



Detroit Revitalization Fellows

A program of Wayne State University



Impact Report

Detroit Revitalization Fellows Impact Report



THANK YOU TO OUR GENEROUS FUNDERS:

THE KRESGE FOUNDATION



FORD
FOUNDATION



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Erb Family Foundation

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THE SKILLMAN  FOUNDATION
Kids matter here



**DTE Energy
Foundation**

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Fellow Directory

Our Mission: DRF cultivates mid-career professionals through intervention that focuses on individual development alongside meaningful work and the region.

Our Vision: A community of interdisciplinary leaders serving the region through equitable and inclusive progress, social justice, community and economic development.

networks of talented
through a two-year leadership
individual and cohort
meaningful work to improve Detroit
DRF's systemic network
serves as a model for driving
progress across a region's civic,
development landscape.

About Detroit Revitalization Fellows

The Detroit Revitalization Fellows (DRF) launched in 2011 as a partnership between Wayne State University and key local and national funders to attract, develop and retain the best mid-career talent for the region's civic, community and economic development organizations.

The fellowship was developed as a response to two persistent challenges in community development: retaining talented emerging leaders and increasing the capacity of hardworking nonprofit organizations driving progress in Detroit. DRF is an interdisciplinary and inclusive leadership and talent intervention that focuses simultaneously on the development of individuals and the cohort to which they belong.

To date, DRF has enabled nearly [50 organizations](#) to take on new, high-impact projects that, in many cases, may not have moved forward without the fellowship.

The following report highlights the work of the Detroit Revitalization Fellows from 2011 to 2016 and showcases the program's efforts to build and strengthen the network of interdisciplinary leaders across the metropolitan Detroit region.

"More than 75% of Fellows have remained in Detroit post-fellowship, contributing to the city's growth through their continued work, volunteerism, business and homeownership and other pursuits one year after the fellowship."

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1. Cohort II Fellow Freyja Harris
2. Cohort III Fellows during Immersion 2015
3. Kresge Mayor's Fellows meeting with city leaders

Leadership/Talent Intervention

LEADERSHIP PHILOSOPHY

The Detroit Revitalization Fellows is an interdisciplinary and inclusive leadership/talent intervention: developing a network of urban leaders who will drive positive systemic impacts while personally and professionally nurturing inclusivity and equity. The fellowship equips mid-career professionals with tools and thoughtful experiences necessary to increase their leadership capacities, regardless of their role(s) in an organization.

TALENT INTERVENTION STRATEGY

Leadership development and programming are the bedrock of the fellowship. A strong cohort creates strong Fellows and vice versa.

DRF convenes the Fellows for two days every month over the course of two years to explore a topic impacting the metropolitan Detroit region. The Fellows work as a cohort to examine the

perspectives influencing Detroit and the region through Detroit Dialogues, cohort-building and leadership development. The Detroit Dialogues are critical conversations that foster reflection and generate shared understanding. Cohort-building activities strengthen the Fellows' relationships with one another and formal leadership development provides technical training in process improvement and democratic problem-solving.

The capacity of Fellows are strengthened through individualized professional development opportunities. Each Fellow is provided nearly **60 hours** of executive level coaching, a **\$5,000** training bank and mentorship from individuals within the network. Underpinning all of this is the meaningful work in which our Fellows engage in on a daily basis with their host employers.



1. Cohort II Fellows at a monthly session
2. Cohort II Fellows working at Lincoln Street Art Park
3. Cohort III Fellows on a toxic tour during Memphis study trip
4. DRF staff at the Cohort II celebration



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Leadership Development Benefits



FELLOWS

- ▶ Coaching
- ▶ Meaningful Work
- ▶ Training Bank
- ▶ Mentoring

COHORTS

- ▶ Detroit Dialogues
- ▶ Leadership Development
- ▶ Cohort Building

Impact

OUR IMPACT PHILOSOPHY DEFINED:

The Detroit Revitalization Fellows are emerging leaders who impact the civic, community and economic development landscape in the city and region through their work. The following pages highlight the work of the Fellows demonstrating their holistic approach towards driving equitable development across metropolitan Detroit.

