



LENOX COMMUNITY CENTER

LENOX CENTER IN DETROIT

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CONCEPT

GOAL: to bring flexible and innovative programming to the Lenox Community Center, located in the Jefferson-Chalmers neighborhood on the east side of Detroit.

MISSION: To boost local economic development, create pathways to college, job creation and attainment through **place-based entrepreneurship**.

A local **entrepreneurship ecosystem** of programmatic partners and residents will work together to deliver innovative **S.T.E.A.M.** and youth-centered entrepreneurial programming.

In a place like Jefferson-Chalmers, both entrepreneurship and S.T.E.A.M. learning could be delivered through new models and greater access to higher-ed resources.

Located in the beautiful A.B. Ford Park on the Detroit River, the Lenox Community Center has the potential to be a vibrant destination with direct access to stunning natural resources and a thriving neighborhood with highly-engaged residents.

Our vision is that the Lenox Community Center will be a **new kind of community center** with a new model of social engagement. The vision is being developed through an ongoing process of **co-creation** through conversations and design workshops with residents in the immediate vicinity of the park and building.

The result is a direct response to immediate needs, hopes and dreams of neighborhood residents who have long desired an inclusive, welcoming and productive community space, where collaboration can meet recreation and education.

What is place-based entrepreneurship?

Our concept of place-based entrepreneurship considers place as a key asset in the development of new ideas and opportunities and how support for these ideas is strengthened by an individual's immediate surroundings. This concept considers:

- The ways that ecology, infrastructure and public space influence choice and access.
- The role of local institutions (like schools, churches, block clubs, associations) as a means to pilot new ideas, build capacity and launch new ventures.
- The value of close relationships that happen when neighbors unite around a shared vision of the future.
- The presence of family and family history that is the backbone of any great neighborhood.
- Community building as a unique and distinct form of entrepreneurship.

What is an entrepreneurship ecosystem?

An entrepreneurial ecosystem refers to the social and economic environment affecting the local or regional entrepreneurship. Entrepreneurial ecosystems tend to take a regional approach in considering government, schools, universities, private sector, investors, banks and more.

A local entrepreneurial ecosystem considers networks of individuals, businesses, organizations and institutions and how they work together to bring about change.

Personal and immediate relationships are at the core of a local ecosystem. These are the relationships that exist on the ground (e.g.: between the corner store owner and the church, the block club and the school principal, the community garden and the district manager, the local CDC and the income property owner, etc.).

Universities, foundations, policy makers, government and the corporate sector are integral to the economic stability and growth of the hyper-local ecosystem.

PROPOSED APPROACH

The Lenox Center will target economic, educational, and environmental needs of the neighborhood and the riverfront parks, while encouraging S.T.E.A.M. paths for kids and leveraging entrepreneurial energy to drive local economic growth.

We can do this through a **networked 3-pronged approach** bringing together local, regional, and national collaborators to ensure community engagement, relevancy and the financial security of the Lenox Community Center.

A ENVIRONMENTAL ENTREPRENEURSHIP DESTINATION

1

Despite Detroit's gorgeous and active riverfront, and Michigan as a hub of alternative energy projects and environmental progress, to date there are no entrepreneurial centers along the Detroit River that take advantage of the riverfront ecology. The Lenox Community Center can be the space that directly considers the unique intersections of place-based S.T.E.A.M. and entrepreneurship.

A HYPER-LOCAL, MICRO-ENTERPRISE HUB

2

Leveraging a strong DIY culture and tapping into the growing network of local creatives, the Lenox Community Center can directly support neighborhood enterprise development and growth of the local creative and entrepreneurial economy. We could do this through site-specific workshops, activities and events that connect youth to both environmental and entrepreneurial ecosystems.

Through flexible programming, the center will also expose and mentor youth to careers in science, technology, business, design and the arts while fostering an entrepreneurial mindset.

A range of programs will develop and showcase local talent through, for example, an on-site community commercial kitchen and guest chefs, a maker space and residency programs for entrepreneurs.

A NEIGHBORHOOD WELLNESS AND WELCOME CENTER

3

The Lenox Community Center would be framed by a social purpose business development strategy where the center would be both a resource and welcome center for the community while also engaging in new ventures and through diversified revenue sources. **Above all else, the center would be welcoming, inspiring, supportive and fun.**

THE SITE

The Lenox Community Center is located in A.B. Ford Park on the Detroit River. The park is 34 acres in size with 1,745 feet of linear footage of shoreline, and a canal with 940 feet of shoreline.

