



# The Mayors' Institute on City Design

The National Endowment for the Arts

The United States Conference of Mayors

The American Architectural Foundation

Hosted by:

Auburn Urban Studio

Auburn University

College of Architecture, Design and Construction

Meeting Summary

MICD South 2012

Birmingham, Alabama

February 15 - 17, 2012



The Mayors' Institute on City Design is a National Endowment for the Arts leadership initiative in partnership with the United States Conference of Mayors, and the American Architectural Foundation.

The Mayors' Institute on City Design is a program that conducts a series of intimate, closed-door two-day symposia intended to offer a small group of invited mayors a better understanding of the design of American cities. Participation is limited to sixteen to twenty people: half are mayors and half are urban design experts and other resource people.

The mayors represent a wide variety of cities and bring a wide variety of design issues to the table. The resource team members range from architects and planners to public policy specialists, developers, preservationists, sociologists, lawyers, landscape architects, and historians, and include practicing professionals and distinguished academics.

The institute format encourages a high degree of participation and exchange. Each mayor presents a design issue from his or her city, which is analyzed by the other mayors and the design professionals who, working together, discuss how an appropriate design process can help solve the problem. The exchange between mayors and the resource team sparks lively debate, opens new perspectives, and leads to creative proposals for solutions.

The resource team members also make presentations on general principles of urban design. These provide important background for the mayors on planning, urban design, landscape design, and the role of developers. The mayors and designers discuss both generic and specific problems facing cities today, and explore how the public and private sectors can work together to improve the conditions of our cities. Particular emphasis is placed on how the design process works, and on the importance of the mayor as city designer.

This document is the meeting summary of the Regional Session of the Mayors' Institute on City Design, '12 South, which was hosted by Birmingham Mayor William Bell on February 15-17, 2012. This summary draws on the background materials prepared for the Institute's Briefing Book as well as on the actual presentations made during the Institute.





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# Agenda

## Wednesday, February 15, 2012

- 2:10 PM      Pick up at Hotels for Walking Tour
- 2:30 PM      Civil Rights Institute - Ahmad Ward, Director of Educational Programs, BCRI  
16th Street Baptist Church - Richard Pigford, AIA, Architectureworks  
Kelly Ingram Park
- 3:30 PM      Historic Fourth Avenue Business District/Jazz Hall of Fame
- 3:45 PM      Historic Alabama Theater - Brant Beene, Birmingham Landmarks
- 4:30 PM      Railroad Park - Camille Spratling, Railroad Reservation Park
- 5:00 PM      van or walk to Hotel(s)
- 5:45 PM      pickup from Hotel
- 6:00 PM      Reception at ALAGASCO Center for Energy Technology  
Welcome - Dudley Reynolds – CEO ALAGASCO  
  
- enter from 19th and Powell Avenue South  
  
Invited local guests from host city of Birmingham
- 7:15 PM      Opening Dinner at Café Dupont  
- 113 20th Street North  
  
Welcome and Introduction  
Cheryl Morgan/Steve Lewis – Auburn University Urban Studio  
Radhika Mohan - Mayors' Institute on City Design  
Jamie Hand – National Endowment for the Arts
- 7:30 PM      Dinner Remarks:  
The Honorable William Bell, Mayor, City of Birmingham  
Introduction: Elton B. Stephens, Jr., Ebsco Ind Inc Board Member and Real Estate Investor
- 9:00-9:30 PM      Depart for Hotel(s)



## Thursday, February 16, 2012

7:00 - 8:15 AM	Breakfast at Hotel
8:15 AM	Pickup at Hotel(s) depart for ALAGASCO Center for Energy Technology
8:30 - 9:05 AM	Opening Remarks: Rahdika Mohan, Mayors' Institute on City Design Steve Lewis/Cheryl Morgan, facilitators
9:05 - 9:25 AM	Resource Team Presentation: Damon Rich
9:25 - 9:45 AM	Mayor case study and presentation: Slidell, Louisiana The Honorable Freddy D. Drennan
9:45 - 10:35	Slidell case study: investigation with mayors and team
10:35 - 10:55 AM	Coffee Break
10:55 - 11:15 AM	Resource Team Presentation: Michael Lehrer
11:15 - 11:35 PM	Mayor case study and presentation: Hattiesburg, Mississippi The Honorable Johnny L. Dupree, PhD
11:35 - 12:25	Hattiesburg case study: investigation with mayors and team
12:25 - 1:45 PM	Lunch - presentation: Jeff Speck, Speck & Associates LLC, Washington, DC
1:45 - 2:05 PM	Resource Team Presentation: Brent Leggs
2:05 - 2:25 PM	Mayor case study and presentation: Birmingham, Alabama The Honorable William Bell
2:25 - 3:15	Birmingham case study: investigation with mayors and team
3:15- 3:30 PM	Coffee Break
3:30 - 3:50 PM	Resource Team Presentation: David Perkes
3:50 - 4:10 PM	Mayor case study and presentation: Huntsville, Alabama The Honorable Thomas "Tommy" Battle, Jr.
4:10 - 5:00 PM	Huntsville case study: investigation with mayors and team
5:00 PM	TEAM PICTURE
5:15 PM	Return to Hotel(s)
7:00 PM	Pickup at Hotel(s)
7:15 PM	Dinner at Jim and Nicks Bar-B-Que: Five Points
9:00 - 9:30 PM	Return to Hotel(s)

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**Friday, February 17, 2012**

7:00 - 8:15 AM	breakfast at Hotel(s)
8:15 AM	Pickup at Hotel(s) depart for ALAGASCO Center for Energy Technology
8:30 – 8:50 AM	Resource Team Presentation: India Lee
8:50 – 9:10 AM	Mayor case study and presentation: Brownsville, Texas The Honorable Tony Martinez
9:10 – 10:00 AM	Brownsville case study: investigation with mayors and team
10:00 - 10:45 AM	Coffee Break
10:45 – 11:05 AM	Resource Team Presentation: Carlton Eley
11:05 – 11:25 PM	Mayor case study and presentation: Paterson, New Jersey The Honorable Jeffery Jones
11:25 – 12:15	Paterson case study: investigation with mayors and team
12:15 – 1:30 p.m.	Lunch
1:30 – 1:50 PM	Resource Team Presentation: Holly Hampton
1:50 – 2:10 PM	Mayor case study and presentation: Waxhaw, North Carolina The Honorable Daune Gardner
2:10 – 3:00 PM	Waxhaw case study: investigation with mayors and team
3:00 – 3:20 PM	Coffee Break
3:20 – 3:40 PM	Closing Remarks
3:50 PM	Press Conference – Mayor of Birmingham, Fellow Mayors and Team
4:30 PM	departures

## Mayors & Cities



### Mayors

#### The Honorable Freddy Drennan

Mayor of the City of Slidell, LA  
2055 Second Street  
Slidell LA 70458  
Tel: (985) 646-4332  
Fax: (985) 646-4209

#### The Honorable Tony Martinez

Mayor of the City of Brownsville  
1206 E. Van Buren  
Brownsville, TX 78520  
Tel: (956) 546-7159  
Fax: (956) 546-5896

#### The Honorable Johnny DuPree, Ph.D.

Mayor of the City of Hattiesburg, MS  
PO Box 1898  
Hattiesburg, MS 39403-1898  
Tel: (601) 545-4501  
Fax: (601) 545-4608

#### The Honorable Jeffrey Jones

Mayor of the City of Paterson  
155 Market St.  
Paterson, NJ 07505-1414  
Tel: (937) 321-1600  
Fax: (973) 321-1555

#### The Honorable William A. Bell, Sr.

Mayor of the City of Birmingham  
710 North 20th Street  
Birmingham, AL 35203  
Tel: (205) 254-2283  
Fax: (205)

#### The Honorable Daune Gardner

Mayor of the City of Waxhaw, NC  
PO Box 6  
Waxhaw, NC 28173  
Tel: (704) 843-2195 Ext. 227

#### The Honorable Thomas M. Battle, Jr.

Mayor of the Huntsville  
308 Fountain Circle, 8th Floor  
Huntsville, Alabama 35801  
Tel: (256) 427-5000  
Fax: (256) 427-5257

## Resource Team

Damon Rich  
City of Newark  
920 Broad Street  
Newark, NJ 07102  
Tel: (973) 733-5918  
Fax: (973) 733-5915  
Email: damon@damonrich.net

Michael Lehrer, FAIA  
President, Lehrer Architects LA, Inc.  
Partner, LA WRL Design, LLP  
2140 Hyperion Ave  
Los Angeles, CA 90027-4708  
Tel: (323) 664-4747 x101  
Fax: (323) 664-3566  
Email: michael@lehrerarchitects.com

Jeff Speck, AICP  
Principal, Speck & Associates, LLC  
990 Florida Avenue NW  
Washington, DC 20001  
Tel: (202) 986-1230  
Email: jeff@jeffspeck.com

Brent Leggs  
National Trust for Historic Preservation  
78 Myrtle Street #3  
Boston, MA 02114  
Tel: (859) 492-3793  
Email: brent.leggs@gmail.com

David Perkes  
Director, Gulf Coast Community Design  
Studio  
425 Division Street  
Biloxi, MS 39530  
Tel: (601) 259-5616  
Fax: (228) 435-7180  
Email: dperkes@gccds.msstate.edu

India Pierce Lee  
Cleveland Foundation  
1422 Euclid Avenue, Suite 1300  
Cleveland, OH 44115  
Tel: (216) 615-7186  
Fax: (216) 861-1729  
Email: ilee@clevefdn.

