
**APPENDIX C: Successful Revitalization
Case Studies**

APPENDIX C: SUCCESSFUL REVITALIZATION CASE STUDIES

The following case studies suggest the types of projects that might serve as models or generate ideas for revitalization projects in the City of Camden. As mentioned in the Project Concepts section, these projects are organized by the following categories.

1. Housing
2. Commercial Retail
3. Job Generation
4. Cultural and Entertainment Activities
5. Streetscapes

1. Housing

Crawford Square – Pittsburgh, PA¹

This project is a residential development built on formerly blighted urban renewal land. It encompasses 18 acres and 426 rental and for-sale housing units, both subsidized and market-rate units of apartments, townhouses, and single family homes.

The Crawford Square development is located just outside of Pittsburgh's downtown business district, between downtown and the City's Oakland neighborhood. The development is credited with transforming an abandoned and underutilized neighborhood into a desirable residential area.

The redevelopment process was overseen by the Pittsburgh Urban Redevelopment Authority (URA), which acquired the land and selected a developer. The initial master planning process included substantial involvement among community leaders and residents. Emerging from this process was a plan to re-create a traditional

Pittsburgh neighborhood in terms of housing density and architectural details.

Crawford Square is quite urban in nature, with narrow streets and shallow building setbacks. Architectural details of brick facades, tall windows, dormers, and gables ensure that the new neighborhood is compatible with the character of older Pittsburgh communities. To build the atmosphere of an established community, the developers provided a mix of housing types and designed the streets and sidewalks to be well lit. They also established a program to encourage law enforcement personnel to move into Crawford Square homes.

The project's first phase (including 203 rental units) was completed in 1993, and the second phase (72 rental and 30 for-sale units) finished in 1995. A third phase of approximately 100 units was completed in 2001.

¹ Source: Urban Land Institute Best Practices and HSGA

Financing

The Crawford Square development was constructed with a combination of developer equity, the sale of low-income housing tax credits, loans and grants from organizations such as the URA, the state Housing Finance Agency, as well as from local banks and foundations. The developers considered it important both to spread the financial risk and to get numerous community institutions involved in the process.

Northeast Inlet, Atlantic City, NJ²

Once Atlantic City's best address, the Northeast Inlet became a well-known symbol of urban decay with stories of its steep decline appearing in Time Magazine and on "60 Minutes". The down-on-its-luck neighborhood consisted of trash-strewn vacant lots and dilapidated housing. Over 20 percent of its structures were abandoned and more than half the occupied dwelling units were in substandard condition, many of them having been ravaged at ten-year intervals by tidal floods. At the same time, land costs had been quintupled by speculation after casino gaming was approved in a

² Source: Northeast Inlet Looking Better, Wallace Roberts & Todd - Urban Land 1993

1976 referendum. Collectively, these conditions severely limited the market for new uses and the area continued to decline.

The turnaround started in 1986 with the city's decision to make the Northeast Inlet a key part of its redevelopment strategy and the first step in its 14-year-old promise to use casino revenues to help provide the city residents and workers with housing they could afford. A redevelopment plan for the 100-acre Inlet was prepared under the auspices of a number of city and neighborhood agencies:

- The Housing Authority and Urban Redevelopment Agency of the city of Atlantic City, New Jersey, which is the plan's implementing agency;
- The New Jersey Casino Reinvestment Development Authority (CDRA), which administers the casino-provided investment, is responsible for resident relocation planning with the city's redevelopment agency and is the condemning authority for land assemblage;
- The City of Atlantic City, which donated city-owned land to the project, issued bonds for infrastructure improvements, and received U.S. Department of Housing and urban Development UDAB (urban development action grants), NJ Housing and Mortgage Finance

Agency (HMFA), and NJ Department of Community Affairs (DCA) grants;

- The Atlantic County Improvement Authority, which provided funding derived from a luxury tax to assist in land acquisition and for-sale housing construction, and
- The Inlet Community Development Corporation, a neighborhood nonprofit development organization. The plan was adopted by the City Council in 1987.



Northeast Inlet Redevelopment area, showing Phase I (red, Melrose Avenue along top line), Phase II (yellow), and Phase III (green) project areas.

