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WICHITA DOWNTOWN REVITALIZATION MASTER PLAN

Draft Master Plan

JUNE 14, 2010



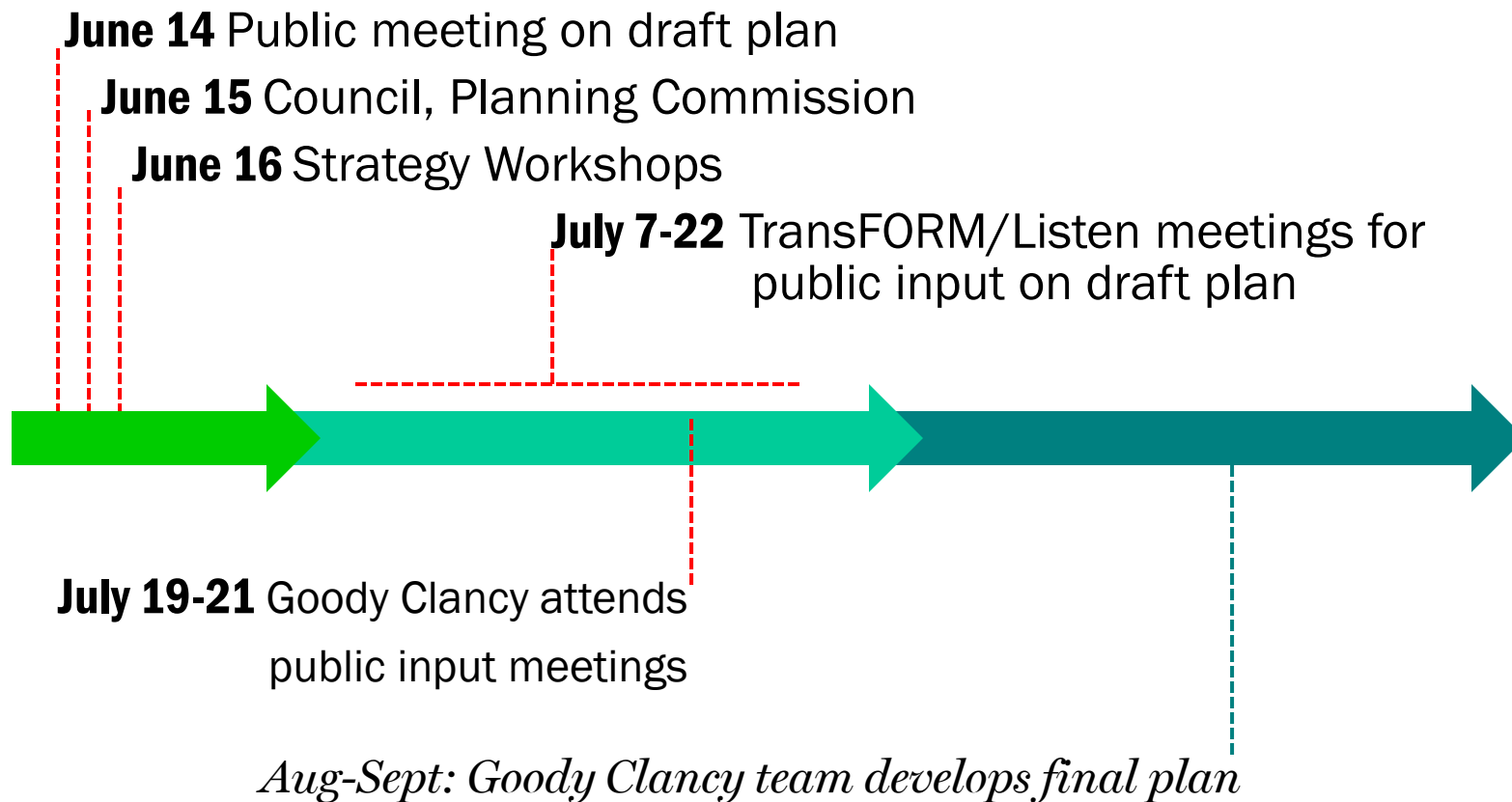
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PLACEMATTERS

Agenda

- Master Plan process timeline
- Downtown's new era of opportunity
- What we heard from you
- Vision Principles review
- Framework: Design/land use, transportation, incentives
- The Vision
- Making it happen: action strategies
- Your questions



Process Timeline: Final Phases



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A new era of downtown opportunity

- Downtown is increasingly an economic engine that attracts talent and investment that make the region competitive.
- Today, economic diversity, jobs and investment follow skilled and creative younger workers
- ...who favor living and working in vibrant downtowns
- ...and they are part of broad demographic trends that are much more “downtown friendly” ...e.g., almost two-thirds of Wichita’s households include just one or two people.
- And people of all ages are more interested in shopping and playing downtown
- Downtown boasts advantages—historic buildings, reduced energy costs, walkability
- The time to act on these opportunities is now...

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Market-based development opportunity (ten years)

- 1,500 housing units
 - Mixed types: loft, apartment, townhouse, live/work
- 220,000-480,000sf office space
 - Class A buildings, 50,000-80,000sf
 - Distinctive Class B
 - Convenient public parking a must
- 250-400+ hotel rooms, mix of products
 - Proximity to Century II, amenities, transit
- Retail: real opportunity to build on successful niches and walkable concentrations
 - Dining, nightlife/entertainment
 - Yupsters, hipsters, students, cheap chic
 - One-per-market, mass-market

Precedents from around the country

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The Wichita Eagle
Kansas.com

Posted on Sun, Jun. 06, 2010

Successful cities offer blueprints for Wichita

BY BILL WILSON
The Wichita Eagle

When Goody Clancy rolls out its initial plan for downtown Wichita on June 14, city officials will be armed with what the city could do to develop downtown and what it should happen.

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The Wichita Eagle
Kansas.com

Posted on Mon, Jun. 07, 2010

Boise, Idaho, finds 'power of the plan'

BY DEB GRUVER
The Wichita Eagle

BOISE, Idaho — When Jimmy Hallyburton was growing up here, downtown was a dud. "There wasn't much down here," he said. Fast forward 27 years: Hallyburton spent a recent Friday pumping up the crowd at the second annual Bicycle Block Party on Eighth between Bannock and Idaho, the Boise Mountains in the background and

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The Wichita Eagle
Kansas.com

Posted on Mon, Jun. 07, 2010

How Oklahoma City officials turned downtown from dying to vibrant

BY BILL WILSON
The Wichita Eagle

OKLAHOMA CITY — The 1980s and early 1990s were desperate times in Oklahoma City.

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The Wichita Eagle
Kansas.com

Posted on Tue, Jun. 08, 2010

Downtown Baton Rouge took years to restore

BY RICK PLUMLEE
The Wichita Eagle

BATON ROUGE, La. — When Fred Taylor bought Poor Boy Lloyd's in the 1980s, he thought the near-ruined Hotel House would re-open soon and boost business for the downtown restaurant.

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The Wichita Eagle
Kansas.com

Posted on Wed, Jun. 09, 2010

RiverWalk, \$200,000 condos awaken Milwaukee

BY BRENT D. WISTROM
The Wichita Eagle

MILWAUKEE — Just past the southern end of this city's built-up downtown RiverWalk, LaBrie sit in the setting sun with their legs dangling above the Milwaukee River and below a concrete ledge.

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What we heard from you

Messages on seven walkability factors

- Who is downtown
- Safety and cleanliness
- Transportation
- Gateways and barriers
- Pedestrian-oriented streetscape
- Retail
- The Arkansas River



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Charrette: visual preference survey



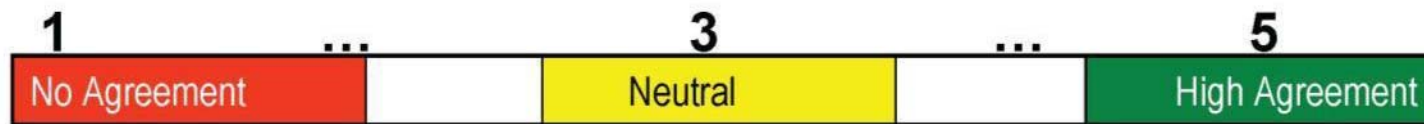
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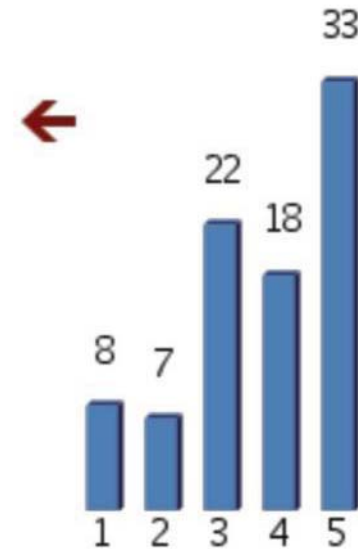
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Charrette: keypad polling on principles

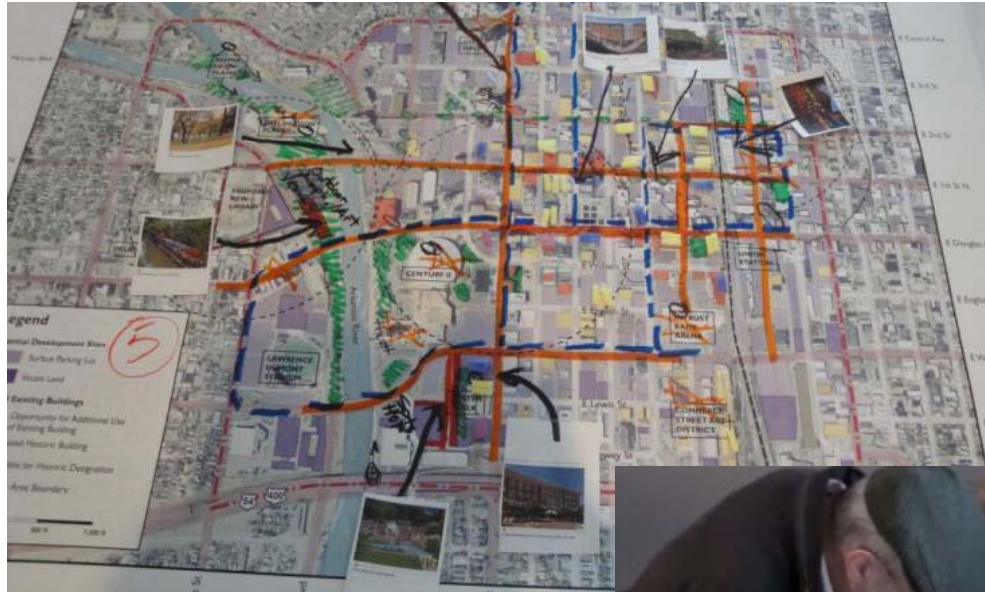
Target investment to catalyze walkable active nodes in downtown



- A. The new arena affords opportunity for growth of the Commerce Street arts district.
- B. Douglas between Main and Emporia holds promise as an emerging residential neighborhood complementing current office and retail uses.
- C. Some of the green space along the downtown riverfront could be developed with well-scaled mixed use buildings.



Charrette: vision maps



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April: applying the draft vision principles



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Vision principles

Draft Vision Statement

Downtown is a place that enables people to live, work, shop, play, and learn...all within a short walk of each other. Downtown celebrates Wichita's rich history and vibrant future, and it invites Wichitans from every walk of life to share their sense of community. 150 years after Wichita took root here, Downtown is the reinvigorated heart of a region committed to a vital future.

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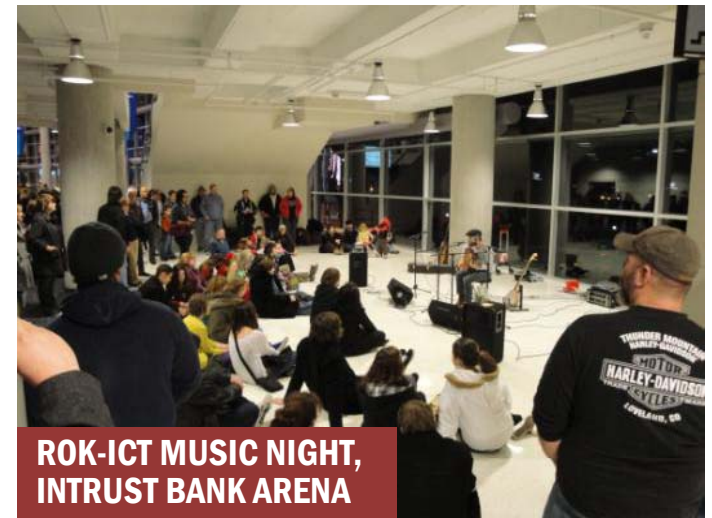
Principles for achieving the vision

1. Downtown offers something for everyone.
2. Leverage downtown's inherent strengths to generate economic value.
3. Expand choices for people—and the region.
4. Support development that fosters walkable connections.
5. Promote downtown's role in advancing regional sustainability.