- ▶ **Civic Development** supports individuals and communities in an effort to improve the quality of life in their neighborhoods by engaging in political and non-political processes.
- ▶ **Community Development** increases the vitality of neighborhoods and the people in them by engaging in collective action to generate solutions.
- ▶ **Economic Development** is the development of a program or initiative that supports the economic growth and access to opportunity and advancement on the individual and community level.



EXAMPLES OF CIVIC, COMMUNITY & ECONOMIC DEVELOPMENT IMPACT:

Jefferson Streetscape: This project, led by Cohort I Fellow Celeste Layne and Cohort II Fellow Justin Fried, has begun to transform Jefferson Avenue into a bike and pedestrian-friendly boulevard that encourages people to slow down, interact and patronize local businesses. The Jefferson-Chalmers segment of the project includes bike lanes, road diets and landscaping. Initially planned for only a few blocks, the project is being extended to East Grand Boulevard Avenue.

Public Lighting Authority: As an assistant to the City of Detroit's Chief Operating Officer, Cohort I Fellow Beau Taylor was instrumental in creating the Public Lighting Authority (PLA) to modernize public lighting in the city and develop a reliable system. Before the PLA started its work, approximately 40% of the old street lights were not operational. The completion of the project in 2016 resulted in 65,000 LED streetlights in Detroit.



1. Cohort II Fellows at Belle Isle
2. DRF Staff
3. Cohort III Fellows during the Baltimore study trip

3.



REVOLVE & Motor City Match:

REVOLVE catalyzed neighborhood business districts by whiteboxing storefronts and partnering with local retailers and service providers. Motor City Match is a program that provides funding to landlords in the city's older commercial corridors and to entrepreneurs who need space to operate. In the program's first year, Motor City Match awarded \$2 million in grants to 40 small businesses, leveraging over \$13 million in total investment in the city. Cohort I Fellow Michael Forsyth worked on these projects and Cohort III Fellow Charla Sanders continues his efforts.



The Block at Cass Park: Cohort I Fellow Matteo Passalacqua served as leasing and property manager for Wayne State University’s professional office and research building, the Block at Cass Park. Through his efforts occupancy increased in the building from 35% to 50%. Two years post fellowship, the net economic impact of his contributions yielded at least \$115,800.

Kresge Court: Cohort I Fellow Bradford Frost served as Special Assistant for Community and Economic Development at the Detroit Institute of Arts (DIA), charged with renovating the iconic Kresge Court into a “Cultural Living Room.” Leveraging funding from ArtPlace, the renovation has yielded an economic net benefit of at least \$214,200 since its inception.



Sunday Street Market: Cohort II Fellow Amanda Gregory served as the Director of Street Markets at Eastern Market Corporation. During her time as a Fellow, Amanda was responsible for designing and launching a new products-based Sunday Market and a Thursday Night Market, which combines unique products and prepared food with Detroit nightlife. The expansion of the market days has been pivotal in supporting the Eastern Market Corporation's mission to connect the community with local, fresh produce while serving as an important economic engine for our region.

Downtown Business Improvement Zone: Eric Wilson, a Cohort II Fellow, led the creation of the Downtown Business Improvement Zone a continuation of Cohort I Fellow Susan Hopkin's efforts. Assessments on commercial properties now generate \$4 million every year to provide cleaning, safety and landscaping services in and around Downtown Detroit.

D2D/Source Detroit: Originally launched as a partnership between Cohort I Fellows David Barna and Marcus Clarke, this initiative promotes local sourcing between Detroit anchor institutions and vendors based in metropolitan Detroit. To date, more than \$16.5 million dollars have been shifted to local businesses.

1. Cohort III Fellows showing off their "monster" creation
2. Cohort III Fellows Shari Williams and Ritchie Harrison



The Network is Everything



1. Cohort III Fellows at The Alley Project
2. Cohort III Fellows doing a cohort-building activity during immersion 2015

Detroit Revitalization Fellows represent a diverse range of Detroit experiences: current Detroiters/Michigan residents, returning Detroiters/Michigan residents (“boomerangs”) and those who are totally new to Detroit at the time of their application. This organic blend of existing and new perspectives has produced a dynamic network of emerging leaders that are approaching problem solving in the region with an interdisciplinary lens. The number of Fellows who remain in Detroit is one measure of DRF’s success and the program is proud that nearly 80% have chosen to stay in the area one year after the fellowship. Additional measures of success and impact are highlighted on the next several pages.



