

2017 ANNUAL REPORT



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SAFETY

The Downtown Detroit Partnership advances Detroit by driving engagement, development and programs that benefit businesses, residents and visitors throughout the Downtown's urban core.

We strengthen and support Downtown Detroit through strategic initiatives that evolve with the changing needs of the community.

We also convene business, philanthropic and government partners to ensure that our mutual efforts are balanced and that all perspectives are considered.



- Downtown Detroit Business Improvement Zone (BIZ) Area
- Public spaces programmed, managed maintained and/or supported by DDP
- The District Detroit
- Bike Lane
- MoGo Station
- QLINE


DOWNTOWN DETROIT BUSINESS IMPROVEMENT ZONE (BIZ)

- Parks and public spaces maintenance
- Safety
- Infrastructure and planning
- Hospitality
- Supplemental lighting
- Landscaping
- Community and business outreach
- Data and reporting



DOWNTOWN PARKS AND PUBLIC SPACES

- Cadillac Square
- Campus Martius Park
- Beacon Park
- Spirit of Detroit Plaza
- Woodward Esplanade
- Capitol Park
- Grand Circus Park




PLANNING

- Development support
- Infrastructure planning
- Market studies
- Community outreach



SAFETY

- Awareness and education
- Public and private partnerships
- Project Lighthouse



DDP INITIATIVES

DDP AFFILIATES


MoGo

- Launched spring 2017
- Increased mobility options in 10 Detroit neighborhoods
- Flexible, convenient and affordable transportation option



DETROIT EXPERIENCE FACTORY

- Custom tours
- Public tours
- Welcome Center
- Information and resources
- Event ambassadors
- Community ambassador program



BUILD INSTITUTE

- Business and project planning classes
- Pop-up marketplace
- Educational and professional development workshops



LIVE DETROIT

- Rental listings
- Detroit home buying resources
- Neighborhood profiles
- City living information and resources



LETTER FROM THE CEO

People like to say that we are our stories. It reminds us that we are individual collections of experiences, thoughts and feelings that are meant to be shared with others.



Listening is what helps us protect a balanced narrative. One that celebrates the layers of people and experiences that make up the city of Detroit. One that values honesty and variety. One that spurs us toward creative solutions and hopeful action.

My father was known to say, “characteristics that I look for in people include integrity, self-confidence, and diversity of thought, ideas, and experience,” and I’ve found that, at DDP, we’re often looking for similar things in our efforts to understand such stories and respond effectively.

As Detroit continues to evolve and grow, the Downtown Detroit Partnership’s role in listening to those stories remains vitally important. Tremendous growth can be exciting, but it also adds many new voices to a conversation that ultimately can only benefit the city if everyone can be heard.

DDP is uniquely positioned to hear both new and long-standing stories.

So much of our work is foundational to the Downtown experience — from meaningful activations in our public spaces to the day-to-day work of maintaining city streets and assisting the people who populate them. That work puts us in the thick of what’s happening Downtown and in the broader community. It allows us to engage with stakeholders of all kinds, visitors of all ages and backgrounds, and voices from all sides of an issue.

At a time when the Detroit conversation is getting louder, the need to be receptive listeners is greater. And as we look ahead in 2018, we at DDP are committed to not only listening but also to convening and fostering and welcoming everyone in the conversation. We are committed to understanding Detroit’s stories, past and present, so that we might be even more responsible in our stewardship of Downtown in the future.

After all, Detroit should tell its own story — not let the world tell it for us. DDP’s work with its board members, partners, members and individuals like each of you will help Detroit and Downtown to do just that. And DDP will be there at every turn — thoughtfully considering each and every story.

All my best,

Eric B. Larson
Chief Executive Officer
Downtown Detroit Partnership



LETTER FROM THE BOARD CHAIR

Detroit’s story, especially in recent years, is one of triumph over adversity and of hope amidst change. The Downtown Detroit Partnership (DDP) is proud to be a part of that. But we know there’s still plenty of work to do.



and Detroiters. Shared spaces like Downtown parks make for an exchange of ideas and experiences, which can only enrich the participants.

That’s what gets us up in the morning and drives us forward: this firm belief that we have all the tools we need to contribute to a brighter future for all of Detroit’s people. My family put down roots in Detroit in 1911, and I have lived here since 1986. Strategic Staffing Solutions was founded here in 1990 and has remained in Detroit through thick and thin. We know that our city is a complex community built by a multitude of different people, each contributing an essential element to the story of Detroit. There is tremendous value in their stories.

We strive to develop a workforce that is truly representative of the people of Detroit: their drive, their talent and their ingenuity. As we do so, we can develop programs that evolve with the changing needs of our community. We want to understand the unique perspectives of all of the people we serve Downtown and throughout the city.

DDP’s initiatives, like the Business Improvement Zone (BIZ), parks and placemaking, and safety, all share the common goal of long-term improvement for residents and businesses. They also help drive engagement between residents, businesses

We must always have our view on what we do in Downtown to support the Detroit neighborhoods, too. Remembering, we are no more or less important than any other neighborhood in our city.

Last year, our efforts continued to help build Downtown Detroit into an increasingly vibrant and resilient urban core. We brought people together to work cooperatively for our common goals. As part of these efforts, we made sure to take time and listen — to our residents, businesses and visitors — and to appreciate the individual viewpoints that shape their contributions.

This year, DDP is working to strengthen the solid framework for equitable and sustainable growth that we have built for so long. Our partners — businesses, organizations and individuals — are crucial to DDP’s role as steward of Downtown Detroit. We are listening to your stories, and we pledge to continue listening.

Cindy Pasky
Chair, Downtown Detroit Partnership
CEO and Founder, Strategic Staffing Solutions



STRATEGIC DIRECTION

The work of DDP is guided by three pillars that frame the strategic plan for the organization.

1

ENHANCE DDP'S ROLE AS **CONVENER** AND **BALANCED VOICE**

WHY IT MATTERS

Downtown Detroit is changing, and as it welcomes the new, it must also acknowledge and celebrate its history. The need for context is increasingly important as corporate investment and development continue to impact the community.

HOW WE APPROACH IT

DDP is made up of dedicated staff and stakeholders, each with unique perspectives. Whether it's a formal event inviting community members to share their opinions about upcoming projects or a casual conversation with a local business owner or resident, we do our best to listen to all input. Because our ability to serve as a balanced voice requires that we first hear the voices of those we serve.

2017 ACTION

DDP worked with the mayor's office to convene local stakeholders to discuss the Spirit of Detroit Plaza pilot, giving supporters and critics both an opportunity to voice their thoughts directly to the mayor's team. DDP also invited stakeholders to a community meeting focused on the redesign and construction of Capitol Park. The collected feedback and dialogue were considered in later iterations of the design, and DDP plans to continue community engagement around the project in 2018.

2

ENHANCE DDP'S ROLE AS **STEWARD OF PLACE**

WHY IT MATTERS

Downtown Detroit is a resource for everyone — from the resident who's lived here for years to the out-of-towner interested in the latest Detroit buzz. And we want to be sure that, as more and more people take the time to get to know this part of the city, they feel welcome and appreciate what the locals have known all along: Downtown Detroit is full of gems.

