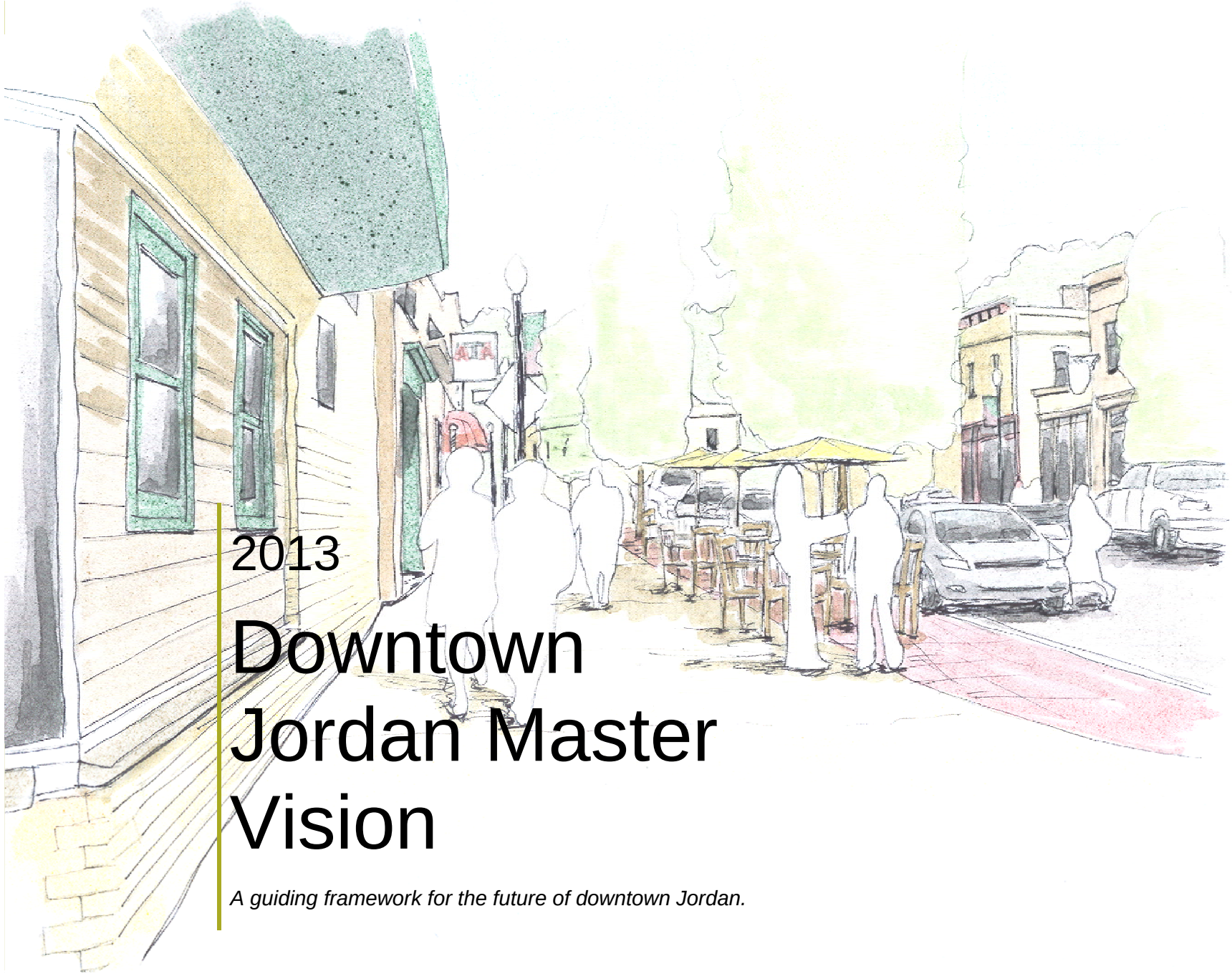

2013

Downtown Jordan Master Vision

A guiding framework for the future of downtown Jordan.

Acknowledgements

The Vierbicher team would like to acknowledge the time and effort contributed to the development of this Vision by the citizens and businesses of Jordan. The amount of thoughtful input and insights on the local community was invaluable in drafting this document. Special thanks to the numerous individuals who participated in the public open house events, and who made time to be interviewed or attend focus group activities. The members of the subcommittee were especially dedicated to the project and will be instrumental in ensuring its success. These individuals include:

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Vision Adopted by the Jordan City Council on

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Plan Created by Vierbicher and Associates © 2013

vierbicher
planners | engineers | advisors

Table of Contents

Executive Summary **Pg. 1**

Project History and Background **Pg. 5**

Overview of Process and Stakeholder Input **Pg. 7**

Chapter 1: Existing Market Assessment **Pg. 9**
Downtown Location and Context
Existing Business Mix and Storefront Utilization
Population and Demographic Trends
Workforce, Visitors and Commuting Population
Retail Market Analysis

Chapter 2: Land Use, Urban Form and Streetscape **Pg. 20**
Land Use and Zoning
Urban Form and Circulation
Streetscape and Aesthetics
Brownfield Inventory
Infrastructure
Historic Structures

Chapter 3: Downtown Vision **Pg. 34**
Downtown Master Vision
Preservation, Enhancement and Redevelopment

Chapter 4: Strategic Recommendations **Pg. 45**
Land Use and Urban Design
Programming, Business Support and Recruitment
Organization and Marketing
Rehabilitation and Redevelopment

Chapter 5: Implementation Plan **Pg. 57**

Appendix **Pg. 62**
Retail Spending Analysis
Results of Public Workshop No. 1
Community Survey Results
Results of Public Workshop No. 2
Sample Development Pro Formas

Maps
1.0 Planning Area Pg. 6
1.1 Average Annual Daily Traffic Counts Pg. 9
1.2 Regional Context Pg. 10
1.3 Downtown Landmarks Pg. 11
1.4 Jordan Primary and Secondary Trade Area Pg. 17

2.0 Existing Land Use Pg. 20
2.1 Existing Zoning Pg. 22
2.2 Urban Form Assessment Pg. 25
2.3 Recorded Environmental Contamination Pg. 30
2.4 Floodplain Pg. 31

3.0 Downtown Master Vision Pg. 35
3.1 Redevelopment Sites Pg. 39

Executive Summary

The Downtown Jordan Master Vision represents the next stage of the City's ongoing effort to revitalize downtown Jordan. Previous initiatives to develop design guidelines, support historic preservation and address parking challenges in downtown have created a framework for implementation of this larger downtown master vision. This vision seeks to guide future redevelopment activity, promote economic and business growth in the downtown and identify specific financial, regulatory and programmatic tools that will achieve the vision of a vibrant and dynamic downtown district in the heart of Jordan.

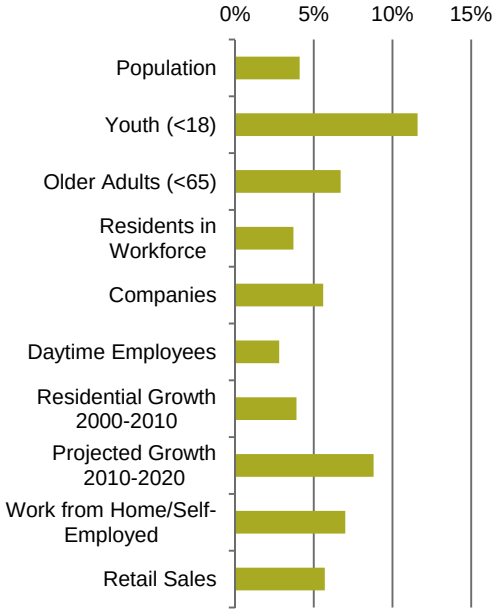
This Vision was created using a three phase approach that included economic and market analysis, assessment of land use, urban form and streetscape characteristics, and extensive public outreach. Information and results from each of these phases are incorporated into a series of phased recommendations for Jordan that help increase its competitive position and create a supportive environment for private investment.

Market Analysis

Jordan's local economy can be summarized by comparing the City's market share of various economic indicators to Scott County. This analysis is shown in the chart to the right, and illustrates areas of competitive advantage for the community. For example, Jordan's 5,700 residents represent 4.3 percent of Scott County's population, but also contain 6.7 percent of the County's older adult population and 11.6 percent of the youth population. This concentration of youth and families coupled with sustained population growth makes the market attractive to retailers, while the presence of numerous small businesses and self-employed residents highlights a potential untapped opportunity for professional business growth in the community. In fact, the only area where Jordan does not outperform the County is in terms of daytime employment. The City's 1,600 local workers is 500 jobs shy of the number required to provide a proportional share of the County's employment base. As Scott County works to improve workforce retention, Jordan can benefit by providing a desirable work environment for professional sector employers.

The combination of desirable demographics coupled with a large daytime commuter population poses a short term challenge for retailers by limiting the available customer base during traditional operating hours. However, Jordan also has many retail clusters which are already successful in attracting customers from outside of the trade area, including grocery, specialty food, floral and home goods. Jordan also has the potential to recruit certain business types that are currently underrepresented in the community, including full service restaurants or health and beauty.

Jordan Share of County Market (key economic indicators)



Sources: 2011 American Community Survey, 2010 Economic Census, 2012 Bureau of Labor Statistics, Jordan Comprehensive Plan, Metropolitan Council

Land Use, Urban Form and Streetscape

Downtown Jordan incorporates roughly a 10-block area in the center of the community. This area includes two highway corridors (21 and 282), which provide significant visibility for downtown businesses but also limits pedestrian activity, especially on Broadway Street. The study area also includes Sand Creek and the Union Pacific rail line, which

create barriers to pedestrian and vehicle movement in the corridor.

The presence of many local civic and business destinations provides significant daytime and weekend traffic, including local residents and out of town visitors seeking licenses and permits at City Hall or attending events at the Mini Met stadium. Although nearly all of these visitors pass through downtown, they do not always perceive it as a destination, and the lack of public spaces or parking lots reinforces this perception. Providing dedicated public areas and signage directing visitors to these spaces can encourage visitors to extend their visit to downtown.

Improving the pedestrian quality of secondary streets connecting parking, public spaces and retail destinations will also significantly improve the perception of downtown as a retail environment. Adding greenery and visual interest to key corridors improves the aesthetics of downtown and can also accommodate expanded retail options, such as patio seating or sidewalk display areas.

Current downtown land use includes a mix of commercial and mixed-use buildings, with a few single or multi-family homes. A handful of industrial structures remain in downtown, which present opportunities for future redevelopment to more compatible uses, especially multi-family residential uses, for which there is strong local demand.

Downtown Vision

The vision set forth in this document is intended to provide the framework for a long-range vision to transform downtown into an active retail and commercial center for the community. By taking advantage of infill and redevelopment opportunities presented in the vision, downtown Jordan would have the opportunity to introduce up to 120,000 square feet of commercial space and 245 residential units over the next 20 years.

The defining characteristics of this vision include the transformation of Water Street into a pedestrian-oriented corridor, and the creation of a central civic space on 1st Street which is suitable for events and public gatherings.

Water Street, which includes many of the City's well-restored historic structures, has the potential to become an attractive historic downtown district. By expanding the street terrace area and adding pedestrian amenities, businesses will be able to take advantage of potential sidewalk cafes and merchandising areas.

On 1st Street, relocation or reconstruction of the City Hall facility creates the opportunity for more intensive land use in the center of downtown. Coupled with infill development and/or redevelopment of structures along 2nd Street and East of Rice Street, several new mixed-use projects could be accommodated with minimal property acquisition. These projects present opportunities to add market-supported uses to downtown, including additional multi-family units and modern commercial spaces with the potential for dedicated parking in adjacent public lots. The addition of residential units downtown both strengthens the local customer base and also creates additional activity downtown during evenings and weekends.

The future vision incorporates a central park area along 1st Street, flanked by these new developments. This central area will create a 'backyard' for

Preferred images illustrating the future vision for downtown Jordan.

downtown, providing an event and gathering space located away from major transportation corridors but connected to other areas of downtown by a series of landscaped walkways, eventually connecting to a pedestrian path extending along the south side of Sand Creek.

Recommendations

In order to achieve the community's vision for downtown, the City, along with its civic partners and business citizens, will need to undertake a range of activities. These recommendations can be generally grouped into the categories of:

- Land Use and Urban Design
- Streetscape and Aesthetics
- Organization and Marketing
- Programming, Business Support and Recruitment
- Rehabilitation and Redevelopment

Some initiatives are able to be implemented immediately to sustain momentum and interest in downtown, while others will require a long term approach to infrastructure and capital planning.

Significant short term initiatives include the formation of a downtown advisory council to help implement programmatic and business support initiatives for downtown. There are several low-cost marketing tactics that can build awareness of existing downtown businesses, especially if combined with a regularly occurring event designed to bring local audiences downtown on a regular basis. Additionally, Jordan has a positive reputation in the region, but little is known about the market and potential redevelopment opportunities. Targeting developers and businesses who can address identified demand gaps is an effective way to attract investment to the community. New real estate development can also create positive revenue within a Tax Increment District which will in turn support additional downtown projects.

As the City is successful in attracting interest and investment from developers and business, they may want to consider modifying regulations or programs to support desired activities. For instance, rezoning peripheral parcels for higher density residential units to better transition between neighborhoods and the downtown core or reinforce key gateway intersections into downtown. Expanding existing programs such as the façade improvement program to support capital intensive businesses such as restaurants may accelerate targeted development.

Additional projects involving municipal investment will require strategic planning with regard to capital planning and infrastructure projects, and/or to coincide with potential funding cycles. Projects such as the creekside trail could be candidates for partial grant funding, and can be completed without additional property acquisition. Other streetscape improvements should be coordinated with planned utility or other infrastructure projects within the downtown to minimize costs.

In addition to these plans, the City needs to be responsive to market opportunities for future projects. Opportunities to support catalytic projects such as the renovation of the St. John Church or partnering on shared facilities would

strengthen the City's reputation as a business destination. However, any new projects would require initial dialogue to establish priorities and processes that work with private sector timelines to be effective.

Success of this revitalization program requires the support of civic partners, businesses and the community at large. By coordinating efforts and communicating progress, the community will realize greater financial and marketing impact from its activities. Supportive programs such as targeted business loan funds at local banking establishments, hosting of small business training events by the Chamber or joint marketing efforts by local businesses will all strengthen the overall downtown revitalization effort.

Project History and Background

The City of Jordan has benefitted from strong regional growth over the past decade based on Jordan's location less than half an hour from major employment centers in the Minneapolis-Saint Paul metropolitan area. The impact of this growth can be seen at various locations in and around the community, including commercial development at US Highway 169 and Second Street West, industrial expansion in the Timberline Business Park, and new residential subdivisions on the northern and southern edges of the City.

The City has responded to these growth pressures with a number of strategic planning initiatives to help direct new investment and promote high quality development in the community. City initiatives have resulted in updates to various planning documents including the Comprehensive Plan and the Master Parks Plan.

Although new residential development has increased the market size of the community, only minimal redevelopment has occurred in the downtown in response to these changes. Private investment in the downtown over the past decade has primarily included renovations of several historic structures and construction of the Jordan Legal Center.

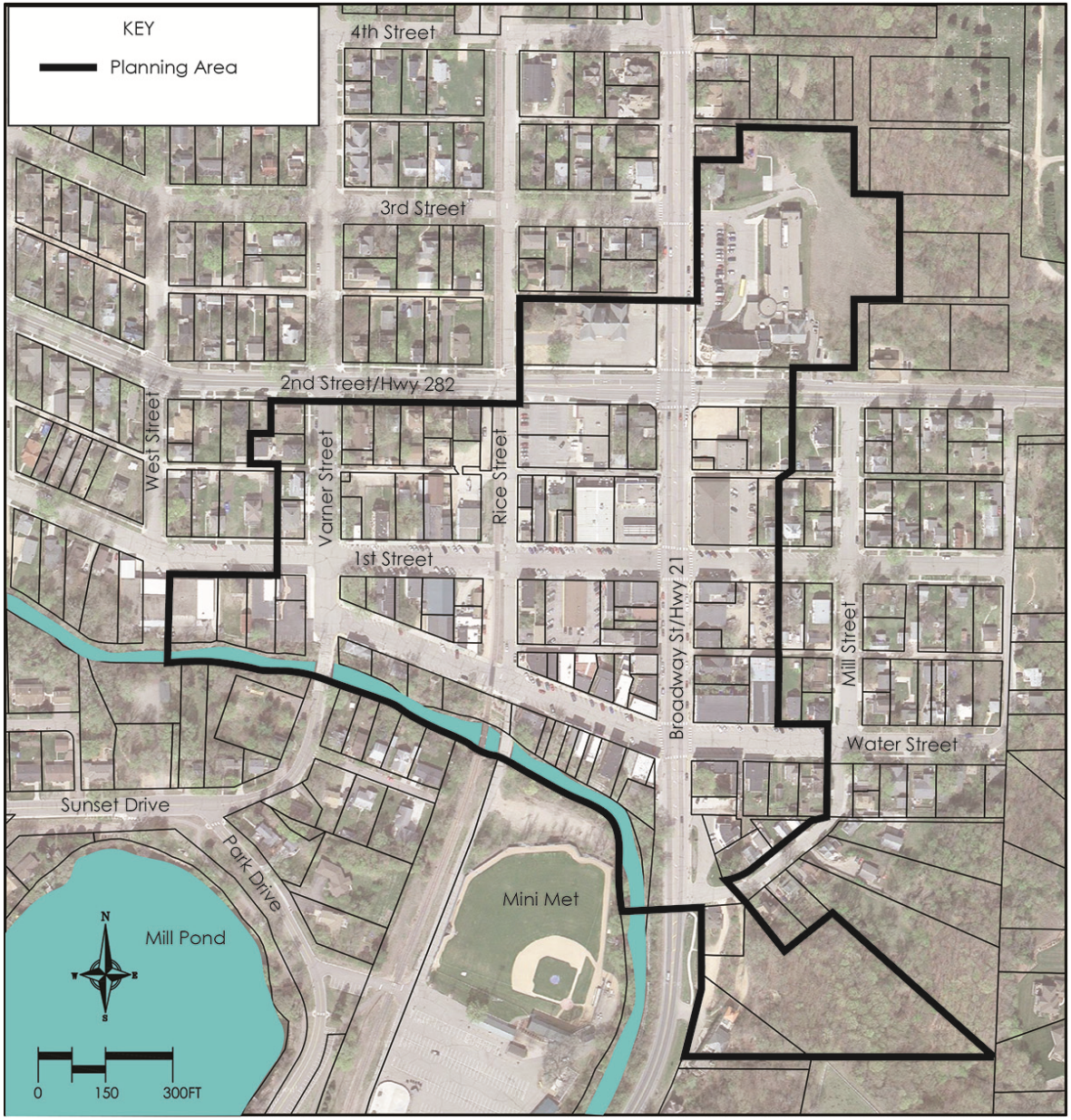
More recent City planning efforts have focused on setting the foundation for investment in the downtown. Projects have included the creation of a historic district and associated design guidelines, the introduction of a façade improvement matching grant program, and the completion and implementation of recommendations associated with a 2012 parking study.

Following the completion of these initial tasks, it was recognized that the downtown revitalization would benefit from a holistic planning process which could incorporate earlier achievements and recommend additional future strategies. The City's Economic Development Authority decided to pursue a Downtown Master Vision in the spring of 2013 to maximize local investment and develop sustainable programs. The goals of this Vision include:

- Define a downtown core to serve as a focus for future planning efforts.
- Identifiy strategies to increase storefront occupancy and encourage private investment in downtown.
- Identify and recommend strategies to attract locally sustainable businesses to downtown Jordan.
- Provide a Master Vision for future redevelopment efforts including potential locations, uses, massing and design of structures and public spaces which will help define downtown Jordan.
- Provide recommendations for public investment in facilities, streetscape, infrastructure improvements and incentives which will help realize the future vision for downtown Jordan.

The planning area for this project is shown on Map 1.0. It encompasses the core commercial area of the downtown, but also includes linkages and secondary sites around the downtown's periphery that are important to defining and characterizing the City's downtown area.

Map 1.0: Planning Area

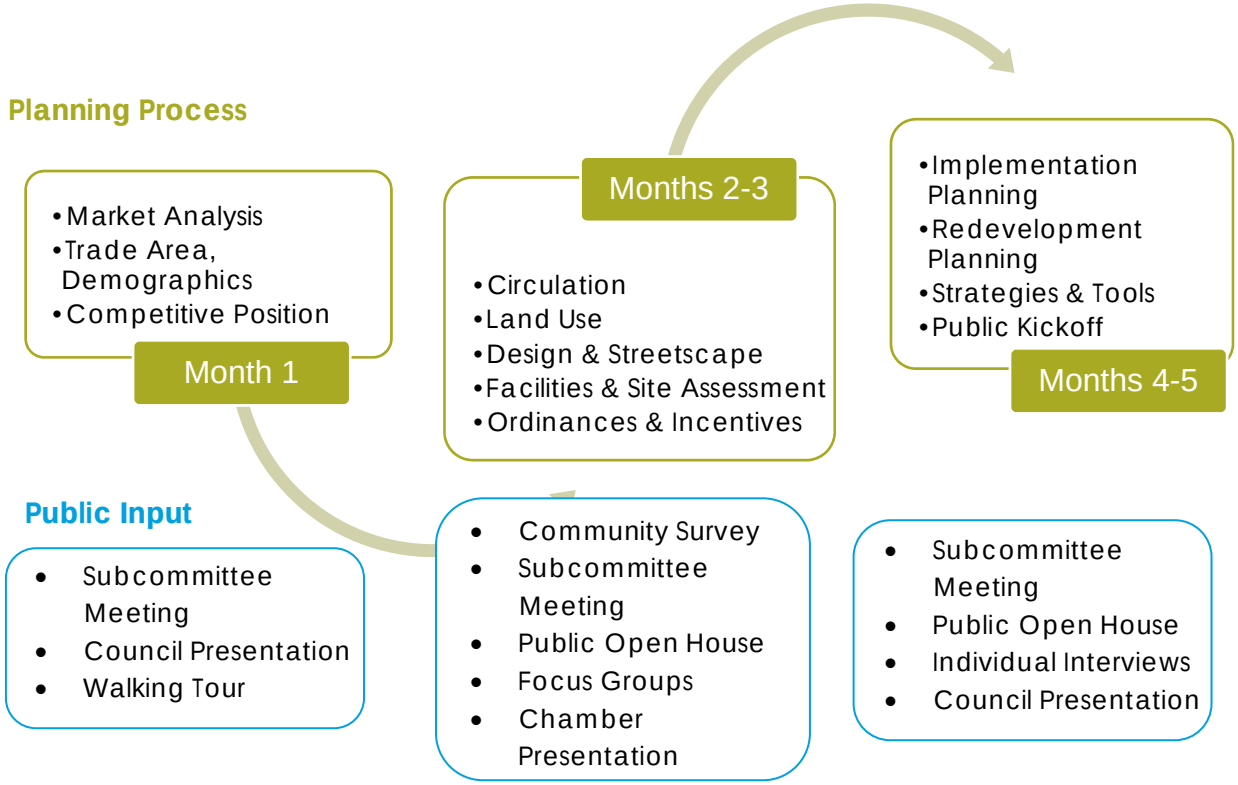


Source: Scott County, City of Jordan, Vierbicher

Overview of Process and Stakeholder Input

This document is the result of a 5-month planning process, which took place during the spring and summer of 2013. The planning process included a variety of opportunities for public input during each phase of the Vision, as illustrated by the graphic below.

The planning process was designed to provide a holistic look at downtown Jordan, incorporating a market analysis, assessments of land use, streetscape and aesthetic elements, and input from businesses, property owners, residents, and the public at large. By incorporating each of these elements, the Vision will provide sustainable and market-based recommendations for public and private sector initiatives, which will be effective in revitalizing downtown as an economic and social hub for the community.



Below is an overview of the primary outreach activities that were conducted as part of the Downtown Master Visioning process between April and September of 2013:

Jordan Downtown Master Vision Subcommittee: A subcommittee was formed comprised of representatives of Economic Development Authority and Planning Commission Members and City Staff. Through a series of monthly meetings, the Subcommittee was charged with facilitating the planning process. They thoroughly reviewed and discussed each element of the process and Vision document as it was developed, coordinated efforts to maintain communications with the community at large, and worked to garner support and attention for the process. Other stakeholders including businesses, property owners, residents and

workers downtown provided feedback through stakeholder interviews at various points in the process.

City of Jordan Oversight: Throughout the planning process, City of Jordan staff met with representatives from the Consultant team and the Subcommittee to discuss issues and opportunities as they arose. City staff also provided much of the technical background information and local knowledge needed to develop portions of the Vision.

Consulting: The City interviewed and hired Vierbicher to facilitate the planning process and develop the Vision document.

Large-Scale Public Workshops: A series of two large-scale public workshops were held throughout the planning process. The intent of these meetings was to gather public input and feedback and ensure that the Vision was consistent with the community vision. The first workshop allowed participants to provide opinions and insight about the existing conditions of the downtown, and recommend ideas for short- and long-term improvements. The second workshop allowed stakeholders to respond to drafted revitalization and redevelopment scenarios that were based on the input provided during the first workshop. Participants were also able to recommend and prioritize implementation strategies. The final draft Vision was presented at a Chamber of Commerce Meeting and City Council meeting to allow stakeholders to review and comment on the Vision prior to document adoption.

Stakeholder Interviews: Early in the process, one-on-one stakeholder interviews were conducted with individuals who represented organizations or primary property interests throughout the downtown. These interviews were conducted by members of the consulting team and were intended to provide insight on the actual or perceived influences of downtown revitalization efforts and ensure that the concerns outlined in the Vision were reflective of actual conditions.

Focus Groups: Focus groups were facilitated by members of the consultant team with members of the community that represented varying interests within the downtown, including downtown property and business owners, real estate and finance professionals, and civic organizations. These groups were identified because they have a substantial interest in the future of the downtown and could provide insight regarding existing issues and opportunities within the planning area.

Public Outreach Initiatives: A number of public outreach initiatives were used to inform the community about upcoming meetings and progress to date. The subcommittee members used posters, handouts, and the City's website to provide as much information as possible to interested community members. City staff provided additional opportunities for education and feedback via displays at community events and a public survey.

Through these various methods and people, the subcommittee and project team compiled substantial input and feedback throughout the duration of the planning process. This input influenced the vision, goals, objectives and recommendations for the Downtown Master Vision and ensured that the final Vision reflects the community vision. A more detailed inventory of the results of the public workshops is included in the Appendix of this document.

Chapter 1: Existing Market Assessment

The first phase of the planning process included an assessment of the local economic, real estate and demographic trends which drive Jordan's local economy. Jordan competes with other local and regional communities for residents and businesses, and will be most successful in implementing strategies which capitalize on existing strengths within the market.

