

David Whitaker, Esq.
Director
Irvin Corley, Jr.
Executive Policy Manager
Marcell R. Todd, Jr.
Director, City Planning
Commission
Janese Chapman
Director, Historic Designation
Advisory Board

John Alexander
Megha Bamola
LaKisha Barclift, Esq.
Nur Barre
M. Rory Bolger, Ph.D., AICP
Elizabeth Cabot, Esq.
Tasha Cowen

City of Detroit
CITY COUNCIL
LEGISLATIVE POLICY DIVISION
208 Coleman A. Young Municipal Center
Detroit, Michigan 48226
Phone: (313) 224-4946 Fax: (313) 224-4336

George Etheridge
Christopher Gulock, AICP
Derrick Headd
Marcel Hurt, Esq.
Kimani Jeffrey
Anne Marie Langan
Jamie Murphy
Kim Newby
Analine Powers, Ph.D.
Jennifer Reinhardt, AICP
Rebecca Savage
Sabrina Shockley
Thomas Stephens, Esq.
David Teeter
Theresa Thomas
Kathryn Lynch Underwood, MUP
Ashley A. Wilson

TO: Kevin Johnson, President & CEO
Detroit Economic Growth Corporation (DEGC)

FROM: David Whitaker, Director *DW*
Legislative Policy Division

DATE: March 9, 2021

RE: 2021-2022 Budget Analysis

Attached is our budget analysis regarding your agency's budget for the upcoming 2021-2022 Fiscal Year.

Please be prepared to respond to the issues/questions raised in our analysis during your scheduled hearing on **Thursday, March 11, 2021 at 11:00 a.m.** We would then appreciate a written response to the issues/questions at your earliest convenience subsequent to your budget hearing. Please forward a copy of your responses to the Council members and the City Clerk's Office.

Please contact us if you have any questions regarding our budget analysis. Thank you for your cooperation in this matter.

Attachments

cc: Councilmembers
Auditor General's Office
Glen Long, Jr., DEGC CFO
Nicole Sherard-Freeman, Group Executive-Jobs, Economy & Detroit at Work
Kenyetta Hairston-Bridges, Executive Vice President Economic Development &
Investment Services DEGC
Malinda Jensen, Senior Vice President-Board Administration & Government Affairs
Jay Rising, Acting CFO

Tanya Stoudemire, Chief Deputy CFO
Steven Watson, Deputy CFO/Budget Director
Renee Short, Budget Team Leader
James George, Agency CFO
Avery Peoples, Mayor's Office

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Detroit Economic Growth Corporation/
Economic Development Corporation/
Downtown Development Authority

FY 2021-2022 Budget Analysis by the Legislative Policy Division

Detroit Economic Growth Corporation (DEGC)

The DEGC was established in 1978. The mission is to design and implement innovative solutions that drive investment, create jobs, and advance the economy of Detroit through public private collaborations. The DEGC is a private nonprofit development organization of public, business, labor and community leaders established to assist businesses in expanding or locating in Detroit and bringing new investments to the City. The DEGC provides staff and other administrative services to the Downtown Development Authority (DDA), Local Development Financing Authority (LDFA), the Economic Development Corporation (EDC), Detroit Brownfield Redevelopment Authority (DBRA), the Detroit Next Michigan Development Corporation (DNMDC) and the Eight Mile Woodward Corridor Improvement Authority. These development entities do not contain any staff.

The DEGC also works directly for the City of Detroit under contract and manages economic development efforts funded by private and foundation contributions, grants and contracts. The DEGC receives funding primarily from the City of Detroit through its Housing & Revitalization Department (HRD), the DDA, the EDC, the LDFA, the DBRA and corporate contributions. The DDA, EDC, LDFA and DBRA contributions to the DEGC's budget serve as reimbursement to the DEGC for staff services, office space, and operating expenses.

In Mayor Duggan's budget for 2021-22, the City through the HRD is contributing \$1,839,489, which includes the base contribution of \$1,045,185 to the DEGC, a \$694,304 contribution for the District Business Liaison program that would be administered by the DEGC in FY 2022, and a \$100,000 contribution for additional land assemblage work that is anticipated (see Attachment I). The chart below shows the City's contributions to the DEGC since 2015-16:

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City of Detroit's Contribution to the Detroit Economic Growth Corporation from its Housing and Revitalization Department								
	FY		FY		FY		FY	Recommended
	2015-16		2016-17		2017-18		2018-19	
Contri- bution								
Amount	\$1,112,833	(1)	\$1,117,000	(2)	\$1,117,000		\$1,861,304	(3)
							\$1,936,304	(4)
							\$1,636,304	(5)
								\$1,839,489

(1) The original FY 2015-16 DEGC contribution was \$867,000. It should be noted that two (2) budget amendments in FY 2015-16 brought the City's contribution funding level for the DEGC to \$1,112,833.

(2) It should be noted that through one (1) budget amendment in FY 2016-17 brought the City's base contribution for the DEGC to \$1,117,000.

(3) It should be noted that the addition of \$694,304 for the District Business Liaison program and \$50,000 for a retail corridor study in zip code 48217 to the City's base contribution brought the City's funding level for the DEGC to \$1,861,304.

(4) It should be noted that the addition of \$694,304 for the District Business Liaison program and \$125,000 for a contribution for additional land assemblage work that is anticipated to the City's base contribution brought the City's funding level for the DEGC to \$1,936,304.

(5) Initially the Mayor recommended \$1,936,304 for the City's contribution to the DEGC for FY 2021, however, this contribution was reduced by \$300,000 as one of the budget solutions to address a projected \$194 M revenue shortfall in FY 2021's general fund due to the impact of the COVID-19 pandemic.

The DEGC feels the City's contribution helps the organization provide citywide proactive business attraction and retention efforts, work on vital economic development projects, and continue to work with the HRD and the Administration during pre-development stages on City projects.

It is important to note that the DEGC bylaws require its operating budget to be recommended by the Finance Committee and adopted by the Executive Committee of the DEGC Board of Directors. As of the date of this report, the DEGC has not completed the development of its operating budget for 2021-22.

Attachment II represents DEGC's operating budget for 2020-21, which totals \$8.6 million. The major sources of the operating budget is \$1.64 million from the City's contribution; \$3.5 million from contributions from the various public development authorities-EDC, DDA, LDFA, DBRA, Eight Mile Woodward Corridor Improvement Authority and the DNMD; and \$1.7 million from Other Contracts¹.

Attachment III represents the DEGC's current organizational chart.

Attachment IV represents the DEGC's responses to LPD's FY 2021-22 preliminary DEGC budget questions and requests.

It's important to note that the DEGC has 64 budgeted positions, with 61 of them being filled as of March 8, 2021. The DEGC anticipates filling the three vacancies quickly. Last year at this time, the DEGC had 70 budgeted positions. The number of positions is down from prior years

¹ "Other Contracts" represent contracts for administration of projects where the amounts are generally variable from year to year or non-recurring. Items showing up in this for 2020-21 would include Motor City Match and Motor City ReStore, DDR, as well as Green Grocer, NEIdeas, and D2D, among others.

due to decreased funding and the sunset of certain programs. The DEGC indicates as always, the personnel makeup of the DEGC will change over the course of the year if new program opportunities arise.

Economic Development Corporation (EDC)

In Mayor Duggan's budget for 2021-22 for HRD, the City through the HRD is contributing \$275,000 to the EDC (see Attachment I). Council should note that \$255,000 is for EDC operations and \$20,000 is for operations of the Detroit Next Michigan Development Corporation, which is under the aegis of the EDC. The chart below shows the City's contributions to the EDC since 2015-16:

City of Detroit's Contribution to the Economic Development Corporation from Its Housing and Revitalization Department (formerly the Planning and Development Department)								
	FY	FY		FY		FY	FY	Recommended
	2015-16	2016-17		2017-18		2018-19	2019-20	2020-21
								2021-22
Contribution								
Amount	\$200,000	\$255,000	(1)	\$275,000	(2)	\$275,000	\$275,000	\$275,000
(1) EDC's general fund subsidy started out at \$200,000 but was eventually increased to \$255,000 per a contract amendment.								
(2) In FY 2017-18, \$20,000 was added to the City's contribution to the EDC in order to help the DNMDC pay for insurance, audit and administrative costs.								

It is important to note that the EDC Board of Directors approves its operating budget. As of the date of this report, the DEGC has not completed the development of the EDC operating budget for 2021-22.

Attachment V represents EDC's total operating budget for 2020-21. The EDC receives transfers from other funds or projects in the form of project fees. The EDC receives project fees for the Motor City Match/Restore Program, the Casino Development Fund, the Waterfront East Reclamation project, etc., as well as other service fees and loan repayments consistent with the current fiscal year. The project fees are temporary sources of revenue. The EDC board approves this budget. Council approves the City contribution and project fees stemming from contracts your Honorable Body approved between the EDC and the City of Detroit for a particular project/fund, such as the Casino Development Fund. Attachment VI represents the most recent EDC-Casino Development Fund report.

Downtown Development Authority (DDA)

The DDA, a public corporation for the City of Detroit, was established for the purpose of promoting and developing economic growth in the City of Detroit's downtown business district. The DDA has been authorized to fund its General Fund (operating) budget by an ad valorem tax of one mill on real and tangible personal property not exempt by law in the downtown development district, and by a levy on the increased assessed value of a tax increment district, and the issuance of negotiable revenue and tax increment bonds to finance the development activities of the DDA.

Note: the DDA could receive two mills on real and personal property for operating purposes based on the 2010 Census count results.

Unlike the DEGC and EDC, the DDA does not receive a General Fund contribution. Therefore technically, the DDA is not a part of the DEGC and EDC budget hearing, but of course, the DEGC will address any questions City Council may have regarding the DDA. However, the City Council does approve the DDA's operating budget per State Public Act 197 of 1975. The DDA's operating budget is usually presented to City Council in June. Attachment VII represents the DDA's 2020-21 operating budget Council approved in July 2020.

Also in accordance with PA 197 of 1975, Council approves the Tax Increment Finance Plan, which delineates the anticipated development projects in the downtown area. Whenever the TIF Plan is amended, the DDA board must first approve the amendments, and then the amendments come before Council for approval. This process additionally gives Council an opportunity to review the DDA's policies, plans, and procedures as they relate to development activity in the downtown area.

Attachment VIII represents DBRA's operating budget for 2020-21. The DBRA Board of Directors approves its operating budget.

Attachment IX represents LDFA's operating budget for 2020-21. By State The LDFA's operating budget is approved by City Council per State Statute, and it is usually presented to City Council in June.

Attachment X represents Eight Mile Woodward Corridor Improvement Authority's operating budget for 2020-21. The Eight Mile Woodward Corridor Improvement Authority's operating budget is approved by City Council per State Statute, and it is usually presented to City Council in June.

Issues and Questions

1. Due to the impact of the COVID-19 pandemic, the City's FY 2021 contribution to the DEGC went from \$1,936,304 to \$1,636,304, a \$300,000 reduction, to help balance the City's FY 2021 budget. What impact did the \$300,000 reduction have on DEGC operations in FY 2021?
2. The Mayor's proposed City FY 2022 contribution to the DEGC is \$1,839,489, which is \$96,815 lower than the pre-pandemic contribution of \$1,936,304. What impact will the \$96,815 reduction have on DEGC operations in FY 2022?
3. Given the current economic climate, especially given the impact of the COVID-19 pandemic, does the DEGC foresee a slowdown in economic activity in the City of Detroit in FY 2022?

EDC

4. Please explain the need for the contribution of \$275,000 for the EDC, which includes the \$20,000 contribution for the DNMD.

5. Attachment VI shows that during calendar year 2020, \$2,000,000 in Casino Development Funds was transferred from the Resident Real Estate program to the Small Business Relief Grants. In addition during 2020, \$270,000 in Casino Development Funds was transferred from the National Retail program to the Small Business Relief Grants. As a result, a total of \$2,270,000 was spent during 2020 on Small Business Relief Grants to help small businesses stay afloat during the COVID-19 pandemic. This reprogramming was approved by Council. How many small businesses applied for the relief grants and how many of the applicants are still in business in Detroit? Did the \$2,270,000 leverage State of Michigan and Wayne County dollars to help additional small businesses stay afloat during the pandemic in 2020? Are there federal stimulus dollars available to help additional small businesses in Detroit?
6. Can the DEGC quantify how many Detroit small businesses were saved from closure due to federal stimulus dollars received in 2020? Does the DEGC know how small businesses still went out of business despite the efforts of the federal stimulus dollars?

BRDA

7. Has the number of brownfield redevelopment projects this fiscal year increased or decreased as compared to last year?
8. The June 30, 2020 annual financial statements for the BRDA reflect a huge reduction in net position, going from \$40.2 million for FY 2019 to \$1.4 million for FY 2020, primarily due to expenditures exceeding revenues by \$39 million in FY 2020. Is this due primarily to the land acquisition process associated with the Fiat Chrysler project?

