

Urban Land Institute Michigan Larson Center for Leadership Technical Assistance Panel



Gratiot Avenue & 15 Mile Road, Clinton Township, Michigan: A New Intersection of Opportunity



**Urban Land
Institute**

Michigan

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**Gratiot Avenue & 15 Mile Road, Clinton Township, Michigan:
A New Intersection of Opportunity**

A Larson Center for Leadership Technical Assistance Panel
May 21 – June 12, 2014

THE URBAN LAND INSTITUTE

The mission of the Urban Land Institute is to provide leadership in the responsible use of land and in creating and sustaining thriving communities worldwide. ULI is committed to:

- Bringing together leaders from across the fields of real estate and land use policy to exchange best practices and serve community needs.
- Fostering collaboration within, and beyond ULI's membership, through mentoring, dialogue, and problem solving.
- Exploring issues of urbanization, conservation, regeneration, land use, capital information, and sustainable development.
- Advancing land use policies and design practices that respect the uniqueness of both built and natural environments.
- Sharing knowledge through education, applied research, publishing, and electronic media.

- Sustaining a diverse global network of local practice and advisory efforts that address current and future challenges.

Established in 1936, the Institute today has nearly 34,000 members worldwide, representing the entire spectrum of land use and development disciplines. Professionals represented include developers, builders, property owners, investors, architects, public officials, planners, real estate brokers, appraisers, attorneys, engineers, financiers, academics, students, and more.

ULI relies heavily on the experience of its members. It is through member involvement and information resources that ULI has been able to set standards of excellence in development practice. The Institute has long been recognized as one of the world's more respected and widely quoted sources of objective information on urban planning, growth, and development.

LARSON CENTER FOR LEADERSHIP

Named for the late Robert C. Larson – a nationally recognized and respected Michigan real estate professional, trustee of the Urban Land Institute, and former chair of the ULI Foundation – the Robert C. Larson Center for Leadership (also known as the Larson Center for Leadership) is a curriculum-based program designed to train and mentor the next generation of real estate and land use leaders in Michigan. The Center operates under ULI's Larson Leadership Initiative, which has successfully implemented leadership-based initiatives at a national level, and within other District Councils, throughout the past several years.

The mission of the Larson Center for Leadership is to cultivate leadership development by informing a select group of future leaders of the evolving dynamics currently emerging within Michigan's real estate and land use industries, and facilitating their engagement in this transformative process.

Participants of the program are typically mid-career, Michigan-based professionals, who work either directly

or indirectly with the real estate or land-use sectors, and have a strong commitment to the mission of the Urban Land Institute - to provide leadership in the responsible use of land and in creating and sustaining thriving communities worldwide.

The nine-month program is comprised of eight day-long program days, each with a specific topic of focus, such as infrastructure, regionalism, and the role of government.

Participants are required to complete the Center's Technical Assistance Panel (TAP) component – modeled after the Urban Land Institute Technical Assistance Program process – an integral component of leadership development in Larson Center for Leadership. As part of the TAP, participants will be presented with a "land-use challenge" and throughout the program will research and analyze the area of focus, conduct due diligence, seek additional input from stakeholders and/or industry experts, summarize their findings and develop final recommendations to be compiled into a final report.

THE PANEL

Chad Benson
Michigan State Housing Development
Authority (MSHDA)

Austin Black III
City Living Detroit

Tom Caldwell
Great Lakes Capital Fund

Bradley Cambridge
Quinn Evans Architects

Lauren Carlson
Michigan Association of Planning

Jordan Cox
Henry Ford Health System

Charlene Draine
SeaDrain Land Development

Kathleen Duffy, AICP
LSL Planning

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ACKNOWLEDGEMENTS

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Baker College

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Noisy Neighbors

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PROJECT OVERVIEW

THE ISSUE

How can multi-modal accessibility be enhanced at the Gratiot Avenue and 15 Mile Road intersection in Clinton Township to improve the economic redevelopment value of existing underutilized commercial assets and improve the linkage between educational, neighborhood and commercial assets?

THE OBJECTIVE

Utilize the ULI Michigan Larson Center for Leadership to prepare a ULI Technical Assistance Panel (TAP) report analyzing the opportunities to increase multi-modal accessibility in the Gratiot Avenue & 15 Mile Road intersection area to improve the economic redevelopment opportunity in an auto-centric location.

THE SCOPE

The report will analyze the following issues:

1. With the addition of the library in the northwest quadrant, is retail still the best land use for this area?
2. Considering each quadrant individually, what improvements can be made to increase connectivity and create enhanced economic value?
3. How do you effectively activate the community/public spaces (i.e. Normandy Park, library, Baker College and Clintondale High School)? Are there community space opportunities in the northeast and southeast quadrant that can be identified and activated?
4. Knowing that the Gratiot Avenue will remain an eight-lane divided roadway, how do you reduce the physical separation and increase the feeling of connection between the quadrants?

