AUTHENTICITY IS IN THE MAKING

EASTERN MARKET 2025 STRATEGY

COMMUNITY WORKSHOP: SEPTEMBER 9, 2015
WHY EASTERN MARKET?

2 MILLION PEOPLE A YEAR COME TO THE MARKET
WHY EASTERN MARKET?

HEALTHY DPS SCHOOL FOOD INITIATIVE

RED TRUCK FRESH PRODUCE

EASTERN MARKET FARM STAND
WHY EASTERN MARKET?

INVESTMENT IN DISTRICT INFRASTRUCTURE

ECONOMIC DEVELOPMENT

SHEDS

LINK DETROIT

ACCESS TO INTERNATIONAL MARKETS

ACCESS TO LOCAL MARKETS
WHY EASTERN MARKET?
PLACEMAKING

DISTRICT SERVICES
FACADE IMPROVEMENTS
SMALL BUSINESS SUPPORT
GOALS

AUTHENTICITY

CONNECTIVITY

DENSITY

DIVERSITY & EQUITABILITY
DIVERSE PLAYERS IN THE MARKET

- MARKET & BRIDGE VENDORS
- CUSTOMERS
- PUBLIC SECTOR PARTNERS
- ARTS & HOSPITALITY
- COMMUNITY PARTNERS
- EASTERN MARKET CORPORATION
- PROPERTY OWNERS & DEVELOPERS
- RESIDENTS & PROFESSIONAL SERVICES
- RETAIL MERCHANTS
- FOOD DISTRIBUTION & PROCESSING
WHAT WE’VE HEARD
Property owners and developers: Maintain working market/food district Find a balance/blend between new arts and food Accessible and diverse on all days of the week Appreciate grittiness, do not make it too glossy or ordered Eastern Market is like our mingling on the subway system “Authenticity means being an ongoing catalyst” Public market vs farmers market Limited adequate food facilities (cold storage) limits growth Acknowledge the different ways different markets work: wholesale, meat, farmers, public, etc. Parking, lighting, safety Assets: community, walkability, organic development (needs some intention right now) Lay the groundwork now for what comes later (phased approach), manage the process Daytime, nighttime, weekday, weekend More info on property ownership, availability, cleanliness, etc. EMC can be leaders in development process Customers: “You never know who you’ll see or what you’ll find” “You can find the whole Detroit experience right here” Tradition is a large part of the experience There’s no easy ways in and out! Not just a destination, has a functionality Will the Dequindre Cut expansion change the perception of boundaries? More programming on weekdays, keep Saturday all about food Reorganize traffic flows Sometimes you just want to do your shopping, not have an experience Eastern Market is a landmark in the City New growth should continue to support the market core (?) Accessibility is key (in many ways) Public Sector Partners: Find a balance between walkability and auto traffic Walking exposes you to the tradition of the place Something for everyone Be a resource for locals before other people The “experience” is for the outsiders Tradition of butchering is important (Muslim population) Grit not needs to be activated, open up northern end of Russell, connect to downtown Infrastructure! More info on what’s there - wayfinding “Right to Market” so residential can’t force out market users Type of jobs needs to reflect market identity Development needs to be dense, site control managed by EMC Support generational connection to the market Should be a model for functional transportation options Market and Bridge Vendors: For wholesale, the market is a meeting place but not necessarily where big sales happen. Make sure new development supports food EMC should support vendor development and growth = meeting, get information to/from customers, educate customers EM promotes connectivity, should be supported Community Partners: “The market should epitomize food, fairness and sustainability” Controlled traffic patterns How can we maintain grit and promote growth at the same time? EM is positioned to provide cohesiveness in the city: geographically and programmatically Educate customers about what is available Do not gentrify the product at EM Retain slaughterhouse, etc in the market to prevent “Disneyfication” Put some of market in a trust to preserve wholesalers? Retention program Accessibility* + education* Circulation for market crowds should be considered Arts & Hospitality: Affordability and accessibility The arts scene is visual here, recognize that people are present If the market becomes only an arts + eats scene, it will die. Market should model local hiring practices Develop Gratiot as a main street Equalizer Need to establish a value system for incoming property owners Protect the character, not say who should or shouldn’t be there Examine ways people walk through the market for ease and safety Retain working market, be clear about identity, and needs to be controlled through policy to ensure EM “value system” Legacy businesses must stay Food Distribution & Processing: Food processing businesses are here to stay, and usually own their building outright A lot of history, loyalty, tradition, family! “EM provides fertile ground on which to innovate and experiment in business in the public eye” Assets include the legacy businesses, which attract new businesses, need to find a balance international recognition of the market should support business growth EM is a hub for the entire metro area Education around benefits to businesses: “is this a good place to be for incoming businesses?” Cooperation of companies in the area is key Lack of data about growers and businesses! Affordability for farmers is important - and customers Farmers make EM what it is, the unique aspect of the market Policies to maintain “grittiness” Need to attract a diversity of players and businesses into the ecosystem Support business growth but include policies to avoid gentrification Retailers: The market should always be able to feed a larger family with little money Bring process into the experience - let people see how things happen in the Market Increase awareness that retail is open all week EMC social media could include more about the district Wayfinding! How can businesses work together? Residents & Professional Services: Connect across the Cut with green space - generally need more spaces to sit and relax Merchants association? Need to bring in more Detroiters Multi model planning for different users vs. homogenization Do we really want full/high capacity everyday of the week? Forest Park Resident: EM is a “platform for the city” and a place for small business innovation Locals have a variety of experiences in the market – produce, galleries, tailgating, etc. Walk to Market and through Market to downtown (via Rivard) Could use more weekday activities Improve signage and promotion of the market, educate people about how close it is Housing in the market is not affordable
EASTERN MARKET IS NOT:

MUSEUM

STAGED PERFORMANCE

RE-CREATION
EASTERN MARKET IS A WORKING MARKET...
...WITH A NEED TO MODERNIZE, GROW, AND PROTECT EXISTING BUSINESS

Industry expansion demand as of 08/2015
Vacancy data from Data Driven Detroit, released 2014
HIGHLIGHTS FROM WHAT WE’VE HEARD
PUBLIC MARKET

- Tradition is a large part of the experience
- Not just a destination; has a functionality
- Reorganize traffic flows
- There’s no easy way in and out
- Accessibility is key
- Affordability for farmers and customers is important
- More programming on weekdays
- New growth should support the Market core

IDENTITY
CIRCULATION
ACCESSIBILITY
DEVELOPMENT
HIGHLIGHTS FROM WHAT WE’VE HEARD

DAILY BUSINESS
- Maintain working market/food district
- Should epitomize food, fairness, and sustainability
- Find a balance between walkability and auto traffic
- Provide more information; wayfinding
- Control traffic patterns
- Increase awareness of retail open during the week
- Accessible and diverse on all days of the week
- Infrastructure: Parking, lighting, safety, wayfinding

IDENTITY

CIRCULATION

BUSINESS SUPPORT

INFRASTRUCTURE
HIGHLIGHTS FROM WHAT WE’VE HEARD

FOOD INDUSTRY

• Find a balance between legacy businesses and new businesses
• A lot of history, loyalty, tradition, and family
• Expansion opportunities
• Inadequate infrastructure
• Cooperation of companies in the area is key
• Support business growth
• Attract a diversity of players and businesses into the ecosystem
• Make policies to avoid gentrification
DISTRICT PLANNING ALTERNATIVES:
HISTORIC CONDITIONS (1949)
DISTRICT PLANNING ALTERNATIVES

HISTORIC CONDITIONS

- Residential
- Large Food Industry
- Market Core Sheds
- Small Food Industry
- Residential
DISTRICT PLANNING ALTERNATIVES: CURRENT CONDITIONS
DISTRICT PLANNING ALTERNATIVES

CURRENT CONDITIONS

- Increasing Residential
- Food Industry and Retail
- Market Core Sheds
- Food Industry/Conversion/Vacancy
- High Vacancy
DISTRICT PLANNING ALTERNATIVES

CURRENT DEMAND

- Industry expansion demand as of 08/2015
- Vacancy data from Data Driven Detroit, released 2014

PRODUCTION
- 4 ACRES
- N/A JOBS

PROCESSING
- 34 ACRES
- 265 JOBS

DISTRIBUTION
- 36 ACRES
- 255 JOBS

PUBLIC MARKET & RETAIL
- 10.7 ACRES
- 250 JOBS

Industry expansion demand as of 08/2015
Vacancy data from Data Driven Detroit, released 2014
DISTRICT PLANNING ALTERNATIVES

ALTERNATIVE 01:
GUIDE EXISTING DEVELOPMENT TRENDS

RESIDENTIAL PLANS

BUILD UP THE MARKET CORE

INFILL WITH MIXED USES

RESIDENTIAL PLANS
DISTRICT PLANNING ALTERNATIVES

ALTERNATIVE 01: FORMALIZE CURRENT TRENDS
DEVELOPMENT PLAN

- TRUCK ROUTE
- PED/BIKE STREET
- PRODUCTION (50%)
- PROCESSING (50%)
- DISTRIBUTION (25%)
- PUBLIC MARKET & RETAIL
- MIXED-USE
- IND. MIXED-USE CONVERSION
DISTRICT PLANNING ALTERNATIVES

