DETROIT IS NOT TOO BIG....
…IT’S ECONOMY IS TOO SMALL!

### Comparative City Employment Ratios

**Detroit**
- Population: 714,000
- Size: 139 sq. miles
- Jobs: 193,000
- Jobs per 100 Residents: 27

**Philadelphia**
- Population: 1,528,000
- Size: 134 sq. miles
- Jobs: 535,000
- Jobs per 100 Residents: 35

**Atlanta**
- Population: 420,000
- Size: 133 sq. miles
- Jobs: 307,000
- Jobs per 100 Residents: 73

**Portland**
- Population: 594,000
- Size: 133 sq. miles
- Jobs: 321,000
- Jobs per 100 Residents: 55

**Denver**
- Population: 600,000
- Size: 153 sq. miles
- Jobs: 360,000
- Jobs per 100 Residents: 60

While the population in the city has declined over the past 80 years the number of jobs located in the city has fallen at a sharper rate. This has left the city with relatively few jobs for the number of people who reside here. Of the top 100 Cities only 5 have fewer jobs per resident.

Data Sources: 2010 LEHD - On the Map; 2010 SF1 Census; ICIC Analysis
LOCATION QUOTIENT RANKING AMONG 100 LARGEST CITIES

Detroit’s economy is already unique. Compared to other cities, Detroit’s diverse economic base has an established foothold in traditional industrial activity and anchor institutions as well as substantial growth in new economy jobs.

NEW ECONOMY GROWTH 1998-2009
- Detroit, MI: 35
- Cleveland, OH: 80
- Newark, NJ: 74
- St. Louis, MO: 68
- Boston, MA: 43
- Chicago, IL: 42

EDS & MEDS, 2009
- Detroit, MI: 9
- Cleveland, OH: 3
- Newark, NJ: 62
- St. Louis, MO: 21
- Boston, MA: 4
- Chicago, IL: 60

INDUSTRIAL, 2006
- Detroit, MI: 17
- Cleveland, OH: 36
- Newark, NJ: 1
- St. Louis, MO: 48
- Boston, MA: 99
- Chicago, IL: 80

Data Source: SICE; ICIC analysis
When we lost the jobs and saw the increase in crime, that sense of common purpose/community was lost.

Entrepreneur Summit, 21/5/2012

“Create and cultivate a more diverse, active vibrant city from which businesses can flourish and grow.”

---

**Access and Mobility**

- 61% of employed Detroiters
- 39% of employed Detroiters work within the city
- 21.5% of Detroiters do not have access to a private vehicle
- 70% of Detroit jobs are held by commuters

**Education and Employment**

- 300K new jobs are projected for southeast Michigan by 2040
- 2% of these new regional jobs
  - There are currently 27 jobs within the city per 100 Detroit residents
  - Detrioters experience high poverty rates at every level of education, even 29% of two-year degree holders live in poverty
  - 68% of Detroiters without a high school diploma are unemployed or do not participate in the labor force

**Race and Economic Stake**

- Detroit's potential workforce demographics (ages 25-64)
- 83% African American

**27 JOBS PER 100 RESIDENTS**

- 30%
- 70%
- 68%
- 20%
- 39%
- 61%

*The 25 cities used to rank Detroit were picked based on variables including population size, minority concentration and geography. The 25 cities are: 1) Detroit, MI; 2) Birmingham, AL; 3) Baltimore, MD; 4) Memphis, TN; 5) New Orleans, LA; 6) Atlanta, GA; 7) Cleveland, OH; 8) Washington, D.C.; 9) St. Louis, MO; 10) Philadelphia, PA; 11) Charlotte, NC; 12) Chicago, IL; 13) Columbus, OH; 14) Indianapolis, IN; 15) New York, NY; 16) Boston, MA; 17) Houston, TX; 18) Miami, FL; 19) Fort Worth, TX; 20) Los Angeles, CA; 21) Austin, TX; 22) San Antonio, TX; 23) San Diego, CA; 24) Phoenix, AZ; 25) El Paso, TX

Sources: US Census 2010, 2007 Survey of Business Owners
PERCENT OF DETROIT WORKERS WITH A HIGH SCHOOL DEGREE OR LESS BY TARGET CLUSTER: 2009

The target clusters that represent the best opportunities for economic growth in Detroit also represent opportunities to employ individuals with different education and skill levels. The importance of education and skills training can't be understated as businesses hire significantly higher percentages of people with a high school degree than without.