SUMMARY OF RECOMMENDATIONS

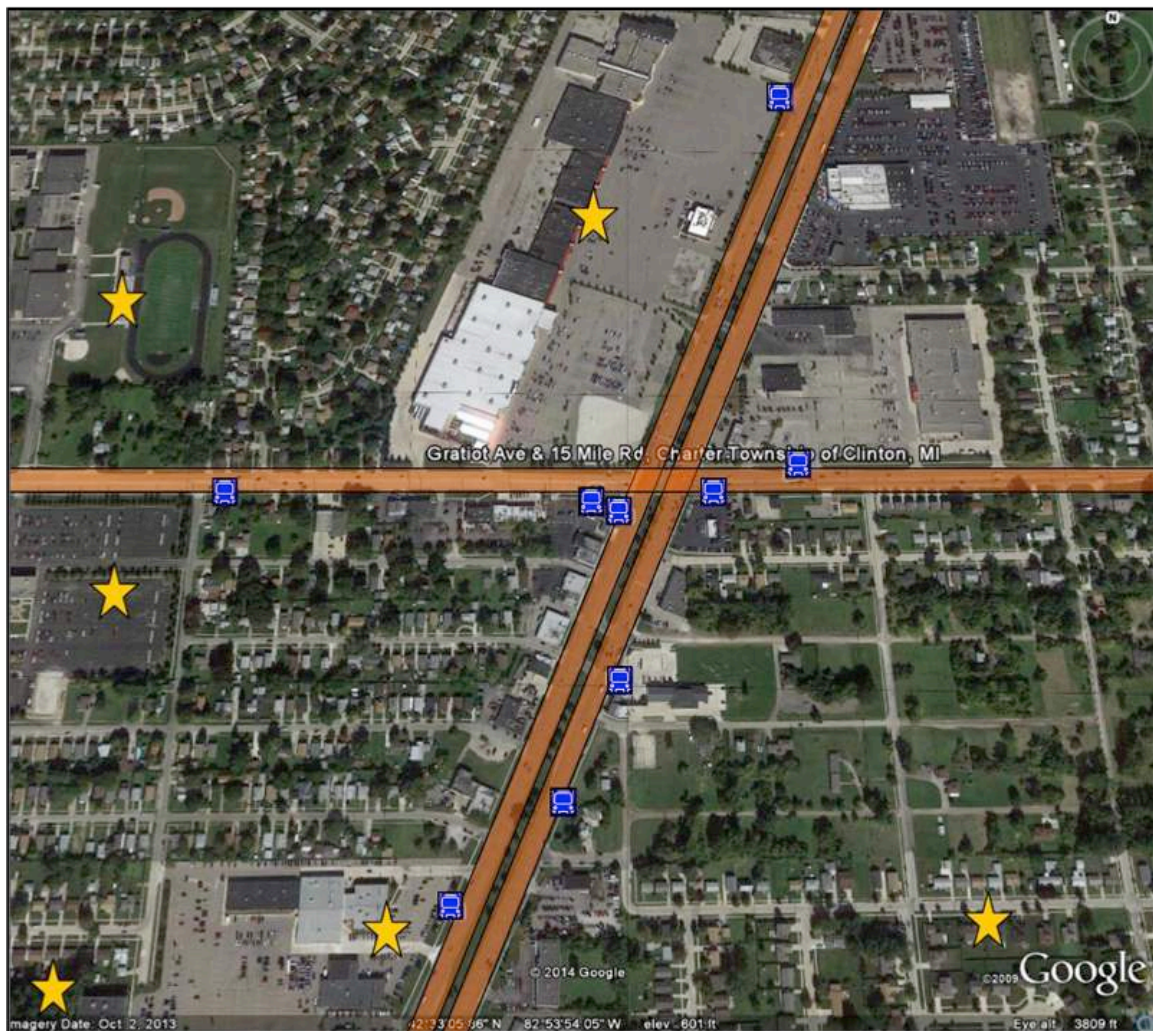
- Given its high potential for positive change, focus on the development/redevelopment of the northwest quadrant as a catalyst for future development.
- Create a “destination,” a place unique to the region.
- Leverage current assets and stakeholders to create a shared vision for the area,
- Incorporate a “sense of place” into the area, with a focus on community space, green space, connectivity and pedestrian/non-motorized transportation safety.
- Define a new brand -given the automotive history in the area, consider an automotive heritage focus- and increase visibility of brand with signage, monuments, and marketing.
- Activate area with community-engaging events to spur activity and market the brand.

15 MILE ROAD & GRATIOT AVENUE

Currently, the intersection at 15 Mile Road and Gratiot is comprised of four distinct quadrants, separated by high-traffic thoroughfares. Connectivity amongst the quadrants and throughout the adjacent neighborhoods, campuses and existing retail and community spaces is lacking.

Several of the current tenants of the shopping center have development-related needs that must be considered. For example, both Lowe's Home Improvement and the AMC Star Gratiot 21 require extensive parking for customers and patrons. In the past, there have been security-related incidents within and around the movie theater, which has led to a decreased sense of safety within the community. Should such incidents continue to occur, it could be very damaging to the efforts to redevelop the quadrant into a community space.

The Clinton Township DDA must work with key stakeholders and community representatives to create and promote a shared vision. Utilizing the full potential of existing assets within the area is critical in the early stages of the redevelopment initiative, as this activation will attract interest in new retail development and help to leverage additional community capital.



STAKEHOLDERS

- **Baker College** - Baker College offers a wide range of programs in culinary, automotive and medical/health-related fields, a fact that should not be discounted when considering future development and space uses. Baker College is interested in the potential development of incubator, classroom and event space. The college has committed to working with the DDA, fellow stakeholders and the community to identify and implement future development opportunities.
- **Kamin Realty** - Kamin Realty -the owner of the shopping center located within the northwest quadrant- expressed willingness and interest in working with the Clinton Township DDA to incorporate the overall vision for the district in to future shopping center plans.

As of June 2014, Kamin Realty is expecting to add one or more new tenants to the current retail development, but has no concrete plans for future development (including outlot development) or redevelopment of existing retail assets. Kamin Realty also indicated that future plans regarding the former Fifth Third Bank branch site located at the southeast corner of the NW quadrant are unknown at this time, and the lack of direct street access to the lot has limited the marketability of the parcel to potential tenants and developers.
- **Local Business Owners** - As the economic impact of such a catalytic redevelopment will reach beyond the shopping center, key business owners in the community should be identified, approached and engaged. Owners of businesses located in the area – such as the Moran Chevrolet and Dorian Ford dealerships- should be tapped for ideas and input early on, and should remain fully engaged throughout the planning and redevelopment processes.
- **Transient Population** - One of the area's strongest asset is its "transient population;" individuals who frequent the Gratiot and 15 Mile Road intersection, but do not live adjacent to it. Examples of such individuals include Baker College students and auto repair/dealership customers. These are the individuals who are likely to have the most "down time" in the area. Providing such a population with a "destination" in which to spend time before or between class or while awaiting auto repairs will spur economic development and attract positive attention to the area.
- **Additional Civic Stakeholders**- Clinton Township DDA, Clinton Township Library and Clintondale High School.

PANEL RECOMMENDATIONS

Focus on the Northwest Quadrant

The redevelopment of the northwest quadrant will serve as a catalyst to future development by attracting new business, strengthening the economic core of Clinton Township, and creating a “destination” and sense of place within the community.

As such an anchor retail redevelopment has a high potential for positive change and will serve as a catalyst for future development/redevelopment in the area, the redevelopment of the northwest quadrant should be the initial primary focus. In addition to providing a neighborhood retail and service center, the redevelopment should strive to create a unique destination and “community gathering” space that feels less like a shopping center and more like a town square. A place people want to go to, not just have to go to.



Create a Destination and Sense of Place

A number of placemaking and activation best practices can be applied within Clinton Township parks to increase sense of community, add gathering

spaces for citizens and beautify the landscape.

Create and celebrate an identity

Clinton Township should brand itself in a way that pays tribute to the civic identity and automotive heritage. Simple things such as a welcome sign reading “Welcome to Clinton Township: a community on the move” would pay appropriate tribute to the community “on the move.”

