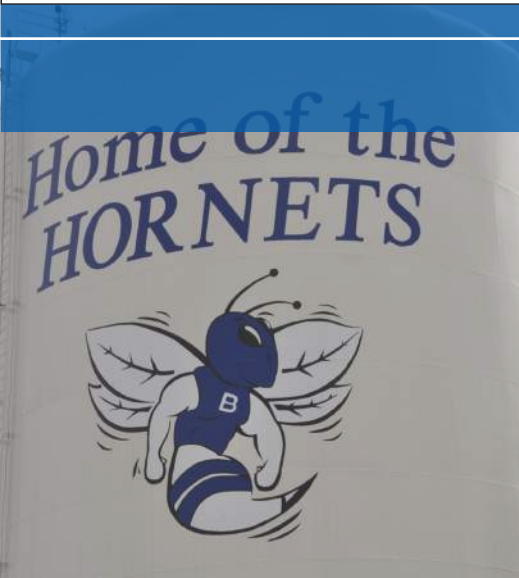




OLD TOWN BRYANT ARKANSAS



EXECUTIVE SUMMARY



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

ACKNOWLEDGMENTS

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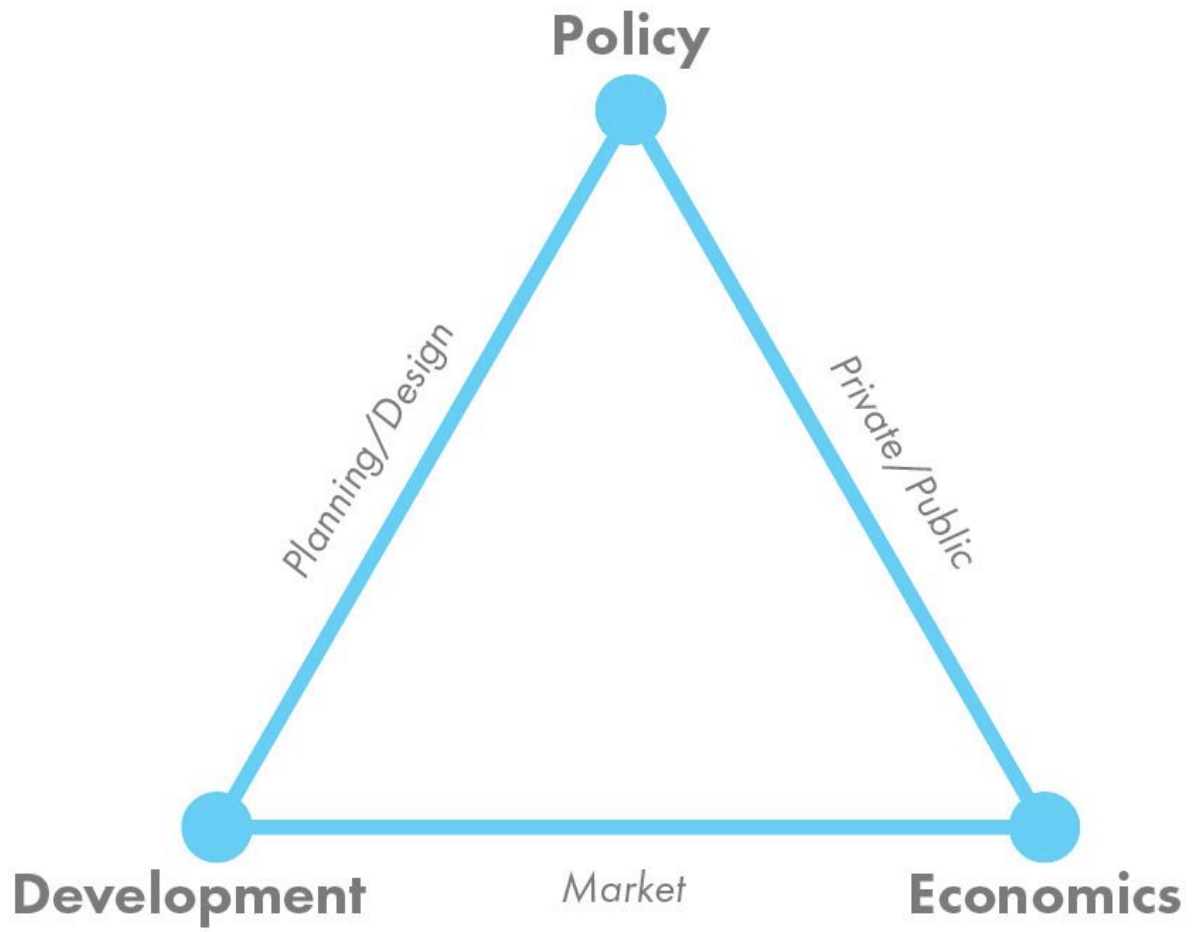
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EXECUTIVE SUMMARY



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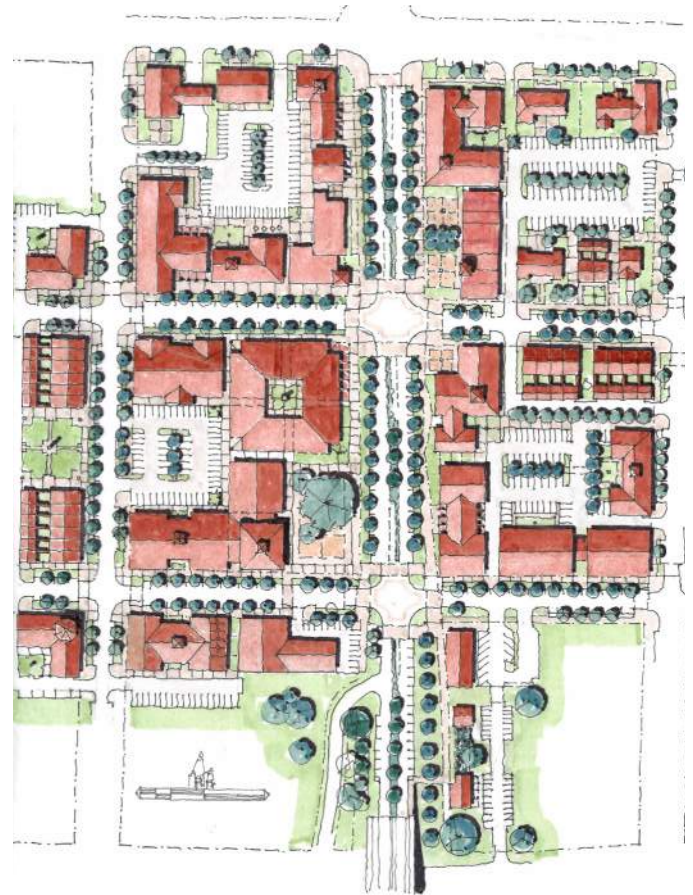
A key component to the implementation of the Jump Start Initiative is the recognition of the interdependency that exists between the governing elements of *Policy, Development and Economics*. Each element is delicately tied to the others, which requires a careful balance between all three in order for projects to truly see implementation. 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 the implementation strategies. These strategies are categorized based on their emphasis, such as Planning and Design, Public-Private Agreements and Market Strategies.

The Bryant community, following these strategies, will implement this action plan and achieve its goal to develop a city center for residents and visitors to enjoy, as well as form a sustainable development pattern that returns value for reinvestment. With this action plan and a committed implementation coalition from all invested stakeholders (both public and private), the Bryant community can reinvent the centrality of Old Town as a place to gather and identify as the Downtown.

There is strong support among the stakeholders for ensuring that something progressive happens in Old Town. The action plan's vision was crafted through the design workshop held in early 2014. Support was clear to have Old Town and Reynolds Road not mimic what was in the past, but focus on what Old Town was in its essence - the original Main Street of Bryant. The lots and gridded streets in Old Town were the original platting of the City. There was once a rail stop and neighborhood-serving jobs close by. Generally, Old Town was the center for commerce and residential city life for Bryant's original founders. That central mixed-use location is vital to having a sustainable downtown.

The action steps for implementation focus on policy and public realm infrastructure at first. Constructive policies in zoning, public infrastructure, connectivity and stormwater management mean sustainable development patterns will be able to thrive in Old Town. Bryant is not lacking in retail attraction, but the focus needs to turn to the creation of walkable neighborhoods with meaningful local retail and neighborhood services. Food and



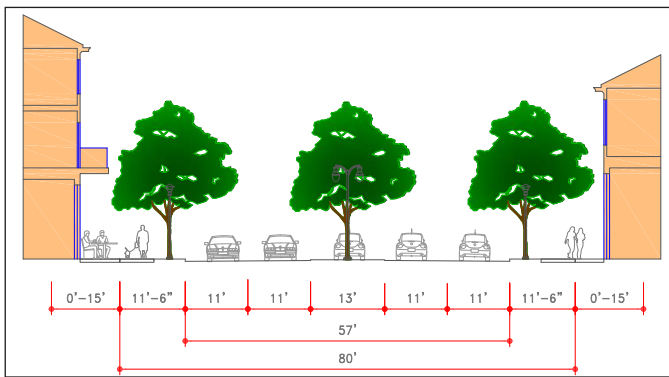
“...the Bryant community can reinvent the centrality of Old Town as a place to gather and identify as the Downtown.”

other services are already in Old Town taking advantage of the current market activity. A synergy among the providers can be formed to promote more compatible users and businesses. All of these groups need to be connected through a common

EXECUTIVE SUMMARY

project and the Reynolds Road reconstruction is the primary public investment to connect the neighborhood.

Programming events and activities in Old Town to take advantage of these key drivers will activate the gathering spaces and support local businesses. Bryant High School, City Hall and the numerous local churches can also help bring stable community-based gatherings into Old Town, but there needs to be a place for everyone to congregate. An investment in a central location, visible from Reynolds Road, will help guide these activities to Old Town and create a pattern of central gathering for all activities city-wide.



Reynolds Road: Option With Four Lanes

The two most important implementation elements are activation and keeping the flame alive. Having a coalition of stakeholder representatives (neighborhood leaders, business leaders, city staff of all departments, alderman, Metroplan, Arkansas Highway and Transportation Department (AHTD), religious groups, historic groups, school district and many others) will allow a synergy between these groups to form. This synergy will align interests and enable the coordination of activities



Rendered Perspective along Reynolds Road

and projects in the community. 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 Old Town Bryant.

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 Old Town. Three approaches must be solved, for improvements to affect catalytic events.

Public Development

Reynolds Road improvements are the primary focus for catalytic results from the public entity. The City must use the regional funding for infrastructure awarded by Metroplan for the improvements on Reynolds Road. The City must also coordinate with private landowners to determine the potential for private development to coincide with public improvements, while design and construction is proceeding.

Public-Private Development

In an effort to create a public gathering place along Reynolds 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 Reynolds 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;
- Wide and deep enough to support passive and active programming, but not too big so that it does not feel like a waste of space (See zoning attachment palette of open spaces for design sizes of public spaces).

Private Development

Without a doubt, there will be some skepticism from the private

industry for the viability of Old Town. 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 Old Town 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 51.

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 Old Town Bryant area.
 - In order to meet the requirement for the funding already awarded to Bryant for Reynolds Road, this plan must be adopted in the first quarter 2015, or the City will need to compete over again for these funds.
- **Adopt the drafted Old Town Area Development Code**
 - In order to be eligible for any regional funding for infrastructure improvements, the Old Town Area Development Code must be adopted at City Council as the zoning document for any projects in the Old Town Bryant area.
 - In order to meet the requirement for the funding already awarded to Bryant for Reynolds Road, this development code must be adopted in the first quarter 2015.
 - Apply this proposed mandatory development code as a City initiated rezoning and notify the appropriate landowners within the required distance or proximity.
 - This will be processed as both a Map amendment and a Text amendment in the City Zoning Ordinance.
 - It is encouraged that the Old Town Area Development Code 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 Old Town Area as one form-based code district (one zone labeled OTAD), 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

EXECUTIVE SUMMARY

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 Development Code 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 Development Code may make the project ineligible for regional funding for infrastructure, as key elements may unintentionally be removed from the Development Code.
 - 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.
- **Assemble representatives from all stakeholder groups to form a Coalition for Implementation**
- Include but do not limit to regional and state agencies, project area leaders, staff department, council and school district representatives.
 - This group will not have any decision making ability, but will instead help organize and educate their respective groups on the status and process for implementation of this plan.
 - Regular monthly meetings should be set to ensure consistent news is being delivered to these groups.
 - A city staff member, perhaps a special projects administrator, should be the lead for this group and will have charge of keeping the plan, setting meetings, keeping minutes and following up on implementation activities and performance measures.
- **Begin the process for Reynolds Road improvements from North 4th Street to South 4th Street**
- Meet with Coalition and Metroplan to understand the requirements of the funding source that has been awarded

by Metroplan towards Reynolds Road improvements.

- Focus on the request for qualifications 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 aspect is important, but the long-term strategy for Reynolds Road must be focused on economic development and qualitative aspects primarily.
- Select a qualified general contractor team and engineering team to streamline the design and



Reynolds Road Streetscape Plan

construction process and keep costs down. Key qualifications should include:

- Experience on AHTD roadways
- Experience with green infrastructure
- Experience with walkable urban thoroughfares and context sensitive design
- Experience on projects requiring reporting and processing for federal and regional funding
- Experience with mixed-use roadways and multi-use trail integration
- Create a plan to work with AHTD district and state representatives on the design process that serves as a win-win for the community, AHTD and Metroplan.
- Begin and complete the design and quickly move into construction.

Using these funds together can assist with funding gaps to create pedestrian and bike crossings East and West of the Reynolds Road bridge.