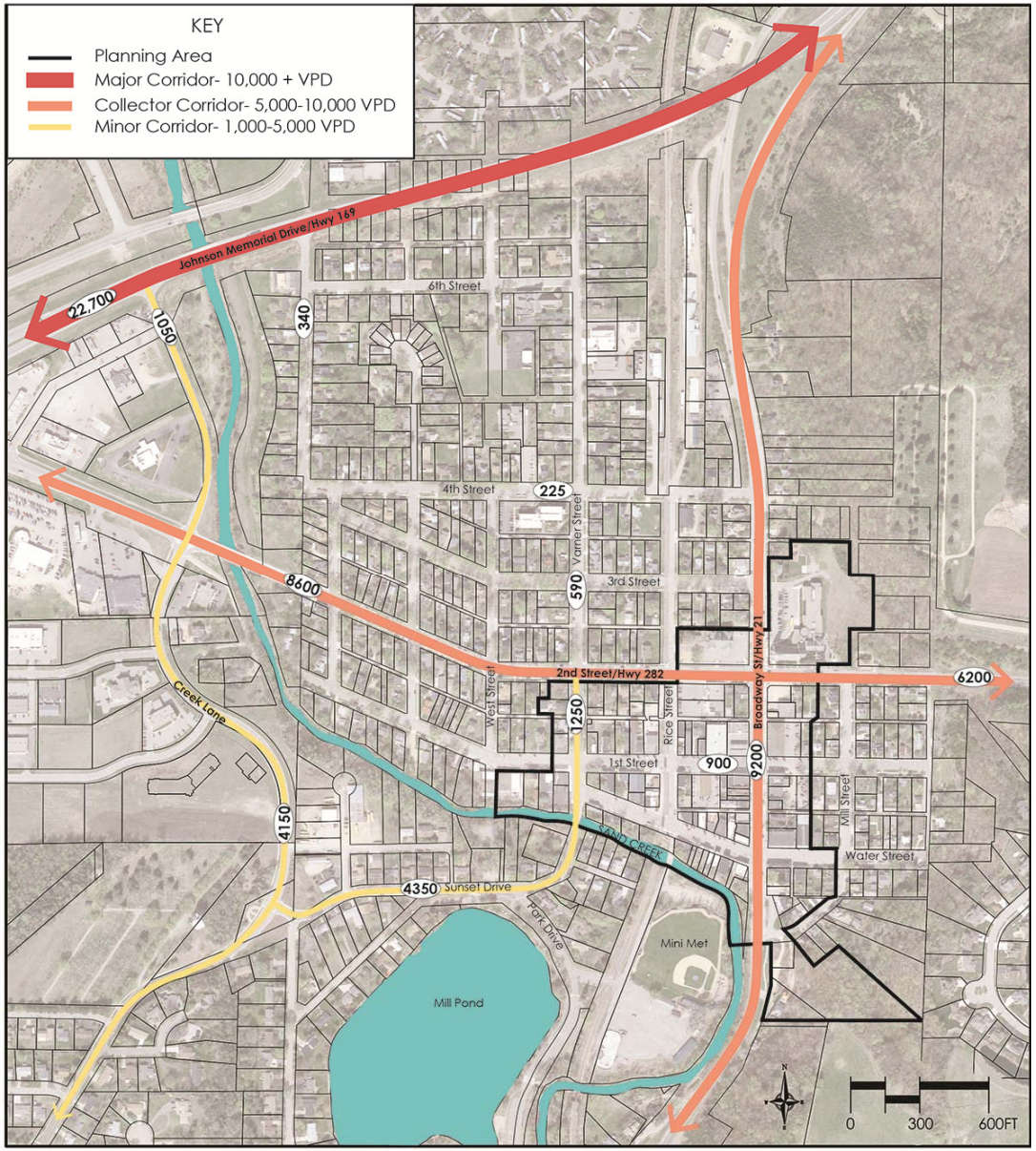
Downtown Location and Context

Jordan is a rapidly growing community of 5,700 residents, located at the southwestern corner of the Minneapolis-Saint Paul Metropolitan Area. The US Highway 169 corridor passes through the community carrying more than 22,000 cars per day. The route serves as a major corridor connecting Mankato with Minneapolis and Saint Paul. Improvements to the US Highway 169 corridor over the past several decades, coupled with expanded commercial and office development in southern suburbs, have turned the corridor into a major commuting destination, increasing residential growth along its length.

The high traffic volumes on US Highway 169 have attracted a significant amount of commercial development to the Highway 282 intersection (2nd Street West), including a number of downtown businesses that have relocated to this emerging commercial node.

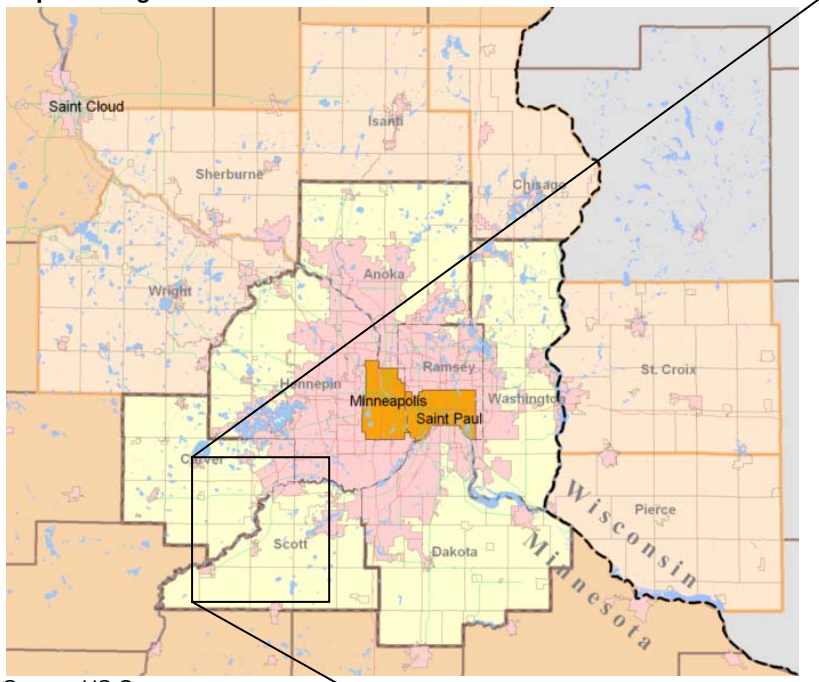
Highway 282 and Highway 21 intersect in downtown Jordan, southeast of US Highway 169. The two highways are also significant arterials, carrying 6,000 and 9,000 cars per day respectively. These highways serve as regional connectors to adjacent communities south and east of Jordan. Jordan businesses attract workers and customers from the communities of Prior Lake and New Prague, and commuters from the south also travel north on Highway 21, accessing US Highway 169 in Jordan.

Map 1.1 Average Annual Daily Traffic Counts

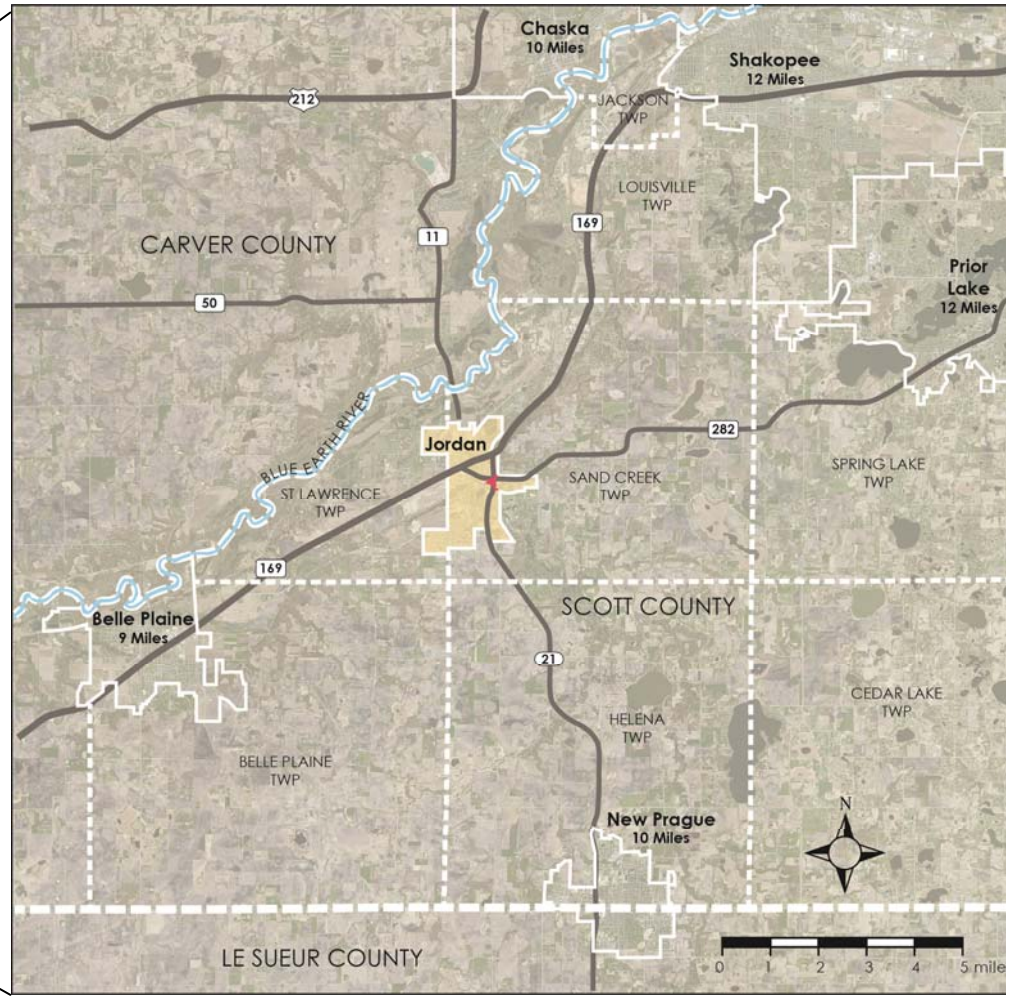


Source: MN DOT

Map 1.2: Regional Context



Source: US Census



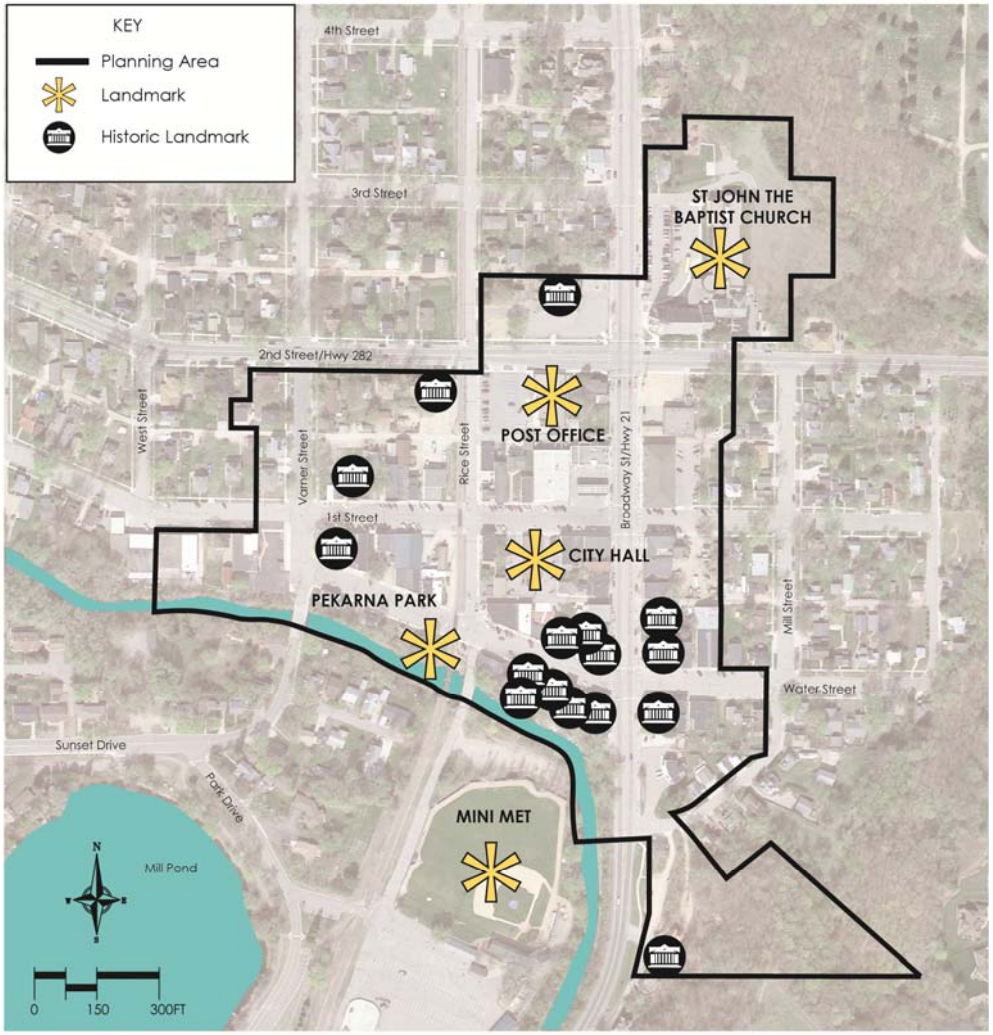
Data source: Scott County, Google Maps

The core of downtown extends from the intersection of Highways 21 and 282 southwest to Sand Creek, encompassing approximately 10 city blocks, as shown on Map 1.0 and all subsequent downtown maps. Included within these blocks is a mix of traditional 2-story commercial structures, mid-century single-story commercial structures and single family residential, with a few newer infill buildings along Broadway Street South.

Major landmarks in downtown include City Hall, the Nicolin Mansion, St. John the Baptist Church, the Jordan Brewery and several well-known antique shops. Downtown is also framed by public amenities, including the Mini-Met, Lagoon Park and the historic Log Cabin, as well as the proposed Veterans Park. The library, a former downtown anchor, relocated from downtown to a new mixed-use development along the Highway 282 corridor. The former library structure is expected to be utilized as a home for other civic organizations.

The presence of major highways are a significant asset in bringing customers into the community, and have also created an easy commute to major employment centers, which is a significant contributing factor in the strong residential growth in recent years. However, the presence of multiple major arterials, the railroad and Sand Creek within a small geographic area also pose a hurdle for local residents interested in accessing downtown amenities. This hurdle exists both for connecting residential neighborhoods with downtown, and also for encouraging visitors to downtown to walk between downtown destinations. These topics will be explored further in Chapter 2.

Map 1.3 Downtown Jordan Landmarks



Source: Minnesota Historical Society, National Register of Historic Places

Jordan Properties listed on State or National Register:

613 S Broadway Street
Jordan Brewery
236-8 Water Street
225 Water Street
Hennen Electric – S. Broadway
Water Street Post Office
301 Broadway Street
208 Water Street
Water Street Log Cabin
Water Street Millinery Shop
221 Broadway St.
Water Street Printing Shop
217 Water Street
224 Water Street
216 Water Street

Existing Business Mix and Storefront Utilization

Jordan's downtown covers a fairly large geographic area for a community of its size. The 10 blocks are home to an estimated 220,000 square feet of commercial space and 44 residential units (excluding single family homes), and 47 individual storefront spaces. The businesses occupying these spaces are fairly diverse, with roughly equal percentages of professional offices, personal service or civic uses and shopping. Comparing these ratios to national averages for healthy downtown districts, the ratio of retail to service uses is in line with national trends. Eleven percent of storefronts are occupied by dining or entertainment establishments, which is a lower percentage than would be expected in a healthy downtown economy. The remaining eight spaces, or 14 percent, of storefronts are currently vacant.

The identified lack of restaurant space is further emphasized by the lower share of restaurant versus retail sales occurring in the community and large dollar volume of unmet local restaurant demand. A significant factor contributing to this shortage of restaurants is the limited daytime workforce. A typical restaurant relies on daytime traffic for up to 40 percent of total revenues. A limited local daytime audience restricts this segment of revenues, making it difficult to operate. The impact of a limited local workforce is also illustrated by the hours of operation for local businesses. A far greater percentage of businesses are open during evening and weekend hours than is common for small communities. While this is a positive factor for local residents who wish to visit local businesses and demonstrates that businesses are responding to the needs of the local population, it results in limited vitality in downtown during other periods. Filling existing vacant space with sustainable retail uses would require an additional $2 million in annual retail sales, or a 15 percent increase in retail activity for downtown. However, this $2 million represents only a 3 percent increase in spending by existing residents, or the equivalent of all of Jordan's households dining at a restaurant twice a month.

In addition to the previously mentioned downtown landmarks, there are several businesses in Jordan which are well-known in the marketplace. These businesses were frequently mentioned as destinations in the public survey, and also have a demonstrated online following. These businesses include long-standing establishments such as Pekarna's Meats, the Nicolin Mansion Bed and Breakfast, and several specialty retailers including The Vinery, Corner Peddler and Jordan Junker.

Online presence is an important indicator of business success for many retailers in the current retail climate. A 2011 study by Atlas Advertising found that more than half of the population uses primarily online resources to research businesses or products. This finding was confirmed locally in a 2012 Minnesota Tourism study that showed 46 percent of visitors researched their destination online, including 35 percent who used Facebook as a primary research tool.

Many downtown Jordan businesses have an established internet presence. More than half of businesses appear on Google and other map services which serves as a measure of the amount of information available

Chart 1.0: Storefront Utilization

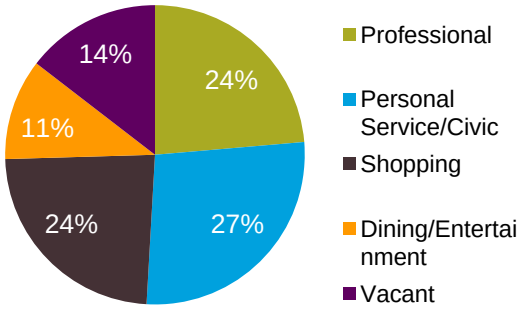
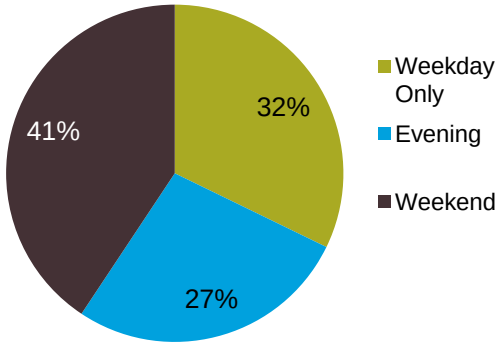


Chart 1.1: Hours of Operation



online about the business. More than 90 percent show up in at least one online retail directory (i.e. Yelp, Citysearch), and 32 percent have searchable Facebook sites. However, the information available on these businesses varies, and only seven businesses have online ratings or comments by customers which indicate the type of goods or services available to potential customers can expect at the business. Additionally, few businesses are taking advantage of regional marketing partnerships; for instance, only two businesses which are listed on Explore Minnesota, despite the presence of an Antiques search category on the site which would be a natural fit for many Jordan businesses. This is in contrast to several businesses located on the outskirts of Jordan which have a prominent online presence, including the Ridges at Sand Creek, Crofut Family Winery, River Valley Ranch, Minnesota Harvest and Jim's Apple Farm.

Of the businesses which have active Facebook sites, there are more than 4,000 followers, half of which are over the age of 45. Remaining followers are equally divided among individuals aged 25-34 and 35-44. This fan base is significantly older than the local population, and there is minimal cross-promotion between existing businesses on individual sites. This area represents a significant low-cost marketing opportunity for new and existing businesses to create an identity in the marketplace and increase overall visitor spending by encouraging customers to visit other local businesses.

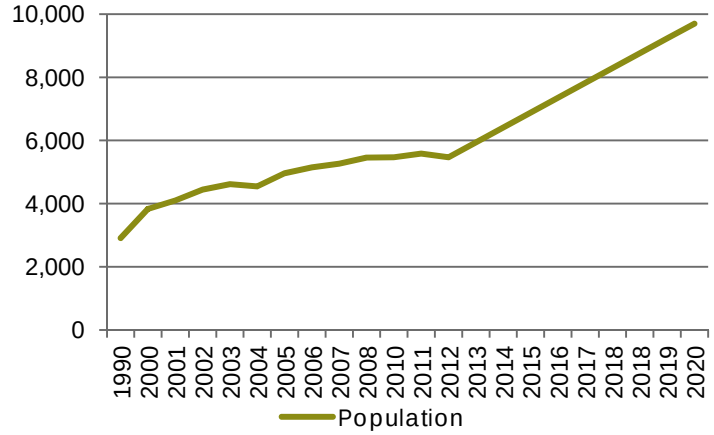
Population and Demographic Trends

Jordan's population has grown by more than 92 percent since 2000. Scott County was the fastest growing County in the State of Minnesota in the same timeframe. In 2010, the County projected that the population would double by 2030. For Jordan, this rate of growth would equate to 77 percent through 2020, for a 2020 population of 9,700 residents. The rate of growth has slowed since 2007, but has still averaged 2.5 percent annually, which is in line with previous projections developed by the Metropolitan Council. The fastest growing segments of the population in the County, as in the nation, are expected to be the Baby Boomers, with nearly 35,000 additional adults over age 60 living in the County within 20 years. Although this is the highest percentage rate of growth, the number of children (age 19 or under) is expected to increase by more than 40,000 in the same period. Jordan's recent growth has been more heavily concentrated in households with children, resulting in a significantly lower median age in the City than the County or Metropolitan Area as a whole.

Although a substantial percentage of Jordan's residential growth has come in the form of young families, Jordan also has a large and growing older adult population. This population is not only attractive to retailers because they are present during the day, but also represent a target demographic for many existing businesses.

As Jordan has grown, a number of new housing units have been added to downtown, including historic conversions such as at the Brewery, and newer units such as those at the Jordan Legal Center. There are approximately 45 upper floor units currently in downtown, which, according to building owners, experience strong occupancy. Downtown units make up approximately one fifth of the rental units Citywide. Jordan has fewer rental units as a percentage of all residential units than in many comparable communities including New Prague and Shakopee. However, Jordan's current percentage of rental units varies significantly by source. For instance, the Maxfield Research study done in 2011 for the Scott County CDA identified 9 percent of Jordan units as rental properties. In contrast, the 2010 Census identified 19 percent of units used for rental, while the 2011 American Community Survey identified 9.2 percent.

Chart 1.2: City of Jordan Population Growth & Projections



Source: Jordan Comprehensive Plan, Metropolitan Council

Nationally, the share of renters as compared to owners continues to grow due to financial market factors but also based on the anticipated growth in the populations most likely to rent (new household formation from younger groups, growing immigrant and older adult populations). The 2010 Scott County Housing Study identified that a majority of households under 25 rent, and one third of households are headed by individuals aged 25-34. Retaining these younger individuals is important for long-term stability and for growth in disposable income groups within the community.

Combining national trends indicating growth in the rental market relative to homeownership and population projections for the City, there is the potential to support 20 new rental units per year in Jordan through 2020. This projection is comparable to the results of the 2010 Scott County Housing Study which projected demand for 88 market rate, 43 affordable and 23 subsidized units within the City of Jordan by 2020. If local employment also grows as projected, the worker population could contribute demand for as many as six additional units per year. Multifamily infill

properties can help meet the demand for rental residential units, increase the number of customers immediately adjacent to downtown, and create a transition area between the downtown and the surrounding single-family residential neighborhoods.

Workforce, Visitors and Commuting Population

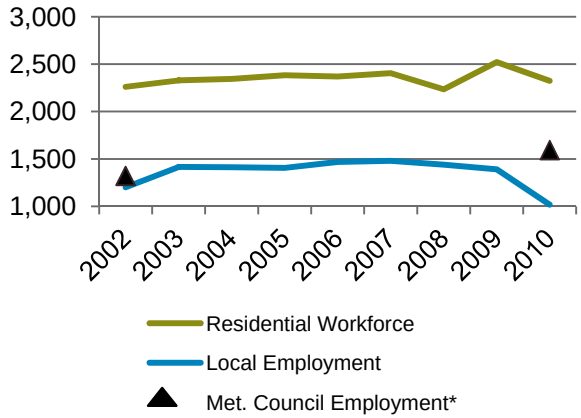
The growth in residential households has resulted in corresponding rapid growth in the local workforce. However, this growth in available labor has not resulted in a similar increase in local employment. Although current employment estimates differ, local employment growth was sluggish during the recession. The Census reported a net loss of jobs during the decade ending in 2010 and 1,107 current jobs. The Metropolitan Council shows an increase of 271 jobs during the same period, ending in 1,592 jobs. The construction, utility and retail sectors were the worst performers under both models. Jordan's Comprehensive Vision indicates that Jordan had the third lowest total jobs per acre among area cities, a situation that has not improved over the past decade. A 2012 study by Scott County estimates 23.8 percent employment growth in the County through the remainder of the decade, then 19.9 percent from 2020 through 2030. Jordan is projected to grow more quickly than the region during those time periods, at 31.9 and 22.2 percent. This higher percentage is in part due to the large supply of available industrial land in the community relative to competing markets.

There is a significant mis-match between the existing workforce and the jobs available locally. For instance, Jordan is a net importer of workers in the Construction and Education fields, and also imports significant numbers of employees in Retail Trade and Administration. However, for nearly every other category of employment, nearly four times as many individuals depart each morning for work elsewhere. This includes individuals in sectors naturally clustered in metropolitan areas such as Legal and Management, but also includes large percentages of workers in Manufacturing, Warehousing and Health Care. The ratio of workers to local jobs is illustrated in Chart 1.4.

The vast majority of commuters travel to the Twin Cities metropolitan area, as shown in Chart 1.5, which illustrates the distance and direction of commuting for Jordan residents. Over half of Jordan workers travel more than 10 miles to work, with 20 percent traveling more than 25 miles daily. Although job growth occurred in the Finance, Insurance and Professional Services sectors, the 40-50 new positions are still far fewer than the nearly 300 local residents employed in these fields currently commuting elsewhere.

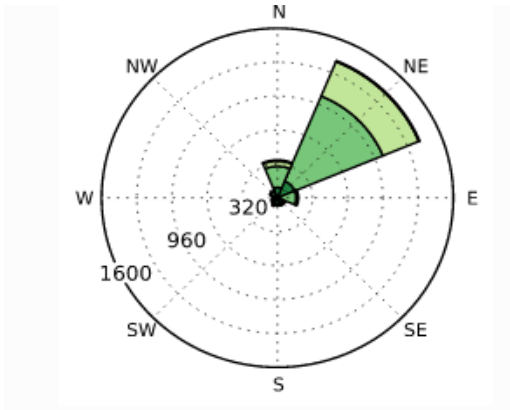
In contrast, Jordan companies tend to hire employees from surrounding communities, with nearly 60 percent traveling from within 10 miles. Although many commuters make the choice to travel further in exchange for a higher salary and/or greater career choices, it is also likely that many workers would prefer a shorter commute if employment in their industry were available locally. There are many reasons why it is desirable to provide suitable work opportunities for local residents. Local employment tends to create a more stable residential population and business workforce, increases

Chart 1.3: Residential Workforce vs. Local Employment



Local employment fell short of projections set by the Metropolitan Council during the decade ending in 2010.
Source: Economic Census, Metropolitan Council
*Metropolitan Council estimates for 2000 and 2010

Chart 1.4: Commuting Direction and Distance for Jordan Residents



Color gradients equal 1/3 of commuters. Rings indicate 10 mile increments with number of employees commuting at each distance.
Source: Economic Census

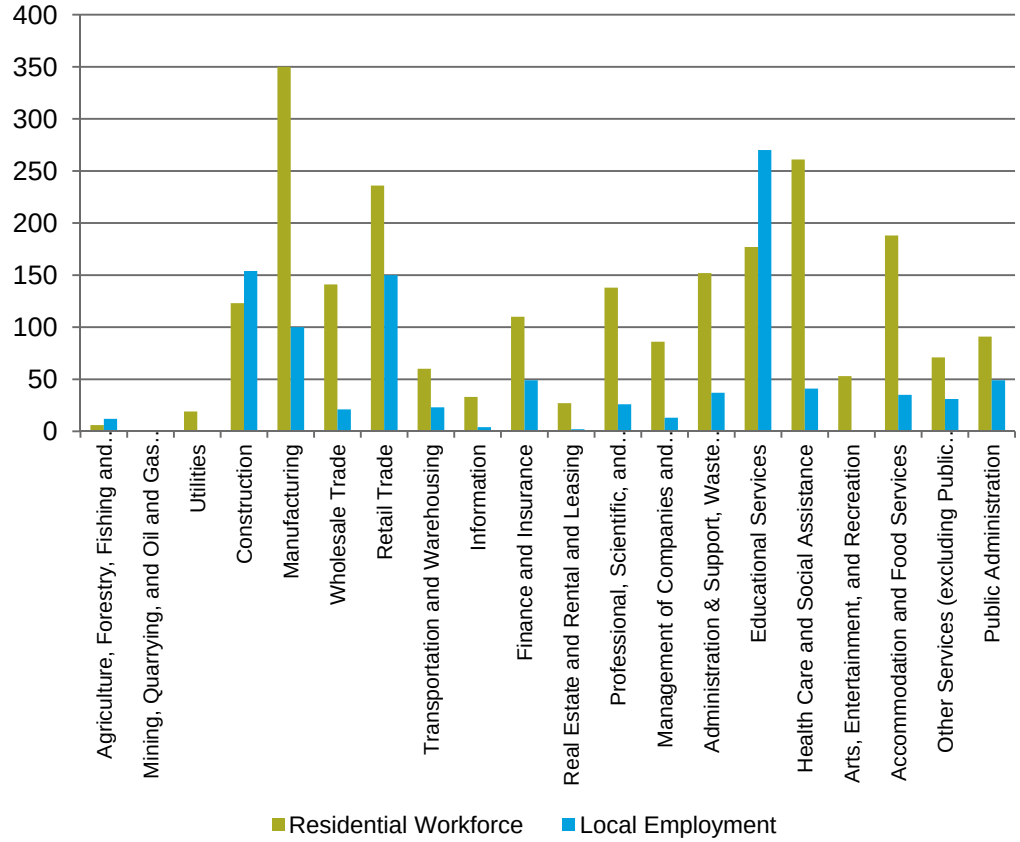
the level of civic engagement, and provides a significant boost to local businesses, both from the presence of a daytime customer base and increased business spending. Recognizing this benefit, Scott County has set a goal of having 50 percent of County residents working within the County by 2050. Jordan can benefit from these efforts while also internally working to provide a suitable location for businesses which cater to the local workforce.