"This organic blend of existing and new perspectives has produced a dynamic network of emerging leaders."

Outreach and Inclusion

Outreach efforts for the 2015–17 Detroit Revitalization Fellows began with an intentional effort to ensure equity and inclusion. DRF has always recruited nationally with the goal of attracting and retaining a diverse group of talented, emerging leaders while supporting their professional growth.

DRF received more than **1,000 applications** for the first two cohorts in 2011 and 2013. However, geographic and demographic information on applicants was not collected. Anecdotal evidence indicated that neither of the past cohorts nor the past applicant pool selected showcased the immense diversity that exists within the city and region.

Being intentional about equity and inclusion for the 2015–2017 Detroit Revitalization Fellows meant conducting more strategic outreach and starting that outreach early. DRF partnered with numerous individuals and organizations to help spread the word and solicit referrals. Potential employers for Fellows were required to attend an in-person information session. Four information sessions were held for prospective Fellows, each in a different Detroit neighborhood, and one online. This required conveying a consistent message. All recruiting materials, social media posts, and media outreach conveyed, implicitly or explicitly, that the fellowship is an opportunity for Detroiters and non-Detroiters alike, and that a range of backgrounds, work

and life experiences were sought. The result was a diverse applicant pool that led to, what is believed to be, the most diverse cohort yet.

Practicing inclusion meant eliminating as much opportunity for bias as possible. So, for instance, in the initial application, prospective Fellows were asked to describe both their academic and professional experiences, but to withhold the names of institutions and companies.

CURRENT FELLOWS SELF-IDENTIFY AS:

68% women

47% black

42% white

11% are Asian and Hispanic/Latino, Multiracial or Other

AGE:

50% are ages 25–34

33% are ages 35–44

17% are ages 45–plus

LOCATION:

More than **53%** of the Fellows were already living in Detroit

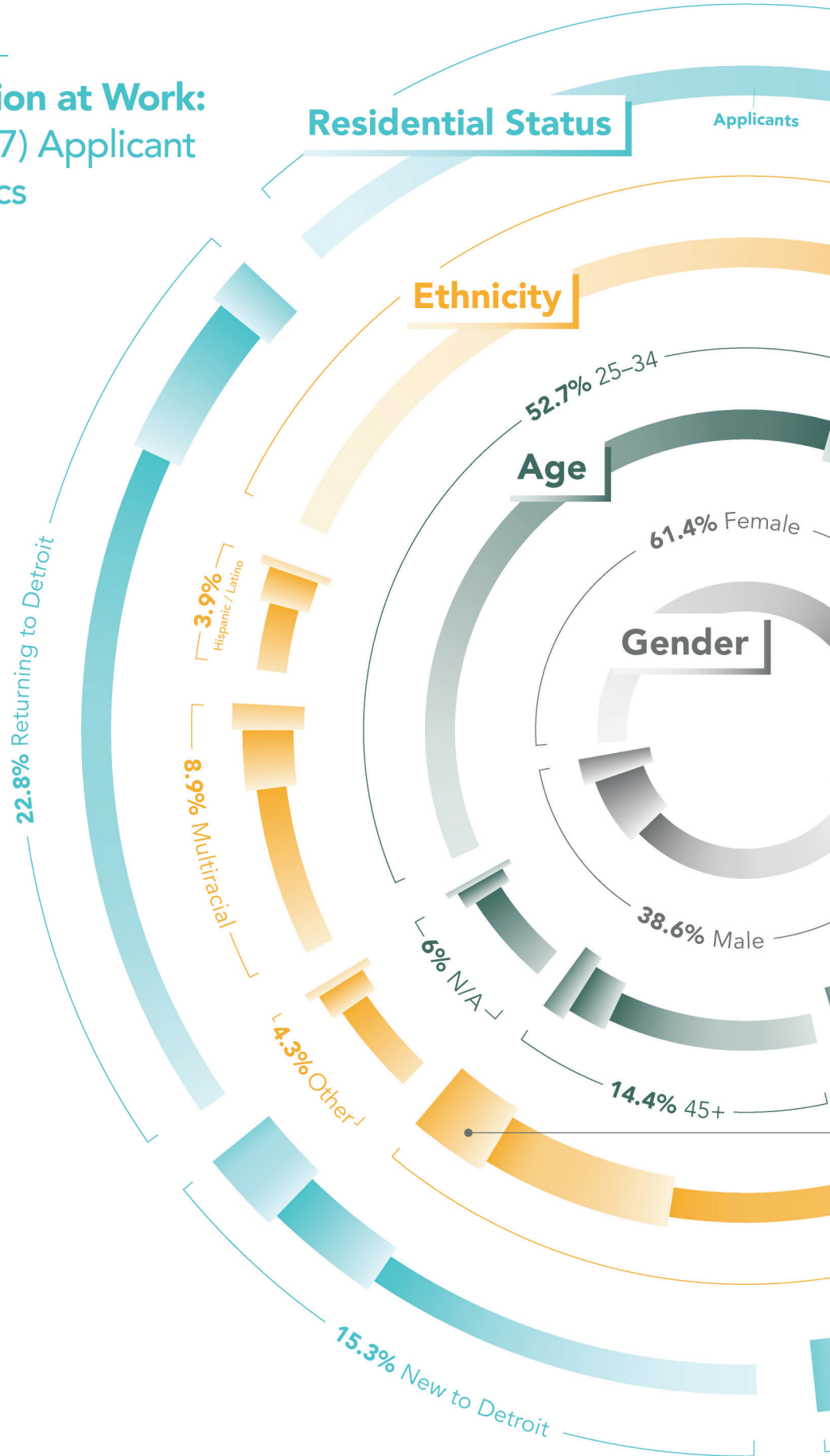
5 Years at a Glance:

