

UDDC Strategic Plan 2011-2015 and Beyond

CONNECT, COLLABORATE, INVIGORATE

This strategic plan was developed by the UDDC Board and staff in 2010-11 under Strengthening Communities Fund grant through (ARRA funds) administered by New Futures for Youth. It was produced by Ken Hubbell and Associates (www.kenhubbell.com). It is meant as a flexible “roadmap” guiding the UDDC’s community building efforts for at least five years.

UDDC Board of Directors

Paula Casey, Chair
UALR Law School

Joe Busby, Vice Chair
President, Fair Park Residents Association

Marsha Vault, Secretary
Oak Forest Resident

Hillis Schild, Treasurer
Regions Bank

Hervil Cherubin
UALR Institute of Government

Kim Evans
UALR Institute of Government

Mike Gerfen
UALR, Institute for Economic Advancement

Marq Golden
Fair Park Resident

Sedrick Mays
Owner, Kitchen Express Restaurant

Paula Rogers
Oak Forest Resident

Ray Scott
Resident, Fair Park

Edward Swaim
President, Broadmoor Property Owners
Association

Debra Webster
Resident, Fair Park

Neighborhood Residents Who Participated in UDDC Strategic Planning Process

Cloe Thomas, Broadmoor

Karen Walls, Broadmoor

Joshua Noesser, Broadmoor

Rhiannon Morgan, Broadmoor

Genine Perez, College Terrace

Bill Saunders, Point O' Woods

Norma Harris, Point O' Woods

Nola Balinger, South of Asher

Richard Powell, Fair Park

Erin Powell, Fair Park

EXECUTIVE SUMMARY

The University District Development Corporation (UDDC) is focused on creating a good quality of life and place in the University District of Little Rock.

The plan was built around a series of six working sessions with the board using strategic conversations to generate consensus around these big questions:

1. Who are we (UDDC), and what have we accomplished so far?
2. What is our situation and strategic context?
3. What do we want to create—our vision for the District?
4. Where are we going in the next five years with what major outcomes?
5. What is our basic roadmap to get there?
6. What will success look like?
7. What will be required to implement this effort?

In December, 2010 and March, 2011 several community residents joined the Board to develop and then fine-tune the “road map.” In 2010, the consultant also secured about 75 community perceptions surveys from District residents. This input was incorporated into the Plan.

The context for this planning was the UDDC focus on making housing and living conditions affordable to low and moderate income people through its Mission (expand homeownership and the supply of mixed income housing options, improve the physical conditions of property and infrastructure, expand the business climate and training or employment for area residents). These are reflected in the four major goals that drive this current plan:

1. Increased property values and improved housing conditions
2. Improved neighborhood infrastructure especially sidewalks, trails, and safe streets
3. Increased levels of personal safety and outdoor activity creating an active, healthy neighborhood
4. Increased levels of middle income residents

The planning process generated a set of coherent strategies to push toward these goals. The essential strategic thrust for UDDC will be to:

1. Diversify the housing mix by blending efforts to expand and improve affordable housing with efforts to expand quality rental options and to increase middle-income and market-rate housing connected to UALR.
2. Intensify **connections** among and **collaboration** with key neighborhood associations and anchor institutions and organizations in the District to increase safety, live-ability, access to healthy outdoor outlets, and green space, and to support local entrepreneurs as well as homeowners.

3. Focus development energy in at least three areas to *invigorate* the University District: create a “visible wow” in the District, enhance the impact and sustainability of Promise Neighborhood education initiative—especially as it connects to Franklin and Bale elementary schools, and expand the *collaboration* with UALR departments, faculty, staff, and students.

1. Who are we and what have we accomplished so far?

Starting perspectives:

- There is a great need for safe, strong neighborhoods with good places to live
- The University’s future is intricately tied into the fabric of the surrounding area
- The UDDC Mission includes six platforms for developing the district: expanding ownership of single family houses; expanding the supply of mixed-income multi-family rental housing; improving the physical conditions of all housing; making improvements to the physical infrastructure; expanding neighborhood retail and restaurant business; and expanding training and employment opportunities for District residents.

UDDC Distinctive Competencies

- Two of city’s most active neighborhood associations are core partners (Fair Park Resident Association and Broadmoor Property Owners Association)
- The existing initiatives nearby (Promise Neighborhoods, Children’s Library, nanotechnology research park) where UDDC has strong links that can be leveraged in other areas of the District
- UDDC is linked to existing improvement district structures in Broadmoor that can be used to stimulate reinvestment efforts and test new models
- UDDC already has some involvement with UALR departments (service learning, research and potential partners) that can be leveraged in the future
- There is a wide spectrum of international, racial, cultural diversity inherent in UALR and the District could be showcase and attractor for a renaissance in the area.

