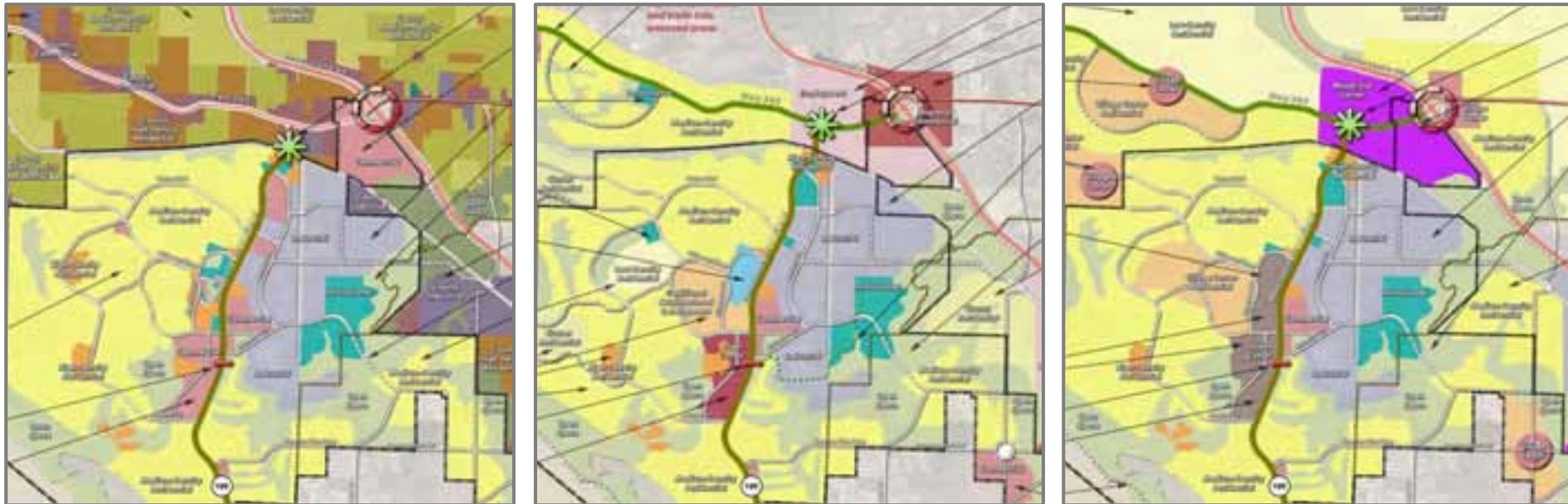


Maumelle Forward:

Forward Thinking, Forward Vision, Forward Progress

Community Meeting 3



September 6, 2012

PROCESS

VALUES

(public input, stakeholders, steering committee)

VISION & GOALS

PHYSICAL PLANNING

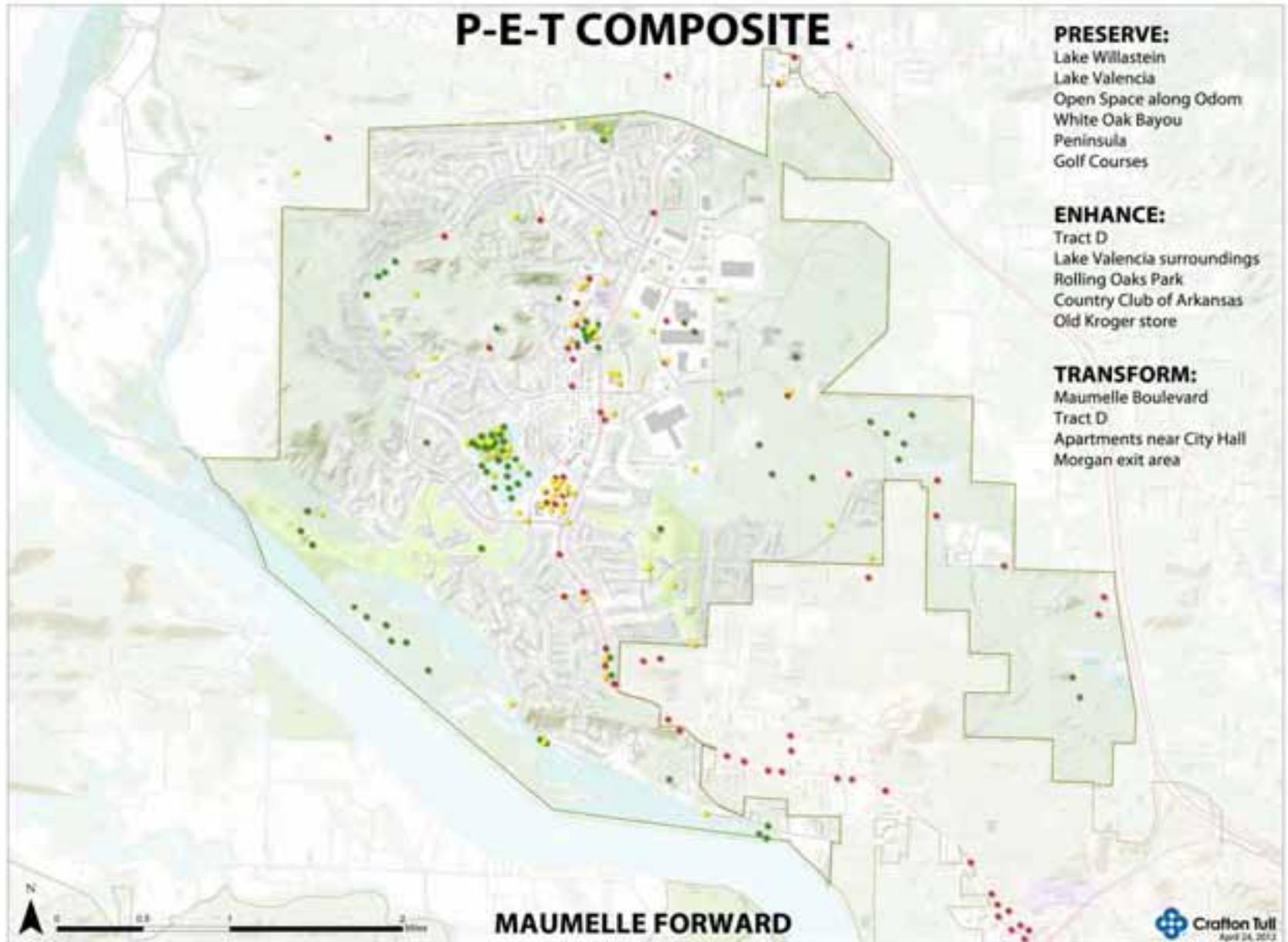
(scenarios, framework plan, plan elements)

ACTIONS & STRATEGIES

VALUES: PUBLIC MEETING INPUT

– Community Survey, Public Meeting #1

PRESERVE/ENHANCE/TRANSFORM



PROCESS

VALUES

(public input, stakeholders, steering committee)

VISION & GOALS

PHYSICAL PLANNING

(scenarios, framework plan, plan elements)

ACTIONS & STRATEGIES

VISION STATEMENT

– June 12, 2012

VISION

*Maumelle aspires to be a **vibrant, economically healthy city that maintains its sense of community while embracing a forward-thinking attitude.***

COMMUNITY-WIDE GOALS

– June 12, 2012

COMMUNITY-WIDE GOALS

1. Approach growth in a **strategic, targeted,** manner that meets the needs of people **across the age spectrum.**
2. Preserve Maumelle's **safe, small town atmosphere.**
3. Ensure or improve the **conveniences** of living in Maumelle (proximity, ease of access, local services).
4. Support the **quality of local schools** in a proactive manner.