1690: Total number of applications. 48: Total number of alumni fellows. 48: Total number of employers engaged.

The Results?

A diverse cadre of 67 diverse mid-career leaders stimulating progress in Detroit and nationally.

Intentional Inclusion at Work: Cohort III (2015–17) Applicant Pool Demographics





More than half of the 2015–2017 Fellows were under the age of 34.

The **selected Fellows** (Finalists) were **62.5%** female and **37.5%** male.

While there were more White applicants overall, the Finalists were **39.6%** White and **39.6%** Black (and **20.8%** other.)

37.7% of Finalists were already in the city of Detroit.

The Network at Work

The DRF has a saying that “The network is everything.” The connections built around each cohort, and over the course of the five years of DRF, are still in their early stages. The full potential of the DRF network will continue to be realized for years to come.

COLLABORATION DURING THE FELLOWSHIP

Motor City Mapping

DRF II Fellows Diana Flora, Melissa Dittmer, Jerrell Harris and Sandra Yu Stahl all played key leadership roles in Motor City Mapping. The tool was used to inform critical real estate, land use and neighborhood planning decisions across the city. Diana (Data Driven Detroit) spearheaded efforts to ensure the data was usable and led trainings. Sandra (Detroiters Working for Environmental Justice) collaborated with Loveland Technologies to make sure the initiative was beneficial from an environmental perspective. The data was compiled in a book, *Every Neighborhood Has*

a Future, designed by a team led by Melissa (Rock Ventures). Jerrell (Focus: HOPE) and his team used the Blexting app to prioritize development decisions for the HOPE Village Initiative, a long-term, comprehensive, place-based strategy for the 100-block area around Focus: HOPE’s campus that incorporates workforce development training, early childhood and K-12 education, and asset-based community development.

Eco-D

Cohort III Fellows Susan Dundon (EcoWorks), Ritchie Harrison (Detroit RiverFront Conservancy) and Brittany Sanders (Belle Isle Conservancy) through a partnership with the Erb Family Foundation launched a project to catalyze green infrastructure development at the neighborhood level. The Fellows are working collaboratively on the construction of green alleys in the West Village neighborhood. Green alleys are innovative solutions that can reactivate unused or underutilized space, help manage storm water, reduce heat in urban areas, promote recycling, and conserve energy. The Fellows’ project will focus on West Village as it is the eastern gateway to the Detroit RiverWalk and Belle Isle; however, the concepts and infrastructure developed there will be replicable in neighborhoods throughout the city.

