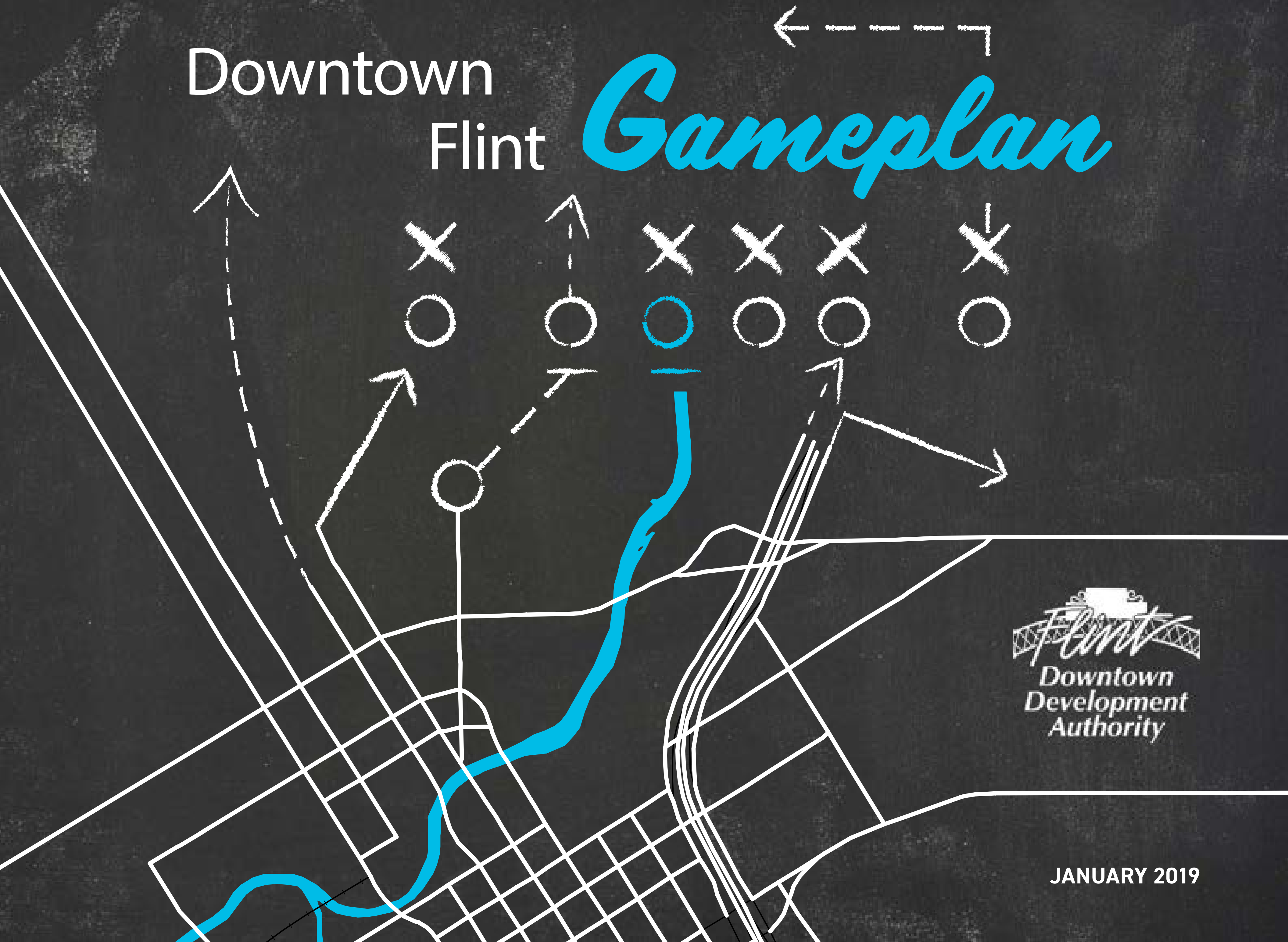
Downtown Flint *Gameplan*



Flint
Downtown Development Authority

JANUARY 2019

Downtown Flint Gameplan

CONTENTS


FLINT
VEHICLE CITY

01

INTRODUCTION

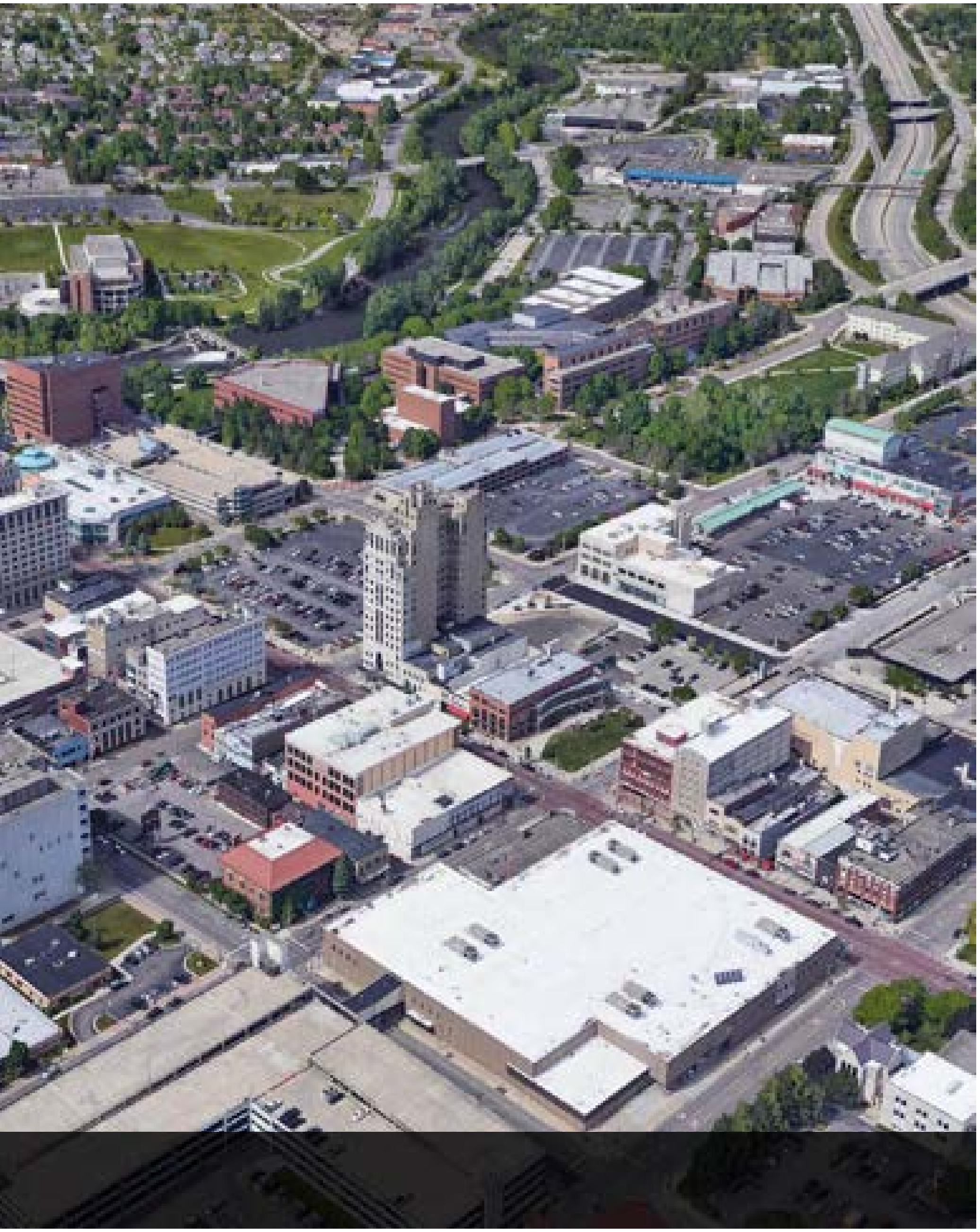
Source: Google Earth 2018

Purpose

The purpose of the **Flint Downtown Gameplan** is to determine what land use, placemaking and mobility enhancements are needed Downtown, map out their respective locations and identify the critical next steps to maintain and accelerate recent momentum. The Gameplan seeks to fit within the context of Flint's recent City-wide master plan, but provide greater specificity on Downtown issues and strategic opportunities.

1940's
Source: Wayne State University archive

2018
Source: Google Earth 2018



What Can Flint Learn from Flint?

Lessons from other cities can help shape Downtown development. Examples from other cities with evolving economies are relevant and can inform a roadmap going forward. However, the Flint of today may best learn from the Flint of yesterday. When examining 1940's Flint, a number of guiding principles rise to the surface that can guide future development and daily life Downtown:

Cluster destinations within a few blocks

- Proximity enables great Downtown environments

Encourage multi-modal transportation

- More transportation choice enables more access

Focus on walkable experiences first (not parking)

- Great Downtowns are great pedestrian places.

Layer together living, working and playing

- Vibrancy comes from a variety of experiences, Downtown living supports everything else.

Embrace the river as a source of economy and amenity

- Leverage ongoing investments to create unique river-adjacent destinations.

The Vision

Downtown stakeholders describe a significant momentum building over the last five years. New storefronts, new restaurants, ongoing renovations to the Capitol Theater and Hilton Hotel, and planned residential development all contribute to an enhanced quality of life and a reinforcing sense of optimism. However stakeholders also perceive that Downtown is fragmented and divided socially, economically and physically. Not all Flint residents feel like Downtown is for them. And in many ways, Downtown does not yet add up to more than the sum of its individual destinations and services.

These challenges of inclusivity and the relationships between destinations are where we must focus next to build on the present momentum. We must work to establish an environment for cross-utilization of amenities; where U of M Flint students enjoy the cultural center, church goers frequent restaurants and cultural center patrons enjoy Downtown destinations as well. A critical component of this evolution involves making Downtown a more inviting place to live. An infusion of at least 2,000 residents will enable new business opportunities and commercial amenities that can re-establish Downtown as the center of Flint and Genesee County, and serve as a regional connector to other metropolitan areas in the state (Lansing, Detroit, Ann Arbor, etc.).

In looking to the future, we can again be inspired by Flint's rich history and identity. Consistently, Flint shows strength as a place of assembly; be it the assembly of vehicles, students, health systems, or apparel. To create a Downtown for all of Flint, we need to embrace additional definitions of assembly, create places and opportunities to gather, identify common purposes around which to organize, and celebrate the "fitting together" physically, socially and economically.

Assembly (noun + verb)

- A group of people gathered together in one place for a common purpose.
- The action of gathering together as a group for a common purpose.
- The action of fitting together component parts.
- A unit consisting of components that have been fitted together




NORTH SAGINAW




Who is Downtown for?

The facilities, amenities, and uses to assemble can not be determined, without first acknowledging the people and user groups we wish to pull together. Each group will interact with Downtown in a different way, at different times and desire different experiences. For Downtown to succeed, it must support more groups of people, more often.

MORE
PEOPLE

MORE
OFTEN

EMPLOYEES
of Downtown businesses or establishments

COLLEGE STUDENTS
attending U of M Flint, Kettering U or Mott CC

RESIDENTS OF Downtown
residing within project boundary

RESIDENTS OF GREATER FLINT AND GENESEE COUNTY
residing within the region

VISITORS
from outside the region

Previous Planning

The Gameplan builds on and aligns with a strong history of urban planning and design activities that shape many aspects of Downtown development. These efforts include:

2003 **The Flint Uptown Reinvestment Strategy**—Strategy to redefine Flint's central business district to become a vibrant, mixed-use urban district comprised of businesses, arts, and cultural facilities, cafes and restaurants, retail stores, new residences, and civic spaces. General planning and urban design recommendations for the study area included: strengthen the Saginaw Street District; establish Downtown residential neighborhoods; implement specific projects and initiatives to improve and strengthen Downtown's image; improve traffic flow and parking; and create a Downtown open space framework. Focus on small actions not one massive project. (Sasaki)

Flint Cultural Center Master Plan—Flint Cultural Center includes six institutions focusing on the arts, music, science, theater, dance, and history. The 30-acre Downtown campus was in need of additional built space and site improvements. The goals of the master plan were to: describe and locate expansion space for individual institutions and campus-wide facilities; improve the arrival sequence and general vehicular circulation on campus; create a pedestrian-friendly environment; analyze and address parking supply and demand issues; enhance the landscape quality of campus toward greater cohesiveness. Three phases of building and site improvements were recommended, as well as opportunistic projects, totaling $57 million (2003). (Sasaki)

University of Michigan Flint Master Plan—Planning for University of Michigan Flint campus in and northeast of Downtown. Updated in 2011. (Sasaki)

2009 **Illuminating a Path to the River**—Design guidelines initiated by the DDA in recognition of an opportunity to improve upon two specific project areas within Downtown: the alleyways parallel to Saginaw Street (Buckham Alley and Brush Alley) and Riverbank Park. The focus of the study was the role that light could play in illuminating (literally) paths via Brush and Buckham alleys to the riverfront at Riverbank Park. (Rowe)

2010 **Flint Riverfront Restoration Plan**—Synthesis plan of numerous previous riverfront planning studies with focus on riparian technologies, issues and opportunities. Provides a vision for the rejuvenation of the river and riverfront through the creation of water-based recreational opportunities, park improvements, underutilized property redevelopment, enhanced community connectivity, ecosystem restoration, and improved stormwater/flood control. The key driver for the development of the Flint River Restoration Plan is the need for improvement of the Hamilton Dam, which is located along the Flint River in the heart of Downtown. (Wade Trim)

2011 **University of Michigan Flint Master Plan Update**—Includes three frameworks: development (four sites potentially available); open space (river corridor and river green, recreation fields, campus quads and courtyards); campus circulation (convert Harrison from one-way to two-way, improve pedestrian options, bicycle routes with some designated bike lanes, better transit experience, Downtown gateways for all modes.) Also proposes changes to two specific areas in Downtown: Riverfront Park and a new Downtown park/plaza in the surface parking lot adjacent to the Mott Building. Update to 2003 plan. (Sasaki)

2013 **Imagine Flint**—Comprehensive master plan for the City of Flint, including Vision & Guiding Principles; Land Use; Housing & Neighborhoods; Transportation & Mobility; Environmental Features, Open Space & Parks; Infrastructure & Community Facilities; Economic Development & Education; Public Safety, Health & Welfare; Arts & Culture; and Implementation, supported by extensive public outreach and engagement. (Houseal Lavigne Associates)

2015 **Beyond Blight**—Implementing the Blight Elimination Framework in Imagine Flint will stabilize Flint's population by eliminating blight in neighborhoods and improving quality of life, with focus on neighborhoods. Illustrative plan outlining needs, actions and gap funding/effort. (Natalie Pruett)

Downtown Flint Health and Wellness District—The study examines opportunities to locate a shared use recreation and wellness facility in the east side of Downtown to meet the needs of U of M Flint, the YMCA, YWCA and the Crim Foundation. This facility would also anchor new residential development between the Farmers market and the City Government complex. (Sasaki)

2016 **Rebuild Flint the Right Way**—Organize infrastructure improvements in most cost-effective manner: block/neighborhood basis; program multiple elements together; aligned with Imagine Flint. As Flint unearths not only its water lines but also the roads, curbs, sidewalks, and greenways that cover them, proposes to rebuild proactively, efficiently, and sustainably. (Natalie Pruett)

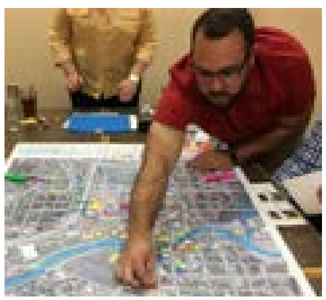
2017 **Citywide Zoning Code Updates**—Creates the refined zoning classifications and map assignments to institutionalize the plans noted in Imagine Flint. Clarified acceptable land uses in each zoning category (update from Imagine Flint).

Community Voice

The Gameplan was crafted through consultation with numerous Downtown stakeholders including representatives of Genesee County Planning, The City of Flint, retail business owners, employers, The Downtown Development Authority, The Charles Stewart Mott Foundation, The Flint & Genesee Chamber of Commerce, The University of Michigan Flint, The Uptown Redevelopment Corporation, the YMCA of Greater Flint, The Genesee County Landbank, and residents of Downtown, Grand Traverse, Central Park and Carriage Town neighborhoods.

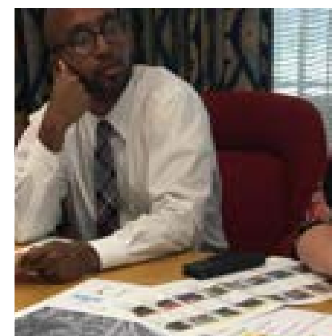
The following paraphrased comments from Downtown stakeholders highlight commonly shared viewpoints and perspectives from our conversations:

"Downtown is the University experience"...the success of Downtown and university are intertwined.



Parking is not always an issue, especially for employers near public garages.

There is an optimism about Downtown.



We need to connect Downtown better to its surrounding neighborhoods.

There is a suburban mentality among many people coming Downtown. "Urban" encounters, even benign, with the homeless make some uncomfortable.

New affordable residential opportunities are welcome.

Walkability is the biggest issue. If it feels safe, comfortable and convenient, people will come.

The County Courthouse creates challenges for Downtown businesses and government employees and private citizen's visiting the court.

The parking situation causes anxiety. That hurts Downtown.

We need public space to relax, meet and gather.

Saginaw Street only exists as an active, two- sided, main street for one block. We need more activity in the heart of Downtown.

Not everyone feels welcome Downtown. Some feel that what is here...is not for them.

Signature events define Downtown Flint. They draw the most diverse groups and showcase Downtown well.

The new amenities, like the theater renovation, are encouraging.

The MTA station is not a great neighbor in its current form.

There are real challenges to profitable new construction.

We need to address the gateways to Downtown, the arrival experience matters to residents and visitors alike.

We can't forget to focus on revealing and amplifying neighborhood stories.


STREET LOFTS

02

INSIGHTS

Land use and Economy

The intent of the real estate economics analysis is to estimate the potential range of future residential and commercial square footage that can be absorbed in the Flint market through the interim years of 2022 and 2027, as well as the ultimate horizon year of 2037.

Inventory

The first step of this task was to assemble and validate a robust inventory of real estate in the Downtown area. The preliminary dataset was extracted from CoStar, a proprietary real estate database. This dataset included separate entries for each property, including attributes such as gross leasable area, vacant square footage, number of floors, owner and tenant names, etc., for commercial office, retail, multifamily, industrial, specialty, and other use types.

Each property was then inspected for accuracy and completeness of information by:

- Cross-checking with desktop mapping applications
- Consulting real estate brokerage firm reports
- Verifying entries through in-person site visits in April 2018
- Conducting stakeholder interviews with local brokers and property owners and managers

An important part of developing this inventory was categorizing the properties so that potential redevelopment scenarios could be better understood. The planning team created two categories, "Under-Utilized" and "In Play," to document the reality of apparent transition across Downtown Flint. These two categories are kept separate from the rest of the leasable inventory and play a special role in the staged absorption of inventory as outlined below.

A summary of the inventory is provided in **Table 1**. Roughly half of the total estimated inventory is within what is defined as the Private market, which includes retail, residential, hospitality, industrial, specialty, and some office uses. Public inventory includes government offices and transportation- and criminal justice-related public facilities. The University inventory includes dormitory residential, office, and instruction-related facilities occupied by the University of Michigan. Non-profit inventory includes religious facilities and non-profit office space.

Across all markets, the overall vacancy rate is 13%, but this is skewed by the absence of reported vacancy in the public and non-profit markets. In the private market, there is 673,000 square feet of reported vacancy, representing an overall vacancy rate of 21%.

Table 1 Total Estimated Inventory (sq. ft.)

	Vacant	Occupied	Total
Public	0	1,362,000	1,362,000
University	155,000	1,404,000	1,559,000
Non-profit	6,000	339,000	345,000
Private	673,000	2,513,000	3,186,000
Total	**834,000**	**5,618,000**	**6,452,000**

Figures are rounded.

Table 2 Total Estimated Private Market Inventory (sq. ft.) by Land Use

	Vacant	Occupied	Total
Industrial/Office Showroom	21,000	24,000	44,000
Retail	100,000	210,000	310,000
Office	402,000	1,204,000	1,606,000
Specialty	12,000	275,000	288,000
Healthcare	0	100,000	100,000
Hospitality	0	18,000	18,000
Residential	139,000	682,000	821,000
Total Private	**673,000**	**2,513,000**	**3,186,000**

Figures are rounded.

Diving deeper into the private market highlights the fact that the office market is predominant but still weak, with just under half of the total occupied space and an overall occupancy rate of 75%. Next is residential with 682,000 square feet, of which 83% is occupied. In terms of dwelling units, this equals 472 multifamily units and 119 single family units; roughly half of the multifamily units are either designated affordable or the property has an affordable housing component. Of the retail market, approximately one-third is vacant (**Table 2**). However, a significant amount of this estimated vacant square footage in properties designated "Under-Utilized" or "In Play," as discussed below and documented in **Table 4** and **Table 5**.

As noted above, an important part of analyzing the likely development trajectory of the private market is understanding the rate at which currently under-utilized or transforming properties could be redeveloped. According to our analysis and interviews with key stakeholders, about 15% of the private market may be designated "In Play" (i.e., with current proposed/ongoing renovations or redevelopment plans), and about half that is "Under-Utilized" and would need investment to become leasable (**Table 3**).

Among properties In Play, the largest proportion is office space, followed by specialty (e.g., Capitol Theater) and retail (see **Table 4**). Note that the existing In Play square footage and land use type may differ from the future square footage and type when the project is complete. The future land use and size (based on stakeholder interviews) are used in the scenarios and projections as described in Section 2. Downtown Vitality and Absorption Capacity, and the existing land use and size are subtracted from the inventory to ensure an accurate future inventory and occupancy.

Finally, Under-Utilized properties are tallied by land use type in **Table 5**. These are more equably split across use types, but the largest proportion is still office space.

Table 3 Total Estimated Private Market Inventory (sq. ft.) by Status

	Vacant	Occupied	Total
Leasable	155,000	2,343,000	2,498,000
In Play	270,000	170,000	440,000
Under-Utilized	248,000	0	248,000
Total	**673,000**	**2,513,000**	**3,186,000**

Figures are rounded.

Table 4 Total Estimated "In Play" Inventory (sq. ft.) by Land Use

	Vacant	Occupied	Total
Office	214,000	80,000	294,000
Retail	43,000	0	43,000
Specialty	12,000	90,000	102,000
Total "In Play"	**270,000**	**170,000**	**440,000**

Figures are rounded.

Table 5 Total Estimated "Under-Utilized" Inventory (sq. ft.) by Land Use

	Vacant	Occupied	Total
Industrial / Office Showroom	16,000	0	16,000
Multi-Family Residential	57,000	0	57,000
Office	92,000	0	92,000
Retail	43,000	0	43,000
Single-Family Residential	40,000	0	40,000
Total	**248,000**	**0**	**248,000**

Figures are rounded.

Downtown Vitality and Absorption Capacity

Benchmarking

The fundamental approach in determining the potential of Downtown Flint to recover and grow is to place it in context with benchmark peers. A large cohort of roughly 20 peer Midwest metros were analyzed and a subset of 9 (10, including Flint) were ultimately selected to evaluate past performance and future potential.

The two peer cohorts include: Industrial Heritage (Akron, Canton, South Bend, Rockford, Youngstown) and Michigan Peers (Kalamazoo, Ann Arbor, Traverse City, and Battle Creek). The metros in these categories were selected based on an indexing of present population counts within the half-mile, one-mile, and ten-mile radius of Downtown in order to exclude metros whose size might put them in a substantially different development and recovery trajectory from Flint.

As can be seen in **Table 6**, Industrial Heritage metros (excluding Flint) have struggled to maintain population and jobs across all geographies, while Michigan Peers have fared better, having grown populations at both the Downtown (i.e., half-mile) and the metro (ten-mile) level.

Table 6 indicates that Flint beats the average in terms of the Downtown concentration shift that has occurred over the past 16 years. However, despite this trend, Flint has still not reached the levels of Downtown activity that appear in peer metros, as can be seen in selected metrics in **Table 7**.

This Table shows that Flint trails Industrial Heritage benchmarks in the Downtown concentration of population, office and retail jobs, and multifamily occupancy. Notably, Flint leads Industrial Heritage peers in the concentration of Downtown office and retail occupancy, suggesting that the existing Downtown workers and businesses consume an above average amount of space, though part of this differential may be due to the different U.S. Census and proprietary data sources used to compile these statistics. In either case, an opportunity exists to catch up to Industrial Heritage peers in the number of people living in multifamily housing Downtown, as well as concentration of retail and service sector jobs.

