

The Rose Center

FOR PUBLIC LEADERSHIP

NATIONAL
LEAGUE
of CITIES



Urban Land
Institute

Fostering Desired Development:

Creating an Identity and Improving
Connection Along the Diverse Districts
of the Fourth Street Corridor

Louisville, Kentucky

October 2012 – October 2013

A Rose Center for Public Leadership in Land Use Report

ROSE CENTER FOR PUBLIC LEADERSHIP

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ABOUT THE NATIONAL LEAGUE OF CITIES

The National League of Cities (NLC) is the nation's leading advocacy organization devoted to strengthening and promoting cities as centers of opportunity, leadership and governance. Through its membership and partnerships with state municipal leagues, NLC serves as a resource and advocate for more than 19,000 cities and towns and more than 218 million Americans. NLC's Center for City Solutions and Applied Research provides research and analysis on key topics and trends important to cities, creative solutions to improve the quality of life in communities, inspiration and ideas for local officials to use in tackling tough issues and opportunities for city leaders to connect with peers, share experiences and learn about innovative approaches in cities.

ABOUT THE URBAN LAND INSTITUTE

The mission of the Urban Land Institute is to provide leadership in the responsible use of land and in creating and sustaining thriving communities worldwide. ULI is committed to:

- Bringing together leaders from across the fields of real estate and land use policy to exchange best practices and serve community needs;
- Fostering collaboration within and beyond ULI's membership through mentoring, dialogue, and problem solving;
- Exploring issues of urbanization, conservation, regeneration, land use, capital formation, and sustainable development;
- Advancing land use policies and design practices that respect the uniqueness of both the built and natural environments;
- Sharing knowledge through education, applied research, publishing, and electronic media; and
- Sustaining a diverse global network of local practice and advisory efforts that address current and future challenges.

Established in 1936, the Institute today has more than 37,000 members worldwide, representing the entire spectrum of the land use and development disciplines. ULI relies heavily on the experience of its members. It is through member involvement and information resources that ULI has been able to set standards of excellence in development practice. The Institute has long been recognized as one of the world's most respected and widely quoted sources of objective information on urban planning, growth, and development.



About the Rose Center for Public Leadership

The mission of the Rose Center for Public Leadership in Land Use is to encourage and support excellence in land use decision making by providing public officials with access to information, best practices, peer networks, and other resources to foster creative, efficient, practical, and sustainable land use policies.

In 2008, Daniel Rose established the Rose Center to empower leaders in the public sector to envision, build, and sustain successful 21st-century communities. With a \$5 million gift, Rose founded the center at the Urban Land Institute (ULI), a nonprofit education and research organization dedicated to the responsible use of land and creating and sustaining thriving communities worldwide. Established in 1936, ULI has nearly 36,000 members worldwide representing all aspects of the land use and real estate development disciplines.

In 2014, the Rose family and ULI formed a strategic partnership with the National League of Cities (NLC) to bring that organization's robust expertise in local government and leadership to bear on the Rose Center's programs. Established in 1924, NLC is dedicated to helping city leaders build better communities by serving as a resource and advocate for elected and appointed officials from the more than 19,000 U.S. cities, villages and towns it represents. Collectively, ULI and NLC represent the world's foremost real estate professionals and the nation's most distinguished municipal leaders. Today, NLC operates the Rose Center with the ongoing programmatic, financial, and strategic support of both ULI and the Rose family.

The Rose Center aspires to facilitate effective working relationships between the public and private sectors through its education and training programs. The flagship program of the Rose Center—the yearlong Daniel Rose Fellowship—provides a year of technical assistance to cities on an urban development challenge of their choosing and offers fellows from those cities leadership training and professional development opportunities from NLC and ULI. The fellowship focuses on leadership, integrated problem solving, public/private collaboration, and peer-to-peer learning.

The mayors of four large American cities are invited to serve as Rose Fellows each fall. Each participating mayor, in turn, selects three fellows (city department or public agency directors or other administration officials with land use decision-making authority) and a project manager. Each city's team chooses a local land use challenge for which they receive technical assistance from faculty experts assembled by the Rose Center, their peers from the other three fellowship cities, Rose Center Advisory Board members (who include former mayors and planning directors as well as real estate industry leaders) and guest subject-matter experts. The program of work includes the NLC City Summit, ULI Spring Meeting, a study tour of another U.S. or foreign city, working retreats, and study visits to each of the four fellowship cities. The fellowship has served the following cities: Austin, Boston, Charlotte, Detroit, Hartford, Honolulu, Houston, Indianapolis, Kansas City, Louisville, Minneapolis, Memphis, Nashville, Oakland, Omaha, Philadelphia, Phoenix, Pittsburgh, Portland, Providence, Sacramento, Seattle, Tacoma, and Tampa.

In addition to the Rose Fellowship, the Rose Center hosts convenings of thought leaders and organizes educational workshops, webinars, and conference sessions focused on the intersection of public-sector strategy and private-sector expertise in real estate, land use, development, design, and planning. Recent subjects include how rapid advances in technology are impacting land use and transportation in cities, equitable economic development, and finding creative solutions to local fiscal challenges. The Rose Center also administers scholarships for public officials to attend the annual ULI Fall Meeting.

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Note: All titles and affiliations are as of Louisville's study visit panel, January 8-11, 2013

ACKNOWLEDGMENTS

The Rose Center would like to thank Louisville Mayor Greg Fischer, his deputy chief of staff and chief of strategic initiatives, Mary Ellen Wiederwohl, Louisville Metro Economic Growth and Innovation Department Deputy Director Patricia Clare, and University of Louisville Urban Design Studio Director Patrick Piuma for agreeing to be Daniel Rose Fellows. The Rose Center also thanks Louisville Metro Planning Manager Kendal Baker for serving as the fellowship team coordinator, and all the preceding for hosting this Rose Center city study visit panel. Special thanks go to Mike King at Louisville Metro Economic Growth and Innovation for his time and assistance in preparing for the panel's visit. Interviews were conducted with numerous public officials and stakeholders, including members of the Louisville Metro Council, neighborhood association members, local businesses, staff from many Louisville Metro departments, the Louisville Downtown Development Corporation, Transit Authority of River City, local urban design and development practitioners, and representatives from Churchill Downs and myriad educational institutions along the corridor. These stakeholders provided invaluable information and diverse perspectives that greatly aided the panel's understanding of the city's land use challenge. The panel thanks all those who gave their time to be part of this process.



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Land Use Challenge and Summary of Recommendations

Located in north-central Kentucky across the Ohio River from Indiana, Louisville is a cultural crossroads of the southern and midwestern United States. It was founded by Col. George Rogers Clark, who led Continental forces against the British in the northwest frontier, in 1778, and was named in honor of King Louis XVI of France for his nation's assistance during the Revolutionary War. Louisville also is the last major American city to merge with its adjoining suburban county: in 2000, voters in the old city of Louisville and Jefferson County approved a merger to create a consolidated city-county government, Louisville Metro, which with 597,337 residents was the 27th largest city in the 2010 Census. (Another 143,759 residents live in 83 semi-independent incorporated areas within the consolidated city-county.) The Louisville metropolitan area, with a population of just under 1.3 million people, ranked 42nd in the 2010 Census.

Louisville's early history was dominated by Ohio River shipping because of its strategic location near the Falls of the Ohio. The first Kentucky Derby was run at Churchill Downs in 1875, and the equestrian industry is still important to the region's economy and identity, as is bourbon (one-third of all bourbon is distilled in the city). Today, Louisville is also the headquarters of Humana Inc. and Kindred Healthcare and of Yum! Brands (which owns KFC, Pizza Hut, Taco Bell and Long John Silver's). Downtown Louisville hosts a new medical services center, and some of the earliest artificial heart transplants were conducted in the city. UPS Inc. is based in Louisville, and all of the parcel carrier's air cargo passes through Louisville International Airport. About 60 percent of the United States is within a day's drive, a geographic advantage that helped Louisville's Convention Center flourish for regional-based conferences. Regional growth has fueled plans to build two new bridges over the Ohio River.

Health care, education and government account for 40 percent of downtown Louisville's 70,000 jobs, and health care and hospitality are experiencing high growth. But the downtown has struggled to attract retailers outside of its Fourth Street Live! project, perhaps because only about 3,300 people live downtown. And only 5 percent of those residents are homeowners—and many of them live in subsidized housing. But the downtown economy is critical to fiscal health: downtown jobs provide \$56 million in taxes to local governments (some 17% of their revenue) and \$128 million to state government (nearly 5% of its revenue).



