

BrewByDsign

Business Plan and Final Report

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Executive Summary

Our research group was tasked with opening a restaurant and bar in the city of Detroit, outside of the central business district and Wayne State area. We were to document the process of getting from start to finish, while highlighting the barriers we would face, and how to overcome them.

We thought a brew pub would be interesting because of its niche in the bar industry. Brew pubs are microbreweries that produce and serve beer on the same site, make less than 15,000 barrels a year and also serve food. They provide a unique experience for customers to try something different than generic beer brands. People can get a Bud Light or Pabst Blue Ribbon anywhere, but breweries provide the chance to sample craft beers with unique flavors that are not commonly found.

While researching market trends in Breweries, we became more confident in our decision. The number of microbreweries throughout the country grew from 89 to 2,126 from 1979 to 2011.

Michigan breweries experienced a 79.7% growth rate in barrels sold from 2006 to 2010, and increased another 27% from 2011 to 2012. Michigan is currently ranked number five in the country for micro-brewery amounts, and most are located near the Grand Rapids and Kalamazoo area. (Brewers Association). Breweries in Detroit include Motor City Brewing, Atwater Brewery, and Detroit Beer Company. Due to growing trends within the state, and a strong “Buy Local” culture in Detroit, we feel that there is a market for another brewery within the city.

Once we decided on a microbrewery, the next step was to find a location. We narrowed this down to two spots; one on Livernois and Outer Drive, and the other on the corner of Franklin and St. Aubin Street. The Livernois location is in “The Avenue of Fashion” District and close to the University of Detroit Mercy. The Franklin Street Location is near the Detroit Riverwalk, the Dequindre Cut, and a closer proximity to downtown Detroit. When speaking with the Detroit Zoning Board, we learned that the Livernois location was in a B3 zone which allows liquor establishments, but does not allow breweries. Our alternate, the

Franklin location, is in an SD-4 zone where breweries are considered “Conditional” and would require a zoning board hearing. We learned about the elaborate zoning board process we would have to go through, but would most likely be approved for use.

After figuring out a location and size of the building, we were able to gather an idea of what equipment we would need. We had great success researching online where to purchase a brewing system, beer ingredients, kitchen equipment, and dining furniture. There are vast amounts of information on the internet to find all of these supplies. Companies such as Allied Beverage Tanks, Cargill, GW Kent, and the Michigan Hops Alliance were very receptive to any questions we had about equipment and materials. Knowing the size of the building also allowed us to determine the number of customers we could serve, and how many employees we would need.

The final part we had to figure out was obtaining all the necessary permits and licenses to own and operate a brew pub. We learned that this is an elaborate ordeal because we would need permits from federal, state, county, and city levels in order

to produce and serve our own beer, as well as food. The difficult part of this process was discerning what documents needed to be completed first. For the most part, websites containing document information were easy to navigate, especially for federal and state levels. Unfortunately, we found that links to necessary documents for the city of Detroit were dysfunctional.

Overall, we found that opening a brewery in Detroit can be cumbersome and time consuming if the owners do not spend time to research the required processes. While speaking with Detroit’s Department of Safety & Engineering, they said lack of preparedness is the number one setback for getting a business up and running in a timely manner. Our recommendation is for the city to outline in detail the required permits from all levels of governments, and to outline the order that they must be completed in.

The greatest barrier brewery owners and restaurant owners in Detroit face is a lack of customers and business. Our recommendation is for the city to have broader range of accepted businesses in its zoning, and to establish special districts that encourage a variety of uses. Doing so would allow greater

development of business clusters outside of downtown featuring a variety of businesses that all benefit from the passerby traffic.

1. Introduction

BrewByDsign is a report on the processes, barriers and successes of opening a brew pub in the City of Detroit. This project was prompted by business leaders in the city who endeavor to establish a business in Detroit. Potential entrepreneurs must endure many obstacles and work alongside various City departments. Our goal is to examine the path entrepreneurs must navigate to establish a new business within city limits.

The City of Detroit is currently experiencing a major transformation. This transformation is unfolding rapidly however the discussion constantly revolves around its declining population and subsequent tax base, the demise of its manufacturing industry as the major field of employment and its political scandals. The City has been left with many new challenges including preparing and attracting elements of the new

knowledge economy. A concerted effort to attract businesses and jobs, both large and small, to Detroit is paramount for its success. To that end, we created a faux business; a brew pub, called BrewByDsign and embarked upon the path of bringing that business to fruition. Since Detroit is currently enjoying a significant revitalization of the Midtown and Downtown areas we sought to establish our business outside those boundaries to determine whether small businesses are privy to the same level of governmental and financial support. We further assert that small businesses will provide substantial auxiliary employment outside the parameters of the knowledge based economy. Our report will review the site selection, zoning, costs (both fixed and variable), permitting and the barriers needed to overcome the process. We will make recommendations to improve or streamline the process for the City of Detroit.

2. History of Brewpubs

One of the most popular American industries today is craft brewing. The most basic tenant of the industry—and what the consumer-popularity is often driven by—is that the craft beer industry is driven by exclusivity and uniqueness. Craft brewing creates small batches of beer without widespread mass-production, much unlike the Anheuser-Busch brand of Budweiser, which is a global-brewing entity. What makes craft brewing particularly inviting to local communities is that “Craft brewers tend to be very involved in their communities through philanthropy, product donations, volunteerism, and sponsorship of events.”¹

¹ <http://www.brewersassociation.org/pages/business-tools/craft-brewing-statistics/craft-brewer-defined>

Today, craft brewers provide an estimated 108,440 jobs in the US—including serving staff in brewpubs.² In 2011 and 2010 while the overall US beer market was down 1.3% and 1.2% respectively, the craft brewing industry enjoyed 13% and 12% growth by volume respectively, and 15% growth by retail dollars both years (*Brewers Association*). This positive trend continued into 2012 as the industry grew 15% by volume and 17% by dollars (*Brewers Association*).

