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and More than 400 Citizens of Fayetteville

April 30, 2004
Why a plan?

Towns are created step by step by many people. It is only possible to coordinate public and private effort in a great townmaking enterprise with some idea of what the whole is meant to become as it evolves. Fayetteville will build upon the proud legacy of its founders, and grow a more beautiful, more sustainable Downtown, with this plan.

The purpose of this document is to focus resources on things that will really make a difference. The Downtown Master Plan crystallizes the desires of Fayetteville’s citizenry into buildable, functional visions, and provides do-able instructions for government and private investors. Intensive public involvement was used to create this blueprint for Downtown’s next distinguished century.

Balance, above all, is the theme

The many authors of this plan have struggled to find equilibrium between equally important goals. They have demanded a balancing between predictability and flexibility in regulations. They have insisted on balancing automotive mobility and convenience with pedestrian comfort and achieving the desired urban image for the heart of the community. They sought a balance between preservation of the historic character and a spirit of new-ness, and allowed no trade-off between productive real estate and environmental sensibility. With this plan Fayetteville can have all these.

Building on History

Fayetteville has a great downtown to start with. The goal of this plan is to show how to add to what’s been accomplished with new generations of timely upgrades. This is not a handbook for the slash-and-burn, slum-clearance / urban renewal plan of the kind that disassembled central cities a generation ago; this one’s about putting the traditional city back together.

Basic Principles

Six fundamental strategies are established by the plan.

First, a superbly walkable environment should be produced and showcased as Downtown’s hallmark. Second, it must be made a priority to get more people, including households of moderate and upper income, living Downtown. Third, Fayetteville needs to get smart about parking, so the need can be efficiently and sustainably met but the sense of place is enhanced, not weakened, in the process. Fourth, smart rules that outperform the existing zoning should be put in place to attract and secure a caliber of development worthy of Downtown. Fifth, an interconnected series of special places should be nurtured and celebrated as Downtown’s signature public spaces and best addresses. Sixth, Fayetteville must recognize in all its actions that this part of the City has an experience-based economy, and thus continue to expand the focus on arts, culture and entertainment experiences as Downtown’s drawing card.

Teamwork & Patience

The vision is compelling, but no one developer, group of elected officials, or agency can pull it off alone. This plan is assembled around the idea that many coordinated actions (large and small) by the City government, businesses, developers, neighbors, the University, and cultural organizations will gradually grow the Downtown the citizens want.
The plan looks both short term and long term. While the Illustrative Master Plan focuses on the long-term vision for the future of Downtown as a whole, and foretells a series of changes and initiatives that will be decades in the making, there are specific sites identified in the plan that are prime locations for initial projects in the very near future. Examples of projects & initiatives in the plan meant to be undertaken soon or in our generation are the infill of vacant and underutilized sites on Dickson Street, Block Avenue and West Avenue, enabled by a first generation of community parking facilities; redevelopment of the Mountain Inn property; creation of a sizable Downtown Park; and a "road diet" narrowing the bloated College Avenue / Archibald Yell Boulevard corridor into a tree-lined grand avenue. Longer term prospects in the plan include the framing of that 71-B corridor with substantial redevelopment of blighted properties along the reclaimed avenue; redevelopment of the Fayetteville City Hospital and Hillcrest Towers parcels; and completion of more shared parking facilities timed to match private infill development.

Implementation

The plan includes an interlocking series of implementation measures. There is an entire chapter devoted exclusively to implementation. In addition, throughout the key chapters there are green boxes entitled "Getting There" that provide detailed action steps at the end of each major section.

The primary official implementation steps are to:

A. Adopt a new set of land development regulations, a form-based code for the Downtown district, replacing the existing zoning.

B. Establish a tax-increment financing mechanism that will be used, among other things, to produce shared parking and enable public-private redevelopment partnerships.

C. Transform DDEP into a Business Improvement District.

D. Undertake a series of improvements to improve walkability and viability for business and housing, including returning certain key streets to two-way traffic.

E. Catalyze a shift from individual, inefficient surface parking lots to shared parking, parking structures, and to foster a park-once environment.

Stay the Course

Diligence and persistence in implementing this plan will reward Fayetteville with an inspiring Downtown scene, an ever higher quality of life, and continued economic prosperity.

Victor Dover, Principal-in-Charge
Margaret Marshall, Senior Project Director

Dover, Kohl & Partners, Town Planning
April 30, 2004
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April 30, 2004
how this plan was created

April 30, 2004
The Downtown Master Plan demonstrates the involvement of citizens in defining the future of their Downtown.

**What is a Charrette?**

*Charrette* is a French word that translates as “little cart.” At the leading architecture school of the 19th century, the Ecole des Beaux-Arts in Paris, students would be assigned a tough design problem to work out under pressure of time. They would continue sketching as fast as they could, even as little carts—charrettes—carried their drawing boards away to be judged and graded. Today, “charrette” has come to describe a rapid, intensive, and creative work session in which a design team focuses on a particular design problem and arrives at a collaborative solution. Charrettes are product-oriented. The public charrette is fast becoming a preferred way to face the planning challenges confronting American communities.

Working together as a community is the way to guide growth and assure quality development for future generations of Fayetteville residents. The Downtown Master Plan demonstrates just this kind of teamwork.

In 2003, Dover, Kohl & Partners was selected by the City of Fayetteville to lead the process and create the Downtown Master Plan. Their team included urban economists, UrbanAdvisors, transportation experts, Hall Planning & Engineering, marketing and branding experts, BensonMiles TND, and a computer visualization company, UrbanAdvantage.

"Designing in public," the Dover-Kohl team conducted an open planning process in January 2004 to identify the ideas, needs and concerns of the community. Participants helped to create the Downtown Master Plan through an intensive design event called a *charrette*. Over the course of seven days, a series of hands-on workshops were held with the community and the team of design professionals. Community participants included property owners, neighbors, business people, developers, elected officials, City staff, students, and community leaders.

**Charrette Preparation**

Prior to the charrette, the Dover-Kohl team focused their efforts on gathering base information. This included learning about local history, reviewing previous plans and studies, examining the existing City ordinances and land development regulations, and analyzing the physical, social, and economic characteristics of Downtown. The team visited Fayetteville in fall 2003 and met with City officials, staff, Downtown organizations, community leaders, and other local stakeholders in preparation for the charrette.

The team compiled the information gathered from the site visit in a series of site analysis diagrams. The diagrams contained information and data pertaining to land use, property ownership, parking supply, and natural resources, among others.

A key element in preparing for the charrette was generating public awareness. Challenged with that important task, City staff spread the word about the Downtown charrette by placing ads in the local newspapers, posting public notices, placing flyers in businesses downtown, and mailings. In addition, the
City arranged for all charrette events to be televised on the local cable access television channel.

**Study Tours**

To further understand Fayetteville's situation in Northwest Arkansas, the team visited Rogers, Bentonville, Springdale and their environs. The tour helped the team to better grasp growth pressures in the region and the essential need to maintain and preserve Fayetteville's character. After visiting the neighboring towns, City staff led the team on a tour of Fayetteville, to enhance the team's understanding of issues affecting the City as a whole. After touring the region and City, the team focused on the Downtown study area. The team examined every street in the study area, noting areas of particular concern and the existing urban fabric (network of blocks and streets). Members of the team walked and photographed a variety of urban conditions, noting building form, building placement, architectural character, street designs, topographic conditions, and the natural landscape. Prepared with maps of the existing conditions of the study area, team members highlighted potential areas for infill development, parking supply and demand, buildings of architectural/historical significance, and unique conditions and characteristics of the Downtown.
ANALYSIS DIAGRAMS
The analysis diagrams are based on 2003 information provided by the City’s GIS Department.
How This Plan Was Created

Topography

- **Downtown Master Plan Boundary**
- **10 ft. Elevation Contours**

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Zoning

- **Downtown Master Plan Boundary**
- **C-2** Thoroughfare Commercial
- **C-3** Central Business Commercial
- **C-4** Downtown
- **I-1** Heavy Commercial and Light Industrial
- **P-1** Institutional
- **R-0** Residential - Office
- **RMF-24** Residential Multi-family (24 units per acre)
- **RMF-40** Residential Multi-family (40 units per acre)
- **RSF-4** Residential Single-family (4 units per acre)
Historic Neighborhoods

- Downtown Master Plan Boundary
- Mt. Nord
- Washington Willow
- Wilson Park
Neighborhood Associations

- Downtown Master Plan Boundary
- Dickson Street
- Jennings Plus
- Mill District
- Town Branch
- Town Mountain South
- Washington Willow
- West Lafayette Street Historic Neighborhoods
- Wilson Park
Downtown Parking

- Downtown Master Plan Boundary
- Parking Spaces
- Parking Spots
- Dickson Street Central Improvement District No. 1
- Off-Street Parking Development District No. 1
**The Charrette**

On Friday, January 9, 2004, a Community Kick-off Presentation marked the start of the charrette. Approximately 75 residents, City leaders, and local stakeholders gathered at the Bank of Fayetteville on the historic Downtown Square for the evening. After a rousing introduction by Mayor Dan Coody, John Lewis made a short speech. Mr. Lewis is a third generation Fayetteville resident, business owner, and community activist; he discussed the important role the charrette would play in the history of the City. Mr. Lewis focused on the evolution of the City from the idea of a "shining City on the hill" to the leading community of Northwest Arkansas. The attendees at this event also had the opportunity to view a series of historic photographs depicting the downtown's evolution. At the conclusion of Mr. Lewis' talk on the history of Fayetteville, Victor Dover, principal of Dover, Kohl & Partners and charrette leader, outlined the challenge for participants during the charrette week. Victor emphasized that the Plan would be created by the community, for the community. The evening concluded with lively discussion as excitement grew for the following day's event.

On Saturday, January 10, community members gathered at the Fayetteville Town Center for the hands-on design session. The event was advertised in the local newspapers, on local cable TV, on flyers posted in Downtown businesses, and through open invitations. Approximately 150 community members attended. Victor Dover started the day with a "food for thought" presentation, providing background on traditional town building, community planning, and smart growth principles. After laying out ground rules for the day, participants gathered in small groups at tables, each with several maps of Downtown. Residents came full of ideas and went to work, becoming "citizen planners." Armed with markers and pencils, participants rolled up their sleeves and began to illustrate their vision for the future of Downtown on large maps. A member of the design team or a volunteer from City staff was placed at each table to serve as a facilitator and guide the participants through a series of design exercises. Participants were met with a challenging question: "What do you want your Downtown to be as it grows up?"

After introductions at the tables were made, each participant wrote down one word that describes Downtown Fayetteville today and one word that describes Downtown in their vision for the future.
As the day progressed, participants continued to draw on the maps and write down their ideas for the future of Downtown. At the end of the day, a representative from each table presented their table's ideas to the entire assembly. Common themes began to emerge quickly, as many important goals for Downtown were identified. Of the many ideas that were heard, some of the most widely shared ideas were:

“encourage mixed-use and infill development”
“establish green spaces and green corridors”
“fix College Avenue and Archibald Yell”
“make Fayetteville a real cultural destination”
“increase walkability Downtown”

The goal of the hands-on session was to forge an initial consensus and develop an overall vision for the Downtown. In addition to the group presentations, each participant filled out a personal survey at the end of the session. The surveys allowed the consultant team to gain more detailed insight into the visions of the many individuals that participated. Feedback was very positive and the event was an invaluable resource for creating a unified plan.
How This Plan Was Created

April 30, 2004

From Sunday through Thursday, the design team ran an open design studio at the Nadine Baum Studios. Citizens and staffers were encouraged to stop by throughout the week to check the status of the plan and to make sure the design team was on the right track. The location of the studio in Downtown, as well as the immense community interest, led many people to participate throughout the week. The workgroup drawings and plans from the Saturday hands-on design session were placed around the room for easy review as new people became involved. While community members met with them in the studio, the design team continued to analyze the information gathered at the hands-on session and in the site analysis in order to formulate the initial concepts for the plan. The team was tasked with synthesizing the many ideas heard at the hands-on design session and throughout the week into a single cohesive master plan. The design team created lists, graphs, diagrams, drawings, and plans, combining and refining the ideas. Working on-location allowed the design team ready access to closely study Downtown, during all hours and on different days of the week. The planners observed day-to-day traffic patterns, public uses, and other details of civic life.

While everyone was encouraged to visit the design studio at anytime throughout the week, an Open House event was also held on Tuesday evening. The open house was arranged as an informal community meeting where citizens could further participate in the evolution of the plan. Participants viewed preliminary sketches and plans and visited the design studio. Next, Victor Dover and traffic engineer Rick Hall led a discussion on creating livable communities and great streets and summarized the work performed so far. Following the presentation, participants asked questions in an open-microphone session. Questions were recorded and more ideas expressed for inclusion in the Master Plan.

In addition to the public design studio, members of the design team met with specific stakeholders in scheduled technical meetings. The team met with City staff, City officials, Planning Commissioners, neighborhood associations, business and property owners, local architects, students, and Downtown Dickson Enhancement Project leaders, among others. These meetings helped make sure that as many groups and points of view as possible were heard and represented. The charrette week ended with a "Work-in-Progress" presentation on Thursday,
January 15. Over 200 citizens returned for the presentation eager to hear the planners and designers remarks on the vision for the future of Downtown. Victor Dover began the presentation with a summary of the week's events, then presented sketches and computer visualizations illustrating the hypothetical future build-out of Downtown. Focusing on specific areas, Victor walked the audience through a "future tour" showing both short and long-term changes that are possible under the plan. Renderings showed "before and after" illustrations of possible development scenarios. A summary of initial regulatory ideas to control and direct the character and quality of development within Downtown was also presented to the group. In addition, the design team discussed traffic and parking management, as well as the economic conditions and strategies necessary to make the plan a reality. At the end of the presentation, a new survey was distributed to gauge the community's opinion on the ideas presented that evening.

After the Charrette

At the conclusion of the week-long charrette, the design team departed Fayetteville and returned home to their offices. Over a period of six weeks the illustrative master plan produced during the charrette was refined and this report was created. The plan documents were then submitted for City and community review. The following report represents a synthesis of desires and goals for the future of Downtown within a workable framework of specific implementation measures.

Level of Participation
Of the surveys received from those who attended the Work-in-Progress event:

- 15% attended only the Work-in-Progress Presentation
- 15% attended the Work-in-Progress Presentation and one charrette event
- 28% attended the Work-in-Progress Presentation and two charrette events
- 20% attended the Work-in-Progress Presentation and three charrette events
- 21% attended all charrette events

“I’m so proud to live here and to have participated in this exciting process.”
- a community member, at the conclusion of the charrette
Through the charrette process, the community and design team arrived at a series of basic urban design and policy principles to guide future development Downtown. The Key Principles summarize the results of the citizen process and promote responsible growth, planning and development. While the specifics of each principle are reflective of Fayetteville’s needs, overall these principles are essentials for good planning in any modern downtown. This chapter presents the broad scope of the community’s vision for Downtown; specific design components of each principle are further described and illustrated in Chapter 3. General guidance on implementing each principle is included; detailed implementation strategies can be found in Chapter 5.

**KEY PRINCIPLES**

1. A superbly walkable environment
2. Downtown living
3. Smart parking
4. Smart rules
5. Special places
6. An experience economy

The Illustrative Master Plan at right was created during the charrette. The plan synthesizes community ideas and depicts the idealized build-out for downtown. This map is for illustrative purposes and is not a regulating document. The Illustrative Master Plan identifies key opportunity parcels for potential development, redevelopment, conservation, and preservation. A large copy of the plan is included in the Appendix and is on display at City Hall.
1. A Superbly Walkable Environment

A network of interconnected blocks and streets is present in Downtown Fayetteville. The historic urban fabric of the town allows for a series of intimate public spaces and streetscapes. Over time, however, the traditionally walkable streets have been disturbed by road widenings and automobile dominance. In the future these streets must be reclaimed, creating a healthy balance between vehicular and pedestrian traffic. The Downtown Master Plan supports the continued creation of "great streets" in Downtown.

More than any other feature, streets define a community's character. "Great streets" are walkable, accessible to all, interesting, comfortable, safe, and memorable. While great streets accommodate vehicular and pedestrian travel, they are also signature public spaces. Great streets showcase high quality buildings; mixed-use streets provide good addresses for sustainable commerce while residential streets are key to livability in neighborhoods.

STRATEGIES FOR DESIGNING GREAT STREETS

1. Design for pedestrians first.
The configurations of great streets consistently provide a high-caliber experience for pedestrians as a baseline obligation, and go on from there to accommodate all other required modes of travel.

2. Scale matters.
A street should function as a three-dimensional outdoor room, surrounding its occupants in a space that is welcoming and usable, especially for pedestrians. A ratio of 1:3 for building height to street width is often cited as a minimum benchmark of success, although even more narrowly proportioned street spaces can produce a still more satisfying urban character.

Proportions of Street Space

The height-to-width ratio of the space generates spatial enclosure, which is related to the physiology of the human eye. If the width of a public space is such that the cone of vision encompasses less street wall than sky opening, the degree of spatial enclosure is slight. The ratio of 1 increment of height to 6 of width is the absolute minimum, with 1 to 3 being an effective minimum if a sense of enclosure is to result. As a general rule, the tighter the ratio, the stronger the sense of place and, often, the higher the real estate value. Spatial enclosure is particularly important for shopping streets that must compete with shopping malls, which provide very effective spatial definition. [emphasis added]. In the absence of spatial definition by facades, disciplined tree planting is an alternative. Trees aligned for spatial enclosure are necessary on thoroughfares that have substantial front yards.

Excerpted from AIA Graphic Standards
Although pedestrians are invariably more comfortable on narrower streets, great streets vary in size and shape and are successful in many different configurations. Width is only part of the recipe. From an urban design point of view, there are extremely successful eight-lane roads just as there are miserable failures two lanes wide. Streets need to be sized properly for their use and matched in proportion to the architecture and/or trees that frame them. The Champs-Élysées in Paris, for example, is 230 feet wide but it is considered a "great street;" the scale of the boulevard is defined three-dimensionally. Buildings on the Champs-Élysées are 75 to 80 feet tall, creating an effective sense of enclosure. By contrast, intimate residential segments of Church Street in Charleston have a right-of-way only twenty-two feet wide—just seventeen feet curb-to-curb, plus a sidewalk—and the houses that line both sides are two stories tall. Classic streets in American streetcar suburbs feature shallow front yards, broad planting strips for trees, and relatively narrow pavement; the trees on both sides enhance the spatial definition. The designed ratio of height to width is followed on most great streets around the world.

3. Design the street as a unified whole.
An essential distinction of great streets is that the whole outdoor room is designed as an ensemble, including utilitarian auto elements (travel lanes, parking, curbs), public components (such as the trees, sidewalks, and lighting) and private elements (buildings, landscape, and garden walls). As tempting as it may be to separate these issues, by for example leaving building placement and orientation out of the discussion when planning new thoroughfares, all the public and private elements must be coordinated to have a good effect. For example, the best city streets invariably have buildings fronting the sidewalk, usually close to the street. The random setbacks generated by conventional zoning only rarely produce this effect, so the land development regulations along a given corridor must be rethought in conjunction with any road improvement (especially widenings). In some cases, minimum height of buildings should be regulated to achieve spatial definition, almost impossible to attain with one-story buildings. Similarly, the old routine of widening roads but citing last-minute budget problems as the reason to leave street trees or sidewalks "for later" is unacceptable, comparable to building a house with no roof.

4. Include sidewalks almost everywhere.
Without sidewalks, pedestrian activity is virtually impossible. The design matters, too. One of the simplest ways to enhance the pedestrian environment is to locate the walkway at least 5 or 6 feet away from the curb, with the street trees planted in between. Pedestrians will be more willing to utilize sidewalks if they are located a safe distance away from moving automobile traffic. The width of the sidewalk will vary according to the location. On most single-family residential streets, five feet will usually suffice, but more width is needed on rowhouse streets to accommodate stoops. On Main Streets, fourteen feet is usually most appropriate, but the sidewalk must never fall below an absolute minimum of eight feet wide.

It is not surprising that, given their multiple roles in urban life, streets require and use vast amounts of land. In the United States, from 25 to 35 percent of a city's developed land is likely to be in public right-of-way, mostly streets. If we can develop and design streets so that they are wonderful, fulfilling places to be, community building places, attractive public places for all people of cities and neighborhoods, then we will have successfully designed about 1/3 of the city directly and will have an immense impact on the rest.

- Allan Jacobs, Great Streets

Champs-Élysées, Paris, France
Church Street, Charleston, SC
5. **Shade!**

Motorists, pedestrians, and cyclists all prefer shady streets. Street trees should be placed between automobile traffic and pedestrians, for an added layer of psychological security for pedestrians. Street trees with fairly continuous canopies that extend over the travel lanes and the sidewalks should be the norm. This is especially vital on arterial roadways or other wide streets that contain expanses of concrete and asphalt and depend on trees for spatial definition. Main Streets are a special case, in which excessive tree plantings can interfere with clear views to signage and merchandise. In areas like these where continuous plantings of street trees are undesirable or inappropriate, architectural encroachments over the sidewalk like awnings, arcades and colonnades, and cantilevered balconies can be used in place of trees to protect pedestrians from the elements and shield storefronts from glare. The taller buildings and tighter height-to-width ratio on Main Streets also produce some shade. In downtown areas, streetlights, bus shelters, benches, and other street furniture occupy the wider sidewalks and provide the appropriate separation between pedestrians and the curb.

6. **Make medians sufficiently wide.**

Where divided thoroughfares are unavoidable, the medians must be generous enough to serve as a pedestrian amenity. For street trees to thrive and for pedestrians to have adequate refuge when crossing streets, the medians need to be sized accordingly.

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**Urban Heat Islands**

Modern research about energy conservation and climate have revealed a phenomenon called the “urban heat island.” This describes the buildup of heat (in urbanized areas in both downtowns and suburbs) that results in part from the increased amount of unshaded pavement, dark rooftops and other darkened surfaces; experts tell us this brings about energy waste, not to mention summertime discomfort. However, the urban heat island is tamed by the shade produced by street trees. Street trees are thus essential for not only controlling glare and improving our air, but also for conserving energy.

The U.S. Environmental Protection Agency (EPA) has a Heat Island Reduction Initiative (HIRI). For more information, refer to [www.epa.gov](http://www.epa.gov).
7. **Plant the street trees in an orderly manner.**
Great streets are not the place to experiment with random, romantic, or naturalistic landscaping. Urban trees should be planted in aligned rows, with regular spacing, using consistent species. This will not appear rigid or mechanistic, for trees do not grow identically; rather, the power of formal tree placement is that it at once shapes the space, reflects conscious design, and celebrates the intricacy and diversity within the species. More importantly, the shade produced by the trees will be continuous enough to make walking viable, and the spatial impression of aligned trees also has a traffic calming effect.

8. **Use smart lighting.**
Streets should be well lit at night both for automobile safety and pedestrian safety. Pedestrians will avoid streets where they feel unsafe. "Cobra head" light fixtures on tall poles spaced far apart do not provide for pedestrian safety. Shorter fixtures installed more frequently are more appropriate, and can provide light under the tree canopy as street trees mature.

9. **Allow on-street parking in suitable locations.**
On-street parking provides further separation between pedestrians and moving cars and also serves as a traffic calming device because of the "visual friction" and alertness it triggers. Parallel parking is often better than head-in or diagonal parking because it requires less space, although diagonal parking is acceptable in exceptional cases on shopping streets if the extra curb-to-curb width is not achieved at the expense of properly sized sidewalk space. Parking near the fronts of buildings also encourages people to get out of their cars and walk, and is essential to leasing street-oriented retail space.

10. **Resist parking lots in front of buildings.**
The bulk of a building's parking supply should not be up against the sidewalk or facing the street but should occur behind the building instead (or in a few cases, beside the building). The acres of surface parking between storefronts and the street are responsible for the negative visual impact of the typical commercial "strip". Such a disconnected pedestrian environment is in part due to bad habits on the part of auto-oriented chain stores, but also reflects the large setbacks and high parking requirements in conventional zoning. If the rules are changed to provide "build-to" lines rather than mandatory front setbacks for commercial buildings, it is possible to grow streets with real character.
Streets are the public living rooms in a community. In a downtown, the spaces between the buildings matter even more than the spaces within. Buildings located along streets sell for great addresses, street scene, and the convenience to walk places. Street oriented architecture does not turn its "back" to the street; doors, windows, balconies, and porches face the street, not blank street walls. In this way, a level of safety is reached by creating "eyes on the street." In a thriving downtown, street oriented architecture makes the public realm between buildings satisfying.

Every street in Downtown Fayetteville is important. Within the network of streets, there are certain streets that should be showcased, protected, and thought about with even more care. These streets include Dickson Street, Block Avenue, College Avenue, Lafayette Street, School Avenue, Center Street, Mountain Street, West Avenue, and Archibald Yell Boulevard. Each street is identified as a signature connection in Downtown. These streets should receive priority in regards to investment and a careful examination of the rules.
GREAT STREETS IN THE MAKING

Dickson Street

West Avenue

School Avenue

Lafayette Street

College Avenue

Block Avenue

Archibald Yell Boulevard
If streets are walkable, most people will walk a distance of approximately ¼ mile (1320 feet) before turning back or opting to drive or ride a bike rather than walk. Most neighborhoods built before World War II are ¼ mile from center to edge. This dimension is a constant in the way people have settled for centuries. This distance relates to the manner in which people define the edges of their own neighborhoods.

Of course, neighborhoods are not necessarily circular in design, nor is that desirable. The ¼ mile radius is a benchmark for creating a neighborhood unit that is manageable in size and feel and is inherently walkable. Neighborhoods of many shapes and sizes can satisfy the ¼ mile radius test. Downtown Fayetteville demonstrates the ¼ mile radius principle with several distinct neighborhoods or quarters that combine to form the whole. The Illustrative Master Plan shows how to reinforce the identity and completeness of each of the Downtown neighborhoods with infill development and preservation.

The circles on the Illustrative Master Plan indicate a walking distance of a 1/4 mile.
The grid of streets found in Downtown Fayetteville is typical of the era in which the town was founded. It is essential when encouraging walkability to have places for people to walk to — Downtown destinations. Small blocks and streets that go somewhere are essential.

The formation of the Cultural and Entertainment Overlay District provides the distinction of specific destinations and attractions for people to walk to and from. The Downtown Square, Dickson Street, Walton Arts Center, and new Fayetteville Public Library form the four corners of a highly walkable environment. Visitors and residents of Downtown are able to park once and walk to almost all destinations. While each are geographically within walking distance, there is a community perception that you must drive to get from one place to another in Downtown. The reality is that with unfriendly physical conditions, people do not feel comfortable walking to different destinations in Downtown. Making the streets within Downtown pedestrian friendly (and adding appropriate directional signage) would remove this perception.

The highlighted areas on the Downtown Master Plan indicate some of the most crucial connections in Downtown.
In addition to Downtown streets and sidewalks, there is also a trail system which connects the Downtown to other areas of the City. The existing trails system is expanded in the 2003 Fayetteville Alternative Transportation and Trail Master Plan. Additional trails will further enhance the pedestrian connections throughout Downtown. On-street linkages are proposed for every major street in Downtown. Specific trail heads are identified along each trail, allowing easy access, managed parking (as necessary), and recreation facilities. The trail linkages further connect pedestrians with various Downtown activities. In addition, the Northwest Arkansas Heritage Trail Plan offers historical routes through Downtown and further connects Downtown to the region as a whole. The implementation of the Fayetteville Alternative Transportation and Trail Master Plan is an important link in Fayetteville's trail network and the overall walkability strategy for Downtown.

1. Arkansas-Missouri Rail-Trail
2. Center Prairie Trail
3. Block Avenue / Walker Park Trail
A SUPERBLY WALKABLE ENVIRONMENT — GETTING THERE

The following steps are necessary in creating a Superbly Walkable Environment Downtown:

a. Adopt the Downtown Master Plan.

b. Adopt the Downtown District (including the Urban Standards and Architectural Standards) as a new zoning district in the City's Unified Development Code.

c. Create a Downtown Redevelopment District to enable tax increment financing and appoint a Development Coordinator.

d. Reorganize the Downtown Dickson Enhancement Project (DDEP) into a Business Improvement District to assist the redevelopment district in funding streetscape improvements and other modifications.

e. For major street and infrastructure improvements, the City should earmark funds in the General Plan or apply for grants from the federal government.

f. Amend the *Fayetteville General Plan 2020: Master Street Plan* to include the Downtown District thoroughfare standards. In addition to the standards, the Thoroughfare Atlas should also be included in the Master Street Plan to identify the location of specific street types within Downtown.

g. Revisions to the City’s parking standards, found in the proposed Downtown District ordinance, should be adopted for application Downtown.

h. Add on-street, parallel parking to all appropriate streets in Downtown (see the Thoroughfare Atlas in the Appendix).

i. Encourage sidewalks on every street in Downtown.

j. Where structured parking is being built demand off-street structured parking with a habitable liner building fronting the street.

k. Concentrate retail in Downtown to create a “park once” environment so that patrons can walk to many shops and stores rather than having to drive to each location.

l. Through Urban Standards and Architectural Standards (included in the Downtown District ordinance), require that all new buildings have doors and windows facing streets.

m. Enhance Downtown streets through physical improvements, street modifications, and infill development.

n. Continue to draw cultural and entertainment destinations to Downtown through the adoption of the Cultural and Entertainment Overlay District.

o. Implement the *Fayetteville Alternative Transportation and Trail Master Plan* to add recreational and walking trails and to further connect Downtown to the region as a whole.

