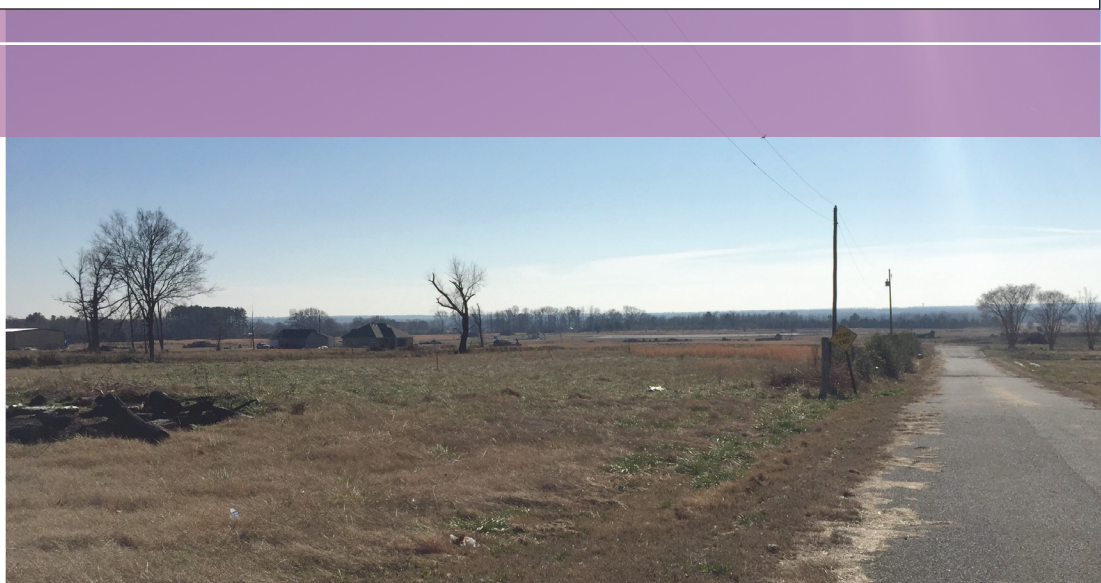


VILONIA TOWN CENTER ARKANSAS



EXECUTIVE SUMMARY



*Prepared for ICAP, Metroplan and The City of Vilonia
March 2015*

ACKNOWLEDGMENTS

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REBUILD VILONIA

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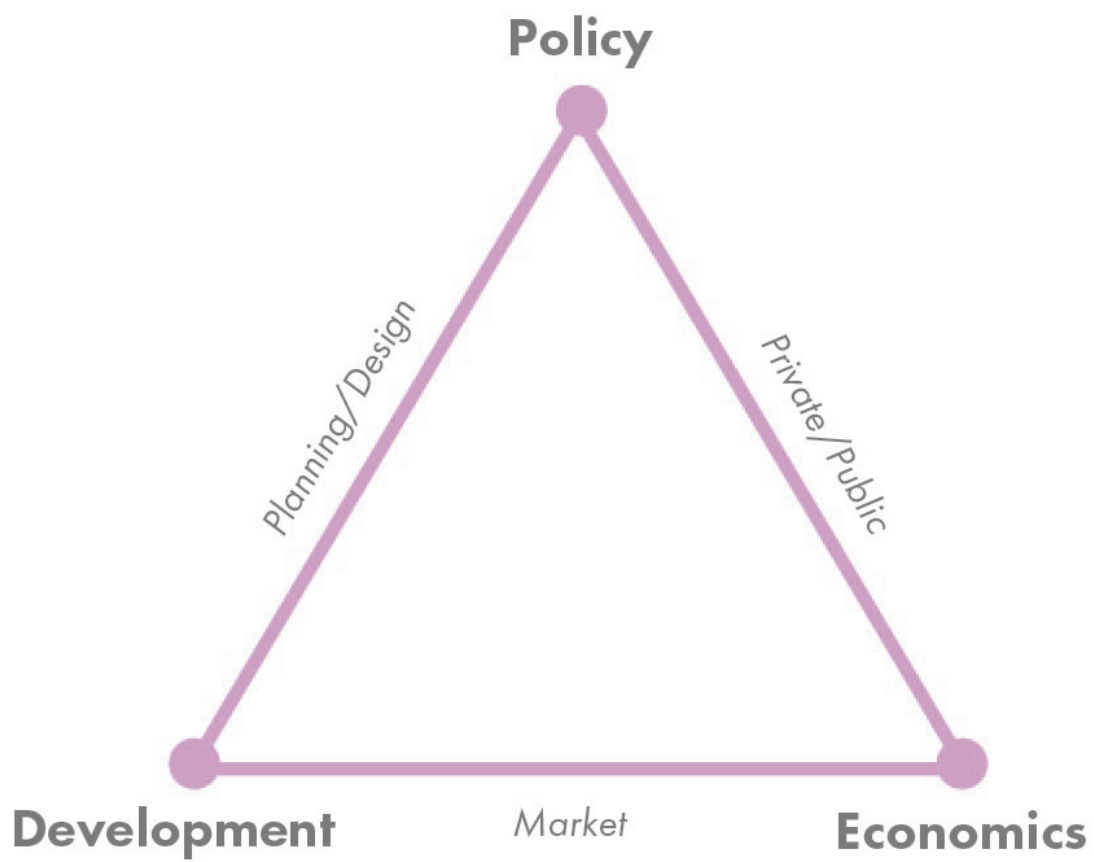
Jenna Rhodes

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EXECUTIVE SUMMARY



EXECUTIVE SUMMARY

A key component to the implementation of the Jump Start Initiative is the recognition of the interdependency that exists between the governing elements of *Policy*, *Development* and *Economics*. Each element is threaded to the others, which requires a careful balance among 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 Vilonia community, following these strategies, will implement this action plan and achieve its goal to develop a town 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 Vilonia community can reinvent their Town Center as a place that allows future generations to age in place and create greater vitality and sustainability.

There is strong support among the stakeholders for ensuring that quality development in Vilonia that will create a sense of place in the community. This action plan's vision was crafted through a collaboration of various entities from 2014 to 2015. Support was clear to build up the presence of businesses in Vilonia to help reverse leakage in the Town. The lack of connectivity between streets, other than Main Street does not build a presence that will attract activities and placemaking that brings these desired businesses. Overall, building a central mixed-use location is vital to having a sustainable Town Center, and to sustain services for the larger community as it grows.

The action steps for implementation focus on policy and public realm infrastructure initially. Constructive policies in zoning, public infrastructure, connectivity and stormwater management mean sustainable development patterns will be viable in the Town Center. Vilonia is lacking in retail and the focus needs to turn to the creation of walkable neighborhoods with meaningful local retail and neighborhood services in order

"...the Vilonia community can reinvent their Town Center as a place that allows future generations to 'age in place' and create greater vitality and sustainability."

to deliver needed local goods and services and also create a differentiated merchandising pattern to attract regional interest and create a broader, stronger economy.. Food and other services are lacking overall and Vilonia needs to take advantage of the current market demand in their own town.

Programming events and activities in Vilonia and locating them in the Town Center will begin to establish a presence in the Town that developing a local economy will help "Rebuild Vilonia" taking advantage of key drivers, activating the proposed gathering spaces and supporting local businesses. Vilonia High School, City Hall and the numerous local churches can also help bring stable community-based gatherings into the Town Center, but there needs to be a place for everyone to congregate. An investment in a central location, visible from Main Street, will help guide these activities to the Town Center and create a pattern of central gathering for all activities city-wide.

EXECUTIVE SUMMARY

The two most important implementation elements are activation and the internal champion maintenance. Having a coalition of stakeholder representatives (neighborhood leaders, business leaders, city staff of all departments, council members, Metroplan, Arkansas Highway and Transportation Department (AHTD), religious groups, historic groups, school district and many others) will allow a synergy among these groups to form. Currently, the best group to take on this charge is the REBUILD VILONIA team. This synergy will align interests and enable the coordination of activities 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 Vilonia.

CATALYTIC DEVELOPMENT OPPORTUNITY

A catalytic development is typically the approach to solving the “chicken and the egg” dilemma for the development of a place, such as Town Center. Three approaches must be solved for improvements to affect catalytic events. These include public development, private investment and Public-Private investments.

Public Development

College Street improvements are the primary focus for catalytic results from the public entity. The City should allocate available funds from this and other regional funding programs for the improvements on College Street. The City must also coordinate with willing private landowners to determine the potential for private development to coincide with public improvements, while design and construction is proceeding. For near term success, public improvements along College Street within the Phase 1 section of the concept plan will build a greater opportunity for success for the Phase 1 development. By focusing limited funding to make one section perfect, it entices additional development which can fund and improve the rest of the roadway. Tying in a limited area of Main Street improvements may also be examined for its feasibility and cost benefit. In either case, constructing this infrastructure as a complete portion will provide better context for private development. By doing piecemeal improvements along the entire stretch, funding will be limited to make a full impact. Start small in size but make Phase 1 perfect to show the public what the final outcomes will look like.

Public-Private Development

In an effort to create a public gathering place along Main

Street and begin the momentum for a bigger Town Center, the public and the private realms can be leveraged. For example, 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 presented in Phase 1. This public space will not be optimized unless it is:

- Located visibly from Main Street;
- Wrapped on two or three sides by mixed-use or active commercial development;
- Programmed with market needs;
- 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).

The area shown as Phase 1 presents a great opportunity to bring in a public space, create an opportunity for small business incubation, or a farmers market and create a place for existing and new businesses to be a part of the newly activated site.

Private Development

Private catalytic projects will be the ancillary development adjacent to the Public-Private Partnership described above. With the commitment of the roadway improvements on Main Street 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 in Phase 1.

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 the Town Center 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 49.

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 Vilonia Town Center.

□ **Adopt the drafted Town Center amendments**

- In order to be eligible for any regional funding for infrastructure improvements, the zoning amendments must be adopted at City Council.
- Apply this proposed amendment as a City initiated rezoning and notify the appropriate landowners within the required distance or proximity.
- This will be processed as a text amendment in the City Zoning Ordinance.
- In addition, the City Master Street Plan should process the street framework in the vision plan by UACDC. This framework for planned street connections are essential to the success for the Town Center.
- Allow for appropriate public input, but be sure that all participants in the session are educated to the basis and purpose of the amendments.
- 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 amendments must be reviewed 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.
- 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 amendments.
- 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.
- Stakeholder groups will help inform, 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 Phase 1 improvements**

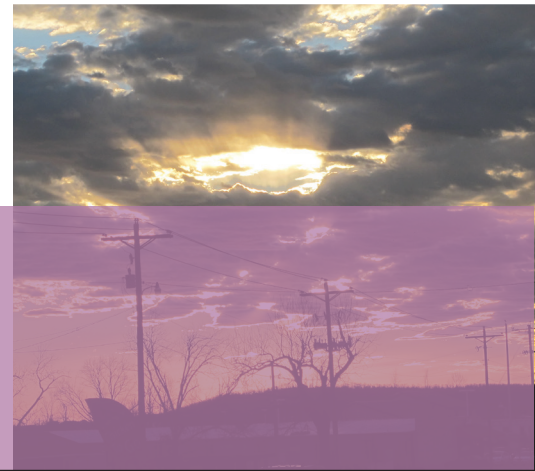
- Source funding for critical Phase 1 improvements, the Coalition and Metroplan must meet to understand the requirements of potential funding sources that could be available by Metroplan or other regional programs towards Phase 1 roadway and public space improvements.
- Focus on a request for qualifications for design and for construction 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 roadways 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;

