Cultivating Sustainable Development

Through People, Place, and Institutional Partnerships
University Avenue Corridor

Image USDA Farm Service Agency

2005

Carriage Town
University & Grand Traverse (2008)
University & Grand Traverse (2015)
Sustainability & The Future
Sustainability & The Future

Stabilization

Resources

Place

People

Programming

Revitalization
Stabilization is an investment
Stabilization is an investment

- Public Safety
- Community Outreach
- Blight Elimination
- Maintenance
- CPTED
- Housing Intervention
- Crisis Intervention
- ROI & Additional Investment
- Placemaking Investment
- More Allies
- Lower Crime
- Social Cohesion
- Empowerment
- Economic Opportunity
- Growth Development
- Pride in Place
- Lower Crime (physical, social, mental)
Incremental Revitalization

#1 Stabilize
Incremental Revitalization

#2 Small-scale enhancements
Incremental Revitalization

#3 Mid-scale enhancements
Incremental Revitalization

#4 More mid-scale enhancements
Incremental Revitalization

#5 Large-scale enhancements
Stabilization

COLLECTIVE IMPACT

DECREASE
78%
Number of Poor, Substandard, and Blighted Properties

INCREASE
250%
UACC Attendance and Activity Participation

INVESTMENT
$50M
Development, Improvement, Education, Recreation, and Health

DECREASE
49%

DECREASE
53%

DECREASE
78%

DECREASE
55%
Flint Urban Design Charrette

October ‘17
Flint Urban Design Charrette
District Masterplan

TAK
Incremental Retail

Incremental Retail types are intended to complement and provide amenities and services to additional housing units. This range of commercial retail options lowers the barrier to entry for startup businesses while also allowing flexibility to upsize or downsize while also testing various locations.

The old adage has been, “retail follows rooftops”, but this concept allows both housing and retail/commercial to work together simultaneously avoiding the conundrum of which should come first.

This interplay allows stakeholders to adjust overall district strategies, input retail and housing mix and market conditions and preferences without ever being overly leveraged.

Incremental Retail Diagram
Represents a range of flexible and less expensive commercial options for start-up entrepreneurs.

Incremental Retail Example - Portland Mercado
A Hispanic-centric location that offers turnkey food carts and incubator retail/office space on the site of a former parking lot and underutilized commercial building. (Images via Scott Edwards Architecture and burritojunkie.com)
Livable Streets

Big Ideas: Livable Streets

District Gateway
Flushing and Chevrolet currently function as neighborhood commercial and gateway to the district with its boulevard treatment.

This piece embellishes the Imagine Flint document suggestion of strengthening this existing linkage in order to create a clear as gateway to district.

The use of a roundabout or "squareabout" to control intersections while also making the entrance to the district claims traffic speed and provides a setting for important buildings.

Squareabout
Big Idea: Middle Housing and Public Space

Two-story Buildings Enclosing a Narrow Civic Space
Housing and commercial could be added to the large civic open space that provides a linkage between sports and medical facilities if demand was evident. The block would continue to offer a location for tailgating, park space, and other important community events.
Big Ideas:
Middle Housing

Cottage Courts or Pocket Neighborhoods
Existing large parcels can take the form of cottage courts. Cottages are generally smaller than typical single family yet still detached and with shared open space.

This housing type can also take the form of multiple side-by-side and/or stacked dwelling units arranged around a central shared open space creating a semi-private courtyard. Each unit may have its own individual entry, or may share a common entry.

Cottage Courts lend themselves to a ground oriented living arrangement offering similar benefits to single family living without the cost burden. This housing type is becoming increasingly popular amongst older adults due to the support and security of the immediate community.

Cottage Court Example
(courtesy of Robert Sharp, Architect)
Cultivating a Healthy Neighborhood Series

March ’18 - November ‘18

CULTIVATING A HEALTHY NEIGHBORHOOD

A four-part series on how small scale real estate development can build wealth and vitality for Flint, Michigan

Presented by
Cultivating a Healthy Neighborhood Series

About the Series

“Cultivating a Healthy Neighborhood” is a four-part series showing how small development projects could be implemented to incrementally build wealth and vitality for Flint, from the mindset and approach of a small (master) developer. Its goal is to show how city government, regional economic development institutions, foundations, non-profit organizations and other UACC partners can contribute to the success of the University Avenue Corridor.

