# 12th Street Corridor Plan

City of Little Rock, Arkansas
2009

REDEFINED REJUVENATED RENEWED RESILIENT

# 12th Street Corridor Plan

City of Little Rock, Arkansas

December 2009

*Prepared by:*

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*in association with:*

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December 10, 2009

Dear Mayor Stodola, Little Rock Board of Directors and Citizens of Little Rock,

It is my honor and privilege to present the final plan for the first phase of the 12th Street Corridor Redevelopment project, an innovative and exciting planning process. This community driven planning process began with a "kickoff" public meeting on July 28, 2008 followed by a number of "stakeholder" interviews, additional public meetings and numerous Steering Committee meetings. Community engagement has been the central theme for this project and members of the 12th Street community were given a host of venues to provide input related to the re-development of this community. This approach ensured ownership of the project and many of the stakeholders expressed their appreciation for this approach.

Another theme related to this planning project has been the strategic placement of public investments to attract private sector investments. There are several institutional anchors that should be completed within the next couple of years. Property has been acquired and plans are being developed for the construction of the 12th Street Station, a police substation with mixed-use opportunities. Black Community Developers is in the final stages of moving forward with the construction of a state of the art Empowerment Center that will offer supportive services conducive to the needs of the community. Central Arkansas Library has begun plans for the construction of a state of the art Children's Interactive Library. St. Mark Baptist Church has plans for extending their facilities to compliment the redevelopment of the corridor.

While there has been a heavy emphasis on the infrastructure redevelopment, a unique aspect of this planning process has been a deliberate focus on human capital redevelopment. We recognize the need to empower 12th Street Corridor residents with training and employment opportunities so that our efforts resemble a project that's "done with them rather than to them." We were successful in securing a "Transition to Adulthood" grant from the Rockefeller Foundation. This funding will facilitate the development of supports and services for the high number of disconnected youth who reside in the 12th Street Corridor. We will resubmit Brownfield Certification and Assessment grants with a focus on the 12th Street Corridor in partnership with Pulaski County. There are plans to submit another Youth Build grant designed to engage 12th Street Corridor youth in partnership with the Little Rock Housing Authority. We're currently in the early planning stages of developing an Urban Gardening program modeled after Will Allen's Growing Power efforts in Milwaukee and Chicago. The aforementioned projects will assist me in my goal of establishing a "Green Job Corp" for the 12th Street Corridor where we will train, educate and employ residents in the emerging Green collar job industry.

Once again, it's my honor to present this community driven plan to you and I look forward to the next phase as we address public safety through community building.

Sincerely,

Ken Richardson
City Director, Ward 2

# ACKNOWLEDGEMENTS


Citizens of Little Rock

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Director Ken Richardson, Ward 2

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# EXECUTIVE SUMMARY

### Purpose

The 12th Street Corridor is an area of diversity, both in the people that live and work in the 12th Street corridor area, as well as diversity in the types of businesses that exist along the corridor. The challenge of any revitalization project is finding ways to capitalize on the positives while establishing a framework for change. The first step in the planning process was to establish a vision. That vision was used to direct the framework so the final outcome had a destination. Much like a destination for a trip, the vision gives the process an ending point while the frameworks act as the road maps or maps that are used to direct the process to the desired destination.

### Vision Statement & Goals

The planning process was lead by the 12th Street Corridor Steering Committee. The vision for this master plan, as drafted by the Steering Committee, was "to create a sustainable, livable neighborhood that provides a strong sense of community and quality of life for a diverse population." They further suggested that the vision should facilitate connectivity and help integration with the neighborhood's context.

### Guiding Principles

The principals that will guide the change for the 12th Street Corridor Study are divided into three planning frameworks.

- The Community Framework
- The Planning & Design Framework
- The Investment Framework

The community positives that the planning process could capitalize on were apparent at the onset of the project – the people. Each public meeting brought out a diverse group of neighbors, community representatives, spiritual leaders and business owners that expressed a collective voice of change. The vision of livable neighborhoods predicated on quality of life was the theme heard over and over. The changes that needed to occur in the 12th Street Corridor area would one day attract new business, improve the housing stock as well as make the area a safer environment for both home and business. The basis for the planning process was to find answers for the three questions that were repeated at each meeting: "Where are you now, where do you want to go and how do you get there?"

### Where are you now?

The Community Framework grew out of numerous stakeholder interviews and public meetings addressed the question: "where are you now?" An inventory of material was gathered to analyze existing conditions such as current zoning and land use, circulation, infrastructure, topography, natural systems, property values and vacant properties. (see appendix for maps). A photographic inventory of the exiting 12th Street buildings on both the north and south sides was performed to catalogue the existing structures from University Avenue to Woodrow Avenue. Measurements were taken at critical locations along the corridor to verify the existing right of way as well as determine what buildings and walls were located on the edge of the right of way to assess potential conflicts if the right of way were to widen.

The first public meeting provided a forum where the community and town leaders could come together to discuss the perception and reality of the study area. Topics on the element of crime, the corridor's existing conditions, traffic along 12th Street, vacant homes in the surrounding neighborhoods and the need to revitalize were discussed.

The stakeholder interviews, conducted over a three day period in one-on-one session probed the following topics:

- The 12th Street Corridor's character/quality of life?
- Trends taking place in the larger community or along 12th Street
- Perceived opportunities / perceived threats to the 12th Street Corridor
- Rate community elements and issues
- Relationship between 12th Street and surrounding neighborhoods
- Desired outcome of the 12th Street Corridor Plan
- What types of developments need to occur in the study area
- Land use or development types that could play a larger role in the area's economy
- Twenty years from now what kind of community do you envision the Corridor to be?

The answers to the last question gave much insight to the planning efforts as the corridor plan moved forward:

- What will be the biggest obstacles to advancing this vision?
    - Money
    - Political will
    - Eliminating crime
    - Lack of jobs
    - Not involving the community on a meaningful basis over the long term

Those polled understood that successful planning efforts are ones conducted with the community - not done for the community. Involvement of the individuals that live and work in the area is critical, and creates a sense of ownership, that fosters hope for positive change. Their involvement means their needs are heard and success is more likely through a joint effort rather than forced change.

An inventory of physical site characteristics and a market analysis were also conducted during this phase.

### Where do you want to go?

The Planning & Design Framework provides the direction of how the community gets to the vision (destination). The question that was asked at each meeting was "where do you want to go?" The second public meeting gave the planners a chance to poll the community by facilitating four break-out groups in which the participants ranked a list of potential changes to the 12th Street Corridor (see section B, public meetings).

# EXECUTIVE SUMMARY

The reoccurring comments from public meeting break-out session and from the stakeholder interviews were:

- Need a mixed-use destination
- Need neighborhood services
- Need a complete street solution that is pedestrian friendly
- Need livable neighborhood where people can work, live and shop here (not travel)
- Protect and improve housing stock
- Need Public safety - remove crime as barrier to development
- Need Public transportation options
- Create new identity for area to change perception of past crime
- Need Entertainment options for youth, families and elderly

The 12th Street Corridor Steering Committee was an integral part of the planning process. The committee was comprised of neighborhood representatives, community activists, business owners, developers, bankers, Police Chief, Director of Planning, Library director, University staff, Housing Authority representative and religious leaders in the study area. The Steering Committee was the collective sounding board to give direction and clarification of ideas heard at Public Meetings. Numerous in-depth discussions held at Steering Committee meetings helped shape the 12th Street Corridor Master Plan and the committee's presence will continue the plan's momentum as phases of implementation proceed in the future.

### How do you get there?

The Investment Framework gives directions for the community, both public and private, to lead them to the destination with financial strategies that enable the change to occur. The question that was asked at each meeting was "how do you get there?"

Several items are listed for consideration in Section D: Investment Framework (Implementation and Actions) section of the report. Additionally, specific design recommendations are listed in Section C: Design Framework (Design Framework Recommendations)

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*Project Location*

*Historic and Cultural Background*

*Study Area*

*Concurrent Projects*

# SECTION A

# INTRODUCTION

## *Project Need*

The desire to revitalize the 12th Street corridor has been a recent focus of the homeowners, merchants and community leaders in the surrounding area. What started as a grass roots movement has now become a rally cry of safety in the community. The push to reclaim the corridor stems from the need for improvements to the quality of life in the part of town south of I-630 between Woodrow and University Avenue. The current 12th Street corridor acts more like a thoroughfare that funnels east and west vehicular traffic through the community. The four-lane configuration of 12th Street accommodates vehicular traffic at the expense of pedestrian circulation in the area. This thoroughfare trend, coupled with continued economic challenges in the corridor, has resulted in a lack of new commercial growth and in tern a decline of the housing stock in adjacent neighborhoods. The local residents are ready for change.

*View along 12th Street looking east from University Avenue*

## *Historic and Cultural Background*

Change has been a constant in this part of Little Rock over the past century. The neighborhoods along 12th Street (originally called 12th Street Pike) saw initial growth in the early 1900's which necessitated the building of a new school (originally called Robert E. Lee School) at 12th and Pine, now the facility named the Willie L. Hinton Neighborhood Resource Center.

12th Street Pike was no more than a trail while 13th Street was the route of the City Electric Street Car Company's trolley line that extended from downtown south and west to the last stop at 13th and Pine, two blocks past Highland Park. The streetcar allowed growth to move from downtown to outlying suburban areas and these new neighborhoods were laid out on a grid based on the city's old existing grid. "The homes of blacksmiths, porters, clerks, butchers and janitors surrounded Highland Park at the end of the streetcar line…..The small two-block park was owned by the streetcar company and served as an African American park. The neighborhood that grew up around this park, a park once referred to as nothing more than a pine grove, was decidedly working class."[1]

The Robert E. Lee School served as an anchor for the commercial development in the area but much of this was lost in the 1950's and 1960's as the neighborhood saw further changes in ownership and economic stability. The Robert E. Lee School reopened in 1999 as a community center, business incubator and social service center. "It was renamed The Willie L. Hinton Neighborhood Resource Center in 2005 in honor of city director Willie L. Hinton for his efforts toward establishing the center. The Hinton Center continues to be an anchor in the community and a landmark in this time of change."[1]

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[1] "Robert E. Lee School, Little Rock, Pulaski County." Arkansas Historic Preservation Program, www.arkansaspreservation.org

# SECTION A

*View west along 12th Street to Fair Park (foreground) and University (background)*

## *Study Area*

*View east along 12th Street between Fair Park and Jonesboro*

*View east along 12th Street near Lewis*

The 12th Street Corridor Study area extends from University on the western edge to Woodrow on the east. The north & south boundaries extend six blocks off 12th Street. The northern boundary of the study area is I-630 and the southern boundary is 18th Street. The north and south boundaries extend four blocks north and south of 12th Street.

## *Concurrent Projects*

The 12th Street Corridor Plan began at an exciting time. The planning process for the entire area took place as multiple public investment projects were in various stages of development. The location and impact of each of these projects were coordinated, largely through the 12th Street Corridor Plan process, since representatives from each of the projects was represented on the 12th Street steering committee. These projects include the following:

- Midtown Police Substation
- Black Community Developers Empowerment Center
- Central Arkansas Library System's Children's Library
- St. Mark Baptist Church Expansion
- Community Gardens
- UALR's University District
- Research & Development Park

Each of these projects' development before, during, and after the 12th Street Corridor Plan helped to build momentum and excitement for each project individually and as a collective whole. The resulting private investment anticipated from the public investment (return on investment) currently underway should have a notable impact. Throughout the planning process, private development interest has continued to grow.

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*Planning Process*

*Public Meetings*

*Stakeholder Interviews*

*Vision, Goals, and Strategies*

*Project Prioritization*

*Steering Committee Outcomes/Ideas/Philosophy*

*Moving from Brown to Green*

COMMUNITY

# SECTION B

## *Planning Process*

The planning process strives to answer the following questions:

1. Where are you now?
2. Where do you want to go?
3. How do you get there?

The first question, "Where are you now?" is answered by a combination of consultant research (inventory, physical analysis, and market analysis), as well as through public input. This input was received during the first public meeting and was also obtained by conducting one-on-one interviews with community leaders and activists.

Inventory mapping was completed to compile the following information:

- Map 1: Existing Land Use
- Map 2: Existing Zoning
- Map 3: Total Property Values
- Map 4: Vacant Properties
- Map 5: Existing Infrastructure
- Map 6: Circulation
- Map 7: Natural Systems
- Map 8: Existing Topography
- Map 9: Property Ownership

Each of these maps is located in Appendix 1, Inventory Maps.

A market analysis was performed to assess the market readiness for redevelopment within the 12th Street corridor study area. The "trade area" was defined as the City of Little Rock, and comparisons were made between the overall trade area and the study area. According to the market analysis, the 12th Street corridor area could support between 110 and 217 residential units (single-family and multi-family), and between 112,400 and 202,400 square feet of non-residential uses. Refer to Appendix 2: Market Analysis, for more detailed information as well as demographic and psychographic information.

Following the completion of inventory, analysis, and initial public input, a steering committee was formed to guide the project. A second public meeting was held to answer the question, "Where do you want to go?" Vision and goals were developed according to the input received as well as from the direction of the steering committee.

Master Plan Scenarios were developed to address the land use and urban design framework, the physical design of the 12th Street right-of-way, and economic scenarios to identify funding gaps and potential solutions to filling those gaps.

The preferred master plan elements were developed and presented the third public meeting, and the question, "How do you get there?" was addressed through the development of cost estimates, phasing plans, action plans, and implementation options.

## *Public Meetings*

### Public Meeting #1

The first public meeting was held in July 2008. It served as the official project kickoff, and it's primary function was to introduce the project to the public. The planning process was discussed, and the first question was posed, "Where are you now?"

### Public Meeting #2

The second public meeting was held in November 2008. The consultants presented the compiled inventory and physical analysis, as well as the market analysis results. The second question was asked, "Where do you want to go?" Participants were divided into three groups to facilitate discussion of vision, goals, and objectives.

### Public Meeting #3

The third public meeting was held in July 2009, after a series of multiple steering committee meetings were conducted and planning strategies were developed. This meeting introduced the master plan framework and strategies for implementation. It began to answer the question, "How do you get there?"

*Word frequency analysis of input received in the Public Meeting #2 break out sessions to answer the question, " Where do you want to go?"*
*Image source: www.wordle.net*

## Public Meeting #2
## Small Group Input Notes

Group 1

- Create east/west relief corridor south of I-630: Daisy Bates – 14th Street – dogleg to access 12th Street (example of 3rd to Markham)
- Use of the thrift store site or Harvest Foods site needs to be used for commercial services for neighborhood residences – not a police substation.
- Bus routes are currently in a hub network rather than direct connections; routes need to be straightforward.
- City Land Bank Commission needs to work in conjunction with 12th Street planning process
- Build/support housing attractive to UAMS workers – live/work
- This 12th Street Corridor project mirrors the University District Plan – this plan needs to DIFFERENTIATE – do not try to create the same environment in both locations or duplicate services
- Grocery store will look for daily density
- Banking needs to come into the neighborhood
- Investors must have a sustained density – may need to increase neighborhood density
- Like increased, low-level density (row houses, etc)
- Higher density along corridor scaling down to single family units into the neighborhoods further from the corridor
- Need a mixed-use DESTINATION
- Need something DIFFERENT here
- Example: Wildwood Arts Center
- Draw 18-35 year olds that can live close to work
- Existing housing stock – appropriate size for first (starter) homes but not for growing families (debate followed on this point)
- Need mixture of housing types, sizes, and residents
- Need to reconnect this neighborhood to the north
- Balance: re-populate neighborhood while providing transportation accessibility
- Want neighborhood where people work here, live here, shop here, and don't have to access major arterials to get to other parts of town
- Provide vehicular access but be bike friendly and pedestrian friendly
- Slow traffic down; traffic calming
- Trolley service?
- Reproduce the neighborhood qualities of Hillcrest here
- Utilize vacant lots
- Protect the existing housing stock
- Can create a new housing pattern based on the existing housing stock
- Need for a good grocery store
- Need the working population to draw services
- Infill plan and housing preservation plan needed
- Sidewalks needed throughout the neighborhood, not just along 12th Street
- Respect the elderly population. Utilize a Targeted Neighborhood Enhancement Program - neighbor assistance to elderly "clean up/fix up"
- Public safety needs to be improved to keep people here. Get it at least to the level of Oak Forest.
- Biggest barrier to development is crime
- Develop a public relations campaign for the area south of I-630 to sell the area as a living destination in order to rebuild confidence in the area.
- This neighborhood can be the "urban hip"

Group 2

Opportunities:

- Street environment (lighting, walking trails)
- Magnets (promoting UALR, UAMS) – both investors/residents
- Complementary
- Schools – upgrades
- Get schools involved in community efforts
- New medical development (Fair Park Blvd)
- Research Park (threat vs. opportunity – integration into neighborhood)
- Grocery store (Harvest Foods property)
- Entity needed to tell the story
- Sit-down restaurants
- Lending community perceptions
- Dr. Moseley – property owner
- Neighborhood-friendly environment
- Community center – recreation center
- East End Anchor
- Senior Center
- Mixed-use (public/private)
- Police substation (east side anchor)
- Recreation opportunities for the 14-22 age group
- Marketing/promotion – street signs/lighting/banners
- Unified neighborhood association

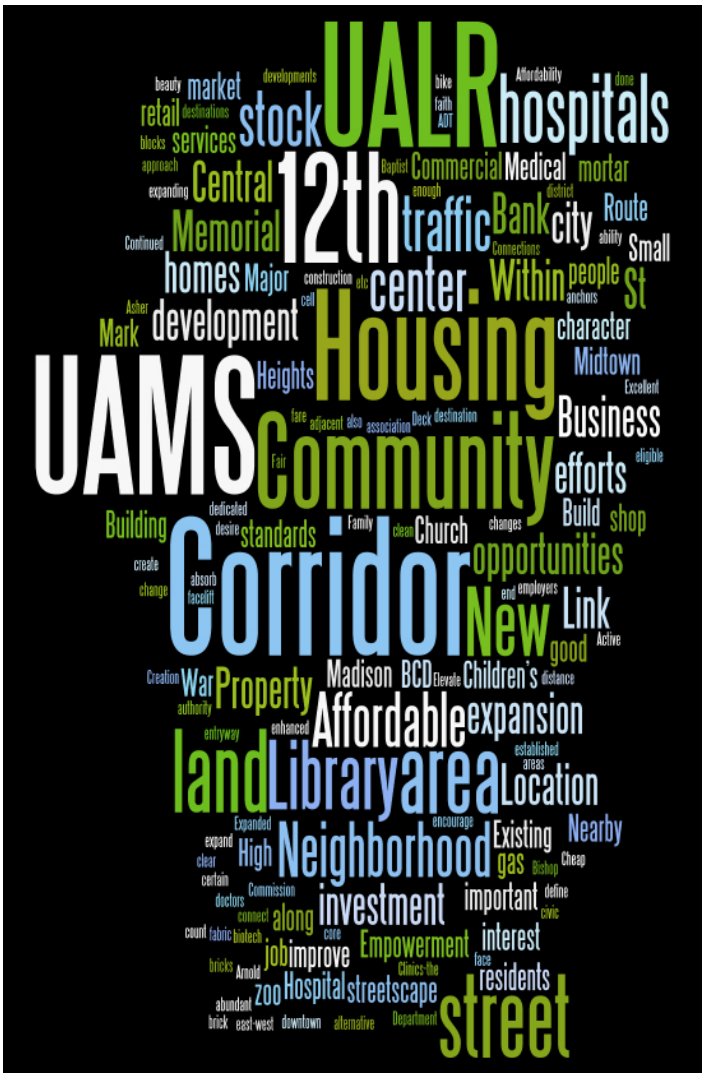
Group 3

- Complete street improvement – curb/gutters, sidewalks, ADA access, curb cuts completion
- More parks, neighborhood, small and medium size. Locate where children can access safely
- Grocery store – neighborhood market
- Financial institutions
- ATMs
- Eliminate boarded houses and weed lots
- Refurbish homes
- Police substation – like the location proposed at thrift store site
- Neighborhood clinics – medical
- Sidewalk cafes/restaurants
- Destinations – restaurants, boutiques, salons
- Safe site distances on streets
- Neighborhood convenience to needed services
- Street lights – safety
- Better roads
- Recreation center for youth
- Community center – good accessible location (centrally located)
- Expand Stephens Center 18th & Oak
- Landscape amenities – benches, etc.
- Medical clinics
- Increased animal control
- Entertainment – amphitheater
- Cultural amenities – art gallery, etc
- Educate the community on how to maintain the improved standards – how will this education continue?
- Remind the community when the dilapidation happened so it won't happen again
- Gateways into the study area with improvements that set the tone
- Improve public transportation…bus hub/depot…increased stops & routes

## *Stakeholder Interviews*

As part of the project kickoff, the consultant team conducted one-on-one interviews with community leaders, city staff, citizens, business owners, financiers, and developers. They were asked their opinions on the existing conditions within the study area, problems that should be addressed, opportunities, threats, and the vision and planning directives that should be considered. Excerpts and highlights from these interviews on the following pages provides sample feedback received.

The remainder of the stakeholder interview results can be found in Appendix 3.




*Question 6: What do you perceive to be the 12th Street Corridor's greatest OPPORTUNITIES?*
*Image source: www.wordle.net*

### How would you describe the 12th Street Corridor (physical character, general quality of life, etc.) today?

- Reminds one of a small Main Street
- Walkable scale
- Dilapidated
- Reputation of crime
- Lack of identity
- No central theme…feels disconnected, disjointed
- Slow pace of investment
- Economically disadvantaged
- Little ethnic diversity
- "If developed properly, the 12th Street area could become a destination area in which people deliberately seek it out like their neighbors to the north of this area. The area speaks to and is representative of urban blight in the City but there is great potential for development with the right mix of resources (talent, financial, planning, implementation)."
- "Small, stable 'mom and pop' businesses have been providing essential neighborhood services for over 15 to 20 years – revitalization should build upon and not displace these businesses."

### What are some trends or changes taking place in the larger community and along the 12th Street Corridor that interest and/or concern you?

- More families are moving out
- Neighborhood is in transition
- Development all around, but not in, the 12th Street corridor…"it can be morally debilitating to a resident the feeling of being left behind. These surrounding developments have no benefit to the residents of this area."
- Positive changes: Madison Heights, Black Community Developers initiatives, faith-based initiatives
- Significant destinations at each end of the corridor with a void in its center. "Create an experience."
- Stagnant economic change
- "The community has noticeable improved over the last decade in terms of crime and housing stock, much of which is due to the work of BCD." (This sentiment was echoed by several interviewees.)
- "Over the past 5 to 10 years, two significant anchors have helped to improve the area: the Neighborhood Resource Center and Madison Heights."

### What do you perceive to be the 12th Street Corridor's greatest OPPORTUNITIES?

- Walkable neighborhood, pedestrian character
- Location, location, location
- Affordability
- Willingness to improve
- Major employers nearby with good housing stock within transportation routes
- Strong presence of the faith community
- Existing commercial fabric

### Greatest THREATS?

- Crime, safety, negative stereotyping of the area
- Appearance, neglect
- Resistance to change
- Fear of gentrification
- Lack of funding
- Lack of focused economic development deal package
- No magnet to attract people into the community

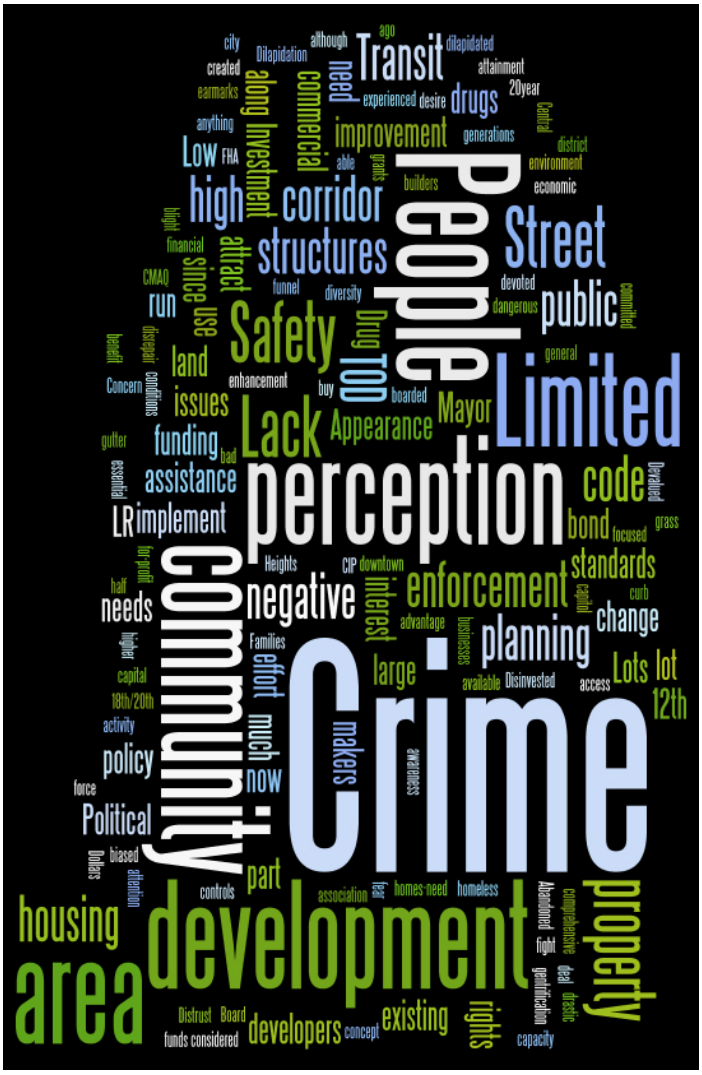
### Rate the following community elements and issues. One (1) being the most in need of intervention, three (3) being average, and five (5) being in the best condition.

| | |
|---|---|
| Overall Quality of Life: | 3 |
| Economic Health: | 1, 2 |
| Livable Neighborhoods | 2 |
| Parks and Recreation | 2 |
| Regional Cooperation | 1, 3 |
| Transportation Network | 3 |
| Other Infrastructure Systems | 2 |
| Preservation of Historic Past | 1 |
| Pedestrian Connections | 1 |

- "Too many historic houses have been burned out, boarded up, or torn down. We need to develop with historic character in mind."
- "The area relies heavily on goods and services located outside of this area. Though University Avenue and downtown are nearby, they both require you to commute to them to access goods and services. There is not a sense of community or a unique identity in which to develop pride around. People think of this area as being one of the most criminally active areas in town. To reverse this trend and mind set, increased community services are needed."

### What is the relationship between 12th Street and the surrounding neighborhoods? What should that relationship be?

- "The relationship is not realized yet. 12th Street is a good connector but the real character is the history of the surrounding neighborhoods."
- "The relationship should be cooperative and inclusive. So many resources exist, as do so many barriers. …There is no perception that you are moving toward a destination. …Coleman Creek is not beautiful like it is at UALR. Beautify the natural resource and make it an amenity to the community. It helps people have an improved attitude about their value."
- Need neighborhood services
- "Build a revitalization strategy that links and integrates on the strengths of surrounding growing medical uses and the stable




*Question 6: What do you perceive to be the 12th Street Corridor's greatest THREATS?*
*Image source: www.wordle.net*

*Question 19: Twenty years from now, what kind of community do you envision the 12th Street Corridor to have?*
*Image source: www.wordle.net*

neighborhoods to the north."

- "Improving the surrounding neighborhood is critical to the overall success of 12th Street."
- "Redeveloping the residential neighborhood is essential to bring about the renaissance for the commercial corridor."
- "Actual relationship: Residents of the neighborhoods use the businesses along the corridor, understanding where to safely go and what areas to avoid. They have a sense of pride and hope for their community. The perception from those outside of the community is that the corridor is not safe. There are only a few places outsiders will go, such as the Neighborhood Resource Center."

### What are at the top of the list of desired outcomes for the 12th Street Corridor Plan and its process?

- Economic growth: jobs, schools to teach skills and job training, job placement. Need to invest in the surrounding neighborhoods
- Clean neighborhood, environment, good transportation, widen street, parks, teach kids. Elevate openness, good food and lighting, "a real neighborhood".
- "Create assets here that benefit the entire city."
- "A plan to make the corridor a place to visit and not avoid. That will help energize the community and get some strong reinvestment."
- A plan that can be implemented
- Redevelopment strategies
- Quality standards
- Higher quality level of retail
- "Answer the question, 'Why come here?'"
- "A safe place for people to live and work; all else will fall into place."
- "Improve structures and the natural environment; bring in positive services (grocery store), improve safety (police sub-station)."

### Regarding economic development, what type of developments does the 12th Street Corridor area need to reach its potential future? (Listed in order from highest-indicated response [greatest need] to lowest-indicated response [least need])

- Locally-owned employment opportunities
- Neighborhood shopping and retail
- Mixed-use developments
- Police sub-stations
- Institutions (schools, churches, government offices, etc.)
- Entertainment and/or cultural facilities
- Large employment centers

### Which land use or development types could play a larger role in the economy of the 12th Street Corridor? (Listed in order from highest-indicated response to lowest-indicated response)

- Mixed Use (retail and/or office on the ground floor, office or residential above) - 30 responses
- Retail - 16 responses
- Institutional (government offices and facilities, schools, churches, etc.) - 15 responses
- Office - 10 responses
- Research and development - 8 responses
- Entertainment/sports facilities - 6 responses

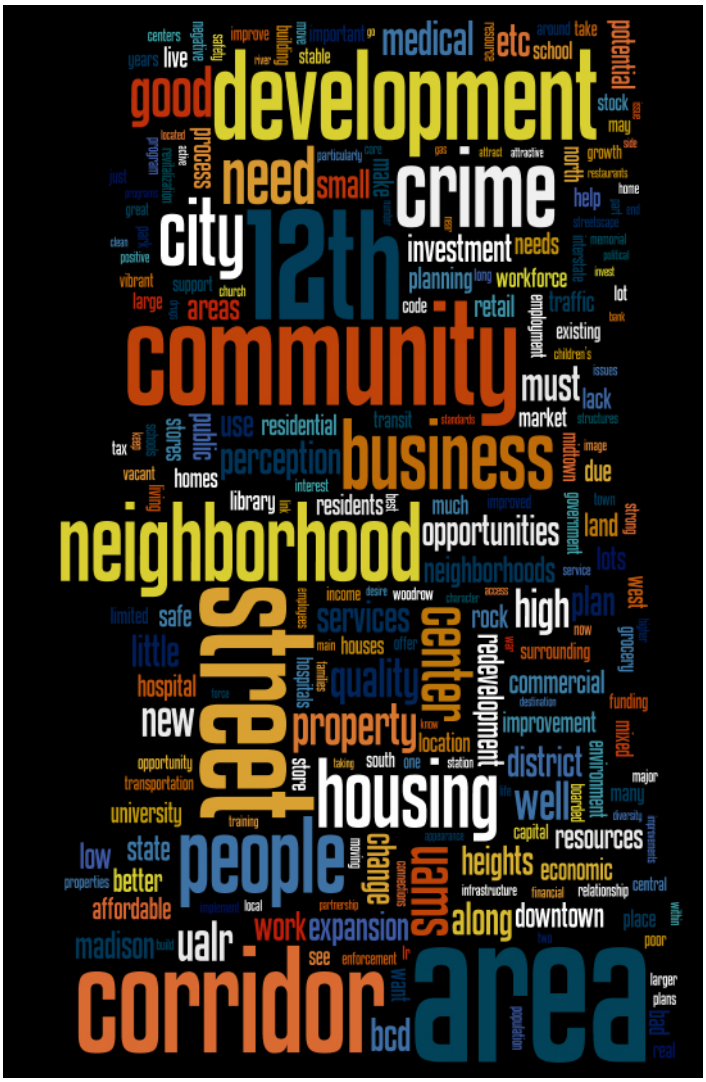
- Transportation (airport/rail/highways) - 2 responses
- Corporate campuses - 1 response
- Lodging - 1 response
- Distribution - 1 response
- Light industrial - 0 responses

### Twenty (20) years from now, what kind of community do you envision the 12th Street Corridor to be?

- Livable community
- Vibrant
- Diverse
- Safe
- Attractive
- Connected
- Appealing
- Proud
- Recognized
- Sought after
- Strong identity
- Economically sound
- Pedestrian-friendly
- "A living destination"

### What will be the biggest obstacles to advancing this vision?

- Money
- Political will
- Eliminating crime
- Lack of jobs
- "Not involving the community on a meaningful basis over the longer term – must have residents take back their community through active involvement."




*Composite "wordle" of all stakeholder interview responses (to all questions)*
*Image source: www.wordle.net*

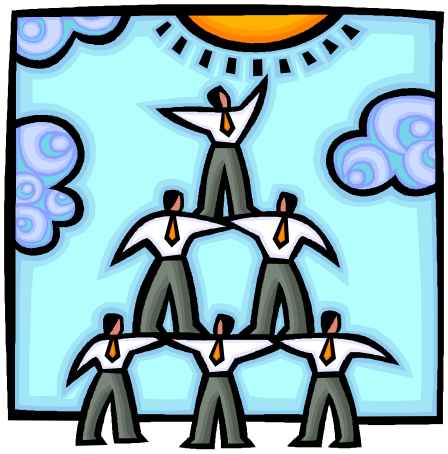
## *Vision, Goals, and Strategies*

Why have a master plan? Webster's dictionary defines a master plan as "a plan giving overall guidance." Would a home builder ever attempt to build a house with no blueprints? Or a hobbyist construct a complex puzzle without ever viewing the finished product? A master plan provides that much needed guide that shows the thought processes that have influenced possible outcomes. A guide that provides direction. If building a house with no blueprint is a daunting task – consider re-building a community with no input, no vision, no goals, no plans. A master plan guides a dream toward reality.

### PURPOSE OF THE MASTER PLAN

A Master plan is a comprehensive view of designed or programmatic solutions proposed for a community to fulfill a vision and set achievable objectives. The master plan and its implementation strategies direct the City, the neighborhoods, and its citizens toward realistic and obtainable improvements.

Stakeholder interviews, public workshops, and meetings with the Steering Committee directed the following Vision Statement and Goals for the 12th Street Corridor Redevelopment Plan.

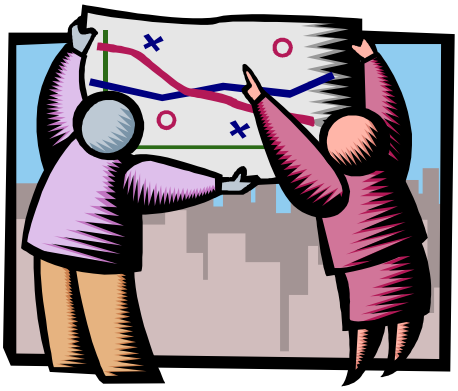


### VISION STATEMENT

The desired outcome of the Master Plan is to guide the creation a sustainable, livable neighborhood that provides a strong sense of community and quality of life for a diverse population. It should facilitate connectivity and help integration with the neighborhood's context.

### GOALS

- Guide physical character at appropriate scales for corridor improvements and neighborhood redevelopment.
- Provide housing opportunities for all age groups and income levels through a variety of proposed housing stock options.
- Provide basic neighborhood support services (grocery store, restaurants, etc) to stabilize the area and invite new residents.
- Encourage appropriate placement and scale for a variety of future development types.
- Create a sense of place through gateways, public spaces, and destinations.
- Establish multi-modal connections to accommodate vehicular, pedestrian, bicycle, and public transportation.
- Propose corridor site amenities to enhance the appearance of the corridor.



### STRATEGIES

- Modify existing zoning and land use: protect and improve housing stock though changes to the existing community zoning with designated growth nodes to act as catalysts for redevelopment.
- Define circulation: identify and improve pedestrian routes for connections to community amenities that encourage a safe, walkable neighborhood while accommodating vehicular traffic.
- Provide guidelines for corridor improvements.
- Provide action steps and programmatic options for implementation of the master plan.

## *Project Prioritization*

An early task of the Steering Committee was to identify and prioritize catalyst concepts for project development. This prioritization process assisted in the selection of "catalyst sites" which were later analyzed for market feasibility. In addition, this list establishes criteria for the evaluation of future projects for public/private partnerships, public investment, etc. For a detailed description of the catalyst concept development, refer to Section D: Investment Framework, subheading Catalyst Investment Areas.

1. Presence of a market opportunity in the near- or long-term
2. Opportunities to strengthen and link existing or planned public investment
3. Ability to leverage existing or planned public investment
4. Physical environment including parks and open space, public improvements, historic building stock, etc.
5. Potential for creating key entry ways or gateways
6. Ownership patterns including public and private and multiple vs. assembled
7. Presence of unified, energetic stakeholders
8. Upward trend in local investment
9. Compatibility with community plans
10. Availability of public programs, incentives and tools for revitalization
11. Ability to create mixed-use activity centers, emphasizing live / work / play / learn opportunities
12. Access to multiple modes of transportation
13. Presence of support organizations – service groups, churches, schools
14. Demonstrated community need, both perceived and quantified
15. Consistent in character and building on prevailing strengths
16. Communicates community identity
17. Supports or enhances an environment that is safe and engaging to children.

# SECTION B

## Catalyst Criteria Voting Results

The steering committee was asked to rate the importance of each criterion to the 12th Street Corridor. Their responses were tallied in the table below. Responses were weighted (Strongly Agree with a score of 5, Neutral with a score of 0, and Strongly Disagree with a score of -5, for example) then the total score for each criterion was calculated. The weighted scores were ranked to identify the top five catalyst criteria. Further, areas of consensus were identified with green and yellow, identifying areas where the voting members cast similar votes of importance.

This table reflects the emerging priorities for development within the corridor.

| Criterion | Strongly Agree (5) | Agree (3) | Neutral (0) | Disagree (-3) | Strongly Disagree (-5) | Total Responses | Weighted Score | **Rank** by Weighted Score |
|---|---|---|---|---|---|---|---|---|
| 1. Presence of a market opportunity in the near- or long-term | 7 | 6 | 1 | | | 14 | 53 | 6 |
| 2. Opportunities to strengthen and link existing or planned public investment | 12 | 2 | | | | 14 | 66 | 1 |
| 3. Ability to leverage existing or planned public investment | 9 | 3 | 1 | | | 13 | 54 | 5 |
| 4. Physical environment including parks and open space, public improvements, historic building stock, etc. | 6 | 6 | 1 | | | 13 | 48 | 8 |
| 5. Potential for creating key entryways or gateways | 5 | 5 | 3 | | | 13 | 40 | 12 |
| 6. Ownership patterns including public and private and multiple vs. assembled | 2 | 11 | | | | 13 | 43 | 11 |
| 7. Presence of unified, energetic stakeholders | 5 | 5 | 2 | 1 | | 13 | 37 | 13 |
| 8. Upward trend in local investment | 3 | 5 | 5 | | | 13 | 30 | 17 |
| 9. Compatibility with community plans (2 blank) | 3 | 7 | 1 | | | 11 | 36 | 15 |
| 10. Availability of public programs, incentives and tools for revitalization | 8 | 6 | | | | 14 | 58 | 3 |
| 11. Ability to create mixed-use activity centers, emphasizing live / work / play / learn opportunities | 7 | 5 | 1 | | | 13 | 50 | 7 |
| 12. Access to multiple modes of transportation | 4 | 9 | | | | 13 | 47 | 9 |
| 13. Presence of support organizations – service groups, churches, schools | 8 | 5 | 1 | | | 14 | 55 | 4 |
| 14. Demonstrated community need, both perceived and quantified | 4 | 8 | 1 | | | 13 | 44 | 10 |
| 15. Consistent in character and building on prevailing strengths | 2 | 9 | 2 | | | 13 | 37 | 13 |
| 16. Communicates community identity | 2 | 7 | 4 | | | 13 | 31 | 16 |
| 17. Supports or enhances an environment that is safe and engaging to children | 12 | 2 | | | | 14 | 66 | 1 |

*Areas of greatest concensus*
*Areas of moderate concensus*

*Top 6 (1 tie)*

## *Steering Committee Outcomes/Ideas/Philosophy*

The concepts that came out of the numerous steering committee meetings were innovative and inclusive with the good of the community at the heart of each idea. Six steering committee meetings were held, usually the day before a public meeting or at times independent from a public meeting. Each Steering Committee meeting had very good representation of the group – the turnout was commendable when one realizes that the members were all volunteers. The following concepts or themes were of particular importance to the steering committee:

- Celebration of cultural diversity
- Re-brand the study area to promote a new positive image
- Coordination of public investment to leverage private investment projects
- Utilize tax credit investments to stimulate growth
- Unification of programs in the area
- Integration of public art
- Encourage mixed use where appropriate
- Create public garden program to promote healthy living in area
- Creation of new jobs for residents in the area
- Creation of a youth & family safe zone
- Promotion of positive community-oriented business types
- Capitalize and enhance existing housing stock to attract UAMS or other businesses to area
- Continuation of steering committee as the implementation phases progresses
- Investigate options for a TIF district in study area
- Pursue grant options for various program funding
- Promote form based zoning for use in the study area

In particular, the formation of a youth & family safe zone gained support and momentum during the planning process as a means to building the social infrastructure at the heart of some of the area's biggest challenges. The basic infrastructure is largely in place with faith-based and community program providers such as the Willie Hinton Neighborhood Resource Center and the numerous churches located in the study area. This infrastructure is further advanced with the future police substation and children's library. The Harlem Children's Zone provides a successful model for this concept, including the formation of "beacon centers" associated with neighborhood schools to provide night and weekend programs to extend the building's functional use to the community beyond school hours. Visit www.http://www.hcz.org for more information on this program.

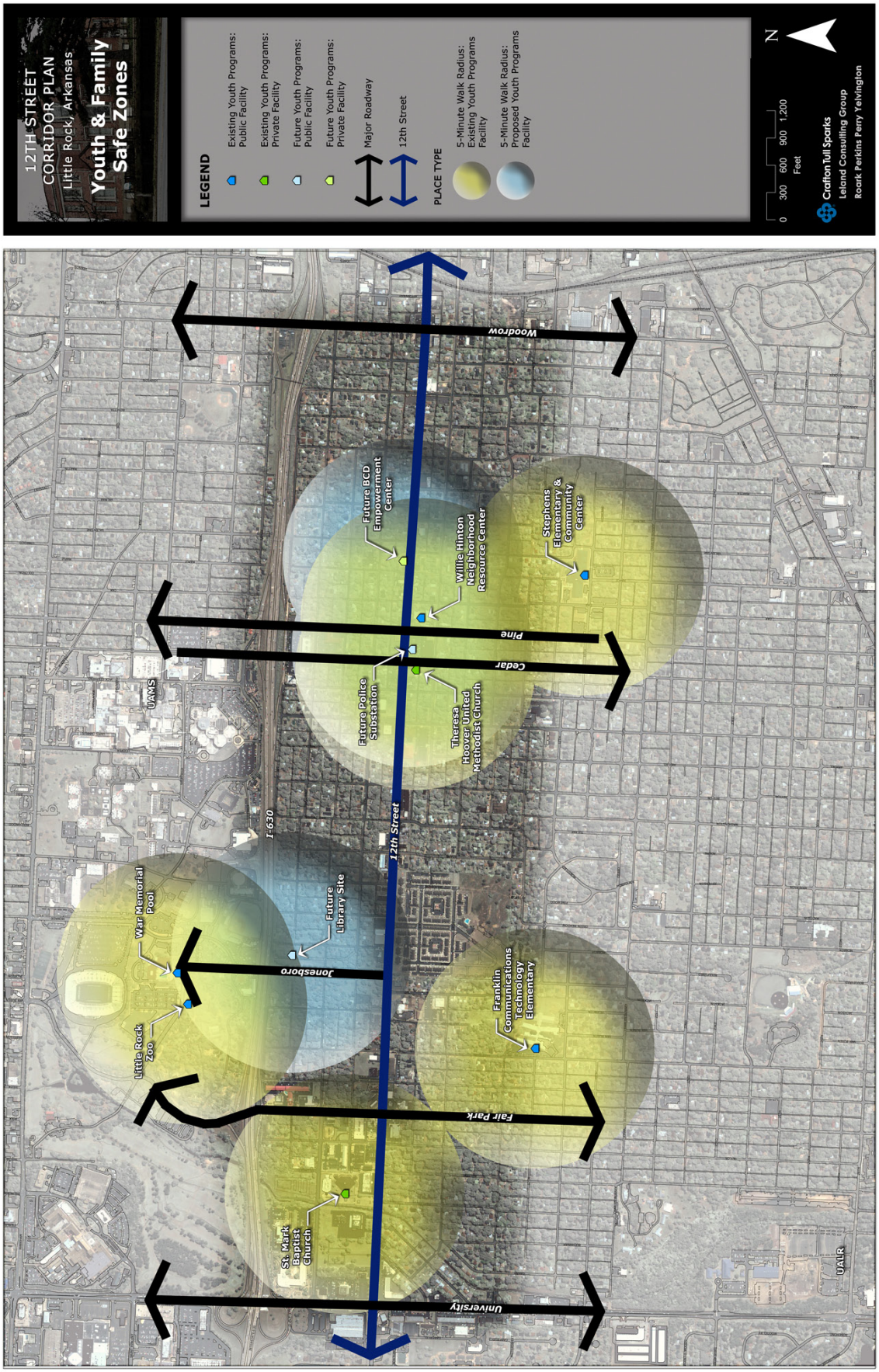
During further investigation into this concept, the Obama administration has announced plans to designate Promise Neighborhoods in 20 cities across the U.S., utilizing the Harlem Children's Zone as an example. The 12th Street corridor and its surrounds already meet some of the early criteria of this program. For more information, visit http://www.hcz.org/images/abc_website_april_25_2009.pdf and http://www.policylink.org/site/c.lkIXLbMNJrE/b.5160905/k.3ABD/Creating_Promise_Neighborhoods.htm.

The map on page _____ depicts the current and future program providers in the study area, as well as a 5-minute (1/4 mile) walk radius surrounding each. The goal is to distribute youth and family programs throughout the corridor.

## *Moving from Brown to Green*

Redevelopment within the 12th Street Corridor study area can largely be classified as "brownfield" development, meaning it is occurring on sites that had a previous use. This terminology is as opposed to "greenfield" sites, or previously undeveloped land. There is momentum within the study area across several investors and projects to redevelop these "brownfield" sites in a sustainable, or "green" way.

Recent programs, grant applications and projects in the study area have focused on sustainable "green" initiatives. Brownfield grants training grants and green job grants continue to be options for employment opportunities as well ways to improve the quality of the existing conditions of the corridor buildings. New building projects, such as The BCD's empowerment center, the new children's library and the 12th Street Police Station will all be LEED projects. LEED is Leadership in Energy and Environmental Design (United States Green Building Council's rating system for green design/construction). The use of public transit, pedestrian friendly commercial areas, LEED buildings in the district are all forward thinking strategies that incorporate environmentally sensitive solutions. If the steering committee is able to remain the catalyst for change through implementation phases, the momentum generated during the planning phase should carry though future the entirety of the revitalization process.


12TH STREET
CORRIDOR PLAN
Little Rock, Arkansas
Youth & Family
Safe Zones
LEGEND
Existing Youth Programs: Public Facility
Existing Youth Programs: Private Facility
Future Youth Programs: Public Facility
Future Youth Programs: Private Facility
Major Roadway
12th Street
PLACE TYPE
5-Minute Walk Radius: Existing Youth Programs Facility
5-Minute Walk Radius: Proposed Youth Programs Facility
N
0 300 600 900 1,200
Feet
Crafton Tull Sparks
Leland Consulting Group
Roark Perkins Perry Yelvington
Woodrow
Pine
Cedar
Jonesboro
Fair Park
University
12th Street
I-630
UAMS
UALR
Future BCD Empowerment Center
Willie Hinton Neighborhood Resource Center
Stephens Elementary & Community Center
Future Police Substation
Theresa Hoover United Methodist Church
War Memorial Pool
Future Library Site
Little Rock Zoo
Franklin Communications Technology Elementary
St. Mark Baptist Church

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*Composite Plan*

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*Phasing*

*Design Framework Recommendations*

# SECTION C

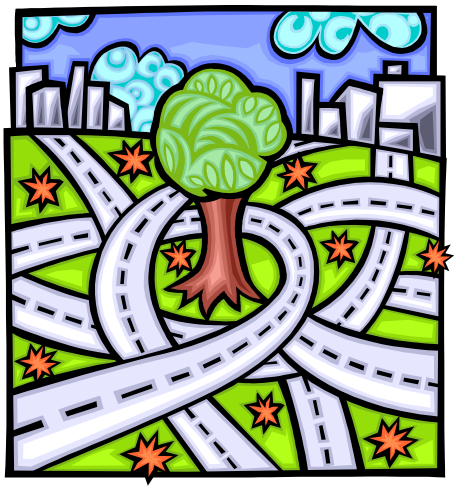
## *Planning Philosophies*

Growth and development patterns of cities have evolved over time. Largely a response to available transit modes, the scale of city development expanded as faster modes of transportation were introduced. Turn-of-the-century cities were dense and compact as people depended on horses or streetcars for transit. As a result, neighborhoods were located in close proximity to employment centers, while public services and amenities, such as schools, parks, and churches were located within walkable distances of residences.

*Turn-of-the-century neighborhoods and streets featured a variety of uses located in close proximity to one another.*

The automobile, along with the rapid increase in demand for post-war housing, resulted in more suburban growth patterns at larger scales and at distances that were achieved with the auto alone. As a result, vast expanses of the modern city are auto-oriented, with predominately segregated land uses (residential homes in one area, large collections of commercial in another, for example) at a scale that does not consider people.

Recent planning trends, such as Smart Growth and Traditional Neighborhood Development, seek to reclaim development at the human scale associated with pre-war neighborhoods which feature a variety of uses and services within a walkable distance. Neighborhood-scaled commercial and institutional developments are encouraged in conjunction with residential units, creating 'mixed use' developments.



*Post-war developments separated uses to a greater extent and became increasingly dependent on the automobile.*

The neighborhoods within the 12th Street corridor were constructed around the World War II era, within smaller neighborhood units featuring amenities such as schools, churches, and neighborhood retail services. In this regard, 12th Street is well-suited for revitalization efforts in that its basic physical framework is already at a human scale.

Three sources follow, documenting current planning theory and practice today, and its relationship to the 12th Street corridor.

### Characteristics of Great Places 2008

In December 2008, Planning magazine released its list of the Great Neighborhoods and Great Streets as selected by the American Planning Association (APA). Each location on the list possessed attributes that made it a Great Place in the eyes of the APA. Many of these attributes occurred repeatedly from one place to another. These common attributes (that collectively aid in creating Great Places) have been summarized on the following pages.