Additional Implementation Strategies are included in Chapter 5.
2. Downtown Living

Downtown Fayetteville is a place many people call home, but more residents are needed.

There is a mix of housing located Downtown, offering many the opportunity to live in this vibrant urban environment. There are four active Downtown neighborhood associations, which include West Lafayette Street Historic Neighborhoods, Town Mountain South, Mill District, and Dickson Street Neighborhood Associations. In addition, portions of the areas served by the Town Branch, Jennings Plus, and Washington-Willow Neighborhood Associations are located Downtown. There exists a distinct neighborhood character within each of these areas. There is a mix of single-family homes, apartments, residences above shops and offices, and live-work units Downtown. Each range in shape, size, and architectural style giving Downtown a unique and diverse residential mosaic.

As we look to the future of Downtown, it is important to encourage and provide more opportunities for people to live Downtown. It is time for Downtown Fayetteville to resume being a primary, first-choice residential option. If more people live Downtown, overall revitalization efforts will benefit by this increase in population. Encouraging a balance of people living and working Downtown has several benefits, including: living and working in the same area removes daily trips that rely on the regional road network; support for local businesses; and, new housing Downtown can provide a greater variety of housing options for Fayetteville. The Illustrative Master Plan identifies specific sites for residential and mixed-use infill development.

Housing for a mix of incomes must be provided Downtown. Downtown should not be just a place for the richest of the rich and poorest of the poor. It is a place for everyone, and should support a diverse population from every income level. To reach the best possible spectrum of Downtown residents, Downtown

Mix of Land Uses and Building Types

Neighborhoods traditionally have a mix of uses and types of buildings. A variety of uses within the neighborhood creates the ability to live, work, shop and have daily needs and services within walking distance. A variety of building types allows for diverse lifestyle options, ages, and incomes to live in the same neighborhood. For example, in a shopfront building, the business owner can live above his or her shop, or rent the upper floors as offices or apartments. Nearby, rowhouses and cottages can be intermingled with larger detached homes.
living should be promoted simultaneously to all incomes — modest, middle, and high incomes. In the near term, however, the top priority for achieving a healthy mix of incomes is to promote downtown living to middle income, owner-occupant residents. This income group is under-represented in the existing Downtown housing profile, and it is important to have enough of these households to support the continuing commercial, cultural and workplace revival that is desired.

During the charrette, UrbanAdvisors ran a pro forma for a hypothetical mixed-income development Downtown. From the analysis, the profits on for-sale units allowed the inclusion of low-price units for sale as ten percent of the total number of units, while maintaining a reasonable profit margin for the developers. For the pro forma, costs from local developers and designers were used, and the pro forma was reviewed by local developers who agreed with the conclusion that the style of development proposed could be done in current market conditions. Preliminary financial analysis demonstrates the potential for including approximately ten percent low-income units in market rate development Downtown.

Neighborhood preservation and restoration is an important element in maintaining Downtown's character. Many neighborhoods are threatened by encroaching development and demolition. Many homes are being torn down to build surface parking lots. This is not acceptable and a balance must be reached between neighborhood preservation, new development, and the rush to store more cars. The revision of the City's land development regulations is an essential step in controlling and providing this balance. Where infill development is to occur, such development must reflect the architectural character of the existing neighborhood.

As Downtown continues to emerge as the leader in cultural and entertainment in Northwest Arkansas, Downtown living should also provide opportunities and appropriate accommodations for artists, artisans, and performers.
The following steps are necessary in creating Downtown Living:

a. Adopt the Downtown Master Plan.

b. Adopt the Downtown District (including the Urban Standards and Architectural Standards) as a new zoning district in the City's Unified Development Code.

c. Create a Downtown Redevelopment District to enable tax increment financing and appoint a Development Coordinator.

d. Reorganize the Downtown Dickson Enhancement Project (DDEP) into a Business Improvement District, consistent with the Downtown Redevelopment District.

e. Where applicable, encourage Downtown residents and property owners to use Federal Historic Rehabilitation Tax Credits to rehabilitate historic structures.

f. Develop a rehabilitation / adaptive re-use strategy as a mechanism to create housing Downtown.

g. Create an infill development strategy to target locations Downtown for residential and mixed-use development.

h. Conduct an annual inventory of land uses to compare the supply and demand for housing Downtown.

i. Create affordable housing Downtown through the use of Low-Income Housing Tax Credits and Inclusionary Zoning.

j. Institute housing programs which offer homeowners assistance in purchasing homes.

Additional Implementation Strategies are included in Chapter 5.
3. Smart Parking

When planning for the future of Downtown, we must be sure to plan for an adequate supply of parking to accommodate future growth and development. Appropriate management is necessary; parking is handled differently in a downtown. Downtown is not a mall, strip shopping center, office park, or apartment complex. Downtown is a unique center of activity where parking, while important, is not the most important feature. In fact, inappropriately designed surface parking lots and ill-fitting garages can blight the very character that is Downtown’s calling card. A downtown must have parking, but the City must handle parking in smart ways so that it does not dominate the entire environment.

An efficient method for handling parking Downtown is through the coordinated use of shared parking. Office uses may be able to use certain parking spaces during the day while these same spaces are then used by residents at night. Why build two spaces when one will do in a shared parking scenario? Shared parking works in a mixed-use, park-once, pedestrian-friendly environment, all of which are key elements in the Downtown Master Plan.

There already exists on-street parking on many streets in Downtown Fayetteville. This is normal for a downtown. Downtown has a number of streets that could support much more parking if the streets were designed properly and some minor adjustments made.

In order to accommodate smart parking Downtown, the City’s parking regulations need to be revised. A draft of the Downtown Parking Standards are included in the proposed Downtown District ordinance (Appendix H).

Shared Parking

Under a shared parking agreement, businesses would buy parking shares for employees rather than purchasing the entire space. This would have several immediate effects. First, the most convenient spaces would be saved for customers. Second, businesses would not incur the full cost of parking, but only the actual cost of use. Third, a business that formally agreed to parking demand management would need fewer spaces and thus incur even less cost. For instance, a business with four workers per shift that had a carpooling program might only need one employee parking space for a 16 hour day, as opposed to paying per employee per shift for four spaces.

If we assume sharing, then the cost for the space goes down as its use goes up. For instance, if a typical office has employees parking from 8:30 am to 5:30 pm, the use would be 9 hours out of 18 hours the garage might be open. Per space, the office employer would thus pay only 50 percent of the cost of building and operation. If we also assume that the employer makes a commitment to demand management with a minimum of two employees per space, the cost per employee is cut in half. If a parking space costs $13,000 to build, and the redevelopment district allows 10 years to pay for the space at the redevelopment district bond rate, annual parking debt per employee would come to around $332, or about $28 per month per employee. With operating cost, the per-employee cost would come to approximately $32 per month. If this seems too much for some employers, they could share the cost with employees, resulting in an employee cost of less than a dollar a day.

If the same cost sharing were used with a combination of surface parking and structured parking, because of the lower cost of surface parking the cost to the business declines. In the example above, if 50 percent of the parking were surface parking, the monthly cost per employee in a two-person carpool would drop to around $18 per month. On a daily basis, if we assume 21 workdays per month, the cost would thus be about 86 cents per employee per day, less than a cup of coffee downtown. If cost were shared between employer and employee, the cost for each per day would be about 43 cents. Such a plan is significantly less costly for employees than paying for meters or receiving the occasional parking ticket. And it frees up prime space for customers.

This scenario does not mean that the redevelopment district would then pay for the 50 percent of the space time not used by the office employees, because there are other businesses, which have higher employee parking demand after 5:30 pm, such as movie theaters, restaurants and other businesses open later at night. While it is unlikely that all of the space would be paid through subscription by businesses, the cost to the redevelopment district would be far less. After the parking construction debt is paid, the cost to business would be reduced to the operating cost per space, typically a total annual cost of around $250 per space in structures and $125 for surface spaces. For the office employer example, this would result in an annual cost for structured parking per employee with demand management of $62.50, or $5.20 per month, or 25 cents per workday. A combination of structured and surface would lower the cost even further. By the use of shared parking, parking demand management agreements, and Redevelopment District funding, the cost of providing parking Downtown can be substantially reduced for all of the participating parties.
Parking should not be placed on corner lots at key intersections. Surface parking lots on corners disrupts the urban fabric. Most parking needs to be located near the middle of the block, so that the valuable street edges can be recaptured for urban architecture or green space. Where possible, parking lots and structures should be lined with buildings or otherwise screened so that parking does not visually dominate the street scene. Lining parking structures with habitable space along the street edge is crucial to natural surveillance and street character. These "liner buildings" provide an opportune location for affordable housing, offices, and small business. Liner buildings are particularly well suited for live-work units or artist studios.

Illustrative example of “liner” building, with wrap-around shopfronts lining larger buildings or parking structures.

Garages with liner buildings in Boulder, CO
Due to continued growth and redevelopment Downtown, structured parking facilities will gradually need to be provided as part of public infrastructure (see Technical Memorandum: Downtown Transportation and Management Study in the Appendix). These facilities could be City-owned property or created by public-private partnerships. The creation of a Downtown Redevelopment District or Business Improvement District (BID) could help alleviate parking problems by funding the development of structured parking facilities. Chapter 5 details additional funding mechanisms and implementation strategies to provide parking Downtown.
SMART PARKING — GETTING THERE

The following steps are necessary in creating Smart Parking Downtown:

a. Adopt the Downtown Master Plan.

b. Adopt the Downtown District (including the Urban Standards and Architectural Standards) as a new zoning district in the City’s Unified Development Code.

c. Create a Downtown Redevelopment District to enable tax increment financing and appoint a Development Coordinator.

d. Reorganize the Downtown Dickson Enhancement Project (DDEP) into a Business Improvement District, consist with the Downtown Redevelopment District.

e. Revisions to the City’s parking standards, found in the proposed Downtown District ordinance, should be adopted for application Downtown.

f. The City and DDEP should identify sites for shared parking and meet with property owners and businesses to set the terms of use.

g. Add on-street, parallel parking to all appropriate streets in Downtown (see the Thoroughfare Atlas in the Appendix).

h. Where structured parking is being built demand off-street structured parking with a habitable liner building fronting the street. Create structured parking over time, as the demand exists.

Additional Implementation Strategies are included in Chapter 5.
4. Smart Rules

Improved development regulations will be one of the primary methods for implementing the vision for Downtown Fayetteville. Development regulations work like "DNA"; they are the genetic code for growing a town. The current City development regulations must be tuned up so that Downtown can grow into the place the community wants. For example, the existing regulations call for deep front setbacks in many locations. Such setbacks are too deep for a downtown environment, and developers must obtain special permission just to locate a building in the right place on a lot. Such regulations unintentionally disrupt the historic urban fabric of the town. In some parts of Downtown, present zoning bears no relation to the physical context of the uses and building types that are found there. For this reason, the existing Downtown zoning needs to be reconsidered.

The City must use its power to control development via these regulations, but not over-use this power to the point of stifling investment or limiting creativity and the eclectic character of Downtown. Regulations are more than a process; the community needs to think of what outcome they want for the future of their Downtown. Appropriate regulations are essential to making the community's vision for Downtown a reality. The regulations need to offer control, but control does not mean that everything has to be the same. The eclectic mix of building types and architectural styles are part of what makes Downtown Fayetteville unique. Without over-controlling, the regulations can reassure concerned neighbors about the future of their community and the type of development that could be present in the future.

Creating new urban and architectural standards can accelerate the development approval process. Faster permitting of specific development types can encourage the desired type of development. This will allow the relieving of Downtown properties from any burdensome parking requirements, lot-size minimums, lot coverage or setback requirements, and impediments to mixed uses, while holding Downtown developers to higher design standards, such as build-to-zones and glazing criteria. Urban and Architectural Standards are found in the proposed Downtown District ordinance (Appendix H). In addition to enforcing design standards, the City should also adopt “smart building codes” to make renovations of old buildings as practical as possible.

Revising the land development regulations also offers the opportunity to incorporate methods for encouraging or mandating mixed-income housing Downtown. The zoning rules can either require a specific percentage of affordable units or offer a range based on the targeted income level. With the current real estate trend of downtown residential development occurring across the country, the City should quickly prepare “inclusionary zoning” rules in the Unified Development Code to insure a mixed-income pattern of development Downtown. Similar regulations are being adopted in other municipalities, such as Montgomery County, MD and Walnut Creek, CA.

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**Smart Building Codes**

“Smart building codes” is the term used to describe building and construction codes that encourage the alteration and reuse of existing buildings. Building codes have generally been written to apply to new construction. As a result, it is often much harder for developers to comply with building codes when rehabilitating existing buildings than when undertaking new construction. For this reason, “smart building codes” are being developed with increasing frequency in states and local jurisdictions across the country to encourage adaptive reuse and the rehabilitation of older structures. New Jersey, Maryland, Minnesota, and Rhode Island, Wilmington, Delaware, Wichita, Kansas and others have adopted legislation designed to encourage the rehabilitation and reuse of existing buildings. The New Jersey Rehabilitation Subcode has reduced building rehabilitation costs by as much as 50 percent -- generating a dramatic rise in historic preservation and downtown revitalization projects.

The U.S. Department of Housing and Urban Development (HUD) has recently published a document entitled Nationally Applicable Recommended Rehabilitation Provisions (NAARP). The NAARP is a model for state and local jurisdictions that want to develop “smart building codes.” For more information, please contact the Department of Housing and Urban Development Office of Policy Development Research at www.hud.gov.
A draft concept for a new zoning district for Downtown is included in Appendix H. The new district should be adopted by the City Council and included in the City of Fayetteville Code of Ordinances. The revised zoning should be based on a placed-based spectrum of context-sensitive regulatory categories, such as the Transect categories promoted by members of the Congress for the New Urbanism. For the purposes of the Downtown Master Plan, the categories can be defined as Regional Core, Main Street / Center, Downtown General, and Neighborhood Conservation. Each category displays a distinct physical character varying in the types of buildings, intensity of development, scale and to some extent, the appropriate land uses.

Inclusionary Zoning

Inclusionary zoning is a legal tool which encourages the private sector to include a percentage of affordable units as part of a market rate development. The fundamental purpose of inclusionary zoning is to allow the development of affordable housing to become an integral part of new development taking place in a community. Inclusionary zoning ordinances vary widely. They are tailored to each community’s specific needs and housing market, and are just one component of a larger housing strategy. A typical inclusionary zoning ordinance will set forth a minimum percentage of units to be provided in a specific development affordable to households at a particular income level, generally defined as a percentage of the median household income. The goal is to establish a relatively permanent stock of affordable housing units provided by the private market. In many ordinances, some form of incentive is provided by the municipality to the developer in return for the provision of affordable housing. These incentives can take the form of waivers of zoning requirements, including density, area, height, open space, use or other provisions; local tax abatements; waiver of permit fees or land dedication; fewer required developer-provided amenities and acquisitions of property; “fast track” permitting; and/or the subsidization or provision of infrastructure for the developer by the jurisdiction.

Regional Core
A Regional Core is a very compact transect zone with a metropolitan scale, and can include taller structures. Development is most intense and dense. The character of the Core is more urban than the Center. It is almost always shared by two or more neighborhoods and occurs on a major thoroughfare or transit nexus. Cores have a larger concentration of jobs, retailers, and regional visitors. Uses are primarily destination retail, entertainment venues, lodging, and offices, although a permanent residential population is also key. A mix of lofts and apartments, and rowhouses and live-work units constitute the residential component of the Core. The Core is usually within walking distance of several residential areas.

Main Street / Center
The Main Street / Center is a place where a greater range of uses is expected and encouraged. The Center is typically more spatially compact and is more likely to have some attached buildings. Multi-story buildings in the Center are well-suited to accommodate a mix of uses, such as apartments or offices above shops. Lofts, live-work combinations, and buildings designed for changing uses over time are appropriate. Schools, post offices, libraries, small retail, higher intensity residential, and other destinations comprise the Center. The center is within walking distance of the surrounding, primarily residential areas. Each Main Street / Center is different from the other, and it is important that development occurs at a scale that respects the existing character of the surrounding neighborhoods.

Downtown General
Downtown General is a flexible transect zone. It is not limited to the concentrated mix of uses found in the Regional Core or Main Street / Center. The Downtown General includes all properties in neighborhoods that are not categorized as identifiable centers. The General areas are mixed-use in function but are primarily residential in character. There is a mixture of single-family homes, rowhouses, apartments, and live-work units for small businesses. Activities included cover a flexible and dynamic range of uses, from preserved green spaces to less intense residential development and businesses. In many cases existing zoning determines the building types and scale. Homes located in the Downtown General have front and back yards with porches and stoops. The Downtown General includes residential areas, but also accommodates commercial development that respects the scale and building placement of homes.
Neighborhood Conservation

Neighborhood Conservation has the least activity and is single-family residential in character with a lower density than the other transect zones. Although it is the most purely residential zone, Neighborhood Conservation can have some mixed-use, such as civic buildings; schools are particularly appropriate. Neighborhood Conservation areas are identified by a distinct change such as a natural feature like a river, forest, or greenway, or a man-made feature such as a thoroughfare. These features provide a physical change that forms a psychological boundary, giving each neighborhood identity.

Great neighborhoods have a wide cross section of uses that vary in intensity from center to edge. The center of a neighborhood is usually developed in a mixed-use manner with more intense uses than the general and edge area. This delicate gradient from center to edge provides visual variety as well as a variety of housing and commercial options.
The following steps are necessary in creating Smart Rules for Downtown:

a. Adopt the Downtown Master Plan.

b. Adopt the Downtown District (including the Urban Standards and Architectural Standards) as a new zoning district in the City's Unified Development Code.

c. Amend the *Fayetteville General Plan 2020: Master Street Plan* to include the Downtown District Thoroughfare Standards. In addition to the Thoroughfare Standards, the Thoroughfare Atlas should also be included in the Master Street Plan to identify the location of specific street types within Downtown.

d. Adopt "smart building codes" to make rehabilitation of old buildings as practical as possible.

e. Incorporate inclusionary zoning measures in the Unified Development Code for private developers to provide mixed-income developments Downtown.

Additional Implementation Strategies are included in Chapter 5.
5. Special Places

Throughout the charrette, citizen participants identified and focused on many special places within Downtown. There are spots in Downtown that people love and that are the "postcard pictures" of the town. Fayetteville residents have favorite buildings and street scenes and like each the way they are, yet think they could be even better with slight adjustments. On the other hand, there are some unsatisfactory spots in Downtown that need a new start. These are places where the visual character or urban functionality is weak; in some cases the beautiful historic structures are gone or the street scene was never spectacular. Still, the opportunity exists to turn these less-appealing places into great addresses, harnessing the power of infill development and placemaking to create memorable character and economic vitality. Infill development is thus the key to capturing lost space in Downtown. The priority is to add buildings, not destroy buildings. Chapter 3 details opportunities for infill development, identifying both short and long-term prospects.
The following steps are necessary in creating Special Places Downtown:

a. Adopt the Downtown Master Plan.
b. Adopt the Downtown District (including the Urban Standards and Architectural Standards) as a new zoning district in the City’s Unified Development Code.
c. Create a Downtown Redevelopment District to enable tax increment financing and appoint a Development Coordinator.
d. Reorganize the Downtown Dickson Enhancement Project (DDEP) into a Business Improvement District to fund streetscape improvements and other modifications.
e. Develop an infill development strategy to target locations Downtown for residential and mixed-use development.
f. Preserve and enhance historic structures through the Federal Historic Rehabilitation Tax Credit and through Arkansas Historic Preservation Restoration grants.
g. Adopt a “smart building code” to make renovations of old buildings as practical as possible.

Additional Implementation Strategies are included in Chapter 5.
6. An Experience Economy

Fayetteville has some things that many cities have lost — real downtown character and real downtown things to do. Through the course of change in the 20th Century and the rise of suburban sprawl, many residents and businesses vacated downtowns. While the economic engine of Downtown Fayetteville has evolved over time, however, there remains a solid constituency of residents and businesses. What draws people to Downtown? It is the experience—the high quality of life associated with living and working and being entertained in a downtown environment with so much to offer, including arts, culture, and fun. Therefore the City should continue to nurture these anchor functions.

Downtown Fayetteville has already become Northwest Arkansas' premier home for the performing arts and cultural activity. Dickson Street has long been a marvel among college-town main streets, a hub for food, music and informal celebrating. These two phenomena should be recognized and embraced as vital parts of the modern Downtown's economic makeup, part of the lure of Downtown for the next generation of residents and investors.

To reach the next level of quality and sustained economic benefit, a Cultural and Entertainment Overlay District should be formed to coordinate the evolution of the area and to establish a fairly compact geographic limit within which these activities should be focused. Fayetteville's rich history and cultural institutions make the area a prime candidate for forming an overlay district (see Cultural Districts box). This overlay district will leverage the combination of existing resources such as the University of Arkansas Fine Arts Theatre, Walton Arts Center, Nadine Baum Studios, many art venues, the Dickson Street entertainment area plus the planned enhancements set forth in the Downtown Master Plan.

The formalizing of the Cultural and Entertainment Overlay District will be an affirmation of the City's commitment to keep Downtown a center for creativity, innovation, and fun. Distinctive flags or signs can be used to mark the overlay district. The City, business organizations and cultural institutions should also promote the overlay district in tourist brochures and regional media, and recruit businesses that will enhance the scene to locate there.

Within the overlay district, a special set of regulations should apply. The building form regulations should closely approximate (or match) those for the "Main Street / Center" category, but these should be paired with liberalized and modified sign controls (to promote the exuberant signs and lighting traditional in theatre districts), the barest minimum parking requirements (if any), and a provision for long hours of operation. Outdoor music should be welcomed within the overlay district, but noise control

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**Cultural Districts**

A cultural and entertainment district is typically a well-recognized, labeled, mixed-use, geographically defined area of a city in which a high concentration of cultural and entertainment facilities serve as the anchor of attraction. Cultural and entertainment districts can be found in both large and small cities across the United States. The primary motivation behind the establishment of such districts is urban revitalization. Cultural and Entertainment Districts boost urban revitalization in many ways:

- beautify and animate cities
- provide employment
- attract residents and tourists to the city
- complement adjacent businesses
- enhance property values
- expand the tax base
- attract well-educated employees
- contribute to a creative, innovative environment

While no two cultural districts are exactly alike -- each reflects its city's unique environment, history of land use, urban growth, and cultural development -- they can be divided into one of five categories:

1. Cultural Compounds
2. Major Arts Institution Focus
3. Arts and Entertainment Focus
4. Downtown Focus
5. Cultural Production Focus

The impact of cultural districts is measurable: the arts attract residents and tourists who also support adjacent businesses such as restaurants, lodging, retail, and parking. The presence of the arts enhances property values, the profitability of surrounding businesses, and the tax base of the region. The arts attract a well-educated work force -- a key incentive for new and relocating businesses. Finally, the arts contribute to the creativity and innovation of a community.

Source: Cultural Districts: The Arts as a Strategy for Revitalizing Our Cities, Americans for the Arts
Cultural Tourism

In 2000, an estimated 2/3 of American adult travelers included a cultural, arts, heritage, or historical activity or event while on a trip of 50 miles or more.

Ten considerations to guide successful cultural tourism programs:

1. Visitor experiences and attractions provide genuine entertainment and educational value.
2. Sites and attractions have been developed to preserve their authenticity.
3. Visitor safety, convenience, and value are paramount concerns.
4. Visitation is viewed as an important part of the local and regional economy.
5. Business and employment opportunities accrue in the communities where cultural tourism development occurs.
6. Visitors travel a "circuit," so that less-popular sites get their share and more popular sites are not adversely affected by excessive visitation and commercialization.
7. A regional pride and identity exists among residents that are interpreted in its many facets at area attractions.
8. An understanding exists among all that tourism requires accomplished hosts and that the community's hospitality is genuine.
9. The best promotion is that provided by the recommendations of the region's residents.
10. Where participation in cultural and civic life is cherished and considered by the community to be vital in economic development, as well as an enhancement of the quality of life.

Source: Americans for the Arts

Ordinances could provide for a stepdown in permissible volume levels in areas approaching the edges of the district, and some consideration should be given to limiting the hours for outdoor amplified music so as to manage any disturbance.

The boundaries of the Cultural and Entertainment Overlay District need to take into account the variety of uses and activities there. While cultural/entertainment districts are excellent places for housing to be included in the mix of uses, these areas are more bustling than tranquil, and they are not for everybody. Some residents choose to live there because they prefer to be where the action is; quiet neighborhoods, however, are not usually included in cultural and entertainment districts. Therefore the overlay district should not encroach on surrounding areas that are primarily occupied by single-family residences, where neighbors will be inconvenienced by noise and other impacts. Keeping the district compact will be of benefit to the cultural institutions and entertainment businesses as well, because such districts thrive most when the attractions are bundled closely together in a walkable, easily-navigable scene.

Today the recognizable center of the arts district is roughly at the intersection of West Avenue and Dickson Street, anchored by the Walton Arts Center; other outposts of the arts such as the Nadine Baum Studios and galleries are located nearby, but these are separated by parking lots, vacant parcels, and assorted businesses. The entertainment scene is more tightly clustered and primarily linear, along Dickson Street, with some activity (including bars and restaurants) in the midblock areas and along perpendicular streets. To encourage its development in directions that will minimize disturbance to surrounding residential neighborhoods, as the district coalesces it should grow primarily south, in the area along West Avenue and parallel to the railroad tracks (see Proposed Cultural and Entertainment Overlay District Boundary on page 2.29). This area lends itself to expanded cultural facilities, vibrant evening activities, and efficiently-provided shared parking. The Illustrative Master Plan depicts how a 2500-seat performance hall can be added to the Walton Arts Center's south side, and how a community parking facility with "liners" of entertainment businesses and artist housing can be developed on the West Avenue parcel.
To promote the growth of the cultural and entertainment venues into this area (as opposed to further north in the environs of Lafayette Street), the City can:

1) use its regulatory powers to enable these uses in the desired locations and discourage certain uses outside these locations;
2) use the incentives available within the overlay district to make these sites most attractive;
3) participate in the construction and financing of the shared parking facility(ies) and other desirable functions, such as cultural facilities and artist housing; and
4) target street improvements and other infrastructure upgrades in this area.
The following steps are necessary in creating an Experience Economy Downtown:

a. Adopt the Downtown Master Plan.
b. Adopt the Downtown District (including the Urban Standards and Architectural Standards) as a new zoning district in the City’s Unified Development Code. The Cultural and Entertainment Overlay District should be included in the adopted Downtown District Ordinance.
c. Create a Downtown Redevelopment District to enable tax increment financing and appoint a Development Coordinator.
d. Reorganize the Downtown Dickson Enhancement Project (DDEP) into a Business Improvement District to fund streetscape improvements and other modifications Downtown and in the Cultural and Entertainment Overlay District.
e. Create additional parking opportunities by adding on-street parking, off-street structured parking, and shared parking.
f. Promote Downtown Fayetteville as a leader in cultural entertainment for Northwest Arkansas,
g. Celebrate Downtown with the continuation of existing and creation of new cultural and entertainment events.

Additional Implementation Strategies are included in Chapter 5.
While the Downtown Master Plan focuses on the long-term vision for the future of Downtown as a whole, there are specific sites identified in the plan that are prime locations for initial projects. These sites are places where things can begin to happen in the next few years and where urgent repair of the urban environment will be needed. Such sites include the vacant lot adjacent to Underwood Jewelers on Dickson Street, infill development along Block Avenue, the City parking lot adjacent to the Walton Arts Center, and the Mountain Inn hotel property located along College Avenue. While each site is unique, consistent design principles should be applied so that buildings face the street, parking is handled efficiently, and a walkable environment is formed. Larger street improvement projects should include the creation of a gateway at College Avenue and Lafayette Street and the redesign of Archibald Yell Boulevard into a grand avenue, as funding becomes available.

Other improvements can occur over time by transforming ordinary streets into great streets and by promoting development and redevelopment. Over the next 20 years, infill development should occur along Dickson Street, Center Street, and West Avenue. Appropriate infill development should also occur around the Downtown Square, along Lafayette Street and in the Mill District.

Looking to the long-term future of Downtown, over the next 20 to 50 years, there are several locations where change should be accommodated as part of a natural maturing process. While these are long-term improvements, there should be incremental steps which take place over the years to ensure the appropriate development of each. Such locations include private redevelopment and infill development of College Avenue and Archibald Yell.

