



2025

GREATER CORKTOWN TRANSFORMATION PLAN YEAR 1 EVALUATION REPORT



JFM CONSULTING GROUP

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INTRODUCTION

In spring 2024, the City of Detroit selected JFM Consulting Group as its evaluation partner for the Choice Neighborhoods Implementation (CNI) Grant: Greater Corktown Transformation Plan. Evaluation is one of the eligible activities outlined by the U.S. Department of Housing and Urban Development (HUD) and may include resident and community surveys, data management, and tracking of key outcomes. Because HUD emphasizes both “residents” and “the community” as stakeholders, this evaluation is designed to capture the full scope of engagement and impact across the Greater Corktown area. This includes both the target site population who called Clement Kern Gardens (CKG) home on or after May 25, 2021, and the residents and stakeholders of the Historic and North Corktown neighborhoods.

This document represents the first of four annual evaluation reports. The Year One evaluation serves as a baseline assessment, establishing benchmarks against which progress will be measured in subsequent years. During this initial phase, the evaluation team focused on the four core pillars of the Greater Corktown Transformation Plan: the People Strategy, the Resident Engagement Strategy, the Neighborhood Strategy, and the Housing Strategy. Future reports will build on this foundation, identifying trends and changes over time.



BACKGROUND

The Choice Neighborhoods Initiative (CNI), administered by the U.S. Department of Housing and Urban Development (HUD), supports locally driven strategies to revitalize distressed public and HUD-assisted housing, strengthen surrounding neighborhoods, and improve outcomes for residents. In May 2021, the City of Detroit was awarded a \$30 million Choice Neighborhoods Implementation Grant, followed by a \$5 million Supplemental Grant in April 2023. This historic investment is advancing Detroit's vision to transform the Greater Corktown area, which includes the Historic Corktown and North Corktown neighborhoods, into a vibrant, inclusive, and resilient community.

At the core of Detroit's CNI strategy is the redevelopment of Clement Kern Gardens (CKG), a publicly assisted housing site on Bagley Street between Trumbull Avenue and Rosa Parks Boulevard. The redevelopment seeks to preserve long-term affordability while introducing high-quality, mixed-income housing for both existing residents and new households. This effort is guided by the Greater Corktown Transformation Plan, developed through extensive community engagement and rooted in a shared vision of creating a "Corktown for Everyone"—a neighborhood where residents feel safe, included, and empowered to shape their community's future.

The Transformation Plan focuses on four interconnected components:

- Housing – Expanding access to diverse, high-quality, and affordable homes across income levels.
- Neighborhood – Enhancing public spaces, pedestrian connectivity, and environmental sustainability to promote a sense of place.
- People – Advancing health, education, and economic self-sufficiency through coordinated supportive services.
- Resident Engagement – The City will continue a multi-pronged community-engagement strategy to provide residents and other community members opportunities to stay informed, provide feedback and meaningfully contribute to the implementation process

Resident engagement has been central to the development of the Transformation Plan. Input was gathered through surveys, community meetings, and planning sessions, resulting in participation from more than 60% of CKG households and over 400 residents of Greater Corktown during the planning phase¹. This collaborative foundation continues to guide implementation and evaluation efforts as Detroit moves toward realizing a more equitable and inclusive Corktown.

¹ <https://detroitmi.gov/departments/housing-and-revitalization-department/strategic-plans-reports-and-data/choice-neighborhoods/resident-engagement>

About Greater Corktown

According to data from the U.S. Census Bureau's American Community Survey (ACS) 2023 5-Year Estimates (Tables DP05, S1501, S1901, S1101)², the Greater Corktown area, comprising Historic Corktown (Census Tract 5214) and North Corktown (Census Tract 5215), is home to approximately 2,520 residents, the majority of whom identify as Black or African American. While both neighborhoods face structural barriers such as low household incomes, limited college attainment, and constrained economic mobility, they also possess significant community assets that shape the implementation of Choice Neighborhoods Initiative (CNI) investments.

The two neighborhoods share several social characteristics, including high proportions of nonfamily households and a notable number of single-parent families. However, key demographic differences exist between them. North Corktown has a younger and more male population (median age 28.8; 55.7% male), whereas Historic Corktown is older and majority female. Educational attainment also varies: nearly 46.4% of Historic Corktown adults have completed some college or earned an associate degree, while North Corktown residents are more likely to hold high school diplomas, with very few bachelor's degree holders.



Despite these disparities, Greater Corktown exhibits relative housing stability and reinvestment potential. The combined occupancy rate exceeds 81%, higher than Detroit's citywide average of 77%, indicating consistent neighborhood retention and residential demand. Both Historic and North Corktown report a 0.0% homeowner vacancy rate, compared to 2.9% across Detroit, signaling strong homeowner confidence and limited housing turnover.

With only about 300 vacant housing units across both tracts, Greater Corktown is well-positioned for infill development, adaptive reuse, and targeted reinvestment. This combination of economic need and housing strength presents a unique opportunity: a neighborhood where transformation can occur without widespread

² U.S. Census Bureau. (2024). *American Community Survey 2023 5-Year Estimates (Tables DP05, S1501, S1901, S1101)*. Accessed April 30, 2025, from <https://data.census.gov>

displacement. Corktown's housing profile reflects strong community attachment and resident confidence, making it an ideal setting for equitable, inclusive revitalization. Through the Choice Neighborhoods Initiative, the City of Detroit aims to build on these strengths while addressing long-standing inequities, ensuring that current residents remain at the center of the neighborhood's growth and future.

About the Greater Corktown Choice Neighborhoods Implementation

Choice Neighborhoods is a grant program administered by the U.S. Department of Housing and Urban Development (HUD), established in 2010 by the Obama administration. The City of Detroit was awarded a \$30 million Choice Neighborhoods Implementation (CNI) grant in May 2021. The City was also awarded a \$5 million Choice Neighborhoods Supplemental Grant in April 2023. In September 2024, the City of Detroit and the Detroit Housing Commission were awarded a \$500,000 Choice Neighborhoods Planning Grant to create a Transformation Plan for the Greater Forest Park and Eastern Market neighborhoods.

The Choice Neighborhoods grant preserves housing affordability and is constructing new affordable housing throughout Historic and North Corktown. The grant focuses on the redevelopment of CKG, a HUD assisted property on Bagley Street between Trumbull Avenue and Rosa Parks Boulevard. With the redevelopment, CKG will provide new affordable, rent-assisted units for its current residents, as well as an additional number of rental units that will be offered at varying rent levels.

The Choice program supports cities to implement neighborhood Transformation Plans that address 3 key areas:

Housing: Mixed income, accessible, sustainable housing options

Neighborhood: Critical improvements based on community needs

People: Supportive services targeted to low-income residents around health, education and economic self-sufficiency

Where this report refers to "Target site residents" or "target site households," it is referring to residents who called the grant's target housing site, CKG, home on or after May 25, 2021. More information about Detroit's CNI can be found at <https://detroitmi.gov/choiceneighborhoods>.

METHODOLOGY

To capture resident perspectives and assess alignment with the goals of the Choice Neighborhoods Implementation (CNI), JFM Consulting Group employed a multi-pronged evaluation approach. This approach combined document review, analysis of secondary data, direct community engagement, and multiple methods of data collection.

Stakeholder Engagement in Evaluation

From the outset, JFM prioritized building trust and maintaining a consistent presence in the community. Engagement with residents and CNI partners helped ensure that evaluation activities reflected local priorities and experiences.

Key evaluation engagement activities included:

- Participation in the Evaluation Kickoff Meeting (May 23, 2024)
- Attendance at Quarterly Retreats (June 13, 2024, and January 29, 2025), including collecting feedback and sharing survey findings
- Neighborhood canvassing to promote survey participation (September 26, 2024)
- Attendance at Resident Champion Meetings (October 8, 2024, and March 11, 2025)
- Engagement with Resident Council Meetings at Clement Kern Gardens and Left Field, the two affordable housing communities that were home to target residents during the period covered in this report
- Engagement at North Corktown Neighborhood Association and East End Block Club meetings
- Participation in the CKG Trunk-or-Treat event (October 24, 2024)
- Facilitation of the CN Implementation Team Retreat (May 2025)
- Ongoing bi-weekly check-ins with the City's CNI Grant Coordinator

These activities fostered relationships with key stakeholders, strengthened awareness of the evaluation, and supported inclusive participation among residents.

Document Review and Secondary Data Analysis

The evaluation began with a review of foundational materials to establish a comprehensive understanding of the project's goals, context, and implementation progress. Documents reviewed included the Choice Neighborhoods Implementation Grant application, the Critical Community Improvement (CCI) Plan, and Quarterly Data Reports submitted to HUD.

To further ground the analysis, JFM reviewed secondary data sources, including:

- **CNInform** reports and metrics to track implementation progress and performance indicators across CNI focus areas (Housing, People, Neighborhood, and Finances).

- **CLQ (Community Life Questionnaire)** survey data, providing insight into target site resident satisfaction, social connectedness, and neighborhood perceptions.
- **American Community Survey (ACS) 2023 5-Year Estimates**, which supplied demographic and economic context for the Greater Corktown area.

Together, these data sources provided valuable context for developing baselines and metrics for ongoing evaluation and analysis.

Focus Groups

Two resident focus groups were conducted to explore perceptions of neighborhood change, experiences with CNI implementation, and recommendations for improvement. Discussions helped contextualize survey results and identify emerging themes.

- March 12, 2025 | Left Field
- March 26, 2025 | Clement Kern Gardens (CKG)

Residents of CKG and Left Field were encouraged to attend, with participation open to all Greater Corktown community members. The Left Field session included 6 participants, a mix of target site residents and nearby residents, while the CKG session drew 16 participants, nearly all of whom were CKG residents. Attendees received \$50 gift cards as compensation, and light refreshments and children's activities were provided. Funds for the refreshments and gift cards were donated by JFM, ensuring no HUD funding was used for unauthorized purposes. Recruitment occurred through email, text, and postings in local businesses and community spaces.

Community Survey

With guidance from the CNI Implementation Team and stakeholders, JFM launched the first of four annual community surveys in August 2024. The Year 1 survey serves as a baseline assessment to monitor select changes in resident perceptions and implementation progress over time.

The survey included 39 questions in multiple formats (multiple choice, Likert-scale, and open-ended) and was available in English and Spanish, both online and in paper form. Outreach included social media ads, community newsletters, and in-person distribution. The survey averaged 7–8 minutes to complete and was collected anonymously, resulting in 155 total responses. While most respondents were Greater Corktown residents (including some local business owners), relatively few were current residents of CKG, an important consideration for interpreting the results.

Stakeholder Interviews

Stakeholder interviews are an ongoing component of the evaluation and are designed to gather qualitative insights from CNI implementation partners, community leaders, and organizational stakeholders. A total of 5 were conducted in 2025. These interviews will be conducted each year, ensuring diverse representation over the course of the evaluation.

Interviews last about 45 minutes and are conducted either in person or by phone. Questions are tailored to each participant's role while remaining aligned with the evaluation's overarching learning questions. Findings from these interviews are synthesized with survey, focus group, and secondary data results to inform each annual report.

EVALUATION FINDINGS

The following section presents findings from Year One of the Greater Corktown Choice Neighborhoods Initiative (CNI) evaluation. Organized around the Initiative's four core strategies: People, Neighborhood, Housing, and Resident Engagement, this section highlights the key activities completed to date, explores data and insights gathered through resident surveys, focus groups, and secondary sources, and assesses progress toward the intended outcomes outlined in the Greater Corktown Transformation Plan. Together, these findings offer a comprehensive picture of how implementation efforts are advancing, where early successes are emerging, and where continued attention and investment may be needed to achieve long-term goals for an equitable and inclusive Corktown transformation.

The People Strategy

The People Strategy focuses on empowering target site households to fully participate in and benefit from the opportunities emerging in Greater Corktown. Through personalized case management provided by The Community Builders' Community Life (TCB-CL) team, residents work collaboratively to develop individualized road maps that outline clear, achievable goals across areas such as income and employment, health, and education. This strategy emphasizes a holistic and relationship-based approach, connecting residents to trusted community partners, building their capacity to pursue personal and family advancement, and strengthening community networks that support long-term stability and success.

People Strategy: Major Successes & Challenges

Key Milestones (2021–2024)

2021

- Launched the Community Life (CL) team and opened a nearby office to support Clement Kern Gardens residents.
- Formed partnerships with the City of Detroit, United Way of Southeastern Michigan, and local education and health partners to support family technology access and literacy programs.
- Began distributing laptops and hotspots to Clement Kern Gardens families and launched virtual literacy supports via United Way’s Ready 4 K texting program.
- Held early “dream sessions” with health and education partners to co-design child wellness and school readiness strategies.

2022

- Launched the Family Success Plan (FSP) and Community Life Questionnaire (CLQ) to guide one-on-one coaching and data-informed service delivery.
- Partnered with Detroit Employment Solutions Corporation (DESC) and SER Metro to add an on-site career coach for workforce development.
- Collaborated with Detroit Hispanic Development Corporation and Wayne Metro to deliver financial coaching and money management tools.

2023

- Continued the **Walkers and Wheeler Group**, engaging six seniors in weekly walking tours of Corktown to promote exercise and community connection.
- Supported a majority of households in developing **Family Success Plans (FSPs)**, with five residents completing their initial goals and setting new ones during follow-up sessions.
- Implemented **Housing Stability Plans (HSPs)** and **Unit Care Plans** to prevent eviction, promote on-time rent and utility payments, and maintain safe living conditions.
- Continued partnerships with **DESC/SERCO** to expand career coaching and personalized employment pathways for residents.

2024

- Three residents participated in **entrepreneurship training with ProsperUs Detroit** to cultivate and expand their business ventures.
- Launched **Our Doors to Yours (ODTY) Rent Reporting for Credit Building (RRCB)** in partnership with **Esusu** and **Independent Management System (IMS)**, enrolling 95% of residents to build credit, access financial coaching, and receive wraparound supports such as childcare and transportation assistance.
- Partnered with **PNC Bank** to introduce **Mobile Banking Services**, offering bi-weekly onsite visits for residents to open accounts, complete transactions, and access financial education.
- Hosted the **3rd Annual Health and Wealth Fair**, adding financial wellness to the event’s focus and engaging 92 participants with support from seven partner organizations.

The launch of the People Plan began with building the foundation for strong resident engagement and coordinated service delivery. The Community Life (CL) team was fully staffed with experienced professionals and opened a new office near Clement Kern Gardens to provide accessible support to residents. Through initial household intakes and community events, the team identified family needs, interests, and demographic information to guide program design. Early partnerships with the City of Detroit, United Way of Southeastern Michigan, and other local organizations helped provide families with technology, literacy materials, and essential supplies. These collaborations also facilitated new virtual supports for families with young children, connecting them to education and health services while addressing technology and access barriers that emerged during the COVID-19 pandemic.

In 2022, the Community Life team deepened its engagement with residents and partners, strengthening both individual and collective pathways toward stability and growth. Through tools such as the Community Life Questionnaire (CLQ) and Family Success Plans (FSPs), the team provided individualized coaching and goal setting for households across Clement Kern Gardens. More than two dozen community partners were engaged to support a wide range of needs, including workforce development, financial education, and youth enrichment. The partnership with Detroit Employment Solutions Corporation (DESC) and SER Metro brought a dedicated career coach onsite, while collaborations with Detroit Hispanic Development Corporation and Wayne Metro expanded access to financial literacy programs. Despite challenges such as limited meeting space, staff turnover, and delays in data collection, these partnerships helped establish a strong infrastructure for coordinated, resident-centered services.

The People Plan continued to mature in 2023, with an emphasis on resident empowerment, goal attainment, and proactive housing stability. The Walkers and Wheeler Group engaged local seniors in weekly walks through Corktown, promoting both physical health and community connection. A majority of households completed Family Success Plans, with several residents reaching their first milestones and setting new goals for continued progress. To support housing security, the team launched Housing Stability Plans (HSPs) and Unit Care Plans to prevent eviction, ensure timely rent and utility payments, and help residents maintain their homes. Partnerships with DESC and SERCO remained strong, expanding career coaching and individualized employment pathways. These initiatives collectively reinforced a culture of resident leadership and accountability, while strengthening the network of supports needed for long-term self-sufficiency.

By 2024, the People Plan had evolved into a comprehensive ecosystem of economic mobility and financial empowerment opportunities for Clement Kern Gardens residents. Three residents participated in



entrepreneurship training through ProsperUs Detroit to expand their small businesses. A new initiative, *Our Doors to Yours (ODTY) Rent Reporting for Credit Building (RRCB)*, was launched in partnership with Esusu and Independent Management System (IMS), enrolling 95% of residents to improve credit visibility, access financial coaching, and receive supportive wraparound services. A partnership with PNC Bank introduced mobile banking services to the community, offering bi-weekly onsite visits for residents to open accounts and gain financial education. Additionally, the team hosted its 3rd Annual Health and Wealth Fair, integrating financial wellness into traditional health outreach and engaging 92 participants with seven partner organizations. Together, these efforts reflected a strong shift toward holistic resident prosperity, blending health, housing, and financial well-being.