Each of these principles has an element that speaks to **culture, economic growth, community, sustainability, and design.**

1 Downtown offers something for everyone

- Culture that celebrates Wichita's rich traditions and lively diversity
- Uses that retain and attract the skilled workforce that makes Wichita economically competitive
- Activities that invite people from every walk of life to enjoy...and value...downtown together
- Green planning and design that symbolize Wichita's commitment to environmental responsibility
- Buildings and public spaces that demonstrate respect for the past and excitement about the future



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2 Leverage downtown's inherent strengths to generate economic value

- Connections that unlock the synergies inherent in the network of museums, entertainment, and culture
- Development that builds on documented market strengths
- Shopping and entertainment that take advantage of downtown's central location and unique appeal
- Planning that takes advantage of opportunities for efficient use of water, energy, and other resources
- Design that invites walkable development



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3 Expand choices for people—and the region

- Visual and performance arts that enhance downtown as a vibrant cultural center
- Entrepreneurial opportunities that take advantage of downtown's appeal to creative workers and economic diversity
- Choices for housing, shopping, entertainment, and other needs that flourish in a mixed-use, higher-density, urban setting
- Transportation choices that supplement the automobile and promote connectivity to and across the downtown
- Design that conveys the character of distinctive districts

SAN DIEGO: HOUSING, SHOPPING, TRANSPORTATION CHOICES



OLD TOWN'S EVENTS, DINING AND ENTERTAINMENT ATTRACT THE REGION

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4

Support development that fosters walkable connections

- Public art that tells Wichita's stories
- Art, dining, shopping, and other activities that **animate connections** between major destinations
- A riverfront that invites walking with a continuous mix of boating, cafés, museums, and other attractions
- **Transportation** that makes every downtown district readily accessible and links key destinations
- Design that makes walking in downtown comfortable, convenient... and fun



OUTDOOR DINING IN WASHINGTON, DC



DOWNTOWN HAS WALKABLE PLACES

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5

Promote downtown's role in advancing regional sustainability

- A riverfront that tells the story of Wichita's environmental opportunities and challenges
- Options that invite future generations to chose Wichita as their future
- A common ground that can help build a stronger commitment to a shared destiny
- Keeping Wichita's architectural heritage a central part of downtown's economy and sense of place
- Compactness that offers a smaller carbon footprint and better opportunities for personal wellness

FOUNTAINS AT CENTURY II



KEEPER OF THE PLAINS



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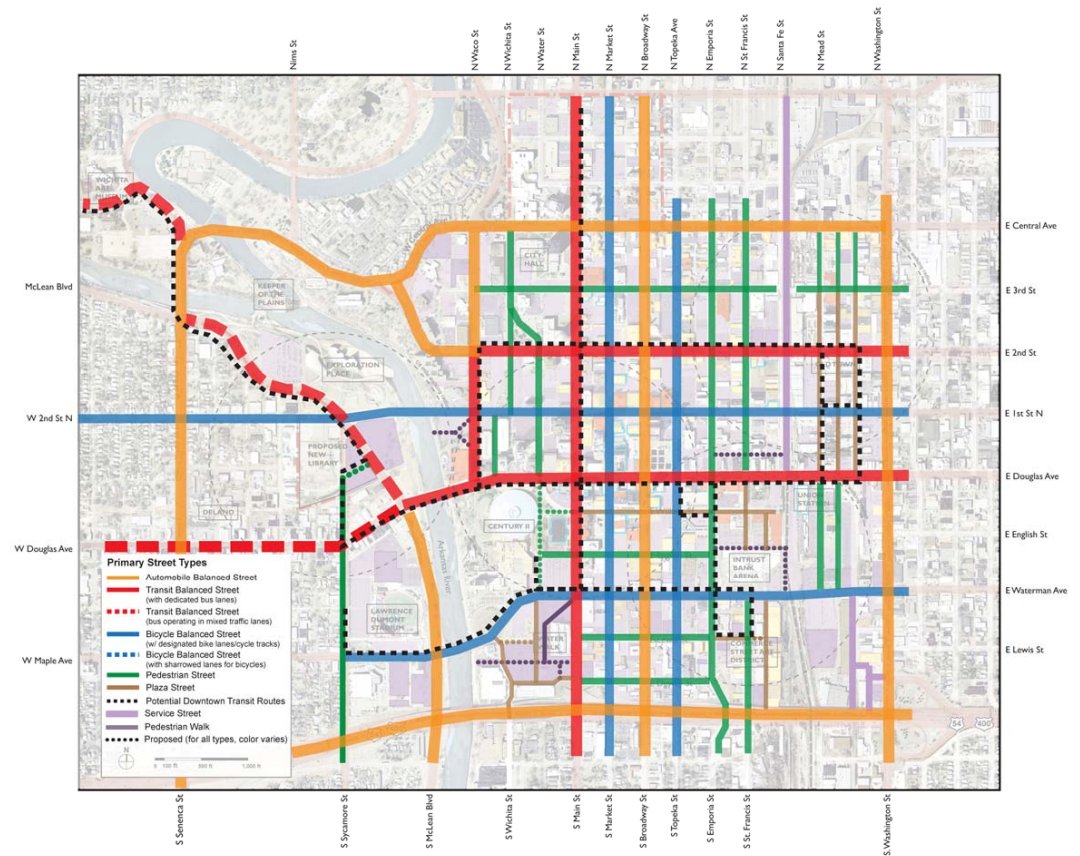


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Framework

- Urban design and land use
- Transportation
- Development economics

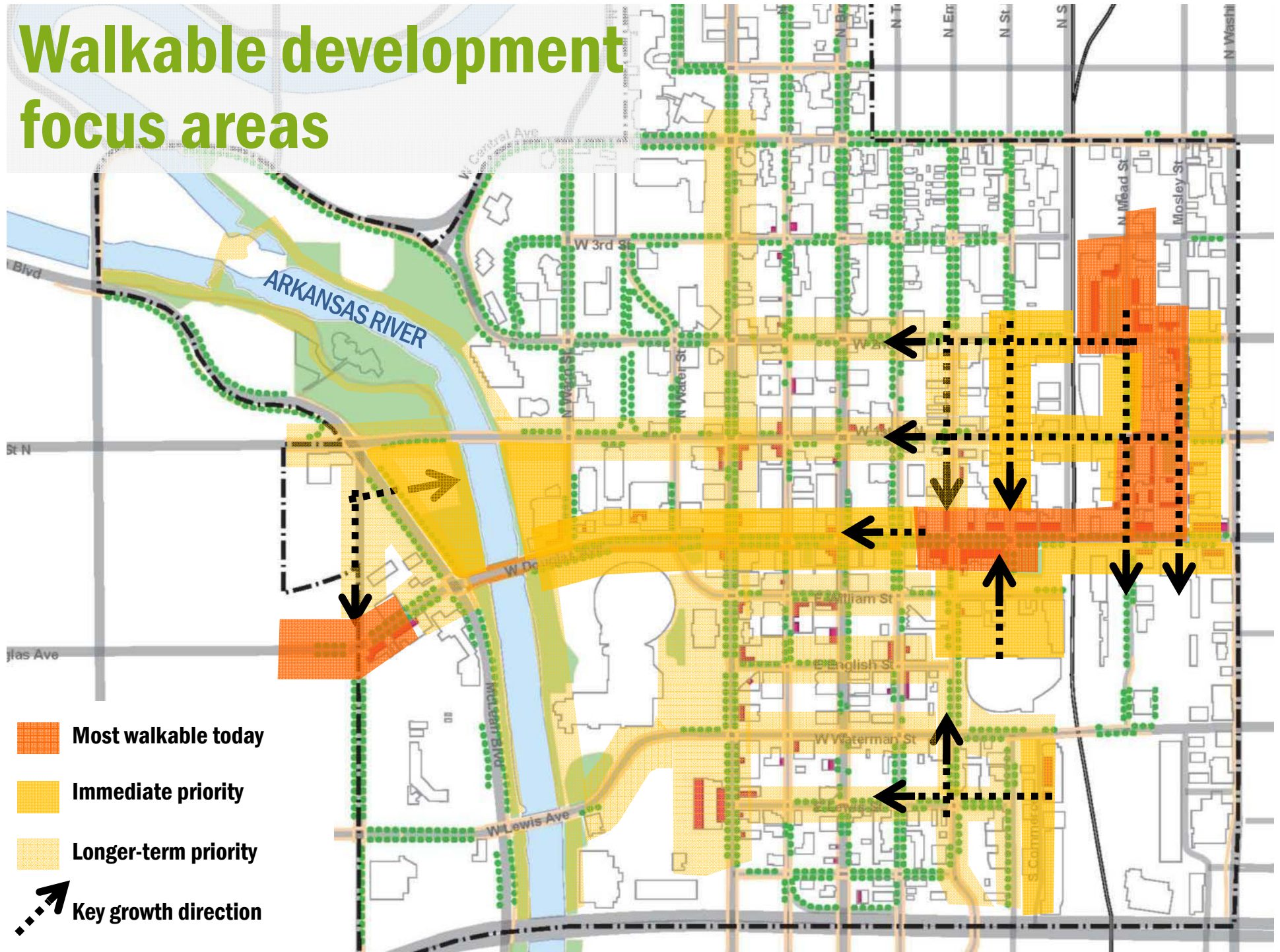


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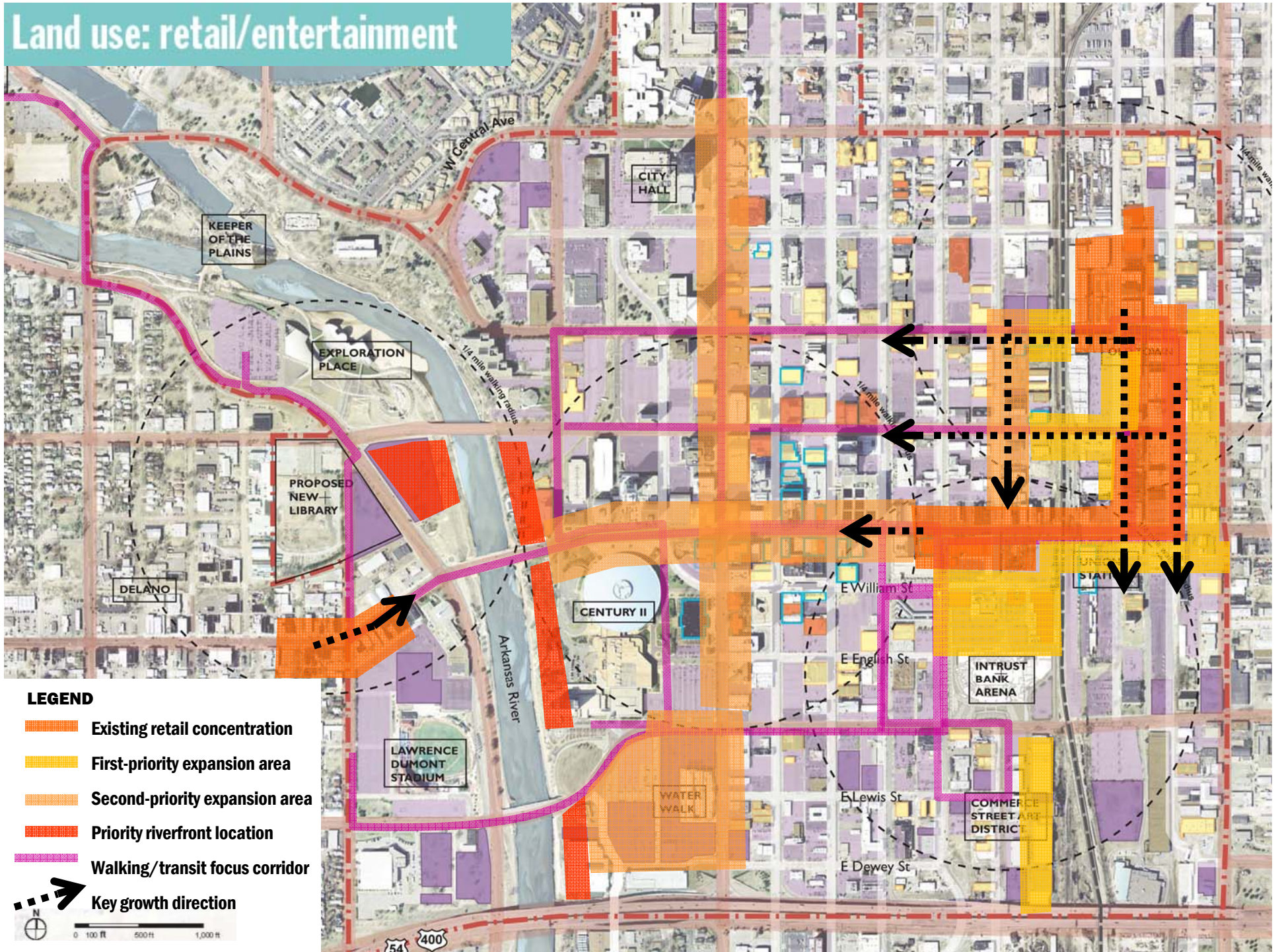


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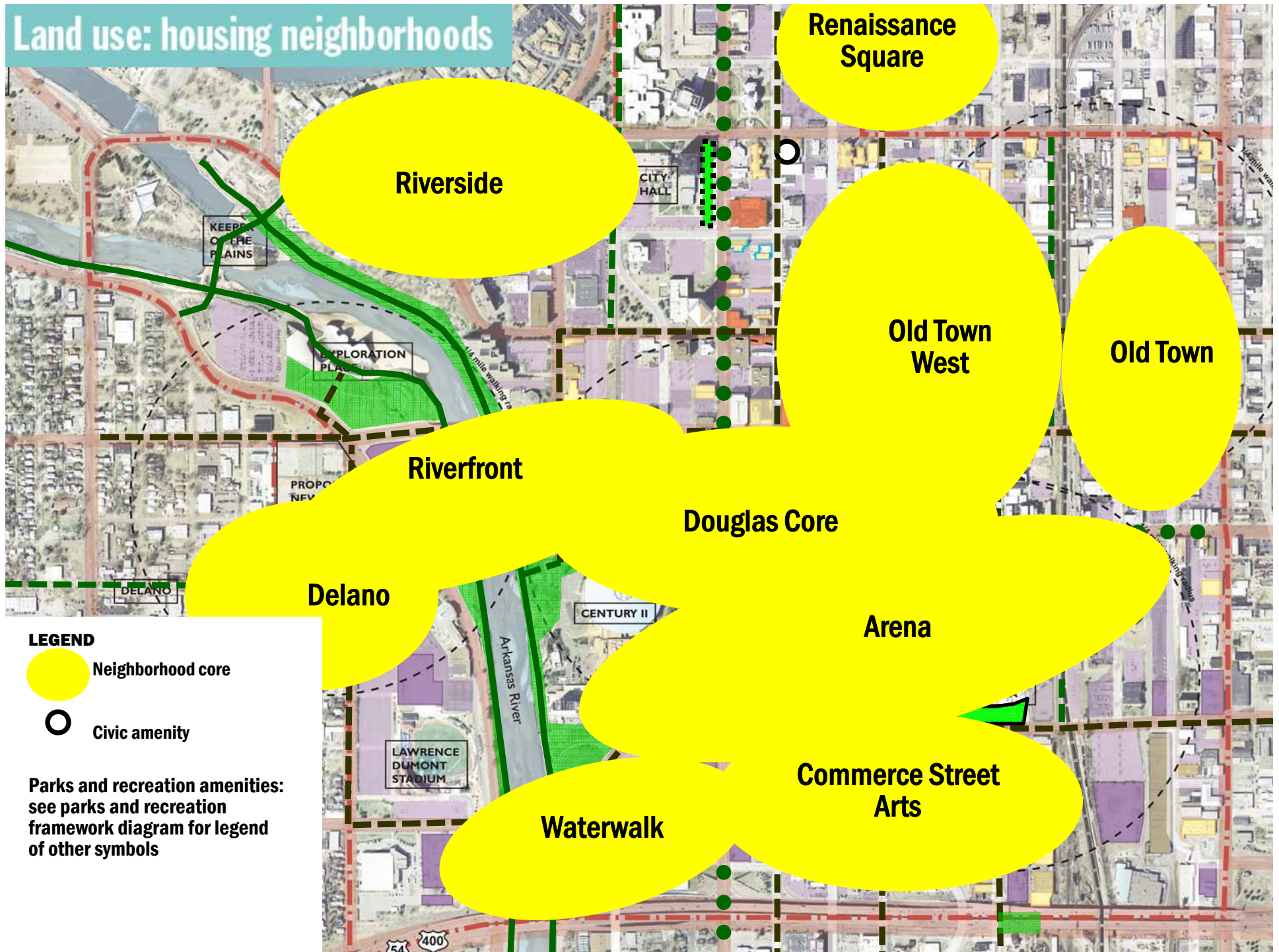
Walkable development focus areas



