



MARKHAM STREET

CONWAY, ARKANSAS



EXECUTIVE SUMMARY



Prepared for ICAP, Metroplan and The City of Conway
December 2014

ACKNOWLEDGMENTS

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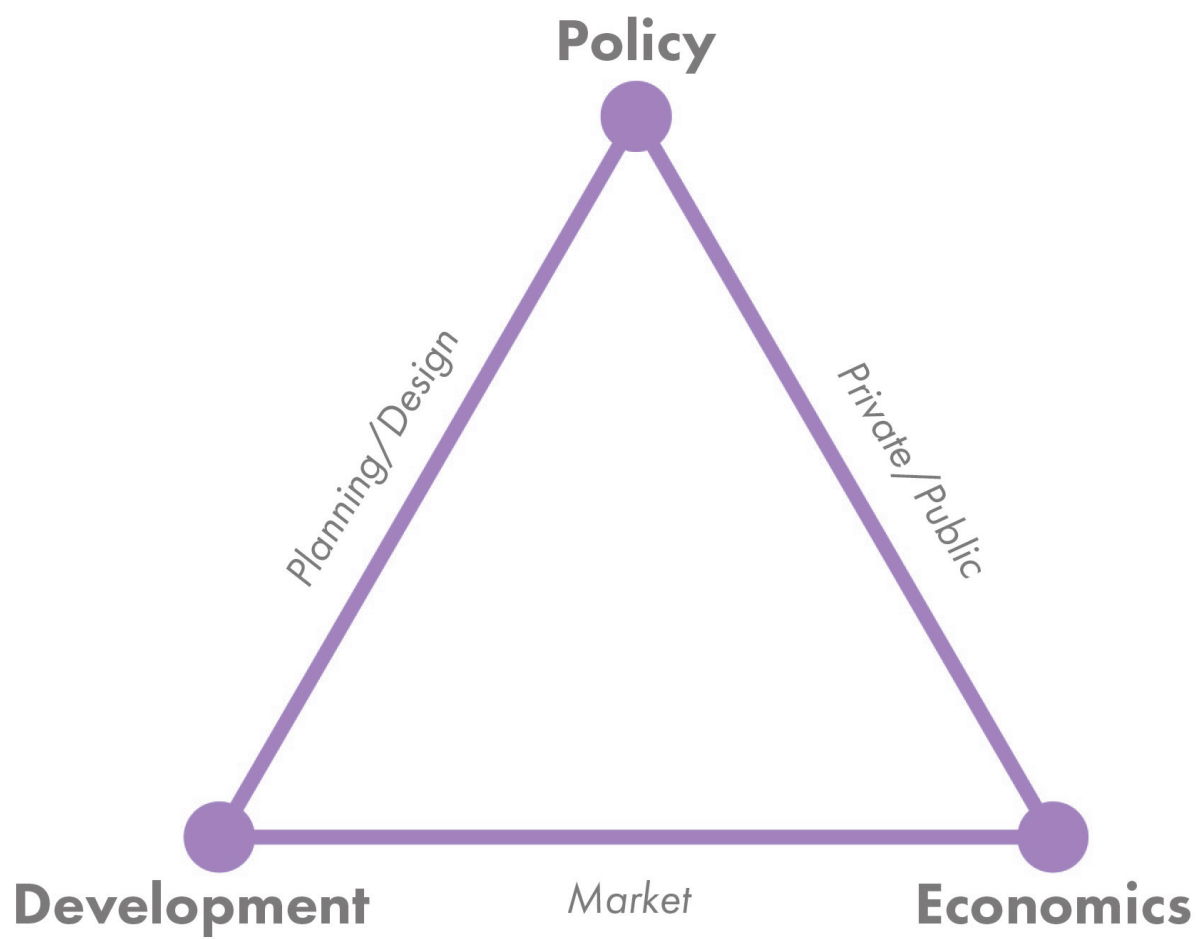
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EXECUTIVE SUMMARY



EXECUTIVE SUMMARY

A key component to the implementation of the Jump Start Initiative is the recognition of the interdependency that exists between the governing elements of *Policy*, *Development* and *Economics*. Each element delicately tied to the others, which ultimately requires a careful balance between all three in order for projects to truly implement. Without an achieved balance, the likelihood of a successful implementation will be slim.

Policy, *Development* and *Economics* form the regulations, concept plans, fiscal impact and feasibility of the Jump Start Initiative. Each of these governing elements is tied together with strategies for implementation. These strategies are categorized based on their emphasis, such as Planning and Design, Public-Private Agreements and Market Strategies.

The Conway community, following these strategies, will implement this action plan and achieve its goal to bring a stronger connection between Downtown, Hendrix College and Hendrix Village. Forming a sustainable development pattern that returns value for reinvestment is feasible and desired. With this action plan and a committed coalition of implementers from all invested stakeholders (public and private), the Conway community can revitalize this historic neighborhood as the connection between anchors and help it become a truly successful place.

There is strong support among the stakeholders for ensuring that something progressive happens in the Markham Street Neighborhood. The action plan's vision was crafted through the design workshop. Support was clear to build on the neighborhood's history and focus on its ability to connect multiple adjacent neighborhoods. The neighborhood was originally a robust African-American neighborhood that catered to the neighborhood's service needs. There had always been an element of mixed-use within the neighborhood and today still contains some of the buildings for residences and businesses.

The action steps for implementation focus on *Policy* and public realm infrastructure at first. Constructive policies in zoning, public infrastructure, connectivity and stormwater management mean sustainable development patterns will be able to thrive in the Markham Street Neighborhood. Conway is not lacking in retail and office attraction, but the focus needs



Markham Street Plan Area

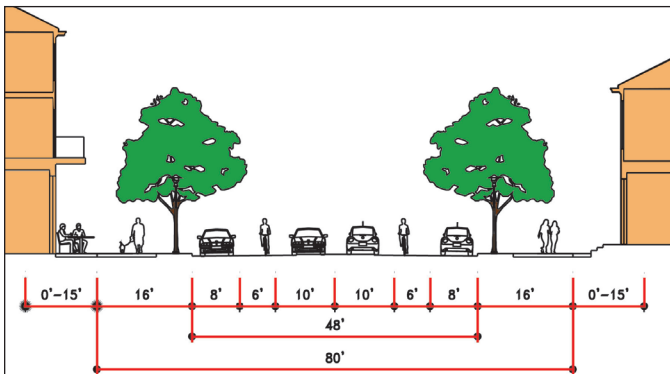
“...the Conway community can revitalize this historic neighborhood as the connection between anchors and help it become a truly successful place.”

to turn to the continuation of walkable neighborhoods outside of the central Downtown area with meaningful local retail,

EXECUTIVE SUMMARY

neighborhood services and a variety of residential options. Residential homes can be found in the area, along with a number of small offices and a variety of retail types. New construction will build in a sustainable development pattern that works within the existing context and brings up the quality of the public realm for the whole area.

Programming events and activities in the new public space will activate the gathering spaces and support local business. Hendrix College and the local non-profits and churches can help bring stable community-based gatherings into the public space, but there needs to be a place for everyone to congregate. An investment in this public space, will help guide these activities to Markham Street and create a pattern of central gathering that complements the existing Toad Suck Plaza and guide activities into the greater downtown area.



Markham Street Proposed Section

The two important implementation elements are activation and keeping the flame alive. Having a coalition of stakeholder representatives (neighborhood leaders, business leaders, city staff



Rendered Perspective of new public space along Markham Street

of all departments, alderman, Metroplan, Arkansas Highway and Transportation Department (AHTD), religious groups, historic groups, school district and many others) will allow a synergy between these groups to form. This synergy will align interests and coordinate activities and projects. There will need to be consistent communication with the residents, businesses, landowners and the City. A coalition group will continue moving this plan and its action steps to help realize the potential of the greater downtown area. The Chamber may be an excellent candidate to assign a leader for this coalition in order to host meetings and coordinate information through their extensive communication stream.

CATALYTIC DEVELOPMENT OPPORTUNITY

A catalytic development is typically the approach to solving the "chicken and the egg" dilemma for development of a place such as the Markham Street Neighborhood. Two approaches must be solved, for improvements to affect catalytic events.

Public Development

Markham Street improvements are one primary focus for catalytic results from the public entity. The City must apply for regional roadway funding by Metroplan for the improvements on Markham Street.

In addition to Markham Street, the City must continue to move forward with remediation, design and development of the public green at Willow and Markham Street. This space is essential to mitigating the stormwater drainage needs for the neighborhood and will tie into the improvements along Markham Street.

The City must coordinate with private landowners to determine the potential for private development to coincide with public improvements, while design and construction is proceeding.

Private Development

City action on the design and construction will set in motion the latent development potential in the Markham Street Neighborhood. As this plan was developed, many properties have changed ownership. It is important that those new and current landowners are brought into the discussion as public plans for improvements move forward. The City needs to bring adjacent landowners together to help them plan any potential private partnership and joint development strategy.

SUMMARIZED ACTION PLAN

The implementation action plan begins with policy and regulations, and then carefully moves into public-private partnerships and market involvement. Priority of occurrence for these items is in order of listing below. Additional action items, strategies and planned performance measures can be found under Implementation Strategies, page 48.

Near Term Action Steps

□ **Adopt this Implementation and Action Plan**

- In order to be eligible for any regional funding for infrastructure improvements, the Implementation and Action Plan must be adopted at City Council as the guiding plan for any projects in the Markham Street Neighborhood.
- In order to be eligible for the next round of funding allocation by Metroplan for implementation of infrastructure projects, this plan must be adopted in the first quarter 2015.

□ **Adopt the drafted updates to the Northeast Old Conway Area Specific Plan**

- In order to be eligible for any regional funding for infrastructure improvements, these updates must be adopted at City Council as the zoning document for any projects in the Markham Street Neighborhood.
- In order to be eligible for the next round of funding allocation by Metroplan for implementation of infrastructure projects, these updates must be adopted in the first quarter 2015.
- Apply these proposed updates to the zoning ordinance as a City initiated zoning amendment and notify the appropriate landowners within the required distance or proximity, if necessary for amendments.
- This may be processed as both a Map amendment and a Text amendment in the City Zoning Ordinance.
- It is encouraged that the Markham Street Neighborhood zoning update be adopted by reference and remains as a standalone document, so that the sections do not get scattered throughout the current zoning ordinance. It must be clear that the new updates will not be subject to the former version of zoning for this area.
- It is recommended that there be some public input to the changes for those landowners that were not originally in the Northeast Old Conway Area Specific

Plan, so they understand the benefits and rules for development in the revised zoning.

- Be sure that letters of support are requested and submitted for hearing submittals, as it is common for supporters to not show up for public hearings. Documented support is better than hearsay.
- Some special work sessions with Planning Commission and City Council may be necessary and minutes from those events should be documented.
- Prior to any final adoption, any edits to the zoning updates must be reviewed and approved by Metroplan. This ensures that the document has not lost key elements that would support a sustainable development pattern, mix of uses, or the context sensitive approach to roadway elements, among other elements.
- Failure to get approval from Metroplan on edits to the zoning updates may make the project ineligible for regional funding for infrastructure, as key elements may unintentionally be removed from the zoning updates.
- Once the document has been reviewed and supported, proceed through the adoption process at a regular council meeting.
- Since this zoning already existed, once adopted, educate all departments on the changes to goals, objectives, and expected outcomes from the zoning update, paying special attention to the new approval process.

□ **Assemble representatives from all stakeholder groups to form a Coalition for Implementation**

- Include but do not limit to regional and state agencies, chamber of commerce, non-profits, project area leaders, staff department, council and school district representatives.
- This group will not have any decision making ability, but will instead help organize and educate their respective groups on the status and process for implementation of this plan.
- Regular monthly meetings should be set to ensure consistent news is being delivered to these groups.
- A single person should be the lead for this group, perhaps a Chamber employee or a city employee and will have charge of keeping the plan, setting meetings, keeping minutes and following up on implementation activities and performance measures.

□ **Begin the process for Markham Street improvements and Public Space.**

- Meet with Coalition and Metroplan to understand the



Markham Street Streetscape Plan

requirements of the Metroplan funding source and application process

- Apply for funding from Metroplan funding sources
- Create a plan to work with Metroplan on the design process that serves as a win-win for both groups
- Focus on a request for proposal that focuses on the qualitative aspects (connectivity, walkability, economic development, context sensitive design, green infrastructure, etc.) and the quantitative aspects (total cost, driveways, access management, etc.). Each

of the aspects is important, but the long-term strategy for Markham Street must be focused on economic development and qualitative aspects primarily.

- Select a qualified general contractor team and engineering team to streamline the design and building process. Key qualifications should include:
 - Experience with green infrastructure
 - Experience with walkable urban thoroughfares and context sensitive design
 - Experience on projects requiring the reporting and process for federal and regional funding
 - Experience with mixed-use roadways and multi-use trail integration
- Begin and complete the design and quickly move into construction.

Long Term Action Steps

Details for these Long Term Action Steps are located in the Implementation Strategies Section, page 49.

- Design and Implement other neighborhood and mixed use street improvements
- Consider a Public Improvement District for maintenance of landscapes and streetscapes within the whole Conway area. This can also be used to fix up needed infrastructure in the public areas.
- Continue moving forward on a city-wide Complete/Context-Sensitive Street Program
- Continue moving forward on a city-wide Green Infrastructure Program
- Work with the Chamber to create a branding and marketing plan for Markham Street and the new public space.
- Work with the Coalition to connect Markham Street area to the wayfinding and lighting palette of the Downtown area. This should be associated with the branding and marketing plan.
- Continue to expand the City bicycle and pedestrian connections.
- Re-evaluate long-term strategies on an annual or bi-annual basis. Adjust some long-term to short term and add new focus areas for long-term improvements for the Markham Street Neighborhood.
- Incorporate on an annual basis, any short-term projects that require CIP funding or commitments, into the CIP project list.
- Collect and deliver Performance Measure data to Metroplan.