The development of the northwest quadrant will create an environment in which to live, work, play, learn, shop, and a wayfinding signage program should be implemented to strengthen connectivity and sense of place.

Attract businesses/build a “center” of the community

Consistent streetscape design across the district (commercial, education, and residential) and the anchor retail redevelopment at the northwest corner will help spur other redevelopment.

The panel recommends the DDA facilitate and promote economic incentives to reinvigorate shopping center, such as new market and brownfield tax credits, and seek DDA-targeted funds for infrastructure improvements.

DDA, Stakeholder and Community Partnership

The panel recommends the DDA work with key stakeholders and community representatives to create and promote a shared vision. Utilizing the full potential of existing assets within the area is critical in the early stages of the redevelopment initiate, as this activation will attract interest in new retail development and help to leverage additional community capital. Early on,

the DDA should take the initiative in forming a partnership between the aforementioned stakeholders and additional community leaders. This partnership will work to create a shared vision for the redevelopment initiative through facilitating an open exchange of ideas and information, identifying the general market needs, and the needs of stakeholders and the community as a whole.

Case studies of similar initiatives should be disseminated to, and studied and sourced by, stakeholders and key community leaders. This collective information should then be utilized to produce a set of both short-term and long-term goals for the overall redevelopment initiative, as well as a timeline for the overall initiative and each of the various projects associated with it.

Community-based development should be encouraged and promoted, as community approval and engagement is paramount to the success of the initiative. The DDA should also consider conducting a market feasibility study, which would further gauge community needs and assist with the development of a sustainable business concept which could be easily implemented throughout the area.

The DDA and stakeholder/community partnership should focus initially on short-term objectives that can be accomplished fairly easy, with minimal cost and maximum return. Such objectives may include the identification of community events like car shows, art fairs and farmers markets, which would be programmed and would utilize the existing space in the northwest quadrant. These events would not only have economic benefits through increased foot traffic in the retail center, they would serve to engage the community and promote the

redevelopment vision and Clinton Township “brand.”

The DDA and stakeholder/community partnership should work to identify all small-scale improvements that can be made to the parcel, shopping center façade and public infrastructure surrounding the lot. The completion of these minor improvements will not only make the quadrant safer and more aesthetically pleasing, it will help to drive interest in the initiative within the community by demonstrating that community input is not just valued, it is being implemented.

Long-term objectives should also be identified, though as the initiative rolls out, the primary focus should remain with short-term, practical, easy-to-accomplish objectives. Long-term objectives should include the eventual transformation of the DDA, stakeholder and community partnership into a formalized public-private partnership and the identification of financial incentives and available funding sources for the various small-scale and large-scale projects associated with the redevelopment initiative.

Enhance Connectivity Throughout Adjacent Area

Connectivity within the area immediately surrounding the 15 Mile and Gratiot intersection can be accomplished by reducing roadway barriers, promoting pedestrian and non-motorized transportation, enhancing existing pedestrian safety features and augmenting new, improved features that provide pedestrians and bicyclists with an appealing, safe environment in which to traverse.

Improve Safety and Accessibility by Reducing Roadway Barriers

Reducing or removing the current roadway barriers faced by pedestrians in the area will not only improve safety, it will create an enhanced network for non-motorized transportation throughout neighborhoods adjacent to the Gratiot/15 Mile intersection and foster accessibility within the community. This new found connectivity and accessibility will strengthen community ties and help develop a “civic identity” in among the residents of Clinton Township.

Promote Pedestrian and Non-Motorized Transportation

Traffic calming methods such as reduced lane width and landscape improvements to roadway medians are simple, cost-effective ways to promote foot traffic in the area.



Directional signage linking pedestrians and bicyclists to retail centers, community spaces and connecting trails and greenways should be placed through the area surround the Gratiot/15 Mile intersection.

The addition of bike racks throughout the immediate area will both remind and encourage the community to consider alternative transportation.

Local business owners should be engaged in community outreach and the promotion of alternative/non-motorized

transportation.

Higher foot traffic will in turn lead to a larger customer base for business and will spur further development in the area. Forms of alternative/non-motorized transportation promotion that can be easily implemented by local businesses include installing bike racks and benches near or directly adjacent to business centers, install updated, attractive signage, and utilize their space for events and programming that will connect business to one another, and most importantly, to the community.



Businesses whose mission best fits the vision of the redevelopment should be approached first. The panel suggests that the DDA pursue a partnership with McLaren Macomb in order to broadly promote the health benefits associated with non-motorized transportation and draw attention to the redevelopment initiative. Additional businesses operating with a focus on physical activity and healthy lifestyles (Metro Bike-N-Sport, Planet Fitness) will make ideal partners as well.

Enhance Existing Pedestrian Safety Features

To activate transitional public spaces and create a public friendly space you not only have to make the pedestrians feel safer, you actually have to make them safer. By increasing visibility of crosswalks to motorists, clearly displaying warnings of pedestrian areas and zones, and providing sufficient stopping time you make the motorists traveling at higher rates of speed become more aware of their surroundings, giving them more time yield to pedestrians and more time to stop.

Crosswalks should be bolded to enhance a clear pedestrian zone for walkers and motorists. Signage should be increased at further distances (between 140-160 feet before the increased pedestrian zone) and include traffic lights synchronized to “walk” lights at all intersections. Pedestrian warning lights should also illuminate and flash during increased pedestrian times.



Augment New, Improved Pedestrian Safety Features and Crosswalks

Improvements such as increased sidewalk widths, mid-block crossings, pedestrian activated signals at crosswalks and the development of an intersection plaza will continue to promote non-motorized activity and create a safer environment for such individuals to traverse.

Proposed Intersection Enhancements and Augmentations:

Gratiot/15 Mile Intersection

Taller Landscaping or Walls to create border

Low Ground Cover Landscaping

Paving change at Intersection

Paved Corners (Stamped Concrete)

