



LEVY

NORTH LITTLE ROCK, AR



EXECUTIVE SUMMARY



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

ACKNOWLEDGMENTS

CONTRIBUTORS

IMAGINE CENTRAL ARKANSAS PARTNERS

METROPLAN

Jim McKenzie, *Executive Director*

Richard Magee, *Deputy Director/Director of Planning*

Metroplan Staff

CITY OF NORTH LITTLE ROCK

City of North Little Rock City Council

Robert Voyles, *Project Manager, Planning Director*

Dan Scott, *Deputy Project Manager, Director of Neighborhood Services*

City of North Little Rock Staff

CONSULTANT TEAM

GATEWAY PLANNING

Scott Polikov, *Principal-in-Charge*

Brad Lonberger, *Project Manager*

Kelsey Berry, *Deputy Project Manager*

Rob Parsons

Milosav Cekic

Daniel Church

ICF

Kathleen Rooney

Alanna McKeeman

Amy Ross

Jim Rice

Scott Ledford

Terry Kissinger

Ambika Melville

Brent Barnes

Jubran Kanaan

Harrison Rue

Hannah Twaddell

Pepper Santalucia

HORSLEY WITTEN

Jonathan Ford

Joseph Henderson

Hannah Carlson

Stephen Kasacek

WALKABLE + LIVABLE COMMUNITIES INSTITUTE

Dan Burden

Kelly Morphy

Todd Clements

THE DESIGN GROUP

Myron Jackson

Stephanie Jackson

Ramanitha Jones

Whitney Holman

Shan Johnson

Douglas Benjamin

Juan Omar Alonso

CATALYST COMMERCIAL

Jason Claunch

Michael Latham

CONTRIBUTERS

Michael Hathorne

Dede Christopher

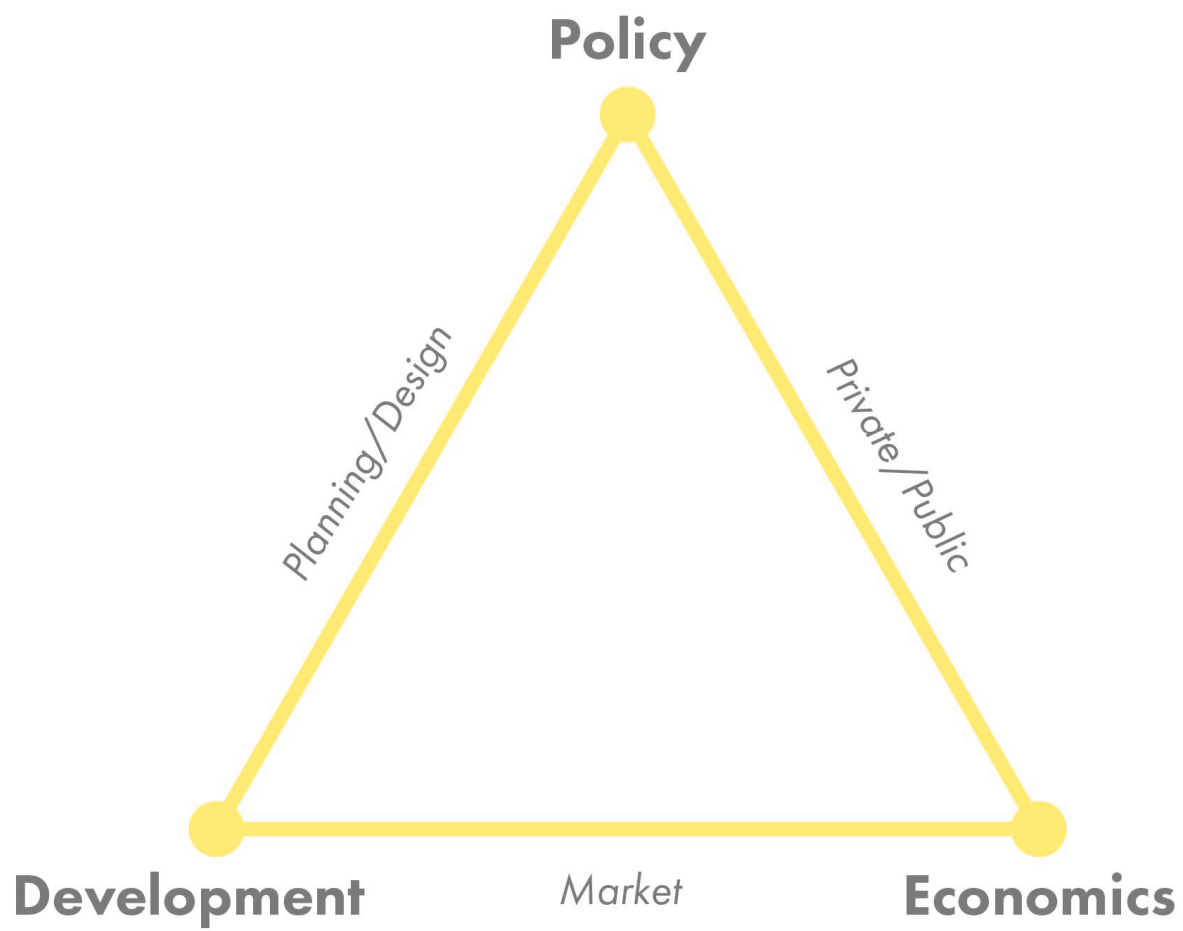
TABLE OF CONTENTS

I.	Executive Summary	i
II.	Introduction	1
	(a) Why Jump Start?.....	3
	(b) Why Levy?.....	5
III.	Governing Elements: Development, Economics and Policy	7
	<i>Development: Conceptual Plans</i>	
	(a) Levy Central Plaza.....	10
	(b) Public Park and Green Concept.....	12
	(c) Camp Robinson Road + Pike Avenue Improvements.....	15
	(d) Camp Robinson Road Streetscape Plan	16
	(e) Camp Robinson Road - Green Infrastructure Plan.....	18
	(f) Side Street + Ped/Bike Connections.....	20
	<i>Economics: Feasibility + Return on Investment</i>	
	(a) Development Strategy.....	23
	(b) Process for Analysis.....	24
	(c) Public Investment	24
	(d) Private Investment Financial Analysis.....	26
	(e) Public and Private Relationship	28
	<i>Policy: Regulations</i>	
	(a) Zoning Strategy	31
	(b) Complete + Context Sensitive Streets	31
IV.	Implementation Strategies	33
	(a) Planning and Design	35
	(b) Public/Private Relationships.....	41
	(c) Market Activity.....	46
	(d) Action Steps	47
	(e) Consolidated Performance Evaluation Framework	49
V.	Appendix	

THIS PAGE INTENTIONALLY LEFT BLANK



EXECUTIVE SUMMARY



EXECUTIVE SUMMARY

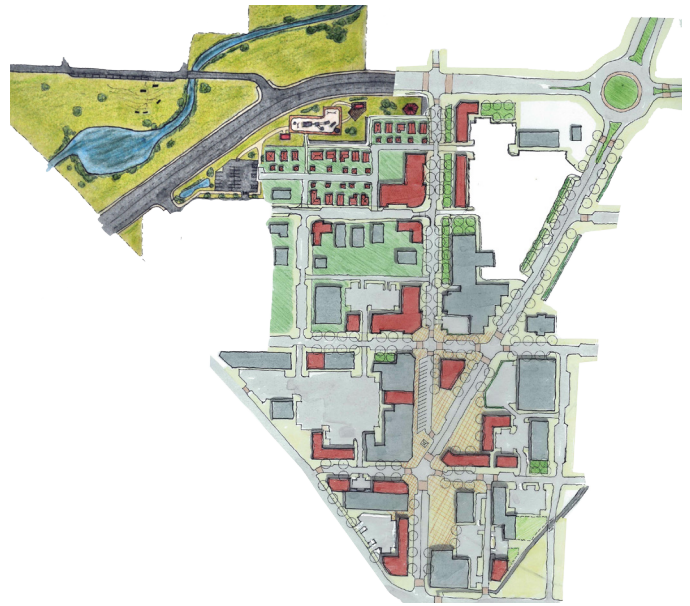
A key component to the implementation of the Jump Start Initiative is the recognition of the interdependency that exists between the governing elements of *Policy*, *Development* and *Economics*. Each element is delicately tied to the others, which ultimately requires a careful balance between all three in order for projects to truly implementable. 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 Levy community, following these strategies, will implement this action plan and achieve its goal to bring back the vibrancy and energy that Levy once espoused. 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 Levy 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 around Pike Avenue and Camp Robinson Road. The action plan's vision was crafted through the design workshop. Support was clear to build on the neighborhood's history and focus on its ability to connect Levy with its adjacent neighborhoods. Levy was originally a vibrant village center, popular for Levy Days and an involved neighborhood. There had always been a culture of community gathering and today still contains some historic buildings in the area of Pike Avenue, Camp Robinson Road and 34th Street.

The action steps for implementation focus on policy and public realm infrastructure first. Constructive policies in zoning, public infrastructure, connectivity and stormwater management 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 area. The



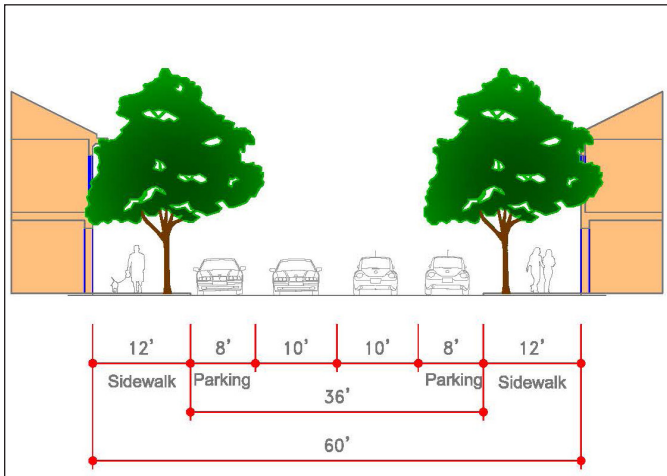
Illustrated vision for Plan Area

“...the Levy community can revitalize this historic neighborhood and help it become a truly successful place.”

area does have a number of professional offices and a variety of retail types. New construction will build in a sustainable development pattern that works within the existing context and improves the quality of the public realm for the whole area.

Programming events and activities in a new public space will activate the gathering space and support local business. Levy Baptist and other local City programs can help bring stable community-based gatherings into the public space, but there needs to be a place for everyone to congregate. An investment in this public space will help guide these activities to Levy and bring back the festival experience that so many Levy residents recall.

EXECUTIVE SUMMARY



Camp Robinson Road Proposed Cross Section



Rendered Perspective along Camp Robinson Road

The two important implementation elements are activation and 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). This will allow a synergy between these groups to form. This synergy will align interests and coordinate activities and projects. There will need to be consistent communication with the residents, businesses, landowners and the City. A coalition group will continue moving this plan and its action steps to help realize the potential of the greater downtown area. 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 in the Levy Neighborhood. Three approaches must be solved, for improvements to affect catalytic events.

Public Development

Levy public realm investment must be directed towards Camp Robinson Road and Pike Avenue street improvements. The City must apply for regional roadway funding by Metroplan for the improvements on these roads.

In addition, the City should consider improving stormwater drainage conditions and property values by improving the excess land along Doyle Venable. The City owned land is an opportunity to provide a pond that serves as an amenity to the neighborhood. Land south of Doyle Venable should be used for a Universal Design Park that will serve the neighborhood and draw regional attraction of families with children needing universal design to experience outdoor play. Connecting these amenities through pedestrian connections to the central gathering space will guide those visitors towards businesses in Levy.

Public-Private Development

In an effort to create a public gathering place along Camp Robinson Road, the public and the private realms will be required to work together. There are lands available to create such a place, but it will be up to a partnership between the City, a local landowner and a development partner to plan, design, construct and activate the public space. This public space will not be successful unless it is:

- Located visibly from Camp Robinson Road
- Wrapped on two or three sides by mixed-use or active commercial development
- Programmed with activities
- Governed and maintained to a high quality of care and cleanliness
- Ability to support a variety of different programming.

For Levy, an ideal location is between 35th and 34th Streets, where Pike Avenue and Camp Robinson Road meet. This area could be an intimate and visible spot during regular hours. In the case of a special event, the roadway could be partitioned

off, and the entire area, including the streets would become a large plaza for activities.

Private Development

Without a doubt, there will be some skepticism from the private industry for the viability of Levy. This is mostly due to the area's current development quality and the potential level of risk. A private catalytic project will come from the resulting Public-Private Partnership described above. With the commitment of the roadway improvements and the partnership to create a public gathering space, the risk is reduced. With a sound plan of action and the ability to rely on the City for support in activating the public space, there will be little question as to the private development's viability.

