

Eastern Market District  
Detroit, Michigan



ULI Advisory Services Panel  
December 5-10, 2004

# Acknowledgements

The Honorable Kwame Kilpatrick, Mayor of the City of Detroit

 Walt Watkins, Chief Development Officer, City of Detroit

Joseph Kuspa, EMAC Chairman

Kimberly Hill, Executive Director, EMAC

Kate Beebe, President, Greater Downtown Partnership

Jim Sutherland, Project Manager, EM District

Eric Larson and the ULI District Council

Mary Fowlie and the Standard Federal Bank

Anika Goss-Foster, Program Director, Detroit LISC

Miguel Garcia and the Ford Foundation

David Egner and the Hudson-Webber Foundation

# About ULI

**Mission: To provide responsible leadership in the use of land to enhance the total environment.**

# ULI Panelists

**Leigh M. Ferguson, Chair, Sloss Real Estate, Birmingham, AL**

**Charles J. Berling, Berling Equities, Morrison, CO**

**Ray Forgianni, City of Kenosha, WI**

**Oscar L. Harris, Turner Associates, Atlanta, GA**

# ULI Panelists

**William G. Lashbrook, PNC Real Estate  
Finance,  
Pittsburgh, PA**

**Sian Llewellyn, EDAW, Inc.,  
San Francisco, CA**

**Suzanne C. Oldham, Consultant, Denver, CO**

**Edward Shriver, Strada Architecture, LLC  
Pittsburgh, PA**

**Dave Slater, Consultant, Reston, VA**

# The Process

- ❖ **Briefing Book**
- ❖ **On-Site Briefing**
- ❖ **Site Tour**
- ❖ **Interviews**
- ❖ **Written report**
- ❖ **Presentation**

# The Assignment

## Main Goals:

Identify best mix of development opportunities for the Eastern Market District.

Identify needed improvements for existing assets.

Recommend new or expanded uses for vacant land.

# What We Learned

- Eastern Market is a special place.
- Everyone has affection for the place.
- EM is the food center for SE Michigan.
- EM is the “Kitchen” for the region.

# Vision of Eastern Market

- People coming together.
- Job opportunities and training.
- Economic development focused on existing businesses.
- Business/Education partners.
- Land assembly and disposition.
- Housing for all.
- Expectation of success.

# Elements of the Report and Today's Presentation

- Market Potential
- Planning and Design
- Development Strategies
- Implementation
- Conclusions
- Q + A

# Market Potential

**Dave Slater**

# Assets

- Cultural features
- Emerging consensus
- New vision
- Achieve curb appeal
- Vacant land resources
- Return to productive uses

# Assets

- Growing region
- CBD and university/hospital jobs
- Within 3 miles -- retail expenditure potential \$593M
- Market's sales potential increase with improvements

# Assets

- Excellent highway access
- Pedestrian access improvements
- 75% customers from within 16 miles
- Not super market dependent
- Many new visitor attractions nearby
- Strong customer base

# Assets

- Within 3 Miles – 32,000 Person Labor Force
- Foundation Support
- Government Support

# Market Overview

- Growing multi-family empty nester housing trend
- Office market overhang providing space for jobs
- Selected neighborhood retail growth

# Market Potential

**Suzanne Oldham**

# Cool Things are Cooking to the "Kitchen"

- Systems for Success – Curb Appeal
- Marketing Plan – Sell It
- Service Existing Customers

# Spin-Off Development Uses

- Expand Wholesale Operations
- Expand Retail Operations
- Expand Shed Vendors
- Expand Product Mix

# Offer Variety

- Food-related Education
- Food-related Job Training
- 'Household Market'
- Teach the Children