PLAN ELEMENT GOALS

– June 12, 2012

PLAN ELEMENT GOALS

1. Land Use
2. Community Character
3. Economic Development
4. Infill & Redevelopment
5. Sustainability
6. Transportation
7. Open Space & Recreation

PROCESS

VALUES

(public input, stakeholders, steering committee)

VISION & GOALS

PHYSICAL PLANNING

(scenarios, framework plan, plan elements)

ACTIONS & STRATEGIES

PLANNING SCENARIOS WORKSHOP

– Public Meeting #2

SCENARIO CONSIDERATIONS

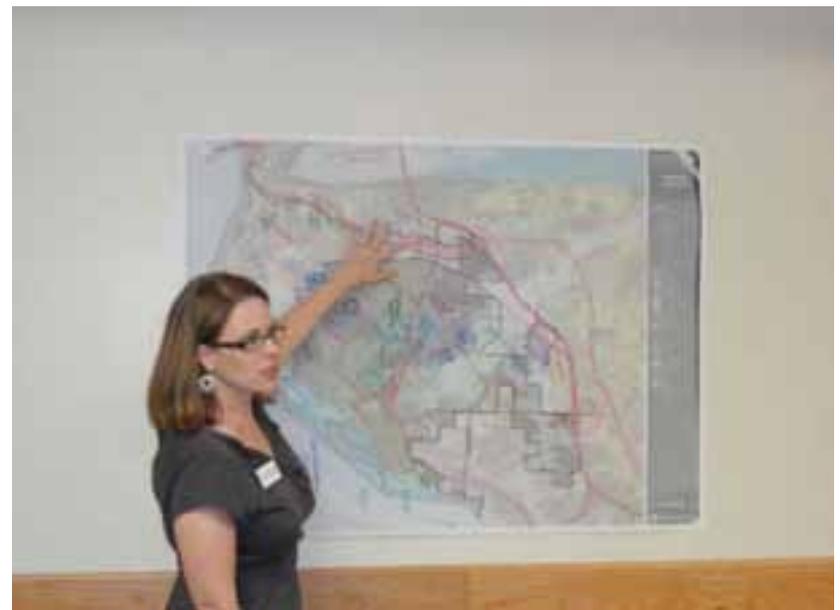
- Community character/identity/branding
- Circulation (vehicular, pedestrian, bicycle)
- River/natural amenities/green space
- Recreation/entertainment
- Entries/edges/access
- Town center/heart of community
- Economic viability

SCENARIO CONSIDERATIONS

- Affecting change or reacting to it?
- What will your borders look like in 30 years?