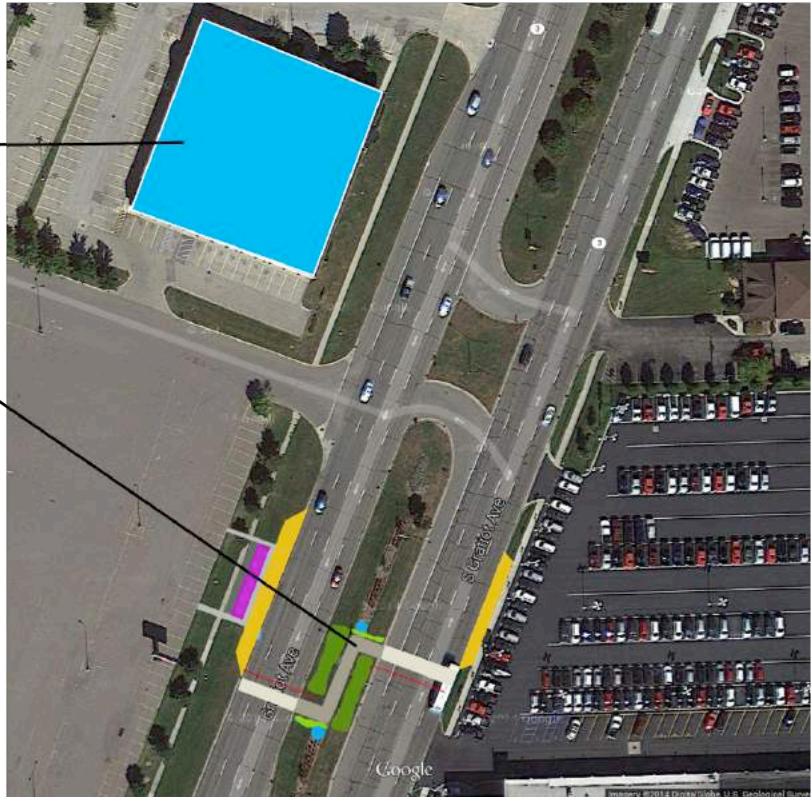
Art / Branding



Library Crossing

New Library

New Pedestrian Crossing



Crossing Detail

Commuter Bus (N)

Commuter Bus – (S)

Bus Shelter

Bike Parking

Commuter Parking

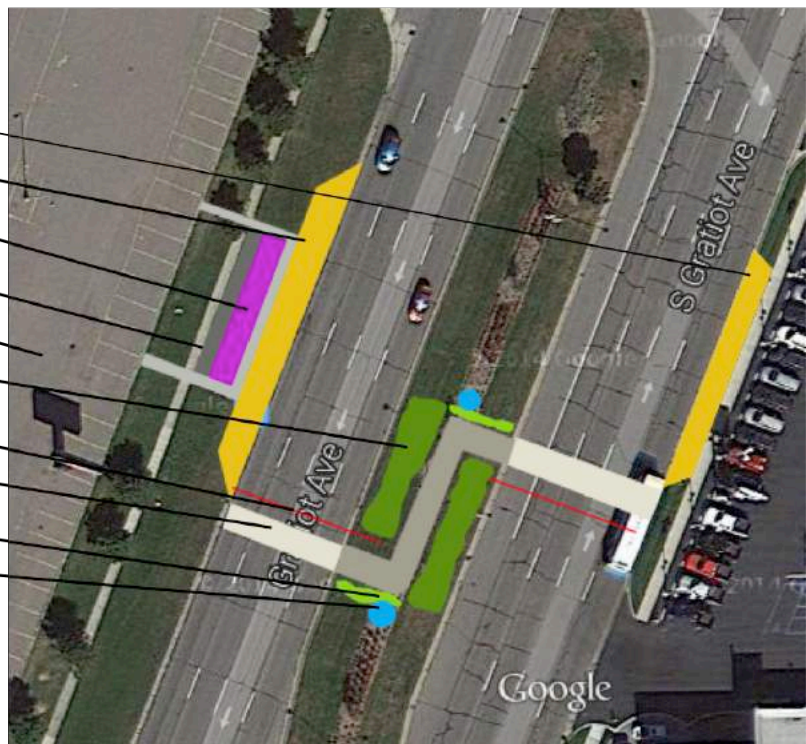
Ground Cover

HAWK Signal

Pedestrian Crossing

Tall Landscaping

Art / Branding



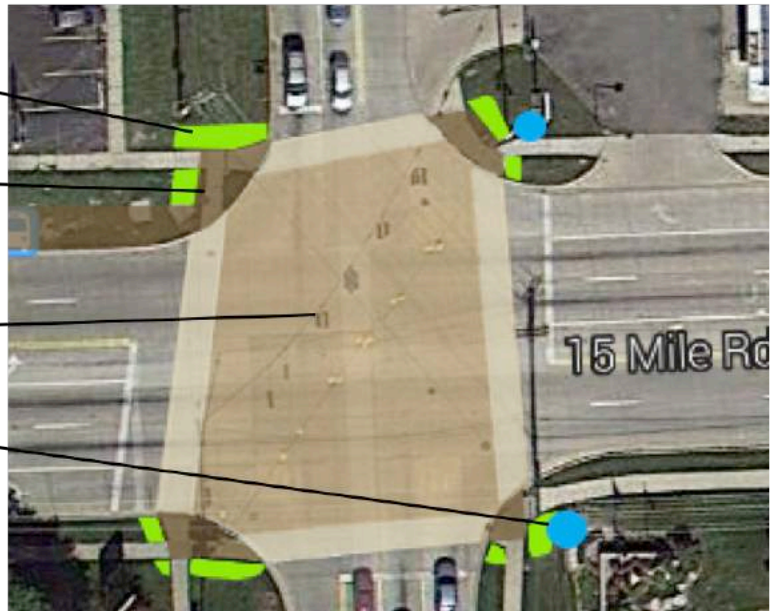
15 Mile / Little Mack Intersection

Low Ground Cover
Landscaping

Paved Corners
(Stamped Concrete)

Paving change at Intersection

Art / Branding



Activate Existing Community Space

A number of placemaking and activation best practices can be applied within Clinton Township parks to increase sense of community, add gathering spaces for citizens and beautify the landscape.

Benches, Tables and Public Seating -

Open public seating creates places for residents to congregate, improves walkability and comfort for guests visiting parks and enhances the aesthetics of existing public assets

Water Feature - Public water features add children-friendly feature to the location and active space in nearly all seasons. If a public space is developed in the northwest quadrant, this would be a valued amenity.

Bike Racks

Bike racks promotes healthy activity and non-motorized transit. Additionally, unique designs can also serve as a form of art, which can further serve to activate space and civic identity.

Park Improvements

The panel recommends revisiting the existing fences surrounding primary parks in the area. Perimeter fences naturally create a visible barrier and discourage citizens from utilizing community resources.

As the primary concern of the community is the safety and security of its residents, the panel recommends exploring the cost / benefit of adding permanent police presence in area parks. For larger parks, a satellite police station may have significant impact on crime and promote safety.



The neighborhood watch should also be promoted between local businesses and residents, as such efforts seem to have a strong following based on grass-roots support. Enhancing the neighborhood watch program and getting the word out could help increase security while also enriching the sense of community.

