

The Mayors' Institute on City Design

The National Endowment for the Arts

The United States Conference of Mayors

The American Architectural Foundation

Hosted by:

The Remaking Cities Institute

School of Architecture

Carnegie Mellon University

Pittsburgh, Pennsylvania
February 10-12, 2010

Mayors

The Honorable Keith G. Bosman
Kenosha, Wisconsin

The Honorable Timothy J. Davlin
Springfield, Illinois

The Honorable John T. Dickert
Racine, Wisconsin

The Honorable William J. Healy II
Canton, Ohio

The Honorable Danny Jones
Charleston, West Virginia

The Honorable Dick Moore
Elkhart, Indiana

The Honorable Jay Williams
Youngstown, Ohio

The Honorable Kim Wolfe
Huntington, West Virginia

Resource Team

Frederick R. Bonci, RLA, ASLA
LaQuatra Bonci Associates

William Gilchrist, FAIA
EDAW/AECOM

The Honorable William H. Hudnut III
Urban Land Institute

Paul Hardin Kapp, AIA, LEED AP
University of Illinois at Urbana-Champaign

Walter Kulash, P.E.
Transportation Planner

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Vivian Loftness, FAIA
Carnegie Mellon University

Anne-Marie Lubenau, AIA
Community Design Center of Pittsburgh

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Story K. Bellows

Director
Washington, District of Columbia

Nicholas Foster

Deputy Director
Washington, District of Columbia

Host Team

Donald K. Carter, FAIA, FAICP, LEED AP

David Lewis Director of Urban Design and
Regional Engagement
Remaking Cities Institute
Carnegie Mellon University

Host and Moderator

Christine Brill, AIA

Adjunct Associate Professor
School of Architecture
Carnegie Mellon University

Faculty Site Visitor:

Elkhart, Indiana
Kenosha, Wisconsin
Racine, Wisconsin
Springfield, Illinois

John Folan, AIA, LEED AP

T. David Fitz-Gibbon Professor of Architecture
School of Architecture
Carnegie Mellon University

Faculty Site Visitor:

Canton, Ohio

Elise Gatti

Research Associate
Remaking Cities Institute
Carnegie Mellon University

Faculty Site Visitor:

Charleston, West Virginia
Huntington, West Virginia

Acknowledgements: Pittsburgh

Mayor's Office

Kim Graziani, Director of Neighborhood Initiatives, Office of Mayor Luke Ravenstahl

Melissa M. Demme, Senior Administrator to the Mayor, Office of Mayor Luke Ravenstahl

Community Design Center of Pittsburgh

Anne-Marie Lubenau, President and CEO
Kate McGlynn, RenPlan Program Manager
Tom Bartnik, Director of Design and Planning

Renaissance Hotel

Barbara McMahon, Manager
Ryan Hunt, Convention Services Manager
Allison Krawec, Sales Manager

PNC Park

Lisa Samolovitch, Event Sales Assistant
Laura Goffe, Catering and Special Events Manager

LeMont

Bill Laughlin, Banquet Coordinator

Café Zao

Toni Malacki, Manager

Gateway Limo

Amy Demerri, Reservationist

Acknowledgements: Participating Cities

Canton, Ohio

Robert Torres, Director, Department of Development
Teri Ross, Mayor's Assistant/Scheduler

Charleston, West Virginia

Rod Blackstone, Assistant Mayor
Dan Vriendt, Planning Director
David Molgaard, City Manager

Elkhart, Indiana

Eric Trotter, Planner, Planning and Development
Denise Blenner, Administrative Assistant to the Mayor
Marivel Sifuentes, Mayor's Secretary

Huntington, West Virginia

Charles Holley, Planning Director
Kathy Torlone, Executive Assistant to the Mayor

Kenosha, Wisconsin

Jeffrey B. Labahn, Director of City Development
Jean A. Ditzenberger, Executive Assistant to the Mayor

Springfield, Illinois

Michael J. Farmer, Director, Planning and Economic Development
Paul W. O'Shea, Planning and Design Coordinator, Office of Planning and Economic Development
Susan Shelton, Aide to the Mayor

Racine, Wisconsin

Greg Bach, Chief of Staff
Brian F. O'Connell, Director of City Development

Youngstown, Ohio

William D'Avignon, Director, Youngstown Community Development Agency
Philecia Carpenter, Executive Secretary

MICD Contact Information

Ronald Bogle, Hon. AIA

President and CEO
American Architectural Foundation
1799 New York Avenue NW
Washington, DC 20006
Phone: (202) 626-7302
Fax: (202) 626-7420
Email: rbogle@archfoundation.org

Nicholas Foster

Deputy Director
Mayors' Institute on City Design
1620 Eye Street NW, Third Floor
Washington, DC 20006
Phone: (202) 463-1391
Fax: (202) 463-1392
Email: nfoster@micd.org

Story K. Bellows

Director
Mayors' Institute on City Design
1620 Eye Street NW, Third Floor
Washington, DC 20006
Phone: (202) 463-1390
Fax: (202) 463-1392
Email: sbellows@micd.org

Tom McClimon

Managing Director
United States Conference of Mayors
1620 Eye Street NW, Fourth Floor
Washington, DC 20006
Phone: (202) 861-6729
Fax: (202) 293-2352
Email: mcclimon@usmayors.org

Mayors' Institute on City Design Midwest Session

Pittsburgh, Pennsylvania

February 10 – 12, 2010

Final Agenda

Wednesday, February 10, 2010

From noon Check-in: Renaissance Hotel, 107 6th Street, Downtown Pittsburgh

3:00 pm – 5:00 pm Meet in hotel lobby for tour of Cultural District

5:00 pm **Return to Renaissance Hotel**

6:00 – 6:45 pm Cocktail reception at Renaissance Hotel
(Rhapsody Ballroom Foyer, 3rd Floor)

6:45 – 7:45 pm Program at Renaissance Hotel (Rhapsody Ballroom, 3rd Floor)

Welcome

Mark Kamlet, Provost, Carnegie Mellon University

Introduction of Mayor Luke Ravenstahl

Donald K. Carter, Director, Remaking Cities Institute, Carnegie Mellon

Welcome to Pittsburgh

The Honorable Luke Ravenstahl, Mayor, City of Pittsburgh

Remarks

Story Bellows, Director, Mayors' Institute on City Design

Panel Discussion: *Design and the City*

Anne-Marie Lubenau, President & CEO, Community Design Center of Pittsburgh

William Gilchrist, Senior Associate, EDAW/AECOM

Rob Stephany, Executive Director, Urban Redevelopment Authority of Pittsburgh

Saleem Ghubril, Executive Director, Pittsburgh Promise

7:45 pm Dinner at Renaissance Hotel (Ballroom, 3rd Floor)



Thursday, February 11, 2010

Before 8:00 am	Breakfast on your own at Renaissance Hotel
8:00	Meet in hotel lobby for short walk to PNC Park for session
8:30 – 8:45 am	Introductions and Overview Story Bellows , Executive Director, Mayors' Institute on City Design Donald K. Carter , Director, Remaking Cities Institute, Carnegie Mellon
8:45 – 9:05 am	Resource Presentation 1 Fred Bonci , Principal, LaQuatra Bonci Associates
9:05 – 10:25 am	Mayor Case Study 1 Presentation and Discussion: Charleston, WV The Honorable Danny Jones , Mayor
10:25 – 10:40 am	Break
10:40 – 11:00 am	Resource Presentation 2 Deborah A. Lange , Executive Director, Steinbrenner Institute, Carnegie Mellon
11:00 – 12:20 pm	Mayor Case Study 2 Presentation and Discussion: Racine, WI The Honorable John T. Dickert , Mayor
12:20 – 1:30 pm	Ballpark lunch in Hall of Fame Club, tour of PNC Park, and group photo
1:30 – 1:50 pm	Resource Presentation 3 Vivian Loftness , University Professor, School of Architecture, Carnegie Mellon
1:50 – 3:10 pm	Mayor Case Study 3 Presentation and Discussion: Huntington, WV The Honorable Kim Wolfe , Mayor
3:10 – 3:25 pm	Break
3:25 – 3:45 pm	Resource Presentation 4 Paul Kapp , Associate Professor, University of Illinois
3:45 – 5:05 pm	Mayor Case Study 4 Presentation and Discussion: Springfield, IL The Honorable Timothy J. Davlin , Mayor
5:05 pm	Walk to hotel
7:00 pm	Meet in hotel lobby to board shuttle for dinner at LeMont, 1114 Grandview Ave



Friday, February 12, 2010

Before 8:00 am	Breakfast on your own at Renaissance Hotel
8:00 am	Meet in hotel lobby for short walk to PNC Park for session
8:30 – 8:50 am	Resource Presentation 5 William Gilchrist , Senior Associate, EDAW/AECOM
8:50 – 10:10 am	Mayor Case Study 5 Presentation and Discussion: Kenosha, WI The Honorable Keith G. Bosman , Mayor
10:10 – 10:20 am	Break
10:20 – 10:40 am	Resource Presentation 6 Walter Kulash , Transportation Planner
10:40 – 12:00 noon	Mayor Case Study 6 Presentation and Discussion: Canton, OH The Honorable William J. Healy II , Mayor
12:00 – 12:40 pm	Lunch in Hall of Fame Club, PNC Park
12:40 – 1:00 pm	Resource Presentation 7 William H. Hudnut III , Senior Fellow Emeritus, Urban Land Institute
1:00 – 2:20 pm	Mayor Case Study 7 Presentation and Discussion: Elkhart, IN The Honorable Dick Moore , Mayor
2:20 – 2:50 pm	Break
2:50 – 3:10 pm	Resource Presentation 8 Anne-Marie Lubenau , President & CEO, Community Design Center of Pittsburgh
3:10 – 3:30 pm	Wrap up and Evaluation Story Bellows , Executive Director, Mayors' Institute on City Design Donald K. Carter , Director, Remaking Cities Institute, Carnegie Mellon
3:30 pm	Walk to hotel
7:15 pm	Meet in hotel lobby and walk to dinner at Café Zao, 649 Penn Avenue



Mayors & Cities



Mayors

The Honorable Keith G. Bosman

Mayor of the City of Kenosha
625 52nd Street, Room 300
Kenosha, Wisconsin 53140
Tel: (262) 653-4000
Fax: (262) 653-4010

The Honorable Danny Jones

Mayor of the City of Charleston
501 Virginia Street East
Charleston, West Virginia 25301
Tel: (304) 348-8174
Fax: (304) 348-8034

The Honorable Timothy J. Davlin

Mayor of the City of Springfield
Municipal Center East
Springfield, Illinois 62701
Tel: (217) 789-2200
Fax: (717) 789-2109

The Honorable Dick Moore

Mayor of the City of Elkhart
Municipal Building
229 S. Second Street
Elkhart, Indiana 46516
Tel: (574) 294-5471 Ext. 240
Fax: (574) 293-7964

The Honorable John T. Dickert

Mayor of the City of Racine
730 Washington Avenue
Racine, Wisconsin 53403
Tel: (262) 636-9111
Fax: (262) 636-9570

The Honorable Kim Wolfe

Mayor of the City of Huntington
Huntington City Hall
800 5th Avenue
Huntington, West Virginia 25717
Tel: (304) 696-5540
Fax: (304) 696-4493

The Honorable William J. Healy II

Mayor of the City of Canton
Canton City Hall
218 Cleveland Avenue SW
Canton, Ohio 44702
Tel: (330) 438-4300
Fax: (330) 489-3282

The Honorable John T. Dickert **Mayor of the City of Racine**



Mayor John Dickert was elected in May 2009 with a vision to capitalize on Racine's assets, which include a skilled workforce, rich heritage, and a spectacular location on Lake Michigan. Since being elected, Mayor Dickert has focused on eliminating crime and gangs through the creation of better job opportunities, enhanced home ownership options, and a city-wide zero tolerance policy for drug and gang activity. His means of stimulating Racine's economic development and job creation is through infrastructure improvement and private partnerships. Racine is aggressively seeking out companies to locate in the city as well as assisting those businesses already in place with expansion plans. His housing policy centers on increasing home ownership, rehabilitating existing homes and targeted neighborhood redevelopment.

Mayor Dickert is passionate about having greater access to what he calls "Racine's greatest natural resources and gems", Lake Michigan and Root River. Nicknamed The Belle City of the Lakes, Racine's water sources have been rated as some of the cleanest in the world. As a result, Mayor Dickert's goal is to make Racine a global leader in fresh water technology and green jobs. Currently he serves on Governor Doyle's Wisconsin Coastal Management Council which funds communities seeking to implement coastal initiatives. He also serves as a board member for

the Great Lakes and St. Lawrence Cities Initiative, which advises on the care and restoration of our Great Lakes and rivers.

Mayor Dickert has roots deep in local, state and federal politics. After graduating from the University of Wisconsin in La Crosse, he began his career as an intern to Congressman Les Aspin in Washington, D.C. From there, he returned home to Wisconsin where he worked in the Legislative Assembly for 10 years as budget analyst for the Joint Finance Committee and for the Ways and Means Committee. This experience helped Mayor Dickert bring Racine a zero percent budget increase for 2010 without eliminating a single job or cutting any services.

Born and raised in Racine, Mayor Dickert has been involved with many of his community's organizations, including the Optimists Club, the NAACP, the Racine Zoological Society, the Urban League, and the Downtown Racine Corporation. He has also been a coach for the Special Olympics. Mayor Dickert resides in Racine with his wife Teresa and their two children, Riley and Eleanor.

Racine, Wisconsin

United States Census Data

	Racine	Wisconsin	USA
Population, 2006 estimate	79,592	5,556,506	293,655,404
Population, percent change, April 1, 2000 to July 1, 2006	-2.8%	3.6%	4.3%
Population, 2000	81,855	5,363,675	281,421,906
Persons under 5 years old, percent, 2000	8.0%	6.4%	6.8%
Persons under 18 years old, percent, 2000	28.7%	25.5%	25.7%
Persons 65 years old and over, percent, 2000	12.2%	13.1%	12.4%
White persons, percent, 2000 (a)	68.9%	88.9%	75.1%
Black persons, percent, 2000 (a)	20.3%	5.7%	12.3%
American Indian and Alaska Native persons, percent, 2000 (a)	0.4%	0.9%	0.9%
Asian persons, percent, 2000 (a)	0.6%	1.7%	3.6%
Native Hawaiian and Other Pacific Islander, percent, 2000 (a)	0.1%	Z	0.1%
Persons reporting two or more races, percent, 2000	2.6%	1.2%	2.4%
Persons of Hispanic or Latino origin, percent, 2000 (b)	14.0%	3.6%	12.5%
Living in same house in 1995 and 2000, pct age 5+, 2000	53.6%	56.5%	54.1%
Foreign born persons, percent, 2000	5.7%	7.3%	11.1%
Language other than English spoken at home, pct age 5+, 2000	12.1%	85.1%	17.9%
High school graduates, percent of persons age 25+, 2000	77.2%	22.4%	80.4%
Bachelor's degree or higher, pct of persons age 25+, 2000	15.6%	20.8	24.4%
Mean travel time to work (minutes), workers age 16+, 2000	19.9		25.5
Housing units, 2000	33,414	2,321,144	
Homeownership rate, 2000	60.3%	68.4%	119,302,132
Median value of owner-occupied housing units, 2000	\$83,600	\$112,200	66.2%
			\$119,600
Households, 2000	31,449	2,084,544	
Persons per household, 2000	2.54	2.5	105,480,101
Median household income, 1999	\$37,164	\$43,791	2.59
Per capita money income, 1999	\$17,705	\$21,271	\$41,994
Persons below poverty, percent, 1999	13.9%	8.7%	\$21,587
			12.4%
Land area, 2000 (square miles)	15	54,310	3,537,438
Persons per square mile, 2000	5,267.4	98.8	79.6

(a) Includes persons reporting only one race.

(b) Hispanics may be of any race, so also are included in applicable race categories.

Z: Value greater than zero but less than half unit of measure shown

* Source: US Census Bureau State & County Quick Facts: quickfacts.census.gov

Racine, Wisconsin

Case Statement

Racine was founded on the shore of Lake Michigan at the mouth of the Root River. It is 33 miles south of Milwaukee and 80 miles north of Chicago, in the southeast corner of Wisconsin. A factory town from its earliest days, 34% of the local economy is still based in manufacturing. Racine was “the city of invention,” with businesses as diverse as Johnson and Wax, Horlick Malted Milk, Haben Snowmobiles, Dremel Corporation and InSinkErator. Locally based Rood Electric is currently expanding into green technology in the area of LED manufacturing.

Racine is well served by freight rail and there is also a possibility that commuter rail from Milwaukee will be extended to the city. The Root River provides another important mode of transportation infrastructure with its many drawbridges. Researchers in Racine have also developed pioneering methods in beach management, including a natural system for water treatment on the lakeshore, that are now being used in other cities and regions. Extensive walking, bicycling and water trails are accessible to the public along the Root River and Lake Michigan. Racine is also working to revitalize its downtown area through public events and activities, new loft housing, parks, marinas, museums and other forms of entertainment.

To further activate the lakefront, there is interest in redeveloping the formerly industrial Walker Property, located just north of downtown across the Root River. The city-owned 9.65 acre development site is located at the southern end of Hamilton Street, between the water utility and a boat marina. Several architecturally significant, former Coast Guard structures are also located at the eastern edge of the marina site. The surrounding context is a predominantly working class neighborhood. North Beach Park and the public zoo are located north of the site along Lake Michigan.

