

less striking design would simply place the front entrance on the lower level directly into the bonus room with an internal stair.

The companion improvement to this new housing created a new neighborhood park along the banks of the existing spring-fed stream that had been trapped in a culvert for many years. From here the water is channelled under Sistine Stadium and University Ridge, at which point it re-emerges to flow into the Reedy River. By removing the stream from its pipe, a linear park can be created, thereby enhancing the values of the properties around it. The stream and related park would become a wonderful amenity shared by the townhomes and the larger community.

Clearly the park and the recuperated stream would substantially enhance the redevelopment value of the site, and create an incentive for the developer to assist in the restoration of the stream, but the expected costs for such an environmental project would require additional assistance to make it feasible. The public benefits of the restoration of a natural stream channel would include greater groundwater infiltration, improving capacity as well as water quality, and of course, the creation of a wonderful public space. We calculated that simply to restore the stream to daylight and open air (without the surrounding park improvements) would cost approximately \$170 000. If this cost was borne by the city, the private developer could then develop the park as part of his project by preserving the mature trees and adding simple landscaping and then transfer it to the city for maintenance and upkeep. This project was important as it represented a redevelopment opportunity that was not contingent on the improvement of Church Street, and could proceed independently.

Springer Street West: New Townhomes and a Greenway Inserted in Lefover Land (project 'Q' in Plate 41).

In most master-planning efforts a small nook or leftover parcel of land usually surfaces that could be utilized for an innovative infill project. Such a piece of property existed along Springer Street on the west side of the aforementioned tunnel. The lots on the north side of the street have their primary frontage on Wakefield Street immediately to the north, and they are unusually deep. If these lots were to be subdivided, the master plan suggested that

townhomes could be built on the Springer Street side of these long, thin properties. Because of the minimal lot depth of the proposed dwellings, parking could be provided on-street, in combination with some garages or carports on the lowest storey (see Plate 46). Because of the minimal land costs involved with this residual land, this would be a good opportunity for affordable housing.

To improve the view of these lots and add an additional amenity to the neighborhood, we showed the creek on the south side of Springer Street cleared of underbrush and debris and its channel stabilized. This small park connected with a redesigned park and community garden immediately to the west, and via an improved Springer Street Tunnel (see the section 'Implementation,') to a greenway leading to the new Biltmore Park and Sistine Stadium. This green east–west axis across the site thus provided park space accessible to all residents. To complete the new Springer Street Park we framed its southern edge by townhomes and apartments that looked over the park and backed up to parking lots for the adjacent Neighborhood Center. This location offered another opportunity for new affordable housing.

Sistine Neighborhood Center: The redevelopment of the football stadium and adjacent mixed-use development (project 'A' in Plate 41).

Immediately to the east of the stadium in the north-east corner of the site, a small, local neighborhood center contains a few thriving businesses in an area graced with mature trees and sidewalks (see Figure 10.19). What this location lacks are buildings close enough to the street to engage the pedestrian and create an urban character. Opposite these local shops is the existing parking lot in front of the stadium, which remains largely unused except during Friday evening high school football games, when every available space within walking distance in the surrounding neighborhood is taken over by spectators' cars. In order to meet the parking objectives for Sistine Stadium, as well as provide additional development opportunities to complete the urban design of this neighborhood center, the master plan proposed development along the existing street edges using two- or three-story live-work buildings. These buildings could provide significant income for the school authorities through the sale of the land, and



Figure 10.19 Serrine neighborhood center as existing (Compare with Plate 47).

serve to screen the parking lot from pedestrians on the street. Given the demographics of the surrounding neighborhoods, our experience suggested there was likely to be an underserved market for small boutique retail/office opportunities as well as urban residential units (see Plate 47).

Plate 48 illustrates how the construction of another parking structure in two simple trays fitted into the fall of the land allows access to both levels without the use of expensive ramps, and provides additional on-site parking for Serrine Stadium events. We estimated construction costs for this deck to be \$1.6 million. The additional parking on-site, combined with the deck for the nearby North Church Street development should help to relieve the neighborhood during football games and permit additional activities to occur at the Stadium without adverse impact.

IMPLEMENTATION

As part of the follow-up to any charrette, it is vital to describe realistic implementation strategies. Without these the master plan cannot be taken seriously, and our implementation strategies for Haynie-Serrine covered:

- Public finance
- Affordable housing strategies.
- A detailed implementation project schedule
- A design-based zoning ordinance tailored to the master plan.

Public Finance

In order to implement this master plan, a number of strategic public investments would be needed to improve and expand the infrastructure for the neighborhood. These investments comprise:

- **Basic Street Improvements:** We estimated repairs and upgrades to the existing infrastructure to a level consistent with the surrounding neighborhoods would cost approximately \$552 000.
- **Church Street Improvements.** Approximately 45 percent of the redevelopment for this neighborhood is dependent upon the improvement and upgrading of this thoroughfare to a true boulevard. Not only does this improvement directly impact the neighborhood, but also its prominence as a gateway to the downtown makes this a highly visible aesthetic improvement for the entire city. We estimated the approximate cost for this work at nearly \$3 000 000.
- **Haynie Street and Pearl Avenue Streetscape Improvements.** After the improvements have been completed for Church Street, a similar streetscaping treatment should be applied to Haynie Street and Pearl Avenue at an estimated cost of \$275 000.
- **New Street Construction.** Our master plan included nearly 2000 linear feet (609 meters) of new streets. This would cost approximately \$420 000.
- **New Parking Decks.** The large deck to support the Church Street Neighborhood Center would cost about \$4 000 000, and the smaller one for the Serrine Stadium about \$1 600 000. (The third deck to serve the commercial and residential development at the north end of Church Street would be privately financed.)
- **Biltmore Park Stream Restoration:** We estimated this project, not including the development of the park, would cost about \$170 000.

These investments total approximately to \$10 million, but as we noted earlier, they have the capacity to leverage as much as \$90 million in private investment. And herein lies one of the keys to financing these necessary improvements – a Tax Increment Financing (TIF) district. TIF works by using the future tax revenues from new developments to pay for capital improvements that support and promote them, most usually by covering the repayments on municipal bonds floated to finance the projects at the outset. As part of our final charrette presentation, we illustrated that if one estimated that building out the master plan would take 10 years, the increasing