In addition to the four sessions, the series includes one-on-one meetings with stakeholders and a small developer happy hour for those interested in supporting or becoming a small scale real estate developer.
#1 Building Wealth Through Neighborhood Scale Building Types

June 20, 2018
8:30 am - 11:30 am

Invite Only (For CDC’s, Foundations, Institutions, and other partners)

R S V P: https://goo.gl/forms/b3aDQlYynk9FlGfp2

This session will introduce and detail important building scale thresholds, design features of different middle scale building types (residential, commercial and mixed-use) and connect these to the target market analysis. In conjunction with the typical lot and block configuration, the types will be used together to model how different public spaces and streets are shaped by their private sector buildings. Will also cover important infrastructure moves at the lot scale like utilities, sidewalks, water pipes and renewable energy, and introduce Value Per Acre methodology.
# Cultivating a Healthy Neighborhood Series

<table>
<thead>
<tr>
<th>Site</th>
<th>Type</th>
<th>Property</th>
<th>Acres</th>
<th>Assessment</th>
<th>Value Per Acre</th>
</tr>
</thead>
<tbody>
<tr>
<td>Site 5</td>
<td>501 Bar</td>
<td>500 S SAGINAW ST</td>
<td>0.14</td>
<td>$260,200</td>
<td>$1,858,571</td>
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<tr>
<td>Site 4</td>
<td>Multiplex (21)</td>
<td>421 GARLAND ST</td>
<td>0.81</td>
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<td>Mid-rise (27)</td>
<td>318 W SECOND ST</td>
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<td>$217,500</td>
<td>$402,778</td>
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<td>Site 6</td>
<td>Multiplex (8)</td>
<td>712 S GRAND TRAVERSE</td>
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<td>Site 9</td>
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<td>4141 MILLER RD</td>
<td>2.09</td>
<td>$660,700</td>
<td>$316,124</td>
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<tr>
<td>Site 2</td>
<td>Duplex</td>
<td>418 W THIRD ST</td>
<td>0.13</td>
<td>$35,000</td>
<td>$269,231</td>
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<td>Duplex</td>
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<td>$200,800</td>
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<td>Site 10</td>
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<td>2100 MANSOUR BLVD</td>
<td>15.30</td>
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<td>$172,516</td>
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<tr>
<td>Site 8</td>
<td>Family Dollar</td>
<td>877 E FIFTH AVE</td>
<td>5.01</td>
<td>$726,400</td>
<td>$144,990</td>
</tr>
</tbody>
</table>
Cultivating a Healthy Neighborhood Series

- Principles of Urban Design
Cultivating a Healthy Neighborhood Series

- Missing Middle
Cultivating a Healthy Neighborhood Series

• Temporary Bldgs.
Cultivating a Healthy Neighborhood Series

#2 Leveraging and Activating Public Space

October 4, 2018
8:30 am - 11:30 am

Invite Only (For CDC’s, Foundations, Institutions, and other partners)

RSVP: https://goo.gl/forms/C6sUcAKJxCz90jKm1

This session will tackle case studies of the incremental retail process and public space activation by the typology of space (greens as well as hardscapes). It will also address block level scale infrastructure strategies, tackle stormwater management and public street design issues and look at other neighborhood scale amenities such as food production and special event spaces.
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#3 Understanding Small Real Estate Project Finances

November 14, 2018
8:30 am - 11:30 am

Invite Only (For CDC’s, Foundations, Institutions, and other partners)

RSVP: https://goo.gl/forms/rldkQh2WCQr2wMwf2

This session will show a range of sample project static proformas and basic multi-year cash flow scenarios to outline the financial challenges of the current Flint marketplace. Additionally, attendees will also connect the financing structures to different ranges of projects and address both construction and permanent loans. From this baseline, the Alliance and the UACC will begin to identify pathways for new assistance programs and operational entity requirements.
Cultivating a Healthy Neighborhood Series

