

CATHEDRAL DISTRICT REVITALIZATION IMPLEMENTATION PLAN



Prepared by:



CAPITAL ACCESS

Summary
December 2008

CATHEDRAL DISTRICT

Revitalization Implementation Strategy

- I. Four Plans Lead to One Saginaw
- II. Neighborhood Revitalization Planning Process
- III. Assessment: What We Learned
- IV. Vision and Strategic Direction
- V. Stabilization & Revitalization Interventions
- VI. Implementation Strategies



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First of Four Plans Towards One Saginaw

The City of Saginaw seeks to complete a series of four revitalization and economic development plans to unite Eastside and Westside and foster a United Saginaw.

1. Cathedral District Revitalization

2. Covenant Area Preservation

3. Downtown and Genesee Avenue

4. Riverfront

Cathedral District Revitalization and Covenant Preservation Plans will serve as the “*Book-Ends*” that anchor the unification of Saginaw with a thriving mixed-use Downtown and Riverfront in between.

Covenant Hospital Area Preservation Planning Process

As City of Saginaw embarks on the launch of Cathedral District Revitalization Implementation Strategy, it will concurrently embark on a planning process to craft a Preservation Plan for the Covenant Hospital Area that will focus on:

- **Foreclosure Recovery** with HUD Neighborhood Stabilization Program (NSP) funds for **Demolition and Rehab for Home Purchase**
- **Homeowner Rehab**, especially adjacent to NSP projects
- **Streetscape and Neighborhood Beautification Improvements**

Foreclosure Recovery & Neighborhood Stabilization

City of Saginaw will receive at least **\$1.6 million** in HUD Neighborhood Stabilization Program (NSP) funds via MSHDA. City will allocate its NSP funds strategically in:

- 1. Cathedral District Revitalization**
- 2. Covenant Area Preservation**
- 3. Citywide, especially to support existing public investments**

City will invest NSP funds in:

- Demolition
- Purchase Rehab for New Homebuyers
- Rental Rehab only for adjacent property owners and/or city-approved owner/managers of scattered-site rental housing

Phases of Revitalization

PHASE 1 – “The Plan.”

- Which target area?
- Who does the Plan seeks to serve?
- With what interventions, funding, organizations and people?

PHASE II – “Implementation – *The Wilderness*”

Plan emerges out of Wilderness when build-able lots are produced after:

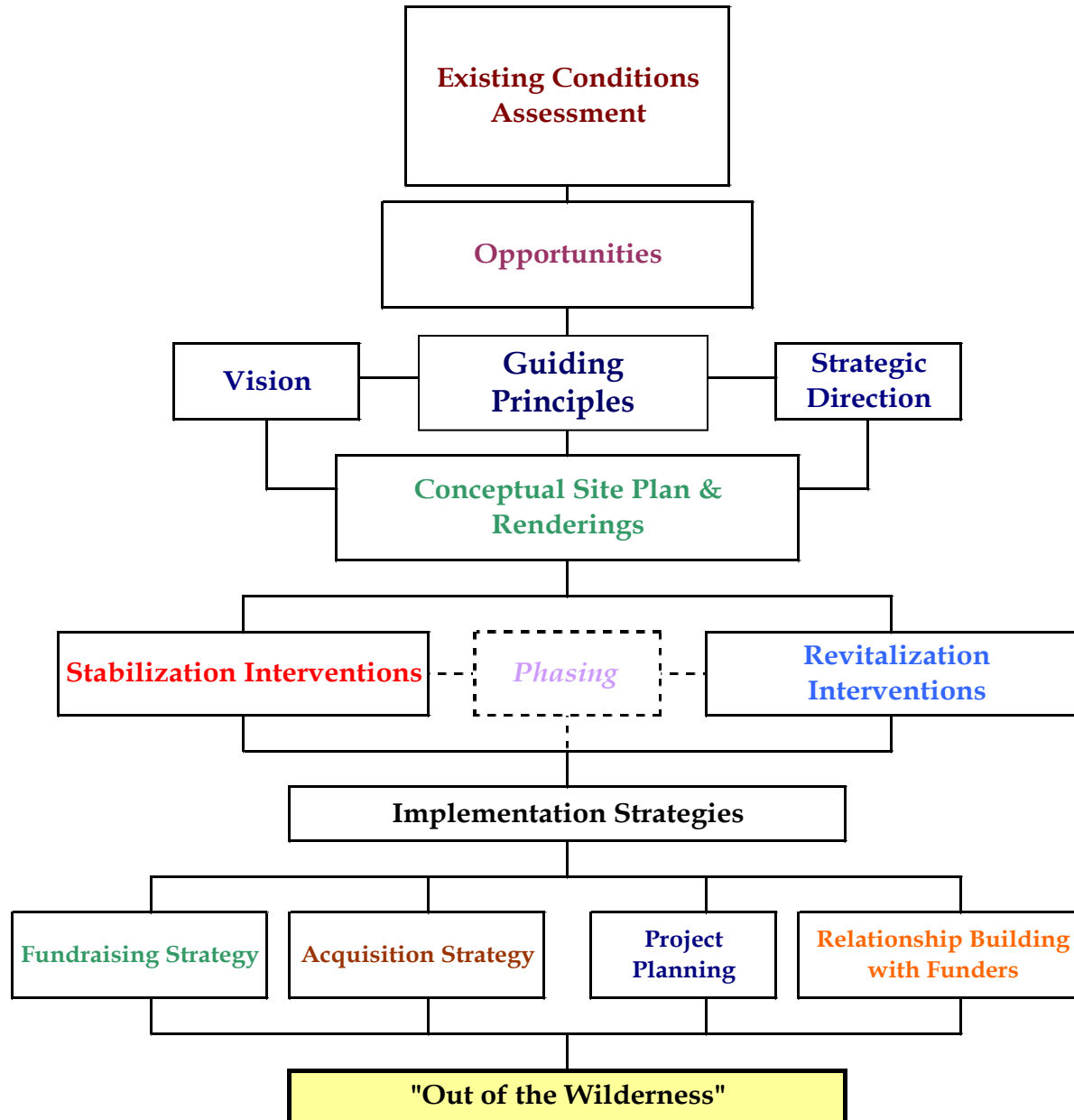
- Secure commitments for all subsidy and debt needed;
- Acquire all properties
- Value engineering & approval construction & infrastructure improvement plans
- Cultivate strong relationships with stakeholders, funders and CUSTOMERS.