Economic Self-Sufficiency

To assess progress toward greater economic self-sufficiency and stability, the Choice Neighborhoods initiative identified a set of core metrics with measurable targets. The following indicators track both individual and household outcomes, serving as primary benchmarks for evaluating the overall impact of the People Strategy.

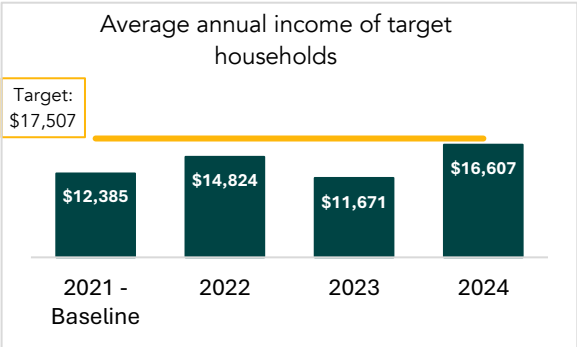


Figure 1: Average annual income of target households (excluding elderly or disabled). CNInform, 2025

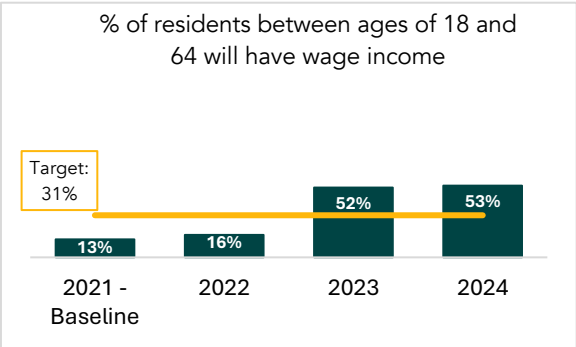


Figure 2: Percentage of target residents with wage income. CNInform, 2025

Together, these metrics reflect residents’ growing connection to employment, financial stability, and pathways to long-term economic mobility. Progress toward economic self-sufficiency among the target site residents shows substantial improvement across key indicators since the 2021 baseline. The percentage of working-age residents (ages 18–64) with wage income increased dramatically from 13% in 2021 to 53% in 2024, surpassing the program’s 31% target and reflecting the success of workforce development and employment connection efforts.

Engagement in financial counseling also rose sharply, from just 3% in 2021 to 62% in 2024, well above the 37% target, signaling strong resident participation in financial empowerment initiatives. Similarly, homebuyer education participation grew from 4% in 2021 to 21% in 2024, more than doubling the 9% target, indicating growing resident interest in homeownership pathways. Average annual income among eligible households also trended upward overall, increasing from \$12,384 in 2021 to \$16,607 in 2024, approaching the target of \$17,506. Collectively, these outcomes demonstrate steady progress in connecting residents to income-generating opportunities, financial resources, and tools that support long-term economic mobility and stability.



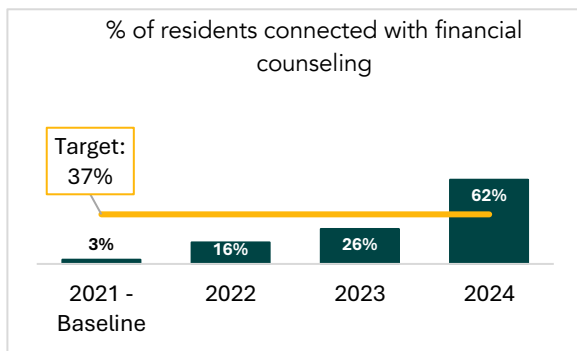


Figure 3: Percentage of target residents connected with financial counseling. Community Life Annual Survey, 2021-24

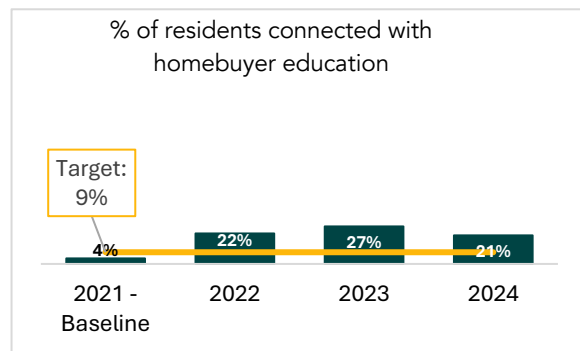


Figure 4: Percentage of target residents connected with homebuyer education. Community Life Annual Survey, 2021-24

In addition to the core indicators addressed above, several secondary success measures provide further insight into residents' economic stability and the quality of employment outcomes achieved through the CNI. These measures, while not tied to specific targets, help track trends in employment patterns and overall household economic well-being, offering valuable information to guide refinements in service delivery and support strategies.

Employment Status & Stability Indicators

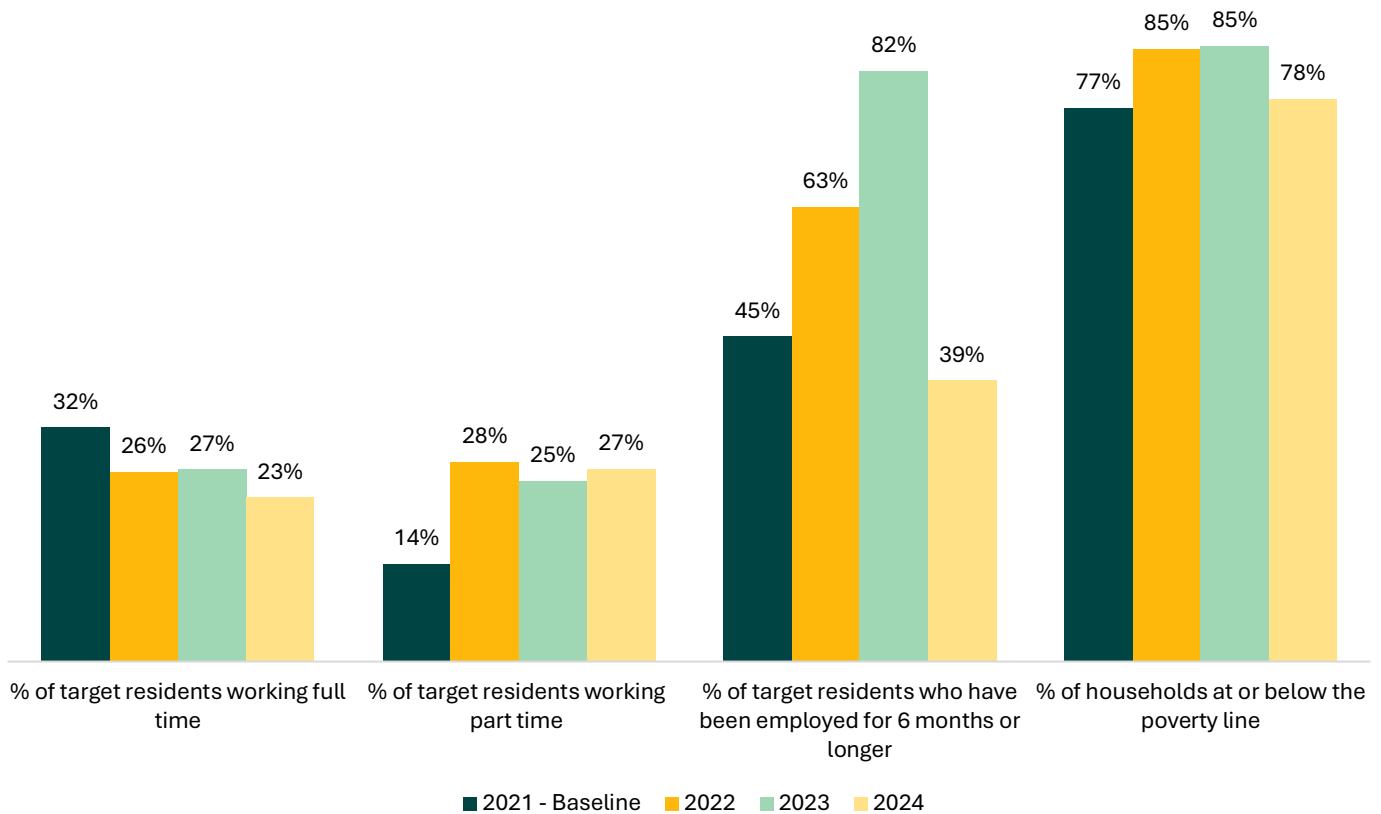


Figure 5: Percentage of target residents' employment and poverty status. CNInform, 2025

Findings from these measures indicate a complex picture of progress. Between 2021 and 2024, the share of residents working full-time decreased from 32% to 23%, while part-time employment increased from 14% to 27%, suggesting that although more residents are entering the workforce, many are doing so through part-time positions. Employment stability, reflected in the percentage of residents employed for six months or longer, showed strong gains through 2023 (rising from 45% to 82%) before declining to 39% in 2024, possibly reflecting job transitions or economic shifts in the local labor market. Meanwhile, the percentage of households at or below the poverty line remained relatively steady, decreasing only slightly from 85% in 2022–2023 to 78% in 2024. These findings highlight both progress in workforce engagement and ongoing challenges in achieving lasting financial stability for the target population.

Education

To evaluate progress in educational outcomes, the CNI tracks a set of core education metrics designed to measure early learning participation, youth engagement, and academic achievement. These indicators reflect the program's commitment to supporting lifelong learning and creating equitable educational opportunities for children and youth in Greater Corktown. Specifically, success is measured by the percentage of children ages 0–5 enrolled in center-based or formal home-based early learning programs, and the percentage of children

demonstrating proficiency in math and English Language Arts (ELA). Together, these metrics provide a comprehensive picture of educational engagement and progress from early childhood through adolescence.

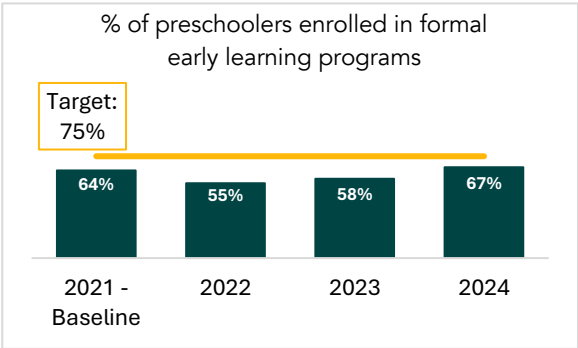


Figure 6: Percentage of children ages 0-5 enrolled in center-based or formal home-based early learning settings or programs. CNInform, 2025

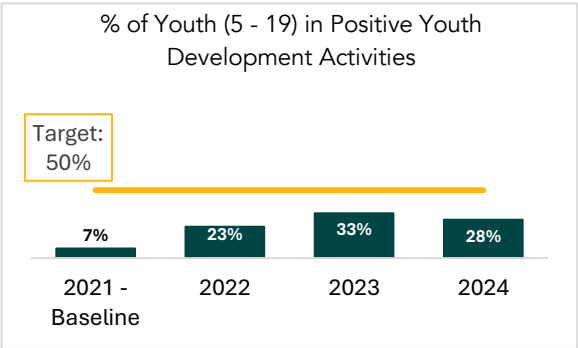


Figure 7: Percentage of Youth (5-19) in positive youth development activities. CNInform, 2025

Educational outcomes among children and youth in Greater Corktown show areas of steady engagement alongside clear opportunities for improvement. Enrollment among children ages 0–5 in center-based or formal home-based early learning programs increased from 64% at baseline to nearly 67% in 2024, marking a return to and slight improvement over pre-pandemic levels, though still short of the 75% target. Participation among youth ages 5–19 is not a primary metric of the people strategy, but it is reported. Positive youth development activities rose significantly from 7% in 2021 to 28% in 2024, reflecting growing engagement but remaining below the 50% target, suggesting continued opportunity to expand program access and awareness.

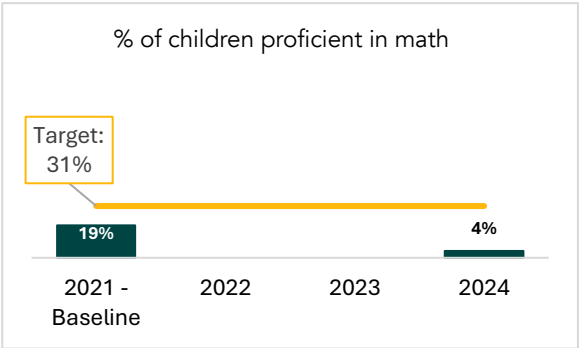


Figure 8: Percentage of children proficient in math as measured by the MSTEP in grades 3-8, and the PSAT in Grade 11. CNInform, 2025

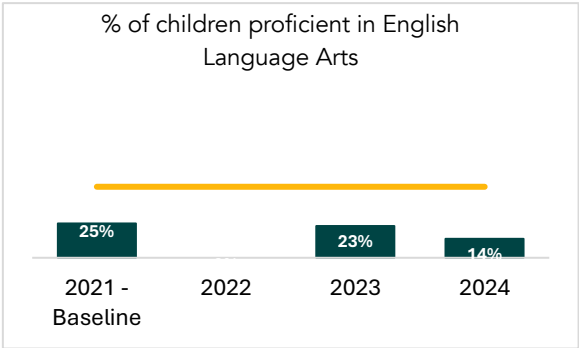


Figure 9: Percentage of children proficient in English language arts as measured by the MSTEP in grades 3-8, and the PSAT in Grade 11. CNInform, 2025

Interpreting academic proficiency data requires additional context due to disruptions in standardized testing during and after the COVID-19 pandemic. The state standardized assessment was not administered between May 2020 and December 2021, and during the 2020–2021 school year, fewer than 15% of students completed the test. Consequently, no reliable data are available for 2022. Furthermore, fewer than 10 of the 47 students residing at CKG completed the M-STEP during the 2021–2022 school year, which prevented data release under the state’s data-sharing agreement with the Detroit Education Research Partnership, now known as Detroit Partnership for Educational Equity & Research (Detroit PEER). As a proxy, data from Burton International Academy, the neighborhood school, show that 6.65% of students performed at or above grade level in Math and 22.15% in ELA during that period. Among CKG students, proficiency in Math decreased from 19% in 2021 to 3.9% in 2024, and ELA proficiency declined from 25% to 13.7%, both below their respective targets of 30.7%

and 52.3%. While early learning participation and youth engagement remain promising, these trends highlight the need for enhanced academic supports and stronger collaboration with schools to close learning gaps exacerbated by the pandemic.

In addition to the core education indicators, several secondary success measures provide valuable insight into student engagement and academic persistence. While these measures do not have defined targets, they help deepen the understanding of school attendance patterns and long-term educational outcomes among students in the target population and can inform future strategies to strengthen learning supports and family engagement.

