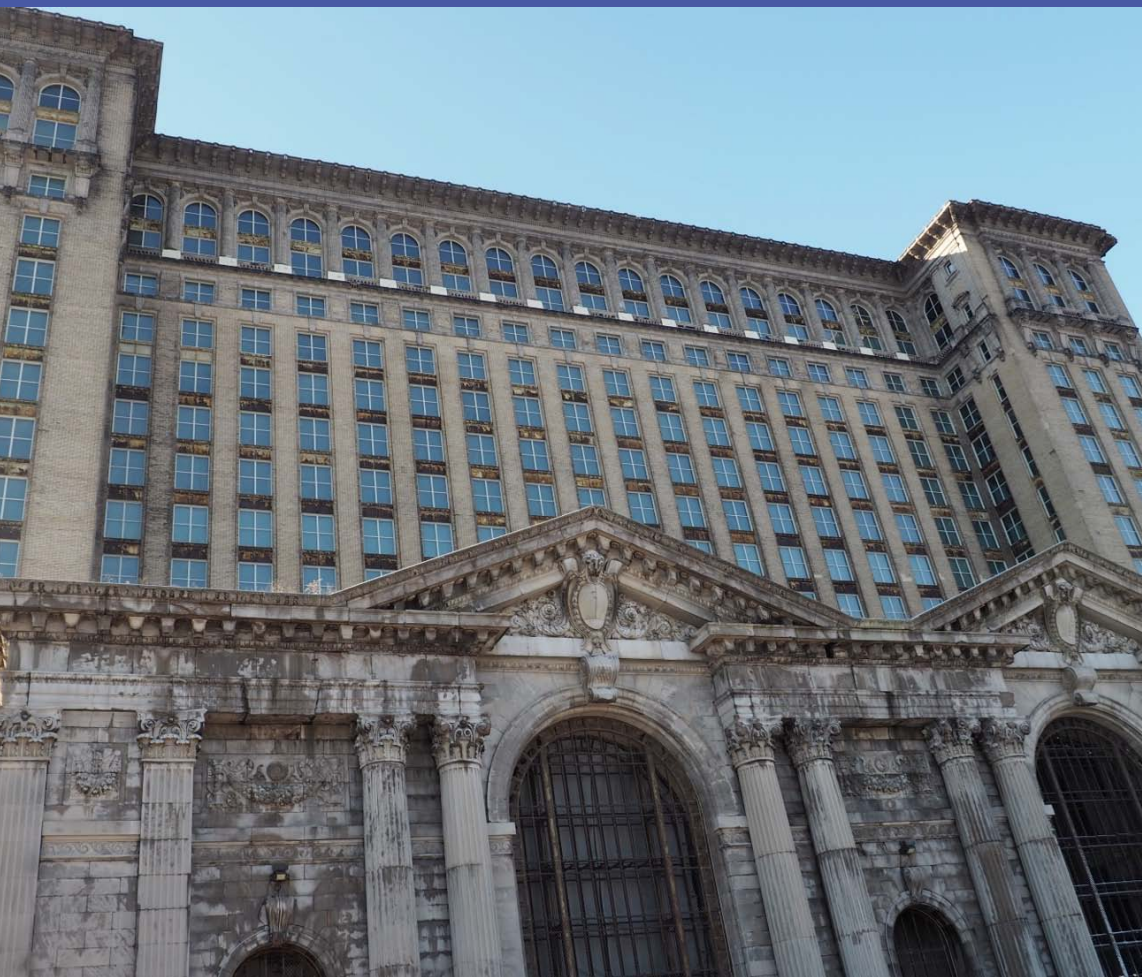


Corktown Detroit, Michigan

Michigan Central Station, Ford, Corktown, Detroit,
and the Future of Mobility

A ULI Advisory Services Panel Report

December 2–7, 2018



 **Urban Land
Institute**

Corktown Detroit, Michigan

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Detroit, and the Future of Mobility

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About the Urban Land Institute

THE URBAN LAND INSTITUTE is a global, member-driven organization comprising more than 42,000 real estate and urban development professionals dedicated to advancing the Institute's mission of providing leadership in the responsible use of land and in creating and sustaining thriving communities worldwide.

ULI's interdisciplinary membership represents all aspects of the industry, including developers, property owners, investors, architects, urban planners, public officials, real estate brokers, appraisers, attorneys, engineers, financiers, and academics. Established in 1936, the Institute has a presence in the Americas, Europe, and Asia Pacific region, with members in 81 countries.

ULI's extraordinary impact on land use decision making is based on its members' sharing expertise on a variety of factors affecting the built environment, including urbanization, demographic and population changes, new economic drivers, technology advancements, and environmental concerns.

Peer-to-peer learning is achieved through the knowledge shared by members at thousands of convenings each year that reinforce ULI's position as a global authority on land use and real estate. In 2018 alone, more than 2,200 events were held in about 330 cities around the world.

Drawing on the work of its members, the Institute recognizes and shares best practices in urban design and development for the benefit of communities around the globe.

More information is available at uli.org. Follow ULI on Twitter, Facebook, LinkedIn, and Instagram.

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About ULI Advisory Services

THE GOAL OF THE ULI ADVISORY SERVICES program is to bring the finest expertise in the real estate field to bear on complex land use planning and development projects, programs, and policies.

Since 1947, this program has assembled well over 700 ULI-member teams to help sponsors find creative, practical solutions for issues such as downtown redevelopment, land management strategies, evaluation of development potential, growth management, community revitalization, brownfield redevelopment, military base reuse, provision of low-cost and affordable housing, and asset management strategies, among other matters. A wide variety of public, private, and nonprofit organizations have contracted for ULI's advisory services.

Each panel team is composed of highly qualified professionals who volunteer their time to ULI. They are chosen for their knowledge of the panel topic and screened to ensure their objectivity. ULI's interdisciplinary panel teams provide a holistic look at development problems. A respected ULI member who has previous panel experience chairs each panel.

The agenda for a five-day panel assignment is intensive. It includes an in-depth briefing day composed of a tour of the site and meetings with sponsor representatives; a day of hour-long interviews of typically 50 to 100 key community representatives; and two days of formulating recommendations. Long nights of discussion precede the panel's conclusions. On the final day on site, the panel makes an oral presentation of its findings and conclusions to the sponsor. A written report is prepared and published.

Because the sponsoring entities are responsible for significant preparation before the panel's visit, including sending extensive briefing materials to each member and arranging for the panel to meet with key local community members and stakeholders in the project under consideration, participants in ULI's five-day panel assignments are able to make accurate assessments of a sponsor's issues to provide recommendations in a compressed amount of time.

A major strength of the program is ULI's unique ability to draw on the knowledge and expertise of its members, including land developers and owners, public officials, academics, representatives of financial institutions, and others. In fulfillment of the mission of the Urban Land Institute, this Advisory Services panel report is intended to provide objective advice that will promote the responsible use of land to enhance the environment.

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In addition, thank you to the many other sponsor committee members who made the week a success, including Mary Culler, Dave Dubensky, Todd Brooks, and Jim Malloure. The panel also thanks Shannon Sclafani, Corissa Green, Lisa Youngs, and ULI Michigan for their help with scheduling stakeholder interviews, answering questions, and providing insight to the panel.

Finally, the panel would like to thank the more than 90 residents, business and community leaders, and representatives from Corktown, Detroit, and the surrounding area who shared their perspectives, experiences, and insights with the panel over the week.



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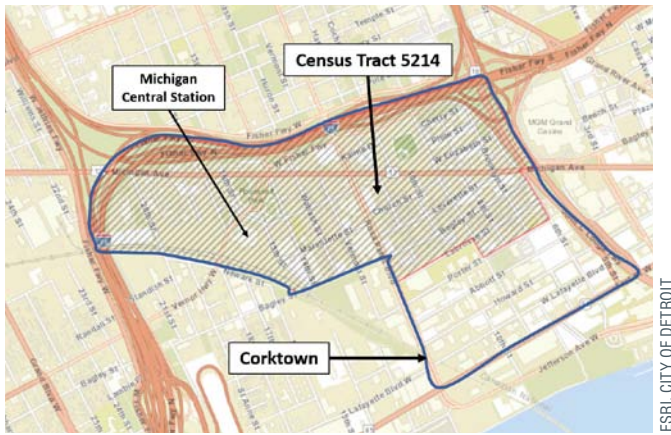
Background and the Panel's Assignment

ARGUABLY ONE OF THE MOST ICONIC BUILDINGS IN DETROIT, Michigan Central Station opened to the public in 1913 to serve trains and passengers on the Michigan Central Railroad, a subsidiary of the New York Central Railroad. However, by 1988, the station had closed, and passenger rail was rerouted to a station on West Baltimore Avenue, a short distance away in downtown Detroit. A large building with both a grand passenger waiting area and a connected office tower, the station has been vacant since its closure and for some has become a symbol of the disinvestment and disconnection challenges the city has faced.

Towering above the surrounding commercial and residential buildings, the station is visible from most parts of Corktown, the neighborhood where it is located. Corktown is considered the oldest neighborhood in Detroit today. Given its history and surviving stock of Victorian homes, much of the neighborhood is listed on the National Register of Historic Places and has been designated a historic district by the city of Detroit. Founded in 1834, Corktown began as a neighborhood of largely Irish immigrants. Over the decades, it has demonstrated its sustainability. Corktown has been home to a diverse population of many ethnicities and nationalities, drawn in part by its proximity to automobile industry jobs.

Over the past several years, Corktown has experienced a resurgence of interest, particularly with the addition of new businesses along Michigan Avenue. In addition to its established historic housing stock, a few development projects in and immediately around Corktown are also adding residences, among other uses. As the title of an August 2018 article on visitdetroit.com states, "There's a Reason for All the Hype about Corktown."

Using data provided by Esri and sourced from the U.S. Census Bureau, the census tract that includes Corktown has an estimated current population of 1,400. Of the estimated 696 households, only 245 are families, highlighting the relatively small average household size of 1.86 persons. Of the 696



Census Tract 5214 was identified as the closest match for the city-identified boundaries of the Corktown neighborhood for socioeconomic data.

occupied housing units, the vast majority (72 percent) are rentals, compared with 54 percent in Detroit overall. The current median household income is an estimated \$43,527, more than \$10,000 higher than that of Detroit (\$29,175). Most of the current residents (87 percent) in the Corktown census tract are either white (48 percent) or black (39 percent), and an estimated 21 percent of the population is of Hispanic origin. For Detroit overall, an estimated 81 percent of the total population in 2018 is black and 11 percent is white, and 8 percent of the population in the city is of Hispanic origin.

Corktown is surrounded by several neighborhoods, including Mexican Village, Mexicantown, Hubbard-Richard, and North Corktown across Interstate 75/Fisher Freeway. Acknowledging the role that Michigan Central Station and Ford’s investment in Corktown can play in these neighborhoods, some just a few blocks away, the panel has focused on a larger area of influence, which will be defined later in this report.

The Panel’s Assignment

In 2018, Ford purchased the iconic Michigan Central Station and several other properties in the Corktown neighborhood of Detroit. Ford is considering expanding its mobility and autonomous vehicle teams to the area and partnering with the community to foster an environment that inspires the future of mobility.

