

and their vision for the neighborhood. This overwhelming participation from citizens, public officials and staff was the foundation for the highly successful charrette. In addition, we held two more meetings after the charrette to give residents, property owners and interested citizens the opportunity to learn more about the plans and the proposed new zoning code for the area.

On the first day, we completed a series of analyses, including the current zoning, a survey of vacant property and owner-occupied housing and an assessment of site values and redevelopment potential (see Plate 38, Figure 10.9, and Plate 39). The current zoning for this part of the city reflected a familiar bias against a coherent neighborhood structure. The zoning on the west side of Church Street was predominately Office/Institutional, further facilitating the influx of generic commercial development along the northwestern edges, where single-family homes faced large expanses of surface parking and dumpsters directly across the street. The east side was a patchwork of higher density residential classifications, set out in a manner that did little to consider the current or historic neighborhood structure. Zoning districts ran along street lines, rather than mid-block, causing different kinds of development to occur on either side of the street and creating badly defined public spaces. (Wherever possible, we try to change zoning districts at mid-block, thus enabling a more coherent streetscape to be achieved with similar building types facing each other to define the public space.)

Using a combination of market value analysis, owner-occupant/rental housing locations and maps of vacant land, the charrette team developed an overall assessment of the redevelopment potential of each parcel of property in the neighborhood, ranging from those that required minimal assistance to others needing complete redevelopment. These diagrams, which were refined during the course of the charrette, formed the basis for all development proposals put forth in the master plan. In our overall assessment of redevelopment potential, we divided all properties into one of three categories:

Major Redevelopment Potential

This comprised vacant land, multiple properties under common ownership or areas of excessive housing blight. We also included in this category places where the street infrastructure was so degraded that any improvements were likely to reconfigure the

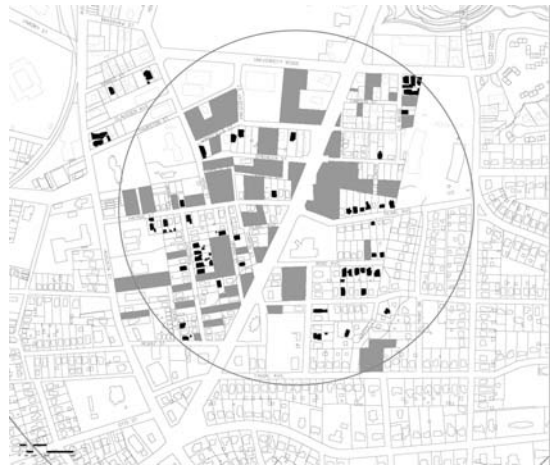


Figure 10.9 Vacant Land and Homeowners Map. This analysis enabled us to clarify which areas were available for major redevelopment and which other parts (the pockets of homeownership) should be protected and nourished.

existing blocks into a new urban pattern. As noted earlier, we were excited by the redevelopment potential of property along University Ridge (at the top of the diagrams in Plate 38, Figure 10.9 and Plate 39). However, as much of this land to the north was owned by the county, it was politically off-limits for a city-sponsored charrette to ‘interfere’ with county property. We were therefore forced to be modest in our recommendations for this area, focusing mainly on the northeast segment around the football stadium. But in this case study we illustrate the full master plan showing major redevelopment of the old shopping mall site, revealing its potential for reclamation to a thriving mixed-use area (see Plate 40).

Moderate Redevelopment Potential

In this classification we placed multiple rental properties under common ownership, scattered-site owner-occupied housing and areas of moderate infrastructure degradation where infill development could occur using the existing block structure

Minimal Redevelopment Requirement

This third section consisted of areas of predominately owner-occupied housing or well-maintained rental



Figure 10.10 Newspaper Coverage of the Charrette. Worth its weight in gold.

housing where only minor repairs were needed to the housing and/or infrastructure.

From this analysis, we identified a large number of properties as requiring major redevelopment or providing superior opportunities in that regard. Yet, complete blocks of solid, stable housing that required only minor building repairs or infrastructure improvement were also identified. These areas provided anchors for the final master plan, and when we presented our final recommendations nearly 200 people, mostly local residents attended the closing reception and presentation to view the plan. This participation remained high partly because we maintained television and newspaper coverage of the charrette during the six-day period (see Figure 10.10).

THE MASTER PLAN (See Plate 40).

Our key recommendations were as follows:

1. *Concentrate the greatest intensity of use in a new neighborhood center at the intersection of Church Street and Haynie Street/Pearl Avenue to create a vibrant environment for living, working, and shopping.*
2. *Upgrade Church Street by reducing it to a four-lane, median-divided boulevard with street trees and wide sidewalks. Improve the street design of Haynie and Pearl Streets to support this pedestrian activity.*
3. *Encourage the construction of a wide variety of housing throughout the neighborhood. Ensure long-term*

affordable housing using a variety of strategies including public investment, land-trust, and non-profit involvement.

4. *Leverage private funding with key public infrastructure investments including street improvements and parking facilities.*
5. *Use natural features including historic springs and streams as amenities for the entire neighborhood to enjoy. Create public spaces including parks, greenways and plazas that are accessible to all residents.*
6. *Adopt a new zoning ordinance developed directly from the urban design details of the master plan.*

Based on these principles we identified 19 redevelopment opportunities, some large, some small, and we assembled the master plan from these individual projects. These projects together comprised 50 new single-family dwellings, 100 duplexes (semi-detached homes), 393 apartments, 52 live/work units, 178 500 square feet (16586 square meters) of commercial space and 118 900 square feet (11 047 square meters) of retail space. Over 1900 parking spaces were provided. We did not impose any singular grand plan vision, but sought instead to promote a collage of separate projects that could be accomplished individually by private property owners on their own or in partnership with public authorities, in an incremental manner (see Plate 41).

We worked out schematic development pro-formas to validate the economic viability of each proposal, and also costed out the public expenditure associated with the necessary infrastructure improvements. From these calculations we showed how approximately \$10 million of public money for street improvements and two parking decks (one in conjunction with a developer at the Neighborhood Center and the other with the city's school system at the football stadium) could leverage \$90 million in private investment in redevelopment. Approximately \$40 million of new development was tied to the Church Street improvements noted later, but even if these crucial modifications did not take place, other viable private development projects worth \$50 million still existed in the community.

This case study illustrates a sample of these 19 redevelopment opportunities at a range of economic scales. These are:

1. The Church Street Neighborhood Center, a cluster of four projects on the four quadrants of the Church Street – Haynie/Pearl Street intersection.