Community Initiated Development

Casey Woods
Emporia Main Street
Emporia, Kansas
Community Initiated Development is an asset based implementation plan designed to enhance current appropriate architecture, supplement an area with additional development and create great spaces that enhance density and provide an environment in which sustainable growth can occur.
CID- What isn’t it?

- A bunch of old rich white men sitting in a smoke filled room deciding what your community should look like via a secret meeting.

- An unrealistic thought exercise that will inevitably take its place on the dusty bookshelf of plans that never came to fruition.
Current State

- Water and Sewer Systems
- Electric Grid
- Roads, sidewalks & other transport
- Building Conditions
- Vacancy Rates (upper & lower stories)
- Occupancy Types
- White Elephants
Existing Assets

- Large employers
- Government Centers
- Colleges/Schools
- Anchor Businesses (caution)
- Recreational facilities
- Entertainment venues
- Density
Collect Data to Keep the Process “Real”

- DOT Traffic Studies
- Capture Surveys
- Esri data
- Target surveys
- Determine actual market capacity
- Identify lead assets and niches
- Focus on sustainability
- What do the “doers” want to do?
Identify Help for Implementation

- Architects
- Engineers
- Contractors
- Government Agencies
- Economic Development Organizations *
- Real Estate Companies
- Bankers
Create Ownership of the Project

- The community is the ultimate owner
- Utilize Media
- Social Organizations
- Electronic Media Responses
- Geographic Targeting
- Craft Simple Messages
- Use Attractive Graphics
- Balance Data and Emotion
Speaking the Development Language

- Covering “The Nut”
- Abatements vs. Rebates
- Master Developer Agreements
- Speculative vs. Non-Speculative
- Convertible Equity
- ADA
- Per square foot rent rate
- Debt Service
I- Public Data Collection

- Find Electronic and paper survey formats
- Charrette
- Diverse Community Conversations
- Public Outreach
- This portion never stops
- Remember- CID is about CHANGE
- Highlight ALL “wins”
- Quarterly Reporting/After Event Reporting
- “Did you know” responses
I- Support (not control) of the Process

- Be prepared to hear some things you might not like
- Create systems that encourage input, but don’t control input (within reason)
- Educate on topics like market and costs
- The goal is projects completed, not study participation
- People get the right to gripe if they take the responsibility to actually do something

**EXISTING MARKET GAPS**

<table>
<thead>
<tr>
<th>Top 15 Categories</th>
<th>Total Potential</th>
</tr>
</thead>
<tbody>
<tr>
<td>Automotive Dealers</td>
<td>$12,804,005</td>
</tr>
<tr>
<td>Building Material and Supply Dealers</td>
<td>$5,606,295</td>
</tr>
<tr>
<td>Full Service Restaurants</td>
<td>$5,038,148</td>
</tr>
<tr>
<td>Other Motor Vehicle Dealers</td>
<td>$3,635,460</td>
</tr>
<tr>
<td>Electronics and Appliance Stores</td>
<td>$3,103,323</td>
</tr>
<tr>
<td>Clothing Stores (New)</td>
<td>$2,951,936</td>
</tr>
<tr>
<td>Limited Service Eating Places</td>
<td>$2,832,962</td>
</tr>
<tr>
<td>Other Miscellaneous Store Retailers</td>
<td>$1,282,902</td>
</tr>
<tr>
<td>Drinking Places- Alcoholic Beverages</td>
<td>$943,303</td>
</tr>
<tr>
<td>Book, Periodical &amp; Music Stores</td>
<td>$839,083</td>
</tr>
<tr>
<td>Sporting Goods, Hobby, Musical Instruments</td>
<td>$730,633</td>
</tr>
<tr>
<td>Home Furnishing Stores</td>
<td>$682,810</td>
</tr>
<tr>
<td>Jewelry, Luggage &amp; Leather Goods</td>
<td>$352,519</td>
</tr>
<tr>
<td>Shoe Stores</td>
<td>$336,378</td>
</tr>
<tr>
<td>Office Supplies, Stationary &amp; Gift Stores</td>
<td>$216,785</td>
</tr>
</tbody>
</table>