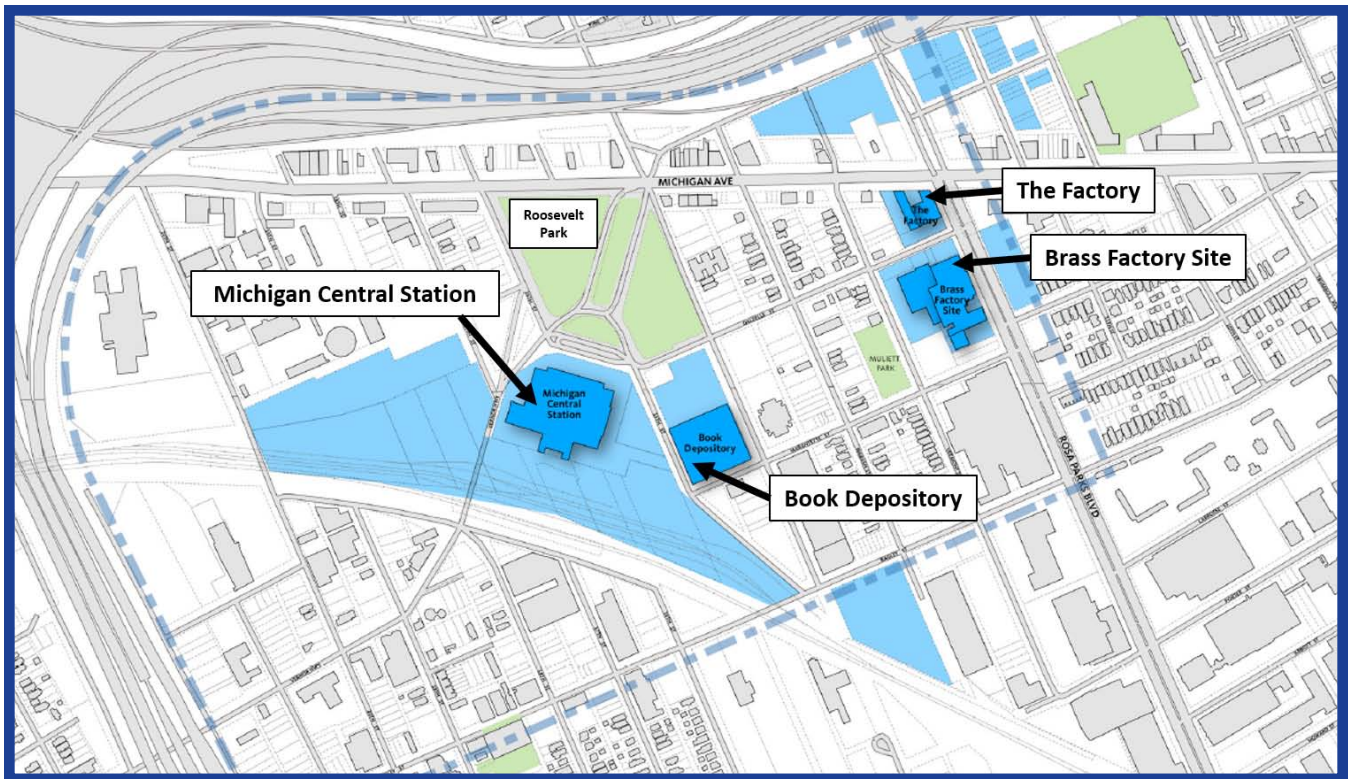
In the recent past, Ford Land has focused on its core research, engineering, and manufacturing facilities and managing its commercial portfolio. Acknowledging that Ford Land last delivered a large multiuse development in the 1970s, Ford engaged a ULI Advisory Services panel to provide strategic recommendations in a variety of areas, including innovation, partners, impact, mutual success, programming, and support for the future of mobility. The sponsor identified key priorities

among a range of questions in these areas to guide and focus the panel efforts. Those priorities are as follows:

- What are the most effective real estate development strategies for consciously fostering innovation in the district?
- What are the most effective guidelines and decision-making criteria that Ford can adopt to facilitate the selection of development partners?
- What is the best strategy for phasing Ford’s investment and ancillary development to support the realization of a complete district as soon as possible?
- What are the most catalytic uses, and what is the proper development mix for these Ford-adjacent or Ford-proximate sites?
- What constitutes a best-in-class partnership between a corporation and a revitalizing community?
- What relevant lessons have been learned from similar neighborhood transformations?
- What decision-making processes or specific actions are recommended for Michigan Central Station and its reintroduction as a public icon owned by a corporation adjacent to a public park?
- What is the best way to activate/optimize the community-facing program spaces within each building?
- What are the best program uses by building and site?
- What streetscape and building design elements balance Ford’s need to be context sensitive and to accommodate current and emerging urban mobility trends?



The focus of the ULI Advisory Services panel was the Ford-owned properties, including Michigan Central Station in the Corktown neighborhood. These properties are near downtown Detroit to the east and Ford’s Dearborn campus to the west.



GENSLER, FORD LAND

In addition to Michigan Central Station, Ford purchased several parcels and buildings in the Corktown neighborhood (highlighted in blue).

- How can Ford future-proof development for progression in transit and parking?

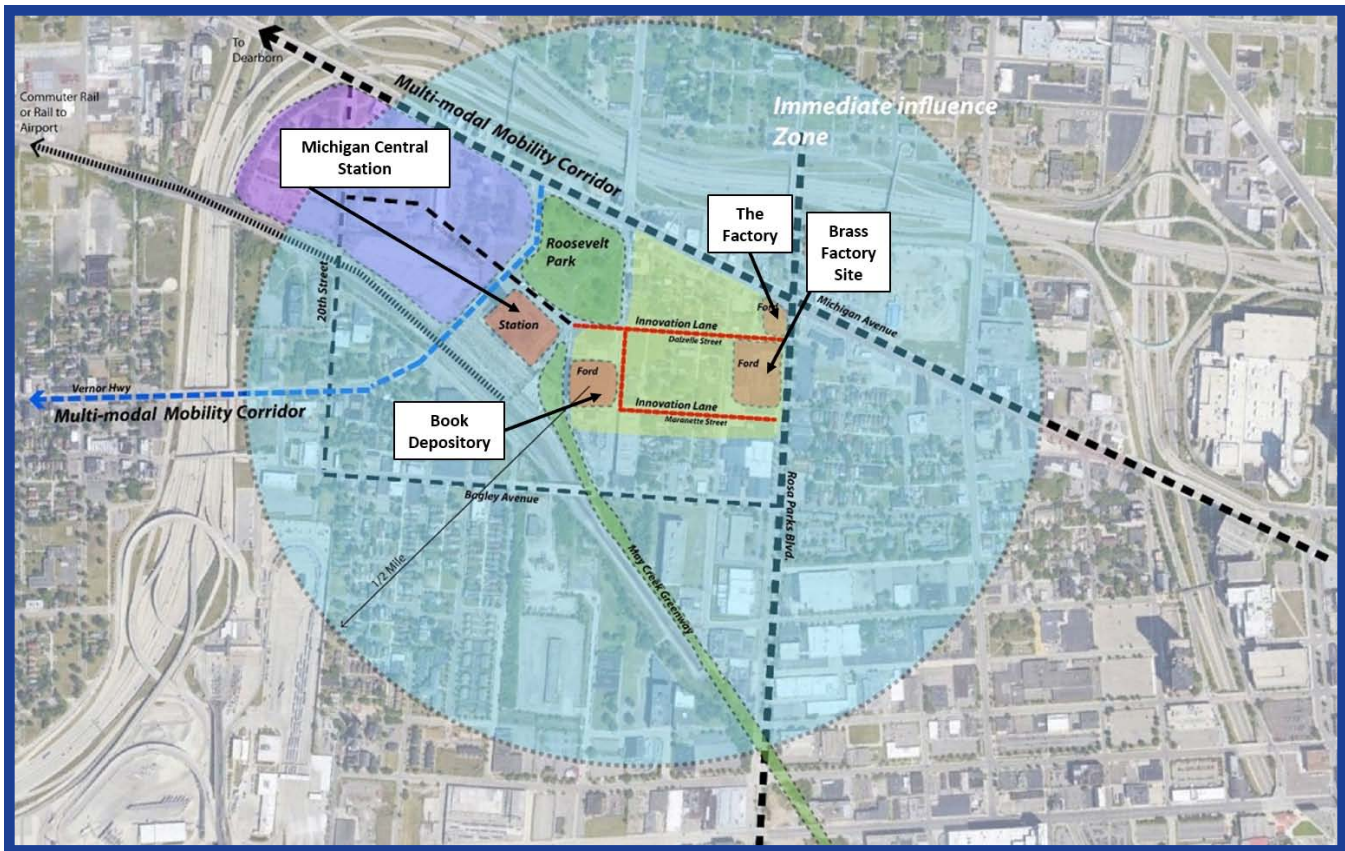
During the week, the panelists learned more about Ford’s investment in Corktown, the surrounding neighborhoods, and the importance of Michigan Central Station not only to the neighborhood but also to the city of Detroit and the state of Michigan. Consequently, the panel decided that instead of looking at an immediate area of impact that primarily included the Ford properties and adjacent properties, a larger, 360-degree approach was needed. Therefore, a broader Central Station District—defined as an approximately half-mile radius from the midpoint of Ford’s Corktown investments—was used as the primary study area for the panel and this report.

Key Recommendations and Takeaways

After briefings from the sponsor, a tour of Michigan Central Station and the surrounding area, and more than 90 interviews with a variety of stakeholders, the panel prepared the following key takeaways and recommendations:

- Think big. Michigan Central Station is not just an icon for Corktown, but for people throughout the state and beyond.

- Focus on placemaking for unexpected “collisions,” which is both art and science. Aim for a curated mix of uses and tenants that avoids a homogenous look and feel for the Central Station District.
- Make the district a “mobility playground” of innovative solutions. Incorporate micromobility to make last-mile connections and to foster greater ease of movement within the district. Make Michigan Central Station a hub for multimodal transportation.
- Return passenger rail to the station. Ford can take many steps to lead the way in pursuing this effort.
- Create a communication strategy that includes the district, the city of Detroit, and beyond. Prioritize actively engaging and empowering the local community in the district. In all cases, communicate early, often, and consistently while being clear, authentic, and transparent.
- Document and deliver on the Community Benefits Agreement. Set targets, communicate progress, and look for ways to deliver above and beyond the agreement.
- Celebrate and activate the station throughout construction. Use existing spaces, like the carriage house, to provide



BOB YAKAS, GOOGLE

Instead of looking at an immediate area of impact that primarily included the Ford properties, the panel looked at a larger, 360-degree area within about a half-mile radius of the midpoint of Ford's Corktown investments—the Central Station District.

- Find ways to save the tracks for future connectivity. Build a temporary structure on top of the existing tracks in the former Sheds location that can be used for additional programming for the station, such as incubator space and maker space.
- Further identify the objectives of the community and Ford to understand where they are shared and separate. Clearly communicating which objectives can be met and which ones cannot is important.
- Use triple-bottom-line sustainability (people, planet, and profits) as a backbone principle. Incorporate it into all phases of the development.



Introduction

WITH THE PURCHASE OF MICHIGAN CENTRAL STATION and several other properties in the Corktown neighborhood in 2018, Ford took a big step in furthering its vision of using physical mobility to create social mobility, to change the way cities are shaped, and to better people's lives. It is a notable undertaking that the panel both appreciates and applauds.

The panel was asked to help the sponsor “future-proof” or anticipate future development challenges and risks of an innovation district and ecosystem that are not yet underway, not on a coast, and not surrounded by universities, but located instead in fragile historic neighborhoods. In addition, the sponsor is not a government entity with powers and resources, and it is investing in the unproven commercial market of a comeback city. Over the course of this project, there will be change for both the company and the community—some changes are already underway—so being forthright about the reality, managing expectations, and defining Ford's role in the changes are some of the biggest challenges Ford faces.

Ford can choose from two major approaches to how it defines its role. On the one hand, Ford can fix up the magnificent station and a few buildings, move in some of its employees, and be a good neighbor. It can then get back to focusing on Ford's

core business as an automobile and mobility company, which is amply challenging in itself. On the other hand, Ford has the opportunity to understand that ultimately it cannot achieve what it needs to unless the community around its development flourishes as well. The “ecosystem” Ford seeks to foster is a complex outcome of a different kind of leadership, commitment, and investment.

This report will elaborate on the elements the panel thinks are essential to creating this ecosystem. As a first step, the panel urges Ford to think big. The company has invested in the renovation of Michigan Central Station, not “Corktown” Central Station. It is an icon to people throughout the entire state, and beyond. A consistent theme of this report is to think about a 360-degree development and to connect far beyond neighborhood boundaries. Similarly, the impact and influences of the Central Station District have global potential. In this “new



power” world—enabled by technology, the enthusiastic local community, and the multinational citizens Ford will touch—the potential is enormous.

A key challenge Ford faces is to carefully balance the new opportunities without losing the magic of the diverse neighborhoods that make up the new home of Ford’s electric and autonomous vehicle teams. Authenticity and diversity are the foundation of the places the creative class wants to be.

To address the panel’s assignment, this report has been generally organized according to the guiding principles of the Michigan Central Station and innovation district project that were drafted by the sponsor team using the core Ford Truths and provided to the panel.



Optimize for Innovation and Integration

CREATING A VIBRANT MIXED-USE ENVIRONMENT requires thoughtful consideration in the development of place and space. Our physical environment influences how we work, live, and play and defines the nature and quality of community interactions.

So how do you create a vibrant mixed-use environment? What makes a neighborhood authentic, fresh, and vital? How do you create an environment that attracts and retains talent? What is that magic spark that creates a sense of place—that special something that creates a feeling of attachment and belonging and that inspires people to have a vested interest in the outcome of their community. In other words, it is a place or environment that makes a person say, “I want to be here, and I want to stay here.”

The two key components of creating a sense of place are physical attributes and cultural attributes. The physical attributes center on variety and diversity of use, scale, architectural styles, methods of mobility, and engaging public spaces. Cultural attributes center on history, arts, community values, and broad diversity of activities, people, ethnicities, income levels, and education levels. In today’s world,

homogeneity places an invisible fence around an environment and makes it far less compelling.

Considerable research has been conducted on the importance of culture. A simple but essential axiom has emerged: who and what you surround yourself with is the greatest factor in determining who you are and your level of success. Studies suggest that companies are more successful when employees are diverse, happy, and motivated to work toward a common objective. The same can be said of buildings and neighborhoods. Just as a company culture affects the bottom line, a strong community culture can provide a unique competitive advantage among today’s increasingly savvy and selective markets.