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IMPLEMENTATION + ACTION PLAN



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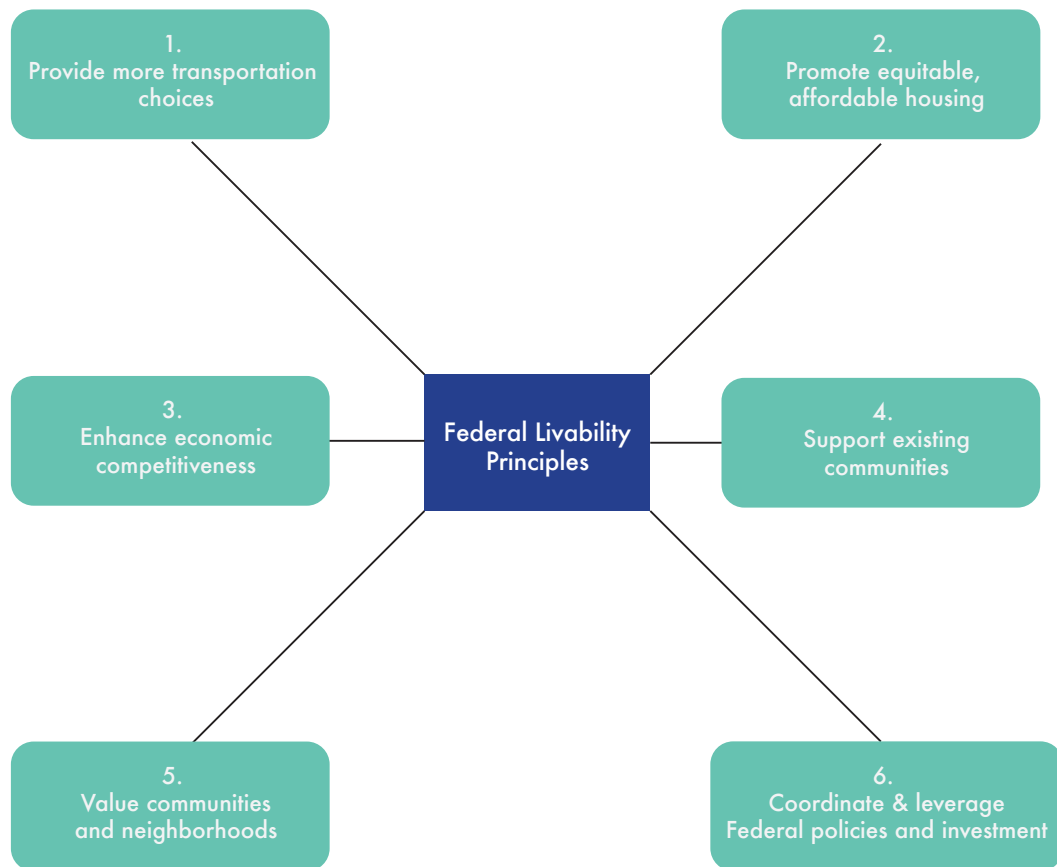
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INTRODUCTION

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INTRODUCTION



Note: Environmental issues are embedded in principles 1, 2, 4 and 6

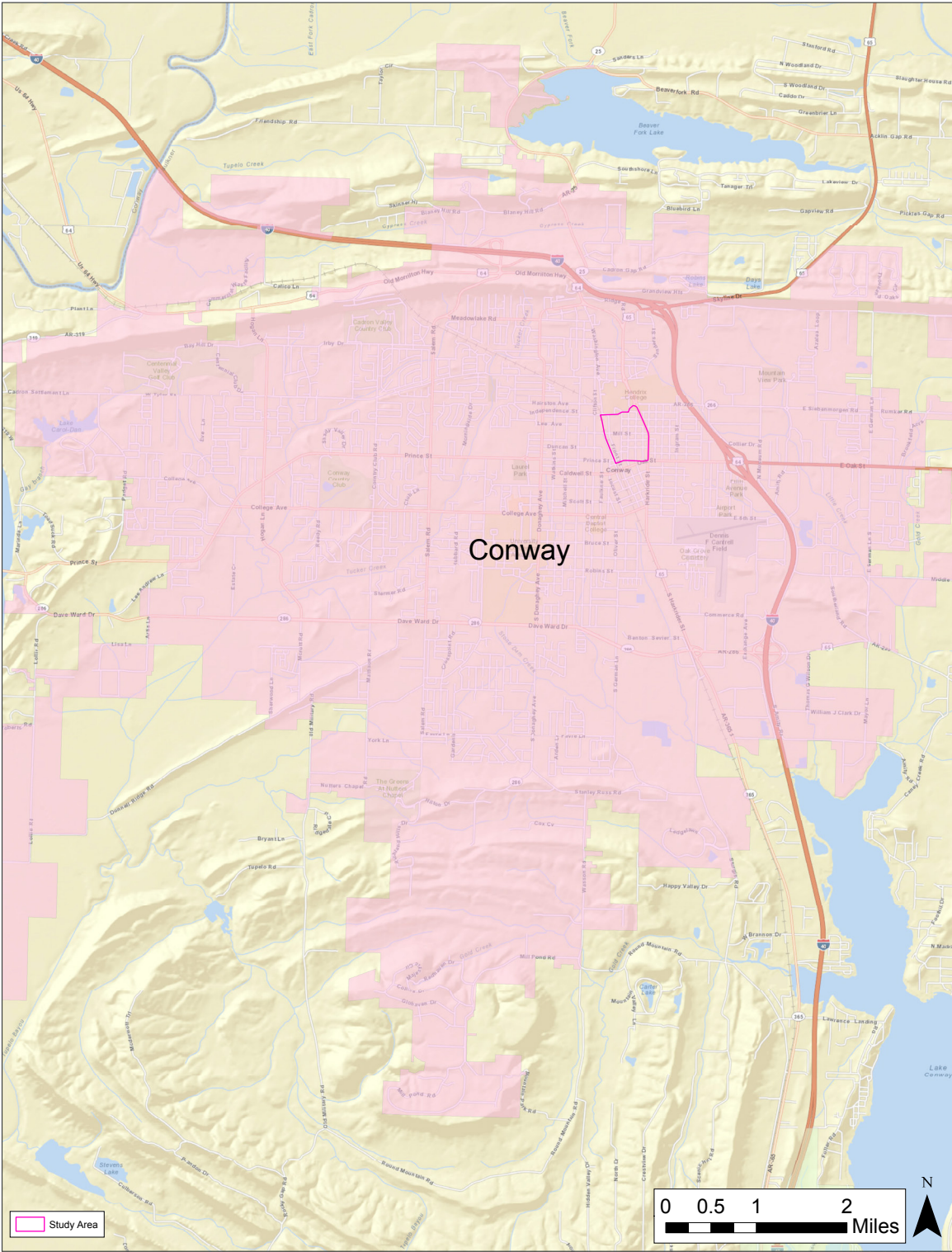
WHY JUMP START?

In 2012, Metroplan received a \$1.4 million grant from the U.S. Department of Housing and Urban Development (HUD) to develop a comprehensive regional plan for sustainable development- in this case, the Imagine Central Arkansas. Implementation is a key feature of this program and Metroplan is fostering this through the Jump Start Initiative. The purpose of the Jump Start Initiative is to demonstrate how the Livability Principles can be integrated into community design and implemented in existing communities to impact the larger region. These plans integrate housing design options, development

economics, environmental concerns, community development, municipal codes and regulations, and supportive infrastructure investments. Each plan developed through this initiative is intended to be replicable and feasible and as such will be developed to educate, illustrate, regulate and set a path for implementation – helping to Jump Start regional implementation of Imagine Central Arkansas

INTRODUCTION

Conway Regional Map





Implement the Imagine Central Arkansas' Regional 2040 Long Range Plan

Focus on building local capacity to create positive and sustainable growth

Build development patterns that promote local and sustainable market factors

Harness and grow local funding capacity to continue sustainable growth

Generate a framework and business model describing how new development and redesigned infrastructure can generate long-term economic growth

Produce a replicable process that can be utilized in similar contexts and grow the pie for neighboring communities

WHY MARKHAM STREET?

Markham Street in Conway displays features found in many suburban communities in the Central Arkansas region. Original city layouts included a semi- or fully-industrialized area close to the downtowns of those historic cities. This is mainly due to proximity to the train station, and the basis that the downtown was not developing out to the point that they would be threatened or affected by these sites. Over time, development moved away from the industrialized, close-to-downtown area of Markham Street. Residents and City Staff did not focus on using interventions or making investments to change or improve the character of this area to support and expand downtown business activity.

Markham Street in Conway was selected due to the characteristics it shares with the historic areas of other communities in the region. Successful implementation of this plan will provide valuable lessons; it will ultimately encourage replicability of positive results in these other communities. The question this project has dealt with is: How does a city tackle the nature of an industrialized site when everything around it has developed and left this gap in the urban fabric? It stands as an opportunity for Conway to reinvest (locally, regionally and

Goals for the Markham Street Plan Area

- Redesign and construction of Markham Street as a multi-modal corridor between two key community anchors, to leverage best practices in green infrastructure.
- Identify and implement best use (including a stormwater management component) for the redevelopment of the scrapyard site and properties within this area.
- Catalyze development of lots near the scrapyard to take advantage of city improvements, supporting additional housing and demographic diversity, and showcasing green building and stormwater practices.

federally sourced funds) into this area to create a gathering place for its residents and visitors. Given its strong stakeholder community and willing staff, strides have already been made to relocate and remediate brownfield conditions in the area.

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GOVERNING ELEMENTS: DEVELOPMENT, ECONOMICS + POLICY

Rendered Perspective along Markham Street

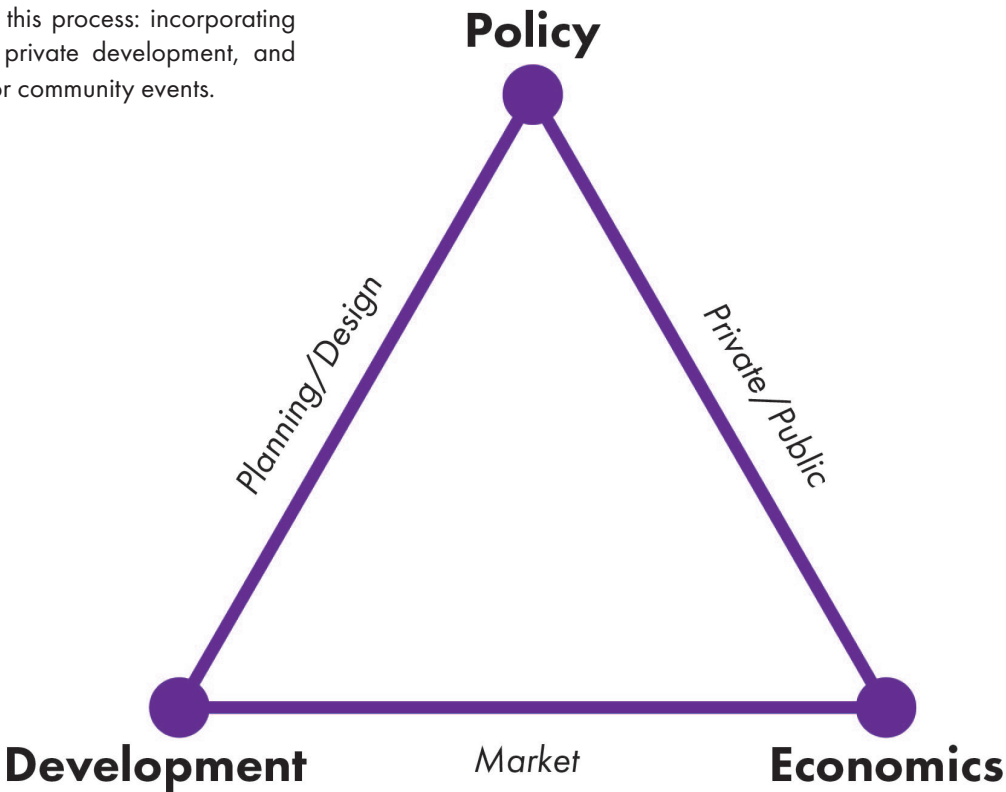


GOVERNING ELEMENTS: DEVELOPMENT, ECONOMICS + POLICY

Conceptualizing the desired development pattern for Markham Street starts the process for determining a series of elements for the implementation plan. The community reviewed and commented on the detailed redesign for specific parcels in the Markham Street area throughout the concept development process. The two concepts produced for Markham Street focus on the goals of the initiative.

The top priorities for this process were to improve pedestrian and bicycle safety and alleviate stormwater problems. Streetscaping improvements were developed with a series of green infrastructure elements on Markham Street and all adjacent streets with enhanced pedestrian connections. These public improvements cost money to build, and focusing on the private realm to help prove that development can supply the necessary future value of return for the City to make the necessary improvement investments key to this process.

Focusing on two catalytic areas, the following concepts were guided by the other two goals of this process: incorporating housing diversity and catalyzing private development, and creating a central gathering spot for community events.



DEVELOPMENT: CONCEPTUAL PLANS

Markham Street and the Public Green

Placement of buildings to address the redesign of Markham Street is essential to maintain visibility and encourage pedestrians to walk on the sidewalks. Building to the corner allows for gateway treatments or special signage to be introduced on the street.

Utilizing a variety of small lot types between the mixed-use area and the neighborhood will create a natural transition between the two, rather than an abrupt back to back of the areas, which often results in large walls or fences and overgrown shrubbery and vegetation.

Low impact residential can maintain the center drainage area in the rear of the lots within a wide alley, providing access to parking and utility locations in the middle of the block.

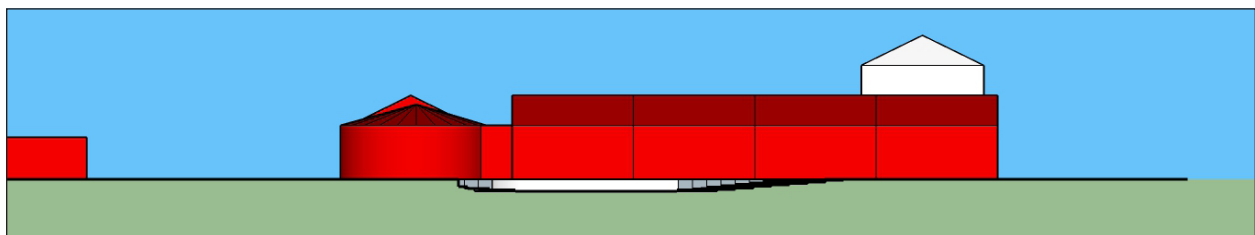
Ideal location for parking is behind or to the side of a building. Entryways can still be placed off of the parking lot, but primary entrance should be from the street, facing a sidewalk.

Utilizing the brownfield site, post remediation, as a public gathering spot, stormwater infrastructure and park space will catalyze private development adjacent to the new public space

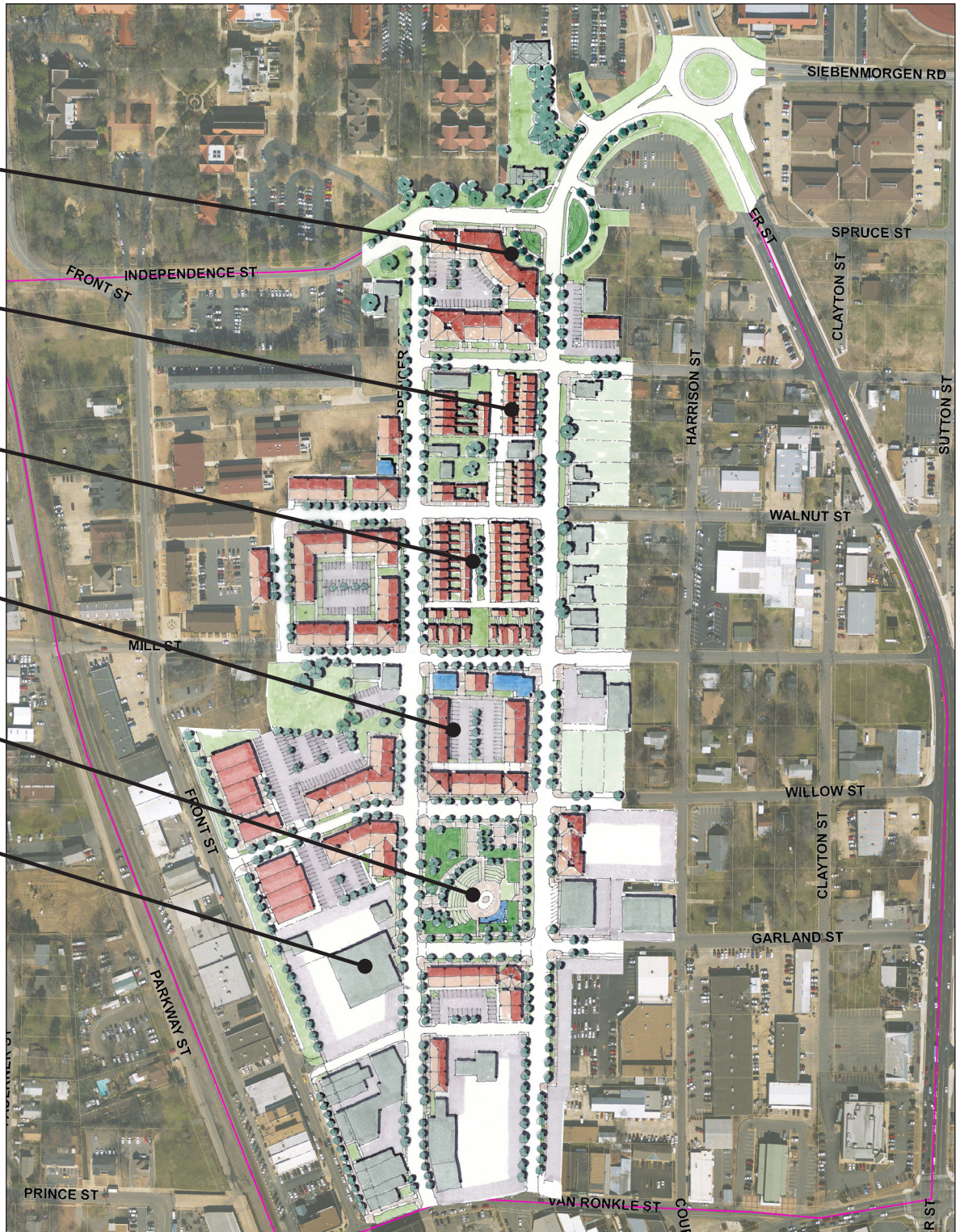
Existing buildings are encouraged to be successful by redesigning site around the building to encourage more pedestrian traffic, and provide outdoor sitting, dining or active engagement.