#4 Small Developer for a Day Exercise – Flint Specific Project Simulations

November 15, 2018
9:00 am - 4:00 pm
Invite Only (For CDC's, Foundations, Institutions, and other partners)
RSVP: https://goo.gl/forms/JkPw0sRCgXVCQTQ2

Formulating Potential Small Development Projects for the Corridor: A Hands-On Exercise
This one day session of working meetings and group exercises will take local Flint project formation information and create scaled site plans and financial proformas for real development sites as test scenarios for small projects. These projects will be calibrated to address a range of housing affordability goals and create a basic toolkit of types calibrated to lots in the Corridor. The goal is to provide hands on exposure to all UACC participants to small project realities and try to problem solve around barriers to implementation. The outcomes of the group work will be loosely organized into an electronic PDF binder.
Stakeholder Meetings

1:1 Meetings
June 20, October 4, November 14
Time: TBD (Scheduled meetings will take place between 1pm-4pm)
Afternoons will be set aside for organizations, stakeholders, and individuals who want to have one-on-one discussions with the Incremental Development Alliance staff and faculty members.
Contact: 810-762-9882 | twyatt@kettering.edu
Target Market Analysis

Fall ‘18
Inclination to Choose Building Types
Annual Number of Migrating Households
University Core | The City of Flint

For Lease
- Mansion Apartment
- Accessory Dwelling (singles)
- Lots, Studios Live/Work (singles)
- Mansion House Suites (singles)
- Quadplex Duplex

For Sale
- 3-Story Walk-Ups
- Cottage Courts
- NEW Mansion Houses (duplex)
- 3-Story Walk-Ups
- Cottage Courts
- NEW Mansion Houses (duplex)

SUBTOTALS
For Lease = 343 Units
For Sale = 45 Units
Total = 428 Units

Inclined to RENT
Existing Houses if rehabbed

For Lease
- Mansion Apartment
- Accessory Dwelling (singles)
- Lots, Studios Live/Work (singles)
- Mansion House Suites (singles)
- Quadplex Duplex

For Sale
- 3-Story Walk-Ups
- Cottage Courts
- NEW Mansion Houses (duplex)
- 3-Story Walk-Ups
- Cottage Courts
- NEW Mansion Houses (duplex)

Annual Demand
For Lease = 185 New Units
For Sale = 45 New Units
Total = 270 New Units

Share of Housing Units

Underlying target market analysis analysis and exhibit prepared by LandUseUSA © for the Incremental Development Alliance, and on behalf of Kettering University, 2018. Building types provided by the Incremental Development Alliance, 2018.
**Inclination to Choose NEW For-Lease Units**

**Annual Number of Migrating Households**

**University Core | The City of Flint**

<table>
<thead>
<tr>
<th>Contract Rent</th>
<th>AMI%</th>
<th>Units</th>
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<tbody>
<tr>
<td>&lt;$400</td>
<td>&lt;30%</td>
<td>73</td>
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<tr>
<td>$400-$500</td>
<td>&lt;30%</td>
<td>50</td>
</tr>
<tr>
<td>$500-$600</td>
<td>30-50%</td>
<td>50</td>
</tr>
<tr>
<td>$600-$700</td>
<td>30-50%</td>
<td>40</td>
</tr>
<tr>
<td>$700-$800</td>
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<td>$800-$900</td>
<td>50-80%</td>
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<tr>
<td>$900-$1,000</td>
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<td>30</td>
</tr>
<tr>
<td>$1,000-$1,250</td>
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<tr>
<td>$1,250+</td>
<td>100%</td>
<td>10</td>
</tr>
<tr>
<td>TOTAL</td>
<td></td>
<td>343</td>
</tr>
</tbody>
</table>

**Underlying target market analysis analysis and exhibit prepared by LandUseUSA © for the Incremental Development Alliance, and on behalf of Kettering University, 2018. Building types provided by the Incremental Development Alliance, 2018.**

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**Inclination to Choose NEW For-Sale Units**