EXECUTIVE SUMMARY

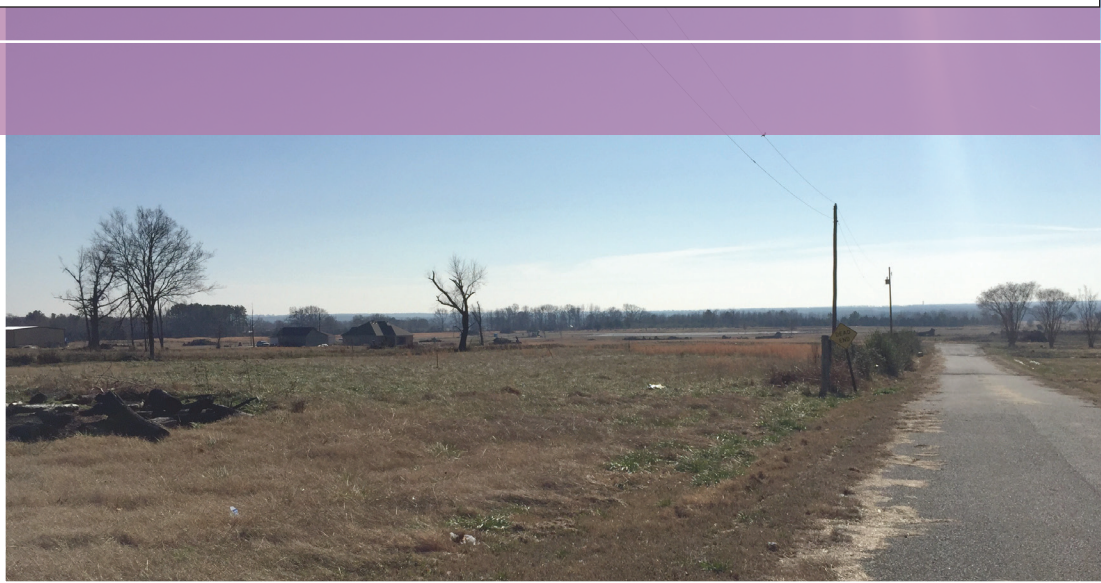
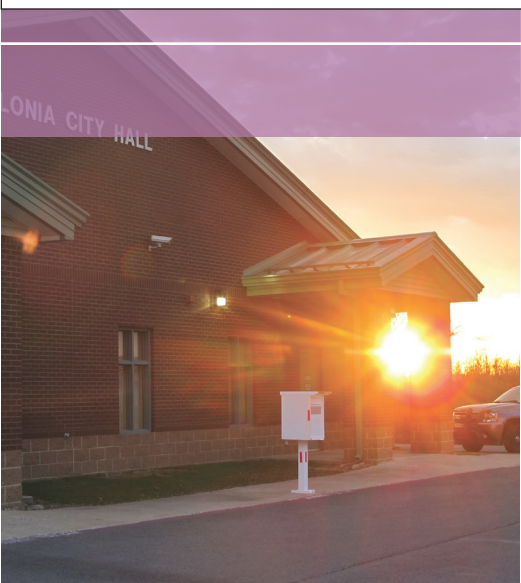
- Experience on projects requiring reporting and processing for federal and regional funding;
- Experience with mixed-use roadways and multi-use trail integration.
- Create a plan to work with AHTD district and state representatives on the design process that serves as a win-win for the community, AHTD and Metroplan.
- Begin and complete the design and quickly move into construction.
- Work with a local land owner or developer to **create a public gathering place**. This spot is ideally located adjacent to Main Street and within Phase 1 vision area.
 - 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.
- annual basis. Adjust some long-term to short term and add new focus areas for long-term improvements for Vilonia.
- 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

- Form and build a Merchants' Association in the Town Center
- Consider and develop a city-wide Complete/Context-Sensitive Street Program
- Consider and develop a city-wide Green Infrastructure Program
- Work with the Coalition to create a branding and marketing plan for Vilonia.
- Work with the Coalition to create a Wayfinding Plan and Signage/Lighting Palette for Vilonia. This should be associated with the branding and marketing plan.
- 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 systems in conjunction with safe room locations.
- Continue to expand the City bicycle and pedestrian connections.
- Re-evaluate long-term strategies on an annual or bi-



VILONIA TOWN CENTER ARKANSAS



IMPLEMENTATION + ACTION PLAN



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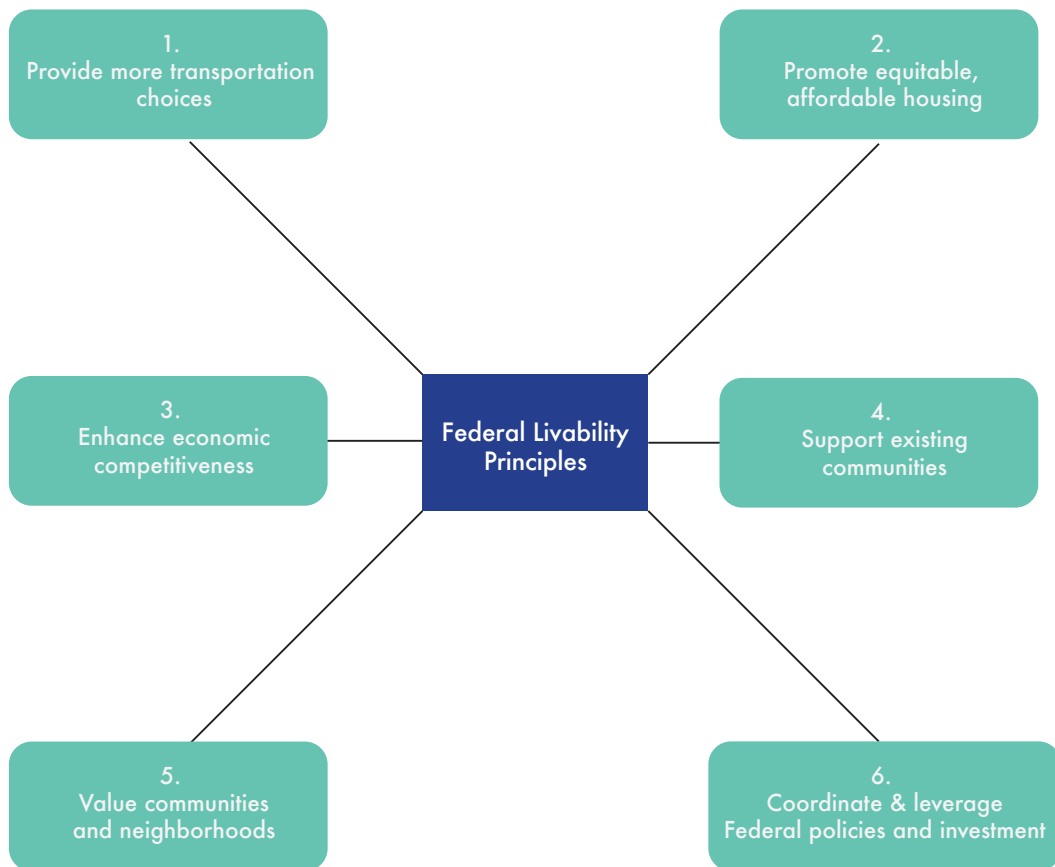
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INTRODUCTION

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INTRODUCTION



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

WHY JUMP START?

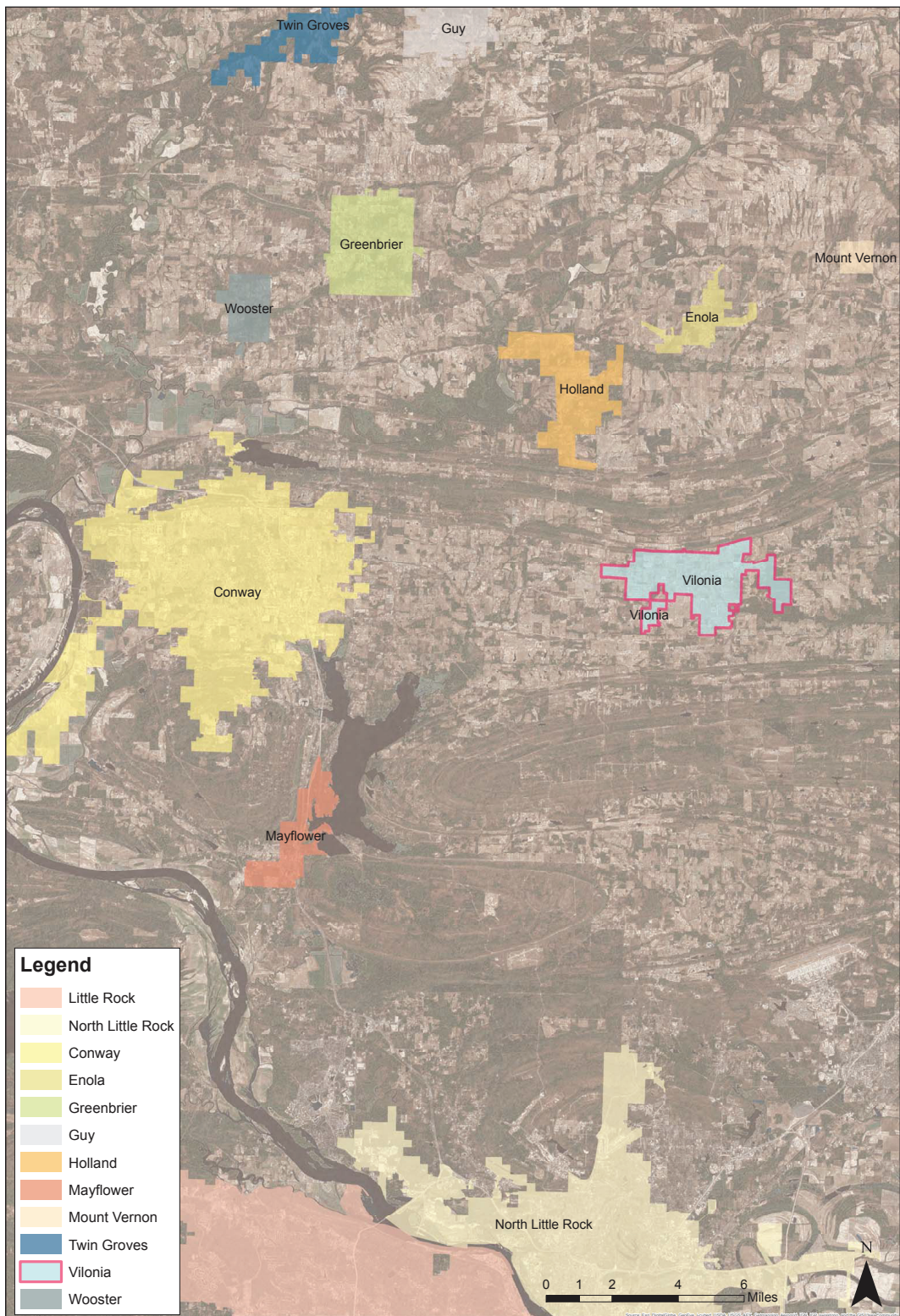
In 2012, Metroplan received a \$1.4 Million grant from the U.S. Department of Housing and Urban Development (HUD) to develop a comprehensive regional plan for sustainable development - in this case, the Imagine Central Arkansas plan. Successful implementation is a key feature of this program and Metroplan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

In November 2014, Jump Start was expanded to include Mayflower and Vilonia as additional Jump Start subject areas.

INTRODUCTION

Regional Map of Vilonia





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 VILONIA?

Twelve miles East from Conway and thirty miles North from Downtown Little Rock, Vilonia is set amongst a predominance of unincorporated Faulkner County. Vilonia has population relatively low as compared to Faulkner County which is 122,171 as of 2014 (ESRI). Vilonia has traditionally been a farming town and has been built around a strong school system. Vilonia has light commercial and retail areas along Main Street, but otherwise is predominantly residential. Most of the new single-family residential has been built outside of the Town Center. Few multi-family residential are in Vilonia.

The tornado in April 2014 (Vilonia's second in three years), offers the community the ability to rebuild Vilonia in a sustainable and resilient format. With consistent support from other design and recovery groups, Jump Start was presented to the City and the Rebuild Vilonia group as a means to establish the regulatory and implementation plans to move the vision forward.