The Walker Property was recently studied for its potential as a residential development site with a density of 13 dwelling units per acre, similar to the surrounding neighborhood. A “gated community” may not be developed on the site. An important element of the proposed development project is the provision of enhanced public access to the lakefront through an east-west pedestrian connection. Despite public support for the project, funding for the residential development project fell through during the recent economic crisis.

Once developed, the Walker Property could help to catalyze the transformation of a chain of brown-field redevelopment sites along the riverfront. The project could help to generate activity along the lakefront and create a new city destination. The vacant site provides an opportunity to expand the range of local housing products. There is also substantial interest in developing the Walker Property in combination with the adjacent marina site, improving the visibility of the site and allowing for an expanded mix of possible uses. For example, the former Coast Guard buildings on the marina site could be converted into a water research center where the public could learn about innovative water management and cleaning strategies. Such a use could be compatible with other residential, hospitality or retail offerings.

Racine, Wisconsin

Many different parties will want to participate in discussions about the Walker Property's redevelopment. Stakeholders will include the City of Racine, the Marina site owner, representatives from companies with an interest in the project, the local alderman, community groups, and individuals interested in the potential for jobs to be created as part of the redevelopment effort.

Although there are many opportunities related to the site's redevelopment, there are also challenges. If the marina becomes part of the Walker Property redevelopment site, the parcel will need to be acquired and consolidated. Successfully providing public access through and along the two waterfront edges of the site will be challenging. It will also be important to enhance the site's connectivity to downtown, across the Root River, so that the project can contribute to broader efforts at activating the City's lakefront.

Racine residents are clamoring for exciting destinations along the Root River and Lake Michigan, and there was a lot of support for the city's previous residential development plan. The site would likely be redeveloped using a combination of tax increment financing (TIF) and other incentives, including grants to help pay for environmental remediation. The redevelopment of the Walker Property is envisioned as part of an effort to reinvest in the local housing stock, improve quality of life, and help make Racine one of the most livable cities in America.

Questions

1. Should the Walker site be redeveloped in combination with the adjacent marina and former coast guard buildings or independently?
2. What are the highest and best uses for the site?
3. What is the ideal height and massing of future buildings on the site?
4. What precedents exist for waterfront redevelopment sites involving the adaptive reuse of historically significant structures?
5. How can the Walker Property tie in to lakefront beach activity north of the site?
6. How can the project's impact be expanded to North Main Street and connect to downtown Racine?
7. What type of financing is available to help fund site redevelopment costs?

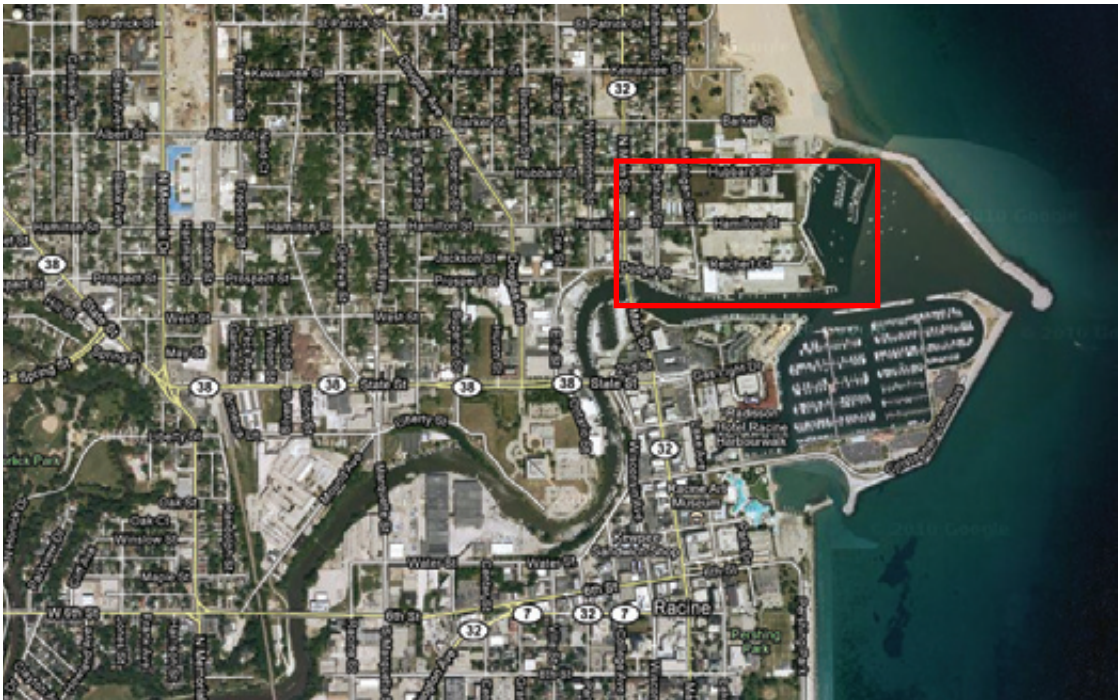


Figure 1: Walker Property context, Racine, WI



Figure 2: Close-up of Walker Property context and parcel boundary (9.65 acres)



Figure 3: View from harbor (looking west) with former Coast Guard Station buildings at right



Figures 4-5: View from Main Street (looking east towards harbor) and former Coast Guard Station buildings



Figures 6-8: Previous proposal for redevelopment

The Honorable Kim Wolfe Mayor of the City of Huntington



Mayor Kim Wolfe was elected Mayor of the City of Huntington on January 1, 2009. Prior to running for office, he served as a Huntington Police Officer for 26 years before being elected Sheriff of Cabell County in 2000.

Mayor Wolfe's immediate goals for Huntington is to improve security and to address issues of blight and abandonment in its neighborhoods. Working closely with the Huntington Police Department and Create Huntington, a citizens group dedicated to improving quality of life in Huntington, the Mayor is overseeing a 1 million dollar US Department of Justice Weed and Seed grant to combat crime and help revitalize the community. The program, announced in late 2008, has already been praised for its successful startup.

A lifelong resident of Huntington, Mayor Wolfe was born in 1948 and attended Mount Union School and Huntington High School. He served two tours of duty with the United States Navy in Vietnam. Upon returning to the US, Mayor Wolfe attended Marshall University in Huntington on the G.I. Bill, earning a degree in Criminal Justice Administration. Mayor Wolfe and his wife Deborah have eight children and nine grandchildren.

Huntington, West Virginia

United States Census Data

	Huntington	West Virginia	USA
Population, 2006 estimate	49,007	1,818,470	293,655,404
Population, percent change, April 1, 2000 to July 1, 2006	-5.0%	0.6%	4.3%
Population, 2000	51,475	1,808,344	281,421,906
Persons under 5 years old, percent, 2000	4.9%	5.6%	6.8%
Persons under 18 years old, percent, 2000	17.7%	22.3%	25.7%
Persons 65 years old and over, percent, 2000	18.0%	15.3%	12.4%
White persons, percent, 2000 (a)	89.6%	95.0%	75.1%
Black persons, percent, 2000 (a)	7.5%	3.2%	12.3%
American Indian and Alaska Native persons, percent, 2000 (a)	0.2%	0.2%	0.9%
Asian persons, percent, 2000 (a)	0.8%	0.5%	3.6%
Native Hawaiian and Other Pacific Islander, percent, 2000 (a)	Z	Z	0.1%
Persons reporting two or more races, percent, 2000	1.5%	0.9%	2.4%
Persons of Hispanic or Latino origin, percent, 2000 (b)	0.8%	0.7%	12.5%
Living in same house in 1995 and 2000, pct age 5+, 2000	51.7%	63.3%	54.1%
Foreign born persons, percent, 2000	1.5%	1.1%	11.1%
Language other than English spoken at home, pct age 5+, 2000	3.4%	2.7%	17.9%
High school graduates, percent of persons age 25+, 2000	79.6%	75.2%	80.4%
Bachelor's degree or higher, pct of persons age 25+, 2000	22.4%	14.8%	24.4%
Mean travel time to work (minutes), workers age 16+, 2000	17.8	26.2	25.5
Housing units, 2000	25,888	844,623	119,302,132
Homeownership rate, 2000	54.6%	75.2%	66.2%
Median value of owner-occupied housing units, 2000	\$65,400	\$72,800	\$119,600
Households, 2000	22,955	736,481	105,480,101
Persons per household, 2000	2.12	2.4	2.59
Median household income, 1999	\$23,234	\$29,696	\$41,994
Per capita money income, 1999	\$16,717	\$16,477	\$21,587
Persons below poverty, percent, 1999	24.7%	17.9%	12.4%
Land area, 2000 (square miles)	15	24,077	3,537,438
Persons per square mile, 2000	3,233.4	75.1	79.6

(a) Includes persons reporting only one race.

(b) Hispanics may be of any race, so also are included in applicable race categories.

Z: Value greater than zero but less than half unit of measure shown

* Source: US Census Bureau State & County Quick Facts: quickfacts.census.gov

Huntington, West Virginia

Case Statement

Located along the southern shore of the Ohio River, Huntington is West Virginia's second largest city and the seat of Cabell County. Its population was estimated at 49,185 in 2008, while the Huntington-Ashland, WV-KY-OH, Metropolitan Statistical Area's population was 286,012 in 2005. Huntington was incorporated in 1871 near historic Guyandotte, later annexed as a neighborhood, as the western terminus for the Chesapeake and Ohio Railway (C&O). Huntington's position along the Ohio River, its comprehensive railroad infrastructure, and regional coal and salt mines attracted glass, steel, chemical and locomotive parts industries. By mid-century, Huntington's population had reached nearly 100,000 residents.

Huntington suffered a severe loss of industry in the latter half of the 20th century which led in part to a population reduction of nearly 50 percent, and subsequent disinvestment in its downtown and many of its urban neighborhoods. A program of federal urban renewal cleared four blocks (9 acres) in downtown Huntington in the 1970s, creating what is referred to as the "Superblock". However with the exception of the construction of the Huntington Civic Arena, the razed land remained bare as plan after plan failed to materialize. In 2004, construction began on Pullman Square, a successful pedestrian-oriented retail and entertainment center ("lifestyle center") with a historic downtown feel. In addition to this, two local private developers have begun renovating historic commercial buildings in the Central Business District, and several former hotels have been converted into upscale residential buildings. Other revitalization projects include the Harris Riverfront Park and the planned streetscaping of 4th Avenue, called the Old Main Corridor, which connects Pullman Square to the Marshall University campus.

Today, Huntington is considered a regional medical center and a college town, with several facilities located near the city's core, including the Cabell-Huntington Hospital, Marshall University Medical Center, St. Mary's Medical Center and Marshall University. While downtown Huntington has turned the corner, its east side residential neighborhoods are struggling with the issues that often accompany serious poverty, namely the abandonment of property, crime and violence. The area just south of the railroad and east of Hal Greer Boulevard is particularly troubled, and is the focus of this case study.

In late 2008, Huntington obtained a 5-year, 1 million dollar Weed and Seed grant from the U.S. Department of Justice Weed and Seed Initiative. Weed and Seed is a program that brings both law enforcement and community development resources to the problem of crime. Huntington's overall Weed and Seed area, called the Fairfield Neighborhood Strategy Area, is 1.24 square miles, crossing six Council Districts, encompassing 20 percent of the city's population (9,742) and much of downtown and the East End. The area's median household income is \$13,351 compared to the City's \$23,234. Half of the residents and 33 percent of families in this area are living below the poverty line in contrast to 25 percent of Huntington's residents and 22 percent of its families. Fairfield Neighborhood's median house value is \$43,100 while the City's is \$65,400. Just under 9 percent of the area's residents have obtained a bachelor's degree, and sixty percent of all crimes, 39 percent of juvenile arrests for drugs and crimes, and 50 percent of juvenile arrests for robbery took place in the Fairfield area in 2008.

Huntington, West Virginia

Huntington's administration is committed to turning this neighborhood's fortunes around and has already implemented a number of strategies to curtail violence and plant the seeds for community revitalization. The hiring of two building inspectors (there were previously none) in conjunction with the start of a landbank program modelled after the successful Michigan model has allowed the City to address the issue of blight and abandonment. In less than two years, it has demolished 29 structures, boarded up 60 buildings and developed 14 residential lots for sale. Its landbank has amassed over 100 properties, 30 of which are in the case study area. The City has also opened a Weed and Seed Office and Huntington Police Department Field Office with Canine Unit in a former day care center near a community center and athletic field on Hal Greer Boulevard, adjacent to the worst affected section (the case study area). The office will be used for after-school programs and will be the base for a police bike patrol (and perhaps a mounted police unit). The Huntington Community Gardens volunteer organization planted a garden in its yard last summer.

The case study area is at the center of the Weed and Seed area. It is bound to the north by the railroad, to the east by 20th Street, to the south by the Cabell-Huntington Hospital and to the west by the city's main southern gateway, Hal Greer Boulevard. Huntington's street grid is oriented in an east-west direction along the river, and the city is divided by rail infrastructure between 7th and 8th Avenues. The downtown's main streets are between 3rd and 5th Avenues. Hal Greer Boulevard connects to one of Huntington's four interchanges along Interstate 64 and is anchored to the south by the Cabell-Huntington Hospital which forms the city's gateway entrance, and by Marshall University near the river to the north between College and 3rd Avenue. In between the hospital and the railroad tracks/8th Avenue, Hal Greer Boulevard is bordered by a plethora of automotive businesses and billboards, as well as several blocks of squat, 2-story tracts of public housing at either end. While downtown Huntington's main avenues are unusually wide, Hal Greer Boulevard's dimensions feel constrained given its important role within the city's street hierarchy.

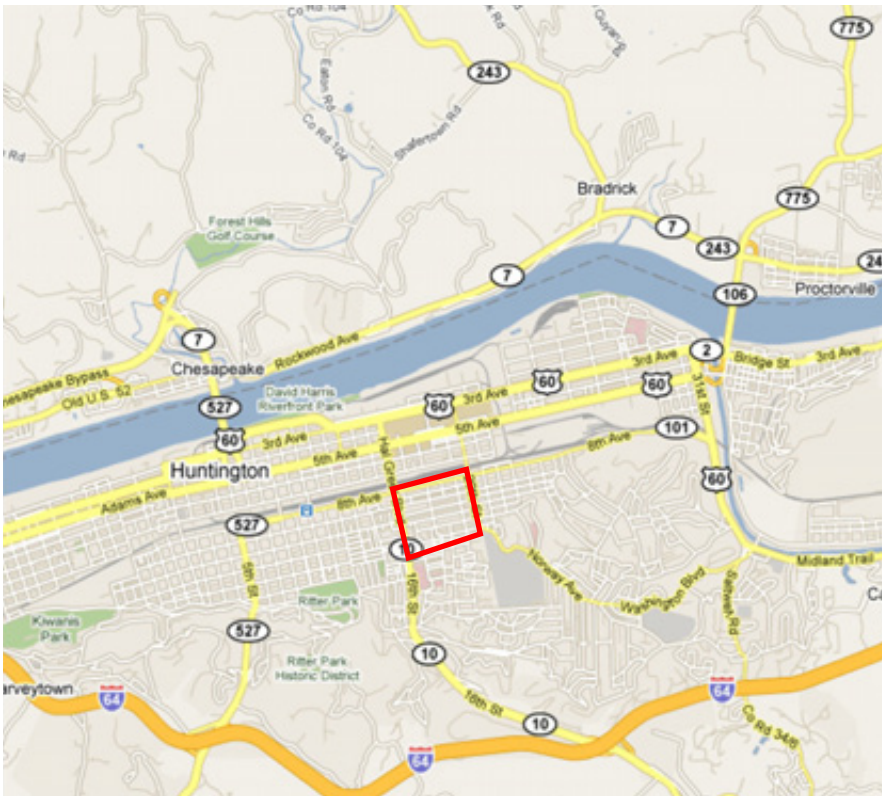
The most troubled area within the case study boundary is along 9th Avenue between 20th Street and Hal Greer. The City recently targeted blight along Artisan Avenue, demolishing several structures and enlisting the help of Habitat for Humanity in the construction of a half dozen homes. The City is now concerned with 9th Avenue, particularly around the gas station at the corner of 20th Street, which has become the epicenter of street prostitution and drug dealing. The City would like to stabilize this section of Huntington. It is interested in increasing home ownership, attracting middle-income residents, making linkages between the university and the hospital, workforce training and increasing the general livability of the neighborhood. Some of the challenges facing revitalization include the lack of public green spaces, a public school and basic neighborhood services, such as a grocery store. Some of the assets include a walkable, traditional grid street layout, handsome brick homes in the middle section of the study area, mature trees and nearby nodes of employment.

An important ally in Huntington's efforts at revitalization is the presence of a committed coalition of community, neighborhood and faith groups calling themselves Create Huntington. There is interest from the community and on the part of the administration to include community agriculture plots in the neighborhood, and the city is studying Philadelphia's "Clean and Green" approach to vacant lots.

Huntington, West Virginia

Questions

1. What other kinds of strategies for dealing with vacancy and blight would be appropriate for Huntington?
2. How can we attract residents with higher incomes to this area?
3. How can we reuse existing public housing structures in a way that increases their livability and introduces a mixity of incomes?
4. What kind of neighborhood amenities should we focus on attracting and where should they go?
5. Are there any strategic public investments that can be made and where should they be located?
6. How can we make Hal Greer Boulevard safer for pedestrians and children, and transform its character into something more fitting for the city's main gateway?
7. How can we further engage groups like Create Huntington in this process?