# Entertainment Venues

## Daytime

- Families
- Tailgating
- Ethnic Festivals
- Arts and Crafts Fairs

## Nighttime

- Live Music
- Outdoor Movies
- Bars and Clubs

# Market Projections

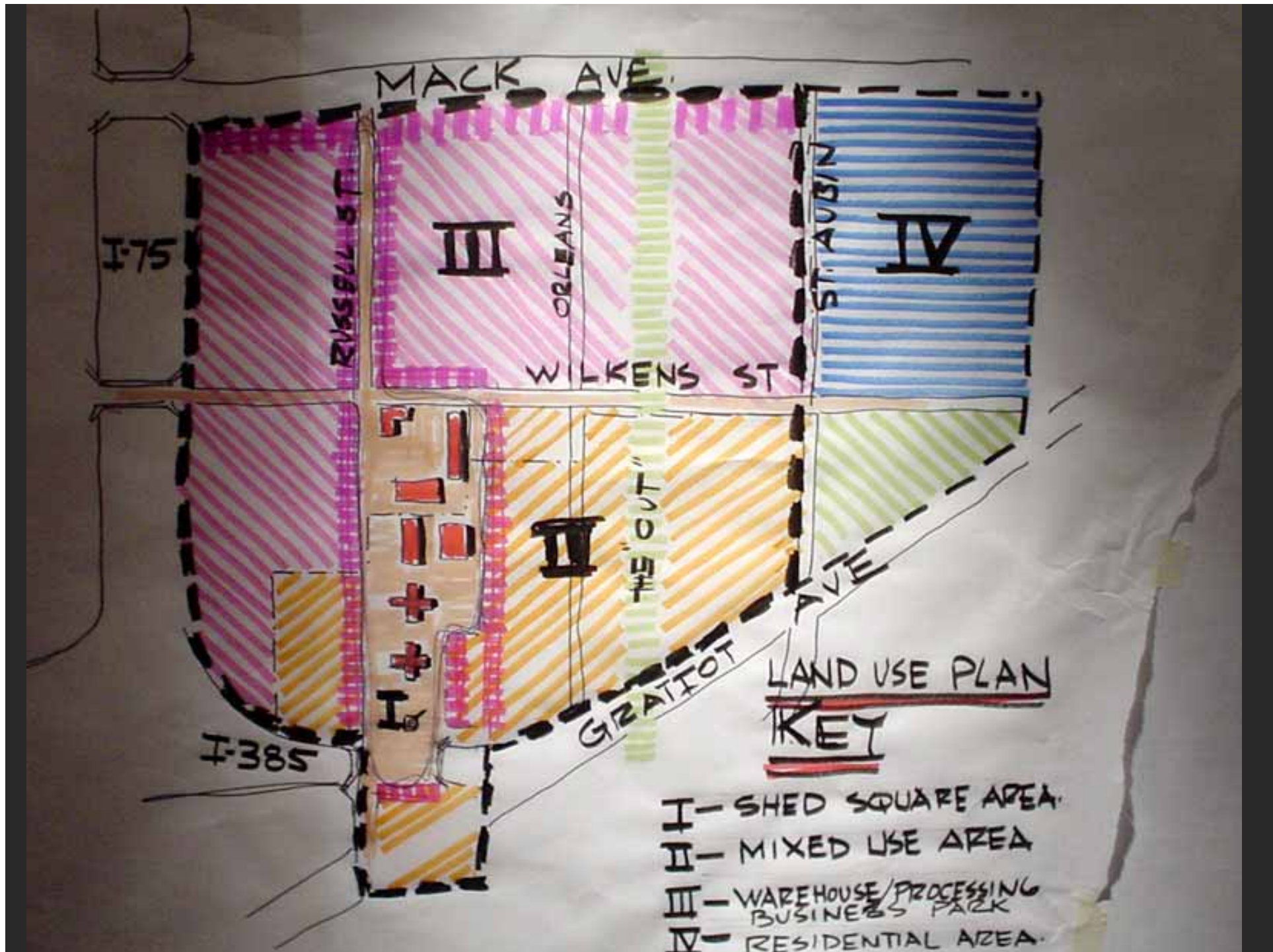
- Double the Market Days
- Increase Warehouse Space by 50% Over 10 Years
- Operate Sheds 6 – 7 Days/Week

# Land Use Plan

**Sian Lewellyn**

# 4 District Areas

- Shed Square Area
- Mixed-Use Area
- Warehouse/Processing Mixed-Use Area
- Residential Area



I-75

MACK AVE.

RUSSELL ST.

III

ORLEANS

IV

ST. AUBIN

WILKENS ST.

II

"THE OUT"

I-385

GRATIOT AVE.

