

Detroit Renaissance Creative Corridor

Development Plan

Appendix
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Gensler + KBA

Gensler + KBA

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Detroit Renaissance Foundation

College for Creative Studies
Detroit Economic Growth Corporation
Detroit Medical Center
Downtown Detroit Partnership
Henry Ford Health System
The Kresge Foundation
Museum of Contemporary Art Detroit
New Center Council
University Cultural Center Association
Wayne State University
The Whitney Restaurant & Carriage House

MAP CREDITS

Information displayed in the site analysis maps was provided to Gensler + KBA from the following agencies and supporting partners. All information is deemed to be correct at the time of publication.

- Major Employers: Crain's Detroit Business
- Educational Assets: GoogleEarth, University Cultural Center Association
- Green Space: Downtown Detroit Partnership, University Cultural Center Association
- Development Projects: Detroit Economic Growth Corporation, Downtown Detroit Partnership, University Cultural Center Association, New Center Association

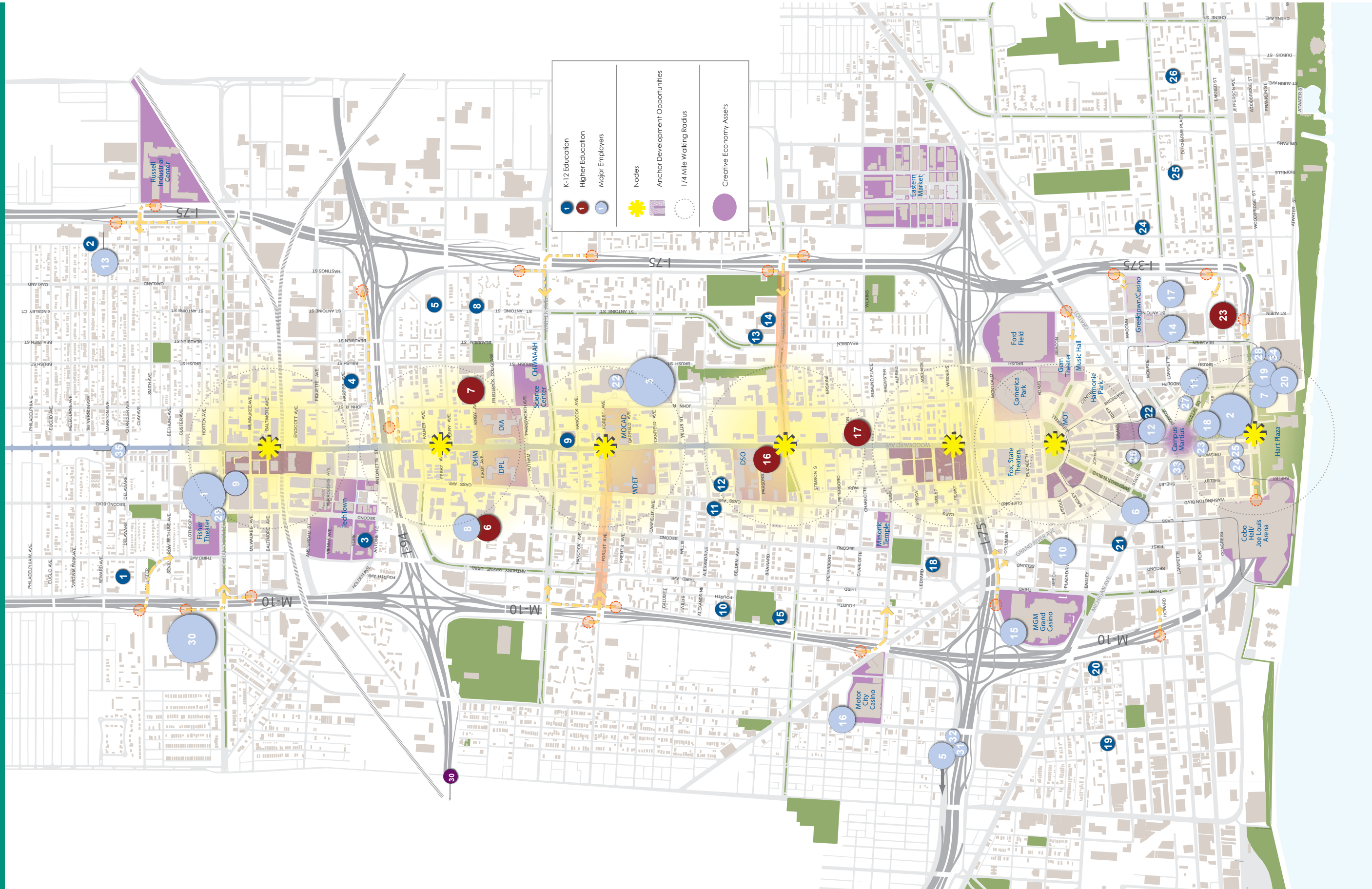
To prepare the "Corporate & Institutional Assets" and "Conditions by Block" maps, Gensler + KBA used research analysis and field survey information.

APPENDIX

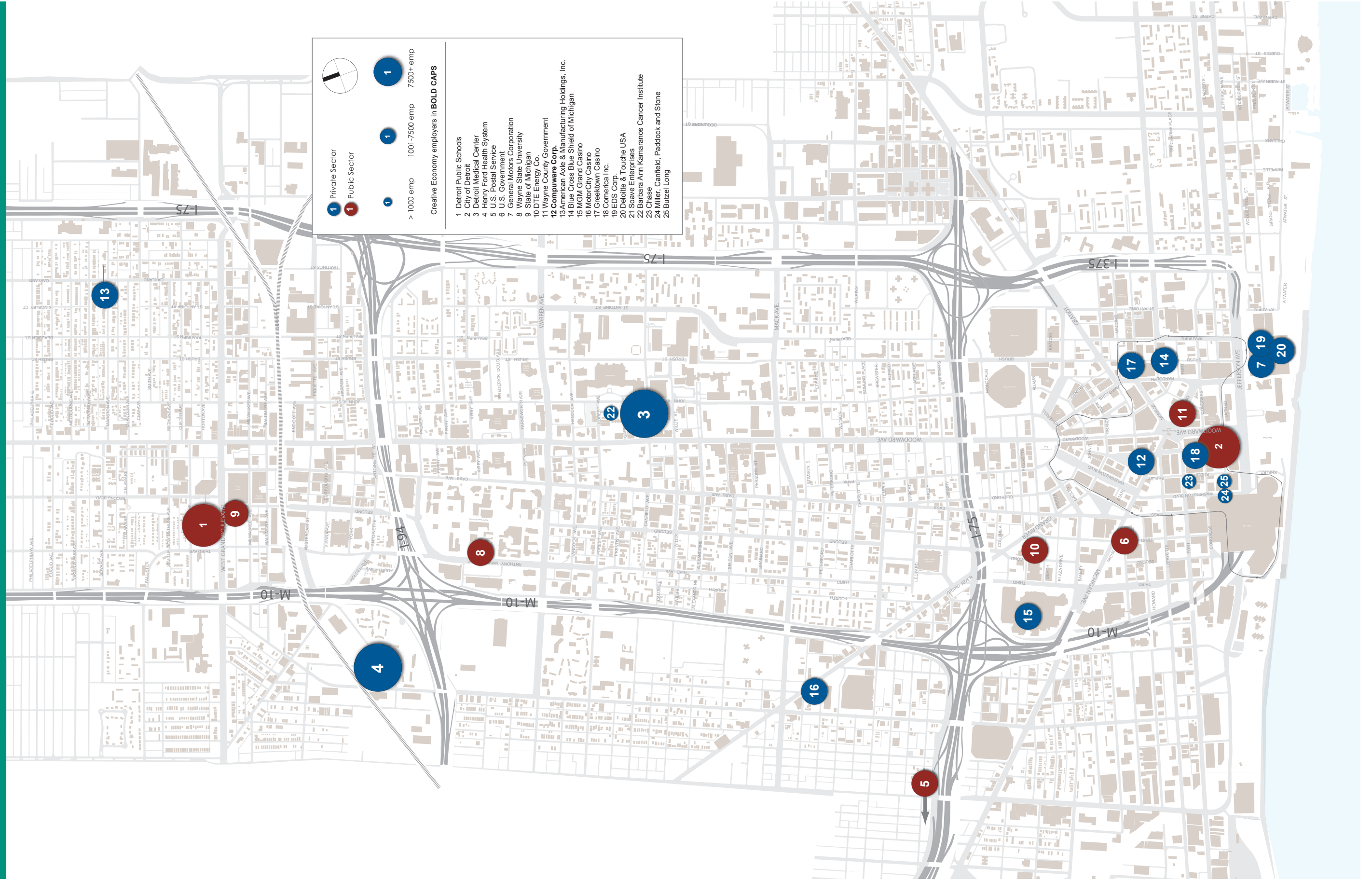
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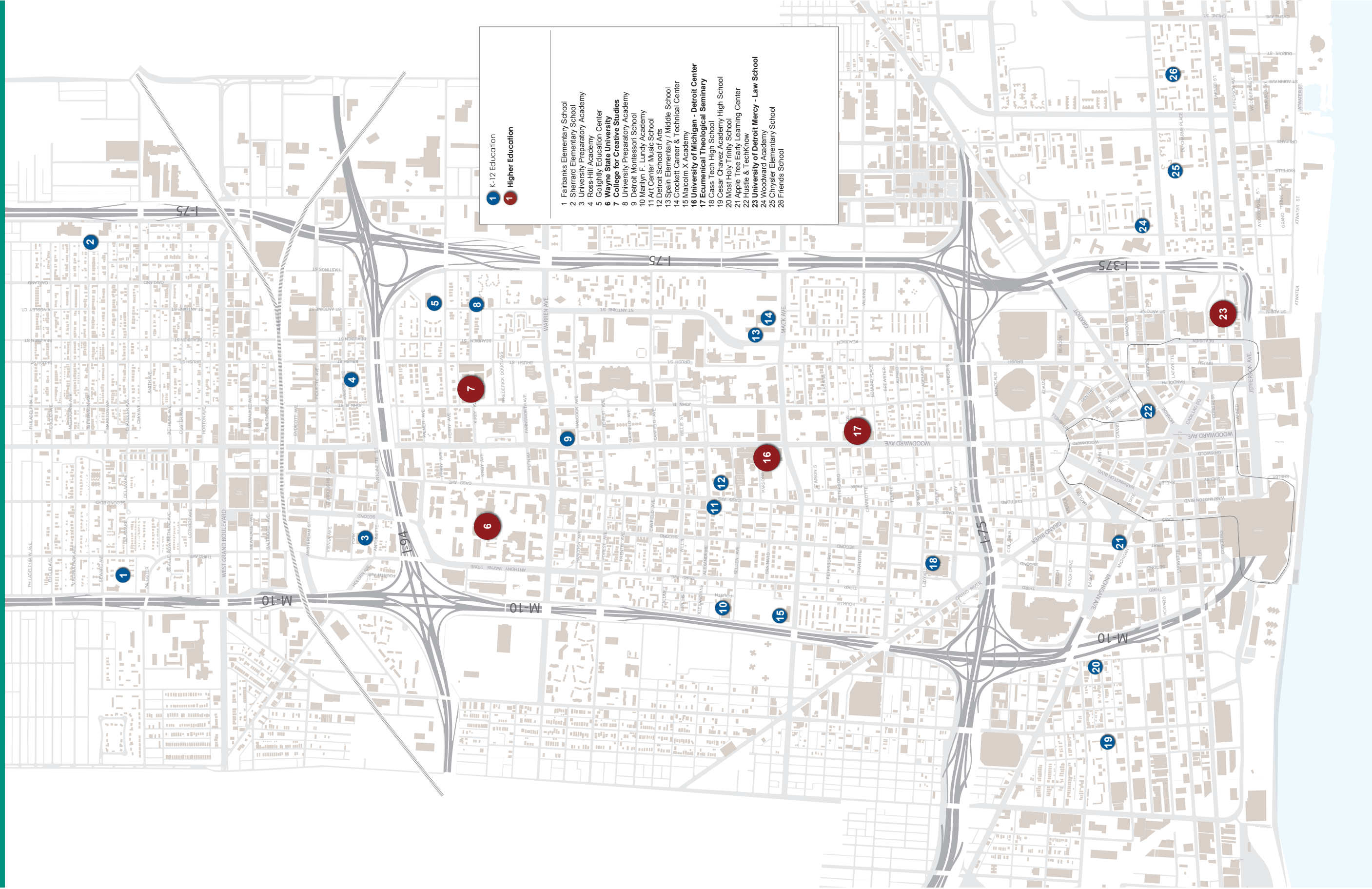
Site Analysis Maps