HOW WE APPROACH IT

With a long history of managing Downtown Detroit's parks and public spaces, we know what it takes to create and maintain award-winning public spaces, and we continue to look for ways to innovate our programming each year. Recognizing the importance of coordinated efforts around security, infrastructure and all that is necessary to a clean, safe and active environment in these spaces, we strive for successful collaboration with the public and private sectors to make it happen.

2017 ACTION

In an effort to continually update and improve its methods, DDP coordinated and led a law enforcement security briefing and table top exercise in preparation for the Detroit Tree Lighting.

DDP's reputation as an innovative and expert leader in placemaking attracted and solidified partnerships with DTE Energy and the City of Detroit in 2017. As a result, Downtown Detroit saw the creation and opening of two new public spaces - Beacon Park and Spirit of Detroit Plaza - both programmed, managed and operated by DDP.

3

ENHANCE DDP'S ROLE AS **PROMOTER OF** **EQUITY AND INCLUSION**

WHY IT MATTERS

Downtown Detroit is both business district and neighborhood, and its strength as an urban core impacts the whole city, as well as the region. But it will not succeed without equitable neighborhood mobility and programs and services that support interconnectedness throughout the city.

HOW WE APPROACH IT

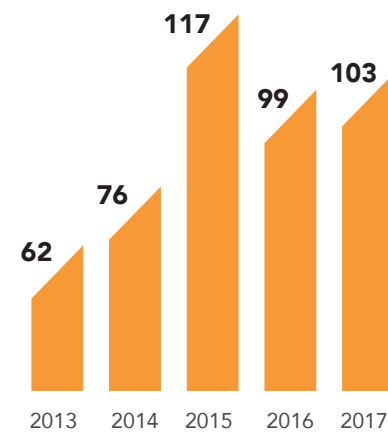
Throughout all areas of practice and programming, DDP seeks to create policies and best practices that include all citizens, cultures, income levels and backgrounds as people engage in the Detroit experience — both Downtown and citywide. We recognize that for much of our work, the primary focus is on Downtown, but we strive to also acknowledge the value of what lies outside our geography. Specifically, MoGo, Detroit Experience Factory, the Build Institute and Live Detroit — all affiliates of DDP — work across geographic boundaries to support citywide accessibility, exposure and education.

2017 ACTION

DDP created an internal working group focused on diversity, equity and inclusion and engaged the group to share feedback on DDP projects (such as the Downtown Perceptions Survey) and business practices (such as recruiting and hiring practices). Some recommendations have already been implemented, and the group will continue to provide feedback and recommendations to DDP leadership in 2018.

BIZ DATA

Large Project Building Permits Within the BIZ

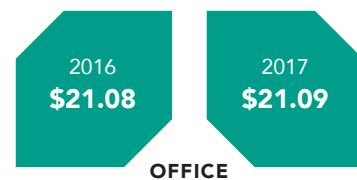


Source: City of Detroit Open Data Portal, January 2018.

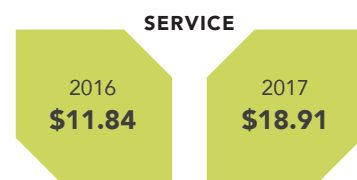
Note: Building permits issued for Downtown properties whose estimated project cost is greater than or equal to \$100,000. Permits for type "Dismantle" and those which were not labeled were not included in the count.

Commercial Building Gross Rent in Downtown BIZ

(per square foot by type of use)



OFFICE



SERVICE

Source: CoStar Property Information. Data pulled Jan 17, 2018. Service types include restaurants, retail and similar.

Note: Not all property owners divulge rent prices. Averages are calculated among those properties where data are available.

RESIDENTIAL DOWNTOWN

Existing Units

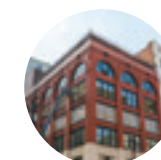


New Units

(completed in 2017)



Clark Lofts
24 units



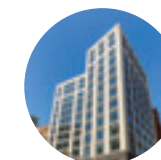
Elliott Building
23 units



Capitol Park Lofts
63 units



Vinton Building
52 units



28 Grand Apartments
218 units



The Griswold
80 units

460

total completed units in 2017

Units Under Construction

J.L. Hudson's Multi-Family Portion
330 units

Book Tower - Residential
95 units

Lawyers Building Apartments
45 units

Farwell Building
82 units

Philip Houze
108 units

The Gabriel Houze
130 units

Detroit Free Press Building
170 units

960

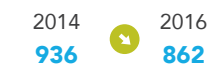
total units under construction

Monthly Rent



Average Unit Size

(square feet)



Monthly Rent

(per square foot)

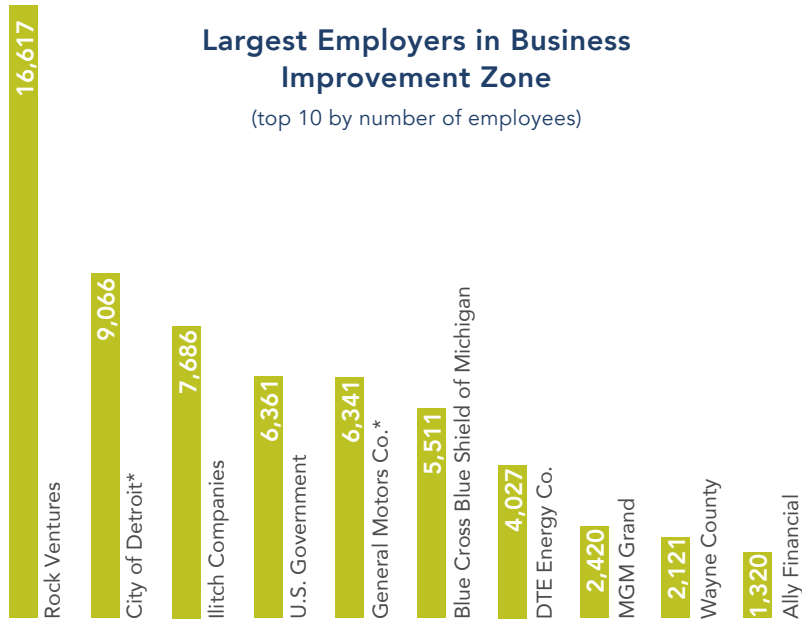


Sources: Downtown Detroit Partnership, CoStar, January 2018. Zimmerman/Volk, "Greater Downtown Housing Market Study". 2017. Zimmerman/Volk, "Residential Market Potential for Greater Downtown". 2014.

Note: Price per square foot is higher for newly built/renovated buildings.