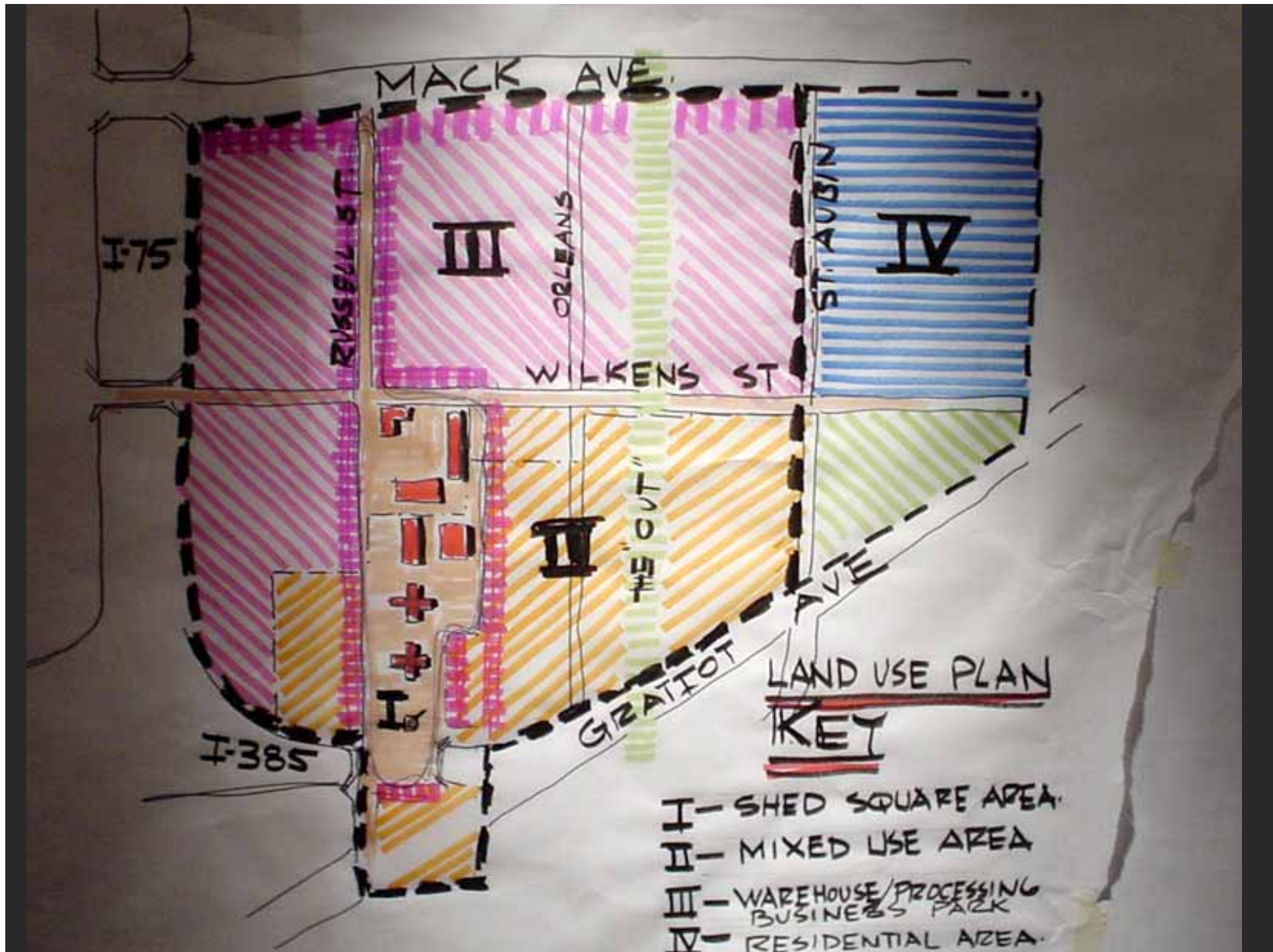
LAND USE PLAN

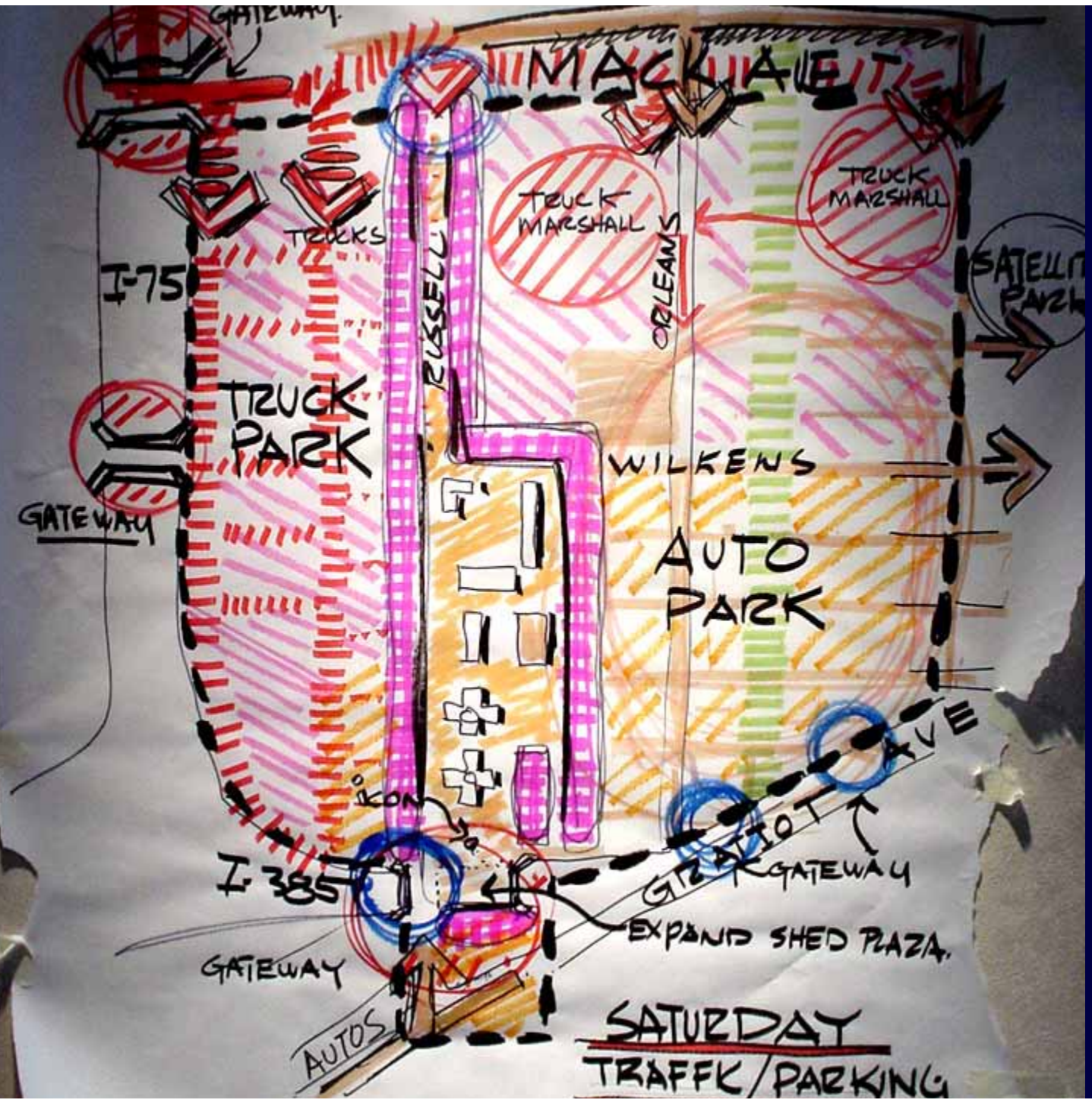
KEY

- I - SHED SQUARE AREA.
- II - MIXED USE AREA
- III - WAREHOUSE/PROCESSING BUSINESS PARK
- IV - RESIDENTIAL AREA.