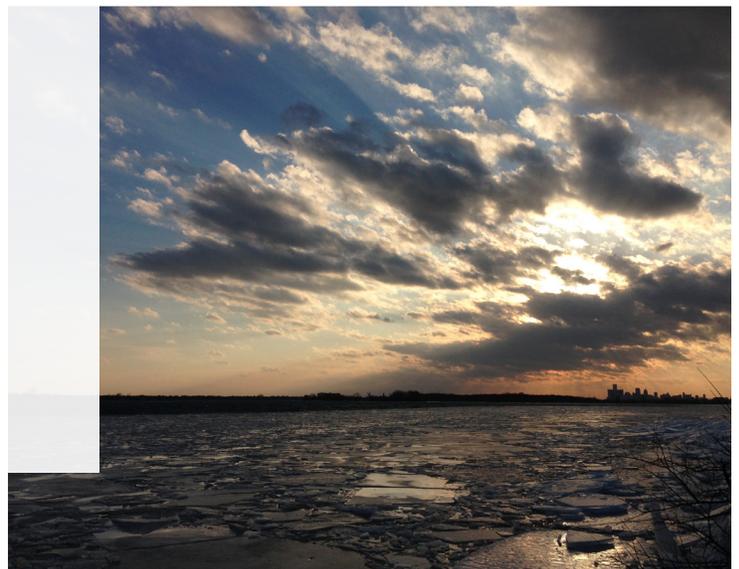
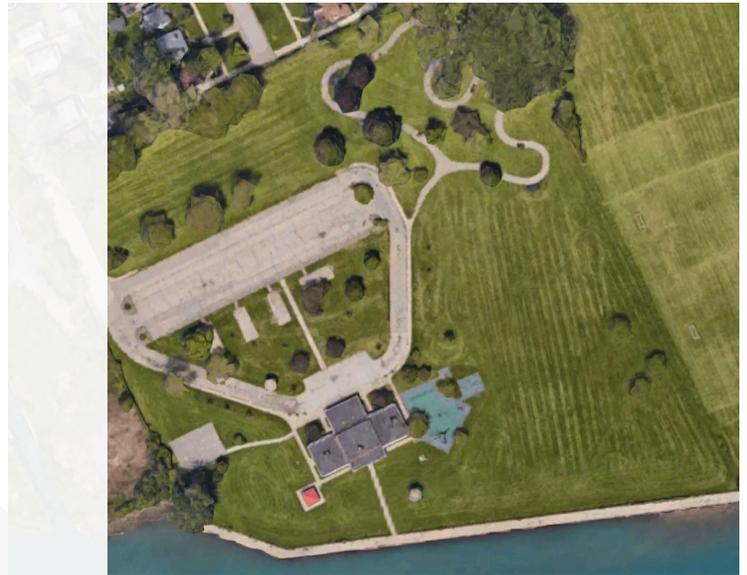
Today, amenities are minimal but include park benches, pavilions and grills, a soccer field, meandering pathways, a playground circuit, and seasonal rest facilities.

Adjacent to the Lenox Center are 120 parking spaces. Park guests typically come to fish, relax, host family functions and exercise.

A.B. Ford Park is the recipient of \$5 million from the Environmental Protection Agency (EPA) to fund the Upper Detroit Riverfront Habitat and Parks Restoration Project. The Detroit River has been identified as one of 43 Areas of Concern (AOC) throughout the Great Lakes in the United States and Canada due to severe environmental degradation.

The EPA is investing an estimated \$250,000 into site design and \$5 million into shoreline and habitat restoration to increase fisheries production and provide additional wildlife habitat along the riverfront. This will improve fisheries habitat and fish breeding grounds, resulting in more fish of greater diversity. Improvements will also provide a more suitable place for birds, fish, herpetiles (frogs, toads, and turtles), and pollinators, like butterflies.

Other park improvements are also in progress.



THE BUILDING

OVERVIEW:

The Lenox Center building is roughly 5,600 square and is fully wheelchair accessible. It has a highly versatile, open floor plan. Through renovation, the building can have a substantially reduced energy footprint and can become a showcase for green technology, green building materials, and renewable energy strategies. These improvements could include environmentally friendly materials and fixtures and also address energy efficiency, alternative energy, and water conservation.

Building attributes include:

LARGE, SUN-LIT OPEN FLOOR PLAN:

The structure has large window bays on the north and south sides of the building. Rooms are flooded with natural light and great views the river and park. These large rooms are ideal for creative and educational programming, events, off-sites, pop-up retail, workshops, and so much more.

SINGLE STORY AND ADA ACCESSIBLE:

The spacious single-story design of the building make it a perfect platform for ADA improvements and upgrades, allowing for both intergenerational programming and the assurance of inclusion for People with Disabilities.

SEMI-PRIVATE MEETING SPACES:

Two existing smaller rooms are ideal for hosting smaller groups. They can work as digital workspaces, semi-private meeting spaces, office, and storage space.

COMMERCIAL KITCHEN AND RETAIL SPACE:

The building is equipped to operate a commercial kitchen, which would be ideal for a variety of programming. The community commercial kitchen could be rented out to local and small business owners and products could be sold on-site, at area farmers markets, and at retailers.

EXPECTED RENOVATION BUDGET:

The expected renovation budget is roughly \$800,000 to \$1 million.



EDUCATIONAL ASSETS

The Lenox Community Center in the Jefferson Chalmers Neighborhood is well positioned to be at the forefront of innovative approaches to community center design, programming and partnerships in oversight and management.

The Lenox Community Center is the perfect location to pilot a new model of sustainability and S.T.E.A.M. education due to its prime riverfront location of A.B. Ford Park on the Detroit River.

