

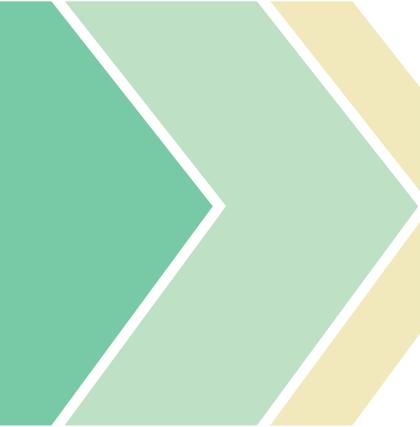


SOUTH CLARKSVILLE REDEVELOPMENT PLAN

PROGRESS REPORT

**TOWN OF CLARKSVILLE
MAY 2015**

MKSK



PROGRESS REPORT

PURPOSE

This report serves as the first monthly progress report for the South Clarksville Redevelopment Plan project. The report also serves as the initial Executive Summary Report, as described in the project scope, documenting key findings at this initial stage of the project, project goals and a draft vision to guide the development of the plan.



THE PROJECT TEAM

The project team is comprised of five consulting firms, led by **MKSK**, a planning, landscape architecture and urban design firm. MKSK is managing the planning process and the overall development of the plan including land use, development and urban design recommendations.

HWC Engineering is leading the analysis of transportation and utilities infrastructure needs and recommendations.

Development Strategies is conducting market analysis, development feasibility and fiscal analysis, and the crafting of market-based strategies for plan implementation.

Lochmueller Group is responsible for environmental conditions analysis and recommendations for environmental remediation. Lochmueller is supported by **Shrewsberry**, who will conduct detailed Environmental Site Assessments for selected opportunity sites within the study area.

THE STEERING COMMITTEE

In addition to the regular guidance of the Town of Clarksville Redevelopment Commission, the planning process will be guided by a 15-member Steering Committee, representing diverse interests, including Town Government, Study Area property owners, businesses and residents, and representatives of local and regional organizations and agencies with an interest in the advancement of South Clarksville. Steering Committee members are:

- > Bob Polston, Town Council President
- > Tim Hauber, Town Council District 1
- > Sharon Handy, Resident
- > Bob McIntosh, Property Owner
- > Brad Cummings, Street Commissioner
- > Nick Lawrence, Redevelopment Director
- > Sharon Wilson, Planning Director
- > Corey Hoehn/Water Tower Square Designee
- > Cindy Knopp/Derby Dinner Designee
- > Dr. Jay Sheth/Clarks Landing Enterprise Investments (Colgate) Designee
- > Cary Stemle, Louisville Business First
- > Andy Bramer, Clarksville Community Schools
- > Jane Sarles, Clarksville Town Historian
- > Clarksville Parks Department Designee
- > Falls of the Ohio Interpretive Center Designee

INTRODUCTION

PROJECT PROCESS

The plan will be developed over a five phase process lasting approximately ten months:

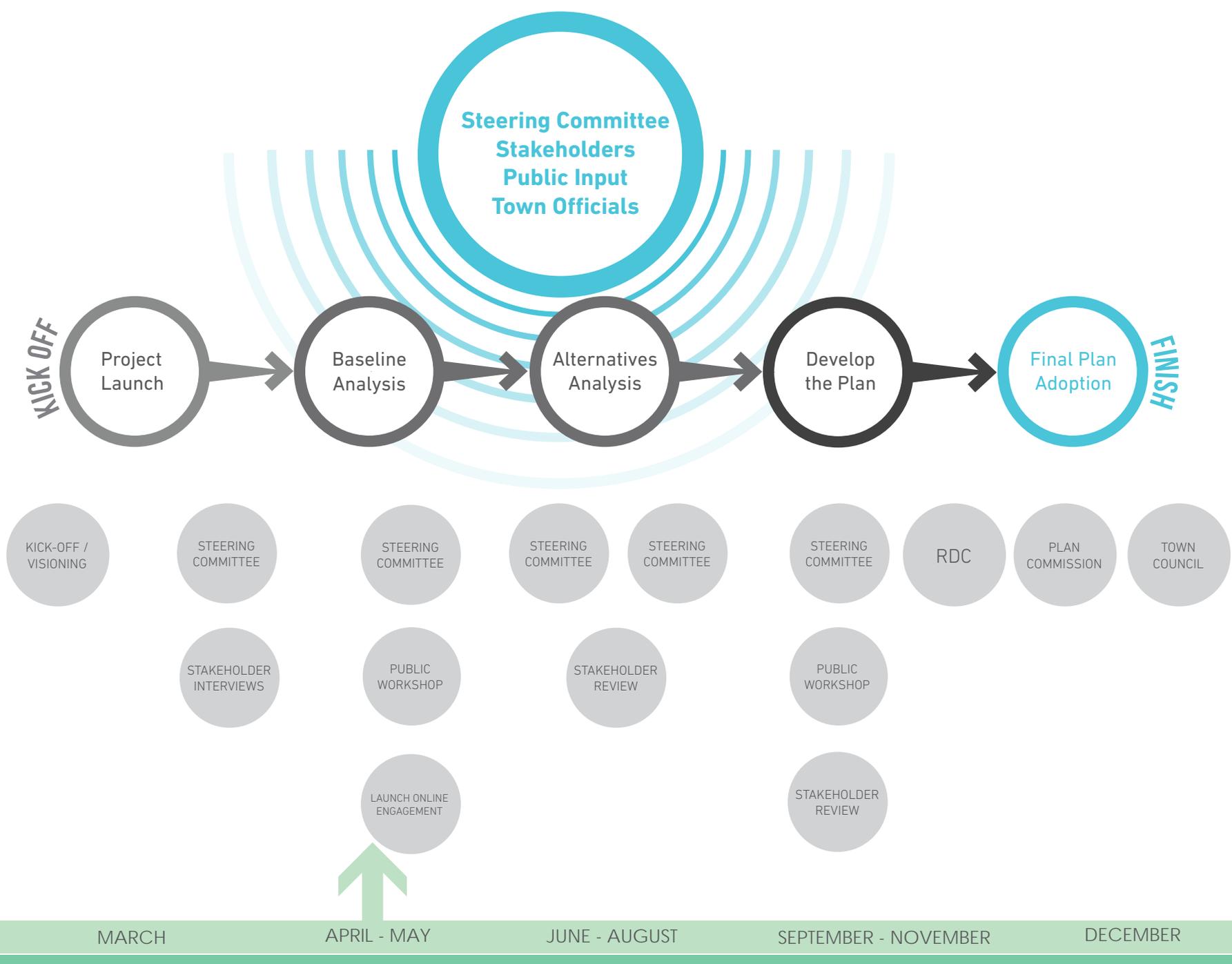
- > **Phase 1:** Project Launch
- > **Phase 2:** Baseline Analysis
- > **Phase 3:** Alternatives Analysis & Strategies
- > **Phase 4:** Plan Development
- > **Phase 5:** Final Plan Adoption

Phase 1 began with a project kick-off and visioning session on March 19, 2015. This session was conducted by the project team with members of the Clarksville Town Council, Planning Commission, and Redevelopment Commission. A project Steering Committee was established by the Town of Clarksville and a similar kick-off and visioning session was held with the Steering Committee on March 31, 2015. This session was the first of five Steering Committee meetings to be held throughout the duration of the project.

The Steering Committee kick-off was coordinated with a two-day trip to Clarksville during which the project team also toured the study area to document existing conditions and conducted a series of initial stakeholder interviews with various groups and individuals. Stakeholder engagement is on-going and will include various touch-points throughout the project.



Project Kick-off and Visioning Sessions with Town of Clarksville leadership and project Steering Committee



INTRODUCTION

THE STUDY AREA

The study area was established by the Town of Clarksville and includes a variety of land uses, development types and infrastructure conditions in need of a comprehensive, area-wide planning effort. The study area encompasses ±320 acres of land at the southeastern-most point of Clarksville directly across from downtown Louisville. The area is generally bounded by the Clarksville-Jeffersonville corporate boundary and Interstate 65 to the east, the Ohio River to the south, the L&I railroad and Clark Boulevard to the west, and Stansifer Avenue to the north.

