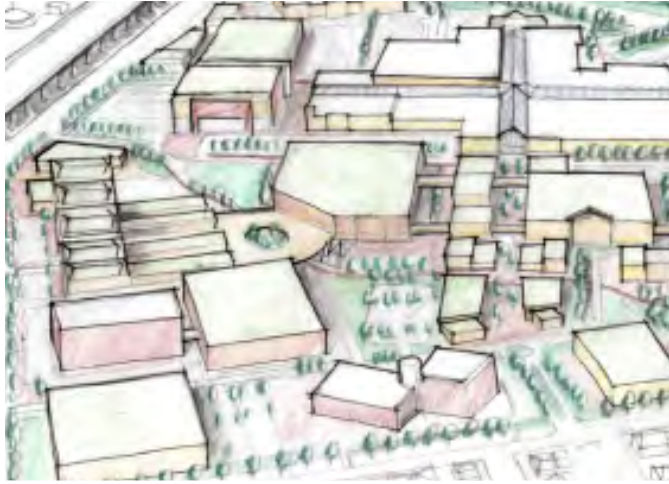


Smart Growth Planning: An Example for the West Bank of Jefferson Parish



**Terrytown**
Building a New Vision

***Smart Growth Planning:
An Example for the West Bank of Jefferson Parish***

Prepared for
Jefferson Parish, Louisiana
and the New Orleans Regional Planning Commission,
by the University of Washington



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PREFACE

In late August 2005, Hurricane Katrina hit the Gulf Coast of the United States. Almost two years later, communities across the states of Mississippi, Alabama, and Louisiana are still trying to recover from the storm, one of the deadliest and costliest in United States history.

Particularly impacted by Katrina was the metropolitan New Orleans area, including the Terrytown neighborhood on the West bank of Jefferson Parish. In the days, weeks, and months after Katrina hit, the neighborhood and its leaders have struggled to deal with the aftermath, including physical damages, the flight of much of the population, and other social, economic, and political impacts.

The implications of the project are varied and far-reaching. The work may be used by Jefferson Parish officials to guide decisions on the application of other HUD funding to implement projects proposed in the plan, both within the selected study area as well as in other parts of the area that may be in similar situations. The College of Architecture and Urban Planning sees this project as an opportunity to provide an example of how the reconstruction can take place in a way that responds to social, environmental and economic concerns.

Both the public sector, particularly city councilmen, members of the Jefferson Parish planning council, and HUD program managers working in the area, as well

as the private sector, are audiences for this plan. The recommendations elaborated upon within are intended to stimulate local leadership in capital improvement projects and public infrastructure decisions, and to promote new ways of addressing difficult social and economic challenges. Furthermore, the ideas herein demonstrate applicable design solutions and opportunities to private developers.

It is our hope that the following pages provide inspiration for the recovery, revitalization, and equitable and sustainable growth of both the selected Terrytown study area, as well as other communities in Jefferson Parish and the greater New Orleans region.

EXECUTIVE SUMMARY

This report, Terrytown: Building a New Vision, presents goals and recommendations for the revitalization of the Terrytown neighborhood, and specifically for the identified study area.

This document is divided into four sections: **Analysis, Goals, Recommendations, and Implementation.**

ANALYSIS:

During the initial phases of the study, the studio group completed an extensive analysis of the Terrytown study area. Topics covered include: history, natural hazards, housing & population, public safety, economic conditions, connectivity, and community.

GOALS:

Upon completion of our analysis, three overarching goals for the study area were identified: 1) to expand housing opportunities, 2) to strengthen the community fabric, and 3) to put Terrytown to work. A series of detailed recommendations supporting these goals follows.

RECOMMENDATIONS :

A number of measures can help Jefferson Parish expand housing opportunities in Terrytown. The diversity of Jefferson Parish can be reflected in the types of housing offered. A mix of housing types for different income levels, family sizes, stages of life, and other special needs, can provide flexibility in meeting the wide range of housing demands that exist.

Mixed housing opportunities can also be supported through innovative neighborhood design. Connecting the network of streets allows for different neighborhoods to access and relate to each other, and increases access to local businesses. Arranging buildings

to be open and active also puts more eyes on the streets and increases public safety. Other features to be included in future housing developments include elevated heights, passive cooling, green roofs and elements that respond to the local climate.

The fabric of the community can be strengthened by the creation of a civic core. By incorporating new design ideas, such a place can both hold community events and provide housing for seniors, artists, or first-time homeowners. A public park, well-shaded, perhaps featuring a pool, can provide fun and relief from the heat, and a place for neighbors to enjoy community. Finally, a single green street, running north-south, featuring shaded sidewalks and “neutral ground,” can be one of many infrastructure improvements that both connect and strengthen the community.

The social center and heart of Terrytown can continue to be along Stumpf Blvd. Promotion of a neighborhood-scale, walkable, commercial and retail activity center, featuring a mix of uses, can strengthen pride and community identity.

The creation of a Business Improvement District supported by public/private partnerships can empower local businesses to take an active role in the revitalization and growth of Terrytown. Participating businesses and property owners can make a collective contribution to the maintenance, development and promotion of a Terrytown commercial district. District functions can include capital improvements, public advocacy, and security, among others. Two boundary options are recommended and implementation strategies are suggested.

Another major revitalization opportunity exists in the area mall. Oakwood Center can reclaim its status as a regional hub for social and economic activity through a few basic measures. A likely direction for future growth would be towards a master planned community, or “lifestyle center.” A lifestyle center can be encouraged and supported by improvements to local infrastructure and access, along with enabling regulations and incentives.

The final recommendation to put Terrytown to work is to connect local people to local jobs. Workforce development programs that currently exist can be strengthened through new partnerships and the location in a “one stop shop.” Meanwhile, alternative high school programs may provide Terrytown youth new opportunities to develop skills necessary to lead the community into the future.

IMPLEMENTATION:

The goals and recommendations of this report can be implemented using a variety of tools and techniques. This report outlines strategies such as overlay districts, zoning remediations, planned unit developments, infrastructure, private sector incentives, and housing authority involvement. The implementation strategies focus on realistic and practical steps that local authorities can take immediately to address the long-term goals of revitalization.

ANALYSIS

Terrytown is a diverse retail and residential neighborhood located on the West Bank of the Mississippi River in Jefferson Parish. The specific study area (highlighted in the map to the left) was selected by Parish officials for a variety of reasons which are expanded upon in the ensuing section. Most importantly, local leaders view the study area as a place where change and improvement can serve as an inspirational example for the entire Parish-wide revitalization effort. What follows is a summary of the analysis process, including an examination of natural hazards, housing and population, public safety, economic conditions, connectivity, and community.

Analysis began in early January when students broadly surveyed the natural and cultural history of the region. On January 13-17, 2007, the students traveled to New Orleans and visited Terrytown to evaluate the study area more closely and to examine potential sites for intervention. During the visit, students toured the region, visited with people in the community, and conducted a community-wide public meeting.

The community meeting (pictured above) provided local residents with an opportunity to impart detailed local knowledge through mapping exercises, written surveys, visual preference surveys, and open discussion. Extensive, multiple walking tours allowed students to interact with other interested community members. Smaller meetings were also scheduled with individual stakeholder groups that included: JEDCO, The Harvey Canal Business District, General Growth Properties (the managers of Oakwood Center), the Terrytown Civic Association, local church leaders, and a real estate agent.



Terrytown residents working with students at the community meeting



Discussion with residents at the community meeting

Communication with both the Jefferson Parish planning staff and local elected officials was another important component of the analysis and planning process. In addition to discussions on-site, the College of Architecture and Urban Planning also hosted various local leaders in Seattle.

During their visits, planning staff and elected officials provided students with feedback regarding the developing plan, which was used to shape this final document. The Jefferson Parish leaders were also escorted to various sites of interest in the city of Seattle, including applicable examples of innovative approaches to neighborhood revitalization, public housing and lifestyle malls.



Meeting with HUD representatives and community leaders



Gretna Ferry, 1882

Historical Context

There are several critical developmental periods in Terrytown’s history that have a strong influence on the community that exists today. These formative periods left a lasting mark on the area’s built environment and social culture. Today’s Terrytown neighborhood, including the challenges and opportunities it faces, can be traced back to a specific set of historical eras.

Settling the West Bank of Jefferson Parish

In the 1860’s the first settlers moved from the east side of the Mississippi in New Orleans to the West Bank, in the vicinity of present day Gretna in Jefferson Parish. The community was based around riverbank industries and trade, which eventually led to the establishment of a ferry that substantially linked the West Bank to New Orleans for the first time.

This period was significant because this early community was located just to the north-east of Terrytown, near modern Gretna and in close proximity to the town’s historic center and the current ferry terminal.

Old Gretna established a traditional grid-iron street pattern, which transitions in the study area to the curvilinear street patterns of the greater part of Terrytown, subdivided in the post-WWII ear. This early settlement also brought a working class culture which

remains a component of the area’s identity today.

From the 1920’s to the 1940’s the West Bank experienced an influx of Irish immigrants, giving the area the nickname the “Irish Channel.” Many residents of the West Bank and the study area still strongly identify with these Irish roots. The Irish community was drawn to an abundance of blue collar jobs associated with riverbank industries and the growing offshore oil business. The immigrants slowly established a pre-World War II population center serving the greater New Orleans area. This contributed to the surrounding region’s development as a classical post-World War II bedroom suburb for New Orleans.

Building Suburbia

The second key period began in 1961 when developer Paul Kapelow broke ground for a new residential community he called Terrytown. The streets were laid out in a curvilinear fashion, with specific sections denoted by common names starting with the same letter. Churches, libraries and schools were built to accommodate the quickly growing population. Many middle-class white families from New Orleans were attracted to the more private and spacious suburban community.

In 1966, the Oakwood Mall was built on 44 acres just north of Terrytown. With more than 40 stores and



The oil industry drives growth in the 1950’s and 1960’s!

over 600,000 square feet of enclosed mall space it played an important economic role in the community, attracting business from elsewhere in the greater New Orleans region. The mall continues to be a major component of the neighborhood.

The 1970's brought booming apartment construction to Terrytown, including significant developments in the study area. Strong job growth in the oil industry increased demand for this type of housing in addition to existing single family homes. Terrytown's short commuting distance from downtown made it an attractive location, and the area grew into a hip, upper-middle class community for cosmopolitan baby boomers.

The 1960-70's period had a lasting impression both in the physical building fabric and identity of Terrytown. Economic conditions and residential building patterns established the area as a suburban, family oriented community—an impression that remains strongly in place today. The addition of the mall and a larger population also brought the mix of commercial development that gives the study area its diverse mix of land uses.

Recent Decline

A third significant period came in the 1980s with the decline of the oil industry in the region which led to the loss of a large number of middle and high-

income jobs. The decline in the economy during this period led to a drop in real estate prices and a smaller population. In the 1990's crime rates also increased. This period is important because it, in conjunction with the tragic events of Hurricane Katrina, drives the need for revitalization.

Lessons from Terrytown History

These distinct historical periods provide a context for many of the important existing issues that form the context for this study. The earliest period shows the link between Terrytown and old Gretna's grid-iron street network, as well as the river and ferry. Included in this is the importance of the study area as a transition zone connected to the rest of the region. This period also highlights the roots of some of Terrytown's residents and the factors that attracted its first settlers.

The post WWII era firmly established Terrytown as a traditional suburb of New Orleans, both in culture and form. This era established the rich mix of housing and commercial uses that define the study area.

Finally, decline of the oil industry has changed the area, and in combination with the events of Hurricane Katrina, the neighborhood has a need for more adequate, mixed housing stock, and improvement of physical conditions and infrastructure in the area.



Terrytown grows into a successful post-WWII suburb by the 1970's.



The opening of the Terrytown library draws a crowd.



Hurricanes are a constant threat to all of coastal Louisiana, including the study area. ¹

Natural Hazards

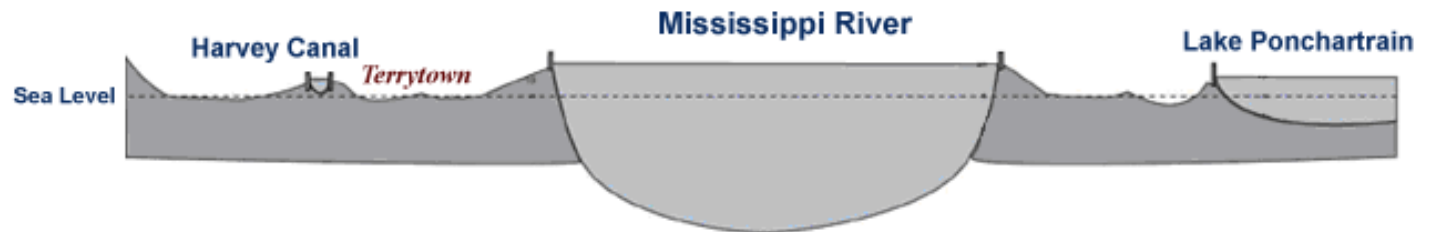
Hurricanes Katrina (left) and Rita brutally reminded Terrytown of its vulnerabilities to natural hazards. While the study area avoided major flooding during the storms, it did experience wind damage in addition to associated social unrest. The events brought attention to the condition of area levees and canals, sea level elevations, coastal land loss, subsidence, and other hazards, and emphasized opportunities to promote resilience, particularly through better housing design.

Jefferson Parish sits atop the 1,800-4,800 year-old St. Bernard Delta Complex, a landform that is the result of the Mississippi River's long, naturally meandering history. Within the complex lie old riverbanks, or natural levees, one of which fortuitously runs through Terrytown and the study area.

This local feature, referenced repeatedly in public meetings, provides the area with elevations of up to 2 feet above sea level, while other parts, especially the areas farthest from the Mississippi River, remain as low as 5 feet below sea level.

Hurricanes have historically impacted the region from the southeast, and have sent most storm surges well east of the study area. If a hurricane were to approach from the south, a storm surge would enter the Harvey Canal and likely inundate the West Bank. The greatest threat to Terrytown is the incomplete Harvey Canal floodwall project, and while work on it continues to progress, timely completion is a priority. The Harvey Industrial Canal (shown right) is home to the petroleum extraction service industry, among others.

Protection from hurricanes also extends beyond levees and into the Gulf of Mexico. 100 miles to the south of Terrytown, Louisiana's coastal wetlands and barrier islands provide resistance against wind and waves. Unfortunately, due to myriad human activity coastal Louisiana is eroding and subsiding at a rapid rate. In addition, global warming is accelerating sea level rise and potentially intensifying hurricanes.



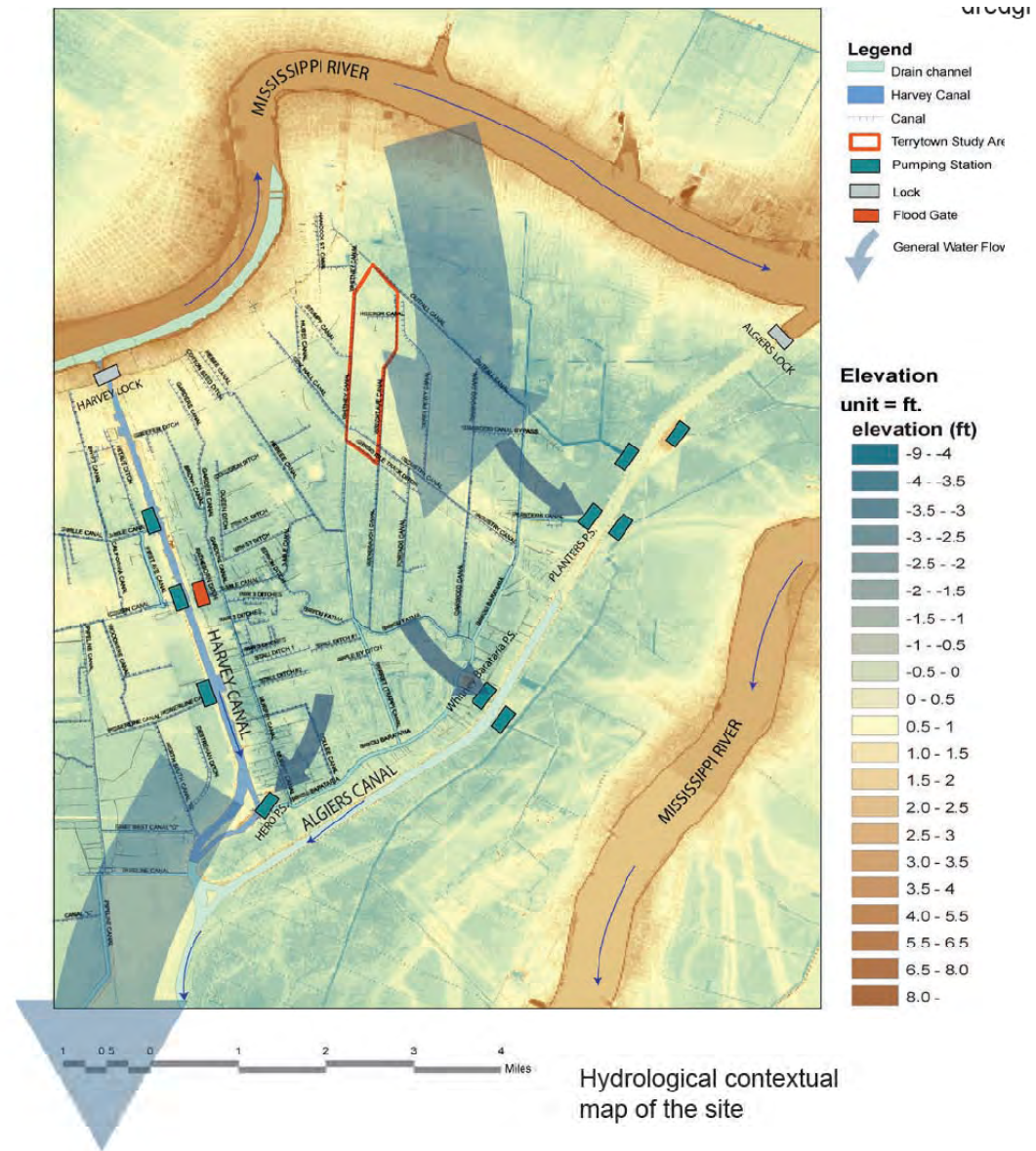
This schematic topographical cross section from Pontchartrain to the Northeast part of Jefferson Parish illustrates that Terrytown's slightly higher elevation than much of the nearby terrain may attract some builders, but does not eliminate the risk of flooding.

The aftermath of the hurricanes produced key outcomes that may spur resilient revitalization: the Federal Emergency Management Agency has expanded floodplain protection, the Army Corps of Engineers is rebuilding levees, and Jefferson Parish has received additional support from Congress.

While the following plan itself does not seek to specifically address the needs for improved storm protection, it is worthy of statement that the overall recovery, revitalization and future growth of the Terrytown study area are dependent on adequate protection measures. Indeed, it should be noted that all of the recommendations in this plan for Terrytown are based on an assumption that the sufficient protection measures will be enacted in a timely fashion.



Improvements of the levees along the Harvey Canal are necessary for the long-term protection of the Terrytown study area from storm surges from the south.³



This hydrological map shows how the study area sits in comparison to the surrounding area in terms of elevation and hydrology. While the elevation at the study area is higher in comparison than the surrounding areas, there is potential for Mississippi River overflow.



Housing

While Terrytown as a whole is predominantly made up of single family detached houses, the study area has many multifamily complexes. Based on a visual count, there are approximately 1,185 total housing units in the study area, of which only 125 are single family detached homes (see map at left). So, while high quality single family homes are an important resource in the area, multi-family housing is also important for providing enough homes for residents.

Many of multifamily complexes are made up of two to three story brick buildings surrounded by parking and chain link fences. This isolates each building complex from the surrounding neighborhood, reducing opportunities for community engagement and decreasing pedestrian accessibility. Meanwhile, on many of the streets lined with four to eight-plexes, residents park

Housing in the Study Area

- Single Family: 124
- Attached 2-4 Units per Building: 475
- Apartment Complexes (>4 Units per Building): 585
- Total Units: 1,185

on front lawns and block the sidewalk, creating an unattractive and unsafe pedestrian environment.

This housing context for the study area is closely tied to population trends in the Parish. Population declines started before the storm, but dramatically increased following the storm. This has contributed to current housing vacancies. As of the 2000 Census, Terrytown as a whole (which includes more than the selected study area) had a population of 25,430, approximately 18 percent of the total population of Jefferson Parish.

Although post-Katrina population data specific to Terrytown or the study area itself is not available, a look at population changes in Jefferson Parish as a whole can be illustrative of the general trend.

The total population of the Parish decreased from about 445,000 to 358,000 from August to December of 2005. During that period, the percentage of the population that was White increased from about 68 percent to 71 percent, while the percentage of Blacks decreased slightly, from 26 percent to about 22.5 percent; the percentage of Hispanics remained about the same at around 9 percent.

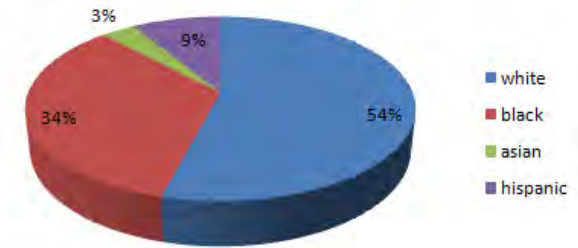
The Census survey data also indicates that the age structure shifted to a slightly older population after Katrina.

The population has been slowly returning since the hurricane, and as will be detailed in economic context, there is a demand for skilled labor, particularly in fields like construction and child care. As people return to the region to fill these jobs, replacing and repairing the area's housing stock will be essential to maintaining its vitality.

Based on interviews with local community members, increased crime rates have prevented some homeowners from returning. Blight and unattended storm damage, particularly in buildings with absentee landlords, is a major problem in the area, contributing to a negative perception by residents. Some residents have expressed a desire for stricter code enforcement of building and property upkeep.

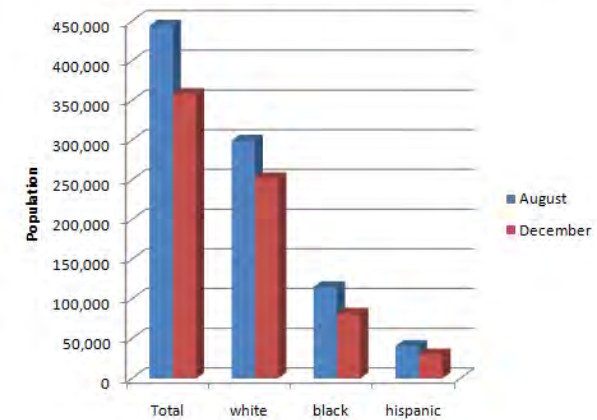
There has been an influx of renters who were displaced from New Orleans or other places nearby. Many interviewees held the perception that these residents are generally of lower income levels, often receiving public assistance to pay for housing.

2000 Racial Composition of Terrytown



(Source: US Census 2000)

2005 Jefferson Parish Population Changes Pre and Post-Katrina



(Source: US Census 2005 Gulf Coast Area Data Profiles)






Damaged Housing and Vacancies

While the study area was spared from major flooding during Hurricane Katrina, wind caused a significant amount of damage to buildings. According to the 2006 Louisiana Health and Population Survey, 18.7 percent of the Parish population had to change residence due to damaged housing from the storm, and that number seems indicative of the study area as well.

The majority of the multifamily buildings in the study area have not been renovated after Katrina. They still exhibit significant wind damage, and many of the complexes have vacant and abandoned buildings (see map at left). Four of the complexes have been completely abandoned.

The multifamily buildings along Carol Sue Avenue are an exception, as they are in excellent condition. Only one building on this street displayed roof damage at the time of the site visit.

-  Damaged
-  Vacant
-  Damaged and Vacant



This vacant apartment building sits prominently on Write Ave. If repaired, it would be a good model for future apartment buildings, because its street-facing design creates a safer pedestrian environment.



Damaged and vacant buildings interspersed with habitable ones create a blighted, unsafe streetscape along Nell. Garbage has piled up and cars block the sidewalks.



Most apartments in the study area are inward facing like this damaged and partially vacant complex off Whitney Ave.



Though historically homes built in the greater New Orleans area were built on stilts, by the 1950s homes were built on slab, a building method unsuitable to a flood-prone area.

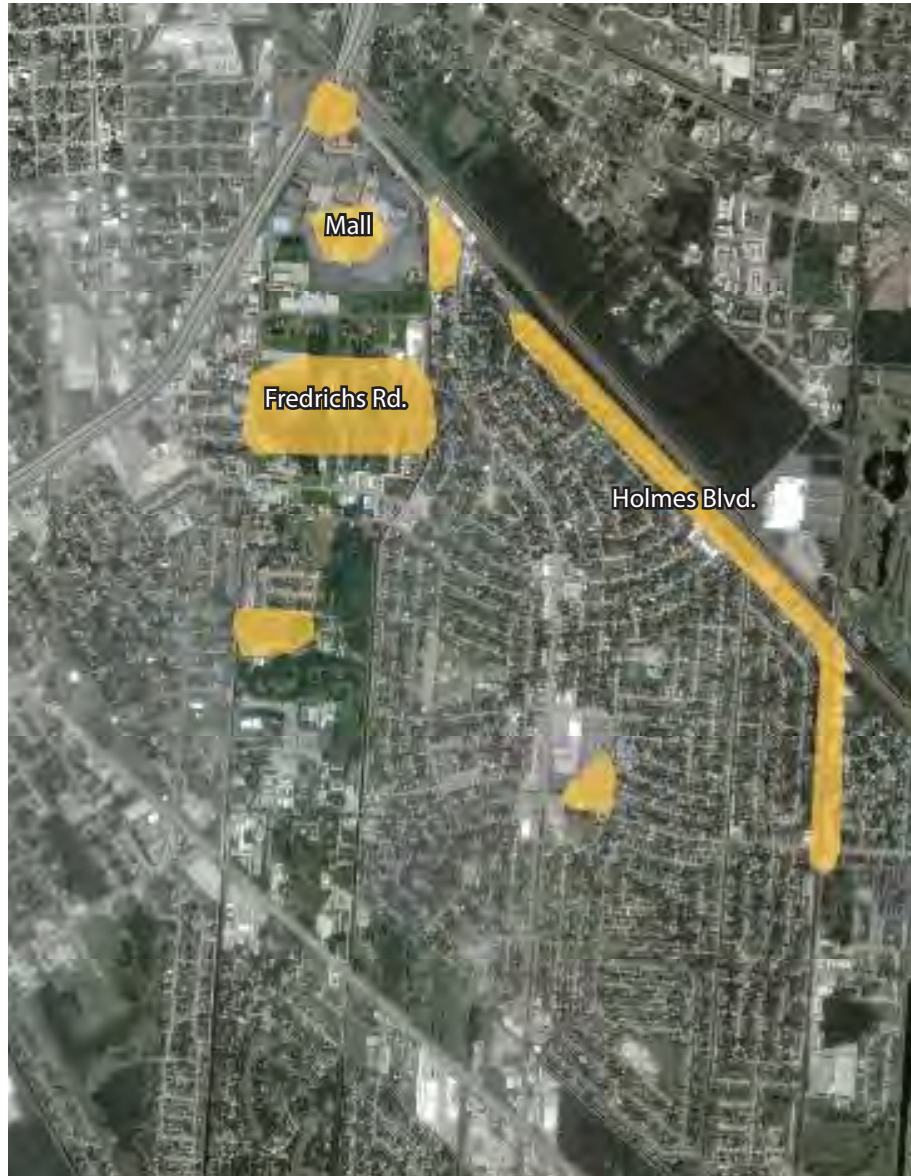


These homes are typical of single-family homes in the study area. Many families value the increased living space and private yard that such a home includes. Notice the lack of sidewalk.



These are the Plantation Townhomes being built in the new Hamilton Oaks subdivision. The wide balconies create shaded outdoor living space, an important climate-sensitive design in this hot region.

Areas of Concern



Public Safety

The greatest concern of the community, clearly articulated in public meetings, is public safety. The collapse of the local petroleum industry in the 1980's started a slow trend towards increased crime that persisted until the time of Hurricane Katrina. Since Katrina, levels of crime have skyrocketed. Meanwhile, community members have expressed that they feel abandoned by local officials and police.

Prior to 2006, the highest rate of murder in Jefferson Parish was 50 people in 1990. That number was surpassed in 2006 with more than 62 homicides, 43 of which occurred in the West Bank. One example of the extremity of the situation was on December 13th, 2006 when a man was found dead, shot in the face during midmorning, in Terrytown's Eli Court.

While all of Greater New Orleans has experienced a recent rise in violent crime, Terrytown has dealt with an especially high concentration of murder, especially within its apartment housing. The high murder rate has been associated with drug activity that has moved into the local area. Community members fear that regional drug traffickers, along with low income residents, have reduced safety and supplanted middle income families. The "hot spots" indicated in yellow on the map at the left are areas of particular concern.

At public meetings, community members noted a particular trend towards increased crime and violence in and around Oakwood Center over the past decade. The criminal activity reportedly began with visits from residents of nearby Fischer Projects, a public housing development that was eventually disbanded, but whose former tenants then moved into Terrytown and added to the prevalence of crime. Once loved by the community, the mall soon became considered unpleasant or dangerous immediately prior to Katrina.

The return of public safety will be guided by employing physical design features that seek to reduce crime and encourage social interaction. The principles of crime prevention through environmental design (CPTED) will allow for defensible, open spaces, connected streets and corridors, and a more visible Terrytown.

Infrastructure and Connectivity

An essential component of a vibrant community is the ability to interact and share experiences. A location that is divided or cut-off from its surroundings loses the ability to access neighbors, goods and services, and promote safety. There are a number of physical barriers to connectivity both within the study area and between the study area and the surrounding neighborhoods that can be addressed with pointed changes.

The form of the study area resembles neither the older, more traditional grid pattern of Gretna to the west, nor the partially curvilinear, more suburban pattern of the original Terrytown development to the east. The area is marked by an abundance of dead-end streets and fragmented residential developments. Both features hinder the ability of residents to access the community as a whole and deter efforts to improve public safety. At public meetings, residents widely viewed the prevalence of cul-de-sacs as a concern.

Additional limitations to connectivity include the incomplete network of pedestrian corridors and sidewalks. The majority of the streets in the study area simply lack a sidewalk. Of the streets that do have them, most are incomplete, including in areas where a completed sidewalk would be an important amenity, including along Stumpf Avenue and around the mall. Crosswalks are also lacking, which creates a public safety hazard in addition to a mobility impediment.

Other barriers to connectivity include canals, a communications tower, and a large, gated cemetery.

The Wright Avenue canal in particular is difficult to cross and essentially makes convenient access to a school, church, and park impossible for many residents of the study area. A similar canal exists along Whitney Avenue, however it has been buried and covered and been replaced by a high-speed roadway, further limiting access to Gretna.

Residents expressed a desire to make Terrytown more walkable and navigable at public meetings. The opportunity to improve basic infrastructure and enhance community connectivity exist, and are consistent with similar efforts to increase public safety and health, and to create a more interactive Terrytown.

Incomplete Sidewalks and Dead-Ends: The map (right) depicts the nature of the incomplete pedestrian and vehicular infrastructure. Complete sidewalks are depicted in green, fragmented sidewalks or unpaved pathways are in dark red, and dead-end street are symbolized by bright red stars. A close-up image (top right) of an incomplete sidewalk along Whitney Avenue shows a typical situation. Note that the fragmentation slows, disrupts, or prohibits access and flow within immediate area and to surrounding areas.

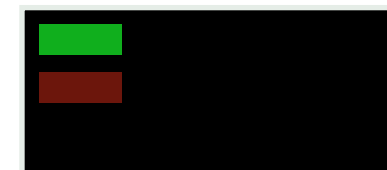
More detailed analysis of the existing infrastructure, including the barriers to connectivity, are located in Appendix B.



Along Whitney Ave.



Wright Ave. Canal





These vacant lots represent opportunities for the development of community space.



Open space adjacent to the Oakwood Mall

Community Spaces

Public and community spaces are often valued in communities for their contribution to identity and cohesion, and to individual health and happiness. Community members noted with concern at public meetings that access to adequate public areas in the study areas is limited and that the development of such places are a priority. The under-utilization of existing open space presents Terrytown with the opportunity to create places in which residents can interact, exercise, and revitalize a sense of community.

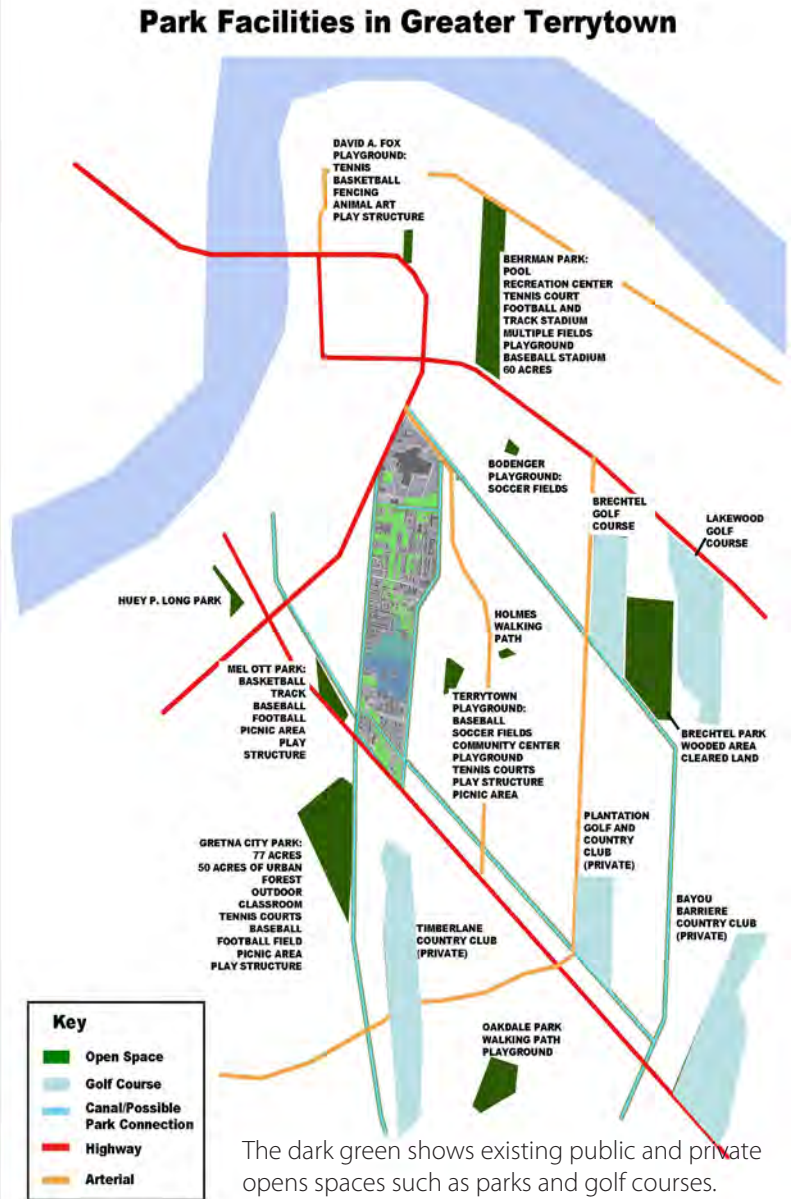
At present, there are no public facilities, pocket parks, basketball courts, picnic areas, or public wooded areas within the Terrytown study area. Three notable community spaces, Terrytown Park, the Library, and the Golden Age Center, are relatively close, but remain mostly inaccessible to many residents due to infrastructure and neighborhood design. Other West Bank parks such as Gretna City Park remain outside the range of normal everyday activity for residents of Terrytown. The greatest amount of open space in the surrounding region (see map on far right) belongs to privately-owned golf courses, which allows for limited community-building opportunities.

Over 30% of the Terrytown study area consists of open, undeveloped land. The relative abundance is, however, entirely privately owned. The most attractive

open space in Terrytown, according to many residents, is Westlawn Memorial Cemetery, which is not surprisingly private and gated. The remaining open areas are predominantly vacant and neglected lots, often fenced-off from the surrounding community and locations for standing water. Spatially, these lots are fragmented patches, and not well-connected to the surrounding residences or to the community at large.

The lack of recreation facilities or parks is evident in the regional map (lower right). The study area, located in the center, is notably distant from public areas (in dark green). The largest areas to the south and east are predominantly privately-owned golf courses. However, a closer look at the map reveals open, undeveloped land within the study area (light green). The mostly privately held open space remains a major opportunity to provide a community space. Several examples (far left) of undeveloped, open parcels demonstrate the potential.

The amount of potentially available open land combined with the need and desire for public open spaces, suggests that a major opportunity exists to provide residents with a valuable community product, and a healthy and happy future.



The dark green shows existing public and private opens spaces such as parks and golf courses.

The Oakwood Mall



Economic Conditions

The Oakwood Mall

Located in the northern part of the study area, the Oakwood Mall is one of the top economic hubs and job providers in the Parish, bringing over 100 businesses to Terrytown. It is owned by General Growth Properties, who owns, develops, operates and/or manages shopping malls in 44 states. In addition, they have acquired a handful of mixed-use projects and master planned communities.⁴

The Oakwood mall is located on property wedged between Terry Parkway and the Westbank Expressway, a primary route leading off of the Greater New Orleans Bridge. Its prominent location, opposite downtown New Orleans on the Westbank of Jefferson Parish, has made it a popular regional shopping destination, although recent increases in crime and safety concerns presented a growing challenge prior to Katrina.

The mall was burned and looted in 2005, following Hurricane Katrina, resulting in tremendous economic loss for the mall and the Parish including 1,300 lost jobs and millions of dollars in tax revenue. Such loss has made recovery of the region an even greater challenge.⁵

Since 2005, only a handful of stores, including Dillard's and Sears, have reopened in the largely vacant mall. The owners of the mall have successfully filled leases and are currently reconstructing/remodeling the severely damaged interior. The mall is expected to fully reopen on October 8th, 2007.

Closed section of the Oakwood Mall



Open section of the Oakwood Mall

Due to the extent of the damage in other parts of the region, shopping patterns have shifted dramatically. Parish officials informally estimate that retail activity in Jefferson Parish has increased 30-40% since the storm. With a new and improved mall, residents, Parish officials, and the mall owners are feeling confident about the mall's future success.

Adjacent street improvements and signage upgrades are currently underway to welcome the mall in October. Terrytown and the Parish as a whole are tremendously excited for the reopening this fall. Its presence and recovery was noted by many community members and business owners as critical for the recovery of Terrytown as a whole.