Data Source: BLS, Employment Projections Program; ICIC

PRIVATELY OWNED FIRMS WITH EMPLOYEES

- **African American**: 15% of average revenue, 1/6 of city average.
- **White**: 78% of average revenue, 2.6x of city average.
- **Other**: 7% of average revenue, 4/5 of city average.

81% of vacant industrial parcels are less than 1 acre in size.

6.8% of the city’s vacant industrial land is publicly-owned.

Minority groups account for 89% of Detroit’s population but only 17% of total private firm revenue.

Data Source: SBD 2007; ICIC analysis
Its not just about land use....
# The Economic Growth Element

## Transformative Ideas

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
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<tbody>
<tr>
<td>1</td>
<td>A City of Robust Job Growth</td>
</tr>
<tr>
<td>2</td>
<td>A City of Equitable Economic Growth</td>
</tr>
<tr>
<td>3</td>
<td>A City of Physically and Strategically Aligned Economic Assets</td>
</tr>
<tr>
<td>4</td>
<td>A Leader in Urban Industrial Activity</td>
</tr>
<tr>
<td>5</td>
<td>A City of Regional and Global Economic Assets</td>
</tr>
<tr>
<td>6</td>
<td>A City that Encourages Minority Business Enterprises</td>
</tr>
<tr>
<td>7</td>
<td>A City of Immediate and Long-Ranging Strategies for Resident Prosperity</td>
</tr>
</tbody>
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## Implementation Strategies and Actions

### A. Support Four Key Economic Pillars

1. Align cluster strategies with the Detroit Strategic Framework.
2. Establish cluster-based collaboration with labor market intermediaries.

### B. Use a Place-Based Strategy for Growth

1. Align public, private, and philanthropic investments in employment districts.
2. Develop detailed action plans for primary employment districts.
3. Encourage industrial business improvement districts (IBIDs).
4. Become a national leader in green industrial districts.

### C. Encourage Local Entrepreneurship and Minority Business Participation

1. Promote short-term approaches to increase the number and success of MBEs and DBEs in the City.
2. Support the development of low-cost, shared spaces for clusters with high levels of self-employment.
3. Provide young Detroiters with exposure to and experiences in Digital/Creative and other new economy clusters.
4. Develop a comprehensive long-term strategy to increase and strengthen the City’s MBEs.

### D. Improve Skills and Support Education Reform

1. "Hire Detroit": Strengthen local hiring practices.
2. Link workforce investments to transportation.
4. Revitalize incumbent workforce training.
5. Expand public-private partnerships for workforce development.
6. Commission a study to identify barriers to improve graduation rates and poor labor market outcomes of Detroiters.

### E. Labor Regulations, Transactions, and Environmental Actions

1. Create an industrial site list.
2. Create a priority permitting process for employment districts.
3. Focus on land banking industrial and commercial property.
4. Identify alternative capital sources for real estate development.
5. Articulate a reverse change-of-use policy.
6. Create master-planned industrial hubs.
7. Address underutilization of industrial building space and land.
8. Address weaknesses in the local brokerage sector.

---

**We must re-energize Detroit’s economy to increase job opportunities for Detroiters within the city and strengthen the tax base.**

**We must support our current residents and attract new residents.**
APPROACHES TO ECONOMIC GROWTH
FOUR KEY ECONOMIC GROWTH PILLARS
DETROIT AS A PERCENTAGE OF REGIONAL EMPLOYMENT - 2011

