

SIX YEARS IN REVIEW

IMPACT REPORT
2017-2022



**HUDSON
WEBBER
FOUNDATION**

ABOUT THE FOUNDATION

The Hudson-Webber Foundation is a private, independent grantmaking organization with an enduring mission to improve the quality of life in Detroit by supporting organizations and institutions that move the city forward. It was founded in 1943 with major contributions from Eloise and Richard H. Webber, other members of the Webber family, and the J.L. Hudson Company. The Hudson-Webber Foundation stands as proud testimony to the founding donors' key ideals, values, and philanthropic aspirations for civic and social contributions to the Detroit community.

The Foundation is governed by a 14-member Board of Trustees, with assets of approximately \$190 million; it has contributed over \$200 million to improve the quality of life in Detroit.

The missions of the Foundation:

ARTS & CULTURE

BUILT ENVIRONMENT

COMMUNITY & ECONOMIC DEVELOPMENT

SAFE & JUST COMMUNITIES

The Foundation also makes grants to bolster policy and research that advances its mission areas. Grantmaking and other strategic activities aim to empower human capital, stimulate the vitality of place, seek innovative approaches that lead to increased prosperity for new and existing Detroiters, and address persistent racial inequities and structural barriers to opportunity.

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(As of December 2022)

DEAR FRIENDS AND PARTNERS,



JENNIFER HUDSON PARKE



MELANCA CLARK

Six years in, and as the city began its emergence from the global pandemic, we decided that the time was right to go beyond our internal evaluation review, conducted annually, to look at the Foundation's overall progress and better understand the impact of the Foundation's strategies, place-rooted in Detroit.

We are pleased to present the Hudson-Webber Foundation *Six Years in Review: Impact Report 2017-2022*, which documents and reflects on the work of the Foundation from 2017 to 2022. In 2017, amidst major progress in the recovery of the city, the Hudson-Webber Foundation embarked on a strategy review to ensure that the Foundation would continue to meaningfully contribute to its mission of improving the quality of life of Detroiters. Trustees approved a new strategic framework that encompassed objectives for each of the Foundation's four missions: Arts & Culture, Built Environment, Community & Economic Development, Safe and Just Communities, and, as well as our Policy work. This framework placed a strong emphasis on addressing persistent racial inequities and dismantling structural barriers to opportunity.

Six years in, and as the city began its emergence from the global pandemic, we decided that the time was right to go beyond our internal evaluation review, conducted annually, to look at the Foundation's overall progress and better understand the impact of the Foundation's strategies, place-rooted in Detroit.

The result of our exploration, a first of its kind for the Foundation, is contained in this report. This review documents the Foundation's strategies and objectives across its mission areas and policy work, as well as the impact of the grants and initiatives that the Foundation supported to advance these goals. An important component of the review was also engaging grantee partners and other stakeholders in a dialogue about the impact of the Foundation's investments for the purpose of gathering insights on how we can further strengthen our work to support Detroiters in achieving shared prosperity.

We express our heartfelt appreciation to all who participated in the review, and whose insights and feedback will continue to be invaluable in helping to shape the direction of the Foundation's work. This report also presents us an opportunity to acknowledge and celebrate the remarkable contributions of our non-profit grantee partners who have been instrumental in driving positive change in Detroit.

As the Foundation looks forward to its next chapter, it will remain committed to its mission, and the growth of a vibrant city that provides opportunities for all Detroiters to prosper. Our Trustees and staff embrace the challenges that lie ahead and look forward to continued collaboration with our partners and stakeholders.

Sincerely,

A handwritten signature in black ink that reads "Jennifer Hudson Parke".

Jennifer Hudson Parke, Board Chair

A handwritten signature in black ink that reads "Melanca Clark".

Melanca Clark, President & CEO

ABOUT THE REPORT

This six-year impact report is the result of a comprehensive review of Hudson-Webber Foundation's grantmaking and strategic activities between 2017-2022.

It was initiated by Hudson-Webber Foundation's Board of Trustees to:

1.

Better understand the impact of the Foundation's strategy, place-rooted in Detroit.

2.

Document and reflect on lessons learned from grantees and key external stakeholders.

3.

Inform the ongoing development of Hudson-Webber Foundation strategies and objectives moving forward.

This report will tell readers:

- **Why** Hudson-Webber Foundation adopted a new strategic framework in 2017
- **How** the strategic framework drove work within the Foundation's mission areas and the policy and research arena to impact communities and improve the quality of life in Detroit

The report also shares Hudson-Webber Foundation's

- guiding principles,
- its commitment to racial equity,
- what lies ahead for the Foundation and its grantmaking.

As part of the Impact Review, in-depth interviews of the Foundation's grantees and stakeholders were conducted by external evaluation consultants Dr. Shawna J. Lee and Sue Ann Savas, School of Social Work, University of Michigan.

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A STRATEGY REVIEW & REFLECTION

WHY UNDERTAKE A STRATEGY REVIEW

In 2017, amidst the hiring of a new president and CEO, and major progress in the recovery of the city, Hudson-Webber Foundation embarked on a strategy review to ensure that the Foundation could continue to meaningfully contribute to its mission of improving the quality of life of Detroiters.

A Strategic Framework was created that included four guiding principles for the Foundation's investment and activities.

MAKING SENSE OF THE RESULTS

Informed by the four guiding principles, including the principle of addressing racial inequity and structural barriers to opportunity, an updated strategic framework was developed by Hudson-Webber Foundation's staff and Trustees.

GUIDING PRINCIPLES

The Hudson-Webber Foundation has four guiding principles for its investments and activities:

1.
empower human capital

2.
stimulate the vitality of place

3.
seek innovative approaches that lead to increased prosperity for new and existing Detroiters

4.
address persistent racial inequities and structural barriers to opportunity

The Hudson-Webber Foundation has sought to advance these guiding principles by focusing funding priorities on its four mission areas: Arts and Culture, Built Environment, Community and Economic Development, and Safe and Just Communities, as well as grant making in the area of policy and research.

A VISION FOR SHARED PROSPERITY	MISSION AREAS	OBJECTIVES
<p>Mission To improve the quality of life in Detroit.</p> <p>Desired Outcome The growth of a vibrant city that provides opportunities for all Detroiters to attain prosperity.</p> <p>Guiding Principles</p> <ol style="list-style-type: none"> empower human capital stimulate the vitality of place seek innovative approaches that lead to increased prosperity for new and existing Detroiters address persistent racial inequities and structural barriers to opportunity <p>Strategies</p> <ul style="list-style-type: none"> Build organizational capacity and effectiveness. Weave robust cross-sector networks. Define and drive narrative. Foster a supportive policy environment. 	<p>Arts & Culture</p>	<ol style="list-style-type: none"> To increase the capacity of the arts sector to deliver quality, accessible, and engaging cultural programming. To increase the diversity of voices reflected in the arts and culture sector in Detroit. To increase the positive contributions of the arts and culture sector to the health and vitality of our communities.
	<p>Built Environment</p>	<ol style="list-style-type: none"> To increase the prevalence of high-quality physical spaces in neighborhoods (housing, parks, community facilities, etc.) that are intentionally inclusive, accessible, connected, diverse, and achieve operational sustainability To have the built environment in Detroit reflect and enhance our diverse cultures, shared identities, and highest aspirations for our community To strengthen the field of practitioners that supports the creation and stewardship of high-quality physical spaces.
	<p>Community & Economic Development</p>	<ol style="list-style-type: none"> To strengthen the local economy that supports quality jobs for all Detroiters To provide high opportunity and quality of life for residents in Detroit neighborhoods To support racially and economically diverse and interconnected Detroit neighborhoods
	<p>Safe & Just Communities</p>	<ol style="list-style-type: none"> To reduce crime incidents and victimization through innovative racially equitable strategies that improve community well-being To strengthen relationships between law enforcement and Detroit residents to enable the co-production of public safety To deter crime and reduce recidivism through effective diversion and reentry interventions
	<p>Policy & Research in Support of our Mission</p>	<ol style="list-style-type: none"> To build a field of policy, advocacy, and research organizations by strengthening their capacity to address critical social, economic and community issues To reduce policy barriers that hinder the realization of desired outcomes at scale To increase the awareness of issues affecting the Foundation's mission areas and desired outcomes among local civic leadership, political leadership, and/or the public To commission timely and relevant research and data collection aligned with the Foundation's mission areas that will inform policies and funding decisions affecting Detroit

Ensuring a culture of inclusion and equity has permeated Hudson-Webber Foundation's work over the past six years. Part of this focus has been to identify partners in this work, across every mission area, and lift up the way they reduce barriers to inclusion to benefit the whole city and region.

REFLECTIONS FROM THE TRUSTEES

When undertaking the 2017 strategic review, Hudson-Webber Trustees had the opportunity to reflect on the Foundation's history across its core mission areas and to review its assets – both financial and reputational. They assessed the work the Foundation had done to foster growth, particularly in the downtown and Midtown areas, which helped create conditions to attract new business to enter the city.

The Trustees acknowledged that while the growth of new business had been important to Detroit's turnaround, many in the city felt left behind by those changes.

There was consensus that in order for Detroit's full recovery to come to fruition and sustain itself, it needs to reach all Detroiters. All residents – including historically marginalized populations – need to be integrated into and benefit from the economic progress the city makes.

A statement articulating the Foundation's commitment to equity was approved by the Board in June of 2023.