Access to the study area is being heavily impacted by the Ohio River Bridges project and the associated reconfiguration of Interstate 65. The area includes a number of recognized developments and destinations:

- > Water Tower Square/Kye's Office Complex
- > The historic Colgate Factory site
- > Marathon Bulk Oil Terminal
- > KOA Campground
- > Derby City RV
- > Derby Dinner Playhouse
- > Clarion Hotel
- > Atlantis Water Park
- > Colgate Park
- > Ashland Park



KEY FINDINGS

SWOT ANALYSIS

The project team conducted a SWOT Analysis (Strengths, Weaknesses, Opportunities and Threats) with participants at the Kick-off and Visioning Sessions. This exercise provides a framework for understanding major issues and perspectives that will be explored in more detail as the plan unfolds. In Summary:

STRENGTHS

- > The riverfront
- > Location / Proximity to downtown Louisville
- > Scenic and skyline views
- > Availability of land for development
- > Historic heritage of the area
- > Access to regional transportation system
- > Natural assets and open spaces
- > Connection to the Ohio River Greenway
- > Existing Tax Increment Financing District
- > The possibility of creating a downtown for Clarksville

WEAKNESSES

- > Divided land ownership / Lack of control for key sites
- > Access limitations
- > Aging and insufficient infrastructure
- > Difficulty in developing a public transit system to Louisville
- > Difficult decisions regarding which buildings and /or facades to retain (e.g. Colgate site)

- > Issues with river bank erosion downstream
- > Potential for inflating land values with negative impacts on existing residents and business tenants
- > The floodwall and levee creates a physical barrier to the riverfront
- > Potential for conflicting opinions and visions within the community regarding what types of development or public improvements should occur within the study area
- > Potential for high development and infrastructure costs hindering implementation
- > Potential environmental constraints to development and potential impacts of new development on the surrounding environment

OPPORTUNITIES

- > Creation of a gateway to Clarksville
- > Creation of a "showpiece" development within the region
- > Potential to attract new economic activity
- > Potential Regional Cities funding
- > Size of the land area
- > Creation of "live/play" environment
- > Capitalize on great views of downtown and the Ohio River
- > Celebration of Clarksville's historic heritage and creating connections to nearby historic sites
- > Potential to increase visitors and tourism

- > Creation of a destination place
- > Potential for land-based gaming

THREATS

- > Conflicts between public and private visions and objectives and between individuals' and community interests
- > Impacts of traffic, parking, noise, etc. from new development
- > Financial constraints and limited lifetime of the TIF District
- > Possibility of an economic downturn in the midst of plan implementation
- > Negative impacts on existing residents and business owners from increasing property values, including the potential for displacement
- > Flood risks

KEY FINDINGS

STAKEHOLDER ENGAGEMENT

During the project team's first trip to Clarksville, a series of interviews and meetings were held with stakeholders and other information resources. Some stakeholders, such as owners of key properties within the study area, are also part of the Steering Committee.

Initial stakeholder and local resource interviews included:

- > Corey Hoehn, owner of Water Tower Square
- > Dr. Jay Sheth, owner of the Colgate site (and other properties within the study area) and Leigh Bodenheimer, Project Manager for the Midwest Center for Foreign Investment
- > Bob McIntosh, owner of residential properties along Woerner Avenue
- > Cynthia Knopp, General Manager for Derby Dinner Playhouse, Dave Brummett, owner of Brummet Pools, Pam Moore, Manager of the Louisville Metro KOA, and Tom Stinnett, owner of Derby City RV
- > Tim Hauber and John Gilkey, Clarksville Town Council Members (unable to attend the May 19th Kick-off Session)
- > Jim Epperson, Executive Director of the Clark-Floyd Counties Convention-Tourism Bureau
- > Brittany Montgomery, Mike Otto, Matt Taylor, and Bradley Cummings (Town of Clarksville Engineering and Utilities staff)



Bob McIntosh tours the riverfront with the project team.