According to the *Brewers Association*, the craft brewing industry is divided into four market segments, including: brewpubs, microbreweries, regional craft breweries, and contract brewing companies.³ The segment of the industry that this project focuses on is that of brewpubs. Brewpubs are defined in the following way as a business:

“A restaurant-brewery that sells 25% or more of its beer on site. The beer is brewed primarily for sale in the restaurant and bar. The beer is often dispensed directly from the brewery’s storage tanks. Where

² <http://www.brewersassociation.org/pages/business-tools/craft-brewing-statistics/facts>

³ <http://www.brewersassociation.org/pages/business-tools/craft-brewing-statistics/market-segments>

allowed by law, brewpubs often sell beer ‘to go’ and /or distribute to off site accounts.”

According to the laws provided by the State of Michigan, a brewpub is legally defined in the following way:

“Brewpub means a license issued in conjunction with an existing on-premise license (Class C, Tavern, Class A Hotel or Class B Hotel), authorizing the person to manufacture and sell at that licensed premises not more than 2,000 barrels of beer per year for consumption on the premises only. A Brewpub license is issued by the Michigan Department of Labor & Economic Growth, Liquor Control Commission, Manufacturers and Wholesalers Section.”⁴

These definitions help set the context that brewpubs are made to be small-scale, locally distributed establishments where customers are able to eat and drink.

Our project, “Brew By Dsign”, aims to create a hypothetical brewpub outside of the Central Business District (CBD) in Detroit, MI. The mission of “Brew By Dsign” is to use as many locally grown and produced products as possible to create a Detroit/Michigan infused environment where local artists can feel free to display their work, or perform it live. “Brew By Dsign” aims to fill that role that craft breweries so often do in their communities, and a few of the potential partners that “Brew By Dsign” would potentially work with are: Eastern Market, Avalon Bakery, Guernsey Dairy, and the Michigan Hops Alliance.

The initial start-up goal for “Brew By Dsign” is to start at a very small level of production of about 350 kegs in the first year to test, fine-tune, and perfect the product. With participation of the local-community, “Brew By Dsign” would ideally situate itself in the craft-brewing market of Michigan, and find its niche in Detroit’s brewing community.

⁴ Michigan Business One Stop

2.1. Industry & Market Analysis

The national craft brewing market in the United States is currently booming. The past decade has seen the market expand to levels that haven't been reached since the 1800s...literally. According to the *Brewers Association*, "2,403 total breweries operated for some or all of 2012, the highest total since the 1880s."⁵ In fact, to help quantify just how big of a business this has become in the United States, the *Brewers Association* indicates that the "Craft brewer retail dollar value in 2012 was an estimated \$10.2 billion, up from \$8.7 billion in 2011, and up from \$7.6 billion in 2010."⁶ This is exceptional growth, and Michigan has helped achieve this growth in many ways.

⁵ <http://www.brewersassociation.org/pages/business-tools/craft-brewing-statistics/facts>

⁶ Ibid

Simply put, Michigan is a great brewing state. When Michigan's unemployment was hovering right around 12 percent at the start of 2011, breweries, microbreweries, and brewpubs added jobs, increased production, and invested more the \$70 million in expansions and renovations.⁷ In fact, in 2013 USA Today has listed Michigan has the number 5 craft beer state in the country.⁸ At this moment, the Michigan Brewers Guild maintains that the state has more than 130 total craft breweries, and it's a common phrase to say that, "You're never more than an hour away from a brewery in the state of Michigan" as New Holland Brewing Co.'s Fred Bueltmann said during a Pure Michigan and craft beer industry conference earlier this year.⁹

The volume of Michigan-made craft beer sold in Michigan grew 16 percent last year and comprised around 4 percent of the state's beer market, which is slightly below the national trend that pegs craft beer at around 6.5 percent of the total beer market in the United States.¹⁰ This shows that there is still tremendous

⁷ http://www.mlive.com/business/index.ssf/2011/02/michigans_beer_boom_for_craft.html

⁸ http://www.mlive.com/business/index.ssf/2013/04/usa_today_lists_michigan_among.html

⁹ Ibid

¹⁰ Ibid

room for growth for the craft brewing industry in Michigan, and it's not outrageous to suggest that the market could reach double-digits of the total beer consumption like it has in the Pacific Northwest where states like Oregon boast an impressive craft brewing market-share of 30 percent.

2.2. Comparisons

There are around four or five craft brewing businesses located in Detroit, MI—depending on who's counting and their criteria for classification. This may seem like a lot to the untrained eye, but a look right across the state shows that Grand Rapids, a city that Detroit dwarfs in size of place, has eighteen. Detroit hasn't even come close to tapping into this market potential yet, and we've seen this niche market already work in the city with companies like: Traffic Jam/Snug, Motor City Brewing Works, the Detroit Beer Company, and Atwater Brewery paving the way for local beer enthusiasts. How successful have these businesses been? It's difficult to say, but one indicator that they're doing

pretty well is that you can now buy their products at Comerica Park during Tigers games—this of course being a venue that for the past 13 years you could essentially get 4 items: Labbatt, Labbatt Lite, Miller, and Miller Lite.

Why Detroit, though? Detroit is the “Motor City”; everyone knows this. The tough work needed to create cars has pegged Detroit as blue-collar, and those workers are fiercely devoted to their product. The mantra of “buy local”, however, has expanded beyond just buying a Ford or GM product, and in fact industry officials highlight that buy-local mentality, and sincere devotion to purchase state-produced products as one of the main reasons that the craft brewing industry has done so well.¹¹ This is why craft brewing can do well in a city like Detroit. A beer made for the community and made in the community fits perfectly with Detroit's blue-collar reputation.

¹¹http://www.mlive.com/business/index.ssf/2011/02/michigans_beer_boom_for_craft.html

3. Location Requirements

The requirements for BrewByDsign are very similar to those of any entrepreneur looking to open a restaurant, bar, brewpub or liquor establishment. Our group decided to look at potential properties outside of the Downtown and Midtown areas to determine if there are more challenges in greater Detroit. We began to search through six different neighborhoods which included: Woodbridge, East Jefferson, Eastern Market, Mexicantown, West Village and the “Avenue of Fashion” along Livernois Avenue.

The selection process includes looking the following determinants:

- Current market
- Surrounding neighborhood
- Access to resources and support
- Zoning

- Square footage (Approx. 5000 sqf)
- Public transit routes
- Parking
- Security

As our group researched these very different neighborhoods we narrowed our choice to a group of vacant storefronts on Livernois Avenue in the Avenue of Fashion. We decided on 19323 Livernois which was zoned B3. This decision was made because the building met our structural, spatial and market requirements.