PHOTO CREDIT: BRIAN DAY

THE FOUNDATION'S COMMITMENT TO EQUITY

The Hudson-Webber Foundation has followed a strategic framework to work towards shared prosperity in Detroit, which includes addressing persistent racial inequities and structural barriers to opportunity. To advance these objectives, the Foundation is committed to understanding the roots and consequences of structural inequity for historically underserved groups within Detroit, the community we serve, and, consistent with our mission, to continuing to focus our grantmaking strategies to address historical and current structural issues that limit opportunities for Detroiters, including, in particular, racial inequity. The Foundation is also committed to expend the time, effort and resources necessary to develop our internal Diversity, Equity and Inclusion capacity, and to support policies and programs that increase opportunity for all. We, Trustees and staff, strive to be active and consistent champions for equity, acting with humility and a recognition that this work requires continual learning.

This language is derived in large part from a helpful self-assessment tool utilized by the Hudson-Webber Foundation Board to gauge our DEI competency and commitments. See Council of Michigan Foundation's Equity: Is Your Foundation Ready to Invest in Building Opportunity for All – (2016) available at <https://www.inphilanthropy.org/sites/default/files/resources/CMF-Equity-Is-Your-Foundation-Ready-to-Invest-In-Building-Opportunity-For-All-2016.pdf>.

DOING THE WORK: 2017 - 2022

Impact on Detroit: More than 240 grants and \$36.5 million to improve the quality of life for Detroiters. Over the past six years, the Hudson-Webber Foundation has approved between \$4 – 7.5 million in new grants each year, resulting in 40 - 50 active grants annually, many of which were multi-year commitments.

The Strategy Framework developed in 2017 was followed by six years of intensive grantmaking, convening, partnerships, and leadership by the Hudson-Webber Foundation.

The impact of those years are covered in this report.

2017 – 2022

ALL GRANTS APPROVED

\$36,510,550

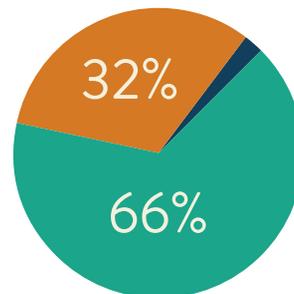
NUMBER OF GRANTS

241

MEDIAN GRANT SIZE

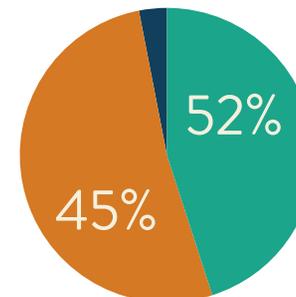
\$75,000

NUMBER OF GRANTS



OPERATING GRANTS

GRANT DOLLARS



PROJECT GRANTS

OTHER

The pages that follow show collected data and related information on the Foundation's impact.

Note: This data includes grants approved by the Board of Trustees in the 2017-2022 period, not all grants administered during this time. The data also does not include trustee-directed giving, or the Hudsonian Assistance Program, which supports former Hudson employees with basic needs.

ARTS & CULTURE



Access to art and cultural experiences is vitally important to quality of life. The arts connect us with each other, deepen our understanding of ourselves, have the power to transform communities, and are an important economic asset for Detroit and surrounding communities.

The ability to access arts and culture experiences should not be a luxury or a privilege, but something that is integrated into the lives of all Detroiters. The Foundation has organized its arts and culture investments around three priorities: building organizational capacity, field-building through intermediaries, and investing in transformational projects.

CHALLENGES

The COVID-19 pandemic brought unprecedented disruption to arts and culture organizations. Uncertainty for the sector has followed with difficulties related to supply chains, inflation, labor, financial markets, and decreased reliability of demand for live programming.

The pandemic also brought to light systemic issues of inequality and exclusion in the arts and culture sector and beyond. For some in the sector, this has highlighted the need to reach diverse audiences and build a more inclusive workforce. Others have focused on harnessing the sector's power to build resiliency and social cohesion in communities and address persistent societal problems, including issues of injustice.

In this environment, arts and culture organizations have had to be innovative and adaptive to survive and thrive. To remain relevant and sustainable, organizations have been called upon to be creative in their programming, delivery methods and funding strategies, and to embrace new technologies and partnerships.

OBJECTIVES

1.

To increase the capacity of the arts sector to deliver quality, accessible, and engaging cultural programming

2.

To increase the diversity of voices reflected in the arts and culture sector in Detroit

3.

To increase the positive contributions of the arts and culture sector to the health and vitality of our communities

INVESTMENTS

TOTAL FUNDING OVER 6 YEARS

\$6,329,500

NUMBER OF GRANTS

102

MEDIAN INVESTMENT

\$45,000

GRANTEES

Allied Media Projects Inc. - \$195,000 for Detroit Arts Support Round 1 and 2¹

Arab-American National Museum \$155,000 for operating support, Detroit Arts Support Round 1 and 2

Arts League of Michigan Inc. \$135,000 for Detroit Arts Support Round 1 and 2

BasBlue Inc. - \$50,000 for The Art of BASBlue program expansion

College for Creative Studies \$135,000 for Detroit Arts Support Round 1 and 2

Cranbrook Educational Community \$5,000 for operating support

CultureSource - \$947,000 for operating support, implementation of Creators of Culture, Administration of Detroit Arts Support Round 2, Detroit Arts Support Round 1 and 2, COMEBACK-A Bankruptcy Documentary by History Making Productions, and Creators of Culture Program

Detroit Artists Market - \$90,000 for operating support, Detroit Arts Support Round 1 and 2

Detroit Educational Television Foundation - \$20,000 for operating support (Serving the City of Detroit)

Detroit Historical Society - \$390,000 for operating support, Detroit Arts Support Round 1 and 2

Detroit Opera - \$335,000 for operating support, Detroit Arts Support Round 1 and 2, and to support the Blue Opera performance.

Detroit Public Library Friends Foundation, Inc. - \$60,000 for operating support, Detroit Arts Support Round 1

Detroit Public Schools Foundation - \$50,000 for Science Enrichment Experiences (SEE)

Detroit Public Theatre - \$130,000 for operating support, Detroit Arts Support Round 1 and 2

Detroit Sound Conservancy \$30,000 for Detroit Arts Support Round 2

Detroit Symphony Orchestra Hall, Inc. \$1,075,000 for operating support, Detroit Arts Support Round 1 and 2, and for the Educational Concert Series

Detroit Zoological Society - \$130,000 for operating support, Detroit Arts Support Round 1 and 2

Eastern Market Corporation \$25,000 for Murals in the Market Festival

Garage Cultural Inc. - \$30,000 for Detroit Arts Support Round 2

Heritage Works - \$30,000 for Detroit Arts Support Round 2

Live Coal - \$30,000 for Detroit Arts Support Round 2

¹ "Round 1" of the Detroit Arts Support ("DAS") program refers to the 2019-2021 DAS grant cycle, and "Round 2" refers to the DAS 2022-2024 grant cycle.

GRANTEES (CONTINUED)

Marygrove Conservancy - \$15,000
for Detroit Arts Support Round 1

Matrix Theatre Company Inc.
\$30,000 for Detroit Arts Support
Round 2

Metro Solutions - \$200,000 for
building capacity of the City of
Detroit's Office of Arts, Culture
and Entrepreneurship (ACE)

Michigan Science Center - \$190,000
for operating support, Detroit Arts
Support Round 1 and 2

Mosaic Youth Theatre of Detroit
\$170,000 for operating support,
Detroit Arts Support Round 1 and 2

Motown Historical Museum, Inc.
\$185,000 for operating support,
Detroit Arts Support Round 1 and 2

Museum of African American History
\$390,000 for operating support,
Detroit Arts Support Round 1 and 2

**Museum of Contemporary Art
Detroit** - \$135,000 for Detroit Arts
Support Round 1 and 2

Pewabic Society, Inc. - \$185,000
for operating support, Detroit Arts
Support Round 1 and 2

Plowshares Theatre Company
\$30,000 for Detroit Arts Support
Round 2

Sidewalk Detroit - \$56,250 for
Detroit Arts Support Round 2

Signal Return, Inc. - \$45,000 for
Detroit Arts Support Round 1 and 2

**Southwest Detroit Business
Association, Inc.** - \$15,000 for Detroit
Arts Support Round 1

Sphinx Organization, Inc. - \$170,000
for operating support, Detroit Arts
Support Round 1 and 2

The Detroit Institute of Arts -
\$75,000 for operating support,
Regional Outreach Campaign

The Heidelberg Project - \$196,250
for operating support, Detroit Arts
Support Round 1 and 2,

The Henry Ford - \$5,000 for
operating support

**We Are The Culture Creators
Nonprofit** - \$30,000 for Detroit Arts
Support Round 2

BUILDING ORGANIZATIONAL CAPACITY

The Foundation's primary investment vehicle for supporting arts and culture organizations is the Detroit Arts Support program, a joint arts grant collaboration launched by The Kresge Foundation and the Fred A. and Barbara M. Erb Family Foundation and administered by CultureSource.

Detroit Arts Support (DAS) provides three-year unrestricted operating support grants to arts and culture organizations in metro Detroit to support their capacity to deliver and sustain high-quality, accessible cultural experiences to the community.