DOWNTOWN EMPLOYMENT

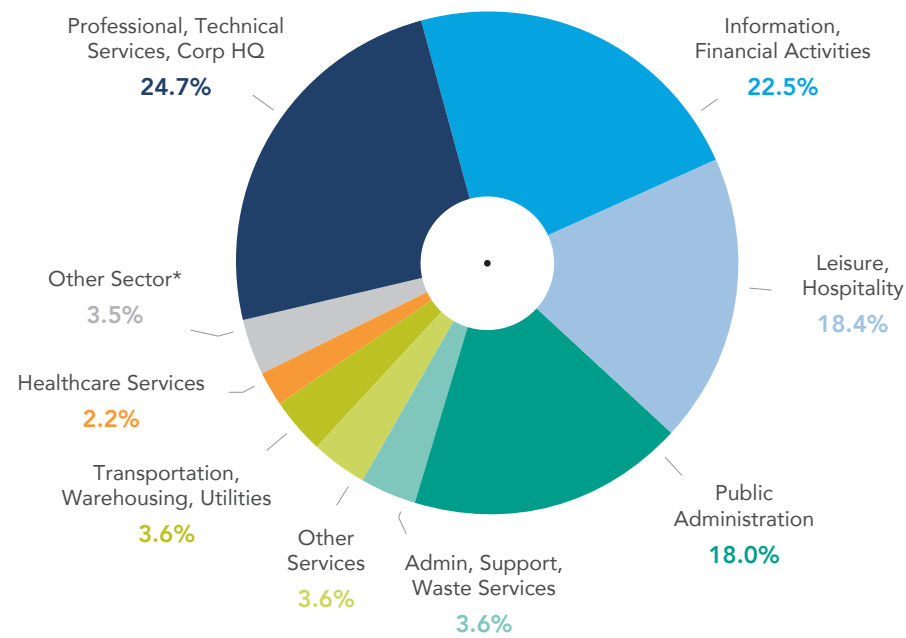
Largest Employers in Business Improvement Zone
(top 10 by number of employees)



Source: Crain's Detroit Business, 2017 List of Detroit's Largest Employers.

Note: * Substantial numbers of workers may work in Detroit outside Downtown.

Downtown Employment by Sector



Source: SEMCOG/MDOT Study, 2017. Data from 2015.

Note: Other sectors include Natural Resources and Mining, Manufacturing, Wholesale Trade, Retail Trade and Education Services.

DOWNTOWN HIGHLIGHTS

602

average MoGo rides per day

74

Downtown Detroit Walk Score

Source: Walkscore. January, 2018.

1,600

programs and events in 7 Downtown parks and public spaces managed and programmed by DDP

6,841

traditional and broadcast media stories about Downtown parks reached 3.5 billion people

50,000

visitors for the Detroit Tree Lighting and Light Up Beacon Park

1,000+

jobs generated by Build Institute graduates and their businesses

21,000

people helped by the DXF Welcome Center and pop-up Welcome Centers

20,000+

pedestrians assisted by BIZ Ambassadors





DOWNTOWN DETROIT BUSINESS IMPROVEMENT ZONE

In operation for nearly four years, the Downtown Detroit Business Improvement Zone (BIZ) delivers supplemental services across 140 blocks in the Downtown — serving residents, employees, visitors and businesses every day.



Recognizing that high-functioning urban areas require strategic thinking and flawless execution in every aspect of service, the volunteer BIZ Board of Directors — comprised of property owners and their representatives — contracts with the DDP to deliver results in the following key areas:

- 1 **AMBASSADOR PROGRAM**
- 2 **COMMUNITY AND BUSINESS OUTREACH**
- 3 **DOWNTOWN LIGHTING AND LANDSCAPING**
- 4 **INFRASTRUCTURE AND PLANNING**
- 5 **SAFETY**
- 6 **DATA AND REPORTING**

1 **AMBASSADOR PROGRAM**

The Downtown Ambassadors worked over 125,000 hours in 2017, taking care of the Downtown. On the job nearly 24 hours a day, seven days a week, the Ambassadors have made significant impact in the Downtown through their hospitality-focused approach to maintaining a clean and inviting environment.

Their consistent work and impressive results earned the recognition of the Detroit City Council, which honored the Downtown Ambassadors with the Spirit of Detroit award for outstanding achievement or service to the citizens of Detroit.

The Ambassadors also garnered praise on a national level, when Block By Block — the contracted operator of the Ambassador program — held its 2017 Annual Meeting in Detroit. Over 150 individuals from about 90 Ambassador programs from around the country saw firsthand what makes Detroit's program

one of the best-in-class examples nationwide. During the meeting, Racheal Allen, the Downtown Detroit Ambassador Program Operations Manager was recognized as Rookie of the Year of the all Ambassador programs throughout the United States.

Throughout the year, many partners and events contract with DDP to provide services outside the standard scope of operations. This leveraging of resources was envisioned with the creation of the BIZ and helps to ensure a consistent visitor experience. In 2017, Ambassador infrastructure was leveraged to support contracts with Jefferson East Inc., the Detroit RiverFront Conservancy, Midtown Detroit Inc., Motor City Casino, the Detroit Grand Prix, and many others.

For the second year, the Ambassador team welcomed students through Mayor Duggan's Grow Detroit's Young Talent program and played a more active role in the training of 21 students, 13 of which worked

2017 AMBASSADOR STATISTICS

TRASH COLLECTED

572 tons
BIZ

518 tons
contracts and events

1,090 tons
total trash collected

3,808
graffiti removed

20,144
pedestrians assisted

1,216
motorists assisted

AMBASSADOR WORK HOURS

93,893
BIZ

31,745
contract areas
and events

125,638
total

as Student Ambassadors. The students worked shoulder to shoulder with seasoned Ambassadors on several special projects, such as removing stickers and graffiti from public spaces Downtown, and also volunteered in the community. The students celebrated their summer work experience with a trip to Comerica Park to cheer on the Detroit Tigers.

2 COMMUNITY AND BUSINESS OUTREACH

The BIZ continued to offer quarterly Downtown BIZ Connect events in 2017, bringing small businesses together to meet, share resources and learn from each other. BIZ Connect transitioned to a themed workshop series surrounding relevant topics crowdsourced by the small business community.

The BIZ also partnered with the Detroit Experience Factory to offer Downtown Small Biz Tours, which featured more than 20 Downtown small businesses. More than 50 Downtown residents, visitors and employees participated in the tours and learned about the small businesses that move Downtown Detroit.

3 DOWNTOWN LIGHTING AND LANDSCAPING

In an effort to ensure consistently well-maintained public green spaces throughout Downtown, the BIZ team worked with MDOT and the City of Detroit to map the spaces and improve coordination among the three entities.

Further landscaping efforts — supported by MDOT and Quicken Loans — included the replacement of street trees and refreshed plants across the street from the Woodward Esplanade.



And additional lighting enhancements — funded by the BIZ and the Detroit Downtown Development Authority — will expand a holiday-specific Downtown lighting initiative into a year-round program.

The BIZ team continues to actively work with partners, such as the Detroit People Mover, to explore additional opportunities to enhance the Downtown user experience and overall safety through creative lighting. The BIZ engaged Wayne State University Americorps members in 2017 to conduct a study that identified dark spots and areas of opportunity for future investment.

4 INFRASTRUCTURE AND PLANNING

The BIZ remains actively involved in a supporting role in Downtown urban planning. The BIZ has been involved in the Capitol Park redesign process to ensure that the new park will incorporate environmental and economic stewardship of resources for all BIZ maintenance in the future.

New to the Downtown, 220 permanent trash cans were installed throughout the BIZ. They have replaced many of the temporary trash cans and match cans found in other areas of the Downtown, establishing a greater

sense of continuity between areas of the city.