Creative Corridor Assets & Nodes Map

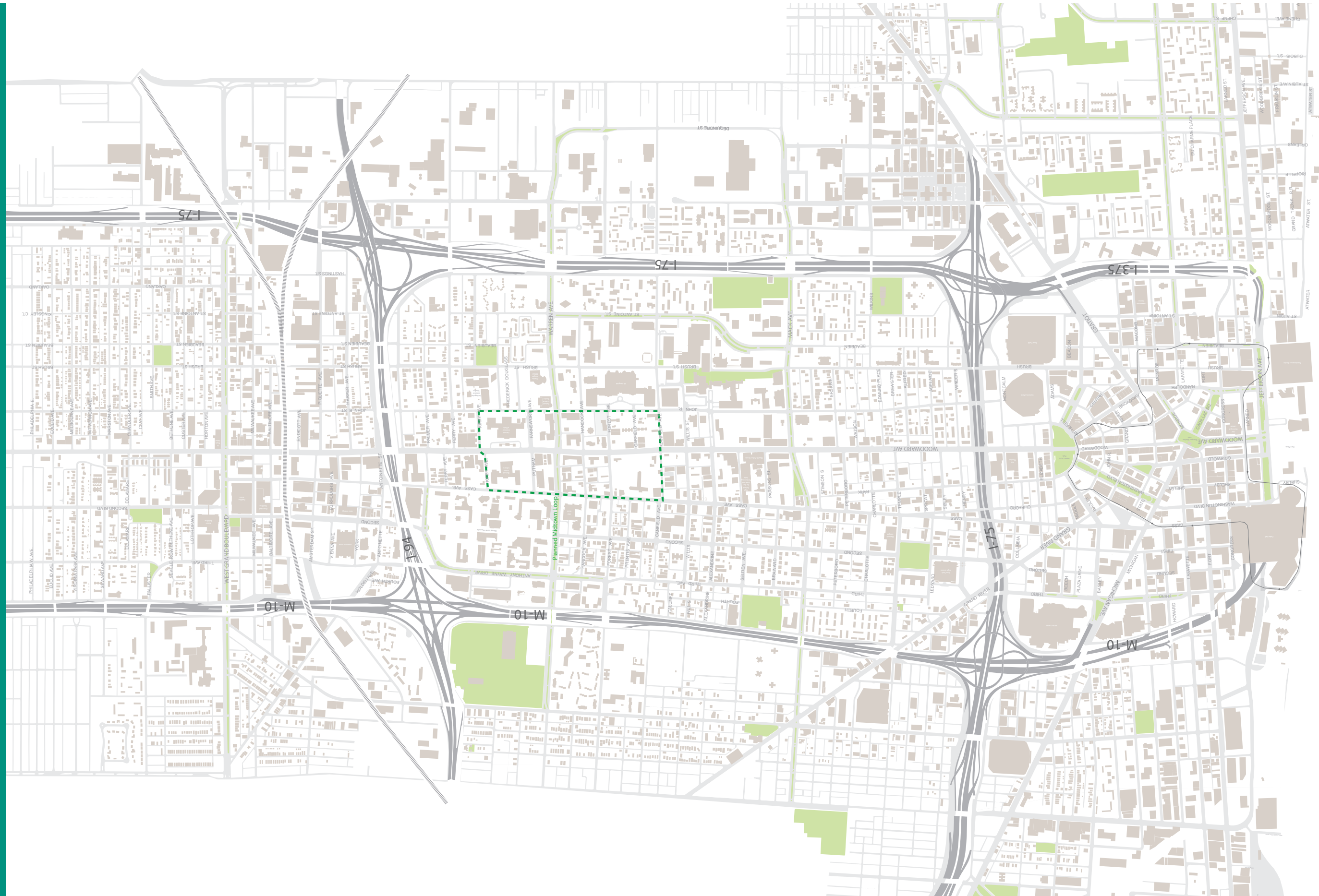


Major Employers

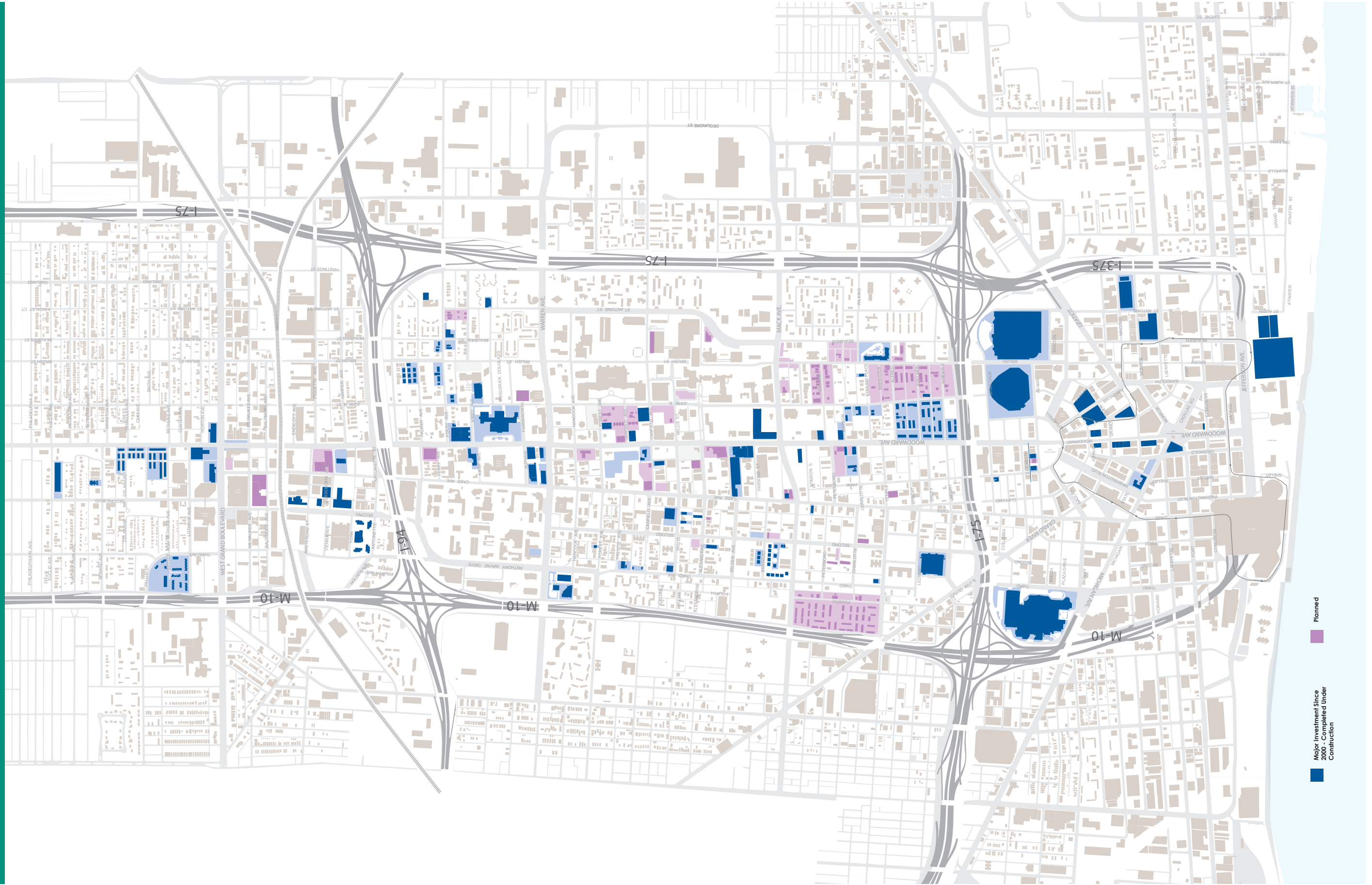




Green Space



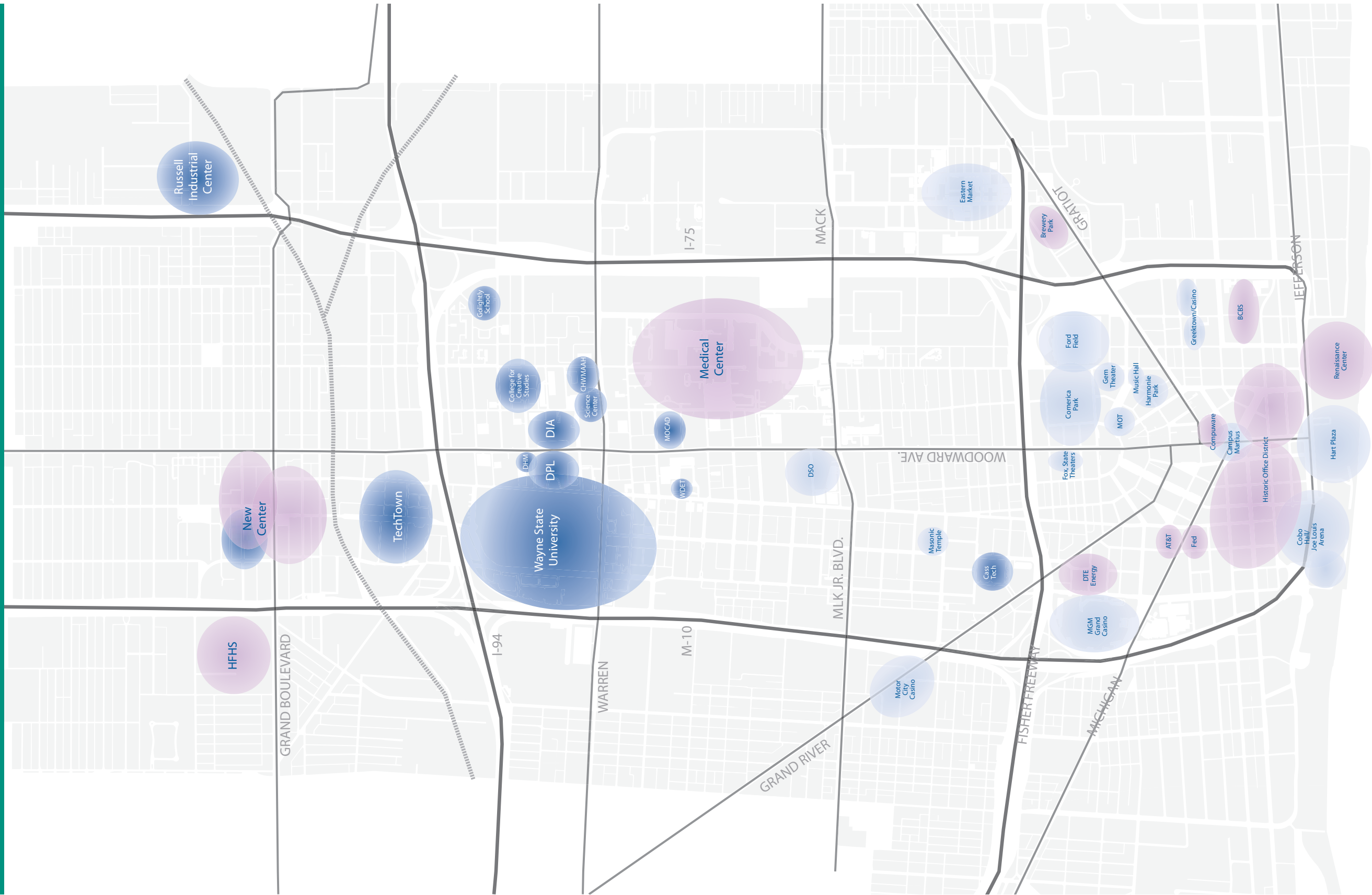
Development Projects



Major Investment Since 2000 - Completed Under Construction

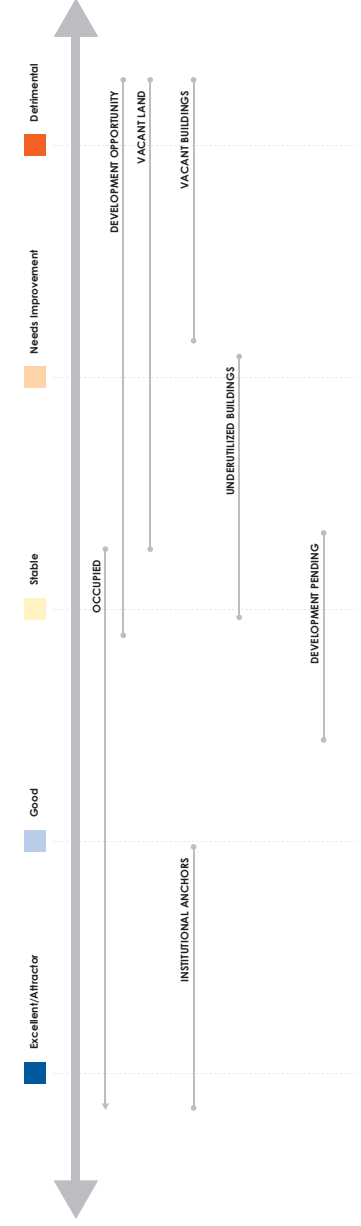
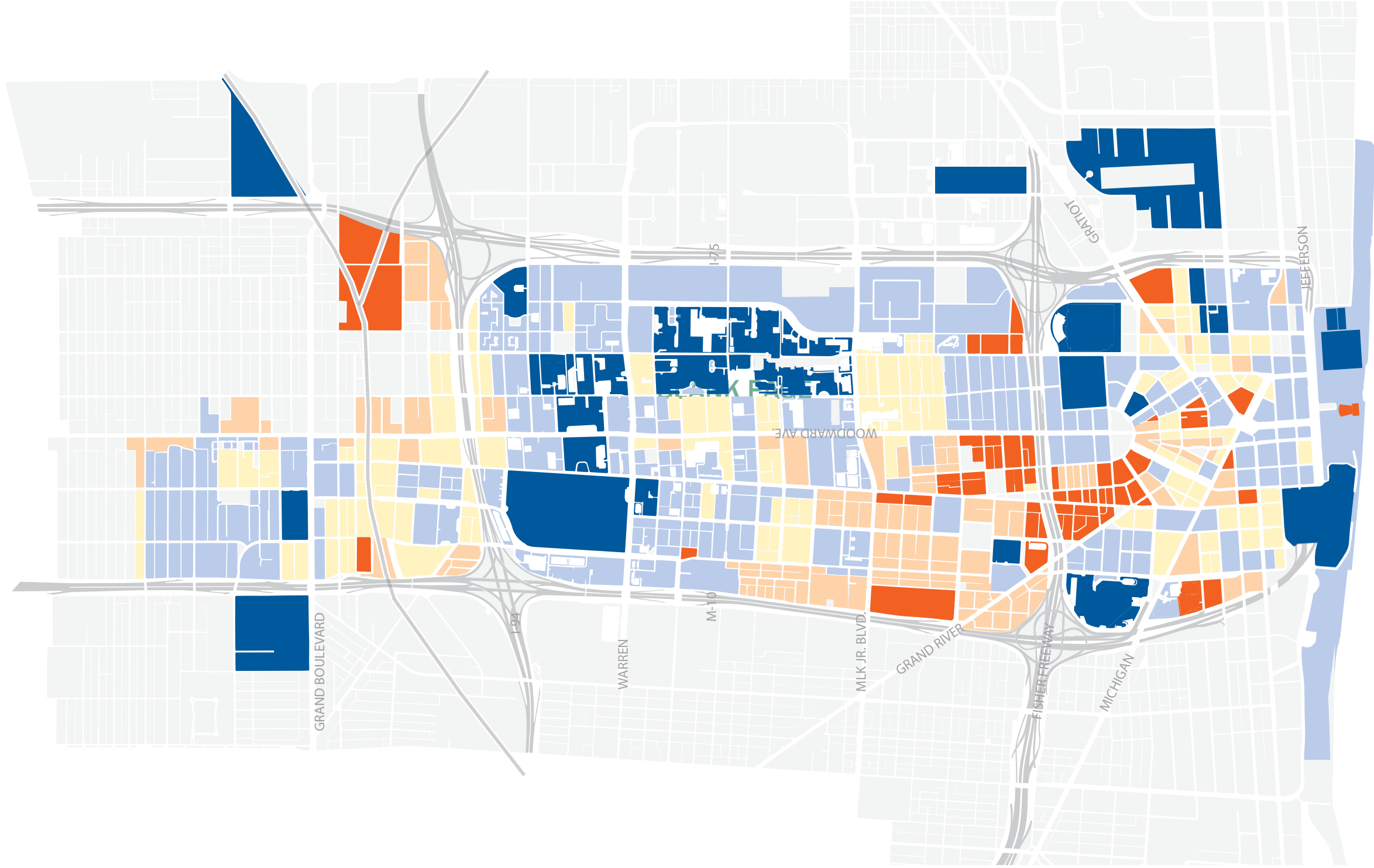
Planned

Corporate and Institutional Assets



- Creative Economy Drivers: Culture, Education, Institution, Employment
- Corporate Employment
- Entertainment/Civic/Gathering

Conditions by Block



Stakeholder Interviews

Stakeholder Interviews

The following ‘asset’ leaders were interviewed for their input and suggestions on the development of the Detroit Creative Corridor.

Ann Lang, President
Downtown Detroit Partnership

Bud Liebler & Patrick Liebler, Co-Owners
The Whitney Restaurant & Carriage House

Marsha Miro, Director
Museum of Contemporary Art Detroit

Sue Mosey, President
University Cultural Center Association

Rip Rapson, President
The Kresge Foundation

Bob Riney, Senior Vice President and Chief Operating Officer
Henry Ford Health System

Richard Rogers, President
College for Creative Studies

Jim Seers, Facilities Director
Wayne State University

Michael Solaka, Director
New Center Association

Peter Zeiler, Business Development Representative
Detroit Economic Growth Corporation

Mary Zuckerman, Executive Vice President
David Manardo, Vice President—Facility Engineering
Detroit Medical Center

Ann Lang, President Downtown Detroit Partnership

- Downtown needs more animated street activity, need to focus on areas where we have or can build a “critical mass”—suggests Capitol Park and University/Cultural Center District.
- Diversity is important, including international. Sees creative community as edgy, independently owned stores, restaurants, entrepreneurial, energizing environment, and good places for people-watching, gathering.
- We should put our energy into the fundamentals, support services, environmental improvements, basic services.
- Need an identifiable place, known for free support services for entrepreneurial businesses.
- Obstacles: image issues, plus the basics are rough in the area. There is a lack of concerted effort. It looks like other areas have been a priority. Also, properties on Woodward are too expensive. The cheap ones are on the edges, where areas are rough. We need to have a plan that manages for shrinkage.