Development around the Public Space - Facing North (Red = Retail, Blue = Office, Yellow = Residential, Purple = Civic)



Development around the public space and cut through the amphitheater space - Facing South (Red = Retail)



DEVELOPMENT: CONCEPTUAL PLANS

Markham Street Improvements

As mentioned previously, a series of designs related to pedestrian and bicyclist safety and green infrastructure to mitigate stormwater runoff problems have been addressed within the public realm. A series of recommendations have been addressed in the street designs for Markham Street and for the adjacent streets in the area.

The concepts represented and recommended for improvements are only within the boundaries of the study area. Markham Street improvements will tie into the existing improvements at the recently improved round-a-bout intersection at Harkrider, then connect down to Van Ronkle on the southern end.

Introduce clearly marked intersections and pedestrian crossings for main intersections. This helps alert drivers to the walkable nature of the area and to be aware of the pedestrians and bicyclists. Bring the curb lines together to decrease the perceived width of Markham Street to slow down traffic entering the area.

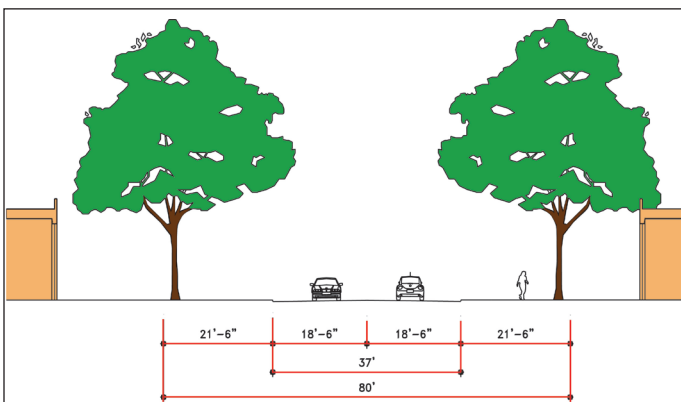
Bulb-outs introduced to side streets to lessen the crossing time of pedestrians. This will help get students and church parishioners across the street safely and encourage walkability down Markham Street.

Markham Street should have parallel parking included down the street and options to incorporate bicycle lanes should be explored. This will make Markham Street more welcoming to all modes of transportation.

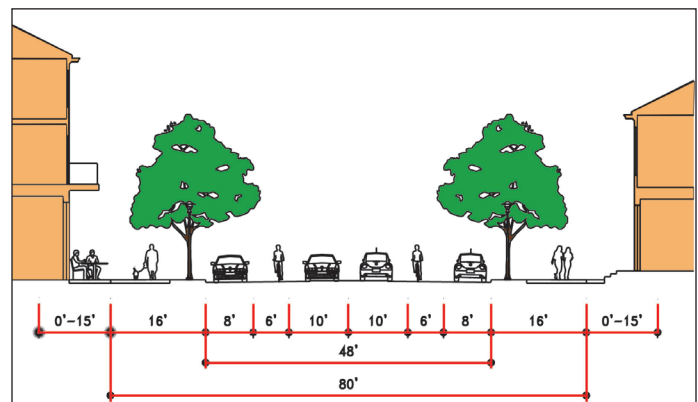
Each intersection should be clearly marked for pedestrians and have appropriate means to cross safely through technology, visibility and landscaping.

Street trees not only provide aesthetics and shade, but are a significant water absorber. Including street trees in bio swale and deep tree grate systems, help collect and absorb stormwater faster and cleaner than a sewer system. It is recommended that this system also be used in the neighborhood streets.

Markham Street Cross Sections



Markham Street Existing



Markham Street Proposed



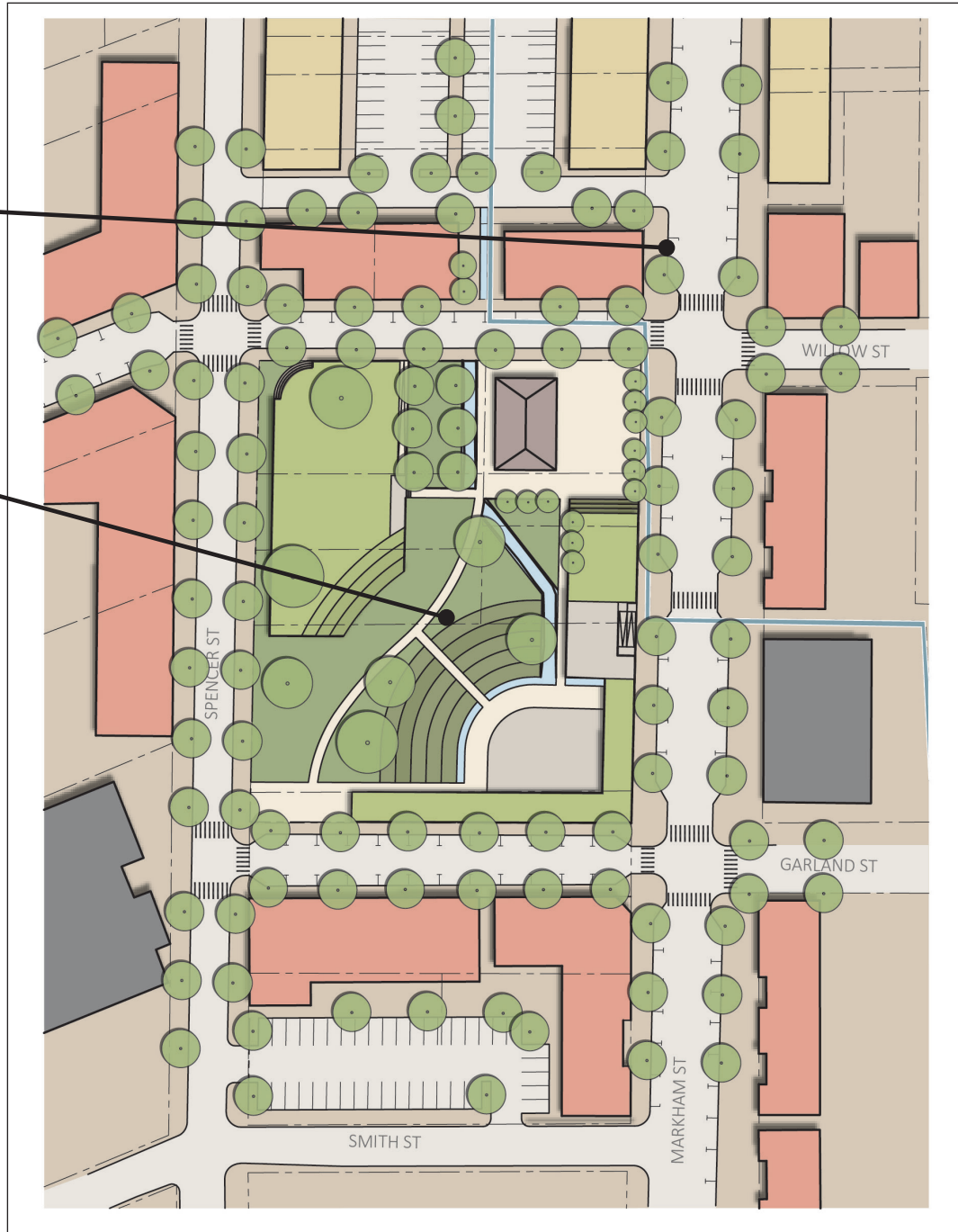
DEVELOPMENT: CONCEPTUAL PLANS

Markham Street Public Open Space Plan

The tree wells and landscaping will collect stormwater as it moves down Markham Street. Only in the event of infrequent heavy rains, should the open space be used to temporarily house stormwater.

Design the new open space to be programmed year-round. Focus on many different uses and program them to ensure constant use. Be sure to program functions so that they do not conflict with businesses or residents in the vicinity.





DEVELOPMENT: CONCEPTUAL PLANS

Existing Conditions



Markham Street is a wide street with little character. Future improvements need to focus on improving conditions for multiple transportation options.

Potential Improvements



Incorporating bicycle facilities, on-street parking and sidewalks will encourage redevelopment in the neighborhood.

SIDE STREET + BIKE/PED CONNECTIONS

Connectivity is key for the success of any place. Three main areas of focus were on pedestrians, bicyclists and vehicles; specifically connecting Downtown, Hendrix College, Hendrix Village, and the Pine Neighborhood through the Markham Street neighborhood.

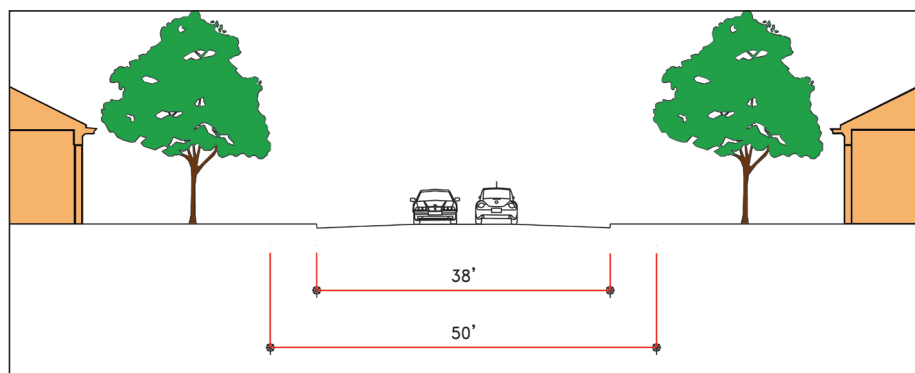
Connecting vehicles to this place are from every direction, but there are limited pedestrian and bicycle connections, except for along the edges of this area. The primary focus to vehicle connections will be to keep them steady moving the same amount of vehicles, but reduce speeds that they are traveling.

Often the Markham Street area has been overlooked for investment

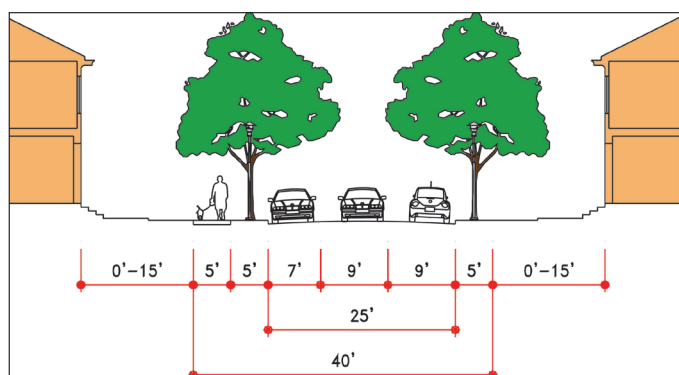
opportunities due to the lack of focus on maintenance and upkeep of the public infrastructure. Small improvement to utilities and stormwater efforts have been performed, but in small quantities. With the major effort of removal of the scrap metal site, the City has focused its attention on the area by making major investment in the betterment of this neighborhood. With improvements of Markham Street, some development will be catalyzed, but continued efforts to improve all of the streets in the neighborhood will need to continue to realize the full potential of this area.

Continuously connecting this area through improvements will continue to emphasize the importance of this neighborhood to the greater downtown area and encourage continuous investment from the private realm.

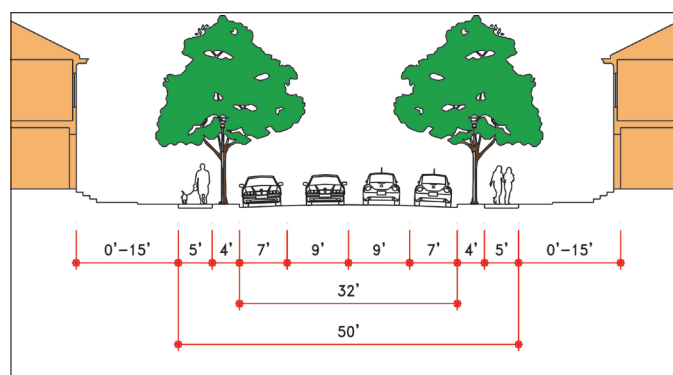
Existing Neighborhood Road Cross Section



Proposed Neighborhood Road



Proposed Mixed-Use Road



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ECONOMICS: FEASIBILITY + RETURN ON INVESTMENT

Development Strategy



Virtuous Cycle of Reinvestment

The key to developing a successful and sustainable place is through public/private partnerships. The problem with many agreements for public/private partnerships is that they are often treated as subsidies, where the public entity may not be getting a fair return on its investment. As Jump Start is aimed at creating a sustainable approach to development, it also must look to the future of these places. The initial investment by a public entity must return a rate that will allow the public entity to save for the future repairs and life cycle costs of the investment. When cities build roads, it isn't enough to think about the cost today and maintenance per year. What happens in 20 years or 30 years when the utilities underneath need to be repaired or the street trees need to be replaced? What happens if disaster strikes; are the values and built pattern set in a way that reinvestment can occur and return the same or higher value? The answers will be determined on a project by project basis, but all should feed into a Virtuous Cycle of reinvestment.

A strong return on investment is not the only focus on development. In the beginning of this process, there is a need for initial investment to catalyze development. The key for this process is not to jump out ahead and build investments with no outcome from the private realm. Detailing a project plan that works with the private realm and coordinates the outcome with the timing of the market. Make infrastructure design and development a public process, speak to adjacent landowners and business owners to receive their input, and educate on the benefits of this new infrastructure. This will not only stimulate the creativity of "what can happen?" but will activate the investment market in the area.

ECONOMICS: FEASIBILITY + RETURN ON INVESTMENT

PROCESS FOR ANALYSIS

Through the Jump Start Initiative, analysis of the potential return on investment is analyzed for both the public and the private realm. Development projections were established using the market assessment absorption values, which sets the potential for the number of units, square feet of retail or office tenants that could move into an area in a given year. Using this number, we can safely assume that if development occurred at these intervals, a conservative analysis of the development has been achieved.

PUBLIC INVESTMENT

Markham Street Reconstruction + Landscaping

The proposed Conway infrastructure concept focuses on streetscape improvements to Markham Street, envisioning a “green corridor”. Improvements include new sidewalks, curb, trees, bike lanes, and associated landscape/stormwater improvements. Markham Street improvements were calculated between Willow Street and Garland Street as a “typical block” to obtain an improvement cost per linear foot that can be applied throughout the corridor as needed.

