

CHALLENGE. *DETROIT*

LIVE / WORK / PLAY / GIVE / LEAD



Annual Report 2013 / 2014



This isn't just any fellowship program.

This is a new model for attracting and retaining talent to reinvigorate a great American city. Challenge Detroit provides next-generation leaders the opportunity for employment, coupled with the chance to partner with area nonprofits each week to positively impact the city.

Through the Fellows' experiences in Challenge Detroit, the city and the region are reflected as a place where people cannot only successfully give, but where they can also successfully live. Their experiences are shared and amplified through social media, regular blogging, events and other media to provide people in the region, around the country and across the world a positive, balanced view of Detroit.

This is Challenge Detroit.

CHALLENGING THE
STATUS QUO

CONTENTS

THE IDEA	06 <i>What we do</i>
	07 <i>How we do it</i>
	08 <i>Changing perceptions</i>
THE FELLOWS	10 <i>Getting to know our fellows</i>
	12 <i>Attracting and retaining</i>
THE COMPANIES	14 <i>Employing the future</i>
THE CHALLENGES	16 <i>Dedicating our hands, heads and hearts to serve</i>
	18 <i>Challenge #1</i>
	20 <i>Challenge #2</i>
	22 <i>Challenge #3</i>
	24 <i>Challenge #4</i>
	26 <i>Challenge #5</i>
	28 <i>Challenge #6</i>
THE EXPERIENCE	30 <i>Growing the population and retaining the best</i>
	32 <i>Going above and beyond</i>
	33 <i>Exploring what the future holds</i>
WITH GRATITUDE	34 <i>Thanking those who have made Challenge Detroit possible</i>

THE IDEA

What we do.

- Attract and retain innovative, college-educated professionals to the greater Detroit area by promoting and supporting the positive attributes and abundant opportunities within the city and the neighborhoods
- Portray Detroit and the surrounding region as a place people can live, work, play, give and lead
- Contribute to the revitalization efforts of the city and region



How we do it.

- Launch a local and national recruitment effort to raise awareness of Challenge Detroit and the amazing opportunities in the city
- Act as a platform to share balanced and positive messages about Detroit, showcasing the Fellows, companies and nonprofit partners that bring the program to life
- Create jobs and stimulate the economy by partnering with top companies to serve as hosts to Challenge Detroit's Fellows
- Further work with these companies to build partnerships that ultimately support the professional development of the local workforce while contributing positively to community impact efforts
- Spearhead a robust leadership program, centered around design thinking to support ongoing skill development that helps Fellows in their jobs and their work with Challenge Detroit's nonprofit partners
- Design five-week team challenge projects to leverage the power, resources and intellectual capital of Fellows to positively impact operations, fundraising, programming, marketing and other critical aspects of our nonprofit partners