Carlton Eley  
Planning in the Black Community Division,  
APA  
2127 15th Street SE  
Washington, DC 20020  
Tel: (202) 566-2841  
Fax: (202) 330-7816  
Email: eleync@aol.com

Holly Hampton  
Principal, Sussman/Prejza & Company, Inc.  
5870 West Jefferson Blvd., Suite J  
Los Angeles, California 90016  
Tel: (310) 836-3939  
Email: hhampton@sussmanprejza.com



## MICD Partnership

Ronald Bogle  
President & CEO  
American Architectural Foundation  
Washington, District of Columbia

Tom Cochran  
Executive Director & CEO  
United States Conference of Mayors  
Washington, District of Columbia

Jason Schupbach  
Director of Design  
National Endowment for the Arts  
Washington, District of Columbia

Rocco Landesman  
Chairman  
National Endowment for the Arts  
Washington, District of Columbia

Tom McClimon  
Managing Director  
United States Conference of Mayors  
Washington, District of Columbia

Jamie Hand  
Design Specialist  
National Endowment for the Arts  
Washington, District of Columbia

## MICD Staff

Radhika Mohan, AICP + ASLA + LEED GA  
Program Manager  
Washington, District of Columbia

Story K. Bellows  
Director  
Washington, District of Columbia

## University Team

R. Steven Lewis, NOMAC, AIA, LEED AP  
Program Manager  
Thinking Leadership (special consultant)

Cheryl Morgan, AIA  
Professor and Director  
Auburn Urban Studio

Kay Argo  
Administrative Director  
Auburn Urban Studio

## MICD 49 Institute Leadership Team

### NEA

Jamie Hand

Design Specialist

National Endowment for the Arts

1100 Pennsylvania Avenue NW, Room 729

Washington, District of Columbia 20506

Tel: (202) 682-5566

Fax: (202) 682-5721

Email: hand@arts.gov

Jason Schupbach

Director, Design

National Endowment for the Arts

1100 Pennsylvania Avenue NW, Room 729

Washington, District of Columbia 20506

Tel: (202) 682-5786

Fax: (202) 682-5721

Email: schupbachj@arts.gov

### MICD

Story Bellows

Director

Mayors' Institute on City Design

1620 Eye Street NW, Third Floor

Washington, District of Columbia 20006

Tel: (202) 463-1390

Fax: (202) 463-1392

Email: sbellows@micd.org

Radhika Mohan

Program Manager

Mayors' Institute on City Design

1620 Eye Street NW, Third Floor

Washington, District of Columbia 20006

Tel: (202) 463-1391

Fax: (202) 463-1392

Email: rmohan@micd.org

### USCM

Tom McClimon

Managing Director

The United States Conference of Mayors

1620 Eye Street NW, Fourth Floor

Washington, District of Columbia 20006

Tel: (202) 861-6729

Fax: (202) 293-2352

Email: mcclimon@usmayors.org

### AAF

Sarah Bookwalter

Events and Meetings Manager

American Architectural Foundation

1799 New York Avenue NW

Washington, District of Columbia 20006

Tel: (202) 626-7461

Fax: (202) 626-7420

Email: sbookwalter@archfoundation.org

Graham Stroh

Program Manager

American Architectural Foundation

1799 New York Avenue NW

Washington, District of Columbia 20006

Tel: (202) 639-7616

Fax: (202) 626-7420

Email: gstroh@archfoundation.org



**Front Row from Bottom, Left to Right**

- Cheryl Morgan, AIA  
Director, Auburn Urban Studio
- Jeff Speck  
Principal, Speck Associates
- Mayor William Bell  
Birmingham, Alabama
- Mayor Johnny DuPree  
Hattiesburg, Mississippi

**Second Row from Bottom, Left to Right**

- Holly Hampton  
Principal, Sussman Prejza
- Micheal Lehrer, FAIA  
Principal, Lehrer Architects LA
- Radhika C. Mohan  
Program Manager, MICD
- Jamie Hand  
Design Specialist, NEA
- India Pierce-Lee  
Development Director, Cleveland Foundation

**Third Row from Bottom, Left to Right**

- Mayor Tony Martinez  
Brownsville, Texas
- Carlton Eley  
Planning in the Black Community Division, APA
- Brent Leggs  
National Trust for Historic Preservation

**Back Row, Left to Right**

- Damon Rich  
Director of Urban Design,  
City of Newark
- David Perkes  
Director, Gulf Coast  
Community Design Center
- Mayor Freddy Drennan  
Slidell, Louisiana
- Mayor Duane Gardner  
Waxhaw, North Carolina
- Steven Lewis, NOMAC, AIA, LEED AP  
Principal, Thinking Leadership
- Mayor Jeffery Jones  
Paterson, New Jersey
- Mayor Tommy Battle  
Huntsville, Alabama





## Case Study: Slidell, Louisiana

### Bayou Bend Case Study

Surrounded by rivers and bayous, the City of Slidell is nestled on the north shore of Lake Pontchartrain. Located at the southeastern tip of St. Tammany Parish, Slidell is about thirty miles from New Orleans and 40 miles from the Mississippi Gulf Coast. Slidell is the largest municipality in the parish, with a population of 29,000 in the city limits and a community population of about 85,000 in the surrounding areas.

Heritage Park, one of Slidell's most popular parks, lies on the banks of Bayou Bonfouca. This beautiful location features an amphitheater, 9/11 memorial, Hurricane Katrina memorial sculpture, large gazebo, multiple pavilions with picnic tables, public boat launch, children's playground, restroom facilities and walking paths.

The city holds many free concerts in the park. Crowds of up to 10,000 have come out to enjoy the annual Bayou Jam concert series, Some Enchanted Evening with the Louisiana Philharmonic Orchestra and the Halloween Bash with Vince Vance and the Valiants. Heritage Park is also the home of Slidell's Heritage Fest and many other festivals and special events.

The city recently received a \$1.5 million Boating Infrastructure Grant from the U.S. Fish and Wildlife Service for the Slidell Municipal Marina at Heritage Park. This grant will allow the city to construct 42 floating dock spaces and install safe walkways allowing boaters access to Heritage Park and Olde Towne Slidell and will also provide transient boaters with docking accommodations so they can stay in Slidell.

The City of Slidell is currently trying to connect Heritage Park to the Tammany Trace, a scenic 28 mile multipurpose bike and walking path that stretches across St. Tammany Parish. 290,000 pedestrians, bicyclists, equestrians, rollerbladers and joggers use the Trace annually. The path currently stops three miles north of Heritage Park, and the city is trying to determine how to most efficiently bring the Trace to Heritage Park.

Slidell Mayor Freddy Drennan had the idea of developing Bayou Bonfouca, using the city's existing property along the bayou and turning it into a premiere tourist destination called Bayou Bend. The City of Slidell has a unique opportunity to create a beautiful bayou destination, complete with boardwalks, bike paths, skate park, recreational boating and access to Heritage Park, the Slidell Marina, Olde Towne Slidell and the St. Tammany Trace. Other phases would allow the addition of retail stores, restaurants, theaters, amusement rides, residential condos and even a waterfront trail along the bayou leading into Olde Towne Slidell.

Bayou Bend is easily accessible by cars, trains, boats and bikes. Slidell's location provides easy access to southern Louisiana, Texas and the Mississippi Gulf Coast. Interstates 10, 12 and 59 meet in Slidell serving as major hub for interstate travel. Bayou Bonfouca is one of several waterways that flow into Lake Pontchartrain and the Gulf of Mexico. Slidell is also the second stop on the Amtrak's Crescent line, going from New Orleans to New York daily.

## Case Study: Slidell, Louisiana (continued)

### 1 Questions:

- Does the existing vision for development of the bayou make sense?
- What is the best strategy for leveraging City-controlled property?
- How do we connect the St. Tammany Trace bicycle path to Heritage Park?
- What sources of grant funding are available to aid in development?
- Is this project suitable for private/public partnerships?
- What are the logical steps to be taken in order to implement the plan?
- How important is connecting the bayou side with the historic downtown, which is currently separated by U.S. Route 11 and parallel at-grade railroad tracks?

### 2 Recommendations:

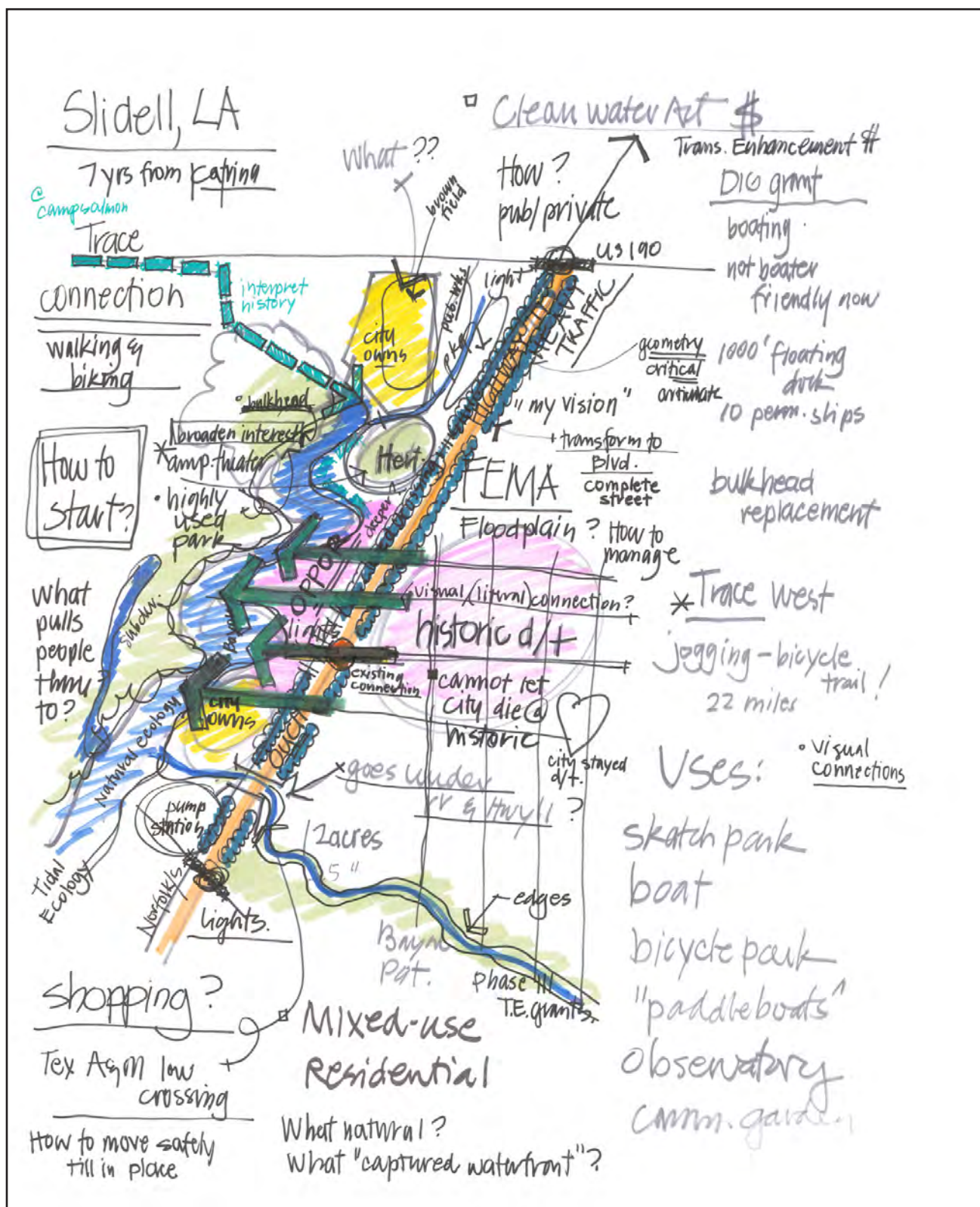
- Develop ecologically-informed design guidelines that establish where building can take place, and where it cannot.
- Create a committee of stakeholders to help establish a set of guiding principles and development guidelines that address where along the waterfront to build, and where not to build, before moving ahead with a master plan or site-specific design project.
- Make Tidal ecology a key to the strategy of development/celebration of bayou.
- Connect Bayou Bonfouca and Heritage Park with Olde Town – the historic downtown – by extending the Tammany trace and creating a way over, across, or beneath U.S. Route 11 and the parallel railroad tracks.
- Create connectivity between the various points of interest, which together form a linear path that can be branded, marked, and help to promote the desired identity for the area.

