's Live Midtown! initiative and the Source Detroit program focused on the Woodward Corridor, Midtown, and other Greater Downtown neighborhoods in Detroit.

The Mott Foundation

Despite its core focus in Flint, MI and Genesee County, the Unit's lead program officer in Detroit identified the Mott Foundation's funded programs and projects as having been instrumental to the development and advancement of the Unit's supported grant activities.

Metropolitan Opportunity Unit
Ford Foundation
November 2012

VIII

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VIII. Evaluation Summary

Detroit Context

In addition to a convergence of federal investment and a robust community of national and local philanthropic institutions focused on neighborhood stabilization and economic regeneration, the Detroit region also counts among its strengths a cadre of anchor institutions invested in local communities and a rising tide of entrepreneurship and innovation. However, the region suffered substantial population loss and economic decline in past decades and its unemployment and poverty rates remain among the worst in the nation compared to other large metros. As a result, key issues remain crucial to Metropolitan Opportunity Unit grantees, including promoting strategic and innovative management of vacant and abandoned properties, stabilizing neighborhood housing markets, and ensuring that communities of color and low-income residents inform and benefit from economic revitalization and development plans.

This section reflects grantees' activities and the broader context in which they work as of May 2012. While the focus of this analysis captures progress from June 2011-May 2012, reference to several 2010 accomplishments are included that relate to broader systems change. Subsequent updates will be generated as a component of Success Measures' ongoing evaluation reporting to the Metropolitan Opportunity Unit.

Progress Toward Outcomes

The focus of this evaluation effort is to highlight key leverage points within each region that promote systems change. While there are cases where individual grantee progress is mentioned, it is the sum of these accomplishments in relationship to the overall metro strategies and the Unit outcomes that is being evaluated. The evaluation provides the evidence for grantees and Program Officers to discuss how funded work creates the changes identified in the Unit outcomes. The discussion which follows conveys key milestones achieved by grantees in the region.

Milestones Achieved

Grantees in the Detroit metro region identified the following milestone successes in addition to ongoing progress of their grant-funded activities:

- **Capacity building and collaboration yields four east side neighborhood plans.** CFSEM and MCR worked to facilitate capacity building and collaboration among community-based organizations in Detroit's East Side neighborhoods, resulting in the development of four neighborhood revitalization plans.
- **35,000 residents provide input on Detroit's future.** DCDC and Detroit Works partners' civic engagement efforts have reached over 35,000 people in the city and community through conversations, interactions, and written feedback to inform the city's long-term plan.
- **\$600,000 in loans scale single family home rehabs.** DDF has scaled its support to larger community-based nonprofits focused on renovating and reselling single family homes, providing roughly \$600,000 in loans to rehabbers in the past year.
- **Investment leads to increased market values.** DLBA's investment and rehabs have served to raise the market value of properties in target neighborhoods to \$65,000 - \$70,000, providing higher comparables for other area appraisals.
- **Neighborhood sales exceed double the citywide market average.** GRDC has acquired and rehabbed 21 houses in Grandmont Rosedale, sold 16, and has 5 sales pending; GRDC's home sales average more than double the neighborhood average, far outpacing the citywide average sale price.
- **Vacant property and security grants respond to resident concerns.** MCR expanded the focus of its CAPP grant program to address residents' concerns on safety and provided mini-grants to 19 organizations supporting vacant property management and security.

- **Live Midtown expands area and engages 400 residents on key issues.** MDI has expanded its Live Midtown initiative activities into surrounding New Center and Tech Town neighborhoods. MDI's civic engagement activities in these communities reached 400 residents and informed the development of a TOD strategy for the Woodward Corridor.
- **Civic engagement builds on national models to better align locally.** MOSES has engaged 15 organizations in dialogue to improve civic engagement in Detroit, examining best practices from around the country and exploring the possibility of connecting the organizing infrastructure in Detroit through alignment with the city council districts.

The Regional Funding Summary table below identifies how each element of the Unit's regional funding strategy, and grantees' progress, serves to advance its intended mid- and long-term outcomes in the region. (See complete Outcome Framework on page 16 of this document.)

Strategy and Outcomes

In each funded metro region, the Metropolitan Opportunity Unit aims to leverage its regional funding strategy to advance a set of mid- and long-term outcomes. The Unit has discussed their strategies with grantees through conference calls and by providing documents for review. While grantees agreed that these strategies are inclusive of grantee work in the region, a next step is to refine them in light of the evaluation analysis.

In sum, the Unit's funding strategy in the Detroit region aims to:

- Return vacant and abandoned properties to productive use.
- Mitigate the impact of foreclosures.
- Provide avenues to homeownership for low-income residents.
- Fuel economic development in and around downtown Detroit.
- Integrate community voice into long-term local and regional development plans.

The Unit's strategy serves to advance a set of mid- to long-term outcomes that:

- Expand access to transit, economic opportunity, and affordable housing for low-income people.
- Improve economic stability and viability of Detroit neighborhoods that in turn stabilize the city and regional economy.
- Ensure implementation of equitable development plans that are informed by and benefit low-income and minority residents.

Regional Funding Summary

Regional Funding Strategy	Grantee Progress	Related Unit Outcomes
<p>Repurposing and redeveloping vacant and abandoned properties in Detroit to return these areas to productive use.</p>	<p>Acquired over 180 properties for rehab/resale in strategic “tipping point” locations. Acquired over 180 vacant properties; 38 rehabs currently underway.</p> <p>Increased long-term housing affordability by promoting “green” property renovations. Integrated green building practices and technologies in property renovations to help preserve affordability for homeowners.</p> <p>Maintained over 100 vacant properties to eradicate blight in Detroit neighborhoods. Cleaned, mowed, or boarded 100 properties in the past year. Worked with the city to enact a vacant property registration ordinance, which helps the city track vacant properties and hold owners accountable for property maintenance.</p> <p>Provided technical assistance to strengthen data-driven decision making. Improved partner organizations’ data management and analysis in vacant property- and housing-related initiatives.</p> <p>Developed a framework for advancing vacant property policy statewide. Worked with the Michigan State Housing and Development Authority (MSHDA) to develop and implement a vacant property policy framework in 12 Michigan communities.</p>	<ul style="list-style-type: none"> • Elimination of blight drives community redevelopment and the resulting economic revitalization stabilizes neighborhoods. • Communities become more economically viable and inclusive places.
<p>Building upon existing assets and strengths in the city and region to stabilize and regenerate the local and regional economy, particularly along Detroit’s Woodward Corridor.</p>	<p>Provided 11 loans and marketing support to small businesses and entrepreneurs in and around downtown Detroit. Provided loan assistance to 11 business owners within greater downtown Detroit.</p> <p>Connected over 250 local businesses to Greater Downtown anchor institutions. Supported an annual vendor fair connecting anchor institutions to over 250 businesses resulting in several key contracts to local businesses.</p>	<ul style="list-style-type: none"> • Improved economic viability of communities and stronger regional performance.

Regional Funding Summary (Cont'd)

Regional Funding Strategy	Grantee Progress	Related Unit Outcomes
<p>Mitigating the effects of chronic decline and impact of the recent foreclosure crisis in the city of Detroit through focused rehabilitation and redevelopment in relatively stable neighborhoods and enabling programs to promote affordable homeownership.</p>	<p>Executed targeted marketing to drive real estate demand in selected communities. Spurred buyer interest in Detroit neighborhoods; featured in Detroit’s Channel 7, the Detroit Free Press, Crain’s Detroit Business website, Detroit News and WXYA and WJBK radio stations.</p> <p>Launched local mortgage and down payment assistance programs to expand financing options to homebuyers. Expanded services to homebuyers to include down payment assistance and mortgage financing to help grow and diversify the pool of potential buyers and increase affordability of homes in target neighborhoods.</p> <p>Doubled market values through quality and energy efficient home rehabs. Renovated and sold homes far above market rate, in some places more than double the market rate in the city.</p>	<ul style="list-style-type: none"> Expanded housing tenure and finance alternatives which are available to protect low-income families from undue risk through systems that deliver and finance permanently affordable homes. Increased supply of affordable housing that enables asset building. Improved stability and viability of neighborhoods through effective capital strategies.

Regional Funding Summary (Cont'd)

Regional Funding Strategy	Grantee Progress	Related Unit Outcomes
<p>Working to establish a regional and statewide transportation and transit policy agenda, specifically leveraging public transit and equitable transit-oriented development (TOD) as catalysts for economic development and increased access to jobs.</p>	<p>Released a documentary film illustrating the impact of transportation on residents' quality of life. Worked with partners to create and circulate a short documentary film, The Faces of Transit, which illustrates how Detroit's "transportation crisis" impacts the lives of residents.</p> <p>Participated in transit equity advocacy collaboratives at the state and national level. Engaged partners and allies at the state and national level (Transportation for Michigan and the Transportation Equity Network) to advance transit equity advocacy.</p> <p>Led a campaign to build support for local and regional high-speed rail. Built residents' and public sector leadership support for the Woodward Avenue/M1 Corridor light rail and the Detroit-Ann Arbor commuter rail.</p> <p>Engaged city, county, and state officials to promote transportation policy reform. Secured an audience with 21 public officials in efforts to establish a Regional Transit Authority, including federal and state legislative representatives, the governor's office, and the Detroit mayor's office and city council.</p>	<ul style="list-style-type: none"> Improved mobility and access to opportunity for low-income people. Investment policy, regulation, and reform serve all people and communities, especially low-income, and connect them to opportunity.
<p>Creating a sustainable infrastructure for local level community organizing and civic engagement to broaden understanding of transit, affordable housing, and land use issues at the local level.</p>	<p>Educated hundreds of residents on regional planning and governance structures and processes. Deployed a 15-member street team to Detroit neighborhoods; held 6 trainings for resident "ambassadors"; and hosted at least 16 "roaming tables" throughout Detroit neighborhoods.</p> <p>Engaged over 35,000 residents in land use planning and neighborhood revitalization projects. Involved 400 residents in 30 stakeholder meetings to inform a TOD strategy for the Woodward Corridor; engaged about 700 residents in dialogue on quality-of-life and information sharing; and tracked conversations, interactions, and written feedback from over 35,000 residents citywide to inform the city's long-term plan.</p> <p>Built capacity of neighborhood-based partners to carry out local revitalization plans. Engaged neighborhood-based organizations and constituents in a community planning process to develop four neighborhood plans for East Side neighborhoods.</p>	<ul style="list-style-type: none"> More strategic and equitable regional and local land use and development planning that includes cross-sector collaboration and effective community participation. Implementation of equitable plans and development leads to improved economic outcomes for low-income households.

Grantee Interim Progress¹⁰¹

This section provides an overview and some specific examples of the collective contributions grantees' progress has made toward achieving Unit outcomes.

The Unit views grantee work in two ways:

- **Strategically:** Given intended Unit outcomes, how does this combination of grantee work build towards desired systems change?
- **Programmatically:** Are grantee activities completed successfully?

This evaluation focuses on the first point – strategic – and seeks to engage grantees and program officers in evidence-based discussions to continually monitor and recalibrate funded activities to best achieve stated systems-change outcomes.

Key informant interviews with grantees in the Detroit region reveal that, in addition to several milestone successes, grantees are making significant progress in the following areas:

1. Refocusing transit finance toward sustainable revenue solutions.
1. Stabilizing neighborhood real estate markets.
2. Generating business development in key commercial corridors
3. Empowering neighborhood residents and community-based organizations to impact development plans.
4. Linking local development projects to broader agendas in the city, region, and state.

¹⁰¹ DCDC and DLBA grants were recent enough that these grantees had not yet provided grant reports to the Unit at the time this document was drafted. MCR's activity descriptions were adapted from a grant report for FY2009, grant period ending 4/2010 and MOSES' from a grant report for FY2010, grant period ending 9/2011.

1. Stabilizing neighborhood real estate markets by:

Acquiring over 180 properties for rehab/resale in strategic “tipping point” locations. All of the Unit's grantees who are focused on vacant properties, including GRDC, MDI, DDF, CFSEM, and DLBA, have developed a clearly articulated strategy for targeting their resources in local geographies perceived as “tipping point” neighborhoods, i.e. relatively stable areas that already possess strong real estate assets and where rehabilitation projects would be transformative in nature. These changes, in turn, strengthen nearby neighborhoods or bolster adjacent commercial corridors by growing the residential population. These neighborhoods include, but are not limited to, Boston Edison, East English Village, Grandmont Rosedale, Indian Village, Jefferson, Midtown, and New Center. At the time of the grantee interviews, GRDC had acquired 22 vacant properties, renovated 21 of them, sold 16, and has 5 sales pending. The DLBA had acquired 160 vacant properties, renovated and sold 4, and had 38 renovations underway. Additionally, MDI's mixed-use development, the Auburn, includes 58 rental apartments currently under construction.¹⁰²

Executing targeted marketing to drive real estate demand in selected communities. Grantees' revitalization projects have spurred buyer interest in rehabbed or potential rehab properties in Detroit neighborhoods. Grantees and neighborhood-based partners observe an increase in prospective buyer inquiries; in some cases, area real estate agents also report an increase in buyer inquiries in grantees' target neighborhoods. Grantees' neighborhood revitalization efforts have been highlighted in several media outlets including Detroit's Channel 7, the Detroit Free Press, Crain's Detroit Business website, Detroit News, and WXYA and WJBK radio stations. Grantees credit the increased attention to their success in developing targeted marketing campaigns to draw new and returning residents to the city of Detroit. GRDC credits the promotion and adoption of its branding campaign, which embraced the slogan “A Place Where You Belong,” for increased buyer interest in the neighborhood and reports that nearly half (44%) of its new homeowners have relocated from outside the city. MDI's Live Midtown! program is now in its second year and has recently received renewed funding for an additional four years. The program was so successful that MDI was asked by the Downtown Detroit Partnership to replicate the campaign.