Cumulatively, over the last six years, the Hudson-Webber Foundation has committed over three million in funding to 31 organizations through its investments in the program, with grants ranging from \$5,000 - \$100,000 per organization. Aside from the DIA millage, DAS is the largest public or philanthropic investment in southeast Michigan's arts and culture sector and has played a significant role in the stabilization of the sector through both challenging and promising times.

Outside of DAS, and building from its long-standing relationships with key institutions, the Foundation also made multi-year investments to four organizations to further support their sustainability and ability to provide world class and accessible programming to the Detroit community. These organizations include Detroit Institute of Arts, Charles H. Wright Museum of African American History, Detroit Symphony Orchestra, and the Detroit Historical Society. These institutions also received support from the Foundation through the DAS program, with the exception of the DIA, which had previously been awarded a seven-year \$2 million Woodward Circle Campaign Challenge grant from the Foundation in 2016.



DIVERSIFYING THE FOUNDATION'S ARTS/CULTURE INVESTMENTS THROUGH DETROIT ARTS SUPPORT

The Foundation's participation in DAS since 2018 has allowed it to diversify and expand its investments to reach a broader variety of artistic disciplines, make an increased investment in organizations with smaller budgets, and align with the broader values of the Foundation. It resulted in investments in more organizations that are ...

being led by people of color (76% met this criteria),

providing neighborhood-based programming (25% met this criteria), and

focusing on culturally specific art forms (33% met this criteria).

Additionally, and as a complement to DAS for smaller or less traditional organizations and artists, the Foundation invested in CultureSource's Creators of Culture program that provides direct support to artists and community groups creating over 41 arts projects in neighborhoods across the city.

CRITERIA FOR INVESTMENT IN DETROIT ARTS SUPPORT ORGANIZATIONS

The Foundation funds, specifically, organizations located in Detroit that serve one or more of the following functions:

1. **Serve as a window through which Detroiters can experience high quality arts and culture from across the nation and the world.** This includes delivering regular exhibitions, performances, and collections that are intentionally relevant and accessible to the local community.
2. **Deliver high quality arts and culture programming that reflects Detroit.** This includes organizations that steward cultural places and institutions that are uniquely Detroit and regularly deliver cultural experiences that lift authentic stories and voices of Detroit, past and present.
3. **Support the strength of the nonprofit arts and culture sector.** This includes organizations that increase collaboration, sustainability, and diversity within arts and culture organizations.



Grant decisions were further informed by the extent to which organizations display high performance or high potential toward the following priorities:

- Advancing opportunities for low-income individuals and people of color to engage in the creation or curation of arts and culture activities.
- Exemplifying a commitment to diversity among its board and staff leadership.
- Elevating the local and national profile of Detroit's arts and culture scene.

FIELD BUILDING THROUGH INTERMEDIARIES

Field building investments into intermediary organizations serving arts and culture organizations further strengthened the ecosystem and infrastructure of Detroit's arts and culture sector.

The Foundation provided support to four primary intermediaries supporting the arts and cultural sector, which include CultureSource, Design Core Detroit, City of Detroit Arts, Culture, and Entrepreneurship (ACE) Office, and Allied Media Projects. These organizations have encouraged collaboration, increased visibility, strengthened capacity, and facilitated knowledge sharing of the arts and culture sector, which have helped amplify the vibrancy and character of Detroit's cultural community within and beyond the city, region and state.



INVESTMENTS IN TRANSFORMATIONAL PROJECTS

The Foundation has used a portion of the Arts & Culture mission area funding to support time-limited projects in the arts sector that have provided accessible and high-quality programming to Detroiters.

Transformational projects that the Foundation supported included Murals in the Market (Eastern Market Partnership), the production of "Blue" at the Detroit Opera, the film documentary "Gradually, Then Suddenly: The Bankruptcy of Detroit," and the Heidelberg Project's exploration of broader community engagement and development.

PARTNER HIGHLIGHT

The Foundation awarded a grant to the Eastern Market Partnership for the purpose of supporting "Murals in the Market," a critical placemaking tool for community engagement and social cohesion for Eastern Market. The year-long project included a week-long festival that resulted in the addition of 14 new murals adding to the total of 173 murals across the District, and continued with support for art installations and maintenance.

BUILT ENVIRONMENT



The Foundation’s “Built Environment” mission area acknowledges that the physical spaces people occupy — their homes, workplaces, public spaces, parks, main streets, community facilities, and more — have a profound impact on quality of life. Everything that is built contributes to the identity and speaks to the aspirations of Detroiters.

In this mission area, the Foundation has prioritized investment in catalytic public space/public art projects, affordable housing and other projects that spur further investment in neighborhoods, with intentionality around the advancement of practices that promote inclusivity and sustainability.

CHALLENGES

Development in Detroit remains challenging in uneven neighborhood markets where property values are not keeping pace with development costs. Some neighborhoods have been victims to speculative investors who provide substandard housing at high rents. In other neighborhoods, over-assessed tax rates left many low-income households unable to keep their homes due to tax foreclosures. In neighborhoods with more stable redevelopment, affordability has been a growing issue for renters and homeowners.

There has also been an increasing call in Detroit to hold actors within the built environment ecosystem accountable to equitable development principles, namely that investment should be distributed equitably across neighborhoods that meet needs that are defined by, and provide opportunities for, residents, and that intentionally address racial and economic disparities. These principles challenge those who care about the city to not only consider whether community voice is driving investment decisions, but also whether built environment practitioners and organizational leaders reflect the diversity of the city in which they operate.

OBJECTIVES

1.

To increase the prevalence of high-quality physical spaces in neighborhoods (housing, parks, community facilities, etc.) that are intentionally inclusive, accessible, connected, diverse, and achieve operational sustainability

2.

To have the built environment in Detroit reflect and enhance our diverse cultures, shared identities, and highest aspirations for our community

3.

To strengthen the field of practitioners that supports the creation and stewardship of high-quality physical spaces.

INVESTMENTS

TOTAL FUNDING OVER 6 YEARS

\$9,305,500

NUMBER GRANTEES

31

MEDIAN INVESTMENT

\$200,000

GRANTEES

Allied Media Projects Inc. - \$250,000 for LOVE Building Redevelopment

Belle Isle Conservancy (FNA Belle Isle Women's Committee) - \$750,000 for Oudolf Garden Detroit

Chandler Park Conservancy \$200,000 for operating support

College for Creative Studies \$290,000 for DC3 - Detroit Design Festival, for Commerce Design: DETROIT Program, for Design Core Detroit's City of Design Challenge Program

Community Development Advocates of Detroit - \$5,500 for greenway community development mapping

Community Foundation for Southeast Michigan - \$100,000 for Mariam C. Noland Public Spaces Fund

Community Reinvestment Fund, USA - \$150,000 for Detroit Home Mortgage Program

Detroit Parks Coalition - \$150,000 for the launch of the Detroit Parks Coalition as an advocate and assistance provider for parks throughout Detroit

Detroit RiverFront Conservancy, Inc. \$2,500,000 for Comprehensive Campaign, support for learning trip to Atlanta Beltline

Develop Detroit, Inc. - \$750,000 for operating support

Downtown Detroit Partnership, Inc. \$810,000 for operating support

Jefferson East, Inc. - \$600,000 for Jefferson Chalmers Targeted Redevelopment Area and for operating support

Joe Louis Greenway Partnership Inc. - \$500,000 for key land acquisition for Joe Louis Greenway, startup operations

Live6 Alliance - \$325,000 for Facade Improvement Program and to expand its economic development, business support, and public safety initiatives

Local Initiatives Support Corporation - \$600,000 for Affordable Housing Leverage Fund, management capacity

Midtown Detroit, Inc. - \$800,000 for Cultural Center Planning Initiative, Midtown Cultural Corridor Planning & Design, Façade Matching Grant Program

Motown Historical Museum, Inc. \$500,000 for Motown Museum Expansion Project

Southwest Detroit Business Association, Inc. - \$325,000 for Façade Improvement Program, Small Business Technical Assistance and Commercial District Revitalization Program

United Community Housing Coalition - \$150,000 for Make it Home Program

CATALYTIC PUBLIC SPACE PROJECTS

Over the past six years, the Hudson-Webber Foundation has invested in several catalytic public space projects, including world class parks that provide both residents and visitors with high-quality options for recreation, enrichment and inclusive social interaction.

The COVID-19 pandemic underscored the significance of parks and public spaces, which initially provided an escape from the isolation of home confinement and spaces to socialize more safely with family and friends. These spaces quickly and commonly became a more permanent aspect of neighborhood and city life.