**Annual Number of Migrating Households**

**University Core | The City of Flint**

<table>
<thead>
<tr>
<th>Value</th>
<th>AMI%</th>
<th>Units</th>
</tr>
</thead>
<tbody>
<tr>
<td>&lt;$75,000</td>
<td>&lt;30%</td>
<td>30</td>
</tr>
<tr>
<td>$75,000-$100,000</td>
<td>30-50%</td>
<td>16</td>
</tr>
<tr>
<td>$100,000-$150,000</td>
<td>30-50%</td>
<td>16</td>
</tr>
<tr>
<td>$150,000-$175,000</td>
<td>50-80%</td>
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</tr>
<tr>
<td>$175,000-$200,000</td>
<td>50-80%</td>
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</tr>
<tr>
<td>$200,000-$250,000</td>
<td>80-100%</td>
<td>4</td>
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<tr>
<td>$250,000-$300,000</td>
<td>80-100%</td>
<td>3</td>
</tr>
<tr>
<td>$300,000+</td>
<td>100%</td>
<td>0</td>
</tr>
<tr>
<td>TOTAL</td>
<td></td>
<td>85</td>
</tr>
</tbody>
</table>

**Underlying target market analysis analysis and exhibit prepared by LandUseUSA © for the Incremental Development Alliance, and on behalf of Kettering University, 2018. Building types provided by the Incremental Development Alliance, 2018.**
Scenario Planning
Fall ’18 - Summer ‘19
How many units?
Housing mix?
How many 1bd, 2bd?
Average rents?

Total new population?
How many jobs created?
Taxable value?
Absorption?
Envision Tomorrow: Scenario Building Process

Create Building Types → Scenario Development → Evaluation
Scenario Building Process

Step 1: Model a library of building types that are financially feasible at the local level.
Scenario Building Process

Step 2: Paint future land use scenarios to test the implications of different decisions or policies.
Step 3: Compare the scenarios and monitor the impacts of decisions in real-time.
Create Prototype Buildings

Why start with buildings?
- Easily modeled & lots of existing data
  - Density and Design
  - Rents and Sales Prices
  - Costs and Affordability
  - Energy and Water Use
  - Fiscal Impacts

- Physical Form
  - Height
  - Unit sizes
  - Parking configurations

- Financial Reality
  - Rents / sales prices
  - Construction costs
  - Land costs

Calibrated to local conditions

Feasible?
Flint – University Corridor
Phase 0 - Kickstart Buildout
Phase 0 – Kickstart

Development Type
- Retail Incubator
- Mansion House - 6
- Quadplex - 1BD
- Quadplex - 2BD
- Cottage Court - 6
Scenario 0 Summary

<table>
<thead>
<tr>
<th>Building Name</th>
<th>Residential</th>
<th></th>
<th></th>
<th></th>
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</thead>
<tbody>
<tr>
<td></td>
<td>Buildings</td>
<td>Dwelling Units</td>
<td>Residential Sq Ft</td>
<td></td>
</tr>
<tr>
<td>Retail Incubator</td>
<td>1</td>
<td>-</td>
<td>-</td>
<td></td>
</tr>
<tr>
<td>Cottage - 1 story</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td></td>
</tr>
<tr>
<td>Live/Work</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td></td>
</tr>
<tr>
<td>Modular Duplex + ADU</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td></td>
</tr>
<tr>
<td>Quadplex - 1BD</td>
<td>1</td>
<td>3</td>
<td>2,253</td>
<td></td>
</tr>
<tr>
<td>Quadplex - 2BD</td>
<td>1</td>
<td>4</td>
<td>3,959</td>
<td></td>
</tr>
<tr>
<td>Mansion House - 6</td>
<td>1</td>
<td>8</td>
<td>3,050</td>
<td></td>
</tr>
<tr>
<td>Cottage Court - 4</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td></td>
</tr>
<tr>
<td>Cottage Court - 6</td>
<td>1</td>
<td>6</td>
<td>7,694</td>
<td></td>
</tr>
<tr>
<td>Cottage Court - 8</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td></td>
</tr>
<tr>
<td>12plex - 2BD</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td></td>
</tr>
<tr>
<td>12plex - 1BD</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td></td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>5</strong></td>
<td><strong>22</strong></td>
<td><strong>16,956</strong></td>
<td></td>
</tr>
</tbody>
</table>