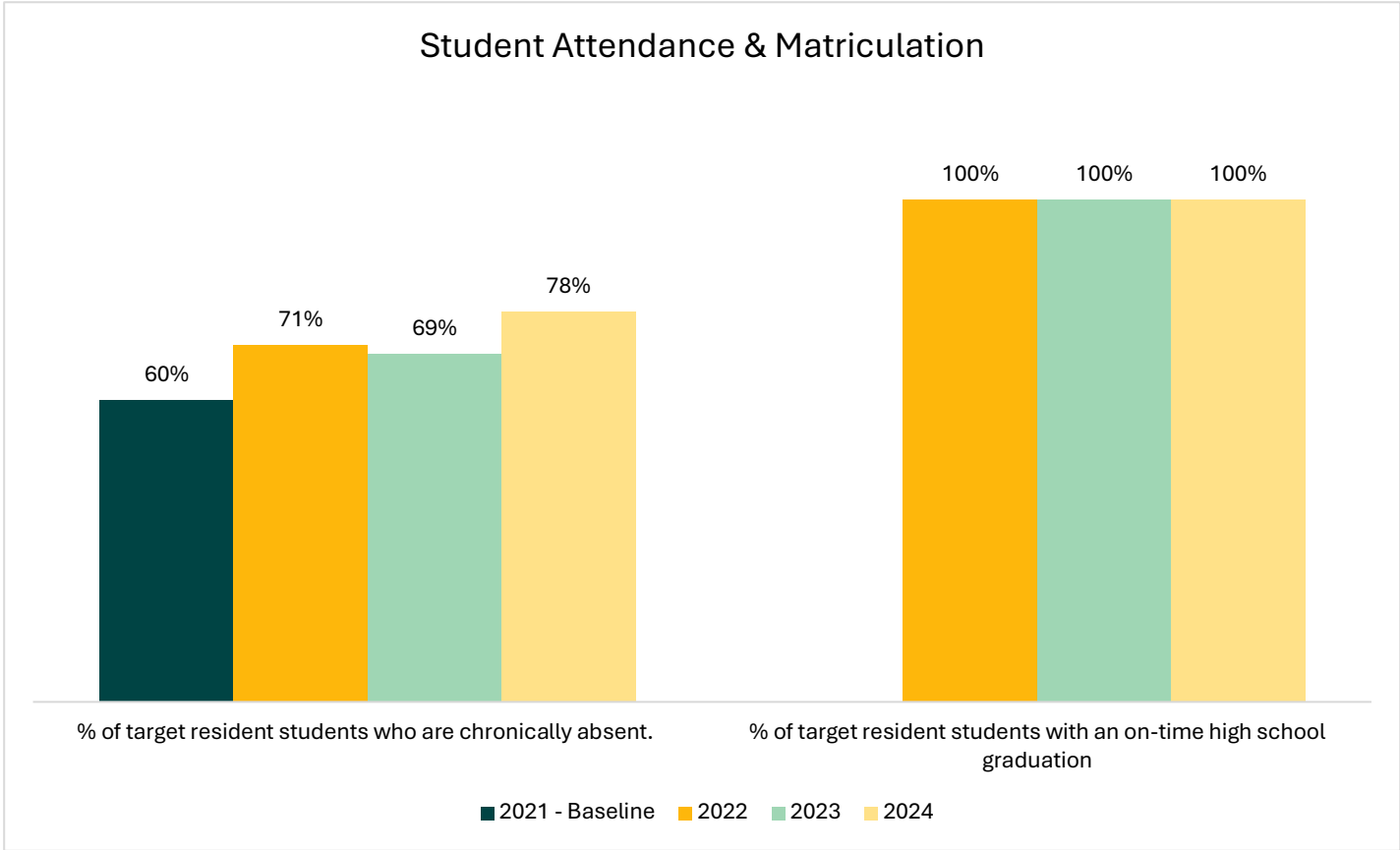


Figure 10: Percentage of target resident children who are chronically absent and graduate high school on time. CNInform, 2025

The data exhibits mixed progress. The percentage of students who were chronically absent increased from 60% in 2021 to nearly 78% in 2024, suggesting that absenteeism remains a persistent challenge and may reflect barriers such as transportation, health, or housing instability. Conversely, all tracked CKG students who reached graduation age achieved on-time high school completion between 2022 and 2024, a positive sign of persistence among older youth despite ongoing attendance challenges.

Another potential secondary indicator, the percentage of kindergarteners demonstrating age-appropriate readiness on the state kindergarten assessment, was not available. The kindergarten readiness assessment not required in State of Michigan for 2020, 2021, or 2022. Together, these measures emphasize the importance of

strategies that address chronic absenteeism, promote consistent school engagement, and support early learning readiness as essential foundations for long-term educational success.

Health

The CNI also places a strong emphasis on improving resident health and well-being, recognizing that physical and mental health are essential to achieving economic stability and educational success. Core health metrics were identified to monitor residents’ access to care, insurance coverage, and overall wellness, as well as their ability to meet basic needs and maintain healthy lifestyles. These indicators track the percentage of residents with a regular place for healthcare (other than the emergency room), the percentage with health insurance, the percentage reporting adequate access to physical activity options, the percentage identifying food expenses as a regular challenge, and the percentage self-rating their physical and mental health as good to excellent. Together, these measures help evaluate both individual health outcomes and the neighborhood’s capacity to support residents’ holistic well-being.

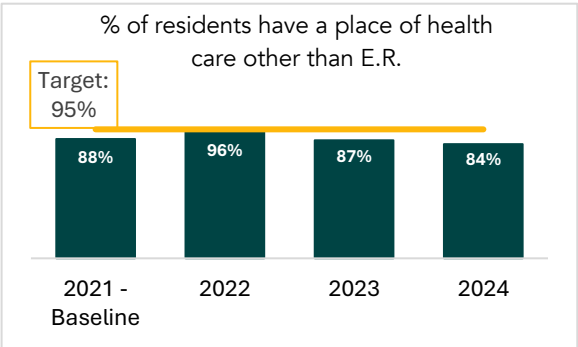


Figure 11: Percentage residents that have a place of health care where they regularly go, other than the emergency room, when they are sick or need advice about their health. Community Life Annual Survey 2021-24

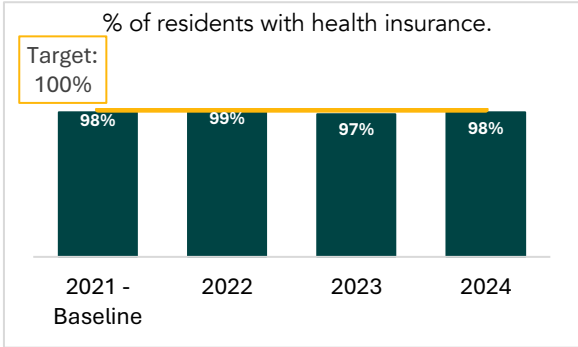


Figure 12: Percentage of target residents with health insurance. CNInform, 2025

Findings from the health indicators show generally positive outcomes in healthcare access and insurance coverage, coupled with ongoing challenges related to affordability and neighborhood health resources. The share of residents with a regular place for healthcare remains high at 84% in 2024, slightly below the 95% target, while health insurance coverage has remained consistently strong, hovering near universal levels at 98%, just shy of the 100% target.

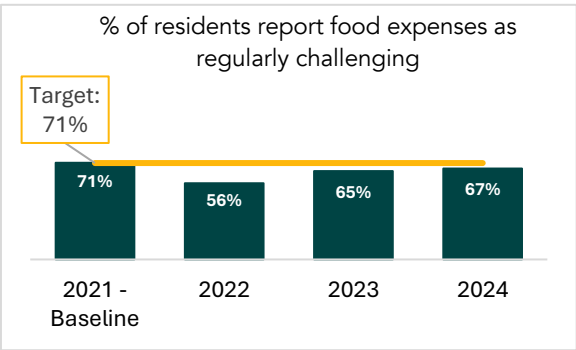
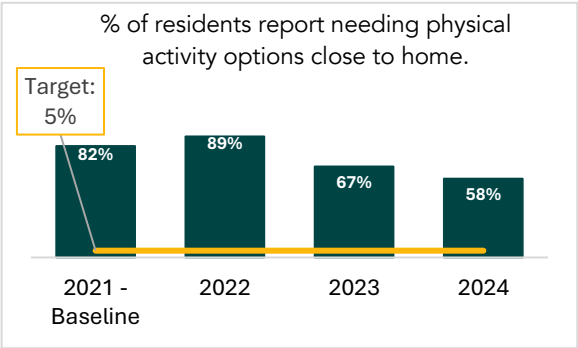


Figure 13: Percentage of target residents reporting participation in physical activities or groups in your neighborhood (i.e., Corktown Health, HAP, PAL). Community Life Annual Survey, 2021-24

Figure 14: Percentage of target residents reporting food expenses as regularly challenging. Community Life Annual Survey, 2021-24

Encouragingly, the percentage of residents reporting good to excellent physical health has remained stable at 72% in 2024, exceeding the 70% target, while self-rated mental health improved from 72% in 2023 to 75% in 2024, narrowing the gap toward the 85% target. However, residents' access to physical activity options near home continues to lag, improving from 82% reporting a need in 2021 to 58% in 2024, but still far from the 5% target, underscoring limited local opportunities for desirable recreation activities. Similarly, food costs remain a persistent concern, with 67% of residents identifying food expenses as regularly challenging, nearly unchanged from baseline. Overall, while residents benefit from strong access to care and insurance, the data highlight the importance of continued investment in neighborhood-level resources, such as safe, accessible recreation spaces and affordable food options, to support long-term community health and well-being.

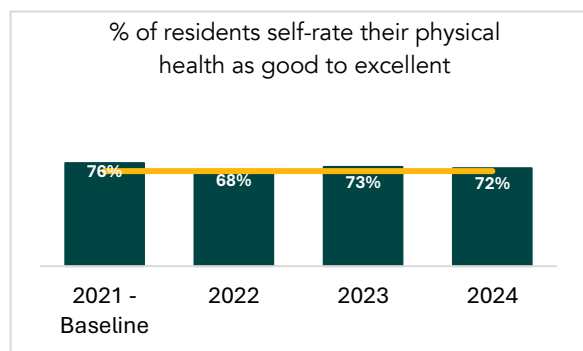


Figure 15: Percentage of target residents rating their physical health as good to excellent. Community Life Annual Survey 2021-24.

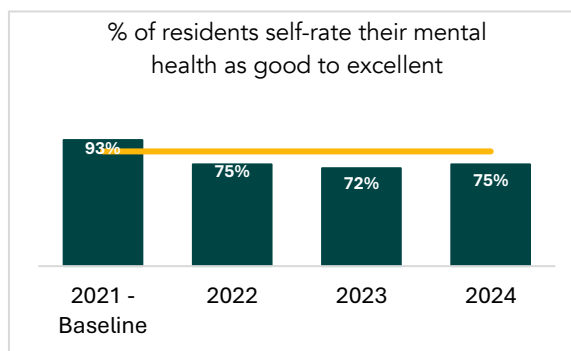


Figure 16: Percentage of target residents rating their mental health as good to excellent. Community Life Annual Survey, 2021-24

Digital Equity

While not considered core indicators of the People Strategy, digital equity metrics play an important role in understanding residents' access to the tools necessary for economic mobility, educational success, and community engagement. Reliable internet access and digital devices are essential for participating in online education, applying for jobs, managing finances, and accessing telehealth or other vital services. Tracking these measures helps identify potential barriers that could limit residents' ability to benefit fully from Choice Neighborhoods programs and broader opportunities within Greater Corktown.

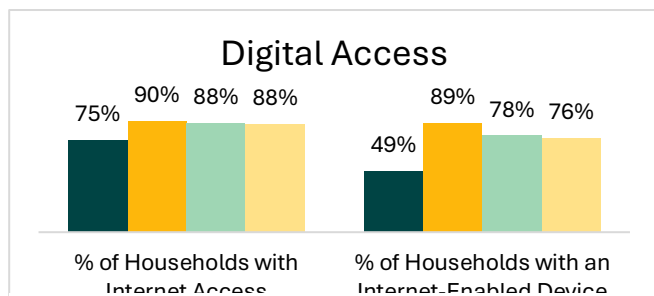


Figure 17: Percentage of target households with internet access and access to an internet-enabled device. Community Life Annual Survey, 2021-24

Findings show notable progress since the 2021 baseline, with sustained improvement over time. The percentage of households with internet access increased from 75% in 2021 to nearly 88% in 2024, reflecting widespread connectivity gains and a narrowing digital divide. Similarly, access to internet-enabled devices rose sharply from 49% in 2021 to 76% in 2024, indicating that most residents now have the tools needed to engage digitally, even if device



access remains slightly lower than internet availability. The slight decline in both indicators between 2022 and 2024 suggests that affordability, device maintenance, or service consistency may continue to pose challenges. Overall, these data highlight strong progress toward digital inclusion while underscoring the need for sustained investment in affordable internet, device access, and digital literacy to ensure residents can leverage technology for education, employment, and daily life.

Assessing Overall People Strategy Progress in Key Areas

Overall, the data and metrics illustrate meaningful progress across several key domains of the People and Resident Engagement Strategy, with particularly strong gains in areas related to economic self-sufficiency. By 2024, three of the four core economic indicators—wage income, financial counseling participation, and homebuyer education—exceeded their targets, while average household income was near the target and continued to improve, signaling a measurable advancement in residents’ financial stability and engagement. In contrast, outcomes within the education domain remain more mixed: early learning enrollment is improving and nearing its target, yet proficiency in both math and ELA remain below target, indicating the need for sustained academic and enrichment support. Health-related indicators show generally strong results, with most residents maintaining access to healthcare and insurance, and physical health ratings exceeding the target. However, several measures, including access to physical activity options and mental health ratings, remain below or are in decline, suggesting that broader neighborhood-level supports are needed to sustain well-being. Collectively, these findings demonstrate that while significant strides have been made in economic and health outcomes, additional focus on educational achievement, mental health, and equitable access to wellness resources will be critical to achieving the CNI vision for holistic community success.

Domain	Metric	Status as of 2024
Economic Self Sufficiency	% of residents between ages of 18 and 64 will have wage income	Exceeds Target
	% of residents have connected with financial counseling	Exceeds Target
	% of residents have connected with homebuyer education.	Exceeds Target
	average annual income of target households (excluding those who cannot work due to being elderly or disabled)	Near Target (Improving)
Education	% of children ages 0-5 are enrolled in center-based or formal home-based early learning settings or programs	Near Target (Improving)
	% of kindergarteners demonstrating age-appropriate readiness on the state kindergarten assessment	Data Unavailable
	% of target resident students with an on-time high school graduation	At Target (100%)
	% of children are proficient in math	Below Target
	% are proficient in ELA	Below Target
Health	% of residents have a place of health care where they regularly go, other than the emergency room	Near Target (Declining)
	% of residents have health insurance.	Near Target (Stable)
	% of residents report needing physical activity options close to home.	Below Target
	% of residents report food expenses as regularly challenging.	Near Target (Improving)
	% of residents' self-rate their physical health as good to excellent.	Exceeds Target
	% of residents' self-rate their mental health as good to excellent.	Near Target (Declining)

Table 1. People Strategy Progress in Key Areas

The Resident Engagement Strategy

Engaging the community is a foundational aspect of the CNI and has been a consistent component of the City's planning for the area. The community is defined in a broad sense to include residents of the target housing site, other neighborhood residents, and community organizations such as Neighborhood Associations, Block Clubs, and Business Associations. Resident engagement has been central to this work dating back to Spring 2019, when the City began developing the Greater Corktown Framework Plan. Over the course of two years, including the first year of the COVID-19 pandemic, residents and the City co-developed the Transformation Plan that led to the CNI grant.

Resident Engagement continues in the implementation of the Transformation Plan.



Resident Council Meetings

The Clement Kern Gardens Resident Council and Left Field Resident Council meetings, hosted monthly by UCHC, serve as an essential platform for residents to stay informed about redevelopment progress, access valuable resources, and provide direct feedback to the engagement team. Open to all target residents at each site, these meetings aim to strengthen communication and ensure resident voices are reflected in decision-making. Attendance over the three-year period has fluctuated notably, reflecting varying levels of resident engagement tied to communication efforts and ongoing development activities. In 2022, participation was inconsistent but peaked in December with 60 attendees, likely tied to end-of-year updates and events. Engagement stabilized in 2023, with moderate attendance across most

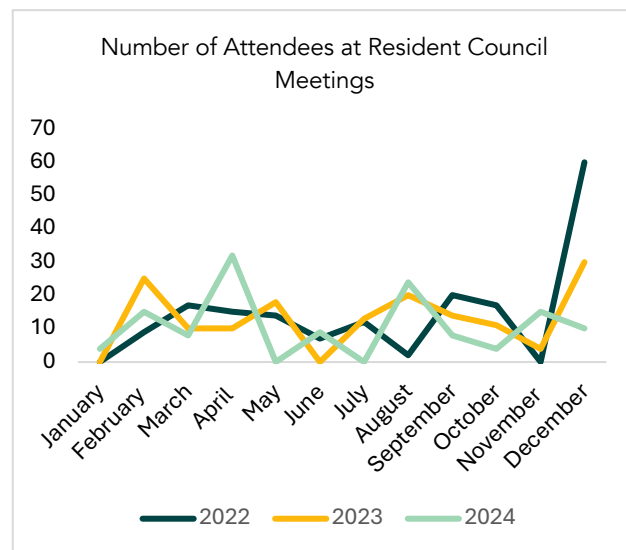


Figure 18: Number of attendees at CKG Resident Council Meetings. UCHC, 2025

months (typically 10–20 participants), suggesting improved consistency but less dramatic peaks. In 2024, attendance remained active early in the year, highlighted by a strong turnout in April (32 attendees), before tapering off midyear. The data suggests that participation increases during months when significant development updates or community events occur, indicating that maintaining regular, well-publicized updates and connecting meetings to tangible resident benefits or milestones may help sustain and grow resident engagement over time.