We're not only making an impact, we're changing *perceptions.*

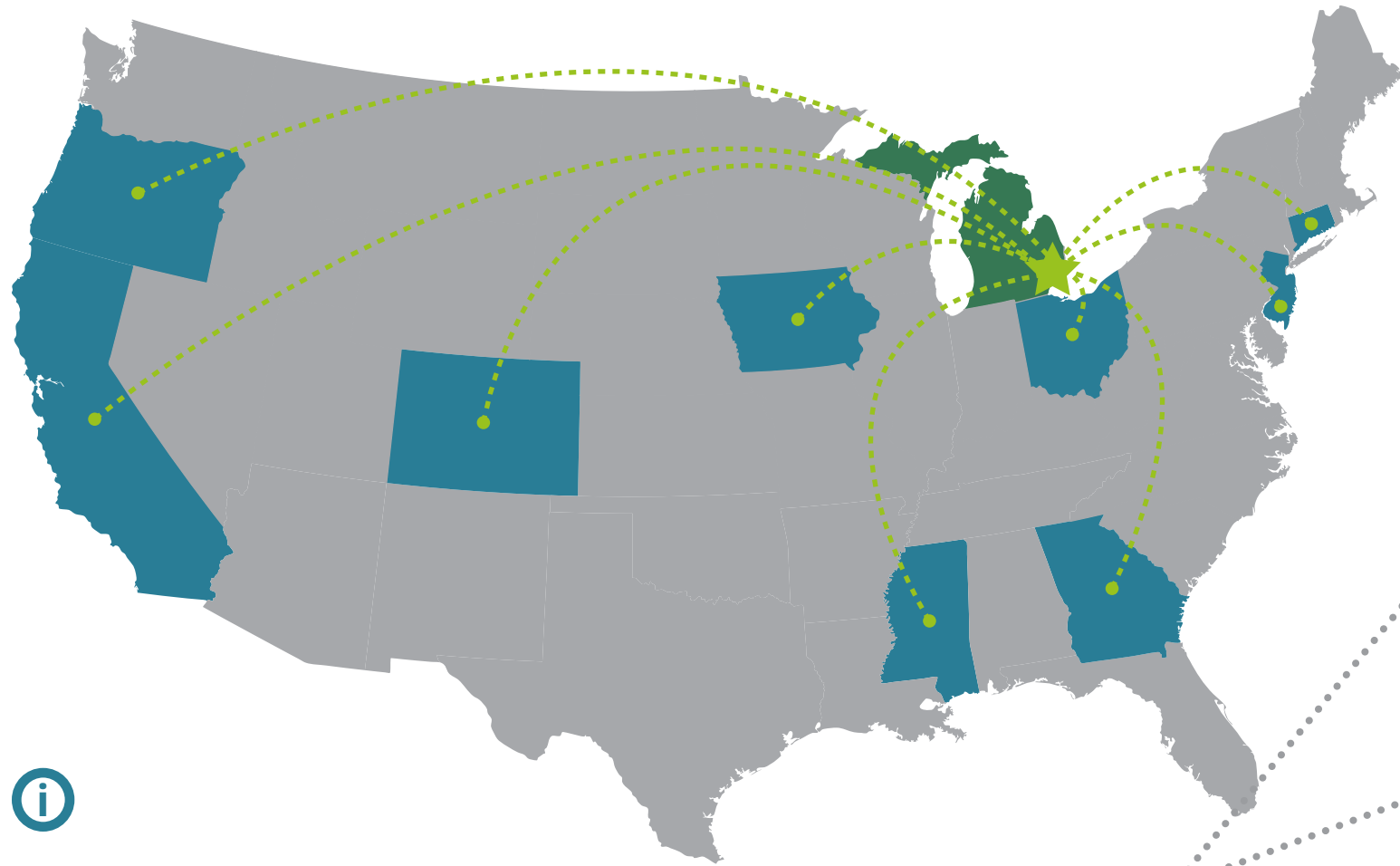
Beyond demonstrating the city and region are places where people can **live, work, play, give** and **lead**, Challenge Detroit is also spreading the word:

- Challenge Detroit's Facebook fan base is at more than **50,000** and the Twitter following is over **5,000**
- Through monthly TweetChats, Challenge Detroit has "trended" on the social network in every discussion. Through our chats, Challenge Detroit has reached over **218,000 accounts** and created nearly **1.5 million impressions**, while engaging people in important conversations about the city and region
- More than **300 blogs** have been written by Fellows and leadership, sharing first-hand stories about their experiences in Detroit
- Challenge Detroit's executive director was named one of the **top 10 people** who could save Detroit by **Governing Magazine**
- The program and, as a result, the City of Detroit, has received positive media coverage in outlets including the **Detroit Free Press, BBC, USA Today, The Atlantic, Inc. Magazine, The Associated Press, Fast Company, Next City** and numerous other local, regional national and international print and online publications, including a regular online column with the **Detroit News**



THE FELLOWS

Getting to know our fellows...