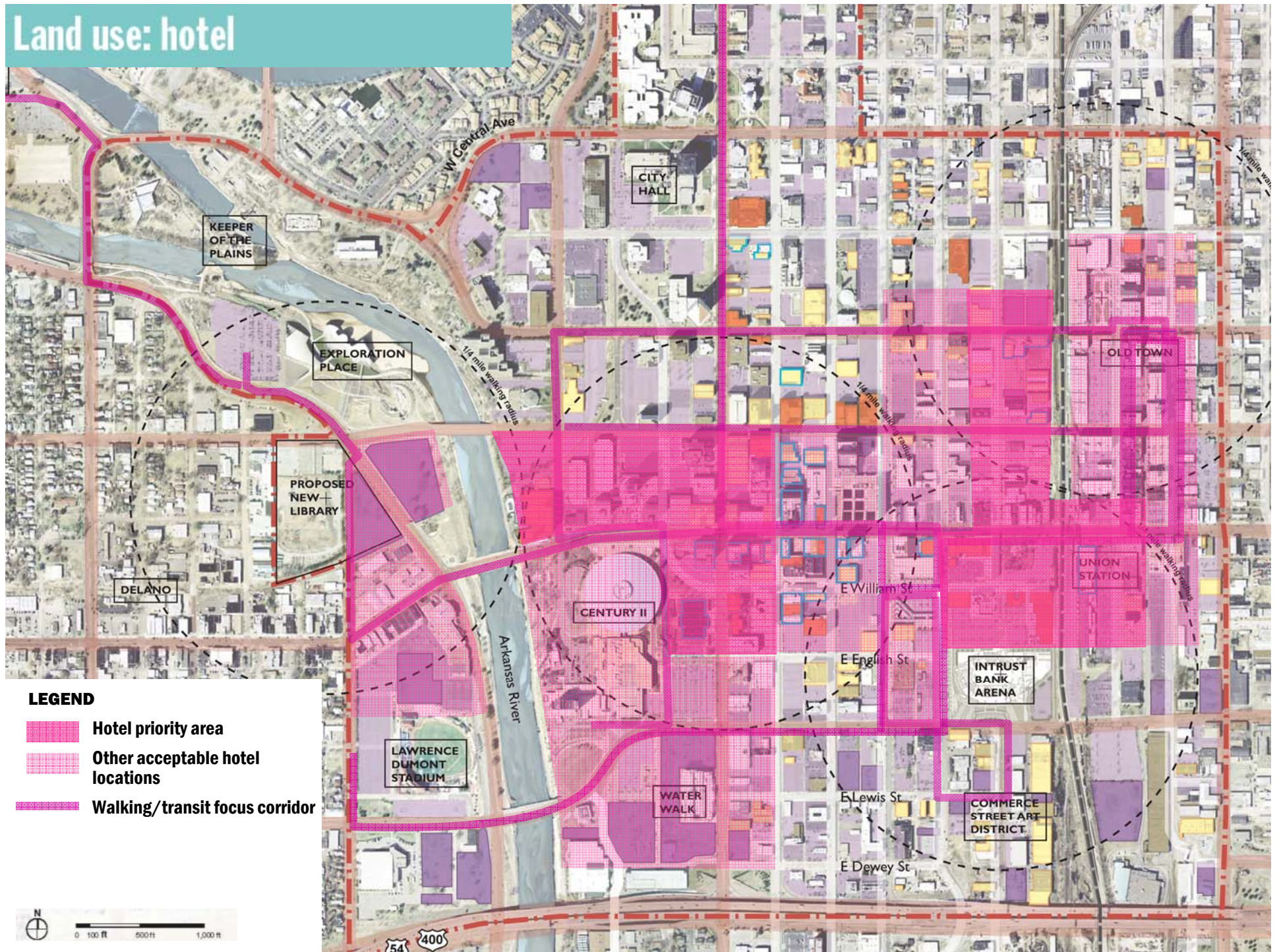
Land use: retail/entertainment



Land use: housing neighborhoods



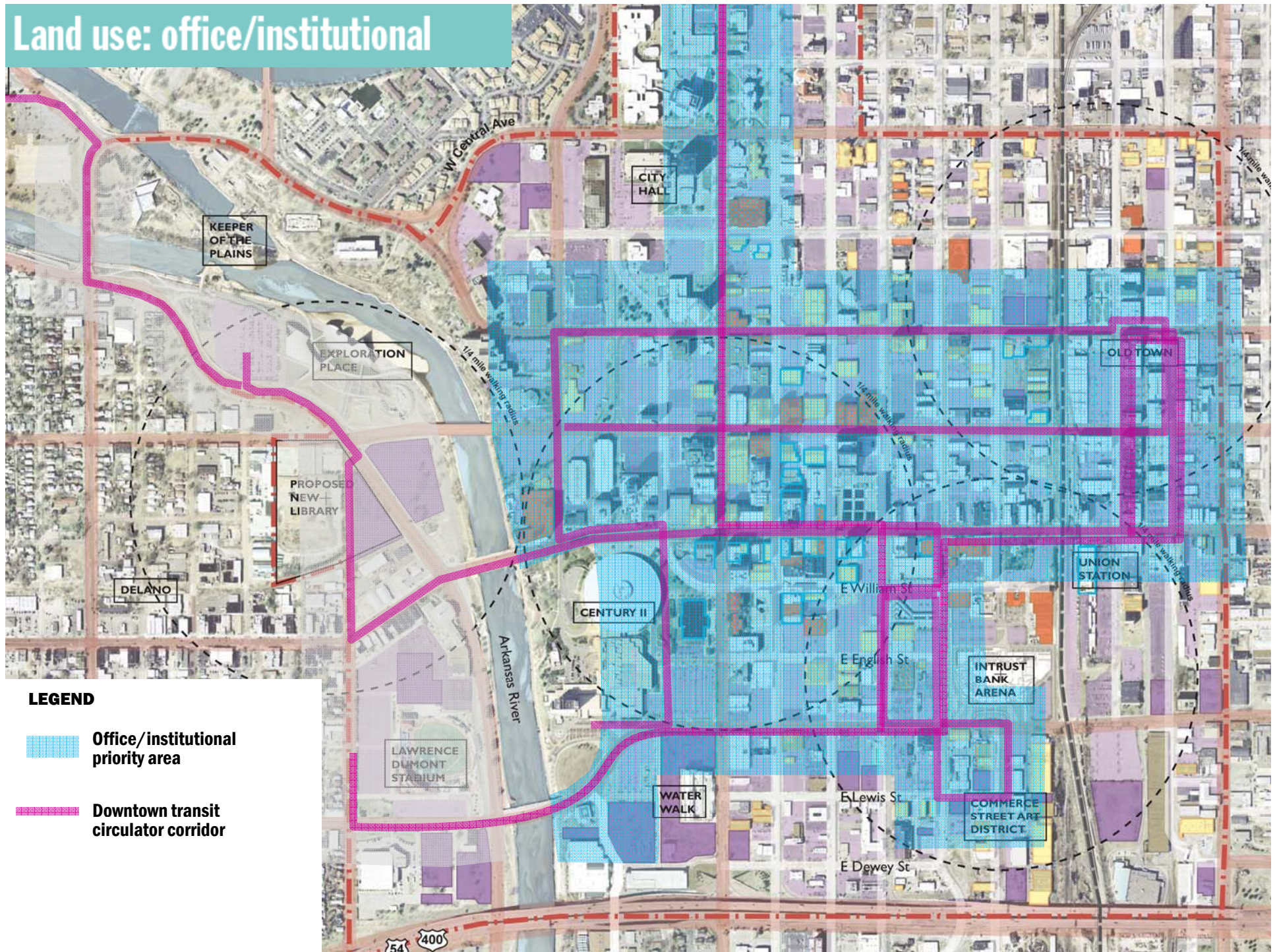
Land use: hotel



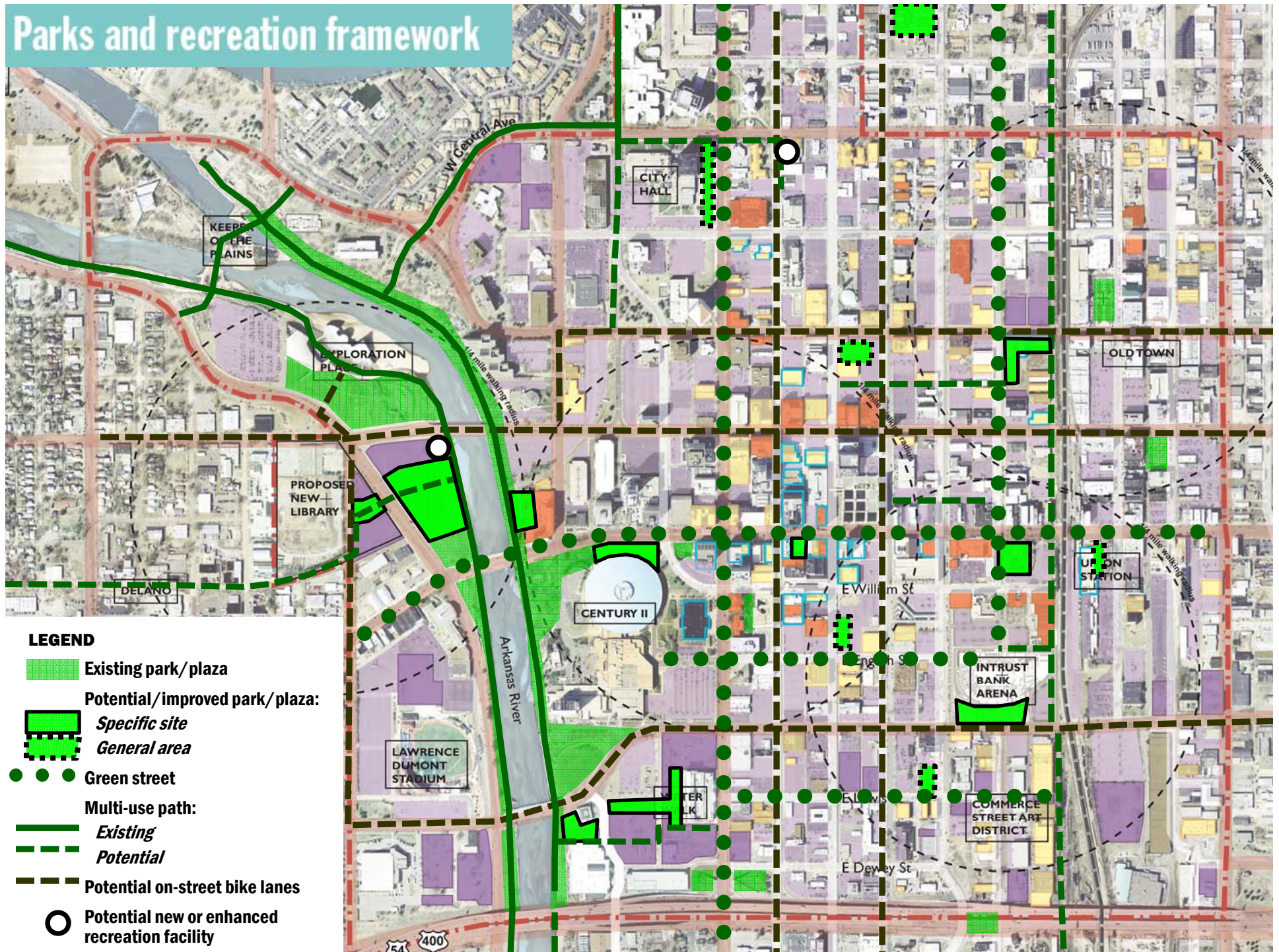
LEGEND

- Hotel priority area
- Other acceptable hotel locations
- Walking/transit focus corridor

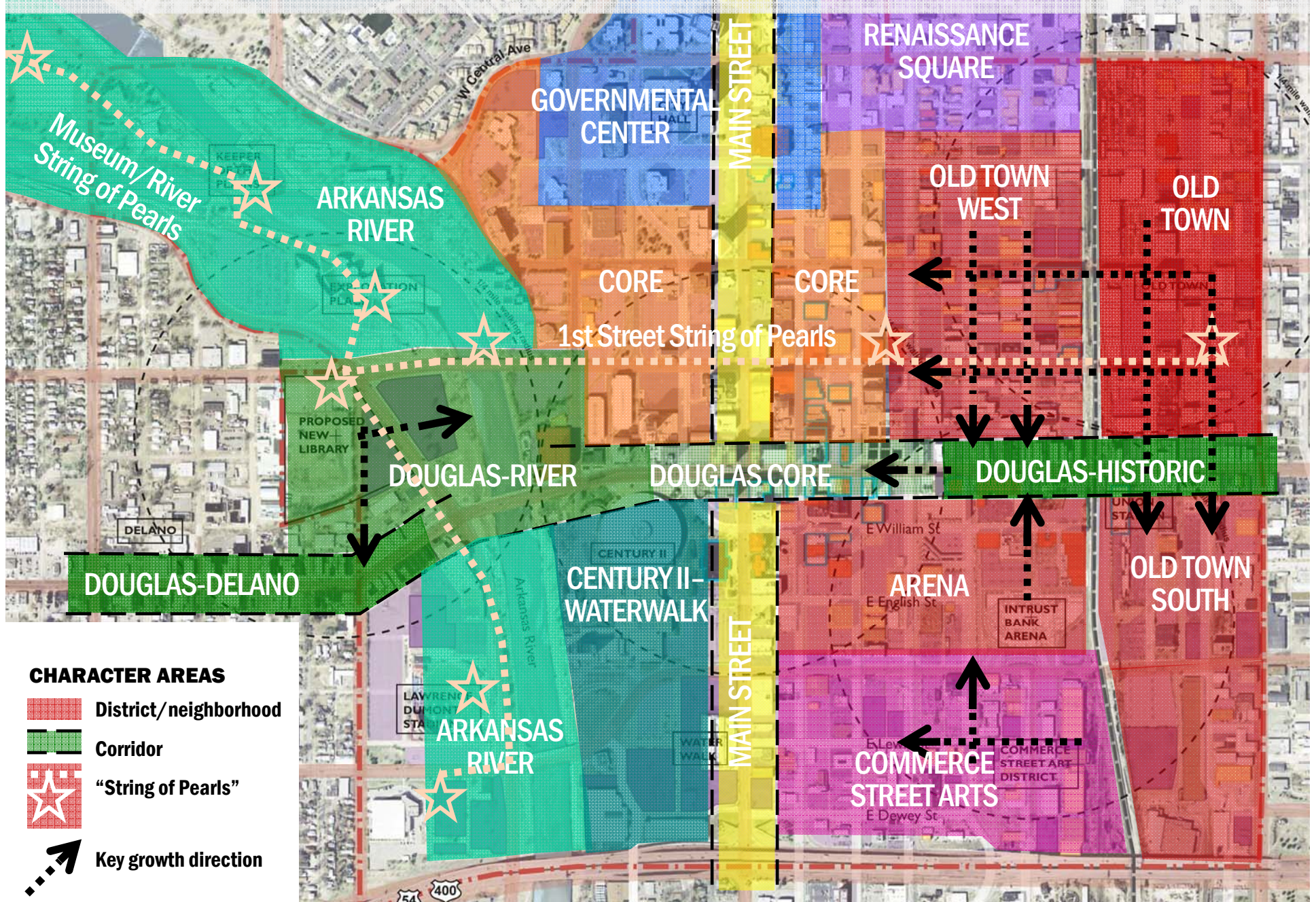
Land use: office/institutional



Parks and recreation framework



Districts of unique character, working together



Goals for Transit Plan

1. Seek a sense of permanence for transit
2. Create a better operating environment for transit efficiency
3. Promote pedestrians and bicyclists access
4. Integrate regional and downtown bus service
5. Strengthen the transit and land use connection
6. Provide links among districts downtown