Greater Corktown Community

In addition to data relative to the resident council meetings, the evaluation team synthesized information from the Greater Corktown Community Survey, resident focus groups, and stakeholder interviews. Survey respondents indicated their experiences with each of the following statements:

1. I have received written information about the Choice Neighborhoods housing, neighborhood, and/or supportive services strategy (for example: invitation, postcard, e-mail, newsletter, text)
2. I know who I can speak to about the Choice Neighborhoods grant
3. I have spoken to someone about activities related to the Choice Neighborhoods grant
4. I have attended a workshop, community meeting, Zoom update, grand opening, or groundbreaking related to the work underway through the Choice Neighborhoods grant

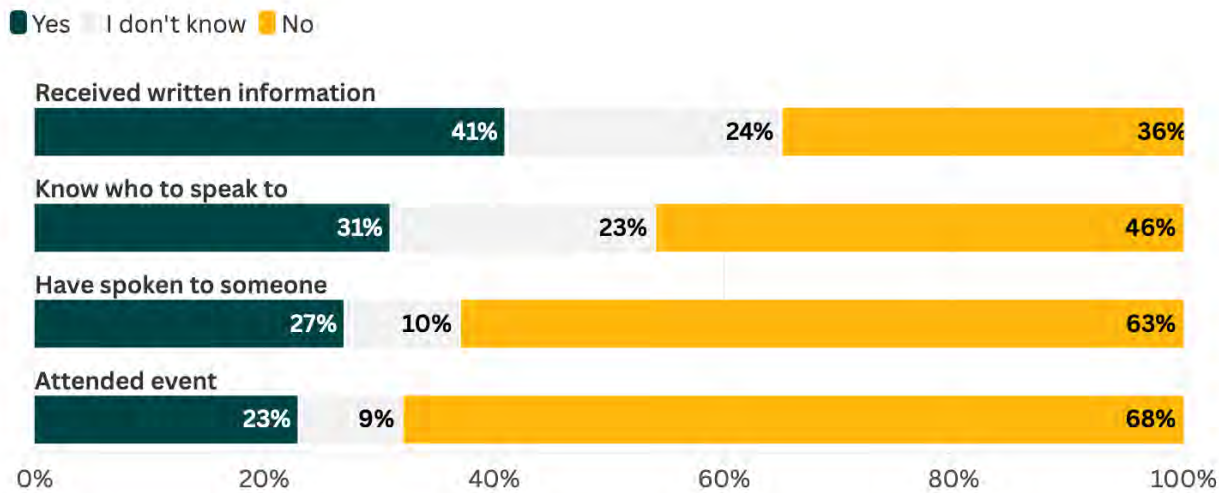


Figure 19: Percentage of Greater Corktown community members' responses about awareness of the Choice Neighborhoods Initiative. Greater Corktown Community Survey, 2024

Roughly two in five respondents said that they received written information about Choice Neighborhoods (41%), and about one-third stated that they know who to speak to about Choice Neighborhoods. Only about one-quarter of respondents had spoken to someone about CNi (27%) or attended an event, workshop, or other gathering (23%). Note that the majority of respondents to the Greater Corktown Community Survey are community members outside of CKG and Left Field.

Another question on the survey provides meaningful context for these findings. Respondents were asked about their civic engagement in the Greater Corktown Area, and 69% agreed that they are “engaged in civic initiatives in Historic and North Corktown, such as volunteering in the neighborhood, attending community meetings, talking to neighbors about local issues, and other civic engagement.” This finding suggests that a good number of the respondents are civically engaged in Greater Corktown, but to their knowledge, they are not engaged with CNi. It is possible that some or all of those engaged respondents have engaged with CNi in some form but did not connect their engagement to the name “Choice Neighborhoods” as described in the survey.

The survey also asked, “If you wanted to attend a Choice Neighborhoods event or workshop but couldn't, what made it difficult to attend?” More than one-third of respondents to this question checked that it was a bad time of day for them.

“Timelines have changed more than once...we were told that nothing was written in stone, so I don't feel like have a solid ground to walk on.”
A CKG resident

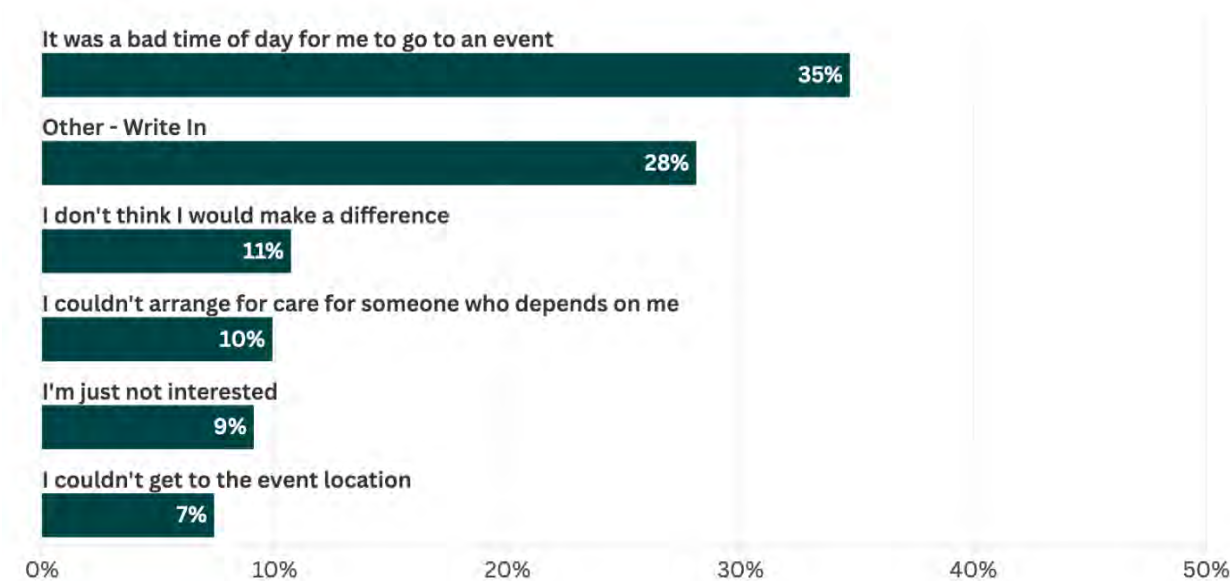


Figure 20: Percentage of Greater Corktown community members' responses to what made it difficult to attend an event. Greater Corktown Community Survey, 2024.

Of those who wrote in their own reason, 18 indicated that they were unaware of the events; 5 wrote about bad timing (including too many community events around that time); 2 wrote that they actually did attend, 1 said it was due to a health issue, and 1 said they were feeling lazy that day. These answers suggest opportunities to increase community awareness of CNI events and information.

In contrast to the broader community survey, most focus group participants do know about the Choice Neighborhoods Initiative and know who they can talk to about it. This is not surprising given that they regularly interact with TCB-CL and UCHC for case management, relocation services, resident council, and many other services. The amount of outreach to residents is substantial, including monthly newsletters and resident council meetings, which are open to all. Several comments in focus groups emphasized the importance of community involvement in these discussions.

Still, there is room for improvement in engaging target site residents. A strong theme from the focus groups was the desire to see actions that align with what was communicated. Some residents feel that they are told one thing but the City does something else. Attendance at resident council meetings has been trending down as some families were relocated to Left Field I. Another wave of relocating households will make that challenge even greater. There are also some residents who feel that there are so many community meetings, they are overwhelmed by invitations and outreach. This sentiment was also conveyed through a stakeholder interview. Another challenge is that there are some residents who are not interested in engaging.

In the face of engagement challenges, the People Strategy team has been adapting and making plans for new strategies. They have developed and implemented several different engagement strategies over the years: First during the COVID-19 pandemic, and again as households have been relocated. The Resident Engagement

"Some tenants don't avail themselves of opportunities... It can be hard to engage people because they're going through personal issues. We just keep reminding them that we are here."
- A People Team Member

team ensures that residents who miss a resident council meeting still receive the information and resources. They are now thinking about how to get ahead of disruptive construction at CKG for the residents who still live there. Their goal is to inform residents of potential issues like noise and dust so that residents can be more prepared and do not feel surprised.

Community Belongingness

The Corktown for Everyone (Belongingness) objective focuses on fostering a sense of inclusion, connection, and pride among residents in both Historic and North Corktown. Beyond physical redevelopment, the Neighborhood Strategy emphasizes creating a community where all residents, longtime neighbors and newcomers alike, feel welcomed, supported, and valued. This work is rooted in the belief that inclusive neighborhood growth strengthens social cohesion and ensures that revitalization benefits everyone who calls Greater Corktown home.

The City of Detroit's vision for a "Corktown for Everyone" reflects this commitment to inclusive revitalization, ensuring that neighborhood improvements benefit both new and long-term residents, and that change reflects community priorities rather than displacing them. To assess progress toward this goal, the evaluation team examined resident sentiments across indicators related to belonging, inclusion, social support, happiness, and the desire to remain in the neighborhood. Findings from both survey and focus group data reveal a complex picture: while many residents express deep neighborhood pride and a strong sense of connection, others continue to feel excluded or uncertain about the pace and direction of neighborhood change.

Target site residents' perceptions of being valued in their community have fluctuated over time but show improvement in the most recent year. The share of respondents who agreed with the statement "I feel valued in my community" declined from 70% in 2021 to 57% in 2023, before rebounding to 68% in 2024. While the overall trend remains slightly below the baseline, the recent increase suggests renewed progress in residents feeling recognized and appreciated within their neighborhood, likely reflecting continued community engagement and efforts to strengthen inclusion and connection across Greater Corktown.

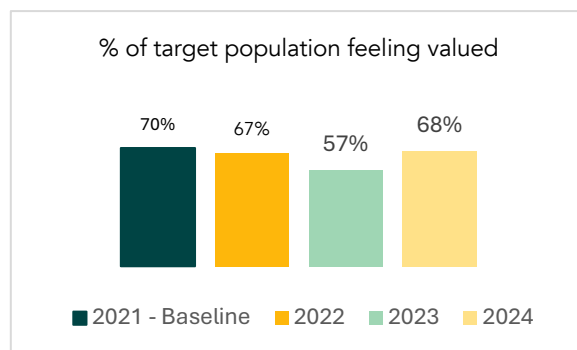


Figure 21: Percentage of the target population feeling valued. Community Life Annual Survey, 2021-24

Survey results present an encouraging view overall. Most respondents across Greater Corktown agreed that they feel welcome, supported by neighbors, and happy living in the area. A large majority also indicated that they feel they belong in their neighborhood and want to remain part of its future. These results suggest that, at

present, many residents experience a positive emotional connection to Corktown and take pride in their community's progress.

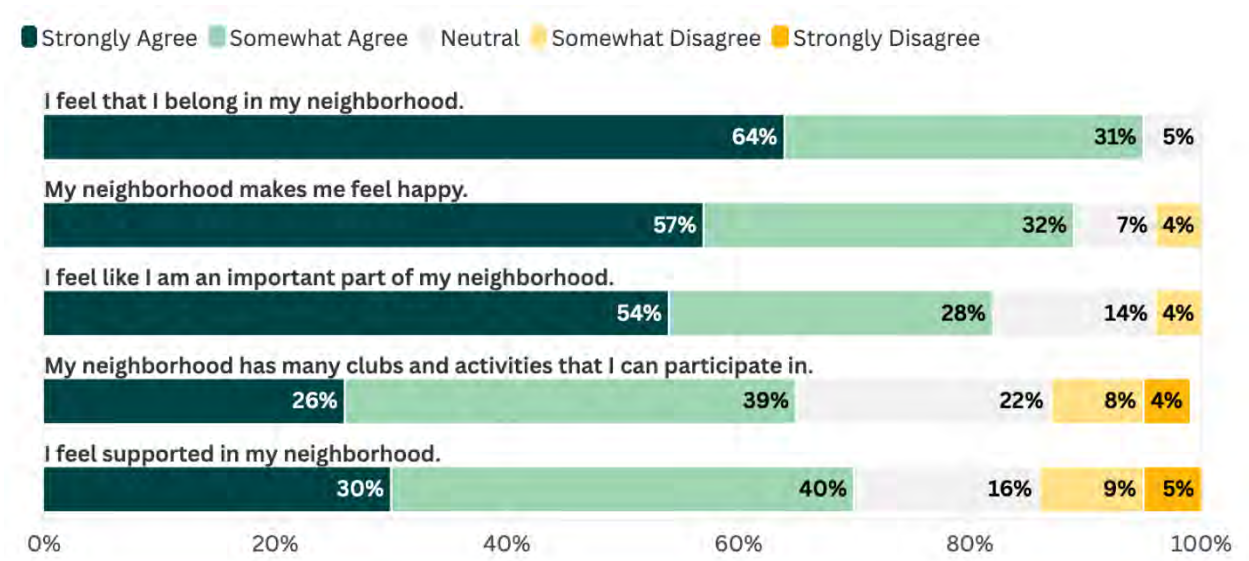


Figure 22. Resident feelings about their neighborhood. Greater Corktown Community Survey, 2024.

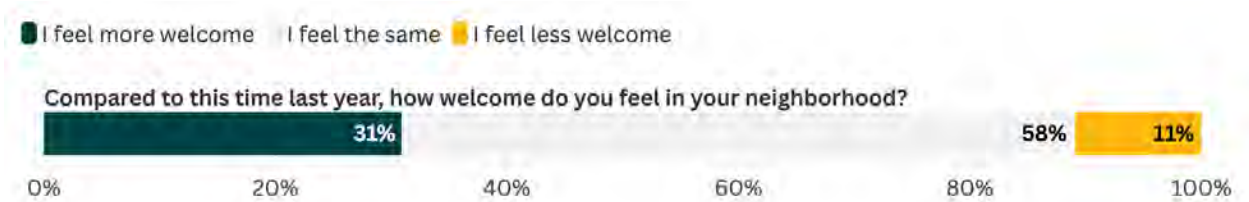


Figure 23. Greater Corktown community members' feelings of being welcome in their neighborhoods. Greater Corktown Community Survey, 2024



Figure 24: Greater Corktown Community Survey feeling of belonging average composite score. Greater Corktown Community Survey, 2024

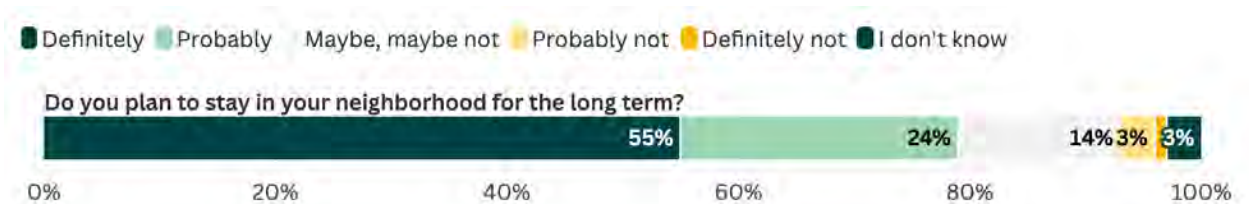


Figure 25: Greater Corktown community members' plans to stay in the neighborhood long-term. Corktown Community Survey, 2024

However, focus group discussions, particularly among the target population of residents from Clement Kern Gardens and Left Field, revealed important nuances. Several participants reported feeling disconnected from the broader Corktown identity, noting that while the City often solicits resident input, they sometimes feel that their perspectives carry limited weight in decision-making. Concerns about rising living costs, limited affordable amenities, and a perception that new development caters more to newcomers than existing residents were common.

*"It's like they want us confined to one area; it is what they are doing."
Corktown Resident*

Responses about long-term housing intentions also reflected these tensions. While many residents expressed a desire to stay in the neighborhood, affordability remains a major concern, with rising rents, property taxes, and retail prices cited as potential barriers to remaining in place. Additional concerns included traffic, noise, and access to reliable public services such as schools and transit.

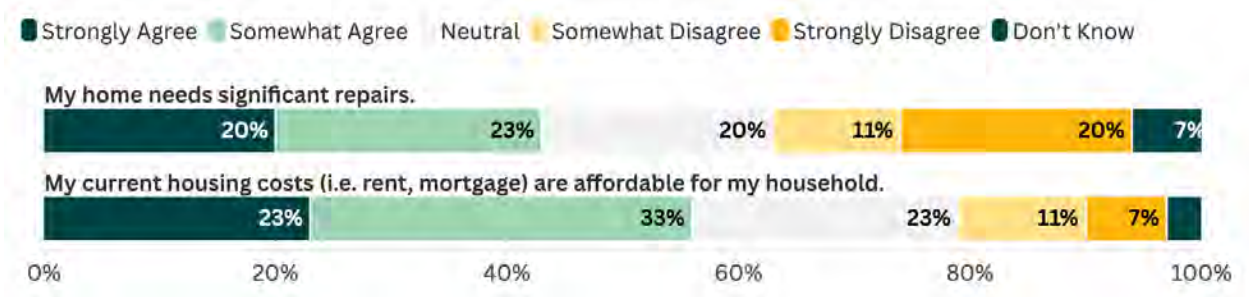


Figure 26. Greater Corktown community members’ need for home repairs and the affordability of housing costs. Corktown Community Survey, 2025.

