

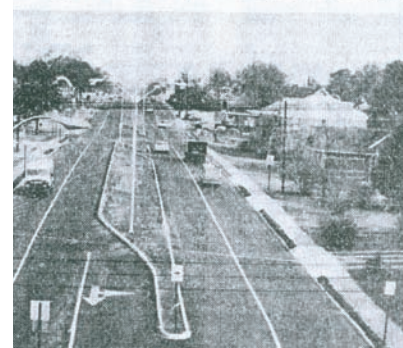
PARK HILL

NORTH LITTLE ROCK, AR

Little Rock News
News and Society, Phone FR 3-4739

Renamed For John Kennedy

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EXECUTIVE SUMMARY



Prepared for ICAP, Metroplan and The City of North Little Rock
December 2014

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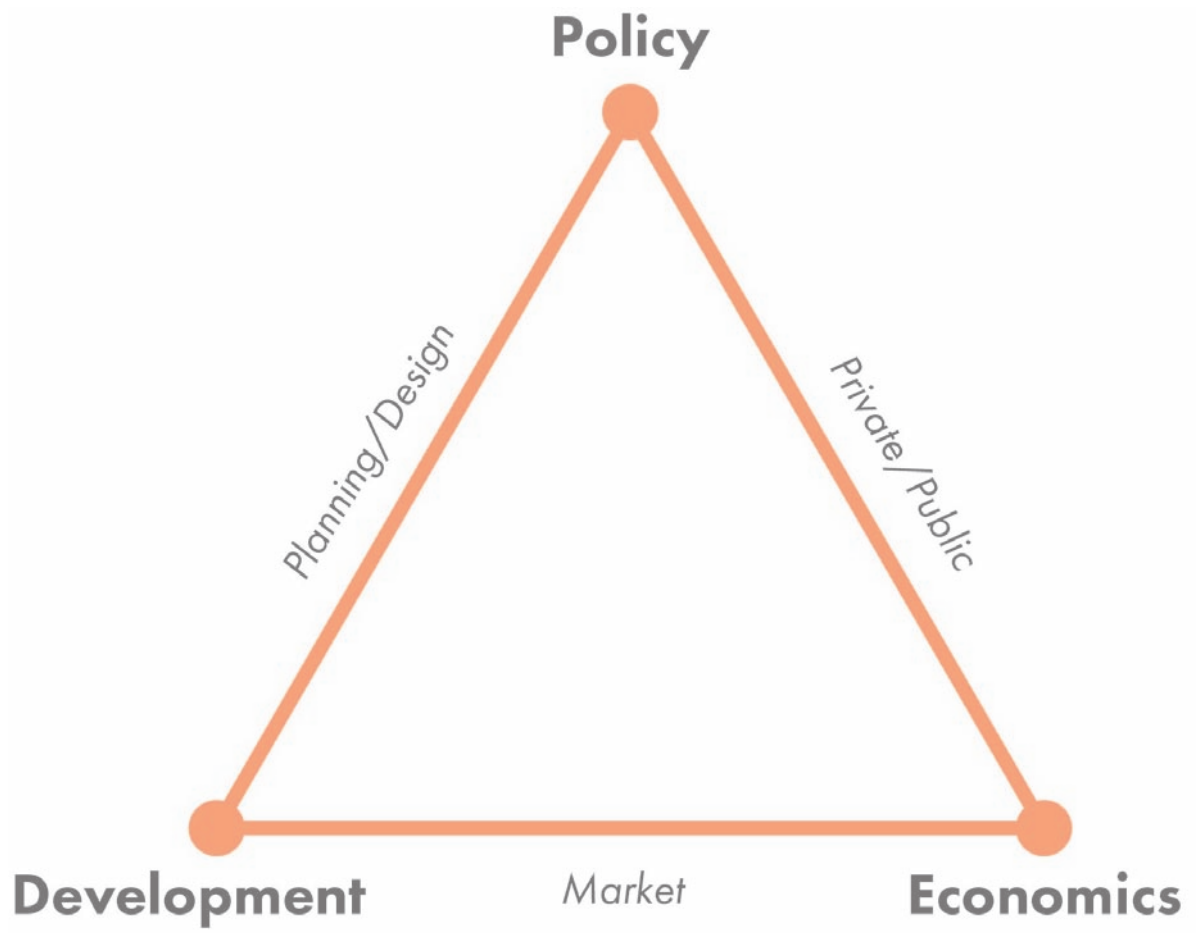
TABLE OF CONTENTS

I.	Executive Summary	i
II.	Introduction	1
	(a) Why Jump Start?.....	3
	(b) Why Park Hill?	5
III.	Governing Elements: Development, Economics and Policy	7
	<i>Development: Conceptual Plans</i>	
	(a) Special District Concept.....	10
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	(b) Process for Analysis.....	24
	(c) Public Investment	24
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	(b) Complete + Context Sensitive Streets	31
IV.	Implementation Strategies	33
	(a) Planning and Design	35
	(b) Public/Private Relationships.....	42
	(c) Market Activity.....	45
	(d) Action Steps	47
	(e) Consolidated Performance Evaluation Framework	49
V.	Appendix	

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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 Park Hill community, following these strategies, will implement this action plan and achieve its goal to reinvent JFK Boulevard into a walkable and mixed-use corridor. 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 Park Hill community can revitalize this historic neighborhood and help it become a truly successful place.

There is strong support among the stakeholders for ensuring that something progressive happens along JFK Boulevard. The action plan's vision was crafted through the design workshop. Support was clear to build on the neighborhood's history as a commercial corridor and focus on its ability to mix uses in order to bring housing diversity, but protect the surrounding neighborhoods from encroaching commercial. Business owners and neighborhood associations alike have participated in building the vision through this process. There is interest in creating a gathering place along JFK Boulevard and preserve historic buildings, such as the main building for Park Hill Elementary.

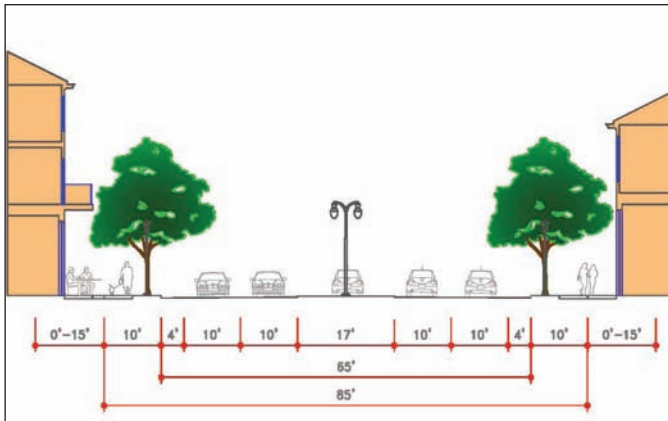
The action steps for implementation focus on policy and public realm infrastructure at first. Constructive policies in zoning, public infrastructure and connectivity mean sustainable development patterns will be able to thrive. In order to attract a mix of uses, focus needs to turn to the continuation of walkable neighborhoods outside of the central Downtown area with meaningful local retail, neighborhood services and a variety of residential options. Residential homes, owner-occupied and rental, can be found in the surrounding



JFK Boulevard Illustrative Concept of school and shopping center sites

EXECUTIVE SUMMARY

neighborhoods. The key to walkability in Park Hill lies in the ability for pedestrians and bicyclists to cross JFK Boulevard and connect both sides of the street. 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.



JFK Boulevard Proposed Cross Section

Programming events and activities will activate a new gathering space and support local business. Local churches and other local City programs can help bring stable community-based gatherings into a public space, but there needs to be a place for everyone to congregate. An investment through public-private partnership will help guide these activities to Park Hill. Recent activities, like the Pop-Up event in Park Hill attracted thousands of participants. By getting all of the business owners together to promote shared parking, and extended hours of operation, events like these can become more frequent and identify Park Hill with these activities.

The two important implementation elements are activation and



Rendered Perspective along JFK Boulevard

keeping the flame alive. City staff have formed a coalition of stakeholder representatives (neighborhood leaders, business leaders, city staff of all departments, alderman, Metroplan, Arkansas Highway and Transportation Department (AHTD), religious groups, and many others). As the coalition continues it 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. The coalition will continue moving this plan and its action steps to help realize the potential of the greater downtown area. City staff have been leading the coalition and will keep the strategies moving forward by coordinating frequent meetings and utilizing their extensive communication means.

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 Park Hill Neighborhood. Two approaches must be solved, for improvements to affect catalytic events.

Public Development

Minor improvements to JFK Boulevard include relocation of the sidewalks, incorporation of street trees into green infrastructure systems, improving the medians to control turns and traffic impacts, and access management to private properties.

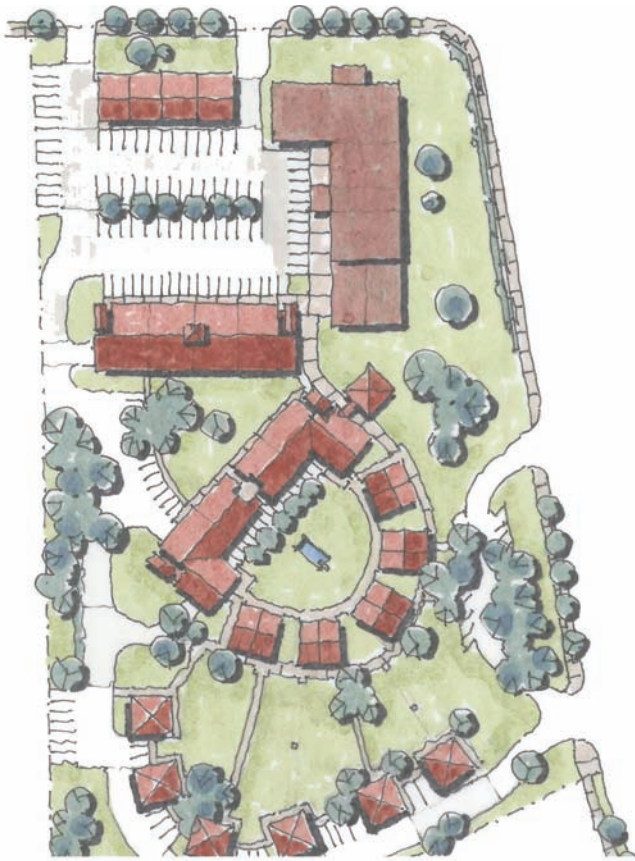
In order to implement, the City must apply for regional roadway funding by Metroplan for the improvements on the road. Support from Metroplan will help in the design process with AHTD as more innovative improvements will be discussed with the state and district level planners and designers.

Public-Private Development

A public-private development opportunity exists on the site of the current Park Hill Elementary School. This school is slated to be relocated to a new location in the next two to three years and will open this property up to private development. The community has a desire to preserve at least the original school building at the corner of H Avenue and JFK Boulevard. An approach for preservation would be for the school to solicit for a public-private partnership for a renovation and redevelopment of the school building and site.

There is opportunity to cover the cost of such a renovation by

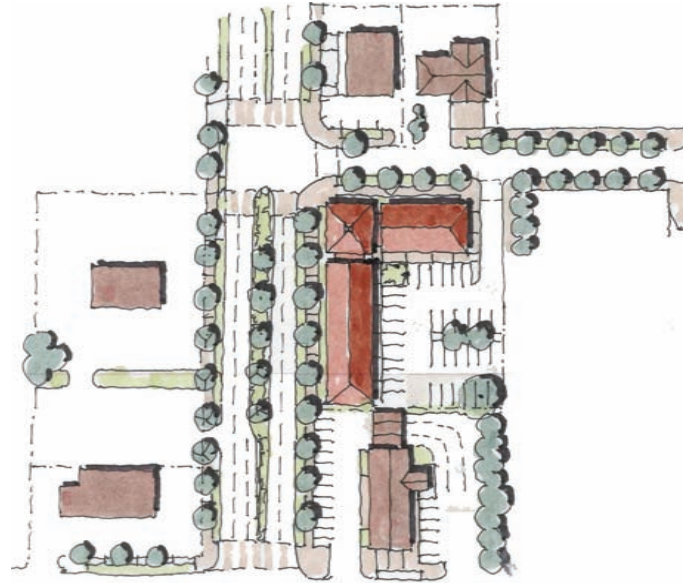
planning a larger, diverse housing development into the rest of the site. Given the topography, a development could preserve enough of the existing green to save trees, but still gain enough leasable square footage to justify the cost of the project.