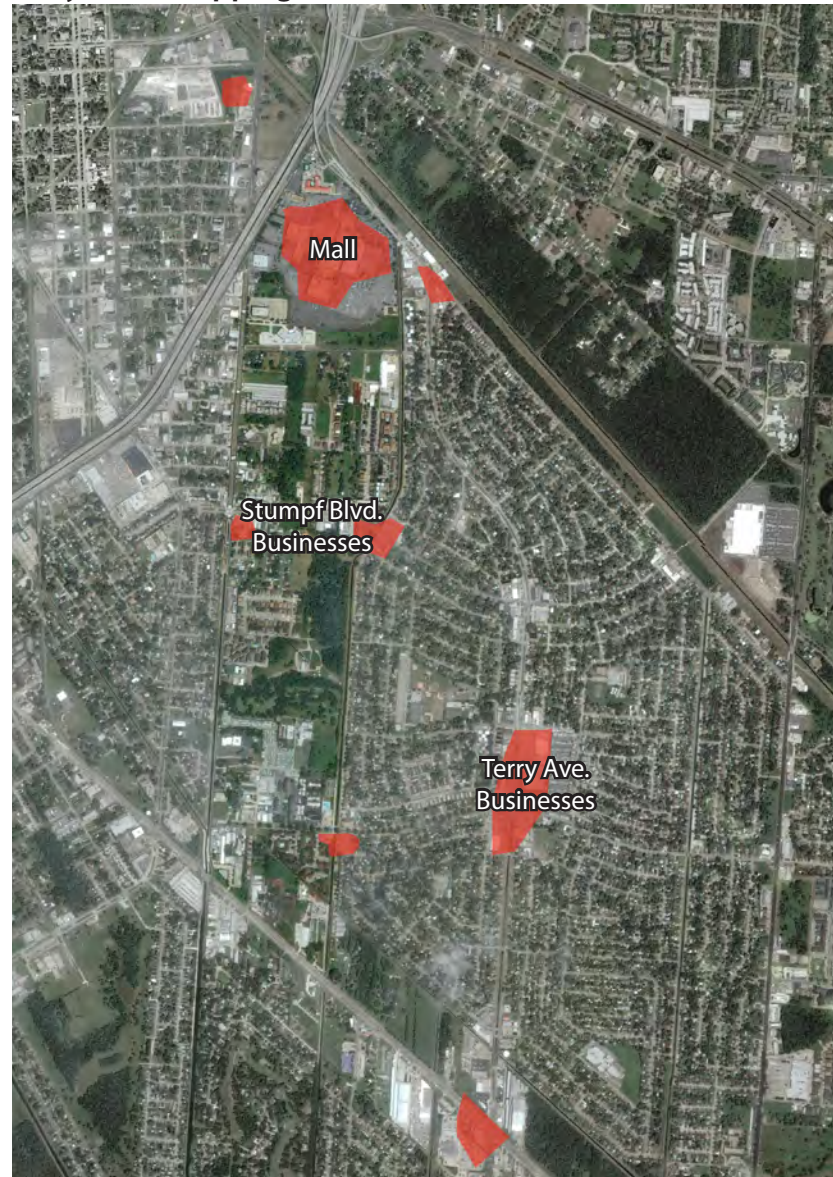
Terrytown Shopping

Local Businesses

Terrytown also offers some other retail opportunities, mostly clustered along Terry Parkway and Stumpf Boulevard, where local residents can acquire basic goods and food items. However, these small stores may not be adequate to serve the needs of the community members. Many people at the community meeting indicated that they frequently shop out of the area.⁶

The smaller businesses, primarily comprised of commercial strip developments, also include office buildings and medical facilities along Whitney, Stumpf and Carol Sue. Nearly all commercial developments are constructed in typical suburban fashion, with significant building setbacks and large parking lots fronting the street.

While the recovery of the mall is seen as key to revitalization efforts in Terrytown, the support of local businesses that service the neighborhood will also be essential. Denser, smaller scale, and street-oriented retail development along streets like Hector, Stumpf, and Carol Sue will diversify the local economy and help to build community identity.



Study Area Businesses



Office building near the Oakwood Mall



Health center near the Oakwood Mall



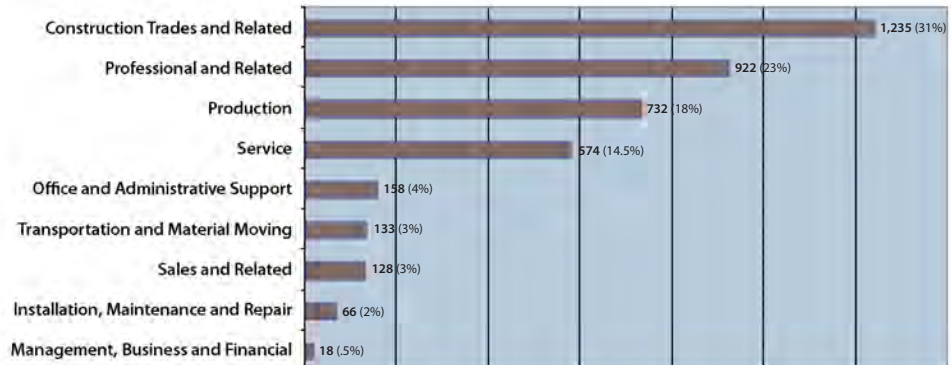
Strip mall at Stumpf Blvd. and Wright Ave.



Mixed use on Whitney Ave.

Distribution of Vacant Positions by Industry ⁸

vacancies reported (% of total vacancies in Jefferson Parish) May 2006



Total Vacant Positions Reported in the Parish: 3,966

The Demand for Labor

According to reports prepared by the Jefferson Economic Development Commission (JEDCO) and the Louisiana Workforce Skills Gap Taskforce, area demographics indicate an aging workforce, falling birthrate, and long term trends towards out-migration throughout the state of Louisiana. High dropout rates among youth and low participation in post-secondary training/education have contributed to local and state-wide worker shortages. Meanwhile, the developing knowledge-based economy has produced high demand for skilled workers. These trends have resulted in a significant “skills gap.”⁷

Concerns over the worker shortages have only been exacerbated by the hurricane destruction experienced in 2005. In the aftermath of Hurricane Katrina, many businesses are still on their way to recovering from physical damages, and are hoping to rebuild their depleted workforce. An estimated 3,966 jobs have been vacant in Jefferson Parish since August 29, 2005.⁸ Population displacement from the storm has created large amounts of uncertainty and economic instability in the region. A significant portion of Jefferson Parish’s working population has still not returned. Insufficient housing, FEMA assistance and employee transfers are thought to be primary reasons why former residents have started to resettle in other parts of the country such as Atlanta, Baton Rouge, Lafayette, Dallas, Houston, and Orlando.⁸

Businesses in Jefferson Parish have increased pay rates as much as 40%, and participated in recruiting events across the south in attempts to fill these lingering vacancies. Their success has been limited, due, in part, to the lack of housing available for any potential recruits

I cannot state this enough. The lack of skilled workers is directly correlated to the lack of housing. If we had more housing the workers would come.
 –a Jefferson Parish Construction Company ⁸

The largest specified demand is for registered nurses, welders and pipe fitters. These positions were difficult to fill before the storm and also represent the occupations available at Jefferson Parish’s top employers. Truck drivers, medical assistants, general laborers and food and beverage service workers were also identified as occupations in high demand.⁵

While physical recovery has been greatly assisted by recovery incentives and assistance distributed through the Parish, there is a need to develop workforce replacement strategies to achieve strong economic recovery and growth.

The Rebounding Economy

To diversify and strengthen the regional economy, the Parish has focused on the development of local business and technology. The creation of the 40-acre Churchill Technology and Business Park on in Westwego will likely serve as a catalyst for growth on the Westbank, encouraging development in Terrytown. New Orleans firm Hebert/Smolkin Associates estimates the park will create 6,923 jobs, \$286.9 million in wages and average annual pay of \$41,441 during the first five years of operation.⁹

Recent statistics from JEDCO report that overall job growth and prospects for economic growth in the Parish are stronger than ever. Their studies show that Jefferson Parish has become a new hub for economic activity in the Greater New Orleans region.

This new data is an indication that Jefferson Parish is not just moving forward – but that we are moving beyond Hurricane Katrina.
 --Lucien Gunter, JEDCO Executive Director ¹⁰

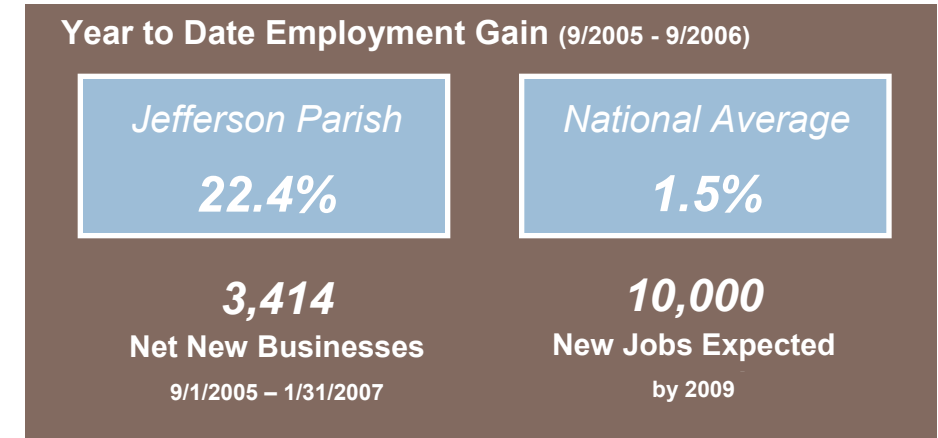
They report that between September 1, 2005 and January 31, 2007, the Parish added 3,414 net new businesses. Resulting from this economic momentum, they expect more than 10,000 new jobs to be created over the next two years, and almost \$400 million of private investments to fund redevelopment in the Parish.¹⁰

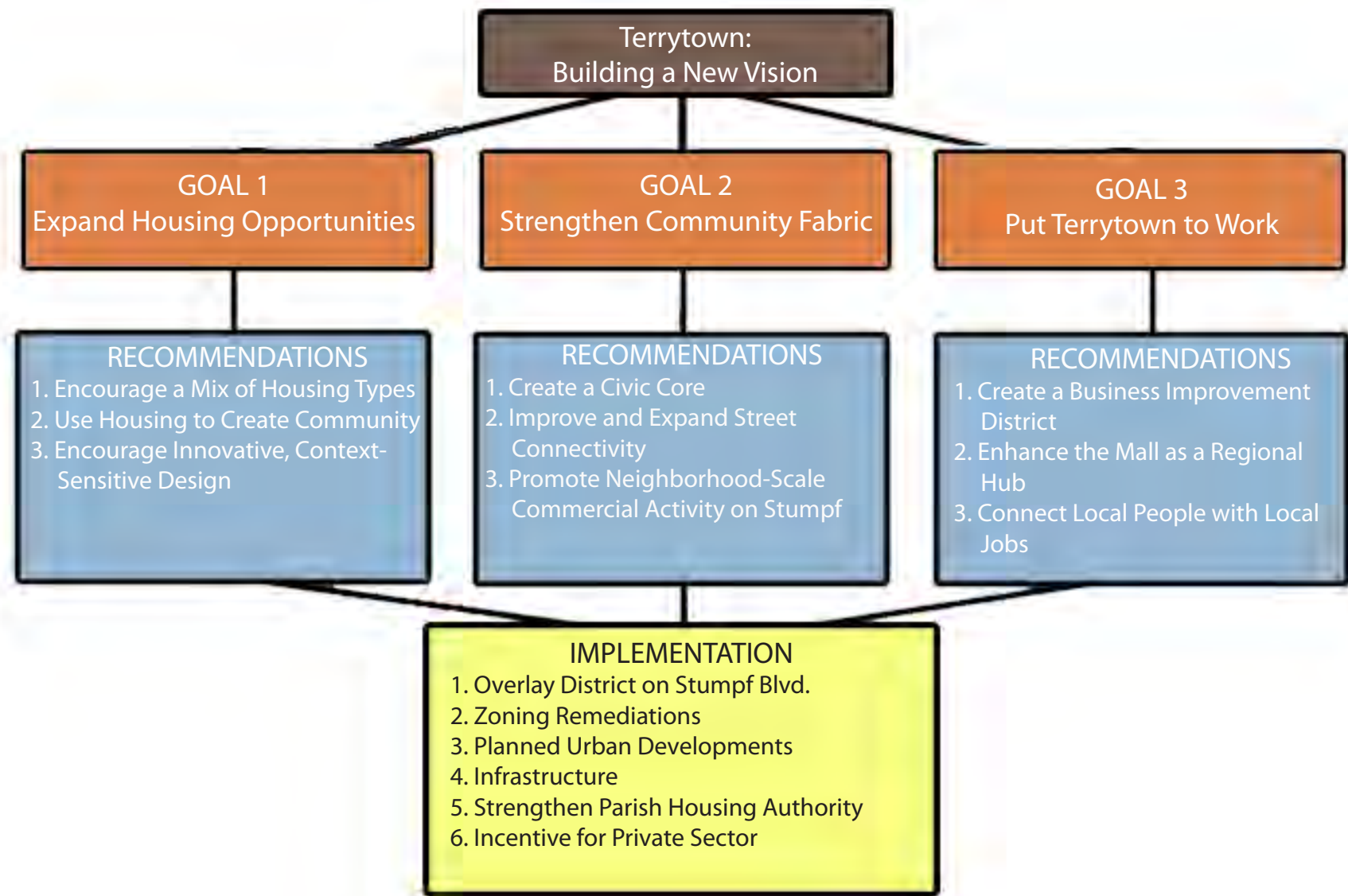
In order for the Parish to meet the existing demand for labor and provide a strong economic environment to support the anticipated growth, it will be vital to invest in strengthening the communities on the Westbank where growth may occur. The amount of available property, along with the number of vacant housing units in need of serious repair, create to the potential of the Terrytown study area to serve as an important neighborhood for area employees.

Notes:

- 1- National Oceanic and Atmospheric Administration website: <http://www.noaa.gov/>
- 2- National Aeronautics and Space Administration website: <http://www.nasa.gov/>
- 3- Jefferson Parish website, <http://www.jeffersonParish.net>
- 4- General Growth Properties website: www.ggp.com
- 5 - Times Picayune, 10/19/2005
- 6 - See Appendix A: Community Meeting Report
- 7 - RIGHT HERE, RIGHT NOW! Louisiana's Urgent Agenda for a Knowledge Economy Workforce, Skills Gap Task Force, Louisiana Workforce Commission, November 2002
- 8 - Post-Katrina Workforce Evaluation Report, Economic Development Services Department, JEDCO, May 2006
- 9 - Churchill Technology and Business Park website: www.churchillpark.org
- 10 - Jefferson Parish Leads Nation in Job Growth, JEDCO Press Release. www.jedco.org/news-releases/jefferson-parish-leads-nation-in-job-growth.html

Churchill Technology Park ⁹





GOALS

Derived from the community meeting, site interviews, discussions with Jefferson Parish leaders, and analysis of the initial conditions in Terrytown, three goals were developed. Each of these goals addresses the major issues that were identified, including housing, the community fabric, and the economy. Each goal includes a set of specific action-oriented recommendations to help achieve the goal. The goals and recommendations often overlap, which indicates that the revitalization of Terrytown requires a holistic approach and a wide scope of planning.

Goal 1: Expand Housing Opportunities

Housing in the study area should be improved and expanded by repairing damaged buildings and embracing safe, high quality, and attractive design. This will dramatically improve the area's reputation and will create a desirable, community-oriented neighborhood. Providing affordable and desirable housing is a crucial step in attracting new residents and businesses to Terrytown.

Recommendations:

1. Encourage a Mix of Housing Types
2. Use Housing to Create Community
3. Encourage Innovative, Context-Sensitive Design

Goal 2: Strengthen Community Fabric

Creating attractive, safe streetscapes will go a long way toward revitalizing the study area. By building a civic core through new community amenities and by strengthening local businesses along Stumpf, the area can become the family-friendly destination that has defined Terrytown's historic reputation.

Recommendations:

1. Create a Civic Core
2. Improve and Expand Street Connectivity
3. Promote Neighborhood-Scale Commercial Activity on Stumpf Boulevard

Goal 3: Put Terrytown to Work

Terrytown can capitalize on the recent rapid economic growth in Jefferson Parish by mobilizing and strengthening its unique resources. The Parish can facilitate this by working with business owners to improve the business environment and make Terrytown a regional business destination.

Recommendations:

1. Create a Business Improvement District
2. Enhance the Mall as a Regional Hub
3. Connect Local People with Local Jobs

Goal 1: Expand Housing Opportunities

Context: The need for housing

As Terrytown and the greater New Orleans region continue to rebuild and grow, adequate, high-quality housing is of vital importance in attracting and retaining residents. According to Parish officials, as many as 1,000 public service jobs from teachers to firefighters to police officers are currently vacant. In addition, the boom in construction linked to recovery efforts in the region is fueling a high demand for construction workers and other skilled labor. If the housing supply in the Terrytown study area is improved, then the area may be able to attract job-seekers and re-establish itself as an ideal neighborhood for working families.

Before the hurricanes, Terrytown contained a large supply of diverse housing opportunities. Many of the single family homes and attractive multifamily areas are in good shape today. Unfortunately, as outlined in the analysis, a large amount of Terrytown's existing housing was severely damaged during the storms, particularly much of the affordable, multi-family housing. This significant reduction in housing stock limits relocation opportunities for many who might otherwise return or move to Terrytown.

The key to realizing the vision of prosperity is to tap into Terrytown's potential to provide housing for new workers and their families. The Parish can be an active leader in shaping the development of expanded and innovative housing stock. This section identifies three key recommendations to accomplish this goal.

Recommendation 1: Encourage a Mix of Housing Types

Recognizing the diverse population, it is important to facilitate the development of quality housing for people of differing income levels, family sizes and stages of life. Each of the diverse housing types should incorporate design that is flexible, responsive to the local environment, and provides a cohesive character for the growing community.

Recommendation 2: Use Housing to Create Community

Rebuilding neighborhoods will require a focus on the spaces between buildings, in addition to the actual housing itself. These spaces can be designed to facilitate community interaction and neighborliness.

Recommendation 3: Innovative, Context Sensitive Design

Part of building community is to acknowledge the surroundings and use them to advantage. The New Orleans region has a character that can be celebrated and contribute to the development of community identity. Meanwhile, specific elements such as passive cooling and storm-resistant construction will provide residents with homes that incorporate both maximum comfort and long-term protection.



Existing multifamily homes in the Terrytown study area



Existing single family homes in the Terrytown study area



**Recommendation 1:
Encourage A Mix Of Housing Types**

The context for the first recommendation is the generally recognized single family character of Terrytown. This valued housing type, much of which is in good condition and is a source of pride for the owners, should be protected in the study area. At the same time, there is a demand for multi-family housing, which has existed in the study area since its early days. This demand is likely to increase with the expected population influx.

Complicating these dual priorities is the fact that many community members view multi-family housing as detrimental to the valued character of the neighborhood. Meanwhile, some of the current multi-family residences are viewed as unkept and dangerous places. To meet what are often perceived as competing needs, a new approach is needed. This new approach is to facilitate a mix of housing types.

What is a mix of housing types?

The Parish’s investments in new housing should aim to provide a wide diversity of housing for different people, including different incomes, family types, and needs.

First, a mix of housing should include options for different income levels. This means providing affordable units to very low income people earning up to 30 per-

cent of the median income all the way to market rate housing targeting those earning well above median income.

In places like the High Point community in Seattle, Washington the Seattle Housing Authority (SHA) has set out specific ratios of total housing being devel-

Housing Ratios in Height Point, Seattle, Washington Source: Seattle Housing Authority		
Type	Number	% of total
Low-income public housing (up to 30% of median income)	350	22.4
Low-income senior housing (up to 30% of median income)	250	16.0
Family tax credit units (up to 60% of median income)	75	4.8
Affordable home ownership units (up to 80% of median income)	80	5.1
Total affordable units	755	48.4
Total market rate units	804	51.6

oped by both the public and private sector with allocations for units affordable to people earning up to 30, 60, and 80 percent of the median income for the county.¹ In addition, a number of units are market rate. It is important to note that these units are not partitioned into separate areas. This is often the method of providing for different levels of housing affordability. At High Point the different-priced units, including those that are publicly subsidized and those that are market-rate, are integrated in a patchwork throughout the community. Indeed, many visitors cannot even distinguish between the housing types.

A mix of housing also means providing housing for different sizes of families. This means providing a diversity of sizes and layouts, to accommodate the needs of all residents, from a young single person, to childless couples, and families with many children or even different generations.

The High Point community also provides a good model for achieving this goal. The 120-acre development contains a mixture of units with varying numbers of bedrooms. The images on this page and the previous page show examples of this variety.

Scale and character

Part of bringing together this range of housing types is ensuring a consistent character both with the existing neighborhood and among the variety of new homes.

The next page shows prototype designs for a variety of housing types that could be used in Terrytown. The designs show how different kinds of housing can meet different needs while contributing to the quality of the neighborhood. These housing types include: . The drawings show how such homes such as a cottage unit ideal for young, professional families looking to buy, or mother-in-law units, which provide an accessory home for extended family, can co-exist with traditional 3-bedroom single family homes, as well as multi- rental units of the same scale. These types of designs are consistent with high-quality, existing single family homes in Terrytown, while allowing a greater number of units of different types.

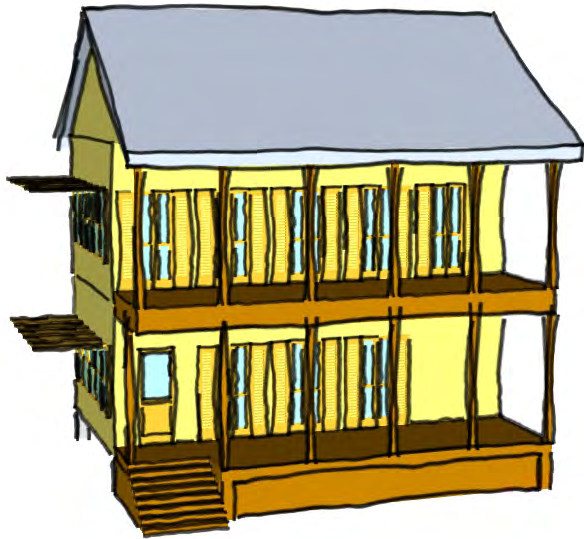
A mix of housing types should also serve the needs of those at different stages of life or with special needs. Of top importance is that both rental and owner occupied units are available for varying income levels, including those below the median range. This is to ensure that those who need to rent, such as young adults, single people, and people in jobs that pay less than the median income (including teachers) have opportunity to find a home in Terrytown. In addition, providing people with the option to buy can enhance the stability of the area, by providing renters and those moving into the neighborhood with options to make their first home purchase.



The images on this and the previous page show the range of housing types available at the Seattle Housing Authority's High Point community, including (counter clockwise from top left) townhomes, carriage units, single family homes, and multi-family duplexes.



Single family three bedroom



Duplex with 3 and 4 bedroom unit



Two bedroom with mother-in-law unit



Single family two-bedroom



Cottage Home



These illustrations show prototype housing units for the Terrytown study area. They provide a variety of housing sizes and styles that allow a greater or smaller number of units while maintaining a common scale that is consistent with Terrytown's single family character. More details on suggested housing guidelines is located in Appendix C.

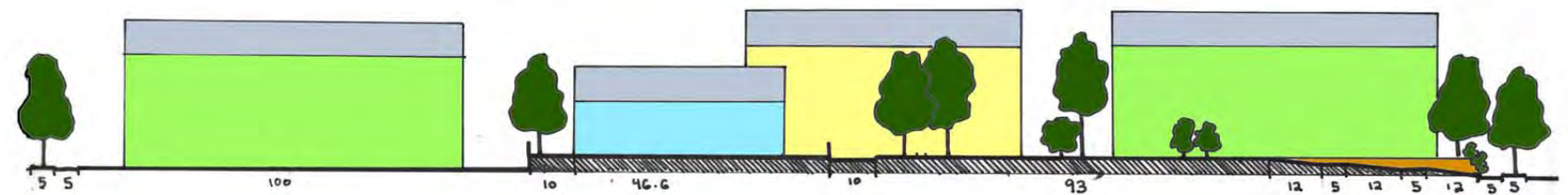
Seniors have a different set of special needs, including facilities for assisted living. The High Point development also provides senior housing for low-income and market rate seniors. Also included in the High Point development is a base number of ADA (American Disability Act) accessible units, which are incorporated regularly and seamlessly with the rest of the community.

Overall, the vision of creating a mix of housing types will require dedication and active involvement by local authorities. Ideas for expanding the role of the local housing authority to encompass this sort of activity are included in the Implementation Section of this plan.

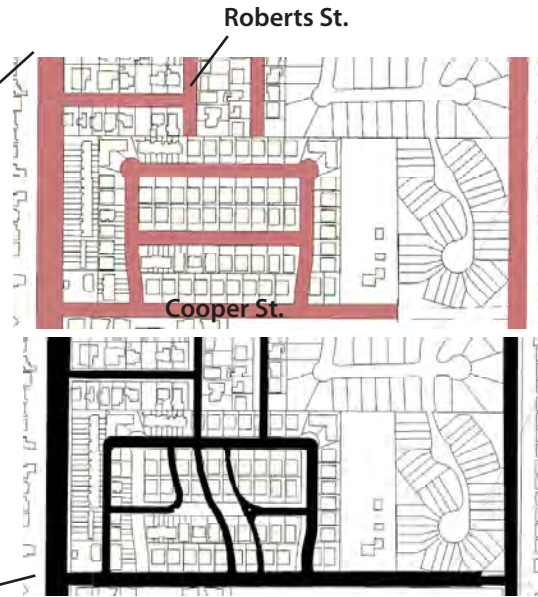
In addition to strong leadership, good planning is needed. Currently, there is no specific plan for the development of housing in the study area. If a proper mixture is to be obtained to serve the needs of diverse residents, a plan that includes baseline numbers for ratios of different kinds of units, as well as proposals for physical location, is of vital importance. Local authorities should engage the community in planning efforts to ensure that affordable units are not lost to redevelopment and that the character of the neighborhood is maintained.



Assisted-living senior apartments at High Point



This diagram shows how a block from the Terrytown study area might allow for raised units facilitating ADA accessible homes and visitable dwellings.



A conceptualization of reconnecting the street grid in Terrytown. Connecting Roberts and Cooper would provide access to amenities like parks and shopping. This would also enliven public spaces and encourage passive monitoring of the neighborhood.

**Recommendation 2:
Use Housing To Create Community**

The design of housing can play a big role in how people interact with each other and the community around them. It is important to focus not only on the buildings that make up a community, but also the space between them. Housing can foster good communication among residents, while accessibility to public amenities such as jobs, local churches, parks and entertainment can greatly enhance residents' quality of life.

Such communication and accessibility can also improve safety by setting a tone of passive monitoring and community engagement. This neighborly relationship among people in the community is an important value in the Terrytown study area, as noted by long-time residents. This recommendation explores how this kind of community cohesion can be fostered through housing design.

Connectivity among different neighborhoods is a critical aspect of achieving the kind of neighborliness and safety that builds community. Re-connecting the street grid increases accessibility and movement within and between neighborhoods. Lack of connectivity of this type was specifically identified as an issue during analysis.

Two specific areas of the study area where such recon-

nection would be particularly helpful will show how this can work. First, re-connecting Cooper to Wright will allow new accessibility to the nearby library, playing fields and Terrytown Park. Re-connecting Roberts as a through street allows north-south access facilitating better neighborhood proximity to the commercial services on Stumpf, and to the mall further north. This means more traffic for local businesses, and it also means more eyes on the street. The diagrams on the previous page show how and where these reconnections might take place.

Second, a proposed “Green Street” (covered in more detail in Goal 2) would also provide a new north-south connection complimenting the Roberts connection. The drawing below shows the Green Street. Overall, these connections relate directly to housing by providing a setting for housing that promotes community interaction, potentially without the use of a car.

The High Point redevelopment plan is an example of aggressively reconnecting a neighborhood during redevelopment. Most of the pre-existing street infrastructure was replaced at High Point, reconnecting it with streets in surrounding neighborhoods. This has enhanced walkability and neighborly interaction, as well as allowing High Point to blend into the surrounding residential communities. The photo above shows how this new street layout works.



In the High Point community homes are oriented toward the street, with porches and inviting sidewalks to activate this public area.



A proposed “Green Street” in the Terrytown study area shows homes oriented toward the street to encourage activation of this community space.



This conceptual illustration of Stumpf Blvd. shows mixed use store fronts with housing on the second story. Such redevelopment adds to the diversity of housing types available and helps create more activity in this neighborhood commercial area.

Complimentary to reconnecting the street grid is orienting new housing toward the street and other public places. Many existing multi-family housing areas in Terrytown are inward facing, with private roadways that are not part of the public network. To better promote community interaction and safety, new housing should be oriented towards the street.

For example, new housing units along the Green Street connecting Hector to Stumpf, as proposed in Goal Two, can face the street. This layout activates sidewalks and streets as public spaces, and also keeps eyes on the street to promote safety. The illustration on the previous page shows how this layout would look. The photo of High Point accompanying it shows how homes facing the street looks in practice.

Finally, another approach for how this can work in practice in the Terrytown study area is shown in the drawing to the left. This depiction of mixed use commercial on Stumpf Blvd. shows the activity homes above the shops can bring to the street. These strategies also promote safety and build community.

Directly linked to orienting housing along streets and pedestrian connectors is the incorporation into housing designs of features that encourage social activity such as wide tree lined sidewalks, front porches, and primary entryways along streets and other connecting right-of-ways.

The proposed design for Terrytown shown on the left provide examples of how these features might look. It is important to note the prominent porches and front doors along the street.

These amenities provide a private, outdoor social space that simultaneously monitors activity in the neighborhood. In addition, back yards create more secluded space. The photographs again display these features as implemented in the High Point community.

**Recommendation 3:
Innovative, Context-Sensitive Design**

This recommendation seeks to capitalize on the natural character of the New Orleans region. When considering ways to improve the Terrytown area, it is important to keep the unique climate and cultural surroundings of the area in mind. There are a number of both time-tested and innovative ways in which this can be achieved.

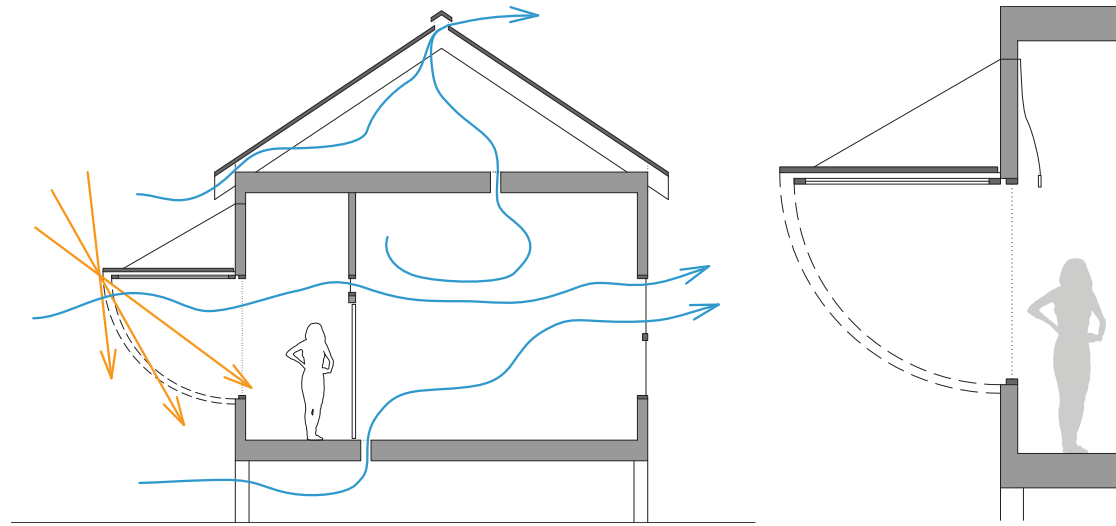
Designing homes to take advantage of passive cooling technologies is one way to address the reality of heat in southern Louisiana. Designs that maximize natural ventilation and shade can increase the comfort of new homes while sparing residents high energy bills.



This illustration of new housing in Terrytown depicts homes that include porches and are oriented towards the street, encouraging socialization and walking.



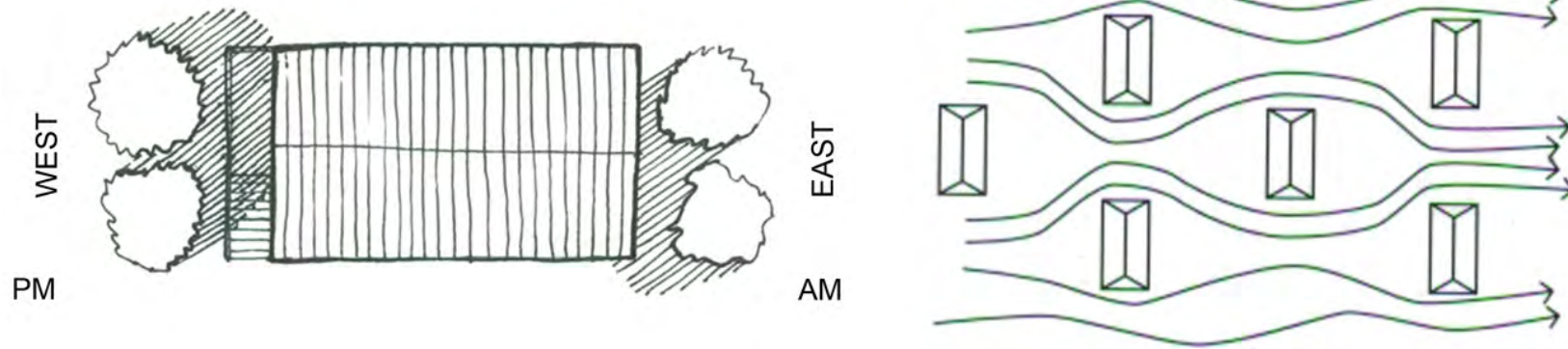
The Seattle Housing Authorities High Point neighborhood has implemented porches facing generous sidewalks along the street.



This diagram shows how shutters and ventilation techniques can improve air flow and reduce temperatures without using expensive equipment. Shutters can also protect against wind damage.

Adjustable shutters are a good way to facilitate flexible movement of air through the home, reducing temperatures without costly climate control equipment. These shutters can also provide shade which reduces temperatures and invites outdoor social activity important to the region's culture. The figure at the left shows how shutters and ventilation might be integrated into a home's design.

Meanwhile, carefully selected and located vegetation can reduce indoor temperatures by providing shade, such as from large trees. A third way to promote passive cooling is by carefully staggering building layouts to improve air flow through a neighborhood. The drawings below show how these concepts work.



The drawing on the left shows how vegetation can be used to cool a home using shade. The figure on the right shows how a staggered building layout can facilitate breezes and air flow through a neighborhood.

Another method for using vegetation to cool inside temperatures, as well as deal with some amount of rainwater runoff, is the use of green roofs (shown in the photo on the next page). This technology is gaining in use country-wide and could prove applicable to the Terrytown study area.

Besides the need for passive cooling, houses in Terrytown should also be designed and built to withstand natural hazards, particularly flooding and high winds associated with tropical storms. Interestingly, the same shutters and vegetation elements that enhance cooling can protect against wind damage to buildings. There are also roof designs that can protect against high winds.

In addition, the Parish should continue to facilitate compliance with FEMA standards, especially regarding potential flooding. The housing designs for the Terrytown study area included in this plan show flexible mechanisms for raised housing. One example of this is raising the house on stilts, but using the space beneath for parking or storage (shown at the right). Another strategy is to use fill to gradually raise elevations from one part of a parcel to the living area.

Appendix C provides a detailed account of these strategies including additional illustrations of how they can be implemented.

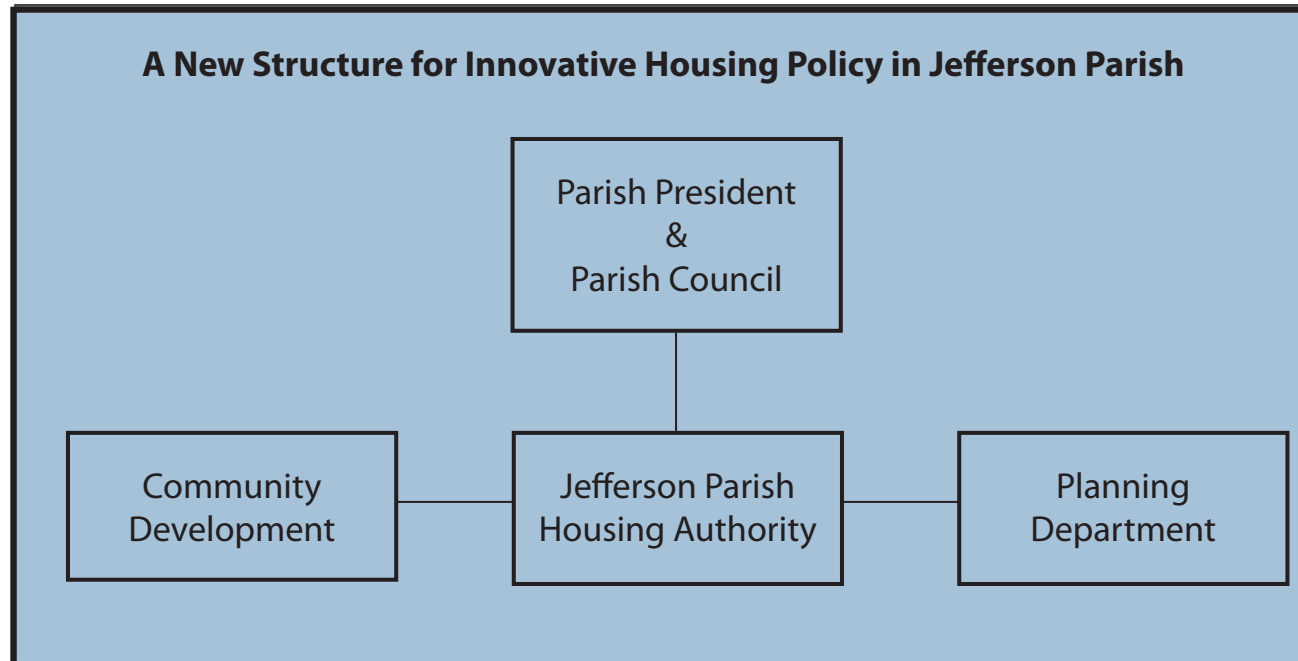
Through housing investment, the Parish can become a regional leader in promoting both public and private housing that protects against hurricanes and other natural hazards, and proves adaptable to the region's unique climate.