- > Richard Moore, President of RW Moore Consulting Engineers and Jorge Lanz, President of Jacobi, Toombs & Lanz, consulting firms providing on-going services to the Town of Clarksville
- > Shane Corbin, Director of Planning and Zoning for the City of Jeffersonville, and Matthew Gullo, Director of Landscape Architecture and Planning for Kovert Hawkins (this firm prepared the 2012 Clark's Land North Master Plan)
- > Sam English, Sr. Real Estate Advisor and Phillip Scherer, President, Cushman & Wakefield/ Commercial Kentucky
- > Barry Alberts and Bill Weyland, Managing Partners of City Visions Associates

From these interviews, some **common themes, shared interests, and other key findings** include:

- > Water Tower Square is a bright spot in terms of economic activity within the study area. In particular, the more stringent licensing requirements for certain classes of medical office facilities in the State of Kentucky offers a competitive advantage to Indiana, and this site has experienced the benefits. This office complex is home to a wide variety of business tenants.
- > There is an immediate opportunity for development of the vacant lot at the south end of Water Tower Square. It will be critical to ensure near term development advances a larger plan and vision.
- > The Colgate site has great potential, but will be challenged by rehabilitation and infrastructure needs. The presence of the PQ industrial facility poses a significant challenge to comprehensive redevelopment of the Colgate site.
- > There will be a need to revisit the Clark's Landing Mixed Use Zoning requirements as part of this process to ensure that highest and best uses for this site are accommodated.
- > Riverside Drive and the land alongside it poses some of the most striking opportunities for near-term transformation. There will be a need to work proactively with owners of key sites currently used for industrial activity to find win-win solutions that benefit both property owners and the community. The study area is a critical link in completing the Ohio River Greenway as a regional amenity.



The historic Colgate Clock as seen from the Ohio River Levee near the Marathon Bulk Oil Terminal

- > Infrastructure in the northern portion of the study area, particularly the Marriott Drive corridor, is in need of substantial improvement to better serve existing businesses. Combined Sewer Overflow issues between the City of Jeffersonville and Town of Clarksville pose a significant issue in this area during storm events, with raw sewage periodically spilling into ditches north of Colgate Park. Recent improvements in the Jeffersonville system will help to improve this situation, but additional improvements will be needed in the study area.
- > The intersection of Stansifer Avenue and Marriott Drive is problematic. This is an important gateway location in need of physical and aesthetic improvements. Also, both sides of Stansifer Avenue should be considered in

this plan, rather than treating it as an edge to the study area.

- > There is a need for better wayfinding and coordinated signage to direct visitors and business patrons to and through the area.
- > The L&I Railroad bridge over Montgomery Avenue has inadequate clearance and is a significant "pinch point" in the circulation system.
- > There are synergies and shared interests between the hospitality and entertainment uses in the northern portion of the study area, including the Clarion Hotel, Derby Dinner Playhouse, KOA Campground and Atlantis Water Park.
- > There is recognition that the existing TIF District offers a great opportunity to advance public and private infrastructure and development goals, but Town government must be prepared to commit significant resources from the TIF to catalyze implementation and transformation.
- > The Greater Louisville real estate market is divided, or at least perceived to be, between the Kentucky and Indiana sides of the river. However, there are signs that this is beginning to change. Development interest in the vicinity of the Big Four Bridge landing in Jeffersonville is testament to this. This may also signify growing market competition in Jeffersonville that may affect opportunities in the study area.
- > There is concern and uncertainty regarding the impacts of Ohio River Bridges project,

reconfiguration of I-65 entrance and exit ramps and planned toll system. Generally, access from the south via Court Avenue will be enhanced, but access from the north will not be convenient or intuitive. Connections between the site and the City of Jeffersonville will also be improved.

- > There may be opportunities for a hotel/convention center in the general area; however, other competitive sites must also be considered, such as nearby locations in Jeffersonville.
- > The Regional Cities initiative should be targeted as a funding source for plan implementation. However, there is currently uncertainty with the potential breadth of the program at the State level.
- > The Southern Indiana Tourism Bureau will likely be a significant partner in plan implementation. In addition to marketing funds, the bureau also maintains a capital fund that could be leveraged as part of a larger funding strategy for catalytic projects.