9 STATES + 2 COUNTRIES

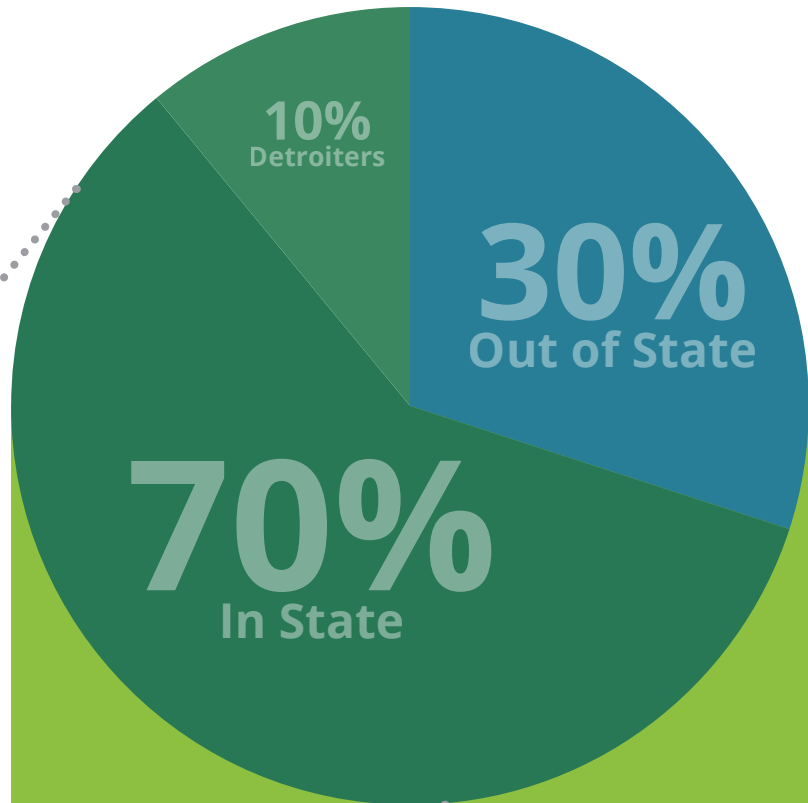
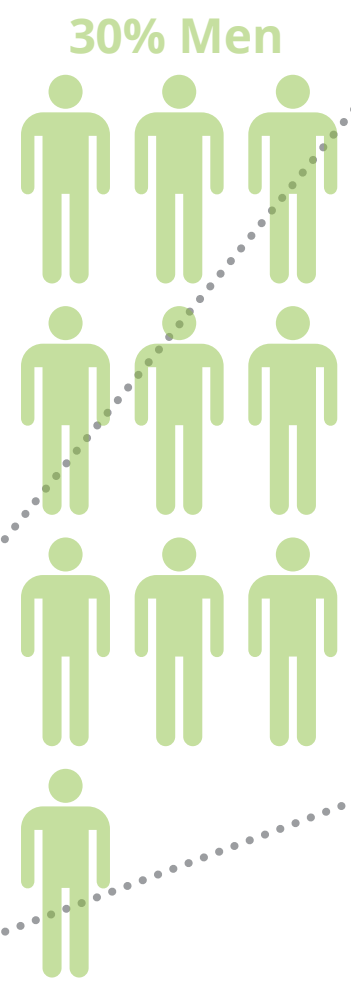


United States

- California
- Colorado
- Connecticut
- Georgia
- Iowa
- Michigan
- Mississippi
- New Jersey
- Ohio
- Oregon

Canada

Windsor, ON



Diversity of Intellect

- Urban studies • Arts and humanities
- Real estate • Economics • Global media
- Political science • Engineering
- Human resources • Spanish • Visual arts
- Environmental studies • Criminology
- Advertising design • Graphic Design
- Computer information systems
- Public policy • Journalism • Business
- Communication studies • Architecture
- Art history • Neuroscience • Hospitality
- History • Philosophy
- Mathematics • Behavioral science
- African American studies

20% advanced degrees

80% Bachelor Degrees

Attracting and retaining.