*Most "Great Neighborhoods" are walkalbe and human-scaled.*

### Great Neighborhoods

"All the neighborhoods honored by the American Planning Association this year embody principles identified under the rubric of new urbanism, the 30-year-old planning movement that advocates mixed use development and dense, pedestrian-oriented design….[these neighborhoods] were all developed before World War II, long before contemporary planners derived the principles of new urbanism from the study of classic American communities…" (source: Planning magazine, December 2008)

Common themes among great neighborhoods:

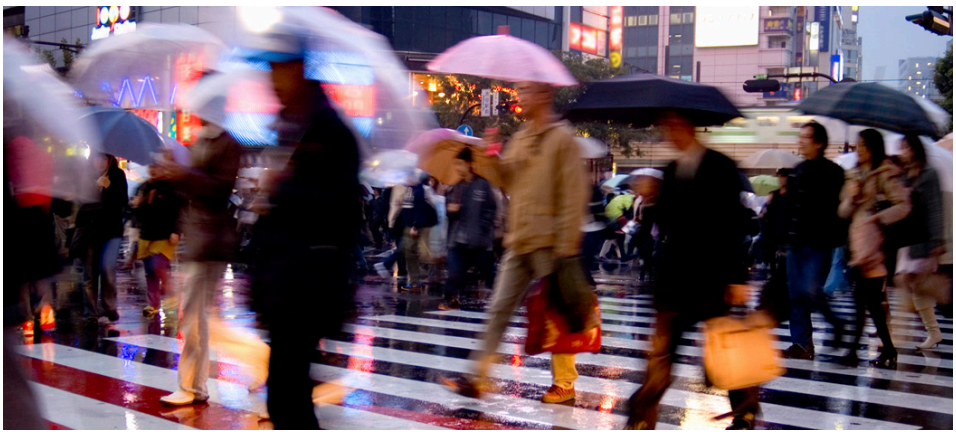
- All are close to, or within, their city's downtown
- None are located outside an outer loop highway
- Most experienced principal years of growth between the 1890s and the 1930s, during the age of streetcars
- All are walkable, human-scaled places where the automobile is present but not the dominant factor
- They have developed tools to encourage preservation and loosen up traditional, single-use zoning
- They've dealt proactively with racial and ethnic integration
- They've provided affordable housing
- They've preserved the physical characteristics that made them attractive in the first place
- Most include a grid street network and tree-lined parkways
- Built between the two World Wars
- Intimate scale of streets
- Buried power lines
- Sidewalks and outdoor public spaces
- Presence of overlay districts
- Streetscapes containing consistent materials and amenities
- Facilitates community gatherings/events
- Real, living communities that guide new development to fit within the context/scale of the existing
- Promote pedestrian movement
- Preserve architecturally significant structures
- Encourage appropriate densities
- Encourage mixed use
- Encourage new development at scales relative to the existing context

## Great Streets

"A great street for a real estate broker might have a location that commands high rents; for a traffic engineer it might have a high capacity in vehicles per hour. But for a planner or urban designer, the phrase is likely to call to mind Allan Jacobs's 1993 manifesto for traditional street design, Great Streets...defined by continuous building frontages, sidewalks that are friendly to pedestrians, and a consistent concept for streetlights, paving, and landscaping. For the last two generations, modernist buildings surrounded by open space, not lined up fronting a street, and modernist streets designed for high-speed traffic, not pedestrians, have dominated city development. Outside of older centers, most U.S. streets conform to this modernist vision." (source: Planning magazine, December 2008)

Common themes among great streets:

- They date from the days of the traditional city, and much of what we value today was built into them at the beginning
- Contain a focal point, a terminus
- Have consistent paving materials that enhance the pedestrian environment
- Limited or no above-ground utility wires
- Straightforward streetlights; no angled armatures over the street
- Controlled placement and design of traffic signals (no booms suspending signals out over the traffic lanes), to keep vistas open up and down the street
- Street trees where appropriate
- Mix of uses – offices, retail, residences, arts, public spaces
- Consistent street furnishings (benches, trash receptacles, pedestrian lighting, bollards, etc.)
- Both old and new buildings are close to the street line and frame the space: "hold the street line"
- Consistent street frontage (limiting parking lots or other leakages of space)
- Human activity
- The addition of a center island to create a boulevard
- Consistent maintenance of landscape
- Walkable
- New development at a scale appropriate for the street context
- Slower traffic speeds, narrower streets or lanes



## Traditional Neighborhood Development (TND)

Traditional Neighborhood Development (TND) refers to a planning and design methodology that is centered around the creation of pedestrian-scaled environments that results in compact, walkable neighborhoods integrated with public amenities, retail, and commercial services.

The Thirteen Points of Traditional Neighborhood Development, authored by Andres Duany & Elizabeth Plater-Zyberk Architects, Inc. (DPZ), outlines the common attributes of TND neighborhoods. (source: http://newurbanist.com/principles.asp) The social and environmental benefits of a Traditional Neighborhood Development (TND) result from certain physical and organizational characteristics, as stated below.

### An authentic Neighborhood includes most of the following:

1. The Neighborhood has a discernible center. This is often a square or green, and sometimes a busy or memorable street intersection. A transit stop would be located at this center.
2. Most of the dwellings are within a five-minute walk of the center. This distance averages one-quarter of a mile.
3. There is a variety of dwelling types within the Neighborhood. These usually take the form of houses, rowhouses, and apartments, such that younger and older people, singles and families, the poor and the wealthy, may find places to live.
4. There are shops and offices at the edge of the Neighborhood. The shops should be sufficiently varied to supply the weekly needs of a household. A convenience store is the most important among them.
5. A small ancillary building is permitted within the backyard of each house. It may be used as one rental unit, or as a place to work.
6. There is an elementary school close enough so that most children can walk from their dwelling. This distance should not be more than one mile.
7. There are small playgrounds quite near every dwelling. This distance should not be more than one-eighth of a mile.
8. The streets within the Neighborhood are a connected network. This provides a variety of itineraries and disperses traffic congestion.

9. The streets are relatively narrow and shaded by rows of trees. This slows down the traffic, creating an environment for the pedestrian and the bicycle.
10. Buildings at the Neighborhood center are placed close to the street. This creates a strong sense of place.
11. Parking lots and garage doors rarely enfront the streets. Parking is relegated to the rear of the buildings, usually accessed by alleys.
12. Certain prominent sites are reserved for civic buildings. Buildings for meeting, education, religion, or culture are located at the termination of the street vistas or at the Neighborhood center.
13. The Neighborhood is organized to be self-governing. A formal association debates and decides on matters of maintenance, security and physical change.

Of these 13 Points of Traditional Neighborhood Development, the 12th Street Corridor Study area currently possesses the following:

3. There is a variety of dwelling types within the Neighborhood. These usually take the form of houses, rowhouses, and apartments, such that younger and older people, singles and families, the poor and the wealthy, may find places to live.
4. There are shops and offices at the edge of the Neighborhood. The shops should be sufficiently varied to supply the weekly needs of a household. A convenience store is the most important among them.
5. A small ancillary building is permitted within the backyard of each house. It may be used as one rental unit, or as a place to work.
8. The streets within the Neighborhood are a connected network. This provides a variety of itineraries and disperses traffic congestion.
11. Parking lots and garage doors rarely enfront the streets. Parking is relegated to the rear of the buildings, usually accessed by alleys.

It can be reasoned, therefore, that the remaining points would be a logical part of the urban design strategy within the redevelopment of the 12th Street Corridor Study Area:

1. The Neighborhood has a discernible center. This is often a square or green, and sometimes a busy or memorable street intersection. A transit stop would be located at this center.
2. Most of the dwellings are within a five-minute walk of the center. This distance averages one-quarter of a mile.
6. There is an elementary school close enough so that most children can walk from their dwelling. This distance should not be more than one mile.
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13. The Neighborhood is organized to be self-governing. A formal association debates and decides on matters of maintenance, security and physical change.

*Above: Willie Hinton Neighborhood Resource Center was once the neighborhood's elementary school.*

*Homes along 12th Street*

## *Architectural Context*

There are some very fine and unique examples of different styles and detailing of residential treatments, especially on the east end of the corridor, most of which lie along 12th Street from Booker Street to Cedar. There are some very well maintained bungalow houses fronting 12th Street, but is not just limited to 12th Street. There are many fine examples of this style that exist on the parallel streets to 12th Street.

Porches are evident on almost every example. Also, brick seems to be the facade material of choice, which certainly reflects the permanence and longevity of these buildings. There are even fine examples of Craftsman style buildings, some even approaching the "Green & Green" quality which sets the standard for the Craftsman style. These buildings are located around the intersection of Allis and 12th Street. All of these utilize great details which expressed soffit structure and appropriate roof slopes. Obviously, the porch, brick and Craftsman style details should be utilized in future residential developments. This has already been started with the new housing development at the intersection of Jonesboro and 12th.

The religious structures along 12th Street bring a very commanding permanence to the atmosphere of the street. Emmanuel Baptist Church is a very good example of Greek Revival Church architecture that should be expressed in future larger scale structures, such as government and financial buildings.

The Willie Hinton Resource Center is another building that expresses the permanence of a strong brick facade with an elevated site placement that looms over 12th Street. This rehabilitated school building along with Hoover Methodist Church at Pine and 13th presents a strong base for redevelopment at the Pine/Cedar, 12th Street intersection. Again, these buildings represent exceptional brick detailing at a human scale.

Moving west from Pine to Jonesboro, there have been many unchecked and very insensitive buildings built that range from mercantile structures to strip centers. This area is enhanced somewhat with various church facilities that help clean up things. There are very few examples of good contextual architecture that would be described as useful to this study for continued replication.

The area from Jonesboro to Fair Park is very interesting in the fact that there are significant adaptive reuse buildings for medical or clinical uses along these blocks. They seem to fit and present a very comfortable use of scale for the building type. This adaptive reuse approach could and should be built upon in future developments.

The area west of Fair Park to University Avenue represents the most redeveloped part of the 12th Street Corridor. The newer retail, restaurant, gas stations, revitalized strip center, and new street interchange, have attempted to upgrade this faster more current end of the corridor. The end result is a cleaner and healthier atmosphere.

*Greek revival architecture*

*Human-scaled buildings*

*Adaptive reuse of a residential structure as an office*

*New construction at 12th Street and Fair Park*

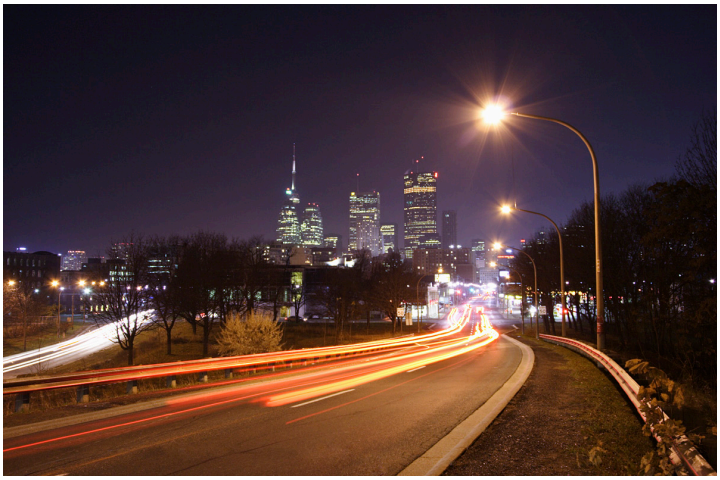
*Left: The State Printing Co. is a commercial structure constructed of brick at a human scale with an appropriate relationship to the street.*

## *Place Types*

Since the inception of zoning in the 1920s, city planning efforts have largely focused on the separation of and type of land uses. This was done largely in the interest of public health, and fulfilling the need to separate residences from industrial uses and their by-products. During the decades following the two World Wars, a rapid pace of development coupled with the dominance of the automobile and the desire to separate land uses resulted in sprawl around most urban areas of America.

By turning the focus away from a land-use dominated planning approach and considering the desired form and arrangement of communities, current planning approaches return to the pre-war patterns that emphasize the creation of a pedestrian-scaled environment in which compatible mixes of land uses are encouraged.

To this end, planning solutions are focused around the types of places that form our communities and the inherent characteristics that are associated with each "place type." These include neighborhoods, corridors, centers/cores, and special districts.



*Above: Neighborhoods*
*Left: Corridors*

Patterns of development occur differently within each "place type"; neighborhood development is often times notable different from corridor development, for example. Place types set the framework for development strategies, including design overlay districts, urban design guidelines, or form based code. Planning by place types can result in the appropriate layout of people places.

### Neighborhoods

Neighborhoods as they relate to Place Types refer to the predominately residential areas in which we live. The definition of neighborhood is not exclusive of form, location, or age. Located within neighborhoods may be support services such as dry cleaners, local markets/bakeries/restaurants, neighborhood-scale retail, parks, schools, churches, and/or civic buildings.

*Above: Centers/Cores*
*Right: Special Districts*

## Centers/Cores

The centers or cores of most communities is easily discernible: many times they are the central business district, but may also be a neighborhood center or a regional center. Centers or cores typically feature a more dense pattern of development with a variety of uses, often in a mixed-use environment. Centers or cores are destinations within a community, and often time contain exterior civic spaces landmarks.

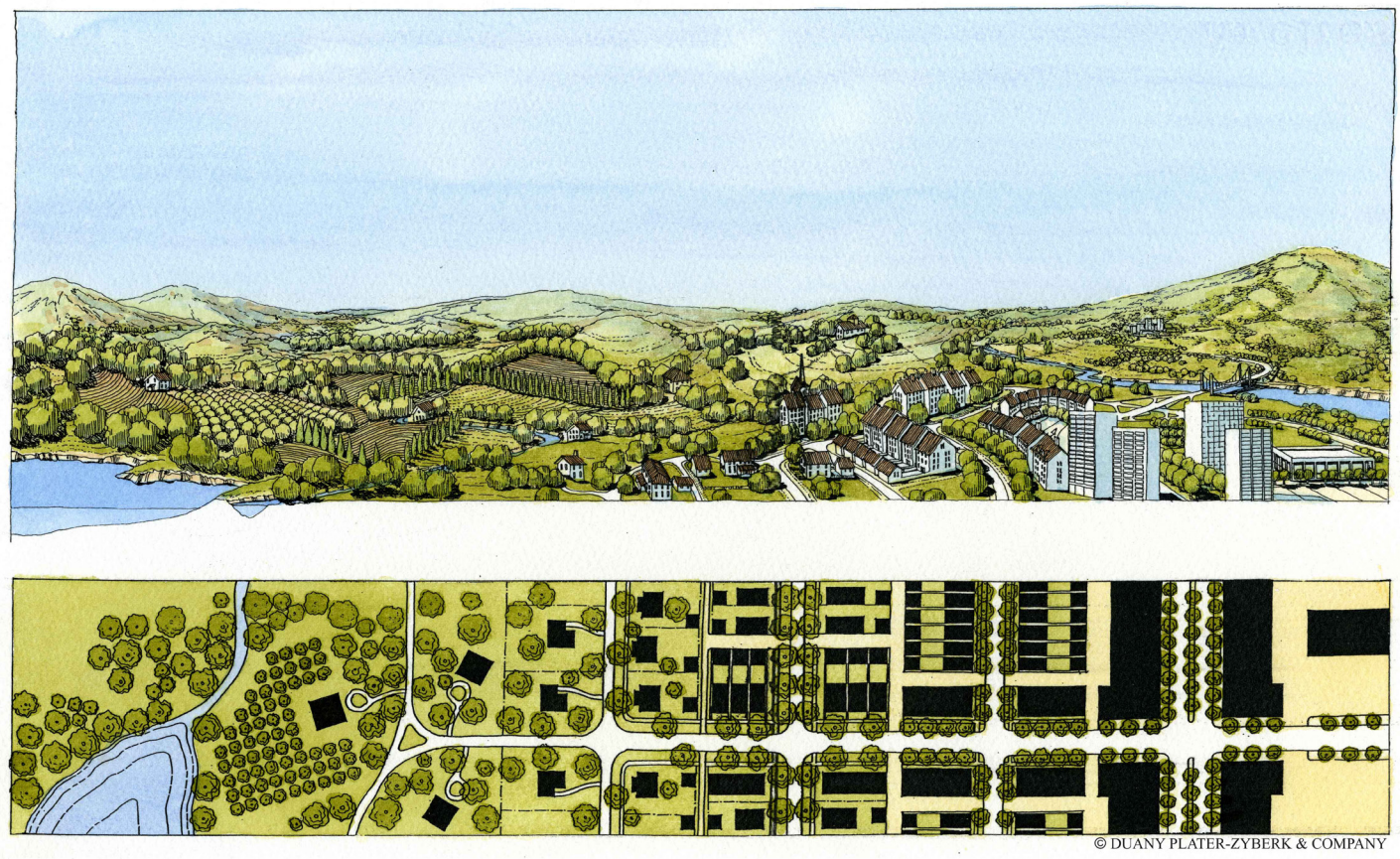
## Special Districts

Special districts are non-residential areas of a single use. Common examples include airports, water ports, or industrial areas, but may also be large corporate campuses, institutional areas, or other assimilations of non-residential property.

## Corridors

Corridors are the travel and transportation networks throughout a community. Though the most common form of corridors are for vehicular travel (streets), these may also include railroads, trails, and waterways. Land uses along corridors vary widely, and many times feature a multitude of development types, scales, and forms. Corridors can be one of the most challenging Place Types to plan while maintaining both economic viability and aesthetics. Of the four Place Types, mid-century corridors have, in general, experienced the greatest decline and are at the center of many revitalization efforts across the country. Many corridor developments have utilized suburban-oriented zoning and subdivision regulations that have resulted in multitudes of sprawling roadways consumed by strip development where the car is dominant and pedestrians are virtually ignored.

# SECTION C



*Above: The Rural to Urban Transect*
*source:*

### The Transect

Transects are graphic representations documenting a change in pattern or condition over space or time. The transect developed by Duany Plater-Zybeck & Company demonstrates the development pattern on the land starting with the natural environment and progressing to the dense urban core. As seen in the transect at the right, the development pattern and densities become increasingly tighter moving from the natural area, to rural development, through suburban areas, into urban zones and the urban core. This range in pattern in density is quantified on a scale from T1 through T6, with T1 "Natural Zone" being the least dense and T6 "Urban Core Zone" being the most dense.

By combining Place Types with their corresponding Transect densities, planning decisions can be made in a clear, methodical approach that considers the appropriateness of developments within each Place Type, based on the existing or proposed density to be achieved or maintained.

### Application of the Transect and Place Types within the 12th Street Corridor

Within the 12th Street Corridor study area, two transect types prevail: (1) the denser, older (pre-war) T4 area located between Woodrow and Jonesboro that is characterized by the older, smaller-scaled, pedestrian-oriented development (lots) with a variety of uses, and (2) the more suburban (post-war) form of T3 areas characterized by the newer, larger-scaled, auto-oriented development (lots) located predominately west of Jonesboro and becoming increasingly discernible at the Fair Park and University intersections.

The map on page _____ depicts each place type (neighborhood, corridor, center/core, and special district) with its corresponding transect density (T3 or T4). The major place type/transect combinations are as follows:

- T4 Center/Core
- T4 Neighborhood
- T4 Neighborhood Main Street Corridor
- T3 Non-Residential Corridor
- SD District 1: Non-Residential
- SD District 2: Institutional

Existing Place Types within the 12th Street Corridor area include the T4 Neighborhoods east of Jonesboro, the T4 Neighborhood Main Street Corridor of 12th Street (also east of Jonesboro), T3 Neighborhoods west of Jonesboro, and the T3 Non-Residential Corridor along 12th Street (also west of Jonesboro). The Jonesboro vicinity marks the shift in development style and time period from the more urban grid pattern with buildings oriented closer to the street to the more suburban form of development to the west with greater architectural setbacks and vehicular parking separating the structures from the road.

The corresponding Place Types Characteristics table on page _____ depicts the appropriate development characteristics within each place type/transect combination. This table is the basis for the development of form-based code (discussed later in this section).

# SECTION C

**12TH STREET PLACE TYPE CHARACTERISTICS**

based on the "T4 GENERAL URBAN" and "SD SPECIAL DISTRICT" TRANSECT ZONES

| | | T4 **CENTER/CORE** | T4 **NEIGHBORHOOD** | T4 NEIGHBORHOOD MAIN STREET **CORRIDOR** | T3 NON-RESIDENTIAL **CORRIDOR** | SD **DISTRICT** 1: NON-RESIDENTIAL | SD **DISTRICT** 2: INSTITUTIONAL |
|---|---|---|---|---|---|---|---|
| Reference | Framework Plan Use Designation | High Density Mixed Use | Residential, Institutional, Recreational/ Institutional | Corridor Mixed Use, High Density Mixed Use, Recreational/ Institutional, Institutional | Commercial, Office, Institutional | Commercial, Office, Institutional | Special District |
| Site Characteristics | Land Use | Commercial, High Density Residential, Office, Institutional, Public Open Space | Medium Density Residential, Public Open Space | Commercial, Office, Institutional, Medium Density Residential, Public Open Space | Commercial, Office, Institutional | Commercial, Office, Institutional | Institutional, Office, Residential |
| | Lot Width (45' typ. existing width) | 40' min, 90' max * | 45' min, 90' max | 40' min, 90' max * | 45' min, 90' max * | 45' min, 90' max * | 45' min, 90' max |
| | Lot Coverage | 80% max | 50% max | 70% max | 70% max | 70% max | 70% max |
| | Building Setback from ROW | 60' ROW: 0' min, 18' max<br>50' ROW: 5' min, 23' max | 18' min, 30' max | 70' ROW: 0' min, 18' max (commercial uses) 18' min, 30' max (residential uses)<br>60' ROW: 5' min, 23' max (commercial uses), 23' min, 35' max (residential uses) | 70' ROW: 5' min, 30' max * (discourage front parking lots)<br>60' ROW: 10' min, 35' max * (discourage front parking lots) | 5' min, 30' max * (discourage front parking lots) | 5' min, 18' max |
| | Building Frontage | Front on street | Front on street | ` | Front on 12th St. | Front on street | Front on street |
| | Vehicular Access | rear, side | front, rear | front, rear, side | front, rear, side | front, rear, side | front, rear, side |
| | Parking | 1.5 per dwelling (residential)<br>3.0 per 1000 sq. ft. (office)<br>4.0 per 1000 sq. ft (retail) | 1.5 per dwelling (residential) | 1.5 per dwelling (residential)<br>3.0 per 1000 sq. ft. (office)<br>4.0 per 1000 sq. ft (retail) | 4.0 per 1000 sq. ft. | 4.0 per 1000 sq. ft | 1.5 per dwelling (residential)<br>3.0 per 1000 sq. ft. (office)<br>4.0 per 1000 sq. ft (retail) |
| Architectural Characteristics | Building Height | 1 min, 4 max | 1 min, 2 max | 1 min, 3 max | 1 min, 2 max | 1 min, 3 max | 1 min, 3 max |
| | Building Materials | Brick, precast concrete, glass windows (not curtain wall) | Durable panels or siding (Hardibord), brick, stone, shingle roofs, wood or iron fencing | Brick, stone, precast concrete, permanent siding in mixed use areas | Brick, precast concrete, glass curtain wall, punched glass openings, marble | Current and appropriate materials for commercial office and institutional. May deviate from the post WWII direction | Brick, stone, precast concrete, siding (Hardibord) to maintain the established pallet. Integrate office complex standard details with post WWII details |
| | Building Attachments | Permanent horizontal awning at retail & storefronts; restricted signage | Carports (non metal) | Outdoor dining areas, canvas awnings, drive-thrus, parking structures | Covered drive entries, plazas, drive up services | Whatever is permittable | Covered drive entries, drive-up windows. Service facilities, work areas, etc. |
| | Architectural Character | Punched window openings (no glass walls); utilize step backs on facades with post WWII details | Residential scale, leaning to craftsman style, adapted post WWII detailing; sloped roofs | Dense scale, post WWII details for residential and institutional. Soft edges with minimal glass walls | Low rise commercial scale, recommend softening building facades with mechanical equipment concealed | Coordinate with established and developing fabric | Imperative that this area be transitional in character between the SD1 commercial/ institutional and the T4 residential |
| | Context | | | Respect historic significance | not applicable | not applicable | Respect historic significance |
| Public Space Characteristics | Block Length | 320' min, 350' max | 320' min, 350' max | 320' min, 350' max | 320' min, 350' max | 320' min, 350' max | 320' min, 350' max |
| | Sidewalk | 5-8' internal | 4-6' internal | 5' along 12th St. | 5' along 12th St. | 4-6' internal | 4-6' internal |
| | Connectivity | Vehicular, Pedestrian, Class 2 or 3 Bicycle Lanes or Routes, Bus Transit | Vehicular, Pedestrian, Class 3 Bicycle Routes | Vehicular, Pedestrian, Class 2 Bicycle Lanes, Bus Transit | Vehicular, Pedestrian, Bus Transit | Vehicular, Pedestrian, Class 3 Bicycle Routes | Vehicular, Pedestrian, Bicycle, Class 3 Bicycle Routes |
| | Landscape: Public Right of Way (ROW) | Median trees at 40' o.c. | Refer to T4 Center & T4 Neighborhood Main Street applications | Median trees at 40' o.c., street trees in landscape buffer at 40' o.c., alternating with median trees | No standard in public ROW | No standard in public ROW | No standard in public ROW |
| | Open Space | Square, Plaza, Green | Park, Green | Square, Plaza, Green, Park | Plaza, Park | Plaza, Park | Square, Plaza, Green, Park |

Placetypes include Centers/Cores, Neighborhoods, Corridors, Districts, Precincts

* Exceeding minimums or maximums is only allowed with Planning Commission and Board of Directors approval

12TH STREET
CORRIDOR PLAN
Little Rock, Arkansas
Place Types
(with Transect
Classifications)
LEGEND
Proposed Development or Redevelopment
Existing/Ongoing Development or Redevelopment
Major Roadway
12th Street
PLACE TYPE
T4 Center
T4 Neighborhood
T4 Neighborhood Main St.
T3 Non-Residential Corridor
SD Special District
N
0 300 600 900 1,200
Feet
Crafton Tull Sparks
Leland Consulting Group
Roark Perkins Perry Yelvington
Fletcher Park
Woodrow
T4 Neighborhood Main Street Corridor
T4 Neighborhood
BCD Empowerment Center Site
Stephens Community Center
Willie Hinton Neighborhood Resource Center
Pine
Cedar
T4 Center
Police Substation Site
UAMS
I-630
T4 Neighborhood Main Street Corridor
12th Street
Children's Library Site
Madison Heights
Jonesboro
War Memorial Park
SD District 2
T3 Non-Residential Corridor
Curran Conway Park
Fair Park
SD District 1: Non-Residential
Oak Forest Park
T4 Neighborhood
UALR
University

# SECTION C

# *Land Use by Place Type*

The following Place Types are located within the study area. Within each place type, various uses may occur either in single-use fashion or multi-use (mixed-use), as described below.

## Place Type Characteristics

### T4 Center/Core

The T4 Center/Core should allow higher density development with multiple stories. This area should be predominately mixed-use, with street-level retail/commercial and upper level office and/or residential above. Parking should be accommodated on-street and in below-grade structures beneath the buildings or in shared parking garages to a large extent. The goal is to minimize surface parking in order to maximize leasable floor space while creating a destination.

### T4 Neighborhood

The T4 Neighborhood should consist of single- and multi-family residential uses, as well as recreational and institutional uses (churches, schools, libraries, fire/police stations, community centers) as needed to support the population.

### T4 Neighborhood Main Street Corridor

The T4 Neighborhood Main Street Corridor should consist predominately of mixed-use developments at a lower density than the T4 Center/Core. These uses include commercial, residential, office, institutional, and recreational.

### T3 Non-Residential Corridor

The T3 Non-Residential Corridor currently consists predominately of single-use buildings (office or commercial). Mixed use is also encouraged in this area, as well as expanded uses to include institutional and recreational.

### SD District 1: Non-Residential

The SD District 1 should continue to accommodate commercial, office, and institutional uses as it currently does.

### SD District 2: Institutional

The SD District 2 should continue to accommodate residential uses and may also include recreational, institutional, and/or office uses.

Preferred Land Use Locations by Place Type

| | Place Type | | | | | |
|---|---|---|---|---|---|---|
| Land Use | T4 **Center/ Core** | T4 **Neighborhood** | T4 Neighborhood Main Street **Corridor** | T3 Non-Residential **Corridor** | SD **District** 1: Non-Residential | SD **District 2**: Institutional |
| Commercial | ✓ | | ✓ | ✓ | ✔ | |
| Multi-Family Residential | ✓ | ✓ | ✓ | | | |
| Single-Family Residential | ✓ | ✔ | ✓ | | | ✓ |
| Recreational/Institutional | ✓ | ✓ | ✓ | ✓ | | ✓ |
| Institutional | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| Office | ✓ | | ✓ | ✔ | ✓ | ✓ |
| Special District | | | | | ✔ | ✔ |
| Corridor Mixed Use | | | ✔ | | | |
| High Density Mixed Use | ✔ | | | | | |

✔ Primary/Preferred Place Type Location for this Land Use

✓ Secondary/Allowed Place Types Location for this Land Use

# SECTION C

## *Place Type: T4 Center/Core*

High-Density Mixed Use (PRIMARY)

Commercial

Multi-Family Residential

Single-Family Residential

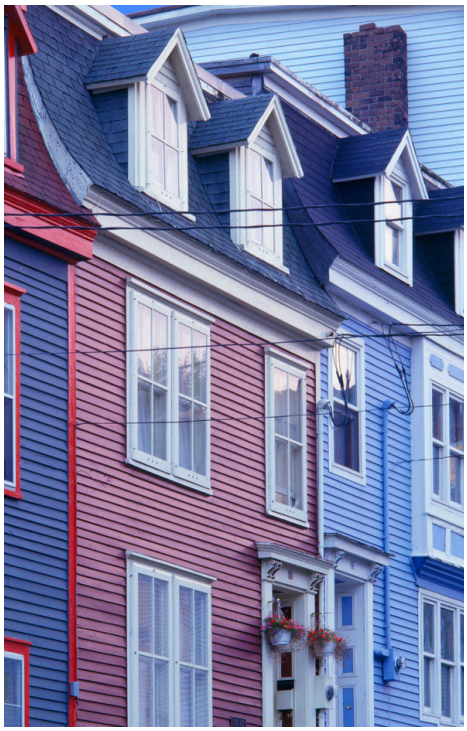
Recreational/Institutional

Institutional

Office

## *Place Type: T4 Neighborhood*

**Single-Family Residential (PRIMARY)**



**Multi-Family Residential**

**Recreational/Institutional**

**Institutional**

# SECTION C

## *Place Type:*
## *T4 Neighborhood Main Street Corridor*

Corridor Mixed Use (PRIMARY)

Commercial

Multi-Family Residential

Single-Family Residential

Recreational/Institutional

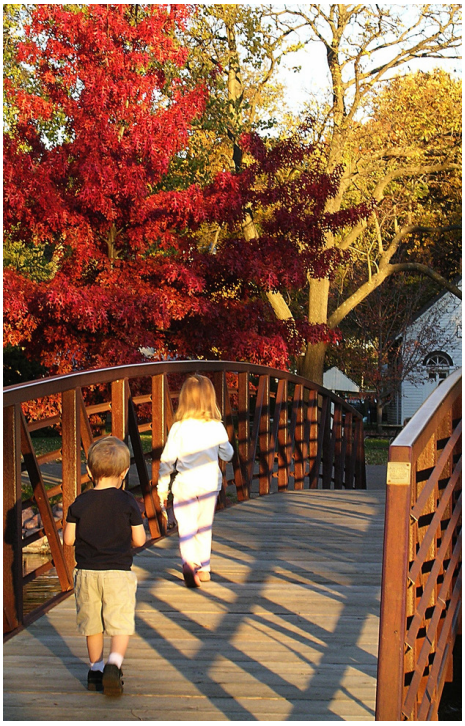
Institutional

Commercial/Office

## *Place Type: T3 Non-Residential Corridor*

**Office (PRIMARY)**

**Commercial**



**Recreational/Institutional**

**Institutional**

## *Place Type:*
## *SD District 1: Non-Residential*

Special District (PRIMARY)

Office

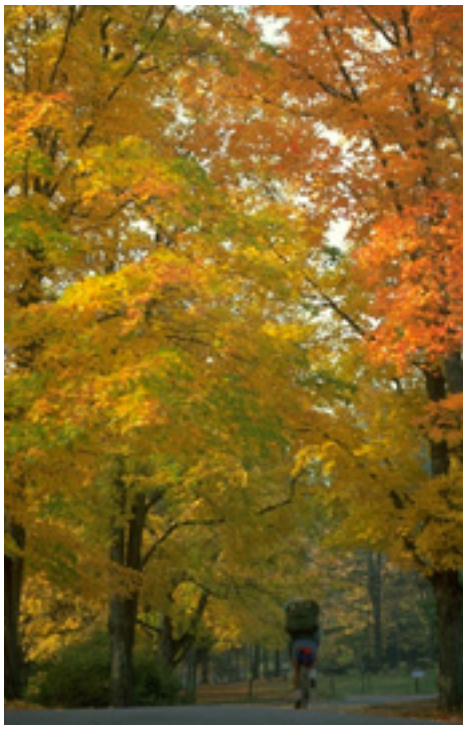
Commercial (PRIMARY)

Institutional

## *Place Type:*
## *SD District 2: Institutional*

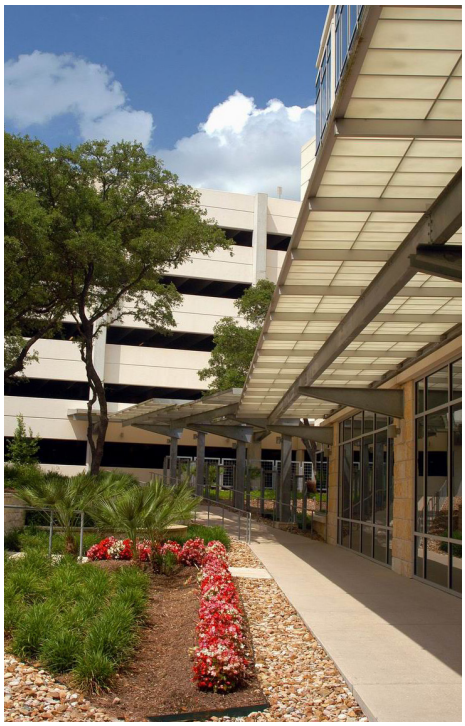
Special District (PRIMARY)

Residential



Recreational/Institutional

Institutional



Office

# SECTION C

## *Framework*

The Framework Plan builds on the Place Types map and specifies dominant land use patterns and land use mixes. These land use areas are very closely aligned with the Place Types designations, and in some cases, directly reflect the Place Types map.

For example, the T4 Center/Core is reflected on the Framework Plan as the High Density Mixed Use area. The T4 Neighborhood Main Street becomes the Corridor Mixed Use area. The T4 Neighborhood is predominately reflected as Residential, but provides further detail with the location of specific Institutional or Recreational use areas that are located outside of a designated mixed use category. The Framework Plan provides additional details as to the location of specific uses within the larger context of the Place Types map.

Place Types and Framework Plan Comparison

| Place Type | Framework Plan Land Use Designation: PRIMARY | Framework Plan Land Use Designation: ANCILLARY |
|---|---|---|
| T4 Center/Core | High Density Mixed Use | n/a |
| T4 Neighborhood | Residential | existing Multi-Family Residential |
| T4 Neighborhood Main Street Corridor | Corridor Mixed Use | n/a |
| T3 Non-Residential Corridor | Office, Institutional | Commercial |
| SD District 1 | Institutional, Commercial | Office |
| SD District 2 | Institutional | Commercial |

Existing, in progress, and proposed development and redevelopment projects are specifically located on the Framework Plan as well. Some of the proposed projects at the outset of the planning project have since become projects in progress, such as the CALS Children's Library and the Police Substation. Recent redevelopment projects within the study area include Madison Heights, a development of the Little Rock Housing Authority that replaced old "project" style public housing with apartments and townhouses that include public housing, market-rate housing, and _____ (subsidized??) housing options within a single development. A semi-public projects include the development of the Empowerment Center by the Black Community Developers. Two private projects are underway near Fair Park and 12th Street, including the expansion of St. Mark's Baptist Church and a multi-building commercial project near Fair Park and I-630.

The Framework Plan also depicts urban design elements such as gateways, significant intersections, areas of interest or specific design treatments in a graphic overview. These specific elements are discussed further in Section C, Circulation, on page _____.

# SECTION C

12TH STREET
CORRIDOR PLAN
Little Rock, Arkansas
Framework Plan:
Land Use Mix &
Urban Design
LEGEND
Proposed Development or Redevelopment
Existing/Ongoing Development or Redevelopment
Proposed Park Site
Primary Gateway
Secondary Gateway
Signalized Intersection
Major Roadway
12th Street
Corridor Street Trees
Gateway Street Trees
FUTURE LAND USE MIX
Commercial
Multi-Family Residential
Residential
Recreational/Institutional
Institutional
Special District
Office
Corridor Mixed Use
High Density Mixed Use
N
0 300 600 900 1,200
Feet
Crafton Tull Sparks
Leland Consulting Group
Roork Perkins Perry Yelvington
Fletcher Park
Woodrow
Corridor Mixed Use
Recreational/ Institutional
Residential
BCD Empowerment Center Site
Institutional
Willie Hinton Neighborhood Resource Center
Stephens Community Center
Pine
Cedar
High Density Mixed Use
Police Substation Site
UAMS
I-630
Corridor Mixed Use
12th Street
Residential
Madison Heights
Multi-Family Residential
Children's Library Site
Institutional
Jonesboro
Recreational/ Institutional
War Memorial Park
Special District
Office
Institutional
Residential
Curran Conway Park
Fair Park
Oak Forest Park
Commercial
Institutional
Office
University
UALR

# SECTION C

## *T4 Center/Core: Mixed Use Node*

The area between I-630 to 12th Street fronting Pine and Cedar streets and surrounding the Willie Hinton Neighborhood Resource Center, the future Midtown Police Substation, and the Hoover United Methodist Church is proposed as the primary activity node (T4 Center/Core) along the 12th Street corridor.

This area will benefit from public investment projects, such as the renovation of the Neighborhood Resource Center, the construction of the Empowerment Center, and the 12th Street Police Substation. Furthermore, its proximity to UAMS and access to I-630 as economic generators position the area well for redevelopment opportunities.

By designating a geographic area to allow higher density developments, a synergy of redevelopment can occur and build upon surrounding development to create a successful live/work/play environment.

This activity node should contain commercial, institutional, office, and residential uses (single-family as well as multi-family). Medical offices and residential or other support services for UAMS may be provided here, with the highest density uses located along I-630 and decreasing in height on the approach to 12th Street.

Structures in this area may reach 5 stories in height (closer to I-630), but more commonly be limited to 3 stories. These structures should be built with an urban context in mind, limiting surface parking and providing parking in underground levels of each building or as parking structures. Buildings should have a positive relationship to the street with consistent setbacks and massing,

and create a street edge with a pedestrian-friendly environment. Street treatment within the right of way should include sidewalks, ramps, and street trees.

Mixed use is encouraged within each building, with any commercial uses at street level and offices, institutional, or residential uses above. Single-use buildings are also appropriate as market conditions necessitate.

In addition to multi-level mixed-use buildings, urban open spaces, such as parks or plazas, are highly encouraged to provide opportunities to congregate or recreate outside. These open spaces are just as important in the community as successful commercial, office, institutional, and residential developments. These spaces may be located along the street to provide an urban oasis, or located centrally in a larger land area as an institutional amenity to provide opportunities for community gatherings and festivities. Location near institutional uses is a positive attribute.

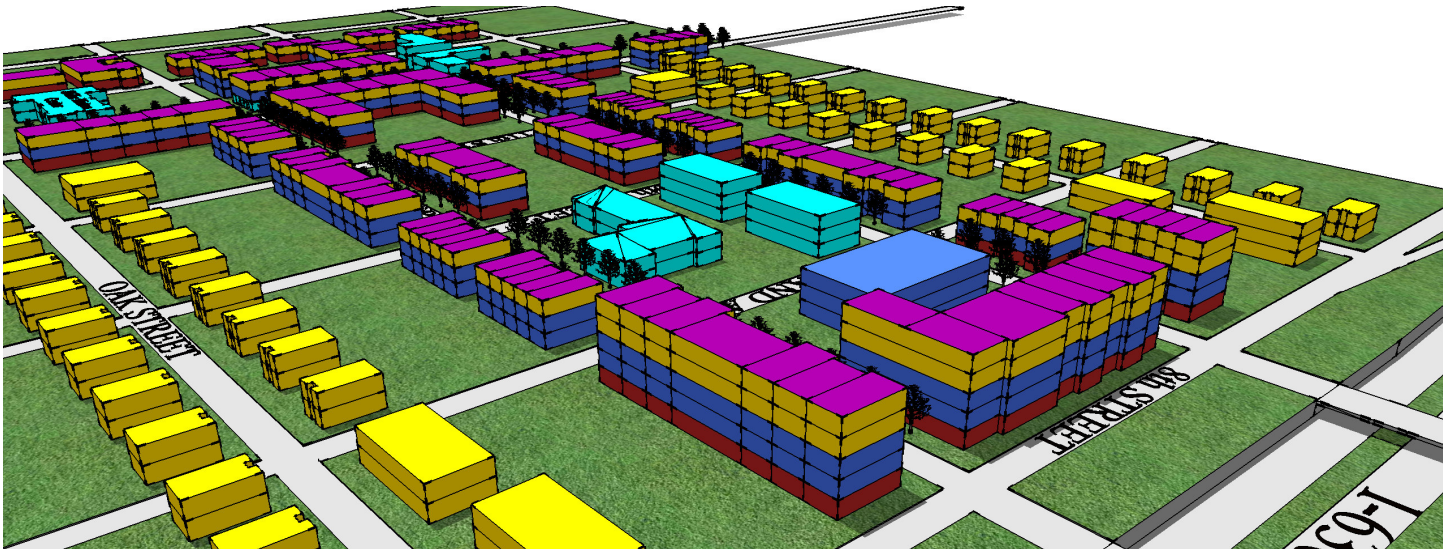
The intent of the high density mixed use activity node (T4 Center/Core) is to dedicate an area to accommodate the needed expansion of support businesses and residential to UAMS while creating a focused area within the study area to encourage redevelopment.

The development of this area is dependent upon the purchase of real estate at fair market value by the willingness of existing property owners. There is no intent to displace existing residents against their will.

Revitalization of this area will act as a catalyst to development throughout the 12th Street corridor due to its location at a primary access point into the corridor.

Refer to the Place Types Characteristics table (T4 Center/Core column) on page ___ as well as the Characteristics by Land Use (High Density Mixed Use section) on page ____for specifics pertaining to use, scale, character, setbacks, and facades of future buildings within this area.

Colors on this page represent the following uses: residential (yellow), commercial (red), office (blue), institutional (cyan). Mixed use buildings are depicted with purple roofs.



## *Characteristics of Development by Land Use*

The characteristics described in this section build upon the Place Type Characteristics depicted in the table on page _____. The intent of Place Types characteristics is to incent the development of places, rather than of unrelated developments following requirements based on land use. Creating communities based on Place Types results in contextually-respectful developments following the same set of development requirements, in large part exclusive of land use. The following paragraphs further describe the characteristics and traits of these guidelines, organized by land use. Each description can be cross-referenced to Place Type by utilizing the Place Types Characteristics table.

The following uses are described:

A. Commercial/Office
B. Residential
C. Multi-Family Residential
D. Institutional/Recreational
E. Recreational
F. Special Districts
G. Corridor Mixed Use
H. High Density Mixed Use

Preferred Land Use Locations by Place Type

| | Place Type | | | | | |
|---|---|---|---|---|---|---|
| Land Use | T4 **Center/ Core** | T4 **Neigh-borhood** | T4 Neigh-borhood Main Street **Corridor** | T3 Non-Residential **Corridor** | SD **District** 1: Non-Residential | SD **District 2**: Institutional |
| Commercial | ✓ | | ✓ | ✓ | ✓ | |
| Multi-Family Residential | ✓ | ✓ | ✓ | | | |
| Single-Family Residential | ✓ | ✓ | ✓ | | | ✓ |
| Recreational/Institutional | ✓ | ✓ | ✓ | ✓ | | ✓ |
| Institutional | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| Office | ✓ | | ✓ | ✓ | ✓ | ✓ |
| Special District | | | | | ✓ | ✓ |
| Corridor Mixed Use | | | ✓ | | | |
| High Density Mixed Use | ✓ | | | | | |

✓ Primary/Preferred Place Type Location for this Land Use

✓ Secondary/Allowed Place Types Location for this Land Use

# SECTION C

## A. COMMERCIAL/OFFICE (T4 Neighborhood Main Street Corridor, T3 Non-Residential Corridor, SD District 1, SD District 2)

### Use

T3 Non-Residential Corridor and SD District 1:

Commercial/office development between Jonesboro and University is predominately stable, with structures developed from the 1960s on. Future development within this area should focus on improving the relationship to 12th Street (street frontage and appearance) and ensuring an appropriate pedestrian scale and accessibility.

T4 Neighborhood Main Street Corridor and SD District 2:

Commercial development between Jonesboro and Woodrow is a mixture of original structures at smaller, neighborhood-appropriate scales, small infill structures such as auto repair shops or fast food restaurants, and infill commercial strip shopping centers. Future development within this area should focus on neighborhood-scaled buildings that establish a consistent street frontage (through setbacks and facade treatments) while accommodating vehicular circulation and an inviting pedestrian environment.

## Character

T4 Neighborhood Main Street Corridor, T3 Non-Residential Corridor, SD District 1, SD District 2:
The character of commercial uses along the 12th Street corridor should both consider the historic context of the neighborhood while incorporating modern construction techniques. Massing should be consistent with surrounding structures (i.e. less than 3 stories in some areas and with similar square footage amounts).

*Original housing stock may be renovated to accommodate commercial or office uses along the 12th Street corridor.*

## Scale

T4 Neighborhood Main Street Corridor, T3 Non-Residential Corridor, SD District 1, SD District 2:
Building scale and massing should be consistent with the smaller scale of independent structures throughout the corridor and surrounding neighborhoods (avoid large building footprints and blank facades). Buildings should be massed into smaller units, and larger structures should have the appearance of being broken into smaller units by varying the number of stories, the facade treatment, or a slight variation in setback.

*The scale of commercial buildings along 12th Street should be in keeping with the residential scale of the neighborhood, utilizing smaller footprints up to 3 stories tall.*

## Setbacks

Setbacks should be clearly defined along the entire length of the 12th Street corridor. The street edge should be lined with building facades, rather than parking lots, to create a pedestrian-friendly and inviting environment. Setbacks should create a variety of visual experiences while maintaining pedestrian safety (avoid creating spaces that are not visible to pedestrians). Parking should be located either on-street, at the rear of buildings, or within parking structures.

T3 Non-Residential Corridor and SD District 1:
Commercial structures should be set back a minimum of 5' and a maximum of 30' from a ROW line located 35' or more from the center line of 12th Street (a 70' ROW minimum). These setbacks shall be a minimum of 10' and a maximum of 35' from a ROW line located 30' from the center line of 12th Street (a 60' ROW). Parking between the street ROW and the building is discouraged.

*Consistent setbacks should be apparent throughout the corridor to create a definable street edge.*

T4 Neighborhood Main Street Corridor and SD District 2:
Commercial structures should be set back a minimum of 0' and a maximum of 18' from a ROW line located 35' from the center line of 12th Street (a 70' ROW). These setbacks shall be a minimum of 5' and a maximum of 23' from a ROW line 30' from the center line of 12th Street (a 60' ROW). The 18' setback allows for a single-direction off street drop off drive.

## Facades

T4 Neighborhood Main Street Corridor, T3 Non-Residential Corridor, SD District 1, SD District 2:
Commercial facades on new construction should emulate the form, scale, and materials of the contextual neighborhood surrounds. Use of indigenous materials, such as stone or brick, is encouraged but should match color and texture of surrounding buildings when possible.

*Facades on new construction should be consistent in style with the original commercial and residential development.*

*above: All new housing developments should have an architectural style that is consistent with existing housing stock.*

## B. RESIDENTIAL (T4 Neighborhood, T4 Neighborhood Main Street Corridor)

### Use

T4 Neighborhood and T4 Neighborhood Main Street Corridor:

Existing residential uses along the 12th Street Corridor may vary between the two major development districts, divided into two districts just as the existing commercial uses: the older, smaller-scale district located between Jonesboro and Woodrow (east end), and the newer, larger-scale district between Jonesboro and University (west end).

Residential development between Jonesboro and University is predominately stable, with structures developed from the 1960s on, particularly west of Fair Park. Though the style of the homes changes, the scale remains consistent with the housing stock located throughout the east end. Both are laid out in a grid pattern with mid-block allies.

Residential development between Jonesboro and Woodrow is a mixture of original housing stock with infill housing dating from the 1990s to present, predominately constructed by the local community development corporation, Black Community Developers. Original housing stock is characterized by one and two-story structures featuring front porches and detached garages or other out buildings behind the home.

## Character

T4 Neighborhood and T4 Neighborhood Main Street Corridor:

The character of future infill residential uses within the neighborhoods surrounding the 12th Street corridor should be at a scale that is in keeping with the historic context of the neighborhood and should incorporate the materials, architectural style, and finishes found predominately throughout the existing housing stock. Front porches and detached or rear-entry garages should characterize all homes of new construction within the west end, while attributes of the surrounding ranch-style houses should be incorporated into the design treatments of new construction located within the east end.

*Original housing stock may be renovated to accommodate commercial or office uses along the 12th Street corridor.*

## Scale

T4 Neighborhood and T4 Neighborhood Main Street Corridor:

New single-family residential units should be built to scales appropriate to the context of the surrounding neighborhood. Existing density (lot size and structure size) should be respected. The exception to this would be as found in the High Density Mixed Use areas, refer to Page _____.

The addition of trees and landscape in residential areas help to create a consistent scale.

*Infill residential units should maintain scales similar to existing housing within the neighborhood.*

## Setbacks

T4 Neighborhood Main Street Corridor:

Residential setbacks vary within the neighborhoods near 12th Street. Existing homes along 12th Street are set back between 25 and 40 feet from the existing back of curb.

New single-family homes constructed along 12th Street should have a maximum setback of 15' from the new 70' ROW line (equals approximately 29' from the proposed back of curb), or a maximum setback of 20' from the existing 60' ROW line (equals approximately 29' from the proposed back of curb). In either the 60' or 70' option, the proposed back of curb along 12th Street remains constant.

T4 Neighborhood:

Single-family residential setbacks within the neighborhoods adjacent to the corridor, but not located on 12th Street, should be 30' from the existing back of curb, or 22' from the new back of curb (if a residential street has been improved from a 20' pavement width and 50' ROW to a 36' pavement width and 60' ROW).

*Consistent setbacks should be apparent throughout the study area. (Note: residential development of this density should be limited to the High Density Mixed Use Activity Node)*

## Facades

T4 Neighborhood and T4 Neighborhood Main Street Corridor:

Residential facades on new construction should emulate the form, scale, and materials of the surrounding neighborhoods. Design features such as front porches, columns, and low fences should be in keeping with the historic context of the area. Garages should not be located on the front of new homes; rather, they should be detached structures or rear- or side-entry garages. The use of garish paint colors should be discouraged.

*Though the facades above are varied, they maintain a consistent architectural style.*

## C. MULTI-FAMILY RESIDENTIAL (T4 Neighborhood, T4 Neighborhood Main Street Corridor)

Existing land use classification only; no new single use multi-family residential is proposed. All multi-family residential should be part of either the Corridor Mixed Use or High Density Mixed Use designations.

### Setbacks

T4 Neighborhood Main Street Corridor:

Single Use Multi-Family Residential units (duplexes or stand-alone structures not part of a mixed-use building) along 12th Street should have a maximum setback of 10' from the 70' street right-of-way (15' setback from the existing 60' street right-of-way), or approximately 24' from the proposed back of curb. Single Use Multi-Family Residential developments are discouraged. Rather, multi-family developments as upper floors of mixed-use structures are preferred.

Refer to the Place Types Characteristics Table on page ___ for specific requirements within each place type.

## D. INSTITUTIONAL/RECREATIONAL (All Place Types)

Institutional/Recreational uses are allowed within every Place Type to provide recreational opportunities to the area. Refer to the Place Types Characteristics table on page ___ for specific requirements within each place type. These standards apply, regardless of the use of the land.

## E. INSTITUTIONAL (All Place Types)

Institutional uses are allowed within every Place Type to provide public services to the area. As with all other types of development, institutional uses within the study area should respect the scale, form, and materials of the development's context. Maintaining connectivity to and through institutional developments is critical. Though connectivity does not always mean a grid pattern, it does mean frequent, accessible connections to surrounding properties. The grid in this area is on a 320'-350' interval. New developments should strive for connections to and through independent projects at this interval. Refer to the Place Types Characteristics table on page ___ for specific requirements within each place type. These standards apply, regardless of the use of the land or the structure.

## F. SPECIAL DISTRICTS

Special Districts are subject to the guidelines within the Place Types Characteristics table, located on page ___.

*Corridor Mixed Use should accommodate commercial, office, and residential uses, as well as public uses where appropriate.*

## G. CORRIDOR MIXED USE (T4 Neighborhood Main Street Corridor)

### Use

Few, if any, mixed-use structures currently exist along the 12th Street corridor or surrounding neighborhood. The most common form of mixed use structure found in a pre-war neighborhood, such as this one, would be that of a "main street" building that was characterized by having street-level retail with office or residential uses on the floors above. Very few remnants of original non-residential structures remain along 12th Street. However, this type of mixed use is quite appropriate for the area.

The Framework Plan depicts two types of mixed use within the study area: Corridor Mixed Use and High Density Mixed Use.

T4 Neighborhood Main Street Corridor:

Corridor Mixed Use (T4 Neighborhood Main Street): Corridor Mixed Use is a predominate land use classification along 12th Street proper. This designation should include commercial, office, institutional, and residential uses. Combinations of commercial/office, commercial/residential, office/residential, or commercial/office/residential are all appropriate within a single structure. Institutional uses (schools, churches, libraries, and government buildings are generally in stand-alone facilities, but may be combined with any other use in this

*The Littl cons and facade treatment for its context.*

*The scale of commercial buildings along 12th Street should be in keeping with the residential scale of the neighborhood, utilizing smaller footprints up to 3 stories tall.*

*Setbacks should have little variation to reinforce the street edge.*

*Facade treatments may vary between street level and upper levels. The addition of precast sills and water tables add dimension to the facade treatment.*

category within a single structure, if desired. In general, commercial uses are the most appropriate at street-level, not only to provide access to customers, but also to enliven the street environment.

## Character

The character of mixed use structures along the 12th Street corridor should include elements that are consistent with the historic context of the neighborhood while incorporating modern construction techniques.