- Chief opportunities or assets: historic buildings, authenticity of place. Woodward and the downtown are conducive to interaction because of Woodward plan. Lots of talent. University is a resource. High caliber institutions (DIA, DSO, MOT, etc.)
- Transit? Needs to be fast up and down Woodward and to connect to the region. Provides an opportunity to change the image. Also, shut down the long distance from downtown to New Center.

Bud Liebler, Co-Owner Patrick Liebler, Co-Owner Whitney Restaurant & Carriage House

- Wants to see energy infused into the place—too tired and quiet. Also would like to see design review, need more action and visibility. Hopes we can attract a broader audience. Important to stress “authenticity”—use design review to protect and reinforce.
- Feels the area has “good bones”. Save what we can and clean up.
- Not enough people know about the good stuff.

- Need someone to make it easier to interact.
- He was drawn here by historic building and because he wants to be a Detroit-based business for contract purposes.
- Transit would be good—get everyone on Woodward and the rest will fall in place.
- Need more green space. Increase bike paths and tie to the riverfront and downtown.

Marsha Miro, Director Museum of Contemporary Art Detroit

- Need to stress diversity, opportunity for mixing, to bolster creative.
- Bring people to art, music, films, poetry, lectures - all add to vibrancy.
- Plans a greensward around MOCAD, Cass to John R., to Canfield and north. Miro would put sculptures in it. Own 2 lots next to parking lots. Wants sculpture there. Maybe Mike Kelly does an artists house.
- Wants develop sculpture in the museum and around the city. Dream is to build community through art.
- Assets for creative corridor include WSU, CCS, DIA, MOCAD and lots of empty land.
- Talk to Donald Judd, MARFAA, Texas and look at Muenster Germany where sculpture park promotes tourism. Also, Roger Mandle and RISD, Director and Miro’s friend. Look at Minneapolis Walker and Sante Fe. Also, Andrew Zaga (AIA) on art as destination.
- MOCAD is becoming well known.
- Needs more restaurants, housing and shops.
- Detroit has good artists—located at Hubbard Farms, Hamtramck, Atlas Bldg., Russell Industrial, and cheap places with sense of place. We need our Williamsburg Brooklyn or Chelsea, Soho. Special policies to retain “authenticity”
- First order is to keep kids from CCS, WSU, who like the area.
- Need a grocery, bike paths worries transit will suck up money.
- Looking at education for kids—children’s program.
- Sees MOCAD as a series of living rooms.