- Build on current grants that have been secured, such as DIG for the enhancement / improvement of the lake area.
- Transform this area into a pedestrian friendly zone by slowing down the traffic on the highway and establishing a safe crossing.
- Turn U.S. Route 11 into more of a boulevard, with a central median with trees, landscaping, and other pedestrian amenities.
- Attract visitors to the area, and provide them with a memorable experience, but provide them with access to both sides of the divide.
- Start immediately with implementation of “low-hanging fruit” – that is, the improvements that are low cost and high visibility, such as visual linkages that connect east-west running streets across U.S. Route 11. Consider an environmental graphic design program to promote a branded identity for the area.
- Transform the U.S. Route 11 corridor into a more pedestrian-friendly boulevard.
- Bridge over, or tunnel under the road and railroad barrier between the bayou to the west and the historic downtown to the east.

### 3 Best Practices:

- Transportation Enhancement Activities -- [http://www.fhwa.dot.gov/environment/transportation\\_enhancements/](http://www.fhwa.dot.gov/environment/transportation_enhancements/)
- Louisiana DOTD Transportation Enhancements Program -- <http://www.dotd.louisiana.gov/planning/tep/>
- Transportation-Related Public Private Partnerships [http://www.ncppp.org/publications/TransitDenver\\_0806/APTA\\_](http://www.ncppp.org/publications/TransitDenver_0806/APTA_)

## Case Study: Slidell, Louisiana (continued)



- diagram developed during case study investigation





## Case Study: Hattiesburg, Mississippi

Hattiesburg, Mississippi, the fourth largest city in the state, is positioned at the confluence of the Leaf and Bouie Rivers, in the heart of South Mississippi's rolling piney woods. Known as the "Hub City," a moniker originally acquired because of the many rail lines converging at the city center, it remains centrally located even today at the intersections of Interstate 59, and U.S. Highways 49, 98, and 11. Within a 100-mile radius of Hattiesburg lie Jackson, the state capital, New Orleans, Louisiana, Mobile, Alabama, and the Mississippi Gulf Coast.

Incorporated in 1884, with development originally driven by the timber industry, Hattiesburg has expanded to cover a 55-square mile radius in both Forrest and Lamar counties. Its economy now thrives on its retail and service industries, serving its population of 49,989 persons and Metropolitan Statistical Area of 142,842 persons.

Hattiesburg has much to offer the general population. Two universities, a community and junior college, eight primary and secondary education districts, and five private and parochial schools complete the education sector. The University of Southern Mississippi has over 90 degree granting programs and a nationally renowned Polymer Science and Engineering Program. William Carey University recently opened their School of Osteopathic Medicine, one of only 29 in the United States. The healthcare sector serves 19 counties, with two hospitals, a multi-specialty clinic, and a cancer treatment center. The ratio of physicians to citizens is 333 physicians to 100,000 citizens, compared to a national average of 271 physicians. Hattiesburg is also home to Camp Shelby, the largest state-owned National Guard training base in the nation. Thousands of troops have been trained prior to deployment to Iraq and Afghanistan in recent years.

Hattiesburg has received many awards and accolades, recognizing its many attractions to a large cross-section of the population. Not only is it a college town, but Hattiesburg has also been recognized as a great small town to operate a business and to retire.

Like many other cities, Hattiesburg has experienced the suburban development of large malls and rural neighborhood growth, which contributed to the decline of the original downtown areas. Efforts over the last 20 years to revitalize the downtown area and early residential areas have paid off, and downtown buildings are being redeveloped to house a combination of retail and residential occupants.

Efforts to revitalize the historic areas have been recognized nationally. The Hattiesburg Historic Neighborhood, located south of the Central Business District, was awarded a designation of being one of America's Top 10 Great Neighborhoods by the American Planning Association in 2011.

The project for presentation to the Mayor's Institute on City Design is the building housing the Hattiesburg Police Department and the neighborhoods surrounding it. The building, formerly the Methodist Hospital, is the focal point of a neighborhood business node located at the junction of the James Street, Edwards Street, Hall Avenue, and Bay Street Corridors. This area is immediately south of the Central Business District (downtown) and in the southern portion of the oldest historic district in Hattiesburg. The oldest portion of the structure was built in the 1920's and has two wings added later, which do not complement the original structure. For a number of reasons – most importantly the building's age and that it was not originally designed to be a police station – problems with the facility have, over the years, grown more acute. The building, which does not meet the needs of current operations, is occupied by approximately 200 sworn and non-sworn city employees. Environmental factors are also increasingly becoming a factor.

Re-development and adaptive re-use of the current site would promote sustainability by providing a positive economic and social impact on adjacent neighborhoods through better design and the restoration of community pride. Utilizing the current site also affords the opportunity to further interface with the community by providing separate

## Case Study: Hattiesburg, Mississippi (continued)

facilities on-site for municipal courts, police offices, and other community outreach organizations.

These efforts would be sustained by the police station's location within a half-mile from the Central Business District; City, County, and Federal government offices and courts; and the Hattiesburg Intermodal Facility, which serves as a local and regional transit hub. Plans are being made to extend Rails-to-Trails, a 41-mile recreational trail located between Prentiss and Hattiesburg, to the Hattiesburg Intermodal Facility. Once extended, the trail will provide an added alternative transportation option to residents of East Hattiesburg and the vicinity of the site.

Additionally, the current facility serves as a civic anchor in East Hattiesburg with strong architectural and cultural ties to the community dating back to the turn of the century when the site was used as a hospital. Older portions of the building still retain architectural features that complement the architecture found in the National Register District on the north side of Hall Avenue.

Equally important is the economic significance of the location. To the South, the Edwards Street commercial corridor forms the eastern boundary of both the Arledge Subdivision and the police station site. This corridor exhibits signs of blight, but the traffic generated by the police station to retailers and services along the corridor remain instrumental in the vitality of the neighborhood; whose income is characterized as low to moderate.

### 1 Questions:

- What steps can be incorporated into the design of the site to ease the transition in demographics of the neighborhoods adjacent to it?
- What type of design strategies could be employed to make the development an inviting anchor that portrays security, while not appearing intimidating and unwelcoming?

- How can we renovate an existing historic structure and add additional space in a more functional design to encompass the latest green technologies and promote maximum energy savings?
- What funding opportunities are available in the form of grants or low-interest loans that will lessen the impact of such an endeavor to the taxpayers?
- What other types of development, commercial or residential, could occur around the property to promote a sense of place and economic vitality for the surrounding neighborhoods?

### 2 Recommendations:

- Take early steps to reveal to the public the beauty of the historic building, and its significance as a civic landmark. Consider a design competition to solicit a reasonable range of potential approaches to planning of the overall site, including a strategy for how to engage the historic building. Include further visioning of the size, scale, and architectural character of any new buildings that will be developed on the site.
- Make sure all edges and sides of the site are considered from an urban design standpoint (ie: placement of a new building, or group of buildings will have a huge impact on the character and quality of public open space, as well as the relationship between people, the landscape, and the buildings.
- Put parking in the interior of the block, and let the buildings define the street edge; make the "campus" welcoming to and engaged with the adjacent neighborhoods
- Consider treating the large wall that is the focal point when approaching from the historic district with a mural, or water feature. Along with the park-like surroundings, create a civic amenity public place.
- Assess pros and cons of leaving vs. demolishing

## Case Study: Hattiesburg, Mississippi (continued)

the 1960's addition that is currently obscuring a portion of the adjoining historic structure. Consider an option that would fix the end of the Police Station building, while preserving and reprogramming the historic structure.

- Create a master plan for the entire site that could take a campus approach to program. Consider holding a design competition for the site design.
- Improve the streetscape along corridors leading to the civic block by creating a visual "gateway" to this historic area of town and as part of this, relocate the police support building located across the road. Switch its location with the other unused parcel next door so that you have more available area to work with. Be open to creative alternatives to adaptive reuse of the 1960's wing.

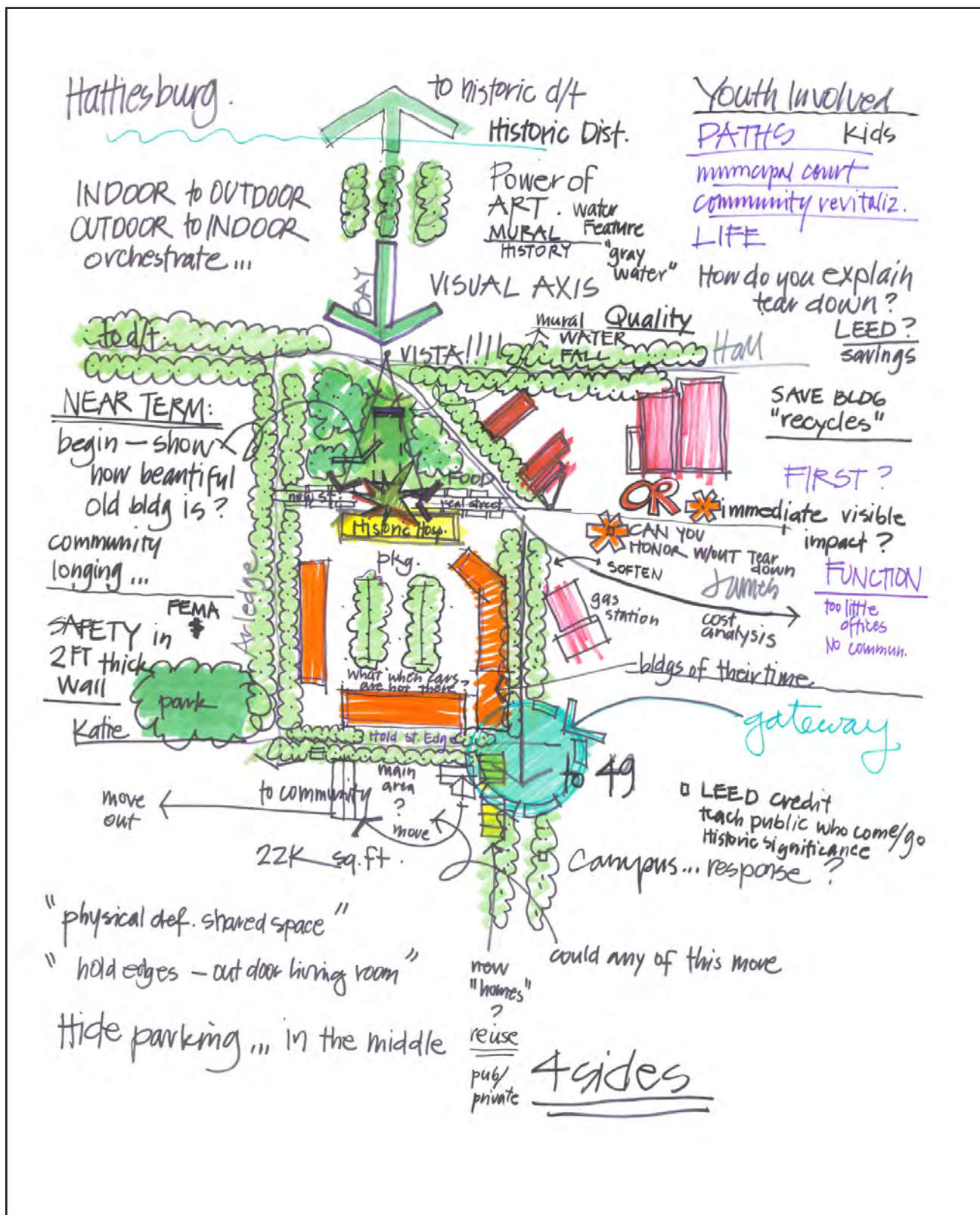
### 3 Best Practices:

- Philadelphia Mural Arts Program -- <http://muralarts.org/>
- Mural Arts Explorer -- <http://explorer.muralarts.org/#>
- KatiKati Mural Town -- <http://www.katikati.co.nz/murals/index.html>
- USGBC Urban Design Grants - <http://www.usgbc.org/DisplayPage.aspx?CMSPageID=257&gclid=CPLn-8LBg68CFakERQodZgwI3A>





## Case Study: Hattiesburg, Mississippi (continued)





## Case Study: Birmingham, Alabama

Birmingham is the largest city in Alabama with Jefferson County as the county seat. The 2010 Census states that Birmingham has a population of 212,237 and that its metropolitan area has a population of 1,212,848; approximately one-quarter of Alabama's population.

Birmingham was founded in 1871, after the American Civil War, through the merger of pre-existing farm towns. It grew into an industrial and railroad transportation center that focused on coal, iron and steel production. The city was planned as a place where cheap, non-unionized and African-American labor from rural Alabama could work in the city's coal mines and steel mills. Sloss Furnace recalls this era and is a National Landmark.

In the 1950s and 1960s, Birmingham received international attention as a center of the civil rights struggle for African-Americans. The 16th Street Baptist Church is also a National Landmark and we are known around the world for our Birmingham Civil Rights Institute. Most recently, the city designed and funded the highly innovative Birmingham Civil Rights Heritage Trail with more than 200 life-sized photos from 1963. The Trail will follow city streets in five districts. In 2013, we celebrate the 50th anniversary of the 1963 Birmingham Civil Rights Campaign. By then our Civil Rights Trail system will serve as a prototype for seven Civil Rights/Sister Cities in the South. Heritage tourism is now part of our economic development plan.

A 1924 plan for a system of parks by the Olmsted Brothers is seeing renewed interest. In 2005, our City Center Master Plan called for a major park downtown and the city spearheaded plans for the Railroad Park that opened in 2010 on public land. Along with Ruffner and Red Mountain Parks, Birmingham ranks first in the U.S. for public green space per resident. Our new city-owned Crossplex facility with its world-class natatorium and indoor track plus our upcoming minor league baseball stadium will soon make Birmingham a major destination for both parks and recreation.

But, Birmingham is located in the heart of a Tornado Alley due to the frequency of tornadoes in Central Alabama. The greater Birmingham area has been hit by two F5 tornadoes; one in Birmingham's northern suburbs in 1977, and second in the western suburbs in 1998. On April 27, 2011, the City of Birmingham was hit by an EF-4 tornado that damaged or destroyed over 1500 structures citywide. In particular, the Pratt City community on the western side of town was the hardest hit area with almost 500 homes destroyed or rendered uninhabitable displacing over 1,000 residents. We also lost three public buildings: the Scott School, the Library and a Fire Station that served this community.

The Y-shaped area of Pratt City extends 15 blocks along Carline Avenue, the original, intact carline roadbed. It is bounded on the north by the Birmingham Southern Railway tracks; on the southeast by the Frisco Railroad; and on the west by historic housing, industrial operations and the now dormant Pratt mines and coke ovens.

In April 1981, the City prepared a revitalization plan for the area. The plan established a Commercial Revitalization Area and a Community Renewal Area, a program born of the 1978 Birmingham R/UDAT. In 2011 RUDAT returned, this time to outline planning objectives for Pratt City, Post-Tornado. Of their many recommendations: The city is supporting the private sector's revitalization of the commercial district and the building of new housing for families and for the elderly with more than 90 new building permits. Moreover, the public sector is investing in the renovation of the library, fire station and in the Scott school as a new site for work force development training.

History is an important part of the revitalization of Pratt City. The city has contracted to turn the old library into a new library/museum with more than 200 coal mining artifacts to be on display. This new destination then becomes the interpretive hub for the new Pratt City Industrial Heritage Trail, where more than 25 historic sites are tied to the Birmingham's coal mining history. These sites

## Case Study: Birmingham, Alabama (continued)

include the Pratt mining camp prison with historic mine shafts, coke ovens and fraternal cemetery; historic coal miner housing, churches, commissaries and schools; and the old Carline streetcar line. All are within walking distance of the library. In this way, history is that connective tissue that rebuilds pride in our community and in our future.

### 1 Questions:

- How might the city design and programming of public buildings help create a new and reinvigorated cultural epicenter for the revitalized Pratt City? What innovative role can the adaptive reuse of public buildings and parks (i.e., the fire station, library and abandoned school) play in neighborhood revitalization, post-tornado?
- As a result of the RUDAT, a new industrial heritage trail design process is now in play in Pratt City. How might we use this trail concept further jumpstart economic development and community re-population? What economic development opportunities might best be created along the trail?
- Where might funding be available to preserve the history of the coal mines, fraternal cemetery and old miner's housing that we are now discovering in Pratt City?
- How can this industrial history help to re-brand this neighborhood's sense of place?
- What economic role might adjacent industrial corporations play in the rebuilding of this community that once provided laborers that enhanced these company's profits?
- What approaches should the city take in order to interest US steel as a full development partner?
- What role might a work-force development

center play in the revitalization of Pratt City?

### 2 Recommendations:

- Work force strategy – Providing job training and preferred access to jobs in Pratt City for qualified neighborhood residents.
- Purchasing and procurement strategy – Leveraging institutional relationships and identifying opportunities for the purchase of services from either neighborhood businesses or businesses that relocate to the area.x
- Reestablish historic civic core of Pratt City (retail, public services, etc.).
- Connect adjacent residential neighborhood to and through civic core with pedestrian-friendly amenities and walkable features, which include historic cultural pathways – create a walking “loop” and promote health and fitness along the way. The trail will become an attraction through history/story with the side benefit of walking/health – particularly for seniors.
- Engage local youth in researching and mapping historic resources within the Pratt City community that will help inform the content to be featured along the heritage trail.
- Create pedestrian linkages between new and improved Library, Fire Station, and Scott School.
- Provide amenities that will help improve the lives of the senior population; include a weekly Farmer's Market so that residents can without effort include more fresh produce in their diets while enjoying a community outing in their day.
- Create business incentives to attract neighborhood-serving retail and offices (dentist, pharmacy, etc.).
- Create home ownership incentives.
- Work to retain the history grain/fabric of

## Case Study: Birmingham, Alabama (continued)

historic development pattern, in spite of new regulated minimum lot width.

- Incorporate disaster preparedness into rebuilding (FEMA Community Safe Rooms).

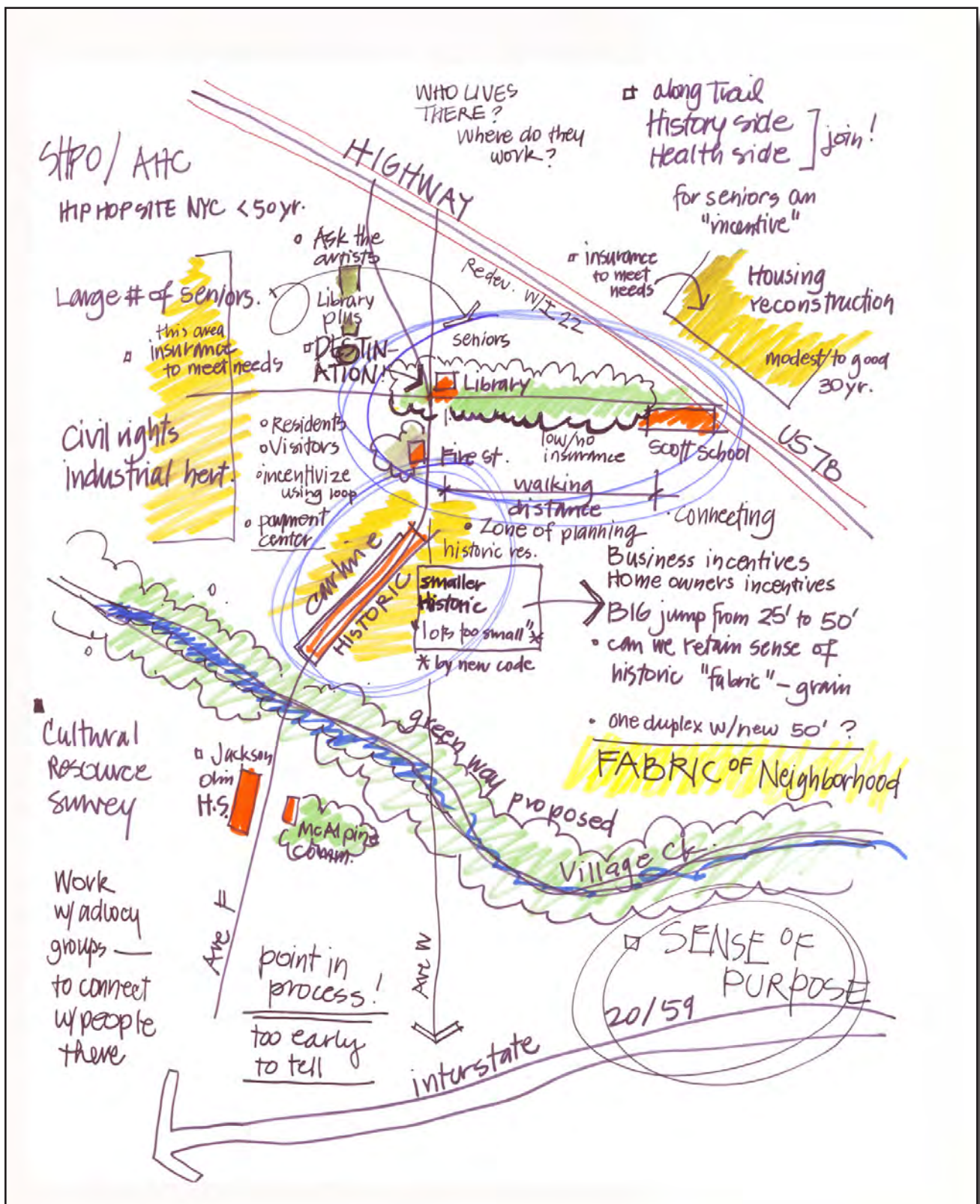
### 3 Best Practices:

- National Park Service Cultural Resources -- <http://cr.nps.gov/>
- KatiKati Mural Town -- <http://www.katikati.co.nz/murals/index.html>
- Waihi Township Award -- [http://www.hauraki-dc.govt.nz/news/Whats\\_New/Town\\_Award.htm](http://www.hauraki-dc.govt.nz/news/Whats_New/Town_Award.htm)
- FEMA Pre-Disaster Mitigation Grants (PDM) - <http://www.fema.gov/government/grant/pdm/>
- Environmental Justice: The Power of Partnerships (DVD; copies available to order at this link) -- <http://www.epa.gov/compliance/ej/multimedia/albums/epa/ej-power-of-partnerships.html>
- Community Action for a Renewed Environment (CARE) -- <http://www.epa.gov/care/>
- New York City Participatory Budgeting - <http://pbnyc.org/>
- Community Land Trust - [http://en.wikipedia.org/wiki/Community\\_land\\_trust](http://en.wikipedia.org/wiki/Community_land_trust)
- National Community Land Trust Network - <http://www.cltnetwork.org/>
- Low Income Tax Credit Housing - [http://en.wikipedia.org/wiki/Low-Income\\_Housing\\_Tax\\_Credit](http://en.wikipedia.org/wiki/Low-Income_Housing_Tax_Credit)
- Newark Waterfront Access Study - [http://placemaking.pps.org/newark/images/dzn\\_images/Zone\\_Diagrams\\_v4\\_useme.pdf](http://placemaking.pps.org/newark/images/dzn_images/Zone_Diagrams_v4_useme.pdf)
- Newark Waterfront - <http://newarksriver.wordpress.com/>





## Case Study: Birmingham, Alabama (continued)





## Case Study: Huntsville, Alabama

Huntsville, Alabama is part of the greater Tennessee Valley Region and Madison and Limestone Counties. Home to Redstone Arsenal, NASA's Marshall Space Flight Center, and Cummings Research Park, the City enjoys a low unemployment rate of 6.4 percent. Annexations and dramatic growth have pushed Huntsville's boundaries westward to Interstate 65, and the City's sound financial status is confirmed with Triple A ratings by Moody's and Standard & Poor's.

While Huntsville's economic outlook is enviable in today's environment, the northern area of Huntsville has been recognized as an "at risk" region. Throughout the past three decades, its population has fallen, school test scores are poor, retail is "budget minded," single family rental units are on the rise, and housing values have steadily declined.

There are marked differences between the City of Huntsville at large and its North Huntsville area. Nearly 70 percent of the residents in the northern sector are African-American, the median household income is lower than the City's median, and fewer residents have college degrees. As a result, the economic and social vitality of the community has declined. The City's Tax Increment Financing (TIF) district, created to support construction of the new Lee High School, is Huntsville's only underperforming TIF.

Possible factors for the deterioration include the steady academic decline in North Huntsville's public schools. As education underperformed, upwardly mobile families moved out to newer subdivisions with affordable housing and good schools.

The majority of housing in North Huntsville also dates from the 1950s to 1970s and is typical of the era. The lack of new housing options is yet another deterrent in attracting young professionals.

Public transportation is available, though what would be a short commute by car can take more than one hour by bus. Years of construction on new overpasses for North Memorial Parkway, the City's

primary north-south artery, have hampered traffic flow and frustrated businesses along its corridor. While road construction should be complete this summer, the area's modest income levels make it difficult for the City to attract new retailers.

Conversely, an analysis of City spending shows as much or more resources are directed to services in North Huntsville when compared to other areas in the City.

The City recently released a plan to turn this challenge into an opportunity. A current "facelift" project will seek to cleanup high-traffic areas in North Huntsville. The City is landscaping, pressure-washing, installing additional lighting, and reaching out to area businesses, schools, churches and neighborhoods to help improve the physical appearance of the area. A new \$3.2 million public safety complex will also be built this year on North Memorial Parkway.

On the horizon, a bypass is scheduled for construction in North Huntsville to connect Research Park Boulevard to I-565 east. Wal-Mart is planning to locate one of its newer, smaller "markets" at the intersection of Jordan Lane and Oakwood. Save-a-Lot is considering opening stores in the area as well.

Attempts to establish neighborhood associations and community watch programs have been moderately successful. There is a large network of active churches in North Huntsville, and the City meets regularly with its Ministerial Association.

The Huntsville Board of Education has hired a new school superintendent, and he is moving swiftly and purposefully to get underperforming schools on the right path.

About 22 percent of Huntsville households are in the northern sector, and the City would like to recapture these communities and help them revitalize into the healthy and sustainable neighborhoods that were once the pride of families and businesses.

## Case Study: Huntsville, Alabama (continued)

### 1 Questions:

- What steps should the City take to revitalize deteriorating retail centers along major corridors where roads have been widened and lots are now too shallow for their previous retail uses? Many of these centers also adjoin residential neighborhoods.
- North Huntsville struggles with absentee landlords and renters utilizing Section 8 Vouchers who are not experienced in the responsibilities of living in a single family home. How can the City address responsible rental ownership and behavior? Is there a home ownership program the City can use that teaches first time homeowners in the lower economic range how to be a good homeowner?
- With 15 percent homeowner vacancies, what can we do as a City to put homes and neighborhoods back into service? What about vacant retail strip centers? This may include public/private partnerships to revitalize homes and businesses.
- More than 25 percent of North Huntsville residents live below the poverty level. What overarching solutions should the City be focused on to help turnaround unemployment, reduce crime, improve public transportation, and enhance quality of life?
- purchase opportunities for teachers at the high school and college level.
- Consider creation of a community land trust, where a CDC owns the land and private citizens buy the home.
- Look for partnering opportunities to help support/ enhance the community service work undertaken by local churches.
- Consider strategies that will attract parishioners from local churches that are actively engaged in community service, to purchase homes within the community.
- Transform existing under-performing retail strip adjacent to highway into landscape zone to form buffer to residential neighborhood. Relocate failing retail establishments to more viable locations.
- Concentrate on neighborhood-serving retail with greater potential for success, strategically located in retail zone adjacent to highway.
- Bring neighborhood residents into the process, because obtaining their buy-in is critical.
- Engage local churches as true stewards of marginalized communities.
- Create dedicated bicycle lanes around the City. Brand them with a unique feature, such as a bright green stripe on the pavement.
- Pick initiatives that are equal to the “low-hanging fruit” and prioritize their implementation, and make it very visible to the public.

### 2 Recommendations:

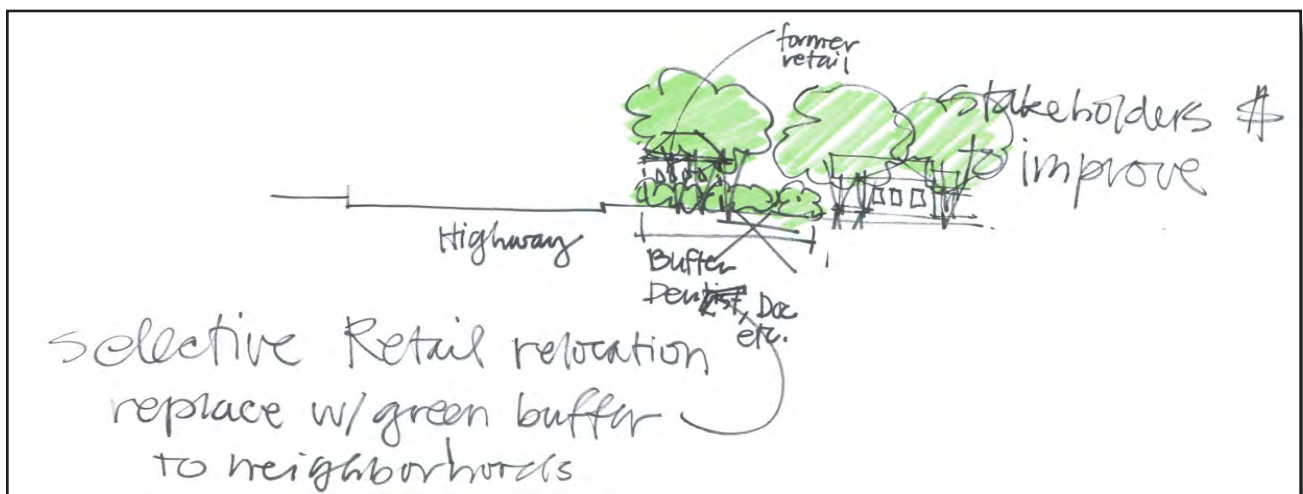
- Form a partnership or alliance with the University as an institutional anchor to create economic development activity for local low-income community.
- Stabilize home-ownership situation in declining neighborhoods using a variety of strategies, including branding the value of home ownership as a path to wealth-building, working with lenders to bring available programs to affected communities, incentivize investment/reinvestment
- Improve pedestrian amenities along streets, including landscaping, floral arrangements, etc. Use these beautification strategies as a way to build neighborhood identity and pride.
- Think comprehensively about the network of streets/movement; “choose” areas to strategically infuse/incentivize neighborhood reinvestment; recruit institutional support from A&M and Oakwood for neighborhood investment/reinvestment