The Inlet plan identified a ten-acre (six-block) parcel as the Phase I target redevelopment area and established a basic program for it:

- Housing ranging from low-income to affordable and market-rate;
- Rehabilitation of as any of the existing structures as feasible;
- A mix of low-rise development at as high a density as possible, mid-rise units and a convenience center;
- A wider New Hampshire Avenue to make it the boulevard axis of the newly created community; and
- Off-street parking at a ratio of one space per townhouse unit and 1.5 spaces per mid-rise unit.

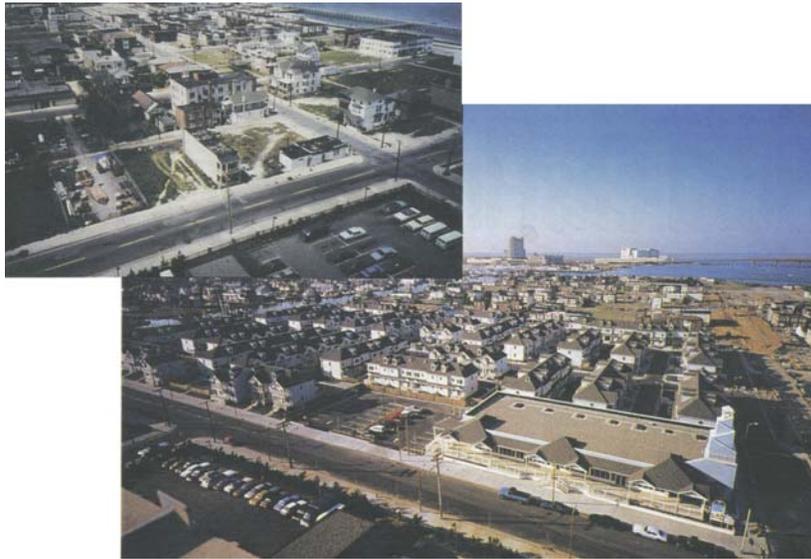
Harrah's Marina Hotel Casino acted as sponsor / owner. This sponsorship fulfilled an obligation to the state of New Jersey: Atlantic City's casinos are required to invest 1.25 percent of the gross gaming revenues for 25 years in bonds issued by the CRDA at about one-third below market rates; CRDA, in turn, lends the money to municipalities or their designated developers to support housing and economic development projects throughout the states. For the Northeast Inlet project, Harrah's committed \$50 million as a direct investment.

The Project

Three elements of the project were completed by August 1992 – Harbour Pointe, 130 townhouses (11 built as duplexes) on four blocks at a density of 19.28 dwelling units per acre; Harbour Pointe Square, a convenience center containing 11,621 square feet of leasable space; and Ocean Terrace, a 09-unit mid-rise apartment building on half of the block adjacent to Absecon Inlet. The other half of this block is reserved for a 156-unit market-rate condominium apartment complex, to be built when market conditions permit.

Harbour Pointe

The 130 townhouse structures contain 141 for-sale and rental units. The 42 townhouse structures reserved for low-income rental are indistinguishable from the for-sale units by location, architecture, or quality. Of the 88 for-sale townhouse unite, 35 – called exchange homes – were reserved for former residents of the site.



Before and after photographs of Phase I.

Ocean Terrace

The project's mid-rise component, completed in August 1992, lies across the widened New Hampshire Avenue. The affordable rental tower is occupied and a market-rate condominium tower will be built when market conditions permit.

Harbour Pointe Square

The neighborhood convenience center, containing 11.621 square feet of leasable space, is located at the intersection of New Hampshire and Melrose Avenues, on the most prominent corner of the townhouse superblock. A tower at this corner provides a landmark for the center and the townhouse community. Business enterprises owned by minorities and women have been targeted as tenants.