Alexandra Zisser



Alyssa Cook



Anna Balzer



Ben Newton



Laurie Asava



Max Kurek



Meagen Mazur



Meiyi Cheng



Brandi Keeler



Calyssa Lawyer



Carlos Spearman



Cody Grant



Melissa Campbell



Miguel Davis



Rosemary Williamson



Roy Yewah



Corissa Leveille



Darin Mcleskey



Elizabeth Machesky



Fares Ksebati



Ruth Mclachlin



Samantha Szeszulski



Sarah Somes



Shivani Naik



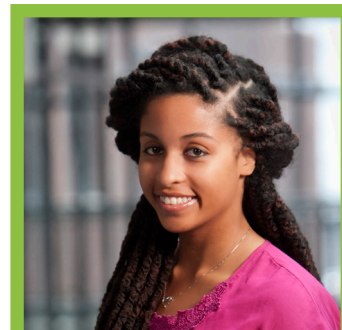
Jaber Saad



Katie Dictus



Kirsten Bondalapati



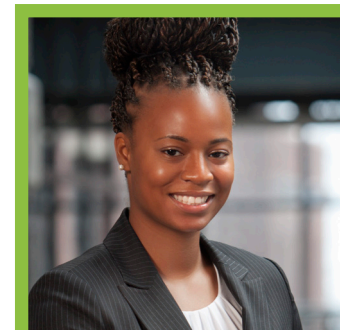
Kyla Elise Taylor



Thomas Schuelke



Tiandra Nicole Hodge



Tiara Adams

THE COMPANIES

Employing the future.

Our program is made possible by the **host companies** who employ our Fellows each year in **unique** and **innovative** roles at their **start-ups, nonprofits, small businesses** and **major corporations**.

2013/2014 Host Companies:



GM created a position for our Fellow focused on innovation, the United Way of Southeastern Michigan had their Fellow design new initiatives around creative thinking, and the Detroit Lions charged their Fellow with helping to lead community marketing and outreach efforts.

THE CHALLENGES

Dedicating our hands, heads and hearts to serve.

The heart of the Challenge Detroit program and a key driver of successfully attracting talent and impacting the community are the **team challenges**. Every Friday, Fellows come together and work in teams to generate **innovative** and **meaningful** solutions to **pressing challenges** and **opportunities** facing our Challenge Detroit **nonprofit partners** and the **communities** they serve.



During year two, Fellows participated in six challenge projects in various neighborhoods, supporting the individuals who call Detroit home and the organizations that make a difference here. Whether focusing on homelessness, walkability or neighborhood activation, the varied backgrounds and skills of the Fellows challenge the future of Detroit. These projects build nonprofit organizational capacity by offering consultation and innovation with top talent at no cost.



Challenge Detroit has developed a multi-step process used to scope, plan, and execute challenges with nonprofits that will most effectively leverage Fellows' talent while achieving optimal impact. Fellows are trained in a design thinking framework. They work on teams and use project management skills to complete each challenge over a five-week period. A key element to each project, and to the design thinking method, is empathy; the Fellows participate in immersive experiences to understand the needs of the organizations,



individuals and communities they are serving through each project. Challenge Detroit has refined the process, tools and frameworks used to deliver on innovative team challenge projects.

At the end of each project, the nonprofit partner is provided with a comprehensive set of deliverables ranging from marketing and fundraising campaigns to organizational strategies and assessments to video and other storytelling pieces. The nonprofits then leverage these deliverables both internally and externally.

Each challenge is an in-kind donation of approximately \$20,000 in Fellow time. Outside of the Friday collaborations, Fellows have contributed over 2,000 service hours and counting to the greater Detroit area through volunteerism.



CHALLENGE #1: NEIGHBORHOOD ACTIVATION



Bleeding Heart Design Detroit Collaborative Design Center

Bleeding Heart Design is an organization that advocates the use of human centered design methods to inspire people to become more altruistic by using public art, design and architecture as a conduit for social change.

Project Overview:

During this challenge, Fellows helped Bleeding Heart Design expand its scope of work, knowledge of the neighborhood and capacity by contributing to creative design projects and related research in the target community.

The Challenge:

Fellows were divided into nine teams of different disciplines to help redevelop a property in Lindale Gardens. They created media and marketing strategies to promote the new community space and developed a community-wide event to bring the neighborhood together.

Outcomes:

The Fellows transformed a once overgrown and blighted lot on the corner of State Fair and Coventry into a welcoming community gathering space. They were able to activate this corner of the community with a neighborhood barbecue that featured food, music, a moonwalk for the kids and a bonfire for marshmallow roasting. Their research now serves as a framework that will help foster future initiatives for Bleeding Heart Design and the community.



Challenge #1



MULTI-MODAL TRANSPORTATION



Mode Shift: Move Together

Mode Shift is an online hub that provides valuable news and information on topics ranging from urban planning and public health to street design, biking safety, social equality issues and transportation legislation.