There will need to be some support for first entry tenants. Private developers must plan a conservative build-up of the stabilization for their property and work to fill the building with tenants first, then work to increase the quality of the rent price points.

The immediate realization of viable mixed-use may be unfounded for this area. Once activation and implementation occurs, there will be catalyzed value in Levy and the first in will benefit from the initial risk. The plan of action must be followed and there must be a consistent level of communication and transparency between partners in a public-private partnership. This begins with the commitment to the action plan for implementation.

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 the next round of 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 Levy Neighborhood.
 - In order to be eligible for the next round of funding allocation by Metroplan for implementation of infrastructure projects, this plan must be adopted in the first quarter 2015.
- **Adopt the draft of the Levy Design Overlay regulations**
 - In order to be eligible for the next round of regional funding for infrastructure improvements, these updates must be adopted at City Council as the zoning document for any projects in the Levy Neighborhood.
 - In order to be eligible for the next round of funding allocation by Metroplan for implementation of infrastructure projects, these updates must be adopted in the first quarter 2015.
 - Apply these proposed updates to the zoning ordinance as a City initiated zoning amendment and notify the appropriate landowners within the required distance or proximity, if necessary for amendments.
 - This may be processed as both a Map amendment and a Text amendment in the City Zoning Ordinance.
 - It is encouraged that the Levy 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 Levy Design Overlay as one district (one zone labeled LDO), 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.

- 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 Camp Robinson Road and Pike Avenue improvements**

- Meet with Coalition and Metroplan to understand the requirements of the Metroplan funding source and application process.



Camp Robinson Road Streetscape Plan

- 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 (ties into AHTD facility);
 - 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.

lighting palette of the Downtown, Park Hill 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 Levy.
- **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

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 Levy 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 and Merchants' Association** to create a branding and marketing plan for Levy and the new public space.
- **Work with the Coalition and Merchants' Association** to connect Levy to the wayfinding and

THIS PAGE INTENTIONALLY LEFT BLANK



LEVY

NORTH LITTLE ROCK, AR



IMPLEMENTATION + ACTION PLAN



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

ACKNOWLEDGMENTS

CONTRIBUTORS

IMAGINE CENTRAL ARKANSAS PARTNERS

METROPLAN

Jim McKenzie, *Executive Director*

Richard Magee, *Deputy Director/Director of Planning*

Metroplan Staff

CITY OF NORTH LITTLE ROCK

City of North Little Rock City Council

Robert Voyles, *Project Manager, Planning Director*

Dan Scott, *Deputy Project Manager, Director of Neighborhood Services*

City of North Little Rock Staff

CONSULTANT TEAM

GATEWAY PLANNING

Scott Polikov, *Principal-in-Charge*

Brad Lonberger, *Project Manager*

Kelsey Berry, *Deputy Project Manager*

Rob Parsons

Milosav Cekic

Daniel Church

ICF

Kathleen Rooney

Alanna McKeeman

Amy Ross

Jim Rice

Scott Ledford

Terry Kissinger

Ambika Melville

Brent Barnes

Jubran Kanaan

Harrison Rue

Hannah Twaddell

Pepper Santalucia

HORSLEY WITTEN

Jonathan Ford

Joseph Henderson

Hannah Carlson

Stephen Kasacek

WALKABLE + LIVABLE COMMUNITIES INSTITUTE

Dan Burden

Kelly Morphy

Todd Clements

THE DESIGN GROUP

Myron Jackson

Stephanie Jackson

Ramanitha Jones

Whitney Holman

Shan Johnson

Douglas Benjamin

Juan Omar Alonso

CATALYST COMMERCIAL

Jason Claunch

Michael Latham

CONTRIBUTERS

Michael Hathorne

Dede Christopher

TABLE OF CONTENTS

I.	Executive Summary	i
II.	Introduction	1
	(a) Why Jump Start?.....	3
	(b) Why Levy?.....	5
III.	Governing Elements: Development, Economics and Policy	7
	<i>Development: Conceptual Plans</i>	
	(a) Levy Central Plaza.....	10
	(b) Public Park and Green Concept.....	12
	(c) Camp Robinson Road + Pike Avenue Improvements.....	15
	(d) Camp Robinson Road Streetscape Plan	16
	(e) Camp Robinson Road - Green Infrastructure Plan.....	18
	(f) Side Street + Ped/Bike Connections.....	20
	<i>Economics: Feasibility + Return on Investment</i>	
	(a) Development Strategy.....	23
	(b) Process for Analysis.....	24
	(c) Public Investment	24
	(d) Private Investment Financial Analysis.....	26
	(e) Public and Private Relationship	28
	<i>Policy: Regulations</i>	
	(a) Zoning Strategy	31
	(b) Complete + Context Sensitive Streets	31
IV.	Implementation Strategies	33
	(a) Planning and Design	35
	(b) Public/Private Relationships.....	41
	(c) Market Activity.....	46
	(d) Action Steps	47
	(e) Consolidated Performance Evaluation Framework	49
V.	Appendix	

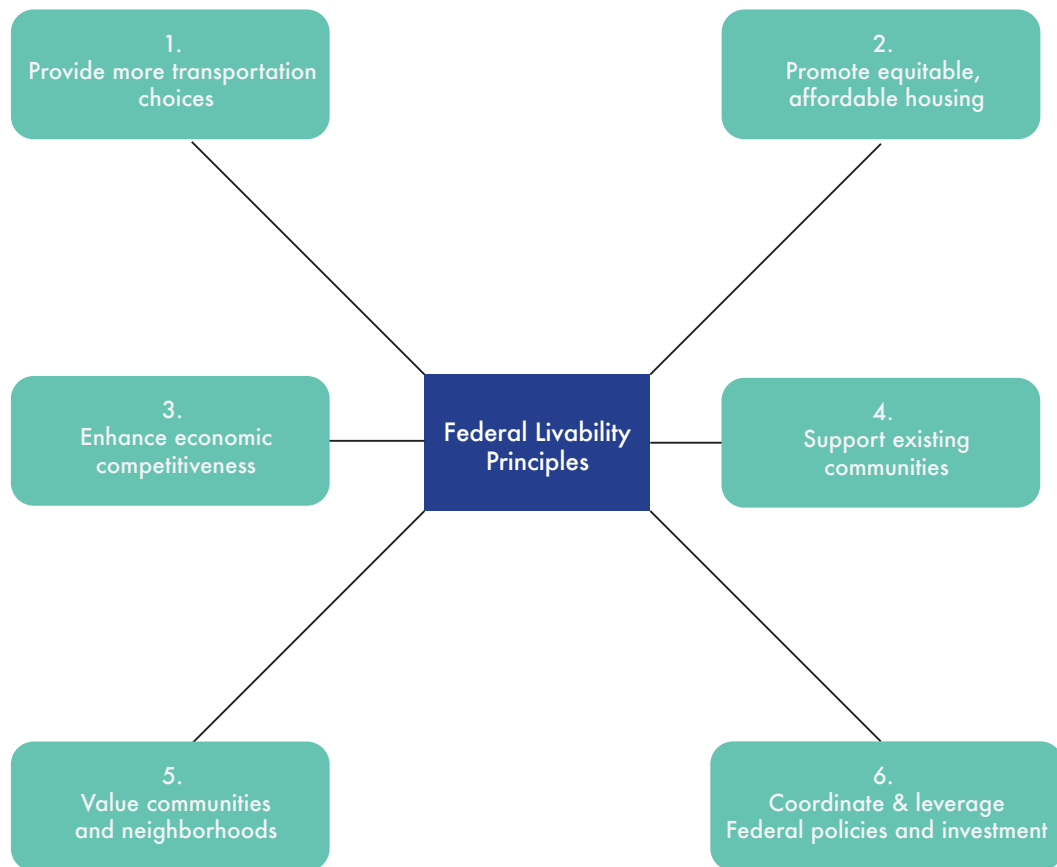
THIS PAGE INTENTIONALLY LEFT BLANK



INTRODUCTION

THIS PAGE INTENTIONALLY LEFT BLANK

INTRODUCTION



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

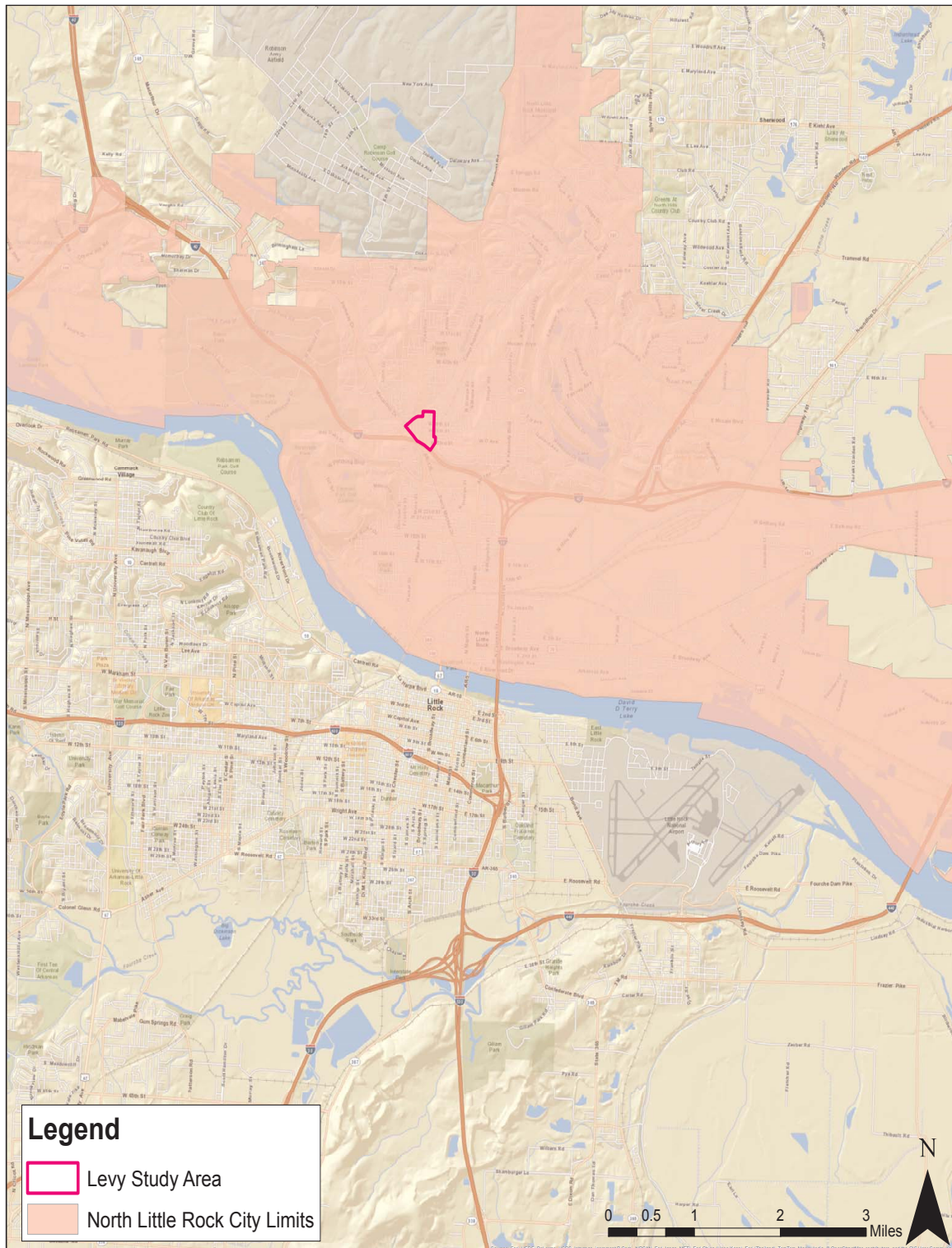
WHY JUMP START?

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 Levy





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 LEVY?

Levy displays features found in many suburban communities in the Central Arkansas region. Original city layouts included a gridded street pattern with a rich history as a political and village center. As time has moved on, development moved away from the village center location and has become increasingly divided physically by large streets and infrastructure.

Levy 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, involved neighborhood associations and burgeoning merchants' association, it is primed to activate the recommendations that will be presented through this process.

Goals for the Levy Plan Area

- Redesign the intersection of Camp Robinson Road and Pike Avenue to create a gateway to the Levy area for both public and private uses, potentially extending the streetscape design up Camp Robinson Road and Pike Avenue.
- Propose a new vision and implementation plan for properties immediately adjacent to Camp Robinson Road and Pike Avenue intersection, including zoning and linking to the Levy Trail.
- Use the Jump Start project to initiate and institutionalize a local Merchants' Association.