- 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 Old Town.
- 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

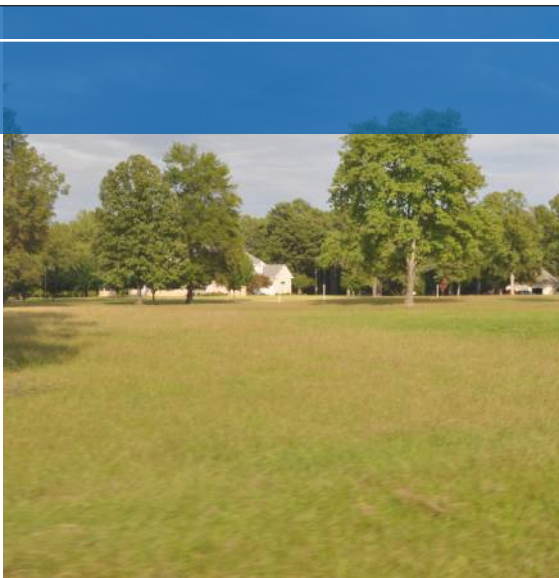
Details for these Long Term Action Steps are located in the Implementation Strategies Section, page 52 .

- Design and Implement Boone Road Complete Street improvements from Old Town to Bishop Park
- Form and build up a Merchants' Association in Old Town
- Consider a Public Improvement District for maintenance of landscapes and streetscapes within the whole Old Town area. This can also be used to fix up needed infrastructure in the public areas.
- Continue moving forward on a city-wide Complete/Context-Sensitive Street Program
- Continue moving forward on a city-wide Green Infrastructure Program
- Work with a local land owner or developer to create a public gathering place. This spot is ideally located adjacent to Reynolds Road.
- Work with the Coalition to create a branding and marketing plan for Old Town.
- Work with the Coalition to create a Wayfinding Plan and Signage/Lighting Palette for Old Town. This should be associated with the branding and marketing plan.
- Focus on a partnership with other CDBG non-entitlement cities to create an entitlement group that can receive these funds.
- Marry funding for CDBG and Safe Routes to Schools in order to promote appropriate crossings at the railroad.

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OLD TOWN BRYANT ARKANSAS



IMPLEMENTATION + ACTION PLAN



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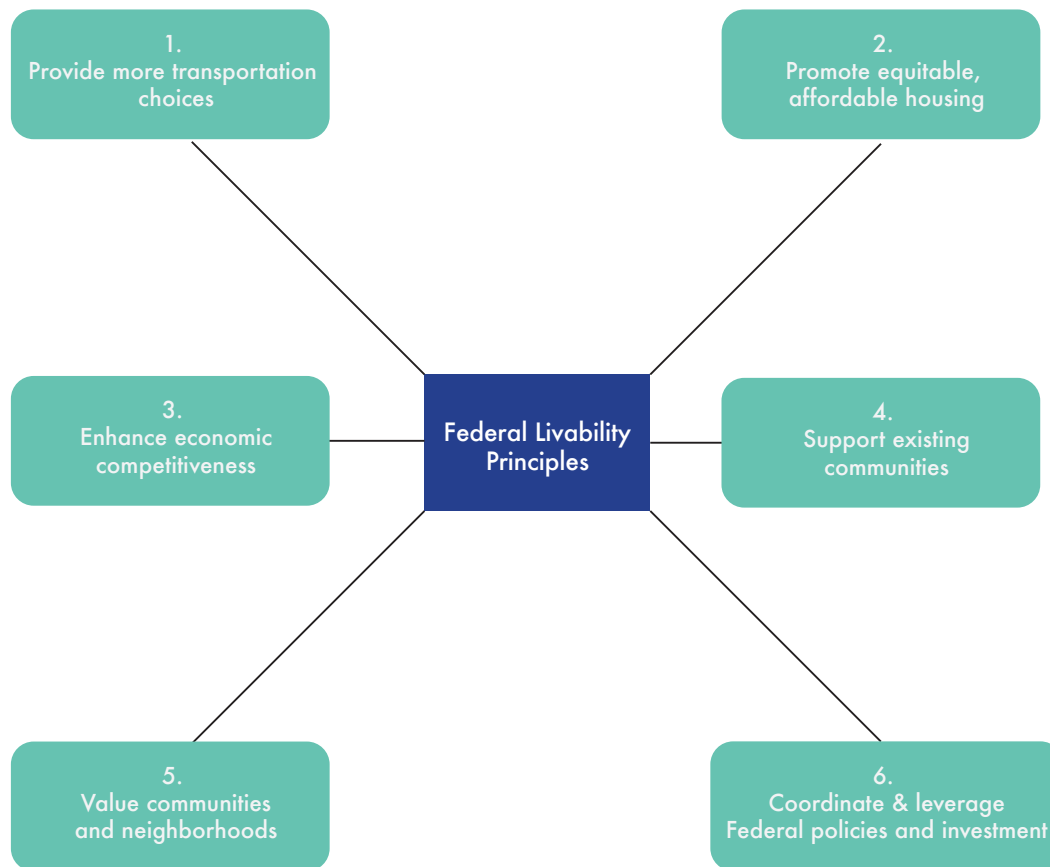
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INTRODUCTION

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INTRODUCTION



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

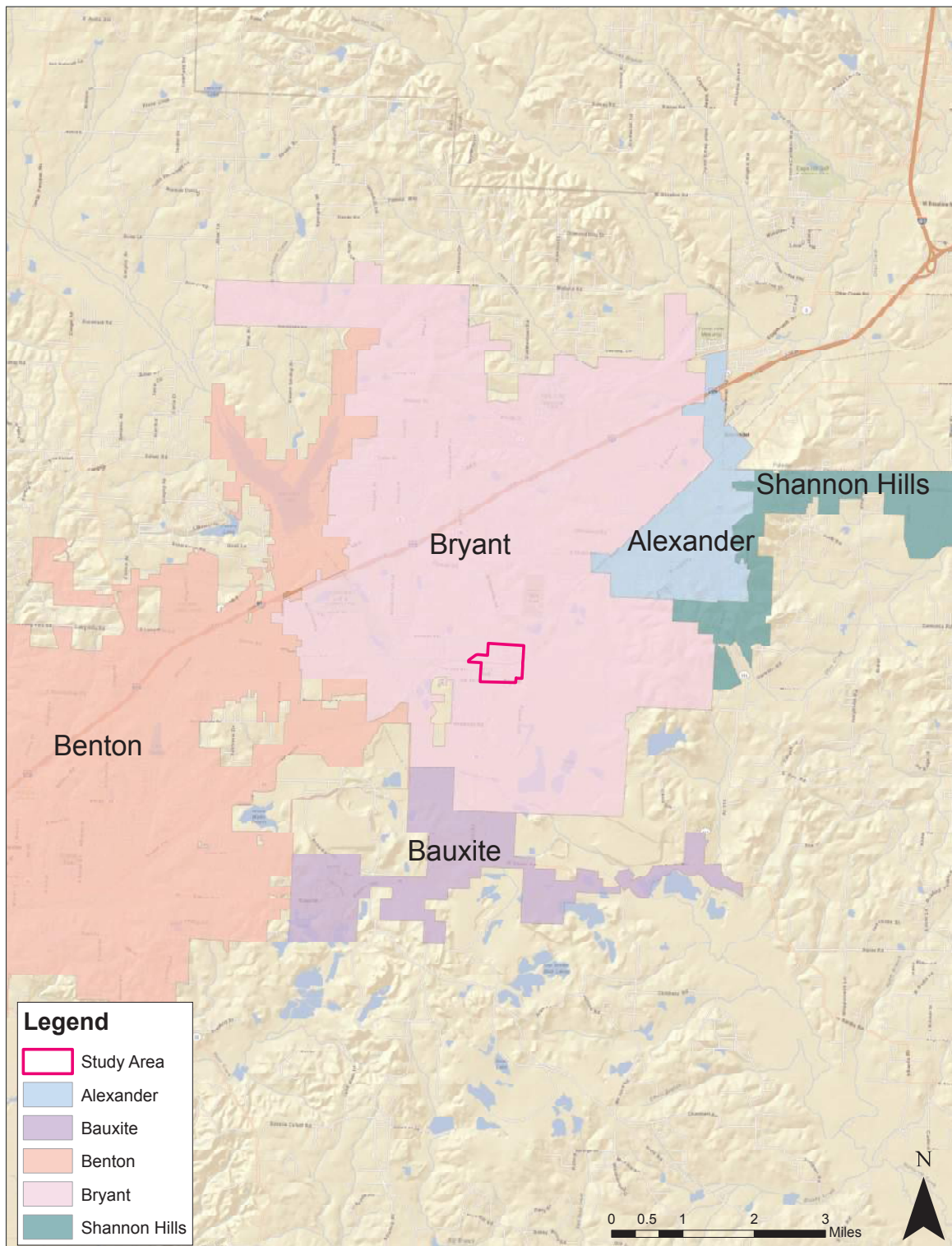
WHY JUMP START?

In 2012, Metroplan received a \$1.4 Million grant from the U.S. Department of Housing and Urban Development (HUD) to develop a comprehensive regional plan for sustainable development - in this case, the Imagine Central Arkansas plan. Successful 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 Bryant





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 OLD TOWN BRYANT?

Twenty miles southwest from Downtown Little Rock, Bryant is bordered by Shannon Hills and Alexander to the east; Bauxite to the south; Benton to the west and unincorporated Saline County to the north. Bryant has long been the receiver of out migration from Little Rock and other cities. It has been built around a strong school system and, most recently, enhanced active recreation facilities. Bryant has heavy commercial and retail areas along Interstate 30, but otherwise is predominantly residential. Most of the new single-family residential has been built north of Interstate 30. New garden style multi-family residential is primarily located along Interstate 30, with a new supply of garden style multi-family units being built near Bishop Park and The Center at Bishop Park, a new facility.

Old Town has been left on its own as new developments have sprung up around it, with developers finding the greenfield areas more desirable than the scattered parcel ownership and gridded street network in Old Town. With this growth, improvements have been made to move cars and trucks through the area as quickly as possible, resulting in a disconnected highway frontage (Reynolds Road), a lack of pedestrian and

Goals for the Old Town Bryant Plan Area

- Improve pedestrian and bicycle safety with a particular focus on creating opportunities to safely cross both Reynolds Road and the railroad tracks, as well as including stormwater management enhancements.
- Propose zoning solutions that help to support infill for greater housing diversity on current vacant or underutilized lots to help catalyze private redevelopment more effectively.
- Create a town meeting center or family-focused gathering spot to leverage the area's historical significance and its central location to local schools.

bicycle connections and reduced safety for those users, which are predominantly students.

This design approach has also left the retailers and commercial operators struggling, aside from some vendors that attract customers as anchor retailers at a regional level.

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GOVERNING ELEMENTS: DEVELOPMENT, ECONOMICS + POLICY

Rendered Perspective along Reynolds Road

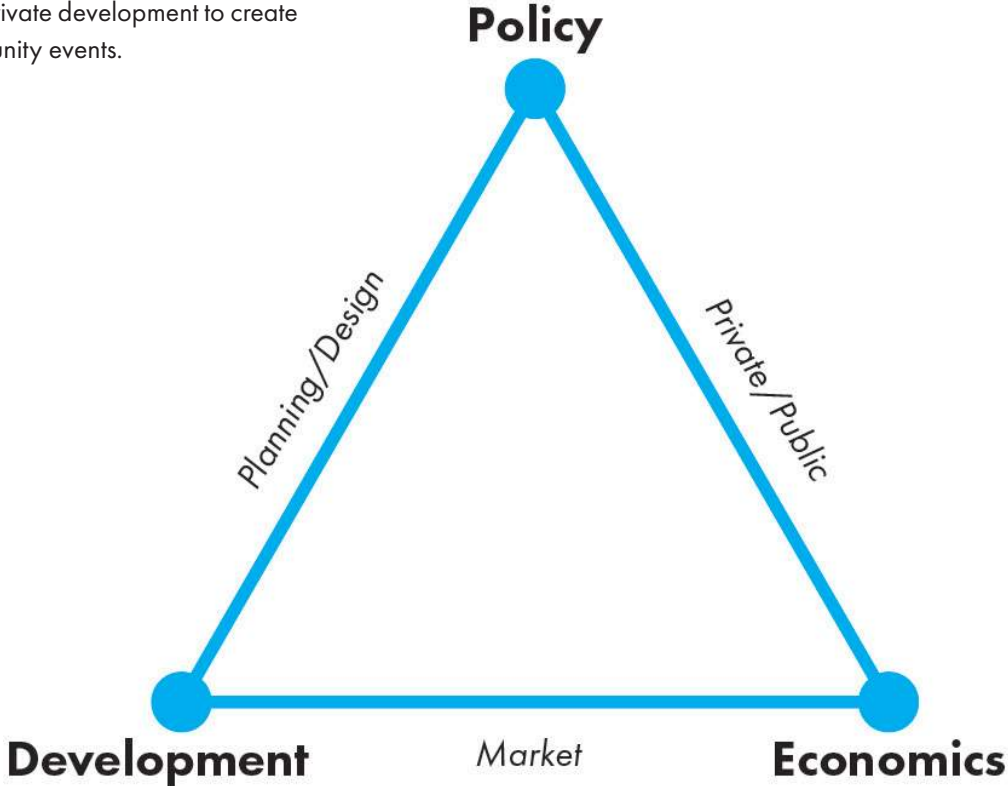


GOVERNING ELEMENTS: DEVELOPMENT, ECONOMICS + POLICY

Conceptualizing the desired development pattern for Old Town 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 two concepts produced for Old Town focus 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 Reynolds Road and all adjacent streets with enhanced pedestrian and bicycle connections. To subsidize the cost for improvements, a focus on the private realm to help prove that development can supply the necessary future value of return, will ease the burden for the City to make the necessary investments.

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 to create a central gathering spot for community events.



DEVELOPMENT: CONCEPTUAL PLANS

Reynolds Road at South 3rd Street

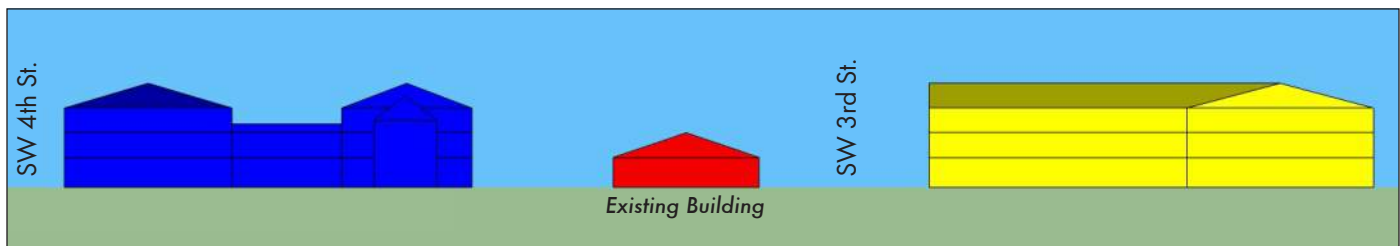
Bringing buildings closer to the street is essential to maintain visibility and encourage pedestrians to walk on sidewalks. Building to the corner allows for gateway treatments or special signage to be introduced on the street.