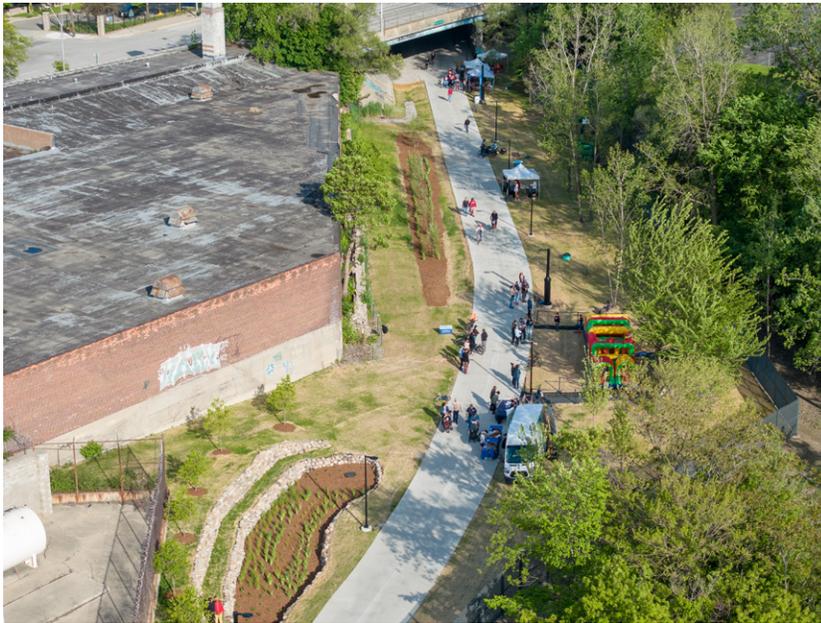


PHOTO CREDIT: NADIR ALI

PARKS & PATHWAYS

Parks and pathways that provided places to play and socialize were at the center of many of the Foundation's investments.

DETROIT RIVERFRONT CONSERVANCY

The Foundation's \$2 million grant to the Detroit Riverfront Conservancy was one of the largest single grants approved in 2017-2022. The grant was made to advance the Conservancy's vision for developing a world-class park, and to support community engagement in park planning, design and programming. It allowed for continued redevelopment and improvements to public access to 5.5 miles of the Detroit International River with recreational paths, park amenities, and spaces for inclusive recreational and cultural events.

JOE LOUIS GREENWAY PARTNERSHIP

For implementing a 27-mile recreational path through 20 Detroit neighborhoods that will spur neighborhood improvement and inclusive economic development opportunities.

DETROIT PARKS COALITION

For providing resources for funding, improvements, and programming for dozens of parks across the city through this new parks intermediary.

FRIENDS OF THE OUDOLF GARDEN – BELLE ISLE CONSERVANCY

For the Oudolf Garden project on Belle Isle.

DOWNTOWN DETROIT PARTNERSHIP

For Downtown Detroit Partnership's stewardship of inclusive public space downtown.

CHANDLER PARK CONSERVANCY

For enabling the revitalization and programming of a world-class park in a zip code with one of the highest poverty rates in Detroit.

NEIGHBORHOOD INVESTMENTS

The Foundation's Built Environment mission area supported the strategies and objectives of other mission areas, particularly the Community & Economic Development mission area, with investments that prioritized neighborhoods beyond the downtown core.

REAL ESTATE & LENDING SUPPORT

Direct real estate support provided by the Foundation included grants for affordable housing, small business build-outs, and office and other gathering spaces for several nonprofits.

QUALITY AND AFFORDABLE HOUSING

To support the availability of quality, affordable housing in desirable neighborhoods, the Foundation focused on investments in capacity and innovation in the affordable housing sector. Efforts, through multiple foundation investments, resulted in over 2,000 multifamily units of affordable rentals and 1,225 single-family homes for low- to moderate-income homeowners.

FORECLOSURE MITIGATION

Between 2009-2015, close to one-third of Detroit homeowners lost their homes to tax foreclosure due in part to unconstitutional over-assessment of their home property values. Though property tax values have been reassessed in the City, the foreclosures have impacted neighborhood stability, development, and quality of life, as well as household wealth, primarily affecting Black Detroiters. The Foundation has partnered with stakeholders addressing this issue over several years to meet the immediate needs of residents threatened with foreclosure and address systemic fixes.

The Foundation funded the United Community Housing Coalition to provide direct services to residents facing tax foreclosure, helped commission a scan identifying administrative and public policy levers for addressing tax foreclosures, and convened a series of conversations in 2019 with advocates, local government agencies, and philanthropy to develop systemic and policy fixes.

The Foundation also funded the Global Development Incubator to assess the feasibility of a compensation fund for residents wrongfully overtaxed and foreclosed. Invest Detroit was also funded to research and assess the feasibility of a new split-tax system structure in Detroit (and Michigan) that could create a more equitable property tax structure for all residents.

FAÇADE IMPROVEMENT PROGRAMS

For over a decade, the Foundation provided funding for façade improvements in Midtown through its long-time partner Midtown Detroit Inc. The façade program demonstrated that philanthropic investment could incent private investments in vibrant, attractive commercial spaces, and function as a dynamic, responsive, high-ROI tool to advance neighborhood goals.

As part of an effort to replicate this success in southwest and northwest Detroit, beginning in 2019, the Foundation helped support façade improvements with grants to Southwest Detroit Business Association (SDBA) and the Live6 Alliance (Live6). These organizations ran façade programs that leveraged Strategic Neighborhood Fund investments, and helped to ensure that long-term businesses captured and contributed to economic activity flowing from new investments and neighborhood improvements in those geographies. Between the three partners, the Foundation supported façade and property improvements for more than 45 businesses.

CREATING AFFORDABLE HOUSING OPPORTUNITIES

Beyond tax foreclosure mitigation, the Foundation made a number of investments to strengthen access to capital for housing development projects and address the affordable housing shortage in Detroit. It supported Develop Detroit, a nonprofit developer, in producing affordable renter and homeownership units in strong market neighborhoods. It also invested in Local Initiatives Support Corporation (LISC) to support the administration of Detroit Housing for the Future Fund, a citywide effort to improve and increase affordable housing units through blending state, city, and federal capital sources.

COMMUNITY & ECONOMIC DEVELOPMENT



The Foundation’s “Community & Economic Development” mission area links economic growth to strategies that intentionally connect people and communities to opportunity, acknowledging and addressing the legacy of disinvestment in poor and minority communities.

Over the past six years, the Foundation advanced two core priorities for this mission area: promoting inclusive job growth and promoting equitable neighborhood reinvestment.

CHALLENGES

The partners the Foundation has invested in are seeking to address, mitigate, or circumvent the legacy of extreme disinvestment in Detroit, which has left the city with persistent, structural barriers to economic growth.

The COVID-19 pandemic further revealed these structural barriers, as marginalized communities of color were disparately impacted by the public health and economic consequences of the pandemic. As a result, current and future economic growth will not include everyone equally unless there are significant and intentional efforts to do so. These complex and intertwined social and economic challenges present a myriad of potential intervention points, any of which alone is both necessary and insufficient to achieve the goal of broad-based shared prosperity. Fortunately, over time, the number of committed stakeholders working in alignment and collaboratively has increased. This has resulted in a growing number of organizations and initiatives that are positioned to translate philanthropic investment into meaningful progress.

OBJECTIVES

1.

To strengthen the local economy that supports quality jobs for all Detroiters

2.

To provide high opportunity and quality of life for residents in Detroit neighborhoods

3.

To support racially and economically diverse and interconnected Detroit neighborhoods

INVESTMENTS

TOTAL FUNDING OVER 6 YEARS

\$11,410,000

NUMBER GRANTEES

35

MEDIAN INVESTMENT

\$250,000

GRANTEES

Black Leaders Detroit - \$100,000 for general operating support

CHN Housing Partners - \$250,000 for Single Family Strategy

Community Development Advocates of Detroit - \$200,000 for Building the Engine

Community Foundation for Southeast Michigan - \$1,000,000 for Regional Economic Inclusion, NEI Small Business COVID-19 Relief Fund

Detroit Employment Solutions Corporation - \$400,000 for Detroit People Plan

Detroit Future City - \$350,000 for Center for Equity, Engagement & Research, Center for Equity, Engagement & Research Economic Equity Report Series

Develop Detroit, Inc. - \$1,000,000 for housing development activities

Downtown Detroit Partnership, Inc. \$150,000 for Detroit Experience Factory

E. Warren Development Corporation \$150,000 for general operating support

Eastern Market Corporation \$900,000 for general operating support

Enterprise Community Partners Detroit - \$400,000 for Emerging CDO Fund

Genesis Harbor of Opportunities Promoting Excellence - \$150,000 for Inclusive Growth Neighborhood Investment Project

Greenlight Fund Inc. - \$250,000 for the launch of GreenLight Detroit Fund II to advance economic progress for Detroiters by working with local stakeholders to bring four new social innovations to the city

Invest Detroit Foundation - \$1,450,000 for general operating support

Jefferson East, Inc. - \$125,000 for realigning and streamlining the East Jefferson Corridor Development Model

Local Initiatives Support Corporation \$1,000,000 for Equitable Impact Investment Fund, general operating support

Michigan Nonprofit Association \$300,000 for Building the Engine of Community Development in Detroit

Midtown Detroit, Inc. - \$1,850,000 for general operating support, community development activities

Renaissance of Hope Inc. - \$250,000 for general operating support

The Tuxedo Project - \$25,000 for general operating support

Tides Center - \$150,000 for Public Rights Project (fellowship)

United Community Housing Coalition - \$300,000 for Foreclosure Prevention & Neighborhood Stabilization

United Way for Southeastern Michigan - \$310,000 for Detroit Area Workforce Funders Collaborative, Economic Prosperity Investments in Detroit, Detroit Regional Workforce Fund

Wayne State University Research & Technology Park in the City of Detroit aka TechTown - \$300,000 for technical support

The Global Development Incubator Inc. - \$50,000 for Black Homes Matter initiative

INCLUSIVE JOB GROWTH

The Foundation's work on inclusive job growth prioritized small businesses, efforts to advance economic inclusion agendas within economic development organizations, and building on-ramps for excluded populations to access jobs.