These proposed Terrytown housing designs illustrate the use of raised living areas utilized as parking to protect against flooding, and a hip-style roof which can resist high winds.



This photo shows the installation of a green roof which can reduce indoor temperatures and manage rainwater runoff.



Implementation

The first and one of the most important steps to successfully implement a new vision for housing in Terrytown is careful planning and community engagement.

In the High Point case, the Seattle Housing Authority engaged in a wide variety of public engagement activities beginning years before specific plans were drawn, or ground broken.

The Partnership for High Point’s Future, a coalition of civic leaders, neighborhood groups, residents and city officials, was formed to advise the SHA as it moved forward. An extensive survey of design preferences was conducted to learn what people wanted to see developed in the neighborhood., and numerous public meetings were held to get further input.

These efforts were an essential element of High Points success, as well as the high quality of its design. Sensitive issues such as relocation were dealt with early and inclusively, avoiding conflicts in the long run. The success of this level of community involvement in indicated by the rate at which all of the available homes in the community, including those at private-market rate, have been leased or purchased.

Another key to success is for the Parish leadership to facilitate a new and cooperative relationship between the Jefferson Parish Public Housing Authority, Community Development, and the Planning Department.

The Jefferson Parish Public Housing Authority in particular needs to be granted the capacity to plan, build, and operate public housing on a larger scale than its current one.

The Urban Institute, In testimony to Congress on the provision of affordable housing in the New Orleans region the Urban Institute suggests several policies the Housing Authority and other Parish departments might go about implementing affordable housing. They include: rental housing developed under the Low-Income Tax Credit, inclusionary zoning programs, the use of federal block grants to subsidize the acquisition and rehabilitation of small rental properties and single family homes, and the expansion and maximization of the use of the Housing Choice Voucher program.

The Urban Institute also cites positive efforts by Washington, D.C.'s "New Communities" program to replace distressed rental properties with mixed-income communities. These types of efforts are modeled on the federal HOPE VI program, which provided the grant to help make the High Point community a reality.²

Finally, a strong Housing Authority can also build partnerships with both private developers, local businesses, and social and health service providers to help make the new housing plan a success. In the High Point case, designated properties were made available to private developers, who were required to

follow community design guidelines as a condition of their purchase. Many of these guidelines are focused on aspects mentioned here and illustrated in the photos from High Point. SHA also teamed with organizations like Providence Health Systems, the social-service non-profit neighborhood house, and the Boys and Girls Club to develop ways to address the needs of residents.

The tools to implement an innovative housing program are available to the Parish. All that is needed is leadership and determination to create a new vision which will enhance the successful redevelopment of places like Terrytown throughout the Parish.

Notes:

1. Seattle Public Housing Authority, High Point homepage: <http://www.seattlehousing.org/Development/highpoint/highpoint.html>. This website and interviews with the Seattle Housing Authority's Brian Sullivan, High Point's lead architect were an invaluable resource.

2. Turner, Margery Austin and Susan J. Popkin. "Affordable Housing in Healthy Neighborhoods: Critical Policy Challenges Facing the Greater New Orleans Region: Statement Before the U.S. House Committee on Financial Services," The Urban Institute, <http://www.urban.org/url.cfm?ID=901042>.

Goal 2: Strengthen the Community Fabric

Community cohesion lies at the heart of what makes a safe and strong community. The Terrytown neighborhood is home to a diverse mix of residents from varying socio-economic backgrounds. The area is home to both long-time residents as well as newcomers displaced out of their prior homes by Hurricane Katrina. There is a great need to facilitate the integration and cohesion of these various residents. Indeed, community leaders and participants at the community meeting identified this as a top priority for the neighborhood.

The current challenges to strengthening the community fabric include the lack of public spaces, concerns about safety, the prevalence of areas of neglect and disrepair, and physical barriers that fragment the area and inhibit connectivity. By developing positive ways to address these issues, Terrytown can become a place residents are proud to call home. It can also be a neighborhood where people of various backgrounds and different ages can live, work and play together in an environment of respect and friendliness. A stronger community fabric will enable community leaders and residents to better tackle common problems and work together for a positive future.

Local authorities can play an essential role in facilitating community cohesion by promoting local involvement, providing space for positive community interaction, and initiating real changes in the neighborhood. To strengthen the community fabric, the top five recommendations are:

**Recommendation 1:
Create a Civic Core**

**Recommendation 2:
Street Connectivity & Pedestrian Amenities**

**Recommendation 3:
Neighborhood-Scale Commercial Activity**

**Recommendation 4:
Improve Access & Community Activity**

**Recommendation 5:
Enhance Public Safety**

**Recommendation 6:
Community Clean-up & Beautification**



Further ideas for strengthening community identity, through the creation of public spaces, is explored in Appendix D.



Participants at the community meeting expressed a desire for elements like water, shade and activities for all ages.



Recommendation 1: Create a Civic Core

A Park, a Pool, and Play for All Ages

The Terrytown study area currently lacks any kind of public space for community gathering and activities. Important to the facilitation of community cohesion is the development of community spaces. A diverse hierarchy of public spaces would be ideal, as is explored further in Appendix D. However, a top priority is the creation of a Civic Core, including possible amenities like a community center, park and pool. Such a Civic Core could serve as a catalyst to the revitalization of the entire study area. This Civic Core could become a neighborhood hub, attracting people of all ages for both formal community gathering events and informal mingling among neighbors.

Potential components that could be included in the civic core include:

- A community center building, with space for meetings, classes, workshops, activities, and community events such as plays, dances and dinners. A particular use of this space could be as a One-Stop-Shop for workforce assistance, explored further in Goal Three.
- A swimming pool and/or play fountain.
- A park with play equipment.
- Picnic areas.
- More wooded, natural space (Ideas for plants can be found in Appendix E).

- A garden and fruit orchard for seniors.
- Space for a public market or farmers' market in the parking lot.
- Inclusion of second and third floor residential living space for seniors, students and artists.

Terrytown residents, particularly those residing within the study area, should be involved in the decision as to the kind of community center to be built, as well as active in volunteer efforts that facilitate the construction and landscaping.

Due to the current availability of vacant land at the suggested location, the Parish has the opportunity to act quickly to acquire property for future community use. An investment at this location would demonstrate Jefferson Parish's dedication to strengthening the Terrytown area for both residents and businesses.

A proposed location for this kind of space is on the site of a currently vacant lot on Stumpf Boulevard, close to what residents already identify as the heart of the study area. This location, close to churches and neighborhood businesses, would be easily accessible for all residents. It would also help strengthen the street as a hub of community activity. Located here, the community center could serve as a catalyst for the revitalization of Stumpf Blvd. and of the whole neighborhood.



Rendering of proposed community center

The kind of building chosen for this Community Center will set the tone for the kind of future development that will occur along Stumpf Blvd.

This rendering of the proposed community center shows a new way of thinking about community spaces. Access to the building is at the streetfront, which is ideal for enhancing a human scale and promoting visitation to the center by pedestrians.

This building type incorporates some of the rich architectural characteristics of the New Orleans area, like balconies and railings, which also serve to provide shade for people on the sidewalks below.

Meanwhile, this building shows three floor levels, providing space for a mixture of uses. The first floor could have a large community space for meetings, social events, programming, classes and workshops. This space could also serve as the One-Stop-Shop for Workforce Assistance, elaborated upon in Goal Three.

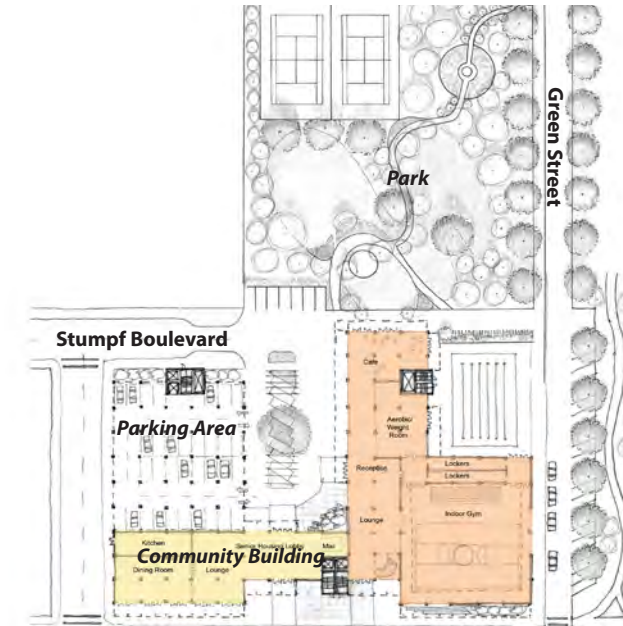
Meanwhile, the second and third floor could provide living space for seniors, artist, and/or first time-home owners. The live-in residents would help contribute to the around-the clock vitality of the community center, and may even be involved with the programming of the space.

This mixture of community and living space has been successful in other neighborhoods (See Precedent: Youngstown Cultural Art Center).

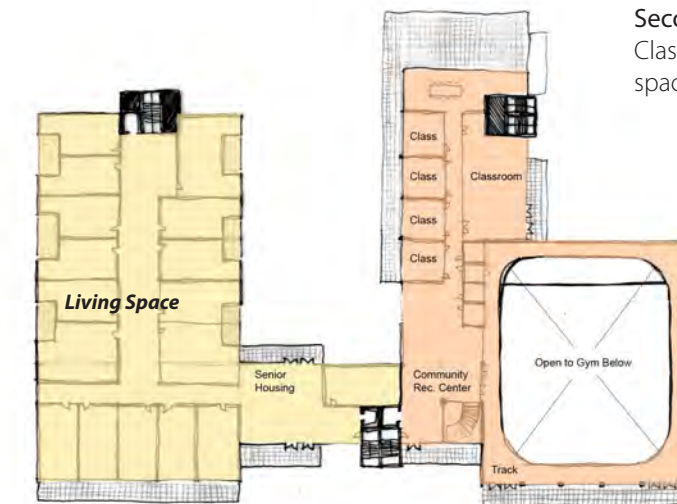


The location on the corner of Stumpf Boulevard and the proposed Green Street (discussed later) is easily accessible and will enable the Community Center to serve as a catalyst for the revitalization of the street.

Innovative Floor plans for the proposed Community Center

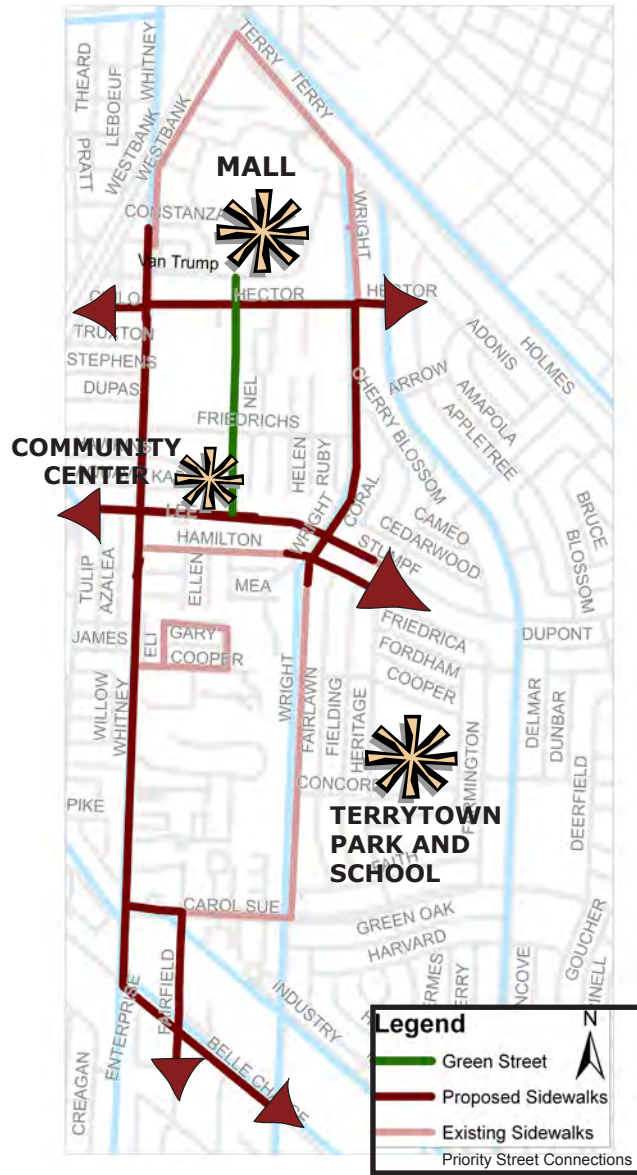


Ground floor:
An ideal location, streetfront pedestrian access (with parking in the back), and a variety of elements to attract all ages.



Second and third floors:
Classrooms and living space.

Proposed Street Connections and Sidewalk Improvements



Recommendation 2: Street Connectivity and Pedestrian Amenities

An important way to help connect the residential neighborhoods within the Terrytown study area to each other and to local destinations is to expand and improve the connections for all modes of travel, including automobile, transit, bicycle and foot.

The Green Street

The first priority would be to enhance the connection from the mall at the north end of the study area down past the residential neighborhoods to Stumpf Boulevard.

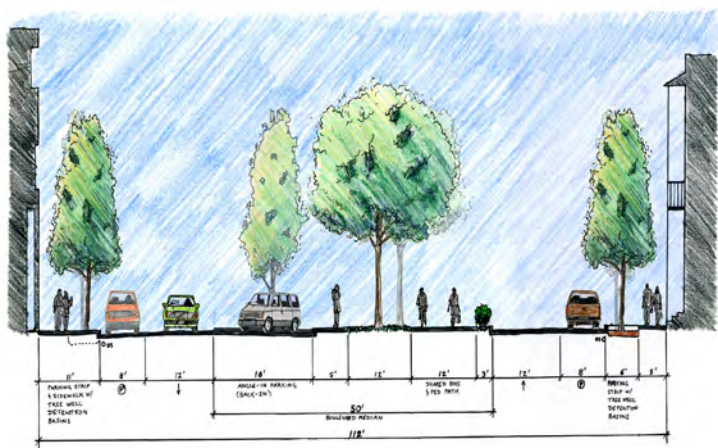
Currently, the only connections between these major neighborhood destinations are the two high-speed arterials that frame the study area, Whitney and Wright. To better connect local residents whose homes are within these arterials to other neighborhoods and local amenities, a low-speed residential North--South connection is needed.

There are different options for the location of the street. One option would include connecting and improving an existing street, like Hinyub or Prisella. However, it may prove more effective, particularly considering the overall lack of connecting streets in

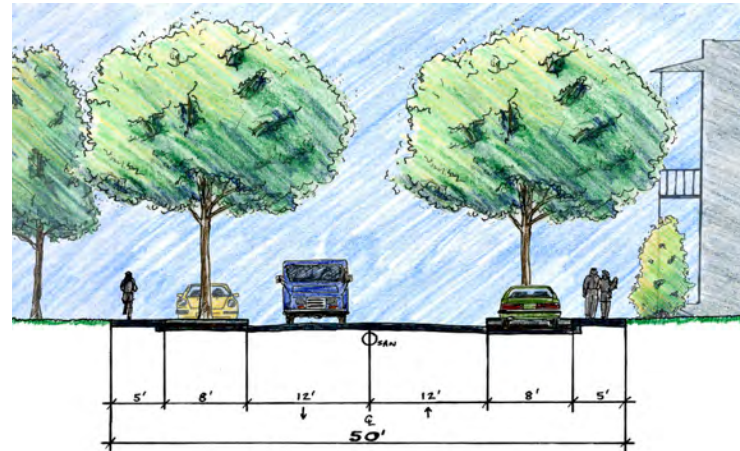


this area, to build a new street. The suggested location in this plan provides an easy connection between a mall entrance and the community center on Stumpf Boulevard. The availability of vacant lots in this part of the study area enhances the Parish's opportunities for this kind of improvement.

This residential connector street could look like the Green Street, as detailed in the rendering above and the street section on the opposing page. Inspiration for the design of the Green Street originates in the many tree-lined boulevards in the greater New Orleans area, including Carol Sue Avenue at the south



This street section portrays the Green Street as a pleasant residential connector street, with a tree-lined median, on street parking, a bike lane, and building fronts facing the sidewalks.



Street Section of the Proposed Roberts Street Connection, showing a reduced driving width, on-street parking, tree plantings and buffered sidewalks.

end of the study area. These streets include a wide, tree-lined median, that not only improves the aesthetic design, but also provides shaded spaces for residents to mingle and walk. (Suggestions for the kinds of trees to use are found in Appendix E) Also included in this design for the Green Street are buffered sidewalks, a bike lane, and reduced driving speeds.

Other Street Connections

There are a number of streets that could be connected to re-weave the fabric of the TerryTown study area as well as facilitate access to other amenities and destinations in the region. Due to their potential in providing key connections, the top priorities would be to remove barriers

and enhance connectivity on Cooper and Roberts. On Cooper, a connection across the canal would provide study area residents with improved access to Terrytown Park and School, the Golden Age center and the Library. Connecting Roberts, by opening the existing dead ends, would connect many existing residential neighborhoods to the churches, shops and proposed community center on Stumpf Blvd.

Enhancement to the Pedestrian Experience

It is important for the Parish to improve pedestrian connections and promote both walking and bicycling as viable modes of transportation. Currently, many streets, even those along the main commercial areas, have fragmented sidewalks and few amenities.



A public plaza at Stumpf Boulevard and the Green Street provides a pleasant, pedestrian-friendly connection and a shaded spot for residents to gather.

Important improvements that could be made include: reconnecting sidewalks, providing marked crosswalks, planting trees and landscaped buffers, providing well-marked bicycle lanes, and creating traffic-calming public spaces, such as landscaped traffic circles or even a plaza, at important intersections.

Due to their potential to provide pedestrian access to important local destinations, the streets that should be given first consideration for these improvements include: Stumpf Boulevard, Hector, Whitney and Belle Chase Highway. (See map on far left.)

Recommendation 3: Neighborhood-Scale Commercial Activity

Stumpf Boulevard’s location serves as the heart of the study area, and the street also serves as an important connector to the areas north, south, east and west. Currently, the street contains the highest concentration of small businesses and three churches. The intersection of Stumpf Boulevard and the Green Street is also the proposed site for a community center. Thus, this street is a natural place to promote more concen-

trated commercial and community activity. Concentrated effort to strengthen Stumpf Boulevard could serve as a catalyst to build a sense of community and to revitalize the whole study area. Three ways to promote Stumpf as a neighborhood hub include:

Encourage Mixed-Use

One main way to encourage Stumpf as a neighborhood hub could include promoting a mixture of neighborhood-scale commercial residential and civic land uses along the street. The buildings can be small, spaced closely together, and have storefronts at the street level along the sidewalk. This mixture of uses would help turn the neighborhood into a seven-day-a-week destination, from Sunday morning brunches and after church services, to stops for ice cream after time at the park. In addition to promoting a mixture of land uses along Stumpf Boulevard, some of the buildings themselves could be mixed-use. The renderings to the right show two possibilities for such a building, with retail on the first floor and one or two floors of living space above. In addition, carriage homes, located across an alley behind the commercial buildings facing Stumpf, could be the perfect size for a young student or a business owner.

Meanwhile, town houses would provide an affordable option for young families, and the convenient location along Stumpf Boulevard would provide them with easy access to shopping and the civic core.



A possible future of Stumpf Boulevard, with a Civic Core and a healthy mix of diverse housing types and thriving small businesses.

- Red= Commercial
- Orange = Mixed Use
- Yellow = Residential
- Blue = Community Space

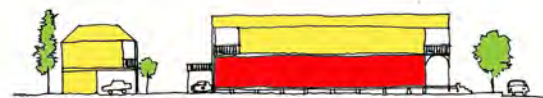
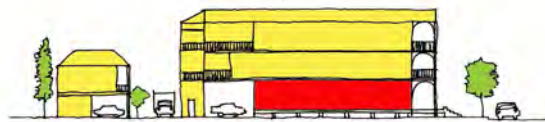
Promote neighborhood-scale businesses

A neighborhood scale will offer both different kinds of services and businesses as well as a different shopping experience than the nearby mall. While the mall will continue to serve the region, Stumpf Boulevard could be developed as a **neighborhood** retail and commercial destination, for example with small shops, a deli, a cafe and coffee shop, an ice cream parlour, etc. Besides providing a place for neighborhood-scale activity, the promotion of small business activity will also open up opportunities for local entrepreneurship and employment of the local labor force.

This particular scale of commercial activity along Stumpf Boulevard can be promoted by planning staff through the use of regulatory tools like a zoning overlay district, incentives for mixed-use development, and establishment of design guidelines. The Parish can also work with local business owners to establish a Business Improvement District as one mechanism for revitalizing the street. Meanwhile, assistance to existing and potential small-business owners, including skills training and financial assistance, could ensure that locally-owned businesses are able to thrive into the future. These options are explored further in following sections.



Town houses provide affordable options for young families.



Two ideas for mixed-use buildings fronting Stumpf Boulevard, both with Carriage homes across an alley behind the building.

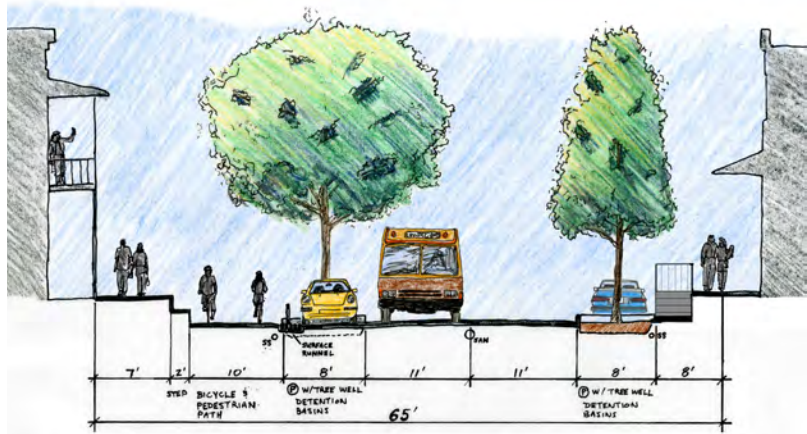
A view of Stumpf Boulevard today



Stumpf Boulevard as a place to live, work and play.



- Red= Commercial
- Orange = Mixed Use
- Yellow = Residential
- Blue = Community Space
- Green = Park



Street Section of Stumpf Boulevard: This street section highlights infrastructure improvements, such as tree-plantings, buffered sidewalks, reduced driving lane widths, and bicycle lanes, that will enhance the pedestrian experience on Stumpf Boulevard.



Stumpf Boulevard could look more like this pedestrian-friendly street in Mountain View, California, with street-level storefronts, on-street parking, trees, and a buffered sidewalk.¹

Recommendation 4: Improve Access and Community Activity

Pedestrian Infrastructure

In order to bolster visitation of local businesses and create a vibrant community atmosphere on Stumpf Boulevard, improvements need to be made to the pedestrian infrastructure to make pedestrians feel safe and comfortable. Right now, with its wide driving lanes, large front parking lots, set-back buildings, and incomplete sidewalks, the street is designed to accommodate automobile traffic. The following steps would improve walkability on Stumpf Boulevard:

- bringing buildings to the streets so that residents can windowshop
- connecting and improving sidewalks
- providing shade by adding trees, balconies and awnings
- creating a separated bike lane
- reducing driving lane width and adding on-street parking so cars move more slowly
- installing streetlights that have aesthetics and character appropriate to the street
- improving landscaping, including vegetated buffers separating pedestrians from traffic
- and including landscaped traffic circles



Increased transit service and improved bus stops will reduce the automobile orientation and encourage visitation of local business by residents in the surrounding areas.

Improved Transit Service and Facilities.

Increasing bus service on Stumpf Boulevard will enable people from the surrounding areas to visit Stumpf businesses and public spaces. Meanwhile, an increased bus service will lead to more pedestrians and a decrease in demand for parking spaces. Planning authorities may alter current routes to go along Stumpf Boulevard and provide better connections between Stumpf and the Oakwood Mall. Attractive and noticeable bus stops and shelters would also promote bus ridership.

Organized Community Events

Community events promote the retail and commercial businesses as well as social and cultural activities of the entire neighborhood. Possible ideas that have proved successful in nearby Gretna include art walks, Saturday nights out (encouraging patronage at local restaurants), farmers' markets and parades.

Recommendation 5: Enhance Public Safety

A principal challenge to a strong community fabric in Terrytown is the prevalence of crime in the area and the resulting lack of confidence of residents in the public safety. The prior recommendations, focused on the enhancement of community spaces and connectors, are major ways in which local authorities may promote space for safe community interaction.

Those major capital improvements may be complemented by other policy and programming actions, including:

- increasing police monitoring of the study area, including of commercial areas, community spaces, and residential neighborhoods
- encouraging improved maintenance of both public and private properties
- promoting a built environment that reduces crime, reduces the fear of crime, and increases the quality of life. The concept of Crime Prevention through Environmental Design identifies the importance of natural surveillance, natural access control and natural territorial enforcement.²
- encouraging active citizen involvement in crime watch and crime prevention. Suggested ways to do this include establishing an anonymous phone line and online comment form for residents.

Recommendation 6: Community Clean-Up and Beautification

Many residents expressed a desire for a greater sense of both community identity and neighborhood pride. Involving the entire community in a clean-up campaign can address existing issues of neglect, garbage, and disrepair, as well as provide opportunity for the strengthening of neighborly bonds and for active citizen participation and involvement in the neighborhood revitalization efforts. A community clean-up campaign could also be a kick-start to a more comprehensive community beautification initiative. Such a beautification initiative may be accomplished in a variety of ways, from prioritizing aesthetic considerations when doing street improvements to working with the local Business Improvement District to increase regular maintenance, as detailed in the following section. Components of the beautification may include:

- a tree-planting campaign, particularly on major pedestrian corridors like Whitney and Stumpf Boulevard
- provision of more garbage and recycling receptacles at commonly used areas
- promotion of improved landscaping, possibly through the establishment of landscaping design standards



Character sketch of an active Stumpf Boulevard

- enforcement of existing maintenance regulations stipulated in the City Ordinance
- promotion of public art, like murals, sculptures, etc. Ways that other communities have promoted public art in a cost-effective way is by sponsoring public art competitions, enlisting students to paint murals at bus shelters, and offering small grants to groups interested in creating community art

Inspiration from other communities...

Columbia City Revitalization Committee, Seattle

Faced with continuing business closures, a group of residents and business owners formed the Columbia City Revitalization Committee. They asked for help from the City of Seattle's Department of Neighborhoods, who connected them to leaders of successful revitalization projects as well as architects, realtors, developers and economists. The group then held a Saturday morning Pancake Breakfast and Town Meeting in the spring of 1995. The meeting was held in an "open space" format, where every resident was given one minute to identify an area of interest to them. By the end of the meeting, six projects had been launched and each group had planned its first steps. The town meeting has become an annual event that attracts hundreds of residents.

Some of the major success of these town hall meetings has been Beatwalk, a monthly Friday night event at which customers pay a single cover charge of \$5.00 to hear live music at different local restaurants, and the farmers market, held on every Wednesday from June through October that attracts over 2000 people every day. Success did not come immediately to the business district, however. Some of the storefronts remained closed until one resident came up with the idea of painting mural depicting live businesses on the plywood covering the doors and windows of closed buildings. The murals attracted passing motorists, as well as developers and business owners. Now the half-block houses an Italian deli, a locally-owned pizza restaurant, a pub, and a cooperative art gallery.



The DNI is currently having conversations with potential partners about the Dudley Street Village Center, a "green" building that houses a combination of commercial uses, both retail and office, that are complementary to the nearby greenhouse development.⁴

A once vacant storefront is now home to Tutta-bella's, a Seattle favorite pizza restaurant.³



Residents listen to live music on a Beatwalk night.³



In May 2007, The DNI approved Project Hope's proposal to build a four-story building that would bring its programs that serve poor/homeless families and women to scale. This is a rendering of the building. Images from Dudley Street Neighborhood Initiative website.

Dudley Street Neighborhood Initiative (DSNI), Boston

Residents of the Dudley Street area formed the nonprofit community-based planning and organizing entity, the Dudley Street Neighborhood Initiative, in 1984. Fed up with the growing amounts of crime, arson and abandonment, neighbors organized around the goal of reviving their neighborhood and protecting it from outside speculation. The Dudley Street area is located in one of the poorest neighborhoods in Boston, but its major assets include ethnic diversity, multi-generational resident leadership, spirit and determination. The first step the DSNI took was to clean up the neighborhood. Then residents developed their very own revitalization plan. As part of the plan, they convinced Boston authorities to grant power of eminent domain over much of the area's vacant lots. With the acquisition of the land, the DSNI established a community land trust and has involved all community members in deciding how to develop the parcels. To date, over half of the 1300 abandoned parcels have been transformed into high quality affordable houses, community centers, new schools, a greenhouse, parks, playgrounds, gardens, and orchard, and other public spaces.

Youngstown Cultural Arts Center, Delridge, Seattle

The historic Cooper school building in Southeast Seattle was closed to students in 1989. In 1999, the Delridge Neighborhoods Development Association (DNDA) and the community decided to give the old building new life as the Youngstown Cultural Arts Center. The building was renovated, with its historic qualities preserved. A unique aspect of the renovation was the creation of thirty-six live/work studios for artists of all disciplines on the second floor. This arrangement benefits both the artists, who have affordable places to live, and the community, because the artists are strongly involved in the programming of the 25,000 square feet of public space on the first floor. The public space is used for a variety of events, from live performances, classes and workshops, to business, civic and social occasions. Available resources include a recording studio, media lab, a 150 seat performance venue, a movement studio, workshop, promenade gallery, and convenient classroom and conference room spaces.

Application to Terrytown:

These precedents offer new and innovative ways of promoting community involvement, encouraging small business development, designing public spaces, and establishing a sense of community identity and cohesion.



Youngstown Cultural Arts Center retains much of its historic school building qualities.⁵

Notes:

- 1 Streetscape in Mountain View, California, http://www.snagsby.com/wikis/wikipedia.php?title=Mountain_View%2C_California
- 2 Crime Prevention through Environmental Design, <http://www.cpted-watch.com/>
- 3 Columbia City Revitalization Committee, <http://www.rainiervalley.org/>
- 4 Dudley Street Neighborhood Initiative, <http://www.dsni.org/>
- 5 Youngstown Arts and Cultural Center, <http://youngstownarts.org/node>

Goal 3: Put Terrytown to Work

Terrytown could benefit enormously from the recent rapid economic growth in Jefferson Parish. The recommendations in this third goal will help mobilize Terrytown's resources to take advantage of current economic opportunities and lay the foundation for strong future growth. Terrytown has the potential to create both regional and local economic hubs. It has plenty of undeveloped land accessible to the freeway, perfect to accommodate new business growth and housing for a new workforce.

Recommendation 1: Create a Business Improvement District (BID)

The businesses in Terrytown should join together to clean up, improve, and market Terrytown as a great place to do business. BIDs are an excellent tool to create a favorable business environment by tackling issues of joint concern that businesses are unable to address individually.

Recommendation 2: Enhance the Mall as a Regional Hub

Oakwood Center is an important resource and regional draw that can help catalyze growth in the rest of Terrytown. Working closely with the owner, Jefferson Parish should promote use flexibility and improve accessibility in order to facilitate revitalization of the mall as a lifestyle center.

Recommendation 3: Connect Local People to Local Jobs

There are many existing programs in Jefferson Parish that could be utilized in the effort to fill the employment gap in Terrytown. These programs include workforce training and youth development. By building a strong workforce, Terrytown will attract businesses and strengthen its economic core.



An aerial rendering of a revitalized Oakwood Center lifestyle center featuring a mix of uses, community development, and sustainability.



Pedestrians stroll along the 16th Street Mall in Denver, where the BID provides banners, flower boxes, street trees and public art to create an attractive retail environment.

Recommendation 1: Create a Business Improvement District

One tool that will help implement some of the Stumpf Blvd. revitalization recommendations and provide a market-oriented and self-help approach enhance local economic activity is the creation of a Business Improvement District (BID).

A BID is a district with a defined boundary within which businesses agree to pay a special assessment to provide services beyond what the local government provides. The BID is governed by a board of directors elected from businesses within the BID that has the authority to finance, construct and manage specific projects. This tool is widely used throughout the country to revitalize commercial districts and foster an environment of economic cooperation.

During our site visit, local businesses and the Oakwood Mall management expressed concerns about crime, trash, and blight in the area that discouraged customers and detracted from a vibrant business environment. Frustration over these problems and some business' non compliance with sign and building codes caused conflict and mistrust in the business community. The BID is an excellent tool for solving these problems. It will help build an atmosphere of cooperation as businesses join together to communicate about shared interests and accomplish projects that they could not otherwise do on their own.

The first projects that the BID should focus on to address immediate concerns are Public Space Regulation, Security, and Maintenance, which will improve the streetscape and attractiveness of the area to potential businesses and customers.

Public Space Regulation

Many BIDs provide "security teams" or "ambassadors" to survey the district in order to protect and enhance public spaces. These teams provide additional eyes and ears on the street to reduce crime and can assist visitors with directions and local information. Depending on the size of the BID, teams can patrol the district by foot or by bicycle.

Security

Crime around the Mall was a major concern cited by both local customers and businesses. The BID can provide supplementary security guards and coordinate with the city police force to reduce crime in problem areas of the district. These security guards can be provided in addition to or as part of the ambassador teams. The BID can buy and install electronic security systems, cameras, and lighting. The BID should also provide design guidance for new construction to follow the Crime Prevention Through Environmental Design (CPTED) guidelines and create safe and attractive streetscapes.

Maintenance

The BID can provide maintenance services that the Parish does not provide, including collecting rubbish, removing litter and graffiti, washing sidewalks, and maintaining street trees and traffic circle plantings. These measures will make the Terrytown commercial district an inviting and attractive place to shop and do business.

The BID provides an ideal structure for Terrytown businesses to capitalize on the recent economic growth in Jefferson Parish. The BID can provide joint marketing campaigns and infrastructure improvements to attract consumers, businesses, and employees to Terrytown.

Capital Improvements

The Mall and surrounding commercial areas lack a significant sidewalk network and are mainly accessible by automobile, even though many neighborhood customers enjoyed the Mall as a place to walk. The streetscapes are dominated by parking, swampy, empty lots, and some general blight, discouraging customers from venturing out of their cars to explore the neighborhood. By generating financing for capital improvements such as sidewalks, pedestrian-scale lighting, street furniture, trees, flower boxes, and public art, the BID can increase pedestrian activity in the commercial district, thereby creating a safer and more inviting atmosphere. This will also capitalize on the Mall's regional draw by encouraging customers to visit neighboring businesses.

Consumer Marketing

Through cooperative marketing campaigns the BID can create a stronger consumer base than individual businesses could do on their own. These campaigns can include buying media advertisements and coordinating sales promotions. One of the best ways to draw more customers to the district is for the BID to organize events and festivals. The area has a rich cultural heritage that the BID can support by sponsoring jazz bands, art walks, parade floats and neighborhood barbecues along the Green Street.

Economic Development

The BID provides an excellent engine to draw the strong recent economic growth in Jefferson Parish to Terrytown. The BID can market the Terrytown commercial district as a great place to do business and can help incubate innovative new businesses by offering incentives, such as tax abatements or loans. The BID can provide consulting services to facilitate the start-up process and provide market and demographic research services that would be too costly for a small business to take on individually. The BID can also provide loans, design assistance, and regulation for facade and sign improvements, improving the attractiveness of the commercial district to both businesses and customers. The study area already has a number of medical-related businesses, including a new fitness center, new dialysis center, and many doctor and dentist offices. The BID should capitalize on this concentration by marketing Terrytown as a medical hub and should provide services that are targeted to this audience.



The Geneva, NY, BID provides loans to businesses for interior and facade building improvements, working capital, and equipment purchases in order to reduce blight and stimulate private investment in the district.



The BID can sponsor festivals and events to draw customers to Terrytown, Mardi Gras parades, such as the one pictured above sponsored by the Krewe of Aladdin, are very popular in the area and could be organized by the BID.

Policy Advocacy

The BID can provide an organized voice to lobby the Parish and advocate on behalf of Terrytown business interests. Currently this is a need that is not being met. JEDCO provides business interest advocacy for the entire Parish, but the only organized voice specifically for Terrytown is a civic organization. The BID can provide a unified vision to press Jefferson Parish on issues that would aid the district's revitalization.

Social Services

To address the current shortage of skilled employees, the BID can work with the Parish to provide job training and business retention and recruitment services. To reduce crime the BID can also assist in supplying services and job training for youth. One of the biggest issues facing prospective employees is the shortage of affordable and attractive housing in the area. The BID can coordinate with the Parish housing authority to provide workforce housing, and can communicate the service needs of the business community to the Parish.

Parking and Transportation

Currently the area around the Mall and along Stumpf is under-served by bus transit. The BID can provide an organized voice to advocate for expanded and improved service to the district. The BID can increase ridership by maintaining nearby bus shelters and improving safety through better lighting and security cameras.

Implementation

Jefferson Parish needs to take an active role in establishing the Business Improvement District by convening local business leaders to discuss the benefits, constraints, and process for setting up a BID. It will require a high level of political finesse to bring all business owners to the table to negotiate, given the history of mistrust between large and small business owners, but the payoff will be more than worth it for the Parish and for Terrytown.

The Parish should review its BID enabling legislation and work with business leaders to establish the most effective district boundaries, based on political will and business owner cooperation. The Parish will be responsible for collecting the special assessment or tax on behalf of the BID and turn the money over to the BID Board of Directors. The Parish will need to work with the BID to facilitate the projects and infrastructure improvements on which it decides.