Aside from continuing to play catch-up (which time-series data shows that Downtown Flint has already begun), Flint can—with strategic investment—position itself to approach target concentrations of Downtown activity as exemplified in the Michigan Peers cohort. With more than double the Downtown population, triple the aggregate income, and quadruple the Downtown retail employment of Flint, it is important to note that

Table 6 Population Growth Comparison (2000-2016 Changes)

	Half-Mile	One-Mile	Ten-Mile
Flint	12%	-15%	-10%
Industrial Heritage	-7%	-15%	-2%
Michigan Peers	7%	-2%	8%
All Peers	0%	-10%	1%

Table 7 Downtown Concentration Comparison

	Downtown Population	Downtown Office Jobs	Downtown Retail Jobs	Downtown Office Occupancy	Downtown Retail Occupancy	Downtown Multifamily Occupancy	Downtown Aggregate Income
Flint	0.7%	9.4%	1.4%	24.2%	2.9%	1.6%	0.5%
Industrial Heritage	0.9%	10.1%	1.8%	15.0%	2.2%	4.0%	0.5%
Michigan Peers	2.1%	11.4%	7.9%	28.4%	9.6%	2.1%	1.8%

several of these Michigan Peer metros emerge as aspirational rather than an immediately achievable goal. While this study does not suggest that Flint can or should precisely copy these metros and duplicate their performance, they help to inform target levels of what is possible in the Downtown employment and space projections described below.

Methodology

The approach to better understanding the potential growth of Downtown Flint involved projecting job growth in the metro area and assigning various shares of this growth to Downtown. These metro jobs were then correlated to population growth to ensure sufficient local population to perform them, and again shares were assigned to Downtown. Once Downtown employment and population were estimated, the amount of real estate inventory necessary to house them could be determined using local averages. This necessary inventory was then checked against the current inventory (as described in Section 1 above) in order to determine the rate at which existing inventory could be absorbed and the amount of new build required within the next 20 years.

Projections

The employment levels for the 10-mile metro area were projected within major employment categories (retail, office (private), and industrial/transportation) using the 5-year annualized growth trends for the metropolitan statistical area (Emsi 2018). These rates were then averaged with the growth in non-residential real estate occupancy by type (retail, office, and industrial/warehousing/office showroom) in order to offset anomalous data points and to reinforce the correlation between growth in jobs and growth in occupied inventory. The resulting metro job growth rates were 1.0% for private office-related jobs and 0.9% for retail jobs (the two sectors of primary importance in the Downtown market).

To project population growth, the existing metro population was correlated to the number of jobs to determine the population-to-jobs ratio. This ratio was applied to future employment figures to determine appropriate population levels to fill local jobs. (The ratio was also decreased incrementally over time to allow for a reduction in unemployment.) This projection methodology resulted in an annualized population growth rate of 0.6%.

Downtown employment and population levels were estimated by assigning a gradually rising proportion of 10-mile jobs and people to Downtown based on scenario conditions. Thus an important precondition is that the private market continues to recover, as it has over the past 5 years. A key point of this projection methodology involves assigning an appropriate share of the population and jobs Downtown. Three scenarios were created to reflect a range of potential values.

In the **"Maintain"** scenario, Downtown shares of office and retail jobs were held constant from 2016 values, and shares of Downtown population were increased modestly over the course of the 20-year horizon; by 2037 the increase had reached 0.9%—the same as Industrial Peers. This increase in Downtown population is consistent with the need to refurbish and replenish both affordable and market housing supply in the Flint market due to the obsolescence of existing stock in surrounding areas of the city. In this scenario, Flint is assumed to continue recent trends in Downtown population growth and regional private sector employment growth, with the existing levels of Downtown investment in activation. Downtown captures 3% of regional population growth and 5% of employment growth.

In the **"Grow"** scenario, the Downtown share of retail jobs increased by 0.3% and office jobs by 0.6% by 2037. These incremental changes approximated the Downtown concentration level of fellow Industrial Heritage peer metros in retail activity, which highlights the conservative nature of the estimates and the potential to exceed them to reach the level of Downtown vibrancy seen in many Michigan Peer metros. Downtown population grows gradually to reach 1.05 % by 2037, which is roughly half the Downtown share of population among Michigan Peers. The scenario assumes that Flint is able to build on the momentum of recent investments Downtown to grow its Downtown share of employment and population; this may include the expansion of Downtown programming and the creation of a major activity node to increase vitality.

In the **"Aspire"** Scenario, the office projections remain the same, but Downtown retail share is allowed to reach 2.0%, which is 25% of the Michigan Peer's metric. This space is allocated primarily in 2027 and assumes the occurrence of catalytic investment in Downtown's revitalization in the form of a large visitor attraction or destination or a strategic network of smaller Downtown attractors. Downtown population share rises to 1.25%, which is 60% of the Michigan Peer benchmark. In this scenario, Downtown Flint captures 6% of regional population growth and 8% of employment growth.

Scenario Results

After estimating Downtown population and jobs in 5-year intervals, it is possible to use these figures to determine space requirements Downtown using average square foot per worker in the retail and office markets, as well as average household size for the residential population. These space requirements are then checked against existing and future inventory (anticipated "In Play" deliveries and re-classifications included) to determine pace of development.

Central assumptions to these scenarios include the following:

- Projects designated as "In Play" are completed by 2022.
- Under-utilized properties are targeted for rehabilitation between the present and 2027. The majority of new build development will take place following the rehabilitation of existing space.
- The "Maintain" scenario's target Downtown shares focus on stabilization in the long term to ensure absorption of existing space as it is rehabilitated. It assumes more modest public and private investment, but it still sufficient to catch up with Industrial Heritage peers.
- The "Grow" scenario sets more ambitious target shares in the long-term, while focusing on stabilization in the short-term. It assumes investment sufficient to catch up to and in some cases exceed Industrial Heritage peer metros.
- The "Aspire" scenario is Downtown Flint's "stretch goal," and thus it assumes sufficient commitment to Downtown's revitalization to make major investments in activity-generators.

The timeline of deliveries by type is depicted in **Figure 1**.

Summary

A tabular summary of the model results is provided in **Table 8** and **Table 9**. These results are to be used in the stakeholder workshops to help inform the amount of development that is feasible in land use and development scenario building.

It should be noted the "Maintain," "Grow," and "Aspire" scenarios are simply used to determine reasonable ranges of absorption capacity, and are not attached to particular development or land use patterns or scenarios. Furthermore, they are intended as guideposts, not fences, as exceeding or undershooting the horizon year forecasts may be appropriate depending on the scale of investment that is warranted or available.

Figure 1 Scenario Delivery Timelines

Table 8 Scenario Summaries

MAINTAIN

	OFFICE (SQUARE FEET)			RETAIL (SQUARE FEET)			RESIDENTIAL (UNITS)		
	In Play Deliveries	Rehab Under-Utilized	New Build	In Play Deliveries	Rehab Under-Utilized	New Build	In Play Deliveries	Rehab Under-Utilized	New Build
2022	46,000	19,000	—	50,000	—	—	105	51	170
2027	—	73,000	25,000	—	43,000	—	—	—	115
2037	—	—	183,000	—	—	—	—	—	207

GROW

	OFFICE (SQUARE FEET)			RETAIL (SQUARE FEET)			RESIDENTIAL (UNITS)		
	In Play Deliveries	Rehab Under-Utilized	New Build	In Play Deliveries	Rehab Under-Utilized	New Build	In Play Deliveries	Rehab Under-Utilized	New Build
2022	46,000	19,000	—	50,000	—	—	105	51	170
2027	—	73,000	130,000	—	43,000	31,000	—	—	115
2037	—	—	192,000	—	—	37,000	—	—	374

ASPIRE

	OFFICE (SQUARE FEET)			RETAIL (SQUARE FEET)			RESIDENTIAL (UNITS)		
	In Play Deliveries	Rehab Under-Utilized	New Build	In Play Deliveries	Rehab Under-Utilized	New Build	In Play Deliveries	Rehab Under-Utilized	New Build
2022	46,000	19,000	—	50,000	—	—	105	51	365
2027	—	73,000	130,000	—	43,000	76,000	—	—	215
2037	—	—	192,000	—	—	40,000	—	—	645

Table 9 Correlation of Scenarios with Inventory

MAINTAIN	Retail	Office	Housing Units
Existing Inventory	428,000	1,606,000	590
Existing Leasable Inventory	340,000	1,220,000	539
Total Req'd Inventory 2037	396,000	1,552,000	1,187
CAGR 2017-2037 (Leasable)	*0.8%*	*1.2%*	*4.0%*

	Retail	Office	Housing Units
Deliveries of In Play Projects & Rehab of Existing Space	93,000	138,000	156
% of Existing Leasable Inventory	*27.4%*	*11.3%*	*29%*
Deliveries of New Projects	0	208,000	492
% of Existing Leasable Inventory	*0.0%*	*17.0%*	*91%*
Total New Leasable Space 2017-37	**93,000**	**346,000**	**648**
% of Existing Leasable Inventory	*27.4%*	*28.4%*	*120%*

GROW	Retail	Office	Housing Units
Existing Inventory	428,000	1,606,000	590
Existing Leasable Inventory	340,000	1,220,000	539
Total Req'd Inventory 2037	471,000	1,666,000	1,501
CAGR 2017-2037 (Leasable)	*1.6%*	*1.6%*	*5.3%*

	Retail	Office	Housing Units
Deliveries of New Projects	68,000	322,000	806
% of Existing Leasable Inventory	*20.0%*	*26.4%*	*150%*
Total New Leasable Space 2017-37	**161,000**	**460,000**	**962**
% of Existing Leasable Inventory	*47.4%*	*37.7%*	*178%*

ASPIRE	Retail	Office	Housing Units
Existing Inventory	428,000	1,606,000	590
Existing Leasable Inventory	340,000	1,220,000	539
Total Req'd Inventory 2037	519,000	1,666,000	1,921
CAGR 2017-2037 (Leasable)	*2.1%*	*1.6%*	*6.6%*

	Retail	Office	Housing Units
Deliveries of New Projects	116,000	322,000	1,226
% of Existing Leasable Inventory	*34.1%*	*26.4%*	*227%*
Total New Leasable Space 2017-37	**209,000**	**460,000**	**1,382**
% of Existing Leasable Inventory	*61.5%*	*37.7%*	*256%*

Entertainment and Recreation Amenities

In addition to residential, retail, and office uses, entertainment and recreation destinations will be needed to attract visitors and support a high quality of life for residents and employees. The following summary of potential Downtown amenities emerged from stakeholder interviews and planning team analysis:

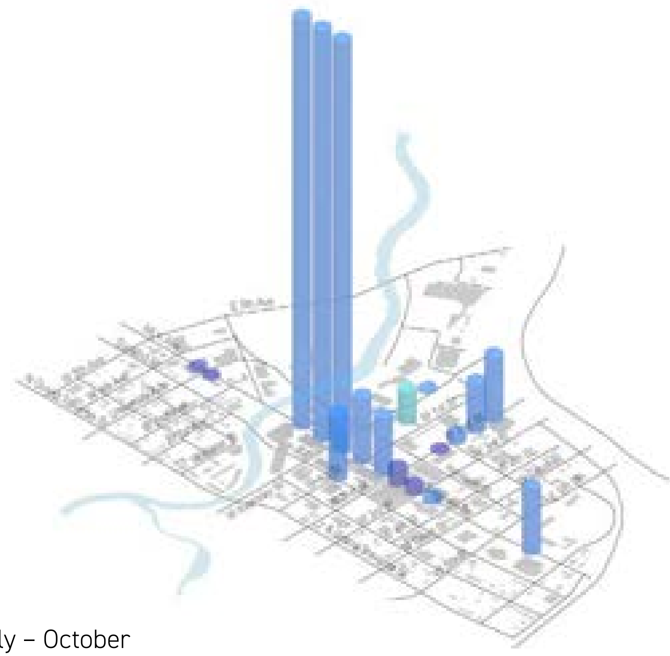
- New indoor amenities/destinations
  - Multi-purpose event venue with ground floor activity
  - Children's museum
  - Riverside dining
  - Recreation center
  - Destination amateur sports venue
  - Hotels
  - Edu-tainment activities
  - Cinema
- New outdoor amenities/destinations beyond those planned along the river
  - Multi-purpose plazas/parks
  - Animated alley network
  - Destination playground
  - Destination amateur sports venue
  - Skate Park

Events and Activities

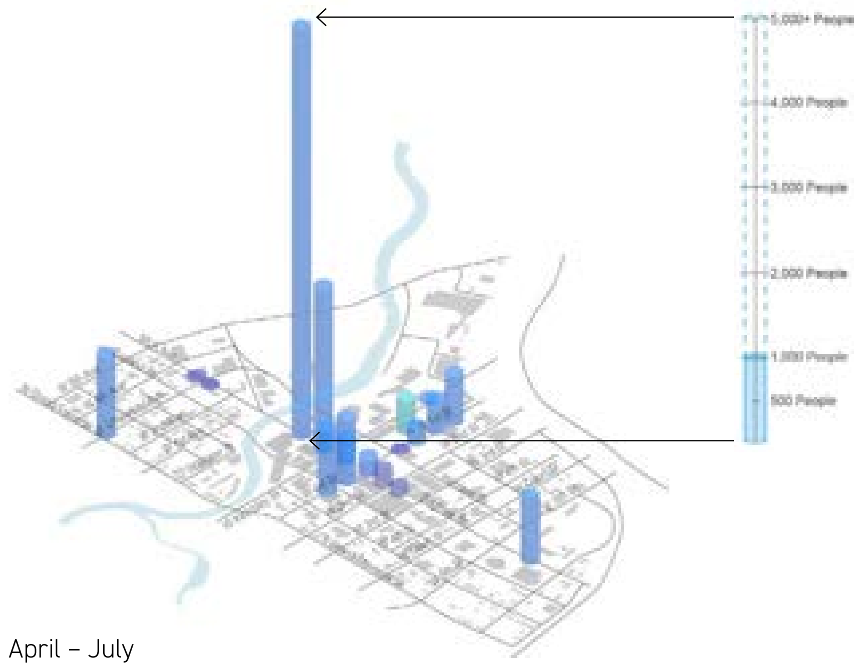
Based upon data from the Flint & Genesee Chamber of Commerce, the planning team visualized 12 months of Downtown event data in **Figure 2** to better understand the frequency, scale and location of various Downtown events. The quarterly data was summarized by event frequency (color of column), the number of participants (height of column), and location of the event epicenter (address). The analysis yields the following insights:

- There are currently few events Downtown that occur monthly. Monthly events can repeatedly draw people from flint and the greater region Downtown and benefit local businesses.
- There are relatively few events Downtown during the holidays in November and December. This is a missed opportunity to compete with suburban retail destinations and boost Downtown shopping/dining.
- The Riverfront is an untapped resource for increased event programming and staging. As the Riverfront plan comes to fruition, there will be greater opportunity to host water-oriented events that help support new and emerging riverfront businesses.
- S. Saginaw and E. First Street addresses host most events throughout the year, many using parking lots for staging. As development occurs, it will be important to create or maintain venues for hosting and staging these events.

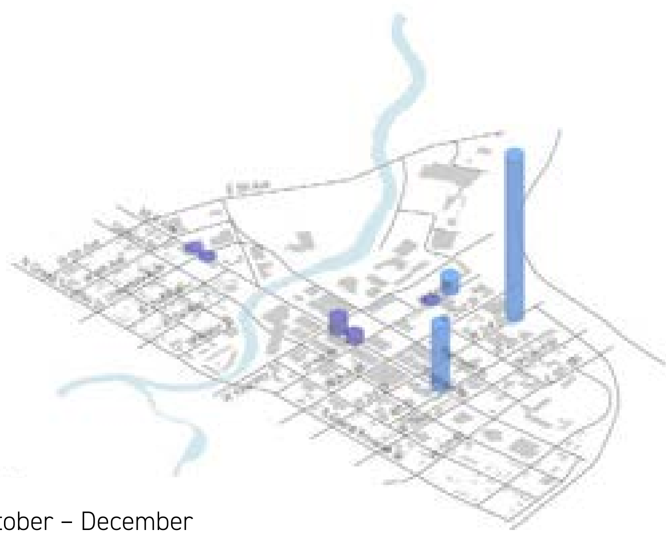
Figure 2 Event Frequency, Size and Location (2017)



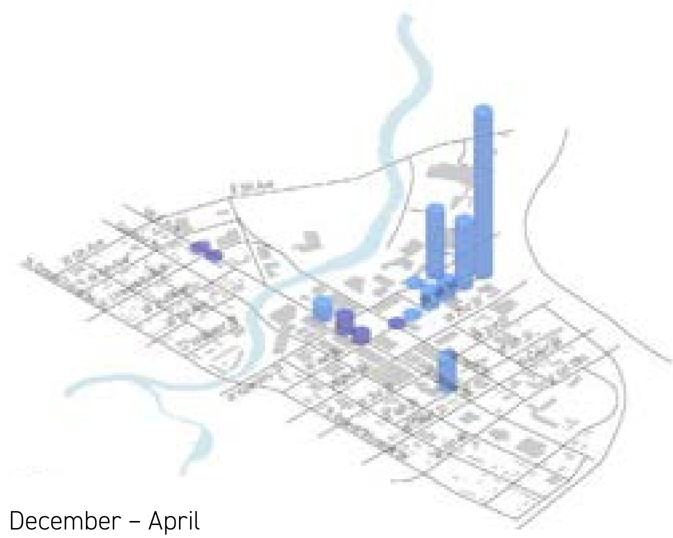
July – October



April – July



October – December



December – April

Public Safety

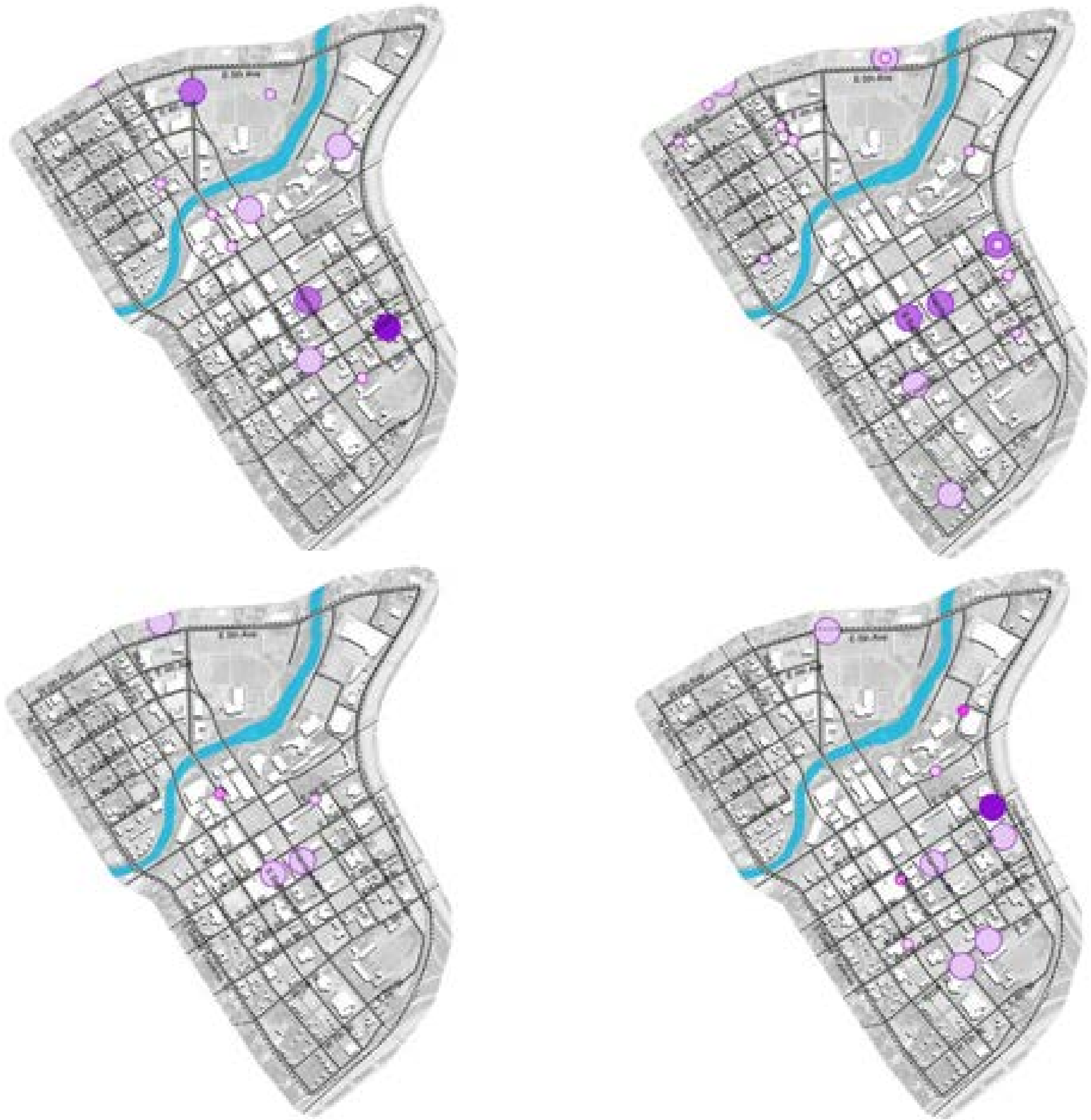
Based upon data from the University of Michigan Flint Department of Public Safety and the City of Flint Police Department, the planning team mapped the reported Downtown Crime from February of 2017-February 2018. For each quarter of the year, the team mapped addresses in **Figure 3** where multiple crimes were reported in an attempt to identify patterns or "hotspots" that can influence future planning. The resulting diagram depicts both violent and non-violent reported crimes in groupings by number of reported incidents.

The analysis yields the following insights:

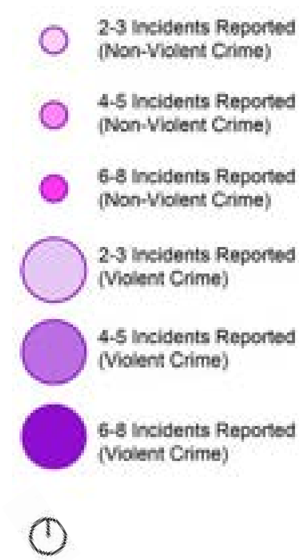
- The southeast quarter of Downtown has the most addresses with multiple reported crimes.
- The MTA Station address is associated with at least 2 to 3 violent crimes each quarter.
- The area near the YMCA also frequently reports nonviolent and violent crime.
- On campus crime appears to be most prevalent in the early fall.

Based on the Principles of CPTED, Crime Prevention Through Environmental Design, the planning team suggests focusing new development activity as well as pedestrian lighting, and comfort amenities in the southeast quarter of Downtown early in order to facilitate desirable activity and place more 'eyes on the street'. This influx of legitimate activity will make the public realm in this area less desirable for criminal activity.

Figure 3 Locations of Frequently Reported Crime (February 2017–2018)



The following map shows multiple instances of reported crimes at the same address, with each dot showing reported 'Violent' or 'Non-Violent' crimes.