Assumptions:

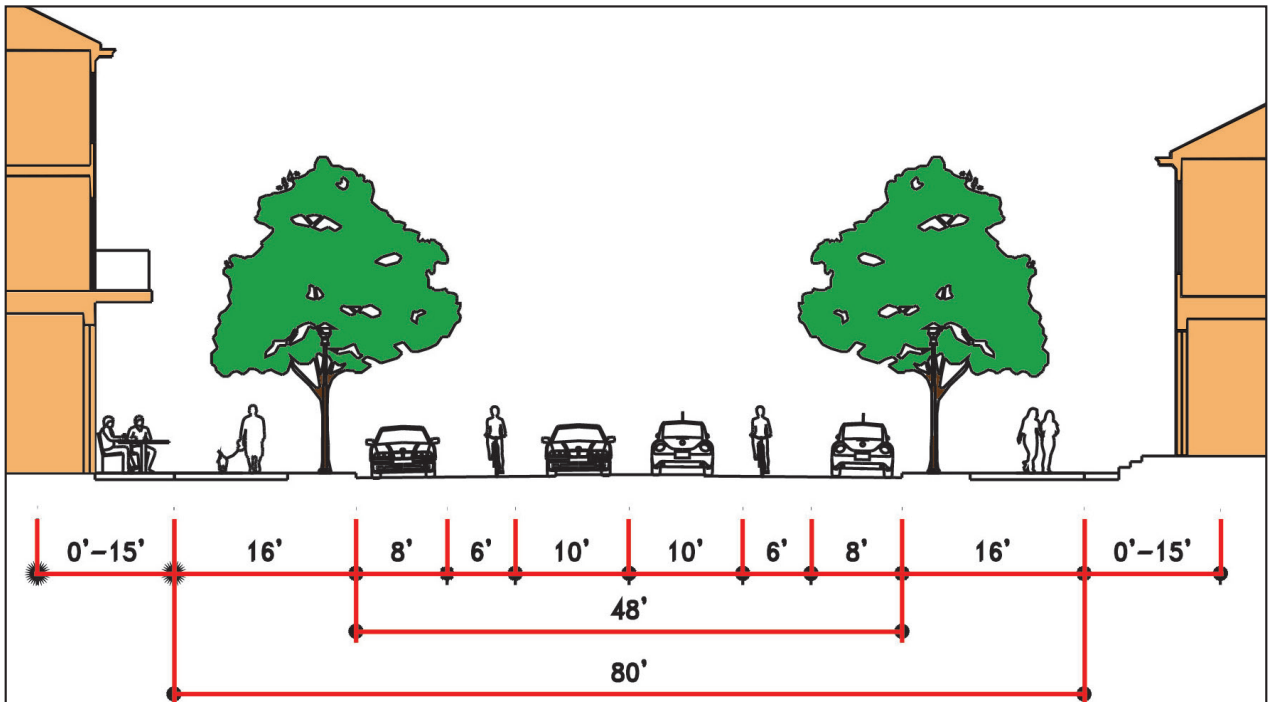
1. The full length of Markham Street within the corridor study area is approximately 2,600 linear feet, from Van Ronkle Street to the existing roundabout near Hendrix College. The length of the “typical” cost estimate block analyzed is 350 feet, not including intersections.
2. Widening of the travel way from 37 feet wide to 48 feet wide (to incorporate bicycle lanes and on-street parking), including new bituminous pavement and curb.
3. New 16 foot wide concrete sidewalks.

Roadway Improvement Cost Breakdown

Linear Feet of Roadway:	2600 LF
Intersections along Roadway:	7
Cost of Roadway per Linear Foot:	\$923/LF
Cost of Roadway per Intersection:	\$76,000
Approx. Cost of Markham Street:	\$3,100,000
Approx. Cost of Open Space:	\$2,400,000
Total Approx. Infrastructure Cost:	\$5,500,000

4. Mill and overlay of existing pavement areas to remain.
5. New street trees to be planted approximately 40’ on center with grates.
6. Green infrastructure improvements include two 400 square foot bio-retention cells per block.
7. Intersection improvements include four 400 square foot curb extension “bump-outs” and application of special asphalt stamping/color treatment to pavement for crosswalks.
8. Improvements to and relocations of existing infrastructure are not included in the cost estimate. Additional study is needed to determine the extent of necessary improvements associated with streetscape retrofit, especially drainage. Depending on topography, soil conditions, and locations of existing infrastructure, proposed bio-retention systems may be adequate to filter and infiltrate stormwater runoff with short piped connections to the existing Markham Street culvert mid-block for overflow during larger storm events.
9. Street furniture, street light improvements, traffic signals, overhead utility wire improvements, and police details are not included in the cost estimates.

Markham Street Proposed Option



ECONOMICS: FEASIBILITY + RETURN ON INVESTMENT

PRIVATE INVESTMENT SUPPORT

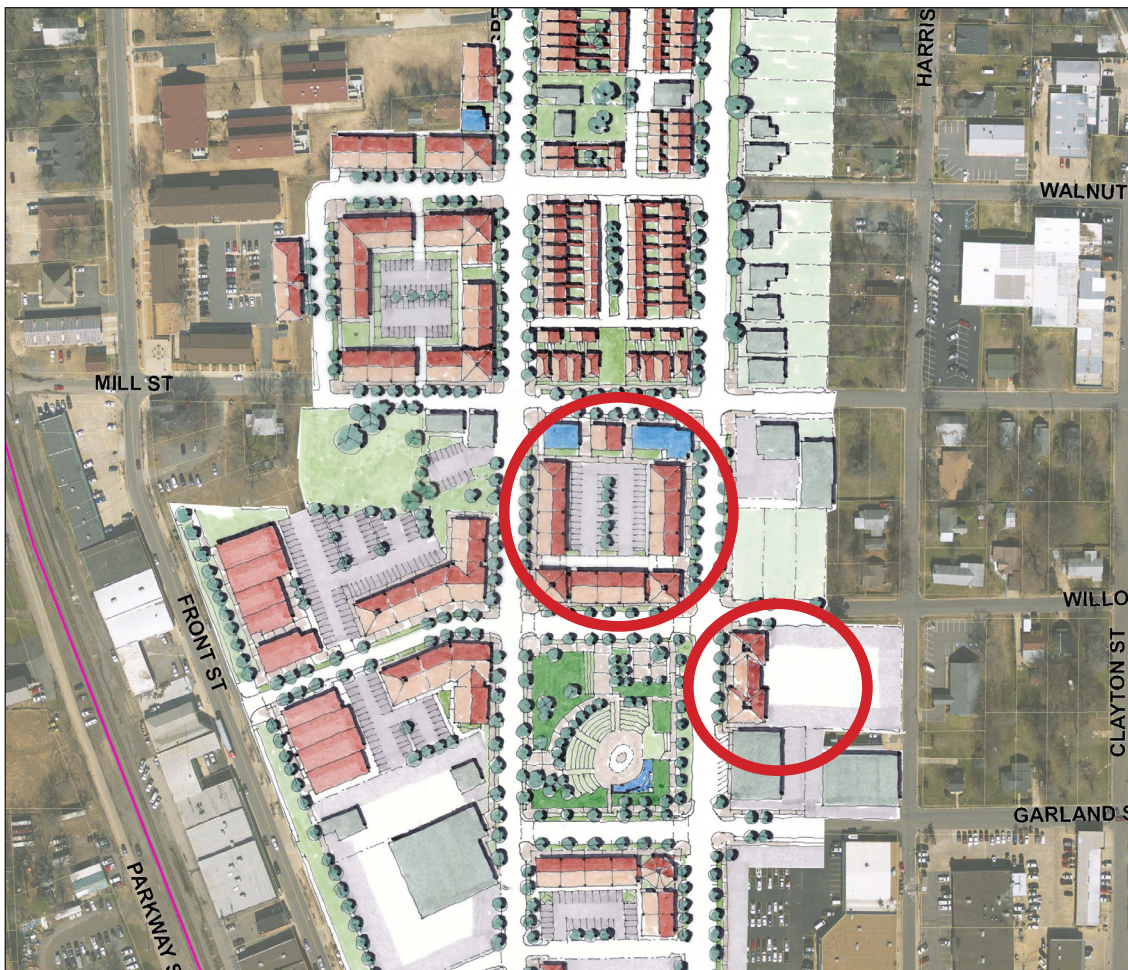
The following analysis takes two blocks adjacent to the new green into consideration in an effort to show the potential returns that a private developer could obtain by building in the mixed-use and denser development format.

Program for potential development:

- 12 Townhomes (2000 square feet each)
- 24 Apartment Units (850 square feet each)
- 12,000 square feet of retail (3-4 restaurants at 3,000-4,000 square feet)
- 12,000 square feet of office (6 small business offices at 2,000 square feet)

Table 1 demonstrates a 15-year investment where multi-family, single-family, retail and small office are developed. In that 15-year time frame, the development will return profitable revenues and, in the instance of a sale, it will pull a premium for having stable tenants and for being in a well-kept condition.

Markham Street Analysis



This private investment concept only takes the highlighted potential new construction into consideration.

Table 1: Private Developer Pro Forma

**Mixed-Use Development Pro Forma
Summary of Results**

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Year 11	Year 12	Year 13	Year 14	Year 15
Net Operating Income															
Multi family	\$ 133,070	\$ 133,070	\$ 137,062	\$ 141,174	\$ 145,409	\$ 149,772	\$ 154,265	\$ 158,893	\$ 163,660	\$ 168,569	\$ 173,626	\$ 178,835	\$ 184,200	\$ 189,726	\$ 195,418
For-sale Housing	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Office/Commercial	\$ 296,955	\$ 581,394	\$ 581,394	\$ 596,507	\$ 953,146	\$ 981,994	\$ 1,126,298	\$ 1,157,407	\$ 1,195,021	\$ 1,232,071	\$ 1,268,539	\$ 1,304,409	\$ 1,346,715	\$ 1,388,386	\$ 1,429,403
Retail	\$ 267,697	\$ 447,753	\$ 447,753	\$ 459,038	\$ 470,148	\$ 484,735	\$ 495,483	\$ 506,042	\$ 520,064	\$ 533,888	\$ 547,509	\$ 560,923	\$ 574,124	\$ 587,106	\$ 603,520
Hotel	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Structured Parking	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total NOI	\$ -	\$ 697,722	\$ 1,166,209	\$ 1,196,719	\$ 1,568,704	\$ 1,616,501	\$ 1,776,046	\$ 1,822,342	\$ 1,878,745	\$ 1,934,528	\$ 1,989,675	\$ 2,044,167	\$ 2,105,039	\$ 2,165,218	\$ 2,228,341
Development Costs															
Multi family	\$ 1,445,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
For-sale Housing	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Office/Commercial	\$ 1,296,900	\$ 1,480,600	\$ 2,478,300	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Retail	\$ 1,296,900	\$ 1,300,200	\$ 1,635,700	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Hotel	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Structured Parking	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other Infrastructure (1)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Development Costs	\$ 4,038,800	\$ 2,780,800	\$ 4,114,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Annual Cash Flow															
Net Operating Income	\$ -	\$ 697,722	\$ 1,166,209	\$ 1,196,719	\$ 1,568,704	\$ 1,616,501	\$ 1,776,046	\$ 1,822,342	\$ 1,878,745	\$ 1,934,528	\$ 1,989,675	\$ 2,044,167	\$ 2,105,039	\$ 2,165,218	\$ 2,228,341
Total Asset Value@ 10%	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Costs of Sale (2) @ 5%	\$ (4,038,800)	\$ (2,780,800)	\$ (4,114,000)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Development Costs	\$ (4,038,800)	\$ (2,780,800)	\$ (2,947,791)	\$ (2,947,791)	\$ (2,947,791)	\$ (2,947,791)	\$ (2,947,791)	\$ (2,947,791)	\$ (2,947,791)	\$ (2,947,791)	\$ (2,947,791)	\$ (2,947,791)	\$ (2,947,791)	\$ (2,947,791)	\$ (2,947,791)
Net Cash Flow	\$ (4,038,800)	\$ (2,083,078)	\$ (2,947,791)	\$ (2,947,791)	\$ (2,947,791)	\$ (2,947,791)	\$ (2,947,791)	\$ (2,947,791)	\$ (2,947,791)	\$ (2,947,791)	\$ (2,947,791)	\$ (2,947,791)	\$ (2,947,791)	\$ (2,947,791)	\$ (2,947,791)
Net Present Value @ 10% \$6,529,948.4 Unleveraged IRR: 18.1%															

ECONOMICS: FEASIBILITY + RETURN ON INVESTMENT

PUBLIC AND PRIVATE RELATIONSHIP

A ten- to fifteen-year horizon is appropriate for projecting return on investment for smaller improvements made by a public entity. Where more infrastructure needs are established, or bonding is required, a twenty to twenty-five year projection is used. Though these projections are showing the full amount of the cost for improvements, keep in mind that the local match is significantly less than the total amount for public improvements, the more funding that is sourced from outside entities, the greater the potential return for the municipality.

Basis for Payback Timeline - Public Investment Return

With the overall cost of improvements to Markham Street, the projected timeframe for payback of the improvements is about five to seven years after the first development begins. Assumptions are set after the first development because key revenue streams on property tax, ad valorem, are not collected until one year after the appraised value is set in the county tax collection system.

Immediate funds are received in the quarterly payments of sales tax that shops pay into the system nearly immediately after construction.

The driver for these developments cannot be just pure retail developments. Focusing on both short and long term advantages, mixed-use developments bring greater return when combining both the near term revenues from retail and the long term values of ad valorem. Building retail alone will require redevelopment more often and will degrade faster. When the buildings are combining retail and other uses, the development will generally last longer and be maintained over a longer period of time. This is because a mix of uses in a development is inherently more resistant to market shifts and economic cycles and allow for reinvestment in capital expenditures, rather than wholesale redevelopment.

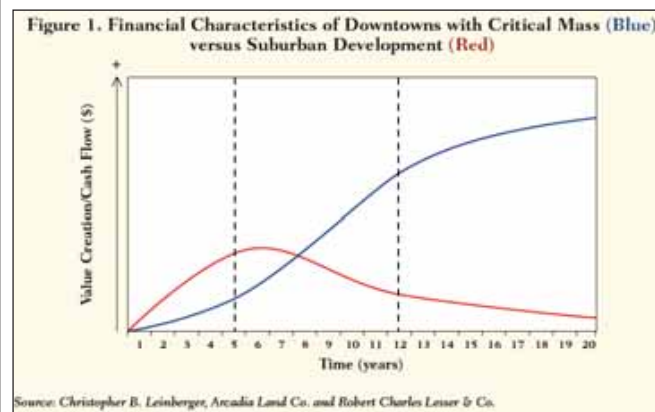


Table 2: Public Investment Pro Forma

Public Investment Pro Forma
Summary of Results

Fiscal Impact										
	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
Retail Sales	\$7,575,000	\$11,348,250	\$16,149,698	\$16,634,188	\$17,133,214	\$17,647,211	\$18,176,627	\$18,721,926	\$19,283,583	\$19,862,091
Property Value	\$9,383,900	\$13,889,578	\$20,711,070	\$21,125,291	\$23,920,366	\$24,398,774	\$23,333,342	\$23,800,009	\$24,276,009	\$24,761,529
Sales Tax	\$132,562.50	\$198,594	\$282,620	\$291,098	\$299,831	\$308,826	\$318,091	\$327,634	\$337,463	\$347,587
Ad Valorem	\$17,829.41	\$26,390	\$39,351	\$40,138	\$45,449	\$46,358	\$44,333	\$45,220	\$46,124	\$47,047
Total	\$150,392	\$224,985	\$321,971	\$331,236	\$345,280	\$355,184	\$362,424	\$372,854	\$383,587	\$394,633

Return on Investment											
	Construction Year 0	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
Capital Contribution	-\$5,500,000.00										
Net Cash Flow	-\$5,500,000.00	\$150,392	\$224,985	\$321,971	\$331,236	\$345,280	\$355,184	\$362,424	\$372,854	\$383,587	\$394,633
Net Cash Flow with Terminal Value	-\$5,500,000.00	\$150,392	\$224,985	\$321,971	\$331,236	\$345,280	\$355,184	\$362,424	\$372,854	\$383,587	\$11,951,757

Investment Performance

IRR	12%
NPV	\$3,259,031
Payback Year	15

Assumptions

Fiscal Impact Growth (After Year 10)	0.025
Discount Rate	0.06
Sales Tax Rate	0.0175
Millage	1.9

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POLICY: REGULATIONS

ZONING STRATEGY

Focusing on zoning as a tool to guide sustainable development, there are some challenges that always need to be considered. Too often, zoning regulations are either to one extreme, not enough regulations and quality control over the built environment, or to the other extreme, over regulating and requiring more than the market can handle. For Jump Start, zoning must fall to a range of these options, by creating a window of flexibility that appeals to developers and does not stifle creativity, but ensuring that predictability is intact for the benefit of the municipality, residents and neighbors to the development, by having stronger requirements where they are needed (materials, building placement, heights, etc).

