LOUISVILLE/JEFFERSON COUNTY METRO GOVERNMENT
CALL FOR INTEREST FOR THE

URBAN GOVERNMENT CENTER
(“UGC PROPERTY”)

SUBMITTED BY:
a joint development partnership of
WEYLAND VENTURES | NORTON COMMONS DEVELOPMENT GROUP

MARCH 15, 2017
Dear Ms. Ferguson:

Weyland Ventures (formerly known as City Properties Group) and the Norton Commons Development Group are pleased and excited to submit our joint response to the Louisville/Jefferson County Metro Government’s (LMG) Call For Interest in developing the property referred to as the former Urban Government Center (“UGC”). The UGC property represents a key opportunity to create a significant new, multi-faceted urban place in the heart of its urban core. This opportunity has the potential to encompass the very best of New and Old Urbanism, sustainability and environmental responsibility, and a 21st century approach to redevelopment; one that integrates a sensitivity to its surroundings and its history, a range of residential styles and price points, walkability, a mix of uses, and bold design. In essence, the creation of a new neighborhood that connects to and enhances its adjacent neighborhoods. While this approach may sound aspirational, the operating philosophy of our development team and our understanding and expertise creating large scale, multi-phased great new urban places over an extended period of time provide strong evidence of our ability to transform the UGC property into such a place.

Vibrant and sustainable urban neighborhoods are not created all at once. Nor are they homogeneous in design, massing, architecture, land use and income. They are living organisms that grow and mature over time, adapting to and reflecting market conditions and urban demographics, where each phase of its evolution is informed by prior phases. New or completely redeveloped urban places such as the UGC property should – we believe – follow these same principles. While the first step is to create a dynamic overall development strategy that focuses on and includes all of the elements of a strong and vital urban neighborhood, the development team must be able to demonstrate its willingness and experience in remaining in place over a long period to time in order to allow the neighborhood to mature and grow.

Our Development Team Joint Venture Partners have individually demonstrated their ability to create such dynamic places and a long term commitment to see them through. We can point to records of success developing – and sustaining - places with exactly the attributes cited in the Call for Interest: unique, innovative, and sustainable developments that reflect their historical character and context; mixed income housing and a mix of uses; green space
and neighborhood amenities; cross generational interactions; and enhanced access and connections to adjacent neighborhoods and cultural resources.

Weyland Ventures has over the past 20 years exhibited a strong commitment to - and success in - the creation of dynamic urban places over multiple phases and an extended period of development. Working exclusively in urban areas – often in economically challenged locations under market conditions traditionally considered to be less than robust - integrating the redevelopment and reuse of historic properties with bold new construction, Weyland Ventures has utilized this approach as master developer of the Glassworks District, the 16 acres of market rate development in Liberty Green, and the Clay Commons here in Louisville. In addition, its principals also played a major role in the overall Redevelopment Plan in Park DuValle. Currently, Weyland Ventures is utilizing the same approach in a multi-acre and multi-phased development in downtown Dayton, Ohio. The integration of these “new neighborhoods” into the existing fabric of their urban environment, often utilizing design prototypes and urban housing concepts new to the market, have been keys to their success, as well as the development of a totally new and innovative zoning approach in the case of Liberty Green.

The Norton Commons Development Group’s philosophy and track record fits such a model as well. From the first residential occupancy in 2005, Norton Commons has become nationally recognized as a leading example of a dynamic new urban development concept, with its Master Development Plan as one of the best examples in the nation of a development founded upon the principals of the Congress for the New Urbanism. Since that time, assiduously following these principles, more than 1,200 residential units have been built and occupied, and commercial and retail space for 70 businesses has been completed, along with a plethora of neighborhood scaled amenities and green spaces, utilizing the most environmentally sensitive development practices and techniques, including energy-saving techniques such as geothermal systems. The New Urbanist Norton Commons community is one of the largest single projects of its kind, encompassing 600 acres with an ultimate buildout of 2,880 dwelling units and 560,000 square feet of retail/commercial spaces as well as 155 acres of parks and civic spaces. In addition, Norton Commons - which is built on the strong and enduring principles of a traditional town - has a Jefferson County elementary school (aptly named Norton Commons Elementary), a Catholic K-8 school and Church, a full-service YMCA, the Worthington Fire Station and an early childhood education academy in the neighborhood. At completion, Norton Commons is estimated to have $1.2 billion in taxable value.
A guiding principle of Norton Commons has been the creation of a diversity of housing choices in style, type and price points, including income-restricted senior and workforce housing. Within those price points, Norton Commons offers apartments, townhomes, condos and single family homes interspersed with top-notch amenities and park and civic spaces. This type of diversity has been achieved through, among other techniques, traditional urban design methods of controlled architecture, site setbacks, massing and scale within the block, etc.

Weyland Ventures brings to our Joint Venture an understanding, commitment and dedication to urban development – both historic rehabilitation and innovative new construction - and the principles of strong urban places; the “Old Urbanism,” one might say. The Norton Commons Development Group brings its understanding, commitment and dedication to New Urbanist principles and a desire to apply them in a smaller scale urban setting, but one in which these principles are no less important. Both partners have demonstrated the ability to create places that will stand the test of time and be of lasting value for those who live, work, play, and learn within them as well as those in surrounding neighborhoods. The combination of these perspectives, experiences, vision, development capability and capacity, and dedication to the creation of these places will far exceed the assets of each separate entity, and we are tremendously excited about working jointly on the development of the UGC property.

Creating the most appropriate, economically viable, and connective redevelopment strategy for the UGC property does not end with the qualifications and approach of the Master Development Joint Venture. This is a complex site, and much more work and understanding of its characteristics, its opportunities and challenges, and the potential market demand need to be undertaken. In addition, a structured and iterative collaborative process with the adjacent neighbors and stakeholders must be established and carried to a substantive stage before ultimate development strategy decisions are solidified. For these reasons, we have not prepared a detailed development plan with this submission, strongly believing that to do so at this point in time would be merely speculative, and not be in the best interest of our development team, Louisville Metro, or the neighborhood. Our conceptual plan does, however, highlight a number of principles and design/use elements we believe to be critically important to the UGC property’s vitality as a great urban place. Focusing attention on these core elements provides the framework for a strong new neighborhood, while allowing for flexibility as the full due diligence moves forward as further information becomes available.
Regarding our due diligence, Louisville Metro has provided a significant amount of background information and site details, which is much appreciated and represents a strong base in which to move forward. We have assembled a carefully selected support team that best understands this baseline information and can move forward quickly and expertly with the additional assessment and evaluation that must now be undertaken. This extraordinary team brings a number of assets to the project: 1) many have been involved in a number of these recent site assessments; 2) they represent a strong cross-section of experience and experience to undertake the required additional due diligence; 3) they share an operating philosophy designed to creatively determine the best options for meeting both the challenges and opportunities that exist; and 4) the Development Partners have worked collaboratively with them on a variety of projects; this is not a team that has been assembled merely for this endeavor. The team includes CityVisions Associates as the Project Manager; a unique and innovative urban design collaboration consisting of Michael Watkins Architects and Joseph and Joseph Architects; ATC Group Services as our environmental consultants; Perkins + Will as our site analysts and public collaboration specialists; Sabak Wilson Lingo as our civil engineering and zoning experts; and Zimmerman Volk Associates as our market specialists. You will see as you read through the sections that provide more detail on our team and our philosophy that each member of the team brings perspective uniquely tailored to this opportunity.

In the following sections, we have provide additional information related to the advantages of the team we have assembled, our development philosophy and how it informs our approach to the UGC property; our conceptual development plan; and representative experience and expertise that we and our support team bring to this endeavor.

We appreciate the opportunity to discuss our interest in the redevelopment of the UGC property with Louisville Metro.

Sincerely,

MARIAH GRATZ BILL WEYLAND DAVID TOMES

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Project Team

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Weyland Ventures LLC
815 West Market Street
Louisville, KY. 40202

DEVELOPMENT PARTNER
Norton Commons Development Group
9428 Norton Commons Boulevard
Prospect, KY. 40059

PROJECT MANAGEMENT
CityVisions Associates
815 West Market Street
Louisville, KY. 40202

ARCHITECTURAL SERVICES
Joseph and Joseph
550 South Fourth Street
Louisville, KY. 40202

URBAN DESIGN
Michael Watkins Architect LLC

SITE PLANNING
330 Firehouse Lane
Gaithersburg, MD. 20878

CIVIL ENGINEERING
Sabak Wilson Lingo

SITE CONDITIONS
608 South Third Street
Louisville, KY. 40202

ENVIRONMENTAL CONSIDERATIONS
ATC Group Services LLC
11001 Bluegrass Parkway
Louisville, KY. 40299

SITE DESIGN
Perkins and Will

PUBLIC OUTREACH
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Atlanta, GA. 30309

MARKET ANALYSIS
Zimmerman/Volk Associates, Inc.
P.O. Box 4907
Clinton, NJ. 08809
Project Team Advantages

The redevelopment and activation of Louisville’s UGC site into a vibrant, dynamic new in-town community is an opportunity that is rarely afforded to a City, given the difficulty in urban land assembly and the development patterns of the central core of cities such as Louisville. As such, the City needs to be assured that the development team ultimately responsible for the property’s redevelopment has the vision, the understanding, the capacity, and the long term commitment to the actions necessary to transform this currently vacant site into a vital urban place...a great urban place.

Towards this end, we have entered into what we believe is a strong and unique development partnership between Weyland Ventures and the Norton Commons Development Group. While either of these development entities - with their respective records of success in the Louisville region - could undertake the redevelopment of this site on its own, we feel strongly that a partnership of the two entities brings with it expertise and perspectives stronger than either one alone, and an extremely complementary set of assets, as well as an enhanced financial and professional capacity.

WEYLAND VENTURES

Weyland Ventures (formerly known as City Properties Group), has over the past 20 years - exhibited a passion and commitment in the creation of dynamic urban places over multiple phases and an extended period of development. The revitalization of urban areas, be they cities, downtowns, districts, or neighborhoods, is what we do. We work in no other environment. Often facing economically challenged conditions that others have deemed to have little market potential, Weyland Ventures approaches these areas with a creativity of design and development economics that enable their underlying unique qualities to emerge, be highlighted and celebrated, and transformed into marketable assets; usually through a mix of redevelopment and reuse of

Figure 1: Glassworks District Masterplan
historic properties and bold new construction. As illustrated in Figures 1 and 2, Weyland Ventures has utilized this approach as master developer of the Glassworks District, the market rate component in Liberty Green, and the Clay Commons here in Louisville. In addition, its principals also played a major role in the overall redevelopment Plan in Park DuValle. Currently, Weyland Ventures is utilizing the same approach in a multi acre and multi-phased development in downtown Dayton, Ohio. The integration of these “new neighborhoods” into the existing fabric of their urban environment, and often utilizing design prototypes and urban housing concepts new to the market, have been keys to their success, as well as the development of a totally new zoning approach in the case of Liberty Green.

Each of the projects undertaken by Weyland Ventures share common elements: they often are urban locations where the market has either not yet been established or have been overlooked; they often consist in a mix of historic preservation and new construction; they tend to introduce new development concepts, not cookie cutter approaches; and they are designed to be economically viable, often utilizing a complex mix of public and private financing and development tools. The fact that both financial institutions and investors return to participate in its developments is a testament to the soundness of the firm’s approach.

Figure 2: From the top, Glassworks Building, Townhomes at Liberty Green, Hilton Garden Inn Downtown at Clay Commons, Park DuValle
NORTON COMMONS DEVELOPMENT GROUP

The New Urbanist Norton Commons development has become one of the nation’s leading examples of the creation of a dynamic new urban place, developed over a number of years and in multiple phases. Norton Common’s strong overall development strategy and master plan, following the principles of the Congress of New Urbanism, has guided its development and maturation since 2005. Developed over a number of phases, utilizing a variety of architectural styles, housing prototypes and price points, allowing the market to determine size and scale of each phase, the neighborhood is now a distinct and vital community. The development entity initially understood that this required a long term commitment to guarantee its success, and it remains in place and continues to adhere to its New Urbanist principals more than a decade later. Bringing the New Urbanist perspective and principles to a very urban campus such as the UGC is an exciting prospect, and could make this a national model for integrating New Urbanism with “Old Urbanism.”

Figure 3: From the top, Norton Commons Masterplan, Norton Commons Aerial Photo, Norton Commons Street Views
ATC GROUP SERVICES
A thorough understanding of the site, local economic conditions, and markets, and a strong track record in the development of complex projects does not end with the development partnership, however. We have carefully assembled a team of professionals who can best assist the development partnership in understanding the site, its conditions, and the market in which it is situated, each of whom has demonstrated creativity and innovation in dealing with complicated development challenges. As an example, ATC Client Services has recently completed the environmental analysis of the site and its buildings. ATC will serve as our primary environmental conditions consultant, and the firm’s understanding of the site’s environmental conditions through this work will be invaluable in determining the most appropriate development strategy.

PERKINS AND WILL
Perkins and Will has undertaken a number of projects throughout Louisville. Its understanding of the adjacent neighborhoods and conditions in the area result from its lead role in the Louisville Central Rail Corridor Plan. Perkins and Will’s innovative Resiliency Initiative has earned it national recognition, and its work with Louisville Metro on its local Resiliency Initiative will serve the UGC property well. In addition, their public outreach initiatives and collaborative public process as demonstrated in Atlanta will serve as a model for similar efforts with the UGC project.

ZIMMERMAN VOLK ASSOCIATES
Zimmerman Volk Associates is perhaps the nation’s leading housing market analytical firm, often highlighting market niches and housing styles that are not normally produced in a city and/or a region. The company has a national reputation for innovative market analysis based on its proprietary target market methodology, and has been is recognized by the leading practitioners of the New Urbanism as the national expert on the residential market feasibility of New Urbanist communities and urban redevelopment. The company specializes in the analysis of compact and sustainable development; mixed-income, mixed-tenure redevelopment; mixed-use urban revitalization; and traditional neighborhood developments. ZVA has worked on numerous projects in Louisville, including Norton Commons and Downtown Louisville, and its insight has been invaluable in targeting new urban markets and in unit designs that can best meet the needs of City dwellers.
MICHAEL WATKINS ARCHITECTS

Michael Watkins Architects has been the site planner and Town Architect for Norton Commons since its initial design concept, and has served in these roles as well in many of the nation’s most innovative, successful and sustainable New Urbanism developments. Michael’s involvement will insure that the best New Urbanism principals are applied and integrated into this urban site, and to bring the Norton Commons model of architectural design diversity and a variety of price points to the development.

JOSEPH AND JOSEPH ARCHITECTS

Collaborating with Michael’s team on the design and architectural fabric of the development strategy is Joseph and Joseph Architects, a firm with a long and distinguished record of design excellence. In addition to currently designing some of the most creative new projects on the Louisville scene, Joseph and Joseph was the original architect of the Baptist Hospital, and its archive of plans and notes regarding that project will prove to be invaluable. In addition to its history with the Hospital building, Joseph & Joseph has recently completed the Green Roof and Building Envelope study of the LMHA Building, and are thus intimately familiar with this building and its systems.

Figure 5: Kentlands, A New Urbanist Community

Figure 6: From the left, Title Block from Original Baptist Hospital Plans, Green Roof on LMHA Building
SABAK WILSON LINGO
Sabak Wilson Lingo is the region’s most experienced land development engineers and have worked extensively with Weyland Ventures and Norton Commons. In addition, the firm’s work with MSD has resulted in a variety of green and sustainable initiatives designed to minimize the impact of development on the environment. They have also worked with a variety of institutional clients in evaluating such initiatives for their campuses. The firm’s work in creating the unique zoning approach at Liberty Green will be valuable in their assistance at the UGC.

Figure 7: From the left, Cover of EDGE at Liberty Green PD Development Plan, Conceptual Plan of Norton Commons Market Park

CITYVISIONS ASSOCIATES
Managing the project will be CityVisions Associates (CVA), led by Barry Alberts. CVA has a strong track record of managing complex, multi-phases redevelopment projects, including the redevelopment of the nationally significant former Buffalo Psychiatric Complex, a collaboration of Frederick Law Olmsted and Henry Hobson Richardson. Mr. Alberts’ former positions as the Director of the Louisville Development Authority and the Downtown Development Corporation have provided him with a unique perspective on development and redevelopment within urban Louisville, and a commitment to the creation of public/private partnerships designed to ultimately provide long term enhancements to the “civic realm” of the community.

Figure 8: From the left, Richardson-Olmsted Complex, Buffalo, NY, Master Redevelopment Plan of CityVisions Associates
Project Approach and Development Philosophy

DEVELOPMENT PHILOSOPHY

The UGC property represents a key opportunity for Louisville Metro to create a significant new, multi-phased urban place area in the heart of its urban core. This opportunity has the potential to encompass the very best of New and Old Urbanism, sustainability, and a 21st century approach to redevelopment that integrates a sensitivity to its surroundings and its history, a range of residential styles and price points, walkability, a mix of uses, and bold design. In essence, the creation of a new neighborhood that connects to and enhances its adjacent neighborhoods. While this approach may sound aspirational, the operating philosophy of our Development Team and our understanding and expertise creating large scale, multi-phased great new urban places over an extended period of time are key factors in the transformation of this property into such a place.

Vibrant and sustainable urban neighborhoods are not created all at once. Nor are they homogeneous in design, massing, architecture, land use, and income. They are living organisms that grow and mature over time, adapting to and reflecting market conditions and urban demographics, and where each phase of its evolution is informed by prior phases. New or completely redeveloped urban places such as the UGC property should – we believe – follow these same principles. While the first step is to create a dynamic overall development strategy that focuses on and includes all of the elements of a strong and vital urban neighborhood, the Development Team must be able to demonstrate its willingness and experience in remaining in place over a long period to time in order to allow the neighborhood to mature and grow.

Figure 9: Representative Streetscape Photos from Old Louisville
Our development partnership’s philosophy and track record exactly fits such a model. The New Urbanist Norton Commons development has been called “City building like we used to do it.” The model of creating a new neighborhood or community in a suburban location that mirrors the best of older, established urban neighborhoods was somewhat revolutionary when proposed in 2003, but has now been embraced by the marketplace.

Figure 10: Representative Streetscape Photos from Norton Commons

The model of creating a new neighborhood within the city using the same “urban” principles seems extremely logical, but the difficulty of land assembly in urban areas often stymies such efforts. The size and scale of the UGC property provides the Norton Commons Development Group with an exciting opportunity to do just that, with the same goals: the creation of a dynamic new urban place, developed over a number of years and in multiple phases, utilizing a variety of architectural styles, housing prototypes and price points.

Weyland Ventures has been utilizing these same principals and development philosophy in Louisville and other cities for two decades, often standing along in its adherence to urban place-making. The firm’s philosophy has never been about merely redeveloping a historic building, although many of its projects include award-winning preservation efforts that others have been unable to make feasible. Instead, its philosophy is driven by creating great places that – over time – create new market demand precisely because they are great places. The Glassworks District, now readily identified as a dynamic, vibrant part of downtown Louisville, had been a forgotten, desolate area for years. It took a vision and a willingness to assemble property and work through various phases for it to reach its potential. This “overnight success” took fifteen years, but the development strategy assumed such a time frame, even withstand the economic collapse of 2008.
Similar multi-phased development strategies, whether a tight block at Fourth and Chestnut or 16 acres of market rate housing at Liberty Green, followed the same approach.
Currently, the Edison Center has recently opened as the initial phase of a 7 acre new development area in Old Louisville, and Weyland Ventures is nearing completion on the first phase of the 12 acre East Oregon Innovation District in Dayton, Ohio.

![Figure 13: Before and After Photos of the Edison Center](image)

Weyland Ventures is proud of the fact that it has never sold any of its development projects, that none of its projects have ever experienced financial difficulties, that it has strong – and recurring relationships - with local financial institutions and local and national tax credit investors, and that it understands – as does the Norton Commons Development Group - that a 7 year, 10 year, or even 15 year timeframe to see its projects mature is par for the course.

It is therefore easy to see how the redevelopment of the UGC property fits into the development philosophy and the approach taken by both Weyland Ventures and the Norton Commons Development Group. Though working at different scales, their operating approach are extremely similar, and the underlying principles of “Old Urbanism” and “New Urbanism” can be fully integrated in the ultimate redevelopment strategy for this urban site.

While it is easy to propose large scale grandiose redevelopment plans, and city offices are often strewn with such plans that never make it off the drawing boards. It is much more difficult to actually guide these plans to fruition, and to do so in a manner than builds markets and value over time. It takes a disciplined approach that is based on true public/private partnerships. Public/Private partnerships often have come to be defined – unfortunately – as situations where both the public and private sectors negotiate against each other regarding risk and capital, each vying to gain the “best” deal for themselves. Our approach, on the other hand, is to work collaboratively with the public sector in “building” a
financial model in which the public and private sectors can best invest in the project in ways that advance its success and sustainability. The projects that we have been involved in speak directly to the value of this approach.