# Urban Design

**Oscar Harris**

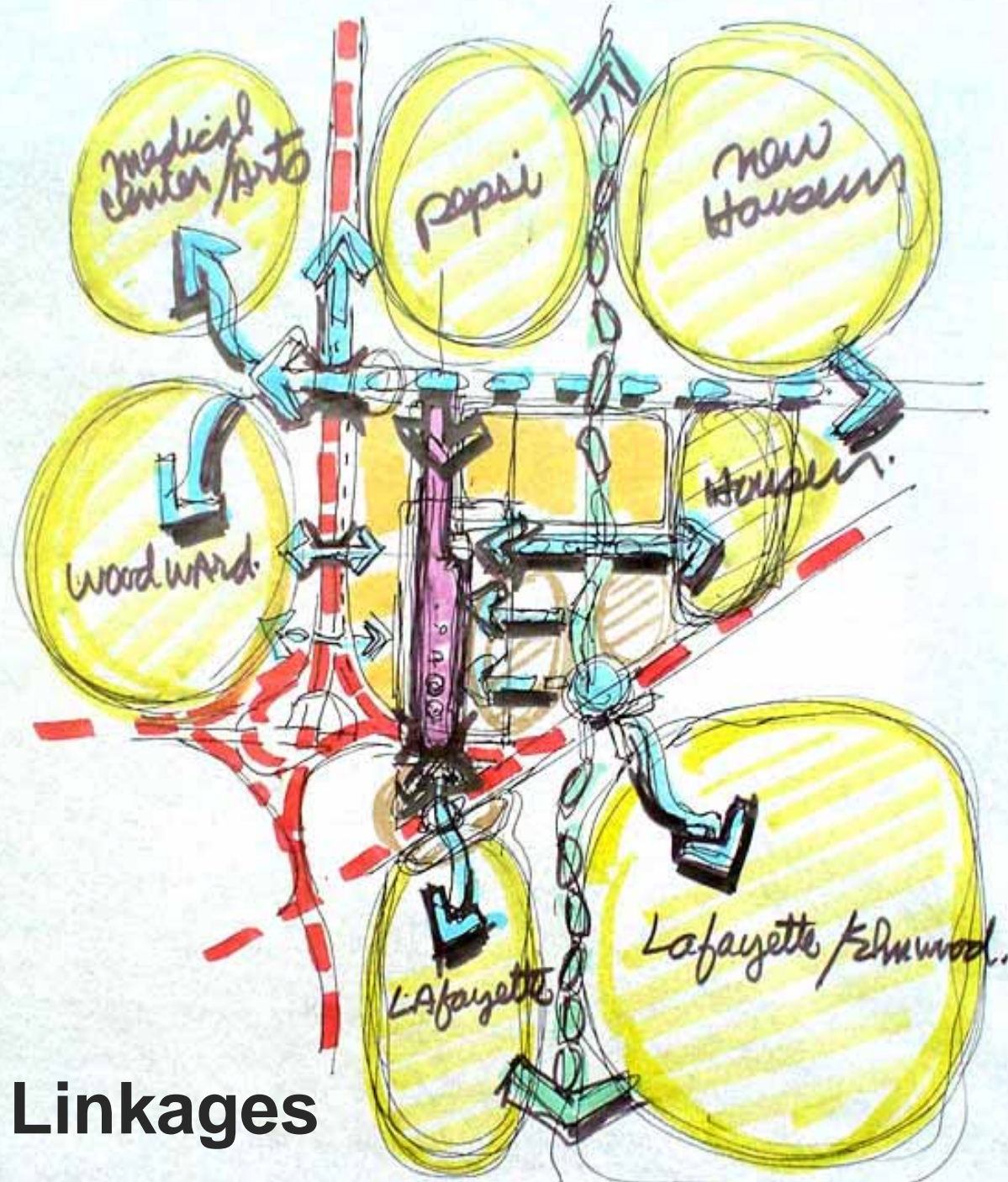




SATURDAY  
TRAFFIC/PARKING

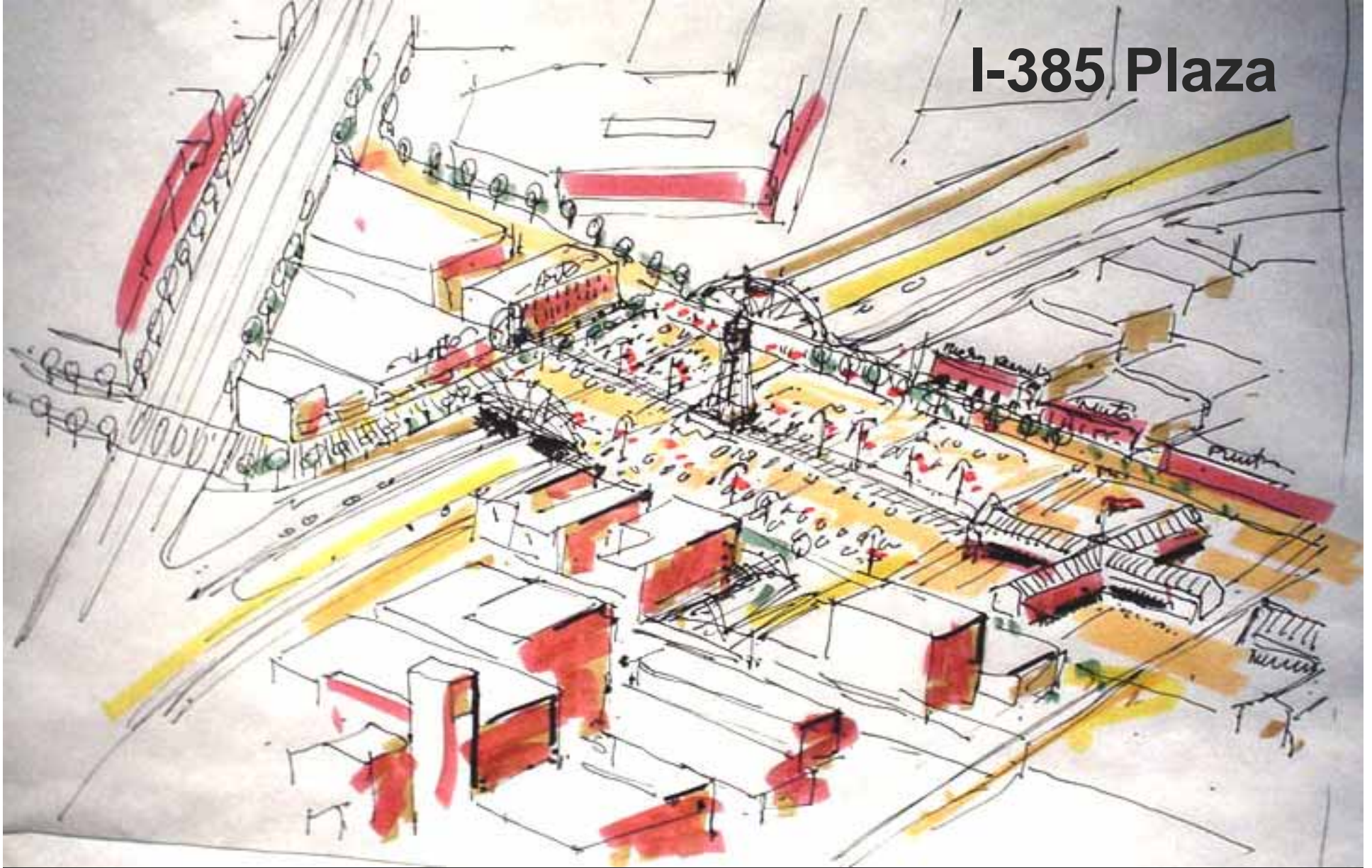