The greatest aspect of this tool is that costs little to establish relative to the positive outcome and value generation it supports. Through the Jump Start Initiative, a zoning regulation package based on the form and orientation of buildings, the quality and relationship of the private and public realms, and the vision from the community, has been developed. This zoning is the first step towards establishing the appropriate policy within the Markham Street Neighborhood.

The zoning process outlines regulations that focus on the public realm as a meaningful place. By creating a window of regulations, the goals of development patterns, mixing-uses and creating public spaces are easier to obtain, without needing to consistently request variances. Many of the development patterns that we appreciate and visit abroad, are de-regulated in this code and allowed to exist by right, whereas in the existing code, it was near to impossible to create a walkable, mixed-use place.

COMPLETE + CONTEXT SENSITIVE STREETS

Developing a system of complete streets that utilize context sensitive approaches will impact the economic sustainability of a place, while integrating sustainable aspects for the environment. Context sensitive approaches implies that the area around the street need to be considered just as importantly as the traffic load and design aesthetics. Neighborhoods streets should have the design to reflect its neighborhood context, just the same

as a highway supports its respective uses. Each has a level of attainment for its users, but placemaking requires a level of focus that relates the context to set that design. Though car traffic is important, slower speeds are equally important on several levels:

- Increasing comfort level for pedestrians
- Ensuring safety for pedestrians and bicyclists
- Reducing green house gas emissions
- Increasing visibility of storefronts and signage
- Increasing awareness of a place to return to

Often, context sensitive streets are claimed to be more costly and that often leads to a negative reaction to its use. But looking at the big picture, the context of creating a walkable mixed-use place, shows another focus. Economic value is not just in the cost of laying down the street, it's in the cost of the lifecycle and what that street does to the area around it. By creating a street that is easy to walk to and walk along; that allows diners to sit outside; that allows pedestrians to easily access public gathering spots, public parks, and safe routes to schools, the street is then unlocking intrinsic value that cannot be realized on any high speed roadway. The value of place is based on the meaningful interaction of the public and private realms. Premium values of place that focus on the all modes of transportation equally, rather than in segments, will garner larger property values, higher sales volumes and long life spans.

“Context sensitive solutions (CSS) is a collaborative, interdisciplinary approach that involves all stakeholders to develop a transportation facility that fits its physical setting and preserves scenic, aesthetic, historic and environmental resources, while maintaining safety and mobility. CSS is an approach that considers the total context within which a transportation improvement project will exist.”

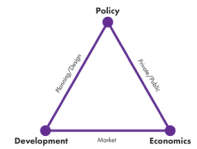
– Federal Highway Administration (FHWA)

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IMPLEMENTATION STRATEGIES

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IMPLEMENTATION STRATEGIES

PLANNING AND DESIGN

Form Based Code

Form-based codes are land development regulations that foster predictable built environment results and a high-quality public realm by using physical form (rather than separating residential, commercial, and institutional uses) as its organizing principle.¹ Form-based codes address the relationship between building facades and the public realm, the form and mass of buildings in relation to one another, and the scale and types of streets and blocks.² The Jump Start public process combined with the form-based code helps build a Markham Street neighborhood that meets the vision of the community over time. A form-based zoning code also offers Conway the opportunity to create a more flexible development process that leads to a predictable development pattern and high quality development. This will help encourage the development of a pedestrian-friendly, safe and walkable neighborhood with a stronger sense of community. Some key benefits include:

- Predictable results – The community can control the physical impact of development.
- Codified requirements – A proactive regulation to achieve the community vision, as expressed by community members during the engagement process.
- Place-specific regulations based on visual guidance – Form-based codes are tailored to specific communities, whereas conventional codes are often generic in nature and do not take into account the character of the existing community. A defining feature of form-based codes is their easy-to-use, illustrative nature both graphically and with a carefully crafted, straightforward narrative.
- Greater diversity of community activities – The form-

based code will encourage new features such as mixed use buildings and street design that considers all modes of travel.³

Options

- Adopt the code amendments drafted through the Jump Start process.
- Train existing and new staff in all departments on the adopted form-based code, including its purpose and intent.
- Train members of the Development Review Committee, Planning Commission, Board of Zoning Adjustment and the City Council to understand the purpose and intent of the code and the benefits of promoting the use of the code in Conway.
- Create a development package for potential submittals that includes a checklist for developers, a user guide on process and expectations from the public and private side, and strategies for meeting the standards in the code. As projects are submitted, take note of consistent requests for modifications, if many projects are running into the same problems, an amendment to the text or requirements may be warranted.
- Look for ways to compromise on projects. The code is meant to be flexible for many situations and there is no one straight path to success for everything.

Funding Options

As the draft for the form-based code has been submitted to the City, no additional funding needs exist.

Partnership Opportunities

- Lead: City of Conway to work with other City departments to adopt and implement the zoning.
- Support: local developers

¹ <http://formbasedcodes.org/definition>

² <http://formbasedcodes.org/definition>

³ <http://formbasedcodes.org/definition>

IMPLEMENTATION STRATEGIES

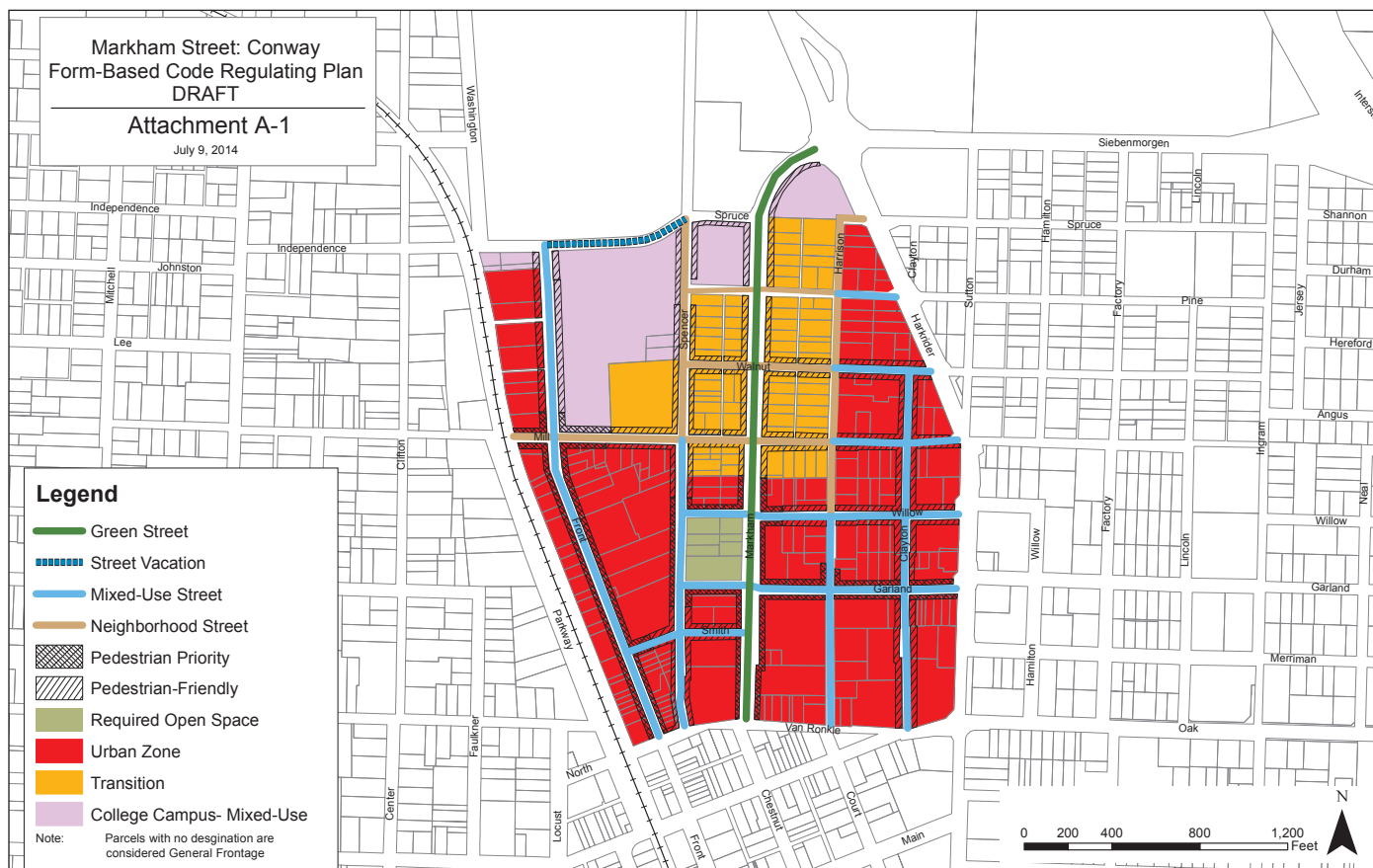
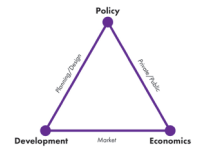


Table 3 - Form-Based Code Performance Measures

Outputs	Code Amendment Adoption
	Training of staff and members of the Development Review Committee, Planning Commission, Board of Zoning Adjustment and City Council on the purpose and intent of the form-based code completed.
Outcomes	Development package (including checklist, user guide and strategies) created and distributed to all interested developers.
	Number of project proposals received that meet the standards without major modifications.
	Number of development projects constructed in the code area.
	Number of new businesses in (or near) the code area.
	Walk score in the Markham Street area.
	Total number of businesses per 1000 workers.
	Total acreage of vacant/underutilization land in the code area.
	Amount of private investment in the code area.



Enhance Transportation Decision-Making to Support Complete Streets

In 2009, the City of Conway amended its Master Plan by adopting a Complete Streets Policy, which ensures that streets that are designed and operated to enable safe access for all users, including pedestrians, bicyclists, motorists and transit riders of all ages and abilities.⁴ The ordinance required that the City incorporate complete streets principles into its Master Street Plan, Pedestrian and Bicycle Master Plans, and other manuals. The City also required that pedestrian, bicycle, and transit accommodations be considered as part of all new transportation improvement projects.

Although Conway has this Complete Streets ordinance in place, additional processes in transportation guidance can be helpful to ensure that street network redesigns effectively support the community's vision for a walkable, well-connected and pedestrian-friendly neighborhood including:

- Multimodal and community level design guidance. Several resources exist, including The National Association of City Transportation Officials (NACTO)'s Urban Street Design Guide and The Institute of Transportation Engineers (ITE) and Congress for the New Urbanism (CNU)'s Designing Walkable Urban Thoroughfares. Both documents offer guidance that moves away from traditional street design to designing streets as a way to revitalize a community.
- Multimodal level of service (MLOS) for performance evaluation. It is a broader concept that refers to a system of multiple measures encompassing roadway, transit, bicycle, and pedestrian travel. Unlike roadway LOS, MLOS is based on user experience. Because the mechanics and traveler experience of these other modes are different from those of vehicles traveling on a highway, each involves a unique set of operating assumptions and calculations.
- Develop incentives for private property owners support

multimodal options and complete streets, such as training sessions for developers or informational sessions and outreach for the community at large.

Some key benefits of these process improvements include enhanced resources for meeting the complete street policy requirement, more complete and rigorous performance evaluation, and concurrence with community goals.

Options

- Consult design guidance from NACTO and ITE/CNU during transportation projects. Conway may wish to use one of these directly, or perhaps modify the design guidelines to fit its unique circumstances.
- Incorporate form-based code into the larger master street plan and upcoming transportation projects; expand these suggestions outside the study area, when appropriate.
- Establish multimodal level of service performance measures into transportation projects and evaluations. Use of MLOS should become a standard part of the planning process for every capital project involving engineering design and for development projects that potentially alter the street frontage.
- As discussed above, incorporate green infrastructure considerations, such as street trees and bioswales, into transportation projects to support stormwater management.

Funding Options

None

Partnership Opportunities

- Lead: City of Conway Transportation

Resources

Institute of Transportation Engineers and Congress for the New Urbanism: Designing Walkable Urban Thoroughfares: A Context Sensitive Approach <http://ite.org/css/>

In auto-reliant communities, families can spend up to 20% of their household income on transportation costs. This number is reduced significantly in areas with more transportation options.

⁴ <http://www.smartgrowthamerica.org/complete-streets/complete-streets-fundamentals/complete-streets-faq>

IMPLEMENTATION STRATEGIES

National Association of City Transportation Officials Urban Street Design Guide

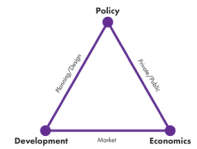
<http://nacto.org/usdg/>

Primer on MLOS by Victoria Transport Policy Institute <http://www.vtpi.org/tdm/tdm129.htm>

TRB's National Cooperative Highway Research Program (NCHRP) Report 616: Multimodal Level of Service Analysis for Urban Streets http://onlinepubs.trb.org/onlinepubs/nchrp/nchrp_rpt_616.pdf

Table 4 - Complete Streets Performance Measures

Outputs	Number of projects in which multimodal design guidance was used
	Expansion of the form-based code, including transportation recommendations, outside the study area.
	Percentage of transportation projects for which multimodal LOS is considered in evaluation.
Outcomes	Percentage of street upgrades that include a bicycle and pedestrian component.
	Developer contributions to complete streets upgrades.



Create a Green Corridor along Markham Street

As defined by the Environmental Protection Agency, green infrastructure (GI) uses natural hydrologic features to manage water and provide environmental and community benefits. The term generally refers to site planning and stormwater management practices that mimic nature to infiltrate, evaporate, or harvest and use stormwater runoff as close to its source as possible.

The green infrastructure (GI) approach is based on four fundamental principles:

1. Treat stormwater as a resource rather than a waste product;
2. Preserve and/or recreate natural landscape features;
3. Minimize the effects of impervious cover; and
4. Implement stormwater control measures that rely on natural systems to manage runoff.

Markham Street Existing Streetscape



Photo showing existing streetscape in Conway.
Source: Google Earth

GI can be implemented as part of public and private development projects, and at a wide range of scales in place of, or in addition to, more traditional stormwater control elements. Green infrastructure tools, or “Best Management Practices” (BMPs), include:

- **Bioretention systems**, which are shallow (6- to 9-inch) landscape depressions that utilize soils and plants to remove pollutants from stormwater runoff and provide decentralized infiltration to groundwater. Stormwater runoff is directed to the bioretention or bioswale system

for filtration, and filtered runoff may be collected and returned to the conveyance system or allowed to infiltrate into the soil. Typically, bioretention systems are designed to manage runoff from frequent, small magnitude storm events, with bypass to larger flood control systems during larger storm events. Where contaminated soils exist due to previous land uses, lined bioretention systems with underdrains can still provide water quality filtration without infiltration to groundwater.