This chapter details Immediate Projects, In Our Generation, and Long Term Prospects in the physical implementation of the Downtown Master Plan.
Immediate Projects
1. Completing Dickson Street
2. A Parking Lot Transformed
3. Redevelopment of Mountain Inn
4. Infill Along Block Avenue
5. Preserving Lafayette Street
6. Creating a Downtown Park
7. One-way Street Conversions
8. Additional On-street Parking
9. Taming College Avenue
10. Redesigning Archibald Yell
   - Adopt New Downtown Zoning District
   - Establish Downtown Organizational Structure and Funding

In Our Generation
11. Enhancing the Downtown Square
12. Reinvestment in the Mill District
13. Redevelopment Opportunities Along West Avenue
14. Structured Parking, Initial Phases
15. Continued Redevelopment and Infill along College Avenue and Archibald Yell

Long Term Prospects
16. Continued Redevelopment and Infill along College Avenue and Archibald Yell
17. Structured Parking, Subsequent Phases
**Immediate Projects**

**Completing Dickson Street**

The property adjacent to Underwood Jewelers is currently a surface parking lot. The infill of this lot is key to achieving a proper street scene along Dickson Street. The parcel has a prominent address, being located directly on Dickson Street, and needs to be redeveloped. The street edge is disrupted by this break in building frontage.

It is important to re-establish a street scene that is worthy of the neighboring landmark building designed by Fay Jones. New buildings should be brought up to the street and continue the street edge. Doors and windows should face the street. Development should reflect the traditional main street character of the adjacent structures. Retail, office, or restaurants should be located on the ground floor with residential or office uses above. Parking should be located on the street, off-site, or behind the building(s).
Dickson Street is the social and entertainment backbone of Downtown. A mix of shops, restaurants, bars, and civic institutions are located along the street. The area has experienced recent reinvestment with the construction of the "Three Sisters" Building and other new developments and rehabilitation projects. In addition, the completion of recent street and infrastructure improvements have improved the street's physical form and character as a pedestrian-friendly area. The Downtown Master Plan provides for continued infill development and location of entertainment activities along Dickson Street.

The portion of Dickson Street from West Avenue to Block Avenue is highlighted in the plan as a centerpiece of the Cultural and Entertainment Overlay District. Specific sites for infill development are noted. The buildings are to front the street and are to create a walkable environment that connects the destinations north and south of Dickson Street. Parking is to be located both along the street and behind the buildings in parking garages.
A Parking Lot Transformed

The City parking lot adjacent to the Walton Arts Center is a strategic location for infill development. The natural spring is to be preserved and protected and the lot is to be redeveloped as a parking garage with a mix of uses lining the structure. By doing so, the street edges are to be completed along Dickson Street. In addition, the southern edge of the lot which faces the Nadine Baum Studios, and recently developed mixed-use building, will create an urban street scene where buildings face buildings. West Spring Street will become whole again.
**Redevelopment of Mountain Inn**

A key opportunity for infill development is the redevelopment of Mountain Inn. The hotel, fronting College Avenue, has been vacant for a number of years. The existing structure is an eyesore. The hotel property is located in the vicinity of Center Street, which includes offices, retail, and restaurants on the ground floor and residential or offices on the second floor. The location of the Mountain Inn among several other Downtown landmarks and historic structures offers the opportunity to create a taller building — a new landmark — which signals the revival of Downtown.

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*Poinsett Hotel, Greenville, SC*

*Seelbach Hotel, Louisville, KY*

*Old Post Office*

*Mountain Inn site*

*Old Jail*

*Old Washington County Courthouse*

*Mountain Inn is located across from the Old Courthouse on College Avenue.*
Infill Along Block Avenue

Block Avenue serves as a vital connection between the Downtown Square and Dickson Street. Infill development along Block Avenue presents an opportunity to manage and direct growth in Downtown. A variety of building types and uses should be located along the street, including rowhouses, live-work units, and small-scale apartment buildings. In addition, mixed-use buildings, with shopfront businesses on the ground floor, would be appropriate along the street. The mixed-use components would add life to the street. The increase of street trees and wider sidewalks would make the street pedestrian friendly and encourage people to walk between Dickson Street and the Downtown Square.

There are many underperforming properties along Block Avenue. Underperforming properties should be filled in with multi-story buildings. This lost space must be reclaimed. A prime example is the corner of Block Avenue and Spring Street. The corners of the intersection are eroded. Lots sit vacant and there is no spatial definition of the street space. Infill development of these corners is imperative.

Walking or driving north from the Square towards Dickson Street, there is an opportunity to terminate the vista with a unique civic building or other structure of dominance. An example of how this works is seen looking north on East Street, where the terminus is the Central United Methodist Church sanctuary. A new building at the end of Block Avenue would terminate the view down the street and anchor the street.
The intersection of Block Avenue and Spring Street today.

The potential build-out of Block Avenue and Spring Street.
Preserving Lafayette Street

Lafayette Street is an east-west thoroughfare that offers views to Old Main and connects the Washington Willow Neighborhood to the University of Arkansas. Lafayette Street should return to prominence as a great street in Downtown Fayetteville. The residential and civic character of Lafayette Street is much different from Dickson Street or College Avenue. It should be treated as a special place, as a cohesive entity, with an identity that is distinct from neighboring commercialized streets. It is inappropriate and unfortunate to have lost so many structures, some of architectural prominence, to surface parking lots; this must be prevented. Gentle rebuilding of the urban context, in character with the remaining homes and buildings should take place, reinforcing the residential character of Lafayette Street.
Creating a Downtown Park

The Center Prairie Trail is identified as a priority in the Fayetteville Alternative Transportation and Trail Master Plan developed by the City of Fayetteville in association with the Sidewalk and Trails Committee and citizens in 2003. An opportunity exists for a large park Downtown, approximately 6 acres in size along the Scull Creek and the proposed Center Prairie Trail walking and bike trail. The majority of the land is currently owned by noted architect Fay Jones. A priority action for the City is to negotiate with Mr. Jones to acquire the property for this important civic purpose.

The character of the park should not change drastically from its current condition, acting as a passive recreational park. The proposed Center Prairie Trail will form a central spine through the park. Additional walking trails can be installed to connect Mountain Street to West Street and to the Blair Library. A landscape architect will need to be employed to create a detailed plan of the park. The park designers will need to assess each existing tree as to its value. Invasive species of plants should be removed. The detailed plan may call for additional clearing of the understory to enhance views through the park, and to take advantage of key geographic features.

Security for visitors to the park is a concern that will need to be incorporated into the detailed design. Neighboring houses should face the park with windows to provide natural surveillance. The City should assess whether or not the park should be closed after sunset. Lighting and security cameras should also be considered for the park's crime prevention program.
**One-way Street Conversions**

Reversion to two-way traffic is proposed for many one-way streets in Downtown. Historically, two-way streets have slower traffic speeds than one-way streets; slower speeds make roadways safer for pedestrians and further enhance walkability Downtown. Within Downtown, all existing one-way streets were reviewed to determine the feasibility of one-way operation reverting to two-way operation. With only three exceptions, all current one-way streets can feasibly revert to two-way operation. (The exceptions include Watson Street from West Avenue to St. Charles Avenue; Church Avenue from Spring Street to Dickson Street; and, Locust Avenue from Center Street to Spring Street) Each has a sufficient street width to continue parking on at least one side of the street when converted back to two-way operation. The Downtown Square should remain to operate in a counterclockwise one-way direction, similar to that of a roundabout or traffic circle. Spring Street, Block Avenue and East Avenue should be returned to two-way operation at the earliest opportunity.

**Additional On-street Parking**

Areas designated for increased walkability should have streets narrowed as economically as possible. Striping of new, on-street parking and proper identification of spaces is one primary tool to achieve this. Many of the streets in Downtown are wide enough to accommodate on-street parking. On-street parking would add additional parking for Downtown destinations, while enhancing the street space and pedestrian-friendly design of Downtown streets (for more information, see Appendix H and Appendix J, Technical Memorandum: Downtown Transportation and Parking Management Strategy).
Taming College Avenue

The transformation of College Avenue will create a pedestrian-friendly, multipurpose thoroughfare from a worn, vehicle-dominated roadway. Street improvements, including narrowing travel lanes and introducing on-street parking, will help to humanize the street. The narrow sidewalks which currently exist should be widened to allow for pedestrians to walk comfortably along the street. Parallel parking along the street will help to protect pedestrians from the moving vehicles. Crosswalks are to be placed at key intersections and locations along the corridor as illustrated on the drawing. Street trees will provide shade and visually improve the roadway. Along the corridor, buildings are to be placed at possible infill opportunity sites. The street edge is to be defined by buildings and a pedestrian friendly environment will be created. As new buildings are added and existing structures redeveloped, College Avenue will encourage economic development and stability within Downtown as a whole.

Although a conventional signalized intersection will work at the intersection of College Avenue and Lafayette Street, the improvements would ideally be combined with a roundabout feature to simultaneously slow traffic and increase traffic flow. Buildings built along the street edge would fill in empty parking lots. Neighborhood-serving retail, including the existing grocery store and gas station, would ideally remain in the scene yet would be reconfigured to match the urban setting. Apartments or offices would be located above ground-floor storefronts. This intersection marks the entrance to Downtown and improvements will visually indicate to visitors and residents a sense of arrival.
Today:
The existing conditions on College Avenue are those of a suburban arterial roadway. Buildings are set far apart in parking lots. The street is focused on automobile travel and is not pedestrian friendly.

Stage 1:
College Avenue is narrowed to three lanes. Street trees are planted and the sidewalk is widened.

Stage 2:
New buildings are built close to the street with doors and windows facing College Avenue. On-street parking is introduced, slowing traffic and offering parking in front of businesses and shops.
Stage 3:
Buildings are built on both sides of the street, forming an urban relationship and transforming College Avenue into a spatially defined “urban room.”

Stage 4:
The supermarket is improved by constructing a multi-story, mixed-use neighborhood grocery prototype. This picture depicts a traffic signal located at the intersection of College Avenue and Lafayette Street.

Stage 4 Alternative:
A roundabout, replacing the traffic signal, is introduced to tame traffic. The roundabout serves as a reminder that you have arrived in town and need to drive more slowly. A highly visible feature, such as public art, should be placed in the center of the roundabout and should be lit at night.
Redesigning Archibald Yell

Archibald Yell Boulevard, or State Road 71B, was at one point the primary connection to destinations north and south of Downtown Fayetteville. With the development of Interstate 540 the need for the road has lessened. The current conditions encourage high travel speeds and are a physical divider between north and south Fayetteville. The plan therefore recommends the redesign of Archibald Yell into a grand avenue. The avenue would maintain traffic flow while allowing a safe and inviting environment for pedestrians. The implementation of a grand avenue design would also stimulate reinvestment along the corridor. Blocks would be sized to accommodate office, commercial, residential, and mixed use building footprints. Green spaces should be dedicated along the corridor to create a linear park setting. Substantial shade trees along Archibald Yell will be critical to creating this effect.
Adopt New Downtown Zoning District

An ordinance creating a new downtown zoning district should be adopted by the City Council and included in the City of Fayetteville Code of Ordinances: Unified Development Code. The existing land development regulations which apply to properties Downtown limit opportunities for redevelopment and new development. Setbacks, building placement, and parking make appropriate development Downtown difficult, further diminishing the existing urban fabric. The new Downtown District is to be form-based and based on the Transect. The new district would allow future development and redevelopment of Downtown to occur in a cohesive and proper manner. A draft concept for a new zoning district for Downtown is included in Appendix H.

Establish Downtown Organizational Structure and Funding

To accomplish the community’s goals for the future of Downtown, funding from both the public and private sectors will be necessary. There are many mechanisms to fund improvements (more information on Funding Mechanisms can be found in Chapter 5). In the near term, it is important that the City of Fayetteville take the correct steps to form a Business Improvement District (BID) and establish Tax Increment Financing (TIF) for Downtown. While the detailed steps for creating a Downtown Redevelopment District are found in Chapter 5, the process begins by preparing a “project plan” for Downtown. With careful evaluation and application, the Downtown Master Plan can serve as the foundation of the project plan.

161.26 District D-1, Downtown District

(A) Purpose. The City of Fayetteville seeks to create a Downtown District based upon traditional standards for city building. In January 2004 the City of Fayetteville created a plan for the Downtown District through a design charrette process involving the community and a team of design professionals. The Downtown District is form-based and categorizes areas of Downtown into specific transect zones based on the Downtown Master Plan.

Traditional urban design conventions have been applied to create a palette of building and thoroughfare types that form the framework for the Downtown District. These design conventions are derived from a number of sources in planning literature. Where approvals, interpretations, and judgements are left to the discretion of City officials, these officials shall use the following texts for guidance as to best practices:

- Civic Art, by Hegemann and Peets;
- Great Streets, by Allan B. Jacobs;
- The Charter of the New Urbanism, by Congress for the New Urbanism;
- AIA Graphic Standards, 9th Edition;
- The Lexicon of the New Urbanism, by Duany et al, Congress for the New Urbanism;
- Shared Parking, by Barton-Aschman Associates, The Urban Land Institute;

In the case of conflict between the standards set forth in the Downtown District and any other local land development regulation, these standards shall apply.

(B) Definitions.

1. Appurtenances: Architectural features consisting of awnings, marquees, porches, stoops, balconies, turrets, cupolas, balconies, colonnades, and arcades.

2. Arcade: A colonnade composed of a counterthrusting arches.

3. Awning: A flexible roof-like cover that extends out from an exterior wall and shields a window, doorway, sidewalk, or other space below from the elements.

4. Balcony: An open habitable portion of an upper floor extending beyond a building’s exterior wall that is not supported from below by vertical columns or piers but is instead supported by either a cantilever or brackets.

5. Baluster: A short vertical member use to support a railing or coping.

6. Balustrade: A railing together with its supporting balusters or posts, often used at the front of a parapet.

7. Block: A combination of building lots, the perimeter of which abuts streets.

8. Build-to Line: A build-to line identifies the precise horizontal distance from a street right-of-way that the building shall be built to, in order to create a uniform line of buildings along the street.

9. Build-to Zone: A build-to zone is a range of allowable distances from a street right-of-way that the building shall be built to in order to create a moderately uniform line of buildings along the street.

10. Building frontage: The vertical side of a building which faces the primary space or street and is built to the Build-to line.

11. Building Height: A limit to the vertical extent of a building measured in stories from the mean elevation of the finished grade or sidewalk at frontage line, whichever is higher, to the eave of the roof, or cornice for a building with a parapet. Permitted building heights vary according to transect zone.

12. Civic Building: Structure used primarily for public education, cultural performances, gatherings and displays administered by non-profit cultural, educational, governmental, and religious organizations.

13. Colonnade: A roofed structure, extending over the sidewalk, open to the street except for supporting columns or piers.

14. Cornice: projecting horizontal decorative molding along the top of a wall or building.
The following steps are necessary to implement the Downtown Master Plan:

a. Adopt the Downtown Master Plan.
b. Adopt the Downtown District (including the Urban Standards and Architectural Standards) as a new zoning district in the City's Unified Development Code.
c. Create a Downtown Redevelopment District to enable tax increment financing and appoint a Development Coordinator.

Additional Implementation Strategies are included in Chapter 5.

I. Completing Dickson Street

a. Reorganize the Downtown Dickson Enhancement Project (DDEP) into a Business Improvement District, consistent with the Downtown Redevelopment District.
b. To attract businesses to Dickson Street DDEP should initiate, or help to coordinate, a Small Business Investment Corporation Program (SBIC).
c. To attract quality development in and around Dickson Street, the development procedures and approvals process should be streamlined.
d. Market Dickson Street as a component of the Cultural and Entertainment Overlay District to further establish Fayetteville as a leader in cultural entertainment for Northwest Arkansas.
e. Celebrate Downtown with the continuation of cultural and entertainment events along Dickson Street.
f. Create additional parking opportunities by adding on-street parking, off-street structured parking, and shared parking.
g. Identify properties along Dickson Street as opportunity sites for infill development.
h. Encourage economic development along Dickson Street by providing informational resources for promotional activities by DDEP and the Development Coordinator through the City's GIS system and website.

II. A Parking Lot Transformed

a. Initiate a public-private joint development agreement with the Walton Arts Center, the University of Arkansas, and the Downtown Redevelopment District to fund the construction of structured parking on the site.

III. Redevelopment of Mountain Inn

a. As part of the Downtown Redevelopment District Project Plan, designate the Mountain Inn as a key property for infill development.

IV. Infill Along Block Avenue

a. Reorganize the Downtown Dickson Enhancement Project (DDEP) into a Business Improvement District to fund streetscape improvements and other modifications.
b. Convert Block Avenue from one-way traffic to two-way traffic.
c. Once converted to two-way traffic, allow on-street parking on both sides of the road.
d. Off-street parking should be located at the center of the block and shared amongst the residents and businesses along Block Avenue.
e. As part of an infill development strategy, target properties along Block Avenue for infill development.
f. The City should work with DDEP to establish locations, funding sources, and terms of use for the construction of shared parking for the patrons, employees, and residents of the expected infill.
g. Promote a mix of uses along Block Avenue.
h. Establish Block Avenue as the retail anchor adjoining Dickson Street and the Downtown Square.

V. Preserving Lafayette Street

a. Reorganize the Downtown Dickson Enhancement Project (DDEP) into a Business Improvement District to fund streetscape improvements and other modifications.
b. Encourage preservation of structures along Lafayette Street by utilizing Federal Historic Rehabilitation Tax Credits and other methods enacted by the Historic Preservation Commission.
c. As part of an infill development strategy, locate opportunity sites for residential infill along Lafayette Street.
d. Utilize adaptive re-use and historic rehabilitation programs for under-utilized properties along Lafayette Street. Engage the University of Arkansas Community Design Center to assist property owners in adaptive re-use and historic rehabilitation.

VI. Creating a Downtown Park

a. Reorganize the Downtown Dickson Enhancement Project (DDEP) into a Business Improvement District to assist in funding the Downtown Park.
b. Acquire the necessary land needed for the Downtown Park.

VII. One-way Street Conversions

a. Adopt the Thoroughfare Sections and Thoroughfare Atlas as part of the Downtown District ordinance.
b. Amend the City of Fayetteville General Plan 2020: Master Street Plan to include the Thoroughfare Sections and Thoroughfare Atlas for Downtown. The Thoroughfare Sections and Thoroughfare Atlas can be found in Appendix H and Appendix J, Technical Memorandum: Downtown Transportation and Parking Management Strategy.
c. Convert streets which can accommodate two-way traffic from one-way to two-way traffic at the earliest opportunity.

VII. Additional On-street Parking

a. Adopt the Parking Standards for Downtown as part of the Downtown District ordinance.
b. Amend the City of Fayetteville General Plan 2020: Master Street Plan to include the Thoroughfare Sections and Thoroughfare Atlas for Downtown. The Thoroughfare Sections and Thoroughfare Atlas can be found in Appendix H and Appendix J, Technical Memorandum: Downtown Transportation and Parking Management Strategy.
c. Convert streets which can accommodate two-way traffic from one-way to two-way traffic at the earliest opportunity.
d. Add on-street parking to Downtown streets by striping and proper identification of spaces.
IMMEDIATE PROJECTS — GETTING THERE, continued

VIII. Taming College Avenue
   a. Adopt the Thoroughfare Sections and Thoroughfare Atlas as part of the Downtown District ordinance.
   b. Amend the City of Fayetteville General Plan 2020: Master Street Plan to include the Thoroughfare Sections and Thoroughfare Atlas for Downtown. The Thoroughfare Sections and Thoroughfare Atlas can be found in Appendix H and Appendix J, Technical Memorandum: Downtown Transportation and Parking Management Strategy.
   c. Identify properties along College Avenue as opportunity sites for infill development.
   d. Engage the University of Arkansas Community Design Center to provide design assistance to property owners and developers wishing to respond to new opportunities from the changes in College Avenue.

IV. Redesigning Archibald Yell
   a. Adopt the Thoroughfare Sections and Thoroughfare Atlas as part of the Downtown District ordinance.
   b. Amend the City of Fayetteville General Plan 2020: Master Street Plan to include the Thoroughfare Sections and Thoroughfare Atlas for Downtown. The Thoroughfare Sections and Thoroughfare Atlas can be found in Appendix H and Appendix J, Technical Memorandum: Downtown Transportation and Parking Management Strategy.
   c. Identify properties along Archibald Yell as opportunity sites for infill development.
   d. Engage the University of Arkansas Community Design Center to provide design assistance to property owners and developers wishing to respond to new opportunities from the changes in Archibald Yell.

X. Adopt New Downtown Zoning District
   a. Adopt the Downtown Master Plan.
   b. Adopt the Downtown District (including the Urban Standards and Architectural Standards) as a new zoning district in the City's Unified Development Code.

XI. Establish Downtown Organizational Structure and Funding
   a. City Council should create a widely representative Downtown Redevelopment Board to oversee the actions of the Downtown Redevelopment District and the Development Coordinator.
   b. Reorganize the Downtown Dickson Enhancement Project (DDEP) into a Business Improvement District, consistent with the Downtown Redevelopment District.
In Our Generation

Enhancing the Downtown Square

The Downtown Square is the historic center of Fayetteville. It is where some of the first businesses were established in town. The Old Post Office is located in the center of the square. Scheduled events and activities make the Downtown Square a gathering place for the community. The plan calls for preserving the historic buildings surrounding the Square and encouraging infill development where appropriate. A mix of uses would continue to enhance and activate the Square. The plan recommends maintaining diagonal parking along the Square and illustrates possible locations for nearby parking structures convenient to the Square. The parking decks would be lined with habitable space or be located behind existing structures. In addition to mechanisms to alleviate parking needs, the plan also encourages pedestrian friendly streets around and adjacent to the Square. Walkable streets would allow Downtown residents and visitors easy access to the Square, and allow for convenient connections to other areas of Downtown, including Dickson Street and the Fayetteville Public Library (Blair Library).
Reinvestment in the Mill District

The Mill District is different in character and appearance from the other parts of Downtown, due to its industrial building history. All reinvestment for this area should enhance that character, much like the mixed-use building recently renovated on 6th Street (SR 160). The industrial look is formed by buildings with concrete and metal facades, metal roof overhangs and architectural projections, and large metal framed windows and doors. The future installation of public art should also be reflective of this industrial appearance. Existing industrial businesses should be encouraged to remain in the neighborhood. These businesses provide different types of jobs than those in the core area of the downtown for nearby residents. As the demand for land uses changes, existing structures should be retrofitted for those new uses, wherever possible.

The southwestern entry into Downtown on School Avenue passes through the Mill District. A revitalized district will create a gateway experience to the Downtown.

The Downtown Master Plan shows infill development with new buildings located closer to the street. As described throughout this plan, parking should be located mid-block and shielded from view from the street. Buildings are intended to house a mix of uses that should include neighborhood-serving retail, residential, and light industrial uses. These characteristics are in stark contrast with the single-use, drive-to format of the new drugstore recently constructed on School Avenue.
Redevelopment Opportunities Along West Avenue

West Avenue is a signature connection in Downtown. The Walton Arts Center and the new Fayetteville Public Library — the Blair Library — are both located along the thoroughfare. With streetscape improvements and traffic calming measures, West Avenue can become a great part of the Downtown pedestrian network. The area can thrive as part of the cultural and civic center of town. With existing and future proposed investment along the Avenue, it is probable that in time Hillcrest Towers and the Fayetteville City Hospital will be redeveloped. Both are prime pieces of property in the Downtown urban fabric which are currently being under-utilized. While both serve extremely important purposes — Hillcrest Tower as government subsidized housing for seniors and the Fayetteville City Hospital as an elderly care facility — there is an opportunity to better incorporate both uses in Downtown. The current condition of Hillcrest Tower is a 1960s tower, typical of the disappointing public housing of its era. Redevelopment of the site could involve demolition of the tower and a complete redesign of the site with mixed-use buildings addressing the street, or the tower could remain and lower liner buildings could be added to repair the ragged lost space at the fringes of the property. The City Hospital is primarily a one to two-story structure which appears to have been added onto haphazardly over time. The creation of rowhouses and other Downtown living opportunities could replace the current structure and create a vibrant living area next to the Downtown Park and Library.
Creating Structured Parking

Prior to building structured parking, the City needs to maximize its on-street parking in Downtown. Restriping and designation of spaces will increase the parking in Downtown. Still, the creation of structured parking will eventually be an essential element in the continued development and redevelopment of Downtown. The parking should be shared and used for off-street parking demand. When structured parking is built, it should be located mid-block and should be lined with habitable space (please see Chapter 2: Smart Parking). The Downtown Master Plan identifies a number of locations for structured parking, not all of which need to be constructed. The large number of possible locations has been identified to give developers and the City choices in handling the parking demand as Downtown continues to evolve.

Continued Redevelopment and Infill Along College Avenue and Archibald Yell

As College Avenue and Archibald Yell are transformed from urban arterials to Downtown thoroughfares, the streets will not take shape unless redevelopment and infill occur. While it is important that the physical design of the roadways are improved, it is also essential that when the corridors are redeveloped buildings address the street. The adoption of the new downtown zoning district will allow appropriate development along the corridors. In the near future it is important to get the roadway elements correct; in the long term it is important to re-stitch the urban fabric and create a vibrant gateway to Downtown Fayetteville.
### IN OUR GENERATION PROJECTS — GETTING THERE

The following steps are necessary to implement the Downtown Master Plan:

- **Enhancing the Downtown Square**
  - a. Reorganize the Downtown Dickson Enhancement Project (DDEP) into a Business Improvement District, consistent with the Downtown Redevelopment District.
  - b. To attract businesses to the Downtown Square DDEP should initiate, or help to coordinate, a Small Business Investment Corporation Program (SBIC).
  - c. Market Downtown Fayetteville as a leader in cultural entertainment for Northwest Arkansas.
  - d. Celebrate Downtown with the continuation of cultural and entertainment events around the Downtown Square.
  - e. Create additional parking opportunities by adding on-street parking, off-street structured parking, and shared parking.
  - f. Identify properties near the Downtown Square as opportunity sites for infill development.
  - g. Offer design and funding assistance with historic facade renovations for buildings on or adjacent to the Downtown Square.
  - h. Encourage economic development Downtown by providing information and resources through the City's GIS system and website.

- **Reinvestment in the Mill District**
  - a. Reorganize the Downtown Dickson Enhancement Project (DDEP) into a Business Improvement District, consistent with the Downtown Redevelopment District.
  - b. To attract businesses to the Mill District DDEP should initiate, or help to coordinate, a Small Business Investment Corporation Program (SBIC).
  - c. Identify properties in the Mill District as opportunity sites for infill development.
  - d. Encourage preservation of structures in the Mill District by utilizing Federal Historic Rehabilitation Tax Credits and other methods enacted by the Historic Preservation Commission.
  - e. Utilize adaptive re-use and housing rehabilitation programs for under-utilized properties in the Mill District.

### III. Taming College Avenue

- b. Amend the City of Fayetteville General Plan 2020: Master Street Plan to include the Street Standards found in the Technical Memorandum: Downtown Transportation and Parking Management Strategy.
- c. Identify properties along College Avenue as opportunity sites for infill development.
- d. Engage the University of Arkansas Community Design Center to provide design assistance to property owners and developers wishing to respond to new opportunities from the changes in College Avenue.

### IV. Redesigning Archibald Yell

- b. Amend the City of Fayetteville General Plan 2020: Master Street Plan to include the Street Standards found in the Technical Memorandum: Downtown Transportation and Parking Management Strategy.
- c. Identify properties along Archibald Yell as opportunity sites for infill development.
- d. Engage the University of Arkansas Community Design Center to provide design assistance to property owners and developers wishing to respond to new opportunities from the changes in Archibald Yell.

### V. Redevelopment Opportunities Along West Avenue

- a. Reorganize the Downtown Dickson Enhancement Project (DDEP) into a Business Improvement District to fund streetscape improvements and other modifications.
- b. As part of an infill development strategy, target properties along West Avenue for infill development.

### VI. Structured Parking

- b. Identify locations for infill development that could accommodate structured parking.

### VII. Continued Redevelopment and Infill Along College Avenue & Archibald Yell

- a. As College Avenue and Archibald Yell are transformed into “great streets,” identify properties along the roadways as opportunity sites for infill development.
- b. Engage the University of Arkansas Community Design Center to provide design assistance to property owners and developers wishing to respond to new opportunities from the changes in College Avenue and Archibald Yell.
Long Term Prospects

Continued Redevelopment and Infill Along College Avenue and Archibald Yell

As Downtown continues to evolve, it is important to guide infill development along all Downtown thoroughfares. Over time, College Avenue and Archibald Yell can become “great streets” in Downtown. Proper roadway modifications and building placement along the corridors can lead to a vital balance between vehicular and pedestrian transportation needs. As infill development occurs, the urban fabric will be repaired.

LONG TERM PROSPECTS — GETTING THERE

The following steps are necessary to implement the Downtown Master Plan:

a. Adopt the Downtown Master Plan.

b. Adopt the Downtown District (including the Urban Standards and Architectural Standards) as a new zoning district in the City’s Unified Development Code.

c. Create a Downtown Redevelopment District to enable tax increment financing and appoint a Development Coordinator.

Additional Implementation Strategies are included in Chapter 5.

I. Continued Redevelopment and Infill Along College Avenue & Archibald Yell

a. As College Avenue and Archibald Yell are transformed into “great streets,” identify properties along the roadways as opportunity sites for infill development.

b. Engage the University of Arkansas Community Design Center to provide design assistance to property owners and developers wishing to respond to new opportunities from the changes in College Avenue and Archibald Yell.
Rapid change is taking place in Fayetteville. The city and its residents have stepped in at the critical moment to guide the process of change rather than letting change overtake them. The time could not be more perfect for the city to create a vision of its future. The question that everyone would like to see answered is whether the vision that they have expressed in the master plan can actually happen—is it feasible, does it make sense economically? The short answer is yes.

