How can resident-centric, inclusive design help revitalize legacy neighborhoods in a way that promotes equity for long-term residents and leverages placemaking to attract a range of new residents and businesses?
Our Journey

Develop Detroit (DD) builds vibrant, resilient communities and expands opportunities for Detroit residents to succeed. Our team works hard to accomplish this by using an entrepreneurial approach to neighborhood revitalization and a few key strategies; 1) building economically diverse communities with a focus on preserving and creating affordable, service-enriched rental homes, 2) strengthening the urban fabric of communities by increasing homeownership through single-family homebuilding and renovation, and 3) activating commercial corridors with increased density and ground floor retail to attract a healthy range of residents and businesses.

DD was launched as an independent, mission-driven non-profit on June 23, 2015 by the Housing Partnership Network (HPN), a network - of 100 top-performing, high-capacity non-profit housing developers, owners and financial institutions - that strategically creates social enterprises that address housing challenges. Detroit, especially its neighborhoods and the non-profits that served them, had suffered mightily in the time leading up to and throughout the recession and housing crisis, with massive disinvestment occurring since at least the late 1960’s. This decades-long economic decline led to some devastating challenges; nearly 48% of Detroiters make less than $25,000 per year, the median income in the city is $26,249, the unemployment rate is 22.1%; and the poverty rate is 39.4%.

As the economic environment in the core business district (CBD) began to improve and the city started to experience renewed investment attention, city thought-leaders alongside HPN sought to create an organization that could focus investment in "tipping point" neighborhoods to preserve existing affordable housing and create transformative new developments that catalyzed vibrancy and activity in communities across the city. Over the past four years, our experienced real estate team has crafted an extremely diverse pipeline of projects; including a comprehensive rehabilitation to a historic 53-unit apartment building (built in 1924), a 207-unit mixed-income, mixed-use project that will activate a 3-acre vacant site and connect two historic neighborhoods with downtown, as well as a 30-home single-family project that is attracting new neighbors into a community and serving as a case study for building new modern homes on blocks with a legacy of brick tudor housing stock.

Our pipeline is indicative of the belief that Detroit is at a critical moment in time where we collectively have an opportunity to be thoughtful and intentional with neighborhood development. So, we approach our work with the intent to build truly inclusive communities that enable a wide range of residents (teachers, financial analysts, retired auto-workers, retail workers, tradespersons, etc.) to live, work and thrive.
Organizational Culture

Develop Detroit is modeled on the Gulf Coast Housing Partnership (GCHP), established in New Orleans by the Housing Partnership Network in the aftermath of Hurricane Katrina. The storm left New Orleans with devastated physical infrastructure, compromised public services, and a resident population reduced to approximately 40% of the city's peak. In response, HPN established GCHP (now has completed or has under development 2,200 units in 46 projects - including single-family homes, mixed-income apartments, supportive housing and 132,000 square feet of commercial space )as a locally-governed nonprofit real estate developer capable of executing high impact ventures with public, private and community partners in New Orleans and other parts of the region. We have attempted to import the innovative approach that has enabled HPN and GCHP to create and sustain incredible levels of impact for communities, which has helped create an internal culture of innovation and exploration. Since our inception, we have developed a deep understanding about Detroit's urban fabric – the sensitivities to neighborhood revitalization for long-term residents and business owners, and the meaningful difficulty of balancing rapidly increasing construction costs with the overwhelming necessity for affordable housing (across a broad income spectrum; 30-120% AMI). We have also learned about and experienced Detroit's entrepreneurial and resilient spirit, which provides an incredible backdrop and context for designers to work within, utilizing design to offer tailored yet replicable solutions for challenges with enormous opportunity. Over the past two years, we have built important internal capabilities and are well-positioned to translate Detroit's innovative, problem-solving ethos into concrete strategies like our Green & Equitable Development Initiative that has leveraged green principles to help lower utility bills for low-income seniors and provide access to the agricultural economy through the installation of raised bed gardens and education on community gardening. We have also been innovative in the attraction and deployment of various financing tools – we recently completed the first single-family, for-sale homebuilding project outside of the CBD in decades, adding density to a neighborhood that had not seen significant investment in over 20 years.