# Urban Design

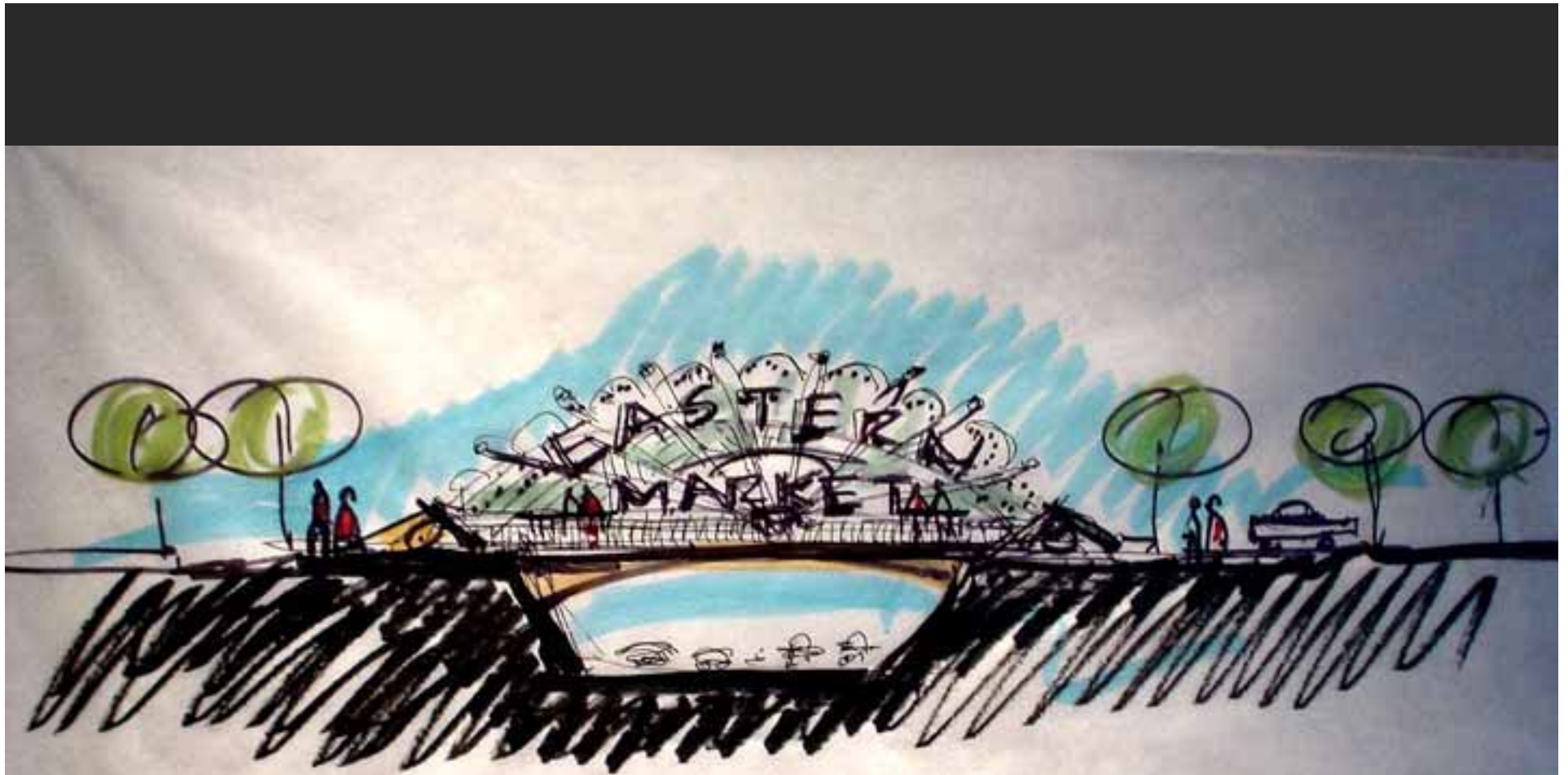
- Scale
- Materials
- Historic Facades
- Lighting
- Signage/Wayfinding
- Flags