Source: Michigan Intelligence Operations Center, Flint CCC Report (January - December 2017)

Mobility and Parking

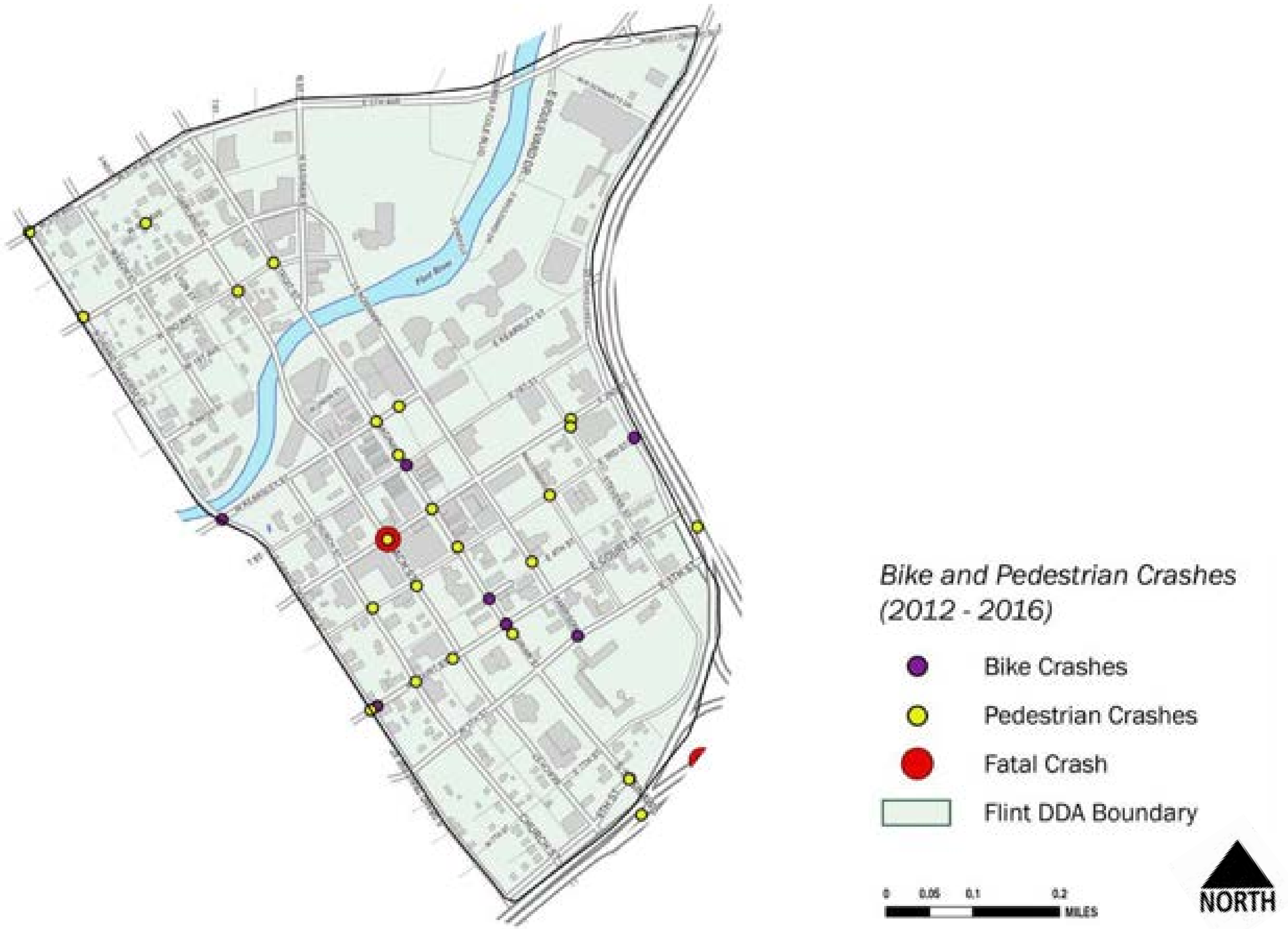
Mobility and parking systems are critical to the Downtown experience. Convenience, clarity and comfort for all modes of transport keeps Downtown competitive and facilitates a desirable, sustainable, and economically vibrant destination. Insights into each component of Downtown Flint's mobility system are as follows:

Walkability and safety

Beyond a comfortable, welcoming experience for pedestrians and cyclists, walkability is about improving safety. To better understand pedestrian safety issues Downtown today, the planning team mapped crash data supplied by the City of Flint. **Figure 4** depicts the Pedestrian and Bicycle involved auto crashes from 2012-2016.

- Most pedestrian and bicycle involved crashes are concentrated along S. Saginaw St.
- S. Beach Street also has a higher frequency of crashes, including one Fatality.
- Accidents involving bicycles also happen at the edges of Downtown, near the highways, where vehicles are moving faster.

Figure 4 Locations of Bike and Pedestrian Crashes 2012–2016

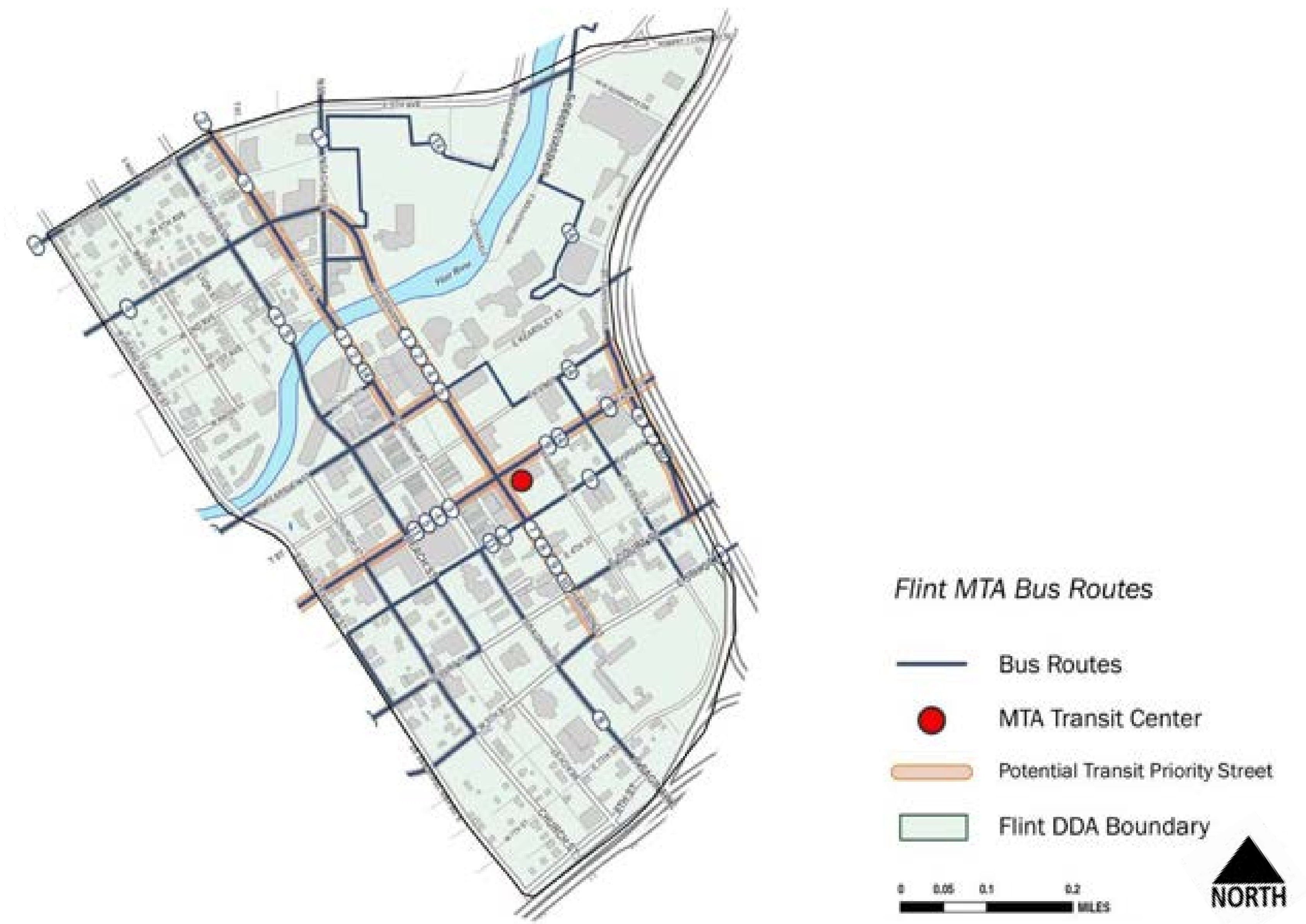


Transit System

Transit connectivity is also critical to Downtown Flint as many City residents use it as their sole means of access to Downtown amenities and commercial and municipal services. The bus systems works in pulses, which bring nearly all transit routes to the Downtown stations at once for efficient transfers. This makes Downtown the heart of the system, even for those using transit to cross town. **Figure 5** depicts current transit routes.

- 13 of 14 MTA Routes travel into Downtown.
- Harrison, 2nd, Saginaw, and Cesar Chavez are most used transit streets.
- 2016 MTA Ridership: 5.3 Million.
- Downtown transit hub is located well for MTA and their customers (accessible to key employment, education, social service destinations) as well as within City of Flint.
- 10,000 people per day go through the center – a mix of those transferring and those traveling to/from Downtown.
- MTA transit demand remains steady, while the demand for destination-specific commuter buses to regional employers or other cities is increasing beyond the capacity of the transit hub. New commuter bus facilities are needed proximate to the transit hub and park and ride facilities to meet demand.

Figure 5 Flint MTA Downtown Route Map

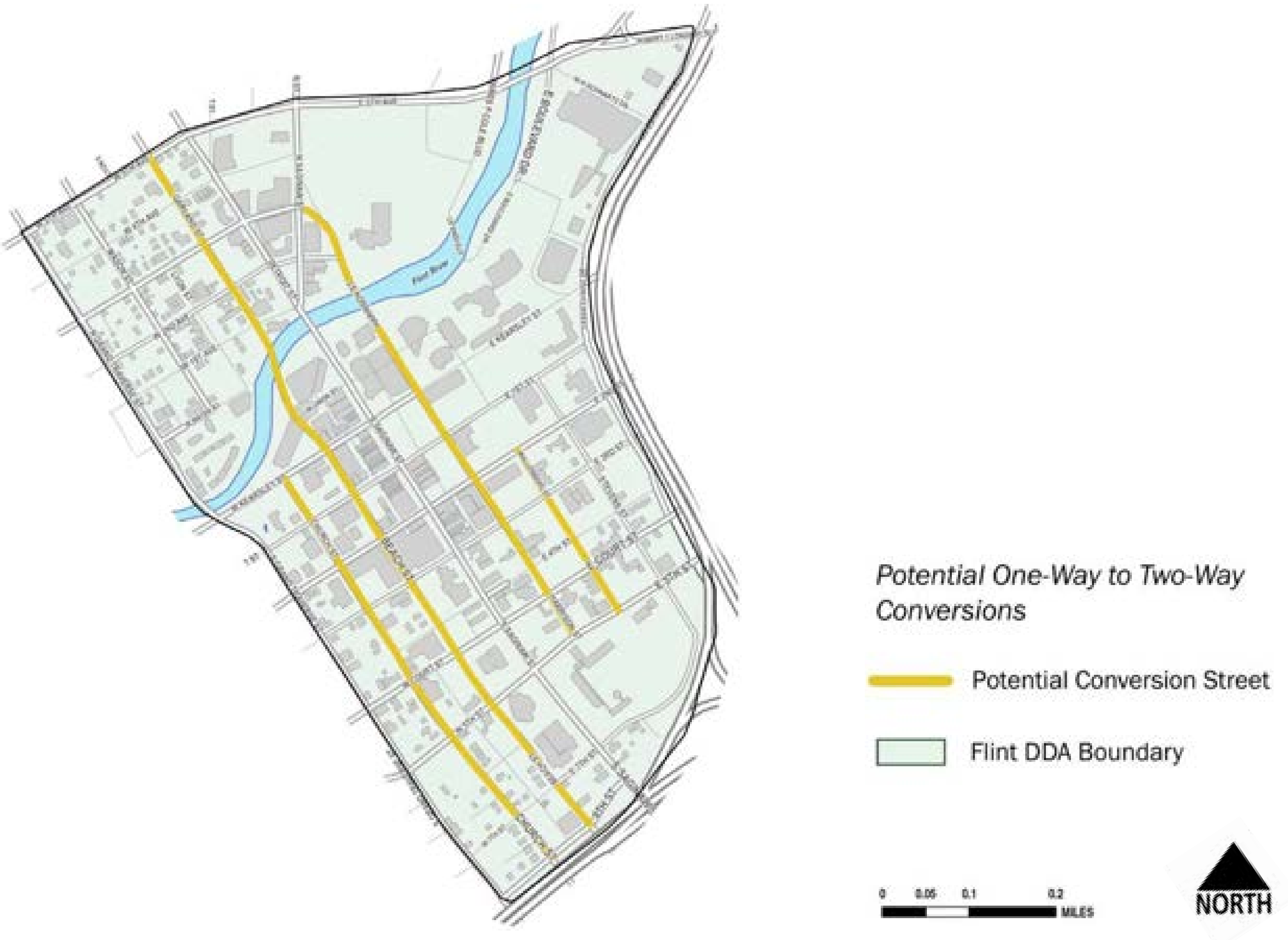


Roadway Network

The Downtown roadway network is organized in a series of walkable blocks approximately 300' x 300'. This framework will serve new development well, allowing for a variety of building types on each block. However, many of the roadways are configured for one-way travel with as many as four lanes in one direction. The scale of Downtown does not require the throughput of a one-way street network and the speed of one-way traffic can hinder a safe and comfortable pedestrian experience. The lane configurations should be right-sized to meet the needs of today and future anticipated growth. In many cases, road diets or two-way conversions may be appropriate to increase on-street parking potential, calm traffic, improve access to off-street parking, improve pedestrian safety, and increase amenity space.

- Road diets are usually successful on roads with less than 19,000 vehicles per day
- Per the Highway Capacity Manual a two lane road, with left turn lanes can carry 16,000 cars per day at a Level of Service D
- FHWA says all roads with less than 10,000 AADT are great candidates for road diets as capacity will likely not be affected
- Streets identified in Flint all have less than 13,000 AADT
- Typically, in urban conditions, a three lane road (2 travel lanes, 1 turn lane) can carry about 16,000 vehicles per day with an acceptable level of service. Saginaw Street (2 lanes, 1 turn lane) carries about 10,000 vehicles per day
- Streets with potential opportunities for road diets and/or two-way conversion:
    - Harrison Street (3 lanes, 1 way) carries about 3,500 vehicles per day
    - Beach Street (2 lanes, 1 way) carries 3,800 vehicles per day
    - Court Street (4 lanes, 1 way) carries 11,500 vehicles per day (peak)
    - 5th Street (4 lanes, 1 way) carries 10,000 vehicles per day
    - Church Street (3 lanes, 1 way) carries 3,500 vehicles per day

Figure 6 Potential One-way to Two-way Conversions



Parking

Convenient, accessible parking is an important part of a Downtown visitor experience as well as for those who commute to Downtown daily. To better understand the parking dynamics in Flint, the planning team conducted a parking inventory that mapped the quantity of different types of parking Downtown and its occupancy in the AM and PM on a Tuesday in April. Summarized insights from the parking inventory are as follows:

- Highest parking use is along Saginaw St between 5th St and the Flint River.
- Farther away from Saginaw St the more parking is available.
- Demand shifts throughout day.
- On Street Parking is more utilized than lots/garages.
- Parking garages, particularly the Riverfront Parking Garage, are underutilized.
- Pricing of on-street parking is affecting where people park. People will walk farther to avoid paying.
- There is a lack of signage and wayfinding tools to effectively orient visitors to available parking.
- Deteriorated sidewalk surfaces and lack of pedestrian scaled lighting make walking to some parking resources less attractive to visitors.

Diagram highlighting the 75+ acres of parking Downtown

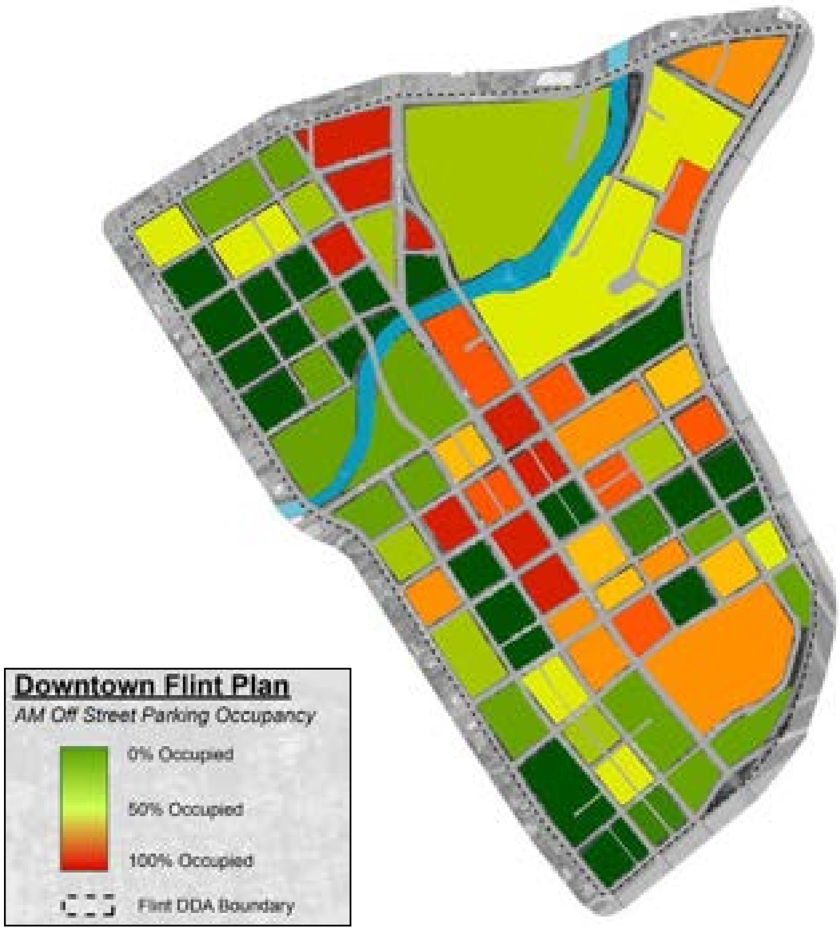
The parking dynamics in Flint today are characterized by the perception that there is insufficiency predictably available, appealing parking. This causes anxiety and hinders the growth potential downtown. The parking inventory supports these anecdotes as well. At first glance, there appears to be ample parking. Nearly 75 acres of parking exists, 17% of downtown area.

High demand on-street parking

Approximate equivalent of 75+ acres of parking

High demand parking at The Flat Lot

Figure 7 Diagrams Depicting Parking Occupancy and Availability



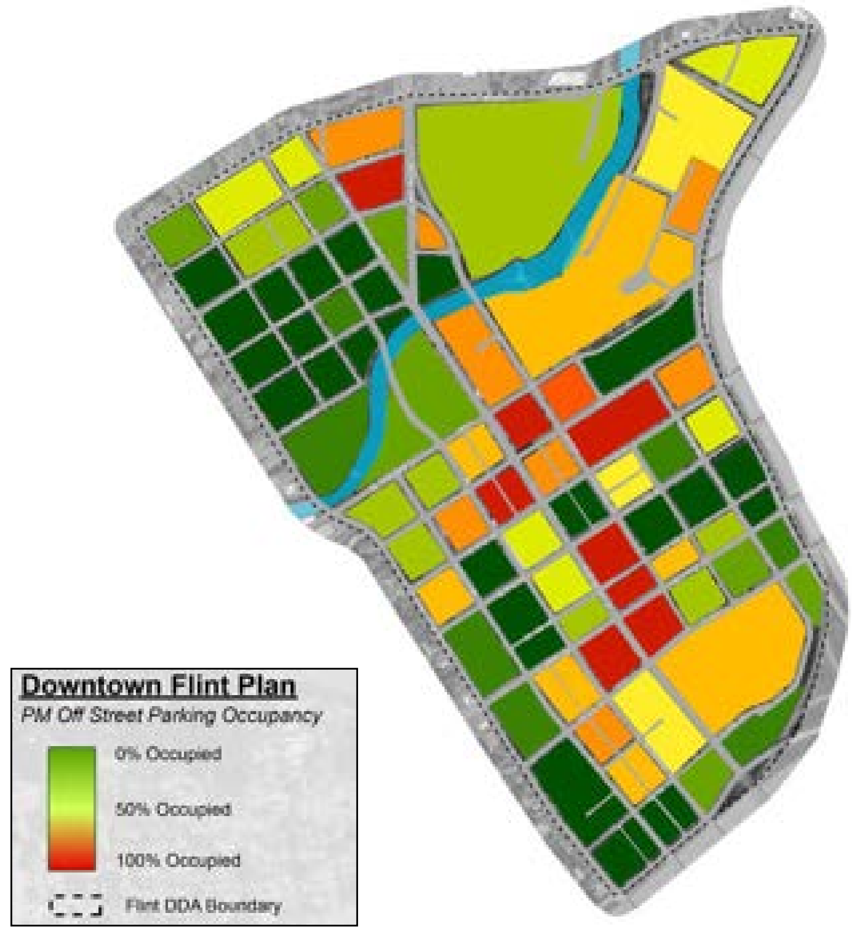
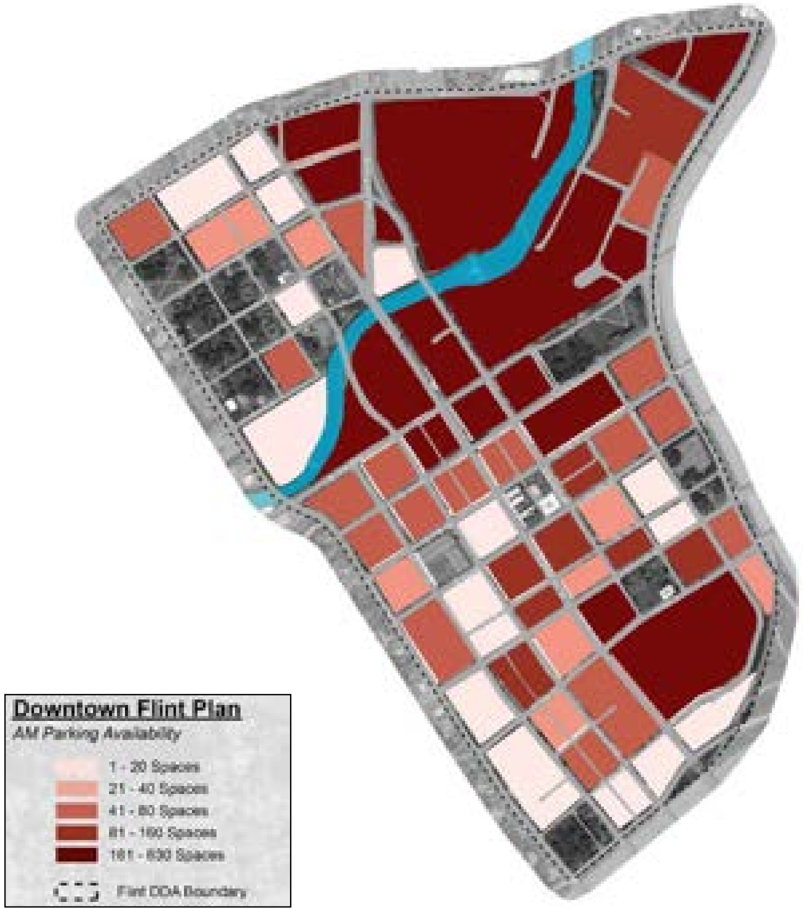
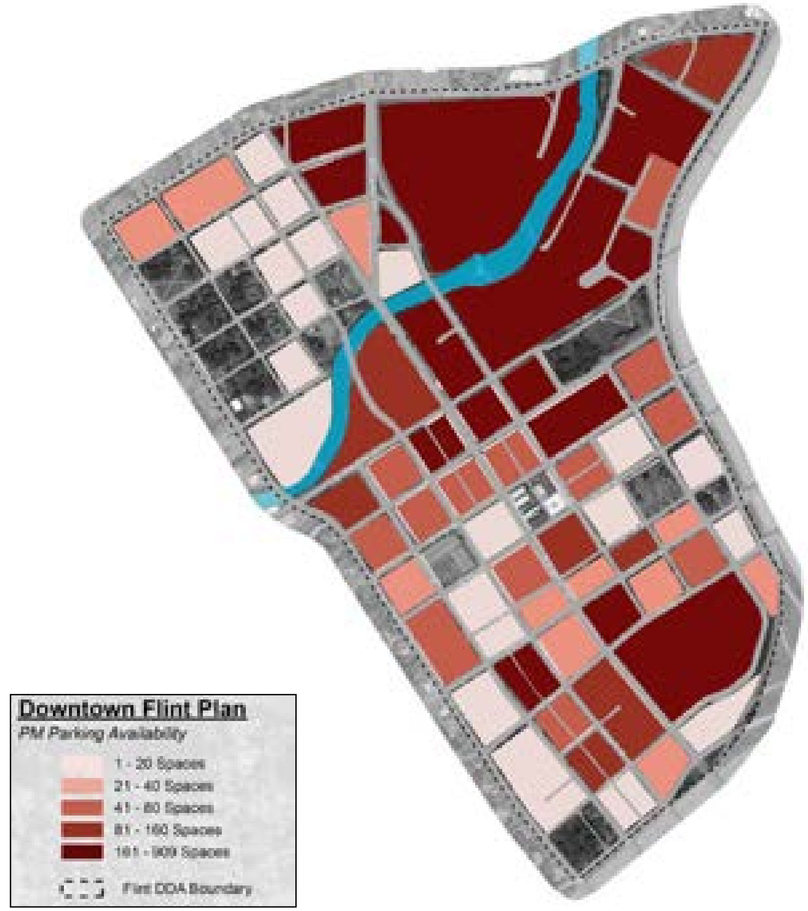


Figure 7 Diagrams Depicting Parking Occupancy and Availability (cont.)