Figure 1: 19323 Livernois Avenue



We also made personal visits to the area, engaged other businesses and community groups located in the area to determine what the current market conditions were along the corridor. We asked what their vision for the corridor in the future may look like and how a start-up brew pub would fit into their vision. The response from those we spoke with was overwhelmingly supportive of a brewpub locating along Livernois.

As a backup plan we decided to have a secondary site (Figure 2) which would be operating in a neighborhood that looks very different from the Avenue of Fashion site. This large, vacant two storey structure was zoned SD-4 and had been empty for nine years. It was in close proximity to the Detroit Riverwalk and within the East Jefferson Business Association district.

Figure 2: 2000 Franklin Street



3.1 Zoning Process

Zoning regulations are an essential piece to achieving a specific or a desired land use pattern. The stated purpose of the zoning ordinance is “to guide and regulate the appropriate use or development of all land in a manner which will promote and protect the public health, safety, and general welfare.”¹² The

¹² Detroit Zoning Ordinance, Page 1

primary purpose of zoning is often to separate functionally incompatible uses, such as residential, commercial, and industrial.

The Detroit ZO divides the city into 29 different zoning classifications, 17 of which are strictly residential, commercial, or industrial.¹³ A full list of the classifications is provided as Appendix A. For the purpose of this report, it is helpful to describe how Brewpubs relate to our two locations and the city as a whole.

After our brewpub locations were chosen with two different zoning classifications (Appendix B) we decided to visit the City of Detroit's Building Department assuming the roles as potential investors. The Building Department is located on the fourth floor of City Hall in the Coleman A. Young Municipal Building. After driving downtown, paying for parking which can cost between five and twenty dollars depending on the location, passing the security checkpoint you are required to ascend up a long but narrow escalator that leads you to the second floor. This is where you make your way to the bank of elevators on your left and head to the fourth floor, the Building Department. The signage was not clear and we did require some help from very

friendly staff in the business license department. After stepping out of the elevator you head down the hallway where you see a lot of activity and people holding site plan drawings under their arms. We walked through the office and saw a sign above a door labeled "zoning" so we decided to enter where we immediately entered a conversation between three employees looking unimpressed. They informed us we needed to sign in with the front desk area and wait for our names to be called.

We did not have to wait long before our name was called and we met with a building inspector at "station 1". The office is set up in stations with multiple cubicles similar to an assembly line and when your application is being processed you are physically sent down the line to the correct "station". The building inspector was extremely warm and welcoming and started with us from the very beginning. We told him our story that we were looking to open a brewpub in Detroit and had decided on a location, at 19323 Livernois Avenue. He was very enthusiastic about our business venture and began to look up the property's zoning classification when he informed us of an issue.

The discrepancy between a brew pub and a liquor establishment in B3 zoning classification was overlooked because

¹³ Detroit CLICS, Page 3

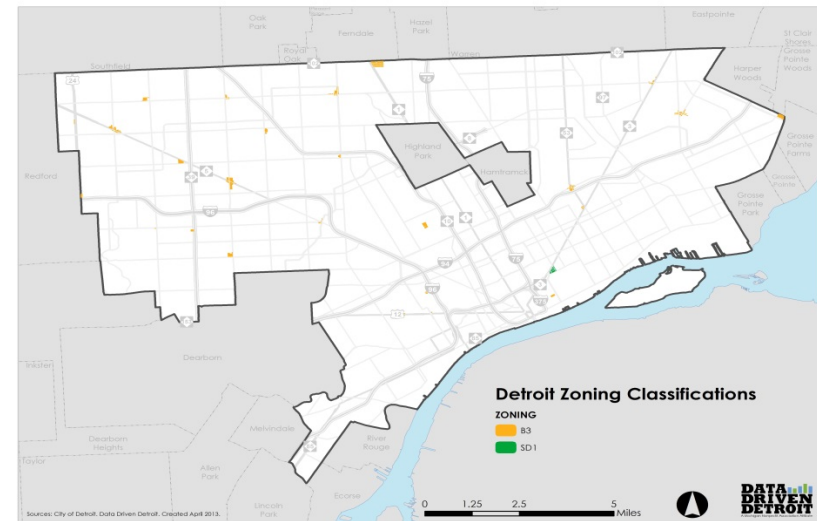
Livernois Avenue permits commercial businesses and liquor establishments and we understood this to include a brew pub. Liquor establishments have a “conditional” classification in a B3 zoned district, require a hearing and have a good record of passing. Brewpubs, however, are “not allowed” in the B3 zoned districts, and would require a variance. The Detroit zoning official explained that “spot zoning in that location is unlikely.”

The building inspector asked if we had any additional properties we were evaluating so we gave him our second option, the vacant two storey building at 2000 Franklin Street which is zoned SD-4. He quickly told us this was a much better location for our brewpub and the obstacles would not be as difficult to overcome. He then went through the entire process that is required for a brewpub that is not located in a right by-use zone and requires a variance.

- Site plan review must pass all stations of the Detroit Building Safety and Engineering
- 3 copies of architectural renderings of the building, floor plan and parking are required
- Parking must have 3 spaces (See Appendix C)

- Notice of public hearing must be mailed to all residents, property owners, and businesses within 300 radial feet of the proposed conditional land use, published in the Detroit Legal News, and posted on the property. The State of Michigan Zoning Enabling Act requires at least 15 days advance notice of the hearing
- Input from the community supporting the brewpub is encouraged
- Hearing called at City Hall; in 2-3 weeks a letter incorporating Planning and Development Department’s recommendations and approval criteria for conditional land uses
- Applicants have 14 days to appeal denial with Board of Zoning Appeals (Appendix D)
- If approved, the applicant must record decision letter at Wayne County Register of Deeds and file a building permit with BSEED to change the use and perform construction.