**Linkages**

# I-385 Plaza





## I-385 Plaza Section



DECK  
ELEVATION.



**Vertical Icon**



# Development Strategies

**Chuck Berling**

# A Single Governing Entity

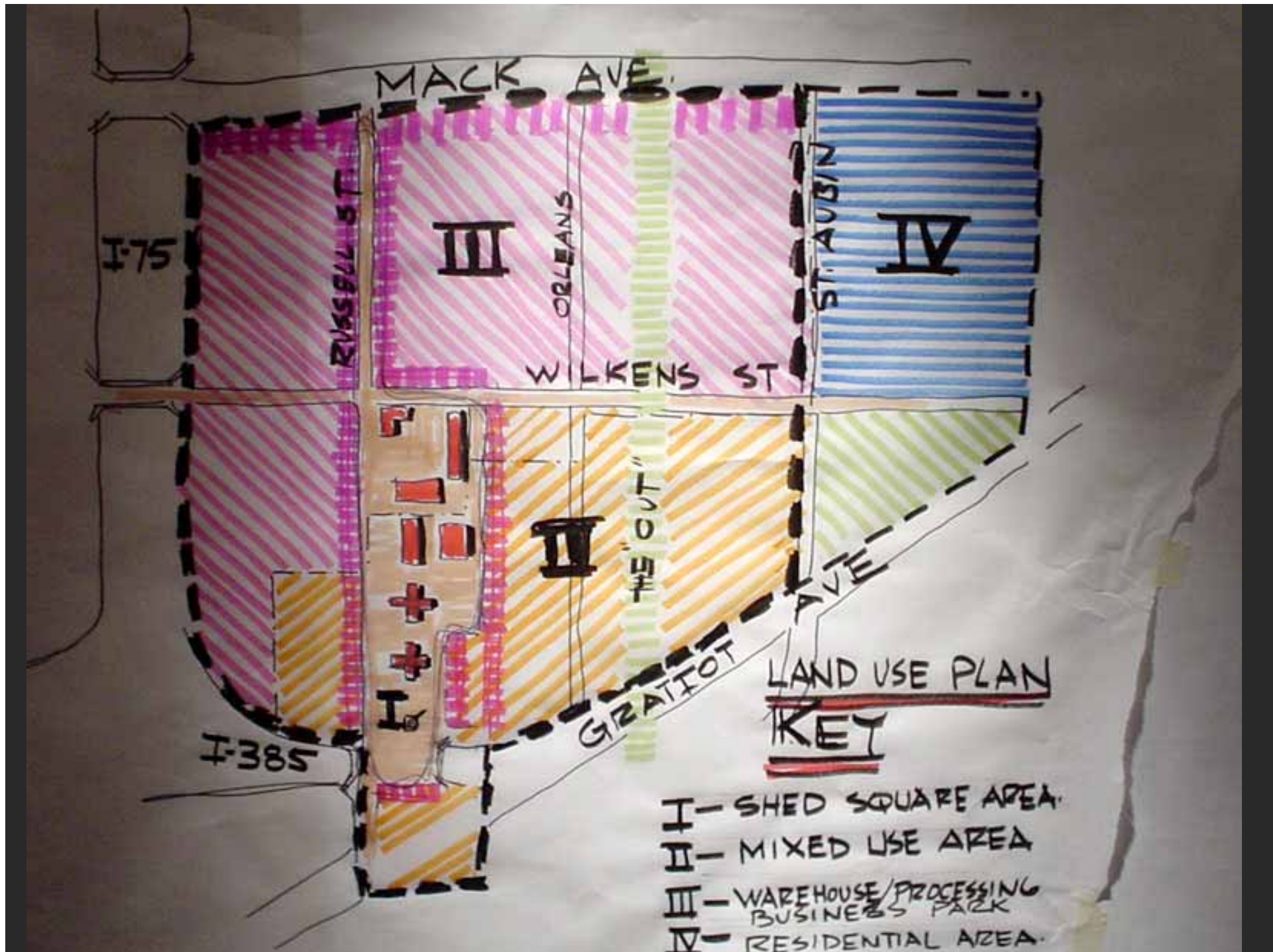
- Representatives
- Action Plan
- Budget
- Annual Independent Audit

# Eastern Market Action Plan

- Consolidation of Existing Plans
- Diversity of Constituents and Stakeholders
- Create Codes, Covenants and Restrictions
- Land Disposition
- Streamline Approval/Permitting Process

# Use Areas

- Shed Square Area
- Mixed-Use Area
- Warehousing/Processing Business Park Area
- Residential Area



# Shed Square Improvement Program

- Leverage public investment
- Accelerate and facilitate improvements and renovations
- Use financial tools – grants, low-interest loans, etc.
- Main Street-like program
- Increased property values