Project Overview:

During this challenge, Fellows helped Mode Shift design a plan and create solutions to allow Detroit to be a more walkable and bikeable city.

The Challenge:

Fellows were divided into three teams to research and develop plans to increase the number and functionality of bike parking and create a map for bike lanes through the city.

Outcomes:

The Fellows connected with local community members to better understand what they envisioned for bike infrastructure and safety in Detroit. Based on feedback, they designed an innovative map of bike-friendly routes in the city proper, created a bike safety brochure, and recorded a radio public service announcement highlighting bike safety and awareness for the community. They also designed a variety of bike rack options and a bike parking plan for the city.



Challenge #2



HOMELESSNESS AND AFFORDABLE HOUSING



COALITION ON TEMPORARY SHELTER

Coalition on Temporary Shelter (COTS) is an organization dedicated to alleviating homelessness in Detroit by providing an array of services that enable people to achieve self-sufficiency and obtain quality affordable housing.

Project Overview:

During this challenge, Fellows helped COTS increase their awareness and stakeholder involvement.

The Challenge:

The Fellows were divided into five teams to establish stakeholder groups, engage stakeholders and design creative campaigns to attract new donors, better support the individuals served by the organization, cultivate existing relationships and increase overall recognition of the organization's missions and services.

Outcomes:

The Fellows were able to connect with staff, volunteers, partners, supporters, and residents of COTS to learn more about homelessness and its impact on Detroit. They developed marketing and fundraising campaigns aimed at sharing the different stories and perspectives of COTS' stakeholder groups to increase an overall awareness and understanding of the organization.



Challenge #3



COMMUNITY INNOVATION



826MICHIGAN; GREEN LIVING SCIENCE; FOCUS:HOPE; THE MICHIGAN URBAN FARMING INITIATIVE; SOUTHWEST RIDES



This Challenge incorporated work with five nonprofits: 826michigan, Green Living Science, FOCUS:HOPE, The Michigan Urban Farming Initiative (MUFI) and Southwest Rides.



Project Overview:

During this challenge, Fellows helped the nonprofits to think strategically about their impact on the community and how to launch, grow and strengthen their organizations in Detroit.



The Challenge:

The Fellows were divided up into five teams, each assigned to a project with a nonprofit in Detroit. They created business plans, developed program materials, supported grand-openings and provided implementation steps for an organization move.



Outcomes:

Challenge Detroit supported 826michigan's next steps for a Detroit location by developing a business plan that included the organization's goals and strategies for a Detroit launch, including funding, volunteer outreach, event design and build-out plans.

Challenge Detroit provided research, guidance, recommendations and support in the marketing, space renovation and outreach for the Focus:HOPE Business Studio's (co-working space) launch and grand-opening.

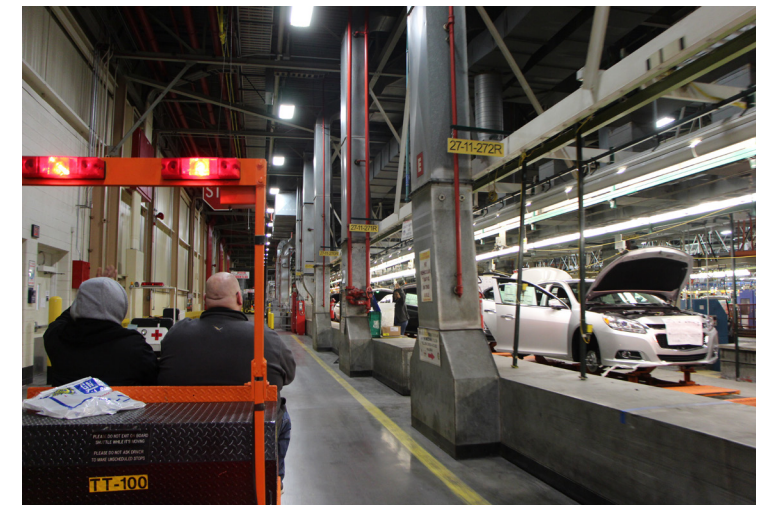
Challenge Detroit assisted with the creation of an entirely new recycling

program for businesses as part of Green Living Science's services. Fellows conducted research about businesses and recycling in Detroit, resulting in program materials and a proposal for how to effectively pitch the recycling program to local businesses.