Sense of Permanence

- Permanent bus stop signs, shelters and benches
- Premier bus service on Douglas Avenue (Bus Rapid Transit)
- Clear system image to users and investors to grow service



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Regional & Downtown System

- Regional Service
 - Coordination with Wichita Travels Vision
 - Douglas and Main as service spines for heart of downtown access
 - Bus terminal remains – downtown node
- Downtown Service
 - Bus Rapid Transit on Douglas
 - More transfer locations to Q-line
 - Q-Line connects downtown destinations for workers, residents, and entertainment

Wichita Travels

Transit Vision for the Greater Wichita Area

May 2010



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Regional & Downtown System: Q-Line

- Create vital downtown activity
- Two markets
 - Visitors (locals and out-of-towners)
 - Downtown residents and workers
- Increased frequency
- Permanent, high-quality stops
- New routing and routes as development occurs



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Transit/Land Use Connection

- Douglas reinforced as the heart of downtown
- Support existing employment & unlock transit-oriented development on Main
- Young professionals seek residential options
 - In walkable places
 - with transit options
- Park-once possible
- Expand Q-Line Service with increases in development

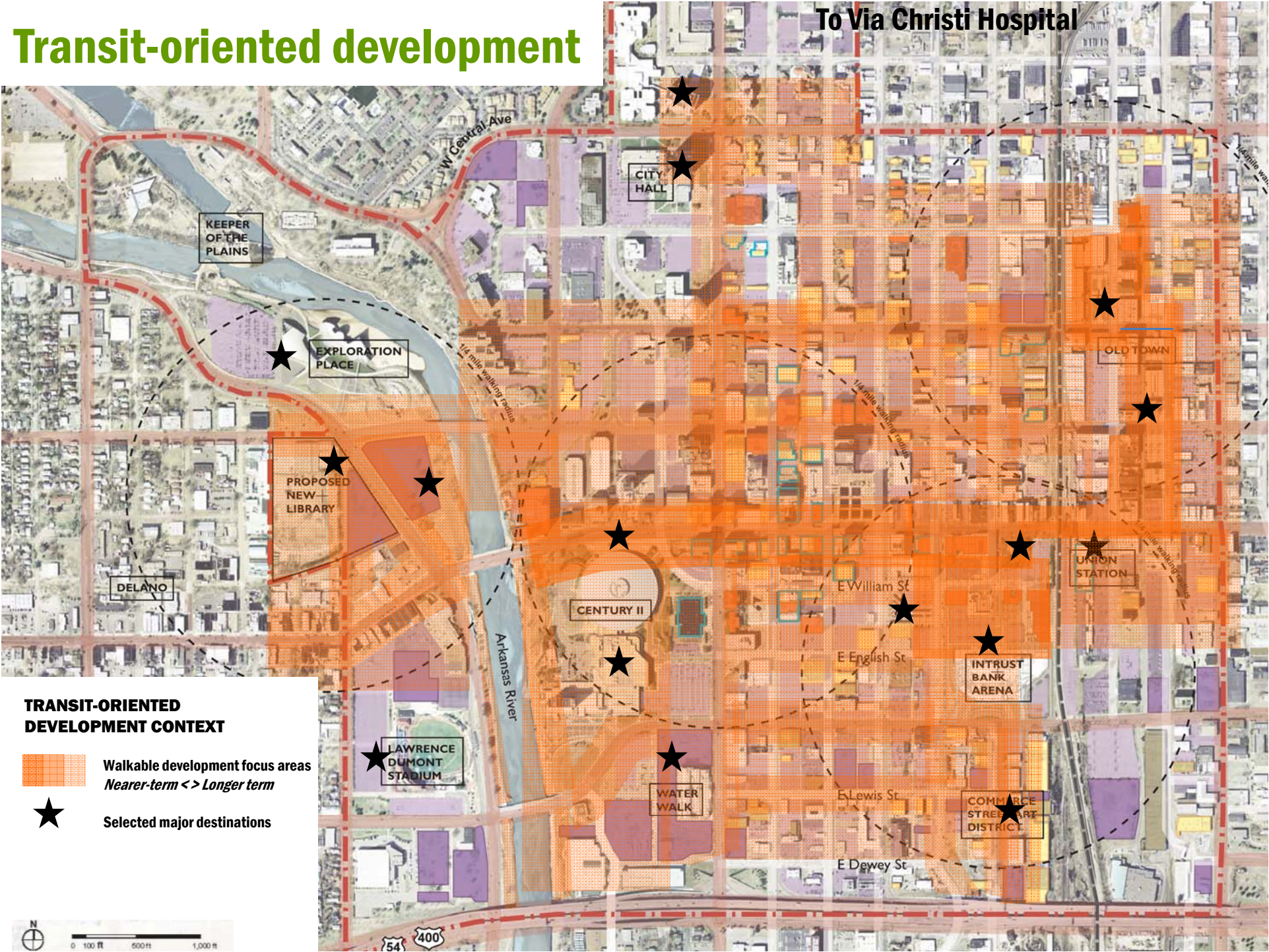


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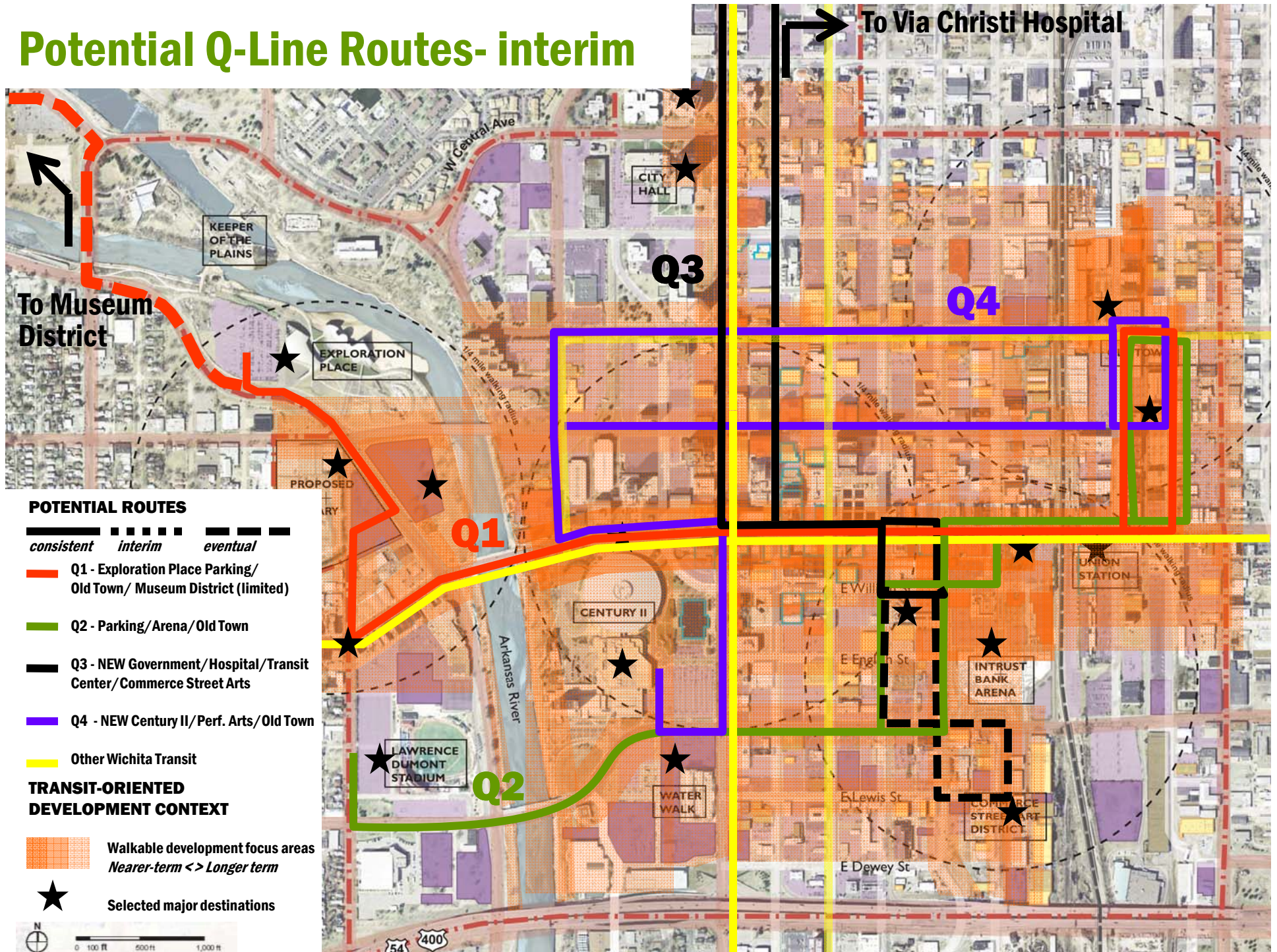


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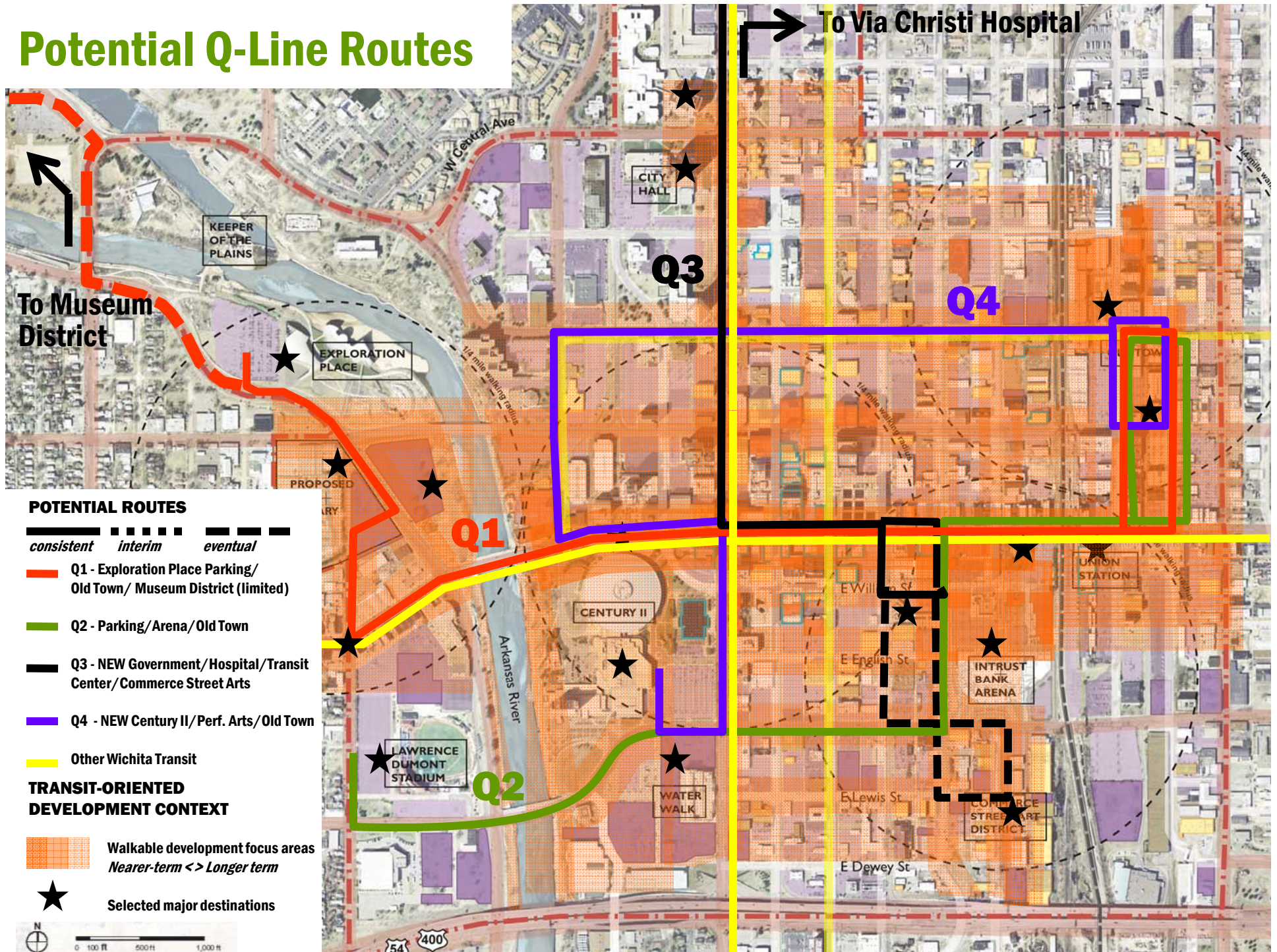
Transit-oriented development