Dog Parks

Dog parks enhance community safety by improving the sense of security (both real and perceived) and the presence of dogs and owners in parks deters crime and vandalism. Dog parks also create a draw for visitors to come from other communities, as they present a social benefit for dog owners. Dog parks also promote healthy behavior by offering an outlet and incentive to exercise.

Additional Programming and Events

Programming Normandy park and Clintondale school will tie quadrants together. Events like Movie night in the park and rotating school family-focused community event (i.e. puppet shows, ice cream socials, craft nights) will help to reactivate the space.

Planned events (i.e., movie showings, concerts, farmers markets, craft / trade shows, yoga / exercise groups) would help activate the park and also provide a convenient outlet for residents to interact with one another.



Baker College Public Space

Baker College—a commuter school that brings scores of non-Clinton Township residents to the area every day—should continue to be engaged as a partner in the redevelopment initiative. The campus located in the southwest quadrant is currently comprised of educational and administrative buildings surrounded and connected by a substantial parking lot.

The panel recommends that Baker College and the DDA partner to invest in

the creation of a public space on campus, which will utilize existing parking space. The public space would provide incentive for students to get out and connect with the community before, between and after classes, which in turn will provide local businesses with new patrons and potentially spur new development in the area. Such a public space would become a huge asset to Baker College, would drive interest in the campus and could help boost recruitment.



IMPLEMENTATION

Tools, Programs and Funding

- Incentivize good design through form-based overlay district or design guidelines (building, site, signage, public space)
- Main Street Program
- Facade improvement program (CDBG)
- ArtPlace
- Code Enforcement
- Implement Master Plan through ordinance amendments
- Encourage green infrastructure/low-impact development
- Conduct market analysis to determine best fit for businesses

Partnerships: Local, Civil Organizations

Explore partnership opportunities to sponsor events, programming, equipment, etc. Potential partners include: Township departments (i.e. Recreation, Library) and Kiwanis, Lions, Rotary, Optimist Club, and Italian American Cultural Society (i.e. bocce, soccer, summer carnival/fair).

Placemaking Organizations

Organizations such as Street Plans Collaborative (Tactical Urbanism 2), Project for Public Spaces, and MiPlace all offer assistance in specific placemaking projects.

Funding Resources

Explore potential funding opportunities with the following resources:

- Council of Michigan Foundations: The Council of Michigan Foundations is a community of members committed to growing the impact of Michigan philanthropy through investing in the state's charitable organizations, convening

business, government and nonprofit leaders, collaborating on critical issues, seeking innovative solutions, sharing knowledge and advocating.

- Community Foundation for Southeast Michigan: The Community Foundation for Southeast Michigan is always looking for effective program and project ideas that can improve life in southeast Michigan. They accept grant requests from nonprofit organizations serving southeast Michigan that are tax-exempt public charities under Section 501(c)(3) of the Internal Revenue Code. The Community Foundation provides grants considering various local needs and identifying those projects that promise the strongest long-term impact on the region. In general, the Community Foundation funds projects and programs in the areas of arts and culture, civic affairs, health, human services, neighborhood and regional economic development, work force development, environment and land use. (<http://cfsem.org/apply-grant>)
- Detroit Auto Dealers Association Charitable Foundation Fund: The DADA Charitable Fund provides support to nonprofit organizations in the seven-county southeast Michigan region, with a primary focus on charitable organizations and activities that assist children and youth. The fund is supported by proceeds from the North American International Auto Show (NAIAS) Charity Preview. (http://cfsem.org/sites/cfsem.org/files/dada_grant_guidelines2012.pdf)

PANELIST BIOS



Chad Benson
Financial Analyst
Michigan State Housing Development Authority
Lansing, Michigan

Chad Benson is a Financial Specialist with the Michigan State Housing Development Authority. In over seven years with MSHDA, Benson has been highly involved with the development and implementation of five Qualified Allocation Plans, which govern the allocation of Low Income Housing Tax Credits throughout the State of Michigan and attract approximately \$180 million of investor equity for rental housing development on an annual basis. In doing so, he has underwritten a large portfolio of complex multifamily developments throughout the State of Michigan.

Benson is a key member of the MSHDA staff that is working to develop new processes and programs, such as the first Memorandum of Understanding between MSHDA, HUD and the USDA-Rural Development for conducting Subsidy Layering Reviews, as well as an Equity Bridge Loan Program for multifamily developments. Additionally, Benson is the lead MSHDA staff member asset-managing MSHDA's mezzanine loans invested in condominium developments. Benson holds a bachelor's degree in Economics and Business Management from Hope College.



Austin Black, II
President and Broker
City Living Detroit
Detroit, Michigan

Austin Black II is the founder of City Living Detroit, a full-service real estate brokerage that is headquartered in Detroit's thriving Midtown neighborhood. His firm specializes in properties located in Detroit with a focus on downtown, the growing riverfront, the cultural center, and the city's historic neighborhoods. A graduate of the Cornell University College of Architecture, Art and Planning, he has studied numerous redevelopment projects abroad. After visiting more than 20 cities throughout Europe, he decided to return home to Detroit and use his knowledge and passion to make Detroit a better place to live, work and raise a family.

In 2013, Black was named 40 under 40 by the Michigan Chronicle. He has also be the recipient of DBusiness Magazine 30 in their 30s (2012), Detroit Young Professionals' Vanguard Award (2011), Realtor® Magazine 30 under 30 (2010), Crain's Detroit Business 20 in their 20s (2006) and Crain's Detroit Business Dream Board of Directors (2006). He holds a Bachelors of Science in Urban and Regional Studies from Cornell University.



Tom Caldwell
Underwriter
Great Lakes Capital Fund
Lansing, Michigan

Tom Caldwell currently serves as Underwriter for Great Lakes Capital Fund, a role he has held since 2003. He is primarily responsible for reviewing and closing on \$136 million of Tax Credit equity, as well as maintaining the Fund's acquisition pipeline of \$300 million of projects in five states and providing technical assistance to for-profit and non-profit developers. Prior to his work at Great Lakes, Caldwell was a development consultant for four years with a community planning consulting firm in Philadelphia, Pennsylvania, where he financed affordable housing for families, elderly, and special needs populations in Pennsylvania and West Virginia.

Caldwell's additional experience includes new program development for a large non-profit human services agency in Philadelphia and public finance analysis for an investment bank. He has significant experience with the Tax Credit program, HUD loan programs, Federal Historic Tax Credits, Federal Home Loan Bank, state and local funds, state tax credit programs, and tax-exempt bonds. He has taught Tax

Credit workshops for Great Lakes Capital Fund and the Community Economic Development Association of Michigan, and sits on the Multifamily Planning Committee for the annual Building Michigan Communities conference. Caldwell graduated from Emory University with an Economics Degree and holds a Master's in Business Administration from Eastern College.