5 SAFETY

New in 2017, the BIZ added a night patrol vehicle that travels throughout the BIZ each Thursday, Friday and Saturday. Equipped with a Project Lighthouse radio, this resource is an integral part of the Downtown safety strategy, helping to provide extra eyes and ears to detect suspicious activity while also serving as a visible presence to deter crime.

The BIZ Board also approved a generous contribution to contracted security efforts in public spaces managed by DDP and on the Detroit Riverwalk within the BIZ.

6 DATA AND REPORTING

In 2017, DDP began focusing on data to tell the larger story of Downtown, including the investment and significant growth that has marked recent years. Because DDP works closely with the City to calculate BIZ assessments, the resulting data is not only useful to administration of the BIZ but also to the broader storytelling effort for Detroit.

To further bolster the available data, DDP has convened a

% CHANGES FOR SERVICES IN THE BIZ FROM 2016 TO 2017

96%
trash collected

171%
pedestrian assists

126%
motorist assists

214%
graffiti removal

7%
Ambassadors
hours worked

group of partners including the City of Detroit, the University of Michigan, Data Driven Detroit, the Detroit Economic Growth Corporation, the Detroit Riverfront Conservancy and many others.

By leveraging partners and better coordinating information, DDP was able to create its first annual Downtown Development Update report — both a printed and online resource — highlighting the key development projects in the Downtown that have been completed in the last year or that are currently under construction and slated to be completed next year. This is an important tool for current stakeholders, as well as potential investors.

Looking forward, DDP continues to share its own best practices with communities throughout Michigan as they explore opportunities to create their own Business Improvement Zones.



DOWNTOWN PARKS AND PUBLIC SPACES

With the leadership of the Downtown Detroit Partnership and the City of Detroit and the financial support of our private and philanthropic partners, 2017 was another year of tremendous growth in Downtown public spaces. The much-awarded and emulated Campus Martius Park continues to help lead and catalyze the economic and social transformation of Downtown Detroit, with new businesses opening nearby and the exciting announcements of large scale transformational developments on the Monroe and Hudson's blocks.

Similar to the catalytic role that Campus Martius Park has successfully played, the public's immediate positive reception to the opening of another signature Downtown public space, Beacon Park, is now adding to the optimism and momentum for the Downtown's west district.

The DDP, known for many years for its leadership and innovation in public space concepts, design, programming, placemaking and management both in Detroit and internationally, was at the forefront with an innovative vision, program and implementation for the brand new Beacon Park.

DDP's Downtown network of actively programmed and managed public spaces further grew in 2017 with the opening of the Woodward Esplanade and the pilot of a new civic plaza: Spirit of Detroit Plaza. In total, DDP now manages, programs and operates seven signature Downtown spaces with over 1,600 events and activities attracting millions of visitors and families of all races and ages annually. The spaces include:

- 1 **CAMPUS MARTIUS PARK AND CADILLAC SQUARE**
- 2 **BEACON PARK**
- 3 **CAPITOL PARK**
- 4 **GRAND CIRCUS PARK**
- 5 **SPIRIT OF DETROIT PLAZA**
- 6 **WOODWARD ESPLANADE**



1 CAMPUS MARTIUS/ CADILLAC SQUARE

Campus Martius Park and Cadillac Square are simply magnets for people – some of the most active pedestrian areas in the city, attracting millions of residents, Downtown employees and visitors to enjoy a safe and comfortable experience.

Vibrant and exciting cities and downtowns are marked by active public spaces like Campus Martius Park. In 2017, DDP continued to provide the highest quality public space environment and experience for all, including seasonal gardens and year-round fountains, as well as recognized regional destinations, including the Rink, an urban beach, the award-winning Parc restaurant and the state's largest food truck daily gathering in Cadillac Square (Downtown Street Eats). Additionally, DDP continued to produce very popular and diverse programming highlighting Detroit musicians, family activities, and sports and fitness events.

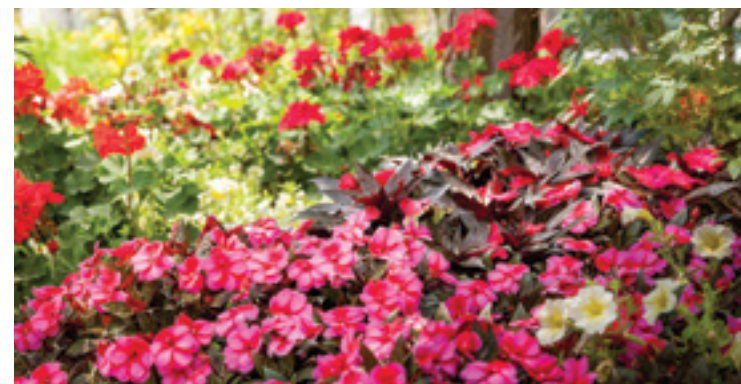
For the 14th consecutive year, DDP and DTE Energy Foundation produced another spectacular

and memorable family event in the Detroit Tree Lighting Ceremony. Starring in the city's most highly anticipated holiday celebration was a 60-foot Norway Spruce from Cadillac, Mich., which weighed in at more than five tons and carried 19,000 LED bulbs. Set in the heart of the bustling Downtown, adjacent to the Rink and framed by the city skyline, the scene rivaled any at New York's Rockefeller Center and drew record-setting crowds of over 50,000.

The evening was broadcasted and streamed live to thousands of Detroit area households, thanks to DDP's long-standing partner, WXYZ-Channel 7.

2 BEACON PARK

On the corner of Grand River and Cass avenues, Downtown Detroit's newest public space opened in July to rave reviews, thanks to the support and partnership of the DTE Energy Foundation. The four-day grand opening celebration attracted 45,000 attendees with over 50 diverse events that ranged from a headline concert by Los Angeles-based indie rock band,



50,000+

visitors to the Rink from
November-December
(a new record)

1,600

programs and events in
7 Downtown parks
and public spaces
managed and
programmed by DDP

50,000

visitors for the
Detroit Tree Lighting
and Light Up
Beacon Park

*“The wedge of land
on Grand River and
Cass avenues used
to be a building with
barbed wire and
graffiti surrounded by
gravel, but now it’s
a beacon for future
development.”*

- Jo Kroeker, The Detroit News

Lord Huron, to fitness classes
and a family fun zone. Beacon
Park exceeded all expectations
in attracting an extremely diverse
audience of residents, Downtown
employees, and visitors from
throughout the region.

The 1.5-acre park and the 600
unique programs that it hosted
in 2017 were creatively designed
with the themes of light, energy
and motion. Visitors especially
saw this motif come to life during
November’s Light Up Beacon
Park — an expansion of Detroit
Tree Lighting programming that
connected visitors to activities in

both Beacon Park and Campus
Martius Park with free shuttles
running between the spaces.