## Case Study: Huntsville, Alabama (continued)

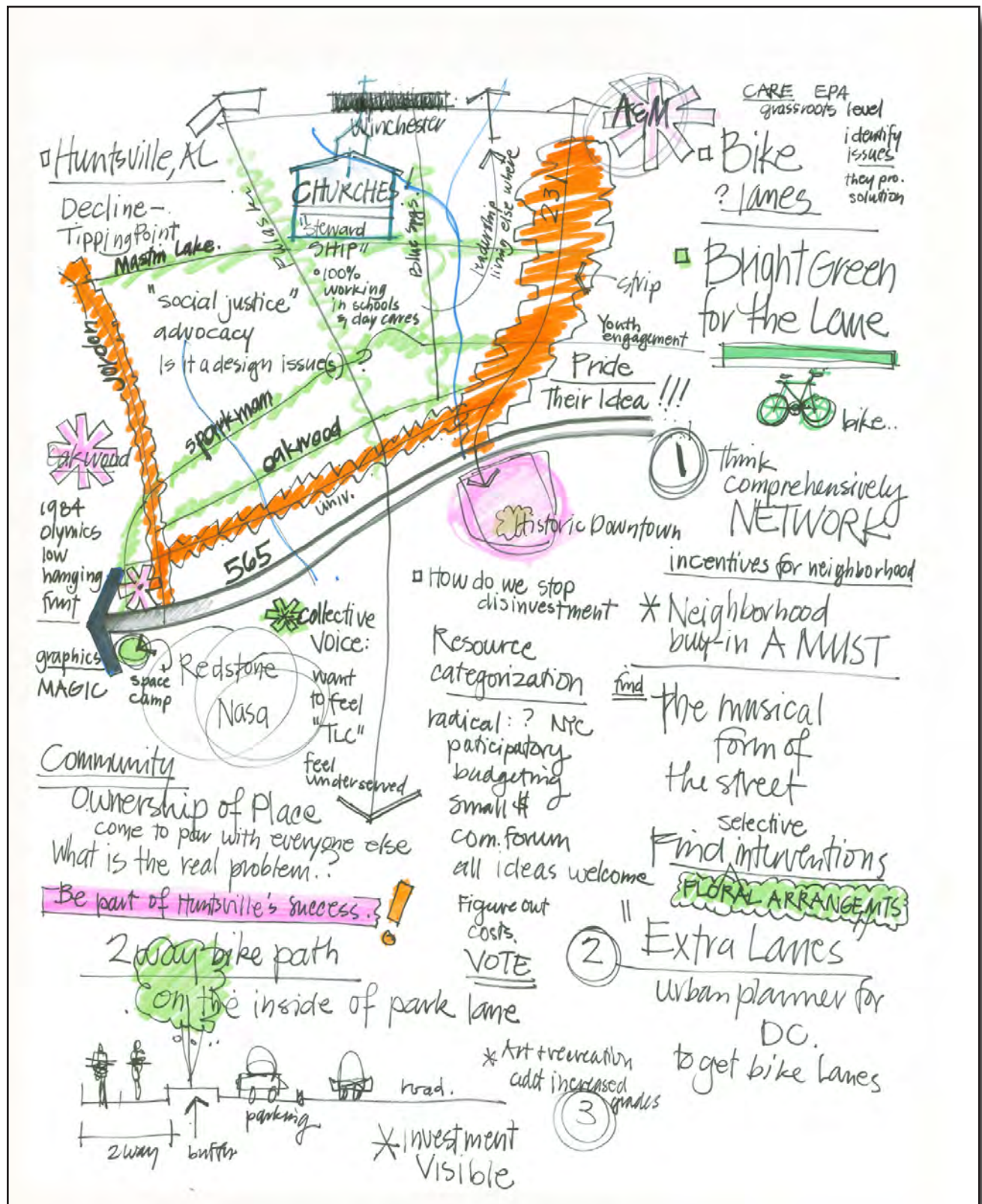
### 3 Best Practices:

- Forming partnerships with local institutional anchors: Cleveland Foundation's Evergreen Cooperative: [http://www.youtube.com/watch?v=-rQY\\_jD2NzE](http://www.youtube.com/watch?v=-rQY_jD2NzE)
- Fort Worth, TX old mall conversion.
- Vision for Broadway -- <http://www.planning.org/divisions/blackcommunity/pdf/garyindinana.pdf>
- Environmental Justice: The Power of Partnerships (DVD; copies available to order at this link) -- <http://www.epa.gov/compliance/ej/multimedia/albums/epa/ej-power-of-partnerships.html>
- Community Action for a Renewed Environment (CARE) -- <http://www.epa.gov/care/>
- New York City Participatory Budgeting - <http://pbnyc.org/>
- Community Land Trust - [http://en.wikipedia.org/wiki/Community\\_land\\_trust](http://en.wikipedia.org/wiki/Community_land_trust)
- National Community Land Trust Network - <http://www.cltnetwork.org/>





## Case Study: Huntsville, Alabama (continued)





## Case Study: Brownsville, Texas

### The City of Brownsville, Texas Profile:

Brownsville is located in the southernmost part of the continental United States and lies adjacent to its sister city of Matamoros, Mexico. It is situated on the northern bank of the winding Rio Grande, in a flat river delta about twenty-five miles where the mouth of the river flows into the Gulf of Mexico. It is the county seat of Cameron County Texas, with a 2010 population of 175,023. The City incorporated in 1852 operates through a Mayor /Commission and as a Home-Rule city type of government. Through modest annexations, the city is 147.5 square miles and has an average population age of 29.1 years.

### City Form and Character:

In the beginning, Brownsville started off as a wilderness, and overtime became a military outpost and then a merchandising center. The city bloomed into an agricultural community, and now has the promise of becoming an industrial city. In the past, the lack of transportation and communication kept the city isolated, but today the city is tied to the world by air, truck, rail, bus, ship, and barge. In 2009, the City of Brownsville engaged in a comprehensive planning approach which will outline the vision for Brownsville for next twenty-five years. The plan identifies the city's character as a city rich in history. With a young population and strong Hispanic family values, the City of Brownsville has the potential to become one of the Texas' best tourist and commercial locations.

### Market conditions and demand factors:

In the past couple of years, as the nation has suffered a decline in the real estate market, Brownsville was enjoying a sound real estate market. However, as time went by, the rest of the nation's woes slowly trickled down to Brownsville. At the moment, Brownsville is in the midst of the nation's economic downturns. In the last few weeks, the nation has been slowly rebounding from the economic crisis but the economic upswing has not yet reached Brownsville. The real estate market in Brownsville has an adequate supply of housing, but has little

demand.

### Planning and Development Activity:

Currently, Downtown Brownsville is experiencing a tough situation with all of the city's growth focused to the outer city limits. Downtown Brownsville has been deteriorating for the past ten to twenty years. Practically all of the name brand stores have closed operation in downtown and have opted to develop in areas such as North Brownsville and the Sunrise Mall area. All that is left in downtown are secondhand stores, restaurants, retail stores that sell inexpensive merchandise, taverns, and other establishments. In 2009, the City engaged in developing the Imagine Brownsville Comprehensive Plan, which established a vision for the entire downtown area. Several goals and objectives have been developed and can be implemented through concentrated efforts to revitalize the Central Business District. The primary objective is to return the city center to municipal government use, as was in 1852. One initiative is to purchase six of the buildings surrounding the historic Market Square anchored by the Old City Hall. These buildings will be used for public purposes, including educational uses. Central to the revitalization strategy for the area, is the ability to capitalize on the numerous developments and attractions of downtown, such as Immaculate Conception Cathedral, The University of Texas at Brownsville, Texas Southmost College, Gladys Porter Zone, Financial Institutions, Brownsville Elementary Schools, Cameron County Administration offices, and the eight mile liner park to the Palo Alto National Park.

This will enable the central business district to develop in a manner that is more conducive to long-term economic and employment stability. As stated in a recent report compiled by a University of Texas at Brownsville graduate business team, "Serious attention must be given towards enhancing the physical and social appearance of Downtown Brownsville before successful economic results can emerge."

The end result of these improvements will be the



## Case Study: Brownsville, Texas (continued)

ability of downtown to expand its consumer base to include more domestic shoppers. This can only be made possible by attracting and retaining retailers that provide merchandise attractive to domestic shoppers. Thus, by refocusing the market strategy of the Central Business District, the “boom and bust cycle” of downtown can be broken. The effect of this stabilization will be job retention and development, curbing the steady job loss that has resulted from the capital investments occurring outside of downtown.

### 1 Questions:

- Should the City develop a Redevelopment Corporation to own buildings?
- Is the city better off with concentrating on offering incentives and partnerships for improvements without actually owning the property, or should we make our highest goal to acquire the land and then offer it to developers to fulfill the vision?
- How can we engage the higher education institutions in downtown investment?
- What are considered to be the vital components of a CBD? Is it a matter of proper designs, or is it more of a certain and particular mix of uses. Should the City concentrate on a market analysis and detail site development plan before making any other financial commitments?
- The city has been offered three buildings for no money down, any interest cost, and no payments until the end of the fifth year. All these buildings are one city block adjacent to each other. In order to accept this offer the city needs to escrow a sinking fund to make the final payment. Has the Design Team had this opportunity and how did they make it work? Who should be involved in this project?

### 2 Recommendations:

- Create a civic armature in the form of a zocalo (public square) as a first step, fronting the Catholic Church that will serve as a catalyst for downtown revitalization. Reduce driving lanes on street in front of the church.
- The scale and character of Elizabeth Street make it “cool”, “unique”, and “special”. Activate the street with programming, such as “pop-up” events on second floors of buildings with ground floor retail space. WORK to maintain scale of Elizabeth Street and its “distinctive” character.
- Create a campaign to market upper story “loft”-style apartments to students who attend local college.
- Have a national conference in Brownsville; have food trucks in the zocalo.
- Create parking management strategy that includes how to best integrate on-street parking with local uses and time of use patterns.
- Activate the upper floors of downtown ground-floor retail buildings with affordable housing that caters to the younger segment of the population, and takes advantage of the proximity to the local college. Allow community-based arts organizations, museums, and galleries to create pop-up events in these upper floors. Use pop-up events to make investors/users aware of potential of second floor space
- Create a first Friday’s event program (food, music, etc) to draw people back into the downtown area one evening per month.
- Attract a conference(s) to the City.
- Organize private and institutional stakeholders who care about downtown into an effective association with roles and responsibilities.
- Capitalize on cultural authenticity of the City by implementing a branding campaign.
- Wayfinding signage can elevate a mere path to

## Case Study: Brownsville, Texas (continued)

more of an experience.