¹⁰² listed here reflect activities reported by Grandmont Rosedale Development Corp. (GRDC), Midtown Detroit and the Detroit Land Bank Authority (DLBA) between January and April 2012. Activities include completed and current renovations, completed sales and closed-applications on for-sale properties.

Launching local mortgage and down payment assistance programs to expand financing options for homebuyers.

Grantees have expanded their services to homebuyers to include down payment assistance and mortgage financing to help grow and diversify the pool of potential buyers and increase affordability of homes in target neighborhoods. For example, GRDC has recently become a co-owner of Michigan Lending Solutions, a low-profit limited liability (L3) company founded by Southwest Housing Solutions, that will enable them to launch their own mortgage lending operation, Grandmont Rosedale Lending Solutions, in their neighborhood offices. DDF recently received \$1 million from JP Morgan Chase to support Project 14, an initiative aiming to provide down payment assistance to police officers and other city employees. DDF has provided \$25,000 in assistance to one police officer and plans to continue the program in 2012.

Doubling market values through quality and energy-efficient home rehabs.

Grantees' rehab projects have resulted in the sale of homes far above the average city-wide market rate; for example, in Grandmont Rosedale, GRDC renovations are selling for an average of \$71,000, more than double the average market rate (\$34,000) in the neighborhood and far outpacing the average citywide.¹⁰³ Additionally, GRDC's rehabbed homes are being used as comparable sales in other market appraisals and grantees observe an increase in appraisal values in target neighborhoods. Similarly, the DLBA's acquisition and rehab strategy of increasing up-front investments in energy-efficient home rehabs has resulted in higher appraisals than observed in its target neighborhoods prior to rehab and, ultimately, reduces home maintenance costs for buyers.

Increasing long-term housing affordability by promoting "green" property renovations.

Grantees have identified home maintenance costs, particularly the larger homes found in many of Detroit's stable neighborhoods, as a significant barrier to preserving affordability for homeowners. As a result, grantees have integrated green building practices and technologies in property renovations. DDF promotes energy efficiency among its borrowers and has leveraged grant funds from the Kresge Foundation to support energy-efficient improvements of three companies. DDF has also partnered with Michigan SAVES, a nonprofit corporation that launched a pilot program to provide loan funding to 10 DTE Energy commercial customers in Detroit who are participating in specific DTE energy optimization programs. GRDC has incorporated energy-efficient components in its rehab projects. DLBA has worked with local contractors to integrate geothermal technology, alternative energy, sus-

¹⁰³ GRDC's average is representative of 16 sales in the neighborhood.

tainable building materials, and LEED certification to its construction and rehab activities. CFSEM has plans to leverage the state's successful Energy Efficiency Conservation Block Grant program to support neighborhood partners' revitalization efforts in East Side neighborhoods.

Maintaining over 100 vacant properties to eradicate blight in Detroit neighborhoods.

Grantees have been working with community stakeholders to prevent or eradicate blight in vacant and abandoned properties. GRDC manages a program to maintain neglected vacant properties and has cleaned, mowed, or boarded 100 properties in the past year; GRDC also enlisted volunteers to paint boards on 30 additional homes. MCR's Community and Property Preservation Program (CAPP) provided 19 organizations with grant funds to support vacant property management and security initiatives. MCR also worked with the city of Detroit to enact a vacant property registration ordinance, which helps the city track vacant properties, holds owners accountable for property maintenance, and oversees a boarding coalition that tracks properties requiring boarding for safety and security purposes.

2. Generating business development in key commercial corridors by:

Providing eight loans and marketing support to small businesses and entrepreneurs in and around downtown Detroit.

Grantees have provided financing and other technical assistance to small business owners in Downtown, Midtown, and New Center area neighborhoods. DDF has observed increased demand for its small business loan pool and in 2011 alone assisted 11 business owners in greater downtown Detroit. MDI, through its Live Midtown! Initiative has been working to bolster creative entrepreneurship in and around Midtown. MDI is currently working to develop a brand, public art, landscape design, and a public art demonstration project for the Sugar Hill Arts District, as well as a contemporary outdoor arts festival DELECTRICITY in Midtown, planned for October 2012.

Connecting over 250 local businesses to Greater Downtown anchor institutions.

Grantees have been working to integrate anchor institutions, particularly along the Woodward Corridor, into their revitalization efforts, including fostering procurement contracts between anchor institutions and local service providers. In 2011, anchor institutions -the Detroit Medical Center (DMC), Henry Ford Health System (HFHS) and Wayne State University (WSU) - supported a vendor fair connecting them to over 250 businesses. The Source Detroit program, a partnership involving MDI, the anchors, DEGC, and the Hudson-Webber and Kresge Foundations, has resulted in several key contracts to local businesses, such as the recent \$250,000

awarded to Eastern Market-based Milano Bakery.¹⁰⁴ As of July 2012, approximately \$12.8M worth of contracts had been awarded to Detroit-based businesses. A second annual vendor fair was held in July 2012.

3. Empowering neighborhood residents and community-based organizations to impact development plans by:

Releasing a documentary film illustrating the impact of transportation on residents' quality of life. For example, MOSES has held numerous public meetings at which it issues its "well-being surveys," which aim to understand the impact of environmental factors, such as lack of transportation access, on residents' quality of life; MOSES aims to collect 3,000 of the resident survey responses. Additionally, MOSES, in partnership with the Michigan School of Public Policy, created and is circulating a short documentary film, *The Faces of Transit*, which illustrates how Detroit's "transportation crisis" impacts the lives of residents.

Educating hundreds of residents on regional planning and governance structures and processes. Grantees have embarked on several efforts to build residents' understanding of and participation in transportation, housing, and land use decision making in the city and region. For example, at the release of its documentary film, *New Metropolis*, MOSES brought hundreds of community members together with public officials, policy makers, and clergy in dialogue about how regional strategies and governance are key to revitalizing the Detroit region. The Detroit Works civic engagement team, including DCDC and MCR staff, have deployed a 15-member street team to Detroit neighborhoods, sharing information and fielding resident inquiries about Detroit Works; held 6 trainings for resident "ambassadors" to improve their familiarity and comfort in speaking with other residents about the Detroit Works process; and hosted at least 16 "roaming tables" throughout Detroit neighborhoods as a medium to address residents' questions and encourage their participation in the planning process.¹⁰⁵

Engaging over 35,000 residents in land use planning and neighborhood revitalization projects. Grantees have embarked on several efforts to engage residents, local leadership, nonprofits, and the public sector in land use planning. For example, MDI's TOD community engagement plan for the Woodward Corridor involved 400 residents in 30 stakeholder meetings designed to gather resident input in the Down-

¹⁰⁴ <http://woodwardcorridorinitiative.org/index.php/anchor-strategy/buy-local>

¹⁰⁵ Ambassador training and roaming tables results reflect information provided in the Detroit Works Project's Engagement Reports and Newsletters from Oct/Dec 2011 through April 2012.

town, Midtown, and New Center/Tech Town neighborhoods to inform the development of a TOD strategy for the Corridor. MOSES religious leaders summit brought together over 100 clergy and leaders to develop a framework to ensure community voices influence the Detroit Works long-term plan; clergy members have organized a series of "cluster" meetings, inviting students and planners to reflect residents' long-term visions for the city. In total, the Detroit Works civic engagement team has tracked conversations, interactions, and written feedback from over 35,000 residents since October 2011. The engagement team's community conversations, of which two rounds had been completed, had engaged about 700 residents in dialogue on quality-of-life and information sharing to inform the Detroit Works plan.

Building capacity of neighborhood-based partners to carry out local revitalization plans. CFSEM and MCR partnered to convene and coordinate neighborhood-based organizations (the East Jefferson Corridor Collaborative (EJCC), the Villages CDC, Messiah Housing, and Genesis: HOPE) participating in CFSEM's East Side Revitalization Initiative. CFSEM provided funding support to MCR to engage the neighborhood organizations and their constituents in a community planning process to develop a revitalization plan for targeted neighborhood areas. In the past year, the MCR-led process resulted in the completion of four plans including Neighborhood Stabilization Initiative (NSI); the Greater Riverfront East Environmental Network (GREEN) Greenways Plan; the East Jefferson Outreach Stakeholder Initiative; and the Lower Eastside Action Plan (LEAP). The DLBA has focused its current efforts in Boston Edison and East Indian Village neighborhoods where they are collaborating with two community development corporations in their revitalization efforts. MCR's Legal Strategies for Nonprofit Survival program provides assistance to community-based organizations to review and renegotiate contracts, maximize strategic alliances, and identify cost-saving business practices to enhance their short- and long-term financial health. MCR's educational and legal services served roughly 319 nonprofit clients statewide in 2009 alone.

Providing technical assistance to strengthen data-driven decision making. MCR's technical assistance, a component of its Detroit Vacant Properties Campaign (DVPC), improved partner organizations' (including community-based organizations, municipal governments, and local intermediaries) data management and analysis to inform "data-based decisions" in vacant property and housing-related initiatives. MCR has also played an instrumental role in providing data and information to DCDC to use in many of its community engagement processes.

4. Linking local development projects to broader agendas in the city, region, and state by:

Participating in transit equity advocacy collaboratives at the state and national levels. Grantees have engaged with partners and allies at the state and national levels in order to advance their transit equity advocacy work. Grantees such as MOSES are actively involved in the Outreach and Community Organizing Committees of the Transportation for Michigan (Trans4M) coalition¹⁰⁶, the broader Transportation for America coalition, and the Transportation Equity Network, a project of the Gamaliel Foundation, focused on improving public transit at the national level.

Leading a campaign to build support for local and regional high-speed rail. Grantees have been working to build residents' and public sector leadership support for rail projects in the region including the Woodward Avenue/M1 Corridor light rail and the Detroit-Ann Arbor commuter rail. For example, MOSES organized five public meetings as part of a "listening campaign" in the Woodward Corridor; it also convened 20 local leaders, county executives, and commissioners to build support for the commuter rail and begin preliminary discussions on an intergovernmental agreement between Wayne and Washtenaw counties. MDI worked with the city of Detroit to submit a TIGER III grant application to implement the Midtown Greenway Connector, which would leverage \$25 million in federal funds to create nearly two miles of a walkable, greenery-filled loop connecting Wayne State University, the Detroit Medical Center, and the area's cultural institutions.¹⁰⁷

Engaging city, county, and state officials to promote transportation policy reform. MOSES has engaged Governor Snyder's office and city and county officials in Wayne, Oakland, and Macomb counties in efforts to move legislation to establish a Regional Transit Authority in the Detroit region. In the 2010 grant period alone, MOSES secured an audience with 21 public officials, including federal and state legislative representatives, the governor's office, and the Detroit mayor's office and city council.

Developing a framework for advancing vacant property policy statewide. MCR has been working with the Michigan State Housing and Development Authority (MSHDA) to develop and implement a vacant property policy framework in 12 Michigan communities. MCR staff has provided technical assistance to MSHDA in

¹⁰⁶ Trans4M coalition members also include Unit grantees that are more broadly focused, beyond the City of Detroit, including the Michigan Environmental Council and the Michigan Suburbs Alliance. Website: <http://trans4m.org/about/coalition-members/>

¹⁰⁷ <http://woodwardcorridorinitiative.org/index.php/land-use-policies-practices/urban-agriculture/>

developing a framework to integrate planning, land assembly, demolition, and rehabilitation to prep communities for future investment.

Challenges, Opportunities, & Reflections

Challenges

Grantees called out the following as key challenges to advancing their work in Detroit; they described both as linked to public sector capacity:

- **Working to stabilize market value in the face of a huge inventory of vacant and abandoned properties and continuing foreclosures.** Grantees pointed to the slow pace of demolitions as well as a continuing wave of foreclosures in the city as contributing factors to their challenges to increase property values in targeted neighborhoods.
- **Difficulty in accessing NSP 2 and 3 dollars, which have yet to be allocated or strategically targeted.** Unit grantees specifically cited the negative impact resulting from expected NSP 2 and 3 dollars that have still not been allocated. GRDC's pilot project aimed to leverage NSP dollars, in addition to grant funding from the Ford and Kresge foundations, to achieve their expected goal of acquiring, renovating, and returning to market 50 units in the Grandmont Rose-dale neighborhood. Additionally, CFSEM's East Side Revitalization program projected additional funding support from NSP funds, but has since learned that the NSP approved investment area does not capture their target neighborhoods. Grantees note that gap financing, from NSP dollars or some other source, is critical to making their rehab projects feasible and reach long-term project goals.