Figure 3 – B3 & SD1



3.2 Permitted Uses

The City of Detroit's zoning ordinance is actually very "brew pub friendly" and offers a wide variety of uses that will permit them either conditionally or right by-use. There are two exceptions where this is not the case; in B3 and SD1 zones. The City of Detroit has very few areas zoned with these classifications

3.3 Barriers

The City of Detroit has made the requirements more friendly to open a brew pub, however there are still some barriers. We identified the following:

1. Brew pubs are regulated only outside the Central Business District (CBD)
2. Hearing Process for Conditional Use
 - a. Time
 - b. Neighborhood Opposition
 - c. Cost
3. Parking Requirements
 - a. Required 3 (minimum) + 1 per 100 square feet for each 100 square feet in excess of 1,000
4. Negative Perceptions of Detroit
5. Safety and Security
6. Community Approval of Brew pub if located within 500ft of church or school
7. Only correspondence is through traditional mail which is very time consuming and slow

4. Brewing Requirements

-Permitting & Licensing-

I. Overview-

The permitting and licensing process for lawfully starting a brewpub in the state of Michigan is quite tedious. There are many forms from the federal level all the way down to the city level that must be completed, and these forms include: liquor licenses, guarantee of business namesakes, federal approval for the production of alcohol, and guarantees of financial responsibility. The following sections highlight how you should proceed in order to achieve lawful permitting at the federal, state, and local levels. It should be noted that the research involved in completing this report found that the sequencing of these forms, licenses, and applications is quite nebulous—there doesn't appear to be one correct order in which to complete and submit the necessary items.

II. Federal-

Figure 1:

□



Figure 1 shows the three-step flow that the federal government requires in order to produce and manufacture beer in the United States. The first, and probably most important form in the entire permitting process, is colloquially named the “Brewer’s Notice”¹⁴. This application is submitted to the Alcohol and Tobacco Tax and Trade Bureau (TTB) and essentially asks you to list what you intend to brew, how much you intend to brew, and who owns the business that will be brewing the beer. There

¹⁴ This permit and the rest of the permits discussed in this section of the report can be found in the Appendices at the end of the report in order of discussion within the report.

are other attachments that you are required, depending on the breadth of your business, to submit in conjunction with the application itself. This entire package of items should be submitted to the following address:

Director
National Revenue Center
550 Main St, Ste 8002
Cincinnati, OH 45202-5215

There are conflicting reports on how long it takes for you to receive approval; anywhere from 14-90 days, depending on the uniqueness of your business. If your “Brewer’s Notice” is approved, you must keep a copy of the entire report sent to the TTB at the brewery during all business hours.

The second and third steps of the federal permitting process pertain to breweries that intend to distribute, import, or wholesale beer. This does not apply to “Brew By Dsign” initially, but these opportunities would be considered should the first phase of implementation go well. Nevertheless, the process for completing these forms is similar to that of the “Brewer’s Notice”. They are both to be submitted to the TTB (to different addresses,

which are noted in the appendices of the report) for review and approval, and upon receiving confirmation for your request, you must keep a copy of the reports at the brewery during all business hours.

III. Michigan-

Figure 2:



The permitting and licensing process required by Michigan is much more lengthy and complex than that of the federal level;

Figure 2 elucidates the web of forms that must be completed. It is also much less clear during this process, which form must be submitted before any other form, and that is a potential problem for brewpubs looking to establish a home in Michigan. The goal of this portion of the permitting report is to highlight and describe a select few of these steps (the forms will all, however, be included in the appendices of the report).

The first form listed in Figure 2 is the Business License Application. On this form, you are required to list what type of business you intend to open, the occupation(s) of your owner(s), and among other things, the names of your attorney, realtor, and accountant. Per the instructions at the top of the form, “This application must be completed and returned with a \$70.00 inspection fee for each license before it can be considered. All answers must be typed or printed. Sign the completed form in ink and return it to the Commission with the inspection fee.” This is very straightforward, and the address where this application must be returned is as follows:

Michigan Department of Energy, Labor & Economic
Growth: LIQUOR CONTROL COMMISSION (MLCC)

7150 Harris Drive, P.O. Box 30005 - Lansing,
Michigan 48909-7505

The next form that this report would like to highlight is the Michigan Police Investigation Recommendation. Our research shows that this form is often overlooked by businesses that have applied for liquor licenses in the state, and thusly are delayed in selling liquor at their establishments. This application requires you to provide a copy of your application for new “Licenses, Permits, or Transfer of Ownership or Interest in License (form LCC-3011 for Retail or form LCC-3015 for Manufacturers and Wholesalers) to the local law enforcement agency.” This investigation also asks for applicants to submit fingerprints and undergo investigation by the Liquor Control Commission if you have not already done so previously for other licenses with the Commission. You are therefore to compile those items and attach them in a packet and submit it to the following address:

Michigan Department of Licensing and Regulatory
Affairs Liquor Control Commission (MLCC)

7150 Harris Drive, P.O. Box 30005 - Lansing,
Michigan 48909-7505

Lastly, this report would like to highlight the Proof of Financial Responsibility form included in the lengthy permitting process required to establish a brewpub in Michigan. This particular form requires that the applicant prove with documentation that they have at least \$50,000 of financial responsibility, which may come in the form of:

“cash, unencumbered securities, a policy or policies of liquor liability insurance, a constant value bond executed by a surety company authorized to do business in this state, or membership in a group self-insurance pool authorized by law that provides security for liquor liability.”

This form is exceedingly important, as failure to prove that you have such financial responsibility can result in a complete revocation of your retail license. You must complete the form and return it to the following address:

Michigan Department of Labor & Economic Growth
MICHIGAN LIQUOR CONTROL COMMISSION
(MLCC)
7150 Harris Drive, P.O. Box 30005, Lansing, MI
48909-7505

IV. Local-

The last government entities that require submission of applications for permits and licenses are Wayne County and the City of Detroit. See Figure 3 for the three-step process for local permitting.