Elements of Success

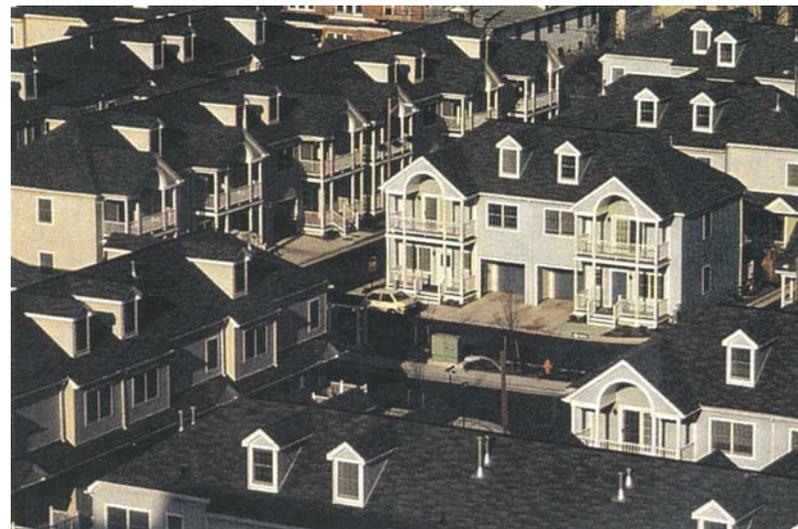
Through its redevelopment agency and CRDA, the city of Atlantic City contributed 58 parcels to the project and assisted the developer in relocating 82 families and three businesses from the site to permanent or temporary quarters. Former resident renters were invited to move back into one-, two-, or three-bedroom units at the same rent they had paid before being relocated.

Residents who owned their homes were given a credit on their former residences toward an "exchange home" (there were 35 of these). If their credit was less than the \$69,000 purchase price, they received indefinite term, no-interest loans for the difference, with a

declining value of 20 percent per year; if their credit was more than \$69,000, they received the difference in cash.

Harbour Pointe townhouses were sold for \$69,000 (a heavily subsidized price given their \$239,000 average development cost), and a state program provided below-market mortgage rates. Buyers got up to 95 percent loans for 30 years at a fixed 8.7 percent rate. Deed restrictions limited the profits that owners could realize in the first five years.

Ocean Terrace apartments are rented to more moderate-income households. The rents range from \$600 to \$900, with a \$25 a month premium for each floor above the fifth.



The Harbour Pointe townhouses.

Northeast Inlet Phase I has created a community that is economically and ethnically mixed. The occupants of units rented or sold according to income limits have household incomes ranging from \$19,000 for single-person households to \$31,000 for six-person households. The owners of townhouses sold without income restrictions have household incomes ranging from \$30,000 to \$90,000, with the average between \$40,000 and \$50,000. The community houses many former residents of the area as well as

newcomers attracted by the high quality and affordability of the housing.

Madison Landing Northeast Inlet, Atlantic City, New Jersey³

Madison Landing is a housing community consisting of 62 units of affordable housing located in the Northeast Inlet area of Atlantic City, New Jersey. The 62 “for sale” units are comprised of 24 two-bedroom and 30 three-bedroom semi-detached houses, and 8 three-bedroom single family dwellings. The community was developed by reconfiguring an existing two block area that had long ago been razed as part of an effort to rehabilitate the Northeast Inlet. The project was funded through the Casino Reinvestment Development Authority.

Nine Mile Run – Pittsburgh, PA⁴

This case is an example of how industrial sites can be transformed into residential areas. The project was developed on a 238-acre site

³ Source: Wallace Roberts & Todd, LLC

⁴ Source: Hammer, Siler, George Associates

as market rate housing. It signifies the emergence of Pittsburgh’s waterfronts as desirable development areas.



Siding, bay windows, pitched roofs and porches are drawn from the traditional residential architecture of this southern New Jersey shore community.

Five miles from downtown Pittsburgh, the Nine Mile Run development is a middle-income residential community being built on a former industrial property. The property had been a dumping area for slag, a steelmaking byproduct, and by the 1970s had grown into a virtual mountain of slag. After most of Pittsburgh’s steel mills closed

during the 1970s and 1980s, the city's waterfronts began a process of transformation from industrial wastelands into developed and desirable areas. The Nine Mile Run site was acquired by the Pittsburgh Urban Redevelopment Authority (URA) in 1995 with this purpose in mind.

The Nine Mile Run site (named for a stream running through the property) overlooks the Monongahela River. As is common in Western Pennsylvania, this heavy industrial site was in close proximity to residential areas, and the decision was made early on to integrate the new development into the existing neighborhoods.

The new neighborhood, called Summerset at Frick Park, was designed with "neotraditionalist" principles of dense lots, a mixture of housing, and abundant public spaces. A crescent-shaped park, about the size of a football field, is the centerpiece for the development's first phase. Such design elements were intended to blend the new development almost seamlessly into the desirable Squirrel Hill neighborhood that borders it.