Opportunities

Grantees identified several opportunities for expanding their activities in Detroit and the region:

- **Expand civic engagement through HUD Sustainable Communities Planning Grant.** MOSES identified the recently awarded Sustainable Communities Planning Grant to SEMCOG as a potential opportunity to expand its community engagement efforts in Detroit. MOSES continues to reach out to SEMCOG in

efforts to secure a role as a full partner in the community engagement work.

- **Advance transit equity through a new Regional Transit Authority.** MOSES identified the potential creation of a Regional Transit Authority (RTA) as a significant opportunity to advance transit equity in the region and increase coordination of existing bus services in Detroit and surrounding suburbs.
- **Expand pool of potential homebuyers through new down payment assistance resources.** GRDC and DDF have detailed their plans to grow their down payment assistance to borrowers to increase and diversify the pool of potential homebuyers in targeted Detroit neighborhoods.
- **Leverage grantees' project-level data.** DLBA, MDI and DCDC are collecting a variety of neighborhood-level data to understand change over the long term. These include a quality of life survey, number of commuter miles saved, and potential property values before and after. These data could be used and supported in future years for grantees to present on the changes they are seeing in their neighborhoods of focus.
- **Form alliances with new public sector staff.** Several grantees outlined new opportunities to work with emerging leadership within the public sector. Grantees acknowledge that more work needs to be done to specifically identify who those individuals might be and how they might best represent the public sector in the ongoing housing, transportation, and land use work.

Reflections

Opportunity to Buttress the Detroit Region Grantee Network.

Throughout the evaluation process, Detroit grantees have expressed a desire to know more about other grantees operating in the region and their roles in the Unit's funding strategy. There are some grantees that are familiar with one another and have partnered on specific projects, such as DDF, who currently provides funding or has funded GRDC, MDI, and the DLBA in the past; and CFSEM, who has also provided funding to GRDC and MDI. These organizations, with the addition of MCR, are those who are familiar with each other's work but do not necessarily collaborate on current projects (outside of funding support).

Need for Increased Grantee Connections to National Organizations.

With a few notable exceptions, the Unit's grantees are not deeply connected to national organizations operating in the region. The majority of the Unit's grantees report little to no contact with nationally-focused entities, many of which the Unit is funding specifically to impact work in metro Detroit. There are a few notable exceptions: MDI is an official partner of the Living Cities Integration Initiative and is also working with NCB Capital in the Woodward Corridor and MOSES actively participates in T4Mass and T4America. Similarly, GRDC has leveraged a relationship with the National Community Stabilization Trust to purchase vacant properties. Investigating where local efforts could be leveraged and supported through deeper connections to the national grantees' work could be explored as a next step.

Connecting Vacant Property Efforts.

Grantees carrying out vacant property work are operating well individually, but could benefit from developing a shared strategy that articulates the links between their work at a regional level.

"It might help to have a focused discussion in a controlled environment with Ford at the table on how to leverage each others' work. That would be a second step to just looking at what everyone is doing and finding opportunities."

—Detroit grantee

"They have been generous with things we have identified here as moving the broader strategy along...and have been flexible and supportive...But it doesn't seem like there is a real understood framework."

—Detroit grantee

Recommendations & Next Steps

Recommendations

The analysis of interviews with grantees reveals a couple next steps for grantee engagement over the next year. These include:

- **Engage grantees in refinement of the metro strategy for Detroit.** Detroit grantees desire clarity on their roles and relationships to one another. While they are easily able to clearly articulate their individual organization's role in the Unit's metro strategy, grantees clearly stated the need for a comprehensive understanding of how their work aligns to the work of other grantees in the region. This is largely an issue of geography as many grantees are focused at the neighborhood level. Engaging grantees in conversation to identify where strategic relationships may serve to advance both their organizational objectives and the Unit's strategy in the region may help provide clarity.
- **Gather additional feedback and refine strategies, including:**
 - Refine Detroit metro strategies;
 - Identify additional measures useful for understanding change;
 - Engage grantees in creating clear definitions for suggested measures; and
 - Identify opportunities for cross-site learning.

Next Steps

The next step in the evaluation process is to bring Unit program officers and grantees together in conversation to address further refinement of the Unit's strategy in the Detroit region and strengthening alignment of grantees current and future activities to that strategy.

As mentioned prior, this section will be updated as a standalone document (Evaluation Summary) that will reflect changes and transformations of the Unit's engagement in the region and track grantee progress toward the articulated Unit outcomes over time.

Metropolitan Opportunity Unit
Ford Foundation
November 2012

A

Appendix

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Appendix A

Indicator Development & Selection

The indicators selected to describe the metro context provide guideposts for refining and assessing the collective impact that the Metropolitan Opportunity Unit (MOU) and its grantees are achieving in their funded work and related activities.¹⁰⁸

Specifically, the selected indicators are used to:

- **Provide a framing baseline picture of contextual conditions and trends** on the ground that are relevant to the Unit’s three initiatives and their desired outcomes, both at the outset and over the course of MOU support.
- **Support metro stories that show how MOU grantees’ activities lead to change** and allow for comparisons among types of regions and communities, with interest in similar initiatives and approaches, as part of a broader learning process.
- **Offer evidence of progress within initiatives and funded approaches** at the metro and national levels.

Through the course of the participatory evaluation, qualitative indicators are assessed through continuous feedback from grantees and stakeholders; quantitative indicators (secondary data) are drawn from an array of publicly available data sources. **The following discussion focuses primarily on the secondary data used in this profile to describe contextual conditions and trends in the metro region.**

¹⁰⁸ Here, the term “indicators” is used to loosely describe a breadth of qualitative and quantitative information gathered throughout the course of the evaluation process. Qualitative indicators might address changes related to staff and organizational capacity; partnerships and collaborations; communications and messaging, and leadership development. Secondary indicators address change in the contextual environment – such as related to an increase in population, a decrease in household income, or the percent of population that is unemployed or living in poverty.

Brief Comments on Indicators

Indicators are tools that help point to broader conditions. Indicators are helpful for understanding levels of well-being and trends in social, economic, environmental, fiscal, and other phenomena. As such, they can be key tools for assessing the impact and success of policy, projects, or investments in these areas. Indicator measurements range from summarized qualitative information (primary data from survey and interview responses, focus groups, or observations of participants and/or stakeholders) to statistical measures or composite indices (secondary data). This metro profile utilizes all sources.

The selection of indicators for monitoring and evaluation purposes is a complex exercise. Factors such as the scope and focus of the effort, data quality and availability, time frame, resources, and organizational and political considerations each influence the measures ultimately utilized in order to assess contextual conditions, trends, and progress toward goals. In the case of policy-oriented initiatives, the time horizon for progressing intended policies, and ultimately systems change, is far longer than funding cycles. The context may shift in ways that potentially derails progress toward even short-term outcomes. Given the timeliness of most available data, secondary data are unlikely to show significant shifts in baseline conditions over a three- to five-year evaluation. But, well-chosen context indicators are extremely useful over the evaluation period, not only to suggest strategy and resource adjustments on the part of stakeholders, but also to provide a common communications platform for advocacy and implementation efforts.

Perfect indicators are rarely, if ever, available. For example, the current federal poverty measure remains based on assumptions as to the minimum income needed (as a proportion of household budget) to purchase basic necessities in 1965. While adjusted for inflation, today that measure is flawed as basic household expenditures have changed dramatically. The poverty measure also understates the extent of actual poverty (based on wages within the U.S.) and ignores other critical income sources, such as the Earned Income Tax Credit (EITC) and wealth. However, alternate measures -notably living wage estimates- are not frequently updated nor

are they consistently available nationwide. Furthermore, public assistance remains tied to the official poverty rate.

The geography and timeliness of most indicator data present challenges and limitations for submetro analysis. The geography at which secondary data are made available (such as by municipality, county, or Metropolitan Statistical Area) generally does not conform to conditions at the local community and project-specific levels (such as around transit corridors). This is especially true for publicly available data. In turn, this often creates difficulty in using publicly available indicators to measure change in smaller geographies or at frequent intervals, such as on an annual basis. Improvements are forthcoming for demographic indicators relevant to the MOU's efforts around equity and opportunity, notably through the potential to access annual subarea data gathered through the American Community Survey (ACS). For the immediate future, only the five-year detailed ACS is being used for metro level and subarea indicator metrics.

The sections which follow summarize goals for the set of indicators selected, the process for selecting them, and how they are being used by the MOU's evaluators and by the MOU with its grantees.

Indicator Guidelines

The MOU seeks to reduce the social and economic disparities that continue to leave large segments of U.S. metropolitan populations behind by promoting systems level changes that move people from the margins to the mainstream through provision of affordable housing, affordable and accessible transportation, and land use system innovation. Indicators were selected that most directly depicted needs and conditions in these initiative areas in a reliable manner, given the following requirements and guidelines:

- Aligns with the MOU's theory of change and outcome framework.
- Aligns with conditions that speak to social justice and inclusion.
- Conforms to the MOU's preference for use of publicly available, transparent data sources.
- Draws on indicators developed by national grantees (e.g., CNT's H+T index).
- Provides a framing baseline picture of contextual conditions and trends against which policies, interventions, and investment decisions play out on the ground.

- Allows for comparison of contextual conditions across the Unit's funded metro regions.
- Allows for additional indicators that will vary by metro due to unique conditions, data availability, and the focus of supported activities.
- Captures conditions that are expected to improve as a result of the long-term systems changes envisioned by the MOU.
- Considers feedback from grantees and stakeholders regarding what is most useful in their metro and for learning across metro areas.
- Includes factors that best describe intraregional disparities in opportunity and inclusion.
- Illustrates that the place-based nature of initiatives and intraregional variations dictate need for data and mapping of data at appropriate subarea levels (e.g., jurisdictional, census tract, community, job cluster).
- Reflects timeliness and consistency of information, which is extremely important as significant change has occurred since initiation of MOU grantmaking.
- Includes factors that roll up to tell a useful and compelling story.

Indicator Development

As in nearly all indicator development efforts, the overarching goal was to select a core set of indicators that tell a clear story of the progress made. Indicator selection began in early 2010 with the following steps:

- Reviewed existing resources and research related to metro regions and equity, including individual consultations with data and indicator providers, MOU grantees, and the U.S. Census Bureau.
- Examined grantee and related organizations' websites and publications in order to review indicators used to assess strategies to promote equitable, inclusive, sustainable, and competitive metro areas.
- Developed a list of potential indicators, metrics, and data sources, matched to outcomes and evolving evaluation questions.
- Solicited comments on proposed indicators by grantees and other interested groups with similar strategy goals (Sustainable Communities Initiative) in order to refine and share measures and gain consensus on a core set of indicators.
- Solicited written input from metro and national grantees through several sub-

missions describing indicator options.

- Obtained additional input during interviews, site visits, and conversations with metro and national grantees, focusing on usefulness of data or indicators already prepared by other organizations that could be used in the evaluation.
- Revised list of context and capacity indicators, framed against desired short to interim outcomes.
- Selected the Institute on Metropolitan Opportunity (formerly the Institute on Race and Poverty) as thenational data partner-due to their explicitly place-based orientation-who will provide comparable secondary data, calculate indicators, and map changes in key indicators.
- Designated one local data partner for each pilot metro, who will provide additional secondary data plus primary context data and information on stakeholder capacities and the metro and subarea policy environments.

Secondary data for context indicators which were considered included, but were not limited to, the following:

- Population change by demographic category (age, race, income, family status, education).
- Housing conditions (tenure by area, race, and income; housing cost burden; delinquencies and foreclosures by location).
- Vacant land (amount, zoning, location, infrastructure servicing of).
- Local laws and regulations; civic engagement; and jurisdictional attributes.

Because of the Ford Foundation's signature focus on poverty alleviation, equity, and inclusion -and the Unit's focus on connecting to opportunity- many of the original descriptive metrics were dropped (e.g., those that focused more on how the metro economy is performing) and others were added in order to target the monitoring and evaluation on the well-being of low-income and minority people in specific places.¹⁰⁹

¹⁰⁹ This approach to indicator selection is exemplified by the work of national grantees, such as PERE, The Kirwan Institute, and the Institute on Race and Poverty as well as in the numerous projects of the Urban Institute (especially the National Neighborhood Indicators Partnership). See the American Human Development Project's *The Measure of America 2010-2011: Mapping Risks and Resilience for a cogent explanation of this approach*, produced by the Social Science Research Council (2010, NYR Press)

Indicator Selection

In 2011, Success Measures worked with the Institute on Metropolitan Opportunity (IMO), as national data partner for the evaluation effort, to narrow the list of indicators based on adherence to the aforementioned Indicator Guidelines. IMO then collected that common set of secondary data for a subset of the Unit's funded metro regions.¹¹⁰

Over the course of several months in 2011, Success Measures engaged metro grantees in conference calls and in-person meetings to review the indicators and maps provided by IMO. Grantees were asked to provide feedback on:

- Usefulness and accuracy of the data in describing changes and trends observed on the ground,
- Suggestions on additional indicators they perceive as relevant to a discussion on regional equity, and
- How the data might be useful in their own work.