When placing a building to the corner is not possible, publicly accessible open spaces should be located at the corner to attract pedestrians and encourage them to dine outdoors, or linger longer in the area.

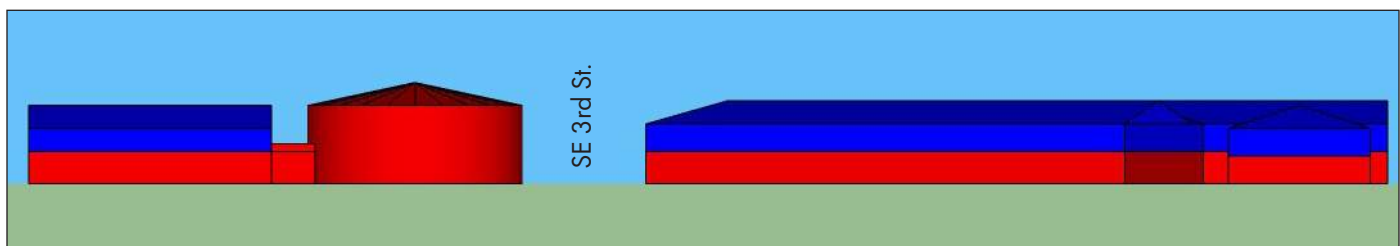
Existing buildings are encouraged to be successful by redesigning the site around the building to encourage more pedestrian traffic, and provide outdoor seating, dining or active engagement.

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

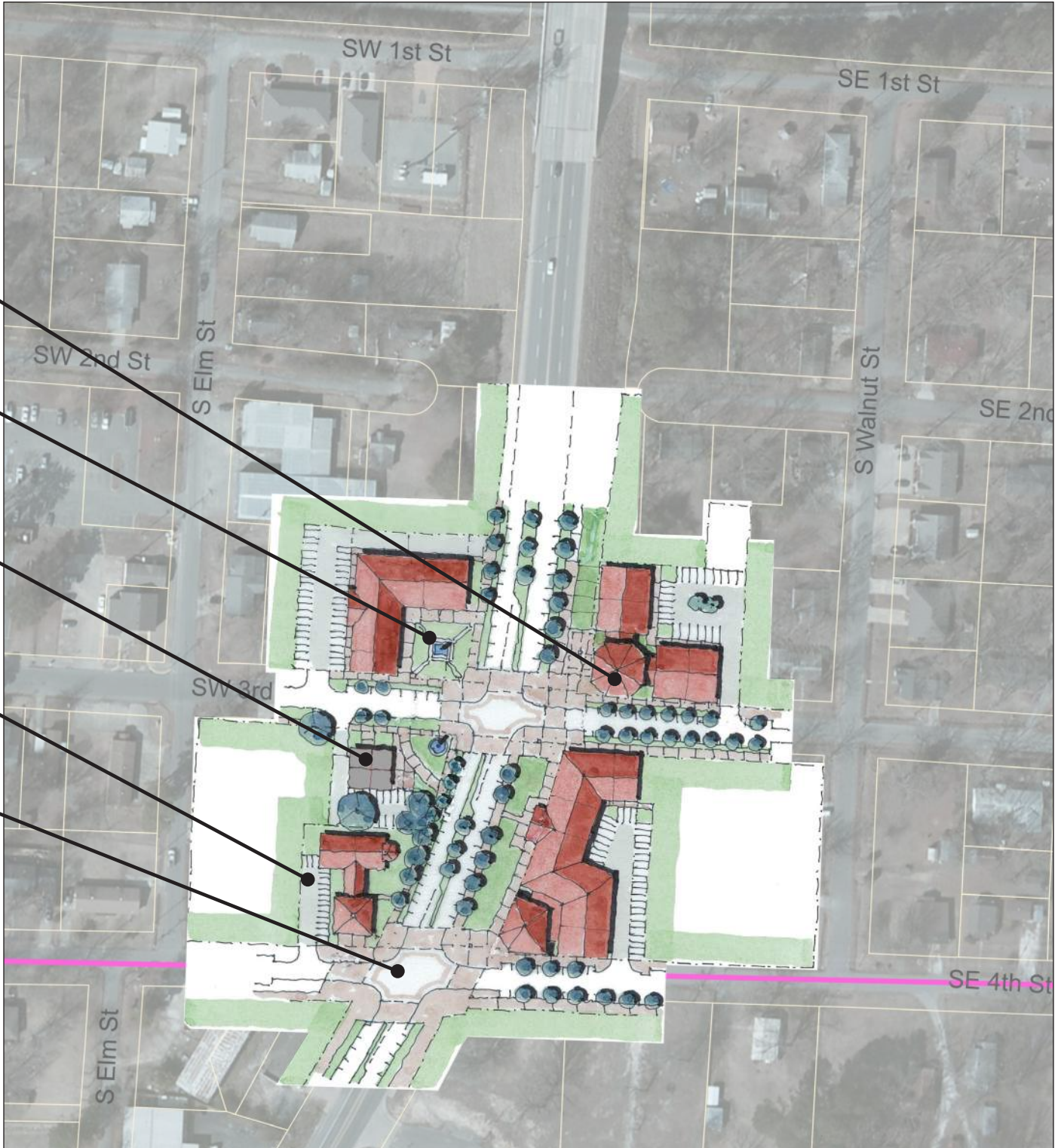
Key intersections should be designed and enhanced to show pedestrians appropriate places to cross, and create awareness to drivers that they are in a place where pedestrian activity is common.



Buildings and land use west of Reynolds Road; Blue = Office, Red = Retail, Yellow = Residential



Buildings and land use east of Reynolds Road; Blue = Office, Red = Retail



DEVELOPMENT: CONCEPTUAL PLANS

Reynolds Road at North 4th Street and Boone Road

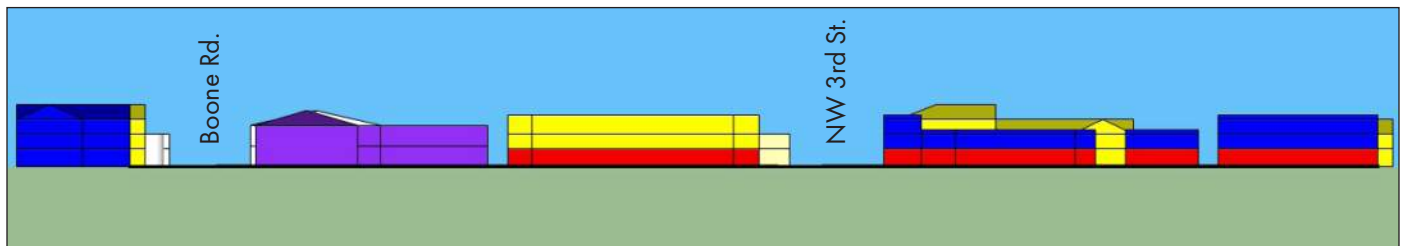
Ideal location for parking is behind or to the side of a building. Entryways can still be placed off of the parking lot, but a primary entrance must be from the street, facing a sidewalk. Parking that does face a public street should be screened with a low masonry or an evergreen vegetative screen.

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

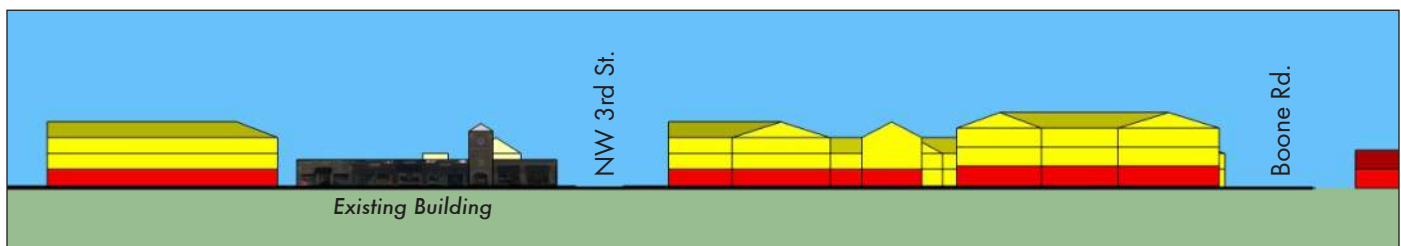
Public gathering spaces can be introduced to provide respite from the street, but also to preserve existing trees within the area. Tree preservation is a key factor to Old Town development and, without the old trees, one loses a sense of historic context.

Using building types, like a townhome, to transition between mixed-use buildings and the single-family neighborhood, can mitigate the need for large masonry walls between uses. This is creating a natural transition between the varying building types.

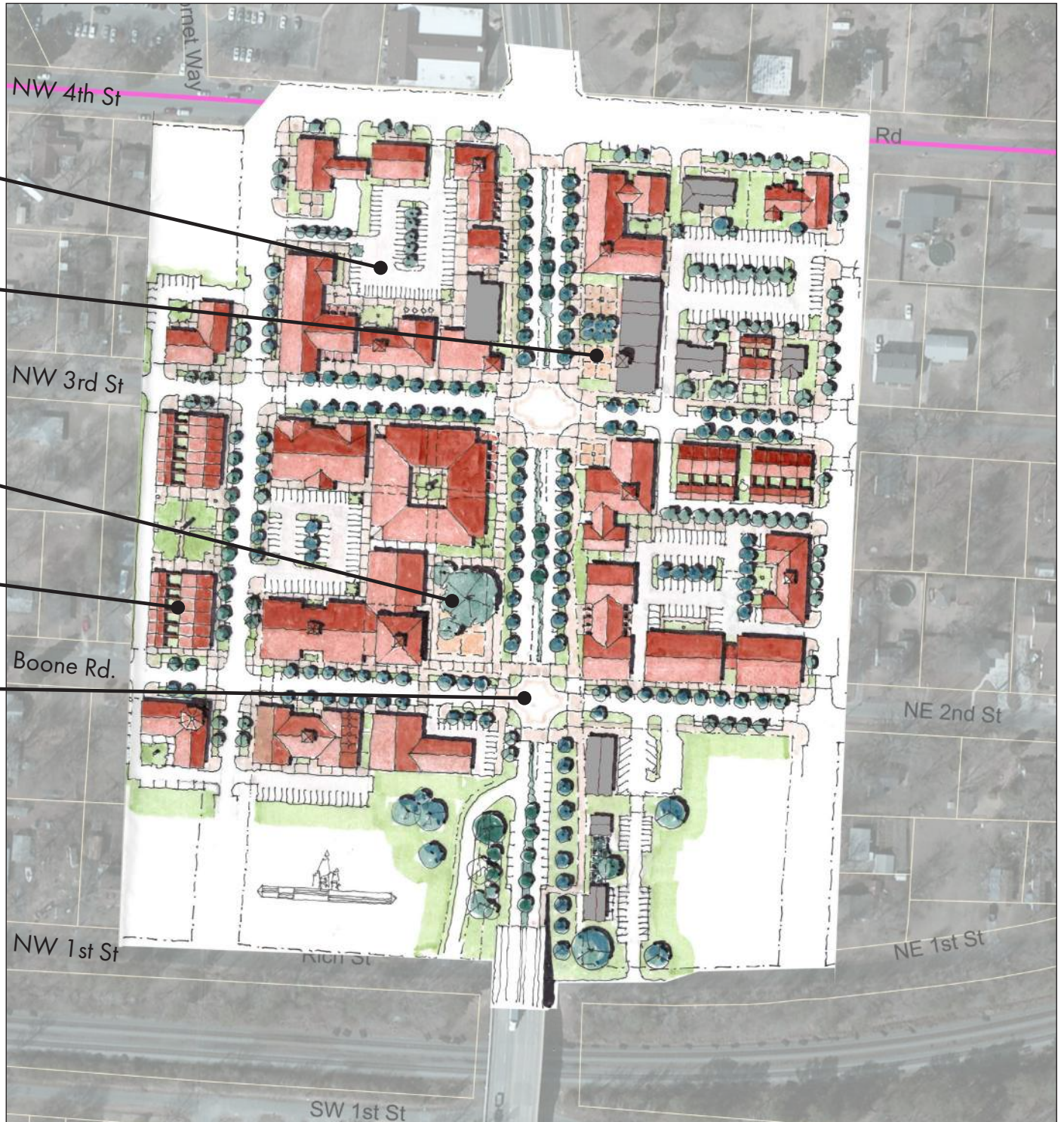
Key intersections should be designed and enhanced to show pedestrian appropriate places to cross, and create awareness to drivers that they are in a place where pedestrian activity is common.