Qualitative feedback highlighted the importance of Corktown’s history, community identity, and multigenerational roots. Longtime residents described a strong emotional bond to the area but voiced anxiety that new development could dilute the neighborhood’s character or overlook family-oriented needs. Some cited the loss of green space, limited affordable retail, and increased traffic as signs that current investments may not fully reflect their values. Taken together, these findings suggest that while Corktown’s transformation has brought visible progress and optimism, ongoing efforts to promote inclusivity, affordability, and authentic community engagement will be essential to realizing the vision of a true Corktown for Everyone.

<i>Feedback topic</i>	<i>Qualitative Summary</i>
Housing Affordability	Rising property values and rent prices are a significant concern for many residents, potentially forcing some to leave despite their desire to stay.
Community & History	Many expressed a strong attachment to the neighborhood due to its history, sense of community, and family ties. Long-term residents and those with generational connections to the area are particularly likely to stay.
Development & Amenities:	The neighborhood's growth, increasing amenities, and proximity to downtown are major factors for those wanting to stay. However, some worry about over-development and loss of neighborhood character.
Safety & Quality of Life	While some note improved safety, others express concerns about increasing crime, traffic, and noise as reasons they might leave.
Public Services & Infrastructure	The quality of schools, public transit, and infrastructure (like road conditions) are factors influencing long-term residency decisions.

Table 2. Summary of qualitative input on Corktown

Assessing Overall Resident Engagement Strategy Progress in Key Areas

Taken together, the available data suggest that the Resident Engagement Strategy has established a meaningful foundation for resident participation, while also revealing areas where engagement remains uneven. One clear strength of the strategy is the consistent infrastructure for communication and involvement that has been built over time. Monthly resident council meetings, newsletters, case management interactions, and community events provide multiple channels through which residents can receive information and share feedback. For target site residents, awareness of the Choice Neighborhoods Initiative and the ability to identify staff or partners to speak with appears relatively strong. Focus group participants frequently referenced ongoing contact with service providers and engagement staff, suggesting that the People Strategy and outreach teams have successfully created trusted points of connection for many households. Survey findings also indicate that a large share of residents feel welcome in their neighborhood and maintain a strong sense of pride and belonging, reflecting progress toward the broader goal of fostering an inclusive community environment.

At the same time, the evaluation identified opportunities to strengthen and refine the engagement strategy moving forward. Engagement levels vary significantly across the broader Corktown community, where many residents report being civically active yet remain unaware of Choice Neighborhoods events or activities. Attendance at resident council meetings has fluctuated and, in some cases, declined as households relocate and redevelopment activities shift. Qualitative feedback also indicates that some residents feel overwhelmed by the number of outreach efforts from the City, while others remain difficult to engage due to personal circumstances or competing priorities. In addition, some residents expressed uncertainty or frustration when project timelines changed or when they perceived a gap between what was communicated and what ultimately occurred. These findings suggest that while the engagement framework is well established, continued attention to clarity of communication, timing of events, and strategies for reaching both highly engaged and less-connected residents will be important. As redevelopment progresses and additional households relocate,

adapting engagement approaches to meet residents where they are—while reinforcing transparency and trust—will be critical to sustaining participation and ensuring that resident voices continue to inform the transformation of Greater Corktown.

The Neighborhood Strategy

The Neighborhood Strategy focuses on creating a safe, connected, and vibrant Greater Corktown community that supports residents' long-term stability and quality of life. Guided by the Critical Community Improvement (CCI) Plan, this strategy translates community priorities into tangible investments that enhance the physical and social fabric of the neighborhood. Developed through extensive resident engagement and stakeholder collaboration, the plan centers on four key objectives: (1) increasing access to community amenities and resident services, (2) ensuring safe, healthy streets and improving pedestrian connectivity, (3) creating new and improved public spaces, and (4) strengthen and ensure community environmental resiliency.

Collectively, the CCI projects aligned with these objectives serve as the foundation for linking new housing development with a more sustainable, accessible, and inclusive neighborhood environment. By leveraging Choice Neighborhoods funds, these projects enable improvements that would not otherwise be possible, helping to expand economic opportunity, enhance daily living conditions, and build stronger social connections among residents. The evaluation of this strategy assesses progress across these focus areas, examining how investments in infrastructure, safety, green space, and community services are shaping a healthier, more resilient Corktown for current and future generations.

Neighborhood Strategy: Major Successes & Challenges

From 2021 through 2024, implementation of the Neighborhood Strategy under the Corktown Choice Neighborhoods Initiative demonstrated consistent forward momentum, despite notable operational and external challenges. The period began with the establishment of core capacity and foundational planning activities, including the hiring of a dedicated Neighborhood Strategist, refinement of the Critical Community Improvement (CCI) Plan, and alignment of early projects with larger neighborhood redevelopment efforts, such as Ford Motor Company's Michigan Central Station revitalization. By leveraging a mix of Choice Neighborhoods, City, and ARPA funding, the team advanced key public space and infrastructure projects, including Roosevelt Park and Southwest Greenway. In 2022, the City submitted the formal CCI Plan to HUD, launched multiple park and streetscape projects, and secured significant leverage through a \$45 million Michigan Avenue corridor improvement partnership with MDOT and USDOT. The approval of the Owen School site acquisition and selection of OHM Advisors to lead Green Stormwater Infrastructure (CCI #4) marked the transition from planning to active design and implementation.

In 2023 and 2024, the Neighborhood Strategy evolved from foundational work to a stage of detailed design, community engagement, and funding mobilization. The City strengthened collaboration with HUD and partners to refine project scopes and budgets in response to rising construction costs and shifting market conditions. Key milestones included securing a National Endowment for the Arts (NEA) Our Town grant for arts and wayfinding along the Corktown Street Greenway (CCI #3), advancing design for streetscape and stormwater improvements (CCIs #2–4), and achieving major funding commitments for the Owen Economic Empowerment Center (CCI #1) including a \$400,000 Michigan LEO grant, a City Council-approved extension with the developer, and a congressional earmark request to support construction. Resident engagement remained a

defining feature throughout, with town halls, walking tours, and update meetings informing design revisions and ensuring projects reflected community priorities. By the end of 2024, each of the four CCI projects had progressed to the design and coordination phase, supported by renewed communication through the Choice Communities online newsletter and the collaborative efforts of City departments, consultants, and local stakeholders.

Despite this substantial progress, several challenges persisted throughout the implementation period. The COVID-19 pandemic and its aftermath caused staffing shortages, slowed interdepartmental coordination, and complicated collaboration with HUD and partner agencies. Construction cost escalation, labor shortages, and

Neighborhood Strategy Progress & Challenges: Key Milestones (2021–2024)

2021

- Hired a Neighborhood Specialist and began revising the CCI Plan.
- Faced coordination delays due to pandemic-related staffing shortages and shifting City priorities.
- 2024: Awarded 3.3M MiLEO TIP grant for the Corktown Calming Streets and Pedestrian Connectivity project (CCI #2)

2022

- Submitted revised **CCI Plan to HUD**; launched several park and streetscape projects.
- Secured MDOT partnership and \$45M Michigan Avenue improvement funding.
- Selected OHM Advisors as design lead for Green Stormwater Infrastructure (CCI #4); began GSI planning.

2023

- Finalized updated CCI Plan and awarded NEA Our Town Grant for Corktown Street Greenway (CCI #3).
- Advanced design and stakeholder coordination for **Owen Economic Empowerment Center (CCI #1)**.
- Faced rising construction costs and City capacity challenges due to ARPA workload.

2024

- Hosted multiple community meetings; launched design and engineering for **CCIs #1–4**.
- Secured \$400K Michigan LEO grant and submitted congressional earmark for Owen EEC.
- Continued interdepartmental coordination amid staffing shortages; reactivated the Choice Community newsletter to strengthen communication.

supply chain disruptions created ongoing budget pressures and forced repeated project rescoping. Administrative capacity constraints across City departments were exacerbated by the simultaneous



management of ARPA-funded projects, which delayed procurement timelines and stretched internal resources. The team also faced obstacles in funding community engagement activities due to federal funding restrictions and in securing long-term maintenance commitments for infrastructure investments. Nevertheless, through adaptive planning, interagency coordination, and creative problem-solving, the City and its partners maintained steady advancement toward the Neighborhood Strategy’s goals.

Taken together, the progress and challenges between 2021 and 2024 illustrate both the complexity and resilience of implementing large-scale neighborhood transformation. While capacity, cost, and timing issues necessitated continuous adjustments, the City’s efforts yielded visible, measurable progress across all four CCI projects, laying a strong foundation for future construction and ensuring that the Neighborhood Strategy remains on track to deliver a safer, greener, and more connected Greater Corktown community.

Neighborhood Objective 1: Increase Access Community Amenities & Resident Services

The Community Amenities and Resident Services objective within the Neighborhood Strategy focuses on expanding access to the kinds of essential resources, spaces, and opportunities that help residents thrive. While the most visible indicator of success will be the completion and activation of the Owen Economic Empowerment Center (CCI #1), a new facility providing youth programming, and community space, progress toward this goal can also be measured through broader community trends and perceptions. These include the number of commercial properties redeveloped or newly constructed as part of the Transformation Plan, the growth in neighborhood businesses, and residents’ perceptions of connectivity to resources and amenities across Historic and North Corktown.

Between 2021 and 2024, the number of commercial properties redeveloped or developed under the Transformation Plan fluctuated as major projects advanced through planning and construction phases. Activity peaked in 2022, when nine properties were redeveloped or newly constructed, more than double the number from 2021 (four properties), reflecting strong early investment momentum. However, redevelopment slowed in subsequent years, with two properties completed in 2023 and none in 2024, as efforts shifted toward advancing large-scale anchor projects such as the Owen Economic Empowerment Center and Michigan Central development. Overall, the data suggest an early surge in commercial reinvestment, followed by a strategic pause as resources and attention concentrated on more complex, long-term projects central to the Neighborhood Strategy.

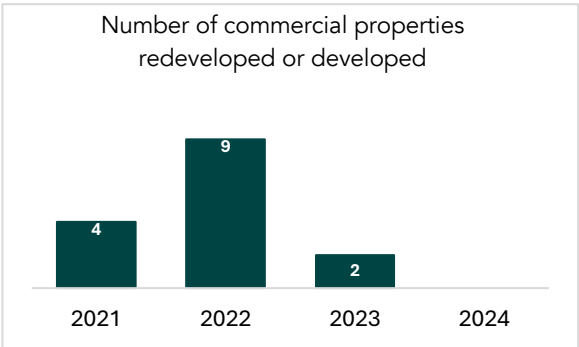


Figure 27: Number of commercial properties redeveloped or developed as part of the Transformation Plan. CNInform, 2025

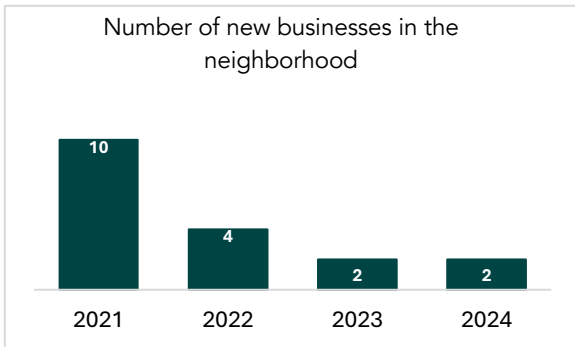


Figure 28: Number of new businesses in Greater Corktown. CNInform, 2025

The number of new businesses established in Greater Corktown also varied over the four-year period, reflecting both economic recovery patterns and evolving development timelines. In 2021, the neighborhood experienced a strong wave of entrepreneurial activity with 10 new businesses opening, coinciding with broader post-pandemic revitalization and early Choice-related momentum. In 2022, four new businesses opened, followed by two each in 2023 and 2024, indicating a leveling trend as redevelopment shifted toward infrastructure and major institutional investments rather than small-scale commercial growth.

The total number of businesses in the Greater Corktown Area is available from Michigan Labor Market Information (MILMI). As of June 2025, there were 328 total businesses, nearly half of which are the smallest size (employed only 1-4 employees). The total number of businesses helps put the number of new businesses in context.

Number of Employees	Number of Businesses	Percent of Total Businesses
1-4	162	49.4%
5-9	73	22.3%
10-19	37	11.3%
20-49	20	6.1%
50-99	8	2.4%
100-249	8	2.4%
250-499	1	0.3%
1,000-4,999	1	0.3%
No information	18	5.5%
Grand Total	328	

Table 3. Number of businesses by size in Historic and North Corktown, 2025-Q2. Source: MILMI.org

While the pace of new business creation slowed, the sustained presence of new enterprises signals continued interest and confidence in Corktown’s economic potential as new mixed-use spaces and community-serving amenities come online.

To better understand how residents experience neighborhood change, the community survey asked participants to rate the extent to which Historic and North Corktown have accessible amenities such as affordable grocery options, retail, healthcare, early childhood education, case management, public gathering spaces, and high-speed internet. Using a five-point scale ranging from Strongly Agree (+2) to Strongly Disagree (-2), the average perception score for amenities was -0.03, reflecting an overall neutral sentiment. These results establish a baseline measure of resident perceptions that will be tracked annually

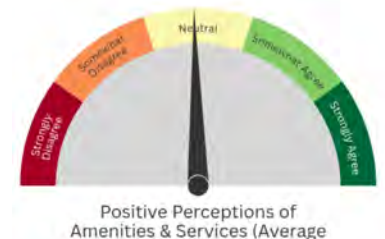


Figure 29: Greater Corktown Community Survey Amenities & Services Average Composite Score. Greater Corktown Community Survey, 2024

throughout the evaluation period. While the findings suggest that residents recognize some improvements, they also indicate that many have not yet experienced meaningful gains in everyday access to essential neighborhood services and resources.

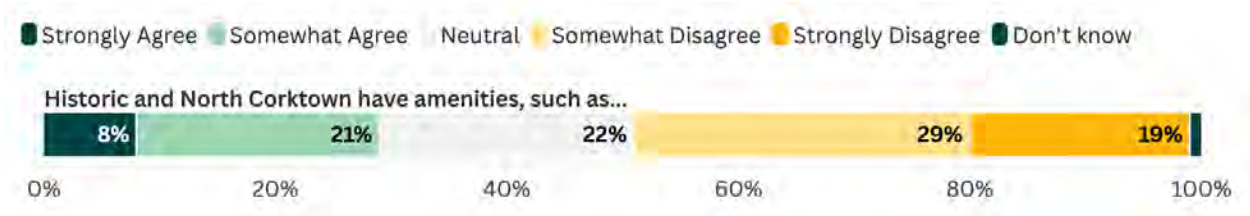


Figure 30: Greater Corktown community members’ response regarding amenities. Greater Corktown Community Survey, 2024

During a quarterly convening of the implementation teams, participants were asked to reflect on the neutral perception score for neighborhood amenities and to discuss potential factors influencing the results. Team members identified two primary barriers to further success: the affordability and availability of amenities within the neighborhood and limited transportation access to existing retail and service locations. In considering strategies to improve future scores, teams emphasized the importance of coordinated efforts to increase the housing supply, expand transportation options connecting residents to retail and service hubs, advocate for community-identified needs and priorities, and attract or support a wider range of retail and service providers within the neighborhood. These reflections highlight a shared recognition that improving both the physical availability and accessibility of amenities will be essential to enhancing residents’ day-to-day experience and overall satisfaction with the neighborhood.

Resident focus group discussions provided additional context to the survey findings, revealing that many community members still perceive significant gaps in access to basic goods, services, and amenities within Greater Corktown. Participants expressed a strong desire for more healthcare options, including dentists that accept state insurance and a local doctor’s office, to reduce the need for travel outside the neighborhood. Several residents also emphasized the importance of grocery stores and walkable schools, noting that everyday conveniences remain limited and often require lengthy trips to surrounding areas.

“I’d like to see more grocery stores that are affordable. Right now, to me, we don’t really have one that’s close by.”

- Corktown Resident

Residents also highlighted the need for more places of worship, reliable public transportation, and active, occupied retail spaces. Many noted that while new developments include ground-floor commercial areas, these spaces often remain vacant or underutilized, limiting access to neighborhood-serving businesses. Although a pharmacy recently opened, residents observed that options remain sparse compared to other parts of the city. Collectively, these insights underscore the community’s desire for accessible, affordable, and functional amenities that support daily life and strengthen the sense of connection and self-sufficiency within Corktown.