To come to this conclusion, UrbanAdvisors looked at a series of different types of information. National trends were examined and compared to what is taking place locally. The team reviewed demographic and employment estimates and projections both locally and regionally, to understand potential housing markets, retail, services and employment in the downtown. The team met with local builders and estimated construction costs for producing the type of buildings called for in the Downtown Master Plan. Finally, working with the designers, UrbanAdvisors assisted in the process to assure that the requirements for marketable land uses were met in the design. Fayetteville is already developing, and some of it is very high quality. There is assurance in local practice that what is proposed can continue to work as has already, but with even more success from direction based upon principles outlined by the community.

The various parts of the economic and market analysis are outlined in this chapter and explain in more detail why and how the Downtown Master Plan can work.

**National Trends in Downtown Redevelopment**

Redevelopment of ailing commercial districts and city neighborhoods has been taking place across the nation. Redevelopment has proceeded through five strategies:

- the creation or enhancement of arts districts;
- the creation of housing in or near commercial areas;
- destination retail or lifestyle centers with entertainment;
- new office and retail/mixed use districts; and
- new open space amenities.

All of the strategies have in common the concept of "placemaking" or creating a critical mass of change that can alter local perceptions of the area to be redeveloped.

**Arts Districts**

In Northwest Arkansas, downtown Fayetteville is the only place with the ability to support arts facilities on a regional scale. This is important because the arts are now perceived to be a significant means for encouraging the public to visit and use peripheral businesses adjoining arts facilities. Some arts districts occur in areas with old existing buildings, such as obsolete warehouses that can offer artists studios at a cost low enough to encourage a critical number of studios and galleries. Major arts districts in large cities typically include at least four types of facilities: museums, galleries, symphony or opera performing arts venues and retail to appeal to visitors such as restaurants and cafes.

The reason for looking at the arts as a generator of economic potential is that arts districts draw people on a regular basis and provide foot traffic for local restaurants, cafes and retail businesses. In Denver, for instance, the city's cultural district drew 7.9 million visitors in 1997, more visitors than attended Broncos, Nuggets, Rockies, and Avalanche.
games combined. Arts facilities are seen as an amenity that enhances quality of life and yields a perception of quality to an area. The arts are also seen as an amenity that draws new residential and office development.

Arts districts can include many different functions from museums, galleries, theaters, small cinemas, and educational facilities, to building redevelopments for artists' lofts and live/work units with studios on the first floor and living space on the second. Creating an arts district requires many of these uses in conjunction, and usually relies upon the renovation of old building stock including old warehouses, theaters, hotels and other buildings of architectural interest. In Berkeley California, a new performing arts facility was combined with streetscape art installations and the redevelopment of City Hall. In Portland, a new building for art education is part of the on-going revitalization of the Pearl District, a former warehouse district.

At the same time as yielding benefits, arts facilities and developments are rarely self sustaining, and usually require a variety of funding and equity sources to succeed including public funding, patrons or donors, and sometimes the use of sales taxes and local improvement districts to fund improvements. Creating arts facilities requires a public commitment of funding that varies with the size of the proposed project. Live/work space, in particular, has been successful in such diverse areas as Salt Lake City, Minneapolis and Little Rock, Arkansas.

The most successful arts districts have strings of galleries intermixed with theater and symphony venues. One possibility is to establish an arts incubator as an adaptive re-use project. Arts incubators are projects that offer lower rent for live/work studios in exchange for public benefit, such as requirements for public open studio nights. The residents or tenants are required to be practicing artists and to display work on a monthly basis to the public. While some funding would be required, such projects have succeeded and economic development funding is available for incubators.

**Urban Housing**

Providing attractive urban housing and stabilizing neighborhoods adjacent to downtown is a particular concern for Fayetteville. The addition of medium to high-density housing is an effective strategy for providing a base of consumer spending within walking distance of restaurants, retail and services. It is also used in combination with office and employment centers to provide units near work for residents, lowering commutes and producing efficient shared parking arrangements. According to the American Housing Survey by the Bureau of the Census, urban housing is typically being purchased by upper-income households with fewer than two persons per household. These households are from 25 percent to over 40 percent seniors, and include a high percentage of households (as high as 50 percent) of females living...
alone. The majority of households is in the age range over 45, and has built equity that allows the purchase of high quality units. This type of development is dependent upon high amenity value: people choose to be in the proximity of arts facilities, downtown retail and services, nearby work locations, an active entertainment district that includes restaurants, a walkable environment that has high levels of evening use, and access to transit.

The development costs of newly built urban housing are often higher than standard suburban development. Adaptive re-use can in some cases cost less, perhaps much less, but this depends upon the structural integrity of the building. People are willing to pay for the freedom and excitement of urban living. Development of this sort requires a combination of housing with an amenity-rich environment that has the critical mass to create its own ambience.

**Destination Retail Development**

Another specialized use to consider in planning downtown Fayetteville is the destination retail center. Destination retail/entertainment developments create a pedestrian environment that can also be reached by automobile. They include entertainment uses to create an evening hours draw for customers. These centers range in size from 70,000 square feet to over 600,000 square feet. At the lower end of the scale, they include community amenities such as public plazas that are used for public functions including high school graduations and weddings. Larger destinations have been using multiplex theaters as anchors along with nightclubs and restaurants.

Destination retail appears to be dependent upon strong retail spending demographics and appeal to the need for public facilities and gathering places. Some destinations have been created as direct copies of urban main street scenes. Many development corporations are actively pursuing the creation of destination "Main Street" style development because of the perceived public interest in authentic\(^1\) public retail districts. These retail districts may be anchored by smaller versions of national chain stores but also contain local unique businesses such as those found in Fayetteville. The inclusion of longstanding local businesses adds a quality to the retail mix that cannot be duplicated elsewhere.

Destination retail has been occurring in both cities and suburban locations. The more successful development relies upon the creation of a sense of community, with attractive pedestrian ways, public space and plazas, outdoor café seating, distinct façade design for each storefront and a mix of local businesses and chain anchors. They have more restaurants than is typical, along with higher proportions of leisure activity retail such as bookstores, electronics and video and children's stores. These developments have been done with and without structured parking. According to the Urban Land Institute, well-planned destinations draw from a radius of 30 miles despite their small size, in comparison to the typical 15-mile market radius for a regional mall.

Financing for destination retail can be more complicated than a standard development because the projects themselves tend to involve higher up-front costs for infrastructure and amenities. Parking cost can be a particular problem. If structured parking becomes necessary to assure the ability to provide access to support sales and a wider choice of retail businesses at one location, costs can rise dramatically.

Parking is an issue for this type of development. Destinations in city centers rely in part on adjoining parking that is used by office workers during the day, and thus the project does not need to provide all of its parking as part of the development. Strategies to lessen the financial impact of structured parking include shared use, efficient design and sometimes public ownership or financing of the parking.

\(^1\)"Authentic" meaning a district that has public access and amenities as opposed to the closed commercial environment provided by malls.
The advantage of creating a "destination" Downtown is the ability to draw from a wide area. Fayetteville is expected by 2008 to have market support for over 500,000 square feet of new retail (see "Retail Space and Downtown"). If configured with existing successful local retailers there should be a sufficient market to support a destination that has arts, a theater, restaurants, and retail.

New Office and Retail/Mixed Use Downtown

Office/Commercial

Office employment is one of the primary components of a healthy downtown and helps to support hotels, retail and restaurants in the area. Office development has been used in conjunction with all of the types of redevelopment outlined. New office users are looking for amenities along with an aggregation of businesses of their type. In redevelopment, office is primarily used as a component of mixed-use retail projects, but is a vital part of the mix. Retail needs to occupy ground floor space, so office helps to intensify land-use and economic feasibility by making upper floors useful. At the same time, office development can be balanced with what is termed "24-hour" uses (movie theaters, restaurants, late-night cafes, shops and bookstores with long hours) because the parking can be shared after office tenants leave for the day.

One of the major trends of the last 15 years and has been the reversal of suburban and downtown office markets. Economic expansion in the late 1980's and early 1990's shifted office markets to suburban locations. Starting in 1996, suburban completion rates were more than twice those of downtown areas. According to Torto Wheaton (a national economic projection firm) completion rates from 2000 to 2005 in downtowns are expected to be relatively stable between 1 percent and 1 1/2 percent, while the expected rate of completions for the suburban areas varies from 1 1/2 percent to 2 1/2 percent over the same time period. Since 1991, suburban office investment returns have matched or exceeded the returns for downtown office despite the fact that downtown rents are typically at a premium.

The move of office to the suburbs seeks to capitalize the cost of commute times by employees. This is offset by the advantages of information flow that result from aggregation near other businesses of the same type downtown. Businesses that innovate will tend to be near other businesses that innovate. For instance, high-tech businesses will cluster near other high-tech businesses in relatively close proximity. This can occur in either large or small cities. The advantage for smaller cities is a lower housing cost and lower commute time.²

According to the Urban Land Institute, the increasing use of computers and technology and their effect on all office users has resulted in different requirements for office than in the past. Office users now need wiring and mechanical systems far more extensive than those found in older buildings, including:³

- wiring for local area networks,
- cable networks,
- satellite communications,
- wide area networks,
- high-quality electrical supplies with filtered current and surge protection, and
- enough electrical outlets to allow the free movement of partitions and office groups.

The needs of modern users dictate either extensive renovation of existing space or development of new space. Typical floor plates to allow

open offices start at 10,000 square feet of usable area and current standards for electrical and mechanical systems can make small high-quality projects more costly than medium size projects. Renovation of existing buildings depends upon floor-to-floor heights, the cost of, and ability, to retrofit supporting mechanical systems, the size of structural bays on each floor, and other factors that must be evaluated professionally for each building.

The need for flexibility and for extensive electrical system requirements applies to back-office uses as well as tech start-ups. Back office uses are the sort of administrative work necessary to keep a business running (including data processing and other operations functions) but not part of the functions of a headquarters office. Back-office processing of data and administrative work relies on electronic connections to distant headquarters. Headquarter locations are also sometimes chosen by managing executives (Microsoft in Redmond for instance).

Another aspect of the changing office market is that tenants are looking for nearby amenities. In its 1999 report on office trends, ULI noted that new office users wanted access to restaurants, cafes that may be open late, banks or ATM facilities, and an attractive location. For this reason, there have been developers successfully locating new office in mixed-use projects that create a lively retail environment at the same time.

While Fayetteville is already a business center, recommendations about activating the first floor with retail, and parking management to encourage evening uses are applicable. Much of the building stock in downtown may be functionally obsolete in comparison to the needs of modern users. As part of an economic development plan, an inventory of buildings and their characteristics should be undertaken to determine the means and cost to bring them up to date, and form a plan for providing funding grants and low-interest loans to perform updates. Where buildings are found to be obsolete, adaptive re-use should be considered. It should be noted that updated historic buildings, when structurally sound, can offer excellent development opportunities because they often have qualities that are impossible to afford in modern construction. These qualities in an updated building often lead to rents that are very favorable when combined with historic tax credits and other funding mechanisms.

**Retail Mixed Use**

Mixed-use development Downtown reinforces the historic character of its past development patterns and emphasizes downtown’s difference from the low-rise low-quality construction seen in strip malls.

Mixed-use development is the juxtaposition of different land uses in a single building or on a single site in a way that is hoped to be mutually

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4. RS Means Cost Index, 2001
5. Another example is the choice of Sun Computer to locate in Anacortes, WA. A senior executive knew Anacortes and wanted a location on the water. Anacortes is a long way from Silicon Valley.
6. One such example is Bethesda Row in Bethesda, Maryland developed by Federal Realty Trust. It incorporates 110,000 square feet of office with 190,000 square feet of retail and 40,000 square feet of restaurant. The project is successful and has spurred similar development by Federal.
7. In a recent project with Winter and Company, we found that historic office properties in Truckee, California rented for up to three times the amount paid for space in strip or suburban locations.
however, many successful mixed-use projects have been built. The lessons from these projects indicate some fundamental steps in the conceptualizing and building of mixed-use development.

Successful mixed use depends on development team experience and financial capability, careful market assessment of each product, realistic financial assessment during the project concept phase, a supportive regulatory environment, and a supportive neighborhood. A development team with experience is crucial for success. Vertical mixed use is more difficult to accomplish than horizontal mixed use. Mixed-use offers complications with (among other things):

- parking sharing between residents and commercial tenants;
- expensive fire separations between use types;
- more stringent fire safety requirements than single-use structures;
- costly duplication of vertical circulation (elevators and fire stairs) and building access;
- more complicated (and expensive) utility infrastructure;
- more regulatory oversight and approvals;
- more complicated legal structure for ownership;
- more complicated financial packaging to gain financing;
- more expensive and complicated appraisal process; and often,
- land assembly.

In addition, most successful developers focus on single products such as residential, retail or office and sometimes know little about the specific factors for success required to produce other products.

For all these reasons, mixed use requires experienced designers who know how to solve the technical problems and developers who have refined their product mix and market strategy to respond to market and financial realities. Fayetteville has such designers and developers as evidenced by recent local developments including the Campbell Bell

Many mixed-use projects combine residential with retail or employment uses. The factors that drive residential mixed use are proximity to amenities and convenience in commuting and access to services. As residential density rises, residents trade private outdoor space for public amenities such as restaurants, retail and services and employment within walking distance. Amenities make the residential units easier to rent or sell, and the proximity of customers supports the commercial, retail and services. The additional local retail and services can be a benefit to the surrounding neighborhoods.

Nationally, the perception of mixed-use development has changed over the last 20 years. In the 1980's, because of a series of tax changes and relaxed lender fiduciary requirements, a number of projects were built without adequate market and financial due diligence. One result of creating tax-driven projects was termed the "savings and loan scandal." Another was that poorly conceived mixed-use projects assembled one of the worst financial track records of the 1980's. During the last decade,
Building, The Three Sisters building and others Downtown. A supportive regulatory environment must be in place for mixed use to succeed. The key element is flexibility that allows developers to respond to the market while maintaining the intent of mixed use: to produce a high-amenity, livable urban environment. Part of that environment of livability is maintained through careful physical design to achieve compatibility with established neighborhoods, and to mitigate the effects of a higher intensity of development. Successful regulation balances project specific needs with mitigation of potential impacts to existing neighborhoods.

Main Streets

A typical mixed-use type is the development of higher intensity development along or adjacent to well used traffic corridors. Automobile and foot traffic are the lifeblood of retail and the combination of housing and retail along highly traveled corridors can help to create a market for retail and services. A good main street will have 8,000 to 20,000 or more trips per day combined with pedestrian amenities and enough residential development within a quarter-mile radius to allow for high foot traffic near businesses.

Successful main street commercial areas tend to:

- be no longer than 800 to 1,200 linear feet (a reasonable walking distance);
- have reasonable crossing distances for pedestrians (usually not more than 60 feet)
- have retail on both sides of the street;
- have enough housing within less than a five minute drive to yield up to 60 percent of the needed support for retail and services;
- have continuous building frontage without breaks for large parking lots or drive-through facilities; and
- have a mix of retail and services that foster activity at night as well as during the day.

Main street style mixed use along corridors offers the opportunity to provide a transition between busy streets and less dense neighborhoods adjoining them. Mixed-use development where retail, office and housing are combined either vertically or horizontally is feasible where there is a market for retail and an unsatisfied demand for moderate density units or multi-family units. Mixed-use development on corridors offers the opportunity to create student housing and associated services without disrupting the fabric of local neighborhoods. It can also offer an opportunity to create ownership opportunities for one and two person households at moderate pricing.

Large standalone mixed use projects will tend to require large sites of 20,000 square feet or more, if they must independently provide for all parking, loading, and services (garbage, etc). However, smaller sites can be developed if alleys are present for the service functions. Therefore public investment in land and maintenance of a functional alleyway system is an excellent support mechanism for smaller, human-scaled projects and local reinvestment. Ideally, corridor planning will focus on the creation of high-quality sections of 800 to 1200 feet in length rather than trying to mandate change for an entire corridor miles in length. Retail should only be a requirement where there are sufficient "destination" trips and adequate surrounding residential development.

The Downtown Master Plan suggests that a portion of Block Avenue, combined with the existing areas of Dickson Street, is suitable for the creation of a "main street" core Downtown. A future "main street" location is the renovated portion of College Avenue. Successfully creating a main street core will require partnership between the private sector and the city, because the city is the implementing planning body for setting the conditions of land use. At the same time, hours of use, shared parking and other private sector issues must also be resolved. There is a full outline of these implementation measures listed later in the report.
Open Space Improvements

Because of their beneficial economic impact, parks and open space should be planned as part of the structure of the renewed downtown Fayetteville. Park and open space amenities can act as a catalyst for positive change in urban environments. A historical example is Central Park in New York City where real estate values in the area around the park increased by nine times after its construction. Parks and open space also act as a magnet for visitors and increase positive perceptions of the urban areas in which they are located. Large developers such as the Rouse Corporation have successfully included green space in their developments to encourage visits and increase foot traffic.

The economic benefit of open space on property values lies behind such suburban residential development strategies as the golf-course housing development, but open space plays a part in successful downtowns, too. The effect of the open space is called an "externality." An externality is an effect that a particular land use has upon its surroundings. A negative externality is one where an undesirable land use lowers the value of adjoining properties (the classic example in zoning law is a pig farm). Well-conceived parks and open space tend to be a positive externality and confer value on the properties surrounding them. Proximity to attractive natural features and views is acknowledged as a factor in the value of housing units. Downtown, open space planning is needed where office and housing are projected.

Local Market Trends

As part of the Downtown planning process, UrbanAdvisors investigated local demographic trends and interviewed a wide range of community representatives to understand the local economic and development conditions. Analysis of this data suggests the need for a viable program for redevelopment of the historic downtown and strategies for successful implementation.

Existing Study Area Land Use

<table>
<thead>
<tr>
<th>Land Use Zoning</th>
<th>Acres of Use</th>
</tr>
</thead>
<tbody>
<tr>
<td>Commercial</td>
<td>132.89</td>
</tr>
<tr>
<td>Industrial</td>
<td>44.37</td>
</tr>
<tr>
<td>Parking</td>
<td>7.92</td>
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<tr>
<td>Multifamily</td>
<td>57.59</td>
</tr>
<tr>
<td>Single Family</td>
<td>102.16</td>
</tr>
<tr>
<td>Total Study Area</td>
<td>344.93</td>
</tr>
</tbody>
</table>

Downtown Fayetteville is comprised of approximately 345 acres of land as shown in the table above. For the goals of Downtown, it may be possible to intensify and enhance use without greatly changing the tone or character that is prized by residents. Measurement by the design team indicates there are over 25 acres of land that could accommodate infill development and many sites that could be used more efficiently. It is not, however, possible to build to the potential indicated in the Downtown Master Plan with current land use patterns or zoning. Further, even though interviews indicated the desire by residents, neighborhood representatives and business representatives to enjoy a more vital business, retail and neighborhood environment, the question remains as to what is actually supportable by the marketplace. To understand the potential for this enhancement, UrbanAdvisors reviewed demographic, sales, and other data from Northwest Arkansas and evaluated the market trends in Fayetteville and its downtown.

Background Interviews

UrbanAdvisors interviewed local lenders, property owners, neighborhood representatives and business representatives to learn more about the economic and development conditions in Fayetteville. Downtown Fayetteville acts as the art and cultural center for the region, and serves as the local banking center.
The issues discussed tended to break into specific categories, and are listed by category in the appendix rather than by interview group or affiliation. The topics and issues covered included: traffic and streets; parking; real estate; development incentives; the City regulatory framework for the study area; Fayetteville’s role and character in the region; employment and growth; downtown neighborhood issues and use conflicts; economic development and job creation and the University; visions for downtown revitalization; the natural heritage of the community and its importance; the relationship of downtown to the University; and the role of the Walton Arts Center and the creation of a cultural district.

In general, interviews indicated that residents wanted more retail amenities, better pedestrian access, preserved and revitalized neighborhoods with more residential ownership, a balance between business interests and the neighborhoods, an enhancement of the cultural attributes Downtown, and more attractive gateways and streets coming into downtown.

**Demographic Trends**

The demographics of the study area include a median household income of $18,000, with 44% under $15,000, household size of 1.65 persons; and only 14% owner occupied units. This could be misinterpreted; Downtown is also comprised of 60% students. More impressive is the projected trend of local demographics.

Demographic trends for Fayetteville are illustrated in the following charts.

Fayetteville is projected to capture a significant proportion of growth in Washington County. Of the 20,800 new residents in 8,500 new households expected in Northwest Arkansas in the next five years, Fayetteville is expected to see 7,200 new residents in 3,400 households, or about 35% of population growth. This makes Fayetteville the leading regional center for household capture.

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8 ESRI Business Information Services.
It may surprise many local residents that Fayetteville can successfully compete in the region without using suburban development types. In fact, Fayetteville has many valuable assets that attract new residents; it is the only historic downtown in the region that has maintained a compact, walkable community that offers a rich experience with unique cultural assets and historic buildings and neighborhoods.

The small ratio of population growth to household growth indicates that new household sizes will average 2.1 persons in the city and 2.5 persons in the Northwest Arkansas. This smaller household size also matches the trends in population age. In Fayetteville, the largest group of new residents will be under 24, probably related to the University. Significantly, there is a large increase is also projected in the 45 to 64 age group. The increase in these age groups helps explain the decrease in household size.

Although most households in Fayetteville and Northwest Arkansas are expected to earn under the median income of $45,000 in 2008, the number of below median income households is projected to decline. In Northwest Arkansas, growth is projected predominantly (74% of change) in the $100,000+ income group; in Fayetteville growth in the $100,000+ income group is projected to represent 70% of change. Together this paints a picture of new future residents with small households balanced between students and empty nesters with high incomes. In other markets, "empty-nesters" provide strong support for urban housing close to amenities. Where such products are available, the urban market captures between 4% and 8% of the demographic. Based on pent-up demand (due to the scarcity of suitable products) the current market may support between 1,200 and 2,500 units. By 2008, demand could be between 1,800 and 3,600 units.
Implications for Downtown

The shift in household income and household growth has implications for the housing market. When one considers the change in households, the growth will need to be accommodated in housing and the question arises of what housing price can be afforded by those who constitute the growth. The groups that are growing can afford a certain price of house based on income range and Urban Advisors calculated housing prices based upon the incomes in the groups that constitute the household growth. Based on this, the future market could support housing in town in the price ranges between $170,000 and $500,000, with most of the market above $170,000. There is a corresponding decrease in demand for units valued under $86,000.

Retail Space and Downtown

A number of residents expressed the desire for enhanced retail and retail services Downtown. To evaluate the potential for change we examined current and future spending (see Appendix A for retail spending figures).

In 2002, Fayetteville residents earned an aggregate of almost $1.3 billion, and spent 30% of income on retail expenditures totaling about $390 million. This should support 459,000 square feet of new retail uses over the next five years. The Downtown market area should support 290,000 square feet of this, suggesting that there is a strong local market for downtown retail uses.
**Downtown Program Goals**

The limiting factor in providing retail and residential uses Downtown will not be the market, but the availability of developable land. Based on the availability of land and the density goals of the city, up to 1,600 housing units, mostly owned, could be created Downtown to balance the residential mix. The units would be a combination of adaptive reuse, renovations and new construction.

Destination retail clusters require between 75,000 and 100,000 square feet at a minimum to provide the amenities expected by residents. The Downtown Master Plan proposes new mixed-use retail between Block Street and Dickson Street, as well as along College Avenue to provide infill neighborhood retail amenities of this scale.
The vision for Downtown Fayetteville, formulated during the charrette, has been documented in the preceding chapters of this report through plans, illustrations, and text. This chapter identifies the necessary steps for realizing the place depicted in the imagery, transforming the community vision into a built reality. The following steps address policy recommendations, promoting the downtown, organizations and public-private partnerships, neighborhood revitalization, economic goals, and business recruitment and retention strategies.

**Funding Mechanisms**

To achieve the goals of the Downtown Master Plan, funding will be necessary. Public funding mechanisms for redevelopment include: Tax Increment Financing, Business Improvement Districts, grants from public and private sources, general obligation bonds approved by the public, donations, and general fund expenditures.

Funding assistance for private development and economic development includes New Market Tax Credits, Historic Tax Credits, Low-Income Housing Tax Credits, Federal Loan Guarantees to financial institutions, federal matching funds for Small Business Investment Corporations, federal funding to assist local Community Development Corporations, revolving loan funds set up by local financing institutions for redevelopment and business creation (to help satisfy Community Reinvestment Act obligations), and, last but not by no means least, standard financing for market rate development.

1. **Tax Increment Financing**

The Arkansas legislature passed a new law governing Tax Increment Financing in 2001 (Act 1197 of 2001 Regular Session, 2001 HOUSE BILL 24153, THE ARKANSAS COMMUNITY REDEVELOPMENT FINANCING ACT OF 2001.23 24). The law outlines the procedures for the creation of redevelopment districts that are funded through the issuance of revenue bonds supported by the tax increment of new development or redevelopment.

Tax Increment Financing is the use of increased taxes from increases in property value to fund redevelopment district costs. The funds can be used as a revenue stream for issuing and paying bonds. Revenue bonds funded by tax increment do not constitute a portion of the public debt secured by the general fund, and are tax exempt for state and municipal tax purposes. At the creation of a Downtown Redevelopment District the County Assessor compiles the aggregate value of all of the property in the redevelopment district. This assessment acts as the starting value or basis of the district. As property values rise, any tax collected in excess (the increment) of the original tax on the basis is placed into a "special fund", as specified in the legislation. The monies in the special fund can be used to pay revenue bonds that are used to implement the Downtown Redevelopment District Project Plan.

The process for enabling tax increment financing is as follows.

- a. The City government begins the creation of the Redevelopment District through a public process that includes prior notice to all local government and taxing entities, and public hearings.

- b. The District is created by a publicly approved ordinance that contains: a designation of the district boundaries; a starting date for the district, a name and number for the district; findings that the district will benefit the real property of the district by preventing the spread of slums or blighted areas, or discouraging the loss of commerce or employment, or by increasing commerce or employment; and establishment of a special fund for any funds to be used for implementing the district.

- c. Once the District is created the City must prepare a Project Plan for the district that includes:
  - A statement listing the kind, number, and location of all
proposed public works or improvements within the district or, outside the district;
• An economic feasibility study;
• A detailed list of estimated project costs;
• A description of the methods of financing all estimated project costs, including the issuance of tax increment bonds, and the time when the costs or monetary obligations are to be incurred;
• A certification by the county tax assessor of the base value, total ad valorem rate, debt service ad valorem rate, and applicable ad valorem rate for the Redevelopment District;
• The type and amount of any other revenues that are expected to be deposited to the special fund of the Redevelopment District;
• A map showing existing uses and conditions of real property in the District;
• A map of proposed improvements and uses in the District;
• Proposed changes of zoning ordinances;
• Appropriate cross-references to any master plan, map, building codes, and city ordinances affected by the Project Plan;
• A list of estimated non-project costs; and
• A statement of the proposed method for the relocation of any persons to be displaced.

d. The City must hold a public hearing to allow public comment on the proposed project plan and must serve notice prior to the public hearing notice to any taxing entities in the Redevelopment District.

e. The City approves the Project Plan by an ordinance that is adopted within one year of the County Assessor's evaluation of basis, and the ordinance must contain a finding of economic feasibility.

The creation of a Downtown Redevelopment District allows the use of eminent domain to carry out the purposes of the district. The City is allowed to sell, lease or mortgage any property acquired for the purposes of implementing the plan. The funding from the District may be used for organizing and creating the district, property acquisition, capital improvements needed, whether inside or outside the district in order to implement the plan, creation of parks, community centers and other public buildings, relocation of displaced persons, and other uses listed in the legislation. The legislation also allows the City to accept and place in the special fund grants from other government entities and donations and grants from private sources. The life of the Downtown Redevelopment District is limited to 25 years, and no funding from the district special fund can be disbursed after the termination of the district.

The City should create a Downtown Redevelopment District. A Project Plan should be produced based on the findings of the Downtown Master Plan. Under the law governing Tax Increment Financing, the City is empowered to designate a City employee, group of employees, or a board to handle the affairs of the Downtown Redevelopment District. The City should form a Downtown Redevelopment Board that is representative of the area stakeholders and the City. In addition to the Downtown Redevelopment Board, the City should hire a Development Coordinator to implement the approved Downtown Redevelopment District Project Plan.
2. Business Improvement District
A Business Improvement District (BID) is a special taxing district created with the consent of its property owners that allows the City to levy a tax to pay for specific services and improvements agreed upon by the City and property owners. BID's are used to pay for such things as street cleaning and maintenance of special features, programs such as planters and street furnishings, maintenance of parking areas, etc. The City and Downtown Dickson Enhancement Project (DDEP) should reorganize DDEP into a BID and Downtown Redevelopment District Business Organization to work directly with the Downtown Redevelopment Board and the Development Coordinator to implement the Downtown Redevelopment District Project Plan.