Sue Mosey, President University Cultural Center Association

- Liked a plan prepared by JJR that recommended introducing a median on Woodward. MDOT wouldn't support because of uncertainty about light rail. UCCA is pursuing greenway along Woodward (I-375 to Mack is done) (Mack to Selden is done) (Warren to Ferry is done and Selden to Warren is funded) Looking for funding for link to John R.
- Striped bike lanes on Cass from downtown to New Center is planned.
- Sees major nodes as Kirby, Warren, Canfield, Mack, Edmund or Watson and I-375.
- New projects 1-Cass and Alexandrine, commissary "To Go" food by Slows, 2-Market at Crystal Lofts at Addison (5,000 s.f. with room to expand—Cindy Warner from Traverse City 3-Music Studio of 3500-5000 s.f. 4-Christian Science on Cass—a five story dorm building with 250 beds, awaiting zoning. Privately-financed suburban developer 5-two additional restaurants, one in the Agave space with a club above and one in S. University Village (WSU project across from MOCAD).
- Restaurants do well. UCCA helps with financing, city processes, façade funding. South University Village (WSU) has six retail spaces—one café, 5th Third Bank, and a mix of national and independent tenants. Bonstelle Building has medical office. Slattery as ACO for 7500 s.f. and Papa Johns at 2000 s.f.
- S. of Mack is Woodbridge Estates on former public housing site. 180 units by Slavic. Demolished and under construction (Hope 6 project) Pat Dorn is working on MSHDA, who say no new funding until NSO moves out. Big issue for financing new housing or rehab.
- Vietnam Vets are selling their building.
- Sue sees more businesses locating in the area now. Mostly restaurant, small-scale medical clinics and some amenity retail.
- Incentive programs are needed to target creative industries. She would use to push 1-commercial corridor for Midtown focused on Woodward, 2-continue more entertainment, artists, restaurant venues, 3-more substantial green space. More transit.
- MOCAD is a good partner as is DSO.
- Presently, the people who move here are yuppies and empty-

nesters (more of the former), WSU-related and reverse commuters. Not many from the Medical Center. Retail is mostly independent/restaurants, but includes Fed Ex, Starbucks and ACO.

- Issues: nuisance crime. Also, finding the right space is a challenge. Property values on Woodward are high and parcels small. On the outlying areas, environment is poor and lack basic amenities. "Clean" helps. WSU provides security on campus and UCCA pays with property owners for additional security.
- Seeking more security and clean south to Mack, more façade money. Hudson/Webber and CFSEM foundations provided \$100,000 for 2 building facades on Woodward, \$50,000 for Bank building and \$50,000 for Agave restaurant. She's put \$350,000 of foundation funds into buildings and needs more for facades. Asking for funds for "funky business" support (500 to 600 s.f. Needs a building south of the campus. Also wants \$100,000 to start ambassadors south of Mack.

Rip Rapson, President The Kresge Foundation

- Knight Foundation (Alberto Ibarguen—2 years at Knight) is serious about Detroit. Looking at providing 1,000 design fellowships to midtown. Is convening a planning group, includes Rick Rogers.
- CEO's for Cities—Joint Best Practices. Supporting Artists Entrepreneurs. Talk to CEO Carol Coletta about benchmarking.
- Kresge is considering establishing 4 or 5 fellows in 6 to 8 creative disciplines.
- Kelly Linqiest at Art Space would be an excellent resource.
- WSU is the most important factor as an institutional presence in the Woodward Corridor. Need to have a President who will be more aggressive about establishing an expanded presence in the corridor. Think more intentionally.
- Kresge thinks institutional actors will augment foundation investment substantially. Looking at Eastern Market, Harmonie Park and Capitol Park for future investment.
- St. Louis Center for the Arts is an interesting project.
- The Cultural Alliance (Foundations) will bring significant money to force collaboration. Need to bring up the level of the cultural facilities and offerings, highly focused approach needed. Improved professional approach to festivals.

- Look at Minneapolis Washington Avenue—hub is warehouse district. Call Mike Christianson, head of Community Planning and Economic Development for City of Minneapolis.
- Edgar Vann and work on housing in NE sector of corridor is important.
- Challenges in the corridor include scale (ambitious) and linear (hard to make nodes).
- Biggest thing we could do would be to introduce transit—would change the area in a heartbeat.

Bob Riney, Senior Vice President and COO Henry Ford Health System

- HFHS has 15,000 visitors daily and 7,000 employees. The institution is growing. There are three areas where their expanding space needs could impact the corridor area.
- Retail health-related products are marketed chiefly under Henry Ford at Home. Sell durable medical equipment, other goods and services. Could grow adjacent to the Center for Athletic Medicine or within a two block radius, maybe on GM properties. This is what HFHS describes as their retail strategy.
- They currently occupy 2-3 floors in New Center One Building. They are looking for additional space in the building. There also is a possibility this function (genetic research labs) could be at Tech Town. Biggest space challenge for HFHS is research and lab space. In other communities, they develop multiple labs through co-grants, e.g. WSU and HFHS could team. There are privacy issues, but it's possible. This is the area most prone to growth.
- Billing staff now is in two locations, the largest in Troy, on lease that's up in '08. HFHS is just beginning to look at creating a single location in their New Center area.
- He is very positive about CCS going into Argonaut—could be transformational.
- HFHS has made a tremendous investment in its main campus on the Boulevard. This will continue and HFHS is seeking ways to build on the investment at that location. The economic plans (Creative Corridor plan) should create a connection between HFHS and WSU and HFHS and Woodward at the Boulevard.

Stakeholder Interviews

- Riney sees Woodward Corridor as a center-point. Any map we create should look within a ½ mile of the Corridor and determine where there is a critical mass of residential or work populations and then figure out how to link them to the corridor. Draw an arrow from Woodward to HFHS. Connect these major feeders to Woodward and define a tactic for each to feed in. Could be a complex or simple approach. What can we do to make it attractive to go to Woodward? Need specifics on connections to thriving centers.
- Don't focus on boundaries, but on building thriving centers.
- Look at suppliers moving in closer. Riney sees opportunities to grow distribution and other supplier support centers. All sizes, some warehouse.
- Thinks New Center Association understands the creative class, particularly in their approach to the Taste Fest. Good mix of people, high quality event. CCS moving to Argonaut would transform the New Center into a center for creative types.
- Riney strongly supports transit. It is the single most transformational activity we could recommend. At a minimum and as a priority, it should move up and down Woodward from Jefferson to the Boulevard. Should loop to HFHS at the Boulevard. Then, a more intimate environment and sense of community could be developed among all the residents, students and employees who now are in the corridor.

Richard Rogers, President College for Creative Studies

- Sees the rallying cry as “Creative Density”—did not focus on a geography with boundaries, rather on need for density. Early plans identified Woodward Corridor from CBD (Harmonie Park—Paradise Valley and Capitol Park to Riverfront) to Entertainment district to University/Cultural Center to New Center.
- We need mechanisms to attract more creative business. Work first on individuals, then on businesses. Focus should be on creating more physical density.
- Goal is to make the Woodward Corridor a center for activities that represents something bigger than SE Michigan, as a national destination for Creative activities.

- Assets are here now. Make sure we build on promising activity already here—entertainment, culture, universities, historic buildings.
- Propose we focus on nodes or clusters within the Corridor—then plan for incremental improvements.
- See increase in creative businesses as being in graphic design, animation, and exhibit work, (these are the ones that hire CCS graduates) Work is done by small businesses or small groups of designers. The few we have here now are locating here because of low costs and urban environment. They usually gravitate to larger urban cores. We need to be the “new Royal Oak” down here. Provide raw spaces.
- Good models are in Philadelphia (Avenue of the Arts and Create Philadelphia), Cleveland and Toronto.
- Woodward is too wide—a barrier, makes “walkable” impossible. Notion of walking to Woodward from CCS is foreign. Kirby is not a connector.
- WSU is a large institution, can be less of a “team player”. “Lack of cooperation”
- CCS has 1,300 students and all departments need more space. Currently 260 students live in Art Center and 100 in Palmer Court apartments. Growing demand for on-campus living experience. Master Plan calls for an additional 400,000 sf for classrooms and dorm. Too expensive to do on campus, so looking at Argonaut Building. Did not focus on Woodward or other sites for space search. Want a second equal campus. Argonaut would provide big open loft spaces, freight elevators, etc. Also, including a charter school for middle/high schools students to share space with the college for an additional 120,000 sf. Sees United Way and YMCA sharing administration. Offices and “Accelerator for Creative Businesses” at the Argonaut Building. Jones Lang LaSalle is consulting on this. Link to the main campus on Kirby by shuttle buses. Total project estimated at \$120 million (\$45 million is in historic tax credits) Would place design departments and graduate program in the Argonaut building. Still working on feasibility.

Jim Seers, Facilities Director Wayne State University

- WSU has a Master Plan (2000) that they currently are updating, but Seers does not think it will change much. Update should be ready first quarter, 2008. WSU also has 5 year Capital Agenda, which has been approved. A copy of that is available after Nov. 28, 2007. Eric Hill (formerly with Albert Kahn) is contracting with WSU on update.
- Capital Agenda calls for a multi-disciplinary Biomedical Research Bldg. on Canfield in the Medical Center campus. Principal investigators will be drawn from medical, liberal arts, and engineers. The \$180 million project will add 700 students/faculty/administrators.
- (2) Richard Mazurich Medical education Commons on Canfield—renovate Shiffman Library, (3) College of engineering Development Center—motivate investment in research to community—Warren and 3rd—under construction and (4)at S. University Village, a parking structure, 124 residential units and 7,000 sf retail space to include a community grocery and Fifth/Third bank. (Developers are DeMattia, Hubbell and Slattery)

Next Five Years, desire the following:

- (1) On the West side of Anthony Wayne drive, WSU desires to add 4th and 5th phase of residential development. (2) Honors College around St. Andrew Church. (3) Also desire to add to Techtown. Build out by 2009 present plans. First, Tech 1 building needs to be completed. Next is the Criminal Justice Building at Cadillac and LaSalle (Tech 2). Then an additional charter school. Plan demolition of American Beauty and Ironworks Building to make a parking lot and future “gateway” to TechTown. Currently no plans for greenway or public space.
- Hoping for a new Student Center at the Center of Campus (vague about exact location). Foresee a 1% growth/year in student population. Currently at 33,270 students. Want to double campus residential population. Have built 1,750 beds since 2003 in the area.
- WSU owns almost of Woodward Warren south to Hancock. Don't own the motel.
- Demolished Forest apartment building to provide area for townhouse development.

Stakeholder Interviews

- At Bonstelle, no additional planned, but do want formal relationship with Red Cross.
- Would like to promote width reduction of Anthony Wayne Drive between WSU and New Center.
- No specific plans for Woodward properties or Woodward improvements. Would like to see bike lanes and streetscape.
- See their relation to “creative” through WSU research activities and links to TechTown. WSU will continue to broaden biomedical research, technologies that work well with WSU and HFHS.
- Woodward transit would significantly help WSU as a commuter school. Even though they plan to go from 3% to 20% living on campus, still a lot of commuters. Need to alleviate their parking burden.
- Wants to see more impact south of Warren. Create a nice scale south of Warren for Anthony Wayne Drive and make community more dense.