The design and conceptual work has been performed by the University of Arkansas Community Design Center and students from the University of Arkansas, with collaboration

Goals for the Vilonia Town Center

- Improve pedestrian and bicycle safety with a particular focus on creating opportunities to safely cross Main Street.
- 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 center or family-focused gathering spot to leverage the area's need for neighborhood retail and services, attracting younger generations to stay in Vilonia, and create a resilient development pattern to support Vilonia's growing population.

with residents and stakeholders of Vilonia. A focus on the Town Center was realized through this process and this plan focuses on the means to implement that vision.

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GOVERNING ELEMENTS: DEVELOPMENT, ECONOMICS + POLICY

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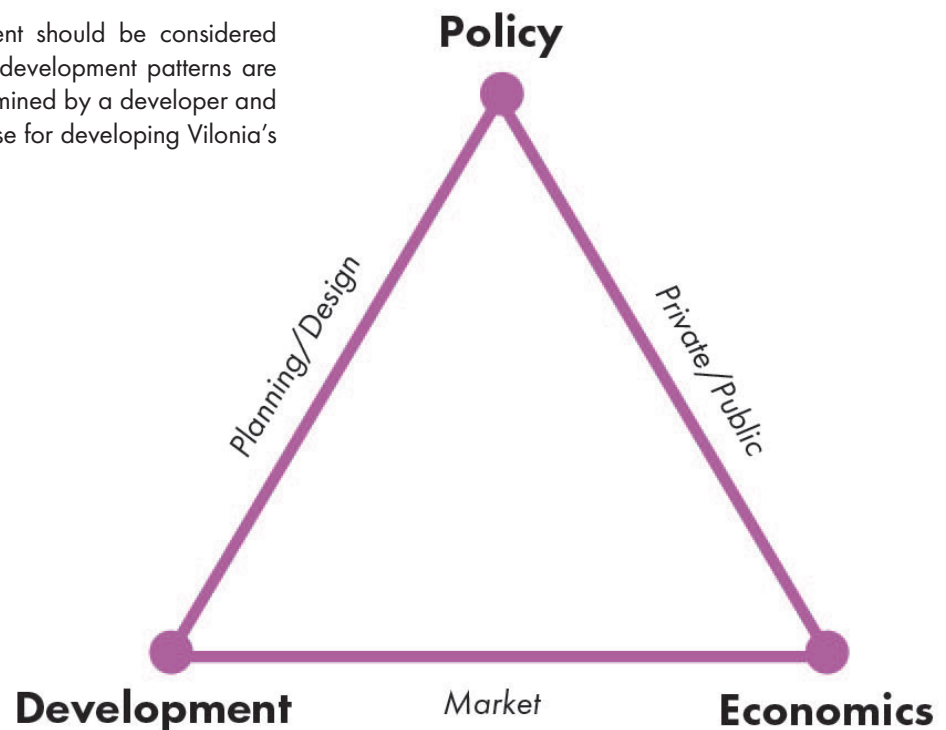
GOVERNING ELEMENTS: DEVELOPMENT, ECONOMICS + POLICY

Conceptualizing the desired development pattern for the Town Center starts the process for determining the strategies for the implementation plan. A detailed concept was produced by UACDC and reviewed by the community. The concept plan produced for the Town Center focuses on the goals of the initiative.

The top priority for this process was to improve the function for all traffic, including better options for pedestrian and bicycle safety to be realized and to expand connectivity. Streetscaping improvements were developed with a series of green infrastructure elements on Main Street 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.

From an economic standpoint, the two priorities are: incorporating housing diversity and catalyzing private development to create a central gathering spot for community events.

The illustrative plans in this document should be considered simply as ideas of how sustainable development patterns are formed. The final results will be determined by a developer and their market needs, goals and purpose for developing Vilonia's Town Center.



DEVELOPMENT: CONCEPTUAL PLANS

College Street at Main

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.

A public-private partnership should be used to develop the first phase of the Town Center development strategy. Having this type of development structure will decrease risk for a developer in a new or unexplored market area.

Any large green should be designed with green infrastructure techniques and systems in order to limit the need for underground stormwater piping and large mitigation areas.

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.



Bird's Eye view of the entire Town Center development area. (Developed by University of Arkansas Community Design Center)



Conceptual plan view of the entire Town Center development area. (Developed by University of Arkansas Community Design Center)

DEVELOPMENT: CONCEPTUAL PLANS

Main Street Proposed Design



This design is inspired by great boulevards. It includes a central drive throughway that allows pass through traffic to continue on, while incorporating edges of retail oriented lanes with angled parking. Each section is separated by wide green spaces with trails and serve retail with ample sidewalk space for pedestrians.

MAIN STREET 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 Main Street design.

The concept represented and recommended for improvements are only within the boundaries of the City and should be focused directly in the Town Center initially. As Main Street moves East and West from the Town Center, it is recommended that the gateway elements, such as street trees, lighting and wayfinding, be introduced to identify the entrance into the Town Center, but that the internal roadway improvements remain in the existing configuration in the near term with just the minor wayfinding and lighting improvements.

If the reinvention of Main Street as a boulevard is successful, then decisions on expanding the design through the entire city limits would be encouraged.

Any initial funding should be focused solely on the Town Center in order to successfully activate that location.



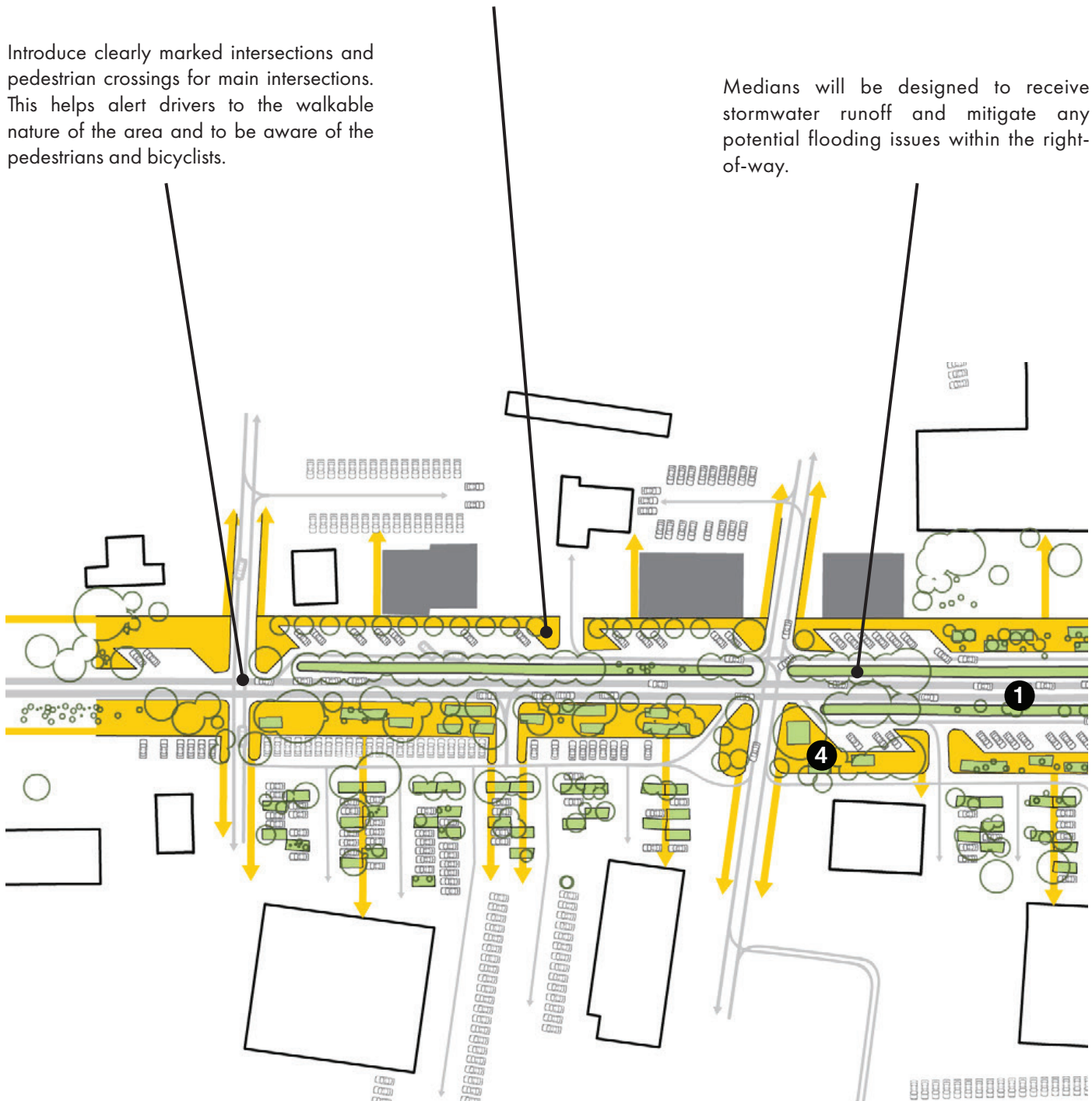
DEVELOPMENT: CONCEPTUAL PLANS

Main Street Streetscape Plan

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

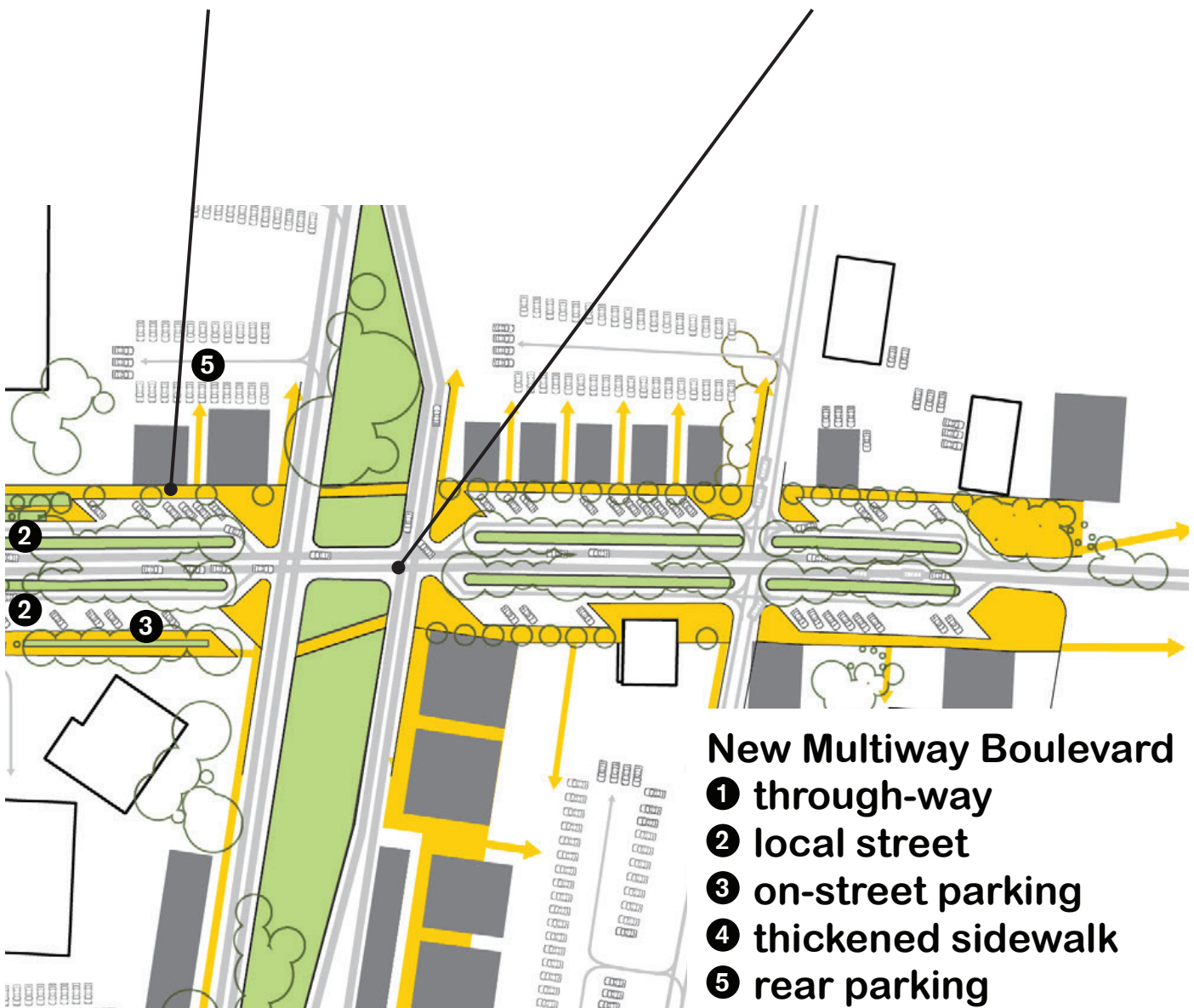
Introduce clearly marked intersections and pedestrian crossings for main intersections. This helps alert drivers to the walkable nature of the area and to be aware of the pedestrians and bicyclists.