One area where Jordan has seen significant employment growth directly correlated to the increasing professional workforce is the number of residents who report working from home or being self-employed. Approximately seven percent of local employed residents report being fully or self-employed or work primarily from home, with an additional 3-7 percent doing so part-time (2010 American Community Survey). This number has consistently grown over the past decade. The most common sectors for self-employment include professional services, real estate, retail and construction. Jordan has other indicators of strong entrepreneurship potential. Based on criteria set forth by the National Economic Development Administration, Scott County's innovation index is 106 (as compared to a national index of 100) based on its highly educated workforce, high concentration of small businesses and business formation rates. Scott County, and Jordan in particular, also have a large amount of patent activity, with the number of patents issued per worker ten times the rate of the US. These patents include business and individual filings.

Retail Market Analysis

Jordan has three of the major indicators of an attractive retail market, including above average household income, projected residential growth, and convenient access and visibility to more than 20,000 cars per day on US Highway 169. Although new retail has been added at the US Highway 169/282 intersection, this growth has not kept up with the pace of residential expansion. This is partly due to the high percentage of commuters, discussed in the previous section. These individuals pass through a number of larger retail centers on the way to and from work daily, making it just as likely that they will make purchases in these areas with multiple retail opportunities. However, there is substantial unmet local demand which could still be captured within the community if suitable retail options were available.

Chart 1.5: Residential Workforce vs. Local Employment



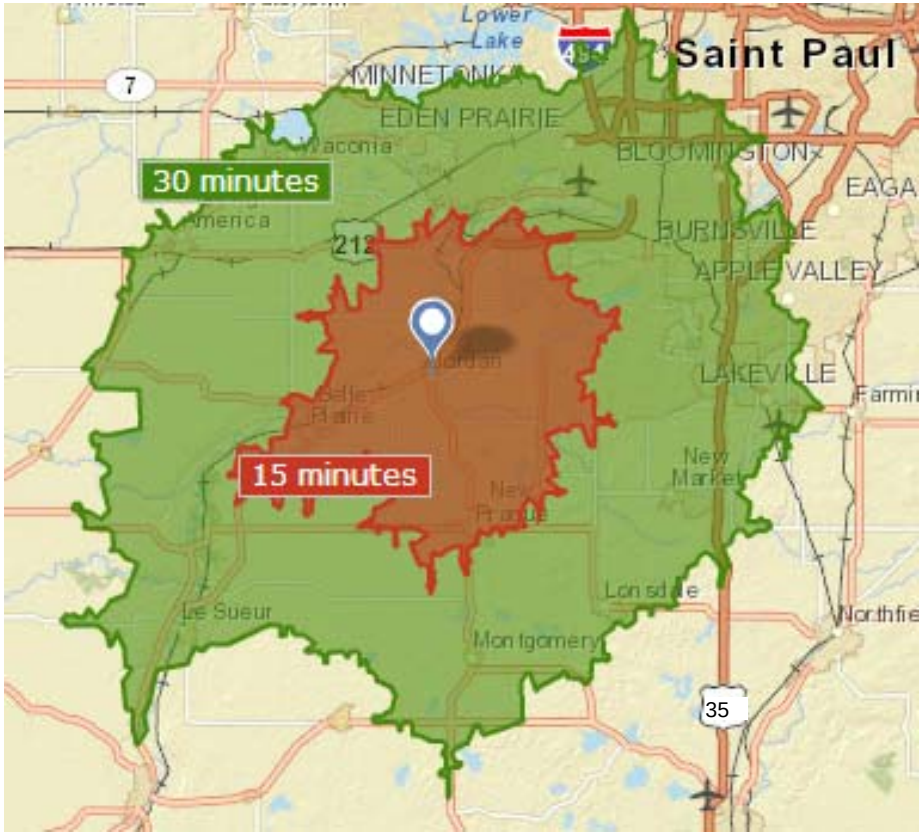
Source: 2010 Economic Census

Discussions with Jordan retailers determined that the City's primary trade area, or the area from which a majority of retail customers travel, includes the area within a 15-minute drive from Jordan. This includes the nearby communities of Prior Lake, New Prague and Belle Plaine, and the surrounding rural residents. The larger secondary trade area, or the area from which a majority of weekend or destination visitors may travel, encompasses roughly a 30-minute drive time, extending to a significant percentage of the metropolitan population for events or larger attractions. A rule of thumb is that destination visitors will typically travel for a period equal to the one quarter of the time they expect to spend at their destination. For example, baseball players might travel up to an hour for a half-day tournament.

There are three major market segments within the primary trade area. These include residents, employees and commuters. Jordan also benefits from visitor traffic heading to local destinations and pass-through travelers. Visitors include overnight guests at the Nicolin Mansion, participants and spectators for events at the Mini-Met, and antique shoppers or visitors to surrounding attractions such as the golf course and orchards. Chart 1.6 shows the relative size of each of these markets. The secondary trade area market is slightly larger than this combined total, representing an additional $80 million in demand for non-convenience items. Each of these groups has unique purchasing requirements. Commuter spending is focused primarily on gas and convenience items, while employee spending includes these items and dining and personal services.

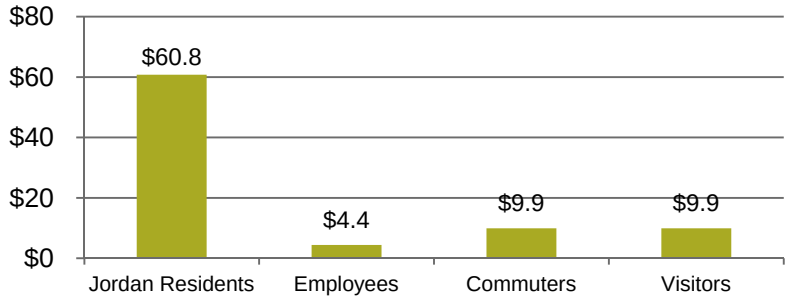
Of primary market spending, Jordan businesses retain 58 percent of local demand, which is comparable to other communities located in proximity to larger metropolitan areas. Approximately 15 percent, or $2.3 million, of retail sales in the community come from the attraction of groups from outside the primary market area. This figure is roughly

Map 1.4: Jordan Primary and Secondary Trade Area



Source: ESRI

Chart 1.6: Primary Trade Area Spending Potential ($ millions)



Source: ESRI, ICSC, MN Tourism

one-third of the local market share for visitor related spending.

As a percentage of Citywide sales, downtown businesses make up 17 percent of total retail spending in the City, and 26 percent of spending on food and drink. However, downtown retailers make up half of the total retail business count. Eliminating the impact of large volume retailers such as automotive sales and national franchises, downtown businesses still average approximately half of the annual revenue of businesses located elsewhere in the City. These lower revenues do not support the higher rents necessary to fund investment in upgrades to historic structures, especially given the escalating property taxes and increased vacancy within the past five years.

Tables 1.0 and 1.1 indicate the sectors responsible for a majority of this spending and sectors with the greatest amount of unmet local demand. Stores like Radermachers, Pekarna Meat Market, various antique shops, and The Vinery have dedicated followings which bring spending into the City. Despite the lower than average per-business revenues downtown, several downtown businesses are responsible for as much as 70 percent of external sales attracted to Jordan.

Unmet demand sectors represent spending categories where a significant amount of residents are choosing to go elsewhere for purchases. In some cases, they may be opting to travel to specific stores for specific purchases, such as Target or Wal-Mart for general merchandise purchases, while in other instances they may be unsatisfied with choices locally and opting to travel elsewhere or forgo purchases they would otherwise make, as in the case of full service restaurants or health and personal care.

Based on the existing customer spending patterns, Jordan has adequate local demand to support existing vacancies. At the present capture rates (keeping customer patterns the same), a 5 percent increase in local residents would support an additional 10,000 square feet of commercial space, including retail, service and office. In contrast, encouraging the existing customer base to make 5 percent more of their purchases locally would support more than 200,000 square feet of additional commercial space.

Although this space would be split between downtown and the highway, it is likely that new, modern space added in downtown would be attractive to certain types of retail and professional users. The most likely candidates for downtown space based on currently underserved markets include full service restaurants, health and personal care stores and services and small-tenant professional office spaces catering to the local entrepreneur segments.

The average space required by the tenants identified above ranges from 1,000 to 4,000 square feet. This demand will be considered when evaluating future reuse and redevelopment scenarios in Chapter 3.

Existing Market Key Findings:

1) **Multifamily residential is a growing sector which is well-suited to downtown. Locating multifamily units in downtown helps create an 'edge' to downtown and increases customer traffic and overall activity in the district. Based on Jordan's projected growth and current percentage of rental units in the City, the City could support an average of 30 units per year of multifamily housing.**

Table 1.0: Customer Attraction

Jordan Attracts Customers For:
Grocery
Specialty Food
Home Goods/Furnishings
Hobby/Book/Music/Sporting
Florists

Table 1.1: Customer Loss

Jordan Loses Customers For:
General Merchandisers
Full-Service Restaurants
Building/Lawn/Garden Supply
Health and Personal Care
Clothing
Automotive

Source: ESRI 2012

2) **Increased residential and professional office space in and adjacent to downtown would help increase activity and market potential throughout the day and support local residents who would prefer to work locally. Opportunities exist to offer coworking and incubator space for entrepreneurs or work from home individuals as well as to attract businesses which benefit from the professionally skilled residential base.**

3) **Existing businesses attract a wide variety of customer types and are flexible in responding to customer needs through creative hours and marketing initiatives. Expanded efforts to encourage cross-marketing between businesses with similar clientele could help increase the capture of local spending.**

4) **Jordan's commercial space has not increased at the same pace as residential population. Based on current customer patterns, a 5 percent increase in residents should equal an additional 10,000 square feet of commercial space. In contrast, increasing the capture of existing customers by just 5 percent would support an additional 50,000 square feet of additional commercial space. This increase could be achieved by encouraging existing residents and workers to shop locally and by attracting additional businesses to meet gaps in the local market.**

Chapter 2: Land Use, Urban Form and Streetscape

The composition, design and arrangement of the physical infrastructure and buildings which make up downtown influence how individuals experience and interact with downtown Jordan. The types of uses within the downtown dictates why people travel to the downtown and how this portion of the City is experienced. The appeal of the pedestrian realm, which is characterized by the size and density of buildings, setback standards, interaction with traffic and ease of access, perceived and actual level of safety, and amount of green space, all impacts whether the downtown is a desired destination for both residents and visitors.

Land Use

Retail/Commercial

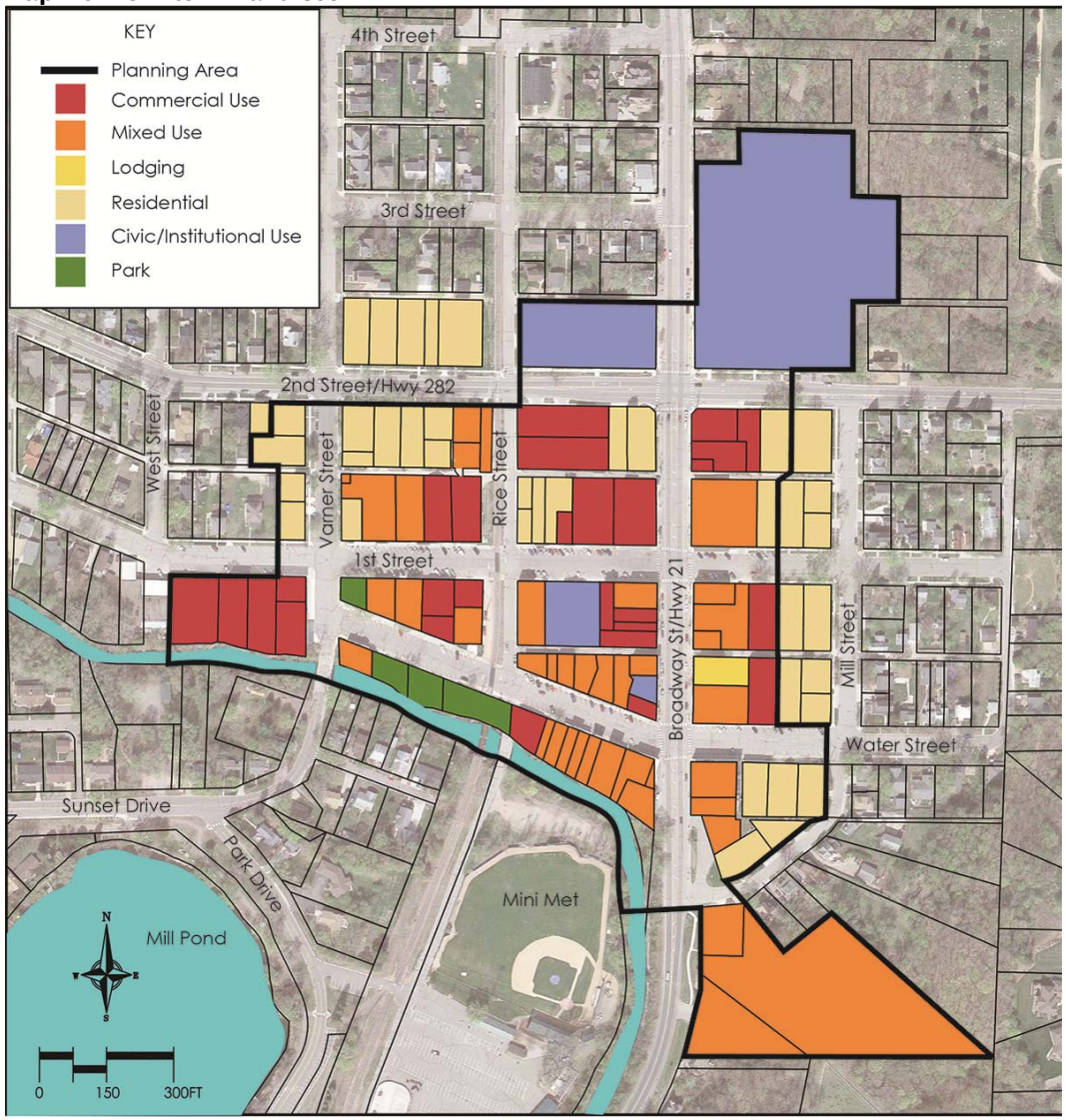
Retail/commercial uses make up the largest component of the downtown planning area, including professional offices, retail stores and mixed/use buildings.

As outlined in the market analysis, these uses provide a variety of business mix and facility sizes, including retail stores, service-based businesses and professional employers. Businesses are primarily locally-owned, and focus largely on catering to the community's residential population.

Institutional

There is a strong institutional framework within the downtown planning area. City Hall is located within the middle of downtown and brings people to this area for a variety of everyday functions. Downtown is also anchored by Saint John the Baptist Catholic Church and Parochial School on the northern end of the planning area. This church has 580 parishioner families and is a major destination for residents of both the immediate area and

Map 2.0: Downtown Land Use



Source: Scott County, City of Jordan, Vierbicher

the larger region. The associated school, which was established in 1906 and expanded into the new facility, now houses one class each of preschool through sixth grade with total enrollment of 113 students.

Residential

The downtown core is surrounded largely by single-family homes on all sides. This residential housing stock provides a strong population base to support downtown land uses. Within the downtown planning area, the predominant type of residential unit is second-floor apartments above first floor commercial space. There are also residential units scattered amongst the commercial buildings, including some single-family homes and converted two-to-four-unit structures.

Conflict between residential and commercial uses has arisen due to the lack of dedicated parking for some residential units. While residential units provide a constant supply of people within the downtown and foot-traffic to local businesses, residents without dedicated parking occupy on-street spaces for extended periods, especially during the evening and on weekends when many businesses are busiest. As new residential projects are built, the City will need to balance the desire to maintain street parking for commercial uses with the increased unit development costs and decreased walkability that could result from mandating too much parking for new residential projects.

Parks and Green Space

Sand Creek is immediately to the south of downtown Jordan, between Water Street and the Mini-Met baseball field. This natural corridor is a substantial amenity and is used by tubers, whitewater kayakers and anglers during the summer months. However, there is limited public access to the Creek in the downtown.

There are several other recreational and open space opportunities around the periphery of the downtown. The Mini-Met Baseball Facility provides a large-scale active recreation area to the south of downtown and is a destination during the spring and summer months for baseball teams throughout the region. Lagoon Park is located nearby to the south. This facility provides a vast open green space for both active and passive recreational enjoyment.

There are three park and open space locations within the downtown planning area:

1) *Pekarna Park* is located along the north shore of Sand Creek along Water Street and provides a gazebo, picnic table and benches. This park is considered the entryway to the Mini-Met from the downtown.

2) Owned by the City of Jordan, the *Log Home* historic site (located at Varner Street South and First Street East) is home to one of the first residences in the City and provides public open space on a 3,366 square foot parcel intended for viewing of the historic structure.

3) *St. John the Baptist School* (Broadway St. and 2nd Street East) is home to the third notable green space While not technically a public park, joint efforts have included making these facilities available for public use at such times as they are not used or needed by the school.

These sites provide the only designated areas within the downtown that can be considered green or open space. There are no large common spaces, either informal or improved, to be used as common open

St. John School

Pekarna Park

Historic Log Cabin

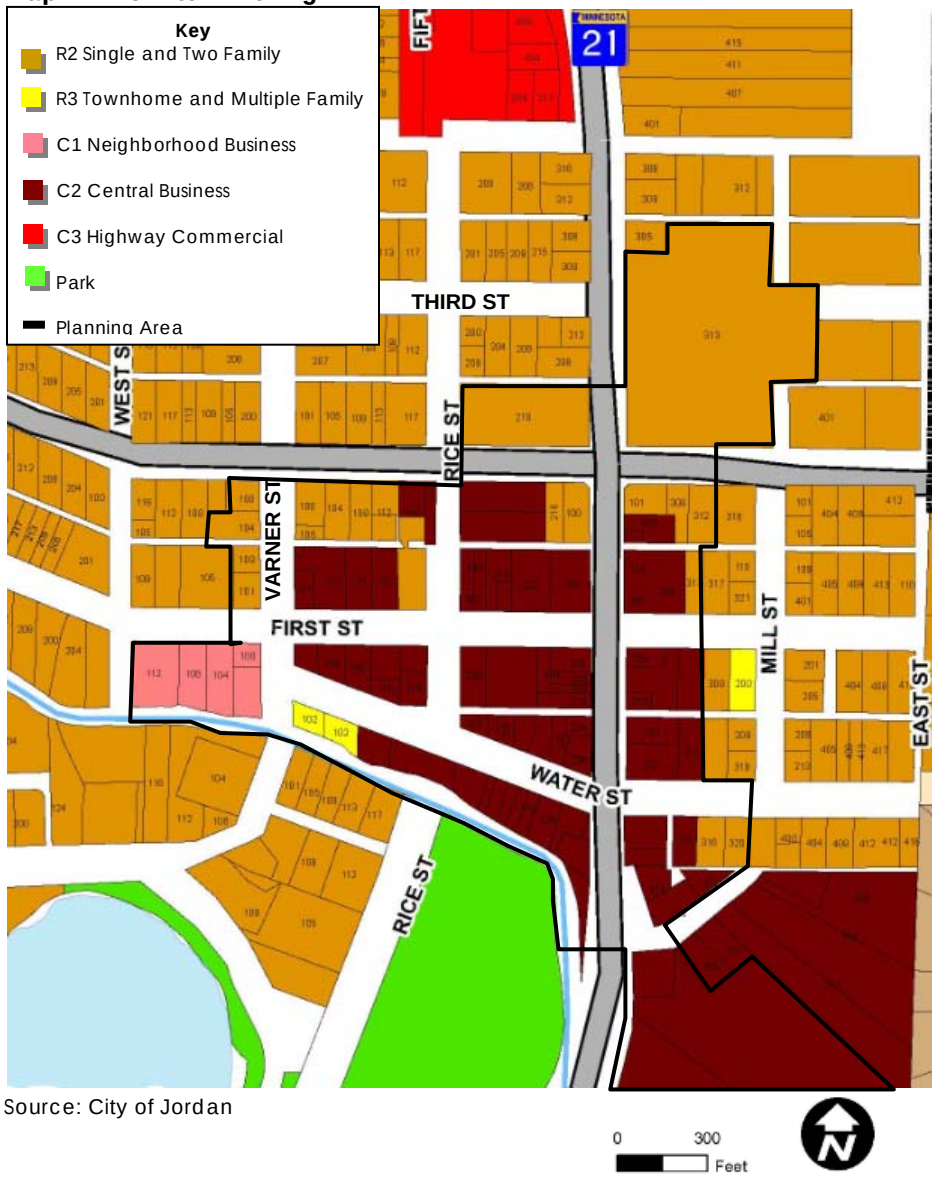
space. There is a substantial opportunity to improve upon this situation in the long-term vision for the downtown.

Zoning

The planning area is largely covered by two zoning districts: Central Business District (C2) and Single and Two-Family Residential (R2) (Map 2.1). There are also small pockets of Neighborhood Commercial (C1) and Park zoning. The existing zoning designations provide a strong mix of medium-density residential and commercial uses that support a vital downtown environment.

The Central Business District zoning is intended to focus on creating a combination of public and private uses focused on small-scale commercial, retail, entertainment, and an appropriate mix of residential units. The downtown is not conducive to manufacturing or low-density residential uses. The zoning code accommodates the opportunity for medium-density development on relatively small parcels with no setbacks, which allows an interwoven fabric of structures. However, the district is also regulated by a maximum height for all buildings of three stories, or forty (40) feet. While providing a quaint, small-scale aesthetic throughout the downtown, this height cap limits the redevelopment opportunity for parcels that may require additional space to be economically viable. For instance, the current ratio between construction costs and apartment rents make projects of over 40 units more profitable. If first floor space is dedicated to commercial uses, this would require a three-story building to occupy a parcel of at least 25,000 square feet, or 37,000 square feet if surface parking is required, limiting the number of suitable sites available. Although a four-story building would be out of place in the center of downtown, it could be accommodated, with appropriate upper floor setbacks, to the east of Broadway Street. All parcels within the C2 zoning designation are also subject to the standards of the

Map 2.1: Downtown Zoning



Source: City of Jordan

Central Business District Design Manual, explained in further detail later in this chapter.

The Single and Two-Family Residential District is the primary residential district throughout much of the City of Jordan. While some of the newer subdivisions on the outskirts of the City are zoned as lower-density single-family (R1), the medium-density R2 zone is conducive to the traditional residential neighborhood fabric found in older neighborhoods. Homes in the R2 district are on relatively small parcels and are typically closer to the street with features such as porches. This residential fabric is appropriate for the area surrounding the commercial core and lends itself to the historic character of the downtown.

One of the key zoning elements that must be considered in regards to this Vision is the presence of a floodplain over most of the downtown. While the vital natural resource of Sand Creek provides a substantial amenity and opportunity within the downtown, it also creates a variety of regulatory obstacles when considering improvements and potential redevelopment scenarios. Implications include the added cost of flood insurance, more limited ability to provide underground parking and potentially more expensive foundation costs given the varied nature of the soils in this area.

Redevelopment Sites

The City of Jordan Comprehensive Plan identifies three sites within the downtown that are potential redevelopment sites. All three sites are at the intersection Broadway St. and 2nd Street East, and include each corner of the intersection except for the St. John Catholic Church. Currently, these sites are occupied by a mix of uses. The parcel on the northwestern corner of the intersection is owned by St. John's and was formerly their school facility. The historic building on this property currently sits vacant.

Two single-family residences sit on the two parcels on the southwestern corner of the intersection. These sites are not currently vacant; however, they represent underutilized land uses at a prominent entrance-way into the downtown.

The parcel at the southeastern corner of the intersection is a vacant surface parking lot and holds the potential for redevelopment as a key gateway structure to the downtown from the east.

The Downtown Master Visioning process identifies several additional opportunities for redevelopment or investment throughout the downtown which include previously identified sites as well as additional opportunities. The location and potential uses for these sites are identified in Chapter 3.

Community Facilities

There are several community facilities headquartered in or near the downtown that include City Hall, Police, Fire, food shelf and the St. John Catholic Church and School.

One of the primary concerns regarding community facilities within this planning process is the long-term location for City Hall. The existing facility is coupled with the police department in a structure located at 210 East First Street. The

Old St. John School Building

Redevelopment Site at Broadway and 2nd Street

City Hall

building houses all of the City's administrative services, which have outgrown the spaced allotted within the existing structure. The City has been investigating opportunities to relocate their facilities for several years, but nothing has come to fruition to date.

While this Vision does not make a recommendation regarding a specific site for City Hall, it does provide a series of recommendations regarding priorities and potential locations that would accommodate these priorities while also supporting ancillary development. Maintaining a strong municipal presence in the downtown will be a key element for the long-term viability of the core area of the City.

Land Use Conflicts

Although land uses within the downtown are largely compatible with each other, the existence of commercial land uses abutting single family residential properties creates the potential for conflict. Ideally, the intensity of commercial uses should transition from more intensive uses with high traffic demands (such as gas stations, bars and restaurants) to lower intensity uses adjacent to residential areas. These transition area uses could include professional office or service uses and multifamily properties. Such uses tend to have hours of operation and traffic that do not interfere with single-family residential land uses. This transition between single family and commercial uses is illustrated in Map 2.0.