Brad Cambridge
Project Architect
Quinn Evans Architects
Ann Arbor, Michigan

Bradley Cambridge is an architect and planner with the Ann Arbor office of Quinn Evans Architects. He has close to fifteen years experience restoring and adapting historic structures for new uses. Throughout his career, he has worked on a variety of project types ranging from major public landmarks to local community development projects. His focus and interest for the past seven years has been catalyst development projects of adaptive reuse historic buildings in Michigan's urban cores including Grand Rapids, Lansing and Detroit.

Cambridge holds a Bachelor of Arts in Architecture with a minor in Urban and Regional Analysis from Miami University, and a Masters of Architecture from the University of Michigan.



Lauren Carlson
Director of Information & Planning
Michigan Association of Planning
Ann Arbor, Michigan

Lauren Carlson is the Director of Information and Planning at the Michigan Chapter of the American Planning Association where she has been employed for three years. Through this role with the largest land use planning and zoning association in the state, she provides members and other stakeholders with important information, resources, and links to land use planning and zoning educational opportunities; as the editor of the Michigan Planner magazine; as grant project manager and community technical assistance facilitator; and as a marketing and promotions specialist.

As a life-long Metro-Detroiter, she identified her love for cities and the region at a young age and became inspired to affect positive change. Through her work in land use education, she continues to dedicate herself in providing wise redevelopment strategies through increased educational opportunities for the success of many different communities and the great state of Michigan. Carlson earned both a Master's degree in Urban Planning and Community Development and a Bachelor's degree in Urban Planning and Geography from Eastern Michigan University.



Jordan Cox
Project Manager
Henry Ford Health Systems
Detroit, Michigan

Jordan Cox currently serves as Project Manager at Henry Ford Health System. In this capacity, he works to implement HFHS's Neighborhood Revitalization Plan for 300 acres in the city of Detroit. Other activities and initiatives include the redevelopment of an old DPS school into a high-performing charter school and the development of several multifamily housing projects to launch within the next year. Prior to moving to Detroit, Cox held the position of Project Manager at the New Jersey Casino Reinvestment Development Authority, where he helped put together two separate New Market Tax Credit deals and wrote the plan for the redevelopment of Atlantic City's Downtown. He is proud to have helped launch an effort to establish an arts district in Atlantic City and was leading an artist only housing project through predevelopment.

Cox began his career with the internationally acclaimed resort development firm, Kiawah Development Partners. It was here that he fell in love with the real estate industry. After three years of working on Kiawah Island, Cox decided that he needed to augment his experience with a Master's Degree specializing in real estate. He chose Columbia University's Real Estate Development program in New

York. During his time at Columbia, he started a mentor program that continues to flourish today, began working for a non-profit affordable housing corporation in Brooklyn and participated in the Urban Land Institute's Gerald D. Hines Urban Design Competition in Denver. Cox and his team mates placed second in the nation. In addition to his MS in Real Estate, Cox holds a Bachelor's Degree in Computer Science from the University of South.



Charlene Draine
Sustainability Program Manager
SeaDrain Land Development, LLC
Pontiac, Michigan

Charlene Drain currently serves as Sustainability Project Manager at SeaDrain Land Development in Pontiac, Michigan, best known for the Silver Lake Shore development, a sustainable, early-elder community in Pontiac.

From December 2009 until October 2012, Drain served as Sustainability Project Manager at Cheetah Learning, specializing in coaching and training Project Managers preparing to take the Project Management Professional (PMP) Certification Exam. She held the position of Project manager at Ford Motor Company from 2000 until 2008. In this capacity, Drain led the Program Management Office for 405 resources, staff & contract project team members. She was part of team that initiated Project Management and supporting documentation within the company in 2001.

She is a member of the Pontiac Downtown Business Association, where she serves as the Association Secretary and Chair of the Organization Committee. She holds a MBA-Certificate in Sustainable Business from Bainbridge Graduate Institute, a Master of Science in Computer Information Systems from the University of Detroit Mercy, and a Bachelor of Arts in Computer Information Systems from Wayne State University.



Kathleen Duffy, AICP
Project Planner
LSL Planning
Royal Oak, Michigan

Kathleen Duffy has been a Project Planner at LSL Planning - a community planning consulting firm - for 5 years. She specializes in public involvement, comprehensive, redevelopment, corridor, and neighborhood planning and assists with zoning ordinances, form-based codes, and transportation planning. Duffy utilizes her undergraduate degree in Architecture from the University of Michigan to provide design and graphic services to clients to better visualize their plans. She received her master's in Urban and Regional Planning at the University of Illinois where she was a member of a team that was recognized with an honorable mention in the ULI Gerald Hines Student Urban Design competition in 2008.

Duffy's "extra-curricular" activities have included involvement at her church, Habitat for Humanity, Rackham Symphony Choir, and a cat adoption volunteer for a local rescue. Her after work hours are mostly consumed by volunteering her time as an actor, singer, dancer, costumer, choreographer, and over-involved member at Stagecrafters in Royal Oak and Birmingham Village Players.



Teanisha Eli
Director of Development
Detroit Housing Commission
Detroit, Michigan

Teanisha Eli started at the Detroit Housing Commission (DHC) in 2004 as Project Coordinator and spent 5 years in close working relationships with developers, city/state officials, community groups and the community at large. She has approximately 9 years of experience with HOPE VI and Replacement Housing Factor Funds (RHF), and closed on DHC's first RHF project which increased the agency's Annual Contribution Contracts (ACC) portfolio while meeting financial obligations

for RHF funds. In October of 2009, Eli was named the Deputy Director of Development of DHC. In this role, she oversaw the day to day responsibilities for the department; as well as multiple development contracts and contractors. She was promoted to Director of Development in July of 2010, and currently heads the development department that is responsible for over \$339-million of total development cost for residential housing in the City of Detroit. Eli's department is responsible for the development of 3 major housing sites that is scheduled to bring on-line approximately 1,200 quality housing units for low-income & moderated income families.

She is a graduate of the University of Detroit Mercy with a Bachelor of Science in Health Care Administration and the University of Phoenix with a Masters in Business Administration. In 2011, Eli was a proud recipient of dBusiness's 30 in their 30's award.