Medians will be designed to receive stormwater runoff and mitigate any potential flooding issues within the right-of-way.



Pedestrian elements for Main Street need to be addressed by widening the pedestrian realm and reducing the size of vehicular traffic lanes.

Traffic signal placement at the new public project at College Street will be necessary to help guide traffic and create awareness of the proposed project.



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ECONOMICS: FEASIBILITY + RETURN ON INVESTMENT

Development Strategy



Virtuous Cycle of Reinvestment

The key to developing a successful and sustainable place is through public/private partnerships. The problem with many agreements for public/private partnerships is that they are often treated as subsidies, 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 again; 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. Using this number, we can safely assume that if development occurred at these intervals, a conservative analysis of the development has been achieved.

Roadway Improvement Cost Breakdown

| | |
|----------------------------------|-----------|
| Linear Feet of Roadway: | 920 LF |
| Cost of Roadway per Linear Foot: | \$728/LF |
| Total Streetscape Cost | \$500,000 |
| Green Infrastructure | \$97,200 |
| Approximate Cost of Roadway: | \$670,000 |

PUBLIC INVESTMENT

College Street and Long Meadow

The proposed Vilonia infrastructure concept focuses on streetscape improvements to College Street, including new sidewalks, curb, trees, associated landscape improvements within the right-of-way, and "Long Meadow" installation. Key intersections are to be improved to increase safety and create a sense of place. The College Street cross section is based on the concept from UACDC in the previous development concepts. Though the concept is being used, the idea of a town center is the viable approach. The location, partnership with a developer and landowners is required in order to make a catalytic project a success. Further refinement of the town center concept will be needed in order to meet market demands, build towards the character and community of Vilonia and build a more resilient community structure.

Though Main Street is a major concept for redesign in the Vilonia area, this study focuses on the near term public improvement that will effect a greater catalytic push and is more feasible in the near term. The time and funding need for a major renovation to Main Street is still a focus for long term economic development, but these other streets and connectivity needs to be the near term priority for Vilonia.

Assumptions:

1. Contractor general conditions and mobilization/demobilization costs are not included.
2. This estimate does not include site furnishings (benches, bike racks, etc.)
3. Pavement striping for each roadway section includes parking lines and two center lines and a fog line on each side of the road.
4. Roadway section includes two 12-ft lanes with angled parking one side of the road per west side of Town Square conceptual design by UACDC dated 1/18/15.
5. Roadway section includes 10-ft sidewalk on building side, 10-ft grass strip on park side with 5-ft sidewalk for half of length.
6. All sidewalks are assumed to be concrete.
7. All curb is assumed to be precast concrete.
8. Roadway sections include site lighting on both sides spaced at 50 feet.
9. Does not include special paving for street paving in front of farmer's market space.

Plan of Near Term Street Improvements



Near Term Street Improvements Perspective



ECONOMICS: FEASIBILITY + RETURN ON INVESTMENT

PRIVATE INVESTMENT SUPPORT

The following analysis takes the main block of the initial phase into consideration in an effort to show the potential returns that a private developer could obtain by building in a denser development format. This format, though all retail, should focus on the walkability, shared parking and an element of public-private partnership with the farmer's market within the block.

Program for potential development:

- 25,000 square feet of retail (1-2 restaurants at 2,000 square feet)

Table 1 demonstrates a 15 year investment where retail is 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.

Main Street and College 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 BOE
Summary of Results
 Vilonia Town Square

| | 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 | \$ 34,754 | \$ 71,594 | \$ 110,612 | \$ 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 | \$ 137,200 | \$ 141,316 | \$ 145,555 | \$ 149,922 | \$ 77,210 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Retail | \$ 55,656 | \$ 56,691 | \$ 116,380 | \$ 178,939 | \$ 244,360 | \$ 377,912 | \$ 527,931 | \$ 539,182 | \$ 554,122 | \$ 568,852 | \$ 583,365 | \$ 597,657 | \$ 611,722 | \$ 625,554 | \$ 643,043 |
| Total NOI | \$ 227,610 | \$ 269,601 | \$ 372,528 | \$ 480,768 | \$ 478,034 | \$ 539,071 | \$ 693,925 | \$ 710,155 | \$ 730,225 | \$ 750,237 | \$ 770,192 | \$ 790,089 | \$ 809,927 | \$ 829,705 | \$ 853,319 |
| Development Costs | | | | | | | | | | | | | | | |
| Multi family | \$ 995,422 | \$ 562,657 | \$ 610,880 | \$ 133,373 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| For-sale Housing | \$ 888,792 | \$ 946,296 | \$ 1,024,534 | \$ 657,828 | \$ 459,073 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Retail | \$ 36,787 | \$ 638,894 | \$ 684,996 | \$ 722,629 | \$ 1,301,119 | \$ 1,467,012 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Total Development Costs | \$ 1,032,209 | \$ 1,201,552 | \$ 1,295,876 | \$ 856,002 | \$ 1,301,119 | \$ 1,467,012 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Annual Cash Flow | | | | | | | | | | | | | | | |
| Net Operating Income | \$ 227,610 | \$ 269,601 | \$ 372,528 | \$ 480,768 | \$ 478,034 | \$ 539,071 | \$ 693,925 | \$ 710,155 | \$ 730,225 | \$ 750,237 | \$ 770,192 | \$ 790,089 | \$ 809,927 | \$ 829,705 | \$ 853,319 |
| Total Asset Value@ 10% | | | | | | | | | | | | | | | \$ 8,533,189 |
| Total Costs of Sale (2) @ 5% | | | | | | | | | | | | | | | \$ (426,659) |
| Total Development Costs | \$ (1,032,209) | \$ (1,201,552) | \$ (1,295,876) | \$ (856,002) | \$ (1,301,119) | \$ (1,467,012) | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Net Cash Flow | \$ (804,598) | \$ (931,951) | \$ (923,348) | \$ (375,234) | \$ (823,085) | \$ (927,942) | \$ 693,925 | \$ 710,155 | \$ 730,225 | \$ 750,237 | \$ 770,192 | \$ 790,089 | \$ 809,927 | \$ 829,705 | \$ 8,959,848 |
| Net Present Value @ 10% | \$ 919,481 | Unleveraged IRR: | | | | | | | | | | 12.8% | | | |

(1) Other Infrastructure costs are not allocated among each of the uses. The project net present value is therefore less than the sum of the net present values for the individual uses.

(2) Assumes asset sale in Year 15.

Source: Catalyst Commercial

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 for Phase 1, 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.

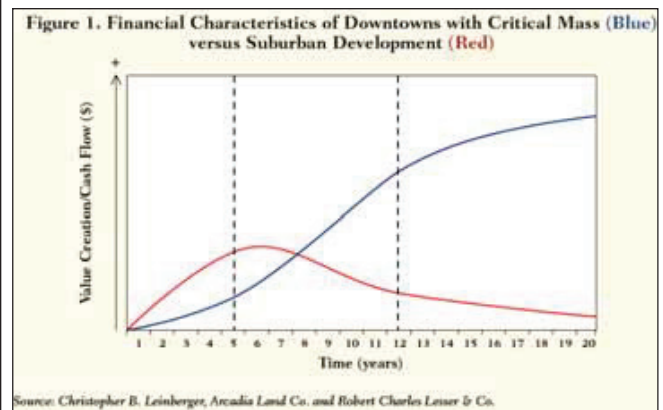


Table 2: Public Investment Pro Forma

| Fiscal Impact | | | | | | | | | | | | |
|----------------|-------------|-------------|-------------|-------------|-------------|-------------|--------------|--------------|--------------|--------------|---------------|--|
| | Year 1 | Year 2 | Year 3 | Year 4 | Year 5 | Year 6 | Year 7 | Year 8 | Year 9 | Year 10 | Total | |
| Retail Sales | \$1,500,000 | \$1,500,000 | \$3,000,000 | \$4,500,000 | \$6,000,000 | \$9,000,000 | \$12,300,000 | \$12,300,000 | \$12,300,000 | \$12,300,000 | \$ 74,700,000 | |
| Property Value | \$1,034,000 | \$1,518,000 | \$2,552,000 | \$3,586,000 | \$4,136,000 | \$5,236,000 | \$6,446,000 | \$6,446,000 | \$6,446,000 | \$6,446,000 | \$ 6,446,000 | |
| Sales Tax | \$30,000.00 | \$30,000 | \$60,000 | \$90,000 | \$120,000 | \$180,000 | \$246,000 | \$246,000 | \$246,000 | \$246,000 | \$ 45,340,000 | |
| Ad Valorem | \$2,122 | \$3,115 | \$5,237 | \$7,358 | \$8,487 | \$10,744 | \$13,227 | \$13,227 | \$13,227 | \$13,227 | \$13,227 | |
| Total | \$32,122 | \$33,115 | \$65,237 | \$97,358 | \$128,487 | \$190,744 | \$259,227 | \$259,227 | \$259,227 | \$259,227 | \$ 1,673,944 | |

| Return on Investment | | | | | | | | | | | | |
|-----------------------------------|----------------------|----------|----------|----------|-----------|-----------|-----------|-----------|-----------|-----------|-------------|-----------------|
| | Construction Yea | Year 1 | Year 2 | Year 3 | Year 4 | Year 5 | Year 6 | Year 7 | Year 8 | Year 9 | Year 10 | |
| Capital Contribution | -\$670,000.00 | | | | | | | | | | | |
| Net Cash Flow | -\$670,000.00 | \$32,122 | \$33,115 | \$65,237 | \$97,358 | \$128,487 | \$190,744 | \$259,227 | \$259,227 | \$259,227 | \$259,227 | |
| Net Cash Flow with Terminal Value | -\$670,000.00 | \$32,122 | \$33,115 | \$65,237 | \$97,358 | \$128,487 | \$190,744 | \$259,227 | \$259,227 | \$259,227 | \$2,851,499 | |
| Cumulative | | \$32,122 | \$65,237 | \$98,352 | \$162,595 | \$225,846 | \$319,231 | \$449,971 | \$518,454 | \$518,454 | \$3,110,726 | \$ 2,592,271.92 |

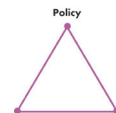
Investment Performance

| | |
|--------------|-------------|
| IRR | 25% |
| NPV | \$1,832,889 |
| Payback Year | 6.25 |

Assumptions

| | |
|-------------------------------------|-------|
| Fiscal Impact Growth (After Year 1) | 0.025 |
| Discount Rate | 0.06 |
| Estimated Sales/SF | \$300 |
| Average Value/sf | 110 |
| Sales Tax Rate | 2% |
| Millage | 10.26 |
| Capitalization Rate | 10% |

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

the appropriate policy within the Town Center.