Figure 3:



Similar to Michigan’s requirements, Detroit and Wayne County require that you complete and submit a Business License Application as well as an Assumed Name Application. The Business License Application for Detroit requires you to state the name, intent, and list the names of the business owners that are applying to create a business in the city. This form is very straightforward, and must be submitted to the following address:

Detroit Consumer Affairs Department
Business License Center
105 Coleman A Young Municipal Center
Two Woodward Avenue
Detroit, MI 48226

The last part of the permitting process required by Detroit, is that you follow the instructions for police approval of your requested liquor license at the location you’ve proposed. This is highlighted by our report because it directly ties in with the Police Investigation Recommendation form discussed earlier, but requires additional processes. In order to gain police approval for the proposed brewpub location with a liquor license, you must do the following:

Application Process

- 1. Determine the location of the establishment for which a liquor license is desired.*
- 2. Go to the Liquor License Unit of the Detroit Police Department at 7310 Woodward Avenue, Detroit. (313) 596-1954.*
- 3. Request forms required for approvals of various city departments. The Liquor License Unit will prepare the forms and refer you to the various departments for investigation and approval.*
- 4. Once required approvals have been obtained, return the completed forms to the Liquor License Unit of the Detroit Police Department.*
- 5. The Liquor License Unit will notify the MLCC when (if) all applicable city departments have approved your location and that the licensing request can proceed.*

- 6. If approved by the City of Detroit, the MLCC will send the necessary forms for you to continue the licensing process.*

It should be noted that the approval of the location by the City of Detroit is not a guarantee that the Michigan Liquor Control Commission will also issue a license. Therefore, it is wise not to invest any money or commit yourself in any binding agreements in the expectation of receiving a liquor license.

V. Barriers

As is apparent by the processes described above, the permitting and licensing process can be extremely exhausting and time-consuming. The biggest hurdle that a brewpub will have to overcome in order to achieve a lawfully permitted establishment is to correctly file all of the forms in the sequence that is inconspicuously defined. In fact, there essentially no descriptions on the State of Michigan's licensing website for which permits should come before any other permit. This is problematic as it is very hard to glean this information from simply compiling and looking through all the required forms. What's even more difficult is that the Detroit Economic Development webpages do not work

at all. None of the links will take you anywhere, there are no descriptions of the process, and instead a business must scour the internet to find the required forms for establishing a brewpub in the city.

If you do manage to collect and submit all the required forms in the correct order and to the correct agencies and departments, you are then at the whims of those processing the forms to correctly file, return, and contact the necessary other departments so that you can open a business. The waiting process, our research tells us, could take up to over a year. It is highly recommended that you obtain legal assistance in the filing process, and the fees associated with that are variable depending on the needs you have and how different your proposed brewpub may be. Without including the attorney fees or the financial responsibility requirement of \$50,000, the fees associated with this process can total to well over \$2000—depending on how quickly you require certain forms back, how large your establishment will be, and the uniqueness of your proposed business.

VI. Successes

Despite the lack of information directly provided by the City of Detroit’s website, the state of Michigan’s website is an excellent resource to find almost every required form by the state in a .pdf file. These files are very useful because some of them do indeed share more information about what other forms are also needed. Additionally, since many of the forms are required to be submitted electronically, it is very helpful that they are in an editable .pdf format and very accessible.

5. Restaurant Requirements

5.1 Licensing

Michigan state food law requires all food establishments to have at least one manager who has completed an approved management certification course. Licensing is done through the county, so we would have to go to Wayne County’s Environmental Health Section for Food Safety (Wayne County). The Certified Food Manager Class is called Servsafe and is regulated by National Restaurant Association 9 (ServSafe). The cost for this class is

\$240, and then another \$100 every time the license has to be renewed.

Wayne County's Health Department would also have to inspect the floor plan of our kitchen, food storage equipment, and sanitation machinery. Information about this process is located on the Wayne County Environmental Health Section's website next to the ServSafe information. Brew By Dsign would have to complete Wayne County's Plan Review Worksheet, submit our menu, submit our standard operating procedures, provide ServSafe documentation, and one complete set of floor plans scaled ¼" per foot. Once approved for everything on this checklist, Brew By Design would be permitted to serve food.

5.2 Products, Services & Pricing Plan

Brew By Dsign intends to focus on using Michigan products for its beer, food, and decorations. The state has gone from zero acres to nearly 200 acres of hops farms in the past five years, and is waiting for another 200 acres to mature for production (Michigan Hops Alliance). Although in-state hops production may

not meet our demands, we would like to produce as many barrels of beer using Michigan hops as possible. We feel this will be a great draw for customers because of the local "live in Detroit, buy from Detroit" ethos.

The prices of our beer will range from \$5 to \$7 depending on the type. Lighter beers such as pale ales require less ingredients and ferment quicker, while darker beers like porters require more expensive ingredients and take longer to ferment.

Because our beer is more expensive than generic brands, we intend to level this out by having lower prices for the food. It will be a burger and fried food type menu, with the burger and fries costing \$8, and chicken tenders with tator tots costing \$6. Fried finger foods will be the bulk of the menu including chicken wings, jalapeno poppers, cheese sticks, fried pickles, onion rings, and fries. We plan to use vegetables from Eastern Market and breads from Avalon Bakery, and cheeses from Guernsey Dairy whenever possible.

We also plan to establish a mug club program to bring in a regular customer base. A Brew By Dsign mug will cost \$20 and customers that bring in their mug will receive \$1 off of pints. Mug

club members will also have preferential registration for special tasting nights when we debut new beers or have special tasting nights.

5.3 Barriers

The main barrier we face in the food and drink category is the quality of products. Our menu will have to have an appealing design and the food will have to be prepared with care. The toughest barrier is creating a range of beers that all have an appealing, unique taste. Successful microbreweries are able to provide flavorful beers that are unique to their establishment.

The quality of employees is another barrier we will face while serving food and drinks. A restaurant is only as good as the products it serves and the service it provides. We will need friendly, outgoing bartenders and wait staff who make the customers feel welcome and help them have a good time. We will also need qualified cooks who can produce orders of food in a timely manner so customers do not have to wait long, and are pleasantly surprised with the presentation of their dish. Most importantly, we will need qualified brew master who is

proficient in creating good tasting beer with a consistent flavor profile. Finding qualified candidates for all of these positions is a possible barrier, and Brew By Dsign may experience a high turnover rate until it finds the right mix of employees.

6. Costs

In order to get a better understanding of how much it would cost to open a brew pub we decided to separate our costs into the zoning, permitting and equipment costs.

6.1 Zoning

There are only two fixed costs the Building Department requires, the first and most essential is the site plan review which costs \$185.

If you are required to change the zoning of the property based on its conditional zoning you must apply for a public

hearing which costs \$1000. These are the two fixed expenses for our building. The variable expenses would include creating new copies of the architectural renderings each time there is a change because it must be resubmitted.