Proposed School Site

Private Development

On JFK Boulevard, between C Avenue and B Avenue, the properties that currently sit as a parking lot and a vacant bank building. The parking lot is owned by Park Hill Baptist Church as overflow parking and the other is owned by a local bank. By combining these landowners and partnering with a developer, the properties could be redeveloped as a mixed-use development with retail on the ground floor, moderate small office and multi-family above. The building would be able to be developed and still provide excess parking for the rare overflow parking needs of the community.



Proposed Church Parking Lot Site

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 47.

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 Park Hill plan area.
 - 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 draft of the Park Hill Design Overlay regulations**
 - 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 Park Hill plan area.
 - 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 Park Hill Design Overlay zoning be adopted by reference and remains as a standalone document, so that the sections do not get scattered throughout the current zoning ordinance.
- In addition, the City Zoning Map should reference the Park Hill Design Overlay as one district (one zone labeled PHDO), which allows the Regulating Plan to regulate the breakdown in character areas and allows the required flexibility to be processed without the need for rezoning or variances.
- Allow for appropriate public input, but be sure that all participants in the session are educated to the basis and purpose of the development code.
- 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 Design Overlay 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 Design Overlay may make the project ineligible for regional funding for infrastructure, as key elements may unintentionally be removed from the Design Overlay.
- Once the document has been reviewed and supported, proceed through the adoption process at a regular council meeting.
- Once adopted, educate all departments on the goals, objectives, and expected outcomes from the development code. A special focus on permitting, inspection and code enforcement will need to be made for these education sessions.

□ **Continue the Coalition for Implementation**

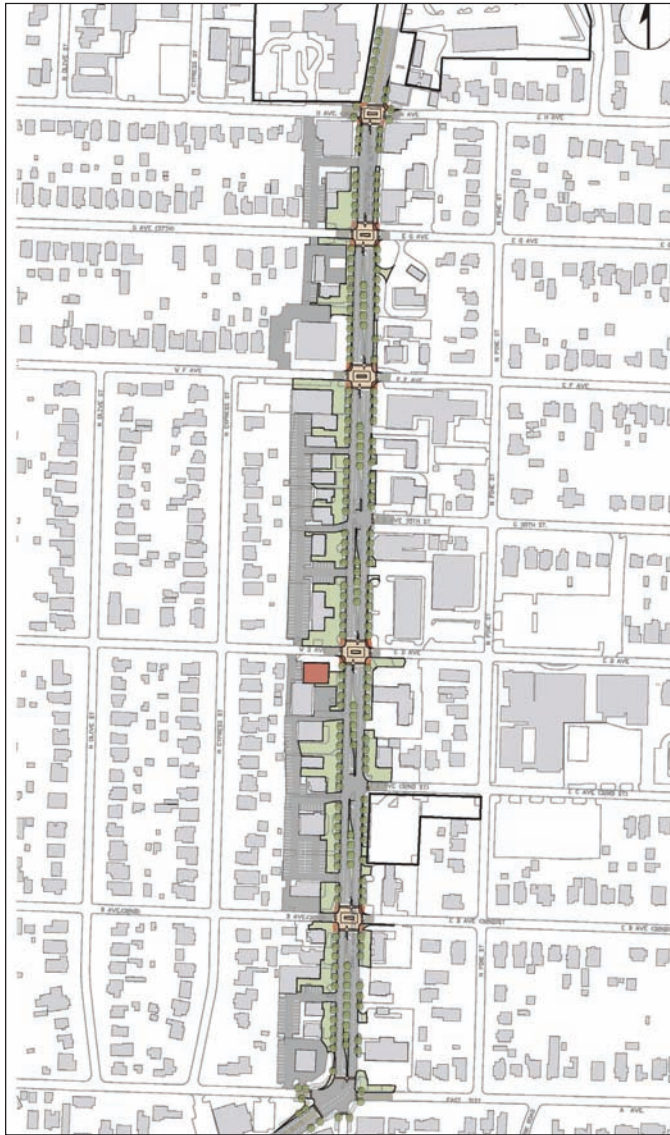
- Include representatives from, but do not limit to, regional and state agencies, chamber of commerce, non-profits, project area leaders, staff department, city council and school district representatives.
- This group should not have any decision making ability, but will instead help organize and educate 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 city employee, and will have charge of keeping the plan, setting meetings, keeping minutes and following up on implementation activities and performance measures.

□ **Continue the Merchants' Association and build up membership**

- Focusing on building up the membership will round out participation from businesses but also get news out for events and news in the area.
- Once a strong enough membership is available, consider creating a Business Improvement District. This will ensure consistent funding for maintenance, programming and can even support security needs.

□ **Begin the process for JFK Boulevard improvements**

- 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 Camp Robinson Road and Pike Avenue 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 AHTD roadway design;
 - Experience with walkable urban thoroughfares



JFK Boulevard Streetscape Plan

- 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 48.

- **Design and Implement other neighborhood and mixed use street improvements**
- **Consider a Public Improvement District** for maintenance of landscapes and streetscapes within the whole Park Hill area. This can also be used to fix up needed infrastructure in the public areas.
- **Expand the Complete Street Ordinance** to address context sensitive solutions.
- **Create a city-wide Green Infrastructure Program**
- Work with the Coalition, Merchants' Association and Neighborhood Association to **create a branding and marketing plan for Park Hill.**
- Work with the Coalition and Merchants' Association to **connect Park Hill to the wayfinding and lighting palette** of the Downtown, Levy and Baring Cross areas. 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 Park Hill.
- **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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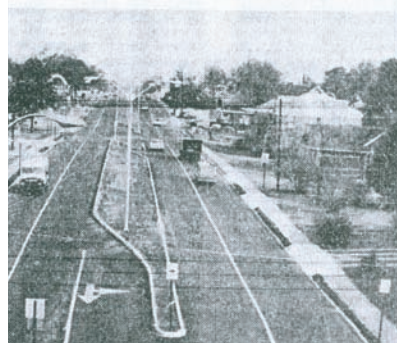
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IMPLEMENTATION + ACTION PLAN



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TABLE OF CONTENTS

I.	Executive Summary	i
II.	Introduction	1
	(a) Why Jump Start?.....	3
	(b) Why Park Hill?	5
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V.	Appendix	

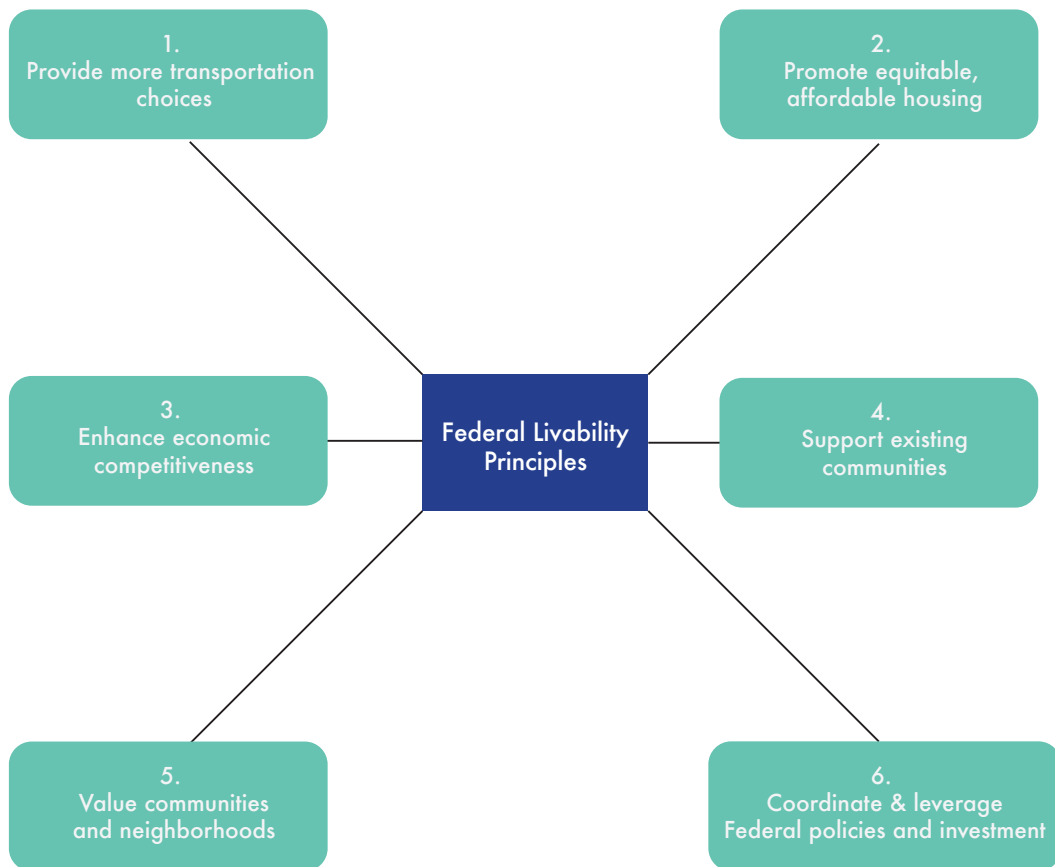
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INTRODUCTION

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INTRODUCTION



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

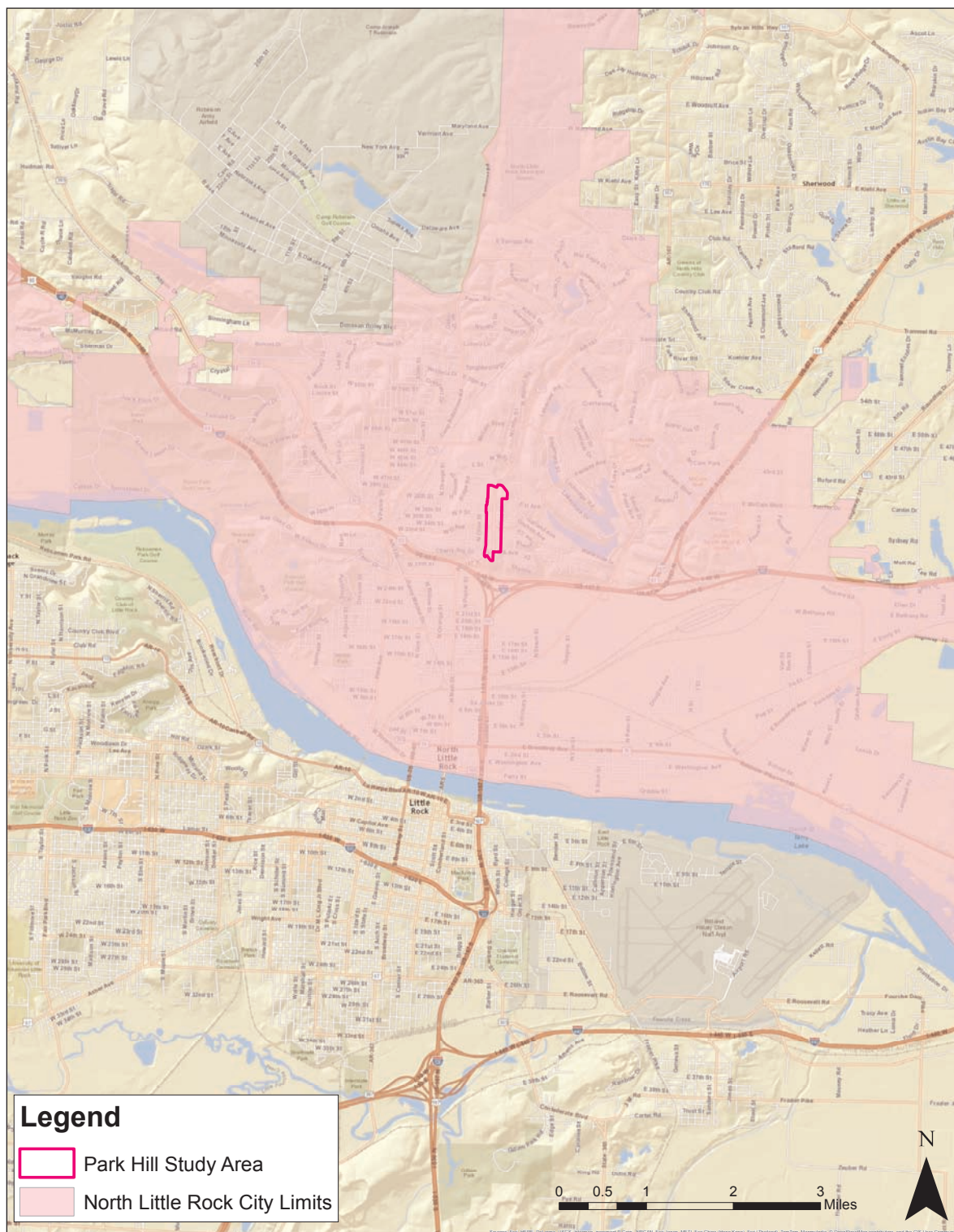
WHY JUMP START?