We believe, therefore, that the development approach to the UGC property demands the same level of commitment and dedication. Our initial development strategy is very conceptual. Anything more detailed at this point would be disingenuous to submit. As an example, the rehabilitation and reuse of the original hospital building could become a focal point for the property’s redevelopment. It is the type of historic preservation property that our team has become adept at returning to active life. However, without a fuller understanding of its environmental conditions and the other existing buildings and the site, the potential cost of demolition of its later, inappropriate additions, the market demand, etc., it is premature to determine its feasibility.

Figure 14: From the left, Historic Photo of the Baptist Hospital Building, The Building Today

Similarly, significant additional investigation of the capacity of the property’s infrastructure, a market assessment of a wide range of potential housing styles and prices, and a collaborative process with the surrounding neighborhoods and stakeholders, are all required before a more detailed development plan would be created. However, our conceptual plan is nonetheless based upon certain underlying principles that, given our experience and our understanding – as well as those of the other collaborators that compose our Development Team – we believe strongly should form the base core of any redevelopment program: the reinstitution of the city block pattern of development; a range of housing styles and price points; neighborhood-scaled commercial uses; and a strong connection to its surrounding urban fabric. It is comprised of what likely will be a series of phased developments, with each subsequent phase informed by prior phases and the capacity to sustain additional development as environmental, economic, and market conditions determine. Again, this is the way that strong neighborhoods grow.
PUBLIC ENGAGEMENT

Our team fully understands that this site is situated in the midst of strong and historic urban neighborhoods, and that its potential redevelopment will have significant impacts to those that live and work adjacent to it. Just as our development approach demands a collaborative and informed partnership with the City, so too does it require a participatory planning and community engagement as a vital ingredient in any meaningful design process. Our team is pleased that a community dialogue has already begun, and that the themes of that dialogue - connectivity, identity, creativity, energy and health – align with what we believe good urbanism should achieve.

That said, development is a risk-based proposition; and while owners and developers may truly want their projects to deliver on as many community goals as possible, they have to balance those goals with the realities of construction costs, market demand, investor expectations, existing building obsolescence and other factors that put constraints on what realistically can be achieved with a project.

We believe that as a partner in redevelopment, the community should understand those constraints and be prepared to prioritize and balance them in the same way that an owner or developer needs to. As stakeholders, the community also has a stake in not only developing a common vision, but figuring out how that vision can realistically be transformed into reality.

Such a collaborative and iterative urban design process with neighbors and stakeholders is one of the key elements of all of the projects of Michael Watkins Architects. In addition, Perkins + Will is a key member of our team for a number of reasons, one of which is the firm’s experience in developing tools and techniques to help communities visualize what balance means in their particular situation. Our engagement process for the UGC would use these tools to support a robust and productive discussion on what role the redevelopment plays in achieving broader community goals.

An example of this approach is Perkins + Will’s recent work in the neighborhoods

*Figure 15: Example of a Perkins and Will’s Public Engagement Meeting*
surrounding the redevelopment of Turner Field, former home of the Atlanta Braves. In response to the Braves’ announcement that they would be leaving Turner Field in 2016, the City of Atlanta and Invest Atlanta undertook a major redevelopment planning effort under the auspices of the Atlanta Regional Commission’s Livable Centers Initiative (LCI) program. LCI goals include providing access to a variety of travel modes, encouraging a mix of uses, and designing an outreach program that promotes the development of all stakeholders.

As lead consultant, Perkins + Will created and managed an extensive and unconventional public engagement process that reached over 1600 community residents and stakeholders and provided the critical feedback needed to build a bold plan benefitting the neighborhoods, future stadium owner Georgia State University, and Downtown Atlanta. In particular, the public workshop focused on the 80+ acres of the core area and featured an innovative exercise designed to match preferences for the physical vision of Turner Field and surrounding parking lots and undeveloped land with the metrics and values needed to realize the vision.

This unique approach facilitated collaboration between stakeholders while emphasizing balance in developing a unified vision. This then translated into thirteen place-based parameters, which evolved into a design brief for the planning team. With these parameters

![Diagram of redevelopment parameters](image)

*Figure 16: Output from Perkins + Will’s Public Engagement Process*
in hand, the planning team was able to design three redevelopment options that reflected different approaches to achieving the community's desires.

The 3D model and blocks that were developed in this process were subsequently used by the Atlanta City Design Center as learning tools for envisioning the relationship between design, density and development.

ENVIRONMENTAL CONSIDERATIONS
The environmental assessments that Louisville Metro has commissioned have been extremely effective in providing a strong baseline of information with which to begin a more detailed evaluation of the site and its buildings. ATC served as the principal investigators undertaking these environmental assessments, and as a significant member of our team, ATC’s understanding and insight will be invaluable in our evaluations of the necessary remediation efforts and/or the reuse potential of the buildings.

In addition, however, ATC brings as a firm a proactive approach quite different from many environmental firms, one that we believe would be extremely useful to this property and this project. ATC strives to obtain and understand the nature of a project along with any proposed actions (development, future use, footprint, construction disturbances and depths, existing and proposed subsurface utilities and structures, surroundings, etc.) before embarking on scoping and implementing any site investigation or data collection. This allows them to target their efforts on the needs of the project and to eliminate excesses in cost and schedule as well as avoiding confusion caused by superfluous and ambiguous data. More simply, they understand that meaning is framed by context and their efforts speak to the context of the proposed action. Similarly, in cases where data indicates all or specific elements of the proposed action are challenged by unacceptable environmental risk, ATC endeavors to address the issue in a holistic but straight forward manner. ATC looks at the issue in both a global context that considers the entire site and a focused context that looks at each aspect of the problem individually.

As urban developers, environmental remediation, contaminant levels, brownfields, etc. are par for the course, and we do not shy away from such property issues. Weyland Ventures has, for example, recently utilized the EPA Brownfield program through Louisville Metro in two of its projects. However, ATC’s proactive approach provides us with the best method to deal with environmental conditions on the site in a manner that protects public health but also provides flexibility in project design and consideration of potential uses.
RESILIENCY

The inclusion of Perkins + Will on the team brings a national leader in the field of resiliency to the project. Perkins + Will has made a firm-wide commitment to advance resilience in every project in which they are involved. Whether helping coastal communities plan for rising sea levels, or working with neighborhoods to address brownfields and affordable housing, or advising hospitals on modifying their surroundings to encourage population health, Perkins + Will believes in the power of thoughtful design to improve the life experiences of individuals and the buildings and landscapes they occupy.

Perkins + Will is also currently supporting the City of Louisville as it creates an urban resilience strategy through the Rockefeller Foundation’s 100 Resilient Cities program. They understand that some of the significant resilience issues facing Louisville are urban heat island, flooding, environmental degradation, and inequity. While redevelopment of the UGC won’t singlehandedly solve these big problems, careful planning and design can advance incremental progress. For example, MSD has begun addressing Beargrass Creek flooding through a combination of neighborhood rain gardens and a containment structure on Logan Street. Could the redevelopment plan help advance an area storm water strategy by intercepting more than what falls on the site only - especially with the natural topography sloping from southeast to northwest? And, could the housing disparity between Louisville’s east and the west be addressed in a small way by creating reprogramming of the site?

From preliminary planning through post-occupancy, the Development Team is committed to integrating the core principles of resilience into the redevelopment of the UGC property.

“We see our partnership with 100 Resilient Cities as a fruitful continuation of work to which we are committed and welcome our new collaboration as we collectively seek to advance resiliency in our communities.” – Perkins + Will
Conceptual Development Plan

The Louisville UGC property has a number of significant – and unique – characteristics that highlight its potential as a major location for new in-town development, but also points to the need for a carefully crafted development approach that optimizes these characteristics. First, it is large enough to be developed as a **new urban campus**, one that can create its own sense of place and those elements that make for strong urban neighborhoods. Second, it is situated at the nexus of four existing neighborhoods with strong characters of their own. The ability to **connect and integrate the UGC property with its adjacent neighborhoods** is as critical as creating a sense of place within its borders.

Figure 17: Aerial of UGC Property

The development partnership assembled herein is uniquely qualified to undertake and accomplish this. The Norton Commons Development Group has used - and followed – the guiding principles of New Urbanism to create Louisville’s first, and only, New Urbanism Community. These guiding principles can also serve as the guiding principles of the redevelopment of the UGC property:

1. neighborhoods should be diverse in use and population;
2. communities should be designed for the pedestrian and transit as well as the car;
3. cities and towns should be shaped by physically defined and universally accessible public spaces and community institutions;
4. urban places should be framed by architecture and landscape design that celebrate local history, climate, ecology, and building practice.
Weyland Ventures has served as the developer and master planner of a number of projects in downtown Louisville that follow similar guiding philosophies in creating places and districts that are once again vibrant and flourishing, including The Glassworks District, Liberty Green, Clay Commons, and the West Main Street Cultural District. Weyland Ventures rarely becomes involved with the redevelopment of individual buildings. Instead, the firm’s philosophy is to engage its attention and expertise in a larger area or district, often with existing challenges, and work – over time and through multiple phases - to develop a sense of place and an ‘address’ for that area, growing both investment and market interest over time.

We have spent a great deal of time assembling a team with the required degree of understanding, expertise, and commitment to integrate these principles into the redevelopment of the UGC property. At the same time, we have focused our due diligence on:

- The character of the site, its relationship to the adjoining neighborhoods
- The fact that the UGC “superblock” interrupts – and disrupts – the most basic defining characteristic of the urban environment, the city block
- The relationship of the existing buildings on site with potential new construction
- The surrounding housing stock, both design and price points
- Known (and unknown) environmental challenges, etc.

Combining this information with our understanding of the dynamics of urban development has led us to a number of basic principles that will define our development strategy, and our conclusion that the redevelopment of the UGC property has the potential to become a remarkable example of restoring the urban fabric to this property, in a way that reflects both new and old urbanism. This belief has only gotten stronger as we have evaluated the site and the Call for Interest.

That being said, our experience has also reinforced that fact that there remains much more work to do before a detailed design and development plan can – or should – be presented. At this point in the process, crafting pretty pictures of what it could look like is far less useful than assembling the most qualified team to determine how to make it work in a vibrant, economically feasible and sustainable manner, through the very thorough and detailed due diligence process that is required for this complex site. It would be somewhat disingenuous to suggest a plan in a level of detail that precedes that level of further work.
Therefore, while it is too early in the process to suggest a definite master development plan for the UGC campus, there are certain principles that we strongly believe should form the core of any detailed development plan, and will provide the underlying basis for our work with Louisville Metro and the community over the next six to twelve months if given the opportunity to move our approach into its active predevelopment phase. These elements include the following:

1. **Reinstitute the city grid/city block system or create new city blocks as the site’s basic design layout**

   Ideally, the UGC site would re-connect the existing street and city block system through the UGC property. However, if the 810 and 768 Barrett buildings are retained and rehabilitated, the ability to extend the grid from St. Anthony, Debarr and Lampton Streets is not possible.

   Nevertheless, transforming the site from one “superblock” to a series of city blocks of the appropriate scale to the surrounding area is extremely important. As shown in the site plan on the next page, the site’s dimensions are such that the property between Barret and Vine Streets can be divided into three such internal blocks. In addition, the two “new streets” can then be extended into the property west of Vine Street.

   This is a vitally important element of the property’s redevelopment. First, it breaks down the site into manageable pieces of property that are of similar character to its surrounding neighborhoods. Rather than “dropping” a new development into the existing fabric of the surrounding area, each block serves to reinforce the integration of the site *into* the surrounding neighborhoods. It also continues to provide more connections between Vine and Barret that neighbors have requested.

   In addition, it helps provide a framework for a phasing plan for the site. The development of four distinct subsections of the property that could be developed sequentially as the market determines makes this work far better than a phasing plan that appears to leave vacant certain portions of a larger development tract.

   Perhaps most importantly, the division of the property into these block-sized parcels provides a development context that can accommodate *either* the reuse 810, 768, and/or the boiler house (or portions thereof) *or* their demolition. While the uses and the scale of the development would change depending upon the resolution of the building reuse issues, the establishment of the underlying grid system would not.
2. Provide for a variety of housing styles and price points that reflect (but do not replicate) the adjacent residential neighborhoods

The UGC property is large enough to include a mix of uses, but the primary use should be residential. Its size and its characteristics (frontage on arterials and local streets, potential historic rehabilitation, proximity to single family neighborhoods, etc.) provide opportunities for a variety of housing prototypes and price points. Its size also allows for the introduction of new housing styles reflective of adjacent and other Louisville neighborhoods – as well as responding to market demand – in a visually interesting but not jarring manner.

The site is not a high-rise site. However, the potential rehabilitation of the original Baptist Hospital Building – if feasible – provides a mid-rise option with sweeping views of downtown and the Highlands. Portions of the property along Barret Avenue, a major arterial connecting to downtown and with multi-story buildings on its east side, provide opportunities for 4-5 story mixed-use buildings with apartments on the upper floors. The single family residential character along Breckinridge and Dupuy/Lampton suggests a series of relatively small single family (and/or duplex) lots on the property adjacent to these streets, with the ability to create new fee simple housing prototypes that offer affordability.

These new single family units and the prototype(s) created after additional design studies, can integrate the UGC site with its adjacent neighborhoods, and also serve as potential infill housing for vacant lots and

Figure 18: From the top, Residential Housing along Dupuy, Lampton, and Breckinridge
surface parking lots that dot the surrounds, especially east of Barret. Providing a neighborhood scaled modern affordable unit that can be adapted to other Louisville scaled neighborhoods would be a high priority of our work in designing such units for the UGC property.

In addition, the dimensions of the property west of Vine Street, combined with the lack of frontage along a portion of its rear, offers the potential of a unique configuration of single/two family housing integrated with public space, in the tradition of Fountain and Belgravia Courts in Old Louisville. The ability to provide this type of community-oriented pedestrian environment – and the value it creates – with affordable housing units is an opportunity we would make every effort to include.

Figure 19: From the top left, Belgravia Court in Old Louisville, Conceptual Residential Site Plan for UGC Site Vine Street Parcel, Conceptual Residential Street Plan for UGC Site
3. **Provide a realistic mix of neighborhood oriented commercial space**

Currently the immediate area has a small number of commercial and retail establishments, with few offering truly neighborhood services. Certainly Wiltshire Pantry is such an anchor, as well as The Café and Brooke and Billy’s. While Barret and Breckinridge have the highest traffic volumes and greatest visibility, retail operations remain scattered.

The potential development of Paristown Pointe and the re-opening of the former Lynn’s Paradise Café property will, if they occur, reinvigorate the retail market to some extent. However, we believe that the provision of a reasonable amount of neighborhood oriented retail/commercial space should be a priority for the UGC site. The most likely location is the ground floor of the mid-rise buildings suggested along Barret Avenue, given the higher visibility and the more immediate connection to the Highlands neighborhoods. The urban design prototype of upper story residential above ground floor retail is extremely appropriate for the buildings to be developed along Barret. The depth of the UGC property also enables parking to be provided behind the Barret Avenue properties.

4. **Green Space and a pedestrian orientation is a key component of the property’s redevelopment.**

The goal of reinstating the UGC property as an integrated neighborhood, connecting
to its adjacent neighborhoods, includes the provision of complementary neighborhood amenities. Therefore, appropriately-scaled, usable green space is a key component. The most effective open space in any neighborhood is not necessarily the largest open space; instead, our design philosophy is to create usable space that relate to both the immediate and surrounding residents. Creating green space that residents want to utilize and enjoy - and to engage with their neighbors - is the goal, rather than creating a large area-wide park.

It is too early in the due diligence process to determine exactly where and how large the redevelopment’s green space will be. The resolution of the Baptist Hospital Building’s potential reuse will influence this to a large degree. The creation of green space may not be limited to one central green. In addition to such a central green, which would be desirable in providing a common open space for all of the property’s residents, smaller green spaces, courts, mews, etc. will also be explored to provide green spaces directly adjacent to a number of residential units in each of the sub-blocks, and also provide extremely pleasant pedestrian connections between and among the sub-blocks. While each sub-block will have its own distinct character, the overall UGC property will function as a neighborhood, and these green pedestrian connections are a way to reinforce this identity, as well as adding significantly to the value of the neighborhood.

Figure 21: Examples of Green Spaces and Pedestrian Connectors
5. Extend Pedestrian Connections to adjacent neighborhoods

Currently, the UGC property is “fronted” by four streets: Barret, Breckinridge, Vine, and Brent, as well as what was formerly an alley connected to Lampton Street. While this generally provides good access and visibility, there are challenges that need to be overcome before the property can be truly integrated with its surroundings. Barret Avenue, for example, has high traffic volumes and poor street presence on its east side across from the property. The redevelopment of the UGC property must include a stronger pedestrian orientation on its side of Barret – including a well-designed TARC stop shelter - as well as an upgrade on the east side, and a traffic signal controlled pedestrian crossing should be considered.

The property to the west of Vine Street backs on Dupuy Court, which serves primarily as an alley for the few homes fronted on it. Any redevelopment of that parcel needs to carefully consider the access and connection to and from Dupuy Court.

Perhaps the most significant connectivity/pedestrian challenge on the site is the grade change (and stone wall) separating Brent Street with the 768 property. Given the proposed increase in activity along Brent Street, a graceful way to engage the UGC property with Brent Street is critical. A full vehicular connection would be extremely difficult, and it is not clear that such an improvement is necessary. Instead, it is felt that a well-designed and artistic set of pedestrian stairs/ramp system would be most appropriate.

Figure 22: From the top, Existing Site Conditions at Dupuy Court and Brent Street
Development Financing

The approach to the redevelopment of the UGC property as outlined in this submission suggests that this complex development project would be undertaken in a series of phases over a period of time, with each phase creating value and increased market demand for each successive phase. An overall development plan will guide each such phase, in order to achieve the critical mass and market acceptance that is originally anticipated. This is how the Development Partners – Weyland Ventures and the Norton Commons Development Group – have approached each of their successful projects.

In our experience, large scale projects that attempt a full build out of the development potential at once are extremely risky, especially in locations where the market is somewhat tenuous, or the products being developed may be new to the market...OR, where the project is primarily dependent upon public sources of funds that may mask other concerns with the project. Such an approach also does not enable a development team to adjust each phase as it learns more about the market, as sources and terms of financing change, and as external factors affect the project’s viability. In addition, assuming that the full cost of the acquisition of the entire project’s land is not required to be obligated up front, this approach allows for a reasonable financing package - both private and public - to be assembled, without crippling debt or investor return obligations.

Each phase of the project, therefore, “builds” its own financial structure. The approach of Weyland Ventures, when working with a public partner, is to “build” the financial layering in full collaboration with our partner. In past projects, as Louisville Metro is well aware, the building of the project’s capital stack and financing have included a variety of local, state and public tools and mechanisms. We expect the same to be true in the case of the UGC property. The primary tools at the local level that we would anticipate being used would be 1) designation of the site as a Tax Increment Financing (TIF) District; and 2) a participation arrangement regarding the acquisition or lease of the property; and 3) remediation of environmental issues. As to the latter, please note that Federal Brownfields funds were utilized in by Weyland Ventures in The Edison Center redevelopment project.

Weyland Ventures’ rehabilitation projects have generally required the use of Historic Tax Credits at both the Federal and State levels. The potential reuse of the 810 and/or 768 Buildings would likely depend upon those programs continuing as well as our ability to gain the necessary SHPO and NPS approvals for the rehabilitation plan. Weyland Ventures’ track record in this regard has been exemplary. They have also utilized New Market Tax
Credits and Energy Credits and would consider the use of these incentives on this project as well, assuming that they remain available.

The Development Partners’ approach to redevelopment financing is to utilize this complex layering of financing to reduce the overall debt on any phase of the project. Public entities such as Louisville Metro who are part of any public/private partnership should be wary of highly leveraged projects. Developments that carry very high debt obligations from day one, before the project stabilizes or the market adjusts to the project not only risk default, but they are also compromised in the ability to subsidize rents, provide affordable units, or undertake non-revenue generating amenities. These are often the most important aspects of the project from the public sector’s point of view. We pride ourselves in the ability to craft reasonable financing stacks that reduce this pressure and enable the project to be successful both from a financial and “civic” point of view. We would seek the same in the redevelopment of the UGC property.

Our financial track record is solid. Weyland Ventures continues to own and operate all of its development projects, and has never had one experience financial problems or require restructuring. As a result, Weyland Ventures has multiple relationships with local financial institutions, local and national tax credit investors, and individual investors. The best
example of our fiduciary responsibility is the fact that these partners, investors, and lenders have worked with us time after time.