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.

DISASTER RESILIENCE

Focus on disaster resilience will be essential for Vilonia in its recovery effort from the past two tornadoes. As the City continues to grow an effort to protect all residents and visitors during a future storm event will be more difficult if a resilience plan is not established. Through a series of small to large safe room development and planning within neighborhoods, a consistent method for protecting current and future residents will be secured.



Safe rooms around the Town Center Loop

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.

While context sensitive streets are more costly in the strictest sense, the additional cost of adding facilities for bicyclists and pedestrians is marginal and more than offsets the cost by the value premium to adjacent development. Looking at the big picture, creating a walkable, mixed-use place creates both quality of life and economic value benefits for a community.

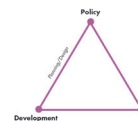
By creating a street that is easy to walk to and walk along; that allows diners to sit outside; that allows pedestrians to easily access public gathering spots, public parks, and safe routes to schools, the street is then unlocking intrinsic value that cannot be realized on any high speed roadway. The 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)

IMPLEMENTATION STRATEGIES

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IMPLEMENTATION STRATEGIES

PLANNING AND DESIGN

Form Based Code

Form based codes are land development regulations that foster predictable built environment results and a high-quality public realm by using physical form (rather than separating residential, commercial, and institutional uses) as its organizing principle.¹ Form based codes address the relationship between building facades and the public realm, the form and mass of buildings in relation to one another, and the scale and types of streets and blocks.² The Jump Start public process combined with the form-based code helps build a Vilonia that meets the vision of the community over time. A form based zoning code also offers Vilonia 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 Vilonia.
- 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 for adoption. There will need to be some time and expense in the training of current or future planning staff in the approach and vision for projects within the Town Center and the appropriate development patterns within it.

Partnership Opportunities

- Lead: City of Vilonia to work with other City departments

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

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

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

IMPLEMENTATION STRATEGIES

to adopt and implement the zoning.

- Support: local developers

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

A specific Complete Streets policy, in addition to the Master Street Plan regulations, offers Vilonia 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
- 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;

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 Vilonia Town Center. |
| | 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. |

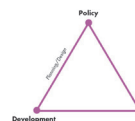
⁴ <http://www.smartgrowthamerica.org/complete-streets/complete-streets-fundamentals/complete-streets-faq>

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>



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

Options

- Enact a Complete Streets Ordinance that requires that the needs of all users are addressed in transportation projects. This ensures that overarching policy and intent is established with the current Master Streets Plan.
- Include planned thoroughfares onto a Master Thoroughfare Map in the Master Street Plan to show the connectivity desired through the City, but specifically, per

the vision for the Town Center.

- Allocate appropriate designs and street types based on the context for the vision of the Town Center. 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, Vilonia can work with existing transportation funding to incorporate complete streets strategies into new planning and project efforts.

Partnership Opportunities

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

Table 4 - Complete Streets Performance Measures

| | |
|-----------------|--|
| Outputs | Enactment of a Complete Streets ordinance completed. |
| | Percentage of locally-supported transportation projects in the Town Center area that incorporate Complete Street considerations. |
| | Number of street blocks with multi-modal facilities in the City's master street plan. |
| Outcomes | Miles of new sidewalks or biking facilities in the Town Center area. |
| | Percentage of workers commuting via walking, biking, transit or rideshare. |
| | Walk score in the Town Center area. |
| | Percentage of residents living within one half mile of a bike facility. |
| | Number of roadway fatalities (of users of all modes) |

IMPLEMENTATION STRATEGIES

GREEN INFRASTRUCTURE

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

The GI approach is based on four fundamental principles:

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

GI can be implemented as part of public and private development projects, adapted to a variety of contexts from rural to town center, and utilized in place of or in addition to more traditional stormwater control elements. Disaster recovery reconstruction should incorporate these innovative features as part of reconstruction efforts to help address localized flooding and improve stormwater quantity and quality impacts on Cypress Creek, the wastewater treatment plant, and receiving waters.

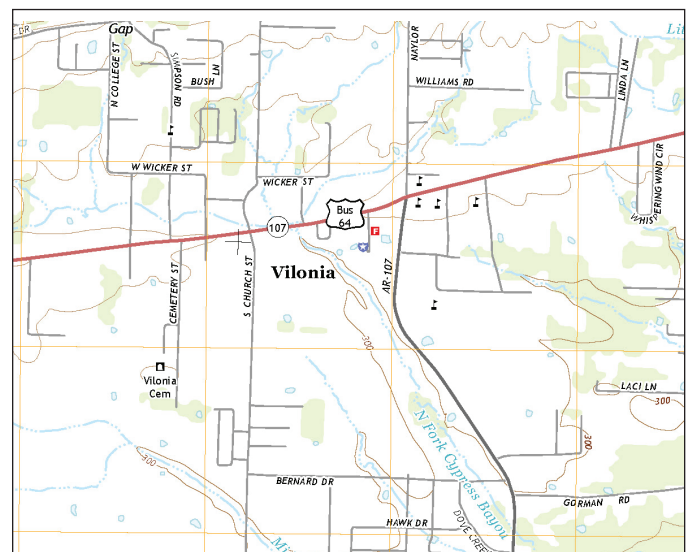
Green infrastructure tools, or “Best Management Practices (BMPs)”, include:

- **Bioretention systems** are shallow (6 to 9-inch) landscape depressions that utilize soils and plants to remove pollutants from storm water runoff and provide decentralized infiltration to groundwater. Stormwater runoff is directed to the bioretention or bioswale system for filtration and filtered runoff may be collected and returned to the conveyance system or allowed to infiltrate into the soil. Typically systems are designed to manage runoff from frequent, small magnitude storm events, with bypass to larger flood control systems during larger storm events. Where contaminated soils due to previous land uses exist, lined bioretention systems with underdrains can still provide water quality filtration without infiltration to groundwater.
- **Green roofs** are covered with vegetation and a growing medium installed over a waterproof membrane. Green roofs absorb rainwater, provide insulation, create wildlife habitat, and help to mitigate urban heat island effect and lower urban air temperatures.
- **Permeable pavement** refers to a range of materials

and techniques applied to streets, parking areas, plazas, and walks designed to allow infiltration of stormwater through the surface into the soil below where the water is naturally filtered. Systems include porous concrete, permeable bituminous asphalt, brick or paver systems, and stabilized grass areas.

- **Trees** are stormwater machines, in addition to providing a host of other environmental, economic, and community benefits. Trees draw moisture from the ground and intercept and store rainfall, which can significantly reduce local flooding, delay the onset of peak flows, and lessen requirements for additional stormwater infrastructure. Street trees can also be planted within “tree box filters”, which are in-ground tree containers designed to receive, naturally filter, and infiltrate runoff from adjacent impervious areas such as streets and/or walks. Some tree box filter systems include pre-treatment sumps to increase pollutant removal and simplify long-term maintenance. Tree box filters with side and bottom openings in conjunction with structural soils can help encourage infiltration and accommodate unrestricted root growth.

Vilonia can utilize innovative yet simple stormwater policy adjustments in tandem with the community vision and form-based zoning strategies to encourage implementation of GI BMPs as a preferable cost-effective alternative while also providing for flexibility based on site conditions. Policy tools include enhanced stormwater performance standards including filtration for water quality, regulatory incentives for implementation of



Vilonia USGS Topography

GI within designated town center zones, site design guidelines demonstrating GI implementation in Vilonia using specific case studies, and simple submittal checklists to clarify expectations.

The form and intensity of development also has a significant contribution towards impact on receiving waters. The proposed compact, town center development pattern minimizes impervious area on a per-capita basis at the neighborhood/watershed scale. Lowering parking requirements, minimizing pavement widths, concentrating growth to reuse existing infrastructure, and prioritizing redevelopment and infill can minimize overall impervious area in the watershed, thus reducing stormwater runoff and impacts on Cypress Creek and the sewer treatment plant.

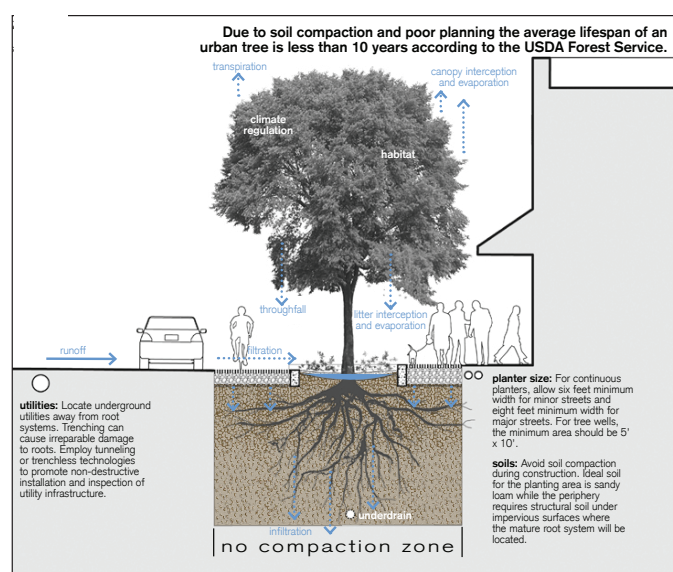
Options

- Include green infrastructure BMPs as an integral part of street retrofit design, including bioretention systems, bioswales, permeable pavement, and properly designed street trees.
- Prepare site design guidelines that demonstrate appropriate green infrastructure implementation calibrated to the unique character, density, and intensity of development in the form-based code.
- Prepare a simple site planning and design review checklist as a required submittal for new private development and redevelopment projects. The purpose of the checklist is to serve as a guide, clarifying municipal expectations and ensuring watershed health and green infrastructure are priorities.
- Require appropriately designed large canopy trees be planted as part of new public infrastructure improvements as well as new private development or redevelopment

projects. Provide guidance for appropriately designed trees coordinated with buried utilities, especially for town center streets.

- Set a minimum tree canopy coverage requirement for new development or redevelopment projects. This could be a City-wide goal over time, a site-by-site requirement, or a combination of both.

Include stormwater management or other incentives for planting of additional trees beyond those required, potentially including developer donation of street trees for planting elsewhere within the neighborhood.



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

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

Utility Strategy

Given Vilonia's current size and community vision, a strategic and cost-conscious infrastructure strategy is recommended. Strategic planning may lead to more efficient use of infrastructure funding supporting enhancements within the town center area. A comprehensive wastewater study should prioritize future treatment plant and lift station investments in coordination with the community's updated conceptual plan and zoning code, aligning infrastructure investment with future growth.

Burying electric and communications lines, while costly, can provide significant long term value as a boost both to resilience during storm events as well as to town center aesthetics. Burying of utilities must be studied and coordinated properly with right-of-way standards, especially for town center street types, to ensure utilities fit with proper horizontal and vertical clearances. Utility layouts must allow room for properly designed street trees.

DISASTER RESILIENCE + SAFE ROOMS

Housing and Construction

Mobile Homes

Mobile homes are not a safe location in the event of any size tornado. Even mobile homes with well installed tie down systems cannot withstand the force of tornado winds. Vilonia should undertake strategies to encourage mobile home owners and tenants to relocate to permanent structures. Vilonia can consider a program to purchase the land or partner with a development company to purchase the land on which mobile homes are located. Those currently renting mobile homes may be able to take advantage of affordable housing programs in their area to relocate to permanent housing. For owners of mobile park plots there may be an opportunity to redevelop the existing plot for permanent housing. Depending on how the project is undertaken, it may require the initial relocation of tenants to an off-site location while housing is completed. Vilonia could consider creating an incentive program with a local bank that would allow mobile home owners to donate their residence to the town in exchange for a down payment to purchase a home elsewhere in the community.

Safe rooms should be included in any new construction that takes the place of the mobile home park. If removing the mobile home residences is not a viable option, Vilonia should develop a community shelter on the premises that can accommodate all occupants.