3. Grants
There are a number of federal grants available for redevelopment and community service purposes as well as grants for infrastructure. Federal grants require the City to have a Consolidated Plan in order to receive Community Development Block Grants and Community Service Block Grants. Fayetteville does have a Consolidated Plan and is eligible for funding. The Federal Department of Transportation also has grants for infrastructure, including funding for roads and highways and innovative transportation grants for research and implementation of alternative transportation. A list of these programs has been included in the appendix.

Private grants from foundations are available through application by the City, community development corporations and other community oriented non-profit organizations. They are rarely given to private for-profit businesses. Finding grants can be daunting as there are literally thousands of foundations and grant givers; most organizations that rely upon such funding hire what is termed a "development specialist" to research the grants and write proposals. It should be noted that a tax increment special fund can accept grants from foundations and private grantors.

The City has already obtained a lobbyist to expedite the procurement of funding from Federal sources. It is suggested that the City train a staff member in grants research and writing to coordinate with the lobbyist and to research and apply for private foundation opportunities as well.

4. Tax Credits
Tax credits can be very powerful funding incentives for private development. There are three basic credits available now that have application in redevelopment: New Market Tax Credits; Federal Historic Rehabilitation Tax Credits; and Low-Income Housing Tax Credits. The rules for tax credit investment are laid out in the US Internal Revenue Code. Tax credits allow a dollar for dollar reduction in tax (not income) and thus are of use to anyone with a need for tax reduction. Tax credits are often sold (securitized) to investors, allowing non-profits and project owners unable to use them to gain funding for construction and other allowable project costs.

New Market Tax Credits require the designation of eligible census tracts by the federal government. Fayetteville’s downtown area has been so designated, and projects downtown are eligible for these credits. The New Market Credit was authorized by Congressional House Bill 12392, which outlines the availability and terms of use for the tax credit (more information can be found at www.cdfifund.gov/programs/nmto/index.asp).

Federal Historic Rehabilitation Tax Credits require that the project be in a historic district as a contributing structure or that the structure is listed on the National Register of Historic Places. Rehabilitation tax credits can be applied to 20 percent of eligible project costs. If the City’s Historic Preservation Commission and the Heritage Committee can agree upon a designation of non-contributing but significant structures that could be upgraded to contributing status, the potential for the use of tax credits would increase and more structures would be preserved.
The City of Chicago, in association with the Chicago Historic Bungalow Association, has instituted a program providing tax credits and low interest financing for the purchase and rehabilitation of historic bungalows. The certification of the structures is based upon a thematic historic designation rather than on a particular district. Such a thematic designation process could work in the neighborhoods surrounding Downtown Fayetteville and allow homeowners to take advantage of tax credits otherwise unavailable to them (for more detail, please see www.chicagogbungalow.org).

Low-Income Housing Tax Credits (LIHTC's) can be used for providing housing to households at or below 60 percent of median income and provide either four percent or eight percent credits. Area 60 percent of median household income by household size is calculated every year by the Department of Housing and Urban Development. It is not necessary for all units in a building to be affordable to receive the tax credit: the credit applies only to those units that are eligible. To receive the credit, the units must be kept affordable for fifteen years to receive ten years of tax credits.

Rehabilitation tax credits and LIHTC's can be applied on the same project. This means that in implementing affordable housing units in downtown Fayetteville, a credit from 24 to 28 percent could be achieved in redevelopment.

An information program to familiarize developers and property owners with tax credit opportunities should be undertaken by the City. This could be performed effectively as an addition to the City web site, which is already an excellent resource. Elements would include explanations of the credits, links to credit websites, and downloadable information and application forms. Pro forma templates for calculating tax credits would also be useful for those not familiar with credits.

5. Small Business Investment Corporations

Small Business Investment Corporations (SBIC) are business development venture funds for business creation and development that are regulated by the Small Business Administration. The federal government will match local funding at a three to one ratio. What this means is that if local investors, banks, and others form a SBIC with $1 million in start-up funding, it may be possible to get grants of up to $3 million to match. Since the Downtown Master Plan calls not only for infrastructure, but also new businesses to provide the services that are desired by residents, the formation and operation of a Fayetteville SBIC could be a means for creating and retaining business in the downtown area.

SBICs are allowed to use funds for investment in small business and to act as an advisory resource. This means that the SBIC employees could fund and advise businesses on issues such as effective use of information technology, effective retailing practices, financial management, employee management, efficient use of resources, etc.

It is suggested that the City, Fayetteville Chamber of Commerce, DDEP, and local businesses collaborate in the formation of a SBIC. Because of the Federal program offering three-to-one leveraging of local funding, SBICs can be more effective in using local funds than business assistance organizations that do not have access to the program. DDEP should institute a committee to research the feasibility of setting up an SBIC and work with local and state financial institutions to fund the program initially.

6. Revolving Funds

A Revolving Fund is a low-interest financing pool set up by local lenders acting together to meet Community Reinvestment Act (CRA) obligations. The funds are not grants; borrowers are expected to pay back the loans to finance future loans. The fund can have its own investment criteria regarding the type of lending that will be underwritten. In addition to meeting CRA obligations, revolving funds also generate customer loyalty to participating institutions and serve to keep
local money from interest payments and administration costs in local
circulation. The City should meet with local lenders to assess the
potential for a revolving fund within the Downtown Redevelopment
District.

Policy Recommendations & Changes

7. Adopt the Fayetteville Downtown Master Plan
The City of Fayetteville should adopt the Fayetteville Downtown
Master Plan, giving the plan official standing. Adopting the plan sends
an important message to property owners and residents that the politi-
cal decision makers support the Downtown Master Plan.

8. Zoning and Design Standards
The review of existing zoning regulations and site analysis indicated
that in many cases the zoning in Downtown does not match either the
existing use or the goals of the community. Appropriate zoning
encourages development by providing certainty. A zoning process that
requires additional hearings and variances increases the risk of time
and money to developers. By establishing clear zoning that supports
the City’s vision and provides a visual guide to design criteria, investors
can be sufficiently certain that their project will be approved.
Neighbors can be assured that what will develop will be desirable, not
harmful, to the existing Downtown neighborhoods. The formation of a
new Downtown District ordinance would allow by-right development
of property in congruence with standards set forth in the code. The
Downtown District would streamline the process of getting projects
approved because of the investment in public process and consensus
that the Downtown Master Plan incorporates. The City’s Unified
Development Code should be amended to include the proposed
Downtown District (Appendix H).

9. Amend the Fayetteville General Plan 2020: Master Street
Plan
Amend the Master Street Plan to include the proposed Downtown
District Thoroughfare Standards (see Appendix H). In addition to the
Thoroughfare Standards, the Thoroughfare Atlas should also be includ-
ed in the Master Street Plan to identify the location of specific thor-
oughfare types within Downtown.

10. Streamline Development Procedures & Approvals Process
Part of attracting quality development consists of making the process of
approvals transparent, responsible, and reasonably expeditious. This is
typically done through promoting inter-departmental cooperation on
development approvals and appointing a lead person for each appli-
cation to guide it through the process. Complicated approvals, where the
process is akin to opening a series of doors without knowing what will
be found, tend to dampen the enthusiasm of prospective developers
and businesses hoping to locate in a city.

A variety of mechanisms have been used elsewhere: allowing develop-
ment by-right for projects that meet specific plan objectives; having a
project manager or development coordinator that sees through each
development project; one-stop permitting shops that eliminate the need
to visit different agencies; development checklists that specify the exact
requirements for permit approval; application scorecards rating a devel-
opment’s success in meeting community goals and allowing priority
treatment for those that do; fast-track processing for projects that do
not change use or occupancy; use of geographic information system or
other technology to instantly provide information on permits, zoning
and many other regulations. The plan recommends that all of these
methods for streamlining development procedures and the approval
process be undertaken and that a Development Coordinator be put in
place to oversee the process and ensure that reforms are successful.
11. **Appoint a Development Coordinator**
The Development Coordinator should oversee the streamlining of the permit processes in the Redevelopment District. The development coordinator can be the official placed in charge of implementing the Redevelopment District Project Plan and thus be paid by, and operate for the success of, the Redevelopment District. The City should create a Development Coordinator staff position as part of the Downtown Redevelopment District.

12. **Planning**
- Citywide Ongoing Housing Strategy - In order to address the issues inherent in redevelopment, a citywide housing strategy is necessary. The strategy should evaluate how and where to increase housing and the types of housing needed to accommodate the current and future housing market. Such a strategy should provide market-feasible locations for a mix and range of types that will attract a diverse range of residents and help to stabilize neighborhoods.

- Neighborhood Specific Plans for Areas Outside of Downtown - Because all areas of Fayetteville are part of the primary market for sustaining and adding new retail in Downtown, it is critical to create specific plans to preserve and enhance the areas surrounding Downtown. Research planning funding is available through HUD for performing specific plans. The City can begin the process of neighborhood planning through preliminary meetings to identify issues, much as was done for Downtown.

- Urban and Architectural Standards - Standards are necessary to reassure the community and developers that their investment in Downtown will be protected and that future development will match or exceed their investment in type and quality. The proposed Downtown District ordinance includes both Urban Standards and Architectural Standards as part of the a zoning district for Downtown. The City should adopt these standards as part of its Unified Development Code to further insure proper development and redevelopment Downtown.

13. **Conduct Annual Inventories of Land Uses**
An annual inventory of land use allows prospective developers and businesses to understand the supply and thus the need or demand for various land uses. The inventories should include housing, retail, office, Industrial, and warehouse uses, among others. The inventories would show opportunities in the market as well as trends of current redevelopment. The City should conduct annual inventories of its land use using the City's GIS system, and make the results available on the City’s website.

14. **Confirm Physical and Regulatory Conditions**
The Downtown Master Plan was created with limited information regarding rights-of-way, property lines, existing building locations, easements, utility limitations, and covenants tied to individual properties. As site-specific applications come forward and City Improvements are undertaken, modifications will be necessary as accurate surveys and site analysis are conducted. As part of the process of carrying out the Downtown Redevelopment District Project Plan, the City’s GIS system should be updated with information on the physical conditions of individual properties as development occurs.

**Promote Downtown**

15. **Promote the Downtown Fayetteville Master Plan**
Continuing to spread the word about this plan and successful initial projects is vital for implementation. A variety of media should be used: brochures, Internet, or TV are some common methods. Promote the plan so it will start to take on a life of its own and continue to work for Downtown for years to come.
16. Market Research
To identify the most likely prospects for people choosing Downtown for their entertainment/restaurant and shopping needs, annual market research should be conducted. The market research would first serve as a baseline on the public's perceptions of the desirability and attraction of Downtown. The market research would later be used to gauge the success of programs and improvements to Downtown that attract shoppers and visitors.

17. Information is the Image
A sustained, high profile campaign would give prospective residents and businesses the information they need to make a choice in locating or visiting Downtown. The City needs to create a vibrant branding position for Downtown so that people think of Downtown first when they are looking for something exciting to do, see, shop, or experience. Currently the Fayetteville Visitor's Guides use a script type for Fayetteville with the tag line, "Worth Remembering". A fresh approach that speaks to Fayetteville as a leader in cultural entertainment for Northwest Arkansas must be created and used consistently by merchants, the business community, and the cultural/arts community.

18. Growing Synergy: Expand the Product and the Customer Base at the Same Time
If we ask prospects to think of Downtown first as a constant center of activity, Downtown has to be ready to provide what we promise. Downtown has to have an infrastructure of excitement that's evident in a wide array of activities, including entertainment, dining, residential, retail, history, and arts and culture. The Downtown Master Plan recommends changes to the physical form of Downtown that will require everyone pulling together to achieve the desired goals. To date, events and cultural arts activities have brought prospects to Downtown, but these events have not fully achieved the desired effect of bringing people back to Downtown once they have a great experience.

As each part of the Downtown Master Plan is implemented, a detailed list of the businesses and services to target for locating (or relocating) in Downtown Fayetteville is imperative. Fayetteville may want to bring in a national tenant to "anchor" the Downtown. This takes focus and tenacity as well as the right market numbers to get the attention of national retailers. Besides the national tenants, Fayetteville should look for tenants that will open a second location in Downtown. These successful business owners could ride the popular support for their current location into a new venue. As part of attracting both local and national tenants to Downtown, the City should offer opportunities for incubating businesses and allowing them to move to larger locations as they grow.

19. Celebrate
It is important to celebrate Fayetteville's uniqueness and discover ways to promote Downtown's strengths. With a high degree of community input in the charrette process, the message is clear that Fayetteville citizens are proud of their community. The Downtown Master Plan should serve to fit all the pieces together to continue to make Fayetteville a first-rate city. The City, Chamber of Commerce, and other local organizations should promote the high quality of life of living, visiting, and doing business Downtown through various media techniques, both on a regional and national scale.

Organizations and Public-Private Partnerships

20. Historic Preservation Commission
Historic preservation can act as a surprisingly effective economic development force. The City's Historic Preservation Commission establishes historic districts, develops historic preservation and development guidelines and assists with Federal Historic Rehabilitation Tax Credits. Historic buildings eligible for designation to the National Register of Historic Places or those that contribute to a local historic district are eligible for federal tax credits up to 20% of the cost of renovation. To
further encourage preservation of structures Downtown, the City and Historic Preservation Commission should create a category of designation for structures that are not currently contributing, but if restored could contribute. Creating a category for structures that could be contributing if restored can encourage renovation rather than destruction of non-contributing but potentially valuable structures. The Commission should validate and protect the proposed standards to preserve the character of Downtown neighborhoods.

21. Establish a Parcel Assembly Program
The City, through its power of eminent domain, has the ability to consolidate parcels of land for the purposes of redevelopment and economic development. One strategy for creating new development is the identification of opportunity sites and the consolidation of parcels to allow development at a scale that offers feasibility to the type of use desired. Given the historic context of Downtown, however, this strategy will be inappropriate in many cases. Alternatively, the City should establish a land bank through its Downtown Business Improvement District with funding from local business owners. The land bank would then use revolving funds to acquire and assemble key sites and solicit preferred development alternatives. It is suggested that DDEP and the City collaborate on the formation of a land bank to acquire key opportunity parcels Downtown to preserve them for appropriate and supportive development. The City should use its Geographic Information System (GIS) capability to identify opportunity sites.

22. Parking
The parking systems within Downtown Fayetteville can be optimized with a combination of pricing structure and parking duration allowed. Where retail establishments, including restaurants, are desired as part of the mix of Downtown uses, metered parking duration should be less and hourly parking rates should be moderate to high. Off-street structured parking should be correspondingly lower in cost and higher in duration.

Regarding the type of parking to be provided, on-street, parallel parking is the most pedestrian-friendly form of downtown parking. It provides direct access to the adjacent commercial establishments and provides a traffic calming effect on urban streets. Surface parking lots, while they provide low cost vehicle storage, are detrimental to the walkability of Downtown streets. The long-term goal of Downtown development should be to transform all sizable surface lots to structured parking with liner buildings.

Parking management and the provision of structured parking is necessary in order to have businesses without parking lots between them. In addition, employees often consume uses available surface and street parking near businesses, thus precluding use by customers and creating the impression that going downtown is somehow more difficult than a trip to the mall. Many businesses, however, might have difficulty affording the cost of structured parking. One of the projects to be undertaken by the Downtown Redevelopment District, therefore, is the provision of shared structured parking. By the use of shared parking, parking demand management agreements, and Redevelopment District funding, the cost of providing parking Downtown can be substantially reduced for all of the participating parties.

The City and DDEP should identify sites for shared parking and meet with property owners and businesses to set the terms of use. The parking can be managed by the existing parking authorities after it is constructed with Downtown Redevelopment District funding. Demand management agreements can be negotiated to determine the end cost to employers for employee spaces.
Neighborhood Revitalization

23. Develop an Infill Strategy
A strategy should be developed to target vacant, underutilized or "soft" properties that detract from the quality of the historic downtown. Vacant land and derelict buildings offer opportunities for change and redevelopment. In order to seize these opportunities it is necessary to inventory and map the locations of vacant land and derelict buildings and then target new users and promote the inventoried opportunities to new investors. The City can use its extensive GIS system to begin to identify a list of properties that might benefit from infill. This can be done as a part of the annual inventory of land use recommended above.

24. Develop a Rehabilitation/Adaptive Re-use Strategy
The adaptive reuse of buildings that have become functionally or economically obsolete is one of the ways to create housing within Downtown. Infill development Downtown should be less expensive than greenfield development, since infrastructure is already in place, while offering residents the amenities of the urban core. Code requirements should be clarified and arbitrary requirements eliminated to avoid the need of frequent variances and limit the legal obstacles to building improvement or renovation. The City should therefore adopt a "Smart Building Code" (please see Chapter 2: Smart Rules).

The City has an existing building rehabilitation program funded by Community Development Block Grants. As part of the continued efforts to encourage rehabilitation Downtown, the City should partner with the University of Arkansas Community Design Center to incorporate design assistance for rehabilitation and adaptive re-use.

25. Institute Housing Programs
As part of neighborhood revitalization, many communities offer assistance for homeowners. The cities of Elgin, and Waukegan, Illinois offer $10,000 to $15,000 per unit to return divided houses to single-family homes. Other strategies include assistance and education for homeowner maintenance with tax exemptions for the improvement value of renovations. Fargo, North Dakota offers down payment assistance as part of a first time buyers program; other cities commonly assist with securing low interest mortgages for first time buyers. In addition to local initiatives, there are several federal programs available to homeowners.

- First-time homebuyer program - Funding is available from the U.S. Department of Housing and Urban Development for first time homebuyers.
- Mortgage guarantee programs - The federal government has a series of grants for guaranteeing mortgages on single-family and multi-family housing in order to reduce local lender risk (see the Funding table in the appendix).

The City should evaluate its current housing programs and determine whether the initiatives outlined can aid in providing housing assistance in Fayetteville.

26. Housing Strategies and Inclusionary Zoning
Every neighborhood in the City should bear some responsibility for meeting the social need for affordable housing. Indeed in Downtown, attainably-priced housing is part of the Downtown Master Plan. In order to provide a mix and range of housing opportunities it is essential to insure that low-income units and moderately-priced homes will be included among market rate housing. There are many benefits to having a mix of incomes living Downtown, including providing for housing of the downtown workforce in a location that will not force long commutes on the workers, with all the energy savings, congestion management, and positive family impacts that living close to work implies. A major advantage of mixing variously-priced units is that the quality of the building will not be less than others in the area, eliminating one objection to low-income housing.
The best way to accommodate affordable housing Downtown is to prepare and implement a comprehensive housing strategy. The strategy will include financing and subsidies from private and public sources. As part of the strategy, the City should also add to the Unified Development Code, "inclusionary zoning" rules that:

- mandate a percentage of affordable units in every new development and redevelopment project Downtown,
- provide for payment of a fee in-lieu of units, for the City to fund financial components of the housing strategy,
- insure long-term affordability, and
- provide incentives to the developer that may include a reduction in minimum unit square footages, less interior finish requirements, a reduction in required parking spaces, and height or density bonuses for exceeding the number of affordable units.

**Enhancing the Downtown Market & Ensuring Future Economic Vitality**

27. **Promote Retail, but not Everywhere**
While it is anticipated that the revitalization of Downtown will be led by residential development and not retail-led, a destination retail area should ultimately be re-established Downtown. Retail is not a primary generator of local income, but it is an indicator of the performance of the local economy. Because it is a visible indicator, those who come from outside the area looking for opportunities to locate or start a business or establish a home often interpret Downtown retail as a proxy for the vitality of the local economy. The retail core must have enough concentration of use that it is worthwhile for people to visit and to stay. For example, retail isolated between empty office buildings at night loses some of its ability to draw people based upon the liveliness of the district. Retailers move to an area in the expectation of support in the form of nearby shops and the foot traffic they generate. The Downtown Master Plan should be used as a guide for locating retail Downtown.

The Downtown Master Plan identifies the portion of Block Avenue north of the Downtown Square as the retail anchor adjoining Dickson Street and the Downtown Square. As market conditions change, more retail may indeed be possible. If the City tracks market and retail spending, further analysis may indicate that in the future Downtown can accommodate additional retail uses.

28. **Consistent Lease Formats for Downtown Retail**
One of the main competitive advantages of malls is the consistency of hours and operations. This consistency gives customers the confidence that when they visit, the environment will be clean, safe, and all stores will be open and available to them. One means for achieving the same result in a downtown environment is the creation of a typical lease format that contains provisions for hours of operation and shop window maintenance and display changes. While Downtown is not a mall, some form of agreement is necessary to enable a comparable level of appearance of organization and convenience to that of malls. This is a task that should be considered by the re-organized DDEF. Working with property and business owners and local real estate brokers, DDEF should create a lease format that guarantees uniform conditions for key retail areas Downtown. In particular, the portion of Block Avenue designated as a retail focus area in the Downtown Master Plan should have uniform standards for hours of operation, maintenance, and displays.

29. **Adhere to the Architectural Standards for Storefronts**
All areas of Downtown should strive to have street-level uses that lend an appearance of vitality and make walking interesting. Buildings at street level, for the sake of safety, should have windows facing the street as opposed to long stretches of blank walls. Shopfront windows should be untinted and transparent to provide clear views of merchandise and to provide natural surveillance of exterior street spaces. The new Downtown District ordinance, appended in draft form to the Downtown Master Plan, which sets forth architectural standards for storefronts and their relation to the street, should be adopted.
Business Recruitment and Retention

30. Technical Assistance for Businesses and Retailers
There are funding sources listed in the appendix for assistance to small businesses and startup businesses. There is also a federal program to help small businesses compete for federal supply contracts. Small startup retail businesses typically need expert assistance in areas such as store layout, lighting design, inventory controls and information systems for understanding consumer preferences. Business assistance is a task to be undertaken through a Small Business Investment Corporation as mentioned above, or through guidance from DDEP, the Chamber of Commerce, or the University of Arkansas.

31. Collect and Organize Data for Business Use
Information on land ownership, property inventories, tenant and customer profiles, and space and rent data should be collected and organized to track commercial and residential markets. This information is available from brokers; larger commercial real estate houses publish quarterly reports by region. Local offices should be encouraged to contribute data for tracking sub-markets around the City. The City should coordinate with DDEP to organize data collection from businesses and real estate brokerages and add this information to the City’s GIS database.

32. Economic Development
It is important to understand the relationship of Fayetteville in the regional economic context and for the City to direct investment towards Downtown. Like housing markets, labor markets are regional, extending about an hour’s drive. Many of the steps listed above for Downtown are economic development tools. Including the full use of the City’s GIS capability to allow prospective businesses access to City information regarding opportunities for business locations, markets, and housing.

The Internet offers the opportunity to broadcast City information in an interactive format. The City’s web page is a useful place to provide market information for businesses considering relocation. The City should create a webpage for economic development from which prospective businesses can easily obtain information about locating Downtown and available sites. The City currently has an excellent website which provides interactive capabilities within its GIS system. It is suggested that the City’s GIS website be amended to allow searches for opportunity sites for development, space availability, and housing. Additional links should include existing infrastructure mapping of roads, utilities, and zoning in Downtown. If the City’s GIS Department undertakes the annual inventory of land uses previously suggested, providing this information will not require any substantial additional expenditure of City resources.
## Economic and Demographic Information

### Summary

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<tr>
<th></th>
<th>City of Fayetteville</th>
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<tr>
<td><strong>2003</strong></td>
<td><strong>2008</strong></td>
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<tr>
<td>Population</td>
<td>62,270</td>
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<td>Households</td>
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<td>Average Household Size</td>
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<td>Owner Occupied HUs</td>
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<td>Renter Occupied HUs</td>
<td>14,844</td>
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<tr>
<td>Median Age</td>
<td>27.7</td>
<td>28.2</td>
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Source: ESRI BIS and UrbanAdvisors Ltd

### Households by Income

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<tr>
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<tr>
<td>&lt; $15,000</td>
<td>5,415</td>
<td>4,992</td>
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<tr>
<td>$15,000 - $24,999</td>
<td>4,003</td>
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<td>$25,000 - $34,999</td>
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<td>3,276</td>
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<td>$35,000 - $49,999</td>
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<td>$50,000 - $74,999</td>
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<td>$75,000 - $99,999</td>
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<td>$100,000 - $149,999</td>
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<td>$150,000 - $199,000</td>
<td>517</td>
<td>949</td>
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<tr>
<td>$200,000 +</td>
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Median Household Income $ 35,940 $ 45,052 $ 9,112 25% $ 40,022 $ 49,293 $ 9,271 23% 
Average Household Income $ 51,227 $ 64,588 $ 13,361 26% $ 52,812 $ 66,818 $ 14,006 27% 
Per Capita Income $ 21,799 $ 27,696 $ 5,897 27% $ 20,429 $ 25,969 $ 5,540 27%

Source: ESRI BIS and UrbanAdvisors Ltd

### Population by Age

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<td>0 - 4</td>
<td>3,942</td>
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<td>5 - 14</td>
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<td>15 - 19</td>
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<td>20 - 24</td>
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<td>25 - 34</td>
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<td>35 - 44</td>
<td>7,693</td>
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<td>45 - 54</td>
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<td>55 - 64</td>
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<td>65 - 74</td>
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<td>75 - 84</td>
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<td>85 +</td>
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Source: ESRI BIS and UrbanAdvisors Ltd
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<td><strong>Retail Expenditures Fayetteville 5 Minute Drive</strong></td>
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<td>Apparel Services</td>
<td>$38,182,871 5.0%</td>
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<td>$16,066,315</td>
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<td>Men</td>
<td>$7,232,045 1.0%</td>
<td>$10,275,003</td>
<td>$3,043,048</td>
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<td>Women</td>
<td>$11,360,944 1.6%</td>
<td>$17,562,044</td>
<td>$5,201,051</td>
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<td>Children</td>
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<td>$7,799,945</td>
<td>$4,250,923</td>
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<td>Footwear</td>
<td>$7,193,421 1.3%</td>
<td>$10,302,217</td>
<td>$3,108,796</td>
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<td>Watches &amp; Jewelry</td>
<td>$4,090,090 0.5%</td>
<td>$5,810,974</td>
<td>$1,720,885</td>
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<td>Apparel Services</td>
<td>$1,957,430 3.0%</td>
<td>$2,786,013</td>
<td>$828,583</td>
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<td><strong>Electronics</strong></td>
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<td>$29,445,185</td>
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<td>Computers and Hardware for Home Use</td>
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<td>Software and Accessories for Home Use</td>
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<td>TV/Videogame/Computer Equipment</td>
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<td>Video Games, and DVD Players and VCRs</td>
<td>$7,232,092 1.1%</td>
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<tr>
<td>VCRs, Video Cameras, and DVD Players</td>
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<td>$676,608</td>
<td>$199,383</td>
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<td>Video Game Hardware and Software</td>
<td>$434,870 0.1%</td>
<td>$677,851</td>
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<tr>
<td>Rental of Video Cassettes and DVDs</td>
<td>$826,716 0.1%</td>
<td>$1,174,736</td>
<td>$348,020</td>
</tr>
<tr>
<td><strong>Food &amp; Beverages</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Food at Home</td>
<td>$32,869,609 2.1%</td>
<td>$39,460,913</td>
<td>$6,591,304</td>
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<td>Alcohol Beverages</td>
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<td>$6,178,035</td>
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<td>$8,388,052</td>
<td>$1,980,344</td>
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<td>Nonprescription Drugs</td>
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<td>$1,902,941</td>
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<td>Eyeglasses and Contact Lenses</td>
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<td>$1,241,459</td>
<td>$367,668</td>
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<td><strong>Personal Care Products</strong></td>
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<td>Maintenance and Remodeling Materials</td>
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<td>$3,966,299</td>
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<td>Food at Home</td>
<td>$3,154,390 0.2%</td>
<td>$3,831,460</td>
<td>$696,070</td>
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<td>Home</td>
<td>$6,339,318 0.9%</td>
<td>$9,069,246</td>
<td>$2,730,928</td>
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<td>Footwear</td>
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<td>$1,174,736</td>
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<tr>
<td><strong>Other</strong></td>
<td>$13,206,951 1.7%</td>
<td>$18,764,077</td>
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<td>Personal Care Products</td>
<td>$5,581,300 0.8%</td>
<td>$7,925,299</td>
<td>$2,344,000</td>
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<td>School Books and Supplies</td>
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<td>$2,842,305</td>
<td>$771,323</td>
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<tr>
<td><strong>Transportation</strong></td>
<td>$5,354,669 0.7%</td>
<td>$7,910,923</td>
<td>$2,556,254</td>
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<tr>
<td>Source: ESRI BIS and UrbanAdvisors Ltd</td>
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Retail Markets and Place-Making

While retail is classed as a single category of real estate, it includes a wide variety of different businesses with different requirements and different users. Retail runs the range from satisfying everyday needs (like grocery stores) to providing specialized navigation supplies for aviators. What makes them similar is that they use space to make sales to retail consumers.

Some very basic questions occur when assessing retail markets: how many people need what is being sold, how often do they need it, and how far do they have to go to get it. People need groceries often, while appliances are needed only once in a very long time (depending on how reliable the machine is, of course). Stores with goods that require lots of visits annually are called “high-frequency” uses; others, such as appliance stores have fewer visits and are considered “low-frequency” uses. As the frequency goes down, typically, there are fewer shops, i.e. there are more grocery stores than appliance stores for a given market.