After compiling and reviewing feedback from grantees and the Unit's program officers, Success Measures worked with the local data partner in each metro region in 2012, to establish priorities for additional data collection and refinement based on data availability and relevance to the conversation on regional equity and grantees' Unit-funded work in the region.

The secondary data provided in this profile reflect the final set of indicators pursued by IMO and local data partners. A more detailed discussion of the secondary data can be found in Section V of this report.

Current Use of Metropolitan Opportunity Unit Indicators

The principal use of the secondary data in Section V and overview of the decision-making environment in Section VI is to provide a contextual frame for understanding how the regional context may affect grantee capacity development and progress toward Unit outcomes in each metro and across national policy and programs over time. They also frame and support the evolving stories emerging from the grantees and the constituencies they serve.

¹¹⁰ Data collected in 2011 was provided by IMO for the Bay Area, Boston, Detroit, New Orleans, and Twin Cities metro regions.

Metro Profiles are projected to be completed in 2012 for the following unit-funded regions: the San Francisco Bay Area, Boston, Brownsville, Detroit, Minneapolis-St. Paul (Twin Cities), New Orleans, Atlanta, Denver and San Diego. Each profile provides a composite of conditions that (1) affect progress in each region, including policy, institutional capacity, and participant information to guide strategy within each metro, and (2) allows for comparisons across metros for broader learning purposes. The profiles explain metro strategies, identify key actors for change, describe the opportunity environment, and summarize key issues and policy initiatives.

Next Steps

Based on conversations with Unit program officers and grantees, the following next steps have been identified for refining the use of indicators in the evaluation:

- Incorporation of grantee suggestions for additional indicators and data collection, as needed. (For example, multiple grantees suggested adding more measures to encompass sustainability, workforce conditions, access to schools and childcare, walkability, and greenhouse gas emissions.)
- Addition of new or improved data and indicators as they become available or are needed.
- Development of composite indices of opportunity, if useful, preferably by metro subarea for summary evaluation.
- Periodic assessment of indicator performance to establish progress and the need for indicator refinement.
- Individual consultations with data and indicator provider grantees and with others, such as U.S. Census Bureau, in order to take advantage of new data as it becomes available and to explore the use of internal annual data for metro subareas from the American Community Survey.

50 Largest Metro Total Population (2010)

Rank	Metropolitan Area	Total Pop. 2010	Rank	Metropolitan Area	Total Pop. 2010
1	New York	18,897,109	26	Sacramento	2,149,127
2	Los Angeles	12,828,837	27	San Antonio	2,142,508
3	Chicago	9,461,105	28	Orlando	2,134,411
4	Dallas-Fort Worth	6,371,773	29	Cincinnati	2,130,151
5	Houston	5,946,800	30	Kansas City	2,035,334
6	Washington D.C.	5,582,170	31	Las Vegas	1,951,269
7	Miami	5,564,635	32	Indianapolis	1,887,877
8	Atlanta	5,268,860	33	San Jose	1,836,911
9	Philadelphia-PA NJ	5,259,673	34	Columbus	1,836,536
10	Boston	4,552,402	35	Charlotte	1,758,038
11	San Francisco	4,335,391	36	Milwaukee-Racine	1,751,316
12	Detroit	4,296,250	37	Austin	1,716,289
13	Riverside-San Bernadino	4,224,851	38	Virginia Beach-Norfolk	1,671,683
14	Phoenix	4,192,887	39	Raliegh-Durham	1,634,847
15	Seattle	3,439,809	40	Providence	1,600,852
16	Minneapolis-Saint Paul	3,279,833	41	Nashville	1,589,934
17	Greater Denver	3,137,679	42	Jacksonville	1,345,596
18	San Diego	3,095,313	43	Memphis	1,316,100
19	Saint Louis	2,812,896	44	Louisville	1,283,566
20	Tampa	2,783,243	45	Richmond	1,258,251
21	Baltimore	2,710,489	46	Oklahoma City	1,252,987
22	Cleveland-Akron	2,678,943	47	Hartford	1,212,381
23	Pittsburgh	2,356,285	48	New Orleans	1,189,866
24	Portland	2,226,009	49	Buffalo	1,135,509
25	Greater Salt Lake City	2,198,191	50	Birmingham	1,128,047

Detroit Profile - Indicator and Maps Source List

50 Largest Metros as Context

Indicators provided by the Institute on Metropolitan Opportunity (IMO)

- Metro Size & Population Growth
- Racial/Ethnic Diversity
- Immigration
- Age
- Educational Attainment
- Unemployment
- Median Household Income
- Income Inequality
- Poverty
- Housing Tenure

Sources (50 largest):

- All 2000 data are from the 2000 Census of Population.
- All 2010 data for Size & Population Growth, Racial/Ethnic Diversity, and Housing Tenure are from the 2010 Census of Population.
- All other data except education by race are from the one-year American Community Survey estimates for 2010.
- 2010 education by race data are from the three-year American Community Survey Estimates for 2010.

The Detroit Region as Context

Indicators provided by the Institute on Metropolitan Opportunity (IMO) and Data Driven Detroit (D3).

POPULATION

Population Growth

Source: U.S. Census Bureau, Census 2000, 2010

Racial/Ethnic Diversity

Source: U.S. Census Bureau, Census 2000, 2010

Immigration (Foreign Born)

Source: U.S. Census Bureau, Census 2000; American Community Survey 2006 – 2010

Age Composition

Source: U.S. Census Bureau, Census 2000, 2010

Racial Segregation (Dissimilarity Index)

Source: U.S. Census Bureau, Census 2000, 2010

INCOME

Median Household Income

Source: U.S. Census Bureau, Census 2000, 2010

Income Inequality (Gini coefficient)

Source: U.S. Census Bureau, Census 2000, 2010

Poverty Rate

Source: U.S. Census Bureau, Census 2000, 2010

Income Segregation (Dissimilarity Index for Free and Reduced Lunch)

Source: National Center for Education Statistics, 2009

JOBS

Unemployment Rate

Source: U.S. Census Bureau, Census 2000, 2010

Employment Centers and Job Clusters

Source: U.S. Census Bureau, Census Transportation Planning Package, 2000, 2009

Educational Attainment by Race/Ethnicity

Source: U.S. Census Bureau, Census 2000, 2010

Employment Education Requirements

Source: Economic Modeling Specialists Inc. (EMSI); Bureau of Labor Statistics

HOUSING

Housing Tenure

Source: U.S. Census Bureau, Census 2000, 2010

Foreclosures

Source: RealtyTrac 2005, 2010

Housing Affordability (% of Housing Affordable at Selected Incomes)

Source: U.S. Census Bureau, American Community Survey, 2006 - 2010

Housing & Transportation Costs

Source: Center for Neighborhood Technologies, 2010

TRANSPORTATION

Vehicle Ownership (Transit Dependent Households)

Source: American Community Survey, 2008 - 2010

Average Travel Time to Work

Source: U.S. Census Bureau, American Community Survey, 2006 - 2010

Maps

Maps provided by the Institute on Metropolitan Opportunity (IMO) and Data Driven Detroit (D3).

Population Change, by Municipality 2000-2010, 6-County Detroit Area

Source: U.S. Census 2010 SF1 P1.

Distribution of Race by Census Block Group 2010, 6 County Detroit Area – Black (non-Hispanic), Asian (non-Hispanic), Hispanic

Source: U.S. Census 2010 SF1 P9.

Percentage Minority Elementary Students by School, 2009

Source: National Center for Education Statistics

Percentage Point Change in Share of Minority Elementary Students by School, 2009

Source: National Center for Education Statistics

Percentage of Elementary Students Eligible for Free or Reduced Lunch by School, 2009

Source: National Center for Education Statistics

Percentage Point Change in the Share of Elementary Students Eligible for Free or Reduced Lunch by School, 2009

Source: National Center for Education Statistics

Employment Centers by Location Type

Source: U.S. Census Bureau, Census Transportation Planning Package

Foreclosure Activity per 1,000 Households by Zip Code, 2nd Quarter 2005 & 2nd Quarter 2010

Source: RealtyTrac

Percentage of Housing Units Affordable at 30% of Regional Median Income by Census Tract, 2006 – 2010

Source: U.S. Census Bureau

Rationales for IMO Measures of Metropolitan Opportunity

Throughout the formative stages of the metro profile development, a broad set of regional characteristics were originally used as indicators to highlight the increasingly unequal distribution of opportunity across American metropolitan areas. These measures focused on four broad dimensions: land use and growth patterns; social and economic inequality; regional fiscal disparities; and governance. Based on feedback from grantees and the evaluation team's refinement of the indicators, the final version of the report contains only a subset of these measures, focused primarily on social and economic inequality. The discussion in this section of the four dimensions is provided as a useful frame of reference for understanding approaches to measuring metropolitan opportunity.

Land Use and Growth Patterns

The overall pattern of metropolitan growth in the U.S. since World War II has contributed greatly to the unequal opportunity evident in varying degrees in virtually every American metropolitan area. This pattern of growth—a seemingly endless expansion into the hinterlands surrounding central cities, the original dynamos of American economic growth—generated a sprawling pattern of development which:

- increased social and economic separation by concentrating poor people and people of color in “left behind” areas in the core (including fully developed suburbs as well as central cities), while leaving others isolated in more affordable but less accessible areas of the region;
- increased dependence on the automobile by scattering housing and jobs across suburban areas, rather than clustering them in areas more easily served by existing infrastructure or transit;
- generated patterns of fiscal inequality which leave many localities unable to support local public service needs resulting either from concentrations of poor populations or from rapidly growing populations in both in peripheral and gentrifying areas.
- damaged environmental assets by over-consuming land as households and jobs spread toward the metropolitan fringe;

The way that regions grow is related to how they are governed. In most metropolitan areas, planning powers for land use and economic development reside with a large number of local governments or special districts. Because these local authorities are also generally responsible for raising revenues to provide local public services such as schools, public safety, streets, sewers and social services, the system creates strong incentives for local areas to use their land use and planning powers to compete with each other for the tax base needed to finance services. This competition—a zero sum competition from the perspective of a region as a whole—wastes public resources and further fuels unsustainable growth while exacerbating inequality.

Straightforward measures are used to examine overall growth patterns, including population growth (at municipality or tract scales) and job growth (at the municipality level). Small scale, municipality-level, data for jobs (by place of work) which are consistently measured across metropolitan areas have only recently become available through the Census Bureau's Local Employment Household Dynamics Program. This data is used to map population and job growth.

In addition, data from the Census Transportation Planning Package (provided by the Census Bureau and the Bureau of Transportation Statistics for 1990 and 2000¹¹¹ for all metros) is used to analyze individual job centers and job clustering rates at the scale of Transportation Analysis Zones—a scale roughly equivalent to census tracts. Job clustering rates (the percentage of jobs in a metro area located in high-density job centers) and changes over time provide a measure of the degree of job sprawl in a region. This type of measure is better than the usual measures of job sprawl (which generally use job growth comparisons at different distances from a region's central business district) because it captures densely clustered jobs in suburban areas. The intent of the measure is to show the potential for transit to serve jobs in a region and how that potential is changing over time. This data set can be used to examine job sprawl/clustering over time for different types of job centers (by location within metro areas) across metropolitan areas and to examine a variety of other local factors (like congestion, the scope of commuter-sheds for individual job centers, and the racial mixes of labor forces in different types of job centers).

¹¹¹ The full 2010 Transportation Planning Package is due to be released in 2013. It will use the 2006-2010 data from the American Community Survey.

Social, Racial, and Economic Separation from Opportunity

The primary source of demographic information is the American Community Survey (ACS) and the diennial census results from 2000 and 2010. Release of the 3 and 5 year ACS PUMS data allows for tracking intrametropolitan conditions at the geographies required for the MOU evaluation. A drawback of this information is that it is averaged over 3-5 years and thus smooths out important variations occurring on an annual basis, especially given the changes that have occurred in the wake of the recession and housing crisis since 2007. Also, the data is obtained through a sample that at a subarea is less reliable than for the metro as a whole. Thus, there is some tradeoff of reliability for better timeliness. Nevertheless, use of this data enables a much better look at conditions facing target populations within each pilot metro and to map that information in a more timely manner than was possible prior to the release of this data in 2010.

In order to supplement the ACS-based indicators and maps, other sources are used to examine social and economic inequality and its spatial distribution. For example, elementary school data showing racial mixes and free/reduced cost lunch eligibility rates (and changes) are useful for a variety of reasons.

- The data are annual and provide information at a relatively small scale, approximating neighborhoods. This provides reliable annual data on small area demographics and poverty that serves as a check on the ACS information.
- Schools can be a leading indicator for neighborhood change. School change often precedes and is more rapid than neighborhood change because families with children are a relatively mobile part of the population who place great weight on school characteristics. Students can also exercise mobility through means other than moving (which is expensive), using private/religious schools or various open enrollment options available in many areas to change schools without changing residences.
- School demographics are of special interest in and of themselves because they affect the costs and performance of a very important (and expensive) part of the public sector—public schools.
- The school scale is very intuitive when describing the meaning of commonly used statistics like dissimilarity or exposure indexes—e.g. the dissimilarity index for schools is the percentage of students who would have to change schools for schools to be evenly integrated.