Business Improvement District Boundaries:

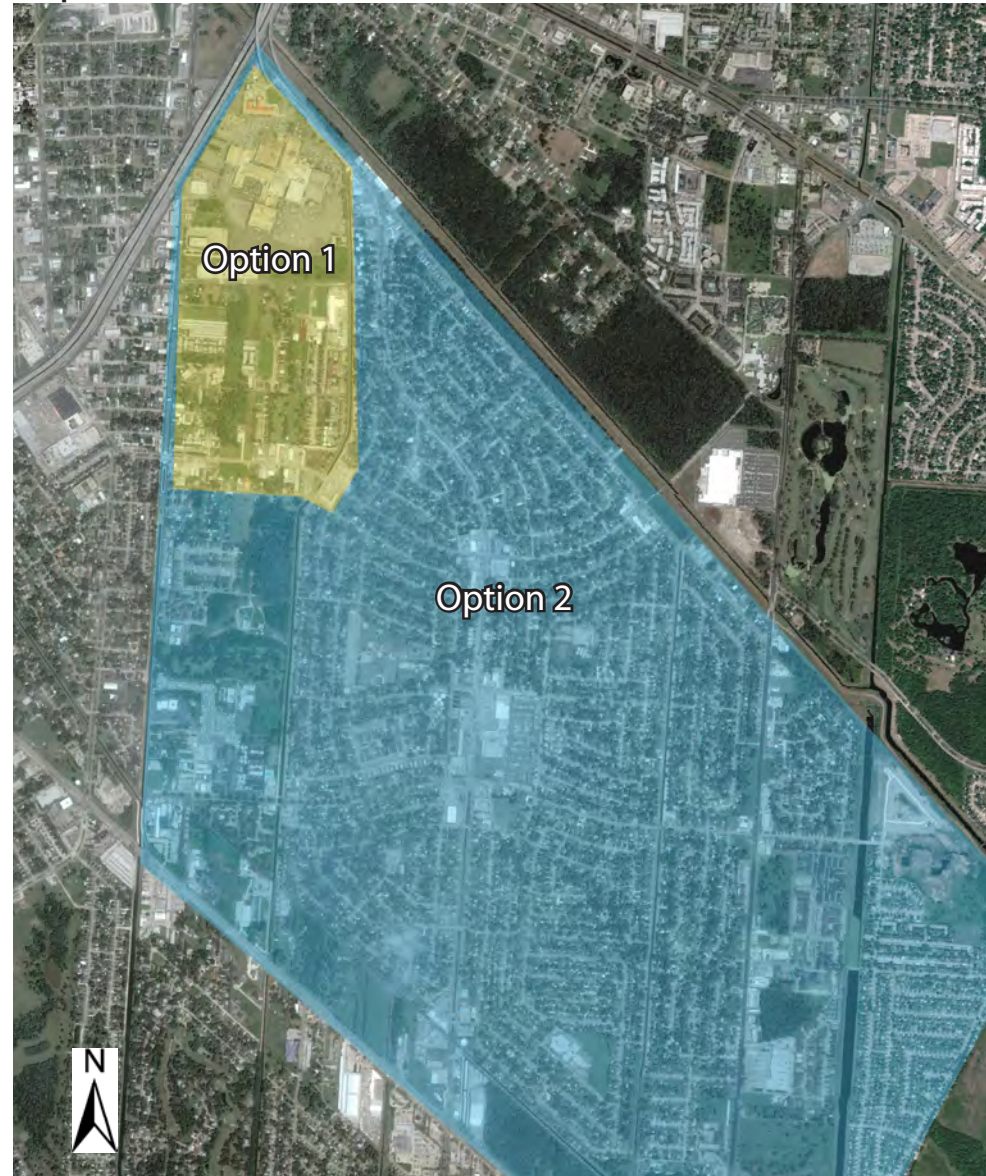
BID Boundary Option #1: Mall & Stumpf Blvd.

The first BID boundary option (the yellow area shown at right) would encompass the Oakwood Mall and the commercial district along Stumpf Boulevard and Terrytown Parkway. This would have the advantage of covering the major economic engine in the region and the surrounding neighborhood. These businesses could work together to improve the safety and attractiveness of the economic district as a catalyst for economic growth.

BID Boundary Option #2: Terrytown

The second BID boundary option (including both blue and yellow areas) would encompass all the area of Terrytown. Currently the only organization advocating for Terrytown is civic. The benefit of this boundary option is that the BID would provide an organized voice for the Terrytown business community to advocate on behalf of all of Terrytown in infrastructure, development, and economic issues in the Parish. The BID would have a much larger tax base and a larger variety of business types and sizes. The Oakwood Mall would have a relatively smaller pull and power in an expanded district.

Proposed BID Boundaries





Satellite image (USGS) of Oakwood Center area with hypothetical master plan, including aspects of a lifestyle mall, overlaid.

Recommendation 2: Enhance the Mall as a Regional Hub

Oakwood Center is a regional shopping mall located on the West Bank of New Orleans in Jefferson Parish. Originally built in the late 1960s, it eventually became the second highest grossing mall in the New Orleans area. Employing well over a thousand area residents, and attracting customers from throughout the region, Oakwood Center has generated millions of dollars in tax revenue for Jefferson Parish.

Local residents reported that for many years they would walk to the mall to shop, exercise, and work. At the time of Hurricane Katrina, the mall had three operating anchors, Dillard’s, Sears, and J.C. Penney’s, in addition to supporting retail stores, banks, and a food court. While the mall suffered in the aftermath of Katrina and is just now planning to re-open, a major opportunity exists for Oakwood Center to reclaim its status as a regional hub for social and economic activity.

Lifestyle Center

One way for local authorities to actively encourage the mall’s growth and level of economic activity is to encourage and even promote the transition of the mall into a “Lifestyle Center.” These new kinds of malls, a growing trend around the nation, are designed to promote not only vibrant commercial activity, but also community, through a mix of uses and attention to detail.



Potential for Mall Growth: Present site plan (left) and proposed 20-year build-out (right)

Such community development is consistent with the larger vision for Terrytown. Much opportunity exists for this kind of development at the Oakwood Mall site, where a large amount of developable property is available, especially on the side adjacent to the revitalization study area. Jefferson Parish ought to consider a regulatory environment in which the desired type of growth can occur. The regulatory framework may include changing local zoning and building ordinances to promote a different kind of Mixed Use and Planned Unit Develop-

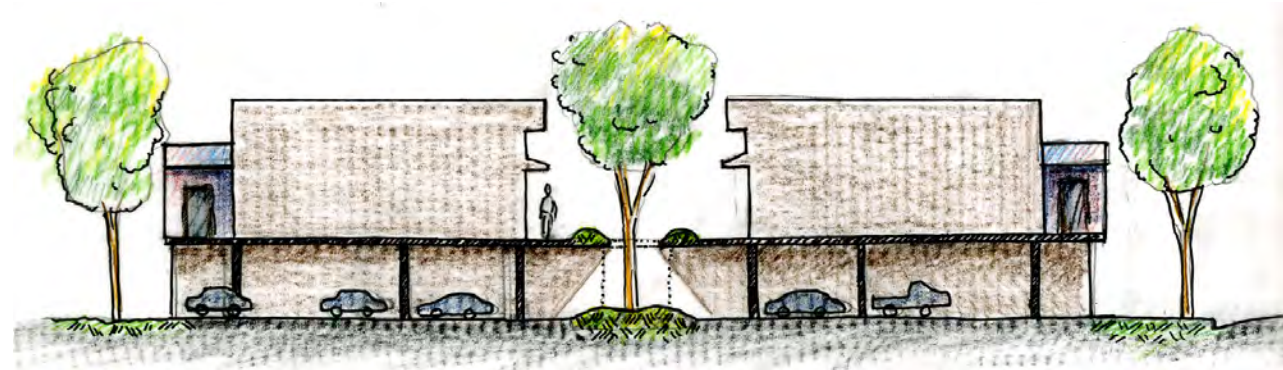
ments, possibly with space for housing. More details about these measures are detailed in the following Implementation Section.

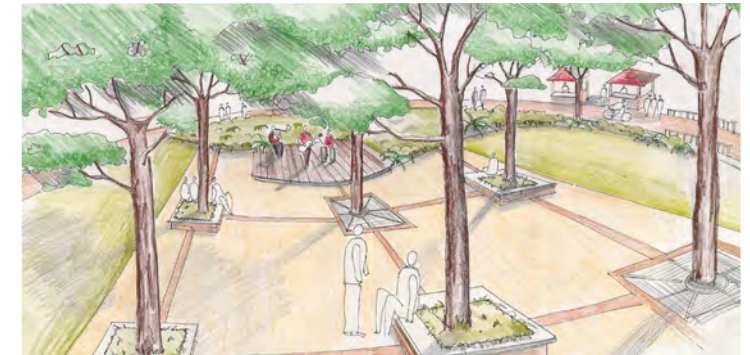
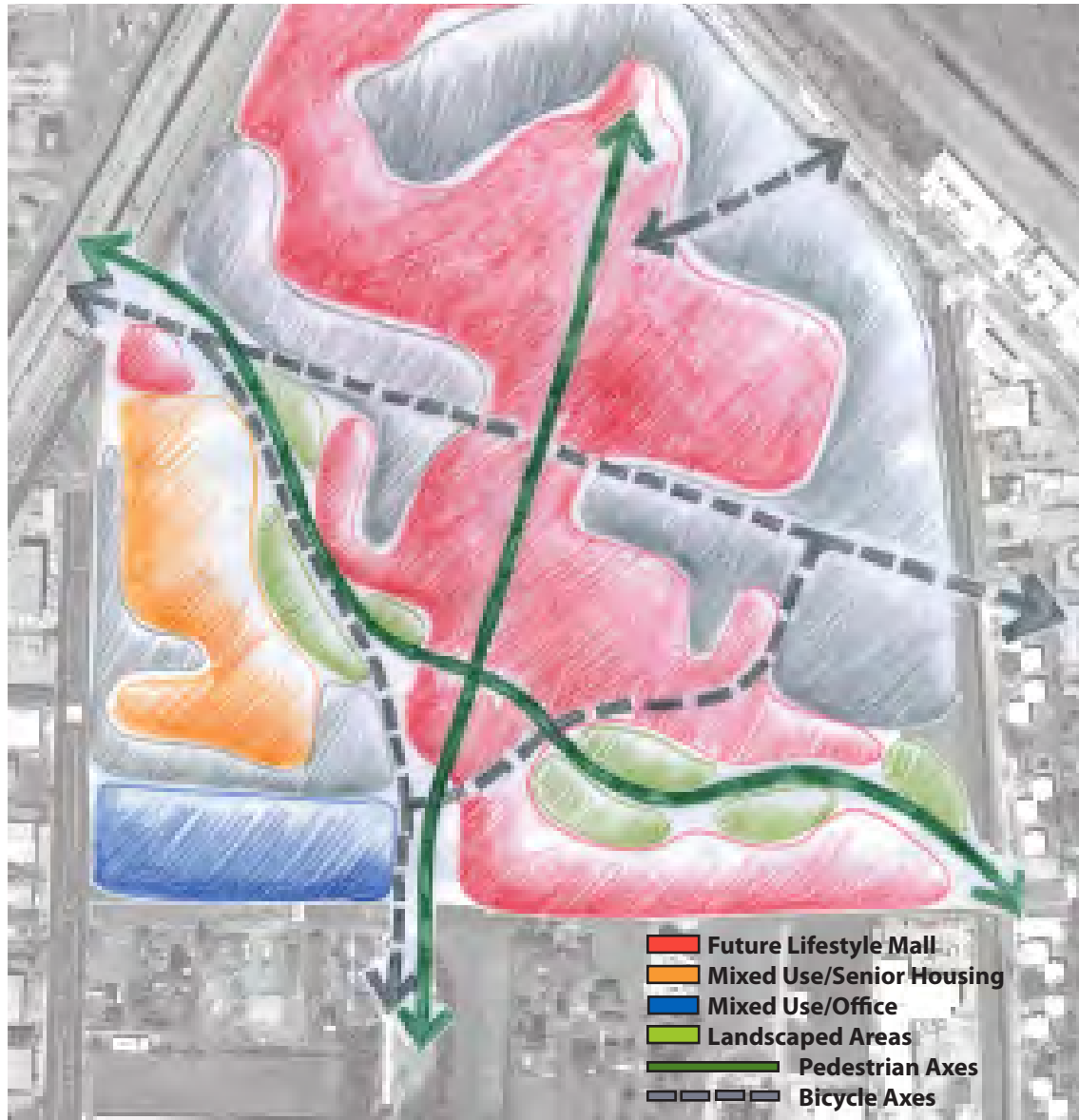
Increased Accessibility

A revitalized Terrytown would connect seamlessly with a new Oakwood “lifestyle” Center. Initial focus by Jefferson Parish on the area immediately surrounding the mall would communicate to GGP that a lifestyle center is possible. Improvements to basic infrastructure such as streets, sidewalks, curbing, and signage would represent a feasible and important advance. Connections and small changes to existing bus routes, bicycle and pedestrian corridors, in addition to larger efforts like the green street will also help the mall reconnect to the community, and the community to the mall. Presently, Oakwood Center is well-connected to the region via highways, but is less connected to the nearby community. New mobility axes (left) connecting an expanded lifestyle center westward to bus stops and bicycle corridors, southward to the proposed green street, and eastward to greater Terrytown would increase accessibility and help revitalize the area.



Above: Seen from above the lifestyle center helps form a fabric that connects to the surrounding community as a whole.
Below: A section rendering of a flood-proof mixed use space featuring offices or housing with parking below.



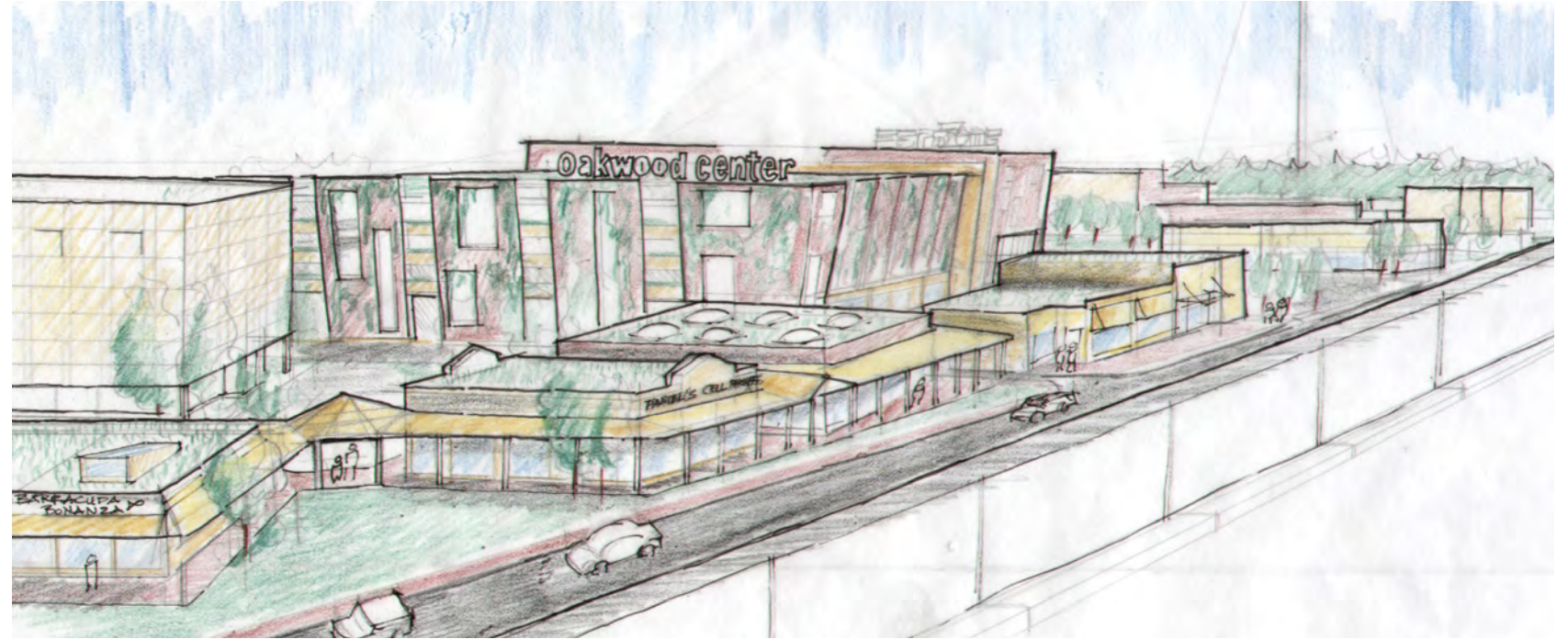


Clockwise from below: potential senior housing component featuring green roofs; pedestrian and bicycle corridors weaving amongst landscaping and small-scale businesses; overall concept featuring new land uses and mobility axes; community plaza seen from above; plaza rendered at tree-level.



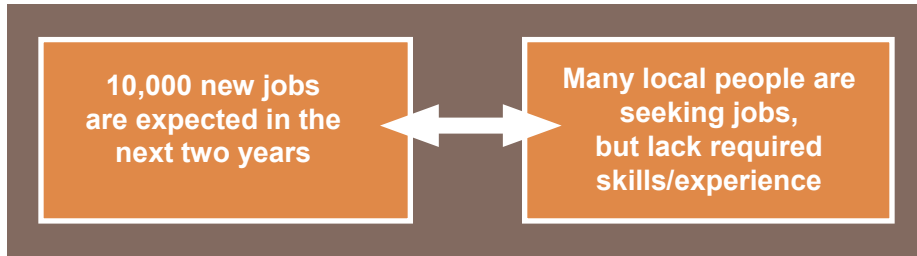


The old and the new meet to form a friendly pedestrian shopping corridor. An existing, larger anchor is renovated and articulated to enhance the shopping experience. Across the walkway is the addition of a smaller scale building. Together they provide a mixture of styles and uses that can build a sense of community.



Above: The same renovated anchor as seen from US90. Oakwood Center's close, visible proximity to the expressway can boldly re-establish the mall's regional hub status. Below: A cross-section of small-scale buildings, community plaza, pedestrian and bicycle corridors, and landscaping.





Goal 3: Put Terrytown to Work Connect Local People to Local Jobs

Since Hurricane Katrina, Jefferson Parish has proven to be one of the most resilient parts of the region. Reports from the Jefferson Parish Economic Development Commission (JEDCO) suggest an increasing demand for skilled labor and an estimated 10,000 new jobs to be created over the next two years. ¹

The Parish’s objectives for physical and economic recovery efforts offer a great deal of hope for future growth. However, in pursuing growth and attracting new residents to the area, the Parish must also consider the needs and concerns of its current residents.

Crime and drug use have become dominant social problems in Terrytown, often associated with areas of concentrated poverty. Social responsibility and community pride has dwindled. Even long term residents are contemplating leaving if conditions do not improve. Many people feel un-empowered, lacking the resources to affect change their community. ²

Employment will be key in developing a sense of empowerment among these residents, encouraging the self-sufficiency and personal investment necessary to rebuild Terrytown’s strong community identity.

Many people living in Terrytown, specifically within the study area, are seeking more permanent gainful employment –but lack the skills or experience

required to fill available positions. The Parish has an opportunity to use its recent economic momentum to assist. Preparing and enabling local residents to fill the high demand for labor will benefit local businesses and provide increased stability for families in Terrytown, allowing them to become more actively involved in improving their community.

Existing Parish Resources

The Parish already has a number of tools available to help connect people to jobs. Some focus on developing a new skilled workforce, increasing educational opportunities and training for skills in local demand. Others offer services to reduce barriers to employment such as childcare quality/availability, substance abuse, or mental health concerns. And, a few encourage volunteerism, particularly among youth and retirees, which help develop work ethic and strengthen community involvement. ³

Access to these services, however, are largely concentrated in the incorporated cities of Jefferson Parish. As an unincorporated part of the Parish, many of these services are not reaching the residents of Terrytown that need them most.

This section outlines some strategies to mobilize and build upon existing Parish resources to more effectively reach these residents and get them productively engaged in the growing economy.

State Resources³

LA Workforce Commission LA Dept. of Economic Development LA Dept. of Labor LA Dept. of Education	Occupational Forecasting Workforce Trend Identification Local Partnerships/Pilot Programs 21st Century Learning Centers Funding
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Parish Resources³

JEDCO	Customized/On-the-Job Training Workforce Needs Assessment Business Incubation Business Retention/Expansion Fund Distribution
JP Workforce Connection	Job Placement Assistance Summer Youth Employment/Training Vocational Training Welfare to Work Fund Distribution for the Workforce Investment Act
JP Community Action Programs	Commodities Distribution Family Day Care Homes Program (FDCH) Head Start Program Housing Counseling Low Income Home Energy Assistance Program Community Centers Emergency Rent/Mortgage and Utility Assistance Retired Senior Volunteer Program (RSVP) Weatherization Program Elderly & Indigent Transportation Services First-Time Homebuyer Training Classes
JP Human Services Authority	Housing Assistance for the Homeless Employment Coordination Substance Abuse Programs Peer Support Services Mental Health/Counseling Services Services for Persons with Developmental Disabilities Screening and Evaluation Other Education, Rehabilitation, Counseling and Support Services

Three Strategies to More Effectively Connect Local People to Local Jobs:

- 1) *Strengthen state & Parish economic partnerships to create a Workforce Network*
- 2) *Locate Parish services in an easily accessible "One-Stop Shop" like the proposed Community Center*
- 3) *Target youth by creating an Alternative High School Program*

A Workforce Network

A Workforce Network would be a partnership between Parish and state organizations, connecting the economic information and educational resources they offer to better serve the needs of local employers and prepare job seekers to find suitable employment.

Lane County, Oregon, organized a Workforce Network that created a full-time, staffed center where these resources were made more readily available for businesses and job-seekers. In the Workforce Network Center, a community college provides weekly classes to teach resume building, workplace ethics, interview skills and entrepreneurship. They also host job recruitment events for local business, and provide career counseling services offered by Human Services. In addition, they have assembled a database of locally available jobs that they then match to eligible job candidates on file with the center.⁴ More information about the Lane County Workforce Network can be found in Appendix F.

Jefferson Parish could establish a similar network between JEDCO, Jefferson Parish Workforce Connection, Jefferson Parish Human Services Authority, Louisiana Workforce Commission, Louisiana Human Services, and a local community college, such as Delgado Community College. A network of services like this would be a strong asset for the Parish when trying to fill the tremendous job growth anticipated in the coming years.

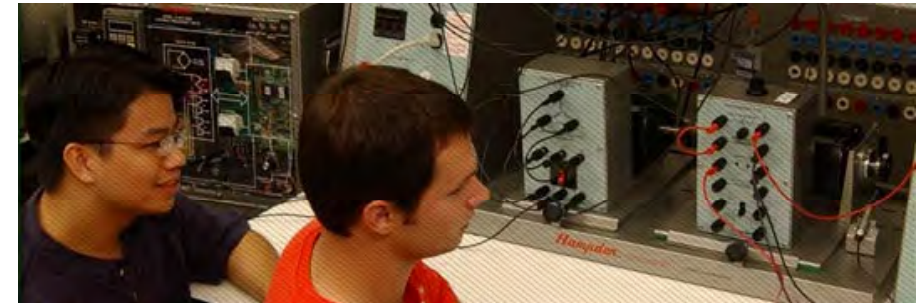
A One-Stop Shop

In order to reach the residents of Terrytown with programs that will assist them in finding employment and that encourage active community engagement, the Parish could establish a "One-Stop Shop" for Parish services.

This facility could be temporarily housed in any existing storefront or perhaps a school, or more permanently located in a multi-purpose building like the proposed Community Center along Stumpf, but it should be placed in an easily accessible, centralized location.

Possible Uses within the One-Stop Shop:

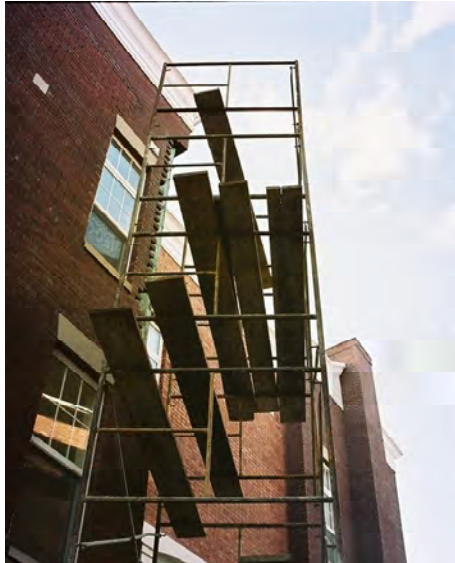
- Community Center that facilitates Community Action Programs and provides public gathering spaces
- A 21st Century Learning Center with study space, tutoring, after-school/recreational programs, etc.
- A Workforce Training Center to offer internet access, job search assistance, training classes, etc.
- A Human Services Authority Clinic with part-time/weekly hours for those seeking help with substance abuse or mental health concerns



Classes taught by Delgado Community College⁵



The Proposed Community Center along Stumpf Blvd. could be the right location for a One-Stop Shop.



Construction Experience



Childcare Training ⁵

Alternative High School Programs

Finally, preparing the youth will be the key to building a new skilled workforce. The Parish could organize an alternative high school program to target at risk youth –improving their involvement in post-secondary education, training for the professions in highest local demand, and getting the youth involved in the community through volunteer projects.

A Construction/Technology Academy like ISUS in Daton, Ohio, would offer hands-on technical training through a community college while students work toward a high school diploma or GED, and provide an opportunity for them to be an active part of the reconstruction efforts in the region. At ISUS, students living in inner city neighborhoods rebuild abandoned or deteriorated homes, investing themselves and initiating change in their own communities. “It is due to students’ efforts that neighborhoods see improvements in their housing stock and increased pride among residents.” ⁶

A Childcare Assistant Teacher Program like the Work & Learning Center in Madison, Wisconsin, would provide opportunities for students to volunteer and gain work experience in childcare facilities, while pursuing state teaching certification. Such a program would offer career training for students while improving the local availability of childcare. ⁶ Appendix G contains more information about alternative high school programs.

Conclusion

As Terrytown hopes for growth and renewal, it must first seek recovery, serving the needs of its current residents. If change is to occur in this part of the Parish, local community members must be empowered and engaged in the recovery of the region. The development of a workforce network center, a one-stop shop for Parish services, and alternative high school programs are means by which the Parish can connect people with resources that will provide greater independence and economic stability.

Notes:

- 1 - Jefferson Parish Leads Nation in Job Growth, JEDCO Press Release. www.jedco.org/news-releases/jefferson-parish-leads-nation-in-job-growth.html
- 2 - See Appendix A: Community Meeting Report
- 3 - State and Parish websites
- 4 - Workforce Network website: www.lanetworkforce.org/LINKS/WFnetwork.html, See Appendix F: The Workforce Network
- 5 - Image source Delgado Community College website: www.dcc.edu
- 6 - Case studies prepared by the University of Wisconsin-Madison Center on Education and Work. Website for Charter High Schools & Real World Practices: www.cew.wisc.edu/charterschools, Copyright © 2002
See Appendix G: Alternative High School Programs

IMPLEMENTATION

This section proposes a set of both regulatory actions and non-regulatory remediations that the Parish take to implement the recommendations discussed throughout this book. The corresponding goals and recommendations that each of these actions are intended to realize are indicated in the matrix to the right. The implementation actions are listed according to the time-frame (short, medium, and long) in which it is recommended the Parish initiate them. The specific implementation measures identified include:

Enhancements to Existing Zoning

The establishment of a zoning overlay district along Stumpf Boulevard, the restructuring of the Parish Mixed Use regulations, the promotion of internal zoning consistency, and the establishment of a Planned Use Development classification will give Jefferson Parish planners the tools to guide future land use development.

Prioritized Infrastructure Investments

To strengthen the community fabric, the first Parish investments should consist of improving street connections between top neighborhood destinations and enhancing the pedestrian amenities along key streets.

Strengthen the Parish Housing Authority

As housing improvements are a vital part of revitalizing Terrytown, the Parish Housing Authority could expand its scope and take a leadership role in guiding new kinds of housing development in the Terrytown study area.

Development Incentives

The establishment of incentives for the private market could encourage development in accordance with the long-range vision of Terrytown. Market-based

incentives such as tax incentives, density bonuses and a streamlined application process could encourage the right kinds of development in the study area.

IMPLEMENTATION ACTIONS BY TIME- FRAME	GOAL 1: EXPAND HOUSING OPPORTUNITIES			GOAL 2: STRENGTHEN COMMUNITY FABRIC			GOAL 3: PUT TERRYTOWN TO WORK		
	Encourage a mix of housing types	Use Housing to Create Community	Encourage Innovative, Context Sensitive Design	Create a Civic Core	Improve/Expand Street Connectivity	Promote Neighborhood Scale Commercial Activity on Stumpf	Create a Business Improvement District	Enhance the Mall as a Regional Economic Hub	Connect Local People to Local Jobs
SHORT-TERM (1-3 years)									
Overlay District on Stumpf	●			●		●			●
Mixed-use Zoning Classifications			●	●		●	●		
Internal Consistency for Lot Sizes	●	●	●						
Planned Unit Development Ordinance	●	●	●						
Strengthen Parish Housing Authority	●	●	●						
MEDIUM-TERM (3-6 years)									
Green Street				●	●	●	●	●	
Sidewalk Connections				●	●	●		●	
Street Connections				●	●	●			
Pocket Parks		●		●					
Development Incentives	●		●						
LONG-TERM (6+ years)									
Civic Center				●		●			●

Enhancements to Existing Zoning

Overlay Districts

Many of the recommendations throughout this strategic action plan are centered on the future potential for Stumpf Boulevard as a hub of neighborhood commercial and social activity.

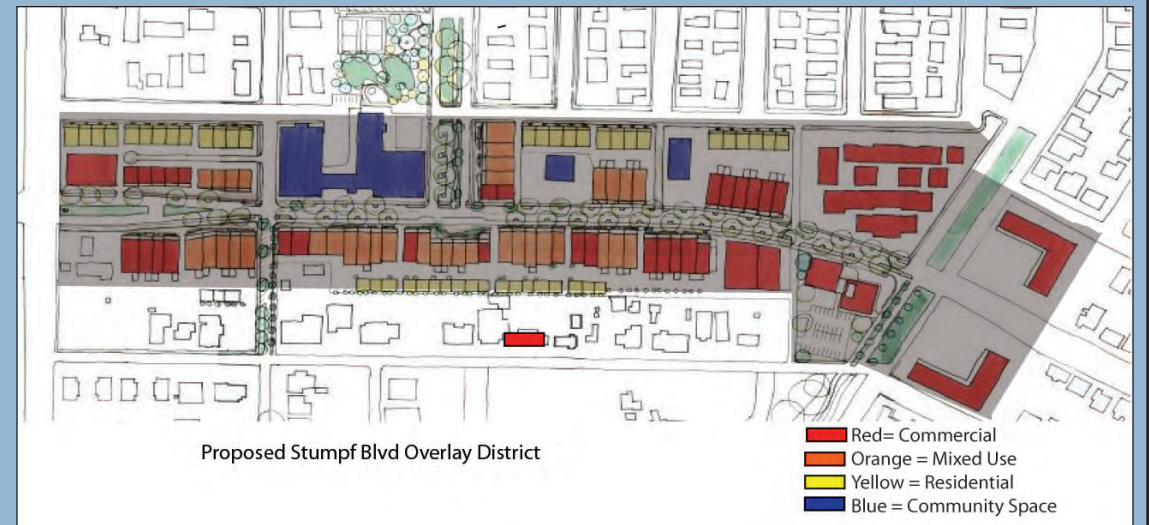
The best way to facilitate these varied and mutually supportive goals is to identify Stumpf Boulevard as place of special interest through the creation of an overlay district. Along with the Business Improvement District, the specifics of the overlay zoning can guide future development.

An overlay district is an additional zoning requirement to encourage desired development for an area identified as an area of concern or interest without changing the underlying zoning. The additional zoning requirements can facilitate many if not all the goals and recommendations found throughout this document. Further, the local business owners and the Parish may cooperate to form a vision for the area and incorporating those visions into form-based codes. Examples of form-based codes used by other communities to encourage proper development can be found in Appendix H.

These design guidelines can then be reviewed and administered by a design review commission. This commission, made up of local residents and business owners, would provide a powerful opportunity for residents within the study area to develop a sense

Stumpf Blvd. Overlay District

- Supports Business Improvement District
- Promotes small businesses
- Provides for a mix of housing options
- Establishes design guidelines
- Promotes a walkable neighborhood



of ownership and pride in the community, as well as a sense of investment in the long-range future.

Mixed Use Regulations

The Parish currently has a Mixed Use Commercial District (MUCD) zoning designation that includes these characteristics: 5 acre lot sizes for rezones, maximum of 50% of floor area for residential uses, and separate ingress and egress for different uses.

Written this way, the designation serves largely to protect existing uses and characteristics. It also promotes development that is unconnected to existing development and land use patterns.

The MUCD designation could be diversified to provide context sensitive applications of mixed use developments that each become the hallmark and model of good development in the region. Important characteristics for a diversified MUCD include: a variation in lot size depending on intensity, increased options for floor

area ratios, requirements for shared ingresses, and design guidelines that enhance and connect the development to neighboring uses. In increasing the options for lot sizes and floor area ratios, the Parish could designate three classes of Mixed Use according to the appropriate intensity. Intensity being related to the amount of commercial space, residential space and how large the parcel is. These classifications would be Large Scale, Medium Scale, and Small Scale Mixed Use.

The current MUCD, with minor modifications could be an excellent model for large scale mixed use commercial that could fit well in the area nearby the Oakwood Mall. However, the creation of medium and low-scale mixed use zoning designations will enable other, less intensive forms of developments that are more appropriate for other areas of the Terrytown study area, including Stumpf Boulevard and along the proposed Green Street.

Zoning: Mixed Use Regulations



Large Scale Mixed Use could resemble much of what the current MUCD zoning entails, such as commercial taking up at least 50% of the floor space, larger lots, separated uses in multifamily type housing structures, and a floor area ratio around two to three. An appropriate place for this large scale mixed use development within the study area could be on or within close proximity to the mall property.



Medium Scale Mixed Use would be characterized by neighborhood- commercial type establishments, such as on Stumpf Boulevard. Lot sizes in this designation would range from 4,000 sq.ft. up to about ½ an acre, though individual uses at the end of development would be considerably smaller. Floor allocation would consist of between 25% and 50% commercial space in multifamily type construction. The Floor area ratio would allow the buildings to go up to either two or three stories and should require shallow set backs and pedestrian oriented design guidelines.



Small Scale Mixed Use could look like live/work housing for professionals such as accountants, lawyers, hairdressers, etc. which generally generate limited traffic. Small scale mixed-use would occur on lots from about 2,000 to 4,000 sq.ft.. It would entail less than 25% commercial space, and be located in such a manner as to create a transition zone between strictly single family residential and commercial centers. An ideal location for this could be along the proposed Green Street.

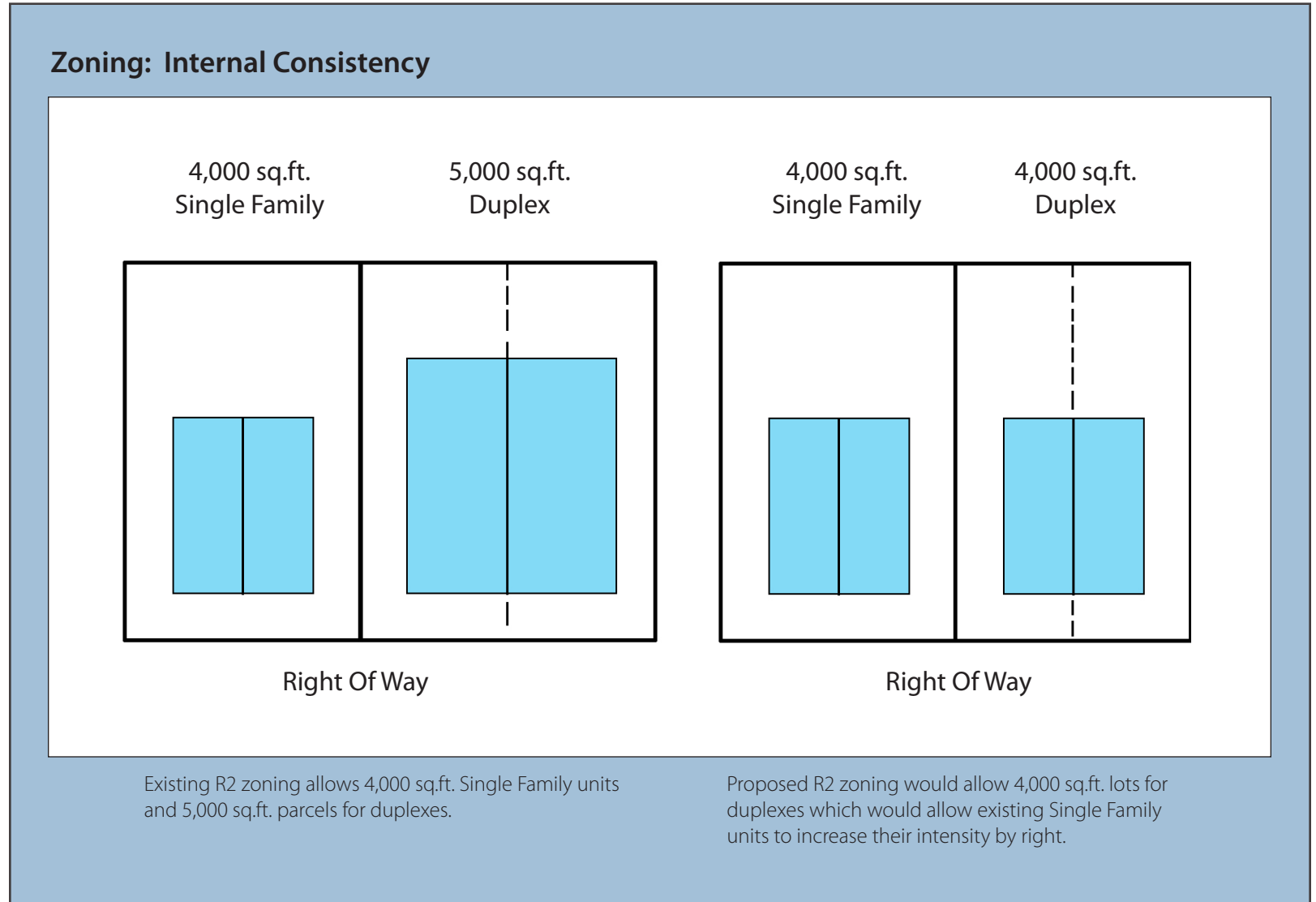
Internal Consistency

The lack of housing was repeatedly cited in reports and conversations with developers, real estate agents, and by Parish officials as the greatest hindrance to attracting the workforce to the available civil jobs in Jefferson Parish, and ultimately of full economic recovery from Katrina.

Review of the existing Jefferson Parish Zoning Code elucidated a significant number of potential housing options that could become available through gradual redevelopment on existing infrastructure, within established neighborhoods and without changing the zoning designation of any property.

In the R2 Zoning designation, there is currently a lack of up-and-down consistency for lot size requirements which limits potential for conversion of single-family homes to duplexes. The R2 zoning allows single family houses on 4,000 sq.ft. lots and duplexes on 5,000 sq.ft. lots. Thus, many of the single-family lots platted at 4,000 sq. ft. in Terrytown will never be able to increase their allowed use to become duplexes.

