

IMPLEMENTATION **6**

ORGANIZATION STRUCTURE

EARLY ACTION PROJECTS

ORGANIZATION STRUCTURE

An important initial step has been taken through the successful passage of State of Arkansas Act 517 by the Arkansas General Assembly during the 2007 Legislation Session. Act 517 allows municipalities to create self-financing improvement districts and designate a district management corporation. This enabling legislation provides the opportunity for the UD to establish an administrative and management entity to implement the redevelopment program as identified in this plan.

The legislation not only delineated the membership structure, qualifications and terms for the board of commissioners, but also identified a broad range of services this corporation could undertake. These included marketing and advertising, promotional events, public safety and security, health and sanitation, traffic and parking, recreation, maintenance as well activities supporting business or residential recruitment, retention or development. Design and public aesthetic improvements are also included in the allowable services that can be provided.

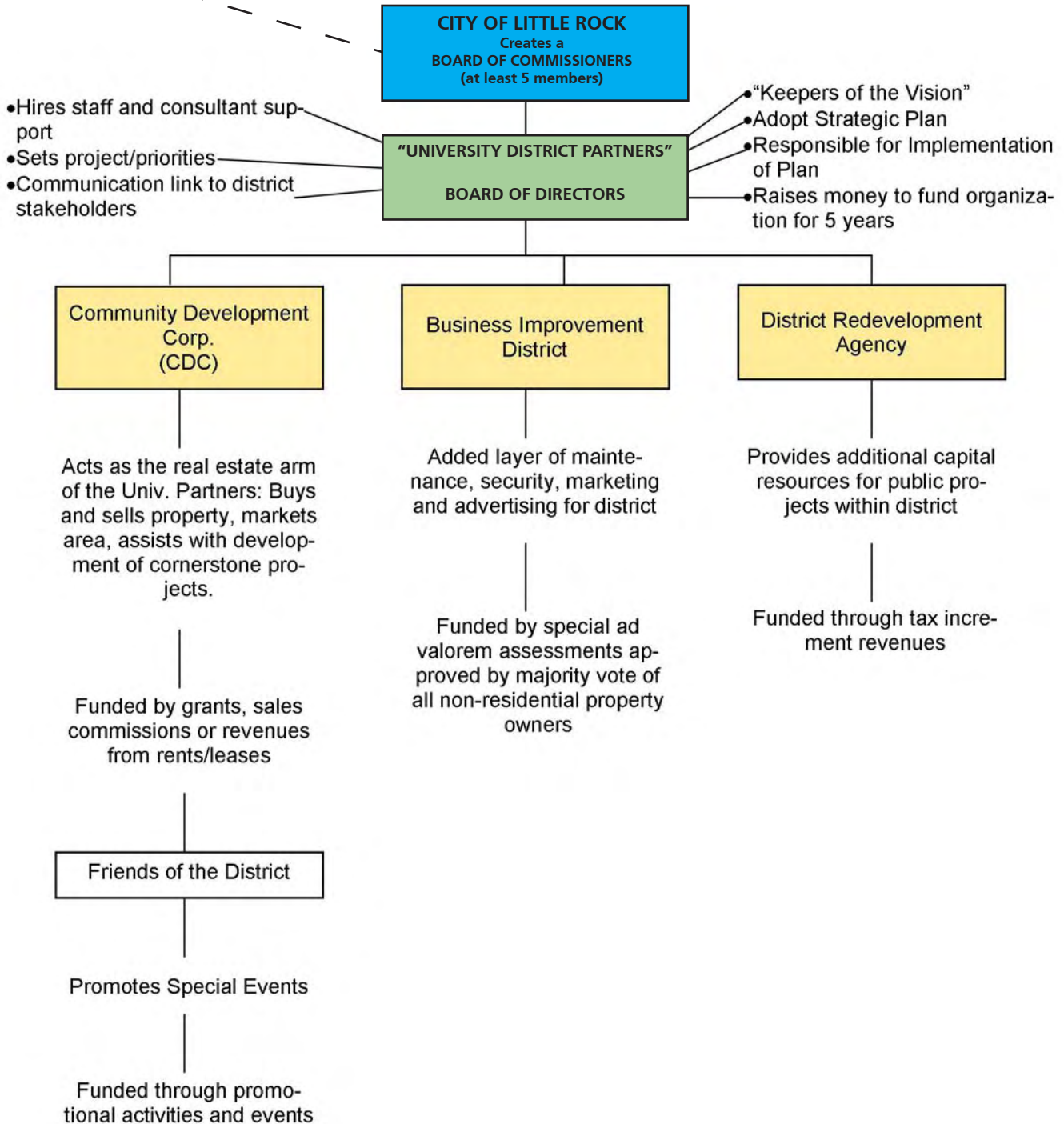
With this regulatory framework in place, the UDP has an opportunity to establish an entity, or entities, that can plan, manage, administer and implement the various projects and programs.

