

VILLAGE PLANS



VILLAGE SELECTION

The Commercial Corridors Task Force identified ten key mixed-use growth areas, or “villages”, along the five primary corridors that hold investment potential despite significant social and economic redevelopment challenges. The premise behind the selection of villages is that concentrating resources in select catalyst areas will have a positive economic ripple effect along the corridor and into the surrounding residential neighborhoods.

Definition of a Village

A village is a highly urbanized place that has a concentration of jobs, housing units, commercial uses, public spaces, public transportation, pedestrian activity and a sense of place. Villages are frequently located at significant intersections. Predominant land uses within villages are residential, commercial and public. Within this relatively compact geographic area, different land uses are found side by side or within the same structures. The mix of uses in the village is located in developments with minimal setbacks, reduced parking requirements and taller structures, all in an effort to achieve higher densities necessary to support transit, pedestrian activity, private investment and a sense of place. A village serves as a catalyst for public and private investment and economic activity, effectively

building off the strengths of the surrounding area and connecting to adjacent neighborhoods. Implementation and management of villages is generally the responsibility of a combination of entities including business organizations, special districts, neighborhood and other interest groups, and individual property owners.



Selection Process

Villages were identified for evaluation at the direction of the Commercial Corridors Task Force, with guidance from neighborhood stakeholders and community leaders in the five commercial corridors. Community guidance came in the first of three public forums, as well as in individual meetings with stakeholders groups. An important condition that characterized many of the key opportunity sites selected was an expressed interest in an immediate development or redevelopment project. However, some sites were selected because they presented a compelling location or market advantage for future investment.

Selection Criteria

The comprehensive list of criteria used to select village areas for detailed analysis includes the following:

1. Presence of a market opportunity in the near- or long-term
2. Opportunities to strengthen and link existing districts or activity centers
3. Ability to leverage existing or planned public investment
4. Physical environment including parks and open space, public improvements, historic building stock, etc.
5. Potential for creating key entryways or gateways into development areas
6. Ownership patterns including public and private and multiple vs. assembled
7. Presence of unified, energetic stakeholders
8. Upward trend in local investment
9. Compatibility with the Comprehensive Plan
10. Availability of public programs, incentives and tools for revitalization
11. Ability to create mixed-use activity centers, emphasizing live/work/play opportunities with multi-modal access
12. Presence of support organizations – service groups, churches, schools
13. Demonstrated community need, both perceived and quantified
14. Consistent in character and building on prevailing strengths

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Each village summary contains the following sections:

The Village

The village location and definition of uses within the village, as well as limited list of public, private and non-profit stakeholders with a presence in the village who will participate in reinvestment efforts as facilitator, investor, promoter, or other appropriate role.

Sketch

Pictorial representation of the village concept, from the street, at build-out.

Urban Design Elements and Plan

Conceptual plan of future improvements in the village at build-out, including anticipated levels and location of streetscape enhancements, location of public spaces and sidewalks, building scale, street/building relationship, and densities.

Investment Challenges

An overview of salient challenges and barriers present in each village.

Market Opportunities

Tabular summary of market opportunities in the village over the immediate- and near-term (1 to 5 years). Market opportunities quantified on a square foot and unit basis for commercial retail, office, and residential ownership and rental products – based on a review of economic and demographic factors and prevailing market conditions – on several levels of geography representative of the village trade area.

Development Strategy

The village vision or concept – a text description of the theme and intended character of the village at build-out – including identification of uses, potential linkages, and stakeholder participants. Also included – a statement of the expected outcome from implementation of the village concept.

Land Use

Maps of current land use and proposed land use.

Economic Analysis

Preliminary private development proforma, reflective of the short-term development program presented in the adjacent table, and designed to estimate project value, project development costs, and the magnitude, if any, of a gap between the two. The size and nature of the project gap are used to determine appropriate strategies and mechanisms to address it. All income and expense assumptions are based on market research and presentation of the trade area within which the village is located.

Job Creation and Economic Impact Summaries

Tabular representation of the economic impact of the village concept as reflected in permanent and temporary jobs created, and annual income generated from permanent and temporary employees resulting from its development.

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Public Investment Estimate and Public Investment Leverage Summary

Two tables, Public Investment Estimate and Public Investment Leverage Summary, summarize the amount of private development reflected in the development program; value of private investment; cost of development including property acquisition; the difference between “cost” and “investment,” or the “gap”; the dollar value in public sector investment in streetscape, surplus parking beyond the program needs and investment in other public spaces required to support the private sector development program; the value of private investment leveraged by the public investment; and, the ratio of private investment leveraged by the public investment.

Private Development Program Catalyst Project

Tabular representation of the private sector development program within the village that could be supported by the market in the immediate- and near-term (1 to 5 years). The program does not assume all of the uses will be located in a single project, although they might be.

Note: Where the square footage of select uses is less than the known total of planned projects in the village area, the assumption is that those planned projects will compete for market share.

LEVELS OF PUBLIC INVESTMENT

A fundamental premise for revitalizing the commercial corridors is concentrating redevelopment efforts within key mixed-use centers of commerce, residences and culture, which are being called urban villages. These villages hold investment potential despite having significant social and economic redevelopment challenges. Concentrating public sector resources in significant redevelopment projects would act as a catalyst to draw private sector investment throughout the villages and the surrounding residential neighborhoods.

These catalyst projects come in three different levels based on the particular needs of the urban village:

First, the *Public Investment Estimate* tables provide a near-term and long-term cost estimate for public improvements based on the *Village Urban Design Plans*. Public investment can help “prime the economic pump” by providing infrastructure, streetscape and landscape improvements throughout the village. Off-site improvements create a more positive image and climate for future redevelopment efforts.

Second, the *Private Development Program – Catalyst Project* tables for each village note the second level of public investment wherein the City develops specific community facilities to support a significant private sector-led development. For example, the City might construct a parking garage to serve a multi-story office and retail center and also relieve parking congestion in the core village area. These types of public facilities greatly aid the revitalization of a village in two key ways: launching a catalyst development project and eliminating a public nuisance. Similarly, libraries, parks, and recreation centers bring amenities to surrounding development while delivering public services.

Third, the *Public Investment Leverage Summary* table provides an estimate of the need for public sector commitment to catalyst projects for each village. Public partnerships leverage private investment to make the catalyst project feasible. The City can collaborate with developers and investors on a specific development project, either financially or by facilitating the process. For example, the City can help the economic feasibility of a private-sector lead project by filling a financial gap or facilitating development approvals. Given limited public resources, public sector participation would be limited to large projects.