6.2 Brewing & Restaurant

The first aspect we wanted to know about brewing was how much a commercial brewing system costs. We decided that we would start small, and see what the bare bones costs of a small brew house would be. Microbrewery production tanks range anywhere from 3.5 to 15 BBL's. 1 BBL is equal to 31 gallons, or two kegs of beer. We contacted three suppliers, and they all responded within the day. Allied Beverage Tanks of Chicago, Illinois provided the most informative information. Price quotes were not posted on any sites, interested persons have to contact the sales manager specifying what they are looking for before receiving a price quote.

After going through materials and costs, the most basic 3.5 BBL production system would cost around \$80,000 including installation. The variable costs are in the size of the tanks, the

number of fermenters, and whether to store the beer in large serving tanks or to keg it after fermenting. The bare bones \$80,000 estimate includes only one fermentation tank.

Adding more fermentation tanks allows breweries to produce more beer. The process of boiling and cooling the malt and hops only takes 3-4 hours. The most time consuming part is the fermentation process where, after the boiling and cooling process, the yeast consumes the sugars and converts them into alcohol. This process takes anywhere from 1-3 weeks, depending on the type of beer being made. With only one fermentation tank, a brewery can only produce beer every 1-3 weeks.

For our project we decided on two fermentation tanks. This will allow us to make two different beers in one day, and provide more variety. An extra 3.5 BBL fermentation tank costs \$5950, but this doubles our production capabilities to 7BBLs and increases potential sales. Once business picks up and we hone in on popular flavors, we will purchase more fermentation tanks.

3.5 BBL Brewhouse Parts List	Cost
Allied Beverage Tanks, Inc Brewery Supplies	
http://www.alliedbeveragetanks.com/custrefs.shtml	
Brewhouse Price (mash tun, lauter tun, boiler kettle)	\$ 49,800
Control Panel and Pump Motors Certification	\$ 6,000
3.5 BBL Fermentation Tanks (\$5,950)	\$ 5,950
3.5 BBL Jacketed Serving Tanks (optional, \$6300)	
Cooling System	\$ 10,300
Beer Filter (optional, \$6,500)	
Pump	\$ 3,900
Installation (\$750 a day, + Expenses)	
Expenses = travel, lodging, and \$100 per day per diem (estimate)	\$5,000
Total Brewery Supplies	\$ 80,950.00

Next, we had to figure out how to get the beer from the fermentation tanks, into the kegs, and into a tap at the bar. The most common recommendation we found while searching the internet is “GW Kent Kegging and Distribution Supplies.” Below is a chart featuring a general idea of what we would need to purchase. GW Kent makes a special coupling that is able to fill kegs from the fermentation tanks, and clean them out. They also sell a foam control valve that prevents the beer from turning foamy while passing through the tap lines and prevents our beer from going to waste. Calculations were made assuming that our brew pub serves six different kinds of beer.

GW Kent Kegging and Distribution Supplies, pg 17	
http://www.gwkent.com/media/pdf/2012_brewery_catalog.pdf	
1 keg = \$159, assuming 21 kegs	\$ 3,339.00
1 Keg Filler/Cleaner)	\$ 195.00
6 Beer Keg Couplers (\$35 per coupler)	\$ 210.00
Beer Line Parts (\$100 per line)	\$ 600.00
Foam Control	\$ 139.00
C02 Regulator	\$ 70.00
C02 Tank	\$ 50.00
Hoses	\$ 100.00
Total Distribution Material Supplies	\$ 4,703.00

The third part of making beer we needed to figure out is the amount of malt and hops required, and where to get it from. We were able to find a number of online options, and chose Cargill as a base measurement. The cost of malt depends on the type of beer being made, with darker beers normally more expensive than lighter beers. On average, one pound of malt costs \$.70, and a 3.5 BBL tanks will need about 200-250 pounds of malt each brew. This costs \$140 to \$175 each batch.

The amount of hops needed for each batch of beer will also vary depending on the type. In a 3.5 BBL tank, a light beer will need 1 pound of hops, and a strong IPA will need up to 5 pounds. US Craft Beer Analytics posted the average price of hops to be \$3.27 per pound. We plan to average around 2.5 pounds of hops per brew. Using these numbers, and combining them with

our production capability of our two fermentation tanks, we were able to calculate an average annual costs for our raw materials. Averaging two 3.5 BBL Brews every two weeks, we would need close to 1200 pounds of malt and 130 pounds of Hops, which would cost around \$8,615 a year.

Beer Materials	
Cargill Pre-Milled Malt	
3.5 BBL Tank = 200-250 pounds of Malt per Brew	(avg \$.70/pound)
3.5 BBL Tank = 1-5 pounds of hops depending on beer	(avg \$ 3.27/pound in 2012)
* Hops price based on Craft Beer Analytics 2012 avg	
52 Brews per year (based on 2 fermentation tanks & 2 weeks)	
1 Brew = 225 lbs of Malt (\$.70 lb) + 2.5 lbs of hops (\$3.27 lb)	\$ 165.68
52 Brews x \$165.68 per Brew = annual materials cost	\$ 8,615.10

We plan to sell burgers and fried food to go with our beer and looked into basic kitchen equipment in order to do so. The walk in cooler will store our kegs of beer as well as any food requiring refrigeration. The griddle and oven will be used for burgers, pizzas, baked potatoes, and nachos. The 50lb fryer will be useful in handling large orders of chicken wings, chicken tenders, fries, onion rings, and fried pickles. Including seating, tables, and dishware, the cost of setting all of this up is close to \$40,000.

Kitchen Equipment	Price
The Web Restaurant Store	
Walk in Cooler 10x14x7'7	\$ 9,549.00
50 lb Fryer	\$ 739.00
48" Griddle & Oven	\$ 6,052.00
48" Cold Table & refridgerator	\$ 1,549.00
Single Rack Dishwasher	\$ 2,799.00
Commercial dishtable + Sink	\$ 1,032.00
2 Door, 46.5 cubic ft. Freezer	\$ 2,259.00
Cooking Supplies	\$ 4,000.00
Bar Dining Furniture, Dishes, and Glassware	\$ 6,500.00
Installation	\$ 5,000.00
total	\$ 39,479.00

Adding the equipment costs while including an additional \$10,000 buffer for unforeseen costs, the necessary parts for starting a brew pub come to cost around \$150,000. With our two 3.5 BBL fermentation tanks and brewing twice every two weeks, we would produce 364 kegs a year. Each keg has 124 pints and if we averaged \$5 a pint, our annual beer revenue would be \$225,680. Assuming beer revenue makes up approximately one third of sales, we would be expecting to gross around \$700,000 a year.