Since the range of activities allowed under the enabling legislation is so broad, the managing organization may create more than one entity under its “umbrella” to administer the various initiatives. An organizational framework that has worked in other communities could be designed in the following manner:

- A board of directors representing the stakeholders within a delineated geographic area is established as the overall managing entity set up under the appropriate articles of incorporation, by-laws and Internal Revenue Service guidelines. Under Arkansas Code, the board is established by the City of Little Rock as the governing entity.
- Under Arkansas Code the improvement district can be established subject to approval by two-thirds of assessed property owners within the delineated geographic area.

ORGANIZATION CHART

CITY OF LITTLE ROCK
INITIATES PROCESS AFTER WHICH
ITS OVERSIGHT ENDS



- The new organization, to be identified as the University District Partners, Inc., would; meet and formally approve the UD Strategic Plan; raise money through private and public sector contribution and grants; and develop one year, three year and five year implementation program with accompanying budgets.
- The corporation would determine the types of activities, programs and projects in which it is to be engaged- real estate acquisition and disposition, project development, residential improvements, business recruitment, urban design initiatives, marketing and promotion of area, sponsoring special events, website and newsletter circulation, lobbying activities, direct commercial or residential development, design/development approval/oversight, etc. The initial task to focus on essential, attainable, and measurable programs can be daunting.
- Once the tasks (mission) are established, the corporation will need to hire the staff with the appropriate professional skills to implement them. This leads directly to identifying the appropriate budget requirements.
- Private and public financial commitments to underwrite the initial ventures should be at least five years in length. With the appropriate staffing additional funding can be generated through public and private grants that may be project or program specific.
- While University District Partners would be the corporate “holding company,” there can be other administrative entities with sources generated by tax increment revenues, special business improvement assessment or revenues generated by special events.
- Though budget estimations are provided for the various functioning entities, it should be noted that they do not have to be funded at the same time. They should be phased as the overall program matures.

Estimate Annual Budget

Administration Staff:

• Director	\$100,000
• Project Administrator	\$60,000
• Administrative Asst./Office Manager	\$40,000
	\$200,000
• 25%: Health Insurance, FICA, etc.	\$50,000
	\$250,000

Office Space	Donated
Furniture & Equipment	Donated/leased
Supplies	\$2,500
Telephone/Computer Support	\$1,000
Mailing	\$1,000
Subscriptions/Memberships	\$1,000
Travel	\$3,000
Utilities	\$12,000
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	\$20,000
Professional Services – Internal	\$25,000
• Legal	
• Accounting/Auditing	
Professional Services – External	\$75,000
• Planning, architecture, landscape architecture, real estate, finance, etc.	
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	\$370,000

Estimated/Projected 5 Year Budget

University Partners:

Administrative

Budget	City	University	Other Stakeholders
Year 1 \$375,000 =	\$100,000	\$100,000	\$175,000
Year 2 \$390,000 =	\$75,000	\$75,000	\$240,000
Year 3 \$400,000 =	\$75,000	\$75,000	\$250,000
Year 4 \$410,000 =	\$50,000	\$50,000	\$310,000
Year 5 \$420,000 =	\$50,000	\$50,000	\$320,000
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	\$1,995,000		

Community Development Corporation:

Year 1	\$100,000 Equity raised through financial institutions/others
Year 2	\$500,000 Equity raised through financial institutions/others
Year 3	\$500,000 Equity raised through financial institutions/others
Year 4	\$750,000 Re sales/development fees
Year 5	\$1,000,000 Re sales/development fees
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	\$2,850,000