THIS PAGE INTENTIONALLY LEFT BLANK



GOVERNING ELEMENTS: DEVELOPMENT, ECONOMICS + POLICY

Rendered Perspective along Camp Robinson Road

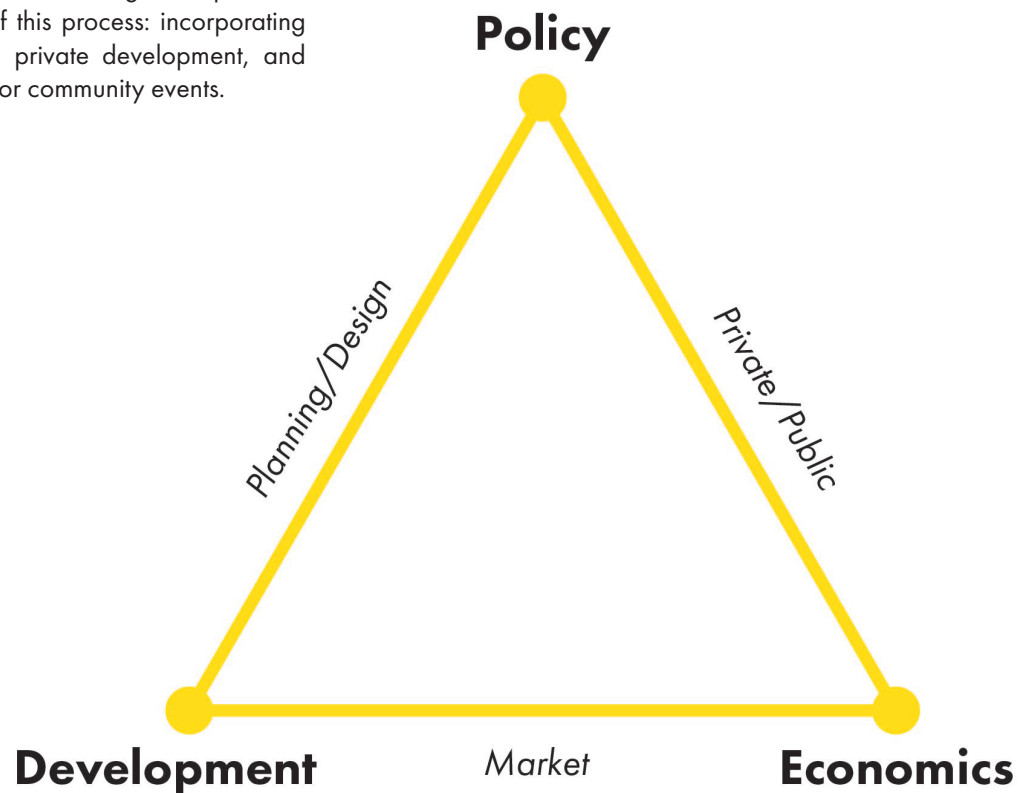


GOVERNING ELEMENTS: DEVELOPMENT, ECONOMICS + POLICY

Conceptualizing the desired development pattern for Levy starts the process for determining the strategies for the implementation plan. A detailed concept was produced during the design workshop and reviewed by the community throughout the engagement process. The overall concept produced for the Levy Neighborhood focused on the goals of the initiative.

The top priority for this process was to include a means for pedestrian and bicycle safety to be realized and to alleviate stormwater problems. Streetscaping improvements were developed with a series of green infrastructure elements on Camp Robinson Road and Pike Avenue. To subsidize the cost for improvements, a focus on the private realm must occur to help prove that development can supply the necessary future value of return for the City to make the necessary investments will ease the burden.

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



DEVELOPMENT: CONCEPTUAL PLANS

Levy Central Plaza

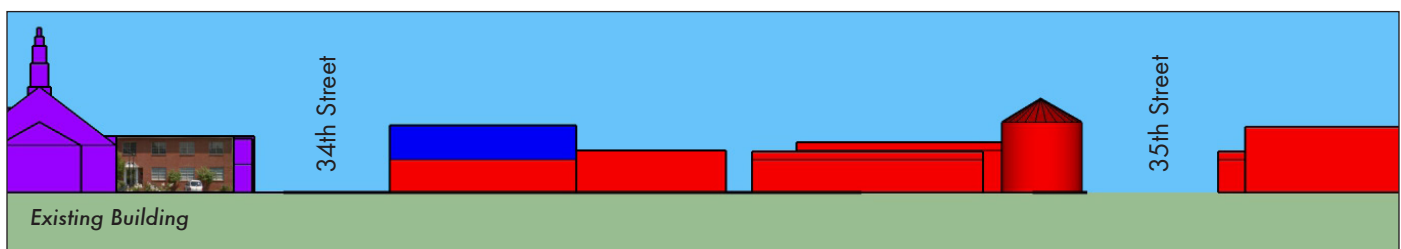
Liner buildings can be used to frame the sidewalk along large parking lots and can be multi-story to allow a mix of uses to be built on a smaller footprint.

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

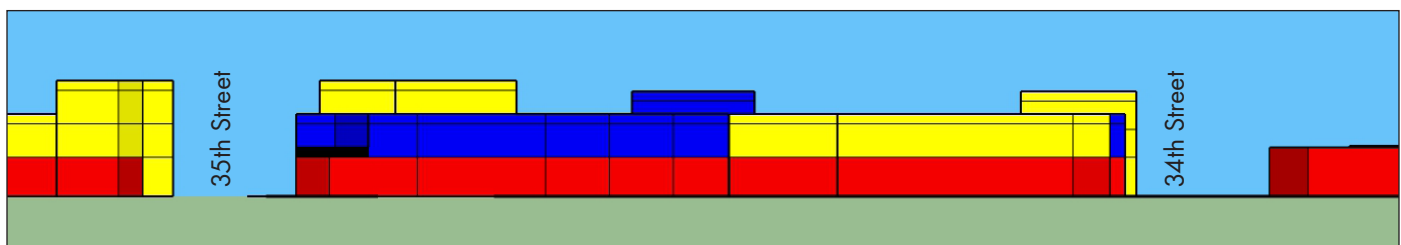
Redevelopment of the central triangle and the roadway will allow for a central gathering space to be created that can be used for programmed events of various sizes. Adjacent development should be positioned to maximize the space for use throughout the year and having "eyes on the street" twenty-four hours a day.

Existing parking that is going to be maintained should be screened with a small fence or evergreen vegetation.

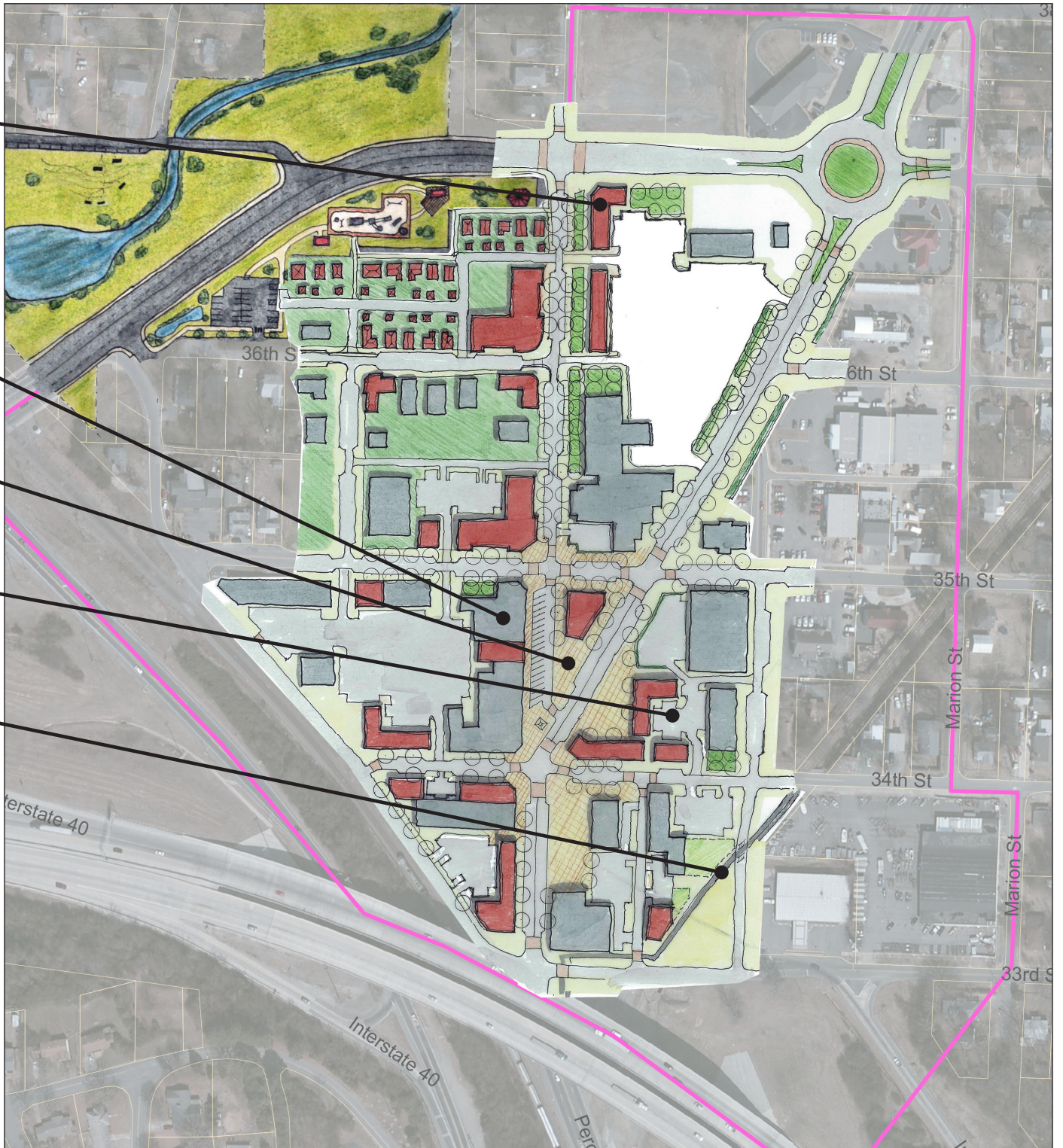
Focus on Levy Trail as a front door and place outdoor seating and activities against the trail.



Buildings and land use east of Pike Avenue; Blue = Office, Red = Retail, Yellow = Residential, Purple = Civic



Buildings and land use west of Camp Robinson; Blue = Office, Red = Retail, Yellow = Residential



DEVELOPMENT: CONCEPTUAL PLANS

Public Park and Green Concept

On publicly owned property, raise money through external funding to develop a universal design park and an adjacent parking area. Focus on this park as an accessible amenity in order to be a regional draw to the area for families.

Small to medium-scale residential around the playground will help maintain safety and provide necessary density nearby the mixed-use development in Levy.

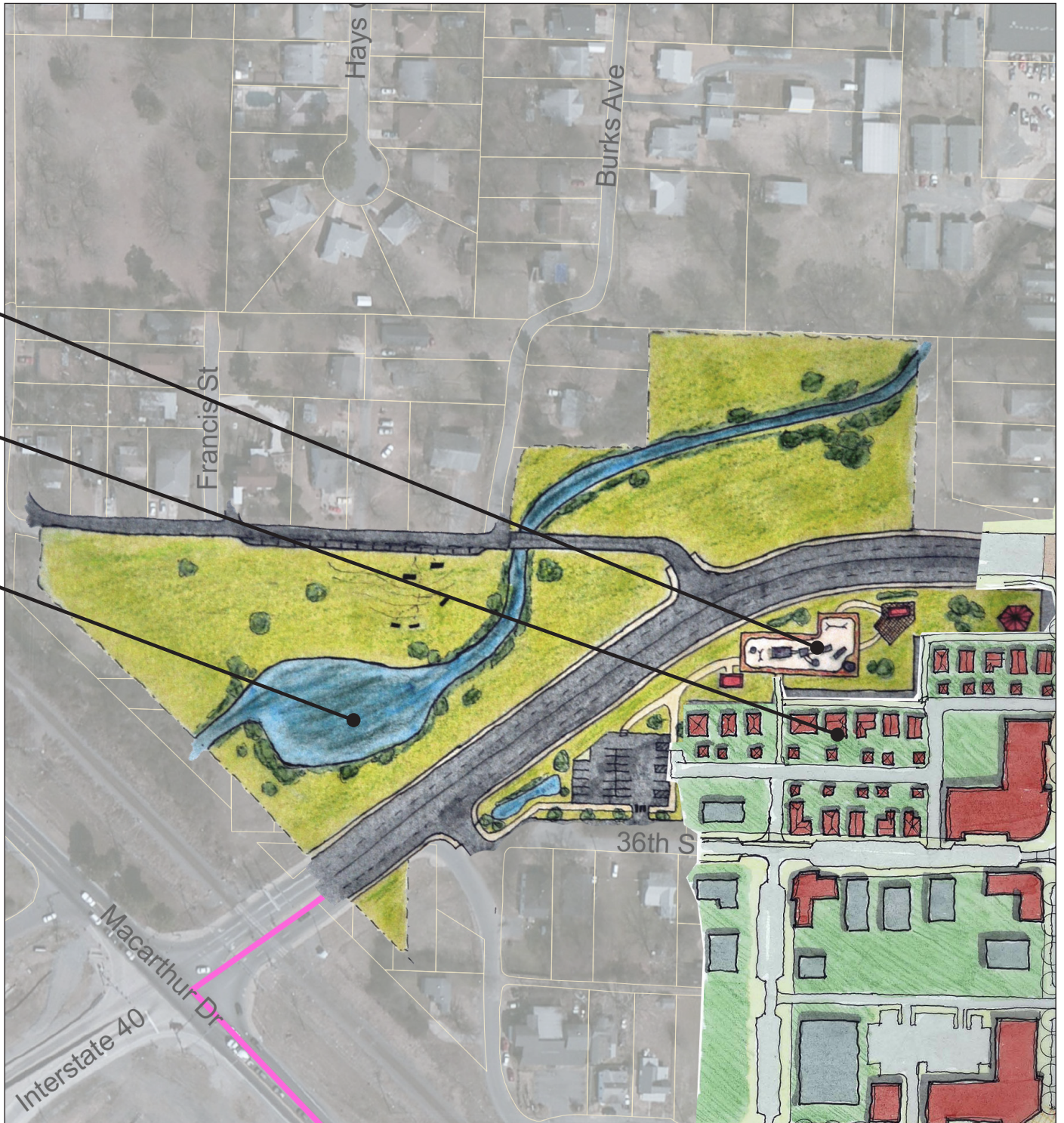
Reclaim waterway into a green infrastructure pond to receive more water, but also be an amenity as a maintained waterscape.