Additional initiatives we are exploring include a joint venture partnership with a neighborhood-based, minority-owned construction firm that employs and trains returning citizens, and an equity fund that provides ownership to residents. One of our team's key values is ingenuity: the quality of being inventive and imaginative. This is encouraged by our leadership team, board of directors, and HPN (would provide our fellow access to network affiliates across the country for best practices), and has been championed by our small and nimble team that has leveraged multidisciplinary expertise.

During the due diligence and incubation process for DD, HPN’s leadership worked with Sonya Mays (President & CEO) to research the trajectories of other HPN enterprises. Based on those conversations, and analysis of the Detroit housing market, the team determined that it would take 3-5 years to build foundational infrastructure and a pipeline of projects that would enable the organization to scale. GCHP for instance needed a 4-year runway while it executed its
As we approach our fifth year of operation, we have developed key internal capacities while becoming a fullservice real estate developer.

Early housing strategy on various projects, and since then, has grown rapidly. To counter the wave of foreclosures, vacancy and population-loss in neighborhoods while aligning with some growth emanating from downtown and midtown, we created an aggressive goal in our original business plan, targeting the production of 450 homes (multifamily and single-family) annually by Develop Detroit's fifth year of operation. Nearing that time marker, our goals have continued to be anchored onto production but have been refined as our understanding of the market and engagement with a number of communities have increased. As we approach our fifth year of operation, we have developed key internal capacities while becoming a fullservice real estate developer. However, as we have navigated through the development cycle on a number of complex projects, a clear gap around design thought partnership has emerged (particularly in early development stages).

Over the next two years, our team is working toward a number of objectives in order to expand our operational footprint and impact. Our goals are headlined by the pursuit to complete

> Learn about Detroit, MI [HERE](#)

the development cycle for active pipeline projects – we currently expect to bring 400 new apartment homes (and over 30,000 sf of commercial space) to market by the end of 2022 and are simultaneously pursuing opportunities to add another 400 units to our portfolio through property acquisitions. While this sort of volume is low relative to other geographic markets on the coasts and larger urban cities, it represents a meaningful portion of the activity happening in Detroit. Additionally, we have started to envision expanding a comprehensive neighborhood revitalization strategy in the North End – a community that helped give birth to Motown and the rise of Black business in the 1940s and 50s. This project is expansive, representing several apartment building targets, new construction single-family homes, historic rehabilitation, townhomes and retail.

A Rose Fellow would provide desperately needed community-driven design expertise that would weave into our pipeline, and help craft our resident-centered approach to scaled neighborhood development in future projects. While our staff is currently made up of technically-capable, real estate development professionals, Develop Detroit would benefit from the addition of a design professional who can help us elevate and invest in affordable housing & community assets that contribute to strong, inclusive neighborhoods.
How can resident-centric, inclusive design help revitalize legacy neighborhoods in a way that promotes equity for long-term residents and leverages placemaking to attract a range of new residents and businesses?

Develop Detroit

Detroit, MI

ROSE FELLOWSHIP 2020-2022

Fellow Work plan: activities, targets and milestones for first year (October 2020 – October 2021, 12 months)

Note:
If your organization is selected, this Draft Fellow Work Plan is subject to amendment at two touchpoints: prior to the beginning of the fellowship, after discussions with the selected fellow and Enterprise; and again before the start of the 2nd fellowship year.

Host Organization Name: Develop Detroit, Detroit, MI

Organization Vision Statement I: “Institutionalize a design-forward approach to real estate development, by creating program management materials (standard specifications, urban design directives, typical floorplans, etc.) and procedures (community engagement, contracting, construction management, design approval) across a variety of products (new construction, rehab, multifamily, single family, commercial) that maximize affordability and resident experience.”