The members of the Norton Common Development Group have served as partners in Norton Commons LLC since its inception, and continue to do so. They, too, can point to a successful track record of the phases of Norton Commons that have already been completed with financial success, also with repeat investors, and most impressively, with no long term debt on the various phases of the development. Their involvement in the UGC property also anticipates that their participation will occur with full equity and no long term debt.

The Development Partners understand and commit to the adherence of the standards of Chapter 37 of the Louisville Metro Code of Ordinances as they relate to Fair Labor practices. We understand the importance of these practices to Louisville Metro, and will strive to develop a proactive outreach effort to best engage these employment sectors.
Attachments: Team Member Qualifications
Philosophy of Firm

“Weyland Ventures is an organization created to plan, design, and develop unique and special urban places, not merely buildings or spaces.”

We have dedicated ourselves to seeking innovative and creative approaches tailored to the market, size, density, and culture of the downtown and neighborhoods of specific cities, recognizing their particular assets and understanding the challenges that they face. The results are unique urban developments that best take advantage of their settings, and within them contain a mix of appropriate uses whose energy helps create new destinations and serve as catalysts for district-wide redevelopment initiatives.

We take pride in the creation of these environments, and believe that they infuse our projects with a strong sense of place and creative energy.
Public/Private Partnerships

• Federal Historic Tax Credits
• State Historic Tax Credits
• New Markets Tax Credits
• Tourism Tax Credits
• Brownfield Funds
• Housing Assistance Funds
• Public Property Ground Leases

• Tax Increment Financing
• Enterprise Zones
• Participating Leases
Key Personnel

Bill Weyland

An award winning architect, developer and real estate broker Bill has committed much of his career to revitalizing downtown Louisville. As Chief Strategy Officer of Weyland Ventures, Bill created the famous 10-story baseball bat and the Louisville Slugger Factory & Museum. Known for a variety of challenging historic renovations, Bill is highly regarded for his knowledge on redevelopment and historic tax credits. His portfolio touts numerous urban mixed use redevelopment projects such as the Henry Clay (Clay Commons District), Glassworks District, Whiskey Row and the Edison Center. New construction projects include ZirMed, The Quad, Hilton Garden Inn and 8UP, a rooftop restaurant recently recognized as one of the 100 Hottest Restaurants in America. Beyond Louisville, current expansion projects are underway near St. Paul, Minnesota and Dayton, Ohio.

Mariah Weyland Gratz

Mariah, the CEO of Weyland Ventures, was born and raised in Louisville, KY. After studying biomedical engineering at Washington University in St. Louis and Imperial College of Science, Technology, and Medicine in London, England, Mariah worked in medical device product development at ABIOMED, Inc for six years. However, in April 2009 she moved back to Louisville to go to work in her father’s business and apply her product development skills to a new product... real estate. Originally responsible for leading a cross-functional development team in the planning, design, and construction of urban real estate development projects, Mariah has held leadership positions in various departments of the organization. Mariah completed her MBA in August 2016 at the University of North Carolina – Chapel Hill.
Key Personnel

Barry Alberts

A native of New York City and a graduate of Harvard University’s Graduate School of Design, Barry is the Managing Partner of CityVisions, a consulting firm specializing in urban real estate development, and urban planning and design. Current and recent projects include the transformation of HH Richardson-designed former psychiatric asylum (Buffalo NY) into a boutique hotel; redevelopment of the Old Fayette County Courthouse in Lexington; revitalization of the riverfront in Owensboro, KY; and redeveloping downtown districts in Louisville, Dayton and Minneapolis through affiliate development partner, Weyland Ventures.

Barry served previously as the Executive Director of the Downtown Development Corporation where he administered the Innovative Downtown Housing Fund, authored the Louisville Downtown Development Plan, and served as the Project Manager for the nationally award winning Muhammad Ali Center. From 1988-1998, Barry served as the Executive Director of the Louisville Development Authority. Prior to coming to Louisville, Barry was involved in the nationally recognized Urban National Park program in Lowell, Massachusetts and served as an associate with a development firm in Boston.

Lee Weyland

Lee Weyland, the Operations Director at Weyland Ventures, is a lifelong resident of Louisville. A graduate of Vanderbilt University, his training included study of art and public spaces in Florence, Italy in 2006. In 2007 he joined the Weyland Ventures team. He currently manages a portfolio of over 750,000 square feet of multi-use urban properties. This includes commercial and residential leasing and sales; management of building systems; and compliance with all local and federal codes.
Clay Commons District
Whiskey Row
Nulu’s Edge
Edison/Innovation District
The Glassworks District, a conglomeration of mixed use urban buildings, is a new downtown neighborhood that has emerged as one of the most interesting and desirable places in downtown Louisville to live, work, play and create. Encompassing 3 city blocks anchoring the western edge of downtown Louisville’s Central Business District, the area has been master planned by Weyland Ventures, who has guided its development over the past decade. This vibrant community features a mix of glass art studios, galleries, restaurants, live music and other events, a hotel, retail and office space, as well as true urban lofts with stellar city views. The location allows for an engaging downtown live/work/play lifestyle, within walking distance of the Central Business District as well as many cultural amenities such as the Louisville Slugger and Bat Museum, the Kentucky Center for the Arts, the Frazier International History
Museum, the Muhammad Ali Center, 21c Museum Hotel, 4th street live, the theatre district, the Ohio River, banks, retail stores, and much more.

**The Glassworks Building** is the center of this exciting development. Located in the renovated Snead Manufacturing Building, originally built in 1909, was widely regarded as the ugliest building in the city. This former eye-sore, once slated for demolition, has blossomed into a multi-use facility featuring residential lofts, office space, a fitness facility, as well as glass arts in its many forms. Glassworks has transformed the West Market Area into a community as dynamic and colorful as the glass art produced in the building.

![Glassworks Building](image1)

![Glassworks Interior](image2)

**The Glassworks 214 Building**, an early 20th century 5 story masonry building, has survived many uses, including being used as a Goodwill and as a minimum security prison, has been transformed into 30,000 square feet of mixed-use office and residential condominiums. The building’s unique character of exposed brick and heavy timber construction combined with modern amenities creates a unique urban character in the heart of the city.

![Glassworks 214 Exterior](image3)
Gateway Towers – The Zirmed Building – is one of downtown’s newest office buildings, serving as the national headquarters for a young, dynamic medical records company. The building has been designed with the latest smart building technology and offers open and flexible office layouts desired by today’s workforce.

The newest addition to the Glassworks District is the 145 room Holiday Inn Express, serving both the Glassworks and West Main Cultural Districts.
The EDGE at Liberty Green
Louisville, KY.

The EDGE at Liberty Green is a mixed-use development dispersed throughout a 12 block area in eastern Downtown Louisville. Located just north of the University of Louisville and the adjacent Medical District within the Clarksdale Revitalization area known as Liberty Green, the EDGE is envisioned as a community offering a combination of uses interspersed with pedestrian walkways, green spaces, and plazas. This new development will provide exciting new housing options to serve the University and the Medical district, the growing culture district along Main and Market streets, and will anchor the eastern edge of Downtown. Amenities in the area such as restaurants, markets, and parks will enhance the development’s marketability.

Similar to a university campus, the EDGE has been planned with an emphasis on density and the pedestrian environment in order to use land efficiently, enhance security, and maximize convenience. Sidewalks are provided throughout and are a central design feature that create a walkable, diverse, urban mixed-use development. A hierarchy will be maintained between the residential sidewalks on side streets and the more urban, storefront sidewalks in front of mid-rise buildings which support outdoor dining and gallery space. The goal is to build the “street wall” with multi-story buildings that define the public realm of the street and create a safe
environment for residents, patrons, and employees. Also, awnings, balconies, entry courtyards, signage, and porches will be utilized to add color and further enliven the buildings and their street presence. Glass will be used extensively at the lower retail levels to create an open and inviting street presence. The use of glass also facilitates the concept of “eyes on the street” which allows occupants inside the building to monitor the sidewalks and plazas.

The development strategy involves a variety of housing styles and prices spread over approximately 4 acres and aimed at a target demographic interested in market rate urban housing and living. The remainder of the site will be anchored by buildings containing a mix of parking, medical, office, retail, restaurant, and residential uses developed on 5 individual tracts. This innovative project will anchor East Downtown's “Edge”, connecting the gallery district of E. Market with Louisville's rapidly expanding University/Medical Center. Total build-out is estimated to be approximately 400 units.

In addition to the market rate housing, a special relationship exists between the EDGE and the adjacent university campus. The EDGE will contain apartment style housing for professional students on the Health Sciences campus in 4 26-unit, 3 ½ story buildings. These buildings will include a mix of studio, 1 bedroom, and 2 bedroom units along with common lounge and study space to provide a modern, comfortable housing option for the many professional students.
seeking housing close to the medical district. In addition, each building will include a separate but proximate apartment for a faculty member, providing students with an opportunity for significant faculty-student interaction outside of the classroom setting and supporting academic tutorial and group cohesiveness.
Located just south of downtown Louisville, The Edison Center is the initial project of a 7 acre brownfields redevelopment initiative. This former gas distribution center of Louisville Gas and Electric Company had stood vacant for two decades, as a number of potential redevelopment efforts could not be brought to completion. City Properties Group then was presented the opportunity to devise a strategy for the property, and through a public/private partnership
created an economically viable redevelopment program for the 110,000 square foot property. Branded as The Edison Center - paying homage to the first large scale public demonstration of the electric light bulb at the Southern Exposition of 1883, which occurred adjacent to this property - the building has been transformed into a modern, technologically smart building, with flexible open floor plans and expansive natural light. Utilizing a low interest loan from the Federal Brownfields program and taking advantage of a special state historic tax credit initiative, the recently opened property will house 400 employees. Future phase of the project include a restaurant in another historic property on site and a second technology center.
Hillerich & Bradsby - Louisville Slugger Museum
Louisville, KY.

Prominently located by the trademark 120-foot tall bat along Historic West Main Street, the Hillerich and Bradsby corporate headquarters and Louisville Slugger Museum has become one of Louisville’s top visitor attractions. Bringing the Louisville Slugger back to Louisville, and back to Main Street where the company began, was a key component of the revitalization strategy for historic West Main Street Cultural District, recently named as one of America’s top ten great streets. This complex project included a manufacturing facility, a historic district, a corporate headquarters, a tourist facility that attracts 200,000 visitors annually, and a parking garage, all integrated into the heart of a historic district.
In addition to strengthening downtown tourism and serving as the initial anchor project for West Main Street, other strategies in the development include historic preservation and parking issues. The historic 812 West Main building was integrated into the adjacent new structure. New infill was designed for functionality with respect to the existing historic context. A screened parking structure, tucked into the manufacturing areas was designed to minimize any visual intrusions was developed in partnership with the Parking Authority of River City. Overall the H&B Louisville Slugger Museum is a source of pride for the community, and has become a model for innovative and sensitive development in a historic setting utilizing a true public/private partnership to insure its success.
PD - Development Plan

The **EDGE** at LIBERTY GREEN

Submittal Date: December 10, 2007
Revised: January 7, 2008
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PD - DEVELOPMENT PLAN - THE EDGE AT LIBERTY GREEN
1. DEVELOPMENT OVERVIEW

The EDGE at Liberty Green is a proposed mixed-use development dispersed throughout a 12 block area in eastern Downtown Louisville bounded by Shelby Street to the east, Muhammad Ali Boulevard to the south, Jackson Street to the west, and Jefferson Street to the north. An additional tract that is the subject of this plan is located on the northeast corner of Jefferson and Hancock Streets. Located within the Clarksdale Revitalization area known as Liberty Green, the EDGE is envisioned as a community in the heart of Phoenix Hill and East Downtown offering a combination of uses interspersed with pedestrian walkways, green spaces, and plazas. Development of amenities in the area such as restaurants, markets, gardens, and courtyards will enhance the Development’s marketability. The EDGE focuses on mixed-use buildings and targets multiple sub-markets, allowing greater absorption than would single use buildings and helping to create a 24-hour neighborhood.

The EDGE seeks to offer a residential product not yet available in Louisville but highly sought-after in other cities. The proposed mixed-use concept is patterned after other major metropolitan areas with vibrant urban lifestyles, including Chicago, Boston, and Washington D.C. Creating a place where people can experience the conveniences of urban living adjacent to Louisville’s central business district and providing necessary services and amenities will help ensure the success of the development. This plan is submitted pursuant to Resolution Number 34-2007, which was adopted by the Louisville Metro Housing Authority (LMHA) on October 16th, 2007, and requests that the Planning Commission initiate an area-wide zoning map amendment process to amend the property's current zoning. CITY Properties Group and AU Associates, Inc. have been selected by the LMHA to implement the plan.
Because of the unique blend of uses, the existing Urban Neighborhood (U-N) zoning established in 2004 at the time of the Clarksdale area-wide rezoning is no longer appropriate. Conceived as an urban residential housing district, the Urban Neighborhood zoning does not allow for the type of neighborhood-serving retail and service uses envisioned at the EDGE. The establishment in 2006 of a Planned Development (PD) District in Chapter 2 Part 8 of the Metropolitan Land Development Code provides the necessary type of flexible zoning tool and design guidelines better suited to this type of mixed-use development. The following both accurately states the intent of the proposed Planned Development zoning district and of this development:

"The intent of the PD district is to promote diversity and integration of uses and structures in a planned development through flexible design standards that:

- Create new development that is livable, diverse, and sustainable;
- Promote efficient and economic uses of land;
- Respect and reinforce existing communities, integrating new development with existing development to ensure compatibility;
- Provide flexibility to meet changing needs, technologies, economics and consumer preferences;
- Promote development patterns and land uses which reduce transportation needs and which conserve energy and natural resources;
- Lower development and building costs by permitting smaller networks of utilities and streets and the use of shared facilities;
- Protect and enhance natural resources;
- Encourage a variety of compatible architectural styles, building forms, and building relationships within a planned development; and
- Preserve the historic development patterns of existing neighborhoods."

Therefore, a change in zoning from UN to PD is in the public interest.
A form district boundary change is also appropriate at this time. The EDGE is situated in both the Traditional Neighborhood and the Downtown Form Districts. Again, the proposed mixed-use concept in such close proximity to Louisville's Central Business District is better suited for the Downtown Form District. The following accurately states both the intent of the Downtown Form District and of this development:

"The Downtown Form District (DFD) is intended to promote the development and redevelopment of the downtown area in a manner consistent and compatible with the unique and diverse design elements of Louisville's downtown. It will create a downtown with a compact walkable core and a livable and active pedestrian environment that fosters and increases the number of people walking to ensure a more humane downtown environment. DFD design standards are also intended to promote the downtown as a unique and active destination with a variety of land uses, including residential uses, designed in context with the area in which they are located."

Changing that part of the development presently located in the Traditional Neighborhood to the Downtown Form District will permit a more rational interpretation of design matters governed by the form district.
2. NEIGHBORHOOD PLANNING CONTEXT

The location of the EDGE builds on its relationship to Phoenix Hill and the East Market gallery district and its proximity to the Slugger Field, Waterfront Park, the expanding University of Louisville Health Sciences Center, and a variety of local employment, entertainment and dining options. The site is part of the Phoenix Hill Neighborhood Plan and adjoins the East Market Business District.

The EDGE is currently well-served by the existing transportation network. Existing TARC and trolley services serve the Liberty Green area. The nearest trolley stops are located at East Market and South Hancock Streets and East Market and South Shelby Streets. There are multiple TARC stops in or adjacent to the property. Bicycle routes are also designated along Market Street, Clay Street and Jackson Street. An access ramp to I-65 is provided at Muhammad Ali Boulevard, two-and-a-half blocks west of the site.

The following summarizes key neighborhood planning issues, design elements, and compatibility components which are supported by the EDGE at Liberty Green:

a. Phoenix Hill Neighborhood Plan

The site is located within the study area boundaries of the Phoenix Hill Neighborhood Plan, presently in final draft form scheduled for Metro Council adoption in early 2008. The plan is intended to serve as a guide to future development within the study area. The EDGE will provide an important transition along the Medical Center complex to the south and the East Market Street Corridor to the north. Developed under complementary design guidelines to Liberty Green, the proposed mix of uses and affordably-priced housing opportunities are consistent with some of the plan’s recommendations. In addition, the planned streetscape improvements, incorporation of public open spaces, and implementation of shared parking is also compatible with the Plan’s recommendations.
b. East Market Street Corridor / East Downtown Business Association (EDBA)

The East Market Street Business Corridor extends into the Development area. It is a part of the Phoenix Hill Neighborhood Plan and is bounded by Jefferson Street. This area is characterized by commercial buildings which have been redeveloped or rehabilitated to include storefront shops, art galleries, production studios, and restaurants. These redevelopment initiatives, which also include the addition of a farmer’s market, represent a substantial and on-going re-investment in the area.

The streetscape is characterized as an urban setting with on-street metered parking, buildings located at or near the street line, and off-street parking or rear alley access providing the only breaks to the street wall. At a design charrette in July 2006, stakeholder recommendations included implementing streetscape improvements, promoting residential uses located over commercial mixed-use, permitting shared joint-use of parking areas, and encouraging complementary neighborhood businesses and services. These are fundamental design principles for development of the EDGE.

Map Key:
1. University of Louisville Arena
2. Waterfront Park
3. Slugger Field
4. Louisville Extreme Park
5. Fire Station
6. Jewish Hospital
7. Norton Hospital
8. Kosair Children’s Hospital
9. University of Louisville Hospital
10. Alliant Medical Pavilion
11. Jefferson Community & Technical College
12. Lincoln Elementary School
13. Nativity Academy at St. Boniface
14. YMCA of Louisville
15. Brown High School
16. Ahrens Educational Resource Center
17. Kentucky International Convention Center
18. Louisville Ballet
19. Police Station
20. Ginny Reichard Park
21. East Market Gallery District
c. Clarksdale Urban Neighborhood / Liberty Green
The EDGE is part of the Liberty Green development. The current developed portion of Liberty Green provides for rental housing. The existing housing is planned to retain the current Urban Neighborhood zoning designation. The EDGE at Liberty Green will complete the development and provide additional housing opportunities as well as convenient neighborhood supporting businesses.

The EDGE will be developed in a complementary architectural style to Liberty Green with compatible building scale and massing. Streetscape improvements already begun will be extended through this development. The EDGE will observe the minimum (0') and maximum front yard (30') setback requirements. Because of the mixed use nature of the proposed use, additional guidelines are proposed under Section 5, Design Guidelines which establish ground level storefront standards unanticipated in the original Clarksdale Pattern Book.

d. University of Louisville Health Sciences Center
The planned expansion of the University of Louisville Health Sciences Center (HSC) will provide a positive economic impact to Louisville and particularly the study area as well as generate additional demand for urban housing and supporting services. This planned expansion includes expanded medical research, patient care, and teaching facilities. The plan will be implemented over a 20 year period and encompass a 30 block area directly adjacent to Liberty Green. The proposed mixed-uses provided for at the EDGE will be strategically well-positioned to offer supporting services within a 5 minute walk of the Health Sciences Center.
3. MASTER PLAN

The Master Plan for the EDGE at Liberty Green is designed to be a flexible rather than fixed development program. The buildings are designed to accommodate a variety of residential and/or mixed-uses including storefront retail and restaurants with multi-story residential/office uses above. The market, rather than the building footprint, will determine how the buildings are utilized. The housing will be market rate. Rather than establishing lot lines through the buildings as was done for Liberty Green, these buildings will be developed and sold under a condominium regime.

As with any large development, there must be a phased approach that best utilizes the resources available and that strategically builds on the success of each phase. Some of the primary development strategies that have been identified for this Development include creating a strong anchor that will act as a magnet for future development, and designing each subsequent phase of the Master Plan to be a separate yet supporting addition.

a. Mixed-Use Building Descriptions

An emphasis has been placed on density through a mix of building type groupings. Each building type will have variations in height (number of stories, roofs, parapets), setbacks, materials and uses. The goal is to build the “street wall” with multi-story buildings that define the public realm of the street and create a safe environment for residents, patrons, and employees.

Commercial and retail spaces will be oriented toward the public thoroughfares and will be designed for maximum exposure and fit-up flexibility. Uses complementary to the whole development will be encouraged in these spaces.