PHASE III – “Build Out and Move In.”

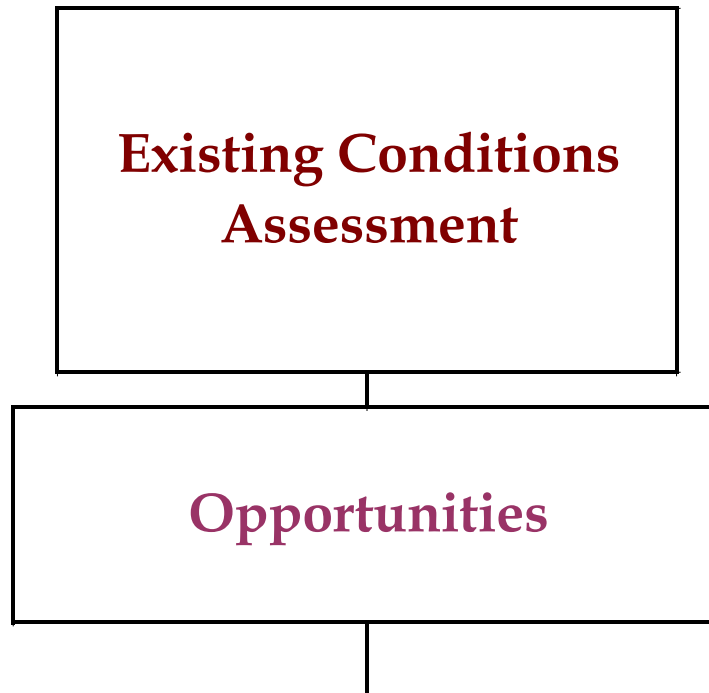
- Focuses on construction and sales and/or lease-up and on going operations.

City of Saginaw will lead and serve as ***Implementation Manager*** for each of these phases of the Cathedral District Neighborhood Revitalization.