On the other hand, as frequency goes down the market area gets larger because people are willing to travel for infrequent expensive purchases (a new set of living room furniture), but not for frequent low-value purchases (a quart of milk). For this reason, high-frequency uses tend to be distributed across the landscape to capture small local markets while low-frequency businesses will locate in a few locations with good access to the larger market area. Most retail businesses fall between the two extremes.

For downtown Fayetteville, a mixture of low-frequency and high-frequency uses is desirable. Most downtowns are the location of finer home furnishing stores, jewelry stores, and apparel, all low-frequency purchases. At the same time everyday necessities and amenities must be available as part of the mix, but not necessarily in the same locations.

Another basic question when assessing retail is how to get people to come to your business (market capture). One answer is value versus time. The shop with the highest perceived value given for the amount of time spent getting it will out-compete other locations. This phenomenon is manifested in two ways in retail location. First, a site with fast access to the most people will be preferred over a site with poorer access. For very high frequency shopping trips this means the closest or the most convenient shop to the consumer is likely to gain the sales; this is the retail strategy of convenience markets, where price of goods is a secondary consideration.

Second, the site that offers the highest number of benefits to the consumer on each trip will be preferred to sites that offer less. In other words, if a consumer can satisfy many needs with one trip, even if the trip is longer, the consumer will make the trip because the “utility” of the experience is perceived to be higher. This is the strategy pursued by a regional mall that includes a wide variety of shops as well as food and entertainment in order to increase the perceived benefit to the consumer for the sunk cost of the trip. Another example of this utility is when the quality, type of goods, or pricing is simply unavailable elsewhere, thus making the perceived value of the goods or experience more important than the cost of getting there. An example of this is a high-quality restaurant that may be located in an out-of-the-way place but still attracts customers from miles away.

In planning new development or redevelopment, it is important to understand the effect of these principles on retail location. The differentiation is between places that act as destinations and businesses that fulfill basic needs but are not particularly special. Attractive main streets with many shops can act as destinations to attract customers from a wider area than single businesses because the main street has higher utility for the customer. Small retail and service shops with no particular specialty (such as a dry cleaner) will tend to draw only from a local area unless there happens to be convenient access for large amounts of traffic, a situation which can help increase capture. Thus in creating a new project, a developer will want either a strong local market to support the shops (i.e. lots of local consumer spending), or access to a wider market through aggregation near other shops, and access to high traffic flows. If possible, a developer would prefer to have all of these site characteristics.

In practice this means that requirements for businesses vary immensely depending on the type of business, the size of market area, and the local demographics of income and spending. Standard grocery stores tend to draw the majority of their customers from a radius of about five to ten minutes driving time. Convenience markets tend to locate
near arterials to increase capture because their strategy is about capture through speed of access. Sandwich shops will locate near high concentrations of workers. Major appliance stores tend to locate in low-cost space that allows the storage of inventory, but which also has arterial access to highways for out of town shoppers. Dry cleaners will tend to locate where it is possible to have a morning commute drop-off by customers. Destination restaurants tend to locate in areas that have attributes that seem to make the trip worthwhile such as scenery or neighborhood ambience, and local market support may not matter at all.

The actual criteria used by businesses in siting new retail locations are too varied to list, and change periodically with changes in taste and public acceptance of retail formats. For redevelopment, this means that it is best to use versatile, easily adaptable building types which can be adjusted to the greatest variety of needs and to keep up with the retail marketing rules of the moment. This improves the chances of attracting and sustaining retail tenants over time.

Destination mixed-use projects appear to have a minimum of around 70,000 square feet of retail, roughly the size of a community center, but heavily weighted toward "entertainment" uses such as restaurants, nightlife and creative retailers that may draw from as far away as 30 miles. An authentic main street with historic and cultural attractions may draw from an even wider area because it acts in part as a tourism destination. Small projects that are primarily residential tend to have local-serving retail dependent on a market within walking distance.

Mixed-use projects can offer great benefits in the provision of liveliness for pedestrians and better, more easily accessible services for local residents. Because of the varied requirements for retail success, however, insisting on a uniform retail mix for mixed-use projects can result in unsuccessful projects or can raise developer risk to the level where projects will not be undertaken. A mixed-use strategy that recognizes these limitations will result in stronger projects and better retail and services for residents.
Notes from Background Interviews

UrbanAdvisors interviewed local lenders, property owners, neighborhood representatives and business representatives to learn more about the economic and development conditions in Fayetteville. Downtown Fayetteville acts as the art and cultural center for the region, and serves as the local banking center.

The interviews are summarized below. They issues discussed tended to break into specific categories, and are listed by category rather than by interview group or affiliation.

Traffic and Streets

- Traffic gateways into town are a problem
- Archibald Yell acts as a bypass not a gateway; there are high accident counts
- The North-South corridor doglegs on School Street
- There are unnecessary one-way streets and business people don't like them
- What is the role of on street parking; is it necessary; will going to 2 way streets eliminate parking?
- Do streets need to be narrowed (many existing streets are over 28 ft. curb to curb)?
- There are conflicting aims for street design between fire engine access, lower traffic and pedestrian orientation
- Current traffic studies are promoting suburban design standards for downtown streets
- There is a need to look it at which areas are walkable
- The train can run to the station

Parking

- Merchants and employees are parking on the street, occupying customer spaces
- Parking management may be necessary
- What is the perception versus the reality of parking use?
- Many of the empty spaces in the downtown seem to be the result of ownership rather the lack of demand
- Churches are buying houses to expand their parking lots
- The parking issue may be a scapegoat for other problems with downtown retailing
- The market will not support parking structures/paid parking

Real Estate in the Downtown

- There is a supply of disused and underutilized buildings in downtown
- Mixed-use is primarily residential with retail
- Financing is not a problem.
- NMTC/CDA 30 annual approval projects
- Banks are eager for more loans
- There may be a market for a high-end grocery.
- There is concern about the retail mix, as the downtown is losing stores to the mall.
- Retail and restaurant rents are from $12 to $14 per square foot with 20% expenses
- Rents in the Campbell Bell building are $16 per square foot
- All in costs range from $100 and $105 per square foot to $120 and per square foot
- Sales of lofts style units are around $175 per square foot
- Mill District rents at $13-$18 or $15 + utilities
- Three Sisters rents are in the low 20's.
- All of these rents are less than space in Bentonville
- Many of the empty spaces in the downtown seem to be the result of ownership rather the lack of demand
- The post office sits empty- reluctance landlord
- Lots of people want to be here, but there is no place to live
- There is no movie theater in downtown
- There are approximately 300,000 square feet of vacant office space
- The office market is overbuilt, with at least 10 months of supply
- Land cost in Fayetteville is high, with the result that there are few affordable housing units in the 85,000 to $135,000 range
Residential demand outstrips supply
There's not much upward pressure on rents; rents rose 3.4% last year (2002)

Development Incentives

- The downtown area is qualified for New Market Tax Credits
- A local bank is setting up a community development entity for new market tax credits
- New Market Tax Credits have been approved for southwest Fayetteville
- A CDE has been established through the Hartland CDC
- The city is CDBG approved
- The city is not receiving SBIC funding
- There are no incentives for development
- "Needs a carrot"
- Diamond State Ventures is the state Small Business Investment Corporation
- Arkansas Capital is a major source for funding new business

City Regulatory Framework

- Regulations are a problem; city administration is fun but hamstrung by regulations: suburban setbacks and lot standards, zoning that doesn't match use, no design standards
- The approvals process has improved
- Zoning regulations do not match existing uses; suburban setbacks are required in urban areas
- There is a perception that it is difficult to build in the city because of difficult ordinances and the uncooperative handling by City staff- (certainty and time)
- The City has not made its density intentions and preferences clear.
- The City needs to understand development risk
- The current zoning does not match existing uses and rezoning is a tool that is available for the city

Fayetteville is an anchor for the region

- Fayetteville is unique, and liberal, with a historic downtown and good schools
- It has the university and good schools
- It's more liberal and environmentally sensitive than surrounding communities
- It is perceived as more quirky perhaps
- It's becoming a bedroom community
- Fayetteville acts as a representative place in attracting new businesses and residents. It has the opportunity to be the cultural district for the region and perhaps the northwestern part of the state.
- Fayetteville is a faith-based community with 5 major churches.
- Fayetteville is the cultural center of Northwest Arkansas; expansion of the Walton Center to 2000 or 2500 seats is a facility goal. The cultural area should be focused around Dickson Street
- The Cultural Arts district should be: Visual arts, sculpture gardens
- University Museum
- Live-work artist lofts
- Entrepreneurial Museum, crossover efforts with the University
- Funded with state and local incentives and tax abatements
- Springfield is perceived as blue-collar - manufacturing, chickens, construction work
- Rogers is a blooming cosmopolitan competitor - vying for upscale status
- Bentonville is the Wal-Mart town with 16,000 associates, many of whom live in Fayetteville
- The cities Bentonville, Rogers, Springdale, and Fayetteville are viewed as a regional entity, and Fayetteville is on the edge of being left behind
- The region needs to work together to compete; Rogers, Bentonville, and Springdale are all on board but Fayetteville wants to remain as it is
- Fayetteville has a problem defining itself, its goals, and its mission; retail does not serve as a major anchor
Employment and Growth

- Population is expected to double in Northwest Arkansas in the next 20 years
- Some fear that the economic growth will occur outside of Fayetteville
- Fayetteville needs to encourage knowledge-based business
- Building the University is important
- The University is raising $900 million for scholarships and professors and adding 5000 students
- Fayetteville is developing a strategy for high-wage employment: University spin-offs or technology transfer
- Clusters have not reached critical mass
- Current employment is in food processing, transportation, retail, and light manufacturing of nondurable goods
- Growth is bi-modal with low-end service employee immigration and high employment of the vendor community for Wal-Mart
- The current industries don't allow pass-through of higher wages to customers
- Retail worker productivity is going up through automation of checkout etc.
- Fayetteville's employment strategy is focused around the University of Arkansas: it includes faculty with research credentials and connections, dispelling old perceptions of Arkansas, training more graduates at the university level, capture of technology transfer, and an emphasis on diversity and quality of life
- Technology manufacturing is not ready and existing office does not match the needs of technology employers

Downtown Neighborhood Issues

- The historic neighborhoods need protection; and are afraid of being disregarded
- There is an opportunity for a façade renovation program through the design center
- The housing to the west is perceived as substandard
- Neighbors like to see diversification of businesses, something more than bars
- Neighborhoods should be a viable with the diversity of housing, business, culture, retail, and service uses
- Parking is not as large an issue as perceived according to neighborhood advocates who question the necessity of parking decks
- Downtown should be pedestrian oriented with a better mix of uses
- Better pedestrian connections permitted; current pedestrian infrastructure is of poor quality
- The city owns the sidewalks so blocks can be repaired
- The historic quality of downtown and the neighborhoods must be retained
- Below and around 6th Street should be redeveloped
- The park-like area between Prairie and Center Street should be preserved and enhanced
- Design guidelines are needed for Infill and redevelopment
- Tree preservation guidelines need to be part of redevelopment
- There is currently poor attention to garbage unloading issues and to outdoor lighting issues
- Neighborhoods around the downtown core are stressed but people love living there
- There are sometimes conflicts with drunks at closing
- Relationship between the neighborhoods in downtown uses needs to evolve with buffers between businesses in neighborhood residential uses
- Changes occurred so quickly the design issues have not been addressed
- The area north of Dickson Street is a historic district of which some parts are registered
- There is a lack of dialogue between institutional stakeholders and the neighborhoods

City Government and Economic Development

- The state's economic development strategy includes building off of the knowledge bases in Fayetteville and Little Rock
- Jobs have traditionally been in heavy manufacturing, and food processing, both low paying
There is a bi-modal immigration, with upper income vendors and lower income Hispanic laborers.
The city is working with banks and other institutions on an economic development strategy.
Fayetteville no longer captures the regional market for retail.
There's no property tax on operations.
The city is targeting specific businesses in order to produce economic development such as technology businesses and entertainment.
The city may set aside $2 million for economic development staff to help create technology employment.
Town and gown conflicts are being amended.
Employment space is planned mostly for the edges of the city.
The vision for Fayetteville is to be the home of innovation, entrepreneurial business, a regional arts center, and the center for cultural tourism.
While the city agrees with the goals of the cultural district there's little city money for implementation.

Fayetteville's Natural Heritage

Conserving natural areas is important; there are 14 areas including Sequoia and five hills surrounding the town.
It is important to address the various communities of Fayetteville: five churches in town, The University, Small business, Neighborhood community groups, Environmental community; bikers, hikers, fishermen, and sportsmen.
Organizations in Fayetteville are competent, cooperative, and there is a large overlap between groups.

Downtown Is Important to the University

The University is committed to the Downtown and cultural district, but providing housing in downtown for graduates and staff is not a priority. Currently, new student housing projects are being completed on campus. The enrollment of 16,250 students may grow to as much as 22,000 by 2010.
The University of Arkansas supports small businesses through a SBC and the Genesis Tech Center (incubator); downtown represents and supports the university to some extent.
Dickson Street is very important as one of the gateways to the University.
Because of this the University supports the cultural district.
In general the University is not expanding into the downtown.

Downtown Revitalization

The market has pushed uses out of town.
Incentives are needed to get businesses back.
Business should be involved in the planning.
Success of the plan can be measured by relocations back from the Mall.
The driver for downtown revitalization will be housing rather than commercial development.
Boutique retail is needed.
Mom-and-pop green grocer is needed.
Employer parking is more of a problem than the customer parking.
Retail rents in the downtown range from $7 to $22 per square foot.
Business that needs high visibility probably won't be downtown.
Connecting the town square in Dickson Street is critical to success.
Downtown is not perceived as good for businesses that require high visibility.

The Walton Arts Center

The Walton Arts Center (WAC) has over 150,000 visitors per year and 40,000 schoolchildren per year.
WAC funding comes from the region and from the hotel and motel room tax.
WAC helps to reinforce of the area as a cultural district.
WAC is pursuing a new 2500-seat hall.
Providing 1500 to 2000 parking spaces for both halls will be difficult. The University would use the new facility for conferences, student events, and graduations. A hotel near the facilities would be useful, something in the range of 200+ rooms to accommodate small conferences.

- Many interviewees would like to see a museum near WAC.
- Parking and access to the city from the North and finding a site for a new hall are barriers.
- Way-finding should be improved including boulevards, gateways, and better signage.
- Artist live-work space would help to reinforce the cultural district.
- Businesses are interested in supporting the arts to help with recruitment and retention of employees.
- The demographics of traditional WAC membership, 60-80 year olds, matches the market for some of those moving to high-end condos.
- During the peak season there is a lack of hotel space.
- Carnall Hall has 49 rooms.
- Radisson has 200+ rooms.
- Mountain Inn to be renovated?
- There is no space for a small convention of 150!
Understanding Business Location Decision Making

Location choices are made by many modern businesses using geographic software analysis that compares labor costs, housing prices, transportation access, specialized services and tax structures. In response to this, it is important for Fayetteville to understand its relative position and aggressively market itself to likely businesses.

The governing factors of location selection depend on the type of industry and needs of operation. Manufacturing will locate where labor cost is advantageous, often in foreign countries today. Some manufacturing must balance the cost of transporting resources to the end markets; for example, it is cheaper to locate a lumber mill close to the forest than it is to ship trees across the country.

The functions of a company may be divided and separated geographically creating a division of labor. One city may house the corporate office, the suburbs may be home to the back-office functions and an outlying city may be home to the manufacturing and warehouse or distribution functions. Back office operations look for an educated, articulate workforce in an area (often suburban) where labor costs are still low. Executive management leans toward major metropolitan locations with professional support services, major airports and attractive lifestyle amenities. Similarly, research and development require highly educated and innovative thinkers who cluster in urban areas, often with large universities.

The “life cycle” of a product influences the locational demands. Products in the research and development phase require the talent of urban labor markets while more mature products may take advantage of production at locations that provide lower labor and real estate costs such as outlying cities or foreign countries.

Location can serve a company in strategic positioning, by moving to a suburban location where employees are under more careful watch, preventing job-hopping or dissemination of company secrets, or moving to a new office to combine duplicate functions of merged companies or locate closer to clients.

Industries tend to cluster around each other. Software companies tend to the urban centers that offer amenities for their young, well-educated workforce and where they can interact with similar companies; pharmaceutical companies tend to prefer a campus setting, but still locate close to one another, often along "technology/research corridors". In this sense, the nature of the business again factors into location decision-making: companies that need "face time" with clients or partners will locate in more urban locations that facilitate such interaction. However, companies that are more cost sensitive and require less face-to-face interaction such as call centers and back office support will favor peripheral cities with lower real estate and labor costs.

Location vs. Site

Location refers to the general region and includes:

- Skill and level of suitability of the labor market
- Availability and cost of housing
- Adequacy of transportation systems
- Access to suppliers and contractors
- Proximity to natural resources
- Presence of competitors
- Positioning within the market for the company's product
- General taxation levels and state tax policies
- Workers' compensation costs

After a location is deemed to suit a company's geographic needs, available sites are evaluated by:

- Transportation access
- Tax liens
- Title complexities (risk)
- Cost and availability of utilities
- Telecommunications capacity
- Possible environmental remediation

Governments that can articulate their community's position on the cost and resource spectrum help decision makers and instill confidence with investors. Managers will ultimately choose the location that offers the company a competitive edge in their industry.
Top reasons for choosing a city

Education

"Cities whose public officials have focused on their education and training systems are attractive to growth sector companies on the move." There are two sides to this. First, a good location offers employers the kind of skilled labor they require for their business. This is often the most important resource a city can offer. Second, "A company cannot expect people to relocate to a place that is undesirable. Desirability includes a good elementary and secondary school system for the employee's children (and future employees) as well as resources that support continuing adult education and training."

Speed of the permitting process and simplicity of bureaucracy

Product life cycles are increasingly shorter and consequently companies are under greater pressure to select locations and quickly move into production. Companies now expect facilities to be zoned, built and fully wired with high-speed capacity within six to nine months of the decision to locate. If a municipality cannot accommodate this, or if bureaucratic procedure is perceived as a potential risk or obstacle, other locations will be chosen.

City leaders must analyze where the community stands on the cost resources spectrum compared to competing locations. Based on this, they can direct their efforts and avoid spending time and money on businesses that are not likely to relocate here.
### Federal Funding Sources

<table>
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<tr>
<th>Code</th>
<th>Description</th>
<th>Matching</th>
<th>Application</th>
<th>Maximum</th>
<th>Description</th>
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<td>11.30 0</td>
<td>Grants for Public Works (50% or 20% for depressed areas)</td>
<td>No max.</td>
<td>Average $1,010,844</td>
<td>Infrastructure; economic development facilities; incubators</td>
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<td>11.30 2</td>
<td>Economic Development: Support for Planning Organizations (50%)</td>
<td>$500 to $175,000, Average $56,000</td>
<td>Strengthen planning capacity; formulate economic development, process and strategies</td>
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<tr>
<td>11.30 3</td>
<td>Economic Development: Technical Assistance (50% or less)</td>
<td>$10,000 to $220,000</td>
<td>Establish university centers; support local projects; disseminate information; finance feasibility studies</td>
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<tr>
<td>11.30 7</td>
<td>Economic Adjustment Assistance (50% or less)</td>
<td>FY 2003 funding $40,900,000; No minimum or maximum specified</td>
<td>Design and implement economic strategies to counteract short-term plant closures or other economic dislocations</td>
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<td>Geodetic Surveys Cost-sharing (NA)</td>
<td>NA</td>
<td>Surveying assistance for GIS</td>
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<tr>
<td>14.10 8</td>
<td>Mortgage Insurance for Rehabilitation (NA)</td>
<td>NA</td>
<td>Help families improve, purchase and improve, or refinance and improve existing residential structures more than one year old</td>
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<tr>
<td>14.11 7</td>
<td>Mortgage Insurance for Homes (NA)</td>
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<td>To help people undertake home ownership; applies to single or up to four-family buildings</td>
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<td>Mortgage Insurance for Condominiums (NA)</td>
<td>NA</td>
<td>To enable families to purchase units in condominium projects</td>
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<tr>
<td>14.13 5</td>
<td>Mortgage Insurance for Rental Properties (NA)</td>
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<td>Provide good quality rental or cooperative housing for moderate income families, the elderly, and handicapped</td>
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<td>14.21 8</td>
<td>CDBG</td>
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<td>Neighborhood revitalization, economic development, and provision of improved community facilities and services</td>
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<tr>
<td>14.22 7</td>
<td>CDBG / Special Purpose Grants / Technical Assistance Program</td>
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<td>Competitive grants to develop and administer block grant programs</td>
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<tr>
<td>14.23 9</td>
<td>Home Investment Partnerships Program</td>
<td>0% to 25%</td>
<td>$323,000 to $114,192,000; average $2,920,000</td>
<td>Housing funding for up to 80% of median; technical and financial assistance in developing programs; fostering public private partnership to develop affordable housing</td>
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<tr>
<td>14.24 6</td>
<td>CDBG / Economic Development Initiative</td>
<td>NA</td>
<td>$250,000 to $2,000,000; $490,000 to $1,750,000 for brownfields, economic development projects</td>
<td>Enhance security of 108 loans, improve viability of 108 loan projects; loan guarantees for brownfields</td>
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<td>Category</td>
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<tr>
<td>CDBG / Special Purpose Grants / Technical Assistance Program</td>
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<td>$10,000 to $369,000</td>
<td>Competitive grants to develop and administer block grant programs</td>
<td></td>
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</tr>
<tr>
<td>Historic Preservation Fund Grants In Aid</td>
<td>50% or more</td>
<td>$150 to $5,450,000</td>
<td>Funds awarded to States, local governments are sub-grantees; grants assist in carrying out historic preservation activities</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Technical Preservation Services</td>
<td>50%; match may come from other Federal funds</td>
<td>Not applicable</td>
<td>Develop and disseminate preservation policies; review rehabilitations for the 20% tax credit</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Outdoor Recreation Acquisition, Development and Planning</td>
<td>50%</td>
<td>$7,000 to $5,250,000</td>
<td>Rehabilitation of urban recreation areas and facilities; improved recreation planning</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Urban Park and Recreation Recovery Program</td>
<td>50%</td>
<td>$20,000 to $90,000,000</td>
<td>Develop transportation improvement programs, long range plans and technical studies</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Federal Transit: Capital Investment Grants</td>
<td>20% or more</td>
<td>Varies; FY 2003 budget is $3.3 billion</td>
<td>Acquisition, construction, reconstruction and improvement of facilities in mass transit; coordinate service with highway and other area transit</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Federal Transit: Metropolitan Planning Grants</td>
<td>20% local match</td>
<td>$20,000 to $5,000,000</td>
<td>Establish privately owned investment companies, regulated by the U.S. SBA; provide equity long term loan funds to small businesses; and advisory services to small businesses</td>
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</tr>
<tr>
<td>Transit Planning and Research</td>
<td>Not applicable</td>
<td>$1,100 to $2.5 million</td>
<td>Advanced technology in public transit; developing planning tools; financing transit research for both public agencies and private r&amp;d</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Community Development Financial Institutions Program</td>
<td>10% for ADA, Clean Air, or bicycle projects; 50% for operating assistance</td>
<td>Varies; FY 2003 budget is $3.308 billion</td>
<td>Investment and assistance to community development financial institutions</td>
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</tr>
<tr>
<td>Bank Enterprise Awards</td>
<td>50%</td>
<td>$78,500 to $3,200,000</td>
<td>Encourage insured depository institutions to increase their level of community development</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Business Services Awards</td>
<td>50%</td>
<td>$72,875</td>
<td>Promote the participation of businesses, especially small and disadvantaged businesses in government procurement, and provide publications to assist businesses in marketing</td>
<td></td>
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<tr>
<td>Code</td>
<td>Program Description</td>
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</tbody>
</table>
| 59.01 | **Small Business Loans**  
| 2 | Loans up to $500,000; average $226,521  
| **Guaranteed loans to small businesses which are unable to obtain financing in the private credit marketplace** |
| 59.01 | **Surety Bond Guarantees**  
| 6 | N/A  
| **Surety Bond guarantees for construction contracts under $1.25 million** |
| 59.03 | **Small Business Development Center**  
| 7 | 50% cash  
| $500,000 to $5,927,231  
| **Grants to higher-education institutions for small business development centers to provide business counseling, training, and technical assistance** |
| 66.81 | **Brownfield Pilots Cooperative Agreements**  
| 1 | None; cost sharing for job training  
| $200,000 for 2-year assessment program; $1,000,000 for revolving loan fund; $200,000 for job training development demonstration  
| **Revolving loan funds for cleanups** |
| 93.57 | **Community Services Block Grant / Discretionary Awards**  
| 0 | No statutory formula  
| $75,000 to $500,000  
| **Competitive grants to private non-profits and states, cities and counties to alleviate causes of poverty; provide permanent jobs and ownership opportunities** |
| 94.00 | **Learn and Serve America School Programs**  
| 4 | $20,000 to $2,376,360; average $240,671  
| **Create service-learning opportunities for school-age youth; educate teachers about service-learning; coordinate adult volunteers in schools; and encourage young people to pursue further career education** |
our vision  our future
FAYETTEVILLE DOWNTOWN MASTER PLAN
hands-on design session  saturday, january 10, 2004
107 survey responses

Live Downtown  Yes  No  Total (out of total identified, did not identify)
Work Downtown  60  40  100
Shop Downtown  95  12  107
Walk Downtown  93  14  107

Which idea is most important to you?

College Avenue (30)
- Fix College/Arch Street entry
- Beautify College/Arch Street
- Balancing AY & College
- Re-planning AY below Mountain St.
- College street restores traditional character
- A " gateway" at S. School AY
- The Civil Engineering School and College
- More college and arch streets are beautiful
- Improving the entrances
- Changing College Ave.
- AY/College Ave revitalization (boulevard), pedestrian friendly, green
- AY/College revitalization
- Re-working the old Fayetteville bypass (AY) from a high-speed corridor into a more humane boulevard on street.
- Create gateway & use them to direct traffic flow
- Making it easier to cross College Ave, & improving the look of College Ave., bringing more specialty shopping to downtown
- AY corridor – drawing traffic & providing " gateway" to downtown area
- Connect I-540 to downtown/cultural district
- Bridge AY
- AY solution of median
- Sidewalks

Green Spaces (21)
- Developing green space
- Greenspace
- Expanded greenspace around proposed bike trail
- Park areas on College St. for residents
- Increased landscaping 
- Traffic
- Green spaces (as we need a park in this area)
- Establishing green spaces and green corridors and adding green art and sculptures
- The notion of civil engineers creating a "park" in the midst of a lot of green spaces
- Trees
- Designing greenways and pocket parks
- Greenways
- Bringing the "trails and greenways" into downtown from N. Baring Golf Creek & Nicklaus Creek;
- AY
- Green spaces
- Having pocket parks and safety for walking, biking
- Meditation
- More green space
- Green spaces
- Greenways – start working on connection to north as well as south (talk to Fayetteville Natural Heritage Association – Parks Department)
- Trees lining major and minor roads to add green space, warmth, more attractiveness, different trees

Walkability (20)
- Better trails, sidewalks, and pedestrian paths (tree lined)
- Bike and pedestrian paths
- The downtown needs to be more pedestrian friendly
- Improving streets (pedestrian)
- Walkability (green spaces & plazas—public areas)
- Encourage pedestrians
- Tree lined streets
- Sidewalks

Hands-On Design Session Survey
Appendix F

Parking (14)
- Better parking—I personally think several small lots throughout district are better than huge parking decks 2 blocks from the “center” for most people to walk. Whereas I prefer for downtown workers to park in town center lot for quick short-term parking available for short-term customers. Eliminate metering block and enforce 2-hour limit. (Now people feed meters at 9 am & the public thinks the little behind block are private)
- Inline parking (to parking deck on)
- Convert inline lots to parking decks, limit
- Meaningful recognizable link to downtown
- Connect Dickson St. south to Library and SQ
- Connecting South Fayetteville to Downtown area
- Connection
- Linking the two sides of the study area (one side of College to the other)

**Public Spaces (7)**
- Landscapes that would be pleasing to view
- Enhance the identity of the public realm (terraces, plazas, courtyards)
- Make areas more pedestrian friendly — better sidewalks, art, intersections, link south Fayetteville to downtown, etc. (There were lots of good ideas)
- Link important centers for working
- Train deposit area around it as public space
- Turn the train station into a park: City-owned — base out station and use rest as park — possibly museum part next to Fayetteville history
- More shops, gathering places for families

**Gateway(s) (7)**
- Enhance to downtown area
- Gateways to area
- Gateway
- Connect gateway points with pedestrian corridors
- Sense of arrival to defined area of social and economic vitality

**Infill (6)**
- Infill that increases residential and commercial that creates street edge
- Increased downtown density — housing, shops, offices, entertainment
- Greater density downtown
- Urban infill
- Infill empty corners to create sense of "urban city"
- Higher density mixed-use infill

**Businesses (4)**
- Making it more business friendly
- Retail on Block
- The possibility for more retail around the square needs to be designed
- Increase residential & retail areas — retail will follow

**Implementation (4)**
- That this plan be implemented in a timely manner
- Incentives
- Incentives
- Encourage infill and mixed-use development — tax incentives from our city?