3 CAPITOL PARK

In 2017, the Capitol Park
neighborhood saw an explosion
of new residential, retail and
restaurant openings facing the
historic square, including the
Capitol Park Lofts, 28 Grand, La
Laterna, Prime and Proper, Eatori
and City Bark. Recognizing the
continued and expected growth
of this Downtown neighborhood,
DDP has continued to lead the
efforts for the much needed
redesign of the space. When
rebuilt, Capitol Park will be a
critical and signature Downtown
public space that uniquely
serves this important and diverse
residential district.

4 GRAND CIRCUS PARK

Working with partners, including
the Detroit Entertainment
District Association, the DDP
continued its programming and
stewardship of Grand Circus Park.
This included the always popular
Opening Day party, launching of
a new Thursday night music and
“street eats” series, the growth

of the annual Grand Circus Gala,
the inaugural DAC Cycle race,
and improved efforts to enhance
visitor comfort and safety.

While much work is still on the
horizon for additional needed
investments in Grand Circus Park,
the development community is
taking notice of the substantial
progress made to date by DDP
and its partners. Work recently
began on a major multi-use
development at Washington
Boulevard and Park. This \$70
million project will include 288
apartments, retail, restaurants and
public space.

5 SPIRIT OF DETROIT PLAZA

In June, DDP worked closely
with the City of Detroit to open
Spirit of Detroit Plaza — a
20,000-square foot pilot public
space located on Woodward
Avenue between Jefferson
Avenue and Larned Street. The
plaza was created as a dedicated
place for civic engagement and to
celebrate Detroit’s diversity. It also
aimed to improve Downtown’s
walkability by complimenting
the recently finished Woodward

*“Every world-class city
has a central plaza
where people can
gather and celebrate
its civic history, and
in front of the Spirit
of Detroit is the
perfect place for all
Detroiters to have the
opportunity.”*

- Detroit Mayor Mike Duggan

Esplanade and acting as a link
to Hart Plaza and the Detroit
Riverfront.

From its opening to mid-
September, the space featured
live performances three days a
week, each featuring an act that
highlighted the cultural diversity
of Detroit’s neighborhoods. Food
trucks and oversized games
offered patrons of Downtown’s
southernmost buildings an
alternative lunchtime experience.

6,841

traditional and broadcast
media stories about
Downtown parks, reached
3.5 billion people

145,000

stories on social
media were seen by
127 million users



PLANNING

DDP's planning efforts in 2017 focused on bringing light to the residential demand the Downtown will see in the coming years, adding unique spaces and advancing districts of the city with insightful design.

WOODWARD ESPLANADE AND SPIRIT OF DETROIT PLAZA

Two non-traditional public spaces opened in the Downtown core: the Woodward Esplanade as a pedestrian walkway through the Woodward medians and the Spirit of Detroit Plaza as a pilot project encouraging civic engagement. These spaces were collaborative efforts with key partners and funders.

The Woodward Esplanade consists of two blocks of the Woodward Avenue median near Campus Martius Park, which opened in connection with the QLINE in May 2017. A variety of design elements

activate the space to pedestrians, cyclists and riders waiting for the QLINE. The esplanade features movable chairs and tables, benches and swings. Twelve-foot arches lined with programmed color LEDs feature rotating art installations from local artists. The project has been generously supported by Quicken Loans.

A collective effort by the City of Detroit, Michigan Department of Transportation (MDOT) and DDP, the Spirit of Detroit Plaza opened in June 2017 as a civic plaza for the community on Woodward Avenue between Jefferson Avenue and Larned Street. Led by the City of Detroit,

the plaza is a pilot project to test the feasibility of closing the space permanently in order to connect the core Downtown to the Detroit Riverfront. The space, buffered by large planters, features street painting by local artists, lighting emanating from the center median and seating for pedestrians. DDP supported the project by managing the capital improvements and coordinating summer programming within the space.

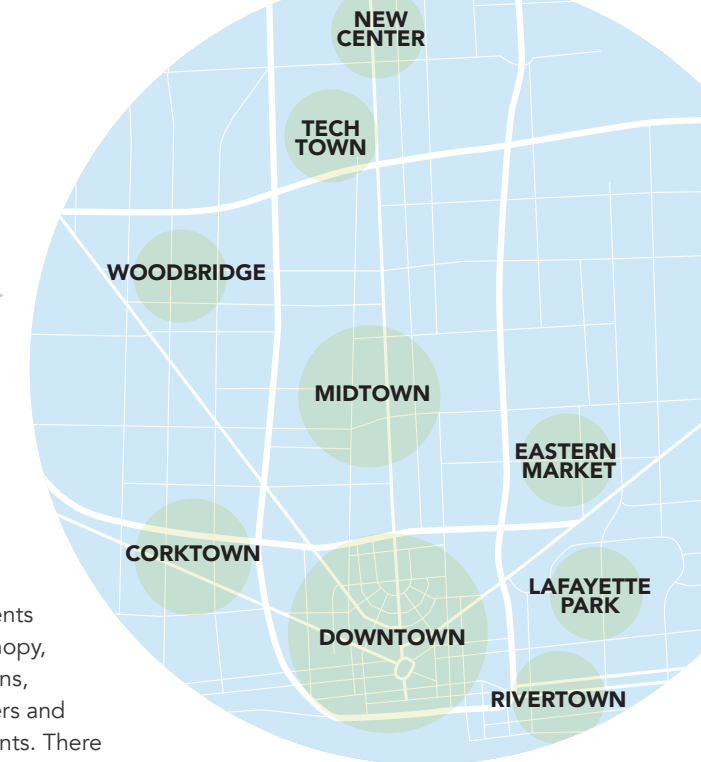
The project has been generously supported by the Knight Foundation, Quicken Loans, William Davidson Foundation, Downtown Development Authority, Detroit Economic Growth Corporation, Bank of America and MDOT.

CAPITOL PARK RENOVATION UPDATE

Over the last year, DDP has worked closely with Capitol Park property owners, residents and stakeholders to develop park design concepts to support the growing residential and retail district. The reimagined park will celebrate the district's storied history as the site for Michigan's first capitol building, the burial place of Michigan's first governor, Stevens T. Mason, and home to the Finney Barn, one of the final stops along the Underground Railroad.

Toronto-based urban design and architecture firm, PUBLIC WORK was selected as the lead designer for the project. The design features more natural elements and green spaces, breaking up the otherwise stark, existing

NEIGHBORHOODS INCLUDED IN THE GREATER RESIDENTIAL STUDY



concrete. Design elements include a rising tree canopy, public lawn, river gardens, amenities for dog owners and streetscape improvements. There will also be a food and beverage kiosk.

The project has been generously supported by Lear Corporation. Pending completion of fundraising for the project, construction is scheduled to start in 2018 and be completed in 2019.

GREATER RESIDENTIAL STUDY

In 2017, DDP, in collaboration with Invest Detroit and Zimmerman/Volk Associates, Inc., released the third installment of the Greater Downtown

Residential Market Study. The study provided an in-depth look at the potential demand for new market-rate and affordable housing units within greater Downtown Detroit.

Key findings from the study demonstrated that total demand for market-rate and affordable housing in the greater Downtown will approach 10,000 units in the next five years. There are currently over 7,400 units in the development pipeline to help meet this demand.