SCENARIOS CHARRETTE



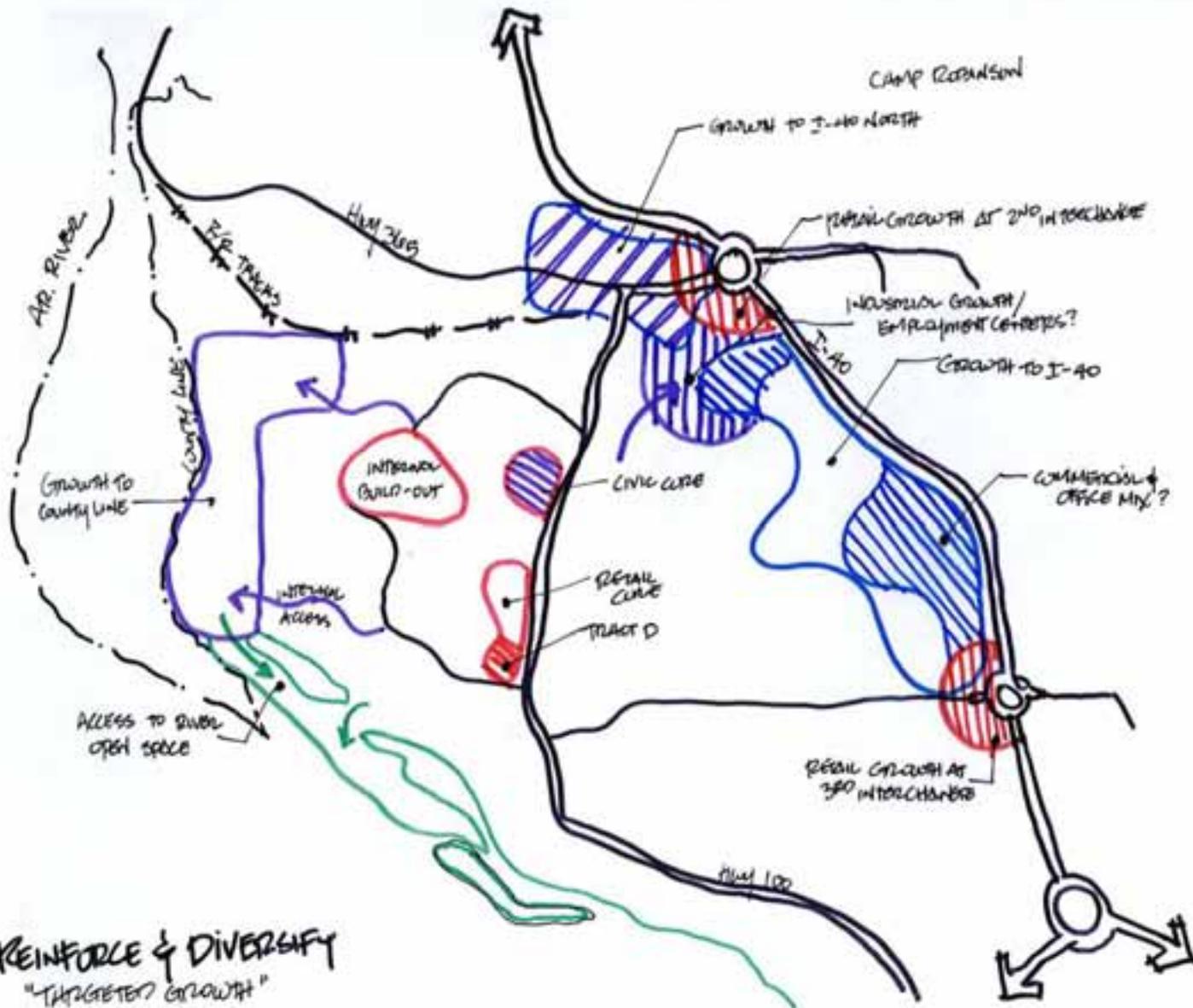
SCENARIO RESULTS 2



SCENARIO RESULTS 5

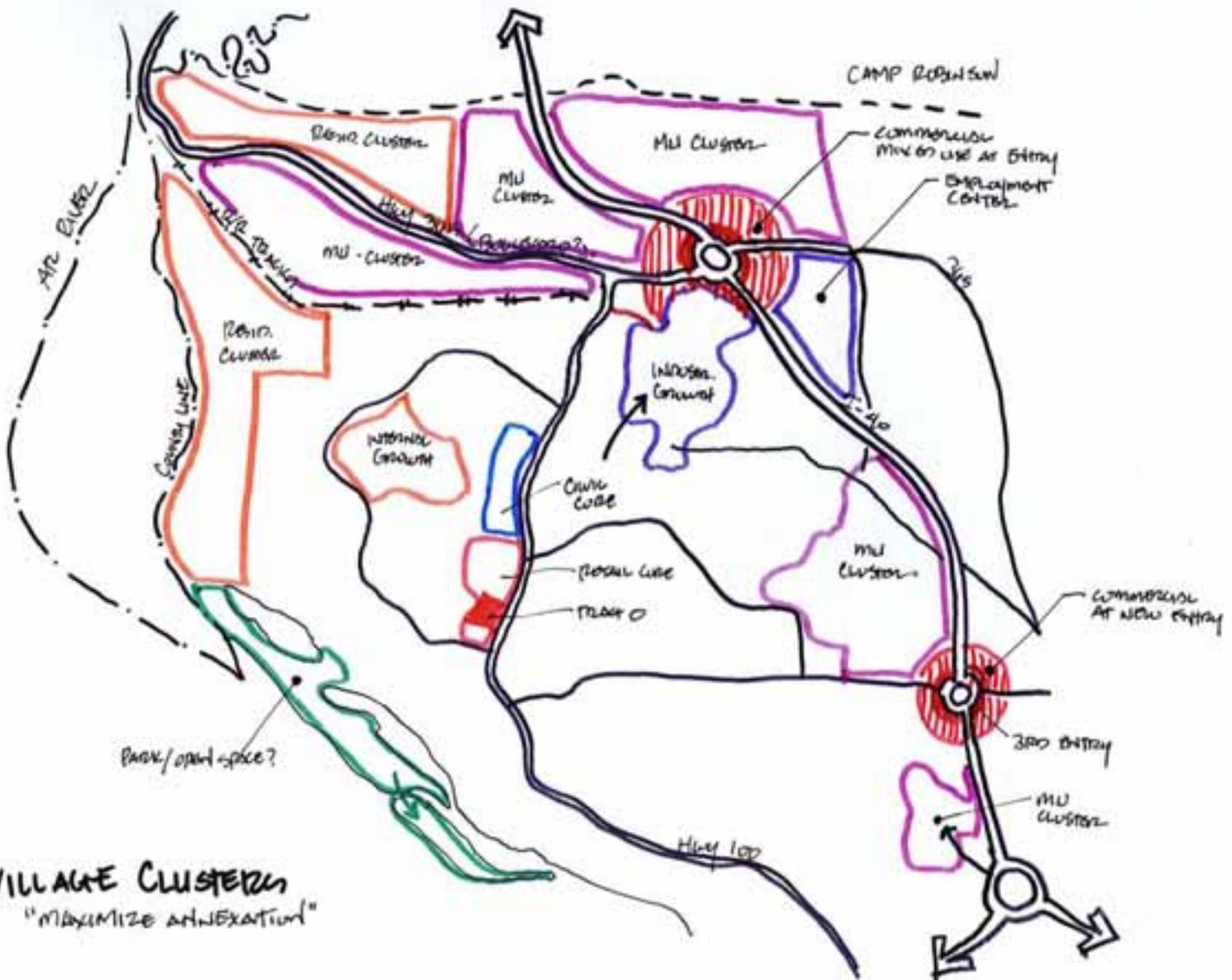


DRAFT SCENARIOS



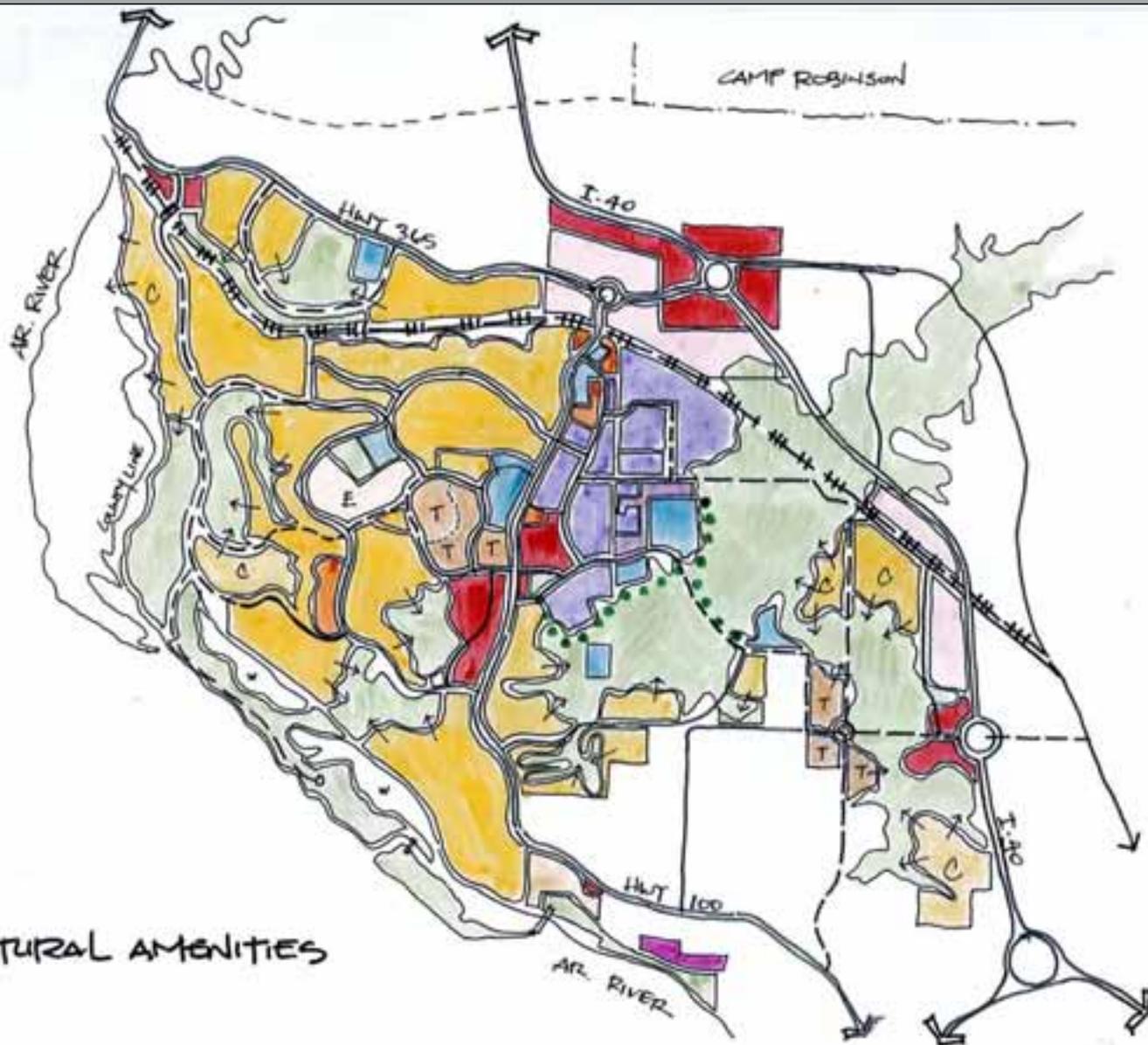
* 2 REINFORCE & DIVERSIFY
"TARGETED GROWTH"

DRAFT SCENARIOS



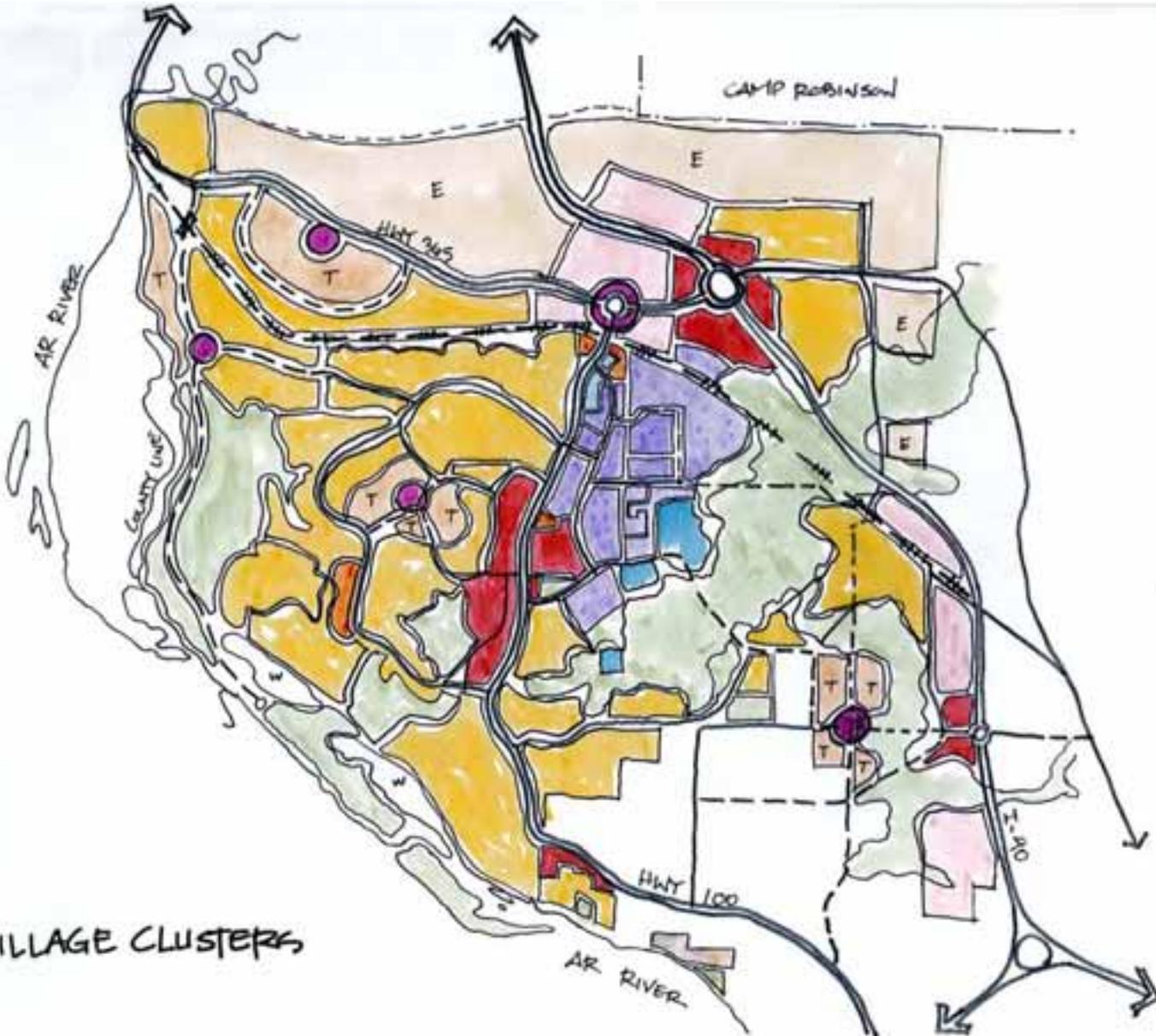
3 VILLAGE CLUSTERS
"MAXIMIZE ANNEXATION"