Access to private and semi-private open spaces will be offered by balconies, roof top terraces and courtyards, especially surrounding the residential units. This is particularly important for residents moving into the city from the suburbs. From the residential and upper levels, large windows will overlook public spaces, lending to the quality of both the interior and the community feel of the development.
The proposed program contains two types of buildings:

i. Three to four story low-rise townhome style buildings are interspersed among the existing Liberty Green rental units and fill-in the streetscape. These buildings are designed to be similar in mass and scale to the adjoining rental housing. Off-street parking is provided behind the units and are accessible from the common surface parking areas. These buildings may contain lower level space suitable for a small office, studio, or small single-story residential unit below street grade. These lower level units are designed to accommodate potential "live/work" units and can be built-to-suit. The upper level floors will be walk-up townhomes.

ii. Four to six story mid-rise multi-use buildings are located at the intersection of Jefferson and Hancock Streets and along the Shelby Street frontage. These buildings are designed to provide a greater density and therefore greater opportunity for storefronts with varying levels of residential and non-residential uses above. Because of the more intense use, two-level parking structures are provided.

b. Land Use Program

As previously stated, the proposed buildings are designed to be flexible and developed in response to the marketplace. However, some programmatic elements can be defined by the vertical use of building spaces; i.e. the street level floors are to be used for storefront business development. As such, a range of uses for each building type is summarized in the table to the right.

The following is a summary of the proposed land use program:

- Total Gross Site Area: 18.9 Acres
- Gross Building Area: 919,540 SF
- Maximum Building FAR: 3.0
- Maximum Number of Dwelling Units: 610 Units
- Maximum Gross Density: 32.3 DU/Acre

Proposed Land Use Table

<table>
<thead>
<tr>
<th>Building Type</th>
<th>PROP. BUILDING SQ. FT.</th>
<th>MAX. F.A.R.*</th>
<th>Office</th>
<th>Sales &amp; Services</th>
<th>Dwellings</th>
<th>Home Occupations</th>
</tr>
</thead>
<tbody>
<tr>
<td>Low-rise</td>
<td>286,800</td>
<td>3.00</td>
<td>P</td>
<td>P</td>
<td>P</td>
<td>P</td>
</tr>
<tr>
<td>Mid-rise</td>
<td>631,240</td>
<td>3.00</td>
<td>P</td>
<td>P</td>
<td>P</td>
<td>P</td>
</tr>
<tr>
<td>TOTALS</td>
<td>919,540</td>
<td>3.00</td>
<td>P</td>
<td>P</td>
<td>P</td>
<td>P</td>
</tr>
</tbody>
</table>

* F.A.R. excludes parking garages.

c. Shared Parking Analysis

Because the EDGE is a mixed-use development, parking demand will fluctuate during the day between each use. There are no minimum or maximum parking requirements within the Downtown Form District. In order to establish peak parking demand, different use scenarios were modeled to understand parking demands for varying intensities of land uses. These models are provided in the appendix. The following assumptions were used:

i. The existing surface spaces in the Liberty Green development were not made available for this development, therefore allocating them solely for use by rental uses.

ii. Although the buildings are designed to accommodate a broad and diverse mix of land use categories (see Section 4), selected use descriptions contained within the Metropolitan Land Development Code were utilized to determine parking demand. These uses and their...
Minimum parking ratios are summarized as follows:

- Multifamily Residential at 1.5 spaces per unit
- General Office at 1 space per 350 s.f.
- Medical / Office at 1 space per 250 s.f.
- Retail/Shopping at 1 space per 250 s.f.
- Restaurants at 1 space per 125 s.f.

Office and Medical / Office uses were assumed to have Saturday morning hours and were closed after 5:00pm on weekdays.

Although research data suggests mixed-use developments have a high degree of internal mode sharing, (i.e. office users using retail and restaurant uses while occupying one space) this analysis reflects no such adjustment.

In accordance with Chapter 9 of the Metropolitan Land Development Code, 10% reductions were applied for a) the site's proximity to existing transit and transit stops, and b) at least 25% of the mixed-uses were designated for residential use.

For the mid-rise buildings, the developers estimate of an average of 1,000 square feet per residence was used to determine the number of units.

The following represents a breakdown of parking spaces provided and available:

- Total On-site Parking Spaces: 931 spaces
  - Parking Structures Proposed: 757 spaces
  - Detached Parking Garages: 174 spaces
- On-street Parking Available: 1,028 spaces
  - On adjacent Liberty Green Streets: 425 spaces
  - Within 1 block of Liberty Green: 603 spaces
- TOTAL SPACES AVAILABLE: 1,959 spaces
In order to determine the peak parking demand, assumptions were made as to the maximum intensity of use each building could support. The following summarizes the land use programs used to determine peak parking demand:

- All of the low-rise townhomes contain lower level business use.
- 50% of the ground floor storefront space contains restaurant use.
- And the 2nd and 3rd floor office uses in the mid-rise buildings would contain 75% medical/office uses and 25% general office uses.

Other non-residential uses may be permitted, as contained in Section 4, but they are not likely to generate the parking demands outlined above. Therefore, this building program produces the highest theoretical parking demand.

The peak demand of the shared parking study is as follows:

<table>
<thead>
<tr>
<th>TIME OF DAY</th>
<th>WEEKDAY PEAK</th>
<th>WEEKEND PEAK</th>
</tr>
</thead>
<tbody>
<tr>
<td>11:30a-1:30p</td>
<td>1,111 spaces</td>
<td>1,054 spaces</td>
</tr>
<tr>
<td>11:00a Sat</td>
<td>1,054 spaces</td>
<td></td>
</tr>
</tbody>
</table>

At peak weekday demand between 11:30am and 1:30pm, 180 on-street spaces are required to meet projected demand. At peak weekend demand, an additional 123 spaces are necessary to meet projected demand. This amounts to 42% of the total on-street parking available on adjacent Liberty Green streets. Therefore, this study indicates that there is adequate parking provided to meet the highest theoretical land use program.
4. LAND USE CATEGORIES

a. Introduction
This planned development district contemplates mixed uses for an area of Louisville that has
unique characteristics:

i. The redevelopment of the Clarksdale (now Liberty Green) residential area creates the need
for retail services serving new residents of Liberty Green and surrounding revitalized housing.

ii. The site is adjacent to an expanding medical center which creates a demand for professional
offices, facilities to test and manufacture medical devices such as prostheses, and other
accessory uses.

iii. The proximity of the site to Downtown Louisville provides additional markets for goods and
services beyond those generated by these residents.

iv. The individual occupying a residential unit has moved to Liberty Green with a full awareness
of its urban character. This is a major distinction from an individual who purchases property
in an exclusively residential area with no anticipation of mixed uses. Thus, the individual
moving to Liberty Green is more likely to expect noise, traffic, and other manifestations of an
urban environment (particularly since the site is near Louisville's major trauma center, which
generates 24 hour traffic and sirens).

v. Particularly given the intent of the University of Louisville Medical Center to become a premier
research facility, the specific definition of "uses" by reference to specific goods and services
would be difficult if not impossible.

Although the site will be used primarily for residential purposes, non-residential uses will also be permitted.

b. Business

i. Office Uses. Office uses are characterized by activities conducted in an office setting that
focus on the provision of goods and services. Traditional Office uses are characterized by
activities that generally focus on business, government, professional, medical, or financial
services. Industrial Office uses are characterized by activities that, while conducted in an
office-like setting, are more commonly associated with industrial activities, businesses, and
districts. Their operations are less service-oriented than Traditional Office uses and focus
on the development, testing, production, packaging, or assembly of goods and products, which may include medical devices and products (such as prostheses), digital products such as internet home pages, media content, designs and specifications, computer software, advertising materials, and others. They have no adverse effect on the surrounding areas, as determined in accordance with the Use Performance Standards set forth in these regulations. Accessory uses may include parking, storage or other amenities.

ii. Sales and Service Uses. Sales and service uses involve the sale, lease or rent of new or used
products. They may also provide personal services or entertainment, or provide product
repair or services for consumer and business goods. Examples include uses from the four
subgroups listed below:

- Sales-oriented: Stores selling, leasing, or renting consumer, home, and business goods
  including art, art supplies, clothing, dry goods, electronic equipment, fabric, furniture,
garden supplies, gifts, groceries, hardware, household products, jewelry, pet food,
pharmaceuticals, plants, printed material, stationery, and videos; food sales.

- Personal service-oriented: Branch banks; laundromats; photographic studios; hair,
tanning, and personal care services; assisted living; business, martial arts, and other
trade schools; dance or music classes.

- Entertainment-oriented: Restaurants, cafes, delicatessens, taverns, and bars.

- Repair-oriented: Repair of computers, bicycles, clocks, shoes, appliances and office
equipment; photo or laundry drop-off; quick printing; recycling drop-off; tailors; locksmith;
and upholsterer.

Accessory uses may include offices, storage of goods, manufacture or repackaging of
goods for on-site sale or for delivery, and parking.

c. Residential

i. Dwellings. Any building or portion thereof designed and used exclusively for residential
occupancy.

ii. Home Occupations. An occupation, trade, business or profession conducted within
a dwelling unit or a structure accessory to a dwelling unit by an individual or group of
individuals who are residents of the dwelling unit. This use shall be clearly incidental and
secondary to the primary use as a residence and shall not adversely affect adjacent or
nearby residents or the neighborhood as a whole, as determined in accordance with the
Use Performance Standards set forth in these regulations. Employees working or meeting at
the home occupation site are not required to reside in the dwelling unit. There shall be no
change to the exterior appearance of the dwelling unit that houses the home occupation
and there shall be no visible evidence of the conduct of a home occupation as viewed
from the public-right-of-way and adjacent properties.

d. Detailed Development Plan

The Detailed Development Plan for each portion of the Edge at Liberty Green shall specify the
permitted uses for such property. The commission Director (or his or her designee) shall determine that the Plan conforms to the PD Development Plan and all other applicable regulations.

e. Declaration of Covenants, Conditions and Restrictions

The declaration of covenants, conditions and restrictions governing the Edge at Liberty Green
shall be approved by the Commission's counsel.
5. DESIGN GUIDELINES

a. Comprehensive Plan Compliance
The EDGE at Liberty Green complies with the comprehensive plan. The Planned Development District regulations are particularly well-suited for providing the type of flexible zoning and land use tools necessary for this type of urban, mixed-use development. In addition to complying with Guideline 1.B.1. of the Comprehensive Plan, the proposed development also complies with the following guidelines:

Guideline 2. Centers. The EDGE constitutes a mixed-use center which:
- Complements the redevelopment efforts begun at Liberty Green by promoting the efficient use of land and investment in existing infrastructure and utilities,
- Reduces commuting times and transportation-related air pollution,
- Provides for a diverse mixture of housing types and lifestyles,
- Accommodates a mixture of retail, office, and restaurant uses which support the surrounding populations,
- Creates a sense of place and vitality to the urban streetscape, and
- Provides for commercial revitalization in developing areas.

Specifically, this development proposal complies with Guidelines 2.1, 2.2, 2.3, 2.4, 2.5, 2.12, 2.13, 2.14, 2.15, and 2.16.

Guideline 3. Compatibility. The proposed development is compatible with the surrounding development because it:
- Provides a consistent pattern of building setbacks, streetscape treatments, and building heights which will match and complement the existing pattern of development at Liberty Green,
- Ensures that building materials and facades will be complementary to surrounding building styles,
- Ensures that the urban streetscape will be developed in a harmonious and unified style designed to encourage and promote streetscape vitality through the establishment of design standards contained in Sections 5.b-f. below,
- Allows for a diverse mixture of land uses designed to be compatible with and enhance downtown residential living,
- Provides a variety of for-sale housing types not available in the current market,
- Serves as an important transitional use between the proposed expansion of the Health Sciences Center and the East Market retail corridor,
- Capitalizes on existing public transportation assets, including existing TARC routes and...
The EDGE at LIBERTY GREEN

Guideline 3. Access and Circulation. The proposed development complies with this guideline because it:
• Supports multimodal access in a compact walkable form of development through pedestrian, bicycle, vehicular, and public transportation.
• Is located in a downtown urban setting already served by an adequate existing transportation network, which encourages higher intensity forms of development.
• Provides for adequate on-street and off-street parking and utilizes shared parking principles recommended for transportation demand management.
• Accommodates joint access to off-street parking in a manner which is safe and provides optimum spacing of access points.

Specifically, this proposal complies with Guidelines 3.4, 3.3, 3.13, 3.14, 3.17, 3.18, 3.19, and 3.27.

Guideline 4. Open Space. Open spaces are provided at Hancock and Liberty Streets and represent functional and accessible urban pocket parks which are secure and defensible because of the design of overlooking and adjoining building frontages.

This proposal complies with Guideline 4.4.

Guideline 6. Economic Growth and Sustainability. The EDGE promotes economic growth and sustainability by providing supporting employment and service opportunities in close proximity to the expanding Health Sciences Center and the East Market retail corridor, complementing the urban redevelopment of the Liberty Green neighborhood, and focusing mixed-use development in areas already served by existing infrastructure and transportation networks.


Guideline 7. Circulation. The proposed development complies with this guideline because it:
• Supports multimodal access in a compact walkable form of development through pedestrian, bicycle, vehicular, and public transportation.
• Is located in a downtown urban setting already served by an adequate existing transportation network, which encourages higher intensity forms of development.
• Provides for adequate on-street and off-street parking and utilizes shared parking principles recommended for transportation demand management.
• Accommodates joint access to off-street parking in a manner which is safe and provides optimum spacing of access points.

Specifically, this proposal complies with Guidelines 7.3, 7.4, 7.10, 7.11, 7.14, 7.16, 7.19, 7.20.

Guideline 9. Bicycle, Pedestrian, and Transit. The EDGE at Liberty Green incorporates multimodal design standards which facilitate safe vehicular, pedestrian, and bicycle traffic.
In addition, the site is served by existing TARC and trolley service, which reduce the need for car trips and vehicle emissions. Sidewalks are provided throughout and are a central design feature to creating a walkable, diverse, urban mixed-use development. A hierarchy is maintained between the residential sidewalks on side streets and the more urban, storefront sidewalks in front of the mid-rise buildings which support outdoor dining and gallery space.

This proposal complies with Guidelines 9.1, 9.2, 9.3, and 9.4.

The following design standards shall serve as the basis for subsequent Category 3 reviews, pursuant to the Downtown Form District Threshold Table 5.2.1. A Physical Design Committee was established in the “Amended and Restated Declaration of Covenants, Conditions, and Restrictions” for Clarksdale Subdivision (D&B. 9105, Pg. 761) which has design and construction oversight and approval.

b. Lot Development Standards
The following lot development standards are consistent with the approved Clarksdale Pattern Book.
- Front and Street Side Yard Setbacks
  - Minimum: 0’
  - Maximum: 30’
- Side Yard Setbacks: 0’
- Rear Yard Setback: 2.5’
- Maximum Building Height: 68’ at street wall. (1’ additional height per 1’ additional street wall setback with a maximum of 78’)
- Minimum Lot Width: 15’
- Minimum Lot Area: 800 s.f.

In addition to these lot standards, a floor area ratio (F.A.R.) of 3.0 for each lot is proposed, excluding parking garages.

c. Architectural and Site Design Standards
i. Deeper sidewalks shall be provided along the mixed-use mid-rise buildings to accommodate outdoor cafes, street furniture and promote an active street life.
ii. The existing sidewalk, streetscape, and setback standards established for the existing Liberty Green rental homes shall be extended in front of the proposed low-rise townhomes to promote continuity and compatibility.
iii. Awnings, balconies, entry courtyards, signage, and porches may encroach into front and street side yard setbacks to add color and further enliven the building and its street presence.
A street wall at least 2.5 stories in height shall be maintained at the front yard setback. Multiple structures shall be permitted on a single lot. Changes-in-grade, shallow setbacks, and entry courtyards shall be used to buffer the private space of the home from the public space at street level. Where the street wall is setback off the front / street side property line, pavement for cafes or outdoor display areas, landscaped courtyards, fencing, and/or walls shall be permitted to separate private storefront space from the public realm. Bicycle parking shall be provided within the front yard setbacks and shall be accessible to the sidewalk and public streets. Loading and delivery shall be provided at curbside during non-peak business hours and regulated and managed by private development restrictions. Residential access to private and semi-private open space shall be provided through the use of balconies, roof top terraces and courtyards. Public open spaces shall be designed for pedestrians and contain appropriately scaled site furniture, lighting, and landscaping. Seasonal outdoor displays shall be permitted for retailers, provided the display space occurs on private property and does not obstruct through pedestrian sidewalk traffic. Glass shall be used extensively at the lower retail levels to create an open and inviting street presence. The use of glass also facilitates the concept of “eyes on the street” which allows occupants inside the building to monitor the sidewalks and plazas. Upper level residential and office uses facing public open spaces shall feature larger glass windows and may contain balconies overlooking the open space.

d. Signage Standards
i. No permanent freestanding signs shall be permitted.
ii. Signs attached to the buildings shall be integral to the storefronts, no larger than 2’ in height by any length, and may be illuminated.
iii. Pedestrian signs may be attached perpendicular to the façade extending no more than 4’ from the face of the building and shall be no larger than 2’ in height.
iv. Storefront awnings may contain business signage and/or logos.
v. Seasonal and/or temporary banners shall be permitted and shall be no larger than the business identification sign.

e. Landscape / Buffering Standards
i. Street trees within the public right-of-way shall be permitted, subject to maintaining appropriate site distance at street intersections.
ii. Street trees shall be planted no less than 30’ and no more than 50’ on center. Planter openings within the pavement shall be a minimum of 16 square feet.
The type and size of street trees shall be in accordance with Chapter 10 of the LDC.

Public open spaces shall remain fenced and undisturbed during construction.

Accessory structures shall be subordinate in size to the principal structure, shall not be visible from the public street, and shall be screened from adjacent residential areas. Where accessory structures are adjacent to residential uses, the accessory structure shall not exceed the scale of the adjacent residential structure.

Free-standing planters shall be permitted along storefronts and may be used as a means to separate pedestrian traffic from outdoor business uses.

Parking lots and structures shall be screened from the adjacent roadway.

f. Lighting Standards
   i. All lighting fixtures more than 12’ in height shall be directed downward and away from adjacent land uses. These lighting fixtures shall have a 90-degree cutoff and an appropriate height so that no light source is visible off-site.
   ii. Storefront uses may contain lighting fixtures mounted to the exterior building façade, oriented downward to illuminate outdoor dining, gallery, or activity spaces.
   iii. Light levels shall not exceed two foot candles measured at the property line.
   iv. The lighting of off-street parking areas and detached garages shall meet the standards for item f.i. above.
   v. Architectural lighting shall be permitted in accordance with the above standards.

Buildings can be lit from inside or from the street.

Provide landscape lighting in public parks.

Use Planter Boxes to Define Spaces.
6. APPENDIX
The Norton Commons Story

George W. Norton was a pioneer. His pioneering spirit in the first half of the 20th century included his investment in a fledgling technology called television. Very few American homes had television sets in 1948 when George Norton put WAVE-TV on the air and joined the embryonic NBC network.

This visionary and progressive community leader was also passionate about the challenges of modern farming. The blend of his love of farming with his interest in experimental agricultural methods and his commitment to serve the public good through broadcast resulted in a unique piece of Kentucky history – the WAVE farm. Programs produced by WAVE television and radio featured demonstrations, exhibits, interviews, and current events that pertained to Kentuckiana farmers. A small television studio near the original farm house was at one time a focal point for the entire region’s farming community.

As late as the 1980s, eastern Jefferson County was still primarily large tract farm land. Spawned by the extension of road and utility infrastructure, these pastoral properties gave way to the highest rate of suburban growth and development in the county during the 90s. It became obvious to Mr. Norton’s heirs that the old WAVE farm was rapidly becoming a lonely oasis in a sea of housing and commercial development. It was time for this idyllic, gently rolling expanse of greenery to make way for some sort of development.

Inkeeping with the progressive nature of the late George Norton, his daughter, Mrs. Mary Norton Shands, began to explore a higher and better use of the property than simply turning it into another east Louisville subdivision. During this exploratory process, local developers Charles Osborn and David Tomez were becoming devotees of a unique concept in community planning called New Urbanism. Approaching Mrs. Shands with their innovative ideas about suburban growth, the two men quickly gained Shands’ support and approval of their vision for the 595 acre site.

Forming a venture with the Norton Trust, the group hired the renowned new urbanist, Andres Duany, a Miami-based town planner at the center of this architectural and environmental movement. His company, Duany Plater-Zyberk, was involved in the design of some of America’s most famous and successful communities. Now his talents were sought to shape the pristine WAVE farmland into a community that would compare to such desirable developments as Florida’s Celebration and Seaside, and the Kentlands near Washington, D.C. Duany was charged with creating a place for the ages – one which would stress healthy living, walkable neighborhoods and sensitivity to protecting the environment and character of the area. Duany’s goal was to produce an environment with the historical significance of Lake Forest in Chicago, Mariemont in Cincinnati and our own St. James Court and Cherokee Triangle neighborhoods right here in Louisville.

To accomplish this task, Duany assembled a team of planners in Louisville for a ten-day design charrette. This public design process gathered input from all segments of the community including government agencies, utility companies, planning officials, educators, business leaders, media and residents of neighboring properties.