If the lot requirement for duplexes were reduced to 4,000 sq.ft. then there would be a significant increase of potential housing, and further encouragement for redevelopment of damaged or neglected properties. Also the smaller lot sizes for duplexes would encourage the buildings to remain within the single family size and character that currently exists.



Planned Unit Developments (PUDs)

Providing housing in a mix of styles, affordability and location has been a central tenant to the Recommendations and these Implementation measures.

A great way for the Parish to encourage the development of needed housing in appropriate areas as well as ensuring the required infrastructure to support existing and future housing is to develop a Planned Unit Development enabling ordinance. See Appendix I for an example PUD ordinance that was adopted by Mount Vernon, Washington.

A PUD can be thought of as a floating zoning classification that allows developers to apply for a zoning change to a PUD in order to increase their allowable density or other negotiable development needs. These allowances are granted if the developer provides agreed-upon additional public amenities like street improvements, pedestrian infrastructure investments or other agreed upon civic needs. The developer of a PUD can also be required to adhere to more innovative design guidelines, such as clustering, cottage house housing, reduced right of ways, and transportation and pedestrian oriented design.

The Urban Land Institute outlines four principles of developing a PUD in their second printing of "PUDS IN PRACTICE," in 1989:

1. Flexibility in development standards

This provision allows for innovative design, such as

clustering, street widths, park requirements, etc, depending on the jurisdiction and other circumstances.

2. Encouragement of innovative housing types and products

This allows efficient housing types such as town homes or duplexes with zero lot lines, which have been effectively barred by most residential zoning regulations (including most of Terrytown) with their building setback requirements. This provision also allows for a mix of housing types. This was an early attempt at reducing the monotony of prior housing developments, as well as encouraging a mix of housing affordability.

For example: a 100 acre parcel is zoned for 4 units per acre, which would allow for 400 units. Instead of legally being encouraged to create 400 quarter acre units, a developer might be able to gain more money by providing 20 one acre units, 180 quarter acre and 200 units in town homes or apartments at a density of just less than 6 per acre in the remaining acreage. The developer's monetary gains could come in the form of reduced road and utility construction, value added by providing an improved neighborhood character, and depending on the design, having 6 multi family units facing open space could be worth more than 1 one acre single family unit facing the same open space.

3. Provision of increased amenities

This provision encourages the mixing of uses, such as creating a commercial district within a residential development, or providing for other uses such as recreation facilities, police, fire, etc.

Planned Unit Developments

- Facilitate the Parish's housing needs
- Provide for a mix of housing options
- Encourage investment
- Provide allowances for development
- Ensure adequate infrastructure and services

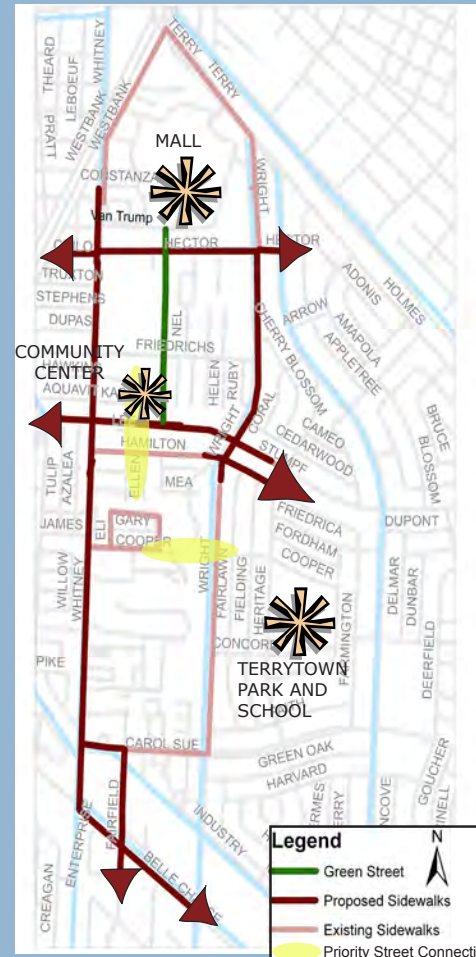
4. Negotiation and improved public regulation of development

This provision is the source of much controversy around PUDs. It allows for the developer to directly negotiate with the jurisdiction, though the ability of a jurisdiction to negotiate depends on the flexibility found within their PUD ordinances.

In order to alleviate this controversy the proper role of the Parish administration is to craft a highly structured yet useful PUD ordinance that allows for the flexibility of the private sector to increase their profits which encourages the investment, while also ensuring the public safety and well being is guaranteed. The elements of negotiation and opportunities for allowances should be outlined clearly within the ordinance to alleviate any future issues that can arise through the permitting process.

Prioritized Infrastructure Investments

Priorities for Infrastructure Improvements

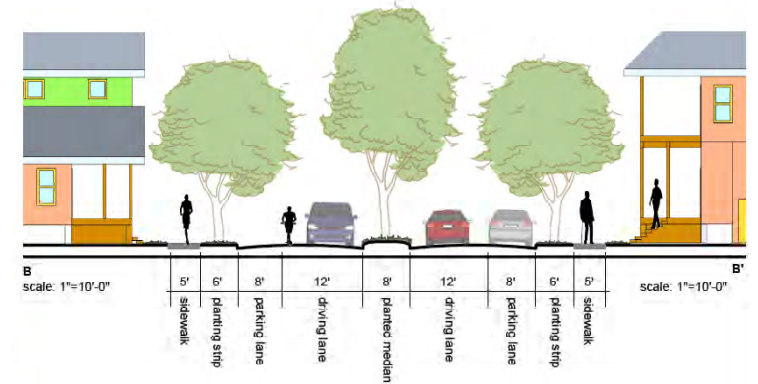


- 1- The Green Street
Initial Investment
Connects Commercial Areas
Sparks Investment
- 2- Sidewalk Connections
Pedestrian Orientation
Safer Neighborhoods
Promotes Cleaner Streets
- 3- Grid Connections
Shorter Pedestrian Routes
Safer Neighborhoods
Better Emergency Management

The implementation measures discussed up to this point have focused on regulatory changes, which will provide the framework for future development. However, these changes won't be very evident on the ground to the general population. It is important that the Parish spearhead immediate physical improvements as well to demonstrate to current residents and business owners, as well as prospective developers and residents, the Parish's dedication to the long-term revitalization of this area. Immediate action will also build momentum for future changes and confidence in the private sector to also start focusing on this area.

While there are a number of important investments to be made, the first priority for a capital investment is the development of the Green Street. With its pedestrian orientation and neighborhood type developments, and connection from the regional and local commercial areas, it just might be the catalyst that sparks the renewal in this area of Terrytown.

Building off the momentum of the Green Street, the next priority would be to complete the sidewalks on key streets in the study area, particularly Stumpf Boulevard, the major arterials, and the streets near the Oakwood Mall. Included with these sidewalk completions should be attention



This section of the Green Street shows some of the community-building components of the new north-south connection.

to other important pedestrian amenities like crosswalks, vegetated buffers, lighting, tree plantings and proper signage.

Later, as the interest of the private sector builds within the study area, it will be imperative to encourage the completion of the existing grid through the road connections through development agreements, or acquiring the needed rights-of-way.

These three infrastructure investments will knit the study area with the surrounding neighborhoods and commercial areas, resulting in a stronger, safer, and accessible community.

Strengthen the Parish Housing Authority

To realize the full potential of the goals, recommendations and implementation measures within this document, the Parish will require extensive inter-departmental coordination within the Parish hierarchy, especially the following departments:

Capital Projects
Community Development
Engineering Department
Environmental Affairs
JEFFCAP
Parks and Recreation
Parkways Department
Planning Department
Public Works
Streets Department
Department of Traffic Engineering
Department of Human Services
Workforce Connection
JEDCO

Most of the recommendations within this document, however, deal with the increasing demand for housing of all sectors of residents, followed closely with increasing the sense of community, safety, and job opportunities.

The most appropriate organization to spearhead these recommendations is the Parish Housing Authority. With an expanded scope of responsibilities, the



4 -plex homes in the New Holly development, Seattle, Washington ³

Housing Authority could lead the way in acquiring and managing lands, petitioning for HUD grants to further these and other goals, as well as operating as a developer of lands for the Parish housing needs.

The Housing Authority could gain experience and first hand account at the application of the Parish land development regulations and provide valuable input to better those rules. It can also provide the Parish with a base line, or examples of proper implementation of design guidelines, to developers by creating progressive projects though innovative design such as High Point and New Holly, visited by Parish leaders during their stay in Seattle, Washington.

Development Incentives

Each of the Implementation measures not only touched on how it can help the Parish realize the Goals set out in this book, but also ways they can encourage the private sector to make the necessary investments for the recovery of Terrytown, and by extension, the Parish as a whole. Besides these regulatory incentives, financing and procedural incentives could be developed.

One example of financing incentives could be tax credits for redevelopment of private housing to a higher density or relocation of business to the study area. Another example could be development of a Job Development Investment Grant⁴ program that provide discretionary funds to businesses that are growing, to pay, for example, the temporary housing, or relocation costs of new employees.

To facilitate the smart growth development in Jefferson Parish, many of these recommendations and implementation measures should actually cause an increase in oversight for development to ensure proper compliance. So a great procedural incentive is to streamline the permit processing for those developers who have been trained in and show continued good faith in adhering to these area-specific code and design expectations within the Parish.

In all cases it should be paramount that the private sector be seen as a valuable resource to see out the Goals of this document.

Notes:

1. Image Source: Traditionally Designed Neighborhoods web site: www.tndwest.com
2. Image Source: Texas Transportation Institute web site: <http://tti.tamu.edu>
3. Image Source: Traditionally Designed Neighborhoods web site: www.tndwest.com
4. Web site, North Carolina Dept. of Commerce [www.nccommerce.com/finance/incentives]

CONCLUSION

“With every challenge comes an opportunity.”

A number of specific challenges, as described in the analysis section, motivated local leaders to select the Terrytown study area as the focus of this HUD URAP project. Concentrated effort in the Terrytown study area to address these challenges can also serve as a catalyst for the revitalization and future equitable and sustainable growth of the entire West Bank of Jefferson Parish.

The opportunities in this particular study area are many and include improving the diversity and quality of the housing stock, strengthening the sense of community cohesion, and building the capacity of both local people and the local economy. Our hope is that this document provides local leaders in the public and private sector with the inspiration and the tools to both initiate immediate action and commit to the long-term success of this neighborhood.

May the residents, leaders and friends of Terrytown realize that the existing challenges in the neighborhood bring opportunities to Build a New Vision!



APPENDICES

A. Community Meeting Report

B. Infrastructural References

C. Housing Guidelines

D. Community Spaces

E. Planting Recommendations

F. The Workforce Network

G. Alternative High School Programs

H. Sample Design Code

I. Sample PUD Ordinance

Appendix A: Community Meeting Report

I. Executive Summary

II. Community Meeting Agenda

III. Summary of Participant Comments by Issue

IV. Summary of Visual Preferences

V. Summary of Participant Surveys

VI. Participant Neighborhood Mapping

VII. Notes from Additional Interviews

I. Executive Summary

In order to initiate a planning process for the revitalization of Terrytown, we traveled to Louisiana to hold a public workshop and meet with various members of the community. In the process we were able to visit some local schools, churches and businesses, and gain a clearer understanding of the issues and opportunities that are unique to Terrytown. This report provides an overview of the information we received from these community members.

The public workshop was held at the Golden Age Center in Terrytown. The purpose of the meeting was to engage the community in a planning process that sought to develop strategic suggestions for revitalization of a specific study area in the Terrytown community. This effort is the goal of a quarter long studio class at the University of Washington's College of Architecture and Urban Planning. When the plan is complete it will be submitted to Jefferson Parish officials for further consideration and potential implementation.

Twenty-one community members participated in the workshop. Nearly all of the participants were long-term residents of Terrytown. Participants were divided into four groups, and the program for the workshop was divided into two main exercises which each group participated in. The first exercise was a brainstorming exercise in which group members generally discussed life in Terrytown, including topics such as things they liked and disliked, places they traveled, community concerns, and feelings about different areas. An area map, location stickers and markers were used as graphical aids to discussion. The second exercise was based on visual preference and comments on different development types in three major categories: housing, commercial, and open space. The groups looked at photos of different development types and used stickers to vote on their preferences. This activity helped encourage discussion of what types of development participants liked.

Several general themes emerged from the activities. Safety was a dominant concern of participants. People did not feel safe in their community, especially since Hurricane Katrina, and wanted to see improvements that would reduce crime and enhance their protection from future flooding. Many mentioned the need for safe places to walk. In addition, the groups generally connected multi-family housing with increases in crime and unsafe areas. Participants wanted to maintain Terrytown's traditional family-oriented character. All the groups mentioned the need for code enforcement to clean up run down areas, and the general lack of care that many places in the study area exhibited. Several groups favorably mentioned Terrytown's centralized location in the region, pro-

viding access to many locations. The Oakwood Mall was also noted as an important community amenity.

During the visual surveys on housing, participants aimed to choose the lowest density housing pictured among multi-family units. The traditional shotgun style of housing was almost universally disliked. Attractive, higher-end single family homes were most popular. All the groups liked commercial images with healthy, green and well-kept natural settings. Participants also valued options to walk and bike in these areas. There was disagreement among participants about mixed use areas and more dense commercial settings. Preferences among the open space images focused on the need for shade and natural settings. Safety was a major consideration for open spaces, whether parks would be dead spaces or attract people perceived as dangerous. Several groups commented that community gardens were not necessary. Participants also liked the idea of places for children, walking and biking.

Many of the same issues, concerns, and preferences were echoed by other community members and business owner we visited. These individuals were hopeful about the possibility of improving their community, but felt the increase of crime activity, uncertainty of flood protection, general lack of maintenance, and limited social and educational activities for children were obstacles to the revitalization of the area. They proposed that improvements in these areas would be key for attracting residents to return to the area and prevent current residents from leaving. Economic opportunities need to be expanded to suit current population and draw new people as well, accommodating a more diverse range of skill sets.

We find it important to note that due to limitations of time and resources, as well as our remoteness from the study area, we were not able to receive feedback from all potential stakeholders within the community. To broaden our ability to plan for and accommodate the needs of all current and potential future inhabitants of Terrytown, we have considered additional research of existing conditions, including demographic information, economic trends, current news and events, as well as insight from community leaders.

II. Community Meeting Agenda

A NEW VISION FOR TERRYTOWN: A PUBLIC WORKSHOP FOR FUTURE COMMUNITY DEVELOPMENT

Tuesday, January 16, 2007, 7 PM

Sign-in & Fill Out Anonymous Questionnaire
7:00 PM

Welcome
7:15 PM

Breakout Exercise I: Brainstorming & Mapping Ideas
7:25 PM

Five Minute Break
8:15 PM

Breakout Exercise II: Visual Preferences
8:20 PM

Wrap-up & Next Steps
8:50 PM

Collect Anonymous Questionnaire
9:00 PM

Jefferson Parrish • U.S. Dept. of Housing and Urban Development (HUD)
University of Washington, College of Architecture and Urban Planning

III. Summary of Participant Comments by Issue

During the first exercise of the workshop a brainstorming discussion was held in which participants shared their general feelings about Terrytown and the study area. A map was provided to aid in visualization of places and themes discussed, described in section VI. Below is a summary of comments recorded, categorized by general topics discussed in all groups.

Things participants like about Terrytown

- Group 1**
 - Proximity to downtown, mall, bridge, library
 - Everything is close to Terrytown
 - Close to hospital & churches for older people
 - Jogging trail on Holmes, but it is unsafe
 - Idea of their quiet cul-de-sac
 - Going to Christ the King Church
 - Walk in the mall for exercise, now walks at a health club
 - City Park & gym
 - Basketball court, but torn down due to safety issues
 - No problem with canals, some enjoy turtles, walking there
- Group 2**
 - Canal is good for birding
 - Enjoy commercial area
 - Like privacy of cul-de-sac
 - Gardening
 - Oak trees in street
- Group 3**
 - Good place to raise a family
 - Sense of community
 - Convenience to downtown and shopping
- Group 4**
 - Schools, gym
 - Community strength
 - Very tight knit when it was safe
 - There used to be a lot of kids playing in the neighborhood
 - It is easy to get around and to places from Terrytown
 - Police response time
 - The parades are the only big community events
 - There are good parents in the town

Concerns participants have about Terrytown

- Group 1**
 - No park for jogging
 - No local bus route
 - People feel unsafe on their own street
 - Lack of police presence
 - Not enforcing code – specifically properties
 - Trespassing through empty lots on their street & parking on that street
 - Fencing for surrounding complexes
 - Too much illegal activity: drugs, gunshots, murders
 - No pizza delivery on participant’s street due to safety concerns
 - Lack of sewer on Rouyer St., septic only despite taxes
 - Unsafe bike path under freeway, too many road crossings, linear vs. loop
 - Frederichs Street is the most dangerous; drugs, tennis shoes on high-wires note gang territory
 - People in subsidized housing have nothing to do, results in crime
 - General decline of neighborhood, used to be more companies like car dealer, printing co., etc.
 - Mall was pretty bad pre-Katrina; muggings, murders & kidnappings
- Group 2**
 - Community is getting worse
 - Community as “Dumping Field”
 - Too many apartments and low income housing in area
 - Increase in crime and prostitution
 - Feels unsafe to run in the neighborhood, used to run at night and to the mall
- Group 3**
 - Danger areas near low-income housing
 - Increasing crime and lack of feeling of safety
 - No police presence, even speeding is not enforced
 - Lack of good open spaces- no place to play or walk
 - Lack of care for private and public spaces. Things getting run-down, no code enforcement
- Group 4**
 - Apartment complexes (slums)
 - Crime
 - Not feeling safe in their own yard (always have one eye out)
 - General Lack of Pride
 - Lack of property and business code enforcement
 - Need higher income base, oil workers loss hurt the area
 - The existing residents WILL move out if it doesn’t change soon
 - A lot of the undesirable residents are coming back.
 - Really need the Mall back
 - The damage to the apartments caused a lot of the people in the apartments to leave

Katrina issues / life since the storm

- Group 1** Little-to-no change before/after Katrina
Area didn't flood
Neighborhood was on the decline prior to Katrina
Robbery during Katrina, feels safer with storm boards on rear entrance
Neighborhood housing in poor condition – surrounding buildings were nice at one time
Mall was popular with New Orleans people before Katrina
- Group 2** Crime has moved in since storm. Everything from homicide to traffic violations
Building codes are not maintained
People don't pick up trash
Storm brought problems to the surface
- Group 3** Mall was a major destination, now people go to other nearby malls
Threats of hurricanes, concern about levee protection
People used to use Terrytown Park but not anymore

Participant recommendations

- Group 1** West Jefferson Health Center was an improvement, more centers like that would be good
Senior housing with one level for people who can't climb stairs
Cater to people to people who work in the French Quarter but can't afford to live there
- Group 2** Too much traffic, reduce traffic
Improve sidewalks, infrastructure
Enforcing codes and law more strictly
Improve appearance
Nicer looking streets
Get rid of C.C. Lounge: bar, gentleman's club
Better entrance to Terrytown from the North
Clean up streets, both aesthetically and socially
More restaurants, indoor/outdoor mall to improve walkability and safety
- Group 3** Bring back the mall as a safe place to walk and shop, help it "recover" and freshen it up
Develop sense of community, safety and family friendliness
- Group 4** Canal foot crossings not necessary, nothing on the other side to see, probably wouldn't use them
Town Center with civic spaces, etc.

Additional participant comments

- Group 1** Issues are isolated to northern streets area – other southern streets were better
Homes were originally built in a forest
People don't think they can sell their houses, only rent due to shortage of properties
Comfortable with distance and quality of grocery stores
- Group 4** Have been hearing about incorporation for 40 years, don't think it will ever happen
Residents make an effort to shop in Terrytown and Gretna to support local businesses

IV. Summary of Visual Preferences

During the second exercise of the workshop each group was asked to comment on a series of photos depicting different types of development and express their preferences using green stickers for good and red stickers for bad. There were three topic areas: Housing, Commercial, and Open Space. The tables below summarize the groups' feelings about each set of photos.



Comments on Housing Pictures

- Group 1** Really disliked shotgun (board 1-e) & creole cottage (board 1-a), thought it looked cheap
Liked the bungalow (board 1-b) & ranch (board 1-d) because it was similar to existing homes
Disliked row townhouses (board 2-a) – looked too much alike, too many people, no parking
Disliked dense housing
- Group 2** Like the new neighborhood, brings in people with money, homes are too expensive for them
Did not like Katrina Cottage / emergency housing (board 1-c), looks too much like a trailer
Liked Cottage Housing, small, gabled, thought it would attract young middle class (board 1-b)
- Group 3** Did not like larger, boxy multi-family (board 2-d) thought didn't match area
Chose multi-family housing with the least units per acre
Fear higher density housing will become areas of crime
Favorite single family was the well-kept bungalow with lawn (board 1-b)
Least favorite single family was ranch (board 1-d)—it reminded them of their own, but "lacked style."
Shotgun (board 1-e) was liked because of its LA flavor, but no one wanted to live in it
- Group 4** 4 votes for single family Ranch (board 1-d)
2 votes against French Colonial/Small Scale Plantation (board 1-a)
2 votes against Katrina Cottage/Emergency Housing (board 1-c)
2 votes against Clapboard Rowhouses (board 2-a)
2 votes for Triple Decker Detached Row house with garage under (board 2-b)
2 votes for traditional, older multi-family buildings close to sidewalk and street (board 2-e)



Comments on Commercial Pictures

- Group 1** Liked Safeway (board 3-c) because it looks like their Wal-Mart
Disliked the idea of living above stores & dense housing – existing mixed-use is bad
Disliked urban sidewalk – unfriendly, not kept up (board 4-b)
Liked trail with green space next to it (board 4-c)
- Group 2** Most disliked yellow and gray mix use buildings (board 3-e) because: very cold, blank architecture, nobody likes apartments, too much disparity between buildings
Group disliked streetscape with wide sidewalk and dead planter (board 4-b)
Group preferred image bike trail with park because: green, bike route (board 4-c)
- Group 3** Liked ample parking and driving room
Liked green plants, well-kept streets, aesthetically pleasing areas
Liked protected areas for walking
Liked the ability to bike
Disliked difficulty parking
- Group 4** 3 votes for board 3-a
2 votes for board 3-d
3 votes against board 3-e
4 votes against board 4-a
1 vote for board 4-b
2 votes for board 4-c
1 vote for board 4-d
Do not want to be the French Quarter
Liked the idea of a Garden City
Love the look of the red awning
Did not like the one with no color and no façade (board 4-b)
Liked mixed use, and less garish signs
More nature, grand entrance into Terrytown
Mourned the loss of the big trees. Carol Sue used to have huge beautiful trees



5-a



5-b



5-c



5-d



6-a



6-b



6-c



6-d

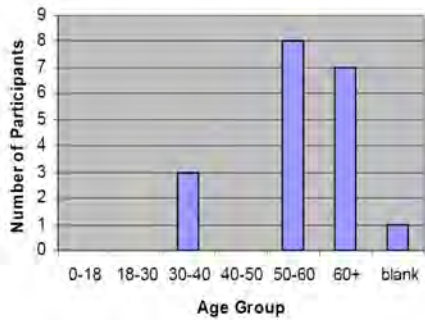
Comments on Open Space Pictures

- Group 1**
 - Liked all of them, playground for children, wanted to combine them all
 - Noted ball courts can be unsafe
 - Liked natural bridge setting
 - Disliked amphitheater (board 5-a) it would draw bad crowds in their neighborhood
- Group 2**
 - No need for community gardens, it has been done before but people have their own yards
 - Participants didn't like public amphitheater (board 5-a) because: it would fill up with water from flooding, clustered space, and no trees, no shade
 - Participants liked the forested river with bridge (board 5-b) because it is a natural, open space
 - Participants disliked the stone wading fountain (board 6-d) because it is dead, no people, and cold
 - Participants preferred plaza with planters (board 6-c) because they like the mix of hard and soft community spaces
- Group 3**
 - Community gardens not necessary, better to go to farmer's market
 - Liked water features, shade, trees, both passive and active spaces, and places to walk
 - Disliked concrete, fences, basketball (association with crime), open fields (too much sun), cautious of canal use because of mosquitoes
- Group 4**
 - 4 votes for forested river with bridge (board 5-b), 1 vote for community garden (board 5-c)
 - 4 votes against open field with boardwalk and benches (board 5-d)
 - 1 vote against basketball court (board 6-a), Basketball courts would be bad
 - Wanted to bring the kids back
 - 3 votes against kids playground (board 6-b), 2 votes against plaza with planters (board 6-c),
 - 3 votes against stone wading fountain (board 6-d). would be too hot during the summer
 - Need an accessible walking trail
 - Liked the idea of Farmer's Market (often go to Gretna's Market)
 - Could not imagine community gardens working
 - Liked the walking path on the levee

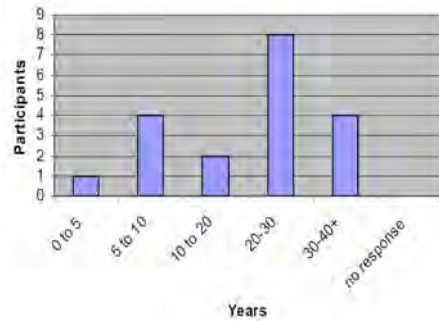
IV. Summary of Participant Surveys

Participants completed a community survey that allowed us to find out more about the community members who participated in the workshop and provided an additional opportunity for them to comment more broadly regarding current conditions in Terrytown. Below are the overall survey results and a summary of the commentary included on the individual surveys.

Age Distribution (mean = 56)



Years in Community (mean = 25)



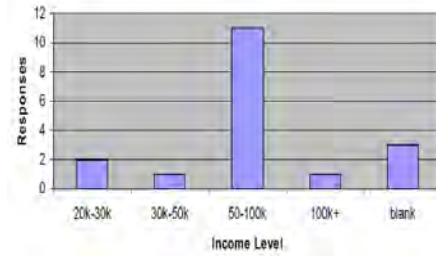
General Information

Number of Participants: 21
 Number of Surveys Collected: 19
 Mean Age of Participant: 56
 Male/Female Ratio: 10/9
 Mean Years in Community: 25
 Property owners: 100% (no renters)
 Mean Annual household Income level: \$50k-\$100k

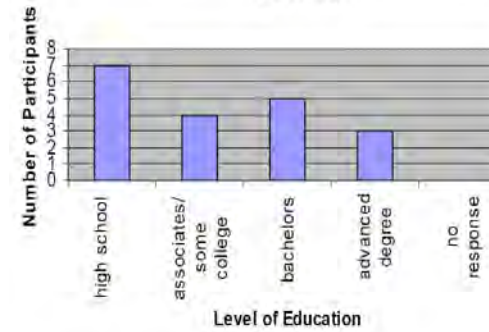
Participant Occupations

4 – Retired
 2 – Self-employed
 2 – No Response
 Electronic Tech
 Personal Assistant
 Administrative Assistant
 Former Teacher
 Housewife
 Healthcare Worker
 Nurse
 Slot Host
 Manager
 Retail Sales Manager
 IT Manager

Income



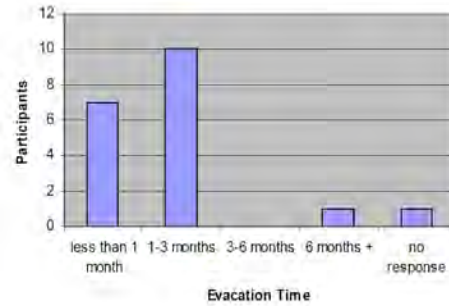
Education



I am hopeful about the future of my community.



Evacuate During Katrina?



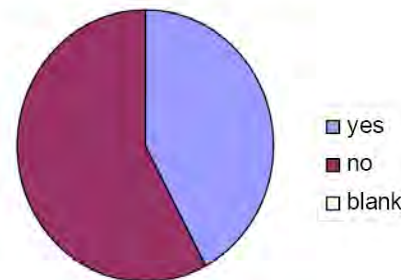
I am worried about future natural disasters



My neighborhood is easy to get around by foot.



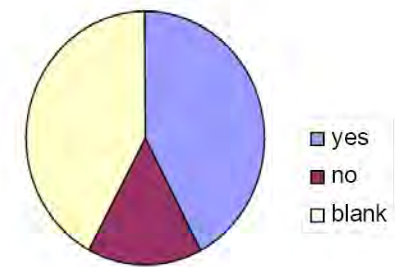
Katrina significantly damaged my property.



I know my neighbors.



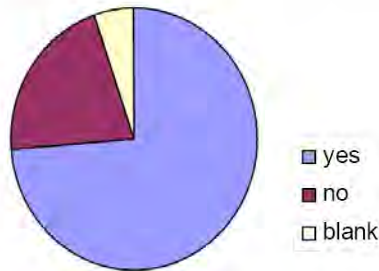
There are plenty of recreation activities available to seniors in my community.



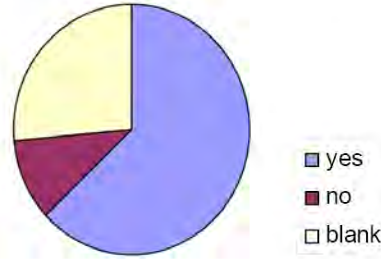
There are plenty of jobs available in my community.



There is sufficient access to affordable healthcare services in my community.



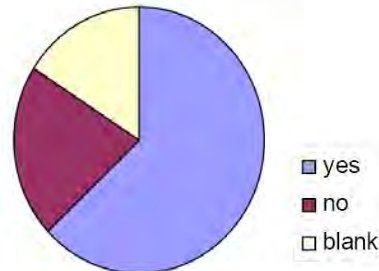
There is sufficient access to social services in my community.



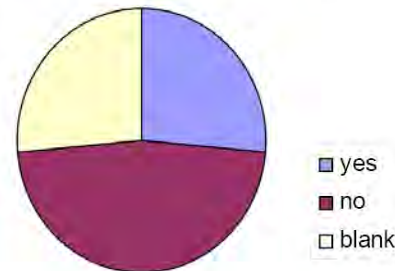
There are plenty of recreation activities available to children/teens in my community.



I feel safe in my community.



I feel safe walking around my community.



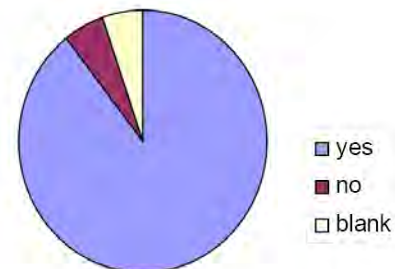
There is sufficient access to affordable childcare services in my community.



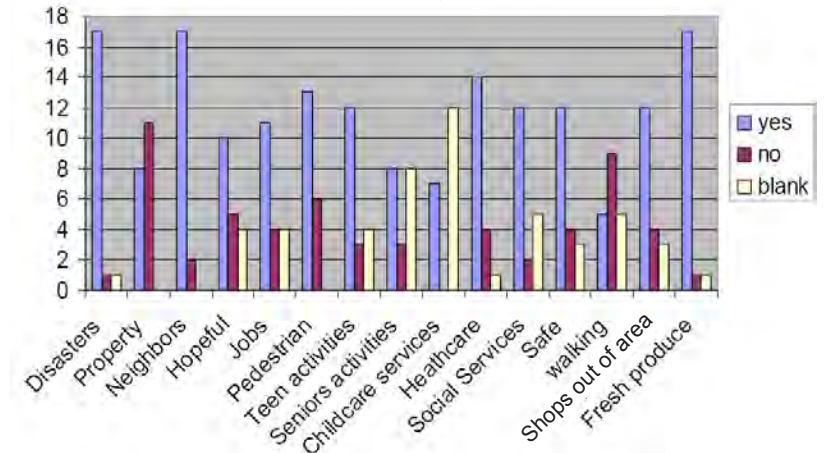
I often leave Terrytown to find the shops and services I need.



I have access to fresh fruits and vegetables.



Summary



Additional Comments

How was your life affected by Hurricane Katrina?

Community involvement was positive; appreciate the kindness of strangers
 Social, recreational, mental health were negatively affected
 Increased concern for safety, schools, and levees
 Crime has increased; don't feel safe walking in the neighborhood
 Reduced nighttime activities; shopping has decreased
 Stress & depression; the event was traumatizing
 Family members' homes were damaged
 Family members were displaced out-of-state
 Relatively minor damage to home
 Fear of future flooding from the Harvey & Algiers canals
 No longer trust New Orleans –breakdown of order/safety
 Frustrated by government's waste of money/resources

What stores do you most frequently use?

- 9 –A&P
- 7 –Walgreens
- 5 –Dillards
- 3 –Save-a-Center
- 3 –Home Depot
- 2 –Shell Station/Gas Station
- 2 –Sears
- 1 –Save-a-Lot
- 1 –Walmart in Algiers
- 1 –DeMartino's Deli

Important Issues

- 4 –Crime/drug-related activities
- 2 –Abandoned apartments/section 8 housing
- 2 –Road improvement especially Holmes Blvd. and Behrman Hwy.
- 2 –Drainage/flood protection
- 2 –Maintenance/code enforcement trash pick-up, anti-littering, beautification
- 1 –Open spaces

V. Participant Neighborhood Mapping

Throughout the workshop each group used a map to indicate specific locations discussed by participants, including areas used for indoor and outdoor activities, shopping, assets within the community, and areas community members felt were unsafe. Maps are included below with a summary of the sites noted by the community.