**New Population**

- 30
- 23
- 15
- 8
- 24,9574 People

**Owner / Renter Mix**

- 100% Owner
- 0% Rental

**Average Rent**

- $886
- $665
- $443
- $222
- $-

**Rental Unit Size**

- 721
- 541
- 361
- 180
- 0

**Housing Units per Gross Acre**

- 26.4159
- 22.5
- 15
- 9.5
- 7.5
Scenario 0 Fiscal Summary

<table>
<thead>
<tr>
<th>Fiscal</th>
<th>$/yr</th>
<th>$/acre</th>
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<tbody>
<tr>
<td>Property Tax Revenue</td>
<td>$127,434</td>
<td>$133,909.06</td>
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<tr>
<td>Sales Tax Revenue</td>
<td>$56,956</td>
<td>$59,850.03</td>
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</table>

Net New Jobs

5
4
3
2
1

Scenario 2

Employment Sq Ft

5,855
4,391
2,928
1,464

Retail

Financial

<table>
<thead>
<tr>
<th></th>
<th>$ @ Build Out</th>
<th>Avg. $/sq ft</th>
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<tbody>
<tr>
<td>Land Cost</td>
<td>$40,000</td>
<td>$1.0</td>
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<tr>
<td>Improvement Value</td>
<td>$3,033,516</td>
<td>$154</td>
</tr>
<tr>
<td>Total Value</td>
<td>$3,073,516</td>
<td>$74</td>
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Flint – University Core
Phase 1 - Buildout
Phase 1 – Scenario Buildout

Two Goals:
- Generally trying to match buildout to market demand study
- Understand municipal fiscal benefits
### Scenario Buildout Summary

#### Development by Type

<table>
<thead>
<tr>
<th>Type</th>
<th>Buildings</th>
<th>Dwelling Units</th>
<th>Residential Sq Ft</th>
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</thead>
<tbody>
<tr>
<td>Retail Incubator</td>
<td>4</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Cottage - 1 story</td>
<td>14</td>
<td>11</td>
<td>8,788</td>
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<tr>
<td>Live/Work</td>
<td>2</td>
<td>2</td>
<td>2,390</td>
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<tr>
<td>Modular Duplex + ADU</td>
<td>25</td>
<td>101</td>
<td>75,484</td>
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<tr>
<td>Quadplex - 1BD</td>
<td>7</td>
<td>28</td>
<td>17,919</td>
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<tr>
<td>Quadplex - 2BD</td>
<td>7</td>
<td>28</td>
<td>31,067</td>
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<tr>
<td>Mansion House - 6</td>
<td>9</td>
<td>56</td>
<td>20,002</td>
</tr>
<tr>
<td>Cottage Court - 4</td>
<td>5</td>
<td>21</td>
<td>16,377</td>
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<td>Cottage Court - 6</td>
<td>7</td>
<td>42</td>
<td>54,333</td>
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<tr>
<td>Cottage Court - 8</td>
<td>4</td>
<td>29</td>
<td>24,960</td>
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<tr>
<td>12plex - 2BD</td>
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<td><strong>Total</strong></td>
<td><strong>88</strong></td>
<td><strong>374</strong></td>
<td>298,408</td>
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</table>

#### New Population

- **24,9574 People**

#### Owner / Renter Mix

- **100%** Rental

#### Average Rent

- **$915** Average Rent
- **$686** Average Rent
- **$458** Average Rent
- **$229** Average Rent

#### Average Rental Unit Size

- **752** Average Rental Unit Size

#### Housing Units per Gross Acre

- **30.0** Housing Units per Gross Acre
### Scenario Fiscal Summary

<table>
<thead>
<tr>
<th>Fiscal</th>
<th>$/yr</th>
<th>$/acre</th>
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</thead>
<tbody>
<tr>
<td>Property Tax Revenue</td>
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</tr>
<tr>
<td>Sales Tax Revenue</td>
<td>$226,932</td>
<td>$15,695</td>
</tr>
</tbody>
</table>

#### Net New Jobs

- 19

#### Employment Sq Ft

- Retail: 23,949

[Image of a map with various colored areas indicating different zones.]