- Free or reduced price lunch eligibility rates are better measures of poverty than the traditional poverty rate. The traditional poverty line has not been properly adjusted for inflation or other factors for decades. The free lunch or reduced-cost lunch eligibility cut-offs (135 and 185 percent of the poverty line) therefore represent more realistic measures of need.

The housing affordability measures can be used to show the extent to which housing affordable to moderate and low-income households is available in areas with lots of jobs, strong job growth, and low-poverty schools. The measure is calculated separately for rental and owner occupied units. Affordable rental units are those where the gross rent is less than 30 percent of the monthly gross income of households at given income cutoffs (usually 30, 50, 80 and 100 percent of the regional median income). Owner-occupied units are those where the monthly mortgage, insurance, and property tax costs are less than 30 percent of the income cutoffs. Mortgage costs were calculated assuming a 10 percent down payment and a mortgage interest rate of 7 percent. A region-wide average property tax rate is used.

Rationales for the typical census measures (now available annually from the ACS) are more straightforward. Interpretations of variables like median household income and poverty rate (measured for the total population or by race) are self-evident. The Gini coefficient is commonly used as a measure of income inequality. The Gini coefficient is a measure between zero and one, where a perfectly equal distribution—every household has the same income—yields a measure of zero and a perfectly unequal distribution—one household has all of the income—yields a value of one.

Fiscal Inequality

The Gini coefficient can be used to measure tax base inequality. The interpretation of the Gini in this case is that it takes on a value of zero if each locality has the same tax base per capita and a value of one if one locality has the region's entire tax base. Another useful measure is the ratio of the tax base per capita in a place with a relatively high tax base per capita (the 90th percentile tax base per capita for instance) to the tax base per capita in a relatively low tax base place (the 10th percentile). This ratio has a relatively clear and intuitive interpretation. It tells you how many times higher the tax rate would have to be in the low tax base place in order to generate the same revenues as the high tax baser locality. The comparison is often sobering, because these ratios typically vary across large metro areas from a low of roughly two to highs in the teens. Thus, even in the metros with relatively

equal distributions of tax base, a place at the 10th percentile tax base would need to assess a tax rate twice as high as the 90th percentile place in order to generate the same revenues. (In the IMO 50 metropolitan sample, the median ratio in 2008 for the 43 metros with data was 3.8, meaning that the 10th percentile locality in a typical metro would need a tax rate 3.8 times the rate in the 90th percentile place in order to generate the same revenue. The ratios in NeighborWorks' metros were 2.3 in the Twin Cities, 2.8 in San Jose, 4.6 in San Francisco, 2.8 in Boston and 3.1 in Detroit. Fiscal data are not available in New Orleans.)

Governance

The types of metropolitan governance issues of interest for these policy areas revolve around two characteristics—the degree of fragmentation a local government system in a metropolitan area and the existence, powers and organization of a metropolitan-scale public agency. (See National Association of Regional Councils table the next page).

Comparing the degree of local government fragmentation in different metropolitan areas is useful because fragmentation rates affect regional policy outcomes in many ways. This excerpt from Orfield and Luce, "Governing American Metropolitan Areas" in *Megaregions: Planning for Global Competitiveness*, Catherine Ross, ed., Island Press, 2009, summarizes the issues.

[H]ighly fragmented local government systems create incentives for local areas to compete for activities that provide high tax revenues and low service costs, such as office parks, industrial development, and expensive single-family homes. From a regional perspective, the resources expended in such competition contribute little or nothing to the economy. Inter-local competition can also create vicious cycles of decline in places that lose desirable uses.

Planning for regional systems can avoid duplication and produce efficiency and equity. For example, individual municipalities have no incentive to include affordable housing because it provides few tax revenues and high service costs at the local level. The costs of providing affordable housing are endured locally, while the benefits are largely regional in scope. Integrating affordable housing throughout a region, then, requires regional planning. Similarly, allowing purely local decisions on the siting of wastewater treatment facilities could lead to negative effects on adjacent localities. Finally, certain components of transportation systems must meet the travel needs of residents from all over a

metropolitan area. The benefits are regional; therefore the planning is best done regionally.

As a result of these factors, fragmentation rates tend to correlate with a number of regional characteristics central to the MOU's funding and research agenda, including sprawl, fiscal equity, job growth and segregation.

Local government fragmentation can be measured in a number of ways, ranging from a simple count of local governments per capita to more complicated measures that control in some way for the size distribution of local agencies. The simplest measure—the number of local governments per 10,000 residents, for instance—is likely to be the best measure if you are simply dealing with the effects of fragmentation on sprawl. The argument is that land use planning is a relatively inexpensive activity of great import to current residents of a community and is therefore one of the first functions that a local government will take on. Virtually all states grant significant land use planning powers to local authorities and virtually all localities engage in some form of land use regulation or planning. A simple measure which ignores the size distribution of local governments in an area is therefore the best in this case.

National Association of Regional Councils

REGION	REGIONAL COUNCIL	PLANNING			SERVICE PROVISION		
		Transportation	Land Use	Growth Management	Transit	Waste Water	Solid Waste
Atlanta	Atlanta Regional Commission	✓	✓	✓			
Boston	Metropolitan Area Planning Council	✓	✓				
Chicago	Northeastern Illinois Planning Commission						
Cincinnati	Ohio-Kentucky-Indiana Regional Council of Governments	✓	✓				
Cleveland	Northeast Ohio Areawide Coordinating Agency	✓					
Dallas-Fort Worth	North Central Texas Council of Governments	✓					
Denver	Denver Regional Council of Governments	✓	✓				
Detroit	Southeast Michigan Council of Governments	✓					
Houston	Houston-Galveston Area Council	✓					
Kansas City	Mid-America Regional Council	✓	✓				✓
Los Angeles	Southern California Association of Governments	✓	✓				
Miami	South Florida Regional Planning Council						
Milwaukee	Southeastern Wisconsin Regional Planning Commission	✓	✓				
New York	Long Island Regional Planning Board		✓				
New York	Hudson Valley Regional Council						
Philadelphia	Delaware Valley Regional Planning Commission	✓	✓				
Phoenix	Maricopa Association of Governments	✓					
Pittsburgh	Southwestern Pennsylvania Commission	✓					
Portland	Metro	✓	✓	✓			✓
St. Louis	East-West Gateway Coordinating Council	✓					
San Diego	San Diego Association of Governments	✓	✓				✓
San Francisco	Association of Bay Area Governments		✓	✓			
Seattle	Puget Sound Regional Council	✓					
Tampa	Tampa Bay Regional Planning Council						
Twin Cities	Metropolitan Council of the Twin Cities Area	✓	✓	✓	✓	✓	
Washington DC	Metropolitan Washington Council of Governments	✓					

Source: National Association of Regional Councils

Metropolitan Opportunity Unit
Ford Foundation
November 2012

B

Appendix

Progress on Activities

Appendix B

Progress on Activities

In order to evaluate how grantees are collectively impacting change in a metro, it is necessary to address ongoing indicators of success on grant-funded activities. This is included as an appendix rather than in the main document so that it is clear that it is the sum of the funded parts being evaluated, not the individual progress of grantees.

The short- and long-term indicators of success are from grantees' approved grant proposals. Metropolitan Opportunity Unit program officers and grantees have identified short-term progress as one to three years, and long-term as three to five years (or more) after an initial grant has been made. All participants in the evaluation process have agreed that progress toward long-term indicators of success will likely not be addressed at this stage in evaluation.

The progress pieces included here are excerpts or adaptations of recent grant reports and progress updates to the Metropolitan Opportunity Unit; written and verbal updates provided to the evaluation team; and grantee interviews as of May 2012. Subsequent updates will be generated as a component of Success Measures' ongoing evaluation reporting to the Metropolitan Opportunity Unit.

Community Foundation for Southeast Michigan (CFSEM)

Related Unit Outcomes

The work of CFSEM contributes toward the following short- and long-term outcomes, identified by the Metropolitan Opportunity Unit as key to advancing regional equity:

- Improved economic viability of communities and stronger regional performance.
- Elimination of blight drives community redevelopment and the resulting economic revitalization stabilizes neighborhoods.
- More strategic and equitable regional and local land use and development planning that includes cross-sector collaboration and effective community participation.
- Implementation of equitable plans and development leads to improved economic outcomes for low-income households.

Indicators of Success

CFSEM identified the following short- and long-term indicators as the evidence that should be used to measure their progress toward achieving their grant goals. Each indicator is listed with progress to date and broader questions that are on the horizon as CFSEM continues to move forward.

Community Foundation for Southeast Michigan (CFSEM)

Short-term Indicator	Progress to Date
<p>Establishment of a sustainable and growing effort to revitalize targeted neighborhoods on the east side of Detroit.</p>	<p>Engaged community-based organizations in forming a broad coalition focused on neighborhood planning and development. CFSEM's East Side Neighborhood Revitalization Initiative (NSI) has engaged over 10 organizations at different levels to advance residential and commercial development plans in the area. Core partners include:</p> <ol style="list-style-type: none"> 1. East Jefferson Corridor Collaborative (EJCC) 2. Villages CDC 3. Messiah Housing 4. Genesis: HOPE 5. Michigan Community Resources <p>Other neighborhood-based organizations that have been involved and which participate in the coalition include:</p> <ol style="list-style-type: none"> 6. Detroit Eastside Corridor Collaborative (DECC) 7. Warren/Conner Development Corporation 8. Community Development Agencies of Detroit (CDAD) 9. U-Snap-Back 10. Jefferson East Business Association (JEBA) 11. Creekside CDC <p>Built capacity of neighborhood-based partners to carry out local revitalization plans.* CFSEM and MCR partnered to convene and coordinate neighborhood-based organizations participating in CFSEM's East Side Revitalization Initiative, including the East Jefferson Corridor Collaborative (EJCC), the Villages CDC, Messiah Housing, and Genesis: HOPE. CFSEM provided funding support to MCR to engage the neighborhood organizations and their constituents in a community planning process to develop revitalization plans for targeted neighborhood areas. In the past year, the MCR-led process resulted in the completion of four plans including:</p> <ol style="list-style-type: none"> 1. The Neighborhood Stabilization Initiative (NSI); 2. The Greater Riverfront East Environmental Network (GREEN) Greenways Plan; 3. The East Jefferson Outreach Stakeholder Initiative; and 4. The Lower Eastside Action Plan (LEAP).

*CFSEM states that it is important to note that the Unit's grant funding did not underwrite the cost of these planning processes. However, the East Side Revitalization Initiative was able to capitalize on previous Community Foundation grants and relationships. CFSEM notes that the involvement of the coalition described above was a key component of the outreach to the community, and to the development of the four described plans, in particular the Neighborhood Stabilization Initiative (NSI).

Community Foundation for Southeast Michigan (CFSEM)

Short-term Indicator	Progress to Date
<p>Cont'd— Establishment of a sustainable and growing effort to revitalize targeted neighborhoods on the east side of Detroit.</p>	<p>Leveraged public investment to advance neighborhood initiatives in energy efficiency. CFSEM currently has plans to leverage various public funds to advance the NSI in Detroit's East Side. In 2011, East Side target neighborhoods were selected to receive between \$500,000 and \$1 million in residential energy improvement investments through the state's successful Better Buildings program (created through an Energy Efficiency Conservation Block Grant). CFSEM anticipates over 200 homes will take advantage of the funds. Additionally, local partner EJCC recently received \$200,000 in CDBG funds to support its safety initiative, developed in concert with other neighborhood organizations. Finally, the TIGER IV proposal submitted by the city of Detroit requests \$28 million (\$20 million in public funding) to support infrastructure improvement and greenways development and was largely influenced by the NSI planning process that resulted in the development of the Greater Riverfront East Environmental Network (GREEN) Greenways Plan.</p> <p>Gauged community interest in developing new public space. CFSEM and partners have identified a few examples of existing public spaces that illustrate community interest in future opportunities, including the following:</p> <ul style="list-style-type: none"> • Tashmoo Biergarten — a one-time public gathering event created by the Villages CDC that was so well-received in the community, it was extended from 5 to 9 weeks and is expected to repeat in the fall. • A planned "green alley" — a proposal to convert an ignored and poorly maintained alley into a green alley, put forth by Genesis: HOPE, was widely endorsed by community residents; Genesis: HOPE is currently seeking funding to implement the idea • The Greater Riverfront East Environment Network (GREEN) — a project not directly supported by Ford Funds, but was advanced through the collaborative effort among Eastside Revitalization partners to carry out extensive community outreach to inform a neighborhood plan.
Long-term Indicator	Progress to Date
<p>Increased public confidence in Detroit exhibited by an increasing repopulation of the east side and the city more broadly, stabilized and growing real estate prices, and a more robust regional economy.</p>	

Detroit Collaborative Design Center (DCDC) at University of Detroit Mercy¹¹²

Related Unit Outcomes

The work of DCDC contributes toward the following short- and long-term outcomes, identified by the Metropolitan Opportunity Unit as key to advancing regional equity:

- Local regulations and development practices are reformed to promote mixed-use, mixed-income communities.
- Elimination of blight drives community redevelopment and the resulting economic revitalization stabilizes neighborhoods.
- More strategic and equitable regional and local land use and development planning that includes cross-sector collaboration and effective community participation.
- Communities become more economically viable and inclusive places.
- Implementation of equitable plans and development leads to improved economic outcomes for low-income households.