SUPPORTING SMALL BUSINESSES

The Foundation targeted multi-year investments in the long-term health of small businesses, strengthening business supports, development, and advocacy. With a focus on business incubation and development, including a regional network of support specific to entrepreneurs and small businesses, the investments promoted equitable access to capital for minority business owners who were disproportionately impacted by the pandemic.

PARTNER HIGHLIGHT

The Foundation's investment in the New Economy Initiative (NEI), housed at the Community Foundation for Southeast Michigan, has helped it coordinate and leverage investment to continue to build out a regional network of support for entrepreneurs and small businesses.

NEI has served thousands of small businesses over the years, and recent data from 2021 reflect that 63% of supported businesses are women-led, 71% are led by people of color, and 60 percent are located in Detroit.



SUPPORTING EFFORTS TO ADVANCE ECONOMIC INCLUSION AGENDAS WITHIN ECONOMIC DEVELOPMENT ORGANIZATIONS

Investments to bolster the region's equitable economic development capacity included the development of shared prosperity strategies, a new center for research on economic equity, and collaborative efforts to address job access through a dynamic workforce development system.

BUILDING ON-RAMPS FOR EXCLUDED POPULATIONS TO ACCESS JOBS

The Foundation supported projects to expunge eligible criminal offenses, which removed barriers for thousands of Detroiters to access better employment and housing, and provided employment and training opportunities for justice-system-impacted Detroiters.

PARTNER HIGHLIGHT

Detroit Future City's Center for Equity, Engagement, and Research (The Center) produces relevant and accessible research focused on advancing economic equity and improved quality of life for all Detroiters. The Center pursues a vision wherein all Detroiters are meeting their unique needs, prospering, and fully and fairly participating in all aspects of economic life within a thriving city and region.

Over the Foundation's investment period, The Center produced several reports including "The State of Economic Equity in Detroit" and "The Economic Equity Dashboard," as well as held its annual Equity Forum, engaging Detroit stakeholders on new ideas for addressing equity challenges.

EQUITABLE NEIGHBORHOOD REINVESTMENT

The Foundation's equitable neighborhood reinvestment work focused on preserving and growing sources of capital that flow into neighborhoods by shaping the enabling environment to influence neighborhood investment and by advancing housing stability and affordability.

SHAPING THE ENABLING ENVIRONMENT TO INFLUENCE NEIGHBORHOOD INVESTMENT

Several community development finance partners supported by the Foundation worked directly on capital access solutions to stabilize and accelerate neighborhood development. Neighborhood-based community development organizations also received support from the Foundation to steward community vision and execute priorities.

STEWARDSHIP COMMUNITY VISION

Key to the Foundation's equitable neighborhood reinvestment strategy is working and investing directly into neighborhood-based community development organizations that are stewarding community vision and executing community priorities.

Partnerships include

- East Warren Development, Inc.
- GenesisHOPE Community Development Corporation
- Jefferson East Inc.
- Renaissance of Hope Community Development Corporation

It has also included the investment in the Elevating CDO Fund, operated by Enterprise, to provide operating support, leadership development, and technical assistance to smaller Black, indigenous and people of color (BIPOC)-led Detroit nonprofits serving neighborhoods throughout the city.

PARTNER HIGHLIGHT

Invest Detroit, through its coordination of the Strategic Neighborhood Fund, is working in 10 neighborhood corridors and has leveraged more than \$150 million in public and private investment to address park improvements, streetscape improvements, commercial corridor development, and affordable single-family home stabilization in those communities.

ADVANCING HOUSING STABILITY AND AFFORDABILITY

Over the last six years, grant investments supporting housing stability and affordability have focused on building capacity and innovation in the affordable housing sector, strengthening access to capital for housing development projects; and interventions that mitigate the tax foreclosure crisis.

Grantmaking to advance these strategies included support for the financing of development, construction, and rehabilitation of affordable housing; for increasing and expanding housing repair; and for providing options for renters at risk of losing their homes to tax foreclosure a chance at purchasing low-cost homes.



WHEN COMMUNITY RESIDENTS HAVE A VOICE IN NEIGHBORHOOD DEVELOPMENT

Over the past six years, Hudson-Webber Foundation has invested \$10,325,000 in neighborhood economic growth strategies and projects, specifically for initiatives where neighborhood residents hold seats at the table.

Two of those projects include:

BUILDING THE ENGINE OF COMMUNITY DEVELOPMENT IN DETROIT

Beginning in 2015, the Michigan Nonprofit Association, Community Development Advocates of Detroit (CDAD), and Lawrence Technological University created Building the Engine of Community Development in Detroit (BECDD). The goal of BECDD was to develop, strengthen, and coordinate a comprehensive community development system in Detroit to achieve more equitable opportunities and outcomes for Detroit neighborhoods.

After five years of engagement and planning with over 150 partners and research conducted by consultant experts and academics on community development models across the country, stakeholders identified a number of specific

challenges to developing a solid community development system in Detroit. It also identified seven key elements of a successful community development system: system governance, capacity building, city engagement, data and evaluation, neighborhood voice and advocacy, system capitalization, and leadership and career pipeline.

Under the governance of CDAD, the initiative advanced several project streams to support those seven elements, each led by community development stakeholders. BECDD used a collaborative approach involving stakeholders from neighborhoods, community development organizations, city government, intermediary organizations, academic institutions, and the philanthropic sector to achieve measurable neighborhood progress.

The Foundation supported the:

- BECDD planning process;
- development of the data and evaluation process, known as the Neighborhood Vitality Index, which is a set of community-driven measures for tracking neighborhood change;
- CDO fund administered by Enterprise to provide operating support for community development organizations; and
- establishment of the ongoing system building governance and coordination with CDAD.

In addition to creating a stronger community development system in Detroit, the initiative also led the philanthropic community to strengthen its equitable funding practices to improve how investments can support long-term community-led efforts.

STRATEGIC NEIGHBORHOOD FUND

The Strategic Neighborhood Fund (SNF), a public-private partnership between Invest Detroit and the City of Detroit, spurred community-driven planning in 10 neighborhoods starting in the Islandview/Villages, Livernois/McNichols, and Southwest/Vernor neighborhoods.

Each SNF neighborhood undergoes community-led planning in partnership with the City of Detroit Planning Department, where priorities are identified for neighborhood investment and improvement. Investments and development projects in the community must align with these resident- and community-informed priorities.

Hudson-Webber funding supported real estate development progress on eight projects across three SNF neighborhoods, providing 167 affordable and mixed-income housing units and new retail and public space. A 2019 U-M study of SNF investments found residents in the first three SNF neighborhoods were more likely to report neighborhood population growth, an increase in new businesses, improved public safety, and improved neighborhood satisfaction than residents in comparison neighborhoods and were not likely to report fear of displacement due to increased housing costs.



SAFE & JUST COMMUNITIES



The Foundation’s “Safe & Just Community” mission area orients around a recognition that crime is a persistent issue that directly impacts the quality of life in Detroit. Severe and entrenched problems within the criminal legal system disproportionately impact communities of color and reinforce the conditions that give rise to crime.

As a result, in the last six years, the Foundation took a multifaceted approach to its investments in this mission area by prioritizing support for efforts to reform and inform policy at the state and local levels. This leads to less reliance on the criminal justice system and more public investments to address the root causes of crime. Recognizing that the policy change and impact the Foundation is advancing may take at least a generation to achieve, it also invested in place-based safety and violence prevention efforts that immediately impact crime reduction.

CHALLENGES

The Foundation’s efforts and investments, locally and at the state level, have energized a diverse constituency of stakeholders and other funders interested in reducing crime, increasing community well-being, improving the outcomes of youth and at-risk adults, and establishing racial equity within Michigan’s systems of justice.

The challenges are not small. Violent crime continues to be a persistent issue in the City of Detroit. The lack of quality data has also been identified as a significant barrier to advancing policy reforms across the justice system in Detroit and statewide. Amid the pandemic, the murder of George Floyd at the hands of police sparked dialogue around the disparate impact of the criminal justice system on communities of color. It launched sustained nationwide protests, rallied calls for racial justice and sparked greater accountability in policing and the larger criminal justice system in Detroit and nationally.

The increased attention to these issues has helped to bring more attention and momentum to criminal legal reform work. It has driven more resources across philanthropy to organizations led by and providing a voice to Black, indigenous, and people of color (BIPOC) communities. There has also been more collaboration among advocacy organizations that have mobilized over innovations in policing, reducing incarceration, and other reforms to advance equity for Detroiters.

OBJECTIVES

1.

To reduce crime incidents and victimization through innovative racially equitable strategies that improve community well-being

2.

To strengthen relationships between law enforcement and Detroit residents to enable the co-production of public safety

3.