Attachments

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CITY OF DETROIT
BUDGET DEVELOPMENT
FINANCIAL DETAIL BY DEPARTMENT, FUND, APPROPRIATION, & COST CENTER - EXPENDITURES
DEPARTMENT 36 - HOUSING & REVITALIZATION DEPARTMENT

Department # - Department Name	FY2021 Adopted	FY2022 Mayor	FY2023 Forecast	FY2024 Forecast	FY2025 Forecast
Fund # - Fund Name					
Appropriation # - Appropriation Name					
Cost Center # - Cost Center Name					
360130 - Community Development	-	500,000	500,000	500,000	500,000
364136 - Senior Home Repair	-	500,000	500,000	500,000	500,000
27360 - Subsidies to Partner Development Organizations	-	2,114,489	2,114,489	2,114,489	2,114,489
* 360134 - Economic Development Corporation	-	275,000	275,000	275,000	275,000
* 360135 - Economic Growth Corporation	-	1,839,489	1,839,489	1,839,489	1,839,489
27361 - Economic Development Summer Jobs Program	-	2,665,000	2,665,000	2,665,000	2,665,000
365007 - Economic Development Summer Jobs Program	-	2,665,000	2,665,000	2,665,000	2,665,000
27362 - Motor City Match.	-	2,500,000	2,500,000	2,500,000	2,500,000
365008 - HRD Economic Dev & Small Business Dev	-	2,500,000	2,500,000	2,500,000	2,500,000
29360 - Housing & Revitalization Dept Administration	-	3,683,434	3,587,837	3,605,665	3,623,850
360054 - Administration Indirect Costs	-	952,512	922,409	937,761	953,420
365702 - Administration (Indirect) - Records/Audit & Admin Sul	-	151,733	146,878	149,354	151,880
365709 - HRD Indirect Cost	-	2,579,189	2,518,550	2,518,550	2,518,550
2001 - Block Grant	31,141,103	33,425,073	34,093,574	34,775,446	35,470,955
04139 - HRD Detroit Area Pre-College Engineering Program NOF	75,000	-	-	-	-
360238 - DAPCEP	75,000	-	-	-	-
04178 - HRD World Medical Relief	75,000	-	-	-	-
360263 - World Medical Relief	75,000	-	-	-	-
05149 - HRD St Patrick Senior Center	80,000	-	-	-	-
360454 - St Patrick Senior Center	80,000	-	-	-	-
05178 - HRD Wellspring	75,000	-	-	-	-
360469 - Wellspring	75,000	-	-	-	-
05428 - HRD People's Community Services Metro Detroit NOF	75,000	-	-	-	-

CITY OF DETROIT
BUDGET DEVELOPMENT
FINANCIAL DETAIL BY DEPARTMENT, FUND, APPROPRIATION, & COST CENTER - EXPENDITURES
DEPARTMENT 36 - HOUSING & REVITALIZATION DEPARTMENT

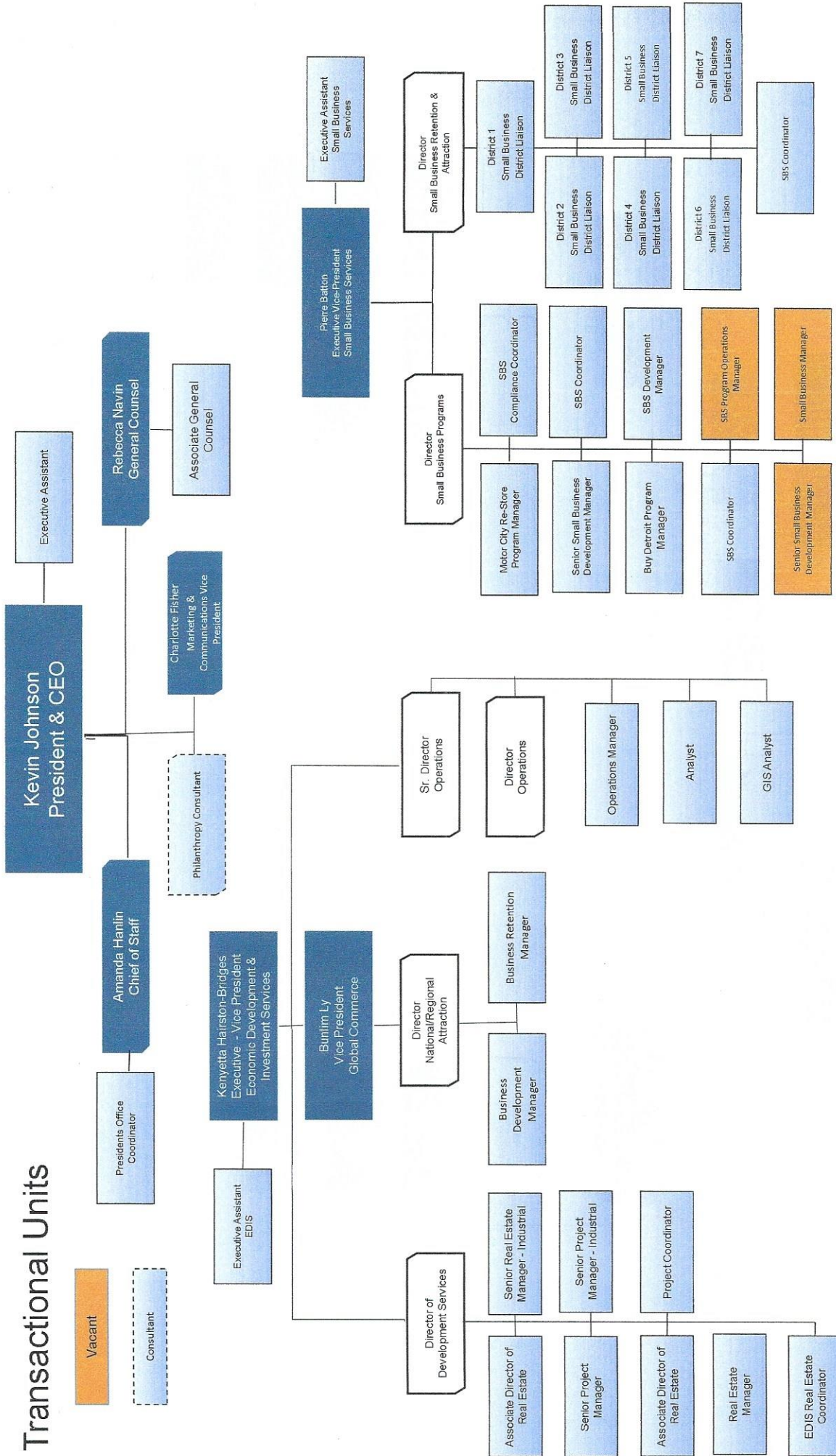
Department # - Department Name Fund # - Fund Name Appropriation # - Appropriation Name Cost Center # - Cost Center Name	FY2021 Adopted	FY2022 Mayor	FY2023 Forecast	FY2024 Forecast	FY2025 Forecast
36 - Housing & Revitalization Department	62,427,194	68,596,955	66,548,561	67,578,567	68,629,176
1000 - General Fund	18,864,091	21,830,465	18,846,742	18,922,711	19,000,201
00014 - HRD Community Development	2,412,474	-	-	-	-
360130 - Community Development	2,412,474	-	-	-	-
00015 - HRD Real Estate	491,325	-	-	-	-
360131 - Real Estate_City	491,325	-	-	-	-
* 00595 - HRD Economic Development Corporation	275,000	-	-	-	-
360134 - Economic Development Corporation	275,000	-	-	-	-
* 00597 - HRD Economic Growth Corporation	1,636,304	-	-	-	-
360135 - Economic Growth Corporation	1,636,304	-	-	-	-
13168 - HRD Real Estate & GIS	1,096,725	-	-	-	-
365080 - HRD Policy Development & Implementation	1,096,725	-	-	-	-
13758 - HRD FRM Indirect Staffing Costs	1,282,108	-	-	-	-
360054 - Administration Indirect Costs	1,282,108	-	-	-	-
20235 - HRD Administration (Indirect) - Records/Audit & Admin	3,025,687	-	-	-	-
365702 - Administration (Indirect) - Records/Audit & Admin Suf	451,637	-	-	-	-
365709 - HRD Indirect Cost	2,574,050	-	-	-	-
20236 - HRD OPPP Direct - Tax Incentives, Policy, & Development	2,366,130	-	-	-	-
365703 - OPPP Direct - Tax Incentives, Policy, & Development	2,366,130	-	-	-	-
20237 - HRD Housing Underwriting - Single Family	357,320	-	-	-	-
365704 - Housing Underwriting - Single Family	357,320	-	-	-	-
20494 - HRD General Fund Summer Jobs Program	2,000,000	-	-	-	-
365007 - Economic Development Summer Jobs Program	2,000,000	-	-	-	-

Attachment II

**DETROIT ECONOMIC GROWTH CORP
OPERATING AND PROGRAM REVENUE SOURCES
2020-21**

<u>SOURCES</u>	<u>2020-21 BUDGET</u>
CITY CONTRACT	1,636,304
EDC CONTRACT	800,000
DDA CONTRACT	1,900,000
LDFA CONTRACT	125,000
DBRA CONTRACT	600,000
CIA/NMDC CONTRACTS	60,000
EDA GRANT	75,000
LEGAL REIMBURSEMENT	500,000
PRIVATE SECTOR	340,000
EDC PROJECTS	600,000
BUSINESS ATTRACTION ALLOCATION	150,000
OTHER CONTRACTS	1,695,000
SERVICE FEES/OTHER INCOME	68,696
BUDGET DEFICIT	0
TOTAL REVENUE	8,550,000
<u>USES</u>	
PERSONNEL	7,095,700
CONTRACT SERVICES	226,100
TRAVEL/MEETINGS& MARKETING	336,500
RENT/UTILITIES/INSURANCE	607,000
EQUIPMENT	165,000
OTHER	119,700
TOTAL EXPENSES	8,550,000
DIFFERENCE	0

Transactional Units



Kevin Johnson
President & CEO





TO: Irvin Corley, Jr., Executive Policy Manager
Legislative Policy Division

FROM: Kevin Johnson, President & CEO
Detroit Economic Growth Corporation (DEGC)

DATE: March 8, 2021

RE: FY 2021-22 Preliminary DEGC Budget Questions

This memo is in response to questions included in your e-mail dated March 5, 2021.

1. The FY 2020-21 operating budgets for the DEGC, DDA, EDC, DBRA, LDFA, and EMWCIA.

These operating budgets were provided by Glen Long via email on March 5.

2. The June 30, 2020 audited financial statements for the above agencies. Please include the DEGA as well.

These financial statements were provided by Glen Long via email on March 5.

3. The latest Casino Development Fund report.

The Casino Development Fund report was provided by Glen Long via email on March 5.

4. The latest DEGC org chart.

Please see Attachment A.

5. The number of budgeted positions, and number of vacancies and the difficulty filling them.

The DEGC has 64 budgeted positions. At the time of this report, 61 of them are filled with 3 vacancies (highlighted in Orange on the attached Org Chart). We anticipate that they will be filled quickly. The number of positions is down from prior years due to decreased funding and the sunset of certain programs. As always, the personnel makeup of the DEGC will change over the course of the year if new program opportunities arise.



6. The latest project updates and a list of additional economic projects the DEGC and et all is working on.

DEGC's Small Business Services Unit

- Motor City Re-Store: After 9 rounds, the program has made 189 Total Awards (129 Design, 60 for Exterior Improvement Projects, 9 Projects Completed) and completed 47 façade projects.
- Motor City Match: Motor City Match continues to exceed program expectations. Specifically, the program has:
 - Opened 161 businesses in commercial spaces
 - Assisted 200 home-based businesses in opening and operating
 - After 17 rounds, the program has served 1,400 businesses (61% are owned by Detroiters, 81% are minority owned, and 70% are women owned). Grants were awarded to 159 businesses totaling \$8,100,000 which leveraged \$44,371,920 in investments.
- District Business Liaisons (DBLs): DEGC created a District Business Liaison program in 2018 whereby we have dedicated one individual to each of the seven Council Districts. These individuals work with business owners within her/his assigned District as a resource to assist with city processes and to offer traditional business retention services. Statistics demonstrate that each new business opened generates on average 9.2 jobs, so the DBL program has direct impact on the City's overall goal to increase job opportunities for Detroit residents. DBLs serve in multiple capacities such as organizing commercial corridor clean-up efforts, supporting local business associations, and promoting city wide marketing initiatives like Small Business Saturday.
- Minority Procurement: With the City and partners including New Economy Initiative (NEI), DTE Energy and TCF Bank, DEGC is relaunched a new initiative to connect minority Detroit businesses with buyers from local and regional firms. Most notably, DEGC has completed beta testing on the new BuyDetroit portal – an online matchmaking system that provides suppliers with access to new requests for bids/proposals from buyers and offers buyers a direct link to local suppliers.
- COVID 19 Response: DEGC administered five distinct COVID-19 relief grant funds totaling \$15 million, which was disbursed in approximately 2000 cash grants to Detroit Small businesses



- Detroit Means Business: Additionally, the DEGC assumed a leadership role in Detroit Means Business (DMB), a coalition of private, public, and philanthropic partners dedicated to making Detroit *the* place to open and operate a small business. Originally, launched in May 2020 to assist small businesses in Detroit survive the COVID-19 crisis, the coalition has expanded to help businesses with fewer than 50 employees access resources including access to capital, assistance navigating the regulatory environment, opportunities to increase revenue, and securing PPE.

DEGC's Economic Development and Investment Services (EDIS) Unit

Business Development

The effects of Covid-19 on Economic Development have enabled companies rethink everything from rethinking value chains to rethinking workspace use. Throughout this time, the DEGC has maintained a robust pipeline of activities at the various stages of the process. Currently the Business Development (BD) pipeline is estimated to create 4,661 jobs, of which approximately 16 priority business attraction projects have the near-term potential to result in investment and job creation in Detroit. Only a portion of this pipeline will result in project announcements.

We continue to drive diversification of industries in Detroit to create a more resilient economy, as well provide a broader range of jobs/careers for Detroiters. Projects are distributed across the following industry sectors:

- Automotive/Mobility
- Food Processing/Distribution
- Apparel Manufacturing
- Financial Services – FinTech / Insurance Tech
- Logistics & Transportation
- Contact Centers
- Job Training
- Construction
- Sports & Recreation

In addition to business attraction, we continued to remain focused on existing Detroit businesses (Business Retention), which entails supporting Detroit businesses in their continued growth and expansion. DEGC's business development pipeline continues to grow, adjusting and evolving to meet the new needs of clients (both Attraction and Retention).



A sample of the Business Retention and Expansion projects that DEGC is working on is listed below:

- **Detroit Bikes** – The company plans to expand by 120,000 Square Feet to accommodate new business and increased growth. This project will create approximately 250 new jobs over a three-year period.
- **Benkari** – Minority and Woman-Owned business is establishing a new 7,000 SF headquarter and training facility.
- **Gayanga Co** – Minority-owned, Demolition Contractor is launching a new Training facility and pre-apprenticeship program to create pipeline of skilled trades workers for local employment opportunities. The project will include new construction of approximate 40,000 SF to include company headquarters w/training classrooms, auto mechanics garage and storage. This project is expected to generate \$7 million in total private investment.
- **Bridgewater Interiors** – Minority-owned, Tier I automotive Supplier that specializing in seating has experienced new business and will reconfigure their Detroit plant and add new machinery and equipment to accommodate new program. The company expects to create 140 additional jobs.
- **City Shield** – Security Firm looking to expand its physical footprint and add 600 new jobs to accommodate increase in business.

Development Services

In addition to the above Business Development projects, the Development Services Team is leading implementation of commercial mixed-use projects and economic development action items on the East Riverfront and Eastern Market. This includes facilitation of public land redevelopment, business attraction and expansion, and construction management services for public infrastructure. DEGC is supporting the City in the launch of the Del Ray Planning Study.