- **Green roofs** are covered with vegetation and a growing medium installed over a waterproof membrane. Green roofs absorb rainwater, provide insulation, create wildlife habitat, and help to mitigate urban heat island effect and lower urban air temperatures.
- **Permeable pavement** refers to a range of materials and techniques applied to streets, parking areas, plazas, and walks designed to allow infiltration of stormwater through the surface into the soil below where the water is naturally filtered. Systems include porous concrete, permeable bituminous asphalt, brick or paver systems, and stabilized grass areas.
- **Trees** are stormwater machines, in addition to providing a host of other environmental, economic, and community benefits. Trees draw moisture from the ground and intercept and store rainfall, which can significantly reduce local flooding, delay the onset of peak flows, and lessen requirements for additional stormwater infrastructure. Street trees can also be planted within “tree box filters,” which are in-ground tree containers designed to receive, naturally filter, and infiltrate runoff from adjacent impervious areas such as streets and/or walks. Some tree box filter systems include pre-treatment sumps to increase pollutant removal and simplify long-term maintenance. Tree box filters with side and bottom openings in conjunction with structural soils can help encourage infiltration and accommodate unrestricted root growth.

Background: Existing Conditions

The Markham Street corridor currently suffers from very limited treatment of stormwater runoff for water quantity (rate/volume) or quality, an abundance of underutilized pavement contributing to excess stormwater runoff, and lack of street trees. A three-foot by two-foot box culvert traverses the study area and skirts the scrapyards site. Downtown Conway, located to the south, suffers from flooding during larger storm events due, in part, to contributing unmitigated runoff from the Markham Street study area.

IMPLEMENTATION STRATEGIES

3'x2' Culvert Location



Strategic reduction of impervious area, addition of green infrastructure to slow, filter, and infiltrate runoff, and implementation of flood control systems upstream will help mitigate the impact of these events both within the study area and downtown. In addition, realization of decentralized, natural GI throughout the corridor will achieve multiple benefits and at less overall cost when compared with costly, difficult to maintain, end-of-pipe systems. Conway2025, the community's long-range plan, envisions a future condition:

"In 2025, downtown drainage issues have been remedied, in part, by improvements made along Markham and Spencer Streets. These improvements are both effective and aesthetically pleasing."¹

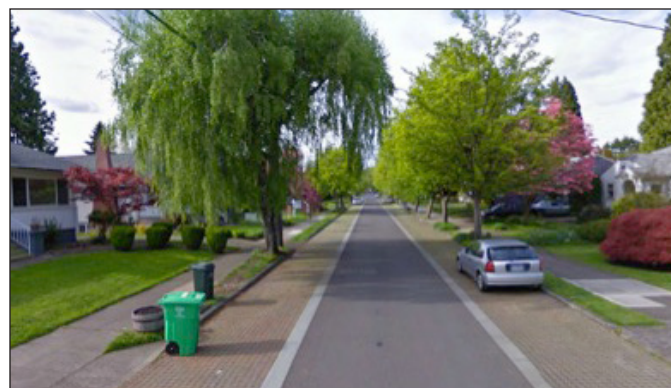
The community's vision as expressed in the Jump Start design for the Markham Street corridor and the City's acquisition of the scrapyards site as a first catalytic green pilot project demonstrate that this is a realistic, achievable goal. Construction of a community open space at the site of the former scrapyards will serve as a valuable step towards water quality improvement

Right-of-Way Bioretention



Location: New York, NY

Permeable On-Street Parking

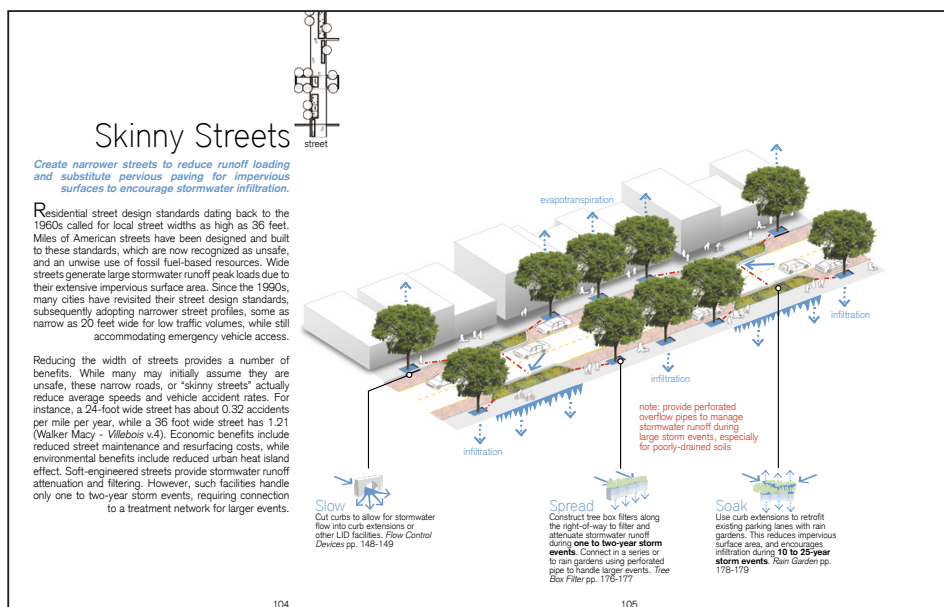


Location: Portland, OR

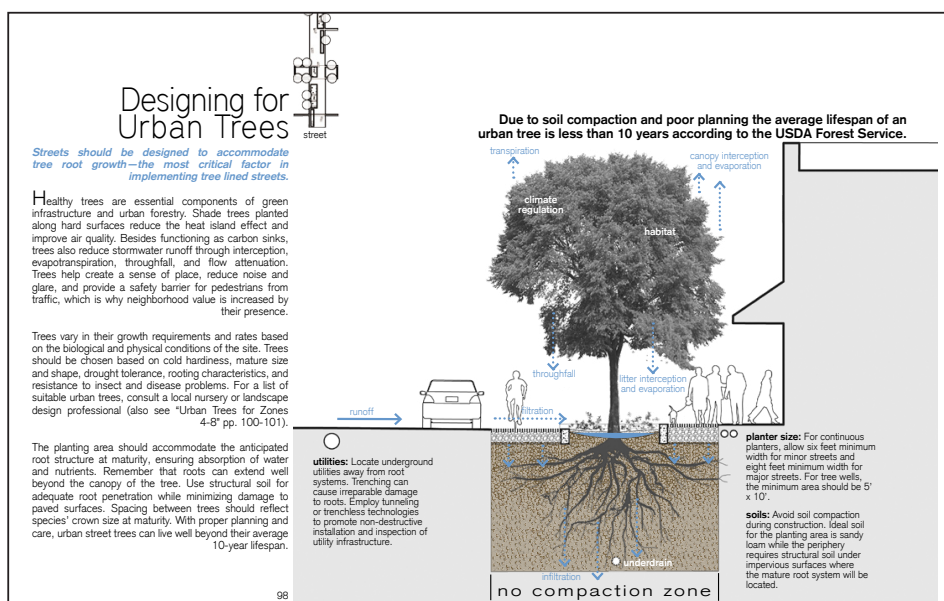
and neighborhood-scale flood control.

The scrapyards redevelopment can serve as a jewel embedded within the Markham Street green corridor – weaving a variety of green infrastructure practices including permeable pavement, bioretention, and trees throughout the public

¹ <http://www.conway2025.com/wp-content/uploads/2011/02/2025Report.pdf>



University of Arkansas Low Impact Development Design Manual



University of Arkansas Low Impact Development Design Manual

realm for environmental and livability benefits. Use of visible, simple, lovable infrastructure reduces stormwater runoff while also contributing to community livability and ensuring that the infrastructure will be understood and maintained over time.

Options

- Include green infrastructure BMPs as an integral part of the Markham Street retrofit design, including

bioretention systems, bioswales, permeable pavement, and properly designed street trees.

- Prepare site design guidelines that demonstrate appropriate green infrastructure implementation calibrated to the unique character, density, and intensity of development in the form-based code.
- Prepare a site planning and design review checklist as

IMPLEMENTATION STRATEGIES

a required submittal for new private development and redevelopment projects. The purpose of the checklist is to serve as a guide, clarifying municipal expectations and ensuring watershed health and green infrastructure are priorities.

- Require appropriately designed large canopy trees be planted as part of new public infrastructure improvements as well as new private development or redevelopment projects.
- Set a minimum tree canopy coverage requirement for new development or redevelopment projects. This could be a corridor goal over time, a site-by-site requirement, or a combination of both.
- Produce current tree canopy coverage and ambient air temperature mapping to serve as a baseline for measurement of long-term tree canopy and heat island changes.
- Include stormwater management or other incentives for planting of additional trees beyond those required, potentially including developer donation of street trees for planting elsewhere within the neighborhood.

Funding Options

- Arkansas Natural Resource Commission Nonpoint Source Pollution Grants Program offers competitive grants funded through Section 319 of the Clean Water Act. For example, the US EPA grants, in partnership with the Arkansas Natural Resources Commission, funded a three-year project led by the University of Arkansas to design and develop a low-impact development plan for the Lake Conway Urban Watershed.
- City-administered tree planting programs could bolster tree planting, incentivize private investment, and provide more consistent replanting of trees over time.
- Grants from the Arkansas Forestry Commission are often available for street tree planting.
- The EPA's Clean Water State Revolving Fund program funds water quality protection projects for stormwater management, nonpoint source pollution control, and watershed management.
- Federal DOT Transportation Activities funding could include green infrastructure to mitigate the impacts of stormwater runoff.
- As discussed in more detail throughout this plan, HUD Community Development Block Grant Program (CDBG) and Section 108 Loan Guarantee funds can incorporate green infrastructure into design and construction.

Partnership Opportunities

- EPA's Community Action for a Renewed Environment

Program (CARE) supports community-based partnerships to reduce pollution at a local level.

- City administered green infrastructure and tree planting programs can be run in partnership with neighborhood "main street" business organizations or conservation non-profits, especially to assist with long-term maintenance responsibilities.
- Private donors, endowments, or corporate sponsors often are willing supporters of tree planting programs, especially when aligned with individual interests or corporate philanthropic missions.
- Fayetteville's zoning code includes a tree escrow provision to allow developers flexibility when additional trees cannot be accommodated on site. Little Rock has established the "Tree Restoration for Environmental Enhancement" (T.R.E.E.) fund for a similar purpose. Zoning codes across the country, including Austin, TX, Portland, OR, Seattle, WA, Indianapolis, IN, and Philadelphia, PA, include a provisions for stormwater management impervious area or volume reduction credits for trees planted adjacent to impervious areas such as parking lots and driveways.
- Little Rock Main Street's Revitalization Plan envisions "townscaping" strategies, creating gateways, intersection improvements, public art, lighting improvements, and green infrastructure to bridge street and building interiors and catalyze economic development for a four-block stretch of Main Street. The US EPA committed \$1.2 million to implement the plan's "green" streetscapes.

Performance Measures

Incremental neighborhood-scale green infrastructure outcomes within the Markham Street corridor can be tracked, measured, and mapped on a project-by-project basis. Using the existing impervious area coverage for the study area as a baseline, implementation of green infrastructure, addition of flood control measures (or, in the opposite direction, addition of new unmitigated impervious area) can be applied to the baseline as an impact. The water quality impact of GI measures can be relatively simply calculated by measuring existing impervious area treated by new water quality BMPs sized to treat a specific storm event, such as the 1-inch storm. Then these incremental changes can be summed and applied to the baseline. In many cases impacts, especially flood control volume reductions for specific storm events, can be obtained from engineering drainage design calculations for projects that require municipal or state review. Additional causes of downstream flooding such as undersized conveyance systems, clogged or broken infrastructure requiring maintenance or repair, or impacts

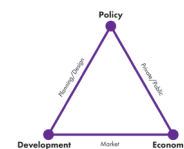


Table 5 - Green Corridor along Markham Street Performance Measures

Outputs	Adoption of site design and guidelines and a mandatory application checklist that prioritizes context-sensitive green infrastructure.
	Incorporation of incentives for green infrastructure and additional tree planting into the form-based code.
	Inclusion of advanced tree canopy requirements in the adopted form-based code.
	Mapping of current tree canopy coverage and ambient air temperature completed
	Establishment of a neighborhood tree planting program completed
	Number of construction projects completed of bioretention systems, permeable pavement, green roofs, and/or other green BMPs within the study area.
	Total number of new trees planted.
Outcomes	Percentage increase in tree canopy coverage
	Change in runoff volume on an annual or per-storm-event basis.
	Reduction in community and economic impact during severe flooding events (could be measured by costs of damage or loss of business activity).
	Amount of suspended solids, nutrients, bacteria, or other materials filtered by new water quality BMPs during specific water quality storm events (estimate based on decrease in impervious surface in the plan area).

from drainage areas further upstream must be identified and addressed on a case-by-case basis.

Although more difficult to measure at the neighborhood scale, additional outcomes likely to be realized through the installation of green infrastructure features in the Markham Street area include improved air quality, reduced ambient air temperature (heat islands), reduced energy use, and reduced atmospheric CO₂.

Resources

Arkansas Urban Forestry Council, <http://www.arkansastrees.org/>.

Center for Neighborhood Technology "The Value of Green Infrastructure", <http://www.cnt.org/repository/gi-values-guide.pdf>.

Fayetteville Urban Forestry Tree Planting Projects, http://www.accessfayetteville.org/government/parks_and_recreation/urban_forestry/tree_planting_projects.cfm.

HUD/DOT/EPA Partnership for Sustainable Communities, <http://www.sustainablecommunities.gov/>.

A Main Street Revitalization for Little Rock, <http://www.aia.org/practicing/awards/2014/regional-urban-design/creative-corridor/>.

US EPA Low Impact Development

- Region 6: <http://www.epa.gov/region6/water/npdes/greeninfrastructure/index.html>
- LID Page: <http://www.epa.gov/owow/NPS/lid/>
- Fact Sheet Series: <http://water.epa.gov/polwaste/green/bbfs.cfm>
- GI Funding: http://water.epa.gov/infrastructure/greeninfrastructure/gi_funding.cfm
- Public-Private Partnerships: http://water.epa.gov/polwaste/green/upload/lid_canal_park_dc.pdf

US EPA Greening America's Capitals: Little Rock, http://www.epa.gov/smartgrowth/pdf/GAC_LittleRock.pdf.

University of Arkansas Community Design Center, <http://uacdc.uark.edu/>.

IMPLEMENTATION STRATEGIES

Utility Strategy

Conway’s power and water/wastewater utilities are managed by Conway Corporation, who has been managing the City’s power since 1929. Strategies must be coordinated with Conway Corporation in order to ensure that the utility lines are placed in the ideal location to promote maximum economic development potential.

Ensuring that any overhead utilities installed are not located within primary pedestrian areas should be the greatest priority. Currently electric lines run along Markham Street. By moving the lines to the middle of the block, or to an alternative street, Markham Street will be promoted as a prime location for new development. But if the rest of the neighborhood will be focused, a planned and phased approach to utility treatment and a series of underground utility lines will ensure that the whole neighborhood will become available for development.

Partnership Opportunities

- Leads: City of Conway, Conway Corporation
- Local land owners and future developers

Funding Options

Tax Increment Financing is a way to collect some funding based on value creation. The increased increment value will produce a balance of funding that could be used to supplement the need for relocation or undergrounding of utilities. This amount will probably not cover all expenses, but it is an option to subsidize some required funds.