In its early phase, the UDDC moved steadily through important stages of organizational growth by:

- Framing the district and its core features and challenges
- Organizing people and partners
- Engaging the wider publics who are important stakeholders in the District
- Focusing early interventions
- Starting with affordable housing prototypes on Harrison St. where there were multiple “eyesores” and decaying properties

During the initial phases of planning, the Board affirmed its progress and distinctiveness as keys to developing early momentum.

Early accomplishments:

- Continuous commitments from the University in professional staff, office space and communications (+ \$250K annually)
- Serious collaboration with neighboring resident associations
- Several strategic studies to understand the nature and perceptions of the District: UALR employees' perception study and CRE study that both affirmed the importance of the UDDC's initial focus on affordable housing and citizen engagement
- The diversity of bank partners and small investments in the UDDC
- Securing CHDO status and funds to renovate single family homes (Harrison St. pilot) rehab homes with SNAP program grants—these all were cited as highly visible actions to improve the neighborhood

The best features of the organization:

- The UDDC has shined a positive spotlight on the District, bringing a new identity and marketing momentum to the area
- Small grants to homeowners to make small, visible improvements and upgrades has produced visible change
- The corporation with a diverse board, many who are really rooted in the District provides continuity, giving the District a "body" for structured activity and credibility with City, businesses and various agencies
- This has contributed to a shift in paradigms and perceptions of the area; some of this is built upon the rising goodwill of the University
- In tandem with the neighborhood associations, the UDDC is part of an ongoing leadership development process
- Other new investments, especially the federal Promise Neighborhood grant, bring new opportunities and partnerships for the UDDC.

2. What is our Situation and our Strategic Context?

UDDC surveyed a cross-section of neighborhood activists and developed a small set of community perceptions—largely from Fair Park, Broadmoor, and Oak Forest neighbors. Important findings:

- A clear majority of these active neighborhood stakeholders consider the District to be an appealing place of potential where they have established some roots.
- These stakeholders associate the area with UALR, and they see this as a positive asset for the future. They believe the institution can be the most transformative force for development,

change, and neighborhood revitalization. They appreciate the upscale shopping that is now available on University in Midtown.

- They are concerned about shortage of quality grocery stores and boutique shopping and coffee shops. They would like more green space and easy access to nature, and they are concerned about an escalation of rental property contributing to what they perceive as mounting code enforcement violations and lack of cleanliness among the distressed or vacant properties.

The board took a look at the fabric of the future that will shape how people, organizations and institutions could respond over the next decade. This is the list of important strategic issues:

- Lingering financial austerity and sluggish economy with a big focus on jobs and viability of businesses
- Competition for scarce resources: a zero-sum orientation especially as city, county and state balance budgets and trim programs, services
- UALR-UAMS growth dynamics will drive the biggest shifts. UALR-UAMS research park could trigger surrounding retail-office developments
- Cheaper housing values combined with a climate of tighter lending and a constrained housing sector will change the dynamics of home ownership. As families face difficulties in securing homes, more will shift toward rental housing. These trends may push UDDC into providing multi-family development and/or management of affordable rental properties in order to match the demand from its target market (low-moderate income individuals).
- Growing or continuing resident involvement in the shape of life in the District
- There may also be unusual social-cultural shifts that emerge as the economy recovers (i.e., changes in types and size of households, impacts of fluctuating energy and transportation costs, the perception of the basic ingredients in “The American Dream”). These could alter the community perceptions of the District’s advantages.

Current Neighborhood Property and Housing Conditions in the District

Staff developed a good initial analysis of the neighborhood conditions and ownership patterns in each of the 10 District neighborhoods. This helps capture a picture of what the neighborhoods “need” and where improvement strategies may be transferable to multiple neighborhoods. We discussed the importance of stimulating a broader sense of revitalization action—even in areas with market rate housing where the UDDC’s initial strategies may not be a perfect fit. This preliminary assessment provides a partial picture of the strengths and distress in the area and it provides a baseline to gauge change and improvement over time.

BRIEF ANALYSIS OF THE CONDITIONS AND OPPORTUNITIES FOR REVITALIZATION IN THE UNIVERSITY DISTRICT

Area	Estimated Number of SF Dwellings	Housing			General Condition scale of 1 to 5 1 being poor 5 being good	Tenure owner/renter majority	Estimated Avg. Housing Conditions 1 (poor) 5 (good)	Type of Housing Improve Initiative	Other UDDC Actions (options to be developed)	
		Age Pre WWII	Post WWII	Average House Size						
Area	Estimated Number of SF Dwellings	Age Pre WWII	Post WWII	Average House Size	Construction Brick Frame	General Condition scale of 1 to 5 1 being poor 5 being good	Tenure owner/renter majority	Estimated Avg. Housing Conditions 1 (poor) 5 (good)	Type of Housing Improve Initiative	Other UDDC Actions (options to be developed)
Broadmoor	575	1960s	1200	brick	4	owner	4	owner rehab market rate		
Broadmoor North	250	1970s	1000 to 1300	brick/mix	3	dk	4	rehab market rate		
College Terrace	100	post WWII	1000 to 1300	frame	3	renter??	3	rehab FTHB		
Fair Park North 19th north	900	Post WWII	1000 to 1300	brick	3-	owner	3	owner rehab infill new const FTHB		
Fair Park South 19th south	800	Pre WWII	less than 1000	frame	2-	renter	2	rental rehab FTHB		
Oakhurst	75	1960s	1000	brick/mixed	2+	dk	3			
Point O Woods	100	1970s	plus	1100 brick/mix	3-	renter	3	owner rehab Market rate		