Of the many projects DEGC is leading, there are 7 mixed use projects in the City's Strategic Neighborhood Fund (SNF) neighborhoods including: Southwest Detroit, Livernois-McNichols, East Warren/Cadieux and the Villages. DEGC is working with MEDC within the SNF areas to leverage approximately \$6.15 Million in Grants/Loans to leverage approximately \$49 Million in neighborhood development.

In addition, DEGC is working closely with small businesses participating in the Motor City Match program to access local incentives such as abatements and brownfield tax increment financing to support their planned investments. Key projects include:



- Terri Cakes
- 3530 W Grand River
- 5640 & 5650 W Vernor
- 7400 W McNicholas
- Hubbard Vernor Mixed Use
- The Atrium (Liv-6)
- Bagley – 16th
- City Club Apartments Midtown
- Corktown Apartments at Michigan & Church St
- Lafayette West
- The Leland
- 3745 Cass Ave
- 6531 Woodward
- 1315 Broadway
- AMP Collection on Harper
- 6501 Hastings, Fisher Auto Body
- 2526 Orleans
- Eastern Market
 - Completed the Eastern Market Planning Framework study in coordination with PDD which will help to define a course of development that optimizes the best use of available land for food business expansions, mixed use commercial development and resources for infrastructure improvements such as storm water mitigation.
 - Assisting PDD on the Implementation of the Eastern Market Framework Plan, including the establishment of a local historic district and zoning update.
 - Business Development in Eastern Market including: Motor City Supplies Business Attraction and Germack Expansion
 - We have applied for federal funding under the CARES ACT to support \$3.1M in infrastructure related activities in Eastern Market.
- Industrial Land Assembly
 - In coordination with the Administration, the DEGC is leading the industrial land strategy that prioritizes site readiness activities around approximately 11 key sites ranging from 10 to 55 acres. The industrial land strategy includes defined predevelopment activities for site survey, environmental assessment, adjacent private land assembly opportunities, site clearing and demolition and utility assessments. DEGC is also working on developing funding requests for the site's predevelopment activities.



- Leading efforts to optimize incentives that will augment neighborhood development along the neighborhood corridors, including deal structuring for the Strategic Neighborhood Fund (SNF).
- The Riverfront
 - The reconstruction of the existing seawall along the Detroit River frontage of the DDA property at 1351 West Jefferson Ave, Detroit, MI
 - Brodhead Armory Masterplan Amendment
 - Uniroyal Land Transfer and future development
 - East Riverfront environmental stockpile cleanup
 - East Riverfront Maintenance (Coast Guard Station) Site access and site evaluation
- Jos Campau Greenway Project – Managing construction related activities including construction, engineering, and inspection (CEI) services. DEGC is working directly with HRD and the Contractor.
- Sherwood Street – Managing construction related activities including construction, engineering, and inspection (CEI) services that will replacing approximately 450 linear feet of the road adjacent to US Ecology.
- Fort Street - Managing construction related activities including construction, engineering, and inspection (CEI) services that will realign the street and pedestrian movement near Fort and Woodward.
- Serving as representative for City of Detroit and DEGC for the redevelopment of Conner Creek Power Plant, currently in Post development Stage.
- Leading Pre-Development and Site readiness services for key strategic planning areas and industrial sites including:
 - Junction-McGraw - Environmental services
 - Former AMC site - Leading land assembly activities to establish a 48-acre development site that would enable the future development of the site for light industrial and accommodating office. Facilitated initial site remediation activities that included removal of Underground Storage Tanks.

DEGC's Board Administration and Finance Units continue to provide administrative support for the DEGC and various public authorities. The Unit plans to complete the following in 2021:

- Continue to provide staff services to Detroit's economic development authorities including The Downtown Development Authority (DDA), The Detroit Brownfield Redevelopment Authority (DBRA), The Economic Development Corporation (EDC), The Eight Mile Woodward Corridor Improvement Authority (EMWCIA), Detroit Next Michigan



Development Corporation (DNMDC), Neighborhood Development Corporation (NDC) and the Local Development Finance Authority (LDFA).

- Manage the DBRA program from project application through state and local legislative approval process including the reimbursement of eligible costs for active brownfield projects.
- Continue to manage the Authority Board Meeting Process in accordance with Open Meeting Act requirements.
- Ensure compliance with PA 57 which creates reporting requirements for tax increment finance authorities in Michigan.
- Continue to manage Freedom of Information Act inquiries in accordance with statutory guidelines. Continue to achieve "Clean" Audits

7. Most recent accomplishments.

DEGC facilitated several significant business attraction and expansion projects during the year, including the following selected projects:

- **Dakkota Integrated Systems** – a certified, woman and minority-owned Tier I auto supplier specializes in the assembly of Instrument Panels. The company completed construction a 300,000 square foot manufacturing facility at the site of the former Kettering High School. This project is expected to create 419 new jobs, prioritized for Detroiters, and generate approximate \$50 million in total private investment. Due to increase manufacturing demand, Dakkota is considering the expansion of its existing footprint in the City of Detroit.
- **Clearcover Inc** – Illinois based Automotive Insurance carrier that leverages technology to improve insurance costs announced that it will create up to 300 jobs in the Detroit. As a City, we competed in a national search and Detroit was selected over its final competing sites in Indiana and Wisconsin.
- **EW Grobbel** – 100yr old existing business in Eastern Market specializing corned beef processing is expanding their footprint to construct a 140,000 square foot building and retain 225 employees. This project is expected to create up to 300 new jobs and generate \$25 million in new private investment under Phase I project activities.



- **Detroit Manufacturing Systems, LLC** - a certified, minority-owned Tier 1 auto supplier, specializing in the manufacturing and assembly of vehicle modules. The company plans to repurpose its existing facility in Detroit while diversifying and expanding its capabilities to market to other industry segments. The project is expected to generate a total private investment of \$31.9 million and create 225 jobs.

Additional accomplishments:

- **Former Cadillac Stamping Site** – DEGC lead and facilitated the assemblage of 43 acres with Northpoint Development, a national development team specializing in Industrial Development. Activities include the demolishing and abatement of a 900,000 square ft obsolete building. Northpoint will construct 642,000 SF of Class A Industrial Space. The site expected to support 450 jobs and generate an approximate \$48 million in private investment.
- **Fiat Chrysler (FCA)** – DEGC is closing out final implementation activities associated with FCA project including environmental remediation, construction activities and EGLE Grant activities.
- **Georgia Street Road Project** – Completed over \$3 million in construction related activities that included constructing an all-season road, replacement of sewer infrastructure, installation of a traffic signal Mt. Elliott and landscaping. Project is complete and is in the process of closing out with the Federal Economic Development Administration.

DEGC facilitated procurement of local incentives to support **28** projects representing **\$395.5M** investment that will result in the activation of **1.8M SF**. Of these total projects, **15** were located outside of Greater Downtown. Highlights of this work include:

- Construction commencement for sample neighborhood and large-scale development projects: (see attached list)
- In 2020, secured **\$18.6M** in grants & loans from the Michigan Economic Development Corporation Community Revitalization Program that leverage **\$167.0M** in private investment.

DEGC staff managed the administrative functions necessary to ensure efficient, productive and successful board meetings. Highlights of this work include:



- In 2020, DBRA staff facilitated 11 brownfield plans and there are currently two brownfield plans in process for review and approval.
- In 2020, Board Administration and Finance delivered clean audits and continued to service all of the various bond issuances.

- Please see attachment B for DEGC's latest Impact Report.

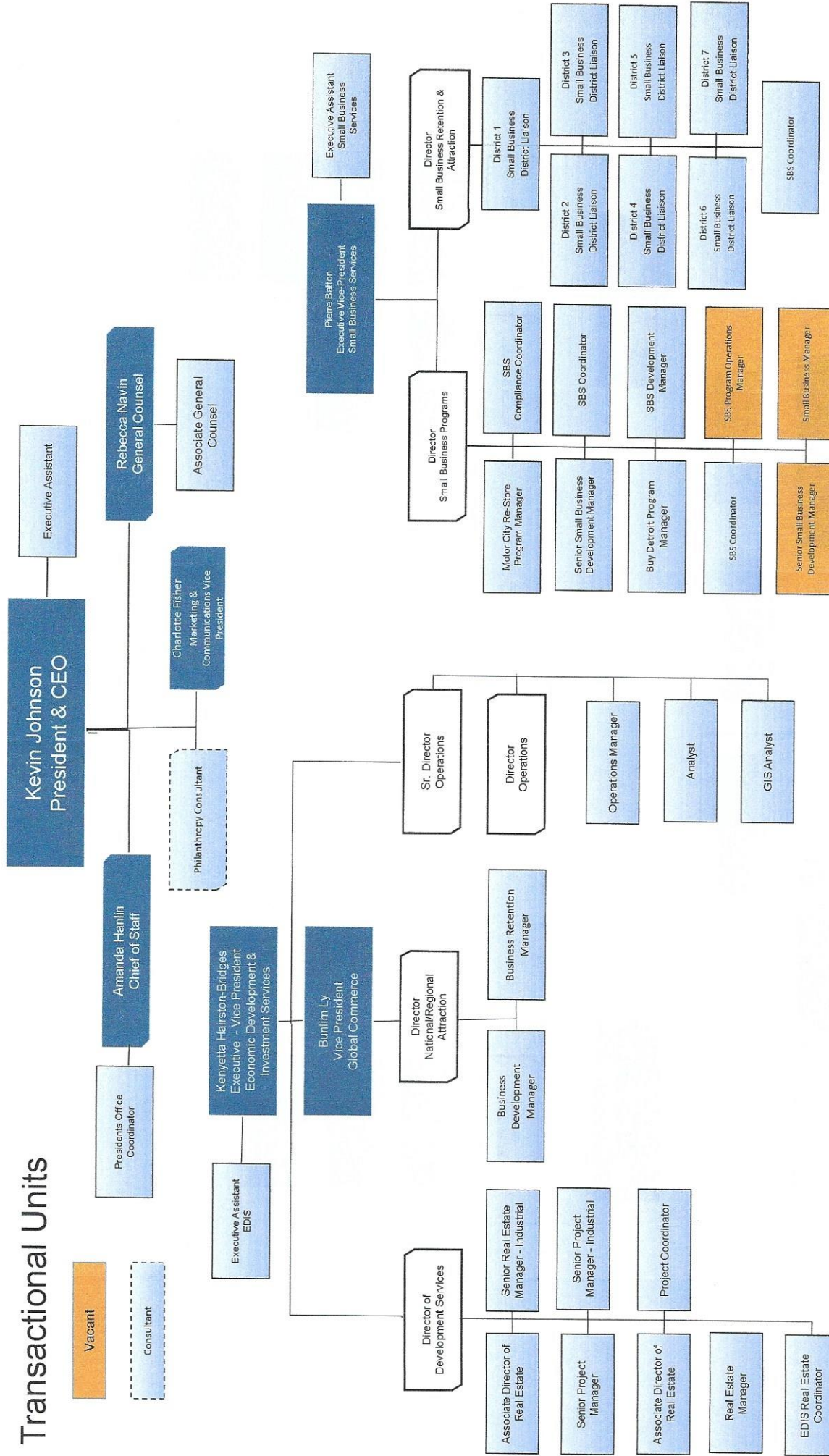
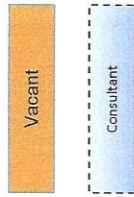
8. DBRA spreadsheet of projects. Will have to go with a pdf copy since folks are working remotely.

The DEGA spreadsheet of projects was provided by Malinda Jensen via email on March 5.

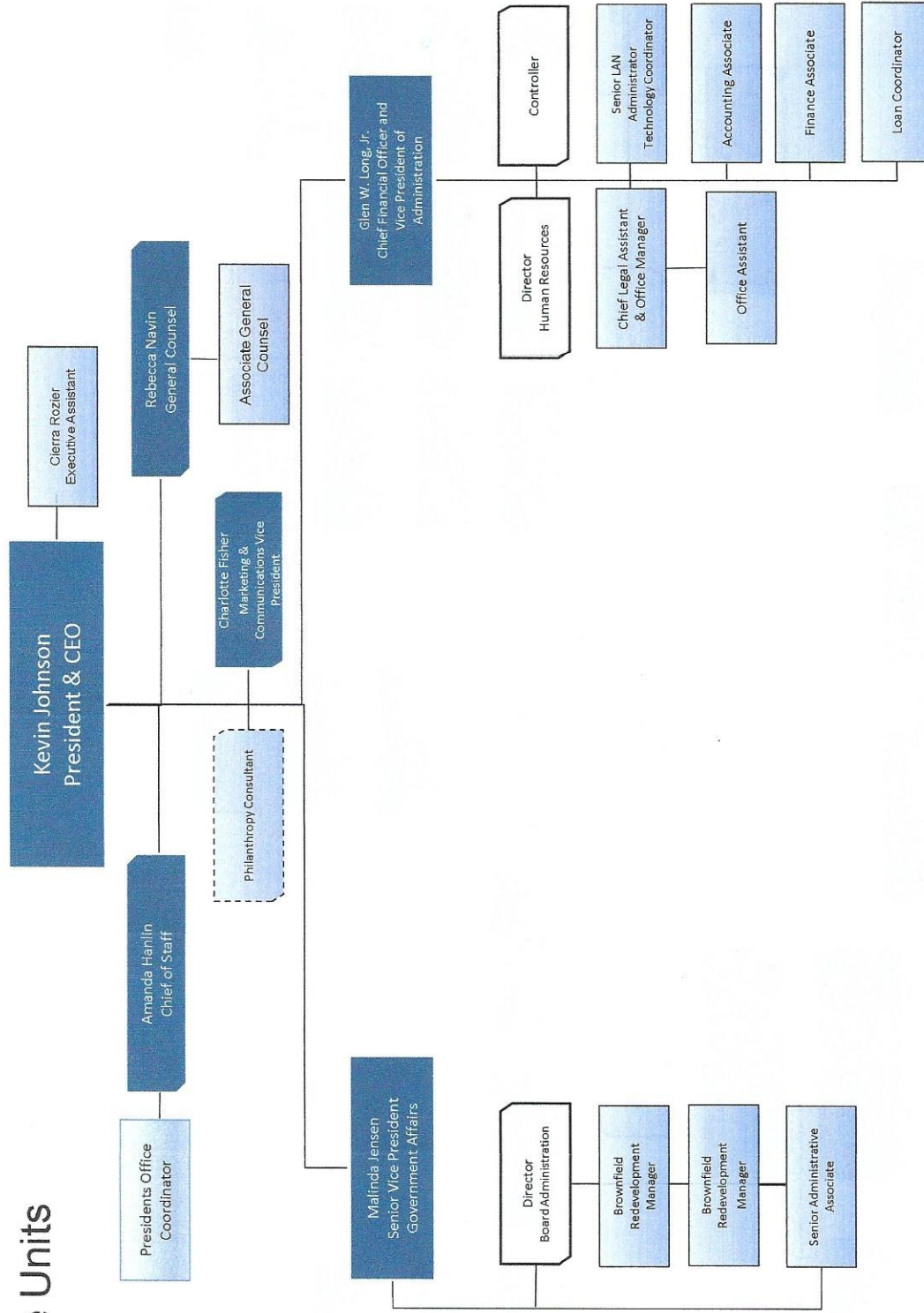
9. Briefly explain the DEGC's new expense initiatives, new capital funding requests, operational reforms and savings proposals, and new revenue initiatives/proposals to be implemented in FY 2021.