Louisville Metro, situated on the south bank of the Ohio River from Indiana, was the last major city-county merger in the country in 2000.

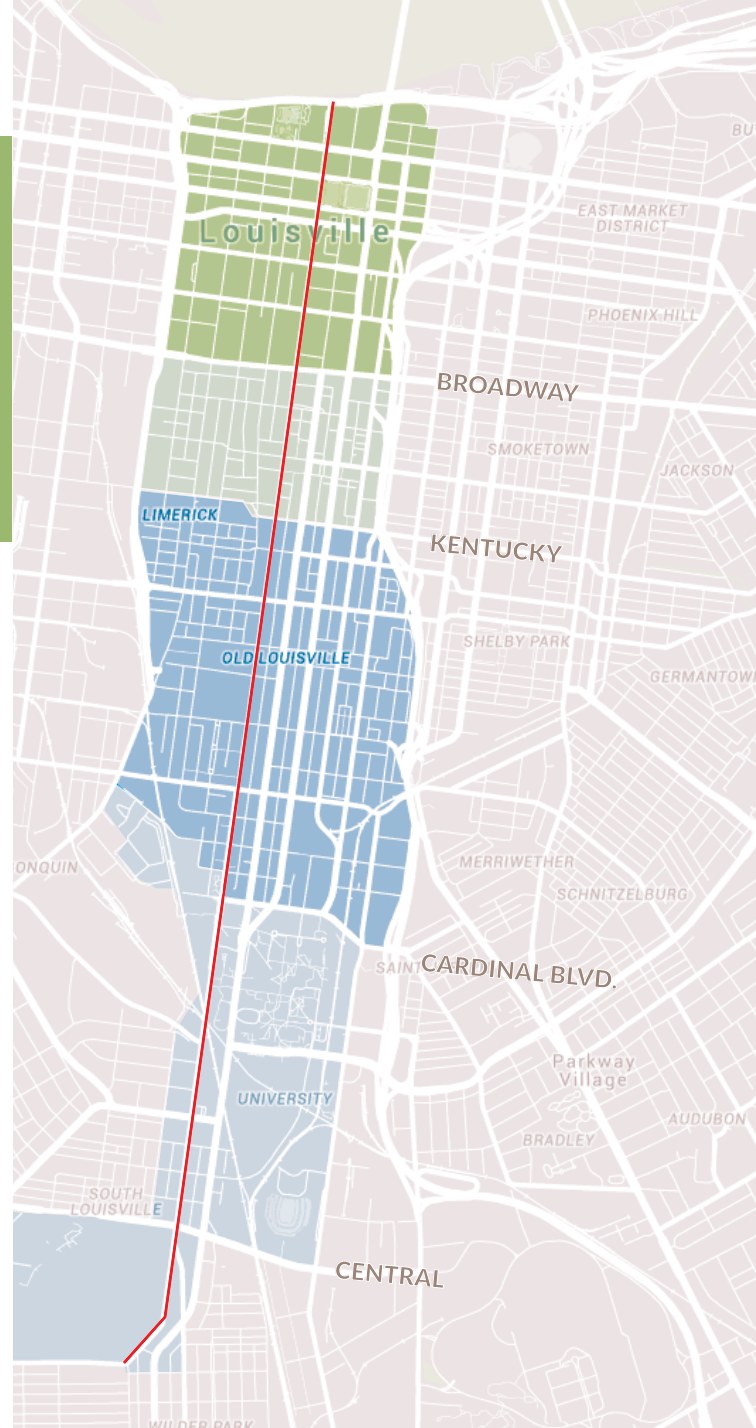
The Fourth Street corridor study area traverses four unique districts.

- Central Business District
- South of Broadway (SoBro)
- Old Louisville
- University of Louisville/Churchill Downs Gateway

Land Use Challenge

For its land use challenge, Mayor Fischer and Louisville's Rose fellowship team chose to focus on Fourth Street between the Ohio River and Churchill Downs, a 4-mile corridor that traverses the five distinct districts, each of which pose their own unique opportunities and challenges: the Central Business District (CBD), South of Broadway (SoBro), Old Louisville, University of Louisville, and Church Downs/South Central.

- In the CBD, Fourth Street stretches just less than a mile from the Galt House Hotel along the Ohio River, cut off by Interstate 64, to Broadway, anchored by the historic Brown Hotel. The CBD includes key cultural and entertainment assets, lacks a strong retail presence, and the north end is disjointed in terms of architectural styles. Efforts are under-way to re-establish the once lively shopping district between Broadway and Muhammad Ali Boulevard. Between Liberty Street and Muhammad Ali is Fourth Street Live!, a 350,000-square-foot entertainment/retail development developed in 2004 by Baltimore-based Cordish Company, which redeveloped the site of the failed 1980s Louisville Galleria.
- SoBro is an underutilized district between downtown and Old Louisville, a half-mile bound by Broadway and Kentucky Street.



Here, Fourth Street suffers from the effects of disinvestment and excess surface parking lots. Metro recently adopted a new Planned Development District to guide the form of development around the educational institutions in the area—such as Spalding University—with the goal of creating a new urban neighborhood.



- Old Louisville, the largest Victorian-era preservation district in the country, is a historic asset to the city. It extends about a mile and a quarter along the corridor, from Kentucky to Cardinal streets. The Oak Street commercial district at Old Louisville's northern end has experienced persistent vacancy and disinvestment. The neighborhood hosts the renowned St. James Court Art Show on the first weekend in October and has several pedestrian-only streets or courts as well as a 17-acre Central Park designed by Frederick Law Olmsted. Development in this district is regulated by a traditional neighborhood zoning district that seeks to preserve its historic context.
- The University of Louisville district extends about a half-mile from Cardinal Street to the railroad underpass just north of Industry Road. It includes several new university-related mixed-use developments, such as Cardinal Place, which have enlivened the street as the campus has grown from commuter to more residential.
- The final district of the corridor extends about three-quarters of a mile from the railroad underpass to Central Avenue, to the South Central neighborhood around Churchill Downs, which serves as a gateway to visitors from the airport coming to the racetrack.

Historically, Fourth Street served as Louisville's north-south commercial spine connecting dense retail/entertainment venues with institutions, residences, and workplaces along a bustling streetcar corridor. According to Louisville historian John Trawick, Fourth between Market and Chestnut streets emerged as the city's primary retail shopping district in the high-growth decades after the Civil War. By 1886, Fourth Street between Broadway and Kentucky Street would be fully developed as a residential subdivision, with opulent stone-faced mansions and churches fronting Fourth Street as the primary avenue of southward expansion. The placement of anchor institutions along Fourth Street—both north and south of Broadway—by the 1890s would compel the rapid conversion of residential properties south of Muhammad Ali Boulevard (then Walnut Street) to commercial uses.

SoBro thereafter emerged as the city's first cluster of automobile dealerships, spurring the acquisition and clearance of multiple lots and structures to accommodate showrooms and car lots. Meanwhile, speculators anticipating the extension of the CBD to the south acquired and converted many of the remaining residences into transitional rooming houses and offices, introducing uses that compelled the city's elite to seek to live and purchase homes elsewhere in new neighborhoods emerging to the south and east.

Most of the churches that had accompanied the original residential subdivision would remain, along with a few signature institutions such as Spalding University, Presentation Academy and Memorial Auditorium.

In the 1960s, federally assisted elderly housing increasingly occupied the blocks between Broadway and Oak Street—mid-rise structures that were mostly self-contained and weakened the commercial market of the Oak Street commercial corridor, according to Trawick. By the early 1980s, the automobile dealerships that had defined the district south of Broadway for nearly half a century began to vacate the area because of competition from suburban dealerships. By 1985, vacant land in the area was assessed for \$3 to \$5 dollars per square foot, compared with assessments in the nearby CBD for ten times as much. Without a public authority or other development entity in place at the time to lead comprehensive redevelopment of the area, Trawick notes that many of these large landholdings were subsequently acquired and developed more opportunistically without the benefit of any parameters that might have yielded a more cohesive result.

Summary of Recommendations

Over the course of the four-day study visit, the panel was briefed by Louisville's Rose fellowship team, toured the Fourth Street corridor from the Ohio River to Churchill Downs, and interviewed stakeholders, including members of the Louisville Metro Council, neighborhood associations, local businesses, staff from many Louisville Metro departments, the Louisville Downtown Development Corporation, Transit Authority of River City, local urban design and development practitioners, and representatives from Churchill Downs and myriad educational institutions along the corridor.