DRAFT SCENARIOS



#2 NATURAL AMENITIES

DRAFT SCENARIOS



#3 VILLAGE CLUSTERS

CRITERIA FOR SCENARIOS EVALUATION

– September 6, 2012

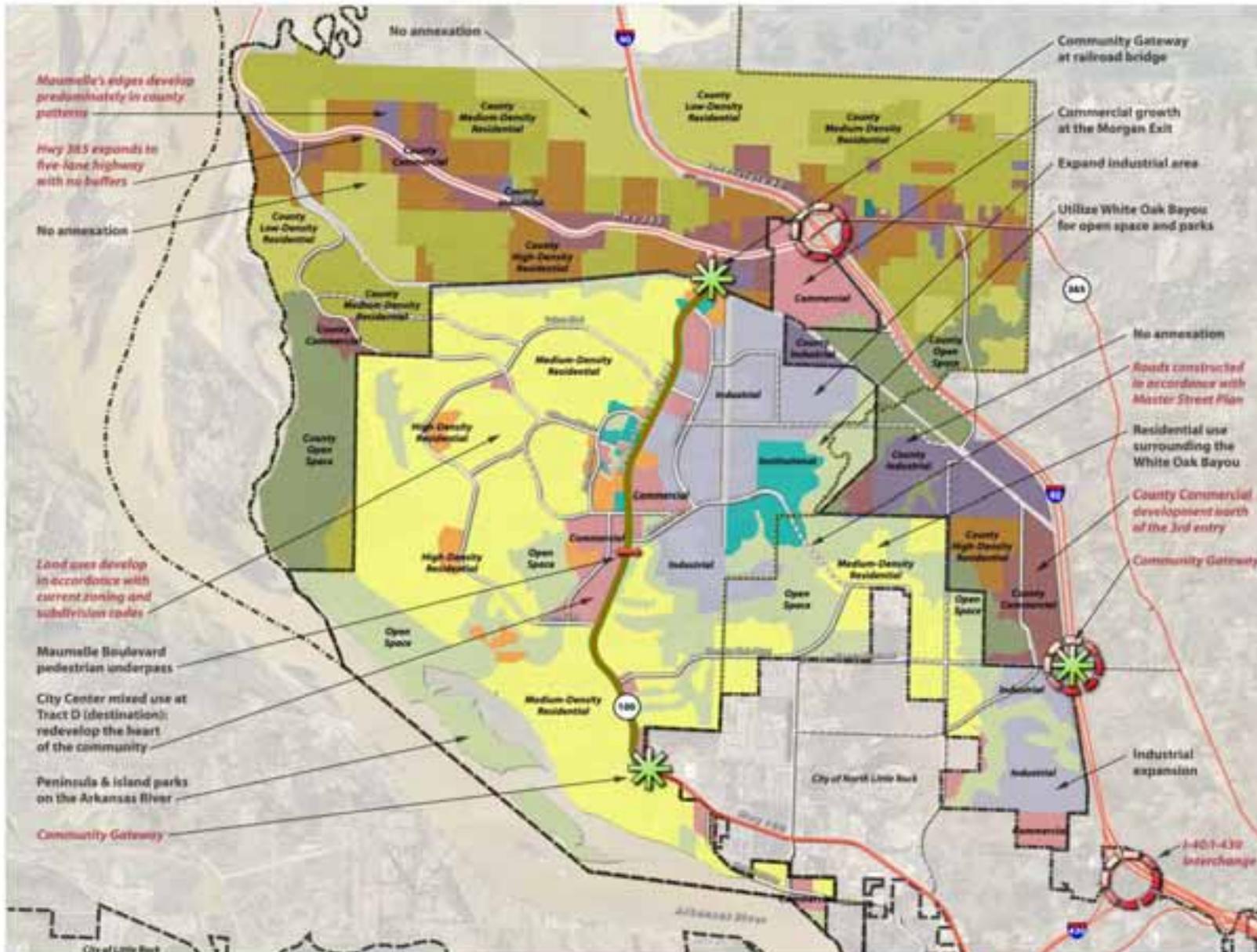
CRITERIA FOR EVALUATION

- **FORM:** physical layout of land uses and connections
 - Attributes and Implications
- **VALUES:** public input (vision, goals, survey data)
 - Goals Comparison
- **GROWTH:** physical expansion and population growth
 - Benefits and Consequences
- **FISCAL:** cost of growth versus return on investment
 - Fiscal Impact Estimates

CRITERION 1: FORM

– Scenario 1: Market-Driven

SCENARIO 1: MARKET-DRIVEN



MAUMELLE FORWARD:
Forward Thinking. Forward Vision. Forward Progress.

SCENARIO 1: Market-Driven

LEGEND



LAND USE: Commercial



LAND USE: Industrial



LAND USE: Institutional



LAND USE: Residential – Low Density



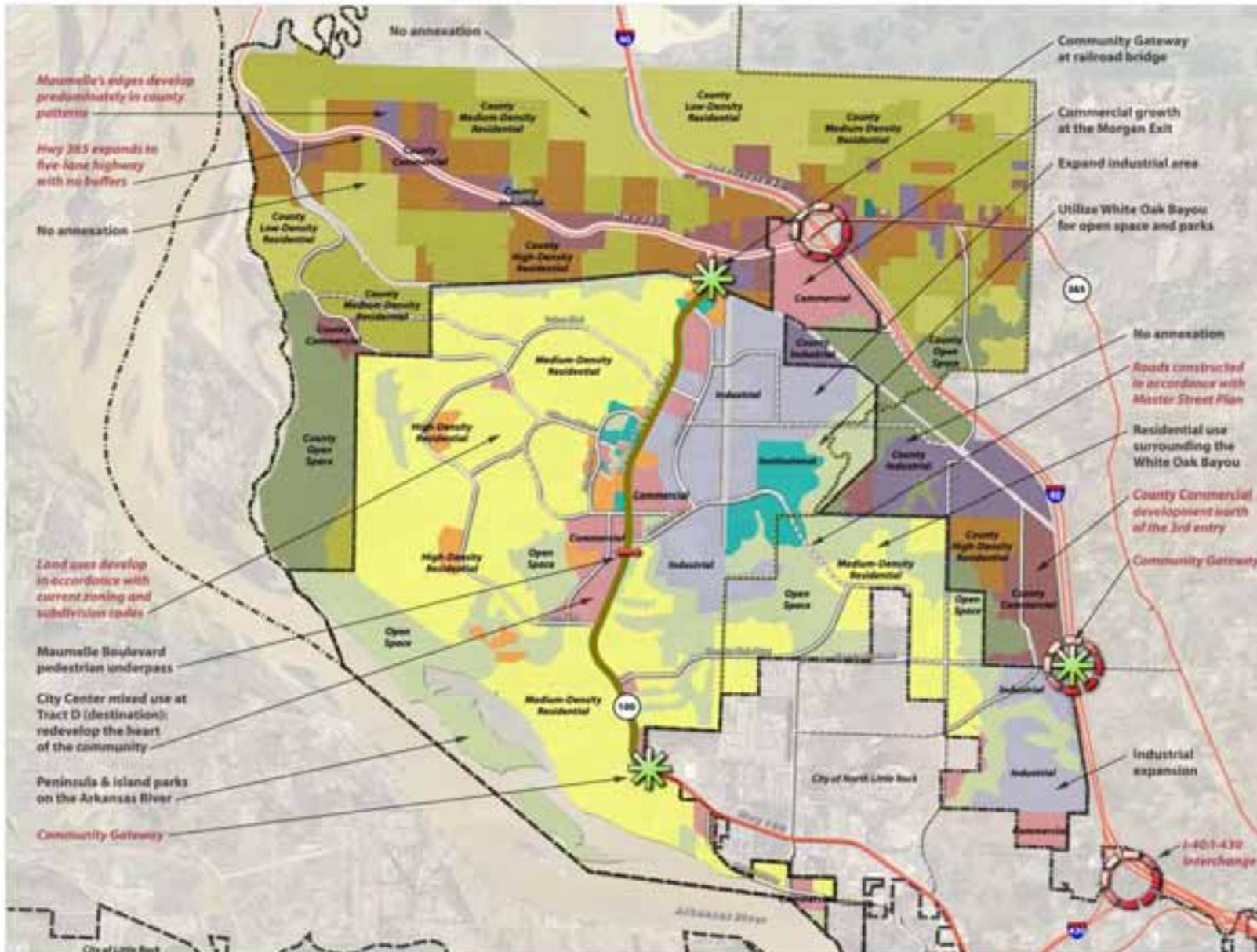
LAND USE: Residential – Medium Density



LAND USE: Residential – High Density



SCENARIO 1: MARKET-DRIVEN



MAUMELLE FORWARD:
Forward Thinking. Forward Vision. Forward Progress.