The project team is in the process of scheduling additional meetings and phone interviews with other stakeholders to gain additional perspectives and information. Throughout the process, there will be follow-up touch-point meetings with key stakeholders, particularly with property owners who may be affected by planning concepts.

KEY FINDINGS

VISIONING EXERCISE

At the visioning sessions with Town leadership and the Steering Committee, participants were asked to consider and discuss a series of questions to help formulate a vision and goals for the study area:

- > What do you want to create in this area?
- > What kinds of activities do you want to take place here?
- > What kind of atmosphere do you want to find here?
- > What do you want people to think about when they hear a reference to South Clarksville?
- > What words come to mind when you think about what this place could be (or should be)?
- > What is missing that could be fulfilled in the study area?

Discussion of these questions highlighted the following:

- > The plan should create a destination place that serves as a true downtown for Clarksville, which is currently missing a downtown atmosphere.
- > A broad mixture of land uses should be sought to create a “live/work/play/eat and learn” environment.
- > The plan should consider a large, active, riverfront park connected to a strong open space network, and with strong connections between the water and land.
- > Walkability, connectivity, wayfinding, and alternative transit are important.

- > Specific uses discussed include: residential (condos and apartments), entertainment and shopping venues, restaurants, breweries and distilleries, hotel/convention center, a theater, museum or other cultural or educational facility, and the potential for a sports venue or casino.
- > People should want to be in this place. It should be considered “a place to go, visit, and stay”.
- > The area should be “repurposed”, integrating historic assets with new development.
- > It should be a regional destination, perhaps like Newport, Kentucky, “but greater”.
- > This place should complement Louisville, but also be unique to Clarksville.
- > There should be an effort to retain a small town atmosphere, while also fitting within the Greater Louisville market.

Participants were also asked to consider the following statement:

In the year 2030, the South Clarksville Area will be _____.

Responses included the following:

- > A “showpiece”
- > Prosperous
- > An unforgettable experience and destination
- > Rediscovered

The discussion also acknowledged that implementation of the plan will be incremental

over many years and will require strategic phasing of both public and private investments in order to successfully achieve the vision.

From this discussion, the project team developed a draft vision statement to guide the development of the plan. A first draft was reviewed by the Steering Committee at their first meeting, with discussion helping to refine the statement into a concise **vision** (see opposite page) and **supporting goals**:

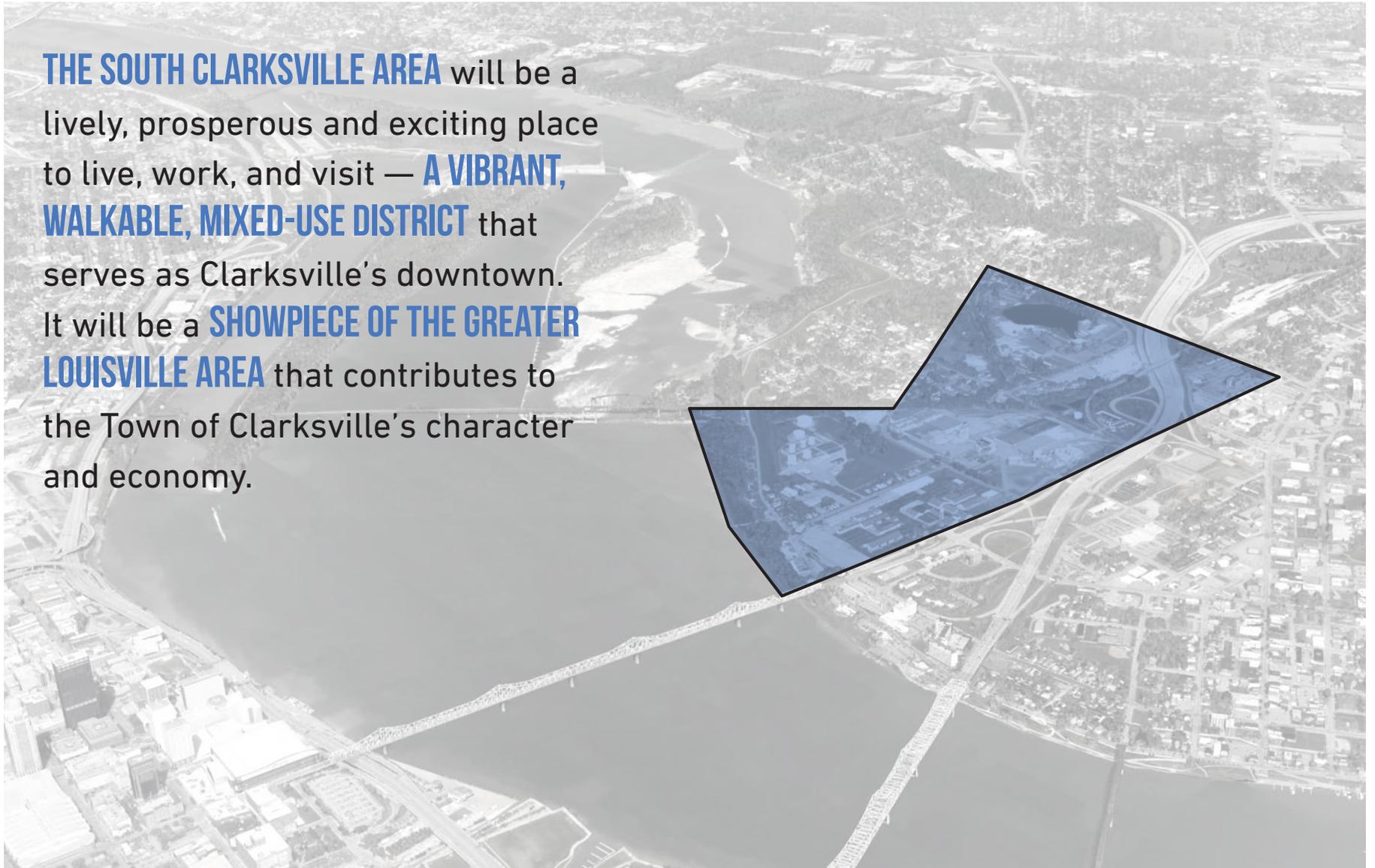
1. Capitalize on spectacular views of the Louisville skyline and proximity to Downtown Louisville
2. Enhance access to the Ohio River and Ohio River Greenway, local parks and natural assets
3. Preserve and celebrate Clarksville’s historic assets and heritage
4. Remediate and redevelop aged and abandoned industrial brownfield sites
5. Create a market-supported balance of jobs and housing within the area
6. Integrate shopping, dining and entertainment/cultural venues supported by the market
7. Improve the quality and function of physical infrastructure serving the area
8. Identify catalytic opportunities and a strategy for phased implementation of the plan

This vision will continue to be refined through the planning process as opportunities, priorities and implementation strategies are analyzed and reviewed with the Steering Committee, Town leadership, and the general public.

DRAFT VISION

VISION STATEMENT

THE SOUTH CLARKSVILLE AREA will be a lively, prosperous and exciting place to live, work, and visit — **A VIBRANT, WALKABLE, MIXED-USE DISTRICT** that serves as Clarksville’s downtown. It will be a **SHOWPIECE OF THE GREATER LOUISVILLE AREA** that contributes to the Town of Clarksville’s character and economy.