Part I: Neighborhood Revitalization Planning Process



Part II: Existing Conditions Assessment



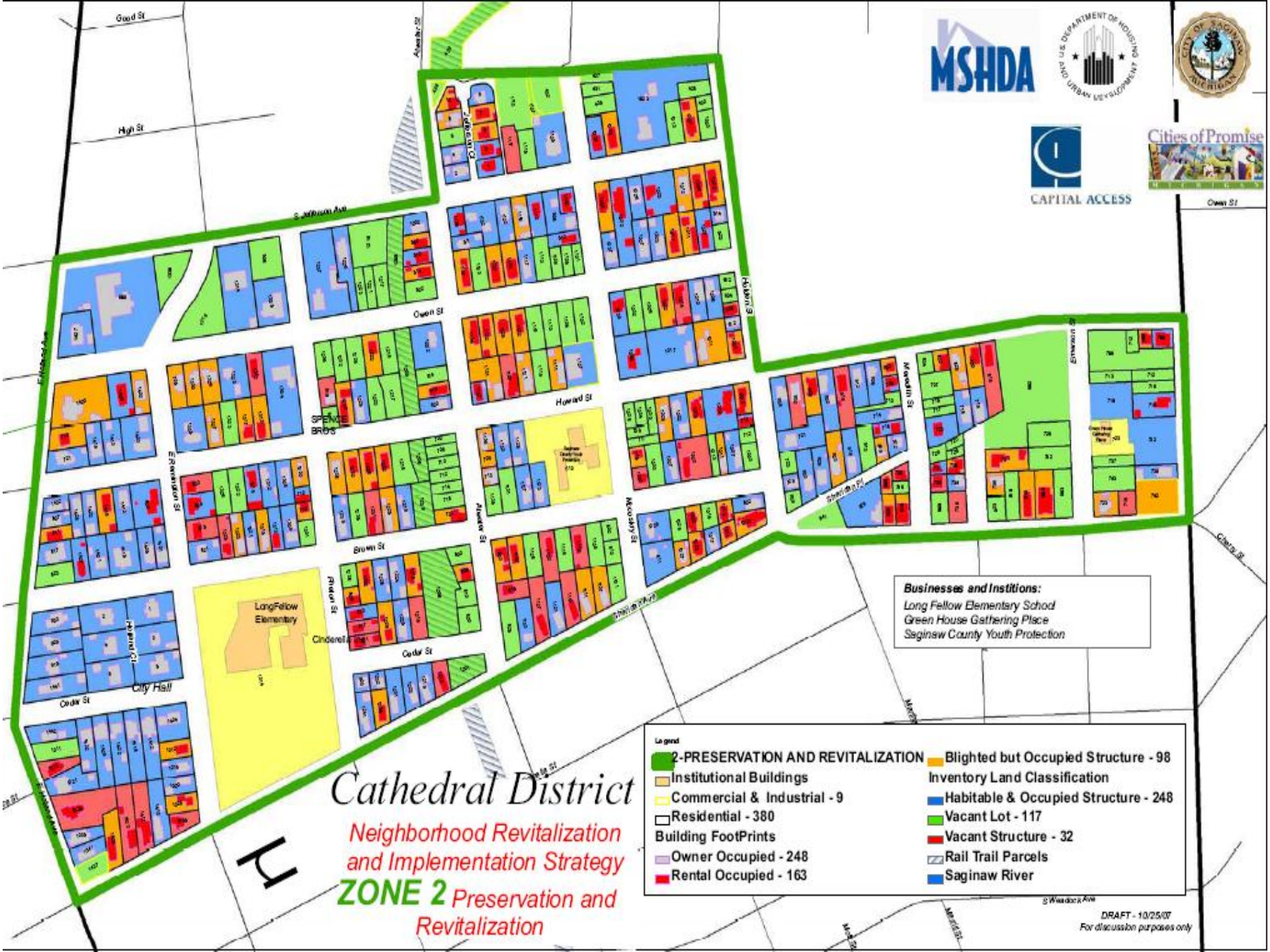


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Over St

Cedar St



Businesses and Institutions:
 Long Fellow Elementary School
 Green House Gathering Place
 Saginaw County Youth Protection

Cathedral District
 Neighborhood Revitalization
 and Implementation Strategy
ZONE 2 Preservation and
 Revitalization

Legend

2-PRESERVATION AND REVITALIZATION	Blighted but Occupied Structure - 98
Institutional Buildings	Habitable & Occupied Structure - 248
Commercial & Industrial - 9	Vacant Lot - 117
Residential - 380	Vacant Structure - 32
Building FootPrints	Rail Trail Parcels
Owner Occupied - 248	Saginaw River
Rental Occupied - 163	

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DRAFT - 10/25/07
For discussion purposes only

ZONE 2 - Revitalization

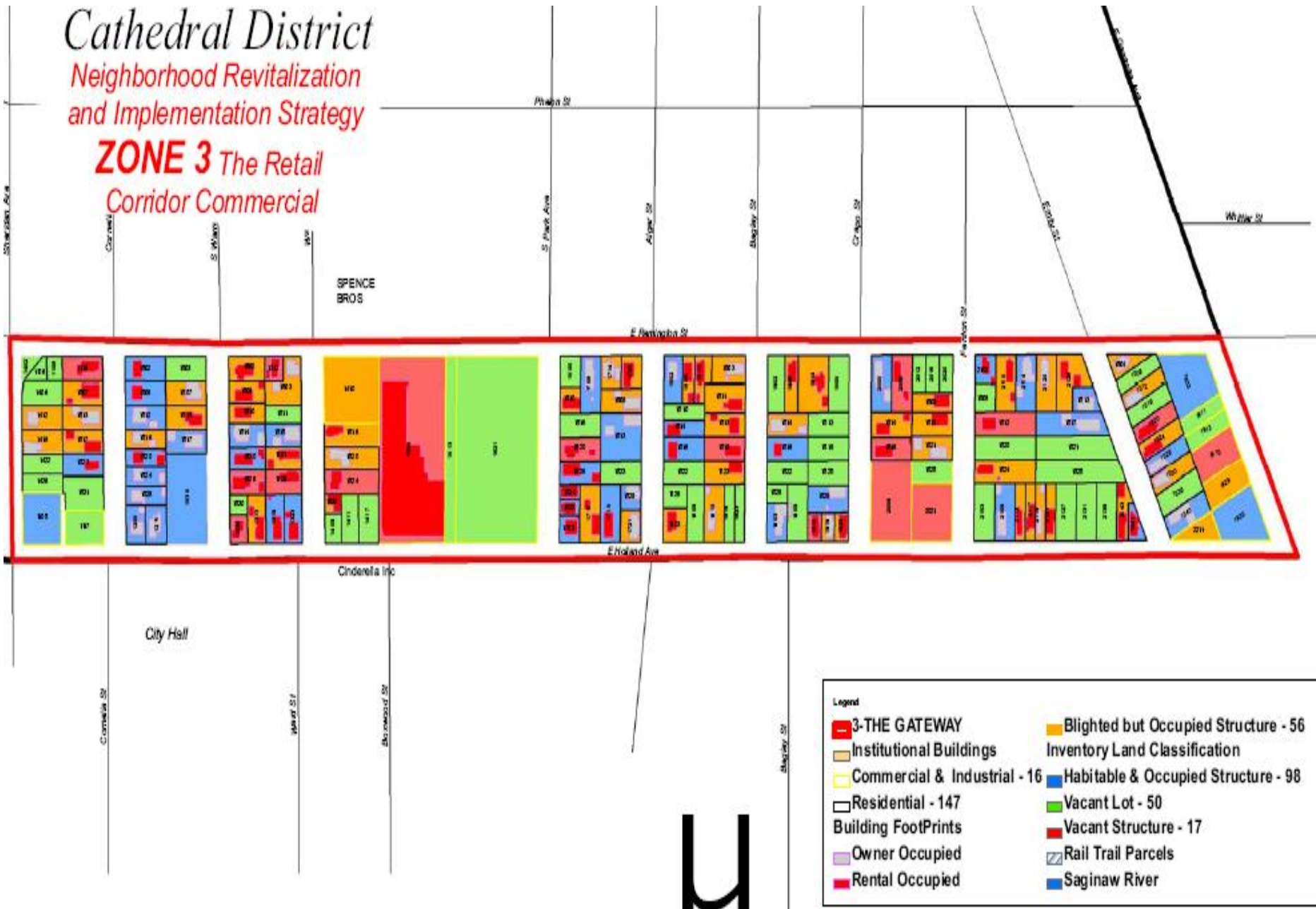
EXISTING PROPERTY CONDITIONS

- Of the 414 parcels surveyed:
 - 30% are Vacant Lots
 - 8% are Vacant Structures
 - 24% are Blighted & Occupied
 - 38% are Habitable & Occupied
- Of the 414 parcels surveyed:
 - 28% are Owner-occupied
 - 23% are Renter-occupied
- Of the 239 Residential & Occupied Properties:
 - 48% are Owner-occupied
 - 40% are Renter-occupied