**EDUCATION AND MEDICAL** - 50,352 Employees
23% Detroit

**DIGITAL AND CREATIVE** - 12,456 Employees
14% Detroit

**LOCAL B2B** - 20,256 Employees
9% Detroit

**TARGET INDUSTRIAL** - 26,568 Employees
9% Detroit

**OTHER** - 85,742 Employees
13% Detroit

**PRIVATE HH’s** - 262 Employees
11% Detroit

**PUBLIC ADMINISTRATION** - 19,453 Employees
38% Detroit

**TOTAL EMPLOYMENT** - 215,089 Employees
14% Detroit
<table>
<thead>
<tr>
<th>METRIC</th>
<th>INDUSTRIAL</th>
<th>ANCHORS</th>
<th>NEW ECONOMY</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Jobs, 2009</td>
<td>52,900</td>
<td>46,400</td>
<td>14,300</td>
</tr>
<tr>
<td>Average Cluster Wage</td>
<td>$50,200</td>
<td>$49,300</td>
<td>$66,000</td>
</tr>
<tr>
<td>Workers with &lt; HS Degree</td>
<td>50%</td>
<td>22%</td>
<td>27%</td>
</tr>
<tr>
<td>Workers with &gt; HS Degree</td>
<td>14%</td>
<td>5%</td>
<td>6%</td>
</tr>
<tr>
<td>10-Year Projected Growth</td>
<td>13%*</td>
<td>21%</td>
<td>17%</td>
</tr>
</tbody>
</table>

**CLUSTERS:**

**INDUSTRIAL**

- Local B2B
- Automotive
- Construction, Demolition, Engineering & Repurposing
- Transportation, Distribution & Logistics (TDL)
- Metal Manufacturing & Machinery
- Food & Beverage

**NON-INDUSTRIAL**

- Health Care & Medical Devices
- Creative Cluster
- Education & Training
- Information Technology
USE A PLACE-BASED STRATEGY FOR GROWTH INVESTING IN EMPLOYMENT DISTRICTS
Detroit has a wide range of economic assets that should be capitalized on to fuel economic growth. Assets include existing businesses, institutions and transportation infrastructure.
The DWP Framework identifies seven primary Employment Districts that provide the best opportunity for large-scale job growth. Located across the city, these districts represent a diverse cross-section of Detroit’s economy.

<table>
<thead>
<tr>
<th>PRIMARY EMPLOYMENT DISTRICT DESCRIPTIONS AND LOCATIONS</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>DIGITAL / CREATIVE</strong></td>
</tr>
<tr>
<td>Districts characterized by economic opportunities in information technology and creative businesses such as design &amp; advertising.</td>
</tr>
<tr>
<td>Downtown</td>
</tr>
<tr>
<td>McNichols</td>
</tr>
</tbody>
</table>
$49B in total merchandise export value in 2011
4th among the nation’s metropolitan statistical areas in terms of export value

**INDUSTRIAL SOUTHWEST**
Capitalizing on international trade

**SOUTHWEST EMPLOYMENT DISTRICT**
Economic assets and opportunities

- CORE EMPLOYMENT DISTRICT
- INDUSTRIAL ANCHOR / ASSET
- INFRASTRUCTURAL ANCHOR / ASSET
- POTENTIAL BUSINESS INVESTMENT OPPORTUNITIES

Network infrastructure and opportunities
- Proposed transit routes
- Freeway carbon forest
- Green industrial buffers

**DISTRICT VITALS**

<table>
<thead>
<tr>
<th>Land and Infrastructure</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Size (acres)</td>
<td>2.604</td>
</tr>
<tr>
<td>Vacancy (acres)</td>
<td>405</td>
</tr>
<tr>
<td>Underutilized (acres)</td>
<td>588</td>
</tr>
<tr>
<td>% vacant and publicly owned</td>
<td>6%</td>
</tr>
</tbody>
</table>

**Infrastructure Assets**
- I-75 NS Container Port
- Ambassador Bridge
- Port of Detroit
- Fort Street
- DIFT Intermodal Hub

**Planned infrastructure investments**
- Michigan Central Railway expansion
- DIFT expansion
- New international trade crossing

**Business Opportunity**

<table>
<thead>
<tr>
<th>Economic Anchors</th>
<th>Refer to adjacent map</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total number of businesses</td>
<td>850</td>
</tr>
<tr>
<td>Current employees</td>
<td>7,500</td>
</tr>
</tbody>
</table>

**Job Opportunity**

- Employment capacity in existing firms | 3,000 additional jobs
- Capacity for new employment through redevelopment of vacant sites > 1 acre | 4,500 additional jobs