Project(s) to achieve vision statement I:

Project I: Equitable Design Toolkit & Guide

Role of Fellow: Project Lead

Supervisor: Report directly to VP of Real Estate

Timeline: Duration of Fellowship

Milestone 1: Analyze prior Develop Detroit real estate activity, current pipeline projects, development processes and Detroit’s emerging design landscape for baseline understanding
Milestone 2: Implement contextual recommendations for resident-centric design criteria and standards through a guide

Measurable outcome: Design is incorporated earlier into the development cycle, with cost efficiencies and greater community buy-in

Project II: Design development and oversight of delivery of replicable entry-level single-family homes to be constructed for sale, at least thirty of which will be built during the tenure of the fellow

Role of Fellow: Project Lead

Supervisor: Report directly to VP of Real Estate

Timeline: 4th Quarter 2021

Milestone 1: Conduct meetings with development partners

Milestone 2: Collect design feedback from the community through 2 community charrettes based on created standards

Measurable outcome: Newly designed homes and/or renovation standards that allow DDI to deliver middle-class homeownership opportunities adjacent to portfolio multifamily buildings in existing emerging neighborhoods. This work will serve as a case study for how we implement design early into our development process in a way that helps to combat the legacy of blight and abandonment in Detroit’s neighborhoods.

Organization Vision Statement II: “Develop creative placemaking strategies for pipeline projects”
Project(s) to achieve vision statement II:

Project II: Create a placemaking strategy for the North End neighborhood that connects multiple Develop Detroit projects (new construction, rehab, single family, multifamily, and commercial) with the existing neighborhood fabric, ensuring long term success (affordability, non-displacement, and market growth) of a legacy neighborhood facing a history of blight and new gentrification pressures.

Role of Fellow: Project Lead

Supervisor: Report directly to VP of Real Estate

Timeline: Duration of Fellowship

Milestone 1: Meet with DD residents and neighbors in the North End to identify goals, opportunities and challenges

Milestone 2: Partner with local nonprofits to ideate on ways to couple design with amenities and services

Measurable outcome: Improved and/or developed public spaces that help to build more of a sense of place

Project(s) to be co-created with Rose Fellow:

- Community-scale retail space: Develop Detroit owns a number of smaller commercial buildings (between 2,000 and 15,000 sf) in strengthening neighborhoods:
  - “McClester House”: 4,000 sf, Midtown Neighborhood
  - “The Garage”: 2,000 sf, The North End Neighborhood
  - “The Warehouse”: 15,000 sf, Eastern Market Neighborhood
Figure 3: McCollester House - Image provided by Develop Detroit
Enterprise Rose Fellowship

The innovative model of the Enterprise Rose Fellowship embeds architectural designers and community-engaged artists in place-based community development organizations that are committed to improving the quality of design, sustainability, and community engagement within their projects, throughout their organization, and in their communities.

Benefits of being a Rose Fellow
+ 2-year fellowship position
+ Annual stipend and benefits
+ In-person orientation
+ Two annual, week-long fellowship retreats
+ Professional development allowance and opportunities

Qualifications

Architectural fellowships
+ Applicants must have an accredited architecture degree in order to be considered for the fellowship:
  + NAAB-Accredited Professional Architecture degrees (B.Arch, M.Arch) are accepted for ALL positions
  + LAAB-Accredited Professional Landscape Architecture degrees (B.La, M.La) are accepted ONLY for the positions specified

Arts fellowships
+ Community engaged artists, teaching artists, or culture bearers in all disciplines -- including but not limited to: visual and performing arts, traditional and folk arts, digital media, dance, theater, literary arts and multi-media

All fellowships
+ Applicants must be eligible to work in the U.S. for the entire fellowship period

Key dates

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<tr>
<td>THURS. FEB 27</td>
<td>2:00 - 3:30 PM EST</td>
<td>Webinar: Informational “Meet the Hosts”</td>
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<tr>
<td>THURS. MAR. 19</td>
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<td>Webinar: Rose Fellows Application FAQ</td>
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<td>FRI. APR. 10</td>
<td>11:59 PM EST</td>
<td>Application Deadline</td>
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<td>JUNE 22 - JULY 31</td>
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Learn more

www.enterprisecommunity.org/rose