Universal Playground Design Examples



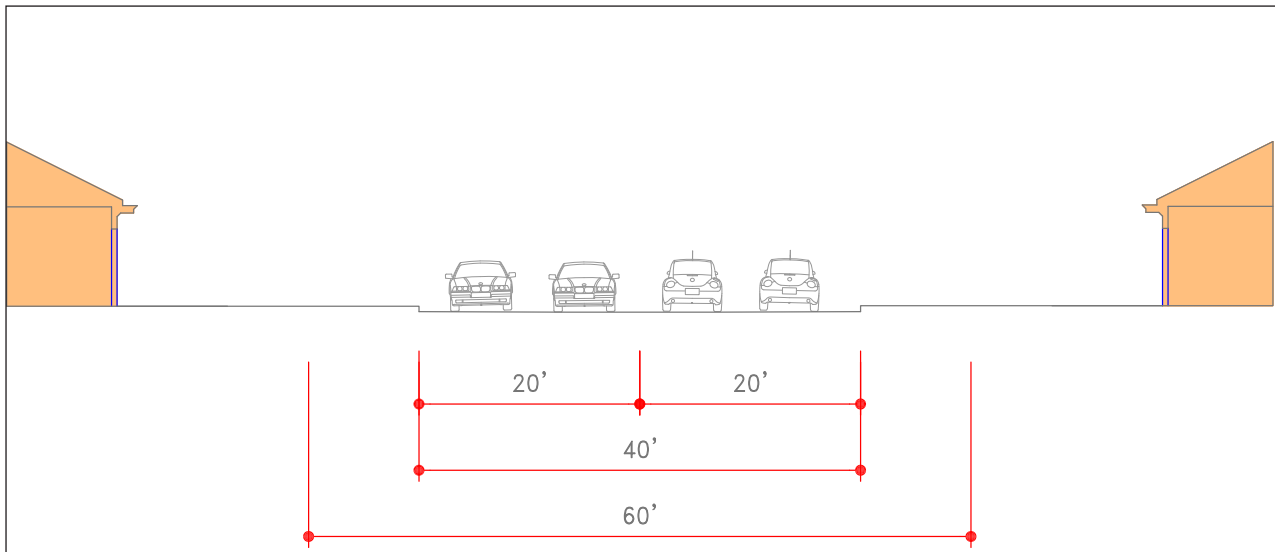
Source: www.accessibleplayground.net





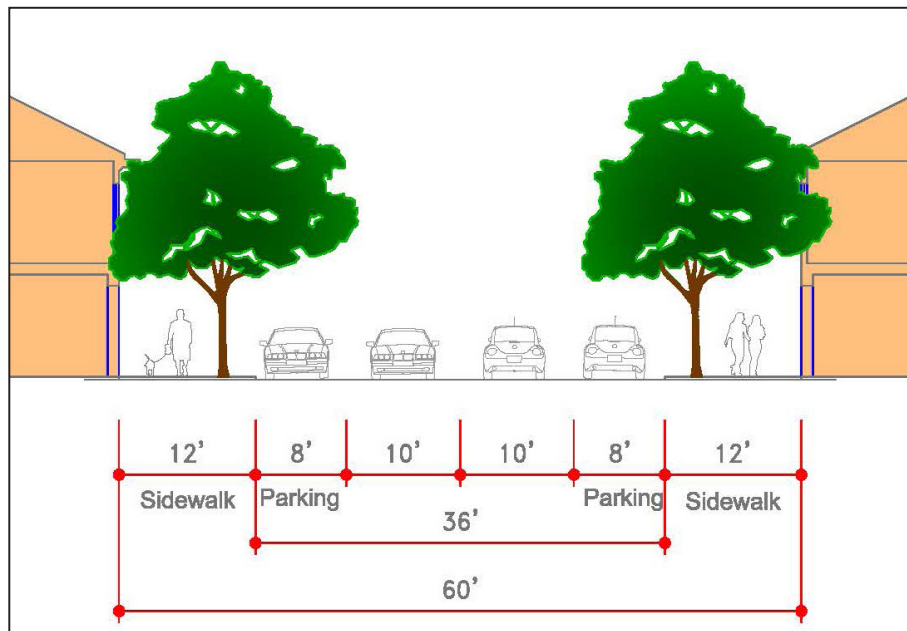
DEVELOPMENT: CONCEPTUAL PLANS

Camp Robinson Road: Existing 60' Cross Section



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

Camp Robinson Road: Proposed 60' Cross Section



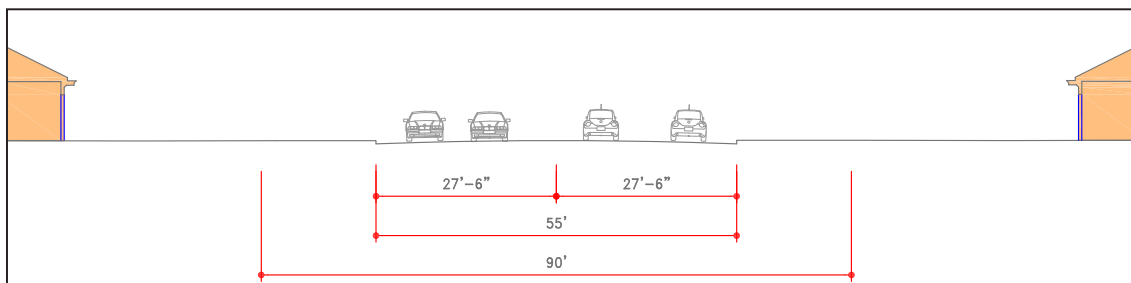
This two lane option provides on-street parking and large sidewalks. The best result will be one that incorporates street trees as this works to support walkability, stormwater systems and aesthetics.

CAMP ROBINSON ROAD + PIKE AVENUE IMPROVEMENTS

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

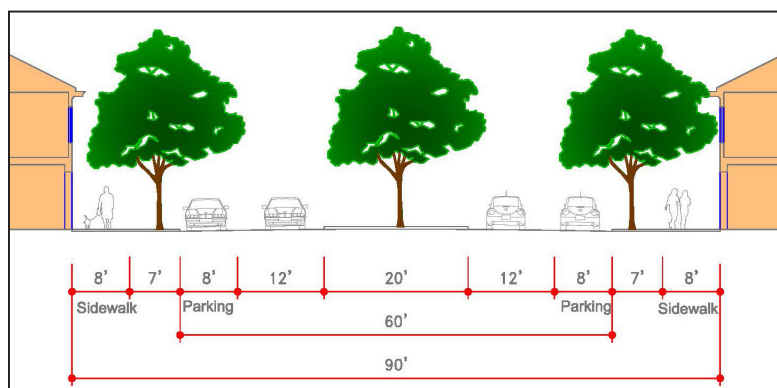
The concepts represented and recommended for improvements are only within the boundaries of the study area. The improvements could be designed and continued into adjacent neighborhoods.

Camp Robinson Road: Existing 90' Cross Section



Existing ROW north at Doyle Venable is wider and disperses traffic at high speeds.

Camp Robinson Road: Proposed 90' Cross Section



This section of Camp Robinson Road is able to incorporate a wide median and a third tree canopy within the median.

DEVELOPMENT: CONCEPTUAL PLANS

Camp Robinson Road Streetscape Plan

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 Camp Robinson Road.

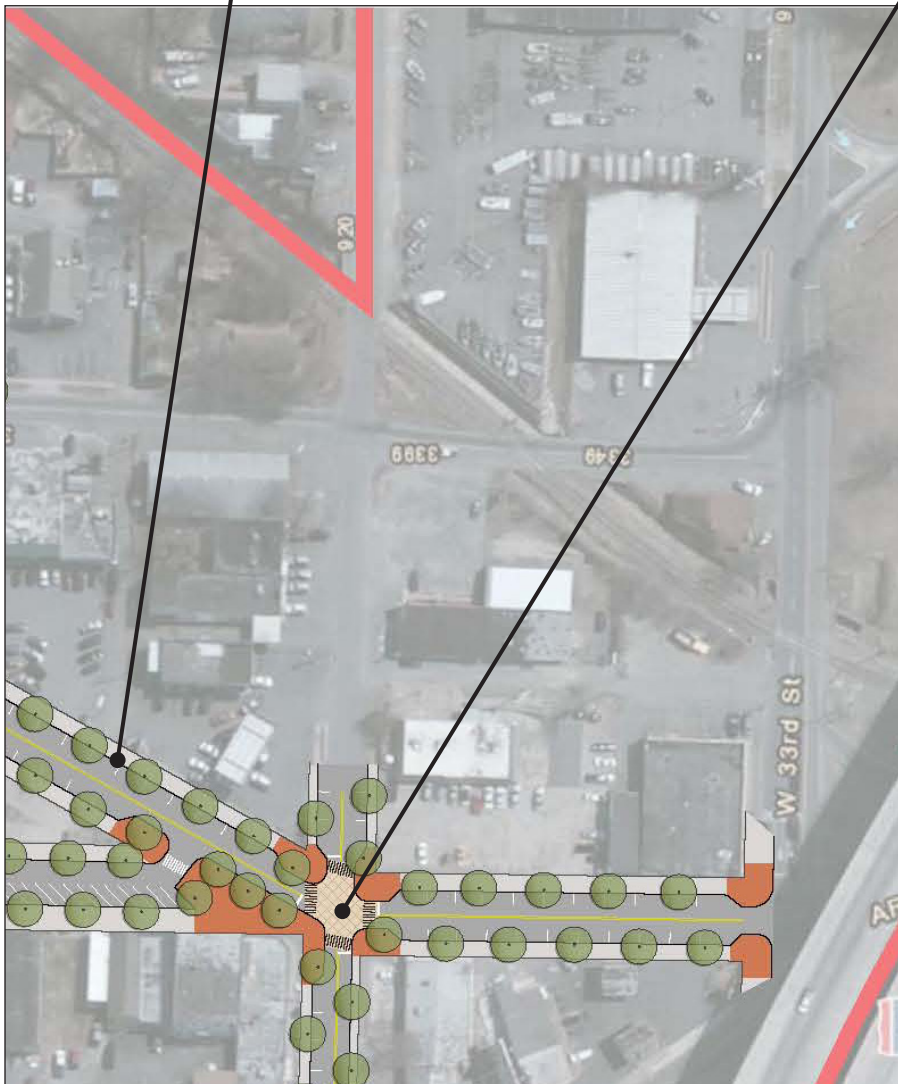
Development of a round-a-bout at the Doyle Venable Road intersection with Camp Robinson Road will help regulate traffic flows and act as a gateway to the Levy village area from the North.

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 water faster and cleaner than a sewer system. It is recommended that this system also be used in neighborhood streets.