SCENARIO 1: Market-Driven

LEGEND



SCENARIO 1: MARKET-DRIVEN

ATTRIBUTES & IMPLICATIONS

1. Maumelle's **physical expansion ends** at current city limit boundaries
 - **County growth continues** at City's edges and entries
 - **Limited benefit** from development at the Morgan and 3rd entry interchanges (1/3 and 1/4 of the interchanges in city limits, respectively)
 - **Limited impact of gateways and entries** into Maumelle at these interchanges
 - Uncontrolled growth and development could result in **more traffic** along Maumelle Boulevard
 - Continued demographic profile that **may limit diversity** of commercial growth

SCENARIO 1: MARKET-DRIVEN

ATTRIBUTES & IMPLICATIONS

2. City develops per **existing zoning**
 - Build out populations are **easily anticipated**
 - City services and staffing **increase incrementally** as development occurs
 - **Limited variety** of housing, commercial, and industrial/employment types
 - **Limited residential growth** within city limits
 - Entries and gateways are **internally-focused** (must pass through other city's or county's developments to get to Maumelle)

CRITERION 1: FORM

– *Scenario 2: Natural Amenities*

LAND USE: Civic Core



LAND USE: Retail Core



LAND USE: Employment Center



LAND USE: Regional Commercial



LAND USE: Regional Attraction



LAND USE: Residential – Cluster



LAND USE: Residential – Cluster



SCENARIO 2: NATURAL AMENITIES

ATTRIBUTES & IMPLICATIONS

1. Infill and redevelopment within **two distinct cores**, retail & civic, connected with complete streets
 - **Infill and redevelopment are promoted** to create a sense of place
 - **Design standards** should be created to encourage mixed use development
2. **Traditional Neighborhood Development supports** the two cores
 - **Revitalization of aging neighborhoods** around the civic core
 - **Reinvestment** in aging civic facilities
 - Creation of a **walkable core** that encompasses residential, institutional (community), and retail uses

SCENARIO 2: NATURAL AMENITIES

ATTRIBUTES & IMPLICATIONS

3. **Preserve and enhance** the White Oak Bayou, wetlands, and Arkansas River
 - Allow **access along the Arkansas River** to create a recreational opportunities while preserving river views
 - White Oak Bayou becomes an **amenity for education** and trail linkages
4. Encourage **low-impact development** with a relationship to natural amenities to minimize the development footprint
 1. Limits uses to lower-impact development types, such as **cluster development**, near natural amenities
 2. Developments **capitalize on their proximity** to natural amenities

SCENARIO 2: NATURAL AMENITIES

ATTRIBUTES & IMPLICATIONS

5. **Municipal borders** are expanded to encompass the White Oak Bayou, gain river access, and capture economic development opportunities at the Morgan interchange
 - Accommodate **regional commercial** opportunities at both interchanges, in the form of mixed-use centers
 - Accommodate a **railroad crossing** along Settlement Road
6. Creation of a **regional attraction** along Crystal Hill facing the Arkansas River
 - Located in south Maumelle to **capitalize on riverfront** options and minimize the creation of additional traffic
7. **Regional Employment Centers** are introduced with access to I-40
 - Additional employment types are supported

CRITERION 1: FORM

– Scenario 3: Village Centers

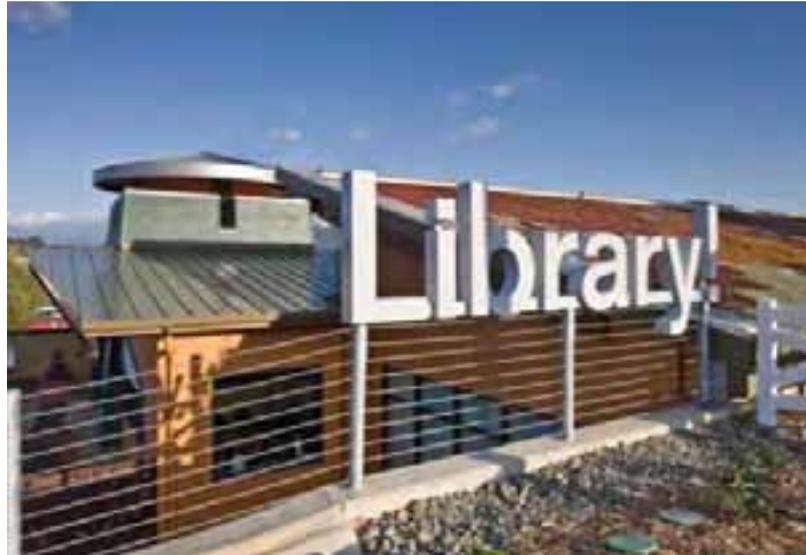
SCENARIO 3: THE NEIGHBORHOOD UNIT

- Based on a $\frac{1}{4}$ mile radius (5-minute walk) = 100 blocks (in urban areas)
- Contains the following elements:
 - **4 block “Main Street”**, two-sided
 - **Civic buildings** (library, community center, etc.) anchoring each end of “Main Street”
 - **School(s)**
 - 45,000 s.f. **supermarket** (supports 8,000 – 10,000 residents or 4,000 households)
 - Parks, gardens, or **public spaces**
 - **Transit connections**
 - Higher story, **higher density uses in the core**
 - **Mixed use** housing/office/retail
 - **Medium density** or townhouses beyond “Main Street”
 - **Office and medical space** near the core



Source: “The Supermarket as a Neighborhood Building Block,” *Planning Magazine*, March 2010

LAND USE: Village Center



LAND USE: Village Center Residential



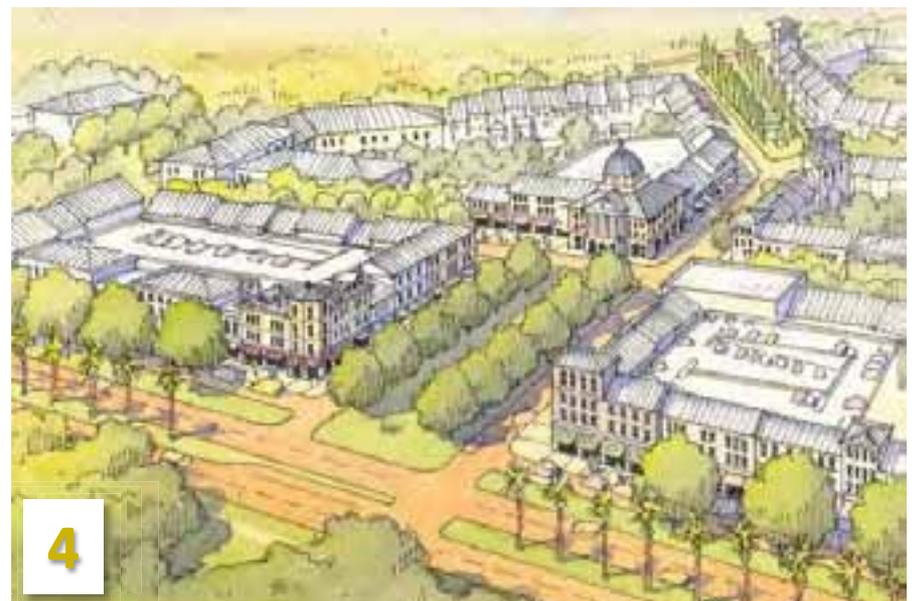
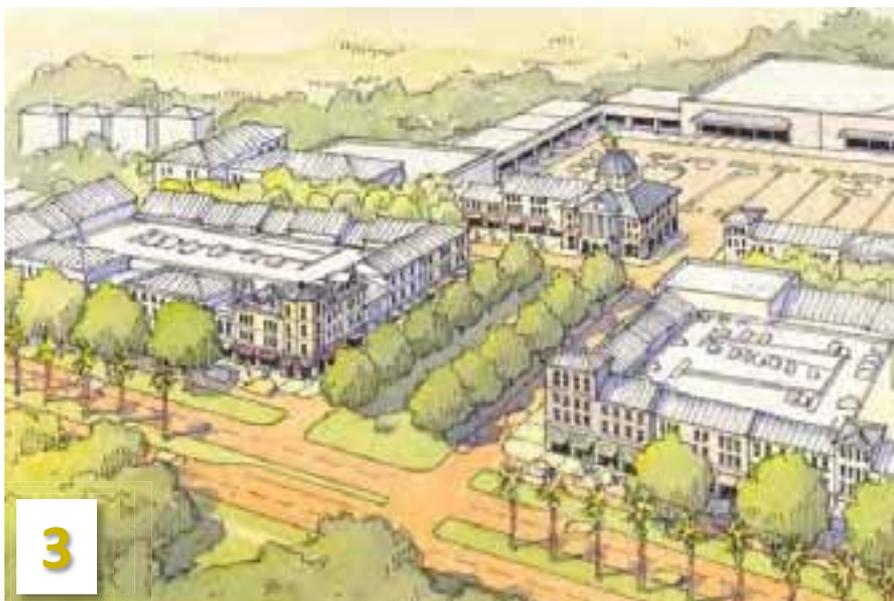
LAND USE: Town Center