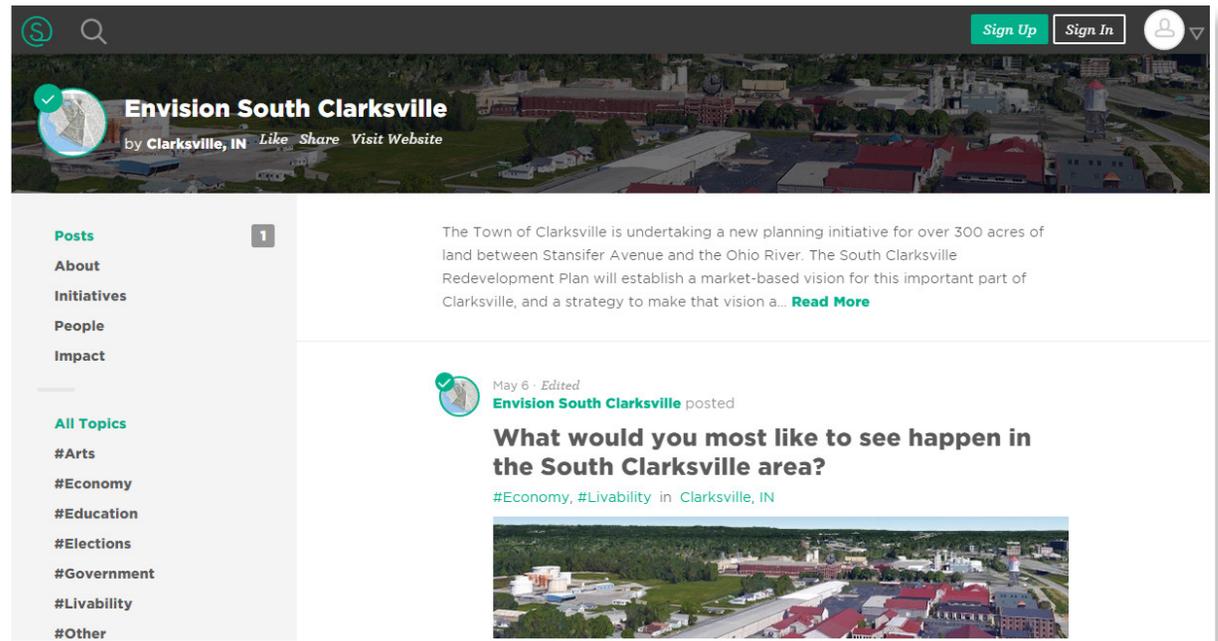
PUBLIC ENGAGEMENT PLAN

PUBLIC ENGAGEMENT

Public engagement will be the capstone of Project Phase 2 (Baseline Analysis), with the launch of an online community collaboration tool and the first of two community workshops.

The online engagement site will serve as a continual presence for community discussion and ideas regarding the future of the South Clarksville Area. The site has been established with online engagement service provider *mySidewalk.com* (formerly *MindMixer.com*) and will be commonly known as “Envision South Clarksville.” This collaboration site will be linked from the Town of Clarksville Redevelopment Commission webpage and/or a separate webpage within the Town of Clarksville website. Project reports, presentations, meeting minutes and supplemental materials will be posted to the Town website for public access.

The following matrix outlines methods for public engagement and notice that will be used throughout the planning process.



ENGAGEMENT METHOD	NOTICE METHOD	NOTES
mySidewalk.com (Envision South Clarksville)	Social Media, (Press Release for Launch)	Launch two weeks prior to Community Workshop #1. Active throughout the project with periodic updates and social media pushes. Link to Town of Claksville webpage for more information.
townofclarksville.com/ redevelopment	Social Media	Periodic updates with presentations and reports. Link to mySidewalk.com for public feedback and discussion.
Community Workshop #1 (May 28, 2015)	Social Media, Press Release, mySidewalk.com	PR and Social Media push two weeks in advance, two days in advance and day of meeting.
Community Workshop #2 (Oct. 22, 2015)	Social Media, Press Release, mySidewalk.com	PR and Social Media push two weeks in advance, two days in advance and day of meeting.
Plan Adoption Hearings (Dec. 2015)	Social Media, Press Release	Post draft plan to Town of Clarksville webpage two weeks prior to Redevelopment Commission review.

CURRENT STATUS AND NEXT STEPS

STATUS

The project team is approximately 50% complete with the Baseline Analysis (Phase 2), and is currently drafting reports that will document existing conditions and emerging opportunities in the study area. These include:

- > Land Use and Development
- > Environmental Conditions
- > Transportation and Utilities Infrastructure
- > Market Analysis

All of these elements will be synthesized into a draft Baseline Analysis Report and presentation to the Steering Committee at its second meeting on May 28th, 2015. A similar presentation will be provided at the first Community Workshop to be held later that day at the Clarion Hotel, located within the study area. A final version of this report will incorporate direction from the Steering Committee and results of the Community Workshop and online feedback.

Upon completion of the Baseline Analysis, the project will advance to Phase 3 (Alternatives Analysis and Strategies).