At the conclusion of this forum, Andres Duany made a public presentation of the plan that incorporated the input from these diverse interests. The Courier Journal reported, ‘Mr. Duany believes we need to get back to what neighborhoods used to be places where the old and young, the rich and poor, worked, shopped and went to school…Certainly their ideas won’t solve all the world’s problems – or even all of Louisville’s. But they’re an exciting start.’

These principles create long lasting communities and allow the vision of George Norton to continue. He understood that land should be used wisely both in the short term and the long term. Norton Commons is a magnificent tribute to this great civic leader and innovator – a vital link between future generations and the traditions of Louisville’s glorious past.
Norton Commons Fact Sheet

Land Area: Approximately 598 Acres (440 in Metro Louisville, 158 in Oldham County)

Land Entitlement: 2880 dwelling units
200,000 SF of Retail
360,000 SF of Office/Commercial

Civic and Parks: 155 Acres of parks, playgrounds and civic spaces, trail system
Jefferson County Elementary School
YMCA
Worthington Fire Station
Vanguard Early Learning Academy
St. Mary Academy (Catholic K-8)
St. Bernadette Roman Catholic Church
Major outdoor amphitheater
Currently 2 community swimming pools
2 Dog parks

The current estimated completed value of Norton Commons is $1.2 billion. The first home occupancy was in 2005 and currently more than 1200 units are occupied. The overall project is over 40% complete. More than 70 businesses are located in Norton Commons. Housing opportunities include everything from rental housing to luxury homes. There is a 24 unit income restricted Senior Housing facility in the Town Center.

Building design in Norton Commons is controlled by an Architectural Code and Pattern Book that is style specific based on traditional Louisville patterns. All buildings plans are reviewed by Town Architect Michael Watkins. The buildings of Norton Commons are designed by many different architects and designers in order to achieve a diversity of design. Norton Commons currently has 18 home builders as members of its Builders Guild.

The streets are designed for walkability and to slow down traffic to enhance pedestrian enjoyment. Norton Commons has become the center of civic activity not only for its residents but also for surrounding neighborhoods.
DAVID TOMES

David Tomes has a lifetime of experience in large construction and land development projects. He is a Town Founder of Norton Commons where he is actively involved in building the 600 acre, one billion plus dollar New Urbanist project. David was also active in the design and development of Asbury Park, a beautiful Louisville neighborhood. Beyond his business career David has had a long involvement in charitable and civic work in Louisville and the United States.

He has served on many boards including being chairman of Catholic Charities of Louisville and the Campaign for Human Development. He was a member of the Board of Trustees for Catholic Charities of the United States for six years, a time when the organization dealt with the two largest disaster relief efforts in its history, the Terror Attacks of 911 and Hurricane Katrina. He has served on many charitable boards including the Metropolitan Housing Coalition and various low income and senior housing projects. He is also a Planning Commissioner for Metro Louisville.

He is a member of the Congress for the New Urbanism and the National Town Builders Association.

David was ordained as a Permanent Deacon to the Catholic Church in 1984 and currently serves the Archdiocese of Louisville at St. Boniface Parish which is now the oldest continuing church in the city.

David and his wife Dayna have two children and seven grandchildren.
Charles Osborn III serves as the Managing Director of Norton Commons. Charles joined the Norton Commons Development team in 2002 as an investor and partner. He has lifetime of success in construction and development completing large projects that have included retail, commercial, residential, senior care, industrial, warehousing and recreational facilities.

Charles was also involved in developing and managing the successful neighborhood of Asbury Park in eastern Metro Louisville. In overseeing the development of Norton Commons, Charles has been responsible for construction of many beautiful civic areas, including parks, squares, playgrounds, pools, and an amphitheater. Norton Commons is host to many civic and charitable events.

Charles is a member of the National Association of Town Builders and the Congress for the New Urbanism. He is a member of the JCTCS Foundation Board.

Charles and his wife Linda have been married for 37 years and have 4 daughters and 4 grandsons which they count as their greatest achievements.
PHILOSOPHY OF FIRM

CityVisions Associates is a firm created to plan, design, and develop unique and special urban places, not merely buildings or spaces. The careers of its principals have been dedicated to developing innovative and creative approaches tailored to the market, size, density, and culture of the downtown and neighborhoods of specific cities, recognizing their particular assets and understanding the challenges that they face. The results of this approach are unique urban developments that best take advantage of their settings, and within them contain a mix of appropriate uses whose energy helps create new destinations and serve as catalysts for district-wide redevelopment initiatives.

URBAN PLANNING, URBAN DESIGN, REAL ESTATE DEVELOPMENT

CityVisions Associates offers a full range of services ranging from urban planning and urban design, to real estate project development feasibility and assessment, to the actual development of property in urban downtowns and neighborhoods. This range of services covers the full spectrum of urban real estate development, and its principals can call on a successful track record of project development steeped in the realities of the urban marketplace. The firm is adept and experienced in understanding the complexities of urban development as well as the public/private partnerships critical to their success.
SENSE OF PLACE

The development or redevelopment of property in an urban environment requires a particular set of skills. CityVisions Associates certainly possesses these skills and can offer them to their clients with a sense of confidence. However, creating a true sense of place – and understanding how this affects markets – requires additional skill and expertise. Those markets seeking a true urban experience, one that is authentic and unique to its setting, are extremely discerning and can easily differentiate between merely a redeveloped space and truly a great place. CityVisions Associates is dedicated to creating great places.

UNDERSTANDING MIXED USE MARKETS

Evaluating urban development opportunities requires significant professional real estate and market assessment expertise. There are many nationally recognized firms that can provide such services, based upon strong market research and an understanding of similar projects. But such analyses are not a substitute for the experience and understanding of those who have actually been through the “economic reality” of developing these types of projects. In addition, mixed-use projects are particularly difficult to model on a hypothetical basis since the synergies between and among different uses is often the critical element of economic and market success. The most successful mixed-use projects are those in which the collective impact of the mix of uses creates a new market dynamic resulting in not just a economically healthy redevelopment project, but a unique “place” that becomes a destination on its own and as such expands its market reach. The experience of CityVisions Associates in actually developing these mixed-use developments and creating such dynamic special places speaks for itself, and in conjunction with the requisite market and economic analyses can provide a unique perspective on potential redevelopment scenarios.
PUBLIC/PRIVATE PARTNERSHIPS

Any successful urban development project requires strong public/private partnerships in order to be successful. There will be necessary actions and commitments by a myriad of public entities, civic entities, and private development and finance institutions. These multiple players cannot participate as separate entities, but must come together from the start in crafting a common vision and then working in true partnership to attain such a vision. This is particularly true in large, complex, multi-phased developments where the players may change over time but the partnership must be able to endure. Some cities and projects are more successful than others in crafting such public/private partnerships. CityVisions Associates has a strong – and award-winning – record of achievement in such projects, ranging from the creation of innovative residential investment funds, developing urban design guidelines, joint parking strategies, and the blending of public and private financing, to large scale downtown and neighborhood revitalization partnerships. One of its principals has experience in directing one of the most unique public/private development partnerships in existence in American cities.

HISTORIC PRESERVATION

Each of the disciplines of CityVisions Associates support its vision of creating and maintaining healthy urban neighborhoods by preserving and valuing a community’s unique heritage and creating new urban places. The firm has a record of achievement of innovative historic preservation in both the reuse of historic properties into thriving mixed-use developments and breathing new life into historic streets, districts, and urban neighborhoods.
SEIZING THE FUTURE

Real Estate and economic development responds to, rather than shapes, the needs of society. Therefore, the ability to respond to the major societal demands of our time determines the success of development strategies. This is a time of substantial flux in the economic, technological, and cultural influences on society. As a result, predicting the future of real estate and economic success is more difficult today than in the past. However, as we look at these major influences on development, the realities which shape public policy and private investment must be keenly understood for economic success.

The insights yielded by studying these shifts shape our understanding of the characteristics of complex urban real estate development. Successful developments are achieved through an understanding of – and the talent to achieve - the integration of mixed use and universal flexible design in order to respond to shifts in market segments.

At CityVisions Associates we create Real Estate Value by focusing on efficiency in the areas listed below:

Finance – utilize incentive programs to build a long term sustainable investment strategy

Planning – integrate housing, office, and mixed-use workspaces and support in efficient flexible configurations

Operations – invest in the “infrastructure” of buildings creating engineered systems and technologies which yield efficient operations over the development life-cycle

Asset Management – create lifestyle developments where the mix of tenants and uses establishes a unique amenity package and fosters a strong economic foundation
Richardson-Olmsted Complex
Buffalo, NY.

CityVisions Associates is currently serving as the development manager for the redevelopment and the restoration and reuse of the extraordinary Richardson Olmsted Complex in Buffalo, New York. The historic former mental asylum - designed in the 1870s in a partnership between noted architect H. H. Richardson and renowned landscape architect Frederick Law Olmsted – incorporated the most modern ideas of its time in psychiatric treatment. CityVisions Associates created the property’s overall master development plan and managed the development’s initial phase, a unique multiple-use redevelopment concept designed to reactivate the 92 acre property after three decades of vacancy and deterioration, and have it serve as the hub for Buffalo’s emerging arts and cultural district. Uses include The Hotel Henry Urban Resort and Conference Center, the new Buffalo Architectural Center, events spaces, and the 100 Acres Kitchens. Total project cost is $65 million. The project will be open in April, 2017.
Master Redevelopment Plan
Louisville's West Main Street, recently recognized by the American Planning Association as one of America's Great Streets, is an architectural gem containing one of the finest collections of cast iron architecture in the entire nation. The detailing of the buildings provides a strong visual background for an incredibly vibrant streetscape, where particular attention has been paid to bringing elements of historic architecture and the history of the district down to street level. But it is the successful blend of old and new that make this a Great Street, a triumph of planning and cohesive civic commitment from a diverse range of individuals and institutions that have transformed the area from a blighted warehouse district in danger of clearance into an energetic and dynamic lively 21st century downtown street.

Many communities have unfortunately lost their Victorian districts. In Louisville, these have not only been preserved, but very new modern, edgy architecture and design elements - including fun and whimsical elements - have been incorporated into this very significant and dignified (also nationally recognized) historic district that is both respectful and celebratory of the historic character of the district, providing a terrific lure for interesting new uses of the buildings. Along West Main, there is a wonderful blend of architecture that spans from Greek...
Revival to Bauhaus, from Modern to Post Modern, providing the street with a sense of grace, history, creativity and energy.

But this was not always the case. An innovative revitalization strategy, using the Arts and Culture as anchors as well as its distinctive architecture, was developed to infuse new investment and energy into West Main Street, including a unique streetscape program that highlighted the character of the street while providing much needed pedestrian amenities.

The district has since emerged as the main cultural center of downtown Louisville, with the world-renowned Actors Theater, home to the Humana Festival of New American Plays at one end and a cluster of museums at the other. The blocks include many of Louisville's most vibrant arts organizations and museums; including the Louisville Slugger Museum with its signature five-story baseball bat, the Louisville Science Center, the Kentucky Center for the Arts, the new West Main Street Cultural District, the Kentucky Museum of Arts and Crafts, and the Frazier Historical Museum.
The Muhammad Ali Center – an $80 million, 94,000 square foot facility overlooking the Ohio River - opened its doors in November, 2005 and was immediately acclaimed as one of the finest and most creative new visitor facilities in the nation, including the honor of being named the Best New Visitor Attraction in North America in 2006. The Center uses the incredible life journey and the core values of
Muhammad Ali as a model and guide to inspire people to be as great as they can be, and to foster better cross-cultural understanding and the sharing of common values not only to those in Louisville or those who visit the Center, but to people across the nation and the world who respect and admire Mr. Ali for what he stands for. The Center’s interpretative exhibits and its educational programming and community initiatives are centered on the six core values that inspire Ali’s life - confidence, conviction, dedication, respect, giving and spirituality.

The development of the Ali Center had a variety of goals for the community, as well as Mr. and Mrs. Ali. It was designed to serve as a major visitor attraction for downtown Louisville, to catalyze the revitalization of a key riverfront site, and provide a strong pedestrian connection to other downtown visitor attractions, hotels, etc. Barry Alberts, a principal in CityVisions Associates, was the key official in the planning, development, and construction of the Center. He led the initial detailed site selection analysis, served as the project manager for the Center’s design and construction, including the selection of the design and construction team, and recently served as the Interim President and CEO of the Center.

The Center has received significant national and international attention and honors, including: Best New Attraction in North America 2006; Best Places Award: Museums that Touch the Heart and Soul 2006, one of 4 institutions in the world so honored by Pathfinders Travel Magazine; Best Museum Environment 2006; and the MUSE award for Video 2007 by the American Association of Museums (AAM).
Michael Watkins Architect, LLC
Architecture & Town Planning

Firm Description

Michael Watkins Architect, LLC is an architecture and town planning firm dedicated to designing and implementing a dynamic public realm. Watkins founded the firm in 2007 when he left his position of Director of Town Planning with Duany Plater-Zyberk & Company. While with DPZ he established their Washington, D.C. office in 1988 to serve as Town Architect for Kentlands, a 352-acre neo-traditional neighborhood northwest of Washington, D.C. Under his direction, the work of DPZ’s DC office grew to include projects throughout the U.S. and abroad. Likewise, the work of Michael Watkins Architect extends throughout North and South America and includes a wide variety of projects: working with existing communities to rediscover and promote the cultural heritage of their built environment and assisting developers by planning new sustainable communities and neighborhoods.

Current projects include the design of neighborhoods, hamlets and town extensions, preparation of design guidelines and zoning ordinances, town architect services for TNDs, and leading and participating in urban design charrettes. MWA frequently collaborates with other leading New Urbanist firms, among them Urban Design Associates, TortiGallas and Partners, Placemakers and the Prince’s Foundation for Building Community.

Watkins is one of several contributing co-authors of Andres Duany’s SmartCode, a zoning ordinance that legalizes the development of traditional neighborhoods. He edited and produced The Guidebook to the Old and New Urbanism in the Baltimore / Washington Region. Watkins and his staff speak on the subject of traditional architecture and urban design at universities and conferences in the U.S. and abroad. Watkins is a member of the Congress for the New Urbanism, the Institute of Classical Architecture and Art, the New Urban Guild, the American Institute of Certified Planners and the American Institute of Architects’ College of Fellows.
Michael Watkins, FAIA, FAICP

Michael Watkins is the founder and principal of Michael Watkins Architect, LLC, an architecture and town planning firm dedicated to designing and implementing a dynamic public realm. The firm's work includes the preparation of master plans for neighborhoods, hamlets and town extensions, preparation of design guidelines, various town architect services for TNDs, and leading and participating in urban design charrettes. He serves as the Town Architect for Norton Commons (a DPZ master plan) in Louisville, Ky. and Whitehall (a PlaceMakers master plan) near Wilmington, Del. He has collaborated with numerous other New Urbanist firms, among them Urban Design Associates, TortiGallas and Partners, Placemakers and the Prince's Foundation for Building Community.

In 2007, Watkins left his position as Director of Town Planning with Duany Plater-Zyberk & Company to enroll in the Masters program in Classical Design offered by The Institute of Classical Architecture & Classical America and the Georgia Institute of Technology. While with DPZ, he opened their Washington, D.C. office (1988), where he served as the Town Architect for Kentlands, a 352-acre neo-traditional neighborhood northwest of Washington, D.C., lead many charrettes for a wide variety of types on projects, and was a member of design teams for over sixty towns and neighborhoods in the United States and abroad.

Watkins is one of the contributors to Andres Duany's SmartCode, a zoning ordinance that legalizes the development of traditional neighborhoods. In 2003 he edited and produced The Guidebook to the Old and New Urbanism in the Baltimore / Washington Region. Watkins speaks on the subject of traditional architecture and urban design at universities and conferences in the U.S. and abroad. He is a member of the Congress for the New Urbanism, the American Institute of Architects, the Institute of Classical Architecture and Art, the New Urban Guild and the American Institute of Certified Planners.
What is a Town Architect?

General Responsibilities

Building community—both social and physical—requires considerable refinement of large-scale masterplans. It also requires that individual buildings be imbedded in the plan and woven together to create the urban fabric that supports community.

If every building was designed by a well-trained architect working hand-in-hand with their client, there would be little need for a “town architect,” design codes, design review boards and the like. However, many buildings are not designed by architects—much less well-trained ones. Furthermore, the “franchise” architecture of many commercial establishments, while reflecting a clear “brand,” typically ignores regional architectural tradition, response to local climate or urban responsibilities suggested by the context of the building. Most homes built in this country, whether single-family detached, townhouse or multifamily buildings are built by production builders who refer to them as “product” or “units.” Single-family housing in particular has become a commodity that is mass-produced and sold to consumers as opposed to clients.

In new communities, these consumers simply say “I'll have this model on that lot” and the builder or developer salutes, builds it and moves on. To be fair, in new communities architects and designers may have little information about the context of their building, so it often matters little which house sits on which lot anyway. As a result, the design of the whole place can suffer. With an understanding of the goals of a publicly-traded builder or the “branded box” of a franchise tenant, Watkins finds the overlap with his clients’ demands and shapes an excellent public realm. In doing so, he raises banal, commoditized “architecture” to a higher standard. High standards aren’t enough—they must work for developers, builders and designers, too.

Specific Responsibilities

Refining the Masterplan

• Design development of the masterplan (whether prepared by him or by others) to verify a correct interpretation of the original design by the civil engineers; identify and address issues that may arise when building a compact place; comment on the “buildability” of each lot with regard to size, shape, slope, etc.; and, refine the plan to respond to new issues such as changes in the market, program, site conditions (loss of a previously saved tree, revised wetland mapping, etc.), as well as successes and failures of prior phases.

• Review of infrastructure construction documents for thoroughfare details, grading, drainage and infrastructure elements, and the selection and placement of such elements as: utility equipment (transformers, telephone pedestals, cable boxes, etc.), storm drains, fire hydrants, crosswalk detailing, lane striping and signage, bike racks, street lights, street trees and street furniture. The mindless placement of a fire hydrant midblock on Main Street can knock-out two or three parking spaces removing the protection parked cars offer pedestrians, frustrating customers who think they’ve found a parking place but haven’t, and eliminating a crucial contribution to the success of the adjacent business.

• Review and/or direct the conceptual design of civic spaces, including landscaping and furnishings.
Integrating the Architecture with the Masterplan

• Preparation of Detailed Regulating Plans to provide lot-specific urban design recommendations.

• Preparation of a Design Code or Pattern Book. These are prepared in widely varying degrees of detail depending largely on the Founder’s vision of the place. Design Codes tend to specify only the tectonic principles, which form the basis of the architectural designs, while Pattern Books frequently include explanation, illustrative diagrams and photographs, and, at times, even styles.

• Introduction of builders and buyers to the design requirements and the design review process.

• Train the designers and Builders Guild; offer recommendations of additional suitable architects and builders.

Refining the Architecture

• Review of Architecture. The Town Architect serves as the keeper of the architectural vision of the place and provides direction and inspiration to owners, architects and designers, landscape architects and builders.

• Participate in the design of commercial and civic buildings with an emphasis on the buildings’ relationship to the public realm.

Additional Responsibilities

• Inform and review the work of related consultants, such as branding consultants, marketing consultants, ad agencies, sales staff, etc., to help them understand and appreciate the differences, merits and values of a new traditional neighborhood.

• Review property owners’ association documents, not from a legal perspective, but that of one who has lived and/or worked in new traditional neighborhoods for over 25 years. Time on the front lines and front porches has sharpened Watkins’ appreciation for what matters and what doesn’t.

• Field inspection of infrastructure, civic spaces and buildings for conformance to the design intentions expressed in the Regulating Plan and Design Code.

• Education and marketing through lectures, field trips, tours and the like.

• Construction materials and techniques research.

Summary

A degree of finesse is required to gauge and implement the appropriate level of guidance and control when building a community. Too little can yield sloppy, ineffective and disappointing results; too much can strangle the very community one seeks to facilitate. Navigating the desired course is the Town Architect’s challenge.

“So long as each architect and each client thinks only of his own building, how individual and how noticeable he can make it, little progress in the total effect can be expected. Architects should be trained to think first of how their building will take its place in the picture already existing. The harmony, the unity which binds the buildings together and welds the whole into a picture, is so much the most important consideration that it should take precedence. Within the limits of this enclosing unity there is plenty of scope for variety, without resorting to that type which destroys all harmony by its blatant shouting.”

— Raymond Unwin, Town Planning in Practice, 1909
Experience
For over 100 years Joseph & Joseph Architects has provided our clients a wealth of knowledge and experience in the adaptive reuse of historic buildings.

Our intimate knowledge of historic structures and mixed use developments has made our firm one of the premier consultants in the industry. Our focus is providing quality design while breathing new life in a city’s treasured landmarks.