The DEGC will be continuing the same initiatives it has been working on for the City. This includes Industrial Land Assemblage, the District Business Liaison program, and our Small Business initiatives. DEGC staff is always on the lookout for operational reforms and savings opportunities, but also faces the challenges of rising rents and utility costs.

Transactional Units



Administrative Units





2020 IMPACT REPORT



DEGC has been instrumental in bringing suppliers and auto manufacturers to the city through assembling land, creating incentives and ushering companies through every step of the development process. DEGC works to give Detroit residents a voice in these projects and ensure that development agreements are favorable to our communities, providing benefits such as preferential hiring for new jobs. Despite the COVID pandemic, DEGC is continuing to attract new businesses to Detroit in a variety of sectors – technology, apparel, hospitality, construction and financial services. We know that diversity is the way for our businesses and residents to succeed in any economy.

As part of the Detroit Equity Council, the DEGC is committed to equitable development in our city by providing Detroiters access to real opportunity. DEGC is also helping to level the playing field for small business owners by providing start-up capital through the Motor City Match program. Whether it's attracting global corporations, assisting neighborhood developers or launching small businesses throughout our commercial corridors, DEGC is focused on growing an inclusive, robust economy for our city that gives everyone access to prosperity.

– Mike Duggan, Mayor of Detroit

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DEGC DIVERSITY AND INCLUSION STATEMENT

The DEGC is dedicated to inclusive economic development. We take this responsibility to heart, ensuring that our team is not only diverse and representative of the communities we serve, but tasked with the goal of reducing the racial bias and inequality that are barriers to economic opportunity.

DEGC's policies and programs are built on a solid foundation of access, opportunity and shared prosperity. We are committed to using our resources to make Detroit a place where everyone can thrive through fair representation of minority suppliers and developers, providing access to capital, ensuring residential communities benefit from new development, and providing jobs for all Detroit residents. From small business and start-ups to large, established corporations, the DEGC will continue to do what is right for our employees, our community and a future of economic equality.



LETTER FROM DEGC PRESIDENT & CEO

came to Detroit in June of 2018 to be part of a community driven by determination, action and unyielding hope. Detroit was showing the world that adaptability and resilience were the two new measures for successful cities. It was a magnetic force.

Today, adaptability and resilience have never been more important. A global pandemic, challenging economic times, and social unrest resulting from decades of racism, has created new perspectives and new priorities for all of us.

In Detroit, a city whose population is 83 percent Black, we're creating new solutions to decades-old issues that have been barriers to economic opportunity for minorities. It is why we have made inclusive economic development our mission.

We are committed to a growth strategy built on equity with a measure of success that includes every person and business in our city – with no one left behind.

This strategy embraces economic diversity as well, supporting large projects like FCA's new manufacturing plants as well as investment into neighborhood retail corridors.

With each new investment, DEGC is helping to create jobs for Detroit residents. But we don't stop there. Our true value comes in catalyzing development – turning one deal into hundreds of accessible opportunities -- like contracts for Detroit-based suppliers, mixed-use development offering affordable units, and programs that support local communities. Through this dedication to a 360-degree economy, DEGC is helping the city eliminate poverty, improve the overall quality of life for Detroit families and create an environment where all voices are heard.

Especially in these difficult times, the DEGC remains mindful of the breadth of the challenges facing Detroit. While we are proud of the work we have done, our commitment to inclusive economic development remains unwavering.

We invite you to learn more about the DEGC's impact on Detroit by reviewing the results of our three-year plan. With the launch of the three-year plan in 2017, DEGC set out to make intentional change by focusing on three key goals:

- 1 | Create job opportunities for local residents
- 2 | Attract and activate new investment
- 3 | Grow neighborhood businesses

Jobs, investment and support for local business owners. These three metrics are the very basics of economic development. They are integral to a successful local economy. Moreover, they are the tools required to shape a community deserving of change. Continuing to make measurable changes will take the collaborative effort of the DEGC, our public and private partners, and an army of supporters who believe as we do – that inclusivity and access are vitally important for our city's success.

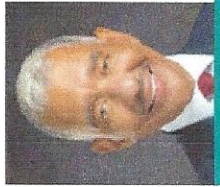
On behalf of the entire DEGC family, I invite you on our journey to help Detroit become the very best version of itself. It is truer than ever -- that nothing "stops" Detroit. As we continue into the new decade, the DEGC is firmly committed to an inclusive growth economy based on "go."

Sincerely,

Kevin Johnson
President and CEO
Detroit Economic Growth Corporation

DEGC MISSION

Design and implement innovative solutions that attract investment, create jobs and advance Detroit's economy for all residents.



LETTER FROM DEGC BOARD CHAIR

Detroit is an amazing city, with amazing stories about our people, our history, our resources and our future. It's a city built on hard work and innovation; one with endless resolve and spirit.

The Detroit Economic Growth Corporation (DEGC) has, since 1978, been telling the City of Detroit's story around the world helping to create new development, jobs and other opportunities for city residents. More than just telling, DEGC is doing.

Working in collaboration with the State of Michigan, the City of Detroit, private industry, regional partners and philanthropic funding institutions, DEGC is creating a path for new and existing businesses to find sustainable success. The DEGC is anxious to make available a vast cache of resources and expertise to large global corporations as well as locally owned retailers and restaurants. DEGC's professionals listen closely to what businesses need and how to make deals happen. You've seen it done time and again – including landing the biggest auto manufacturing investment in decades. Securing land, creating incentives, cutting red tape, providing training – it's all in a day's work for the professionals at DEGC.

Economic development doesn't work unless it works for everyone. That's why creating new opportunities for City of Detroit residents is just as important as business development. Prioritized City of Detroit resident hiring, community benefit packages, curated commercial corridors offering the products and services local residents deserve – that's also the work of the DEGC. Under Kevin Johnson's leadership, access and inclusion are the foundation for all City of Detroit development.

As a former Chief Justice of the Michigan Supreme Court, I'm used to hearing all sides. When it comes to deciding where to expand or locate a business, companies have choices. The competition for new investment among cities is fierce. DEGC is ensuring the City of Detroit's value proposition is second to none. Our goal is to make sure the City of Detroit will be high on the list of consideration for all types of industries – mobility, food, technology, advanced manufacturing, financial services, logistics and soft goods.

I am proud to be a part of the DEGC Board of Directors, a prestigious group representing our city's most influential companies and organizations. Together we will continue to tell the City of Detroit's exciting story.

Sincerely,

Conrad L. Mallett

Deputy Mayor, City of Detroit | Chairman of the Board, Detroit Economic Growth Corporation

KEEPING A PROMISE TO DETROIT: DEGC IMPACT



In 2017, DEGC made a promise to the City of Detroit that by the start of 2020, we would:



Generate

10,000
new jobs



Secure

\$3.4B
in new investment



Help open

140
new small neighborhood businesses

It was a stretch goal, based upon solid strategic priorities:

Attract and direct investment

Along with our regional partners showcase Detroit's competitive advantages around the world

Lead land development

Assemble and prepare sites for commercial and industrial uses

Drive business growth

Support small businesses through a variety of programming including access to capital and training

Thanks to the hard work of the DEGC team, our partners at the City and public/private organizations throughout the ecosystem, we're proud of our three-year results:



Generated

23,361
new jobs



Secured

\$7.25B
in new investment



Helped open

163
businesses*

*Does not include +300 home-based businesses

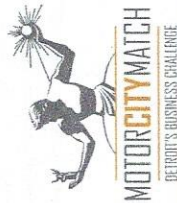
RETAIN, LAUNCH AND GROW NEIGHBORHOOD BUSINESSES



Small businesses continue to be the lifeblood of the economy. These businesses create two-thirds of all new jobs and account for nearly half of the nation's economic activity. To local residents, small businesses mean even more. They are the diners where church groups gather after service, the auto mechanic that knows your finicky starter and the grocer who stocks the very best produce. These restaurants, retailers and service providers allow residents to shop and work locally.

Above all, small businesses create communities and help stabilize neighborhoods by fostering a sense of pride with those living nearby.

Especially for minorities, small business ownership can translate into meaningful employment, property ownership, and the ability to create generational wealth. They often showcase neighborhood culture, highlight locally produced and sourced goods, provide platforms for social engagement, support education and local associations, and keep communities strong and diverse.



Motor City Match and Motor City Re-Store

Since their start in 2015 and 2017 respectively – Motor City Match (MCM) and Motor City Re-Store (MCRS) have launched and helped refurbish many local businesses, growing Detroit's commercial corridors throughout its neighborhoods. Both programs partner with the City to provide assistance to business owners – those eager to start a new local business and those wanting to restore existing storefronts to increase foot traffic and curb appeal.



Launching Detroit Small Businesses

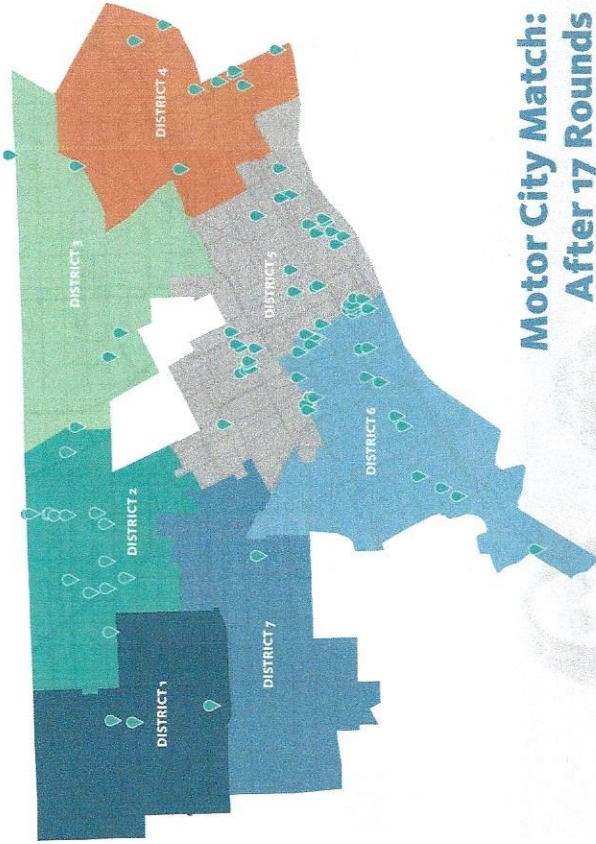
Through a variety of resources, the DEGC helps entrepreneurs fulfill their dreams of business ownership. This includes assistance with business planning, site selection, design, capital and navigating City processes. Now in its sixth year, MCM has served nearly 1,500 businesses and created \$44 million in catalytic investment in Detroit neighborhoods.

DEGC Small Business Toolbox

DEGC has built a growing and dynamic toolbox to help position small business owners for sustainable success. It includes a variety of programming, training, networking and analytics that are free to all entrepreneurs. The Open for Business Guide, which can be downloaded from the DEGC website, leads entrepreneurs through the process of starting a viable business. Through our BizGrid publication, small businesses gain access to over 100 service providers across Detroit.

DEGC's Neighborhood Retail Study, released in 2018, is a landmark tool to create thriving neighborhoods by measuring local demand for goods and services. By taking inventory of vacant storefronts, tracking customer spending, and measuring demand for retail space by district, this study has determined the amount and type of retail that can operate successfully along each corridor.

The findings of the study are still being used with retailers to mitigate business risk and help neighborhoods fill vacant storefronts. With this knowledge, the DEGC is helping Detroit recapture some of the \$2.6 billion in spending that leaves the city each year. It also informs business curation so that essential retail amenities are located adjacent to residents wanting those goods and services.



Motor City Match: After 17 Rounds

81%
minority owned
businesses

71%
women owned
businesses

64%
Businesses owned
by Detroit residents

\$8.1M
in grants to launch new
neighborhood businesses

Grants leveraged
for an additional
\$44M
in investment

246
home-based
businesses

138
pop-ups,
collectives

101
brick and mortar
businesses

54
new small businesses
under construction



Diamond Smiles Dentistry

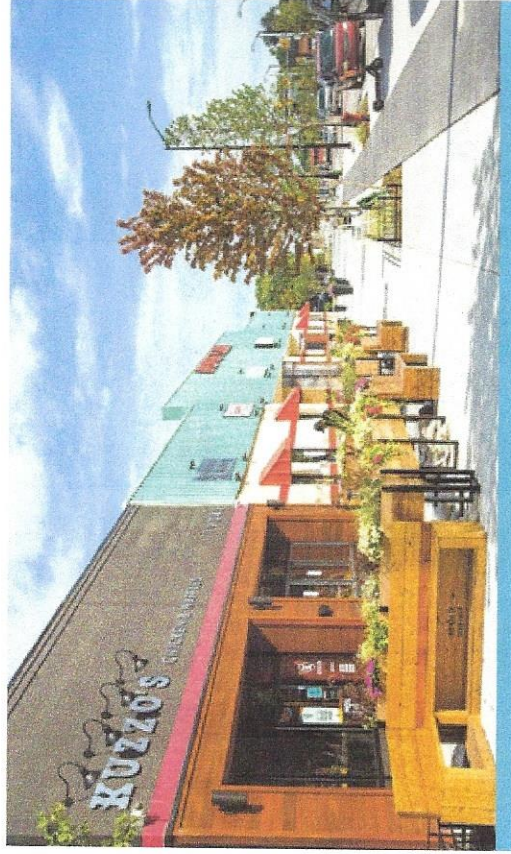
Research show that professional services, like healthcare facilities, are especially impactful in helping to stabilize neighborhoods. Family-oriented medical practices help local residents establish roots in the community through long-term relationships with doctors and dentists.