Michael Solaka, Executive Director New Center Council

- John R. is unofficial boundary to the east. Vanguard CDC is active east of John R. (Rev. Edgar Vann) and focuses on service programs, neighborhood residential.
- Wants to see mixed use on east side of Woodward—zero-lot line.
- Need to attract retail to Grand Boulevard and Woodward.
- New Center Commons is taken care of—doctors, lawyers, young people, etc. - a solid neighborhood.
- Hastings/Milwaukee/John R. is a business area, with some long-term (Russell Printing, Nipple Works) but hasn’t really attracted people, even though it is a Renaissance Zone. No serious business attraction done there.
- Counts on an improved environment (streetscape and façade improvements) to attract businesses. Feels they will follow residential development.
- NCC focuses on environmental improvements, not business attraction.

- Fisher Bldg. Is about 90% leased, not high paying tenants.
- Cass, Amsterdam, Burroughs on streetscape agenda as well as Woodward to Euclid and I-94, includes bike paths. Need local share.
- Graphic Arts lofts total around 500 units.
- HFHS pioneered with WSU Tech Park, made University Prep School happen.
- South of Conrail on West Grand could be housing.
- GM owns vacant parcel at Cass and viaduct. Amtrak intermodal station is a good idea.
- MDOT working on Dearborn - Detroit connection with Amtrak.
- American Beauty Iron building is not going anywhere. Good building planned for lofts. Jonna is doing most loft development. He’s doing Graphic Arts and Amsterdam buildings. WSU or GM owns most land in Tech Town.
- New Amsterdam Historic District is attractive.
- HFHS is an important institutional anchor. As is Next Energy and University Prep. WSU is not supportive of CCS.
- Tech Town is rezoned as a Special Land Use District, also a Historic District and a TIF from Euclid to John R and Lodge. Wants to see Tech Town mixed-use.
- Biggest attractor is the urban center. Young people stay until they see it’s broken and then often move after 3-5 years.
- How do we get a company like Adobe?
- Wants to see a good place for people watching, food, walkable. Sees it around New Center Park on the Boulevard. Wants to put a building next to it for a restaurant.
- Try to start with residential, then retail will follow. Need to improve the envelope for retail.
- Need to focus on design standard, focus on pedestrian experience.

Peter Zeiler, Business Development Representative Detroit Economic Growth Corporation

- With Dan Gilbert (Quicken Loans) tying up the Hudsons, Statler, Library-Broadway lots and Lafayette Building, downtown opportunities are on hold until Quicken determines which site will be their headquarters. They also will be looking at alternatives for the remaining sites. Dan Gilbert is into “Detroit 2.0”—his expression for a creative community approach to creating an environment for attracting businesses downtown.
- Zeiler sees Capitol Park and Harmonie Park (Paradise Valley) as the downtown’s best opportunities for entertainment and cultural district activities. The DDA owns 4 buildings plus parking lots on Harmonie Park. DDA will push Harmonie Park and Capitol Park as place to locate creative businesses.
- Hamilton/Anderson (architects) are moving to the First national Bldg. This is one of the 11 historic buildings in the Financial District, where overall occupancy is 60-70 percent. (Look at what happened to SMART-Detroit in Penobscot Building)
- Greektown streetscape is planned on Monroe from Lafayette to Gratiot—all streets, plus the East-West streets to complete the Lower Woodward streetscape—surrounding Capitol Park.
- He sees future activity around Hockeytown, where the Elizabeth Street lofts are going for \$320/foot and Ilitch has purchased the Elks Bldg. For \$4.5 million and the Chin Tiki for \$4 million. Area will be strong entertainment district.
- Zeiler thinks the Motown project is dead (2 blocks on Woodward for Motown plus next 2 blocks north for Schostack and Sterling Group—retail center. Both projects have gone nowhere. There is “checkerboard” ownership west of the Woodward frontage. City owns a significant amount of property in the area. Schostak and others have proposed a strip mall. Concentration of homeless in the area is bad, impacts further south in the downtown as well.
- Jim Young owns 30-40 units on east side of Cass Park, which he is trying to rehab. There is no plan for Cass Park. City owns some land there. “No man’s land”

Stakeholder Interviews

- DETOG/URS is working on a plan for transit for Detroit—recommends Woodward, Gratiot and Michigan Avenue as top lines for light rail. DEGC says rail is old tech, not eco-friendly. Why not do bus rapid transit similar to Portland, Boston and Seattle. Look at a “funky” rubber wheel approach. Dedicated lane, include WIFI and bikes. Needs to connect to DPM and go to 8 Mile. DETOG is working on earmark from Rep. Kilpatrick. Everyone agrees Woodward is top priority of 3 recommended.
- Brush Park is up to about 1,100 units with five more years to build out. Currently, rental is doing better.
- Pay attention to Rev. Vann in the area north of I-94 and east of Woodward. There’s a bio-diesel plant on Baltimore.
- Likes Argonaut plan to renovate for College for Creative Studies in the New Center. Next Energy in Tech Town had a waiting list, but not any money to build out. Were relying on LDFA set 4 years ago as SMARTZONE tax capture. District has non-tax generators—charter schools, nonprofits, etc.
- According to Zeiler, 50 small businesses want to get in to Tech1, but building not ready. They are mostly engineering and science types. Would pay reduced rent and get support services. Randall Charlton, Interim Director, would have more specifics. Building is half-full. Astrand is anchor tenant at Tech Town (human tissue data base and storage)—good for research, out of University of Michigan. Hired Plante Moran to help with funding.
- Kefalinos has Russell Industrial—it’s working because rent is cheap and good high bay space.
- Cleveland Film loft project is a good model for creative attraction for filmmakers.
- Zeiler feels our challenge is connect the nodes. What buildings and spaces make sense for creative user (=cheap and flexible, near services).
- Downtown is isolated from midtown, barriers at I-94 and I-75 and Grand Trunk Railroad. Lack of activity north of I-75, west of Woodward.
- Also thinks we should connect to activity at Corktown, Eastern Market and Lafayette Park.

Mary Zuckerman, Executive Vice President David Manardo, Vice President, Facility Engineering Detroit Medical Center

- DMC is a campus that does not orient to Woodward. Focus advertising, signage, etc. on freeway entrance at Mack and I-75. Removed “Medical Center” sign from professional offices on Woodward at Mack.
- Planning four areas for expansion: (1) Childrens Hospital and (2) Heart Hospital (cardiovascular) between Brush and St. Antoine, north of Mack, (3) MSU satellite at Hutzel/Harper complex (Hancock between St. Antoine and Brush) and (4) WSU expansion on St. Antoine, north of Canfield.
- Also in discussion is an International Housing Center (don’t have a site, yet) where patients and employees can stay from one night to a few months. Also includes office space (100,000 s.f.) and could be in the neighborhood.
- Medical Center paints a picture of the area as stimulating, when talking to potential employees.
- While UCCA efforts have been very good, Woodward is still a major challenge and looks bad. Needs to be clean and safe, would like to see façade improvements and infill development where there are empty sites.
- Like the UCCA plans for a greenway—ties to the Brush Mall, which the DMC wants to improve and increase usage. It is good for employees and visiting families—just built a “healing garden”. There is public access, but it’s not too inviting. Space is set up as internal to DMC.
- Likes the large cultural institutions in the neighboring areas that make people more comfortable with DMC as a safe, attractive place. Advertise the DMC is “one exit north of the stadiums”
- Institutions are good as one of several factors in attracting physicians to the DMC.
- They do not know of any efforts to locate suppliers in their vicinity.

- Shopping and food needs are met internally at the galleria and in hospital lobbies. Visitors and employees like to park and then go straight to their destination, wouldn’t amble on an adjacent street or over to Woodward. Do need more amenity retail, but not a lot. Parking is a big issue, i.e., desire closer to each facility. Transit would help.
- “Creative” happens mostly with their doctors and students with WSU ties, through the University. The DMC sees each of their hospitals as a “specialty” hospital— they aim at cutting edge treatments.
- DMC has 9,000 visitors daily—strong academic component. Web site just judged the best hospital site in the country—also ahead in electronic medical records.
- Do work in the city on a health care career center (welfare to work program) and partner with a Detroit High School on health care careers—neither is on or near the main DMC campus.
- Would like to see “improved clean up” of neighborhood blight and public areas along Woodward. Fix up Woodward storefronts and fill in Woodward blank spaces. Entry to the DMC from the north is pretty bad—image needs improvement. Feel improving the visual impression is important to their success.
- Really would like to see another cultural anchor as a draw on Woodward. Also, completing the UCCA streetscape improvement plan. Concerned about their edges—environment is poor on the South side of Mack and west of John R. to Woodward. Like the idea of greenways and landmark places to go.

Best Practices Interviews

Best Practices Interviews

Practitioners in three cities were selected for interview to develop an understanding of their experience with creative industries initiatives: Austin, Texas; Providence, Rhode Island; and Philadelphia, Pennsylvania. While their approach, structure and programs differ, each offers elements that should assist in the Woodward Corridor effort. The following summarizes the interviews of project leaders in each of the three cities.

Jim Butler, Development Manager Austin Creative Industries

- The Austin initiative is a citywide effort, focused largely on the music industry. Because music industry businesses usually require special permitting (issues of noise level, late hours, etc), these businesses have tended to locate near each other in a section of the downtown where rules are more lax.
- The initiative is sponsored by the City of Austin and administered in an office of the City Economic Development Department. The project started in early 2000, when the city studied the economic impact of the music industry and determined it should be a growth industry for the city. The office has focused on retention as much as attraction.
- The Austin Creative Industries office has developed a number of programs, including (1) film and video targeting with loans to businesses. The city has converted city-owned airplane hangars to a film center with office space and studio area for film and video businesses. A 2006 city bond issue to support culture supported this. \$37 million of a total \$500 million went to culture and \$5 million of that was used to upgrade the hangars. (Not a bad idea for conversion of Detroit City airport) (2) The city has focused on the music business creating loans to music businesses and creating special parking zones for club bands.
- Incentives offered are chiefly through the Creative Industries Loan Guarantee Program for individuals, non-profits and business. There is a preference for profit-making businesses, with a requirement that the recipient is a creative entity. Funds may be used for real estate development (not acquisition and no residential projects), personal property and working capital. Butler states it functions like an SBA loan program for the music community.

- Partners in the loan program include the banks plus the city. The city guarantees bank loans. Projects are approved in the \$20,000 to \$150,000 range.
- Challenges include the impacts of “gentrification” as economic pressures drive up prices for housing, health care and other services for the artists. Austin sees a challenge in keeping the district “funky”, affordable and supportive of the creative sector.

Haasan Charles, Assistant Director of Programs Innovation Philadelphia

- Innovation Philadelphia began in 2001 through efforts by the Mayor and city business leaders. Their first step was to set up a resources guide and to highlight public awareness of the importance of the creative economy. This included an economic analysis (estimated \$60 billion impact of the creative economy on the region) and strategic planning effort in 2006. The project is regional, covering eleven counties, and is operated through the Creative Economy Leadership Council. The initiative assists entrepreneurs, hosts events and convenes conferences. They target the attraction of (1) profit-making businesses and (2) young professionals to greater Philadelphia.
- The Creative Economy Investment Fund was formed following the 2006 strategic planning effort. It targets \$25,00 to \$100,000 loans to the creative business sector. Funds are used as seed money. Other projects include Career Philly, a college student retention effort that links 12,000 students to internships at Philadelphia businesses; the Economic Stimulus Fund that provides venture capital funds to businesses and the Mid-Atlantic Angel Group that finances creative efforts. There also is an Innovation Partnership that has worked on advocacy and educational efforts.
- While partners include the EDA and some technical groups for programs, Innovation Philadelphia is chiefly city-sponsored. Approximately \$2.5 million for program operation annually over the last five years. With a new Mayor, it is uncertain whether program funding will continue. The City has not sponsored a creative incubator or accelerator, but there are 6 or 7 general incubators in the greater Philadelphia area.
- Their advice to Detroit is to build advocacy for the effort first. They also think the London-based New Talents for New Economy is a good resource for Detroit.