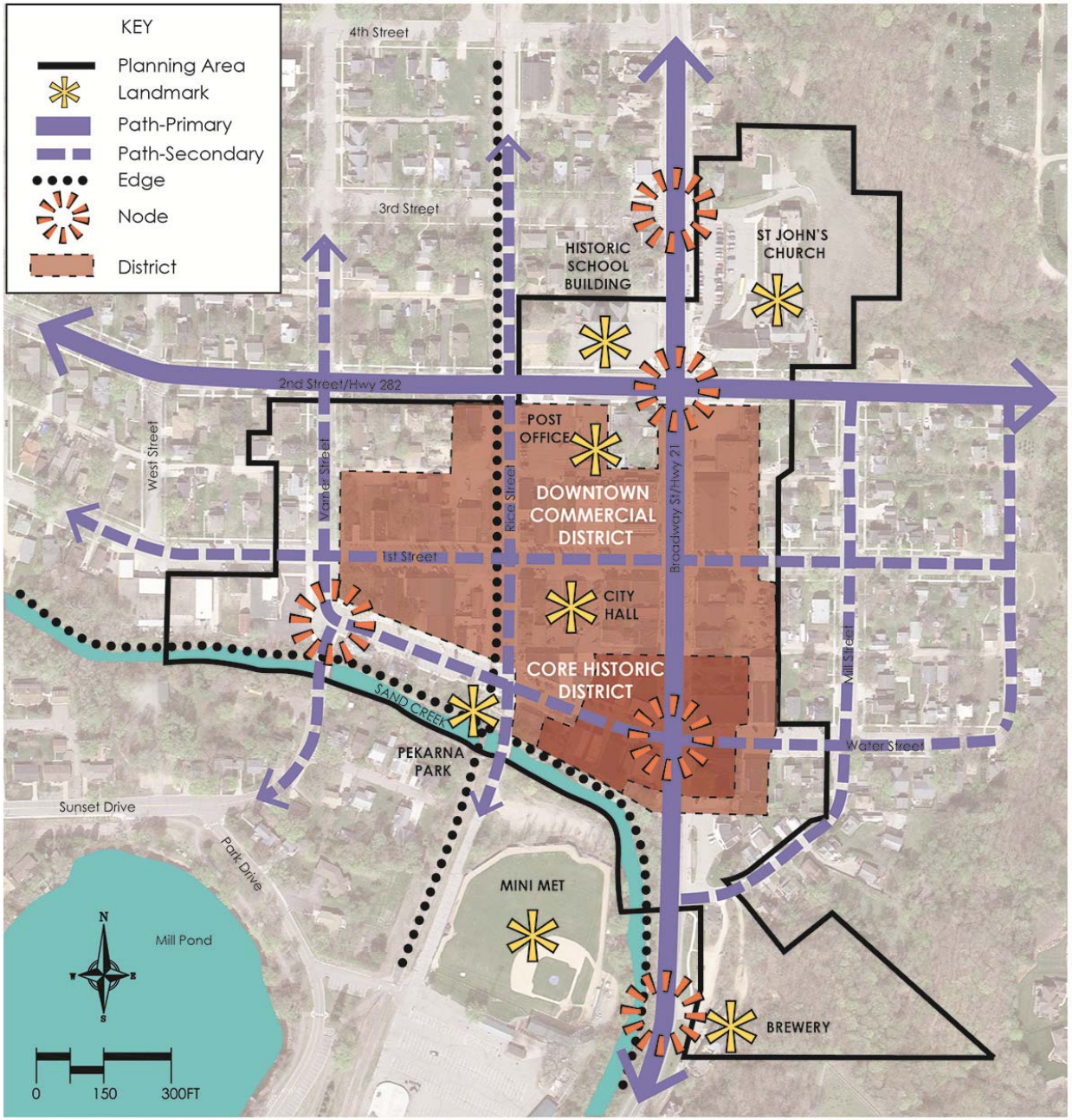
Additionally, downtown Jordan has a number of warehouse, storage or transportation-related land uses. These uses frequently do not represent the highest and best use of land, do not contribute to daytime employment or customer foot traffic, and may create noise or truck traffic/loading conflicts with residential or commercial retail uses. Such uses should not be located within downtown in the future, and the City should facilitate relocation of existing warehouse/storage uses to industrial areas of the community as downtown redevelopment opportunities arise.

A significant concern for downtown in light of future development is the ability to provide adequate parking. Conflicts have arisen in the past due to the lack of dedicated parking for some of the residential units in the downtown. While it is beneficial to have residential units within the downtown to provide activity, it is important that any residential conversions or redevelopment that proposes residential land uses accommodate the necessary parking to mitigate future conflicts and ensure a viable retail and commercial environment for downtown businesses. At the same time, the City should not overcompensate by requiring too much parking for future residential uses, which unnecessarily drives up unit costs and reduces the walkability of the downtown.

Urban Form Assessment

Assessment of the physical context in downtown Jordan is framed by the principles contained within "The Image of the City," a book by Kevin Lynch. The book divides urban areas into five categories: paths, edges, districts, nodes and landmarks. These elements have been applied to downtown Jordan in the discussion below and shown on Map 2.2.

Map 2.2: Urban Form Assessment Map



Source: Vierbicher

Paths

Defined as the channels along which people move, paths include both vehicular and pedestrian routes through downtown. As discussed in Chapter One, the main vehicular access to downtown Jordan are via Highways 21 and 282, which intersect in downtown, with two connections to US Highway 169 approximately one-half mile west and north of downtown. These primary pathways are supplemented throughout the downtown by a grid of secondary streets that serve the commercial core and the surrounding residential neighborhoods.

Pedestrian and bicycle access to downtown includes connections through Lagoon Park for residents from the south, and along any number of City streets from the east and west. Jordan's City center is arranged in a traditional grid pattern with sidewalks, making connections within the central portion of the City convenient. Marked crosswalks are provided when crossing Second Street East at Broadway and Rice Streets, and crossing Broadway Street at Second Street, First Street and Water Street.

For residents living north of US Highway 169, there is one pedestrian crossing of US Highway 169 at Second Street West. Although there are sidewalks along the length of this connection, it passes through a significant expanse of heavily trafficked and otherwise unpopulated area and either along the US Highway 169 corridor or the Timberline Business Park, depending on the residential neighborhood destination. The City has conducted previous planning studies exploring the creation of an under or overpass at the 169/21 intersection, and/or a second crossing at Syndicate Street as part of the Spring Lake Regional Trail. Either of these plans would help to increase pedestrian options. Proposed off-street trails also exist between Bridle Creek and downtown from the south.

Within the downtown, all streets offer two-way traffic with sidewalks and on-street parking to shield pedestrians from the travel lanes. The only exception is Rice Street, which lacks both sidewalks and on-street parking on the side adjacent to the railroad tracks.

Edges

Edges are linear elements seen as boundaries between two faces. Some edges are barriers which minimize flow between two areas while others help define an area. Real or perceived, these edges contain characteristics which will influence future redevelopment in the downtown.

The City of Jordan has expressed significant interest in better defining its downtown from a planning and redevelopment standpoint. By defining the downtown, the City can encourage desirable redevelopment within its core, and also encourage an appropriate transition between downtown and adjacent residential areas. The transition between the two areas can also be enhanced through streetscape and other public infrastructure which reinforces downtown as a distinct district.

Within the City as a whole, significant edges include the US Highway 169 corridor, Sand Creek and the railroad tracks. Two of these edges also pass through or adjacent to downtown. Sand Creek is a distinct edge with only minimal access points or crossings. It defines the southern boundary of the downtown and creates a separation between the downtown commercial

Broadway Street and the entrance to Lagoon Park are primary paths into downtown, while the railroad tracks form an edge through the downtown district.

businesses and the recreational and residential uses to the south. Depending on how this waterway is addressed, it could either be a detriment to bringing people into the downtown or become an amenity that attracts visitors and is used as a destination and path.

The railroad tracks, although minimally used, also form an edge within the downtown because the expansive right-of-way area disrupts the downtown fabric, sidewalk grid and parking pattern established in the rest of downtown.

Highly trafficked streets can also form edges, especially for pedestrians and cyclists. Although there are several designated and marked crosswalks on both Second Street and Broadway, the significant volume of traffic at some points during the day create edges along these corridors.

Districts

Districts are represented by distinct sections of a geographic area which are experienced differently by visitors. Districts are recognizable by their common character, including land use and density. There may or may not be transition areas between individual districts.

Downtown Jordan is primarily comprised of one and two-story commercial structures built to the lot line with no front setbacks. Historic turn of the century properties are interspersed with mid-century and modern structures. While historic structures can be found throughout the downtown, Water Street includes a strong core of historic properties with a scale that lends itself to a pedestrian-friendly, mixed-use district. Within the downtown, this area creates the strongest level of character and identity.

Block fronts containing predominantly historic structures include Broadway from Water Street to First Street and Water Street from Varner to Broadway. First Street includes a mix of historic and mid-century properties, while Rice Street also features surface parking and warehouse uses as it passes through downtown. Broadway from First to Second Streets includes primarily modern structures. The transition out of the downtown district is marked by a transition to primarily single family homes, as well as by an increase in tree cover.

Nodes

Identified as strategic points with a specific intensive use, nodes are often located at connections between paths or districts. Nodes may also be represented by a concentration of a particular use or physical character.

In downtown Jordan, major nodes include the marked intersections on Broadway Street at Second Street and Water Street.

The location of Saint John the Baptist Catholic Church at the intersection of Broadway St. and 2nd Street creates a strong presence at the gateway into the downtown. Coupled with the high volume of traffic that travels along each of these corridors, this intersection is a key node to announcing arrival into the downtown.

Near the southern end of Broadway Street, the intersection with Water Street also creates a transition area and invitation into the downtown. The context within this location changes as one enters from the south, and this particular node provides alternatives for access to differing areas of the downtown.

The Log Cabin and landscaped yard area at South Varner and Water Street, combined with a view of Lagoon Park at this location also creates a node. This node is a transitional area between the recreational and residential lands to the south and the commercial core of the downtown.

Landmarks

Landmarks are external physical objects which can be used as a point of reference. Some landmarks are high and can be seen from a distance. Other landmarks are lower and more local and may only be seen from certain approaches. Landmarks are frequently used for wayfinding. Buildings, public art, memorials and public spaces can all serve as landmarks.

Because of downtown Jordan's location in the river valley, few landmarks can be seen from a distance. However, there are significant entrance landmarks from both the north and south along Broadway Street, including St. John the Baptist Catholic Church and the Jordan Brewery to the south. The church is also a focal point of the entrance from the west, while the eastern entrance offers a more gradual transition with limited landmarks to indicate arrival in downtown.

While not located immediately within the downtown, the Mini-Met Baseball Facility has the potential to be a significant landmark with additional signage as it is a well-known landmark. Adjacent to this facility is the meandering Sand Creek between the Mini-Met and the buildings along Water Street. This natural landmark can be seen directly adjacent to Hwy 21 as one enters the downtown from the south.

Summary

The combination of the five previously identified urban classifications clearly define the present-day downtown Jordan based on the experience of visitors to the district. Downtown includes the area from the Jordan Brewery to Third Street along Broadway, and from Broadway to Varner along First Street, including structures fronting both sides of the edge streets. Moving west from Broadway, the district steps back one block at a time, extending to Second Street west of Rice, and to First Street along Varner.

St. John Church, the Brewery and the Log Cabin

Streetscape and Aesthetics

Streetscape treatment varies from street to street within the downtown Jordan commercial area. For the purposes of this assessment, only the streets with commercial frontage were included, as those are the most likely focus of future investment in streetscaping. Overall, most commercial streets include on-street angled parking, making the paved area of the street wide, but accommodating many vehicles close to destinations. Broadway, Water, and 1st Streets have consistent "acorn" style decorative light fixtures. The recent reconstruction of Broadway included bumpouts at the intersections with 1st Street and Water Street, making pedestrian access across all three streets shorter and safer.

Broadway Street/Hwy 21 also includes some overhead "cobra" style light fixtures, a narrow terrace area with colored paving and occasional street trees and planters, and trash cans at the intersection with Water Street. On-street parking along Broadway is parallel to traffic flow. Major modifications to the cross-section of Broadway Street will likely be difficult due to its status as a highway and its recent reconstruction, although minor modifications, like additional landscaping, should be possible.

Second Street/Hwy 282 has decorative overhead light fixtures and green terraces with trees, especially at the west end of the study area. Sidewalks are a standard width of about 6 feet. A retaining wall and parking lot along the north side of the street make for a stark streetscape along that side.

Rice Street has the least amount of streetscape amenities of any street in the commercial area, and the presence of the railroad tracks and overhead utility lines along the west side may limit the opportunities to enhance that side. The east side of the street has a standard sidewalk with no terrace. Rice Street has no landscaping or lighting, and most businesses front onto perpendicular streets.

First Street has angled parking along all four blocks of the commercial area, and decorative light fixtures between Varner and Broadway. There is no terrace except west of Varner, but the sidewalks are generally wide. There are no street trees or other landscaping along 1st St.

Water Street also provides angled parking along the three commercial blocks, and decorative lighting between Varner and Broadway. There is no terrace, but the sidewalks are wide. Water Street does not have street trees, but some businesses have planters in front of their storefronts.

Bumpouts, marked crosswalks, lighting and banners are characteristic of Downtown Jordan's streetscape.

Brownfield Inventory

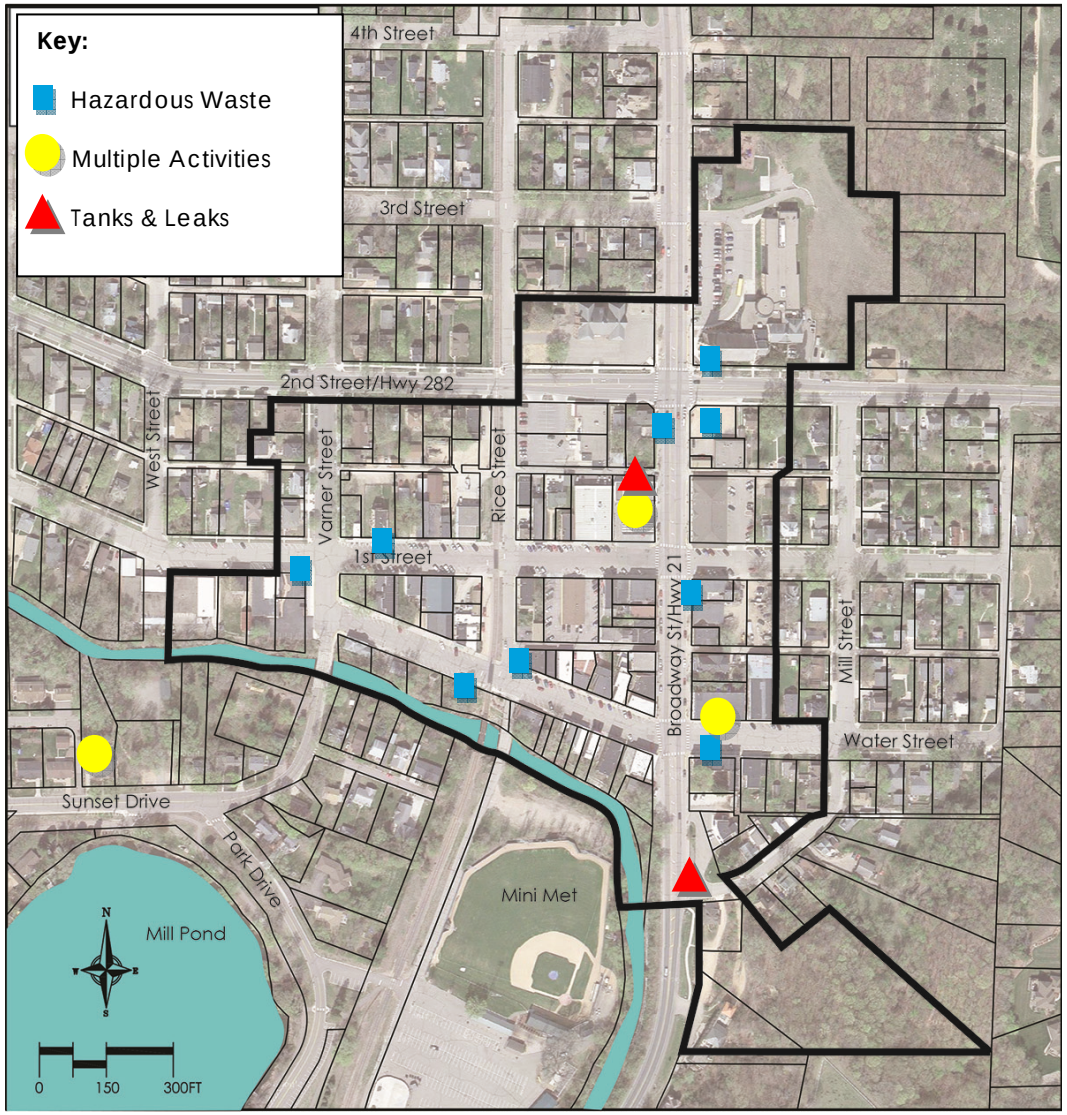
A brownfield is a site which is environmentally contaminated, that has previously been environmentally contaminated, or which has suspected contamination. The presence of brownfields can make redevelopment or reuse of properties challenging. There is risk associated with redeveloping a site which may require remediation as part of the development. There are funding sources available to assist with the cost of cleanup and contamination, which are discussed in the implementation chapter.

According to the Minnesota Pollution Control Agency, there are twelve sites in the downtown which currently or in the past have utilized chemicals and/or underground storage tanks during the course of business, as shown on Map 2.3. Additionally, there are three sites with previously reported leaks or spills involving hazardous substances. All three of these sites have been resolved and should not pose any additional threat.

Infrastructure

Downtown property owners are fully served by sewer, water and roads. The downtown is also served by broadband Internet access. Jordan has multiple broadband providers offering a wide range of connection speed and options, including high speed broadband through Comcast. This high level of connectivity is important to a number of industries, including finance, communications and technology related businesses. Because downtown structures are located close to the right-of-way, the cost to install service to these buildings is typically less than in new development on greenfield sites.

Map 2.3: Recorded Environmental Contamination Sites



Source: Minnesota DNR

Floodplain

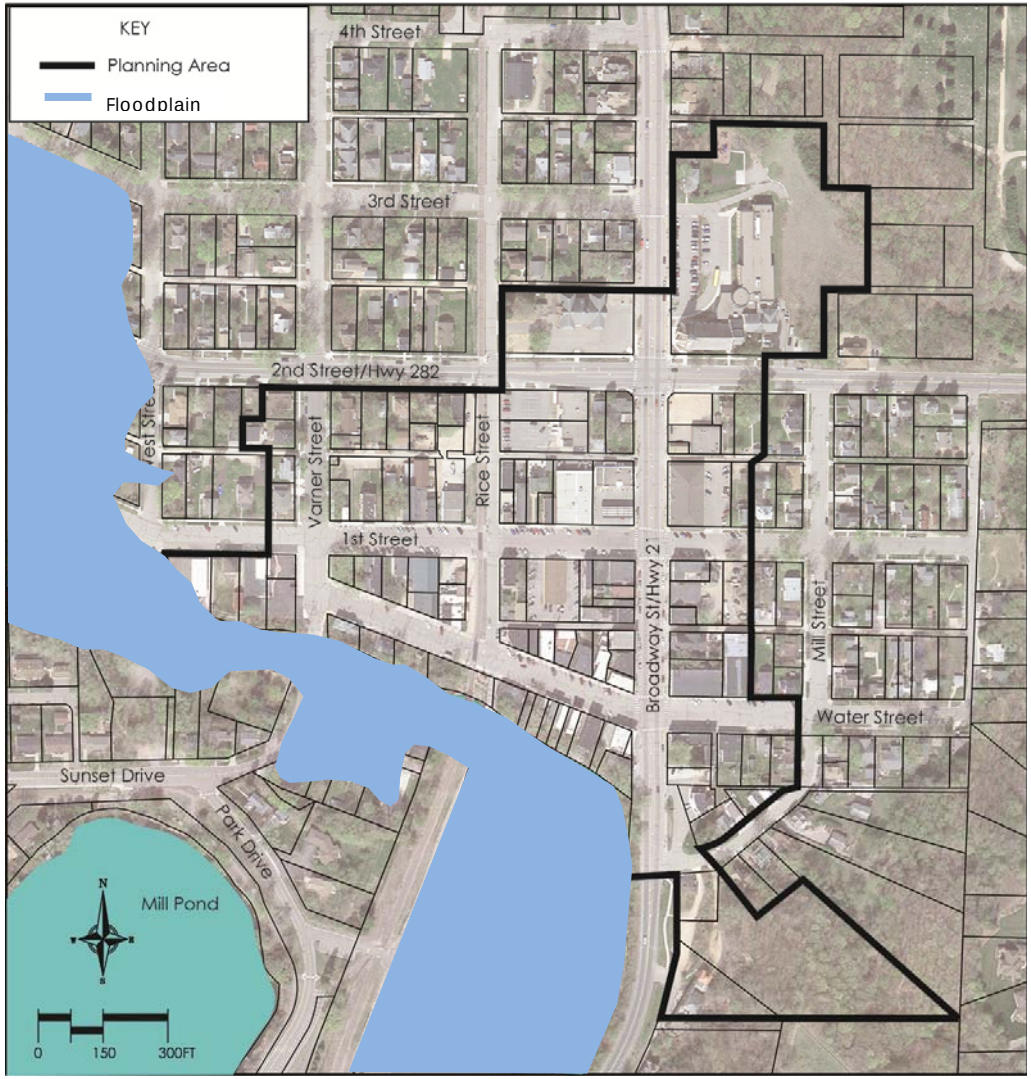
Downtown's proximity to Sand Creek results in an increased likelihood of flooding for some lower areas within downtown. Although the National Weather Service does not show any flooding activity having occurred in the past 15 years, a number of downtown properties are located within the 100-year floodplain as shown on Map 2.4. The properties most likely to be impacted by a flooding event are those located south of Water Street and/or west of Rice Street. Although the presence of a floodplain does not limit business activity or preclude development from occurring in these areas, it would increase the cost of doing business by requiring property owners to obtain flood insurance, and may impact the ability of developers to obtain financing or require more costly types of construction to address the increased risk. The FIRM map is currently being updated by FEMA.

Historic Structures

A local historic district was created in 1980 which includes a majority of downtown Jordan within its borders. Two buildings included in the local district are also listed on the National Register of Historic Places, which include the Foss and Wells House at 613 S Broadway Street, and the Jordan Brewery.

Individual structures included as part of the local historic district are interspersed throughout downtown and include a wide variety of architectural styles and historic uses, ranging from the formerly industrial Jordan Brewery to the Log Cabin and the Queen Anne style Nicolin Mansion. A walking tour has been developed which highlights the unique historic assets and stories surrounding these downtown landmarks. The tour is available on the City's website.

Map 2.4 Floodplain Boundaries



Source: FEMA – FIRM 1982

In an effort to maintain the historic character of the downtown and enhance future development or redevelopment, the City developed and adopted Central Business District Design Standards in 2010. The intent of these standards is to preserve existing character while ensuring that the downtown is a gathering place within the community long into the future. The Design Standards Manual establishes minimum standards for design and construction within the downtown Central Business District. These standards apply to all properties currently zoned C2, or any that are rezoned to C2 in the future.

The standards in the manual address a number of design elements for consideration when constructing or enhancing a building in downtown. Building proportions, height, architectural details, materials, colors, fenestration, entranceways, roof pitches, and orientation are all critical elements to ensuring the enhanced character of this district. The manual also requires that site design for redevelopment adequately address building setbacks, parking, landscaping, fencing and lighting styles to maintain the historic context.

Each of these elements contributes to the overall aesthetic of the downtown and the appeal of the area to both residents and visitors. Continuing to enhance these features will be beneficial for the long-term vision of the community.

Land Use, Urban Form and Streetscape Key Findings:

1) **Several destination attractions exist which attract visitors to various locations in and around the downtown. City Hall, St. John Catholic Church, and the Mini-Met are all examples of destinations that generate traffic to downtown.**

Downtown Jordan Walking Tour
Source: Jordan Chamber of Commerce

2) **The historic character of downtown structures creates a strong appeal for visitors to the area and is one of the most valued aspects of the downtown by the community.**

3) **Market conditions indicate there is a strong need for multi-family dwelling units, which are conducive to a downtown environment. Adequate parking should be provided for new residents without disrupting the downtown pedestrian experience.**

4) **Sand Creek has the potential to be a substantial amenity within the downtown. However, with it comes the regulation of floodplain zoning, which makes redevelopment more difficult.**

5) **A current mix of commercial and residential uses creates a strong land use base for downtown. However, there is a lack of green space and public gathering areas.**

6) **The height restrictions imposed by the existing zoning ordinance may limit sites which can accommodate certain types of development.**

Chapter 3: Downtown Vision

The vision for Jordan's downtown is intended to guide a long-range plan by identifying key opportunities to transform the urban core into a vibrant and healthy place for visiting, working and living. The next three chapters of this document outline the elements of this vision and identify key recommendations for near-, mid-, and long-term initiatives for implementation. Certain elements of this vision are more feasible in the near future than others, and have the potential to affect varying levels of change in exchange for financial and staffing commitment. However, as a cohesive package implemented over the coming decades, this vision encompasses the goals for downtown identified by the community.

This vision was established through the planning process in a myriad of ways, including extensive public input, committee input and feedback, as well as numerous interviews with key stakeholders, elected officials and business owners, as outlined in more detail in other areas of this document. The framework for this vision is divided into three areas, including:

- Sites intended to be preserved,
- Areas to be enhanced, and
- Opportunities for infill development or redevelopment.

Overlying these designations is an interwoven system of new civic spaces, open spaces, connections, and parking facilities, along with enhancements to existing systems. Each of these layers coordinates with the others to form a comprehensive set of improvements that complement the overall vision.

The vision for the downtown started as three individual conceptual visions, designed around market strengths and the feedback received through the public input process. These three conceptual visions, nicknamed the *(A) Pocket Park Vision, (B) Rice Street Plaza Vision, and (C) Green Spine Vision*, were presented to stakeholders. Extensive discussion ensued regarding the opportunities and challenges presented by each concept. Each conceptual vision focused on differing priorities and developed a unique vision based on the combination of elements included in the vision. The variations between the visions included preservation emphasis, development patterns, streetscaping and circulation patterns. Following these discussions, there was general consensus that the *Green Spine Vision* best fit the community's objectives, and additional revisions to that concept were made according to comments received. The elements comprising this final vision are discussed in more detail in this chapter and will be the basis for the recommendations and strategies outlined in the following chapters. The two alternate conceptual visions not selected by the community can be found in the appendix of this document for reference.