Outdoor Activities

- I-90 Walking & Bike Path
- Elementary School Playgrounds
- Holmes Walking Path
- Fielding & Cooper
- Other Activities out of the Area –Walking Trail South of Study Area

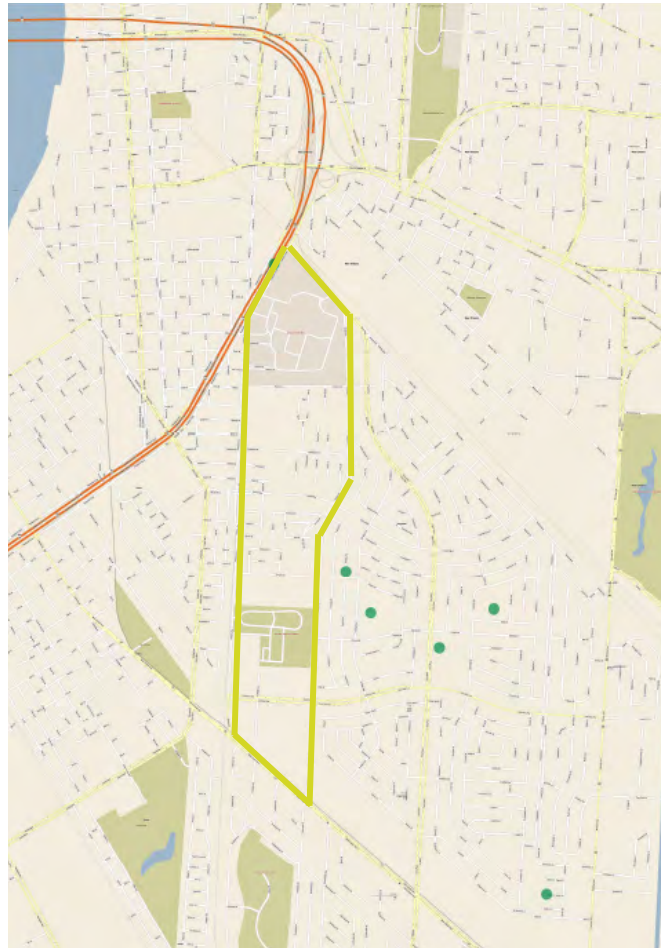
Indoor Activities

- Oakwood Mall
- Gyms
- Churches
- Gen. DeGaulle & Thayer

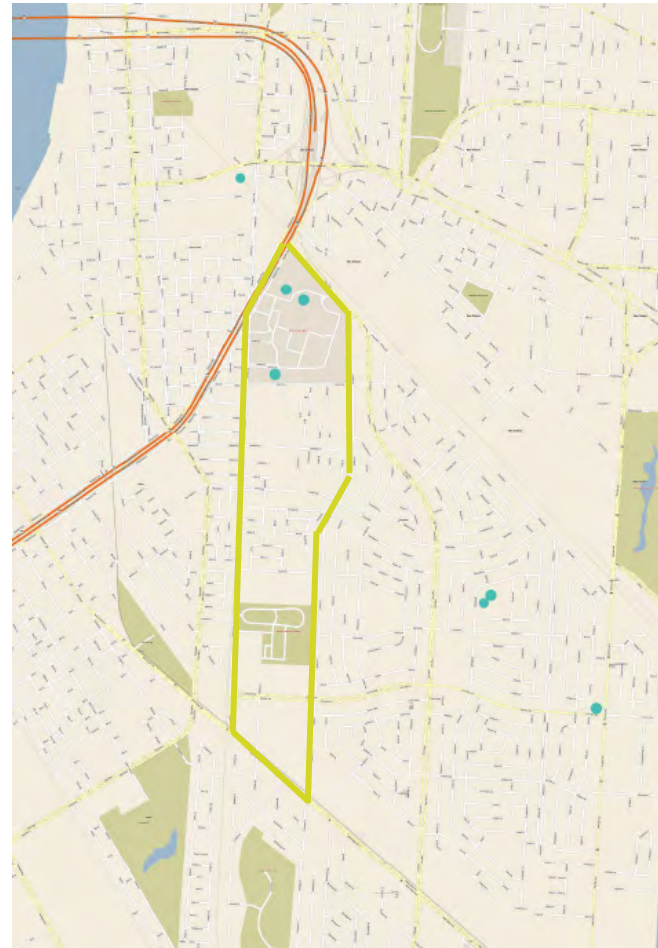
Shopping

- Oakwood Mall
- Terry Parkway
- Carol Sue
- Stumpf
- Gretna
- Anson & Whitney
- Other Retail out of the Area –Grocer in Metairie, Sam's Club in Harvey

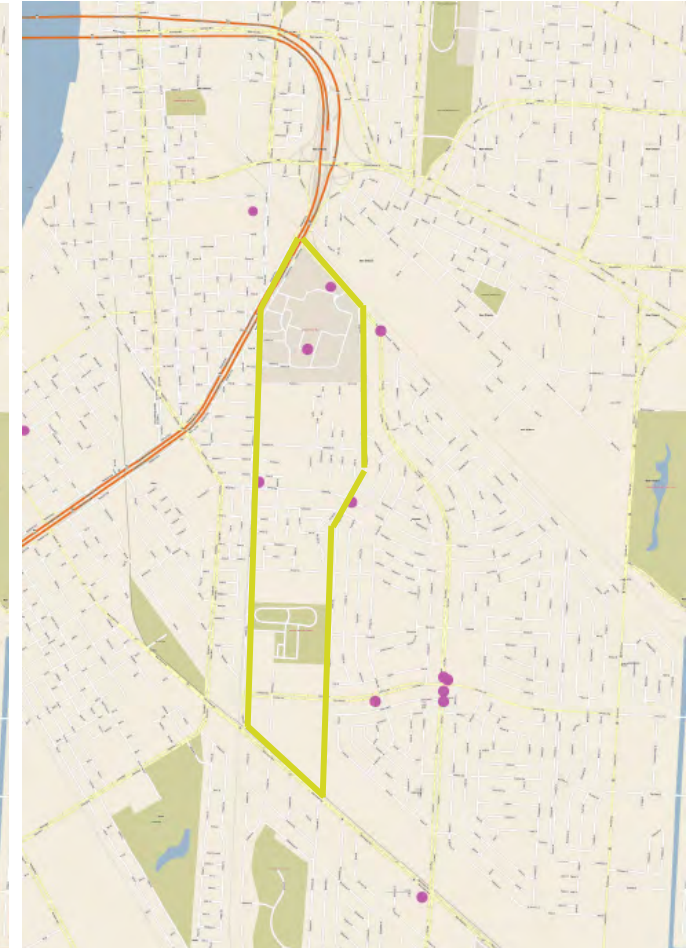
Outdoor Activities



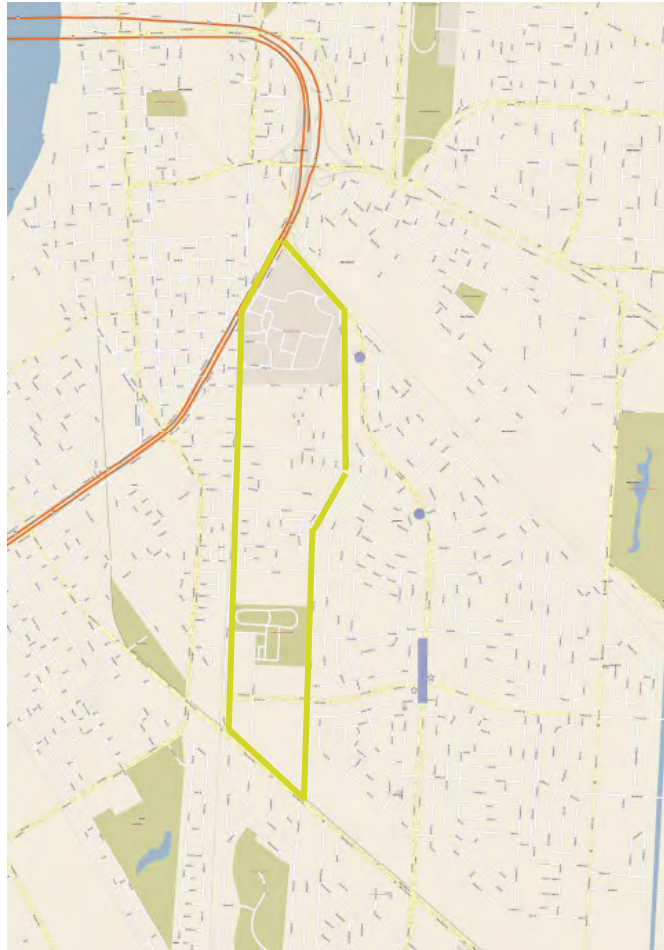
Indoor Activities



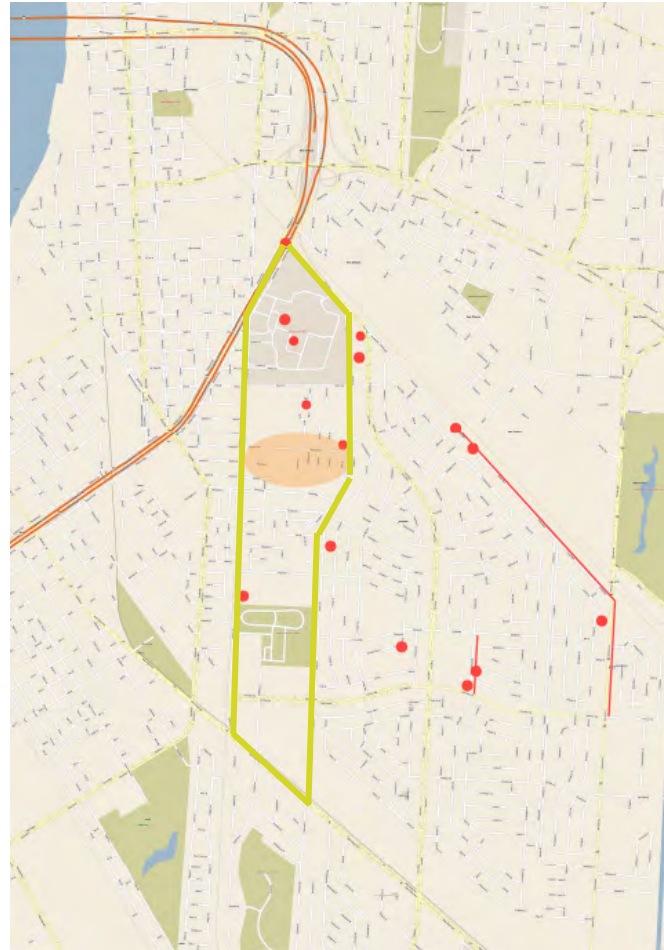
Shopping



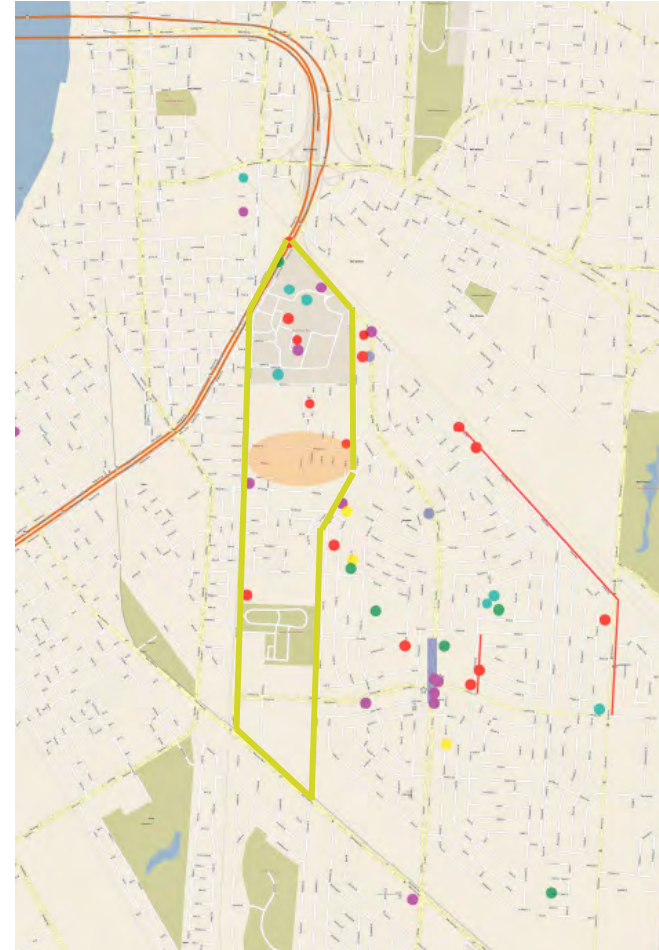
Community Assets



Unsafe Areas



Overall Map



Community Assets
 Terry Parkway is "Mainstreet"
 Fruit Stand on Terry
 Multi-family Development on Terry
 Shopping near Terry and Carol Sue –the Heart of Terrytown

Unsafe Areas
 I-90 Walking & Bike Path
 Oakwood Mall
 Near Intersection of Wright & Terry
 Housing South of the Mall, along Nel, Royer and Fredrichs
 Housing North of Westlawn Cemetery, off Whitney
 Fairlawn & Forestlawn
 Housing along Deerfield between Carol Sue & Daniels
 Holmes Blvd. from Athena to Behrman
 Behrman from Holmes to Carol Sue

VII. Notes from Additional Interviews

Gretna United Methodist Church: Sunday Morning Worship Service, January 14th

In prayer the congregation prayed for the population to move beyond basic survival and reach out to single parents, children, and the elderly. The pastor expressed the need to **embrace local diversity** and **unify** the community efforts to recover. One main point of the sermon was about the “mighty Mississippi.” As a constant and unstoppable force culminating from many smaller tributaries, it provided an example of the power of unity.

The church has a feeding ministry, serving people in the community once a month, and houses the Rotary Club.

Deacon William Jarrell, Christ the King Catholic Church: Sunday Morning, January 14th

General Perceptions: Living in Terrytown is the **best of both worlds**. It’s close to downtown and close to nature. **The Mall** is a major feature of Terrytown that will important to recover. Major sources of change in Terrytown have not come from Katrina but from **changing demographics** that began about 12 years ago. Terrytown resulted from “white flight,” and now the upper and middle class are leaving again. Terrytown is weakening from a **second wave of white flight**. But, he calls Terrytown home, and plans to stay in spite of recent trends. Many local conflicts, sentiments of fear or prejudice result from perceived, not actual dangers. People are afraid of the changing population and the increased presence of lower income families. Often these fears are more related to **cultural differences** than actual threats.

The church has just completed rebuilding its chapel. It houses one of the larger private school’s in the area, and distributes the Terrytown Civic Association’s publication, the Terrytown Trumpet.

Thelma Miller, Century 21: Monday Morning, January 15th

General Perceptions: Overall, there is still a **strong community** in Terrytown; people want to stay and see it improve. A lot of people who have left the area have become more settled elsewhere in the United States and don’t want to come back to Terrytown because it still has so many problems. The biggest reason people don’t want to come back to Terrytown is **crime**. Crime and drug related problems have been happening for the past decade. Specific concerns are related to the Fischer Projects. She is skeptical of the revitalization efforts which have redistributed the population from the Fischer Projects across the Westbank. The second reason people do not return to Terrytown is that they do not feel they will be protected from **flooding**. She feels that clearer public communication regarding risks and levee repair/completion progress is essential. **Public perception** surrounding these two issues are strong. People will not come back until they feel the area is secure.

Improving services and amenities would provide additional incentive for people to return or move to the area.

Examples might include:

- More activities for teens and children, more parks and childcare
- Improvements to schools and libraries
- Housing for the elderly
- More accessible medical care
- More draws for educated people: the arts, music, more theaters, etc.
- More access to technological services
- More access to professional and vocational education
- Public/private assistance programs to meet basic needs,
ex. subsidies to help the elderly meet utility costs

Developers are coming in from out of state and bringing there own work force because the area lacks the skill base to fill **demand for construction labor**.

There is great potential for **commercial development** in Terrytown, and it is very important to the economy and to the community that the Oakwood Mall be restored.

**Peggy Bourgeois, Harvey Canal Industrial Association:
Monday Afternoon, January 15th**

Historical Perspective: Terrytown was originally a blue collar working suburb, settled by the Irish population coming out of New Orleans, hence “the fighting Irish.” It has historically had a **strong middle class**. Oil industry and the military base were big draws for people to move to Terrytown. In the 1980s the oil companies moved many white collar jobs to Houston and the area **lost many professionals**. After Katrina, Chevron also moved its corporate headquarters to the North Shore and many more people relocated, with a few exceptions who decided to stay and commute.

General Perceptions:

There have always been strong **family connections** in the area. People want to stay and be near family.

There is a need to draw **new industries** into the area. She noted potential for a tech park and film center on the Westbank.

The area has had difficulty rebuilding because **construction costs** exceed market rate rental costs. Improvements raise rent costs beyond the market demand.

There is desire to end an ongoing conflict about best methods to protect the area from **flooding**. Building a levee along the Harvey Canal will affect local industries, but completion of the levee system is necessary.

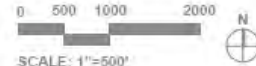
There is an aversion to **apartment buildings** in general in the area, but there is a need for good apartment housing for aging baby boomers and people who want to downsize. The low income apartments are not the cause of the drug problem, but people perceive them to be and are afraid of them.

**Brian Lade & Lynn Walters, Oakwood Mall:
Wednesday Morning, January 17th**

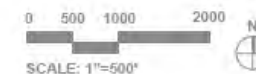
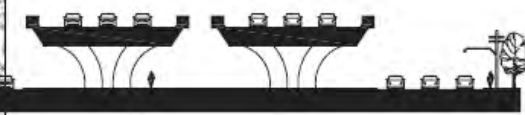
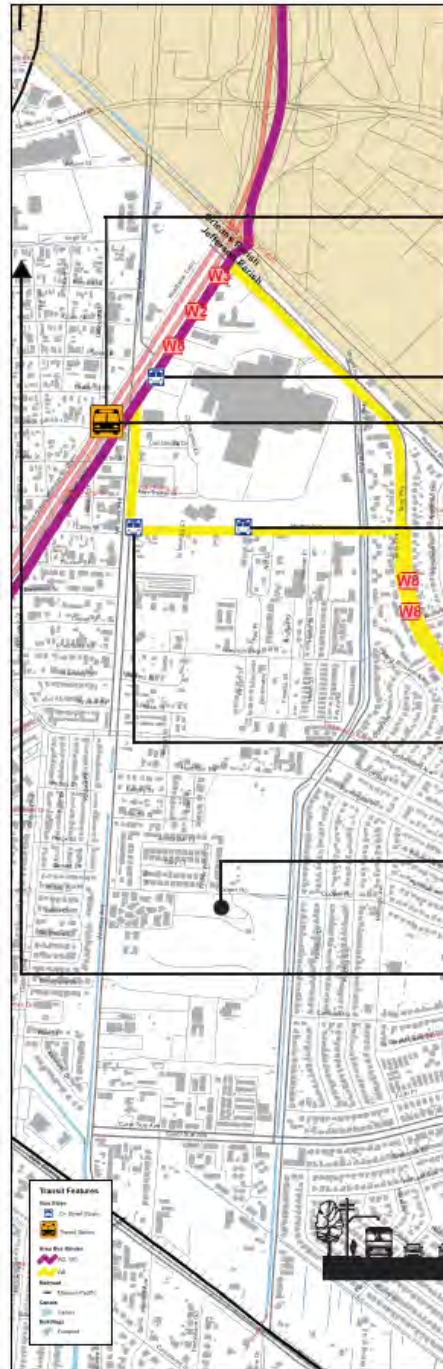
The mall's largest concern for the community is **crime**. Locating a police station in the mall has helped significantly with safety issues in the past. But, the crime activity seems to shift into the community.

They also expressed concern regarding the **general maintenance** of the neighborhoods surrounding the mall. The health and maintenance of Terrytown has a direct impact on the perceived safety and well-being of the mall and vice versa. They encouraged the enforcement of maintenance codes. Blights in the community indicate that a place is unsafe. Improving the aesthetics in the neighborhood will improve perceptions of safety and discourage crime activity. The Oakwood Mall is excited to make a fresh start when it reopens this fall, and feels that improvements within the mall will generate greater appeal for redevelopment in the region. They hope not only to serve the greater region, but also to continue to play an integral role as a **social center** for the local community.

key issue: Fences, wall, canals and dead ends limit movement, and create isolated neighborhoods.



key issue: Few bus routes and stops



Appendix C: Housing Recommendations

Flooding

Elevated structures

Alternatives to Elevated structures

Hurricane resistance - Considerations

Passive cooling

Renewable Energy

Sources

Flooding - Considerations

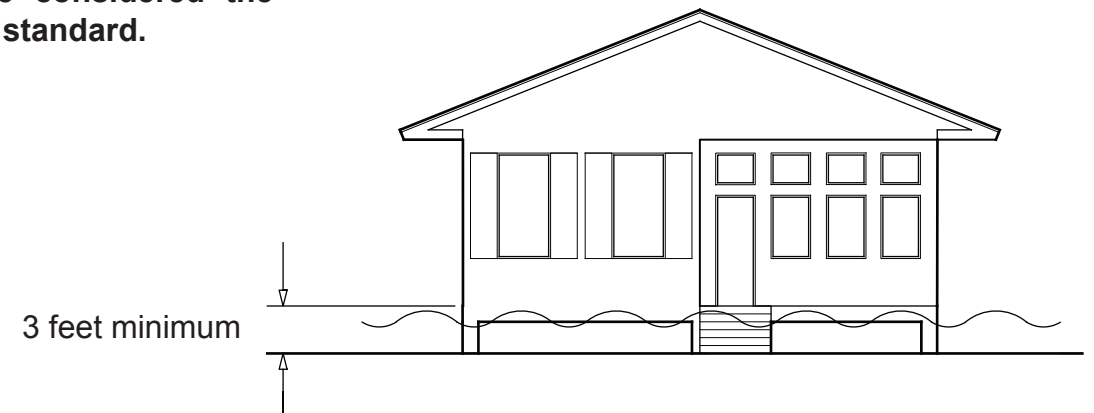
Parish Base Flood Elevations - inside of levee-protected areas

Source: FEMA - Flood Recovery Guidance (April 12, 2006)

“FEMA recommends the following: new construction and substantially damaged homes and businesses within a designated FEMA floodplain should be elevated to either the Base Flood Elevation (BFE) shown on the current effective Flood Insurance Rate Map (FIRM) **or** at least 3 feet above the highest adjacent existing ground elevation at the building site, whichever is higher”.

For the Terrytown site, the lowest inhabited floor should be 3 feet above adjacent existing ground. This should be considered the minimum standard.

Construction of lowest inhabited floor at base flood elevation of 8 feet or greater could be considered a preferred elevation for new construction.



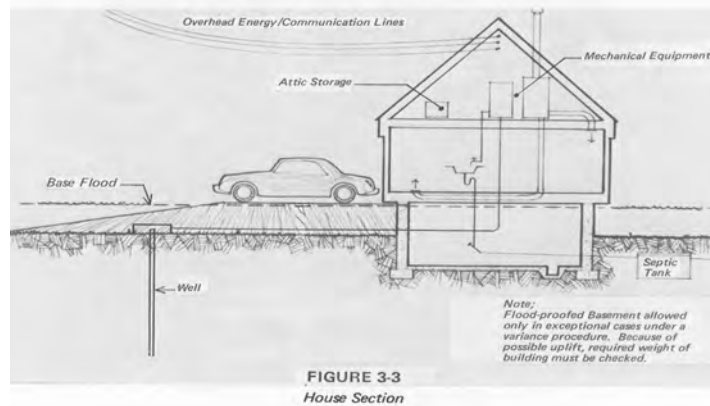
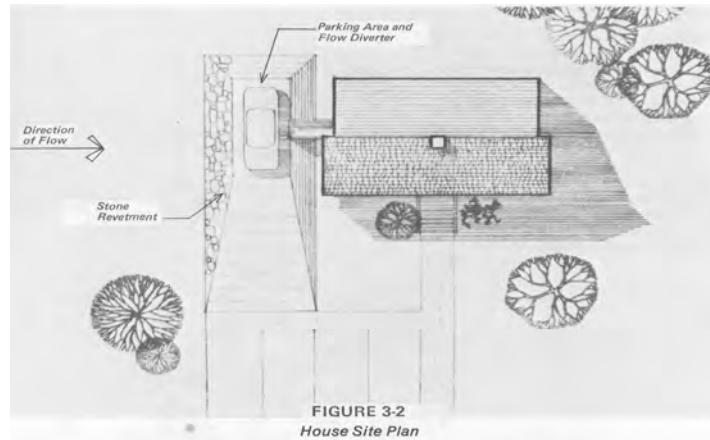
However it should be noted that “...based on analysis recently completed by the USACE [US Army Corps of Engineers], the flood control system will not meet the standards necessary for providing against the 1-percent-annual-chance (100 year) flood, which is also referred to as the base flood.”

FEMA is conducting a coastal model study of hurricane storm surge flooding. FEMA intends to provide updated Flood Insurance Study (FIS) and updated Flood Insurance Rate Maps (FIRM)s for coastal areas of Jefferson Parish ASAP. However, “[s]hould the requirements needed for application of these rules fail to materialize, *flood elevations in this area would be based on a ‘without levee’ scenario and could exceed ...8 feet [BFE] south of the Mississippi River*”.

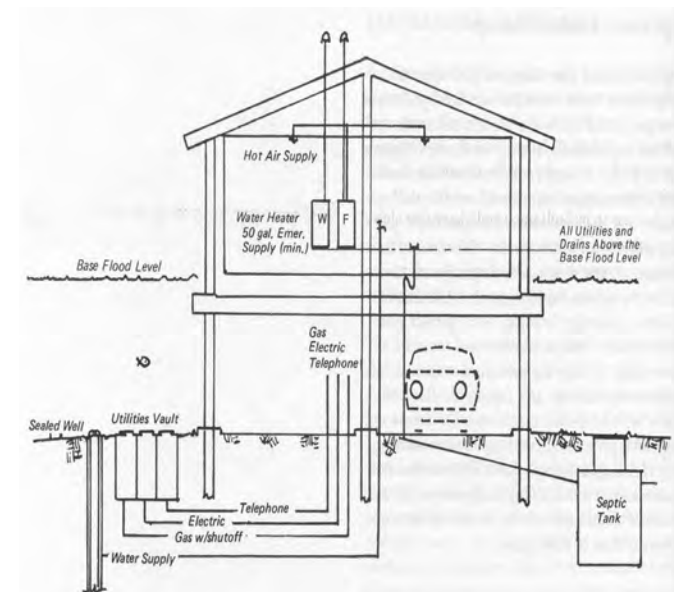
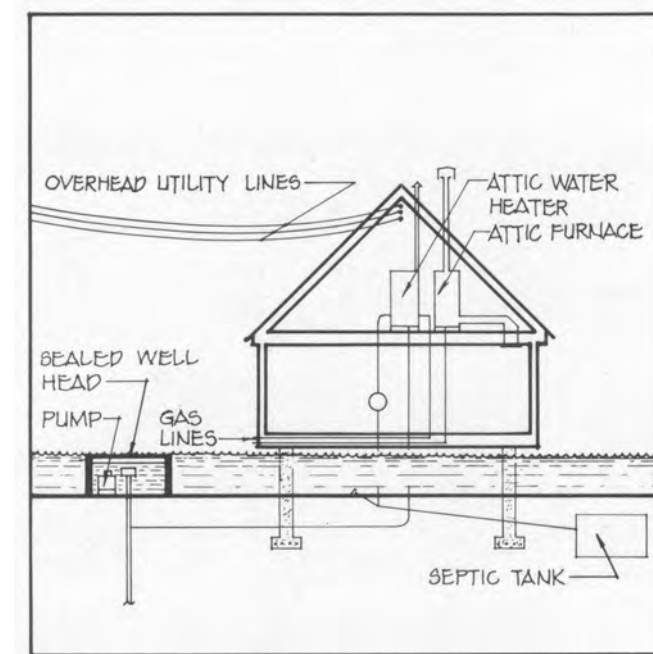
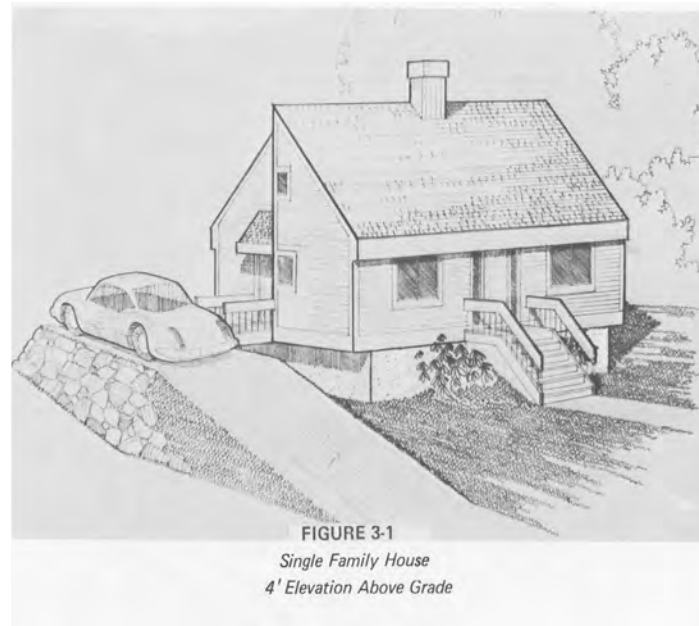
Elevated structures - Considerations

Elevating through infill:

Appropriate for elevating housing several feet or less.



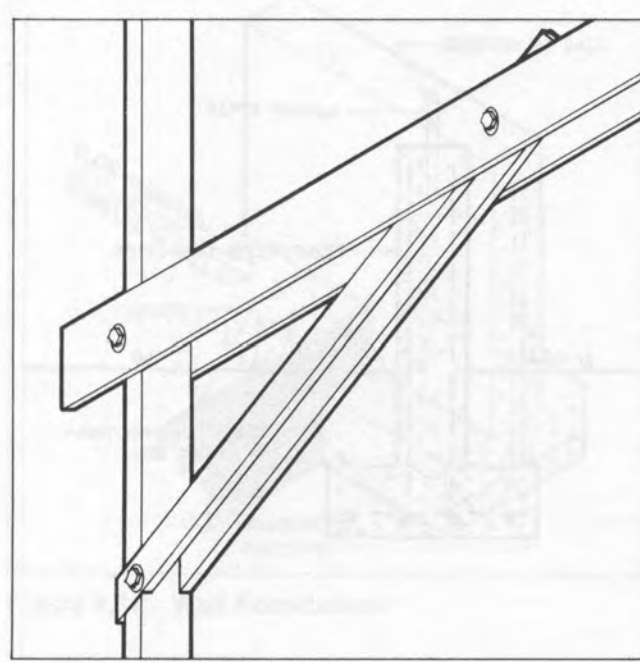
Locating utilities within elevated housing. Place utilities above the base flood elevation or if not possible, place in sealed enclosures.



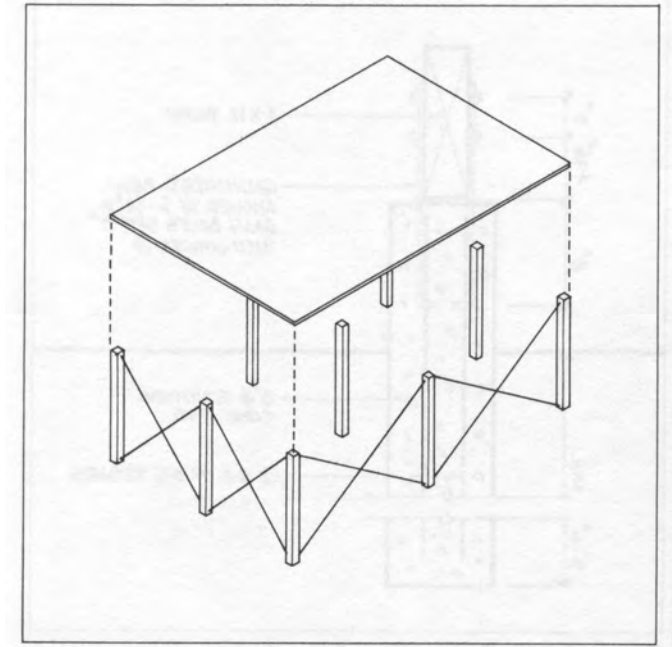
Elevated structures - Considerations

Due to the force of flood waters and high winds bracing is necessary to add to either posts or piles for elevated structures.

Although diagonal bracing is more likely than knee bracing to be struck by floating debris, this is generally outweighed by the greater lateral stability provided by diagonal bracing.



Knee bracing



Diagonal bracing

During flooding water can put great force on structures especially walls. Limiting the surface area of structural elements exposed to flooding can greatly reduce stress on the structure. For this reason solid walls are discouraged. However, the level below base flood elevation can be enclosed if various types of breakaway or permeable walls are used.

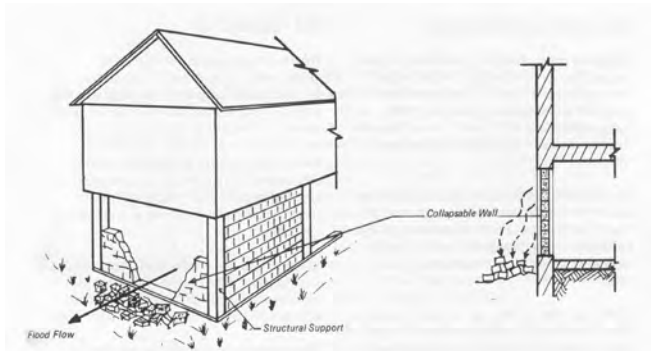


FIGURE 2-8
Collapsible Block Wall

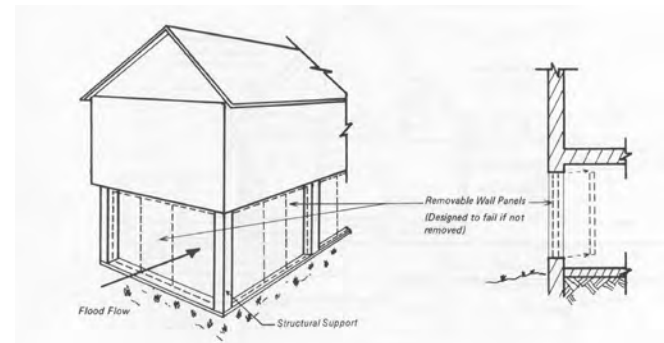


FIGURE 2-6
Removable Wall Panels

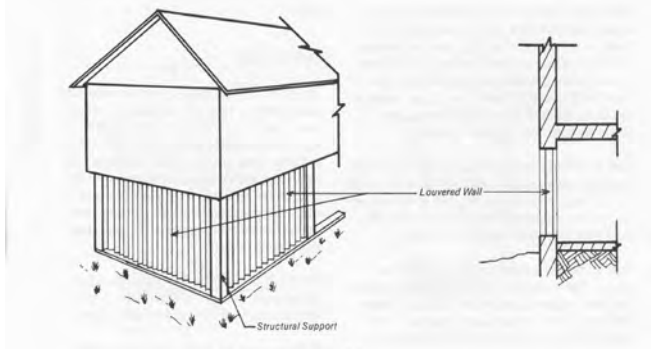
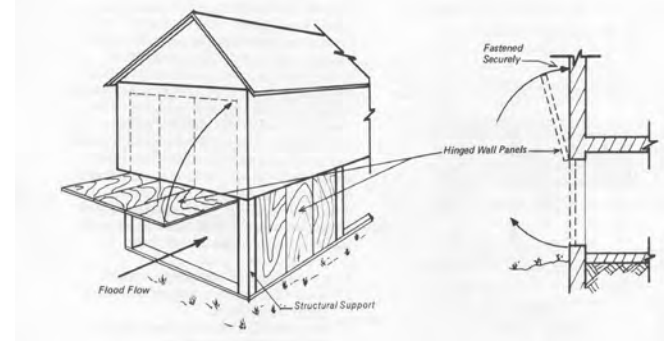
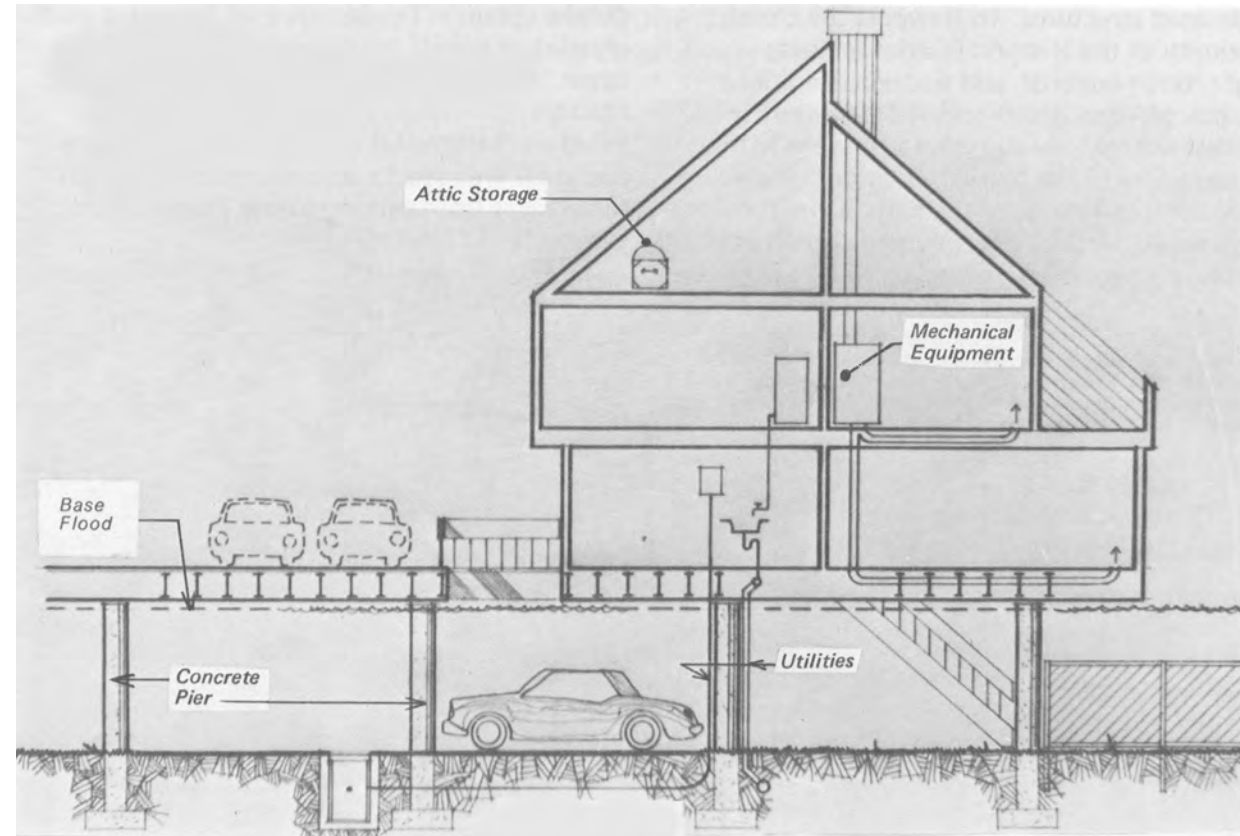
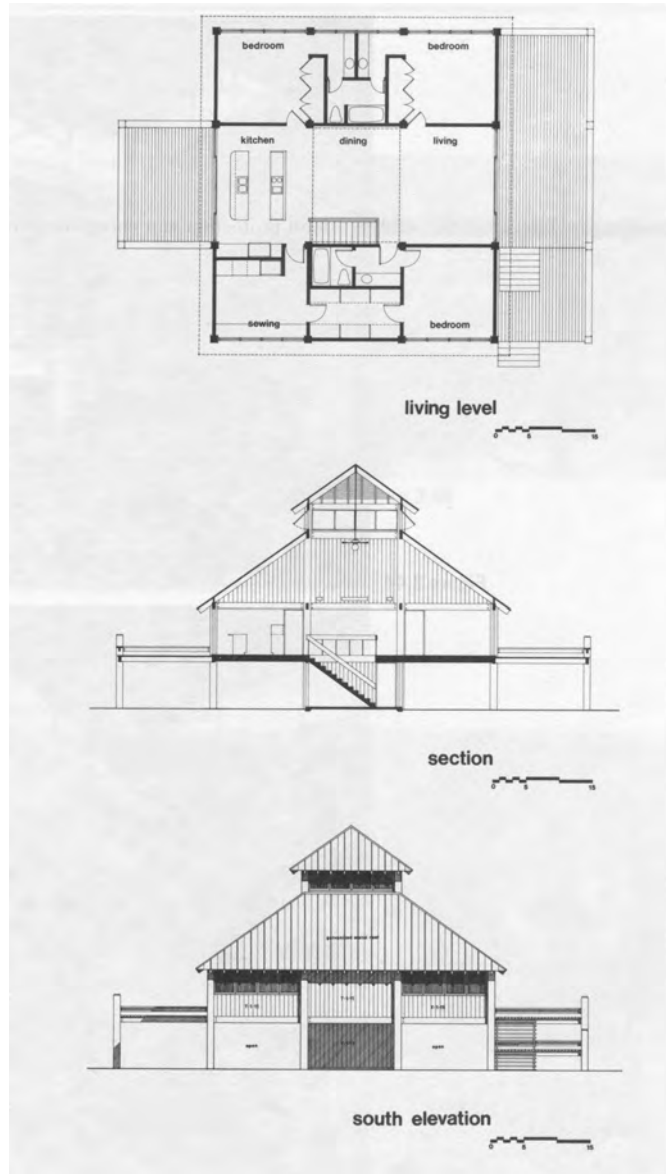