COLLABORATION AFTER THE FELLOWSHIP

The **Kresge Mayor's Fellows** (KMF) are a team of three high-caliber, talented and driven mid-career professionals who are taking on cross-departmental challenges and opportunities in the City of Detroit Mayor's Office to advance the quality of life for and with Detroiters. Each KMF has completed their two year fellowship with DRF. This new two-year initiative launched in August 2015 in partnership with the Kresge Foundation and Mayor Mike Duggan's office.

THE KRESGE MAYOR'S FELLOWS ARE:

- ▶ **Diana Flora**, Director of Strategy Development (Detroit Police Department)
- ▶ **Jerrell Harris**, Director of Restructuring & Transformation (Mayor's Office)
- ▶ **Jeanet Kulcsar**, Director of Strategy (Office of Chief of Staff to the Chief Financial Officer)

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1. Kresge Mayor's Fellows and Mayor Mike Duggan
2. Cohort III Fellows and DRF staff during the Baltimore study trip



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1. Former DRF Director Graig Donnelly presenting Cohort II Fellow Amanda Gregory with an award
2. Cohort II Fellows



INFLUENTIAL POST-FELLOWSHIP ROLES

- ▶ **DRF I Fellow Melissa Smiley** was named Mayor Mike Duggan's Deputy Chief of Staff in 2014, then named Special Assistant to the President and Strategy Officer at the Community Foundation for Southeast Michigan in 2015.
- ▶ **DRF II Fellow Eric Wilson** became the Assistant Commissioner of Planning & Sustainability for the New York City Department of Housing Preservation & Development in 2015.
- ▶ **DRF I Fellow Erin Kelly** joined the City of Detroit Planning & Development Department as a landscape architect in 2016. Erin was awarded a 2015 Knight Cities grant for her project entitled "The Buzz" which paired barbers with landscape contractors to transform overgrown vacant lots through facilitated design workshops that teach mowing and pattern-making techniques.
- ▶ **DRF I Fellow Abir Ali** was named the Director of Design and Culture for The Platform in 2017.
- ▶ **DRF II Fellow Freyja Harris** was named the Chief Diversity & Inclusion Officer for the University of Michigan School of Music, Theatre & Dance in 2016.
- ▶ **DRF II Fellow Melissa Dittmer**, Director of Architecture + Design at Bedrock Real Estate Services, established an internal architecture studio that completes the research, analysis, programming, and conceptual design of all of Bedrock's real estate development projects. Notably, she led the conceptualization of Bedrock's proposal for the redevelopment of 8.4 acres within the Brush Park community.
- ▶ **DRF II Fellow Amanda Gregory** was named Michigan Community Resources' Director of Community Legal Resources in 2016.
- ▶ **DRF II Fellow Victoria Olivier** co-founded Brick + Beam in 2015 as "a community for building rehabbers of all levels." Victoria was also awarded a 2015 Knight Cities Challenge grant for this project.

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RESOURCING DETROIT'S COMMUNITY DEVELOPMENT INDUSTRY

DRF's host employers regularly seek out the program staff for advice on professional development opportunities for their teams. Since the inception of the fellowship, DRF has informally provided this additional support to employers by offering recommendations and helping to establish relationships. As leadership development was further refined, it became clear that DRF had a role to play in resourcing Detroit's leaders in a broader sense beyond just its Fellows. Using DRF's \$5,000 Fellow training bank model and recognizing the need for additional capacity-building, in 2014 the Knight Foundation launched the Nonprofit Capacity Training Program. Funded by Knight Foundation and

administered by the Community Foundation for Southeast Michigan, the program initially invested \$400,000 into 26 nonprofit organizations to help provide meaningful, cutting-edge skills training for key staff. The results were 164 people attended workshops their organizations otherwise could not have afforded. In 2015, an additional \$115,000 was invested to expand the impact of the project and touch more leaders and organizations. Not only have many of the awardees been DRF employers, but this investment demonstrates the importance of strengthening assets and capacity building for nonprofit leaders in the region.

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A NATIONAL RESOURCE

The DRF is increasingly being invited to lend our perspective as an urban leadership development intervention both locally and nationally.