Business Improvement District

Year 1	\$100,000 Assessments of non-residential properties
Year 2	\$100,000
Year 3	\$100,000
Year 4	\$100,000
Year 5	\$100,000
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	\$500,000

District Redevelopment Agency

Year 1	\$100,000	Tax Increment revenues for capital enhancements,
Year 2	\$110,000	leveraging revenues
Year 3	\$120,000	
Year 4	\$130,000	
Year 5	\$150,000	
	<u> </u>	
	\$500,000	

Friends of the District

Year 1	\$20,000	Mainly a volunteer organization, with membership
Year 2	\$30,000	dues, that raises money through promotion of special
Year 3	\$40,000	events: “Taste of the District, Jazzfest, UD Games”
Year 4	\$50,000	
Year 5	\$75,000	
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	\$205,000	

EARLY ACTION PROJECTS

The recommendations for revitalization of the UD contained in this plan can be divided into four broad categories—*organizational, programmatic, private development/redevelopment, and public regulatory/capital improvement projects*—and specific project timelines with initiation/completion dates are not proposed here, but rather the plan envisions an implementation strategy that creates a framework which will enable projects to occur when conditions are right.

However, it is important to maintain the momentum and interest generated through this planning process and that will require some tangible results. In recognition of this, the plan has identified a number of early action items that should be implemented as soon as possible—preferably within the next five years—to begin establishing this revitalization enabling framework. These early-action projects are:

Organizational:

- Establish organizational structure:
 - University District Partners
 - Community Development Corporation (CDC)
 - Business Improvement District (BID)
 - Redevelopment Agency

Public Regulatory / Capital Improvements:

- Safe Routes to Schools—Phase I of neighborhood sidewalks (City)
- Required improvements to infrastructure and alleyways (City)
- Adoption of New Zoning District (City)
- Adoption of new Design Overlay District (City)
- Code enforcement (City)
- Improve transit routes, signage, and access facilities (CATA/UALR partnership)
- Establish a City of Little Rock UD Police sub-station to increase police presence in UD (UALR/CLR partnership)
- University Avenue Improvements consistent with guidelines (AHTD/MetroPlan./City/UALR partnership)
- Coleman Creek greenway restoration and enhancement (City/Audubon/UALR partnership)
- University Plaza Enhancements (UALR)

Programmatic:

- Neighborhood “building”:
- Programs to increase home ownership
- Programs to help improve existing properties
- Entrepreneur and jobs programs

Private Development/Redevelopment:

- As market condition permits

However, the analysis of existing market conditions and trends, included in a previous chapter of this plan, identified a projected demand for development—office, commercial, and residential—over the next five years, which would result in the following estimate of the total investment impact for each of the land use category:

• Office/services	16,500 SF	=	\$ 1,500,000
• Retail	35,400 SF	=	\$ 3,500,000
• Residential	700 units	=	\$50,000,000
• Research Building	100,000 SF	=	\$15,000,000
	<i>Total</i>		<i>\$70,000,000</i>

A key to the leveraging of the investments will be the ability to concentrate them. The location of the research facilities proximate to the existing campus buildings housing engineering and nano technology studies is essential. This will maximize the redevelopment potential for the site identified along University Avenue, both for the initial as well as the long term investments.

Similarly, clustering the redevelopment of the retail and office activities to the University/Colonel Glenn intersection as part of supporting additional housing in the area will provide the synergy to attract new investment. With several relatively large sites at the Colonel Glenn/Asher intersection under a few owners, there is opportunity to develop a variety of compatible land uses in a mixed use environment. This reinvestment strategy must work in tandem with the overall initiative to establish new development standards, land use policies, and public investment commitments that signal a proactive approach in support of the proposed UD development program.

Additional, but as yet undefined, capital costs will be needed to upgrade University Avenue in the near future and the Colonel Glenn/Asher corridor in the future. The improvements to these corridors will have significant impact on directing private investment. In particular, University Avenue, as the main vehicular access and “front door” to the university campus, sets the aesthetic quality level for the entire area. Similarly, enhanced pedestrian, bicycle and transit connectivity will improve mobility and accessibility into and around the district.