Ford is fortunate to be able to build on the broad affection for and history of the station itself, as well as the rich cultural

CHOPHOUSE ROW—DUNN + HOBBS

The following are excerpts from the web version of the 2017 ULI Case Study on Chophouse Row:

“The block where Chophouse Row is located consists of about 12 separate parcels once occupied primarily by low-rise commercial buildings. Starting in 1999, Liz Dunn, principal of Dunn + Hobbes, acquired six of those parcels: the Piston and Ring Building, the Pacific Supply Building, the Manhattan Building, the Agnes Lofts site, an auto parts building, and a surface parking lot.” Those properties were combined into the Chophouse Row project, which was completed in 2015.

“A seventh parcel, an adjacent 1916-era office building—known as the Baker Linen Building and facing onto 11th Avenue—was acquired in 2014. . . . The overall project spans almost 500 feet of frontage that wraps around three streets. . . . Several parcels on the southern portion of the block are not part of the project. . . . The site for the Chophouse Row parcel is about 10,000 square feet (0.23 acres), while the overall 12th Avenue Marketplace site is about 38,000 square feet. . . . Chophouse Row is the final puzzle piece in a half-block redevelopment scheme that, in the end, looks like it has simply evolved.”

Visit www.uli.org to learn how to access the full case study, or visit www.chophouserow.com for more information.



A view of Chophouse Row, a project that includes 12 separate parcels and was completed in 2015.

heritage of the diverse neighborhoods encircling the station. Ford’s investment now opens the door to the excitement and opportunity of this century, new industries, new lifestyles, new discoveries and global connections. Combining the two to showcase new technologies and create special places helps formulate the vision and guiding principles to “future-proof” this new district.

But realizing such a vision will require exceptional implementation. Implementation is both an art and a science, demanding skilled practitioners. It integrates intentionality, big vision, small moves, and flawless execution, as well as the ability to leverage tools, to take advantage of opportunities, and to pivot and adjust quickly.

Creation of a Sense of Place

Places that are successful at creating a vibrant mixed-use environment, such as Chophouse Row in Seattle, are curated thoughtfully and are organic—an eclectic mix of uses, property types, businesses, activities, and people. Creating a sense of place includes a density of uses and a design that are thoughtful and contextual to the surrounding neighborhood and community. The Central Station District also needs a simultaneous development of uses, including residential, to meet the changing demand as more workers and new residents are attracted to the district and the community. Places that are successful are also multimodal and walkable; they feel as if they are at human scale, and a lot is always going on. Ford should keep these key mobility principles in mind throughout the course of the project. To successfully create a sense of place, critical mass in both activated property and businesses and intentional programming that facilitates the “18-hour city” should also be prioritized.

Buildings are just one part of creating a sense of place; the tenants are what make good places great. Variety and diversity can be incorporated by showing tenants in their element and engaging the community in their success. The panel recommends the following strategies to encourage a mix of uses that will help create a sense of place, not just through buildings but through the tenants that occupy them.

Intentional and Unintentional Collisions

Fostering intentional and unintentional collisions—the interactions and meetings of people—can result in thriving ecosystems similar to the one that Ford would like to develop in the Central Station District. Collisions best occur in organic development with a little dose of intention. The following are actions the panel recommends to foster an environment of intentional and unintentional collisions:

- Create the opportunity for unexpected encounters and engagement. Combine as many uses and connection points as possible within, between, and among buildings and people. Do not spread things out—bring them closer together.
- Engage in tactical urbanism and creative placemaking. Intentionally curate interim or temporary pilot projects to engage residents and local business owners to participate and test ideas. Pilot projects that test new ideas and support, preserve, and enhance local heritage include the temporary transformation of the streetscape, art and murals, new mobility experiences, and cutting-edge

technologies. Draw on the diversity of the neighborhood. Parking spaces can be converted to temporary cafés or “parklets”; vacant lots can become community gardens, food venues, or basketball courts; or walls can provide creative canvases. Another example that occurred only months before the panel week is the Open Streets Detroit festival along Michigan Avenue.

A connection exists between thriving ecosystems and density. Ford should focus on developing and encouraging density in the Central Station District. Large segments of the population gravitate toward denser areas filled with local flavor and



These images illustrate how development around Dalzelle Street and the broader Central Station District could add to the density of the area.

BOB YAKAS, GOOGLE

THE CORNER

The development at Michigan Avenue and Trumbull Avenue is an example of one way not only to support local entrepreneurs but also to stimulate a vibrant, diverse retail small business environment. The Corner is a mixed-use development project with 111 residential units and 26,000 square feet of ground-floor retail space. More than half that retail space is being offered to local small business tenants at 50 percent of market rates.



LARSON REALTY GROUP

A rendering of The Corner, a mixed-use development at the intersection of Michigan Avenue and Trumbull Avenue, the former location of Tiger Stadium.

authenticity, retail offerings, cultural opportunities, 18-hour programming, and a wider array of mobility options. Density also provides the economic justification for investment in a wide variety of infrastructure and mobility options, such as bicycles, scooters, bus rapid transit, conventional buses, ride sharing, and ultimately autonomous vehicles, which Ford should also take under consideration as it plans the phases of this project.

The increase in physical mobility supports enhanced economic and social mobility. Jobs, food, and schools are far easier to reach with a variety of mobility options. In addition, densification and a diverse ecosystem create a convergence for businesses of many sizes to thrive. Spaces that house creatives, makers, tech companies, and incubators/accelerators alongside large established firms also provide a ladder for economic mobility—new jobs and living wages.

The intersection of innovative sectors and research is the key to vital innovation districts. The panel recommends that Ford capitalize on the Central Station District's proximity to universities—including Wayne State University, the University of Michigan, and the more distant Michigan State University—and local tech entrepreneurs. The sponsor should also leverage and extend existing partnerships with universities

outside Michigan—such as those that Ford already has with the Massachusetts Institute of Technology, University of Pennsylvania, and Purdue University, among others, to bring talent and expertise and perhaps even a physical presence to the district.

Simultaneous Combustion

The panel recommends that the sponsor create vibrancy by delivering a mix of uses simultaneously—enough to create a critical mass. Creating a sense of place requires simultaneous development of multiple real estate products. Products and density should be contextual to the market and location. Ford should include offices, housing at all price points, maker space, and technology clusters/incubator space, for example. Ford should also use the sites it controls to set the tone for and approach to development. The panel believes that the sponsor should focus on cultivating density and clusters of uses that create nodes of activity—the more activity, the greater the number of people. People and activity can result in greater vitality, synergy, and innovation.

Talent Attraction and Retention

How do you create an authentic live/work/play environment? The sponsor should focus on curating a certain combination of building uses to attract talent. “Complete communities” provide people’s daily needs, and Ford should include uses that meet those needs, such as a grocery store, restaurants, dry cleaner, health club, place to walk dogs, music and art venues, and places to work. All should be within a short walking or driving radius. “Complete communities” are increasingly desirable and one of the key factors in attracting talent and driving business location.

Implementation

As the sponsor works with the city to develop the Corktown Framework Plan, Ford should take the opportunity to ensure that the zoning and use regulations and design guidelines that are established reflect the principles that create a sense of place for the Central Station District. The sponsor should also build partnerships with local developers that can provide sources of private equity that complex, contextual projects often need. The panel recommends that the sponsor consider other funding tools, such as Opportunity Zone legislation, that could be used to leverage investment in and attract companies to the Central Station District.



An example of street art on an overpass.

As discussed earlier, curating a mix of uses is an important step in creating a sense of place. The panel recommends the following specific strategies to achieve this objective.

Include curated retail.

Through curation, the goal is to create, inspire, and serve the community. A thoughtful mix of fun and engaging retail creates an 18-hour vibe and should be integrated into the district: microbrew pubs, wine bars, an urban farm that sells local produce, and a bodega, such as a satellite location for Honey Bee Market.

Provide curated programming.

Community spaces provide appeal because of the assumption that they are used, that accidental and intentional interactions happen, and that they are safe places to make meaningful human connections. Ford should intentionally and continually activate community and public spaces that encourage those meaningful connections. Fulfilling this objective is crucial. Some examples are yoga on the lawn, outdoor movie nights, and musical events. Ford may find, as many real estate owners today have found, that it is necessary to have a formal program and dedicated staff to ensure the effective execution of the kinds of interactions that bring vibrancy and vitality to the community. The panel believes that the sponsor should consider this approach as the project moves forward.

Encourage ground-floor studios for artists, arts, and music.

Active uses on the ground floor should be included to engage people directly and draw the community into what is happening in the Central Station District. An example is a ground-floor artist workshop where passersby can watch artists actively working, not just viewing static artwork in a gallery setting. Other examples include small radio and recording studios.

Include incubators and accelerators as planned uses.

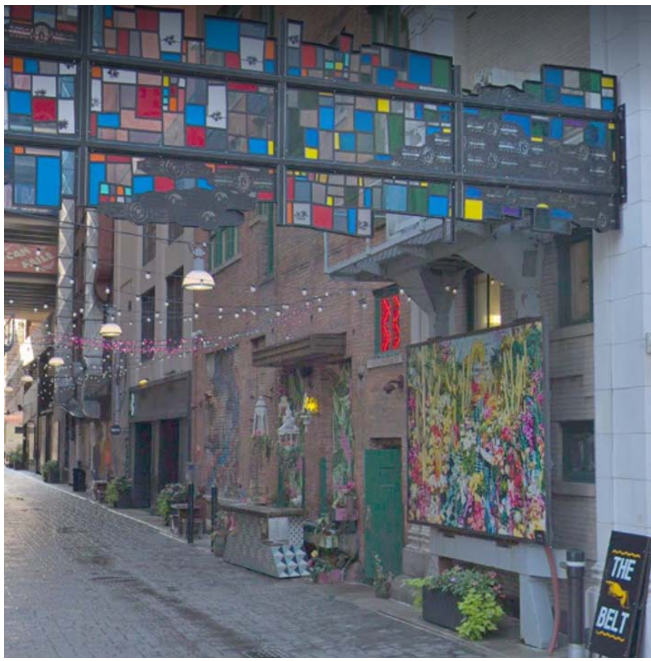
Later sections of this report will discuss technology-focused incubators. The sponsor should consider locating a maker space incubator or accelerator on the ground floor where the action of daily business will provide street-level engagement and interest. Another recommendation is adding a startup accelerator on site to work with local early-stage companies looking to solve urban problems, such as mobility, sustainability, urban food production, and housing. The panel recommends partnering with local nonprofits, such as Motor City Match, or College for Creative Studies, to pursue this strategy and build local relationships.

Incorporate a variety of uses.

The panel recommends that the sponsor curate a careful mix of uses. The intention is to reduce homogeneity and encourage randomness and variety. Office uses and workspaces should include floor plates for both large and small businesses that can be attractive to many different tenants, including educational institutions, nonprofits, startups, and the incubators and accelerators already mentioned. Workspaces in the Central Station District should also include outdoor areas and informal indoor spaces to accommodate a range of working styles and preferences.

Residential units should similarly focus on a diverse range of options. Both rental and for-sale multifamily homes should be available at varying price points and levels of affordability. The types of units should also vary, including micro-units; one-, two-, and three-bedroom units; live/work spaces; and co-living options. In addition, after a cursory scan of the market and analysis of stakeholder feedback, the panel recommends including at least one hotel in the Central Station District. Michigan Central Station is a unique location and a hotel in the tower portion of the station is recommended.

Public spaces are key tools in creating a sense of place. The panel recommends that the sponsor consider how to integrate unexpected uses in unexpected places and take advantage of the many alleys, sides of buildings, and overpasses for showcasing art, adding to the already-rich culture of street art in Corktown and Greater Detroit. One local example is the Belt in downtown Detroit. In addition, the sponsor should endeavor to enhance the streetscape within and around its properties to facilitate walkability and micromobility, as will be discussed later in this report.



The Belt in downtown Detroit.

Pursue sustainable and green practices.

Sustainable and green practices provide long-term benefits for owners. Among those benefits are increased building efficiency and thus reduced utility costs, increased value of the building, and increased appeal to potential tenants. In recent years, millennials, large corporations, and entrepreneurs—including high-tech startups—have begun to expect the buildings they occupy to be sustainable and to meet at least minimum industry-accepted standards.

The panel recommends that the sponsor undertake a range of approaches for sustainability, including green infrastructure, green buildings—Leadership in Energy and Environmental Design (LEED) for Existing Buildings, LEED Platinum for new construction—and net-zero-ready buildings where possible. In addition, the panel recommends that the sponsor work with the surrounding community and the city to acquire LEED Neighborhood Development certification. These efforts should also extend to developing buildings that support health and to pursuing other certifications, such as Fitwel.

Fully integrate mobility access.

To provide maximum access and increase social equity, the panel recommends that the sponsor integrate mini mobility stations into as many locations as possible. Those include every building or gathering place in the Central Station District, not just Ford's properties. These digital platforms can be used for both community building and information. Ford can take this concept further by placing these information stations in less obvious locations as well, such as grocery stores, thereby making multimodal mobility a part of the vernacular and everyday life. It also allows everyone to access the information they need to be mobile, particularly since not everyone has access to smartphones.