Cliff Wood, Director Providence Department of Art, Culture and Tourism

- Started in the early 1990’s, DownCity is a three-block area, with a focus on lofts through conversion of historic commercial buildings to residential use. Business attraction, principally to first floors of these buildings has included Design Within Reach, cafes, bookstore, apparel, furniture, restaurants and a media production company.
- Eight historic buildings have been converted to office, retail and residential units, resulting in a reinvigoration of several blocks of the formerly barren city core.
- Chief incentive offered was approximately \$54 million in state and federal historic tax credits. Cornish purchased the first building in 1991.
- Partners include the City, private developers and the Providence business community alliance. The City and Cornish cite the ripple effect of the project on creating additional demand for new development in proximity to the rehabilitated units. This includes a 32-story residential condominium project.
- DownCity does not have a central management. Projects are supported by the city economic development agency for tax credits and zoning supports the mixed-use approach to the district. Private developers have carried implementation through the packaging of the historic buildings for redevelopment.

Case Studies

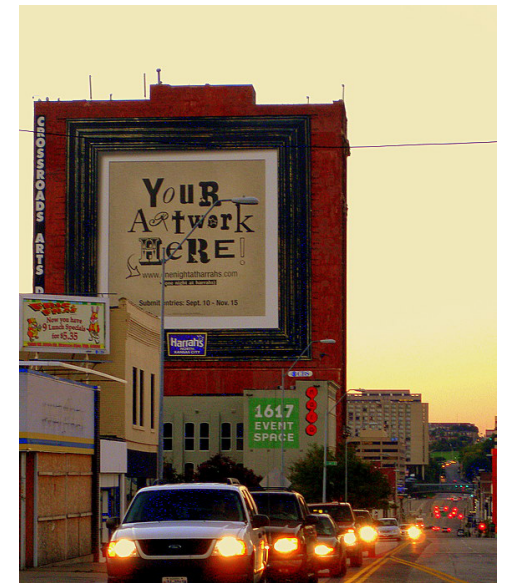
Case Studies

CROSSROADS ARTS DISTRICT

KANSAS CITY, MISSOURI

- Roughly 100 blocks bounded by Interstate 35 and Bruce R. Watkins Drive from Truman Road to the railroad tracks behind Union Station
- Mix of old brick facades and high-ceilinged, former warehouses act as low-expense magnet for artists since 1980s
- Diverse range of businesses from automotive shops to high-end restaurants
- Framed by the Kansas City Central Business District and Crown Center, thought of as meat in sandwich (like Midtown between Lower Woodward and New Center)
- Distinctive district: One-of-a-kind shops, galleries, design stores, loft buildings, creative businesses
- First Fridays gallery crawl attracts thousands of attendees
- Tax-abatement plan for arts uses: establish a special district through Planned Industrial Expansion Authority to mitigate tax increases caused by rising property values
- Already some artists have moved out of the busy, central part of district to ignite interest in less-expensive blocks east of Oak Street
- Baseball stadium considered for district (Comerica Park / Ford Field)
- Advocate for slower growth to fill in long vacant lots
- Small businesses create jobs and lend a city its uniqueness
- With new entertainment district (Kansas City Live) underway, how does Crossroads retain its creative edge in the face of the \$2.5 billion neighboring development

SOURCE: Kansas City Star, "Crossroads Arts District in Kansas City", February 14, 2005



PROCTOR ARTS DISTRICT

TACOMA, WASHINGTON

- Tacoma, Washington: economic development strategy that focuses not just on the arts, but on the artists, yielding \$1 billion in public and private investment downtown in the last five years
- New Tacoma: waterside Museum of Glass, related to glass artist and Tacoma native, Dale Chihuly
- Signs of revitalization: parks, housing, light rail line, University of Washington branch campus, convention center (very similar to proposed planning concepts!)
- Young artists reclaiming old loft buildings and turning them into spaces to live and work
- City genuinely wants to build a community of artists and further dialogue between different media, approaches, and aesthetics
- City programs focus on artists rather than the broader creative class
- Using culture to create an authentic sense of place (many interviewees have expressed interest in retaining authenticity in Detroit creative corridor)
- Basic funding programs: “Percent for Arts”: budgets for public projects include a small percentage for art projects; Grant program for individual artists
- Also use more personal, lower-budget strategies to help artists find live-work space downtown: Point of contact; One-on-one help to find housing opportunities and funding programs; Call owners of vacant property and encourage to lease to artists; City survey of artists: lead to private development of two new co-op buildings
- Downtown rezoning in 2000: city allows live/work space anywhere downtown;; as long as basic building codes are met, live/work is legal
- Inevitable question of gentrification: : Few long-term housing opportunities for artists and without ownership opportunities, artists may not be able to stay in community long-term
- Chance encounters and random conversations help build a community of ideas and aesthetics – dispersing artists throughout city could disperse Tacoma’s creative energy as well

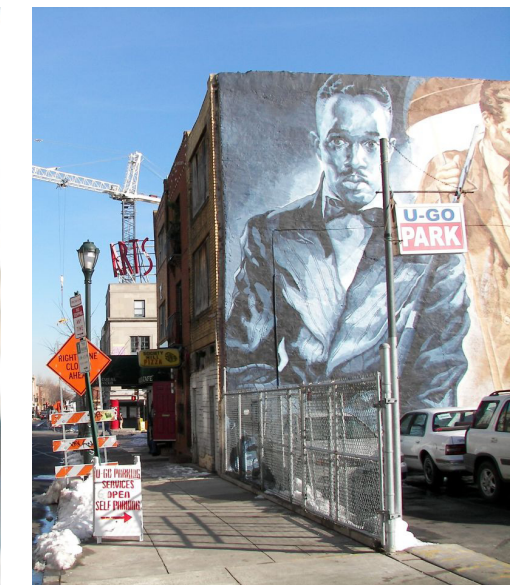


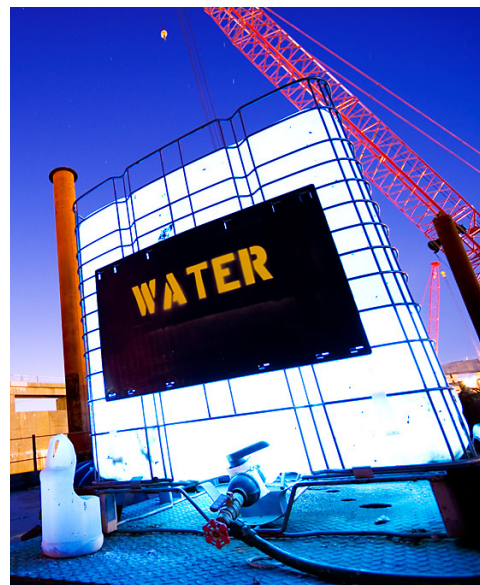
Case Studies

AVENUE OF THE ARTS

PHILADELPHIA, PENNSYLVANIA

- Segment of Broad Street in Philadelphia, Pennsylvania, that includes many of the city's cultural institutions, most notably the theater and museum districts south of City Hall
- Originated in a strategy by former mayor Ed Rendell to redevelop South Broad Street in Center City and expanded by city planners under Mayor John F. Street's administration to encourage further development in North Philadelphia
- Overseen by the non-profit organization Avenue of the Arts, Inc.
- Officially, the Avenue of the Arts begins at Broad Street and Glenwood Avenue, north of Temple University, and runs south on Broad to Washington Avenue.
- Avenue of the Arts South houses many of the city's esteemed concert halls and theatres, among them the Kimmel Center, Merriam Theatre, Wilma Theatre, and Academy of Music.
- The University of the Arts' campus is interspersed with the various theatres and restaurants along this stretch of Broad Street; in fact, several of their buildings, including the Merriam Theatre, are used for high-end productions, often by touring theatre companies.
- Avenue of the Arts South is widely regarded as one of the most affluent sections of Philadelphia, second perhaps only to Rittenhouse Square.
- The Avenue also has several museums and galleries, including the Fabric Workshop and Museum (FWM) and the Pennsylvania Academy of Fine Arts (PAFA). PAFA is America's oldest art school and museum, founded in 1805, and boasts a distinguished collection of American art.
- Several public transportation services provided by SEPTA—including the Broad Street Line, several bus stops, Regional Rail service, Suburban Station and Market East Station, as well as nearby stops of the PATCO Speedline—make the Avenue of the Arts highly accessible to the whole of Philadelphia, as well as to inhabitants also visiting the nearby areas around Center City.





PARTNERSHIP CREATIVE INDUSTRIAL SPACE PROVIDENCE, RHODE ISLAND

- Facilitate artistic and small business growth through real access of space in Providence
- Preserve and provide affordable and sustainable commercial space in Providence, through partnerships with the real estate market, advocate policy at city level, and develop spaces for the artistic and small-scale industrial communities
- Connect with the local creative sector through revitalization efforts
- Develop a commercial building into affordable creative industrial spaces as a feasibility model (demo project)
- Partnership between with Providence Preservation Society (PPS) and the Providence Plan to facilitate and enhance research, provide an example of how historic building inventories can be made easily accessible

Methodology

- Local and state repositories containing materials pertinent to the project were searched to identify existing documentary resources. The survey team reviewed available secondary sources to develop an understanding of important themes, trends, and events that shaped Providence's industrial heritage and gather information about the types of resources likely to be encountered in the field

Incentives

- City, state and federal governments are presently cooperating with local nonprofit, corporate interests, developers, artists and other constituencies to develop legislation, economic incentives, surveys and programs to encourage the preservation of the city's industrial heritage

Mapping

- The searchable database is linked to an Internet Map Server (IMS) application that lets the user create customized maps of the Building Site in its context