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

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



DEVELOPMENT: CONCEPTUAL PLANS

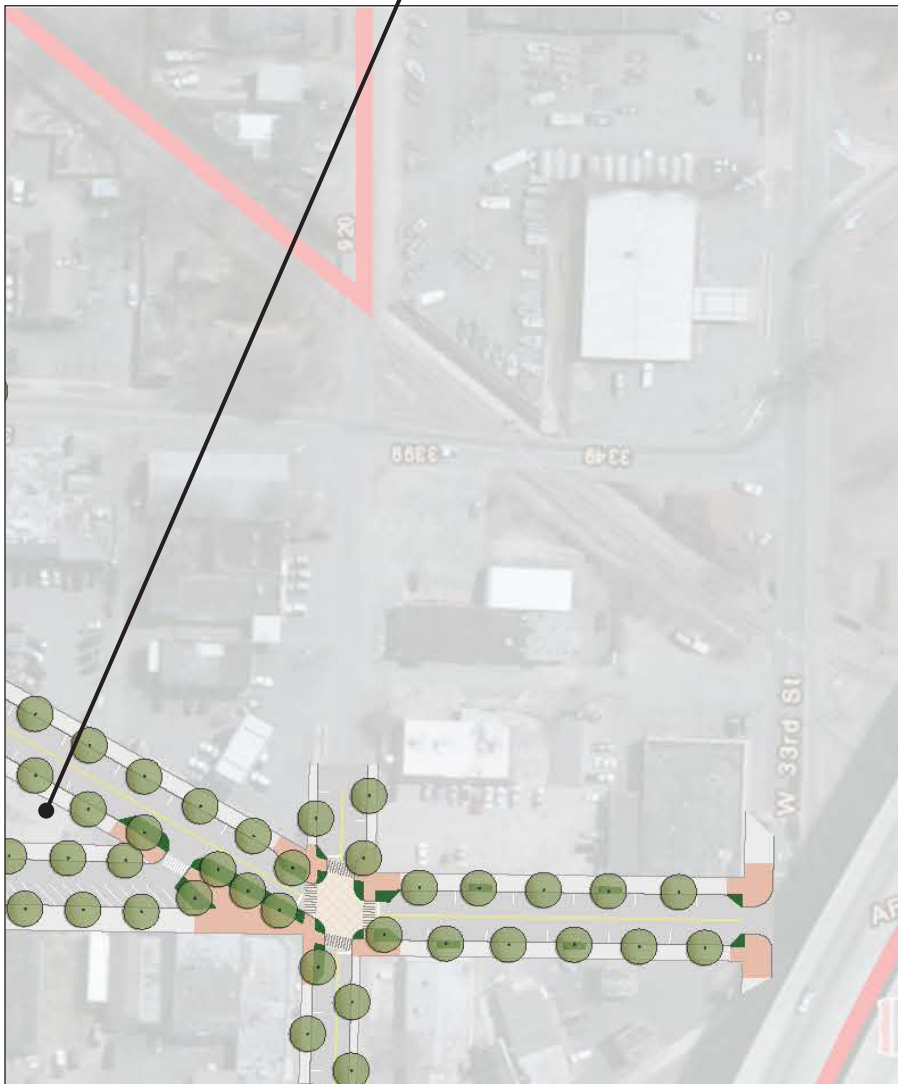
Camp Robinson Road - Green Infrastructure Plan

Medians capture stormwater runoff from Camp Robinson Road prior to falling into the main stormwater line.

The tree wells and landscaping will collect stormwater as it moves down Camp Robinson Road.



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



DEVELOPMENT: CONCEPTUAL PLANS

SIDE STREET + PED/BIKE CONNECTIONS

Connectivity is key for the success of any place. Three main areas of focus were on Levy Trail, roadways connecting to Park Hill and pedestrian connections across Camp Robinson Road.

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

Often the Levy area has been overlooked for opportunities due to the lack of focus on maintenance and upkeep

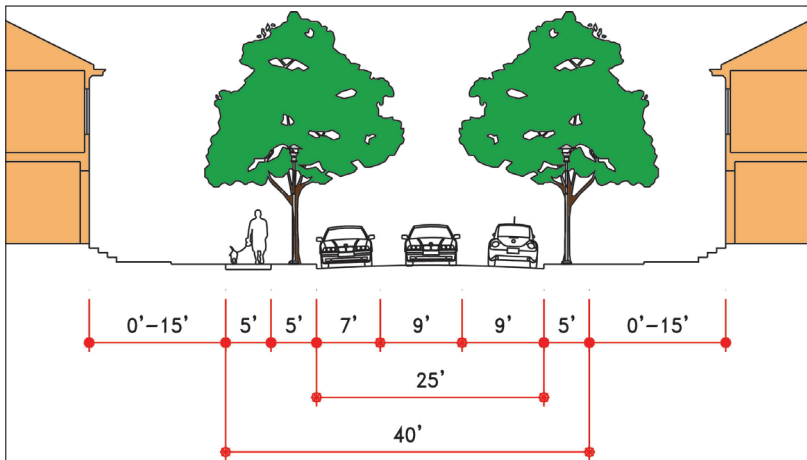
of the public infrastructure and private buildings. With improvements of Camp Robinson Road, some development will be catalyzed, but continued efforts to improve all of the streets in the neighborhood will need to occur in order to realize the full potential of this area.

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

Improvements to signage along Levy Trail include:

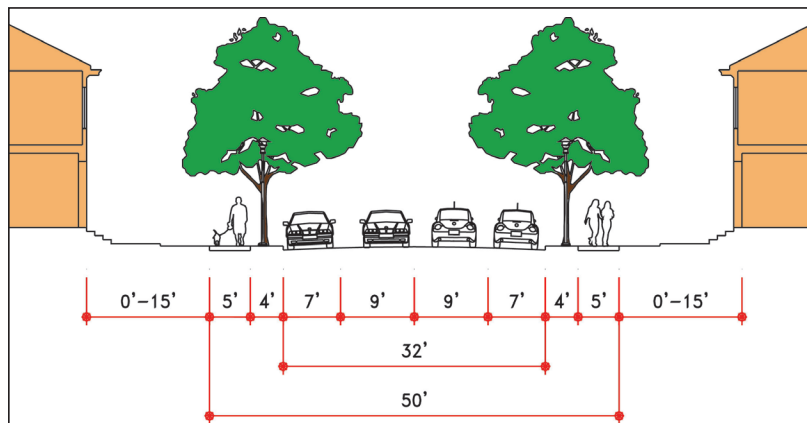
1. Redirecting yield signage toward cars, not pedestrians.
2. Promoting caution signs, not traffic signs, for pedestrians.

Neighborhood Street Cross Section - Proposed



Existing neighborhood roads are intimate but require updating. This area also has drainage systems that are not always maintained and small backups can cause larger problems with stormwater.

Mixed-Use Street Cross Section - Proposed



This option allows for parking on both sides and sidewalks on both sides. It would be most appropriate outside of the mixed-use area.

Existing Conditions



This existing image shows the wide nature and the vast setbacks along Camp Robinson Road/Pike Avenue. 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 Camp Robinson Road as a two lane option. It incorporates on-street parking, street furniture and a clear zone for pedestrians.

THIS PAGE INTENTIONALLY LEFT BLANK

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 ties 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 residential units, square feet of retail or office tenants that could move into an area in a given year (see Appendix). 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

Camp Robinson Road Reconstruction + Landscaping

The proposed Levy infrastructure concept focuses on streetscape improvements to Pike Avenue and Camp Robinson Road, including new sidewalks, curb, trees, and associated landscape improvements within the right-of-way. Key intersections are to be improved to increase safety and add to the sense of place. A two-lane roundabout is proposed at the northern end of the study area at the intersection of Camp Robinson Road and 37th Street.

Pike Avenue and Camp Robinson Road proposed improvements and cross section types vary. Cost estimate calculations are based on the proposed infrastructure concept for the study area and were calculated for the following blocks:

- Pike Avenue 33rd Street to 34th Street (270 linear feet, 60-foot right-of-way)
- Camp Robinson Road 34th Street to 35th Street (340 linear feet, 60-foot right-of-way)
- Camp Robinson Road 35th Street to 36th Street (370 linear feet, 60-foot right-of-way)
- Camp Robinson Road 36th Street to proposed roundabout at 37th Street (300 linear feet, 90-foot right-of-way)

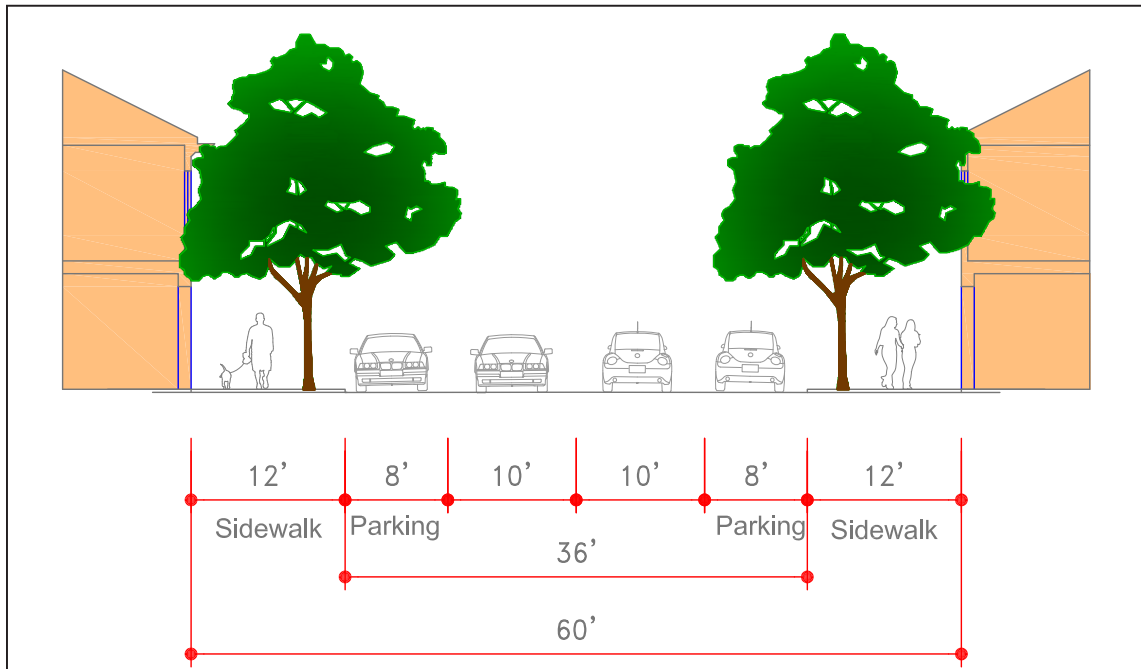
Roadway Improvement Cost Breakdown

Linear Feet of Roadway:	1280 LF
Intersections along Roadway:	5
Approximate Cost of Roadway:	\$833,000
Approximate Cost of Round-A-Bout:	\$1,235,000
Total Approximate Cost:	\$2,068,000

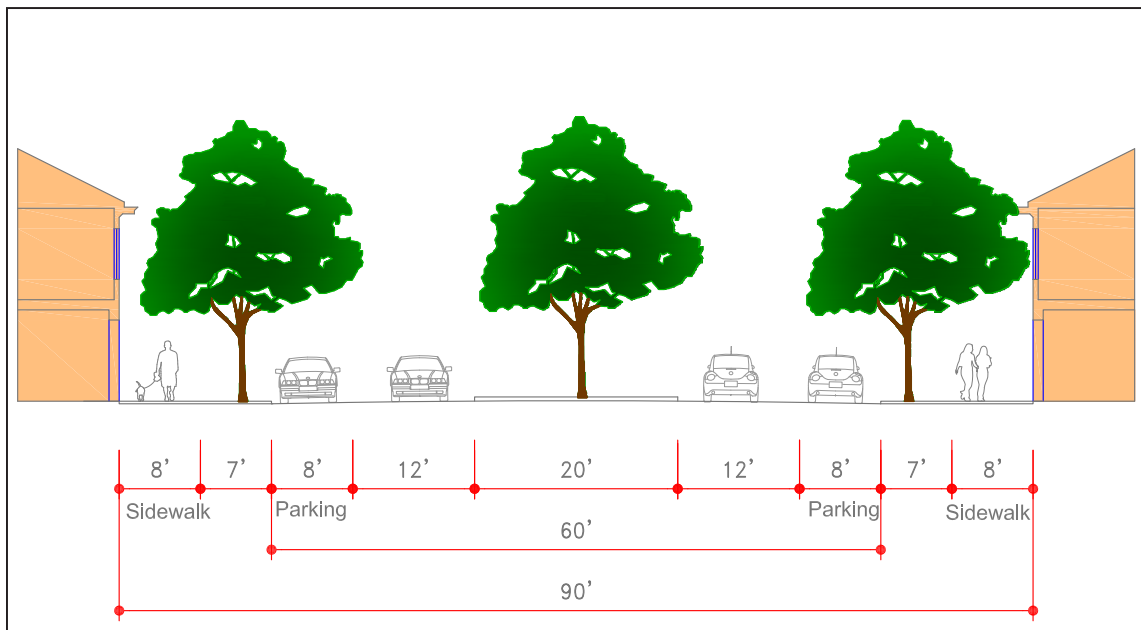
Assumptions:

1. The full length of Pike Avenue and Camp Robinson Road within the study area is approximately 1,280 linear feet. The lengths of the cost estimate blocks analyzed are noted prior.
2. New concrete sidewalks and curb are proposed throughout the study area.
3. Mill and overlay existing pavement areas to remain.
4. New street trees to be planted approximately 40' on center, including within the median of the 90-foot Camp Robinson Road right-of-way section between 36th Street and 37th Street.
5. Green infrastructure improvements include four 400 square foot bioretention cells per block.
6. Intersection improvements include curb extension "bump-outs" per the infrastructure concept plan, mill and overlay of existing pavement within intersections, and application of asphalt stamping/color treatment to pavement for crosswalks.
7. 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 drainage structures (i.e. catch basins) in the gutter lines may be able to remain in place, may require shift to the new curb locations, or might be incorporated into proposed bio-retention systems.
8. Street furniture, street light improvements, traffic signals, overhead utility wire improvements, and police details are not included in the cost estimates.