Overall, Fourth Street has many strong institutional assets, such as the numerous educational centers, Fourth Street Live! and Churchill Downs,

and districts such as historic Old Louisville, the Central Business District and the University of Louisville area. But significant gaps exist in the urban fabric, most notably the SoBro district, which is dominated by vacant lots adjacent to its schools and facilities. While there is strong bus ridership in the corridor, there is potential to create choice ridership by linking routes to the airport and the expo center and serving different travel markets with different types of service in the future. Because of its institutional assets and transformative potential, the panel suggested that SoBro be the initial area of investment.

The panel recommended five thematic strategies for Metro and its partners to consider for the corridor as a whole:

- Developing and fostering relationships between stakeholder groups
- Creating a corridor development entity to define and support vision implementation
- Creating a brand and identity for the corridor
- Enhancing transit connections and identify key nodes on which to focus resources
- Using infrastructure to reinforce and support connections and collaboration between educational institutions

The panel also noted that investments and interventions in the corridor should to be made in the context of holistic needs under a shared vision. In addition to these overarching themes for the corridor, the panel also had thoughts about specific catalyst projects that could be transformative and attract new investment. These encompass four areas:

- Interim, immediate and short-term actions, such as bringing people to the corridor through events
- New housing development, especially in the SoBro district, where latent demand is present for student and workforce housing

- Infrastructure investment targeted to streetscape and places that are or have high potential to attract investment
- The Fourth Street rail underpass improvements, which are in a critical choke point for the corridor that could constrain future improvements to the corridor

Finally, the panel provided a series of implementation tools to achieve the corridor vision. It grouped these into public finance, corridor organization, and partnerships to direct investment in the corridor. Metro should create guidelines for public investment leverage ratios and a hierarchy of projects based on their transformative potential and ability to attract investment. Metro needs to use its public land as a carrot and create a detailed inventory of public resources and vacant land in the corridor to spur developer interest.

The panel recommended that Metro consider leveraging its public parking assets to generate new fiscal capacity. It also recommended the creation of a corridor development entity with resource and decision-making authority that would be responsible for advancing the vision for Fourth Street. Finally, the panel stressed the need for key corporate and institutional partners and outreach to quality developments at the regional and national scale to solicit interest.

Panel Observations

The panel was impressed with the institutional, historic, and economic assets along Fourth Street. They viewed the Kentucky International Convention Center, Fourth Street Live!, major downtown employers, the corridor's educational institutions, Old Louisville historic district, and Churchill Downs as attractors of people and economic activity along a natural axis extending from the Ohio Riverfront. They also saw the potential to extend this axis farther, to Louisville International Airport and the Kentucky Exposition Center, which is less than 3 miles away from Churchill Downs.

While ridership on the Transit Authority of River City (TARC) Route 4 bus, which serves the corridor, is among its highest, the panel heard that travel times are slow and the route doesn't draw many choice riders beyond those who are transit dependent, despite the potentially strong economic linkages along the corridor. TARC also operates a free trolley on 4th Street downtown that is geared towards the tourism and convention market. The Route 2 bus, which operates on First and Second streets between downtown and the University of Louisville, serves the airport via a more circuitous alignment.

However, the panel also witnessed the major gaps in the corridor's urban fabric, especially in the SoBro district. Panelists noted the absence of a coherent and visible identity tying the corridor together. For example, they felt that each district was a city within a city—some stronger, others weaker, despite their potential economic linkages—rather than interconnected neighborhoods. There was evidence of new investment in some areas, but the panel saw other places along the corridor, such as the railroad underpass, where the physical infrastructure was deteriorating or in need of significant improvement. The panelists



Fourth Street Live! was a successful redevelopment in the Central Business District.

also witnessed little pedestrian or bicycling activity along the corridor despite its large student population, although they noted the presence of bike lanes on streets adjacent to Fourth.

In the downtown portion of the corridor, the panel noted many successful restaurants and bars but a limited number of retail establishments. The I-64 viaduct also creates a physical barrier between the corridor and the Ohio Riverfront. While many of the east-west streets that intersect Fourth Street have impressive new or historic buildings and public art, the panel felt their appeal to shoppers was limited by their auto-centric character as wide, one-way pairs without medians, more street trees, and other amenities designed to appeal to pedestrians. They noted a couple of bike-sharing stations and wondered whether the program could be expanded to encompass all of downtown.

In the SoBro district, the panel was impressed by the abundance of strong institutional assets: the Free Public Library, Spalding University, Presentation Academy, Kentucky School of Arts, Memorial Auditorium, Simmons College of Kentucky, Jefferson Community and Technical



Spalding University is one of many institutional assets in the SoBro District south of Broadway from Downtown.



St. James's Court in Old Louisville hosts an annual art show that attracts more than 300,000 people.



The Cardinal Place development is an example of mixed-use occurring off of Fourth Street adjacent to the University of Louisville campus.



Churchill Downs, host of the Kentucky Derby, anchors the southern end of the study area.

College, and numerous churches. The numerous vacant lots surrounding these institutions speak to how Broadway serves as a perceived barrier to SoBro's real estate market, despite its proximity to downtown. The panel also heard from representatives of the real estate development community that Metro's recently adopted Planned Development District for SoBro is seen as a barrier to private investment because it adds another layer of design regulation and complexity. The panel also understood Metro's rationale for pursuing those regulations after hearing from representatives from Old Louisville and witnessing a couple of development examples in SoBro that jarringly contrast with its remaining historic context.

Old Louisville is a treasure to the city with its amazing collection of historic buildings, attractive public spaces, and active community stakeholders. But the panel observed few retail or service establishments in this district and was surprised by the neglected condition of the Oak Street intersection, its historic retail node, which has many vacancies in a well-populated area with higher incomes and is close to senior housing as well as many educational facilities full of students. Despite the presence of the St. James Court Art Show, which began in 1957 and now attracts more than 300,000 attendees to Old Louisville in a single autumn weekend, the panel observed little or no signage that tourists could depend on to navigate the district, which led panelists to believe that Metro and the neighborhood aren't extracting the maximum neighborhood-scale economic impact of having so many visitors with so much discretionary income.

The University of Louisville campus, which is expanding along Fourth Street, has attractive assets and is partnering with private developers to build more student housing and retail amenities. While the core campus is located to the east, new private development along and west of the corridor is already creating more of a campus feel considering the university's origins as a commuter school. This new development should take some

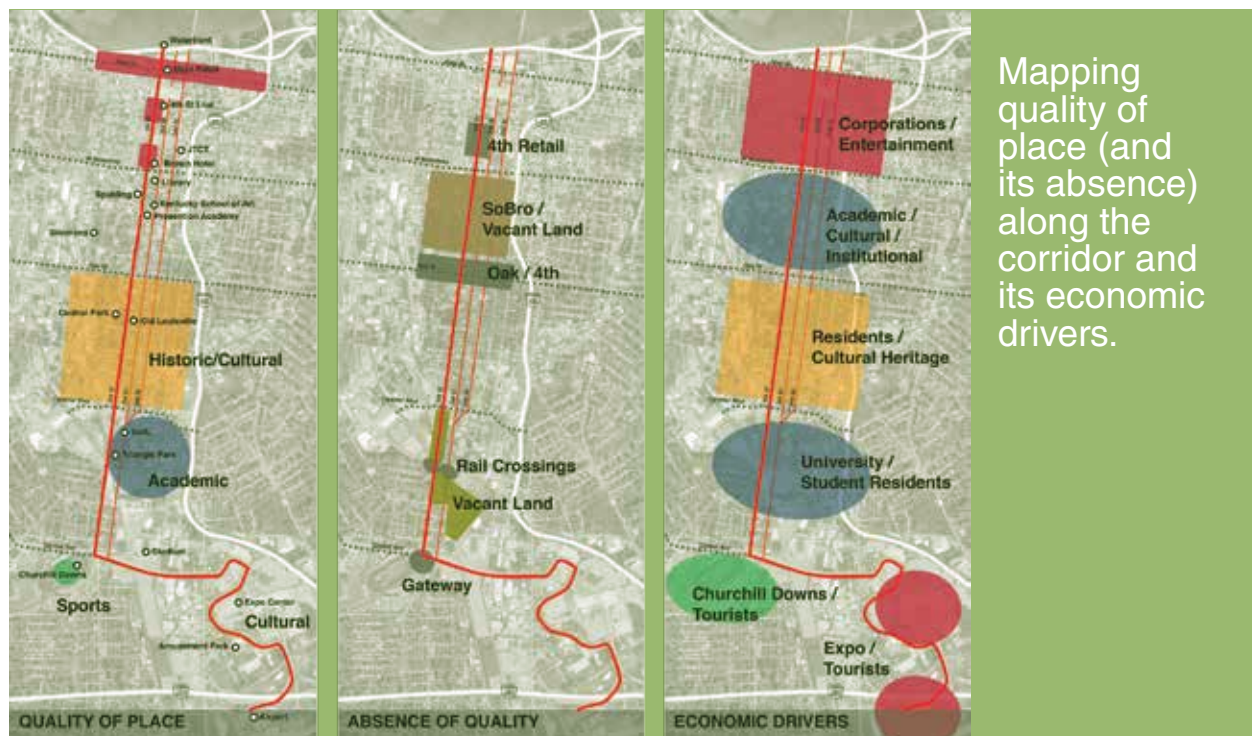
of the pressure off the demand for group homes to the north in adjacent Old Louisville, as well as provide some potential retail and services for the Old Louisville market. However, the existing railroad underpass at the southern edge of the campus creates a physical and psychological barrier to the South Central neighborhood, where the university also is investing and even partnering on new development on a brownfield site east of Fourth Street.