	Number of SF Dwellings	Age Pre WWII Post WWII 1960s	Average House Size	Brick Frame	Condition scale of 1 to 5 1 being poor 5 being good	owner/renter majority	Avg. Housing Conditions 1 (poor) 5 (good)	Housing Improve Initiative	Actions (options to be developed)
South of Asher	25	Pre WWII	less than 1000	frame	2-	dk	2	owner rehab	
University Park	100	1970s	1300 plus	brick	4	owner	5	owner rehab market rate	
War Memorial	50	pre WWII	less than 1000	frame	2	dk	2	owner rehab	
Total	2975								

Important things UDDC must prepare for through 2015

- Negative or uninformed perceptions of the District related to crime and housing quality and affordability
- Positive district impacts from the Children's Library, 4 Corners, 12th St. corridor improvements, LR Promise Neighborhood initiative with schools in the district
- Increased vehicular traffic flow on University Ave. bringing more cars "past" or "through" the area.

Key Forces that will be Shaping the District in 2015/Beyond

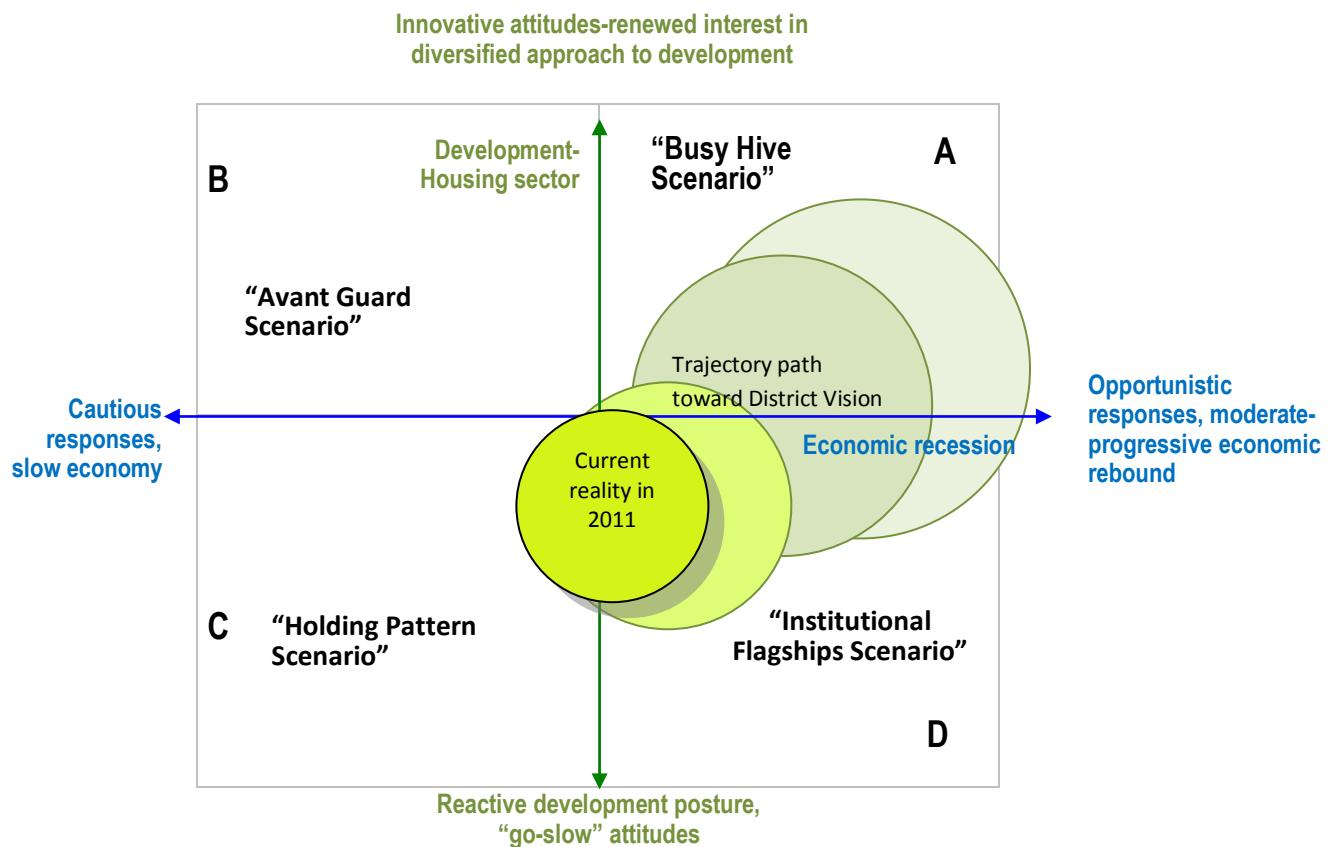
The group developed a group of important forces that will interact over the next decade and that will shape choices people and institutions make in the immediate future. These are ranked in order of priority (***those that are simultaneously the "most critical/full of the most uncertainty as to how they will impact us***). The ways that various stakeholders respond to these uncertain forces can create at least four different scenarios, which we used to test emerging strategies and goals in the Plan (see next page).