Figures 1 & 2: Satellite image above and street network below, Huntington, WV; case study highlighted

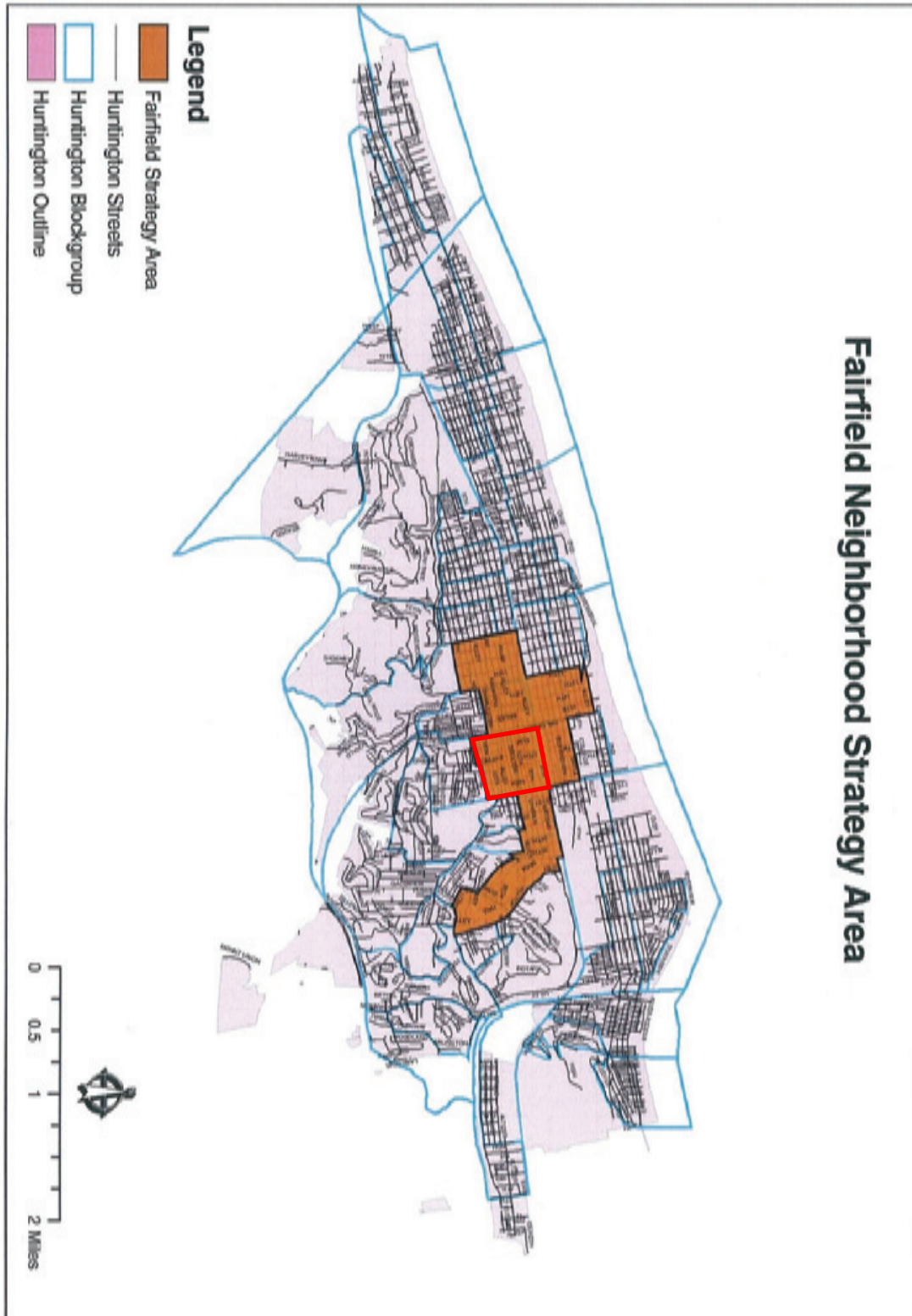


Figure 3: Fairfield Neighborhood Strategy Area/Weed and Seed Boundary, with case study area highlighted



Figure 4: Landbank properties, Weed & Seed Area (green); case study area highlighted (with 30 landbank properties)

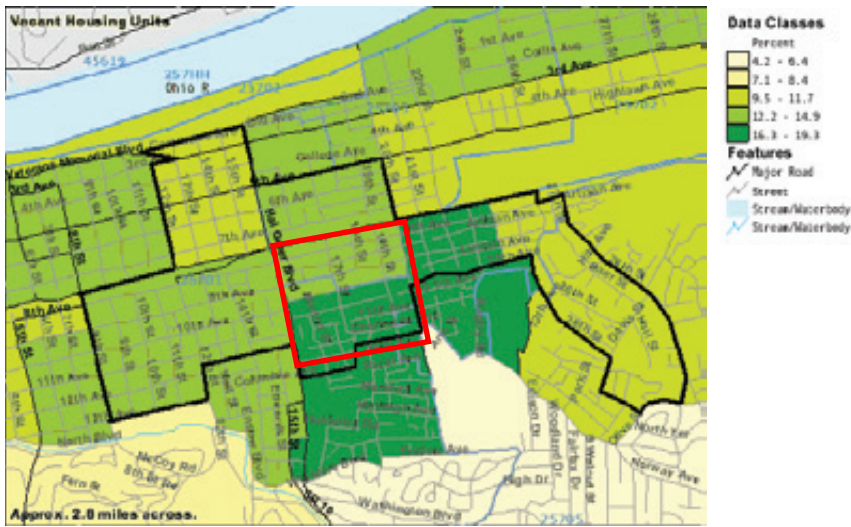


Figure 5: Vacant Housing Units; case study area highlighted



Figure 6: Satellite view of case study area context



Figures 7-12: Views along Hal Greer Boulevard, including a view down 10th Avenue, beginning at the railroad (8th Avenue) and ending with the Cabell-Huntington Hospital



Figures 13-18: Homes along 8th Avenue and Artisan Street, including Habitat for Humanity home under construction



Figures 19-24: Top four images are along Artisan Street; bottom left shows a vacant lot at 9th Avenue and Elm Street (looking north), and bottom right shows a historical marker along Hal Greer Boulevard between Artisan and 9th



Figures 25-30: Views from within the central part of the study area, between Charleston and Doulton Streets (including "Peace Garden, bottom left)



Figures 31-36: Views of the problematic 20th Street and 9th Avenue intersection, including gas station, and of larger homes and the 16th Street Baptist Church along 9th Avenue

The Honorable Timothy J. Davlin **Mayor of the City of Springfield**



Mayor Tim Davlin has held the office of Mayor of Springfield since April 2003. Since taking office, he has overseen great change in downtown Springfield through the Old South Towne Redevelopment project, which has revitalized a neighborhood retail center, and the opening of the Abraham Lincoln Presidential Library and Museum. His efforts to promote tourism has additionally resulted in Springfield hosting nearly a dozen auto shows, the Cadillac of which is the highly successful Route 66 Mother Road Festival. The Mayor has also focused on improving Springfield's infrastructure and expanding programs to help small businesses grow and prosper.

Mayor Davlin has a strong interest in education, literacy and youth. Working closely with Springfield's schools and community leaders, Mayor Davlin created the position of Education Liaison in order to stimulate education programs and find solutions to eliminate the learning gap. Mayor Davlin regularly spends time in classrooms talking to students under his Talks and Tours program. He also sponsored a student-driven recycling program within Springfield's schools. The pilot program has diverted hundreds of tons of recyclable materials out of area landfills, making them available for reuse through recycling. The Mayor's Book Club, now in its second year, highlights selected books for reading and group discussions.

One of Mayor Davlin's most successful programs is Springfield Green, a city-wide environmental program which not only promotes planting trees, flowers and greenery, but also stimulates cleanliness through an Adopt-A-Street program. Recognizing the plight of the homeless, Mayor Davlin formed the Mayor's Task Force on Homelessness, which is continuously working on a 10-year plan to assist those without housing and put an end to chronic homelessness. He began a feeding program called Springfield Restaurants United Against Hunger.

Mayor Davlin is a member of the Board of Directors of the Illinois Municipal League. He also serves on the Board of Directors of the Greater Springfield Chamber of Commerce, and the Mid-West Truckers Association, Inc. Mayor Davlin is a member of the Knights of Columbus Council 364 and the 4th Degree Bishop Griffin Assembly. He was one of the youngest members to be inducted into the Knights of Columbus Diocesan Hall of Fame for exemplary service to the organization.

Mayor Davlin is a Springfield Griffin High School alumnus and holds an Associate Arts Degree from Springfield College. He attended Sangamon State University, now University of Illinois at Springfield. He has four children and four grandchildren.

Springfield, Illinois

United States Census Data

	Kenosha	Wisconsin	USA
Population, 2006 estimate	116,482	12,831,970	293,655,404
Population, percent change, April 1, 2000 to July 1, 2006	4.5%	3.3%	4.3%
Population, 2000	111,454	12,419,293	281,421,906
Persons under 5 years old, percent, 2000	6.6%	7.1%	6.8%
Persons under 18 years old, percent, 2000	24.0%	26.1%	25.7%
Persons 65 years old and over, percent, 2000	14.4%	12.1%	12.4%
White persons, percent, 2000 (a)	81.0%	73.5%	75.1%
Black persons, percent, 2000 (a)	15.3%	15.1%	12.3%
American Indian and Alaska Native persons, percent, 2000 (a)	0.2%	0.3%	0.9%
Asian persons, percent, 2000 (a)	1.5%	3.4%	3.6%
Native Hawaiian and Other Pacific Islander, percent, 2000 (a)	Z	Z	0.1%
Persons reporting two or more races, percent, 2000	1.5%	1.9%	2.4%
Persons of Hispanic or Latino origin, percent, 2000 (b)	1.2%	12.3%	12.5%
Living in same house in 1995 and 2000, pct age 5+, 2000	51.0%	56.8%	54.1%
Foreign born persons, percent, 2000	2.3%	12.3%	11.1%
Language other than English spoken at home, pct age 5+, 2000	4.1%	19.2%	17.9%
High school graduates, percent of persons age 25+, 2000	87.4%	81.4%	80.4%
Bachelor's degree or higher, pct of persons age 25+, 2000	30.6%	26.1%	24.4%
Mean travel time to work (minutes), workers age 16+, 2000	17.2	28	25.5
Housing units, 2000	53,733	4,885,615	119,302,132
Homeownership rate, 2000	62.8%	67.3%	66.2%
Median value of owner-occupied housing units, 2000	\$88,600	\$130,800	\$119,600
Households, 2000	48,621	4,591,779	105,480,101
Persons per household, 2000	2.24	2.63	2.59
Median household income, 1999	\$39,388	\$46,590	\$41,994
Per capita money income, 1999	\$23,324	\$23,104	\$21,587
Persons below poverty, percent, 1999	11.7%	10.7%	12.4%
Land area, 2000 (square miles)	54		3,537,438
Persons per square mile, 2000	2,064.0	55,583	79.6
		223.4	

(a) Includes persons reporting only one race.

(b) Hispanics may be of any race, so also are included in applicable race categories.

Z: Value greater than zero but less than half unit of measure shown

* Source: US Census Bureau State & County Quick Facts: quickfacts.census.gov

Springfield, Illinois

Case Statement

Springfield, the capitol of Illinois, is located centrally in the state, just south of the Sangamon River. In the 1800's, the area had excellent agricultural land and wildlife, making it attractive to trappers and settlers alike. Springfield has historically been a busy trading center and it continues to be well served today by multiple modes of transportation. The City has highway access, an airport, several major railroads, and Amtrak direct daily passenger routes to Chicago and St. Louis.

State and local government currently dominate the local economy, but healthcare is growing as a major local employer. Springfield's coal-fired power plant also plays an important economic role, providing inexpensive electricity for much of the region. Springfield is best known as the home of President Abraham Lincoln. Other historic attractions include the home of poet Vachel Lindsay, and the Dana-Thomas House, designed by Frank Lloyd Wright.

Like most American cities, Springfield experienced a migration of commercial activity from the center city to peripheral area in the second half of the 20th Century. In recent years, several projects have been undertaken to revitalize Springfield's core, including the rehabilitation of historic buildings, such as the State Capitol Building and Abraham Lincoln's residence. The convention center was also relocated to central Springfield, and a new multi-modal transit terminal will be built at the eastern edge of downtown as part of a high-speed commuter rail enhancement project.

Springfield is also working to infill under-utilized sites within the City limits. Legacy Point, located at the City's southwestern edge, recently became a viable development site because the MacArthur Boulevard extension will soon connect it directly to I-72. From the Interstate, MacArthur Boulevard runs north, approximately one mile west of the Capitol Building. It is anticipated that the new I-72 access point will bring a significant volume of traffic onto MacArthur Boulevard, a once-vibrant commercial corridor that is now in need of revitalization.

Several years ago, at the request of the City, the planning firm Peckham Guyton Albers and Viets conducted an informal windshield study of MacArthur Boulevard. The firm recommended that a more-detailed study of the corridor be conducted due to its multi-jurisdictional issues, the Boulevard's State Road status, and because of early signs of decay.

The city of Springfield identified the former Kmart and bowling alley sites, located at the northwest corner of MacArthur Boulevard and Outer Park Drive, as an important redevelopment opportunity. The project area is located approximately 2 miles north of I-72. The Kmart site is 115,526 SF in area, with an existing vacant one-story building (106,000 GSF) and 450+ parking spaces. In combination with the adjacent former bowling alley parcel, the redevelopment site would have excellent visibility from two busy roadways, and the depth of the site could accommodate a variety of uses with ample space for parking. Across from the Kmart redevelopment site, on eastern MacArthur Boulevard, there are other commercial uses situated on significantly shallower lots that back up onto residential properties. Solid residential areas are located to the east and west of the proposed redevelopment site.

Springfield, Illinois

MacArthur Boulevard was historically a neighborhood commercial district with multiple supermarkets and other retail offerings, but it has recently begun to attract predatory cash advance and loan agency businesses. MacArthur Boulevard is served by public transportation and is within walking distance from adjacent residential neighborhoods. In recent years, the proposed redevelopment site has come to be viewed by local residents as an inner sore to the surrounding neighborhood.

Uses envisioned for the site include neighborhood-serving retail such as a smaller-scale grocery store or movie theater, or a mixed-use development. The redevelopment of these parcels could exemplify new development standards for Mac Arthur Boulevard, and help to catalyze additional reinvestment along the corridor. The former Kmart and bowling alley site could be part of a newly redeveloped corridor with distinctly different offerings from the big boxes at Legacy Point and the historic and cultural amenities of downtown Springfield. The City anticipates that site redevelopment would likely be financed through a combination of private dollars as well as funding made available through the Enterprise Zone.

Several challenges face the former Kmart and bowling alley sites. The infrastructure along this commercial corridor is aging, there are many existing curb cuts, and commercial buildings have been developed in an ad hoc, disorganized fashion. There is also the challenge that near-term investment will likely go toward the new Legacy Point development site. Entities that would be impacted by the sites' redevelopment include the out-of-town property owner(s), the City of Springfield, and neighbors with concerns about trucks, trash and increasing traffic along MacArthur Boulevard. But on the other hand, local residents agree that the corridor, and the former Kmart and bowling alley sites in particular, are in need of improvement.

The City of Springfield recently contracted with The Lakota Group, a Chicago-based planning firm, to study how MacArthur Boulevard can be successfully redeveloped. The former Kmart and bowling alley site is a prime opportunity to help catalyze reinvestment along the commercial corridor and demonstrate new development approaches.

Springfield, Illinois

Questions

1. What would be the most appropriate use, or uses, for the former Kmart and bowling alley sites?
2. What branding or district identity can be leveraged to make the MacArthur Boulevard corridor a place and a destination that is distinctive from the historic core and the new big box development sites?
3. What physical design issues should the City be aware of when attempting to transform a vehicle-oriented commercial corridor into a more visually-cohesive, pedestrian-friendly neighborhood destination?
4. Building on the existing bus service, what enhanced role can public and multi-modal transportation play in revitalizing the MacArthur Boulevard corridor? Are there available funding sources related to this type of planning and development?
5. How have other transitioning, historic cities successfully attracted supermarkets, movie theaters and entertainment venues to existing urban commercial districts?
6. Can green design play a role in redeveloping the MacArthur corridor and former Kmart/bowling alley sites? Are there available financing opportunities that Springfield can utilize for this type of development?