Building those relationships was the specific goal of Aisha Akpabio, D.D.S., who returned to her childhood neighborhood to open Diamond Smiles Dentistry in

Jefferson Chalmers. After practicing in Los Angeles and New York City, Dr. Akpabio came back to Detroit to "provide the highest quality dental care by making patients my number one priority." Having the opportunity to do what she loved most in her hometown had always been a dream of Dr. Akpabio, who has hired several employees from the area as she continues to build her practice.

"Having someone like Aisha return to her hometown to help create a healthier Detroit showcases the type of investments MCM is built to support. I couldn't be happier to welcome Aisha back to Detroit."

— Mayor Mike Duggan

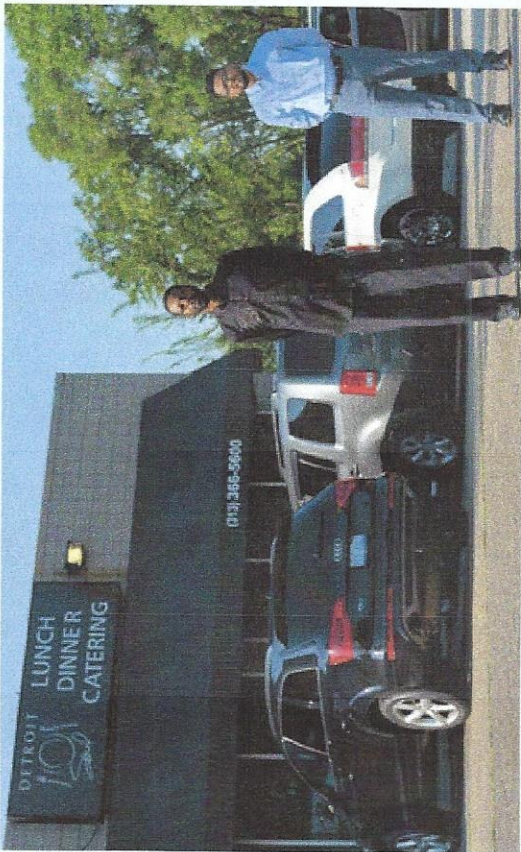


Commercial Corridor Support

When streetscape construction on commercial corridors like Grand River, Livernois and Bagley made shopping more difficult for customers in 2019, DEGC worked closely with the City to develop a number of creative solutions to help businesses weather the storm. DBLs were critical points of information for business owners, passing along construction updates and helping to troubleshoot construction-related issues with the contractors. The DEGC Small Business team organized financial planning workshops for business owners, helped organize "shop construction" events, and prepared marketing and awareness campaigns asking Detroiters to support local businesses. Our team also worked with the City and various philanthropic institutions to create a zero-interest loan program to provide flexible capital to qualifying small businesses located in the Livernois

streetscape improvement area. This quick action offered financial stability to businesses experiencing reduced revenues during the construction period. During the program, the DEGC provided loans to 23 businesses totaling more than \$400,000.

Today, the Avenue of Fashion boasts a host of streetscape improvements that are helping to increase customer traffic and improve the quality of life for residents nearby, including a widened sidewalk to accommodate outdoor seating and shopping. The DEGC continues to support business owners through the construction of infrastructure improvements throughout Detroit's neighborhoods as part of the City's \$125 million road bond program to revitalize neighborhood commercial corridors.



DISTRICT 3 Md-Abdul Muhit

Jerome Brown, owner of Detroit Soul, doesn't need a superhero, he has DBL Md-Abdul Muhit. The soul food restaurant, located on East 8 Mile Road in Detroit's northeast side, has faced some challenges, despite being a popular crowd favorite. But each time one arises, Muhit is there to make things right – like resolving drainage fee confusion with the Detroit Water and Sewerage Department

and scheduling the necessary inspections for the business to receive its Certificate of Compliance. Muhit even helped Brown receive state funding to train an employee for a leadership position. It's all in a day's work for a DBL – zoning, permitting, blight removal, taxes, infrastructure improvements, plan review, procurement, licensing, friend and much, much more.

"Muhit is our constant and relentless advocate. From the onset, he stepped in to resolve issues that allowed our business to concentrate on providing great customer service and food. Muhit took the time to study our operations and married it with his expertise in resolving minor and complex issues. The creation of DBLs as business allies is genius, especially as we grow in scale. Especially during the pandemic DBLs provided protective equipment, advocated for grant funding and even helped restaurants expand their outdoor seating. Muhit is like a silent partner in our business and his service is most appreciated."

– Jerome Brown,
Detroit Soul, owner



Promoting Local Businesses

Each year, DEGC's entire Small Business team works with retailers and restaurants throughout the city to ensure every commercial corridor is brimming with shopping opportunities and family-oriented festivities throughout the holiday season. The highlight is Small Business Saturday, which is nestled between Black Friday and Cyber Monday, and has become one of the most important shopping days for small businesses nationally. The Shop Small campaign promotes these activities and products and provides a complete list of participating businesses.

In 2019, Grandmont Rosedale held its fifth shop small event featuring food trucks, book signings, "pop-up" opportunities for local vendors, dance performances, free childcare and unique products – many of which were locally made and sourced. Business owners say they made new connections with customers that will extend beyond the holiday season.

"Spending the day in the city on Small Business Saturday is just one more way to strengthen our communities. Events like these introduce everyone to the incredible retail that exists in Detroit and encourage people to shop small all year long."

– Tenecia Johnson,
DEGC District 1 DBL



District Business Liaisons

The District Business Liaisons (DBLs) are the best friends a business owner could have. These seven district representatives serve a sole purpose: create an optimal environment for doing business in Detroit. DBLs are advocates for business owners who are navigating City processes or looking for help growing their business in any way.

DBLs are masters of cutting through red tape, connecting businesses with resources like MCM and MCPS, as well as business coaches and consultants. DBLs can also coordinate with Detroit at Work to help small business owners find great local talent. In addition, they collect data about the challenges our business owners face, constantly increasing our understanding of the small business ecosystem to drive better programs and policies to help the small business community. In addition to supporting current businesses, DBLs are instrumental in launching new small businesses throughout the city, having helped 49 business owners open their doors in 2019 alone.

CREATING JOBS FOR DETROIT RESIDENTS



DEGC's Economic Development and Investment Services staff (EDIS) unlocks economic growth citywide for businesses, resulting in stable, good paying jobs for Detroit residents. EDIS attracts and retains employers by leveraging Detroit's competitive business climate to drive opportunity and investment. This includes assembling site-ready land and facilities, connecting businesses to Detroit's talent pool through Detroit at Work, cutting red tape and eliminating barriers to success. In short, they help make Detroit the place for companies to do business.

As Detroit continues to diversify its economy, local residents can secure employment at large international manufacturers, small businesses, R&D facilities, professional services companies, construction sites and even training centers. While mobility remains king in Detroit, other industries are flourishing as well including financial services, technology, food, logistics and fashion.

The DEGC believes providing accessible employment, especially to minorities, is an important step in eliminating poverty in our city. In the last three years, DEGC has helped create more than 23,000 jobs at companies that are – or will soon be – located in Detroit. These jobs have been curated intentionally, considering the skills, abilities and interests of the City's current and future population. DEGC works with companies to prioritize Detroiters for jobs and increase employment using local, minority suppliers, helping to rebuild Detroit's middle class.

DEGC helped bring a number of new deals to Detroit in 2019, creating thousands of jobs for local residents. Highlighted on the next page are just a few announcements making headlines.

BOSTON CONSULTING GROUP

Boston Consulting Group is just one company slated to occupy a new \$70 million, five-floor, 127,000 sq.-ft. building under construction at 2715 Woodward Ave. situated between Little Caesars Arena and the Mike Ilitch School of Business.

The global management company will lease 30,000 sq.-ft. for 100 consultants and hopes to add 200 more over the term of its lease. The Detroit Medical Center Sports Medicine Institute will also lease space in the building. Approximately 17,000 sq.-ft. of first-floor retail space is available.

"Moving into Detroit connects us with our clients on a whole new level."

— Michelle Andersen,
Managing Director and Senior Partner
of BCG's Detroit Office



KUEHNE + NAGEL, INC.

One of the world's leading logistics providers, Kuehne + Nagel, Inc., announced the launch of its \$2.9 million Detroit office, which will house its first ever Operational Care Center and Career Development Program. Located at 150 West Jefferson Ave., the center is expected to create more than 150 positions. DEGC's business attraction team not only helped the company receive a \$750,000 Michigan Business Development Program grant, they will also help them find candidates for open positions. Kuehne and Nagel Group has more than 82,000 employees located in

100 countries focused on sea freight, airfreight, contract logistics, and overland shipping. Detroit was chosen over competing sites in Georgia and Texas.

"Detroit is undergoing a major revival and has a large and skilled young population, making it the obvious location to attract and develop tomorrow's leaders in logistics."

— Marcus Reimann,
North American Senior Vice President,
Kuehne + Nagel, Inc.

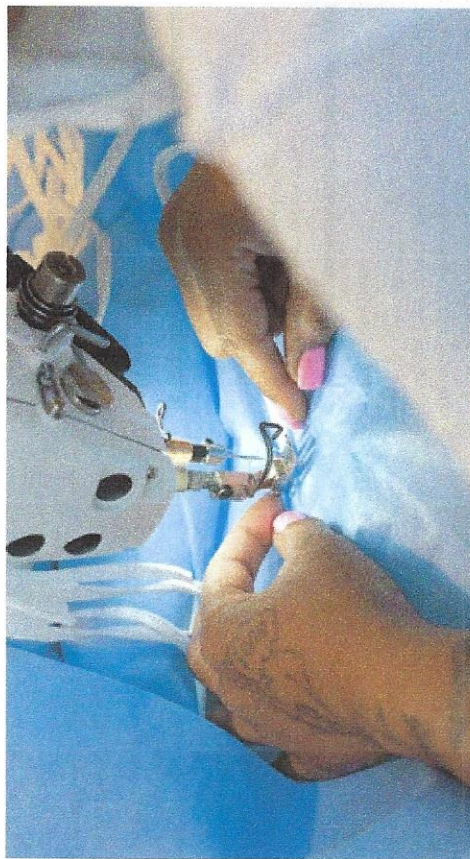
WPP GROUP USA

WPP, the world's largest holding company of creative agencies including GTB, announced its plans in November to move into the historic Marquette Building at 243 W. Congress St. More than 1,000 employees from a variety of WPP agencies are expected to locate in the building, along with an additional 182 new jobs. This downtown Detroit location puts WPP near the Corktown campus of one of its largest clients, Ford

Motor Company. The \$22 million investment will activate 150,000 sq.-ft. of space with another 10,000 sq.-ft. of available first-floor rental space.

"As someone who has worked in a creative environment in the city of Detroit, I am thrilled with the opportunity to identify and recruit emerging tech and creative talent."

— Robert Guay,
GTB CEO



Detroit Growing as Soft Goods Hub

MyLocker is just one example of how big data and hi-tech production is shortening the time from fashion design to delivery. Technology, innovation and manufacturing excellence is making its way from the auto assembly line to the runway, thanks to a partnership establishing Detroit as a fashion hub. DEGC is part the coalition reimagining Detroit's global manufacturing leadership into many diverse industries. Other members include Carhartt Inc., Detroit Denim, Lazio and Shinola. At the center is the Industrial Sewing and Innovation Center, that will contract with apparel companies on small clothing orders and serve as an ongoing apprenticeship training center. It's a perfect model, says ISAIC CEO Jen Guarino. She contends the \$2.5 trillion global fashion industry is ripe for the technological advances Detroit made in manufacturing.

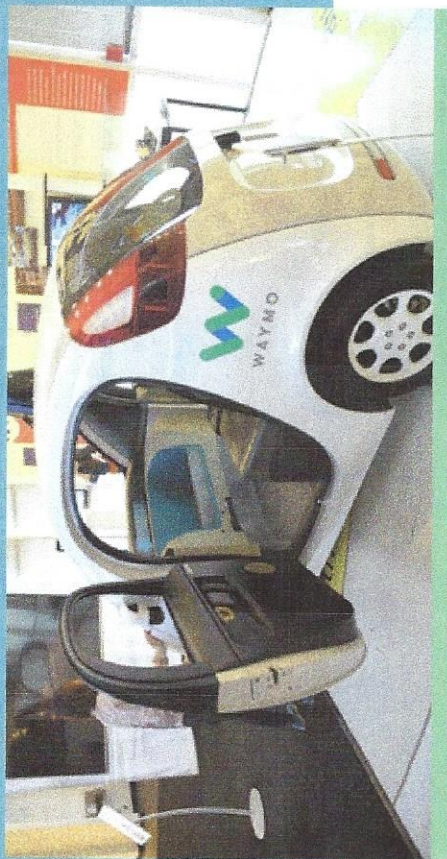
Joining Detroit's relief effort to fight COVID-19, workers at ISAIC began sewing isolation gowns in March from a 12,000 sq.-ft. factory on the third floor of Carhartt Inc.'s

Midtown Detroit building. Those gowns, and others made by its supply base, filled a \$600,000 order from the MEDC and Detroit Medical Center.

DEGC's EDIS team also facilitated a tax abatement for the \$2.3 million buildout of 1314 Holden St. in Detroit's New Center neighborhood. It is home base for two budding apparel operations, York Project and Commonwealth Sewing Project. They also pivoted to making personal protective equipment for first responders and medical personnel.

"The pandemic has shined a spotlight on how critical it is to have the infrastructure in place to produce domestically. What we've done is create a new model for a new ecosystem for apparel manufacturing tapping into Detroit's DNA."

— Jen Guarino,
ISAIC CEO



WAYMO

Waymo, the San Francisco-based autonomous vehicle company, is partnering with Detroit's American Axle and Manufacturing to repurpose an existing facility to install self-driving systems into vehicle platforms from FCA, Jaguar Land Rover and others. This will be the world's first factory 100 percent dedicated to mass producing autonomous vehicles that can operate in self-driving mode without human interaction.