Buildings and land use west of Reynolds Road; Blue = Office, Red = Retail, Yellow = Residential, Purple = Civic

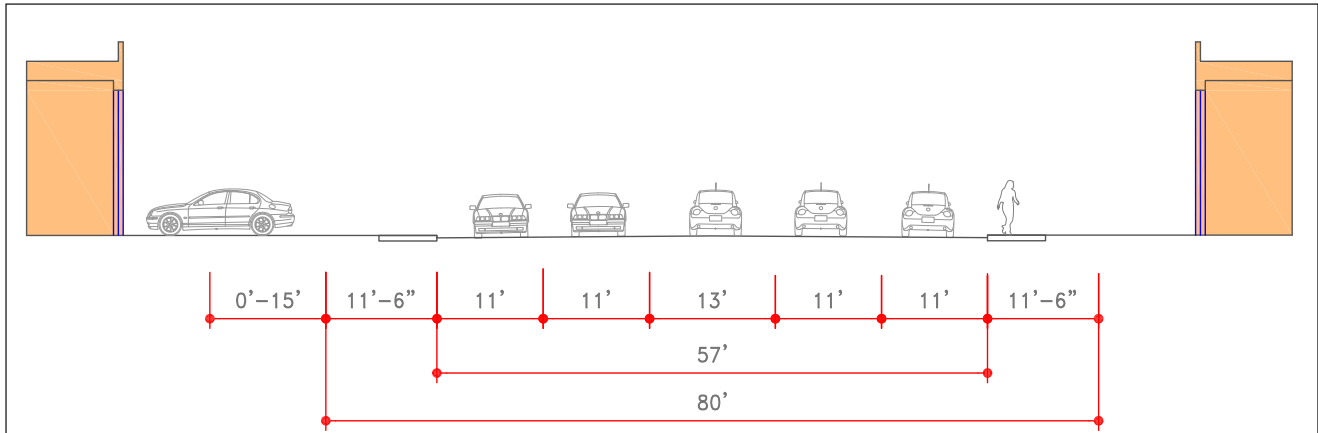


Buildings and land use east of Reynolds Road; Red = Retail, Yellow = Residential



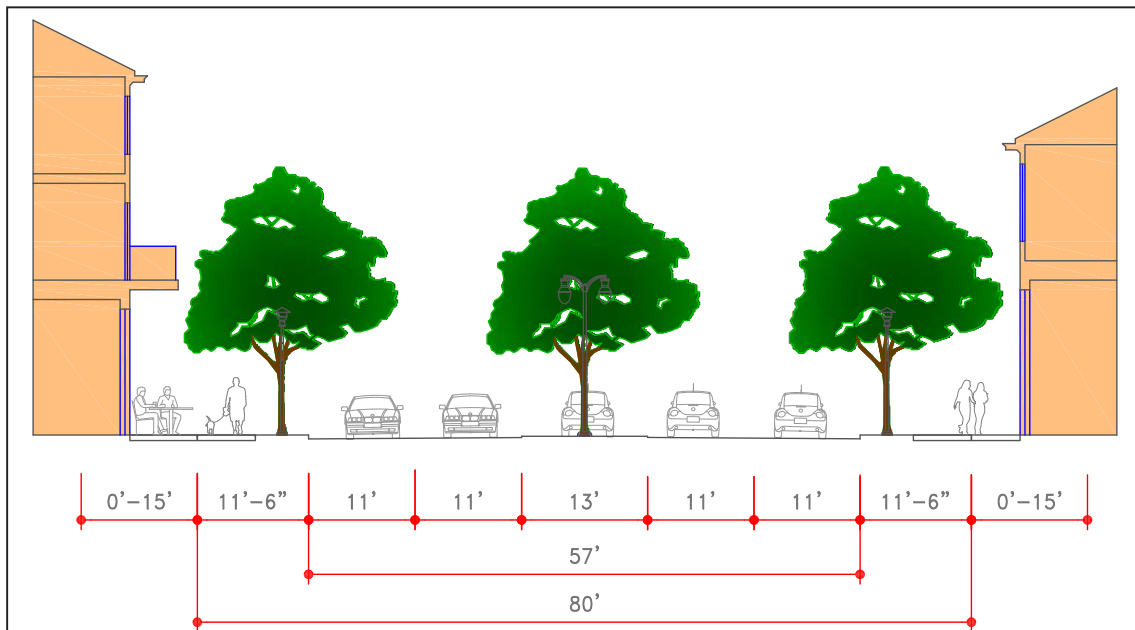
DEVELOPMENT: CONCEPTUAL PLANS

Reynolds Road: Existing Cross Section



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

Reynolds Road: Option With Four Lanes



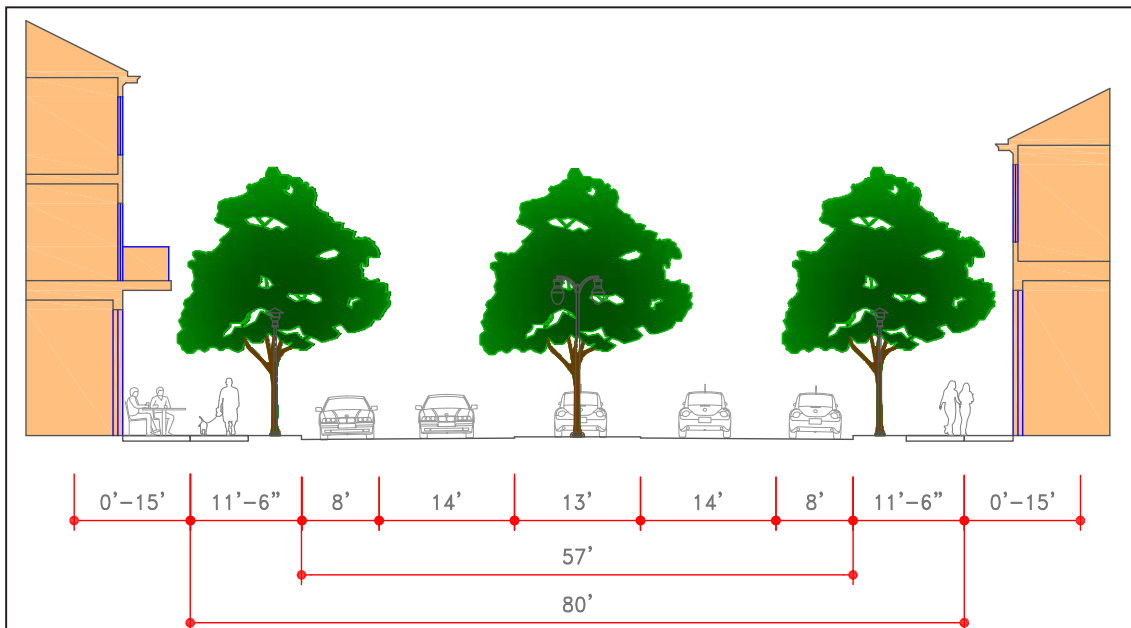
This four lane option is meant to be the best option under the AHTD rules for this highway. The best result will be one that incorporates street trees as this works to support walkability, stormwater systems and aesthetics.

REYNOLDS ROAD IMPROVEMENTS

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

The concepts represented and recommended for improvements are only within the boundaries of the study area. As Reynolds Road approaches Bryant High School, it is recommended that the gateway elements, such as street trees, lighting and wayfinding, be introduced to identify the entrance into Old Town, but that the internal roadway improvements remain in the existing configuration in the near term with just the minor wayfinding and lighting improvements.

Reynolds Road: Option With Two Lanes and Parking



This option with two lanes and on street parking would require the roadway to be taken off of AHTD system. The curbs and medians are the same as the four lane option, so this option would only need a restriping if it is ever desired

DEVELOPMENT: CONCEPTUAL PLANS

Reynolds Road Streetscape Plan

Bulb-outs introduced to side streets in order to lessen pedestrian crossing time.

Introduce clearly marked intersections and pedestrian crossings for main intersections. This helps alert drivers to the walkable nature of the area and to be aware of the pedestrians and bicyclists.

Boone Road intersection is the primary location for a street light. A street light, versus a roundabout, will allow a tighter intersection to occur and can thus be envisioned as an ideal location for adjacent placement of a community gathering spot or a civic function.



Pedestrian elements for the Reynolds Road bridge need to be addressed by widening the pedestrian realm and reducing the size of vehicular traffic lanes. Additional connections to North 1st Street and South 1st Street can be achieved through ramps and stairwells to the bridge crossing.

Two additional light locations are at North 4th Street and here at South 3rd Street. Both of these intersections provide access to primary civic functions, Bryant High School and City Hall.



DEVELOPMENT: CONCEPTUAL PLANS

Reynolds Road - Green Infrastructure Plan

Medians capture stormwater runoff from Reynolds Road prior to it reaching the neighborhood streets.

Bulb-outs capture stormwater runoff before it gets to Reynolds Road.

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



Medians capture stormwater runoff from Reynolds Road prior to it reaching the neighborhood streets.



DEVELOPMENT: CONCEPTUAL PLANS

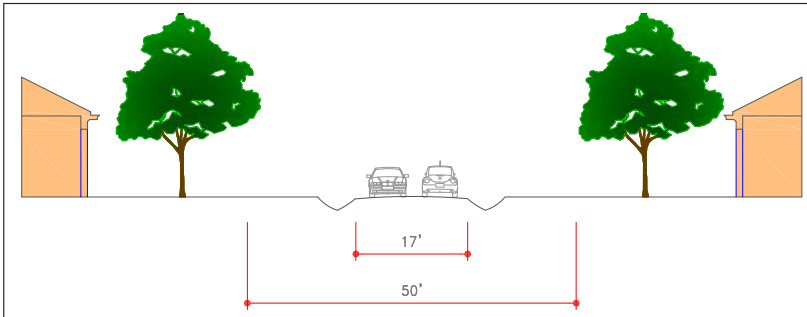
Connectivity is key for the success of any place. The three main areas of focus to improve Old Town’s connectivity were on pedestrians, bicyclists and vehicles.

Old Town’s vehicular connectivity is predominantly from the North and South along Reynolds Road, and from the West along Boone Road. The focus will be to keep traffic flowing steadily while maintaining the same amount of vehicles, but with a reduction in travel speed. Even a five mile per hour reduction in the actual driving speeds of the vehicles will make a huge improvement in this area.

Pedestrian connectivity and bicycle connectivity are equally non-existent in the Old Town area. Students are often cutting through neighborhood roads and risking safety to cross the rail line at grade in order to avoid walking along Reynolds Road. Focusing on creating a network of pedestrian and bicycle connections adjacent and around the vehicle connections will alleviate the worry for safe routes to schools and activities.

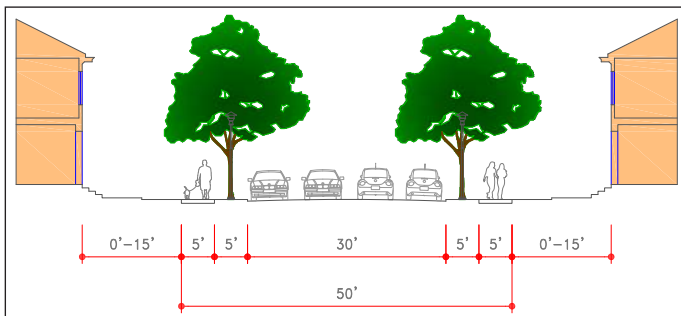
Connecting multi-use trails to Bishop Park along Boone Road and the eventual Southwest Trail along Reynolds is equally important to the Old Town’s projects goals and success.

Neighborhood Road: Existing



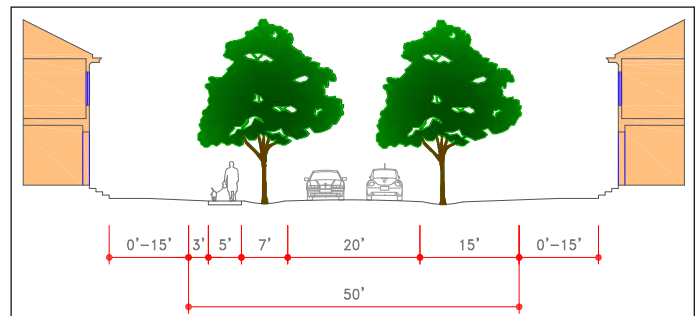
Existing neighborhood roads are intimate but undersized for basic traffic. This area also have drainage systems that are not always maintained and small backups can cause larger problems with stormwater.

Neighborhood Road - Sidewalks on Both Sides



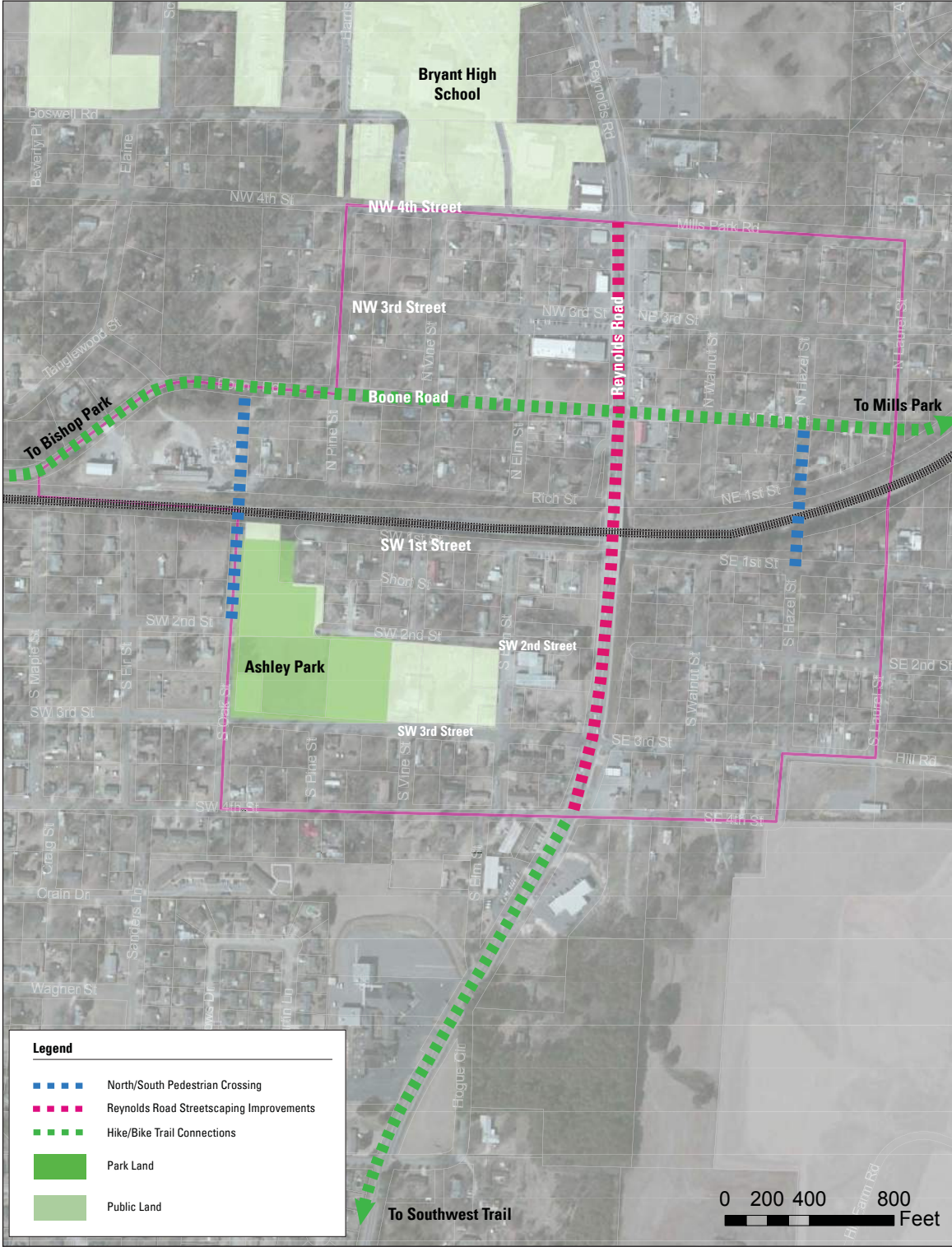
This option allows for parking on both sides and sidewalks on both sides. It would be most appropriate one block off of Reynolds Road and adjacent to Mixed-Use and Transition zoning areas.