Jill Ferrari
Chief Executive Officer
Michigan Community Resources
Detroit, Michigan

Jill Ferrari has over 17 years of experience in catalyzing urban redevelopment. Her background includes community development, private real estate acquisition and development, and consulting. As the Chief Executive Officer of Michigan Community Resources, her current mission is to provide legal, technical and educational resources to community based organizations working in low-income areas.

Ferrari formerly served as the Director of Community Development for Wayne County EDGE, during which she directed over \$50 million dollars in state and federal funds dedicated toward neighborhood stabilization throughout Wayne County. As a private real estate developer, she has managed Brownfield Redevelopment projects in multiple states. Ferrari is an entrepreneur and an avid supporter of Detroit's renaissance. She is a returning member of the Board of Directors of Commercial Real Estate Women (CREW) Detroit for 2013 and 2014. She holds a law degree from Wayne State University.



Jason Fowler
Economic Development Program Manager
Woodward Avenue Action Association
Royal Oak, Michigan

A native Michigander, Jason Fowler has a deep-rooted passion for preserving, improving, and contributing to the appeal of the state and the diverse communities in Metropolitan Detroit. Currently, Fowler serves as the Economic Development Program Manager for the Woodward Avenue Action Association (WA3), where he is responsible for developing and implementing strategic development initiatives and programs to support and promote the 27 miles of the iconic Woodward Avenue, including the Woodward Avenue Complete Streets Master Plan project (the largest Complete Streets plan in the country). In addition, Fowler identifies, researches and applies for local and national grants; maintains communications and relationships with WA3 members and community officials; facilitates grassroots efforts to improve quality of life programs; and assists the Executive Director in management activities.

His professional experience includes seven years spent in several prestigious architecture firms where he spearheaded and worked on a variety of projects, including historical renovations, rehabilitations and new construction. His formal education in University of Detroit's Schools of Architecture and English Literature afforded him the opportunity to apply multiple areas of expertise in the professional world.

In his spare time Fowler works on renovating his 100 year old home in the city of Detroit, volunteers as the President of the New Center Commons Homeowners Association and is an active board member for Midtown, Inc.



Deirdre Greene Groves

**Executive Director
Challenge Detroit
Detroit, Michigan**

A passionate advocate for Detroit's revitalization efforts, Deirdre Greene Groves is the founding executive director of The Collaborative Group, a non-profit organization with a mission of bringing together the intellectual capital of the region's top talent to collaborate on business and philanthropic efforts aimed at spurring economic growth, job creation, and overall prosperity in the region. With a diverse background in urban planning, community development, and nonprofit management, she is building a new model for urban revitalization through the Collaborative Group's first initiative, Challenge Detroit.

Prior to launching The Collaborative Group and Challenge Detroit, she focused her career on real estate development, construction management, and community planning efforts, working for Mosher Dolan, Inc., a boutique construction and development firm. She is a member of The B.I.N.G. Institute Emerging Leaders Roundtable, and is a member of the Communications Committee and Young Leaders Group at ULI Michigan. In addition, she sits on the board for The Work of Art and contributes her time to the Highland Equestrian Conservancy. She holds a Bachelors of Construction Management from Michigan State University and a Masters of Urban Planning & Real Estate Development from the University of Michigan.



Ritchie Harrison

**Economic Development Director
Jefferson East, Inc.
Detroit, Michigan**

Ritchie Harrison serves as the Economic Development Director for Jefferson East, Inc. (JEI). He is responsible for managing programs and initiatives that support JEI's focus of place-based economic development and community revitalization along East Jefferson Avenue on Detroit's lower east side. Since joining the JEI (formerly the Jefferson East Business Association) in 2009, Harrison has contributed greatly to the organization's growth. JEI's economic development programs have supported commercial property improvements, provided assistance to new and existing businesses, planned and implemented impactful community improvement projects, and established place-making events which are redefining East Jefferson's commercial districts and restoring the quality of place. Harrison's recent accomplishments include; producing a successful pilot for JEI's "Go East" marketing and branding campaign, coordinating the Jefferson-Chalmers Art and Retail Pop-up Initiative, and completing the Marina District Vision economic development study.

Harrison is currently a graduate student at Eastern Michigan University (EMU) College of Business, and he also holds a Bachelors of Science from the school of Urban and Regional Planning and Development from EMU. He also is a graduate of the Great Lakes Leadership Academy, Leadership Advancement Program through the Michigan State University College of Agriculture and Natural Resources.



Jeff Lanier

**Senior Project Environmental Engineer
Soil & Materials Engineers, Inc.
Shelby Township, Michigan**

Jeffrey R. Lanier, PE, is a Senior Project Environmental Engineer with Soil and Materials Engineers, Inc. He has over 16 years of experience helping clients with various site redevelopment and regulatory challenges. Lanier specializes in site acquisition projects that require a high level understanding of due diligence requirements, liability management, financial incentives, and construction protocols. In addition to site acquisition services, he assists clients with regulatory requirements for: closing leaking underground storage tanks (USTs) sites, remediating sites, designing building vapor depressurization systems, and complying with storm water and spill prevention compliance.

Lanier holds a Bachelor of Science in Civil and Environmental Engineering from Michigan State University. He's involved with his Rochester Hills subdivision, finding volunteer opportunities for his family, and coaching little league soccer and baseball.



Sean Mann
Program Manager
Michigan Municipal League
Ann Arbor, Michigan

Sean Mann serves as Program Manager for the Michigan Municipal League, focusing on statewide campaigns surrounding placemaking and talent retention, as well as vacant property issues. He has previously worked as a policy advisor on transportation and economic development issues at the Michigan House of Representatives, and as a researcher at the United Kingdom's House of Commons for the Shadow Secretary of State for Culture, Media and Sport.

Mann is a graduate of Kalamazoo College and the University of Bristol with degrees in History, Physics and International Relations. He is an active resident of Southwest Detroit where he is secretary of the Clark Park Coalition, founder and commissioner of the Detroit City Futbol League, Co-Owner of Detroit City FC, and rehabbing historic houses through his Baker Line Development LLC. Mann's work has been featured in publications including National Public Radio, Guardian, Politiken (Denmark), Atlantic Cities, and the Marion County Record.



Andrew Mannion, OAA, MRAIC, LEED AP BD+C
Architectural Designer
SmithGroupJJR
Detroit, Michigan

Andrew Mannion, OAA, MRAIC, LEED AP BD+C, currently serves as an Architectural Designer with Detroit-based firm SmithGroupJJR, specializing in sustainable design and building technology.