There is more than enough parking Downtown for the current demand. However, there is a shortage of predictably-accessible, appealing, and public parking space. Existing parking must be made easier to find, more predictably available, and more welcoming to use. Strategic pricing and policy changes can help incentivize use of currently available parking. Flexible space must be planned for future parking to account for new demand.

12,500
Total Space Downtown

100% of total

800 on-street spaces + 8,700 off-street spaces + 3,000 university spaces

5,200
Avg. occupied non-university spaces Downtown

42% of total

425 on-street spaces + 4,775 off-street spaces

2,300
Publicly available, non-university spaces Downtown

18% of total

-800 on-street spaces

-540 unappealing spaces in Riverfront garage

960
Publicly available, appealing, off-street spaces

8% of total

Key Opportunity Sites

Planning for Downtown will focus on critical sites where the public sector or institutional partners have the greatest chance to intervene and shape the outcome on that land. These critical sites become the most important part of the gameboard; the intent being to plan for their near-term use in a manner that does not preclude longer-term big ideas. Through stakeholder interactions, these critical sites, depicted in **Figure 8**, are currently owned by entities or individuals who are planning to make changes in the near-term, or are willing to plan for their land in a coordinated way.

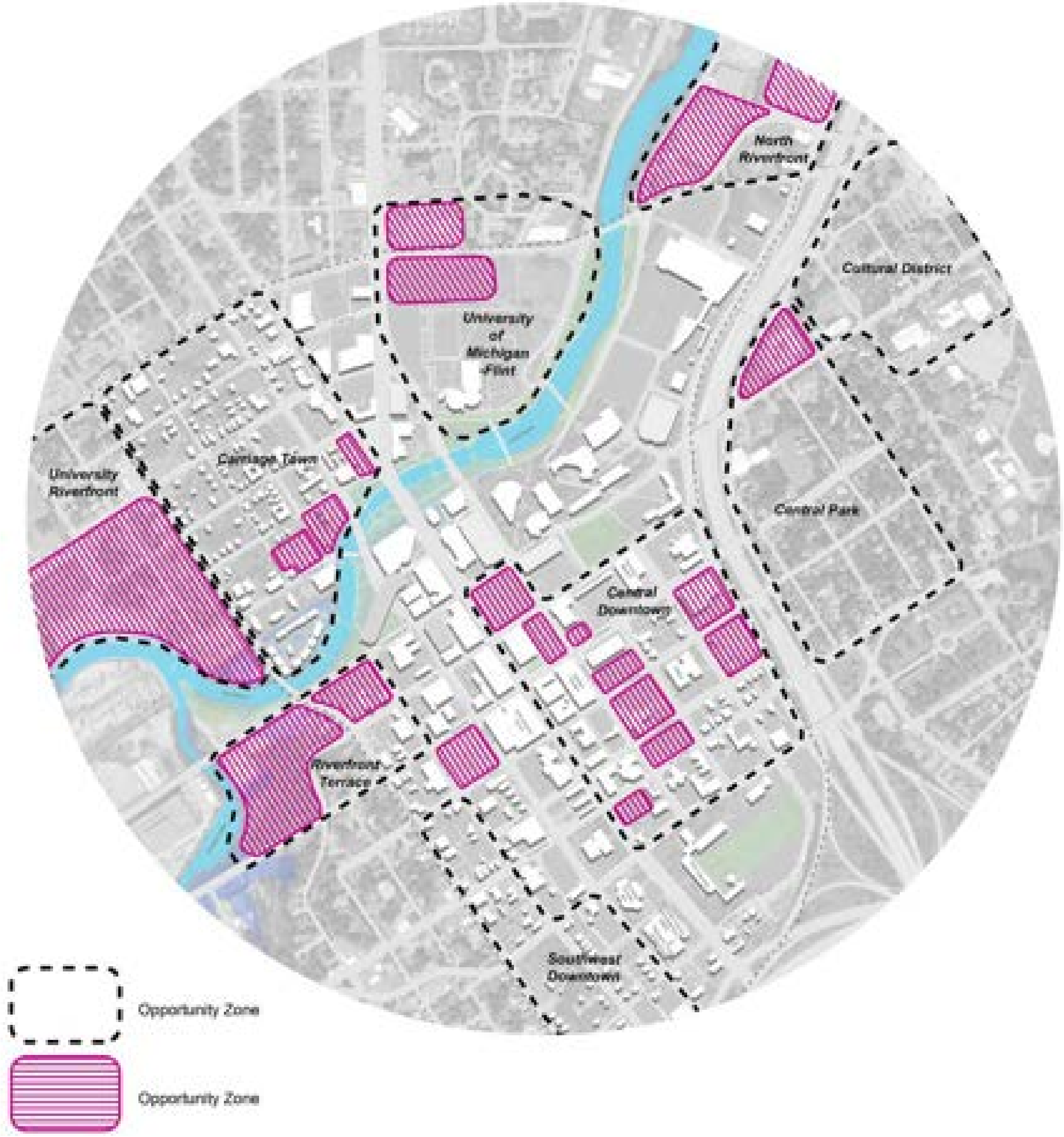
Opportunity site - The Flat Lot

Opportunity site - U of M Flint Parking

Opportunity site - Lots surrounding the MTA Station

Opportunity site - W. First Ave. and Garland St.

Figure 8 Diagram Depicting Critical Opportunity Sites



Opportunities for new residences

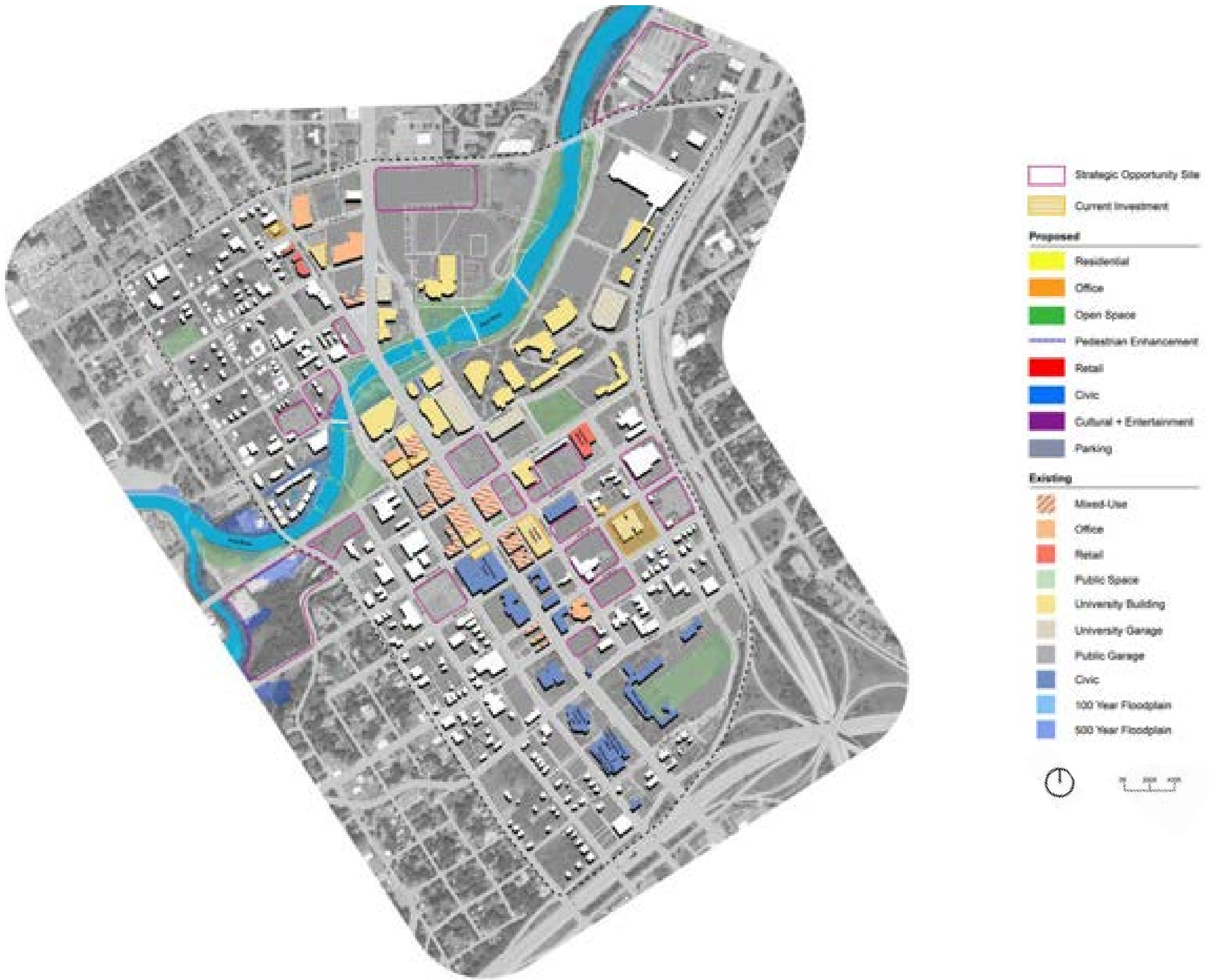
Opportunities for new destinations

Opportunities for new parks and public space

03

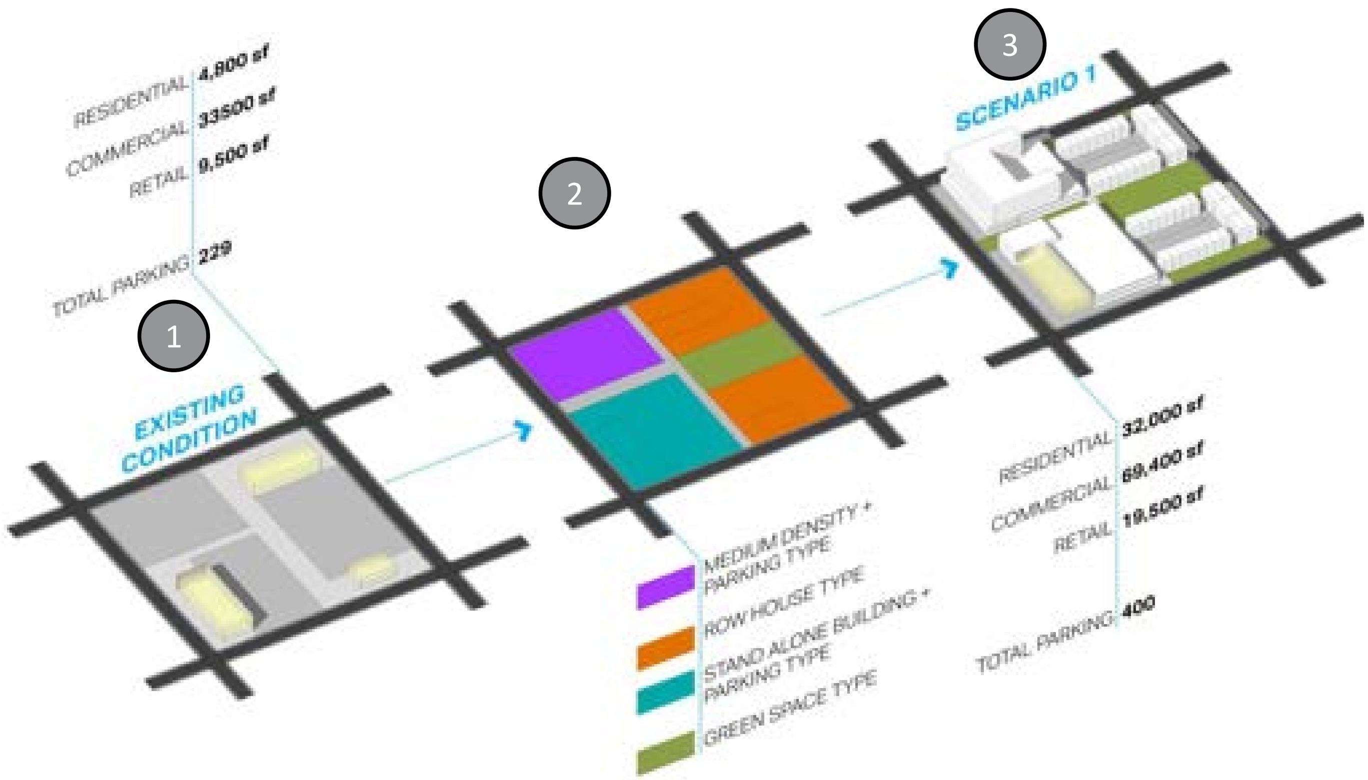
OPTIONS

Figure 9 "Gameboard" Diagram Depicting Existing and Changing Conditions



The planning team developed a process to explore Downtown planning options with stakeholders in real-time. The process employed a gameboard, that highlighted major existing land uses, critical opportunity sites and locations of recent investment. The process also included gamepieces in the form of development typologies. Each typology represents a type of development or public amenity that can be placed on the gameboard in a particular location. Each typology includes development attributes such as its square foot area of development, number of dwelling units and or parking demands. As a gampiece, or typology, is "played", the cumulative development attributes are calculated and show in a dashboard. This allows stakeholders to quickly build their future Flint physically and virtually. Over 40 stakeholders representing Downtown neighborhoods, civic organizations, businesses, philanthropic organizations, The City of Flint and Genesee County, worked in small groups to decide which typology to place in which location. They placed stickers on a physical gameboard to denote their play and then planning team recorded those decisions in the virtual, 3D platform.

Figure 10 Diagram Depicting Process of Typology Planning for Future Uses



Typologies

The following typologies were used as gamepieces in the scenario building exercises.

R1 Single Family Detached Infill — DU/AC **1**

Infill zone where new single story homes are built on vacant lots between existing homes. Single family detached requires parking on-site.

R2 Townhouse — DU/AC **15**

The townhouse typology is 2-3 stories and includes on-site parking.

R3 Multifamily - Low Density — DU/AC **20**

3-4 stories with on-site parking.

R4 Multifamily - Mid Density — DU/AC **40**

5-6 stories with on-site parking. Ground floor retail optional.

R5 Multifamily - High Density — DU/AC **80**

7-10 stories with on-site parking. Ground floor retail optional.

P1 Parking Garage

Multi-story parking garage with facade treatment, and activated ground floor space.

P2 Surface Parking

Surface parking lot that can vary in size.

E-1 Entertainment + Leisure Destinations

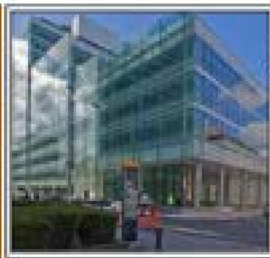
Entertainment and Hospitality destinations such as theatres, sports and recreation venues, hotels, cinemas, etc.

C1 | **Stand Alone Retail**

Single story retail. Does not include on-site parking. Could also be ground floor retail in mixed-use building.

C2 | **Office (on-site parking)**

Mid rise office building including on-site parking. Ground floor retail optional.



C3 | **Office (without parking)**

Mid rise office building not including on-site parking. Ground floor retail optional.

OS1 | **Park**

The park typology includes pastoral softscape space for gatherings, recreation and leisure activities.

OS2 | **Plaza**

The plaza typology can include flexible hardscape surfaces that can serve multiple uses, host events and create significant gatherings.

PE-L | **Pedestrian Enhancements - Low Intensity**

Low intensity enhancements include lighting, accessibility, and wayfinding.

PE-H | **Pedestrian Enhancements - High Intensity**

High intensity enhancements include lighting, accessibility, wayfinding, street trees, pavement upgrades, and sidewalk furnishings.

CV1 | **Civic Destination**

Public facilities supporting a high quality of life such as libraries, municipal services, and faith-based institutions.

LAND USE & DEVELOPMENT

Target indicators based on planning team's *Existing Market Inventory Analysis, Future Market Absorption Analysis*. Additional assumptions for calculation models were based on land use studies of similar sized cities

RESIDENTIAL
- **EXISTING** UNITS UPGRADED
- **NEW** UNITS ADDED

COMMERCIAL
- **EXISTING** SQ FT UPGRADED
- **NEW** SQ FT ADDED

RETAIL
- **EXISTING** SQ FT UPGRADED
- **NEW** SQ FT ADDED

CIVIC SPACES
- **NEW** SQ FT ADDED

PARKING

Target indicators derived from planning teams *Existing Parking Inventory Assess-ment and Parking Demand By Typology Study*

PUBLIC PARKING
- **EXISTING** SPACE TRACKER
- **NEW** SPACES ADDED

PRIVATE PARKING
- **EXISTING** SPACE
- **NEW** SPACES ADDED

COMMUNITY USES

Target indicators were derived from the study of University of Michigan's Community Profile By Ward, City park Facts by Trust For Public Land. Additional assumptions for calculation models were based on land use studies of similar sized cities

DESTINATION VENUES
- **NEW** SQ FT ADDED

OPEN SPACE
- **NEW** SQ FT ADDED
- **PARK AREA** PER 1000 RESIDENTS

PEDESTRIAN ENHANCED STREETS
- **LIGHT** ENHANCEMENTS
- **HEAVY** ENHANCEMENTS

Metrics

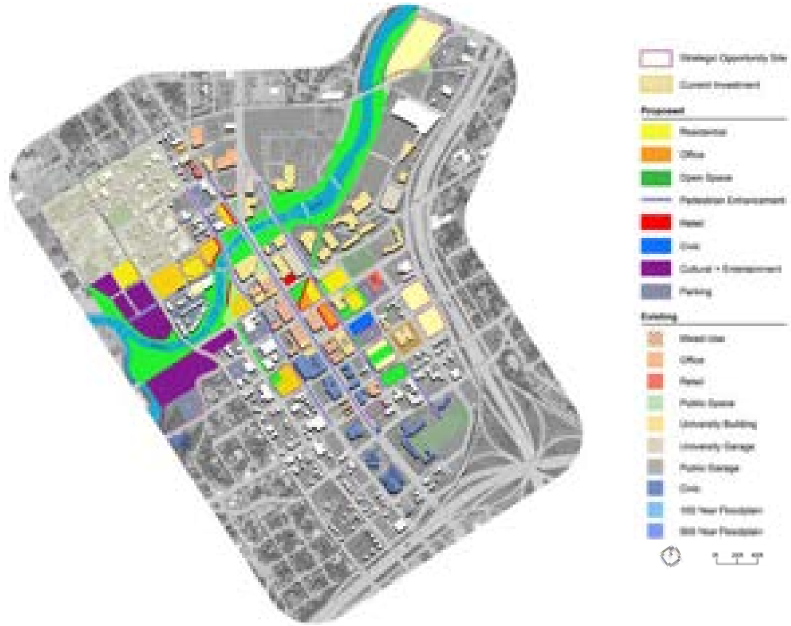
The Gameboard platform provided a dashboard where stakeholders could see how the scenario they were building compared to target metrics. Stakeholders were given target development metrics based on the "Aspire" scenario articulated earlier in this document for Retail, Office and Residential uses, as well as minimum thresholds for the amount of Entertainment Destination acreage to plan, and Parkspace per 1000 population to provide. These metrics were used as guidelines to help each group make decisions, evaluate trade-offs and identify their priorities.

Exploring Alternatives

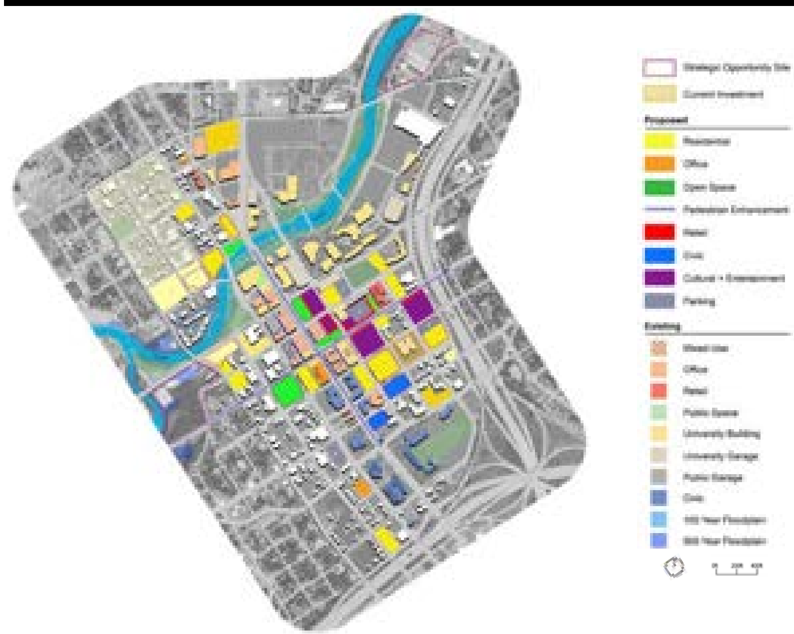
To help each group begin the exercise, the planning team provided two alternative scenarios for their review. These scenarios were intended to provide an example of what to expect from the exercise and to give the groups ideas to react to when beginning their own scenarios. The two scenarios were intended to achieve a similar development program, but depict very different priorities and not treat the same property in the same way twice. To be credible, the two alternatives needed to be based on a unique opportunity in Downtown Flint, and build on recent investments. The first example alternative focused on Riverfront adjacent development, imagining that the river was the priority for the next 20 years. The second alternative imagined a Downtown entertainment district emerging in the heart of Downtown south of the River. In this alternative, the East 2nd Street corridor became the focus of development, linking together existing and proposed destinations.

Stakeholders then developed their own plans for Downtown over 7 different group sessions.

Gameboard — alternative 1 focus on the riverfront

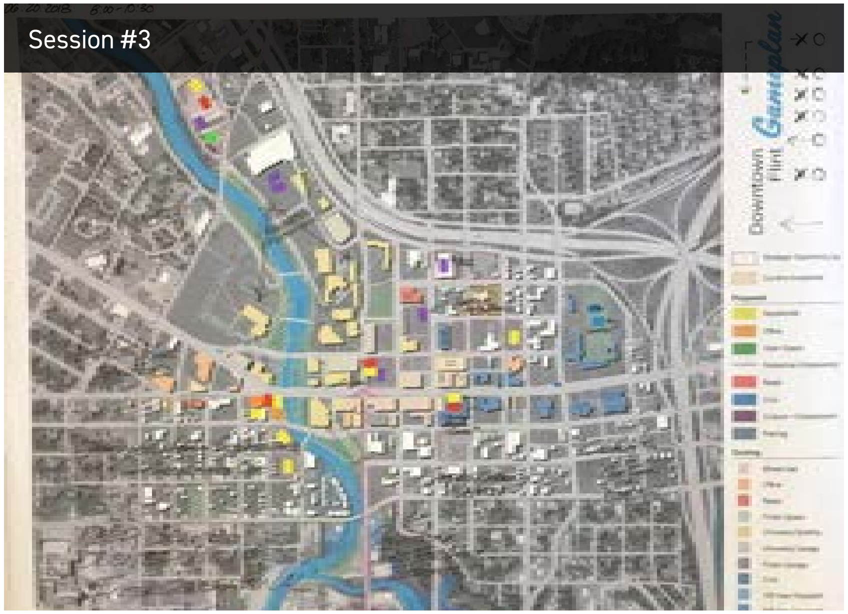


Gameboard — alternative 2 focus on an entertainment district

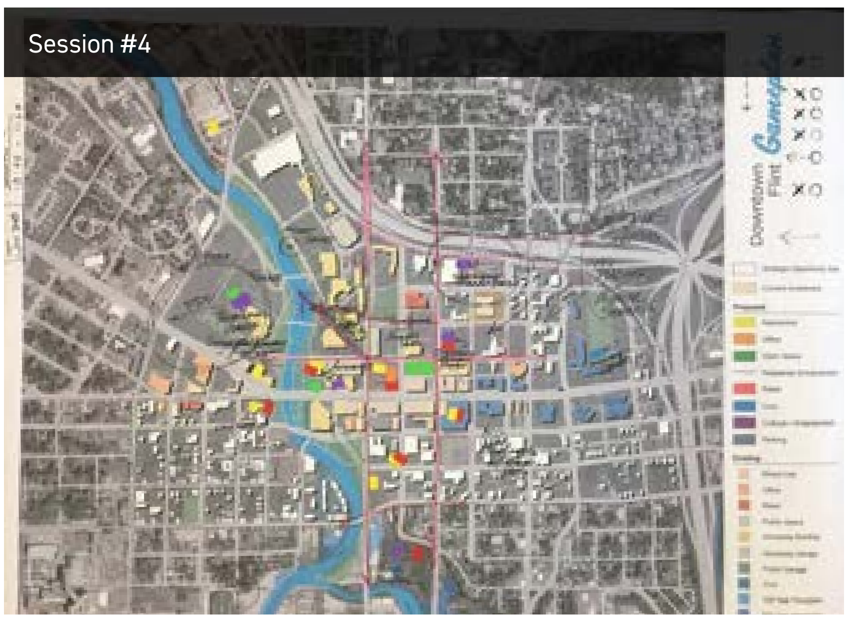


Stakeholder Generated planning Ideas for Downtown and Their associated Metrics

Stakeholder Generated planning Ideas for Downtown and Their associated Metrics



Stakeholder Generated planning Ideas for Downtown and Their associated Metrics



Stakeholder Generated planning Ideas for Downtown and Their associated Metrics

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04

STRATEGY

Following the scenario building sessions, ideas from each group were synthesized to form the Gameplan. Commonly suggested ideas were carried forward along with complimentary concepts suggested by individuals with specific knowledge or ability to execute those ideas. The resulting gameplan includes land use, placemaking and mobility components.