Indicators of Success

DCDC identified the following short- and long-term indicators as the evidence that should be used to measure their progress toward achieving their grant goals. Each indicator is listed with progress to date and broader questions that are on the horizon as DCDC continues to move forward.

¹¹² Due to the newness of its current grant, the DCDC has not to date submitted a grant report to the Unit. The progress on activities presented here reflect information shared in a 2012 interview with DCDC Executive Director and information provided in the Detroit Works Project's Engagement Reports and Newsletters from Oct/Dec 2011 through April 2012.

Detroit Collaborative Design Center (DCDC) at University of Detroit Mercy

Short-term Indicator	Progress to Date
<p>A well-defined, information-rich plan for civic engagement for the Retooling Detroit* project, resulting from intensive engagement with residents and leaders, as indicated by an assessment by the project's advisors and a survey of participants conducted by DCDC.</p>	<p>Conducted extensive outreach and community education to increase resident engagement in development planning. The Detroit Works civic engagement team, including DCDC and MCR staff, have deployed a 15-member street team to Detroit neighborhoods, sharing information and fielding resident inquiries about Detroit Works; held 6 trainings for resident "ambassadors" to improve their familiarity and comfort in speaking with other residents about the Detroit Works process; and hosted at least 16 "roaming tables" throughout Detroit neighborhoods as a medium to address residents' questions and encourage their participation in the planning process.**</p> <p>Gathered input from over 35,000 residents to inform the city of Detroit's long-term plan. In total, the Detroit Works civic engagement team has tracked conversations, interactions, and written feedback from over 35,000 residents since October 2011. The engagement team has completed two rounds of community conversations to date, and has engaged about 700 residents in dialogue on quality-of-life and information sharing to inform the Detroit Works plan.</p>
<p>Strong engagement and a high level of confidence in Retooling Detroit, as indicated by surveys conducted at meetings and workshops by DCDC and its partners.</p>	<p>Improved community confidence in civic engagement process. Anecdotal evidence provided by grantees suggests that the civic engagement processes have served to pique residents' interest in the Detroit Works long-term planning project. Additionally, DCDC reports a rise in the number of requests to attend meetings led by community-based organizations and other nonprofits to share information about the process and provide updates on Detroit Works activities.</p>
<p>Local residents and civic leaders feel a strong sense of ownership of a long-term strategic vision and plan that emerges from the Retooling Detroit process, as measured by surveys in public meetings, external polls conducted by DCDC's partners, and feedback in the media.</p>	

*It is our assumption that "Retooling Detroit" represents the grant-funded work currently applied to the Detroit Works long term planning activities.

** Ambassador training and roaming tables results reflect information provided in the Detroit Works Project's Engagement Reports and Newsletters from Oct/Dec 2011 through April 2012.

Detroit Collaborative Design Center (DCDC) at University of Detroit Mercy

Long-term Indicator	Progress to Date
A sustained and structurally-embedded collaborative decision-making system for the implementation of a strategic plan.	
A strong partnership with the city of Detroit to implement the long-term land use investment strategy.	

Detroit Development Fund (DDF) (formerly Shorebank Enterprise Detroit)

Related Unit Outcomes

The work of DDF contributes toward the following short- and long-term outcomes, identified by the Metropolitan Opportunity Unit as key to advancing regional equity:

- Increased supply of affordable housing located in opportunity rich areas.
- Improved economic viability of communities and stronger regional performance.
- Expanded housing tenure and finance alternatives are available to protect low-income families from undue risk through systems that deliver and finance permanently affordable homes.
- Increased supply of affordable housing that enables asset building.
- Improved stability and vitality of neighborhoods through effective capital strategies.
- Elimination of blight drives community redevelopment and the resulting economic revitalization stabilizes neighborhoods.

Indicators of Success

DDF identified the following short- and long-term indicators as the evidence that should be used to measure their progress toward achieving their grant goals. Each indicator is listed with progress to date and broader questions that are on the horizon as DDF continues to move forward.

Detroit Development Fund (DDF) (formerly Shorebank Enterprise Detroit)

Short-term Indicator	Progress to Date
<p>Deployment of \$4 million in loans to at least eight developers to support the creation or preservation of 220 units of affordable housing and the development of 15,000 square feet of commercial space.</p>	<p>Successfully deployed nearly \$4 million in loans to local developers. DDF closed a \$2,000,000 loan to the Detroit Land Bank Authority (DLBA) to assist with their efforts in bringing abandoned homes back to the market. DDF also committed \$350,000 to assist Southwest Housing Solutions Mortgage Lending division with a pilot short sale program to keep Detroit residents in their homes. The pilot program will assist at least 10 Detroit families and if successful demonstrates real opportunity for expansion. Finally, a portion of the major project fund has been designated to assist Midtown Inc: to date DDF has closed loans totaling \$1.3 million to support projects in Midtown, and will soon approve and additional loan of \$500,000. These projects will provide affordable and lower market rate housing, and support additional rehabs of commercial spaces in Midtown. DDF expects to commit all \$4 million of the Major Project Fund by year end.</p> <p>Financed over \$2 million in loans to support residential and commercial revitalization in the city of Detroit. DDF reports that 2011 proved to be its busiest year in history. During 2011 alone, DDF closed over \$5.6 million in loans, a good portion of which contributed to DDF's participation in larger project deals to rehab single family homes (through GRDC and DLBA).</p> <p>During the grant period (September 1, 2010 to August 31, 2011), a total of 20 new loans were closed, totaling over \$2.1 million (\$1.08 million in Ford funds). Of the 20 loans:</p> <ul style="list-style-type: none"> • 6 loans (\$603,000) were provided to rehabbers of single and multi-family homes, • 11 loans (\$1.13 million) were provided to small businesses, and • 3 loans (\$400,000) were made to contractors. <p>At the time of its most recent grant report (August 2011), DDF had a total of \$1.29 million in loans approved – waiting to be closed. Of the approved loans, \$1.1 million would be used with Ford funds. DDF expects its pipeline to continue to grow in 2012 and as of August 2011 had approximately \$870,000 in the pipeline (\$137,500 in Ford funds) and estimated a 50% probability of closure.</p> <p>Provided loan assistance to scale neighborhood revitalization efforts. DDF assisted GRDC during the initial phase of its neighborhood stabilization program by providing a 30-month \$650,000 line of credit loan (\$350,000 expended from Ford rehab grant funds) for rehab hard costs & interest reserves. Similarly, DDF assisted the DLBA with a working capital line of credit to facilitate its project to leverage NSP2 funds to strategically acquire, manage, and develop properties in Detroit.</p>

Detroit Development Fund (DDF) (formerly Shorebank Enterprise Detroit)

Short-term Indicator	Progress to Date
<p>Cont'd—Deployment of \$4 million in loans to at least eight developers to support the creation or preservation of 220 units of affordable housing and the development of 15,000 square feet of commercial space.</p>	<p>Promoted energy efficiency for long-term affordability. DDF promotes energy efficiency among its borrowers and has leveraged grant funds from the Kresge Foundation to support energy-efficient improvements of three companies. DDF has also partnered with Michigan SAVES, a nonprofit corporation that launched a pilot program to provide loan funding to 10 DTE Energy commercial customers in Detroit who are participating in specific DTE energy optimization programs.</p> <p>Offered down payment assistance to expand pathways to homeownership for low- to moderate-income borrowers. DDF recently received \$1 million from JP Morgan Chase to support Project 14, an initiative aiming to provide down payment assistance to police officers and other city employees. DDF has provided \$25,000 in assistance to one police officer and plans to continue the program in 2012.</p>
<p>Leveraging \$2 million in new capital to support the Major Project Fund.*</p>	
Long-term Indicator	Progress to Date
<p>Deployment of \$22 million in loans to at least 40 borrowers to support the creation or preservation of 1,000 units of affordable housing.</p>	
<p>A net increase in population or reduction in outmigration.</p>	
<p>A normalization of the Detroit housing market as indicated by the flow of mortgage dollars and an increase in the appraised value of properties that are sold.</p>	

*DDF requested and the Ford Foundation awarded a \$4 million program-related investment for a Major Project Fund that will allow DDF to make larger loans to assist larger developers and CDCs with necessary financing to rehabilitate and return the many vacant/foreclosed homes in the City of Detroit back to the market.

Detroit Land Bank Authority (DLBA)¹¹³

Related Unit Outcomes

The work of DLBA contributes toward the following short- and long-term outcomes, identified by the Metropolitan Opportunity Unit as key to advancing regional equity:

- Improved economic viability of communities and stronger regional performance.
- Increased supply of affordable housing that enables asset building.
- Improved stability and vitality of neighborhoods through effective capital strategies.
- Local regulations and development practices are reformed to promote mixed-use, mixed-income communities.
- Elimination of blight drives community redevelopment and the resulting economic revitalization stabilizes neighborhoods.

Indicators of Success

DLBA identified the following short- and long-term indicators as the evidence that should be used to measure their progress toward achieving their grant goals. Each indicator is listed with progress to date and broader questions that are on the horizon as DLBA continues to move forward.

¹¹³ Due to the newness of its current grant, the DLBA has not to date submitted a grant report to the Unit. The progress on activities presented here reflects conversations with the DLBA Executive Director in advisory group calls and a key informant interview in 2012.

Detroit Land Bank Authority (DLBA)

Short-term Indicator	Progress to Date
<p>Blight elimination as measured by the number of structures demolished that imposed an eye sore and/or physical risk to local residents.</p>	<p>Identified two priority neighborhoods for focused revitalization efforts. In light of limited resources to support its revitalization efforts, the DLBA has identified two priority neighborhoods to carry out its initial revitalization projects – Boston Edison and East Indian Village. In both neighborhoods, the DLBA is working with neighborhood organizations to advance pre-existing strategies and development plans to address vacant properties. To date, the DLBA has acquired a total of 300 properties.*</p> <p>Leveraged private sector relationships to advance commercial redevelopment. The DLBA has been working with Quicken Loans to address commercial redevelopment efforts of properties in Detroit’s downtown neighborhoods. Quicken Loans is expected to invest an estimated \$90 million in its downtown facilities and will draw 4,000 employees to the area. DLBA is working to assist by providing equity contributions to lower the rental price per square foot, in the hopes of spurring retail activity that will capitalize off the expected growth in the area.</p> <p>Established professional relationships with and built capacity of local contractors through rehab projects. The DLBA has worked to strengthen relationships with local area contractors, streamlining reimbursements (an issue contractors often face when working with the public sector) and working with them to build their capacity to integrate geothermal technology, alternative energy, sustainable building materials, and LEED certification to their construction and rehab activities.</p>
<p>Creation of Affordable Homeownership Opportunities as measured by the number of units either sold or rented.**</p>	<p>The DLBA has renovated and sold 4 of its acquired properties.</p>
Long-term Indicator	Progress to Date
<p>Real estate market trends.</p>	
<p>Household savings attributable to rehabilitation focused on energy efficiency improvements.</p>	<p>Leveraging green rehab practices for long-term affordability. The DLBA’s up-front investments in energy-efficient home rehabs has resulted in higher appraisals than observed in its target neighborhoods prior to rehab and is expected to ultimately reduce home maintenance costs for buyers.</p>

*Totals as reported in the May 2012 interview with DLBA Executive Director. As of a March 2012 advisory group call, the DLBA had acquired over 160 vacant properties; 38 of which were currently being rehabbed.

**The DLBA’s 2012 grant proposal stated that the DLBA is currently seeking the necessary utility information in order to compare the cost of living in each house prior to DLBA rehabilitation.

Grandmont Rosedale Development Corporation (GRDC)

Related Unit Outcomes

The work of GRDC contributes toward the following short- and long-term outcomes, identified by the Metropolitan Opportunity Unit as key to advancing regional equity:

- Expanded housing tenure and finance alternatives are available to protect low-income families from undue risk through systems that deliver and finance permanently affordable homes.
- A more accessible, safe, and stable housing finance system is built to ensure more reliable and sustainable public and private resources for community development to benefit low-income families and allow them to build and retain assets.
- Increased supply of affordable housing that enables asset building.
- Improved stability and vitality of neighborhoods through effective capital strategies.
- Elimination of blight drives community redevelopment and the resulting economic revitalization stabilizes neighborhoods.

Indicators of Success

GRDC identified the following short- and long-term indicators as the evidence that should be used to measure their progress toward achieving their grant goals. Each indicator is listed with progress to date and broader questions that are on the horizon as GRDC continues to move forward.