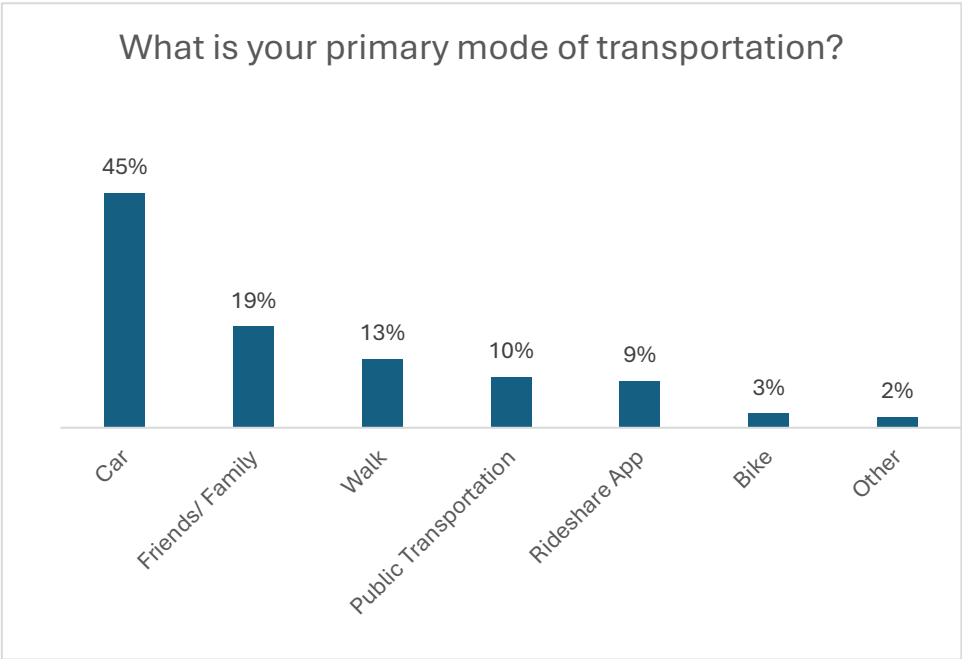


Figure 31. Primary mode of transportation. Source: Greater Corktown Resident Survey 2024

Secondary data was used to establish baselines for the following metrics to help measure the success of CCI 1. Health data was taken from Source: Centers for Disease Control and Prevention PLACES: Local Data for Better Health dataset - Tract Level Data – 2025. This dataset provides estimates of health conditions for 2,450 adults residing in the Census Tracts 5214 and 5215 in the year 2023.

Health metric	2023 Rate in Greater Corktown Area
Diagnosed diabetes among adults	12.96%
Obesity among adults	40.53%
High blood pressure among adults	36.17%
Coronary heart disease among adults	5.73%

Table 4. Health markers in Greater Corktown Area as of 2023. Source: CDC PLACES: Local Data for Better Health dataset, 2025.

Standardized test scores for schools in the Greater Corktown Area footprint were obtained from MI School Data (mischooldata.org), College Readiness. It should be noted that students’ residence is not available, so school address was used instead. This means that the SAT scores below do not necessarily reflect the scores of students who live in the Greater Corktown Area. For context, the average SAT score of 742.13 for 2023-24 school year would be in the bottom 10% of SAT scores nationally. College readiness benchmarks are 480 for reading/writing and 530 for math.

School Year	Average SAT Score in all subjects	Average SAT score in evidence-based reading and writing	Average SAT score in math	Total Number of Students
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2021-2022	741.60	372.60	369.00	28
2022-2023	753.80	386.80	367.00	28
2023-2024	742.13	377.83	364.33	24

Table 5. Standardized test scores in neighborhood high schools, 2021-2024.

Neighborhood Objective 2: Ensure Safe, Healthy Streets and Improve Pedestrian Connectivity

The Safe Streets and Improved Pedestrian Connectivity objective aims to create a neighborhood environment where residents can travel safely, comfortably, and efficiently, whether on foot, by bicycle, public transit, or by vehicle. This aspect of the Neighborhood Strategy emphasizes street safety, multimodal access, and connectivity between key community assets. Supported through targeted infrastructure projects such as street calming and pedestrian improvements, the Corktown Street Greenway, and wayfinding initiatives, the goal is to strengthen mobility across Historic and North Corktown while reducing physical barriers like I-75 and enhancing the overall sense of safety and cohesion.

Progress in this area is being measured through multiple data sources to capture both objective and experiential indicators of success. The Community Life Questionnaire assesses target site residents' transportation habits and perceptions of personal and neighborhood safety. The Greater Corktown Resident Survey evaluates community perceptions of walkability and traffic safety, while CNInform metrics provide neighborhood-level data on walkability and transit accessibility. Together, these data sources offer a comprehensive understanding of how physical improvements and infrastructure investments are shaping safety, accessibility, and quality of life throughout Greater Corktown.

When asked about their primary mode of transportation, nearly half of the respondents (45%) reported using a car as their main means of travel. Another 19% rely on friends or family for transportation, while 13% primarily walk. Smaller shares use public transportation (10%), rideshare apps (9%), or bikes (3%), with 2% indicating other modes. These results suggest that while driving remains the dominant mode of transportation in Greater Corktown, a significant portion of residents rely on shared or alternative options, underscoring the importance of continued investment in walkability and transit accessibility.

Perceptions of safety among target residents have steadily improved since the 2021 baseline. The share of respondents who always or mostly feel safe in their community increased from 77% in 2021 to 87% in 2024, reflecting growing confidence in neighborhood conditions. Similarly, the percentage who always or mostly feel safe in their building rose from 86% to 92% over the same period. These upward trends suggest that ongoing investments in neighborhood improvements, community engagement, and public safety are contributing to a stronger overall sense of security and well-being among residents.

Number of Crimes Reported in the Neighborhood, 2021-2024

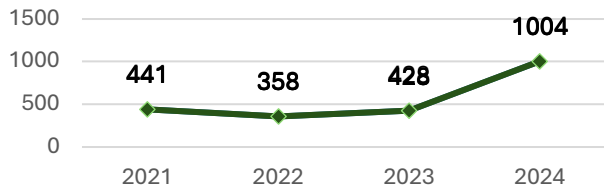


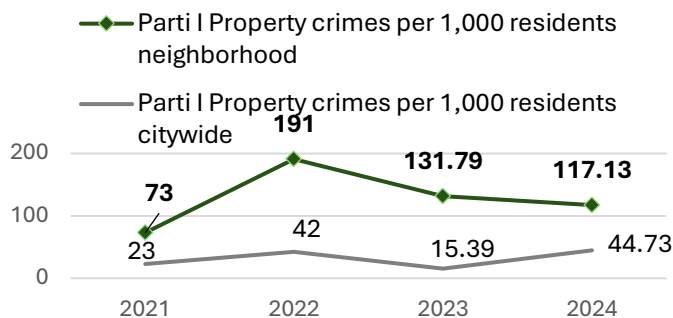
Figure 32: Percentage of the target population's use of transportation options. Community Life Annual Survey, 2021-24

Crime data reported in CNInform suggests that the total number of crimes reported in the neighborhood has increased. It was somewhat steady in 2021-2023, ranging between 441 and 358 over those years. But in 2024, the reported rate was 1004.

CNInform also reports neighborhood and citywide violent and property crime rates per 1,000 residents. Part I Crimes are designated by the Federal Bureau of Investigation (FBI)

as ten serious crimes that occur on a regular basis, have a uniformity of definition, large volume, and a high likelihood of being reported. Part I Crimes fall into two categories: violent crimes and property crimes. Violent crimes are murder, rape, aggravated assault, robbery, and human trafficking. Property Crimes are burglary, larceny, motor vehicle theft, and arson. In the Corktown neighborhood, violent crim decreased from a high of 21 per 1,000 residents in 2022 down to 8.85 per 1,000 residents in 2024. Property crime spiked at 191 property crimes per 1,000 residents in 2022 and has since decreased to approximately 117 property crimes per 1,000 residents in 2024. Compared to citywide stats, the neighborhood has higher Part I property crime rates and lower Part I violent crime rates.

Property Crime Rate per 1,000 residents in the Neighborhood and the Citywide, 2021-2024



Violent Crime Rate per 1,000 residents in the Neighborhood and Citywide, 2021-2024

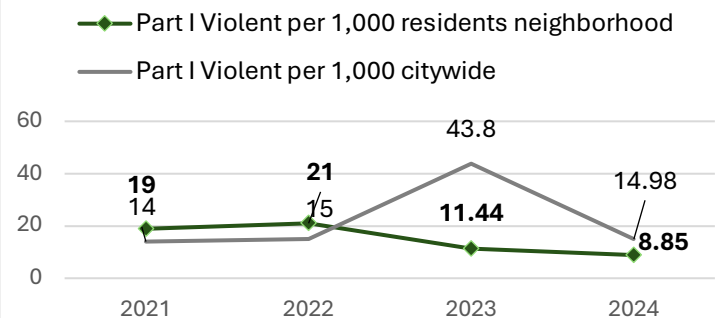


Figure 33. Part I Violent and Property Crime Rates for the neighborhood compared to the city of Detroit, 2021-2024.

During a discussion about neighborhood safety, Choice staff spoke with an Officer from the Detroit Police Department, who also resides in Greater Corktown. The Officer observed that in recent years, community concerns have shifted significantly, from issues related to crime to those related to parking and neighborhood access. He noted that most current complaints involve residential parking being used by patrons of nearby bars, hotels, and other commercial establishments, as well as high parking costs that lead visitors to seek free on-street parking in residential areas. According to the Officer, crime-related concerns have largely subsided since before the COVID-19 pandemic, reflecting broader improvements in neighborhood safety and stability. He added that residents are generally supportive of the area’s growing density, particularly in North Corktown, as the increased activity and foot traffic contribute to a stronger sense of community presence and make the neighborhood feel more vibrant and secure.



Figure 35: Greater Corktown Community Survey Safe Streets & Pedestrian Connectivity Average Composite Score. Greater Corktown Community Survey, 2024

Looking more specifically at street safety and neighborhood connectivity, Greater Corktown survey respondents were asked about their perceptions of safety for drivers and pedestrians, as well as the ease of walking and access to neighborhood resources and amenities. As shown in Figure 4, most respondents (n=153) expressed positive views: 70% agreed that Historic and North Corktown streets are safe for drivers, and 65% felt the neighborhoods are safe for walking. Similarly, 70% agreed that the neighborhoods are walkable, and 68% felt they are well-connected to local resources and amenities. Taken together, these responses yield a composite score of +0.55 on a scale of -2 to +2, indicating a generally positive perception of safe streets and pedestrian connectivity across the Greater Corktown area.

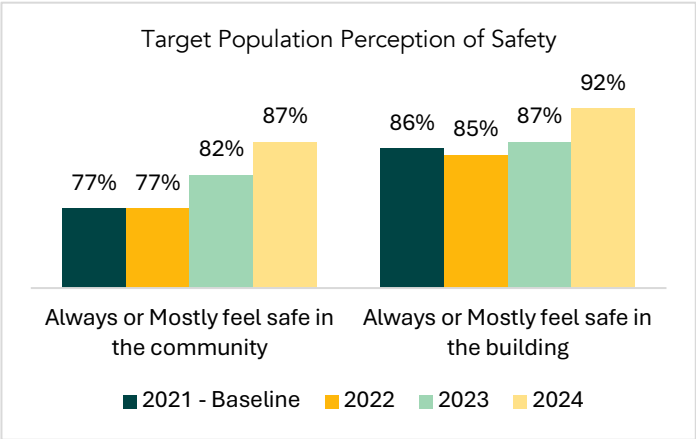


Figure 34: Percentage of the target population feeling safe in the community and in the building. Community Life Annual Survey, 2021-24.

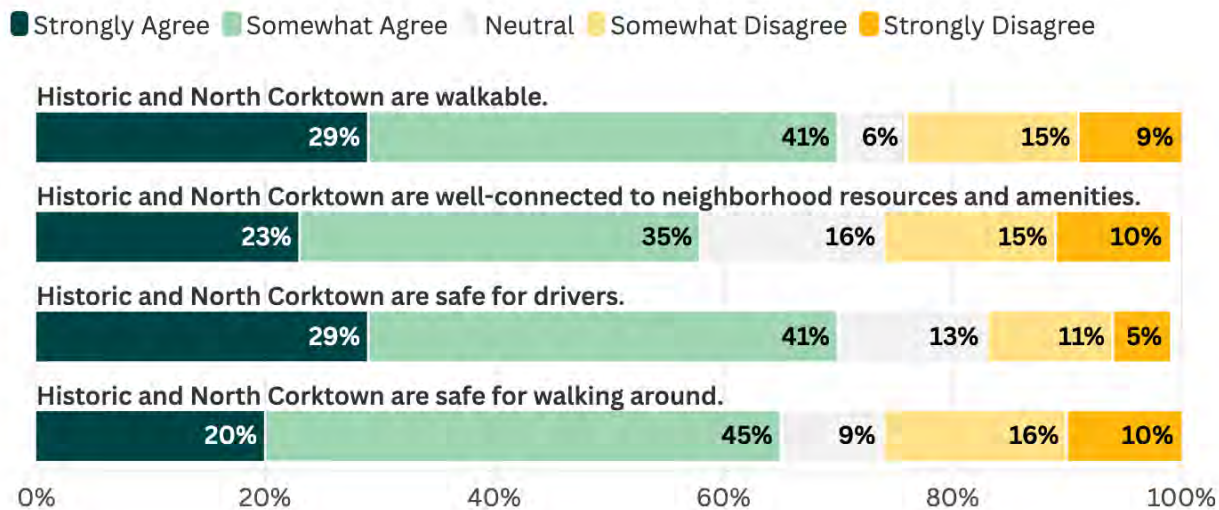


Figure 36. Greater Corktown community members' responses regarding pedestrian connectivity. Greater Corktown Community Survey, 2024

Numerous focus group participants mentioned problems with parking availability and increased traffic due to new developments and businesses. Some brought up transportation issues they would like to see improved, like more reliable bus service and walkable schools. Many respondents highlighted issues with pedestrian safety, particularly on Michigan Avenue, as well as concerns about sidewalk conditions, road maintenance, and the need for improved crosswalks.

Neighborhood accessibility indicators for Greater Corktown show steady improvement since the 2021 baseline. The Walkability Index increased from 74 in 2021 to a high of 78 in 2022, before stabilizing at 76 in 2024, suggesting consistent progress in creating safer and more pedestrian-friendly streets. The Transit Accessibility score also rose markedly from 54 in 2021 to 67 in 2022, where it has remained through 2024, reflecting sustained gains in access to public transportation options. Together, these measures indicate that residents are experiencing improved mobility and connectivity across the neighborhood, supported by ongoing investments in infrastructure, walkability, and multimodal transportation.

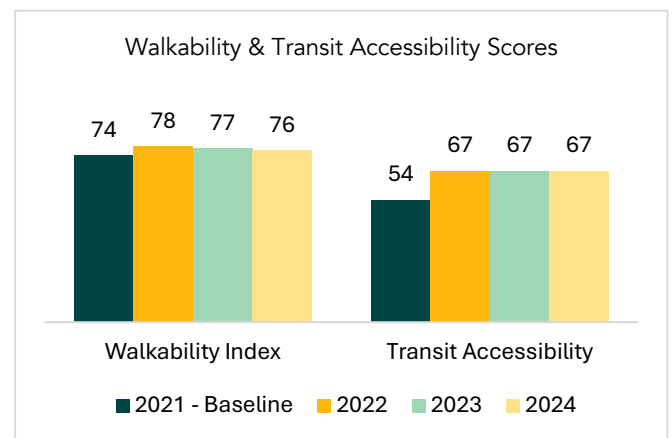


Figure 37: Greater Corktown community walkability and transit accessibility index scores. CNInform, 2025.

Year	Number of Pedestrians in Vehicle Crashes	Number of Vehicle Crashes	Percentage of Pedestrian-Involved Vehicle Crashes
2021	0	290	0
2022	0	364	0
2023	4	355	1.1%
2024	7	355	2.0%

Figure 38. Total crashes and pedestrian-involved crashes in the Greater Corktown Area, 2021-24. Source: SEMCOG Vehicle Crashes.

Neighborhood Objective 3: Create New & Improved Public Spaces

The New and Improved Public Spaces objective focuses on enhancing quality of life in Greater Corktown by expanding access to safe, welcoming, and inclusive outdoor spaces that foster community interaction and well-being. Guided by the Choice Neighborhoods Transformation Plan, this work aims to ensure that residents not only have access to green and recreational areas but also feel connected to them, both physically and culturally. Major public realm investments such as Roosevelt Park, Wilson Centennial Park, and the planned Corktown Street Greenway are central to this goal, complementing smaller neighborhood parks, open spaces, and community gathering areas throughout Historic and North Corktown.

To measure progress toward this objective, multiple data sources capture both resident experiences and patterns of neighborhood engagement. The Community Life Questionnaire (CLQ) assesses target site residents' sense of social connection and participation in neighborhood-based activities, while the Greater Corktown Community Survey explores perceptions of safety, inclusivity, and the use of public spaces. The Detroit Riverfront Conservancy was contacted for third-party data on public space utilization. Data from the federal Centers for Disease Control and Prevention (CDC) was used to estimate chronic health conditions. In addition, CNInform metrics provide objective measures of environmental and infrastructure enhancements, such as the visibility of green infrastructure and other ecological improvements. Together, these indicators illustrate how investments in Corktown's public spaces are helping to build a more vibrant, active, and socially connected community.