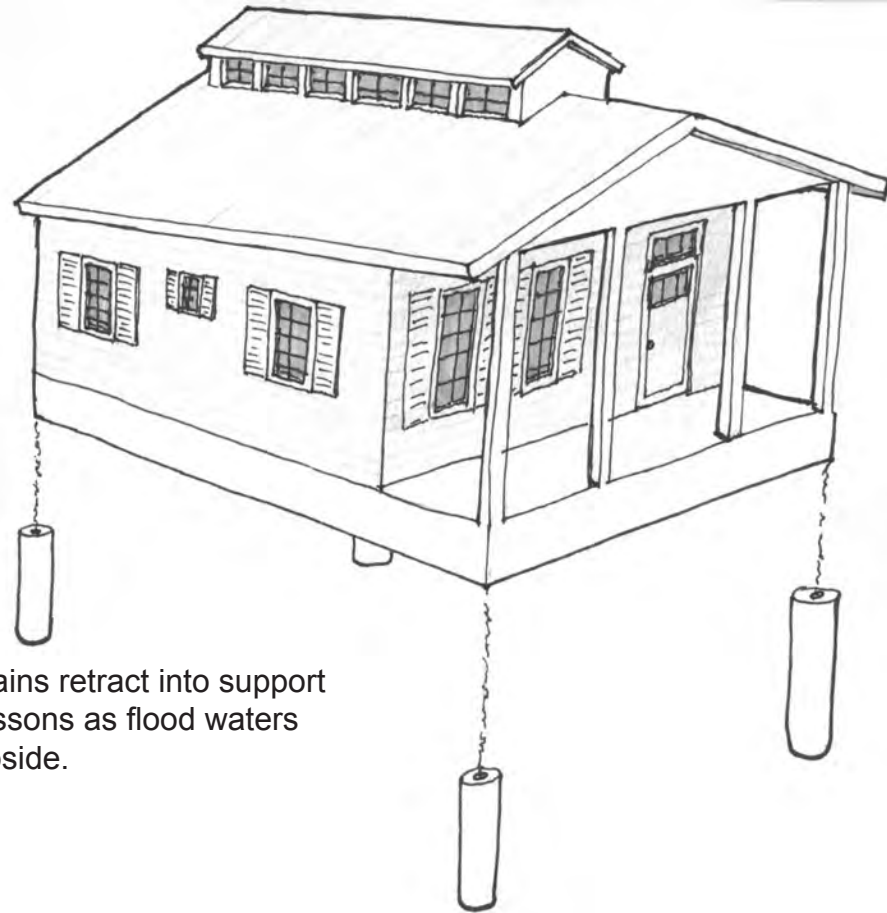
FIGURE 2-9
Louvered Wall



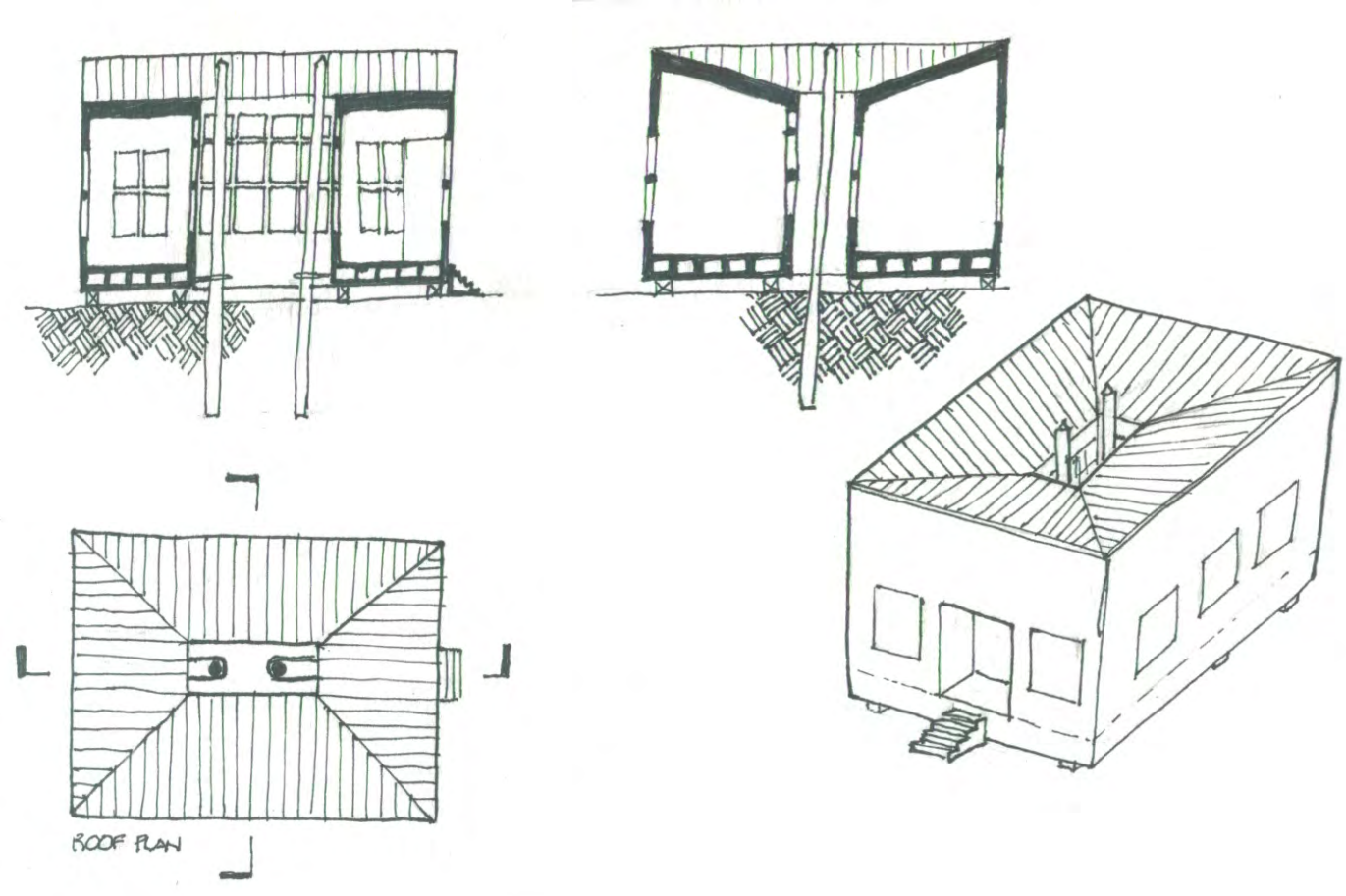
Elevated structures - Examples



Alternatives to Elevated structures - Concepts for Floating buildings



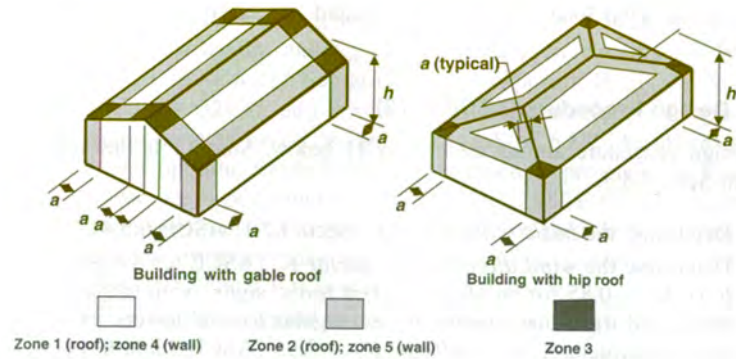
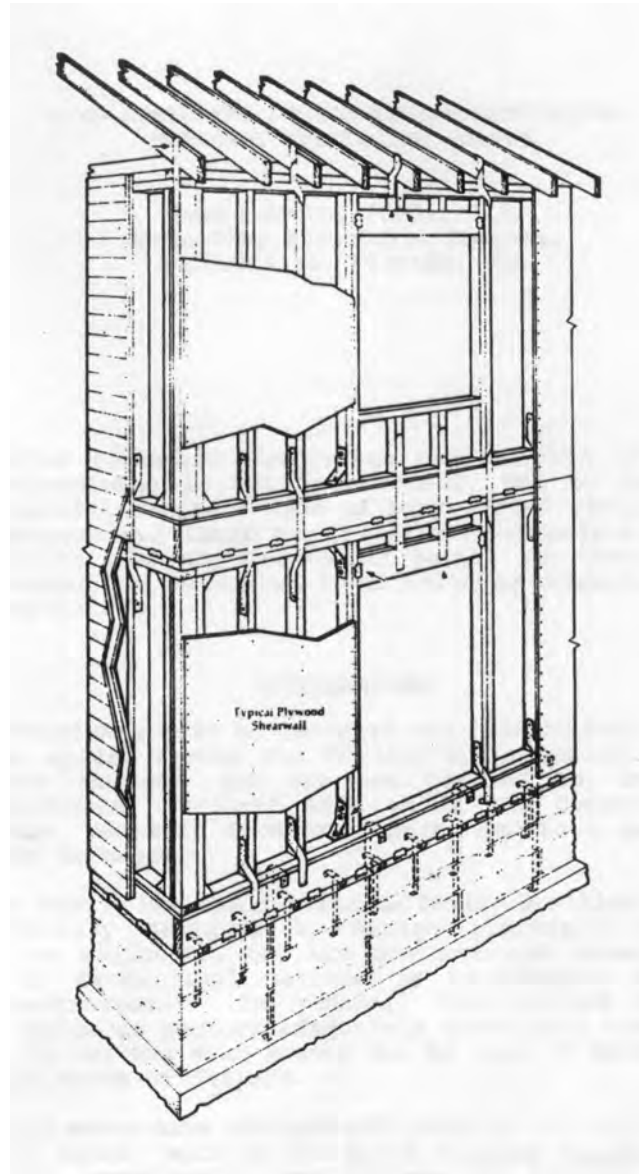
Chains retract into support caissons as flood waters subside.



“Slab” is made of modular pre-cast floating units trucked to site, assembled into the floor slab with post-tensioned cables. The superstructure can be traditional light wood framing or other types of construction.

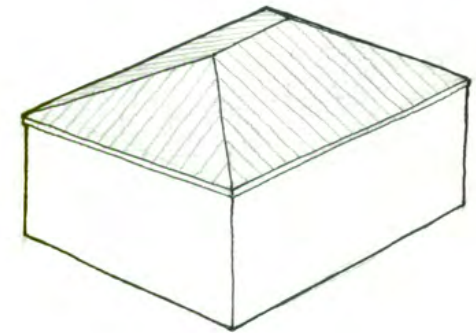
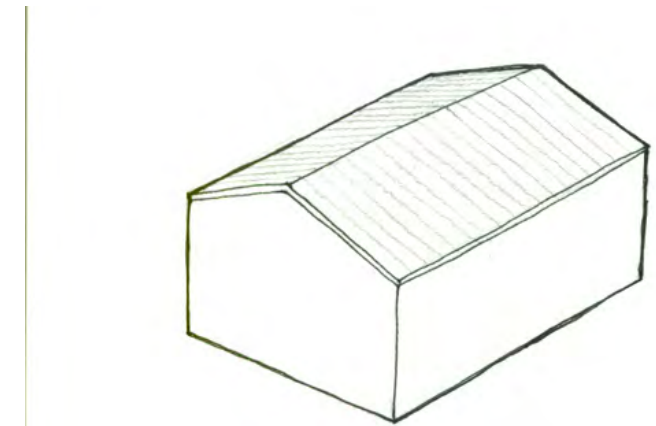
Like floats in a marina, pilings maintain lateral orientation while allowing house to float to height of flooding. Pilings are hidden at the center of the house in a light-well. Some utilities would need to detach during flooding while others could have an “umbilical cord” to adjust to changes in water level.

Hurricane resistance - Considerations

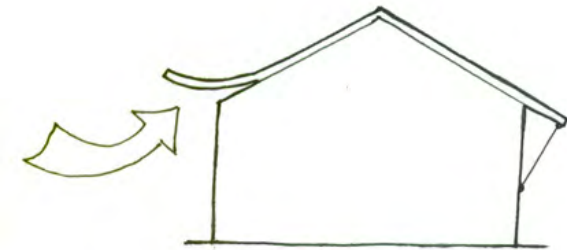


Location of wind stresses on gable and hip roof types. The higher wind forces, the darker the value (black equals highest stress, grey is next highest).

Structures must be designed to withstand the lateral and uplift forces generated by the high winds developed by hurricanes. A continuous load path from the rafters down to the foundation is critical to withstand high winds. Commonly referred to as "hurricane clips", metal straps of adequate capacity, should be placed such that they tie the rafters to the sill plate, to the wall studs, the second floor, bottom plate and ultimately to the foundation.



Gable roofs are the most common, however, hip roofs deflect wind much better.



Overhangs, porches and verandas are especially vulnerable to high winds. They need to be designed to withstand the powerful uplift forces of high winds.

Shutters can provide important resistance to the effects of hurricane winds.

Traditional shutters such as the Colonial style, near and Bahama style on the far right provide sun control, ventilation as well as moderate protection from hurricanes. Besides the functional benefits these traditional shutters can be important aesthetic additions to the home. Storm shutters are permanent additions to the exterior of the home. Accordion shutters, near and roll down shutters on the far right can be used to block the sun and provide greater storm protection than the traditional shutter.

Sheet Metal Storm Panel Shutters



Another form of hurricane protection is the storm panel hurricane shutters. These storm panels made of high strength polycarbonate plastics, corrugated sheet metal of galvanized steel or aluminum. These storm panels are attached with permanently installed tracks or bolts.

Hurricane glass can withstand hurricane debris and eliminate the need for hurricane shutters. It costs more, especially to retrofit an older house. Modern code requirements, which already require hurricane shutters or other protections on new houses, make the glass a more practical option at the time of construction.

Some newer window covers are made of a high-tech fabric that allows light and visibility while protecting from high winds effectively enough to meet hurricane codes.



Accordion Shutters



Roll-down Shutters



Colonial Shutters



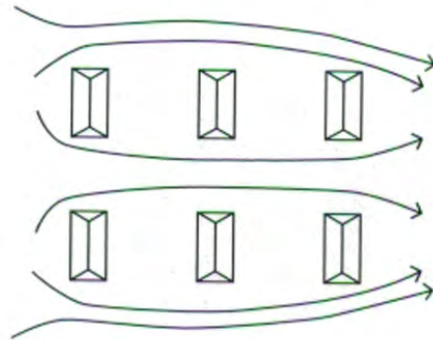
Bahama Shutters

Passive cooling - urban layout

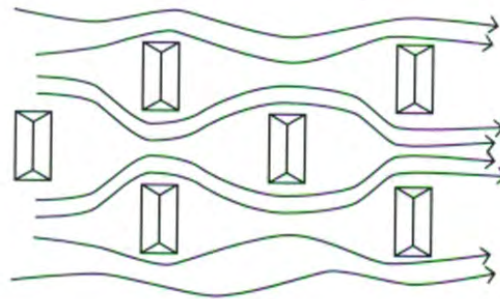
Urban layout suitable for warm, humid regions like the greater New Orleans area. Buildings should be oriented to maximize the benefits of the prevailing cooling winds.



A grid layout creates wind-sheltered zones.



A staggered layout will allow for a more uniform air movement, with buildings being exposed to winds and have positive air pressure on the wind side and negative air pressure on the leeward side to facilitate ventilation.



Shading of the east and west facades by heavy plantings can be most effective in providing both the sun protection and a cool place to sit during the day.



Trees can be used for shading as well as directing the wind to provide cooling. In warm humid regions buildings should be light and transparent to allow maximum air movement.

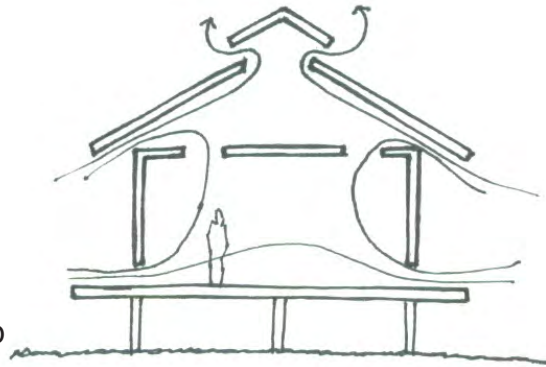


The aim is to ensure that inside temperatures do not exceed outdoor temperatures. This is achieved by extensive shading. Wide eaves, covered porches or verandas are very beneficial or cooling in hot-humid climates. Elevating buildings to provide air movement beneath has been found to be effective in cooling for low-density areas.

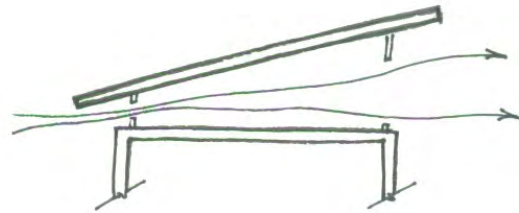


Passive cooling - building layout

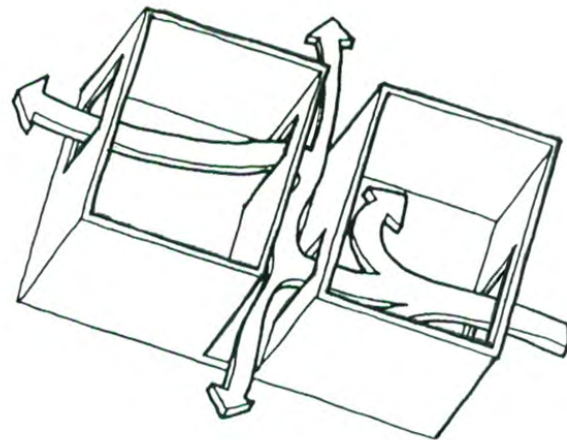
Continuous ventilation of internal spaces is required most of the year and most of the day. Openings should be located to direct air movement across occupancy level and to cool the structure. Stratification of air temperatures combined with high ceilings keep the hotter air above occupants.



The air outlet should generally be larger than the air inlet opening, to create pressure differences that will draw a greater amount of air out of the roof space.



Window areas should be large to facilitate ventilation. Here is possible way to allow for cross ventilation in multi-family buildings.

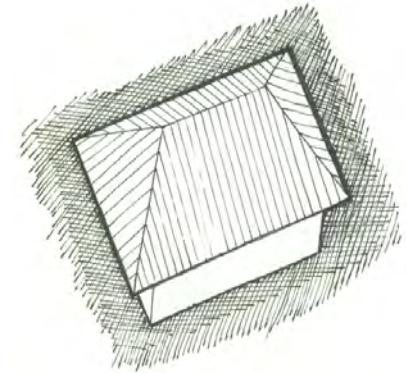


Materials absorb or reflect the sun's heat. On a basic level, the color of the material, that is, dark colors absorb more of the sun's radiant heat than lighter colors, and therefore the sun's heat can be transferred to the inside of the building. Surfaces with high thermal emittance (reflect heat) stay cool in the sun when they have high solar reflectance.

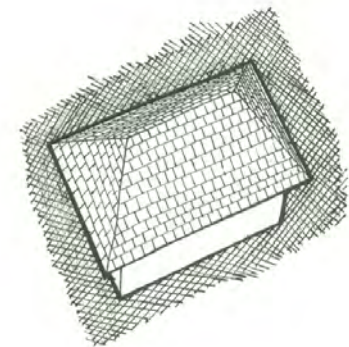
On the right is a list of roofing materials and their near-infrared spectrum (NIR) reflectance.

Uncoated substrate	NIR reflectance
Fresh asphalt	0.05
Layer of gray-rock granules	0.10
Gray-cement concrete tile	0.15
Treated hot-dipped galvanized steel	0.55
Bare hot-dipped galvanized steel	0.60
Naturally red clay tile	0.70
Wood	0.70
Treated ZINCALUME® steel	0.70
Bare ZINCALUME® steel	0.80
White ceramic tile	0.85
Aluminum foil	0.90

Standing seam sheet metal roofing can provide a high solar reflectance if the steel sheet is plated with a combination of zinc and aluminum.



White ceramic roofing tiles have a high solar reflectance.



Passive cooling - green roofs

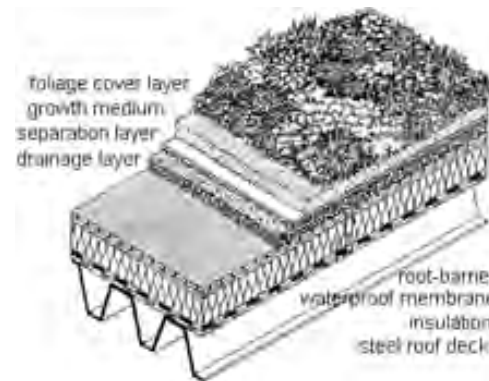
Green roofs are soil; vegetation planted over a waterproofing membrane. Additional layers such as root barriers, drainage and irrigation systems may also be used.

Benefits of green roofs include mitigation of stormwater runoff, insulating buildings from extreme temperatures, keeping building cool in summer and reduction of the urban “heat island” affect.

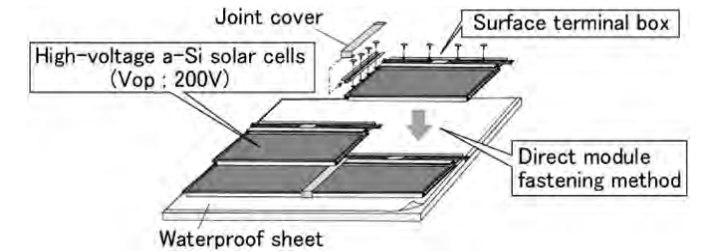
There are two types of green roofs: intensive and extensive.

The intensive green roof can accommodate large trees and smaller vegetation. It can add from 80 to 150 pounds per square foot to the roof load. Frequent maintenance is required and sometimes complex drainage and irrigation systems as well. A roof garden would be an intensive green roof.

The extensive green roof by contrast, can accommodate only vegetative ground cover and grasses. It can add 12 to 50 pounds per square foot to the roof load. Drainage and irrigation system are simple and only light maintenance of the extensive roof is needed. The installation of an extensive green roof is shown on the right.



Solar tiles or photo voltaic roofing modules are becoming increasingly affordable, durable and easy to install. These can convert energy from the sun into electrical power for use in the home.



Schematic diagram of mounted modules or solar tiles.

These photo voltaic roofing modules install easily.



Completed roof using photo voltaic roofing modules.



Sources

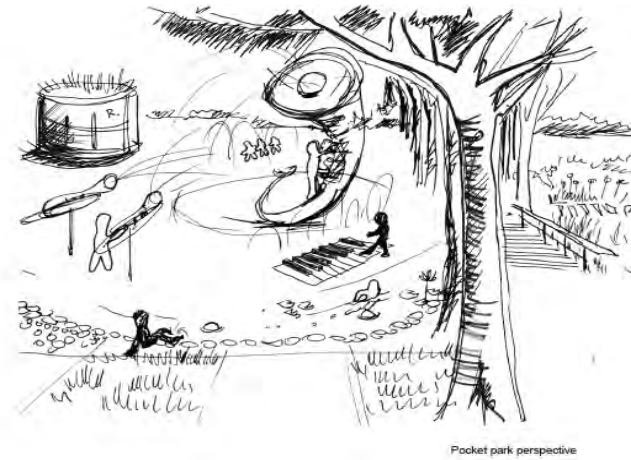
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Appendix D: Community Spaces

The study area currently lacks any community or public spaces. The creation of a Civic Core consisting of a park, a pool and a community center comprised a major part of Goal Two: Strengthen the Community Fabric. However, beyond this priority, other opportunities exist to develop smaller-scale community spaces. With the goals of enhancing residents' quality of life and promoting a sense of community, the following is recommended for the study area: a hierarchical network of public and privately-owned community spaces, including small neighborhood pocket parks, active play spaces, walking paths; more natural areas such as a mini-wetland; and designated public spaces in new residential developments.



This rendering and section show ideas for a pocket park that is centered around the theme of music.



Pocket park perspective

Parks and community-oriented spaces will:

- bring life back to a struggling neighborhood.
- promote community identity,
- improve the safety of the neighborhood,
- provide a safe place to provide activities for all ages, including youth as well as the growing elderly population,
- enhance the quality of life for residents,
- enhance the property value of houses in the neighborhood,
- provide spaces for informal play and organized activities, cultural events, environmental programs, family picnics, and neighborly interaction, and
- enhance the connections between the study area and surrounding neighborhoods.

Hierarchy of community spaces

In addition to the community center, it is important to include community spaces of various scales and types that provide a range of both passive and active activities for people of varying ages and interests.

Possible typology:

Diverse age groups

- Play areas for toddlers aged 3-6 years.
- Playgrounds for children aged 6-12 years.
- Areas for youth aged 13-19 years that may include skate parks, basketball courts, and more.
- Family-friendly parks with trees, picnic tables and activities for different age levels.
- Areas for seniors, like public squares with tables for reading or playing cards and chess.

Places for Active Recreations

- Gardening patches.
- Playing fields and courts for sports like soccer, baseball, volleyball, tennis, basketball, etc.
- A track.

Places for Passive Reflection and Appreciation

- More natural areas, like a mini-wetland.
- Walking paths along the canal.

Educational Opportunities

- Places like a walking path along the canal and a mini-wetland may be suitable for unique educational and interpretive elements like signs, guided paths, and more.

Considerations for the design of the public spaces:

Community Involvement: Local residents should have a major role at all steps, from site selection and park design to construction, landscaping, monitoring and maintenance. A Matching Loans Fund may be established to encourage citizen voluntary action to create park space.

Aesthetics and Ecological Integrity: As much as possible, parks should incorporate the use of native trees, plants and flowers to both reduce maintenance needs and promote a sense of connection to place. Suggestions for these are included in Appendix ?.

Accessibility: All community spaces should be accessible to pedestrians, and connected by streets and sidewalks to the surrounding neighborhoods.

Climate Conditions: In considering the local weather conditions, parks and public spaces should be designed to provide shade and water.

Safety through Monitoring: Both community watch programs and adequate police monitoring will help promote environments that are safe.

Safety by design: Parks and spaces should follow the guidelines of CPTED, including “eyes on the street.”

Location is Important: Well-placed smaller parks and spaces will provide safe places for residents within walking distances to mingle and recreate.

Programming: Careful thought must be given so that the network of parks can be used to provide a diverse array of programming that fits local residents’ needs, including a variety of activities like softball leagues, pickup basketball games, and supervised toddler playtime.



Maintenance: Jefferson Parish and the local neighborhoods may work to find creative solutions to maintain the parks. Considering the expense of maintenance, the Parish may look to establish a flexible Adopt-a-Park program, which would encourage maintenance by local residents. This involvement would also serve to promote community and a sense of local ownership of the spaces.



Community involvement turned this parking lot into a play area for many children. Image from Seattle Parks and Recreation website at <http://www.seattle.gov/parks/parkspaces/webster.htm>.

Precedent: Groundswell Northwest in Ballard

Groundswell NW is an organization of resident volunteers committed to improving their local community through a variety of projects and initiatives. To date, they have helped to acquire five open space sites and develop ten new playgrounds, parks, community gardens and natural areas. Along the way, more than five million dollars of investment in the community has been generated, and perhaps most important, hundreds of Ballard citizens have been directly involved in neighborhood improvement projects.

One such park is Webster Playground. Groundswell NW negotiated to convert this parking lot into a much-loved neighborhood park. Groundswell NW put together the funding package and directed the design and construction of the park. Community volunteers did much of the construction and continue to assist with the pesticide-free maintenance of the park.

Important Considerations

Connecting to the natural environment

In addition to parks that have spaces for active recreation, there is also a need for public spaces that provide opportunity for passive enjoyment and connection to the natural environment



A walking path along the canal

The canals are a unique resource in the Terrytown neighborhood. They present an opportunity to create a safe and well-connected network of walking paths. Trees could be planted to provide shade, and native vegetation will help attract animals like turtles and birds, which will serve as a source of enjoyment for residents. In addition, pedestrian bridges should be located to enhance aesthetics and remove the physical barrier to crossing the canal. To combat the problem of mosquitoes, certain repellent vegetation may be planted. To facilitate the needed dredging of the canals, the paths need only be on one side of the canal.

A Wetland

A well-designed mini-wetland would provide opportunities for residents to appreciate the natural environment of southern Louisiana and the connection between the built environment of their neighborhood and natural cycles.



Included here are prototypes for an innovative kind of floating house that is well-adapted to the southern Louisiana climate.



Included in these renderings is an educational center, which would draw visitors from throughout the region. Non-profit partners could be sought to help with the financing and programming of such a center.



This aerial view demonstrates how the area around the Industrial Canal in the south part of the study area could be turned into a mini-

Important Considerations: Inclusion of public space in new housing developments.

The construction of new housing developments, both public and private, provide opportunities for the inclusion of local public and park space. Well-designed parks can promote community cohesion and neighborliness as well as enhance the safety of residents. Appropriate park and community space should be incorporated into all of future public housing projects, and should also be a consideration for review of private proposals.



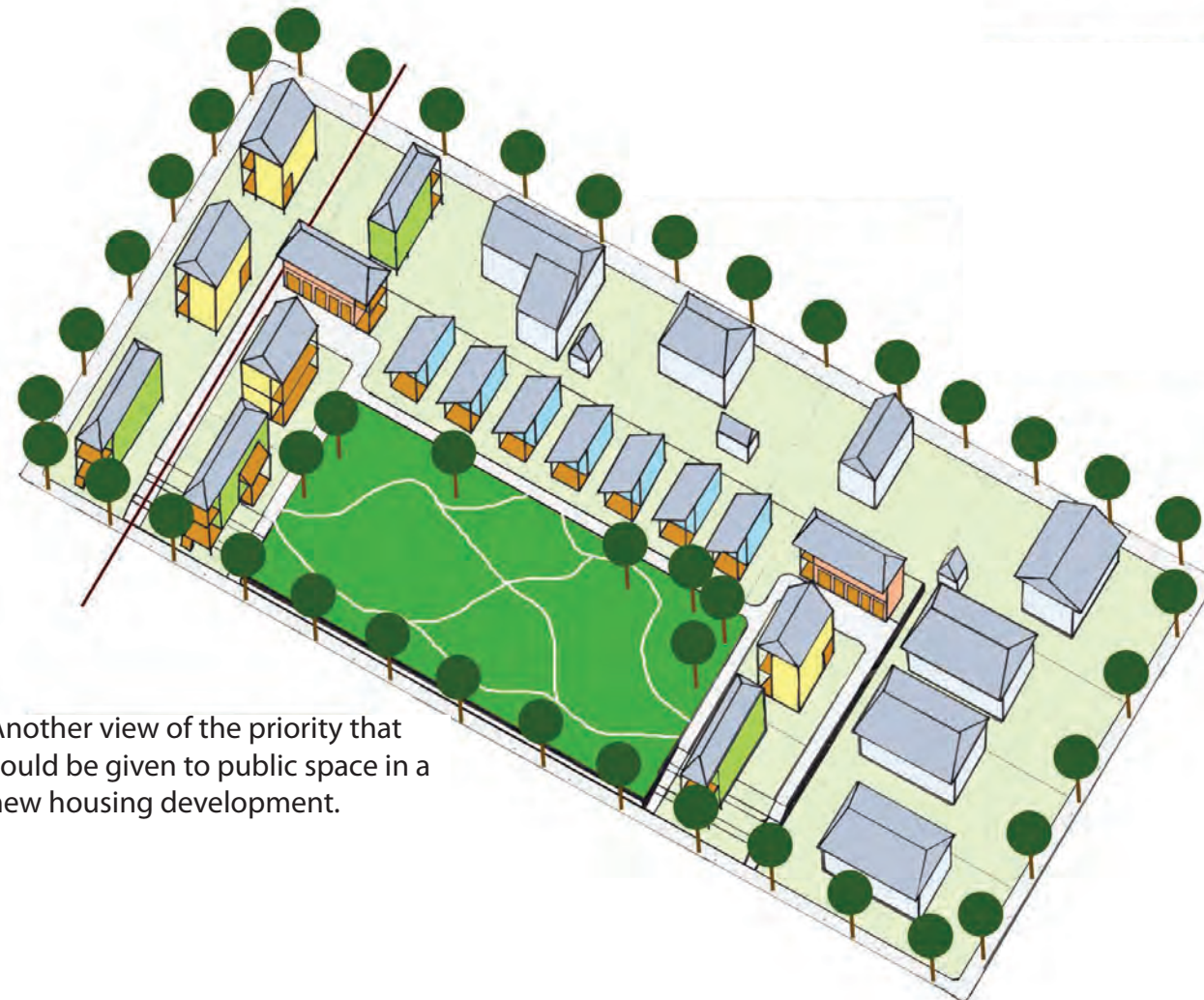
- Red = Commercial
- Orange = Multi-family Residential
- Yellow = Single-family Residential
- Green = Park or Open Space

This aerial plan highlights a possible location and scale of park and open space of a new housing development project. This kind of composition of spaces could serve as a model for future Terrytown housing development.

Facilitating the land acquisition for parks and public spaces

A number of opportunities exist, including:

- Private financing: providing incentives for both residential and commercial developers to create usable and attractive public space as part of their developments.
- Establishment of a land trust.
- Donation, by bequest or outright.
- Partnerships with NGO's to facilitate a land transfer.
- Joint public/ private partnership.
- Exchange of property.
- Eminent domain purchase of blighted properties.
- Local Improvement District funds.
- Local options levy.
- Establishment of a Matching Funds Program, in which the Parish matches the community contribution of an organized neighborhood group desiring a park or playground on their block.



Another view of the priority that could be given to public space in a new housing development.

Appendix E: Planting Recommendations

Included here are suggestions for tree species to be used in landscaping on both public and private property in Terrytown. Special consideration is given to local trees and species well-adapted to both a built environment and the southern Louisiana climate.

Boulevard (heights more than 60') Great Canopy



Taxodium distichum
Bald Cypress
Louisiana State tree



Platanus occidentalis
American Sycamore



Quercus virginiana
Live Oak



Liriodendron tulipifera
Yellow Poplar / Tulip tree



Quercus rubra
Red Oak



Acer rubrum
Red Maple
colorful seed, flowers



Pinus taeda
Loblolly Pine



Carya
Hickory
most specimens are around 80 ft tall with a canopy spread of around 50 ft

Public right of way (about 30' height) Wind Resistant



Lagerstroemia indica
Crepe Myrtle
pink/red/white flower in summer



Betula nigra
River birch
white peeling bark



Ilex x 'Savannah'
Savannah Holly



Magnolia grandifolia
Southern Magnolia
foliage, LA State flower (white)



Cornus florida
Flowering dogwood
red fruit, wildlife



Carya illinoensis
Pecan
edible fruit



Fraxinus pennsylvanica
Green Ash



Carpinus caroliniana
Blue Beech
attractive bark

skinny street (about 15-20' height/ skinny tree)



Chionanthus virginicus
Fringe Tree
late spring white flowers shaped somewhat like fringe



Cercis Canadensis
Redbud
flower, fall color



Aesculus pavia
Red Buckeye
Dark-green summer foliage has no significant fall color. Showy, hummingbirds, red flowers in spring



Halesia diptera
Silverbell
Green summer foliage turns yellow in fall. Delicate, white, bell-shaped flowers bloom in spring



Crataegus
Hawthorn
nesting birds, wildlife



Vaccinium arboretum
Sparkleberry
white flower in spring wildlife; birds



Magnolia virginiana
Sweetbay Magnolia
foliage, lemon scent, flower in early summer

Plants for Residents
(flowered tree)



Aesculus pavia
Red Buckeye
Height: 10-20' Spread: 10-20'
Shape: Spreading
Showy, red flowers bloom in spring



Amelanchier arborea
Serviceberry
shrub or small tree heights: 15'
showy white flowers and edible berries



Aralia spinosa
Devil's Walking Stick
height: 10-20' deciduous
3 to 4" cluster of creamy white flowers in summer; compact cluster of purple-black berries



Asimina triloba
Paw Paw
height: 10-20' deciduous
dark brown flower in spring
edible fruits



Crataegus opaca
Mayhaw
height: 30' rounded canopy :35 feet
sparkling white, showy flowers in spring
red-dotted fruits in early summer



Chionanthus virginicus
Grancy Gray Beard
height: 20' deciduous
showy, white flowers with narrow straplike petals



Crataegus marshallii
Parsley Hawthorne
white flowers in early spring
yellow fall color
red fruit in winter



Cyrilla racemiflora
Titi, Leatherwood, Swamp Cyrilla
height: 15'
conspicuous fingers of cream-white flowers in early summer



Diospyros virginiana
Persimmon
height: 30-50'
white flower in early summer
showy orange fruits



Rhus copallinum
Shining Sumac
height: 20' spread: 20' deciduous shrub
red fall color & red fruit



Gordonia lasianthus
Gordonia
height: 30-50' width: 10-15' evergreen
2 to 3" waxy white, fragrant flowers in summer



Ilex cassine
Dahoon Holly
height: 20-30' width: 15' deciduous
red fruits in late fall



Ilex opaca
American Holly
height 40-50' width: 18 to 35' evergreen
Small white flowers in late spring; red fruit maturing in fall and lasting into winter



Magnolia macrophylla
Bigleaf Magnolia
height: 30-40' width: 12-15'
8 to 10" white flowers in summer
fragrant; 3" egg shaped rose colored fruit



Malus angustifolia
Southern Crabapple
height: 20-30' width: 20-30'
edible fruits and nuts
pale pink, pink, rose, white flower in spring



Ostrya virginiana
Ironwood
height: 25-40' width: 20-30'
red-brown (male); light green (female) flower in spring



Ptelea trifoliata
Hop Wafer Tree
height: 15-20' width: 10-20' deciduous
small, greenish white fragrant flower in early summer; winged, brown structure fruits

Appendix F: The Workforce Network

The recommendation for creating a Workforce Network was based on the Workforce Network established in Lane County, Oregon. It is a partnership between the following organizations:

Lane County Department of Human Services
Lane Community College
Lane Workforce Partnership
Oregon Employment Department
Oregon Vocational Rehabilitation Services

A similar partnership could be formed between organizations from Jefferson Parish and the State of Louisiana, including:


JP Human Services Authority
Delgado Community College
and/or other educational institutions
JP Workforce Connection & JEDCO
LA Workforce Commission
LA Human Services

This partnership created a central hub of services called the Workforce Network Center. A sample calendar and list of course offerings demonstrate the breadth of services provided to jobseekers at the Workforce Network Center.