Grandmont Rosedale Development Corporation (GRDC)

Short-term Indicator	Progress to Date
<p>Acquisition, renovation, and resale of 50 homes by the end of 2011 at an estimated cost of \$5 million.</p>	<p>Leveraged funds to acquire, rehab, and sell homes that are more than twice the citywide market average sale price. GRDC has acquired 22 houses in Grandmont Rosedale, sold 16 rehabs, and has 5 rehabs with sales pending. The average sale price across GRDC’s properties is \$71,000 – more than double the market average for the neighborhood and far outpacing the average citywide. GRDC reports good working relationships with the Detroit Development Fund (DDF), GRDC’s construction lender, and the National Community Stabilization Trust (NCST), through which they have purchased most vacant foreclosed homes.</p> <p>GRDC spent approximately \$1.7 million on the first 21 units (approximately \$86,000 per unit). An average sale price of \$71,000 indicates a \$15,000 average in gap finance subsidy per unit. GRDC’s original proposal to acquire, renovate and sell 50 homes was predicated on receipt of NSP 3 funds, which, to date, the city has yet to allocate. GRDC identifies gap financing, either from NSP3 dollars or some other source, as necessary to ensuring project feasibility.</p>
<p>Major repairs to 12 owner-occupied homes using loans and grants to low-income homeowners by the end of 2011, at an estimated cost of \$400,000.</p>	<p>Assisted homeowners in structural repairs. GRDC completed 16 owner-occupied home repair projects, exceeding their initial goal at a total cost of \$495,000. The program is ongoing and an additional \$481,000 in city and state support has already been committed.</p>
<p>Improvement of security and maintenance at 200 vacant houses owned by absentee owners, as tracked by GRDC.</p>	<p>Maintained 100 properties to reduce blight. GRDC manages a program to maintain neglected vacant properties and has cleaned, mowed, or boarded 100 properties in the past year. GRDC volunteers have painted boards on an additional 30 homes to prevent eyesores in the community.</p>

Grandmont Rosedale Development Corporation (GRDC)

Long-term Indicator	Progress to Date
<p>Bringing the NSI effort to scale as evidenced by the acquisition, renovation, and resale of 350 vacant homes by the end of 2014 at an estimated cost of \$40 million.</p>	<p>Sought alternative funding sources to scale pilot rehab program. As mentioned above, GRDC has faced a significant challenge due to the lack of available NSP3 funds, on which their goals were predicated. In response to this challenge, GRDC has identified other efforts they've undertaken to advance the renovation-resale pilot program, including:</p> <ul style="list-style-type: none"> • Stretched available subsidy dollars to renovate more units. A \$350,000 grant from Kresge Foundation, which was intended for use on 10 projects, has been stretched to renovate 21. GRDC has also continued to advocate for funding from the city and seek additional sources of project subsidy. • Offered down payment assistance to circumvent obstacles in mortgage financing. GRDC highlights the difficulty potential homeowners face in obtaining mortgage financing as a result of tightened credit requirements and economic hardship due to foreclosures. GRDC responded by beginning to offer down payment assistance to all buyers (as an added incentive for buying in the community and to increase the affordability of our homes), offering land contract financing as an option, and partnering with other organizations to expand the availability of mortgage financing. <p>Detroit Development Fund has expressed a willingness to convert GRDC's construction loans to term loans in order to facilitate land contract sales. To date two buyers have taken advantage of the land contract terms.</p> <ul style="list-style-type: none"> • Expanded services to include mortgage lending. GRDC recently became an owner/member of Michigan Lending Solutions, a Low Profit Limited Liability Company (L3C) which will enable them to have a mortgage lender working directly out of their offices and further expand the financing options available to our buyers. GRDC notes that Lending Solutions has also recently started a short sale purchase and lease-back program, which can begin to address the problem of mortgage "walk-aways" in the community. GRDC is also working with Opportunity Resource Fund, another nonprofit organization, to offer non-traditional mortgage financing for two of our recent home buyers.
<p>A reduction in the percentage of vacant residential structures in the neighborhood to five percent or less by the end of 2014 (from a rate of 11 percent found in January 2010, as measured by a block-by-block survey to be conducted by GRDC staff and volunteers).</p>	<p>Decreased vacancy rates. A January 2010 block-by-block survey of vacant houses in Grandmont Rosedale found 657 vacant houses, representing a vacancy rate of 12.3%. This block-by-block survey was conducted again in early 2012 and 622 vacant houses were counted, which represents a vacancy rate of 11.6%, a small but significant decrease.</p>

Grandmont Rosedale Development Corporation (GRDC)

Long-term Indicator	Progress to Date
<p>A stabilization or increase in residential real estate values by the end of 2014, as measured by the annual change in median sales prices for homes in the community.</p>	<p>Supported rising property values. GRDC observes that while residential property values remain low, the market has shown signs of recovery. In early 2012, GRDC’s homes sold above asking price within weeks of going on the market. Additionally, home appraisals have supported higher selling prices and local realtors indicated similar encouraging trends for non-GRDC houses.</p>
<p>A reduction in the number of all neighborhood structures that are in poor condition or requiring demolition to less than one percent by the end of 2014, as measured by the above mentioned survey.</p>	<p>Increased advocacy to advance pace of demolitions. The same 2010 survey reference above found only 35 properties in Grandmont Rosedale requiring demolition, less than 1% of all housing units. GRDC reports that while these numbers are encouraging, the slow pace of demolitions carried out by the city of Detroit continues to present challenges; GRDC plans to increase advocacy around this issue in 2012.</p>

Metropolitan Organizing Strategy Enabling Strength (MOSES)¹¹⁴

Related Unit Outcomes

The work of MOSES contributes toward the following short- and long-term outcomes, identified by the Metropolitan Opportunity Unit as key to advancing regional equity:

- Improved mobility and access to opportunity for low-income people.
- Reduction in housing and transportation cost burden for low-income families.
- Improved economic viability of communities and stronger regional performance.
- Local regulations and development practices are reformed to promote mixed-use, mixed-income communities.
- More strategic and equitable regional and local land use and development planning that includes cross-sector collaboration and effective community participation.
- Communities become more economically viable and inclusive places.
- Implementation of equitable plans and development leads to improved economic outcomes for low-income households.

Indicators of Success

MOSES identified the following short- and long-term indicators as the evidence that should be used to measure their progress toward achieving their grant goals. Each indicator is listed with progress to date and broader questions that are on the horizon as MOSES continues to move forward.

¹¹⁴ Progress on activities reflects grant activities during the period between October 1, 2010 and September 30, 2011.

Metropolitan Organizing Strategy Enabling Strength (MOSES)

Short-term Indicator	Progress to Date
<p>Increased public support for equitable public transportation as plans for construction of a regional rail system evolves.</p>	<p>Designed and administered “well-being surveys” to improve understanding of residents’ quality of life. MOSES held a number of public meetings in various locations throughout metro Detroit and gathered data from residents through “well-being surveys,” designed to assess a variety of environmental factors that affect residents’ quality of life, including access to transportation. The surveys also ask questions about residents’ proximity to resources, such as parks and recreational facilities and grocery stores, as well as the condition of residents’ neighborhoods. Utilizing the survey as a tool, MOSES leaders paired voter registration efforts with survey collection efforts, educating their communities about upcoming votes that will affect some of the issues discussed in the survey. MOSES aimed to conduct 3,000 surveys to compile a picture of quality of life in Detroit, and of how poor transportation access contributes to problems from limited food access to lack of healthcare services and unemployment.</p> <p>Convened residents, community leaders, and decision-makers to examine regional planning and governance. In cooperation with the Michigan Suburbs Alliance, documentary filmmaker Andrea Torrice, and representatives from southeast Michigan municipalities, MOSES co-sponsored “Re-imagining the Region: Building a New Detroit Metropolis.” The event brought hundreds of community members together with public officials, policy makers, and clergy in dialogue about how regional strategies and governance are key to revitalizing the Detroit region. Clips from Torrice’s documentary film, <i>The New Metropolis</i>, were featured at the event, highlighting issues facing America’s first suburbs to examine U.S. land use and transportation policy.</p> <p>Documented and disseminated residents’ stories through film to illustrate impact of poor transit service. Together with students from the University of Michigan School of Public Policy, MOSES created a short documentary film, <i>The Faces of Transit</i>, which illustrates how Detroit’s “transportation crisis” impacts the lives of residents. Through individual residents’ stories, the film illustrates the gravity of the transportation situation in Detroit. MOSES continues to show the film in leadership trainings, at meetings with lawmakers and public officials, and at public meetings – to add an increased sense of urgency to its advocacy work.</p> <p>Led a campaign to build support for local and regional high-speed rail. MOSES has been working to build support in Detroit communities and among public sector leadership for rail projects in the region including the Woodward Avenue/M1 Corridor light rail and the Detroit-Ann Arbor commuter rail. MOSES organized five public meetings as part of a “listening campaign” in the Woodward Corridor; it also convened 20 local leaders, county executives, and commissioners to build support for the commuter rail and begin preliminary discussions on an intergovernmental agreement between Wayne and Washtenaw counties.</p>

Metropolitan Organizing Strategy Enabling Strength (MOSES)

Short-term Indicator	Progress to Date
<p>Cont'd—Increased public support for equitable public transportation as plans for construction of a regional rail system evolves.</p>	<p>Engaged in infrastructure discussions at the national level. MOSES has made several visits to Washington, D.C. to meet with U.S. legislators and has broadened its network of support by participating as a member of the Transportation Equity Network’s management team and collaborating with Transportation for America.</p>
<p>A more educated, influential, and engaged public concerning the role of the Southeast Michigan Council of Governments and the development of transit plans.</p>	<p>Conducted outreach to regional MPO to address civic engagement through HUD Sustainable Communities Planning Grant. MOSES identified the 2010 Sustainable Communities planning grant award to the Southeast Michigan Council of Governments (SEMCOG) as a potential opportunity to expand its community engagement efforts in Detroit. Upon notification of the grant, MOSES collaborated with SEMCOG to issue a joint press release announcing the funding and preliminary plans for its use.</p> <p>Although the director of SEMCOG met with MOSES’ clergy caucus to discuss the nature of the grant and related work, MOSES reports that as of the time of the grant report (September 2011) they had not yet been able to establish themselves as a full partner for the Sustainable Communities grant. Nevertheless, MOSES continues to reach out to SEMCOG in efforts to secure a role as a full partner in the community engagement work.</p> <p>Convened faith leaders and organized cluster meetings to deepen community engagement. MOSES’ March 2011 religious leaders summit brought together over 100 clergy and leaders to develop a framework to ensure community voices influence the Detroit Works long-term plan. Following the summit, clergy members organized a series of “cluster” meetings in communities, inviting students and planners to work with residents to better reflect their long-term visions for the city in the Detroit Works long-term plan.</p>
<p>The adoption of “Fix it First” approaches by state and local officials for infrastructure spending and related educational efforts to inform the upcoming gubernatorial election.</p>	<p>MOSES reports that despite successful advocacy encouraging former Michigan Governor Jennifer Granholm to adopt the “Fix it First, Fix it Right” initiative (also winning support from the Michigan Department of Transportation), which prioritized infrastructure maintenance and improvement projects ahead of new road construction, they did not continue work related to this initiative as a result of a shift in priorities following leadership changes at the state level with the election of Governor Cox.</p>
<p>Strategies to increase coordination between the city of Detroit and Wayne County to advance a joint agreement on the processing of foreclosed properties in each land bank.</p>	<p>Engaged city, county, and state officials to promote transportation policy reform. MOSES has engaged Governor Snyder’s office and city and county officials in Wayne, Oakland, and Macomb counties in efforts to move legislation to establish a Regional Transit Authority in the Detroit region. In the 2010 grant period alone, MOSES secured an audience with 21 public officials, including federal and state legislative representatives, the governor’s office, and the Detroit mayor’s office and city council.</p>

Metropolitan Organizing Strategy Enabling Strength (MOSES)

Long-term Indicator	Progress to Date
<p>The creation of an effective and transparent Detroit Land Bank Authority as a result of being held accountable by an educated MOSES membership.</p>	<p>Advancing legislation and laying the groundwork for the Detroit Land Bank Authority. MOSES played a critical role in advancing land banking legislation in the state of Michigan that ultimately supported the creation of the Detroit Land Bank Authority in the city. In efforts to address vacant and abandoned properties in the city, MOSES began advocacy work to support land banking in 2001 and was a key member of a coalition of organizations (that also included Unit grantee Community Legal Resources, the Local Initiatives Support Corporation (LISC), the University of Michigan’s Urban and Regional Planning program among other local advocates) that helped push legislation in 2003 that created the land bank in Wayne County in 2006 and would later lay the ground work for the Detroit land bank in 2008.* MOSES submitted over 150 recommendations that provided a foundation for the policies and procedures that govern the Detroit Land Bank.**</p>

* Kirwan Institute - Vacant Property Reform and Land Banking in Detroit. Online at: <http://kirwaninstitute.osu.edu/research/opportunity-communities/community-revitalization/vacant-property-reform-and-land-banking-in-detroit/>

**Key informant interview.

Michigan Community Resources (MCR)

(formerly Community Legal Resources)¹¹⁵

Related Unit Outcomes

The work of MCR contributes toward the following short- and long-term outcomes, identified by the Metropolitan Opportunity Unit as key to advancing regional equity:

- Investment policy, regulation, and reform serve all people and communities, especially low-income, and connect them to opportunity.
- Improved economic viability of communities and stronger regional performance.
- Elimination of blight drives community redevelopment and the resulting economic revitalization stabilizes neighborhoods.
- More strategic and equitable regional and local land use and development planning that includes cross-sector collaboration and effective community participation.
- Implementation of equitable plans and development leads to improved economic outcomes for low-income households.