Cathedral District

Neighborhood Revitalization and Implementation Strategy

ZONE 3 The Retail Corridor Commercial



Legend	
	3-THE GATEWAY
	Institutional Buildings
	Commercial & Industrial - 16
	Residential - 147
	Owner Occupied
	Rental Occupied
	Blighted but Occupied Structure - 56
	Habitable & Occupied Structure - 98
	Vacant Lot - 50
	Vacant Structure - 17
	Rail Trail Parcels
	Saginaw River

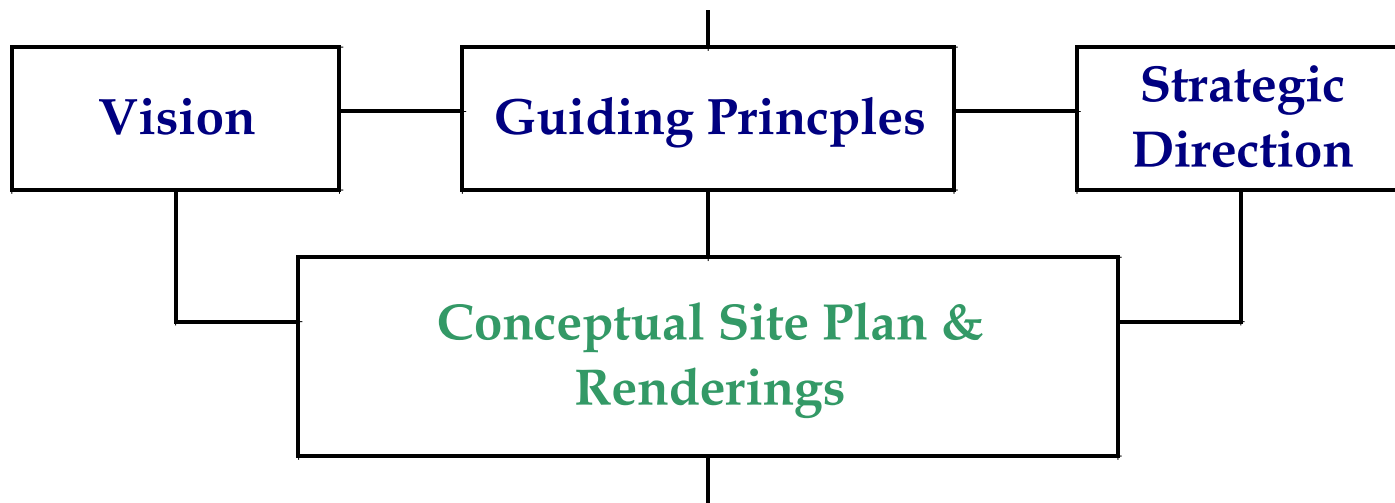


ZONE 3 – Gateway Retail Center

EXISTING PROPERTY CONDITIONS

- Of the 165 parcels surveyed:
 - 30% are **Vacant Lots**
 - 10% are **Vacant Structures**
 - 34% are **Blighted & Occupied**
 - 25% are **Habitable & Occupied**
- Of the 165 parcels surveyed:
 - 25% are **Owner-occupied**
 - 30% are **Renter-occupied**
- Of the 91 Residential & Occupied Properties:
 - 45% are **Owner-occupied**
 - 55% are **Renter-occupied**

Part III: Vision and Strategic Direction



Vision for Cathedral District

The Cathedral District will emerge as a *neighborhood of choice* for people who earn a range of incomes.

New and rehabilitated homes will enhance the historic legacy of the Cathedral District.

Quality shopping and green space will promote a healthy quality of life.

Neighbors will embrace Civility in sustaining their community.