- 1. Response to the changes in real estate development and the housing industry (including the demand for rental property or single family home)**
- 2. Response to the economic recession and the pace of recovery**
3. The evolution of the District "brand" or reputation
4. The pace of development led by large institutions, especially UALR and UAMS
5. The impact of energy choices and environmental fabric (including "green") and costs on lifestyle, commerce, and growth
6. Responses of local, state governments to budget constraints
7. Levels of academic quality, achievement, and infrastructure in the District
8. Response to growing social-cultural diversity
9. Level/impact of citizen engagement and social networking

Crafting Short Future Scenarios for the District's Future

Based on the driving forces above, ***we sketched out four distinct future scenarios that could unfold over the next five-ten years in the University District.***

For the sake of moving the Board's strategic thinking forward, the consultant developed **draft titles** for the emerging scenarios. In the future, the UDDC team may want to explore the future scenarios in more detail and then recast the stories and improve the titles to better capture the dynamics. The UDDC must move strategically to adapt in any of these futures, while pushing toward the scenarios that reflect its own vision (***this might be a mixture of Flagships and Hives***).



The most likely scenario for the District in the immediate five years may be “D:” larger scale developments shaped by championed by key institutions (library, UALR-UAMS) and new private sector investments on the north along the Interstate and University or near the 4 Corners area (Asher/University). As these unfold, individuals, small businesses, and neighborhood associations hold steady and wait for this period to provide a tangible “lift.” UDDC could consider ways to shape this trajectory toward the upper right (“A”) in the coming decade. This scenario suggests more opportunity for residents and entrepreneurs alongside the major institutions, and it distributes the community building efforts among a more diverse set of stakeholders with roots in the District. This is essence of the Vision.

UDDC can intentionally create a “buzz” by pushing toward the ***Busy Hive*** scenario by securing intentional partnerships with UALR Business School to create small and micro-enterprise support and innovative business development. Working collaboratively with key District anchors also could work well and promote the “hive-like” energy: Methodist Children’s Home, Lions World Services for the Blind, Mosaic Church, St. Marks Baptist Church and Oak Forest Methodist churches, the Islamic Center, Mexican Consulate, all neighborhood associations, and partners engaged in Promise Neighborhood, and LR Housing Authority. A key role for UDDC is to unleash untapped potential among individuals, associations, and groups of stakeholders and ***connect*** them so that can then direct and amplify the other change-making efforts in a more integrated development process. This should take greatest advantage of investments from the anchor institutions to spark a new transformation in the District.

3. What is our intended vision for the community?

The UDDC continued to affirm the direction of the larger vision (2014-15) of the UDP Revitalization Plan of 2007 as its working vision for the District:

The University District is a thriving cultural and entertainment destination, regarded throughout the city as a neighborhood of choice—a walkable in-town district with excellent schools and services, vibrant commercial areas, rich cultural resources, and connections to open space and transit. A mix of single-family and higher density housing attracts a diverse community, including many UALR faculty and staff who choose to live as well as work in the district. The university's presence in the district is leveraged into resources for improving the area: technical assistance for small businesses, faculty research linked to emerging companies, improved K-12 schools, supporting families in the District, and green space for the community created by the restoration and enhancement of Coleman Creek.

4. Where are we Going in the Next Five Years?

Promising Opportunities

- We mapped these onto the district to show some “change zones” where UDDC efforts might be focused to accelerate renewal, vibrancy, and momentum (see the next page).
- There are some strategic activities that will stimulate improvement and optimism across the District: increasing signs, flowers, green spaces, trails and safe family outdoor activities; enhancing residents’ perception of safety and household-neighborhood beautification; improving variety and quality of neighborhood/district enterprises, and scaling up refurbishing of rental properties and vacant structures.
- There may also be a good opening for UDDC to partner with UALR to provide nice and nearby rental housing options for staff and faculty—starting with Broadmoor neighborhood.

Priority Outcomes

The group identified these essential outcomes for the next five years:

1. The levels of negative perceptions and impressions of the District are reduced and “rebooted” by a sense of pride!
2. The majorities of District residents know or approve of the UDDC and it is acting as a major resource for quality living in the area.
3. There is a “wow” example of a revitalized neighborhood of sufficient scale to generate new interest and momentum.
4. There are improved property values and improved housing conditions in the District
5. There are clear reductions in the incidence of code violations and decay.
6. There is a heightened sense of community safety and increased levels of outdoor physical activity, recreation and the area secures citation of progress using a national standard.
7. There is increased homeowner, tenant reinvestment in the neighborhoods.