General Fund Allocations can be isolated for the area, so that any increase in tax revenue, or portion thereof, generated by the neighborhood will be reallocated back to continued improvements in the neighborhood directly. This would keep momentum in the neighborhood as it revitalizes through the development process. Allocations can be made by Capital Improvement Plans and various other programming and staff

intensive budget allocations.

Any funding for infrastructure improvements should be coordinated with private development so that construction can be planned and phased to support development, rather than providing extra costs by changing utilities after or during construction.

Adopt a Brownfield Redevelopment Strategy for the Former Conway Metals Site

A brownfield site is an abandoned, idled or underused industrial or commercial property where expansion or redevelopment is complicated by real or perceived environmental contamination. Brownfield sites are often an eyesore, and detract from the desirability of the area to potential residents and businesses. The presence of contaminated property reduces property values in the area and results in reduced city tax revenues and challenges to redevelopment. There is often concern among nearby residents and businesses about the health effects from the contamination and uncertainties regarding the complicated and sometimes costly process for cleanup.

While brownfield sites are usually abandoned or underutilized properties, they often contain some desirable characteristics for redevelopment such as proximity to local workforce, transportation or commercial areas, pre-existing infrastructure, and investment incentive programs. The goal of brownfields redevelopment programs is to improve environmental quality and stimulate economic activity in blighted or environmentally damaged areas.

The Conway Metals site, at 1110 Spencer Street, is a brownfield site with desirable characteristics for redevelopment. It is located centrally in the Markham Street area and occupies a large contiguous area (1.23 acres) with existing utilities and good street access from all sides. The City of Conway has proactively evaluated the site and determined that it can serve as a catalytic site in the Markham Street Redevelopment plan through the

Table 6 - Utility Strategy Performance Measures Table

Outputs	Phased utility plan for the Markham Street Neighborhood.
	Funding allocation through an innovative financing program.
Outcomes	Percentage of utility upgrades/improvements that support new development.
	Developer contributions to complete utility upgrades/improvements.

Example of Brownfield Remediation



Scarito Park, Lawrence Massachusetts. Before and After Redevelopment. Source: Groundwork Lawrence.

transformation of the existing contaminated scrapyard into a multi-use city park and amphitheater that integrates critical aspects of the green infrastructure improvements discussed in above. Initial steps have been taken by the City to evaluate the level of contamination, acquire the property, begin cleanup activities, and plan for reuse.

Brownfield redevelopment is an effective instrument for spurring economic growth and improving the overall environmental quality of the area. Results from EPA's Brownfield Grant program demonstrates the value of investing in brownfield projects. For example:

- On average, \$17.79 are leveraged for each EPA Brownfields dollar expended;
- On average, 7.30 jobs are leveraged per \$100,000 of EPA Brownfields funding;
- Brownfield sites tend to have greater location efficiency than alternative development scenarios resulting in a 32 to 57 percent reduction in vehicle miles traveled, thus reducing pollution emissions including greenhouse gasses;
- Brownfield sites show an estimated 47 to 62 percent reduction of stormwater runoff;
- Residential property values increase once a nearby brownfield is assessed or cleaned up.⁵

There are hundreds of examples of successful brownfield redevelopments throughout the country, ranging in size from small gas stations and dry cleaners, to large area-wide redevelopments of military bases and former industrial complexes. While most of the examples result in commercial, residential or industrial development, many have created valuable open space and community-based amenities that encourage nearby development and serve to revitalize the neighborhood. Two examples are provided below.

Depot Park, near downtown Gainesville, Florida is a former 32-acre industrial property and train station that is being redeveloped into a large urban park and regional stormwater treatment system. The park creates a public green space that will serve as Gainesville's Central Park, and includes a children's area, nature areas and bike trails. The area surrounding the park has been rezoned to allow for denser development.

The **Dr. Nina Scarito Park** is a 2.7-acre formerly contaminated industrial site that sat empty for more than 20 years in the center of urban Lawrence, Massachusetts. Local residents recognized the value of the site for a city park and began a series of visioning and planning sessions to transform the site. Volunteers worked with state and local officials, community groups, banks and professional firms for six years to redevelop the parcel into a vibrant community space.

² Statistics from EPA Brownfield Postcard, Updated June 2013.
Available at: <http://www.epa.gov/brownfields/overview/Brownfields-Benefits-postcard.pdf>

IMPLEMENTATION STRATEGIES

Partnership Opportunities and Resources

Successful brownfield developments generally require input and commitment from a wide range of stakeholders. A key theme among the EPA Brownfields Phoenix Award winners³ over the last several years is the execution of a common brownfield vision by a large coalition of public and private organizations. Some partnerships for successful brownfield development are evident just by the requirements and project needs. For example, many city departments will be critical to the smooth and successful redevelopment of the Conway Metals site including the City Attorney, Community Development, Parks and Recreation, Permits and Inspections, Planning and Development, and Street Department.

Community organizations often play a vital role in moving brownfield projects forward by providing input on community needs and a vision for reuse. Input from the community, such as that gained through this Jump Start project, ensures a unified redevelopment goal and often provides outreach mechanism for effective use of the property once redeveloped. Given the proposed property reuse as a park and amphitheater, valuable input could be provided by neighborhood associations, local theater, music and arts organizations, health and exercise programs, environmental and conservation groups.

Options

The City of Conway has already recognized that catalyzing development throughout the Markham Street area depends on the transformation of the Conway Metals Site into a community amenity. Furthermore, the City has already begun the process for securing EPA funding for clean-up of the site. The City has recognized that initiating and maintaining regular communication with the EPA Region 6 Brownfield Coordinator improves the likelihood of receiving a US EPA Brownfield Grant.

The following options outline options for Conway to enhance the likelihood that the redevelopment effort is successful:

- US EPA Brownfield Grant Writing Workshops, which are conducted at the regional level, provide valuable insight into selection process and offer practical advice for preparing grant applications. Some communities choose to engage an environmental consultant experienced in preparing successful Brownfield grant applications, or contact the EPA contractor for the Technical Assistance to Brownfields program.

- Development and distribution of fact sheets that document the vision, progress and success of the project throughout the phases. Frequent communication through press releases to newspapers and community organizations or a project website raise the visibility of the project.
- Adding amenities to the basic redevelopment of the site that enhance the basic use. For example, the addition of a series of informational markers about green infrastructure, former site use, and environmental benefits of the site as educational tools for the public and local schools. Adding bicycle racks and exercise stations encourage and re-enforce healthy lifestyle options. Adding native vegetation or seasonally relevant plantings by community groups.
- Use communication of the project's expected positive impact to encourage civic groups to become supporters of the project. Potential partners are described in further detail below.

Funding Options

- Government Funding – Initial environmental assessments are often funded by the local government and supplemented by US EPA through the competitive Brownfields Assessment grants, and the Targeted Brownfield Assessments (TBA) program. Remediation of contaminated sites is commonly funded by EPA with cleanup grants, along with other sources. While there is a funding limit for each phase and a maximum for each site, EPA can be a significant funding source for small open space brownfield projects. The Brownfields Revolving Loan Fund (BRLF) is an EPA-funded, state-administered program that provides low interest rate loans to public and private parties and non-profit organizations for cleanup of sites located in Arkansas. The Arkansas Department of Environmental Quality (DEQ), Brownfields Division and Solid Waste divisions can be partners to help navigate the challenges in environmental cleanups and reduce disposal costs through beneficial reuse of wastes.
- Community Development Block Grants (CDBG) from the US Department of Housing and Urban Development may be used for brownfield assessment, cleanup and redevelopment if the site meets one of the three national objectives which include: benefiting low and moderate income persons, preventing or eliminating slums or blight, or

³ The Phoenix awards are selected annually by US EPA Office of Brownfield and Land revitalization to recognize projects across the US for excellence in brownfield redevelopment. View the fact sheets for 2011 and 2012 winners at http://www.brownfieldsconference.org/en/Page/158/Phoenix_Award_Winners

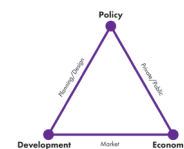


Table 7 - Brownfield Remediation Site Performance Measure Table

Outputs	Successful award of Brownfield Assessment Grant and subsequent cleanup grant from US EPA.
	Successful redevelopment of the former Conway Metals scrapyard to a multi-use, open space for the community.
	Incorporation of green infrastructure initiatives into the design and functionality of the redeveloped parcel.
	Use of the amphitheater property by community members as a gathering spot and recreational area.
Outcomes	Number of events held in the Markham Street area annually.
	Increase in average property values in the Markham Street area.

Note: Although more difficult to measure, the redevelopment of the Conway Metals site (including green infrastructure features) will result in decreased likelihood of storm surge flooding, as well as reduced environmental and health risks from exposure to contaminated soils and groundwater contamination.

addressing conditions that present a serious and immediate threat to the health and safety of the community. Private and non-profit organizations – Because the Amphitheater project, as a green space site, is not expected to provide retail, commercial or residential uses, the project will likely not be eligible for a number of private loans, Federal and State historic tax credits, and job creation tax credits and tax incentives. However, non-profit and philanthropic organizations may help with design and site construction. Organizations that promote open space, green infrastructure, sustainability, arts and theater, or physical fitness and health may offer opportunities for non-traditional funding of this particular brownfield site. Private funding or grants from banks or local businesses are also a common source of funding for municipal brownfield projects. For example, the The Trust for Public Land is a non-profit organization that assists communities with developing and maintaining parks, particularly in and near cities, where more than 80 percent of Americans live. The Trust offers tools to plan, finance, design and develop parks for a wide range of end uses. Projects supported by the Trust include fitness parks, walking trails, and open spaces in downtown sections of cities including Washington DC, Houston and New Orleans.

Resources

Arkansas DEQ Brownfields Program, Hazardous Waste Division, Contact: Terry Sligh - (501) 682-0867. <http://www.adeq.state.ar.us/hazwaste/bf/>.

Arkansas DEQ "Brownfields Toolbox," <http://www.adeq>.

state.ar.us/hazwaste/bf/pdfs/brownfields_redevelopment_toolbox.pdf.

US EPA Region 6 Brownfields Program, <http://www.epa.gov/region6/6sf/brownfields/>

Technical Assistance to Brownfields (TAB) Contractor Kansas State University <https://www.ksutab.org/>

The Trust for Public Land, <http://www.tpl.org/our-work/parks-for-people>.

Groundwork USA is a nonprofit organization that develops community based partnerships and assists in all phases of brownfield redevelopment. <http://groundworkusa.org/>

IMPLEMENTATION STRATEGIES

PUBLIC/PRIVATE RELATIONSHIPS

Leverage CDBG Funding for Infrastructure Improvements to Support the Redevelopment of the Markham Street Area

Conway is a CDBG Entitlement Community for HUD, which means that it receives annual CDBG grants (based on distribution formulae) to carry out a wide range of community development activities directed toward neighborhood revitalization, economic development, and improved community facilities and services.⁷ Conway has used CDBG monies in the past for planning, design, predevelopment work for an affordable housing project, land acquisition and clearance, brownfield land purchase, sewer and water upgrades, sidewalk construction, and street repair.

Infrastructure is a popular use of CDBG funding, particularly on larger development efforts such as the Conway Metals site and entire Markham Street area. In allocating CDBG funding for this use, it allows the community to use more of their coffer funds, which would normally pay for infrastructure, to go further in community development efforts. Because there are multiple infrastructure needs in the study area for which CDBG funding can be used, it is important to leverage as much outside (private or other public) funding as possible to stretch and apply the CDBG funding for essential needs not covered by ancillary funding sources. If the City plans to borrow funds for the completion of

the infrastructure project, the use of CDBG funding could show a reduced risk to the lender.

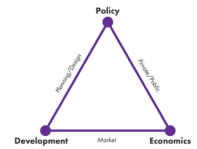
Options

- Continue to use CDBG funding in the Markham Street, with a specific focus on the completion of the necessary improvements to the scrap yard, additional sewer and water upgrades, and necessary sidewalk construction. The continued CDBG funding allocation should focus on what cannot be covered by housing or commercial development partners who should include the costs to build a sidewalk, for example, in their pro formas/project costs.
- Ensure that developers involved in the redevelopment of the study area are responsible for funding the portion of infrastructure related to their site, with little exclusion. These exclusions could include the developers building Low Income Housing Tax Credit properties or other federally-assisted affordable housing projects, as these projects have reduced access to capital and restricted developer profit margins.
- Provide/access technical assistance (TA) for Conway CDBG Staff member. This TA would include an assessment of Conway Policies and Procedures related to CDBG. After an assessment, the TA would include addressing any inconsistencies found related to the rules and regulatory requirements of CDBG. Assistance can also be provided to answer any questions or concerns that Conway has related to CDBG regulations or typical procedures. The

Table 8 - CDBG Funding for Infrastructure Improvements Performance Measure Table

Outputs	Inclusion of the project in HUD Consolidated Plan(s) and Action Plans until project infrastructure needs are met.
	Percentage of developers who have covered all infrastructure upgrades related to their sites (excluding affordable housing or other public benefit projects).
	CDBG technical assistance acquired and completed.
Outcomes	Amount of private investment in infrastructure upgrades per each CDBG dollar spent on upgrades.
	Number of completed sewer and water upgrades.

⁷ From each year’s CDBG appropriation, excluding the amounts provided for grants under Section 107 of the Housing and Community Development Act of 1974 (Section 107 grants), and other specified grants, 70 percent is allocated to metropolitan cities and urban counties. The amount of each entitlement grant is determined by statutory formula, which uses several objective measures of community need, including poverty, population, housing overcrowding, age of housing, and growth lag.



TA should be provided by a national CDBG expert. This national expertise will provide a diversity of options for Conway to consider. It is important that Conway trust in the TA provider and discuss options freely. This will allow for a more successful TA engagement for Conway.

Partnership Opportunities

- Lead: City of Conway Community Development
- Local community non-profits
- State of Arkansas
- MetroPlan

Leverage HOME Funding to Enhance Housing Diversity and Improve Affordability

The HUD HOME Investment Partnerships Program (HOME) provides formula grants to States and localities to fund affordable housing activities. HOME is the largest Federal block grant to state and local governments designed exclusively to create affordable housing for low-income households. While Conway is an entitlement community for CDBG funding, it is not eligible for HOME funding directly from HUD Headquarters. Since Conway is not a HOME entitlement community, Conway is eligible to apply to the State of Arkansas to receive a part of the state allocation.

HOME funding uses include:

- Predevelopment loans or grants
- Construction loans
- Bridge loans
- Tenant-based rental assistance, such as rental subsidy that the City can use to help individual households afford housing costs (i.e. rental assistance or security deposits). Can pay utility deposits, but only when HOME is also used for rental assistance or security deposits.
 - Typically, HOME provides payments to make up the difference between the amount a household can afford to pay for housing and local rent standards
 - Helps individual households
 - Moves with the tenant, does not stay with the unit

Nearly all HOME funds used for rental housing and rental assistance must be for families whose incomes are 60 percent of the area median income or less. In rental developments with five or more units, twenty percent of the units must be reserved for families making 50 percent of the area median income or

less. The rents in HOME-assisted units must remain affordable for a designated amount of time.

Mixed income housing and neighborhoods provide cities with vitality and diversity. If the City encounters the opportunity for including a mixed income development, with both market rate units and affordable units, it is important that the low income residents – renters or homeowners – have as much of a voice in the building as the market rate residents. It is also important to ensure that the developer responsible for the mixed income building has experience in affordable housing development and has done the due diligence required to manage a mixed income building. Some benefits of this type of development include:

- Economic desegregation: includes better quality housing, improved services, increased neighborhood amenities, and a safer environment
- Poverty Alleviation: includes benefits for low income households. These benefits include access to networks, behavior and lifestyle alternatives not typically found in low income only areas.
- Urban Revitalization: mixed income housing can stimulate and even be the financial spark and birth of an urban revitalization movement.
- Economic Health of City: frequently, pockets of poverty are associated with pockets of crime or locations people want to stay away from. Because of this, the real estate market struggles in these areas, they can become unstable and experience vacancies. These issues produce a reduced tax flow to city, as well as greater resources dedicated to code enforcement, police presence, etc.