6.3 Barriers

One perceived barrier is the location of a brewpub outside of Detroit's central business district. It is difficult to attract customers to an isolated area with only one restaurant. It is a much better strategy to choose a location near other clusters of successful businesses and entertainment amenities. A second perceived barrier is finding a low cost, but operable building to locate in. Because the brewery and restaurant supplies are so expensive, we would like to keep building costs at a minimum. The problem with buildings in Detroit is that many require a large amount of retrofitting expenses to bring the building to operable condition.

In our attempt to keep costs low and choose small scale brewery production, we created a financial barrier for ourselves. Limiting ourselves to 3.5 BBL tanks and only on site sales limits our production and revenue capabilities. We will spend a longer period of time in the red if we do not increase production and sell off site.

Another barrier we will face is being located on Franklin Street and not having nearby restaurants. This could also be seen as a positive, as our brew pub could earn a name for being the

pioneers of the block and bring in customers that don't go anywhere else. We believe that our success relies upon other businesses following our trend of moving into the Franklin block, and helping to create a vibrant cluster of businesses around us.

A third barrier is the preference of the people in Detroit to craft beer. Our beer will cost more than a standard Bud Light or Miller Light and people will have to be willing to make this trade-off in order for our business to succeed. The Michigan market for microbreweries may become too diluted and our business model may lose appeal to local residents. Maintaining the appeal for more expensive craft beer will always remain a barrier.

7. Financial

Funding for Brew By Dsign will mostly be out of pocket and from bank loans. Purchasing a building and buying the necessary equipment to operate a brew pub will cost around \$250,000 for the size we are looking to operate. Having a convincing business plan is important to help attract investors and persuade the bank to provide us a loan with the lowest interest rate possible.

After establishing ourselves in the neighborhood and increasing our production capabilities, we may be eligible for economic development grants from MEDC to expand our business and buy multiple buildings. To do so we would have to prove ourselves as a major employer of the area, be a hub of economic activity, and demonstrate our positive multiplier effect for surrounding businesses.

Our largest barrier in the financial category is getting approved for a loan. Banks may be unwilling to lend because of our location in Detroit, and the perceived notion that it is a dangerous and financially unstable economic climate. Having solid market research and a sound business plan will be crucial in the persuasion efforts to overcome this barrier.

8. Recommendations

We have established recommendations from our experience of researching how to open a brew pub in Detroit. First is for the city to update and enhance user-capabilities on the Detroit Economic Development website. Links to important documents do not work and fixing this would ease the process of filling out applications.

Second is for the city to create business flowcharts that highlight the correct sequencing for permitting. As identified

earlier there are a number of permits that need to be required from four levels of government. To streamline the process and be more informative for potential owners, we recommend the city of Detroit pull all necessary documents for permitting into one location, and specify the order they need to be accomplished.

Third is for the city of Detroit to Create districts outside the 7.2 with more conditional classifications. The city is so large that it is difficult to target everything in the CBD. Creating small CBD pockets with more "Conditional" classifications in the outer areas can establish greater clusters of business. Allowing more "Conditional" uses in B1-B3 would encourage more variety in businesses where every storefront benefits from passing traffic. Also, the "Conditional" classification allows community input during the zoning board hearing which can be an effective tool to engage residents in the happenings of local businesses.

9. Conclusion

Opening a brew pub in Detroit can be a successful endeavor if the owner is thorough in putting together market research and a business plan. The trends in Michigan show that the citizens enjoy the experience of craft beer and the unique tastes microbreweries are able to provide. Detroit is currently experiencing a mixture of economic hardships and grassroots development projects, and we believe a business like Brew By Dsign will create more positive buzz for the area it is locating in. In order to have a successful opening and maintain a consistent

amount of customers, we have to locate in a neighborhood with the potential for positive growth. Much of this depends on the zoning and where Detroit permits brew pubs to be established. As we have found, Detroit zoning is mostly brew pub friendly but can be conflicting in certain areas. We recommend the city of Detroit to change its zoning to be more brew pub friendly in order to encourage a greater variety of businesses in districts outside of the CBD.

Finding the equipment to put a brew pub together should not be a challenge for any potential brewery owner, but the permitting process is so cumbersome that it may set back plans for an opening date, and increase building costs while not bringing in any revenue. We recommend that any potential brew pub owner should meet with the city first, and go over the necessary process in order to gain a better understanding of the requirements. There are so many permit steps a brew pub owner must go through that it is important to have an outline or flow chart of how to move from one government agency to the next, and where to find the necessary documentations.

As the market research shows, breweries have the capability to increase economic activity wherever they are built. Their customer base has a positive multiplier effect on surrounding businesses, and they help create a sense of place while making the area more business friendly. By streamlining the permit process and having more flexible zoning classifications for breweries, the city of Detroit would encourage more brew pub establishments which would create more tourism, positive news for growth, economic activity, and resident pride in the local businesses.