The South Central neighborhood and Churchill Downs district is characterized by affordable housing stock and many vacant properties along Fourth Street and adjacent to the race track. The panel was struck by the lack of a Churchill Downs gateway feature at the intersection of Fourth and Central, especially since this serves as a first impression of the city for visitors arriving from the airport to the race track. The panel would have liked to have heard more from stakeholders in the South Central neighborhood.

Thinking of the corridor as a path linking these five districts to the airport and Expo Center, the panel

conducted a mapping exercise of the placed-based assets, liabilities and economic drivers listed above. In terms of assets, Main Street, Fourth Street Live!, the street and streetscape improvements planned for the 500 and 600 blocks of North Fourth Street (between Muhammad Ali and Broadway), Old Louisville, and the University of Louisville campus area all are distinct districts.

The vacant retail space in the blocks between Fourth Street Live! and the planned improvements, the vacant lots in SoBro, the Oak Street node, the railroad underpass, the vacant land in South Central, and the lack of a gateway at Churchill Downs all were liabilities. The employers and entertainment venues downtown; the academic, cultural and religious institutions in SoBro; the historic architecture and arts festival in Old Louisville; the student market and university resources in the University of Louisville area; the tourism and special events nature of the university of Louisville stadiums, Churchill Downs and the Expo Center; and the airport all represent economic drivers along the corridor.



Corridor-wide Strategies

The panel recommended five strategies for Metro and its partners to consider for the corridor. These were:

- Develop and foster relationships between stakeholder groups
- Create a corridor development entity to define and support vision implementation
- Create a brand and identity for the corridor
- Enhance transit connections and identify key nodes on which to focus resources
- Use infrastructure to reinforce and support connections and collaboration between educational institutions

While the panel also identified potential projects that could be catalysts, it noted that investments and interventions should be guided by a shared vision and the needs of the corridor as a whole.

Stakeholder Relationships

There is no shortage of stakeholders along the corridor, which means that there are many groups and individuals with an interest in taking a leadership role and providing resources for the corridor. These include all the educational institutions and churches along the corridor, its many neighborhood groups, downtown businesses, and institutions and public agencies such as Churchill Downs, the Louisville Regional Airport Authority, Transit Authority of River City, and Kentucky Exposition Center.

The panel also felt the corridor's role as a transportation link between so many important economic drivers and districts made a compelling case to involve some key regional employers such

as Humana, Kindred, downtown hospitals, and UPS Inc., members of the regional philanthropic community who may see ways to fulfill their missions on Fourth Street, and representatives of the development and real estate community who can provide market expertise.

Metro needs to take a lead role in convening these stakeholders and fostering relationships between them around creating a shared vision for Fourth Street. While this vision can encompass the corridor's several distinct districts, it should have a unifying theme that allows them to reinforce—rather than compete with—each other as well as guide decisions about allocating resources and implementation strategies and steps.

Corridor Development Entity

A corridor development entity is needed to define and support the implementation of this vision. In the experience of the panel, problems without full-time “owners” are problems that rarely get resolved. Whether this entity begins as a special project coordinator reporting to the mayor, is contracted to be run out of the Downtown Development Corporation, or is a new quasi-public entity, someone needs to wake up every day and ask: “What am I doing today to advance the vision for Fourth Street's future?” and be accountable to answer.

The corridor development entity must have access to the resources it needs to accomplish its mission—be they financial or others, and it needs to have decision-making authority to take action and resolve conflicts. A blue-ribbon panel will not accomplish real change on Fourth Street. It's a problem that needs to be owned in whole to be solved.

Brand and Identity

To attract investment, the corridor needs to have a single brand identity that shows its can be used to identify its unique value proposition. While Fourth Street obviously has different constituent districts with distinct identities, it needs a single brand under which all the districts fit. There are many potential names for the corridor, and the panel only suggested a few to stir the imagination. Whether it comes to be known as Derby Boulevard, Metro University Way, Louisville Heritage Street, or another better name thought up by its stakeholders, Fourth Street needs a common identity so it can be marketed effectively to attract people and investors.

A marketing campaign should be conducted by using electronic media as well as banners and printed material to create a visual identity. Marketing also can be done through programming, at existing events like the St. James Court Art Show or Cyclouvia, or new ones such as farmers markets, First Fridays for arts, and streets that open only pedestrians and bicyclists on Sundays in the summertime.

Critical to this campaign is the use of streetscape elements to reinforce the corridor's identity. This includes items such as street and pedestrian lights, trash cans and benches. One idea the

panel suggested was for local artists and students at the Kentucky School of Arts to be asked to help create this visual identity based on the corridor's brand.

Transit and Nodes

The panel felt strongly that transit service along the corridor should extend all the way to the airport, with additional stops at the University of Louisville football stadium and the Expo Center. Panelists identified several travel markets with the potential to be served along the corridor. One constituency is the transit-dependent, who are riding TARC's Route 4 bus for local trips. Another, which is probably not reaching its full ridership potential, is students who attend the numerous educational institutions along the corridor. A third periodic constituency are those who attend special events along the corridor such as the St. James Court Art Show, a University of Louisville Cardinals football game, or the Kentucky Derby. The fourth, which is served by a different route that has poor ridership, are business and convention travelers going from the airport to downtown.

Each of these markets needs a different kind of service along the corridor, which could be provided in different ways with different alignments. For example, students and senior

Corridor-wide Strategies

The panel recommended five thematic strategies for Metro and its partners to consider for the corridor as a whole. These were to:

- 1 Develop and foster relationships between stakeholder groups
- 2 Create a corridor development entity to define and support vision implementation
- 3 Create a brand and identity for the corridor
- 4 Enhance transit connections and identify key nodes on which to focus resources
- 5 Use infrastructure to reinforce and support connections and collaboration between educational institutions

citizens would need numerous local stops to get from their homes to destinations such as shopping, classes and services. Air travelers will value fast travel times between the airport and downtown, with limited stops for other important destinations along the way, such as the University of Louisville. Alignments could include buses along Fourth Street that make local stops and streetcars running as a paired couplet along Third and Second streets with limited stops.

In the short-term, the panel recommended that TARC and Metro focus on premium bus enhancements to attract more choice riders to existing routes. These features include

- Modern, distinctive and attractive vehicles
- Shorter headways during peak travel times
- Onboard Wi-Fi service and advertisements and information on flatscreens
- Limited stops with real-time GPS information kiosks
- Fare payment before boarding

In the long-term, the panel recommended evaluating the possibility of streetcar service in the corridor travelshed, if not on Fourth Street itself, which has constrained right of way. Both streetcar and bus service can be utilized together to serve different travel markets.

Equally important for Metro will be to explore parking solutions along the corridor, both in zoning requirements for private development and in managing parking on public streets. While parking should not be so difficult that it deters visitors, parking policy needs to be managed with regulation and pricing to meet the goal of greater access.