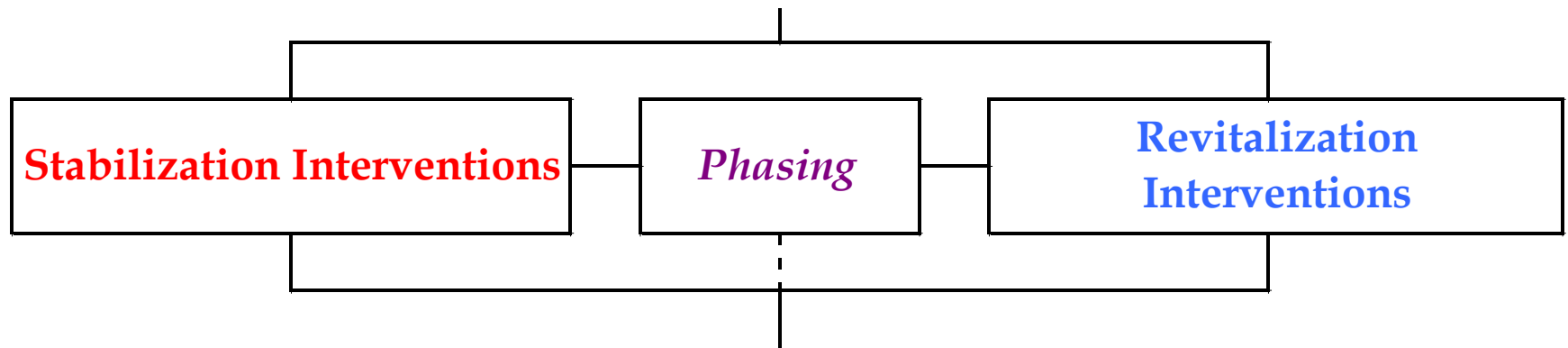
Guiding Principles

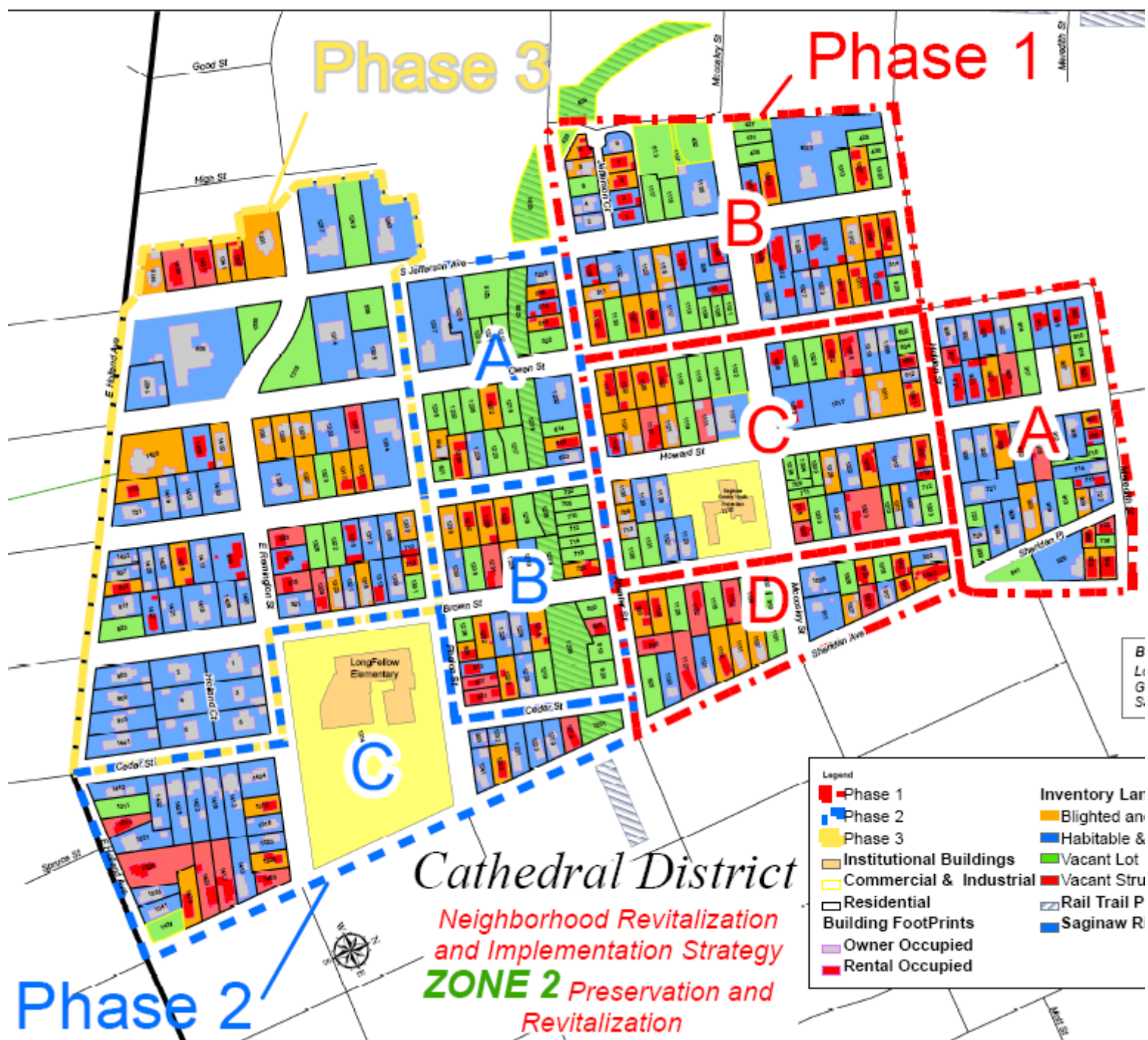
1. Neighborhood Revitalization is Economic Development
2. Leverage Investments of Large Employers
3. Serve Existing Homeowners First
4. Acquire Everything in Each Phase Before Building New
5. Block-by-Block Clustered Development
6. Stabilize to produce Build-able Lots; Revitalize to transform the Physical Landscape and Market

Strategic Direction

1. **Apply a Phased and Re-conceptualized Approach** to Neighborhood Revitalization in The Cathedral District
2. **Preserve Affordable Homeownership** for Existing Residents through Rehabilitation of Owner-occupied Homes
3. **Acquire and Remove Properties that Sustain Blight**
4. **Increase Rate of Homeownership** to National Average of 67% for Buyers Who Earn a Range of Incomes
5. **Preserve the Legacy of the Cathedral District** with Stabilization and Renovation of Grand Mansions that Signify History of East Saginaw
6. **Improve Access to Neighborhood Services and Retail** within Zone 3 by acquiring land now for future retail development.
7. **Promote a Healthy Quality of Life and Urban Living with the Development of the Rail Trail** that connects the Cathedral District with the riverfront, both Downtowns, and other destinations
8. **Improve Vehicular & Pedestrian Safety** with Traffic Management Plan