With a university partnership, the Lenox Community Center can effectively support this curriculum, providing a facility with immediate access to the river, to engage students in biology and conservation focused activities.

POTENTIAL SCHOOL PARTNERS COULD INCLUDE:

CARSTONS ACADEMY OF AQUATIC SCIENCE

The designation of Carston's Elementary as Carston's Academy of Aquatic Science is another important factor in providing an environmental and engineering focus for the center. As the recipient of a \$6 million school improvement grant, Carston's now offers a rigorous STEM-themed curriculum.

GO-LIGHTLY TECHNICAL ACADEMY

Go-lightly Career and Technical Center is also in the Jefferson Chalmers Neighborhood and walkable to the park. The academy offers skilled programs geared toward high-wage, trend-setting jobs that provide career planning and training to match students' interests and abilities. Students obtain college credit through college articulation agreements and participate in practicums, internships, job shadowing, and cooperative education experiences.

DETROIT MERIT CHARTER ACADEMY

Detroit Merit Academy is also in the neighborhood. The academy is a k-8 tuition-free, public charter school open to all children who live in the state of Michigan. They focus on the development of moral character, college preparation, personal responsibility and parental partnerships.



OPERATIONAL COSTS

BASIC ANNUAL OVERHEAD/ OPERATING COSTS

Security system: \$2,000- \$4,000
Property insurance: \$2,000
Cleaning service: \$ 6,000
Maintenance: \$8,000
Office supplies: \$4,000
Educational materials: \$10,000
Marketing materials: \$4,000
Website: \$150 for hosting and domain
Utilities and maintenance - \$36,000 (need to find out how much per square foot)
Staff: (still need to consider hours of operation)
 Facility manager: \$60,000
 Programming director: \$60,000 - \$80,000
 Educational outreach: \$70,000
 Front Desk \$15- \$20/hr
 Marketing support (communications, social media, print and digital design) \$20-40/hr

GREENING AND GROWING SPACES: about \$4,000 for capital costs

Gardening tools: \$2,000
Hoop houses: \$1,000
Raised beds: \$600 with mulch and dirt

COMMUNITY COMMERCIAL KITCHEN: about \$20,000 - \$100,000 for capital costs

3 phase electric installation: \$4,000
Epoxy floor: about \$5 a square foot
Kitchen specific HVAC upgrades: \$2,000
Walk in cooler (optional- depending on business model): \$4,000 for 8x10
Walk in freezer (optional- depending on business model): \$5,000- \$10,000
Sanitation/ big dumpster garbage pick-up: \$200 a month
Appliances (can price used at Atlas or other commercial kitchen reseller)
 Hood for open flame stove/grill: \$5,000- \$10,000
 Convection ovens: anti \$3,000
 Range: about \$1,000- \$3,000
 Big Mixer/ Hobart (optional): \$5,000- 10,000
 Big kettle (optional): \$9,000
 Fridge and freezers: about \$900- \$2,000 used
 Sanitizing dishwasher: about \$1,500
 3 compartment sink: about \$1,500
 Utility sink (could be for whole building):
 Shelving / wire racks: \$150 a piece
 Tables \$200-300 a piece - could use about 5-6
 Trays, bowls, utensils: about \$3,000

Revenue:

*Could charge \$15-20 an hour for use, with the option to split time with other entrepreneurs to reduce costs.
Could work with Eastern Market to become an incubator kitchen (for entrepreneurs with under \$100,000 in sales)*

S.T.E.A.M. LAB + ENVIRONMENTAL EDUCATION MATERIALS: TBD

OPERATIONAL COSTS (CONT.)

MAKER SPACE: about \$75,000 for capitol costs

Woodshop: \$8,000

Art studio: \$3,500

Micro digital design space: \$10,000

From meeting with InciteFocus:

FabLab: \$50,000- \$250,000 for capital costs (not including staffing and programming)

OTHER REFERENCES / IDEAS:

Adaptive techshop: <http://www.myisminctest.com/index.php?l=1>

COVERED BASKETBALL COURT / FARMERS MARKET PAVILION: \$160,000 in materials/ no labor

(note: estimates are from all over the place, and assuming that Parks and Rec could do better)

New concrete slab: \$40,000

Court material: \$18,000

Hoops: \$2,000

Game lines: \$600

Pre-engineered metal canopy: about \$100,000

Other costs would include:

site grading

concrete sidewalk replacement

athletic equipment

electrical installation/ lighting

SNACK COUNTER : TBD

TEEN CHILL SPACE/ FLEX SPACE: TBD

WELCOME SPACE/ FRONT ENTRY: TBD

SPACE RENTAL- POTENTIAL REVENUE

Event space- one room

Resident: \$40 an hour

For-profit, non-resident: \$70 an hour

Non-Profit: \$50 an hour

Events- full facility

Resident: \$500 an hour

For-profit, non-resident: \$700 an hour

Non-Profit: \$800 an hour

Caterer's kitchen

Resident: \$30 an hour

For-profit, non-resident: \$50 an hour

Non-Profit: \$40 an hour

Co-working space: TBD