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

Regional Map of Park Hill





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 PARK HILL?

Park Hill displays features found in many urban-suburban communities throughout the United States. The neighborhood has a linear commercial area (JFK Boulevard), adjacent to a street that has been a thriving commercial main street. Originally, the street was a quiet residential artery that transitioned to a classic strip. The linear commercial area has been expanded over time to meet outside commuter traffic demands. Potential for Park Hill is high, and with a structured look at better zoning and development conditions, enhanced parking sharing systems and cohesive compatibility with neighboring single-family residential development, Park Hill will be able to realize that potential.

Park Hill was selected for its replicable characteristics to other communities in the region. It stands as an opportunity for North Little Rock to reinvest (locally, regionally and federally sourced funds) into this area to create a central place for its residents and visitors. Given its strong stakeholder community, neighborhood associations and burgeoning merchants' association, it is primed to activate the recommendations that will be presented through this process.

Goals for the Park Hill Plan Area

- Redesign JFK Boulevard as a safer, multi-modal commercial corridor and identify ways to improve access and address parking needs.
- Catalyze the reinvention of the Park Hill elementary school and other underutilized parcels for optimum uses.
- Identify, rezone (as needed) and envision new uses for additional catalytic private sites to enhance commercial diversity, and use the Jump Start project to coalesce the local Merchants' Association.

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GOVERNING ELEMENTS: DEVELOPMENT, ECONOMICS + POLICY

Rendered Perspective along JFK Boulevard

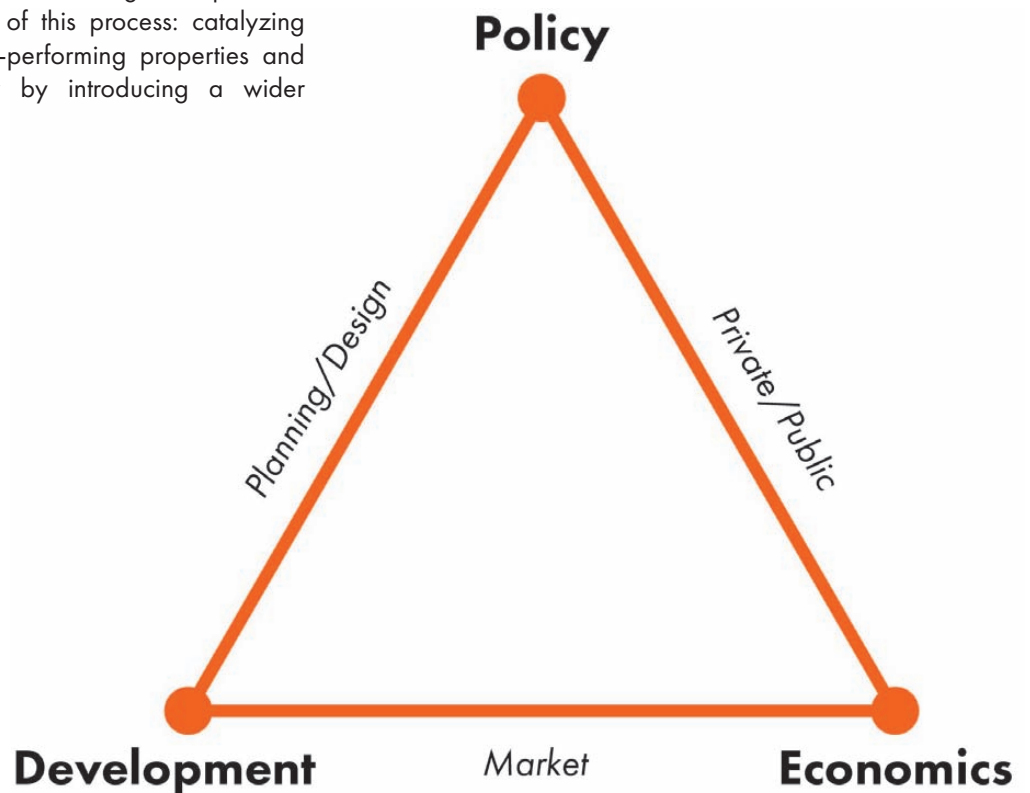


GOVERNING ELEMENTS: DEVELOPMENT, ECONOMICS + POLICY

Conceptualizing the desired development pattern for Park Hill starts the process for determining a series of elements for the implementation plan. A series of building scale concepts were produced during the design workshop and reviewed by the community throughout the engagement process. The two concepts produced for Park Hill focus on the goals of the initiative.

The top priority for this process was to include a means for pedestrian and bicycle safety and improve access and parking constraints. Streetscaping improvements were developed with a series of green infrastructure elements on JFK Boulevard in order to improve the street functionally and aesthetically. 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: catalyzing the school site and other under-performing properties and enhancing commercial diversity by introducing a wider portfolio of use types.



DEVELOPMENT: CONCEPTUAL PLANS

Special District Concept

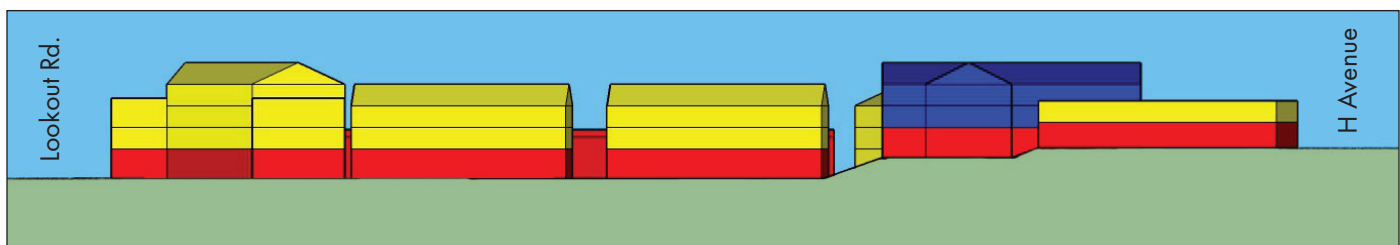
Use the corners of the development to express a gateway entrance into the area. This adds visibility to the development and offers opportunities to add interactive or signage art pieces.

Development of this scale needs to hide the services and loading more appropriately so that all public streets have some character or walkability. Bringing in screening that uses low vegetation and fencing can buffer a parking or loading area more appropriately for a pedestrian than a high wall.

Work with the topography to break up development and create a park-like setting within the housing development. Mix variety of housing options on the Park Hill Elementary site to improve market potential capture.

Redevelopment of the frontage along JFK Boulevard should lend itself to be more focused on the pedestrian, with parking identified by signage from the main road. Seeing pedestrians is more telling of the place's success than seeing empty parking spaces in a vast lot.

Existing buildings are encouraged to be successful by redesigning the site around the buildings to encourage more pedestrian traffic and provide outdoor seating, dining or active engagement opportunities. Historic buildings add to the development's character and can maintain some consistency to the neighborhood around it.



Buildings and land use east of JFK Boulevard; Blue = Office, Red = Retail, Yellow = Residential



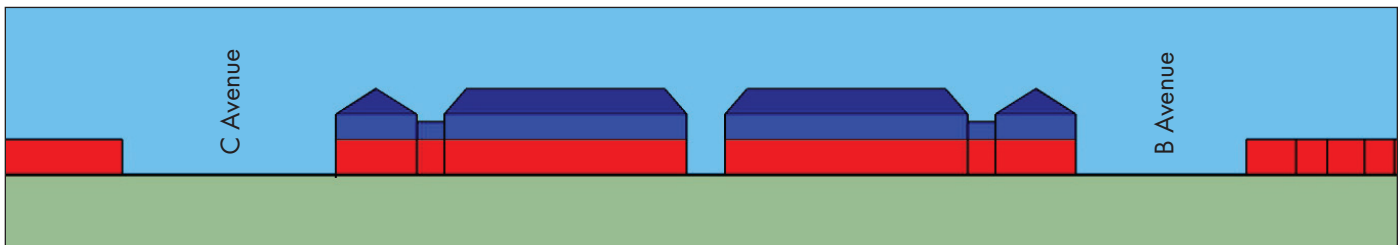
DEVELOPMENT: CONCEPTUAL PLANS

Church Parking Lot Concept

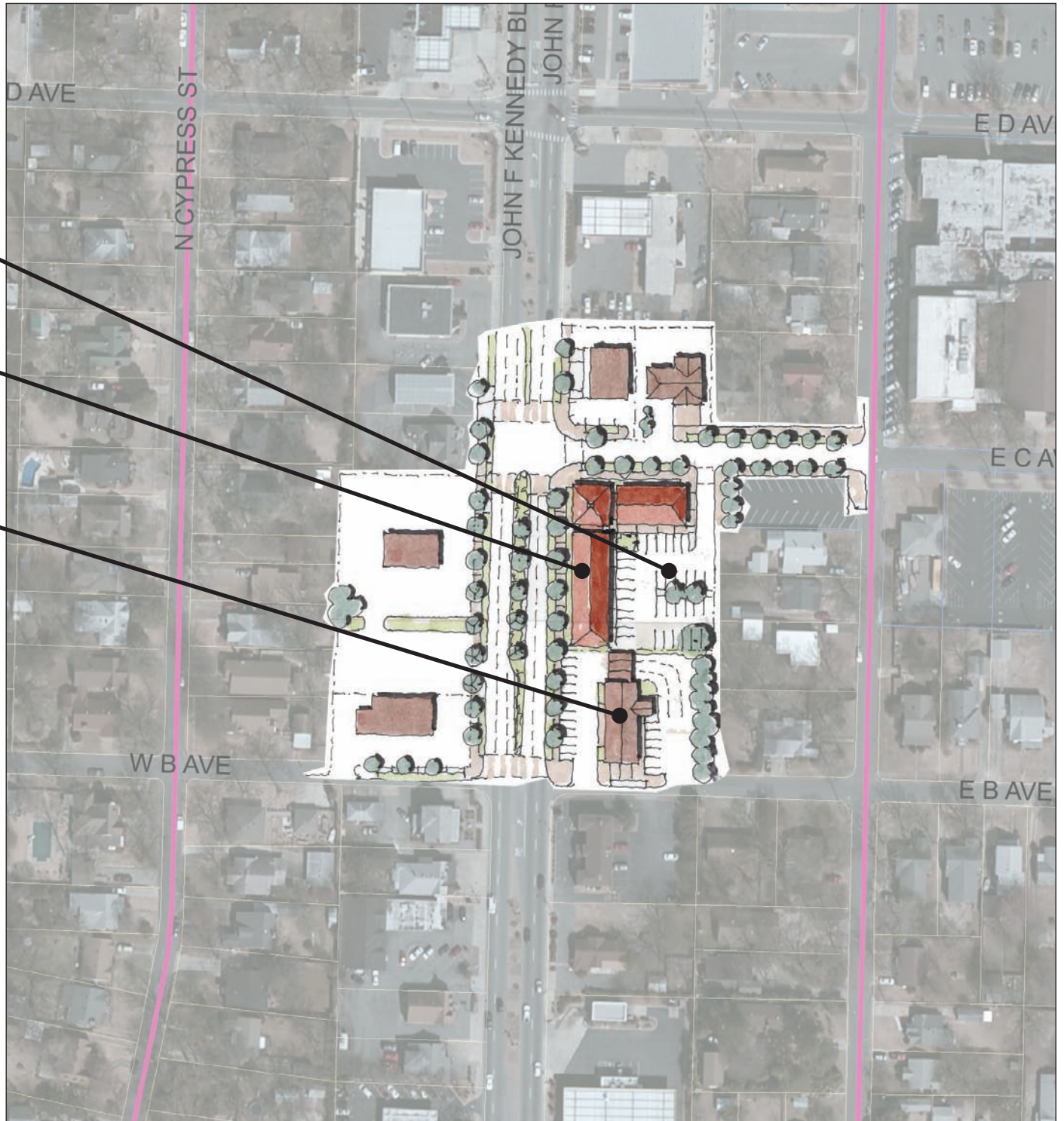
Parking lots that are underutilized can be redeveloped with a liner building and still maintain shared parking allowances.