Challenge Detroit supported MUFI (in collaboration with their project partners including General Motors) with preparations for the build and launch of a shipping container house on their farm, which included marketing, maintenance plans, a kickoff event, and some physical construction aspects of the container.

Challenge Detroit reviewed the Southwest Rides business plan and provided recommendations and implementation steps for the operational roles, strategies, and procedures of the organization to help support the move / opening of a new space.

Challenge #4



URBAN CONNECTIVITY



THE DETROIT RIVERFRONT CONSERVANCY

The Detroit RiverFront Conservancy (“the Conservancy”) is a nonprofit organization founded in 2003 by civic, community and public leaders who took the lead in putting together a plan to develop public space on Detroit’s historic and international riverfront.

Project Overview:

During this challenge, Fellows worked to foster a stronger sense of connectivity between the riverfront region and the broader community.

The Challenge:

The Fellows were divided into four teams to leverage the Conservancy’s combined resources to further the mission to revitalize Detroit’s riverfront region through a cohesive strategy of community engagement.

Outcomes:

The Fellows designed an innovative map and menu of programs that identifies itineraries for spending time on the riverfront to make it a more attractive and accessible destination for the community. Fellows also designed and installed a community art project on the Dequindre Cut encouraging passersby to share what they love about the riverfront.



Challenge #5



BLIGHT ELIMINATION



DETROIT FUTURE CITY

Detroit Future City (DFC) is a strategic framework for the city's posterity that seeks to move the meter on economic growth, land use improvement, infrastructure revitalization and blight removal.

Project Overview:

During this challenge, Fellows provided an 'on the ground' picture of how to enrich the City of Detroit by eliminating neighborhood blight.

The Challenge:

The Fellows were divided into six groups that worked toward solutions to improve quality of life for residents in five neighborhoods by creating services and resources to support short- and long-term blight elimination.

Outcomes:

The Fellows created plans and solutions for blight elimination that included DFC framework-inspired suggestions and a visual exhibit highlighting the five neighborhoods. This exhibit and their key takeaways were displayed in the Detroit Future City Implementation Office.



Challenge #6



THE EXPERIENCE

Growing the population and retaining the best.

Immersion in Detroit's rich **cultural** and **social** scene is a cornerstone of living in Detroit. Challenge Detroit works with Detroit **Passport to the Arts** and Fellows have the opportunity to **embrace** Detroit's **unique qualities**. They attend **concerts** and **theater performances** and experience the city **hands-on** through **art tours** and **workshops**.

2013/2014 Cultural Partners:





Going above and beyond.

Challenge Detroit is about **attracting** and **developing leaders** who will **shape the future** of the city. Each month, Challenge Detroit develops and hosts **leadership programming** for the Fellows covering topics ranging from **diversity and inclusion** to **preparing for a career** following the program.



To date the program has:

- Attracted thousands of applicants from Detroit, the region, the country, and across the world - 60% of Fellows selected for both years were from Michigan and 40% were from out of state
- Attracted educated talent where 100% of Fellows have held undergraduate degrees and 25% of those Fellows have held advanced degrees
- Attracted young, diverse talent where 100% of Fellows have been 35-years of age or under and ethnically diverse
- Retained 90%+ of Fellows during the course of each program year, and of those retained, 90%+ of Fellows from each year stayed in Detroit following the program
- Supported 90% of inaugural Fellows in securing a job immediately following the program where approximately 50% stayed with their host company, several gained employment through the Challenge Detroit network, and many launched their own ventures



Exploring what the future holds:

When the program began in 2012, Detroit was at the height of its economic downturn. Population declines were at their highest in recent history and the city was on the brink of bankruptcy. Challenge Detroit was positioned to become part of the solution.

While there is still significant work to be done, the success of Challenge Detroit has closely mirrored the success of the city. Apartments in Midtown are at almost 100 percent occupancy, the bankruptcy proceedings concluded near the end of 2014 and companies including Fifth Third Bank, Meridian Health Plan, Blue Cross and Quicken Loans have all recommitted themselves to Detroit, moving hundreds of thousands of employees downtown.