KEY TARGETS TO PROMOTE IMPROVEMENT AND ENERGY IN THE DISTRICT

UDDC STRATEGIC DEVELOPMENT TARGETS: 2015



Focus refurbished rental and homeownership options for UALR staff and faculty tied to institutional incentives. Middle income housing—could include a Village complex along Coleman Creek where UALR owns multiple properties

Focus housing renewal along Harrison St. corridor: could be a mix of rental and home ownership plus SNAP grants to homeowners for repair projects. Consider connections with Franklin School Promise grant, lower corridor near Islamic Ctr. and eastern edge adjoining Madison Heights areas.



Challenge neighborhoods project: look for ways to use small improvement grants that are tied to matching actions led by associations/groups and sponsors to:

- Clean, mow, weed-seed, flower or garden plots
- “paint your heart out” campaigns
- Alley clean up and solutions for street parking

Intensify formal collaboration with key anchor organizations to increase ripples and buzz from their efforts.

Partner with Lions World Services for the Blind to assemble and refurbish a large quantity of quality affordable rental houses for short-term stays tied to the rehabilitation and training programs.



Key Open Space Projects:

- A Coleman Creek Greenway
- B Rock Creek Greenway
- C Coleman Park
- D Rock Creek Park
- E Colonel Glenn Park
- F Asher Park
- G International Village Commons
- H University Avenue Plaza

Priority Goals for the District

UDDC will continue over the next five years to work intensely to push toward the large vision for the District. Its intended long-term results are:

1. Increased levels of personal safety and outdoor activity
2. Improved neighborhood infrastructure
3. Increased property values and improved housing conditions
4. Increased levels of middle income residents

Best strategies

To make progress toward these goals and to amplify vibrancy and widespread opportunity in the District, the UDDC must “act bigger” and “adapt better.” The board developed a set of promising strategies tied to each goal, though many are by design linked to multiple goals:

GOALS	Increased levels of personal safety and outdoor activity	Improved neighborhood infrastructure	Increased property values and improved housing conditions	Increased levels of middle income residents
PRIORITY STRATEGIES	Promote park plans for Boyle, Curran Conway, University Park that expands organized activities	Promote new City investments in sidewalks, curbs	Explore creative methods to partner with Neighborhood Associations and provide “green up, clean up, paint up, spruce-up efforts	Promote retail and develop UALR support for small business
Promote access to Coleman Creek and Fourche bottoms	Explore creative methods to introduce speed bumps, and other improvements to reduce speed and density of traffic	Expand the SNAP program to improve exterior and interior enhancements	Explore UALR Employee assisted housing thru rent-rent-to-own, and clustered townhouses-lofts and Coleman Creek-side residences in the \$150-200K range	
Expand trails, walking paths	Expand trails, walking paths	Expand partnerships with N. Assoc. and City to increase code compliance and reduce blight	Develop single family, alumni “villages” or elderly living	
Expand partnerships for outdoor farmers market, bike fairs, sidewalk art contests, youth entrepreneurship	Promote district identity through creative signage	Explore partnerships to expand support for low income people accessing EITC and IDA programs to spur savings aimed at down payment, purchase, or home improvements		
Connect resident access to UALR fitness and recreation resources		Investigate donated property and houses for redevelopment as affordable housing; expand partnerships with LRHA, Lions, and churches to advance housing along Harrison St. corridor		

5. What is our basic Roadmap and Action Plan?

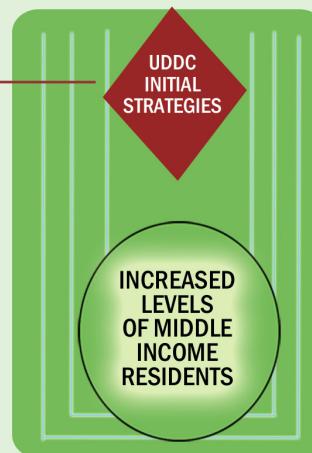
The emerging Action Plan follows on the next page. It precedes a summary graphic of the key goals and strategies targeted for this Plan. A key assumption for each goal is intentional partnership with the neighborhoods.