Tornado Resistant Buildings

Vilonia should adopt construction requirements that use wind speed designations to guide the structural design of homes and other buildings. All buildings should be required to withstand minimum wind loads and meet opening protection requirements. One option includes providing a "continuous load path" to transmit wind loads from a building's roof to its foundation. A continuous load path is achieved by using materials and construction methods that help to hold the structure together when high winds try to pull it apart or move it off its foundation. Additional types of building codes includes requiring fasteners and connectors used for cladding; fenestration (doors and windows); and roofing.

Different types of buildings can be designated different wind loads based on occupancy and use. For example, for high occupancy buildings and facilities required to remain functional during a high wind event (e.g. hospitals, police and fire stations, and 911 call centers), communities can adopt codes that require a higher wind load designation than other less critical buildings.

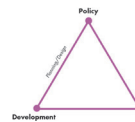
FEMA studies indicate that wind essentially slides over a multi-sloped "hip" roof, making it better able to withstand high winds than a traditional gable roof. Additional design considerations for resisting wind uplift forces include a 30-degree slope and a roof overhang of less than 20 inches. When not securely attached, shingles can be damaged or torn away by high winds. When this happens, the home's interior is vulnerable to rainwater. Displaced shingles can also act as flying debris, potentially causing damage to other structures. The use of nails (vs. staples), the number used and their placement can enhance wind resistance.

Building codes should also ensure that walls are securely bolted to a foundation. Masonry chimneys that extend more than six feet above the roof or have a width of 40 inches or more should contain vertical reinforcing steel placed along the four interior corners. The connection between the roof structure and walls is one of the most important connections that provide stability. Attaching wall studs to the roof rafters with metal 'hurricane' clips instead of nails ensures a tighter connection which will stand up to larger wind loadings.

Vilonia should consider conducting audits of current structures to ensure a basic level of compliance with current building codes.

Safe Room Construction

To ensure the safety of all citizens in the event of a tornado, Vilonia needs to provide construction standards for storm



shelters, safe rooms and best available refuge areas. While stronger high-wind resistive construction methods allow buildings to better survive severe storms, in the case of a direct impact from a tornado, a storm shelter, safe room or best available refuge area may be required for survival. For new construction or major renovation of existing buildings, plans should include developing an interior space or an underground shelter to the specifications provided by FEMA. FEMA designates that these safe rooms/shelters should be designed to withstand wind speeds of 250mph and to deflect wind driven debris based on a 15 pound 2inch x 4inch board traveling horizontally at 100mph. Exact specifications for resilient safe room construction is described in FEMA's "Taking Shelter from the Storm" P-320 guidance document. Where individual safe rooms/shelters are not available (such as in a mobile home park) group or community shelters can be built nearby to accommodate this need. Depending on circumstances FEMA may provide funding for similar shelters. Exact specifications for resilient community safe room construction is described in FEMA's "Design and Construction Guidance for Community Safe Rooms" P-361 guidance document.

In commercial or public use buildings refuge areas should be constructed or strengthened to provide protection to all occupants that could be within the structure during an impact. Interior partitions away from windows, on a ground or basement level, and that fit tightly to the roof or floor structure above provide the best stability. Poured in place reinforced concrete and reinforced masonry well connected to building supports provide the best protection and durability.

Preparedness

Vilonia needs to ensure there is a robust community alert system in place and that all citizens are educated on what to do in the event of a disaster event. Citizens should be educated to identify the difference between National Weather Service "Watches" and "Warnings", tornado alert sirens, and what they mean in regards to dangerous phenomenon. If Vilonia has not already, the City should also:

- Develop a community response plan and designate group shelter locations for those living in unsuitable domiciles or without safe room access.
- Engage community members by holding preparedness drills, and reinforcing the need for each family to have and practice their own plan.
- Provide instructions and materials for families to build their own emergency preparedness kit.

- Purchase and provide portable and battery powered NOAA weather radios that help convey warning information and communicate official instructions issued by local emergency management officials.
- Provide educational information on the warning signs of tornado impact which may include a dark or greenish colored sky, large hail, and a low and dark cloud with signs of rotation.
- Citizens should also be advised to store important documentation such as birth certificates, insurance policies, social security cards, ownership certificates, and wills in a waterproof and fireproof safe.
- The majority of fatalities and injuries from tornado impacts are dislodged or flying debris. Citizens should also be advised to:
 - Move chairs or beds away from windows, large mirrors, or other glass frames.
 - Refrain from placing heavy unsecured items on shelving and install wall anchors for any free standing bookcases and shelving.
 - Secure furniture with "L" brackets or eyebolts to the closest wall.
 - Secure toxic, poisonous, or flammable liquids in another area beyond the main structure and away from emergency supplies.
 - Secure lawn furniture, trash cans, hanging plans, or other small and potentially hazardous items that can be picked up in heavy winds.
 - Strengthen existing garage doors to improve wind resistance.

Community

Tree Selection, Planting, and Maintenance

Carefully planning what type of trees are planted and where can help avoid conflicts with above-ground utilities. In severe storm events, falling trees or tree limbs typically are the cause of damage to above-ground utilities, resulting in dangerous potential for electric shock and power outages to homes and businesses. Strategic selection of tree planting locations can significantly reduce the potential for trees to damage aboveground utilities

The closest a tree should safely be planted near an overhead power line can be calculated by measuring half the average mature crown spread of the tree and adding 15 feet to the

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measurement. Many local governments enact and enforce tree ordinances and/or landscape ordinances which include requirements for planting trees in association with new development. These ordinances commonly include lists of recommended wind-resistant tree species. Research and post-storm observations have determined that certain tree species are more wind-resistant than others. Local governments should establish or revise tree ordinances to encourage planting of wind-resistant species, and inform the public of preferred tree species for wind resistance.

Strategic burying and/or consolidation of overhead utility infrastructure will reduce the risk of damage from falling tree limbs while also accommodating proper placement and more substantial species selection within the Main Street context.

Sign Ordinances

Provisions can be added to local sign ordinances to improve resiliency of signs to withstand high winds. By revising existing sign ordinances (or establishing new sign ordinances) to include these provisions, new signs will be more resistant to damage from high winds in severe storms, and less likely to become wind-borne debris. A community's sign ordinance can include language to establish appropriate requirements for compliance with the IBC, such as: "All signs other than temporary signs shall be designed, constructed and maintained in accordance with the International Building Code (IBC)." Additional standards that may be considered include requiring supports and braces to be adequate for wind loadings (e.g. all metal, wire cable supports and braces and all bolts used to attach signs to brackets and to the supporting structure be of galvanized steel or an equivalent corrosion-resistant material); requiring sign anchoring to prevent any lateral movement that would cause wear on supporting members or connections; and prohibiting suspension of signs by chains or other devices that would allow the sign to swing due to wind action.

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Table 6 - Disaster Resilience Performance Measures

| | |
|-----------------|--|
| Outputs | Inclusion of structural and building disaster resilient regulations into building codes |
| | Creation of a safe room connectivity and development integration rules |
| | Adoption of safe room design guidelines and a checklist that prioritizes safe room integration |
| Outcomes | Adoption of a safe room connectivity and development plan |
| | Total number of safe room |
| | Total amount of safe room capacity city-wide and within a 5-minute walk of each development |
| | Integration of building disaster resilient regulations into building codes |

PUBLIC/PRIVATE RELATIONSHIPS

Affordable Housing

Creating a detailed housing plan is largely dependent on funding, partnership potential with local developers, and how the other parts of this implementation plan come to fruition. Below are some options to consider for the best plan to incorporate mixed income housing plans as the implementation plan moves forward for Vilonia. Our team suggests hiring a consultant to help apply for and then manage any State-run housing or community development program efforts, such as HOME and CDBG. There are many federal and state rules that accompany these sources of funding and the learning curve on those rules and regulations can be tough. The contact at the HOME office listed below has a list of consultants frequently working in this arena throughout central Arkansas.

Affordable Housing is an essential component to any town or city. It provides housing for school teachers, EMTs, police officers, firemen, and other public servants. Where possible, Vilonia should integrate affordable housing into market rate housing areas. This allows for a mixed income community, which will result in a stronger, more diverse tax base. As Vilonia looks to the future the town should be prepared for population growth by promoting housing that is designed to fit into the planned town fabric and also serves a variety of incomes. The following suggestions can be used to further develop the town center in the Vilonia 2030 town loop plan.

HOME Investment Partnerships Program (HOME)

Overview

The HOME Investment Partnerships Program (HOME) provides formula grants to States and localities to fund affordable housing activities. HOME is funded by the Housing and Urban

Development Agency (HUD) and is the largest federal block grant to state and local governments designed exclusively to create affordable housing for low and moderate income households. Vilonia is not a HOME entitlement community but can apply to the Arkansas Development Finance Authority (ADFA) to receive a part of the State's allocation of HOME funding. All HOME funded projects must be used to benefit households at or below 80% median family income (MFI) for homeownership. All HOME funds used for rental housing and tenant based rental assistance must be for families whose incomes are at or below 60% of the area median income and all homeowner activities must benefit families whose incomes are at or below 80% area median income. In order to meet program rules, the State may require that certain projects benefit households at lower income thresholds. HOME funds the following affordable housing activities:

- Homeowner activities: assist homebuyers finance the purchase of a home, and assist homebuyers and existing homeowners rehabilitate their homes.
- Rental Development: acquire, construct and/or rehabilitate multi-family and single family rental housing.
- Tenant based rental assistance (TBRA): provide security deposits, rental subsidies or utility deposits (in conjunction with a security deposit or rental subsidy) to assist tenants needing rental assistance.

How to Apply

To apply for State of Arkansas HOME Program Funding grant from ADFA, visit: <http://www.state.ar.us/adfa/programs/hipp.html>. Vilonia may want to consider hiring a local consultant to apply for and manage the HOME funds from ADFA. A list of certified consultants can be obtained from ADFA by contacting Joe Riddle at (501) 682-5860. Vilonia should consult MetroPlan to develop a Request for Proposal (RFP) to procure the most qualified consultant.

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Low Income Housing Tax Credits (LIHTC)

Overview

Vilonia can work with local affordable housing developers, who have experience effectively executing LIHTC before, to encourage them to apply for LIHTC funding from the State of Arkansas for qualifying multi-family housing projects in the study site. Vilonia staff should be in contact with the LIHTC administrators at the state level and learn more about successful LIHTC projects in their area. In Arkansas, LIHTC project range in size from 10-15 units up to 70-100 units. State of Arkansas HOME funds provide up to \$450,000 per project for up to half of the LIHTC projects funded each year.

How to Apply

For more information about the LIHTC program in Arkansas visit <http://www.state.ar.us/adfa/programs/lihtcp.html> and contact Kuhl Brown, Multi-Family Housing Manager, 501-682-5927 or kuhl.brown@adfa.arkansas.gov.

Additional Affordable Housing Funding Sources

Arkansas Housing Trust Fund

Arkansas Development Finance Agency also runs the Arkansas Housing Trust Fund. The fund supports projects and activities that assist persons at or below eighty percent (80%) of the area median income. The goals of the program are to:

- Provide a flexible source of funds for communities to address their affordable housing needs;
- Help families attain economic stability;
- Revitalize distressed neighborhoods and build healthy, vibrant communities by developing high-quality affordable housing;
- Leverage additional private investment in Arkansas communities;
- Contribute to economic growth through increased housing production, employment, and tax revenues, thereby benefiting all the citizens of the state;
- Alleviate deficiencies in the supply of safe, accessible, and affordable housing for the citizens of the state most likely, because of low incomes, to suffer from these deficiencies, including without limitation persons who are homeless, disabled, elderly, or victims of domestic violence; and
- Alleviate deficiencies in the supply of safe, accessible, and affordable housing for the citizens of the state living in rural areas.

Vilonia should reach out to Joe Riddle at (501) 682-5860 at ADFA for more information. Frequently, these funds are used to support ongoing community efforts related to other affordable housing efforts.