Indicators of Success

MCR identified the following short- and long-term indicators as the evidence that should be used to measure their progress toward achieving their grant goals. Each indicator is listed with progress to date and broader questions that are on the horizon as MCR continues to move forward.

¹¹⁵ The text provided for CLR's progress to date is unaltered from the grant proposal submitted to the Unit in 2010; CLR's grant report was already written to directly respond to the identified indicators of success.

Michigan Community Resources (MCR) (formerly Community Legal Resources)

Short-term Indicator	Progress to Date
<p>Place 225 legal matters and serve at least 235 non-profit clients across the state through legal and educational services in 2009.</p>	<p>CLR placed a total of 215 legal matters from 172 different nonprofit clients in 2009 and processed over 76 resource calls (providing quick advice or referring to appropriate resources) for a total of 293 matters processed. With the addition of the Statewide Program Manager, at the time of reporting, CLR expected to meet or exceed its referral program goals for 2010. In 2009, CLR served a total of 147 clients through its education program for a combined total 319 clients served in both programs, far exceeding the 2009 goal.</p>
<p>In 2009, serve more than 40 community stakeholders through the Detroit Vacant Property Campaign work and expand the number of offerings available to help communities combat blight and abandonment.</p>	<p>The DVPC far surpassed the stated goal of 40 stakeholder connections by handling technical assistance requests from over 108 organizations in 2009. This indicates not only the importance of the technical and planning services provided but also CLR's growth in capacity and expanded services. These additional services include a boarding coalition, a nuisance abatement test case, and revamped community engagement and outreach services. CLR is overseeing a boarding coalition to help communities track and inventory vacant properties requiring boarding for safety and security reasons. Coordinated with city departments, this will be a useful tool in mitigating common vacant property issues. Prompted by CLR's vacant property legal work and in conjunction with Southwest Solutions, CLR is piloting a private nuisance abatement lawsuit. The first of its kind, the program's outcome will set a national precedent and possibly offer additional avenues for protecting and maintaining neighborhood stability. CLR's education and outreach business arm has undergone extensive program changes to better serve the community. Moving from a client-initiated to issue-initiated service model, CLR now offers more strategic services to a wider audience. This is accomplished by conducting targeted outreach to communities and organizations about improved service offerings, including a peer-to-peer education series on blight mitigation.</p>
<p>Launch a successful vacant property campaign in the city of Pontiac by August 1, 2009.</p>	<p>The Pontiac vacant property campaign resulted in the preparation of a vacant property plan, and creation of a Pontiac Vacant Property Toolbox publication. The vacant property plan provides detailed information about vacancy, ownership, and conditions within the target area identified by Lighthouse. The plan serves as a blueprint for Lighthouse to engage residents and implement strategies to stabilize their area, particularly strategies that can link to NSP. The outcome of the vacant property plan includes preparation of information that can help Lighthouse move vacant properties back into productive use.</p> <p>In addition, the Pontiac Vacant Property Toolbox publication highlights vacant property resources available to neighborhood stakeholders in Pontiac, Oakland County, and the state of Michigan. The ultimate outcome of the toolbox includes increasing community capacity and effectiveness in protecting and preserving its assets in the short term.</p>

Michigan Community Resources (MCR) (formerly Community Legal Resources)

Short-term Indicator	Progress to Date
<p>Expand in-house vacant property legal and technical expertise by developing and testing strategies initially in Detroit and Pontiac but with the goal of serving as a resource to communities across the state.</p>	<p>Through three separate legal team projects over the past two years, CLR has improved and expanded its in-house vacant property legal and technical expertise. Each legal team listed below worked with the goal of increasing community capacity and effectiveness in a) protecting and preserving its assets (i.e., vacant properties) in the short term, and b) moving vacant properties back into productive use in the long term.</p> <ol style="list-style-type: none"> 1. Vacant Property Legal Team I - By assembling a team of expert lawyers, CLR developed capacity around vacant properties issues, and published a Vacant Property Legal Manual that provides direct technical assistance to community groups and residents. 2. Vacant Property Legal Team II - Alongside community partners such as the Greening of Detroit, the Michigan Suburbs Alliance, the Michigan Environmental Council, the Michigan Foreclosure Task Force, and the Citizens Research Council; CLR looked at current laws and policies in Michigan, specifically around the issues of taxes, which could be improved to prevent vacant properties and facilitate their reuse. 3. ROOF (Retaining Occupancy on Foreclosure) 1 & 2 - A legal team was created to produce a pre-foreclosure agreement to assist borrowers in maintaining their home or to provide time to identify an alternative living situation. Additionally, the team's charge included addressing the competing interests of the borrower and lender and seeking to develop a mutually beneficial agreement. The effort created the FLOOR (Foreclosure Limitation Owner-Occupant Recovery) agreement. This agreement provides the borrower with more time in the home than the traditional forbearance period, provides incentive for the borrower to remain in the home, and gives the lender more stability in the property and the opportunity to have the borrower resume regular payment of the mortgage. FLOOR is being shared with housing counselors for comment and use.
<p>Determine the array of services necessary for CLR to help nonprofits and the low-income communities they serve get ready for major investment.</p>	<p>CLR's legal and policy business line connects clients to pro bono attorneys and also serves as a major research and development arm of the organization. By identifying service gaps, policy weaknesses, and customer concerns, this team can determine the best way for CLR to empower and prepare communities for stabilization and investment. Direct results of this work are CLR's nuisance abatement pilot and CLR's role in coordinating code enforcement with the city of Detroit's Buildings, Safety, and Engineering department. CLR played a key role with MSHDA in policy development for the allocation of NSP2 funds. This is a prime example of current work to prepare communities for investment. Creating the systems that will best serve the 12 communities across the state of Michigan make the most of NSP2 funds not only places control back in the communities' hands, but also strategically empowers the municipalities and nonprofits serving these areas to work together in creating re-investment in Michigan.</p>

Midtown Detroit, Inc. (MDI)

(formerly University Cultural Center Association)

Related Unit Outcomes

The work of MDI contributes toward the following short- and long-term outcomes, identified by the Metropolitan Opportunity Unit as key to advancing regional equity:

- Increased supply of affordable housing located in opportunity rich areas.
- Improved stability and vitality of neighborhoods through effective capital strategies.
- Local regulations and development practices are reformed to promote mixed-use, mixed-income communities.
- Elimination of blight drives community redevelopment and the resulting economic revitalization stabilizes neighborhoods.
- More strategic and equitable regional and local land use and development planning that includes cross-sector collaboration and effective community participation.
- Communities become more economically viable and inclusive places.

Indicators of Success

MDI identified the following short- and long-term indicators as the evidence that should be used to measure their progress toward achieving their grant goals. Each indicator is listed with progress to date and broader questions that are on the horizon as MDI continues to move forward.

Midtown Detroit, Inc. (MDI) (formerly University Cultural Center Association)

Short-term Indicator	Progress to Date
<p>Increased revenues and streamlining of expenditures.</p>	<p>Hired a CFO to oversee financial operations. MDI's newly hired CFO has helped to streamline expenditures and successfully merge the budget systems of UCCA and New Center Council with the real estate ventures while managing funds separately, accurately, and in accordance with Internal Revenue Service regulations utilizing the new software.</p> <p>Systems are in place for tracking earned revenue against specific programs as well as grant-funded resources and managing their restricted use in order to meet all grant requirements. Similarly, the processes and procedures that are in place to manage revenue are also used in managing expenditures and streamlining the use of these funds.</p>
<p>Stronger financial controls.</p>	<p>Assembled a policies and procedures manual to assist with staffing growth and real estate and nonprofit transactions. Financial policies and procedures have been written and implemented in order to segregate duties for the protection of the organizations assets and to meet the highest level of audit standards. With the new software purchased, a new database has been created to organize all entity activity into one accounting system that will allow for providing financial information individually for each entity as well as consolidated financials for the board.</p>
<p>Increased and timely grant reports.</p>	<p>Hired a grant writer and systematized grant reporting and receiving. MDI reports that the purchase of new accounting and grant software has allowed for a smooth transition with the merge of the two nonprofits and increase in grant applications and reports. By having a new database and system in place for managing finances, MDI is able to more efficiently track and process grant awards and payments. Accounting modules have been purchased and are being implemented in order to further enhance the tracking of grant funds and their associated projects.</p> <p>In addition to substantial contributions to the new Midtown Detroit, Inc. website, MDI's recently recruited grant writer has researched and composed proposals, requests, and applications for funding, reports and evaluations, and various internal and external communications.</p>
<p>Accounting and audit procedures and policies in place appropriate for a diversified real estate and nonprofit company; a stronger corporate balance sheet as a result of improved capture of project revenues for MDI.</p>	<p>Organized finances in preparation for audit. A significant amount of time has been spent organizing finances and completing work papers in order to ensure a smoother and timelier audit. Knowing specific detail of what makes up balances in investment accounts will allow management to make better decisions moving forward and ensure all information is accurate and up to date. Expenditures of the two organizations (MDI and New Center Council) have been consolidated.</p>

Midtown Detroit, Inc. (MDI) (formerly University Cultural Center Association)

Long-term Indicator	Progress to Date
<p>Accelerated revitalization of Detroit’s Midtown district, including multi-use, mixed-income development; enhanced arts and cultural activity in the district; and stronger medical and educational institutional anchors providing local jobs and supporting local business development.</p>	<p>Constructing 58 environmentally-efficient residential units. Construction began on the Auburn in October 2011. The \$12 million mixed-use commercial development will introduce 58 environmentally-efficient studio and one-bedroom units (20 of which will be affordable units) as well as 11 first floor retail spaces to the Midtown neighborhood. The Auburn is being developed in partnership with the Roxbury Group and Invest Detroit and is scheduled for completion in Fall 2012.</p> <p>Creating a three-pronged approach to neighborhood stabilization. MDI worked with technical assistance providers on a feasibility analysis to see if a Community Land Trust could be implemented in Detroit. Based on the subsequent report, it was decided that this strategy was not feasible. Instead, MDI has worked with the Kresge Foundation, NCB Capital Impact (CDFI), Michigan State Housing Development Authority, and others to create a three pronged approach to neighborhood stabilization (focusing on owner- occupied rehab, strategic demolition, and vacant land management) in the North End with Vanguard CDC.</p> <p>Growing and replicating the Live Midtown program. MDI’s Live Midtown! program is now in its second year and has recently received renewed funding for an additional four years. The program was so successful that MDI was asked by the Downtown Detroit Partnership to replicate the campaign.</p> <p>Connecting over 150 local businesses to Greater Downtown anchor institutions. In 2011, anchor institutions, including the Detroit Medical Center (DMC), Henry Ford Health System (HFHS) and Wayne State University (WSU), supported a vendor fair connecting them to over 150 businesses. The Source Detroit program, a partnership involving MDI, the anchors, DEGC, and the Hudson-Webber and Kresge Foundations, has resulted in several key contracts to local businesses, such as the recent \$250,000 awarded to Eastern Market-based Milano Bakery. As of July 2012, approximately \$12.8M worth of contracts has been awarded to Detroit based businesses. The second annual vendor fair was held in July 2012.</p> <p>Developing a public art and landscape design master plan for the Sugar Hill Arts District. Working with the Sugar Hill Arts District and its development partners, MDI has contracted with Stoss Landscape Urbanism firm to take a critical look at public art and landscaping within the District and in conjunction with an existing public space plan. MDI is also working to develop a brand for the district and establish a public art demonstration project that will be launched in October 2012.</p>

Midtown Detroit, Inc. (MDI) (formerly University Cultural Center Association)

Long-term Indicator	Progress to Date
<p>Cont'd—Accelerated revitalization of Detroit’s Midtown district, including multi-use, mixed-income development; enhanced arts and cultural activity in the district; and stronger medical and educational institutional anchors providing local jobs and supporting local business development.</p>	<p>Launching the DLECTRICITY outdoor contemporary arts festival. MDI is developing an outdoor contemporary art festival planned to launch October 5th and 6th, 2012, in Midtown. DLECTRICITY is Detroit’s newest festival that will showcase site-specific installations of light, sound, performance, and video projection by established and emerging artists, lighting designers, architects, and Detroit’s ever-growing class of creative entrepreneurs—transforming the Woodward Corridor into an illuminated urban spectacle for thousands of visitors. For two electrifying evenings, the city landscape will be transformed into temporary exhibitions, inviting the public to rediscover these spaces and see them in a new light. It’s all about experimentation, innovation, and showing what’s possible when art is involved. MDI raised over \$500,000 from both local and national philanthropy to support this festival.</p> <p>This past year also saw the launch of Art X Detroit, a five-day showcase of local artists selected as part of the Kresge Foundations fellowship program. In addition, two permanent sculptures were installed along the Midtown Greenway.</p>