When it comes to targeting public investment and transit service, the panel offered these suggestions for nodal focal points along the corridor, each about a half-mile apart:

- In SoBro at Breckinridge Street, where Presentation Academy is on two corners and close to the Spalding University campus
- In Old Louisville at Oak Street, where commercial redevelopment is desired
- In Old Louisville at Magnolia Street, at Central Park and close to the St. James Court Art Show site
- At the University of Louisville at Cardinal Boulevard, the mixed-use center of the campus
- In South Central at Central Avenue, at the corner of Churchill Downs

Some form of Bus Rapid Transit could be a good fit for the corridor today.





Homes in Old Louisville Historic District.

Connections and Collaboration Among Educational Institutions

In their interviews, the panel learned about Kentuckiana Metroversity, a consortium that allows for shared classes and use of facilities among seven educational institutions, including three along the corridor: Jefferson Community and Technical College, Spalding University and the University of Louisville. These three proximate institutions collaborate on course offerings to allow their students the flexibility to get credit for classes at consortium schools.

Reinforcing these university connections and collaboration should be a high priority for Metro. One way to do so would be to assist the consortium schools and the other institutions, such as the local high schools, along the corridor with planning for joint intramural athletic fields, which the panel heard was needed by the schools. One of the vacant lots in SoBro could host an attractive new facility that would be shared by these institutions and be available to the community in hours that aren't programmed. This community amenity could in turn help attract more private investment to the district.

Another connection that was discussed by stakeholders was the potential for Library Lane, an alley between Fourth and Third streets, to be converted into a shared access alley/off-street bike path for about 1.5 miles between Spalding University and the University of Louisville. This modal separation could help make streetcar more feasible as an alternative for the bike lanes currently on Third and Second streets.

Catalyst Projects

In addition to these overarching themes for the whole corridor, the panel also considered specific catalyst projects that could be transformative and attract new investment. They grouped these into four areas:

- Interim, immediate and short-term actions
- New housing development
- Infrastructure investment
- Fourth Street rail underpass improvements

Interim, Immediate and Short-Term Actions

In the interim, the panel urged Metro to identify partners on potential interim uses that could change perceived liability areas along the corridor. These should be relatively low-cost, quick, and easy to implement. For example, a farmers market on the vacant parking lots along Oak Street, an arts-related events building on the St. James Court Art Show, hosting Cyclouvia, the event that opens a car-free corridor to pedestrians and cyclists for a day to invite the public to enjoy the space, or holding 10K races up and down the corridor.

Supporting the connections between the educational institutions along the corridor with a public-private partnership for sports fields for Spalding University, the University of Louisville and Presentation Academy likely could be accomplished in the short-term, with about a year needed to secure a site and design and build a new facility.

Also in the short-term, Metro and TARC could start collaborating on service and branding changes to improve transit along the corridor and start implementing enhanced or premium bus service. These changes could be rolled out incrementally as funds are identified and done under a common service improvement brand.

New Housing Development

While there is plenty of available land for redevelopment in SoBro, the panel emphasized the importance of new housing for this district. Based on the success of the University of Louisville in attracting private developer partners in the southern part of the corridor, and the protective zoning in Old Louisville, panelists believe there is latent demand for new housing at the northern end of the corridor in SoBro, which is also adjacent to downtown.


As a catalyst project to demonstrate the market in SoBro, the panel recommended student and/or workforce housing of at least 100 units. If the project could be sited directly on Fourth Street, it would need to have active ground-floor uses, retail or other businesses. Having more units would support ground-floor retail in the building.

Infrastructure Investment

Public infrastructure investment is a valuable tool in attracting private development investment to an area. There are places along Fourth Street where new infrastructure could attract such private investment in a weaker-market district.

The panel urged the Downtown Development Corporation and Metro to complete the planned street and streetscape improvements to the 500 and 600 blocks of North Fourth Street between Muhammad Ali and Broadway and think about complete street designs for other streets in the CBD to make them more attractive to pedestrians and, hence, retailers. The panel also recommended that Metro and corridor stakeholders study the feasibility and impacts of the Library Lane shared biked lane/alley concept as a relatively low-cost infrastructure plan that would encourage more bicycling by exploiting economic linkages and travel demand among the universities.

But panelists cautioned that infrastructure investments, such as the additional streetscape improvements, should be targeted, as are these two examples. For example, improvements could be coordinated by Metro on blocks where larger-scale private investment is occurring, to provide an incentive for development and to take advantage of construction economies of scale.



The Pepper Place farmers' market in Birmingham, Alabama is an example of an interim use that could activate the corridor more regularly.

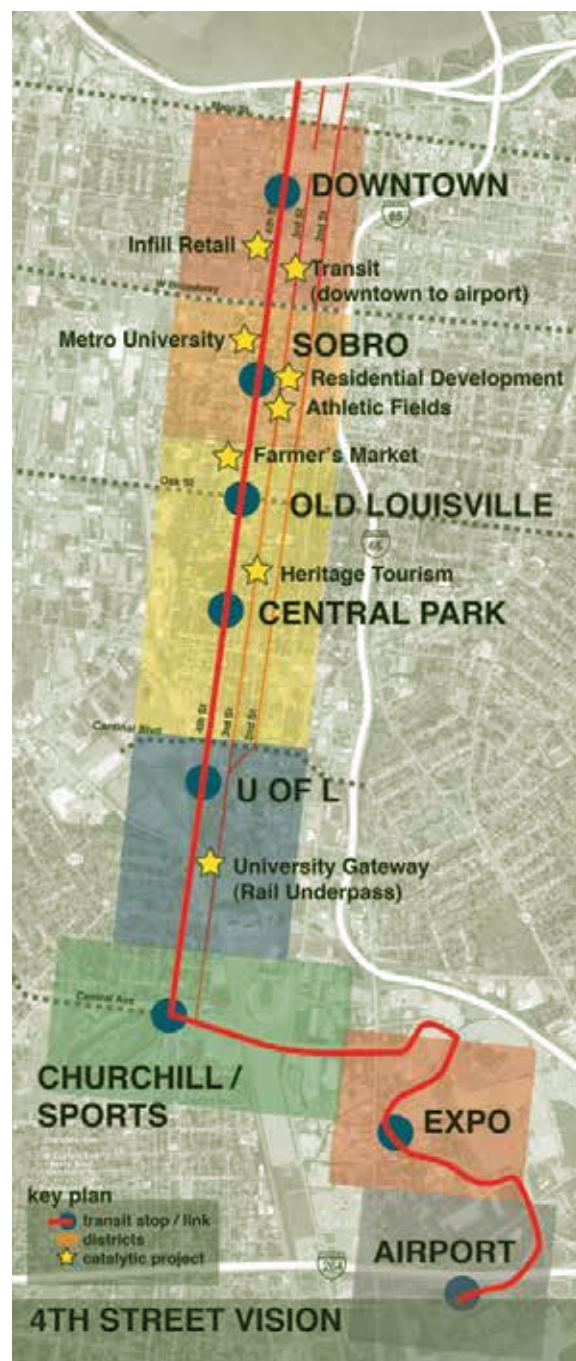
Fourth Street Rail Underpass

The panel quickly recognized the rail underpass between the University of Louisville district and the South Central neighborhood as a choke point for travel and a physical and psychological barrier for development. The underpass also sits at about the natural junction of Olmstead's parkway system in Louisville—Algonquin, Eastern and Southern parkways all terminate relatively close to this point.

While the University of Louisville is pursuing state funding for improvements to make a more attractive connection to its planned development of the old Ford plant to the south, the panel urged the University and Metro to collaborate on improvement plans because of the significance of this junction. Specifically, the panelists recommended that any future improvements, to the extent feasible, should be designed to not preclude the various transportation goals that have been expressed for the corridor, which include:

- The possibility of catenary-powered streetcars or specially designed buses
- Bicycle and pedestrian access on both sides of the street
- The linking of the historic Olsted parkway system
- The University of Louisville's growth plans
- New development along Fourth Street
- The potential for a truck bypass route on Industry Road/7th Street/9th Street

Because the underpass involves an active freight railroad line, a public university, and public transit, and the likelihood of attracting some state funding, the panel recommended Metro and its partners investigate possible federal funding sources to leverage its other funding.



Implementation Tools

The panel suggested three types of implementation tools for Metro and its partners: public finance, a new corridor organization, and partnerships to direct investment in the corridor. All three need to be pursued together if Metro and its stakeholder-partners are to achieve transformative change along the entire Fourth Street corridor.