T4 Neighborhood Main Street Corridor:
Structures within the Corridor Mixed Use designation should adhere more closely to the historic context of the neighborhood, including the reuse of existing residential structures, if appropriate.

## Scale

T4 Neighborhood Main Street Corridor:
Corridor Mixed Use: Building scale and massing should be consistent with the finer grain of structures throughout the corridor and surrounding neighborhoods. Buildings should be massed into smaller units, and larger structures should have the appearance of being broken into smaller units by varying the number of stories, the facade treatment, or a slight variation in setback.

## Setbacks

T4 Neighborhood Main Street Corridor:
Corridor Mixed Use: Setbacks should be clearly defined along the entire length of the 12th Street corridor. The street edge should be lined with building facades, rather than parking lots, to create a pedestrian-friendly and inviting environment. Commercial structures should be set back no more than 5 feet from the street right-of-way line. In the case of the Complete Street option, this places the buildings between 12 and 17 feet from the back of curb.

## Facades

Facades on new construction should emulate the form, scale, and materials of the contextual neighborhood surrounds. Facade treatment should use materials that are permanent in nature, such as brick or stone.

Fenestration should encourage a varied rhythm to create interest at street level but discourage monotony from one building to the next. The utilization of precast sills and water tables to accent building facades are recommended.

## H. HIGH DENSITY MIXED USE (T4 Center/Core)

### Use

T4 Center/Core:

High Density Mixed Use (T4 Center/Core): High Density Mixed Use is a predominate land use designation defining a proposed activity node. This hub of redevelopment includes the planned police substation and its surrounding blocks and continues north along the Pine and Cedar corridors toward UAMS. This characterization may include any combination of commercial, office, residential, and institutional uses within a single structure. However, the structures within this designation may be more dense and reach heights of 5-6 stories. The predominate street-level use should be commercial, while multiple levels above may accommodate single- or multi-family, office, or institutional. This density should accommodate much of the growth and expansion of support services for the UAMS campus and define a major gateway into the 12th Street corridor and its surrounding neighborhoods.

## Character

T4 Center/Core:

Structures located within the High Density Mixed Use area may more loosely apply historic elements while accommodating a higher density and potentially greater mix of uses within a taller structure. Individual structures in this area should not exceed the size of one city block.

## Scale

T4 Center/Core:

High Density Mixed Use: Building scale and massing may be larger than that of the surrounding neighborhood fabric, not exceeding a footprint of one city block, and may gain additional floor area by the addition of 5-6 vertical stories. Massing should have the appearance of smaller units at street level to enhance the pedestrian environment.

## Setbacks

T4 Center/Core:

High Density Mixed Use: Setbacks should be consistent throughout the activity node, ranging from 15-20 feet from the back of curb. Parking should be located either on-street, at the rear of buildings, or within parking structures within both mixed use designations.

## Facades

Facades on new construction should emulate the form, scale, and materials of the contextual neighborhood surrounds. Facade treatment should use materials that are permanent in nature, such as brick or stone.

Fenestration should encourage a varied rhythm to create interest at street level but discourage monotony from one building to the next. The utilization of precast sills and water tables to accent building facades are recommended.

## *Circulation*

The Circulation Plan was developed to depict the physical design solutions along the 12th Street Corridor within specific locations, and to identify the design character of cross streets (gateways) or circulation opportunities (i.e. Jonesboro's wide right-of-way), as well as to identify non-vehicular connection opportunities.

### Plan Elements

The following pages convey several design strategies within the 12th Street Corridor. The first is the physical design of 12th Street itself. The street currently has an approximate 60' right-of-way and is categorized as a minor arterial on the City of Little Rock's 2004 Master Street Plan from Woodrow to University. According to this classification, rights-of-way along minor arterials are slated to be 70'. The City's traditional approach to right-of-way acquisition is to obtain it as development improvements come online. Utilizing this approach in an older area striving to redevelop will likely result in a long, arduous process. As a result, the design strategy along the majority of 12th Street fits within the existing 60' right of way. Additional right of way should be obtained as redevelopment occurs, but the additional 5' on each side of the road may serve as green space located between the sidewalk and the edge of the right-of-way.

Two notable exceptions are proposed: the first is the expansion to a 70' right-of-way to accommodate 4 vehicular lanes and 2 bicycle lanes between Fair Park and University. The second exception is where 12th Street intersects the T4 Center/Core (between Lewis and Maple). The design strategy in this area utilizes a 70' right-of-way to accommodate on-street parking.

The design for 12th Street between Fair Park and Woodrow consists of reduced vehicular lanes in order to accommodate a center median/turn lane (at intersections only), bicycle lanes, and bus pull-of areas. The addition of these amenities will create a "Complete Street" while adding aesthetic value to the corridor. This can be accommodated within the 60' right-of-way, with the exception of the two conditions noted above.

In addition to the design along the length of 12th Street, design solutions for each major intersection along 12th Street have also been considered and depicted on the following pages. Consideration has also been given to the plans for trails and bikeways as documented in plans for the City of Little Rock Parks and Recreation Department as well as for UALR's University District Master Plan.

The Circulation Map (page _____) conveys these ideas in graphic format throughout the study area. The following street types are represented:

- Green lines represent the basic "Complete Street" option (2 lanes of vehicular travel with bicycle lanes, center medians, and bus pull-off areas).
- The magenta line depicts the "Complete Street" option through the T4 Center/Core (with the addition of on-street parking).
- The blue line represents a 4-lane Complete Street with 4 lanes of vehicular travel and 2 bicycle lanes

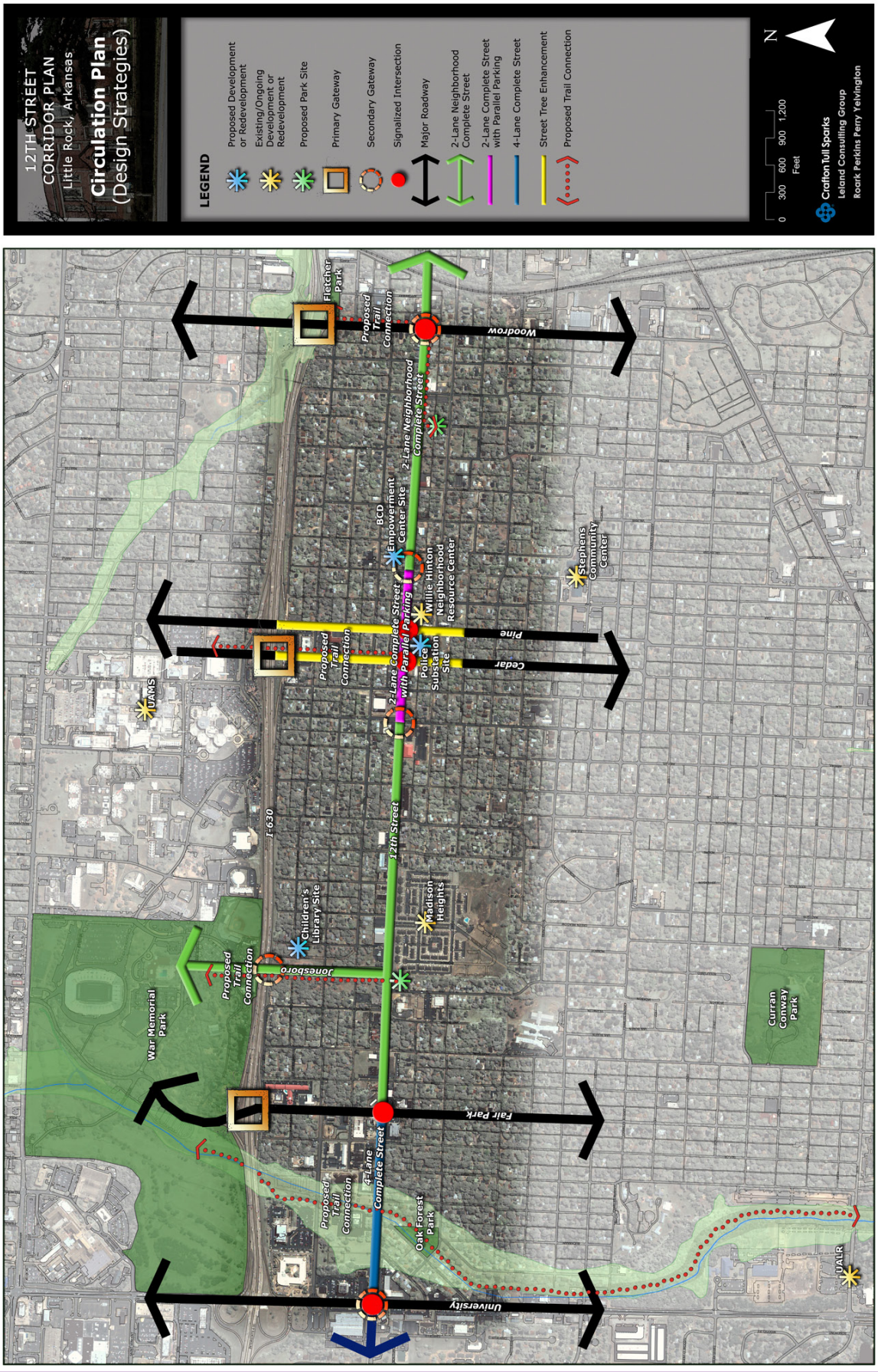
- The yellow lines represent important gateway streets that should include additional streetscape enhancements (such as street trees, enhanced pedestrian crossings, special paving, etc.)

Primary and secondary gateway locations are also reflected on the circulation plan and are addressed on the following pages in more detail with specific design solutions.

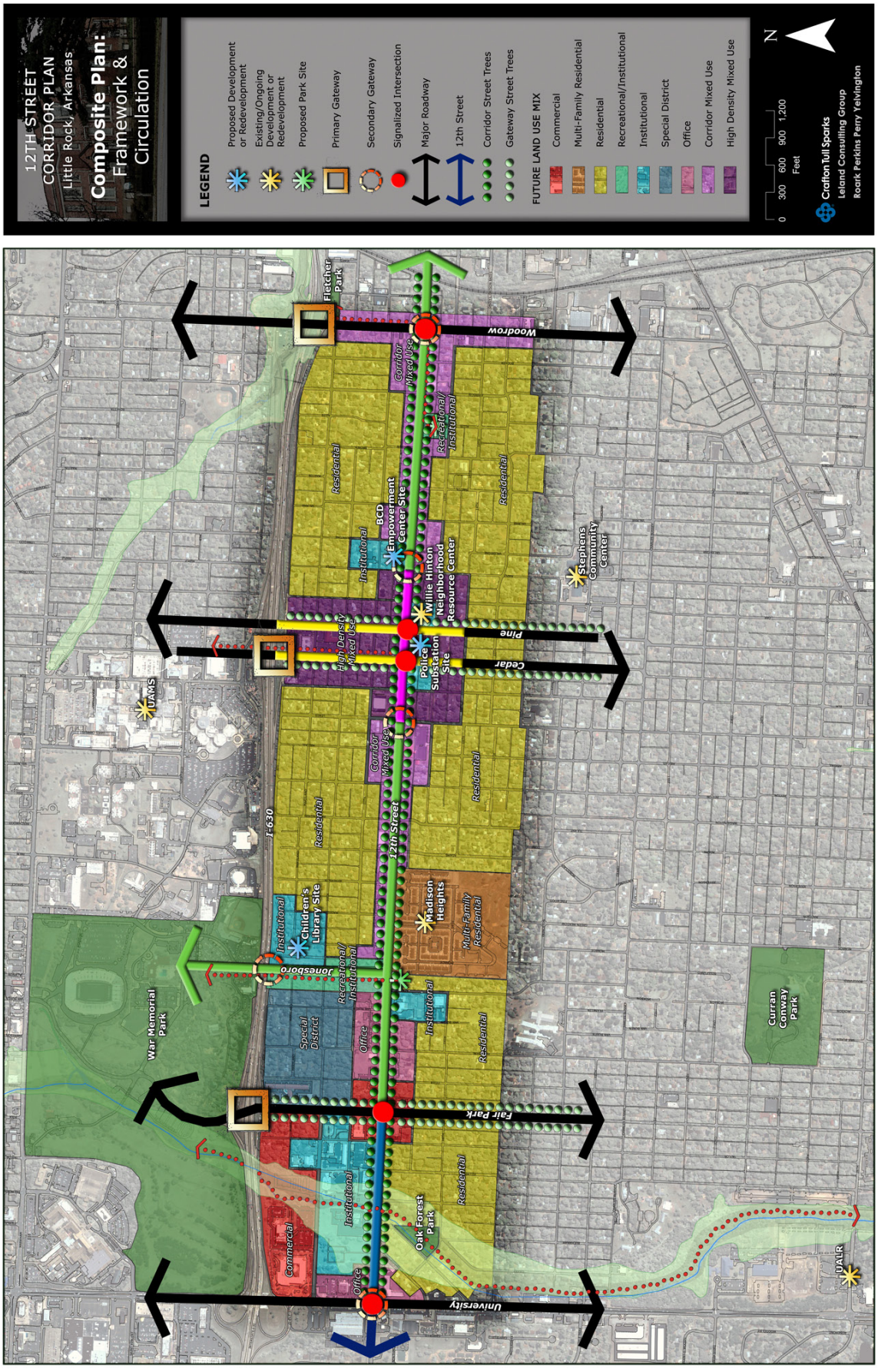
Specific amenities, such as street trees, median trees, lighting, site furnishings, and paving are also located within this section, refer to page _____.

## *Composite Plan*

The Composite Plan combines the Framework and Circulation Plans onto a single graphic to graphically depict their interrelation. This graphic is a reference guide to the more specific design solutions and land use recommendations located throughout this document.


12TH STREET
CORRIDOR PLAN
Little Rock, Arkansas
Circulation Plan
(Design Strategies)
LEGEND
Proposed Development or Redevelopment
Existing/Ongoing Development or Redevelopment
Proposed Park Site
Primary Gateway
Secondary Gateway
Signalized Intersection
Major Roadway
2-Lane Neighborhood Complete Street
2-Lane Complete Street with Parallel Parking
4-Lane Complete Street
Street Tree Enhancement
Proposed Trail Connection
N
0 300 600 900 1,200
Feet
Crafton Tull Sparks
Leland Consulting Group
Roark Perkins Perry Yelvington
Fletcher Park
Proposed Trail Connection
Woodrow
2-Lane Neighborhood Complete Street
BCD Empowerment Center Site
Willie Hinton Neighborhood Resource Center
Stephens Community Center
Pine
Cedar
Proposed Trail Connection
2-Lane Complete Street with Parallel Parking
Police Substation Site
UAMS
I-630
12th Street
Children's Library Site
Madison Heights
Jonesboro
Proposed Trail Connection
War Memorial Park
Curran Conway Park
Fair Park
4-Lane Complete Street
Proposed Trail Connection
Oak Forest Park
UALR
University

# SECTION C


12TH STREET
CORRIDOR PLAN
Little Rock, Arkansas
Composite Plan:
Framework &
Circulation
LEGEND
Proposed Development or Redevelopment
Existing/Ongoing Development or Redevelopment
Proposed Park Site
Primary Gateway
Secondary Gateway
Signalized Intersection
Major Roadway
12th Street
Corridor Street Trees
Gateway Street Trees
FUTURE LAND USE MIX
Commercial
Multi-Family Residential
Residential
Recreational/Institutional
Institutional
Special District
Office
Corridor Mixed Use
High Density Mixed Use
0 300 600 900 1,200
Feet
N
Crafton Tull Sparks
Leland Consulting Group
Roark Perkins Perry YelVington
Fletcher Park
Woodrow
Corridor Mixed Use
Residential
Recreational/ Institutional
BCD Empowerment Center Site
Institutional
Willie Hinton Neighborhood Resource Center
Stephens Community Center
Police Substation Site
High Density Mixed Use
Pine
Cedar
UAMS
I-630
12th Street
Madison Heights
Multi-Family Residential
Children's Library Site
Jonesboro
War Memorial Park
Special District
Office
Curran Conway Park
Fair Park
Oak Forest Park
Commercial
University
UALR

# SECTION C

## *12th Street Design Solutions*

### Existing Conditions

12th Street from Woodrow to University is predominately 45' wide from back of curb to back of curb, with an approximate 60' right of way (ROW).

Sidewalk size, layout, and condition vary throughout the corridor, although a 4' width seems to prevail. Walks are either located adjacent to the back of curb or behind a small buffer strip (3-4' in many cases). There are few, if any, existing street trees along the corridor, and utilities are located on poles with wires overhead.

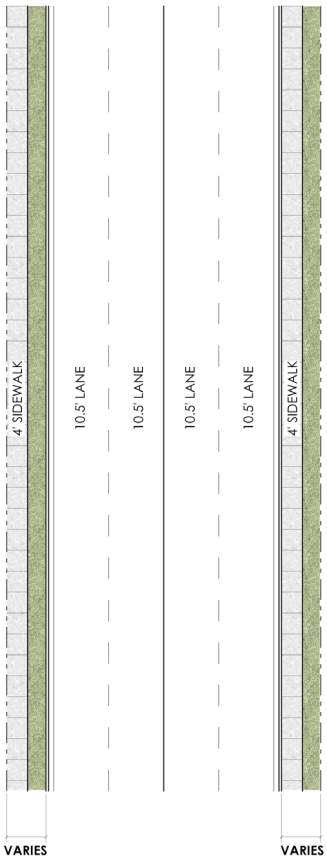
There are few site amenities such as shade, furnishings, or pedestrian-scaled lighting to invite pedestrians. However, the scale of many developments located along the corridor is compact enough to encourage pedestrian movement. The area was built during an era when walking was a common form of transportation, so the basic layout of the street grid and structures along it provides an opportunity to be expanded upon.

### Complete Streets

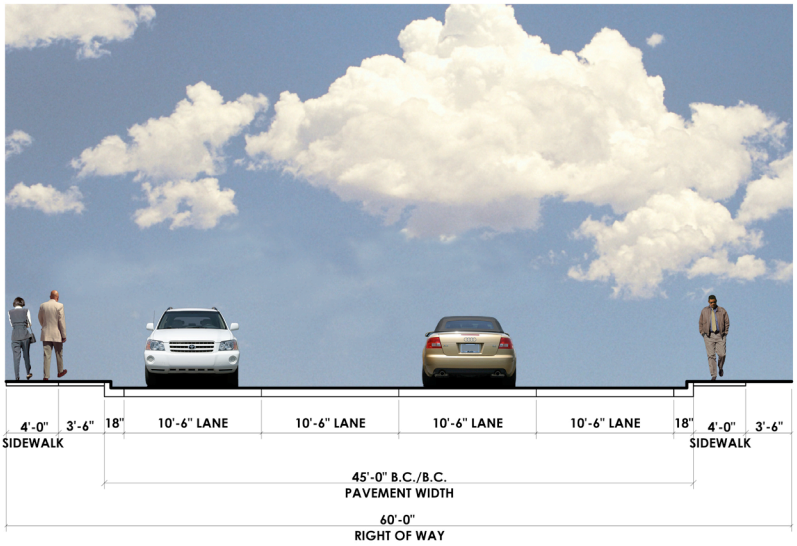
Complete streets are "roadways designed and operated to enable safe, attractive, and comfortable access and travel for all users. Pedestrians, bicyclists, motorists, and public transport users of all ages and abilities are able to safely and comfortably move along and access a complete street." (www.wikipedia.org)

The concept of complete streets is gaining momentum across the country. For decades, the transportation network in the U.S. has focused predominately on the automobile. At a local level, and particularly at the neighborhood level, additional modes of transportation need to be considered to accommodate the needs of non-motorists (children, the elderly, the disabled, or those who do not have access to a car).

Creating a complete street along 12th has several advantages. Not only would it accommodate all users and multiple forms of transit, it would aid in traffic calming along this otherwise straight, relatively flat road with few traffic lights (resulting in higher speed traffic). It would also reinforce the concept of creating destinations along the corridor by making it more pedestrian and bicycle friendly and reinforcing a "Main Street" character.




**PLAN: 12TH STREET - EXISTING CONDITION**
SCALE: 1" = 10'-0"




**SECTION: 12TH STREET - EXISTING CONDITION**
SCALE: 1/4" = 1'-0"

# SECTION C

### 12th Street: 2-Lane Complete Street (T4 Corridor and T4 Center/Core)

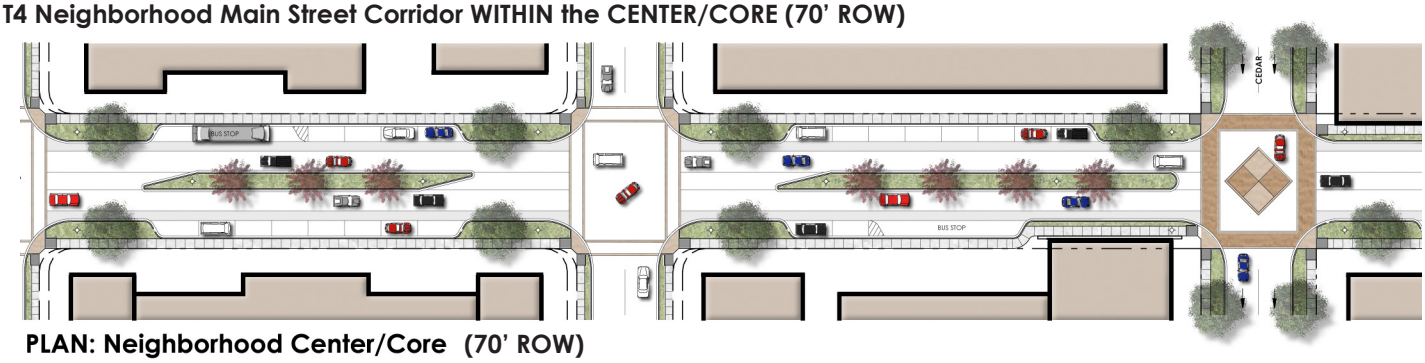
The 2-Lane Complete Street design is proposed from Fair Park to Woodrow. The following characteristics exist within this design solution:

- A landscaped center median with turn lanes at intersections
- 5' pedestrian sidewalks
- 1 lane of vehicular traffic flow in each direction
- 1 bike lane in each direction
- Bus pull-off areas to remove buses from vehicular lanes during stops

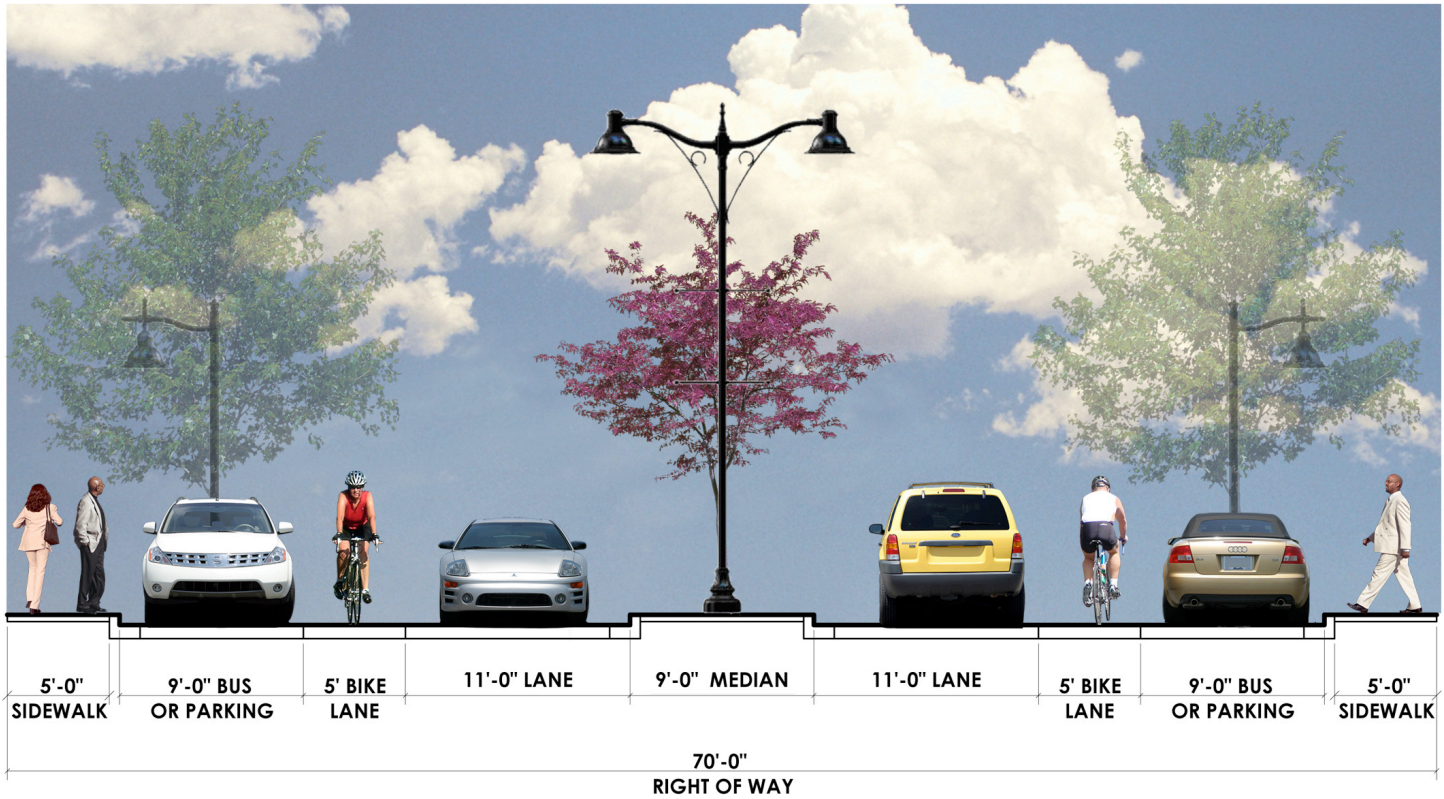
The 2-Lane Complete Street is subdivided into two (2) categories:

1. T4 Corridor
2. T4 Center/Core

**T4 Neighborhood Main Street Corridor WITHIN the CENTER/CORE (70' ROW)**




**PLAN: Neighborhood Center/Core (70' ROW)**



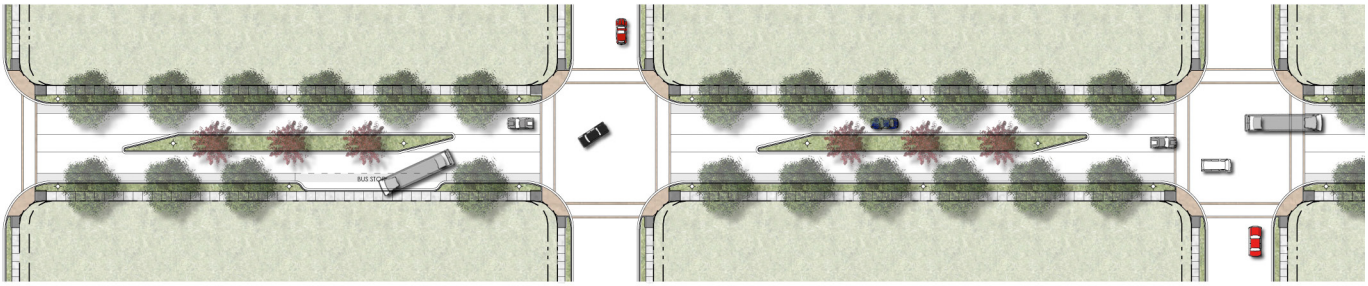

**ELEVATION: T4 Neighborhood Center/Core**

The distinguishing differences between these two are the presence of on-street parking within the T4 Center/Core, allowed by the addition of right of way, increasing it from 60’ to 70’ through-out the T4 Center/Core area.

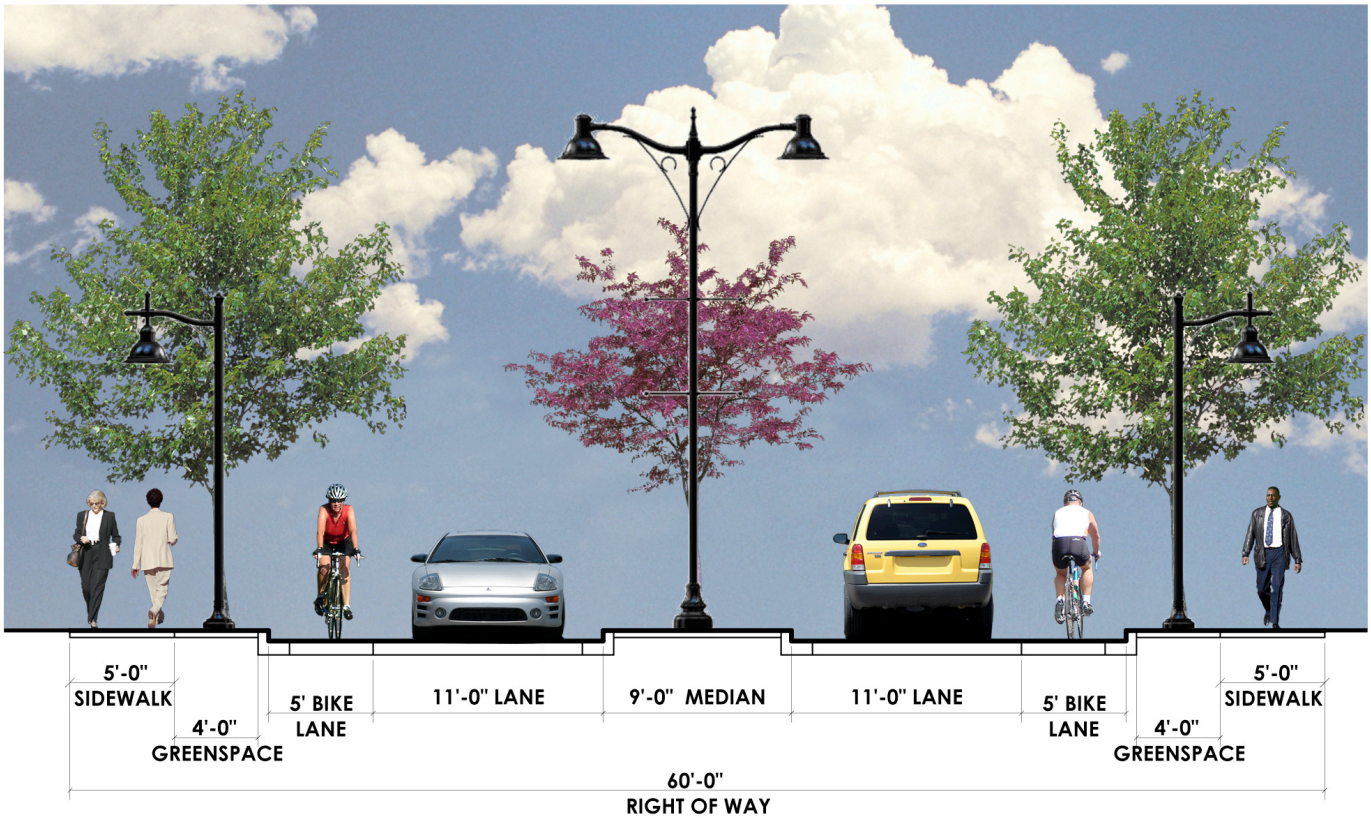
Street trees are included in both categories of the 2-Lane Complete Street (T4 Corridor and T4 Center/Core). These provide continuity and form along the length of the street and consistency between the two categories. It is important that the street trees be continued within the T4 Center/Core via expanded curb "bump outs" at each intersection.

In order to accommodate the T4 Corridor design within the existing 60’ right of way, bus pull off areas must be shared with bike lanes. Minimal conflict is expected, but the two uses can only be separated effectively with the addition of 10’ of right of way throughout the corridor.

**T4 Neighborhood Main Street Corridor OUTSIDE the CENTER/CORE (60’ ROW)**



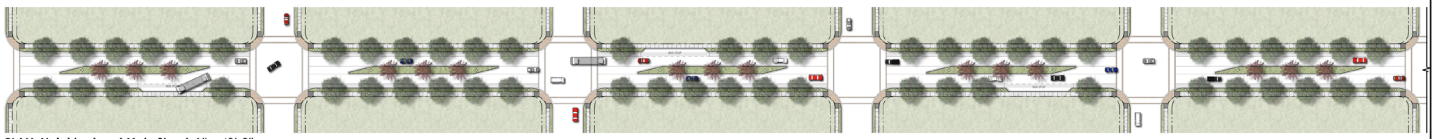
**PLAN: Neighborhood Main Street (60’ ROW)**




**ELEVATION: T4 Neighborhood Main Street**

# SECTION C

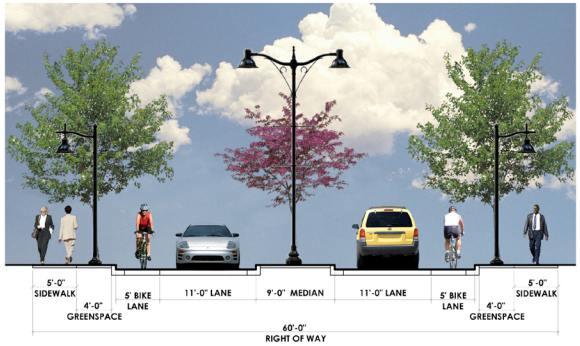
## T4 Neighborhood Main Street Treatment (60' Right-of-Way)



PLAN: Neighborhood Main Street: 1" = 40'-0"

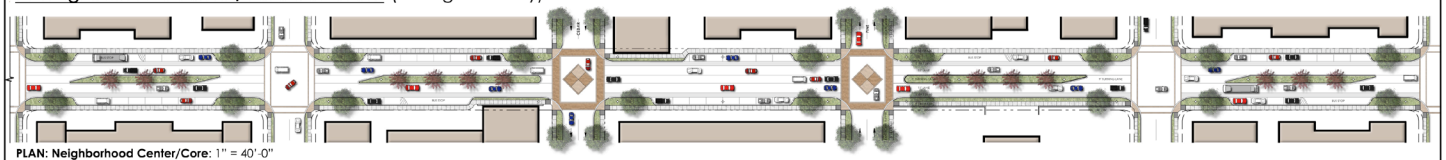
**T4 Neighborhood Main Street Features**

- 2 Vehicular Travel Lanes (one for each direction of travel)
- Turn Lane at Residential Cross Streets
- 5' Pedestrian Sidewalks
- 2 Bicycle Lanes (one for each direction of travel) **shared with** Bus Pull-Off Areas with Benches
- **No on-street parking**
- Landscaped Median
- Street Trees in Median and along Buffer Strips
- Pedestrian Lighting
- Enhanced Pedestrian Crosswalks
- Mix of Residential, Commercial, and Office Uses
- Building Setbacks Vary




ELEVATION: T4 Neighborhood Main Street: 1/4" = 1'-0"

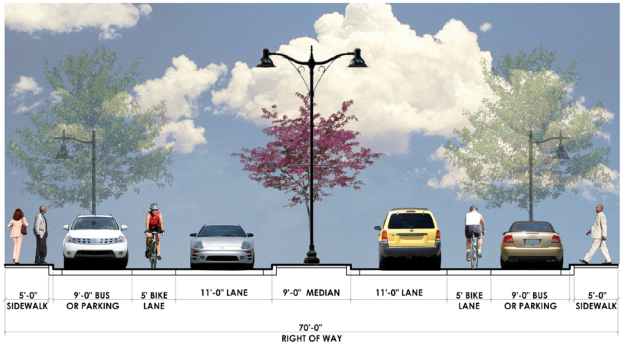
## T4 Neighborhood Center/Core Treatment (70' Right-of-Way)



PLAN: Neighborhood Center/Core: 1" = 40'-0"

**T4 Neighborhood Center/Core Features**

- 2 Vehicular Travel Lanes (one for each direction of travel)
- Turn Lane at Cross Streets
- 2 Bicycle Lanes (one for each direction of travel)
- On-Street Parking
- Bus Pull-Off Areas with Benches
- 5' Pedestrian Sidewalks
- Landscaped Median
- Street Trees in Median and along Buffer Strips
- Pedestrian Lighting
- Enhanced Pedestrian Crosswalks
- Enhanced Paving at Major Intersections
- Mixed Use Buildings
- Building Setbacks Vary (Maximum 15' from R.O.W.)




ELEVATION: T4 Neighborhood Center/Core: 1/4" = 1'-0"

12TH STREET CORRIDOR PLAN
Little Rock, Arkansas

**Proposed 12th Street Design:**
T4 Neighborhood Main Street and T4 Center/Core

0 20 40 80 160
Feet

N

Crafton Tull Sparks
Leland Consulting Group
Roark Perkins Perry Yelvington

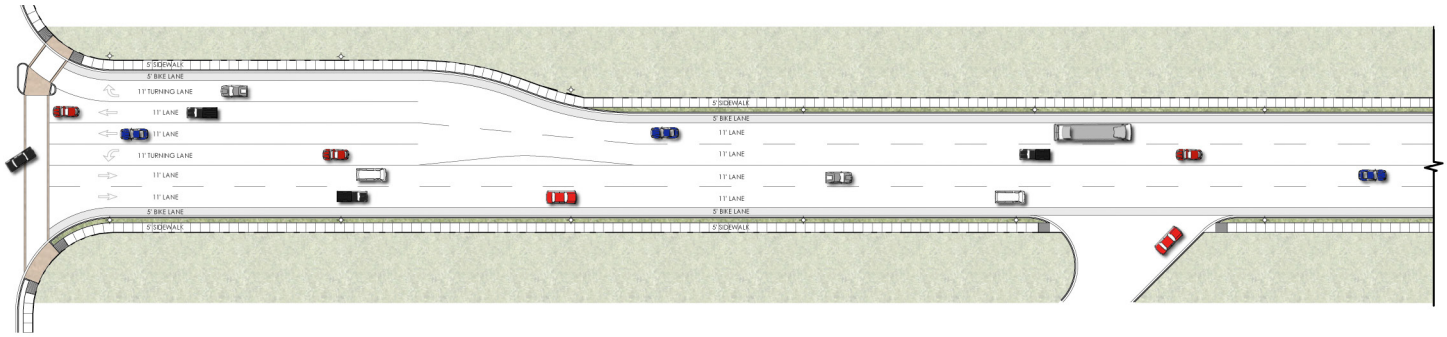
# SECTION C

### 12th Street: 4-Lane Complete Street (T3 Corridor)

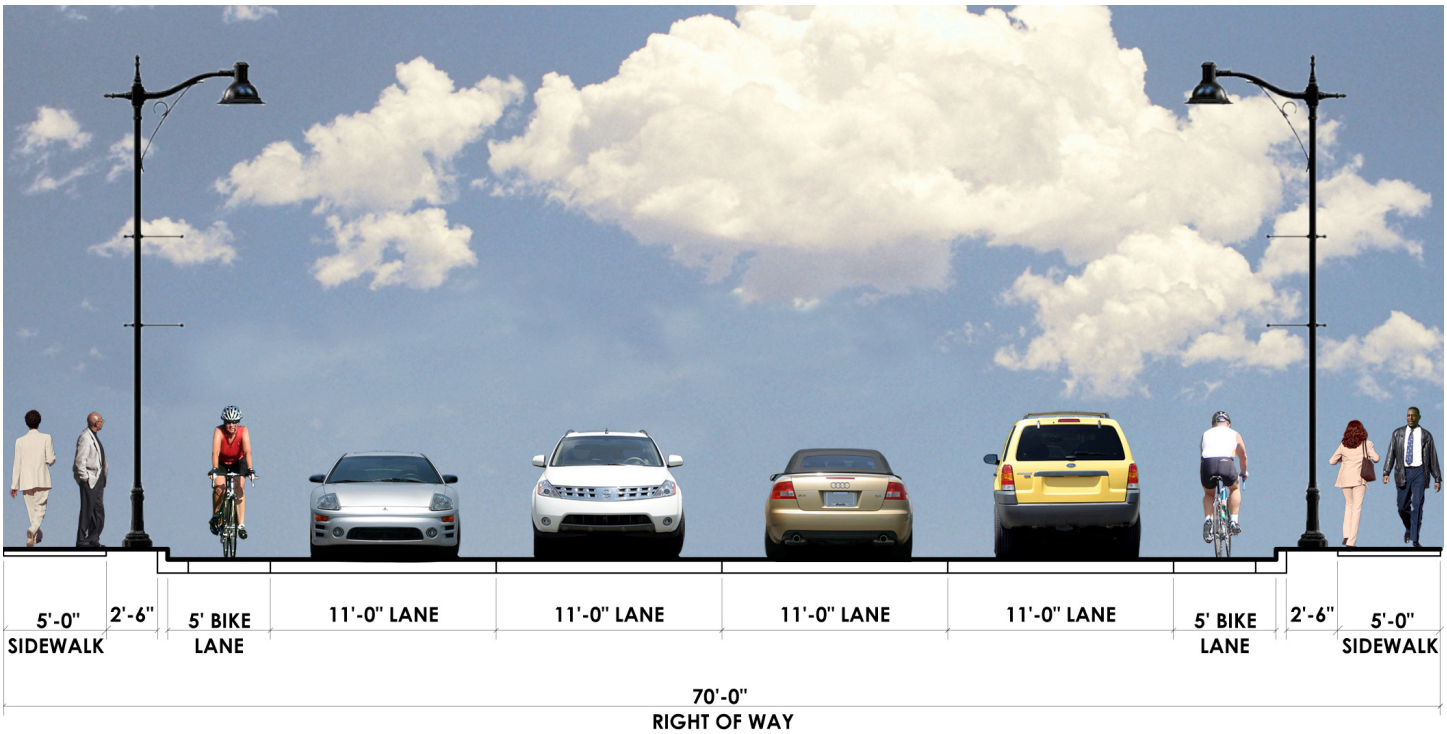
12th Street from University to Fair Park falls within a T3 Corridor classification within the Place Types assessment. This corridor experienced a more suburban-form of growth, characterized by predominant office and commercial uses fronting the street with parking lots between the curb and building facade. Residential development is predominately in the form of suburban subdivisions, in which most homes are oriented with one side toward 12th Street, rather than the front facade. In addition, traffic volume increases between Fair Park and University. Therefore, a 4-Lane Complete Street option is proposed in this area, featuring the following characteristics:

- 2 lanes of vehicular traffic in each direction
- Elimination of the center median and street trees
- 5' sidewalks on each side
- 1 bike lane in each direction

**T3 Non-Residential Corridor (Existing ROW Varies)**

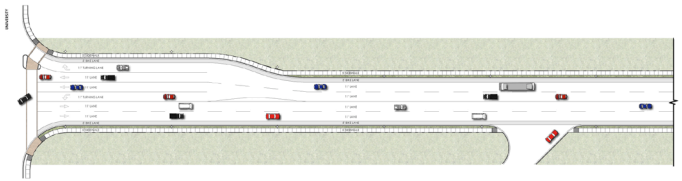


**PLAN: T3 Non-Residential Street**




**ELEVATION: T3 Non-Residential Street**

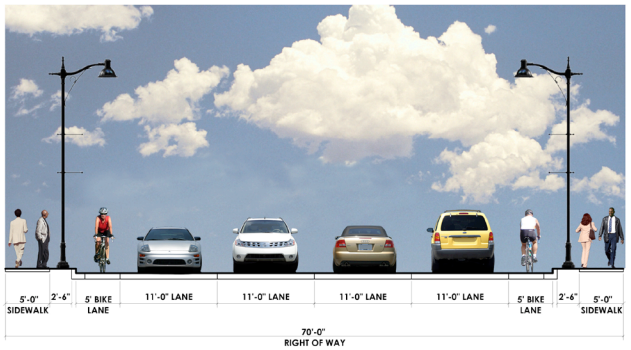
# SECTION C



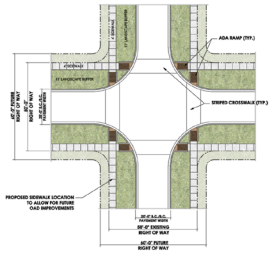
**PLAN: T3 Non-Residential Street**: 1" = 40'-0"

**T3 Non-Residential Street Features**

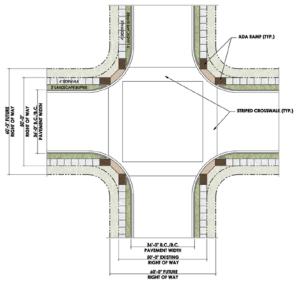
- 4 Vehicular Travel Lanes (two for each direction of travel)
- Turn Lane at Major Intersections
- 2 Bicycle Lanes (one for each direction of travel)
- 5' Pedestrian Sidewalks
- Landscape Buffer between Sidewalk and Street
- Pedestrian Lighting
- Enhanced Pedestrian Crosswalks
- Enhanced Paving at Major intersections
- Building Setbacks Vary (Maximum 30' from R.O.W.)
- Parking and Access to the Side and/or Rear of Buildings



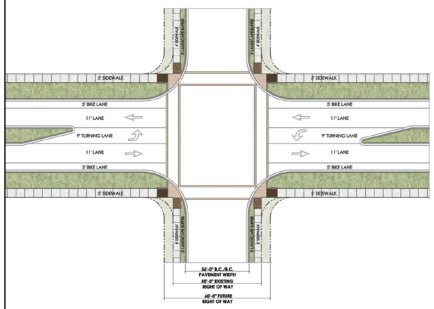

**ELEVATION: T3 Non-Residential Street**: 1/4" = 1'-0"



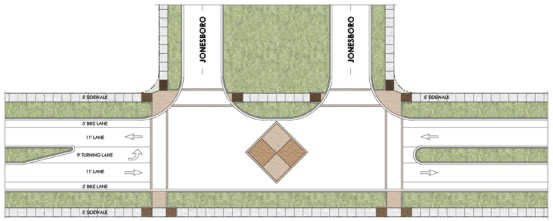
**PLAN: Non-Widened Residential Street Intersection**: 1"=20'



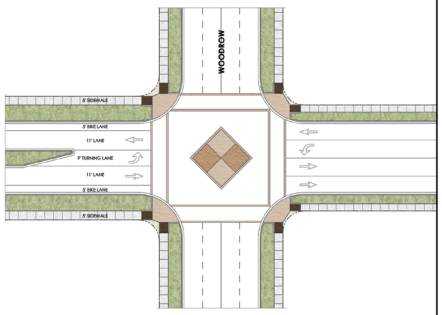
**PLAN: Widened Residential Street Intersection**: 1"=20'



**PLAN: 12th Street at Residential Cross Street**: 1"=20'




**PLAN: 12th Street at Jonesboro**: 1"=20'




**PLAN: 12th Street at Woodrow**: 1"=20'

12TH STREET CORRIDOR PLAN
Little Rock, Arkansas

**Proposed 12th Street Design:**
T3 Non-Residential Street

0 20 40 80 160
Feet

N

Crafton Tull Sparks
Leland Consulting Group
Roark Perkins Perry Yelvington

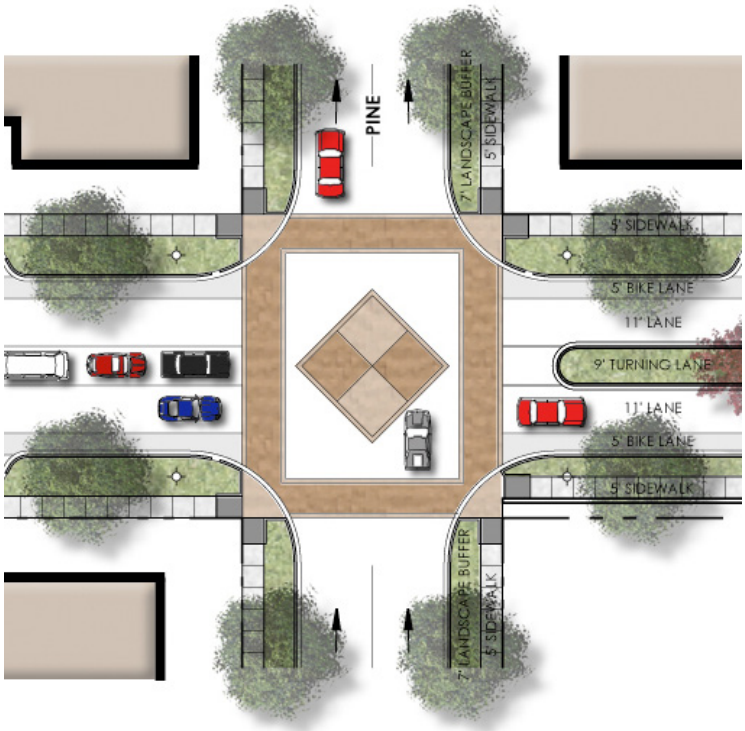
# SECTION C

### Intersections

Gateway streets are the major entrances to the 12th Street corridor and its surrounding neighborhoods. These include Fair Park, Jonesboro, Cedar, Pine, and Woodrow. Many of these streets are also access points to Interstate 630. Enhanced street treatments at these gateway points signify increased importance and aid in wayfinding. All intersection improvements include updated handicapped accessibility, crosswalks with enhanced paving, and decorative paving as a focal point. The specific intersection treatments for the gateway streets (Pine and Cedar) at 12th are located on the Proposed 12th Street Design (T4) 11x17 fold-out map on page ____. The specific intersection treatment for the gateway street (Fair Park) at 12th is located on the Proposed 12th Street Design (T3) 11x17 fold-out map on page _____. Jonesboro and Woodrow intersections with 12th Street are not reflected on these sheets and are therefore included on the following pages.

### 12th Street at Pine and Cedar

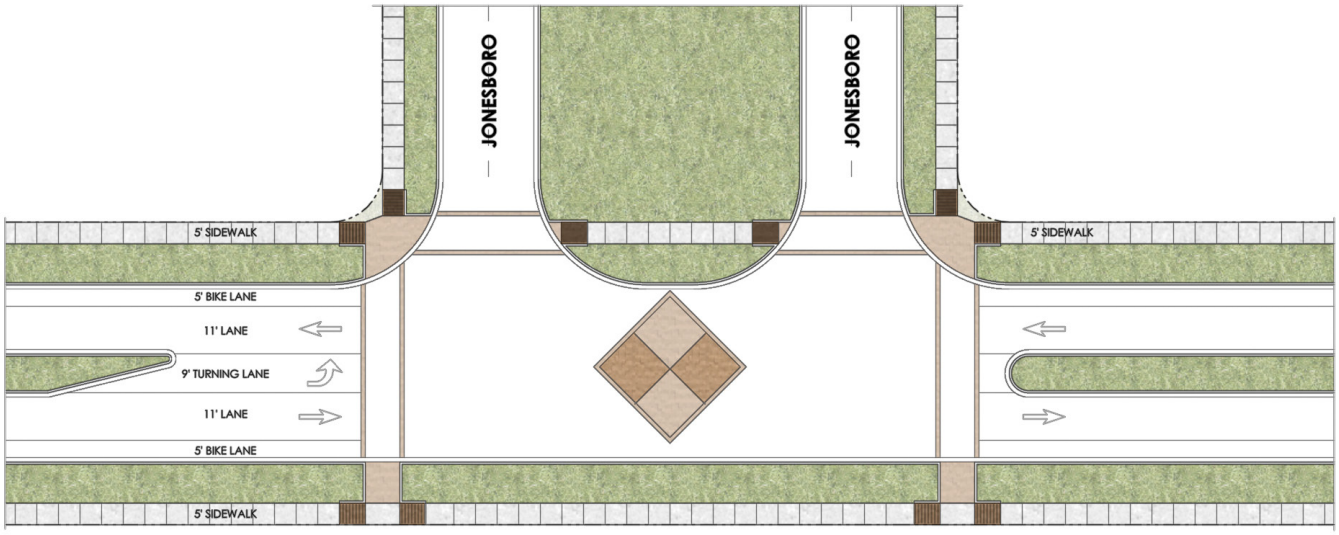
This intersection depicts the Complete Street scenario with on-street bike lanes and sidewalks offset 5' from the back of curb. ADA-accessible ramps frame each curve, providing access to crosswalks in each direction of travel. This is a typical solution for all 4-way intersection gateways within the Complete Street scenario.