**Types of Jobs**
- Stock clerks and order fillers
- Truck drivers
- First line supervisors
- Managers
- Carpenters
- Civil engineers
- Accountants

*Don’t pigeonhole other areas – people live in SW Detroit, it is a desirable place still for people to move..."There’s a place for both [industry and neighborhood innovation].”*

DWP Midlands, 8/2012
$1.5B Demand for food in Detroit amounts to $1.6 billion

Detroit has one of the largest and highest-quality water systems in the world to support

DEQUINDRE/EASTERN MARKET

A CENTER FOR FOOD-RELATED JOBS AND PRODUCTION IN THE REGION

DEQUINDRE/EASTERN MARKET

EMPLOYMENT DISTRICT

ECONOMIC ASSETS AND OPPORTUNITIES

- CORE EMPLOYMENT DISTRICT
- INDUSTRIAL ANCHOR / ASSET
- INFRASTRUCTURAL ANCHOR / ASSET
- POTENTIAL BUSINESS INVESTMENT OPPORTUNITIES

NETWORK INFRASTRUCTURE AND OPPORTUNITIES

- PROPOSED TRANSIT ROUTES
- FREEWAY CARBON FOREST
- GREEN INDUSTRIAL BUFFERS
- DEQUINDRE CUT GREENWAY

“Eastern Market is a great example of a fresh & thriving market place, and more areas like it need to spring up throughout the city.”

Detroit 247, 5/2012

DISTRICT VITALS

LAND AND INFRASTRUCTURE

- SIZE (acres): 1,130
- VACANCY (acres): 307
- UNDERUTILIZED (acres): 42
- % VACANT AND PUBLICLY OWNED: 8%

INFRASTRUCTURE ASSETS

- I-94, I-75, freight rail, Dequindre Cut

PLANNED INFRASTRUCTURE INVESTMENTS

- I-94 widening, Dequindre Cut Phase II

BUSINESS OPPORTUNITY

ECONOMIC ANCHORS

- Refer to adjacent map

TOTAL NUMBER OF BUSINESSES: 650

CURRENT EMPLOYEES: 6,000

JOB OPPORTUNITY

EMPLOYMENT CAPACITY IN EXISTING FIRMS

- 4,000 additional jobs

CAPACITY FOR NEW EMPLOYMENT THROUGH REDEVELOPMENT OF VACANT SITES > 1 ACRE

- 4,600 additional jobs

TYPES OF JOBS

- Packing and filling machine operators, assemblers and fabricators, advertising sales agents, lawyers
Detroit is ranked 2nd among the 100 largest cities for growth in information technology businesses between 1998-2009. 19M visitors come to downtown Detroit every year.

Downtown Employment District
Economic Assets and Opportunities

- Core Employment District
- Arts and Entertainment Assets
- Educational Anchors
- Government
- Civic Assets
- Economic Anchors
- Infrastructure Anchor / Asset

Network Infrastructure and Opportunities
- Proposed Transit Routes
- Freeway Carbon Forest
- Detroit People Mover

District Vitals
Land and Infrastructure
- Size (acres): 723
- Vacancy (acres): N/A (survey data on vacant and underutilized sites not available)
- Underutilized (acres): N/A
- % Vacant and Publicly Owned: 3%
- Infrastructure Assets: I-75, M10, I-375, Woodward Avenue
- Planned Infrastructure Investments: M-1 Rail

Business Opportunity
- Economic Anchors: Refer to adjacent map
- Total Number of Businesses: 7,159
- Current Employees: 40,000
- Job Opportunity
- Employment Capacity in Existing Firms: 11,500 additional jobs
- Capacity for New Employment Through Redevelopment of Vacant Sites: > 1 Acre
- Types of Jobs: Computer programmers, computer support specialists, editors

"Young people are recognizing movement to the city and excited about coming downtown." Information Cluster Working Sessions, 5/3/2012

Digital and Creative Downtown
A City Center with an Information Technology Hub
McNichols is home to 5.5K JOBS—77% in the EDS and MEDS sector.