DEGC was deeply involved in bringing Waymo to Detroit, providing real-estate options, helping secure infrastructure improvements, providing access to hi-tech talent and facilitating financial tools to support Waymo's long-term growth. This includes an \$8 million Michigan Business Development Program performance-based grant.

Waymo is adding to the increasing number of hi-tech Detroit companies including Ford, Google, LinkedIn, Microsoft, FCA and Tata Technologies.

Waymo's \$14 million investment will activate 200,000 sq.-ft. of space at 1840 Holbrook in the Russell Industrial Neighborhood. It will initially create 100 jobs with the potential for up to 400 jobs including engineers, mechanics, technicians and assemblers.

"By choosing to establish its new facility in Detroit, Waymo is continuing the city's momentum and further cementing Michigan as a leader in mobility and the epicenter of advanced automotive manufacturing. More and more Silicon Valley companies are looking to grow in Michigan as they realize the competitive advantages Michigan has to offer."

– Michigan Governor Gretchen Whitmer

"The city of Detroit remains at the center of the future of the auto industry. Waymo could have located the world's first 100 percent dedicated Level 4 autonomous vehicle factory anywhere. We deeply appreciate the confidence John Krafcik and the Waymo team are showing in the Motor City."

– Detroit Mayor Mike Duggan

"We've found the perfect facility in Detroit. We will partner with American Axle and Manufacturing to repurpose an existing facility, bringing a workforce back to an area where jobs in the automotive industry were recently lost."

– John Krafcik,
Waymo CEO



MYLOCKER

MyLocker, the national manufacturer and online marketer of custom apparel and products, has expanded its headquarters at 1300 Rosa Parks Blvd. with a state-of-the-art, three-story production facility. The \$14 million, 120,000-sq.-ft. addition will increase MyLocker's employment to 1,200 by 2022. Nearly 80 percent of the company's current workforce resides in Detroit.

MyLocker's success required the company to acquire more space, but native Detroit and Founder/CEO Robert Hake turned down offers to locate the facility outside of Michigan. To keep MyLocker in Detroit, DEGC facilitated a comprehensive incentive package that included a \$2.5 Michigan Business Development Program performance-based grant and \$2.1 million loan from the Michigan Strategic Fund (MSF). The city of Detroit provided a 12-year, \$2.42 property tax abatement. Invest Detroit, backed by JPMorgan Chase's \$200 million commitment to Detroit, allocated \$7 million in New Markets Tax Credits.

Established in 1998, MyLocker has expanded rapidly as one of Michigan's fastest growing companies.

"With MyLocker's incredible popularity and growth, Robert Hake could have taken his company anywhere - and he certainly has had offers. The fact that he has committed to expanding his workforce here in Corktown sends a message to other companies that Detroit is a great place to grow your business."

– Mayor Mike Duggan

"Job creation can have a profound impact on the economic mobility of individuals and a city."

– Marcia Ventura,
Senior Vice President of Lending, Invest Detroit

"The term 'Detroit grit' gets used a lot, and I'm a witness of what that means."

– Robert Hake,
Founder/CEO MyLocker



Deal of the Year

No deal stirred more excitement in 2019 than FCA's decision to invest \$2.5 billion in Detroit, creating 5,000 jobs averaging \$58,000 annually. The project includes a new \$1.6 billion manufacturing site to build Jeep's three-row SUV and \$900 million to retrofit the Jefferson North Assembly Plant for the next generation Jeep Grand Cherokee. It represents the largest automotive assembly plant deal in the U.S. in a decade and is the first new automotive assembly plant in Detroit in more than 30 years.

DEGC was a key player in a collaborative team that included the City, Detroit Brownfield Redevelopment Authority, MEDC, MSF, DTE Energy and many others.

For the deal to work, FCA required 200 contiguous acres of land. The DEGC project team worked with various property owners to obtain the needed parcels and ready the sites. During that time, other staffers began securing property titles, creating local incentives, outlining infrastructure improvements, managing environmental considerations and tabulating state tax incentives with the MSF.

Not only did the project team deliver the needed acreage, they met a very aggressive timeline and did so without displacing a single Detroit resident. As part of the company's overall investment, FCA also committed to a Community Benefits Agreement giving nearly \$14 million in support for neighborhood improvements, housing, workforce development and environmental initiatives.

Land Assembly Key to Future Development

Helping repurpose the former American Axle Detroit Complex for both Tiberina and Waymo is just one example of how DEGC is bringing new life to Detroit's manufacturing industry. The EDIS staff handles all aspects of land procurement, including property titles, zoning, tax abatements, community benefit ordinances, infrastructure improvements and environmental impact. They also package adjacent sites for future expansion and supplier parks.

Growing Local Supply Chain

FCA's investment is expected to generate some 15,000 direct and indirect jobs for the region over the next three decades. While many jobs will come from parts and logistics industries, opportunities are endless for local small businesses like restaurants, retailers and service providers. DEGC is helping companies acquire nearby sites for just-in-time delivery to the two plants as well as creating incentive packages that benefit businesses and the local community.

Dakota Integrated Systems was among the first to announce plans to support FCA with new operations in Detroit. The producer of modules, facias and suspensions for automotive manufacturers is building a \$40 million, 300,000 sq.-ft. plant on Detroit's east side. Dakota will follow FCA's lead in giving Detroit residents priority for the 419 jobs it expects to offer.

In addition to helping Dakota acquire the needed land, the DEGC also created an incentive package that included a 13-year industrial facility development tax exemption and a 15-year Detroit Next Michigan Development Corporation Renaissance Zone abatement.

Italy-based automotive supplier Tiberina Group announced it will open a 75,000 sq.-ft. hot stamping facility in Detroit's Russell Industrial Neighborhood to support automakers including FCA. The manufacturer of body components acquired 10 acres of industrial land strategically located in the heart of the region's supply chain, thanks in part to the DEGC. The DEGC also helped Tiberina receive a \$250,000 grant from the MSF as well as Brownfield Tax Increment Financing. The \$19 million investment is expected to create more than 60 jobs.

Pathways to the Middle Class

The unprecedented deal between Detroit and FCA gives city residents priority consideration for new jobs in return for the ready site. To help interested residents prepare for the application process, Detroit at Work hosted readiness sessions at its neighborhood Career Centers.

"This project not only expands the company's operations but allows FCA to continue to contribute to Detroit's economic comeback."

— Business Facilities

"Detroit was the city that built the middle class of America, and today, we started to rebuild the middle class in Detroit."

— Detroit Mayor Mike Duggan

"We chose the city of Detroit for this investment based on the quality of its workforce and the quality of the products they produce, like the award-winning Jeep® Grand Cherokee."

— Mark Stewart,
Chief Operating Officer, FCA North America

"We prepare parcels of land for industrial and commercial use that provide good paying jobs for Detroit residents. This is a business attraction imperative. For Detroit to compete with greenfield spaces and other non-urban areas, a collection of development-ready land is essential."

— Kenyetta Hairsion-Bridges,
DEGC Executive Vice President, EDIS



DEGC designs and implements innovative solutions that attract investment, create jobs, support neighborhoods and advance Detroit's economy for all residents.

- Small businesses help create vibrant neighborhoods
- Vibrant neighborhoods help attract commercial/ industrial employers
- Employers provide jobs to local residents
- Local residents support neighborhood small businesses

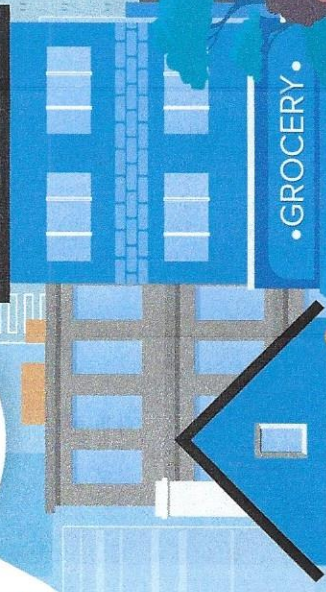
The infographic features a circular flow diagram with four callout boxes connected by arrows, set against a background illustration of a vibrant Detroit neighborhood. The illustration includes a city skyline, a park with a fountain, and various people engaged in community activities. Specific businesses highlighted are a 'COFFEE' shop and a 'GROCERY' store.

Small businesses
help create vibrant
neighborhoods

Vibrant neighborhoods
help attract commercial/
industrial employers

Employers provide jobs
to local residents

Local residents support neighborhood small businesses



SECURE NEW CAPITAL INVESTMENT



Neighborhood redevelopment, historic manufacturing investment, miles and miles of greenways – that's what DEGC calls 360-degree economic development. Using this balanced, sustainable approach, DEGC helps create jobs, activate commercial corridors and build walkable, 20-minute neighborhoods with thriving local economies.

As Detroit's economic driver, DEGC is the one stop shop for all development -- project management, transaction structuring, and analysis of commercial and industrial real estate. This includes creating and implementing the city's Industrial Land Assembly Strategy. DEGC professionals connect businesses to resources and perform financial impact modeling. Industry research and competitive analysis to ensure interested investors understand Detroit's complete value proposition.



Eastern Market Area Reimagined for Respectful Growth

For more than 125 years, Eastern Market has been nourishing Detroit as the city's oldest working food district. Today, DEGC and the city are leading the charge to further elevate the market as one of the nation's most comprehensive regional hubs using the Eastern Market Neighborhood Framework Plan as a North Star.

The two-year study, completed in November of 2019, details a path to expand food manufacturing and retail, while being intentional on how new development shapes the district. The Eastern Market Framework will elevate food production and distribution in the Market District and expand amenities in the interlacing residential neighborhoods. The Eastern Market businesses, local residents, City of Detroit Planning and Development Department, Eastern Market Partnership, the Detroit Water and Sewerage Department, and the EDC contributed to the success of the planning study.

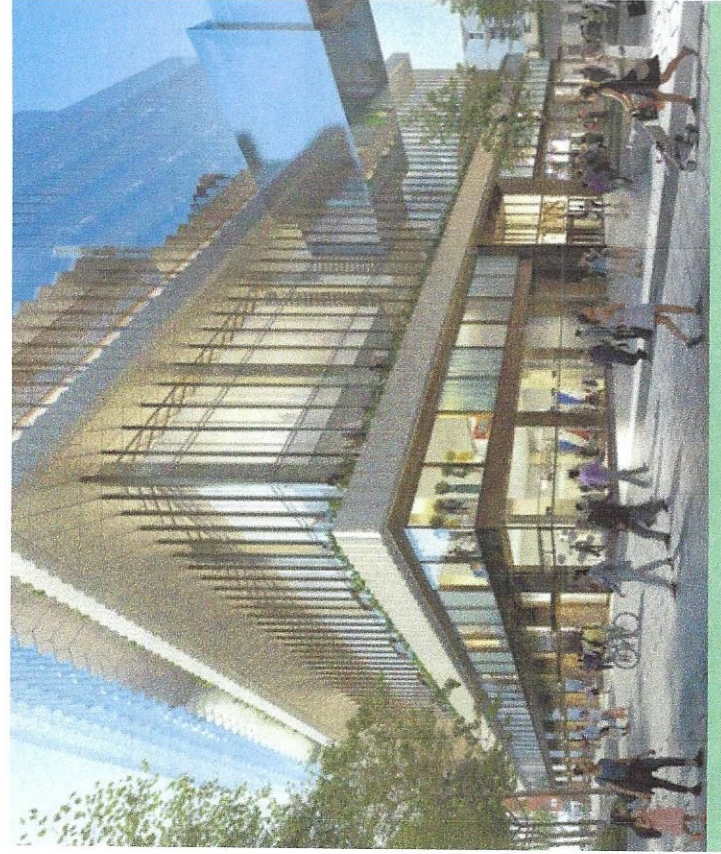
The Framework Plan sets the course to catalyze \$70.9 million in private investment, create nearly 500 jobs and retain nearly 300 jobs in the local food sector alone. A critical element of the plan is a district-wide greenway network.

The Framework Plan sets forth three overlapping goals:

- Create jobs for Detroiters by expanding the food sector.
- Improve the quality of life for residents.
- Keep the authenticity and function of Eastern Market.

"This plan works because it respects the history of Eastern Market. It incorporates the fundamental elements of good development based on the principles of authenticity, equity, connectivity, density and diversity. This is mindful, inclusive growth."

— Kenyetta Hairston-Bridges,
DEGC Executive Vice President



Hudson's Site

Thanks to a collaborative effort by the DEGC, MSF, Mayor's Office, City of Detroit Brownfield Redevelopment Authority, Downtown Development Authority and others, construction on the Hudson's site continues to reshape lower Woodward Ave. The massive project was the first ever in Michigan to be approved for a Transformational Brownfield Redevelopment incentive and is now considered a best practice for how public-private partnerships enable developers to transform communities.

The project, which broke ground in late 2017, truly will have a transformational impact on economic development and community revitalization. The nearly \$1 billion mixed-use

development includes some 600,000 sq.-ft. of retail, office and public space, and a 680-foot residential and hotel tower.

The DEGC was charged with navigating the development plan through its rigors, including facilitating the Transformational Brownfield Plan and approval of tax abatements. The DDA and the City of Detroit leveraged this site to serve as a future headquarters in the original efforts to bring Quicken Loans to Detroit in 2010.



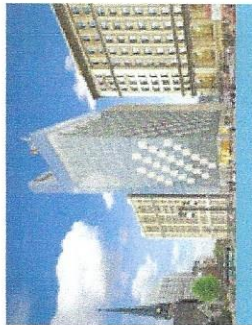
Detroit Brownfield Redevelopment Authority

Brownfield development is one of many tools cities like Detroit use to attract new investment to blighted areas or obsolete facilities. Since 1998, the Detroit Brownfield Redevelopment Authority (DBRA), administered by the DEGC, has approved more than 250 brownfield plans that create new jobs, increase the city's tax base, repurpose existing infrastructure and improve the environment. These 2019 projects are just a few examples of the diversity and impact of brownfield development on the city's economy.



MACK AND CONNER:

A DBRA brownfield plan was at the core of the renovation and expansion of the current Mack Engine Plant into FCA's new assembly plant producing the next generation of Jeep vehicles. DBRA assembled the land required for employee parking, finished vehicle storage, transport and stormwater facilities. As a result of its action, DBRA helped deliver a market-ready site enabling FCA to invest \$1.6 billion in Detroit, creating thousands of jobs at its plant and at supplier facilities that will support the new factory.