Figure 11 Proposed Land Use Concept Diagram

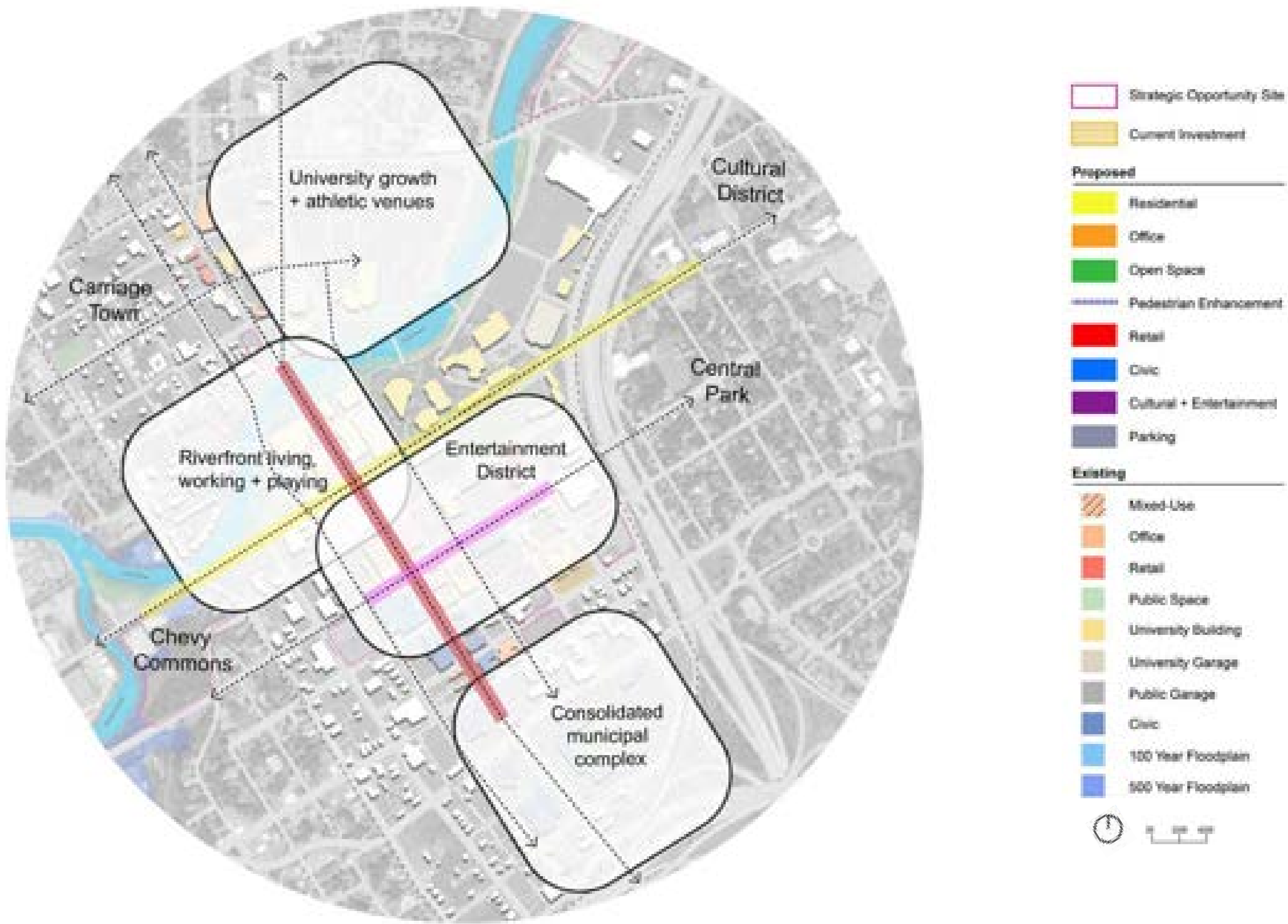
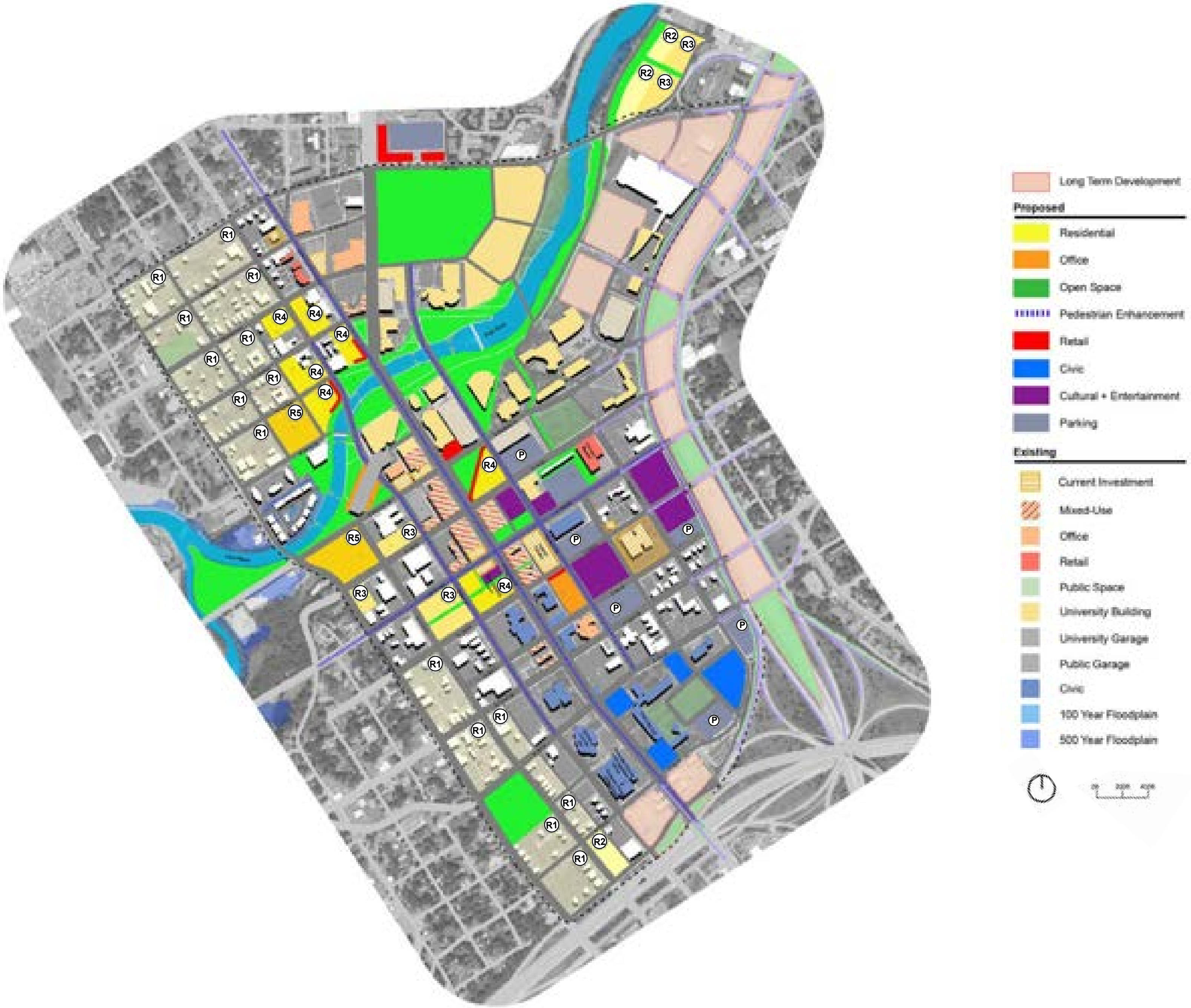


Figure 12 Diagram Depicting Proposed Land Uses for Critical Sites



Land Use

Key elements of the Downtown Gameplan include:

- Consolidate civic institutions, such as the County Courts and municipal services into a new 'Municipal Center' on the City Hall site, South of East 5th Street. This will improve operations of municipal services and open-up Saginaw Street frontage for new mixed-use development.
- Create a central Downtown entertainment district that builds on recent investments. This district will follow the E. 2nd Street corridor, linking existing entertainment destinations like the Capitol Theater with new proposals such as a cinema, museums, hotels and possible sports venues.
- Cluster Riverfront mixed use development and activated waterfront public space between Saginaw St. and Grand Traverse St. This cluster will focus on development sites north of the River and build on the Riverfront plan investments occurring today.
- **U of M Flint:** Establish new destination outdoor recreation facilities on the U of M Flint campus to augment student life, provide public amenity and support amateur tournaments.
- **Flat Lot:** Provide mixed-use development and significant public open space.
- **YMCA:** Provide for entertainment + recreation through development of a new YMCA, a new multi-purpose event venue, or a combination of both. If those uses are accommodated elsewhere, this site can work well for moderate density residential use.
- **Former GCARD** (South of MTA): An alternative location for a new YMCA, a new multi-purpose event venue, or a combination of both. If those uses are accommodated elsewhere, this site can work well for moderate density residential use.
- **67th District County Court:** Move existing program to the new 'municipal center'. Replace it with mixed-use development embracing and extension of Buckham Alley.
- **North riverfront properties** (between Saginaw & Grand Traverse): Develop ground floor retail with residential above. This development would have enhanced riverfront access.
- **Riverfront Garage** (Garland St): Enhance accessibility of the garage through wayfinding measures, lighting and public art. Wrap the northern and southern facades with flexible small office space and or artist studios/galleries. This will make better use of the garage's waterfront location and create a unique, Flint-signature development opportunity.
- **Old Farmer's Market:** Develop a majority of the site with medium density residential with openspace that utilizes the old market structure.

- **MTA Bus Station:**
  - Near term: Improve the immediate surroundings, including new public seating along the East 2nd Street Frontage.
  - Near Term: Build new Regional Bus service station (for up to 18 buses at a time) along the East side of the current City Hall complex.
  - Long Term potential: If the consolidated Municipal Center gains traction, consider benefits of co-locating a replacement MTA transit station with those new facilities and redeveloping or reusing the existing site.
- Create long term development opportunities (beyond 2030) in-place of I-475 from I-69 North to Robert T. Longway Blvd. Narrowing the Interstate into a calm, urban boulevard will facilitate better connectivity with adjacent neighborhoods, improve Downtown gateways and offer long term development opportunities.

Figure 13 Land Uses Plan Depicting Targets and Development Achieved

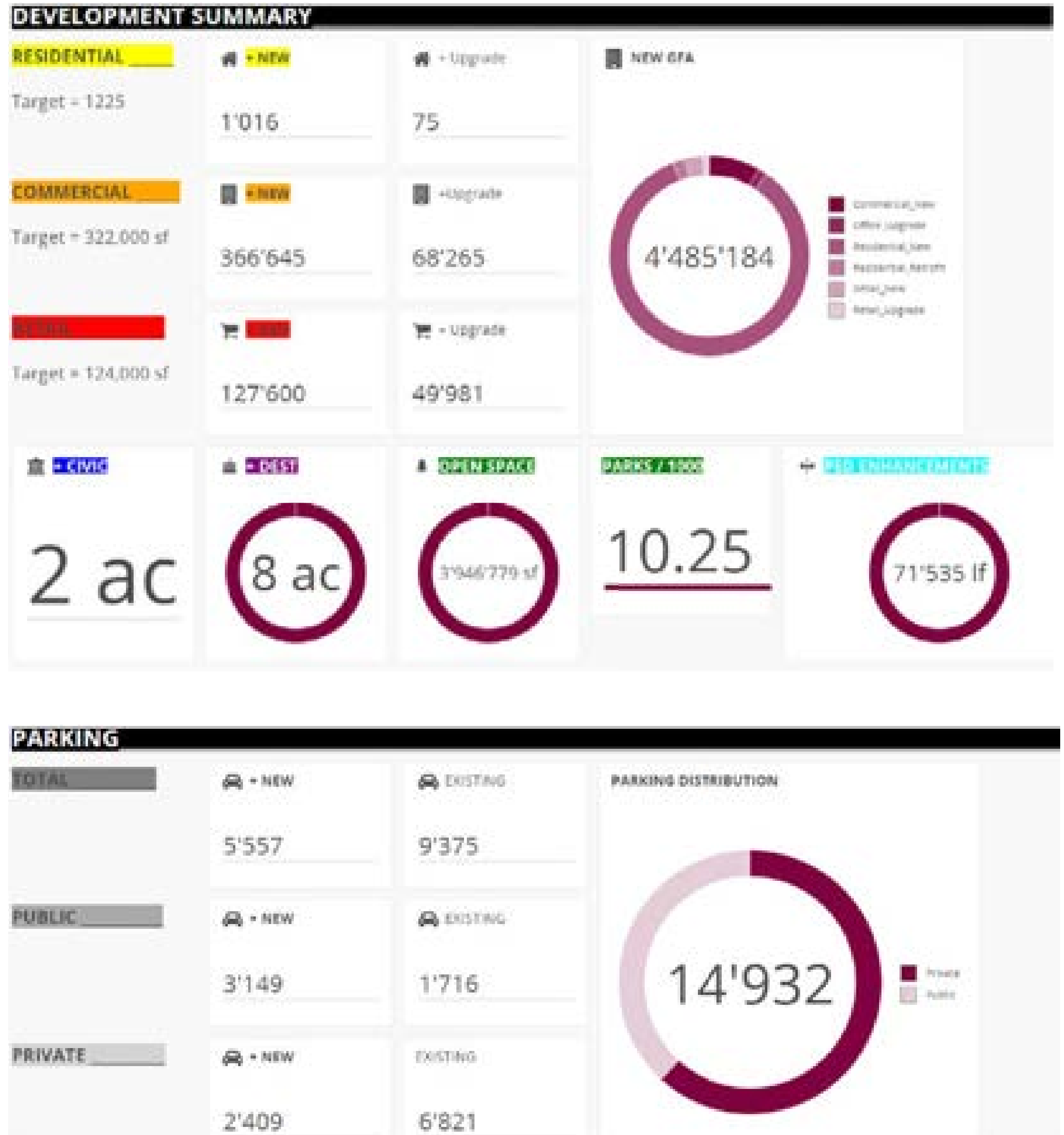


Figure 14 Precedent imagery of characteristic architecture and landscapes that embrace the river

Figure 15 Precedent imagery of characteristic entertainment district architecture and landscapes

Downtown Residential

Increasing the number of Downtown residents is critical to attracting additional retail, improving perceptions of public safety and creating a vibrant experience. Desirable Downtown living environments also help attract employers and fuel the entrepreneurial ecosystem. The 'Aspire' economic development scenario targets roughly 1,200 units of new construction, bringing the total unit count to roughly 2,000 and a resident population between 3,000 and 4,000 people. Priority locations for new residential construction should align with the fundamental goals of reinforcing the East 2nd Street corridor in the heart of Downtown and creating new activity at the riverfront. The starting points for new residential development build off of the in-progress residential project at the former YWCA site and the ongoing riverfront investments. A majority of Downtown residential is planned to be of moderate density ranging from townhomes to mid-rise multi-family. The highest density development is planned for the most complex sites and is anticipated to deliver later in the development timeline.

Table 10 Table describing the breakdown of proposed residential units by type and delivery timeframe

New Construction Residential Typology		Density Units/Acre	Proposed Total Units	Approximate delivery timeframe		
				by 2022	by 2027	by 2037
R1	R1 Single Family Detached Infill	1	64	18	23	23
R2	R2 Townhome	15	101	71	30	0
R3	R3 Multi-family low density	20	107	0	73	34
R4	R4 Multi-family medium density	40	563	227	0	336
R5	R5 Multi-family high density	80	390	0	206	184
	Total proposed new construction		**1,225**	316	332	577
	In-Play deliveries		1,225			
	Rehabilitated existing units		51			
	Total proposed units		**1,381**			
	Total existing units		**590**			
	TOTAL DOWNTOWN UNITS		**1,971**			

Figure 16 Diagram depicting proposed locations for new residential construction

While relatively small in unit count, the single-family residential infill development opportunities within Carriage Town and east of Grand Traverse represent important opportunities to strengthen existing neighborhoods. Within Carriage Town, new higher density waterfront development can help attract single family development on vacant lots within the historic neighborhood as well as rehabilitation of existing homes. The result can be a renewed vibrancy in Carriage Town with complimentary new construction woven into the existing community fabric. Within the area east of Grand Traverse, new Single Family Homes can also be built on vacant lots along with office and retail renovations of existing structures. This type of evolution is evident in the Historic Del Ray Neighborhood in Alexandria, VA. Formerly worker housing for adjoining rail yards, the Del Ray includes an eclectic mix of architectural styles and mixed-use activity.

Figure 17 Precedent imagery of single family residential infill and adaptive reuse in the Del Ray neighborhood of Alexandria, VA

Figure 18 Schematic plan of Carriage Town showing existing structures in gray and proposed structures in white.

Placemaking

To compliment the land use framework. Downtown Flint will need a diverse series of public spaces and signature streets that contribute functionally and aesthetically to a Flint-specific feeling of place. Much in the way Saginaw St. does today, these destinations and connections will support everything from unexpectedly seeing your neighbor, to guiding visitors to an attraction, to staging multi-day events. One large civic park would not work as well for Downtown Flint as a group of smaller, well-located, destinations. An array of smaller parks and plazas provide more urban surface area at their edge, creating greater activation and offering Downtown residents and visitors a greater variety of amenities. In all cases, these are the places where "Assembly" happens:

A. Flat Lot Park - The Northwest corner of the "Flat lot" will become a central park, activated by surrounding retail, offering a Riverfront connection through the Campus.

B. The 2nd St. streetscape will be calmed with narrower lanes and on street parking. The streetscape will include pedestrian enhancements including artistic furnishings, enhanced crosswalks, street trees, and pedestrian level lighting.

C. West First Promenade - W. First Ave can be replaced between N. Saginaw St. and N. Grand Traverse St. with pedestrian-oriented waterfront promenade overlooking the new waterfront park when the Fountain Block segment of the Riverfront Plan is realized.

D. New field sports venues can be created for Inter-collegiate, intramural and public use on the U of M Flint northern campus parking areas. This will leverage access to nearby hotels and create a new Northern gateway to Downtown.

E. East Second Plaza - Expand the existing open space at E. 2nd Street and Saginaw St. east to Harrison St. to become the heart of the entertainment district. This new plaza can incorporate the E. 2nd Street streetscape as a flexible shared-space. The street can be designed to accommodate calm vehicular traffic and be easily closed to facilitate additional event space. The resulting public space can be managed in multiple ways depending on the evolving needs of Downtown Flint.

F. The Waterfront Park between the Riverfront Garage and Chevy Commons can be designed to incorporate a signature playground that helps interpret the history of Flint while creating a family-oriented attraction.

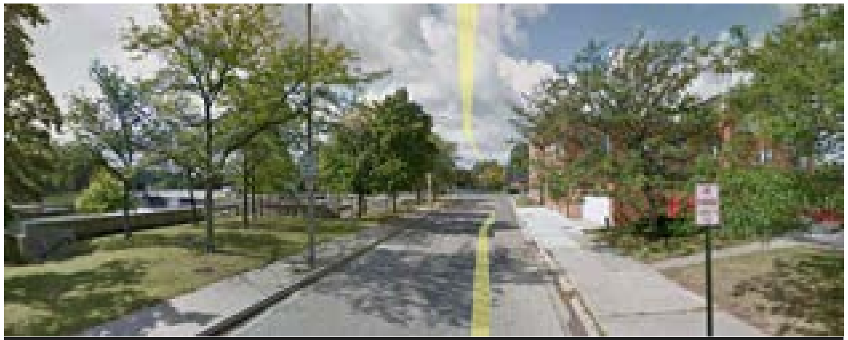
G. Open-up the ice rink plaza to the water. As part of the Riverfront enhancements, encourage pedestrian connectivity to the water by removing the berm between the existing ice-rink and the proposed beach

Placemaking is about both physical destinations as well as their activation through programming. As Downtown develops and new venues are created, the events and activities of multiple programming agencies will need to be coordinated to optimize the experience for all visitors. Like Business Improvement Districts in other cities, The Downtown Development Authority is well positioned to coordinate these activities as well as the maintenance of Downtown public space. Development of physical destinations and their programming can be guided by three key principles; embrace the river, create entertainment destinations, and enhance existing amenities.

Figure 19 Schematic plan of Downtown showing existing structures in blue and gray, and proposed structures in white.

Embrace the River

The Flint River is one of Downtown's defining features. Build on the Riverfront plan enhancements by reorienting new development to water, and re-purpose underutilized rights of way to create unique places for people of all ages.



Existing

Proposed West First Promenade

Create Entertainment Destinations

Build on the legacy of the Capitol Theater and the Farmer's Market to create a signature regional destination for events and entertainment. Hotels, museums and event venues can be clustered along E. 2nd St. connecting Central Park and the Cultural District through Downtown all the way to Grand Traverse. Bus traffic that currently utilizes 2nd Street can be routed along 3rd Street to reduce congestion through East Second Plaza.

Existing

Proposed East Second Plaza


FLINT
CAPITOL

Enhance Existing Amenities

Along with the calming of East 2nd St. and improved pedestrian connections to the Farmers Market, new seating space can be created to ease pedestrian pressure adjacent to the MTA Station and link existing and proposed destinations.

Existing

Proposed E. 2nd Street amenities

Figure 20 Materials and Patterns of Flint

Craft, durability and authenticity have always been important to Downtown Flint. These images depict the materials, patterns and forms that define a Flint-specific approach to design detailing. They have their basis in the materials, products and fabrication of Flint's past, and can inform the design of future assemblies like buildings, streetscapes, parks and plazas. Even if the ideas are not from Flint, they embody Downtown's design spirit and a glimpse into its past, present, and future.