Client Centered Approach
Our nationally recognized expertise will be a beneficial addition to any development team. We pride ourselves on developing innovative solutions to maximize impact while staying within a given budget. Joseph & Joseph Architects is intimately familiar with the challenges of historic buildings and the code and structural challenges that go with it.

We believe that a strong city should be rooted in a strong foundation of its history while building toward the future.

“Joseph & Joseph having 100 years of experience with historic buildings made them the natural pick for me.”

Bill Weyland
Managing Director
City Property Group

“When renovating a building that’s been around since 1923, you worry about the unknown, but Joseph & Joseph was very diligent and stuck with it all the way through the project.”

Brad Walker
General Manager
Brown Hotel

“We needed a company like Joseph and Joseph – Someone to help us through the process and deliver a product that is both functional and beautiful at the same time. I don’t think we could have gotten anything nearly as good from anyone else.”

Ann Hagan-Grigsby
Administrator
Park Duvalle Community Health Center
Vine Street Building
Green Roof & Building Envelope

Housing Authority of Louisville
Louisville, KY
420 S. 8th Street
Project Manager: Cal Swain
502.569.4407

Size: 15,000 sqft green roof
      36,750 sqft of envelope

Status: Complete in 2011

Joseph & Joseph Architects was commissioned for the renovation of
this 1950’s building for the Louisville Metro Housing Authority.
The scope of work included:

- Evaluation of existing structure for a green roof
- Design and coordination of a new green roof, both extensive
  and intensive planting
- Evaluation of water infiltration from building envelope.
- Repair of building envelope to address water infiltration
  issues.

The project was completed in 2011.
Lofts of Broadway

-Loft apartment complex

Finzer Properties LLC
550 Fourth Ave. Suite 100
Louisville, KY  40202
Contact:  Tony Stefater
502.645.3164

Cost $8.4 million
Size: 82,000 sqft
Status: Completed

Joseph & Joseph Architects and Finzer Properties LLC have developed this seven-story historic building into 83 loft apartments. Through the use of historic tax credits this project has served as private development stimulus for the redevelopment of the Smoketown/Shelby Park neighborhood. Joseph & Joseph placed the building on the National Register, completed all tax credit documentation, and brought the tax credit investor to the project as well as create a design to meet the Department of the Interior’s Standards for Historic Preservation. The lofts are market rate apartments feature exposed brick, natural wood floors and a loft area above the kitchen, overlooking the living area. The development includes secure on-site parking as well as interior parking in the basement.

The project uses the existing assets of the building and its industrial equipment as decorative elements throughout the building. The entry stair is was made of salvages heavy timber members and flooring from the building. In many of the units the original structure was exposed and highlighted in the design.

Awards
Project of the Year (Merit) in Adaptive Reuse by Multifamily Executive Magazine

Cornerstone Award by the Louisville Downtown Management District
Joseph and Joseph was the original architects for this building built in 1924. We were selected to convert the 9 story previous Hotel and YWCA into a mixed use building. The design maximizes the use of the space while maintaining the historical character of the building.

Throughout the construction of the project we, as part of the project team, designed the construction details to be cost effective using our experience to solve quickly construction problems as they came up. The project was completed on budget. The building currently houses a theater company; restaurants and other retail tenants on the first floor, meeting and convention space on floors 2 – 4, including meeting room spaces for a capacity of up to 900 and smaller spaces used for receptions, meetings and lectures. There are 3 floors of apartments, and 2 floors of condominiums. The basement was also converted into a parking garage with ramp entrance from outside. Extensive work was done to restore the historic fabric of the building inside and out and bring all the modern conveniences and technology to the spaces.

The renovation was approved by the Kentucky Heritage Council and The National Parks Service for federal and state historic preservation tax credits.

**Preservation Awards**
- Ida Lee Willis Memorial Foundation Preservation Award for outstanding examples of restoration or rehabilitation of historic buildings.
- Cornerstone Award – Louisville Downtown Management District
- Preservation Award - Louisville Historical League
IDEAS + BUILDINGS + PEOPLE /
We believe that design has the power to positively transform people and the planet.

Curious, agile, and adaptable, we craft solutions that inspire our clients and their communities, create positive long-term environmental, economic, and social change, and set new paradigms for the future.

Since 1935, Perkins+Will has created innovative and award-winning designs for the world’s most forward-thinking clients. We are architects, interior designers, urban designers, landscape architects, consultants, and branded environment experts who approach design from all scales and perspectives. Engaged, accessible, and collaborative, our staff of 2,000 professionals brings together design excellence, functional performance, and social responsibility to advance project goals. Inspired by the programs within, we design from the inside-out. We combine a deeply humanistic approach with results-driven pragmatism to create dynamic spaces for people. Research-focused and inventive, every day we reimagine how space can be used to foster stronger ties between communities, the built environment, and nature. With more than 1,000 LEED® Accredited Professionals, sustainable design and the use of healthy building materials are fundamental to our process. Our transformative designs help students learn better, patients heal faster, business teams perform stronger, and city dwellers have more meaningful daily experiences.
Our work focuses on the best qualities of urban living, weaving public spaces, diverse uses, and memorable context into a distinctive pattern of place.

We are dedicated to building environments that enrich people’s lives. Our work focuses on the best qualities of urban living, weaving public spaces, diverse uses, and memorable context into a distinctive pattern of place. Our multi-disciplinary team of urban designers calls upon landscape architecture, transportation systems, infrastructure, and architecture to create frameworks for distinctive and magnetic places. Successful regeneration and creation of sustainable cities demands subtle cultural, environmental, and economic responses. We constantly nourish and advance the development of new tools and innovative thinking for design and communication. Informed by our global expertise, knowledge, and resources, we craft thoughtful, multi-layered urban designs that have shaped cities around the world.

Immersed in the settings of our clients, we transform new cities, waterfronts, city centers, educational and corporate campuses, and urban districts into vibrant, sustainable communities. We envision flexible solutions that anticipate future change. We establish the vision, identify the means, and develop a framework for action, generating long-term economic, social, and environmental value for private and public clients and communities. With more than 1,000 LEED® accredited professionals, our firm is distinguished by our commitment to sustainability, taking special pride in urban design’s global potential for positive change.
OUR WORK INTEGRATES:

Social Resilience
by considering environmental justice, social equity, community cohesion, and inclusivity of vulnerable populations.

Economic Resilience
by evaluating business continuity, economic stability, development opportunity, and benefit-cost analysis.

Environmental Resilience
through balancing natural and manmade infrastructure systems.

RESILIENCY

By researching and understanding the built environment's vulnerabilities to acute and chronic stressors, we can make it safer and longer-lasting while helping to protect lives.

While we’re working firmwide to minimize (and even reverse) negative environmental impacts through greener, more sustainable design, climate change-related disasters are still a real danger. Planning and designing for resilience helps minimize damage and loss in the event of such disasters, allowing people—and the earth—the time and resources needed to heal and grow stronger.

An investment in a building that has been designed to withstand natural and manmade disasters can yield great returns in the form of lower insurance premiums, lower interest rates on construction loans, building longevity, marketability, and steady occupancy. Similar investments in a community strengthen property values and ensure stability.

By incorporating resilience strategies into planning and design, we can help to keep people safer in communities and regions of the world that are vulnerable. Safer communities are stronger communities, enabling residents to thrive.
We place occupant wellbeing at the center of what we do.

The experience from Hurricanes Katrina and Sandy teaches us that the strength of our health infrastructure—a diverse network of facilities ranging from community clinics to acute care hospitals—is critical for the readiness, responsiveness and revitalization of communities in the face of unforeseen challenges and catastrophic extreme weather incidents. In 2015, the medical journal The Lancet said that “climate change represents an unacceptably high and potentially catastrophic risk to human health.” It concluded that climate change has the potential to reverse the last 50 years of global public health gains.

Resilience thinking provides a useful perspective in framing the challenges of a community’s health infrastructure, which is often entwined with other systemic challenges that impact individual health, ranging from food access to housing quality to equal opportunity in education. While most healthcare policy is determined by federal, state, and provincial government entities, there are tremendous opportunities for addressing climate and health network vulnerabilities at the city scale beyond the policy arenas.

As with many complex systems, vulnerabilities in a city’s health network must be considered as overlapping layers. In a speech he gave at the 2013 Innovation Forum organized by the Rockefeller Foundation, CDC Director Dr. Tom Frieden identified five key strategies to addressing health issues in urban resilience: (1) strengthening everyday systems, (2) having reliable data, (3) ensuring effective communication, (4) addressing mental health needs, and (5) providing flexible infrastructure and facilities. These strategies are intended not only to save lives during a calamity, but also to ensure that individuals, families, and communities are empowered with the opportunities and resources to manage their own health as part of everyday life. The latter goals are especially challenging for the millions who live and work in communities that do not support healthy lifestyles, but unintentionally negatively impact physical and mental health.

At Perkins+Will, we understand that the design and regulation of the built environment is critical to ensuring the everyday health of a population. In recent planning work completed for thirteen healthcare, academic, and research institutions comprising the Baton Rouge Health District, we identified projects and programs that address emergency preparedness as well as everyday health.

EXAMPLES OF RECOMMENDATIONS THAT ARE CURRENTLY BEING IMPLEMENTED INCLUDE:

- Creation of an District umbrella non-profit for inter-institutional collaboration, including a staff member dedicated to coordinating emergency preparedness initiatives
- Implementation of a complete street network that enables a multitude of route options in and out of the District to ensure access to hospitals and safe evacuations while also providing a framework for walkable urban redevelopment
- Implementation of an open space network that supports sustainable stormwater management, while also providing access to nature for mental restoration and space for active commutes / recreation (riverside trails)
- Creation of a Diabetes and Obesity Center jointly owned and operated by District healthcare providers and insurance companies to provide a suite of integrated services ranging from health education to disease management to curb the epidemic of diabetes in the Baton Rouge area. The Center, which is in its early stages of formation, has an innovative business model aimed at overcoming challenges posed by the disease-centered reimbursement model of the U.S. healthcare system
Likewise, our substantial portfolio of healthcare facilities and clients will provide substantive background, case study examples and best practices of the ongoing transformation of US healthcare delivery systems, moving past the “hospital-centric” care models to diverse, networked care settings capable of supporting the full range of health and social care needs of a community and population. Our experience working with the US Department of Health and Human Services developing a healthcare climate resilience toolkit contributes to our deep experience in understanding the critical nature of health service delivery during and after events, and the potential value that the health sector can bring to strengthening community resilience.

We will bring our experience from Baton Rouge and similar work in other cities to our resiliency planning for Louisville, Minneapolis, and Toronto: cities that have, each in its own way, made great strides in addressing health issues in the population. Louisville has integrated health into its neighborhood plans, creating the Office of Safe and Healthy neighborhoods to target the specific issues that lead to early mortality and chronic health issues in underprivileged communities across the city. Minneapolis, which often tops U.S. lists as healthiest city, has made prevention and healthy living a key part of its urban agenda and community action programs. The City of Toronto has mapped socio-economic and built environment determinants of health to inform local neighborhood plans, directing its efforts most recently to addressing the healthcare needs of its exponentially growing population in the Downtown area.

While the “health lens” we bring to each city will be different, we expect to address some of the following core health-related issues in our resiliency plans:

- Resilience of individual hospitals and the overall hospital network (safe access, surge capacity, utility infrastructure, climate adaptation, etc.) and their potential to be an anchor for community resilience
- Top public health and safety issues, with a specific focus on the needs of vulnerable populations in facing climate risks
- Top health inequity issues, such as access to primary care, chronic care settings, and mental health services
- Critical shortcomings in the built environment for everyday health support, such as access to transit, healthy food, personal safety and walkability
- The state of health education and awareness

In each plan, we hope to facilitate productive conversations that bridge inter-sectoral barriers between public health, healthcare, planning, and community organizations in addressing community health and resiliency. Our goal is to highlight “low-hanging fruit” for immediate impact while also providing a roadmap for a healthier community in each city that we work with.

Referencing these examples, we see our partnership with 100 Resilient Cities as a fruitful continuation of work to which we are committed and welcome our new collaboration as we collectively seek to advance resiliency in our communities.
As part of our ongoing commitment to helping our communities to thrive, Perkins+Will continues to demonstrate leadership in resiliency strategy. The diversity and depth that we cover reinforces our perspective to integrate resiliency strategy into everything that we do.

RECENT EVENTS + ANNOUNCEMENTS


The RELi Resiliency Action List & Credit Catalog, as launched in 2014, integrates resilient design criteria with the latest in proven integrative process for developing next generation communities, neighborhoods, buildings, homes, and infrastructure.

Perkins+Will co-sponsored the AIANY symposium Extreme Heat: Hot Cities – Adapting to a Hotter World. Download the report >

At the Ecological Urbanism Exhibition and Symposium, organized by the Harvard University Graduate School of Design, Steven Velegrinis spoke on “Resilient Smart Metabolic Green Ecological Landscape”

David Cordell and Jon Penndorf wrote “Weathering the Storm: Mental Health and Resilient Design” for the Perkins+Will Research Journal

Jennifer Cooper-Sabo presented on “Resilient Landscapes: Designing for Water, Risk, and Remediation” at AIA Chicago/COTE

Kristen Hall’s article on a Resiliency Roundtable poses the question: “What critical resilient designs must the built environment adopt now, and what are the best solutions for implementing those designs?”

Jon Penndorf will speak on “Migration, Culture, and Diversity in the Built Environment” at ASID’s Impact Summit. He also served on the jury for the Resilience by Design Committee’s National Treasures Design Competition (NTDC) in DC.

Arlen Stawasz presented on “Sustainable and Resilient Cities: Actors and Innovative Approaches” in Cartagena, Colombia at the Proadapt conference hosted by the Multilateral Investment Fund of the Inter-American Development Bank. Arlen also taught advanced resilient design studios at the Boston Architectural College—which focus on working with vulnerable coastal communities in the northeast. He is also spearheading an ULI Foundation Urban Resilience Grant in the Boston metropolitan area.
The Louisville Central Rail Corridor is a historically industrial area flanking the line of the former L&N Railroad located to the southeast of downtown. Once the center of textile manufacturing in the city, today the area contains several vacant mill structures and diverse neighborhoods that are in various stages of revitalization.

In 2014, the Louisville Metro Department of Economic Development received an Area-Wide Planning Grant from the EPA targeted at developing a comprehensive strategy to redevelop five brownfield catalyst sites and their surroundings. The multifaceted planning and design team assisted Metro and University of Louisville’s Center for Environmental Policy and Management lead a highly interactive process to determine the future of these strategic properties which included three historic mills and the decommissioned city incinerator.

Following exhaustive analysis of existing conditions and multiple public engagement events (including an Ecology Forum), the planning team devised broad strategies and implementation action items that support the creation of three unique program districts: Regional Mixed-Use, Neighborhood Mixed-Use, and Eco-Industrial. One of the high priority recommendations involved the long-term environmental rehabilitation of Beargrass Creek, a critical urban waterway degraded by flood control channelization. The plan laid out steps to transition the creek back to a natural landscape by selective channel demolition, stream bank restoration and access improvement, and community activation of a new water storage vault.
The Central Rail Corridor Plan envisions taking advantage of the inherent assets and economic potential of sustainable industries to create a city-wide center of environmentally-oriented light industry that can also serve as job opportunities for local residents.
Providing public access along Beargrass Creek was a consistent request throughout the public forum process.

Constructing a greenway trail along Beargrass Creek will allow the community to visually access the creek, create enthusiasm around the creek’s restoration, provide a green buffer between industrial uses and the creek, and link open spaces through a continuous green corridor.
The Livable Centers Initiative (LCI) is a program by the Atlanta Regional Commission (ARC), a regional planning and intergovernmental coordination agency for the 10-county metro area in Atlanta. The LCI program awards planning and implementation grants on a competitive basis to local governments and nonprofit organizations for the enhancement of communities by reducing traffic congestion and improving air quality by better connecting homes, shops and offices.

The Turner Field Stadium Neighborhoods LCI was not your typical LCI project. Located at the bullseye of the Atlanta Region and at the intersection of some of Atlanta’s most ambitious plans, it not only included the 1996 Centennial Olympic Stadium (now home to the Braves), but it also encompassed several of the city’s historic neighborhoods that have been negatively impacted by urban renewal projects of the last half century. Noting this importance, the ARC awarded this LCI the most funding for a single project since its beginning 20 years ago.

With the Braves leaving the stadium and the City actively negotiating the sale of the property to Georgia State University, this is a highly anticipated community plan with the potential to reshape the south side of Atlanta. The planning team conducted an extensive and unconventional public engagement process that reached over 1600 community residents and stakeholders and provided the critical feedback needed to build a bold plan. Most importantly, the planning team facilitated dialogues to shape a common vision for the future of the area that was both realistic and ambitious while celebratory of the historic significance of the site.
Master Plan Alternatives
South Fourth Street once was the iconic retail corridor of Louisville and home of its two legendary hotels, The Seelbach and The Brown. But as retail fled to the suburbs in the 1960s, the city tried to keep the corridor intact with a variety of investments culminating in the building of the Louisville Galleria in the early 1980s.

The Galleria was only marginally successful, but in the last decade there has been renewed investment and economic vigor in Louisville’s downtown. Hoping to capitalize on this momentum, the Downtown Development Authority (DDA, now the Louisville Downtown Partnership) embarked on several planning efforts for South Fourth Street between 2011 and 2013 including a set of context-sensitive design guidelines.

The DDA had two primary goals for the urban design team: capture the rich historic details enriching many of the corridor’s remaining storefronts; and create a graphic document which preserves development flexibility while conveying to property owners and investors the essential design features worth preserving.

The resulting document is simple to understand and combines an architectural style primer with a set of standards using current and archival photographs and captions to capture the corridor’s character-defining elements.
The first half of the guidelines features an urban design overview and categorizes the corridor’s architecture into five stylistic periods.
Metal signs can take many different forms and styles, and can even be incorporated into the building as an architectural detail. Historic signs should be preserved and integrated into new structures and spaces.

Murals or back-painted glass signs are historically accurate, inexpensive, and striking.

Sculptural neon signs are highly contextual and can complement facade designs, but must be carefully proportioned and made of solid materials.

Signs designed as facade elements were prevalent in the corridor, and should be utilized today.

Sculptural neon signs can take many different forms and styles, and can even be incorporated into the building as an architectural detail.

The second half of the guidelines breaks the architectural styles into nine constituent parts, using visual examples to demonstrate how those parts appear in the corridor today.
The proposed I-64 expansion through northern Louisville has the potential to significantly impact the existing neighborhood fabric of many of the City’s intown communities. The Shippingport project looks at aging infrastructures and how to reuse it to add an economic boost to a dying neighborhood. The catalyst for the project was the expansion of the highway which would dramatically increase the size and scale of an existing elevated interstate along the Ohio River. This expansion would further separate the City’s most valuable amenity from its citizens, while impacting existing underutilized land parcels from future redevelopment opportunities. As cities continue to grow, valuable resources such as access to water and greenspace will become critical elements in retaining as well as attracting new residents, companies and visitors. The project reframes and revitalizes a key neighborhood that has direct ties to the water and the city.

It is crucial that cities protect these assets, create areas for increased density, and provide citizens with ample greenspace. Through an analysis of inventory of the existing structures, precedent research and a potential redevelopment scenario, projections were made on the potential development within the district.
The proposed I-64 expansion through northern Louisville, KY has the potential to significantly impact the existing neighborhood fabric of many of the City’s intown communities. The expansion would dramatically increase the size and scale of the existing elevated interstate along the Ohio River. This expansion would further separate the City’s most valuable amenity from its citizens, while impacting existing underutilized land parcels from future redevelopment opportunities.

To date, the 8664.org grassroots organization has promoted an alternative, at grade, design solution to the existing proposal that promotes higher density, pedestrian friendly redevelopment that would strengthen the connection to the river. The design alternative incorporates many progressive design solutions implemented by peer cities across the U.S. As cities continue to grow, valuable resources such as access to water and greenspace will become critical elements in retaining as well as attracting new residents, companies and visitors. It is crucial that cities protect these assets, create areas for increased density, and provide citizens with ample greenspace.
This is going to be a garden that reflects the region and community it is a part of. We are going to have plenty of species that are native, as well as geographical and topographical features that emulate those of the general region as well individual features in particular. Something that made me feel like we were on the right track was when a Botanica member was talking to me about the children's garden; she said, 'this looks like Kentucky, but there's nothing in Kentucky that looks quite like this.'

BRIAN VOELKER, PRESIDENT BOTANICA

An incredible transformation from a former landfill to an iconic garden.