**PLAN: 12th Street at Pine**

### 12th Street at Jonesboro

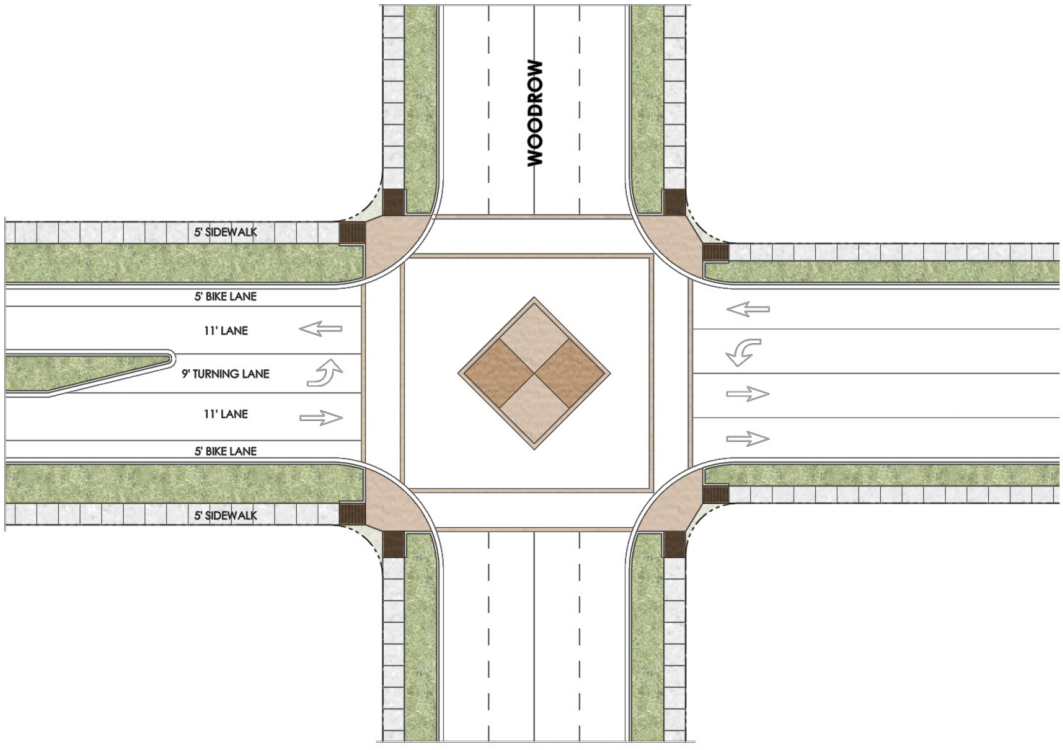
This intersection depicts the Complete Street scenario with on-street bike lanes and sidewalks offset 4' from the back of curb. ADA-accessible ramps frame each curve, providing access to crosswalks in each direction of travel. This treatment is specific to Jonesboro's wide center median and 3-way intersection.




**PLAN: 12th Street at Jonesboro**

## 12th Street at Fair Park and Woodrow

These intersections accommodate the transition between two different street types. The intersection at Fair Park accommodates the transition between a two-lane complete street with a center median in a 60' ROW to a four-lane complete street with no center median in a 70' ROW. The Woodrow intersection accommodates the transition between a two-lane complete street with a center median in a 60' ROW to a four-lane typical street within a 60' ROW.



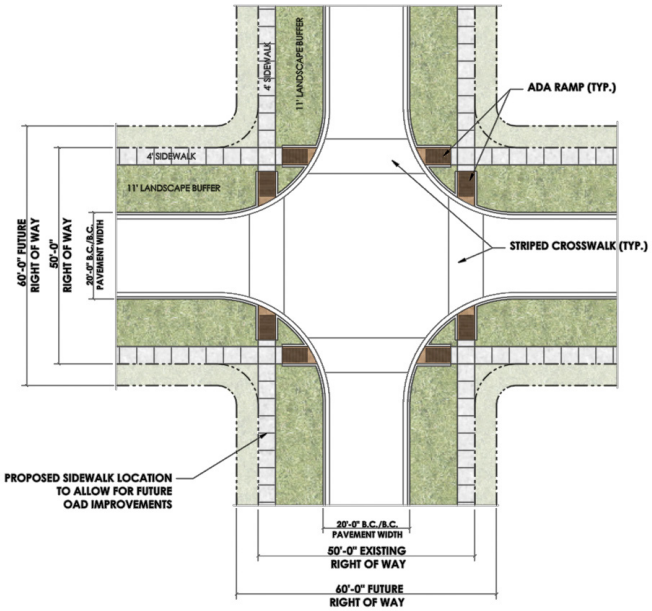

**PLAN: 12th Street at Woodrow**

## Overview: Residential Street Treatments

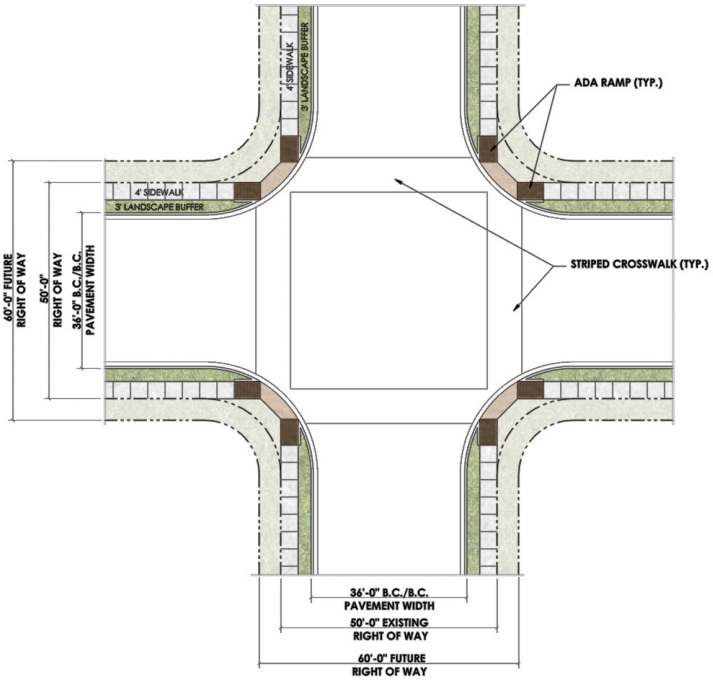
Residential streets within neighborhoods surrounding 12th Street should be upgraded, at minimum, to accommodate ADA accessibility. Further improvements include the addition of sidewalks and drainage improvements. Streetscape improvements have been proposed in a manner which would allow for drainage, sidewalk, and ramp improvements which would not have to be duplicated when street improvements (widening) occurs.

## Sidewalk Improvements at Non-Widened Residential Streets

Where streetscape improvements are to occur along residential streets that are to retain their current 20' pavement width and no further acquisition of right of way (to remain at 50'), 4' sidewalks should be constructed along the right of way line, or 11' behind the back of curb. Drainage should be covered to eliminate open ditches, and ADA accessible ramps should be located in each direction of travel at each corner of the intersection. Sidewalk placement allows for future road improvements and expansion to 36' (as indicated in the Little Rock Street Master Plan) with a 60' right of way.




**PLAN: Non-Widened Residential Street**




**PLAN: Widened Residential Street**

## Sidewalk Improvements at Widened Residential Streets

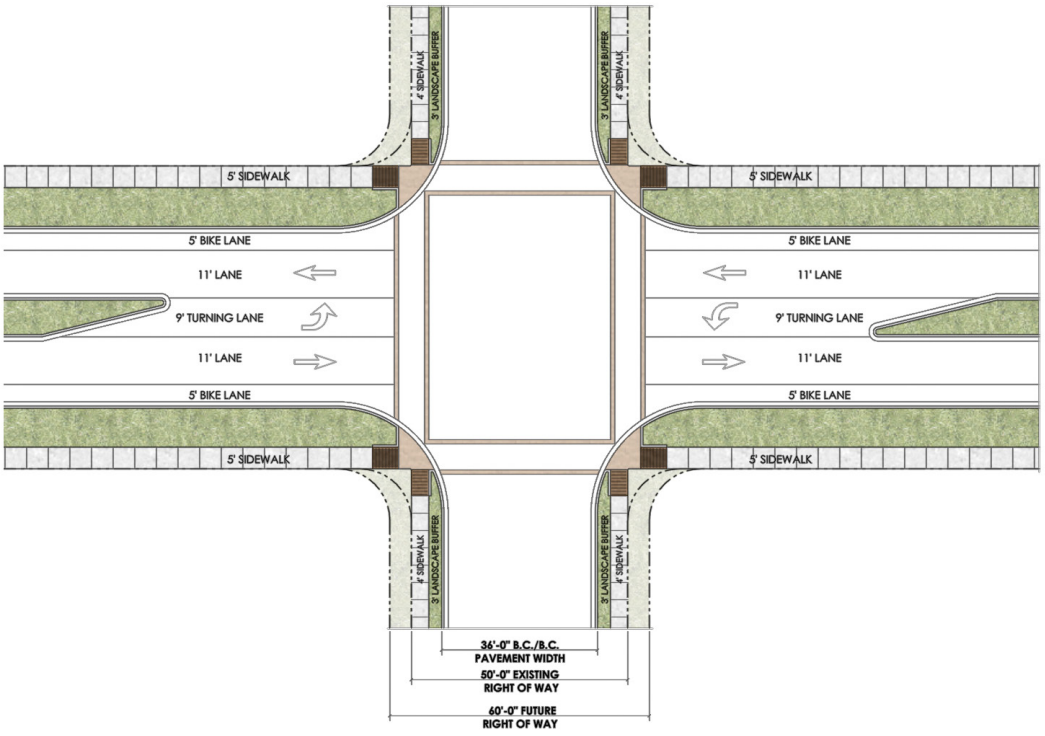
Improved residential streets are those that have been or are in the process of being widened from 20' to 36' from back of curb to back of curb. An additional 10' of right of way has also been acquired, extending the right of way from 50' to 60'. In this case, a 3' landscape buffer separates the back of curb from the 4' sidewalk, leaving an additional 5' between the sidewalk and the new 60' right of way line. In this scenario, street widening and the addition of sidewalks and ramps are possible, even if the additional right of way is not acquired. Drainage should be covered to eliminate open ditches, and all ramps should be ADA accessible. Ramps must be located along sidewalks rather than at corners to accommodate the 1:12 slope requirement as specified by ADAAG.

## 12th Street at Residential Street Intersections

The intersection of 12th Street at each residential street will vary depending on two factors:

1.) which scenario is present along 12th Street (2-lane complete street, 4-lane complete street, or 2-lane complete street with parallel parking), and
2.) if the residential street is "improved" (36’ pavement width, 60’ ROW) or "unimproved" (20’ pavement width, 50’ ROW).

In each case, the sidewalk treatment and ADA accessible ramp treatments are dependent on the corresponding scenarios that are present. In all cases, the addition of an 18" decorative paving band that delineates pedestrian crosswalks should be present, along with appropriate crosswalk striping.




**PLAN: 12th Street at Residential Cross Street**

## *Prototypical Design Solutions*

As redevelopment occurs, there will be opportunities for an influx of new developments along 12th Street. Some of the solutions can be shown as typical designs that are appropriate at numerous locations. Gateways (primary and secondary) and site arrangements along 12th Street are two such cases.

### Gateways

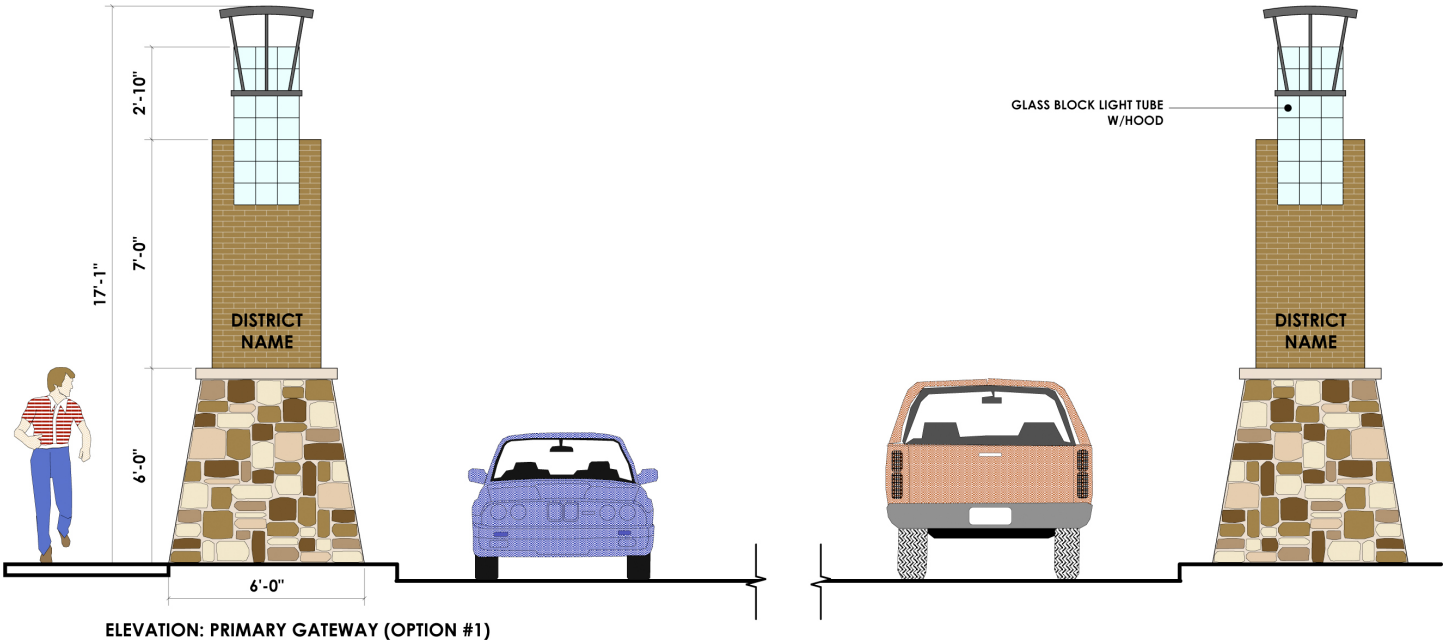
Gateways or entry monuments will denote entry/exit points into the Corridor. Strategically located gateways at the edges of the 12th Street Corridor will make a statement that will promote the new branding of the area. Gateway designs can range from modern art to classical monuments but, regardless of the design style, they should incorporate the following:

- Name of the District
- Illumination – light monument and district name
- Constructed of vandal proof materials
- Placed in a prominent location for maximum visibility

The 12th Street Corridor master plan designates two types of gateway options – primary and secondary. The primary and secondary gateways should match each other in materials and style. Their size will differ but the overall look should be similar.

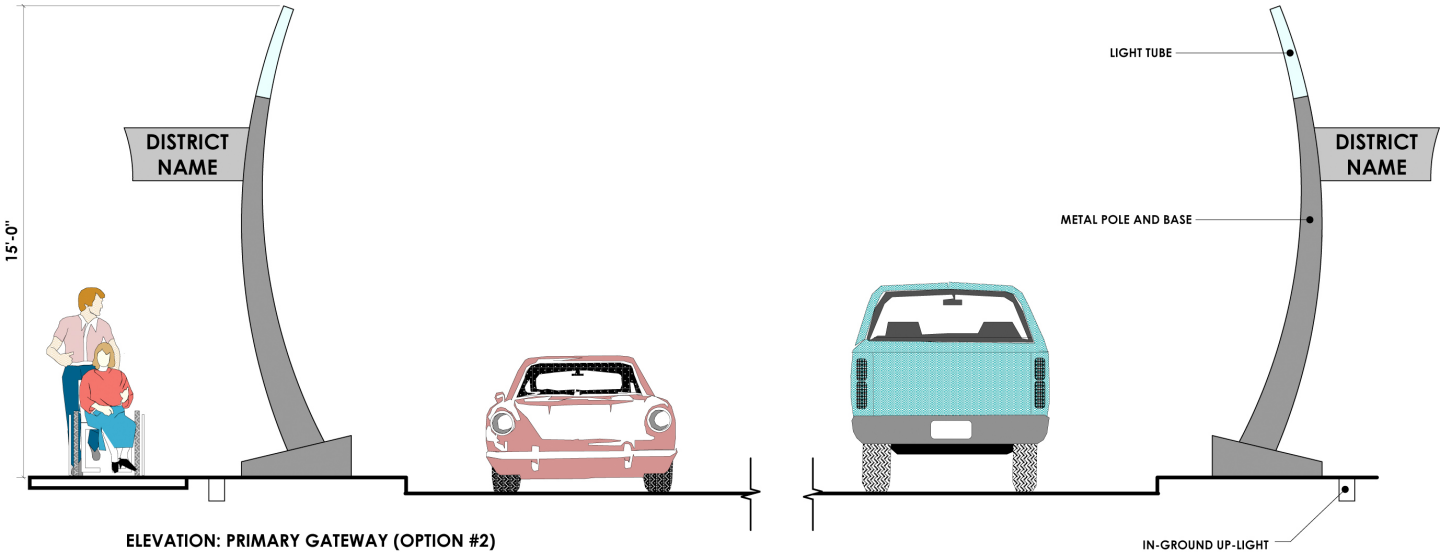
### Primary Gateways

Primary gateways will be larger in size and located on the perimeter entry points of the district off I-630 (see Circulation Plan, page ____). Right-of-way locations at I-630 and Woodrow, Cedar and Fair Park will be ideal locations for the primary gateways. A pair of monuments, flanking each side of the street at the primary entry points will signify the pass through gateway. The typical size of a primary gateway, depending on the design of the feature, should be a minimum of 16' tall or larger. The reason for the large size is to establish a vertical presence. Size and material of the gateway will help establish the brand for the district.




ELEVATION: PRIMARY GATEWAY (OPTION #1)

# SECTION C

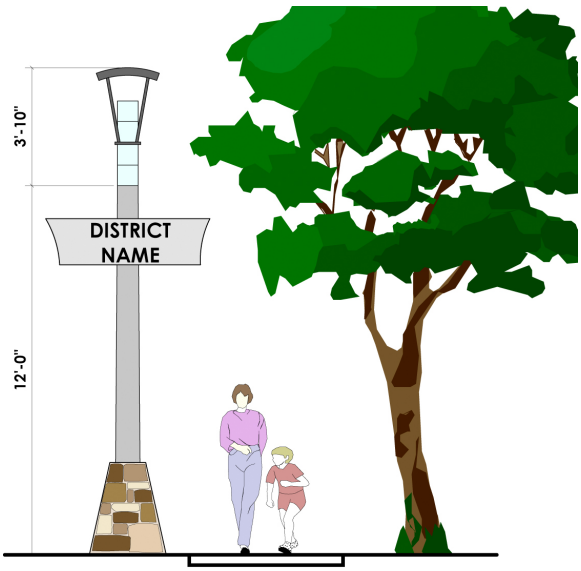



ELEVATION: PRIMARY GATEWAY (OPTION #2)

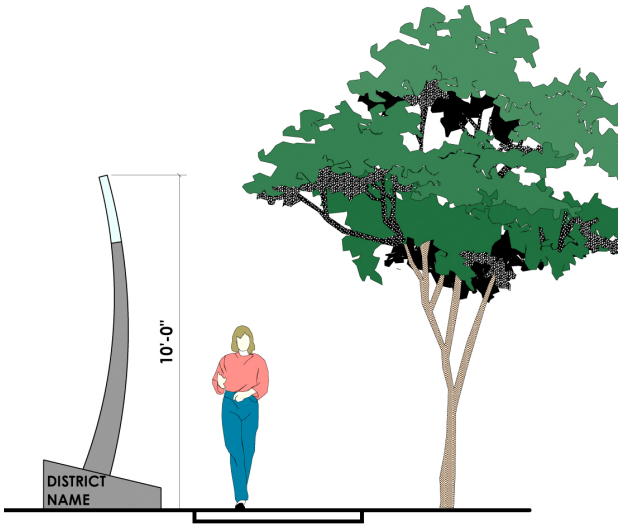
## Secondary Gateways

The secondary gateway will be smaller in size but match the style of the primary gateway. Entry points and median locations on 12th Street at University, Woodrow and on either end of the Core area (near Pine / Cedar) are locations for secondary gateways. The secondary gateways can be located in the right-of-way on road sides or in the proposed center median in the core area to signify entry into the district, much as the primary gateways do but are scaled more appropriately for the surrounding context. The minimum size should be 6-8' in height with an emphasis on verticality due to possible crowded placement options in the right of ways. University's secondary gateway options are limited due to the number of power and traffic poles and signs in the existing right-of-way. The secondary gateway should be unique, yet match the primary and have letters that inform the viewer they are entering into a new area.

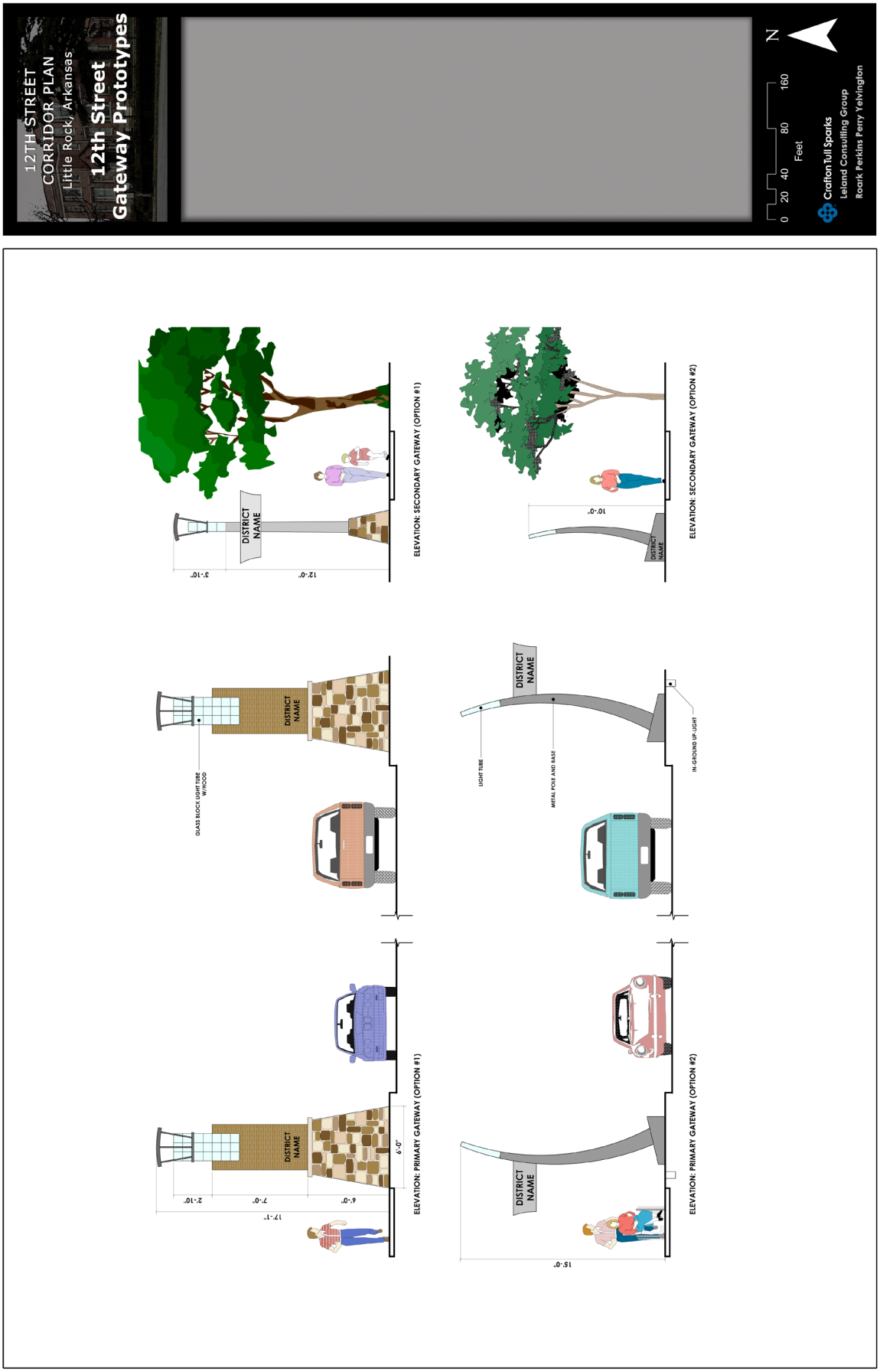
The sketches shown are conceptual examples of both modern art or classical monument options. Further study of public opinion, location constraints, access to utilities and city approval issues would be needed to further refine the design.




ELEVATION: SECONDARY GATEWAY (OPTION #1)




ELEVATION: SECONDARY GATEWAY (OPTION #2)


12TH STREET
CORRIDOR PLAN
Little Rock, Arkansas
12th Street
Gateway Prototypes
N
0 20 40 80 160
Feet
Crafton Tull Sparks
Leland Consulting Group
Roark Perkins Perry Yelvington
DISTRICT NAME
ELEVATION: SECONDARY GATEWAY (OPTION #1)
ELEVATION: SECONDARY GATEWAY (OPTION #2)
GLASS BLOCK LIGHT TUBE W/HOOD
LIGHT TUBE
METAL POLE AND BASE
IN-GROUND UP-LIGHT
ELEVATION: PRIMARY GATEWAY (OPTION #1)
ELEVATION: PRIMARY GATEWAY (OPTION #2)

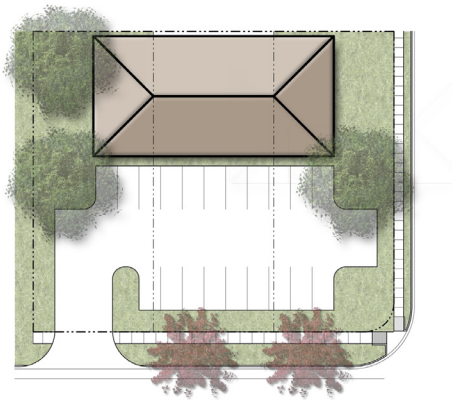
# SECTION C

### Typical Site Arrangement

In the T3 Corridor (12th Street between Jonesboro and University) the typical site layout is currently suburban in nature with a large building set back with parking and vehicular access in the front. This layout presents the visitor with a view of cars, paving and eventually the building façade (see "Typical T3 Corridor Development" sketch).

The optimal arrangement is one in which the buildings are located in the front of the site near the edge of right-of-way with parking areas in the rear of the lot or side of the building (see Alternatives 1 & 2). By aligning the buildings on the front of the lot, closer to the street, the streetscape elements work in concert with the building façade, which in turn provides a more pleasing street as the visitor drives or walks along the corridor. It is easier to see the businesses, view any pedestrian that are in the crosswalks and the closer proximity of the buildings psychologically reduces the traffic speed since the overall street cross section feels narrower. The site amenities (light poles, trees in grates, benches, etc) relate to the buildings as well as the rest of the block due to a more consistent alignment.

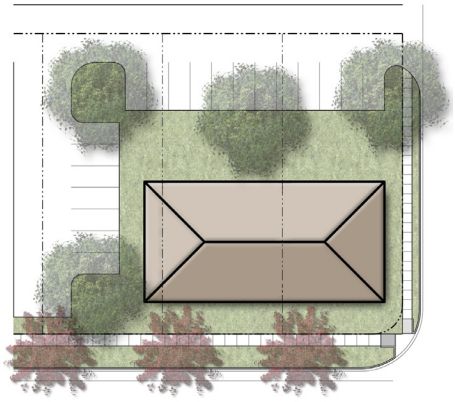
The other positive outcome of a front building arrangement is that the vehicular traffic flows out the rear or side of the lot and not onto 12th Street. This rear/side traffic reduces the ingress/egress movement of cars to each lot which could reduce slow or stopping for cars turning in or out. Less turning at mid-block may result in less accidents and promotes a safer pedestrian environment. Fewer vehicles turning in mid block means the pedestrian or cyclist only crosses the path of a vehicle at the corner of the block where protected by a crosswalk.



**TYPICAL T3 CORRIDOR DEVELOPMENT**

**Typical T3 Corridor Development Features**

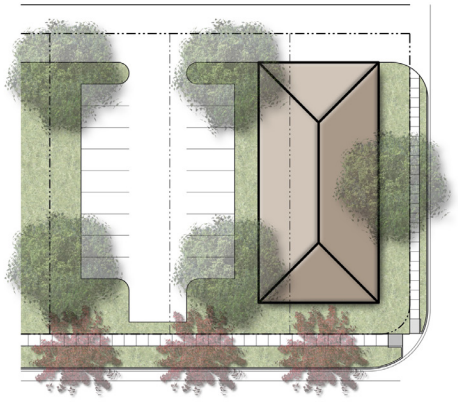
- Large building setback
- Parking and vehicular access in the front of the building
- Little or no street presence or relationship to the street
- Limited pedestrian access from the street



**ALTERNATIVE 1: MAXIMUM BUILDING FRONTAGE**

**Alternative 1 Features**

- Small building setback
- Parking and vehicular access to the sides and/or rear of the building
- Maximum street presence
- Pedestrian access from the street
- Parking access from rear alley, or shared side parking with adjacent property



**ALTERNATIVE 2: BUILDING FRONTAGE WITH SIDE PARKING**

**Alternative 2 Features**

- Small building setback
- Building rotated 90 degrees to accommodate side parking
- Rear vehicular access if curb cut requirements prevent access from the street
- Some street presence, particularly suited for corner lots
- Pedestrian access from the street

*Urbanite Ash*

## *Landscape*

### Street Trees: 12th Street

**Type 1: Urbanite Ash**

*Fraxinus pennsylvanica 'Urbdell'*

- Mature Size: 50-60' tall x 30-45' wide
- Form: Pyramidal
- Color: Dark green leaves turning to deep bronze in autumn
- Culture: Tolerant to drought, pollution, soil compaction, salt & poor drainage, pH adaptable, also suits wet sites
- Characteristics: Fruitless, seedless, and is ideal tree for urban conditions
- Installation Size: 2.5"-3.5" caliper, 12'-14' minimum height

*Fraxinus Pennsylvanica 'Oconee'*

**Type 2: Georgia Gem Green Ash**

*Fraxinus pennsylvanica 'Oconee'*

- Mature Size: 50-60' tall x 25-70' wide
- Form: Pyramidal
- Color: Lustrous dark green leaves turning yellow in autumn, inconspicuous flowers
- Culture: Adapted to a wide range of soils and topographies, including wet sites, and prefers full to part sun but tolerates partial shade
- Characteristics: Low fruit production; makes a great shade tree or street tree for urban settings
- Installation Size: 2.5"-3.5" caliper, 12'-14' minimum height

*Allee Lacebark Elm*

**Type 3: Allee Lacebark Elm**

*Ulmus parvifolia 'Allee'*

- Mature Size: 50-60' tall x 50-60' wide
- Form: Vase
- Color: Dark green leaves
- Culture: Thriving in a moist, loose, fertile, loamy, acid & alkaline soil and full sunlight. Somewhat drought tolerant
- Characteristics: Astounding gray to orange-brown exfoliating bark, resembles the American Elm but is resistant to Dutch Elm disease
- Installation Size: 2.5"-3.5" caliper, 12'-14' minimum height

**Street Trees: Entry Streets** (Fair Park, Pine, Cedar)

### Type 1: Columnar Maple

*Acer rubrum 'Columnare'*

- Mature Size: 40-70' tall x 15-20' wide
- Form: Pyramidal or elliptical when young, round to oval with age
- Color: Green leaves and dependable orange-red fall color
- Culture: Prefers moist, acidic soils, tolerates occasional flooding and wet soils
- Characteristics: Medium texture, relatively fast-growing
- Installation Size: 2.5"-3.5"caliper, 12'-14' minimum height

*Columnar Maple*

**Median Trees**

### Type 1: Golden Rain Tree

*Koelreuteria paniculata*

- Mature Size: 20-30' tall x 15-20' wide
- Form: Upright, rounded, irregular, medium to open density
- Color: Dark green foliage with yellow flowers and showy seed pods
- Culture: Well-drained, moist soils, withstands alkaline soils
- Characteristics: Showy flower and seed pods in summer, withstands city conditions, short lived
- Installation Size: 2.5"-3.5" caliper, 12'-14' minimum height

*Golden Rain Tree*

### Type 2: Forest Pansy Redbud

*Cercis canadensis 'Forest Pansy'*

- Mature Size: 20-25' tall x 15-20' wide
- Form: Dense and round in sun, loose and open in shade
- Color: Dull green foliage turning yellow in fall, lavendar-pink flowers early spring before foliage
- Culture: Sun or part shade, well-drained soils
- Characteristics: Understory tree, may be multi-trunked, drought resistant
- Installation Size: 2"-3" caliper, 10'-12' min. height

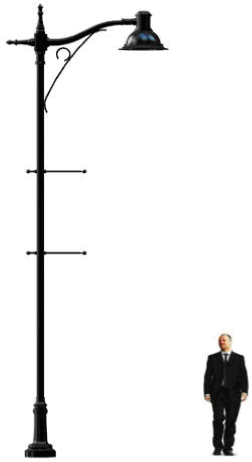
*Forest Pansy Redbud*

## *Site Amenities*

### Lighting

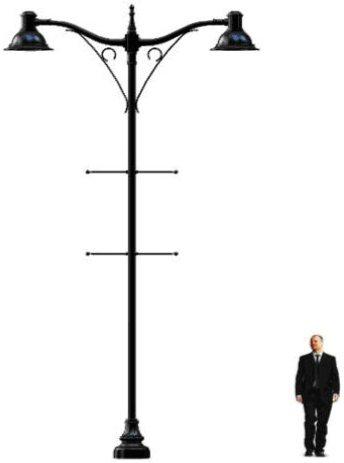
**Pedestrian Light:**

- Manufacturer: Lumec
- Product: Domus 55 Series Pedestrian Light
- Model: DMS55 Luminaire: SG-SMB-PH8, Mounting: _____, Pole: APR4-LBC4C
- Color/Finish: Black powder-coat
- Size: 14’-8" height
- Representative: Chris Jennings, Malmstrom White Co., (501) 224-2775



**Single-Arm Street Light:**

- Manufacturer: Lumec
- Product: Domus 55 Series
- Model: DMS55, Luminaire: SG-SMB, Mounting: RYM-1A, Pole: RS61V-BA
- Color/Finish: Black powder-coat
- Size: 24’ height
- Representative: Chris Jennings, Malmstrom White Co., (501) 224-2775



**Double-Arm Street Light:**

- Manufacturer: Lumec
- Product: Domus 55 Series
- Model: DMS55, Luminaire: SG-SMB, Mounting: RYM-2, Pole: RTA608-BA
- Color/Finish: Black powder-coat
- Size: 24’ height
- Representative: Chris Jennings, Malmstrom White Co., (501) 224-2775

## Benches

- Manufacturer: Landscape Forms
- Product: Presidio Bench
- Type: Straight Three-Unit Backed Bench, no arms
- Color/Finish: Black powdercoat
- Size: 84.5" wide x 31.25" high x 30" deep
- Representative: Diane Collier
  Dallas Sales Office, 1.888.667.1145

*Presidio Bench*

## Trash/Ash

- Manufacturer: Landscape Forms
- Product: Presidio Trash/Ash
- Type: Side-opening receptacle with ash urn
- Color/Finish: Black powdercoat
- Size: Side-opening receptacle: 26" square x 40" high
  Ash Urn: 4" deep x 7" wide x 7" high
- Representative: Diane Collier
  Dallas Sales Office, 1.888.667.1145

*Presidio Trash/Ash*

## Bicycle Racks

- Manufacturer: Landscape Forms
- Product: Pi bicycle rack
- Type: Embedded rack
- Color/Finish: Black powdercoat
- Size: Embedded: 2" deep x 22" wide x 43" high
- Representative: Diane Collier
  Dallas Sales Office, 1.888.667.1145

*Pi Bicycle Rack*

## Bollards (non-lit)

- Manufacturer: Landscape Forms
- Product: Annapolis Bollard
- Type: Embedded, non-lit, without sleeve
- Color/Finish: Black powdercoat
- Size: 6" diameter x 33" high
- Representative: Diane Collier
  Dallas Sales Office, 1.888.667.1145

*Annapolis Bollard*

## Accent Paving

*Pine Hall "English Edge Autumn" Modular Paver*

### Brick Pavers - dark

- Manufacturer: Pine Hall Brick
- Product: Brick paver
- Type: English Edge Autumn Modular Paver
- Color, Finish: Brown/Tan
- Size: 2 1/4" x 4" x 8"
- Representative: Greg Smith, Acme Brick Co.
  Arkansas Office: 1.501.812.5574

*Pine Hall "English Edge Buff" Modular Paver*

### Brick Pavers - light

- Manufacturer: Pine Hall Brick
- Product: Brick paver
- Type: English Edge Buff Modular Paver
- Color, Finish: Brown/Tan
- Size: 2 1/4" x 4" x 8"
- Representative: Greg Smith, Acme Brick Co.
  Arkansas Office: 1.501.812.5574

## *Cost Estimate*

The cost estimate below was divided geographically from west to east along the corridor, roughly following transect and place type designations. The first geographical division encompasses the first 320' traveling east from University Avenue (the "transition" area). The second division is the remainder of the T3 Corridor to Fair Park (70' ROW). The third and fourth division are the T4 Neighborhood Main Street Corridor from Fair Park to Lewis (60' ROW). The fifth division is the T4 Center/Core area of 12th Street from Lewis to Maple (70' ROW), and the last division is the T4 Neighborhood Main Street Corridor from Maple to Woodrow (60' ROW).

The cost estimate is separated into costs for road improvements, lighting (vehicular & pedestrian) and landscape.

**12th Street Corridor Plan**
Preliminary Estimate of Construction Cost: Public ROW

| | CIVIL* | | | LIGHTING | | | LANDSCAPE | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Condition | LF | Cost/LF | Total | QTY | Unit Cost | Total | QTY: Shade Tree | Unit Cost | QTY: Median Tree | Unit Cost | Total | GRAND TOTAL |
| University Intersection Transition Area (T3 Corridor) | 320 | $600 | $192,000 | 18 | $3,000 | $54,000 | 0 | $500 | 0 | $300 | $0 | $246,000 |
| 4 lane with bike lanes: University Transition Area to Fair Park (T3 Corridor) | 1755 | $400 | $702,000 | 24 | $3,000 | $72,000 | 0 | $500 | 0 | $300 | $0 | $774,000 |
| 2 lane with bike lanes: Fair Park to Jonesboro (T4 Neighborhood Main St) | 1520 | $400 | $608,000 | 30 | $3,000 | $90,000 | 0 | $500 | 0 | $300 | $0 | $698,000 |
| 2 lane with bike lanes: Fair Park to Lewis (T4 Neighborhood Main St) | 2800 | $400 | $1,120,000 | 64 | $3,000 | $192,000 | 176 | $500 | 48 | $300 | $102,400 | $1,414,400 |
| 2 lane with bike lanes and on-street parking: Lewis to Maple (T4 Center/Core) | 1640 | $400 | $656,000 | 30 | $3,000 | $90,000 | 20 | $500 | 14 | $300 | $14,200 | $760,200 |
| 2 lane with bike lanes: Maple to Woodrow (T4 Neighborhood Main St) | 2660 | $400 | $1,064,000 | 64 | $3,000 | $192,000 | 176 | $500 | 48 | $300 | $102,400 | $1,358,400 |
| Total Cost | | | $4,342,000 | | | $690,000 | | | | | $219,000 | **$5,251,000** |

* Civil estimate includes paving, curb/gutter, drainage, grading, demo, utility relocation. Does not include traffic signals.

## *Phasing*

It is imperative that the City is involved and committed to making the corridor a cohesive public investment project that occurs as a complete, unified project or in logical phases. The corridor development will not happen in a cohesive manner as development occurs (as reliant on half-street improvements); there will be too many switches from 4 to 2 lanes and back (or an inconsistent curb and too long a period to narrow to 2 lanes with bike lanes if waiting until all half street improvements are made prior to re-striping). The implementation of a unified street design along the length of the corridor from University to Woodrow furthers the public investment in the area in a linear fashion that affects and creates more private development opportunities along the corridor than a single investment on one or two sites.

### PHASE 1: T4 Center/Core "Neighborhood Main Street" Improvements: Lewis to Maple

- Acquire 70' ROW from Lewis to Maple
- Install center median, move curbs, on-street parking (exclusive of the building conflicts at

Next Generation, Hoover Methodist Church, and Willie Hinton Neighborhood Resource Center), sidewalks, intersection improvements, and bicycle lanes
- Re-stripe for bicycle lanes from Woodrow to Maple and from Lewis to Fair Park (eliminate outer lane each direction)
- Install street and pedestrian lighting, site amenities (benches, trash/ash, bollards), and landscape
- COST (2009 Dollars): $760,200 (does not include the cost of ROW acquisition)

### PHASE 2: T4 "Neighborhood Corridor" Improvements: Lewis to Fair Park

- Construct within existing 60' ROW. Acquire 5' ROW dedication as development comes on line, but do not re-construct sidewalks, bus pull offs until ROW is obtained the entire length of 12th Street.
- Relocate curb/gutter, install center median, intersection improvements, sidewalks, and bicycle lanes
- Install street and pedestrian lighting, site amenities (benches, trash/ash, bollards), and landscape
- COST (2009 Dollars): $2,112,400

### PHASE 3: T4 "Neighborhood Corridor" Improvements: Maple to Woodrow

- Construct within existing 60' ROW. Acquire 5' ROW dedication as development comes on line, but do not re-construct sidewalks, bus pull offs until ROW is obtained the entire length of 12th Street.
- Relocate curb/gutter, install center median, intersection improvements, sidewalks, and bicycle lanes
- Install street and pedestrian lighting, site amenities (benches, trash/ash, bollards), and landscape
- COST (2009 Dollars): $1,358,400
-

### PHASE 4: T3 Corridor Improvements: Fair Park to University

- Acquire ROW to accommodate bike lanes and sidewalk (varies in approach to University Avenue)
- Relocate curb/gutter, install intersection improvements, sidewalks, and bicycle lanes
- Install street and pedestrian lighting, and site amenities (benches, trash/ash, bollards)
- COST (2009 Dollars) $246,000 (does not include cost of ROW acquisition)

## *Design Framework Recommendations*

### RECOMMENDATIONS: Land Use, Framework

- Implement Form-Based Code within the study area that achieves the following:
  - Sets standards for both private and public realms
  - Organizes standards by density (transect) and by place type, rather than universally by land use without consideration of location or density.
  - Recognizes the differences in development patterns and character between place types (what makes various areas identifiable)
- Encourage mixed-use development at scales appropriate to the various place types
- Pursue the development of a multi-modal transit station within the T4 Center/Core to accommodate transfers between CAT buses and UAMS or UALR shuttles
- Secure easements or property to construct primary and secondary gateways to aid in "branding" and wayfinding
- Continue to seek public or private partners in public investment and redevelopment projects throughout the study area

### RECOMMENDATIONS: Circulation

- Design 12th Street to be a "complete street" to accommodate multiple transit modes, calm traffic, and create a destination experience along the corridor.
- Encourage the development of Pine and Cedar as major gateway streets into the 12th Street area. The relationship to a major employment center directly north of the study area should be recognized and embraced.
- Accommodate bike lanes along Fair Park, as indicated in the University District Master Plan.
- Design Jonesboro to be a "complete street" with the addition of bike lanes. This wide parkway with ample green space is an underutilized amenity in the neighborhood. The proximity of the new Children's Library furthers the need for this important link between the neighborhood and the civic uses to the north to accommodate all users and multiple forms of transit.

### RECOMMENDATIONS: Streetscape Design

- Acquire 10' of right-of-way (ROW) between Lewis and Maple to create the T4 Center/Core along 12th Street and accommodate on-street parking.
- Complete the 12th Street improvements as indicated in Section C: Design Framework, subsection Phasing and as designed in Section C: Design Framework, subsection 12th Street Design Solutions to create a "complete street."
- Bury utility lines to rid the corridor of unsightly overhead utilities and poles.
- Construct a street that includes medians (traffic calming and aesthetic enhancement), trees (shade for pedestrians, definition of space along the corridor), vehicular and pedestrian lighting (safety, visual interest), and bus pull-off areas with appropriate site furnishings (benches, shade structures, trash cans)
- Construct primary and secondary gateways that define the entry points to the neighborhood district and welcome users.

## Addressing the Great Places Characteristics

As described in "Planning Philosophies" at the beginning of Section C: Design Framework, there are consistent characteristics among "Great Neighborhoods" as well as among "Great Streets." Some of these characteristics are already present within the 12th Street Corridor study area; others that are appropriate within the study area have been incorporated into planning and design recommendations throughout this report.

Allowing mixed-use development and implementing regulations to ensure that all developments incorporate appropriate building scales, lot coverages, building placements, and connectivity are key in establishing the physical stage in which to grow and redevelop. The addition of consistent amenities to aid in placemaking will benefit the appearance and perception of the neighborhood.

Common Themes Among **GREAT NEIGHBORHOODS**

| Theme | Existing Condition | Proposed Design Solution | Proposed Implementation Option |
|---|---|---|---|
| All or close to, or within, their city's downtown | ✓ | | |
| None are located outside an outer loop highway | ✓ | | |
| Most experienced principal years of growth between the 1890s and the 1930s, during the age of streetcars | ✓ | | |
| All are walkable, human-scaled places where the automobile is present but not the dominant factor | | ✓ | |
| They have developed tools to encourage preservation and loosen up traditional, single-use zoning | | | ✓ |
| They've dealt proactively with racial and ethnic integration | ✓ | | |
| They've provided affordable housing | ✓ | | |
| They've preserved the physical characteristics that made them attractive in the first place | | ✓ | |
| Most include a grid street network and tree-lined parkways | | ✓ | |
| Built between the two World Wars | ✓ | | |
| Intimate scale of streets | ✓ | | |
| Buried power lines | | ✓ | |
| Sidewalks and outdoor public spaces | | ✓ | |
| Presence of overlay districts | | | ✓ |
| Streetscapes containing consistent materials and amenities | | ✓ | |
| Facilitates community gatherings/events | | ✓ | |
| Real, living communities that guide new development to fit within the context/scale of the existing | | ✓ | ✓ |
| Promote pedestrian movement | | ✓ | |
| Preserve architecturally significant structures | | ✓ | ✓ |
| Encourage appropriate densities | | ✓ | ✓ |
| Encourage mixed use | | ✓ | ✓ |
| Encourage new development at scales relative to the existing context | | ✓ | ✓ |

These characteristics have been summarized on the following tables ("Characteristics of GREAT NEIGHBORHOODS" and "Characteristics of GREAT STREETS"), and each characteristic has been categorized as an "Existing Condition" (a characteristic that is currently found within the study area), a "Proposed Design Solution" that has been reflected in the preceding text and graphics, and/or a "Proposed Implementation Option" which reflects guiding principles as well as actions necessary to implement in order to make the 12th Street Corridor a "great place."

### Addressing the 13 Points of Traditional Neighborhood Development

The 13 Points of Traditional Neighborhood Development were introduced in Section C: Design Framework to demonstrate the applicability of this planning approach to the 12th Street Corridor. Six of these "points" already exist within this study area today, and five of the remaining seven points have applicability for the 12th Street Corridor. These points have been organized in the table found on page _____ and are classified as "Existing Condition" or "Proposed Design Solution." Additional comments addressing each point are also located in the table.

Common Themes Among **GREAT STREETS**

| Theme | Existing Condition | Proposed Design Solution | Proposed Implementation Option |
|---|---|---|---|
| They date from the days of the traditional city, and much of what we value today was built into them at the beginning | | n/a | |
| Contain a focal point, a terminus | | n/a | |
| Have consistent paving materials that enhance the pedestrian environment | | ✓ | |
| Limited or no above-ground utility wires | | ✓ | |
| Straightforward streetlights; no angled armatures over the street | | | |
| Controlled placement and design of traffic signals (no booms suspending signals out over the traffic lanes), to keep vistas open up and down the street | | n/a | |
| Street trees where appropriate | | ✓ | |
| Mix of uses - offices, retail, residences, arts, public spaces | | ✓ | |
| Consistent street furnishings (benches, trash receptacles, pedestrian lighting, bollards, etc.) | | ✓ | |
| Both old and new buildings are close to the street line and frame the space: "hold the street line" | | ✓ | |
| Consistent street frontage (limited parking lots or other leakages of space) | | ✓ | |
| Human activity | | ✓ | |
| The addition of a center island to create a boulevard | | ✓ | |
| Consistent maintenance of landscape | | ✓ | |
| Walkable | | ✓ | |
| New development at a scale appropriate for the street context | | ✓ | |
| Slower traffic speeds, narrower streets or lanes | | ✓ | |

Thirteen Points of **TRADITIONAL NEIGHBORHOOD DEVELOPMENT**

| # | Point | Existing Condition | Proposed Design Solution | 12th Street Plan Comments |
|---|---|---|---|---|
| 1 | The Neighborhood has a discernable center. This is often a square or green, and sometimes a busy or memorable street intersection. A transit stop would be located at this center | | ✓ | The "center" has been created as the T4 Urban Core/Center that includes the High Density Mixed Use Area, the Midtown Police Substation, the Willie Hinton Neighborhood Resource Center, and the Theresa Hoover United Methodist Church. |
| 2 | Most of the dwellings are within a five-minute walk of the center. This distance averages one-quarter of a mile. | | | A 1/4 mile radius reaches fewer than half of the residences within the study area. However, allowing increased density within the neighborhood center will provide additional opportunities for residential living in close proximity to the center. Approximately 90% of residences are within 1 mile of the proposed neighborhood center. |
| 3 | There is a variety o f dwelling types within the Neighborhood. These usually take the form of houses, rowhouses, and apartments, such that younger and older people, singles and families, the poor and the wealthy, may find places to live. | ✓ | | A variety of housing types (that respect the scale and context of the neighborhood) are encouraged. |
| 4 | There are shops and offices at the edge of the Neighborhood. These shops should be sufficiently varied to supply the weekly needs of a household. A convenience store is the most important among them. | ✓ | ✓ | Though there is abundant commercial development along 12th Street and some of the neighborhood cross streets (University, Fair Park, and Woodrow), there is still a deficiency of particular service sector industries, such as adequate grocery stores. |
| 5 | A small ancillary building is permitted within the backyard of each house. It may be used as one rental units, or as a place to work. | ✓ | | Original residential development permitted ancillary buildings. It is recommended that these continue to be allowed. |
| 6 | There is an elementary school close enough so that most children can walk from their dwelling. This distance should not be more than one mile. | ✓ | | All residences within the study area are within a one-mile radius of an existing elementary school. However, it is arguable that a one-mile distance could be considered "walkable". |
| 7 | There are small playgrounds quite near every dwelling. This distance should not be more than one-eighth of a mile. | | | The creation of a Youth & Families Zone offering a variety of educational and community-based programs for a wide age-range is the preferred approach within this neighborhood, rather than playgrounds that serve a more narrow age group. |
| 8 | The streets within the Neighborhood are a connected network. This provides a variety of itineraries and disperses traffic congestion. | ✓ | | The existing street network ("the grid") should be vigorously maintained. Breaking "the grid" results in decreased traffic route options and modifies the character of compact development. |
| 9 | The streets are relatively narrow and shaded by rows of trees. This slows down the traffic, creating an environment for the pedestrian and the bicycle. | | ✓ | The proposed 12th Street "road diet" transforms an existing 4-lane street with sporadic sidewalks to a complete street including 2 vehicular travel lanes, transit pull-offs, bicycle lanes, and continuous sidewalks. Street trees have been incorporated along the sides of the street, as well as within the proposed center median. |
| 10 | Buildings at the Neighborhood center are placed close to the street. This creates a strong sense of place. | | ✓ | The characteristics of the site, building, and public spaces are organized by the transect and place types, guiding the density, use, setbacks, height, and character of future structures. |
| 11 | Parking lots and garage doors rarely enfront the streets. Parking is relegated to the rear of the buildings, usually accessed by alleys. | ✓ | | New residential structures should focus garage access from the alley, while new non-residential structures should focus all parking to the side or rear of the building. |
| 12 | Certain prominent sites are reserved for civic buildings. Buildings for meeting, education, religion, or culture are located at the termination of the street vistas or at the Neighborhood center. | | ✓ | The Midtown Police Substation will be located at the heart of the T4 Center/Core within the High Density Mixed Use Area. This building is planned to be a multi-level mixed use structure and is located adjacent to the Willie Hinton Neighborhood Resource Center and the Theresa Hoover United Methodist Church. Additional civic spaces are encouraged within the T4 Center/Core, particularly along 12th Street adjacent to Cedar or Pine streets. |
| 13 | The Neighborhood is organized to be self-governing. A formal association debates and decides on matters of maintenance, security and physical change. | | | |

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INVESTMENT

# SECTION D

## *Catalyst Investment Areas*

Encouraging strategic investment in a compact environment (catalyst areas) which contains an appropriate mix of land uses, gives greater emphasis to multiple forms of access, and creates a unique sense of place, has been identified as the central approach for the renaissance of the 12th Street Corridor. The premise behind the selection of catalyst investment areas and concepts assumes concentrating resources in select areas that will have a positive economic "ripple effect" along the Corridor and in surrounding neighborhoods. In this way, the City of Little Rock (as a public partner) can effectively "leverage" investment efforts to overcome barriers and achieve desired outcomes.

Catalysts were generally identified and evaluated based on screening criteria, with guidance from stakeholders and community leaders. While an expressed interest in an immediate development or redevelopment project influenced the selection of certain areas, most were selected because they presented a compelling location or market advantage for future investment. However, experience has proven that implementable plans must maintain a high degree of flexibility. As markets change, the physical realm must change with them. Therefore, while these areas have been identified today as offering potential for leveraged investment, the criteria used to identify them will provide the City with the tools to evaluate future projects which might occur outside these areas, and which are still consistent with the vision for 12th Street.