Educational and Medical and Creative

McNichols
Detroit’s Second EDS and MEDS Corridor
16K 16,000 CHEVY VOLTS WERE SOLD IN THE FIRST 9 MONTHS OF 2012
1ST AMONG ELECTRIC CARS SOLD IN THE U.S.

INDUSTRIAL
MT. ELLIOTT
CREATING A MODERN INDUSTRIAL AND INTERMODAL FREIGHT DISTRICT

MT. ELLIOTT EMPLOYMENT DISTRICT
ECONOMIC ASSETS AND OPPORTUNITIES

ECONOMIC ANCHORS

INDUSTRIAL ASSET
INDUSTRIAL ANCHOR
INFRASSTRUCTURAL ASSET
INFRASSTRUCTURAL ANCHOR
POTENTIAL BUSINESS INVESTMENT OPPORTUNITIES

NETWORK INFRASTRUCTURE AND OPPORTUNITIES

DISTRICT VITALS

LAND AND INFRASTRUCTURE

SIZE (acres) 3,203
VACANCY (acres) 423
UNDERUTILIZED (acres) 181
% VACANT AND PUBLICLY OWNED 11%

INFRASTRUCTURE ASSETS
I-94, Detroit North Rail Yard and Freight Rail, Coleman A. Young International Airport

PLANNED INFRASTRUCTURE INVESTMENTS
Coleman A. Young International Airport expansion, I-94 widening

BUSINESS OPPORTUNITY

ECONOMIC ANCHORS Refer to adjacent map
TOTAL NUMBER OF BUSINESSES 1,700
CURRENT EMPLOYEES 10,600

JOB OPPORTUNITY

EMPLOYMENT CAPACITY IN EXISTING FIRMS 4,000 additional jobs
CAPACITY FOR NEW EMPLOYMENT THROUGH REDEVELOPMENT OF VACANT SITES > 1 ACRE 3,900 additional jobs

TYPES OF JOBS
Assemblers and fabricators, machinists, truck drivers, accountants, civil engineers

“I am trying to work where I live and volunteer where I live. Van Dyke and Mt. Elliott is Seven Mile. I’d love to see both chain and local shops of all kinds on those corridors. Coffee shops, boutiques, restaurants with patios, pop-ups, retail, etc.”

Angela, Economic Growth Open House, 8/7/2012
Corktown is home to 2.5K jobs in a mix of logistics, creative enterprises and retail. $4M has been earmarked for redevelopment efforts, including the former Tiger Stadium site.

Industrial and local entrepreneurship.

Corktown
A new entrepreneurial district.

Corktown Employment District
Economic assets and opportunities:
- Core employment district
- Industrial anchor assets
- Infrastructural anchor assets
- Potential business investment opportunities
- Neighborhood investment and stabilization
- Arts and entertainment assets
- Civic assets

Network infrastructure and opportunities:
- Proposed transit routes
- Freeway carbon forest

District Vitals
Land and infrastructure:
- Size (acres): 500
- Vacancy (acres): 124
- Underutilized (acres): 8
- % vacant and publicly owned: 3%
- Infrastructure assets: I-75, Ambassador Bridge, freight rail, Fort Street
- Planned infrastructure investments: Michigan Central Railway Tunnel expansion

Business opportunity:
- Economic anchors: Refer to adjacent map
- Total number of businesses: 750
- Current employees: 2,500
- Job opportunity:
  - Employment capacity in existing firms: 200 additional jobs
  - Capacity for new employment through redevelopment of vacant sites: 1,600 additional jobs

Types of jobs:
- Laborers and freight, stock and material movers, stock clerks and order fillers, truck drivers, editors, advertising sales agents

...By creating concentrations of new industry and business entrepreneurship in community, we can make it easier to meet the needs of businesses and developers, employees. It possible present opportunities to use our vacant buildings in more productive ways." Economic Growth Open House, 8/7/2012
$1B The Henry Ford Health System has invested $1 billion to create a 300-acre, mixed-use campus

$16.5M Source Detroit has transferred about $16.5M in spending to Detroit-based businesses since the program’s inception

MIDTOWN EMPLOYMENT DISTRICT
ECONOMIC ASSETS AND OPPORTUNITIES

- Core Employment District
- Arts and Entertainment Assets
- Medical Anchor / Asset
- Educational Anchors
- Neighborhood Stabilization and Investment