The first priority item was in dealing with the mountain of slag. Instead of removing the vitrified cinders (slag in nontoxic form,

unless ingested), developers instead work *with* the slag, contouring it so that houses could be built on landscaped slopes. The slag was then covered with 30 inches of soil. The environmental work was paid for by City funds totaling \$10 million.

The first phase of construction, which has recently been completed, includes approximately 40 homes. The available lots sold almost immediately, with 500 applicants for the 40 spaces, and the development is proving very popular with families who have children – a demographic group that has traditionally fled downtown locations.

Additional phases will add apartments, and more for-sale housing, bringing the total number of housing units on the site to 710. About half of the site's total acreage will ultimately be developed, with the remainder being parks and other open spaces. Full build-out is expected to take ten years to accomplish, and funding is through a combination of public and private money.

This development benefits from its location close to downtown, as well as being surrounded by desirable and upscale neighborhoods.

The project shows the potential of redeveloping former industrial sites into successful residential communities.

2. Commercial Retail

Community Main Street Program – Cedar Falls, IA⁵

This project is a good example of revitalization of a Main Street business district in a former industrial city. The process was led by a local group, but brought together many government organizations and private individuals/companies. Local community-based organizations were responsible for promoting downtown and coordinating marketing and redevelopment efforts. In 15 years of the Main Street program, the central business district has gone from being mostly deserted to having almost full occupancy. The program has been honored as one of the nation's best Main Street programs by the National Trust for Historic Preservation.

⁵ Source: Urban Land Institute and HSGA

Located along the Cedar River in northeast Iowa, this city of 36,000 people has faced a transitioning economy not uncommon in the upper Midwest. Once a major manufacturing center, Cedar Falls at one time boasted more than five dozen industrial plants. Its central business district alone once had 11 groceries and six drug stores. Much of the City's manufacturing prominence had faded over the years, as had the vitality of Main Street, which by the late 1980s was mostly vacant.

This situation led to community leaders forming a group called Community Main Street in 1987, charged with revitalizing and preserving the downtown. Receiving broad support among residents and local government, Community Main Street began working immediately to generate investment and interest in the downtown. The organization is currently funded partly by the City of Cedar Falls, and partly through a Business Improvement District, which assesses Main Street property owners at a rate of \$3.50 per every \$1,000 of assessed valuation. Another important component is volunteer work – Community Main Street has benefited from over 20,000 hours of volunteer work since its inception.

Activities undertaken by Community Main Street include business attraction, assisting existing businesses in marketing efforts, promoting the downtown to a regional audience, formulation of design guidelines, and importantly, seeking funding for additional projects. The latter task recently resulted in a \$500,000 federal grant to renovate the facade of the landmark Black Hawk Hotel located downtown. Cedar Falls is currently attempting to recruit a major hotel franchise to the site.

Cedar Falls' efforts have also benefited from state support. Main Street Iowa, a program of the Iowa Department of Economic Development, was established by the state legislature in 1985. Since that time, five "Main Street communities" have been selected (Cedar Falls being among them), and more than \$300 million has been invested statewide by public and private entities to rehabilitate, renovate and purchase downtown buildings. The state claims a \$50 return on every dollar of state investment in the Main Street program.

With this framework, Cedar Falls embarked throughout the 1990s on a process of revitalizing its Main Street in an effort to make Cedar Falls a more enticing place to live and to do business. The program was aimed at revitalizing the central business district by attracting

businesses and by rehabilitating existing structures, most of which date to the late 1800s and early 1900s and were still standing despite being mostly unoccupied. Historic preservation has been a major goal of the organization from the start.

The City of Cedar Falls now claims that 300 buildings have been renovated through the program, and over 200 new permanent jobs have been created. Due to the redevelopment efforts, the organization claims that the valuation of Main Street properties has increased nearly threefold since the late 1980s. But by far the most significant impact is on the City's morale. No longer does Cedar Falls have a deserted downtown – it is one of Northern Iowa's most active downtowns. By the time of the City's 2002 sesquicentennial celebration, the downtown business district had achieved almost full occupancy.