Case Studies

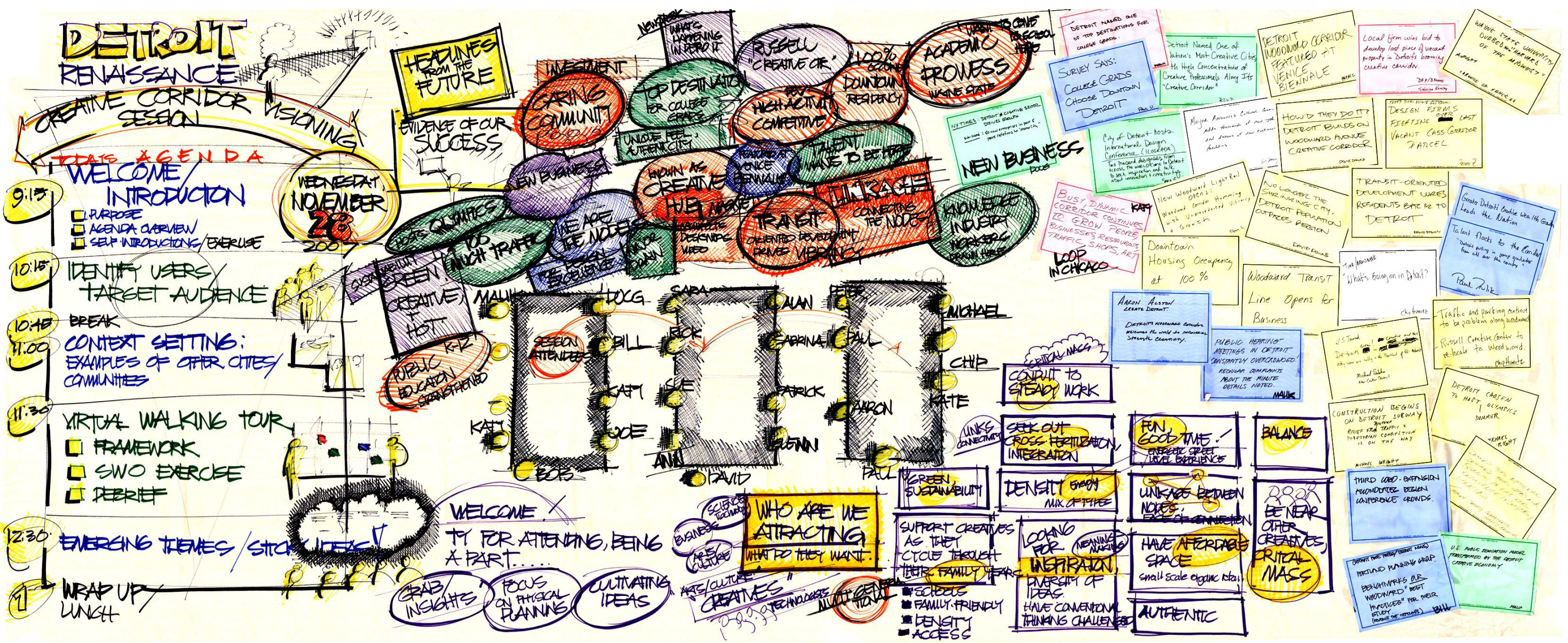
GORDON SQUARE ARTS DISTRICT

CLEVELAND, OHIO

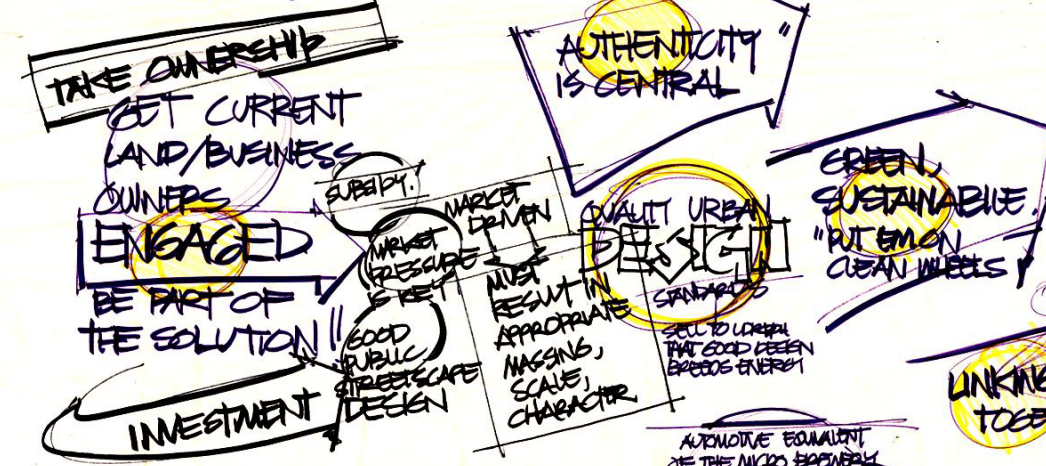
- Create arts, commercial and cultural district that spans from about West 74th Street to University Circle
- District is a collection of smaller redevelopment areas along Detroit and Euclid avenues, including: Gordon Square Arts District, commercial design district, and other redevelopment under way along Euclid Avenue
- \$24 million revitalization to spur national tourism (similar to SoHo or Greenwich Village)
- Renovation of Cleveland Public Theatre, restoration of Capitol Theatre, construction of the Near West Theatre
- Foundation for District of Design near Playhouse Square and Cleveland State: bring commercial design studios and showrooms to the area (presently studios and showrooms are scattered throughout Greater Cleveland) and add value to district by providing consumer design workshops and speakers [series]
- Regional effort
- Catalyst in \$10 million capital campaign creating \$24 million of revitalization leveraging \$300 million in economic development



Visioning Session



TAKEAWAYS FROM BALDOR PROJECT EXAMPLES



BUILD ON EXISTING STRENGTHS
(INDIVIDUAL OR ORGANIZ)

LOOK AT HISTORIC PRESERVATION

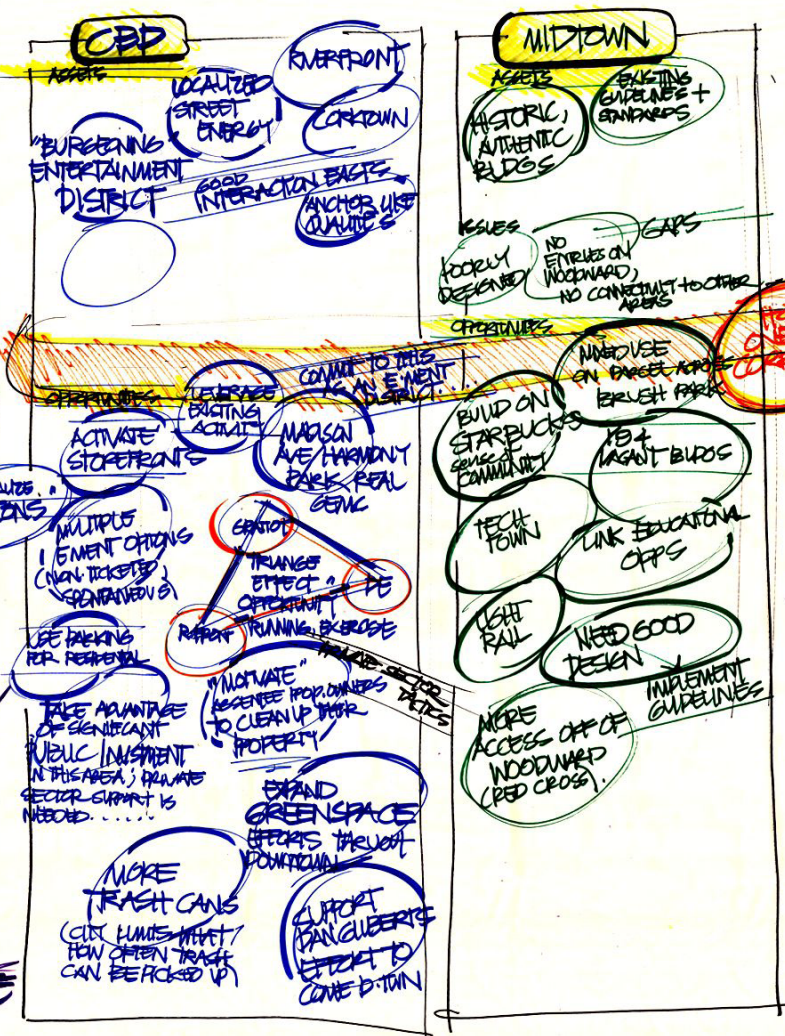
IMPROVE RECEPTIVITY TO URBAN, UNCONVENTIONAL ACCUPUNCTURE AT LEADERSHIP LEVEL

TOP DOWN / BOTTOM UP
TRANSIT W/ URBAN ACCUPUNCTURE

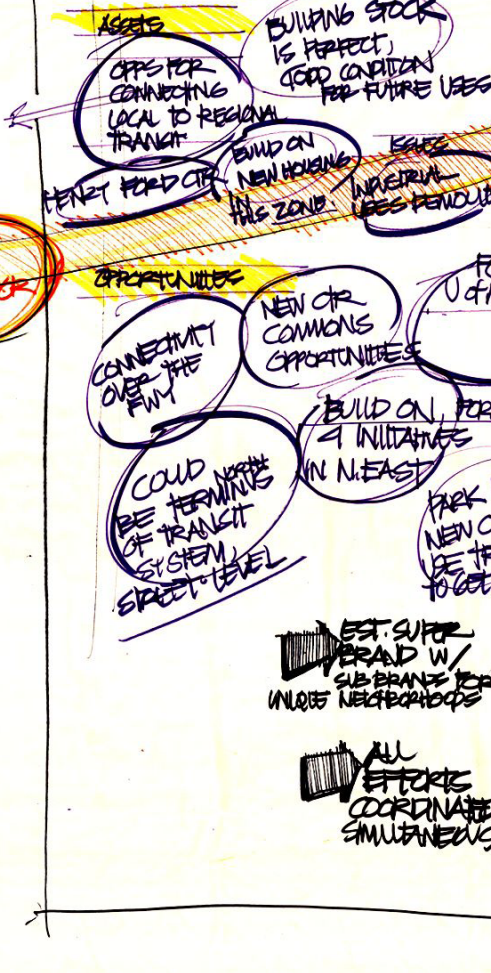
CONNECTING NETWORKING PEOPLE TOGETHER TO GET THEM TO DO STUFF.

COMMUNICATION EDUCATION, PR. PLAN TO GENERATE INTEREST.