Prior to joining SmithGroupJJR in 2009, Mannion worked as a Project Manager at inFORM Studio for four years. From 1999 until 2005, he served as an Architectural Intern under Architect Gregory McLean, founder of the Windsor, Ontario-based firm McLean + Associates. He also serves as an Architectural Intern at Toronto-Based firm Kongats Architects from 1998 until 1999. Mannion is a member of the St. Clair Society of Architects. He holds a Bachelor of Architecture for the University of Waterloo.



Mike McNally
General Property Manager & Vice President of Michigan Brokerage
Hines
Detroit, Michigan

Mike McNally, General Manager at Hines, is responsible for property and project management of the Compuware World Headquarters Building, a 1.1 million square foot development in Detroit, Michigan. His primary duties include all property and facility management functions including operations, engineering, construction, parking and lease and financial administration.

Since joining Hines in 2006, Mike has contributed to the start-up, commissioning, tenant construction and operational management of over 2.5 million square feet of commercial properties in the Midwest. He maintains comprehensive expertise in corporate real estate, operations management, strategic planning, organizational development, portfolio review and due diligence, construction and project management, leasing, and real estate finance. He has applied his broad base of experience to developing client solutions and in addition to General Manager of the Compuware Building, McNally is the Principal Associate Broker for Hines real estate activities in Michigan.

Throughout his career, McNally has managed over 30 owner, tenant and capital construction projects valued at \$24.5 million. He served as Project Manager of the Compuware Corporations Carbon

Disclosure Project (CDP) 2010, 2011 and 2012 submissions, and has maintained the property's Energy Star certification and award status. In 2012, he received TOBY Award for "Outstanding Building of The Year." McNally holds a Master of Science in Finance from Walsh College and a Bachelor of Arts in Finance from Michigan State University.



Ben Meeker
Director of Capital Markets
Taubman Centers
Bloomfield Hills, Michigan

In his role as Director of Capital Markets, Benjamin Meeker assists in the company's capital markets and financing activities as well as asset acquisitions and dispositions. Before joining Taubman Centers, he spent six years at The John Buck Company, a Chicago commercial real estate firm, where as vice president his responsibilities included acquisitions, dispositions, asset management, financing and development for the company's private equity real estate funds. Prior to that, Meeker was a member of the acquisitions group at Miller Capital Advisory, advisor to CalPERS in its regional mall investments.

Meeker holds a Bachelor of Arts in English from Amherst College and an Master's of Business Administration from the University of Michigan Ross School of Business.



Mark Miller
Business Development Associate
Rock Ventures
Detroit, Michigan

Mark Miller is a native Michigander and was born in Rochester, Michigan. He attended Michigan State University where he double majored in Finance and German, with a specialization in International Business and was honored as an Outstanding Senior in his Graduating Class and Outstanding Senior in Linguistics. After graduation, Miller lived in Washington, D.C. and spent 3.5 years with Accenture's Strategy Consulting Group, working with clients in the Healthcare, Financial Services and Non-Profit sectors.

Miller recently moved back to Michigan to join the Rock Ventures Business Development team, where he focuses on identifying and evaluating new investment opportunities across Rock Gaming, Bedrock Real Estate Services and Rock Ventures and provides strategic and financial analysis for the portfolio.



Lisa Nuskowski
Senior Project Administrator, Economic Development
Wayne State University
Detroit, Michigan

Lisa Nuskowski has a decade of experience working in government and community development in Detroit. She is currently a Senior Project Administrator for Economic Development at Wayne State University, where she works on initiatives such as real estate development, public safety enhancements on campus and throughout Midtown, and bringing a public bike share system to Detroit. Prior to this, she was a part of Detroit's Living Cities Integration Initiative and worked on land use policy for the City of Detroit. She has served as Director of the Michigan Foreclosure Task Force, a nonprofit, statewide coalition focused on advocating for stronger foreclosure mitigation strategies and consumer protection policies and Chief of Staff to former State House Majority Floor Leader Steve Tobocman.

Nuskowski serves on the board of directors for Southwest Housing Solutions, an affordable housing and community developer in Southwest Detroit, and the Tour de Troit, a nonprofit that promotes bicycling and bicycle safety through education, public events, collaboration with community and government organizations and support for non-motorized infrastructure. She holds a Bachelor of Arts degree in Political Science from Central Michigan University and a Master of Public Policy degree from the Gerald R. Ford School of Public Policy at the University of Michigan. She was a 2011 Marshall Memorial Fellow

with the U.S. German Marshall Fund and a member of the Detroit Regional Chamber's Leadership Detroit Class of XXXIV.



Sarah Pavelko, LEED AP
Real Estate Manager
Southwest Detroit Business Association
Detroit, Michigan

Sarah Pavelko serves as Real Estate Manager at the Southwest Detroit Business Association, manages real estate projects including the redevelopment of the former Livernois/Vernor DPW site and administers the Paving The Way program. She recently facilitated a national ULI Advisory Services Panel for the Former DPW Site.

Previously a project manager at ASTI Environmental, Pavelko specializes in finding creative sources of funding for projects having secured over \$600,000 in grants and over \$14.5 million in tax incentives for non-profits, municipalities, and private developers. She also administered the EPA or MDEQ Site Assessment Grant projects for four municipalities and several counties. Through her prior employment with Central Detroit Christian CDC, Pavelko has experience in homeownership development, foreclosure prevention and community outreach and engagement. She currently sits on the board of Central Detroit Christian CDC where she serves as the Chair of the Governance Committee and serves as co-chair of the Programs Committee for Commercial Real Estate for Women (CREW). Pavelko holds a Master's in Urban Planning from the University of Michigan in addition to a Certificate of Real Estate Development.



Sue Weckerle
Program Officer
Fred A. & Barbara M. Erb Family Foundation
Bloomfield Hills, Michigan

Sue Weckerle holds two bachelor's degrees from the University of Michigan, Ann Arbor in English and Spanish language and literature, and a Master's degree from Wayne State University in Urban Planning. While in graduate school, she held numerous internships with several non-profit and public agencies in the City of Detroit and the region. Since graduating with her Master's degree, she has held positions with the Community Foundation for Southeast Michigan and the City of Birmingham, Michigan.

Weckerle currently serves as a Program Officer for the Fred A. and Barbara M. Erb Family Foundation. Her professional focus has been to promote sustainable development in the City of Detroit and the region. Extensive study and travel abroad, including extended visits to Spain, Mexico and Brasil, exposed her to different ways of thinking and different development practices and inspired her love for cities. Prior to her work in the field of urban development, she taught Spanish and did translation work. Weckerle travels every opportunity she can and also loves to read and have dinner with friends. Originally from Syracuse, New York, she has lived in metro Detroit most of her life.



Questions?
Please contact ULI Michigan:

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