To deter crime and reduce recidivism through effective diversion and reentry interventions

INVESTMENTS

TOTAL FUNDING OVER 6 YEARS

\$5,759,000

NUMBER GRANTEES

31

MEDIAN INVESTMENT

\$137,500

GRANTEES

Community Foundation for Southeast Michigan - \$1,525,000 for Michigan Justice Fund, Community Policing Innovations Fund, Collaborative Fund-Phase I, Community Policing Innovations Initiative-Phase II

Council of State Governments \$15,000 for Clean Slate Technical Assistance

Detroit Employment Solutions Corporation - \$300,000 for Project Clean Slate

Detroit Justice Center - \$775,000 for start-up operations and operating support

Detroit Public Safety Foundation \$770,000 for Civil Rights Risk Management Tool and supplementary consultant, Mental Health Co-Response Partnership Program, CeaseFire Program expansion

Detroit Wayne Integrated Health Network - \$137,500 for Jail Data Dashboard Project

Downtown Detroit Partnership, Inc. \$150,000 for Behavioral-Mental Health Augmentation Service Pilot

Force Detroit Inc. - \$245,000 for operating support, organizational capacity, Ceasefire Learning Community

GroundTruth Project, Inc. - \$57,000 for Detroit Free Press: Reentry Journalism Project

Hyphen Partnerships - \$50,000 for augmented technical support to Detroit for the White House Community Violence Intervention Collaborative

Jefferson East, Inc. - \$620,000 for community safety initiatives, safety programs & operations, East Jefferson CompStat

Michigan Center for Youth Justice dba M CCD - \$150,000 for operating support

Michigan League for Public Policy \$100,000 for the Michigan Coalition to End Mass Incarceration (MI-CEMI)

Neighborhood Defender Service Detroit - \$300,000 for data capacity to advance policy and practice improvements

Southwest Detroit Community Justice Center - \$150,000 for Law Enforcement Assisted Diversion Program Case Manager

Vera Institute of Justice, Inc. \$94,500 for Wayne County Jail Population Study

Wayne State University \$420,000 for Midtown Crime Prevention, Juvenile Justice Risk Assessment Evaluation

SYSTEM INNOVATION & REFORM

The Foundation's systems-innovation and reform work focused on exploring and supporting new approaches for policymakers, advocates, practitioners, and other stakeholders to advance public safety strategies that are not solely defined by arrests and admissions to prison.

As in the case of the Michigan Justice Fund, the Foundation used collaborative investment vehicles to explore common priorities and interests and develop strategies for advancing effective justice policy and fostering continued shared learning.

Through investments in innovative initiatives that aimed to break the cycle of incarceration, the Foundation has supported expanding law enforcement and non-law enforcement alternatives to arrest and removing barriers to reentry for justice-involved Detroiters. The Foundation invested in programs that improve data utilization and coordination to improve service to Detroiters, reducing harm, advancing equity, and increasing transparency and accountability. Lessons and application of these pilots or projects have created proof points to strengthen and inform how the criminal and youth legal system work.

Diversion programs for youth and adults were at the heart of this work, along with justice-informed programs to remove barriers to employment and housing and boost family reunification to reduce poverty and expand economic opportunity.

JUSTICE REFORM REPORTS

The Foundation, in partnership with the Michigan Committee on Juvenile Justice, the Mackinac Center for Public Policy, and the Michigan League for Public Policy, released two reports on co-creating a vision for effective and equitable solutions for adults and juveniles in Michigan.

Both reports were developed with input from participants gathered at the Michigan Safety and Justice Roundtable, convened in September 2018 in Detroit and hosted by the Foundation and its partners. The two-day forum assembled leaders and decision-makers from across the state to engage in nonpartisan conversations to advance fair and equitable youth and adult justice system approaches that promote positive youth development, effectively address crime, and promote safety in Michigan's communities.

Each report included a series of condensed briefings on a selection of criminal justice issues based on the input and expertise of conference attendees. The reports covered assessments of current progress, updates on the work of organizations engaged in specific areas of concern, and potential solutions, recommendations, and action items for consideration.



SPEARHEADING THE MICHIGAN JUSTICE FUND

Following the Michigan Safety and Justice Roundtable hosted by the Foundation in 2018, and release of related reports, two key questions emerged:

- prepared is Michigan's policy environment to advance justice reform initiatives?
- How can philanthropy contribute to supporting a thriving enabling environment and help advance effective and equitable justice policy in the State of Michigan?

The Foundation brought together national and Michigan-based foundations along with advocates, policy and research organizations, people directly impacted by justice involvement, and policymakers to explore these questions, and chart a collaborative philanthropic strategy to advance justice reform initiatives. The Michigan Justice Fund (MJF) collaborative, housed at the Community Foundation for Southeast Michigan, was the result of these efforts, and was created to coordinate and leverage philanthropic investment focused on state-level reform to stem the flow of individuals into the criminal justice system, support the investment of public dollars to community-driven alternatives to incarceration and ensure that those who are returning home after incarceration receive the support they need to flourish. The fund has raised over \$19 million and deployed over \$9.7 million to more than 56 organizations across the state, with one-third of them led by directly impacted leaders.

Investments and programming are touching all 83 counties in Michigan and helping to:

- strengthen the ecosystem supporting justice policy reform;
- enhance the capacity of practitioners seeking to advance effective justice policy and practice in Michigan and intentionally support the leadership of people of color/POC-led organizations on the frontlines of justice reform;
- advance racial equity in Michigan by addressing racial disparities in the youth and adult justice systems and supporting communities of color that have been historically under-resourced and impacted by the justice system;
- shift the dominant narrative that associates community safety with incarceration and detention to one that lifts economic security and mobility and promotes access to health care and education as foundational to safe and just communities; and
- build a sustainable network of funders and donors who are informed and engaged in supporting safety and justice within Michigan communities.



PHOTO CREDIT: KATIE RAYMOND

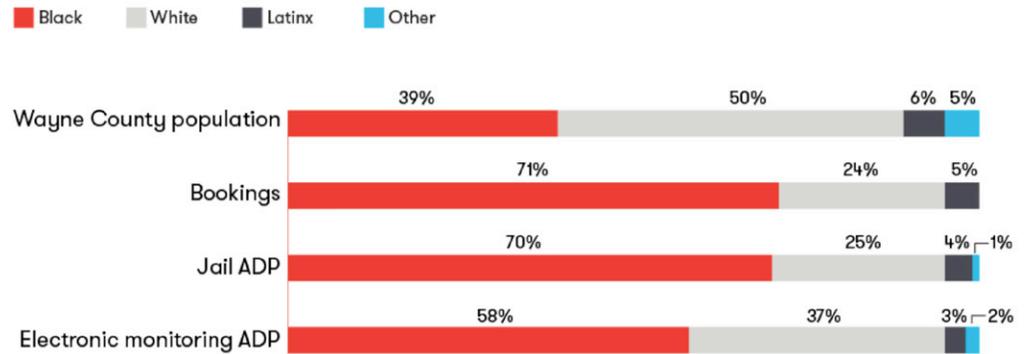
UNDERSTANDING DRIVERS OF THE WAYNE COUNTY JAIL POPULATION

The Foundation supported a study by the Vera Institute of Justice examining the drivers of the Wayne County jail population. To guide the study and inform recommendations, the Foundation convened the Wayne County Jail Population Study Working Group, chaired by then chief judge of the Third Circuit Court, Timothy Kenny, and including representatives from the Wayne county executive branch, courts, prosecutor's office, law enforcement and mental health agencies, criminal defense bar, academics and advocates. Key findings from the study included that over half of all jail bookings were for low-level misdemeanors or ordinance violations, and in just a three-year time span (2015 to 2017), jailing people on misdemeanors cost Wayne County taxpayers \$93 million. The final report included recommendations for steps Wayne County could take to prevent the unnecessary use of the jail and improve the efficacy and equity of the county's criminal justice system. The findings, from Michigan's largest jail system, also helped inform a package of pre-trial reforms enacted by the state legislature in 2021.

The study also helped accelerate the development of an integrated database created by the Wayne County Sheriff's Office and the Detroit Wayne Integrated Health Network that provides up-to-date public information on the aggregate numbers, length of stay, demographics, mental health designation, and case status of jail-supervised people. The project, realized with grant support from the Foundation, has increased transparency and accountability in the jail system, and enabled Wayne County stakeholders to better understand and visualize how their decisions affect inmates and jail outcomes. The project partners are now better able to track the mental health status of the inmate population with the goal of implementing mitigation and diversion procedures that can reduce the incarcerated population and deliver improved mental healthcare services to justice-involved individuals.

Wayne county population, bookings, jail ADP, and electronic monitoring ADP by race and ethnicity

Source: Vera Institute of Justice, *Wayne County Jail – Report & Recommendations* (2020)



PLACE-BASED SAFETY AND VIOLENCE PREVENTION

The Foundation's place-based safety and violence prevention work focused on supporting organizations embedded in neighborhoods that engage in multi-faceted, collaborative community safety work to reduce crime in their target districts through resident engagement and partnerships with law enforcement agencies. Violence intervention efforts and community safety programs grounded this work and resulted in decreased crime in targeted neighborhoods.

ADVANCING COMMUNITY POLICING

In the wake of the national conversation engendered by the killings of George Floyd, Ahmaud Arbery, and Breonna Taylor, the Hudson-Webber Foundation, the Community Foundation for Southeast Michigan, and shared Trustee Barbara McQuade, came together to explore opportunities to support pathways for investment, leadership, and impact on community projects that address systemic inequities in policing and public safety. The result of these conversations was the launch of the Community Policing Innovations Initiative, housed at the Community Foundation for Southeast Michigan, and designed to support the development of community-driven, substantive, and pragmatic changes in the way that policing and public safety services are provided.

The Initiative is guided by an advisory committee that includes law enforcement, as well as community advocates and leaders and has attracted investment beyond initial investments made by the Hudson-Webber Foundation and the Community Foundation for Southeast Michigan including a \$1 million investment from Oakland County. The Initiative announced its first round of partner jurisdictions in the spring of 2021, and has provided investment to strengthen education and training for officers on community engagement and restorative practice, to uplift co-responder models to address resident mental health needs and to support improved data to enable police and community accountability.