The Cedar Falls Main Street program was enough of a success story to have been awarded the "Great American Main Street Award" in 2002 by the National Trust for Historic Preservation.

3. Job Generation

Joblinks Project Transports Kansas City Workers to Suburban Jobs⁶

In Kansas City, the Joblinks project – started in May 1997 with a \$90,000 Federal Transit Administration grant – provides public transportation services from the Enhanced Enterprise Community within the City to the “labor deficit” areas of adjacent Johnson County. A goal of the project is to decrease dependence on public assistance and Unemployment Compensation benefits due to lack of access to employment opportunities. A partnership of local public and private organizations and private sector interests supports the job matching elements of the project. Kansas City, Kansas has succeeded in taking a U.S. Department of Transportation Joblinks grant through a first-year demonstration into a second year, and planned third year, of operation, supported entirely by the local community.

⁶ Source: US Conference of Mayors Best Practices

Goals

The primary goal of the Joblinks project was to establish public transportation services from the City to employment destinations in Johnson County. A secondary goal was to create a partnership of local public and private organizations and private sector interests. Specific project goals were to:

- 1) Establish a daily transit service with pick-up in the City for Johnson County destinations;
- 2) Establish schedules of operation suited to work schedules of northern Johnson County employers;
- 3) Promote the establishment of fixed route service between the City and Johnson County business areas; and
- 4) Decrease dependence on public assistance and Unemployment Compensation benefits

Start-up Activities

Initial activities following a February 1997 kick-off meeting focused on the creation of partnerships among the organizations and businesses needed to bring the project to fruition. Much effort went into planning and holding job fairs; the metro-wide Job Fair '97 was held a month after the kick-off with over 200 employers participating

and about 5,000 job seekers in attendance. This was the first of several job fairs held in the area, all of which were well attended. The project received a lot of coverage in local newspapers and some television news coverage as well.

Transit Service

The first transit service implemented in response to requests from major employers in the Roeland Park area of the County. This first attempt experienced poor ridership and was abandoned after a month. The second route implemented, servicing the A.J. Plastics Corporation in the Shawnee area, was more successful in large part because company representatives actively recruited workers from the Kansas City target area. A third route was started to support a small domestic business, Maids of Johnson County. This service was developed in cooperation with the United Way's Street to Work program, was supported by a monthly subsidy to United Way from Joblinks, used Head Start vans and Americorps volunteer drivers.

The early months of the Joblinks demonstration did not achieve all of the service goals that originally had been set. Three routes had been established to serve employers, but rides-per-day were lower

than expected, due primarily to the fact that employers such as Super Target increase hiring during holiday periods and cut back on employees at other times. Joblinks officials say that, despite a slower-than-expected start-up, the trend lines are heading in the right direction. They also say that the future of the project became more secure when some of the employers started paying transit fares for their employees until their first or second paychecks were issued.

Lessons Learned

The steering committee reports some important lessons learned during the demonstration phase of the project. First, their initial focus on hospitality industry employers was unsuccessful because of the temporary nature of the jobs in this low-wage industry. Working with employers that offer jobs with promotional opportunities was more productive. Also, employers are now required to physically recruit new employees at locations in the communities where the employees reside, as opposed to requiring prospective workers to apply at the company's facility. This kind of recruiting, in the committee's view, demonstrates an employer's commitment to the goals of the program.

St. Louis Bridges to Work⁷

Transportation Redefined is a long range effort to connect people to jobs through better transportation services. It includes a federally-supported Bridges to Work program to transport workers from the inner city to suburban job sites; a partnership with the State to place young adults in jobs along the MetroLink light rail corridor that links the City and County with East St. Louis, Illinois; and an eight-year regional jobs initiative with projects that target welfare recipients and young African Americans.

In 1994 the St. Louis region launched Transportation Redefined, a 20-year series of strategic activities designed to better align transportation with the region's social and economic goals. The effort formally elevated to the transportation agenda several key issues once outside the purview of transportation planning, including access to opportunity for low-income residents, welfare-to-work initiatives, and sustainable development.