Part IV: Stabilization and Revitalization Interventions





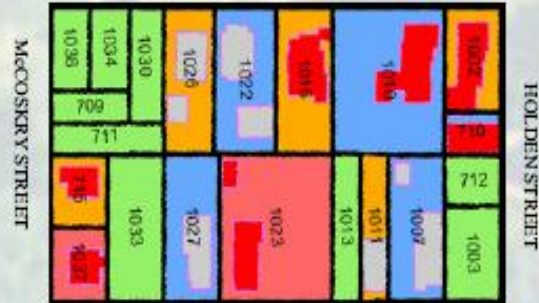
Cathedral District
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ZONE 2 Preservation and
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CATHEDRAL DISTRICT

ZONE 2—REVITALIZATION

EXISTING CONDITIONS SITE PLAN

HOWARD STREET



BROWN STREET

EXISTING PLATTING



1026 HOWARD STREET



1022 HOWARD STREET



1010 HOWARD STREET



1002 HOWARD STREET



715 McCROSKY STREET



1016 HOWARD STREET



1023 BROWN STREET



710 HOLDEN STREET



1037 BROWN STREET



EXISTING SITE PHOTOGRAPH



1007 BROWN STREET



1029 BROWN STREET



1011 BROWN STREET

CATHEDRAL DISTRICT

ZONE 2—REVITALIZATION

REVITALIZED SITE PLAN AND RENDERINGS



1022 HOWARD STREET



1016 HOWARD STREET



715 MCCOSKRY STREET



HOWARD STREET



1027 BROWN STREET



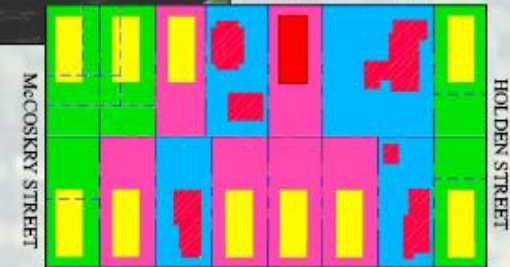
1023 BROWN STREET



710 HOLDEN STREET



1007 BROWN STREET



BROWN STREET

MCCOSKRY STREET

HOLDEN STREET



DRAFT
JANUARY 3, 2008

- REFRESHED BUILDING ON EXISTING LOT
- NEW BUILDING ON EXISTING LOT
- NEW BUILDING ON RE-PLATTED LOT

Stabilization Phase

Also known as the “The Wilderness,” the Stabilization Phase is:

The acquisition and site preparation activities to end the cycle of disinvestment in Zones 2 and 3 of Cathedral District and prepare them for re-development.

Stabilization Interventions

Stabilization Phase is complete when build-able lots have been produced as a result of:

1. Securing subsidy and debt;
2. Acquiring all 373 properties in Zones 2 & 3.
3. Completing code enforcement sweep
4. Removing blight through demolition
5. Relocating Renters & Owners in respectful manner
6. Conducting traffic management and commercial market analysis in Zone 3
7. Approving construction and infrastructure plans
8. Cultivating relationships with stakeholders

Revitalization Phase

Also known as the “Build Out and Move In,” the Revitalization Phase begins:

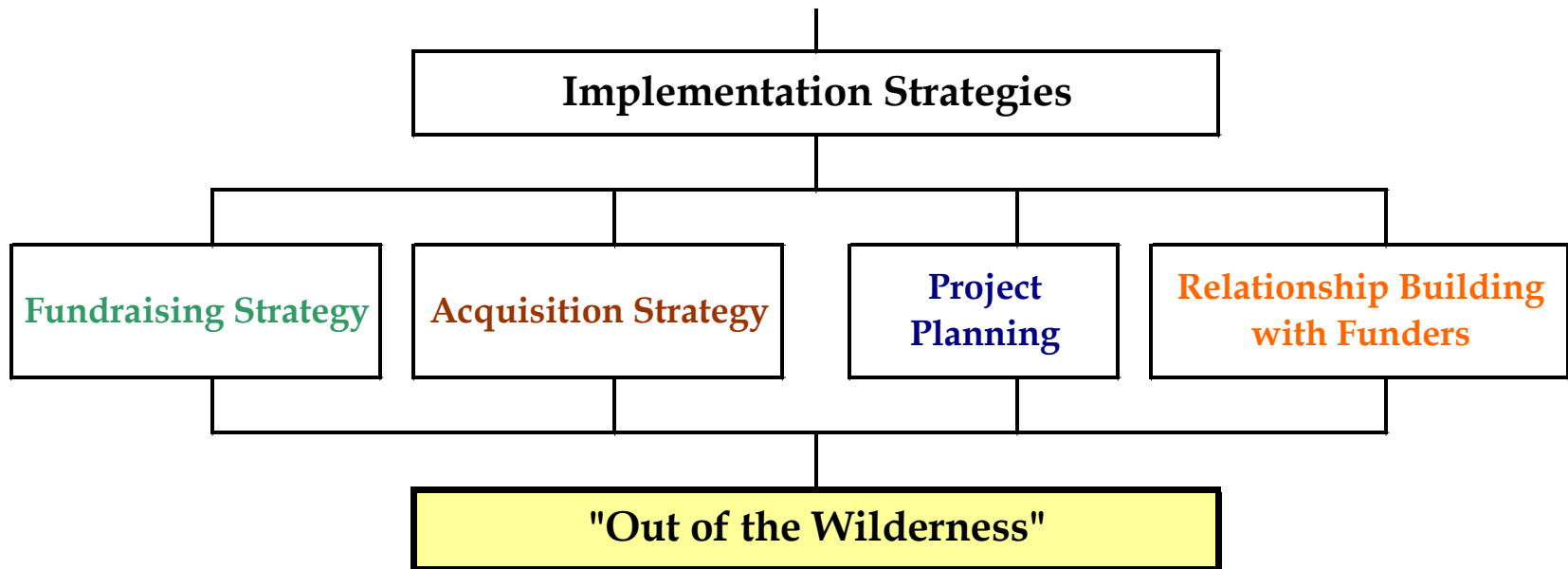
Once the Stabilization Phase is complete in all of the Revitalization Zones and the Market is prepared to absorb new houses in a revitalized Zone 2 and new retail goods and services in Zone 3.