The Cleveland Foundation contracted with Cleveland State University (CSU) to design and launch a pilot post-baccalaureate fellowship for Cleveland's public sector in the fall of 2016. CSU worked with DRF and its third-party evaluator, Urban Ventures Group, as program design and evaluation consultants. In September 2016, the Cleveland Foundation launched their inaugural class of the Cleveland Foundation Public Service Fellows with nine Fellows.

1. Cohort III Fellow Leslie Tom
2. Cohort III Fellow Shari Williams
3. DRF Director Asandi Conner with Lisa Hodges, Director of School-Centered Neighborhood Investment Initiative at The Association of Baltimore Area Grantmakers, and Dan Pontious, the Housing Policy Coordinator at the Baltimore Metropolitan Council

LESSONS LEARNED

Detroit Revitalization Fellows is committed to continuous improvement to better serve Fellows and the region. Highlighted below are some of the lessons learned throughout DRF's history and how these learnings are helping the program evolve:

"The Network is Everything"—The DRF "Network" is highly valuable to current and alumni Fellows

- ▶ Cohort II Fellow and Kresge Mayor's Fellow Jerrell Harris utilized the network to launch Detroit's first ever LEED Platinum certified house rehab in the HOPE Village neighborhood. The network enabled Jerrell to find resources and partnerships for this ambitious project.

Fellows with interdisciplinary backgrounds and perspectives find plenty of opportunities to excel and impact their organizations

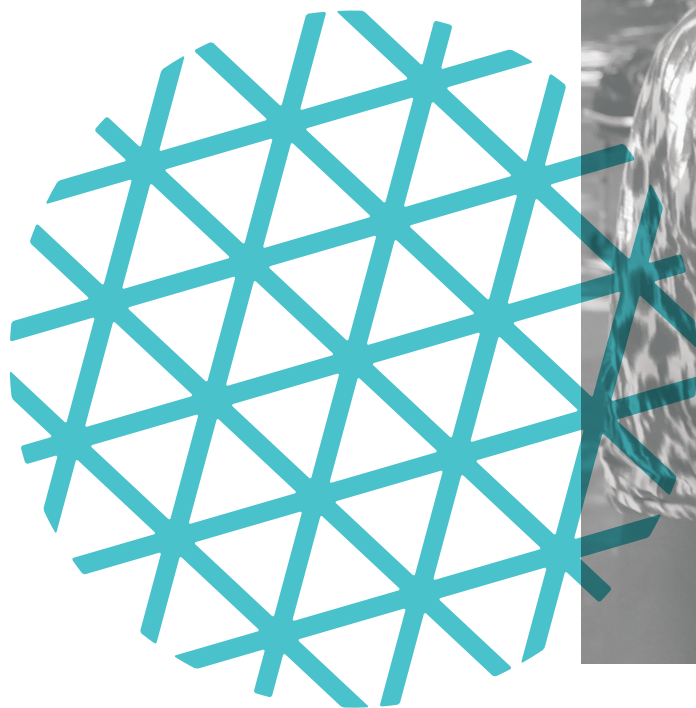
- ▶ Cohort I Fellow Abir Ali utilized her architecture background and skill set to redesign Hudson-Webber Foundation's funding practices.

Diversity requires an intentional design and strategy

- ▶ The program's deliberate approach to outreach and recruitment through an equitable and inclusive lens produced a more diverse applicant pool and cohort for the 2015–17 Detroit Revitalization Fellows.

LOOKING FORWARD

The future of the Detroit Revitalization Fellows looks bright as the program continues to grow and strengthen the network of interdisciplinary and systems leaders while broadening the program's impact.





1. Cohort III Fellows Gracie Xavier and Delphia Simmons
2. Cohort III Fellow Ritchie Harrison



Fellow Directory

A

- 1 **ABIR ALI**
Program Fellow, Hudson–Webber Foundation
- 2 **ERIC ANDERSON**
Information Systems & Technology, Excellent Schools Detroit
- 3 **FELICIA ANDREWS**
Finance/Purchasing Department Fellow, City of Detroit

B

- 4 **DAVID BARNA**
Buy Detroit Program Manager, Midtown Detroit, Incorporated
- 5 **RÈNA BRADLEY**
Community Development Specialist, Detroit Land Bank Authority
- 1 **ALLANDRA BULGER**
Program Manager & Civic Capacity Convener, Detroit Future City