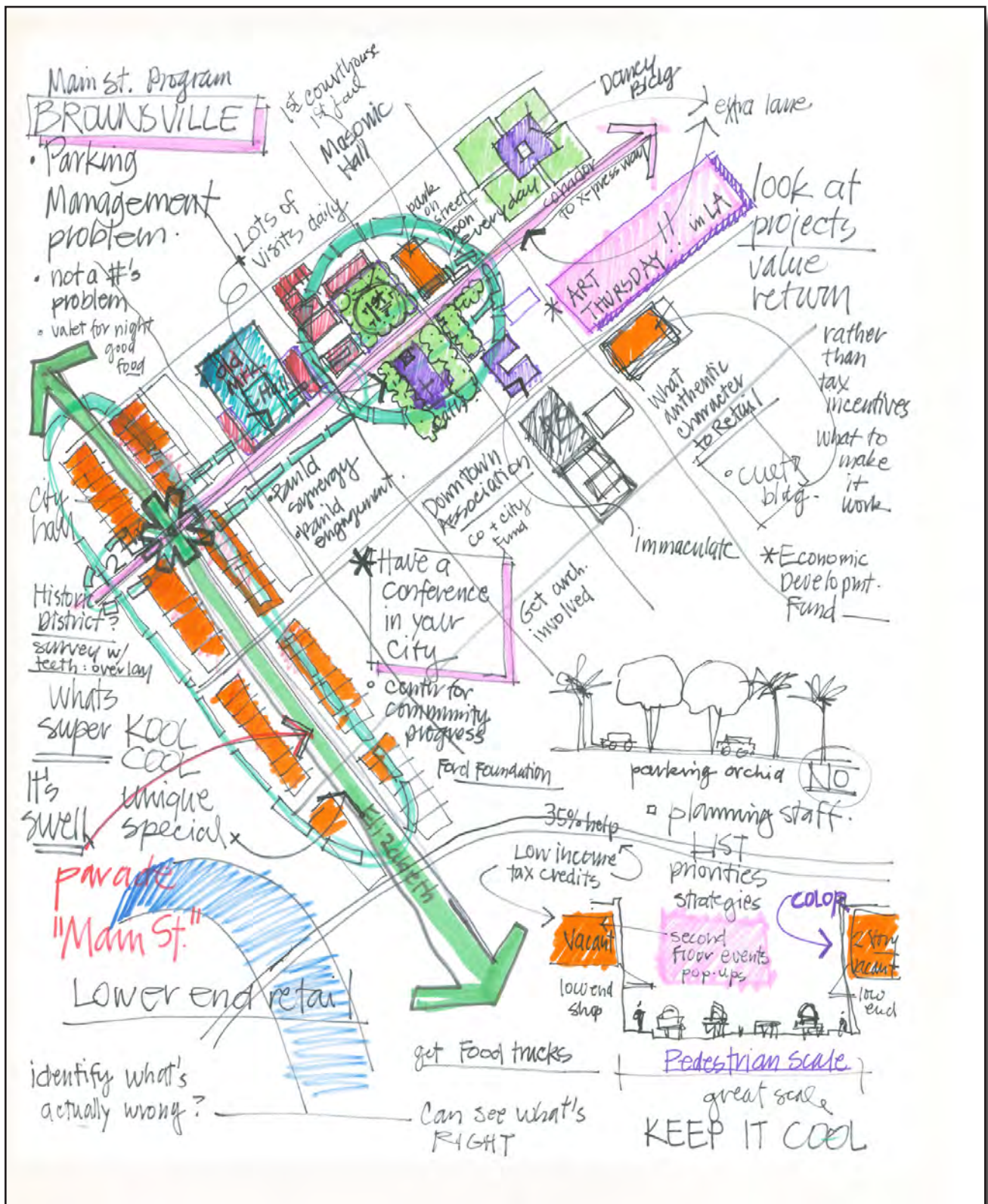
- Incorporate local food into the events that create place-making, including utilization of food trucks.

### 3 Best Practices:

- Old Town Wichita -- [http://www.epa.gov/smartgrowth/awards/sg\\_awards\\_publication\\_2006.htm#built\\_projects](http://www.epa.gov/smartgrowth/awards/sg_awards_publication_2006.htm#built_projects)
- National Park Service Cultural Resources -- <http://cr.nps.gov/>
- National Trust for Historic Preservation / Diversity in Preservation -- <http://www.preservationnation.org/issues/diversity/>
- Center for Community Progress -- <http://www.communityprogress.net/>
- National Vacant Properties Conference -- <http://www.communityprogress.net/2012-conferences-pages-119.php?id=124>
- Los Angeles Art Walk - <http://downtownartwalk.org/>
- How to Open a Successful Food Truck - <http://www.inc.com/guides/2010/05/opening-a-successful-food-truck.html>
- Revitalization of downtown Los Angeles - <http://www.npr.org/templates/story/story.php?storyId=4785283>
- New York City's Park Avenue Armory - <http://www.armoryonpark.org/>



## Case Study: Brownsville, Texas (continued)







## Case Study: Paterson, New Jersey

The Great Falls Historic District is the most famous neighborhood in Paterson, because of the landmark Great Falls of the Passaic River. The city has attempted to revitalize the area in recent years, including the installation of period lamp posts and the conversion of old industrial buildings into apartments and retail. Many artists live in this section of Paterson. A major redevelopment project is planned for this district in the coming years. The Paterson Museum of industrial history at Rogers Locomotive and Machine Works is situated in the Historic District.

Downtown Paterson is the main commercial district of the city and was once a shopping destination for northern New Jersey. After a devastating fire in 1902, the city rebuilt the downtown with massive Beaux-Arts-style buildings, many of which remain to this day. These buildings are usually four to seven stories tall. Downtown Paterson is home to Paterson City Hall and the Passaic County Courthouse Annex, two of the city's architectural landmarks. City Hall was designed by the New York firm Carrere and Hastings in 1894, and was modeled after the Hôtel de Ville (city hall) in Lyon, France, capital of the silk industry in Europe.

As with many other old downtown districts in the United States, Downtown Paterson suffered as shoppers and retailers moved to the suburban shopping malls of the region. Many historic buildings are in disrepair or are abandoned after years of neglect. In addition, Downtown Paterson is an Urban Enterprise Zone. The city has, in recent years, begun initiatives in hopes of reviving the downtown area. A project called the Center City project will convert a downtown parking lot into a commercial and entertainment center with office space. Downtown Paterson is located in the city's 1st Ward.

Sandy Hill is a neighborhood in Paterson located roughly west of Madison Avenue, north of 21st Avenue, south of Park Avenue and east of Straight Street. Due to Paterson's significant population turn-over, this neighborhood is now home to a large Hispanic community, mostly first-generation

Dominicans. The Sandy Hill section of Paterson is located in the city's 5th Ward. Roberto Clemente Park, which was originally known as Sandy Hill Park is located in this neighborhood. Education

The Paterson Public Schools serve students in kindergarten through twelfth grade and also includes the Paterson Charter School for Science and Technology. The district is one of 31 Abbott Districts statewide.[63] The school system has over 30,000 students who speak 25 different languages. The school system currently has 52 schools with over 6,000 employees, with a per pupil expenditure of nearly \$16,000, of which \$8,148 goes towards classroom instruction.

In 2011, all of Paterson's high schools were changed to theme schools, as part of a goal to give students a better choice in areas they wanted to pursue.[64]

However the school system in the city has a very poor record in terms of education. A recent statement made by the school board had declared that out of the city's 30,000 students K-12 only 15,000 ever graduate from the districts high schools. Despite many attempts to improve the over all education outlook, many of the programs have yet to make any real changes. With the city's test scores lacking in many areas, control by the State of NJ was almost certain. In 1988, New Jersey became the first state in the nation to authorize its State Department of Education to take over local school districts that were failing according to an established monitoring process. In 1991, the city of Paterson became the second of the three troubled districts forced to cede control of its public schools to the state.[65] The presumption was that improvement would follow. To date, Paterson Public schools are still controlled by the State of New Jersey Department of Education. As such, Paterson public schools are managed by a state-appointed Superintendent and a School Advisory Board that serves in an advisory capacity only.

## Case Study: Paterson, New Jersey (continued)

### 1 Questions:

- How can the City manage the transformation of the project area neighborhood fabric from multi-story rental to higher density mixed use as transit oriented development takes place?
- How can the development accommodate the flood of students at peak times, while providing opportunities for community-building across racial and ethnic lines?
- How will the introduction of light rail to either side of the study area define the neighborhood. What strategies help mitigate the division caused by the tracks?
- How can the historic Armory building be adaptively reused to maximize its impact as a catalytic project?
- How can this part of the City be linked to the downtown civic core?

### 2 Recommendations:

- Recognize the potential to leverage the newly designated Great Falls National Park to create economic development activity that stretches into central downtown and beyond to the east.
- Create linkages to Mill District to leverage historical value for tourism, which can become part of the 'Great Falls Story'.
- Create pedestrian linkages along Market between the NJ Transit station and the National Park, including passage by City Hall. Then extend east to Armory.
- Seek funding for a design competition around the Armory (and immediately surrounding neighborhood) project.
- Consider spreading the sports/recreation facilities throughout the downtown area, rather than in one building, thus creating true connectivity from site to site.
- Create a pedestrian wayfinding program

to direct people through the city to their destination.

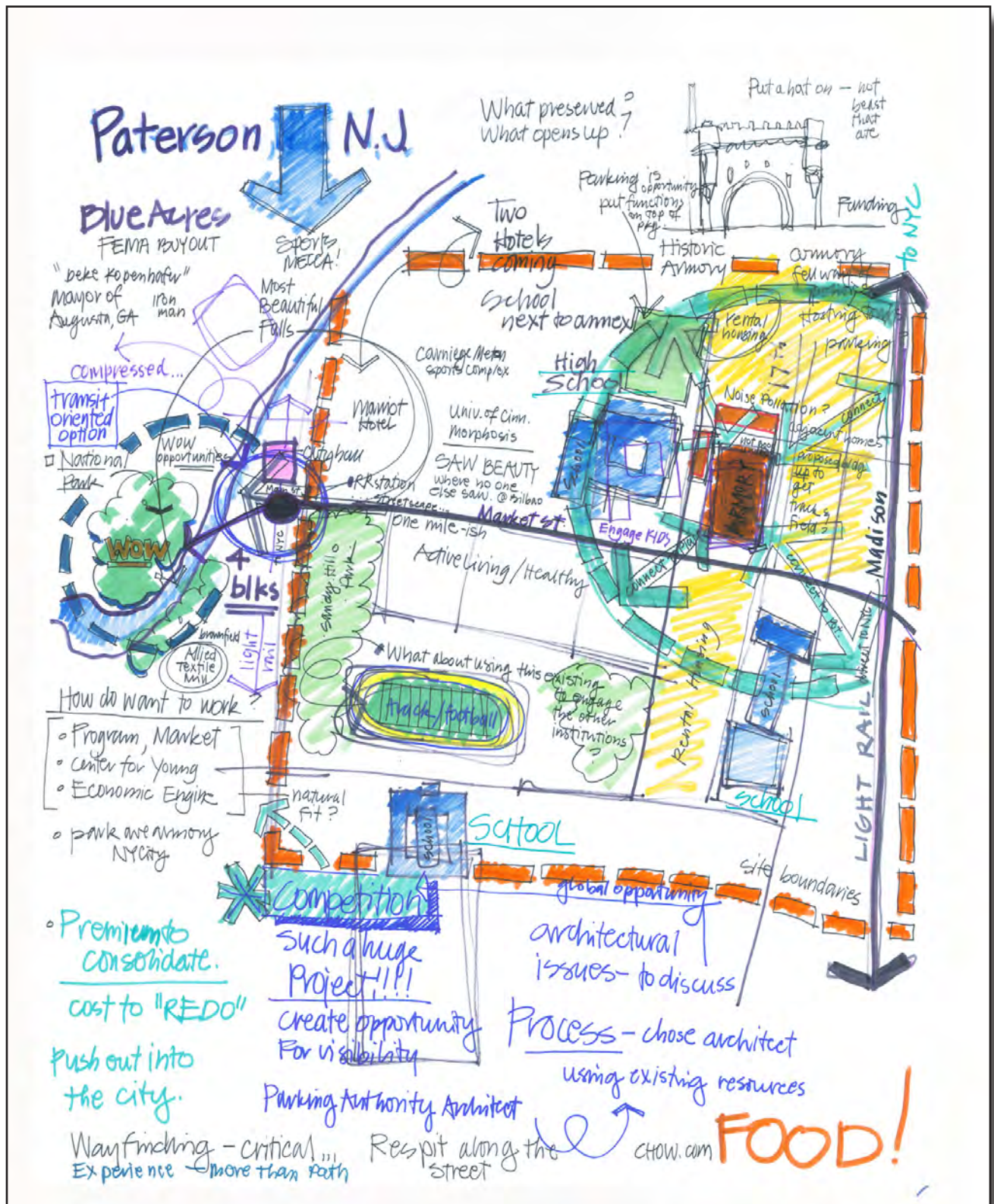
- Create programming that leverages cultural diversity, such as food, festivals, holidays, etc.
- Capitalize on the city's reputation as a "sports mecca" to attract events and consequently, visitors.
- Expand the boundaries of the area of potential development ("the site") beyond the Armory for the recreational mecca concept; the idea has a greater potential if not conceived as an introverted and self-contained project.
- Consider phasing the development in order to allow the recreational potential of the area to evolve based on a host of influencing factors.
- Look at possible ways to monetize local parking. Current free parking represents lost revenue for the City.
- Focus on mitigating the impact of housing foreclosures in the neighborhood immediately surrounding the Armory.