Additional Homeowner and Homebuyer Programs

Arkansas has several programs targeting homeowners and potential homebuyers. Vilonia should consider putting together a program to market these programs to residents. These include:

- **“HomeToOwn” (Mortgage Revenue Bond Program):** Provides low interest rate loans to low and moderate income Arkansans. Borrower must be a first-time-homebuyer unless the property is located in a Targeted County.
- **“HomeToOwn” (Mortgage Backed Securities Program):** Provides competitive interest rates to low and moderate income Arkansans. Borrowers need not be a first-time-homebuyer.
- **Mortgage Credit Certificate Program:** Provides tax credits up to \$2,000 in a given year to homebuyers. A Mortgage Credit Certificate is a direct dollar for dollar federal income tax credit to the homebuyer.
- **Down Payment Assistance Program:** Provides down payment assistance to qualifying lower income Arkansans.
- **ADFA’s Arkansas Dream Down Payment Initiative:** Provides down payment assistance to qualifying lower income Arkansans.
- For more information regarding each of these programs visit <http://www.arkansas.gov/adfa/programs/mrbp.html>.

Performance Measures

Below are some potential performance measures that can be applied to Vilonia’s affordable housing plan:

- Inclusion of affordable housing in the Town Center development implementation
- Creation of incentives program to help control how development occurs in the town loop plan

Residential Development Incentives

There are several ways to attract developers to specific sites or areas. Vilonia should create incentives, such as reduced impact fees, reduced permit fees, and reduction in the amount of time to get permits in order to make the site more attractive to

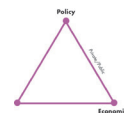


Table 7 - Housing Opportunities + Conditions Performance Measures

| | |
|-----------------|--|
| Outputs | Application for State CDBG/HOME funding completed. |
| | Incentives for developers implementing mixed-income housing with a set goal for work force housing |
| | 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 the Town Center. |
| | Number of infrastructure upgrades completed to accommodate new and/or upgraded housing. |
| | Number of new housing units constructed in the Town Center. |
| | Number of new affordable units constructed in the Town Center. |
| | Percentage of renter and new owner housing units affordable to households earning 80 percent of HUD area median family income. |

developers. It may also be a good idea to initiate discussions with developers about considering other incentives from the developer's perspective.

Many times in new growth areas, developers partner with the municipality or town pay for the infrastructure related to the site. Many times, the municipality or town agrees to do so to attract developers. Vilonia should ensure that developers involved in the redevelopment of the study area be responsible for funding the portion of infrastructure related to their site, with little exclusion. Exclusions can be helpful to integrate essential elements of the implementation plan, but the over use of exclusions in this case would result in increased out of pocket costs for Vilonia. Vilonia should consider exclusions for developers building Low Income Housing Tax Credit properties or other federally –assisted affordable housing projects, as these projects have reduced access to capital and restricted developer profit margins.

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 Vilonia 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 Vilonia 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.

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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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 and any additional sewer and water upgrades. Vilonia can apply here: <http://www.arkansasedc.com/grants>
 - As with HOME funds, a local consultant could help Vilonia apply for and manage the CDBG funds (or both types of HUD funding). Vilonia 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 Vilonia
- 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.

Enhance Walkability + Connectivity

Walkability and connectivity is a key issue for the City of Vilonia. Improving walking conditions will help to fulfill Vilonia's vision of achieving thoughtful planning that creates a sense of place, progress, and beauty, and will strengthen the community socially and economically. Furthermore, improved pedestrian connections and safety are a fundamental part of the Concept plan for Vilonia, which includes establishment of the Town Loop, a Town Center, walkable neighborhoods with single family homes, bike trails, and tornado safe rooms. Development of the Town Center is intended to be the first and most catalytic of

several phases that will culminate in the implementation of the Concept developed through this process in close consultation with the community.

Vilonia's existing plans and policies have set a preliminary foundation for improvements to walkability and biking opportunities in the City. The City's 1998 Land Use Plan states the policy to "create a circulation system in high density areas that supports, protects, and invites pedestrians," and to support the development of "continuous walking and bicycle trails." The City's Master Street Plan from 2003 identifies policies of: requiring sidewalks on both sides of arterials (but not all streets); constructing new streets in a grid network; requiring pedestrian scale lighting on all streets; creating a sidewalk and bike path comprehensive network; and discouraging the construction of cul-de-sacs except in cases where no viable alternative exists. However, accessibility and connectivity challenges currently create serious safety risks and inconveniences for Vilonia's residents and visitors. The majority of streets and roads throughout the City do not have sidewalks, leaving pedestrians to walk in ditches or on the road, "sharing" the same spaces as passing vehicles, which is a significant threat to community safety.

In addition to improving walkability to enhance students' ability to walk safely between their homes and their schools, the need for improved walkability between the safe rooms in Vilonia is extremely important. Particularly for residents whose mobility is more limited, the presence of a paved and seamless route between their homes and the safe rooms in the event of a tornado warning is the only way that the safe rooms will be able to serve their purpose of protecting lives. Given that Vilonia's population is expected to increase by approximately 5,600 residents between now and 2030, ensuring that development happens in areas that are accessible to the City's new Town Center and safe rooms, and that it provides all students access to pedestrian facilities to get to school, is critical.

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

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

Table 8 - Safe Routes to Schools Performance Measures

| | |
|-----------------|---|
| Outputs | City approval and implementation of all pedestrian-related provisions in this plan (and associated zoning recommendations completed). |
| | Development and implementation of an SRTS program completed. |
| | Incorporation of SRTS program into existing City plans. |
| | Percentage of locally-supported transportation projects in Vilonia that incorporate SRTS considerations. |
| | Number of walk-or-bike-to-school events held (by type, e.g. number of walking school buses formed) |
| | Amount of funding for improvements obtained. |
| 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 Vilonia Town Center area. |
| | Walkscore in the Vilonia Town Center area. |
| | Percentage of residents living within one half mile of a bike facility. |
| | Number of roadway fatalities (of users of all modes). |

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.

An SRTS program can provide options to students attending all levels of Vilonia's public schools. The fact that all three schools are located on adjacent parcels provides an opportunity to achieve efficiencies in providing connections and facilities

to encourage walking and biking to schools. As the Vilonia Concept is implemented and housing is constructed primarily in areas within walking distance to schools, the portion of the City's student population that can take advantage of these opportunities will also be greater. Currently, sidewalks surround the school parcels and extend only for a few blocks along the south side of Main Street.

A number of resources are available that provide guidance and information on getting started with an SRTS program. The Safe Routes to School National Partnership identifies several key components of a program, include¹²:

- **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

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driving in neighborhoods near schools.

- **Engineering** – Well-connected, accessible sidewalks 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.

General Approach

Because Vilonia's challenges related to walkability and connectivity are heavily influenced by the built environment, a two-pronged approach is necessary: one that addresses both physical/engineering considerations, and policy and programmatic activities to improve the community. Neither component, on its own, is likely to be successful without supportive actions with respect to the other in place.

Implementation of this strategy should be conducted in an incremental approach that aligns with the phases of development of the Town Center. The City should begin by first focusing on where bicycle and pedestrian use and access is most important (e.g. both around the Town Center and the schools, eventually connecting the two areas) and concentrate on specific improvements in those places, while ensuring appropriate policies are in place to support them. As initial improvements are successful and enhance residents' ability to travel throughout town, their incentive to support similar initiatives in the future should only increase.

Programmatic Strategies

- Work with Student Council, and other school-affiliated groups to identify and plan for a walk- or bike-to-school day. Provide incentives (e.g. special breakfast, stickers – whatever motivates students) for participants to generate interest.
- At middle and high school levels, establish mileage clubs with specific prizes for top achievers (e.g. could be organized/funded by PTA or booster group).
- For the elementary school, identify opportunities to establish "walking school buses" and "bicycle trains" – establish a few key routes and identify volunteers to lead them. To catalyze the growth of these buses and trains, the volunteers could begin by conducting them one day per week and build up in frequency as interest grows.

Policies and Assessments

- Implement new requirements for the construction of sidewalks on both sides of all new streets of all classes. More generally, the city can review existing plans and identify ways to strengthen them in support of this plan, if and when

this is not already done through the implementation of the Town Center concept and overlay district.

- In addition to implementing the necessary policies, the City should confirm that all existing plans support this plan with respect to walkability, connectivity, and safety for both pedestrians and bicyclists. Furthermore, ensure that all infrastructure projects like street upgrades (over which Vilonia has control or the ability to influence design) are adhering to both the letter and spirit of the city's policies. Where any gaps may exist, the City should identify and carry out actions to address them.
- Conduct a bike- and walk-to-school audit, coordinated with school officials, parents, and students. This will help assess current conditions and validate known needs or identify new ones. Begin formal documentation of a priority list of improvements.
- The City should identify opportunities to implement incentives for developers to exceed requirements for bicycle and pedestrian design and improvements. Discussions with developers about current obstacles may shed light on which incentives would be most effective and achieve mutually beneficial solutions. This can be done at very minimal cost to the City.
- Once the SRTS program has been established, insert references of the program into City Plans, including the Master Street Plan, to help position the program to receive additional funding, as well as build awareness and gather support.
- Continue to involve the Arkansas Highway and Transportation Department (AHTD), Metroplan, the school district, fire and police, and other stakeholders in planning for implementation of this SRTS strategy, and identify any additional enforcement opportunities to improve safety.

Engineering-Based

- Begin or continue discussions with AHTD to identify opportunities for Vilonia to receive new funding and/or leverage existing funding for pedestrian improvements, through the state's Safe Routes to School program (or other programs as applicable).
- Improve the use of signage for three purposes: helping identify best routes for bicyclists and walkers, remind drivers of bike/ped presence, and to emphasize focus on town center/TOD concept area (placemaking/wayfinding).
- Note importance of lighting improvements and discuss their inclusion in developer requirements for new developments.

Table 9 - Merchant Association Performance Measures

| | |
|-----------------|---|
| Outputs | Development of a grant program for facade improvements |
| | Incorporation of facade improvement recommendations into existing transportation and city plans |
| | Increase in the number of projects that incorporate facade improvements (landscaping, etc.) |
| | Number of buildings with facade improvements completed |
| Outcomes | Number of new businesses in Town Center |
| | 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 Town Center |

Funding Options

Federal

- National Center for SRTS – The National Center for SRTS distributes mini-grants directly to schools for smaller SRTS projects (i.e. helmet/safety vest/flashing light purchases for low-income students, kick-off events and workshops, bike share/rental programs, etc.). State coordinators are responsible for distributing other Federal SRTS funding.

State of Arkansas

- AHTD receives funding from US DOT (which comes from both the Highway Trust Fund and general funds); some of these funds is spent directly by AHTD (generally for rural areas), while the rest is distributed to the state's MPOs, such as Metroplan, to fund projects in metropolitan regions that meet federal eligibility criteria. In general, FHWA funds are administered by AHTD and require state or local government to match a certain percentage of the funds (generally the required match is 20 percent).
- AHTD regularly funds engineering-based projects throughout the state to improve walkability through its SRTS program; Vilonia should begin and/or continue to stay in contact with AHTD to identify additional opportunities for such funding in the future.
- Department of Parks and Tourism – The Department could be a source of both funding and partnership/support for trail, park, and tourism-related developments in and around Vilonia.
- Department of Health – Because walking and biking on a regular basis have been shown to be linked to improved public health outcomes, the Department of Health also has a vested interest in supporting these activities.

Metroplan

- As mentioned above, federal funding for transportation projects and programs is distributed to Metroplan from AHTD for eligible projects in the Central Arkansas region. Metroplan has a longstanding relationship with the City, helping to support improvements that improve walking and biking conditions.

Private Sector

- Developers – The City should approve a requirement that developers construct sidewalks on all new streets. As mentioned above, the City can also implement no- or minimal-cost incentives for developers to provide sidewalks, such as an expedited review process.