SAFETY

Downtown Detroit boasts a network of public and private security professionals who stay connected and coordinated to provide thorough security plans and implementation in our community. The security network is committed to ensuring that Downtown activities are safe and enjoyable for all, and DDP plays an important leadership role in convening those partners.

DDP's Safety and Security Committee and monthly safety statistics meetings for the Central Business District are two examples of the organization's efforts to ensure that all groups throughout the Downtown leverage resources, share information and coordinate deployment with the Detroit Police Department.

Even as the Downtown experiences rapidly growing numbers of visitors, criminal activity is steadily decreasing. In fact, the Downtown has seen double-digit percentage declines

in several categories, including robberies, simple assaults, larcenies and vehicle theft. Project Lighthouse — facilitated by DDP — continues to play an important role in these efforts, with over 30 partners participating.

BIZ Downtown Detroit Ambassadors are able to support Project Lighthouse in a significant way. The dispatcher at the Ambassador Headquarters monitors the network continuously and leads periodic radio checks for the partners.



Stats provided by the Wayne State University Center for Urban Studies



MoGo

MoGo, Detroit's public bike share system, launched in May 2017 with more than 300 community members riding bikes to MoGo's 43 stations located in 10 Detroit neighborhoods.

In its first eight months of operations, MoGo logged over 112,000 rides, surpassing its year one goal of 100,000 rides months ahead of schedule.

With a strong commitment to maintaining a system that is equitable and accessible to all, MoGo provides a variety of options for riders. The system has sold over 2,400 monthly and annual passes — 18 percent of

which are the \$5 Access Pass, which is an annual pass option for people who receive state benefits. MoGo also has sold over 20,000 Daily passes, demonstrating the incredible interest in bike sharing among locals and visitors.

Acknowledging that there are varying levels of expertise when it comes to riding a bike, the MoGo team held seven free Street Skill classes, sponsored by



General Motors, that catered to those who are not familiar with or comfortable riding a bike in an urban environment. MoGo supplemented classes with training videos that cover biking basics — such as how to change lanes — and other resources highlighting Detroit-specific tips for riding a bike in the city during Michigan winters.

Over 56,000 pounds of carbon emissions were reduced due to car trips replaced by rides on MoGo bikes. MoGo riders have burned over 3.6 million calories, and have traveled more than 85,000 miles, or the equivalent of more than three trips around the equator.

MoGo is sponsored by Henry Ford Health System and Health Alliance Plan — among many others — and is made possible through a partnership with the City of Detroit Department of Transportation, who helped secure federal non-motorized transit funding for MoGo and select the system's equipment provider and operator, PBSC Urban Solutions and Shift Transit.

2,400+
Monthly and
Annual passes sold

20,000+
Daily passes sold

1.4
average trips
per bike
per day

18%
of long-term (Monthly
& Annual) pass sales
are Access pass (for
people receiving state
benefits)

85,000+
miles ridden
(equivalent to more
than three trips
around the equator!)

56,000+
pounds of carbon
emissions reduced



DETROIT EXPERIENCE FACTORY

The Detroit Experience Factory (DXF) uses interactive experiences and innovative resources to help newcomers and locals get more connected to the people, places and projects in Detroit.

In 2017, DXF led almost 16,000 people on more than 600 tours, bringing the total number of tour attendees to 100,000 people since the inception of the program in 2006.

Unlike traditional tour companies that primarily cater to out-of-town visitors, DXF serves audiences that are mostly local — 71.1 percent of tour attendees are from Detroit or Metro Detroit. And tours are intended to expose participants to people, places and projects throughout the city, with 95% of

bus tours visiting neighborhoods outside of greater Downtown.

DXF guides are regularly consulted by companies, convention planners, and in- and out-of-state organizations looking for expertise in not only the city's offerings, but also its history and context. Examples in 2017 include the Ralph C. Wilson, Jr. Foundation, Chief Executives Organization, Great Lakes and St. Lawrence Governors and Premiers, the Detroit Lions, and Salesforce.

DXF also expanded its public tour offerings to include nine free walking tours in neighborhoods outside of Downtown, such as Grandmont Rosedale, the Avenue of Fashion and West Village.

DXF's Welcome Center and pop-up Welcome Centers helped 21,000 people and represented at 60 events across Detroit, including Movement, Jazz Fest, Palmer Park Art Fair and GM New Hire Orientation.

Beyond the Welcome Center and tours, DXF piloted the DXF Institute, which offers in-depth full-day and multi-day learning experiences in Detroit. These experiences focus on innovation and inspiration and include site visits, panel discussions, and case studies to help share best practices as well as continue to help locals understand Detroit's past and present. DXF has piloted these study tours for leadership from Portland, Oregon, and San Jose, California, as well as the Reimagining the Civic Commons Initiative and local groups like Challenge Detroit, Detroit Revitalization Fellows and Community Development.

"I've lived here my whole life. The DXF neighborhood tour introduced me to new people and places around the city. There is always something new to learn in Detroit, even for locals."

- Delphia Simmons,
Coalition On Temporary Shelter

15,600

people on tours in 2017;
nearly 100,000 people on
tours since launching in 2006

193 of the 625

tours DXF led in 2017 were
completely free for participants

95%

of bus tours visited
neighborhoods outside of
greater Downtown

71%

of tour attendees are from
Detroit or Metro Detroit

21,000

people were helped via
the Welcome Center and
pop-up welcome centers

\$3.2 million

contributed to the Detroit economy
by DXF in 2016 based on a recent
economic impact study

DukeEngage DXF Economic Impact Report, 2017



BUILD INSTITUTE

Build Institute helps individuals turn business ideas into reality by providing tools, resources and a support network made up of small and aspiring business owners in Detroit.

A year of monumental growth, 2017 brought new people and new opportunities to Build, further solidifying it as thriving hub of equitable entrepreneurship in Detroit.

Since its inception in January 2012, Build has graduated over 1,300 entrepreneurs and intrapreneurs — 82 percent women and 60 percent people of color. Build has also helped its graduates prepare for and secure over \$2 million in funding through

Kiva, Motor City Match, Detroit Demo Days, NEIdeas, Knight Cities Challenge and more.

In addition to running its own portfolio of programs, Build Institute adopted Detroit SOUP this past year. Detroit SOUP — a micro-granting funding projects that aligns with Build's mission to launch ideas and grow businesses — is Build's ninth program. It is the third program that it has adopted, sustained and grown since 2012, including Kiva (a funding source

"The work of equity, inclusion and access to entrepreneurship and opportunity in general is far from being over. We are at an incredibly special moment in Detroit today and can be the world leader in equitable entrepreneurship with the work of NEI, Build and many others bringing us closer to this reality every day."

- April Boyle, Founder & Executive Director, Build Institute

for small business) and Open City (the longest running networking program for Detroit entrepreneurs).

In recognition of Build's important work and successful model, April Boyle, Founder and Executive Director of Build Institute, was invited to Austin, Texas to speak on a South by Southwest conference panel titled: Making a Place for Equity.

Build has made a strong economic impact in Detroit over the last five years, supporting the creation of over 450 businesses and the retention of nearly 1,000 jobs in Michigan. That momentum is part of what led Build to pursue its own 501(c)(3) status in 2017. As of January 2018, Build is an independent nonprofit and has already expanded its offerings to Hamtramck and Ferndale.