Revitalization Interventions

Revitalization Phase (“Build Out & Move In”):

1. 49 Homeowner Repair and Rehabilitations in Zone 2 (when applicable)
2. 19 Purchase Rehabilitation Homes for Low-to-Moderate Income First-time Homebuyers in Zone 2
3. 58 Infill New Construction for Middle-Income to Market Rate Homebuyers in Zone 2
4. Rail Trail Footpath in Zone 2
5. Re-conceptualizing blocks for Neighborhood Retail Center and Corridor in Zone 3
6. Traffic Management in Zone 3
7. Infrastructure Improvements in Zone 2 and 3

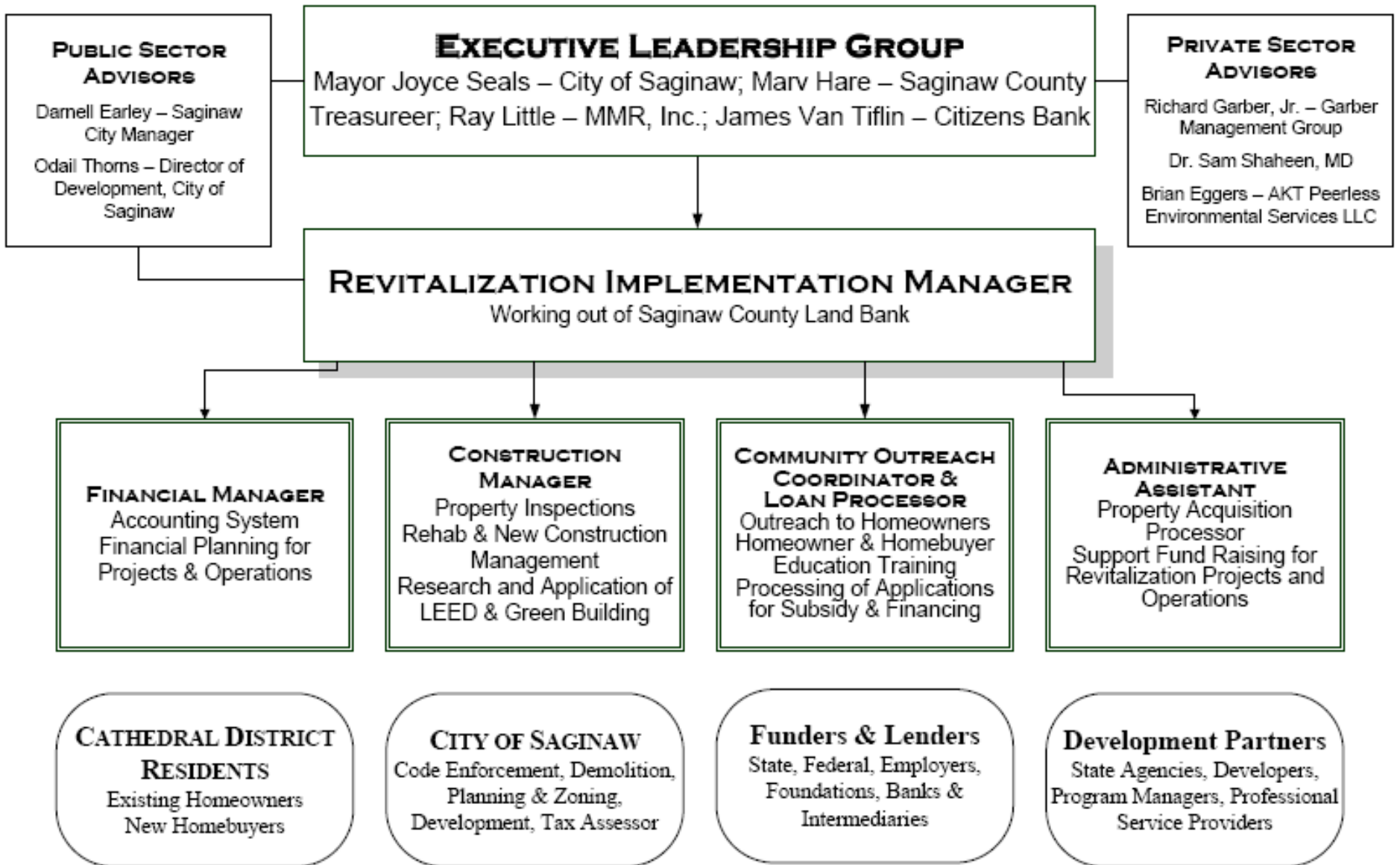
Part V: Implementation Strategies



Phase 1: “Launch the Plan”

- **Implementation Management Organization Structure:**
 - Develop Organizational Partnerships
 - Identify Staffing Needs and Responsibilities
- **Fundraising Strategy**
 - Relationship Building with Prospective Funders
 - Funding Application Toolbox
- **Acquisition Strategy**
 - Handling and managing private purchase negotiations
 - Utilizing Saginaw County Land Bank
 - Relocation Plan

CATHEDRAL DISTRICT REVITALIZATION IMPLEMENTATION MANAGEMENT



Acquisition Strategy

- Strategy and Budget based on Property Ownership Database and Acquisition Benchmarks
- CAI assists City in developing Acquisition Systems that:
 - Raise a pool of patient capital to acquire targeted properties
 - Pursue, manage and provide templates for Private Purchases
 - Train City on how to negotiate with property owners to sell
 - Respectfully serve Existing Homeowners
- CAI works with City to leverage County Land Bank to acquire tax lien and foreclosed properties and hold/manage properties in pursuit of revitalization.
- CAI trains City on utilizing Property Database to reflect recent acquisitions, holdings, and upcoming settlements
- CAI partners with City, Land Bank, MSHDA and HUD Field Office to create a relocation plan and program that treats existing tenants with dignity and fairness.