Camp Robinson Road: 60' Portion (33rd Street to 36th Street)



Reynolds Road: 90' Portion (36th Street to 37th Street)



ECONOMICS: FEASIBILITY + RETURN ON INVESTMENT

PRIVATE INVESTMENT FINANCIAL ANALYSIS

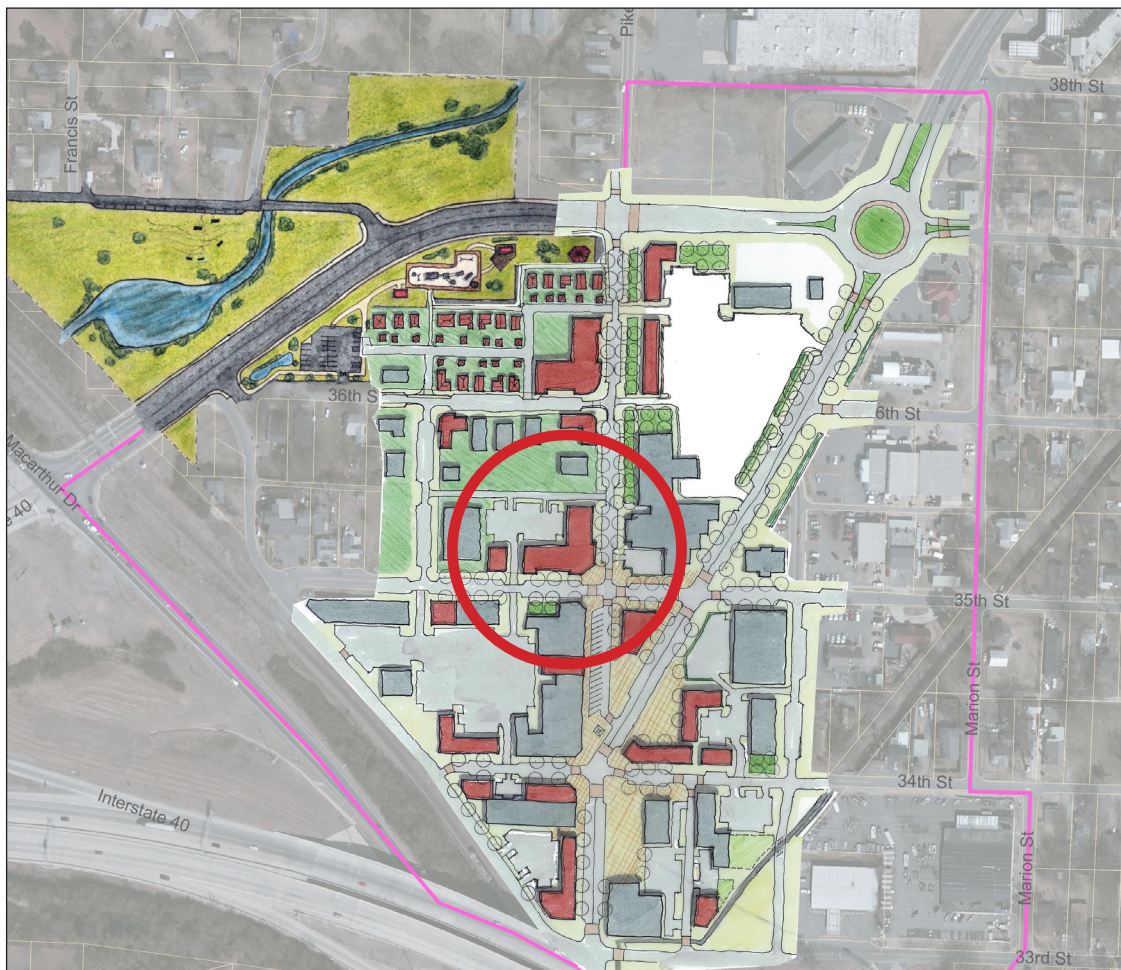
The following analysis takes one building into consideration in an effort to show the potential returns that a private developer could obtain by building in the mixed-use and denser development format.

Program for Potential Development:

- 9,000 square feet of retail (three restaurants at 3,000 square feet)
- 10,000 square feet of office (five small business offices at 2,000 square feet)

Table 1 demonstrates a 15 year investment, where 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.

Camp Robinson Road and Pike Avenue



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	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
For-sale Housing	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Office/Commercial	\$ 132,119	\$ 136,537	\$ 140,892	\$ 140,892	\$ 145,184	\$ 149,410	\$ 153,568	\$ 158,582	\$ 162,598	\$ 168,394	\$ 173,186	\$ 177,900	\$ 183,459	\$ 188,935	\$ 194,325
Retail	\$ 103,065	\$ 105,771	\$ 108,437	\$ 108,437	\$ 111,062	\$ 114,507	\$ 117,046	\$ 119,541	\$ 122,853	\$ 126,119	\$ 129,336	\$ 132,505	\$ 135,623	\$ 138,690	\$ 142,567
Hotel	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Structured Parking	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total NOI	\$ -	\$ 235,184	\$ 242,308	\$ 249,329	\$ 256,246	\$ 263,917	\$ 270,614	\$ 278,123	\$ 285,451	\$ 294,513	\$ 302,523	\$ 310,405	\$ 319,083	\$ 327,625	\$ 336,893
Development Costs															
Multi family	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
For-sale Housing	\$ 1,192,400	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Office/Commercial	\$ 999,900	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Retail	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Hotel	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Structured Parking	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other Infrastructure ⁽¹⁾	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Development Costs	\$ 2,192,300	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Annual Cash Flow															
Net Operating Income	\$ -	\$ 235,184	\$ 242,308	\$ 249,329	\$ 256,246	\$ 263,917	\$ 270,614	\$ 278,123	\$ 285,451	\$ 294,513	\$ 302,523	\$ 310,405	\$ 319,083	\$ 327,625	\$ 336,893
Total Asset Value@ 10%															\$ 3,368,928
Total Costs of Sale (2) @ 5%															\$ (168,446)
Total Development Costs	\$ (2,192,300)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Net Cash Flow	\$ (2,192,300)	\$ 235,184	\$ 242,308	\$ 249,329	\$ 256,246	\$ 263,917	\$ 270,614	\$ 278,123	\$ 285,451	\$ 294,513	\$ 302,523	\$ 310,405	\$ 319,083	\$ 327,625	\$ 3,537,375
Net Present Value @ 10% \$ 595,472.2 Unleveraged IRR: 13.5%															

ECONOMICS: FEASIBILITY + RETURN ON INVESTMENT

PUBLIC AND PRIVATE RELATIONSHIP

Projections over the course of ten to fifteen years is 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 return for the municipality.

Basis for Payback Timeline - Public Investment Return

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

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

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

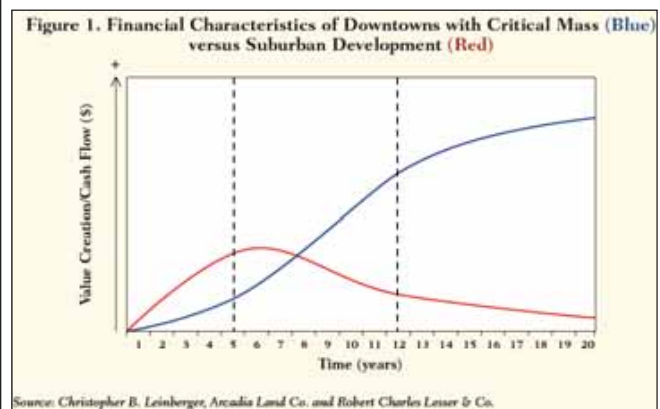


Table 2: Public Investment Pro Forma

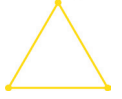
**Mixed-Use Development Pro Forma
Summary of Results**

Fiscal Impact											
	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	
Retail Sales	\$8,880,000	\$9,146,400	\$9,420,792	\$9,703,416	\$9,994,518	\$10,294,354	\$10,603,184	\$10,921,280	\$11,248,918	\$11,586,386	
Property Value	\$5,397,400	\$4,848,622	\$8,667,481	\$8,927,505	\$9,195,330	\$9,471,190	\$9,755,326	\$10,047,986	\$10,349,425	\$10,659,908	
Sales Tax	\$88,800.00	\$91,464	\$94,208	\$97,034	\$99,945	\$102,944	\$106,032	\$109,213	\$112,489	\$115,864	
Ad Valorem	\$26,987.00	\$24,243	\$43,337	\$44,638	\$45,977	\$47,356	\$48,777	\$50,240	\$51,747	\$53,300	
A&P Tax	\$39,960.00	\$41,158.80	\$42,393.56	\$43,665.37	\$44,975.33	\$46,324.59	\$47,714.33	\$49,145.76	\$50,620.13	\$52,138.74	
Total	\$155,747	\$156,866	\$179,939	\$185,337	\$190,897	\$196,624	\$202,523	\$208,598	\$214,856	\$221,302	
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	-\$2,100,000.00										
Net Cash Flow	-\$2,100,000.00	\$155,747	\$156,866	\$179,939	\$185,337	\$190,897	\$196,624	\$202,523	\$208,598	\$214,856	\$221,302
Net Cash Flow with Terminal Value	-\$2,100,000.00	\$155,747	\$156,866	\$179,939	\$185,337	\$190,897	\$196,624	\$202,523	\$208,598	\$214,856	\$6,702,293

Investment Performance	
IRR	18%
NPV	\$2,900,953
Payback Year	Year 11

Assumptions	
Fiscal Impact Growth (After Year 1)	0.025
Discount Rate	0.06
A&P Tax	0.03
Sales Tax Rate	0.01
Millage	5

THIS PAGE INTENTIONALLY LEFT BLANK



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

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

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

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

– Federal Highway Administration (FHWA)

THIS PAGE INTENTIONALLY LEFT BLANK



IMPLEMENTATION STRATEGIES

THIS PAGE INTENTIONALLY LEFT BLANK

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 Levy 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 using the overlay in Levy.
- Create a development package for potential submittals that includes a checklist for developers, a user guide on process and expectations from the public and private side, and strategies for meeting the standards in the code. As projects are submitted, take note of consistent requests for modifications, if many projects are running into the same problems, an amendment to the text or requirements may be warranted.
- Look for ways to compromise on projects. The code is meant to be flexible for many situations and there is no one straight path to success for everything.

Funding Options

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

Partnership Opportunities

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

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

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

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

IMPLEMENTATION STRATEGIES

Table 3 - Form-Based Code Performance Measures

Outputs	Form-Based Code 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 Camp Robinson Road and Pike Street area.
	Total number of businesses per 1000 workers.
	Total acreage of vacant/underutilization land in the code area.
	Amount of private investment in the code area.

Complete Streets + The Transportation Network

Complete Streets are streets that are designed and operated to enable safe access for all users, including pedestrians, bicyclists, motorists and transit riders of all ages and abilities.⁴ In 2009, the City of North Little Rock passed an ordinance for a Complete Streets. This ordinance emphasized how complete streets can transform the way transportation serves the community by creating more choices, shortening travel times, and encouraging less carbon-intensive transportation and that a community with a Complete Streets Policy values the health, safety, and comfort of its residents and visitors.⁵

A Complete Streets policy offers North Little Rock the opportunity to create a more pedestrian-friendly, safe and walkable neighborhood, contributing to a stronger sense of community. Some key benefits include:

- Improving safety. Through the addition of designated crosswalks, sidewalks, and bike lanes, cyclists and pedestrians are given a prominent place in the street landscape and are less likely to be harmed by vehicle traffic.
- Supporting healthier communities. Creating safe places to engage in active transportation and reducing vehicular

emissions allows residents to enjoy more active lifestyles and reduced exposure to air pollutants.