For the purposes of this effort, a catalyst investment area is defined as: a highly urbanized place that has a concentration of jobs, housing units, commercial uses, public spaces, public transportation, pedestrian activity, and a sense of place. These areas are frequently located at significant intersections. Predominant land uses within these compact areas are residential, commercial and public. Within this relatively compact geographic area, different land uses are found side by side or within the same structures. The mix of uses is often located in developments with minimal setbacks, reduced parking requirements and taller structures, all in an effort to achieve higher densities necessary to support transit and pedestrian activity (where relevant), private investment and a sense of place. These areas are catalysts for public and private investment and economic activity, effectively building off the strengths of the surrounding area and connecting to surrounding uses.

Implementation and management of catalyst areas is generally the responsibility of a combination of entities including business organizations, special districts, neighborhood and other interest groups, and individual property owners.

Criteria used to select these catalyst areas for detailed analysis included the following:

1. Presence of a market opportunity in the near- or long-term
2. Opportunities to strengthen and link existing or planned public investment
3. Ability to leverage existing or planned public investment
4. Physical environment including parks and open space, public improvements, historic building stock, etc.
5. Potential for creating key entryways or gateways

6. Ownership patterns including public and private and multiple vs. assembled
7. Presence of unified, energetic stakeholders
8. Upward trend in local investment
9. Compatibility with community plans
10. Availability of public programs, incentives and tools for revitalization
11. Ability to create mixed-use activity centers, emphasizing live / work / play / learn opportunities
12. Access to multiple modes of transportation
13. Presence of support organizations – service groups, churches, schools
14. Demonstrated community need, both perceived and quantified
15. Consistent in character and building on prevailing strengths
16. Communicates community identity
17. Supports and enhances an environment that is safe and engaging to children

Using the above criteria, five key catalyst investment areas along the Corridor were identified:

- Pine/Cedar Area
- BCD Empowerment Center Area
- T3 Non-Residential Corridor Area
- Special District Area
- Main Street Corridor Area

Project outcomes, including profitability, are influences by variations in several components. Because there are so many "moving parts" to development, success is highly dependent on the elimination of as much uncertainty as possible. Challenges on the cost side of the equation include: significant variations in land prices, depending on market conditions and property owner expectations; on-site development costs, depending on existing conditions; off-site development constraints including upgrades to existing infrastructure; and higher financing costs due to perceptions of risk. Challenges on the revenue side include the fact that it may take longer to absorb space or achieve anticipated rents and / or sale prices as market conditions change. All of these dynamics result in a relatively high-risk endeavor for a private developer. Therefore, the level to which public sector requirements assist or impede development projects can decrease or increase some of their inherent variability and uncertainty.

Among the most significant challenges facing potential catalyst projects such as these are:

- Level of market "education" required to achieve project rents/sale prices at the high end of the market;
- Higher development costs associated with creating a "place" unique enough to attract tenants willing to pay a premium to live/work there; and
- Ability to overcome investor perceptions of the project's location as a transitional area (e.g., a revitalizing corridor).

Presented below are brief descriptions of the catalyst concepts identified for the 12th Street Corridor. These descriptions are followed by a preliminary economic analysis for each concept. The purpose of this work was to provide the City, UAMS, UALR and other stakeholder organiza-

tions with tools to "tell the story" of the 12th Street Corridor. The economic analysis begins to quantify the order of magnitude of any financial "gap" that might result from development and / or redevelopment of these or similar projects within the study area. In the case of the economic analyses, as assumptions were based on findings from the market analysis, final figures associated with actual projects will likely be different as conditions and markets change. Conclusions derived to date can best be used to understand the range and number of financing mechanisms and strategies which will be needed to deliver projects of these types to the market.

### Pine/Cedar Area

This catalyst concept has the potential to "leverage" the City's investment in the new police substation and create a mixed-use "anchor" for the central portion of the Corridor. It includes retail/commercial space on the ground floor, residential rental units on the upper floors, and shared parking for retail, housing and police substation uses.

### BCD Empowerment Center Area

This catalyst concept has the potential to "leverage" BCD's investment in the new Empowerment Center. It includes for-sale residential units (possibly townhomes, rowhouses or small lot single family units) on property adjacent to the Empowerment Center.

### T3 Non-Residential Corridor Area

This "floating" catalyst concept assumes the development of new local service office space, with retail/commercial space on the ground floor.

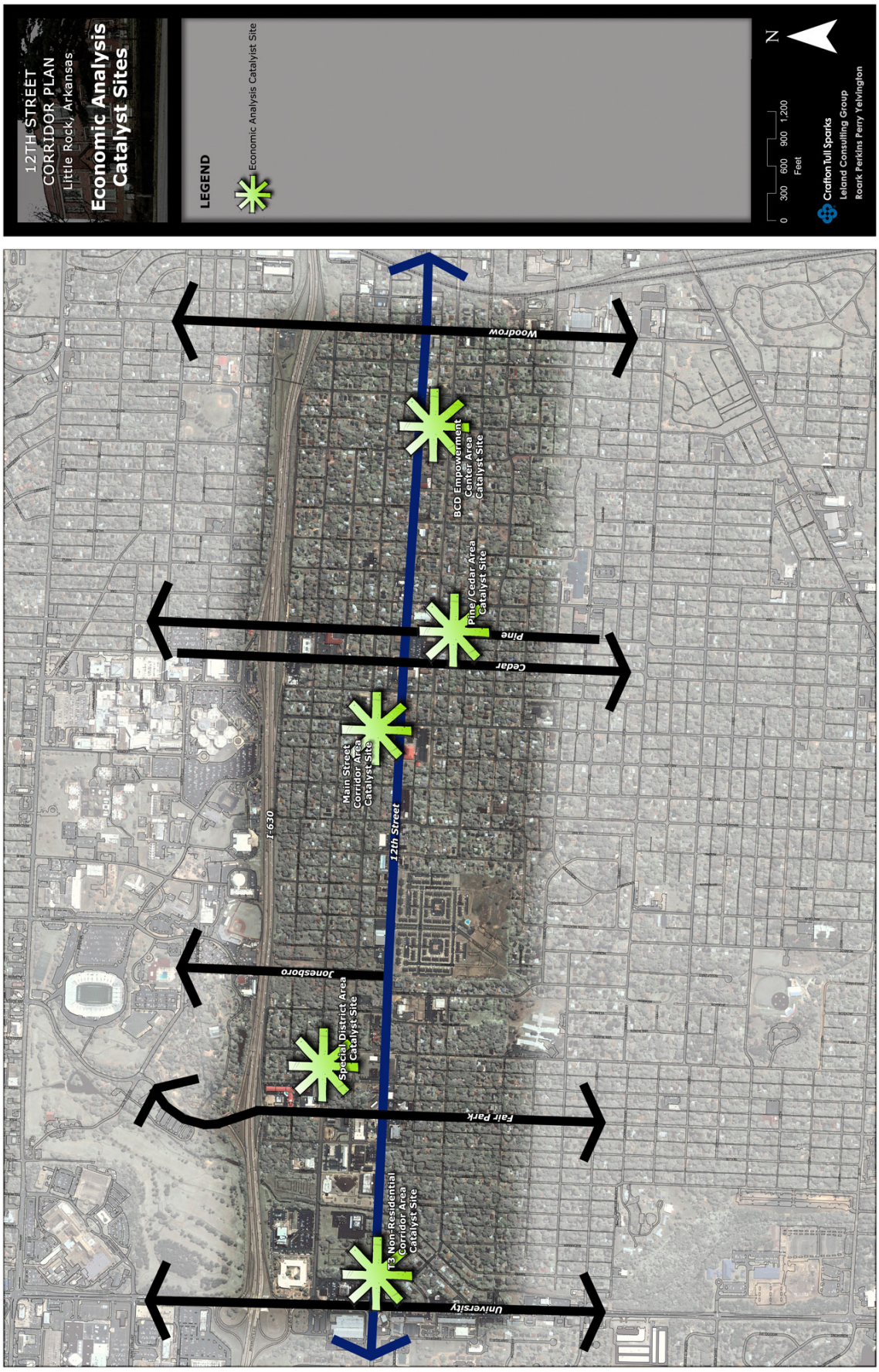
### Special District Area

This "floating" catalyst concept assumes a mixed-use development targeted to medical and university activities in the study area. The development of new office/flex space combined with retail/commercial space addresses demand for potential medical research facilities.

### Main Street Corridor Area

This "floating" catalyst concept assumes the development of a mix of ground floor retail space, with living space on the upper floors (possibly for-sale units). This concept envisions a 3-story building.

# SECTION D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Leland Consulting Group
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BCD Empowerment Center Area Catalyst Site
Pine/Cedar Area Catalyst Site
Main Street Corridor Area Catalyst Site
Special District Area Catalyst Site
T3 Non-Residential Corridor Area Catalyst Site

# SECTION D

## *Catalyst Project Economic Summary*

It is not unusual for corridor and urban redevelopment projects to generate economic gaps between 20% and 50%. As shown in the table below, the preliminary analysis summarized herein reflected gaps between 15% and 58%, all still within the range for strategic public investment. A successful public-private partnership may require the public sector (in this case, the City) to be a financial partner to this level. A 20% investment in one of these catalyst projects would "leverage" approximately $5 in private investment for every $1 spent by the public sector. This is the type of ratio the public sector should expect in redevelopment areas. The preliminary economic analyses illustrate how strategies and tools such as contributions to land and parking, tax increment financing, sales tax sharing, and streamlined development approvals can effectively "close the gap" for these pioneering projects.

| | *Catalyst Project Concepts* | | | | |
|---|---|---|---|---|---|
| ***Project Indicator*** | ***Pine/Cedar Area*** | ***BCD Empowerment Center Area*** | ***T3 Non-Residential Corridor*** | ***Special District Area*** | ***Main Street Corridor Area*** |
| ***Private Sector Investment*** | | | | | |
| ***Development Sq Ft:*** | | | | | |
| Project Land Area (Acres) | 2.00 | 0.50 | 1.60 | 4.50 | 1.00 |
| Retail/Restaurant | 20,000 | 0 | 10,000 | 25,000 | 9,000 |
| Office | 0 | 0 | 20,000 | 50,000 | 0 |
| Residential (Rental) | 40,000 | 0 | 0 | 0 | 0 |
| Residential (For-Sale) | 0 | 12,000 | 0 | 0 | 18,000 |
| **Total Private Development** | **60,000** | **12,000** | **30,000** | **75,000** | **27,000** |
| **Floor Area Ratio** | **69%** | **55%** | **43%** | **38%** | **62%** |
| **Total Project Value (@ Build-Out)** | **$5,595,000** | **$595,200** | **$2,855,625** | **$8,742,188** | **$2,493,000** |
| **Total Project Costs (@ Build-Out)** | **$7,373,768** | **$1,413,482** | **$4,417,076** | **$10,245,324** | **$3,615,579** |
| **Project Margin/(Gap)** | **($1,778,768)** | **($818,282)** | **($1,561,451)** | **($1,503,137)** | **($1,122,579)** |
| **Project Margin/(Gap) %** | **-24%** | **-58%** | **-35%** | **-15%** | **-31%** |
| ***Potential Contributions to Gap*** | | | | | |
| Property Contribution/Writedown | $435,600 | $21,780 | $278,784 | $0 | $174,240 |
| Site Improvements Contribution | $297,120 | $32,670 | $219,696 | $0 | $97,560 |
| Supportable Property Tax TIF | $1,600,000 | $200,000 | $800,000 | $2,400,000 | $700,000 |
| Sales Tax Sharing | $500,000 | $0 | $300,000 | $0 | $200,000 |
| Streamlined Development Approvals | $0 | $0 | $0 | $0 | $0 |
| Tax Credits (Historic/LIHTC) | $400,000 | $200,000 | $0 | $0 | $0 |
| **Total Contributions to Gap** | **$3,232,720** | **$454,450** | **$1,598,480** | **$2,400,000** | **$1,171,800** |

"Closing the gap" for these catalyst projects will not be accomplished through the use of one strategy or tool. Rather, many tools, used in combination with one another, will be necessary to encourage or leverage private sector investment to the level shown in the catalyst projects. As shown, potential "gap filling" tools and mechanisms could include the following:

- Property contribution/writedown
- Contribution to site improvements (e.g., parking, landscape/streetscape)
- Property tax increment
- Sales tax sharing
- Tax credit equity (historic, low income housing)
- Streamlined development approvals

## *Public Return on Investment*

One of the primary objectives of corridor revitalization is to "leverage" public investment to encourage private investment. As noted, public sector entities should expect a healthy return on any public investment made (at least 5 to 10 dollars in private investment for every 1 dollar it spends). As shown, the catalyst projects summarized herein can effectively leverage a high degree of private investment – approximately $20 million in new private investment, leveraging public investment at a 3:1 ratio. These figures do not include the anticipated economic "spin-off" that should result from adjacent development.

| *Catalyst Project* | *Total Public Investment* | *Total Private Investment* | *Leverage Ratio** |
|---|---|---|---|
| Pine/Cedar Area | $1,778,768 | $5,595,000 | 3.1 |
| BCD Empowerment Center Area | $818,282 | $595,200 | 0.7 |
| T3 Non-Residential Corridor | $1,561,451 | $2,855,625 | 1.8 |
| Special District Area | $1,503,137 | $8,742,188 | 5.8 |
| Main Street Corridor Area | $1,122,579 | $2,493,000 | 2.2 |
| **Totals** | **$6,784,217** | **$20,281,013** | **3.0** |

** Reflects amount of private investment generated for every $1 dollar in public investment.*

Source: Leland Consulting Group.

## *Implementation*

As explained during the strategy process, no one project will revitalize the 12th Street Corridor. Rather, revitalization will be dependent on a series of actions designed to capitalize on market opportunities and overcome barriers - effectively "readying the environment for investment". Key to the successful implementation of the Corridor strategy will be the continued identification and implementation of actions tailored to the unique issues of the Corridor and catalyst projects within the study area[1]. This approach will: build community goodwill; provide on-going opportunities for public participation; allow stakeholder groups to have a role in the revitalization effort; send a message that the area is successful and making positive strides; and, create an increasingly attractive environment for investment and development.

To build a strategy framework for implementing Corridor revitalization, it is useful to study the experiences of similar corridors in other markets. In 2001, the Urban Land Institute commissioned a study of three suburban commercial corridors, chosen as representative of different prototypes of commercial environments. The results of that study were principles of revitalization that apply to most "inner ring" commercial strips. These principles formed the foundation of the actions for change developed for the 12th Street Corridor.

The range of actions identified to move the plan forward were selected based on a foundation of guiding principles. These guiding principles, while general in nature, are responsive to the conditions analyses, market opportunities, catalyst concepts and (re)development programs and stakeholder input.

- The City will maintain a pro-business attitude towards redevelopment in the Corridor.
- Underdeveloped properties will be put into productive use over a phased period of time.
- Advocacy entities will be identified and empowered to implement projects to further the vision.
- Higher density development will be encouraged in key locations.
- Public investment will "leverage" private investment.
- The physical environment will balance the role of vehicles, pedestrians and other modes of transportation.
- Creative reinvestment "tools"and incentives will be diverse and made available.
- Development framework is established with short-term standards and long-term guidelines.
- Awareness of the Corridor's role in the region will be heightened and stakeholder education will continue.
- Corridor strategies will be enforced and supported by public policy.

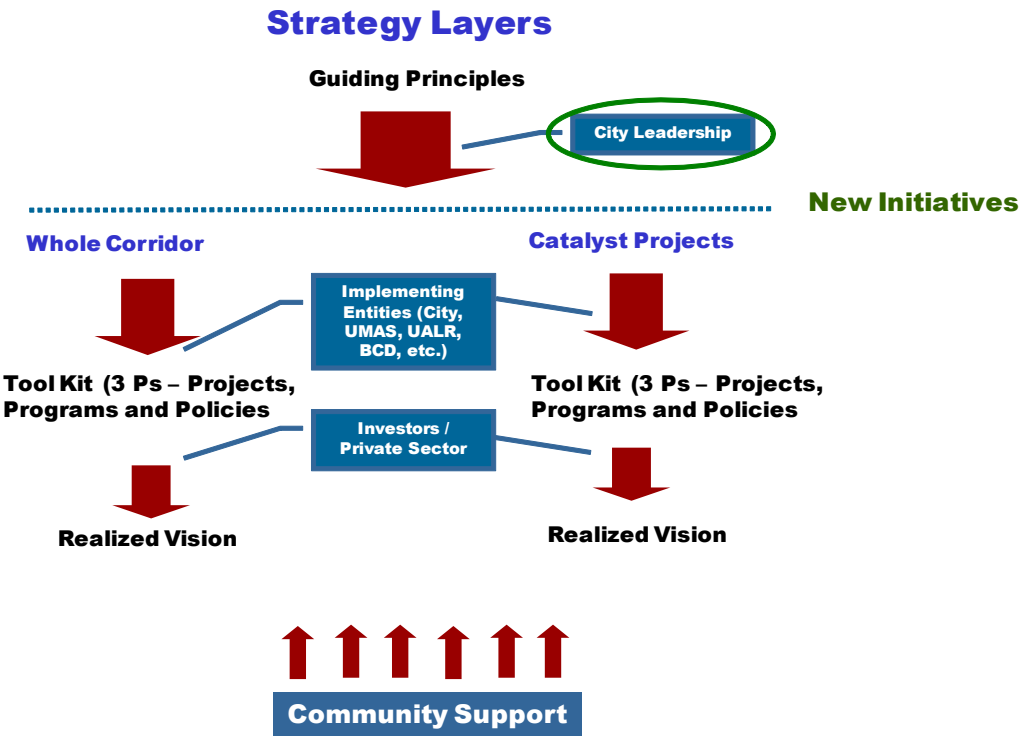
### *10 Principles of Corridor Revitalization*

1. *Ignite Leadership and Nurture Partnership*
2. *Anticipate Evolution*
3. *Know the Market*
4. *Scale Commercial Land to the Market*
5. *Establish Pulse Nodes of Development*
6. *Tame the Traffic*
7. *Create the Place*
8. *Diversify the Character*
9. *Eradicate the Ugliness*
10. *Put Your Money (and Regulations) Where Your Policy Is*

*Source: Urban Land Institute*

[1] The definition of "actions" is broad as it applies here – it includes public, private or public-private physical projects, social programs, and educational programs: public relations and goodwill-building programs; and policy reform – identified to promote opportunities and overcome barriers.

As shown in the diagram below, these guiding principles establish the foundation from which new implementation initiatives can be formulated. New initiatives that could be implemented within the 12th Street Corridor are detailed in the paragraphs that follow.



## *Actions*

Just as the challenges or "barriers" to investment are multifaceted, so too must the solutions be. Needed future changes include: a repositioning of the Corridor's role in the market; restructuring of its physical layout; recognition of the economic challenges inherent in infill and corridor redevelopment; and, aggressive recruitment of niche opportunities.

The 12th Street Corridor Plan is the road map to move the City's vision towards reality and to ensure that redevelopment of the Corridor be accomplished in a way that balances private investment objectives with community sustainability. Summarized in the remainder of this section are actions / strategies to eliminate barriers and encourage private investment/reinvestment. Ultimately, the City of Little Rock, its Board of Directors, staff and stakeholder entities will have to select a final course of action for change. The information presented here is designed to provide a range of actions for consideration and sound decision-making. Potential actions/strategies for the City's consideration are summarized as follows:

- Steering Committee becomes implementation advocate once the plan is completed
- Create a "brand" for the corridor and utilize it in attracting redevelopment
- Low-interest/longer-term loan fund for small business development along the Corridor
- Land Bank Program targeting efforts in the 12th Street Corridor planning area
- City allocates grant/general funds specifically for Corridor catalyst projects
- City and private philanthropy pool funds as "patient (equity) capital" for catalyst projects
- Tailored training and placement program links un/der-employed residents to nearby health-related jobs
- UAMS biomed-incubator businesses "graduate" to quasi-incubator (subsidized) space along the Corridor
- Black Community Developers partner with hospitals to develop a variety of housing for employees
- City/other government office functions become anchors tenant for catalyst projects along the Corridor
- Designate the 12th Street Corridor as a "Weed and Seed" District: Federal Program that targets resources to stop crime and spur economic development
- Implement a design overlay to encourage quality redevelopment
- Consider the implementation of form-based zoning code
- Establish a tax increment finance (TIF) district along the Corridor to encourage investment
- Consider the establishment of a Business Improvement District (BID) within the study area
- Rezone commercial property to encourage mixed-use higher density development
- Dedicate a person that focuses on implementing the 12th Street Corridor plan
- Target City bond funds to upgrade public infrastructure in a "blitz" fashion
- Pursue the Federal "Promise Neighborhoods" initiative
- Create incentives for form-based code, such as staff-level approval for projects meeting the form-based criteria
- Utilize form-based code and TIF districts in tandem, sharing the same boundaries to combine regulatory and incentive boundaries
- Consider the use of CDBG funds for infrastructure improvements
- Focus on code enforcement to preclude absentee landowners
- Consider a "Demolition by Neglect" ordinance

## Pine/Cedar Area
## Development Economic Analysis

| *Development Program* | | | | *Assumption Factors* | |
|---|---|---|---|---|---|
| | *Units/Spaces* | *Square Feet* | | | |
| Retail/Restaurant | | 20,000 | | | |
| Office | | 0 | | | |
| Residential (Rental) | 40 | 40,000 | | 1,000 | SF/Unit |
| Residential (For-Sale) | 0 | 0 | | 1,500 | SF/Unit |
| Gross Floor Area | | 60,000 | | | |
| Project Land Area | | 87,120 | | 2.00 | Acres |
| Floor Area Ratio | | 69% | | | |
| Surface Parking | 140 | 49,000 | | 350 | SF/Space |
| Structured Parking | 0 | 0 | | 350 | SF/Space |
| ***Estimated Project Value (Stabilized Yr)*** | | | | | |
| Total Retail Rentable SF | | 18,000 | | 90% | Bldg. Efficiency Ratio |
| Rent/SF* | | $12.00 | | | |
| Total Office Rentable SF | | 0 | | 90% | Bldg. Efficiency Ratio |
| Rent/SF* | | $10.00 | | | |
| Total Residential Rentable SF | | 36,000 | | 90% | Bldg. Efficiency Ratio |
| Rent/SF | | $12.00 | | $1.00 | Monthly Rent/SF |
| Total Parking Spaces (Structured) | | 0 | | | |
| Rent/Space | | $0 | | $0 | Monthly Income/Space |
| Gross Income | | $648,000 | | | |
| Occupancy | | 95% | | | |
| Effective Gross Income | | $615,600 | | | |
| Operating Costs | | $168,000 | | $2.80 | $/SF (Wtd. Avg. All Uses) |
| Net Operating Income | | $447,600 | | | |
| Capitalization Rate | | 8.0% | | | |
| ***Project Value -- Office/Retail/Rental Hsg*** | | ***$5,595,000*** | | | |
| Total Housing Units | | 0 | | | |
| Sales Price/Unit (Wtd Avg) | | $225,000 | | | |
| Gross Revenue | | $0 | | | |
| Less Marketing Costs | | $0 | | 7% | % of Sales |
| Net Sale Proceeds | | $0 | | | |
| ***Project Value -- For-Sale Housing*** | | ***$0*** | | | |
| ***Total Project Value*** | | | ***$5,595,000*** | | |
| ** Retail based on triple net lease; Office based on gross lease.* | | | | | |
| ***Development Cost Estimate*** | | | | | |
| Property Purchase (Acquisition/Demolition) | | $435,600 | | $5.00 | $/SF Land |
| On-Site Improvements (Surface Parking) | | $420,000 | | $3,000 | $/Space |
| On-Site Improvements (Structured Parking) | | $0 | | $15,000 | $/Space |
| Site Development | | $174,240 | | $2.00 | $/SF |
| Building Construction (Hard Costs) | | $4,420,020 | | $74 | $/SF (Wtd. Avg. All Uses) |
| Construction Contingency | | $501,426 | | 10% | % of Construction Costs |
| Soft Costs (% of Hard Costs) | | $752,139 | | 15% | % of Hard Costs |
| Developer Profit | | $670,343 | | 10% | % of Total Costs |
| ***Total Project Cost*** | | | ***$7,373,768*** | ***$122.90*** | ***$/SF*** |
| ***Development Economic Summary*** | | | | | |
| ***Total Project Cost*** | | | ***$7,373,768*** | | |
| ***Total Project Value*** | | | ***$5,595,000*** | | |
| ***Project Margin/"Gap"*** | | | ***($1,778,768)*** | | |
| ***% Project Margin/"Gap"*** | | | ***-24%*** | | |
| ***Potential Contributions to "Gap":*** | | | | | |
| Property Contribution | | $435,600 | | 100% | of Land Cost |
| Site Improvements Contribution | | $297,120 | | 50% | of Total Site Costs |
| Supportable Property Tax TIF (25 Years) | | $1,600,000 | | 0.070000 | Total Property Tax |
| Supportable Sales Tax Sharing (20 Years) | | $500,000 | | 50% | % of Local Sales Tax |
| Tax Credit Equity (Historic/LIHTC) | | $400,000 | | | |
| Streamlined Development Approvals (6 mos) | | $0 | | | |
| ***Total Contributions to "Gap"*** | | | ***$3,232,720*** | | |

## BCD Empowerment Center Area
## Development Economic Analysis

| *Development Program* | | | | *Assumption Factors* | |
|---|---|---|---|---|---|
| | *Units/Spaces* | *Square Feet* | | | |
| Retail/Restaurant | | 0 | | | |
| Office | | 0 | | | |
| Residential (Rental) | 0 | 0 | | 1,000 | SF/Unit |
| Residential (For-Sale) | 8 | 12,000 | | 1,500 | SF/Unit |
| Gross Floor Area | | 12,000 | | | |
| Project Land Area | | 21,780 | | 0.50 | Acres |
| Floor Area Ratio | | 55% | | | |
| Surface Parking | 0 | 0 | | 350 | SF/Space |
| Structured Parking | 0 | 0 | | 350 | SF/Space |
| ***Estimated Project Value (Stabilized Yr)*** | | | | | |
| Total Retail Rentable SF | | 0 | | 90% | Bldg. Efficiency Ratio |
| Rent/SF* | | $12.00 | | | |
| Total Office Rentable SF | | 0 | | 90% | Bldg. Efficiency Ratio |
| Rent/SF* | | $10.00 | | | |
| Total Residential Rentable SF | | 0 | | 90% | Bldg. Efficiency Ratio |
| Rent/SF | | $12.00 | | $1.00 | Monthly Rent/SF |
| Total Parking Spaces (Structured) | | 0 | | | |
| Rent/Space | | $0 | | $0 | Monthly Income/Space |
| Gross Income | | $0 | | | |
| Occupancy | | 95% | | | |
| Effective Gross Income | | $0 | | | |
| Operating Costs | | $0 | | $0.00 | $/SF (Wtd. Avg. All Uses) |
| Net Operating Income | | $0 | | | |
| Capitalization Rate | | 8.0% | | | |
| ***Project Value -- Office/Retail/Rental Hsg*** | | ***$0*** | | | |
| Total Housing Units | | 8 | | | |
| Sales Price/Unit (Wtd Avg) | | $80,000 | | | |
| Gross Revenue | | $640,000 | | | |
| Less Marketing Costs | | ($44,800) | | 7% | % of Sales |
| Net Sale Proceeds | | $595,200 | | | |
| ***Project Value -- For-Sale Housing*** | | ***$595,200*** | | | |
| ***Total Project Value*** | | | ***$595,200*** | | |
| ** Retail based on triple net lease; Office based on gross lease.* | | | | | |
| ***Development Cost Estimate*** | | | | | |
| Property Purchase (Acquisition/Demolition) | | $21,780 | | $1.00 | $/SF Land |
| On-Site Improvements (Surface Parking) | | $0 | | $3,000 | $/Space |
| On-Site Improvements (Structured Parking) | | $0 | | $15,000 | $/Space |
| Site Development | | $32,670 | | $1.50 | $/SF |
| Building Construction (Hard Costs) | | $1,020,000 | | $85 | $/SF (Wtd. Avg. All Uses) |
| Construction Contingency | | $105,267 | | 10% | % of Construction Costs |
| Soft Costs (% of Hard Costs) | | $105,267 | | 10% | % of Hard Costs |
| Developer Profit | | $128,498 | | 10% | % of Total Costs |
| ***Total Project Cost*** | | | ***$1,413,482*** | ***$117.79*** | ***$/SF*** |
| ***Development Economic Summary*** | | | | | |
| ***Total Project Cost*** | | | ***$1,413,482*** | | |
| ***Total Project Value*** | | | ***$595,200*** | | |
| ***Project Margin/"Gap"*** | | | ***($818,282)*** | | |
| ***% Project Margin/"Gap"*** | | | ***-58%*** | | |
| ***Potential Contributions to "Gap":*** | | | | | |
| Property Contribution | | $21,780 | | 100% | of Land Cost |
| Site Improvements Contribution | | $32,670 | | 100% | of Total Site Costs |
| Supportable Property Tax TIF (25 Years) | | $200,000 | | 0.070000 | Total Property Tax |
| Supportable Sales Tax Sharing (20 Years) | | $0 | | 50% | % of Local Sales Tax |
| Tax Credit Equity (Historic/LIHTC) | | $200,000 | | | |
| Streamlined Development Approvals (6 mos) | | $0 | | | |
| ***Total Contributions to "Gap"*** | | | ***$454,450*** | | |

## T3 Non-Residential Corridor Area
## Development Economic Analysis

| ***Development Program*** | | | | ***Assumption Factors*** | |
|---|---|---|---|---|---|
| | *Units/Spaces* | *Square Feet* | | | |
| Retail/Restaurant | | 10,000 | | | |
| Office | | 20,000 | | | |
| Residential (Rental) | 0 | 0 | | 1,000 | SF/Unit |
| Residential (For-Sale) | 0 | 0 | | 1,500 | SF/Unit |
| Gross Floor Area | | 30,000 | | | |
| Project Land Area | | 69,696 | | 1.60 | Acres |
| Floor Area Ratio | | 43% | | | |
| Surface Parking | 100 | 35,000 | | 350 | SF/Space |
| Structured Parking | 0 | 0 | | 350 | SF/Space |
| ***Estimated Project Value (Stabilized Yr)*** | | | | | |
| Total Retail Rentable SF | | 9,000 | | 90% | Bldg. Efficiency Ratio |
| Rent/SF* | | $13.00 | | | |
| Total Office Rentable SF | | 18,000 | | 90% | Bldg. Efficiency Ratio |
| Rent/SF* | | $13.00 | | | |
| Total Residential Rentable SF | | 0 | | 90% | Bldg. Efficiency Ratio |
| Rent/SF | | $12.00 | | $1.00 | Monthly Rent/SF |
| Total Parking Spaces (Structured) | | 0 | | | |
| Rent/Space | | $0 | | $0 | Monthly Income/Space |
| Gross Income | | $351,000 | | | |
| Occupancy | | 95% | | | |
| Effective Gross Income | | $333,450 | | | |
| Operating Costs | | $105,000 | | $3.50 | $/SF (Wtd. Avg. All Uses) |
| Net Operating Income | | $228,450 | | | |
| Capitalization Rate | | 8.0% | | | |
| ***Project Value -- Office/Retail/Rental Hsg*** | | ***$2,855,625*** | | | |
| Total Housing Units | | 0 | | | |
| Sales Price/Unit (Wtd Avg) | | $225,000 | | | |
| Gross Revenue | | $0 | | | |
| Less Marketing Costs | | $0 | | 7% | % of Sales |
| Net Sale Proceeds | | $0 | | | |
| ***Project Value -- For-Sale Housing*** | | ***$0*** | | | |
| ***Total Project Value*** | | | ***$2,855,625*** | | |
| ** Retail based on triple net lease; Office based on gross lease.* | | | | | |
| ***Development Cost Estimate*** | | | | | |
| Property Purchase (Acquisition/Demolition) | | $278,784 | | $4.00 | $/SF Land |
| On-Site Improvements (Surface Parking) | | $300,000 | | $3,000 | $/Space |
| On-Site Improvements (Structured Parking) | | $0 | | $15,000 | $/Space |
| Site Development | | $139,392 | | $2.00 | $/SF |
| Building Construction (Hard Costs) | | $2,550,000 | | $85 | $/SF (Wtd. Avg. All Uses) |
| Construction Contingency | | $298,939 | | 10% | % of Construction Costs |
| Soft Costs (% of Hard Costs) | | $448,409 | | 15% | % of Hard Costs |
| Developer Profit | | $401,552 | | 10% | % of Total Costs |
| ***Total Project Cost*** | | | ***$4,417,076*** | ***$147.24*** | ***$/SF*** |
| ***Development Economic Summary*** | | | | | |
| ***Total Project Cost*** | | | ***$4,417,076*** | | |
| ***Total Project Value*** | | | ***$2,855,625*** | | |
| ***Project Margin/"Gap"*** | | | ***($1,561,451)*** | | |
| ***% Project Margin/"Gap"*** | | | ***-35%*** | | |
| ***Potential Contributions to "Gap":*** | | | | | |
| Property Contribution | | $278,784 | | 100% | of Land Cost |
| Site Improvements Contribution | | $219,696 | | 50% | of Total Site Costs |
| Supportable Property Tax TIF (25 Years) | | $800,000 | | 0.070000 | Total Property Tax |
| Supportable Sales Tax Sharing (20 Years) | | $300,000 | | 50% | % of Local Sales Tax |
| Tax Credit Equity (Historic/LIHTC) | | $0 | | | |
| Streamlined Development Approvals (6 mos) | | $0 | | | |
| ***Total Contributions to "Gap"*** | | | ***$1,598,480*** | | |

## Special District Area
## Development Economic Analysis

| ***Development Program*** | | | | ***Assumption Factors*** | |
|---|---|---|---|---|---|
| | *Units/Spaces* | *Square Feet* | | | |
| Retail/Restaurant | | 25,000 | | | |
| Office/Flex | | 50,000 | | | |
| Residential (Rental) | 0 | 0 | | 1,000 | SF/Unit |
| Residential (For-Sale) | 0 | 0 | | 1,500 | SF/Unit |
| Gross Floor Area | | 75,000 | | | |
| Project Land Area | | 196,020 | | 4.50 | Acres |
| Floor Area Ratio | | 38% | | | |
| Surface Parking | 250 | 87,500 | | 350 | SF/Space |
| Structured Parking | 0 | 0 | | 350 | SF/Space |
| ***Estimated Project Value (Stabilized Yr)*** | | | | | |
| Total Retail Rentable SF | | 22,500 | | 90% | Bldg. Efficiency Ratio |
| Rent/SF* | | $15.00 | | | |
| Total Office/Flex Rentable SF | | 45,000 | | 90% | Bldg. Efficiency Ratio |
| Rent/SF* | | $15.00 | | | |
| Total Residential Rentable SF | | 0 | | 90% | Bldg. Efficiency Ratio |
| Rent/SF | | $12.00 | | $1.00 | Monthly Rent/SF |
| Total Parking Spaces (Structured) | | 0 | | | |
| Rent/Space | | $0 | | $0 | Monthly Income/Space |
| Gross Income | | $1,012,500 | | | |
| Occupancy | | 95% | | | |
| Effective Gross Income | | $961,875 | | | |
| Operating Costs | | $262,500 | | $3.50 | $/SF (Wtd. Avg. All Uses) |
| Net Operating Income | | $699,375 | | | |
| Capitalization Rate | | 8.0% | | | |
| ***Project Value -- Office/Retail/Rental Hsg*** | | ***$8,742,188*** | | | |
| Total Housing Units | | 0 | | | |
| Sales Price/Unit (Wtd Avg) | | $225,000 | | | |
| Gross Revenue | | $0 | | | |
| Less Marketing Costs | | $0 | | 7% | % of Sales |
| Net Sale Proceeds | | $0 | | | |
| ***Project Value -- For-Sale Housing*** | | ***$0*** | | | |
| ***Total Project Value*** | | | ***$8,742,188*** | | |
| ** Retail based on triple net lease; Office based on gross lease.* | | | | | |
| ***Development Cost Estimate*** | | | | | |
| Property Purchase (Acquisition/Demolition) | | $980,100 | | $5.00 | $/SF Land |
| On-Site Improvements (Surface Parking) | | $750,000 | | $3,000 | $/Space |
| On-Site Improvements (Structured Parking) | | $0 | | $15,000 | $/Space |
| Site Development | | $392,040 | | $2.00 | $/SF |
| Building Construction (Hard Costs) | | $5,525,025 | | $74 | $/SF (Wtd. Avg. All Uses) |
| Construction Contingency | | $666,707 | | 10% | % of Construction Costs |
| Soft Costs (% of Hard Costs) | | $1,000,060 | | 15% | % of Hard Costs |
| Developer Profit | | $931,393 | | 10% | % of Total Costs |
| ***Total Project Cost*** | | | ***$10,245,324*** | ***$136.60*** | ***$/SF*** |
| ***Development Economic Summary*** | | | | | |
| ***Total Project Cost*** | | | ***$10,245,324*** | | |
| ***Total Project Value*** | | | ***$8,742,188*** | | |
| ***Project Margin/"Gap"*** | | | ***($1,503,137)*** | | |
| ***% Project Margin/"Gap"*** | | | ***-15%*** | | |
| ***Potential Contributions to "Gap":*** | | | | | |
| Property Contribution | | $0 | | 0% | of Land Cost |
| Site Improvements Contribution | | $0 | | 0% | of Total Site Costs |
| Supportable Property Tax TIF (25 Years) | | $2,400,000 | | 0.070000 | Total Property Tax |
| Supportable Sales Tax Sharing (20 Years) | | $0 | | 0% | % of Local Sales Tax |
| Tax Credit Equity (Historic/LIHTC) | | $0 | | | |
| Streamlined Development Approvals (6 mos) | | $0 | | | |
| ***Total Contributions to "Gap"*** | | | ***$2,400,000*** | | |

## Main Street Corridor Area
## Development Economic Analysis

| ***Development Program*** | | | | ***Assumption Factors*** | |
|---|---|---|---|---|---|
| | *Units/Spaces* | *Square Feet* | | | |
| Retail/Restaurant | | 9,000 | | | |
| Office | | 0 | | | |
| Residential (Rental) | 0 | 0 | | 1,000 | SF/Unit |
| Residential (For-Sale) | 12 | 18,000 | | 1,500 | SF/Unit |
| Gross Floor Area | | 27,000 | | | |
| Project Land Area | | 43,560 | | 1.00 | Acres |
| Floor Area Ratio | | 62% | | | |
| Surface Parking | 36 | 12,600 | | 350 | SF/Space |
| Structured Parking | 0 | 0 | | 350 | SF/Space |
| ***Estimated Project Value (Stabilized Yr)*** | | | | | |
| Total Retail Rentable SF | | 8,100 | | 90% | Bldg. Efficiency Ratio |
| Rent/SF* | | $12.00 | | | |
| Total Office Rentable SF | | 0 | | 90% | Bldg. Efficiency Ratio |
| Rent/SF* | | $10.00 | | | |
| Total Residential Rentable SF | | 0 | | 90% | Bldg. Efficiency Ratio |
| Rent/SF | | $12.00 | | $1.00 | Monthly Rent/SF |
| Total Parking Spaces (Structured) | | 0 | | | |
| Rent/Space | | $0 | | $0 | Monthly Income/Space |
| Gross Income | | $97,200 | | | |
| Occupancy | | 95% | | | |
| Effective Gross Income | | $92,340 | | | |
| Operating Costs | | $4,500 | | $0.50 | $/SF (Wtd. Avg. All Uses) |
| Net Operating Income | | $87,840 | | | |
| Capitalization Rate | | 8.0% | | | |
| ***Project Value -- Office/Retail/Rental Hsg*** | | ***$1,098,000*** | | | |
| Total Housing Units | | 12 | | | |
| Sales Price/Unit (Wtd Avg) | | $125,000 | | | |
| Gross Revenue | | $1,500,000 | | | |
| Less Marketing Costs | | ($105,000) | | 7% | % of Sales |
| Net Sale Proceeds | | $1,395,000 | | | |
| ***Project Value -- For-Sale Housing*** | | ***$1,395,000*** | | | |
| ***Total Project Value*** | | | ***$2,493,000*** | | |
| ** Retail based on triple net lease; Office based on gross lease.* | | | | | |
| ***Development Cost Estimate*** | | | | | |
| Property Purchase (Acquisition/Demolition) | | $174,240 | | $4.00 | $/SF Land |
| On-Site Improvements (Surface Parking) | | $108,000 | | $3,000 | $/Space |
| On-Site Improvements (Structured Parking) | | $0 | | $15,000 | $/Space |
| Site Development | | $87,120 | | $2.00 | $/SF |
| Building Construction (Hard Costs) | | $2,295,000 | | $85 | $/SF (Wtd. Avg. All Uses) |
| Construction Contingency | | $249,012 | | 10% | % of Construction Costs |
| Soft Costs (% of Hard Costs) | | $373,518 | | 15% | % of Hard Costs |
| Developer Profit | | $328,689 | | 10% | % of Total Costs |
| ***Total Project Cost*** | | | ***$3,615,579*** | ***$133.91*** | ***$/SF*** |
| ***Development Economic Summary*** | | | | | |
| ***Total Project Cost*** | | | ***$3,615,579*** | | |
| ***Total Project Value*** | | | ***$2,493,000*** | | |
| ***Project Margin/"Gap"*** | | | ***($1,122,579)*** | | |
| ***% Project Margin/"Gap"*** | | | ***-31%*** | | |
| ***Potential Contributions to "Gap":*** | | | | | |
| Property Contribution | | $174,240 | | 100% | of Land Cost |
| Site Improvements Contribution | | $97,560 | | 50% | of Total Site Costs |
| Supportable Property Tax TIF (25 Years) | | $700,000 | | 0.070000 | Total Property Tax |
| Supportable Sales Tax Sharing (20 Years) | | $200,000 | | 50% | % of Local Sales Tax |
| Tax Credit Equity (Historic/LIHTC) | | $0 | | | |
| Streamlined Development Approvals (6 mos) | | $0 | | | |
| ***Total Contributions to "Gap"*** | | | ***$1,171,800*** | | |

## *Conclusion*

The 12th Street Corridor is an area ready for change. The outspoken majority of residents and business owners have expressed a desire for safety, access, opportunity and prosperity. They are eager to leave the stigma of crime and vacant homes behind as they look toward a new image for the district. An image that brings visitors from outside the Corridor to shop along 12th Street, an image that encourages growth in the commercial and housing market, an image that speaks to safety with a promise of hope. The potential for redevelopment in the 12th Street Corridor lies in its proximity to its surrounding neighbors - downtown Little Rock, the UAMS campus, UALR and Children's Hospital. The public investment that is occurring with the 12th Street Police Station, the BCD Empowerment Center and the Children's Library shows the development community this area is serious about revitalization. The introduction of form based zoning promises to be the incentive needed for the next step toward redevelopment.

The 12th Street Corridor is on the verge of a new era. Families and children will be the focus while businesses grow to support their needs. 12th Street will return to its roots as a road that caters to pedestrians as much as the vehicle. Neighbors will know their neighbors, walk to their favorite stores and great visitors to the area as they pass on the sidewalk. Children will safely bike to school or play in the park. The 12th Street Corridor will reinvent itself one house at a time, one block at a time, one neighborhood at a time. The change won't be overnight but change will come. The 12th Street Corridor is an area ready for change.

# INVENTORY MAPS

*Map 1: Existing Land Use*

*Map 2: Existing Zoning*

*Map 3: Total Property Values*

*Map 4: Vacant Properties*

*Map 5: Existing Infrastructure*

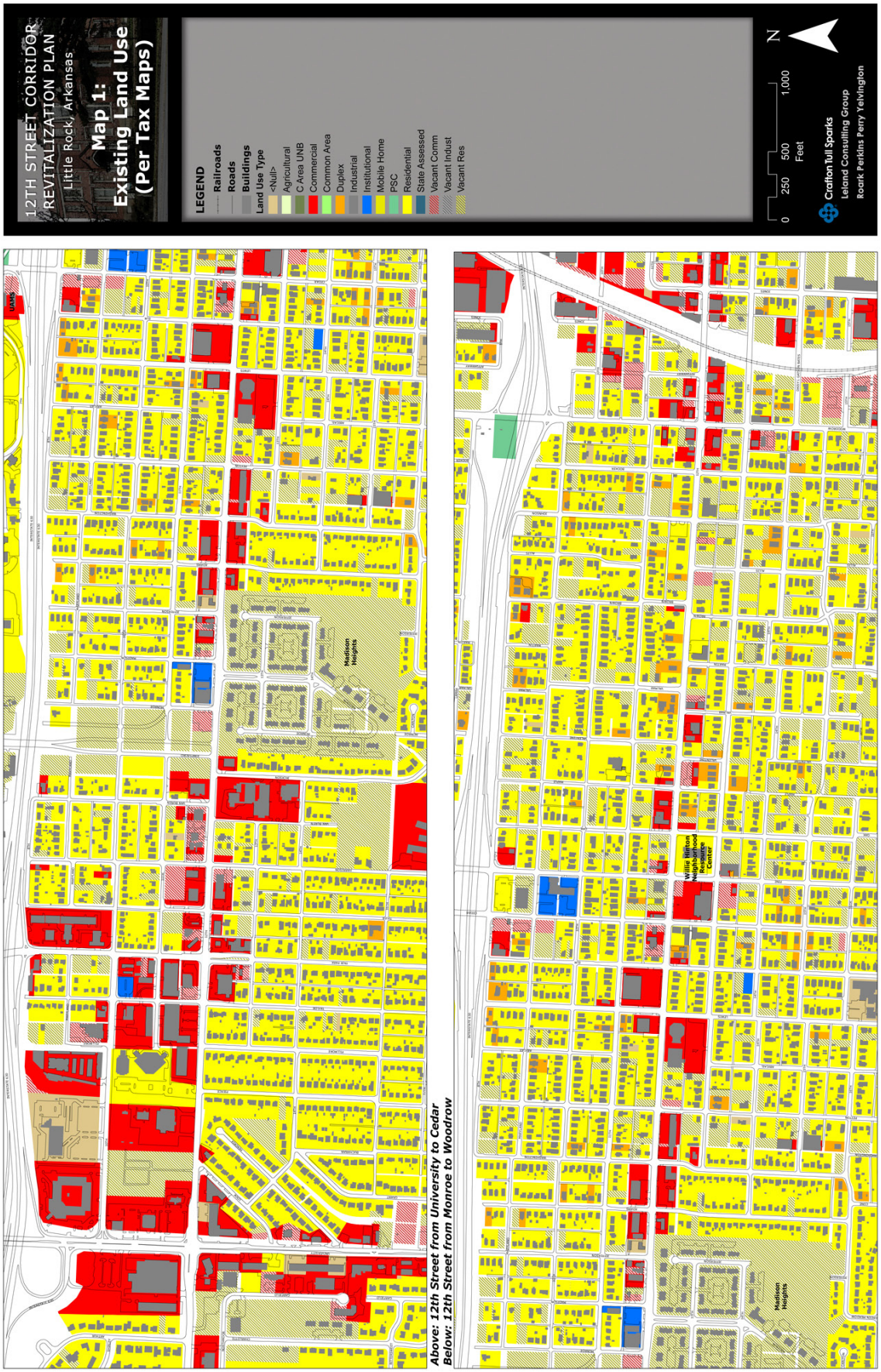
*Map 6: Circulation*

*Map 7: Natural Systems*

*Map 8: Existing Topography*

*Map 9: Property Ownership*

# APPENDIX 1

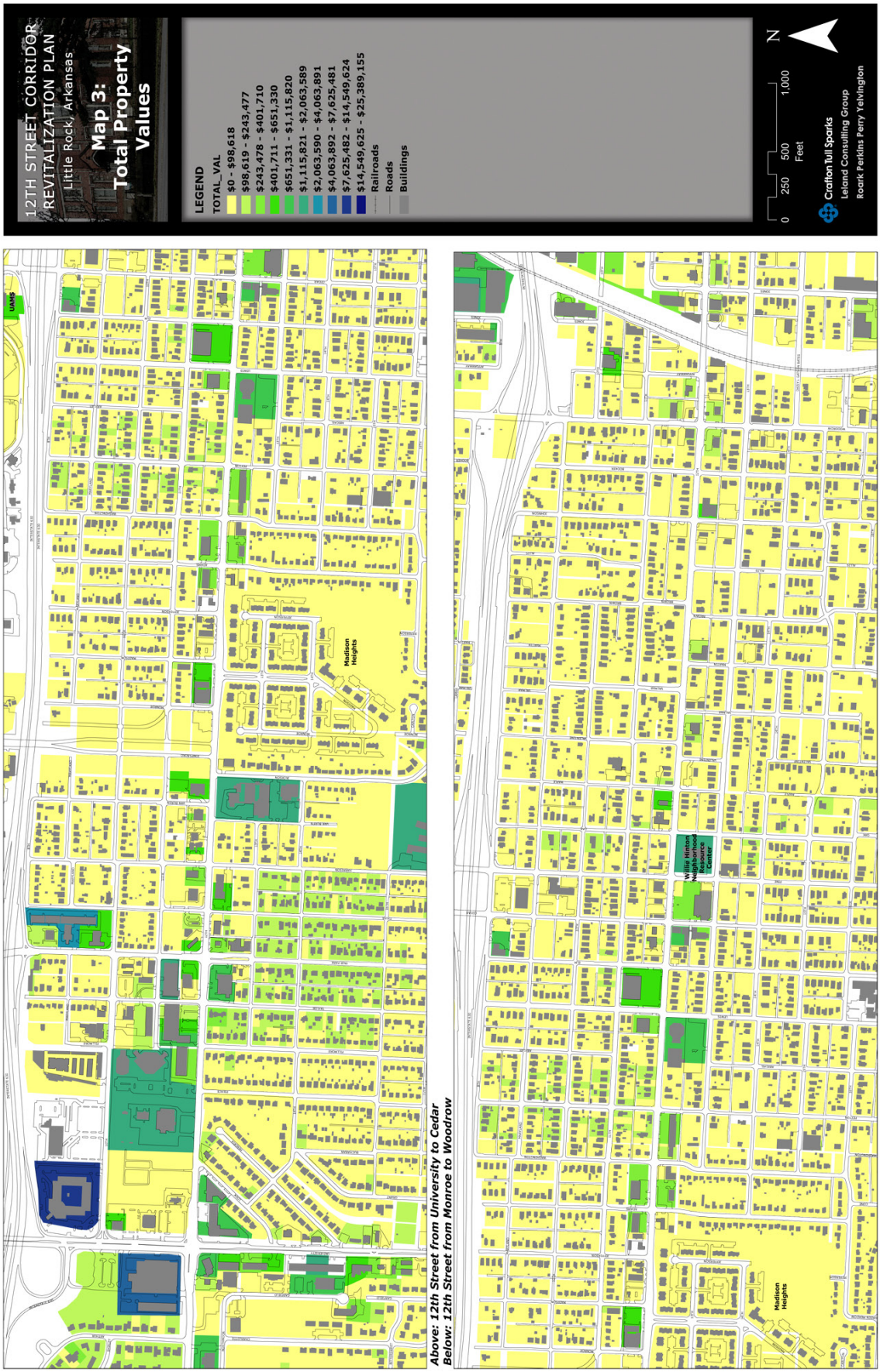



*Above: 12th Street from University to Cedar*
*Below: 12th Street from Monroe to Woodrow*

# APPENDIX 1

*Above: 12th Street from University to Cedar*
*Below: 12th Street from Monroe to Woodrow*

# APPENDIX 1




*Above: 12th Street from University to Cedar*
*Below: 12th Street from Monroe to Woodrow*