Phase 2: Existing Homeowner Services

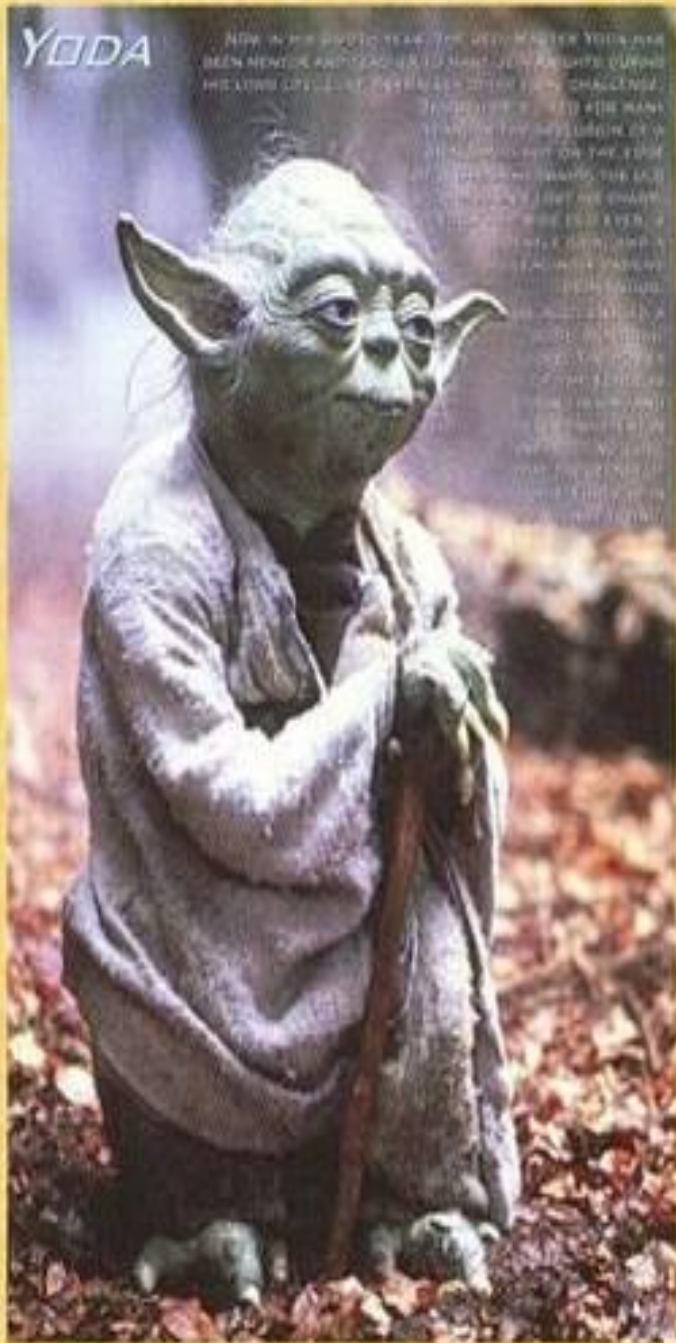
- Housing Program Management Plan to strategically use City's HOME and CDBG Funds in Targeted Area for:
 - Full Code Homeowner Rehabilitation Program
 - Façade Improvement Program
- Homeowner Relocation Services for:
 - Homeowners who wish to sell and leave Cathedral District
 - Homeowners who wish to “swap” house for new home within Cathedral District

Phase 3: Site Preparation and Project Planning

- Block-by-Block Approach to preparing sites through demolition of blighted properties and stabilization of grand mansions
 - Hiring and managing demolition and stabilization contractors
 - Utilizing Property Database to reflect proposed interventions, work plan and schedules
- Project Planning to form Joint Venture Partnership with Private Developer of Purchase Rehabilitations and Infill New Construction Units, which includes:
 - Housing Design Guidelines
 - Value engineering and Approving Construction Plans
 - Finalizing Infrastructure Improvements

Next Steps for Cathedral District Revitalization and Covenant Preservation

1. City Council passes Resolution adopting **Cathedral District Revitalization Plan** and authorization of City Manager to raise funds, dedicate staff and coordinate City resources for successful Implementation.
2. City Council authorizes city staff to begin feasibility for \$6.325 million in HUD 108 financing to support **Cathedral District Revitalization** and **Covenant Preservation**
3. City completes plans and application to MSHDA for \$1.6 Million in HUD Neighborhood Stabilization Program (NSP) Funds.
4. City designates staff to serve as Implementation Manager of **Cathedral District Revitalization**, **Covenant Preservation** and Citywide NSP.
5. City engages Capital Access, Inc. to assist with launch Cathedral District Plan Implementation and coordinate Covenant Area Preservation Plan concurrently.



Jedi Warriors of Neighborhood Revitalization are you.

Important and Challenging is
Your Journey.

**MAY THE FORCE BE WITH
YOU**

To Renew Neighborhood Markets
On Your Terms.

Thank You Saginaw.
Let's Go Forth and Do Good!



CAPITAL ACCESS

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