- Increasing transportation options for all users, including those with mobility challenges. Instead of just focusing on automobiles, street design accommodates all users – including non-drivers and drivers, young and old, and those with other mobility issues.
- Supporting economic revitalization. Economic revitalization can occur by creating more connections between retail destinations, homes, schools, offices, healthcare providers, and recreational activities.⁶
- Lowering transportation costs. By providing community members with alternatives to automobile transportation, Complete Streets policies lower transportation costs since most alternatives are lower cost.⁷
- Improving community interactions. Automobile transportation is often solitary. Alternative modes of transportation enable individuals to interact with the people and the environment around them on the street or in buses.

The National Complete Streets Coalition outlines the key features of an ideal Complete Street policy, which are:

- Includes a vision for how and why the community wants to complete its streets;

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

⁵ <http://www.cityofbryant.com/CivicAlerts.aspx?AID=107>

⁶ <http://www.smartgrowthamerica.org/complete-streets/complete-streets-fundamentals/factsheets/economic-revitalization>

⁷ <http://www.smartgrowthamerica.org/documents/cs/factsheets/cs-individual>

- Specifies that 'all users' includes pedestrians, bicyclists and transit passengers of all ages and abilities, as well as trucks, buses and automobiles;
- Applies to both new and retrofit projects, including design, planning, maintenance, and operations, for the entire right of way;
- Makes any exceptions specific and sets a clear procedure that requires high-level approval of exceptions;
- Encourages street connectivity and aims to create a comprehensive, integrated, connected network for all modes;
- Is adoptable by all agencies to cover all roads;
- Directs the use of the latest and best design criteria and guidelines while recognizing the need for flexibility in balancing user needs;
- Directs that Complete Streets solutions will complement the context of the community;
- Establishes performance standards with measurable outcomes; and
- Includes specific next steps for implementation of the policy.

Options

- Enact a Complete Streets Ordinance that requires that the needs of all users are addressed in transportation projects, and ensure that city codes are consistent with the ordinance.
- Include the documentation of multimodal facilities and a Complete Street policy with the comprehensive growth and transportation plan, and the master street plan, when updated.
- Incorporate appropriate design standards based on

the context for the street being designed. In the case of Camp Robinson Road and other streets in Levy, guidance from the form-based code in the Regulating Plan and associated standards for Street Design is appropriate. Future transportation project processes should evaluate the context of the street and use the guidance from the Congress for New Urbanism/Institute for Transportation Engineers Complete Streets Manual for Urban Thoroughfares, National Association of City Transportation Officials (NACTO) guidelines, and other similar best practice manuals.

- Incorporate green infrastructure considerations to improve the overall management of stormwater and pollutants on the street, while also improving the aesthetics.

Funding Options

Complete streets strategies do not need to be large-scale, costly construction efforts. By incorporating complete streets policies into all phases of projects – including maintenance - incremental progress can be achieved at a low cost. For instance, repainting streets with crosswalks is an inexpensive way to improve safety and make a street more pedestrian-friendly. For larger scale enhancements, North Little Rock can work with existing transportation funding to incorporate complete streets strategies into new planning and project efforts.

Partnership Opportunities

- Lead: City of North Little Rock
- Support: Levy property owners, Metroplan, Pulaski County, Arkansas State Highway and Transportation Department.

Table 4 - Complete Streets Performance Measures

Outputs	Enactment of a Complete Streets ordinance completed.
	Integration of Complete Streets ordinance into the City of North Little Rock's policy and planning documents completed.
	Percentage of locally-supported transportation projects in the Levy area that incorporate Complete Street considerations.
	Number of street blocks with multi-modal facilities in the City's master street plan.
Outcomes	Number of new pedestrian and bicycle crossings on Camp Robinson Road and the railroad tracks.
	Miles of new sidewalks or biking facilities in the Levy area.
	Percentage of workers commuting via walking, biking, transit or rideshare.
	Walk score in the Levy area.
	Percentage of residents living within one half mile of a bike facility.
	Number of roadway fatalities (of users of all modes)

IMPLEMENTATION STRATEGIES

Implement Policies and Pursue Partnerships to Support the Installation of Green Infrastructure

Enhanced tree cover, especially on Camp Robinson Road, was identified as a critical need to improve Levy's environmental sustainability and livability. The ecological, economic, and health benefits of street trees are well documented⁸, 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."⁹

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 90' Camp Robinson Road retrofit concept). This is one of the most valuable improvements that will make Camp Robinson Road and Levy, 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

⁸ <http://www.epa.gov/heatisland/mitigation/trees.htm>

⁹ 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.

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 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.

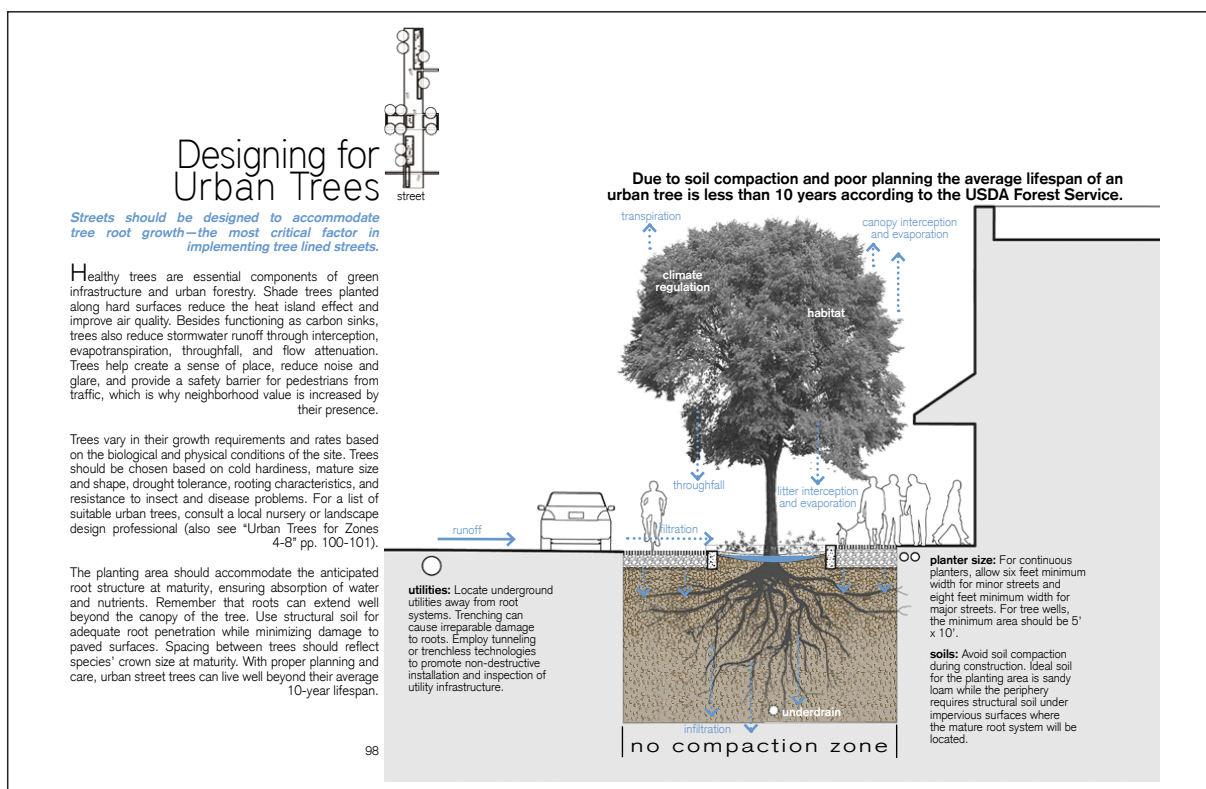
- City-administered tree planting programs could bolster

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.



Low Impact Development: a Design Manual for Urban Areas, University of Arkansas Community Design Center

IMPLEMENTATION STRATEGIES

Table 5 - Green Infrastructure 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)

Incremental neighborhood-scale green infrastructure outcomes within the Levy 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.

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.cfm

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

Levy'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 Camp Robinson Road and Pike Avenue. By moving the lines to the middle of the block, or to an alternative street, Camp Robinson Road 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 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.

PUBLIC/PRIVATE RELATIONSHIPS

Accelerate Small Lot Development to Provide More Housing Diversity

A multi-pronged approach to neighborhood revitalization will help Levy increase housing diversity and provide more quality housing options for residents of all income levels. The comprehensive options outlined below target each portion of the housing market to help support a safe and diverse neighborhood. Ultimately, the diversity of housing stock needs to be improved, with the creation of apartments and townhomes. This diversity will further support the existing and new retail as the neighborhood revitalizes. Working with the local developers and the City will form partnerships that could contribute to the immediate and long-term success of the area as opportunities arise from the revitalization.

There are a large number of rental residences in the single family neighborhood in the planning area. Nationally, because of the risk involved, there are very few housing funding programs that pay for the rehabilitation of rental housing at the single family level. Thus, the creation of the Loan Guarantee Program with a local bank could provide this funding opportunity for the single-family rental market at a reduced loan rate, which is more likely to be accessible to residents.

Options

- Educate homeowners in the Levy area on the following programs in the City. This could be done through initial outreach followed by informational and/or technical assistance sessions, to help homeowners identify the options available to them.
- **Homeowner Rehabilitation (HOME funding)** – the City of North Little Rock Community Development Agency has a program that grants/loans funds to eligible homeowners in the area for the repair or rehabilitation of their homes. If not already compliant, the home will have to be brought up to code. Homeowners assisted with HOME funds must have incomes at or below 80%

Table 6 - Utility Strategy Performance Measures Table

Outputs	Phased utility plan for the Levy 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.

of the area median income, adjusted for family size. The home must be the owner's principle residence and must be valued at or below 95% of median purchase price in the area. North Little Rock has a total of \$137,000 dedicated for this program in 2014. The 2015 amount should be available in the 2015 Action Plan developed by the Community Development Agency.

- **Single-Family Rehabilitation/Emergency Repairs (CDBG)** – The City of North Little Rock Community Development Agency has a program that grant/s loans funds to eligible homeowners in the area for emergency repairs that threaten the safety and health of occupants. Typically, the grant funding is used for roof leaks, gas leaks, unsafe wiring systems, or water leaks. The City also has Housing Assistance grants that provide non-emergency repairs for low-income homeowners. Homeowners would need to apply for either of these programs directly to the City. North Little Rock has a total of \$137,000 dedicated for this program in 2014. The 2015 amount should be available in the 2015 Action Plan developed by the Community Development Agency.
- **Create a Loan Guarantee Program** – The City could create a Loan Guarantee Program with a local bank to directly improve the rental properties in the area and provide more housing options for existing and new residents. Both the Community Development and Economic Development Departments of the City should be involved with the program, as the Economic Development department has the advantage of understanding loan programs and risk and the Community Development department has the advantage of understanding the neighborhood and its

inhabitants. The loan guarantee would be an agreement between the City and a local bank to provide lower rate loans to property owners in the area for the rehabilitation of their property. The loan would be backed by the City of North Little Rock, so the risk is lower for the bank, which could in turn offer a lower interest rate. The City of North Little Rock would agree to be the guarantor and assume the debt obligation of a borrower (beneficiary living in area) if that borrower defaults. The City would need to do its due diligence in ensuring the beneficiaries are qualified for the program. Typically, a loan program should provide loans no greater than \$25,000 for minor repairs. Cosmetic enhancements to existing housing could be another eligible use of the repair loans.

- **Provide incentives for small lot developers to purchase vacant lots to develop** – This would support the design concepts outlined in this plan and ensure context-appropriate development. Additional single family and townhomes in the Levy area could support the retail spaces in the study and the economic revitalization of the area. Incentives could be both financial or procedural. The City of North Little Rock may be able to direct federal funding or other support to the study area to support projects.

Partnerships

- City of North Little Rock
- Metroplan (creation of education outreach and education itself for the homeownership programs – ushering the Loan Guarantee Program)
- Local Bank(s)

Funding Options

- HOME; CDBG; Loan Guarantee Program with Banks

Table 7 - Small Lot Development Performance Measures

Outputs	Number of homeowners receiving information on options for financing repairs.
	Information/technical assistance sessions for homeowners seeking repair assistance held.
	Establishment of a loan guarantee program.
	Establishment of incentives for small lot development.
Outcomes	Amount of funding distributed through the loan guarantee program.
	Number of existing housing units rehabilitated and enhanced.
	Number of new housing units (rental and homeowner occupied) constructed in the study area.
	Number of non-single family housing units constructed in the study area (measure of housing diversity)

Formalize a Merchants' Association to Develop + Support Thriving Small Businesses

Levy has a relatively low commercial vacancy rate and a number of successful businesses. These as well as future businesses could benefit greatly from improved coordination with each other to advance the interests of the business community and turn Levy into a neighborhood center and pedestrian-friendly destination. Currently, some shops along Camp Robinson Road cannot be safely accessed by pedestrians, given the speed of vehicle traffic and the narrow sidewalks. A road diet for Camp Robinson and Pike Avenue, which would widen sidewalks and bring parking behind the buildings, would help to make pedestrian traffic more accessible, ultimately bringing additional business to those shops. The Levy Merchants' Association can support this street redesign and other economic development initiatives to not only strengthen their own businesses, but to attract and develop additional businesses that will turn the neighborhood into a hub of local economic and civic activity.