Like most local governments, Louisville Metro is struggling to find new sources of capital. But the panel advised that the bag is not actually empty. The panelists urged Metro and its stakeholders not to be frustrated by the scarcity of tax-increment financing capacity, which is tied up in other worthy projects downtown, nor by the unlikelihood of two voter approvals of a 1-cent local-option sales tax, nor by the short-term limitations of the Metro's capital budget bond cap. It also urged Metro not to bet on gaming as a panacea for all of its municipal project funding needs.

Before even thinking about new capital sources, however, the panel recommended that Metro establish guidelines for public investment. Public funds must be used to leverage private investment. Metro needs to determine the appropriate leverage ratios so public investment is used for fundamentally closing financial gaps and/or creating incentives for private development. Leverage ratios are different for different communities, so Metro should set its goals based on public resources, private market resources, and public expectations and the local political culture about the role of public investment.

Metro also needs to establish a hierarchy for public investment. It should prioritize projects in tiers so the private market understands which ones are more critical to come online sooner and therefore attract more public resources and

have public champions and more political will to overcome hurdles, both known and unforeseen. This hierarchy should consider catalytic transformation beyond the particular investment being considered: projects that have the potential to fundamentally change a place or attract large investment should be rated in a higher tier.

Public Finance Tools

There are three main public finance tools that Metro has at its disposal. One is to make public land available to developers at a discount or at no cost. Another is a new idea that the panel recommends Metro explore: leveraging its publically owned parking assets downtown. A third speaks to the proposed local-option sales tax that requires approval by the Kentucky Legislature and Metro voters.

There is some vacant city-owned land in the SoBro. Metro should consider strategies for making land available to developers or institutional partners for projects consistent with the vision for Fourth Street. Any development agreement for this land needs to enforce an agreed upon development timeframe, so that the project can act as an early catalyst for the district.

Metro also needs to conduct an inventory of real estate assets in the study area. This includes publically and privately owned vacant land, publically controlled parking facilities, parks and other Metro facilities. The inventory should provide information on location, assessed value and ownership, and it should identify known environmental risks for any sites, to help interested developers with due diligence.

The other public finance tool Metro can use is to assemble property through whatever powers it has, including land swaps with owners in the study area.

Leveraging Parking Assets

The panel learned that Metro controls a significant portion of the parking supply downtown through the Parking Authority of River City, or PARC. As a network, these facilities currently operate with a profit and perhaps slightly subsidize the cost of parking in the CBD. The panel urged Metro to consider selling or leasing all or some of the garages to privately owned parking corporations.

Leveraging this fiscal asset offers an opportunity to raise capital, which is much needed because of current fiscal constraints. For example, a 1,000-space parking ramp could raise about \$10 million with a price increase of just \$10 per space. This translates into \$120,000 per year, which is worth about \$1.6 million in net present value. If Metro pursued this strategy, the panel urged them to tie the revenue generated by leveraging its parking assets to targeted catalytic projects in the corridor, such as streetscape improvements, transportation infrastructure, and public infrastructure to support mixed-use development.

Sales-Tax Proposal

Metro should prepare for the possibility of a 1-percent local-option sales tax by including specific projects within or along the Fourth Street corridor consistent with proposed investment guidelines and catalytic project criteria. To help win the campaign for the sales tax, its advocates will need to partner with business groups to implement well-organized statewide and local campaigns. They also will need to identify and address likely opponents.

Advocates of the sales tax need to develop post-vote strategies for both outcomes. If the tax was to win both elections, the timing will require quick action by Metro to align projects for funding, so it's

important to start planning those specific projects now. However, if the tax loses at the state or local level, Metro still needs to be able to find alternative funding to move ahead with as many of those projects as possible in an acceptable timeframe.

Corridor Organization

A corridor-based organization would provide a focal point for Metro engagement along the corridor and foster collaboration among its numerous stakeholders. Such an organization needs a director with a daily focus on the corridor—someone who works every day to accomplish the vision and isn't distracted by other projects and needs.

The panel recommended that the corridor organization also hire an advocate/ombudsman to interpret the development regulations and help developers navigate Metro's approval process and to ensure the process provides clarity and certainty for developers with expedited timeframes. This staff member should also review the Planned Development District regulations and boundaries after some pilot period to ensure they are accomplishing Metro's goals and aren't an unnecessary barrier to investment.

Initially, the panel suggested that the corridor organization focus on SoBro because of its transformative potential. It should conduct due diligence on sites to prepare them for development.

This organization could take many forms—a special project coordinator in the mayor's office (either temporarily or permanently), a new quasi-public entity with a board of directors, or an expansion of the Downtown Development Corporations service area or a service contract with the Downtown Development Corporation.

Partnerships

Having motivated partners with a stake in the corridor's future will ultimately be the most critical component of whether the vision is successfully implemented. The panel urged Metro to include key corporate and institutional partners in the corridor organization's executive committee, both for their connections to capital and other resources as well as the partners' ability to mentor other organizations in the corridor.

Metro needs to conduct outreach to developers that have demonstrated commitments to urban real estate products from around the region and the nation. It should solicit interest in specific sites through a competitive process such as a request for qualifications. What is ultimately built may change over time because of market and other forces, so having a development partner with abundant capacity that Metro can trust at first is more important than any specific proposal for any specific site.



The panelists walk through St. James Court with city staff and neighborhood leaders

Concluding Thoughts and Next Steps

In summary, Metro should create a corridor organization with financial commitments from partners in a shared vision for Fourth Street. It should explore the opportunity to monetize public assets such as parking to increase its fiscal capacity for public finance. And Metro should focus on SoBro as a priority within the Fourth Street corridor.

TARC and Metro should take a phased approach to transit improvements, first focusing on enhancing the bus-rider experience, service and routing along the corridor and connecting it to the Expo Center and airport and then should undertake more detailed studies to serve the different travel markets within the corridor, potentially with additional service such as streetcar on adjacent streets, if feasible.

The planned underpass improvements are crucial to the success of the corridor, because their design may constrain possibilities in the future for other transportation goals. Metro and the University of Louisville need to collaborate carefully on this project and work with other partners to identify other funding sources that could result in a better project and preserve more options for future improvements.

Ultimately, the goal is to create a place-based vision for the corridor with all its institutions and other stakeholders. Once that is in place, it will be critical to market the identity of the corridor to attract interest and change perceptions that are acting as barriers today.

Fellows' Homework and Progress Report

- Conduct inventory of vacant and city-owned property, starting in SoBro
- Analyze legal framework and fiscal feasibility of various approaches to monetizing public parking assets
- Reach consensus with leaders of institutions and large employers on corridor entity structure and goals
- Engage TARC and Airport Authority on how to proceed with immediate enhancements and analysis of alternatives for future transit improvements



About the Fellows and the Panel

Louisville Rose Fellows

■ Greg Fischer

Greg Fischer was born in Louisville on Jan. 14, 1958. He is an entrepreneur, businessman and philanthropist and was elected Louisville's 50th mayor on Nov. 2, 2010.

He graduated from Trinity High School and majored in economics at Vanderbilt University. To help pay for his college education and to finance a trip around the world, Fischer spent his summers in Kodiak, Alaska, as a crane operator helping unload salmon boats. His year abroad, most of it spent in Asia, gave him a global perspective on life and on business.

In 1980, he was a founder of SerVend International and co-invented the SerVend ice and beverage dispenser just as fast-food restaurants and convenience stores were proliferating. Along with his brothers, he led the growth of SerVend into a worldwide corporation with more than 300 employees and \$70 million in annual sales. SerVend was nationally recognized for business and leadership excellence, being honored with a site visit by the Malcolm Baldrige National Quality Award and as a recipient of the USA Today Quality Cup, among others. SerVend was sold in 1997 to Manitowoc, a Fortune 500 company.

In 1999, Fischer founded Iceberg Ventures, a private investment firm, and later was a co-founder of bCatalyst, the first business accelerator in Louisville. Fischer has helped create more than 1,000 local jobs and has been an active investor and board member in several companies across multiple industries, ranging from MedVenture Technology to Vogt Ice to Stonestreet One. He is a former partner and former CEO of Dant Clayton

Corporation, which designs, manufactures and constructs sports stadiums around the country.

He is past chairman of the Young Presidents Organization as well as past chairman of the Louisville Science Center, where he helped raise \$25 million to modernize the facility. He was a co-founder of Louisville's Center for Quality of Management. He has served on numerous nonprofit boards with current roles on the University of Louisville Board of Overseers and the Waterfront Development Corp.