Downtown Master Vision

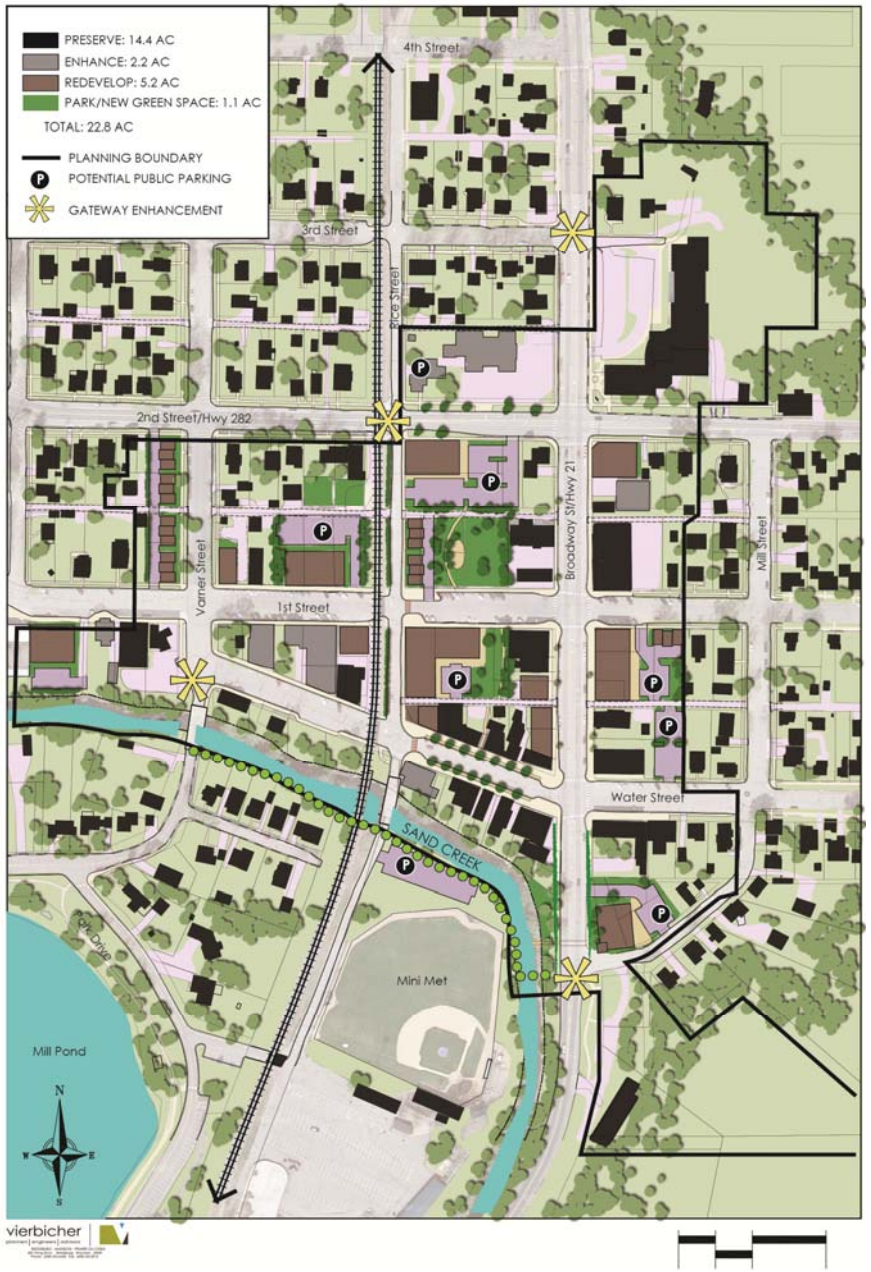
The primary land use and urban design goals of this process include preserving and restoring historic structures, accommodating market-supported uses, and enhancing overall downtown aesthetics. With these goals in mind, it was important that the preferred vision for the downtown balance existing character with new investment, in addition to balancing existing businesses with opportunities for new commercial users and residential expansion at various scales. All of these elements are addressed, along with an overall enhanced level of aesthetic and landscape improvements and parking facilities, to promote pedestrian and visitor activity throughout the downtown.

Conceptual master vision C, or "*The Green Spine Vision*", is focused on creating a central public gathering space connected to a green 'spine' of public spaces and connections throughout the core of the downtown area. In addition, it identifies key redevelopment sites with the potential to enhance economic opportunities and establish a strong urban fabric. While 73 percent of existing land uses within the downtown core would be preserved under this vision, these redevelopment opportunities will introduce new commercial and residential spaces and maximize opportunities for investment and cooperative developments.

Streetscape

One of the primary streetscape components of the recommended vision is the enhancement of "gateway" intersections into downtown. Gateway intersections serve to define the downtown area as a distinct district, slow traffic, and provide direction and information to tourists. Gateway elements can be dramatic, such as special paving in the street or crosswalks or overhead arches or signage; or they can be more subtle, such as public art

Map 3.0: Downtown Master Vision



installations or wayfinding signage. Four gateway intersections have been identified for downtown Jordan: Broadway at Mill Street, Broadway at 3rd Street, 2nd Street at Rice Street, and Varner Street at Water Street. The treatment of these intersections should vary according to the amount of traffic and activity at each location, with Broadway at Mill being the most prominent.

Another important streetscape component is the reconfiguration of Water Street. The proposed layout of the street includes reorienting the vehicle parking spaces from angled parking to parallel parking, and narrowing the street width. This creates an opportunity to expand the terrace on each side of the street, thereby creating additional space in front of the existing businesses for outdoor activities, such as café seating space. Creating a wider terrace and maintaining on-street parking will create a buffer between cars and pedestrians, making the street more comfortable for walking while still providing convenient parking. As an area of the downtown which best retains an historic commercial environment and many of the best examples of preserved structures and destination businesses, creating a pedestrian-friendly corridor is a key priority. Once the infrastructure is in place, the corridor can be further enhanced with additional street trees, planters, and street furniture to cement its role as a destination shopping street.

In order to offset the anticipated loss of 15-20 parking spaces as a result of the parking reconfiguration, a public lot is proposed for the current unpaved area across Sand Creek next to the Mini Met, as indicated in Map 3.0 on the previous page.

Other streetscape enhancements focus on overall improvements to other key corridors within the downtown to tie in with gateway and Water Street improvements. This includes heavily trafficked Broadway Street/Highway 21. Although this street was reconstructed in 2012, there remains an opportunity to work with the DOT to include additional enhancements that would unite the Broadway corridor with enhancements throughout the downtown. Several street trees were planted as a part of street reconstruction, but opportunities exist for "flexible" streetscape enhancements such as planters, benches, and banners.

Ensuring a comfortable scale is important for promoting pedestrian activity. Due to its location adjacent to the existing railroad tracks, Rice Street is currently a corridor that is visually very wide and rather uncomfortable to walk along. However, focusing on streetscaping and adding landscaping elements along this right-of-way will help to break up that space and create a more intimate and comfortable scale for pedestrians, as well as providing a buffer between the street, adjacent properties and train traffic. A variety of strategies for addressing the streetscape along Rice Street were discussed. On the dramatic, long term end of options, Rice Street could be narrowed to a one-way street (as it has been in the past), allowing more room along the east side for terrace planting to separate pedestrian traffic from car traffic. In the short term, hanging baskets and planters could add more color to the streetscape, and awnings along buildings that abut the sidewalk can provide some overhead enclosure. In either case, improvements along the railroad will be somewhat limited by safe zone setbacks, but low shrubs (less than 4' in height) in the narrow green space along the tracks could help visually separate and define the street.

Parks and Open Space

The key distinguishing feature of this vision is the series of connected open spaces throughout the downtown. This "spine" creates a flexible, usable central park space that can accommodate events, gatherings, or simply provide a space for downtown residents and business owners to enjoy an afternoon lunch. As proposed, this vision would incorporate an additional 1.1 acres through a series of four connected spaces. In addition, an established riverwalk is constructed between Varner Street on the west, past the Mini-Met to ultimately connect to Broadway Street on the east, with safe crossing to the Jordan Brewery building.

These open spaces are primarily focused on incorporating open spaces on the interior of blocks, rather than along the edges adjacent to large public right-of-ways. This orientation provides better opportunity to create comfortable, unique spaces that are framed by the buildings around them. Simultaneously, this creates an opportunity for better exploration of the downtown areas as pedestrians are removed from standard public sidewalks and are engaged in the history and character of the existing buildings. While some of these connections will need to be made as part of redevelopment projects in the future, there is currently an opportunity to utilize this theme of creating a "backyard" for the downtown by cleaning up many of the sides and backs of buildings and existing alleyways and promoting inter-block activity .

Redevelopment Opportunities

One of the key features of the recommended vision is the promotion of redevelopment of underutilized properties and key gateways. This scenario maximizes redevelopment opportunities and creates various options for both large-scale and small-scale investment.

The downtown vision identified 16 redevelopment sites throughout the downtown core. These sites either have structures in disrepair or are currently underutilized based on improvement values, lot coverage or property type, and could be redeveloped to provide greater value and more compatible land uses within the downtown area. Based on proposed uses, this redevelopment would accommodate up to 120,000 square feet of new commercial area in the downtown and 245 residential units over the next 20 years. This averages to approximately 6,000 square feet of commercial space and 12 residential units annually.

Parking

Parking has been a difficult topic in the downtown area for a number of years. Changes have been made in an attempt to alleviate some of the parking concerns; however, there are additional opportunities to ease the frustration of business owners, residents and visitors with regard to parking.

The vision incorporates a variety of public parking lots throughout the downtown. Existing concerns regarding parking are related to the lack of availability of public parking, outside of on-street stalls. The distribution of public parking throughout the entire downtown, rather than only in concentrated clusters, allows easy accessibility for visitors regardless of their specific destination and provides off-street parking for workers and residents, encouraging better utilization of on-street spaces.

Reconfiguring parking along Water Street will provide additional room and flexibility for expanding the sidewalk space, which allows local businesses to utilize outdoor activities, such as sidewalk cafes.

Small activity spaces and connections throughout the downtown will create diverse opportunities for gathering.

It is important that the identified redevelopment opportunities not create further parking concerns. Because of the high water table, many redevelopments may be unable to accommodate structured parking. This vision incorporates parking into key redevelopment projects as well as shared parking for existing upper floor uses and smaller developments.

As part of redevelopment projects, parking should be strategically incorporated, where appropriate, to both replace parking that is being removed and accommodate additional public stalls where room is available. It is particularly important that any redevelopment activity that adds residential units to the downtown incorporate parking or identify shared parking for these residents.

Preservation, Enhancement and Redevelopment

The master vision identifies specific buildings and sites as either targets for preservation, enhancement or redevelopment. Both the preservation and enhancement categories retain existing structures on individual sites, although recommendations provided below and in Chapter 4 identify strategies to further enhance and encourage full utility of these real estate assets. Redevelopment sites are envisioned as transitioning to new uses over the next 20 years. Potential uses for various sites are discussed on the following pages.

Preservation

Properties identified in the vision for preservation include existing historic buildings which are largely intact and require little in the way of additional renovations. Historic properties were identified as the top asset of downtown Jordan, and the vision retains a majority of these properties.

These properties are candidates for façade and/or tenant improvement grants to encourage additional updates to interior spaces or exterior design elements, and may also benefit from funding to renovate upper unit residential units.

Enhancement

Properties which are identified as targets for enhancement in the vision represent either properties which are historic in nature, but have not been restored, or properties which are structurally and architecturally sound, but which may not be contributing economically.

The old school building is an asset to downtown. However, the cost of rehabilitating this structure limits on re-use opportunities. The site should be enhanced, but the City will need to work with the Church to address parking requirements and identify funding to cover gaps between market rates and the cost of high quality preservation in the short term.

The storefronts adjacent to Pekarna's are an example of the former situation. They have dated facades and have been significantly modified. Because of the historic character of Water Street, it is recommended that these properties be restored or undergo façade improvement to better coordinate with the remaining streetscape.

The old St. John School is the most significant example of the latter instance. Well designed and architecturally significant, the school has been vacant for the better part of a decade and is in need of renovation in order to be re-occupied. Although the church will take the lead in this process, the City will have a role in facilitating redevelopment issues such as rezoning, coordinating shared parking arrangements and perhaps providing gap financing to encourage high quality restoration.

Redevelopment Sites

Some sites within the downtown area have been targeted as key redevelopment opportunities, as shown on Map 3.1. These sites provide opportunities for larger-scale projects and will create substantial impacts in moving implementation forward. While small-scale projects are encouraged and strategically incorporated throughout the vision, these large-scale redevelopments will have greater impacts both economically and aesthetically, and are likely to be more feasible for traditional developers to undertake. These opportunity sites are discussed in more detail on the following pages.

Site 3: Rice Street and 1st Street

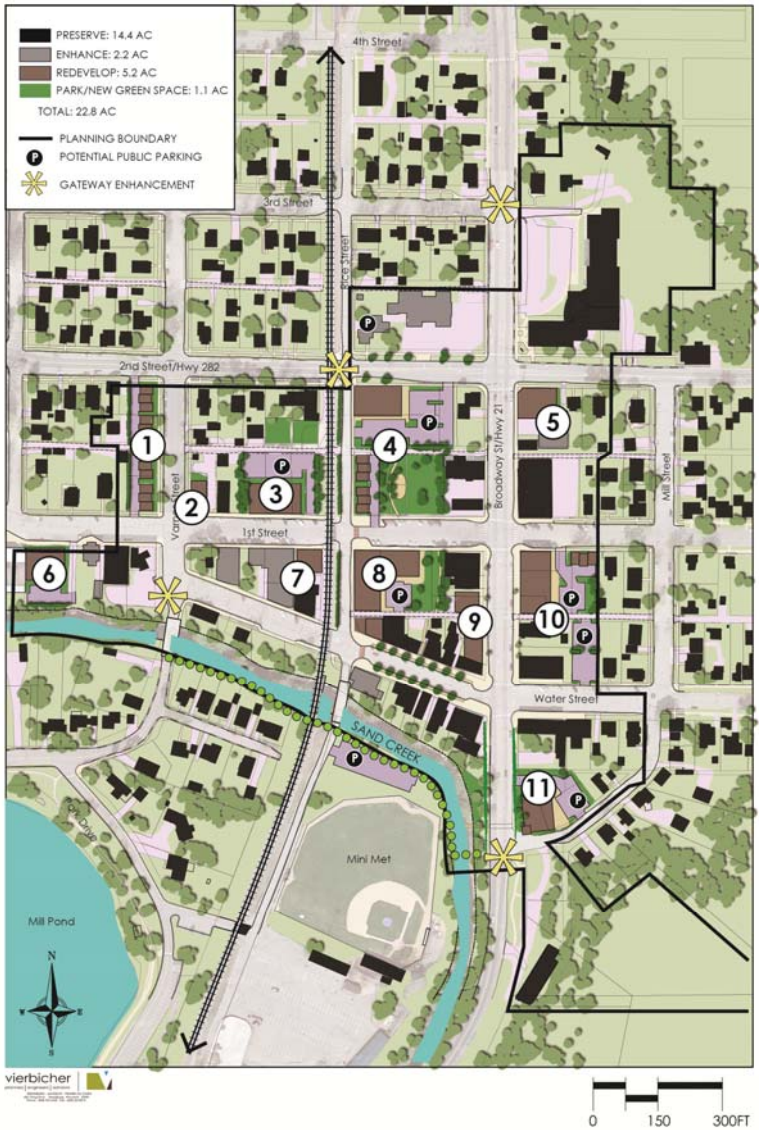
On the northwest corner of the Rice Street/1st Street intersection is a service garage for Xcel Energy and several smaller one story structures. Although not a large site, the parcels would not be expensive to acquire or demolish, and there is the potential to negotiate with Xcel for a more suitable site in the industrial park. This site has potential to serve as a mixed use commercial facility with an improved shared parking lot accessible through the alley.

Site 4: Post Office Site

The 28,000 square foot site located at the southeast corner of the 2nd Street/Rice Street intersection creates substantial opportunity for large-scale redevelopment. This site is currently partially occupied by a single-story, multi-space commercial building that houses a variety of uses, including the local post office. The remainder of the site is covered by surface parking, which is sometimes utilized for overflow parking when there are downtown events or by church-goers.

As part of the 'Green Spine' concept, the site should also incorporate an internal pedestrian greenway that connects to the proposed large-scale public open space to the

Map 3.1: Redevelopment Sites



Key:

1) West of Varner
2) First Street Infill 1
3) Rice Street and First Street
4) Post Office Site
5) Broadway and 2nd Street
7) First Street Infill 2
8) City Hall Site
9) Broadway Infill
10) Broadway and 1st STreet
11) Southern Gateway

south. Located adjacent to the proposed primary open space within the downtown, the design of any improvements on the site should be sensitive to aesthetic appeal from all sides. Three of the site's four sides will be along either primary public streets, or the large public park. The southern façade of this project will serve as a backdrop for this public gathering area, and should, therefore, provide enhanced aesthetic qualities that contribute to the appeal of the open space.

By utilizing this entire space for redevelopment, this site has the potential to be one of the largest investment opportunities within the downtown. However, it is important that any redevelopment vision strategically incorporate parking to replace what exists currently. Parking should be located on the interior of the block so as not to consume public frontage. If possible, at least some of the parking may also be incorporated in a structured manner, integrated into the design of the project.

This site is conducive to a variety of users, but should incorporate some first-floor retail to promote pedestrian activity along Broadway. While residential structures are located further to the east, the scale of this intersection demands a structure that anchors this northern gateway and promotes its prominent position within the downtown.

A development pro forma was created for this site, illustrating the feasibility of constructing a 33,500 square foot building with 14 residential units and 8,400 square feet of first floor commercial space, similar to the rendering shown at right. The pro forma determined that the project would be feasible to develop with approximately $500,000 of assistance for property acquisition and/or demolition. The completed project is projected to generate positive cash flow upon completion. However, given its small size, it would not yield sufficient returns to attract investment partners and would, therefore, require a local developer or company interested in occupying the first floor space to take the lead in developing this asset. A copy of these development financials is included in the Appendix.

Site 5: Vacant Site at Broadway and 2nd Street

The vacant site to the south of the church is located at the busiest intersection in downtown, which serves as a gateway into the core and provides the first impression to visitors of the downtown area. The site is currently unimproved with a gravel surface and utilized for overflow parking for adjacent businesses. The site is constrained by the presence of the utility structure on the southern portion of the site, but could be expanded to the east through acquisition of one or more single family homes.

As a prominent location and gateway to the downtown, any proposed redevelopment project on this site should be designed in a manner that is consistent with the historic context of the downtown, and

The site at the southeastern corner of 2nd Street and Rice Street, which currently houses the post office, is a large redevelopment opportunity. By strategically incorporating parking into a new mixed-use facility, this could become a key gateway into the downtown area.

A rendering of a potential future development at the Post Office site. This design restores a traditional zero lot line structure with distinctive corner architecture while accommodating rear and side public parking.

includes elements that identify it as a gateway building. Emphasizing the gateway nature of this intersection with distinctive architecture and a zero lot line setback are also critical to maximizing the site as a catalyst for transforming downtown aesthetics. As a relatively small site directly adjacent to single family homes, the most likely use of this site will be a professional firm which benefits from the high image location and visibility. Its limited pedestrian access makes it a poor candidate for civic uses.

The site at the southeastern corner of 2nd Street and Broadway Street is currently vacant. This key intersection is a gateway to the downtown core and development of the site should provide a welcoming presence to visitors.

Redevelopment gateway intersections such as Broadway and 2nd Street should include prominent corner features to anchor the site and create a strong façade at this primary location.

Site 8: City Hall Site

One of the key redevelopment sites identified in the recommended vision is the existing City Hall building, located at 210 East First Street. The City's administrative staff and police department currently share a facility and have been exploring options for some time to address crowding issues and the unique space needs of various municipal functions. While several options have been evaluated, none have come to fruition.

This Vision does not identify a single recommendation for the location of City Hall, but there are certainly many opportunities for relocating it within the downtown area. Identifying a specific site in this vision would have the unfortunate result of limiting future property negotiations and should, therefore, be avoided. However, it is important that this civic use remain a staple within the downtown core, as it is a strong traffic generator that will keep people traveling to the area for business purposes. It also provides a strong employment base, bringing people to the area during daytime business hours.

With several large redevelopment sites identified within the planning area, there is an opportunity for a new City Hall space to be incorporated into a larger private project. Under this scenario, the City would work with a developer to purchase space inside of a mixed-use building. This option has the potential to leverage private investment while encouraging redevelopment, maximizing property utilization and maintaining a strong presence within the downtown core. The potential to offer a low cost site for future infill at the current City Hall is also attractive, especially given the ability to include on-site walkway or public parking improvements as a condition of the transfer.

Site 9: Broadway Infill

The most likely scenario for site 9 is that future development on the City Hall site takes advantage of the potential to add Broadway frontage and increase visibility and circulation on a larger combined site. As a standalone site, the small properties on Broadway have limited potential for on site parking and would accommodate only minimal single story structures unless shared parking is identified in an adjacent public lot.

Site 10: Broadway and 1st Street

The site at the southeast corner of the Broadway/1st Street intersection provides a redevelopment opportunity along the most heavily trafficked corridor in the downtown. Currently comprised of four individual parcels, these properties could be redeveloped as a cohesive commercial or mixed-use project. As a transition area between the downtown core and the residential neighborhoods to the east, this block provides flexibility for potential users and will create a stronger street façade along Broadway.

The site currently houses three underutilized structures that are in disrepair and do not enhance the character of the City's downtown. Adjacent uses have proven successful, including the new mixed-use center to the north and the Bed and Breakfast to the south. By incorporating first floor

The existing City Hall site is identified as a key redevelopment opportunity within the downtown. The administrative offices are important to maintaining high foot traffic in this area, and are encouraged to remain within the downtown core.

The block to the north of the Bed and Breakfast provides an opportunity for a large-scale redevelopment. Currently occupied by underutilized buildings in disrepair, the location of this site creates strong market opportunities.

retail tenants, with office or residential space above, this redevelopment opportunity should create an edge to the downtown while being sensitive to the nearby residents.

As a prominent location and gateway to the downtown, any proposed redevelopment project on this site should be designed in a manner that is consistent with the historic context of the downtown, while including elements that identify it as a gateway building. Any structure should incorporate its parking behind the building and ensure that the structure is pushed up to the public right-of-way to promote a strong corner presence and create an anchor on that corner of the intersection.

This site is conducive to a variety of uses, but should incorporate some first-floor retail to promote pedestrian activity along Broadway. While residential structures are located further to the east, the scale of this intersection demands a structure that anchors this northern gateway and promotes its prominent position within the downtown.

Financial analysis was also performed for a hypothetical development at this site. This pro forma assumed a 4-story building with partial structured parking on the first floor extending into the hillside, with a narrow first floor commercial space along Broadway which would be conducive to small start up businesses. The addition of a fourth story and ability to develop structured parking made it possible to accommodate more residential units, increasing management and operating efficiencies. Although the project would also likely require some assistance through TIF or other mechanisms to address funding gaps in today's lending climate, the project would generate a 19 percent return, which would allow it to attract investment partners. A copy of this analysis is also included in the appendix.

Sites 1,2, 6, 7 and 11: Small Scale Development Sites

Smaller sites identified for redevelopment in map 3.1 are located primarily on the periphery of downtown, and serve as transitional properties between the downtown core and adjacent residential areas. Although they are small, many sites would require less assembly or demolition, and redevelopment of these sites could still have a significant impact by demonstrating market opportunities and adding to the downtown economy.

Site 1: West of Varner Street

Properties located on the west side of Varner Street, north of the existing funeral home, are key opportunities for transitional redevelopment. This area serves as an edge to the downtown core and quickly evolves into residential uses toward the west. It is important that a residential population be present in and near the downtown area to support businesses and keep the core lively with activity. These properties could serve as a key redevelopment opportunity to promote some attached single-family or multi-family residential uses in close proximity to the downtown.

Examples of the type of housing that could be successful in this location

Transitional attached single-family or multi-family around the periphery of the downtown should promote a context sensitive scale and place emphasis on creating a strong street presence.

include rowhouses, townhomes, or multi-family designed in such a way as to create a street façade that appears to be individual units. They should promote a higher density than standard single-family homes, yet fit into the character of the nearby residential context. Attached garages or parking should be accessed to the rear of the parcel to maintain a pedestrian friendly environment along Varner Street by not introducing a series of driveways or garages. Units within this project should have front doors facing the public street with individual sidewalks and porches. The aesthetics of the design of this project should appeal to a variety of residents and promote the historic character of the downtown.

Sites 2 and 7: First Street

Site 2 represents a City-owned apartment property which was purchased in preparation for a redevelopment which did not materialize. The size limits redevelopment of this site to a small mixed-use or commercial site. The site has limited visibility but easy access which would benefit a service business. Site 7 is a service business which occupies a small percentage of the site. Adjacent to Pekarna Meats, this site could be attractive for a larger scale project, with long-term potential to acquire adjacent warehouse properties as part of a larger project, although this was not identified as a priority in the vision.

Site 11: Southern Gateway

The southern gateway area into the downtown area has a number of key sites and features that provide the opportunity for unique and defining characteristics when entering the downtown from the south. Some of these include the Mini-Met, the River, and the Jordan Brewery. However, there is a key site in this location that is drastically underutilized and detracts from the potential appeal of this gateway. The site currently occupied by a mid-century office building was designed in a manner so that the building is set back from the street frontage and does not contribute to the historic context of this portion of the downtown. Redevelopment of key parcels at this primary intersection has the opportunity to create a strong anchor on the southern entranceway of this corridor and establish the beginning of the downtown core. Additionally, improving this connection between downtown and the Jordan Brewery will enhance connections between signature businesses in this landmark building and the remainder of downtown. While the building on this site is not necessarily in disrepair, it does not lend itself to enhancing the street façade or creating a gateway presence. The building recently changed hands, and is not currently on the market, but should be considered for additional planning as the Jordan Brewery becomes occupied, the creek trail is completed, or if the building is placed on the market.

Redevelopment of this site should focus on the strong corner presence of the parcels and create design features that have prominent architectural presence. The building should be located as close to the public right-of-way as possible with parking located in back, so as to create a strong street façade along the western and southern faces, and ensure creation of a comfortable pedestrian corridor along the sidewalk.

Chapter 4: Strategic Recommendations

The strategic recommendations identified in this chapter are designed to build upon local market strengths, and address areas of real or perceived weakness in the downtown economy. Recommendations are provided within multiple categories of activity to provide a holistic approach to downtown revitalization. This chapter groups recommended strategies into five major categories based on the primary focus of individual initiatives. These categories include:

- Land Use and Urban Design
- Streetscape and Aesthetics
- Organization and Marketing
- Programming, Business Support and Recruitment
- Rehabilitation and Redevelopment

This chapter is dedicated to describing the purpose of various initiatives, identifying potential objectives and outcomes from successful implementation, and providing examples of similar programs or projects in other communities which can be used as models for Jordan.

Chapter 5 takes the recommendations highlighted here and creates a five-year work vision for downtown Jordan. By combining initiatives which can be implemented simultaneously and leveraging the coordinated efforts of multiple groups, the work plan provides a concrete set of steps toward the future vision of a vibrant downtown. The Implementation Timeline and Funding Plan included in Chapter 5 should be utilized as a quick reference tool that easily ranks the priority of tasks outlined, along with timeline, potential partners and costs.

Land Use and Urban Design

The City's significant efforts to update and simplify its zoning code and establish design guidelines which preserve the historic character of downtown have created a strong foundation for future redevelopment. By providing clear direction for the preferred nature of development in downtown, individuals or businesses are able to develop plans which are more likely to be accepted by the Planning Commission and City Council. A review of the City's existing ordinances and guidelines concluded that these policies have been well crafted and are reflective of the value the City places on quality design and historic preservation.

One task identified by the City for this vision was to determine an appropriate boundary for the downtown area. The planning area was determined based on the land use and design assessment, public input on circulation patterns, and the geographic area used by groups exploring future downtown redevelopment. This area represents only a slight expansion of the area currently zoned C2, and was created to encompass properties surrounding major gateways into downtown and to incorporate the parcels fronting both sides of major corridors into the downtown. Adopting the new boundary as the implementation area for future planning activities would retain existing zoning on a majority of

Jordan's downtown design standards manual provides textual and visual descriptions of the desired characteristics of development in downtown.

Reduced setbacks for residential townhomes along the border of downtown provide a transition between single family neighborhoods and the more urban downtown core.

parcels. The existing combination of C2, R2 and C1 zoning can support much of the anticipated near-term demand, and encourages higher density development in the core of the downtown. The City may want to consider rezoning parcels within the planning area and along major corridors from R2 to R3 to accommodate multi-family development, as two potential key redevelopment sites are currently located in this lower-density zoning category (former St. John School and parcels at Broadway and Second Streets). The setbacks would need to be reduced from the current 25-foot minimum to accommodate urban townhome or other medium-density development as a transition into downtown.