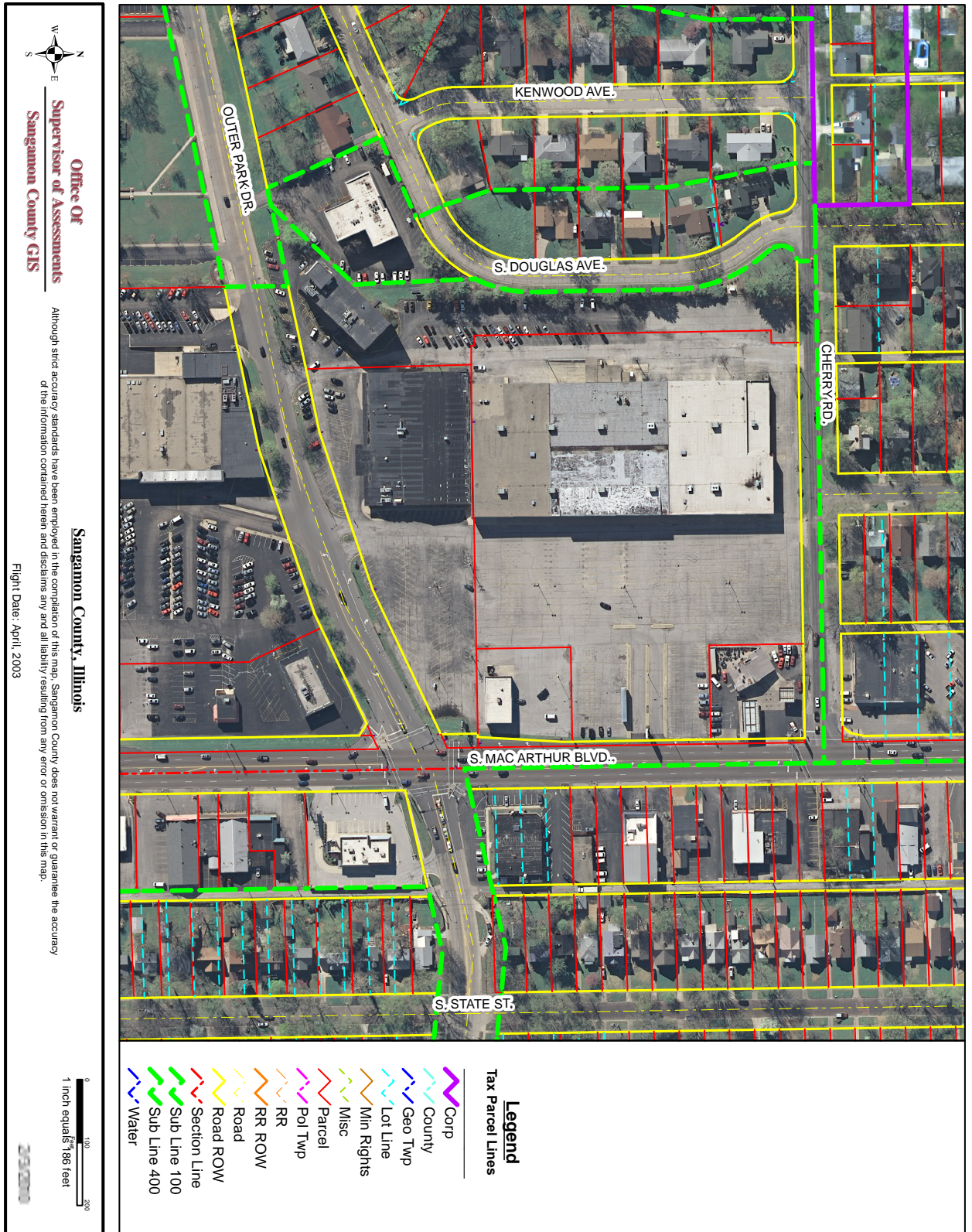


Figure 1: Aerial view of MacArthur Boulevard and site, Springfield, IL

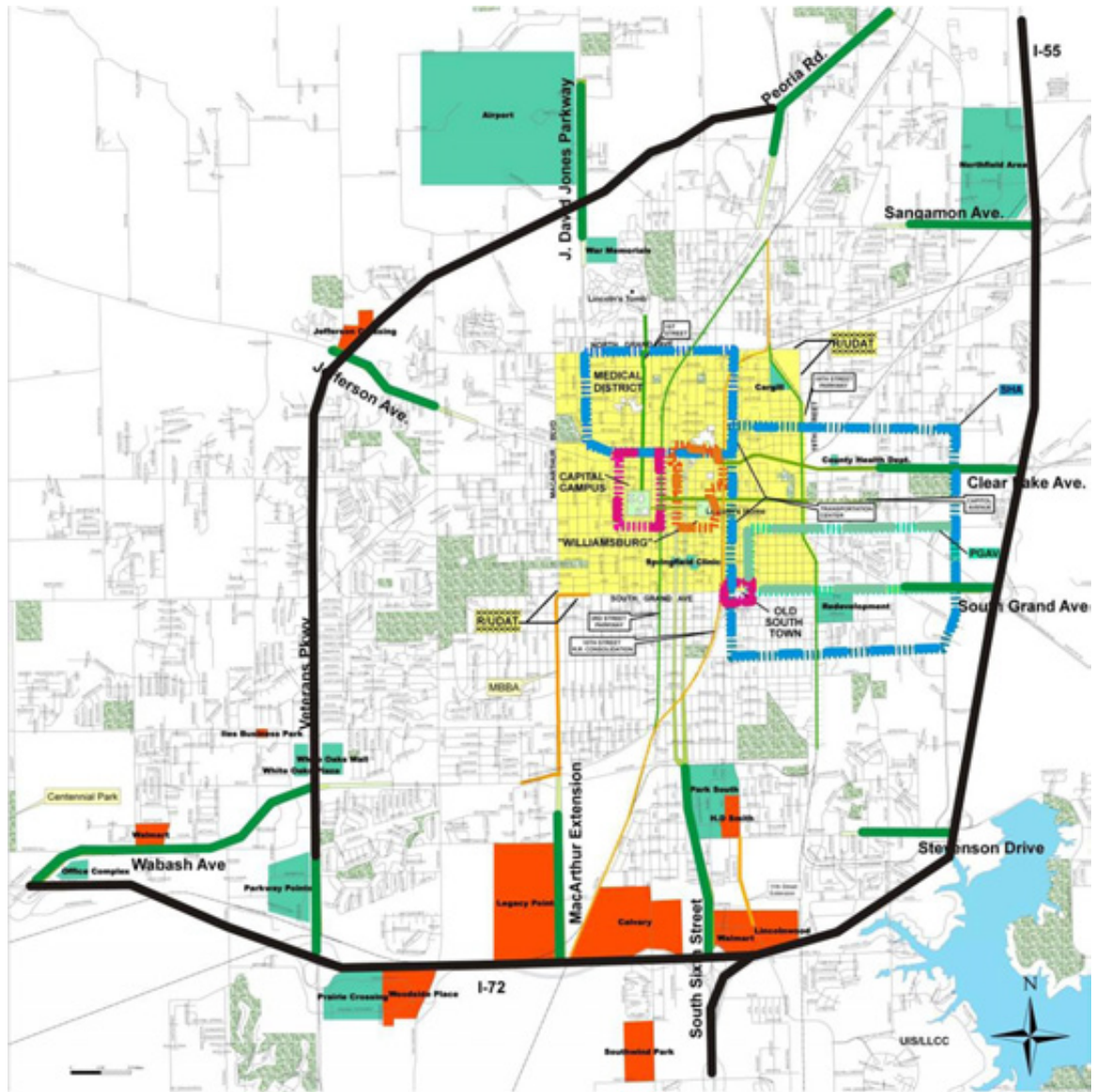


Figure 2: Springfield with shopping malls and districts highlighted

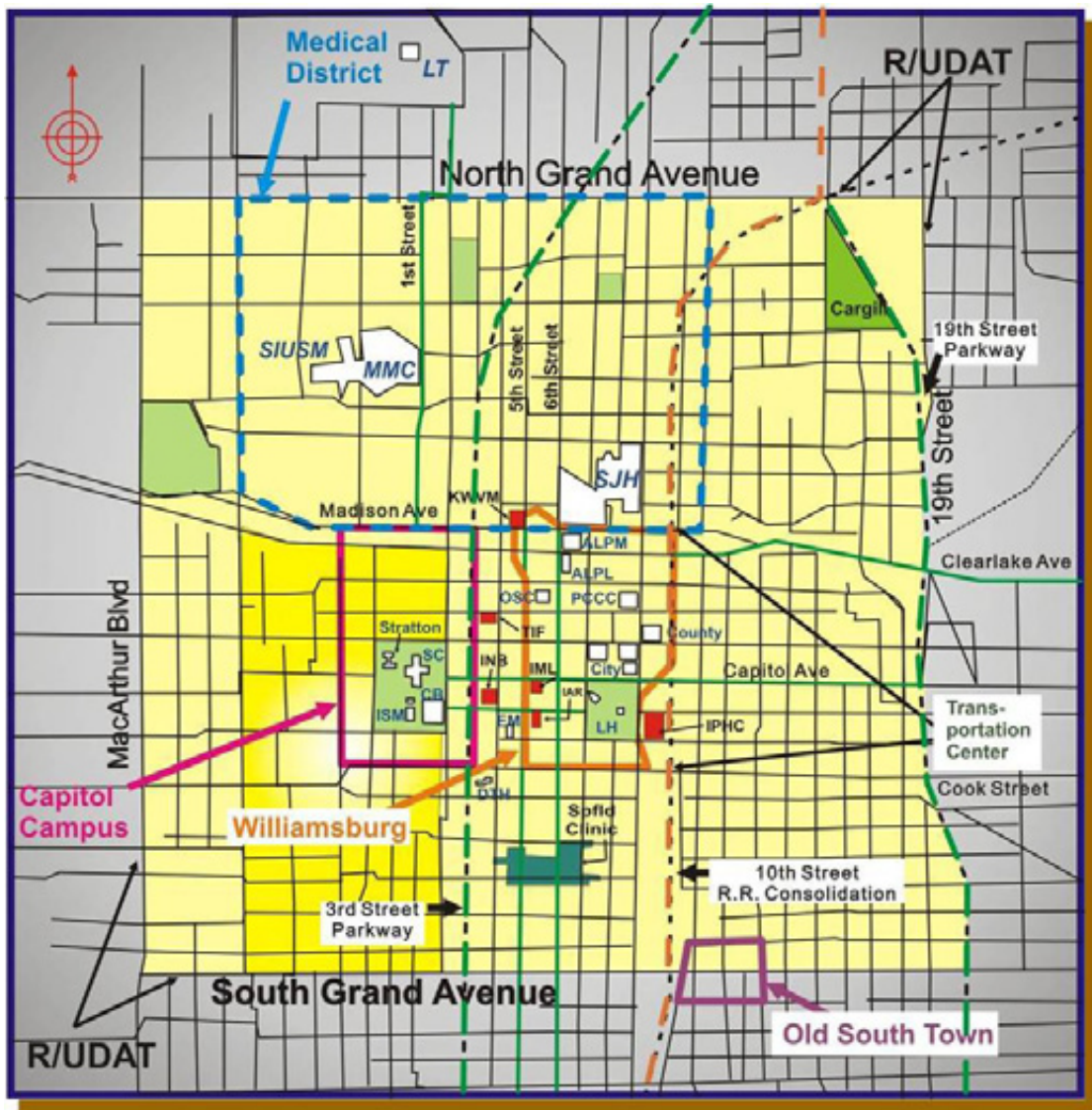


Figure 3: Context map, provided by AIA's Regional/Urban Community Assistance Team (R/UDAT) project

The Honorable Keith G. Bosman Mayor of the City of Kenosha



Mayor Keith Bosman is serving his first term as Mayor of Kenosha, Wisconsin. He was elected in April 2008 by the largest majority in Kenosha's mayoral election history. He was first elected to public office in 1988 and has served six terms on Kenosha City Council. During his tenure as an alderman, he served on the Finance Committee, Community Development Block Grant Committee, Housing Committee, Redistricting Committee and Public Safety and Welfare Committee.

Kenosha is a city of 100,000 located on Lake Michigan, 60 miles north of downtown Chicago and 30 miles south of Milwaukee. It is home to large industrial employers, including Snap On Tools and Jockey International. Since the 1989 shutdown of the Chrysler assembly plant in downtown Kenosha, the City has had a strategy of economic diversification. More than 120 new businesses have been added to the industrial parks in Kenosha and in neighboring Pleasant Prairie. Redevelopment of Kenosha's former industrial sites has been focused along the lakefront, with projects such as the Southport Marina and Harborpark.

A number of transportation infrastructure projects are currently under consideration. Kenosha is the northernmost stop on the commuter rail service from Chicago (Metra), and the Mayor is

working to extend service from Kenosha to Milwaukee. The City has received a grant to expand the streetcar circulator in downtown Kenosha and expects to receive additional funding to complete the planning and construction process. There are also plans to expand the Kenosha Regional Airport, and a 1 million square foot industrial park is scheduled to open in 2010.

Mayor Bosman continues to support initiatives to replace blighted housing with single-family owner-occupied housing. He is Chair of the Boys and Girls Club of Kenosha capital fundraising campaign to raise \$10 million for a new facility that will break ground in May 2010. The Mayor initiated a move by the City to turn over an underutilized warehouse to the local homeless shelter to be used as a food pantry. The Mayor is working with Carthage College to redevelop a former brownfield site into off-campus parking and lacrosse field.

Mayor Bosman is a native Kenoshan and a graduate of Bradford High School and the University of Wisconsin - Parkside in Kenosha. Prior to being elected Mayor, Bosman was a sales manager in institutional foodservice for over 30 years. He and his wife Deborah enjoy playing golf and spending time in Door County, Wisconsin, and recently celebrated the birth of their first granddaughter, Isabella.

Kenosha, Wisconsin

United States Census Data

	Kenosha	Wisconsin	USA
Population, 2006 estimate	96,240	5,556,506	293,655,404
Population, percent change, April 1, 2000 to July 1, 2006	5.9%	3.6%	4.3%
Population, 2000	90,352	5,363,675	281,421,906
Persons under 5 years old, percent, 2000	7.5%	6.4%	6.8%
Persons under 18 years old, percent, 2000	27.2%	25.5%	25.7%
Persons 65 years old and over, percent, 2000	12.2%	13.1%	12.4%
White persons, percent, 2000 (a)	83.6%	88.9%	75.1%
Black persons, percent, 2000 (a)	7.7%	5.7%	12.3%
American Indian and Alaska Native persons, percent, 2000 (a)	0.4%	0.9%	0.9%
Asian persons, percent, 2000 (a)	1.0%	1.7%	3.6%
Native Hawaiian and Other Pacific Islander, percent, 2000 (a)	Z	Z	0.1%
Persons reporting two or more races, percent, 2000	2.4%	1.2%	2.4%
Persons of Hispanic or Latino origin, percent, 2000 (b)	10.0%	3.6%	12.5%
Living in same house in 1995 and 2000, pct age 5+, 2000	52.4%	56.5%	54.1%
Foreign born persons, percent, 2000	5.9%	3.6%	11.1%
Language other than English spoken at home, pct age 5+, 2000	11.9%	7.3%	17.9%
High school graduates, percent of persons age 25+, 2000	81.8%	85.1%	80.4%
Bachelor's degree or higher, pct of persons age 25+, 2000	18.2%	22.4%	24.4%
Mean travel time to work (minutes), workers age 16+, 2000	23.2	20.8	25.5
Housing units, 2000	36,004	2,321,144	119,302,132
Homeownership rate, 2000	62.2%	68.4%	66.2%
Median value of owner-occupied housing units, 2000	\$108,000	\$112,200	\$119,600
Households, 2000	34,411	2,084,544	105,480,101
Persons per household, 2000	2.54	2.5	2.59
Median household income, 1999	\$41,902	\$43,791	\$41,994
Per capita money income, 1999	\$19,578	\$21,271	\$21,587
Persons below poverty, percent, 1999	9.5%	8.7%	12.4%
Land area, 2000 (square miles)	23	54,310	3,537,438
Persons per square mile, 2000	3,794.7	98.8	79.6

(a) Includes persons reporting only one race.

(b) Hispanics may be of any race, so also are included in applicable race categories.

Z: Value greater than zero but less than half unit of measure shown

* Source: US Census Bureau State & County Quick Facts: quickfacts.census.gov

Kenosha, Wisconsin

Case Statement

Kenosha is located on Lake Michigan in the southeast corner of Wisconsin, 32 miles south of Milwaukee and 67 miles north of Chicago. Both cities exert significant economic influence, with more than 40% of residents working outside of Kenosha County. Major industries include commercial fishing and more than 100 years of automobile manufacturing. Kenosha used to be known for its taverns and factories, but it has begun to draw residents from Chicago and Lake County, IL. Significant effort has gone into diversifying the local economy, emphasizing tourism, cultural amenities and lakefront recreation. Kenosha also hosts 10,000 college students, and has many architectural treasures such as the Daniel Burnham-designed public library.

There are two distinct Kenoshas: the eastern historic core along Lake Michigan, and newer development stretching seven miles west towards I-94. The City has worked to make downtown Kenosha a regional draw for two decades, beginning with a plan in the 1980's to develop a lakeside marina adjacent to the Chrysler manufacturing facility. When Chrysler left its lakefront site in 1989, along with more than 6000 local jobs, the City recognized an opportunity to further transform downtown Kenosha and expand public access to Lake Michigan.

In 1996, the Urban Land Institute (ULI) worked with local residents and planners to study the potential for Kenosha's lakefront redevelopment. The resulting plan envisioned a new neighborhood and museums fronting onto a harbor park. The ULI plan, subsequently refined by a planning firm, has been successfully implemented. As part of the redevelopment effort, a year-round east-west trolley loop was introduced. The trolley links the museums, the commuter rail stop, government buildings, parking facilities and the lakeshore edge. There is some interest in adding a north to south trolley loop to connect more of the central downtown districts via public transportation.