■ Patricia Clare

Patricia Clare has more than 25 years of experience in the field of planning, downtown revitalization, and economic development. Currently serving as deputy director for Louisville Metro's Department for Economic Growth and Innovation, Clare leads the Advanced Planning Team, whose primary effort is to guide Mayor Fischer's goal of developing a 25-year vision for Louisville.

Prior to her current position, Clare was deputy director of the Louisville Downtown Development Corporation (LDDC), a nonprofit focused on the economic vitality and development of downtown Louisville. In her role at the LDDC, Clare served as manager of public/private development and major redevelopment projects. She served as Metro's project manager on the \$110 million, 617-room Downtown Marriott and the \$70 million 4th Street Live! urban entertainment center.

Clare came to the LDDC from the Louisville Development Authority, where she oversaw citywide community development and planning activities. While at the Development Authority, Clare served as project manager and owner's representative for the planning, design, and construction of

Louisville Slugger Field, a AAA baseball stadium and the centerpiece of an emerging mixed-use district on the eastern edge of downtown. Clare's role with Slugger Field included oversight and management of all phases of the development, from initial project feasibility to facility design and construction. Clare's other assignments with the Louisville Development Authority included project management of the West Louisville Competitive Assessment and Strategy Project, focusing on economic revitalization strategies for Louisville's core urban neighborhoods.

Clare received a master's degree from the Center for Urban Programs at Saint Louis University and a bachelor's degree from Bellarmine University in Louisville. She is a member of the American Institute of Certified Planners.

■ Patrick Piuma

Patrick Piuma is an urban planner, designer and entrepreneur. As the director of the Urban Design Studio at the University of Louisville, his main focus has been on community issues related to the built environment and sustainability to improve the quality of life for Louisville residents.

In 2010, Piuma received the local Acorn Award for Green Leadership for his work promoting sustainability in the community. In 2011, he participated in Leadership Louisville's Bingham Fellows program that focused Louisville's infrastructure needs for the next 50 years. This year he has been selected as one of Business First's Forty Under 40.

Through his previous work with the City Solutions Center and Center for Neighborhoods, he has been directly involved with neighborhood organizations, the public, and city staff to improve their neighborhoods and help foster a better understanding of the issues surrounding land use and community form.

With restaurateur and longtime friend Ramsi Kamar, Piuma is developing Raising Hope Farm, a USDA-certified organic farm in eastern Louisville/

Jefferson County where many of the initiatives and research Piuma has conducted on sustainability and urban agriculture are being put into practice.

Piuma graduated from the University of Louisville in 2007 with a master's degree in urban planning. Prior to seeking a graduate degree, he worked as a graphic, Web and multimedia designer for a local advertising agency.

Growing up in Levittown, Pennsylvania, Piuma has experienced significant land use and urban planning development from an early age. After living in Savannah, Georgia, in 1992, he developed a love for observing the built environment while studying photography. This transitioned into a lifelong passion for traveling to other cities, observing and learning from them and bringing new ideas back to Louisville.

■ Mary Ellen Wiederwohl

Mary Ellen Wiederwohl has spent most of her career in and around state and local government. She has held positions in the state legislative and executive branches.

Wiederwohl has a deep knowledge of government and the private sector and their interplay from numerous years advising an array of businesses and nonprofits on strategic planning, public affairs, grassroots organization, and communications across the public-policy spectrum with specialties in education, health care, budgeting, regulation, and land use. She is currently using her skills to inspire and integrate policy and communications for Louisville Metro's long-term planning and strategic initiatives.

Wiederwohl has deep roots in Louisville's business, cultural, and arts community. She serves on the board of the Louisville Orchestra and is a past president of the Junior League of Louisville. In 2011, she served as a Leadership Louisville Center Bingham Fellow, focusing on plans for the future of Louisville's built environment.

Rose Fellowship Louisville Faculty and Study Visit Panel Co-Chairs

■ Carlton Brown

Carlton A. Brown is a founding partner and chief operating officer of Full Spectrum. He is a 1973 graduate of Princeton University School of Architecture and Urban Planning. He has also studied real estate finance at New York University.

After college, Brown worked for architecture and planning firms until 1976, when he joined AT&T as a manager in the real estate division. During his 10-year tenure at AT&T, he directed the development and construction of more than \$2 billion in real estate for the company. His experience included corporate planning, site acquisition, facilities development and project design and leasing for high-performance laboratories, data centers and office facilities.

Brown's vision has led Full Spectrum to be recognized as a national leader in the development of affordable green/ smart buildings in emerging urban markets. Brown is leading Full Spectrum's pioneering development of a 14-square-block green, mixed-use development in downtown Jackson, Mississippi, which will feature community-scaled green infrastructure, 4,000 units of mixed-income housing, and nearly a million square feet of office and retail space.

Brown believes that all communities regardless of race, ethnicity or income are entitled to a sustainable future and is committed to assuring that all Full Spectrum's development projects meet these high-performance standards. Since assuming leadership for development, Brown has led Full Spectrum in the development of more than \$300 million in green development, boosting Full Spectrum to the Black Enterprise Top 100 Companies in 2008 and Inc Magazine's list of Green Companies to Watch in 2008.

Brown serves on several boards, including AIA New York, 651 Arts, Global Green and the national

board of the U.S. Green Building Council. He has been designated as a "thought leader" by the Clinton Global Initiative for his "leadership on climate change and sustainable equitable development." Brown is member of New York City Mayor Mike Bloomberg's Sustainability Advisory Board, which is tasked with establishing and meeting 2030 goals for sustainability for New York.

■ Frank Fuller

Architect and urban designer Frank Fuller has spent his professional career acquiring and sharing the knowledge that has made him one of America's leading urban design practitioners. A Fellow of the American Institute of Architects, Fuller teaches in the Master of Urban Design program at the University of California, Berkeley, conducts many panels and charrettes in the United States, and has won numerous awards for planning, urban design and architecture. Fuller has written articles about urban design and urban redevelopment, including for Urban Land, and is chair of the Urban Design Committee for the American Institute of Architects, California Council.

Fuller believes that downtowns, Main Streets and urban neighborhoods are the cores of a new humane American urbanism. Much of his career has focused on designing frameworks and strategies that create vital downtowns through transit-oriented development and sustainable community design. "Having the perspective to understand the views of different project stakeholders allows us to devise teams and processes for successful and creative urban design," he explains.

A national expert in smart growth and transit-oriented development, Fuller has helped communities and cities transform their downtowns and neighborhoods into healthy, connected, pedestrian-oriented places. He understands the perspectives of public agencies, private developers, and community groups in building and revitalizing communities.

For the Rose Center, Fuller is a panelist for the Rose Fellowship Study Visit to Minneapolis in 2009. His education includes a bachelor's degree in architecture from Princeton University and master's of architecture and of city and regional planning from the University of California, Berkeley.

Rose Fellowship Louisville Study Visit Panelists

■ Beverly Coleman

Beverly Coleman is assistant vice president for community relations and economic development at Temple University. Coleman is an urban revitalization specialist with 20 years of grantmaking, agency management and program development experience. Over most of her career she has focused on issues related to the health and competitiveness of low- and moderate-income neighborhoods. Immediately before joining the staff of Temple University, Coleman was a director at Urban Ventures Group, a consulting firm focused on supporting collaborative efforts to achieve significant improvements in the quality of urban communities.

For more than eight years she served as executive director of NeighborhoodsNow, formerly the Philadelphia Neighborhood Development Collaborate, a nonprofit focused on market-driven programs to improve the health and competitiveness of Philadelphia's low- and moderate-income neighborhoods. Under her leadership, NeighborhoodsNow launched the city's first transit-oriented development initiative and built the foundation for an innovative new neighborhood preservation strategy focused on strengthening moderate-income communities at risk of significant decline. Before directing NeighborhoodsNow, Coleman was a program officer at the Pew Charitable Trusts, where she managed a grant portfolio related to urban and economic development activities.

Coleman's educational experience includes a bachelor's degree in urban studies and a master's from the Fels Institute of Government at the University of Pennsylvania. She was a member of the inaugural class of Daniel Rose Fellows in 2009-2010, selected by Philadelphia Mayor Michael Nutter.