Facilitate the Future of Mobility

AMERICA IS RETURNING TO ITS CITIES and rethinking the role of mobility in a community. After a period of divesting from central cities and using transportation infrastructure to divide communities, we now focus on activating those places and using mobility to reconnect our lives.

Detroit has an opportunity to forge new approaches to mobility based on solutions for access, connectivity, and modal options versus historical metrics of congestion, capacity, and pain. Ford's historic investment in Corktown and Michigan Central Station represents best practice for inclusion, development, technology, and next-generation mobility. To truly facilitate the future of mobility, the panel believes that it is important for Ford to view ideas, decisions, and applications in an inclusive and holistic manner to build on the fast pace and evolving changes and to do so in concert with the rich history of Detroit and Ford as a leader in mobility.

Making the Station a Multimodal Mobility Hub

The panel recommends that Michigan Central Station become a multimodal hub that better connects Detroit to the world, through rail access to the airport and beyond. This undertaking includes a rail connection to Detroit Metropolitan Wayne County Airport or longer routes that connect Dearborn, Ann Arbor, and Chicago. Ways to help bring this to fruition are discussed later in this section.

Ford should also use the station to strengthen circulation within the community. The panel recommends that this effort be accomplished through micromobility, such as scooters and



The panel identified areas where micromobility would help fill gaps in walkability within the Central Station District.



A bike-sharing station in Cincinnati.

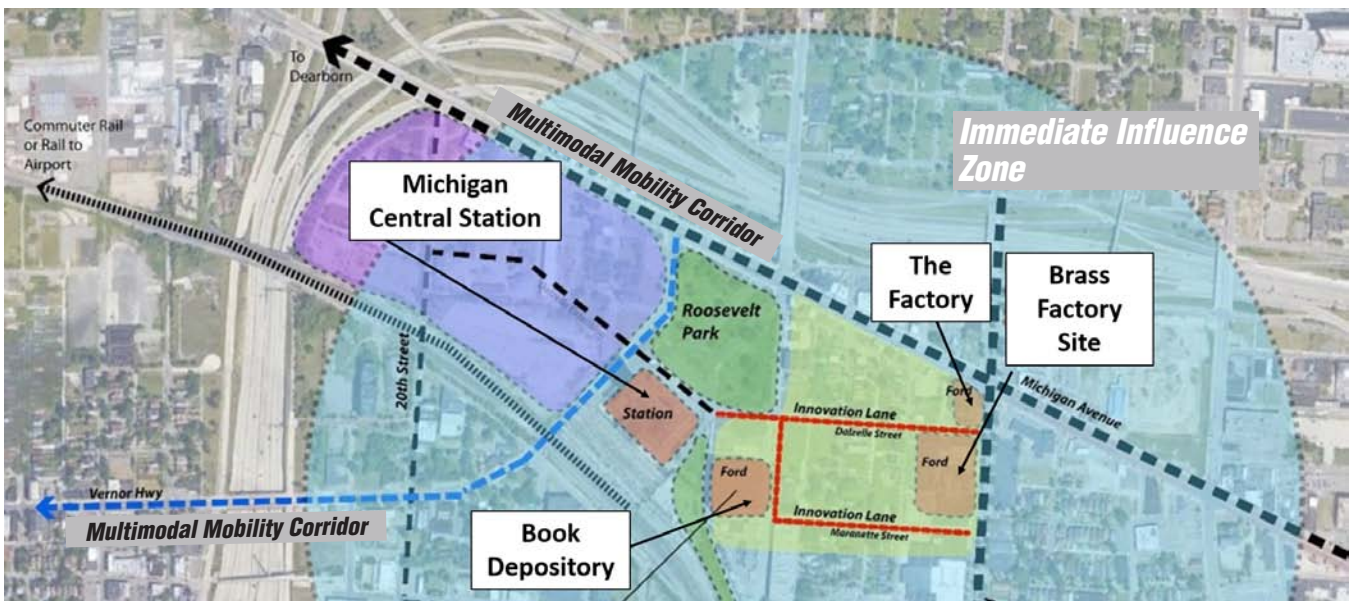
dockless e-bikes, to close the gaps in walkability. The panel identified three major gaps in walkability: the freeways, rail underpasses, and around large institutional users such as area schools. Ford should address these areas, and by doing so will improve the perception that the sponsor's investments are accessible to all who wish to identify with them. These actions will also better link those investments to areas that are already vibrant and walkable, such as Mexicantown and downtown.

Developing Michigan Avenue as a Mobility Corridor

The panel views Michigan Avenue as a next-generation multimodal corridor connecting Detroit to Dearborn that can include all facets of mobility, such as bus rapid transit, autonomous vehicles, connected trucks for deliveries, and localized micromobility. Smart applications that use data collection and technology to adapt and automate systems—such as signal operations, lighting, vehicle-to-infrastructure communications, and autonomous operations—are also recommended for the corridor.

The panel learned that the sponsor is providing a shuttle from Ford's Dearborn campus to the Factory building in Corktown. The panel recommends that instead of pursuing a shuttle that replicates other well-known versions like the Google Bus, Ford create a holistic, inclusive community solution.

Ford should view Michigan Avenue as an opportunity to showcase applications that improve the safety and mobility of a community in an equitable and accessible way. This can be



As a main east-west connection linking Dearborn, Corktown, and downtown Detroit, Michigan Avenue should be developed as a mobility corridor.

done by closing gaps in the walking community fabric and by connecting Ford’s investment in Corktown with the campus in Dearborn. The Central Station District and Ford can also capitalize on the district’s location and walkability to downtown. For perspective, Campus Martius Park in downtown is closer to Michigan Central Station than it is to Little Caesars Arena. Highlighting and enhancing this walkability would improve the location for Ford employees, Corktown residents, downtown residents, and local businesses to attract more patronage. Developing Michigan Avenue as a mobility corridor should also allow for better regional infrastructure and the phaseout of shuttles from Dearborn to Corktown.

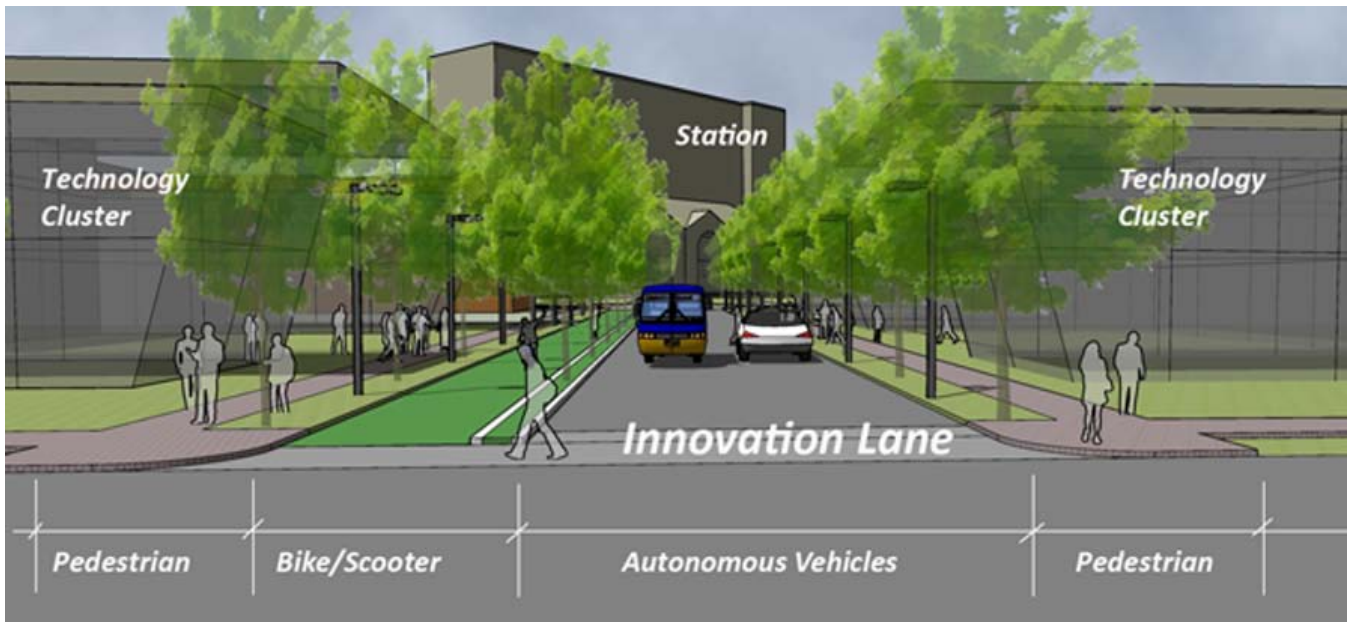
Creating a Mobility Playground

The panel believes that an experimental playground for mobility options is an opportunity to test new ideas and close the gaps for complete trip taking. Today’s and certainly tomorrow’s transportation systems must be viewed as a collection of options, both traditional and emerging modal connections. Ride-hailing services like Lyft and Uber and car-sharing options like Zipcar should be viewed as mobility services complementing traditional transit, whether bus rapid transit, conventional buses, or rail. These services bridge the traditional gap of first-and-last-mile needs for travelers. As autonomous or automated vehicles expand, their uses as food delivery services,

baggage handling, and the like will expand beyond passenger services along with aerial drones and other technologies. As Ford and other companies in the ecosystem it is fostering work on expanding and advancing these technologies, using these innovations to develop a new range of mobility options that address first-and-last mile needs in new and creative ways should be considered, particularly in the Central Station District.

The panel recommends that Dalzelle Street be developed as an innovation lane to include all facets of technology both to support autonomous vehicles and to control streetlights, traffic signals, information dissemination, and ride hailing, among others. The inclusion of technology within and adjacent to public streets will require significant coordination and collaboration with city public works and should be viewed as a living laboratory for both public and private parties to learn, and to advance the infrastructure needs for this new mobility.

The overall mobility vision should also ensure equity by creating wealth in disadvantaged communities. The focus should be on people of color/women-owned mobility business incubations, and the panel recommends the development of a first-in-nation venture capital fund for people of color/women-owned mobility companies. This endeavor will require extensive collaboration with public and private entities and may require a national search.



The panel recommends that Dalzelle Street be developed as an innovation lane to include all facets of technology both to support autonomous vehicles and to control streetlights, traffic signals, information dissemination, and ride hailing, among others.

THE VISION ZERO NETWORK

The Vision Zero Network is a “collaborative campaign helping communities reach their goals of Vision Zero—eliminating all traffic fatalities and severe injuries—while increasing safe, healthy, equitable mobility for all.” This nonprofit organization works with communities throughout the United States on policies and best practices to create safe streets. Communities joining the network commit to taking active steps to meet the Vision Zero goals. For more information, go to www.visionzeronetwork.org.