C

- 6 **REGINA ANN CAMPBELL**
Milwaukee Junction Business Manager, Vanguard CDC
- 7 **MARCUS CLARKE**
Business Development Manager of Procurement Initiative, Detroit Economic Growth Corporation

8 BRIAN CONNORS

International (China) Business Development Manager, Michigan Economic Development Corporation

9 JOHN CORCORAN

Urban Economic Development Director, TechTown

10 JORDAN COX

Area Development Coordinator, Henry Ford Health System

D

- 1 **KALISHA DAVIS**
Director of Community Outreach & Engagement, Detroit Historical Society
- 2 **ANTHONY DEBARDELABEN**
Community Manager, Southwest Housing Solutions
- 3 **MELISSA DITTMER**
Director of Architecture + Urban Design, Bedrock Real Estate Services
- 4 **KIRSTEN DONOGHUE**
Program Manager of Economic Development Initiatives, Grandmont Rosedale Development Corporation
- 2 **SUSAN DUNDON**
Business Innovation Director – Youth Energy Squad, EcoWorks

E

- 11 **JELA ELLEFSON**
Grants & Special Projects Coordinator, Eastern Market Corporation
- 5 **AMBER ELLIOTT**
Assistant Program Officer, Local Initiative Support Corporation (LISC)

F

- 6 **DIANA FLORA**
Project Manager, Data Driven Detroit
- 12 **MICHAEL FORSYTH**
Business Development Manager of Neighborhood Commercial, Detroit Economic Growth Corporation
- 7 **CATHERINE CHAMMOUT-FRAZIER**
Real Estate & Financial Services Development Manager, Detroit Economic Growth Corporation
- 8 **JUSTIN FRIED**
Corridor Revitalization Director, Jefferson East, Inc.
- 13 **BRADFORD FROST**
Special Assistant for Community & Economic Development, Detroit Institute of Arts

All positions reflect role during the fellowship.

G

- 9 **AMBER GLADNEY**
Manager, Administration, Invest Detroit Foundation
- 3 **AARON GOODMAN**
Community Engagement Manager, Community Development Advocates of Detroit (CDAD)
- 10 **AMANDA GREGORY**
Director of Street Markets, Eastern Market Corporation

H

- 14 **TOM HABITZ, JR.**
Urban Planning Specialist, Henry Ford Health System
- 4 **TERRY N HALL**
Manager of Strategic Partnerships, Teen HYPE
- 11 **FREYJA HARRIS**
Program Officer, Max M. & Marjorie S. Fisher Foundation
- 12 **JERRELL HARRIS**
Placemaking & Planning Manager, Focus: HOPE

- 5 **RITCHIE HARRISON**
Community Development Planner, Detroit RiverFront Conservancy
- 6 **JOEL HEERES**
Director, Open Data & Analysis, City of Detroit Department of Innovation & Technology
- 7 **MELVIN HENLEY**
Strategic Initiatives Manager, Detroit Creative Corridor Center
- 15 **SUSAN HOPKINS**
Detroit Projects Coordinator, Downtown Detroit Partnership
- 8 **DEB HOUGHTALING**
Directory of Strategy, Ecoworks

K

- 16 **ERIN KELLY**
Program Manager of Detroit Green Economy Initiative, Next Energy

- 17 **JEANET KULSCAR**
Detroit Projects Coordinator, Invest Detroit Foundation

L

- 18 **CELESTE LAYNE**
Corridor Revitalization Director, East Jefferson Corridor Collaborative

M

- 13 **MIKE MADEJ**
Community Engagement Manager, The Greening of Detroit
- 14 **KEEGAN MAHONEY**
Program Officer, Hudson-Webber Foundation
- 19 **OWISO MAKUKU**
Detroit Works Program Fellow, City of Detroit
- 20 **ALLYSON MCLEAN**
Community Investment Assoc., Community Investment Support Fund / Larson Realty Group
- 21 **SARIDA SCOTT-MONTGOMERY**
Executive Director, Community Development Advocates of Detroit (CDAD)

N

9 **JEFFREY NOLISH**
 Mobility Specialist, City of Detroit
 Planning & Development Department

O

22 **DARA O'BYRNE**
 Planning & Development Department
 Fellow, City of Detroit

15 **VICTORIA OLIVIER**
 Program Manager, Detroit Future City

23 **MATTEO PASSALACQUA**
 Leasing Officer & Property Manager
 at Metropolitan Center for High Technology,
 Wayne State University

P

24 **RACHEL PERSCHETZ**
 Project Manager Southwest
 Housing Solutions

16 **ED POTAS**
 Real Estate Development
 Project Manager,
 Midtown Detroit Inc.