Network Infrastructure and Opportunities

- Proposed Transit Routes
- Freeway Carbon Forest

EDUCATION, MEDICAL, DIGITAL, AND CREATIVE MIDTOWN
BUILDING UPON LOCAL EDUCATIONAL, MEDICAL, AND CREATIVE INSTITUTIONS

DISTRICT VITALS
LAND AND INFRASTRUCTURE

- Size (acres): 1,534
- Vacancy (acres): N/A (survey data on vacant and underutilized sites not available)
- Underutilized (acres): N/A
- % Vacant and Publicly Owned: 6%
- Infrastructure Assets: 1-75, M-10, 1-04, freight rail
- Planned Infrastructure Investments: Woodward Avenue Light Rail/BRT, Midtown Shuttle

BUSINESS OPPORTUNITY

- Economic Anchors: Refer to adjacent map
- Number of Businesses: 3,400
- Current Employees: 29,500

JOB OPPORTUNITY

- Employment Capacity in Existing Forms: 16,000 additional jobs
- Capacity for New Employment Through Redevelopment of Vacant Sites > 1 Acre: N/A
- Types of Jobs: Janitors and cleaners, secretaries, registered nurses, computer support specialists

"...there has been a culture shift in the university to recognize that Wayne [State University] and Detroit are linked." 
Education Cluster Working Session 9/2/2012
ENACT INNOVATIVE REGULATORY REFORM
CHANGING THE PARADIGM OF PLANNING FOR DETROIT
The 50 year land use map is built from the land use typologies. There are three major categories of land use types: Neighborhoods, Industrial and Landscape. Within each of these major categories there is a range of potential typologies, each providing the vision for returning the land to productive uses.

“The employment districts are needed as soon as possible. The connected transit network is a major concern for all Detroit Residents. Innovative Landscapes is what is needed in bringing services up to a better degree of living.”

Merrell, Land Use Open House, 8/28/2012
**LIGHT INDUSTRIAL** areas incorporate modern, light industrial uses that provide attractive environments for jobs and are compatible with nearby neighborhoods. They accommodate light industrial/business and technology parks, food processing and wholesaling, advanced manufacturing, and research and development facilities on high-value urban land in an attractive, low-impact environment. Design guidelines, performance standards, and a percentage of by-light office uses would provide for an environment competitive with suburban business and technology parks, with the added advantage of proximity to educational and health assets located in the city. Low-impact light industrial users—fabricators, wholesalers, and small distributors—would be typical of the market for this typology, which features higher building coverages, urban street patterns, and small or subdivided lots.

**GENERAL INDUSTRIAL** areas incorporate the bulk of Detroit's non-infrastructural industrial lands. They provide job centers to accommodate a wide range of production and distribution activities, buffered from other uses with blue-green infrastructure. The impact of the activities located here is lower than those found in heavy industrial areas, and many general industrial zones already abut residential neighborhoods. Higher building coverages, large lots, and building footprints and truck circulation areas are found in this zone, which comprises the most appropriate territory for retention and growth of modern industrial facilities. Urban design standards should be employed to achieve the quality business environment required to make these sites more competitive and marketable. Manufacturing, processing, wholesale, and distribution uses with moderate noise, vibration, odor, and traffic impacts would be typical in this zone.

**HEAVY INDUSTRIAL** districts accommodate high-impact industrial activity isolated from other residential and commercial uses. Low building coverage—often lacking enclosed activity—accommodates industrial activity like storage tanks, pipelines, and material yards in this zone. Heavy industrial zones are more permissive of high impacts such as noise, vibration, odor, traffic, and activity in order to provide for functional and secure space in the city required by petrochemical tank farms, refineries, gasification plants, asphalt, and concrete plants. Additional areas for community-serving heavy industrial activities—including scrap yards, salvage yards, recycling, waste transfer and heavy equipment maintenance or repair—may be designated within existing industrial districts via a community planning process where necessary.