■ Jeffrey Cormier

Hartford Rose Fellowship Project Manager

Jeffrey Cormier is a principal planner in the planning division of Hartford's Department of Development Services. He has worked in the planning field in several capacities and levels of government in Connecticut. He is involved in special projects, long-range plan development, current site plan review and evaluation, and GIS mapping.

Prior to his arrival in Hartford, Cormier was a regional planner for the Central Naugatuck Valley Council of Governments, where he managed the transportation improvement program and acted as the household hazardous waste coordinator. In 2009-2010, he chaired the Connecticut Product Stewardship Council and worked with municipalities, national retailer associations, and state legislators to promote producer responsibility. As a regional planner, Cormier completed a municipal build-out pilot project for the Connecticut Office of Policy and Management and participated in various planning studies focusing on congestion management, commuter parking lots, bus transit locations, pre-disaster mitigation, and as the planning specialist for an Environmental Review Team. At the Connecticut Department of Public Health, Cormier was an environmental analyst in the drinking water section and was selected to represent the department on the Governor's Drought Management Workgroup.

Cormier is a member of the Connecticut Chapter of the American Society for Public Administration. He received his bachelor's degree in geography specializing in geographic information systems

and his master's of public administration with certificates in financial management and public and nonprofit management, all from the University of Connecticut.

■ Anyeley Hallová

Aneyley Hallová is a development professional with a range of experiences from mixed-use sustainable developments to large-scale urban master plans. Hallová's passion is creating unique developments that reflect the local culture and place, respect the natural environment, and build community. Her core focus within the company is shepherding projects through entitlements with a specialization in, market research, pre-development activities, project management, and leasing efforts for purpose-built student housing.

Some of her recent projects include Courtside and Skybox Apartments, a 405-bedroom sustainable apartment community in Eugene, Oregon, adjacent to the University of Oregon and developments that will serve students of Oregon State University and Pacific Northwest College of Art. Hallová served as a development manager for Gerding Edlen Development in Portland, working on student housing, civic projects, and public-private partnerships, and as an associate urban designer at the leading design firm EDAW Inc. (AECOM) specializing in downtown master plans.

Hallová has a master's degree in landscape architecture from Harvard University, a master's in city planning from the Massachusetts Institute of Technology, and a bachelor's degree in environmental systems technology from Cornell University. Hallová is a published researcher and writer on cultural landscapes and developing public consensus. Her civic work includes a mayoral appointment to the City of Portland's Adjustment Committee and the Community Involvement Committee for the Portland Plan. She is also a guest design critic at major universities, including Louisiana State, Harvard, Auburn, Georgia Tech, and Portland State, and was a juror for the ULI Gerald D. Hines Student Urban Design Competition.

■ Emeka Moneme

Emeka Moneme is managing principal and founder of Pillar Solutions, a boutique advisory firm. Pillar Solutions provides public- and private-sector clients with consulting and program management services. Moneme is a former public-sector executive with expertise and experience in transportation, economic development and public-private partnerships. Moneme has gained his experience as a senior leader at transportation and transit agencies, in addition to his time spent as an infrastructure development and finance consultant.

Moneme led the District of Columbia Department of Transportation, where he directed the development and implementation of the agency's \$275 million annual capital budget and \$1.5 billion, six-year capital improvement program; led the implementation of numerous economic development and capital improvement initiatives; and was the mayor's chief spokesperson on transportation policy matters. More specifically, Moneme was a central figure in the implementation of the District's Great Streets, initiating bike-sharing and advancing the streetcar and pedestrian improvement programs. In this position, he also served as a principal member of the Washington Metropolitan Area Transit Authority (WMATA) board.

During two separate appointments as an executive at WMATA, Moneme served as chief of staff and chief administrative officer. As CAO, he was responsible for overseeing and rebuilding the authority's real estate program as well as providing senior leadership and advice during the negotiation of numerous real estate projects. During his time as a management consultant, Moneme conducted analysis and advised private- and public-sector clients on transportation infrastructure and operational programs. Key engagements included work for local governments in Pittsburgh, Chattanooga and Memphis, where he participated in the creation of five-year financial plans and implemented operational efficiencies in public transportation and general government operations. Moneme also developed financial plans and

conducted due diligence on the behalf of private investors pursuing public-private partnership projects.

Moneme holds a bachelor's degree in aeronautics/mechanical engineering and a master's in urban planning.

■ Richard T. Reinhard

Richard T. Reinhard is deputy executive director of planning and development for the Downtown DC Business Improvement District, a nonprofit organization that works to create a remarkable urban experience in the heart of our nation's capital. The Downtown BID is funded through a special district, within which property owners tax themselves and govern how the money is spent to improve the BID area.

Reinhard has spent more than two decades on the improvement of cities. Most recently, he directed the Infrastructure Initiative at the Urban Land Institute. He has managed urban revitalization organizations in Richmond, Buffalo, New York, Atlanta, and Londonderry, Northern Ireland. Reinhard served as chief of staff to the mayor of Buffalo and chief operating officer of a Toronto-based real estate development corporation. He began his career as a newspaper reporter in his hometown of Syracuse, New York.

As an adjunct faculty member, Reinhard has taught planning and policy at the University at Buffalo, Emory University, Georgia State University, the University of Ulster and, most recently, Virginia Tech's National Capital Campus.

He has a bachelor's degree from the College of William and Mary and a master's degree from Rice University. He was a Loeb Fellow in Advanced Environmental Studies at the Harvard University Graduate School of Design.

■ Chris Riley

Austin Daniel Rose Fellow

Chris Riley has been serving on the Austin City Council since 2009 and was reelected to his second term in 2011. He also serves on the boards of Capital Metro and the Capital Area Metropolitan Planning Organization (CAMPO).

Prior to his election, Riley worked as an attorney, first at the Texas Supreme Court and then in private practice. During that time he became deeply involved in the community. He co-founded the Downtown Austin Neighborhood Association in 1997 and served as its president for five years. He was then appointed to Austin's Planning Commission and served on it for six years, including two years as its chair. He has also served on numerous other city boards and task forces, including the Downtown Commission (1999-2007), the Water Conservation Task Force (2006-07) and the Street Smarts Task Force (2007).

Riley has also been involved with a number of local nonprofits. As a board member of the Austin Parks Foundation, he helped bring the giant chess set to Wooldridge Park, where it has seen action most Saturdays for the past nine years. He also co-founded Austin CarShare and the Alliance for Public Transit and served as president of the Austin History Center Association for two years.

A native Austinite, Riley is a graduate of Harvard College and the University of Texas School of Law.

■ Mark Shapiro

Mark Shapiro has shaped the built environment as architect, planner, urban designer, author and educator. For more than 27 years he has developed master plans and designs for a broad range of market sectors, including corporate, education, cultural and civic projects. Through this work he has comprehended the intricate relationships between urban planning and design of great cities and places.

Shapiro has held faculty positions at Syracuse and Tulane universities and was head of the Department of Architecture at Kansas State University. He has been recognized both nationally and internationally for high-profile, technologically complex projects, such as Noisette in Charleston and the Holy Cross Sustainable Redevelopment Plan in Post-Katrina New Orleans.

At Mithun, Shapiro's complex urban design and building projects include State Center in Baltimore with 7 million square feet of office, retail and housing and the Greater River Park in Minneapolis.

Mike Slevin

As manager of environmental services, Mike Slevin manages and operates three public works utilities for the City of Tacoma, Washington. The wastewater, surface water and solid waste utilities employ more than 500 people with a biennial operating budget in excess of \$240 million and total fund assets of \$700 million. Slevin's experience with Tacoma has provided him with a solid knowledge base in finance, budgets, personnel management, cost control, contract negotiations, infrastructure development and urban redevelopment.

His education includes a bachelor's degree in civil engineering from Washington State University and a master's in business administration from the University of Washington. Slevin is a licensed professional civil engineer in Washington State, a member of Tau Beta Pi engineering honor society and was recently named as a Public Works Leadership Fellow by the American Public Works Association.

Slevin recently retired after 28 years of active and reserve service from the Washington Army National Guard, where he served as an airborne sapper-qualified explosive ordnance disposal engineer. He completed three overseas combat tours and was awarded two Bronze Stars for his deployments to Iraq and Afghanistan. Military experience has shaped his communication, leadership, and problem-solving skills.

Slevin has built his career over the past 18 years with the City of Tacoma. It is his passion and goal to help redevelop and prepare Tacoma for the next century while protecting and restoring the community's abundant natural resources such as the Puget Sound, by instituting sound financially responsible sustainable development and infrastructure.

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