**EMPIRIA STATE UNIVERSITY AND EMPIRIA HIGH SCHOOL SURVEY HIGHLIGHTS**

<table>
<thead>
<tr>
<th>ESU Most Requested Businesses</th>
<th>Response Ratio</th>
</tr>
</thead>
<tbody>
<tr>
<td>Retail - Clothing</td>
<td>70%</td>
</tr>
<tr>
<td>Retail - Entertainment/Games</td>
<td>50%</td>
</tr>
</tbody>
</table>

"I am unable to quit as I am currently too legit."

- Hammerinthian 19:91
II- Design Guidelines

- Uniform Set Backs
- Materials
- Height
- Preservation Minded
- Encourage outdoor usage
- Designed for pedestrians
- Safety through usage
II- Importance of interconnectivity

- Bikes, pedestrians and vehicles should intersect with your core, not bypass it
- How do people move through your area?
- Think beyond single use per trip
- What would make you "hang out"?
- Stay away from "purpose built"
- Pedestrian "stop signs"
II- Aesthetics

- Make your core look like it is valued
- Look “up”
- Windows should be windows…
- Bent, broken and missing…
- Think “long lasting”
- Community ownership
- Community investment usually follows elbow grease
II- Historic

- Dispelling myths and rumors
- Embracing architecture
- Merging tech and emotion
- Making the economic case
- “Better than what we had” isn’t good enough
- But… Not everything is historic
  - Flexibility is key
- Creating an integrated fabric - not a fake “theme”
II- Area Adoption

- We can put whatever on paper, but without buy in, who cares?
- Identify those that implement
- Educate those that can profit
- Recruit conduits
- Differentiate your action planning from the other thousand studies collecting dust
III- What is your actual market?

\[ B = \frac{D_{ij}}{1 + \sqrt{\frac{P_i \times C_i}{P_j \times C_j}}} \] (1)
III- Housing Studies

- Density
- Rent Rates
- Current Housing Stock
- Optimum reuse (low hanging fruit)
- What do you lack (stratification)
- Mixed use infill
- Behavioral changes in market- driving
III- Infrastructure Upgrades

- Infrastructure deficiencies can limit the types of development achievable
- Water
- Sanitary Sewer
- Drainage Systems
- Alley’s & Sidewalks
- Power
- Parking
III- Future Anchors

- The first question of economic development: “What would be awesome right next to you?”
- Enhancements to existing anchors
- Density of like businesses within a sub-district
- Planned pathways
- The rule of four
- Maintain fabric-interconnection
III- Integration

• Adaptively reusable
• Recruit and market to same use or shared demographics/psychographics
• No “starchitects”
• Opportunities from changing traffic patterns
• Public amenity creation
• Minor planning adjustments must be made, but stay true to the core
• We are links in a chain- leave things in a better place for the next director
III-b- Incentives

- What is available in your core?
- What actually works?
- What is ONLY available in the core?
- Investment thresholds
- Beyond monetary (time, expertise)
- You can’t lead with incentives
- Communities can prioritize
III-b- Legislative

- Revitalization areas
- Master Developer Agreements
- Historic District formation
- Chronically Vacant Property Ordinances
- Property Tax Collections
- Modified Egress Agreements
- Horizontal Lot Lines (with covenants)
- Eminent Domain
III-b- Logistical Support

- Developments can take a lot of staff time
- Code/zoning familiarity
- Code Teams
- Pre-negotiated processes
- Data in a handy format
- Anchors prepared to sit with a prospect
- Site selection tours with infrastructure experts
III-b- Entrepreneurial Capacity

- “Like” business styles generally work in concert with one another
- Most cores need entrepreneurs (and most entrepreneurs need cores)
- Educational Support
- Logistical Support
- Finance
- Market knowledge
III-b- Pretty Pictures