Neighborhood Road - Sidewalk on One Side



This option is meant to preserve the intimate nature of the neighborhood streets, but still incorporates a sidewalk on at least one side to improve connectivity for neighbors to the Mixed-Use and Transition zoning areas.

Trail Network Map



DEVELOPMENT: CONCEPTUAL PLANS

Existing Conditions



This existing image shows the wide nature and the vast setbacks along Reynolds Road. 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 Reynolds as a two lane option. It incorporates bicycle facilities and also shows a round-a-bout at the intersection of South 3rd Street and Reynold Road. Though this option is not a primary recommendation, it is an option that should be explored for cost and traffic patterns in order to determine the best roadway alignment for this location.

ECONOMICS: FEASIBILITY + RETURN ON INVESTMENT

Development Strategy



Virtuous Cycle of Reinvestment

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

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

ECONOMICS: FEASIBILITY + RETURN ON INVESTMENT

PROCESS FOR ANALYSIS

Through the Jump Start Initiative, analysis of the potential return on investment is analyzed for both the public and the private realm. Development projections were established off of the market assessment absorption values, which sets the potential for the number of units, 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

Reynolds Road Reconstruction + Landscaping

The proposed Bryant infrastructure concept focuses on streetscape improvements to Reynolds Road, including a new landscaped median, new sidewalks, curb, trees, and associated landscape improvements within the right-of-way. Key intersections are to be improved to increase safety and create a sense of place. The Reynolds Road cross section varies as it crosses the rail right-of-way, replacing the planted median with a narrower hardscape median for the length of the bridge.

Reynolds Road improvements were calculated between Boone Road and N 3rd Road as a "typical block" to obtain an overall improvement cost per linear foot that can be applied throughout the corridor as needed. This typical per linear foot estimate will need adjustment for the bridge sections without median, and south of the rail corridor and north of S 3rd Street where there is a length of uninterrupted median without intersections.

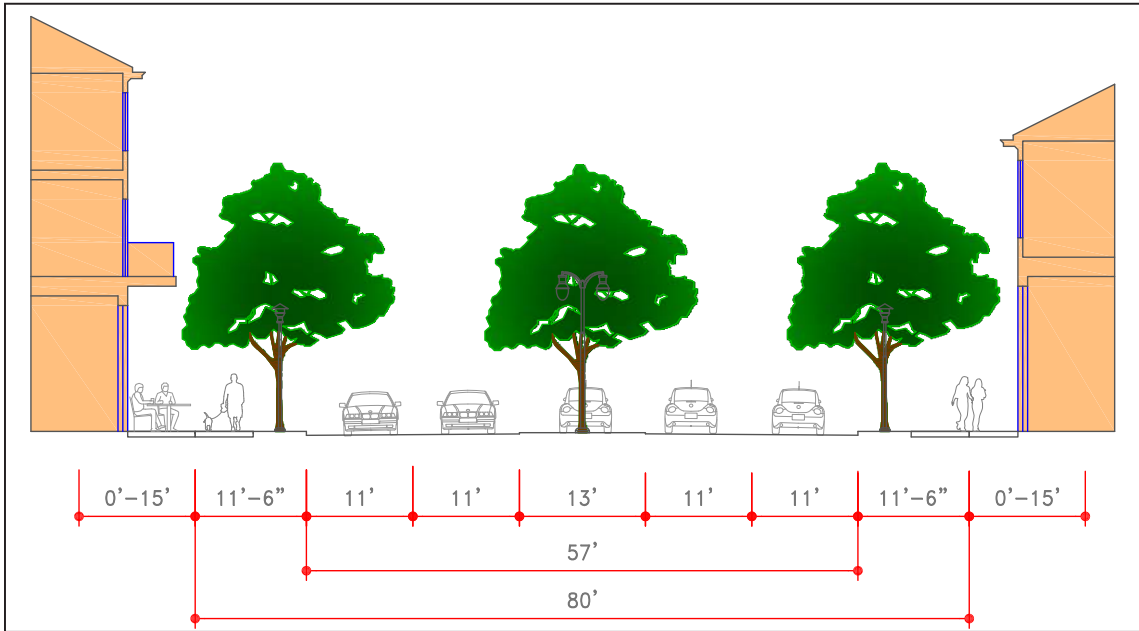
Roadway Improvement Cost Breakdown

Linear Feet of Roadway:	2300 LF
Intersections along Roadway:	5
Cost of Roadway per Linear Foot:	\$800/LF
Cost of Roadway per Intersection:	\$77,000
Approximate Cost of Roadway:	\$1,950,000
Funding Allocation (Metroplan):	\$1,800,000
Local Required Match:	\$450,000
Remaining Funds for extra costs:	\$300,000

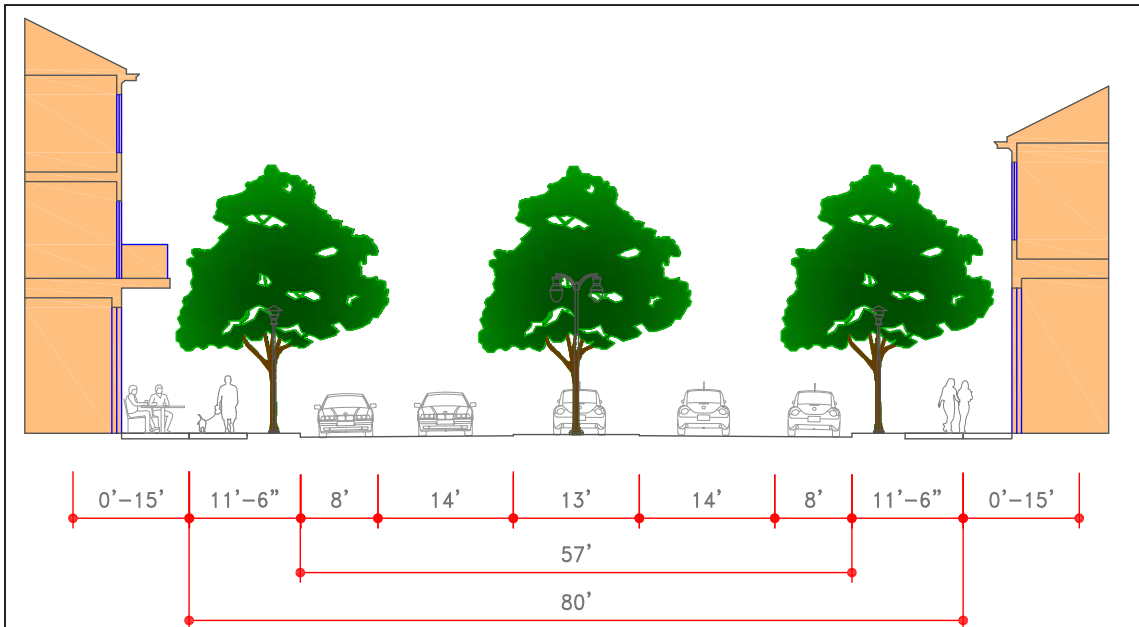
Assumptions:

1. The full length of Reynolds Road within the study area from S 4th Street to N 4th Road is approximately 2,300 linear feet. The length of the cost estimate block analyzed is 330 feet, not including intersections.
2. Existing sidewalks are to be removed and new 11'-6" wide concrete sidewalks and curb to be constructed on each side of Reynolds Road.
3. A new 13-foot wide curbed, landscaped median is proposed, accommodating turn lanes at intersections.
4. Mill and overlay existing pavement areas to remain.
5. New street trees to be planted approximately 40' on center, including within the median.
6. Green infrastructure improvements to include two 400 square foot bioretention cells per block.
7. 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.
8. Improvements to and relocations of existing infrastructure are not included in the cost estimate. Additional study is needed to determine the extent of necessary improvements associated with streetscape retrofit, especially drainage. Existing drainage structures (i.e. catch basins) in the gutter lines may be able to remain in place or might be incorporated into proposed bioretention systems.
9. Street furniture, street light improvements, traffic signals, overhead utility wire improvements, and police details are not included in the cost estimates.

Reynolds Road: Option With Four Lanes



Reynolds Road: Option With Two Lanes and Parking



ECONOMICS: FEASIBILITY + RETURN ON INVESTMENT

PRIVATE INVESTMENT SUPPORT

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

Program for potential development:

- 42 urban residential units (950 square feet each)
- 4,000 square feet of retail (1-2 restaurants at 2,000 square feet)
- 12,000 square feet of office (6 small business offices at 2,000 square feet)

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

Reynolds at South 3rd Street Concept Plan



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

Table 1: Private Developer Pro Forma

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

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Year 11	Year 12	Year 13	Year 14	Year 15
Net Operating Income															
Multi family	\$ 139,017	\$ 143,187	\$ 147,483	\$ 151,907	\$ 156,465	\$ 161,159	\$ 165,993	\$ 170,973	\$ 176,102	\$ 181,385	\$ 186,827	\$ 192,432	\$ 198,205	\$ 204,151	\$ 210,275
For-sale Housing	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Office/Commercial	\$ 143,156	\$ 147,110	\$ 152,029	\$ 156,879	\$ 161,658	\$ 166,363	\$ 170,993	\$ 176,577	\$ 181,048	\$ 187,501	\$ 192,838	\$ 198,086	\$ 204,276	\$ 210,374	\$ 216,375
Retail	\$ 46,195	\$ 47,054	\$ 48,289	\$ 49,506	\$ 50,705	\$ 52,278	\$ 53,437	\$ 54,576	\$ 56,088	\$ 57,579	\$ 59,048	\$ 60,495	\$ 61,918	\$ 63,318	\$ 65,089
Hotel	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Structured Parking	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total NOI	\$ 328,368	\$ 337,352	\$ 347,802	\$ 358,293	\$ 368,827	\$ 379,799	\$ 390,423	\$ 402,125	\$ 413,239	\$ 426,466	\$ 438,712	\$ 451,012	\$ 464,399	\$ 477,843	\$ 491,739

	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
Development Costs															
Multi family	\$ 2,110,355	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
For-sale Housing	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Office/Commercial	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Retail	\$ 43,446	\$ 37,955	\$ 33,158	\$ 28,967	\$ 25,306	\$ 22,108	\$ 19,313	\$ 16,872	\$ 14,740	\$ 12,877	\$ 11,249	\$ 9,828	\$ 8,586	\$ 7,500	\$ 6,552
Hotel	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Structured Parking	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other Infrastructure (1)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Development Costs	\$ 2,153,801	\$ 37,955	\$ 33,158	\$ 28,967	\$ 25,306	\$ 22,108	\$ 19,313	\$ 16,872	\$ 14,740	\$ 12,877	\$ 11,249	\$ 9,828	\$ 8,586	\$ 7,500	\$ 6,552

	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
Annual Cash Flow															
Net Operating Income	\$ 328,368	\$ 337,352	\$ 347,802	\$ 358,293	\$ 368,827	\$ 379,799	\$ 390,423	\$ 402,125	\$ 413,239	\$ 426,466	\$ 438,712	\$ 451,012	\$ 464,399	\$ 477,843	\$ 491,739
Total Asset Value@ 10%	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Costs of Sale (2) @ 5%	\$ (2,153,801)	\$ (37,955)	\$ (33,158)	\$ (28,967)	\$ (25,306)	\$ (22,108)	\$ (19,313)	\$ (16,872)	\$ (14,740)	\$ (12,877)	\$ (11,249)	\$ (9,828)	\$ (8,586)	\$ (7,500)	\$ (6,552)
Net Cash Flow	\$ (1,825,434)	\$ 299,396	\$ 314,644	\$ 329,326	\$ 343,521	\$ 357,692	\$ 371,110	\$ 385,253	\$ 398,499	\$ 413,589	\$ 427,463	\$ 441,185	\$ 455,814	\$ 470,342	\$ 5,156,709

Net Present Value @ 10% \$ 1,943,869.5 Unleveraged IRR: 21.6%

ECONOMICS: FEASIBILITY + RETURN ON INVESTMENT

PUBLIC AND PRIVATE RELATIONSHIP

A ten- to fifteen-year horizon is appropriate for projecting the return on investment of smaller improvements made by a public entity. Where more infrastructure needs are established, a twenty to twenty-five year projection may be appropriate.

The following projections are showing the full amount of the cost for improvements, keep in mind that the local match is significantly less than the total amount for public improvements, the more funding that is sourced from outside entities, the greater the potential return for the municipality.

The amount of private development calculated is based on the total amount of development that could feasibly be built within the time period in the catalytic site locations. Ancillary benefits of adjacent property value increases, other taxes beyond sales tax, and new construction outside of the conceptual plans would add to the additional return on any investment.