Findings from the Community Life Questionnaire suggest mixed trends in target site residents' sense of social connection and participation in neighborhood activities. The percentage of residents who never or rarely feel isolated from others declined from 84% in 2021 to 67% in 2024, indicating a gradual increase in social isolation over time. However, participation in physical activities or neighborhood

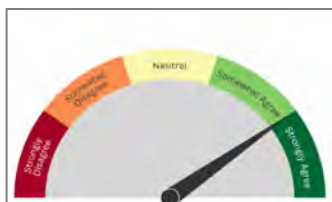


Figure 39: Greater Corktown Community Survey Public Spaces Average Composite Score. Greater Corktown Community Survey, 2024

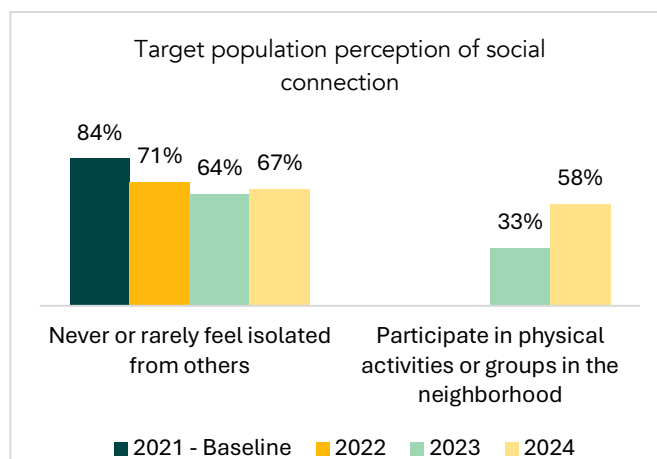


Figure 40: Percentage of target population feeling isolated or participating in physical activities. Community Life Annual Survey, 2021-24

groups has grown considerably among target site residents since the question was first introduced, rising from 33% in 2023 to 58% in 2024. Together, these results suggest that while more target site residents are becoming involved in community-based programs and activities, some may still face barriers to consistent social engagement, underscoring the importance of continued investment in inclusive and accessible public spaces that foster connection and a sense of belonging.

A high percentage of survey respondents expressed positive feelings about public spaces, the outdoors, and green infrastructure in the Greater Corktown Area. The survey defined public spaces to include those at Roosevelt Park, Wilson Centennial Park, Michigan Central Station, the Joe Louis Greenway, Dean Savage Park, Nagel Park, and more. Green infrastructure encompasses landscapes and plantings that mitigate water runoff and flooding, as well as vegetable gardens and other sustainable features. Some highlights from these results include the following: 80% of respondents report using public spaces in the area, 73% indicate that they interact with people of different economic circumstances and races in public spaces, and 73% report finding public spaces safe and welcoming. Additionally, 65% envision more green infrastructure in the area, and 58% agree that they spend more time outdoors than they did previously. In focus groups, residents had mixed sentiments about public spaces. Some commented that they are happy to see beautiful parks being built, while others discussed the need for more green spaces, especially for children. In all, respondents were quite positive on this metric, with a score of 1.2 on a scale of -2 to +2.

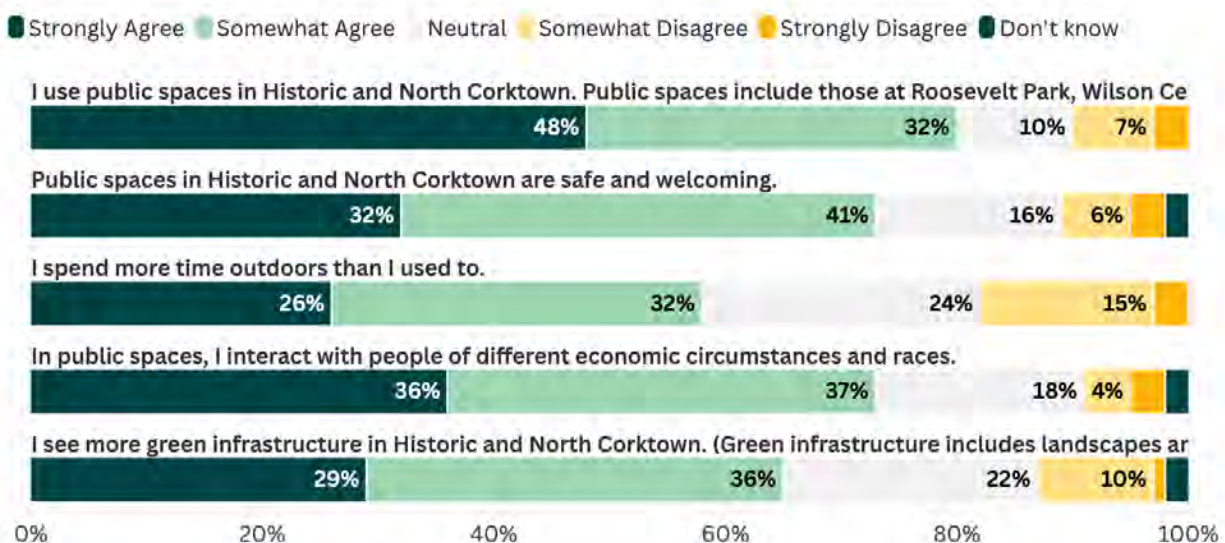


Figure 41: Greater Corktown community members' responses related to public spaces. Greater Corktown Community Survey, 2024

Neighborhood Objective 4: Strengthen and Ensure Community Environmental Resiliency

The objective of CCI 4 is to strengthen and ensure community environmental resiliency. This includes strengthening the environmental features in the area to reduce runoff, increase wildlife habitat, and therefore increase wildlife presence in the neighborhoods. The evaluators sought information to measure these markers of environmental resilience, but were unable to identify a data source that focused on this geographic area.

Community resilience is also reflected in neighborhood stability. Many Corktown neighbors are concerned with increasing costs driving them out of the neighborhood. The CCI Plan suggests several metrics for monitoring this, including: increasing value of owner-occupied houses, increasing housing condition scores of owner-occupied houses, and increasing homeownership tenure. The American Community Survey provides 5-year estimates of median home value by Census tract. Note that these estimates are for all homes, not only owner-occupied homes. Also, there are relatively large margins of error around these estimates due to small sample sizes. The 2024 ACS 5-year estimate for Census tract 5214 (Historic Corktown) is \$531,500 with a margin of error of \$65,235. In 5215 (North Corktown) the estimate is \$166,900 with a margin of error of \$91,568. These median home values will serve as baselines for future trend reports.

At the time of this report, housing condition scores for owner-occupied homes in this area were unavailable. Increases in homeowner tenure would suggest that the neighborhood is stable and resilient for residents. The ACS provides 5-year estimates of homeownership tenure; that is, the time period in which the current owner began to occupy their home. According to the ACS as of 2024, Census tracts 5214 and 5215 (Historic and North Corktown) contain 1,678 total occupied housing units, of which 438 (26.1%) are owner occupied. The table below breaks down those 438 homes by the time period that the current owner began to occupy them.

Historic and North Corktown		
	Occupied Housing Units	% of Occupied Housing Units
Owner occupied housing units	438	
Moved in 2023 or later	17	3.9%
Moved in 2020 to 2022	45	10.3%
Moved in 2010 to 2019	199	45.4%
Moved in 2000 to 2009	73	16.7%
Moved in 1990 to 1999	78	17.8%
Moved in 1989 or earlier	26	5.9%

Table 6. Percent of owner-occupied homes in the Greater Corktown Area, disaggregated by tenure.
Source: American Community Survey 2024 5-Year Estimates.

Assessing Overall Neighborhood Strategy Progress in Key Areas

Overall, the Neighborhood Strategy shows steady progress across most focus areas, with several indicators demonstrating meaningful improvement and others establishing important baselines for future tracking. In the area of Access to Community Amenities and Resident Services, early redevelopment momentum has slowed, with both the number of commercial properties redeveloped and new businesses opened showing a declining trend since initial peaks. However, a baseline for resident perceptions of amenities and services has now been established, providing a foundation for measuring progress as additional developments come online.

For Street Calming, Pedestrian Safety and Placemaking Improvements, conditions remain generally stable and improving. Residents report an increasing sense of safety within the community, while measures such as the Walkability Index and Transit Accessibility Score continue to hold steady, indicating sustained progress in mobility and access.

Within the Corktown Greenway and Wayfinding domain, outcomes are trending positively. Fewer residents report feeling isolated, and participation in neighborhood activities and physical programs has increased significantly, reflecting growing engagement and use of community spaces.

Domain	Metric	Status as of 2024
Access to community amenities and resident services	Number of commercial properties redeveloped or developed as part of the Transformation plan	Declining
	Number of new businesses in the neighborhood	Declining
	Positive perceptions of amenities and services	Baseline Established
Safe, healthy streets and improved pedestrian connectivity	How safe do you feel in your community?	Stable (Improving)
	Feeling of safe streets and pedestrian connectivity	Baseline Established
	Walkability Index Score	Stable
	Transit Accessibility Score	Stable
New and improved public spaces	Target population feeling of isolation	Improving
	Target population participation in physical activities or groups	Improving
	Positive perceptions of public spaces	Baseline Established
Strengthen and Ensure Community Environmental Resiliency	Increase in average years of homeownership tenure	
	Increase in wildlife presence	
	Increase in wildlife habitat	
	Increase in value of owner-occupied houses	
	Increase in housing condition score of owner-occupied houses	
	Reduction in runoff	

Table 7. Assessing Overall Neighborhood Strategy Progress in Key Areas

The Housing Strategy

The Housing Strategy serves as the foundation of the Greater Corktown Choice Neighborhoods Initiative, guiding efforts to create a more inclusive, accessible, and resilient community. Its central goal is to transform Clement Kern Gardens (CKG), a severely distressed public housing site, into a vibrant mixed-income neighborhood that reflects the diversity and vitality of Corktown itself. Through a combination of redevelopment, preservation, and new construction, the strategy prioritizes one-for-one replacement of all existing affordable units, ensuring that every CKG household has the opportunity to return or relocate to high-quality, energy-efficient housing without displacement.

Beyond physical redevelopment, the Housing Strategy is designed to repair patterns of economic and racial segregation that have resulted from decades of disinvestment while strengthening connections between North Corktown and the surge of economic activity driven by Ford Motor Company's Michigan Central Station campus. The approach leverages public, private, and philanthropic investment to expand affordable housing, promote equitable growth, and foster long-term housing stability. Together, these efforts are building a mixed-income community that integrates affordability, sustainability, and opportunity, anchoring the broader transformation of Greater Corktown.

Housing Strategy: Major Successes & Challenges

Housing Strategy Progress & Challenges: Key Milestones (2021–2024)

2021

- Secured NEPA clearance and permits for Left Field; groundbreaking planned for early 2022.
- Advanced planning for Clement Kern Gardens East and North Corktown phases (Preserve on Ash, Preserve Estates).
- Faced major cost escalation (+\$30M); launched value engineering and funding gap strategy.

2022

- Left Field broke ground (July); construction continued through year-end.
- Preserve on Ash redesigned into multiple LIHTC projects (I–III) with additional allocations secured.
- Engaged third-party estimators and reduced total cost overage by half through design refinements.

2023

- Left Field I construction advanced; additional gap funding awarded (MSHDA, MEDC).
- POA I neared financial closing; POA II & III restructured and resubmitted for 9%/4% LIHTC funding.
- Bagley Townhomes & Flats on 10th received 9% LIHTC award; ongoing environmental reviews delayed closings.

2024

- Left Field I completed and occupied (22 CKG households relocated).
- POA I closed financing in June; construction 25% complete by year-end.
- Bridge II received 9% LIHTC award; Bridge I was re-evaluated after the loss of the QCT basis boost and reduced funding resources.

From 2021 through 2024, the Housing Strategy advanced from planning and predevelopment into active construction and resident relocation, marking steady progress toward transforming Clement Kern Gardens (CKG) and North Corktown into an inclusive, mixed-income community. The early stages (late 2021–2022) focused on entitlement, design, and financial structuring for multiple phases. During this period, the Left Field I development, the first replacement housing phase, secured permits, achieved NEPA clearance, and broke ground in mid-2022, setting the tone for visible progress in the overall transformation. Simultaneously, the North Corktown (Phase 2) program, anchored by the Preserve on Ash (POA I–III) rental developments and the Preserve Estates homeownership phase, underwent extensive redesign to address escalating construction costs and integrate market-rate, affordable, and replacement units. Value engineering, architectural adjustments, and revised income mixes were used to maintain financial feasibility while ensuring affordability and quality. Despite pandemic-related supply chain disruptions and sharp cost escalation, developers successfully obtained

additional LIHTC allocations, CDBG and HOME funds, and local and philanthropic gap financing, reducing an initial \$30 million overage to roughly half that amount by year's end.

In 2023, the housing pipeline matured as the team pursued a layered funding and compliance strategy across multiple phases. Left Field I construction advanced steadily, while POA I progressed through environmental approvals and due diligence toward closing, securing additional LIHTC and gap funding. POA II was resubmitted to MSHDA for a 9% LIHTC award, accompanied by ongoing value engineering and environmental testing. The Preserve Estates design was relocated to align with infrastructure improvements and nearby investments, maintaining affordability for future homeowners. At the CKG site, the Bagley Townhomes and Flats on 10th received a 9% LIHTC award, with site plan approval completed, and subsequent phases continued predevelopment. In Historic Corktown, Bridge I and II projects were positioned for MSHDA applications, completing environmental and design milestones. Despite these achievements, progress was slowed by prolonged environmental review and Section 106 archaeological investigations, which delayed closings, as well as the continued challenge of identifying new gap funding amid volatile construction markets.

By 2024, the initiative reached a pivotal stage of visible transformation. Left Field I achieved a temporary certificate of occupancy in November and welcomed its first resident in December, allowing 22 CKG households to relocate to new homes, a key milestone in the Choice Neighborhoods promise of one-for-one replacement housing. POA I closed financing in June 2024 after overcoming extensive environmental and historic review requirements, with construction reaching 25% completion by year-end and a robust capital stack including MSHDA, EGLE, MEDC, and Federal Home Loan Bank support. POA II and III continued to advance environmental clearances and financing, with closings expected in 2025, while Bridge II secured a 9% LIHTC award and Bridge I advanced new design concepts to maintain financial feasibility. Regular resident engagement at CKG continued through monthly meetings and relocation sessions, ensuring transparency and resident voice throughout the process.

Across all years, challenges remained persistent and compounding. Rising construction costs, interest rates, and the loss of key financing incentives, including the Qualified Census Tract (QCT) designation and related LIHTC basis boost, tightened financial margins. The exhaustion of ARPA and state gap funding further limited available resources, forcing ongoing project rescoping and unit count reductions. Regulatory and environmental processes, particularly Part 58 reviews, Response Activity Plans, and Section 106 archaeological investigations, repeatedly delayed closings and increased holding costs. Yet, despite these constraints, the implementation teams demonstrated resilience through strategic redesigns, creative financing, and continuous communication among developers, City staff, HUD, and residents.

Overall, the 2021–2024 period reflects both the complexity and success of implementing a large-scale, mixed-income redevelopment in a dynamic market. The housing strategy now stands as a strong example of adaptive project management, balancing design, funding, and regulatory realities, while maintaining the central commitment to resident choice, affordability, and neighborhood stability.

Housing Plan Implementation

By the end of 2024, the Housing Strategy had maintained steady progress in implementation, with multiple developments under construction or nearing financial close, though total completed units still fell below projected timelines due to regulatory and financing delays. Across the entire housing pipeline, a total of 841 units remain planned, 350 onsite at Clement Kern Gardens (CKG) and 491 offsite across North Corktown and Historic Corktown. No onsite replacement units were completed as of 2024, as construction sequencing prioritized offsite phases to accommodate relocation and ensure one-for-one replacement before demolition. However, 60 offsite units, all within the Left Field I development, were completed and occupied, marking the first tangible realization of the Choice Neighborhoods housing vision and providing new homes for 22 CKG households who chose to relocate there.