Kenosha is poised to undertake another phase of downtown redevelopment. Because several downtown parcels are vacant or under-utilized, there is the potential to concentrate related uses into districts and open up other properties for development. Due to the previous redevelopment efforts, infrastructure is already in place, ready to support new infill projects. Kenosha is the county seat, and one project might involve relocating the existing municipal building nearer to county buildings in the Civic District. This move would create a marketable development site with views of Lake Michigan. Another potential project would involve building a 5,000-seat multi-purpose arena in downtown Kenosha. To support the growing tourism industry, the existing lakefront hotel and convention center might also be renovated or rebuilt.

Kenosha's past redevelopment efforts have been successful, largely due to the foresight of local leaders who saw opportunity in the face of economic transformation. But there are some challenges that will need to be addressed by future development efforts. The Metra commuter train is an asset, but it physically separates the core of downtown from the western part of the city. The biggest redevelopment challenge facing Kenosha is funding. Residents currently bear \$1.7 million in annual taxes to support their local museums, and \$5-6 million is spent every year on park maintenance. These quality-of-life amenities are important to local residents but there are limits to what can be sustained by tax dollars alone.

Kenosha, Wisconsin

The City of Kenosha, Kenosha County, local business owners, residents and other property owners will continue to be involved in downtown Kenosha redevelopment efforts. A revitalized downtown will help to grow the local tax base, create job opportunities, inspire entrepreneurship, attract residents and tourism, diversify cultural and entertainment options, and infill vacant and blighted properties. Despite the sluggish national economy, there are signs of interest from prospective developers. Now is a good time to create a publicly supported strategy and vision for the continued revitalization of downtown Kenosha.

Questions

1. How should the boundaries for the next phase of downtown planning be defined?
2. What additional programming and land uses should be considered for under-developed land in downtown Kenosha near Lake Michigan?
3. What zoning modifications should Kenosha consider to prepare for future redevelopment projects? For example, view corridors toward the iconic lighthouse have been discussed. How are these policies best enacted?
4. What is the ideal density and height for remaining development areas at and adjacent to the harbor? Is the current maximum building height of 100 feet appropriate?
5. How can downtown redevelopment be funded without burdening local taxpayers?
6. If a 5000-seat multi-purpose arena were built in downtown Kenosha, where would it best be located?
7. How can downtown Kenosha be better connected to adjacent residential neighborhoods, especially at barriers such as the Metra underpass?
8. The future may bring additional visitors to Kenosha from the water, via dinner cruises, water taxis, etc. What physical improvements to Kenosha's lakefront would support this type of activity?



Figure 1: Satellite view of Kenosha, WI

The Honorable William J. Healy III **Mayor of the City of Canton**



Mayor William J. Healy II was elected to his first term as Mayor of the City of Canton on November 6, 2007. Before being elected Mayor, he was elected in 2004 and 2006 to represent the 52nd District of the Ohio House of Representatives, which includes all of Canton and parts of Stark County.

A former small business owner, Mayor Healy spends most of his time creating new opportunities for economic development and job creation in Canton. A large part of his strategy depends upon cooperation between local governments in the region and an increased emphasis on the development of international trade. In 2008, area businesses made plans to spend nearly \$1 billion to grow their local operations, which the Mayor hopes to use as a foundation for creating future opportunities within the city.

When not working to strengthen Canton's local economy, Mayor Healy focuses his energy on improving the safety and security of Canton's neighborhoods. In 2008, he added ten additional officers to the city's police force and began to implement new strategies to combat crime and reduce the prevalence of drugs, prostitution, and gangs on city streets.

Understanding that strong neighborhoods are essential to safe communities, Mayor Healy is committed to making Canton a city where people want to live, work and raise a family. By investing in public infrastructure, creating home rehabilitation programs, and awarding grants to neighborhood associations, the Mayor hopes to instill a long-lasting sense of pride and ownership in Canton's neighborhoods.

Mayor Healy is a graduate of Canton McKinley Senior High School. He earned an associate's degree from the Stark Campus of Kent State University in Canton, a bachelor's degree from Rowan University in New Jersey, and a Master of Business Administration degree from the NYU Stern School of Business in New York City. Mayor Healy is the son of the late William J. Healy, a former Democratic city councilman and long-time state lawmaker in the Ohio House of Representatives.

Canton, Ohio

United States Census Data

	Canton	Ohio	USA
Population, 2006 estimate	78,924	11,478,006	293,655,404
Population, percent change, April 1, 2000 to July 1, 2006	-2.5%	1.1%	4.3%
Population, 2000	80,806	11,353,140	281,421,906
Persons under 5 years old, percent, 2000	7.8%	6.6%	6.8%
Persons under 18 years old, percent, 2000	26.6%	25.4%	25.7%
Persons 65 years old and over, percent, 2000	14.3%	13.3%	12.4%
White persons, percent, 2000 (a)	74.5%	85.0%	75.1%
Black persons, percent, 2000 (a)	21.0%	11.5%	12.3%
American Indian and Alaska Native persons, percent, 2000 (a)	0.5%	0.2%	0.9%
Asian persons, percent, 2000 (a)	0.3%	1.2%	3.6%
Native Hawaiian and Other Pacific Islander, percent, 2000 (a)	Z	Z	0.1%
Persons reporting two or more races, percent, 2000	3.1%	1.4%	2.4%
Persons of Hispanic or Latino origin, percent, 2000 (b)	1.2%	1.9%	12.5%
Living in same house in 1995 and 2000, pct age 5+, 2000	56.3%	57.5%	54.1%
Foreign born persons, percent, 2000	1.7%	3.0%	11.1%
Language other than English spoken at home, pct age 5+, 2000	4.7%	6.1%	17.9%
High school graduates, percent of persons age 25+, 2000	75.1%	83.0%	80.4%
Bachelor's degree or higher, pct of persons age 25+, 2000	11.8%	21.1%	24.4%
Mean travel time to work (minutes), workers age 16+, 2000	18.8	22.9	25.5
Housing units, 2000	35,502	4,783,051	119,302,132
Homeownership rate, 2000	59.7%	69.1%	66.2%
Median value of owner-occupied housing units, 2000	\$66,300	\$103,700	\$119,600
Households, 2000	32,489	4,445,773	105,480,101
Persons per household, 2000	2.39	2.49	2.59
Median household income, 1999	\$28,730	\$40,956	\$41,994
Per capita money income, 1999	\$15,544	\$21,003	\$21,587
Persons below poverty, percent, 1999	19.2%	10.6%	12.4%
Land area, 2000 (square miles)	20	40,948	3,537,438
Persons per square mile, 2000	3,932.2	277.3	79.6

(a) Includes persons reporting only one race.

(b) Hispanics may be of any race, so also are included in applicable race categories.

Z: Value greater than zero but less than half unit of measure shown

* Source: US Census Bureau State & County Quick Facts: quickfacts.census.gov

Canton, Ohio

Case Statement

Canton, Ohio is located in the northeastern portion of the state, approximately 60 miles south of Cleveland. Founded in 1805 on the West and Middle Branches of the Nimishillen Creek, Canton developed as a major manufacturing center due to the confluence of numerous railroad lines. While the manufacturing sector of the city remains stable with industrial leaders such as the Timken Company, the Belden Brick Company, and Diebold Safe and Lock Company maintaining large production facilities in the city, Canton's overall manufacturing sector has witnessed decline in the past twenty years. In response to the decline of heavy manufacturing, the city's industry has diversified into service economy sectors including retail, education, financial, and healthcare.

In support of that diversification, the City of Canton has been working with Cormony Development on the re-purposing of the former Hercules Motors Company Complex. The complex was home to the Hercules Motors Company from 1915 until 1999. During that time, over 2.5 million engines were built for trucks, jeeps, generators, pumps and other equipment. Hercules was, at one time, the world's largest producer of internal combustion engines. During World War II the company devoted 100 percent of its production to war needs, employing 5,800 men and women working a 24-hour a day, seven day a week production schedule.

The Hercules Motors Company Complex encompasses 26 acres and 610,000 square feet of vacant industrial property within 29 interconnected warehouse buildings constructed between 1855 and 1945 in downtown Canton, Ohio. The redevelopment involves the environmental clean up of the brownfield site and its buildings, the adaptive re-use of historic structures consistent with Smart Growth policies, and the use of multiple tax credit programs.

Located at the southern edge of downtown Canton, Ohio, near the intersection of Route 30 and Interstate Highway 77, the project is favorably positioned near major regional transportation infrastructure that will enable it to form a gateway into the city. It will also fortify recent commercial investment in the Central Business District which has been stimulated by the privately funded adaptive re-use of historic commercial structures into market rate housing and a strengthening cultural and arts district. These developments have all been reinforcing the northern portion of the cultural district.

The proposed program for the Hercules adaptive re-use is intended to act as a catalyst for redevelopment in the southern portion of the Central Business District. A variety of uses have been identified that can be utilized to leverage sustained development of surrounding parcels and improve upon assets that bring the city consistent national recognition and tourism revenue. These program elements include market rate housing, rental apartments, class A office space, retail space, restaurant space and a convention center. The convention center will serve as the new home for the Pro Football Hall of Fame's enshrinement dinner, gameday luncheon, and fashion show, all keynote events during induction weekend and significant revenue generators for local businesses.

While new uses will enable revitalization of this city sector, stakeholders recognize the necessity to maintain the heritage of Canton's industrial past. Development guidelines have been established that will preserve the character of the existing structures and enable appropriate upgrading/modernization

Canton, Ohio

that will be vital to the success of the re-programmed space. The Hercules Motors Company complex has been placed on the National Register of Historic Places and has received Part II approval from the State Historic Preservation Office and the National Park Service, ensuring the preservation of heritage while making the property eligible for both State and Federal Historic Tax Credits which will assist in the realization of the project.

Pre-development work has already been initiated. In the first quarter of 2008, environmental remediation and selective demolition were completed. The Remedial Action Plan (RAP) prepared for the Hercules site as a component of this work represents the culmination of an intensive Phase II Environmental Site Assessment conducted under the Ohio EPA's Voluntary Action Program (VAP). At the conclusion of this process the US EPA and the Ohio EPA will both sign off on the environmental condition of the site and issue a Covenant-Not-To-Sue. This is the highest level of assurance provided at the State and Federal level that environmental issues have been properly identified and rectified to an appropriate level.

Consistent with successes in pre-development, the city and its partners expect to create a green project to the greatest extent possible within existing project and market constraints. The project aspires to be a model for urban, historically sensitive redevelopment, brownfield remediation, main street development and low-income community development. With a projected budget of 178 million dollars for full implementation, this project will be the largest development in Stark County in over three decades. Central to the success of the Hercules project will be consensus support from a broad range of constituents. Evidence of support has already been provided by a coalition of Ohio State, local and private entities whose efforts resulted in the establishment of a 36 million dollar tax credit for the project, an incentive for the first phases of development that will revitalize a dormant sector of the city and define a vital urban gateway to the Stark County seat.

Canton, Ohio

Questions

1. What is the overall best mixture of uses for the former Hercules plant and the various surrounding parcels located within the Hercules development?
2. What should be the city's strategy for the municipal parking deck and the use of surrounding land and buildings?
3. If the Hercules development is to include an adjacent hotel, how should the phasing of this project be structured?
4. What type of design strategy would enhance the Hercules development as a visual gateway to the Downtown from Route 30 and I-77?
5. How do we create/improve connections between the Hercules district, Downtown Canton, and the Professional Football Hall of Fame?
6. How do we create a vibrant and active commercial and financial district that extends the already existing pedestrian-friendly downtown streetscape to the Hercules development?



Figure 1: Canton Masillon Metropolitan Area in context of Ohio State Boundary

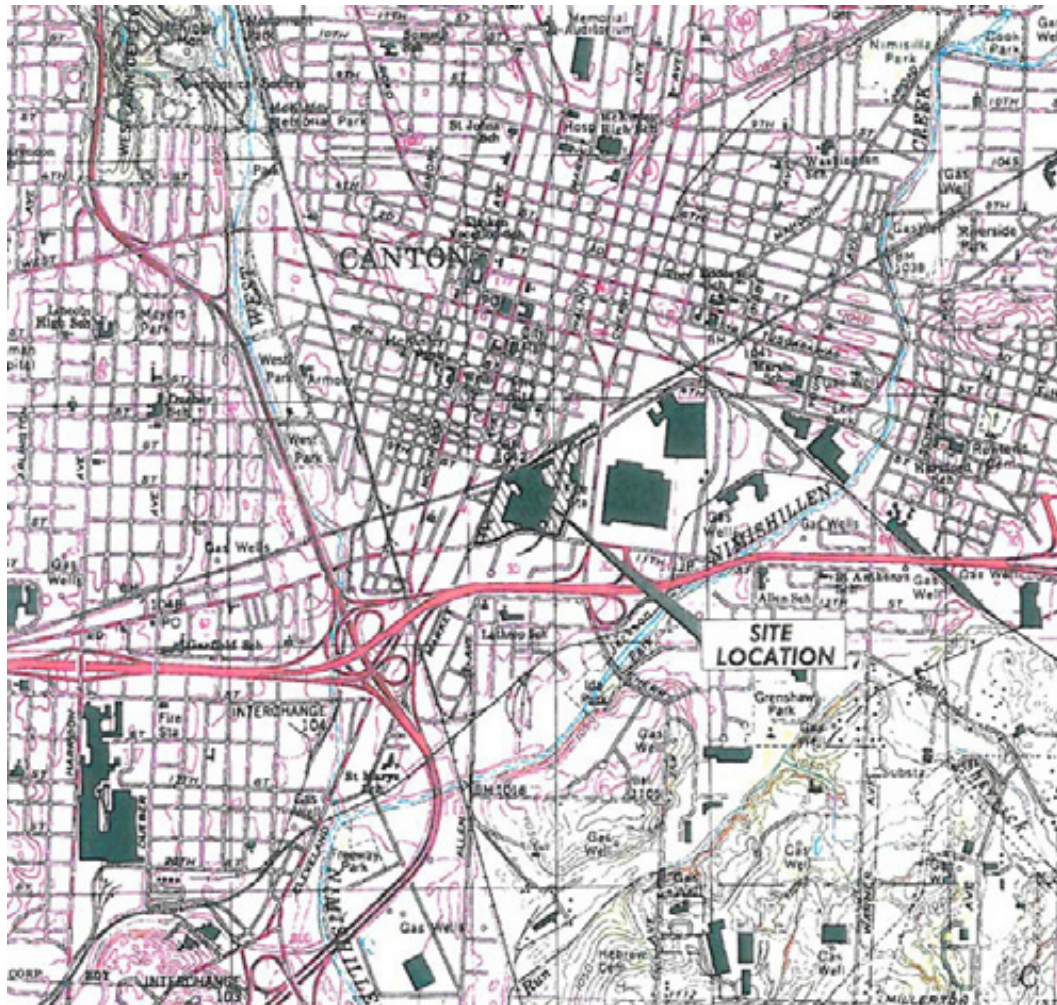


Figure 2: Map of Canton - Hercules Motor Company Complex located just north of Highway 30 (running east-west) and east of Highway 77 (running north-south)



Figure 3: Aerial view of the Hercules Motor Company Complex taken from the south, looking north



Figure 4: Interior view of the Hercules Motor Company high bay space

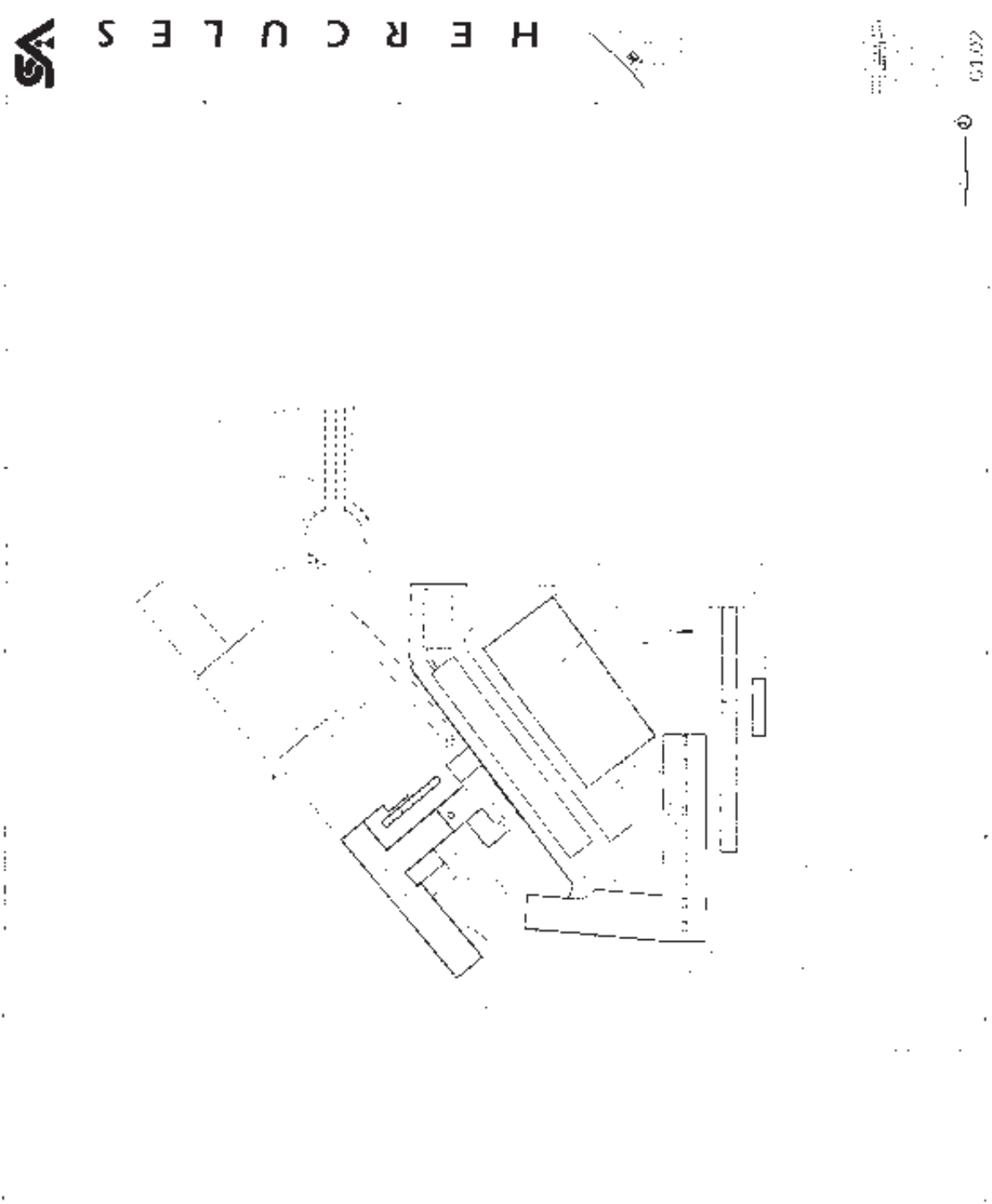


Figure 5: Hercules Motor Company adaptive re-use site plan



Figure 6: Existing view of Hercules site taken from east entrance



Figure 7: Rendering of transformed Hercules site, view taken from east entrance



Figure 8: Rendering of transformed Hercules site, view taken from east



Figure 9: Existing view of Hercules site taken from Highway 30 to the south of the complex; Canton Central Business District beyond to the north