Within the existing zoning classifications, the City may want to consider providing density bonuses to support development in the near term, especially for parcels fronting on Broadway Street. Current zoning provides a three-story height limit throughout the C2 zoning. However, the topography east of Broadway may allow for four-story development in this area, especially if developments provided setbacks at the third story along the street. Providing an option for larger scale development in this area would provide diverse site options and potentially leverage a larger project.

An additional area where strategic regulation may be beneficial is in association with the redevelopment of the historic St. John school. There is strong support in the community for restoration of this structure. However, the site layout and first floor design may make first floor commercial use impractical. Because this structure is not located within the C2 zoning, but rather in a residential district, it may be desirable to allow the building to be redeveloped as entirely residential in order to provide maximum flexibility to developers in the future for the purpose of enabling renovation to occur.

Streetscape and Aesthetics

Streetscaping recommendations include a wide variety of enhancements for downtown Jordan's public spaces. The general principles associated with streetscape enhancements were introduced in relation to the larger downtown vision. Additional information in this chapter includes elements to improve pedestrian and vehicle circulation in and around downtown. These connections are important in ensuring that visitors to downtown can move about safely within the district. Additional recommendations are provided which further enhance the downtown space, encouraging visitors to spend more time in the downtown area.

Sidewalks and Crosswalks

Rice Street is currently lacking in both vehicular and pedestrian signage in some locations. Because Broadway is a major thoroughfare, providing an alternate north-south pedestrian space will help improve pedestrian circulation.

In addition to signage on Rice Street, providing a buffer between pedestrian areas and the rail corridor will be an important factor in making the street a desirable pedestrian corridor. These dividers will be particularly important when parcels west of the railroad tracks are redeveloped, especially if public spaces or parking are provided in these areas.

Decorative railings and plantings provide a barrier between railroad right of way and vehicular and pedestrian spaces.

Parking

Parking strategies within a downtown must address not only the quantity and location of parking but also the quality and characteristics of spaces available. Jordan's recent parking study surveyed the number of spaces and utilization, and has made recommendations for strategies to address issues associated with additional parking demand at individual sites and at specific times.

Additional recommendations included here address aesthetic and wayfinding improvements to make existing parking easier to locate and more conducive to longer stays, while additional recommendations introduced under programming include other tactics which help address the function of parking as it relates to downtown commerce. The redevelopment planning process also incorporates parking strategies into various future scenarios to illustrate the importance of offering a variety of locations and types of parking to cater to specific audience needs.

For instance, although there is sufficient on-street and private parking to meet current demand in virtually all areas of downtown, the vast majority of public spaces are located on the street. Although Jordan allows all-day and overnight parking on street, many visitors accustomed to parking restrictions in larger communities will assume that on-street parking is for short term visits, and will park close to their destination and depart from the same destination. Providing convenient and centrally located lots clearly marked as public parking can actually encourage existing customers to explore downtown by communicating that the lot is an appropriate location to leave their vehicle for an extended period.

Clearly defined public parking lots in addition to on-street spaces can foster greater customer activity by encouraging visitors to extend their visit.

Overall, both First and Water Streets could benefit from a realignment of parking stalls, on one side or both, to provide additional space for pedestrian circulation, landscaping, and amenities like seating, bike parking, and trash/recycling containers. Realignment of parking could also result in improved safety for crossing the street, as the distance from one side to the other would be reduced. A parking study could determine the effects of parking realignment and the potential for reducing on-street stall counts.

The addition of public parking in one or more lots around downtown is a long-term strategy which is largely dependent on the timing of redevelopment and availability of individual properties. Although the long term goal is to provide dedicated parking sufficient to accommodate residential permit holders, municipal employees and daytime visitors, interim solutions can provide visitors with an approved and dedicated location to encourage long-term parking. The first strategy is to install universal parking signage and wayfinding which would identify the City Hall lot as long term public parking. Additionally, public parking could be provided on the flood fringe area adjacent to the Mini-Met and across the Rice Street bridge. This lot could be used for event parking and/or as overflow parking for downtown.

Parks and Plazas

An objective of the committee which was reiterated in the public input was a desire for downtown parks and plazas to serve as gathering places and event sites. This desire also reinforces the appeal of additional vegetation in downtown.

Because of the multi-purpose nature of park space, this desire for gathering space can be accomplished in a variety of ways, including both public and private investments. Elements should complement the existing public active spaces at the Mini-Met and Lagoon Park, as well as passive space at the historic log cabin and Pekarna Park. Uses which are appropriate for downtown include interactive natural environments which cater to Jordan's youth population, public or private side yard dining or café areas, and large scale public gathering spaces which can accommodate larger events and activities.

A walking path along Sand Creek south of downtown will provide connections between existing destinations while highlighting the downtown architecture and providing access to the water.

Pedestrian Connections

The desire for a Creekside walking path and pedestrian bridge were indicated at every station at the initial public open house. Providing a path along this approximately 400 foot long stretch of Sand Creek would connect to popular existing pedestrian routes around the Mill Pond, provide convenient access to the Jordan Brewery which is otherwise not connected to downtown's pedestrian network, and introduce an access point to Sand Creek.

Appropriate park and open space elements which can be introduced into downtown include interactive environmental elements, side yard dining areas and public gathering spaces suitable for events.

Lighting and Decorative Features

Because Jordan's downtown merchants offer consistent evening hours, the City should give equal consideration to night-time streetscaping. The provision of pedestrian scale lighting in targeted areas such as Water Street and along pedestrian connections to parking lots and destinations can enhance the atmosphere while also providing additional security and safety for visitors to downtown. Although many communities have holiday lighting programs, providing similar levels of lighting during summer evenings can increase customer spending during peak visitor periods.

Festive night time lighting increases the sense of vitality for visitors to restaurants, bars and other entertainment venues.

Organization and Marketing

The purpose of recommendations for organization and marketing is to set the framework for coordinating efforts and implementing programs and policies. Maximizing the existing talent base by coordinating efforts within an overall structure which identifies individuals or groups responsible for individual work plan elements is critical to the vision's success.

Organization

Multiple local organizations are currently working on initiatives impacting downtown, including the Jordan Chamber of Commerce, Jordan Historical Society and the Jordan Commercial Club, along with individuals and groups from local churches and civic organizations. However, many of these organizations are focused on the broader local economy and include members from nearby communities. While this outreach is important from an economic sense, it does not provide the necessary level of emphasis on downtown to provide sufficient focus in the near term. It is recommended that a downtown committee be formed as an independent group. In order to encourage participation by business and property owners, the group should serve as an advisory body for downtown-oriented initiatives and projects, with the potential to receive additional program related funding pending successful implementation of agreed upon work plan items. While Business Improvement Districts can serve a similar role in some communities, the current property tax burden as a share of revenue is already high for downtown properties, making this an unlikely strategy. In order to encourage participation in this committee, the City should emphasize the group's role in providing feedback on proposed programs, and may also consider providing some seed money toward targeted activities, such as event creation or marketing.

The City or newly established group, if a formal entity, may elect to pursue associate membership as a Minnesota Main Street Community. This status will provide access to resources and best practices as well as free or low cost attendance at training events which will help with implementation of program strategies.

In addition to encouraging the creation of a downtown committee, the City should better define and streamline its own processes relative to design review, and should evaluate the costs associated with these projects. The process and costs associated with simple and highly impactful improvements should be encouraged, with existing and future incentives targeted toward specific high-priority project types. For instance, some downtown projects require greater payments in fees than can be offset by the current façade improvement program. Therefore, the City may have more success encouraging these large projects by offering a fee moratorium for projects meeting specific criteria. Other strategic uses of incentives might include larger matching funds for restaurant build-out to encourage a full-service restaurant to locate downtown. The existing façade grant program can then be targeted to smaller and straightforward aesthetic projects such as awnings or signage.

Lastly, in order to address a commonly cited concern about the perceived inconsistency in municipal decision making, the City should develop a set of priorities and guidelines for evaluating major decisions such as developer incentives and municipal facilities. Although these guidelines do not need to be formalized, having a pre-defined set of criteria will allow the City to promptly respond to opportunities which may arise and will also support consistent and predictable decision making. This predictability is an important consideration for developers when evaluating the potential risks and rewards associated

with various project locations. A secondary strategy to further reassure developers about Jordan's ability to effectively manage projects is to promote the City's recently adopted standard development review process which provides a guaranteed decision date from the City, provided the developer meets pre-set submittal dates.

Expanding this concept to provide a similar tool for small businesses looking to relocate or expand in the community can have a significant impact on business longevity by allowing businesses to more accurately predict timing and costs associated with opening activities. Often times aspects of business planning such as sign permits or inspection can significantly impact business plans with already limited first year profitability.

Marketing

A number of marketing initiatives are identified for the first phase of implementation. Although many participants at the public open house indicated low levels of support for marketing initiatives, preferring to undertake marketing once significant improvements have been made, it is critical that the community begin to build a marketing audience now. Although the message may change as additional opportunities become available, having established channels to share information about new events, available spaces and other outreach efforts will be a valuable implementation tool.

The first targeted marketing audience includes brokers, real estate agents and developers. Targeting these individuals with information on available properties, available incentives and Jordan market opportunities will reinforce the strength of Jordan's economy and help create private sector interest in infill or redevelopment projects.

In order for downtowns to compete with other retail destinations, visitors must be able to combine destinations in one visit. Jordan has a number of outlying destinations which are actively marketing regionally. Coordinating the downtown businesses together and in partnership with these destinations can increase customer spending captured in the City. Many of these strategies will be led by the business community, and include business coordination to establish a common message or messages and to leverage small business investment for larger marketing efforts.

Examples might include the establishment of common extended business hours for a set period (i.e., Thursday nights until 8) which could coincide with other events such as the ladies' night events held by the Chamber. The purchase of coordinated ads in regional newspapers or on billboards can also result in significant exposure for individual businesses which would be unable to afford large purchases individually. Businesses might also choose to target specific groups in the community through worker appreciation days, family fun days or other coordinated promotions which target daytime audiences to offset Jordan's largely commuter customer base.

In order to solidify this presence and reinforce the connection between residents, workers and local businesses, it is recommended that additional regularly occurring events be held downtown which can be collectively marketed to residents, workers and existing visitor populations. These events might include an evening concert series, river related events (i.e., tube transit or rubber ducky races) or outdoor movies with locally catered box dinners. The goal of these programs is to provide predictable programming which allows businesses to reach new audiences.

Perhaps the largest opportunity for downtown market expansion is associated with an increased capture of local

resident spending. As identified earlier, a 5 percent increase in local dollars retained in the community is equivalent to more than $5 million in additional sales. Social media analysis indicated that few City residents are associated with local businesses on social media, and business interviews confirmed that many local residents do not shop in the community. However, this audience represents a captive market, and can be easily reached with a concerted effort. Establishing a local social media network which encourages cross promotion of other business activities in conjunction with City-related updates (i.e., recreation program signup) can increase local awareness of City businesses.

Business Support and Recruitment

The purpose of this category of recommendations is to provide strategic support and guidance to existing businesses and property owners, serve as a resource for existing and new businesses, and create a foundation to support overall economic growth in the downtown. Many of these strategies build on the initial organizational and marketing structure and require coordinated effort for implementation. However, these recommendations will result in a visual and measurable impact in downtown, further setting the stage for private investment and redevelopment projects.

These initiatives address the most common issues facing small businesses, and seek to improve the success of businesses choosing to locate in Jordan. Specific issues addressed include:

Access to financing

The current lending environment restricts capital to small businesses, especially retailers. Partnering with local banking institutions to leverage municipal or County loan programs and targeted community investment dollars can expand the impact of these limited funds while reducing risk. Many of these loan programs work by either committing City matching funds for qualified business investments, or pooling community lending funds from multiple banks at a set low interest rate for targeted projects. First Bank Financial Centre has established numerous examples of the former situation in all of its communities, setting aside $250,000 in each community which is available at 1 percent to businesses locating in downtown areas. An example of the second type of program is found in Berlin, WI, where all five local banks have pooled resources to offer a 2 percent loan for purchase and/or renovation of downtown buildings. The Minnesota Community Capital Fund can also provide assistance for businesses seeking slightly larger loans ($50,000 and up) to leverage private sector financing.

Business training

New businesses are often started by individuals with a passion for their business. However, they often do not possess significant experience with all of the facets of running a business, and can benefit from assistance with marketing, accounting and legal issues, among others. There are a number of organizations statewide and within the metro area which are dedicated to providing these services. However, driving into Minneapolis for these services may be undesirable for small businesses

South Puget Sound, OR

Cambridge, WI

Coordinated advertising and/or events leveraging local strengths increase exposure and leverage for individual businesses and create a brand for downtown Jordan.

without additional staff to carry out business operations. Partnering with the Small Business Administration (SBA), Service Corp of Retired Executives (SCORE) or other organizations to bring relevant speakers to Jordan or adjacent communities would benefit these businesses by providing valuable information as well as networking opportunities. The Chamber of Commerce Lunch N Learn series may be one forum for this type of event, and Scott County's First Stop Shop (FSS) program may also be a resource.

Business planning information

Often, businesses lack critical market information to develop compelling business plans or apply for loans. Providing information regarding the local market, available properties and the cost of opening a new business on the City's website and at regional partners, such as FSS, can make this process easier, and will ensure that businesses have realistic information about the local market and are, therefore, better able to budget for expenses and grow in a sustainable fashion.

Additional business support can be provided by the Chamber through development of a Shop Jordan guide and associated buy local programs. The Chamber has historically promoted member organizations, but could expand this database to include all local businesses and operating hours, with the potential for special add-ons for member businesses (i.e., product promotion, testimonials, etc). Similarly, coordinating existing local promotions and an expanded marketing database with established Buy Local programs, such as 350.org, can recognize not only local businesses but customers who choose to shop locally.

Programming

Programming initiatives include dedicated long term campaigns or financing sources which are intended to strategically support other initiatives. For instance, establishing or expanding seasonal décor programs (i.e. expanding adopt-a-pot to incorporate seasonal changes, or the addition of summer lighting) to coincide with the Water Street terrace expansion will emphasize the pedestrian friendly qualities of this space.

Similarly, the City can expand the impact of limited financial resources by developing more strategic incentives to help achieve priority projects. For instance, expanding the incentive program to provide matching funds for restaurant build-out can help offset this large initial expense and encourage the recruitment of a new full-service restaurant to the downtown. Similarly, waiving permit fees for specific project types, such as façade projects over $15,000, could encourage more building improvement projects with little or no out-of-pocket expense to the City.

Private businesses or property owners can work with the downtown committee to both utilize and market vacant spaces by coordinating temporary occupancy for high traffic weekends. By hosting temporary art galleries, artisan shops or other one-time uses, property owners gain additional exposure from potential businesses or investors at minimal costs. City support or sponsorship for this type of initiative builds a community's reputation as an entrepreneur-friendly location and boosts customer traffic to downtown. Eventually, a more permanent co-working or incubator facility could be established in downtown. The Hub currently rents kitchen space to a number of food-related entrepreneurs, while the former grocery store space has numerous single office spaces available, but neither offers true co-working facilities or support services. Providing support for these programs, and/or space for a local artisan cooperative or professional co-working environment, can help generate critical mass while also incubating new companies.

Facilitating Investment

Although several of the previous initiatives address strategies for encouraging additional activity in downtown (e.g., expanded business hours, new businesses and storefront uses, investments in green space, parking and other amenities which can enhance downtown and facilitate greater economic activity), long term revitalization will also require the investment of additional private sector dollars to restore, renovate and develop downtown's real estate assets.

Although rehabilitation and redevelopment are equally important, the tools to encourage the two activities are different. Rehabilitation incentives for smaller structures are almost exclusively targeted toward existing property owners and prospective owners of properties for sale. These projects tend to be smaller and need to be financially viable in relationship to the value of the property and economic vitality of the business entities which occupy the space.

In Jordan, many property owners are currently unable to afford significant upgrades to properties based on the low rental rates paid by downtown businesses. Successfully building the downtown market and facilitating transfer of available properties to more established business owners into the community will have the greatest impact on the appearance of these structures, although targeted programs can also be effective.

Small scale developments will also be driven by the capacity of local businesses and investors to finance small projects, with investors typically locating their business within the project. In contrast, larger developments (of roughly a half block or larger) have the potential to attract outside developers and investors with the means to finance larger

Case Study: Grand Rapids CommonSpace
Location: Grand Rapids, MN
Overview: The brainchild of a local web developer looking for an entrepreneurial office environment, CommonSpace is a membership based office option for professionals in Grand Rapids. Co-housed with the Chamber, members have 24/7 access to the facility which has 8 furnished workspaces, including AV equipment and secure storage space. Perks include high speed wireless internet, coffee, casual and formal work areas and a conference room. Membership is $150 per month for full time workers and $75 for part time members. The drop-in rate for daily users is $15.

Case Study: Rock Lake Activity Center
Location: Lake Mills, WI
Overview: The Rock Lake Activity Center offers a shared certified kitchen facility in Lake Mills, a rural community of 5,700. The incubator is part of a community activity center which opened in 2009 in a closed elementary school. The not-for-profit facility offers health, fitness, educational and kids programming in addition to hosting other community activities, and is funded by the local hospital, City and business community. The incubator supports a number of local farm to table based businesses and has already spun off a successful restaurant called Waterhouse Foods, which now occupies a downtown storefront and provides mentoring services to new food businesses.

projects. The following sections highlight differing strategies for approaching these divergent populations to present specific opportunities in Jordan.

Rehabilitation

The City and EDA have established a matching grant program to support downtown property owners and businesses interested in making exterior improvements to downtown structures. The program is structured as a 1:1 match toward eligible projects including brick replacement and repair, windows and doors, awnings, signs, landscaping and parking. Grants are available to a maximum of $5,000 with funds dispersed directly to the contractor performing the work following project completion. This program has been used to facilitate a number of property improvements over the past few years. However, some individuals interviewed were not familiar with the program. Others felt that the amount offered was insufficient given the additional paperwork required, and the fact that the grants did not offset the permit fees associated with some qualified projects. Many property owners referenced the design assistance provided by a previous Minnesota Design Team visit as useful, although little follow through was provided for implementation of that particular initiative.

Additional personal outreach to property owners, or a partnership with a design firm to provide concepts and opinions of costs for façade upgrades could increase use of the program. Some communities have expanded their incentive program to pay for half of the cost of an upfront design consultation in order to encourage high quality projects and remove an initial hurdle from the planning process.

The historic St. John School is a significant landmark for the community. Input from the first public meeting was unanimously in support of restoring the structure, and the 2013 parishioner survey identified a plan for the old school and excess third floor space as a high priority which the church will focus on in the coming five years. While the church will need to take the lead in the marketing and sale of the property, the City could support this initiative by publicly supporting restoration efforts and also through creation of clearly defined assistance for the project. Two specific opportunities for this support include coordination with the church or future buyer to establish suitable zoning which accommodates the church's need for parking, while also eliminating a requirement for first floor commercial uses, which may limit development options. Some form of municipal financial assistance will also likely be necessary, and a policy for determining the availability and level of such assistance (likely in the form of TIF) should be determined in advance.

Redevelopment

Future development planning should be led by the private sector to minimize the appearance of conflict of interest by the City, especially given the need to accommodate municipal office spaces. These processes have created confusion in the past. The ability to create targeted and well-defined incentives and a predictable development process are important.

Although the City has not historically provided up front financial assistance for development, the potential need for new municipal offices may provide an opportunity to creatively leverage this investment to provide a quality tenant to occupy the commercial space associated with a larger development. Given the current depressed commercial market, first floor commercial space requirements will limit developer interest in downtown structures. However, having the City as a credit worthy tenant (whether leased or owned space) on the first floor

would overcome this threshold and facilitate financing on a larger project, leveraging municipal spending to achieve much greater investment. Alternately, the development of a stand-alone municipal office building could simultaneously provide additional parking and plaza space to expand dedicated off street parking and provide a suitable area for additional downtown events.

Ultimately, the Council should set priorities for this municipal investment and actively work toward advancing a scenario which maximizes municipal values. By virtue of being centrally located, any downtown site can provide adequate accessibility for customers, provide a visible City presence in the downtown and demonstrate commitment to downtown revitalization.

Chapter 5: Implementation Plan

Although the previous chapter identified a wide range of strategies available to Jordan as part of a comprehensive downtown revitalization program, the City has limited time and resources to implement new programs. In order to help prioritize activities and provide a framework for work planning, a 5-year implementation work plan is provided beginning on page 62.

This vision provides a work plan for the City and its partners which are feasible within the City's budget and staffing. Elements included in the plan were sequentially developed to;

- Create organizational and community support and engagement for sustained activity,
- Provide for near term physical enhancements in downtown as a catalyst for revitalization, and
- Coordinate events with funding sources or capital improvement expenditures.

The plan clearly identifies near-, mid- and long-term initiatives within each of the four major strategies. Sequentially, initiatives in later periods will build on success of previous initiatives to sustain momentum, leverage grant dollars or otherwise further recommendations in a specific area. Prioritization of initiatives within a given time frame was provided through Steering Committee input and public outreach, and identifies areas which have the strongest public support and therefore will be easiest to implement locally.

Initiatives also indicate which entity within the community should have a leadership position for implementation. While the City will need to take the lead on issues associated with zoning or other regulatory issues, other civic organizations and private businesses may be better suited to carry out initiatives related to marketing, business assistance or targeted industry recruitment.

The final column of the work plan indicates the anticipated total cost to carry out the specific initiative, along with a potential source of funding assistance if one is available. Additional information on these funding programs is provided below, with links to additional information to assist the City in planning for future funding cycles associated with upcoming work plan projects.

Funding Tools

The following funding tools are grouped according to the project type most frequently associated with a specific fund. Information on scoring criteria or specific downtown Jordan applications are provided where specific provisions may need to be met to secure a certain pot of funds.

Project Type: Redevelopment or Infill Development

Tool: Tax Increment Financing
Typical Project: Infrastructure Associated with Development
Overview: Tax Increment Financing is a tool available to local municipalities which allows the City to utilize future property tax revenues to support investment in infrastructure and physical components of redevelopment which would otherwise not be feasible. Downtown projects which require complicated property acquisition and demolition are commonly more costly than building on Greenfield sites, making them candidates for this type of assistance.
Comments: Jordan has used TIF financing in the past in a project specific basis with a developer payback over time. However, there are a number of innovative uses of this tool which can provide funding for broader projects. Examples include Anoka's use of TIF to pay for sprinkler systems in downtown historic building, the creation or renovation of

downtown apartment units in Little Falls. Sauk Rapids has also developed a comprehensive TIF strategy to support redevelopment efforts in the downtown as a whole.

Tool: Local Housing Incentives Account (LHIA)
Typical Project: Affordable housing component of redevelopment
Overview: Provided through the Metropolitan Council, the program provides a 50 percent match for units targeted at or below 60 percent of area median income.

Project Type: Trails, Parks and Streetscape
Although most frequently these projects are done in conjunction with other street, utility or infrastructure work to minimize costs, there are some tools which can help offset the cost of these projects on an individual project basis.

Tool: Legacy Grant Program
Typical Project: Trail connections
Overview: Provided through the Metropolitan Council, the legacy funds provide grants for trails with regional or statewide significance located within the metro area. Grants start at $20,000 and can fund up to 100 percent of project costs, although a match is preferred.
Comments: Funding criteria includes regional significance, including regional visitation and unique features. Incorporating Creek access, connecting to other trails and demonstrating the regional draw of Mini-Met or other attractions will be essential components of a successful application associated with downtown trails.

Tool: DEED Small Cities Grants
Typical Project: Trail connections
Overview: Provided through the Department of Employment and Economic Development, the small cities development program is focused on benefiting low income individuals, eliminating slum and blight and public health and safety concerns. Downtown projects typically qualify under slum and blight designations, although projects geared toward the elderly can also qualify under low and moderate income criteria. Grants are available for Housing, Public Facilities and combined projects including economic development and land acquisition. Grants fund up to $600,000 for a single project or $1.4 million for a larger program.
Comments: Jordan has not received a small cities grant in the recent past and downtown projects are strong candidates for this type of funding.

Tool: DOT Transportation Alternatives Program (TAP)
Typical Project: Trail connections
Overview: The most recent iteration of the transportation enhancements program, the TAP fund is designed to support multi-modal transportation options. Funds 80 percent of project costs, with a 20 percent local match.
Comments: Most applicable for Rice Street enhancements since it addresses multiple transportation elements, especially if the project includes a bike lane. DOT funding programs typically have a high cost of design and compliance, and are best suited to large projects. Combining multiple adjacent projects into one grant (such as the 2nd Street bridge) would make it a more cost effective option.

Project Type: Business Assistance
Tool: Minnesota Community Capital Fund (MCCF)
Typical Project: Business Capital
Overview: Using Community Reinvestment Fund dollars, MCCF provides matching loans to address gap financing needs for small businesses. Loans can fund real estate, renovations, capital equipment or working capital, among other uses.
Comments: Funding starts at $50,000, and is best suited for larger projects such as relocation or expansion.