Leading Detroit’s Mobility Transformation

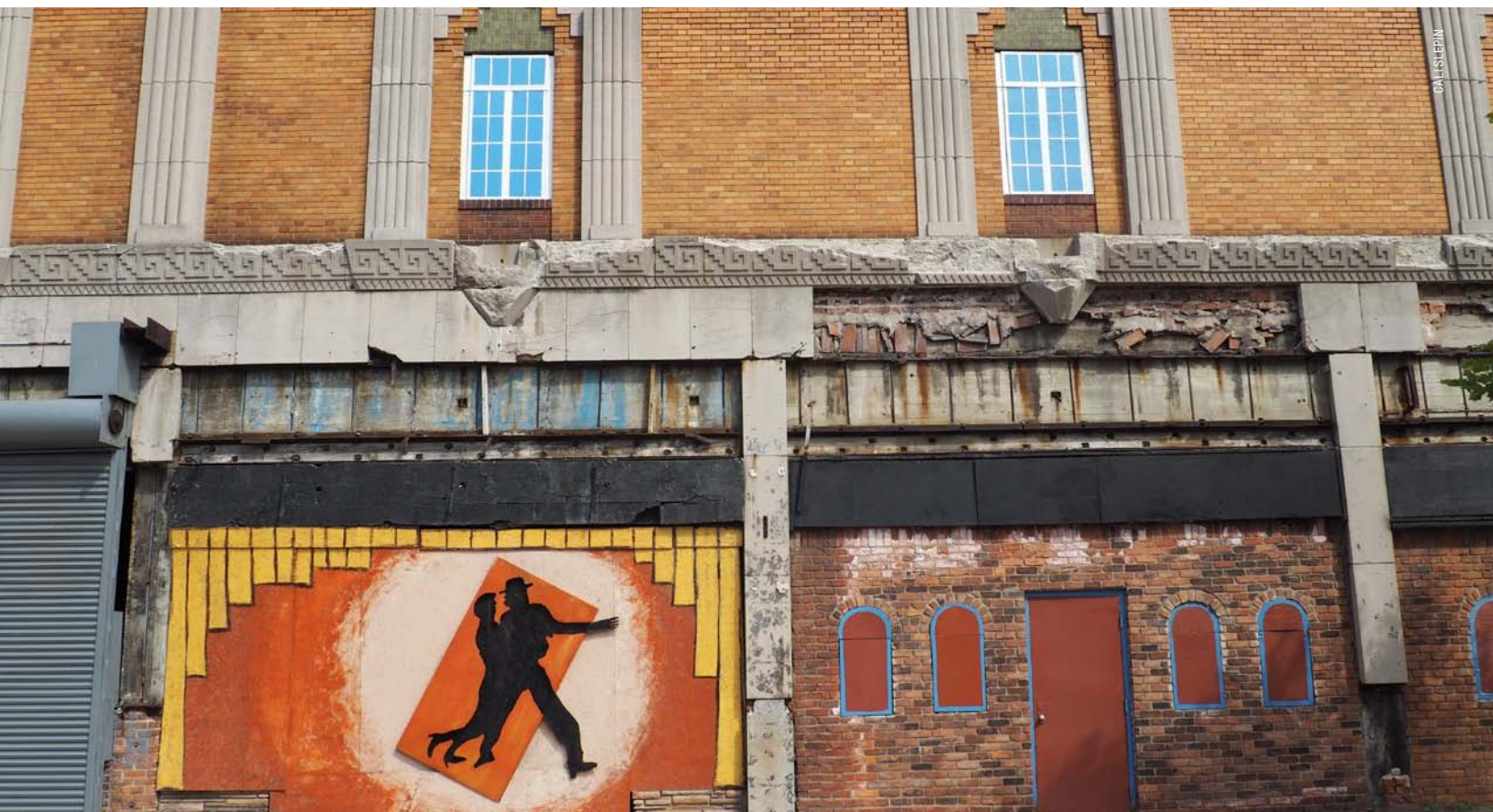
Ford is now a mobility company, not simply an automaker. Detroit needs to make a similar transition. Ford is in a position to write and take the lead on Detroit’s next transportation ballot initiative, one that can focus on multimodal transportation and technology. Ford should not be concerned about past ballot initiatives that have failed. Those initiatives failed on their own individual merits, and Ford’s involvement can help ensure passage of the right initiative. To ensure that the initiative invests in the public infrastructure necessary for mobility options such as fleets of automated shuttles and bus rapid transit, the investment should be combined with support for high-quality, high-capacity rapid transit.

To be successful, the initiative will also need to create a vision that can excite both suburban and urban voters to ensure that elected officials back that vision. Creating a political action committee can make Ford’s direction and intentions clear and can render unnecessary obstruction politically expensive. Ford can use the political action committee and political influence to convene stakeholders around smart community investments. This added influence has the potential to encourage suburban counties to back a regional transportation initiative that can also help bring passenger rail back to Michigan Central Station.

Leading in Parking Management and Design

The perception of limited parking creates an expectation for more parking than is necessary. The result can be increased construction costs, reduced walkability, and a reduced sense of place. Technology can be the key to creating a place with identity while still offering the parking necessary for a community to function. The panel recommends that Ford use technology, apps, market mechanisms, and information exchange to help manage and limit parking supply and ensure that local residents have access to parking. In addition, the sponsor should implement and monitor the effectiveness of micromobility and shared mobility as an additional parking demand management tool.

Communities around the country, such as San Francisco, offer examples of how to make parking technology play an integral role in developing a sense of place. Ford should combine similar interventions with micromobility to create a community with travel patterns that are effective for all users. The panel acknowledges that Ford will likely provide parking structures as it develops and leases its properties in Corktown. However, if those structures are designed to allow conversion to housing and office uses, parking can be readily adjusted as the demand subsides with changes in technology and mobility in the area.



Make a Place That Is Inclusive, Authentic, and Equitable

REDEFINING MOBILITY IN THE 21ST CENTURY is a big vision. As Ford symbolically holds the torch and lights the way toward a new and unknown ethos of mobility and movement for Corktown, it is already generating significant excitement and energy throughout Detroit. With this renaissance, the city is positioned to become a world-class city again, with world-class offerings for its residents. However, amid promises of prosperity and opportunity, imminent issues exist that everyone must address: inclusivity and equity.

Ford's initial investment in Corktown not only leverages the neighborhood's historic gems but also reconnects those iconic landmarks to generations of residents who have lived and raised families here for decades. When establishing indicators of success for this development, the panel believes that Ford must respect the connection to current residents and understand the needs of the community.

During its assignment, the panel interviewed key stakeholders, many of whom acknowledged that Corktown and the surrounding neighborhoods were excited about Ford leading this new innovative development. Often, with new investment come new resources, improved services, and the promise for a much-needed economic resurgence. However, despite the

excitement, concerns will legitimately arise about how new investment will affect current residents.

Ford's investment in an innovation district within the Central Station District can mean significant strides toward improved opportunities for all residents. But in doing so, Ford must commit to putting the residents surrounding the development first. Putting people first reflects one of Ford's truths and means building an engaged and empowered community where everyone—despite social or economic class—has an equal opportunity to thrive. For some, the history of Michigan Central Station reflects periods of success and despair faced by the community. The sponsor's investment in the station and the Central Station District presents an opportunity for the

community and Ford to work together in taking positive steps into the future.

Develop a 360-Degree Communication Strategy

Michigan Central Station is important to Corktown, the surrounding neighborhoods, the city of Detroit, and the region. As discussed in several sections of this report, a 360-degree approach to many aspects of Ford's investment in Michigan Central Station and its surrounding properties is essential to understanding the potential impact of this development project not only on the nearby neighborhoods but also on Detroit and the region. The panel believes that this approach should extend to a robust communications strategy. Taking this approach would help keep not just local residents engaged in the development process, but the city and the region as well.

The redevelopment of the station and the surrounding station district will change the landscape of the community and will provide great opportunities for many. But it will also create the fear of and potentially the reality of displacement and inequity for others in the community.

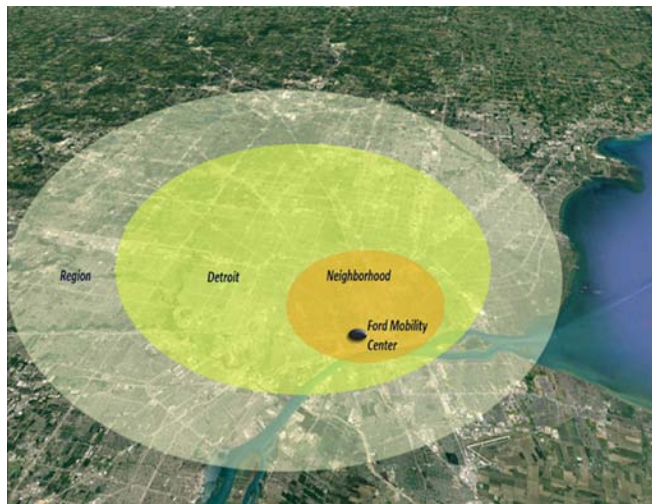
For instance, as new residents and businesses move to the area, building connections with senior residents is also important. Older people develop a sense of self-attachment, personal identity, and social differentiation through the relationship they construct and maintain with daily, "ordinary" spaces, according to the *Journal of Aging Research*. In 2018, an estimated 13 percent of the Corktown census tract was 65 years old or older. Therefore, understanding this

population's attachment to place becomes a crucial element in understanding how they experience neighborhood change. Communicating early, often, and consistently will help address the fear that seniors and people of all ages will have as the district changes.

The panel believes that the sponsor needs to create a 360-degree communications strategy that reflects the intended impact the Central Station District will have on surrounding neighborhoods, the city of Detroit, and beyond. The panel was impressed to find that people far beyond Detroit's and even Michigan's borders relate to and hold Michigan Central Station as a special place. Ford needs to keep this in mind and be clear, authentic, transparent, and inclusive in its communications and actions as it pursues this development project. The panel recommends that the sponsor hire and dedicate a team that is visible, accessible, and committed to the day-to-day engagement on this project.

The panel also recommends that the sponsor use a multilayered, comprehensive community engagement strategy that provides multiple access points or ways to participate. Engaged participation drives the transformation of a place and of those involved. It also builds trust. The recommended engagement team must function as a resident and citizen to spur civic engagement, drawing a relationship between citizen participation and citizen power. Ford has done a tremendous amount of engagement since the launch of this project, and the panel encourages Ford to continue doing so and to add the following strategies to its toolbox:

- Use multiple communication platforms that include digital, print, and bilingual formats. This strategy will be critical during construction of the site. Innovative ways to activate the site and maintain engagement while Michigan Central Station is under construction will be covered more fully later in this report.
- Continue to partner with grassroots organizations to disseminate information and to host events and creative placemaking as an engagement strategy like Corktown Aglow.
- Connect with local creatives and artists to develop a mural arts program. This strategy can help create vibrancy in the area and provide a reason for residents and visitors to linger on sidewalks.
- Provide meaningful gathering opportunities that create social connectedness as the area changes over time.



BOB WAKAS, GOOGLE EARTH

Michigan Central Station is important to Corktown, the surrounding neighborhoods, the city of Detroit, and the region. For that reason, the panel recommends a 360-degree approach to the development's communication strategy.

Deliver and Build on the Community Benefits Agreement

The Community Benefits Ordinance is a relatively new law in Detroit that requires private developers to “proactively engage with the community to identify community benefits and address potential negative impacts of certain development projects.” As outlined by the ordinance, the Community Benefits Agreement process is a critical step in building relationships, establishing trust, and forming partnerships in the community. The panel believes that delivering on the Community Benefits Agreement is critical, but that it is only the beginning. Continuing to leverage and build partnerships with the broader community and the city of Detroit is key to this project’s success.

As a part of these efforts, the panel recommends that the sponsor keep the lines of communication open with stakeholders and track the progress on fulfilling the Community Benefits Agreement and any other major endeavors. The panel also recommends that Ford create targets to address equity and displacement as a part of this process.

Ford can maximize and build on the momentum generated by the agreement and can deliver above and beyond the community’s expectations for addressing affordable housing, talent, and workforce development; providing innovative and sustainable infrastructure; and most important, creating a place that people feel belongs to them.

Think Locally

The panel recommends that Ford think about how it does business differently in Corktown from how it is done at its Dearborn facility. The panel observed that, historically, operations and nearly every aspect of business are inward focused and secluded. The panel believes that this approach no longer aligns with Ford’s innovative business model or is the best approach for its properties in the Central Station District. For example, Ford’s landscaping subsidiary, Fairlane Grounds, provides such services as landscaping, property maintenance, plantscaping, and land services. These same services likely exist in the city as small and startup businesses. As Ford moves portions of its operations to the Central Station District, it should look for opportunities to outsource a percentage of services to local businesses when feasible.

Equally important are opportunities to subcontract with local businesses. Ford should intentionally support Detroit-centric businesses and showcase local businesses that are aligned with Ford’s guiding principle of making a place inclusive and

IN³—INCLUSION INNOVATION INCUBATOR—WASHINGTON, D.C.

In partnership with Mayor Muriel Bowser and Howard University, In3 opened in Washington, D.C., in 2017. According to the news release about the opening, it is the “nation’s first affordable co-working incubator focused on diversity and inclusion . . . [and] it will support entrepreneurs and businesses from underrepresented communities that provide products and services benefiting underserved communities.” Four tiers of membership are available for using the space, including a nights-and-weekends option and access to a wide range of space, from an open desk to a private office. Training and mentorship opportunities are also available, as well as classes and events. For more information, visit www.in3dc.com.

authentic. As discussed earlier in this report, the panel suggests including incubator space in its use and programming plan for the ground floor of Michigan Central Station. This space can also be an occasion to foster equity and inclusion and highlight local businesses and talent.

Developing incubator space, particularly for technology-focused businesses, is an opportunity to expand the Techstars program to the Central Station District. Ford should also strategize and form relationships with nonprofits like Jefferson East Inc., which helps bolster economic growth in the city by providing local entrepreneurs and small businesses the necessary resources to be successful. Ford can work with such organizations to create strategic partnerships specifically targeting local tech entrepreneurs. Another recommendation includes working with Launch Learning on a lab series—a collection of targeted workshops taught by Ford industry experts to develop and transform businesses and careers. These workshops could lead to mutual learning and can replenish the talent pool in myriad disciplines.

Build on Partnerships

The panel believes that by investing in the Central Station District, Ford can build strategic partnerships that align with the company’s mission. Ford is currently partnering with Wayne State University’s College of Engineering to provide real-life scenarios using Ford vehicles for their Road to Zero program

to eliminate traffic fatalities. Other partnerships to explore include additional local universities and hospitals, which hold a wealth of innovation and resources that can be leveraged into productive relationships.

Coming together is a beginning; keeping together is progress; working together is success.

— Henry Ford

Partnering with local institutions such as Wayne State can also strengthen the pipeline to new jobs in technology and innovation. The panel recommends that Ford look further and engage with local schools at many academic levels. Such involvement could include encouraging interest in science, technology, engineering, art, and math (STEM/STEAM) for younger students or developing training and internship opportunities for older students.