UDDC STRATEGIC ACTION PLAN-2015

GOALS	2011	2012	2013	2014	2015
Increased levels of personal safety & outdoor activities	<p>Identify ways to program more activity at parks, gardens and bike paths + Fourche bottoms</p> <p>Investigate ways to open more access to campus and facilities for neighborhood residents as unique benefit in District</p> <p>Work with multiple partners to disseminating perceptions surveys and work on new solutions for outdoor activity</p>	<p>Expand efforts to reduce crime; expand surveys</p> <p>Promote-manage "weed-seed" or clean-up/green up with matching grants to other groups; organized faith partners</p>	<p>Develop walking heart-healthy programs tapping outdoor paths and trails</p>	<p>Expand public uses of pavilions at Boyle Park; farmers markets at Univ. and gardens at Curran; sidewalk art and green thumb projects</p>	<p>Secure one national award for outdoor health/livability</p> <p>Metric: reduced incidences of crime</p>
	Develop various community volunteer projects for adopting yards, garden, fence projects for seniors, artistic projects				
Improved neighborhood infrastructure	<p>Confirm current plan for sidewalk @ Franklin schs—Safe route/school</p> <p>Pre-engineering studies. Secure funding from public agencies</p> <p>Confirm FairPark neigh. Improvements on City Master Street Plan: get as priority</p>	<p>Expand sidewalk, drainage-curb, street improve. All down Harrison</p> <p>Complete 6 blk of Harrison sidewalks; work with Lions/Method. FHLB \$ match. Sidewalks on artery streets</p>	<p>Stay abreast of public Trail improvements along Coleman Creek, and expand public uses of Coleman green-spaces.</p> <p>District signs along main arteries</p>	<p>Expand public sidewalk improvements along Harrison corridor</p>	<p>Promote Coleman Creekside public enjoyment</p> <p>District Gateway signs along main Intersections</p> <p>Continue sidewalks, path improvements</p>
	Develop summer youth program, church volunt. or UDDC crews to expand clean up				
Improved property levels and housing conditions	<p>Initiate serious effort w/landlords, prop. Mgmt.: code upkeep and possible sales</p> <p>Housing—tie to vacant rentals and rehabs</p> <p>Determine most critical deterioration and develop plan to assemble and refurbish as "fix-up" quality rental</p>	<p>Convene UALR stakeholders for Employer Assist</p>	<p>SUSTAIN SNAP home improvement program & expand the effort with new funds: 12-15 annually</p>	<p>Link the Paint, clean and green efforts for eyesores</p>	<p>Partner with UALR/private developers in high amenities connected "village" complex—built around quality rental mix and rent-to own</p>
	EXPAND AND GROW THE POOL OF POTENTIAL AND SUCCESSFUL HOMEOWNERS				
Increased levels of middle income residents	<p>Target Broadmoor area vacant rental properties for purchase, remodel, upgrade</p> <p>Consider rehab and reuse homes as adaptive loft, studio spaces for singles, couples</p> <p>Convene and "hand-off" to UALR partners a District enterprise support system and network to improve viability for niche, boutique retail and professional small business incubator-type efforts</p>	<p>Examine how middle income/ market rate development impacts charter; organize affiliate public-private-nonprofit entity if needed</p>	<p>Tie in AMENITY BOOSTS AND \$200K RANGE</p> <p>Northern Edge along 12st corridor adjacent to Nano Ctr. and Library develop.</p> <p>Broadmoor area "clusters" or scattered</p>	<p>Near UALR and creek in Fair Park area for alumni, faculty, visiting prof upscale</p>	<p>Work with developer partners to compete these DISTRICT "SIGNATURE" projects</p> <p>Develop a District "Community Ctr." Structure</p> <p>Creekside Village complex (tied to same accomplishment above!) TOTAL 40 UNITS BY 2015</p>

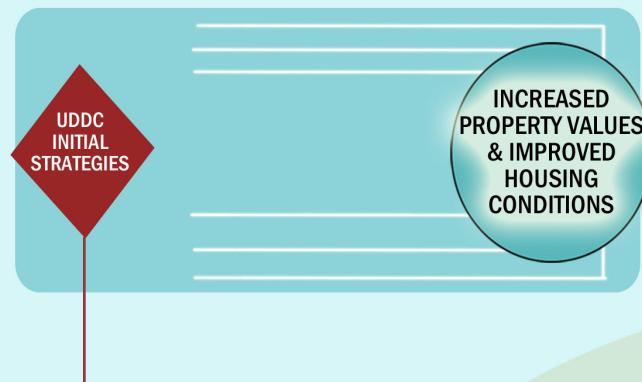
UDDC GOALS & STRATEGIES 2011-2015

- Promote retail and develop UALR support for small business
- Explore UALR Employee assisted housing thru rent-rent-to-own, and clustered townhouses-lofts and Coleman Creek-side residences in the \$150-200K range
- Develop single family, alumni “villages” or elderly living



- Promote new public investments in sidewalks, curbs
- Explore creative methods to introduce speed bumps, and other improvements to reduce speed and density of traffic
- Expand trails, walking paths
- Promote district identity through creative signage