Basis for Payback Timeline - Public Investment Return

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

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

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

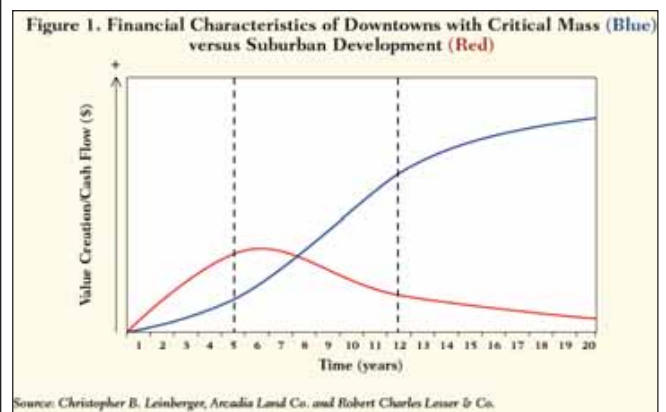


Table 2: Public Investment Pro Forma

**Public Investment Pro Forma
Summary of Results**

Fiscal Impact										
	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
Retail Sales	\$8,520,000	\$8,690,400	\$8,864,208	\$11,825,492	\$12,062,002	\$12,303,242	\$12,549,307	\$14,045,293	\$14,326,199	\$31,394,723
Property Value	\$15,825,100	\$16,141,602	\$16,464,434	\$29,385,973	\$29,973,692	\$42,530,866	\$43,381,483	\$51,033,563	\$52,054,234	\$67,360,019
Sales Tax	\$255,600.00	\$260,712	\$265,926	\$354,765	\$361,860	\$369,097	\$376,479	\$421,359	\$429,786	\$941,842
Ad Valorem	\$30,067.69	\$30,669	\$31,282	\$55,833	\$56,950	\$80,809	\$82,425	\$96,964	\$98,903	\$127,984
Total	\$285,668	\$291,381	\$297,209	\$410,598	\$418,810	\$449,906	\$458,904	\$518,323	\$528,689	\$1,069,826

Return on Investment										
	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
Capital Contribution	-\$1,950,000.00									
Net Cash Flow	-\$1,950,000.00	\$285,668	\$291,381	\$297,209	\$410,598	\$418,810	\$449,906	\$458,904	\$518,323	\$528,689
Net Cash Flow with Terminal Value	-\$1,950,000.00	\$285,668	\$291,381	\$297,209	\$410,598	\$418,810	\$449,906	\$458,904	\$518,323	\$528,689

Investment Performance

IRR	16%
NPV	\$1,324,440
Payback Year	Year 6

Assumptions

Fiscal Impact Growth (After Year 10)	0.025
Discount Rate	0.06
Sales Tax Rate	0.03
Millage	1.9

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POLICY: REGULATIONS

ZONING STRATEGY

Zoning is a key tool to guide sustainable development, but there are some challenges that always need to be considered. Too often zoning regulations are either too extreme in that not enough regulations and quality control over the built environment are established, or the zoning over regulates and requires more than the market can handle. For Jump Start and Old Town, the zoning must fall between these options to create a window of flexibility that appeals to developers and does not stifle creativity. This ensures predictability is intact for the benefit of the municipality, residents and neighbors to the development, by having stronger requirements where they are needed (materials, building placement, heights, etc).

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

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 deregulated 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 solutions will impact the economic sustainability of a place, while integrating sustainable aspects for the environment. Context sensitive approaches implies that the area around the street need to be considered just as importantly as the traffic load and design aesthetics. Designing a major highway in an area that was once a Main Street for a community, limiting the

safety of pedestrians and disconnecting the built environment is a recipe for economic disaster. Though car traffic is important, slower speeds are equally important on several levels:

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

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

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

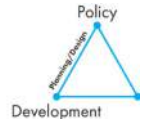
– Federal Highway Administration (FHWA)

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IMPLEMENTATION STRATEGIES

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IMPLEMENTATION STRATEGIES

PLANNING AND DESIGN

Form Based Code

Form-based codes are land development regulations that foster predictable built environment results and a high-quality public realm by using physical form (rather than separating residential, commercial, and institutional uses) as its organizing principle.¹ Form-based codes address the relationship between building facades and the public realm, the form and mass of buildings in relation to one another, and the scale and types of streets and blocks.² The Jump Start public process combined with the form-based code helps build an Old Town Bryant that meets the vision of the community over time. A form-based zoning code also offers Bryant 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 mandatory form-based code drafted through the Jump Start process.
- Train existing and new staff in all departments on the adopted form-based code, including its purpose and intent.
- Train members of the Development Review Committee, Planning Commission, Board of Zoning Adjustment and the City Council to understand the purpose and intent of the code and the benefits of promoting the use of the code in Old Town.
- 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 Bryant 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

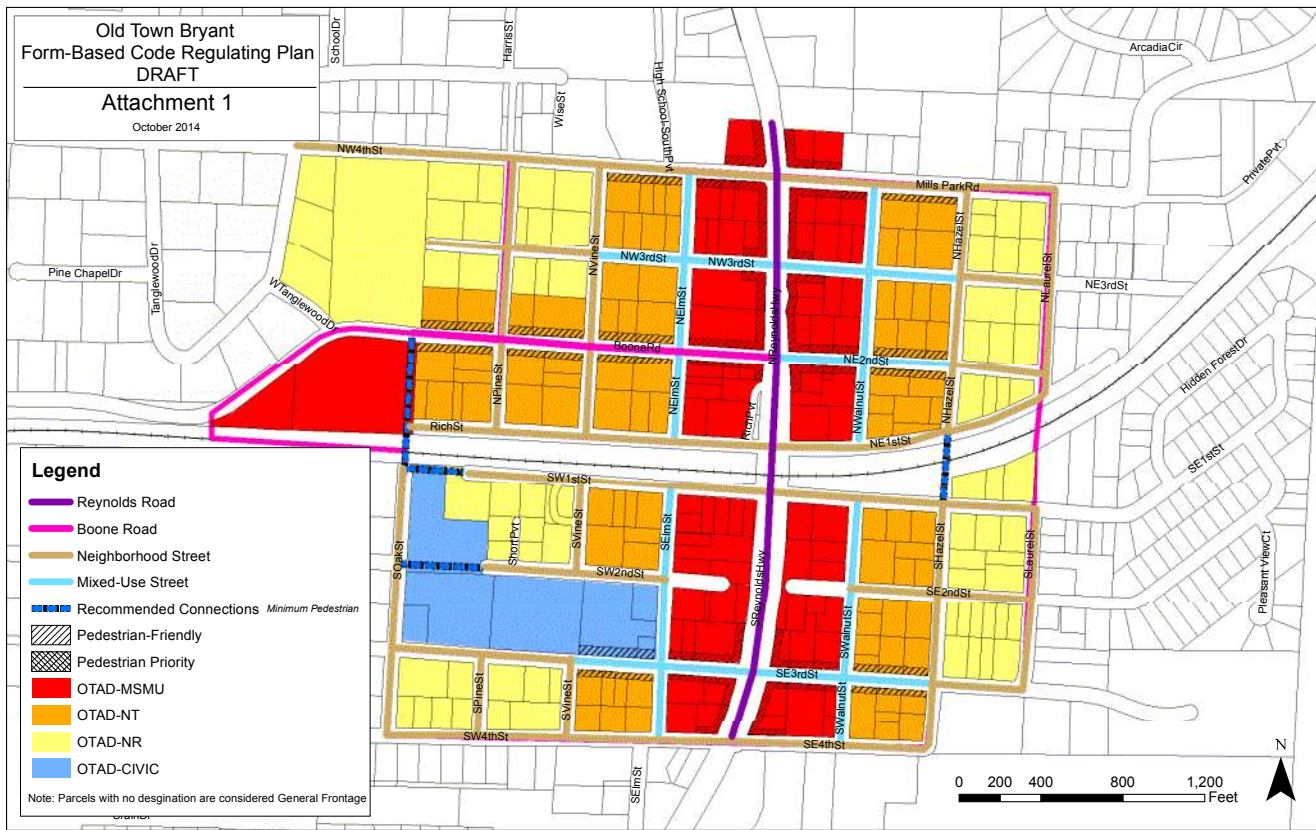


Table 3 - Form Based Code Performance Measures

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 Old Town 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 June 2013, the City of Bryant has held a complete streets workshop to host a community forum on the benefits and various policies that are associated with Complete Streets. This workshop 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 Bryant 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.⁷
- Lowering transportation costs. By providing community members with alternatives to automobile transportation, Complete Streets policies lower transportation costs since most alternatives are lower cost.⁸

As many as 40% of pedestrian fatalities occur because there is not a crosswalk for pedestrians to safely cross the street.⁶

- 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;
- 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

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/safety>

⁷ <http://www.smartgrowthamerica.org/complete-streets/complete-streets-fundamentals/factsheets/economic-revitalization>

⁸ <http://www.smartgrowthamerica.org/documents/cs/factsheets/cs-individual>

IMPLEMENTATION STRATEGIES

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 Reynolds Road and other streets in Old Town Bryant, 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, Bryant can work with existing transportation funding to incorporate complete streets strategies into new planning and project efforts.

Partnership Opportunities

- Lead: City of Bryant
- Support: Bryant property owners, Metroplan, Saline County, Arkansas State Highway and Transportation Department.

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

Table 4 - Complete Streets Performance Measures

Outputs	Enactment of a Complete Streets ordinance completed.
	Integration of Complete Streets ordinance into the City of Bryant’s policy and planning documents completed.
	Percentage of locally-supported transportation projects in the Old Town 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 Reynolds Road and the railroad tracks.
	Miles of new sidewalks or biking facilities in the Old Town area.
	Percentage of workers commuting via walking, biking, transit or rideshare.
	Walk score in the Old Town area.
	Percentage of residents living within one half mile of a bike facility.
	Number of roadway fatalities (of users of all modes)

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

Enhanced tree cover, especially on Reynolds Road, was identified as a critical need to improve Bryant’s environmental sustainability and livability. The ecological, economic, and health benefits of street trees are well documented⁹, 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.”¹⁰

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 Reynolds Road retrofit concept). This is one of the most valuable improvements that will make Reynolds Road and Bryant, by extension, more attractive while providing long-lasting economic benefit.
- Prepare site design guidelines that demonstrate appropriate green infrastructure implementation calibrated to the unique character, density, and intensity of development in the form-based code. Specific standards should be included for tree selection: species and size at time of planting, planting standards, and maintenance requirements.
- Prepare a site planning and design review checklist as a required submittal for new development and redevelopment projects. The purpose of the checklist is to serve as a guide, clarifying municipal expectations and ensuring that watershed health and green infrastructure are priorities. The checklist should include design

⁹ <http://www.epa.gov/heatisland/mitigation/trees.htm>

¹⁰ 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.

IMPLEMENTATION STRATEGIES

principles to support compact development, preserve natural resources, minimize impervious area at the neighborhood scale, and manage rainfall as close to where it falls as possible utilizing simple, natural, and cost-effective stormwater processes.

Funding Options

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

- City-administered tree planting programs could bolster tree planting, incentivize private investment, and provide more consistent replanting of trees over time.
- Fayetteville and Little Rock's fee-in-lieu model establish escrow provisions that provide flexibility for tree planting,

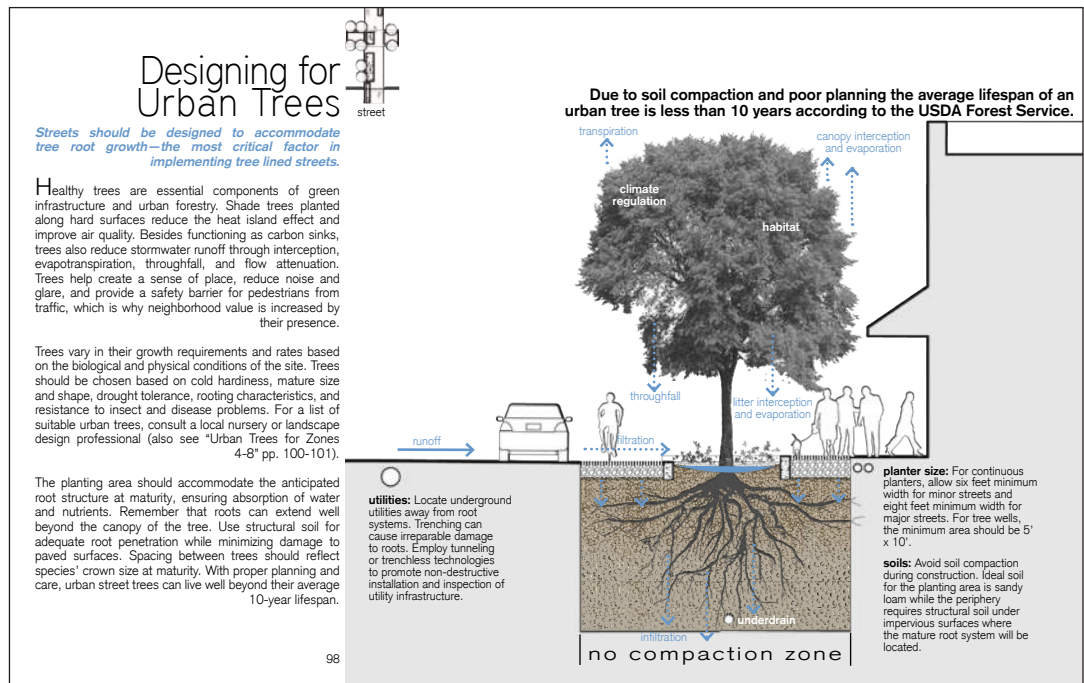
green infrastructure, or even act as a watershed scale stormwater infrastructure mitigation bank.

- Grants from the Arkansas Forestry Commission are often available for street tree planting.

Partnership Opportunities

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

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



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

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

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)

IMPLEMENTATION STRATEGIES

PUBLIC/PRIVATE RELATIONSHIPS

Improve Housing Opportunities and Conditions

This multi-pronged approach to developing housing in the Old Town Bryant area will support the area's revitalization and expansion of housing opportunities and diversity. This section first highlights overall housing strategies, followed by information on funding opportunities for affordable housing and infrastructure upgrades.

Opportunities

- Create incentives, such as reduced impact fees, reduced permit fees, reduction in the amount of time to get permits, etc. in order to make the Old Town area more attractive to developers. Initiate discussions with developers about considering other incentives.
- Create a Loan Guarantee Program with a local bank and the City to directly address the rehabilitation of properties in the area. 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 properties. The loan would be backed by the City of Bryant, so the risk is lower for the bank, enabling the use of a lower interest rate. The City of Bryant would agree to be the guarantor and assume the debt obligation of a borrower (beneficiary living in area) in the case of default. The City would need to do its due diligence in ensuring the beneficiaries are well qualified for the loan program. The loan program should cover up to \$25,000 for repairs or other façade and landscaping enhancements.
- Pursue additional small lot development to support existing land uses. This would include working with local small lot developers to purchase single lots or groupings of vacant lots to develop. The resulting development could include more single family and townhome developments to support the retail spaces in the study area.