Similar in many ways to a business improvement district (BID), a merchants' association is a voluntary coalition of organizations that support the growth of a neighborhood. The difference between a BID and a merchants' association is that property owners and tenants in an established BID are required to pay an assessment fee, whereas merchant associations usually depend on voluntary contributions.¹⁰

By launching and formalizing the Levy Merchants' Association, Levy can:

- Create and access a new funding source for shared maintenance such as street cleaning, infrastructure improvements such as improved street lighting or signage, special events, or other services needed.
- Enhance its ability to leverage a cohesive and coordinated response to policy or government issues (such as requesting new zoning to improve business mix improvement).
- Reduce commercial vacancies in order to make the area more attractive and safer for shoppers and visitors.

A specific initiative that is well suited to the Levy neighborhood that the Merchants' Association could lead is a façade improvement program, which can:

- **Revitalizing existing communities** – By preserving and improving existing buildings, the city can help to enhance Levy's current properties and attract additional business and investment.
- **Supporting safe, accessible quality places** – Enhancements to buildings in disrepair can make residents and visitors feel more safe and comfortable in a commercial area.
- **Enhance economic competitiveness** – Investment in buildings can spur private investment in the corridor, helping to bring about more growth to support revitalization more broadly.

Some examples of façade enhancements include:

- **Evanston, Illinois**¹¹ – This program is administered by the city's economic development division and includes visual enhancements such as new exterior lighting, new windows, and restoration of historic details.
- **Atlanta, GA**¹² – Led by a public-private partnership, façade improvements are intended to increase quality of life enhancements in downtown, including the appearance of commercial areas, safer and cleaner neighborhoods, and additional ridership for the commercial corridor's street car.
- **Pittsburgh, PA**¹³ – Through a partnership with business districts, the city's urban redevelopment authority has been able to provide funds to commercial building owners to improve their facades. All projects must be located within a pedestrian-oriented shopping area to ensure the greatest impact on businesses.
- **Syracuse, NY**¹⁴ – The Connective Corridor program is funded by Empire State Development and provides funding for a number of enhancements that support livability, safety and connectivity, including façade improvements.

Options

Levy business owners can:

- Formalize the fledgling Levy Merchants' Association through the formation of a board, a membership and dues structure, bylaws, and regular meetings. The Levy Merchants' Association can bring together a coalition of businesses invested in the community, as well as a funding

¹⁰ http://www.nyc.gov/html/sbs/downloads/pdf/bid_guide_complete.pdf

¹¹ http://www.ura.org/business_owners/facadeProjects/BeforeAfterPhotos.pdf

¹² <http://www.investatlanta.com/opportunities/downtown-facade-improvement-grant-program/>

¹³ http://www.ura.org/business_owners/streetfaceProgramGuidelines.pdf

¹⁴ <http://connectivecorridor.syr.edu/resources/>

IMPLEMENTATION STRATEGIES



*Before and After Examples of Facade Improvement Projects in Pittsburgh.
Source: Urban Redevelopment Authority of Pittsburgh, http://www.ura.org/business_owners/facadeProjects/BeforeAfterPhotos.pdf*

stream for low-cost improvements such as crosswalks, façade improvements, and street landscaping.

- The Levy Merchants' Association can develop an ambassador program to attract new small businesses. An ambassador program can offer strategic 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 Merchants' Association could partner with organizations (e.g. a local economic development authority) to offer technical assistance support.
- Establish a façade improvement program, which would offer property owners (either directly or in collaboration with tenants) 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 landscaping, awnings, exterior lighting and other improvements that can make an area more inviting to pedestrian traffic.
- Advocate for the adoption of the form-based code

described in this plan, which will help enhance commercial diversity and address vacancies and underutilized parcels.

- Support bicycle/pedestrian investments. Through member contributions, a merchant association in Levy can support needed connectivity improvements for the Levy Trail. By making the commercial corridor bike/pedestrian accessible, Levy can attract additional business and visitors.
- Support events to bring residents and additional business activity to the area and celebrate the neighborhood's diversity and historical significance as a hub of political activity. The "Levy Day" tradition ended in 2006, but the Merchants' Association could attempt to bring back a regular event similar in nature, or create some type of its own "Levy Day" tradition that could take the form of a festival with any number of outdoor activities, depending on what is most feasible for the members.

Funding

- The Levy Merchants' Association can generate funding through voluntary contributions; in the future, the Association could consider conversion to a BID, which

would provide a more secure stream of funding for local initiatives approved by members.

- Some federal funds are available for enhancements like façade improvements, including the Community Development Block Grant Program (CDBG). The Merchants' Association could be a partner in the development of the Loan Guarantee Program and identify priority areas for repairs (of both homes and businesses) that are likely to have the most positive impact on the neighborhood.
- Cities and states also have development funds and other funding sources for projects like façade improvements. In some cases, the funding is contingent upon business owners and tenants following through with approved plans. Additionally, some programs limit funding to specific areas of a city, such as TIF districts or downtown corridors.

Partnerships

Levy can work with the City of North Little Rock, the Chamber of Commerce, other businesses, property owners, and neighborhood associations in nearby areas, and county, regional and state economic development 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.

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/>

Table 8 - Merchants' Association Performance Measures

Outputs	Adoption of the mandatory form-based code.
	Establishment of a Levy Merchants' Association with operating procedures + bylaws.
	Formation of a Merchants' Association board.
	Establishment of Merchants' Association's voluntary dues structure and mechanism for collecting dues.
	Establishment of a business ambassador program.
	Establishment of a facade improvement program.
	Number of civic or cultural events held in Levy to bring residents and business activity to the area (and estimated attendance for each) per calendar year.
Outcomes	Number of individuals receiving support through business ambassador program.
	Number of facade improvement projects completed.
	Amount of funding (by source) invested in improvements to the Levy area.
	Number of new businesses established in Levy.
	Number of bike, pedestrian and other improvement projects completed in the Levy area.

IMPLEMENTATION STRATEGIES

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.

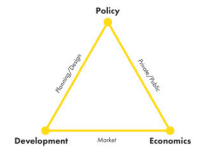
When recruiting for redevelopment and in-fill locations, there may be a need to focus on high quality infill destination prospects that may be more regional in nature. As the area matures, the recruitment team should focus on super-regional or national prospects. In some areas, it may be advantageous 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

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 Levy Neighborhood.
- In order to be eligible for the next round of funding allocation by Metroplan for implementation of infrastructure projects, this plan must be adopted in the first quarter 2015.

□ **Adopt the draft of the Levy Design Overlay regulations**

- In order to be eligible for the next round of regional funding for infrastructure improvements, these updates must be adopted at City Council as the zoning document for any projects in the Levy Neighborhood.
- In order to be eligible for the next round of funding allocation by Metroplan for implementation of infrastructure projects, these updates must be adopted in the first quarter 2015.
- Apply these proposed updates to the zoning ordinance as a City initiated zoning amendment and notify the appropriate landowners within the required distance or proximity, if necessary for amendments.
- This may be processed as both a Map amendment and a Text amendment in the City Zoning Ordinance.
- It is encouraged that the Levy 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 Levy Design Overlay as one district (one zone labeled LDO), 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 overlay 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.
- Once a strong enough membership is available, consider creating a Business Improvement District.

IMPLEMENTATION STRATEGIES

This will ensure consistent funding for maintenance, programming and can even support security needs.

□ **Begin the process for Camp Robinson Road and Pike Avenue 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 (ties into AHTD facility)
 - Experience with walkable urban thoroughfares and context sensitive design
 - Experience on projects requiring the reporting and process for federal and regional funding
 - Experience with mixed-use roadways and multi-use trail integration
- Begin and complete the design and quickly move into construction.

Long Term Action Steps

□ **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 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 Camp Robinson Road) and context sensitive design
- Experience on projects requiring any special reporting
- Experience with multi-use trail integration
- Begin and complete the Design/Build process

□ **Work with the Coalition and Merchants' Association** to create a branding and marketing plan for Levy and the new public space.

□ **Work with the Coalition and Merchants' Association** to connect Levy area to the wayfinding and lighting palette of the Downtown area. This should be associated with the branding and marketing plan.

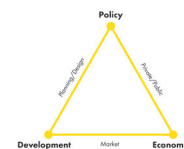
□ **Continue to expand the City bicycle and pedestrian connections.**

- 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 trailheads and educational installations
- Use new major road improvements as a means to continue the trail connections
- A trail system does not need to be a loop. It needs to move people through and to the places that they want to go

□ **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 Levy.

□ **Incorporate on an annual basis, any short-term projects that require CIP funding or commitments,** into the CIP project list.

□ **Collect and deliver Performance Measure** data to Metroplan.



CONSOLIDATED PERFORMANCE EVALUATION FRAMEWORK

The purpose of this section is to present an evaluation framework can be used to track and evaluate implementation of this plan, as well as how changes in Levy 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. Also, a performance baseline for North Little Rock, against which future progress can and should be tracked, is provided in a digital format for ease of tracking over time. Although full implementation of the plan in Levy 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 Levy 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 Flagship Sustainability Indicators (FSIs) that can be used by jurisdictions throughout the country to measure progress toward creating more livable and sustainable communities.

Regional

- Imagine Central Arkansas Goals and Jump Start Program Elements

The ICAP identified the program elements of Imagine Central Arkansas that should be addressed through the Jump Start plans. These are:

- Efficient mobility options
- Housing choice

- Educational opportunity
- Efficient growth
- Quality places
- Environmental stewardship
- Pedestrian design
- Development diversity
- Economic development
- Activity centers
- Healthy communities
- Resource efficiency

For the purpose of condensing these program elements into a shorter list of key goals for the Jump Start initiative, the consultant team worked with the ICAP to identify six goal areas that encompass these program elements. These are:

1. Provide transportation choices and enhance mobility
2. Support existing communities
3. Increase housing and development/land use diversity
4. Support environmentally-responsible development
5. Enhance economic competitiveness
6. Create quality places and healthy communities

Central Arkansas Livability Index. The Central Arkansas Livability Index (CALI) is a select set of indicators used by Metroplan to measure progress towards meeting the vision, goals and objectives of Imagine Central Arkansas. Several indicators were derived from CEOs for Cities, a publication that compares selective data for the 51 largest metros in the United States. Moving forward, Metroplan intends to use the Livability Indicators to help the general public and stakeholders identify the need for new projects and/or determine the progress of the region toward plan implementation. The CALI has three livability focus areas, eight topic areas, and forty-six indicators. The performance measures table below identifies the indicators that are most relevant to the strategies in this plan that are recommended for use in Levy.

Table 9 - 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 the intersection of Camp Robinson Road and Pike Avenue to create a gateway to the Levy area for both public and private uses, potentially extending the streetscape design up Camp Robinson Road and Pike Avenue.
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	Propose a new vision and implementation plan for properties immediately adjacent to the Camp Robinson Road and Pike Avenue intersection, including zoning, linking to the Levy Trail.
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>Use the Jump Start project to initiate and institutionalize a local Merchants' Association.</p> <p>Propose a new vision and implementation plan for properties immediately adjacent to the Camp Robinson Road and Pike Avenue intersection, including zoning, linking to the Levy Trail.</p>
Support existing communities	<p>6. Funding adequacy</p> <p>2.8 - Mixed use/compact clusters</p> <p>4.5 - Neighborhood infrastructure</p> <p>6.3 - System efficiency and preservation</p>	<p>Efficient growth</p> <p>Activity centers</p>	Support existing communities	Use the Jump Start project to initiate and institutionalize a local Merchants' Association.

Federal Livability Principles	Metroplan Goals	ICAP Program Elements	Jump Start Evaluation Areas	Project Goals
Value communities and neighborhoods	5. Healthy and safe communities	Quality places Healthy communities	Support existing communities Create quality places and healthy communities	Use the Jump Start project to initiate and institutionalize a local Merchants' Association. Propose a new vision and implementation plan for properties immediately adjacent to the Camp Robinson Road and Pike Avenue intersection, including zoning, linking to the Levy Trail. <i>Illustrated through this implementation plan.</i>
Coordinate and leverage Federal policies and investment				
Environment embedded in principles 1,2,4 and 6	3. Environmental quality and sustainable energy	Environmental stewardship Resource efficiency	Support environmentally-sustainable development	Redesign the intersection of Camp Robinson Road and Pike Avenue to create a gateway to the Levy area for both public and private uses, potentially extending the streetscape design up Camp Robinson Road and Pike Avenue. <i>Note: The streetscape redesign is likely to include features to improve stormwater infrastructure systems and reduce the likelihood of damage from floods or other weather events.</i>