**LIVE+MAKE** presents another opportunity for Detroit to become a change leader in innovative urban design. Repurposed historic industrial structures and land that fosters a blend of smaller scale, low-impact production activity is combined with a diversity of other land uses. This typology provides a framework for true live-work in Detroit by allowing artisanal and small manufacturing, fabrication, assembly, and workshop uses compatible with housing and retail. The scale of industrial use is relatively fine grained, with a range of overall forms, including occupying multi-story, former industrial structures as well the development of new building types. Any adaptive reuse or new construction should be encouraged to have space set aside for productive activities.
**FIRM TYPES**

- Existing Firms
  - Expand at Existing Site
  - Expand to a New Site
  - Locate in an Existing Building
  - Build a New Building on an Existing Industrial Site
  - Locate Outside of Detroit Due to Lack of Available Land/Sites

- New Firms

**EXPANSION OPTIONS**

- Existing and new firm land demand analyzed for each selected sector
- Demand profiles for new firms also developed for each sector
- Important to understand sector and collective land needs
Land regulation strategies recognize the key role that private markets must play in unlocking the city's potentially vast real estate assets. Unlike in residential areas, almost all of the jobs-producing land in the city, including the vast amounts of vacant and under-utilized land, is held privately. With so few opportunities to date to assemble property directly from public agencies or land banks and limited resources to outright acquire private property, other strategies must be considered to affect change on stages, privately held commercial and industrial sites. Markets right now are locked because of speculation, the age and quality of the building stock, gaps between development costs and rents, and other financing challenges. Land regulation needs to encourage the private market through a combination of strategic land assembly and consolidation where appropriate while also focusing on long-term management tools that provide healthy, safe, and attractive employment districts.
REFORM SYSTEM DELIVERY
COORDINATING LAND USE AND SYSTEMS
STRATEGIC RENEWAL

UPGRADE AND MAINTAIN
Areas stabilizing at a population level above current system capacity:
- City Center: 15-20 DUPA; 110-220 EPA
- District Center: 10-20 DUPA; 25-50 EPA
- Neighborhood Center: 10-20 DUPA; 3-5 EPA
- Priority Industrial Employment

RENEW & MAINTAIN
Areas stabilizing at or near current system capacity:
- Traditional Med. Density Housing: 4-8 DUPA; 1-2 EPA
- Traditional Low Density Housing: 1-4 DUPA; 1-2 EPA
- Green Mixed Rise: 10-30 DUPA; 3-5 EPA
- Secondary Industrial Employment

MAINTAIN ONLY
Areas where a decision has not yet been made about system capacity requirements:
- Green Residential: 3-6 DUPA; 1-5 EPA
- Non-Traditional Landscape
- Traditional Landscape

REDUCE & MAINTAIN
Areas stabilizing at a level significantly below system capacity:
- Live/Make: 3-15 DUPA; 3-20 EPA
- Green Residential: 3-6 DUPA; 1-5 EPA
- Tertiary Industrial Employment

EMERGENCY REPAIR
Areas expected to transition to a new land use with a different and generally lower systems requirement:
- Non-Traditional Landscape
- Traditional Landscape
By year 20 the use of land has been determined for all areas of the city. At this time the investment approach for each area should be reviewed as part of an ongoing planning process.

**STRATEGIC RENEWAL APPROACH: YEAR 20**

- **UPGRADE AND MAINTAIN**
  - **Service Level:** Improved service level maintained at better quality.
  - **Actions:** Fully maintain and undertake renewal or upgrade as required.
  - **Outcomes:** Improved neighborhood with increased capacity and resilience.

- **RENEW AND MAINTAIN**
  - **Service Level:** Core service level at the same or better quality.
  - **Actions:** Fully maintain and renew at current level or upgrade if required.
  - **Outcomes:** Viable neighborhood with same or increased capacity.

- **REDUCE AND MAINTAIN**
  - **Service Level:** Core service level but for a smaller number of residents as they will likely not regain their original number of residents in the future.
  - **Actions:** Maintain and undertake scheduled renewal at lower capacity.
  - **Outcomes:** Area continues as viable neighborhood with lower capacity.

- **MAINTAIN ONLY**
  - **Service Level:** Basic service level but quality declining over time.
  - **Actions:** Planned maintenance extending current systems life.
  - **Outcomes:** By 20 year horizon, systems are either renewed at full or reduced capacity.