This is a four-year program designed to test the effectiveness of coordinated job placement, transportation, and career advancement

⁷ Source: US Conference of Mayors Best Practices and HSGA

services in linking inner city job seekers with employment opportunities in fast-growing suburban areas. St. Louis is one of five Bridges to Work demonstration project sites funded by the U.S. Department of Housing and Urban Development and the Federal Transit Administration. The St. Louis initiative was designed by officials of the City of St. Louis and St. Louis County, working with the Urban League and the Missouri Department of Social Services. Job-ready individuals, referred from City and County programs, receive assistance in obtaining employment in the job-rich Chesterfield Valley area of St. Louis County. During the first 18 months of employment, participants can take public transit to designated stations on the MetroLink light rail system and there board vans operated by the St. Louis Chapter of the American Red Cross for the balance of their trip to work. The pilot phase of Bridges to Work is now being evaluated by Philadelphia-based Public/Private Ventures, a nonprofit group which is managing the five-city demonstration program.

The Transportation Corridor for Economic Renewal (TRACER)

This is a partnership between the St. Louis region and the State of Missouri that seeks to change the investment climate in the region's urban core. A City/County/State steering committee is considering

strategies to re-energize neighborhoods and business districts along the MetroLink light rail corridor which cuts through the City center and links the three major political jurisdictions -- the City, the County, and the City of East St. Louis, Illinois.

To jump-start the process, the Missouri Departments of Economic Development and Social Services have invested funds in a Center for Mobility to Work to link young adults with jobs in the corridor through short-term work readiness training, job search assistance, transit subsidies, and extensive post-placement follow-up. St. Louis Community College is implementing the project in 1998 under a contract with East-West Gateway; the first-year target is 200 placements. The College has established an alliance with community-based organizations to recruit job seekers from a targeted City-County area.

St. Louis Regional Jobs Initiative

This is an eight-year effort which includes the Center for Mobility to Work and is one of six similar regional efforts funded in part by the Annie E. Casey Foundation. The aim of the initiative is to change how the regional labor market works by forging stronger links among

economic development, workforce development, community interests, business, human services, and transportation systems. The Initiative, also administered by East-West Gateway, is governed by a 13-member Investors Group chaired by Missouri Treasurer Bob Holden. The chair of the East-West Gateway Board of Directors represents the region's local governments and two State agencies.

The Initiative includes three other innovative projects:

- A business services job training and placement program: for welfare recipients was designed cooperatively by the Missouri Department of Social Services, the Monsanto Corporation, and Adecco Personnel Services. Clerical skills training has been tailored to the needs of Adecco and Monsanto, and graduates of the program will be placed in positions with these firms. Van service is provided to and from the training center.
- A Center for Health Careers: serves the entry-level employment needs of the Sisters of St. Mary Health Care System. Individuals currently receiving welfare benefits who have an interest in the health care profession receive counseling and case management service, work readiness

and skill training, and child care as they train for a job at one of the four St. Louis area hospitals. A weekly transportation stipend for transit or automobile travel is provided during and after training.

- A cooperative effort with the Carpenters Union: recruits and prepares young African Americans for construction trades. Individuals are trained and mentored by an African-American journeyman and placed with contractors through the Joint Area Construction Trades Council. Transportation stipends are provided during training.

Officials working with Transportation Redefined believe the project has demonstrated the key role that transportation planning can play in spurring economic opportunities and creating a better St. Louis. "Regional partnerships like these are springing up all over the country," says St. Louis Mayor Clarence Harmon. "And although many of these programs are just getting underway, we really don't have a choice. We must and will do whatever it takes to connect new employees with available job opportunities."

Dallas Industrial Development Strategy⁸

The City of Dallas created an industrial development strategy for the City based on analysis of the City's vacant land resources, market demand for industrial space, and an evaluation of the City's technical capacity and economic incentives necessary to foster industrial development. The City targeted five sites for the development of "suburban type" industrial parks. In addition, four older industrial areas were designated as industrial revitalization areas. Revitalization strategies were prepared for each high potential industrial project area. In addition to the suburban type parks and industrial revitalization areas, the strategy recommendations recognize the need for a business retention strategy that would be administered by the City's Department of Economic Development. The recommendations also included the development of an industrial business incubator that would be developed and managed by the Priest Institute. Finally, the study recommended that a new quasi-public Dallas Economic Development Corporation be established to implement the industrial development strategy. An initial budget of \$1.5 million has been appropriated to staff and operate the Economic

⁸ Source: Hammer, Siler, George Associates

Development Corporation. An additional \$4 million has been budgeted for a first phase effort in the industrial revitalization areas.