Figure 10: Existing view of Hercules site taken from termination of rail overpass on east side of site, view looking west



Figure 11: Existing view of Hercules site taken from the rail overpass on east side of site, view looking west



Figure 12: Existing view of Hercules Complex taken from the rail yard to the north of the site, view looking south



Figure 13: Existing view of Hercules Site/Complex taken from the northwest corner looking southeast



Figure 14: Existing view of Hercules Complex taken from Market Avenue on west side of site



Figure 15: Existing view depicting the physical condition of the existing structure from the exterior



Figure 16: View of Hercules Complex and surrounding context from Market Avenue travelling south toward Highway 30



Figure 17: View of Central Business District/urban core north of the Hercules Complex. Onesto market rate housing adaptive re-use located in structure beyond church steeple at center of image



Figure 18: View of Central Business District/urban core north of the Hercules site

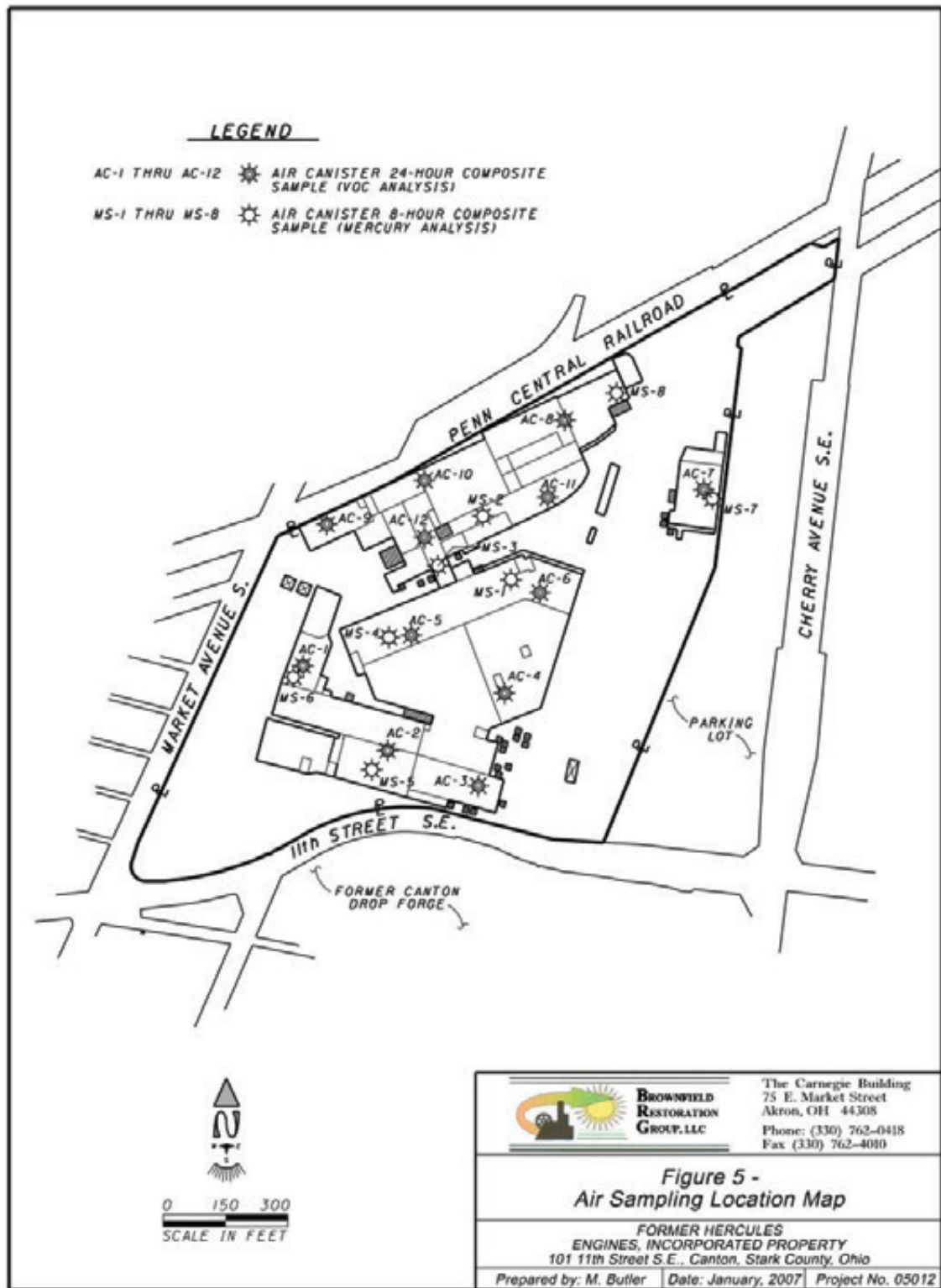


Figure 19: Air Sampling Location Map developed during Phase I Environmental Study

The Honorable Dick Moore Mayor of the City of Elkhart



Mayor Dick Moore is a life long resident of the City of Elkhart, Indiana. He is a veteran of the United States Navy, having served nearly 4 years in Amphibious service. After being honorably discharged from the Navy, he returned home and began service as an Elkhart City Fire Fighter, eventually achieving the rank of Fire Chief. Mayor Moore is credited with helping to establish the Para-Medic and 911 service for the city.

Mayor Moore has to-date dedicated 32 years of service to Elkhart's city government. He served sixteen of those years in administrative positions, including on the Public Works Board and as President of the Board of Safety. After retiring from the Fire Department, he co-owned a successful trucking business for a decade before returning to municipal government service, this time as City Street Commissioner. During his time as Street Commissioner, Mayor Moore worked closely with the citizens of Elkhart and earned a reputation as a great communicator and a "Man that just gets the job done".

However after 12 years of service, Mayor Moore once again retired from the government sector and purchased a river boat. As Captain of the

River Queen, he conducted weekly cruises on the upper St. Joseph River.

After another eight years of "the easy life", community leaders called upon Moore to serve as Mayor. Earning nearly 70 percent of the vote, Mayor Moore is now serving his first term as Mayor of the City of Elkhart. His campaign encompassed his dedication to providing the basic and essential services that people need and expect; his motto was "Returning Government to the People".

Mayor Moore is a member of the Indiana Association of Cities and Towns Legislative Committee, a member of the Knights of Columbus, DAV, American Legion and the International Association of Firefighters. Mayor Moore is also a member of the NAACP, the U.S. Conference of Mayors and Indiana Black Expo. He and his wife Nancy have been married for 54 years and have two children and one grandchild.

Elkhart, Indiana

United States Census Data

	Elkhart	Indiana	USA
Population, 2006 estimate	52,748	6,313,520	293,655,404
Population, percent change, April 1, 2000 to July 1, 2006	0.5%	3.8%	4.3%
Population, 2000	51,874	6,080,485	281,421,906
Persons under 5 years old, percent, 2000	9.4%	7.0%	6.8%
Persons under 18 years old, percent, 2000	28.4%	25.9%	25.7%
Persons 65 years old and over, percent, 2000	10.7%	12.4%	12.4%
White persons, percent, 2000 (a)	71.5%	87.5%	75.1%
Black persons, percent, 2000 (a)	14.7%	8.4%	12.3%
American Indian and Alaska Native persons, percent, 2000 (a)	0.4%	0.3%	0.9%
Asian persons, percent, 2000 (a)	1.2%	1.0%	3.6%
Native Hawaiian and Other Pacific Islander, percent, 2000 (a)	0.1%	Z	0.1%
Persons reporting two or more races, percent, 2000	2.9%	1.2%	2.4%
Persons of Hispanic or Latino origin, percent, 2000 (b)	14.8%	3.5%	12.5%
Living in same house in 1995 and 2000, pct age 5+, 2000	44.3%	55.0%	54.1%
Foreign born persons, percent, 2000	11.4%	3.1%	11.1%
Language other than English spoken at home, pct age 5+, 2000	17.3%	6.4%	17.9%
High school graduates, percent of persons age 25+, 2000	71.5%	82.1%	80.4%
Bachelor's degree or higher, pct of persons age 25+, 2000	13.4%	19.4%	24.4%
Mean travel time to work (minutes), workers age 16+, 2000	18.3	22.6	25.5
Housing units, 2000	21,688	2,532,319	119,302,132
Homeownership rate, 2000	53.5%	71.4%	66.2%
Median value of owner-occupied housing units, 2000	\$78,200	\$94,300	\$119,600
Households, 2000	20,072	2,336,306	105,480,101
Persons per household, 2000	2.55	2.53	2.59
Median household income, 1999	\$34,863	\$41,567	\$41,994
Per capita money income, 1999	\$17,890	\$20,397	\$21,587
Persons below poverty, percent, 1999	13.6%	9.5%	12.4%
Land area, 2000 (square miles)	21	35,866	3,537,438
Persons per square mile, 2000	2,428.6	169.5	79.6

(a) Includes persons reporting only one race.

(b) Hispanics may be of any race, so also are included in applicable race categories.

Z: Value greater than zero but less than half unit of measure shown

* Source: US Census Bureau State & County Quick Facts: quickfacts.census.gov

Elkhart, Indiana

Case Statement

Elkhart is located at the northern edge of Indiana, 110 miles east of Chicago, 15 miles east of South Bend and 150 miles north of Indianapolis. The city was established at the confluence of the St. Joseph and Elkhart Rivers in the early 1830s. Early industry in Elkhart included musical instrument factories and other mills that became important to the local economy by the early 20th century.

Elkhart is known to many as the Trailer and RV Capital of the World. Its recreational vehicle industry started before World War II and grew after the war to include a range of companies manufacturing recreation vehicles, trailers, manufactured housing, boats and specialty vans. Companies operating in Elkhart included Four Winds, Hy-Line, Skyline, Travel Supreme and others. The recreational vehicle industry, currently the largest employer in Elkhart, was hit hard during the recent economic downturn. 20% of Elkhart's population is currently unemployed, and at least one RV manufacturer has closed its factory. But this has also led to opportunity and Elkhart wants to diversify its economy, looking toward solar and green technologies. Think North America, a European electric car company, will open a factory in Elkhart later this year in a former RV manufacturing facility, bringing several hundred jobs with it.

Elkhart has significant commercial and residential architecture and a relatively intact downtown central business district with much of its building stock dating from the late 19th and early 20th centuries. In the 1990's Elkhart developed a Riverwalk trail along the St. Joseph's River, featuring an ice-skating/roller-blading path depending on the time of year. Several other businesses and attractions have helped to activate the riverfront. Current redevelopment projects in the city core include the renovation of the Lerner Theater, block-by-block streetscape rehabilitation along Main Street, open space improvements and incentives for entrepreneurs interested to open businesses. The expanded Indiana University of South Bend campus has also increased activity in downtown.

Elkhart is located on the Indiana Toll Road (Interstates 80/90) 15 miles east of Notre Dame University. This proximity to a major university, along with the volume of Interstate through traffic, has created a strong demand for hotel rooms. Dozens of hotels have located at exit 92 in Elkhart, catering to business travelers and Notre Dame fans alike. Elkhart has the largest hotel community on the entire Indiana Toll Road system. This district of hotels and service retail, known as the North Point Plaza Gateway, is located approximately 3.5 miles north of downtown Elkhart's historic center.

To capitalize on the presence of so many visitors at the northern edge of the city, Elkhart embarked on a planning project to study improvements to this district, and to the larger Cassopolis Corridor (Route 19), connecting it to the city's historic urban core. Planning efforts have been driven by North Point property owners, the County Convention and Visitors Bureau, and the City of Elkhart Redevelopment Commission. An initial study done by Development Concepts Inc, Storrow Kinsella Associates and Wightman Petrie in 2007, initiated a public discussion about the area's redevelopment. Early strategies recommended that the corridor be unified in a way that extends Elkhart's identity from the historic downtown core all the way to the Indiana Toll Road and the North Point Plaza Gateway district.

Elkhart, Indiana

One of the most challenging aspects of the project is the reorganization and redevelopment of the North Point district itself. North Point was annexed by Elkhart from the County in 1993 and the prior development does not meet the City's design standards. The land use is a mix of commercial and residential, predominantly hotels but also a mix of other retail, restaurants and apartment buildings. Some buildings are currently vacant. The primary access is along Northpointe Boulevard, an east-west street perpendicular to Route 19 with minimal landscaping and no sidewalks.

There are many challenges with redeveloping this site. The current development has a confusing street and parcel layout resulting in numerous buildings that lack clear street frontage. Building, parking lot and entry orientations vary from one building to the next and several streets flow into large parking fields resulting in extremely difficult wayfinding, particularly for out of town visitors. Existing signage fails to communicate the full range of business offerings and doesn't clearly communicate that the district is the gateway to Elkhart. The existing site layout also results in poor visibility for many businesses from both the Toll Road and Route 19 corridors.

While there is interest in retaining most of the current businesses through the redevelopment process, there are individual cases where some buildings and uses are not complementary. A wide swath of right-of-way land parallel to Route 19 is undeveloped and its utilization could be negotiated with the County and/or state government. The goal of the Gateway project is to rationalize, reorganize and beautify the district while retaining existing buildings, businesses and infrastructure to as large a degree as possible. The City also sees the project as an opportunity to create a gateway entry feature that will distinguish the North Point Plaza Gateway and communicate Elkhart's unique identity to visitors exiting the Interstate.

Redeveloping the site creates an opportunity for a tie-in to enhancements along the larger Cassopolis corridor, and eventually, with the historic city center as well. Improvements will enhance visitors' perception of Elkhart and attract extended tourism and investment as people discover its unique offerings.

Questions

1. How much of the North Point Plaza Gateway district physically needs to be modified to establish a sense of place and legibility? What role can signage improvements play?
2. What are strategies to pay for landscape and streetscape improvements and how can long-term maintenance requirements be funded? Could BID be a way to finance redevelopment improvements and maintenance?
3. How can Elkhart's history and local culture be expressed through local development and streetscape elements?
4. How can the site be redeveloped so that it does not compete with downtown Elkhart's efforts?
5. How can the district and corridor be beautified and visually unified given the wide range of different uses?

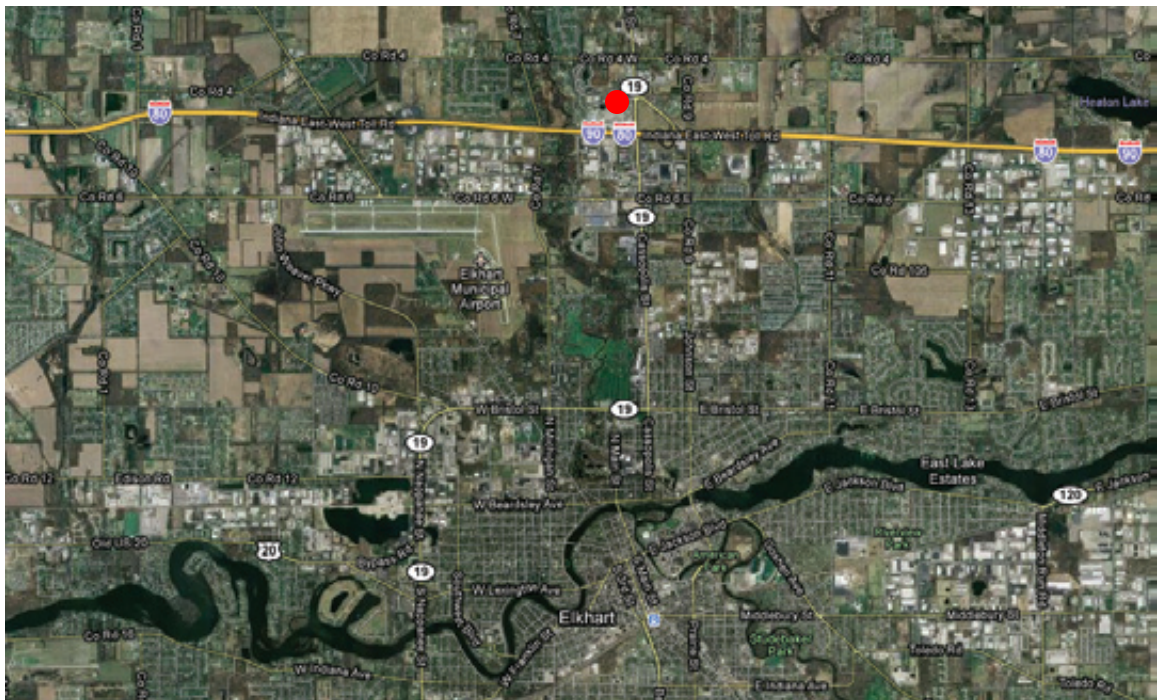


Figure 1: Satellite view of Elkhart, IN, with location of North Point Plaza Gateway in red



Figure 2: North Point Plaza Gateway, aerial view



Figure 3: North Point study Area: Existing land use

The Honorable Danny Jones Mayor of the City of Charleston



Mayor Danny Jones encourages citizens of Charleston, West Virginia to “follow your passions,” and as a result, West Virginia’s capital city is experiencing some of its most dynamic and results-oriented leadership in years. Working with community partners, Mayor Jones is leading Charleston toward being the cultural, recreational and business capital of Appalachia.