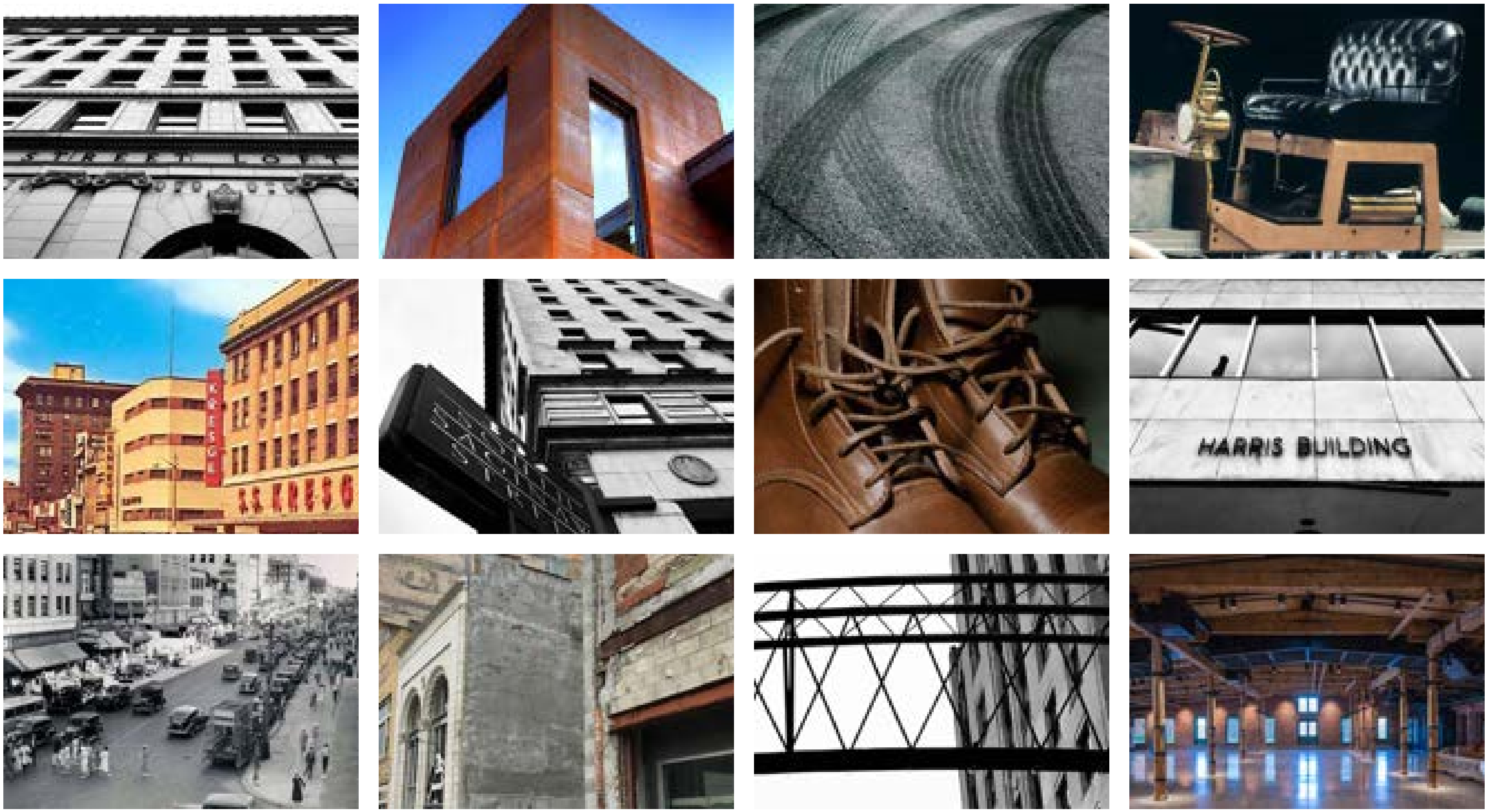
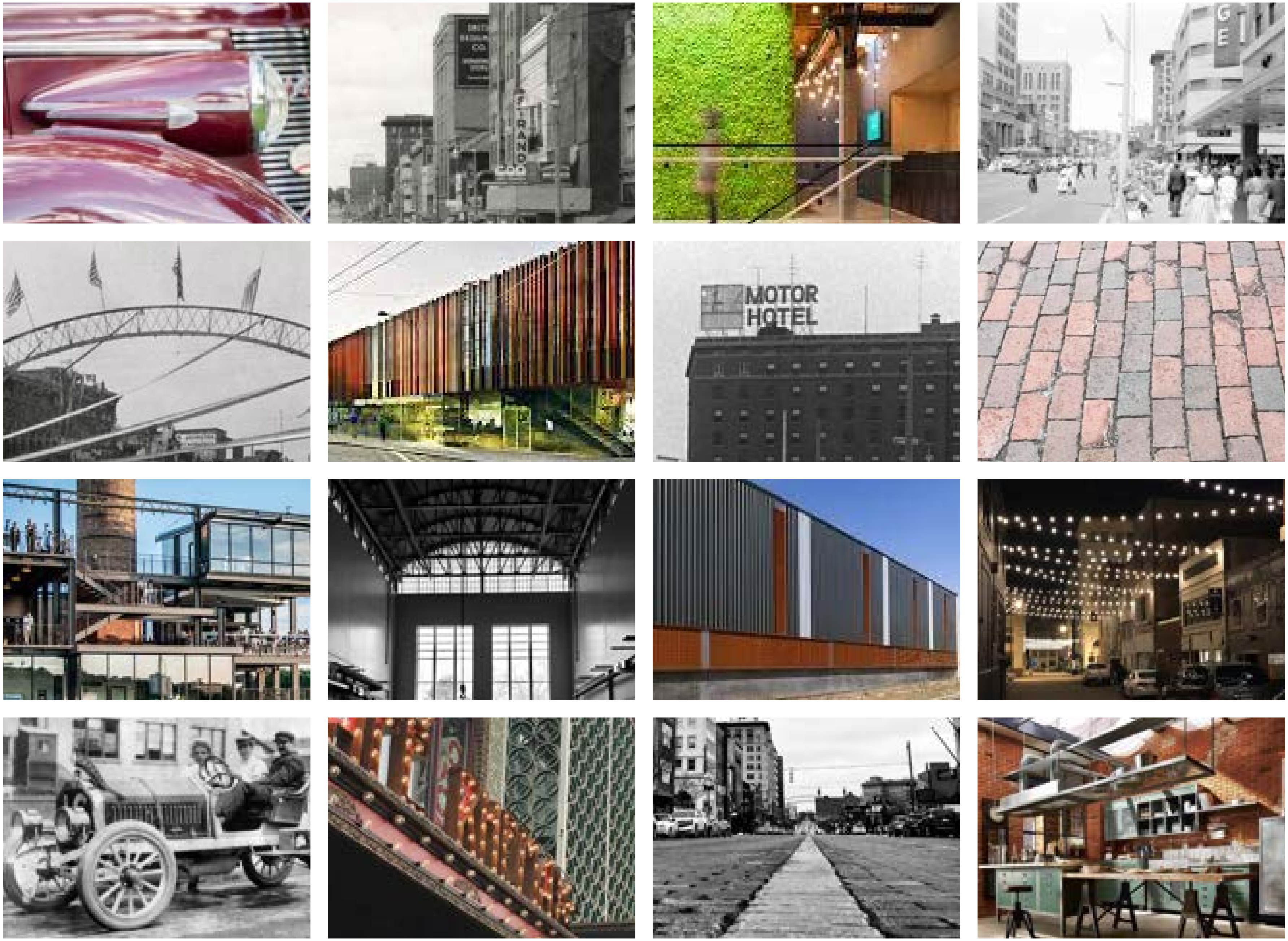


Figure 20 Materials and Patterns of Flint (cont.)



Mobility

Priorities for the enhanced mobility system include improving the comfort, convenience and safety of the pedestrians, and making it easier for all modes of circulation to connect with their destination. The focus should be on improving the experience of moving to and through Downtown, not the volume of people, cars or buses that are moving through. The following enhancements are important parts of this transition.

Street Grid Enhancements

To enable safer, convenient traffic flow north of the River, University Ave should connect through the U of M Flint Campus to Industrial Ave and eventually to E. 5th Ave. Harrison St. should be aligned parallel to Saginaw St. in this area and have a perpendicular intersection with the extended University Ave. To better facilitate access and connectivity in the southern portion of Downtown, Wallenberg St. should be extended southward through the Municipal campus to E. 7th Street.

Traffic volumes, current or future, do not require one-way streets for adequate service. It will be safer and more welcoming for pedestrians and unfamiliar visitors looking for parking if one-way portions of Harrison St., Beach St., Church St. and Wallenberg St. were converted for two-way operation. This will make access to Downtown businesses and parking much more intuitive, open opportunities for additional on-street parking and improve access for ride-hailing and micro-transit services that require more curbside drop-off space.

Bus traffic that currently utilizes 2nd Street can be routed along 3rd Street to reduce congestion through East Second Plaza.

Streetscape Enhancements

In some cases, reducing the number of travel lanes can allow for expanded sidewalk space, and shorter crossings without harming the flow of traffic. In areas planned for high pedestrian activity, narrowing the travel lanes can help achieve placemaking goals as well as improve safety. When the anticipated volume of traffic allows, these `road diets' calm traffic, make Downtown streets more inviting for pedestrians and create space for public art, wayfinding, furnishings and other amenities. Lane reductions are proposed along E. 2nd St., Saginaw St. and the southbound portion of Chavez St. to better facilitate pedestrian safety and comfort and to help create space for gatherings and increased activity within the entertainment district. As discussed earlier (pg. 34), Downtown traffic volumes do not require the current number of lanes on these streets.

Street grid enhancements


Existing condition


Existing condition

Street Crossing Enhancements

Street crossings greatly influence the safety and perceived comfort of pedestrians. At key locations, existing crossings may need to be enhanced (higher visibility crosswalks, pedestrian signals, ADA amenities) even if the street itself is not planned for an upgrade. In addition, mid-block crossings can help improve pedestrian connectivity and calm traffic in high pedestrian traffic areas.

Street grid enhancements

Saginaw Street — existing

Saginaw Street Enhancements

Saginaw Street is the heart of Downtown and is in need of significant repair. Optional new cross sections were examined by stakeholders including combinations of angled parking, bumpouts at intersections, street tree space and increased pedestrian sidewalk space. The selected alternative included angled parking and significant bumpouts for added pedestrian space, cafes, art or street trees. Many of the existing bricks are broken and cannot be repaired. Consequently, a refurbished brick surface is planned for the center travel lanes only, maintaining the characteristic `bricks under the arches'. The parking are paved using another complimentary unit paving material that could possibly be permeable. Through this approach, Saginaw St. will still have a unique look and feel while making the roadway easier to maintain in good condition. Crosswalks are also proposed to be built of smoother, higher contrast materials for pedestrian safety, comfort and ease of maintenance.

Saginaw Street alternative — bumpouts only

Saginaw Street alternative — road diet

Saginaw Street preferred enhancements

Two-way Conversion Enhancements

As streets are converted from one-way to two-way, their multi-lane sections can be converted to allow for on street parking and pedestrian bumpouts at key intersections. This maintains the current curblines and a majority of the existing drainage infrastructure, and includes ample lane widths for all vehicles. This treatment can inform the redesign of Church St., Beach St., Harrison St., and Wallenberg St.

Two-way conversion enhancements

Bicycle Enhancements

Bicycle connectivity is a growing component of successful Downtown mobility systems. A framework of on-street bike lanes is proposed to link with off-street paths in a manner that connects cyclists with target destinations, and avoids transit priority roadways or high speed traffic corridors.

Bicycle enhancements

Parking Enhancements

There is enough parking supply in Downtown for current needs and those of the near future, but those spaces are not always conveniently located, easy to find, or perceived as available. As Downtown develops, additional publicly accessible parking resources must be made available, especially in the eastern side of Downtown. These resources can be newly built garages or improved private lots made available for public access. Locations for public parking lots and or garages have been located as part of the game planning process. These locations make additional use of existing garages as well as plan new parking facilities in places like the U of M facilities at Harrison and E. 1st St., The MTA lot at E. 3rd St. and Harrison St. and the YMCA Lot.

Visitors to Downtown can be oriented to parking facilities best by being directed to Harrison St. and Beach St. corridors. These streets can be signed to easily guide visitors to parking resources, especially if they are converted to two-way operation.

Starting in spring 2019, digital smart parking tools will be used to manage parking supply in Downtown. The system will simplify payment, and allow for real-time orientation to available spaces. The system can be expanded in the future to manage parking on private lots as well and allow reservation of spaces ahead of time if desired. These tools maximize the value of existing resources for parking managers, businesses and employers.

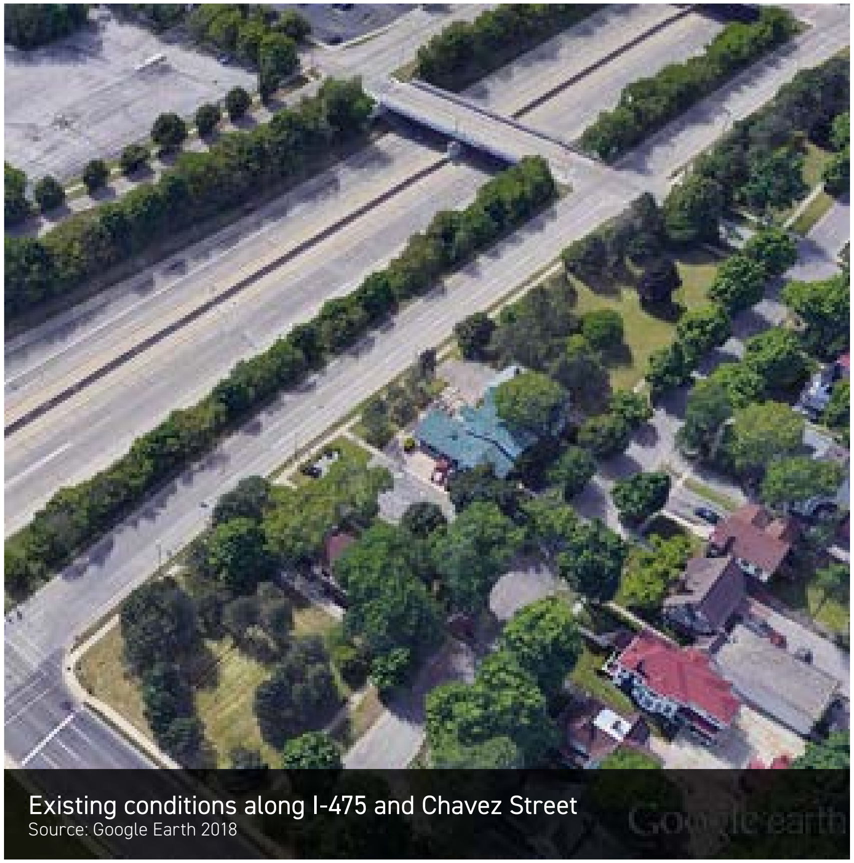
Additional elements that can improve the parking system include:

- Providing an on-demand micro transit service that connects destinations and satellite parking facilities throughout Downtown.
- On-street parking in high-demand corridors (e.g., Saginaw) should be priced and enforced to ensure that turnover occurs and short-term parking is available.
- Garage assets should be prioritized and incentivized for longer-term parking use.

The following table lists parking facilities by type and pricing strategy

	Parking Facility	Sample Pricing + Policy Guidance
Premium Parking	Flat Lot On street parking (inside core)	$1.00 / hour $8.00 / day max (lot) 2 hour limit (street)
Bargain Parking	Rutherford Garage New facilities east of Saginaw	$.075 / hour $5.00 / day max (lot)
Free Parking	On street (outside core) Riverfront Garage	No cost 2 hour Limit (street)

Parking enhancements



Existing conditions along I-475 and Chavez Street
Source: Google Earth 2018

Gateway Enhancements

Stakeholders suggested the most important Downtown gateways to enhance included the S. Saginaw entrance from I-69 and the multiple exits from I-475 along the Chavez frontage roads. The Saginaw gateway can be enhanced aesthetically through new landscape elements in the near term and the two blocks flanking Saginaw can be redeveloped overtime to provide additional commercial space near the municipal center.

If the I-475 traffic volumes continue to remain low, the interstate could possibly be revised from Court St. north to the Robert T. Longway interchange. Chavez St. could be upgraded as a one way pair or boulevard with improved crossings and streetscape that tie together the Central Park Neighborhood and Cultural District with Downtown. The space previously occupied by the freeway could be reclaimed for longer term (after 2037) development once Downtown has further built out.

Gateway enhancements

Investment Priorities

Downtown Flint must collectively invest in its ability to enable assembly. This means creating and enhancing places for groups, large and small, to gather, to come together as a community and to create new things together. These priorities can influence future events, streets, parks, parking and buildings, all designed for safe, comfortable and convenient assembly.

The same concepts that shaped the proposed land use and placemaking strategies will also guide implementation. Priority investments should focus on:

- **Embracing the river** – Priority focus should go to public realm enhancements and development projects near the river, especially adjacent to Riverfront Plan investments. This includes enhancements that make the U of M Flint campus feel more permeable to public access.
- **Creating entertainment destinations** – Priority should go to public realm, mobility and development projects that create new entertainment venues in proximity to existing destinations. This is especially true along Saginaw and E. 2nd St.
- **Enhancing existing amenities** – Priority should be given to development, mobility and parking solutions that make the most of existing resources and create value with lower capital expense. Examples include improving access to currently built, but underutilized, parking lots, or boosting activity through event programming at otherwise dormant times of year.
- **Maintaining momentum** – Early development efforts must focus on delivering currently planned projects and occupying buildings under renovation. Residential development is a priority for Downtown as well as new attractions for visitors inside and outside of Flint. New and renovated residences will build a critical mass of activity Downtown and enhance the market for existing and proposed amenities. New destination attractions compliment the residential growth and combine to help draw additional commercial development and employment growth.

Implementation Program

The following charts list complimentary investment priorities overtime for new land uses, amenities and connectivity.

Development Projects

The development strategy focuses on the near term delivery of in-play projects that are already in the pipeline, followed by the renovation of existing built space, balanced with increasing amounts of new construction developing overtime. The targets listed below are discussed further in Section 02, Insights.

Project	2018-2022	2022-2027	2027-2037
Office – Delivery of in play space	46,000 sf		
Office – Rehab existing space	19,000 sf	73,000 sf	
Office – New construction		130,000 sf	192,000 sf
Retail– Delivery of in-play space	50,000 sf		
Retail – Rehab existing space		43,000 sf	
Retail – New construction		76,000 sf	40,000 sf
Residential – Delivery of in-play space	105 units		
Residential – Rehab existing space	51 units		
Residential – New construction	316 units	332 units	577 units

Civic and Entertainment Destinations

Civic and entertainment destinations are the social anchors of Downtown. They complement commercial and residential space and are the attractions pulling in those who live and or work elsewhere.

Project	2018-2022	2022-2027	2027-2037
Enhance MTA Surroundings Create new pubic seating space and park-like character along the 2nd St. Frontage. (Pg. 58-61; 72-73)	✓		
New regional bus facility Build new regional bus facility on public land near the intersection of Wallenberg St. and E 5th St. (18 bus capacity). (Pg. 58-61)	✓		
Consolidated Municipal Complex Overtime, cluster municipal services and county courts facilities into an efficient campus in the vicinity of City Hall. (Pg. 58-61)	✓	✓	✓
Event venue + YMCA (with parking) Create a multi-purpose venue for sports and events in the entertainment district. This facility can be built to incorporate new YMCA facilities or be built near a new YMCA. The facility will need to provide for event parking. (Pg. 58-61)	✓		
Cinema Develop a Downtown movie theater complex within the entertainment district to attract regular Downtown visitors. (Pg. 58-61, 72-73)	✓		
Museum Relocate the Children's museum Downtown, create an exhibit space to be programmed by cultural center museums. Create a corresponding exhibit space at the cultural center for Downtown destination programming (Pg. 58-61, 72-73)		✓	

Public Space Improvements

Public space is where community happens. These are the destinations where Flint residents, visitors and employees will 'Assemble' and they play a critical role in maintaining and enhancing quality of life for all Downtown.

Project	2018-2022	2022-2027	2027-2037
W. 1st Ave. Promenade Convert W. 1st Ave. into a pedestrian promenade that connects new mixed-use development to the north, with the Grand Fountain Block Riverfront Park enhancements to the south. (Pg. 70-71)	✓		
Riverfront Playground West of the Riverfront Garage build a thematic, destination playground for Downtown families and visitors. (Pg. 68-69)	✓		
University Athletic fields In the northwest corner of the U of M Flint Campus, build outdoor and covered field sports facilities for university intramurals, intercollegiate athletics, community use and amateur tournaments. (Pg. 68-69)	✓		
East Second Plaza Double the size of the existing openspace at 2nd St. and Saginaw St. by extending it east to Harrison Street and renovating the entire space as an event plaza in the heart of the entertainment district. Renovate the East Second streetscape to create a curbless flexible space for pedestrians and calm vehicular traffic with the ability to stage events (Pg. 72-73)		✓	
Flat Lot Park Develop the northwestern half of the Flat lot as a new urban park, surrounded by ground floor retail. (Pg. 68-69)		✓	
Saginaw Gateway Landscape Create a landscape gateway to Downtown east and west of S. Saginaw Street between the interstate ramps north if I-69. The new landscape can include new signage and better welcome residents, employees and visitors. (Pg. 88-89)		✓	

Street Improvements

Improvements to the street network focus on enhancing walkability and facilitating more convenient access for all travel modes. These projects help improve the Downtown destination experience.

Project	2018-2022	2022-2027	2027-2037
E. 2nd Street streetscape Narrow E. 2nd St. to two lanes with on street parking. Provide intersection bump-outs, new pedestrian scaled lighting, street trees and furnishings, creating a new spine through the entertainment district. The streetscape should be distinctive, reflect flint past present and future and incorporate public art and artistic expression. (Pg. 74-75, 78-79)	✓		
Reroute bus traffic to use the 3rd Street Corridor through Downtown rather than the 2nd Street corridor.	✓		
Beach and Harrison Street two-way conversions Convert Beach and Harrison Streets to two-way circulation with parallel parking on sides, new street trees, furnishings and pedestrian-scaled lighting. (Pg. 78-79)	✓		
Chavez St. Enhancements Raise or narrow Chavez St. from four to three lanes west of I-475 and expand pedestrian sidewalks, add pedestrian-scaled lighting and improve crosswalks. (Pg. 78-79)	✓		
Crossing Enhancements Provide high-visibility crossings at key intersections and mid-block crossings along key segments of high pedestrian traffic. (Pg. 78-79)	✓	✓	
Church and Wallenberg Street Two-way Conversions Convert Church and Wallenberg Streets to two-way circulation with parallel parking on sides, new street trees, furnishings and pedestrian-scaled lighting. (Pg. 78-79)		✓	
Extend University Ave. Extend University Ave eastward through the U of M Campus to connect with E. 5th Ave. Align Harrison St. to intersect perpendicular to University Ave west of the White Building. (Pg. 78-79)		✓	
Saginaw Enhancements Rebuild the Saginaw Streetscape from E Court St. to University Ave. with two travel lanes, angled parking, improved crossings and bump outs for café space, art, plantings and street trees. Refurbish and replace the brick pavement within the two central travel lanes. (PG. 82-83)	✓		
Bicycle Lanes Throughout Incrementally establish the network of bike lanes throughout Downtown. (pg. 85)	✓	✓	

Parking System Improvements

The parking strategy involves making more parking predictably available and appealing. This involves making better use of existing parking resources as well as planning for future needs as the Downtown grows.

Project	2018-2022	2022-2027	2027-2037
Continue deploying Intelligent-parking Solutions Use software, sensing systems and wayfinding to orient visitors to available parking. Expand the system to facilitate payment regardless of who owns the lot as well as reserving spaces ahead of time. (Pg. 86-87)	✓		
Deploy Pricing Updates Use pricing to incentivize use of existing parking resources, like the Riverfront Garage, and nudge people away from highly sought after parking on sites that will be redeveloped over time, like the Flat lot. (Pg. 86-87)	✓		
Public Access to U of M Flint Harrison Parking Collaborate with U of M Flint to make the parking facilities at Harrison St. and E 1st St. open for public use more often. (Pg. 86-87)	✓		

Acknowledgments

The following stakeholders participated in developing the Downtown Gameplan.

Steering Committee

Gerard Burnash	*Flint Downtown Development Authority*
Derek Bradshaw	*Genesee County Planning*
Kevin Schronce	*City of Flint*
Amy Hovey	*Charles Stewart Mott Foundation*
Brian Larkin	*Charles Stewart Mott Foundation*
Harmony Lloyd	*Flint Mass Transit Authority*
Mia McNeil	*University of Michigan - Flint*
DeAndra Larkin	*Flint & Genesee Chamber of Commerce*

The Steering Committee and the Consultant team engaged with over 40 stakeholders representing:

Downtown Residents

Residents of Surrounding Neighborhoods

Downtown Business Owners

Downtown Employers

Institutional Partners

University Leadership

City of Flint Officials

Genesee County Officials

Civic Organizations

Philanthropic Organizations

Consultants

AECOM

DLZ

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HARRIS BUILDING

05
APPENDIX

Development Inventory

AECOM compiled an inventory of existing built space in Downtown as well as in-play proposals using data from the Genesee County Landbank, The City of Flint, observations of the built environment and conversations with property owners. This data is summarized in tables by block ID shown on the following map.