A liner building designed for mixed-use can accommodate multiple opportunities for a partnership between the owner and a developer. In this case, the church owns the land and a developer could own the building, sharing in revenues and maintaining access to parking for each user.

Adjacent lots can develop at the same time to coordinate shared parking between the two parcels. This eliminates the need for driveways off JFK Boulevard and promotes cross access between the lots.

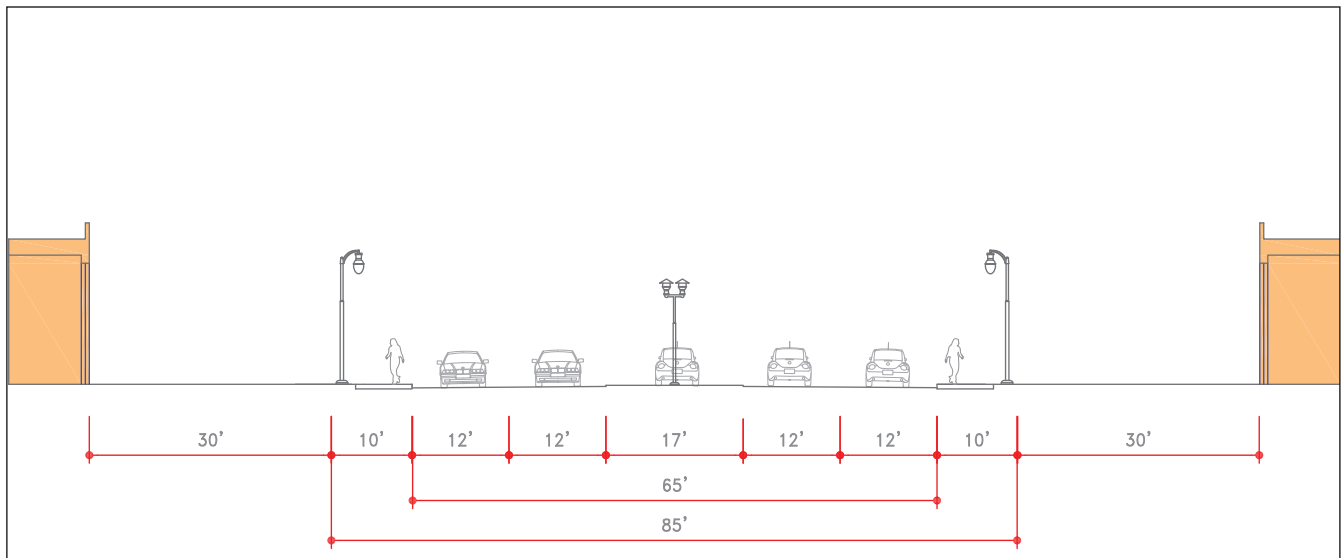


Buildings and land use east of JFK Boulevard; Blue = Office, Red = Retail



DEVELOPMENT: CONCEPTUAL PLANS

JFK Boulevard: Existing Cross Section



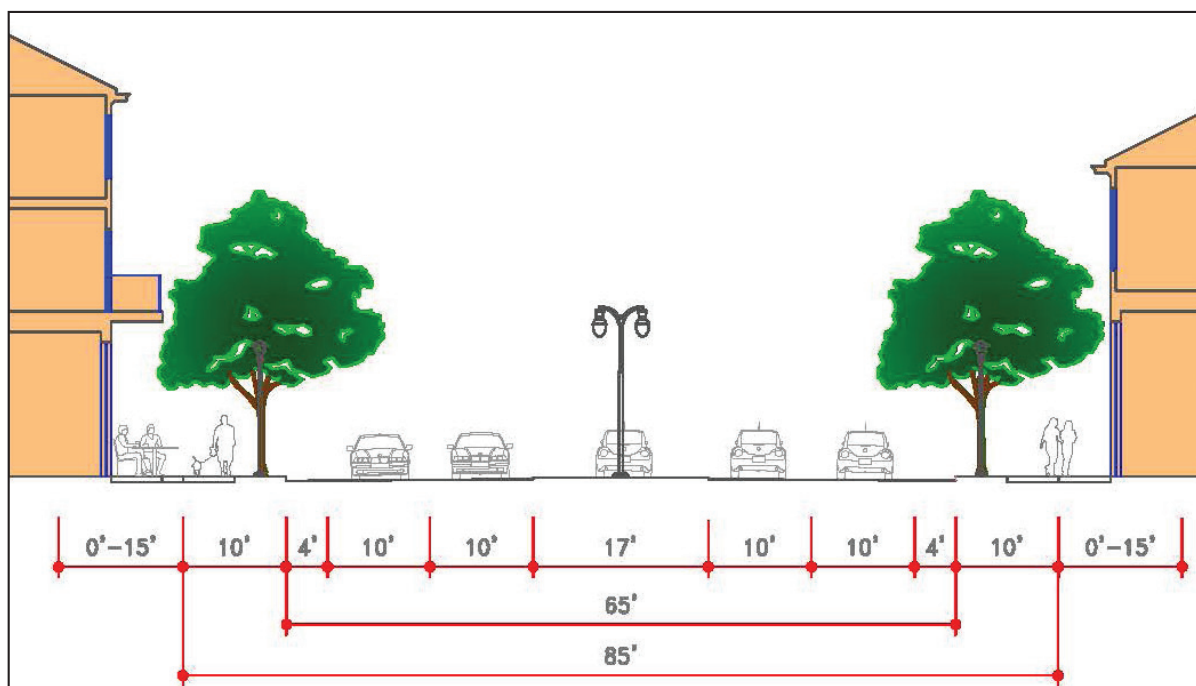
Existing right-of-way is underutilized and dangerous with the high speed traffic using the roadway

JFK BOULEVARD IMPROVEMENTS

Roadway improvements for JFK Boulevard include a series of designs related to pedestrian and bicyclist safety and green infrastructure. This concept focuses on meaningful alterations to the roadway that improve stormwater efficiency, aesthetics and economic development potential. A series of recommendations have been addressed in the street design for JFK Boulevard and the adjacent streets in the area.

The concepts represented and recommended for improvements are only within the boundaries of the study area.

JFK Boulevard: Proposed Option



DEVELOPMENT: CONCEPTUAL PLANS

JFK Boulevard Streetscape Plan

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 significant water absorbers. Including street trees in bio swale and deep tree grate systems helps collect and absorb stormwater faster and cleaner than a sewer system. It is recommended that this system also be used in neighborhood streets.



Bulb-outs introduced to intersections in order to lessen pedestrian crossing time. This will help get pedestrians and church parishioners across the street safely and encourage walkability down and across JFK Boulevard.

Development of a round-a-bout at the A Avenue intersection with JFK Boulevard may be a design consideration that will help regulate traffic flows and act as a gateway to the Park Hill neighborhood from the South. This design shows minor clean up options in the case a round-a-bout is not feasible.

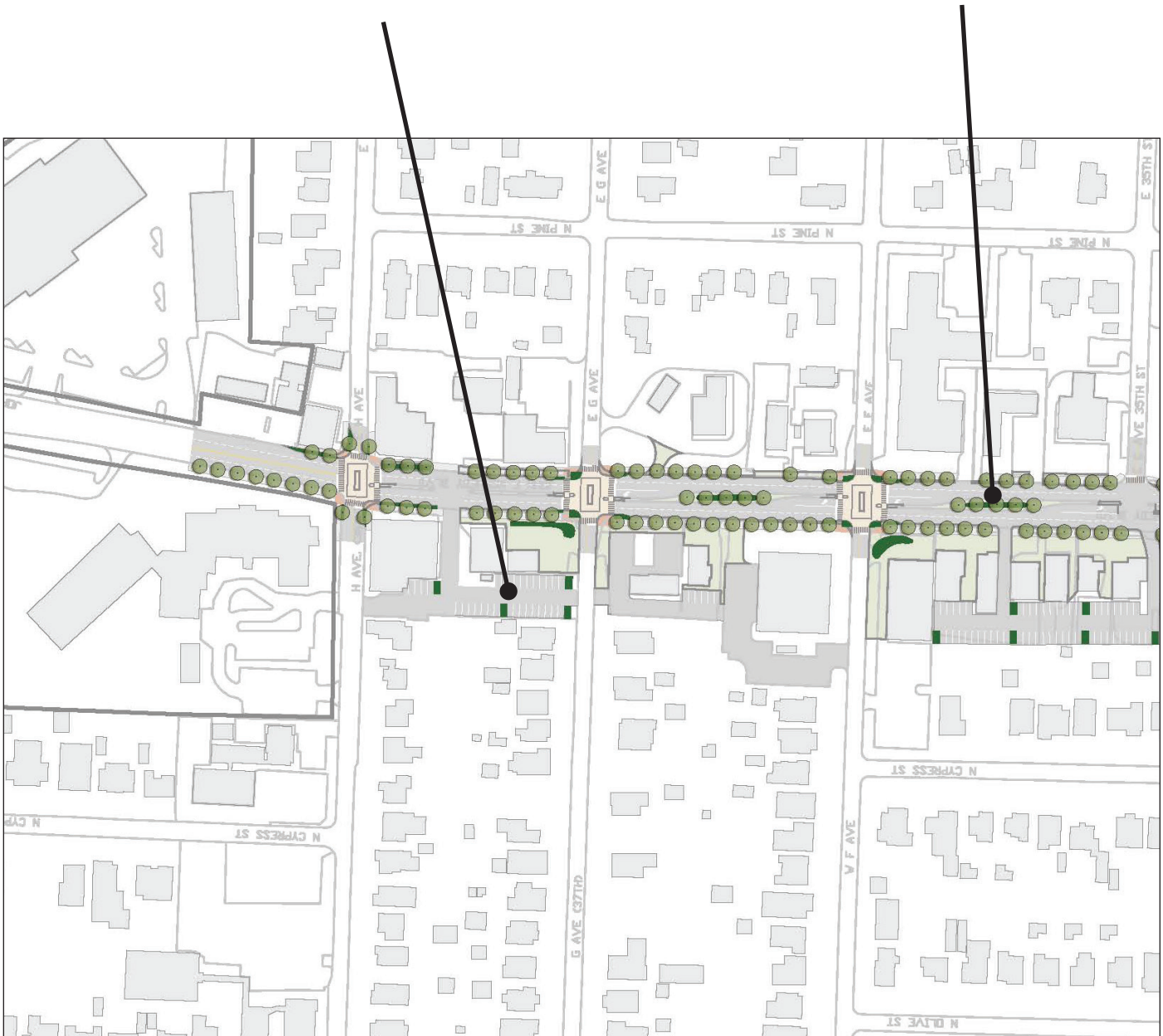


DEVELOPMENT: CONCEPTUAL PLANS

JFK Boulevard - Green Infrastructure Plan

Trees in parking lots or stormwater retention can be placed on private property to maintain aesthetics and alleviate stormwater runoff.

Medians could be redesigned to capture stormwater runoff from JFK Boulevard prior to it reaching the neighborhood streets or the Interstate 40 bridge.



Bulb-outs capture stormwater runoff on neighborhood streets before it gets to JFK Boulevard.