During this time, Challenge Detroit has proven that by combining opportunities to give back through living and working in Detroit, both individuals who grew up in the city will stay, and new comers will move to Detroit. And, not only will people come, they will plant their roots and build a network that will keep on giving. While Year Two Fellows were making an impact through the program, the first alumni class of inaugural Fellows continued leading within their companies and the community: they provided mentorship to Year Two Fellows, dedicated their time to the program and others within the city through volunteerism, and five even launched their own nonprofits or businesses.

WITH GRATITUDE

Challenge Detroit has proven a **successful model**, now it's time to **evolve** and **support** the city in this **new chapter**.

Staff:



Deirdre Greene Groves
Executive Director



Shelley Danner
Program Director

Board of Directors:

- **Frank Angileri**, Brooks Kushman
- **Craig Bierley**, Cadillac
- **Natalie Bruno**, Detroit Chamber Winds & Strings
- **William Hall**, Chrysler
- **Emily Hay**, Hay There Social Media
- **Hugh Mahler**, Starting With One project
- **Tom Mark**, Detrex
- **Tracey McCaghy**, Mosher Dolan, Inc.
- **Mitch Mondry**, M Group LLC
- **Doyle Mosher**, Mosher Dolan, Inc.
- **Brian Nuno**, DTE Energy
- **Glenn Oliver**, H2bid.com
- **Mike Quinn**, Boston Consulting Group
- **Jay Sawmiller**, Johnston Lewis Insurance
- **Tyler Tennent**, Dawda Mann
- **Jim Worth**, Formcode Design Group

Thanking those who have made Challenge Detroit possible:

Sponsors:

>\$100,000

- Mr. Donald Foss
- Pure Michigan, Michigan Economic Development Corporation

\$10,000-99,999

- MGM Grand Detroit
- Mr. and Mrs. Frank Angileri

\$1,000-9,999

- | | | | |
|-------------------------------------|--|----------------------|---|
| • Dawda, Mann, Mulcahy & Sadler PLC | • Eugene & Sheila Mondry Family Foundation | • Mr. Doyle Mosher | • Ms. Stephanie Bergeron |
| • DTE Electric Company | • Hay There Social Media | • Mr. Hugh Mahler | • Mr. Thomas Mark |
| • DTE Energy Foundation | • Mr. and Mrs. Chris McCaghy | • Mr. J. Himmelspach | • Mr. Tyler Tennent |
| • Birmingham Country Club | | • Ms. Lindsay Mosher | • William Hall & Susan Dobel Hall Family Foundation |
| | | • Ms. Natalie Bruno | |
| | | • Mr. Robert Bierley | |
| | | • Siren PR LLC | |

\$500-999

- | | | | |
|-------------------------------|-------------------------------|-------------------------------|------------------------------|
| • Boston Consulting | • Mr. and Mrs. Gregory Greene | • Mr. and Mrs. Matthew Groves | • Templeton Building Company |
| • Mr. and Mrs. Charles Jacoby | • Ms. Linda Silverstein | • Mr. Phillip Fisher | • Utopia Foundation |
| • Mrs. Cindy Mosher | | • Stelan Realty | |

<\$499

- | | | | |
|------------------------------|------------------------|-------------------------------|---|
| • Encore Packaging | • Ms. Kristin Schuelke | • Mr. Scott Lowe | • Mr. William Balzer and Mrs. Margaret Lockhart |
| • Ms. Anne Berlucchi | • Mr. Luiz Perez | • Ms. Sherri Dagastino | |
| • Ms. Gail Mondry | • Mr. Mark Farlow | • Mr. and Mrs. Stephen Molina | |
| • Mr. and Mrs. Gerald Danner | | | |
| • Ms. Irene Crile | | | |
| • Mr. Isaac Gilman | | | |
| • Mr. Joshua Opperer | | | |
| • Ms. Katherine Wilkinson | | | |

THANK YOU TO ALL OF OUR SUPPORTERS



CHALLENGE *DETROIT*

LIVE / WORK / PLAY / GIVE / LEAD

©2016 Annual report by
Challenge Detroit Alumni Fellows:
Bryce Gamper, Year One
Elizabeth Grabowski, Year Three