The Ford Resource and Engagement Center is another example of Ford's commitment to supporting social mobility in Detroit. The panel recommends that Ford continue to expand the center, relocate it to the Central Station District, and continue to offer programs like Men of Courage and Ford STEM Lab at this new location. Through stakeholder interviews and additional research, the panel also observed that Detroit has numerous programs and resources available on a wide array of topics and areas of interest. The opportunities for partnership are many (see sidebar).

Include Affordable Housing

Ford's investment in the Corktown neighborhood is an important move in the right direction. It will be the first time in decades that historically working-class, low-income neighborhoods like Hubbard-Richard and Hubbard Farms are near new opportunities. But with improved services and investment come significant tradeoffs that can deepen the divide between the haves and the have-nots.

Affordable housing is just one area where Ford can have a positive impact. According to the Community Benefits

POTENTIAL PARTNERSHIP OPPORTUNITIES

Detroit has a large number of community organizations and nonprofits that provide a wide range of services. The following are some of those organizations that may affect the work in the Central Station District positively. This list is not intended to be exhaustive or complete, but is exemplary.

- Detroit Mowers Gang
- Invest Detroit
- Keep Detroit Beautiful
- Motor City Blight Busters Inc.
- Motor City Match
- Motor City Restore
- Preservation Detroit
- Project Destined
- Tactical Preservation Task Force
- Urban Development Corporation
- Urban Neighborhoods Initiatives

Agreement proposal submitted by Ford, the sponsor will provide funding to preserve or create 200 new units of affordable housing in the agreed-on impact area. The panel recommends that Ford take the additional step of encouraging an approach that targets these units toward varying levels of affordability to meet the housing needs of various groups of local residents.

Although in recent years, some large development projects in Detroit have included units at 80 percent or 60 percent of area median income (AMI) or less, further research into affordability in the Central Station District may indicate that additional housing options at other levels of affordability (30 percent of AMI or 50 percent of AMI, for example) may be most beneficial. In addition, Ford should do what it can to ensure that the funds it is providing through the agreement focus on housing in Corktown and the broader Central Station District.



Celebrate Heritage and Legacy of Place

AS THE FOCAL POINT OF FORD'S INVESTMENT and the symbolic anchor of the Central Station District, the preservation and celebration of the nationally iconic Michigan Central Station are critical to the long-term vitality of any future development. The station is uniquely positioned at the intersection of multiple southwestern Detroit neighborhoods. Reinvestment in the station paired with other district-wide investment strategies will create a dynamic Central Station District that uses new development and programming to reinvigorate vacant spaces when completed with economically and culturally responsible principles at the forefront.

Historic structures add to the authenticity of an area and a development. In addition to focusing on preserving and rehabilitating the iconic station structure, the sponsor will need to take other steps to remain engaged in the planning processes occurring in and around the station and its properties.

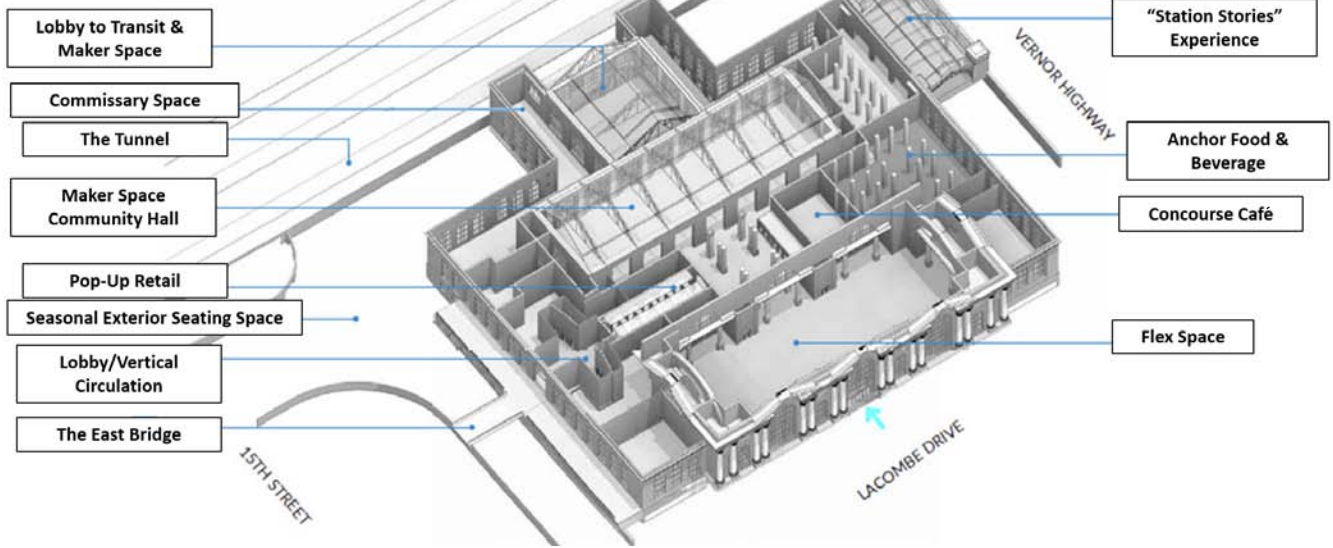
The first step is to actively participate in the upcoming Corktown framework planning process. This can include attending any framework public meetings or workshops and providing feedback if public response is requested. This is an opportunity both to build relationships with the community and to help shape the planning efforts that will directly affect Ford's investment and the Central Station District. Part of this effort

may include proposing design guidelines to ensure that future infill development in the Central Station District aligns with Ford's ultimate vision for its innovation district.

Activate an Icon

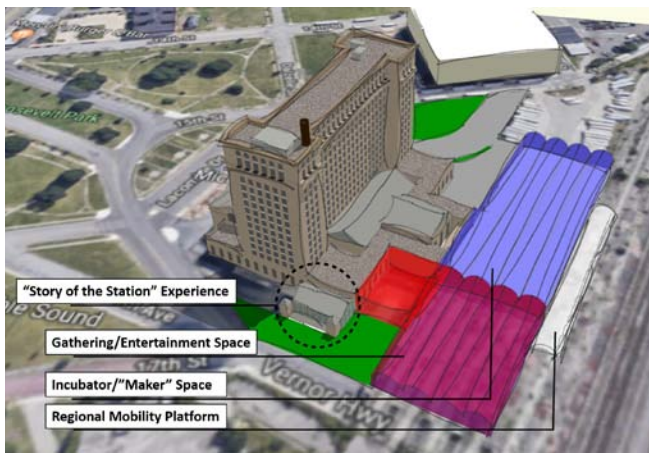
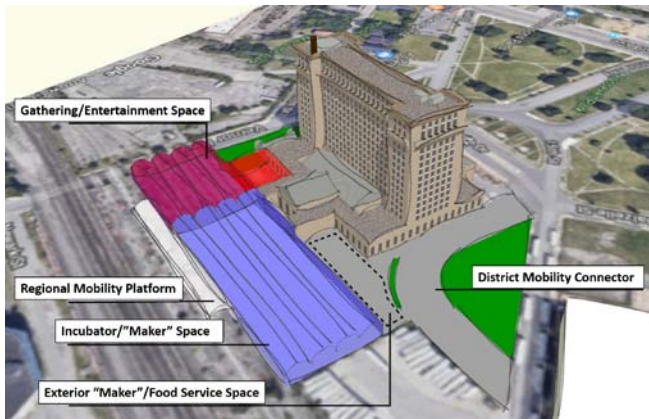
Conceptual programming provided by the sponsor for Michigan Central Station and for the related Ford-owned parcels appears appropriate and consistent with the sponsor's stated intentions. The panel recommends that ground-floor entities receive careful consideration to ensure a diverse, sustainable, and district-reflective program. In addition, the former rail shed space on the southwestern side of the station offers a tremendous

MICHIGAN CENTRAL STATION



ULI, GENSLER, FORD LAND

The panel recommends a range of uses for the ground floor of Michigan Central Station.



Conceptual images of the reenvisioned former Shed space and other programmatic uses external to the main station building as recommended by the panel.

opportunity to create a purpose-built expansion reflective of a new programmatic function integrated into the historic context.

The unique grand spaces of the station's ground floor produce the awe-inspiring and unforgettable moments etched in Detroiters' memories, creating an inherent sense of place. Conversely, the same spaces devoid of their original function are now challenging elements for economic viability. The panel recommends that these spaces remain publicly available, and thus programming integrating such availability should be prioritized. A historical mixing point of passengers, the grand spaces should once again serve as a meeting point for Detroiters, fulfilling the daily needs of the tower tenants above, while creating a citywide, destination-scale maker's market reflective of and complementary to the district's entrepreneurial retail and food and beverage scene.

Further enhancement of the station as a destination can be achieved by re-creating and re-visioning the former Sheds space as a purpose-built environment for the growing entrepreneurial community with additional complementary conference space and entertainment venues. In addition, the panel recommends that the corridor connecting the station proper to the lower concourse house micro storefronts reflecting the creation spaces above in the Sheds space. Using the corridor in this manner can produce an environment of incidental inspiration as makers, employees, tower patrons, and community members interact with one another in this

space. The existing tracks should also be retained in planning and constructing the programmatic space in the event that passenger rail returns to the station.

Document the “Stories of the Station”

The station’s impact on the evolution of the city and the collective psyche of its inhabitants cannot be understated. The panel believes that documentation of those stories and experiences will create a tangible experiential link, grounding the project in Detroit’s roots within the setting of its future. The ability of the community to tell its “station story” will make the project inherently Detroit and will draw community participation in the project during a time when access would otherwise be limited.

The panel recommends a mixed-media presentation—featuring artifacts, voice and video recordings, and virtual reality experiences—that will allow all patrons to feel a part of this dynamic space while providing an opportunity to include their story as well. The ever-changing user–space dialogue will create an environment where no one will have the same experience twice.

To pursue this project, the sponsor should begin immediately by collecting artifacts and by selecting a partner to produce the mixed-media content. In addition, the sponsor should schedule community events to record stories that not only will keep the community engaged in the larger Ford project but also will provide valuable content.

Over the long term, the panel recommends that the sponsor use the carriage house as the permanent location of the mixed-media presentation. By renovating the carriage house early in the project, the public can see a sample of the restoration work to be done on the larger station. In addition, viewing windows from the carriage house to the station proper could provide a limited but current view into the restoration progress being made to the larger station structure.

Engage the Community throughout Construction

The panel believes it is important to engage the community throughout the construction project. This can be accomplished by using creative information disbursement methods near the site, inclusionary construction practices, and milestone celebrations. Ongoing activity at the station and other project sites will regularly attract community interest. Although full disclosure is not feasible, or realistic, Ford should pursue continued information exchange, which is critical to establishing

and maintaining community enthusiasm, support, and patience during what will be a lengthy construction cycle. Integrative and creative means of conveying updates will keep neighbors aware of progress. Potential project update strategies follow.

Actively pursue efforts to distribute information.

In locations with construction barriers, Ford should incorporate graphics depicting the history and future of the station with opportunities for technology integration to update visitors and residents on the status of the building. The panel also recommends creating an internet portal with cameras and drone footage to show the status of the project, as well as including profiles of the team that is bringing the station back to life. The portal can also feature unique elements of the project and stories of the individuals creating the facility’s next chapter.

Look for ways to incorporate inclusionary construction practices.

It is the panel’s understanding that Ford is required to employ Detroit residents for 51 percent of the construction jobs for this project. However, this goal may be unachievable, given the specialized skill sets required to restore and update Michigan Central Station and the limited pool of available workers, as described in stakeholder interviews.

The panel recommends that Ford work with the city of Detroit to allocate the fines for not meeting this requirement to an identified investment impact zone to create apprenticeship programs within specified trade unions. For example, plaster restoration for re-creating historic elements is a skill that this project will need and should receive priority in training because of the shortage of professionals with this skill set.

The panel also recommends that the sponsor work with local institutions of higher education to facilitate partnerships and opportunities for real-life training for programs that correlate with activities taking place throughout the project. One example is the Downtown Campus of Wayne County Community College District in the Central Station District.

Highlight and celebrate project milestones.

Highlighting milestones is a great way to communicate progress and engage stakeholders both locally and citywide as the project develops. The panel recommends that Ford take a simple first step and light the building and construction site to promote safety, as well as to install dramatic lighting on the station tower, letting Detroiters know that work is underway.