IMPLEMENTATION TIMELINE AND FUNDING PLAN							
Tactics (sorted by strategy)	Description	Timeline (Project Start)				Lead Party & Partners	Cost & Funding Source
		Months 1-6	Months 7-12	1-2 Years	3-5 Years		
Level of Priority		High	Medium	Low			
Strategy: Land Use and Urban Design Goals: Preserve and restore historic structures. Accommodate market-supported uses. Enhance downtown aesthetics.							
Expand green space/greenery in downtown	Expand passive park space in downtown, including creation of Creekside path and pocket parks/alley walkways.	•				City of Jordan	$10,000 - Greenery $30,000 - Path $30,000 - Bridge Donations, Parks Fund
Enhance pedestrian experience on Water Street	Convert from angled to parallel parking along Water Street to accommodate sidewalk cafes and street furniture.		•			City of Jordan	$56,000
Promote near-term redevelopment	Consider allowing four-story structures in appropriate locations to promote redevelopment.		•			City of Jordan	None
Provide adequate parking for various user groups	Encourage or provide adequate parking in various locations downtown to meet the needs of individual user groups (i.e. events, residential, short-term and extended trip visitors).		•			City of Jordan	$125,000 - Mini-Met Site
Wayfinding sigange	Establish wayfinding signage system in downtown.			•		City of Jordan	$25,000
Provide additional residential options	Rezone or amend zoning to accommodate townhome and/or mutlifamily development adjacent to downtown core.				•	City of Jordan	None
Increase utilization of existing parking	Introduce a parking program to effectively utilize existing parking (i.e. by providing residential or worker parking permits)				•	City / Downtown Organization	None
Expand active public space	Create additional active plaza spaces in downtown, including spaces suitable for outdoor events, gatherings and child-friendly landscapes.				•	City of Jordan	Varies - TBD
Improve pedestrian experience on Rice Street.	Add decorative railing or plantings adjacent to railroad right of way and add striping and signage at intersections.				•	City of Jordan	$7,600 - Plantings & Striping $10,000 - Railing DOT TAP Funds

IMPLEMENTATION TIMELINE AND FUNDING PLAN							
Tactics (sorted by strategy)	Description	Timeline (Project Start)				Lead Party & Partners	Cost & Funding Source
		Months 1-6	Months 7-12	1-2 Years	3-5 Years		
Strategy: Organization and Marketing Goals: Coordinate efforts. Communicate accomplishments and progress. Demonstrate commitment to downtown revitalization.							
Create organizational structure	Establish downtown committee/council to respond to initiatives, conduct outreach with businesses/property owners and help coordinate/carry out programming and events.	•				Downtown businesses, property owners, City, Chamber	$0
Streamline business startup and development process	Create a startup guidebook identifying steps, cost and timing associated with City requirements associated with business startup, building renovation or redevelopment.	•				City of Jordan	None
Develop Resources	Apply to become an associate member of Minnesota Main Street to access best practices and networking for committee members and business owners.		•			City of Jordan	$200
Market available sites and properties	Create a central location with information on properties available for sale or lease, development sites and opportunities.		•			Commercial Club, Scott County	$0
Joint advertising	Purchase coordinated ad buys in regional media, billboards, etc.		•			Chamber	Varies
Expand downtown activity	Create regularly occuring downtown events (i.e. concert series) to familiarize residents and workers with downtown.			•		Chamber	$2,500 - Marketing/Performer Fees Vending Revenue, Sponsorships
Regional outreach	Expand outreach to City and regional residents (i.e. social media)			•		Downtown organization, Chamber	None
Establish coordinated hours	Establish coordinated and extended hours (i.e.Thursday evenings til 8) for downtown businesses one day per week during summer season.			•		Downtown organization	None
Worker appreciation	Consider worker appreciation events to attract local employee spending during business hours (i.e. live music and lunch specials)			•		Chamber	$1,000 Donations, In-Kind

IMPLEMENTATION TIMELINE AND FUNDING PLAN

Tactics (sorted by strategy)	Description	Timeline (Project Start)				Lead Party & Partners	Cost & Funding Source
		Months 1-6	Months 7-12	1-2 Years	3-5 Years		
Strategy: Business Support and Recruitment Goals: Increase storefront occupancy and business vitality. Increase capture of local dollars. Foster employment growth.							
Market information	Provide local market data on retail, residential and employment to support investment in the community.	•				Chamber / City of Jordan	$0
Access to financing	Encourage local financial institutions to develop low-interest loan pool to fund downtown property upgrades or capital equipment purchases.		•			Local Banks / Chamber	$250,000 Local Banks, Matching Funds Helpful
Business training	Coordinate with regional partners to offer local business training (i.e. social media, finance)		•			Chamber, Scott County	None
Online guidebook	Create online shopping and dining guide for Jordan highlighting business location, hours and profiles.			•		Downtown Organization / Chamber	$500
Buy local program	Establish a buy local program to promote local businesses and reward residents or businesses who patronize local businesses.				•	Chamber	$500 - Marketing
Strategy: Programming Goals: Leverage local strengths and talents for downtown. Align incentives, support and programs with priorities.							
Targeted incentives	Create targeted incentives to promote desired/market supported uses (i.e. restaurant build out grant, permit fee waviers)		•			City of Jordan	$40,000
Seasonal Décor	Introduce seasonal elements to promote events and create visual and dynamic streetscape interest (i.e. mural program, popup shops, seasonal banners, lighting)			•		City, Property Owners	$10,000
Establish incentives policy	Establish development incentives guidelines or policy and approvals timeline to minimize project risk associated with redevelopment of downtown sites.				•	City of Jordan	None
Co-working / Incubator facility	Explore creation of co-working or kitchen incubator facility downtown to expand worker population, increase retail offerings and provide additional revenue streams for businesses/properties.				•	Chamber / Scott County	$200,000 Foundation Grant
SUBTOTAL	Includes costs which may be eligible for grant or other funding assistance as well as local costs. Capital improvement projects may be multiple year budget items.					Year 1: Year 2:	$110,200 $434,700

Appendix

Table of Contents

5.1 Retail Spending Analysis
5.2 Results of Stakeholder Input and Public Workshop #1
5.3 Community Survey Results
5.4 Results of Public Workshop #2
5.5 Conceptual Vision Vision (A) *Pocket Park Vision*
5.6 Conceptual Vision Vision (B) *Rice Street Plaza Vision*
5.7 Sample Development Pro Formas

5.1 Retail Spending Analysis

Downtown Retail Spending Gap Analysis

Summary Demographics						
2010 Population						873
2010 Households						372
2010 Median Disposable Income						$47,237
2010 Per Capita Income						$23,479
Industry Summary	**NAICS**	**Demand** (Retail Potential)	**Supply** (Retail Sales)	**Retail Gap**	**Leakage/Surplu Factor**	**Number of**
Total Retail Trade and Food & Drink	44-45,722	$9,016,234	$13,655,939	-$4,639,706	-20.5	16
Total Retail Trade	44-45	$7,691,683	$12,277,716	-$4,586,034	-23.0	11
Total Food & Drink	722	$1,324,551	$1,378,223	-$53,672	-2.0	6
Industry Group	**NAICS**	**Demand** (Retail Potential)	**Supply** (Retail Sales)	**Retail Gap**	**Leakage/Surplu Factor**	**Number of**
Motor Vehicle & Parts Dealers	441	$1,772,707	$5,880,271	-$4,107,565	-53.7	1
Automobile Dealers	4411	$1,496,403	$5,645,773	-$4,149,370	-58.1	1
Other Motor Vehicle Dealers	4412	$151,281	$0	$151,281	100.0	0
Auto Parts, Accessories & Tire Stores	4413	$125,022	$234,498	-$109,476	-30.5	1
Furniture & Home Furnishings Stores	442	$237,700	$474,735	-$237,034	-33.3	1
Furniture Stores	4421	$153,238	$0	$153,238	100.0	0
Home Furnishings Stores	4422	$84,462	$474,735	-$390,273	-69.8	1
Electronics & Appliance Stores	4431	$239,924	$332,317	-$92,393	-16.1	1
Bldg Materials, Garden Equip. & Supply Stores	444	$347,624	$204,935	$142,689	25.8	1
Bldg Material & Supplies Dealers	4441	$251,719	$204,935	$46,784	10.2	1
Lawn & Garden Equip & Supply Stores	4442	$95,904	$0	$95,904	100.0	0
Food & Beverage Stores	445	$976,500	$3,656,661	-$2,680,161	-57.8	2
Grocery Stores	4451	$840,391	$3,195,671	-$2,355,279	-58.4	1
Specialty Food Stores	4452	$14,787	$137,221	-$122,434	-80.5	1
Beer, Wine & Liquor Stores	4453	$121,321	$323,769	-$202,447	-45.5	1
Health & Personal Care Stores	446,4461	$204,572	$77,105	$127,468	45.3	1
Gasoline Stations	447,4471	$1,440,667	$1,406,779	$33,888	1.2	1
Clothing & Clothing Accessories Stores	448	$134,002	$0	$134,002	100.0	0
Clothing Stores	4481	$101,647	$0	$101,647	100.0	0
Shoe Stores	4482	$18,365	$0	$18,365	100.0	0
Jewelry, Luggage & Leather Goods Stores	4483	$13,990	$0	$13,990	100.0	0
Sporting Goods, Hobby, Book & Music Stores	451	$41,378	$112,427	-$71,050	-46.2	1
Sporting Goods/Hobby/Musical Instr Stores	4511	$36,646	$27,505	$9,141	14.2	0
Book, Periodical & Music Stores	4512	$4,731	$84,922	-$80,190	-89.4	1
General Merchandise Stores	452	$1,974,985	$0	$1,974,985	100.0	0
Department Stores Excluding Leased Depts.	4521	$564,719	$0	$564,719	100.0	0
Other General Merchandise Stores	4529	$1,410,266	$0	$1,410,266	100.0	0
Miscellaneous Store Retailers	453	$79,668	$132,487	-$52,819	-24.9	3
Florists	4531	$5,967	$79,655	-$73,687	-86.1	1
Office Supplies, Stationery & Gift Stores	4532	$24,822	$7,660	$17,161	52.8	0
Used Merchandise Stores	4533	$7,458	$23,523	-$16,065	-51.9	1
Other Miscellaneous Store Retailers	4539	$41,421	$21,649	$19,772	31.3	1
Nonstore Retailers	454	$241,956	$0	$241,956	100.0	0
Electronic Shopping & Mail-Order Houses	4541	$212,970	$0	$212,970	100.0	0
Vending Machine Operators	4542	$4,145	$0	$4,145	100.0	0
Direct Selling Establishments	4543	$24,841	$0	$24,841	100.0	0
Food Services & Drinking Places	722	$1,324,551	$1,378,223	-$53,672	-2.0	6
Full-Service Restaurants	7221	$660,472	$679,588	-$19,115	-1.4	3
Limited-Service Eating Places	7222	$611,957	$542,399	$69,558	6.0	1
Special Food Services	7223	$4,358	$0	$4,358	100.0	0
Drinking Places - Alcoholic Beverages	7224	$47,763	$156,236	-$108,474	-53.2	1

City of Jordan Retail Spending Gap Analysis

Summary Demographics						
2010 Population						6,290
2010 Households						2,195
2010 Median Disposable Income						$51,428
2010 Per Capita Income						$26,061
Industry Summary	**NAICS**	**Demand** (Retail Potential)	**Supply** (Retail Sales)	**Retail Gap**	**Leakage/Surplu Factor**	**Number of**
Total Retail Trade and Food & Drink	44-45,722	$60,818,262	$28,568,313	$32,249,949	36.1	38
Total Retail Trade	44-45	$51,830,541	$23,371,729	$28,458,812	37.8	25
Total Food & Drink	722	$8,987,721	$5,196,584	$3,791,137	26.7	13
Industry Group	**NAICS**	**Demand** (Retail Potential)	**Supply** (Retail Sales)	**Retail Gap**	**Leakage/Surplu Factor**	**Number of**
Motor Vehicle & Parts Dealers	441	$12,017,851	$9,545,611	$2,472,241	11.5	2
Automobile Dealers	4411	$10,155,234	$8,977,710	$1,177,524	6.2	1
Other Motor Vehicle Dealers	4412	$1,013,837	$178,545	$835,292	70.1	0
Auto Parts, Accessories & Tire Stores	4413	$848,780	$389,356	$459,425	37.1	1
Furniture & Home Furnishings Stores	442	$1,637,654	$789,202	$848,452	35.0	2
Furniture Stores	4421	$1,061,491	$34,296	$1,027,196	93.7	0
Home Furnishings Stores	4422	$576,163	$754,906	-$178,744	-13.4	2
Electronics & Appliance Stores	4431	$1,628,781	$528,438	$1,100,343	51.0	1
Bldg Materials, Garden Equip. & Supply Stores	444	$2,376,160	$1,034,883	$1,341,277	39.3	3
Bldg Material & Supplies Dealers	4441	$1,742,140	$917,651	$824,489	31.0	2
Lawn & Garden Equip & Supply Stores	4442	$634,020	$117,232	$516,788	68.8	1
Food & Beverage Stores	445	$6,565,726	$8,442,244	-$1,876,518	-12.5	6
Grocery Stores	4451	$5,640,407	$6,594,050	-$953,643	-7.8	2
Specialty Food Stores	4452	$99,464	$330,491	-$231,027	-53.7	2
Beer, Wine & Liquor Stores	4453	$825,855	$1,517,703	-$691,848	-29.5	2
Health & Personal Care Stores	446,4461	$1,352,479	$122,609	$1,229,870	83.4	1
Gasoline Stations	447,4471	$9,570,118	$2,237,010	$7,333,108	62.1	1
Clothing & Clothing Accessories Stores	448	$915,320	$14,234	$901,086	96.9	0
Clothing Stores	4481	$693,925	$14,234	$679,691	96.0	0
Shoe Stores	4482	$125,231	$0	$125,231	100.0	0
Jewelry, Luggage & Leather Goods Stores	4483	$96,164	$0	$96,164	100.0	0
Sporting Goods, Hobby, Book & Music Stores	451	$280,562	$416,165	-$135,604	-19.5	2
Sporting Goods/Hobby/Musical Instr Stores	4511	$248,317	$281,126	-$32,808	-6.2	1
Book, Periodical & Music Stores	4512	$32,244	$135,040	-$102,795	-61.4	1
General Merchandise Stores	452	$13,318,048	$0	$13,318,048	100.0	0
Department Stores Excluding Leased Depts.	4521	$3,830,360	$0	$3,830,360	100.0	0
Other General Merchandise Stores	4529	$9,487,688	$0	$9,487,688	100.0	0
Miscellaneous Store Retailers	453	$536,149	$241,333	$294,815	37.9	5
Florists	4531	$39,587	$126,664	-$87,077	-52.4	1
Office Supplies, Stationery & Gift Stores	4532	$168,835	$35,238	$133,597	65.5	1
Used Merchandise Stores	4533	$50,956	$37,405	$13,551	15.3	2
Other Miscellaneous Store Retailers	4539	$276,771	$42,027	$234,745	73.6	1
Nonstore Retailers	454	$1,631,693	$0	$1,631,693	100.0	0
Electronic Shopping & Mail-Order Houses	4541	$1,444,686	$0	$1,444,686	100.0	0
Vending Machine Operators	4542	$27,851	$0	$27,851	100.0	0
Direct Selling Establishments	4543	$159,156	$0	$159,156	100.0	0
Food Services & Drinking Places	722	$8,987,721	$5,196,584	$3,791,137	26.7	13
Full-Service Restaurants	7221	$4,482,926	$2,206,733	$2,276,193	34.0	7
Limited-Service Eating Places	7222	$4,154,103	$2,733,956	$1,420,147	20.6	4
Special Food Services	7223	$29,581	$0	$29,581	100.0	0
Drinking Places - Alcoholic Beverages	7224	$321,111	$255,895	$65,216	11.3	2

5.2 Results of Stakeholder Input and Public Workshop #1

On May 8th and 9th, 2013, extensive public input was garnered through a series of individual stakeholder interviews, focus groups, and a public workshop. The information below provides a summary of the feedback captured over this two-day period. Generally, there were a number of overriding themes and comments that stakeholders provided, which include:

- Permit fees are high – this issue seemed to be most closely associated with residential development, although instances of high permit costs which offset façade improvement grant. Water rates were also identified as a substantial competitive disadvantage, although they were more of an issue for some than others.

- There are a number of tenants in the market for space in downtown. However, there are not spaces available suitable for some of these tenants (dedicated parking, accessibility and build-out were key limitations), and others do not want to pay rents high enough to support utility and taxes. Many properties are on contract for deed terms, which limit the ability to fund substantial build-outs on behalf of tenants.

- Assessments/taxes on many properties have increased substantially in the past 3-4 years as rents have dropped or spaces have remained vacant longer. This creates a cash flow problem and restricts the investment dollars available for property maintenance and upgrades.
- There was concern over a lack of predictability for municipal decision making. Businesses and property owners desire a more secure timeline and ability to anticipate the potential outcome of municipal decisions before investing time and effort into planning improvements. Many feel that the process is arbitrary or undefined.

- There are a number of property owners with potential plans to sell, build, expand or otherwise invest in downtown. Many of these decisions are on hold pending economic conditions or municipal decisions, but may be encouraged to make investments if these investments were supported by recommendations in this Downtown Vision and there was a belief that the City intends to carry out the Vision recommendations.

- Consensus that there is substantial opportunity for redevelopment with multiple sites in the downtown area.

- Some sentiment that the community is not "business oriented" in trying to either attract new business to the downtown area or working with existing business owners to promote local growth.

- There remains a serious concern about parking in the downtown area. It is thought that the primary conflicts were regarding the lack of parking for downtown residents and business owners, thereby occupying spaces that could be used by visitors.

- A strong desire for more restaurants and other businesses that would support people already coming downtown and give them a reason to stay. Have a difficult time competing with growth along the outskirts of the City.

- It's difficult to attract new businesses to the downtown due to the high costs to fix up buildings or keep them maintained. Potential business owners also may not be choosing Jordan because it is not growing as quickly as some surrounding communities.

- Some stakeholders saw increased opportunities currently due to low interest rates. If strategic

funding can be applied for, it could be possible to get investment moving due to market conditions.

- Generally, Jordan was seen as having significant potential, and City departments were described as responsive and good to work with once a project was underway.

Public Workshop Overview

A public workshop was held at the Jordan Fire Department on the evening of May 9, 2013. The intent of this workshop was to solicit input from interested citizens, property owners, business owners, and other stakeholders about the existing conditions of downtown and provide ideas about their long-term vision for the area.

An initial interactive mapping exercise was set up as attendees arrived, asking them two specific questions related to their experience of downtown, including:

- What location do you most frequently visit in downtown?
- What single recommendation can you provide for enhancing the downtown?

Respondents placed a sticker on the map for each question and then recorded their ideas for improvements. The most frequently visited places included City Hall, Lagoon Park, the Post Office and Broadway Market. A vast majority of the dots were concentrated in the Broadway and Water Street corridors. In contrast, a majority of the recommendations were located on the edges of downtown. These recommendations included primarily retail uses, including:

- Coffee shop/Restaurant (9), including several specialties such as ice cream, wine bar and brewery
- Non-dining recommendations included apartments, a bait shop, music venue and kayak outfitter.
- The only non-retail recommendation was a pedestrian bridge near the brewery, which was also introduced in various other exercises.

This workshop provided a brief presentation to the attendees focusing on the results of the market assessment and the land use and urban form assessment. Following the presentation, attendees divided into four individual groups. Each of these groups rotated through four interactive stations, spending 15 minutes at each one to provide their insight on a particular topic. The topics included:

- Transportation
- Streetscaping
- SWOT Analysis (Strengths, Weaknesses, Opportunities and Threats)
- Urban Form and Future Development

Each station was facilitated by a project team member and created dynamic discussion and input for the planning process. The results of each station are included on the following pages.

Public Workshop Results

Station 1: Transportation

Participants at the transportation station were asked to identify major transportation corridors for various types of users (pedestrians, bikes and vehicles). They were also asked to highlight unsafe or uncomfortable areas or intersections, and to identify areas where pedestrian or bike connections were missing.

- The area defined by individuals in this station as 'downtown' included the area south of second, north of Varner and north of the brewery. One group also felt that Lagoon Park serves as an entrance to downtown.

Pedestrian Experience

- Most pedestrian destinations were concentrated on Water Street and Broadway. The primary pedestrian corridors included all of the streets in the downtown area, with priority to the east-west streets (water, first and second). The loop around the Mill Pond (Park Juergens/Rustle) was also a high priority, as were the streets within the downtown neighborhood (Mertens – West, First – Sixth)
- The areas identified as unsafe or uncomfortable for pedestrians included most of the Broadway corridor, extending north from 4th Street and South from First Street, including the intersections. The block of Rice Street from First to Water was also identified as less than pedestrian friendly, and the Varner Street bridge over the creek.
- Outside of the downtown area, the Second Street bridge over the creek was identified as an area of concern, and, not surprisingly, the intersection of 282 and 169.
- Priorities for improving connections through the addition of trails and sidewalks included the creek corridor from the Jordan Brewery to 169, Broadway from Water Street south to the Jordan Brewery and from 169 to Fourth Street. Priorities for connectivity improvements were also identified connections to downtown from other areas, including the connection to the 169 commercial area along Creek Land and 2nd Street (connecting to the creek trail at 2nd), and Rustle Road.

Vehicular Experience

- There were far fewer issues identified in vehicular travel to and through downtown. The streets and intersections are very efficient at moving cars through downtown Jordan. The only areas identified as potentially unsafe or difficult to access included the Intersection at First and Rice, and the alley connection across Broadway between First and Second.
- Difficult or unsafe locations outside of the downtown core which may impact people's desire to visit downtown were identified as the Creek Lane and Seville Drive corridors (largely due to topography and sight lines), the Second Street West intersection (also identified on the pedestrian list), and the intersection of Second Street and Triangle Lane and Second Street and 169.

Station 2: Streetscaping

Collectively, participants in the streetscaping exercise were asked to purchase amenities to install in downtown Jordan. Participants were given $0.22 to spend on streetscaping, or roughly the equivalent of $44,000 in real dollars. They were

then asked to prioritize different types of streetscaping amenities by 'purchasing' those amenities for the prices identified, allocating their pennies to those amenities they felt were most important for enhancing downtown safety and aesthetic. The options provided to the participants and their costs included:

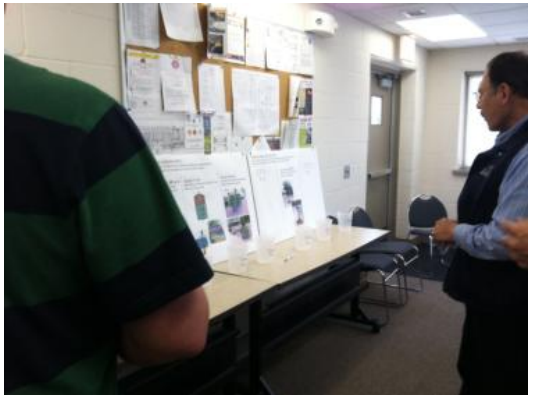
- Street trees (12 trees or 1 block): $0.04
- Benches (8 benches or 1 block): $0.05
- Decorative lighting (8 lamps or 1 block): $0.10
- Decorative paving (terrace or crosswalks): $0.20
- Wayfinding signage (2 signs): $0.01
- Planters (8 planters or 1 block): $0.04
- Tree grates (12 grates or 1 block): $0.12
- Other: Voters wrote in their own nominations ($0.05 each)

With their funds, stakeholders purchased the following amenities for downtown Jordan:

- 20 blocks of Street Trees
- 18 blocks of benches
- 6 blocks of decorative lighting
- 2 blocks of decorative paving treatments
- 70 blocks of wayfinding signage (the entire City)
- 21 blocks of planters
- 1 block of tree grates
- 8 blocks of creek path were also purchased with write-in votes

The blocks identified as needing the most improvement were as follows:

- Broadway from Water to 1st (8)
- Broadway S of Water St (7)
- Creek (7)
- Broadway from 1st to 2nd (6)
- 2nd Street from Broadway to Rice (6)
- The following blocks received 1-2 votes:
  - Broadway in front of St. John's
  - Broadway north of 4th Street
  - 1st Street from Rice to Broadway
  - 1st Street from Broadway to Mill
  - Rice Street from Water to 1st
  - 1st Street west of Varner
  - 2nd Street west of Varner
  - Water Street east of Broadway
- Generally, priorities included the creek frontage, intersections, and entrances to major destinations or attractions.



Station 3: SWOT Analysis Discussion

This station featured an open dialogue on strengths, weaknesses, opportunities and threats associated with downtown economic and quality of life topics. Participants in this group had wide ranging discussions which included discussion of business mix, residential engagement, marketing tactics and business recruitment. The major themes can be summarized in the Strengths and Challenges diagram to the right.

Strengths	Untapped Strength/ Temporary Challenge	Challenges
• Water • Mini-Met • St. John Church and School • Historic Architecture • Young Demographics • Safety • Easy Commute • Friendly People • Sporting/Outdoor/Active Residents • Antiques Cluster • Successful Events/Destinations	• High Traffic Counts • Pride of Place/Curb Appeal/Property Upkeep • Local Awareness (new residents) • Parking Function • Early Childhood Education and Activities • Residential Talent Pool (untapped) • Family Friendly Destinations and Businesses • Entrepreneur Coordination (independent natured)	• Pedestrian Mobility • Limited Dining (bakery, ice cream, restaurant) • Incompatible Uses • Inconsistent Hours • Lack of Green/Gathering Space/Community Center • Entertainment/Music • Culture of Driving • Taxes/Utilities

Station 4: Built Environment and Preservation

The goal of this station was to discuss the urban form of the downtown in terms of buildings. Utilizing an aerial base map, participants were provided with four colors of Legos at the same scale as the map and asked to "re-build the downtown". Each color represented a different type of building, asked through the following questions:

- Which buildings should be preserved in perpetuity?
- Which buildings have the potential to contribute to the overall appeal of downtown, but need to be enhanced?
- Which buildings do not contribute to the character of downtown and should potentially be redeveloped?
- Where should green/open space be located?

Through this exercise, each group placed the corresponding Legos on the map. The scenario they developed was photographed, and the map was cleared for the following group. The results from each of the groups were compiled and is outlined below.

- The four groups focused on distinct areas of downtown for their future vision of the area. While some groups emphasized historic preservation, others expanded downtown's footprint with redevelopment at the edges of downtown. Despite these differences, there were many areas of agreement within the core of downtown. Concept Vision A in Appendix 5.5 was based on the collective recommendations of participants in this exercise.

    - Areas of preservation: All groups were unanimous regarding priority structures for preservation. The following buildings were preserved by all groups:
        - Old School
        - Church Complex
        - Jordan Legal Center
        - The Hub
        - Empire Work
    - Brewery
    - Water Street between Broadway and Rice, with the exception of the automotive garage on the corner of Rice.
    - Old City Hall
    - Treasure Chest Antiques
    - Historic Log Cabin
    - Pekarna Meat Market
    - Center for Creative Arts
    - Ballard Sunder Funeral Home

- **Redevelopment Priorities:** In addition to agreement on preservation priorities, there were a number of sites which were unanimously identified as redevelopment targets. While the preservation targets were unanimous in that every group identified the structures for preservation, some redevelopment sites were identified by some groups, while the properties were not address at all by other groups. However, in all cases there was no disagreement between groups. Redevelopment sites include:

    - The parcel east of St. John's on 282.
    - Vacant parcel at 2nd and Broadway
    - Half block including Jack's Bar, and Sonrise Books, extending to Mill Street
    - Warehouse parcel behind the Hub and Nicolin off of Water Street

- Hamburger Haven and adjacent one-story building on Broadway
- Automotive garage on Water Street at Rice
- Xcel Energy Building
- Industrial Properties on First Street at West Street along the Creek
- Residential properties along Varner from First to Second, including the City-owned apartment structure.

- In addition to these preservation and redevelopment sites, there were several other unanimous recommendations from each of the groups. As was demonstrated in the other station activities, there is strong support for a series of paths and park linkages along the Creek, including a pedestrian bridge and safe crossing of Broadway at the brewery. Additionally, each group introduced a number of smaller public spaces in various areas around downtown, especially at key entrances to downtown (Broadway and Varner, Brewery Area, Broadway and Second).

- The majority of the blocks housing the City Hall and Post Office received a mixed recommendation from groups, with some electing to redevelop a majority of these blocks, while others opted to enhance the existing structures. This response was also the case for the structures at the intersection of Broadway and Mill Street. In all cases, the properties were not identified as worthy of preservation, but some groups saw greater opportunity than others for different uses in the future.
- There were only three sites where groups provided conflicting recommendations, with some redeveloping the site and others preserving the existing structures. These sites included:
    - The three Buildings along First Street west of the Xcel Energy building.
    - The single family home at the southwest corner of Broadway and Second.

5.3 Community Survey Results

A public survey was conducted as part of the planning process. This survey was available online and in paper form. City staff also solicited survey input at several public meetings. In total, 27 responses to the survey were received.

The survey provided insight into elements of downtown that were appreciated by the community, and elements which are perceived to need improvement. The word cloud at right illustrates the most common responses to the question 'What are the three things you like most about Downtown Jordan?'.

In contrast, the items identified as needing the most improvement in downtown included the addition of activities for all ages, attractive storefronts, positive image for visitors, and preservation and maintenance of structures. The average ranking for these responses is indicated in the graph at right.

The survey questions asked are provided below. A list of written comments is provided on the following page.