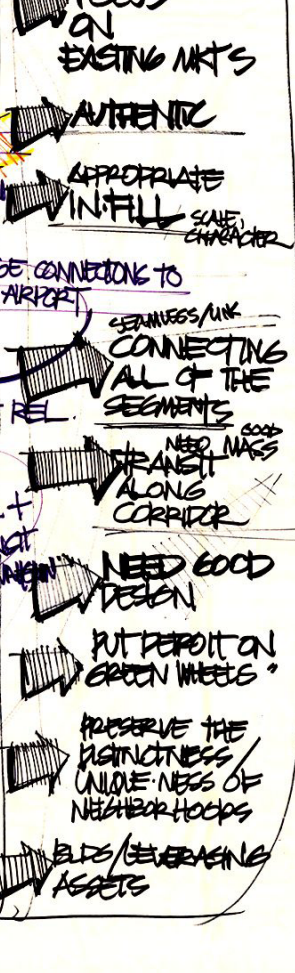
WALKING TOUR DEBRIEF



NEW CENTER



OVERARCHING

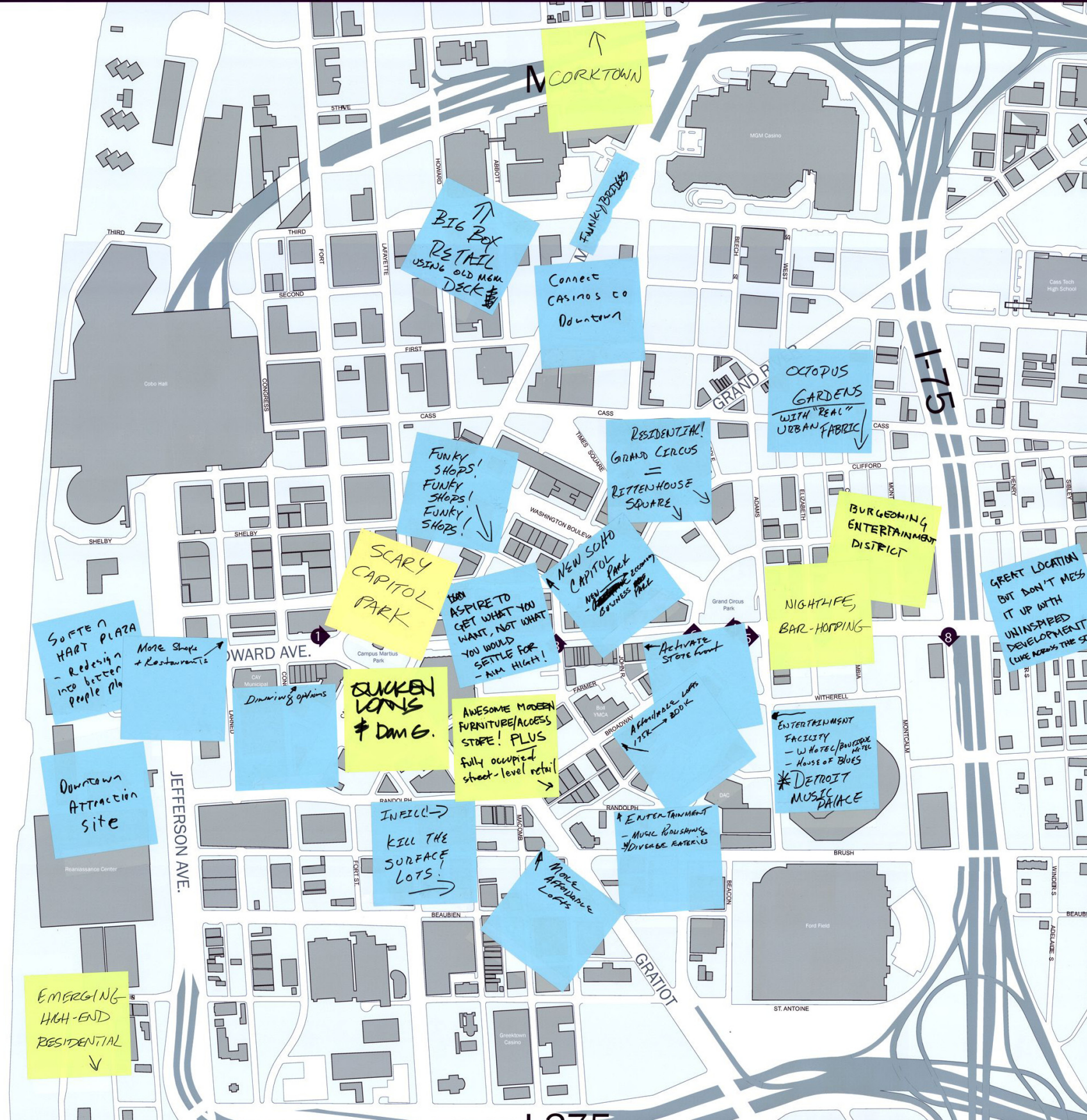


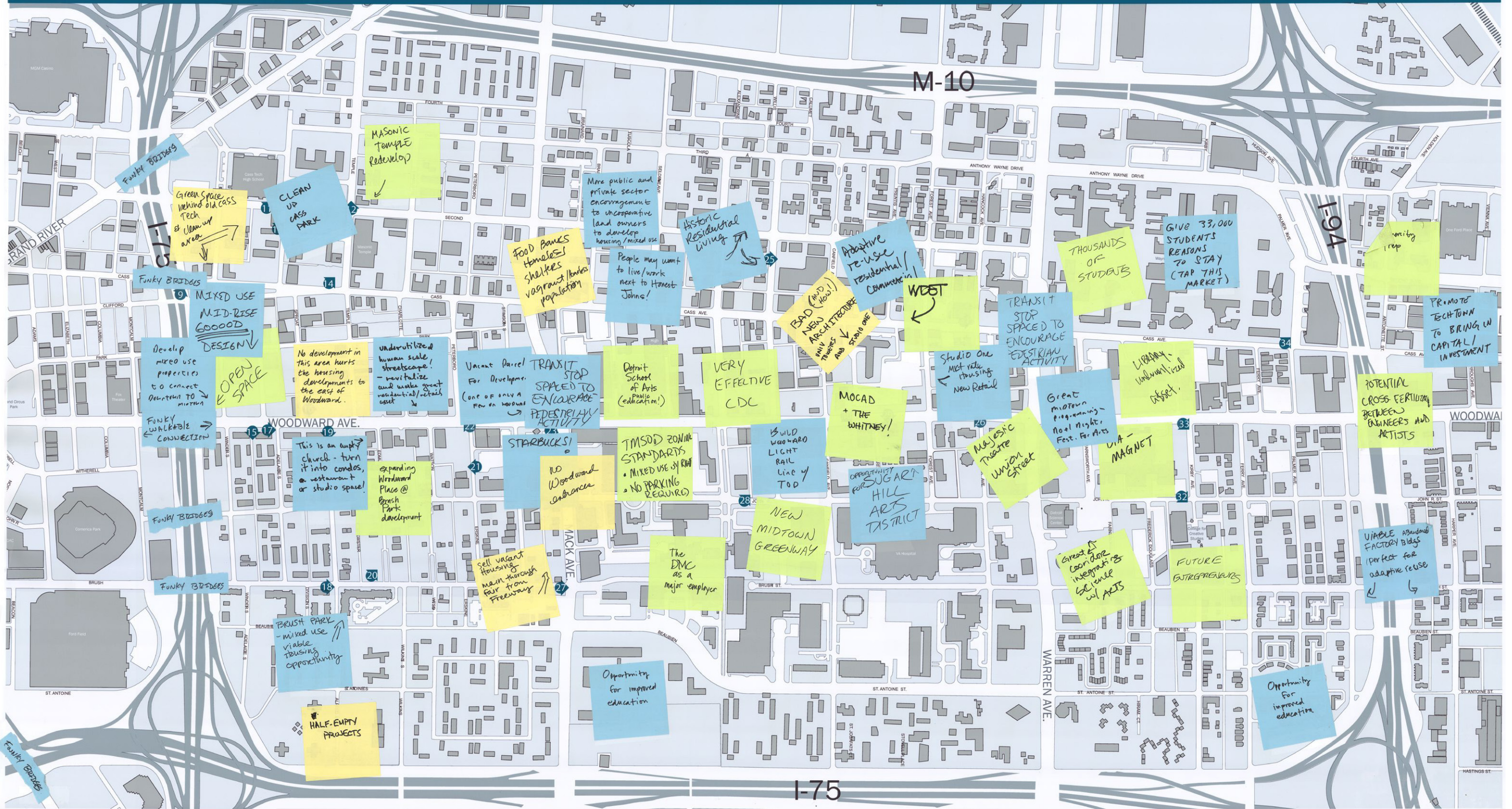
Detroit Renaissance Creative Corridor

Central Business District



Gensler + KBA





Challenges and Opportunities

Challenges and Opportunities

Summary

CHALLENGES

- In addition to businesses, bring residential and other development
- Get businesses to locate along corridor
- Life after stuff closes
- Buy-in from the Mayor, City of Detroit
- Development, competition for space
- Concept of vacancy (positive/negative)
- Creative space vs. counting space
- Attract creatives: what do they want
- Multi-generational
- Schools (for families with children)
- “Family-Friendly” communities
- Not an arts district
- Want a backyard, but work on Woodward
- Not all need to live in Woodward corridor, but have access to the amenities
- Stimulus and cross-fertilization
- Density and mixture of housing types
- Density is key
- Woodward is missing density
- Target price range for creatives (\$170-200K)
- Attract people that appreciate creativity, not necessarily creatives
- Placemaking = meaning-making
- Need to create a “good time”
- Why walk down the street
- Fully consider street-level experience
- Need for land use and design standards
- Abundance of parking lots
- Draw people across town (e.g. WSU and TechTown)
- Density needed for transit
- Standards for development
- Balance of portfolio of development (mixed-use)
- Creatives want to meet / hang out with other creatives

- Currently CBD vacates after 5PM
- Need a mass of people; not lonely
- Sense of community
- Seeking “cool” counting people
- Conduit to steady creative work
- Similar to tech: outside investment and interest to spur growth
- Identify building owners for artists loft conversions, other uses
- Change zoning laws and building codes to allow for “raw space”
- Poor timing (economy), lack of subsidy
- Build on strengths/assets
- Leadership, urban acupuncture, simple to long-term solutions
- Authentic, D needs/deserves to be authentic
- Sustainability of auto industry
- Sustainability initiatives are tied up in auto industry, difficult to extract
- Urban Design Standards, quality of design
- Leadership: Good design does not kill development, actually promotes future growth

OPPORTUNITIES

- Authenticity
- Hub for creativity
- High concentration (of who)
- Cultural importance
- Mass transit
- Detroit as a model
- Industrial strength of creativity (automotive)
- Transit and housing
- Russell Industrial (to be creative center) to move to Woodward Avenue
- Detroit is green, creative, hot: Portland of Midwest
- Local: subway, downtown density
- International: host Olympics

- WSU is new Harvard of Midwest (change commuter college mindset)
- Concept of sustainability
- Medium-sized city approach
- Creative incubation
- More street activity/life
- Estimate: 20% of people employed downtown = creative sectors
- Create Midwestern locational advantage
- East / West coast locations = congested
- Detroit = logical Midwest satellite
- Include science / health care in creative economy
- Unique mixture of arts & science in Detroit
- Amtrak / TOD hub
- Cheap space
- Venue for artists forced out of Manhattan
- Historic preservation partnerships
- First Night event programming
- Low-cost, affordable
- Microbrewery for the automobile (SoCal = automobile customization)
- History = Sustainable; Detroit = Sustainable City
- Connections/Linkages
- Open City: entrepreneurial organizations
- Available space in the right places for the right businesses
- Identify a leader (i.e. Dale Chiluly in Tacoma)
- Give projects time to grow
- Move away from regional, focus on Woodward
- Green Wheels: gray to green

DISTRICT CHALLENGES & OPPORTUNITIES

Central Business District (CBD)

- Headstart
- Anchor-like qualities
- Entertainment plaza (sustainable)
- Harmonie Park
- Madison Avenue
- Entertainment District: Assets in place; Entertainment as “plasma” for spontaneous, casual events
- Triangle: For running, walking: between Gratiot, Dequinter, Riverfront
- Utilize parking lots for new development;
- Residential: rental or sales
- Enhance personal interaction
- Private sector: Invest in green space; Voluntary BID for downtown in 2008
- Quicken Loans: Optimize impact of 4,000 new employees in downtown market

Midtown

- Starbucks: opportunity for community place
- Transit nodes
- Site across site of Brush Park
- Masonic Temple
- I-94
- American Red Cross: Corner of Woodward & Mack; No entrance on Woodward; 1/5 24-hour facilities in the US
- Zoning overlay district / UCCA: Enforcement = challenge; Governance and management

New Center

- Regional rail (international connection via Detroit Metro Airport)
- Building stock
- Funders: Kresge: neighborhood forum; Knight = ?; City = ?; LISC: physical revitalization
- 1st phase: light rail, terminus at New Center,

- Spur regional TOD project
- Density of building stock for new office space
- Existing office markets: not entrepreneurial
- Legacy of New Center
- Stakeholders
- Henry Ford Hospital
- TechTown
- Development of market-rate housing; CCS: 250-bed dorm
- Redevelop 3 separate nodes
- Fix breaks of interstate highways
- Distinct neighborhoods, connected, building on assets
- Parking in New Center, transit to Downtown/CBD