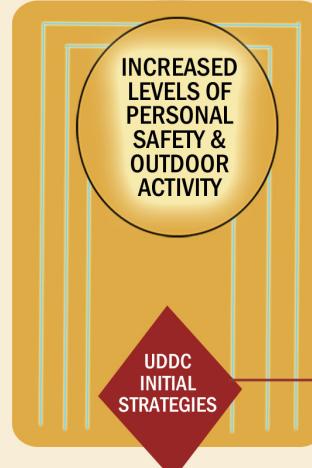
KEY INGREDIENTS



INTENDED LONG-TERM POSITIVE RESULTS:
A GOOD QUALITY OF LIFE & PLACE IN UNIVERSITY DISTRICT



- Explore creative methods to partner with Neighborhood Associations and provide “green up, clean up, paint up, spruce-up efforts
- Expand the SNAP program to improve exterior and interior enhancements
- Expand partnerships with N. Assoc. and City to increase code compliance and reduce blight
- Explore partnerships to expand support for low income people accessing EITC and IDA programs to spur savings aimed at down payment, purchase, or home improvements
- Investigate donated property and houses for redevelopment as affordable housing; expand partnerships with LRHA, Lions, and churches to advance housing along Harrison St. corridor



- Promote park plans for Boyle, Curran Conway, University Park that expands organized activities
- Promote access to Coleman Creek and Fourche bottoms
- Expand trails, walking paths
- Expand partnerships for outdoor farmers market, bike fairs, sidewalk art contests, youth entrepreneurship
- Connect resident access to UALR fitness and recreation resources

6. What will Success Look Like?

UDDC developed selected indicators as promising options to evaluate progress over the next five-ten years:

1. 5 miles of new sidewalks, additional trails and paths
2. Gateway and District signs
3. Reduced incidences of crime, code violations
4. One award for outdoor activity-livability
5. +60 homes improved; 30 homes refurbished, occupied + 40 units in new Village development
6. District 20-yr housing vitality Master Plan
7. Increased park pavilion uses, garden plots
8. Collaborative agreements with major stakeholders (including UALR)
9. Committed funding stream to sustain UDDC until 2020

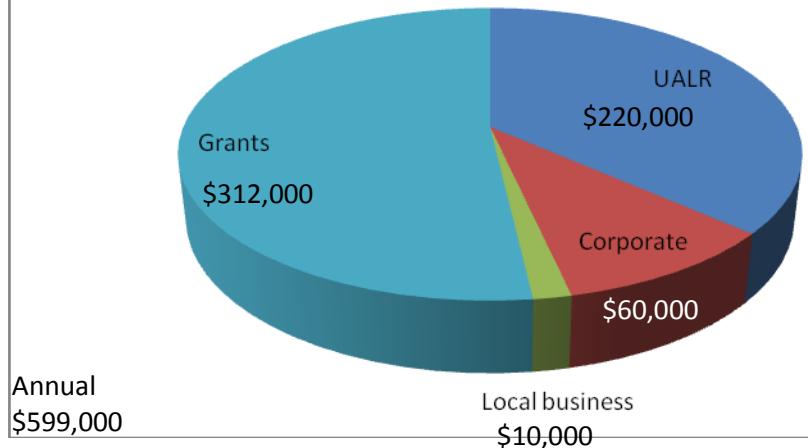
7. What resources will be required to support this Plan?

UDDC staff is working on a basic overview of the operational and programmatic resources that will be required to implement the priorities in this Plan. For many of the larger housing development components, the UDDC will likely be partnering with development organizations and both for-and non-profit firms. The organization will need to dramatically increase its fundraising to leverage the ongoing operational contributions expected from UALR (maintaining the 2011 annual contribution level of \$220k) and to generate funds to assemble vacant houses, invest in new development, and to seed the matching programs intended for neighborhood associations to spur clean, green, paint, and refurbish District neighborhoods.

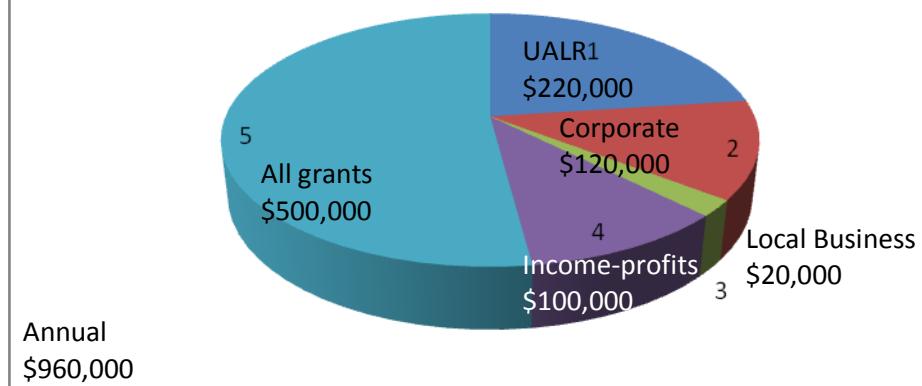
The Board must build on its strategic planning process and continue to deepen its engagement in the meaningful social change that is outlined in this document. The Board could consider developing four committees—each one to focus on one of the four major goals. UDDC will likely need additional Board members.