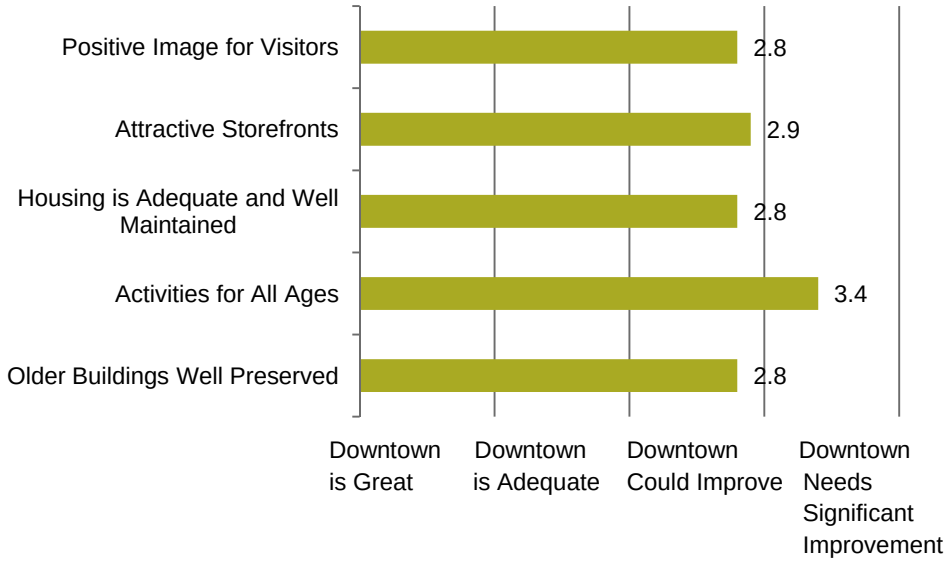
1) How often do you visit downtown?
   ____Rarely
   ____ A few times a month
   ____ Once a week
   ____More than 3 times a week

2) What brings you to downtown (check all that apply)
   ____Shopping
   ____Civic Purpose (City Hall, Library, Church, School, etc)
   ____Personal or Professional Services (Haircut, Accounting, etc)
   ____Dining or entertainment (Bars/restaurants/Arcade)
   ____I live or work downtown

3) What time of day do you visit most often?

Best features of Downtown Jordan

Performance of Downtown (Areas most in need of improvement)



___6-9 am
___ 9am – noon
___ noon – 3 pm
___3-6 pm
___6-9 pm
___ 9 pm and later

4) What are the three things you like most about Downtown Jordan?

1. _____

2. _____

3. _____

5) What would you like Downtown Jordan to be like in 10 years? What things, activities or uses should be in downtown in the future?

1. _____

2. _____

3. _____

6) Are there any amenities or businesses that you feel are missing from downtown that you would visit if they were available?

7) The categories below reflect attributes that are typically linked to healthy downtown areas. Please indicate how you feel downtown Jordan performs in each of these areas.

	Downtown Jordan is strong in this area	Downtown Jordan is adequate in this area	Downtown Jordan could be improved in this area	Downtown Jordan needs significant improvement in this area
Older buildings are well preserved	❑	❑	❑	❑
Driving to, in and around downtown is easy and safe	❑	❑	❑	❑
Walking and biking to, in and around downtown is easy and safe	❑	❑	❑	❑
Downtown has sufficient directional signage	❑	❑	❑	❑
Downtown businesses have appropriate and adequate business hours	❑	❑	❑	❑
There are things to do in downtown for multiple age groups	❑	❑	❑	❑
Downtown housing and adjacent neighborhoods meet market needs and are well-maintained	❑	❑	❑	❑
Downtown businesses have attractive storefronts	❑	❑	❑	❑
Downtown projects a positive image to visitors	❑	❑	❑	❑
Please provide any additional comments you have regarding areas in need of improvement				

Written Comments:

Vision:

- cleaner, friendlier, preserve, heritage
- farmers market, night lift, arts, small town, green

- community pool, parking, updated buildings
- more businesses, restoration, historic,
- drug store, hardware store, grocery
- upkeep, retail and services
- historic, parking, businesses,
- arts, microbrewery, murals
- walkable, clean, shopping
- parking, specialty, entertainment
- restoration
- parking, community center, city hall
- more residents,restaurants and services
- pizza place, parks, theater

Missing from Downtown:

- coffee house, bakery, farmers market, mexican restaurant
- community pool
- diner, restaurant
- theater, restaurant
- market supported businesses
- bakery, coffee, arts, books, thrift, gifts
- courtyards, parking, event marketing, river access
- ice cream, theater, restaurant
- parking, restaurant
- pizza, community center
- café, pizza, theater

- **Additional Comments:**
  clean up and enforce laws
- stop signs on rice street, improve crossing on first and rice
- reduce taxes
- spinoff businesses to existing destinations.
- disc golf course
- parking

5.4 Results of Public Workshop No. 2

Participants at the second public meeting were given a presentation covering the framework for downtown planning. Information from the market study and first public open house were used as a basis for vision development. Common elements included in all of the visions based on unanimous public support included:

- Preservation of all historic buildings
- Creation of a riverwalk
- Addition of new public open spaces to accommodate passive and active uses
- Provision of additional parking, or neutral parking change
- Creates opportunities for redevelopment, including locations for civic facilities

Three initial concepts were presented for discussion to the subcommittee on June 26th, and at a public open house on June 27th. The three visions illustrated alternative solutions to streetscaping and development planning which varied based on specific corridors emphasized, the total square footage of new development accommodated, and in their approach to providing public open space. The two concepts not selected are included in Appendix 5.5.

After reviewing the three visions, the subcommittee unanimously selected option C as a preferred option during discussion. Additionally, the committee had previously determined weighting factors to allow a measurable comparison of Concept Visions according to their ability to influence key variables such as cost, ease of implementation and community benefits (i.e. supporting retail, enhancing access to parks). Concept C also emerged as the strong favorite as the approach which most adequately met these initial Vision objectives.

Responses from the public open house also indicated support for Concept C, with 55 percent of participants selecting this vision, noting that this vision accommodated multiple opportunities for redevelopment, and commenting on the central walking path and sidewalk terraces as desirable features. Concept A received 33 percent of votes. Many supporters of Concept A identified a perception that this concept was the most achievable vision, although several also identified a preference for the pocket park concept. Option B received 22 percent of votes, though supporters did not provide clear reasons for their preference for this vision.

Changes suggested to further enhance Concept C included expanding green space and access to Sand Creek, similar

Preferred Development Styles: Core

to the expanded pocket park space illustrated between Rice Street and West Street on Concept A. Several participants also suggested that Concept C should include additional Rice Street enhancements, similar to those shown in Concept B, perhaps as a future phase.

In addition to responding to the sample Concept Visions, participants were also asked to complete a visual preference survey to determine the type of streetscape, landscape and wayfinding amenities which best matched their vision for new public space features, and also to identify development density and styles which would be supported on future redevelopment sites. The top three choices as selected by open house participants within each of these categories are illustrated in the sidebar at right.

The final question posed to participants asked them to help prioritize initiatives and strategies which could be used to revitalize downtown. Categories of initiatives included Organization, Programming, Business Support, Design and Land Use. Participants could select 12 strategies as appropriate for near term implementation, and 12 additional strategies which they envisioned as more appropriate for the second phase of activities. In the short term, high priority was placed on initiatives which create visual change in downtown, including both large and small projects. Some support was also provided for activities designed to incentivize private investment. The top five near-term priorities included:

1) Introduction of programming to create visual and changing downtown streetscape (i.e. murals, popup shops, adopt-a-pot, seasonal lighting).

2) Expand Passive Park Space in downtown, including creekside path

2(tie) Expand active plaza space in downtown, including events space, outdoor patios and child-friendly landscapes.

3) Expand Street Terraces on Water Street by changing from angle to parallel parking to accommodate sidewalk café uses or street furniture.

3 (tie) Improve pedestrian experience on Rice Street by adding a railing or plantings along the railroad right of way and adding striping/signage to ntersections.

4) Streamline permitting for specific project types, provide clear information on fees and approval timing for desired projects.

4(tie) Expand downtown activity (i.e. evening concert series).

5) Encourage local financial institutions to offer low interest loans for property upgrades or capital equipment in downtown.

Most participants selected policy and/or marketing strategies as most appropriate for later stage implementation. Several indicated that the near term physical changes should be completed in order to

Preferred Development Styles: Fringe

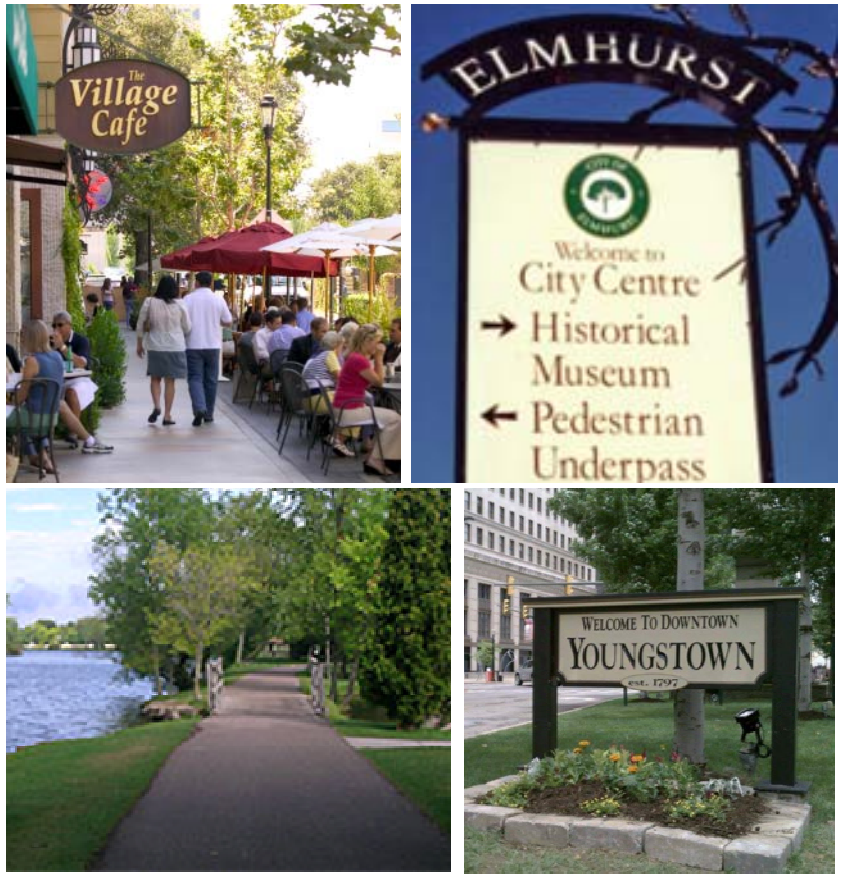
Preferred Parks and Plazas

have the greatest impact on visitors that would be attracted to downtown through expanded marketing. The five priorities identified for long-term implementation were:

1) Consider amending zoning to allow multi-family development on the periphery of downtown.
2) Create a buy local program
3) Create a community shopping and dining guide
4) Consider creation of an incubator or co-working facility in downtown
5) Installation of wayfinding signage in downtown

Input from this session was used to refine initial concepts and recommendations to develop Vision recommendations and a formal Implementation Plan, provided in Chapters 3 and 4.

Preferred Landscaping and Wayfinding



Photos Courtesy Vierbicher: Elmhurst, IL, St. Cloud, MN, Youngstown, Ohio

5.5 Conceptual Vision Vision (A) Pocket Park Vision

Conceptual master vision A focused on the distribution of green spaces throughout the downtown area in a series of established pocket parks. The incorporation of green, public space into the downtown was a top priority for all stakeholders throughout the process. This vision strategically identified opportunities to incorporate green spaces on parcels that would provide the best location as well as create opportunities for public gathering spaces.

As part of this vision, a Riverwalk was incorporated, as well as extensive streetscaping and greenery added along the primary public right-of-ways. While parking was incorporated adjacent to the Mini-Met, it was not a priority for incorporation throughout the downtown.

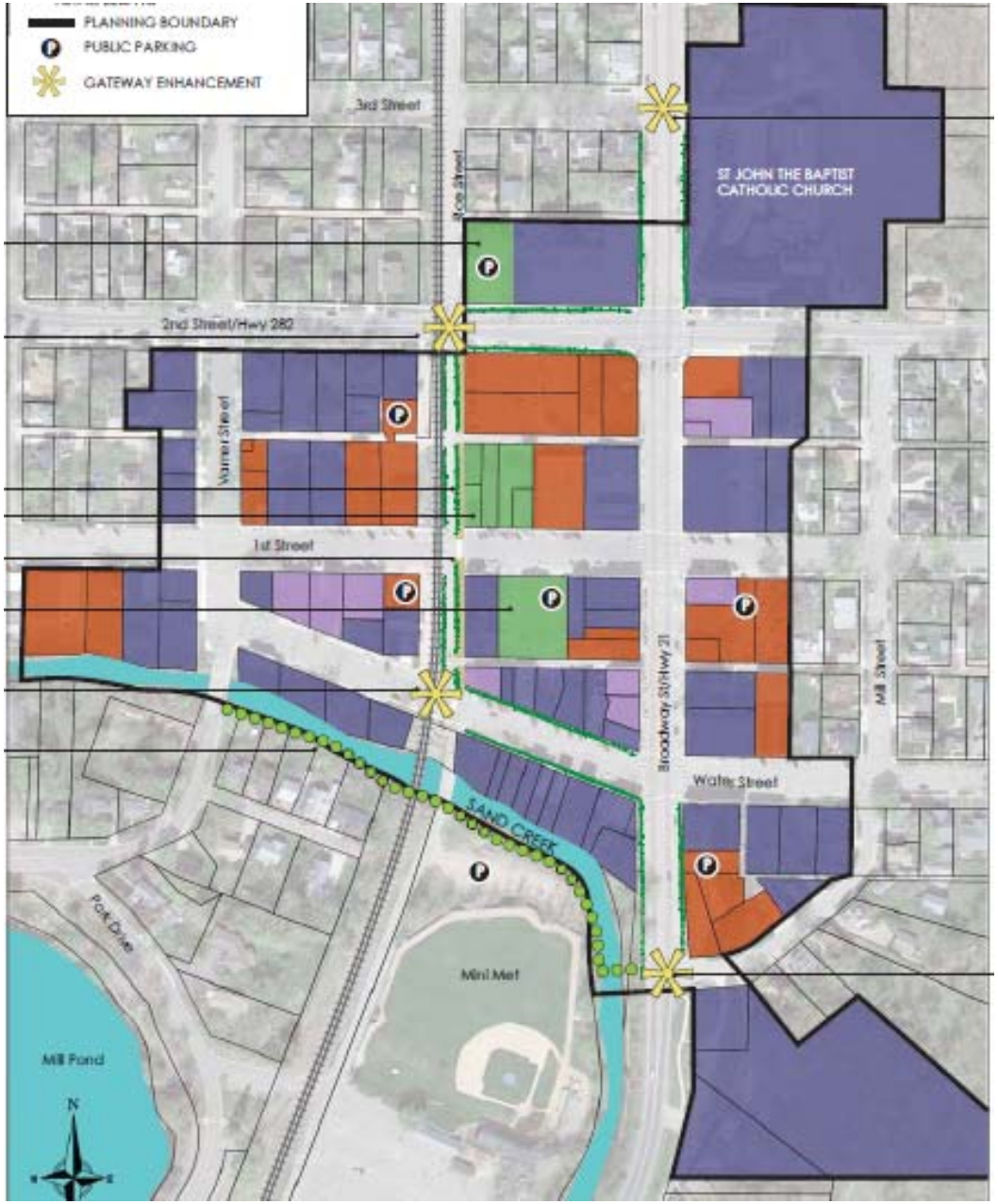
In terms of redevelopment opportunities, this vision preserved nearly 80 percent of the existing downtown. The 11 redevelopment sites are generally smaller in scale, accommodating only 85,000 square feet of commercial space and 190 residential units if fully built out. The lack of a central public space also limitsthe amount of park space added to the vision. This vision was favored by very few individuals, with those selecting Concept A indicating that they perceived it as the most likely to be implemented as the reason for their choice over any particular preference for features included in the vision.

5.6 Conceptual Vision Vision (B) Rice Street Plaza Vision

Conceptual master vision B focused on utilizing the Rice Street corridor as an opportunity for enhanced public space and developed it into a pedestrian-oriented corridor with a series of open green spaces and enhanced landscaping.

Rice Street is located parallel to the existing railroad tracks that bisect the downtown core. This means that the right-of-way is considerably wider than anywhere else in the downtown, and creates a visual barrier between the eastern and western areas of the downtown core. This conceptual vision proposed turning Rice Street into a one-way street and utilizing the excess right-of-way for a pedestrian corridor which would create an enhanced connection between 2nd Street and Water Street. The creation of two large public open spaces along 1st Street were create opportunities for large-scale public functions and gathering.

In terms of redevelopment opportunities, this vision preserved more existing structures, with only 8 redevelopment sites. As a result, new development potential was limited to 105,000 square feet of commercial and 200 residential units. People appreciated the improvements to Rice Street, although perception of the impact of one way conversion were mixed, as the street was originally a one way and the decision was made to open it up to two way traffic more than a decade ago. Additionally, stakeholders generally preferred the greener park space in Concept C over the hardscape space envisioned for this Concept due to its proximity to Rice Street and railroad corridors.



5.7 Sample Development Pro Formas

Redevelopment Site 4: Sample Development Financials

Post Office Redevelopment Site Analysis

Land Area	SF
Entire Site	33,635
Current Assessed Value	$543,900

Land Cost	Purchase Price
Fmr Grocery	$488,290
Single Family Home	$100,000

Building Area

Project Component (Identify Use)	Rentable Area	Rental Housing (Net SF)	Commercial (Net SF)
Mixed use multi-family building including parking	25,200	16,800	8,400

Parking

Residential Parking Stalls (Per Component)	No. of Underground Stalls	No. of Surface Stalls	Subtotals
	0	51	51

COST

Land Cost	Proposed	Per SF-Land	Per Unit
Purchase	$588,290	$17.49	
Lease Buyout	$27,500	$1.38	
Total Land Cost	$615,790		$6,158

Demolition & Remediation Cost	Proposed	Per SF - Land	Per Unit
Demolition	$238,000	$12	$2,380
Total Demolition & Remediation Cost	$238,000		2,380

Residential Hard Cost (Per Component)	Proposed	Per GSF	Per Unit
Site work	$70,000	$1	$700
Landscaping	$30,000	$0	$300
Building construction	$2,479,320	$21	$24,793
Tenant Finish	$336,000	$3	$0
Project management	$49,586	$0	$496
Contractor overhead/profit	$49,586	$0	$496
Total Hard Cost	$3,014,493	$25	
Add: Contingency	$150,725		

Redevelopment Site 4: Sample Development Financials

Post Office Redevelopment Site Analysis

Parking Hard Cost	Proposed	Per GSF
Surface	$255,000	$12
Total Parking Hard Cost	$255,000	

Soft Cost	Proposed	% of Hard Cost
Permitting, Architecture, Engineering	$310,050	1.8%
Total Soft Cost	$310,050	1.8%

TOTAL COST	$4,584,057

SOURCES AND USES

Value Assumptions	Proposed
Total Value of Project	$3,208,840

Ratios	Cap Rate
Mixed Use	10%

Sources of Funds	Proposed	
Loan	$3,000,000	
Equity	$1,150,000	Total Equity %
Deferred Fee	$595,927	38%
Total Sources	$4,150,000	
Less: Total Cost (Uses)	$4,584,057	
SURPLUS (GAP)	$(434,057)	

RETURN ON EQUITY

Return on Equity	Proposed
Annual Stabilized Net Income	$213,842
Less: Annual Mortgage	$719,100
Less: Return of Equity	
Return on Equity	$(505,258)

Timeline	Proposed	Est. Start Date	Est. End Date
Construction Period (Years)	10 months	04/01/14	08/01/15
Sales Period (Years)	12 months	04/01/14	08/01/15
Lease-up Period to Stabilization (Years)	6 months (residential)	04/01/14	08/01/15
Investment Period (Years)	12		
Annual Return on Equity %	-3.66%		
		Est. Value Yr. 12	$ 2,624,222
Annual Return % Including Developer & Construction Mgmt. Fee	-3.30%		

Redevelopment Site 4: Sample Cash Flow

Months Until Stabilization	
Residential	6
Commercial	12
Parking, Other	

First Year Vacancy %	
Residential	5.00%
Commercial	45.00%
Parking, Other	

Vacancy @ Stabilization	
Residential	5.00%
Commercial	5.00%

Residential Rent		Market Rent
1 Bed	9	950
2 Bed	5	1175

Commercial Rent		Base Rent/SF	CAM	Gross Rent	Lease Type
Retail	8,400	$8.00	$2.64	$10.64	NNN

Cash Flow	Lease-Up	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
No. of Months Lease-Up (mo	6										
Gross Rent - Residential		$173,100	$178,293	$183,642	$189,151	$194,826	$200,670	$206,690	$212,891	$219,278	$225,856
Less: Vacancy		$721	$743	$765	$788	$812	$836	$861	$887	$914	$941
EGI - Residential		$172,379	$177,550	$182,877	$188,363	$194,014	$199,834	$205,829	$212,004	$218,364	$224,915
Gross Rent - Commercial		$67,200	$68,544	$69,915	$71,313	$72,739	$72,739	$72,739	$73,467	$74,202	$74,202
Less: Vacancy		$30,240	$3,427	$3,496	$3,566	$3,637	$3,637	$3,637	$3,673	$3,710	$3,710
EGI - Commercial		$36,960	$65,117	$66,419	$67,748	$69,102	$69,102	$69,102	$69,793	$70,491	$70,491
Effective Gross Income		$209,339	$242,667	$249,296	$256,110	$263,116	$268,937	$274,932	$281,798	$288,856	$295,407
Less: Operating Expense total		$28,347	$28,825	$29,312	$29,808	$30,313	$30,828	$31,352	$31,886	$32,430	$32,984
Residential		$17,238	$17,583	$17,934	$18,293	$18,659	$19,032	$19,413	$19,801	$20,197	$20,601
Commercial		$1,109	$1,142	$1,176	$1,212	$1,248	$1,285	$1,324	$1,364	$1,405	$1,447
Asset management, debt reserve		$10,000	$10,100	$10,201	$10,303	$10,406	$10,510	$10,615	$10,721	$10,829	$10,937
Deferred Fee											
Net Operating Income		$180,992	$213,842	$219,984	$226,303	$232,803	$238,109	$243,580	$249,912	$256,426	$262,422
Less: Debt Service		$204,396	$204,396	$204,396	$204,396	$204,396	$204,396	$204,396	$204,396	$204,396	$204,396
Cash Flow Before Tax		-$23,404	$9,446	$15,588	$21,907	$28,407	$33,713	$39,184	$45,516	$52,030	$58,026

Redevelopment Site 10: Sample Development Financials

Land Area	SF
Entire Site	34,717
Current Assessed Value	$782,000

Land Cost	Purchase Price
Historic Structures	$615,000
Vacant Lots	$167,000

Building Area

Project Component (Identify Use)	Rentable Area	Rental Housing (Net SF)	Commercial (Net SF)
Mixed use 4-story multi-family building including parking	109,791	104,151	5,640

Parking

Residential Parking Stalls (Per Component)	No. of Structured Stalls	No. of Surface Stalls	Subtotals
	90	25	115

COST

Land Cost	Proposed	Per SF-Land	Per Unit
Purchase	$860,200	$24.78	
Total Land Cost	**$860,200**		**$8,602**

Demolition & Remediation Cost	Proposed	Per SF - Land	Per Unit
Demolition	**$325,000**	$16	**$3,250**
Total Demolition & Remediation Cost	$325,000		3,250

Residential Hard Cost (Per Component)	Proposed	Per GSF	Per Unit
Site work	$250,000	$2	$2,500
Landscaping	$50,000	$0	$500
Building construction	$11,215,350	$93	$112,154
Tenant Finish	$225,600	$2	$0
Project management	$336,461	$3	$3,365
Contractor overhead/profit	$224,307	$2	$2,243
Total Hard Cost	$12,301,718	$102	
Add: Contingency	$615,086		
Total Residential Hard Cost	**$12,916,803**	**$107**	**$129,168**

Redevelopment Site 10: Sample Development Financials

Parking Hard Cost	Proposed	Per GSF
Surface	$125,000	$6
Structured	$1,350,000	
Total Parking Hard Cost	**$125,000**	

Soft Cost	Proposed	% of Hard Cost
Permitting, Architecture, Engineering	$1,121,400	6.6%
Total Soft Cost	**$1,121,400**	6.6%

TOTAL COST	**$15,348,403**

SOURCES AND USES

Value Assumptions	Proposed
Total Value of Project	$10,743,882

Ratios	Cap Rate	
Mixed Use	10%	
Sources of Funds	**Proposed**	
Loan	$10,743,882	
Equity	$3,069,681	**Total Equity %**
Deferred Fee	$1,995,292	33%
Total Sources	$13,813,563	
Less: Total Cost (Uses)	**$15,348,403**	
SURPLUS (GAP)	**$(1,534,840)**	

RETURN ON EQUITY

Return on Equity	Proposed
Annual Stabilized Net Income	**$948,306**
Less: Annual Mortgage	$719,100
Less: Return of Equity	
Return on Equity	**$229,206**

Timeline	Proposed	Est. Start Date	Est. End Date
Construction Period (Years)	**10 months**	**03/01/13**	04/01/14
Sales Period (Years)	**12 months**	**03/01/13**	04/01/14
Lease-up Period to Stabilization (Years)	**6 months (residential)**	**04/01/13**	10/01/13
Investment Period (Years)	**12**		
Annual Return on Equity %	**0.62%**		
		Est. Value Yr. 12	$ 12,356,981
Annual Return % Including Developer & Construction Mgmt. Fee	**1.54%**		

Redevelopment Site 10: Sample Cash Flow

Months Until Stabilization	
Residential	6
Commercial	12
Parking, Other	

First Year Vacancy %	
Residential	5.00%
Commercial	45.00%
Parking, Other	

Vacancy @ Stabilization	
Residential	5.00%
Commercial	5.00%

Residential Rent		Market Rent
1 Bed	30	1000
2 Bed	40	1250
3 Bed	20	1300

Commercial Rent		Base Rent/SF	CAM	Gross Rent	Lease Type
Retail	5,640	$8.00	$2.64	$10.64	NNN

Cash Flow	Lease-Up	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
No. of Months Lease-Up (mc	6										
Gross Rent - Residential		$1,272,000	$1,310,160	$1,349,465	$1,389,949	$1,431,647	$1,474,597	$1,518,835	$1,564,400	$1,611,332	$1,659,671
Less: Vacancy		$5,300	$5,459	$5,623	$5,791	$5,965	$6,144	$6,328	$6,518	$6,714	$6,915
EGI - Residential		$1,266,700	$1,304,701	$1,343,842	$1,384,157	$1,425,682	$1,468,452	$1,512,506	$1,557,881	$1,604,618	$1,652,756
Gross Rent - Commercial		$45,120	$46,022	$46,943	$47,882	$48,839	$48,839	$48,839	$49,328	$49,821	$49,821
Less: Vacancy		$20,304	$2,301	$2,347	$2,394	$2,442	$2,442	$2,442	$2,466	$2,491	$2,491
EGI - Commercial		$24,816	$43,721	$44,596	$45,488	$46,397	$46,397	$46,397	$46,861	$47,330	$47,330
Effective Gross Income		$1,291,516	$1,348,422	$1,388,438	$1,429,645	$1,472,079	$1,514,850	$1,558,903	$1,604,743	$1,651,948	$1,700,086
Less: Operating Expense total		$392,753	$400,116	$407,621	$415,271	$423,070	$431,019	$439,123	$447,383	$455,804	$464,388
Residential		$342,009	$348,849	$355,826	$362,943	$370,202	$377,606	$385,158	$392,861	$400,718	$408,732
Commercial		$744	$767	$790	$814	$838	$863	$889	$916	$943	$971
Asset management, debt reserve		$50,000	$50,500	$51,005	$51,515	$52,030	$52,551	$53,076	$53,607	$54,143	$54,684
Deferred Fee											
Net Operating Income		$898,763	$948,306	$980,817	$1,014,374	$1,049,010	$1,083,831	$1,119,781	$1,157,359	$1,196,144	$1,235,698
Less: Debt Service		$732,084	$732,084	$732,084	$732,084	$732,084	$732,084	$732,084	$732,084	$732,084	$732,084
Cash Flow Before Tax		$166,679	$216,222	$248,733	$282,290	$316,926	$351,747	$387,697	$425,275	$464,060	$503,614