Louisville Health-related Business Park and Incubator⁹

The University Medical School and a strong complex of general and specialty hospitals anchor this park. MedVentures, a strong local private technology commercialization company is an important anchor. Approximately \$10 million in state funding has been committed for a 60,000 square foot biomedical and telecommunications incubator. The state also provided the match that achieved \$5 million in increased research funding. The first two park buildings were adaptively reused existing industrial buildings using development corporation and 1031 tax free exchange funding.

Important to success has been a careful definition of the future research program, total technology resource assessment and enhancement strategy, market and financial analyses, park business planning, incubator feasibility and business planning, and continuing management consultation. An interesting early feature of the work

was testing the business feasibility of creating businesses in the park that would be joint venture spin-offs of similar departments from the various hospitals.



Business incubator under construction

⁹ Source: Hammer, Siler, George Associates

LeDroit Park at Howard University¹⁰

Fannie Mae commissioned a housing market analysis of LeDroit Park area in Washington DC, near Howard University. The purpose of the study was to determine the potential for a joint Howard University-Fannie Mae initiative to renovate houses owned by the University in the community and to sell them to University employees or District of Columbia employees. The research concluded that the project was feasible and it was implemented. This housing initiative has now gained national recognition in the field of university-community relations.

4. Cultural and Entertainment

New Orleans Warehouse/Arts District, New Orleans, Louisiana

Near downtown New Orleans is the historic warehouse district, location of industrial and related buildings. In the 1970's and early 1980's many of these were abandoned or used in a variety of manners for the city's "skid row". An initiative by the City and its downtown special improvement district transformed the area so that

it is now the "hot" residential area with prices for apartments and condominiums in the former industrial buildings at very high levels. The transformation strategy was based on than understanding of the value of the buildings themselves and a set of strategies including revised zoning, streetscape improvements, signage systems, and incentives for the relocation of arts and cultural and entertainment entities to locate in the area. With the first few successes, the district soon became a magnet for private investment and generates considerable tax revenue as well as providing a desirable location for living, playing and working.

Avenue of the Arts, Philadelphia, Pennsylvania

South Broad Street in Philadelphia was, as recently as ten years ago, a lonely stretch of the city with many vacant mid and high rise buildings, not much to do and virtually no evening activity. The City initiated a program to transform the street into the cultural and entertainment center of the region. Using a variety of tools including revised zoning, streetscape improvements and signage and outreach, the street has been transformed with over \$300 million of investment. The Avenue of the Arts now boasts two world class music venues, theaters, hotels, restaurants and even new parking

¹⁰ Source: Hammer, Siler, George Associates

decks to accommodate visitors. The ripple effects have spread to nearby areas that are now receiving substantial private investment as well.

5. Streetscapes

Greensboro Streetscape Old Greensborough / Central Business District, Greensboro, North Carolina¹¹

With \$2.5 million in bond funds, the City of Greensboro, North Carolina established priorities and phasing for streetscape improvements in five historic neighborhoods. Following a series of public workshops, consensus was reached targeting specific streets for implementation and improvements deemed most appropriate.

In Old Greensborough, an area of older shops, improvements included period lighting, signage and site furnishings. Paving patterns and sidewalk geometry were based on curved, Georgian themes. Finely textured trees were selected to allow visibility of the historic facades. As Elm Street moves north from Old

Greensborough, it enters an area of modern office buildings and storefronts - the CBD. A more geometric streetscape pattern was developed for the CBD to reflect the juxtaposition between the two neighborhoods. Light fixtures and site furnishings were selected to project a contemporary image and trees with more density and formal structure were planted.

A “Transition Zone” was established between these two districts and parking was increased in both neighborhoods through curblines reconfiguration. Adjacent property owners have reported increased use of their buildings.

¹¹ Source: Wallace Roberts & Todd, LLC



Typical sidewalk paving and street tree Central Business District (left) and typical sidewalk paving and street tree in Old Greensborough (right).