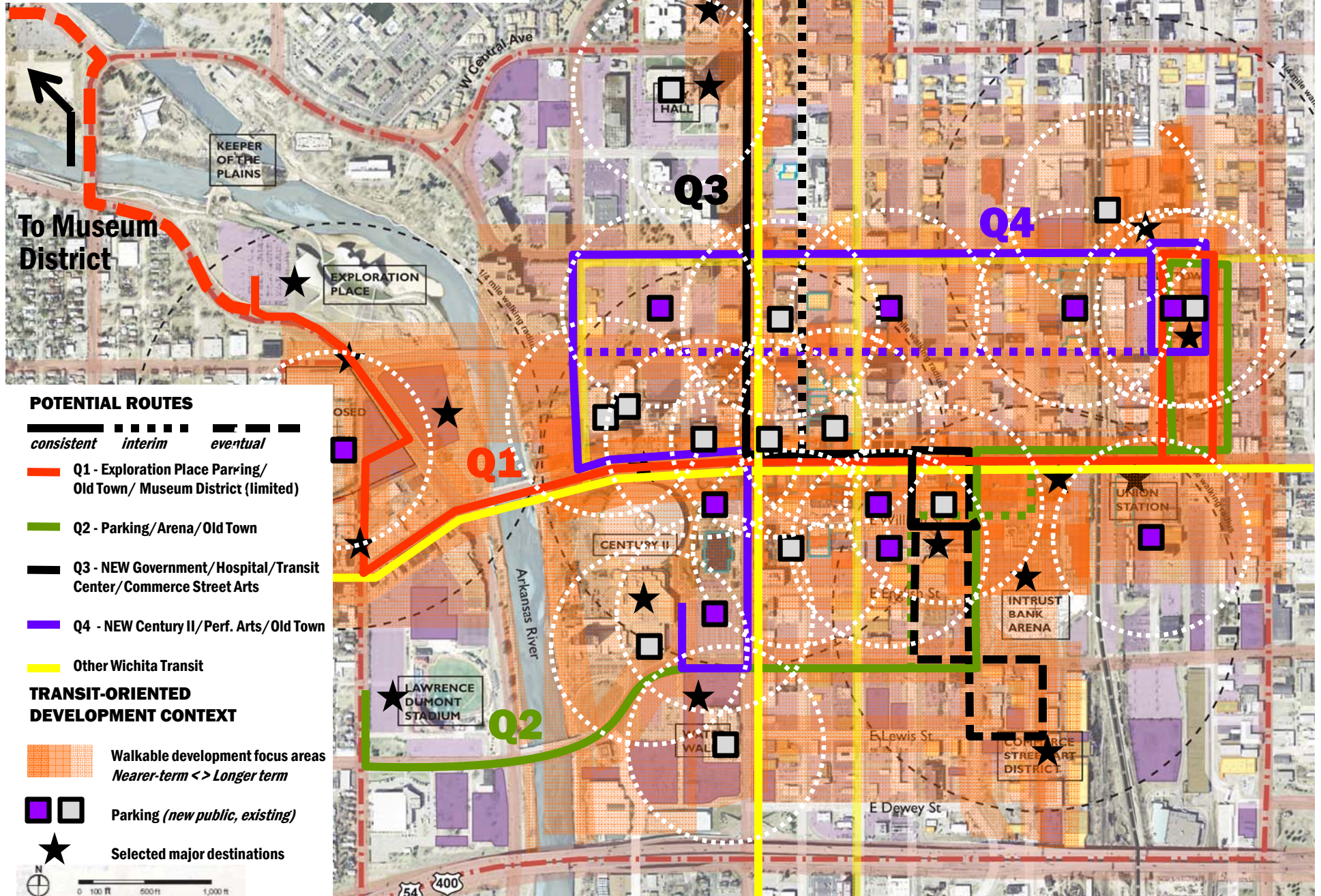
Potential Q-Line Routes- interim



Potential Q-Line Routes



Potential Q-Line Routes



Street Operations: Networks for Each Mode

- **Auto-balanced streets** – can include transit
 - Convenient highway access for trucks & autos
 - Manage intersections with possible “light mode” conflicts
- **Transit-balanced streets** – can include autos
 - Concentrates transit service for transfers
 - Convenient & easy to find
 - Increases street synergy
 - Dedicated lanes, signal priority offer faster service
- **Bicycle-balanced streets**
 - Compatible traffic conditions
 - Dedicated space increases cyclist safety
 - Raises driver awareness
- **Pedestrian and Plaza streets**
 - Strolling streets
 - Q-Line stops in some locations



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Pedestrians And Bicyclists

- Transit extends the walk trip
- Pedestrian environment is vital for transit
- Transit supports bicycle trips
 - Extends distance at beginning or end of trip
 - Is an alternative to bicycling

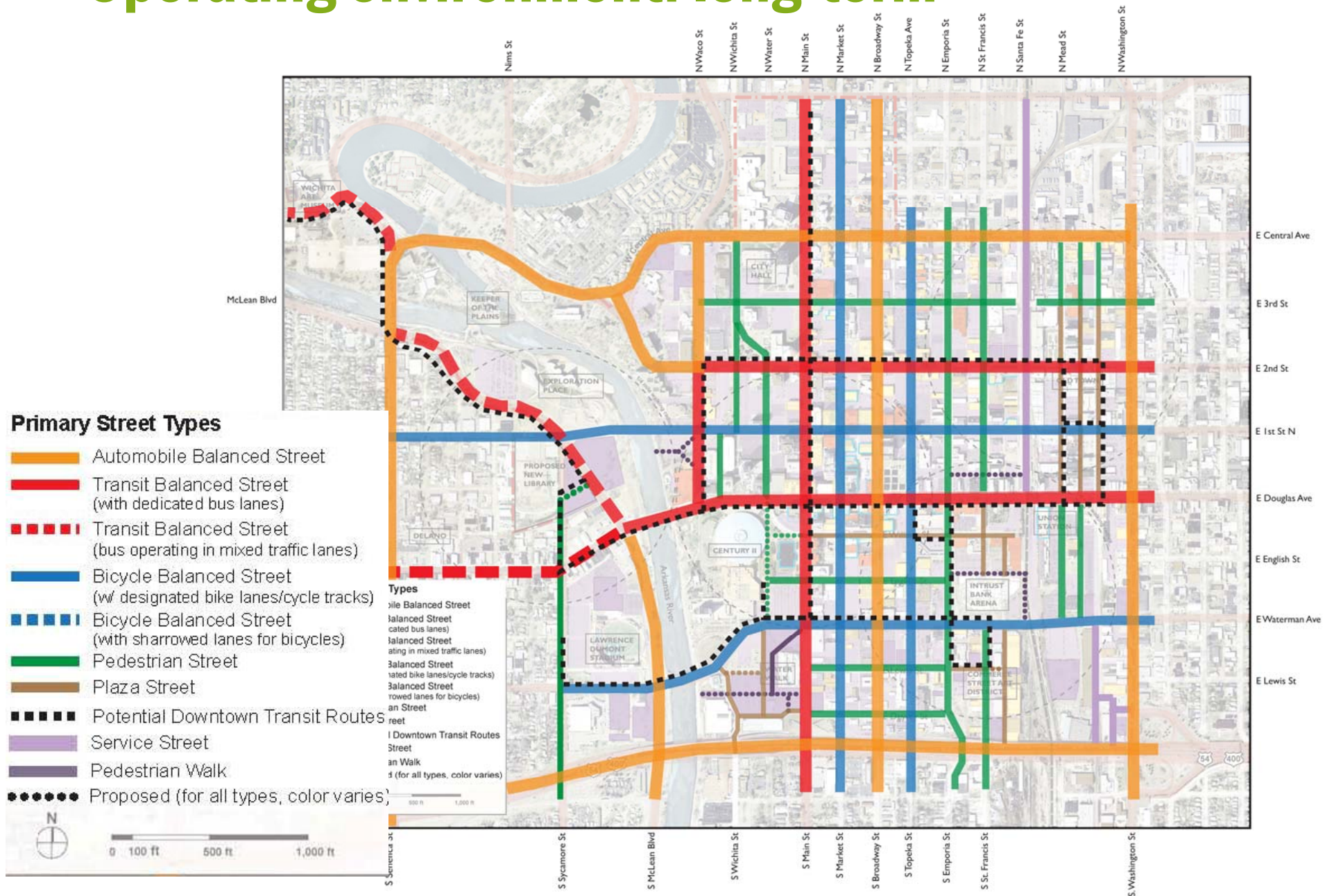


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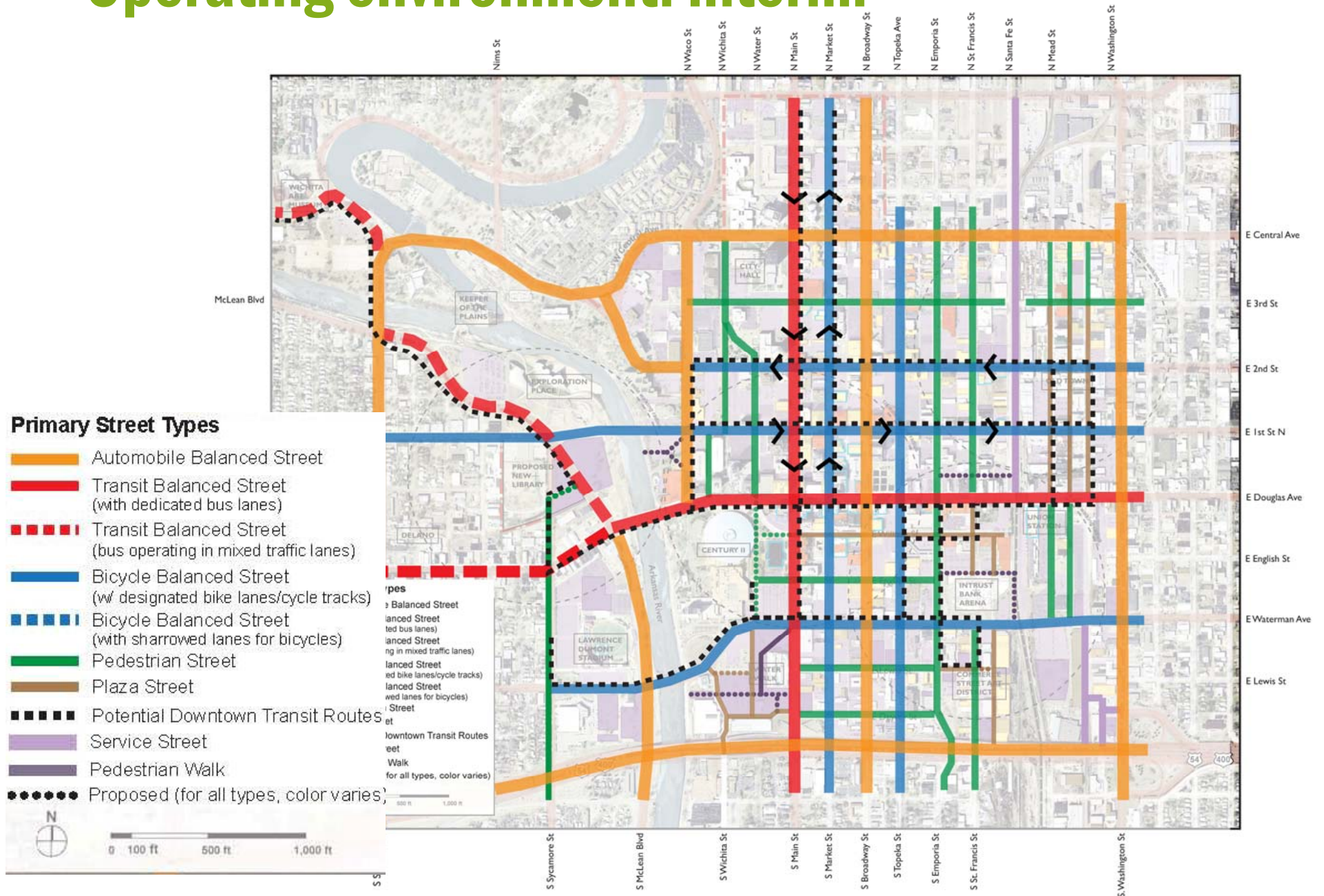


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Operating environment: long-term



Operating environment: interim



Development economics: Why Public/Private Development?

Urban Development is expensive - high barriers to entry

- Land acquisition & land lease issues
- Poor site configuration and complex construction issues
- Poor soil conditions & brownfields
- Old buildings in need of repair & adaptive re-use
- Weak demographics
- Often lack of direct comparables, many projects not “commodity-type” investments

Public Toolbox/Incentives

National and State

- Historic Preservation Tax Credits
- Low Income Housing Tax Credits
- New Market Tax Credits
- STAR Bonds
- Brownfield Grants
- Livable City Grants
- Transportation Funds

Local

- Capital Investment
- Tax Increment Financing
- Community Improvement District Financing
- Façade Loans/Grants
- Low Interest Loan Pools
- Land

Public/Private Deal Criteria: The Developer

- Qualifications of Developer & Team
- Financial Capacity of Development Entity & Principles
- References
- Proposed Public/Private Business Arrangement and Project Benefits
- Other Mandatory Submission Requirements

*Point system to establish minimum requirements.
Point system measures City investment risk and, in turn, financing terms.*

Public/private incentive criteria: The project

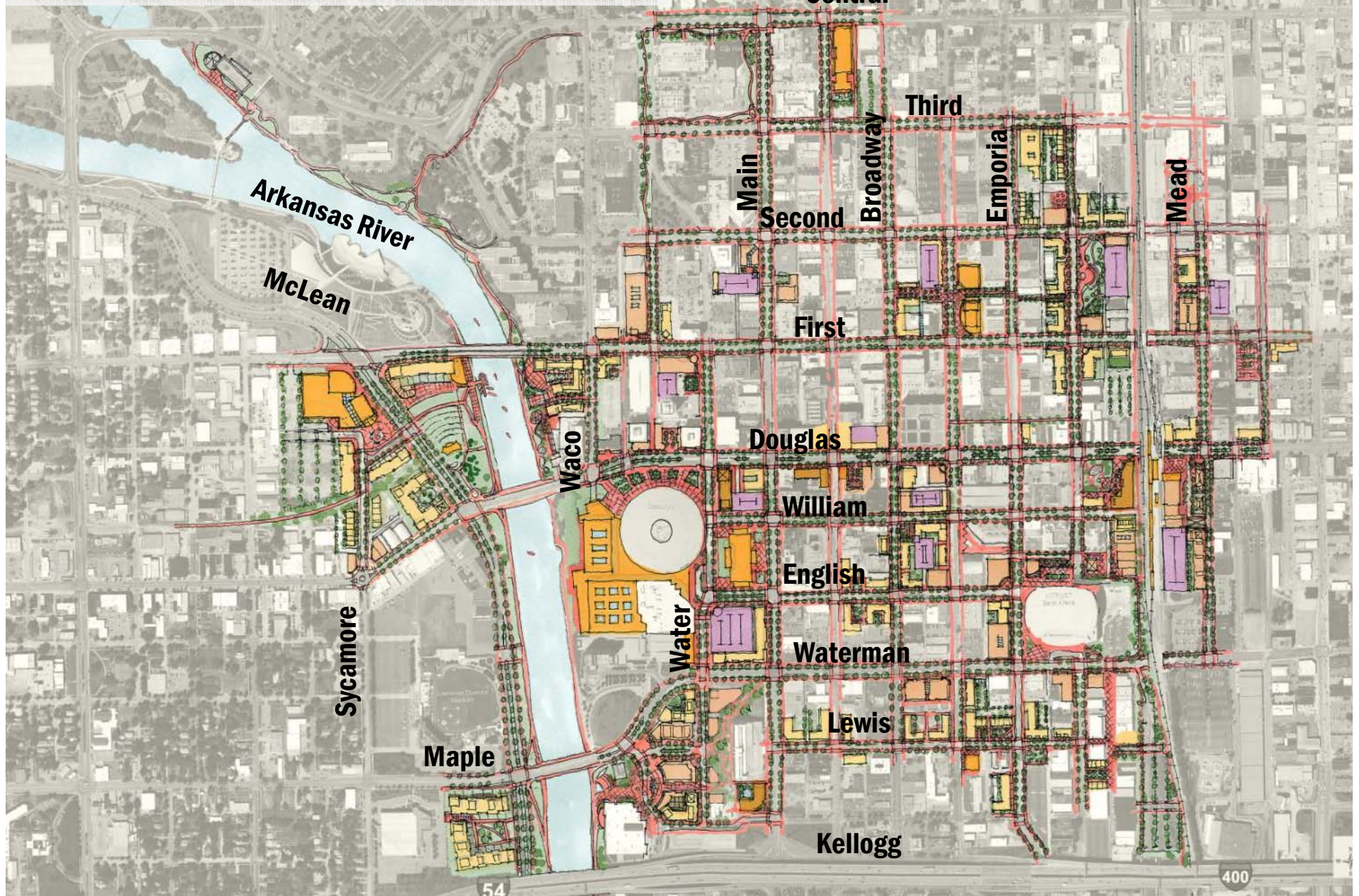
- Required elements such as:
 - Located in walkable development focus area
 - Land use(s) located in target locations defined by Master Plan
 - Promotes walkability: ground level transparency, 2+ story height, retail where possible, reducing parking along sidewalks
- Optional elements supporting Master Plan:
 - Participates in retail master lease program
 - Provides land for public park or parking structure in strategic location
 - Creates walking connection
 - Provides transit passes, TDM participation
 - Regional economic development benefits