**Ed Shriver**

# Management Group

- Shed management
- Control reselling of produce
- Increased participation by regional farmers
- Marketing
- Enforce existing market rules
- Single point of contact to coordinate development programs

# Management Group (cont'd.)

- Manage Shed Square improvement program
- Customer friendly parking program
- Maintain adequate security
- Enforce standard of cleanliness and health

# Education and Training

- Entrepreneurial Center
- Culinary Institute
- Mentoring Program
- MSU Extension Program

# Increase Market as Venue for Events

- Cook-offs
- Ethnic food festivals
- Holiday programs
- Sports related festivities

# Accessible to Potential Customers

- Shuttle bus to downtown
- County redevelopment of Gratiot corridor and mass transit initiative
- Use development sites as overflow parking
- Convenient direct links

# Proposed BID District

- Security
- Housekeeping
- Parking
- Signage
- Transportation services

# Successful BIDs

- 16<sup>th</sup> Street Mall in Denver, CO
- Hollywood Boulevard and Sunset Boulevard Revitalization Program in Hollywood, CA
- Pittsburgh Downtown BID
- Bryant Park, New York, NY
- Times Square, NYC

# Implementation

**Ray Forgianni**



I Love Markets

# Shed Management

1. Sanitation
2. Changing Mix to Farmers
3. Market Rules Enforcement

# Shed Improvements

- Marketplace
  - St. Lawrence Market

# Warehouse/Processing Business Park Area

- **Warehouse/Processing/  
Retail/Housing**
- **Special Zoning District**

# Shed Square Area

- **Retail/Wholesale/Housing**
- **Special Zoning District**

# Halo Effect





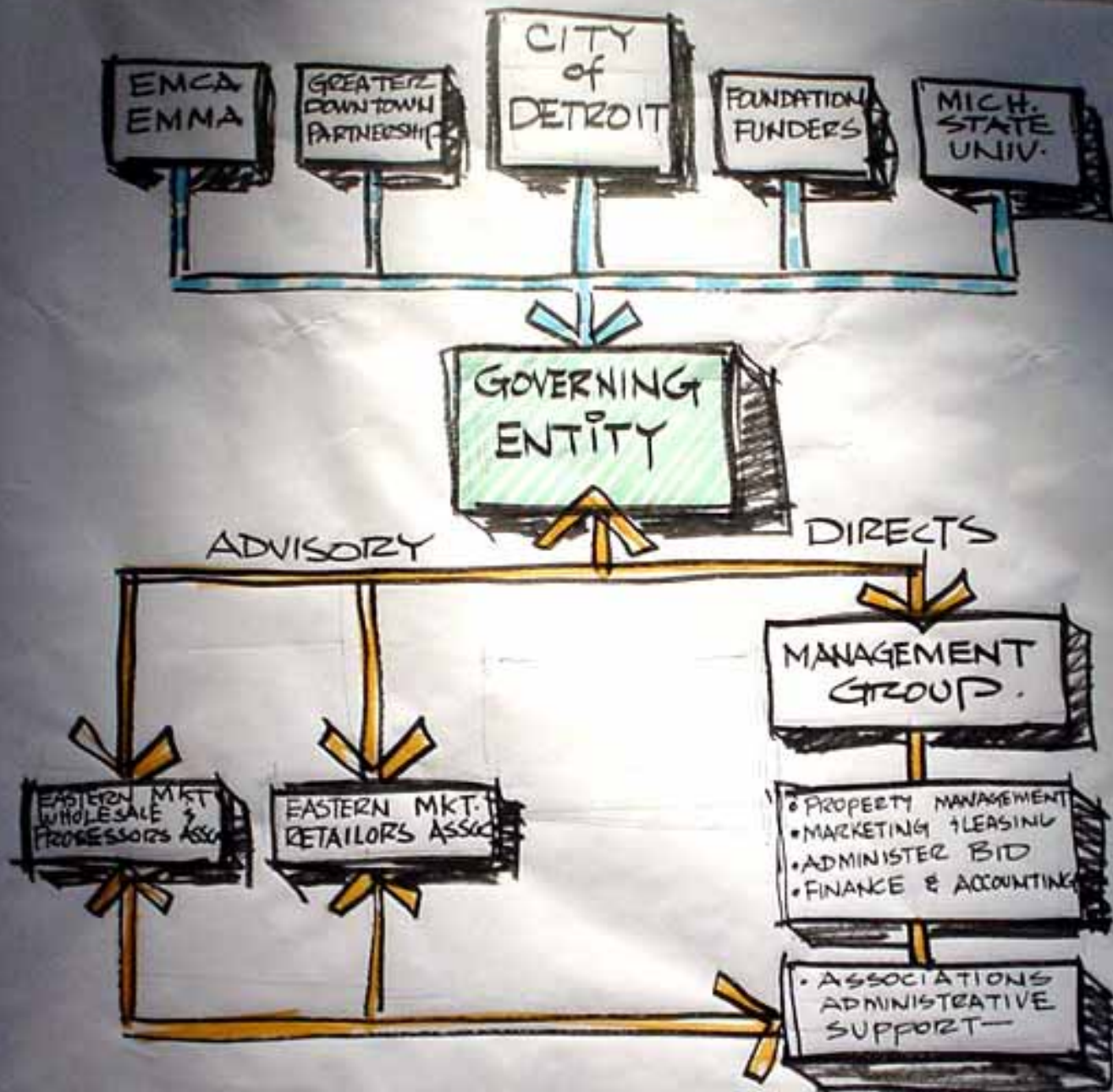
**Bill Lashbrook**

# Critical Steps

- City willing to consider third party day-to-day management for Eastern Market Sheds.
- Proposed consolidation of two key redevelopment entities (GDP + Detroit Downtown, Inc.) into a single entity.
- Acknowledgement by both that broader long-term goals require larger focus.