Another milestone worth noting is the first year of ownership. The panel recommends that Ford target the one-year

anniversary of purchasing Michigan Central Station as a benchmark of activity and advancement. The sponsor should focus on “low-hanging fruit” to demonstrate the impact of investment and project advancement. Ford should aim to complete the following efforts by the one-year mark:

- Light the building and site
- Plant trees or locate planter boxes where permanent landscaping is unsuitable, and partner or contract with the local organization currently tending planters in Roosevelt Park
- Organize neighborhood cleanups, and partner with block clubs or business associations to remove general debris
- Host community-centric events, such as movie nights, street festivals, and public art installations
- Activate Roosevelt Park by reengaging previous community redevelopment efforts to create a regional outdoor destination; establish a Roosevelt Park advisory association (or conservancy) that includes representatives from Ford, the Corktown Economic Development Corporation, the Mexicantown community, businesses, and the city
 - Issue a request for proposals or conduct a design competition to create a vision for the park
 - Work on short-term improvements, such as activating the former community garden, installing lighting, or sponsoring additional public art installations

Incorporate activation into long-term plans.

Over the long term, these short-term activation efforts—which can also highlight major milestones—should be developed into a set of broader activation guidelines. The panel recommends that these guidelines include both active and passive endeavors (those that need regular planning and execution and those with limited time and maintenance expense). Ford should also look at working with partners to secure funding for long-term programming for the station and its immediate surroundings.

Incorporate Sustainability

Modern, responsible development expects sustainable green design strategies to be incorporated into projects, both internally and externally. The unique character of the Michigan Central Station and its setting within a historic district create an integration challenge, while simultaneously establishing a dialogue between old and new development that enriches the narrative of the district.

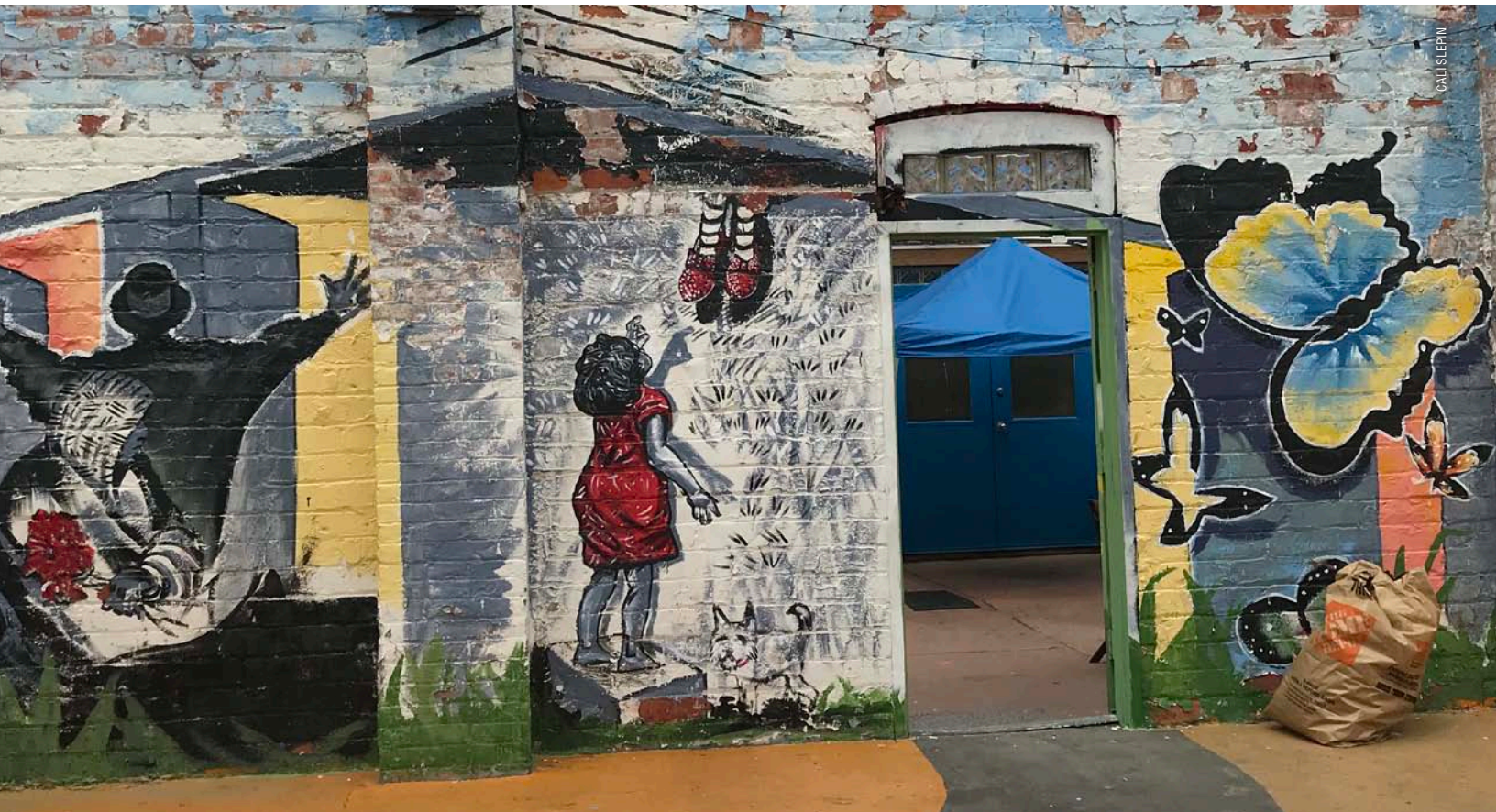
Before moving forward with any efforts, an analysis of the contextual environment needs to occur. The analysis should identify what makes the Central Station District authentic and then should ensure that appropriate policies and procedures are in place for retention and future recognition. This effort can be achieved by partnering with the city of Detroit and local neighborhood organizations to identify building stock and typologies that are character-defining elements.

Within this process, those who—at all levels of community—feel ownership of these character-defining elements should be identified and incorporated into the decision-making process. Of particular concern are the buildings outside the Corktown Historic District, particularly those along Michigan Avenue. Issues related to continuity of the remaining building stock may prevent expansion of the National Register status.

The panel also recommends that Ford use its influence to assist the city and the Corktown Business Association in getting parcel and building owners to participate in creating a multiple-property historic designation. This designation will allow properties to be eligible for tax credits and will potentially increase the opportunity for critical structures to be the first pieces of external development and rehabilitation to move forward.

Once conversations related to the historic district have taken place, the sponsor should continue the partnerships established during this process to ensure that zoning is appropriate for the desired uses. In addition, design guidelines for the Central Station District should be created by partners already at the table to ensure that any additional partners—both solicited and independent—understand the expectations for performance and aesthetics.

Design guidelines should include industry-recognized standards, such as LEED accreditation for all new building and substantial renovation projects and LEED Neighborhood Development certification for the district. Since Ford is a primary tenant of the district, the panel recommends that the company begin the process for LEED Neighborhood Development certification and similar green design principles to help ensure that these efforts toward sustainability come to fruition.



Build the Foundation for Success

ONE OF FORD'S TRUTHS IS "DO THE RIGHT THING." This principle relates to all three aspects of the triple bottom line: people, planet, and profits. The appropriate balance of all three Ps is required to achieve a thriving and sustainable community and company. The panel believes that it is important for all involved in this development to recognize that although Ford and the community have many common interests, they also have their own separate goals. For Ford and the community to have a strong partnership, it is essential that both understand and respect their respective commonalities and differences.

Ford and the community have several goals in common:

- Sustaining the heritage and culture of the community
- Training community workforce members for Ford jobs or jobs with other ecosystem/district businesses
- Supporting the current residents and businesses in the community to enable them to continue to afford to live, work, and play in the community

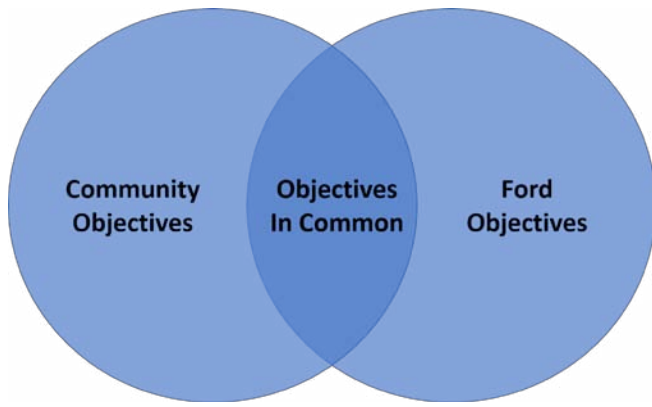
From the community's perspective, primary goals include:

- Having a voice in what happens in the community

- Acquiring the resources to support affordable housing, infrastructure, early childhood and K–12 education, health services, and community events

From Ford's perspective, the primary goals for locating its electric and autonomous vehicle divisions in Corktown and what the panel refers to as the Central Station District include:

- Developing, creating, designing, and testing the mobility of the future in an urban environment
- Locating division employees in a dynamic, creative, and collaborative ecosystem
- Attracting and retaining the best and brightest innovative talent for all aspects of mobility technology



- Ensuring that the community is not only an attractive place for employees to work but also a pleasing place to live and play; providing all Ford employees with ways to engage with community residents
- Attracting other innovative, compatible technology companies to Corktown

The panel commends Ford for its commitments to the community in the Community Benefits Agreement, as well as for its expression of understanding that as a member of the community, it will continue to support the community as long as the company is located there. The panel believes the sponsor has expressed and demonstrated its commitment to social and environmental objectives alongside its financial obligations as a public company.

However, the panel strongly recommends that Ford be clear and candid with the community about what it is able to do to support the community, as well as indicating frankly what exceeds Ford's abilities to provide support. Ford will be unable to do everything that the community may wish and ask for, and that reality will be less contentious if Ford is more transparent and upfront in explaining why.

Use the Triple-Bottom-Line Model

Focusing at a strategic level on the triple-bottom-line elements of people, planet, and profits aligns with Ford's guiding principle of doing the right thing. The panel recommends that the sponsor pursue the following actions in these critical areas:

People

- Communicate early and often with the community and Ford employees.
- Be frank and honest about what Ford can do and cannot do for the community.

- Establish a small neighborhood input advisory group to interact with the community and to spearhead engagement and volunteerism in community activities.
- Use Ford's relationships and leverage to encourage the city of Detroit to support the programs and educational improvements needed in the community.

Planet

- Develop in a sustainable way using the best economically appropriate sustainability criteria, such as LEED and Fitwel for construction and operations.
- Engage partners and tenants in using best sustainable practice.
- Educate and support community residents on ways to contribute to best practices for the environment and for their fellow neighbors.
- Anticipate the role that Ford's investment in Corktown and its community role will play in Ford's global corporate responsibility metrics and reporting, including future reporting requirements, such as the Task Force on Climate-Related Financial Disclosures or Sustainability Accounting Standards Board.

Profits

- Being cognizant of both short- and long-term benefits, provide the appropriate level of funding for Ford's goals and for the Ford/community goals. As a public company, return on investment must be considered for all aspects of the Corktown projects that will include funds contributed to the community priorities.
- Ensure that in assessing the return on investment to the company, the value of benefits and risk mitigation of the project as a result of community outreach are recognized for those funds used for community purposes.

Relating all undertakings to the triple-bottom-line model (people, planet, and profits) and continuously analyzing the balance of those three Ps with Ford's, the community's, and mutual goals will direct all involved to do the right thing and deliver a successful win for all.

Phase the Development Project

The proposed development that encompasses the Ford properties as well as any adjacent properties will create the desired dynamic environment. As the project is large in scale and extraordinarily complex, it will take several years to complete. For its business objectives, its evolution into a

mobility company, and its brand reputation, Ford must execute the plan flawlessly. The panel sees considerable expertise, careful detailed planning, extraordinary collaboration, and communications as necessary to accomplish that goal.

However, the panel cautions that at this early stage, Ford should slow down and take the time to ensure that detailed plans and time schedules for all aspects of the program—which will launch in the next 12 to 18 months—are well defined, clearly stated, and understood by all constituents. The panel believes a first task is to complete a critical path and timeline for at least this early period. Ford should prioritize the immediately required tasks, such as preparing space for the autonomous vehicle and electric vehicle teams, to ensure that they are completed on time and successfully. Being distracted by ancillary or less immediate initiatives can cause significant risk.

The sponsor should also identify low-hanging fruit and quick wins to show signs of progress to both the community and Ford employees to keep them engaged, enthusiastic, and aligned. Although the panel appreciates that enthusiasm, both company and community excitement may be pressing Ford to begin many items and to begin them immediately. However, by slowing down to ensure that what is being done is what is really desired and that it is being done correctly will mean that fewer things will need to be changed, corrected, or redone in the long run.

The panel recommends that sequencing or phasing all aspects of Ford's projects and community agreements will also mitigate risk. The timely location of the autonomous vehicle and electric vehicle teams in the Central Station District is the preeminent priority. That is not to suggest that other activities are not important; it is to illustrate that if workspace for these employees is not completed and available within a reasonable time frame, this effort would fail to meet this important goal.

It is the panel's understanding that Ford believes it is necessary to fast-track its prominence in the autonomous and multimodal field. The pace of advancement in these areas is accelerating. Therefore, the sooner Ford can locate these innovative divisions in a more appropriate work environment, the sooner Ford will garner the benefits.