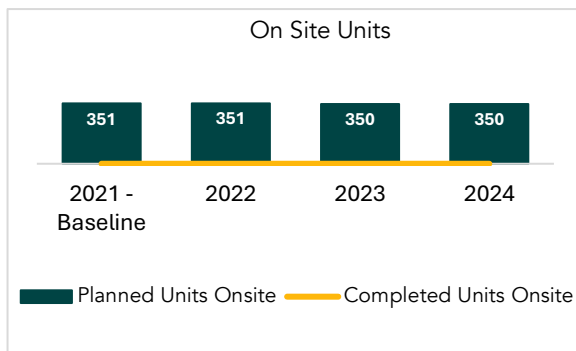


Figure 42: Number of units planned and completed on-site at Clement Kern Gardens. CNInform, 2025

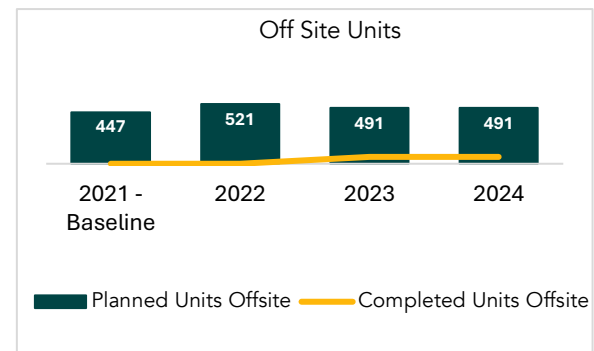


Figure 43: Number of housing units planned and completed off-site. CNInform, 2025.

The offsite development program has evolved over time to reflect both opportunity and feasibility in a shifting construction and financing environment. The number of planned offsite units increased from 447 in 2021 to 521 in 2022, before stabilizing at 491 by 2023–2024, as cost escalation and site adjustments required refined phasing. The Left Field I and Preserve on Ash (I–III) developments represent the largest early offsite investments, together accounting for more than 200 units and a substantial share of replacement housing commitments. Additional offsite projects, such as The Bridge I & II in Historic Corktown and Bagley Townhomes & Flats on 10th, continue to advance through financing and environmental milestones, positioning the overall housing plan to accelerate construction in the coming years once environmental clearances and gap funding are secured.

Across all developments, the housing strategy continues to meet or exceed replacement housing goals, reflecting strong alignment with HUD’s one-for-one replacement requirements. Left Field, for example, was planned to have 30 replacement units and achieved 29 out of 120 total units, a 24% replacement rate compared to a plan for 25% replacement rate. Preserve on Ash reached 42 replacement units out of 160 total units for a 26% replacement rate, exceeding its plan for 23%. The plans for future mixed-income redevelopment projects CKG and The Bridge are planned to deliver replacement rates of 27%, above the original plan for 19%. Completed projects and plans for upcoming projects both demonstrate a commitment to restoring and expanding affordable housing options for former CKG residents. Together, these outcomes demonstrate that

even as overall construction timelines have been extended, the underlying affordability and replacement commitments remain intact and on track for fulfillment by the end of the implementation period.

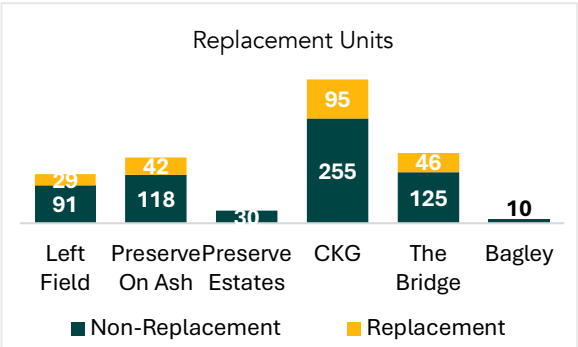


Figure 44: Number of replacement units by development site.
CNInform, 2025.

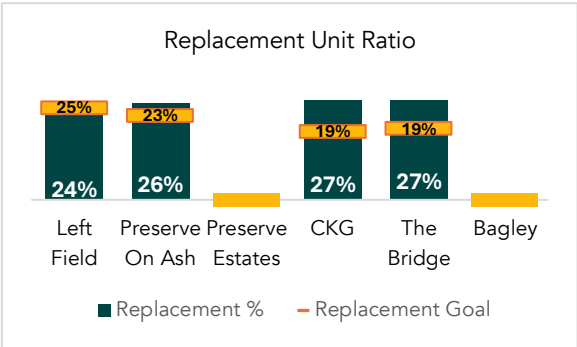


Figure 45: Proportion of replacement units by development site.
CNInform, 2025.

As of 2024, two projects were planned for completion, with one (Left Field I) fully completed and occupied, and the second, Preserve on Ash I, under construction and expected to deliver units in the coming year. The ongoing coordination among American Community Developers (ACD), The Community Builders (TCB), the City of Detroit, and partner agencies has ensured that the housing pipeline remains viable despite rising costs, funding constraints, and regulatory hurdles. With financing secured for multiple additional phases and several projects in active construction or late predevelopment, the program remains positioned to accelerate delivery of both replacement and non-replacement units over the next two years, maintaining momentum toward an inclusive, mixed-income Greater Corktown.

Housing Project	Phase	Planned Start	Planned End	Actual Start	Actual End	Status
Left Field I	Phase 1	Q2 2021	Q4 2022	Q3 2022	Q4 2024	Complete
Left Field II	Phase 1	N/A	N/A	N/A	N/A	Pre-Construction
Preserve on Ash I	Phase 2	Q3 2024	Q1 2026	Q3 2024	Q1 2026	Complete
Preserve on Ash II	Phase 2	Q1 2026	Q3 2027	Q1 2026	N/A	Under Construction
Preserve on Ash III	Phase 2	Q2 2026	Q1 2028	N/A	N/A	Pre-Construction
Clement Kern Gardens I – Bagley Townhomes & 10 th St Flats	Phase 3	Q2 2023	Q2 2027	Q4 2025	N/A	Under Construction
Clement Kern Gardens II – West of 10 th	Phase 3	Q1 2026	Q3 2027	Q1 2026	N/A	Under Construction
Clement Kern Gardens III – Eleventh Street	Phase 3	Q4 2026	Q3 2028	N/A	N/A	Pre-Construction
Clement Kern Gardens IV – Trumbull	Phase 3	Q2 2026	Q1 2028	N/A	N/A	Pre-Construction
Clement Kern Gardens V – Bagley Central	Phase 3	Q4 2026	Q3 2028	N/A	N/A	Pre-Construction
The Bridge I	Phase 4	Q4 2026	Q3 2028	N/A	N/A	Pre-Construction
The Bridge II	Phase 4	Q4 2026	Q3 2028	N/A	N/A	Pre-Construction
The Bridge III	Phase 4	N/A	N/A	N/A	N/A	Pre-Construction

Table 8. Phases and sub-phases of housing projects in the Choice Neighborhoods Implementation.

The updated unit mix within the Corktown Choice Neighborhoods Initiative reflects a modest but meaningful shift toward a greater share of affordable and replacement housing compared to the original plan. Replacement units now comprise 25% of the total, exceeding the planned 19%, which signals progress in restoring housing options for former Clement Kern Gardens residents. Similarly, Other Affordable units increased from 41% to 45%, strengthening the overall affordability profile of the development. However, Choice Neighborhood (CN) Affordable units, those restricted to households earning up to 80% of the Area Median Income (AMI), were significantly reduced from a planned 20% to 5%. This adjustment has been shaped by the loss of missing middle housing development financing programs. While a balanced, mixed-income development model is still maintained and bolsters deeply affordable and replacement housing, it also represents a lost opportunity to

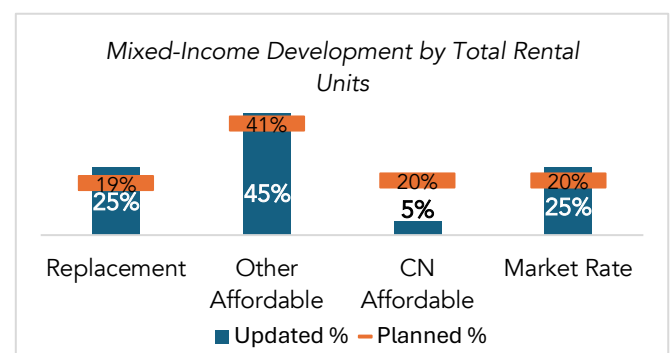


Figure 46: Mixed-income development planned vs. actual. CNInform, 2025

serve a broader range of working families who may not qualify for lower-income housing but still face barriers to market-rate affordability.

Section 3 Plan Implementation

As a HUD grantee, the Corktown Choice Neighborhoods Initiative (Corktown Transformation Plan) operates in alignment with federal Section 3 requirements, which ensure that HUD-funded projects create employment, training, and contracting opportunities for low- and very low-income individuals and the businesses that employ them. Section 3, a provision of the Housing and Urban Development Act of 1968 (12 U.S.C. 1701u; 24 CFR Part 75), directs that “to the greatest extent feasible,” HUD investments support equitable economic opportunity in the communities they serve. The City of Detroit has a Section 3 Program with standards for all its Section 3 projects. The Housing Implementation Entity (HIE) implements the Section 3 Plan for the Corktown CNI and is overseen by the City of Detroit. At this time it appears that strategies are partly implemented but that planned outcomes are on track.

The Section 3 Plan in the Implementation grant application called upon the HIE to implement five strategies, summarized here:

Section 3 Strategy (summarized)	Status
1. Coordinate with the PIE to offer professional certifications, occupational training programs, support residents with enrollment, and connect residents to opportunities as they arise.	Ongoing. The PIE reports progress on resident support, events like job fairs, and connections to DESC in CNInform.
2. Ensure that general contractors and subcontractors give priority consideration to Section 3 persons and businesses.	The Section 3 Program Manager conducts a monthly check in that produces a report specifying whether worker counts are a Section 3 or Targeted Section 3 person or business.
3. Conduct outreach and ongoing engagement with the business community about the pipeline of opportunities.	Ongoing. The PIE and Section 3 Program Manager receive outreach communications that are shared with the target neighborhood.
4. Coordinate with contractors, assisting them with subcontracting plans and monitoring monthly utilization reports	The Section 3 Program Manager for the City uses their monthly reports to authenticate contractors, identify needs and barriers and respond to additional coordination needed with contracting and reviewing the information submitted.
5. Post opportunities in a Section 3 part of the City’s CNI website.	Ongoing. Opportunities are posted as they arise.

Table 9. Section 3 strategies and status.

In terms of contracting, the grant application states that HIE has 10% and 3% contracting goals with subcontracting opportunities for Section 3 businesses totaling \$12 million or more over the course of the five phases of the Housing Plan. Based on CNInform reports, more than \$53M was spent on contracts in 2024, but none of that was awarded to Section 3 businesses.

There has been notable progress toward Section 3 hiring goals. In 2023, Section 3 hours were tracked for the Left Field I phase; however, because this phase did not utilize CNI funds, the 562 hours logged were not reflected in the annual report’s official Section 3 totals. By 2024, the project had achieved measurable progress,

with 60 new Section 3 hires representing a range of skilled trades, including electricians, bricklayers, laborers, carpenters, foremen, plumbers, apprentices, and other specialized roles. In total, 101 new hires were recorded across project phases, encompassing positions such as laborers, superintendents, operators, mason tenders, insulators, sprinkler fitters, and pipefitters. These outcomes demonstrate the Initiative's continued commitment to advancing HUD's mission of fostering local workforce participation and economic mobility within the Corktown community.

Section 3	Metric	2021	2022	2023	2024
P4.4.2	Number of Target Residents who are new Section 3 hires	0	0	0	0
P4.4.1	Number of new Section 3 hires	0	0	0	60
P4.4.3	Number of new hires	0	0	0	101
P4.4.5	Percentage of new hires that are Target Residents				0%
P4.4.4	Percentage of new hires that are Section 3 hires				59.41%
P4.12.8	Number of staff hours worked by target resident Section 3 employees		0%	0%	0%
P4.12.9	Number of staff hours worked by neighborhood resident Section 3 employees		0	0	65,300
P4.12.1	Number of staff hours worked by Section 3 employees		0	0	9098
P4.12.2	Number of staff hours worked by all employees		0	0	68,341
P4.12.4	Number of Section 3 Contracts		0	0	0
P4.12.5	Value of Section 3 contract dollars awarded	0	0	0	0
P4.12.6	Value of all contract dollars awarded	\$ 9,293,077	\$ 1,479,057	\$ -	\$53,524,028
P4.12.7	Percentage of contract dollars awarded to Section 3 contractors				0%

Table 10. Section 3 Plan Metrics. Source: CNInform

RECOMMENDATIONS

The following recommendations draw on two key sources of insight: (1) reflections from the May 2025 Choice Neighborhoods Initiative (CNI) Quarterly Retreat, where members of the People, Resident Engagement, Neighborhood, and Housing Strategies participated in a structured “Start, Stop, Continue” exercise; and (2) feedback gathered through community interviews conducted in Spring and Summer 2025 with residents, partners, and stakeholders across Corktown and North Corktown. Together, these inputs reveal both the internal opportunities to strengthen coordination and the external experiences shaping how residents and community members perceive and engage with the Corktown Transformation Plan. The recommendations below aim to sustain effective practices, address persistent challenges, and strengthen trust, equity, and impact across all strategy areas.

Recommendations for the People Strategy

The People Team’s strong foundation in one-on-one engagement remains a hallmark of the initiative’s success, with residents affirming that the Community Life team provides meaningful, individualized support. However, both staff reflections and community interviews highlighted the need for expanded financial empowerment programming, particularly given residents’ barriers to homeownership and limited economic mobility. Many residents expressed difficulty accessing down payment assistance and reported that existing first-time homebuyer programs were insufficient to close the affordability gap. The People Team should build on existing partnerships with organizations like PNC Bank, Esusu, and ProsperUs Detroit by continuing to implement targeted financial literacy series, credit repair workshops, and pathways toward homeownership readiness. Additionally, formalizing referral pathways with workforce and service partners can reduce staff burden and help residents access comprehensive support more efficiently.

Recommendations for the Resident Engagement Strategy

Residents and partners consistently noted that trust and transparency are key to sustaining engagement as the transformation progresses. While existing efforts such as First Friday events, text-based communication, and monthly Resident Council meetings have fostered a sense of connection, residents emphasized a need for more two-way communication and more inclusive participation, especially among Left Field residents and those who may be less connected to formal meetings. The resident engagement team has rebranded the Tenant Council as the Resident Council and integrates child-friendly activities or hot meals at meetings to make participation more accessible. Community interviews also underscored the importance of communicating clearly about upcoming construction disruptions (e.g., dust, noise, parking), suggesting the use of FAQs, visual updates, and proactive follow-ups for absent residents. Establishing preferred communication modes and quarterly in-person gatherings can further strengthen connection and trust.

Recommendations for the Neighborhood Strategy

Interviewees expressed a deep appreciation for the visible improvements in Corktown but voiced concerns about rising costs, the loss of accessible amenities, and uneven coordination among city departments. Many called attention to the lack of affordable grocery options, vacant retail spaces, and limited accessible green space, especially west of the neighborhood, where public land remains underutilized. To address these concerns, the Neighborhood Team should enhance its collaboration with economic development partners, and community-based organizations to advocate for more equitable distribution of neighborhood amenities. Priority actions include exploring affordable retail leasing strategies, public-private partnerships for activating green spaces, and establishing clearer interdepartmental coordination channels to address resident concerns. Continuing regular interagency check-ins (e.g., “monthly coffee chats”) can help sustain progress tracking and accountability among City partners.

Recommendations for the Housing Strategy

Residents expressed both optimism and concern regarding housing progress. Many praised the commitment to right-of-return and transparent relocation efforts, but noted anxiety around affordability and property quality. The Housing Team should build on this trust by enhancing communication channels among developers, property managers, and City staff to ensure that residents are well-informed and their input is visibly incorporated into decision-making. Additionally, long-term affordability should remain the high priority as demonstrated through ongoing implementation of strategies that build affordable units ($\leq 80\%$ AMI) and expand pathways to homeownership. Based on the feedback about rising home prices, deferred maintenance, and speculative investment, programs that support senior homeowners with repair assistance and promote community land trust models might maintain long-term affordability and prevent displacement. While this is outside of the housing implementation team’s scope, the City should be aware of other efforts along these lines in the neighborhood footprint and be able to communicate with residents about those.

CONCLUSION

Together, these key performance indicators and recommendations reaffirm the Corktown Choice Neighborhoods Initiative's commitment to equitable and inclusive redevelopment that centers on resident voices and long-term community benefits. They reflect lessons from both internal reflection and community feedback, emphasizing the need for stronger coordination, transparent communication, and expanded opportunities. By strengthening collaboration and maintaining focus on affordability, accessibility, and trust, the Initiative continues to advance HUD's vision of transforming distressed neighborhoods into thriving, sustainable communities.

As the Corktown Transformation Plan progresses, it stands at a pivotal stage where early investments are yielding visible results and shaping its long-term impact. Sustaining momentum will require continued alignment across the People, Neighborhood, Housing, and Resident Engagement strategies, along with deeper collaboration among public, private, and community partners. By doing so, the Initiative can achieve its Choice Neighborhoods goals and serve as a model for equitable revitalization that honors Corktown's history while shaping its future.