1,300+
graduates

14,000+
people impacted per month in 2017 through Build graduates' products and services

25%
annual growth in enrollment

1,000+
jobs generated since 2016 from Build grad businesses

450+
businesses created or retained

\$2 million
in capital secured by Build graduates for their businesses



LIVE DETROIT

As Detroit's residential landscape continues to change, it's important to prioritize support for not only new residents but also those who are already living in the city. Live Detroit is designed to do just that.

After completing the administration of corporate-funded residential incentives in 2016, Live Detroit was well-positioned to transition to a broader-reaching program that would expand its resource offerings and cover more geographic territory — supporting existing and new residents throughout the entire city of Detroit, rather than only in select neighborhoods.

Through the generous support of the Ford Foundation, Live Detroit made significant progress toward its goals in 2017.

To support a thoughtful evolution of the program, DDP organized a cross-sector advisory team that

met regularly throughout the year to discuss the program model and brand, community engagement strategies, program content and fundraising.

The advisory team worked alongside DDP leadership with input from the executive director of the Live Baltimore program, who served as a consultant throughout the year to share best practices from one of the country's leading programs in this space.

A new program brand will be launched in 2018 as DDP begins to fundraise for further development of the program.

The Live Detroit Advisory Team included:

- **Eric Larson**,
Downtown Detroit Partnership
- **Kelly Kozlowski**,
Downtown Detroit Partnership
- **Najee Clarke**,
Live Detroit
- **Cliff Kellogg**,
Detroit Federal Working Group
- **Sandy Pierce**,
Huntington Bank
- **Austin Black**,
City Living Detroit
- **Bishop Edgar Vann**,
Second Ebenezer Church
- **Mark Wallace**,
Detroit Riverfront Conservancy
- **Heather Paquette**,
KPMG
- **Bill Kingsley**,
UHY Advisors
- **Alexis Wiley**,
City of Detroit, Office of the Mayor



EVENTS

DDP hosts four key events each year, in addition to the many events that it hosts in and around the Downtown parks and public spaces. The Annual Meeting serves as an overview of where the organization is going and what its accomplishments were in the previous year. Two Stakeholder Meetings give attendees access to a fireside chat with Detroit Mayor Mike Duggan and a development update with the release of a printed overview. Finally, Detroit Aglow is DDP's only fundraiser event of the year and, coupled with the Detroit Tree Lighting days before, it is the perfect start to the holiday season.



DDP ANNUAL MEETING

With a greater emphasis on engaging the community, DDP hosted its 2017 Annual Meeting at the historic Eastern Market. With over 900 in attendance, the lunch meeting featured a diverse panel of young talent who were able to shed light on the important issues facing talent attraction and retention in Detroit. The students provided insight into what would be most valuable to them as they begin to look into their future careers. The discussion was moderated by Kim Trent, Policy Associate of Michigan Future Inc.

Generous sponsors for the 2017 event included DTE Energy Foundation, Eastern Market Corporation, Comcast, Display Group and Blumz.

DETROIT AGLOW

DDP's successful stewardship of the Downtown depends upon continued support from its many partners and stakeholders, which is why its annual Detroit Aglow event is so important. The 34th

Annual Detroit Aglow again gave the Downtown community an opportunity to celebrate the past year and the upcoming holidays while showing their support for all that DDP does to serve the Downtown and the surrounding community. The event attracted over 800 individuals and raised \$233,000 for DDP.

Generous sponsors for Detroit Aglow included Lear Corporation, MGM Grand Detroit, Sterling Group, Strategic Staffing Solutions, DTE Energy Foundation, Adient, BrightView, Comerica Bank, M3D Experiences, Blumz, Franzese, TopThat! and Luxe Linen.

STAKEHOLDER MEETINGS

In its efforts to convene stakeholders and community members in the Downtown and beyond, DDP features two stakeholder meetings each year.

The spring meeting welcomed Detroit Mayor Mike Duggan for a fireside chat with DDP CEO

Eric Larson. Attendees were encouraged to ask questions after the mayor's remarks. The event format is intended to give attendees — more than 300 community members — an opportunity to hear more about the mayor's priorities and continued vision for the city.

The fall meeting featured Maurice Cox, City of Detroit planning and development director, with a keynote presentation that provided an overview of the City's planning efforts and discussed the value of quality architecture and Detroit's neighborhoods. The event also showcased updates from developers of Detroit's most transformative projects in progress. DDP's first annual Downtown Detroit Development Update was released at the meeting, which compiled a list of key development projects in the Downtown that were recently completed or currently under construction.



PARTNERSHIPS

GROW DETROIT'S YOUNG TALENT

2017 marked the third year of DDP supporting the Grow Detroit's Young Talent program. GDYT provides citywide jobs to employ young adults between the ages of 16 and 24 for six weeks each summer, and DDP has served as the recruiting partner for the program to expand the number of employers and jobs to reach a goal of 8,000 youth placements. In 2017, the program continued to gain momentum and employer engagement, with 8,127 youths placed at 659 worksites. The program has expanded to become a dedicated, year-round effort to develop more career pathway opportunities.

DETROIT GRAND PRIX

A favorite Detroit tradition, the Chevrolet Detroit Grand Prix presented by Lear showcases our city and its people during an action-packed weekend of racing. DDP supports the event by serving as its fiduciary and working with the Grand Prix to staff the island with Ambassadors. In 2017, the Grand Prix generated approximately \$58 million in total spending (an all-time high) and attracted an estimated 100,000 fans to Belle Isle. DDP hosted its board of directors and partners to experience the heart-thumping races up close in the DDP chalet.

OPEN STREETS DETROIT

Open Streets Detroit is a collaborative effort led by the Downtown Detroit Partnership, MoGo, the City of Detroit, Michigan Department of Transportation, and several business and community organizations to temporarily transform 3.5 miles of roadway into recreation areas filled with pedestrian- and cyclist-friendly programming and activation.

In 2017, Open Streets Detroit built upon its inaugural year's success by increasing attendance to over 15,000 people and 150 volunteers in one day, as well as broadening engagement with a new community-based committee. Program partners grew to 120 — a 50 percent increase from the first year — providing a variety of free, fun and family-friendly activities. During the event, MoGo offered free rides and logged 2,111 rides — the most in a single day

since the program launched. The program was generously supported for the second year by DTE Energy Foundation.

DETROIT HOMECOMING

DDP is the nonprofit partner for Detroit Homecoming, an event focused on bringing together former Detroiters to reconnect, recharge and reinvest in Detroit. In its fourth year, DDP served as an advisory partner and supported Crain's Detroit Business with grant administration services for their corporate and philanthropic partners and provided promotional support for the event. This year's event attracted 235 expats and engaged 620 local community members. The results showed incredible impact, with \$212 million being invested in the city through 10 business expansions or relocations and 12 new ventures in real estate development and advisory support.

"Detroit is far greater than the sum of its weakest parts, and Detroit Homecoming showcased its majesty, magic and miraculous growth. The event reframed the conversation about the city; we now talk about all the city is and can be instead of what it isn't and has not been."