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*Above: 12th Street from University to Cedar*
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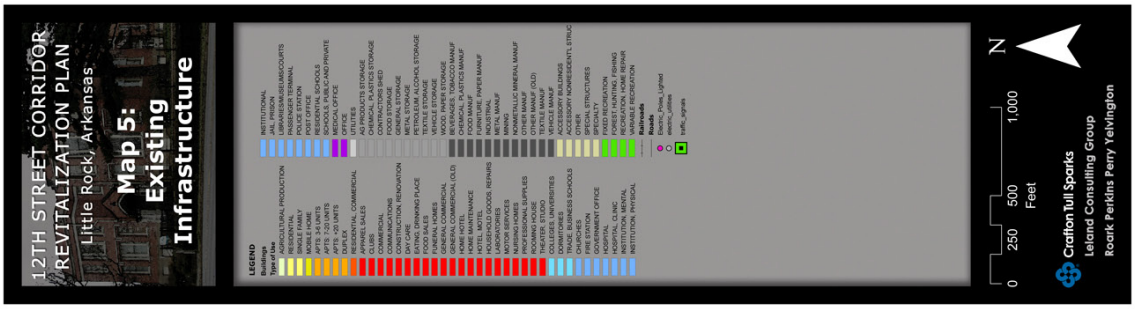
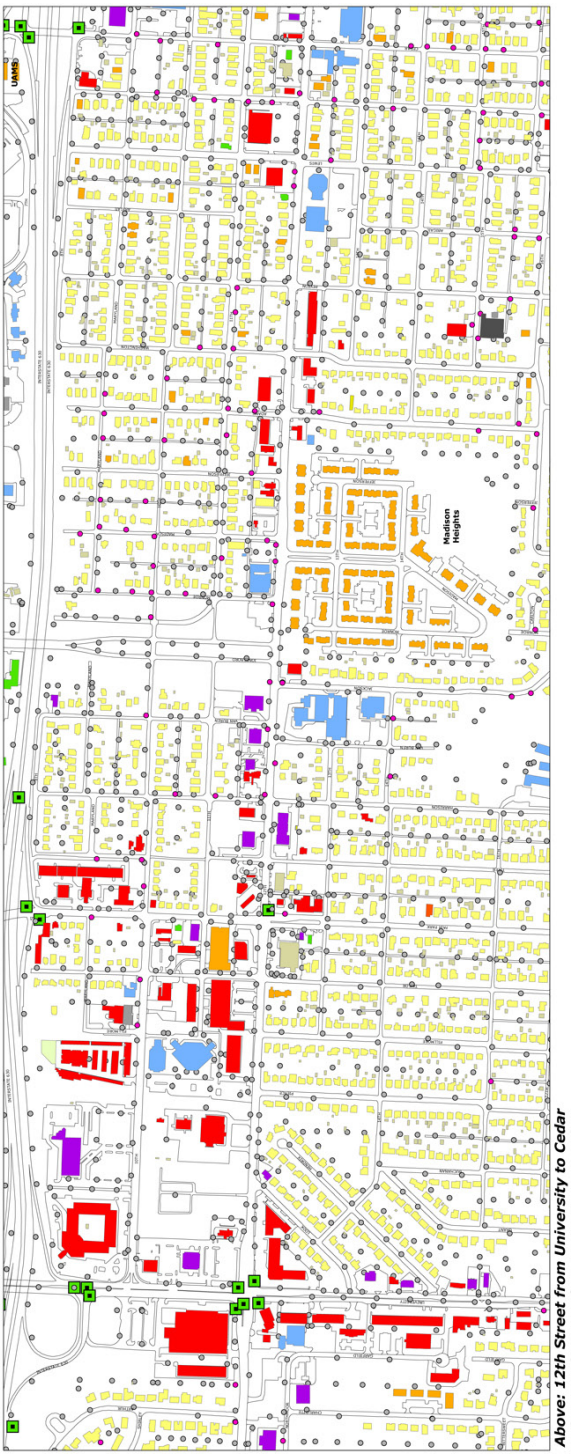
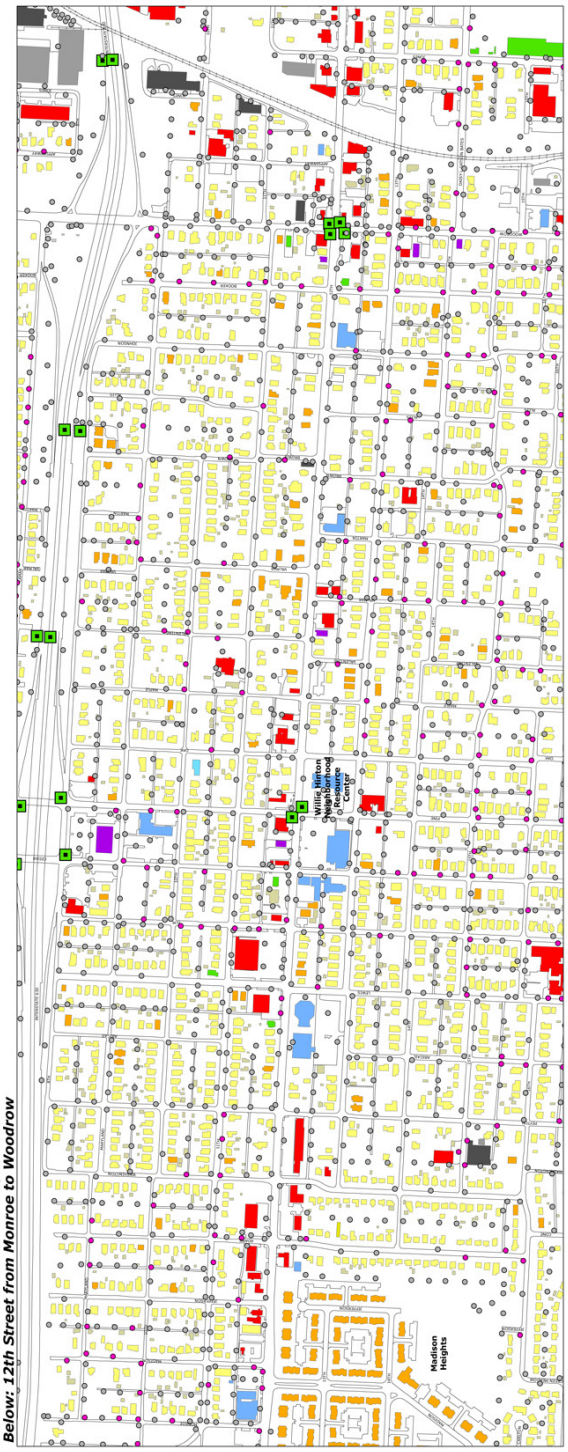
# APPENDIX 1

# INVENTORY MAPS

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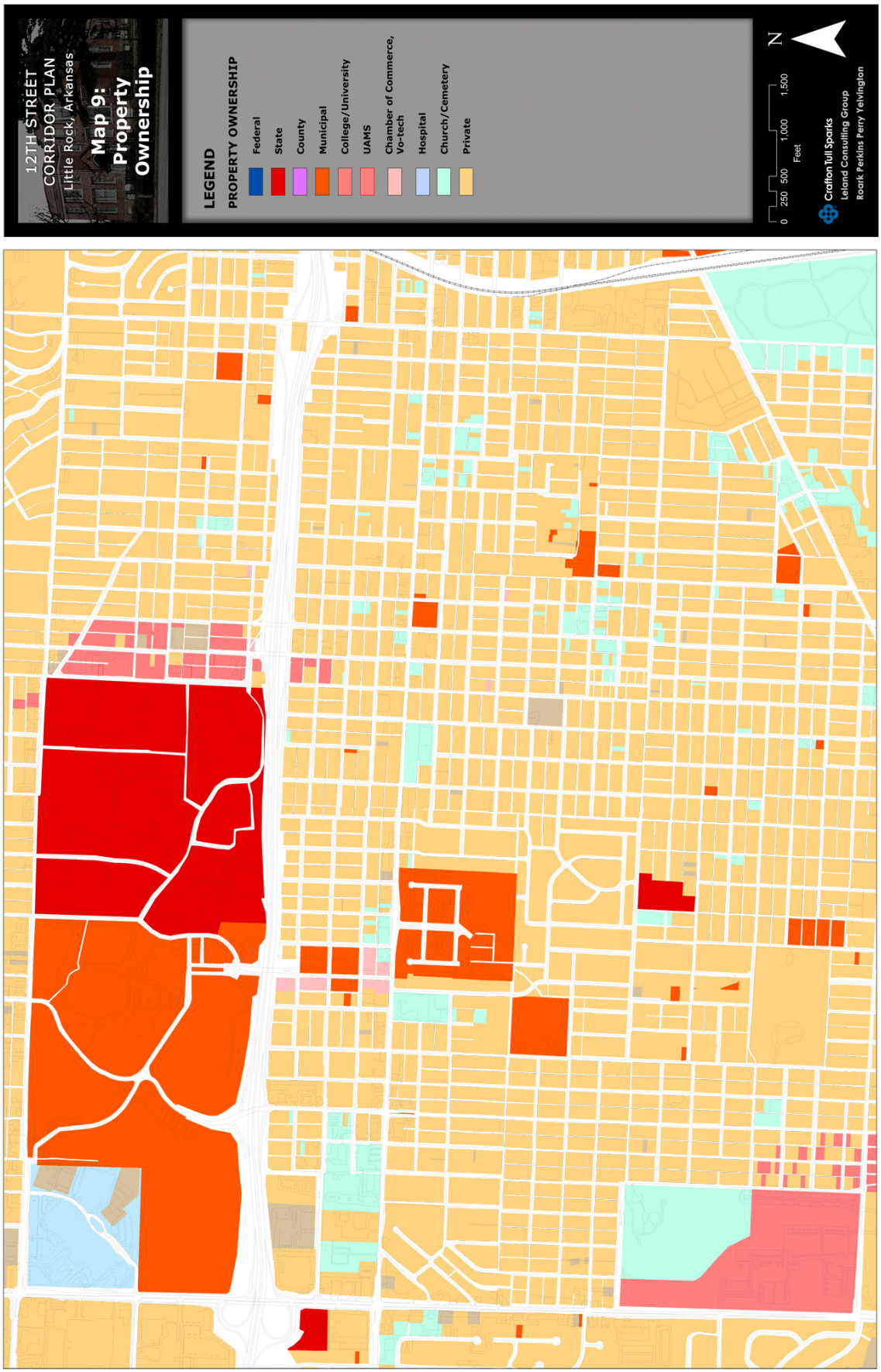

12TH STREET
CORRIDOR PLAN
Little Rock, Arkansas
Map 9:
Property
Ownership
LEGEND
PROPERTY OWNERSHIP
Federal
State
County
Municipal
College/University
UAMS
Chamber of Commerce, Vo-tech
Hospital
Church/Cemetery
Private
N
0 250 500 1,000 1,500
Feet
Crafton Tull Sparks
Leland Consulting Group
Roark Perkins Perry Yelvington

# MARKET ANALYSIS

*Purpose of the Market Analysis*

*Study Area/Trade Area Definition*

*Demographic/Economic Profile*

*Psychographic Profile*

*Residential Demand & Supply*

*Retail Demand & Supply*

*Office Demand & Supply*

*Summary Comments*

# APPENDIX 2

# MARKET ANALYSIS

## *Purpose of the Market Analysis*

- Ensures that planning process is grounded in market and economic reality
- Provides accurate and independent "story" to tell investor audiences
- Sets the stage for implementation of projects, programs, and policies (3 "P"s)

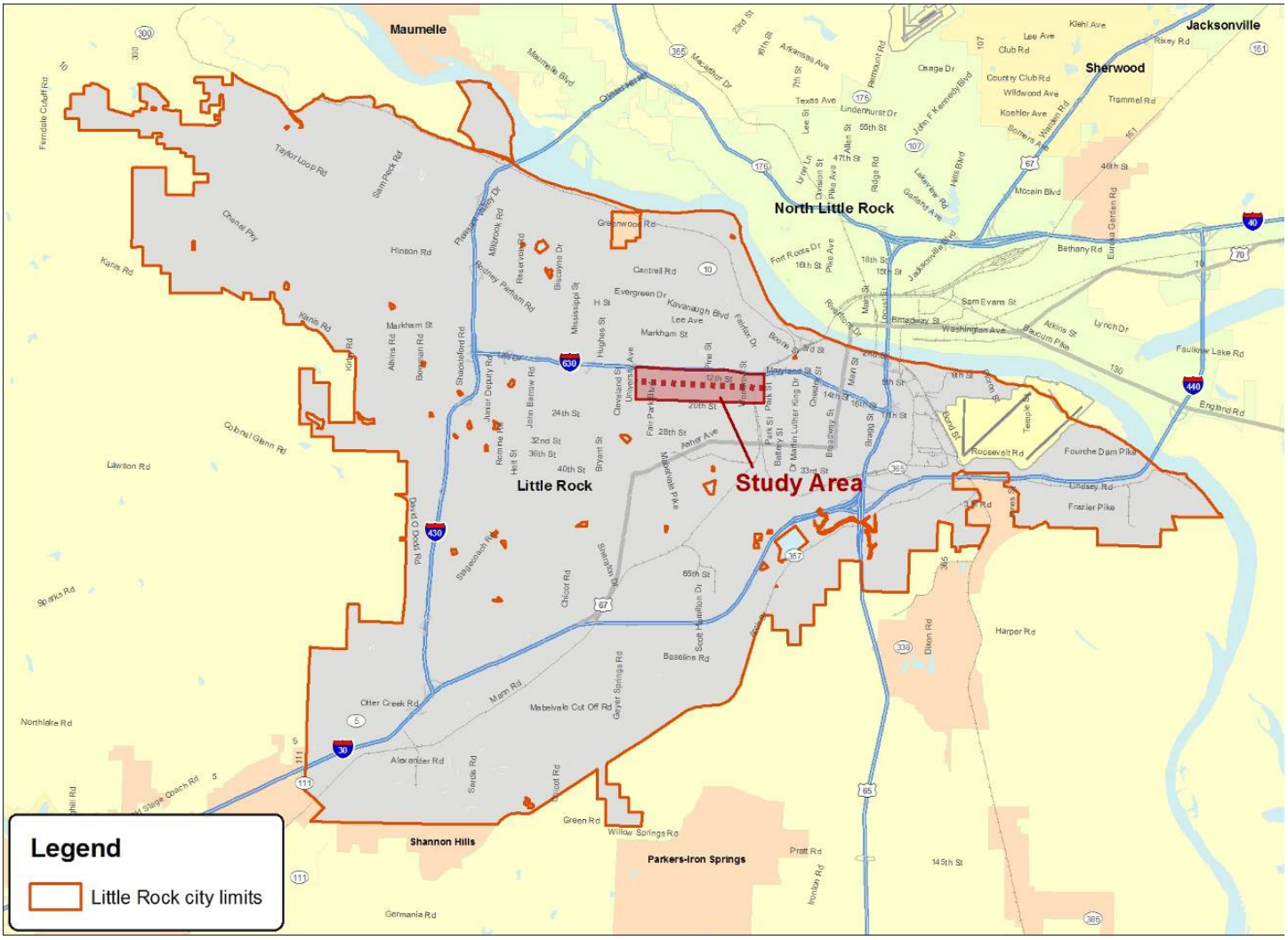
## *Study Area Identification*

The study area is a quarter-mile to the north and south of the 12th Street Corridor between University Avenue and Thayer Street. Interstate 630 serves as the Study Area's northern boundary and 20th Street as the southern boundary.

## *Trade Area Identification*

A Trade Area is intended to encompass the majority of sources of demand (esp. in the case of retail) as well as the primary competitive set for potential land uses contemplated for the study area. Both natural and man-made features affect the vehicular flow in the region, which, along with geographic development patterns, define an irregular Trade Area. The 12th Street Corridor competes for market share from the Trade Area – all of the City of Little Rock. The Trade Area extends beyond the urbanized center of the City as the central city lost population since 2000. The revitalization of the 12th Street Corridor requires attracting a percentage of a growing market share. Thus, the Study Area must draw residents and retail patrons from a broader market that includes the faster growing residential areas of the City.

**12th Street Corridor and Trade Area Boundary (Little Rock City Limits)**



# APPENDIX 2

## *Demographic/Economic Profile*

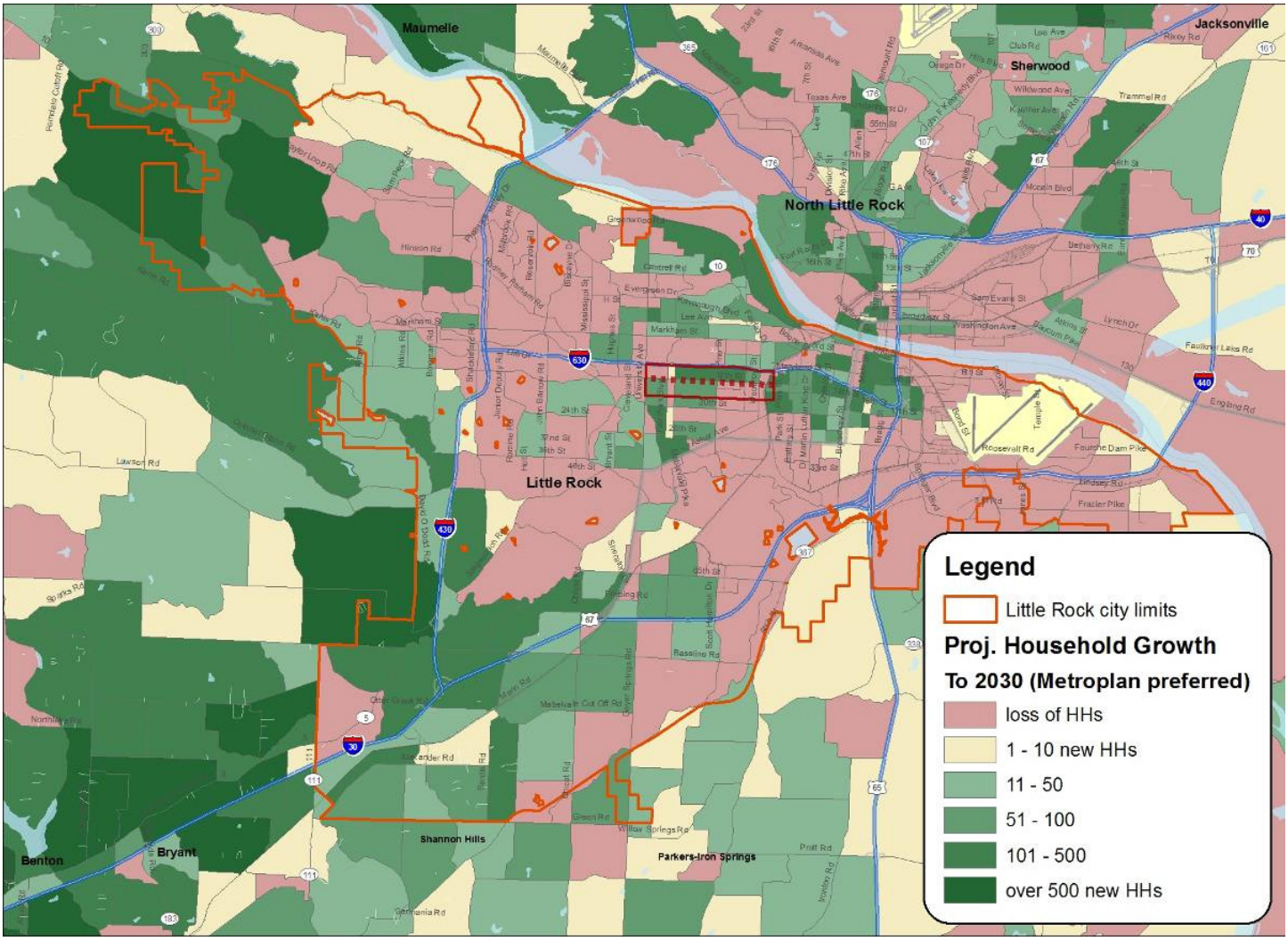
### Population and Household Change

The trade area population has increased just under 1% annually since 2000. More households are calling the overall trade area home, increasing over 3.5% per year during the same time period. As shown in the map at right, the inner-ring of older "suburban" development within Little Rock is expected to lose households between now and 2030, while the outer suburbs and "exurbs" are expected to gain. Because this map depicts growth under Metroplan's "Preferred Policy" scenario, both the Study Area and downtown are expected to see infill growth.

### Population and Household Growth

| | 2-mi. Radius | Trade Area | Pulaski County |
|---|---|---|---|
| **Population** | | | |
| 2000 Census | 39,058 | 183,133 | 361,474 |
| 2008 est. | 36,747 | 184,604 | 369,152 |
| 2000-2008 CAGR* | -5.92% | 0.80% | 2.12% |
| | | | |
| **Households** | | | |
| 2000 Census | 16,678 | 77,352 | 147,942 |
| 2007 est. | 16,173 | 80,095 | 155,931 |
| 2000-2007 CAGR* | -3.03% | 3.55% | 5.40% |

### Household Growth (2000-2030 Metroplan Projections – Preferred Policy Scenario)

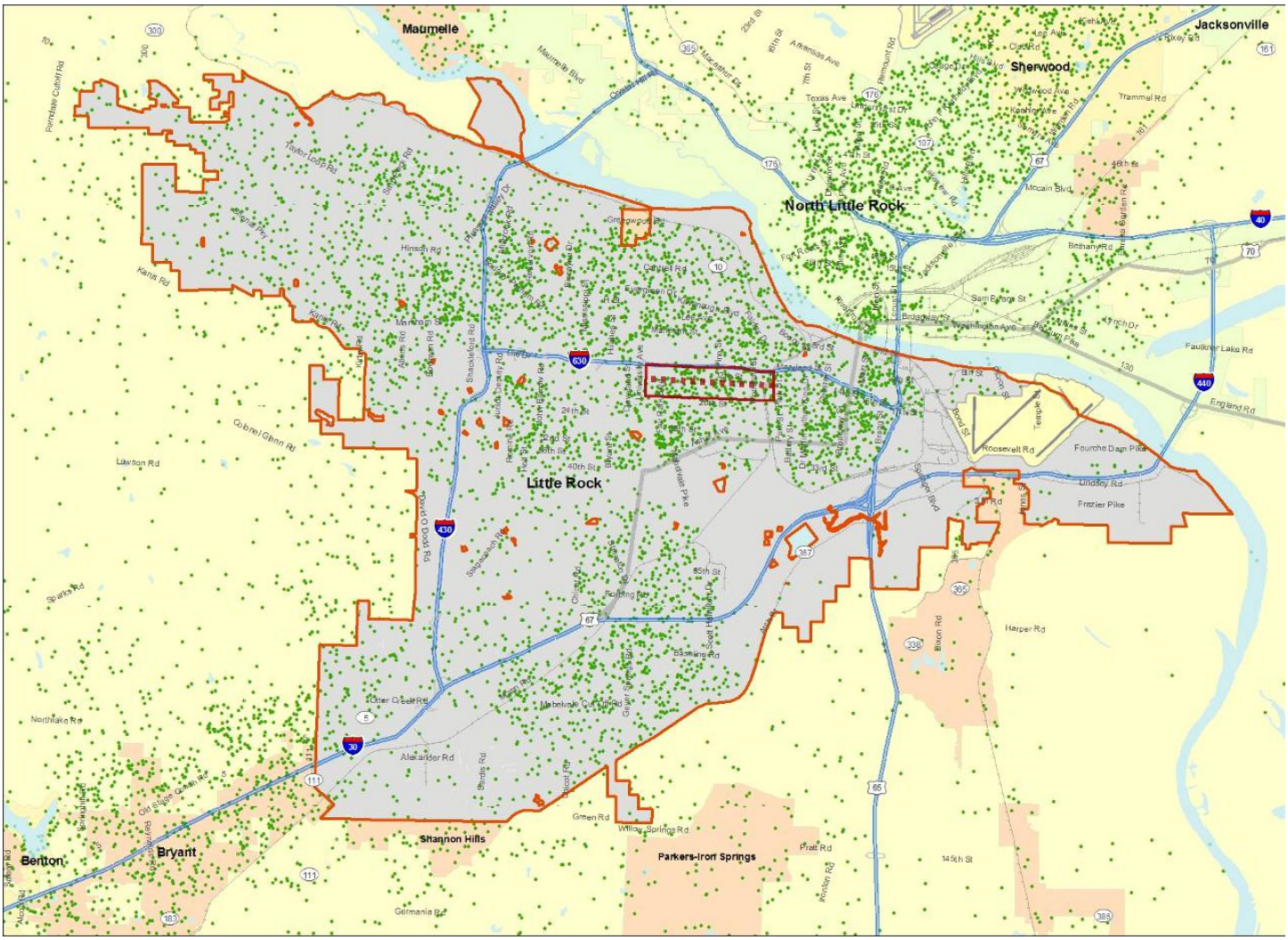


### Population Density

The map below shows the projected concentration of population by 2030 (using Metroplan's policy-driven forecasts). Each dot represents 50 residents. Note that the 12th Street Corridor and immediate vicinity remain among the more densely populated portions of the region, while some of the faster-growing suburban areas remain relatively sparsely populated.

**Projected Population Density (2030 Metroplan)**

*Source: Metroplan; and Leland Consulting Group*



# APPENDIX 2

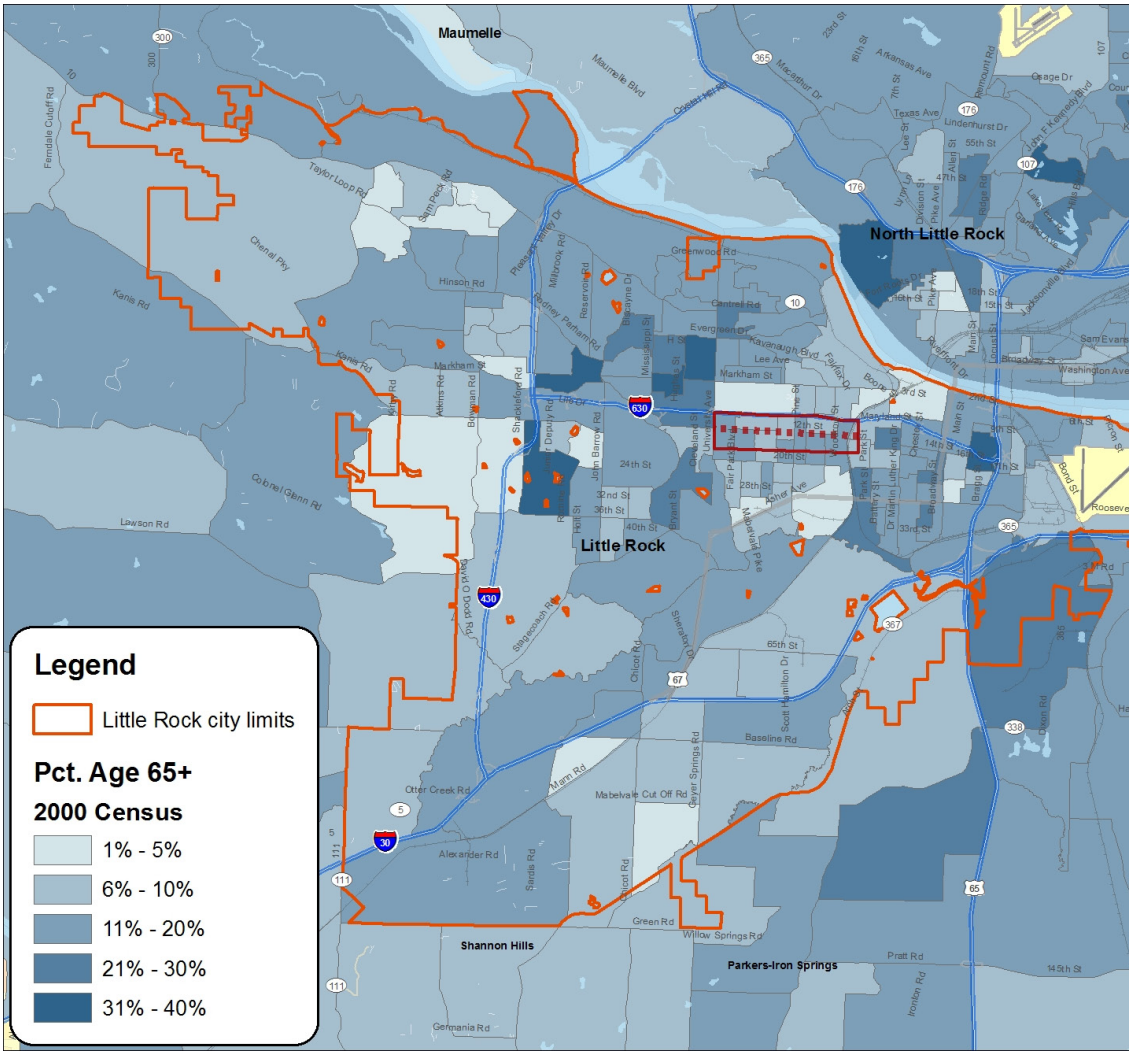
## Age Demographic

The Trade Area witnessed an increase in working age population between 2000 and 2008, more than doubling the pace of senior population growth. The racial composition of that growth is predominately African American.

### Population Age Distribution (2008)

| | 2-mi. Radius | Trade Area | Pulaski County |
|---|---|---|---|
| 0-17 | **23%** | **26%** | **26%** |
| 18-24 | 10% | 8% | 9% |
| 25-34 | 15% | 13% | 13% |
| 35-44 | 14% | 14% | 14% |
| 45-54 | 14% | 15% | 15% |
| 55-64 | 11% | 12% | 12% |
| 65 and up | 12% | 12% | 12% |
| total | 100% | 100% | 100% |

## Senior Population Concentration



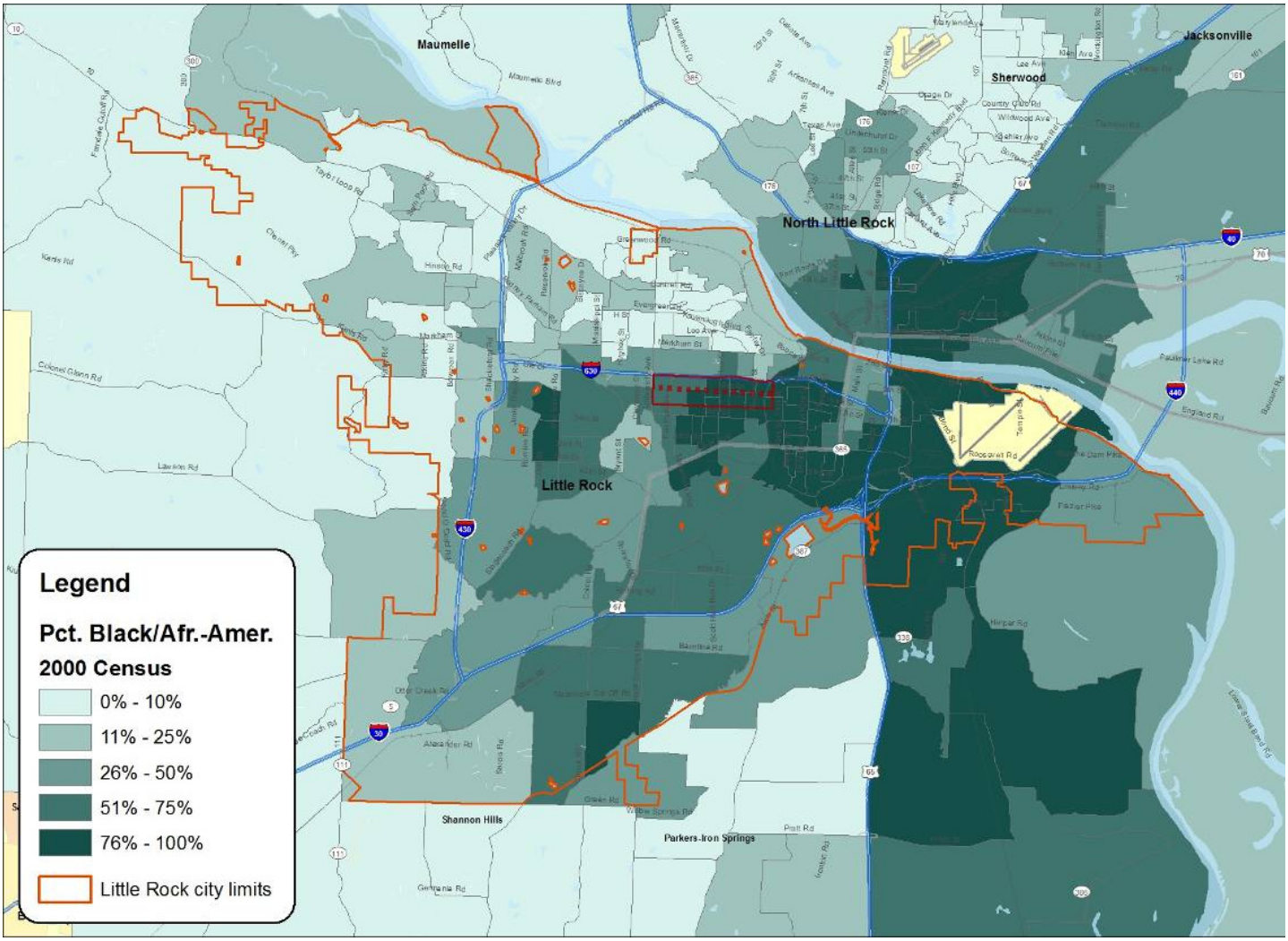
### Population by Ethnicity (2008)

| | 2-Mile Site Radius | Trade Area | Pulaski County |
|---|---|---|---|
| White | 41% | 50% | 35% |
| Pct. Hispanic/ Latino | 3% | 4% | 4% |
| Pct. Black/ Afr. Amer. | **54%** | **44%** | **35%** |
| Pct. Asian | 2% | 2% | 2% |
| Other or Multi-Race | 3% | 4% | 4% |

### Ethnicity

Little Rock has distinct pockets of African-American residents, as shown in the map at right, in the east and central portions of the city – extending into the 12th Street Corridor study area.

### African-American Population Concentration

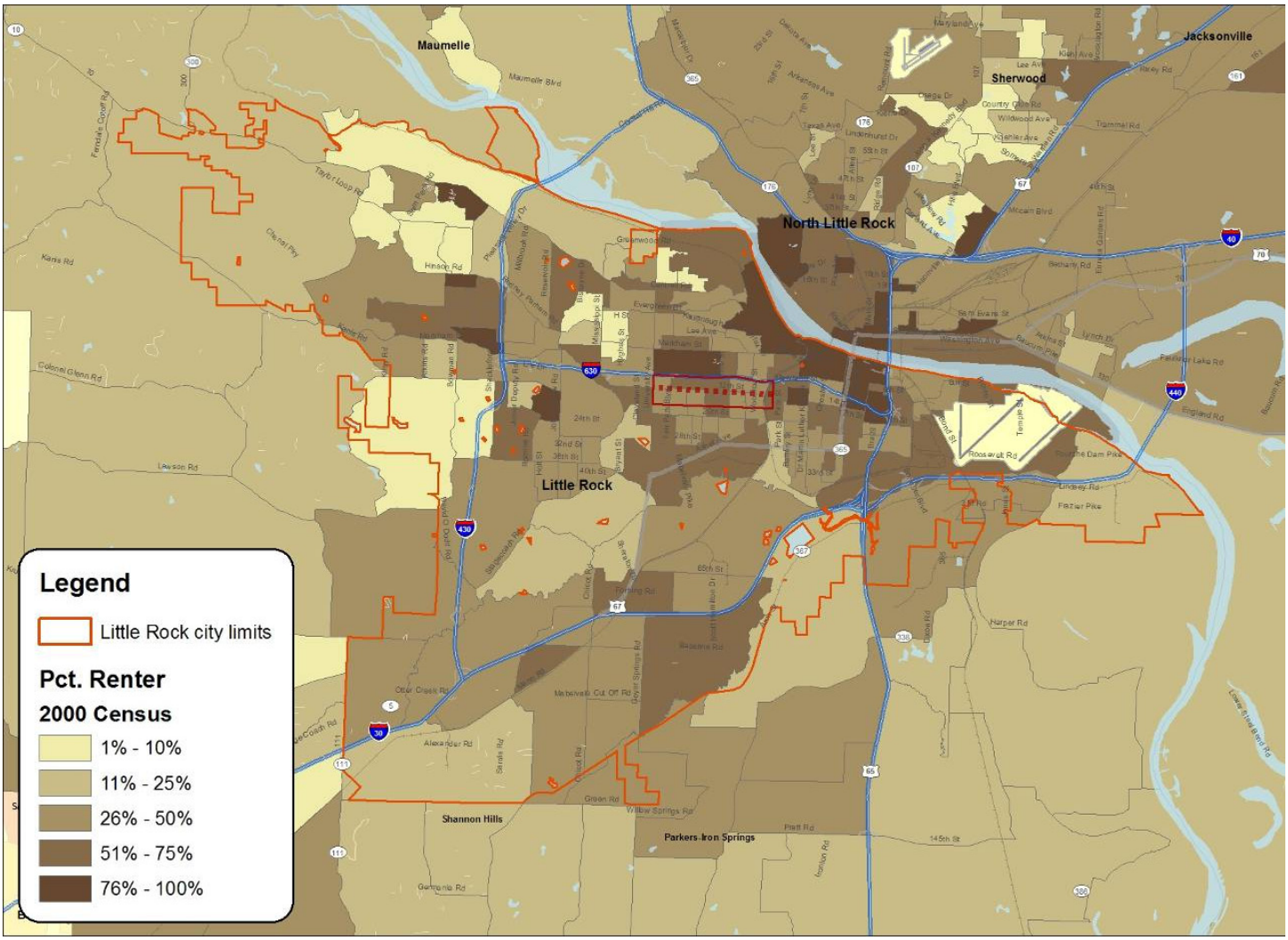


# APPENDIX 2

## Household Characteristics - Renters

The urbanized portions of the Trade Area have higher concentrations of renters than homeowners. Within a 2-mile radius of the 12th Street Corridor, 47% of all households rent compared with 38.5% for Pulaski County.

### Renter Households



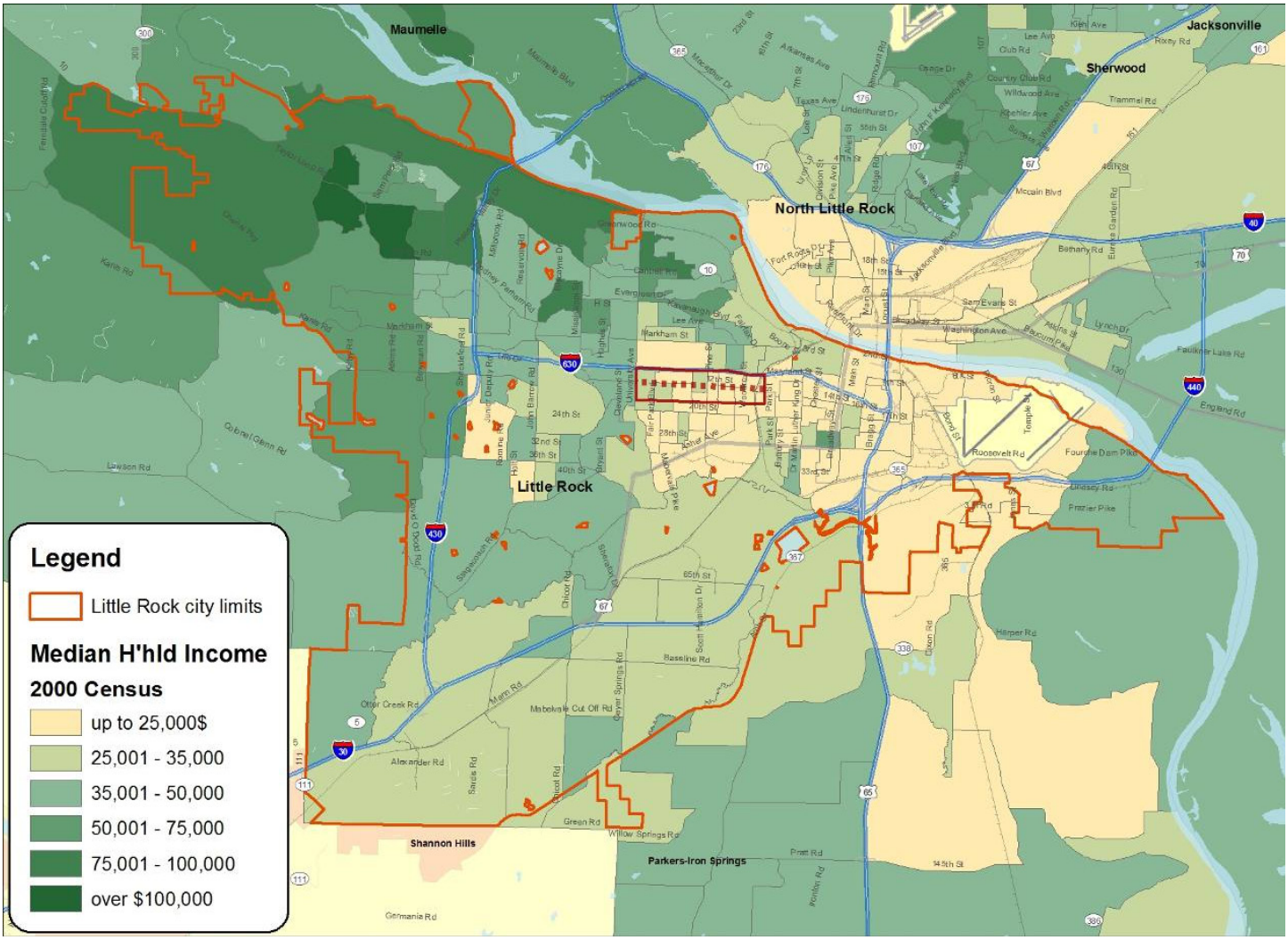
### Household Income Characteristics (2008 est.)

| | 2-mi. Radius | Trade Area | Pulaski County |
|---|---|---|---|
| Median HH Income | $35,848 | $43,737 | $44,767 |
| Average HH Income | $50,463 | $63,924 | $61,253 |
| Pct. Earning < $35,000 | 49% | 40% | **39%** |
| Pct. Earning $100,000+ | **10%** | **16%** | 15% |

### Income Demographics

The average and median household incomes in the Trade Area are only slightly less than the County as a whole. About two in five households in both the Trade Area and County, however, earn less than $35,000. Roughly 15% of households earn more than $100,000 in annual income. Household income characteristics in the immediate vicinity of the Corridor are considerably lower.

### 2000 Census Median Household Income



# APPENDIX 2

## *Psychographic Profile*

### Psychographics

Psychographics is a term to describe characteristics of people and neighborhoods which, instead of being purely demographic, speak more to attitudes, interests, opinions and lifestyles. PRIZM (Claritas, Inc.) is a leading system for characterizing neighborhoods and local workforce into one of 65 distinct market segments. Commercial retail developers are interested in understanding a community's psychographic profile, as this is an indication of its resident's propensity to spend across select retail categories. Residential developers are also interested in understanding this profile as it tends to suggest preferences for certain housing products.

**Households in Little Rock live in a diverse mix of relatively affluent white-collar neighborhoods and more modest, blue-collar and retired sections of the City, with both singles and families represented.**

### Top Resident Psychographic (PRIZM) Segments City of Little Rock

| Segment | Pct. of Trade Area Households | Per Capita Index to U.S. (100 = expected) |
|---|---|---|
| Boomtown Singles | 5,400 | 532 |
| Middleburg Managers | 4,966 | 341 |
| Up-and-Comers | 4,963 | 524 |
| Suburban Pioneers | 4,122 | 500 |
| Brite Lites, Li'l City | 3,938 | 335 |
| Sunset City Blues | 3,766 | 285 |
| Hometown Retired | 3,766 | 431 |

## *PRIZM Segment Profiles*

**Boomtown Singles**

| | |
|---|---|
| | Affordable housing, abundant entry-level jobs, and a thriving singles scene--all have given rise to the Boomtown Singles segment in fast-growing satellite cities. Younger, single, and working-class, these residents pursue active lifestyles amid sprawling apartment complexes, bars, convenience stores, and laundromats. |
| **Examples of Lifestyle / Consumer Traits** | • Go snowboarding<br>• Watch Fuse Network<br>• The Source magazine<br>• Futurama TV<br>• Nissan Sentra |
| **Demographic Traits** | |
| Ethnic Diversity | **White/Black mix** |
| Presence of Kids | **HH without Kids** |
| Age Ranges | **Age <35** |
| Employment | **White Collar, Service, Mix** |
| Homeownership | **Mix, Renters** |
| Urbanicity | **Second City** |
| Income | **Lower-Mid** |
| Assets | **Below Average** |

### Middleburg Managers

| | |
|---|---|
| | Middleburg Managers arose when empty-nesters settled in satellite communities which offered a lower cost of living and more relaxed pace. Today, segment residents tend to be middle-class with solid white-collar jobs or comfortable retirements. In their older homes, they enjoy reading, playing musical instruments, indoor gardening, and refinishing furniture. |
| **Examples of Lifestyle / Consumer Traits** | • Play bingo<br>• Do needlepoint<br>• Saturday Evening Post<br>• Hollywood Squares TV<br>• Mercury Sable |
| **Demographic Traits** | |
| Ethnic Diversity | **Mostly White** |
| Presence of Kids | **Households without kids** |
| Age Ranges | **Age 55+** |
| Employment | **White Collar, Mix** |
| Homeownership | **Mostly Owners** |
| Urbanicity | **Second City** |
| Income | **Midscale** |
| Assets | **Above Average** |

### Up-and-Comers

| | |
|---|---|
| | Up-and-Comers is a stopover for younger, midscale singles before they marry, have families, and establish more deskbound lifestyles. Found in second-tier cities, these mobile twentysomethings include a disproportionate number of recent college graduates who are into athletic activities, the latest technology, and nightlife entertainment. |
| **Examples of Lifestyle / Consumer Traits** | • Travel to South Pacific, past 3 yrs<br>• Go in-line skating<br>• Maxim magazine<br>• Blind Date TV<br>• Mitsubishi Eclipse Spyder |
| **Demographic Traits** | |
| Ethnic Diversity | **White, Mix** |
| Presence of Kids | **Households without kids** |
| Age Ranges | **Age 25-44** |
| Employment | **Professional** |
| Homeownership | **Mix, Renters** |
| Urbanicity | **Second City** |
| Income | **Midscale** |
| Assets | **Moderate** |

**Suburban Pioneers**

| | |
|---|---|
| | One of the nation's eclectic lifestyles, a mix of young singles, recent divorcees, and single parents who have moved into older, inner-ring suburbs. They live in aging homes and garden-style apartment buildings, where the jobs are blue collar and the money is tight. But what unites these residents--a diverse mix of whites and African-Americans--is a working-class sensibility and an appreciation for their off-the-beaten-track neighborhoods. |
| **Examples of Lifestyle / Consumer Traits** | • Eat fast food<br>• Do needlepoint<br>• Baby Talk magazine<br>• King of the Hill in syndication<br>• Suzuki Verona |
| **Demographic Traits** | |
| Ethnic Diversity | **White, Black, Hispanic (nationally)** |
| Presence of Kids | **Family Mix** |
| Age Ranges | **Age 35-54** |
| Employment | **White Collar, Mix** |
| Homeownership | **Homeowners** |
| Urbanicity | **Second City** |
| Income | **Downscale** |
| Assets | **Below Average** |

**Brite Lights, Li'l City**

| | |
|---|---|
| | Not all of America's chic sophisticates live in major metros. Brite Lights, Li'l City is a group of well-off, middle-aged couples settled in the nation's satellite cities. Residents of these typical DINK (double income, no kids) households have college educations, well-paying business and professional careers, and swank homes filled with the latest technology. |
| **Examples of Lifestyle / Consumer Traits** | • Go to college sports events<br>• Eat at Bennigan's<br>• Macworld magazine<br>• Independent Film Channel<br>• Volkswagen Passat |
| **Demographic Traits** | |
| Ethnic Diversity | **White, mix** |
| Presence of Kids | **Households without kids** |
| Age Ranges | **Age <55** |
| Employment | **Professional** |
| Homeownership | **Homeowners** |
| Urbanicity | **Second City** |
| Income | **Upscale** |
| Assets | **High** |

**Sunset City Blues**

| | |
|---|---|
| | Scattered throughout the older neighborhoods of small cities, Sunset City Blues is a segment of lower-middle-class singles and couples who have retired or are getting close to it. These empty-nesters tend to own their homes but have modest educations and incomes. They maintain a low-key lifestyle filled with newspapers and television by day, and family-style restaurants at night. |
| **Examples of Lifestyle / Consumer Traits** | • Belong to a veterans' club<br>• Eat at casual/buffet restaurant<br>• CBS Sunday Night Movie TV<br>• Price is Right TV<br>• Mercury Grand Marquis |
| **Demographic Traits** | |
| Ethnic Diversity | **White, Mix** |
| Presence of Kids | **Mostly without kids** |
| Age Ranges | **Age 55+** |
| Employment | **Mostly Retired** |
| Homeownership | **Homeowners** |
| Urbanicity | **Second City** |
| Income | **Lower-Mid** |
| Assets | **Moderate** |

**Hometown Retired**

| | |
|---|---|
| | With three-quarters of all residents over 65 years old, Hometown Retired is one of the oldest segments. These racially diverse seniors tend to live in aging homes--half were built before 1958--and typically get by on social security and pensions. Because most never made it beyond high school and spent their working lives at blue-collar jobs, their retirements are extremely modest. |
| **Examples of Lifestyle / Consumer Traits** | • Eat at Golden Corral<br>• Watch soap operas<br>• CBS Sunday Night Movie TV<br>• Chrysler Sebring |
| **Demographic Traits** | |
| Ethnic Diversity | **White, Mix** |
| Presence of Kids | **Mostly without kids** |
| Age Ranges | **Age 65+** |
| Employment | **Mostly Retired** |
| Homeownership | **Homeowners** |
| Urbanicity | **Second City** |
| Income | **Low Income** |
| Assets | **Below Average** |

# APPENDIX 2

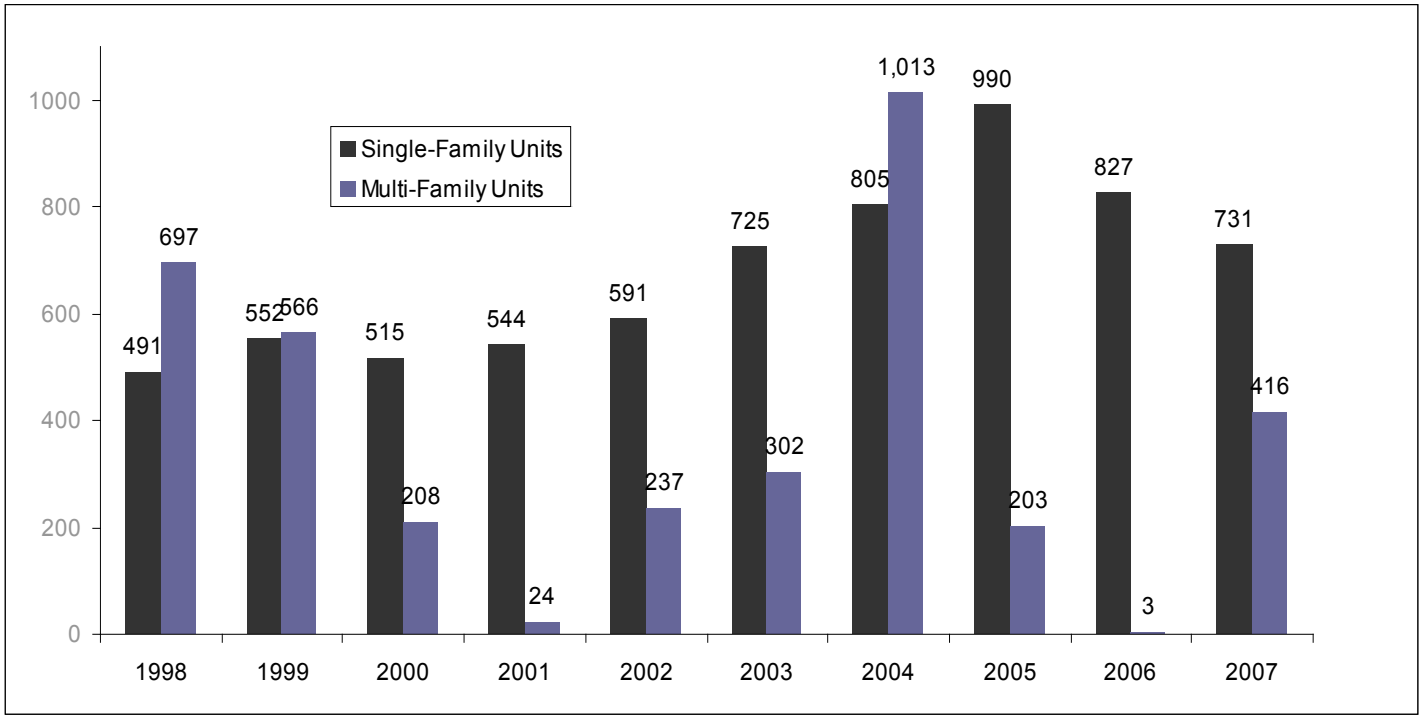
## *Residential Demand & Supply*

### Residential Supply Activity

For the past 10 years, the City of Little Rock has averaged a total of 1,044 new residential building units per year – based on building permits.

While the ratio has varied greatly with the market, multi-family units have averaged 35% of all new unit construction over that time period.

### Trade Area Building Permits Trends



### Rental Apartment Demand

The City of Little Rock is expected to require some 4,074 new housing units by 2018. Assuming the ratio of rental units to owner occupied units remains at 42%, this would translate into demand for 1,718 would constitute new rental units.