LAND USE: Mixed Use Center



REDEVELOPMENT PHASING



SCENARIO 3: VILLAGE CENTERS

ATTRIBUTES & IMPLICATIONS

1. Existing retail and civic cores are reinforced to become the **primary Town Center** of Maumelle (“Main Street” with sidewalks)
 - **Infill and redevelopment mechanisms** within the Town Center are promoted to create a sense of place
 - **Design standards** should be created to encourage mixed use development
 - Create a **unified Town Center** with options for live/work/play
2. Focus new development around **village centers**
 - **Mix of uses** (residential, commercial, institutional) with densities decreasing away from the center
 - Consistent with original **‘New Town’ concept**, with modern form

SCENARIO 3: VILLAGE CENTERS

ATTRIBUTES & IMPLICATIONS

3. New **growth areas are extended** to a.) accommodate regional uses along I-40, b.) gain access to the Arkansas River, and c.) allow growth along the Hwy 365 corridor to Maumelle's standards
 - Retail, housing, and employment types are **diversified** to provide Maumelle a healthier tax base and its residents a variety of live, work, and play options
 - Create a '**step down**' in **densities** from suburban to county via low-density residential
 - **Code enforcement** issues may increase initially
4. **Regional Employment Centers** occur within the Mixed Use Center with access to I-40
 - Additional employment types are supported

SCENARIO 3: VILLAGE CENTERS

ATTRIBUTES & IMPLICATIONS

5. Expand **industrial** uses along I-40 with rail access
 - Continued **tax base** growth
 - Industrial **access** to interstate
6. Create **regional gateways** into Maumelle via monumentation, and **local gateways** via land use
 - Local gateways with **roundabouts and mixed use** at Hwy 365/Hwy 100 and Counts Massie/Zajac intersections
 - **Regional gateways** at Hwy 365/Pulaski County border, I-40/Hwy 365 interchange, and the 3rd entry

CRITERION 2: VALUES

– September 6, 2012

VALUES COMPARISON TABLE

VISION: Maumelle aspires to be a vibrant, economically healthy city that maintains its sense of community while embracing a forward-thinking attitude.

	Scenario 1: Market-Driven	Scenario 2: Natural Amenities	Scenario 3: Village Centers
COMMUNITY-WIDE GOALS			
Goal 1. Approach growth in a strategic, targeted, manner that meets the needs of people across the age spectrum.		✓	✓
Goal 2. Preserve Maumelle's safe, small town atmosphere.	✓	✓	
Goal 3. Ensure the conveniences of living in Maumelle (proximity, ease of access, local services).			✓
Goal 4. Support the quality of local schools in a proactive manner.	✓	✓	✓
PLAN ELEMENT GOALS: LAND USE			
Goal 1. Encourage land uses that reinforce Maumelle's community character that are market supported.		✓	✓
Goal 2. Promote a diversity of land uses (residential, retail, industrial, parks, etc.).		✓	✓
Goal 3. Encourage mixed-use development in appropriate areas.			✓
PLAN ELEMENT GOALS: COMMUNITY CHARACTER			
Goal 1. Promote a town center "main street" identity.			✓
Goal 2. Provide public facilities and spaces that reinforce community pride.	✓	✓	✓
Goal 3. Improve gateways into Maumelle to define city entries.	✓	✓	✓
Goal 4. Maintain the current high development standards that currently make Maumelle aesthetically attractive.		✓	✓
PLAN ELEMENT GOALS: ECONOMIC DEVELOPMENT			
Goal 1. Become more self-sustaining and reduce economic "leakage" through the attraction of businesses that fill niches and existing gaps.		✓	✓
Goal 2. Encourage the further development of local jobs.		✓	✓
Goal 3. Support a stronger housing to jobs balance.		✓	✓
Goal 4. Retain existing local businesses.	✓	✓	✓
PLAN ELEMENT GOALS: INFILL & REDEVELOPMENT			
Goal 1. Implement policies and develop programs to stabilize aging neighborhoods.	✓	✓	✓
Goal 2. Encourage high quality, market supported infill development within the retail core.	✓	✓	✓
PLAN ELEMENT GOALS: SUSTAINABILITY			
Goal 1. Encourage future public facilities to be constructed to LEED standards.	✓	✓	✓
Goal 2. Implement standards to ensure environmental quality.	✓	✓	✓
Goal 3. Protect existing natural resources (the Arkansas River, wetlands, tree protection, drainage and storm water management).	✓	✓	✓
PLAN ELEMENT GOALS: TRANSPORTATION			
Goal 1. Continue to explore congestion mitigation solutions along Maumelle Boulevard.	✓	✓	✓
Goal 2. Support the development of a transportation trails network.	✓	✓	✓
Goal 3. Promote the development of safe vehicular and pedestrian routes to schools and work.	✓	✓	✓
PLAN ELEMENT GOALS: OPEN SPACE & RECREATION			
Goal 1. Maintain existing parks and recreational amenities.	✓	✓	✓
Goal 2. Provide public parks, trails, and open space as needed to keep pace with growth.		✓	✓
Goal 3. Provide a variety of amenities and public spaces for all age groups.	✓	✓	✓

CRITERION 3: EXPANSION & GROWTH

– September 6, 2012

PHYSICAL EXPANSION COMPARISON

	Scenario 1: Market-Driven	Scenario 2: Natural Amenities	Scenario 3: Village Centers	
OPPORTUNITIES				
	No expansion	Expand EAST to I-40: Capture tax base at interchanges Add employment opportunities Diversification of employment and commercial options	Expand EAST to I-40: Capture tax base at interchanges Expand industrial opportunities Diversify uses within the Mixed Use Center	
	No expansion	Expand WEST to Arkansas River: Gain open space and recreation opportunities and access Preserve river views Diversify housing and development types	Expand WEST to Arkansas River: Gain open space and recreation opportunities and access Preserve river views Diversify housing and development types	
	No expansion	Expand NORTH to Hwy 365: Influence growth patterns along 365 Influence appearance of entry into Maumelle Gain employment opportunities near interchange	Expand NORTH to the fields: Influence growth patterns along 365 Increase tax base and diversify uses within Mixed Use Center Limit encroachment by outside influences	
	CHALLENGES			
	No diversification of uses within city	Providing services in annexed areas	Providing services in annexed areas	
	Accept surrounding development	Code enforcement in annexed areas	Code enforcement in annexed areas	
	Tax base for development at interchanges goes elsewhere	Adding utilities in annexed areas	Adding utilities in annexed areas	
	Limited access to peninsula and island parks	Pacing rate of expansion that city can accommodate	Pacing rate of expansion that city can accommodate	

POPULATION COMPARISON

CITY

PLANNING AREA

Scenario 1

potential capacity



Scenario 2

potential capacity



Scenario 3

potential capacity



CRITERION 4: FISCAL

– September 6, 2012

CHOICES AND CONSEQUENCES



Growth Potential

- Areas of highest potential for employment growth are mainly in the southern half of the country, NAIOP Research Foundation*

METHODOLOGY

Purpose of market analyses in a community planning and programming effort such as this ...

- provides a reality check for the land use planning component
- establishes an order of magnitude for growth and development
- narrows the field of land uses and product types
- ensures that recommendations are grounded in market and economic reality
- informs the community vision in the context of market realities
- sets stage for implementation and policy reform
- provides an accurate and independent story to tell potential developer / investor audiences

METHODOLOGY

Top Down

Within a primary and secondary trade area ...

- what are the existing conditions
- what are prevailing uses
- what is the profile of the area beyond the study area
- what are the psychographic segments
- how much demand will there be near- and long-term for select market segments

Based on market demand and an expressed vision ...

- what is the physical capacity of the area
- will the existing building inventory accommodate redevelopment
- could current regulations present barriers to investment and reinvestment
- are there adequate property assemblages
- if not, are property ownership patterns favorable for assemblages
- what are the economic factors that impact feasibility (hard and soft costs)

Bottom Up

DEMAND FOR RESIDENTIAL UNITS

Residential Demand Analysis Maumelle Trade Area (Pulaski County)

Residential Demand Analysis Maumelle Trade Area (Pulaski County) 10-yr Demand Estimates					Households	2012	163,200		
						2017	168,155	Annual Growth Rate	0.6%
						2022	173,261		
					Household Growth (2012-22)		10,061	Adjust for 2nd homes, demolition, vacancy	2.0%
					Adjusted Unit Requirement		10,262	% Rental	40%
					Trade Area Demand from New Households (10-yr)				
Household Income Range (2010 dollars)	Approximate Rent Range	Supportable Home Price Range	Current Households in Income Bracket	New Households by Income Bracket	Total Units	Estimated % Rental	Total Rental Units	Total Ownership Units	
up to \$15K	up to \$375	up to \$75K	14%	12%	1,231	90%	1,108	123	
\$15-25K	\$375 - \$625	\$75 to \$100K	13%	11%	1,129	80%	903	226	
\$25-35K	\$625 - \$875	\$100 to \$150K	13%	12%	1,231	70%	862	369	
\$35-50K	\$875 - \$1,000	\$150 to \$200K	14%	13%	1,334	35%	467	867	
\$50-75K	\$1,000+	\$200 to \$250K	19%	20%	2,052	25%	513	1,539	
\$75-100K	\$1,000+	\$250 to \$350K	11%	13%	1,334	15%	200	1,134	
\$100-150K	\$1,000+	\$350 to \$500K	9%	11%	1,129	5%	56	1,072	
\$150K and up	\$1,000+	\$500K and up	7%	8%	821	5%	41	780	
Totals			100%	100%	10,262	40%	4,151	6,111	

Source: Metroplan, Claritas, Inc.; U.S. Census, and Ricker+Cunningham.