In addition to the benefit of Conway receiving grant funding, HOME funding provides the opportunity for the City to choose which projects get funded. It also allows the City to be able to partner with developers to ensure the projects are built to Conway's specifications for the area. The City would have an investor role in the projects funding and would be involved in decision making. HOME funding would allow the City to keep the Implementation Plan moving forward.

Actions

- Apply for State of Arkansas HOME Program Funding grant (ADFA <http://www.state.ar.us/adfa/programs/hipp.html>). Conway can apply for a grant to receive funding from the State of Arkansas to address affordable housing needs. As the plan comes together and projects being to be imagined, the City has the flexibility to apply for the funding that is needed for putting projects together.

IMPLEMENTATION STRATEGIES

Funding could be used for providing predevelopment loans or grants, or constructions or bridge loans to developers interested in providing the housing described in this plan.

- Staffing options:
 - If Conway intends to dedicate Community Development staff members to this effort, Conway should consider using technical assistance for HOME funding. The State provides its own training for the sub-grantees, such as Conway, but additional technical assistance and training around the rules and regulations for HOME would likely be beneficial. The technical assistance provided by the State may not be sufficient effective implementation of the program. Therefore, Conway can apply for technical assistance from HUD Headquarters at www.OneCPD.info. It is recommended that the manager responsible for the funds attend a HUD-provided HOME training in the area. Alternatively, Conway can hire an individual firm to provide direct technical assistance.
 - As an alternative staffing mechanism, Conway could hire a consultant to apply for and/or manage the HOME funding. ADFA (the Arkansas state agency that administers HOME funds), has a listing of local consultants who have been certified to ADFA standards.
- Incorporate Federal Low Income Housing Tax Credits (LIHTC) into the City of Conway's housing work. Conway can work with local affordable housing developers who have used LIHTC before to encourage them to apply for LIHTC funding via the state of Arkansas for qualifying projects in the Markham Street area. Conway staff should be in contact with the LIHTC administrators at the state level and learn more about successful LIHTC projects in their area. In Arkansas, LIHTC project range in size from 10-15 units up to 70-100 units. State of Arkansas HOME funds are used for providing up to \$450k per project in gap

financing for LIHTC projects for about half of the LIHTC projects statewide every year.

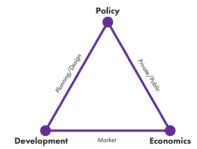
- Partner with local developers to create market rate housing to support the needs highlighted in the market study. These would include competitive rent rates with the inclusion of more sophisticated amenities. These amenities could include a quality gym, wine storage room, resident lounge, roof-top space for resident engagement and use, or a film viewing room.
- Create incentives, such as reduced impact fees, reduced permit fees, reduction in the amount of time to get permits, etc. in order to make the study area more attractive to developers. Conway should consider initiating discussions with developers about other incentives..

Partnership Opportunities

- Lead: City of Conway Community Development Department
- Local developers who know the area and can easily partner and understanding the zoning, permitting, and building processes of the area.
- Hendrix College
- Housing partnerships with local, regional and national housing developers, as well as with the State of Arkansas.

Table 9 - HOME Funding to Enhance Housing Diversity Performance Measure Table

Outputs	Application to the State for HOME funding completed.
	Discussions with local developers on the use of Low Income Housing Tax Credits undertaken.
Outcomes	Number of new housing units constructed in the Markham Street area.
	Percentage of all new housing units constructed in the Markham Street area that are affordable.



MARKET ACTIVITY

Tenant Sourcing and Activation

Tenant recruitment is one of the strongest returns on investment in implementing strong planning. Recruitment is often done through the owner, or the property owner's representative/broker. However, the public sector can take an active role in recruiting office, retail and other services that can create fiscal impact and activate catalyst sites.

Recruitment can be passive or direct. Historically, economic development agencies are passive agencies and are engaged once a prospect is identified. Passive activities include creating marketing information, connecting prospects with potential projects, administering policies, and coordinating market activities with third parties. Direct recruitment is usually done through an internal marketing coordinator. The marketing coordinator may work direct through the city, or could be within a non-profit such as a chamber of commerce, business group, or economic development agency. Direct recruitment activities would include researching and strategically marketing to direct prospects, promoting development tools and opportunities to prospective developers, actively supporting brokers in procuring tenant prospects, and working with third party implementation specialist and creating proactive merchandising strategies.

When recruiting for redevelopment and in-fill locations, there may be a need to focus on high quality destination prospects that may be more regional in nature. As the area matures, the recruitment team should focus on super-regional or national prospects. In some areas, it may be advantageous to maintain a higher percentage of niche and boutique tenant mix with regional and local credits to create a more authentic environment and differentiated tenant base. This is certainly effective in neighborhood oriented centers and downtowns. In developing the merchandising plan, the growing industry sectors may be strong categories to consider. For retail, the categories with the greatest amount of retail leakage should set prioritization.

Recommendations

- Develop a set of policies and incentives for recruitment of primary employers and other industries such as retail. Each policy shall be independent.
 - Tailor recruitment efforts based upon the context of available space, vision for development, physical needs for each prospect, and available drivers which support the prospects business strategy.
 - Maintain a pipeline of prospects and update each opportunity with tasks that can facilitate progress in the prospects underwriting and acceptance of the area.
 - Evaluate prospects and terminate "no go" opportunities as needed to focus resources on probable opportunities.
 - Attend trade shows and market to prospects.
- Identify an internal champion that will be responsible for active recruitment.
 - Develop a targeted merchandising plan and specialized marketing plan that identifies specific marketing channels, tasks, resources, and measurables for each industry.

ACTION STEPS

Near Term Action Steps

□ **Adopt this Implementation and Action Plan**

- In order to be eligible for any regional funding for infrastructure improvements, the Implementation and Action Plan must be adopted at City Council as the guiding plan for any projects in the Markham Street Neighborhood.
- In order to be eligible for the next round of funding allocation by Metroplan for implementation of infrastructure projects, this plan must be adopted in the first quarter 2015.

□ **Adopt the drafted updates to the Northeast Old Conway Area Specific Plan**

- In order to be eligible for any regional funding for infrastructure improvements, these updates must be adopted at City Council as the zoning document for any projects in the Markham Street Neighborhood.
- In order to be eligible for the next round of funding allocation by Metroplan for implementation of infrastructure projects, these updates must be adopted in the first quarter 2015.
- Apply these proposed updates to the zoning ordinance as a City initiated zoning amendment and notify the appropriate landowners within the required distance or proximity, if necessary for amendments.
- This may be processed as both a Map amendment and a Text amendment in the City Zoning Ordinance.
- It is encouraged that the Markham Street Neighborhood zoning update be adopted by reference and remains as a standalone document, so that the sections do not get scattered throughout the current zoning ordinance. It must be clear that the new updates will not be subject to the former version of zoning for this area.
- It is recommended that there be some public input to the changes for those landowners that were not originally in the Northeast Old Conway Area Specific Plan, so they understand the benefits and rules for development in the revised zoning.
- Be sure that letters of support are requested and submitted for hearing submittals, as it is common for supporters to not show up for public hearings. Documented support is better than hearsay.
- Some special work sessions with Planning Commission and City Council may be necessary and minutes from

those events should be documented.

- Prior to any final adoption, any edits to the zoning updates must be reviewed and approved by Metroplan. This ensures that the document has not lost key elements that would support a sustainable development pattern, mix of uses, or the context sensitive approach to roadway elements, among other elements.
- Failure to get approval from Metroplan on edits to the zoning updates may make the project ineligible for regional funding for infrastructure, as key elements may unintentionally be removed from the zoning updates.
- Once the document has been reviewed and supported, proceed through the adoption process at a regular council meeting.
- Since this zoning already existed, once adopted, educate all departments on the changes to goals, objectives, and expected outcomes from the zoning update, paying special attention to the new approval process.

□ **Assemble representatives from all stakeholder groups to form a Coalition for Implementation**

- Include but do not limit to regional and state agencies, chamber of commerce, non-profits, project area leaders, staff department, council and school district representatives.
- This group will not have any decision making ability, but will instead help organize and educate their respective groups on the status and process for implementation of this plan.
- Regular monthly meetings should be set to ensure consistent news is being delivered to these groups.
- A single person should be the lead for this group, perhaps a Chamber employee or a city employee and will have charge of keeping the plan, setting meetings, keeping minutes and following up on implementation activities and performance measures.

□ **Begin the process for Markham Street improvements and Public Space.**

- Meet with Coalition and Metroplan to understand the requirements of the Metroplan funding source and application process
- Apply for funding from Metroplan funding sources
- Create a plan to work with Metroplan on the design process that serves as a win-win for both groups

- Focus on a request for proposal that focuses on the qualitative aspects (connectivity, walkability, economic development, context sensitive design, green infrastructure, etc.) and the quantitative aspects (total cost, driveways, access management, etc.). Each of the aspects is important, but the long-term strategy for Markham Street must be focused on economic development and qualitative aspects primarily.
 - Select a qualified general contractor/engineering team to streamline the design and building process. Key qualifications should include:
 - Experience with green infrastructure
 - Experience with walkable urban thoroughfares and context sensitive design
 - Experience on projects requiring the reporting and process for federal and regional funding
 - Experience with mixed-use roadways and multi-use trail integration
 - Begin and complete the design and quickly move into construction.
- Experience with multi-use trail integration;
 - Begin and complete the design and quickly move into construction.
- **Work with the Chamber** to create a branding and marketing plan for Markham Street and the new public space.
 - **Work with the Coalition** to connect Markham Street area to the wayfinding and lighting palette of the Downtown area. This should be associated with the branding and marketing plan.
 - **Continue to expand the City bicycle and pedestrian connections.**
 - Start by creating a plan and mapping the current city-owned parcels and right-of-ways.
 - Find ways to connect the public parks and public facilities city-wide
 - Find ways to connect to neighbor city trails and parks
 - Focus on key locations for trailheads and educational installations.
 - Use new major road improvements as a means to continue the trail connections.
 - A trail system does not need to be a loop. It needs to move people through and to the places that they want to go. All trails should meet in Downtown.

Long Term Action Steps

- **Design and Implement other neighborhood and mixed use street improvements**
 - Focus on the contract for award as a design/build request for proposal that focuses on the qualitative aspects (connectivity, walkability, economic development, context sensitive design, green infrastructure, etc.) and the quantitative aspects (total cost, driveways, access management, etc.). Each of the aspects is important, but the long-term strategy for these streets must be focused on economic development and qualitative aspects primarily.
 - Select a qualified general contractor team and engineering team to streamline the design and building process. Key qualifications should include:
 - Experience with green infrastructure;
 - Experience with walkable urban thoroughfares (for the areas that connect to Markham Street) and context sensitive design;
 - Experience on projects requiring any special reporting;
- **Re-evaluate long-term strategies** on an annual or bi-annual basis. Adjust some long-term to short term and add new focus areas for long-term improvements for Markham Street and the Greater Downtown area.
- Incorporate, on an annual basis, any **short-term projects that require CIP funding or commitments**, into the CIP project list.
- **Collect and deliver Performance Measure data to Metroplan.**

CONSOLIDATED PERFORMANCE EVALUATION FRAMEWORK

The purpose of this section is to present an evaluation framework can be used to track and evaluate implementation of this plan, as well as how changes in Conway are furthering regional and national livability goals. First, this section provides some background information about the Federal and regional principles, goals, and performance measures that underlie the Federally-supported Jump Start program and (in the case of performance measures) are currently being used to track progress toward creating more livable and sustainable communities. Then, the section identifies the performance measures that will be used to track progress toward implementation of this plan and the connections to Federal and regional indicators where they exist. Finally, a performance baseline for Conway, against which future progress can and should be tracked, is provided in a digital format for ease of tracking over time. Although full implementation of the plan in Conway is not expected to significantly alter performance on regional livability and sustainability indicators in the short or even medium term, it will support accomplishment of long term regional objectives, particularly as the policies and strategies implemented in Conway become more widespread throughout the region.

Federal

- **Livability Principles.** The Federal Partnership for Sustainable Communities (including HUD) developed the Livability Principles to define what makes a community livable and to guide the agencies' investments in furthering livability. These principles guide the entire Imagine Central Arkansas grant.
- **FSIs** Subsequently, HUD developed a set of eight Flagship Sustainability Indicators (FSIs) that can be used by jurisdictions throughout the country to measure progress toward creating more livable and sustainable communities.

Regional

- **Imagine Central Arkansas Goals and Jump Start Program Elements**

Table 10 - Evaluation Framework

Federal Livability Principles	Metroplan Goals	ICAP Program Elements	Jump Start Evaluation Areas	Project Goals
Provide more transportation choices	2. Quality corridors and transportation choice 1.2, 5.3 - Multimodal transportation system 1.3 - Modal choice 2.5 - Public transit system 2.6 - Pedestrian facilities 2.7 - Bikeway facilities 4.3 - Design for all modes 4.7 - Reduce H+T costs 5.2 - Active transportation 5.4 - Safety, efficiency and convenience of active transportation	Efficient mobility options Pedestrian design	Provide transportation choices and enhance mobility	1. Redesign and construction of Markham Street as a multi-modal corridor between two key community anchors to leverage best practices in green infrastructure.
Promote equitable, affordable housing	4. Land development and housing 4.6 - Housing choice and availability	Housing choice Development diversity	Increase housing and development/land use diversity	3. Catalyze development of lots near the scrapyard to take advantage of city improvements, supporting additional housing and demographic diversity, and showcasing green building and stormwater practices.
Enhance economic competitiveness	1. Economic growth and vitality 1.4 - Economic development	Educational opportunity Economic development	Increase housing and development/land use diversity Enhance economic competitiveness	2. Identify and implement best use (including a stormwater management component) for the redevelopment of the scrapyard site and properties within this area. 3. Catalyze development of lots near the scrapyard to take advantage of city improvements, supporting additional housing and demographic diversity, and showcasing green building and stormwater practices.

Federal Livability Principles	Metroplan Goals	ICAP Program Elements	Jump Start Evaluation Areas	Project Goals
Support existing communities	6. Funding adequacy 2.8 - Mixed use/compact clusters 4.5 - Neighborhood infrastructure 6.3 - System efficiency and preservation	Efficient growth Activity centers	Support existing communities	2. Identify and implement best use (including a stormwater management component) for the redevelopment of the scrapyard site and properties within this area.
Value communities and neighborhoods	5. Healthy and safe communities	Quality places Healthy communities	Support existing communities Create quality places and healthy communities	2. Identify and implement best use (including a stormwater management component) for the redevelopment of the scrapyard site and properties within this area. 3. Catalyze development of lots near the scrapyard to take advantage of city improvements, supporting additional housing and demographic diversity, and showcasing green building and stormwater practices.
Coordinate and leverage Federal policies and investment				<i>Illustrated through this implementation plan.</i>
Environment embedded in principles 1,2,4 and 6	3. Environmental quality and sustainable energy	Environmental stewardship Resource efficiency	Support environmentally-sustainable development	1. Redesign and construction of Markham Street as a multi-modal corridor between two key community anchors to leverage best practices in green infrastructure. 2. Identify and implement best use (including a stormwater management component) for the redevelopment of the scrapyard site and properties within this area. 3. Catalyze development of lots near the scrapyard to take advantage of city improvements, supporting additional housing and demographic diversity, and showcasing green building and stormwater practices.