**Transportation (4)**
- Trails between U of A and Downtown SQ via Dickson and Block
- Use trails to bring people to downtown and the trails to move them around once they are there
- Light rail to connect the NWA campuses
- Light rail

**Historic Preservation (6)**
- Saving historically what we have left
- Preservation
- Preserve and restore architecture elements (historical)
- Preservation of buildings, historic district designation

**Infrastructure (8)**
- Base utilities
- Build all utilities
- Telecommunications strategy
  - Improving capability for e-commerce, learning, entertainment (long note on back of sheet)

**Regulations (7)**
- Identify residential and commercial districts with design standards
- Land use must encourage private investment
- Getting development to "fit" like lock "into" hole: have a street dialogue (not cut off from the street)
- Mix the thirty uses between commercial and residential occupied

**Hillcrest Towers (2)**
- Take down Hillcrest Towers create a public plaza. Make Mountain Inn affordable housing for seniors
- Puts on block from farm, farmer's market, restaurant, the square. (Angles change)
- Take down Hillcrest Towers

**Traffic (3)**
- Control traffic
- Traffic control
- Reducing oneway streets

**Miscellaneous (3)**
- For me it is visual (keeping city nice looking should be the priority)
- The level of intelligent interest in regards to pedestrian atmosphere
- Uplift residents
What is your vision for the future character of Downtown?

- More shops - remove farmers market to another location
- A walkable neighborhood where you can walk to shops, restaurants, and offices
- A mix of retail, residential, and office spaces
- A vibrant arts scene with galleries and museums
- A focus on sustainability and green design
- A sense of community and belonging

Appendix F

Embark Design Group (January 2009) | Bel Air Downtown Master Plan

February 6, 2009 | Page 5 of 6
- Great places to come—walk—shop. Heart of the City.
- Enhance present character.
- Taking the beauty of the 5C and expanding it into other areas—creating a community that celebrates the arts, diversity & joy of living.
- Robust vital heart but vitality of developing with diversity—for residents, businesses, neighborhoods.
- Trees, benches, outdoor markets.
- 4 streets—5C, Dickson/Red St, New Library, Dickson & Block. New higher density housing.
- Vital/dynamic cultural, entertainment, commercial center.
- People on the sidewalk (not just 5C) day and night.
- A vibrant destination providing unique historical architecture, cultural activities, retail, residential and green space.
- Next place—more of the same.
- Special, unique human space people love to work and live.
- Work, play, live.
- More pedestrian, more residential—a complete urban center to live and work.
- An inviting place for everybody to be—walk, shop and live. Downtown movie theater, cafe, bookstores, little shop for grocery.
- Mixed-use—retail, cultural and public space; consistent treatment, green spaces and increased street trees.
- Connect with character.
- Connected, architecturally significant, green, gorgeous.
- Enhance what we have: mixed use, more small retail, higher density, prettier.
- Activity Center: arts & entertainment, markets, festivals, library, conventions & meetings center.
- Walking shopping, dining, museums.
- An improved cross that remains distinctly Fayetteville. It should not lose character that makes our walk downtown unique.
- I want the character of our downtown to reflect the uniqueness of the Ozark Mountains. It is to reflect a sense of place, a mix of built form, topography, & indigenous materials. I don't want the imported, commercial, industrial history, or interest.
- Safe, friendly, walkable inviting.
- Eats & drinks—both for residents and visitors.
- A more integrated area.
- To core commercial development. Expand downtown's market into the post office
downtown.
- I'd like to be a place where I could live, shop, and be entertained without using my car. I'd like a Portland/Seattle experience in downtown.
- Historic architecture like the 5C, more walkable, sidewalk cities. Diversity of businesses, hip, fun, cultural arts areas (art, music, theater, dining).
- Attractive, green, (or sustainable) division.
- Environmentally sensitive.
- Liveable, beautiful and harmonious.
- Preserve identity & quality of life.
- Historic buildings important (and structures). Paces with fountains, sidewalk cafes, more residential and retail.
Are there any specific areas in Downtown that need particular attention in this plan?

Specific Places:
- Restoration of the Old Post Office (2)
- Redevelopment of Mountainion (1)
- Train Depot (2)
- Hillcrest Towers (7)
- Rehab used property
- Old Library—art museum, children’s library/education museum. Should remain a viable site—NOT private/consult. Another public/private non-profit partnership like WAC?
- A & S Edwards Building (2)
- Buildings at the corners of College & Lafayette

I would like to see the Fed. building relocated. It doesn’t seem competitive with a user friendly downtown. Since OK City, nothing has ever been allowed to park along the street, taking away from the already limited parking situation.

- WAC lot on Division—replace with deck, sidewalks, etc., on 1st floor
- Ball
- Avista
- The area around the hospital
  - More carpool on 718, it is ugly and intimidating

Safeguards
- Galleys

Farmers Market:
- I agree with some mentioned by the various groups. I would love to see a community type market as a weekly event, perhaps in conjunction with farmer’s market
- In winter, pull farmer’s market in GOP
- Put farmers market in GOP

Streets:
- College Ave. (2)
- AY (3)
- Brick St. (9)
- Division St. (4)
- School St. (1)
- Center St. (2)
- Lafayette St. (4)
- West (6)
- East (1)
- Main Street (3)
- Mountain St. (1)

Parking
- Parking needs to be consolidated. Replace the wasteland of concrete and convert to mixed residential.
- Less concrete, ships parking areas from view
- All parking lots that could be buffer with retail/entertainment spaces, vacant surface utilized better
- Initial use parking garages in SQ and Division St. area
- Field parking decks
- Parking for seniors (church streets, etc.)—reform between Mountain & Marshall
- Parking off of Girard turn into trail (pass through and look at parking during classes between Lafayette & two blocks north)
- Eliminate street parking
- No more street parking
- Reduction of surface lots to promote infill
- WAC parking lot
- Parking
- Utilizing space not just for parking—parking with business below
- All parking lots need reconfiguring. Build out lots from City Hall along Church St.
- Multiple utilization of church parking lots
- Support areas around, including parking lots
- Infill high demand area
- The parking areas behind the Old Courthouse (I don’t make our plans). This area is currently a lot & needs something done to it.
- Parking deck mixed use
- Detached parking lots are ugly, better general street parking, less surface parking at events
- There is too much unused space downtown—we need lots of infill on parking lots into more residential space with shared parking structures

Green space:
- It would be nice to have more shade—places to sit in Town Center Plaza
- Bolder parks
- A smooth existing green space as possible needs to be maintained and enhanced as such
- Twilight
- Grenesota
- Pocket parks
- Open space
- Openways

Housing
- Residential—allow to access a great connection of townhouses
- Residential use needs promotional & development incentives—must not turn into ghost town at 5 pm like downtown St., Louis
- Increased density at already below the SBL
- Residential areas
- Tie in residential neighborhoods south of AY
- South of the square—moderate housing could be developed there
- Infant residential
- downtown townhouses (rowhouse)
- vitalize and protect residents

**Walkability**
- Immediate concern: Need good crosswalk at School Ave by new library. Parking will be great but pedestrian access is not.
- pedestrian priority
- First priority – block street from Dickson to the Sq, small shops, greenery, easy walking to be the Sq to Dickson.

**Schools**
- School board protection. Washington and Jefferson contribute to the empowerment of the residents with families & children. Do not let Jefferson or Washington get moved out of downtown as there are now streets being taken to red.

**Churches**
- Expansionist churches (Central Methodist, UBC)

**Connections**
- Link to South Fayetteville
- Arachnoid connect & Isolate to SO, Dickson
- Connecting Dickson & SO (Black & Eat)
- Connecting to East & South
- Connectivity of new library to Dickson to WAC
- Connect on Dickson w/WAC (Isolate @ Black & Dickson)
- A crescent connectivity on bike rail

**Maroon areas**
- entire zoning code & need for incentives
- Core area from the Sq to Depot.
- serving very different (I don’t like having to turn the time just to go straight)
- Civic Function
- Plan for highrise buildings—very high and locate, make sure blocks can get around to make deliveries
- Utilize core area south of currently defined downtown district
- MvA area
- Wide tree-lined sidewalks
- Fill the holes in the frontage roles
- All
- Intersection at West & Dickson needs to be built out
- ARCHITECTURAL HARMONY
- College Ave retail being more dense and beautiful
- Existing structures of interest value
- Less requirements for space between buildings. In order to make walkability and transit systems work, we need to decrease the distance entry points of destinations. This requirement is contrary to buffer zones, barns, individual stump access, etc. We need an urban plan that handles the needs of the individual without pushing destinations apart. But it should not create the kind of exclusionary place only accessible for those making $41,000 incomes.
- Perimeter (arterial) streets require 30' to 30' med and 30' high bushes, with emphasis on shape, color, & sound of maintaining (eg after removal)
- We need more daylight, not shopping opportunities
- Could we bury the utility lines?
- LRT
- Landscape
- Streetscape
- multi-user structure
- Streetscape
- AY & South & Mill District
- Keep small scale
- red St. residents—small scale maintained
- Lead, unoccupied buildings that need restoration. A round Rock & Block, south side
- cost plan standards for full area (types of lights, underground utilities, streetscape standards & aligned)
- affordable housing that is sustainable
- development code that makes all this illegal
- building on street, not setback
- entry streetscape from 30' to the entry area
- Mountain
- Use park area on Dickson street, address and off of the area
- Whole town needs “clean-up” plan and cleaner signs for streets and parking
- South side
- Utilizing existing city property for creative community resources
- Light狐狸 street (S)
- South area
- red oak back where Hillcrest Towers is located
- un-do one-way streets
<table>
<thead>
<tr>
<th>Favorite Buildings</th>
<th>Favorite Streets</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bank of Fayetteville-Lewis Bros</td>
<td>Dickson</td>
</tr>
<tr>
<td>Old Post Office</td>
<td>Block</td>
</tr>
<tr>
<td>Old Courthouse</td>
<td>The Square</td>
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<tr>
<td>Train Depot</td>
<td>Center St.</td>
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<tr>
<td>Three Elders</td>
<td>Exit</td>
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<tr>
<td>Mountain Inn</td>
<td>Railroad</td>
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<tr>
<td>Mrs. Young Bldg</td>
<td>Mountain St.</td>
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<tr>
<td>New Star Library</td>
<td>Washington</td>
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<tr>
<td>Old Mill</td>
<td>Lafayette</td>
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<tr>
<td>Lafayette Gregg house</td>
<td>Meadow</td>
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<tr>
<td>David Adams Bakery</td>
<td>Bones</td>
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<tr>
<td>Bruce Electric</td>
<td>College Ave &amp; Archbold Yell (potential)</td>
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<tr>
<td>Eisen Bldg</td>
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<tr>
<td>Mystic Mtn</td>
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<td>Bow Pub</td>
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<tr>
<td>Laundry Bldg</td>
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<tr>
<td>Hillcrest Towers</td>
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<tr>
<td>Whittier Stone House</td>
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<tr>
<td>Underwood (Boy, Monroe)</td>
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<td>Town Center</td>
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<td>Old Main</td>
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<td>The Mill</td>
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<td>Terminal A</td>
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<tr>
<td>NW Corner Locust &amp; Stirling</td>
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<tr>
<td>NE Corner Railroad/Dickson</td>
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<td>Overby Law</td>
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<tr>
<td>Dickson St. Theater</td>
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<tr>
<td>Methodist Church</td>
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<tr>
<td>Old Ice Plant</td>
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<tr>
<td>SWEPCO Bldg</td>
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<tr>
<td>House @ Church/Rock</td>
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<tr>
<td>Arrangements</td>
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<td>UARK Bowl</td>
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<tr>
<td>1st Christian Church</td>
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our vision  our future
FAYETTEVILLE DOWNTOWN MASTER PLAN
work-in-progress presentation  thursday, january 15, 2004

What events did you participate in during the charrette week?
- Attended only the Work-in-Progress Presentation  17 (15%)
- Attended the Work-in-Progress Presentation and one charrette event  17 (15%)
- Attended the Work-in-Progress Presentation and two charrette events  32 (28%)
- Attended the Work-in-Progress Presentation and three charrette events  22 (20%)
- Attended all charrette events  24 (21%)

What are the most important ideas you heard tonight?
1. Reclaiming College Avenue and Archibald Yell  18 (9%)
2. Redesign of Streets  18 (9%)
3. Revising the Land Development Regulations  19 (9%)
4. Pedestrian-friendly, Walkable Downtown  19 (9%)
5. Greening of Downtown  18 (9%)
6. Street Parking  18 (9%)
7. Downtown Living  19 (9%)
8. Infill Opportunities  19 (9%)
9. Location/Types of Uses  19 (9%)
10. Implementation Strategies  19 (9%)
11. Preservation and Revitalization  19 (9%)

1. Reclaiming College Avenue and Archibald Yell (20%)  
- Reclaiming College Avenue South, made it into a boulevard 
- A strong idea that is discussed by several participants, it will make a long-lasting impact and improvement. It was suggested that the change on Archibald Yell Boulevard would be outstanding.
- Proposed the creation of a boulevard.
- Strongly felt that the improvement of the extra-urban areas in our city will make a long-lasting impact and improvement. The idea of creating a boulevard in Archibald Yell Boulevard was highlighted.
- College Avenue could be redesigned to include a boulevard.
- Identifying the role of downtown—improve College Avenue through Archibald Yell corridor.
- College Avenue School—single lane with median and roundabout at Lafayette College.
- This will set the stage for the rest of the projects.

2. Redesign of Streets (17%)  
- Redesign streets.
- One-way changes that have civic landmarks.
- 3-way streets.
- 2-way traffic on streets/no one way.
- Two-way streets.

- the corners of Lafayette and College.
- turn 21BD-AVN into a boulevard.
- College Avenue/Archibald Yell intersection.
- Exhibition College Avenue.
- 2-lane college and Archibald Yell, 2-lane of the Boulevard connects AVN, but not all at the expense of existing trees and green space and neighborhoods.
- College Avenue and Lafayette intersection.
- Archibald Yell Boulevard.
- Lafayette College and intersection (2)
- College Avenue and Archibald Yell (2)
- College Avenue and other streets around square.
- College Avenue and the highways.
- College Avenue/Archibald Yell with pedestrian connection to housing areas south of AVN.
- Fix 21BD.
- Conversion of College Avenue to 3 lane—tree lined.
- 21BD—walking—boardwalk.
- College Avenue from North Street south into increments converted to 3 lane with a greenway (the AHTD wants the median in concrete).
- Disappearance of lanes on College Avenue.
- Restructure College Avenue, especially intersections of Rock, School, and Lafayette.
- Lafayette and College.
- Narrow Archibald Yell and College.
- College Avenue.
- The computer-generated photo of the intersection of Lafayette and College—very first photo reflects an idea that is possible within five years—yes it is.
- Street Traffic on College Avenue.
- Change 21BD.
- I really liked the College Lafayette as well as AVN redesign.
- Our ability to improve the identity of the town—i.e., College Lafayette, Archibald Yell.
- Black Avenue’s pedestrian and should be another AAUW.
- Archibald Yell improvements.
- College Avenue modification plan.
- Colleage Avenue and AVN improvement shown.
- A recommend.
- Development of a landmark entrance.

Page G.2
April 30, 2004
- Street redesign
- 2-way streets leading to the square
- Street intersections and major downtown entry point relocations
- Key the way you create new entrances to downtown and re-route traffic to slower, diverse routes
- Narrower streets
- Slow design
- Change one-way streets to two way
- Continue streets like Dickson Street
- Slow down traffic
down
- Block Avenue
- Excellent traffic management
- Traffic calming—more of the other good things will follow if we can slow traffic down, especially intersections of U.S. 71 and College
- Traffic changes
- Traffic reform
- Boulevards
- Eliminating one-ways
- Traffic calming
- Make new streets into two ways
- Make U.S. 71 and College access in downtown
- Roadway narrowed toward a master planned design
- Streets: a former mayor made our great old streets one-way too many times. Get rid of them (company by company). The mayor wanted people to be able to get to work faster for good pay
- Implement one-way street changes, right-of-way widths
- Traffic calming/greening in heat of city combined with "urban" streetscape painting, curbs, landscaping, etc.
- Black Avenue
- Traffic congestion (help us stop the "spill-over"
- Repeat good street design
- Streets zoning all of it

- Aiding plans and codes to promote the kind of development suggested in the plan
- Modifying the zoning ordinance immediately so that property owners in this district can start implementing these ideas: SnP, 1-acre zoning designation 2 projects within your study area
- That city of Fayetteville to develop smart regulations immediately! So that all future development toasties be on a greenfield, fantastic—let's get started now.

- Improve current development codes
- Change zoning regulations to promote street front buildings
- Regulate zoning updated
- Architectural standards

- Federal Hill and Southtown Project
- Stant America's street smartness
- If we do nothing, the streets will become unlivable
- A working group to look at the Federal Hill Historic District
- Development of a street plan
- Southtown Project
- A creative approach to historic preservation
- A streetscape plan for the Historic District
- Federal Hill and Southtown
- Oregon Avenue

4. hdwntown revitalization
- Changing streets to slower moving, pedestrian friendly boulevards
- Streets as tree-lined boulevards
- Walkability, street improvements
- Walking, bikeable downtown
- Slow streets - sidewalks that are safe
- Streets and walkability
- Walkable
- Walkability, trees and street improvements - especially areas to downtown area
- Street quality, especially for walking (and especially the bike-to-line and tree
- Walkable streets
- Making Safe Intersections for pedestrians
- All pedestrians friendly
- Safe passage on tree-lined pedestrian friendly streets
- Pedestrian-friendly
5. Sprigging of Downtown (25%)  
- Planting more street trees  
- Green space at key design points (pavement spaces to other districts zones)  
- Green space with walkable trails  
- Greening  
- Trees along streets and spaces  
- Green space  
- Green  
- Trees  
- Green space, trees  
- Trees  
- Green  
- Street greening  
- Adding green space and street trees  
- The green infrastructure  
- Small "pocket parks" or common in downtown area  
- As much green space and trees as possible

6. Smart Parking (25%)  
- Shared parking  
- Mixed block parking  
- Parking structures  
- Parking improvement  
- Off-street parking structures  
- Getting rid of parking lots throughout downtown  
- More better use of areas that are currently not parking lots  
- Space per business  
- Parking issues presented (34 spaces, 500 area interaction)  
- Parking and liner buildings  
- Lined parking structure and filling in the others  
- Parking areas - shared use - interior  
- Habitat parking  
- Mixed block parking  
- Shared parking structures

7. Downtown Living (15%)  
- Housing  
- Residential infill of downtown  
- Mixed income housing  
- Affordable housing  
- Affordable housing downtown  
- Housing (mixed use)  
- Financial in downtown  
- Residential infill  
- Mixed use structures and mixed income available housing  
- The opportunity for residents with various incomes to have a chance to live and own their homes in downtown homes in the downtown area  
- Focus on infill housing  
- Residential infill  
- More housing downtown  
- Housing  
- More downtown, owned housing  
- Mixed income housing/mixed use  
- Greater density

8. Infill Opportunities (10%)  
- Infill - especially the parking lots  
- Infill  
- Residential and commercial infill  
- Infill of rail space  
- Infill at higher density with tiered buildings  
- Increase residential density  
- Mixed use with infill  
- Infill downtown with more affordable mixed housing retail  
- Mixed use buildings  
- Residential and mixed use infill plans  
- Land use plan with infill suggestions

9. Location/Purpose (10%)  
- Mixed use with connectivity  
- Retail space  
- Mixed use  
- Mixed use  
- Locating a brew pub on College and Lafayette  
- Post office back on course  
- Downtown income and retail
10. Implementation Strategies (26)
- Incentives for business and residential development
- Governor's challenge partnership for development
- Economic incentives for mixed-income residential development
- Strategies presented by Ed Stefani
- Planning and financial support for creative development
- Public-private partnership in leadership
- Public-private partnership in financing

11. Preservation and Development (13)
- Preservation of existing neighborhoods and places
- Preservation and enhancement of waterfront
- Balance of focus on preservation and new development
- Preserving the "special place"
- Working on the "wet-cold bldgs" – how to eliminate or redevelop

Are there any elements of the vision for the future of Downtown we might have missed?

Building Habits:
- I can see buildings of 5-10 stories, where would you suggest these occur

City:
- City's and commitment to get it done and keep it going

Compatibility and Connectivity

- Compatibility
- A stronger and more multiple connections from the University to Downtown. This should add already present numbers of touristic people and opportunities to develop the space from the U of M to the school, into an enjoyable tour of downtown
- No mention of compatibility
- More walkable green spaces connecting entire area

Cultural Arts:
- Possible museum locations (old hospital maybe, other spaces for our project, or A+ R's museum feasibility project could you direct us on different areas that might be available for a possible museum – we would love any input you have for our project. You can reach me at Staff@UMich.edu)
- More art and sculpture in an area
- Need to get more detailed input on culture arts, needs and correlate to demographic and economic hostility

Include in recommendations of other places success we can learn from and build on
- Especially for cultural tourism, historic preservation (architecture) and museums—social, cultural character of the district – past and future
- A fabricating for a future design
- I think there should be greater focus on the types of cultural additions that is area could support
- More thought on museum. Possible locations and style of structure. How would this be in with the museum artists and offerings?

Environment
- Yes! You did not start with the land under the buildings and parking lots, and the garage and watered and under and on it. Along with economic, you need geologic and vegetation specialists. Find out first how the land is functioning and understand what infill and improvements will do. Pavement will do to water tables, run-off, heat – need open green, pavement that does not contribute. Trees are great in your drawings – need it in local engineers' mind. It can:
- Surface water – streams
- Energy use building – energy efficient, renewable energy
- Stormwater retention/mitigation for parking lots
- Green roofs – create beauty, reduce "heat island"

Farmer's Market:
- Connect downtown people to rural resources - local food producers with structures and facilities that are more farmer's market success
- Farmers market all the way

Hilited Towers:
- Refined and improve Hilited Towers

Housing:
- Be sure that managed lower-income residential housing downtown has enough green space
- A big problem in our town is what do parents buying homes for college students. They should live downtown – rather than living in our rootds. It has destroyed a significant building and landscape above.
- Issues urban planning between A+ R and Rock Street
- Regarding housing and having mixed incomes – is there a way to require that housing be owner-occupied. There are lots of real estate investors, but they're bought up the same old real estate agents as renters before anyone else even knows that they are on the market. I think this is a problem – one reason affordable owner-occupied housing is scarce
- Preserve and implement to keep downtown affordable for middle-income family. Lenders to be at the forefront and not be opposed to getting higher interest rates
- How can we guarantee that mixed-use real estate can maintain their quality, value? Can we legally enforce upkeep through ordinances?
- There are more families with kids in the area and would move into areas, especially around Washington Elementary.
- I strongly disagree with large apartment structures lining AY, with a "bulldozed" line cutting off views and access to homes behind and taking up useful green space for "hidden" parking lots.

Implementation:
- How to get property owners to play ball.
- Clear site space for affordable housing—how to protect and ensure mix
- All you wrote was 7 years ago but we didn't hear any timelines.
- How to make the change from what is to what can be.
- Helping building owners in redeveloping their businesses—example: A. G. Edwards on the square - I am told they have a beautiful book store underneath that ugly thing.
- Specific conditions governing medium and high-density parking, garage development, and consolidation and redevelopment (if at all who should focus on what rate this activity and what bar, floor, interior bar, etc.都有 a viable 6th street but gives us more specificity.
- Need to get more detailed input on culture arts needs and connect to demographic and economic activity.
- Economics, where benefits for limited number of years (maybe decreasing for purchases of affordable housing will result in there. People should consider this in encouragement to buy existing quarters downtown.

North Fayetteville:
- Remember development in North Fayetteville at Joyce and College.

Old Library:
- Old library should be become private.

Public Spaces:
- Like the elevated space in front of Watson Arts Center become street level, public, grade droping (e.g., gathering space) - deal better to building, then steps, deep raise at entrance (any use of space and unassuming and unusable now).
- I would like to see several small green space parks (like Bisser's Park) or Pioneer Square to the north-which would be the north 1/3 of the Watson Arts Center parking lot (and part playground deck on the other B/3). This is a high pedestrian area where people could sit, rest, drink a coffee, but mainly steps and enjoy the view.
- Flood park, pav park, park path.
- Neighborhood parks.
- Large green space for concerts and fireworks.
- Small shared community green space for gardens, etc.
- At least one smaller green space in downtown/Deacon area or along W. Builing green.
- One interacting play spot to accommodate some play ground activity.
- More public parks away from each other (pocket parks).
- Need a mosaic public fountain.

- Greenspace for concerts.

Parks Improvements:
- Mountain lion.

Safety:
- Not really, this has probably been discussed...but safety issues which arise from a walkable downtown. I live on West 17th in the parking lot. I would suggest we keep up these conspicuous areas at all times.
- Commercial junk placement and misuse—trash bins in and around city parking lots.

Social Services:
- Social services due Jones Center in Springdale.

Sound Ordinance:
- Out loud music on Dickson Street and other venues (not just Joe's, Powerhouse, etc.).
- This distant from downtown living and is stressful. Two houses near W. Madison Street moved away in the last 10 years because of the noise. Their homes are now businesses.
- Quiet hour alarms for civil peace and downtown sleeping.

Street:
- Go ahead and extend these improvements as far north as Maple Street.
- Center Street going west of the square is a major artery, more appropriate than Mountain, which stops at School Avenue.
- Did you balance traffic count when the AU students were back from Christmas break? (cooler at Jan. 30) I have some concern for increasing density and narrowing streets (although I love how great it looks).
- The automatic light for lower AY would shut at Church and South and create a nightmare traffic hazard for police controlling high rates of speeding Church.
- I find it suspicious of dividers in roads and roundabouts from the point of view of pedestrian's—how the tendency is to think of pedestrians out of the way rather than actually try to get somewhere, so I (and others) sometimes traffic lights are set to get pedestrians across the street and then wait in the next set of the lights to cross the rest of the street. Or with roundabouts making the pedestrian crosswalks half a block away (because there is nothing wrong with making a pedestrian go out of their way).
- With pedestrians near streets, you know that drivers are going to be looking at the left only at cars (if they bother to look at all—probably on their cell phones) and pedestrians are really vulnerable.
- It would not be possible to make only a single block of a street one way and I think the one way in front of the post office is currently designed should be left as it.
- AY/Watson intersection is not congruent with College and V connection is because of the topography.
- College Boulevard—let the only major North/South corridor, will it make travel better or worse?
Appendix G

- Having a Razorback sketches into the circle of Lafayette and College

Topography:
- How do the elevation changes in downtown (particularly between the square and VAC) affect walkability? How about a park somewhere?

Train Stations:
- Redevelopment of train depot and trolley line but I understand that things like College Avenue redesign and infill concern have a higher priority
- Train station / central site
- The train depot and the open space to West Street and from Train Bank to photo studio needs to be used as public cultural space, plaza or park for outdoor concerts and events

Transportation:
- Minimizing?
- Increasing mass transit plan to connect parking with University, square, Dickson Boro, Library, Mid-District, etc.
- A light rail between Fayetteville and Rogers
- Public transportation
- Local shuttle transportation to move people between town and Dickson Street and not more cars
- There is not enough emphasis shown on themes for people to walk and ride beyond downtown
- More access to 540 from Downtown

University:
- Not enough mention of access to the University through Dickson and Lafayette
- Better cooperation with the University — Their student life, etc., is very frequent use. If more of the non-academic community could feel its benefits in using this property, it would reduce usage from the student. Also, higher/fixed housing should not be just on campus.

Uses:
- Street courts
- Redevelopment ideas for College Avenue — what about the little bakeries, cafes, etc.?
- Only Fayetteville has the potential to be a fun, cultural destination and tourist attraction (in comparison to Springdale, Rogers, Bentonville). Those other cities are bland and are not fun.

Utility lines and Stages:
- Are all multilayered? I hope so
- Underground utilities
- Traffic signal pollution
- Does your design proposal include suggestions for sign ordinances?

- We really would like to see telephone and electric wires go underground.

View Preservation:
- I'm concerned that some element of view preservation be addressed

Zoning:
- There are about 97 lots in the area; current zoning requires 60' lots to build — this should be changed so a person could build on an infill lot or lot.
- We have found out how the process can be streamlined and make the downtown redevelopment... how do we stimulate and enforce quality development?
- A very good idea to include building codes, not just what we don't want, but what we want.
- No sex shops in neighborhoods
- Let's not forget good architecture — we don't want a downtown Disney World — guidance, zoning regulations, and financial incentives for restoring and preserving great structures and also we have for character and history purposes

Additional Comments

College Avenue Improvements:
- Regarding changes on College Avenue and Lafayette — did I see parallel parking where there had been a two-way? I think parallel parking on that main thoroughfare would be hazardous. Four lanes of traffic would be more important. Park in rows?
- More pedestrian-friendly design will work better, less aggressive to世人
- I don't know about the acceptance of College Avenue as a two-way with four turn lanes north of Marlow interaction. Lack of road signs indicates routed to east and west to get north.

Community Participation:
- Under-represented minorities and low-income have been absent from all mental. We need that inclusion. Participants will have opinions later.