Row Labels	Sum of H_GFSF	Sum of H_UFSF	Sum of H_TotSF
1	**0**	**17000**	**17000**
Religious Facilities	0	15000	15000
Residential - In Disrepair	0	2000	2000
2	**0**	**21430**	**21430**
Office - General	0	18830	18830
Office - Legal	0	2600	2600
3	**0**	**20972**	**20972**
Office - General	0	7525	7525
Office - Legal	0	7447	7447
Residential - In Disrepair	0	6000	6000
4	**0**	**303700**	**303700**
Jail	0	104200	104200
Office - Government	0	199500	199500
5	**0**	**23005**	**23005**
Office - Financial Services	0	3491	3491
Office - General	0	4000	4000
Office - Legal	0	15514	15514
6	**0**	**168000**	**168000**
Office - Government	0	168000	168000
7	**0**	**50928**	**50928**
Office - General	0	9100	9100
Religious Facilities	0	41828	41828
8	**0**	**112000**	**112000**
Office - Government	0	112000	112000
9	**0**	**7084**	**7084**
Office - General	0	2766	2766
Office - Government	0	1000	1000
Under-utilized	0	3318	3318

Row Labels	Sum of H_GFSF	Sum of H_UFSF	Sum of H_TotSF
10	**0**	**26282**	**26282**
Hospitality	0	18192	18192
Office - Legal	0	8090	8090
11	**0**	**77546**	**77546**
Multi-Family - Affordable	0	42650	42650
Office - Medical	0	22896	22896
Religious Facilities	0	12000	12000
12	**0**	**51663**	**51663**
Office - General	0	14051	14051
Office - Home Office	0	6568	6568
Office - Legal	0	25308	25308
Residential - In Disrepair	0	3000	3000
Retail - Personal Services	0	2736	2736
13	**0**	**73357**	**73357**
Office - Government	0	30000	30000
Office - Legal	0	8328	8328
Office - Nonprofit	0	6021	6021
Religious Facilities	0	22580	22580
Residential	0	3400	3400
Retail - Food & Beverage	0	3028	3028
14	**6552**	**28916**	**35468**
Office - General	0	18262	18262
Office - Legal	1638	0	1638
Office - Medical	1638	0	1638
Retail - Restaurants, Cafes, Breweries	3276	4254	7530
Under-utilized	0	6400	6400
15	**0**	**118578**	**118578**
Office - General	0	83456	83456
Office - Nonprofit	0	35122	35122

Row Labels	Sum of H_GFSF	Sum of H_UFSF	Sum of H_TotSF
17	**0**	**64384**	**64384**
Religious Facilities	0	64384	64384
18	**0**	**62468**	**62468**
In Play	0	43700	43700
Religious Facilities	0	15529	15529
Under-utilized	0	3239	3239
19	**0**	**24099**	**24099**
In Play	0	24099	24099
20	**0**	**24065**	**24065**
Office - Government	0	4025	4025
Office - Legal	0	3000	3000
Office - Medical	0	7440	7440
Office - Nonprofit	0	3600	3600
Residential	0	6000	6000
21	**0**	**94187**	**94187**
In Play	0	94187	94187
22	**0**	**2458**	**2458**
Office - Home Office	0	2458	2458
23	**0**	**160000**	**160000**
Specialty	0	160000	160000
24	**0**	**58000**	**58000**
Healthcare	0	18000	18000
Multi-Family - Multi-Family	0	40000	40000
25	**0**	**33104**	**33104**
In Play	0	4694	4694
Multi-Family - Multi-Family	0	14100	14100
Office - Financial Services	0	7000	7000
Office - Nonprofit	0	7310	7310

Row Labels	Sum of H_GFSF	Sum of H_UFSF	Sum of H_TotSF
26	**0**	**96454**	**96454**
Multi-Family - Multi-Family	0	12000	12000
Retail - Food & Beverage	0	32000	32000
University Campus - University	0	52454	52454
27	**0**	**27000**	**27000**
Transit - Government	0	27000	27000
28	**58007**	**187018**	**245025**
In Play	10000	80000	90000
Office - General	6000	67146	73146
Office - Nonprofit	0	17172	17172
Retail - Apparel	15231	0	15231
Retail - Business Services	5691	0	5691
Retail - Restaurants, Cafes, Breweries	6280	0	6280
Retail - Specialty Shops	5402	0	5402
Under-utilized	9403	22700	32103
29	**10000**	**176000**	**186000**
In Play	10000	0	10000
Office - Government	0	176000	176000
31	**0**	**81351**	**81351**
Office - General	0	4171	4171
Office - Government	0	69388	69388
Office - Home Office	0	4747	4747
Office - Legal	0	3045	3045
32	**0**	**40779**	**40779**
Multi-Family - Multi-Family	0	19032	19032
Office - General	0	4789	4789
Office - Government	0	16958	16958
33	0	209058	209058
Office - General	0	189807	189807
Office - Government	0	19251	19251

Row Labels	Sum of H_GFSF	Sum of H_UFSF	Sum of H_TotSF
34	**25343**	**148264**	**173607**
In Play	11000	22000	33000
Multi-Family - Multi-Family	0	22500	22500
Office - General	0	74136	74136
Office - Medical	0	2905	2905
Retail - Apparel	2646	2500	5146
Retail - Gifts & Collectibles	0	7130	7130
Retail - Restaurants, Cafes, Breweries	10697	2104	12801
Retail - Shoes & Accessories	1000	0	1000
Under-utilized	0	14989	14989
35	**17400**	**164674**	**182074**
Multi-Family - Multi-Family	0	7000	7000
Office - General	0	157674	157674
Office - Nonprofit	7000	0	7000
Retail - Restaurants, Cafes, Breweries	9500	0	9500
Retail - Salons, Spas, & Fitness	900	0	900
38	**35861**	**188870**	**224731**
In Play	0	22000	22000
Multi-Family - Multi-Family	0	25206	25206
Office - General	3136	56136	59272
Office - Government	4376	8808	13184
Office - Legal	0	21320	21320
Office - Medical	0	24000	24000
Office - Nonprofit	6046	0	6046
Retail - Apparel	4500	0	4500
Retail - Food & Beverage	1700	0	1700
Retail - Personal Services	500	0	500
Retail - Restaurants, Cafes, Breweries	11500	0	11500
Under-utilized	4103	31400	35503

Row Labels	Sum of H_GFSF	Sum of H_UFSF	Sum of H_TotSF
39	**0**	**31690**	**31690**
Religious Facilities	0	30690	30690
Under-utilized	0	1000	1000
40	**0**	**30000**	**30000**
Office - General	0	30000	30000
41	**6300**	**623824**	**630124**
In Play	0	97749	97749
Office - Financial Services	0	128649	128649
Office - General	0	40000	40000
Retail - General Merchandise	0	4426	4426
Retail - Restaurants, Cafes, Breweries	6300	0	6300
Under-utilized	0	13000	13000
University Campus - Events	0	50000	50000
University Campus - Residential	0	290000	290000
42	**20000**	**169972**	**189972**
Office - Government	0	102972	102972
Retail - Books, Card, & Stationery	10000	0	10000
Retail - Restaurants, Cafes, Breweries	10000	0	10000
University Campus - Events	0	12000	12000
University Campus - University	0	55000	55000
43	**0**	**525800**	**525800**
University Campus - University	0	525800	525800
44	**0**	**312219**	**312219**
Office - General	0	33471	33471
University Campus - University	0	278748	278748
46	**10802**	**86419**	**97221**
Multi-Family - Affordable	0	86419	86419
Under-utilized	10802	0	10802

Row Labels	Sum of H_GFSF	Sum of H_UFSF	Sum of H_TotSF
47	**0**	**91416**	**91416**
Healthcare	0	82176	82176
Office - Medical	0	2240	2240
Under-utilized	0	7000	7000
48	**0**	**42403**	**42403**
Multi-Family - Affordable	0	10000	10000
Under-utilized	0	32403	32403
49	**0**	**177400**	**177400**
University Campus - University	0	177400	177400
50	**0**	**178000**	**178000**
Office - Government	0	160000	160000
University Campus - University	0	18000	18000
51	**0**	**16852**	**16852**
Office - General	0	3270	3270
Office - Government	0	13582	13582
52	**0**	**48096**	**48096**
In Play	0	8096	8096
Office - Government	0	40000	40000
53	**0**	**120900**	**120900**
Office - Government	0	92700	92700
Office - Nonprofit	0	21000	21000
Residential	0	7200	7200
54	**0**	**35733**	**35733**
In Play	0	12450	12450
Industrial	0	7431	7431
Office - Medical	0	2550	2550
Residential	0	7250	7250
Retail - Gifts & Collectibles	0	6052	6052

Row Labels	Sum of H_GFSF	Sum of H_UFSF	Sum of H_TotSF
55	**0**	**58058**	**58058**
Office - General	0	1500	1500
Residential	0	18770	18770
Retail - Automotive	0	22577	22577
Retail - Food & Beverage	0	7507	7507
Retail - Restaurants, Cafes, Breweries	0	7704	7704
56	**0**	**28130**	**28130**
Office - Home Office	0	4114	4114
Office - Nonprofit	0	3337	3337
Religious Facilities	0	10208	10208
Residential	0	5655	5655
Residential - In Disrepair	0	2852	2852
Retail - Restaurants, Cafes, Breweries	0	1964	1964
57	**0**	**49073**	**49073**
Office - Medical	0	24698	24698
Residential	0	24375	24375
58	**0**	**61330**	**61330**
Office - General	0	3980	3980
Residential	0	57350	57350
59	**0**	**26068**	**26068**
Religious Facilities	0	8398	8398
Residential	0	13470	13470
Residential - In Disrepair	0	2400	2400
Retail - Salons, Spas, & Fitness	0	1800	1800
60	**1280**	**19690**	**20970**
Office - Home Office	0	2240	2240
Residential	0	17450	17450
Under-utilized	1280	0	1280

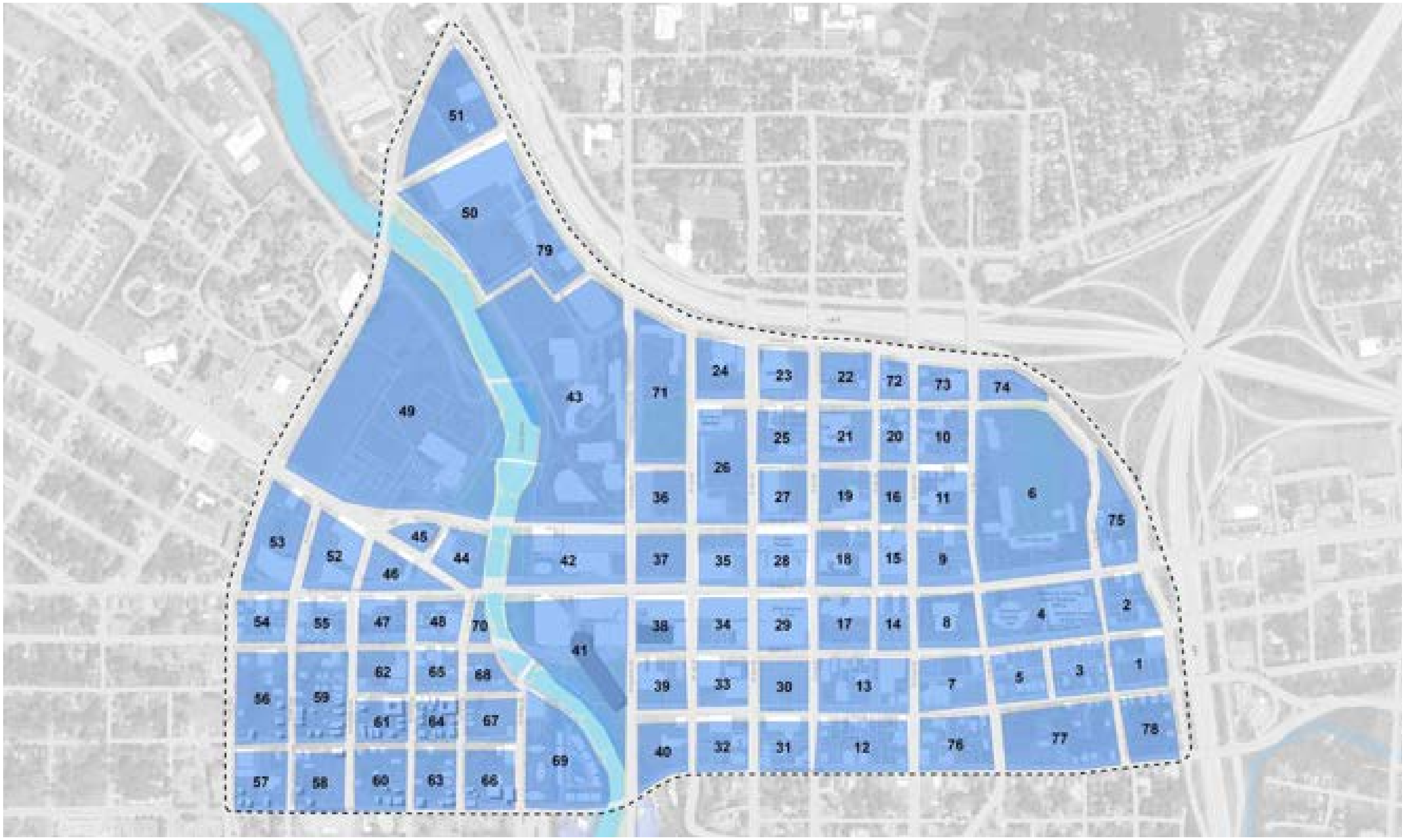
Row Labels	Sum of H_GFSF	Sum of H_UFSF	Sum of H_TotSF
61	**0**	**38242**	**38242**
Multi-Family - Multi-Family	0	26172	26172
Residential	0	10680	10680
Under-utilized	0	1390	1390
62	**0**	**37351**	**37351**
Industrial	0	8760	8760
Residential	0	16200	16200
Residential - In Disrepair	0	8400	8400
Retail - Restaurants, Cafes, Breweries	0	3991	3991
63	**0**	**23955**	**23955**
Residential	0	23955	23955
64	**0**	**27591**	**27591**
Under-utilized	0	27591	27591
65	**6000**	**44895**	**50895**
Industrial	0	1815	1815
Multi-Family - Affordable	0	23000	23000
Multi-Family - Multi-Family	0	6458	6458
Office - Financial Services	0	2416	2416
Office - General	0	5731	5731
Office - Nonprofit	6000	0	6000
Residential	0	5475	5475
66	**0**	**41565**	**41565**
Industrial	0	10582	10582
Office - Nonprofit	0	8396	8396
Residential	0	3375	3375
Residential - In Disrepair	0	1500	1500
Retail - Restaurants, Cafes, Breweries	0	2206	2206
Under-utilized	0	15506	15506

Row Labels	Sum of H_GFSF	Sum of H_UFSF	Sum of H_TotSF
67	**0**	**15336**	**15336**
Office - Legal	0	7236	7236
Residential	0	4800	4800
Residential - In Disrepair	0	3300	3300
68	**3949**	**0**	**3949**
Office - General	3949	0	3949
69	**0**	**114814.99**	**114814.99**
Multi-Family - Affordable	0	89276.99	89276.99
Specialty	0	25538	25538
71	**0**	**100000**	**100000**
University Campus - Residential	0	100000	100000
72	**0**	**14450**	**14450**
Residential	0	12350	12350
Residential - In Disrepair	0	2100	2100
73	**0**	**18341**	**18341**
Office - Financial Services	0	3036	3036
Office - General	0	3300	3300
Office - Government	0	12005	12005
74	**0**	**7800**	**7800**
Residential	0	5000	5000
Residential - In Disrepair	0	2800	2800
75	**0**	**6100**	**6100**
Retail - Automotive	0	1500	1500
Retail - General Merchandise	0	4600	4600

Row Labels	Sum of H_GFSF	Sum of H_UFSF	Sum of H_TotSF
76	**0**	**39507**	**39507**
Multi-Family - Affordable	0	15695	15695
Multi-Family - Multi-Family	0	5000	5000
Office - General	0	9680	9680
Office - Home Office	0	2600	2600
Office - Nonprofit	0	3632	3632
Under-utilized	0	2900	2900
77	**0**	**23459**	**23459**
Office - General	0	2100	2100
Office - Legal	0	1984	1984
Residential	0	13775	13775
Residential - In Disrepair	0	5600	5600
78	**0**	**22350**	**22350**
Residential	0	22350	22350
Grand Total	**201494**	**6251523.99**	**6453017.99**

Parking Inventory

AECOM compiled an inventory of existing on street and off street parking space in Downtown using data from the Downtown Development Authority and field observations. Occupancy information was developed through field observations in both AM and PM peak periods on a Tuesday in April, 2018. This timeframe was chosen to coincide with a high volume of visitors to the Farmer's Market. The inventory and occupancy data is summarized in tables by block ID shown on the following map.



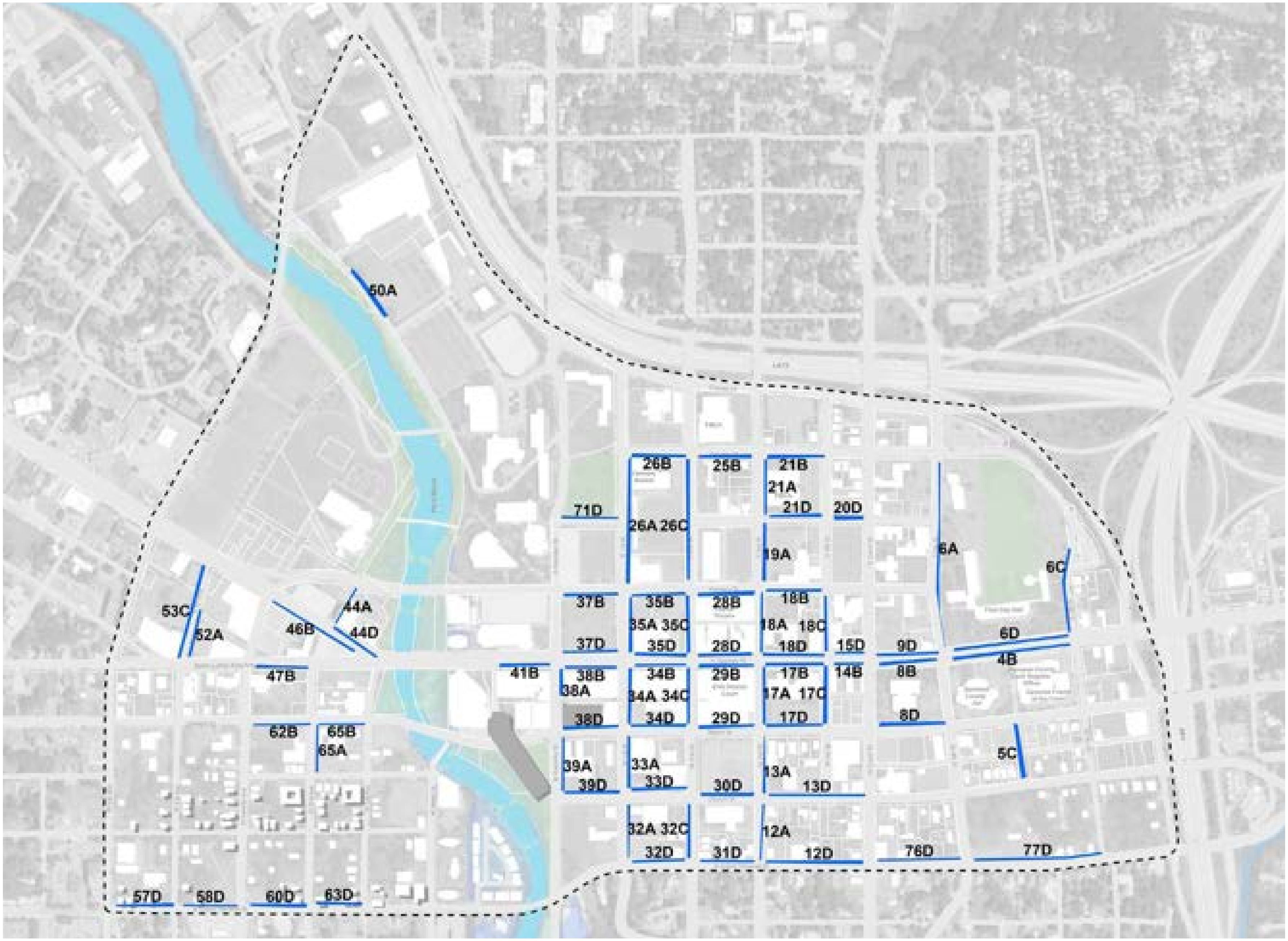

50A
26B
25B
21B
21A
21D
20D
71D
26A 26C
19A
6A
6C
53C
52A
46B
44A
44D
37B
35B
35A 35C
35D
37D
28B
28D
18B
18A 18C
18D
15D
9D
6D
4B
47B
41B
38B
38A
38D
34B
34A 34C
34D
29B
29D
17B
17A 17C
17D
14B
8B
8D
62B
65B
65A
5C
39A
39D
33A
33D
30D
13A
13D
32A 32C
32D
31D
12A
12D
76D
77D
57D
58D
60D
63D

Figure 21 Off-Street Parking

Block_ID	BlkFaceNum	Zone	Pub_Priv	Struc_Surf	Free_Paid	Time_Limit	OnSt_Space	OffSt_Spac	Pub_Spaces	Priv_Space	Surf_Space	Struc_Spac	Tot_Spaces	AM_Oc_Pct	AM_Time_Re	PM_Oc_Pct
1	–	SC	Private	Surface	–	–	0	115	0	115	115	0	115	15	10:35	5
2	–	SC	Private	Surface	–	–	0	73	0	73	73	0	73	25	10:35	30
3	–	SC	Private	Surface	–	–	0	116	0	116	116	0	116	50	10:30	70
4	–	SC	Public	Both	–	–	0	189	189	0	35	154	189	30	10:35	60
5	–	SC	Private	Surface	–	–	0	107	0	107	107	0	107	35	10:30	75
6	–	SC	Private	Surface	–	–	0	308	0	308	308	0	308	80	–	70
7	–	SC	Private	Surface	–	–	0	283	0	283	283	0	283	50	–	65
8	–	SC	Private	Surface	–	–	0	32	0	32	32	0	32	75	–	95
9	–	SC	Private	Surface	–	–	0	251	0	251	251	0	251	85	–	100
10	–	SC	Private	Surface	–	–	0	167	0	167	167	0	167	65	–	25
11	–	SC	Private	Surface	–	–	0	79	0	79	79	0	79	0	–	40
12	–	DW	Private	Surface	–	–	0	207	0	207	207	0	207	35	–	20
13	–	DW	Private	Surface	–	–	0	86	0	86	86	0	86	10	–	10
14	–	DC	Private	Surface	–	–	0	109	0	109	109	0	109	75	–	35
15	–	DC	Private	Surface	–	–	0	37	0	37	37	0	37	70	–	100
16	–	DE	Private	Surface	–	–	0	199	0	199	199	0	199	75	–	65
17	–	DC	Private	Surface	–	–	0	134	0	134	134	0	134	100	–	50
18	–	DC	Private	Surface	–	–	0	123	0	123	123	0	123	70	–	95
19	–	DE	Private	Surface	–	–	0	198	0	198	198	0	198	20	–	10
20	–	DE	Private	Surface	–	–	0	70	0	70	70	0	70	25	–	35
21	–	DE	Private	Surface	–	–	0	66	0	66	66	0	66	5	–	0
22	–	DE	Private	Surface	–	–	0	261	0	261	261	0	261	0	–	5
23	–	DE	Private	Surface	–	–	0	84	0	84	84	0	84	85	–	50
24	–	DE	Private	Surface	–	–	0	88	0	88	88	0	88	65	–	75
25	–	DE	Private	Surface	–	–	0	101	0	101	101	0	101	40	–	20
26	–	DE	Private	Surface	–	–	0	254	0	254	254	0	254	75	–	95
27	–	DE	Public	Surface	–	–	0	124	124	0	124	0	124	85	–	60

Block_ID	BlkFaceNum	Zone	Pub_Priv	Struc_Surf	Free_Paid	Time_Limit	OnSt_Space	OffSt_Spac	Pub_Spaces	Priv_Space	Surf_Space	Struc_Spac	Tot_Spaces	AM_Oc_Pct	AM_Time_Re	PM_Oc_Pct
28	–	DC	N/A	N/A	N/A	N/A	0	0	0	0	0	0	0	–	–	–
29	–	DC	Private	Surface	–	–	0	10	0	10	10	0	10	100	–	50
30	–	DW	Public	Both	–	–	0	90	0	0	0	0	90	90	–	90
31	–	DW	Private	Surface	–	–	0	48	0	48	48	0	48	75	–	65
32	–	DW	Private	Surface	–	–	0	126	0	126	126	0	126	35	–	35
33	–	DW	Private	Surface	–	–	0	67	0	67	67	0	67	100	–	75
34	–	DC	Private	Surface	–	–	0	75	0	75	75	0	75	90	–	100
35	–	DC	Both	Surface	–	–	0	79	61	18	79	0	79	100	–	80
36	–	DE	Public	Both	–	–	0	475	0	475	171	304	475	90	–	90
37	–	DC	Public	Surface	–	–	0	290	290	0	290	0	290	95	–	100
38	–	DC	Both	Both	Paid	–	0	416	388	28	28	388	416	65	–	65
39	–	DW	Private	Surface	–	–	0	142	0	142	142	0	142	30	–	40
40	–	DW	Private	Surface	–	–	0	222	0	222	222	0	222	25	–	40
41	–	DW	Public	Structure	–	–	0	540	540	0	0	540	540	30	–	25
42	–	UM	University	Structure	–	–	0	342	0	342	0	342	342	85	–	80
43	–	UM	University	Both	–	–	41	1358	0	1399	468	931	1399	45	–	65
44	–	UM	University	Surface	–	–	0	16	0	16	16	0	16	5	–	5
45	–	UM	University	Both	–	–	0	252	0	252	16	236	252	95	–	75
46	–	NW	Private	Structure	–	–	0	134	0	134	0	134	134	35	–	30
47	–	NW	Private	Surface	–	–	0	38	0	38	38	0	38	100	–	10
48	–	NW	Private	Surface	–	–	0	44	0	44	44	0	44	–	–	–
49	–	UM	University	Surface	–	–	0	954	0	954	954	0	954	35	–	40
50	–	UM	Private	Surface	–	–	0	281	0	281	281	0	281	50	–	60
51	–	UM	Private	Surface	–	–	0	289	0	289	289	0	289	75	–	50
52	–	UM	Private	Surface	–	–	0	174	0	174	174	0	174	100	–	95