Partnership Opportunities

- Lead: City of Vilonia (Planning Commission, City Council), Vilonia School District
- Supporting partners may include: Student Council, PTAs, Fire Department and Police Department.

Resources

- National Center for Safe Routes to School, <http://www.saferoutesinfo.org/>

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

The Vilonia Town Center 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 built environment. In some cases, shops along Main Street cannot be safely accessed by pedestrians

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

IMPLEMENTATION STRATEGIES

given the lack of crossings and the speed of vehicle traffic. A retrofit of Main Street, which would add 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 Town Center 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, Vilonia 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 Vilonia'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

Vilonia Town Center 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 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 Main Street in the Town Center. 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 the Town Center can support needed connectivity improvements for City trails. By making the commercial corridor bike/pedestrian accessible, Vilonia 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 the Town Center.

Partnerships

Town Center 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 Arkansas Economic Development Commission.

MARKET ACTIVITY

Retail Recruitment

For effective retail recruitment the community must understand its strengths and weaknesses and target those clusters that have the greatest chance of success. To do this, a comprehensive understanding of the market and local assets are needed. For the purpose of this initiative, the following steps should be taken for effective recruitment of quality retail.

Understand the Market

1. *Census of Existing Businesses*
 - i. Identify under-represented or saturated uses to understand composition of market. Collect name, category (i.e gas station, bank, restaurant, fast food, etc.), address, longitude, latitude, and any additional locational attributes.
 - ii. The business database will serve as a list of peers for retail attraction and outline competitor locations for prospects and be used to for void analysis purposes.
2. *Determine the Trade Area*
 - i. Outline a realistic geography that is based upon distance to other retail nodes (i.e Conway), natural features, man-made features, drive time distances, population distribution, and gravity of the local market. (For the purpose of this analysis, a reasonable trade area would be 10 minute drive time).
3. *Determine Capacity of Existing Trade Area*
 - i. Purchasing Power (Population of trade area x income)
 - ii. Retail Demand (rule of thumb is 25 percent of Purchasing Power)
 - iii. Existing Supply
 - iv. Retail "Gap"
4. *Developing the Retail Strategy*
 - i. Determine what categories are sustainable, optimal and achievable.
 - ii. Determine the value proposition of "Why Vilonia" compared to alternatives.
 - iii. Determine uses that align with the vision for the district?
5. *Qualifying Uses*
 - i. An inventory of available space should be developed to identify potential development/redevelopment locations which shall include:
 1. Owners Information

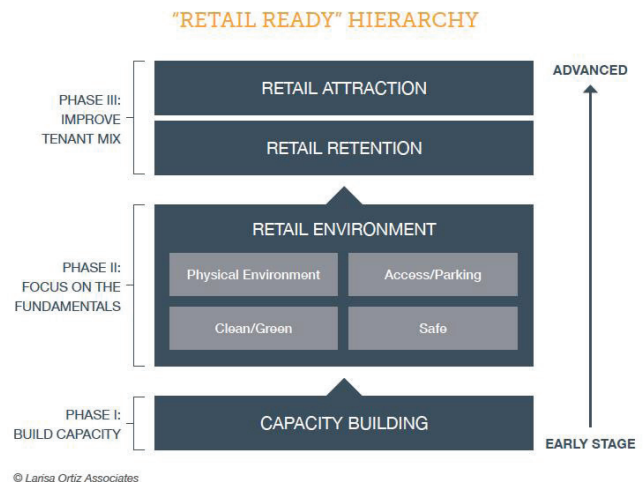
IMPLEMENTATION STRATEGIES

2. Parcel ID
 3. Size
 4. Ownership requirements
 - a. Asking price
 - b. Terms
 - c. Min hurdles (IRR, NPV, ect)
 5. Zoning
 6. Infrastructure
6. In order to align recruitment with appropriate uses, the city should make a list of potential targets in order to prioritize uses. Potential consideration should include:
- i. Who is the audience?
 1. To support existing corporate users, a strategy should be to recruit restaurants, retail office suppliers, shipping, etc.
 2. Residents will want convenience items, service tenants, daily needs, healthcare, entertainment, restaurants and retail.
 3. Commuters will prefer convenience items, gas stations, restaurants and auto oriented services
 - ii. What uses could fill the local needs?
 - iii. What uses would be catalytic?
 - iv. What could optimize existing infrastructure?
 - v. What is synergistic with existing uses?

| Category | Convenience District | Comparison District | Destination District |
|--|----------------------|---------------------|----------------------|
| Convenience stores | ● | ● | |
| Business services | ● | ● | |
| Groceries | ● | ● | |
| Laundry services | ● | ● | |
| Full-service restaurants | ● | ● | ● |
| Quick service restaurant (QSR) | ● | ● | ● |
| Beer, wine and liquor stores | ● | ● | ● |
| Coffee shops | ● | ● | ● |
| Pharmacies/drugstores | ● | ● | ● |
| Hair and nail salons | ● | ● | ● |
| Financial services | | ● | |
| Sporting goods, hobby, book and music stores | | ● | ● |
| Opticians' offices | | ● | ● |
| Martial arts, dance and yoga studios | | ● | ● |
| Bars/pubs | | ● | ● |
| Office supply, stationery and gift stores | | ● | ● |
| Clothing, shoe and accessories stores | | ● | ● |
| Jewelry stores | | ● | ● |
| Fitness centers/gyms | | ● | ● |
| Cosmetics, beauty-supply and perfume stores | | ● | ● |
| Electronics and appliance stores | | ● | ● |
| Health-care professionals' offices | | | ● |
| Movie and performance theaters | | | ● |
| Hotels | | | ● |
| Furniture and home furnishings stores | | | ● |

7. *Retail Recruitment*
 - i. The community should develop custom recruitment information that includes a map of the community, summary of demographics, major traffic counts, major retail drivers (centers of workforce, visitor attractions, public facilities, parks, and institutional uses (schools, hospitals, etc).
 - ii. Maintain key demographic data
 1. Population of city, trade area, county
 2. Education
 3. Income
 4. Age
 5. Housing characteristics
 - iii. Outline available incentives for retail projects
 - iv. Benchmark your community against other regional peers (i/e Maumelle, Conway, etc.)
8. *Create Retail Recruitment Strategy*
 - i. Promote market at retail conferences (i/e ICSC, Retail Live)
 - ii. Host broker workshops
 - iii. Create RFP for "key" site(s)
 - iv. Maintain a list of local and regional developers and market current events/opportunities
 - v. Develop a prospect list of "preferred" retailers and corporate contacts (or broker representative) and recruit retail to appropriate locations

The community should explore conducting an independent Market Analysis. Qualified market data is critical to retailers, and being able to supply retailers with validated third-party data can help jump-start conversations. A market analysis can also support businesses sourcing financing, and be integrated into business plans.



Create a Public Plaza or Gathering Space

A public plaza is important to help create a sense of place in Vilonia, and will be most effective if it is regularly used. Local events hosted in Vilonia can help deliver users to new development and create awareness of the place that is being created. Developing a public gathering space in the Town Center 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 complement 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. The farmer’s market is an excellent public-private partnership, with adjacent development being focused as private development.

- 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.).

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

Table 10 - Public Gathering Space Performance Measures

| | |
|----------|--|
| Outputs | Number of events held in the Vilonia Town Center area annually (and estimated number of attendees) |
| | Establishment of development incentives for projects that create public spaces. |
| | Number of regular weekly activities programmed in the Town Center. |
| 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. |

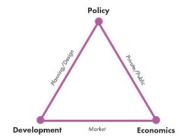
IMPLEMENTATION STRATEGIES

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



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

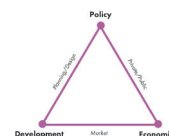
- **Adopt this Implementation and Action Plan**
 - In order to be eligible for any regional funding for infrastructure improvements, the Implementation and Action Plan must be adopted at City Council as the guiding plan for any projects in the Vilonia Town Center.
- **Adopt the drafted Town Center amendments**
 - In order to be eligible for any regional funding for infrastructure improvements, the zoning amendments must be adopted at City Council.
 - Apply this proposed amendment as a City initiated rezoning and notify the appropriate landowners within the required distance or proximity.
 - This will be processed as a text amendment in the City Zoning Ordinance.
 - In addition, the City Master Street Plan should process the street framework in the vision plan by UACDC. This framework for planned street connections are essential to the success for the Town Center.
 - Allow for appropriate public input, but be sure that all participants in the session are educated to the basis and purpose of the amendments.
 - 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 amendments must be reviewed 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.
 - 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 amendments.
- 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.
 - Stakeholder groups will help inform, 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 Phase 1 improvements**
 - Source funding for critical Phase 1 improvements, the Coalition and Metroplan must meet to understand the requirements of potential funding sources that could be available by Metroplan or other regional programs towards Phase 1 roadway and public space improvements.
 - Focus on a request for qualifications for design and for construction 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 roadways 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

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- 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.
- Work with a local land owner or developer to **create a public gathering place**. This spot is ideally located adjacent to Main Street and within Phase 1 vision area.
 - 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.

Long Term Action Steps

- **Form and build up a Merchants' Association in the Town Center.** Membership should build up and become a staple for business members within the Town Center
 - 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 the Town Center
- **Consider and develop** a city-wide Complete/Context-Sensitive Street Program.
- **Consider and develop** a city-wide Green Infrastructure Program.
- Work with the Coalition to create a branding and marketing plan for Vilonia.
- **Work with the Coalition** to create a Wayfinding Plan and Signage/Lighting Palette for Vilonia. This should be associated with the branding and marketing plan.
- **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 systems in conjunction with safe room locations.
- **Continue to expand the City bicycle and pedestrian connections.**
 - Start by creating a plan and mapping the current city-owned parcels and right-of-ways.
 - Find ways to connect the public parks and public facilities city-wide
 - Find ways to connect to neighbor city trails and parks
 - Focus on key locations for trailheads and educational installations.
 - Use new major road improvements as a means to continue the trail connections.
 - A trail system does not need to be a loop. It needs to move people through and to the places that they want to go. All trails should meet in the Town Center.
- **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 Vilonia.
- 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 identify how this plan for Vilonia furthers regional and national livability goals, as well as to create a framework that can be used to track and evaluate implementation of the concepts and strategies in this plan. Table 11 below identifies the connections between the Federal livability principles, discussed at the beginning of this plans, and various regional initiatives including the Imagine Central Arkansas and Jump Start processes. Although full implementation of the plan in Vilonia 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 Vilonia become more widespread throughout the region.

Performance measures for tracking progress toward implementing the strategies in this plan are listed after their respective strategies, and are provided in summary form in an Excel spreadsheet, as a digital appendix to this plan. The performance measures are tailored to the specific strategies in the plan, and come from a variety of sources. The HUD Flagship Sustainability Indicators (FSIs), which were created to be used by jurisdictions throughout the country to measure progress toward creating more livable and sustainable communities, are included where relevant to the context and scale of the Vilonia Town Center area. The FSIs rely on national data sources. Many of the other performance measures in the spreadsheet rely on local data that will be collected and analyzed by local staff and Metroplan to demonstrate the livability benefits brought to the Central Arkansas region by implementing the Jump Start plans.

Table 11 - Evaluation Framework

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

| Federal Livability Principles | Metroplan Goals | ICAP Program Elements | Jump Start Evaluation Areas | Project Goals |
|---|---|--|---|--|
| Value communities and neighborhoods | 5. Healthy and safe communities | Quality places Healthy communities | Support existing communities Create quality places and healthy communities | 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 | | | | <i>Illustrated through this implementation plan.</i> |
| Environment embedded in principles 1,2,4 and 6 | 3. Environmental quality and sustainable energy | Environmental stewardship Resource efficiency | Support environmentally-sustainable development | Improve pedestrian and bicycle safety with a particular focus on creating opportunities to safely cross Main Street, including stormwater management enhancements. |

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