The Waterfront Botanical Garden Master Plan proposes an incredible transformation for the city of Louisville by creating a global icon on a former landfill. The design focuses around three key frameworks of Transformation, Discovery, and Health that create an overlay of unique experiences throughout the gardens. These frameworks begin to form stories that guide our design and appeal to different audiences much like 100 Resilient Cities. From children to researchers, from educators to chefs, from gardeners to artists, the garden offers a story that will resonate with people of all different backgrounds and interests. Similar to 100 Resilient Cities, the project strives to set precedents in sustainability by creating spaces like the proposed Education Pavilion that is being designed around the highest sustainability criteria and the Water Filtration Garden that will clean gray water through a series of beautiful water gardens. With high ambition and expectation, Louisville’s Waterfront Botanical Gardens is being designed as a catalyst for the continued revitalization of Louisville.
THE STRUCTURAL ROOF SYSTEM IS A CROSS LAMINATED TIMBER (CLT) DECK WHERE LAYERS OF DIMENSION LUMBER ORIENTED AT RIGHT ANGLES TO ONE ANOTHER AND THEN GLUED TO FORM STRUCTURAL PANELS. THESE PANELS HAVE EXCEPTIONAL STRENGTH, DIMENSIONAL STABILITY AND RIGIDITY. A SERIES OF PANELS WILL BE INTEGRATED WITH ONE ANOTHER TO FORM A MONOLITHIC ROOF SYSTEM TO SPAN THE MAIN LEVEL AND GENERATE THE BUILDING OVERHANGS.
INTRODUCTION

SABAK, WILSON & LINGO, Inc. is a multi-disciplinary design firm with an established history of providing first class Planning, Landscape Architectural, Surveying, and Engineering services for both public and private clients since the early 1970s. With over 40 years of experience practicing in the Louisville area, SABAK, WILSON & LINGO, Inc. is proud to be recognized as a local leader in solving complex land use, zoning, and site development problems.

As a part of the local development community, we have formed excellent working relationships with the staff at local agencies, and are familiar with local regulations and requirements which will help us to expedite the approvals process. Our ability to negotiate effectively with the public and regulatory agencies frequently turn potential opposition into support. We take great pride in the fact that many clients who initially engage our services become repeat clients and frequently recommend us to others.

We utilize an array of graphic technologies to prepare exhibits, preliminary plans, plats and construction documents. We utilize both GPS for field survey work and maintain current AutoCAD licenses to deliver work products in the most up-to-date digital format. We implement an open office concept, which supports our philosophy of close, inter-office collaboration. Our in-house staff includes registered Land Surveyors, Civil Engineers, and Landscape Architects. At present, our total staff includes over 20 full-time employees. When appropriate, we have a strong history of team collaboration with other firms to meet our Clients goals and deliver assignments in a timely manner for permitting.

We believe that our greatest asset is our staff. A majority of our employees have been with the company for over 10 years...some for over 35 years. Our Engineers, Landscape Architects, Surveyors and support staff are all important team members that are invested in this company and our community.

DESCRIPTION OF SERVICES

LAND SURVEYING
- Property Boundary Surveys
- Topographic Mapping
- Minor Subdivision Plats
- Major Subdivision / Record Plats
- Utility Easement Plats
- Street Closures
- Elevation Certificates (FEMA & MSD)
- Construction Services
  - Utility Staking
  - Layout and Construction Staking
  - As-Built Surveys
- ALTA/NSPS Land Title Surveys
- GPS
- Condominium Plats
- Route Surveys

LAND PLANNING
- Residential Communities / Subdivisions
- Office Parks
- Retail / Shopping Centers
- Multi-Family Developments
- Industrial & Business Parks
- Mixed-Use Development
- Educational Facilities
- Urban Design / Redevelopment
- Zoning/Plan Approvals, & Testimony

CIVIL ENGINEERING
- Site Development
  - Commercial / Industrial Parks
  - Subdivision Design
  - Institutional / Campus Design
  - Utility Coordination
- Infrastructure
  - Pump Station & Force Main Design
  - Sewage Treatment Plant Eliminations
  - Utility Assessment Projects
  - Street & Highway Design
  - Storm Water Mgmt. / Green Infrastructure
- Water Distribution Systems
- Sanitary Sewer Collection Systems
- Construction Management
  - Contract Documents & Specifications
  - Construction Observation & Inspection
  - Project Closeout & Punchlist
  - Bond Release & Cost Estimates
  - Permit Coordination

LANDSCAPE ARCHITECTURE
- Signature Entrances
- Planting Plans & Specifications
- Green Infrastructure / Sustainable Design
- Open Space Planning & Streetscape Design
- Tree Preservation Plans
- Site Design
CSO 190 is an MSD Green Infrastructure project for a 145-acre urban watershed in the Portland neighborhood. The purpose of the project is to capture and infiltrate approximately 250,000 cubic feet of stormwater before it enters the combined sewer system. The project is required by MSD’s consent decree with the EPA and is targeted to be complete by December, 2017. The project will be completed in 3 phases. Sabak, Wilson & Lingo, Inc. is the prime consultant leading a team of land surveyors, geotechnical engineers, and historic and cultural resources. Project deliverable include detailed plans, maps, and specifications for a menu of green management practices that meet the project requirements. At completion, the number of combined sewer overflows annually will be reduced from 55 to 8.

A secondary component to the project will also be community enhancement designed to provide green spaces and plantings to help off-set the visual and runoff impact from impervious surfaces. In addition, the firm will also coordinate with neighborhood and business interests to promote MSD’s voluntary downspout disconnection and stipend capital recovery programs.

**RELEVANT EXPERIENCE**
- Urban Stormwater Management / Green Infrastructure
- Team Coordination, Scheduling, & Project Management
- Public Outreach & Community Involvement

**CONTACT:** John Loechle, MSD – 502-540-6209
Norton Commons is a 600-acre, traditional neighborhood development located on the Jefferson/Oldham County line. At the center of this neighborhood, and acting as the town center, is the Market Park. The Market Park was designed to accommodate market day events, public gatherings and more intimate socializing and leisure activities. The southern portion of the park has raised planters filled with seasonal color and ornamental trees which provide additional seating during market day events and flank a flush labyrinth, with a Marko Pogacnik lithopuncture stone titled “Out-Breathe” situated at its center. Modeled after the Haller Fountain at St. James Court in Old Louisville a large 34’ diameter raised fountain basin is situated in the center of the park. Within the basin sits a 15’ high custom cast iron fountain sculpture by Robinson Iron. A semi-circular seatwall surrounds the north portion of the fountain plaza and retains the large gathering lawn. A steel arbor relocated from the Rose Garden is situated at the north end of the lawn. Sabak, Wilson and Lingo, Inc. is currently serving as the landscape architects and engineers for this project.

RELEVANT EXPERIENCE

- New Urbanism – Site Planning & Construction
- Innovative Zoning / Site Plan Approvals
- PUD Approvals for Hamlet

CONTACT: 
David Tomes, 502-394-0510
The EDGE at Liberty Green is a mixed-use redevelopment project located within the Clarksdale Revitalization area known as Liberty Green. It is an urban neighborhood with mixed-use office, retail, restaurants and residential uses within walking distance of the University of Louisville Hospital campus. Sabak, Wilson & Lingo, Inc. serves as consulting engineers, landscape architects and urban planners. Services included production of planning documents, shared parking studies, detailed urban design guidelines, civil engineering, utility coordination, and construction services. Sabak, Wilson & Lingo, Inc. also negotiated with MSD on the Clients behalf regarding the construction of two infiltration basins that remove approximately 19,000 gallons of stormwater per rainfall event from the combined sewer system.

RELEVANT EXPERIENCE

- Innovative PD Zoning / Plan Approval Process
- Minor Subdivision / Platting Services
- Construction Plans / Permit Coordination

CONTACT: Bill Weyland, (502) 992-3239
Spalding University is an urban university spread out over 5 city blocks within the heart of Louisville’s historic preservation district. The University is growing and has developed a campus master plan to assist in its growth. Sabak, Wilson & Lingo, Inc. was tasked with reviewing the master plan and developing a strategy to “Green Up” the campus, both visually with landscaping & other site amenities and by improving the water quality utilizing “Green Infrastructure” techniques to eliminate storm water run-off to the existing combined sewer system.

Located at the center of campus, “Spalding Commons” is the largest and most prominent green space on campus, which includes an open green, a signature campus feature, an underground infiltration basin and bioswales. An existing alley was closed and converted into a “Green Alley”, which is made up of permeable pavers & native planting strips. This new green alley is the pedestrian spine that links the campus together. Phase 1 construction was completed in the summer of 2013.

**RELEVANT EXPERIENCE**
- Urban Open Space / Campus Planning
- Green Infrastructure
- Permit / Utility Coordination

**CONTACT:** Rush Sherman, CFO, (502)873-4230
Sabak, Wilson & Lingo served as Planners and Civil Engineers for this 270 unit mixed use development in the Historic Butchertown neighborhood of Louisville, KY. Services included preparation and approvals of a development plan and assistance with obtaining a Certificate of Appropriateness for development within the Historic District. We also prepare site construction documents in order to obtain a site disturbance permit.

This site is located in the combined sewer area and was required to meet MSD requirements for both green infrastructure and detention. Due to the limited site area outside the building footprint, coordination with the Architect, Smith Gee Studio, was critical. Construction on this project began in late 2015 and is expected to be complete in the summer of 2017.

RELEVANT EXPERIENCE

- Butchertown ARC Approvals – Historic Preservation
- Permit / Utility Coordination
- Construction Plans – Mixed Use

CONTACT: Charles Carlisle, 615-627-9412
Located at the corner of S 3rd Street and Cardinal Boulevard lies the former Mastersons Catering site. This property forms the edge of the Old Louisville Neighborhood to the North and the University of Louisville to the south. The project encompasses an entire city block providing student housing and mixed use retail on the first floor along Cardinal Boulevard in two new buildings and 3 existing buildings. Sabak, Wilson & Lingo, Inc. served as site planners, landscape architects, engineers and surveyors on this project. We prepared the development plan for local agency approvals, and developed a conceptual landscape, streetscape and public realm plans. The project was one of the first in Louisville to implement storm water best management practices (permeable pavement, green roofs, and infiltration trenches) as an integral part of the site’s re-development, capturing and infiltrating over 90% of the storm water. We also assisted the client in preparing a proposal to provide student housing for the University of Louisville. Construction was completed in fall 2012.

RELEVANT EXPERIENCE
- Urban Stormwater Management / Green Infrastructure
- Construction Plans / Permit Coordination
- Site Plan Approvals – Mixed Use

CONTACT: Chase Sorrick, 219-613-1329
Introduction

ATC Group Services LLC (ATC) is one of the foremost diversified environmental firms in the United States. Over the past 30 years, ATC has become one of the leading national providers of environmental and engineering support services nationwide. We are a full-service firm specializing in hazardous materials management, environmental assessments, industrial hygiene, indoor air quality, safety and environmental regulatory compliance, environmental remediation, geotechnical and construction material testing, laboratory services and health & safety training.

ATC’s focus is to understand your business and project needs and provide you solutions tailored specifically for those needs. Our professionals not only know how to best meet your technical needs, but they also understand the context in which you operate. We are structured to provide our clients with easy access to the technical personnel and equipment necessary to resolve virtually any environmental challenge.

Ranked #75 on ENR’s Top 200 Environmental Firms, ATC maintains over 100 offices throughout the United States with more than 1,900 staff members to provide our clients’ access to a diverse group of qualified professionals with an in-depth knowledge of local, state and federal regulatory standards. Our professionals have managed thousands of projects, providing effective, safety-oriented solutions for any project’s unique challenges. Every facet of our services resides in-house -- we are fully accountable for every phase of project from start to finish and we know the importance of quick response and resolution that will facilitate our client’s business goals and ensure compliance for their facilities.
PROJECT DESCRIPTION

On behalf of Louisville / Jefferson County Metro Government (LMG), ATC Group Services LLC (ATC) conducted Environmental Site Assessments at the former Urban County Government Center and adjacent parcels/structures owned and/or occupied by LMG or related tenants (Site). The investigations were commissioned in contemplation of redevelopment of the Site properties, and included:

- Phase I Environmental Site Investigation
- Limited Asbestos and Lead Based Paint Surveys
- Limited Mold Surveys
- Phase II Environmental Site Investigation

The property consists of approximately 11.5 acres of commercial land comprised of five individual parcels occupied by four commercial structures.

- 810 Barret Ave: 5.28-acres with seven-story, 255,900-square foot structure (former hospital). This structure was the site of the administrative offices of the Urban County Government Center until late 2016.
- 825 Barret Ave: two-story, 23,325-square foot (combined) Boiler House and additional maintenance / utility buildings.
- 850 Barret Ave: 1.51-acres with three-story, 32,400-square foot structure. Former office space for Louisville Metro Air Pollution Control District and Louisville Metro Department of Public Health and Wellness (Metro Health Department).
- 768 Barret Ave: 2.55-acres with four-story, 58,492-square foot structure. Currently occupied by offices of Louisville Metro Housing Authority and formerly, Louisville Metro Police Department (LMPD) Suburban Headquarters.
- 1235 East Breckinridge Street: 0.44-acre asphalt-paved parking lot.
- 814 Vine Street: 2.07-acres asphalt-paved parking lot.

ATC’s investigations included historical research, in depth inspection of Site structures and grounds, sampling and analysis of structural components and surfaces, and intrusive investigations to assess Site soils and groundwater. ATC’s findings were chronicled in reports that were reviewed by LMG and supplied to prospective developers of the property to provide environmental due-diligence and baseline conditions for consideration in proposals to redevelop the property.
## PROJECT SUMMARY

<table>
<thead>
<tr>
<th>Client Name</th>
<th>Governors Island Preservation and Education Corporation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Client Sector</td>
<td>Educational / Parks / Event Space</td>
</tr>
<tr>
<td>Project Location</td>
<td>Governor’s Island, New York City</td>
</tr>
<tr>
<td>Start Date</td>
<td>2009</td>
</tr>
<tr>
<td>Completion Date</td>
<td>Current</td>
</tr>
<tr>
<td>Project Value</td>
<td>$541,290 to date</td>
</tr>
<tr>
<td>ATC Role</td>
<td>Subconsultant to Turner Construction</td>
</tr>
<tr>
<td>ATC Lead Manager</td>
<td>Patrick Sisk / <a href="mailto:patrick.sisk@atcassociates.com">patrick.sisk@atcassociates.com</a></td>
</tr>
</tbody>
</table>

## PROJECT DESCRIPTION

Governors Island is approximately 172 acres – the buildings, facilities and forts on Governors Island date back to the early 1700s and landmarked facilities are primarily located on the northern end of the island. In 1985, Governor’s Island was added to the National Register of Historic Places (NRHP #78001877).

ATC was retained by Turner Construction to provide Environmental Consulting Services in support of a major re-development program being conducted by the Governors Island Preservation and Education Corporation (GIPEC).

### ATC’s Role – Northern Part of the Island

The project focus was identify asbestos, lead paint and mold contaminants in houses, barracks and facilities on the northern part of the island as well as conduct soil sampling to test for contaminants such as lead and mercury from former medical facilities and artillery use and storage. ATC provided survey, bulk sampling and analysis, reporting and recommended next step actions. ATC’s specifications and CADD drawings were utilized by the prime to select contractors. During abatement activities, ATC provided project monitoring and clearance sampling.

### ATC’s Role – Southern Part of the Island

The project focus was the preparation of Technical Design Specifications for Asbestos Abatement and Remediation for 55 buildings designated for demolition. ATC field sampling teams surveyed each building to be demolished and collected samples for laboratory analysis. The sampling included suspect asbestos containing materials (ACM), paint chip samples for lead analysis and window and door caulking for PCB analysis.

In addition ATC conducted comprehensive hazardous waste and universal waste material surveys in each building. The analytical sampling and survey results were utilized to create asbestos and hazardous materials abatement design documents. The documents included CADD drawings and were incorporated into Contractor Bid Documents used by Turner in selecting the demolition contractor.

Additional activities performed by ATC included conducting a Phase I Environmental Site Assessment (ESA) for the area of the property undergoing redevelopment, the sampling and closing of several monitoring wells discovered at the site and third party air monitoring and contractor oversight during the remediation and demolition of the first phase Buildings.
PROJECT SUMMARY

Client Name: Warden Capital
Client Sector: Commercial Redevelopment - Urban
Project Location: Louisville, KY
Start Date: July 2012
Completion Date: October 2016
Project Value: $71,000
ATC Role: Prime
ATC Lead Manager: Mark Edmonson, PE / mark.edmonson@atcassociates.com

PROJECT DESCRIPTION

The project site consisted of a 5.15 acre former manufacturing (Louisville Steam Forge Works dated to the 1890s) and warehousing / distribution beginning sometime in the 1940s. Surrounding land use included residential areas to the north and heavy industrial operations to the south.

ATC was retained to provide environmental consulting services in support of the redevelopment. These efforts included due diligence,

ATC completed Phase I and II Site Assessments of the property, along with surveys to identify and abate asbestos containing materials (ACM) and lead-based paint (LBP). ATC provided turn-key implementation of the abatement plan, overseeing the abatement contractor and completing abatement clearance sampling.

A geophysical survey was completed to locate a former buried underground storage tank (UST), and soil borings were advanced surrounding the tank to evaluate potential releases. Due to structural limitations associated with the tank’s location, ATC oversaw closure of the tank by removing and managing residual contents, cleaning tank interior, and filling with inert structural fill.

ATC coordinated with the owner to enter the site into the Kentucky Brownfield Redevelopment Program. A comprehensive Property Management Plan, designed to operate and maintain the site in a manner to prohibit environmental risk exposures from past contamination, was prepared and approved by the Kentucky Division of Waste Management – Superfund Branch.

Subsequently, ATC assisted in transaction to transfer property and operations to a new owner and maintain Brownfield Redevelopment Program benefits.

Featured Tasks
- Phase I Site Assessment
- Phase II Site Investigation
- Asbestos / HazMat Survey
- Turn-key Asbestos Abatement & Clearance
- Geophysical Survey
- Soil Borings/Sampling
- Soil Management
- UST Closure-in-Place
- Enrolled Site in Kentucky Brownfield Redevelopment Program
- Developed Property Management Plan
IMMERMANN/VOLK ASSOCIATES, INC. is a state-certified WBE (Women’s Business Enterprise) and a C-Corporation incorporated in the State of New Jersey. Laurie Volk and Todd Zimmerman are Co-Managing Directors of the company.

The company has a national reputation for innovative market analysis based on its proprietary target market methodology. The company specializes in the analysis of compact and sustainable development; mixed-income, mixed-tenure redevelopment; mixed-use urban revitalization; and traditional neighborhood developments. Since 1988, the woman-owned company has completed more than 450 market studies, for sites ranging in size from the redevelopment of half a block to the establishment of a new town on several thousand acres.

Zimmerman/Volk Associates is recognized by the leading practitioners of the New Urbanism as the national expert on the residential market feasibility of New Urbanist communities and urban redevelopment.

The company’s clients range from small builders and developers to the subsidiaries of *Fortune 100* firms, as well as city, regional and state government agencies.

**Laurie Volk** is principal in charge of Zimmerman/Volk Associates’ market studies and is the firm’s primary analyst of demographic, market, and lifestyle trends.

Volk’s development of the target market methodology—analytical tools to determine the market potential for downtown housing; for mixed-income, mixed-tenure repopulation and stabilization of fragile inner-city neighborhoods, and for new mixed-use, pedestrian-oriented traditional neighborhoods—has been instrumental in bringing Zimmerman/Volk Associates into national prominence. Volk has conducted more than 70 downtown studies across the country, in cities ranging in size from Petersburg, Virginia (population 32,400) to Detroit, Michigan (population 713,000).

Volk currently serves on the Board of the Congress of the New Urbanism and the Advisory Board of the Remaking Cities Institute. She was a founding board member, now emeritus, of the National Charrette Institute, and served for more than a dozen years on the Board of Governors of the Seaside Institute. She also served as a member of the Technical Advisory Group for Location and Planning of the U.S. Green Building Council. Volk was recipient of a 2002 Knight Fellowship in Community Building, and has been an instructor on market analysis for the Center for Urban Redevelopment Excellence at the University of Pennsylvania.

Volk established international credentials for her observations of consumer and economic trends as a writer and researcher for *The Times* of London and as a member of the prestigious Insight Team of *The Sunday Times*. In addition, she was chief of research for over a dozen *Sunday Times* books, covering topics ranging from finance to commercial aviation. She is a graduate of Duke University, with a Bachelor of Arts degree.

...
ODD ZIMMERMAN is principal in charge of Zimmerman/Volk Associates’ consulting practice and is the firm’s industry liaison. Using the target market methodology, Zimmerman was instrumental in bringing market rigor to the New Urbanism within the United States and is now expanding that effort outside the country.

Zimmerman was one of the framers of the Charter of the Congress for the New Urbanism, a member of the CNU Board of Directors, and the CNU executive committee. He also served as chairman of the CNU Council of Task Force Chairs. Zimmerman was honored as a CNU Fellow in 2016.