DEMAND FOR RESIDENTIAL UNITS

Residential Demand Analysis (Ownership) Maumelle Trade Area (Pulaski County)

Annual Household Income Range	Approximate Home Price Range	Trade Area For-Sale Demand (Incomes \$15K+)	Estimated % Single Family Detached	Single Family Detached Demand	Estimated % Townhome/Condo	Townhome/Condo Demand
\$15-25K	\$75 to \$100K	226	65%	147	35%	79
\$25-35K	\$100 to \$150K	369	65%	240	35%	129
\$35-50K	\$150 to \$200K	867	65%	564	35%	303
\$50-75K	\$200 to \$250K	1,539	65%	1,001	35%	539
\$75-100K	\$250 to \$350K	1,134	65%	737	35%	397
\$100-150K	\$350 to \$500K	1,072	65%	697	35%	375
\$150K and up	\$500K and up	780	65%	507	35%	273
Totals		5,988	65%	3,892	35%	2,096

Note: Assumes Townhome/Condo development stabilizes at 35% of all ownership demand

Residential Demand Analysis (Rental) Maumelle Trade Area (Pulaski County)

Annual Household Income Range	Approximate Rent Range	Trade Area Rental Demand (Incomes \$15K+)
\$15-25K	\$375 - \$625	903
\$25-35K	\$625 - \$875	862
\$35-50K	\$875 - \$1,000	467
\$50-75K	\$1,000+	513
\$75-100K	\$1,000+	200
\$100-150K	\$1,000+	56
\$150K and up	\$1,000+	41
Totals		3,043

DEMAND FOR RETAIL SPACE

Retail Demand Analysis Maumelle Trade Area (City of)

Retail Category	Estimated 2012 Household Retail Demand	Estimated 2012 Retail Sales (Supply)	Estimated 2012 Retail Void (Leakage)	Estimated Retail Sales/s.f.	New Retail Space Needed to Recapture Void/Leakage	Annual Household Growth Rate (2012-2022)	Net New Household Retail Demand	New Retail Space Needed for Household Growth	Total 10-Year New Trade Area Retail Demand (s.f.)
Furniture & Home Furnishings	\$6,661,235	\$4,082,939	\$2,578,296	\$200	12,891	0.6%	\$410,640	2,053	14,945
Electronics & Appliance	\$6,956,782	\$6,084,837	\$871,945	\$250	3,488	0.6%	\$428,859	1,715	5,203
Bldg Materials, Garden Equipment	\$29,338,888	\$7,850,804	\$21,488,084	\$300	71,627	0.6%	\$1,808,631	6,029	77,656
Food & Beverage (Grocery)	\$34,948,845	\$32,637,054	\$2,311,791	\$375	6,165	0.6%	\$2,154,463	5,745	11,910
Health & Personal Care	\$17,245,137	\$15,523,255	\$1,721,882	\$350	4,920	0.6%	\$1,063,097	3,037	7,957
Clothing and Accessories	\$14,744,512	\$1,979,723	\$12,764,789	\$225	56,732	0.6%	\$908,943	4,040	60,772
Sporting Goods,Hobby, Book, Music	\$6,504,853	\$3,975,838	\$2,529,015	\$225	11,240	0.6%	\$400,999	1,782	13,022
General Merchandise	\$38,956,293	\$15,061,321	\$23,894,972	\$300	79,650	0.6%	\$2,401,507	8,005	87,655
Miscellaneous Stores	\$8,023,968	\$2,302,251	\$5,721,717	\$200	28,609	0.6%	\$494,647	2,473	31,082
Foodservice & Drinking Places	\$29,386,267	\$26,489,140	\$2,897,127	\$350	8,278	0.6%	\$1,811,552	5,176	13,453
Total	\$192,766,780	\$115,987,162	\$76,779,618		283,599		\$11,883,338	40,056	323,655

Source: Metroplan; Claritas, Inc.; Urban Land Institute; and Ricker+Cunningham.

DEMAND FOR EMPLOYMENT SPACE

Office / Industrial Demand Analysis Maumelle Trade Area (Pulaski County)

Industry Category	Estimated 2012 Employees	Estimated Growth Rate 2012-2022	Estimated 2022 Employees	Net New Employees	Estimated % in Office/Industrial Space	Estimated 2022 Office/Industrial Employees	Sq Ft per Employee	Estimated 2022 Office/Industrial Demand
Natural Resources, Mining and Construction	9,230	0.7%	9,897	667	80%	533	300	160,041
Manufacturing	12,946	0.7%	13,881	935	85%	795	300	238,503
Wholesale Trade	12,694	0.7%	13,611	917	90%	825	300	247,617
Retail Trade	25,923	0.7%	27,796	1,873	20%	375	300	112,371
Transportation, Warehousing and Utilities	9,869	0.7%	10,582	713	90%	642	300	192,511
Information	6,460	0.7%	6,927	467	80%	373	300	112,011
Financial Activities	15,975	0.7%	17,129	1,154	80%	923	300	276,994
Professional and Business Services	34,069	0.7%	36,530	2,461	80%	1,969	300	590,729
Education and Health Services	38,006	0.7%	40,752	2,746	60%	1,647	300	494,245
Leisure and Hospitality	20,634	0.7%	22,125	1,491	15%	224	300	67,083
Other Services	7,236	0.7%	7,759	523	50%	261	300	78,417
Government	44,333	0.7%	47,536	3,203	80%	2,562	300	768,699
Totals	237,375	0.7%	254,525	17,150	65%	11,131	300	3,339,220

Source: Arkansas Department of Workforce Services; U.S. Census; and Ricker+Cunningham.

RESIDENTIAL TRENDS

Demographic and psychographic trends that should impact the builder market ...

- Doing more with less (smaller home, more upgrades)
- Energy efficiency becoming a cost of entry ... linked to \$ now more than to “green” beliefs
- American dream revisited (maybe renting not so bad)
- Urbanity in the suburbs (not just walkable new urbanist design, but active programming of space to encourage activity lifestyle)
- “Common ground” (related to above) – beefed up shared amenities like parks / trails / open space as increasingly palatable alternative to large yards
- Creating community (efforts to build connections / sense of belonging among residents – can even begin before
- Downsizing trend is an illusion -- masking desire for lower maintenance / single level living
- On-line savvy buyers and renters (marketing outreach needs useful toolboxes and content)

RETAIL TRENDS

Less is more ...

- Ethnic Retailing
- “Main Street” in the Suburbs
- Non-store – Click and Mortar (smart phones)
- Store Formats and Center Types
 - ❖ Smaller is Better (fewer in-store choices)
 - ❖ Convenience
 - ❖ Multi-Branding / Cross-Branding
 - ❖ Health and Wellness Connections
 - ❖ Reuse of Second (Third) Generation Space
 - ❖ Experience (show rooms)
 - ❖ “People, planet and profit” (Forest City)

WORKFORCE TRENDS

Factors which will influence the pace of metro area growth ...

Positive Factors

- High % of the workforce with advanced degrees (masters and above) (17.7% Maumelle)
- High racial / ethnic diversity of the population (42% African American, 7% Hispanic, 2% Asian)

Negative Factors

- High marginal income tax rate (7.0%, only 12 states with a higher rate)
- High percent of employment in manufacturing (5.5% in Pulaski County)
- Large population (386,260 Pulaski County, 47th largest combined statistical area)
- High per capita income (PCI) (\$16,904 State of Arkansas in 2000, 48th richest state)
- Large percentage of owner-occupied housing (77.2% – 3.57% for zip codes 72210 and 72201, respectively)

WORKFORCE TRENDS

Workforce trends that will impact the workplace ... demographic and social ...

- Large numbers of Baby Boomers (born 1945 – 1964) leaving the workforce at around the same time.
- A global shortage of skilled workers.
- Increase in chronic health conditions such as diabetes and heart conditions among employees.
- Growth in the number of employees with caring responsibilities (elder care, child care, both elder care and child care at the same time).
- Employee backlash against rising benefits costs.
- Increased employee demand for work / life balance.
- An increase in proportion of older workers in the workforce.
- Increased concerns about safety and security in the workplace.
- Growth in the number of employees for whom English is a second language.
- Rise in the number of employees with untreated physical and mental health conditions.