ALTERNATIVE 02:
RESTORE FOOD INDUSTRY TO HISTORIC BOUNDARIES AND LIMIT COMMERCIAL ENCROACHMENT

REBUILD FOOD INDUSTRY THROUGH GUIDED INFILL

RESIDENTIAL PLANS

BUILD UP THE MARKET CORE

RESIDENTIAL PLANS
DISTRICT PLANNING ALTERNATIVES:

ALTERNATIVE 02: INTEGRATED FOOD INNOVATION DISTRICT DEVELOPMENT PLAN
DISTRICT PLANNING ALTERNATIVES

ALTERNATIVE 03:
PROACTIVELY SEEK ECONOMIC DEVELOPMENT TO KEEP DISTRICT FOCUSED ON SUSTAINABLE FOOD ECONOMY

- Build up the market core with greater density (which will increase development momentum of non-food uses)
- Develop vacancy to expand food industry for growth
- Infill with mixed uses
- Residential plans
DISTRICT PLANNING ALTERNATIVES

ALTERNATIVE 03: INDUSTRIAL MIXED USE & FOOD INNOVATION DISTRICT DEVELOPMENT PLAN

- TRUCK ROUTE
- PED/BIKE STREET
- PRODUCTION (100%)
- PROCESSING (100%)
- DISTRIBUTION (100%)
- PUBLIC MARKET & RETAIL
- MIXED-USE
- IND. MIXED-USE CONVERSION
HIGHLIGHTS FROM WHAT WE’VE HEARD
PUBLIC MARKET
PUBLIC MARKET
HIGHLIGHTS FROM WHAT WE’VE HEARD

CIRCULATION:
RE-ORGANIZE TRAFFIC FLOWS
PUBLIC MARKET ANALYSIS

CIRCULATION:
RE-ORGANIZE TRAFFIC FLOWS

High Use
Saturday March 28, 2015

Medium Use
Sunday May 9, 2010

Low Use
Tuesday June 21, 2011
PUBLIC MARKET RECOMMENDATION

CIRCULATION: RE-ORGANIZE TRAFFIC FLOWS

PARKING ORGANIZATION

With vehicular entry points at Mack & Russell, Gratiot & Russell, and Gratiot & Adelaide, cars should be directed towards Riopelle, a street that can act as a spine for parking opportunities after future development has occurred along Russell and Wilkins. Over time, lots along Adelaide can come online as well.
PUBLIC MARKET
ADDITIONAL RECOMMENDATIONS

- TEMPORARY PROGRAMMING DURING NON-PEAK HOURS
- IDENTIFY REMOTE PARKING AREAS
- ADVOCATE CITY BUS LINE TO BETTER SERVE THE MARKET
- PROMOTE BIKING TO THE MARKET
HIGHLIGHTS FROM WHAT WE’VE HEARD
PUBLIC MARKET & DAILY BUSINESS
PUBLIC MARKET & DAILY BUSINESS
HIGHLIGHTS FROM WHAT WE’VE HEARD

CIRCULATION:
FIND A BALANCE BETWEEN WALKABILITY AND AUTO TRAFFIC
GAP MAP

Strategically fill in the gaps in the pedestrian experience to create a larger, more cohesive pedestrian environment. The expansion of the Dequindre Cut will create additional pedestrian-friendly conditions nearby. The diagram looks only at the adjacent, vertical surroundings (ie building facades).
CIRCULATION:
FIND A BALANCE BETWEEN WALKABILITY AND AUTO TRAFFIC

- Main line is interrupted and diverted
- The experience of the walk is variable in terms of quality
PUBLIC MARKET & DAILY BUSINESS RECOMMENDATION

CIRCULATION: FIND A BALANCE BETWEEN WALKABILITY AND AUTO TRAFFIC

Alternate 01:
- Construct new pedestrian bridge on axis with Market sheds
- Add social space “porches” on either end of pedestrian bridge to anchor the path

Alternate 02:
- Construct deck over freeway
- Add development parcels on deck, including new parking facility

Alternate 03:
- Remove and fill in freeway entry
- Extend Riopelle to Gratiot
- Add development parcels on new blocks of land
PUBLIC MARKET & DAILY BUSINESS
HIGHLIGHTS FROM WHAT WE’VE HEARD