The Vision

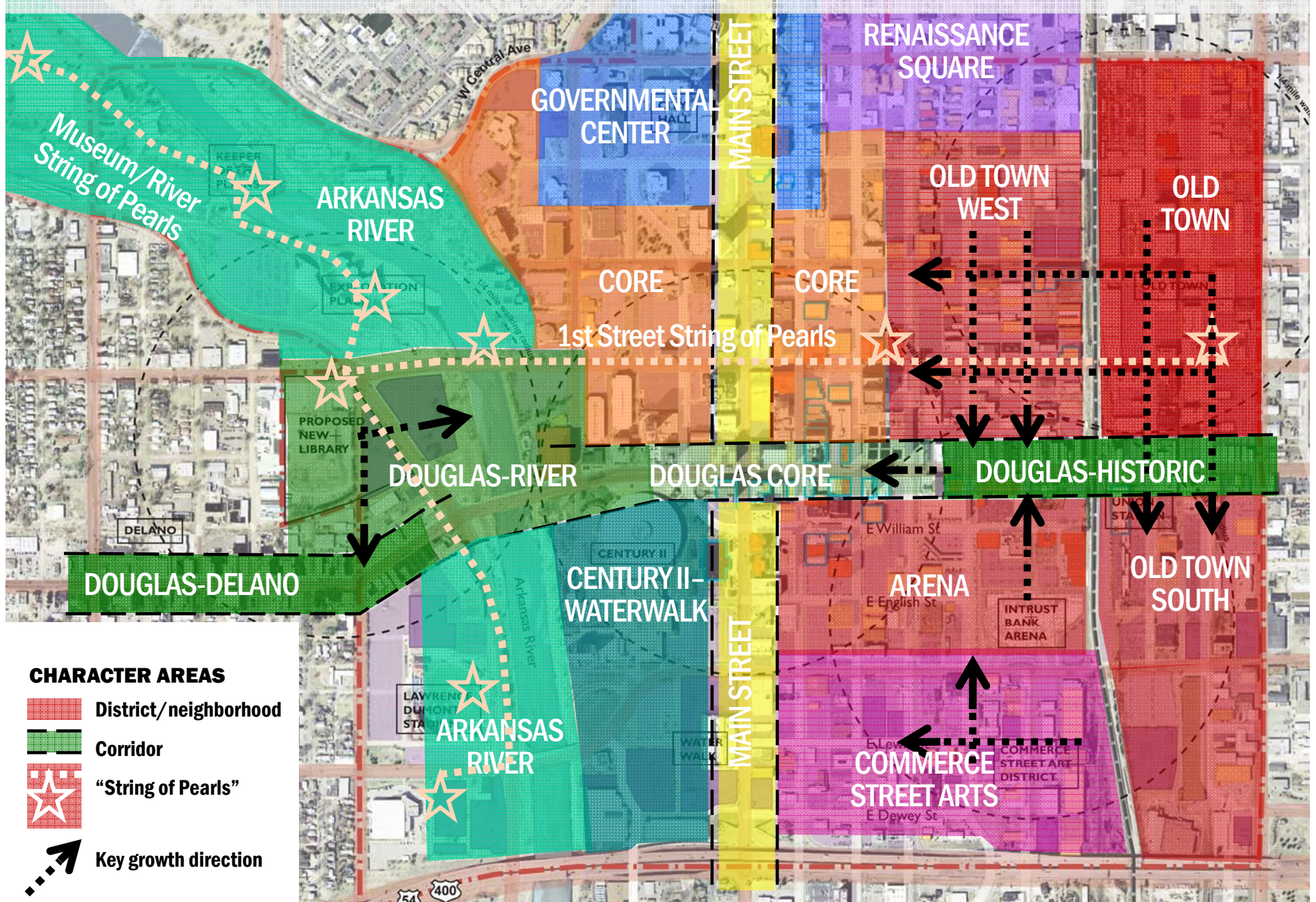


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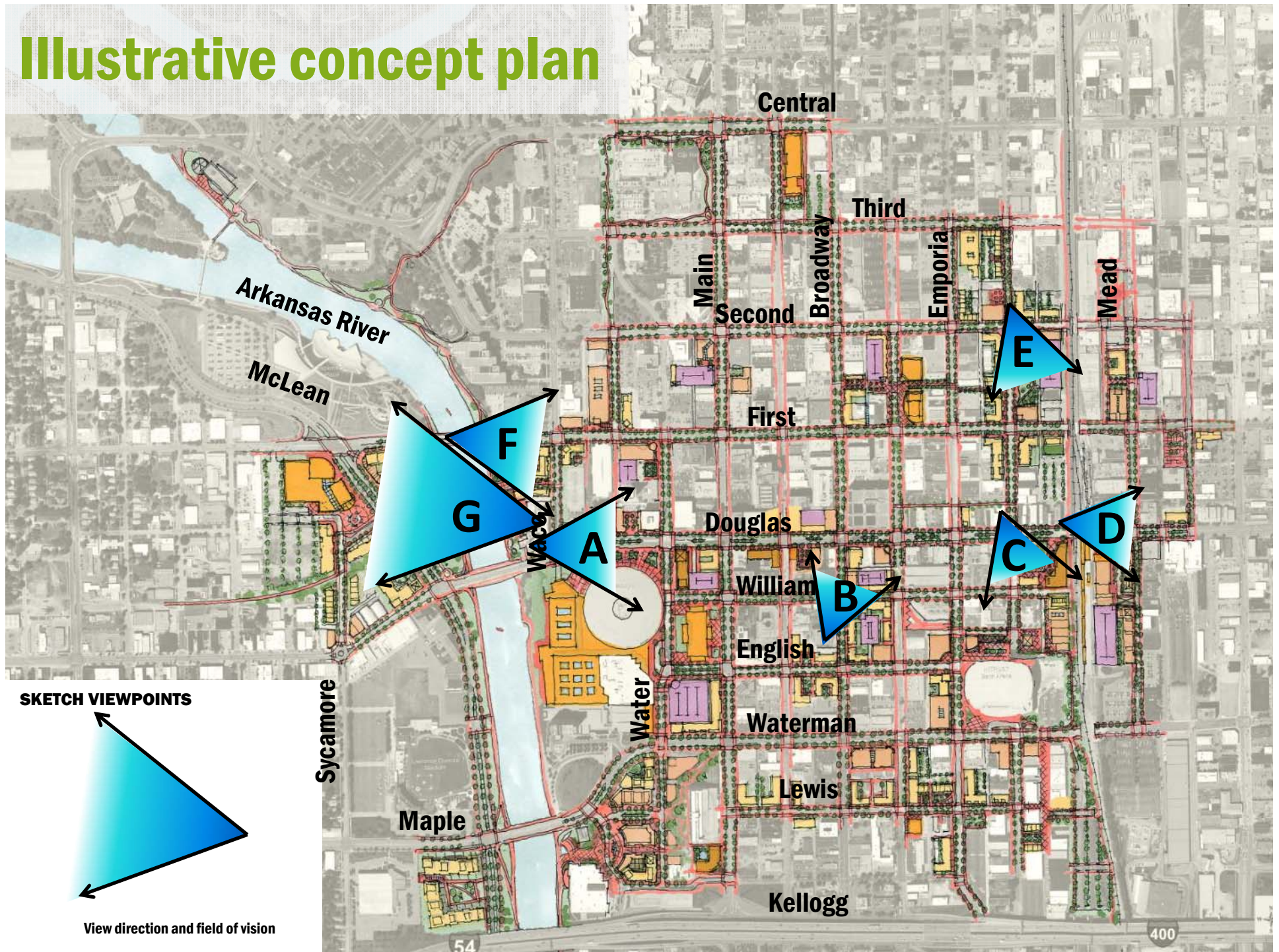
Illustrative concept plan



Districts of unique character, working together



Illustrative concept plan



A Douglas at Century II

DOUGLAS-CORE



A Douglas at Century II

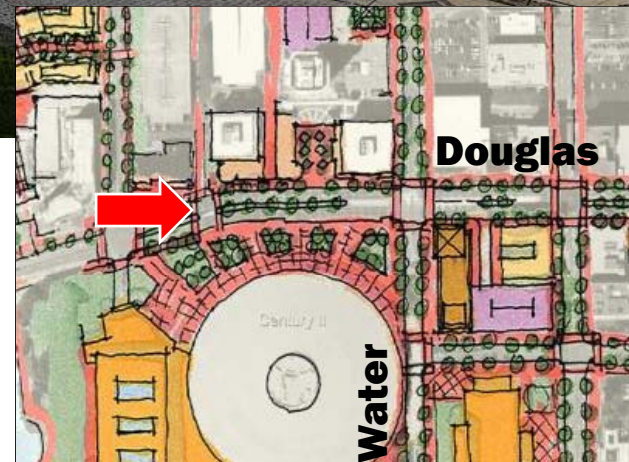
DOUGLAS-CORE

New dining/retail

New hotel

**Prominent
transit**

**Improved
Kennedy Plaza**



B Broadway at William



B Broadway at William

DOUGLAS-CORE/ARENA



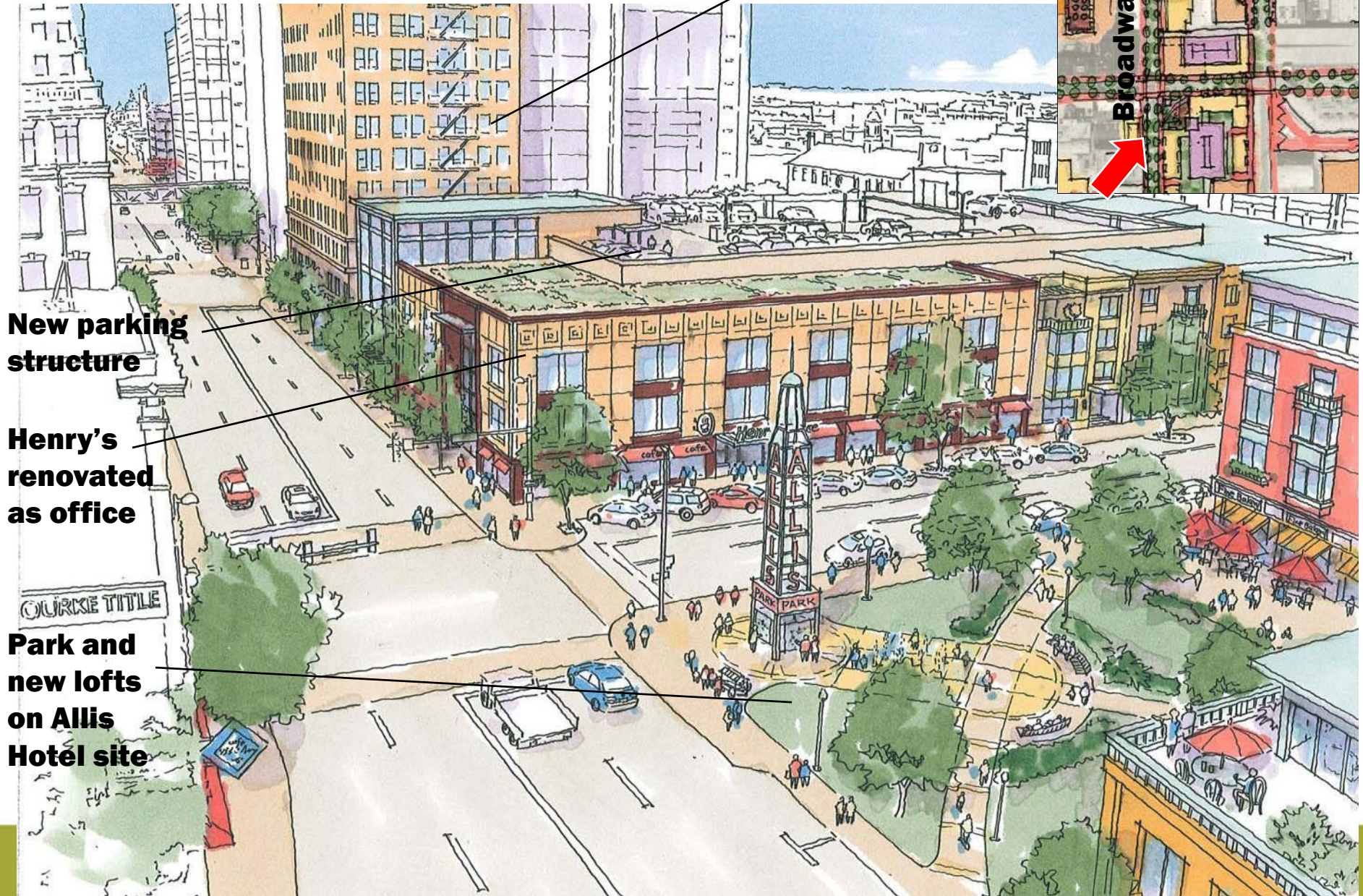
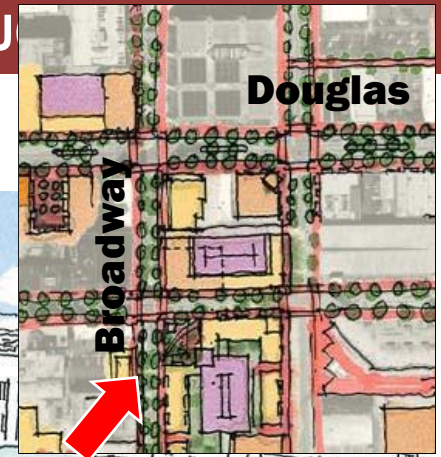
B Broadway at William