On the next page, we illustrate the annual level and distribution of operation and programmatic resources in 2011 and projections for 2016. This shows a growing and diversified resource base while reducing the proportional share from UALR commitments.

UDDC CURRENT RESOURCE MIX



2016: PROJECTED UDDC ANNUAL RESOURCE MIX

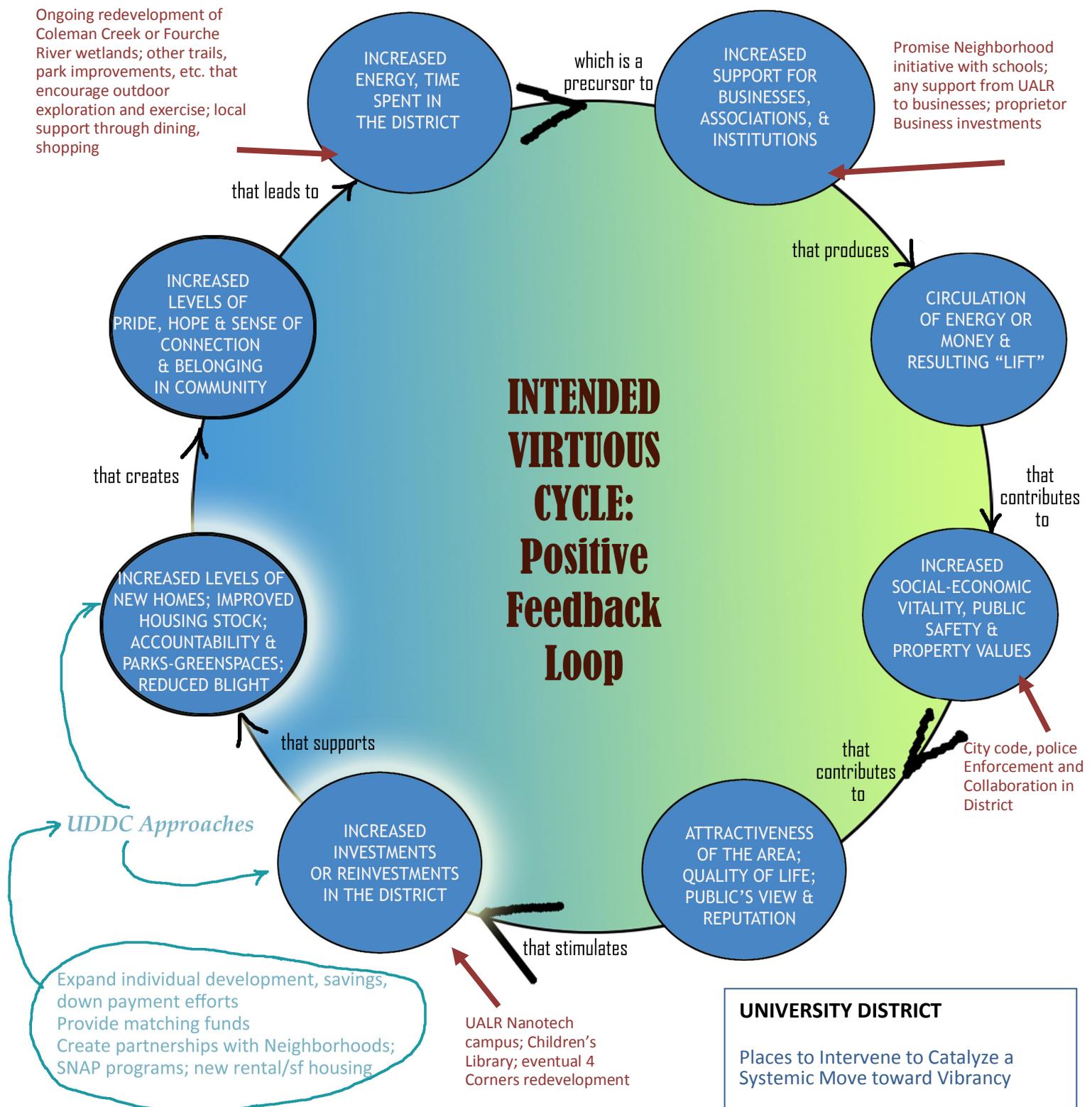


APPENDICES

This section includes two important pieces that reinforce the goals and strategic logic of the Plan:

1. A diagram of the District Vision represented as a virtuous reinforcing cycle. This diagram “unpacks” the UDDC vision for the District and converts the narrative to a simplified “picture” of the causal relationship of seven variables that could interact to improve the attractiveness of the District and to positively affect the public’s perception of the area.
2. A summary Strategy Map that describes the linkage between the intangible elements of learning and internal operations that support the programmatic and financial strategies that focus the Corporation on four primary goals. This map also includes a selection of success metrics that can be used to track progress on this Plan.

UDDC VISION REPURPOSED AS A SYSTEM WITH INTERDEPENDENT REINFORCING ACTIONS



UDDC Summary Strategy Map 2011-2015