The panel believes that the Book Depository redevelopment should take priority. Of the properties Ford currently owns and controls in Corktown, this building appears to have the greatest certainty of timely delivery with fewer development and construction risks that could cause delay. Completing it earlier in the timeline would also facilitate continued excitement and engagement in the eventual development and rehabilitation of all of Ford's properties and would increase external interest in participating in the development of the Central Station District.

Moreover, by moving forward with this property, the work on Michigan Central Station can continue, and any unexpected extensions on its timeline for completion will not slow the overall momentum of the larger development project.



Conclusion

PURCHASING MICHIGAN CENTRAL STATION and several other properties in the Corktown neighborhood represents a big step for Ford in furthering its vision of using physical mobility to create social mobility, to change the way cities are shaped, and to better people's lives. It is a notable undertaking that the panel both appreciates and applauds.

The panelists during the panel week.

To be a successful ecosystem, this project will be complex and multifaceted. From what it observed and learned in December, the panel believes that Ford has taken many steps in the right direction to set the stage for success. Pacing these next phases is essential. Intentionally curating the development, ensuring that the community is engaged and well informed, delivering and exceeding the Community Benefits Agreement, championing a range of mobility efforts within the Central

Station District, and ensuring that Michigan Central Station becomes the fully realized icon that it is will all take time. The panel believes the potential for success is great and, with thoughtful planning and execution, Ford can positively affect the Central Station District, Detroit, the region, and the future of mobility.

About the Panel

Marilee Utter

Panel Chair

Denver, Colorado

Utter is president and founder of CitiVenture Associates LLC, a real estate advisory firm focused on development strategy and offering particular expertise in public/private partnerships, transit-oriented development, and transformational real estate.

Previously, she was executive vice president of the Urban Land Institute, where her responsibilities included oversight of staff, operations, and local impact for offices in 75 cities around the world. Before ULI, Utter held positions as managing partner for P3 West LLC; regional vice president with Trillium Corporation, managing the land development revitalization of Denver's Central Platte Valley rail yards; mayoral-appointed director of the Office of Asset Management for the city and county of Denver; first manager of the Department of Transit-Oriented Development for the (Denver) Regional Transit District; and vice president with (now) Wells Fargo Bank. With this unique background, she has become a nationally known speaker, writer, and adviser on innovative approaches to community redevelopment and urban issues.

Utter holds an MBA from Anderson School of Management at the University of California, Los Angeles; a certificate in state and local public policy from Harvard University's Kennedy School of Government; and a designation from the Counselors of Real Estate. She is a national trustee for the Urban Land Institute and past chair of the Colorado District Council. Currently, she serves as an adjunct faculty member at the University of Colorado, chair of the Metropolitan State University of Denver Foundation Board of Directors, member of the National Charrette Institute Board of Advisors, and member of the International Women's Forum.

Darnell Grisby

Washington, D.C.

Grisby leads industry strategy and research for the American Public Transportation Association, where he is an expert on the emerging urban mobility landscape and its impact on a wide range of industries, markets, and brands. He is a sought-after

speaker whose work has been featured in the *New York Times* and *Wall Street Journal* and on National Public Radio. He is an experienced practitioner of the complete set of tools to influence policy: thought leadership, corporate contributions, philanthropic giving, diversity initiatives, direct lobbying, and grassroots and grassroots organizing.

Grisby was named a Next City Vanguard and is a graduate of the Urban Land Institute's Washington Regional Land Use Leadership Institute and the Eno Center for Transportation's Transit Senior Executive Program. He has degrees from Harvard University's Kennedy School of Government and the University of California, Los Angeles. Grisby is a native of Riverside, California, and currently resides in the walkable core of Washington, D.C.

Paul Lang

Buffalo, New York

Lang is a senior associate at Carmina Wood Morris DPC, a full-service architectural firm in Buffalo, New York, specializing in historic restoration and adaptive reuse of regionally and nationally significant properties. He also serves as vice chair of the Central Terminal Restoration Corporation, a nonprofit that owns and is working toward restoring and reactivating the New York Central Rail Station on Buffalo's Eastside.

Before his professional career, he worked as a graduate assistant for the Pantheon Institute in Rome, Italy, and as a lead designer on "La Exposición Design Guidelines," an urban planning re-visioning document for Panama City, Panama's UNSECO World Heritage Site.

Lang holds bachelor's and master's degrees in architecture with a concentration in urban planning and community design from Pennsylvania State University and is a registered architect in New York State with LEED AP BD+C accreditation through the U.S. Green Building Council. He is an active member of the Urban Land Institute, National Trust, American Institute of Architects, and other regional entities, which often ask him to present or advise on unique preservation approaches for complex urban redevelopment issues.

Molly McCabe

Bigfork, Montana

McCabe is the CEO and founder of HaydenTanner, a strategic real estate advisory firm focused on accelerating impact investment and sustainability in the built environment. She founded HaydenTanner after spending many years with large financial institutions in commercial real estate finance, capital markets, and development. She has spent her career cultivating practical solutions and strategies to accelerate the emergence of resilient buildings and vibrant, sustainable cities. McCabe focuses on the triple-bottom-line evaluation of alternative development and reuse scenarios.

She works to channel investment capital to enhance resilience, community vibrancy, and livability while meeting economic objectives. She has developed a proprietary financial pro forma modeling tool that evaluates the triple bottom line of proposed projects, analyzing impacts on community renewal and social equity, health and productivity, job growth, energy and water efficiencies, risk, and return. Her work is multifaceted, incorporating real estate, economics, human behavior, policy, and strategy.

She recently cofounded the Lotus Campaign, a nonprofit firm focused on increasing the availability of homes for people experiencing homelessness by engaging the private, for-profit real estate community.

McCabe is chair emeritus of the Urban Land Institute's Responsible Property Investment Council, a faculty member of the 2018 National League of Cities Rose Center for Public Leadership and Land Use, and a board member of the Freshwater Trust. She holds a BS in managerial economics from University of California, Davis, and an MBA in finance from the University of San Francisco.

Originally from San Francisco, McCabe now lives in Montana with her family and a host of pets.

Alysia Davis Osborne

Charlotte, North Carolina

Osborne is an urban placemaker who works to improve public gathering places and community stewardship and to create equitable development strategies in the Charlotte community.

In October 2018, she became vice president of planning and development for Charlotte Center City Partners (CCCP), where she contributes to the strategic guidance of growth and development of Uptown, South End, and West End. She also partners with organizations and citizens to advocate for innovative planning and urban design practices that enhance all the neighborhoods of Charlotte's Center City. With almost 20 years of experience in land development and planning, Osborne serves as liaison between city and county governments, city planners, and consultants. She also manages the agency's projects and initiatives related to transportation and research.

Osborne joined CCCP as the director of the historic West End in October 2015. In this role, she worked closely with neighborhood stakeholders and local businesses to coordinate CCCP's efforts to create and implement a vision for a strong neighborhood center that preserves and enhances existing neighborhood assets while attracting new investments in Charlotte's oldest African American neighborhoods. She worked with the community to create a tactical plan, corridor branding and marketing, and a small business development toolbox series.

Before joining CCCP, Osborne had worked for eight years as a planning coordinator in the Long-Range Planning Division of the Charlotte-Mecklenburg Planning Department. Previously, she served as a transportation planner for the Charlotte Department of Transportation and as a planner for the city of Jackson, Mississippi. She began her career with Parsons Brinkerhoff, a multinational engineering and design firm.

Osborne is a member of the American Institute of Certified Planners, American Planning Association, North Carolina Chapter of the American Planning Association, and Urban Land Institute. She is also a mentor for the League of Creative Interventionists and the Women's Intercultural Exchange.

Robert Palmer

Jacksonville, Florida

Palmer is the Jacksonville planning/mobility leader for RS&H, a national architectural and engineering firm. RS&H has more than 30 offices throughout the United States that provide programs and services in aviation, aerospace and defense, transportation infrastructure, and corporate and construction management. He is a member of the American Institute of Certified Planners and a certified transportation and logistics professional with over 34 years of experience. Palmer is a recognized leader in multiparty and interdisciplinary initiatives for transportation and infrastructure projects and programs and has represented his clients nationally and internationally. He served as lead transportation planner for Euro Disneyland in France, Tokyo Disney Sea, and Disney's Celebration mixed-use project in Florida.

Palmer has extensive master planning experience for resorts and theme parks, downtowns, university campuses, and large-scale developments, along with statewide policy and infrastructure planning. He served on the Urban Land Institute's Advisory Services panel for New Orleans following Hurricane Katrina in 2005 and was cochair for Reality Check First Coast, a seven-county visioning effort in northeastern Florida in 2009. Palmer currently serves as chair for the Florida Trade and Logistics Institute and as chair for the Business Community Working Group of Autonomous Florida, both with the Florida Chamber of Commerce.

Janet Protas

Chicago, Illinois

Protas is a key management resource for large-scale projects. She has more than 25 years of experience in urban development and has been responsible for the development of over 20 million square feet of high-rise residential and commercial space. She has held senior-level positions in several real estate and investment companies and has completed many high-profile projects in such localities as New York City and Chicago.

Protas received her MBA from the Wharton School of Business at the University of Pennsylvania and her BA from the University of Texas at Austin.

Malaika Abernathy Scriven

Washington, D.C.

Scriven is the interim chief of staff for the District of Columbia Office of Planning. Prior to this position, Scriven was the Walter Reed project manager at the Deputy Mayor's Office for Planning and Economic Development (DMPED) for the District of Columbia. She was part of the District's Local Redevelopment Authority's team that oversees the planning and implementation of a community-responsive, market-driven, and economically feasible land use plan for 66 acres of the site known as the Parks of Walter Reed. This project will provide 3.1 million square feet of mixed-use development, including more than 5,000 jobs, 2,100 housing units (including 432 affordable units at varying levels of affordability), and about \$1 billion in tax-generated revenue over 30 years.

Before working at DMPED, Scriven served as the special adviser of community initiatives at the D.C. Office of Planning. In this role, she spearheaded special projects within emerging neighborhoods that showcased small, but impactful creative placemaking interventions. Most of her nine-year tenure at the Office of Planning was devoted to managing several small-area planning projects, including the 2013 council-approved Walter Reed Army Medical Center Small Area Plan, which established community-driven recommendations for land use, transportation mitigation, and urban design guidance for the proposed 3.1 million square feet of development within the historic 66-acre campus.

Scriven holds a bachelor's degree from Xavier University in Cincinnati, Ohio, a master's degree in community planning from the University of Cincinnati, and a postgraduate degree in urban management from the Institute for Housing and Urban Development Studies in Rotterdam, the Netherlands.

Lynn Thurber

Chicago, Illinois

Thurber is chairman of the board of Jones Lang LaSalle Income Property Trust, a real estate investment trust registered with the Security and Exchange Commission, holding that position since 2011. She is also a member of the board of directors of Duke Realty Corporation and the board of trustees of Acadia Realty Trust.

Thurber was chairman of LaSalle Investment Management from 2007 to 2017 and chief executive officer of LaSalle from 2001 to 2006, before which she was copresident. LaSalle is a global real estate money management firm with \$60 billion in assets under management, investing in private real estate as well as publicly traded real estate companies on behalf of institutional and individual investors.

Before the Alex Brown, Kleinwort Benson (ABKB) Realty Advisors' merger with LaSalle Partners in 1994, Thurber was chief executive officer of that company. Before joining ABKB in 1992, she was a principal at Morgan Stanley & Co.

Thurber earned an MBA from Harvard Business School and an AB from Wellesley College. She is a past global chairman of the Urban Land Institute (July 2013–June 2015) and is currently a member of the advisory board of ULI's Center for Sustainability and Economic Performance.

Robert Yakas

Rancho Mirage, California

With a career focused on urban design, Yakas has extensive experience in both urban planning and architecture. Working in both the public and private sectors, he gained recognition as lead planner for the city of Hillsboro, Oregon, producing an award-winning downtown light-rail station community plan. He has worked across the United States and internationally as an urban design consultant focusing on transit planning, downtown revitalization, and large-scale master-planned communities.

Yakas served for 12 years as an adjunct professor at Portland State University. In the recent past, he has provided consulting services to larger consulting firms, public agencies, and private corporations as Robert Yakas Design.

He has been part of or led teams in all scales of design and planning projects. This experience and his achievements in the field and in design education include community planning, urban design, transit-oriented development, site design, large-scale master planning, and building design; leader of high-profile workshops nationally and internationally, and AIA Sustainable Design Assessment team leader and participant; international experience in Canada, France, Japan, Mexico, Turkey, and South Africa; adjunct professor in the Department of Urban and Regional Planning at Portland State University for 12 years teaching core urban design and site design courses; invited participant at forums on transit-oriented design and community design for the American Planning Association, American Institute of Architects, and National Light Rail Transit Conference; and design of multifamily residential, mixed-use, and commercial buildings.

As a leader of and key member of design teams, he has been involved in major development projects in states from Alaska to Florida, including California, Colorado, Minnesota, Oregon, Texas, Utah, and Washington.



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