Now is the Time for Action:  
Create an overall Eastern Market Entity

- Receive control of all city-owned/  
controlled land within the Eastern  
Market District.
- Sole authority to pursue and execute  
transactions.



ORGANIZATION CHART

# Eastern Market Entity

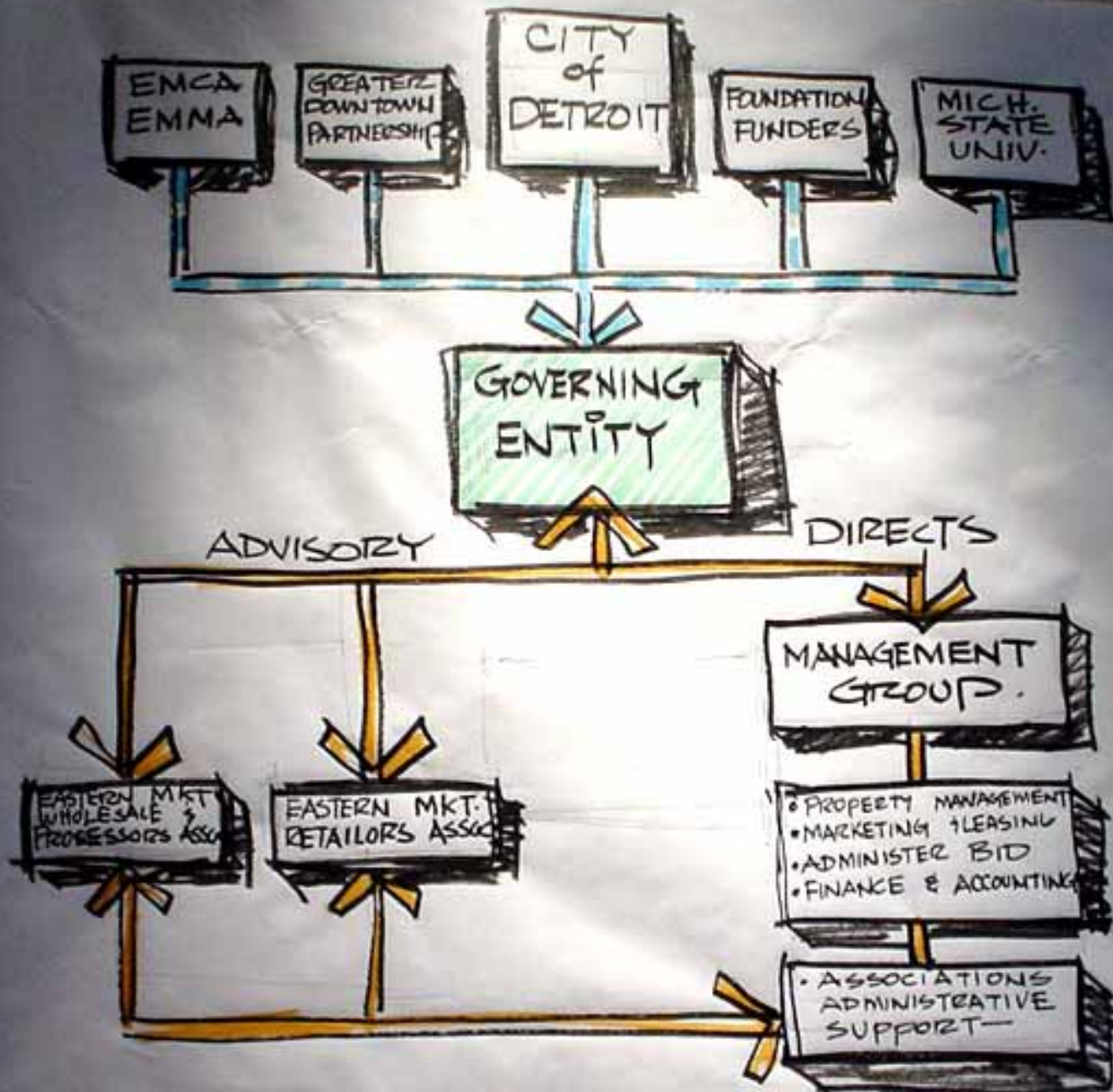
- Create the Eastern Market Management Group which reports to the Entity.
  - Wholesale and food processing marketing effort.
  - Increasing vendors for market sheds.

# Eastern Market Entity

- Form new Eastern Market Retail Association.
- Form Wholesale and Processors Association.
- These two associations will provide input to the Eastern market Management Group.

The Entity

Create  
an  
Eastern Market BID.



ORGANIZATION CHART

# The Entity

- Membership composition determined by the city, the advisory parties, and existing redevelopment groups.
- The funding sources needed are already earmarked.
- Authority needs to be vested in the Eastern Market initiative.
- \$15.6M direct investment into market sheds = increased property taxes of \$2.1M in 2006, rising to \$9.9M by 2010.

# Act Now

Each day these initiatives are not begun delays these benefits to the city, its residents, and those who work and shop in Eastern Market.

# Conclusion

Q + A

