

 **SCOPE OF WORK**

ULI Michigan's Larson Center for Leadership will conduct a 3-month Technical Assistance Program (TAP) in partnership with the Pope Francis Center to explore the next phase opportunities that exist for the PFC Bridge Housing Campus in the Core City neighborhood in Detroit. Recommendations will outline a menu of short, mid and long-term considerations for planning an expansion from bridge housing to permanent supportive housing to serve the homeless population in Detroit.

Background:

The chronically homeless face the greatest barriers to self-sustainability. Overcoming them requires intensive, all-encompassing support services that no organization in Detroit currently offers.

The Pope Francis Center 40-unit Bridge Housing Campus—under construction since April 2022 in Detroit's Core City—will provide guests with 90 – 120 days of shelter, along with intensive medical, respite, psychological, addiction, social and job-readiness services. This will allow guests the adequate time and support needed before transitioning into permanent supportive housing.

The project provides a coordinated solution to chronic homelessness that will be truly revolutionary. It's based on decades of experience and many years of research on effective housing models, incorporating best practices of similar facilities across the United States.

The Bridge Housing Campus is a holistic response to the complex and interconnected barriers to housing, including essential 24/7 services like intensive mental health and substance abuse counseling and treatment, and access to case workers and medication. It will provide individuals with personalized, well-coordinated care to prepare them for a successful transition into permanent supportive housing.

Just weeks away from opening its' 40-unit campus, the Pope Francis Center knows that it will be at capacity and already needs to envision the next phase which will focus on permanent supportive housing.

Overall Goal:

Using both best practices and innovative thinking, provide guidance in the outlined focus areas to assist the Pope Francis Center in planning a revolutionary expansion to the Bridge Housing Campus and in answering the needs of the homeless population in Detroit.



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Areas of Focus:

- 1.) Housing Typology - Needs vary and housing solutions are not one size fits all. When thinking about permanent housing solutions in the next phase:
 - a. What are the different types of housing to consider? i.e. Adult foster care, tiny homes, traditional multi-family, new innovations.
 - b. What is the best way to determine the appropriate mix and units to accommodate?
 - c. What are the opportunities for housing partnerships near but outside of the campus model?

- 2.) Neighborhood data, demographics and resources – Just past the northwest border of Corktown and Woodbridge is the close-knit community of Core City.
 - a. What are the demographics and data points available to map the Core City neighborhood and how are they able to be accessed?
 - b. What neighborhood resources and assets exist in Core City and what are the gaps?

- 3.) Site planning with current site control and recommendations for possible future site control
 - a. What are the best opportunities for future development based on the sites that PFC currently has control of?
 - i. How does PFC determine which sites are most development ready?
 - b. Looking at surrounding sites, what should PFC consider for future acquisition and what process should they undertake to determine the most viable sites?
 - c. Working with the Housing Typology team, and the existing site model that Ford Land produced, how might that plan be updated to reflect our groups research?

- 4.) Financing mechanisms that are outside of the traditional (government) models – Funding through some government agencies place requirements on who PFC is able to serve.
 - a. What funding mechanisms are available outside of HUD that do not place requirements on who can access the housing and services?
 - b. Are there developers outside of Michigan that specialize in this type of housing and how do they approach the project?

- 5.) Innovation, best practices and lessons learned from other cities
 - a. Where are the examples of the greatest innovation and intervention happening?
 - i. How might they translate to Detroit and how can they be improved upon?
 - b. What are the resources that PFC can tap into to stay connected and exchange best practices with peers nationwide?
 - c. What developers have partnered on projects elsewhere and how were those partnerships successfully structured?



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Group 1 – Housing Typology:

Samantha Jenkins - Effect Detroit - sj@villagedetroit.org

Marcia Spivey - Buildings that Build Community Development - marcia4district3@gmail.com

Rashad Thompson - DLBA - rharrist4@gmail.com

Ethan Dome - Quinn Evans - edome@quinnevans.com

Megan Hon - Hobbs & Black - mhon@hobbs-black.com

Group 2 – Neighborhood Data, Demographics and Resources:

Madison Schillig - DEGC - madisonschillig@gmail.com

JP Manslof - City of Detroit - jp.mansolf@detroitmi.gov

Toni Jennings - Abode Detroit - toni@abodedetroit.com

David Palmer - Consultant - david@dcpalmer.com

John Quaine - SmithGroup - john.quaine@smithgroup.com

Group 3 – Site Planning:

Mara Braciszewski - McKenna - mbraciszewski@mcka.com

Eric Eckler - SME - Eric.Eckler@sme-usa.com

Milo Madole - Cousino Law - milo@cousino.law

Trevor Wilson - Bedrock - trevorwilson@bedrockdetroit.com

Angela Wyrembelski - Quinn Evans - awyrembelski@quinnevans.com

Group 4 – Financing Mechanisms:

Emily Petz - Upjohn Institute - Emily.k.petz@gmail.com

Eileen Iannone - Bedrock - eileeniannone@bedrockdetroit.com

Steve Schimpke - Cunningham-Limp Development - sschimpke@clc.build

Ryan Will - Bedrock - ryanwill@bedrockdetroit.com

Chris LeFlore - Kresge - cleflore32@gmail.com

Group 5 – Innovation and Best Practices:

Nat Zorach - The Handbuilt City - nathaniel.zorach@gmail.com

Bobby Lewis - Lewis Holdings Development LLC - askforbobby.realtor@gmail.com

Aaron Mondry - Outlier Media - aaron.mondry@gmail.com

Adam Steuer - Versa Real Estate - afsteuer@gmail.com

Robert Aydukovic - MSU - aydukov2@msu.edu

Eric Smith - Bedrock - ericsmith@bedrockdetroit.com