TCF BANK:

A growing sector for Detroit is financial services, and a new brownfield plan combined with a commercial rehabilitation tax abatement helped bring another major banking institution to the city. TCF Bank announced in June 2019 its headquarters relocation from Midland to Detroit. Property owners and developer GPC Adams, LLC, an affiliate of the Sterling Group, have razed the empty 10-story Michigan Mutual Liability Annex at 25 W. Elizabeth St. to make room for the bank's new 20-story building. The bank will transfer some 300 existing employees to the new site and hopes to add 200 local hires. The DEGC also worked to secure a tax abatement and \$25M in TIF reimbursement to ensure these new jobs and investment came to the city. The \$100 million investment will activate nearly 420,000 sq.-ft. of space including retail, offices and parking.



THE OSI APARTMENTS @ WEST END:

A new, artistically inspired mixed-use development is coming to Grand River's West End Gallery District. The \$66 million "Osi Art Apartments @ West End" will include 30 apartments, half of which are slated as affordable units. Located in the Woodbridge neighborhood, this five-story development will include a gallery and first floor retail. The developer will remove contaminated soil and demolish the old building's foundation on the vacant lot. The DEGC worked with the MEDC to secure a \$1.25 million low-interest loan and leveraged the DBRA for \$360,000 in TIF reimbursement.



JOE LOUIS GREENWAY

Named after legendary boxer and Detroit resident, the Joe Louis Greenway will be a 31.5-mile multi-use path creating access to the riverfront from 8 Mile Rd. The greenway will pass through five Council Districts, connecting neighborhoods previously separated by freeways and industrial areas, improving safety, economic competitiveness and quality of life for residents and businesses. DEGC is an integral partner with the City in this plan, which links 136 miles of existing bike lanes and even more nonmotorized routes underway across greater Detroit.

JOSEPH CAMPAU GREENWAY

Construction continues on the Joseph Campau Greenway, a \$4.9 million, 1.2-mile path that will stretch from the intersection of East Vernier Hwy. and Joseph Campau Ave. to the riverfront. The project includes new pathway construction, streetscape improvements, updates to recreation opportunities and a new green stormwater infrastructure. DEGC is providing the City of Detroit construction management services, overseeing the engineering, construction, inspection and completion of a new greenway connector at Jefferson Ave. as well as cleanup and restoration of the existing pedestrian corridor.

DBRA, EPA Improve Environment

In 2019, the U.S. Environmental Protection Agency awarded DBRA, along with the Wayne County Brownfield Redevelopment Authority and the Detroit Wayne County Port Authority, more than \$1.3 million to revitalize abandoned properties in economically disadvantaged communities. With this grant, DBRA is transforming contaminated sites into community assets – not only creating jobs and jumpstarting economic development, but also improving public health and the environment.

"These funds will allow us to continue the revitalization and reuse of contaminated properties and stimulate economic development opportunities particularly along commercial corridors within Detroit's neighborhoods."

– Detroit Mayor Mike Duggan

DEGC Activates Mixed Use Development



THE MOSAIC

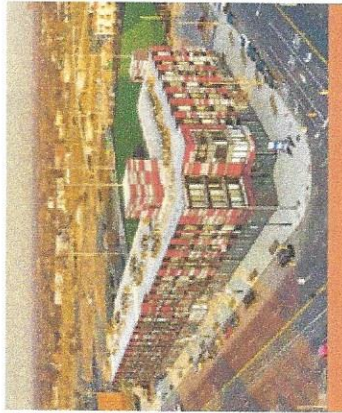
The DEGC worked with the City to select the development team, Ventra, to transform this long vacant structure and create an exciting addition to the Eastern Market area. The Mosaic, a 104,000-sq.-ft. mixed-use building at 3500 Rimpelle St., was once used for storage by city's Water & Sewerage Dept. The new development will house Eastern Market Corporation's food accelerator, a space that local entrepreneurs can use to scale and test their business concepts. Other building tenants may include a restaurant, brew pub, retailers and offices. The DEGC worked with the MEDC to secure a Brownfield Plan for \$6 million TIF reimbursement to offset the additional costs of redeveloping this blighted structure. The DBRA provided a \$250,000 loan to jumpstart brownfield remediation activities. The project also secured a local tax abatement for obsolete property. At an expected \$24.1 million total investment, The Mosaic will activate more than 92,000 sq.-ft. of space and create some 140 new jobs.



THE BOULEVARD

The DEGC worked diligently to support the successful completion of The Boulevard, the first residential development of scale in New Center in three decades. This includes facilitating a Commercial Rehabilitation Act

abatement for the project, a \$2 million loan under the MSFs Community Revitalization Program, as well as state and local approvals through the DBRA for brownfield TIF incentives of \$15.7 million. The Boulevard is a six-story, 356,000-sq-ft. mixed-use development on the northwest corner of Third Avenue and West Grand Boulevard that includes 17,500 sq.-ft. of ground floor retail. The \$60 million project is the start of The Platform's planned New Center developments including a coworking space, food hall and offices.



THE CORNER

DEGC had a big hand in reshaping one of the city's most iconic corners with the opening of The Corner, a mixed-use development located at the intersection of Michigan Ave. and Trumbull in Detroit's Corktown neighborhood. Housing, retail and offices now stand on the spot Tiger Greats played ball for 77 years. The mixed-use development will have 111 residential units on the second and third floors overlooking the historic baseball field now owned by the Detroit Police Athletic League. The main level offers 27,000 sq.-ft. of retail space. For 20 years, DEGC worked with the City on this site to create a vibrant space with meaningful purpose in Detroit's revitalization. The EDC acquired the site from the City and through DBRA established a TIF Plan that was approved for almost \$2.9 million in reimbursement for brownfield activities on the site. DEGC was integral in obtaining approval of a \$4.4 million Performance-Based Loan through the MSF's Community Revitalization Program. In support of the community, 20 percent of the residential units are held as affordable and 60 percent of the commercial space includes subsidized rent for Detroit entrepreneurs, including MCM awardees.



Hairston-Bridges Receives High Industry Honor

Kenyetta Hairston-Bridges was among a prestigious group of Detroit women selected as Crain's 2019 Notable Women in Real Estate. According to Crain's Detroit Business, these women have brokered some of the region's biggest deals, financed major projects, grown portfolios and changed the face of neighborhoods and communities across metro Detroit. Hairston-Bridges has facilitated development projects such as the State Fairgrounds, FCA, Michigan Central Train Station, the Hudson's site and Monroe Block, Little Caesars Arena, Flex-n-Gate and Arcebor Mittal.

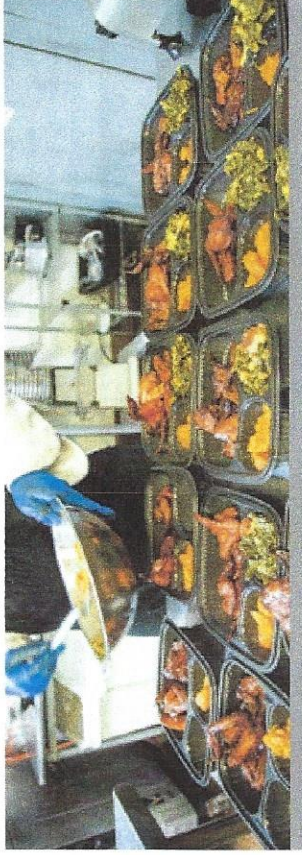
"She's a strong and credible strategist and negotiator, treating everyone with the same standard of integrity and support."

— Camille Walker Banks,
Executive Director of Goldman Sachs 10,000
Small Businesses Program

DEGC, City Council helps give buildings new life

DEGC is constantly looking for new ways to catalyze development in the city by using a variety of economic development tools. The Obsolete Property Rehabilitation Act District (OPRA) is one of them, providing opportunity for buildings with great potential in areas that are not currently experiencing the full effects of the city's economic resurgence. Thanks to the work of the DEGC and support of the Detroit City Council, the Livernois-McNichols retail area was approved as an OPRA district. It's the first broad-scale commercial incentive district created specifically for a Detroit neighborhood. The Incentive District supports the \$97M redevelopment of four properties within the Livernois-McNichols area. Covering 22.2 acres and inclusive of 103 properties, the Livernois-McNichols OPRA District allows all existing buildings the opportunity to participate.

DEGC COVID-19 RELIEF RESPONSE



Two nearly simultaneous crises in early 2020 put our residents in the path of a global pandemic, derailed our economy and brought decades of racial injustice to the forefront.

COVID-19 was first confirmed in Michigan in March and hit Detroit with deadly force. Soon after, national protests called for an end to institutional racism and economic injustice. Both emergencies brought to light the disparities that exist for our underserved residents and businesses.

Immediately, DEGC joined a coalition of public, private and philanthropic partners giving aid to Detroit residents and assisting the city's small business community. Help came in a variety of shapes: personal protective equipment, COVID-19 tests for small business employees, even new zoning laws allowing restaurants more outdoor seating and short-term parking for customer pick-up and delivery orders. DEGC District Business Liaisons helped business owners comply with Executive Orders, submit applications for various loan and grant funds, and connect to other resources such as rent relief. MCM awardees Yum Village, Cooking With Que, Detroit Pepper Company and 44 Burrito were among several local restaurants preparing meals for first responders as part of the city's Feed the Front Lines program.

To help businesses stay solvent and pay their bills, DEGC administered two COVID-19 financial relief programs for Detroit small businesses. The first – the Michigan Small Business Relief Program launched in March -- provided \$1.6 million in grants from the MSF/MEDC for Wayne County businesses. Of that, \$800,000 was awarded to Detroit-based businesses. When combined with additional

dollars from the EDC, a total of \$4 million was distributed to 731 Detroit businesses between April and June.

The Michigan Small Business Restart Program, which opened in July, is the second program for Detroit small businesses. This \$7 million fund is currently being distributed to business owners in grants of up to \$20,000. The DEGC anticipates more than 750 businesses will receive financial assistance from this program, with at least 30 percent of the total funds going to women-, minority- and veteran-owned businesses.

The DEGC's COVID relief efforts were not exclusive to small business. Despite working remotely, the DEGC Development Services team connected closely with Detroit's development community to minimize the impact of crisis-related issues on existing projects and timelines. This meant working individually with developers to understand their specific needs and concerns. Team members moved projects forward by underwriting incentive applications, finalizing agreements, preparing applications for specific governmental approvals and moving projects through the public approval process safely as City guidelines allowed.

DEGC's Back Office and Board Administration staff were not sidelined by the Governor's "safer at home" order, either. The staff did not miss a beat conducting business online to complete deals and meet all financial obligations, including annual financial review deadlines. Public board meetings were conducted using video/telephone conferencing in compliance with Governor Whitmer's Executive Order that permits temporary authorization of remote participation in public meetings and hearings.



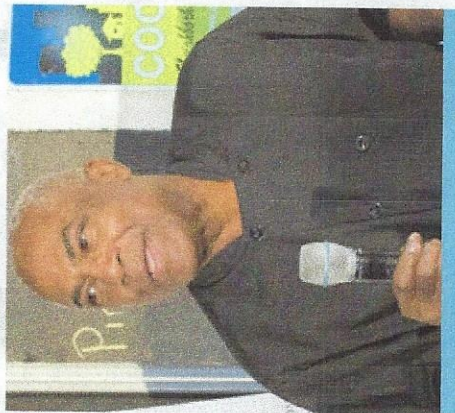
Detroit Means Business

Many of the small-business support interventions during the COVID-19 crisis focused on providing immediate financial relief. Detroit Means Business (DMB) was formed to provide other resources, including personal protective equipment, business tools for reopening, and 1:1 coaching from industry experts.

DMB is a coalition of more than 30 organizations, led by the mayor's office, DEGC, New Economy Initiative, DTE Energy, Bedrock, JDF Bank and other government, business, nonprofit and philanthropic partners. DMB also includes an advisory group of small-business owners to ensure it stays true to its mission of helping neighborhood businesses survive this crisis and thrive after it. Any Detroit business with fewer than 50 employees can access its services.

"The ability of small businesses to safely reopen and successfully operate during this crisis is critical to small-business customers, the thousands of residents they employ, and to the economic wellbeing of our community."

— Pamela Lewis,
Director of New Economy Initiative



Importance of Black-Owned Businesses

Growing Black-owned businesses is imperative in creating economic equity in Detroit. The DEGC supports black entrepreneurship through its small-business programming including MCM and support from the DBLs who advocate for all neighborhood businesses. Successful business ownership translates into many financial benefits for Black Americans, including meaningful savings, property ownership, credit building and generational wealth. Strong commercial corridors filled with Black-owned businesses provide jobs to local residents, keep communities strong and diverse, and bring goods and services specific to the community's needs.



Dawn Sanford, Shears & Shaves

COVID-19 has been especially hard on Detroit's small business community. Revenue is down more than 30 percent, employment is down 40 percent, and some 800 small businesses have closed. But Shears & Shaves Barber Shop and Salon is not one of them. Dawn Sanford, who has worked as a barber for 33 years in the city, opened the upscale grooming salon on the Avenue of Fashion in August 2019. COVID-19 forced Ms. Sanford to close her doors for three months. Today, her business is open and she's back to serving the neighborhood. She's also an advocate for small businesses, giving voice to the needs of owners facing the "new normal." Ms. Sanford helps organizations like DEGC route training and other resources to businesses still needing help, because she knows that neighborhoods depend on small-business survival.

"Through the help of my community and partners like DEGC, my longtime dream of creating a neighborhood barber and spa where people and families come together for community and camaraderie has been realized."

— Dawn Sanford,
Owner/CEO Shears & Shaves

Shears & Shaves won a total of \$87,000 in grants through MCM and received a \$300,000 loan from Invest Detroit. The business was also a recipient of the Livernois Streetscape Loan Program in 2019.

Ms. Sanford is part of a rapidly growing group of entrepreneurs in the U.S.: Black women. Nationally, women of color are starting businesses 4.5 times faster than the national average.

Ms. Sanford joins a long list of Black, female-owned MCM recipients, including LaShawn Bridges, Blessed Beginnings Learning Center and Quiana "Que" Broden. The Kitchen, by Cooking with Que, Other female owners, including Sharon Jackson, SharMelis Hair Salon; Rhonda Morrison, House of Morrison Shoe Repair and Prisca Onyejinaka, Prisca's African Fashion for Less have been part of Detroit's small business community for years.

"The world is opening up to new opportunities for black women. Our career options are no longer limited to traditional roles. As entrepreneurs, we can build something that is uniquely ours and begin creating generational wealth for our families."