Zimmerman established a national reputation for his early identification of real estate market trends as Editor and Publisher of Multi-Housing News and Senior Living News, and founding Publisher and Editorial Director of Real Estate Times.

For more than a decade in the 1980s and ’90s, Zimmerman was program chairman of Multi-Housing World, the nation’s largest conference devoted solely to density housing. He was a founding director and executive committee member of the National Association for Senior Living Industries. Zimmerman was also a founding principal of Real Property Resource Company, a consulting and brokerage firm, and a founding director and former president of the North County Conservancy, a non-profit housing developer. He was also a member of the Multifamily Roundtable and served on the advisory board of Affordable Housing Finance magazine. Zimmerman has lectured at a number of universities, including Columbia, Harvard, Miami, Rutgers and Yale.

... 

Volk and Zimmerman are the recipients of the 2015 Seaside Prize, which is presented annually to an individual or organizations that have made significant contributions to the quality and character of communities.

VOLK and ZIMMERMAN are frequently quoted in consumer and business publications, including Barron’s, Forbes, The Los Angeles Times, The New York Times, The Wall Street Journal, The Washington Post and U.S. News and World Report as well as industry journals. They have addressed conferences throughout North America and in Western Europe, and are sought-after speakers on housing, target markets, sustainable development and urban redevelopment. Volk and Zimmerman occasionally write on market dynamics for books and journals.

... 

CHRISTOPHER VOLK-ZIMMERMAN is director of data systems analysis, has responsibility for data compilation and processing and has served in support of every ZVA assignment since joining the firm full-time in 2010. In this role, he continuously refines the algorithms underlying ZVA’s proprietary target market methodology improving the methodology’s accuracy and efficiency. Since mid-2013, he has been head of the firm’s west coast office.

Volk-Zimmerman has a Bachelor of Arts degree from the Rhode Island School of Design.

...
TARGET MARKET METHODOLOGY

The proprietary target market methodology developed by Zimmerman/Volk Associates, Inc. uses the Claritas PRIZM Premier household clustering system to establish the optimum market position for residential development of any property—from a specific site to an entire political jurisdiction—through cluster analysis of households living within designated draw areas.

This methodology was developed in response to the challenges that are inherent in the application of conventional supply/demand analysis to urban redevelopment. Historically, many urban areas have experienced population loss; since conventional supply/demand analyses generally project the continuation of past trends, the projections of “demand” in urban areas are often minimal, if not negative. Supply/demand analysis ignores the potential impact of newly-introduced housing supply on settlement patterns, which can be substantial when that supply is specifically targeted to match the housing preferences and financial capabilities of the draw area households.

In contrast to supply/demand analysis, then—which is based on supply-side dynamics and baseline demographic projections—target market analysis can determine the depth and breadth of the potential market derived from the housing preferences and socio-economic characteristics of households in the defined draw area, even in locations where no close comparables exist.

Clusters of households (usually between 10 and 15) are grouped according to a variety of significant “predictor variables,” ranging from basic demographic characteristics, such as income qualification and age, to less-frequently considered attributes known as “behaviors,” such as mobility rates, lifestyle choices and purchase preferences. Zimmerman/Volk Associates has refined the analysis of these household clusters through the correlation of more than 500 data points related to housing preferences and consumer and lifestyle characteristics.

As a result of this process, Zimmerman/Volk Associates has identified 47 target market groups with median incomes that enable most of the households within each group to qualify for market-rate housing. The most affluent of the 47 groups can afford the most expensive new ownership units; the least prosperous are candidates for the least expensive existing rental apartments. Another 21 groups have median incomes such that most of the households require housing finance assistance.

Once the draw areas for a property have been identified—through field investigation, analysis of historical migration and development trends, and employment and commutation patterns—the households within those areas are quantified using the target market methodology. The potential market for new units is then determined by the correlation of a number of factors—including, but not limited to: household mobility rates; median incomes; lifestyle characteristics and housing preferences; the location of the site; and the competitive environment.

The end result of this series of filters is the optimum market position—by tenure, building configuration and household type, including specific recommendations for unit sizes, rents and/or prices—and projections of absorption within the local housing context.
PUBLICATIONS


Laurie Volk, “Peer Review: From a Market Perspective” (Discussion of King Farm, Rockville, Maryland), Council Report, The First Council of the CNU, Held in Charleston, S.C., March-April, 2001, p 27.


SELECTED ASSIGNMENTS

A selection of assignments—current and completed—includes:

Downtown Studies—

Research and analysis to determine the market potential for new residential development/redevelopment and to establish the optimum market position for a downtown housing plan for the following:

- Adrian, MI
- Akron, OH
- Albany, NY
- Albuquerque, NM
- Aliso Viejo, CA
- Allegan, MI
- Allentown, PA
- Atlanta, GA
- Atlantic City, NJ
- Baltimore, MD
- Baton Rouge, LA
- Battle Creek, MI
- Belding, MI
- Birmingham, AL
- Boca Raton, FL
- Bristol, CT
- Buffalo, NY
- Chattanooga, TN
- Chico, CA
- Corpus Christi, TX
- Detroit, MI
- D'Iberville, MS
- Dublin, OH
- Dundee, MI
- Durham, NC
- Elizabeth, NJ
- El Paso, TX
- Ferndale, MI
- Fort Wayne, IN
- Hampton, VA
- Hercules, CA
- Hickory, NC
- Hudson, NY
- Jackson, MI
- Kalamazoo, MI
- Lafayette, LA
- Lake Charles, LA
- Las Cruces, NM
- Lexington, KY
- Lino Lakes, MN
- Louisville, KY
- Macon, GA
- Mobile, AL
- Montgomery, AL
- Naples, FL
- New Haven, CT
- New Orleans, LA
- New Rochelle, NY
- Norcross, GA
- Norfolk, VA
- Normal, IL
- Oklahoma City, OK
- Oneonta, NY
- Oswego, NY
- Pensacola, FL
- Pittsburgh, VA
- Pontiac, MI
- Port Huron, MI
- Portsmouth, VA
- Providence, RI
- Redding, CA
- Richmond, VA
- Roanoke, VA
- Rochester, NY
- Sault Ste. Marie, MI
- St. Louis, MO
- Sanford, FL
- Sandy Springs, GA
- South Bend, IN
- South Euclid, OH
- Southfield, MI
- Spokane, WA
- Springfield, MA
- Tampa, FL
- Toledo, OH
- Troy, MI
- Utica, NY
- Warner Robins, GA
- Windsor Locks, CT
- Wichita, KS
- Wyandotte, MI
- Yonkers, NY
Mixed-Income/HOPE VI/Public Housing Redevelopment Studies—

Market research and positioning for the mixed-income redevelopment of the following properties, including non-public housing neighborhoods:

- Atlanta, GA—Westside Study Area.
- Augusta, GA—Laney Walker/Bethlehem Neighborhoods.
- Baltimore, MD—Broadway Homes.
- Baltimore, MD—Choice Neighborhood Redevelopment Plan.
- Baltimore, MD—East Baltimore Redevelopment Area.
- Baltimore, MD—O’Donnell Heights.
- Baltimore, MD—Southwest Baltimore Study Area.
- Baltimore, MD—Uplands Apartments Redevelopment Area.
- Baton Rouge, LA—Old South Baton Rouge Redevelopment Area.
- Baton Rouge, LA—Smiley Heights Redevelopment Area.
- Boston, MA—Bunker Hill Public Housing Redevelopment.
- Boston, MA—Franklin Hill.
- Charlotte, NC—Dalton Village.
- Charlotte, NC—Fairview Homes.
- Chattanooga, TN—McCallie Homes.
- Chattanooga, TN—Southside Redevelopment Area.
- Chicago, IL—Oakwood Shores, the former Ida B. Wells/Clarence Darrow Homes/Madden Park Apartments public housing properties.
- Cincinnati, OH—Lincoln Court.
- Columbia, SC—Hendley Homes.
- Columbus, OH—Poindexter Village and the Near East Side.
- Detroit, MI—North End Neighborhood.
- Durham, NC—Few Gardens.
- Fort Wayne, IN—Southeast Neighborhoods Redevelopment Area.
- Gilroy, CA—Cannery Redevelopment Area.
- Grand Rapids, MI—Tapestry Square Redevelopment.
- Hartsfield, SC—South Hartsfield Study Area.
- High Point, NC—Springfield Homes.
- Kansas City, MO—Paseo Gateway Study Area.
- Knoxville, TN—College Homes.
- Lancaster, PA—Sunnyside Peninsula Redevelopment Area.
- Louisville, KY—Clarksdale.
- Louisville, KY—Park DuValle.
- Louisville, KY—Russell Choice Neighborhood Plan.
- Macon, GA—East Macon Study Area.
- Macon, GA—Oglethorpe Homes.
- Macon, GA—Beall’s Hill Redevelopment Area.
- Memphis, TN—Hurt Village/Lauderdale Courts.
- Memphis, TN—Soulsville Neighborhood Redevelopment Area.
- Muncie, IN—Munsyana Homes.
- New Haven, CT—West Rock Redevelopment Area.
- New Haven, CT—McConaughy Terrace.
- Newark, NJ—Stella Wright Homes.
Newark, NJ—The High Street Corridor (MLK Avenue) Redevelopment Area.
Norfolk, VA—Broad Creek Redevelopment Area.
Norwalk, CT—Washington Village.
Orlando, FL—Parramore Neighborhood Redevelopment Area.
Pensacola, FL—The IHC New Mixed-Income Village.
Pittsburgh, PA—The Larimer Neighborhood.
Portsmouth, VA—Ida Barbour Homes.
Richmond, VA—Dove Court.
Richmond, VA—Gilpin Court.
Richmond, VA—Six Points Mixed-Income Site.
Roanoke, VA—Lincoln Terrace.
San Bernardino, CA—Waterman Gardens Public Housing Redevelopment.
St. Louis, MO—Cochran Gardens.
St. Louis, MO—Darst-Webbe.
St. Louis, MO—North St. Louis Study Area.
Sanford, FL—Goldsboro Choice Neighborhoods Plan.
San Francisco, CA—Hunter’s View Public Housing Redevelopment.
San Francisco, CA—Sunnydale Public Housing Redevelopment.
Shreveport, LA—Mixed-income redevelopment of a riverfront site.
Spartanburg, SC—Mixed-income redevelopment of a city-owned parcel.
Washington, DC—Barry Farms Redevelopment.
Washington, DC—Parkside Redevelopment Area.
Washington, DC—St. Elizabeth’s Hospital Property.
Washington, DC—Skyland Shopping Center Redevelopment.
Washington, DC—Valley Green/Skytower.
Wheeling, WV—Grandview Manor/Lincoln Homes.
Wilmington, DE—Mixed-income redevelopment of a downtown site.
Yonkers, NY—Mulford Gardens.
Yonkers, NY—Cottage Place Gardens.

Urban Redevelopment Studies (Brownfields/Infill)—

Market research and positioning for new housing on urban or infill sites for the following:

- Albany, NY—Adaptive re-use of an existing building in the Downtown.
- Albuquerque, NM—A new high-rise apartment building in the Downtown.
- Ann Arbor, MI—A new mid-rise apartment building on redevelopment site near downtown.
- Asheville, NC—A development and redevelopment plan for two fragile neighborhoods adjacent to the downtown.
- Baltimore, MD—Analysis to determine residential market potential, values and absorption within historic East Baltimore neighborhoods adjacent to Johns Hopkins Hospital.
Baltimore, MD—Redevelopment as a mixed-income, mixed-use neighborhood of a deteriorated 900-unit apartment property in west Baltimore.

Baton Rouge, LA—Redevelopment of a golf course for a new mixed-use community anchored by a relocated hospital.

Baton Rouge, LA—Mixed-use redevelopment of the Nicholson Road corridor, connecting Downtown Baton Rouge and Louisiana State University.

Belmar, NJ—Mixed-use redevelopment of 12 blocks in the downtown.

Biloxi, MS—Mixed-use redevelopment of 40 acres adjacent to the Convention Center.

Bordentown, NJ—Mixed-tenure redevelopment of a brownfield parcel situated on the Delaware River.

Boston, MA—Market-rate rental redevelopment of a brownfield parcel situated in the Mission Hill neighborhood.

Brooklyn Park, MD—New rental development on a redevelopment site.

Buena Vista, CO—A 41-acre, riverfront infill neighborhood.

Burlington, VT—A 32-acre lakefront redevelopment site.

Camden, NJ—Redevelopment of several blocks in East Camden; redevelopment of several blocks in the South Waterfront District.

Charlotte, NC—The First Ward, a 50-block redevelopment area adjacent to downtown. Phasing and absorption analysis to determine build-out values.

Charleston, SC—Mixed-use redevelopment of two city blocks in Midtown.

Charleston, SC—Mixed-use development of a 160-acre waterfront brownfields site.

Chattanooga, TN—Mixed-use redevelopment of a brownfields site that is an extension of Downtown.

Chesterfield County, VA—Redevelopment of an existing regional mall.

Chula Vista, CA—Redevelopment of the Chula Vista Center, a regional shopping mall, into a new, mixed-use town center.

Cincinnati, OH—A redevelopment of an infill site in Carthage, a northern neighborhood of the city.

Colorado Springs, CO—A mixed-use, mixed-tenure redevelopment of a 120-acre brownfields infill site.

Dallas, TX—A mixed-use tower in the Arts District in Downtown Dallas.
Dearborn, MI—A 14-acre mixed-use infill site in the Downtown.

Detroit, MI—Mixed-use development and redevelopment along the East Riverfront in Downtown Detroit.

Detroit, MI—Redevelopment of Brush Park, a fragile historic neighborhood north of downtown.

Detroit, MI—Infill residential development within several deteriorated neighborhoods.

Detroit, MI—New multi-family construction and infill residential development within the Vernor Crossing Study Area in Southwest Detroit.

D’Iberville, MS—Infill residential development within several neighborhoods damaged by Hurricane Katrina.

Doylestown, PA—A mixed-use development on an infill site.

Eastpoint, FL—A mixed-use redevelopment of a 30-acre waterfront site.

East Providence, RI—A mixed-use waterfront development on a 40-acre brownfields infill site.

Fort Monroe, VA—Redevelopment of the historic Fort Monroe property as a result of the BRAC process.

Freeport, NY—An infill site close to downtown.

Germantown, TN—Mixed-use town center redevelopment of an infill site.

Glen Cove, NY—Urban redevelopment of a waterfront brownfields site.

Glendale, CA—Redevelopment of an existing regional mall.

Hampton, VA—Infill development potential within several targeted areas throughout the city.

Hemet, CA—Redevelopment of a 36-acre infill site according to traditional neighborhood principles.

Hot Springs Village, AR—Mixed-use, walkable infill development within an existing planned community.

Howell, MI—An integrated-use redevelopment of an infill site within an existing town.

Haverstraw, NY—A mixed-use development on an infill site adjacent to the Hudson River within an existing village.

Holladay, UT—Redevelopment of the Cottonwood Mall, a regional shopping center, into a new, high-density mixed-use town center.
- Idaho Falls, ID—Mixed-use redevelopment of a 46-acre infill site located on the Snake River.
- Indianapolis, IN—An urban HUD Homeownership Zone.
- Irondequoit, NY—Mixed-use redevelopment of a riverfront site.
- Irvington, NY—An infill waterfront site.
- Jackson, MS—A redevelopment of an 14-block downtown site.
- Jersey City, NJ—A redevelopment of an 80-acre brownfields waterfront site.
- Kalamazoo, MI—Mixed-use redevelopment of a brownfields riverfront site.
- Kansas City, MO—Mixed-use development of remaining parcels in Crown Center.
- Lafayette, LA—A new traditional neighborhood development on a 30-acre infill site.
- LaGrange, GA—Redevelopment and new development on several sites throughout the city, including downtown and in-town neighborhoods as well as suburban locations.
- Landover, MD—Single-family detached housing on an infill redevelopment site.
- Lansing, MI—An integrated-use development on an infill site.
- Lawrence, MA—Adaptive re-use of an existing warehouse in the Canal District in Downtown Lawrence.
- Lowell, MA—Redevelopment of the Hamilton Canal District in Downtown Lowell.
- Lyndhurst, NJ—A mixed-use, mixed-tenure redevelopment of a 500-acre brownfields site.
- Mandeville, LA—A new waterfront traditional neighborhood on a former manufacturing site.
- Mashpee, MA—Mixed-use, mixed-tenure redevelopment of several acres adjacent to Mashpee Commons, a New Urbanist commercial development.
- Missoula, MT—New condominium development on an infill site in Downtown Missoula.
- McAdenville, NC—New mixed-use development on vacant parcels within an existing small town.
- Marietta, GA—Redevelopment of a 12-acre public housing site adjacent to the historic Town Square.
- Marshalls Creek, PA—Traditional neighborhood development of a 410-acre golf course site.
- Memphis, TN—Mixed-use and residential infill development in an historic African-American neighborhood.
- Miami, FL—An African-American heritage development on an urban infill site.
- Miami, FL—A residential tower adjacent to the new federal building in Downtown Miami.
- Miami Township, OH—Redevelopment of Dayton Mall to create a town center.
- Monroe, MI—Residential redevelopment of an in-town brownfields site.
- Nashville, TN—Infill development potential on several blocks throughout the Germantown neighborhood adjacent to Downtown Nashville.
- New Orleans, LA—A mixed-use redevelopment of several sites adjacent to the New Orleans convention center.
- New Orleans, LA—A mixed-use redevelopment of Federal City.
- Newburgh, NY—A mixed-use, mixed-tenure redevelopment of several brownfields Hudson riverfront sites.
- Norfolk, VA—A mixed-use, mixed-tenure infill site adjacent to downtown.
- North Richland Hills, TX—A “trend” versus “plan” analysis, build-out values and tax revenue projections for a mixed-use new town center on a 400-acre infill site.
- Oklahoma City, OK—A mixed-use redevelopment of 100 acres adjacent to the Oklahoma River.
- Omaha, NE—An integrated-use urban redevelopment of a 70-acre former fairgrounds and racetrack site.
- Orlando, FL—A mixed-income, mixed-tenure redevelopment on an infill site in the Parramore Historic Neighborhood adjacent to downtown.
- Osprey, FL—A new mixed-use, mixed-tenure village center on an infill waterfront site.
- Ozark, MO—A mixed-use, mixed-tenure redevelopment of the Finley River Neighborhood.
- Philadelphia, PA—A 40-block area adjacent to the University of Pennsylvania.
- Pittsburgh, PA—Almono, an integrated-use neighborhood on a riverfront brownfields site.
- Pittsburgh, PA—Mixed-use redevelopment of a 12-acre infill site.
- Pittsburgh, PA—Summerset, a traditional neighborhood development on an infill site.
- Portsmouth, VA—Determination of market potential for the Craddock Neighborhood Redevelopment master plan.
- Portsmouth, VA—Determination of market potential for the Truxton Neighborhood Redevelopment master plan.
• Queens, NY—A 70-unit historic landmark waterfront property.
• Rochester, NY—Mixed-use redevelopment of a riverfront site.
• St. Louis Park, MN—An integrated-use town center in a first-ring suburb.
• St. Louis, MO—Market potential for the Grand Center, the Arts District in St. Louis.
• Santa Barbara, CA—New housing for students, faculty and staff to be developed on the campus of the University of California.
• Shaker Heights, OH—Residential development and redevelopment on sites throughout the city.
• Sleepy Hollow, NY—Mixed-use redevelopment of a 95-acre waterfront site, the former location of an automobile assembly plant.
• Somerville, MA—Mixed-use redevelopment of the Union Square study area.
• South Euclid, OH—Citywide market potential, and determination of the optimum market position for several sites in the city.
• Spokane, WA—A mixed-use, mixed-tenure infill site adjacent to the Spokane River and Downtown Spokane.
• Spokane, WA—Determination of market potential for the University District, adjacent to Downtown.
• Springfield, OR—An integrated-use traditional neighborhood development on a 50-acre infill site to be annexed by the city.
• Stamford, CT—A 180-unit infill apartment site.
• Sterling Heights, MI—Redevelopment of a 25-acre infill site.
• Storrs, CT—A mixed-use, mixed-tenure redevelopment adjacent to the University of Connecticut.
• Suffolk, VA—An mixed-income redevelopment of a former industrial site within walking distance of the downtown.
• Syracuse, NY—Mixed-use development and redevelopment within a formerly industrial area adjacent to the downtown.
• Tucson, AZ—Adaptive re-use of a downtown low-rise multi-building commercial property.
• Tucson, AZ—A new downtown mid-rise condominium building.
• Virginia Beach, VA—An infill site close to the oceanfront planned for rental apartments.
• Virginia Beach, VA—A downtown mid-rise condominium building.