PARTNER HIGHLIGHT

The Foundation provided a critical capacity grant to FORCE Detroit, a key convener and aligner of community-led and holistic violence intervention efforts in the city, to strengthen its community-driven violence prevention approaches further. FORCE (Faithfully Organizing Resources for Community Empowerment) brings together interfaith, grassroots and public sector leaders committed to having hard conversations about complex community issues, pushing boundaries, and generating creative justice-oriented solutions.

One early win was the \$500,000 allocation FORCE Detroit received in the 2022 State Budget to support community violence work.



POLICY & RESEARCH

Policy work has always been an area of Foundation interest, however, beginning in 2017, the Foundation established an explicit commitment to supporting policy development and research, acknowledging that achieving the desired pace and magnitude of community change often requires structural changes that can only be brought about through investment in policy development.

Additionally, the Foundation believes that policy must be informed by sound, credible research as well as championed by advocates that can represent the community and lend pressure to achieve the desired change. Partners pursuing policy change are a significant part of the portfolios of each of the Foundation's mission areas. The "policy and research" area of focus therefore specifically makes room for partners whose work cuts across several mission areas.

CHALLENGES

The Foundation's investments in policy organizations across the state and in the city have helped those organizations deepen their engagement with Detroiters and the issues residents face. However, there is still more work to do to strengthen the ecosystem of invested stakeholders. In order for coalitions and constituents to have an influence on policy, strong, agile networks are needed between "grassroots" member-driven organizations, and "grasstops" state policy organizations that can mobilize credible messengers from key constituencies and link constituent voices to policymakers. Healthy policy ecosystems include community voice and power-building, in-depth policy research and analysis, and collaborative multi-stakeholder campaigns for long-term solutions that will increase economic opportunities and reduce barriers for Detroiters to achieve shared prosperity.

OBJECTIVES

1.

To build a field of policy, advocacy, and research organizations by strengthening their capacity to address critical social, economic and community issues

2.

To reduce policy barriers that hinder the realization of desired outcomes at scale

3.

To increase the awareness of issues affecting the Foundation's missions and desired outcomes among local civic leadership, political leadership, and/or the public

4.

To commission timely and relevant research and data collection aligned with the Foundation's missions that will inform policies and funding decisions affecting Detroit

INVESTMENTS

TOTAL FUNDING OVER 6 YEARS

\$2,002,000

NUMBER GRANTEES

22

MEDIAN INVESTMENT

\$71,100

GRANTEES

Citizens Research Council of Michigan, Inc. - \$200,000 for research, education, and community engagement on policy issues that affect Detroiters, Research Agenda & Detroit Focus

Council of Michigan Foundations Inc. - \$388,000 Grant for Robert S. Collier Public Policy Endowment Fund, Policy & Research Fellowship, Office of the Foundation Liaison

Detroit Employment Solutions Corporation - \$75,000 for Detroit 2020 Census Campaign Outreach

Detroit Future City - \$79,200 for the Center for Equity, Engagement and Research

Global Detroit - \$95,000 for Immigrant Integration & Neighborhood Revival

Invest Detroit Foundation - \$40,000 for split-rate tax research project

Michigan Future, Inc. - \$350,000 for Raising Michiganders Living Standards Project, research, communications and advocacy

Michigan League for Public Policy \$100,000 for operating support and for research, education and community engagement on policy issues that affect Detroiters

Michigan Nonprofit Association \$375,000 for Neighborhood Vitality Index pilot renewal support, Michigan Nonprofits Count Campaign, Neighborhood Vitality Index, Redistricting Initiative

New Detroit, Inc. - \$250,000 for operating support

The Center for Michigan, Inc. \$250,000 for Bridge Magazine and BridgeDetroit launch, supporting research, education, and community engagement on policy issues that affect Detroiters

Investments in the “Policy and Research” focus area have generally taken the form of operating support for statewide policy organizations focused on activities aimed at aligning local and state policy and public sector resources with outcomes that provide opportunity and remove barriers for Detroiters. Over the past six years, the Foundation has supported a number of organizations that have helped move the needle in the areas of criminal justice, fair wages, and tax reform.

POLICY WINS, DATA COLLECTION, AND COMMUNITY-INFORMED JOURNALISM

The Foundation made a number of investments toward policy and research, resulting in some wins for Detroiters.

- The Michigan League for Public Policy successfully, in collaboration with other organizations and grantees such as the Michigan Center for Youth Justice, advocated for expediting an automatic criminal record expungement. This led to the 2020 CleanSlate laws, paving the way for more residents to have better access to jobs and housing.
- The Michigan Center for Youth Justice, a Safe and Just Communities grantee, worked with a number of stakeholder groups to pass Raise the Age legislation addressing the overcriminalization of juveniles.
- Michigan Future, Inc. launched the Rising Income for All policy agenda in March 2020 and created a website to house research and data, policy recommendations, and news related to the campaign, in addition to working with a broader coalition, including the Michigan League for Public Policy, to successfully advocate for an expansion of the State’s Earned Income Tax Credit.
- In 2022, the Michigan League for Public Policy was successful in its efforts to have the legislature appropriate an additional \$105 million in federal funds for child care that would have lapsed on October 1 had it not acted. This money was “leftover” due to lower enrollment in childcare during the COVID crisis. The money funds a 40% retroactive increase in state payments for the last year. As noted by the League, black and brown families are particularly affected by access to child care, which is essential in supporting working parents.
- The Neighborhood Vitality Index, a resident-driven set of indicators, was developed by Data Driven Detroit and JFM Consulting Group to help stakeholders across sectors assess needs and neighborhood change over time.
- BridgeDetroit, a nonprofit, Detroit-led, and community-informed newsroom, was established by the Center for Michigan.
- The Detroit Bureau arm of the Citizens Research Council, a non-partisan policy analysis organization focusing on government budgeting, spending, and policymaking, was recreated in 2021 to focus on public policy research in Detroit and on the dissemination of accessible research and analysis to Detroit-based stakeholders who can affect policy change.



PARTNER HIGHLIGHT

New Detroit Inc. was established in 1967 by business and civic leaders in Detroit. Led by Foundation Trustee Joseph L. Hudson, it was the nation's first urban coalition dedicated to race relations after the rebellions that occurred in the city that same year over police brutality and racial disparities experienced by Detroit's Black communities. The Foundation continues to support its work.

In recent years, New Detroit has been a leading convener for advancing racial equity in Southeast Michigan. New Detroit launched a new campaign to address racism in appropriate response to the convergence of the elevated awareness of racial disparities and inequity sparked by the health and economic fallout from the pandemic, the killing of George Floyd, and other publicized incidents of police brutality.

The campaign includes:

- convening and conversation such as a Multi-Cultural Leadership Series;
- releasing research and conducting town halls examining and addressing racial disparities in the COVID-19 pandemic;
- holding a national race equity summit in 2022 addressing cross-cutting racial equity gaps, ideas, and interventions; and
- positioning itself as a "table of tables" bringing together those working in diverse ways to address racism specifically focusing on closing the income gap as an explicit outcome related to racial equity.



PHOTO CREDIT: GLENN KUJANSUU

LOOKING AHEAD: IMPLICATIONS FOR FUTURE GRANT MAKING

LISTENING TO STAKEHOLDERS: QUALITATIVE ASSESSMENT

As part of the Foundation's review of its work between 2017-2021, the Foundation engaged external evaluation consultants Dr. Shawna J. Lee and Sue Ann Savas, of the School of Social Work, University of Michigan, to better understand the Foundation's impact and inform its future direction. Specifically, the consultants explored what progress and impact the Foundation's investments and activities have made towards the Foundation's objectives; what helped and hindered that progress; what are the Foundation's strengths and areas for improvement; and how to apply these findings moving forward.

Dr. Lee and Ms. Savas reviewed grantee reports and conducted 17 interviews with individuals representing 14 grantee organizations funded by the Hudson-Webber Foundation during the six-year review period. To augment the voice of the grantees and improve understanding of strategy and impact beyond grantmaking, seven leaders from public agencies, Detroit-based foundations, and local organizations were also interviewed.

PARTICIPANTS

GRANTEE ORGANIZATION REPRESENTATIVES

Black Leaders Detroit <i>Dwan Dandridge</i>	Invest Detroit Foundation <i>Dave Blaszkiewicz</i>
Community Development Advocates of Detroit <i>Madhavi Reddy</i>	Jefferson East Inc. <i>Josh Elling</i>
Charles H. Wright Museum <i>Neil Barclay</i>	Live6 Alliance <i>Geneva Williams</i>
City of Detroit, Office of the Mayor <i>Nicole Sherard Freeman</i>	Michigan Justice Fund <i>Ashley Carter</i>
Community Connections <i>Lisa Leverette</i>	Michigan League for Public Policy <i>Hannah Gyani</i> <i>Karen Holcomb-Merrill</i> <i>Renell Weather</i>
CultureSource <i>Omari Rush</i>	WSU Center for Behavioral Health and Justice <i>Terri Gilbert and Liz Tillander</i>
Detroit Riverfront Conservancy <i>Mark Wallace</i>	
Force Detroit <i>Alia Harvey Quinn</i>	

LEADERS FROM OTHER ORGANIZATIONS

Orlando Bailey <i>Bridge Detroit</i>	Donald Rencher <i>Housing and Revitalization Department</i>
Sheila Cockrel <i>Citizen Detroit</i>	Kevin Ryan <i>Ford Foundation</i>
Shamyle Dobbs <i>Michigan Community Resources</i>	Katy Trudeau <i>City of Detroit</i> <i>Department of Planning</i>
Rip Rapson <i>Kresge Foundation</i>	

FUTURE DIRECTION & PRIORITIES

As detailed in the section that follows, several themes emerged about how the Foundation is driving impact, and what more might be done. Those insights have helped the Foundation take stock of progress and will inform our ongoing work and future strategies and objectives.