- **REPLACE, REPURPOSE, OR DECOMMISSION**
  - **Service Level:** Basic service level but quality declining over time.
  - **Actions:** Planned maintenance to extend current systems life.
  - **Outcomes:** Area transitions from current use in 20-25 years, systems eventually retired.
Service and renewal strategies will be differentiated to reflect the different potential of employment sites

SERVICE STRATEGIES:
- **Priority non-industrial employment areas:** Fully renew and maintain upgrading where required.
- **Priority industrial employment areas:** Fully renew and maintain upgrading where required.
- **Non-priority Industrial:** Renew and maintain
- **Uncompetitive Industrial:** Maintain and downsize. Existing enterprises will be retained but no future growth is envisaged
- **No future industrial use:** Emergency repair only to maintain existing enterprises until their departure
- **Live/Make:** Reduce service level and maintain – sufficient to support small scale employment and residential uses
- **Hold zones**
  - Highly vacant residential areas for potential repurposing as industrial. Emergency repair only until new user identified – upgrade then required
RECONFIGURE TRANSPORTATION
A simpler and more reliable transit system that creates space for alternative modes of transport and provides for faster interchange between those modes. The southern part of the city hosts a large range of facilities for handling freight.

IMPLEMENTATION ACTIONS

1. Realign city road hierarchy to provide faster connections between employment, district, and neighborhood centers.
2. Enhance transit service and increased ridership by realigning transit system to provide integrated network based on fast connections between regional employment centers, supported by feeder services from residential areas.
3. For higher-vacancy areas, provide smaller-scale, flexible on-demand services.
4. Align pattern of development in centers and neighborhoods to support greater number of walking and cycle trips, including promotion of greenways.
5. Support freight and logistics industries through upgrade of key routes and provision of enhanced connections across the border to Canada.
6. Provide large-scale multimodal freight interchange facilities to support local industry and overall city logistics role.
TARGET VACANT PUBLIC LAND AND BUILDINGS IN EMPLOYMENT DISTRICTS FOR ECONOMIC GROWTH
While there are many publicly owned parcels within the city of Detroit, these are owned by a variety of different agencies with different missions. Coordination among these agencies is key to unlocking the potential of Detroit's publicly held land.
DECISION MAKING MATRIX: INDUSTRIAL LAND ACQUISITION & DISPOSITION

1. PROPERTY
   - Industrial Land

2. PROPERTY TYPE
   - Identifying Industrial Area Priorities for Acquisition
   - Identifying Industrial Area Priorities for Disposition

3. PROPERTY SUB-TYPE
   - Site in Economic Growth Employment District
   - Site not in Economic Growth Employment District
   - Small parcel (<1 acre): assembly feasible
   - Small parcel (<1 acre): assembly not feasible
   - Medium parcel (1-10 acres)
   - Large parcel (>10 acres)

4. REUSE ALTERNATIVES
   - Do not acquire
   - Prioritize large sites
   - Prioritize sites closer to existing public land
   - Prioritize sites that are either (1) vacant land or (2) buildings in usable conditions
   - Bundle with other parcels for infill industrial or compatible development
   - Sell to adjacent property owner
   - Use for non-development purpose in area compatible with existing industrial fabric
   - Use for non-development purpose in area without intact industrial fabric
   - Sell individually for infill industrial or compatible development
   - Bundle with other parcels for infill industrial or compatible development

5. PREFERRED SELL/HLD OPTIONS
   - Hold for assembly:
     (1) Sell to adjacent viable industrial user, or
     (2) Use for non-development purpose
   - (1) Sell to adjacent viable industrial user if viable development parcel, or
     (2) Sell to developer for industrial development, or
     (3) Hold where substantial assembly opportunity exists
   - (1) Sell to developer to build industrial (or compatible mixed-use) building or buildings, or
     (2) Hold where substantial assembly opportunity exists
One of the main challenges that cities like Detroit face is a lack of market-ready sites for industrial development. Although the amount of publicly owned land is extensive, there are areas within the city where public agencies can build off of the current public land portfolio and begin to create market-ready sites for development.