- Most of us are visual advocates
- Elevations of concepts in their proposed environment
- Pre-Vetting projects publicly
- Prevents some of the “good ol’ boy” accusations
- Detailed concepts help eliminate substandard development before it starts
IV- Business Investment Guide

IV- CID Document

COMMUNITY INITIATED DEVELOPMENT
DRAFT PHASE 3 PLAN

February 2014

1102 Commercial Street
Proposed Mixed-Use Development

Total SF = 30,000 SF
1 FLOOR - Commercial/ Retail
2 FLOOR - Student Housing
3 FLOOR - Student Housing
PARKING - 61 parking spots
Cost:
+/- $ 3.5 million
+/- $ 15,000 monthly debt

Emporia Downtown, Kansas

Existing Conditions

Proposed Mixed-Use Development

KDOT Project Number 106 P-0768-13

Prepared for:
City of Emporia, Kansas
Emporia Main Street
Kansas Department of Transportation
Kansas Department of Commerce

Key Map

IV- Defining Success

- Establish Metrics
  - Primary
  - Secondary
- Distinguish Development Types
- Define Timeline Goals
- Prioritize Catalysts
- Gauge Support

Change is inevitable. Growth is optional.
IV- Establish Metrics

- Permit Dollars
- Buildings Sold
- Net Businesses Created
- Net Jobs Created
- Businesses moving into/out of the core
- Housing Units Created
- Traffic & Sales
- Secondary ethereal metrics
IV- Prioritize Catalysts

- Housing “40%” rule
- Destination Properties
- Unique Amenities
- “Feeder” Projects
- Eyesore Elimination
- Asset Coupling
- Cool factor
- BUT, they have to make money! Projects stop when projects fail…
A mixed use building containing senior living in upper stories, the Broadview’s historic renovation was completed in 2012. The renovation utilized historic tax credits, senior living tax credits, demolished an adjacent dilapidated property, and contains a popular first floor restaurant. The Broadview project was the first development to utilize incentives associated with the formation of the Emporia Downtown Historic District.
Granada Plaza and Lofts

This three story mixed use development acquired its name from our renovated historic Granada Theatre and was inspired by CID Phase I findings.

The project was completed in 2009, and contains 11 apartments, a restaurant and two service businesses.
Kellogg Plaza and Lofts

This three story mixed use development is one block from our downtown adjacent University. It replaced a dilapidated residence in a commercially zoned area and was inspired by CID Phase II.

The Kellogg was completed in 2012 and contains 12 apartments and three commercial first floor spaces. The development helped up solidify a “Black & Gold Zone” concept.
Moon Title and Escrow represents the conversion of a “non-contributing” building in a historic district to a “contributor”. The multi-use work space utilized zero interest revolving loans, evoked the NRA and absorbed historic tax credits as part of their renovation finance. Business has increased and employee morale has improved in the renovated facility.
Local businesses, contractors and architects are adopting design standards with encouragement from the city.
The Chelsea will add 49 residential units in a “U” shaped building with first floor commercial. Increased residents will boost area business & the parking addition will solve a tricky infrastructure issue.

CID Phase III identified the market capacity for housing & commercial space.
In Development

- The Herford building was once a car dealership that went through an unfortunate transition to a Dollar Store. A new conversion will create full usage of the building as a call center with three lower level retail bays.

- The Bourbon Cowboy is a historic rehab project that utilizes a former JC Penny building as an entertainment venue within walking distance from Emporia State University.

- The 714-718 Commercial Building is another former car dealership in the process of historic rehabilitation. The upper story will become loft apartments, while the lower story will become an open floor format with retail and service options working in concert.
The Breckenridge Hotel & Convention Center is an abandoned former High School on the west edge of the downtown being converted into an 87 room hotel and 500 person convention center scheduled to open in 2017.
Questions?