The 12th Street Corridor falls within the Central Little Rock submarket of the REIS (commercial data provider) Trade Area. Over two-thirds of the rental stock is pre-1980 vintage, with no new surveyed apartments built in the past decade. Only 3% of the total rental stock of 8,891 in the subarea were built during the 1990s and command rents exceeding the average by over 50%.

A loss of rental units during the last 10 years has counterbalanced the submarket's population decline, leading to stable vacancy (7.4%) and rental rates. Rental rate growth, although lagging behind the inflation rate, has averaged 1.6% per annum over the past five years. Average current asking rent is $632/month.

### Ten-Year Multifamily Rental Demand

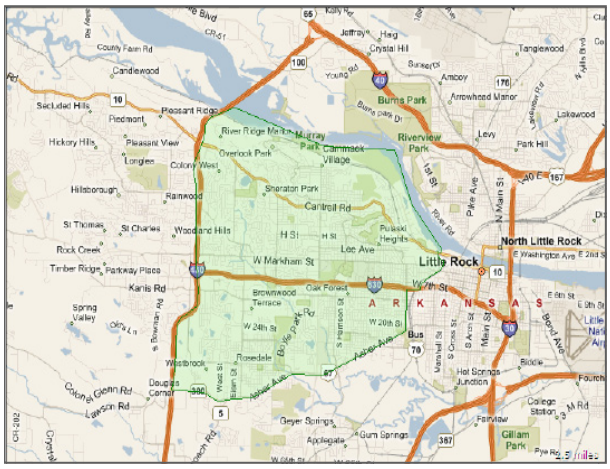
| Annual Income Range | Approx. Rent Range | Trade Area (Little Rock) Rental Demand | Attainable Capture Rate (within rentals) | 12th Street Corridor Attainable Capture (units) |
|---|---|---|---|---|
| $15-25K | $375 - $625 | 426 | 10% | 43 |
| $25-35K | $625 - $875 | 332 | 10% | 33 |
| $35-50K | $875 - $1,000 | 253 | 8% | 20 |
| $50-75K | $1,000+ | 153 | 5% | 8 |
| $75-100K | $1,000+ | 43 | 5% | 2 |
| $100-150K | $1,000+ | 40 | 0% | 0 |
| $150K and up | $1,000+ | 15 | 0% | 0 |
| *Totals* | | 1,262 | 8.4% | 106 |

**Assuming an 8% capture rate weighted toward the lower-to-median household income rage, an attainable goal for the 12th Street Corridor district would be 106 new rental units over the next decade.**

### Central Little Rock Apartments by Year Built

| Year Built | Percent of Units |
|---|---|
| Pre-1970 | 26% |
| 1970s | 42% |
| 1980s | 29% |
| 1990s | 3% |
| 2000 to present | 0% |

### REIS Central Little Rock Submarket



# APPENDIX 2

### Ownership Housing Demand

Of the 2,488 total units of for-sale housing demand for households earning over $15,000 annually, approximately 10% or 244 units could be attached (condo, townhome, rowhome, loft, etc.), with the remaining 2,243 units in the form of detached homes.

**Assuming a 6% capture rate (market share) of attached units, the 12th Street Corridor Study Area could absorb 15 new condo/townhome units by 2018.**

**With a smaller 1.4% capture rate – recognizing the limited land availability and market pull of suburban locales, the Corridor could capture approximately 31 new units over 10 years – perhaps exploring higher density detached housing types (such as patio homes or bungalow courts).**

### Ten-Year Attached Ownership Demand

| Annual Income Range | Approx. Home Price Range | Trade Area For-Sale Demand (income $15K+) | Townhome / Condo Demand | Attainable Capture Rate (within condo/ townhome) | Attainable Subject Capture (units) |
|---|---|---|---|---|---|
| $15-25K | $75 to $100K | 142 | 14 | 10% | 1 |
| $25-35K | $100 to $150K | 221 | 27 | 10% | 3 |
| $35-50K | $150 to $200K | 470 | 56 | 10% | 6 |
| $50-75K | $200 to $250K | 613 | 74 | 5% | 4 |
| $75-100K | $250 to $350K | 389 | 39 | 5% | 2 |
| $100-150K | $350 to $500K | 363 | 29 | 0% | 0 |
| $150K and up | $500K and up | 289 | 6 | 0% | 0 |
| *Totals* | | 2,488 | 244 | 6.3% | 15 |

### Ten-Year Single Family Detached Demand

| Annual Income Range | Approx. Home Price Range | Trade Area For-Sale Demand | Detached Demand | Attainable Capture Rate (within detached) | Attainable Subject Capture (units.) |
|---|---|---|---|---|---|
| $15-25K | $75 to $100K | 142 | 128 | 3% | 4 |
| $25-35K | $100 to $150K | 221 | 194 | 3% | 6 |
| $35-50K | $150 to $200K | 470 | 413 | 3% | 12 |
| $50-75K | $200 to $250K | 613 | 540 | 1% | 5 |
| $75-100K | $250 to $350K | 389 | 350 | 1% | 4 |
| $100-150K | $350 to $500K | 363 | 334 | 0% | 0 |
| $150K and up | $500K and up | 289 | 283 | 0% | 0 |
| *Totals* | | 2,488 | 2,243 | 1.4% | 31 |

## *Retail Demand & Supply*

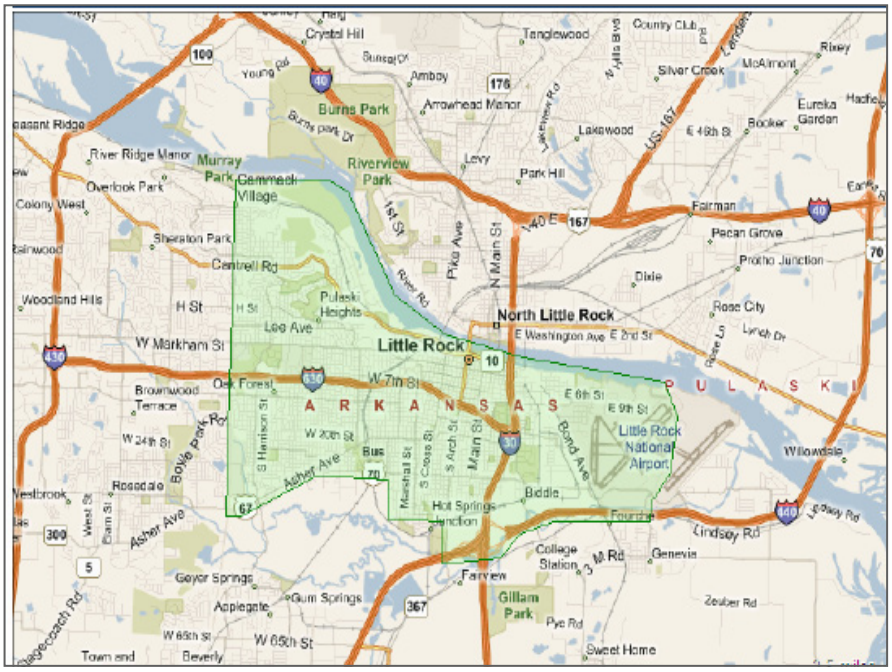
### Retail Competitive Supply

The retail market across the Trade Area has added just over 22,000 s.f. of inventory over the last 5 years, with vacancy rates only just recently rising above 9%. Rental rate growth has tracked just under the rate of inflation during that time period at 2.1%. Current average rental rates are between $10 and $12 annually per s.f.

REIS provides a more refined submarket upon which to base an estimate of market supply for the 12th Street Corridor. In the Central Little Rock submarket, excluding Midtowne, only 8,000 s.f. of space has come on line over the last five years. The table below illustrates that vacancy rates and rental growth match that of the Trade Area as a whole.

2006 saw the successful completion of over 120,000 square feet of new construction retail. As Little Rock's only lifestyle center, Midtowne consists of 130,000 square feet of retail on 10.5 acres at the northeast intersection of Markham and University Avenue. Opened in 2006, the center currently has an 8% vacancy, primarily for restaurant space.

**REIS Central Little Rock Submarket**




**REIS Central Little Rock Retail Supply Trends**

| Shopping Center Type | Rent | | Vacancy | | Inventory | SF Built Since 2003 |
|---|---|---|---|---|---|---|
| | Average | 3 Year Annual Change | Rate | 3 Year Ave. | | |
| Neighborhood | $10.12 | -0.1% | 8.2% | 6.9%* | 1,127,000 | 0 |
| Community | $12.22 | 2.1%* | 5.7% | 5.1%* | 1,707,000 | 168,000 |

** On par with Little Rock Trade Area*

# APPENDIX 2

## 10-Year Retail Demand Analysis (City of Little Rock Trade Area)

| | Current est. Sales | Projected Trade Area HH Growth Rate | 10-yr Projected Sales Potential | 10-yr Growth in Sales | Est. Sales/s.f. | 10-yr New Trade Area Demand Demand (s.f.) |
|---|---|---|---|---|---|---|
| Furniture and Home Furnishings | $123,040,278 | 0.5% | $129,461,321 | $6,421,043 | $225 | 28,538 |
| Electronics and Appliance | $111,309,930 | 0.5% | $117,118,807 | $5,808,877 | $275 | 21,123 |
| Building Material, Garden Equip | $323,101,070 | 0.5% | $339,962,588 | $16,861,518 | $325 | 51,882 |
| Food and Beverage | $437,911,170 | 0.5% | $460,764,226 | $22,853,056 | $375 | 60,941 |
| Health and Personal Care | $252,179,032 | 0.5% | $265,339,376 | $13,160,344 | $350 | 37,601 |
| Clothing and Accessories | $248,484,293 | 0.5% | $261,451,821 | $12,967,528 | $225 | 57,633 |
| Sporting Gds, Hobby, Book, Music | $88,524,079 | 0.5% | $93,143,842 | $4,619,763 | $225 | 20,532 |
| General Merchandise | $678,577,360 | 0.5% | $713,989,945 | $35,412,585 | $325 | 108,962 |
| Misc. Store Retailers | $102,046,988 | 0.5% | $107,372,464 | $5,325,476 | $225 | 23,669 |
| Foodservice and Drinking Places | $397,259,917 | 0.5% | $417,991,526 | $20,731,609 | $325 | 63,790 |
| Excluded Categories (including cinema, prof./med. office, consumer banks, etc.) @ 15% of above | $414,365,118 | 0.5% | $435,989,387 | $21,624,270 | $225 | 96,108 |
| **Totals** | **$3,176,799,235** | | **$3,342,585,303** | **$165,786,068** | | **570,779** |

**With household growth of approximately 0.5% annually, the city-wide Trade Area should see demand for approximately 570,000 s.f. of new retail space by 2018, based on consumer expenditure patterns.**

### 10-Year Retail Attainable Capture – 12th Street Corridor

| | 10-yr New Trade Area Demand Demand (s.f.) | Plus Replacement of Obsolete Space (s.f.) | Total New Demand by 2017 (s.f.) | Attainable Corridor Capture Rate | Attainable Capture (s.f.) |
|---|---|---|---|---|---|
| Furniture and Home Furnishings | 28,538 | 27,342 | 55,880 | 8.0% | 4,470 |
| Electronics and Appliance | 21,123 | 20,238 | 41,361 | 8.0% | 3,309 |
| Building Material, Garden Equip | 51,882 | 49,708 | 101,589 | 8.0% | 8,127 |
| Food and Beverage | 60,941 | 58,388 | 119,330 | 8.0% | 9,546 |
| Health and Personal Care | 37,601 | 36,026 | 73,627 | 8.0% | 5,890 |
| Clothing and Accessories | 57,633 | 55,219 | 112,852 | 8.0% | 9,028 |
| Sporting Gds, Hobby, Book, Music | 20,532 | 19,672 | 40,204 | 8.0% | 3,216 |
| General Merchandise | 108,962 | 104,397 | 213,358 | 8.0% | 17,069 |
| Misc. Store Retailers | 23,669 | 22,677 | 46,346 | 8.0% | 3,708 |
| Foodservice and Drinking Places | 63,790 | 61,117 | 124,906 | 8.0% | 9,993 |
| Excluded Categories (including cinema, prof./med. office, consumer banks, etc.) @ 15% of above | 96,108 | 92,081 | 188,189 | 8.0% | 15,055 |
| **Totals** | **570,779** | 546,864 | 1,117,643 | 8.0% | 89,411 |

**Assuming additional demand from replacement of obsolete space (over half of Central/North Little Rock's inventory dates from pre-1980), Little Rock should require more than one million s.f. of new space over 10 years, of which the 12th Street Corridor could realistically capture some 90,000 s.f. – about the size of a grocery-anchored center.**

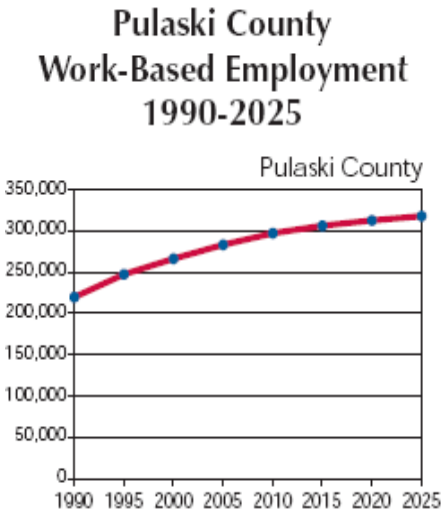
# APPENDIX 2

## *Office Demand & Supply*

### Office Demand

| Industry | Projected Annual Growth Rate | Est. 2008 Employment | Proj. 2018 Employment | 10-year Employment Growth |
|---|---|---|---|---|
| Self-Employed & Unpaid Family Workers | 0.1% | 15,738 | 15,869 | 131 |
| Natural Resources and Mining | 0.2% | 595 | 604 | 9 |
| Construction | 0.9% | 5,806 | 6,358 | 552 |
| Manufacturing | 1.0% | 8,426 | 9,268 | 843 |
| Trade, Transportation, and Utilities | 0.7% | 30,567 | 32,775 | 2,208 |
| Information | 0.5% | 7,718 | 8,107 | 389 |
| Financial Activities | 0.6% | 12,709 | 13,461 | 752 |
| Professional and Business Services | 1.0% | 25,424 | 28,157 | 2,733 |
| Education and Health Services | 1.7% | 45,905 | 54,206 | 8,301 |
| Leisure and Hospitality | 0.8% | 13,230 | 14,357 | 1,127 |
| Other Services (Except Government) | 3.4% | 7,062 | 9,882 | 2,820 |
| Government | 1.5% | 22,031 | 25,625 | 3,594 |
| Total Employment | 1.2% | 195,210 | 218,670 | 23,461 |

**At a 1.2% projected overall employment growth rate (note: caution should be given to the national economic crisis), Little Rock should add over 23,000 new jobs by 2018.**

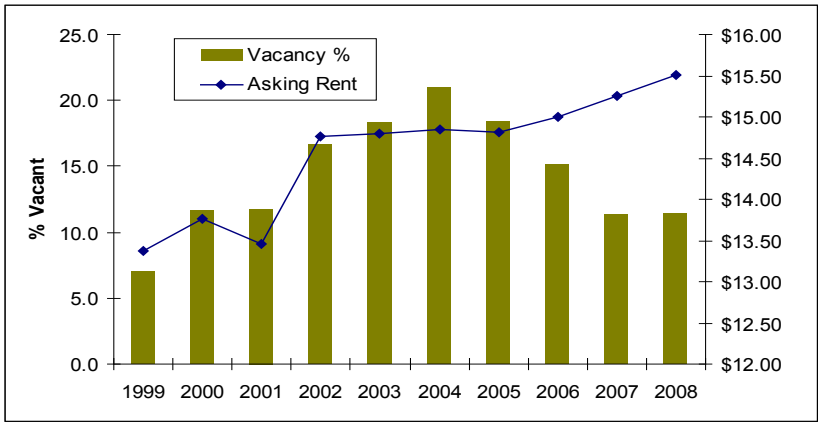



### Employment Growth

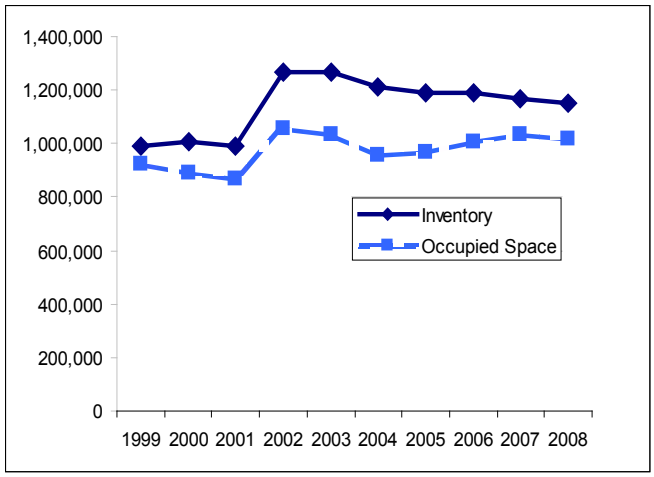
Metroplan's 2025 employment projections for Pulaski County show the slowest rate of growth among the four counties. In absolute terms the county is still expected to account for the greatest amount of employment growth. Approximately 98,000 new jobs are forecast throughout the period, roughly 60 percent of total job growth expected in the MSA. The City will enjoy the majority share of the County employment growth given the large presence of two major and growing sectors of the national economy: business services and health care.

## Midtown Office Market Trends

### Midtown Office Vacancy & Rents




### Midtown Office Space Inventory




### Office Supply Activity

The last 10 years has seen a relatively steady increase in midtown office asking rents, with rent growth increasing since 2006 as occupancy has tightened below equilibrium (~12% vacancy). Inventory has not yet risen to meet new demand.

Currently REIS estimates the Midtown market to have 1,020,000 s.f. of office space, with an 11.4% vacancy rate and average asking rents of $15.51.

# APPENDIX 2

## Office Demand

| Industry | 10-yr Employment Growth | Est. % Req. Office Space | Office Space per Employee | 10 yr. New Office Space Required | Corridor Capture Rate | Corridor Office Demand (s.f.) |
|---|---|---|---|---|---|---|
| Self-Employed & Unpaid Family Workers | 131 | 0% | 225 | 0 | 5% | 0 |
| Natural Resources and Mining | 9 | 25% | 225 | 517 | 5% | 26 |
| Construction | 552 | 5% | 225 | 6,211 | 5% | 311 |
| Manufacturing | 843 | 5% | 225 | 9,481 | 5% | 474 |
| Trade, Transportation, and Utilities | 2,208 | 5% | 225 | 24,843 | 5% | 1,242 |
| Information | 389 | 50% | 225 | 43,812 | 5% | 2,191 |
| Financial Activities | 752 | 90% | 225 | 152,323 | 5% | 7,616 |
| Professional and Business Services | 2,733 | 50% | 225 | 307,442 | 5% | 15,372 |
| Education and Health Services | 8,301 | 15% | 225 | 280,164 | 5% | 14,008 |
| Leisure and Hospitality | 1,127 | 5% | 225 | 12,680 | 5% | 634 |
| Other Services (Except Government) | 2,820 | 20% | 225 | 126,918 | 5% | 6,346 |
| Government | 3,594 | 20% | 225 | 161,720 | 5% | 8,086 |
| Total | 23,461 | | | 1,126,111 | | 56,306 |

**With no assumed replacement of obsolete space, the likely new office sector employees will require 1.1 million s.f. of new office space city-wide – resulting in between 50,000 and 60,000 s.f. of Corridor office demand (at a 5% capture rate).**

## *Summary of Market Demand*

| Land Use Type | Trade Area Demand (2008 to 2017) | 12th Street Corridor: Market Share Low | 12th Street Corridor: Market Share High | 12th Street Corridor: Corridor Absorption (Units/SF) Low | 12th Street Corridor: Corridor Absorption (Units/SF) High |
|---|---|---|---|---|---|
| ***Residential (Units):*** | | | | | |
| Single Family Detached | 2,240 | 1% | 3% | 22 | 67 |
| Single Family Attached | 240 | 5% | 10% | 12 | 24 |
| Multifamily Apartments | 1,260 | 6% | 10% | 76 | 126 |
| ***Residential Total*** | ***3,740*** | | | ***110*** | ***217*** |
| ***Non-Residential (SF):*** | | | | | |
| Retail | 1,120,000 | 6% | 10% | 67,200 | 112,000 |
| Office | 1,130,000 | 4% | 8% | 45,200 | 90,400 |
| ***Non-Residential Total*** | ***2,250,000*** | | | ***112,400*** | ***202,400*** |

Source: Leland Consulting Group.

**Depending on market share, the Corridor has the potential to absorb a wide variety of land uses over the next 10 years.**

# APPENDIX 2

## *Preliminary Market Conclusions*

Modest and stable population and household growth characterize the Trade Area's projected future. For the 12th Street Corridor to enjoy a reasonable share of that growth, City leadership will need to concertedly implement infill development strategies.

The Corridor is ideally situated to accommodate infill growth. Located adjacent to large health care and educational centers, the Corridor district offers densely populated older neighborhoods within walking distance of a major bus line connecting these job centers.

An unemployment rate higher than that of the Trade Area points to a surplus of labor that could help meet the employment needs of the expanding hospitals.

| Hospital | Building | SF | Completion | Est. New Employees |
|---|---|---|---|---|
| UAMS | Medical Center | 540,000 | 2008 | 540 |
| | Cancer Institute | 300,000 | 2010 | 300 |
| | Psychiatric Facility | 100,000 | 2009 | 100 |
| | Education Building | 24,000 | 2011 | 24 |
| St Vincent | Infirmary | 9,500 | 2008 | 9.5 |
| Children's | South Wing | 258,000 | 2011 | 258 |
| Total Projected | | 1,231,500 | | 1,232 |

*Assume 1 employee/1000SF

The table to the left summarizes the announced hospital expansion projects adjacent to the Corridor. In addition, the University of Arkansas at Little Rock anticipates an increase of 3,000 students by 2015. An increase in employment and population in or near the Corridor creates opportunities to re-tenant vacant office and retail space, offering goods and services to the District.

The psychographic profile of the Trade Area points to the variety of housing products needed to attract a diverse group of residents.

- Singles entering the workforce and young families seeking a safe and affordable living environment.
- Housing products include a mix of affordable rental and condominium/townhome products (ownership).
- Established middle-aged professionals whose children have grown and left the household offer another infill opportunity (empty nesters).
- The renovation of older homes with historic character and quality affordable new single family construction, designed to conform with the historic housing stock, offer an appealing housing product for this dominant segment.

Innovative public-private partnerships provide the mechanism for the 12th Street Corridor to achieve an enhanced market share. Possible opportunities include:

- A partnership with the University of Arkansas Medical Sciences biotech incubator could help tenant office space with firms having "graduated" from the incubator that need inexpensive space near the Medical District.
- To encourage additional housing development, Black Community Developers, Inc., has served as a catalyst for the 12th Street Corridor's revitalization. In the last 5 years, the nonprofit affordable housing developer has built 25 units of affordable single family detached units.
- Potential partnerships with the hospitals for workforce housing also could serve as a catalyst for investment.
- Accessible, customized training programs could link underemployed Study Area residents to these anticipated new job opportunities.

*Stakeholder Interview Summary*

# APPENDIX 3

# 12th Street Corridor Plan
# City of Little Rock, AR

**Introductions:**

The City of Little Rock has engaged a consulting team to prepare a redevelopment plan for the 12th Street Corridor.

You have been identified as a key stakeholder with a possible interest in this strategic process. To date, stakeholders have been defined as landowners, business owners, institutions, community groups, and / or individuals, who bring a unique perspective about the Corridor's past and a commitment to its future.

The following questions have been developed to solicit your input during this, the Stakeholder Interview phase. Please answer the following questions pertaining to your knowledge of Little Rock in general, and the Corridor, specifically, to the best extent possible. Information and opinions will remain confidential and the findings of this work used to guide the ongoing efforts of the Consultant Team.

Answer the following questions from your personal / professional perspective.

1. **Are you, or is your organization, involved in any past, current or pending studies or initiatives that could impact the Corridor either directly or indirectly?**

- Hoover Church pastor- Renovation of several houses @ 9th & Maple (getting Maple Street bond money) & Maryland Street grant (finished last year)
- Below 20th St. is his area
- No
- University District Plan
- None
- N/A Neighborhood action in area
- UALR Master Plan & Economic Study (www.ualr.edu web site)
- University revitalization - for university district (on the move)
- Part of UALR Study/ University District Master Plan
- No - has attended UALR/ University District
- Same as the Chain of Hope document; inventory of community assets
- In 1990's community assessment for 12th Street area completed
  - New Futures was involved in study & have report
- Not part of the city- own quasi government. agency. HUD funded & funded through rents. Maintenance through operations budget (Madison Heights)
  - Housing summit Sept. 10- focus on assets/resources.
    1: Central High
    2: 15th & Chester (Philander Smith)
    3: South End community
    4: UALR/midtown
    5: Stephens Community Center area
  - B 2017 Plan 2020 Initiative publicly assisted medically assisted… to start after summit will be public
  - Madison Heights- 1/3 public 1/3 Tax break 1/3 market rate - mixed financial market, have raised rents 4 times in

10 years- wait list.
  - All new projects follow same model. To support private…. developer constructed,
  - Have 74 conventional public housing units (family units), only 1 site left of the old public housing units.
  - Single family subdivision on old public housing site- New Horizon Village (17 Units) home ownership @ 29th & rock.
  - Do acquire new property for development if needed. Tax exempt (Housing Authority) can use eminent domain, lots of partnerships w/ BCD,
  - New Futures to provide support services to go w/ housing.
  - HUD doesn't fund 100% - some creative solutions.
  - Tapping tax credit market. Working with private banks as leverage money for loans in a community loan pool
  - staff time paid w/ HUD money
- War Memorial Park planning process - St. Louis design team (H3 Studio) & the Mid-town project (The Jamieson Group, Inc.)
- University District - looking to do study of Fair Park Area - community assessment (future) had WRT master plan & City of Little Rock neighborhood plans
- Stephens Area Neighborhood Action Plan, Oak Forest Neighborhood Action Plan. 12th Street Corridor Plan (Chain of Hope- faith based organizations)-University District goes up to the interstate- Ron Copeland, Broadmoore attempting to get National Register listing.
- War Memorial Park Plan- in progress UAMS interstate access study- hasn't come to the city- At odds with War Memorial Park Plan. UALR master plan, widening of University N & S. City looking at bike lanes along 12th Street. Reduce 4 lanes to 3 with bike lanes east direction. Starting East of Fair Park terminating at Battery Street. Connected through War Memorial. Eventually connect to Kanis Park along I-630. Plans estimates on cost- not much neighborhood involvement within the last 6 months or so; bike lane idea came from Mayor.
- BCD completed a number of plat studies in targeting appropriate parcels for affordable housing
- Steven's Neighborhood Improvement Study
- Midtown redevelopment – tear down of former University mall in exchange for mixed use development
- none that aware of – in the past the area was a white working class neighborhood and then as industrial jobs closed and LR economy transited away from low skill manufacturing the neighborhood transitioned to low income minority
- Transit system plan done a couple of years ago city-wide but nothing specific for this district – proves that 12th Street corridor an important link of a number of generators – third largest ridership
- Many initiatives done on the periphery but none like this in the community.
- None aware of – just individual groups doing their own thing. BCD only placed-based nonprofit focusing on the revitalization of the area
- Some studies done in the late 1990s. Expansion of Children's Medical and UAMS has brought renewed interest to the corridor
- Yes, Member of the City Mid Town Development (Fair Park) and 12th Street at University.
- Research policy analyst – juvenile justice, after school and summer programs in area.
- Organizer of the Coalition of Little Rock Neighborhoods. Also meets on a monthly basis for the older part of town. Has a 5-point plan
  1. Anti Crime Measures (Community Oriented Policing Program [COPP]), anti-drug, alcohol initiatives.
     a) The community envisions this neighborhood as crime-infested.
     b) The community must be convinced that they should work with the police, not as a "we / they" scenario.
  2. Growth Management Plan (recommendation to have one)
     a) A hollowing out of the core of Little Rock
     b) The beginning of the program was the annexation program of the 1980's (Chenal, etc) which spread the

resources thinner.
   c) The coalition is really for issues of older neighborhoods (ease of University).
   d) Little Rock hasn't grown in population, but the City population has shifted west and depopulated the east side of town.
   e) Stodola seems to be tuned into the issues.
   f) Wards added around 1993.
   g) Needed locally, accountable political figure; now that has changed. Local option sales tax enabling legislation 1981 (statewide, $.01 total tax eligible. In 1993, increased tax by ½ cent sales tax. This group has been arguing for impact fees. The city wants to pass the ½ cent tax again but it has been defeated 4 times.
3. Emphasize housing rehabilitation rather than demo.
4. Rental inspection program
   a) City has a high number of rental units
   b) This group is pushing for inspection on a cycle to issue a certificate of occupancy – talk to Andres Bernard, Code Enforcement.
   c) The policy was established in 1995, they are doing better but still not up to center.
5. Sidewalks, the city has never acknowledged that sidewalks is not a form of transportation, they do not maintain even though it is in the city's right of way – start funding and upgrading.

- No studies but researching how to run the schools more efficiently. Woodruff feeds Forest Heights or Henderson, Stephens feeds Forest Heights or Dunbar and Franklin feeds Forest Heights or Henderson.
- UALR physical expansion plan
  "Midtown" development
  War Memorial Park
- None that he is aware of.
- Coalition of Little Rock Neighborhoods – acts as Ombudsman between City and neighborhoods.
- New Futures for Youth – youth services to break gang/drug influence – funded by Casey Foundation (go-to foundation)
- BCD is providing affordable housing
- Community-based initiative to help organizations with technical/training assistance
- Financing program through Bank of the Ozarks – line of credit; problem is capacity
- Reverend Robinson started mission 28 years ago – first a day care, then a homeless shelter, then drug rehab for men
- Most of development interests west of Fair Park – some interests in Fair Park/University area – businesses targeting lower income residents (e.g., auto parts)
- Strip development at 1700 University – bank, nail salon, tattoo parlor, payday loan store – this center doesn't relate to 12th Street
- Innovative Lifestyles for Senior Living – Phase I low-income, Phase II skilled care, multi-generational, formed in 2006, host Minority Health Fair
- New Futures – gang involved kids programs
- Public safety through community building
- 12th Street Chain of Hope – Racial Diversity Commission – became clean-up effort with some public improvements
- No CIP dollars right now for Corridor

**2. How would you describe your particular stake in the future of 12th Street? (i.e., resident, business owner, political involvement, activist, etc. and length of time)**

- Resident & business
- 12th Street will funnel down to his area & help everyone in the area
- None
- Resident, City employee
- Library
- Coordinate w/ Director Richards
- Gateway to UALR (area of interest) As UALR considers T.I.F. and districts (CDC) overlaps, overlap compliment what takes place in 12th
- Board of Education - Lived here since 18
- Church w/ neighborhood ministries
- City Manager
- Live on Tyler off 12th. Children live there - safe area for grandchildren
- Citizens of LR
- Professionally- community programming. This area has least number of community-based organizations that provide services. Service gaps in area include programs for youth. Proximity/ accessibility to service: markets/grocery, health care, elderly services
- Little Rock citizen. Wants to see area upgrades, historic interest, Keep Arkansas Beautiful.
- Lives here, the community, role in decision making & creating change
- City staff
- Vann has worked for BCD for over 4 years, specializing in home buyer counseling; BCD serves as originator and packages loan for banks; couples down payment and closing cost assistance; Performs land acquisition/ assemblage including all due diligence (title, zoning, platting, etc.) – Zoning a big obstacle for the Empowerment Center
- Mr. Gustavson has collaborated with BCD for five years and prior to that served as Program Officer for the Local Initiative Support Corporation (LISC); BCD is very good at providing homebuyer/ credit counseling. They also have a letter of credit against existing equity for housing development which enables the organization to develop at least 10 houses this year. BCD provides social , advocacy and housing development services but might not be adequately positioned to expand program services into economic development without mentoring or support a coalition of key stakeholders (City, Library, UAMS, BCD, etc.) to implement the Plan.
- President of Hillcrest NA for a number of years and then moved to an inner city neighborhood just to the west; 20 years at Metroplan – high crime and concentration of poverty will eat at the heart at the community – no comprehensive land use planning but has let RFP for light rail plan - preferred alternative as Markham street- 12th street excellent reliever street and alternative transit route
- Has been with the City for over 12 years, of which the last three has been as Assistant Director in the Housing Dept. Before that time, worked in the Mayor and City Manager's office doing, among other things, legislative affairs. The City's Housing Dept includes code enforcement, management of CDBG funds, animal shelter, clean-up of right of way. Most recently formed the Land Bank, which is only now installing the Commission and has yet to fully develop policies. (Send enabling state and local legislation)
- Wish to see transit system as link for the entire community including access to shopping, educational facilities, work, social activities, & medical appointments. Ideally transit service along the 12th Street corridor should be enhanced with more frequent service and expanded service hours. Additional customer waiting shelters should be installed along the corridor where feasible.
- CFO for BCD; born and raised in the community; has been with BCD since graduating from college in early 1990s; Grandson of Reverend Robinson; Serves on the Dallas region FHLB Advisory Council; Serves on City Community

Housing Advisory Board; Serves as officer or state-wide CDC trade organization

- Ms. Schild has been with Regions Bank for 18 years, of which 13 years has been in mortgage lending (origination) for low/mod income buyers; Currently Community Affairs director and provides technical assistance to loan officers in structuring/ packaging loans for low/mod income borrowers; graduated from Central High School; Serves on the Land Bank Commission; Serves on University CDC Board.
- CRA officer for this and other areas in Little Rock; Very active on BCD board and affordable housing advocacy. Pulaski Bank full service bank
- ACORN's interest is addressing vacant/ dilapidated houses, abandoned/ weeded lots, and helping existing low income home owners obtain financial assistance to renovate their homes. City's CDBG funds not adequate to do the job. City gets $1.5 million from CDBG but only $200,000 discretionary for neighborhoods throughout city. Who decides what gets pre commitment? Difficult in getting City Code to enforce existing ordinances. Also, Land Bank too new to know enough about its effectiveness for the community.
- UAMS is interested in this area for small business opportunities and as a residential area for employees.
- Past LR Board of Director and grew up on Fair Park and Maryland Ave. (lived on Aliss St.); familiar with area.
- The area is a part of the Little Rock School District
- As a community development banker, the revitalization of 12th street falls within the Bank of the Ozark's footprint.
- Personally interested in seeing the area revitalize in a responsible and sensible manner, meaning the quality small businesses and local residents are not displaced through gentrification.
- Redevelopment through "positive gentrification" can be used as a model for area revitalization throughout Little Rock and Arkansas in general.
- Current resident of Taylor/University area and has served as an advocate for the Fair Park neighborhood association; Involved with Memorial Park adaptive reuse initiative; As a representative of the WFIB, concerned about the high rate of unemployment, particularly for African-American men in the planning district.
- On Coalition of Little Rock Neighborhoods Board – resident of Tanglewood

**3. Do you own property and / or a business within 5 blocks of 12th Street? If so, where is the property located and what type of land use or business concern do you have? Also, how long have you owned the property?**

- Yes. 900 Block of Maple- 35 years for person, 10 yrs for rent house.
- No - 10 blocks away single family housing assistance
- Resident
- Yes, 18 years in area
- Yes
- N/A
- Yes, UALR. Neighbors not competitors
- On Woodrow-computer store(still own property)
- Yes, 12th-10th Fair Park- next to Griffin Leggitt approximately 7 acres
- Yes- Tyler St. (Fair Park Neighborhood assoc)
- No
- Madison heights
- No
- No
- No
- BCD owns between 45 and 70 lots at any one time in the community, including parcels that are for affordable housing and social service programs.
- Bank of the Ozarks does not own any real estate in this area. BCD owns several parcels along 12th Street or options to purchase (Empowerment Center)
- No
- City holds very little if any surplus property in fee and the Land Bank, being new, has no land in its inventory at this time. The City has received 90+ parcels from a private citizen out in the suburban part of the city.
- No real property, only bus shelter facilities
- BCD owns at any time between 40 and 75 parcels including social service facilities and lots land banked for housing development – created Land Banking Commission so that City could take over this role through the Commission. Served on committee that created the policies and put in place the entity. Advocated successfully through state CDC trade association legislative changes in the last legislative session to enable land bank with right of redemption and title clearance process shortened from four to one year.
- Regions Bank not a property owner. Regarding affordable housing, the barrier is not necessarily in land acquisition but in getting potential home owners to the point that they can borrow the amount needed for the mortgage – more than just credit counseling, but also and more importantly financial counseling. BCD does a good job at both. BCD lacks a great deal of capacity but that can be addressed by partnering with larger developer such as the Housing Authority.
- Pulaski Bank does not own property
- As residents they own their own property. Many years ago ACORN acquired and built affordable housing (lease-purchase) but BCD doing this function now.
- Yes, UAMS owns property and an old radio station on Ave.
- No
- Lives along University
- None
- I own my home/residence at 15th and Taylor, just three blocks off 12th St. WFIB leases office at 12th and University for administration and leases space at the Village Shopping Center for the employment center.

**Community Character**

**4. How would you describe the 12th Street Corridor (physical character, general quality of life, etc.) today? What changes have you noticed?**

- Shabby shopping mall improvement. Widening street @ Fair Park, University & 12th shopping center. Needs lots of improvements - houses & businesses are boarded up.
- Not good – Had safe appearance in its hey day – Reminds you of a small Main Street. Highland Court (before Madison Hts) - improved 3 blocks, negative image because of vacant lots, boarded up homes, types of business. 12th Street was safer place to be than side streets in the past.
- Depressed, dilapidated - Downtown realizes that we are core to the city - Go down hill business move out, crime up; education goes down - home owners move- renters don't care.
- Dilapidated, dirty, crime-ridden, going down over the past many years
- Latest development is good – making the area better- Madison Heights, Willie Hinton, Walgreens
- House renovated - good sign (was more vibrant) has crime element- promising that plan will help community needs
- Lacking - mix of boarded up buildings (houses), opportunities but based on investor (salvageable), neglected, good route for vehicle traffic, gateway options (University/Fair Park/Jonesboro)
- Depressed - not as blighted as some areas. Businesses close when sun goes down. Crime is trouble for the area. Growth was occurring until crime occurred.
- Poor, in despair. Changes- Madison Heights Housing, Negative: Fair Park to Woodrow boarded up houses
- Transitional in many ways - anchor of children, Hospital but potential (St.Mark on west) faith-based connections, many churches). Disinvested area business (potential)
- Disparity
- Neglected, perception of high crime, lack of community/city services.
- Some things have improved - garbage pickup/ rubbish pickup…fewer weed lots. Not sure that code enforcement has improvement, not sure that infrastructure has improved.
- No central theme- mis-matched, no relationship between zoning & development. Feels disconnected, disjointed, and not homogeneous. Needs continuity (appearance, land use, etc.)
- Run down. Willie Hinton Neighborhood Resource Center brings people here from other parts of the town, Madison Heights improvements, Ernie's Museum of Black Arkansas (EMOBA) by Community Bakery. Run down in some areas, some areas have been upgraded. Association with Oak Forest, Medical Center, Lamar Porter Field, and UALR are all important. This area should serve as a connector, the neighborhood should have connections to the surrounding development. Strong connection to Central High, strong connection to Midtown
- Low quality of life, moderate character depending on where you are along the street. Infrastructure has stayed the same, some changes have taken place where new development is happening; character has improved some over the years - slow pace of investment
- State of disrepair, abandoned or burned structures, no identity to the area. Mayor wants bikeway - dual bicycle lanes along 12th - make a 3-lane with bicycle lanes.
- High speed passes though during day. Not much destination traffic - spill over for I-630
- Empowerment Center is a 30 day transitional housing treatment center for those coming out of BCD's drug treatment center. The Empowerment Center will offer 48 beds and "wrap around" social services through a contract with the State Department of Health
- The corridor currently serves as a thorough fare for those wanting to bypass Interstate 630. If developed properly, it could become a destination area in which people deliberately seek it out like their neighbors to the north of this area. The area speaks to and is representative of urban blight in the City but there is great potential for redevelop-

ment with the right mix of resources (talent, financial, planning, implementation).

The corridor has the opportunity to benefit directly from UAMS's expansion plans. The Medical Center has a biotech incubator (will send contact information) and has publicly stated that it needs better affordable housing options for its employees. Thus, there exists a potential opportunity for a partnership of workforce housing both new construction and rehab for hospital employees.

Also with its proximity to UALR and its redevelopment plans, this area is strategically positioned for redevelopment.

- Area that has received very little investment – high concentration of poverty – "hole" in the middle of Downtown and west side growth – high crime area and not just perception but reality – little ethnic diversity – do have great anchors particularly hospitals and UAMS, Capitol, Children's Hospital, St Vincent's etc. as largest employer concentration and best opportunity for light rail; Central Heights as missed opportunity for revitalization in the 1980s
- Area has potential given the development occurring around the community; As an older urban neighborhood, has walkable scale/ sidewalks; commercial opportunities enabled through appropriate zoning; City's zoning ordinance known to be fairly lenient; housing stock of working class stock – poorly maintained
- Economically disadvantaged – high crime as a perception – CAT sees corridor as an important ridership link. CAT is dealing with rapidly escalating diesel fuel prices (rose from $ 1.90 to $ 3 within one year and projecting $ 4.50 during the next fiscal year). Cities supporting CAT will be asked for an increase in funding to pay for escalating diesel costs. Each municipality is a voluntary participant in the inter-local agreement and can decrease or increase its participation unilaterally.
- More vacant and abandoned property - much better in terms of crime but neighborhood suffers from image from early 1990s. City has neglected the area in favor or West Little Rock and river front.
- Few if any native Little Rock residents would desire living in or near the downtown due to the real/ perception of crime. Those willing to live in the Downtown have lived in other large cities and so are more willing to take the risk. 12th Street perceived as having higher crime than Downtown
- Negative image of crime. Area patrol officers know the problem areas – Has had long reputation of a dangerous area – reality not as bad as perception – single mother has recently moved in and has experienced no problems. Just need to take advantage of the crime fighting resources in the area – existing commercial structures best to be torn down and rebuilt new
- Continued abandonment of property – vacant houses and lots
- Small neighborhood-owned businesses along the corridor; concern that existing businesses will get displaced with corridor revitalization – want to see quality businesses supported through this process (ACORN has done demonstration against Harvest existing grocery store due to poor quality)
- Raised on 1500 Adams Street and the area is now dilapidated.
- Good mix of business and residential. It is a self contained area but some poor business choices. Some nice architecture in area. The area has deteriorated, seen a major downturn in character and housing stock.
- Unappealing; corridor is dirty – clean it up! Give the corridor a different feel, make it a place to stop in not just pass through. Traffic circles may be one solution.
- There are areas that need improvement, some homes are okay and others are not.
  - Elderly people along the corridor need to be taken care of, help their quality of life.
  - Haven't seen it getting any better over time.
- Schizophrenic whereby the area has a mixture of good and bad elements: boarded up houses next to new construction homes; small stable businesses next to vacant lots.

  In times past, the area was mostly predominately bad; therefore positive elements are being added to the mix. A prime example – the transformation of Highland Court to Madison Heights got rid of a central haven for crime but did not trigger broad-scale revitalization.

  Small, stable "mom/pop" businesses have been providing essential neighborhood services for over 15 to 20 years – revitalization should build upon and not displace these businesses

- In general, "run down," but has been active in the area long enough to have witnessed remarkable improvement, such as the redevelopment of the former Highland Park site as Madison Heights and the location of 2 auto parts shops. One passes through with no reason to stop.
- Area needs an "identity" – perhaps focused on historic preservation (potential for tax credits)
- Partnership with medical centers – training programs for hospital jobs, employability of residents
- Continued collaboration between business community
- Both sides of corridor should be mixed-use development
- Too many neighborhood associations with individual agendas – only against projects
- Not desirable, out of necessity, has potential
- Racial diversity is the "crown jewel"
- Homes near Fair Park – good character housing

**5. What are some trends or changes taking place in the larger community and along the Corridor that interest and concern you? How long have they been happening?**

- Community centers, Hoover Church - Help community applying for grants.
- Black Community Development
- All upward bound- library-zoo- UALR- new businesses- gas station
- Good business moving out, need grocery stores.
- See above- western part of 12th Street is good, eastern part of 12th Street is not so good.
- War Memorial Stadium changes & Midtown redevelopment?
- UAMS expansion - parking issues (want employees & students to live closer), eat/shop safe environment.
- Had project at Jonesboro- has turned out well
- UALR - expansion will have impact
- Good: sense of community - breaks down perception of crime, families move in (mix of income), economic diversity (good schools)
- Bad: mechanisms to prevent gentrification that displaces existing population due to economics. UAMS dominates development and Children's Hospital is taking land (employment generator, traffic issues). Promote incentives to promote University District as accessible, affordable to major employment district.
- People moving out & in. City tore down burned out structures. People moving into area - families. Property values down (affordable property values/prices)
- More families moving out. Don't see visible business moving into the area. Need gas station, etc. Less liquor. BCD homes renovated
- Trends: neighborhoods in transition. BCD has done positive things; many positives in area. City will continue to focus on redevelopment of Central High area. Development of children's library in the future
- Positive development in other areas of town. Nothing in corridor. BCD building under utilized. More things for youth (after school), BCD homes. Madison Heights was an improved over the previous Highland Court
- Development all around: South=UALR, West= Midtown, North=UAMS. Doesn't want this to become an island of total abandonment. An interest in the zoo area connects to the corridor. Can be morally debilitating to resident the feeling of being left behind. These surrounding developments have no benefit to the residents of this area. Aging population, aging properties, a young population who are not property owners. There are lots of rehabilitation services in the area with little controversy. Younger population that is unemployed or underemployed so unable to invest in the community. The development going in around the neighborhood has an appeal to a more stable population. The community building work is community development if they can move forward (BCD). Youth programming

intervention of gang behavior, employability, etc.-education & unemployment opportunities that surround them. Invest in young people. See the Oak Forest Neighborhood Plan.

- Positive Change: Madison Heights, demolition of homes along 12th Street. (burned out houses). Poor trash pickup. Individuals who have invested in the area (Asian, Latino) need the leadership to guide a vision for the area. Madison Heights housing development brought new market, new clientele - spurred Walgreens, development on the west end of 12th
- Small streetscape changes - mainly to maintain the area.
- Significant destinations at the end with void in the middle of the corridor. Street needs enhancements to communicate value. Use 12th Street to connect with Jonesboro to War Memorial. Create an experience. Trends/Changes: churches & BCD investment in the corridor, Madison Heights all positives.
- Highland Courts demolished and replaced with Madison Heights. No improvement east of there.
- The City has attempted to address the homeless problem by establishing a multi-service center. However, the center has had difficulty in finding a permanent location due to NIMBY issues.
- Stagnant economic change
  - 12th Street has enjoyed high traffic counts
  - Some investment at UALR at the end of the corridor (build upon campus planning process)
  - Local small businesses have operated in the area for a long time
  - Business frontages have not improved or have deteriorated
  - Too many empty structures along the corridor
  - Isolated development (Madison Heights and Hess gas station)
  - There are several development plans near the corridor that really don't address the corridor but will have a tremendous impact on it
- Stagnant
- Community has noticeably improved over the last decade in terms of crime and housing stock, much of which due to the work of the BCD.
- Seeing professionals using transit – had been considered the transportation of necessity for low income but took fuel prices to rise above $3 per gallon to change – folks beginning to see that taking transit not an unpleasant experience –due to limited resources, increases in ridership will not necessarily translate into increases in transit service and/or funding levels – operating at an operating loss therefore require public subsidy
- BCD has had strong positive impact on areas where have done housing and social service deals – Oak Street as an example; Methodist Church as true leader and agent for change; Crime has been reduced
- 12th Street has improved in terms of addressing crime. This improvement is directly due to the work of the BCD. Lots of businesses in the district cater to low income population but are not of good quality and are not established with a sound financial footing and so go under with greater velocity than other areas.
- Little change/ fairly stable; BCD has made a difference but limited staff for high volume impact. No entity has replaced role of LISC that shut down in 2002
- Improving the school in Woodrow (been successful at this so improvement for the better)
- New library at Oak Forest
- Properties are vacant, boarded-up and/or torn-down
  - scary perception due to crime
  - parking and traffic issues on UAMS campus but if employees could live in surrounding area they could use alternate transportation.
- UALR and UAMS interest boosts economy. People recognize the value of living near work and downtown. 12th & Woodrow is the epicenter of urban Hell. Downtown used to be bad but it has all moved to this area; needs improvement.
- The Willie Hinton Center renovation is a good thing; see more people moving out except for the elderly.