Affordable Housing

The Federal HOME Investment Partnerships Program (HOME) provides formula grants to States and localities that are used to fund affordable housing activities. HOME is the largest Federal block grant to state and local governments designed exclusively to create affordable housing for low-income households. Since Bryant is not a HOME entitlement

community, Bryant is eligible to apply to the State of Arkansas to receive a part of the State allocation.

Eligible HOME funding uses include:

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

Nearly all HOME funds used for rental housing and rental assistance must be for families whose incomes are 60 percent of the area median income or less. In rental developments with five or more units, twenty percent of the units must be reserved for families making 50 percent of the area median income or less. The rents in HOME-assisted units must remain affordable for a designated amount of time.

The use of HOME funding provides the opportunity for the City to choose projects for funding based on their ability to support the goals of this plan and demonstrate effective use of the form-based code to create an attractive built environment in the Old Town area. The City would have an investor role in projects' funding and would be involved in decision making. Obtaining HOME funding would provide the City with significant support to keep plan implementation moving forward.

Options

- Apply for State of Arkansas HOME Program Funding grant (ADFA, <http://www.state.ar.us/adfa/programs/hipp.html>). Bryant can apply for a grant to receive funding from the State (via the Federal program) to address affordable housing needs. As plan concepts come together, the City has the flexibility to apply for the funding that they need when putting projects together. Predevelopment loans or grants, constructions loans or bridge loans to developers interested in providing the housing described in this plan would be effective use of these funds.
- A local consultant could help Bryant apply for and manage the HOME funds from ADFA. The list of certified consultants can be obtained from ADFA by contacting Joe Riddle at

(501) 682-5860. Bryant would need to do due diligence in determining which consultant to hire. MetroPlan could support the RFP/interviewing process to ensure a good hire is made.

- Incorporate Federal Low Income Housing Tax Credits (LIHTC) into Bryant’s housing work. Bryant can work with local affordable housing developers, who have used LIHTC before, to encourage them to apply for LIHTC funding via the State or Arkansas for qualifying projects in the Old Town area. Bryant staff can contact the LIHTC administrators at the State level and learn more about successful LIHTC projects in the area. In Arkansas, past LIHTC projects have ranged in size from 10-15 units up to 70-100 units. State of Arkansas HOME funds are also used for providing up to \$450k per project, for about half of the LIHTC project statewide every year, in gap financing for LIHTC projects.

Infrastructure

HUD-administered Community Development Block Grants (CDBG) are distributed annually on a formula basis to entitled communities to carry out a wide range of community development activities directed toward neighborhood revitalization, economic development, and improved community facilities and services.¹¹

Bryant is not an entitlement community for CDBG funding and thus has the ability to apply to the State of Arkansas for state-level CDBG funding. CDBG funding for projects in the past across the State of Arkansas include uses that will improve the availability, accessibility and affordability of public infrastructure. Use of funding includes street repair, sidewalk construction and the construction of water and sewer systems. In 2013, Arkansas allocated \$6.6 million for water and wastewater systems (from its entire \$16.6 million allocation).

Infrastructure is a widely popular use of CDBG funding, particularly on larger development efforts such as this neighborhood-level plan. If Bryant receives CDBG funding for this use, the City can use more of its coffer funds, which would normally pay for infrastructure, to support community development efforts. Because there are multiple infrastructure needs in the study area, it is important to leverage as much outside funding as possible to stretch and apply the CDBG funding for essential needs not covered by ancillary funding sources. If the City plans to borrow funds for the completion of the infrastructure project, the use of CDBG funding could show a reduced risk to the lender.

Options

- Apply to State of Arkansas to use CDBG funding in the area, with a specific focus on the completion of the necessary improvements including necessary sidewalk construction

Table 6 - Housing Opportunities + Conditions Performance Measures

Outputs	Application for HOME funding completed.
	Application for CDBG funding completed.
	Discussions with interested and experienced developers initiated and conducted.
	Incentives for developers furthering the City’s goals identified and implemented.
	Loan guarantee program created.
Outcomes	Amount of Federal funding obtained to support housing in Old Town Bryant.
	Number of infrastructure upgrades completed to accommodate new and/or upgraded housing.
	Number of new housing units constructed in the Old Town area.
	Number of new affordable units constructed in the Old Town area.
	Percentage of renter and new owner housing units affordable to households earning 80 percent of HUD area median family income.

¹¹ From each year’s CDBG appropriation, excluding the amounts provided for grants under Section 107 of the Housing and Community Development Act of 1974 (Section 107 grants), and other specified grants, 70 percent is allocated to metropolitan cities and urban counties. The amount of each entitlement grant is determined by statutory formula, which uses several objective measures of community need, including poverty, population, housing overcrowding, age of housing, and growth lag.

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and any additional sewer and water upgrades. Bryant can apply here: <http://www.arkansasedc.com/grants>

- As with HOME funds, a local consultant could help Bryant apply for and manage the CDBG funds (or both types of HUD funding). Bryant would need to do due diligence in determining which consultant to hire. MetroPlan could support the RFP/interviewing process to ensure a good hire is made.
- Ensure that developers involved in the redevelopment of the study area are responsible for funding the portion of infrastructure related to their site, with little exclusion. These exclusions could include the developers building LIHTC properties or other federally-assisted affordable housing projects, as these projects have reduced access to capital and restricted developer profit margins.

Partnership Opportunities

- Lead: City of Bryant
- State of Arkansas
- Local developers who know the area, can easily partner with the City, and understanding the zoning, permitting, and building processes of the area.
- Housing opportunities provide partnership possibilities with local, regional and national housing developers, as well as with the State of Arkansas. There are a variety of both affordable and market rate housing developers who could be interested in partnering with the City.

Develop a Safe Routes to Schools Program

Safe Routes to School (SRTS) is a program that supports students biking and walking to school as a way to create healthier and more active communities. SRTS programs usually focus on outreach and education to provide tools and information to make biking and walking a safer and more accessible choice. However, a successful SRTS program depends on policies and infrastructure that support the choice to walk or bike, and so a program often also includes street and facility improvements, such as new sidewalks or crossings. By enhancing bicycle and pedestrian facilities not only for students and schools but the broader community as well, SRTS can be a key strategy in developing a livable community. Key benefits of a SRTS program include:

- Improving safety – Better crosswalks and improved pedestrian connections preclude some traffic-related

accidents and injuries.

- Creating healthy and active communities – By encouraging physical activity, SRTS can help to combat obesity, especially among youth. Less reliance on vehicles can also improve air quality by reducing vehicle trips and vehicle emissions.
- Supporting livability and complete streets – Improvements to pedestrian and bicycling facilities help not only students but the entire community as well by offering more alternatives to driving.
- Reducing traffic congestion – Parents dropping off and picking up their children at schools can create long lines, bottlenecks, and backup.

A SRTS program can provide options to students attending Bryant High School at the north edge of the study area, as well as Bryant Elementary and Middle Schools, which are just outside the study area. Although the streets surrounding these schools generally have low traffic volumes, heavy truck traffic as well as the lack of sidewalks and pedestrian crossings at the railroads can make it difficult for students to safely walk or bike to school. Improved pedestrian access (for instance at the bridge crossings) would make biking and walking safer and more accessible.

City of Bryant and school district staff can use a number of resources available that provide guidance and information on getting started with a SRTS program. The Safe Routes to School National Partnership identifies several key components of a program including¹²:

- Education – Creating awareness of pedestrian safety is important for students and parents, as well as drivers, in the community. Workshops or training on bicycle safety can help parents and students understand the skills needed to safely bike to school, while signage in the community can remind drivers to slow down near crossings.
- Encouragement – Special events, contests and rewards can generate enthusiasm to participate in SRTS by making it fun and rewarding. Mileage clubs or special events like Walk to School Days are low-cost and easy to implement.
- Enforcement – Safety patrols and crossing guards can help to enforce safe driving behaviors, such as respecting the crosswalks. Law enforcement strategies such as active speed monitors can remind drivers of the need to be careful driving in neighborhoods near schools.
- Engineering – Well-connected, accessible sidewalks

¹² http://guide.saferoutesinfo.org/introduction/elements_of_safe_routes_to_school_programs.cfm

are necessary to accommodate safe pedestrian and bicyclist trips to schools. Strategies range from low cost improvements such as painting crosswalks to more expensive infrastructure projects such as building pedestrian bridges.

Options

- Incorporate plans for a SRTS program into City plans such as the Master Plan and Bicycle and Pedestrian Plan. By acknowledging the development of a program, Bryant can position a SRTS program for additional funding, build awareness around the need for this program, and gather support and stakeholders.
- Conduct a bike-and walk-to-school audit coordinated with school officials, parents and students. An audit is a good first step to make clear what the conditions are for students and where obstructions may occur or conditions are unsafe.
- Incorporate consideration of SRTS improvements into transportation projects. Incorporating SRTS strategies such as improved crosswalks or maintenance of sidewalks into existing or new infrastructure projects can be a good way to leverage resources for safer biking and walking to school.
- Develop plans for improved pedestrian access for bridge crossings (adding access points at South 1st Street and improving Rich St.) and provide additional pedestrian crossings, such as Oak Street Pedestrian/Bike Bridge and Laurel Street Pedestrian Bike Bridge.
- Develop a SRTS pilot program. Although additional time or funding may be needed to establish a longer-term

sustainable program, Bryant can begin with preliminary steps such as education and awareness. For instance, holding a Walk-to-School Day can build support from parents and schools about the general need for improvements to bicycle and pedestrian facilities.

Funding Options

Each community can design a SRTS program that fits its own needs; as such, the cost of SRTS programs vary significantly. A program can be developed incrementally and start with small efforts such as bike safety training or educational events. Education and encouragement strategies are less costly, while enforcement and engineering requires additional financial support. Grants are available from some of the different partnerships such as National Center for Safe Routes to School, and the State Highway and Transportation Department has also funded a number of projects throughout Arkansas. Bryant can consider starting with a pilot program or incorporating needed improvements into other existing projects or plans.

Partnership Opportunities

- Lead: City of Bryant to work with the School District and Community groups to build a network of stakeholders interested in supporting and advocating for SRTS.

Develop a Merchants’ Association to Develop and Support Thriving Small Businesses

Old Town Bryant has a relatively moderate commercial vacancy rate, but also number of successful local businesses, and could benefit greatly from improved connections and cohesion in the

Table 7- Safe Routes to Schools Performance Measures

Outputs	Development and implementation of a SRTS program completed.
	Incorporation of SRTS policies into existing City plans.
	Percentage of locally-supported transportation projects in the Old Town area that incorporate SRTS considerations.
	Number of walk or bike to school events held.
Outcomes	Miles of new sidewalks or biking facilities within three (3) miles of schools.
	Percentage of students who walk or bike to school at least once per week.
	Miles of paved trails in the Old Town Bryant area.
	Walkscore in the Old Town Bryant area.
	Percentage of residents living within one half mile of a bike facility.
	Number of roadway fatalities (of users of all modes).

IMPLEMENTATION STRATEGIES

built environment. In some cases, shops along Reynolds Road cannot be safely accessed by pedestrians given the lack of crossings and the speed of vehicle traffic. A retrofit of Reynolds Road, which would widen sidewalks, improve crossings and bring parking behind the buildings, would help to make pedestrian traffic more accessible, ultimately bringing additional business to this area. A Merchants' Association in Old Town Bryant can support this street redesign and other economic development initiatives to not only strengthen their own businesses, but to attract and develop additional businesses as well.

Similar in many ways to a business improvement district (BID), a merchant association is a voluntary coalition of organizations that support the growth of a neighborhood. The main difference between a BID and a merchant association is that property owners and tenants in an establish BID are required to pay an assessment fee, whereas merchant associations usually depend on voluntary contributions.¹³

By launching a merchant association, Old Town Bryant can 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.
- Ability to leverage a cohesive and coordinated response to policy or government issues (such as requesting zoning amendments to improve business mix improvement).
- Potential to reduce commercial vacancy, making commercial area more attractive and safer for shoppers and visitors.

Perhaps most importantly, a merchant association can launch a façade improvement program for existing businesses, as well as to attract new business. A façade improvement program can assist in:

- **Revitalizing existing communities** – By preserving and improving existing buildings, the city can help to enhance Old Town Bryant's current properties and attract additional business and investment.
- **Supporting safe, accessible quality places** – Enhancements to buildings in disrepair or in need of improvements 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 – 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. http://www.ura.org/business_owners/facadeProjects/BeforeAfterPhotos.pdf
- Atlanta, GA – 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. <http://www.investatlanta.com/opportunities/downtown-facade-improvement-grant-program/>
- Pittsburgh, PA – 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. http://www.ura.org/business_owners/streetfaceProgramGuidelines.pdf
- Syracuse, NY – 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. <http://connectivecorridor.syr.edu/resources/>

Options

Old Town business owners can:

- Establish a merchant association building on the lessons learned and successes in other Jump Start cities, such as North Little Rock. A merchant association can bring together a coalition of businesses invested in the community, as well as a funding stream for low-cost maintenance after reconstruction, such as crosswalk painting, façade improvements, and street landscaping.
- Work with partners to 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 merchant

¹³ http://www.nyc.gov/html/sbs/downloads/pdf/bid_guide_complete.pdf

association could partner with organizations offering this ambassador technical assistance support.

- Connect new businesses with a façade improvement program. Façade improvement programs offer tenants and property owners an opportunity to enhance a building’s exterior, making the property, and more broadly the street, more inviting, accessible and safe. Examples of improvements include landscaping, awnings, exterior lighting and other improvements that can make an area more inviting to pedestrian traffic.
- Advocate for rezoning of properties adjacent to Reynolds Road in Old Town. Commercial diversity is needed to enhance the corridor, and rezoning can be helpful also in addressing vacancies or underutilized parcels.
- Support bicycle/pedestrian investments. Through member contributions, a merchant association in Old Town can support needed connectivity improvements for City trails and the future Southwest Trail. By making the commercial corridor bike/pedestrian accessible, Old Town can attract additional business and visitors.