DEVELOPMENT: CONCEPTUAL PLANS

SIDE STREET + BIKE/PED CONNECTIONS

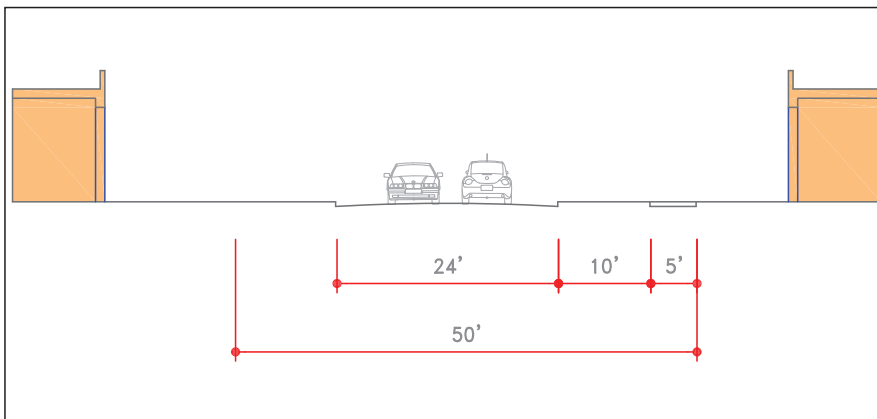
Connectivity is key for the success of any place. Three main areas of focus were on the new Park Hill walking loop, roadways connecting to Levy and pedestrian connections across JFK Boulevard.

Connections for vehicles to this place are generally from JFK Boulevard, and there are limited pedestrian and bicycle connections, except for through the neighborhoods themselves. The primary focus to vehicle connections along JFK Boulevard will be to keep them steadily moving the same amount of vehicles, but reduce speeds that they are traveling through the area.

Park Hill has received a fair share of upgrades to JFK Boulevard in the past, but needs to be maintained and improved for the new vision of Park Hill. With minor improvements of JFK Boulevard, 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.

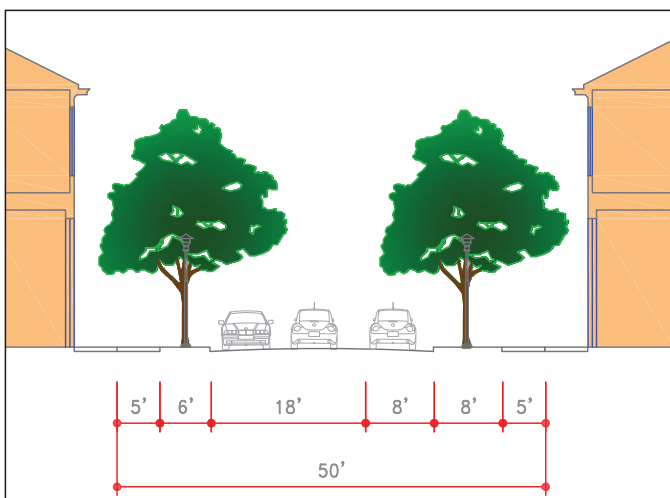
Connecting this area through improvements will continue to emphasize the importance of this neighborhood to the city at large and encourage continuous investment from the private realm.

East-West Streets - Existing



Existing neighborhood roads are intimate but undersized for basic traffic. This area also have drainage systems that are not always maintained and small backups can cause larger problems with stormwater.

East-West Streets - Proposed



This option allows for parking on both sides and sidewalks on both sides. It would be most appropriate one block off of JFK Boulevard and adjacent to Mixed-Use and zoning areas.

Existing Conditions



This existing image shows the wide nature and the setbacks along JFK Boulevard. This treatment encourages fast driving and gives an impression of lack of safety to pedestrians.

Potential Improvements

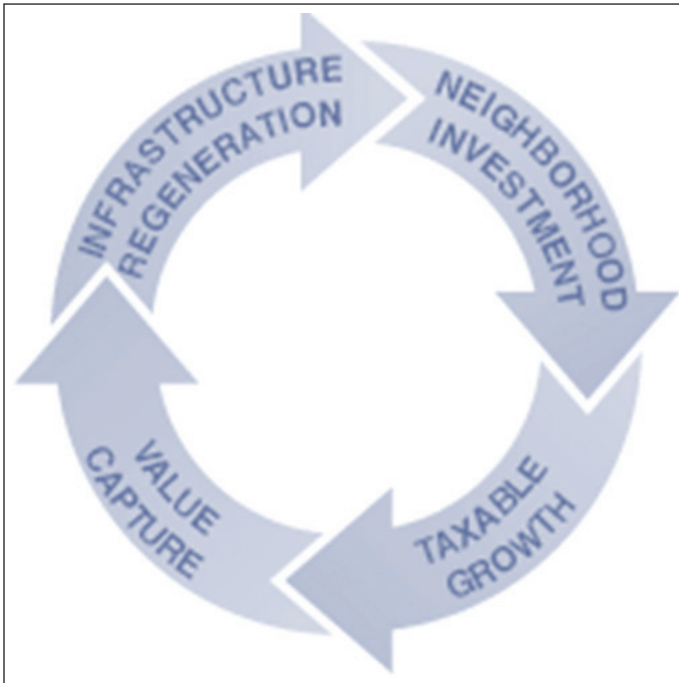


This photo simulation shows the southern area of JFK Boulevard. It incorporates a round-a-bout at the intersection of A Avenue and JFK Boulevard. Though this is not a primary recommendation, it is an option that should be explored for cost and traffic patterns in order to determine the best roadway alignment for this location.

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ECONOMICS: FEASIBILITY + RETURN ON INVESTMENT

Virtuous Cycle of Reinvestment



Development Strategy

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 the highest 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 redevelopment 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 times the outcomes together with the market at hand is integral to the elements. 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 off of the market assessment absorption values, which sets the potential for the number of units of residential, 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

JFK Boulevard Reconstruction + Landscaping

The proposed Park Hill infrastructure concept focuses on streetscape improvements to JFK Boulevard, including new sidewalks, curb, trees, and associated landscape improvements within the right-of-way. Key intersections are to be improved to increase safety, assist east-west pedestrian crossings, and add to “sense of place”.

JFK Boulevard improvements were calculated between B Avenue and D Avenue as a “typical block” to obtain an overall improvement cost per linear foot that can be applied throughout the corridor as needed.

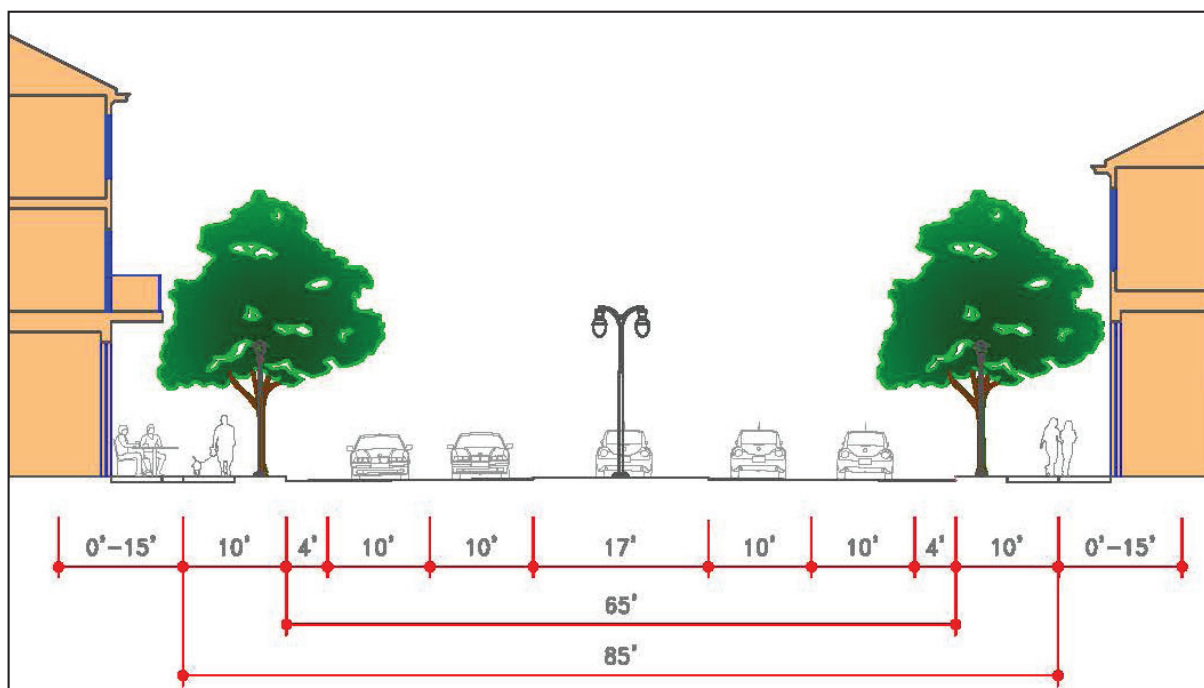
Roadway Improvement Cost Breakdown

Linear Feet of Roadway:	3,400 ft
Intersections along Roadway:	8
Cost of Roadway per Linear Foot:	\$665/LF
Cost of Roadway per Intersection:	\$93,000
Total Approx. Infrastructure Cost:	\$3,000,000

Assumptions:

1. The full length of JFK Boulevard within the study area is approximately 3,400 linear feet. The length of the cost estimate block analyzed is 650 feet, not including intersections.
2. 10 foot existing sidewalk demolition and replacement with 6 foot wide concrete sidewalk and 6’ landscaped strip.
3. Remove and dispose 2’ of existing pavement on each side of JFK Boulevard, and shift the location of new curb in 2’ towards the median.
4. Mill and overlay existing pavement areas to remain.
5. New street trees to be planted approximately 40’ on center, including within the existing median.
6. Green infrastructure improvements include four 400 square foot bio-retention cells per block.
7. Intersection improvements include four 400 square foot curb extension “bump-outs”, mill and overlay of existing pavement within the intersection, application of special asphalt stamping/color treatment to pavement for crosswalks, and addition of a special painted/stamped detail to the pavement at the center of the intersection.
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. Existing JFK Boulevard structures (i.e. catch basins) in the gutter lines may be able to remain in place, may require shift to the new curb location, or might be incorporated into proposed bio-retention systems.
9. Street furniture, street light improvements, traffic signals, overhead utility wire improvements, and police details are not included in the cost estimates.

JFK Boulevard: Proposed Option



ECONOMICS: FEASIBILITY + RETURN ON INVESTMENT

PRIVATE INVESTMENT SUPPORT

The following analysis takes one large site 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. In this scenario, the large retail building is retained and new buildings are built around the existing building in a mixed-use format.

Program for Potential Development:

- 45 Apartment Units (850 square feet each)
- 14,000 square feet of retail (3-4 restaurants at 3,000-4,000 square feet)
- 19,000 square feet of office (10 small business offices at 2,000 square feet)

Table 1 demonstrates a 15 year investment, where residential, office and retail are developed. Over 15 years the development will return profitable revenues and, in the instance of a sale, will sell at a premium for having stable tenants and remaining in a reasonable quality condition.

JFK Boulevard at Lookout Road Concept Plan



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	\$ 291,935	\$ 300,693	\$ 309,714	\$ 319,006	\$ 328,576	\$ 338,433	\$ 348,586	\$ 359,044	\$ 369,815	\$ 380,909	\$ 392,337	\$ 404,107	\$ 416,230	\$ 428,717	\$ 441,578
For-sale Housing	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Office/Commercial	\$ 225,350	\$ 231,574	\$ 239,317	\$ 246,951	\$ 254,474	\$ 261,881	\$ 269,168	\$ 277,958	\$ 284,997	\$ 295,156	\$ 303,555	\$ 311,817	\$ 321,562	\$ 331,160	\$ 340,607
Retail	\$ 254,460	\$ 259,193	\$ 265,999	\$ 272,703	\$ 279,303	\$ 287,969	\$ 294,354	\$ 300,627	\$ 308,957	\$ 317,169	\$ 325,262	\$ 333,230	\$ 341,072	\$ 348,785	\$ 358,536
Hotel	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Structured Parking	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total NOI	\$ 771,745	\$ 791,460	\$ 815,030	\$ 838,660	\$ 862,353	\$ 888,283	\$ 912,108	\$ 937,629	\$ 963,769	\$ 993,234	\$ 1,021,154	\$ 1,049,154	\$ 1,078,864	\$ 1,108,661	\$ 1,140,722
Development Costs															
Multi family	\$ 3,570,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
For-sale Housing	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Office/Commercial	\$ 2,090,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Retail	\$ 2,514,600	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Hotel	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Structured Parking	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other Infrastructure (1)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Development Costs	\$ 8,174,600	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Annual Cash Flow															
Net Operating Income	\$ 771,745	\$ 791,460	\$ 815,030	\$ 838,660	\$ 862,353	\$ 888,283	\$ 912,108	\$ 937,629	\$ 963,769	\$ 993,234	\$ 1,021,154	\$ 1,049,154	\$ 1,078,864	\$ 1,108,661	\$ 1,140,722
Total Asset Value@ 10%	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Costs of Sale (2) @ 5%	\$ (8,174,600)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Development Costs	\$ (7,402,855)	\$ 791,460	\$ 815,030	\$ 838,660	\$ 862,353	\$ 888,283	\$ 912,108	\$ 937,629	\$ 963,769	\$ 993,234	\$ 1,021,154	\$ 1,049,154	\$ 1,078,864	\$ 1,108,661	\$ 11,977,576
Net Cash Flow	\$ 368,890	\$ 791,460	\$ 815,030	\$ 838,660	\$ 862,353	\$ 888,283	\$ 912,108	\$ 937,629	\$ 963,769	\$ 993,234	\$ 1,021,154	\$ 1,049,154	\$ 1,078,864	\$ 1,108,661	\$ 11,977,576
Net Present Value @ 10%	\$ 3,907,381.9	Unleveraged IRR: 13.5%													

PUBLIC AND PRIVATE RELATIONSHIP

Projections over the course of ten to fifteen years are an appropriate range for the relatively smaller improvements being made by the public entity. Where more infrastructure needs are established a twenty to twenty-five year projection may also be considered. 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 JFK Boulevard, the projected time frame 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.