Community Process:
- Excellent presentation — covers everything I thought over the years
- Your experiences with the community, please continue them and keep us informed of your work
- New to town — anxious about the prospects
- Nice job
- The process and product are very exciting
- We need an immediate victory, absolutely on right track
- Plan on right track — absolutely. You have our collective vision down to a T. Let's hurry up and get started! Great job. Thanks for all of the hard work!
Downtown Housing:

- By the way, I have a friend who thought about giving all her possessions away so she could get into the high rise for the elderly to be near the new library. So, the demand for housing will be there.
- Please consider upgrading and reviewing historic towers instead of demolishing them.
- Residential density may be said too high.
- I live right across the street from historic towers, one of the trendy buildings. I do not object to this building in general. It definitely needs ground floor living as it is very turn of the century improvements being made in the ground floor. The historic district needs to be wholly accessible for the red dots. This is a good example of mixed use OFFICE, high density, retail, and an agelinked location for the residential.

Entertainment:

- More emphasis on non-bar entertainment (though that seems like it is being taken for granted).
- Entertainment destinations (e.g., family-friendly parks, arcades, live music, dance clubs, etc).

Implementation/Funding:

- How do you allocate the money with the more focus on the city and the rest of us.
- Funding will come from developers and contractors. They must believe the plans will come true and move the city forward.
- The approach is positive and will move forward as well as the challenge to create a realistic implementation schedule and funding. Along with the other factors, we need a local tax base.
- What can I do? To make this happen, I participate in some city committees as I do more and more to develop the dream.
- Can you recommend anything for the city to develop?
- Does city development sound about finding the grand and funding opportunities? It all takes time, money, and more money, but it will help build the vision.
- What priority should be made among the various options for spending public money so that the greatest effect may be gained?

Maintenance:

- We need to maintain the plan, but don't become diluted—maintain the quality even if it takes longer.

Miscellaneous:

- I hope you will keep all your presentations, calculations, and any photos available and in files to our community.
- What is the track record for success in this initiative as people who have been involved.

Old Post Office:

- Old PSO Office in the square needs to be renovated into something special such as a museum/planetarium with appropriate parking available.

Parking:

- Linear parking lots and buildings is a must.
- A parking garage is similar to the Mall, O'Reilly photos shown by a group at the Saturday meeting.

Public Parks:

- Public parks need to be created off Wilson Parkway. It has become a mini-community park rather than a neighborhood park. More ballfields and some parking out of town.
- Old hospital and nearby grounds. Reduce parking lots—find green in an existing environment.
The long paths of trails should look similar to the Mall in New York City – a special place, we need our own Central Park and Mall.

Downtown needs to be fun – more entertainment, a more attractive environment, shops, informal cafe, bookstores, etc. Walkability to all these places is key, as well as residential units.

Sense of Place:
- Please do not plan "out of town" – what people are mourning is the loss of "our" old feeling of Fayetteville.

Streets:
- There needs to be consideration for a "boulevard" or major arterial vascular connection between the downtown district and people driving from the VWX – basically, people coming from North Fayetteville and downtown. Perhaps an extension to Gregg. This connection would happen outside of your area of study, but it would have an impact within it. That way there is a lot of traffic through the Wilson Park neighborhood to get to downtown, and it would help to see the increased downtown density increase traffic for residents of that neighborhood. This "boulevard" could be 2 lanes with a green space median, much like your suggestion for College Avenue at Lafayette.

Workability:
- We moved here in 1996 without a car. We lived here for 12 years without a car. I walked everywhere – it took me 17 minutes to walk downtown where I could shop, pay bills, go to the post office, library, doctor, etc. It was possible and it can be possible again.

Watson Arts Center:
- Specific – I prefer some open spaces such as plaza in front of Watson Arts Center.

Do you think the plan is generally on the right track?

Yes 103 (91%)
No 0 (0%)
Maybe 5 (4.5%)
No Answer 5 (4.5%)
Downtown District

A New District for the City of Fayetteville's Unified Development Code

Prepared by
Dover, Kohl & Partners
April 30, 2004

FAYETTEVILLE DOWNTOWN MASTER PLAN

DOWNTOWN DISTRICT CODE

VBD-T6 DISTRICT D-1, DOWNTOWN DISTRICT

(1) Approved: The Design Grading Plan shall indicate the land use in the building to occupy the site and the size of buildings that may be constructed on the property. The design grading plan shall show the following:

- (a) A map showing the location of the property and the surrounding area.
- (b) A site plan showing the proposed buildings and their relationships to each other and to existing buildings.
- (c) A section showing the proposed building's elevations and the adjoining buildings.
- (d) A section showing the proposed building's foundation and the existing foundations.

(2) Approval: The Design Grading Plan shall be approved by the Planning Commission and the City Council.

- (a) The Design Grading Plan shall be submitted to the Planning Commission for approval.
- (b) The Design Grading Plan shall be approved by the Planning Commission and the City Council.

(3) Enforcement: The Design Grading Plan shall be enforced by the Planning Commission and the City Council.

- (a) The Design Grading Plan shall be enforced by the Planning Commission and the City Council.
- (b) The Design Grading Plan shall be enforced by the Planning Commission and the City Council.

(4) Disapproval: If the Design Grading Plan is not approved, the applicant shall submit a revised Design Grading Plan.

- (a) The Design Grading Plan shall be submitted to the Planning Commission for approval.
- (b) The Design Grading Plan shall be approved by the Planning Commission and the City Council.

(5) Approval: The Design Grading Plan shall be approved by the Planning Commission and the City Council.

- (a) The Design Grading Plan shall be approved by the Planning Commission and the City Council.
- (b) The Design Grading Plan shall be approved by the Planning Commission and the City Council.

(6) Enforcement: The Design Grading Plan shall be enforced by the Planning Commission and the City Council.

- (a) The Design Grading Plan shall be enforced by the Planning Commission and the City Council.
- (b) The Design Grading Plan shall be enforced by the Planning Commission and the City Council.
Appendix H

April 30, 2004
### Appendix H

**TABLE OF PLANNED DEVELOPMENT CODE**

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#### Section 2.0 General Provisions

- **Title 1.0 Overview of Planned Development Code**
  - Overview of the Planned Development Code
  - General Provisions
  - Regional Plan
  - Zoning Districts
  - Special Regulations
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#### Section 3.0 Regional Plan

- Overview of the Regional Plan
- General Provisions
- Zoning Districts
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#### Section 4.0 Zoning Districts

- Overview of the Zoning Districts
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#### Section 5.0 Special Regulations

- Overview of the Special Regulations
- General Provisions
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#### Section 6.0 Administration

- Overview of the Administration
- General Provisions
- Zoning Districts
- Special Regulations
- Administration
(c) Special Building Elements & Architectural Features

- Building over 5 stories in height
- Frontage over 100 feet in length

Building elements shall comply with the following regulations:

1. Depth and Height
   - Depth = 5 feet maximum
   - Height = 55% of building height

2. Facade
   - Depth = 3 feet minimum
   - Height = 80% of building height

Design features shall occur below the principal facade and may include:
- Balconies
- Canopies
- Window boxes
- Decorative elements

The above regulations apply to the front facade. There are no minimum requirements for other sides or the rear.

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(c) Color Scheme and Materials
- Color scheme:
  - Exterior walls: Beige or tan
  - Roof: Gray or black
- Materials:
  - Windows: Clear glass
  - Doors: Wood or aluminum

(d) Turret and Cupola
- Turret:
  - Height: 30' - 40' maximum
  - Top diameter: 10' - 14' maximum
- Cupola:
  - Height: 25' - 30' maximum
  - Top diameter: 10' - 12' maximum

The above features shall be included in the design, but may be modified to suit the specific building.

Appendix H
DRAFT-April 20, 2004

April 30, 2004
(a) Pitch Details

- Depth
- Length
- Height

(b) Shape

- Depth
- Length
- Height

CPR 09-20
Day 7 April 2009

Rivettville Downtown Master Plan

1. Architectural Elements

The following elements are intended to provide a consistent architectural style and character for the downtown area.

- Window and Wall Details:
- Roof Details:
- Door Details:
- Column Details:
- Signage Details:

2. Siting and Building Codes

- The following should be reviewed in the review process:
- Elements that should be reviewed:
- The following should be noted:
- The following should be noted:

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Fayetteville Downtown Master Plan

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Technical Memorandum

Downtown Transportation and Parking Management Strategy

Prepared by:

Hall Planning & Engineering

April 30, 2004

BACKGROUND

In advance of the January 2004 Downtown Master Plan Charrette, a series of meetings were held to gather background information for the planning effort and to assess issues currently affecting Downtown Fayetteville. Selected summary statements regarding these meetings are listed below, followed by description of key Downtown transportation issues.

The top issues raised by many of the groups and individuals interviewed in Fayetteville included parking, available street design, and quality of life and economic vitality.

PARKING

The campus neighborhood creates a parking problem, since the University of Arkansas campus parking is highly regulated and the parking policy is apparent to people parking enforcement at the campus edge. Regarding Downtown, citizens and city staff are interested in parking supply to match new growth demand. Many feel parking is generally available a short distance from Downtown destinations, just not adjacent to the Downtown Square. Downtown businesses are acquiring additional parking space by purchasing available land Downtown for relatively low cost. The church parking is primarily surface lot.

WALKABLE STREETS

Most interviewees understand the needs of pedestrians to move on streets. Pedestrians and motor vehicles circulation is key to economic vitality. Many reported that vehicular speed on streets are too fast to encourage walking. One-way streets encourage higher speeds. In general, streets must be managed more rigorously, especially within areas designated as pedestrian emphasis areas. Concern for foot parking exists if two-way streets are established on existing one-way streets. Transit is largely University-based and serves the Downtown on a partial campus ride. Greater city/campus coordination would diminish both transit and walking.

QUALITY OF LIFE & ECONOMIC VITALITY

The concern was most frequently expressed as a sense of safety, comfort, and quality in daily life experience. Lower traffic speeds, quiet nighttime periods, proper citizen behavior and cultural opportunities all contribute to quality of life in the community. Continued success with Dickson Street and surrounding Downtown will hang gain for Fayetteville. A compact, mixed-use urban environment is seen as very competitive with other economic centers in the region. The Fayetteville organization offers greater variety and interest then any other area and is thus a strong competitor. Transportation issues of accessibility, parking, and circulation are key to this success.
From these discussions and a preliminary study of field conditions, the following issues appear important to the success of improving all modes of transportation Downtown.

Parking:
1. Parking seems to be generally available but there are not a high number of spaces adjacent to Downtown destinations.
2. New parking must match new denser patterns and intensity determined during and after theCharter.
3. On-street parking should increase where greatest activity is planned.
4. Management of parking with optimal cost profile and economic balance is recommended.
5. Shared parking facilities between church/office, school/church, office/residential should be planned to maintain connectivity and efficiency.

Walkable Streets
6. Walkability of Downtown must be comprehensively visualized.
7. Walkability planning and implementation must be integrated into plans.
8. Density which modes of transportation are destined along walkways in Downtown.
9. Traffic speeds must reflect the desired function and mobility system.
10. Circulation can be improved and a raised speed achieved for motor vehicle traffic.
11. Major traffic corridors need Rehabilitation.
12. One-way streets must be addressed.
13. Circulation is a major cost factor in street redevelopment projects.
14. Cure streets should be eliminated.
15. Street width should be functional on both sides, i.e., walking, biking, and vehicular.
16. Transit stations, based on transit function, should be adopted from the Unified Development Code.

Quality of Life & Economic Vitality
17. All transportation strategies should be consistent with other government objectives for Downtown.
18. Access to Downtown for business and cultural activities must be maintained and enhanced in an urban way, in harmony with community character.
19. Reduced vehicle speed is key to achieving a balanced quality of life Downtown.

Other background reviews included a transport review of the City of Fayetteville 2003 draft Office Traffic & Transportation Study. The study sets forth a very good question for evaluations of urban mobility throughout the City. However, each mode, although included, was treated as secondary and was less important than motor vehicle transportation. The pedestrian and walkability must always be addressed when discussing transportation.

Specific areas where the Downtown Master Plan reflects a priority for pedestrian movement and an urban and transit mode should be clearly defined and adopted as pedestrian districts/areas. Integrating urban planning and design will influence multi-modal transportation design, including transit. The pedestrian design should be subordinate to urban design in Downtown.

Parking
Fayetteville currently has two parking districts - Off-street Parking Development District No. 1 and Dickson Street Central Improvement District No. 1, designed to plan, design, and build off-street parking structures to serve Downtown needs. These existing opportunities have an excellent opportunity for coordination with new building projects throughout Downtown. New parking structures will also be able to minimize their cost to the fundamental needs of pedestrian.

Off-street parking structures with a strong identity, pedestrian-friendly, and well located for pedestrian access to walk adjacent to these areas near green spaces. Nowadays, multi-story buildings must include parking structures at the level of the streets and upper floors. This yields a more pleasing pedestrian environment. The parking costs and construction provide additional incentives to adopt mixed-use structures of higher value.

New Off-street Parking
Both off-street and on-street dimensions lead to recommendations for a major parking structure to be located at the southwest corner of Dickson Street and West Avenue. Anticipated uses of this parking structure include Walton Art Center, students parking to allow access, and access to commercial establishments along Dickson Street. The emerging businesses along Spring Street, west of West Avenue should also be located in the proximity of this new parking structure. Approximately $100 million are planned for this mixed-use facility. A parking solution within this mixed-use facility is anticipated to be an excellent component of the overall plan.

Parking Management
The parking systems within Downtown Fayetteville can be optimized with a combination of parking structures and parking duration. When retail establishments, including restaurants, are designated as part of the core of Downtown, these parking duration should be less and hourly parking rates should be moderate to high. Off-street parking should be correspondingly lower in cost and higher in duration.

Regulating the type of vehicles to be permitted, on-street, parallel parking is the most pedestrian-friendly form of downtown parking. On-street parking provides direct access to adjacent commercial establishments and provides a traffic calming effect on urban streets. It is strongly recommended that a new parking procedure be established between police and fire personnel to coordinate enforcement of parking regulations. Emergency personnel become aware of illegally parked vehicles, they should immediately report such violations to police personnel for ticketing or removal.

Surface parking lots, while providing short-term vehicle storage, are detrimental to the walkability of downtown areas. The long-term goal of urban development should be to transform all available surface lots to structured parking or multi-use development.
STREET CONCEPTS

Two major design concepts emerged from the Charrette and preliminary analysis. Great Streets and the One-Way Bypass lead to Two-Way Streets.

GREAT STREETS

Transportation facilities and systems provide excellent opportunities to support the vision for Downtown Fayetteville as the center of community. Many components of the urban fabric, including transportation, combine to build the spatial "center of place" — that qualitative sense of comfort and value one feels in a given setting. The street is central to this experience as it forms the public realm within which we move, live, and physically develop.

Pedestrians are especially sensitive to the quality of public space, since they move through it without the visual protection afforded by cars or other transportation. The perceived quality of the environment, experienced by the pedestrian, is often viewed as the single most important attribute to the pedestrian experience.

Travelers with a choice of milling or walking therefore must have an efficient "street" experience to encourage them to remain even in a modern automobile context. Opportunities that enable the pedestrian to maintain a comfortable and safe pace are critical. The choice of walking is often determined by the design of the sidewalk and the side walk's physical condition. The sidewalk's function is to provide a safe and comfortable place for pedestrian use.

What features contribute to an excellent pedestrian experience? Observations and design know-how suggest the following priorities, listed in reverse order:

10. Narrower Streets
9. Transit
8. Lower Traffic Volumes
7. Sidewalks
6. Interconnected Streets
5. On-street Parking
4. Lower Traffic Speeds
3. Mixed Land Use

2. Buildings Facing the Street
   1. Small Block Size

These parameters have proven themselves successful in the field. When a majority of these are combined in one location, pedestrian comfort and safety is achieved. Downtown Fayetteville has unique constraints as no exceptions to the airspace. Therefore, these concepts are applied to support the way downtown.

SIDEWALKS

Sidewalks and their width must be effectively controlled through municipal rules and ordinances to achieve high-quality walkability. Within the Downtown District, sidewalk both sides of each street (including alleys and lanes) should be at least 5 feet. Sidewalks should be extended along the new sidewalks of the Regional Core and moreover sidewalks at the Neighborhood Conservation. The following chart shows the range of appropriate dimensions:

<table>
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<tr>
<th>Land Use</th>
<th>Neighborhood</th>
<th>Downtown General</th>
<th>Main Street Center</th>
<th>Regional Core</th>
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</table>

* Pedestrian Clear Path - min. 6 ft.
** Pedestrian Clear Path - min. 10 ft.

The minimum dimension for Neighborhood Conservation conditions is established at 5 feet to allow two individuals to stand and hold conversation as they walk side by side. Larger dimensions are specified to maintain higher pedestrian volume, essentially for two persons, side by side, to pass other walking in the opposite direction. A clear path dimension is required to avoid street furniture, plants, poles and other objects placed within the sidewalk.

ONE-WAY STREET INVERSIONS

Seven one-way streets are proposed for many one-way streets in Downtown. As stated above, managed motor vehicles are essential to pedestrian comfort and safety. Historically, low-speed areas have allowed traffic speeds that are not one-way streets. Therefore, all one-way streets within the Downtown study area were extended to determine the feasibility of one-way operation returning to two-way operation. It was determined that the Downtown area benefited from the two-way operation in a zone where a concentration of traffic was not a concern. The study area was divided into segments, each with a stable traffic count, to determine the feasibility of one-way operation. All one-way streets in the study area were extended to determine the feasibility of one-way operation. For remaining one-way streets, this requires one-way operation.
Church Avenue - Spring Street to Dickson Street, has a 40 fps, right-turn only and 240 fps of pavement, thus making two-way operations with parking possible.

Locust Avenue - Center Street to Spring Street, also has a 400 fps of way and 240 fps of pavement.

Church Avenue and Locust Avenue should be examined to determine urban traffic limits are available to construct this existing link to allow redesign of an ST-40 parking on one side and two 30 foot lanes.

Spring Street, Black Avenue and East Avenue should be examined to two-way operations at the earliest opportunity.

Residues
Areas designated for increased walkability should have streets narrowed as economically as possible. Striping of new, one-way parking is a primary tool to achieve this. Most such lines remain. In olding approaches, some speed reduction may be in the area of 3 ft to 6 ft wider.

Reconstructions
Streets with existing pavement widths that vary substantially from the recommendations should be reconstructed to achieve the specified design speeds of 25 or 30 miles per hour, thereby increasing pedestrian comfort. Reconstruction projects to achieve two-way operations should begin simultaneously, near the Downtown Square and the intersection of West Avenue and Dickson Street. These areas currently have the highest walkability and the least amount of pedestrian traffic. Pedestrian-friendly streets are very important for the downtown area. Narrower lane widths, on-street parking, street trees and other streetscape features will further enhance the walkability environment near the square. The best streets on Avenue and Center Street and East and Black Avenue should be reconstructed or reconstructed to provide 10-foot travel lanes. These will result in lower driving speeds that are commonly encouraged by the older streets. Parallel parking spaces, where desirable, will be eight feet wide. How that all measurements are in the same way, not to the pavement edge with the gutter part of the back of each.

STREET DEFINITIONS

Contemporary street design is, by definition, primarily focused on motor vehicle mobility and availability of the public condition, composition. New definitions are required to provide design guidelines involving the other modes of walking, bicycling, and transit. It is therefore necessary to increase the available mobility options. Walks are traditionally defined with the primary purpose of serving pedestrian mobility and, to this end, the function is not required, to also serve motor vehicle mobility.

Pedestrian thoroughfares with vehicle speeds below 20 miles per hour, thus greater mobility is encouraged through design speed ratios of 2.5 to 3.0 miles per hour. With the stated functional emphasis on pedestrian mobility, design speed becomes the controlling design consideration over vehicular volume. In contrast, contemporary transportation planning determines roadways with based on estimates of future vehicle demand.

Throughways in walkable districts are built to either two lanes in the single instance 3 or four lanes wide. Higher demand is handled by an increase in number of lanes and one-way or two-way, left-turn or contraflow to help accommodate travel needs. Constructed parallel and radial street systems are designed to the exception, the latter being, building frontage, drainage and parking intensity depend on the same context of adjacent land use.

These functionally classified thoroughfares, serving pedestrians, are in contrast to the roadway functional classification defined in contemporary design manuals. Manuals such as the AASHTO Green Book (A Policy on Geometric Design of Highways and Streets, Washington, D.C.): A Guide to Culver, Collector or Local Streets. These facilities, by definition, are established to primarily serve motor vehicle mobility. These definitions allow vehicular mobility as their primary function. They are intended to augment, not replace, the current set of functionally classified standards to facilitate planning and design of high walkability routes. In addition, design of pedestrian streets are less likely to encounter liability issues of the purpose and function of the walkable streets are clearly stated. These streets' stated function guides the design of each treatment.

THERMOTRAC AND DETEKTIONS

Lane – A traditional, walkable thoroughfare serving the pedestrian mobility and access needs of the user of residential units in a manner than the motorway. Other facilities include traffic stops and not stop. Walks are usually placed in lanes. Drainage rows to water, walk, and place at the edge of the lane. Avenue is generally 25 to 30 feet wide with two-way "yield street" traffic flow at 10 to 15 miles. Windows facing the lanes are essential to pedestrian safety. Garden apartments help to provide this third element.

Alley – A traditional, pedestrian-only thoroughfare serving pedestrian mobility and access needs of the user of a commercial building. Walks are usually placed in lanes. Owing to the minimal design, these thoroughfares allow for full pavement fire walls to wall. Windows must open to allow to provide safe, private access.

Road - A general traditional thoroughfare at the edge of a commercial or a commercial setting. Typically, parking is not placed off the borders and on the other side, room maybe divided by a street.

Street - A general, traditional thoroughfare serving pedestrian mobility, with two or four travel lanes and pedestrian sidewalks on one or both sides.

Main Street - A traditional thoroughfare with features that encourage pedestrian movement, serving a compact mix of land uses, potentially including retail, office and residential. Main Streets also have parallel parking on both sides and, where the use is more compact and activity is more intense, walkway, at (or adjacent) parking is specified.

Boulevard - A principal traditional thoroughfare designed to encourage pedestrian movement while traversing a community. Boulevards have multiple adjacent land use. They generally have center median, street trees, sidewalk, and parallel parking. Where higher traffic volumes occur, Multi-lane thoroughfares are specified with center lanes, adjacent median and lower speed, outside access lanes. The overpasses and underpasses are pedestrian friendly and the center lanes across vehicle mobility.
Concept drawings of these streets, shown in the following Street Sections, illustrate how key elements are assembled. Both cross sections and plan views are presented.

LANDSCAPE AND LIGHTING

Street trees and lighting are two of the critical elements found in great street designs. They should not be viewed as “afterthoughts” that may or may not be added, like accessories on a coat rack. Freestanding trees, pedestrian comfort in mind, thus these features must be included and should be in the design budgets.

Street trees provide cool shade, comforting enclosure, aesthetic beauty and other benefits to the streetscape. Spacing varies with the adjacent context or purpose area, from 10 to 40 feet on centers. As shown in the drawings, trees on general streets are planted in grass planting strips. Main Streets and Boulevards, especially in the Core and Concentrations, have too much traffic to accommodate the larger number of pedestrians likely to walk in these areas.

Similarly, street lighting should be comforting to pedestrians. Lighting should be decorative, and not shining 15 feet in height except in Core areas. Lighting should be designed so as to minimize glare and overhead sky glow. For example, typical “Colubris” found on arterial roadways are not appropriate for pedestrian friendly streets.

STREET SECTIONS

The following street sections should be enforced Downtown, adopted, in the City of Fayetteville. Unified Development Code unless the proposed Downtown District ordinances and included in the Fayetteville General Plan 2020. Master Plan. The Thoroughfare Plan should be adopted as well, defining the specific locations of street sections for Downtown.
TRANSFORMING DOWNTOWN CORRIDORS: COLLEGE AVENUE AND ARCHIBALD YELL BOULEVARD

During the long era of motor vehicle dominance, College Avenue and Archibald Yell Boulevard, were allowed to grow in width and speed to the point of reversing the needs of those they serve in Downtown Fayetteville. Walking across these streets is highly uncomfortable. Sidewalks are inadequate and free flow vehicle speeds were observed at 40+ miles per hour range. First, highway locations and downtown sections of College Avenue (US 71E) are in need of major renovation. Our recommendations to improve College Avenue first and Archibald Yell second.

**COLLEGE AVENUE**

Although street widening may have been helpful for a period before Interstate 540 provided a bypass for this section of US 71E, the present four lane section is not the optimal street design for current or future needs. As shown on the following page, peak hour traffic is only able to take advantage of half of the roadway capacity in the weekday afternoon peak.

Part of the reason for lower hourly volumes in the peak periods is the high left turn demand. The tight four lane section (four 10 foot lanes) loses much of the inside lane capacity as traffic queues for left turn movements. Thus, only the outside lane has traffic that approaches urban lane capacity values in the 900 to 900 vehicle per hour range.

**Recommended Concept**

During the charrette, a three lane street section was developed which allows for an exclusive turn lane in the northbound and southbound directions, thus achieving peak hour flow similar to half of the existing four lane street capacity. The three lane street network in downtown yields a smaller bottle size, a highly improved quality of most walkable forms. This classic urban design pattern helps manage traffic speed to a more moderate level, thus increasing pedestrian comfort. Small blocks also contribute to a reduction in left turn conflict at any one intersection, since the turns are spread over more blocks.
Street cross sections for College Avenue include simple sidewalks to comfortably serve pedestrians. Street trees are added with parallel parking in back. The center lane's function will alternate between left turn lane, storage, and median.

ARCHIBALD YELL BOULEVARD (U.S. 71B)

Archibald Yell is too wide to be considered a highway that serves downtown. The current roadway was expanded and built as a new road, general highway design. Four lanes and a center-turn lane are functionally much wider than the minimums for any urban street. Archibald Yell is limited by intersections and other conditions upstream and downstream of the current location. The roadway's reallocation is likely. Cross-sections show the proposed cross-section from five lanes to three-lane design.

ARCHIBALD YELL S. OF ROCK (STATION 43+50)

Archibald Yell's balanced traffic volume is shown in the chart. As with College Avenue, traffic analysis provided for Archeological U.S. 71B shows the need to carry the regional traffic. Current traffic is below the full capacity of the existing design. Fayetteville is deserving a balanced capacity for the neighborhood and a strong purpose for the street. Therefore, the new lanes are proposed in the cross section. An excellent balance of streetside and motorized vehicle mobility.
Appendix: Conceptual Downtown Parking Supply and Demand Analysis

CONCEPTUAL ESTIMATES OF PARKING DEMAND

Estimates of future added downtown Fayetteville parking demand were prepared to assist in shaping parking strategy. The base of these estimates is the Tract Zona “Main Street/Center,” as new buildings in the “Regional Core”, “Downtown Center”, and “Neighborhood Conservation” zones can be expected to address parking demand by supplying on-site, off-street parking. Based on the analysis, approximately 4,900 additional parking spaces will be needed in the Main Street/Center Tract Zone to accommodate future Master Plan buildings.

Procedure

Proposal of new buildings within the “Main Street/Center” Tract Zone was determined from the Fayetteville Downtown Master Plan. These buildings were then measured to determine approximate ground floor area. Ground floor area was multiplied by the expected number of floors in each structure to approximate total floor area.

Parking need was estimated using a ratio of 1 parking space per 500 square feet (According to the proposed Fayetteville Master Plan Code parking standards: “The number of parking spaces provided for new commercial use shall be no less than 1 space per 1,000 square feet of gross floor area, and shall not exceed 1 space per 500 square feet of gross floor area”).

To clear down added parking demand for homogeneous areas, the overall Main Street/Center was subdivided into sub-districts A, B, and C, as follows:

Sub-district A

Sub-district A is formed of 25 blocks in the northeastern portion of downtown Fayetteville, bounded generally by Maple Street to the north, the city's boundary to the east, Rock Street to the west, and Church Avenue to the west. This sub-district includes the downtown core, and is the area with the largest and busiest buildings. Future added parking demand within this area is estimated to be 4,100 parking spaces.

Sub-district B

Sub-district B is comprised of 11 blocks, located in the northeastern portion of downtown Fayetteville. This sub-district is bounded generally by Lafayette Street to the north, Broadway Street to the east, Peabody Street to the south, and Arkansas Street to the west. Future added parking demand within this area is estimated to be 1,100 parking spaces.

Sub-district C

Sub-district C is comprised of portions of 5 blocks in the southern portion of downtown Fayetteville, located at the intersection of Arkansas Street with School Street and Locust Street. Future added parking demand within this sub-district is estimated to be 300 parking spaces.
# DOWNTOWN MASTER PLAN

CONCEPTUAL PARKING DEMAND ANALYSIS - MAIN STREET/CENTER DISTRICT

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TOTAL ESTIMATED PARKING NEED (spaces): 35000

APPENDIX J

Downtown Master Plan
Tiratcarmi, A 2022
CONCEPTUAL PARKING DEMAND ANALYSIS: MAIN STREET/CENTER DISTRICT

Downtown Transportation and Parking Management Strategy: 2004
Urban Design Master Plan
Page 17 of 23
April 30, 2004
<table>
<thead>
<tr>
<th>Block</th>
<th>Land Use Assumption</th>
<th>Ground Floor Gross (sq ft)</th>
<th># Floors Assumed</th>
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TOTAL ESTIMATED PARKING NEED (spaces): 4,480
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