CIRCULATION:
PROVIDE MORE INFORMATION
AND WAYFINDING
PUBLIC MARKET & DAILY BUSINESS ANALYSIS

CIRCULATION:
PROVIDE MORE INFORMATION AND WAYFINDING
PUBLIC MARKET & DAILY BUSINESS RECOMMENDATION

CIRCULATION: PROVIDE MORE INFORMATION AND WAYFINDING

GATEWAY HIERARCHY

Strengthening a number of gateways with a clear hierarchy will expand the perceived footprint of the district as well as provide a sense of arrival. All wayfinding efforts begin at these gateways.
HIGHLIGHTS FROM WHAT WE’VE HEARD
DAILY BUSINESS
DAILY BUSINESS HIGHLIGHTS FROM WHAT WE’VE HEARD

BUSINESS SUPPORT: INCREASE AWARENESS OF RETAIL OPEN DURING THE WEEK
The retail environment in the district is feast or famine, with most foot traffic happening on Saturday market days. The parking lots and sheds are only at full capacity on one day per week.

**THE MARKET CORE IS AT FULL CAPACITY ONLY DURING SATURDAY MARKETS**

The retail environment in the district is feast or famine, with most foot traffic happening on Saturday market days. The parking lots and sheds are only at full capacity on one day per week.
DAILY BUSINESS ANALYSIS

BUSINESS SUPPORT:
INCREASE AWARENESS OF RETAIL OPEN DURING THE WEEK

RAISE THE BASELINE, BUT DON'T SEEK SATURDAY CROWDS EVERY DAY OF THE WEEK
DAILY BUSINESS RECOMMENDATION

BUSINESS SUPPORT:
INCREASE AWARENESS OF RETAIL OPEN DURING THE WEEK

TO IMPROVE DAILY RETAIL:
• CONTINUE RETAIL MIX
• PROVIDE BETTER TRANSIT
• CONNECT MORE EFFECTIVELY TO NEIGHBORING AREAS THROUGH PHYSICAL CONDITIONS AND WAYFINDING
• SUPPLY SOME RESIDENTIAL OPPORTUNITIES WITHIN THE DISTRICT
• PROVIDE HIGH QUALITY PEDESTRIAN ENVIRONMENT
DAILY BUSINESS RECOMMENDATION

BUSINESS SUPPORT:
INCREASE AWARENESS OF RETAIL OPEN DURING THE WEEK

CREATE TEMPORARY SOCIAL SPACES TO ATTRACT PEOPLE DURING THE WEEK, BUT DON’T COMPROMISE PARKING
DAILY BUSINESS POLICY RECOMMENDATIONS

- Develop rent and property stabilization to foster diversity and promote equitability
- Establish small business and entrepreneurship funding and lending
- Expand and continue business improvement initiatives, i.e. facade grants, business communication strategies and advertisement and signage
- Obtain funding for comprehensive environmental crime prevention strategy (CPTED)
- Develop an equitable growth policy that builds a more cohesive retail frontage that supports all levels of entrepreneurship
HIGHLIGHTS FROM WHAT WE’VE HEARD
FOOD INDUSTRY
FOOD INDUSTRY
HIGHLIGHTS FROM WHAT WE’VE HEARD

BUSINESS SUPPORT:
ATTRACT A DIVERSITY
OF BUSINESSES

[Images of businesses and a truck]
FOOD INDUSTRY ANALYSIS

BUSINESS SUPPORT:
ATTRACT A DIVERSITY
OF BUSINESSES

FOOD ECONOMY IN EASTERN MARKET (48207 ZIP CODE)

<table>
<thead>
<tr>
<th>Industry</th>
<th>Food Manufacturers</th>
<th>Food Wholesalers</th>
<th>Food Retailers</th>
<th>2014 Sales Volume</th>
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<tbody>
<tr>
<td>Manufacturing</td>
<td>25</td>
<td>48</td>
<td>68</td>
<td>$17M</td>
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<tr>
<td>Wholesale</td>
<td></td>
<td></td>
<td></td>
<td>$21M</td>
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<tr>
<td>Retail</td>
<td></td>
<td></td>
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<td>$3.1M</td>
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Source: ReferenceUSA, 2014
FOOD INDUSTRY ANALYSIS