10 **MARTHA POTERE**
 Economic Development Program
 Manager, Grandmont Rosedale
 Development Corporation

S

11 **BRITTANY SANDERS**
 Community Engagement Manager,
 Belle Isle Conservancy

12 **CHARLA SANDERS**
 Small Business Program Manager,
 Detroit Economic Growth Corp.

13 **DELPHIA SIMMONS**
 Passport to Self-Sufficiency
 Director, Coalition on Temporary
 Shelter (COTS)

25 **MELISSA SMILEY**
 Health Analyst Fellow,
 Data Driven Detroit

14 **MIKE SMITH**
 Director of Neighborhood Strategies,
 Invest Detroit Foundation

17 **SANDRA YU STAHL**
 Senior Manager for Strategic
 Initiatives, Detroiters Working for
 Environmental Justice

15 **JERI STROUPE**
 Senior Project Administrator, WSU
 Office of Economic Development

26 **IAN STUDDERS**
 Leasing & Retail Services Manager,
 Wayne State University.

T

27 **BEAU TAYLOR**
 Assistant to Chief Operating Officer,
 City of Detroit

16 **LESLIE TOM**
 Chief Sustainability Officer, Charles
 H. Wright Museum of African
 American History

W

18 **ROBIN WACHEN**
 Senior Project Manager,
 Detroit Future City

17 **PATRICIA WHITE**
 Technical Research Advisor,
 Urban Land Institute

18 **SHARI WILLIAMS**
 Neighborhoods & Operations
 Program Manager, Detroit Future City

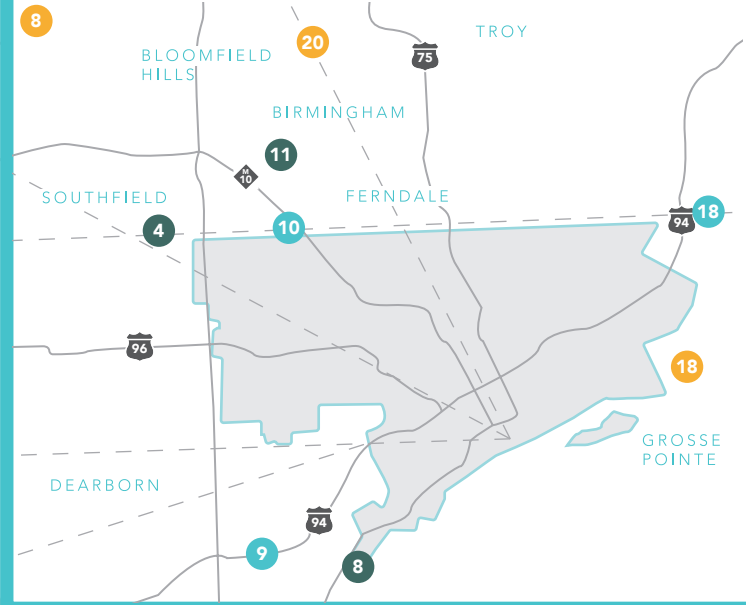
19 **ERIC WILSON**
 During Fellowship: Director, Down-
 town Detroit Business Improvement
 Zone, Downtown Detroit Partnership

28 **KENNIS WOOTEN**
 Assistant to the Deputy Mayor,
 City of Detroit

29 **KATY WYERMAN**
 Program Manager of Detroit Green
 Economy Initiative, Next Energy

X

19 **GRACIE XAVIER**
 Director of Corporate & Economic
 Development Strategy, Global Detroit



MICHIGAN AVE.

WOODWARD AVE.

FORT ST.

JEFFERSON AVE.

DETROIT RIVER

BELLE ISLE