### 3 Best Practices:

- NEA Design Grants to support design competition
- National Park Service Cultural Resources -- <http://cr.nps.gov/>
- National Trust for Historic Preservation / Diversity in Preservation -- <http://www.preservationnation.org/issues/diversity/>
- HUD Low Income Housing Tax Credit - [http://portal.hud.gov/hudportal/HUD?src=/program\\_offices/fair\\_housing\\_equal\\_opp/lihtcmou](http://portal.hud.gov/hudportal/HUD?src=/program_offices/fair_housing_equal_opp/lihtcmou)



## Case Study: Paterson, New Jersey (continued)





## Case Study: Waxhaw, North Carolina

Waxhaw, North Carolina is a small town with a rich history that dates back to early 1700's. Incorporated in 1889, Waxhaw is the third oldest town in Union County that can trace its origins back to 1670 when John Lederer, a German traveler and scholar, discovered the Native American village of the Waxhaws. The region served as a busy trader's path that originated in Petersburg, VA and terminated in Augusta, GA. This area was also known as the Wisacky region and became most famous from the controversy over the birthplace of Andrew Jackson, a title that both North and South Carolina claim.

As a busy crossroads the area became increasingly important in the region with the construction of the Georgia Carolina Northern Railroad which was opened in Waxhaw on April 1st, 1888. The rail infrastructure combined with a strong cotton industry helped drive demand for businesses in Waxhaw that has led to the construction of what is currently Historic Downtown Waxhaw.

In the 1960's Waxhaw became a destination for antique shoppers and brought many people from around the region to hunt for treasures from long ago. As time passed the antique market demand waned the banking industry in Charlotte began to boom. The exponential growth pressures from the rapid growth of Charlotte began to press into the outer regions of the city and new residents to the area began to find Waxhaw as a convenient alternative to the big city life in Charlotte. Waxhaw gave the new residents a touch of home from their childhood where they were reminded of fond memories of a slower pace of life and hometown feel.

Fast forward to the new millennium and the growth pressures from Charlotte have taken a small town of a few hundred residents to a current population exceeding ten thousand and projected to grow to thirty-five thousand residents in twenty-five years. The 2010 Census figures showed Waxhaw growing more than 275% from 2000 to 2010 with the addition of more than 7,200 residents. As the growth continues the pressures on the services provided by the local government and

the infrastructure the new residents place on the area it is becoming increasingly more difficult to maintain the our small town charm we are striving to preserve while at the same time planning for the influx of a population that will more than triple in twenty-five years.

The historic ambiance of the downtown corridor is something that can be described as reminiscent of a Norman Rockwell painting. To preserve this ambiance and capitalize on the regions popularity Waxhaw needs to develop a long range, far reaching plan on how to protect our assets and capitalize on the opportunity the growth presents.



## Case Study: Waxhaw, North Carolina (continued)

### 1 Questions:

- What steps can be incorporated into the design of the site to ease the transition in demographics of the neighborhoods adjacent to it?
- What type of design strategies could be employed to make the development an inviting anchor that portrays security, while not appearing intimidating and unwelcoming?
- How can we renovate an existing historic structure and add additional space in a more functional design to encompass the latest green technologies and promote maximum energy savings?
- What funding opportunities are available in the form of grants or low-interest loans that will lessen the impact of such an endeavor to the taxpayers?
- What other types of development, commercial or residential, could occur around the property to promote a sense of place and economic vitality for the surrounding neighborhoods?
- neighborhood-serving retail that doesn't suck the life out of the historic core.
- Densify around the downtown core, including providing structured parking (perhaps with retail at ground level).
- Find a way to extend "mainstream" amenities to the Eastside black community, which remains marginalized. Reconnect the streets of the Eastside community to the historic core.
- Consider / study introducing diagonal parking along portions of Main Street as a traffic-calming measure that could support local retail.
- Build relationship with the County to encourage shared resources and visioning.
- Initiate use of form-based codes.
- Strive for "highest and best use" of corner sites at key intersections along Route 16 approaching and into the historic core. Development, if pushed to the street edge (property line), will extend urban fabric/character beyond the town center.
- Solicit design proposals for the creation of visual portals at both ends of the town center. These devices will announce when one enters and exits the historic commercial core.

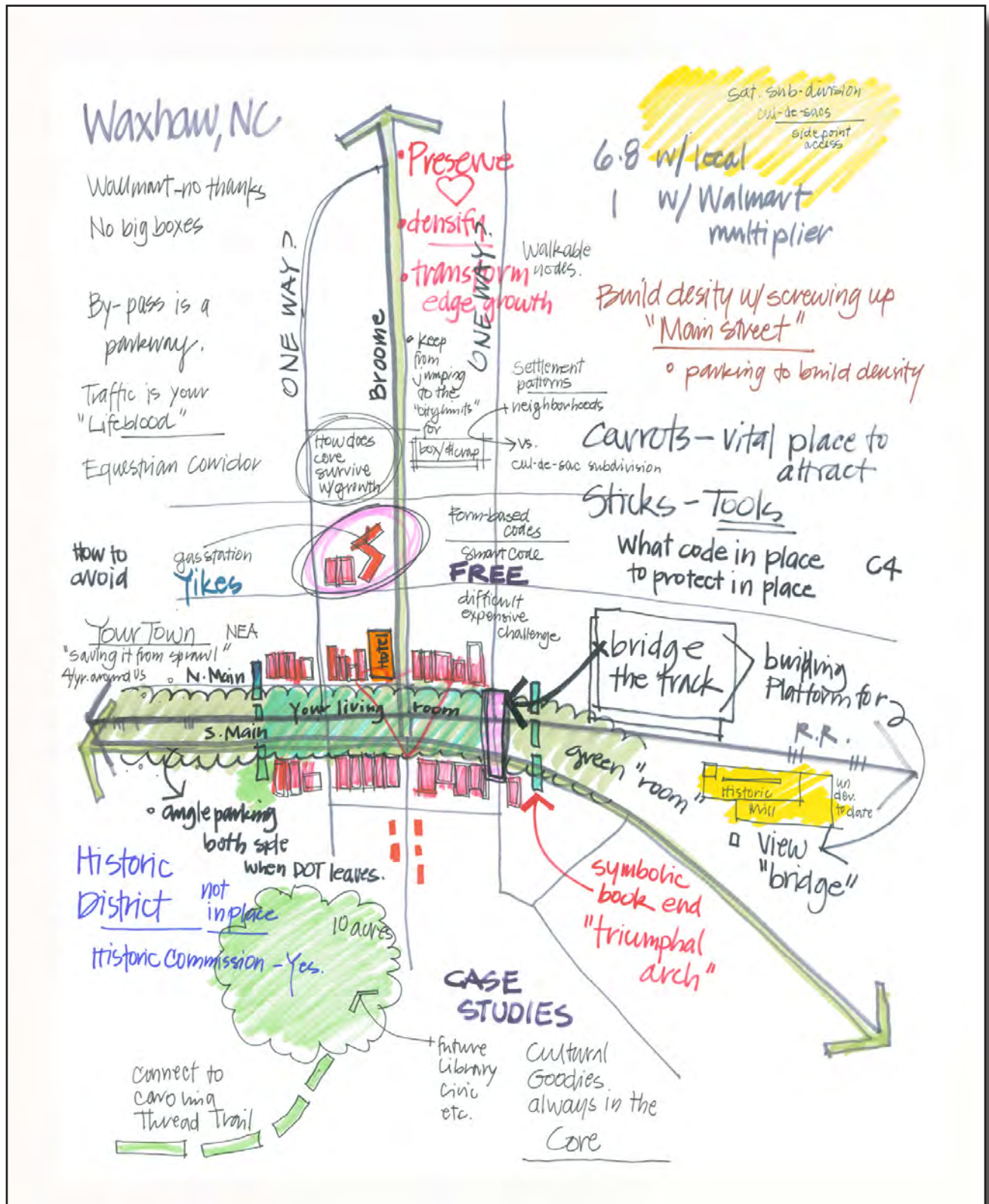
### 2 Recommendations:

- Preserve the historic downtown core – "the heart", which provides the character of place that attracts most people to Waxhaw, vs. any of the surrounding small towns. Keep your cultural "amenities" in the core downtown.
- Conduct a targeted transportation study focused on the challenges posed by the railroad line as it passes through the historic core, and is intersected by Route 16. Include a SWOT Analysis of whether vehicular congestion throughout this area is necessarily a bad thing, or may present some opportunity, as it reflects a certain sort of vitality in the immediately surrounding area.
- Create a sense of place in the outlying tract housing developments with appropriate

### 3 Best Practices:

- Pamlico County Economic Development, Smart Growth: Retaining Our Sense of Place -- <http://www.pamlicocounty.org/EconomicDevelopment.aspx>
- Get engaged with NEA Our Town assets-based planning - <http://www.nea.gov/grants/apply/OurTown/index.html>
- Form Based Code Institute - <http://www.formbasedcodes.org/>
- US DOT Livability Grants Programs - <http://www.dot.gov/livability/grants-programs.html>

## Case Study: Waxhaw, North Carolina (continued)





1620 Eye Street, NW, 3rd Floor  
Washington, DC 20006  
t (202) 463-1390  
f (202) 463-1392  
[www.micd.org](http://www.micd.org)

**The American Architectural Foundation**  
1799 New York Avenue  
Washington, DC 20006  
[www.archfoundation.org](http://www.archfoundation.org)

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1100 Pennsylvania Avenue, NW  
Washington, DC 20506  
[www.nea.gov](http://www.nea.gov)

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1620 Eye Street, NW, 4th Floor  
Washington, DC 20006  
[www.usmayors.org](http://www.usmayors.org)