— Lashawna Manigault,
DEGC District 2 Business Liaison

PROFILE

PREPARING FOR DETROIT'S FUTURE



Learning From, and Moving Beyond, Crisis

The crisis of 2020 uncovered that economic growth is not reaching all corners of our society. From the financial impact of COVID-19 on businesses and individuals, to the economic outcomes of racial inequalities and social injustice, 2020 put the spotlight on both gaps and opportunities for improvement.

To create a sustainable and robust future economy, DEGC will continue to make equity and economic justice a priority. This includes fighting racism – a major barrier to economic opportunity.

In the coming years, the DEGC will focus on a number of strategies that drive economic access, inclusion and shared prosperity for our entire community, including:

- Building neighborhood commercial corridors that provide residents with quality and affordable goods and services
- Attracting new commercial and industrial businesses that prioritize hiring Detroit residents
- Continuing to provide small business owners with resources to succeed

- Creating new programming for Black-owned businesses
- Helping young Black developers launch real estate careers

Ensuring the longevity of existing businesses during and beyond the pandemic is critical to the future of Detroit, as is diversifying investment in non-traditional industry sectors such as apparel and fintech. One way is helping businesses digitize their operations so they can continue to generate revenue in all environmental and economic conditions.

DEGC's Small Business Team is helping companies adopt non-traditional models and enter new sectors created by the pandemic such as protective equipment production.

While markets stabilize and investor confidence returns, DEGC will continue shaping Detroit into the best city in America to do business. This includes assembling land parcels, streamlining development processes and improving the city's overall competitive position so that when the economy rebounds, Detroit is truly open for business.

Coming Soon



RIVERTOWN MEIJER

Plans are underway for a small footprint Meijer Inc. grocery store at 1475 East Jefferson Ave. The project was approved by the MSF board and includes a brownfield redevelopment tax capture for the estimated \$16 million investment. The Meijer Rivertown Market will be the third Meijer store in Detroit and is expected to create 72 new jobs.

CLEARCOVER

In August, hi-tech insurance company Clearcover announced plans to hire up to 300 employees and establish a new customer operations hub in Detroit, the company's first large-scale expansion outside of its a leading disruptor in the car insurance industry.



GORDIE HOWE BRIDGE

Construction continues on the \$5.7 billion Gordie Howe International Bridge, scheduled to open between Detroit and Windsor, Ontario, in late 2025. Once finished the Gordie Howe will have the longest span of any bridge in North America and become the most technologically advanced border crossing in the world.



TERRI'S CAKES

Terri's Cakes is one of many new businesses preparing to open with the help of MCM. Owner Garnet Conerway is doing double duty these days – continuing to fill orders for handcrafted cakes and cupcakes from home, and finishing construction on her new brick-and-mortar store at 16311 E. Warren Ave. Drawing on 40 years of recipes inspired by her mother, Terri, Garnet has operated as a home business since 2014. She was awarded \$75,000 from MCM in Round 14 and received a \$150,000 loan from the Economic Development Corporation's Casino Development Fund.



State Fairgrounds Development

In August, the City of Detroit announced a proposed deal that would transform the Michigan State Fairgrounds, bringing a 3.8 million sq.-ft. facility and more than 1,200 new full-time jobs. The project would also include a new Detroit Department of Transportation transit center.

DEGC Corporate Procurement Program

Procurement is important to large and small businesses. Contracts to provide goods and services to larger firms create pathways for small businesses to grow from micro enterprises to midsize business and beyond. That's just one reason DEGC's Corporate Procurement Program – designed to encourage business-to-business procurement – is so important to the city. This initiative will help businesses by providing wrap-around services such as capacity building, access to capital, workforce development, and connections to buyers and sellers. The procurement program will also drive inclusivity and diversity throughout the Detroit supplier community, especially among business with large-scale development projects, as well as those with a variety of purchasing needs.

The heartbeat of the program is a matchmaking database, that enables buyers, suppliers and contractors to connect. Mentorship, technical assistance, and a revolving loan fund will also be components of the program.

"Through this new program design, Detroit-based suppliers can become ready to compete for large-scale contracts that can lead to expansion and adding new jobs."

– Kevin Johnson,
President/CEO, DEGC

DEGC BOARD OF DIRECTORS

Thank you to the DEGC Board of Directors. We appreciate the vital input of these business and government leaders and their continued support of the Detroit Economic Growth Corporation.

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* Indicates individual is also on the DEGC Executive Committee

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Amanda Hanlin
Chief of Staff

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Senior Vice President of Government Affairs



Glen Long, Jr.
Executive Vice President of Administration and Chief Financial Officer



Bunlim Ly
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Rebecca Navin
General Counsel



Tiffini D. Smith
Director of Human Resources

We are proud to present our DEGC funders:



Community Foundation
FOR SOUTHEAST MICHIGAN

JPMORGAN CHASE & CO.



Support for DEGC

As a non-profit organization, DEGC relies on private and philanthropic support to further our mission and impact in Detroit. To become a supporter, please contact our Chief of Staff.



Business Facilities Deal of the Year – 2018 and 2019

For 2019, Business Facilities magazine selected the Fiat Chrysler expansion as its Deal of the Year. FCA's \$4.5 billion investment in Detroit and nearby Macomb County was selected from a group of 40 nationally recognized deals as the publication's top economic development project in the U.S. It marked the second consecutive year a Detroit-based development won the highest honor. Ford Motor Company's purchase of the Michigan Central Depot claimed the top spot in 2018. Ford continues to work with the City, DEGC and others to renovate the historic train station and redevelop the surrounding Corktown neighborhood.

Business Facilities has been the leading location source for corporate site selectors and economic development professionals for more than 50 years.

"The Fiat Chrysler expansion should erase any doubt that Michigan remains the undisputed automotive champ of North America. Motown is putting the pedal to the metal on its impressive economic resurgence."

– Jack Rogers,
Editor-in-Chief of Business Facilities



Mac Conway Award – 2019 and 2020

DEGC claimed the prestigious Mac Conway Award for Excellence in Economic Development from Site Selection Magazine in both 2019 and 2020. DEGC was recognized as a Top Economic Development Group based on overall corporate facility investment in Detroit as well as jobs associated with those projects.

give hope to surrounding communities. The magazine noted several development projects responsible for DEGC's high rankings, including Waymo, Tiberina Solutions, Coyote Logistics, ZF Friedrichshafen, Dakota Integrated Systems and Fiat Chrysler Automobiles. The \$5.7 billion Gordie Howe International Bridge linking Detroit and Windsor, Ontario was also highlighted.

The award was founded by McKinley "Mac" Conway and recognizes the top local and regional economic development agencies in the U.S. for their roles in helping



Top 50 Economic Developers of 2019

DEGC President and CEO Kevin Johnson was named one of the Top 50 Economic Developers of 2019 by Consultant Connect, an agency bridging the gap between economic developers and site consultants. Johnson was nominated by his peers and top site consultants for his innovative approach to economic development and success in further building Detroit's development community.

"The list recognizing North America's Top 50 Economic Developers is designed to acknowledge the hard work of the top leaders in this field and elevate the conversation around economic development and job creation. Each of the leaders represented on this year's list are beyond deserving of this recognition for their efforts in building our communities."

– Ron Kitchens,
Consultant Connect Managing Partner



DEGC

Detroit Economic
Growth Corporation

500 Griswold St, Ste 2200
Detroit, MI 48226

 @DEGCMIIBusiness

 @DEGCMIIBusiness

 Detroit Economic Growth Corporation

 @degcallbusiness



Attachment V

**ECONOMIC DEVELOPMENT CORPORATION OF THE CITY OF
DETROIT
OPERATING BUDGET
JULY 1, 2020 TO JUNE 30, 2021**

**Proposed Budget
June 30, 2021**

REVENUE

City of Detroit	275,000
TSF From Waterfront Reclamation	300,000
TSF From Motor City Match/Restore	1,300,000
TSF From Projects for DEGC Legal	180,000
TSF From Casino Development Fund	350,000
TSF From Repaid Loans	550,000
TSF From Other Projects	170,000
Other Revenue & Service Fees	25,000

TOTAL REVENUE	3,150,000
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EXPENSES

Detroit Economic Growth Corp	800,000
Detroit Economic Growth Corp Special Proj	600,000
Other Projects Administrative Fees	1,470,000
Next Michigan Development Corp	20,000
DEGC Legal Services	200,000
Legal Services	10,000
Audit	30,000
Miscellaneous	20,000

TOTAL EXPENSES	3,150,000
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Operating Surplus/(Shortfall)	0
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Debt Service	0
(Increase)/Decrease in Reserve	0

NET SURPLUS/(SHORTFALL)	0
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Attachment VI

EDC CASINO DEVELOPMENT FUNDS 12/31/20

	Original Budget	Revised Budget	Received	Balance
Receipts				
City of Detroit	42,750,000.00	32,500,000.00	32,500,000.00	0.00
Interest Income	1,600,000.00	1,600,000.00	1,621,531.79	21,531.79
Proj Funds and Loan Repayments	3,650,000.00	3,650,000.00	4,775,654.13	1,125,654.13
	48,000,000.00	37,750,000.00	38,897,185.92	1,147,185.92

	Original Budget	Revised Budget	Disbursed	Balance
Expenses				
Tech Town	4,000,000.00	3,040,936.00	3,040,936.00 x	0.00
JEPAB	2,000,000.00	1,520,468.00	1,251,764.00 x	268,704.00
ONCR Small Bus Loan Fund	1,500,000.00	1,500,000.00	1,500,000.00 x	0.00
ONCR	7,000,000.00	2,924,733.00	2,924,733.00 x	0.00
DCLF	4,500,000.00	3,421,053.00	3,421,053.00 x	0.00
Black Chamber	500,000.00	380,117.00	380,117.00 x	0.00
AABD	10,250,000.00	10,000,000.00	10,000,000.00 x	0.00
National Retail	5,000,000.00	3,715,808.00	2,629,632.55 x	1,086,175.45
Non-Affiliated/Resident Retail	2,000,000.00	2,000,000.00	1,725,000.00 x	275,000.00
Resident Real Estate	6,000,000.00	1,726,885.00	1,488,509.30 x	238,375.70
Small Business Relief Grants	0.00	2,270,000.00	2,270,000.00 x	0.00
Administration	5,250,000.00	5,250,000.00	5,250,000.00 x	0.00
	48,000,000.00	37,750,000.00	35,881,744.85	1,868,255.15
	0.00	0.00	3,015,441.07	3,015,441.07

Attachment VII

**DOWNTOWN DEVELOPMENT AUTHORITY
BUDGET
2020-2021**

	2020-21 BUDGET
REVENUES:	
Current taxes - one mil	\$ 1,050,000
Earnings on investments	100,000
Transfer from Tax Increment Fund	750,000
Parking Operations	800,000
Other/Event Center	15,000
From/(To) prior year balance	<u>300,000</u>
TOTAL REVENUES	<u>\$ 3,015,000</u>
EXPENSES:	
Contractual Services	
Detroit Economic Growth Corp	\$ 1,900,000
Annual Audit	<u>40,000</u>
Sub-Total	\$ 1,940,000
Professional Service Fees	
Legal Services	\$ 200,000
Insurance	325,000
Advertising/Marketing	15,000
Computer Support	<u>10,000</u>
Sub-Total	\$ 550,000
Parking Lots Management	\$ 25,000
Special Projects & Contingencies	<u>\$ 500,000</u>
TOTAL EXPENSES	<u>\$ 3,015,000</u>

**CITY OF DETROIT BROWNFIELD REDEVELOPMENT AUTHORITY
OPERATING BUDGET
JULY 1, 2020 TO JUNE 30, 2021**

**Proposed Budget
30-Jun-21**

REVENUE

BROWNFIELD APPLICATION / ADMIN. FEES	885,000
SPECIAL PROJECTS	2,500,000
INTEREST/OTHER INCOME	100,000
	<hr/>
TOTAL REVENUE	3,485,000

EXPENSES

DETROIT ECONOMIC GROWTH CORPORATION	600,000
PUBLIC NOTICES/ADVERTISING	0
LEGAL	265,000
AUDIT	10,000
INSURANCE	55,000
WORKSHOPS/PROMOTION	10,000
CONTRACTORS	40,000
SPECIAL PROJECTS	2,500,000
OTHER EXPENSES	5,000
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TOTAL EXPENSES	3,485,000
	<hr/>
Operating Surplus/(Shortfall)	0
(Increase)/Decrease in Reserve	0
	<hr/>
NET SURPLUS/(SHORTFALL)	0

**LOCAL DEVELOPMENT FINANCE AUTHORITY
OPERATING BUDGET
JULY 1, 2020 TO JUNE 30, 2021**

**Proposed Budget
June 30, 2021**

REVENUE

REVENUES RELEASED CURRENT YEAR	150,000
CITY REIMBURSEMENT	0
INTEREST/OTHER INCOME	<u>10,000</u>
TOTAL OPERATING REVENUE	160,000
Transfer (to) from Prior Year Operating Fund Balances	<u>0</u>
TOTAL TRANSFERS (TO) FROM FUND BALANCES	<u>0</u>
TOTAL REVENUE	<u><u>160,000</u></u>

EXPENSES

DETROIT ECONOMIC GROWTH CORPORATION	125,000
MAINTENANCE/OTHER	<u>35,000</u>
TOTAL OPERATING EXPENSES	160,000
Operating Surplus/(Shortfall)	0
(Increase)/Decrease in Reserve	<u>0</u>
NET SURPLUS/(SHORTFALL)	<u><u>0</u></u>

**EIGHT MILE WOODWARD COORIDOR IMPROVEMENT AUTHORITY
OPERATING BUDGET
JULY 1, 2020 TO JUNE 30, 2021**

**Proposed Budget
June 30, 2021**

REVENUE

TIF OPERATING REVENUE	100,000
INTEREST/OTHER INCOME	<u>0</u>
TOTAL REVENUE	<u>100,000</u>

EXPENSES

DETROIT ECONOMIC GROWTH CORPORATION	50,000
LEGAL	15,000
AUDIT	10,000
INSURANCE	20,000
OTHER EXPENSES	<u>5,000</u>
TOTAL EXPENSES	<u>100,000</u>

Operating Surplus/(Shortfall)	0
(Increase)/Decrease in Reserve	<u>0</u>
NET SURPLUS/(SHORTFALL)	<u>0</u>