PRIORITY ACTION ITEMS FOR THE FOUNDATION INCLUDE:

1.

Partnering with others on deep systems work – by exploring additional opportunities that model the success of the Michigan Justice Fund, and continuing to use a collaborative approach.

2.

Centering race equity in all practices – by making explicit the Foundation’s ongoing commitment to addressing persistent racial inequities through grant making, beyond grant-making (e.g., finding new ways to support emerging and BIPOC leaders), and within its own practices (e.g., staffing, procurement, investment).

3.

Being responsive and adaptable to Detroit’s changing landscape – by leaning into trust-based philanthropy and equitable evaluation practices to support and be responsive to the changing needs of Detroiters, and our partners.

LEARNING THEMES

The themes that emerged from the consultant interviews with grantees and stakeholders included: leadership, funding, racial equity, relationship to the City of Detroit, and community voice.

LEADERSHIP

A consistent theme across interviews with grantees and stakeholders was the strength of Hudson-Webber Foundation's leadership team, which was viewed as being transparent, open-minded, willing to listen and learn, trustworthy, and skilled at convening and bringing together a variety of partners toward shared goals. The leadership was described as a team with "heart" and was mentioned as both leader and collaborator on key initiatives throughout the City of Detroit and on the nonprofit and philanthropic work in the City and broader region.

For example, one grantee said that, **"...the role that the Foundation has played is sometimes leader, sometimes follower."** This strength enables the Foundation to bring folks together around shared goals and also provide an avenue for grantees to develop strategies to solve problems, rather than dictating alignment with a specific Foundation-determined strategy.

Grantees and stakeholders also spoke to the Foundation's leadership on race equity issues, bringing race equity to the forefront of conversations.

LEADERSHIP ASSETS

TRUST

One of the many strengths of the Hudson-Webber Foundation leadership is the way that it works with other foundations and grantees. Grantees noted that the Foundation is able to "build trust in a community that is not very trusting," capable of brokering trust in terms of talking with partners, and being transparent about how information and data shared with the Foundation will be used. Another grantee described the Foundation as being "very relational" and open. As highlighted by one stakeholder, "moving at the speed of trust" is incredibly important.

FOCUSED ON LEARNING

Grantees discussed how the Foundation leadership brings an attitude of "sharing and learning" in spaces where equity is being discussed. Several grantees spoke of the Foundation's leaders as being "thought partners." They are able to serve as a springboard for new ideas in a way that is sometimes difficult to do with larger foundations. They are "willing to spontaneously, on short notice, dig in with us and help us," again highlighting the relational nature of the Foundation's work. Grantees and stakeholders appreciate the Foundation being available to think through challenges and develop solutions collaboratively.

CONVENOR

The Foundation's leadership team was noted as particularly strong in convening and collaboration. One grantee spoke of the Foundation leadership as "people who are intentionally working as connectors." The Foundation is well known throughout the City as a convener bringing people together to solve challenging problems. Multiple grantees across mission areas, as well as external stakeholders, spoke to the ways in which the Foundation works to bring other funders to the table. "In contrast to other foundations... Hudson-Webber invites other people to the party instead of crowding other funders out." By working as a convener and connector, the Foundation has facilitated relationship building by "pulling together different folks and building little networks of activity."

FUNDING SIZE AND PRIORITIES

On the subject of funding grant size, an overwhelming majority of grantees said that the Foundation should support a mix of grants, from large-scale policy and system change investments to smaller targeted grants that fit into that large-scale change. One grantee noted that the Foundation's community-based work should be approached with flexibility, responsive to community needs as they emerge.

NEED FOR UNRESTRICTED FUNDING

Another theme related to funding and grant size was the need for unrestricted funding. Whereas grant funding is often oriented toward new initiatives and programs, numerous grantees spoke to the ways in which this approach has hindered them. For example, grantees mentioned the need for funding to support staff and operational expenses to maintain the initiatives and programs they already have under way: **"We're always playing catch up and feeling just slightly under-resourced in the administrative dimensions of our work."** Responses highlighted the need for foundations in general to be more adaptable and to support organizations' ability to pivot during challenging times, such as during the COVID-19 pandemic. Indeed, a number of grantees applauded the Hudson-Webber Foundation for supporting their work in new and innovative ways during the pandemic.

COMMITMENT TO RACIAL EQUITY

Grantees and stakeholders spoke to the significance of supporting race equity work, with one interview noting, **"I don't think anybody looking to do work in Detroit should be doing work in Detroit absent a racial equity lens. If you are doing work in Detroit and you do not have that lens., you're doing the work wrong."** Grantees spoke to how

the Foundation has shifted its funding focus in recent years, particularly to support race equity and to support Black-led organizations. For example, one stakeholder spoke to the way in which the Foundation leadership has "broadened its focus to become more responsive to Detroit neighborhood, grassroots-based issues... and funding equity initiatives" that may not previously have been a focus of the Foundation.

The ways in which the Foundation has uplifted race equity in its work was noted in several ways. First, through the Foundation's funding of Black-led organizations as well as community, neighborhood, and arts organizations focused on supporting Black residents. Grantees and external stakeholders noted that the Foundation has uplifted the voices of Black leaders through convening efforts. Also, the Foundation, it was noted, brings race equity into the conversation in terms of its work in the City and with other foundations. Grantees and external stakeholders frequently mentioned the Foundation's recent initiatives addressing structural issues of inequity such as the Michigan Justice Fund, as being strong examples of the commitment to race equity.

There were also a number of recommendations for how the Foundation could further advance racial equity. These included ensuring that equity is infused in practices beyond grantmaking. One grantee said, **"...it's not just about who gets the grants, but it really is a much more holistic expression of both values about racial equity and actions that promote racial equity, and so who's on staff, who's on the Board, who are their contractors..."** Others suggested being even more transparent about the Foundation's race equity vision and principles including by featuring them on the Foundation's website. Another theme that emerged from the interviews, especially interviews with grantees from Black-led organizations and those with a race-equity focus, is the need for capacity building within the space of Black-led organizations.

RELATIONSHIP TO THE CITY OF DETROIT

One aspect of the Hudson-Webber Foundation is its relationship with and collaboration with the City of Detroit. The close connection to the City, and the way in which Hudson-Webber and other foundations in Southeast Michigan have supported aspects of city government, is quite unique to the local ecosystem and is historically embedded in a number of complex factors. As a result, foundations in Detroit have played a strong collaborative role with City partners, in some cases funding programs and services that in other cities might be thought of as public services.

This can be both an asset and a challenge: **“It can be tricky to collaborate with the government, but when it works, it’s really effective.”** Specific initiatives such as the Strategic Neighborhood Fund were mentioned. Also, the Foundation’s role in supporting and strengthening the City through The Grand Bargain was noted. In sum, strong relationships between philanthropy and the municipalities within which they operate can catalyze new initiatives and strengthen both entities.



COMMUNITY VOICE

The theme of community voice was cross-cutting and spoke to the need for the Hudson-Webber Foundation – and indeed, other influential entities within the City – to uplift the voice and lived experiences of Detroit residents. For example, one stakeholder spoke of the urgency to **“give the microphone back to the people to tell their stories, to express their culture and their intelligence.”**

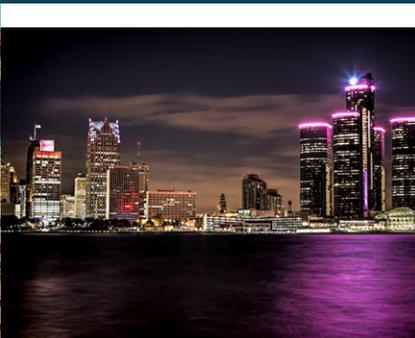
A grantee said about the Foundation’s role in uplifting community voice, **“They have a platform with a set of influential staff members and board members. The degree to which they can use that platform to make space for all voices, and in particular, the voices that are on the outside or at the margins or on the bottom, can provide a pathway for those people to have influence.”** Thus, one role the Foundation can serve through grantmaking and beyond grantmaking is to continue to elevate the voices of City of Detroit residents to those within its sphere of influence.

CONCLUSION

Over the span of this report's review period, Detroit experienced an increase in its tax base, rising home values, lower unemployment rates, and a poverty rate that is the lowest it has been in 17 years. That progress is significant but uneven across the city's population, as the COVID-19 pandemic revealed and exacerbated persistent structural barriers affecting marginalized communities of color. Detroit's future trajectory will rely on committed stakeholders working together on intentional efforts to achieve inclusive economic growth.

The Hudson-Webber Foundation is looking ahead, steadfast in our mission to improve the quality of life in Detroit and working, together with our many partners, to advance positive change in the city we call home.





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