# STAKEHOLDER INTERVIEW SUMMARY

- The conversion of a vacant public school into the NRC
- BCD development along 11th and 13th streets – but CDC has limited housing production capacity to make a substantial impact
- Expansion of St. Marks whereby the church has purchased two (2) strip centers, having completed the renovation of the first. The renovation of the 2nd strip center promises to be a $22 million investment, anchoring that end of the corridor
- Pastor Easter's Church has been fully renovated in the interior so a vibrant church that needs to be honored by the War Memorial Renovation and not transplanted.
- Over the past 5 to 10 years, two significant anchors have helped to improve the area – the Neighborhood Resource Center and Madison Heights. The expansion of Children's Hospital acts as a place of economic energy at the far eastern edge of the planning district.
- Long history of mistrust between City and neighborhood has led to skepticism about what can be done.
- This used to be "West LR" – area for shops, restaurants, etc.
- Police substation could be east anchor.
- "Killer" triangle – at 12th and Ash intersection – highest crime
- Expedience vs. Strategic – City's role in substation
- Should be effort to combine planning initiatives – Central HS area with 12th Street
- Affordable housing and how to implement – funding programs like Arkansas Housing Finance Authority, CDBG/ HOME $
- Economic trends – get people to re-think lifestyles (fuel/energy)
- More infill development
- City leadership is good – excellent Director in place for neighborhood
- Positives – housing and buyers; trust increasing in community; library initiative; stakeholders coming together
- Negatives – economics (foreclosures); slumlords for commercial space
- Robert Wood Johnson Foundation – licensed treatment facility – goal is to develop 80 new units of supportive housing
- For City, this is a high-demand development area
- Needs overlay to keep it clean
- Public facilities are strong – hospitals, "couldn't give them enough incentives to stay and/or expand"
- Free land isn't really an incentive because land is so cheap anyway
- Planning activities in the area are positives – Univ/Fair Park area, east to Jonesboro
- Only viable retailing right now is build to suit to serve institutional growth
- Rents will never justify speculative construction
- Jonesboro West – services for institutional
- 1980s saw continual deterioration in neighborhood – crime way up
- Only real improvements – Madison Heights mixed-income apartments
- Steady deterioration along Corridor
- North/south – housing stock deterioration
- Land Bank Commission trying to acquire property through tax lien sales

**6. What do you perceive to be the 12th Street Corridor's greatest opportunities and greatest threats (barriers to investment)?**

**Opportunities:**

- Business - grocery
- Strip mall with services that support the residents in the area
- Neighborly – walking distance
- Building up core to city
- Solidarity
- Elevate standards
- Location
- UALR
- UAMS
- Housing
- Commercial
- Partnering w/ UAMS, New Library, Parks Department & UALR
- Community/ Neighborhood organization,
- BCD and St. Mark Church gave voice
- New houses & renovations
- Affordability (housing stock shape)
- Library, police substation (civic growth)
- BCD – changes to (housing authority) Madison Heights
- Affordable housing
- Existing utility infrastructure
- Blank slate
- Family (neighborhood) oriented-children
- Affordable land
- Private sector investment?
- Continued reinvestment in housing stock
- Willingness to improve
- Affordable homes
- Youth/families
- Willie Hinton Community center
- UALR/ UAMS/ Children's Hospital adjacent
- "Building Community" this is not a typical rehab as LR tends to approach it (brick & mortar)
- Medical Clinics-the doctors don't live in the area but they have an investment in the community- they have bricks & mortar interest but also an investment in human interest.
- Corridor can absorb traffic. Route the traffic strategically
- Neighborhood association Central High 12th to Woodrow
- Creation of streetscape to define the corridor
- Connections
- Main through fare; is an entryway to Central High School, hospitals
- Major east-west corridor that has some destinations along it
- Link between War Memorial, Children's Hospital, UALR

- Cheap housing
- Property values
- 1. Within 10 blocks a number of new developments – Library war memorial, zoo, UAMS, UALR, etc – all studies that can be incorporated into this initiative -
  2. UAMS expansion at a time when gas is making folks desire in town living
  3. Empowerment Center and Library help set development standards
- 1. Large enough population size to warrant local retail (However, market research has not been done to quantify the potential market)
  2. Small business retail opportunities such as a cell phone shop
  3. UAMS medical expansion and biotech incubator

4. St. Mark Baptist (Bishop Steven Arnold Pastor) church expansion on the west end of the corridor (Fair Park and 12th)

- 1. Could make 12th street narrow with dedicated center turn land – use corridor as bike route and other alternative transit – enhanced streetscape important
  2. Deck over the interstate to connect UAMS and 12th street – important gateway and link with Midtown Development
- 1. Existing commercial fabric
  2. Expanded mission of the Neighborhood Resource Center
  3. Active property owner involvement
- 1. Nearby generators of hospitals, downtown, and 12th street as link_____
  2. Pedestrian character of the 12th Street corridor
- 1. Land Bank provides ability to get a hold of nuisance properties/ clear title
  2. UAMS, UALR, Library, Zoo, Veterans Memorial, hospitals with planning efforts
  3. Increase of gas prices force people to look at inner city as residential option
- 1. North of 12th Street housing stock has quality historic character
  2. Build upon revitalization efforts underway in the surrounding areas – St. Marks, Hoover,
  3. Newly formed Land Bank
- 1. Land Bank Commission but needs to focus on 12th Street corridor
  2. New construction homes within the district
  3. City funded Madison Heights through the LRHA
- UALR pushing hard to expand and improve Asher to University area-
  2. Hospitals as expanding anchors for the community
  3. Area qualifies as an Empowerment Zone – eligible for certain SBA loan funds
- 1. Small business next to UALR and UAMS
  2. Renovating the homes can change the community
- 1. Central strategic location with natural beauty
  2. Major employers nearby with good housing stock within transportation routes.
- More services could be provided for the residents, provide more job opportunities; clean up the area and offer job skill opportunities (partner with Pulaski Tech)
- 1. The corridor has a healthy established traffic pattern of through traffic – need to create a destination to leverage off of the ADT count.
  2. Excellent location – proximate to the new Midtown Development, UALR, UAMS, other area hospitals
  3. Affordable and abundant vacant land and property for redevelopment efforts
- 1. Put a good face on the corridor - facelift
  2. Have uses located along the corridor to encourage people to stop and shop
  3. Build upon the strong presence of the faith community
- Gas prices increasing = more infill development

- Highest % of seniors in LR
- "undiscovered gem"
- Potential for University District
- Land banking for affordable housing
- West side of 12th – re-routing across 635 – could be Midtown East
- Library and potential commercial development
- Both sides of Corridor have potential
- Neighborhood retail
- Recreation center
- Post office
- Restaurants (sit down)
- Senior housing
- Employment training and assistance
- BCD Inc. has 33 employees
- BCD's #1 partner is Fellowship Bible
- Economic incentives should include capital and maintenance costs
- Institutions are strength – retail to serve them (factor in operating expenses)
- Office space – no spec space, but build to suit should work
- Housing is a great opportunity – for UALR students and hospital employees
- Work east from strengths – Fair Park is boundary
- Medical uses will continue to be in high demand
- UALR – reach out to neighborhoods – create jobs program
- Churches – health and education, need to emphasize this
- Hospitals – reach out to neighborhoods
- 12th Street is major thoroughfare for midtown LR
- New police substation should help public safety perception
- Children's library – interactive
- Planning initiatives – University District, War Memorial Park, old University Mall
- Grocery store potential – need a good operator to step in
- Housing north/south of 12th – Woodrow to Lewis
- Interstate location – potential research park

**6. (Continued) What do you perceive to be the 12th Street Corridor's greatest opportunities and greatest threats (barriers to investment)?**

**Threats:**

- Appearance
- Loitering
- Unemployment
- Safety
- Looks
- People buy into concept
- Investment
- People fight change

- Crime
- Dilapidation
- Appearance of run down, boarded up houses
- Crime - not as much now since new HUD project
- Crime (real vs. perception)
- Limited code enforcement by city (to attract investments)
- Devalued property value
- Drug issues
- Crime problem (high insurance) theft
- Pass down issues (drugs to generations)
- Disinvested area
- Perception of unstable
- Perception of crime or public safety
- High crime
- Specialized market (commercial)
- Abandoned homes-need to be revitalized
- Drug activity
- That nothing will happen after the plan
- Madison Heights created a drastic improvement over the public housing that was there (people want to see this type of improvement throughout the corridor).
- People don't perceive the 12th Street as a people place.
- Safety
- Crime
- Families here don't talk a lot about crime
- A lot of properties here are Section 8
- Lack of attention, desire to do anything.
- Lack of safety
- Neglect
- Low crime enforcement. Substation-east end best location- area that needs it most & will benefit Central High School as well.
- No change, staying the same, no positive investment.
- Just a way to funnel people through the neighborhood
- Run down housing, poorly maintained
- Crime rate; unimproved streets (no curb or gutter)
- No CIP. NO general funding via 20-year capital improvements though bond issue, bond or grants only.
- Public perception
- 1. Lack of funding capitol
- Not able to have influence of the key players
- 1. No experienced individual or organization focused on economic development deal packaging
  2. Distrust of outside developers / fear of gentrification
  3. Minimizing the negative impacts and taking advantage of opportunities takes a grass roots organizing effort – essential to get policy makers on the same page
  4. Negative perception of the area by many large local developers
- 1. Little comprehensive land use planning – no development quality standards – very biased to pro property rights
  2. Few financial resources to implement TOD – LR an attainment area until 2010 so not have access to CMAQ or enhancement funds – FHA earmarks devoted to 630 interstate widening between University and downtown

3. Transit not important to the LR community or the Mayor / policy makers

- 1. Code violations
  2. No magnet to attract people into the community
  3. Political will to do the right thing: the Mayor and rest of the Board must be committed to invest in this part of the community
- 1. Property rights oriented – limited controls on development or land use planning
  2. Community sees limited need for transit – not considered as part of any large scale development – limited TOD development - limited awareness that transit as a work force development tool
  3. "Community needs to apply higher development standards and promote interest in TOD."
- 1. Political environment
  2. Dollars to implement the planning effort
  3. Community not at table and these institutions carry out their plans not in the interest of the community
- 1. Visual blight
  2. Obsolete commercial structures
- 1. Lots need to become available and then existing structures torn down
  2. Nonprofits have limited capacity since no incentive for for-profit builders
  3. Crime and the perception of crime
- 1. lack of code enforcement of dilapidated structures and weed lots _
  2. No assistance for the existing small businesses along corridor – half of which are minority-owned; seems that there should be more assistance for them
- 1. Perception (crime and drugs)
  2. Poor property conditions
- 1. Reputation for dangerous crime
  2. Low income people – no diversity
  3. Housing stock is in disrepair
- Crime, although it's not as bad as it used to be.
- Negative stereotyping of the area (relevant 15 years ago but not so much now)
- 1. Perceived as unfriendly and unwelcoming
  2. Concern over personal security, particularly with murders reported at the 18th/20th Street area; association of that area with the 12th Street corridor district
  3. Vagrant traffic along the street (homeless, prostitutes)
- Safety
- Clean-up
- Make it "funky"
- Lots of groundwork to do – lay for arts district
- Potential for gentrification/depopulation
- Crime – find out where "anthill" is – statistics are probably low
- Gangs, drugs will find most opportunistic area/population (15 to 25 yr old males)
- Landlords/property owners are disengaged
- Community feels neglected – "re-train people to appreciate and respect other people's stuff"
- Dollar stores
- Liquor stores
- Need to clean up signage and design environment – start west and move east
- Consider using eminent domain
- Perception of 12th Street by development community is that things will move too slow
- City is not friendly to infill development – require development variances

- Public safety is inadequate – perception of crime is west 12th
- Lack of jobs and unemployment – government assistance
- Education – young people who don't graduate – too many single parent households, older grandparents raising kids
- Perception of crime
- Socio-economic characteristics
- Racial make-up – dealing with race/class divisions

**7. How would you rate the following community elements and issues? Rank these regarding your understanding of their health from one to five, one (1) being the most in need of intervention, three (3) being average, and five (5) being in the best condition.**

| | 1 | 2 | 3 | 4 | 5 |
|---|---|---|---|---|---|
| Overall Quality of Life | 6 | 5 | 9 | 1 | 1 |
| Economic Health | 15 | 11 | 4 | 1 | 2 |
| Livable Neighborhoods | 7 | 14 | 9 | 2 | 2 |
| Parks and Recreation | 9 | 11 | 6 | 1 | 2 |
| Regional Cooperation | 9 | 5 | 8 | 2 | 2 |
| Transportation Network | 5 | 6 | 11 | 5 | 2 |
| Other Infrastructure Systems | 9 | 12 | 5 | 2 | 1 |
| Preservation of Historic Past | 10 | 8 | 6 | 2 | 2 |
| Pedestrian Connections | 12 | 8 | 5 | 1 | 1 |

**8. Details of any rating, above, that you wish to provide additional comments about?**

- Reason for the 5 above is because he has seen it in its prime & knows the potential
- Sidewalk, bike paths, crosswalks, curbs & gutters, storm drainage underground, grocery stores, businesses
- The more people work the more vibrant
- Other Cities have tried
- Parks are lacking in study areas-quality of life. Critical issue
- Regional cooperation-development of 12th Street. Surroundings with little consideration for the area. A regional design w/a University District. A retail district, a hospital district, maybe this area would provide soft services-human services-doctors clinics, etc.
- Lacks collective synergy, bus stops are too far apart and have no shelters or benches.
    - School bus stops - kids have to cross four lanes of traffic. Bus shouldn't stop on 12th Street. Two kids were hit at Madison Heights.
    - Infrastructure - lack of sidewalks. No ADA. CDBG should be funding infrastructure improvements
    - Historic - too many historic houses burned out, boarded up, torn down need to dev. With historic character in mind.
- Abundance of natural resources (availability of land); proximity to employment centers; confluence of employment centers interested in expansion.
- This area relies heavily on goods and services located outside of this area. Though University Avenue and Down-

town are nearby they both require you to commute to them to access goods and services. There is not a sense of community or a unique identity in which to develop pride around. People think of this area as being one of the most criminally active areas in town. To reverse this trend and mindset, increased community services are needed.

- No CIP planning process.
- Institutions around 12th street corridor; BCD as table around which all players can craft and implement a common road map
- 12th Street acts as main corridor parallel to 630 which many people take to avoid peak hour traffic congestion; arterial connects important uses; in the middle of a number of new developments (library, University Mall redevelopment, expansion of St. Vincent's and UAMS, UALR master plan, etc.)
- No sidewalks in residential areas; 12th Street has much potential.
- Little Rock is an excellent place to live if one has the financial resources and connections to live in certain neighborhoods. Low income individuals who lack this privileged must contend with daily challenges of getting to and from work. The transportation system does not adequately help people get from where they live to where the employment centers are. In this way, LR is a bifurcated community.
- Important for the planning process to address the entryways or gateways into the community at the Fair Park, Cedar, Pine, Woodrow entrances. Convert the boarded-up buildings to positive uses at these gateways.
- Cooperative relationships between not-for-profits and profits

**9. What do you believe to be the perceived or actual relationship between 12th Street and surrounding neighborhoods? What should that relationship be?**

- Visible & accessible to neighborhood
- Image of 12th Street is projected as the way the community is even though it is better.
- Core overlook up to now but it is now being taken serious
- Large differences between each neighborhoods and the 12th Street corridor. Good connection – would be enhanced if local business comes back
- Tense because of the condition be a neighborhood
- Hope- keep drugs and crime out. Long time neighbors want to see this area come back. See a lot of boarded up houses removed. Shop & live walk without fear
- Perceived: Strong neighborhood association in area, commercial support in 12th Street patronize business, destinations needed to keep people here, good quality neighborhood commercial will be supported
- Suffer from crime, blight of boarded up houses but enormous potential for businesses in the area. Getting people to feel comfortable is the key.
- Negative perception due to crime is a reality as well. Partnership- ownership of area
- Relationship not realized yet. 12th Street is a good connector but the real character is the history of the surrounding neighborhoods (past).
- Bad neighborhood (crime) they want change (do something but what?) waiting for city to make a change/ city waiting for neighborhoods to change
- The relationship should be cooperative and inclusive. So many resources and so many barriers. Barriers-physical: the appearance of kept up areas and non-kept up area. No perception that you are moving toward a destination, some lighting improvements. 12th Street not like Markham. Coleman Creek- not beautiful like UALR. Child fatality along the creek; the result was fencing and creating a concrete channelized ditch. Beautify the natural resource & make it an amenity to the community. Helps people have an improved attitude about their value
- Faith-based community is very large in area. Tie them all together.

- Is the main thoroughfare
- Negative image- lingering perception of old HUD housing development. Liquor store along street is a public nuisance (neighbors don't like them). Entries to businesses don't seem safe- need better design. Need streetscape to improve image/attitude. Complaints about the Harvest Food's cleanliness. Nearest other grocery stores are the Heights Kroger, Kroger on Asher, Kroger on Markham
- Perception is negative.
- 12th Street is the main artery & serves the neighborhoods well. Needs grocery store, services
- Have a broader scope but be sure to focus on the core of the commercial district within a four blocks of the Neighborhood Center that serves as the anchor.
- The corridor serves almost as a divider line and a connector. It breaks up areas based upon north and south of the corridor and it connects people from one area of town traveling east and west. The neighborhood associations that exist along the corridor should work together to implement improvements. This will take a change in outlook and approach.
  Must address the neighborhood and corridor in the same breath. However, there are several distinct neighborhoods along the corridor that would possibly need to be unified.
- Must take a holistic approach of the residential and commercial district – focus on residential district to the north of 12th street because neighborhoods to the north of the interstate very stable – build a revitalization strategy that links and integrates on the strengths of surrounding growing medical uses and stable neighborhoods (Hillcrest) to the north
- The neighborhood has pockets of good and not so good – areas of most need of intervention south of 12th street – crime rates to the south worse than north of 12th street – Improving the surrounding neighborhood critical to overall success of 12th Street.
- Rational relationship between live and work – must educate the community that transit planning should be part of comprehensive approach as a way to link key assets – connections of jobs and housing – much of the residential area less than three blocks from a transit stop – 12th street very pedestrian oriented
- Residential neighborhood just as important as commercial corridor
- Redeveloping the residential neighborhood essential to bring about the renaissance for the commercial corridor – especially in terms of crime and increasing the number of residents who can patronize the retail
- Thrift store must be demolished and site scraped – must build new – Neighborhood Resource Center too isolated but excellent stable institution to have good development as adjacent to it. Should be used to strengthen commercial strip to neighborhood residential area.
- Must focus on housing improvement and development - the critical component for revitalizing the corridor; - not want pockets of good and bad but need to make improvements consistent throughout the area – stabilize the corridor based on building upon the developments of the surrounding larger institutions
- Not much of a relationship, 12th Street is dilapidated. Should be a community, people need to feel safe.
- Think it is critical since the area is heavily traveled. There is a lot to fix but it has so much potential.
  - If the area is improved you could walk to do your shopping – create a sense of place. UALR and UAMS don't have dormitories (housing)
- They don't really have a relationship.
- The 12th Street corridor area has been ignored for the most part in recent substantial planning efforts. The War Memorial and new Midtown project has not taken the 12th Street corridor area into account in those planning efforts. On the other hand, UALR has extended the hand of collaboration in their planning efforts for the campus redevelopment. [Note: find out more about the status on the redevelopment of Brandon House]
- Actual relationship: Residents of the neighborhoods use the businesses along the corridor, understanding where to safely go and what areas to avoid. They have a sense of pride and hope for their community. The perception from those outside of the community is that the corridor is not safe. Only a few places outsiders will go, such as the NRC.

- Concentrated market – mixed-use environment could be attractive to visitors and neighborhoods
- Core for less than desirable shopping – most of residents shop elsewhere (e.g., Kroger on Asher)
- Local businesses raise prices due to lack of mobility – captive shoppers
- Public transit is pretty good, but could be better

**10. What do you think should be at the top of the list of desired outcomes for the 12th Street Corridor Plan and the process?**

- Economic growth: jobs, schools to teach skills/ training, job placement. Need to invest in surrounding neighborhoods.
- Safer and face lift
- Clean neighborhood, environment, good transportation, widen street, parks, teach kids. Elevate openness, good food & lighting "A real neighborhood"
- Cohesive neighborhood
- Infrastructure of streetscape
- Determine best uses for commercial property so residents can shop and have resources (parts, etc.) close by. Make more family friendly. Target new resident- more housing stock open for use. Diverse groupings of businesses. Police substation=safety. More pedestrian access. Encourage business growth for what the community needs.
- Adopt a plan immediately (zoning/ land use) to show commitment/ policies.
- Reconcile all adjacent level. (UAMS/CALS/University District/ Midtown) to mesh growth compliment. Resolve conflicts.
- Make area usable and workable- family oriented. Resources out of reach (if don't have cars)
- Neighborhood focus- best way to achieve success is to work with neighborhood (part of process)
- Develop police presence-quality of life. Private sector investment. Residential housing stock, more ownership
- Overall presence of 12th Street. (looks & economic health)
- Community buy in- that is not just the immediate community. Creating assets here that benefit the entire city- bring others here (as UAMS, Midtown do)
- A plan that can be put into action. Need timeline, costs+funding, partners
- A plan that is supported by the majority of people who live & or work in the area.
- Assisting with streetscape, entryways to assist the image of the area. Entry at Woodrow (Central High school) Fair Park (zoo), Jonesboro (library), Pine/Cedar- connects to Hinton Center.
- A plan to make the corridor a place to visit/see/not avoid. That will help energize community & get some strong reinvestment.
- Create a core for economic redevelopment that could expand. Affordable housing, walkable community with a commercial core to support the neighborhood.
- Process gives weight and credibility to Empowerment Center development, particularly to obtain the necessary variances
- Formalizing a partnership between BCD and UAMS to develop work force housing for their employees, an important part of UAMS' expansion plans.
- A plan that can be implemented
    - Steering committee made up of the right individuals that will take ownership of the plan and see to its implementation. The committee must have neighborhood representation as well city and business interests represented.
    - Community organized for its change.

  - Good PR for the area to help attract support and change perceptions.
  - A design overlay district for improving the appearance of the corridor. This would be a great first step in generating interest in the area if it looked better.
    Comprehensive plan for the corridor based in reality – not long corridor but important linkage – best for alternative transportation
- concrete implementable recommendations – specific action steps
- citation of other best practices from around the country – especially regarding how to target redevelopment strategies (will be hiring in near future a "Redevelopment Administrator" reporting to Hanna)
- quality standards for higher density development
- mixed use development
- grass roots motivated for mixed use development and revitalization
- All players (hospitals, UAMS, Zoo, etc) have a common roadmap and have bought into the road map – have agreed to continue collaboration to implement the plan. Community at the table as a strong voice in shaping the future of their community. All plans intertwine under the 12th street corridor plan.
- Must have higher quality level of retail
- Need residents with incomes that can support higher quality of retail
- Discern what this district's competitive advantage is relative to other areas to shop. Answer the question, "Why come here?" Neighborhood Resource Center is a destination but what would make someone stay and shop?
- develop 12th Street on a consistent basis from University to Battery
- Protect property values
- Direct financial resources to this community which has been historically neglected
- Want a change of political attitudes (the Direct must have broader based support from Mayor and other District members) to direct better code enforcement etc. to the community.
- Safe place for people to live and work; all else will fall into place.
- Improve structures and natural environment; bring in positive services (grocery store), improve safety (police substation).
- Need to identify as a major public investment / improvement project and make them happen.
- Housing development, fix up housing stock; economic development and offer job skills training.
- Realistic development plan – one that can be accomplished within 10 years rather than long term. The effort must keep people engaged.
- A five to ten year redevelopment plan that has the backing of City officials. The plan does not just sit on the shelf, but contains realistic strategies and real economic development information that can assist key stakeholders in obtaining grant funding and potential investors in identifying the best locations for their dollars.
- Infill development is critical – fill in "gaps" in neighborhood
- City enforcement will be important
- Work on "perimeter" of Corridor – neighborhood stabilization, better connections
- Safe, clean, community-friendly
- Assembly of land for housing redevelopment
- Individuals will feel cared about – revitalize and live with dignity
- City needs to be at forefront and educate citizens
- More involvement from neighborhood – get to churches, "face to face" is not just a pronoun

**Economic Development**

**11. Little Rock is an economically attractive environment for starting or locating a business.**

24 Agree 8 Somewhat agree 3 Somewhat disagree 2 Disagree __ Not sure

**Why?**

- Depends on location
- Cost of living, quality of life
- Chosen to live here, a lot of potential money in AR.
- Low wages
- High taxes
- Insufficient City support
- Neighborhoods not keeping up the downtown growth
- Size of city, middle class, industries stable, look at River Market
- Some area that are visible due to redevelopment- Main St. /Midtown inner city. Best use to improve w/ mixed use for all economic levels of people.
- Family-oriented. Has fundamental needs (University healthcare. State government, banks, workforce)
- There is enormous potential due to capital city's population base workforce available.
- A shift happening (Clinton Library/ River Market) pockets around city are changing.
- Quality of workforce- reasonable cost of living. AR has low property tax. City works with chamber to ensure environment. Has good start up connections.
- Good- low wages and located near River Market…… Bad- not attractive areas/just too low quality of public education
- Great natural setting, terrain, has many untapped economic markets. Retail that would work here (Gap/Old Navy in Harlem). Affordable retail shops (furnishings, second hand) All residents know where to go to get high end, don't need it here.
- Has a diversity of attractions/ activities connections/ trail system, cultural assets, a lot of civic groups, educational/ medical facilities, the harbor, access to interstate, air, rail, water.
- In comparison to other cities, we are under-developed for a mid-sized city. Downtown underdeveloped. Some property owners have no desire to improve/ complacent attitude.
- Recent relocation of two large foreign companies to LR (pipe tubing and windmill manufacturing); Waterfront development serves as an indication of LR leadership's desire for Downtown renewal.
- It is located in a manner in which it is easily accessible by every major form of transportation. There are great opportunities for creation and expansion of workspace either through redevelopment or new construction.
- Forbes named LR as second most diversified economy next to Chicago – affordable cost of living – stable economy even in downswing – workforce highly educated with advanced degrees
- Educated work force holding degrees from a number of universities; low sales tax and property tax
- Property values relatively low and good quality of life
- No entity that is proactively assisting businesses expanding – particularly 12th street – need an individual or entity that takes responsibility to actively reach out to businesses to help facilitate their expansion
- Good tax climate
- Adequate labor force
- Government support for large manufacturing

- Inexpensive real estate
- Great concentration of medical facilities near the district but not influenced to help the neighborhood and no entity that is taking the lead in doing so. However, lots of opportunity for linking residents with job opportunities to the medical facilities north of 630. Also great opportunity for employees to live in the neighborhood with quality workforce housing.
- Poor school system; the workforce is okay but good schools are what attract families and business
- I don't think Little Rock offers the work force that is needed. Businesses don't get help unless they are a large corporation.
- LR is located at the center of major transit modes (interstate highway, the river, largest airport) and is the State capitol. Only other rival in AR would be West Memphis.
- Little Rock somewhat better insulated from national economic fluctuations due to the capital of state government. There is consistent capital and building investment here.
- Woodrow could be catalyst area – "hang out" area
- West area is attractive business environment
- Learning centers – associated with schools, job training centers, computer illiteracy, women in community preparing for jobs, empowerment zone, programs to address bullying/codes of conduct and personal relationships

**12. What kind of businesses do well, and what kind suffer in the local business environment?**

- Restaurants & Convenience Stores. Stores do well. Any business with poor appearance or service do not do well. Liquor stores bring down the area.
- Restaurants, car wash, liquor stores- do well barber shops.
- Grocery-daycare-elder care-boutique-restaurant do well, liquor stores bad do well.
- Resource Center, Walgreens, Grocery Store (updated, clean) Any kind if they invest in the community ( Ex. service created-dry cleaners, flower shops)
- Service oriented, information technology, university's (UALR/UAMS) keep training aerospace.
- Those that suffer don't advertise on market. Those that succeed do so thru networking. Restaurants keep clients thru good service supported by area-local connection.
- Suffer: White collar (tech) industry due to unavailable workforce. Retail overbuilt
- Do well: Some tech. Small state capital. lawyers, doctors & healthcare
- Restaurants do well here. Poor=retail stores due to high theft rate. (crime deterrent) Government or city offices did ok.
- Farmers market/produce and stores that offer discounting clothing and home items/ bank do good. Grocery stores, department stores do bad because of crime.
- Niche businesses do well (pipe/windmill). Restaurants/some manufacturing. suffer
- Need grocery store (quality store), discount (affordable)
- High end store (clothing)
- Do well in the 12th Street area: mom & pop businesses- immediate consumption- fast food, service stations, short-term services (beauty parlors, nails, etc.) services (physicians) bring people here from other places
- Startup businesses may do well; low rent ones that depends on a face front may not.
- Service-oriented businesses do well in Little Rock, hasn't seen industry do well here- a workforce & training issue. Pharmaceuticals would probably do well here- 3 major hospitals; biomedical, small I.T. business may do well. Transportation company may do well (trucks)
- * Service businesses/ Tourism – particularly associated with the Clinton Presidential Library * Medical

- Medical, government (State and local, UALR ) all doing well. Little Rock has weathered the recession better than most cities of its size and larger.. Community services perform well or have least proven staying power. Many of the small business owners in the area have been there for more than 10 years. They have become staples of the area and seem to be committed to staying. As for suffering, there are no big box businesses in this area. The closest example would be Harvest Foods but it is not one of your better stores. For the corridor, the biggest threat is the new "Midtown" area and the other development plans that neighbor the corridor. If these are not coordinated, everything the corridor wants to accomplish may happen outside of the area and prevent the same opportunities for developing within the corridor.
- Stable employment with medical and government – no neighborhood serving retail in the study area – no opportunities for this as very impoverished community
- Government and universities ; Hospitals such as UAMS, St. Vincent and others, State of Arkansas as well as the City that employs over 2500 people
- Medical – busiest route along Markham
- Residents will drive 10 miles to obtain quality groceries – substantial amount of leakage for basic neighborhood services; Harvest foods not quality community demands. Medical services related to hospital and UAMS expanding – UAMS has biotech incubator – desire to have physical incubator. Excellent opportunity to partner with BCD to do housing deal to serve UAMS employees and with business incubator.
- No real businesses that here along corridor to build an economic development or job program around. Therefore few opportunities for commercial development from expansion of existing businesses. BCD strictly housing developer – limited capacity for program expansion into ED
- Real question is what business services to employees of the medical centers need nearby How can the 12th Street corridor capture these potential dollars?
- Healthcare and medical business are doing well; grocery, small business and restaurants are doing poor.
- Small business (but they have a tougher time getting government help) are critical in this area.
- Need basic services, laundry, grocery, shoe repair, hair, barber, etc.
- Technology is doing well in Little Rock along with medical facilities and their support services. Retail may not be doing as well here.
- State government, medical, port and hospitality are growth centers but hospitality industry creates mostly low wage employment opportunities.
- LR has weathered the national recession – change happens slowly in the city – conservative and not risk taking, particularly from a lending perspective. Wedded to traditional business practices.
- High skill manufacturing is suffering somewhat due to labor shortage; Surplus of low skill labor helps certain other types of manufacturing. LR and particularly the 12th Street corridor area has an intense need for nurses and other folks related to the medical industry (auxiliary administration, medical records, food preparation, etc).

**13. What are the greatest resources Little Rock has to offer for locating, expanding, relocating and / or stabilizing employment opportunities in the area? What attributes of the 12th Street Corridor area will be able to offer these resources? What is missing? (Limit to three)**

- Clinton Library
- Restaurants
- Hotel
- Colleges- Baptist College
- Nothing, now but down the road it could offer a lot
- Great people
- Good environment
- People want to do better (education system needs to be redone)
- People
- Location
- Environment
- Universities
- Schools
- Medical
- Neighborhoods that surround businesses
- Bus system - Midtown
- Supply & demand
- State incentives (governor program)
- Chamber of Commerce (promote Little Rock)
- County assistance
- Workforce - people to work the jobs (need training or backing)
- Size of city - travel is easy (location)
- Businesses on 12th can capitalize on proximity to neighborhoods.
- Quality of people & workforce
- Capitol city government
- Medical community
- Low taxes
- Available/affordable land
- Potential labor market here - workforce development - want to involve businesses further. Keep young people here occupied with livable wages to stabilize the area. Invest in the human capital first. Develop a work force then connect it within the surrounding regional development (immediate surroundings). Planning and development office, etc. The ability of city hall to drive development by its presence
- 12th St.- proximity of residents, easy access to thoroughfares/transportation/bus routes
- Quality of life - 12th Street can't offer this at this time.
- Hospitals, universities, state governments, work pool
- Recreation
- River, riverport, airport
- 1. Expansion of UAMS and St. Vincent's Hospital
  2. School district's recent $6 million investment in a state-of-the-art elementary school
- 1. Missing is a business development advocate, more specialized than SBDC through UALR. Perhaps the SBDC can expand

2. UAMS hospital expansion and biotech incubator
3. New market tax credit, State business expansion financing and SBA/ FHLB financing

- 1. UAMS and Children's Hospital
  2. Small Business Development Center in partnership with the City and UALR
- 1. Population density favors transit
  2. Links with large employers (hospitals) with residential district and universities and downtown
  3. 12th street linear – few stops and therefore fast – desirable route
- 1. Underutilized financing resources through FHLB
  2. No existing business base for existing business expansion finance but do have opportunities for hospital/ medical related finance
  3. UAMS supportive of collaborating in planning process and conceptually with BCD
- 1. Need job-ready people living in the neighborhood – find out what UAMS, hospitals, UALR and other larger employers need in terms of filling vacant positions/ training
  2. State Enterprise Zone loan programs for small businesses
  3. SBDC program good for business start up but need other types of programs (mentoring – real "hands on" expertise) for businesses in operation that are seeking growth or stabilization.
- 1. Very few resources other than normal bank products through SBA and FHLB
  2. UALR not taking on active role for business expansion – just helping with business plans
  3. On west side of Cedar and auto shop employs a number of people – a possibility of a viable business that could be encouraged to expand
- 1. SBA and State business ED funds (AED)
  2. No resources devoted to 12th street
- People, recreation opportunities and the city.
- Beautiful environment, small town atmosphere and nice people.
- UALR / education is a source of training, certificate of proficiency (VoTech). Should offer an incentive program to offer scholarships to neighborhood kids who stay in the area, attend local schools, etc. to help neighborhood stabilization (example: USC program – University of Southern California)
- There are a lot of schools, including a variety of secondary education; there are plenty of medical industry opportunities.
- 1. Established existing businesses have a variety of banking products (traditional financing)
  2. Dearth of venture capital or other types of capital for start-up
  3. Small Business Development Center has good programs for businesses seeking to grow – most companies not know about the services or not know that the services are free
  4. Small businesses that don't fit into the traditional underwriting "box" have as much difficulty in obtaining capital as start ups. Ms. North has been involved in a four (4) year initiative to establish a real estate/affordable housing loan pool but has found resistance (underwriting, seat of administration) [Note: Drill down more on this effort- obtain info from Ms. North] Has not yet gotten "legs" in the community.
- 1. WFIB Employment Center
  2. WFIB collaboratives with UALR and medical institutions (St. Vincent's/UAMS)
  3. One of the larger gaps is transportation access between the employment centers and where people live
- City needs to develop a comprehensive plan – vision, priorities, action plan
- Address needs of whole community – all ethnic groups
- Health issues – jobs, housing, transportation, to create a vital healthy community
- Neighborhood with "Identity" – responsibility and community-building
- Under 40 leadership – future investors in neighborhood
- City/Chamber can work with private sector (e.g., Downtown, near Airport, Fair Park)

**14. Regarding economic development, what type of developments do you feel the 12th Street Corridor area needs additional numbers of to reach its potential future?**

8 Employment Centers – large
29 Locally-owned employment opportunities
29 Shopping & Retail (neighborhood)
30 Mixed-Use Developments (pedestrian-oriented)
20 Entertainment and / or Cultural Facilities
23 Institutions (schools, churches, government offices, etc.)
24 Police Sub-Stations

- Focus on retail that provides important services to the neighborhood – several small projects rather than one large project.
- Immediate needs to be addressed:
  1) public transportation to and from employment centers
  2) public infrastructure such as sidewalks, curb/gutter, storm
  3) focused job training effort for African-American men (aviation, construction, medical, etc.)
- Create sense of community and "market it"
- Live here, invest here
- Invest part of soul – community capital

**15. On a scale of 1 to 5 with 1 being 'very important' and 5 being 'not at all important', how important are each of the following factors to the quality of life in any community?**

| | 1 | 2 | 3 | 4 | 5 |
|---|---|---|---|---|---|
| Variety of housing options | 26 | 5 | 3 | 3 | 3 |
| Quality of public institutions and infrastructure (schools, libraries, parks, streets, sidewalks, etc) | 25 | 9 | 2 | 2 | 2 |
| Variety of employment Opportunities | 18 | 12 | 4 | 1 | 4 |
| Vibrant and attractive commercial areas | 21 | 9 | 4 | 4 | 0 |
| Safe, Clean, and well maintained residential neighborhoods | 28 | 3 | 5 | 2 | 1 |
| Variety of retail establishments and entertainment options | 12 | 10 | 7 | 3 | 2 |

- All are important along the corridor ("1") – but of special importance are well maintained curb, gutter and sidewalks – address abandoned houses and vacant lots – perception of crime

**Should these also be priorities in the Corridor?**

28 Yes 1 No 1 Not sure

- "Not sure" comment: Given that the housing base is not as dense, infrastructure falls at a greater priority and will reap a broader impact.

**16. Is traffic congestion a problem in the 12th Street area?**

1 Yes 27 No 2 Not sure

**Can you identify specific problem locations?**

- Only when a wreck on I-630, rush hour also
- People are afraid to drive on 12th Street
- University & 12th Street (work in progress)
- 15 minutes at worst
- Few stop lights
- At University & Fair Park intersections
- More related to this being a "speed strip" when there's no police presence.
- 11,300 ADT and up to 16,000 ADT but no congestion
- Perception of crime keeps traffic out of the area.
- Bike lane would be a good idea
- None
- At 12th and Fair Park backing up to Van Buren or Jonesboro Dr. at peak times.

**17. Yes or No --- Do you think the following issues would greatly improve the quality of life in ¬¬the 12th Street area, and which is the most important? (Interviewer: place asterisk next to most important)**

| | | | | | | |
|---|---|---|---|---|---|---|
| Preservation / reforestation of street trees | 19 | Yes | 9 | No | 3 | Not sure |
| More design requirements for new development | 21 | Yes | 7 | No | 4 | Not sure |
| Further development of commercial areas | 29 | Yes | 4 | No | 1 | Not sure |
| Expanding and / or linking hike and bike trails | 20 | Yes | 9 | No | 2 | Not sure |
| * Greater variety of cultural facilities / entertainment | 23 | Yes | 10 | No | 1 | Not sure |
| Expanding the employment base | 27 | Yes | 4 | No | 0 | Not sure |
| Improved regulatory environment | 18 | Yes | 6 | No | 5 | Not sure |
| Business seed money | 29 | Yes | 1 | No | 1 | Not sure |
| Design standards | 24 | Yes | 2 | No | 1 | Not sure |
| ** Public infrastructure investment | 30 | Yes | 0 | No | 0 | Not sure |
| ** Policies and programs which stabilize and enhance | 25 | Yes | 2 | No | 3 | Not sure |

* One of the biggest opportunities. Leadership Little Rock through the Chamber of Commerce has done a detailed exposition on the status of the arts in LR. Salient point is that although 40% of LR's community is minority, no cultural facilities cater to cultural aspects of the minority community. Given 12th Street's strategic location, the corridor could be home to filling this unmet community need for the arts. Judy Knod, LR Chamber of Commerce

** Unless linked with employment centers
Very important

**18. Of the following land use / development types, which could play a larger role in the economy of the 12th Street Corridor area? Please pick your top three (3) choices.**

| | |
|---|---|
| __1_ | Distribution |
| 10 | Research and development |
| __1_ | Light industrial |
| 12 | Office |
| 1 | Corporate campuses |
| 19 | Retail |
| 34 | Mixed use (retail and/or office on the ground floor, office or residential above) |
| 6 | Entertainment/sports facilities |
| 2 | Lodging (hotel, motel) |
| 17 | Institutional (government offices and facilities, educational buildings) |
| 2 | Transportation (airport / rail / highways) |

Medical-related associated with UAMS
Emphasize a "University District"

**Closing Discussion**

**19. Twenty (20) years from now, what kind of community do you envision the 12th Street Corridor to have? (List 3 words that define the future.)**

- Thriving - growing, friendly, safe, attractive
- River Market – fun, safe
- Picturesque – same mind set
- Walk
- Clean - working together
- Neighborhoods
- Vibrant businesses
- Open spaces
- Livable community
- Mixed use
- Property values increasing
- Vibrant
- Pedestrian friendly
- Sense of community
- Health higher diversity
- Vital
- Diverse
- Livable
- Economically sound
- Updated

- Low crime
- Neighborhood friendly
- Re-integrated into city
- Vibrant
- Safe
- Economically diverse
- Flourishing
- Productive
- Safe
- Attractive
- Connected
- Vibrant
- Connections
- New Urbanism
- Mixed - Use
- Community
- Accessible
- Appealing
- Active (successful business)
- Strong identity
- Community draw
- Will be developed because of location
- More moving in if affordable housing/redeveloped housing.
- 1. Mixed income housing development
  2. Commercial district that provides quality goods and services for the residents
  3. More green space in the built environment, especially along the corridor
- 1. Diverse
  2. Progressive
  3. Proud
- 1. Light rail along Markham – 630 corridor
  2. UALR expand into Oak Forest
  3. People moving back into the city –an area as mixed income
- 1. Quality housing
  2. Quality businesses
  3. Quality infrastructure
- 1. Redeveloped corridor with new housing and restaurants
  2. Streetscape enhancements and a budget to maintain it
  3. Mixed income and diversity
- 1. Vibrant and strongly engage community
  2. Neighborhood of choice
  3. Strong physical linkages with universities, the zoo, etc
- 1. Neighborhood of choice that is close to a number of employers/ Downtown
  2. Live/play but in terms of recreation, not entertainment
  3. Retail that supports the rooftops; walkable; a living destination not a retail destination
- 1. West side of University onto east side beyond Fair Park
  2. Stability of St. Mark Baptist

3. Crime addressed
- 1. Clean and well constructed homes on now vacant lots
  2. All houses fixed up
  3. 12th Street revitalized
- Clean with small business and recreational parks
- Small shops, pedestrian traffic and close to work
- Stable with a lower to middle income neighborhood. Encourage people to stay – have shopping, schools, etc.
- Vibrant, safe and attractive.
- 1. Desirable
  2. Sought after
  3. Recognized
- 1. Safe
  2. Proud
  3. Vibrant
- Brimming with healthy, happy individuals
- Strive for excellence in the community

**20. What will be the biggest obstacles to advancing this vision?**

- Non-thriving, not friendly, not attractive
- Navigate the bad elements of our community
- Keep citizens off the high plane
- Keep city excited about the community through ups and downs
- Condition of neighborhoods
- Running Crime out before people will invest
- Money for start-up (public and private)
- That people stay in progress & unity to make things happen so as growth takes place there is standards
- Crime or perception of crime (including code violation)
- Who works the plan
- Eliminate crime (decrease)
- Affordable housing
- Not enough jobs or opportunities
- Neighborhood buy-in (ownership)
- Public & private improvement
- Combat drugs and crime
- Lack of jobs
- Status quo, public will, creating, the larger investment in the outcomes.
- Education of those who work & live here about the opportunities that could happen here, combining that vision with city ordinances & policies
- Crime
- Money
- Overcoming the negative image of Main Street, Asher, Geyer Springs, and 12th Street.
- No public funding available.
- No other obstacle other than a severe and substantial downturn in the national economy.

- The lack of organized leadership with government support
  Difficulty in changing perception of the area to encourage investment
  Lack of trust in the process – must continually earn the community's trust
- Area not on the City's political horizon for resources – money must be patient – not yet at stage of ROI – a charitable investment
- lack of funding to implement the strategies
- lack of concerted political will on redevelopment of the 12th Street corridor
- not obtaining the community involvement that can bring about the required political will over the long haul. The Housing Dept. can assist with this.
- Stigma of crime and safety
- Encourage expansion of medical corridor development to the south across the interstate into the 12 Street corridor area. Ideally, this development should utilize mixed use, TOD development techniques"
- Need for a change in attitudes to see benefits of more diverse communities
- Community not at the table to influence the key institutions that are expanding and looking south of the interstate because land locked for variety of reasons. Look at Richmond, VA model where CDC partners with university medical center and LISC to do development that improves the overall community.
- * visual blight
- crime
- Crime – but know problem locations to manage the issue – Madison Heights as the model
- Must have community leadership organized to implement the plan – similar to the Downtown Partnership – strong and powerful community advocates *
- Obtaining land for affordable housing – Land Bank program needs to be focused in this area
- Not involving the community on a meaningful basis over the longer term – must have residents take back their community through active involvement
- The City of Little Rock, the public school district and the current decay and perception of the area.
- Large amount of deterioration (image & perception) and a high concentration of low economic families.
- The people in the corridor have to want to do better – reach out for opportunity; safety issues must be resolved.
- 1. Fear of change
  2. Lack of funding
  3. Lack of commitment/political will
- 1. Baggage/history
  2. Unemployment
  3. Lack of Vision
- Complexity of problems
- True collaboration between stakeholders
- Trust issue between City and neighborhood
- Big Business – direct recruitment, glue to pull area together
- Approach to existing community – vocal minority
- Facilitation – find a voice that is valued
- Trust – between City and neighborhood
- Turnout – keeping people/community motivated
- "Big elephant in the room is racism"
- Trust level in community – what's in it for them?
- Personal growth/longevity/for generations
- Holistic approach – multi-generational
- Healthy dose of skepticism

- No political mine fields

**Additional Comments and/or Suggestions:**

- Need to improve boarded houses & weed lots (financial), Woodrow Neighborhood Association - need grants, safety is very important, need people to pour money into the area; we will continue to fight & will not give up.
- "Core"- "Real community"
- Equality across the 12th Street corridor. Make Willie Hinton a "Real Community Center"- not just a city meeting hall.
- Jonesboro entrance is a good link into the park & library
- T.I.F. in area
- Regulations to encourage development (example: trash fees based upon size of house)
- City must be more aggressive about weed lots.
- Fast rail system connecting the north side (UAMS, War Memorial stadium) & south side
- Redevelopment might take care of infrastructure & people, prevents sprawl, put transportation to build sustainable through standards
- Ed's & Med's are the large anchors that are the economic engines, all ed & med "bookends" corridor
- Will e-mail vacant/unsafe property list
- People have pride in their homes- remove bad element for neighborhood attitude.
- As a city - improve quality of life through parks, police, code enforcement etc. Private dollars will add to it.
- National Community Building Network, Policy Link; Angela Blackwell, Director
- Little Rock Housing Authority is tax exempt.
    - Mixed funding/financing model: 1/3 Public Housing, 1/3 Tax Incentive, 1/3 Market Rate.
    - Madison Heights - Multi family (mixed financial level)
    - New Horizon Village - 29th & Rock (17 Homes), Tax Credit Market- not dependant on HUD.
    - Community Loan pool.
    - Section 8 Vouchers- Rent paid for by much of surrounding neighborhood associations are Section 8 (not home centers).
    - Strategic Plan by Quadell in Washington DC (2006).
    - Determine Market, no affordable assisted living units in Pulaski Co.,
    - Use tax credits as the equity for projects,
    - Section 8 vouchers (families have to pay rent),
    - No Impact fees,
    - Underground the OHE lines.
- University District Development Corporation, UDDC, The area has a lot of resources that it's not utilizing of benefitting from needs improvement.
    - State Press Building across the street form neighborhood resource center-connection to Daisy Bates (owned it?) follow up.
    - Workforce training, workforce center in Little Rock, University & Asher. Pulaski Tech successful. Policies to prove needed funding, implemented for design requirements. Programs to assist with employment base and business development.
- Original concept 3-4 years ago- original substation to be located further south (20th street) for staff, code enforcement, not a fully-functioning police station.
    - Community workers are here,
    - Visual improvement, take care of weed lots, alley, etc….
    - What you really need…. Ability to have full functioning police station workload shifting. Want facility with immediate visibility function with ability to grow.
    - Investigated groups of abandoned properties, mayor focused on thrift store, alternatives proposed (driven by

cost) 12th & Woodrow? Contiguous lots at 12th & Alice. Close Alice between 12th & 13th.

- 1. Need street presence- is a symbol- sense of security- is an oasis/ safe haven.
- 2. Need street presence- lots of in & out vehicles full maintenance- would be happening front of building at thrift store location. Full/ maintenance in front- want it in back-move police cars, employee cars to rear- cars in front don't communicate police station.
- Have two other substations- Baseline & Kanis (ext of 12th) Baseline facility 600 yds into property-station in back – behind community center. Kanis location closer move visible to street. Kanis more clear- no confusion of front & back. 2 divisions in VA hospital in VA hospital- not owned leased. Many units would move to this facility. Kanis is larger than baseline 10,000-12,000 s.f. (preferred footprint). Baseline- target six 12-5k range capacity to go larger.
- 3 Patrol divisions. University N/S division. Asher/ Col. Glenn E/W division of south vs. North downtown may have to become its own division. Midtown becomes its own division-want 12th Street location in order to be centrally located.
- Aesthetics- continuity with look style of library with substation. New construction allows us to do "green things" that are much more difficult with old buildings. Re-meditation of old buildings= $$.
- Police facility must be secure! Stores, property, prisoners. Police facilities must be survivable buildings in the event of an emergency, operate on generators. Safe rooms, etc. Must be attractive/comfortable for those coming in- public meeting rooms etc. (community)
- Better off building a new smaller facility with plans to add on later as needed.
- +/- 2 blocks 12th Street crime not as bad.
- Two properties with high call volume: 12th & Washington-strip center, 12th & Woodrow-convince store. Drugs, thieves, hangers attract problems.
- Gas station near 12th & Washington- much less problems
- Further south to 20th Street, Oak to Valentine & west- homes of original gangsters much more problems. Pockets at Barrow, Baseline, etc. Big turnaround when Highland Courts housing was demolished and Madison Heights constructed; no problem with crime there now.
- People are allowed to hang out at the strip center & convenience store this is more of a business management issue- shouldn't allow loitering. Predators meet drug dealers here-People come from other parts of town to solicit "services", drugs here.
- The more attractive property the better the perception. Places without a lot of traffic/visibility more likely for robberies.
- Not the worst crime area in town. In the area- burned out because copper thefts, rental property, vacant, robberies. High incidence of violence % because of foot traffic/vulnerability (assaults, robberies, etc.)
- Crime in the area has gone down.
- Late 80's early 90's- crack and gangs. This area was very bad.
- Oak/Pine/Cedar from 12th to 20th core area for gangs and drugs. Still elevated.
- Still a high call area, but better than it was.
- Closed jail, stopped arresting for misdemeanor crimes, crime is down in actuality. Crime is going up in all other municipalities in Pulaski Co. Only 20% of calls are crime-related. Others are domestic, traffic, complaints.
- Renovating properties does a lot to change things. Big difference in rental property vs. home ownership. Investment. Rentals are more likely to be broken in to. Most criminals are local & know who's where- know the gap times or when under construction & will steal copper, plumbing, AC will watch people move in to "take inventory" Areas with problems have a higher portion of rental properties than home ownership….Housing and Neighborhood Programs= code enforcement may have/would prefer to have code enforcement staff working in substation.

- Funding, financial resources (private & public) public investment first- beautification- show that the city cares…….

Budget issues. Coalition of neighborhoods? May not exist now. Racial cultural diversity committee took the lead? City Managers office, Carlette Henderson, Director of Bryan Day. Criminal Abatement Program (CAP)

- City does not maintain sidewalks- up to property owners- Court order to construct 5200 ramps over 15 yrs. $250k/ year for 15 yrs. Since +/- 1999-2001
- Seamless look-complementary- overlay district- business residential, pedestrian friendly-sidewalks- safe routes & schools. Business- Park in rear- Mature area design. Employee assist housing. Youth Center. School Partnership- with UAMS broad reaching though High School, not just elementary. City fund TNEP program. Use the 12th Street to join Children's, St. Vincent & Baptist & Heart Hospital. High speed internet for business. Businesses follow roof tops. Demographics will need to change for businesses to move in to the area. Major Black churches. 9th Street was the black neighborhood heart. Can 12th Street become the new heart? Mass transit- Bus routes are east and west. Need north and south routes. 12th Street bike route. Need transfer station west of the downtown main bus terminal. Overlay district for business and residential. Preserve/establish the look through building materials, setbacks, roof pitch, etc. Pedestrian friendly. Curb appeal, parking in rear, sidewalks (safe routes to schools) Limit alcohol sales through limiting retail locations. Woodrow & 12th Street retail locations sell alcohol on three or four corners. Incentive for business- to upgrade or move into area. Look at demographics what types of businesses can we attract... Neighborhood assoc. 1. Security 2. Service 3. Property values to increase. Action plan must be put in place stake holds can hold city too. Solve homeless problem. UALR police- expand their area of control.
- A key organization behind the advancement of BCD initiatives, including the overall strategy to develop the lots for which BCD has land banked, the donation of BCD office space, the renovation of the Neighborhood Resource Center: Urban Strategies associated with the Fellowship Bible Church in West Little Rock: 501-224-7171
- Mike Robinson – Community Housing Development Board Chair
- Shelby Smith
- Potential sources of patient capital: wealthy patrons and leaders that believe in the revitalization of the corridor or this kind of giving
  No sources of predevelopment financing except through CDBG sources. Only operating support from HOME fund set aside through the City.
- Tag onto areas that have some development occurring
- The property tax foreclosure process requires that the property be held by the County for two (2) years and then by the State for two (2) years and only then does the State conduct a sale which conveys the property by a limited warranty deed. The poor quality of the deed due to the fact that there still remains a one (1) year right of redemption period. The City is looking at what might be a more expedited process by foreclosing on City imposed demolition/weed liens and may not need to go through the State foreclosure process – City lien priority very high ("judicial foreclosure");
- The City would be interested in identifying opportunities to employ revolving loan fund or reinvestment of process from sale into revitalization "war chest" for 12th Street corridor.
- TIF has been an underutilized tool in the City and could be used for implementation
- 12th Street Corridor redevelopment should be used to bridge the development momentum at Midtown/UAMS down to Asher/ Roosevelt
- Opportunity for park over the interstate as a gateway and linkage across the interstate – ability to link with residential neighborhoods – desire and unmet demand for town center mixed use environment – no models in little rock – possible funds for streetscape enhancements through Livable Communities via FTA – little hope for winning bond referendum
- BCD as a developer partner that could facilitate UAMS mixed use / housing deal. This process as the opportunity to potentially broker such a partnership – must involve Tom Butler with UAMS.
- Must have active, engages neighborhood ownership and involvement of the planning process and strategies. Cluster development activity where development activity currently underway. Residents need to see progress occurring

along the corridor and in the fabric of the residential areas. A deeper pocket partner would increase BCD capacity to do more complex and larger deals, such as the LRHA. Take advantage of the higher gas prices and consequent interest in urban living from working families.

- Not an issue of limited or absent capital but an absence of deal flow and a proactive way to get deals into the pipeline- goes for affordable housing and business development but particularly business development. FHLB has excellent programs but very few takers. Brownfields not an issue nor regulation –be sure to talk to Metro National Bank (Virgil Miller?)
- Ensure that each resident (home owner and renter) gets notice of the upcoming workshop; Members of ACORN will help distribute fliers door to door if given enough notice and the fliers; give recommendations on programs that can help low income home owners repair their homes; want to see a first rate daycare center as a quality viable business along the corridor; must have political will to implement the recommended change. Attract uses to 12th street that can give something constructive for teens to do - such as dance and drama
- Still has a great potential for a good neighborhood.
- Excited that the conversation of revitalizing the 12th Street Corridor is finally occurring. The Corridor has been long neglected, an oversight which defies the logic of its strategic location and access.
- Make sure that you get young people involved in this process. It is important to obtain their input and incorporate into the plan.
- People don't think City will follow through. Many think the area is unsalvageable.
- One thing we can celebrate is the process we're in!
- Pillars of community and seniors – give them something to celebrate
- Area needs a "cheerleader" – "one of us" who won't get discouraged
- Churches are critical link to other partners outside neighborhood
- Take vision, organize and implement – make sure its grass roots, locally-based
- John Barrow Neighborhood Association – well-organized, racially-mixed, common goals, motivates others to partner
- Catalyst projects: BCD self-sustained housing; Empowerment Center; Police substation; Neighborhood Resource Center (needs $900k in repairs)

**Thank you for your time!**

# STAKEHOLDER INTERVIEW SUMMARY