BUSINESS SUPPORT:
ATTRACT A DIVERSITY OF BUSINESSES

SMALL VS. TRADITIONAL FOOD MANUFACTURERS IN MICHIGAN

LOT SIZE

TRADITIONAL
100 TO 500 EMPLOYEES

MANUFACTURING
WHOLESALE
RETAIL

AVG JOB DENSITY
104
35
21

AVG SALARY
$50K
$58K
$31K

SMALL-BATCH
20 OR FEWER EMPLOYEES

MANUFACTURING
WHOLESALE
RETAIL

AVG JOB DENSITY
6
4
4

AVG SALARY
$43K
$54K
$23K

JOB SIZES PER UNIT AND AVERAGE SALARY ARE DETERMINED BASED ON STATE OF MICHIGAN AVERAGES FOR FOOD MANUFACTURERS WITH 100 TO 500 EMPLOYEES FOR TRADITIONAL MANUFACTURERS AND 20 OR FEWER EMPLOYEES FOR SMALL-BATCH MANUFACTURERS.

SOURCE: 2012 BUREAU OF LABOR STATISTICS NAICS CODES FOR THE STATE OF MICHIGAN
FOOD INDUSTRY ANALYSIS

BUSINESS SUPPORT:
ATTRACT A DIVERSITY OF BUSINESSES

GROWTH OPPORTUNITIES

STRONG FOOD MANUFACTURING SUBSECTORS

The malt beverage industry has experienced strong job growth from 2003 to 2013.

Soft drink manufacturing has established a strong presence in Detroit and provides amongst the highest average wages in the food manufacturing industry.

Specialty foods has proven to be a dynamic industry during the recent recession and has posted strong employment gains in recent years.

<table>
<thead>
<tr>
<th>Subsector</th>
<th>National Figures</th>
<th>Detroit MSA Figures</th>
</tr>
</thead>
<tbody>
<tr>
<td>-----------------------------------</td>
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<tr>
<td>Bakeries</td>
<td>$43,315.70</td>
<td>144,508</td>
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<tr>
<td>Specialty Foods and Ingredients</td>
<td>$42,670.17</td>
<td>165,727</td>
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<td>Malt Beverages</td>
<td>$53,242.03</td>
<td>27,559</td>
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<td>Milling and Refining of Sugar</td>
<td>$54,986.79</td>
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<td>Packaged Fruit and Vegetables</td>
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<tr>
<td>Soft Drinks and Ice</td>
<td>$49,272.52</td>
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FOOD INDUSTRY
HIGHLIGHTS FROM WHAT WE’VE HEARD

INFRASTRUCTURE:
EXPANSION OPPORTUNITIES
FOOD INDUSTRY ANALYSIS

INFRASTRUCTURE:
EXPANSION OPPORTUNITIES

Industry expansion demand as of 08/2015
Vacancy data from Data Driven Detroit, released 2014
FOOD INDUSTRY ANALYSIS

INFRASTRUCTURE: EXPANSION OPPORTUNITIES

ESTIMATED ACREAGE NEEDS:

FOOD INDUSTRY [PRODUCTION, PROCESSING, DISTRIBUTION]
65-85 ACRES

MIXED USE [RESIDENTIAL, RETAIL, PRODUCTION]
7.2 ACRES

SMALL-BATCH [PRODUCTION, RETAIL]
5 ACRES
FOOD INDUSTRY
HIGHLIGHTS FROM WHAT WE’VE HEARD

INFRASTRUCTURE:
INADEQUATE CONDITIONS
FOOD INDUSTRY ANALYSIS

INFRASTRUCTURE: INADEQUATE CONDITIONS

EXISTING TRUCK ROUTES

Trucks dominate streets such as Orleans and Riopelle, which lack the space for desired maneuverability. The USDA inspection services require trucks to wait around in the area, often taking over the parking lot between Shed 3 and Riopelle.
Mack affords great opportunity to shift food industry’s trucks out of the Market core. The east/west truck route can act as a spine for any new industrial development east of the Dequindre Cut. Trucks going to and from Wolverine would not be influenced. If the USDA inspection services cannot be relocated, Orleans and Riopelle can remain truck routes for required inspections.
FOOD INDUSTRY NEEDS
INITIAL RECOMMENDATIONS:

• Policies to support new land and modern facilities
• Infrastructure to support business operations
• Defined truck routes
• Expanded food industry should be kept in close proximity
• Relocate USDA inspection services
DISTRICT PLANNING ALTERNATIVES

ALTERNATIVE 01

ALTERNATIVE 02

ALTERNATIVE 03
STAY TUNED

STAKEHOLDER MEETINGS CONTINUE

OPEN HOUSE IN EARLY NOVEMBER