WORKFORCE TRENDS

Workplace implications ...

- Anticipate mobile work styles and leverage mobility
- Plan for multiple generations at work
- Give people “environmental control”
- Design the workplace as a resource not a destination
- Incorporate sustainability into the workplace
- Provide healthy work spaces

UNDERSTANDING FISCAL IMPACTS



WHY DO A FISCAL IMPACT ANALYSIS

- Ensure that Land Use Decisions Consider City's Future Fiscal Health or "Balance"
- Stakeholders Know Fiscal Implications of Land Use Decisions
- Understand Relationship Between Revenue Generation and Service Costs

FISCAL IMPLICATIONS TO CONSIDER

1. Land Use Mix

- Balance Between Residential and Nonresidential Development
- Development Timing and Absorption of Uses (Relates to Market Factors)
- Location and Direction of Development
- Efficiency of Infrastructure to Support Development

FISCAL IMPLICATIONS TO CONSIDER

2. Revenue Generation

- Sales Tax-Driven Fiscal Environment (Retail Is Critical)
- Property Tax (Higher Value for Nonresidential Space)
- Local Support for Retail (Residential Density)

FISCAL IMPLICATIONS TO CONSIDER

3. Service Provision Impacts

- Retail Impacts (Traffic/Transportation, Public Safety)
- Office/Industrial (Traffic/Transportation, Public Safety)
- Residential (Community Facilities, Public Maintenance)

FISCAL IMPLICATIONS TO CONSIDER

4. Fiscal Equation

- Balance Revenue Generators (Nonresidential) with Service Users (Residential)
- Residential Generally Accounts for Less than Half of Revenues and More than Half of Costs
- Nonresidential Generally Accounts for More than Half of Revenues and Less than Half of Costs

FISCAL ANALYSIS SCENARIOS

1. Scenario #1: Grow Per Existing Zoning
 - Focus on lower-density residential
 - Support commercial and employment uses
 - “Bedroom Community” model
2. Scenario #2: Natural Amenities (Targeted Growth)
 - Slightly higher residential density
 - More balanced commercial and employment uses
 - “Suburban” model
3. Scenario #3: Village Centers
 - Focus on higher density, clustered mix of land uses
 - Balance of residential and nonresidential uses
 - “Live-Work” model

**Scenarios #2
and #3 include
County Planning
Areas**

FISCAL ANALYSIS METHODOLOGY

- Estimate future expected fiscal revenues and expenditures based on current budget (2012)
- Evaluation of operating revenues and expenditures – does not consider capital expenditures
- Growth scenarios based on current and future market conditions (absorption of land uses over time)
- **Relationship** between scenarios is more important than actual figures

FISCAL ANALYSIS SUMMARY

Indicator	Total @ Build-Out		
	Scenario #1: Grow Per Existing Zoning	Scenario #2: Natural Amenities	Scenario #3: Village Centers
Estimated Development In Place Sq Ft/Units:			
Residential (Units)	6,990	10,850	18,530
Retail (SF)	2,200,000	6,300,000	9,000,000
Office/Industrial (SF)	6,600,000	12,700,000	11,200,000
Estimated Annual Revenues by Type:			
Property Tax	\$361,191	\$674,175	\$1,014,179
Sales Tax	\$4,598,000	\$13,167,000	\$21,161,250
Other Revenues*	\$5,996,866	\$11,336,698	\$14,568,473
Total New Annual Revenues to City:	\$10,956,058	\$25,177,873	\$36,743,902
Estimated General Fund Expenditures by Department:			
General Government/Administration	\$2,243,279	\$3,884,482	\$5,627,277
Public Safety	\$5,303,216	\$9,183,096	\$13,303,145
Community Development	\$633,551	\$1,097,062	\$1,589,265
Parks and Recreation	\$1,800,580	\$3,117,900	\$4,516,763
Public Works	\$733,629	\$1,270,358	\$1,840,312
Streets and Sanitation	\$2,267,778	\$3,926,905	\$5,688,734
Total New Annual Service Costs to City:	\$12,982,032	\$22,479,804	\$32,565,496
Total Net Annual City Surplus (Deficit):	(\$2,025,975)	\$2,698,069	\$4,178,407
% Net Annual City Surplus (Deficit):	-18%	11%	11%

* Includes Franchise Fees, Licenses and Permits, Charges for Services, Fines and Misc. Revenues.

Source: City of Maumelle; Crafton Tull Sparks; and Ricker | Cunningham.

FISCAL ANALYSIS SUMMARY

- Scenario #1 (“Do Nothing”) Results in Operating Deficit for City, Primarily Due to Focus on Lower-Density Residential Uses (= higher service costs)
- Scenario #2 Responds Better to Market Forces – More Balanced Mix of Housing and Commercial Uses
- Scenario #3 Also Responds Better to Market Forces – Shows that Higher Density Uses Can Result in Higher Cost/Value Relationship

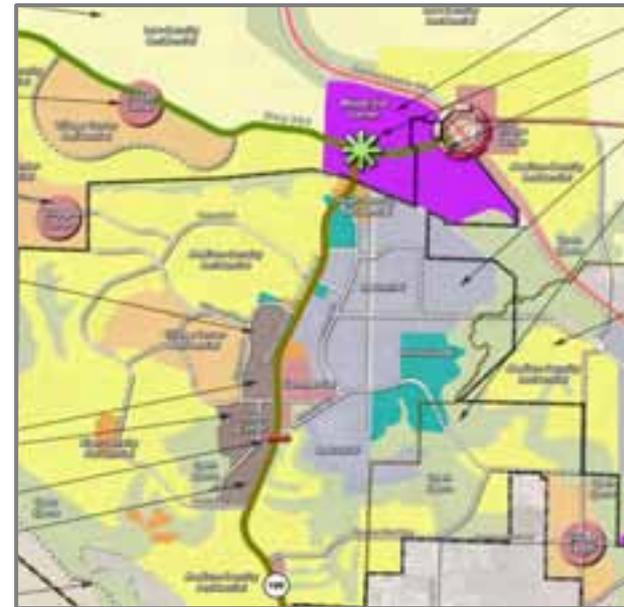
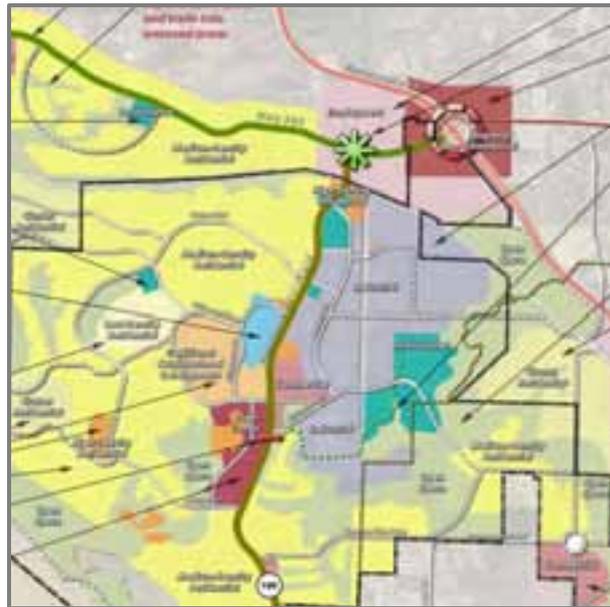
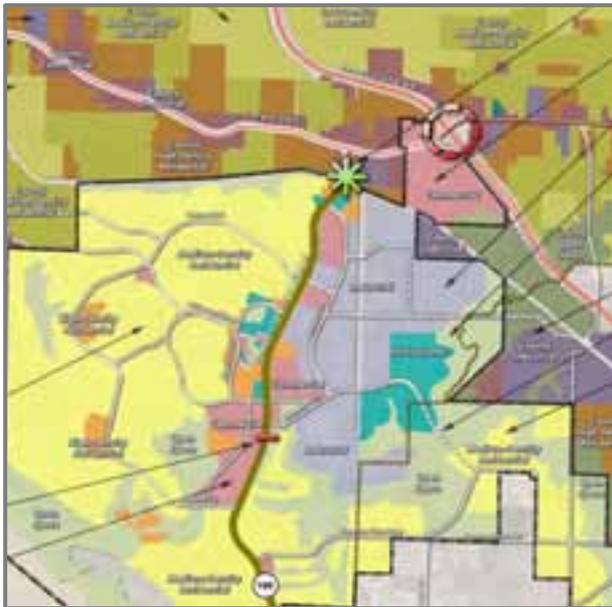
Fiscal Impact “Take-Away”:

Strategic Integration of High-Value Land Uses + Balanced Mix of Revenue Generators and Cost Producers = Fiscal Health

Maumelle Forward:

Forward Thinking, Forward Vision, Forward Progress

Community Meeting 3



September 6, 2012