— Heather Joy Thompson,
United States Department of State

DDP MEMBERS

DDP's members include business, philanthropic and community partners. Membership allows organizations to become informed, develop connections and have a voice in our diverse and growing city. We thank the following entities for their engagement and support.

Abbott Nicholson, PC	Franco	NextEnergy
ABM	The Fulkerson Group	The Parade Company
Apparatus Solutions, Inc.	Garan Lucow Miller PC	Penske Corporation, Inc.
Barris, Sott, Denn & Driker, PLLC	General Motors	Pewabic
Bassett & Bassett	Genesis Chevrolet / Cadillac	The Platform LLC
Blue Cross Blue Shield of Michigan	Gensler	Prime Companies
Bob Maxey Ford Inc.	George Johnson & Company	PVS Chemicals, Inc.
Butzel Long, PC	Ghafari Associates	PricewaterhouseCoopers, LLP
City of Detroit	Giffels-Webster	Quicken Loans, Inc.
Clark Hill PLC	Grand Trunk Restaurant Group	Ralph C. Wilson, Jr. Foundation
Comcast Corporation	Greektown Casino-Hotel	REDICO
Comerica Bank	Hamilton Anderson Associates	Rock Ventures LLC
Community Foundation for Southeast Michigan	Henry Ford Health System	The Roxbury Group
Crain Communications	HNTB Corporation	Rush Group
Deloitte LLP	Honigman Miller Schwartz and Cohn LLP	The Sargent Consulting Group, LLC
Detroit Athletic Club	Hudson-Webber Foundation	Schostak Brothers & Company, Inc.
Detroit Economic Club	The Huntington National Bank	Second Ebenezer Church
Detroit Economic Growth Corporation	ITC, A Fortis Company	Soave Enterprises LLC
Detroit Lions	Ilitch Holdings, Inc.	SPEC Associates
Detroit Metro Convention & Visitors Bureau	JACK Entertainment	Strategic Staffing Solutions
Detroit News	John S. and James L. Knight Foundation	State of Michigan
Detroit Pistons	Jones Lang LaSalle	Sterling Group
Detroit Regional Chamber	JPMorgan Chase & Co.	Stokas Bieri Real Estate
Detroit Renewable Energy	The Kirlin Company	The Stroh Companies, Inc.
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Detroit-Wayne Joint Building Authority	The Kresge Foundation	Testing Engineers & Consultants, Inc.
Detroit-Windsor Tunnel	Lambert, Edwards & Associates	Trowbridge Law Firm PC
Dickinson Wright PLLC	Lear Corporation	Turner Construction Company
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DTE Energy	Level One Bank	University of Detroit Mercy
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Dykema Gossett PLLC	Mariners' Church of Detroit	Wayne County
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Foley & Lardner LLP	MGM Grand Detroit	WDIV-TV 4
Ford Motor Company	Newmark Grubb Knight Frank	White Construction
		YMCA of Metropolitan Detroit

STRATEGIC PARTNERS

DDP regularly works with philanthropic, business and municipal partners in its efforts to serve the Downtown. We thank the following entities for their continued engagement.

Business Leaders for Michigan	Heritage Optical	People Mover
City of Detroit	Hosey Development LLC	Phifer, Phillips & White, PC
City of Detroit Department of Public Works	Jefferson East, Inc.	Pierce, Monroe & Associates LLC
Corktown Business Association	Invest Detroit	Southeast Michigan Council of Governments
Corktown Community Association	M-1 RAIL/QLINE	Southwest Detroit Business Association
Detroit Office of Homeland Security and Emergency Management	Mexicantown Community Development Corporation	Southwest Solutions
Detroit Department of Transportation	Mexicantown Hubbard Communities Main Street Program	Wayne County
Detroit Police Department	Michigan Department of Transportation	Wayne State Police Department
Detroit Transit Police	Midtown Detroit, Inc.	West Vernor & Springwells Business Improvement District
Detroit Young Professionals	National Business League	
Ferchill Group		

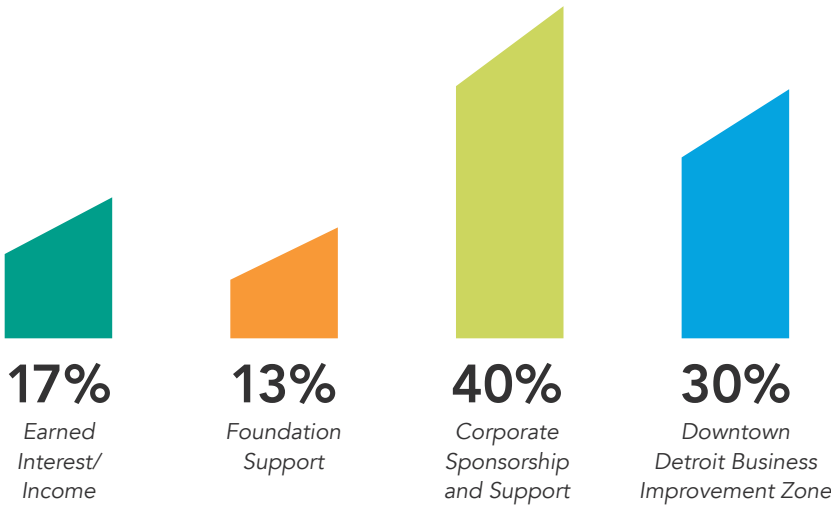
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Thank you to the following organizations who support DDP and affiliate programs, events and special projects through sponsorship and grants.

Absopure	The Fred A. and Barbara M. Erb Family Foundation	Michigan Economic Development Corporation
Adient	Eastern Market Corporation	Michigan Film & Digital Media Office
Ally Financial Inc.	EY	Michigan State Housing Development Association
Aloft Detroit	Faygo	Motor City Match/ DEGC
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Bedrock	The Ford Motor Company Fund	PNC Bank
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Blue Cross Blue Shield of Michigan	HAP	Rattlesnake
Blumz	Henry Ford Health System	The Roxbury Group
BrightView	Honigman	Salesforce
Children's Hospital of Michigan Foundation	Hudson-Webber Foundation	Sanders and Morley Candy Makers Inc.
Clark Hill PLC	iHeartMedia	Skillman Foundation
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Compuware	The Kresge Foundation	United Way for Southeastern Michigan
Detroit Entertainment District Association	Lear Corporation	The Villages Detroit
Detroit Free Press	Marjorie and Maxwell Jospey Foundation	Wayne State University
DEGC/DDA	Marketing Associates	West Village Association
Detroit Metro Convention & Visitors Bureau	M3D Experiences	The Westin Book Cadillac
Detroit News	Richard and Jane Manoogian Foundation	William Davidson Foundation
Display Group	Meijer	W.K. Kellogg Foundation
DTE Energy Foundation	MGM Grand Detroit	WXYZ TV Channel 7
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The 2017 revenue for DDP comes from a broad range of stakeholders and supporters, categorized as:



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Ola Vernon*
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Paul Vollmerhausen*
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Kaylan Waterman
Tour Program Manager

LIVE DETROIT

Najee Clarke*
Program Manager

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