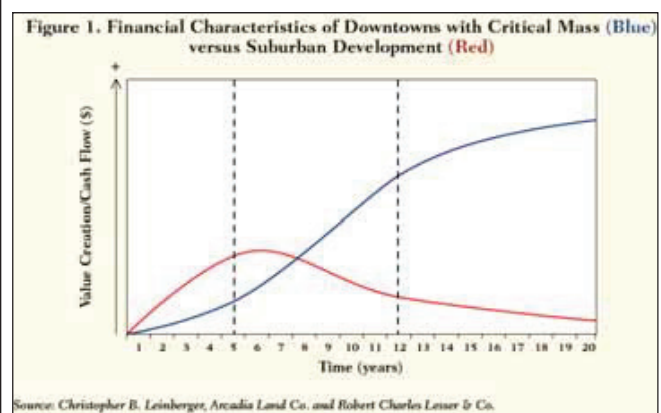


Table 2: Public Investment Pro Forma

Mixed-Use Development 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	\$5,010,000	\$5,160,300	\$5,315,109	\$15,212,562	\$15,668,939	\$16,139,007	\$16,623,178	\$17,121,873	\$17,635,529	\$18,164,595		
Property Value	\$6,118,500	\$13,220,455	\$13,617,069	\$24,358,431	\$25,089,184	\$25,841,859	\$26,617,115	\$27,415,628	\$28,238,097	\$29,085,240		
Sales Tax	\$50,100	\$51,603	\$53,151	\$152,126	\$156,689	\$161,390	\$166,232	\$171,219	\$176,355	\$181,646		
Ad Valorem	\$30,593	\$66,102	\$68,085	\$121,792	\$125,446	\$129,209	\$133,086	\$137,078	\$141,190	\$145,426		
Total	\$80,693	\$117,705	\$121,236	\$273,918	\$282,135	\$290,599	\$299,317	\$308,297	\$317,546	\$327,072		
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		-\$3,000,000										
Net Cash Flow		-\$3,000,000	\$80,693	\$117,705	\$121,236	\$273,918	\$282,135	\$290,599	\$299,317	\$308,297	\$317,546	\$327,072
Net Cash Flow with Terr		-\$3,000,000	\$80,693	\$117,705	\$121,236	\$273,918	\$282,135	\$290,599	\$299,317	\$308,297	\$317,546	\$9,905,614

Investment Performance	
IRR	17%
NPV	\$4,027,022
Payback Year	Year 12

Assumptions	
Fiscal Impact Growth (A	0.025
Discount Rate	0.06
Sales Tax Rate	0.01
Millage	5

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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 it 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 Park Hill 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. The City of North Little Rock has adopted Complete Street ordinances that focus on creating systems of streets that support multiple transportation options. Taking it one step further, context sensitive solutions imply that the area around the street needs to be considered just as importantly as the traffic load, design aesthetics

and transportation options. 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 worth visiting.

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 Park Hill and meets the vision of the community over time. A form-based zoning code also offers North Little Rock 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 design overlay form-based code drafted through the Jump Start process.
- Train existing and new staff in all departments on the adopted design overlay, 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 Park Hill.
- 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 when necessary. 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 North Little Rock to work with other City departments to adopt and implement the zoning.

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

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

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

IMPLEMENTATION STRATEGIES

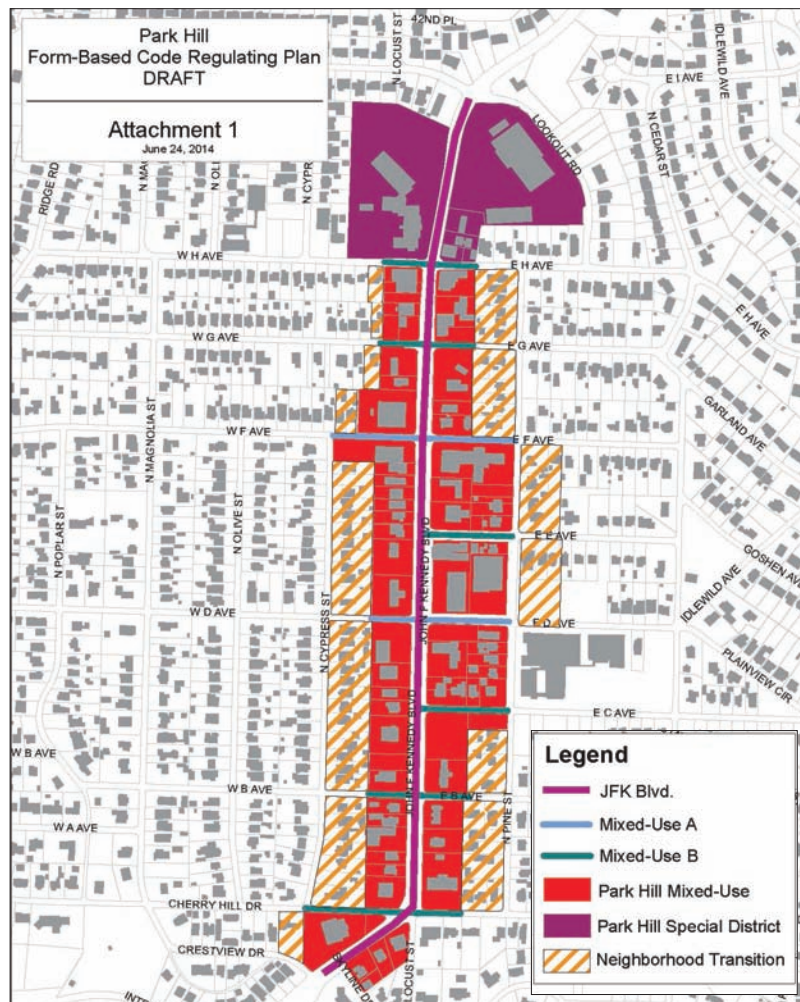


Table 3 - Form Based Code Performance Measures

Outputs	Form Based Overlay 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.
	Development package (including checklist, user guide and strategies) created and distributed to all interested developers.
Outcomes	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 Park Hill 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.

Access Management Strategies for Infill Development

A series of properties along JFK Boulevard all have direct vehicular driveways to the thoroughfare. Driveways onto major roadways often cause additional conflicts for traffic flow, as well as any pedestrian walkways that are being integrated into the thoroughfare. As it is a goal to redesign JFK Boulevard as a walkable urban thoroughfare, it will be essential to begin to discuss plans for access management.

Though it is likely that driveways will always exist in some form, it is still possible to plan for the gradual elimination of most driveways as redevelopment occurs. In the case of many of the properties along JFK, there are limitations to the ability for cross access between properties. Further studies should be done on a block by block basis and project by project moving forward. A policy should be that no new driveways will be constructed on JFK Boulevard, and any redevelopment should first explore alternative access points than directly from JFK Boulevard.

This is already working well along Main Street in Argenta, so it is within the realm of understanding locally on how this should perform. The bigger question is how it is integrated prior to redevelopment. This may not be possible, and access management during redesign of JFK should not be an end all solution during coordination with landowners and business owners. During the

“As it is a goal to redesign JFK Boulevard as a walkable urban thoroughfare, it will be essential to begin to discuss plans for access management.”

design process, the engineering team must evaluate, property by property, the needs and plans for the businesses and landowners along the planned reconstruction area. Their input could create innovative solutions and access can be managed between owners through access agreements and other tools.

Partnership Opportunities

No funding is necessary to plan for access management. This should be included in the process for redesign of JFK Boulevard and a strong approach on outreach must be utilized.

After reconstruction, a program could be assembled, much like a façade enhancement program, that would focus on assisting local and small business owners achieve successful access management plans. This could assist in moving utilities, equipment, pave alleys or create curb cuts on side streets to allow for that access.

Table 4 - Access Management Performance Measures

Outputs	Phased access management plan along JFK Boulevard.
	Access Management support program for local and small businesses in Park Hill.
Outcomes	Reduction in driveway curb cuts along JFK Boulevard.
	Developer contribution to eliminate driveways and promote walkability on JFK Boulevard.



Photos of existing conditions. Multiple driveways onto a street create multiple potential conflict points. By encouraging driveways and access from side streets, fewer potential conflict points will exist on JFK Boulevard.

IMPLEMENTATION STRATEGIES

Create a Green Corridor along JFK Boulevard

Enhanced tree cover, especially on JFK Boulevard, was identified as a critical need to improve North Little Rock's environmental sustainability and livability. The ecological, economic, and health benefits of street trees are well documented⁴, and include:

- Heightened aesthetics
- Improved quality of life
- Improved safety
- Improved air quality and lower greenhouse gas emissions
- Mitigation of heat island effect leading to reduced energy bills
- Positive impact on local business and property values
- Enhanced stormwater management and water quality
- Lower pavement maintenance costs

From a municipal value perspective, benefit and cost categories to be considered typically include administration and inspection, infrastructure and livability, irrigation and litter, tree removal and disposal, pruning, planting, aesthetic, stormwater, air quality, carbon dioxide, and energy. A recent study of urban forestry in five US cities found that on a per-tree basis, "the cities accrued benefits ranging from about \$1.50-\$3.00 for every dollar invested."⁵

Trees are stormwater management machines. They draw moisture from the ground and intercept and store rainfall, which can significantly reduce local flooding, delay the onset of peak flows, and lessen the need 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 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.

Options

- Require appropriately designed large canopy trees be planted as part of new public infrastructure improvements

such as roads and walkways as well as new private development or redevelopment projects.

- Set a minimum tree canopy coverage requirement. This could be a neighborhood goal over time, a site-by-site requirement, or a combination of both.
- Conduct 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 credits or other incentives for planting of additional trees beyond those required, potentially including developer donation of street trees for planting elsewhere within the neighborhood. Fayetteville's zoning code, for example, 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 in Austin, TX, Portland, OR, Seattle, WA, Indianapolis, IN, and Philadelphia, PA, include provisions for stormwater management impervious area credits or volume reduction credits for additional trees planted adjacent to impervious areas such as parking lots and driveways.
- Prioritize street trees where they are needed most, both within tree lawns buffering the sidewalk on both sides of the road, and within a green landscaped median (as in the JFK Boulevard retrofit concept). This is one of the most valuable improvements that will make JFK Boulevard and North Little Rock, by extension, more attractive while providing long-lasting economic benefit.
- 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. Specific standards should be included for tree selection: species and size at time of planting, planting standards, and maintenance requirements.
- Prepare a site planning and design review checklist as a required submittal for new development and redevelopment projects. The purpose of the checklist is to serve as a guide, clarifying municipal expectations and ensuring that

⁴ <http://www.epa.gov/heatisland/mitigation/trees.htm>

⁵ McPherson, E.G., J. R. Simpson, P. J. Peper, S. E. Maco, and Q. Xiao. 2005. Municipal forest benefits and costs in five US cities (PDF) (6 pp, 267K). *Journal of Forestry* 103(8):411-416.

watershed health and green infrastructure are priorities. The checklist should include design principles to support compact development, preserve natural resources, minimize impervious area at the neighborhood scale, and manage rainfall as close to where it falls as possible utilizing simple, natural, and cost-effective stormwater processes.