In May 2007, Mayor Jones became the first Mayor of Charleston in 20 years to win re-election, winning 78 percent of the vote. His vision for making Charleston a more attractive place to live, visit and invest in the future has produced several significant accomplishments. Among these are FestivALL Charleston, a ten-day fine arts festival and the 2008 World’s Strongest Man competition. Under Mayor Jones, the City’s police force has been expanded by 20 positions. This move, along with new Police Department leadership, has coincided with a decrease in the city’s murder and crime rates.

Mayor Jones has overseen and continues to support beautification and public space initiatives in Charleston, including a new canopy and performance stage in Haddad Riverfront Park, the decorative lighting of two bridges, and a street paving program. He has supported an aggressive building enforcement program that now

holds property owners more accountable for the condition of their buildings and has led to the restoration or demolition of hundreds of decaying or abandoned houses throughout the city.

Mayor Jones has instituted free swimming at several city pools during summer months, and opened the Roosevelt Neighborhood Center, which converted an old school building into a vibrant gathering place in the city’s East End.

Mayor Jones is pursuing aggressive housing initiatives and investments that are transforming affordable housing and downtown Charleston. The University of Charleston has opened a new business school downtown and a renovated, state-of-the-art softball field at a city-owned park.

In addition to his service as Mayor, Danny Jones has served as Kanawha County Sheriff, a member of the West Virginia House of Delegates, Communications Director for the West Virginia Department of Transportation, and as Director of Kanawha County’s 911 Center. He has enjoyed success in the private sector as a popular radio talk show host and restaurateur. Mayor Jones was married in 2005 for the first time to the former Sara DeBarr. He has three sons: Zachary Jones, 19; Jarrett Laury Jones, 3.5; and Andrew Laurence Jones, 2.

Charleston, West Virginia

United States Census Data

	Charleston	West Virginia	USA
Population, 2006 estimate	50,846	1,818,470	293,655,404
Population, percent change, April 1, 2000 to July 1, 2006	-4.8%	0.6%	4.3%
Population, 2000	53,421	1,808,344	281,421,906
Persons under 5 years old, percent, 2000	5.5%	5.6%	6.8%
Persons under 18 years old, percent, 2000	20.7%	22.3%	25.7%
Persons 65 years old and over, percent, 2000	17.6%	15.3%	12.4%
White persons, percent, 2000 (a)	80.6%	95.0%	75.1%
Black persons, percent, 2000 (a)	15.1%	3.2%	12.3%
American Indian and Alaska Native persons, percent, 2000 (a)	0.2%	0.2%	0.9%
Asian persons, percent, 2000 (a)	1.8%	0.5%	3.6%
Native Hawaiian and Other Pacific Islander, percent, 2000 (a)	Z	Z	0.1%
Persons reporting two or more races, percent, 2000	1.9%	0.9%	2.4%
Persons of Hispanic or Latino origin, percent, 2000 (b)	0.8%	0.7%	12.5%
Living in same house in 1995 and 2000, pct age 5+, 2000	56.0%	63.3%	54.1%
Foreign born persons, percent, 2000	3.2%	1.1%	11.1%
Language other than English spoken at home, pct age 5+, 2000	5.3%	2.7%	17.9%
High school graduates, percent of persons age 25+, 2000	83.8%	75.2%	80.4%
Bachelor's degree or higher, pct of persons age 25+, 2000	32.6%	14.8%	24.4%
Mean travel time to work (minutes), workers age 16+, 2000	16.3	26.2	25.5
Housing units, 2000	27,131	844,623	119,302,132
Homeownership rate, 2000	58.1%	75.2%	66.2%
Median value of owner-occupied housing units, 2000	\$101,400	\$72,800	\$119,600
Households, 2000	24,505	736,481	105,480,101
Persons per household, 2000	2.11	2.4	2.59
Median household income, 1999	\$34,009	\$29,696	\$41,994
Per capita money income, 1999	\$26,017	\$16,477	\$21,587
Persons below poverty, percent, 1999	16.7%	17.9%	12.4%
Land area, 2000 (square miles)	31	24,077	3,537,438
Persons per square mile, 2000	1,690.5	75.1	79.6

(a) Includes persons reporting only one race.

(b) Hispanics may be of any race, so also are included in applicable race categories.

Z: Value greater than zero but less than half unit of measure shown

* Source: US Census Bureau State & County Quick Facts: quickfacts.census.gov

Charleston, West Virginia

Case Statement

Known as the “Home of Hospitality”, Charleston, Kanawha County is West Virginia’s capitol and its most populous city with an estimated 50,302 residents (estimated metropolitan population 303,944, 2008 Census Estimate). Charleston is located along the scenic Kanawha Valley at the confluence of the Elk and Kanawha Rivers. Originally the site of Fort Lee, built in 1788, Charleston’s early growth and prosperity was centered on salt production in the early 1800s. Drilling for salt wells led to the discovery natural gas, followed by coal. Rail lines were laid in the late 1800s, and by the turn of the century, Charleston had become both a river and rail transportation hub as well as a center for steel, chemical, glass and timber industries. Today, three interstate highways converge in Charleston, bringing Charleston within 500 miles of more than 50 percent of the country’s major market areas. The Kanawha region is at the center of the state’s finance, trade, government, retail and cultural sectors, and as a result, its economy is quite diversified.

Downtown Charleston is bordered to the north by the Elk River, the east and south by the Interstate 64/77 and to the west by the Kanawha River, and is flanked by hillsides filled with historic estate homes on the south side and the Spring Hill Cemetery on the north side. Its Central Business District (CBD) is situated in the northern half of downtown, while the southern half is mostly occupied by a residential neighborhood and the State Capitol Complex. There are three access points to the I-77/64 from within downtown, and two bridges including the I-64 bridge. The downtown’s street pattern is strongly oriented in an east-west direction, with weak north-south linkages, and there is an extensive one-way street system. Its major one-way pair thoroughfares are Washington Street East (Route 60)/Lee Street and Quarrier Street East/Virginia Street East. Kanawha Boulevard East is also a major thoroughfare with four lanes of traffic (truck traffic is not permitted). The Kanawha Regional Transit Authority’s (KRTA) regional bus transit hub, called the Laidley Transit Mall, is adjacent to Slack Plaza, a large public square at the center of a mid-block pedestrian mall (Brawley Walkway) that links the Town Center Mall to the Downtown Village District surrounding historic Capitol Street. An Amtrak station is located across the river beside the pedestrian-friendly South Side Bridge. There are currently no bike lanes in Charleston and there was opposition to a recent Sasaki Associates proposal, supported by the Mayor, to replace a lane of traffic along Kanawha Boulevard with a riverfront trail and bike route.

Charleston’s downtown daytime population is said to double during the work week, with most employees commuting by car as evidenced by the numerous large, stacked parking garages and surface parking lots scattered throughout downtown. The city’s biggest downtown employers are the State Capitol Complex (over 12,000 employees), the Charleston Area Medical Center Healthy System (three locations and more than 5,000 employees), the Charleston Town Centre Mall and the Plaza East Shopping Center. The University of Charleston is located across the river from the State Capitol Complex. After a period of decline, the Charleston Town Centre Mall has regained momentum. The mall has 930,923 square feet of retail floor area, 130 tenants and three anchors.

Downtown Charleston suffered disinvestment during the 1960s and 70s, and efforts to revitalize the area began with the creation of Charleston Renaissance Development Corporation. Charleston Renaissance prepared the Downtown/Old Charleston Urban Renewal Plan for the Charleston Urban Renewal Authority in 1985. The Plan, focused on the CBD area, had the primary goal of

Charleston, West Virginia

preserving, restoring and enhancing the downtown's existing historic character and of prioritizing pedestrian linkages. Proposed public space redevelopment projects included the redesign of Capitol Street between Virginia and Lee Streets and Quarrier Street between Capitol and Dickinson Streets (short of the block containing the Holley Hotel site), the development of a riverfront park (now the Haddad Riverfront Park), and the expansion of a farmers market (now the Capitol Market) and the redevelopment of the former Holley Hotel site, all of which have been accomplished except for the Holley Hotel site, the focus of this case study.

The Holley Hotel used to sit mid-block on Quarrier Street, west of Leon Sullivan Way. The block itself covers 7.14 acres (311,177 square feet) and measures 466 feet along Dickenson Street, 649 feet along Lee Street, 464 feet along Leon Sullivan Way and 694 feet along Quarrier Street. The popular Capitol Street and Brawley Walkway leading to the Town Center Mall are two short blocks west. In contrast to Capitol Street's late 19th century architectural style, the section of Quarrier Street between Hale Street and Leon Sullivan Way features many examples of Art Deco style, including the now-closed Quarrier Diner, a once-bustling lunch spot and a beloved local icon. Around 14 buildings are currently scattered around the block, mostly along Quarrier and Leon Sullivan Way. The block is divided into 12 different parcels, each with different owners, including the Charleston Urban Redevelopment Authority (CURA). The Kanawha County Public Library is fundraising to build a new central library on the northeast portion of the site. It has an option on all of the property that it does not own. The current design features a large building and adjacent surface parking lot. The FBI has proposed using the former Holley Hotel site but would require a 30-foot setback which is not consistent with the traditional setback pattern. The administration would like to see Quarrier Street returned to something resembling its former glory and is looking for a solution that will benefit the entire context area. The Charleston Urban Renewal Authority (CURA) owns the Holley Hotel site.

The 1997 C.E.N.T.R.A.L. (Commercial, Economic, Neighborhood, Transportation, Recreation and Living) Plan noted several urban design issues that still hold true: the lack of pedestrian and vehicular linkages between key attractions, the absence of a "gateway" to downtown, and a poor overall pedestrian and aesthetic environment along Washington Street, a main corridor between the Town Center Mall, the new Clay Center for the Arts and Sciences, and the State Capitol Complex. An additional issue identified by the Mayor is that there are very few housing choices within the CBC, and as a result, the area's amenities, which include shops, eateries and the Haddad Riverfront Park, are underused in the evenings and on weekends. A more upper-income residential area is concentrated east of Bradford Street, in the East End Historic District just north of the State Capitol Complex. A more modest-income residential section is located in the north-east corner of downtown, in a space bounded by the highway, the Elk River, Court Street and Washington Street East. Efforts by the City to lure a grocery store to downtown have yet to be successful, although the Capitol Market recently opened in a renovated railroad transfer dock near the downtown's main gateway on Leon Sullivan Way.

Charleston, West Virginia

Questions

1. How can the current site design for the library be improved from an urban design standpoint?
2. How can we support the pedestrian and historic character of nearby Capitol Street down Quarrier Street and to the Clay Center?
3. How can we better connect the Clay Center to Capitol Street by redeveloping the proposed Quarrier/Lee/Dickinson/Leon Sullivan Way block?
4. How do we reclaim the former prestige and vitality of the area that the Holley Hotel brought? How can we build off the rich historical resources?
5. How can residential use be integrated into the development? What kind of housing types and which demographics?
6. Property values in the downtown are superficially high and are a barrier to redevelopment, How can we overcome this reality?

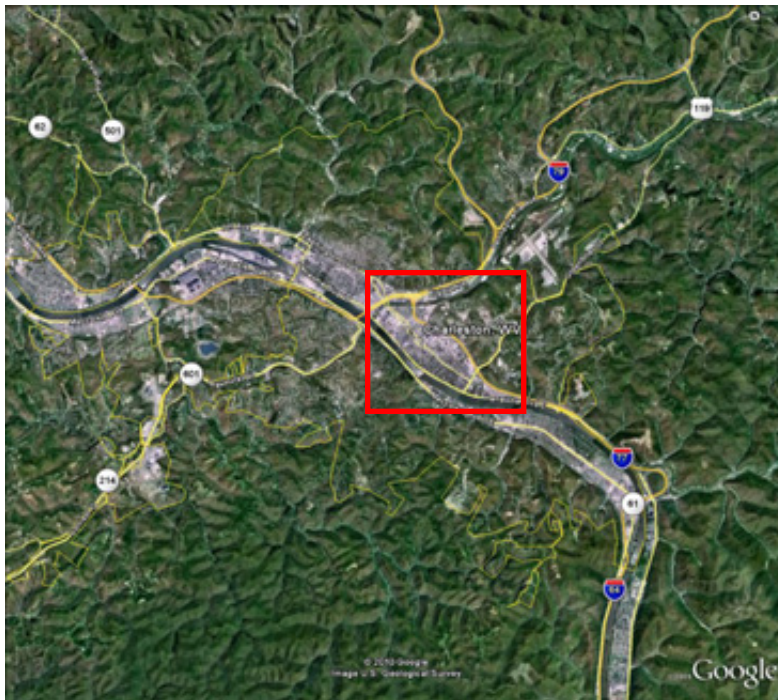


Figure 1: Major road network surrounding Charleston, WV, with downtown highlighted



Figure 2: Downtown Charleston and Kanawha River, with study area highlighted

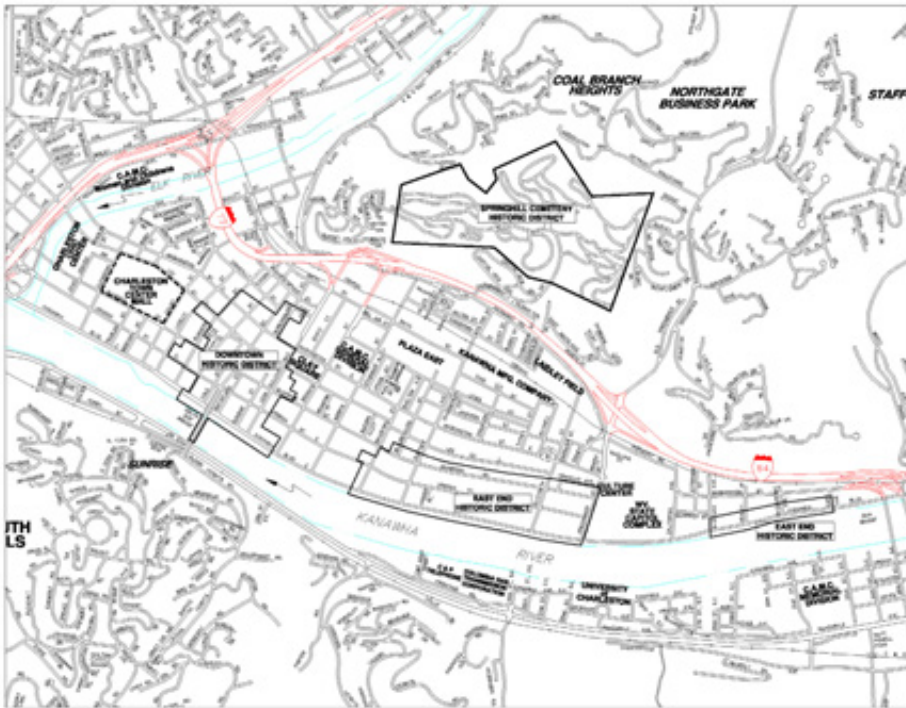


Figure 3: Historic districts in downtown Charleston



Figure 4: Town Center Mall at upper left, with Brawley Walkway leading to Capitol Street



Figure 5: Study area



Figure 6: Clay Center for the Arts and Sciences of West Virginia



Figure 7: Block containing Holley Hotel site with proposed library plan



Figure 8: Block containing Holley Hotel site (owned by CURA) with proposed library plan