Block_ID	BlkFaceNum	Zone	Pub_Priv	Struc_Surf	Free_Paid	Time_Limit	OnSt_Space	OffSt_Spac	Pub_Spaces	Priv_Space	Surf_Space	Struc_Spac	Tot_Spaces	AM_Oc_Pct	AM_Time_Re	PM_Oc_Pct
53	–	UM	Private	Surface	–	–	0	223	0	223	223	0	223	100	–	75
54	–	UM	Private	Surface	–	–	0	29	0	29	29	0	29	30	–	50
55	–	UM	Private	Surface	–	–	0	40	0	40	40	0	40	40	–	30
56	–	UM	Private	Surface	–	–	0	53	0	53	53	0	53	25	–	50
57	–	UM	Private	Surface	–	–	0	88	0	88	88	0	88	50	–	25
58	–	UM	N/A	N/A	N/A	N/A	0	16	0	16	16	0	16	0	–	0
59	–	UM	Private	Surface	–	–	0	42	0	42	42	0	42	50	–	35
60	–	UM	N/A	N/A	N/A	N/A	0	9	0	9	9	0	9	0	–	0
61	–	UM	N/A	N/A	N/A	N/A	0	9	0	9	9	0	9	0	–	0
62	–	UM	Private	Surface	–	–	0	25	0	25	25	0	25	0	–	10
63	–	UM	N/A	N/A	N/A	N/A	0	0	0	0	0	0	0	–	–	–
64	–	UM	N/A	N/A	N/A	N/A	0	0	0	0	0	0	0	–	–	–
65	–	UM	Private	Surface	–	–	0	60	0	60	60	0	60	25	–	15
66	–	UM	N/A	N/A	N/A	N/A	0	30	0	30	30	0	30	0	–	0
67	–	UM	Private	Surface	–	–	0	170	0	170	170	0	170	25	–	5
68	–	UM	Private	Surface	–	–	0	36	0	36	36	0	36	–	–	–
69	–	UM	Private	Surface	–	–	0	38	0	38	38	0	38	25	–	20
70	–	UM	N/A	N/A	N/A	N/A	0	0	0	0	0	0	0	–	–	–
71	–	DE	University	N/A	–	–	0	0	0	0	0	0	0	–	–	–
72	–	DE	N/A	N/A	N/A	N/A	0	0	0	0	0	0	0	–	–	–
73	–	DE	Private	Surface	–	–	0	120	0	120	120	0	120	50	–	15
74	–	SC	Private	Surface	–	–	0	126	0	126	126	0	126	30	–	25
75	–	SC	Private	Surface	–	–	0	58	0	58	58	0	58	25	–	20
76	–	SC	Private	Surface	–	–	0	65	0	65	65	0	65	25	–	20
77	–	SC	Private	Surface	–	–	0	40	12	28	40	0	40	5	–	5
78	–	SC	N/A	Surface	N/A	N/A	0	0	0	0	0	0	0	0	–	0
79	–	UM	University	Surface			0	80	0	80	80	0	80	90	–	80

Figure 22 On-Street Parking

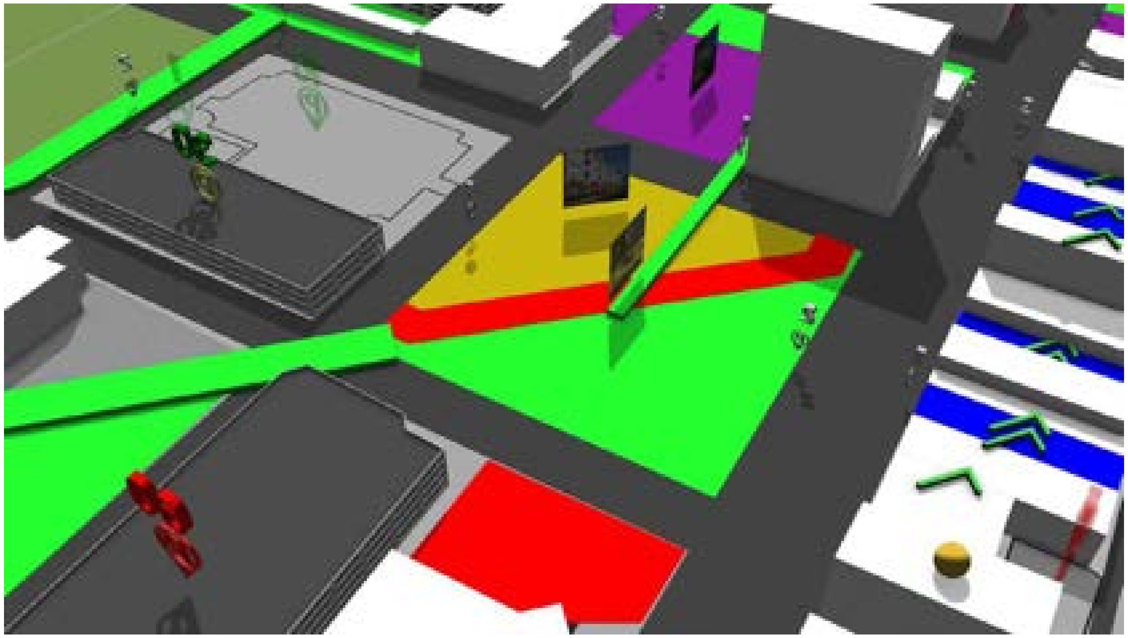
Block_ID	BlkFaceNum	Zone	Pub_Priv	Struc_Surf	Free_Paid	Time_Limit	OnSt_Space	OffSt_Spac	Pub_Spaces	Priv_Space	Surf_Space	Struc_Spac	Tot_Spaces	AM_Oc_Pct	AM_Time_Re	PM_Oc_Pct
6C	6C	SC	Public	Surface	Paid	2 Hour	17	0	17	0	17	0	17	5	–	35
6D	6D	SC	Public	Surface	Paid	2 Hour	24	0	24	0	24	0	24	100	–	100
4B	4B	SC	Public	Surface	Paid	2 Hour	16	0	16	0	16	0	16	65	–	85
9D	9D	SC	Public	Surface	Paid	2 Hour	12	0	12	0	12	0	12	100	–	50
8B	8B	SC	Public	Surface	Paid	2 Hour	9	0	9	0	9	0	9	100	–	50
14B	14B	DC	Public	Surface	Paid	2 Hour	4	0	4	0	4	0	4	20	–	100
15D	15D	DC	Public	Surface	–	2 Hour	7	0	7	0	7	0	7	100	–	100
18D	18D	DC	Public	Surface	Paid	2 Hour	13	0	13	0	13	0	13	75	–	100
17B	17B	DC	Public	Surface	Paid	2 Hour	13	0	13	0	13	0	13	25	–	75
28D	28D	DC	Public	Surface	Paid	2 Hour	13	0	13	0	13	0	13	100	–	100
29B	29B	DC	Public	Surface	–	2 Hour	9	0	9	0	9	0	9	100	–	100
17A	17A	DC	Public	Surface	–	2 Hour	11	0	11	0	11	0	11	50	–	100
18A	18A	DC	Public	Surface	Paid	2 Hour	7	0	7	0	7	0	7	75	–	75
34C	34C	DC	Public	Surface	Paid	2 Hour	8	0	8	0	8	0	8	100	–	80
35C	35C	DC	Public	Surface		2 Hour	8	0	8	0	8	0	8	0	–	0
35D	35D	DC	Public	Surface	Paid	2 Hour	12	0	12	0	12	0	12	100	–	100
34B	34B	DC	Public	Surface	Paid	2 Hour	10	0	10	0	10	0	10	100	–	60
34A	34A	DC	Public	Surface	Paid	2 Hour	4	0	4	0	4	0	4	50	–	100
35A	35A	DC	Public	Surface	Paid	2 Hour	8	0	8	0	8	0	8	65	–	80
37D	37D	DC	Public	Surface	Paid	2 Hour	9	0	9	0	9	0	9	100	–	60
38B	38B	DC	Public	Surface	Paid	2 Hour	5	0	5	0	5	0	5	100	–	85
38A	38A	DC	Public	Surface	Paid	2 Hour	5	0	5	0	5	0	5	75	–	35
41B	41B	DW	Public	Surface	Paid	2 Hour	14	0	14	0	14	0	14	90	–	85
44D	44D	UM	Public	Surface	Paid	2 Hour	11	0	11	0	11	0	11	100	–	75
44A	44A	UM	Public	Surface	Free	2 Hour	7	0	7	0	7	0	7	60	–	20

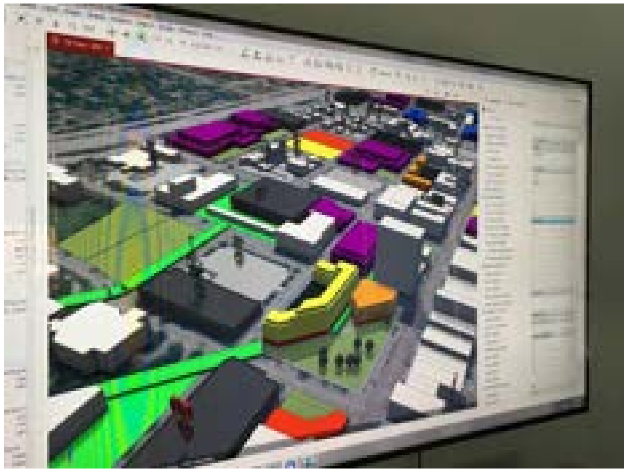
Block_ID	BlkFaceNum	Zone	Pub_Priv	Struc_Surf	Free_Paid	Time_Limit	OnSt_Space	OffSt_Spac	Pub_Spaces	Priv_Space	Surf_Space	Struc_Spac	Tot_Spaces	AM_Oc_Pct	AM_Time_Re	PM_Oc_Pct
46B	46B	NW	Public	Surface	Free	2 Hour	22	0	22	0	22	0	22	50	–	85
32D	32D	DW	Public	Surface	–	2 Hour	13	0	13	0	13	0	13	0	–	0
32C	32C	DW	Public	Surface	–	2 Hour	10	0	10	0	10	0	10	5	–	40
31D	31D	DW	Public	Surface	–	2 Hour	11	0	11	0	11	0	11	0	–	0
33D	33D	DW	Public	Surface	–	2 Hour	12	0	12	0	12	0	12	25	–	80
30D	30D	DW	Public	Surface	–	2 Hour	10	0	10	0	10	0	10	100	–	70
12D	12D	DW	Public	Surface	–	2 Hour	17	0	17	0	17	0	17	5	–	5
13D	13D	DW	Public	Surface	–	2 Hour	14	0	14	0	14	0	14	100	–	10
8D	8D	SC	Public	Surface	Paid	2 Hour	8	0	8	0	8	0	8	100	–	100
17C	17C	DC	Public	Surface	Paid	2 Hour	12	0	12	0	12	0	12	50	–	75
18C	18C	DC	Public	Surface	Paid	2 Hour	5	0	5	0	5	0	5	0	–	10
18B	18B	DC	Public	Surface	Paid	2 Hour	10	0	10	0	10	0	10	50	–	50
28B	28B	DC	Public	Surface	Paid	2 Hour	13	0	13	0	13	0	13	100	–	80
37B	37B	DC	Public	Surface	Paid	2 Hour	12	0	12	0	12	0	12	20	–	50
26B	26B	DE	Public	Surface	Free	2 Hour	7	0	7	0	7	0	7	100	–	80
26C	26C	DE	Public	Surface	–	2 Hour	15	0	15	0	15	0	15	100	–	100
19A	19A	DE	Public	Surface	–	2 Hour	9	0	9	0	9	0	9	30	–	90
21A	21A	DE	Public	Surface	–	2 Hour	7	0	7	0	7	0	7	0	–	20
21B	21B	DE	Public	Surface	–	2 Hour	14	0	14	0	14	0	14	0	–	0
21D	21D	DE	Public	Surface	–	2 Hour	10	0	10	0	10	0	10	0	–	0
20D	20D	DE	Public	Surface	–	2 Hour	5	0	5	0	5	0	5	0	–	0
32A	32A	DW	Public	Surface	–	2 Hour	5	0	5	0	5	0	5	0	–	0
38D	38D	DC	Public	Surface	Paid	2 Hour	14	0	14	0	0	0	14	25	–	10
12A	12A	DW	Public	Surface	–	2 Hour	5	0	5	0	5	0	5	0	–	10
76D	76D	SC	Public	Surface	–	2 Hour	16	0	16	0	16	0	16	40	–	5

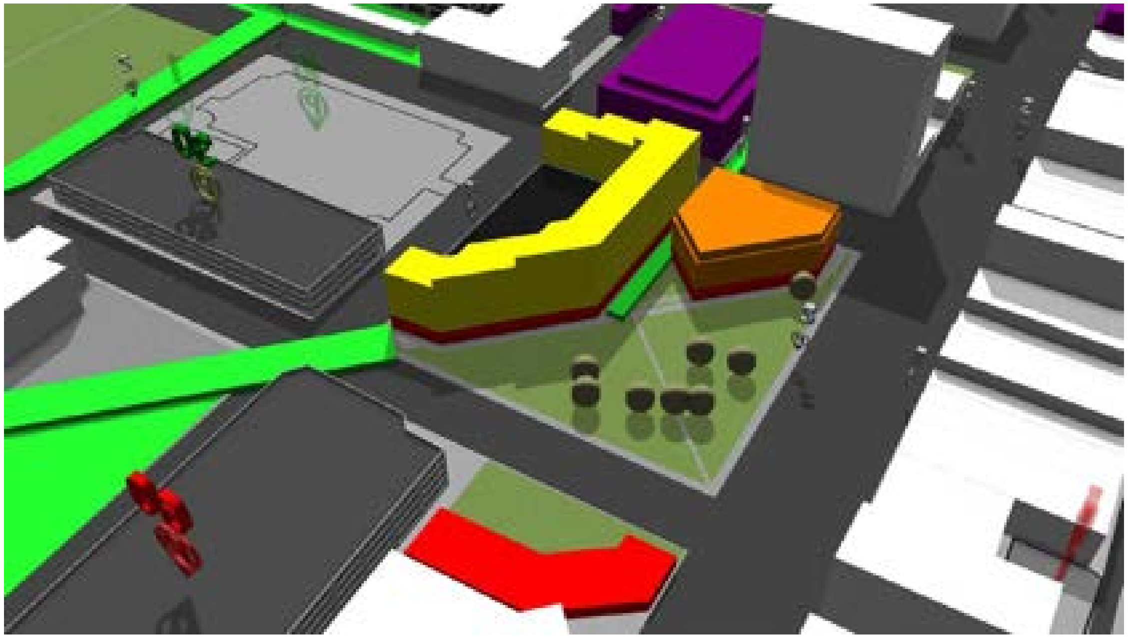
Block_ID	BlkFaceNum	Zone	Pub_Priv	Struc_Surf	Free_Paid	Time_Limit	OnSt_Space	OffSt_Spac	Pub_Spaces	Priv_Space	Surf_Space	Struc_Spac	Tot_Spaces	AM_Oc_Pct	AM_Time_Re	PM_Oc_Pct
77D	77D	SC	Public	Surface	–	2 Hour	29	0	29	0	29	0	29	0	–	0
50A	50A	UM	Public	Surface	–	2 Hour	38	0	38	0	38	0	38	0	–	0
47B	47B	NW	Public	Surface	Free	2 Hour	9	0	9	0	9	0	9	50	–	50
53C	53C	UM	Public	Surface	–	2 Hour	29	0	29	0	29	0	29	100	–	90
52A	52A	UM	Public	Surface	–	2 Hour	8	0	8	0	8	0	8	100	–	100
60D	60D	UM	Public	Surface	Free	2 Hour	8	0	8	0	0	0	8	0	–	0
63D	63D	UM	Public	Surface	Free	2 Hour	9	0	9	0	0	0	9	0	–	15
65B	65B	UM	Public	Surface	Free	2 Hour	8	0	8	0	0	0	8	25	–	0
65A	65A	UM	Public	Surface	Free	2 Hour	4	0	4	0	0	0	4	75	–	10
62B	62B	UM	Public	Surface	Free	2 Hour	6	0	6	0	0	0	6	35	–	85
58D	58D	UM	Public	Surface	Free	2 Hour	8	0	8	0	0	0	8	0	–	0
57D	57D	UM	Public	Surface	Free	2 Hour	7	0	7	0	0	0	7	0	–	0
71D	71D	DE	Public	Surface	Free	2 Hour	6	0	6	0	0	0	6	70	–	80
39A	39A	DW	Public	Surface	Free	2 Hour	8	0	8	0	0	0	8	100	–	85
39D	39D	DW	Public	Surface	Free	2 Hour	11	0	11	0	0	0	11	50	–	45
33A	33A	DW	Public	Surface	Free	2 Hour	5	0	5	0	0	0	5	100	–	100
34D	34D	DC	Public	Surface	Free	2 Hour	6	0	6	0	0	0	6	50	–	100
35B	35B	DC	Public	Surface	Paid	2 Hour	8	0	8	0	0	0	8	35	–	100
29D	29D	DC	Public	Surface	Free	2 Hour	6	0	6	0	0	0	6	100	–	100
13A	13A	DW	Public	Surface	Free	2 Hour	7	0	7	0	0	0	7	90	–	90
17D	17D	DC	Public	Surface	Free	2 Hour	8	0	8	0	0	0	8	100	–	60
5C	5C	SC	Public	Surface	Free	2 Hour	7	0	7	0	0	0	7	100	–	100
6A	6A	SC	Public	Surface	Paid	2 Hour	16	0	16	0	0	0	16	75	–	50
26A	26A	DE	Public	Surface	Free	2 Hour	7	0	7	0	7	0	7	100	–	75
25B	25B	DE	Public	Surface	Free	2 Hour	7	0	7	0	7	0	7	0	–	0

3D Gameboard

AECOM developed a virtual 'Gameboard' of Downtown Flint that mapped the development and parking inventory in three dimensions. As stakeholders added new development, open space or streetscape enhancements, the model calculated what was removed as well as the net new development. The model tracked use and parking as well based on development typologies found in peer Downtowns. This tool allowed the planning team and stakeholders to quickly test options and ideas and compare them to target metrics. The following images show the "Gameboard" prior to adding new proposals.

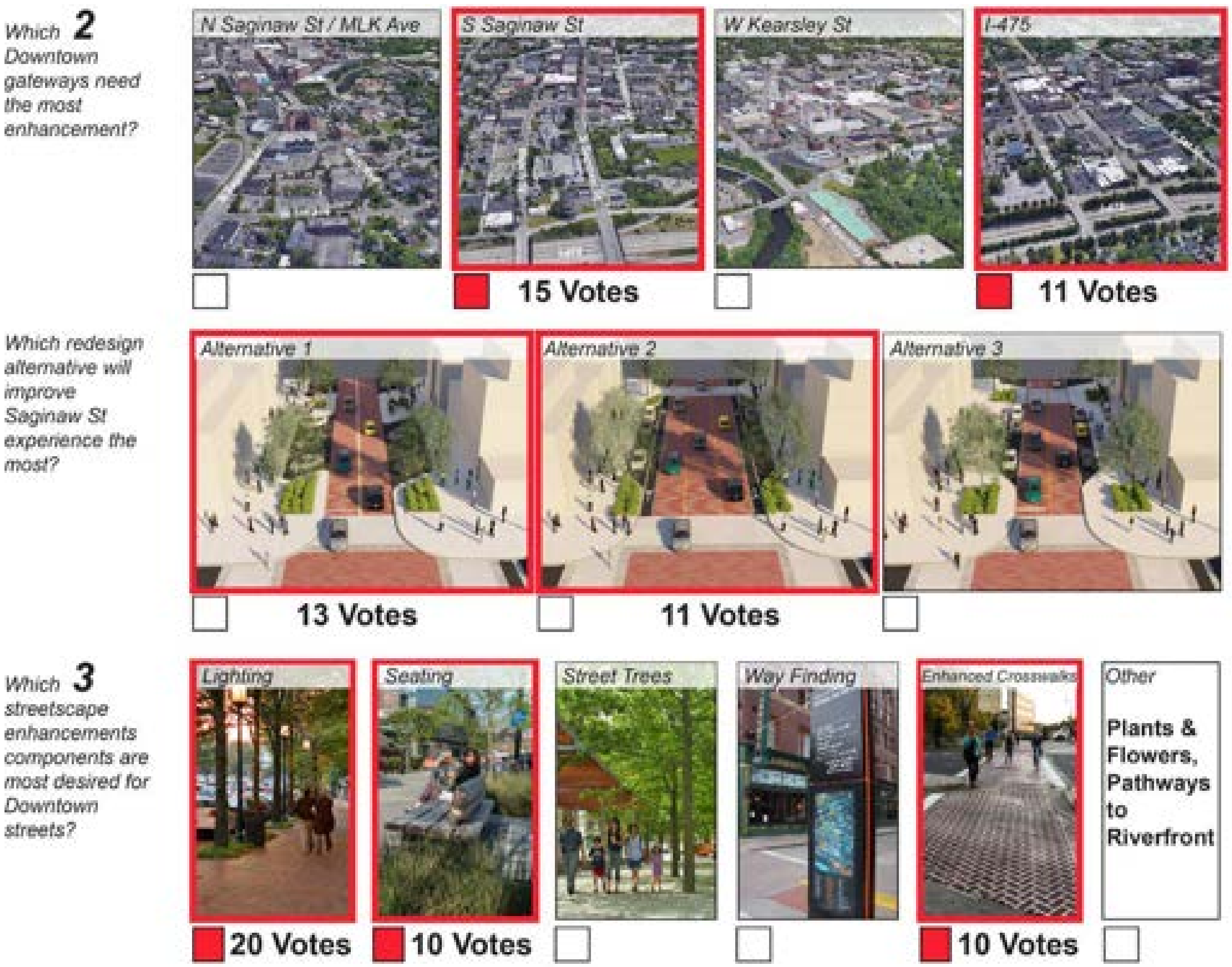






Workshop Feedback

During gaming workshops held in June of 2018, stakeholders were given a visual questionnaire to fill out based on their preferences and perspectives. The questionnaire provided the planning team with a different kind of individual input than the land use scenarios and helped shape the Gameplan recommendations. The following summarizes the compiled questionnaire results.

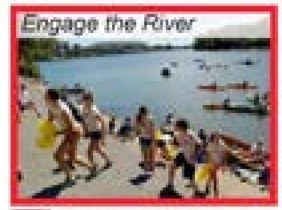


Which **3** open space activities are most desired Downtown?


Take a Tour


Visit a Playground


Interact with Art


Engage the River

15 Votes


Eat Outdoors

11 Votes


Attend a Festival

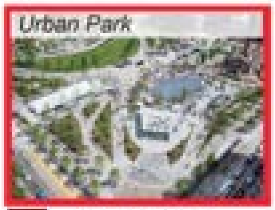
15 Votes


Watch a Movie

Other

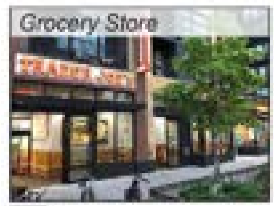
Hang Out in Park, Kids & Culture

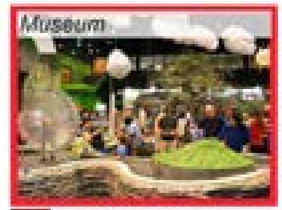
Which **4** destinations do you most want to visit Downtown?


Urban Park

18 Votes


Movie Theatre


Grocery Store


Museum

9 Votes


Multipurpose Event Venue

22 Votes


Aquatic & Recreation Center


Edu-tainment Venues

13 Votes

Other

Concert

What concerns you most about Downtown today?

Lack of events, activities; Lack of density; Feeling safe, level of police presence; Amount of Parking (too many parking lots); Neighboring residents feeling welcome

What other suggestions do you have for Downtown?

Add more retail, entertainment, destinations; Make garages more accessible; Add density; Improve Downtown gateways; Add bike lanes and improve walkability

Flint
Downtown
Development
Authority