B Broadway at William

**Douglas Building
renovated as
housing**

DOU



**New parking
structure**

**Henry's
renovated
as office**

**Park and
new lofts
on Allis
Hotel site**

C Douglas at St. Francis

DOUGLAS-HISTORIC



C Douglas at St. Francis

DOUGLAS-HISTORIC



Douglas at Union Station

DOUGLAS-HISTORIC



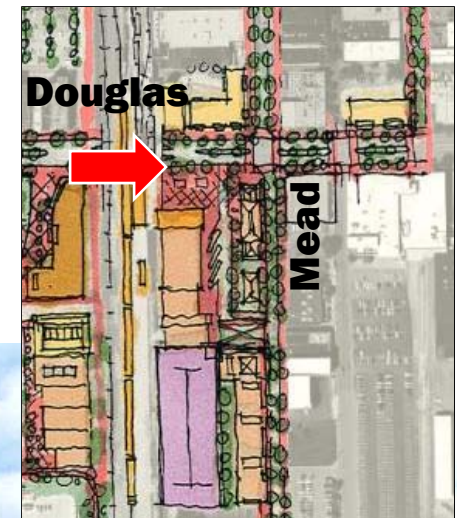
D Douglas at Union Station

**Housing/office over
retail replaces
parking lots on
Douglas**

**Signaled
crosswalk**

**Union Station
revived with dining,
entertainment, retail
and office uses**

DOUGLAS-HISTORIC



E St. Francis at 2nd Street

OLD TOWN WEST



E St. Francis at 2nd Street

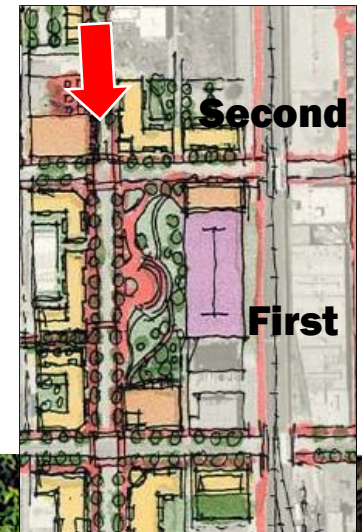
OLD TOWN WEST

To Old Town
Square

Public parking
structure

Neighborhood
park

Infill housing,
retail, office

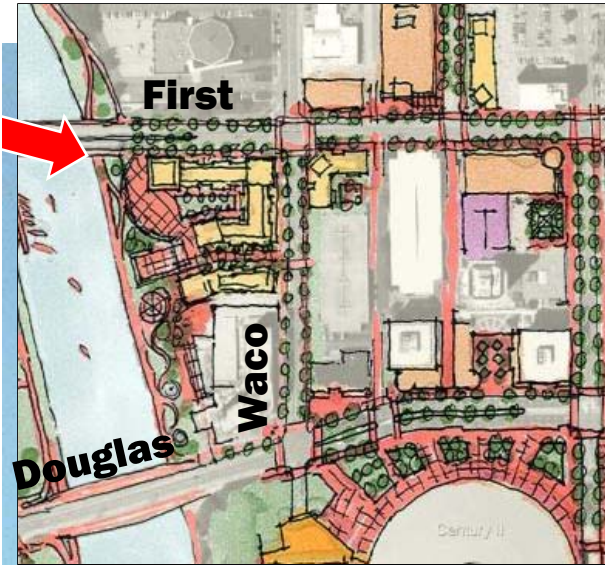


F1st Street at River

DOUGLAS-RIVER



F1st Street at River



New Cargill building, office, housing

New lofts and dining along river

Public park and river access

Park improvements at the Broadview

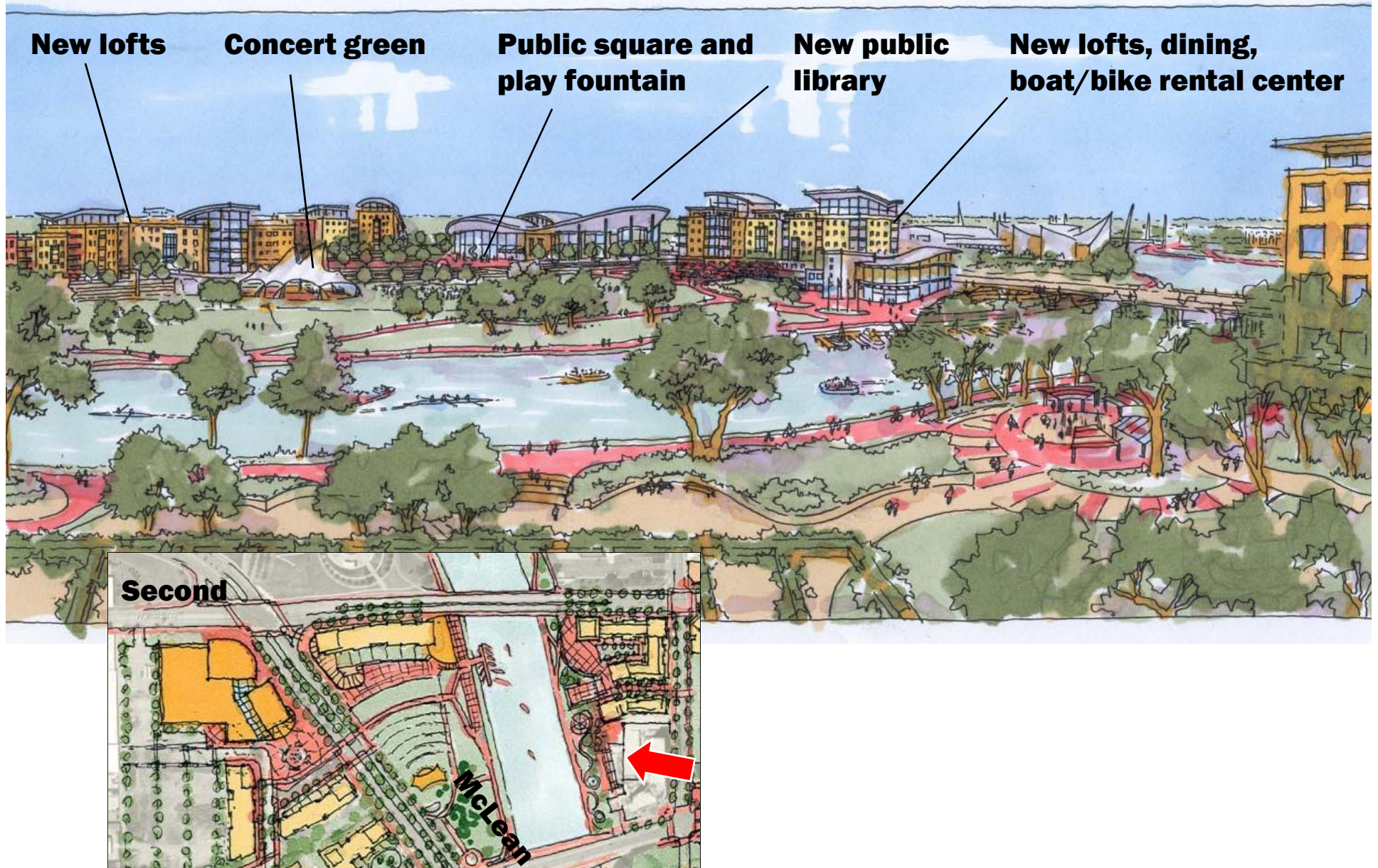


DOUGLAS-RIVER

G Library site/Arkansas River



G Library site/Arkansas River



Action strategies

Creating unique downtown places

1. Reinforce downtown as *the* hub for arts, culture, sports and education
2. Make downtown's public streets and parks places for everyone to enjoy
3. Bring street fronts to life
4. Explain how downtown Wichita makes a difference – in the region, nation and world

Expanding transportation choices

5. Locate parking to improve access and stimulate re-investment
6. Improve walking, transit and biking choices

Enabling development

7. Foster development with new tools
8. Set criteria for public/private development incentives

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1

Reinforce downtown as *the* hub for arts, culture, sports and education

- A. Support and strengthen formal associations for Commerce Street Arts District, Museums on the River and other downtown areas
- B. Seek expanded grant funding for operations and facilities
- C. Expand joint marketing, ticket packages, operations etc. among Museums on the River and/or other downtown destinations to increase impact and achieve efficiencies
- D. Create a **Downtown Visitors Amenity Plan** coordinating current and future efforts on pedestrian-oriented wayfinding, maps, transit services, marketing etc.
- E. Create a handbook for holding downtown events
- F. Open the door wider to educational institutions



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2

Make downtown's public streets and parks places for everyone to enjoy

- A. Create “complete streets” with convenient transportation choices, dignified addresses, greenery and beauty
- B. Make Douglas a continuous promenade with interpretive signage/displays on Wichita (history of downtown, aviation industry, notable people etc.)
- C. Ensure public spaces are **safe** – and perceived that way
- D. Monitor and enforce **downtown cleanliness**
 - Publicize key service contacts (Police, DPW, Parks & Recreation)
 - Reach out to neighborhood/business associations, confirm needs
 - Seek association/business sponsorships of blocks, parks etc.
- E. Revitalize existing, and establish new, downtown **parks and green streets** according to neighborhood goals
- F. Add walking links, housing, dining, plantings along the **Arkansas River**





1866

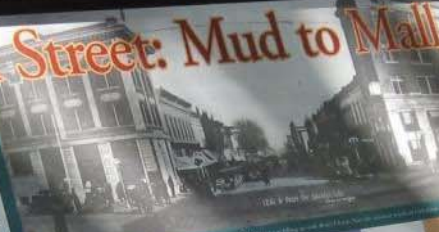


Pearl Street: Mud to Mall



When the first gold prospectors arrived at the site of present-day Boulder, they found a muddy street. The street was so muddy that it was impossible to walk on. The street was so muddy that it was impossible to walk on. The street was so muddy that it was impossible to walk on.

By 1866, the street was so muddy that it was impossible to walk on. The street was so muddy that it was impossible to walk on. The street was so muddy that it was impossible to walk on.



By 1907, the street was so muddy that it was impossible to walk on. The street was so muddy that it was impossible to walk on. The street was so muddy that it was impossible to walk on.



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Boulder City Sewer Co.



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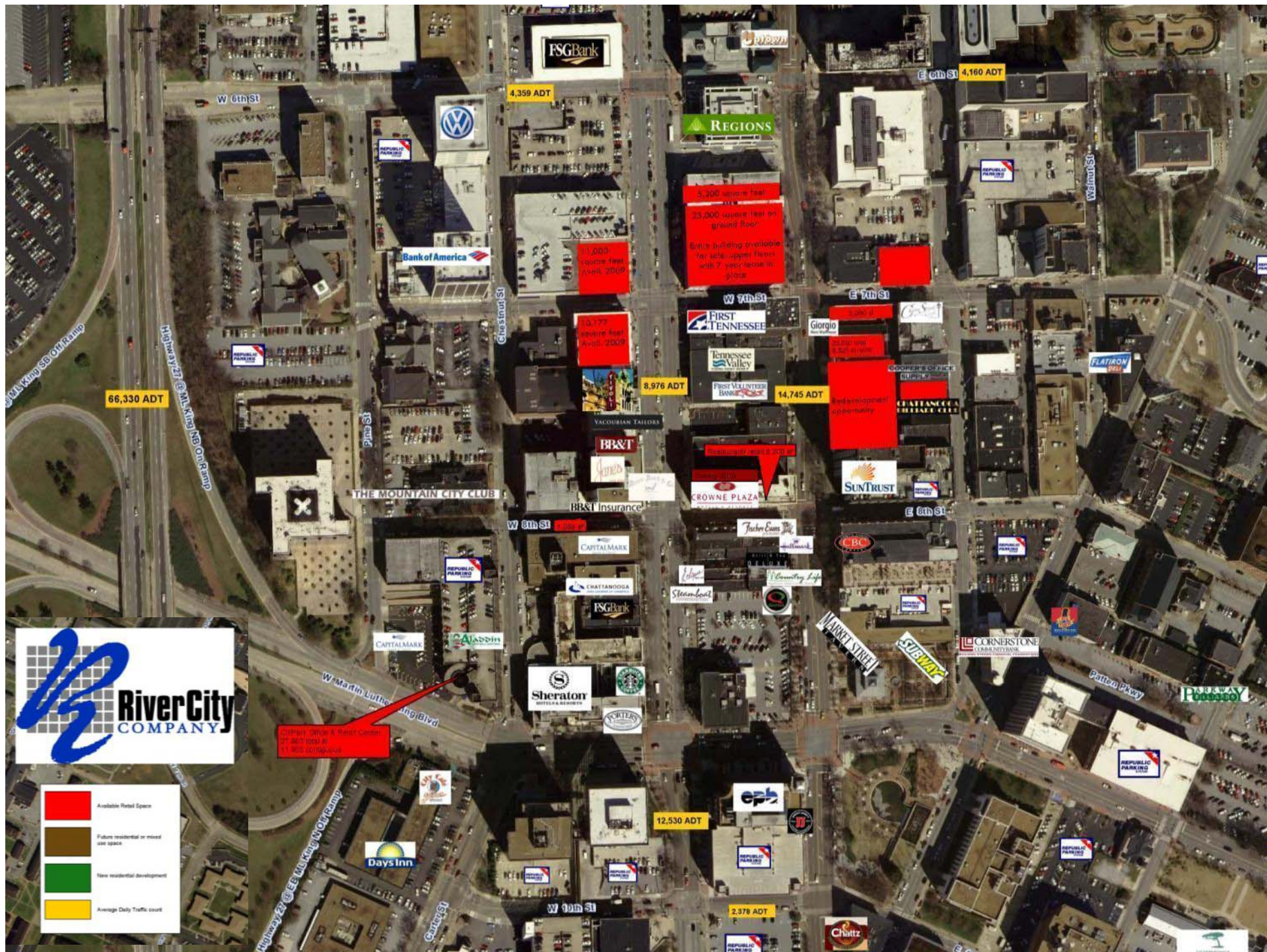
By 1907, the street was so muddy that it was impossible to walk on. The street was so muddy that it was impossible to walk on. The street was so muddy that it was impossible to walk on.



3

Bring street fronts to life

- A. Map and provide information on storefront space availability, size, location, access, contacts etc. to potential tenants
- B. Prioritize target locations and types of retail, other active ground floor uses
 - Sites needing immediate improvement
 - Incremental growth of walkable retail environments
 - Strategic locations for pioneer tenants
- C. Phase efforts:
 - Near-term: work with owners to fill priority locations with arts etc.
 - Longer-term: manage retail tenant mix (capable master lease program)



3 Bring street fronts to life (continued)

- D. Recruit/cultivate pioneer tenants:
arts, restaurants, business
entrepreneurship center, institutions
- E. Target “work/live” or “live/work” space
in areas like Commerce Street
- F. Target façade improvement incentives
in walkable development focus areas



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4

Explain how downtown Wichita makes a difference—for the region, nation, world

- A. Maintain data base on downtown buildings
- B. Track data demonstrating downtown's impact
- C. Commission periodic market studies
 - Use results in recruitment, retention efforts and to promote downtown
 - WDDC lead, coordination with Chamber, GoWichita, GWEDC etc.
- D. Target distinct audiences:
 - City, region, nation, world
 - Businesses, developers
 - Conventions, festivals
 - Tourists
 - Target workforce

Explain how downtown Wichita makes a difference—for the region, nation, world (continued)

Overview

• Key Findings

- > *Public investment of \$134.2 million encouraged a private investment of \$537.7 million**
- > *As a result of Downtown investment, the City of Norfolk gained new businesses and jobs, new residents, increased spending by visitors, and increased tax revenue*
- > *The results revealed that the benefits of Downtown investment extended to all areas of the City*

* Other infrastructure investment of \$119 million included \$86 million for user supported infrastructure and \$33 million for jail and court improvements.