Funding

A merchant association can generate funding through voluntary contributions. Some federal funds are available for such enhancements as façade improvements, for instance through the US Department of Housing and Urban Development’s Community Development Block Grant Program (CDBG). The grants are allocated between states and local jurisdictions, and then states can distribute the funds to localities.

In addition to federal money sources, cities and states also have development funds and other funding sources for these projects. In many funding programs, the funding is contingent upon business owners and tenants following through on approved plans. Additionally, some programs limit funding to specific areas of a city, such as TIF districts or downtown corridors.

Ultimately, as additional business members are assembled, a Public Improvement District (PID) or Business Improvement District (BID) may be considered to be formed to assess and mandate participation in the maintenance of the public improvements in Old Town.

Partnerships

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

Table 8 - Merchant Association Performance Measures

Outputs	Development of a grant program for façade improvements
	Incorporation of façade improvement recommendations into existing transportation and city plans
	Increase in the # of projects that incorporate façade improvements (landscaping, etc.)
	Number of buildings with façade improvements completed
Outcomes	Number of new businesses in Old Town
	Increased membership in a Merchants Association
	Steady income from membership participation to begin to maintain public improvements
	Increase in sales tax revenue from businesses in Old Town

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 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.

Create a Public Plaza or Gathering Space

A public plaza is important to help create a sense of place in Old Town Bryant, and will be most effective if it is regularly used. Local events hosted in Old Town can help deliver users to new development and create awareness of the place that is being created. Developing a public gathering space in Old Town can help catalyze development around it as well. Some key benefits of introducing a public gathering space include:

- Increased awareness and activation of the area;
- More opportunities for after school activities and socializing;
- Creating an economic driver for existing and new retail and office providing a place for people to rest, which can actually get more people out walking, increasing physical activity to improve health;
- More frequent positive community interactions.

Successful public space activation includes some key components:

- Small events that serve as catalysts – These could be as simple as a snow cone cart or a food truck nearby.
- Regularity helps build traction – Events need to have time to build.
- Locate events in the same location at the same interval – This should be strategically done to highlight activities. For example, restaurants could set up operations outside to attract visitors (e.g. “First Fridays” – first Friday of every month). This is a good strategy initially, until an official public space is created.
- Build off the initial success for strategic expansion – See what makes sense for additional times and events. Once the project is a success, upgrade it or begin a new project to compliment the prior one. Repeat as necessary to gain a

frequent active environment, building on the scale of each new project.

- Work with local merchants – A sustainable project will be able to set up shop at the strategic hours and provide a synergy of activity to the adjacent shops and restaurants. It will garner attention from the community as a staple element to the area and will not require subsidies to remain open. The process for creating a public gathering space should be a public-private partnership and should accompany private development to have the greatest impact and chances for success.
- Don't be afraid to let go of a failed project – If something that was started is not working after a set amount of time, move on to a new project. Maybe the temporary use was before its time and can be brought back again later.
- When a public gathering space is warranted, work with local land owners or developers to find the best option for a public gathering space. The ideal location for these spaces fronts on a retail or mixed-use building and would allow any restaurants to set up outdoor dining on it. The space should be planned to be pedestrian only and resemble a plaza or square in the palette of open space types in the form-based code.

Options

- Identify opportunities for temporary spaces to begin the momentum towards developing a public gathering space. Think creatively and work with local business owners to see what might be available. Some options may include:
- Leverage pop-up events to start creating a regular event night (such as After-Football Fridays, Pop-Up markets on Saturdays, etc.).

Create an events-based partnership between the Mayor’s Kids Council and the Bryant Chamber of Commerce to support a

Table 9 - Public Gathering Space Performance Measures

Outputs	Number of events held in the Old Town Bryant area annually (and estimated number of attendees)
	Establishment of development incentives for projects that create public spaces.
	Number of regular weekly activities programmed in Old Town.
Outcomes	Creation of a public gathering space.
	Increase in pedestrian traffic.
	Number of development projects constructed around the space.
	Total acreage of vacant/underutilized land in the project area.

IMPLEMENTATION STRATEGIES

family/youth based event. This is a great partnership because it leverages the expertise of the Chamber of Commerce event planning and local merchants while building on the strengths of Bryant and its student population and need for family programming. Get City support and announcements for any grassroots efforts. Typically the best events are those that are championed from the community.

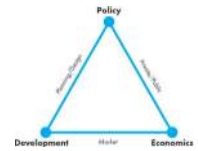
Funding Options

A public-private partnership can offer multiple solutions for funding this process:

- Initiated by the City on City owned land: The City may have a parcel that would be attractive for this type of public gathering space. The key requirement would be location in the mixed-use character area covered by the form-based code and have mixed-use land available adjacent to the parcel for maximum economic development potential.
- Initiated by a landowner on privately owned land: If a landowner wishes to create this public gathering space, the landowner could approach the City to find a path that would be mutually beneficial for the development of the gathering space.
- Initiated by the City on privately owned land: This would require the City to purchase the property that would be allocated for the public gathering space.
- Created as part of a development: If a developer is interested in creating the space as part of their development, some incentives could be permitted through the zoning process. This could include a reduction in parking requirements, reduction in open space dedication, or preservation of existing trees or vegetation. This approach is the ideal for getting the most economic development impact, as a public space is being designed as a part of a new development, rather than being built and hoping the development will come soon after.

Partnership Opportunities

- Public-Private Partnership: City and Developer
- Public/Non-profit organizations: Chamber of Commerce, Keeping Bryant Beautiful, Women In Networking, Imagination Library, BEE Coalition, Mayor's Youth Advisory Council, Lions Club, Rotary, Bryant Boys & Girls Club, Bryant Senior Adult Center, Churches and faith-based organizations, Community Gardens, Bishop Park Activities, City Festivals, BONAfide for neighborhood improvement, sports organizations schools, city committees



ACTION STEPS

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

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 Old Town Bryant area.
 - In order to meet the requirement for the funding already awarded to Bryant for Reynolds Road, this plan must be adopted in the first quarter 2015, or the City will need to compete over again for these funds.
- **Adopt the drafted Old Town Area Development Code**
 - In order to be eligible for any regional funding for infrastructure improvements, the Old Town Area Development Code must be adopted at City Council as the zoning document for any projects in the Old Town Bryant area.
 - In order to meet the requirement for the funding already awarded to Bryant for Reynolds Road, this development code must be adopted in the first quarter 2015.
 - Apply this proposed mandatory development code as a City initiated rezoning and notify the appropriate landowners within the required distance or proximity.
 - This will be processed as both a Map amendment and a Text amendment in the City Zoning Ordinance.
 - It is encouraged that the Old Town Area Development Code 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 Old Town Area as one form-based code district (one zone labeled OTAD), 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 Development Code 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 Development Code may make the project ineligible for regional funding for infrastructure, as key elements may unintentionally be removed from the Development Code.
 - 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.
- **Assemble representatives from all stakeholder groups to form a Coalition for Implementation**
 - Include but do not limit to regional and state agencies, project area leaders, staff department, council and school district representatives.
 - This group will not have any decision making ability, but will instead help organize and educate their respective groups on the status and process for implementation of this plan.
 - Regular monthly meetings should be set to ensure consistent news is being delivered to these groups.
 - A city staff member, perhaps a special projects administrator, should be the lead for this group and will have charge of keeping the plan, setting meetings, keeping minutes and following up on implementation activities and performance measures.

IMPLEMENTATION STRATEGIES

□ **Begin the process for Reynolds Road improvements from North 4th Street to South 4th Street**

- Meet with Coalition and Metroplan to understand the requirements of the funding source that has been awarded by Metroplan towards Reynolds Road improvements.
- Focus on the request for qualifications 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 aspect is important, but the long-term strategy for Reynolds Road must be focused on economic development and qualitative aspects primarily.
- Select a qualified general contractor team and engineering team to streamline the design and construction process and keep costs down. Key qualifications should include:
 - Experience on AHTD roadways
 - Experience with green infrastructure
 - Experience with walkable urban thoroughfares and context sensitive design
 - Experience on projects requiring reporting and processing for federal and regional funding
 - Experience with mixed-use roadways and multi-use trail integration
- Create a plan to work with AHTD district and state representatives on the design process that serves as a win-win for the community, AHTD and Metroplan.
- Begin and complete the design and quickly move into construction.

Long Term Action Steps

□ **Design and Implement Boone Road improvements**

- Focus on the request for qualifications 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 are important, but the long-term strategy for Boone Road 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 on AHTD roadways (as this road connects to Reynolds Road)
 - Experience with green infrastructure

- Experience with walkable urban thoroughfares (for the Old Town portion) and context sensitive design
- Experience on projects requiring the reporting and process for federal and regional funding
- Experience with multi-use trail integration
- Begin and complete the design and quickly move into construction.

□ **Form and build up a Merchants' Association in Old Town**

- Membership should build up and become a staple for business members within Old Town.
- Form leadership from the business owners and work towards membership from every new business that opens.
- Once a stable business membership is formed, consider a Business Improvement District as an option to fund and maintain programs, landscapes and special projects in Old Town.

□ **Consider a Public Improvement District** for maintenance of landscapes and streetscapes within the whole Old Town area. This can also be used to fix up needed infrastructure in the public areas. It can also eventually expand along the rest of the corridor.

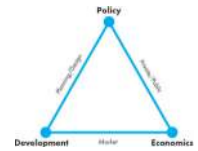
□ **Continue moving forward** on a city-wide Complete/Context-Sensitive Street Program

□ **Continue moving forward** on a city-wide Green Infrastructure Program

□ Work with a local land owner or developer to **create a public gathering place**. This spot is ideally located adjacent to Reynolds Road.

- Program and activate the space so that it is used continuously.
- Set the gathering place adjacent to mixed-use development for maximum economic development potential.
- Have an adjacent public facility available with community rooms or rental space.
- Make this process a public-private partnership opportunity:
 - Be sure that all strategies are explored
 - Don't discount any option
 - Expect a financial return for all parties (public and private), but be aware that the public entity benefits from the ability to have a longer term horizon than a private developer.

□ Work with the Coalition to create a branding and marketing plan for Old Town.



- **Work with the Coalition** to create a Wayfinding Plan and Signage/Lighting Palette for Old Town. This should be associated with the branding and marketing plan.
- **Focus on a partnership with other CDBG non-entitlement cities** to create an entitlement group that can receive these funds.
- **Marry funding for CDBG and Safe Routes to Schools** in order to promote appropriate crossings at the railroad. Using these funds together can assist with funding gaps to create pedestrian and bike crossings East and West of the Reynolds Road bridge.
- **Continue to expand the City bicycle and pedestrian connections.**
 - Start by creating a plan and mapping the current city-owned parcels and right-of-ways.
 - Find ways to connect the public parks and public facilities city-wide
 - Find ways to connect to neighbor city trails and parks
 - Plan for the connection to the Southwest Trail (Little Rock to Hot Springs) located south of Old Town on Reynolds Road.
 - Focus on key locations for trailheads and educational installations.
 - Use new major road improvements as a means to continue the trail connections.
 - A trail system does not need to be a loop. It needs to move people through and to the places that they want to go. All trails should meet in Old Town.
- **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 Old Town.
- 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 Bryant 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. This includes a performance baseline for Bryant, 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 Bryant 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 Bryant become more widespread throughout the region.

Federal

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

Regional

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

Table 10 - Evaluation Framework

Federal Livability Principles	Metropolitan Goals	ICAP Program Elements	Jump Start Evaluation Areas	Project Goals
<p>Provide more transportation choices</p>	<p>2. Quality corridors and transportation choice 1.2, 5.3 - Multimodal transportation system 1.3 - Modal choice 2.5 - Public transit system 2.6 - Pedestrian facilities 2.7 - Bikeway facilities 4.3 - Design for all modes 4.7 - Reduce H+T costs 5.2 - Active transportation 5.4 - Safety, efficiency and convenience of active transportation</p>	<p>Efficient mobility options Pedestrian design</p>	<p>Provide transportation choices and enhance mobility</p>	<p>Improve pedestrian and bicycle safety with a particular focus on creating opportunities to safely cross both Reynolds Road and the railroad tracks, including stormwater management enhancements.</p>
<p>Promote equitable, affordable housing</p>	<p>4. Land development and housing 4.6 - Housing choice and availability</p>	<p>Housing choice Development diversity</p>	<p>Increase housing and development/land use diversity</p>	<p>Propose zoning solutions that help to support infill for greater housing diversity on current vacant or underutilized lots to help catalyze private redevelopment more effectively.</p>
<p>Enhance economic competitiveness</p>	<p>1. Economic growth and vitality 1.4 - Economic development</p>	<p>Educational opportunity Economic development</p>	<p>Increase housing and development/land use diversity Enhance economic competitiveness</p>	<p>Propose zoning solutions that help to support infill for greater housing diversity on current vacant or underutilized lots to help catalyze private redevelopment more effectively. Create a town meeting center or family-focused gathering spot, leveraging the area's historical significance and its central location from several schools.</p>
<p>Support existing communities</p>	<p>6. Funding adequacy 2.8 - Mixed use/compact clusters 4.5 - Neighborhood infrastructure 6.3 - System efficiency and preservation</p>	<p>Efficient growth Activity centers</p>	<p>Support existing communities</p>	<p>Create a town meeting center or family-focused gathering leveraging the area's historical significance and its central location from several schools.</p>

Federal Livability Principles	Metropolitan 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	Propose zoning solutions that help to support infill for greater housing diversity on current vacant or underutilized lots to help catalyze private redevelopment more effectively. Create plaza/meeting center that features area's historical significance and central location near schools.
Coordinate and leverage Federal policies and investment				Illustrated through this implementation plan.
Environment embedded in principles 1,2,4 and 6	3. Environmental quality and sustainable energy	Environmental stewardship Resource efficiency	Support environmentally-sustainable development	Improve pedestrian and bicycle safety with a particular focus on creating opportunities to safely cross both Reynolds Road and the railroad tracks, including stormwater management enhancements.