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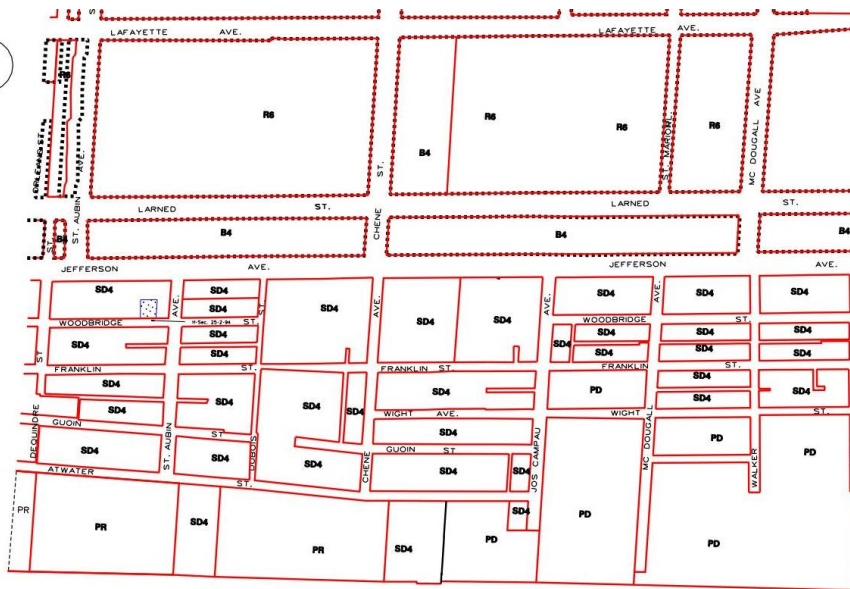
Appendix B

Property 1: 19323 Livernois & 7 Mile



Property 2: Corner of Franklin Street and St. Aubin Street

2



11 (4-5-2007)

DETROIT RIVER

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APPENDIX C

Use Category	Specific Land Use	Residential						Business						Industrial					Special and Overlay										Standards General (Art. XII, Div. 2) Specific (Art. XII, Div. 3)		
		R 1	R 2	R 3	R 4	R 5	R 6	B 1	B 2	B 3	B 4	B 5	B 6	M 1	M 2	M 3	M 4	M 5	P D	P 1	P C	P C A	T M	P R	W 1	S D 1	S D 2	S D 3		S D 4	S D 5
Subdivision D. Retail, Service and Commercial Uses																															
Sec. 61-12-41. (Repealed) (Ord. No. 11-05, §1, 5-28-05; Ord. No. 01-10, §1, 04-01-10)																															
Sec. 61-12-42. Assembly. (Ord. No. 11-05, §1, 5-28-05; Ord. No. 20-05, §1, 5-29-05; Ord. No. 13-11, §1, 8-23-11)	Assembly hall										R	R	R	R	R	R	R	L				R									Sec. 61-12-155
	Dance hall, public									C	C/R	C/R	C/R	C	C	C	C	L		C/R					C						P; RU; SPC; Sec. 61-12-160
	Private club, lodge, or similar use				C	C	C	C	C	C	R	R	R	R	R	R	R	L		R	R			C	C	R					Sec. 61-12-224
	Rental hall											C	R	R	R	R	R	R	L		C	R									Sec. 61-12-227; P
	All other											C	C	C	C	C	C	C	L			C									Sec. 61-12-431
Sec. 61-12-43. Food and beverage	Brewpub or microbrewery or small distillery											C	C/R	C/R	C/R	C/R	C/R	L		R	C/R				C/R	C					CU; ENV; RU; Sec. 61-12-158
	Establishment for the sale of beer or intoxicating liquor for consumption on the premises											C	C/R	C/R	C/R	C	C	C	L		C/R	C			C	R	C				RU; SPC; Sec. 61-12-161

C = Conditional Use / R = By-Right Use / L = Subject to approval by the Legislative Body / Blank Cell = Not Allowed / Final Column

Abbreviations:

CU = Subject to "Controlled Use" Standards / GRT = Use prohibited in B4 on Gateway Radial Thoroughfare / IRC = Subject to Industrial Review Committee / P = Requires Petition signed by nearby property owners / RU = Subject to "Regulated Use" Standards / SPC = Subject to Spacing Standards (See Section 61-12-87 for explanation of these and others) / SWFRC = Solid Waste Facility Review Committee.

APPENDIX D

ARTICLE XII: USE REGULATIONS

DIVISION 3: SPECIFIC USE STANDARDS

Subdivision C: Retail, Service, and Commercial Uses; Generally

Sec. 61-12-158: Brewpubs and microbreweries and small distilleries.

Detroit Zoning Ordinance (21 Nov 2012) Page 398

Sec. 61-12-158. Brewpubs and microbreweries and small distilleries.

Brewpubs and microbreweries and small distilleries shall be subject to the following provisions:

- (1) Regulated Use provisions of ARTICLE III, DIVISION 8 of this Chapter where there is consumption of beer or intoxicating liquor on the premises, located outside of the Central Business District;
 - (2) Controlled Use provisions of ARTICLE III, DIVISION 9 of this Chapter where beer or wine or intoxicating liquor are sold to the general public for consumption off the premises at a brewpub or small distillery;
 - (3) Review by the County of Wayne Department of Environment as provided for in Sec. 61-12-82 of this Code;
 - (4) In the M1, M2, M3, and M4 Districts: where a brewpub, microbrewery, or small distillery is classified as a Regulated Use and/or a Controlled Use, the use shall be permitted on a conditional basis; where a brewpub, microbrewery, or small distillery is not classified as a Regulated Use or Controlled Use, the use shall be permitted on a by-right basis.
- (Ord. No. 11-05, §1, 5-28-05; Ord. No. 13-11, §1, 8-23-11)

Sec. 61-12-161. Establishment for the sale of beer or intoxicating liquor for consumption on the premises.

Establishments for the sale of beer or intoxicating liquor for consumption on the premises are permitted conditionally in the R5 District and by right in the R6 District only where they are located in a multiple-family dwelling, hotel, or motel that has at least fifty

(50) units and, provided, that the establishment for consumption on the premises:

(1) Does not exceed two thousand (2,000) square feet in gross floor area;

(2) Is accessible only from the interior of the building; and

(3) Has no advertising or display of said use visible from the exterior of the building.

(See ARTICLE III, DIVISION 8 for Regulated Use provisions)

(Ord. No. 11-05, §1, 5-28-05; Ord. No. 34-05, §1, 12-06-05)

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ARTICLE XIV: GENERAL DEVELOPMENT STANDARDS

DIVISION 1: OFF-STREET PARKING, LOADING AND ACCESS

Subdivision B: Off-Street Parking Schedule “A”

Sec. 61-14-36:

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Wayne State University
Higher Education

BrewByDsign is a report on the processes, barriers, and successes of opening a brew pub in the city of Detroit. The goal of this report is to examine the path entrepreneurs must navigate to establish a new business within the city limits.

MICHIGAN STATE
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University Outreach
and Engagement
Center for Community and Economic Development



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