New Residents Downtown

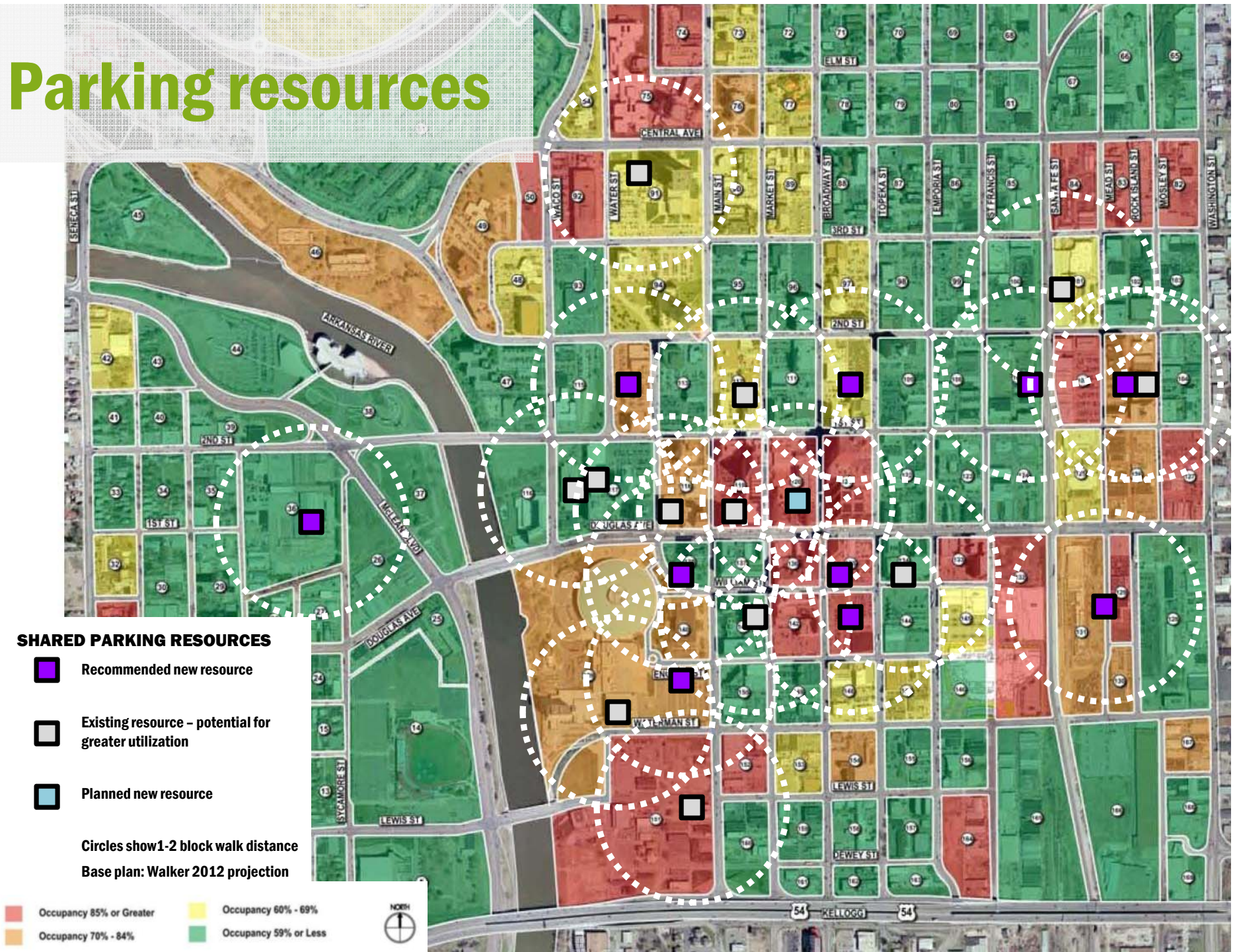
- **There is \$30.4 million** in additional spending by new Downtown households.
- There are 765 new residents in downtown that have resulted in:
 - > *Decreased poverty rates*
 - > *Increased average income, and*
 - > *An increase in the average education attainment level*

5

Locate parking to improve access and stimulate re-investment

- A. Implement the **Downtown Parking and Mobility Management Plan** – build on successful Old Town and Arena precedents for managing parking
- B. **Prioritize parking in places where it:**
 - Serves as many uses as possible 24/7 (achieving highest cost/benefit)
 - Unlocks “refill” opportunity for significant historic buildings lacking parking
 - Expands development opportunity on prime sites through more efficient land use
 - Promotes walkability
- C. Based on this, **invest in public parking structures** as crucial downtown infrastructure, according to priority location and timing
- D. Institute **transportation demand management** and improve walking, transit and biking options to reduce future parking demand
- E. Provide **on-street parking** wherever possible

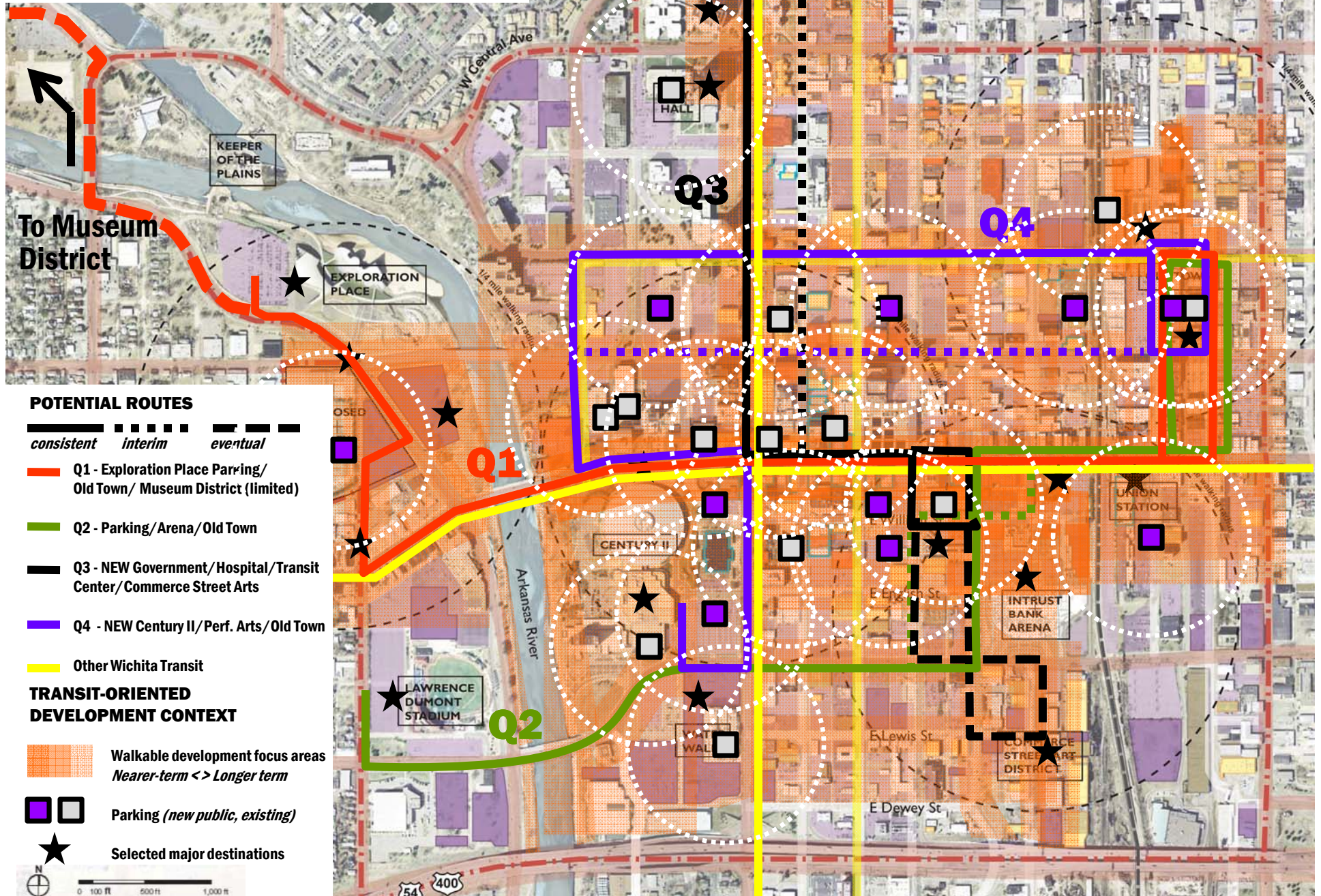
Parking resources



6 Improve walking, transit and biking choices

- A. **Make walking safer, easier and more fun** with more visible crosswalks, new links across large blocks, wayfinding signage, interpretive signage/displays and public art
- B. **Inaugurate convenient transit service** among key downtown destinations and corridors
 - Visible and permanent: defined stops, attractive shelters and vehicles
 - Convenient, reliable service frequency
 - Coordinated with regional transit routes/schedules
 - Information/incentive programs with key destinations
- C. **Make downtown bikeable** with defined streets/lanes linked to regional networks, bike parking
- D. **Apply specific roles and streetscape design** to each street to **improve function for all access modes**

Potential Q-Line Routes



7

Foster development with new tools

- A. Designate a **go-to center** for aspiring development, with resources on :
- Master Plan goals
 - Downtown market opportunity
 - Incentives, including New Market Tax Credits, Community Improvement Districts and a new revolving loan fund for housing
 - Zoning, design, review process
 - Partnership opportunities
- B. ...and summarize this in a **Downtown Development Handbook**

7

Foster development with new tools (continued)

- C. Proactively connect people who offer complementary skills and opportunities (housing + office; local + national; etc.)
- D. Reduce the historic environs law impact radius
- E. Update zoning to enable high-value walkable development: change LI zones to CBD, enable heights over 55' along west bank of the Arkansas River, revise Urban Renewal District setbacks
- F. Pursue means to address cumbersome ground leases
- G. Create plans for more specific initiatives that advance the Downtown Plan (Convention Center expansion, Commerce Street Arts District, First Street String of Pearls etc.)
- H. Invite development proposals on strategic sites under public or quasi-public control, according to defined plan goals.

8

Set criteria for public/private development incentives

A. For the developer:

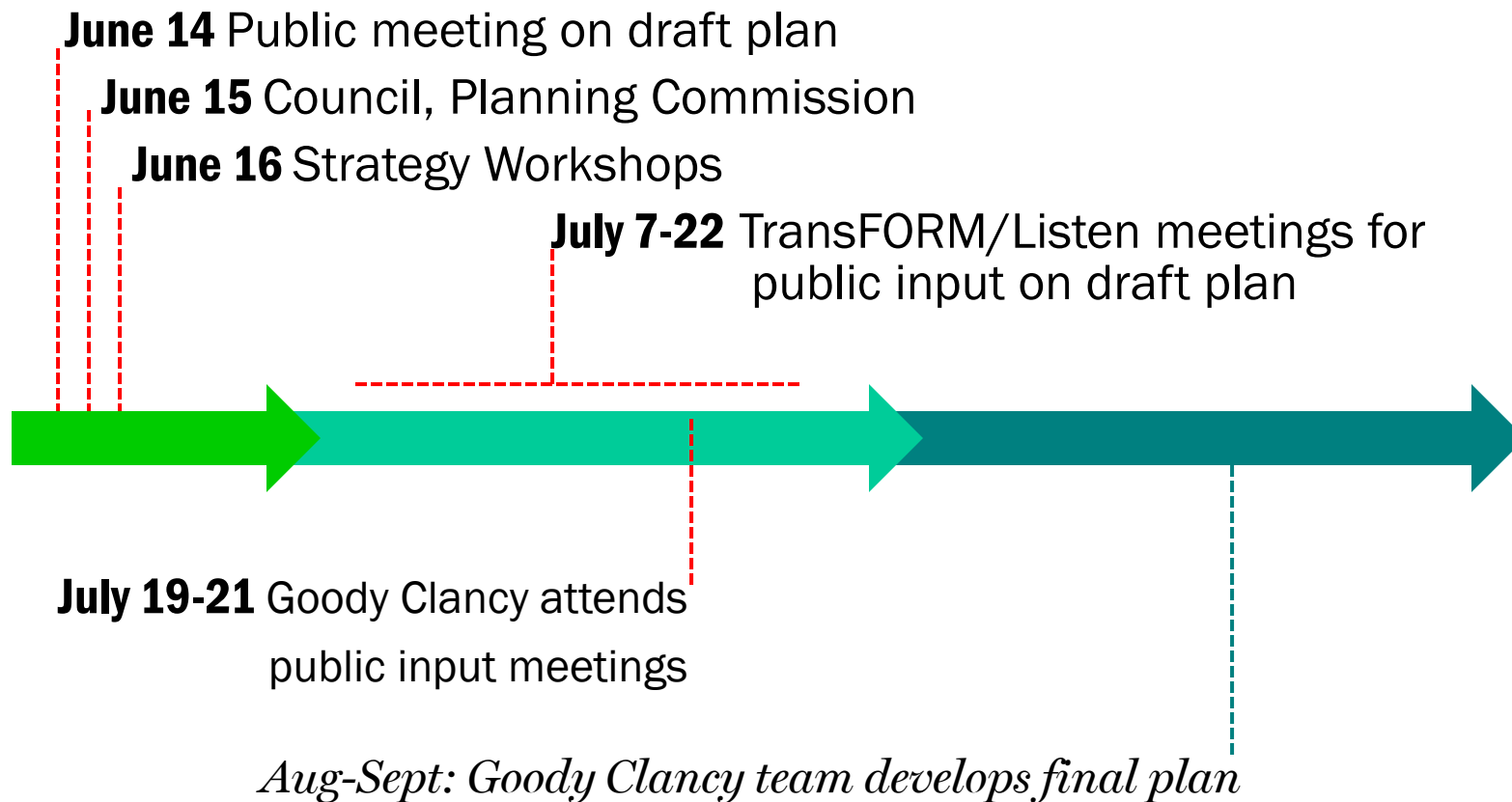
- Team experience, financial qualifications, references, project economics and public/private leverage ratio

B. For the project:

- Appropriate use(s) per location
- Design supporting walkability, downtown character (transparent facades along sidewalk, historic compatibility etc.)
- Priority community benefits as defined by district (river connection, public parking, park enhancements etc.)

C. Establish design guidelines for walkable development focus areas, using successful Old Town and Delano models

Process Timeline: Final Phases



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