Funding Options

Communities across the country have been studying tree canopy coverage and setting ambitious tree planting goals. For example, Providence, Rhode Island's Neighborhood Tree Planting Program, a public-private partnership between the Parks Department and a local endowment, set a goal to plant 20,000 trees by 2020 and is making steady progress to reach that goal. The program offers a street tree match cost program to residents and business owners, and plants free trees when neighborhood groups commit to helping plant and maintain five or more trees.

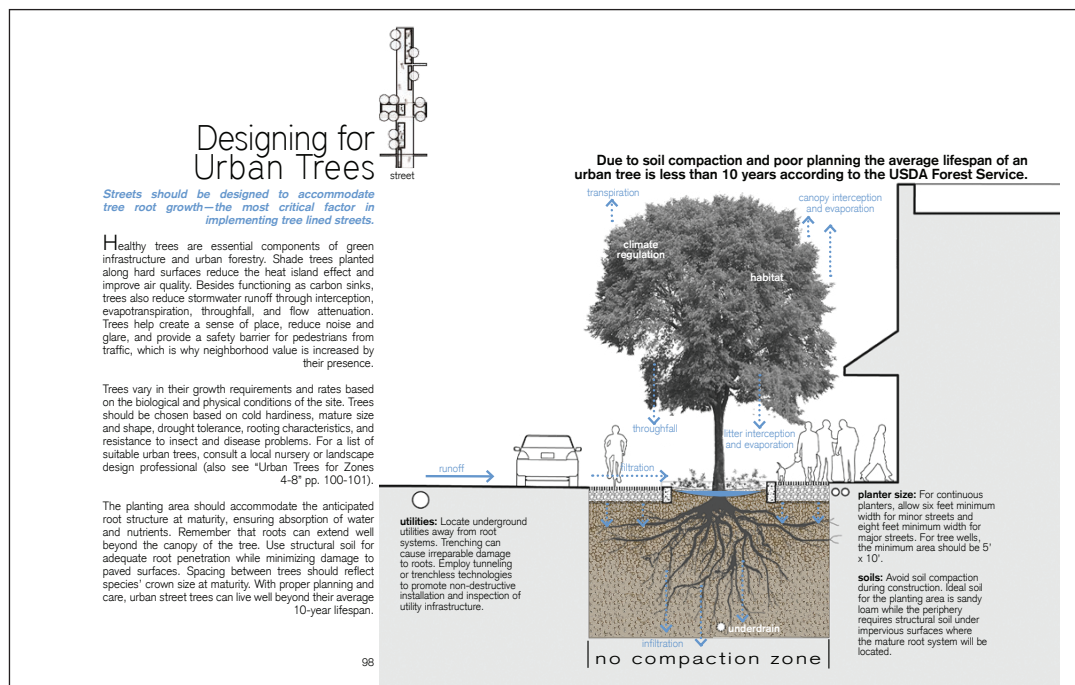
- City-administered tree planting programs could bolster tree planting, incentivize private investment, and provide more consistent replanting of trees over time.
- Fayetteville and Little Rock's fee-in-lieu model establish escrow provisions that provide flexibility for tree planting, green infrastructure, or even act as a watershed scale stormwater infrastructure mitigation bank.
- Grants from the Arkansas Forestry Commission are often

available for street tree planting.

Partnership Opportunities

- City administered tree planting programs can be run in partnership with neighborhood "main street" business organizations or conservation non-profits.
- Private donors, endowments, or corporate sponsors often are willing supporters of tree planting programs, especially when they align with individual interests or corporate philanthropic missions.
- Many national non-profit entities run tree planting grant programs, including the Alliance for Community Trees, The Conservation Fund "Go Zero" program, American Forests "Global ReLeaf," and the Fruit Tree Planting Foundation.

Incremental neighborhood-scale green infrastructure outcomes within the Old Town area can be tracked, measured, and mapped on a project-by-project basis. Using the existing impervious area coverage for the study area (obtained through mapping) as a baseline, implementation of green infrastructure and the 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. For example, the water quality impact of green infrastructure 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.



Low Impact Development: a design manual for urban areas, University of Arkansas Community Design Center

IMPLEMENTATION STRATEGIES

Table 5 - Green Corridor Performance Measures

Outputs	Inclusion of advanced tree canopy requirements into a city-wide policy
	Inclusion of incentives for green infrastructure and additional tree planting into city-wide policy
	Adoption of site design guidelines and an application checklist that prioritizes context-sensitive green infrastructure
	Mapping of current tree canopy coverage and ambient air temperature completed
	Establishment of a neighborhood tree planting program completed
	Application for grants to fund neighborhood tree planting programs completed
Outcomes	Percentage increase in tree canopy coverage
	Total number of new trees planted
	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)
	Reduction in ambient air temperature (heat island)

Although more difficult to measure at the neighborhood scale, additional outcomes likely to be realized through the installation of street trees or other green infrastructure include improved air quality, reduced energy use, and reduced atmospheric CO₂.

Resources

Arkansas Urban Forestry Council
www.arkansastrees.org

Fayetteville Urban Forestry Tree Planting Projects
www.accessfayetteville.org/government/parks_and_recreation/urban_forestry/tree_planting_projects.cfmw

University of Arkansas Community Design Center
uacdc.uark.edu

US EPA Low Impact Development
 LID Page: www.epa.gov/owow/NPS/lid
 Fact Sheet Series: water.epa.gov/polwaste/green/bbfs.cfm

Public-Private Partnerships:
water.epa.gov/polwaste/green/upload/lid_canal_park_dc.pdf

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

Alliance for Community Trees
actrees.org
www.americanforests.org/our-programs/global-releaf-projects

The Conservation Fund "Go Zero"
www.conservationfund.org/our-conservation-strategy/major-programs/go-zero

The Fruit Tree Planting Foundation
www.ftpf.org

Utility Strategy

Park Hill's power is managed by the City of North Little Rock and water/wastewater utilities are managed by Central Arkansas Water. Strategies must be coordinated with the City and Central Arkansas Water 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 and cross over JFK Boulevard. By moving the lines to the middle of the block, or to an alternative street, JFK Boulevard will be promoted as a prime location for new development. But the rest of the neighborhood should be focused on, 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 North Little Rock, Central Arkansas Water
- 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

Table 6 - Utility Strategy Performance Measures Table

Outputs	Phased utility plan for the Park Hill 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.

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.



As side streets are improved, consider the relative cost of putting underground or relocation now, versus later when it will cost more.



Relocating to the rear of lots is a cost saver versus putting them underground, though easements and building mechanics may conflict.



Regular improvements and maintenance of curbs and ramps will keep the higher quality standard visible to the everyday user.

IMPLEMENTATION STRATEGIES

PUBLIC/PRIVATE RELATIONSHIPS

Leverage Park Hill Business and Merchants' Association to Support Economic Development Initiatives + Parking Improvements

Park Hill has a thriving commercial district, including businesses that offer shopping, dining, and medical services along JFK Boulevard. The property owners and businesses have come together to form the Park Hill Business and Merchants Association, successfully branded as "Perfectly Park Hill." The Merchants Association serves as evidence of the long standing, stable, and civically involved businesses and owners in Park Hill, which is a great asset to the area that is expected to pay a key role in implementation of this plan.

As identified above, one of the largest challenges to making JFK Boulevard an attractive destination for the region's residents is the lack of safety, accessibility, and general friendliness for pedestrians (and, to a lesser extent, bicyclists). The parking-dominated frontages of businesses and commercial properties along JFK Boulevard do not create an atmosphere of being hospitable to visitors arriving on foot. Visitors face the high frequency of curb-cuts to access off-street parking, which make pedestrian and bicycle travel difficult and are unsafe. Narrow sidewalks also create an inaccessible environment as well for those traveling by means other than vehicles. Over 12% of Park Hill's households do not own a car, and 51% of households own just one vehicle, indicating that pedestrian and bicycle-friendly routes have a significant role to play in enhancing accessibility for many residents. The Merchants Association has a role to play supporting initiatives to improve pedestrian orientation and safety to make Park Hill a more thriving and revitalized corridor. Eventually, Park Hill should provide visitors with the opportunity to park their cars once and visit multiple businesses, making the area a true destination for leisure.

The Park Hill Business and Merchants Association has begun to pave the way for advancing the growth of Park Hill. One option for addressing the accessibility challenges discussed above would be for the Merchants Association to leverage many of the successful practices of business improvement districts (BID), which are public-private partnerships that invest in the

maintenance, development and promotion of a commercial district.⁶ The main difference between a BID and a merchant association is that property owners and tenants in an established BID are required to pay an assessment fee, whereas merchant associations depend on voluntary contributions.⁷ Even without becoming a BID, the Park Hill Business and Merchants Association can achieve many of the benefits attributed to BIDs⁸, including⁹:

- Consistent funding source for shared maintenance such as street cleaning, infrastructure improvements such as improved street lighting or signage, special events, or other services needed.
- Ability to leverage a cohesive and coordinated response to policy or government issues (such as requesting new zoning to improve business mix improvement).
- Potential to reduce commercial vacancy, making commercial area more attractive and safer for shoppers and visitors.
- Economic growth and development in the commercial corridor. A study by Furman Center for Real Estate and Urban Policy found that commercial properties within a BID were approximately 15% higher than similar properties outside of BIDs

BIDs have been shown to be effective in supporting the vitality of a commercial district. A study of BIDs in San Francisco showed that BIDs outperformed citywide trends in terms of safety, economic resiliency, and cleanliness.¹⁰ A number of merchant associations have likewise shown success in making their neighborhoods more attractive, resilient and safer. Some examples include:

- **Crown Hill Neighborhood Association, Seattle, Washington** – This group of neighbors began to work together originally to address concerns about traffic in the area. After getting the attention of a number of local businesses, the association has been able to secure funding and support for broad improvements in the neighborhood. A traffic circle has been constructed to make pedestrian travel safer and park space was secured to offer more outdoor recreational opportunities for the neighborhood. The association recently completed a walkability study

⁶ http://www.nyc.gov/html/sbs/downloads/pdf/bid_guide_complete.pdf

⁷ http://www.nyc.gov/html/sbs/downloads/pdf/bid_guide_complete.pdf

⁸ http://www.nyc.gov/html/sbs/downloads/pdf/bid_guide_complete.pdf

⁹ <http://furmancenter.org/files/publications/FurmanCenterBIDsBrief.pdf>

¹⁰ <http://www.oewd.org/media/docs/CBD%20docs/CBD%20BID%20Eval%20Report%20FY%2012-13.pdf>

with the city of Seattle to establish strategies for making walking safer and more accessible to the community.¹¹

- **Burlington Business Association (BBA), Burlington, Vermont** – This member-based organization has championed the need for changes to parking strategies as a way to continue attracting business and development to the city. Together with the Burlington Department of Public Works, the BBA has helped to advocate for smart parking meters that accept debit or credit cards, which will address a key concern of local businesses that visitors aren't staying to shop because the meters only accept change.¹²
- **EastSide BID, Milwaukee, Wisconsin** – This BID has executed \$1.5 million in streetscape improvements since its adoption in 1997, including street furniture, street lighting and curb extensions to make the commercial corridor more accessible and safe. A farmers market is also being re-launched by the BID, bringing back a Milwaukee landmark that had operated for 70 years before being closed for 30 more years.¹³
- **Midtown Alliance, Atlanta, Georgia** – Through public-private partnerships, this membership association of businesses has successfully transformed midtown Atlanta, bringing in new sidewalks and bike facilities to make pedestrian and bicycle travel more accessible, street lighting to contribute to the safety of the corridor, and public plazas to provide gathering spaces for events for the community.¹⁴
- **Downtown Pittsburgh, Pennsylvania** – Once a declining city center, the Pittsburgh BID, Downtown Pittsburgh, launched a number of initiatives to make downtown a central place for shopping, dining and events, not an area that just shut down after the work day. The partnership has activated outdoor dining, invested in building façade improvements, and supported programming and events in public spaces.¹⁵
- **San Luis Obispo Downtown Association, California** – This entirely voluntary partnership of businesses have led strategies that aim to enhance and sure an "economically vibrant downtown." A trolley service provides transportation along the corridor to encourage walking rather than driving, holds special events to bring

additional visitors into the downtown, and emphasizes the cleanliness of the streets through a graffiti watch and trespassing watch initiative.