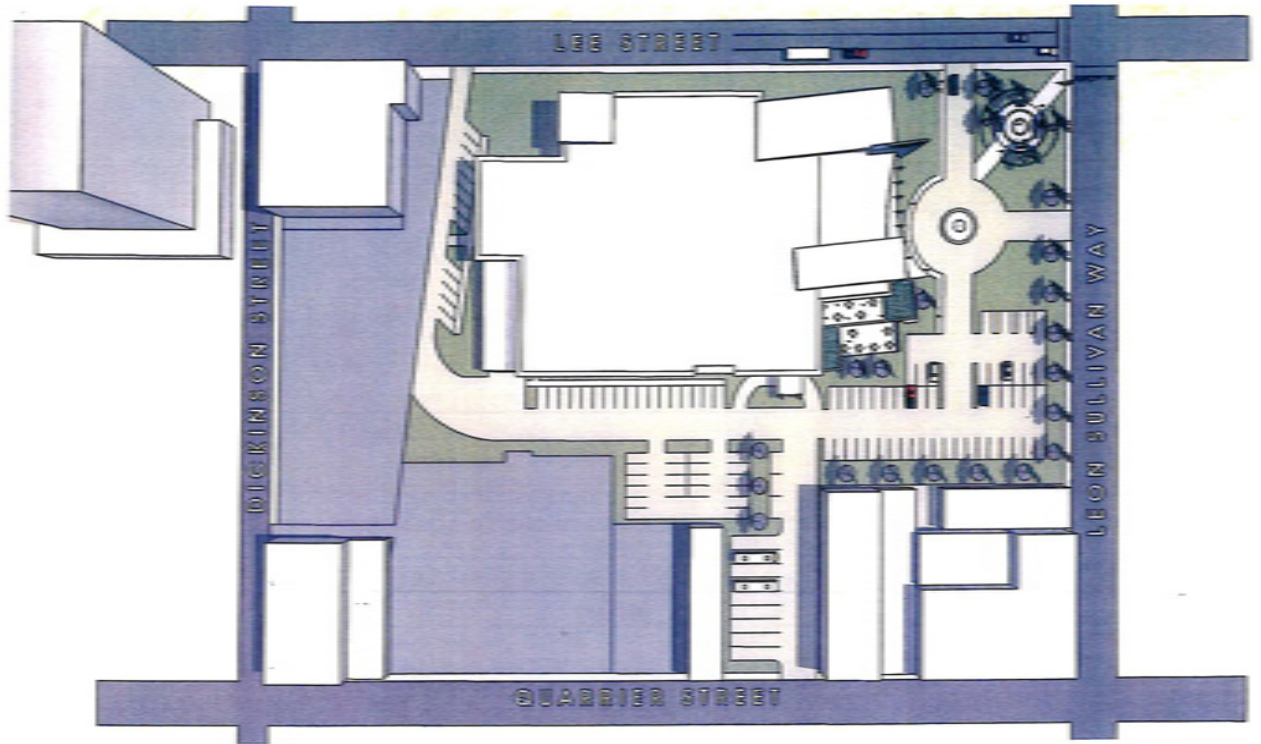


Figure 9: Current library proposal plan



Figure 10: Rendering of current library proposal as seen from Leon Sullivan Way



Figures 11-14: Views of historic Capitol Street; Brawley Walkway entrance bottom right



Figures 15-20: Views of Quarrier Street, including current library building (top two)



Figures 15-20: Views of Quarrier Street close to site, including Quarrier Dinner



Figures 21-26: Housing types in downtown Charleston, including new public housing, row houses at Arlington Court (top two); apartments being converted to condos behind Town Center Mall (middle); and Rose City Express Building adaptive reuse condos overlooking Kanawha River.

Resource Team

Frederick R. Bonci, RLA, ASLA

Founding Partner
LaQuatra Bonci Associates
95 South Tenth Street
Pittsburgh, Pennsylvania 15203
Tel: (412) 488-8822
Fax: (412) 488-8825
Email: bonci@laquatrabonci.com

William A. Gilchrist, FAIA

Senior Associate
EDAW/AECOM
817 West Peachtree Street, Suite 770
Atlanta, Georgia 30308
Tel: (404) 478-3743
Fax: (404) 965-9605
Email: bill.gilchrist@aecom.com

The Honorable William H. Hudnut III

Senior Resident Fellow Emeritus
Urban Land Institute
Managing Partner
Bill Hudnut Consultants LLC
4206 Thornapple Street
Chevy Chase, Maryland 20815
Tel: (202) 834-8815
Email: bhudnut3@gmail.com

Paul Hardin Kapp, AIA, LEED AP

Associate Professor
History & Preservation
The University of Illinois at Urbana-
Champaign
School of Architecture
MC-624 408A
608 Lorado Taft Drive
Champaign, Illinois 61820
Tel: (217) 244-3531
Fax: (217) 333-5240
Email: phkapp@illinois.edu

Walter Kulash, P.E.

Transportation Planner
32 Blands Knob Road
P.O. Box 252
Little Switzerland, North Carolina 28749
Tel: (828) 843-6552
Email: walterkulash@bellsouth.net

Dr. Deborah A. Lange, P.E., ASCE

Executive Director
Steinbrenner Institute for Environmental
Education and Research
Hamburg Hall 1209
4800 Forbes Avenue
Carnegie Mellon University
Pittsburgh, Pennsylvania 15213
Tel: (412) 443-7121
Fax: (412) 268-7813
Email: dlange@cmu.edu

Vivian Loftness, FAIA

University Professor
School of Architecture and
Center for Building Performance & Diagnostics
Carnegie Mellon University
Pittsburgh, Pennsylvania 15213
Tel: (412) 268-2350
Fax: (412) 268-6129
Email: loftness@cmu.edu

Anne-Marie Lubenau, AIA

President & CEO
Community Design Center of Pittsburgh
938 Penn Avenue
Pittsburgh, Pennsylvania 15222
Tel: (412) 391-4144
Fax: (412) 391-1282
Email: alubenau@cdcp.org

Frederick R. Bonci, RLA, ASLA **LaQuatra Bonci Associates**



Frederick Bonci is a founding principal of LaQuatra Bonci Associates, established in 1984. He has been a leader of many of the firm's community planning, urban design, and public open space projects. His knowledge and extensive experience with urban initiatives has led to an ever-increasing number of commissions both nationally and internationally. The firm's work focuses on the creation of viable and sustainable urban neighborhoods and towns that integrate natural systems, public open spaces and parks. Projects include the design of urban parks and park master plans, green initiatives and ecological framework studies, riverfronts, urban neighborhoods, town planning and site-specific landscape design projects.

Mr. Bonci is currently a member of the American Society of Landscape Architects, the Urban Land Institute, and the Congress for the New Urbanism. He is President-Elect of the Alumni Board of the School of Arts and Architecture at the Pennsylvania State University. Past community service includes positions as Chairman of the Western Section of the Pennsylvania/Delaware Chapter of the American Society of Landscape Architects, board member of the Community Design Center of Pittsburgh, and charter member of the Pittsburgh Parks Initiative.

William Gilchrist, FAIA EDAW/AECOM



William Gilchrist is Senior Associate at EDAW/AECOM, an international engineering, design and program management company. Previously, he was the first director of the Department of Planning, Engineering, and Permits for Birmingham, AL, where the work of his department was honored by the American Institute of Architects, the American Planning Association, the Department of Housing and Urban Development, and the National League of Cities, among other public, civic and professional organizations. His areas of professional interest include urban design, architecture, historic preservation, transportation-related development, and neighborhood planning. He also has a passion for urban anthropology and ekistics. He is a licensed architect and holds his national certificate with the NCARB.

Mr. Gilchrist is a graduate of MIT's Alfred P. Sloan School of Management and the School of Architecture and Planning, with a master's degree from each, as well as post-graduate work at Harvard's Kennedy School of Government. He was among the first Aga Khan traveling fellows at Harvard and MIT, documenting the Swahili architecture of coastal Kenya and was recipient of the Karl Taylor Compton Prize and the Boston Society of Architects Design Award. He has been an active participant of the

American Institute of Architects, co-chairing the Regional/Urban Design Assistance Team (R/UDAT) and was the first Chairman of the AIA Committee on Design Assistance and oversaw the initiation of the AIA Sustainable Design Assessment Team (SDAT). In 2006, he was elevated to the AIA College of Fellows where his career's work was judged best example of an Architect in Public Service for that year's installation of Fellows. He is a founding member of the Birmingham Chapter of the National Organization of Minority Architects.

Mr. Gilchrist is a trustee of the Urban Land Institute, served on its Executive Committee, was chair of the Committee on Community and is currently Chair of the ULI Public Private Partnership Council. He serves on the Board of the Remaking Cities Institute at Carnegie Mellon University and on the board of the National Association of Olmsted Parks. He is a member of the American Planning Association, and co-instructor of the professional course in urban design for the American Institute of Certified Planners. He was an editor of the 2005 Update to the *AIA Handbook of Professional Practice for Urban Design* and a contributor to the AIA publication *Livability 101*. He has lent his expertise in urban administration and design to cities in the Ukraine and Romania.

The Honorable William H. Hudnut III Urban Land Institute



Former four-term Mayor of Indianapolis and Congressman, author, public speaker, TV commentator, think tank fellow, elected official, and clergyman, William Hudnut is a Senior Fellow Emeritus at The Urban Land Institute (ULI) in Washington, DC, Managing Partner in his own consulting firm, Bill Hudnut Consultants, LLC, a faculty member at Georgetown University, and an associate with SGBlocks LLC.

Hudnut is probably best known for his sixteen-year tenure as Mayor of Indianapolis, 1976-1991. A past president of the National League of Cities and the Indiana Association of Cities and Towns, Hudnut helped Indianapolis record spectacular growth during his term in office and sustain its AAA bond rating throughout his tenure. His stated goal was to build a “cooperative, compassionate and competitive” city. He established “a national reputation for revitalizing his Midwestern city,” (*The Washington Post*) and came to be regarded as “an entrepreneurial leader willing to take prudent risks” (*The Toledo Blade*). He was actively involved in private sector developments such as the \$300 million Circle Centre downtown retail/entertainment complex, the negotiations to bring the Baltimore Colts to Indianapolis, the construction of the 36-story American United Life building in the

center of the city, and \$157 million worth of sports venues.

Prior to his entry into public life, he served as clergyman in churches in Buffalo, NY, Annapolis, MD, and Indianapolis, IN. After stepping down as Mayor, Mr. Hudnut held posts at the Kennedy School of Government at Harvard, the Hudson Institute in Indianapolis, and the Civic Federation in Chicago, before assuming his current position with ULI in 1996. Mr. Hudnut is a past member and officer of the Board of the National League of Cities. He was a member of the Millennial Housing Commission appointed by Congress during 2001-2002.

Mr. Hudnut is the author of several books and the recipient of many awards, including Princeton University’s highest alumni honor, the Woodrow Wilson Award for public service (1986), City and State magazine’s Nation’s Outstanding Mayor of 1988, and the Rosa Parks Award from the American Association for Affirmative Action in 1992. Mr. Hudnut graduated from Princeton University with high honors and graduated summa cum laude from Union Theological Seminary in New York City. He has received honorary degrees from thirteen colleges and universities.

Paul Hardin Kapp, AIA, LEED AP
University of Illinois at Urbana-Champaign



Paul Kapp is Associate Professor of Architecture and Director of the Historic Preservation option at the University of Illinois at Urbana-Champaign School of Architecture.

From 2002 to 2008, he was the Campus Historic Preservation Manager and Historical Architect at the University of North Carolina at Chapel Hill, and a Lecturer in the UNC Department of City and Regional Planning from 2004 to 2007. Prior to that, he was Principal Partner at Kapp & Robbins in Galax, Virginia.

Professor Kapp has been interested in downtown revitalization both in his professional practice and in his academic research; he has been a downtown revitalization consultant for the West Virginia Department of Culture and History and he has presented papers on his research addressing historic preservation in mid-sized cities to conferences sponsored by Preservation North Carolina and the Association of Collegiate Schools of Architecture.

Professor Kapp obtained a Master of Science in Historic Preservation from the University of Pennsylvania and a Bachelor of Architecture from Cornell University. He is a member of the

American Institute of Architects, the Association for Preservation Technology International and the National Trust for Historic Preservation. He is the author of *William Nichols and the Making of the Old South* (forthcoming, the University of North Carolina Press, 2010) and is currently co-editing a book with Paul J. Armstrong on re-inventing post-industrial cities which is scheduled to be published in 2011.

Walter Kulash, P.E. Transportation Planner



Walter Kulash, P.E., has over 30 years of experience as a traffic engineer working for engineering consultants. He is currently working as an independent public-interest traffic engineer.

Mr. Kulash's approach to traffic engineering reaches for a new balance point between the long-held engineering goal of moving as much vehicular traffic as efficiently as possible, and the evolving view of streets as valuable for many other purposes. These include non-motorized travel, the street's role as the community's premier public space and streets as armatures for valuable addresses for institutions and retail development.

Typical sponsors for striking this new balance point are cities, community development groups, new urbanist designers, non-governmental organizations (NGO's), the retail industry and, increasingly, the transportation planning field itself.

Mr. Kulash was the primary author of *Residential Streets, Third Edition* (2001), published by the Urban Land Institute, and contributed chapters on traffic calming to *The Time Saver Standards for Urban Design* (2003), published by McGraw Hill Companies, and the

Massachusetts Highway Design Manual (2005). Mr. Kulash holds a Bachelor of Science in Industrial Engineering from North Carolina State University, a Masters in Civil Engineering (Transportation Planning) from Northwestern University, and an MBA from the University of North Carolina, Chapel Hill, North Carolina.

Dr. Deborah A. Lange, P.E., ASCE
Carnegie Mellon University



Deborah Lange is the Executive Director of the Steinbrenner Institute for Environmental Education and Research (SEER) at Carnegie Mellon in Pittsburgh, Pennsylvania. The SEER was founded in the Spring of 2004 with the mission to help the university realize some of its boldest goals: inspiring students to make a real difference in the real world and changing the way the world thinks and acts with regard to sustainability.

She has also been the Executive Director of the The Western Pennsylvania Brownfields Center at Carnegie Mellon since 1997. The Center is intended to work with small businesses and communities to promote brownfield-related research and serve as a vehicle to enhance the growth of Brownfields cleanup and development in Western Pennsylvania. With a grant from the USEPA, she is current working on a life cycle assessment project to compare the environmental impacts of brownfield development vs. greenfield development. This project also includes the creation and evaluation of a multi-attribute decision-making tool that will allow for the evaluation of property development priorities given the limited resources of time and funding.

In addition to her registration as a professional engineer, Dr. Lange is President of the Board of Directors of the Engineers' Society of Western Pennsylvania and a Board member of the Heritage Community Initiative in Braddock, Pennsylvania. She holds a B.S. in Civil Engineering from the Pennsylvania State University (1979), a M.S. (1982) and Ph.D. (2001) in Civil and Environmental Engineering from Carnegie Mellon.

Vivian Loftness, FAIA Carnegie Mellon University



Vivian Loftness is an internationally renowned researcher, author and educator with over thirty years of focus on environmental design and sustainability, advanced building systems and systems integration, climate and regionalism in architecture, as well as design for performance in the workplace of the future. Her research on the linkage of sustainable built environments to improved human health and productivity has won international recognition. Supported by a university-industry-government partnership, the Advanced Building Systems Integration Consortium, she is a key contributor to the development of the Intelligent Workplace - a living laboratory of building innovations for performance, along with authoring a range of publications on international advances in the workplace.

She has served on seven National Academy of Science panels as well as being a member of the Academy's Board on Infrastructure and the Constructed Environment, and given four Congressional testimonies on sustainable design. Her work has influenced both national policy and building projects, including the Adaptable Workplace Lab at the U.S. General Services Administration and the Laboratory for Cognition at Electricity de France.

As a result of her research, teaching and professional consulting, Vivian Loftness received the 2002 National Educator Honor Award from the American Institute of Architecture Students, a 2003 "Sacred Tree" Award from the US Green Building Council, and the 2009 Shades of Green Leadership Award from the Green Building Alliance.

Vivian Loftness has a Bachelor of Science and a Master of Architecture from MIT, and is on the Board of Directors of the U.S. Green Building Council, AIA Communities by Design, Turner Sustainability, and the Global Assurance Group of the World Business Council for Sustainable Development. She is a Fellow of the American Institute of Architects and a registered architect, and University Professor at Carnegie Mellon University in Pittsburgh, PA.

Anne-Marie Lubenau, AIA Community Design Center of Pittsburgh



Anne-Marie Lubenau is President and Chief Executive Officer of the Community Design Center of Pittsburgh, a non-profit organization dedicated to improving quality of life through the design of the built environment. Before joining the CDCP in 1998, Anne-Marie worked as an architect for 12 years, most recently for the New York-based architecture and design firm Perkins Eastman.

Since becoming CEO in 2001, Anne-Marie has overseen the expansion of the CDCP into a regional resource for education, advocacy and technical assistance for planning and design. Under her leadership, the CDCP has emerged as a model for community design nationwide.

In addition to her work at the CDCP, Anne-Marie has served as a guest critic and adjunct faculty member at Carnegie Mellon University's School of Architecture. She has taught classes through the University of Pittsburgh, the Pittsburgh History & Landmarks Foundation and other institutions.

Anne-Marie chairs the Pittsburgh Civic Design Coalition, an alliance of eight organizations focused on the design of the built environment. She has served as a member of the City

of Pittsburgh's Contextual Design Advisory Panel and on the board of the Association for Community Design.

A registered architect, Anne-Marie regularly contributes to discussions about community planning nationally. She has written articles about planning and design for Planners Network and the *Pittsburgh Post-Gazette*, and is quoted frequently in the media as an authority on planning and community design. She has delivered presentations at conferences hosted by the Association for Community Design, the International Downtown Association and the Pennsylvania Housing Alliance.

Anne-Marie holds a Bachelor of Architecture degree from Carnegie Mellon University.