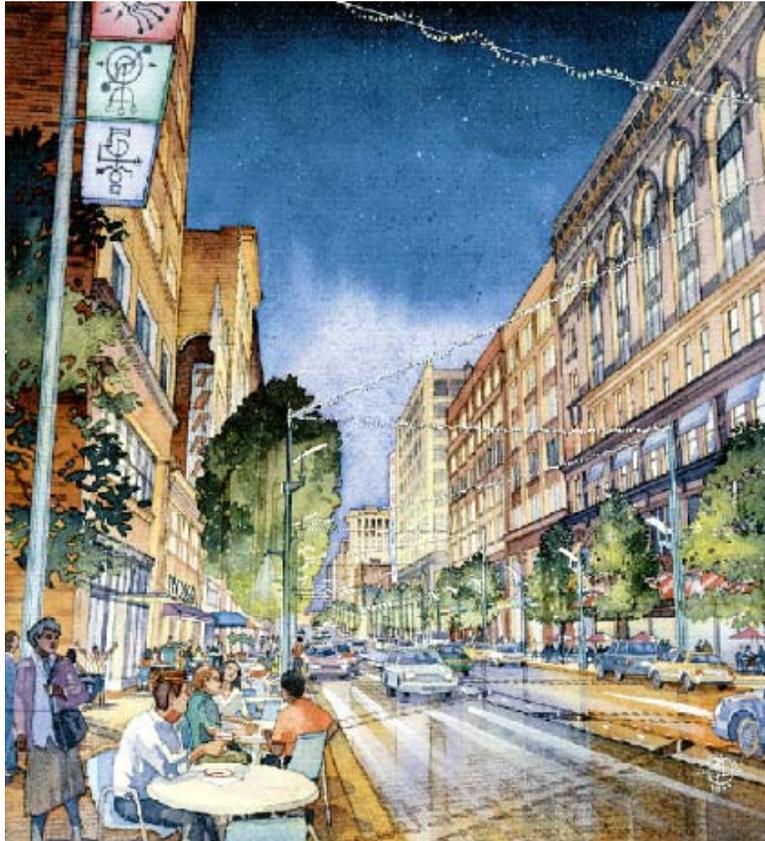
Washington Avenue Loft District Streetscape, St. Louis, Missouri

Implementation of the streetscape design for downtown St. Louis is transforming St. Louis' Washington Avenue District into a thriving art/loft urban district and regional retail destination. The project

arises from *Downtown Now!*, a development plan that calls for revitalizing several downtown neighborhoods.

Three distinct themes are used to define zones for the Washington Avenue corridor: *The Heights*, a "calm" zone oriented towards residential development; the *Hip Core*, the heart of the corridor characterized by a high-energy entertainment, retail, and commercial focus; and *The Hinge*, which utilizes the nearby convention center and hotel properties to connect the District to the rest of downtown.

Expanded public spaces are being created for café seating, display of public art and street performances with potential linkages to adjacent destinations, attractions and districts. The character of those spaces draws inspiration from the surrounding historic buildings. Site furnishings (benches, tables, chairs etc.), lighting, landscape and street greenery, sidewalk paving patterns, and building-related elements (such as canopies and signage) all combine to create a unique ambiance for this vital urban area. Even before its official grand opening in April 2003, the result of this public investment has been felt by greatly increased private investment and use of the area.



Overtown Pedestrian Mall, Miami, Florida

The concept of the Overtown Pedestrian Mall was formulated in the S.E. Overtown/Park West Redevelopment Plan by Wallace Roberts & Todd. The spine of the Redevelopment Concept is the establishment of a broad pedestrian mall from I-95 to Biscayne Bay. The Overtown Pedestrian Mall eliminates vehicular traffic on NW 9th Street and establishes a broad pedestrian mall in its place. The mall includes the Main Plaza with the rising sun symbolizing the light, life and energy being directed to S.E. Overtown and the proposed Folklife Village.

Constructed or rustic terrazzo in vibrant oranges, yellows, blues and greens, the plaza is punctuated with clusters of seating drums and commemorative bronze medallions documenting historic events within the Overtown Community.

The pedestrian way under the Metrorail is paved with vibrant colored concrete unit pavers in abstract pattern based on kente clothe weaving as practiced by nomadic peoples of West Africa and appropriately provides access to the Metrorail Station.

Future phases of the project include an extension of the plaza to the historic Lyric Theater, a sculptural Memory Wall, sidewalk streetscape development within the historic Overtown Folklife Village and the sculptural Overtown Tower at the west end of 9th street.