- **Mill Avenue District, Downtown Tempe, AZ** – This BID has focused on bringing more visitors into downtown to spend time shopping and dining. The BID holds special events and conducts marketing and promotion, such as through the business directory kiosk to offer details of businesses and services in the corridor, as well as updates on special events for patrons to visit. The district's office vacancy has dropped nearly 7% since 2012, with continued focus on bringing additional retail to the area to address vacancy issues. The association also manages all parking in the area.

Options

The Park Hill Business and Merchants Association, in coordination with the city and other partners can:

- Work with the City to develop a workable parking strategy. Too frequent off-street parking entrances have made it difficult for pedestrians to safely cross the many curb-cuts that are used to access parking. A shared parking system behind the properties would not only make businesses more accessible to visitors and create more walkable, pedestrian-friendly streets, but also free up more area for surface development.
- Gather broader support for investments in more bicycle and pedestrian friendly infrastructure. Sidewalks and better connections are needed to make bike/ped travel easier and more convenient. The Merchants Association can invest its funds in better crosswalk treatments, signage and other improvements that make biking and walking safer.
- Advocate for rezoning (as discussed above) to ensure a diversity of businesses, attract new development and maximize the use of currently underutilized parcels. The form-based code will help ensure that future development supports the goal of making Park Hill more inviting to pedestrians. The Merchants Association can lobby for rezoning as needed to address vacancies and help to bring new business to the corridor.
- Develop an ambassador program to attract new small businesses. An ambassador program can offer strategic

¹¹ <http://crownhillneighbors.org/wp/about/projects/>

¹² http://www.bbavt.org/news/view/why_does_parking_matter

¹³ http://rcp.umn.edu/wp-content/uploads/2014/05/NSP_BID_Report.pdf

¹⁴ <https://www.ida-downtown.org/eweb/docs/DAA13/DLM/MidtownAlliance.pdf>

¹⁵ <https://www.ida-downtown.org/eweb/docs/DAA13/EBD/PittParis.pdf>

IMPLEMENTATION STRATEGIES

support to new small businesses, including through marketing and promotion recommendations, to help get new businesses off the ground. As an incentive to attract new businesses to the area, the merchant association could partner with organizations offering this ambassador technical assistance support.

- Evaluate the potential for a circulator shuttle or trolley that can help with trips that are too long to walk, but too short to drive. Visitors using the shuttle can easily access a number of different businesses and shops without needing to drive between each stop.
- Consider formalizing Park Hill Merchant Association as a BID. Although the Park Hill Merchant Association is a growing and successful association of businesses, a more formalized Business Improvement District offers a number of benefits that cannot be achieved with a voluntary merchant association. Once adopted, a BID requires businesses, property owners and sometimes tenants to participate and contribute a fee. These fees can help to sustain longer term capital investments needed for infrastructure or more costly investments.
- Connect new businesses, particularly those getting started on currently vacant properties, with a façade improvement program. Façade improvement programs offer tenants and property owners an opportunity to enhance a building's exterior, making the property, and more broadly the street,

more inviting, accessible and safe. Examples of improvements include lighting, canopies or new exterior painting. The Merchants Association could connect existing businesses with funding opportunities for façade enhancements as an incentive to consider moving their business to Park Hill as well.

- Consider a Tax Increment Financing (TIF) structure. TIFs are beneficial for shorter term, large investments (compared to longer term BID financing). TIFs could support investment needed for larger infrastructure costs, such as the roundabout proposed.

Funding

The Park Hill Business and Merchants Association currently has some funding to work with through its membership dues. Additional funding opportunities are available through a more formalized BID, which requires all entities in the BID area to contribute financially each year, or a TIF, which could offer funds for specific projects.

Federal funds are available for some types of enhancements, for instance through the US Department of Housing and Urban Development's Community Development Block Grant Program (CDBG). The grants are allocated between states and local jurisdictions, and then states can distribute the funds to localities.

In addition to federal money sources, cities and states also have development funds and other funding sources for these projects. In many funding programs, the funding is contingent upon

Table 7 - Merchants' Association Performance Measures

Outputs	Adoption of the mandatory form-based code.
	Identification of a comprehensive strategy for sharing off-street parking and reducing the number of entrances to off-street parking sites and appropriate order of improvements to maximize benefits of incremental changes.
	Establishment of an ambassador program and/or facade improvement program to assist new businesses.
	Approval of the parking strategy by the Merchants' Association members.
	Establishment of a BID in Park Hill to ensure a steady stream of funding for improvements.
Outcomes	Amount invested in public improvements in Park Hill.
	Number of facade improvement projects completed.
	Number of businesses in Park Hill (within 1 block of JFK Blvd. between A Avenue and the Lake Hill shopping center.
	Number of roadway fatalities in Park Hill project area.
	Higher WalkScore in Park Hill.
	Percentage of workers commuting via walking, biking, transit or rideshare.

business owners and tenants following through on approved plans. Additionally, some programs limit funding to specific areas of a city, such as TIF districts or downtown corridors.

Partnerships

The Park Hill Merchant Association can work with the City of Park Hill, the chamber of commerce, other businesses, property owners, and neighborhood associations in nearby areas, and any county, regional or state economic development groups and redevelopment organizations, such as the Metro Little Rock Alliance and the Arkansas Economic Development Commission.

Resources

New York City Department of Small Business Services

- Starting a Business Improvement District – a step by step guide http://www.nyc.gov/html/sbs/downloads/pdf/bid_guide_complete.pdf
- Community Development Block Grant Program (CDBG)
- http://portal.hud.gov/hudportal/HUD?src=/program_offices/comm_planning/communitydevelopment/programs

Program Examples

- Syracuse, NY Connective Corridor, <http://connectivecorridor.syr.edu/resources/>
- Urban Redevelopment Authority of Pittsburgh – Program Design Guidelines for Façade Restoration, http://www.ura.org/business_owners/dfrp-designGuidelines.pdf
- Invest Atlanta, GA, <http://www.investatlanta.com/opportunities/downtown-facade-improvement-grant-program/>
- Downtown San Luis Obispo Association, <http://downtownslo.com/about/>

Seattle Office of Economic Development

- Create a Thriving Business District – a Guide to City and Neighborhood Business District Resources, <http://www.seattle.gov/economicDevelopment/busguide.htm>
- Metropolitan Transportation Commission
- MTC Smart Parking Initiatives, http://www.mtc.ca.gov/planning/smart_growth/parking/parking_seminar/Toolbox-Handbook.pdf

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

- 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.
- Develop a set of policies and incentives for recruitment of primary employers and other industries such as retail. Each

IMPLEMENTATION STRATEGIES

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.

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 Park Hill plan area.
 - 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 draft of the Park Hill Design Overlay regulations**
 - 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 Park Hill plan area.
 - 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 Park Hill Design Overlay zoning be adopted by reference and remains as a standalone document, so that the sections do not get scattered throughout the current zoning ordinance.
 - In addition, the City Zoning Map should reference the Park Hill Design Overlay as one district (one zone labeled PHDO), which allows the Regulating Plan to regulate the breakdown in character areas and allows the required flexibility to be processed without the need for rezoning or variances.
 - Allow for appropriate public input, but be sure that all participants in the session are educated to the basis and purpose of the development code.
 - 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 Design Overlay 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 Design Overlay may make the project ineligible for regional funding for infrastructure, as key elements may unintentionally be removed from the Design Overlay.
- Once the document has been reviewed and supported, proceed through the adoption process at a regular council meeting.
- Once adopted, educate all departments on the goals, objectives, and expected outcomes from the development code. A special focus on permitting, inspection and code enforcement will need to be made for these education sessions.
- **Continue the Coalition for Implementation**
 - Include but do not limit to regional and state agencies, chamber of commerce, non-profits, project area leaders, staff department, city council and school district representatives.
 - This group should 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 city employee, and will have charge of keeping the plan, setting meetings, keeping minutes and following up on implementation activities and performance measures.
- **Continue the Merchants' Association and build up membership**
 - Focusing on building up the membership will round out participation from businesses but also get news out for events and news in the area.

IMPLEMENTATION STRATEGIES

- Once a strong enough membership is available, consider creating a Business Improvement District. This will ensure consistent funding for maintenance, programming and can even support security needs.
- **Begin the process for JFK Boulevard improvements**
 - 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 JFK Boulevard 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 AHTD roadway design
 - 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.
- 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 JFK Boulevard) and context sensitive design
 - Experience with AHTD design process (for the areas that connect to JFK Boulevard)
 - Experience on projects requiring any special reporting
- Begin and complete the design and quickly move into construction.
- **Work with the Coalition and Merchants' Association to create a branding and marketing plan** for the Park Hill Neighborhood.
- **Work with the Coalition and Merchants' Association to connect Park Hill Neighborhood 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.**
 - Create or update plan to include the elements of this plan.
 - Find ways to connect the public trails and parks and public facilities city-wide.
 - Find ways to connect to city trails and parks in neighboring cities.
 - Focus on key locations for trail heads 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.
- **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 Park Hill.
- **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.

Long Term Action Steps

- **Design and Implement other neighborhood and mixed use street improvements**
 - 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 these streets must be focused on economic development and qualitative aspects primarily.
 - Select a qualified general contractor team and



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 Park Hill 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 Park Hill, against which future progress can and should be tracked, is provided in a digital format for ease of tracking in the future. Although full implementation of the plan in Park Hill 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 Park Hill 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.
- **Flagship Sustainability Indicators (FSIs)** Subsequently, HUD developed a set of eight 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 8 - Evaluation Framework

Federal Livability Principles	Metroplan Goals	ICAP Program Elements	Jump Start Evaluation Areas	Project Goals
Provide more transportation choices	<p>2. Quality corridors and transportation choice</p> <p>1.2, 5.3 - Multimodal transportation system</p> <p>1.3 - Modal choice</p> <p>2.5 - Public transit system</p> <p>2.6 - Pedestrian facilities</p> <p>2.7 - Bikeway facilities</p> <p>4.3 - Design for all modes</p> <p>4.7 - Reduce H+T costs</p> <p>5.2 - Active transportation</p> <p>5.4 - Safety, efficiency and convenience of active transportation</p>	<p>Efficient mobility options</p> <p>Pedestrian design</p>	Provide transportation choices and enhance mobility	Redesign JFK Boulevard as a safer multi-modal commercial corridor and identify ways to improve access and address parking needs.
Promote equitable, affordable housing	<p>4. Land development and housing</p> <p>4.6 - Housing choice and availability</p>	<p>Housing choice</p> <p>Development diversity</p>	Increase housing and development/land use diversity	Catalyze the reinvention of the Park Hill Elementary School and other underutilized parcels for optimum uses.
Enhance economic competitiveness	<p>1. Economic growth and vitality</p> <p>1.4 - Economic development</p>	<p>Educational opportunity</p> <p>Economic development</p>	<p>Increase housing and development/land use diversity</p> <p>Enhance economic competitiveness</p>	<p>Redesign JFK Boulevard as a safer multi-modal commercial corridor and identify ways to improve access and address parking needs.</p> <p>Catalyze the reinvention of the Park Hill Elementary School and other underutilized parcels for optimum uses.</p> <p>Identify, rezone (as needed), and envision new uses for additional catalytic private sites to enhance commercial diversity, and use the Jump Start project to coalesce the local Merchants' Association.</p>

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	Catalyze the reinvention of the Park Hill Elementary School and other underutilized parcels for optimum uses. Identify, rezone (as needed), and envision new uses for additional catalytic private sites to enhance commercial diversity, and use the Jump Start project to coalesce the local Merchants' Association.
Value communities and neighborhoods	5. Healthy and safe communities	Quality places Healthy communities	Support existing communities Create quality places and healthy communities	Identify, rezone (as needed), and envision new uses for additional catalytic private sites to enhance commercial diversity, and use the Jump Start project to coalesce the local Merchants' Association.
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	