May 2007
Hours: M-F, 8:00 am-5:00 pm

The An Initiative of the Lane Workforce Partnership
Workforce Network

Seminars at The Workforce Network Center
2510 Oakmont Way, Eugene, OR 97401
(541) 686-7601
(Seminars are free of charge)

Monday	Tuesday	Wednesday	Thursday	Friday
	1 Department of Human Services Rep (DHS) 8 am – 12 pm Tour of Services 8:00-8:30 am, Lobby Voc Rehab Representative 1:30-3 pm Create Your Own Job 9:00 am – 11:00 am, Rm 2 Job Corps Orientation 2:00 pm – 3:00 pm, Rm 1 Vocational Rehabilitation Intro. 3:00 pm - 4:30 pm, Rm 1	2 Access to Training 11:00 am - 1:00 pm, Rm 1	3 Department of Human Services Rep (DHS) 8 am – 12 pm Job Search Strategies 9:00 am - 11:00 am, Rm 1	4 Vocational Rehabilitation Intro. 9:00 am - 10:30 am, Rm 1
7 Department of Human Services Rep (DHS) 8 am – 12 pm Career Self-Coaching 9:00 am – 10:30 am, Rm 2 Motivation at Work 10:30 am – 12:00 pm, Rm 2 Navigating Job Search w /disability 1:30 pm – 3:30 pm, Rm 1	8 Department of Human Services Rep (DHS) 8 am – 12 pm Tour of Services 8:00-8:30 am, Lobby Voc Rehab Representative 1:30-3 pm Workspace Essential Skills 9:00 am – 11:00 am, Rm 2 Job Corps Orientation 2:00 pm – 3:00 pm, Rm 1 Vocational Rehabilitation Intro. 3:00 pm - 4:30 pm, Rm 1	9 Access to Training 11:00 am - 1:00 pm, Rm 1	10 Department of Human Services Rep (DHS) 8 am – 12 pm Resume and Application 9:00 am - 11:00 am, Rm 1	11 Vocational Rehabilitation Intro. 9:00 am - 10:30 am, Rm 1
14 Department of Human Services Rep (DHS) 8 am – 12 pm Workplace Culture 9:00 am – 10:30 am, Rm 2 Workplace Diversity 10:30 am – 12:00 pm, Rm 2 Navigating Job Search w /disability 1:30 pm – 3:30 pm, Rm 1	15 Department of Human Services Rep (DHS) 8 am – 12 pm Tour of Services 8:00-8:30 am, Lobby Voc Rehab Representative 1:30-3 pm Customer Service, Old Hearings Rm 9:00 am – 11:00 am, Rm 2 Job Corps Orientation 2:00 pm – 3:00 pm, Rm 1 Vocational Rehabilitation Intro. 3:00 pm - 4:30 pm, Rm 1	16 Access to Training 11:00 am - 1:00 pm, Rm 1	17 Department of Human Services Rep (DHS) 8 am – 12 pm Interviewing 9:00 am - 11:00 am, Rm 1	18 Vocational Rehabilitation Intro. 9:00 am - 10:30 am, Rm 1
21 Department of Human Services Rep (DHS) 8 am – 12 pm Interview Strategies & Sample Question Practice 9:00 am – 12:00 pm, Rm 2 Navigating Job Search w /disability 1:30 pm – 3:30 pm, Rm 1	22 Department of Human Services Rep (DHS) 8 am – 12 pm Voc Rehab Representative 1:30-3 pm Tour of Services 8:00-8:30 am, Lobby Workplace Ethics 9:00 am – 11:00 am, Rm 2 Job Corps Orientation 2:00 pm – 3:00 pm, Rm 1 Vocational Rehabilitation Intro. 3:00 pm - 4:30 pm, Rm 1	23 Access to Training 11:00 am - 1:00 pm, Rm 1	24 Department of Human Services Rep (DHS) 8 am – 12 pm Understanding SSI &SSDI Benefits 11:00 am – 1:00 pm, Rm 1	25 Vocational Rehabilitation Intro. 9:00 am - 10:30 am, Rm 1
<p style="text-align: center;">Memorial Day Holiday</p>	29 Department of Human Services Rep (DHS) 8 am – 12 pm Voc Rehab Representative 1:30-3 pm Tour of Services 8:00-8:30 am, Lobby Workplace Essential Skills 9:00 am – 11:00 am, Rm 2 Job Corps Orientation 2:00 pm – 3:00 pm, Rm 1 Vocational Rehabilitation Intro. 3:00 pm - 4:30 pm, Rm 1	30 Access to Training 11:00 am - 1:00 pm, Rm 1	31 Department of Human Services Rep (DHS) 8 am – 12 pm	<p style="text-align: right;">A partner of </p>

The **Workforce Network** is now offering (free of charge) Seminars at The Workforce Network site at 2510 Oakmont Way

Department of Human Services-Branch Representatives are on-site to answer questions, make referrals to OHP, Food Stamps, and Cash Assistance. Monday, Tuesday, and Thursday 8 am – 12 pm

Disability Navigators- *Individual appointments available please call 686-7521 to sign-up or drop-in on a (as available basis).*

Navigating Your Job Search with a disability—Do you have a disability that's a barrier to employment? This class will open the doors to a variety of resources and opportunities that can help you.

Understanding SSI and SSDI Benefits—Attend this Workshop for answers to Questions about SSI and SSDI benefits.

Experience Works- Senior Community Service Employment Program (SCSEP) can help you sharpen your skills, obtain training, and find a job. If you are 55-Plus and meet income guide lines, SCSEP is the first step back into the job market. Ask our receptionist for an application, complete it and then call 687-7302 for an appointment.

Introduction to Vocational Rehabilitation—An introductory seminar to Vocational Rehabilitation Services. OVRS assists Oregonians with disabilities to achieve and maintain employment and independence. Find out about job search assistance, program services, and retraining information.

Vocational Rehabilitation Representatives are on-site to answer questions and give information. Tuesday 1:30-3 pm (*Drop-in Basis*)

Tour of Services—An introduction to The Workforce Network. Find out about job search assistance, free re-employment seminars, program information, community resources and much more.

Job Search Strategies—Is an overview of everything you need to know about job search from identifying your skills to retaining employment. Other topics discussed include: developing a strategy to identify and contact employers, goal setting, time management and organization, informational interviewing and portfolio development. Learn to effectively market yourself using a job application.

Resume and Application Seminar—Learn what employers look for in a resume or application. Select an appropriate resume style and build a resume that best expresses your skills and work history. You won't want to apply for a job until you attend this seminar!

Interviewing Seminar—This seminar is a must for all job seekers! Gain confidence in all kinds of interviews. Learn strategies for answering common and tough questions in a successful way. Includes information on research, preparation, and follow-up.

Access to Training—If you are considering training as an option, this class will help you create a plan to attain your career goals. In this workshop, you will learn how to develop a career plan, which includes identifying the financial resources that will support your success.

Be a More Valuable Employee—Workplace skills workshops on topics related to success on the job. Topics include Effective Communications, Adapting to Change, Managing Stress, Problem Solving, Discovering Workplace Culture, Customer Service, Workplace Ethics, Interview Strategies, Workplace Diversity, Create Your Own Job, Motivation at Work, Networking, and Overcoming Age Bias. Classes are interactive, draw on participant experiences, provide current information, and suggest tools for being more effective in the future. Workshops can be taken alone or as a group.

Job Corps Orientation—Are you between the ages of 16 and 24? Do you want free trade skill training? Are you interested in free room and board? If so, attend a Job Corps Orientation to learn more. Find out how you can change the course of your future.

Essential Writing Skills for the Workplace—Classes combine grammar skills with instruction on the writing process. Skills are applied to workforce documents such as messages, forms, memos, and business letters. Skills Assessment/Orientation required.

Math Skills for the Workplace—Classes move from a review of the basics through ratio and proportion, decimals, percents and fractions, to measurement and formulas. Skills are applied to workplace situations and scenarios. *Skills Assessment/Orientation required.*

Skills Assessment/Orientation—Employability skills testing in Reading, Math, and Writing. Information on LCC workplace courses including Writing, Math, and GED.

Beyond the jobseeking services available at the Workforce Network Center, this partnership also provides a comprehensive set of services for local businesses and the youth.

Business Services

Recruit, screen and refer applicants

Test applicants for skills and aptitudes

Consult on workforce needs

Coordinate customized skills training

Provide a place for businesses to conduct interviews

Provide labor market information

Broker of workforce information and services

Youth Services

Tutoring

Alternative secondary school offerings

Occupational skill training

Leadership development

Supportive services

Mentorship

Comprehensive guidance and counseling

All information taken from the Workforce Network website:

<http://www.lanetworkforce.org/LINKS/WFnetwork.html>

Appendix G: Alternative High School Programs

The recommendations for organizing an Alternative High School Program were made using case studies prepared by the University of Wisconsin-Madison Center on Education and Work. The three studies included in this appendix focus on the ISUS Trade and Technology Prep Community School in Dayton, Ohio, and the Work and Learning Center in Madison, Wisconsin, programs which address issues and concerns similar to those in Jefferson Parish.

Case Studies 1 and 2 for the ISUS Trade and Technology Prep Community School describe the details of their Construction Academy, and their crucial partnership with a local Community College. Case Study 3 describes the Childcare Assistant Teacher Program offered by the Work and Learning Center. And each offer valuable insight and advice on how these recommended programs can be successfully organized and implemented.

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1 - Construction/Technology Program ISUS Trade and Technology Prep Community School (ISUS) Dayton, Ohio

Reasons for Practice

The ISUS student body learns best by doing. Dayton is home to many abandoned and deteriorated neighborhoods. ISUS has found a successful way to marry the two: at-risk, dropout young people and abandoned or deteriorated neighborhoods. Many students at ISUS live in the neighborhoods where ISUS builds homes. Not only do students gain skills and a high school education, they also build self-confidence and pride in their neighborhoods. It is due to students' efforts that neighborhoods see improvements in their housing stock and increased pride among residents.

Full Description

ISUS TRADE AND Technology Prep Community School (ISUS) is a 501(c)(3), State of Ohio charter high school for at-risk, dropout young people that grants high school diplomas (instead of GEDs). With the assistance of several trade associations, ISUS created a construction training program for dropouts in 1992. Starting on Dayton's east side, students gutted and rebuilt 12 abandoned houses and an 8-unit apartment building. The beautifully renovated properties sparked what is now a complete revitalization of Dayton's Rubicon neighborhood, and students have since begun building 60 homes in two additional inner-city neighborhoods.

In 1998, ISUS expanded its partnership to include Sinclair Community College. Now all ISUS students are jointly enrolled in ISUS Trade and Technology Prep Community School and Sinclair Community College's Engineering and Technology Division. The concept is high school plus, where plus means college-level technical training in the student's chosen career. Young people alternate between high school academics, college-level

technical coursework, and hands-on skills practice. The students' personal growth is a key focus, encouraged through a supportive learning community, individual and group counseling, frequent feedback, and incentives. Mutual respect and high expectations are integral to the ISUS philosophy.

ISUS's competency-based approach to youth development differs dramatically from the experience offered in an urban school system, as academic subjects are taught in the context of the trade the student is pursuing. Academic instruction in the classroom and work-based skill development are intertwined. Learning activities in one area build on and strengthen the other areas. Instruction in mathematics, for example, may use the pouring of concrete footings as an opportunity to teach geometry, the measuring of lumber dimensions to teach fractions, and the reading and preparing of blueprints as an exercise in ratio and proportion. The academic courses are taught using a variety of active learning and technology-assisted instruction. Students are offered multiple opportunities for applying cognitive skills and employing critical thinking and problem-solving methods to classroom-based and work-related problems. In addition to academic assessment, performance-based assessments are used to evaluate nontraditional areas of competence such as work skills, life skills, coping skills, and social, emotional, and personal development and achievement.

Students attend ISUS for a minimum of one year but for no more than two years. The length of enrollment is dependent upon students' level of functioning at the time of enrollment and on their progress while in the program. Typically, a student is enrolled for 18 months.

In 2000, ISUS added computer technology to the coursework it offers, and it added manufacturing technology in the fall of 2003. The project has grown from an initial group of 15 students in construction in 1993 to 560 students in construction, computer, and manufacturing technologies in 2003.

2 - Community College Partnership ISUS Trade and Technology Prep Community School (ISUS) Dayton, Ohio

Full Description

ISUS TRADE AND Technology Prep Community School (ISUS) serves underachieving and dropout youth, ages 16 to 22. Through a partnership with Sinclair Community College (Sinclair), ISUS students learn skills related to a trade while pursuing their high school education. Currently, students may choose between training in construction, computer technology, or manufacturing technology.

Overview

All ISUS students are jointly enrolled in ISUS and the Sinclair Community College's Engineering and Technology Division. Their educational program combines high school academics, college-level technical coursework, and hands-on skills practice. ISUS instructors teach academic courses, while Sinclair Community College instructors provide the technical course work. For example, courses in construction are part of the community college's standard construction training curriculum. Classes-both ISUS's and Sinclair's-take place at ISUS headquarters, where there are classrooms for academic and technical courses as well ample space for hands-on training activities. As part of the partnership arrangement, faculty members from Sinclair Community College are assigned to teach full-time at the ISUS facility. Thus, ISUS students take the same courses as the Sinclair students who are on the college's main campus and receive the same credits as the college students. Overall, ISUS students can earn up to 44.5 credit hours-30 credits from classroom-based activities and the remainder from their hands-on construction in the field. (ISUS construction instructors supervise the latter activity.)

ISUS's academic year is consistent with Sinclair's calendar year in that it is organized into four quarters of approximately 11½ half weeks each. A typical schedule is as follows:

- 1st and 3rd quarters: Students take one-half day of academics from ISUS instructors and one-half day of technical training from Sinclair instructors.
- 2nd and 4th quarters: Students go on-site for field-based work or community service.
- 5th, 6th, 7th and 8th quarters: As students pass their Ohio Academic Proficiency exams, they alternate between academic, technical coursework, and the work site, as appropriate.
- ISUS Plus (optional): Completion of Sinclair degree requirements, A Plus and Net Plus certification, or community service commitment. After two years, students have already completed approximately one-third of the coursework required for a Sinclair College associate's degree.

Developing The Partnership: A Win-Win Scenario

ISUS sought a partner institution to support its students beyond their high school diploma. During the 1997-98 school year, Sinclair Community College launched a construction training program in conjunction with the Associated General Contractors (AGC) and Associated Building Contractors (ABC). These two trade groups were interested in having a program that would allow their younger employees to receive technical training skills in the classroom. When the trade groups were unable to recruit sufficient trainees to launch the initiative, ISUS became involved, enrolling students in the program and acting along with AGC and ABC as the "employer side" in the arrangement with Sinclair. During the pilot year, ISUS enrolled 18 students. The project was funded by an AmeriCorps operational grant.

Following this successful pilot project, the community college was interested in expanding and deepening the partnership

with ISUS. The college wanted to increase student enrollment, which had reached a plateau in recent years. The college also wanted to engage out-of-school youth, especially at-risk African-American and Appalachian students. However, the college lacked outreach expertise and the capacity for ongoing student support. Since ISUS serves out-of-school youth, a partnership with them provided an opportunity for Sinclair to reach this population. ISUS, which already had a construction training program in place, also had a strong reputation for providing quality construction worksites and for having a real interest in helping its recent graduates continue with training and schooling. Still, the college conducted due diligence before entering into an agreement with ISUS.

In 1999, the partnership was given an additional boost when ISUS received approval from the state to start a charter school. (Until then, students were awarded diplomas through the Dayton Public Schools.) As its own school, ISUS now could negotiate to enroll all of its students in Sinclair's construction certificate program.

How the Partnership Works

ISUS and Sinclair have clearly delineated roles and responsibilities in the partnership. These are as follows:

Administrative responsibilities: The classroom-based, technical training program operates out of the Civil Engineering Department of Sinclair, and the department chair is the lead administrator. As such, he handles all administrative facets of the program, including overall management, course selection, and instructor selection, supervision, and evaluation. Since the program has grown, a full-time, on-site coordinator has since been added to provide day-to-day supervision and to handle such logistics as supplies and student scheduling.

Financial responsibilities: There are two areas of financial responsibility: costs for space and college. Under the partnership's basic agreement, Sinclair leases space at ISUS for its college classes. ISUS, in turn, pays Sinclair the cost of each credit-\$32 per credit hour-for the students it enrolls in the college, using state education reimbursement funds as well as other grants. As part of the agreement, it guarantees the college that a set number of students will enroll. Sinclair, in turn, pays for faculty to teach the courses at ISUS. The college provides six instructors, including three tenure-

track faculty and three “annually contracted” instructors. It also assigns a full-time lab technician and four adjunct instructors available on a quarter-by-quarter basis as needed. The college also provides significant equipment and supplies to the program.

Sinclair also receives county and state money based on the number of “full-time equivalents” (fte) that result from the partnership. According to the state formula, 15 student credit hours equal one fte, whether it is one student taking 15 credit hours or 15 students taking one credit hour. Thus, there is financial pressure to maximize enrollment. ISUS students make up a large percentage of those enrolled in Sinclair’s construction training program. The ISUS partnership is the only one from which the department receives revenue.

The Ongoing Challenge: Strengthening the Delivery of Education

Both ISUS and Sinclair are focusing on strengthening their joint educational program. They have identified several large areas of concern:

Strengthening the relationship between ISUS and Sinclair faculty: Productive working relations between ISUS and Sinclair faculties are essential to continued success of the program. Yet, ongoing faculty exchange on a staff level remains a challenge. This is because the faculties have not had the time to do joint curriculum planning. As a result, both groups have been searching for other opportunities to bring the two instructional programs closer together. Recently, programmatic adjustments led staff to design and co-teach an 11-week, 4-hour-per-day “practical academics” program derived from Sinclair’s developmental education curriculum. The new schedule pushed the two sets of instructors to plan and teach together. The partnership is now working on ways to institutionalize this initiative.

Developing comprehensive and creative approaches to student learning: Both faculties talk about their need to use a broader array of teaching approaches. For example, some staff members desire to become more adept at reinforcing technical skill development during the experiential or hands-on portion of the program. In addition, other staff members note the need for training on positive youth development principles and practices.

Strengthening the transition to Sinclair’s associate’s degree program: Both partners recognize the need to improve graduates’ transition from the ISUS program to Sinclair’s associate of arts program. Not only must ISUS graduates be able to handle the academic workload, but they also must acclimate to a large college campus. Currently, many ISUS graduates feel overwhelmed in an environment of 22,000 students, despite the presence of college support services. The partnership is attempting several different approaches to easing this transition:

1. Both partners advocate assigning a counselor from Sinclair’s student services to be part of the orientation process at ISUS. At the outset, students have a chance to meet the support staff to whom they may continue to turn for advice and information.
2. The partners are also making plans to formalize enrollment in Sinclair’s summer “Learning Camp.” This two-credit-hour program helps prepare students for the more demanding academic schedule of the upper level coursework for the associate degree, and it continues to provide supportive services.
3. ISUS has added a laboratory for PLATO courseware, which is used for academic assessment and improvement.

Finally, the ISUS Plus initiative allows students to remain with ISUS through the completion of an associate’s degree or certification provided they have not reached the ISUS upper age limit of 22 years.

Keys To A Successful Partnership

The current success and further potential of this partnership can be attributed to many factors, not the least of which is visionary leadership committed to creating challenging, supportive, long-term learning opportunities for vulnerable youth. There is no such thing as a crash course in the details of partnership building. However, several key principles were, and continue to

be, important in the ISUS-Sinclair partnership:

1. Create a partnership that is homegrown and nurtured on a local level. When this is the case, everyone is more invested. The ISUS-Sinclair partnership grew out of local interest and need, not a request from an outside organization. Both parties had a vested interest from the outset. This interest did not have to be engineered.
2. Partner with one department, but get buy-in from the senior executive. Forming the partnership directly with the engineering and technology department was a deliberate strategy on the part of ISUS because it allowed them to focus their time and attention. Day-to-day planning and negotiations were with the department, not the college. Had the partnership been attempted on an institutional level, the project stood a much larger risk of becoming lost in administrative hierarchy. As the construction training program became more established, ISUS added a second, smaller program in computer technology (hardware-focused). In order to provide more options for ISUS students, a third program, manufacturing technology, is slated to get underway this year.
3. Create a partnership that allows for negotiation and compromise, and one that can be sustained despite single-issue disagreements. Like all relationships, the ISUS-Sinclair partnership requires constant, good faith negotiating. This was evident during the six-month planning process at the outset and in more recent negotiations over the design and funding of renovated space for technical training classes at ISUS. Less formalized disagreements also arise over issues such as scheduling and teaching methodology. It is necessary to look beyond these issues to the greater partnership agreement. Remaining clear about commitment to the organization’s mission helps keep single issues in perspective and, thus, aids in negotiating past those issues so they do not damage the partnership.

4. Make your partner look good. Help your partner succeed. The original relationship with Sinclair was launched when the college needed a partner who could deliver students for a training program that had struggled to get off the ground. ISUS was able to provide the students and achieve high completion rates-laying the perfect foundation for a fuller partnership.

3 - Childcare Assistant Teacher Program Work and Learning Center, Madison, WI

Summary

The Work and Learning Center requires all students in their first semester to complete a voluntary work experience in a childcare center or other educational setting. Some students elect to do the necessary steps to obtain their Assistant Child Care Teaching Certificate from the Wisconsin Department of Public Instruction.

Reasons for Practice

Students come to the Work and Learning Center in their junior year. They have had difficulty at large high schools and are credit-deficient for graduation. WLC offers an alternative program for such students with a priority placed on work and career skills.

Full Description

Targeted work is a central focus of the Work and Learning Center (WLC) because of the opportunities it provides for self-development. All WLC students go to school half days and work half days throughout their tenure. First-semester students are required to complete a volunteer placement in a childcare center or other educational setting. This is the first in their four-semester sequence of work experiences. WLC also helps those students interested in a potential career in childcare to complete the requirements towards certification.

Each student in the childcare sequence completes between 220 and 250 hours of volunteer time. Much of the training is hands-on and done at the childcare or education center itself. Each center working with WLC maintains close contact with the WLC supervisor as the center provides training to students. In addition, student volunteers are permitted to participate in other staff development activities at the center. At least three times during the semester, an assigned supervisor will sit down with each student to evaluate his or her progress and to suggest needed training. Also, students are allowed only three absences per semester. This strict attendance policy is important in reinforcing students' work habits in both employment and school settings. Because many students have not been successful with paper/pencil tests in traditional academic settings, WLC has implemented a portfolio approach to fulfilling the competencies required for the childcare program. Many of the competencies are developed through a project done in class in which students design their own childcare facility. WLC uses a computer design program to plan play spaces, spreadsheet software to develop budgets, and publishing programs to develop handbooks.

Approximately eight students per semester become interested in childcare as a possible career choice. The WLC teacher, along with the participating center's cooperating staff member, first determines if the student has sufficient competencies to meet certification standards. WLC then assists qualified and interested students in acquiring licensure in two ways. First, the school provides them with a strong background in childcare by placing them in sites that allow interactions with children. (At this point, those who are less interested in childcare fulfill their work requirements in other settings.) WLC then assists interested students in completing the coursework necessary for licensure. In the past, WLC accomplished this by helping students to attend the local technical college. The school recently adapted its childcare curriculum to more closely align with the requirements

from the state Department of Health and Family Services approved guide and those of the technical college course. Now, interested students are able to complete their coursework at the Work and Learning itself, thereby providing them with a direct route to certification.

Advice for Others

The large number of hours actually spent in the childcare facility is the strength of this program. Hands-on learning has proven to develop leadership and confidence. Many of the competencies are developed through a project done in class where students design their own childcare. We use a computer design program to plan play spaces, Excel to develop budgets, and publishing programs to develop handbooks.

All information is from the University of Wisconsin-Madison Center on Education and Work website for Charter High Schools & Real World Practices:

<http://www.cew.wisc.edu/charterschools/>

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Appendix H: Sample Commerical Design Code

Mount Dora, Florida Code: Chapter Vi. Design Standards Section 6.13
“Commercial Architectural and Site Design Guidelines”

Sec. 6.13. Commercial architectural and site design guidelines.

6.13.1.Purpose and intent. The purpose of these standards and guidelines is to supplement existing development criteria with specific criteria that apply to the design of commercial buildings and projects. Commercial development depends on high visibility from major public streets. In turn, their design of buildings) and site determines much of the image and attractiveness of the streetscapes and character of a community. Massive and/or generic developments that do not contribute to, or integrate with, the community in a positive manner can be detrimental to a community’s image, and sense of place. The goal is to create and maintain a positive ambiance and strong community image and identity by providing for architectural and site design treatments that will enhance the visual appearance of commercial development in the City of Mount Dora, while still providing for design flexibility. These standards are intended to enhance the quality of life in City of Mount Dora.

These standards and guidelines incorporate a basic level of architectural design with site design features which incorporate safe and convenient vehicular use areas and pedestrian ways, and landscape and lighting treatments intended to result in a comprehensive plan for building design and site development consistent with the goals, policies and objectives of the City of Mount Dora Comprehensive Plan and the purpose and intent of this code.

6.13.2.Applicability. Provisions of this section are applicable in all commercial and office zoning districts, commercial and office components of PUD

districts, DRIs, office park districts, and industrial zoned areas fronting on arterial or collector roads as described by the transportation circulation element of the growth management plan, as provided below:

1. Renovations and redevelopment. In the case of additions or renovations to, or redevelopment of, an existing building or project, where the cost of such addition, renovation, or redevelopment exceeds 50 percent of the value of the existing structure(s), or 20 percent of the square footage of the existing structures, the provisions of this section shall apply.
2. Non-conforming structures and uses. The provisions of section 3.5.7 of this code shall apply to this section.
3. Required site development or improvement plan. Compliance with the standards set forth in this section shall be demonstrated by submittal of architectural drawings and a site development plan or site improvement plan in accordance with Chapter V of this code.
4. Illustrations. Illustrations provided in section 6.13. are intended to provide a graphic example of a specific provision or provisions set forth herein. Variations from these illustrations which nonetheless adhere to the provisions of this section, are allowed.
5. [Permit; approval.] No building permit nor site plan approval shall be issued unless the applicant therefor submits as part of the application architectural drawings and a site development plan which meets or exceeds the standards set forth in this Section 6.13, in addition to all other submittals which may be required by this code.

6.13.3.Architectural and site design standards and guidelines for commercial buildings and sites.

1. Building design.

a. Purpose and intent. This section provides standards to maintain and enhance the attractiveness of the streetscape and the existing architectural design of the community. Buildings shall have architectural features and patterns that provide visual interest from the perspective of the pedestrian; reduce the massing aesthetic; recognize local character, and be site responsive. Facades shall be designed to reduce the mass/scale and uniform monolithic appearance of large unadorned walls, while providing visual interest that will be consistent with the community’s identity and character through the use of detail and scale. Articulation of buildings shall be accomplished by varying the buildings’ mass in height and width so that they appear to be divided into distinct massing elements and details that can be perceived at the scale of the pedestrian (see Illustration 1 next page).

Buildings and structures on corner lots at an intersection of two or more arterial or major collector roads shall be designed with additional architectural embellishments, such as corner towers, or other such design features, to emphasize their location as gateways and transition points within the community. Signage may not be located upon or within these additional architectural embellishments.

b. Building orientation standards. (see illustration 2 below)

1. For buildings of 20,000 square feet of gross building area or more, facades that are

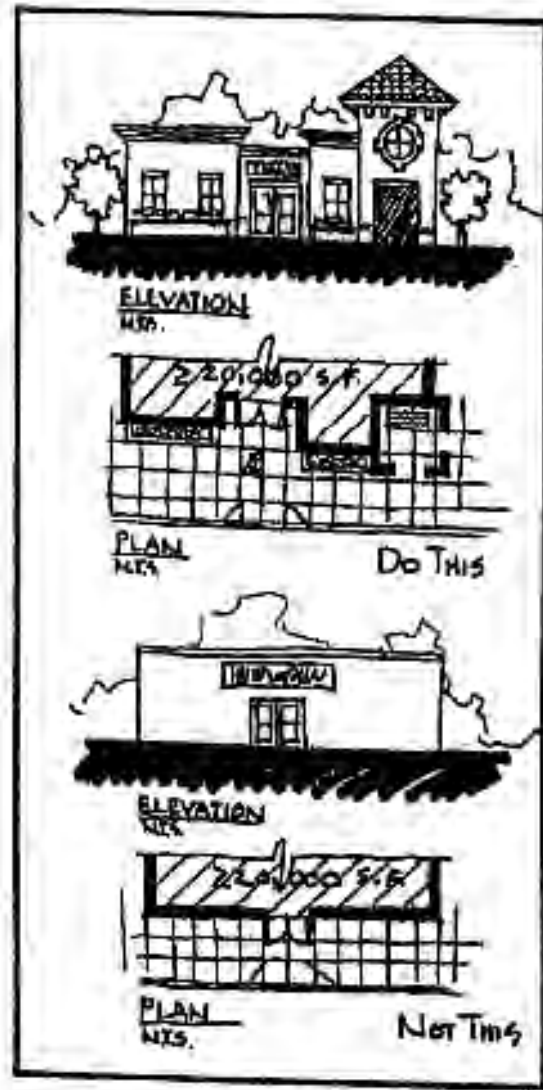


Illustration 1

adjacent to an arterial or collector street, or a navigable waterway, shall have two of the following design features:

- a. Windows comprising a minimum of 40 percent of the affected facade;
- b. Projected covered public entry with a minimum of 25 percent of the wall space devoted to windows; or,
- c. Covered walkway (excluding canvas type unless provided with six-inch columns or better) attached to the building, with a minimum width of eight feet and a 60 percent minimum coverage for the affected facade;

2. For buildings of between 5,000 and 19,999 square feet, inclusive, of gross building area, facades facing a public street shall have two of the following design features:

- a. Windows comprising a minimum of 33 percent of the affected facade
- b. Projected covered public entry with a minimum of 20 percent of the wall space devoted to windows.
- c. Covered walkway (excluding canvas type unless provided with six-inch columns or better) attached to the building, with a minimum width of six feet and a 50 percent minimum coverage for the affected facade.

3. For buildings of less than 5,000 square feet of gross building area, facades facing a public street shall have one of the following design features:

- a. Windows comprising a minimum of 25 percent of the affected facade
- b. Projected covered public entry with a minimum of 20 percent of the wall space devoted to windows.

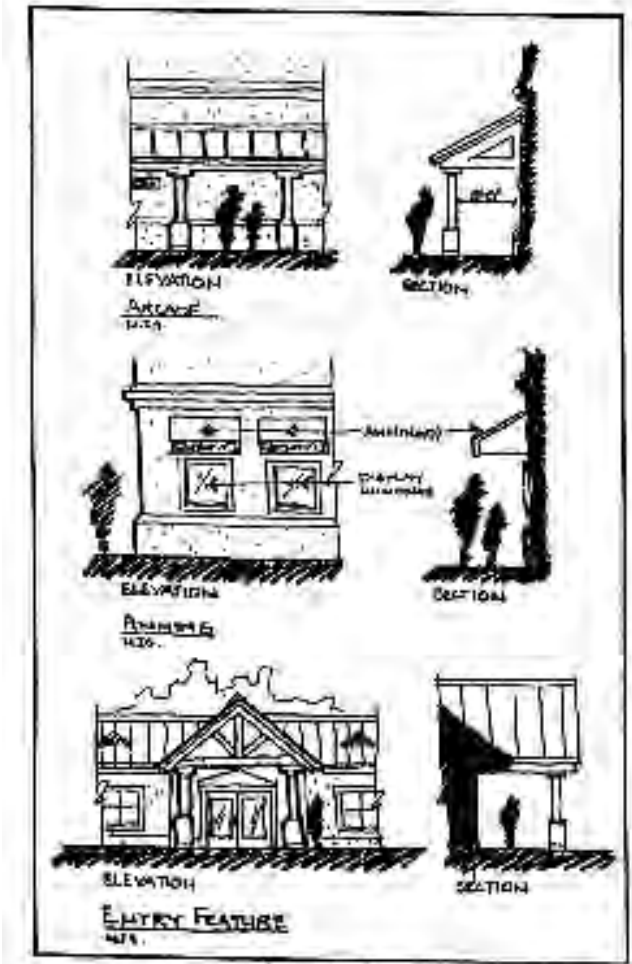
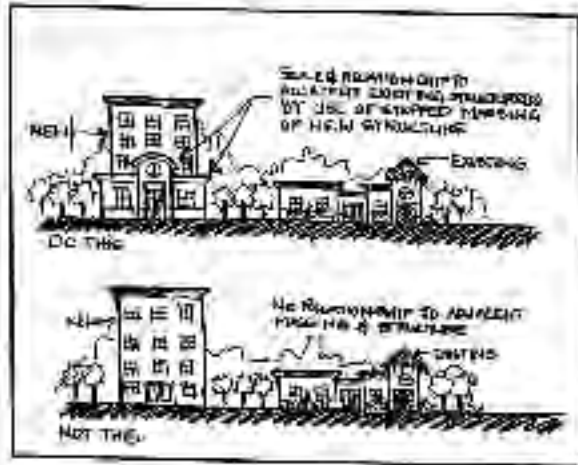


Illustration 2

c. Facade/wall height transition. New structures that are proposed to be located within 300 feet of an existing building, and are more than twice the height of any existing building within 300 feet shall provide transitional massing elements to transition between the existing buildings of lower height within 300 feet, and the proposed structures. The transitional massing element can be no more than 100 percent taller than the average height of the adjacent buildings (see Illustration 3 below).



d. Facade standard. All primary facades of a building shall be designed with consistent architectural style and detail and trim features. Facades attached to a primary facade shall incorporate features of the primary facade for a minimum of 33 percent of the overall wall length measured from the attached primary facade. In the case of outparcel buildings, all exterior facades shall adhere to the requirements of this section with respect to architectural design treatments for primary facades.

e. Window standards. Windows shall not appear to be false or applied.

f. Awning standards. These standards apply to awnings associated with and attached to a building/structure. (See Illustration 4)



Illustration 4

Mansard awnings are permitted provided they do not extend above the roofline of the building and are not backlit.

All other awnings shall adhere to the following standards:

1. Awnings may be backlit provided the illuminated portion of the awning with graphics does not exceed the size limitations and standards of this code.
2. Automobile sales parking lot awnings. Shade awnings may be erected in automobile sales parking lots subject to the following requirements and standards:
 - a. No shade awning structure shall be constructed within 75 feet of any public or

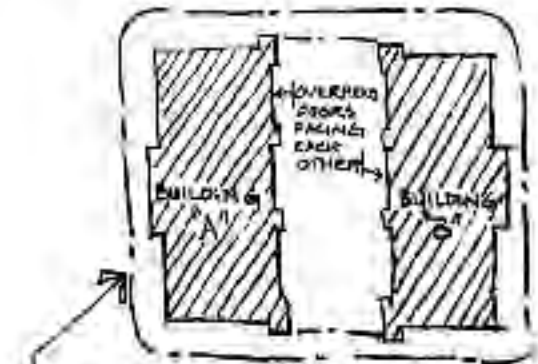
private street.

b. No one shade awning structure may exceed an area sufficient to provide cover for more than 20 automobiles.

c. The minimum separation between shade awning structures shall be 100 feet.

d. Multi-colored shade awning structures are prohibited and the use of black, gray, florescent, primary and/or secondary colors is prohibited. Earth-tone colors are encouraged.

g. Overhead doors: Overhead doors facing one another may be treated as interior space provided that the buildings meet all other requirements of section 6.13 of this code. (See Illustration 5)



When overhead doors face each other they may be treated as one building

Overhead Door Diagram

Illustration 5

h. Massing standards. Exterior facades shall be designed to employ the following design treatments:

1. For buildings of 20,000 square feet of gross building area or more;
 - a. No horizontal length or uninterrupted curve of a primary building facade shall exceed 100 linear feet. For arcaded facades, no horizontal length or uninterrupted curve of the arcaded facade shall exceed 120 feet, with varied lengths being desirable. Projections and recesses shall have a minimum depth of three feet with 25 percent of these having a varied length with a minimum differential of one foot (See Illustration 6).

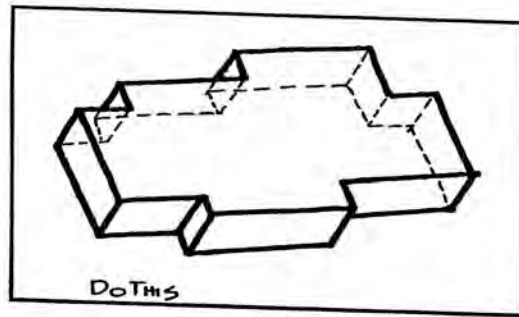


Illustration 6

- b. Exterior wall planes shall not constitute more than 60 percent of each affected facade.
- c. Primary facades on the ground floor shall have features along a minimum of 50 percent of their horizontal length per af-

ected side. These features include, but are not limited to: arcades, a minimum of six feet clear in width; display windows; entry areas; or other such design elements. Awnings are included in this calculation at 1.5 times the window width when associated with windows/doors and are in increments of 20 feet in length or less.

2. For buildings of between 5,000 and 19,999 square feet, inclusive, of gross building area;
 - a. No horizontal length or uninterrupted curve of any primary facade shall exceed 50 feet, For arcaded facades, no horizontal length or uninterrupted curve of any primary facade shall exceed 80 feet, with varied lengths being desirable. Projections and recesses shall have a minimum depth of two feet.
 - b. Exterior wall planes shall not constitute more than 50 percent of each affected facade.
 - c. Primary facades on the ground floor shall have features along a minimum of 33 percent of their horizontal length per affected side. These features include, but are not limited to: arcades, a minimum of six feet clear in width; display windows; entry areas; or other such design elements. Awnings are included in this calculation at 1.5 times the window width when associated with windows/doors and are in increments of 10 feet in length or less.
3. For buildings of less than 5,000 square feet

of gross building area;

- a. No horizontal length or uninterrupted curve of any primary facade shall exceed 35 linear feet. For arcaded facades, no horizontal length or uninterrupted curve of the arcaded facade shall exceed 60 feet, with varied lengths being desirable. Projections and recesses shall have a minimum depth of one foot.
 4. All buildings shall provide a minimum of one offset per public street or navigable waterway.
- i. Design Elements.
1. All commercial buildings shall have a minimum of four of the following building design treatments (see Illustrations 7 and 8 below):
 - a. Canopies or porticos, integrated with the building=s massing and style;
 - b. Overhangs, minimum of three feet;
 - c. Arcades, minimum of eight feet for buildings of 20,000 square feet of gross building area or more, and six feet for all other buildings, clear in width;
 - d. Sculptured artwork;
 - e. Raised cornice or building banding with a minimum of two reliefs;
 - f. Peaked roof forms;
 - g. Arches;
 - h. Ornamental and structural architectural details, other than cornices; which are integrated into the building structure and overall design;
 - i. Clock bell towers or other such roof treatment (e.g. domers, belvederes, cupolas);
 - j. Emphasized building base, minimum of three feet high and minimum projection from the wall of two inches;
 - k. Additional roof articulation above the minimum standards, (see Section 6.13.3.2);

- l. Metal or tile roof as the dominant roof material; or
- m. Any other treatment which, in the opinion of the Development Review Coordinator, meets the intent of this section.

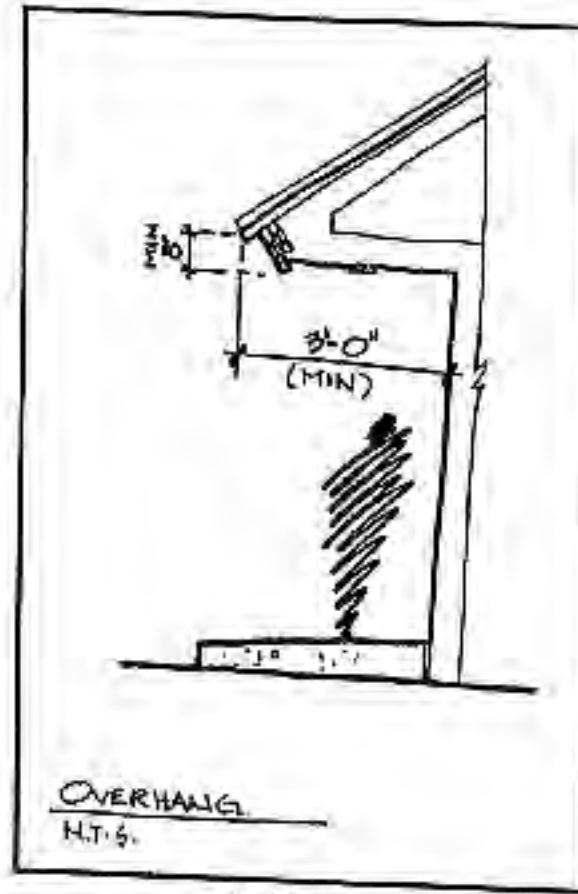
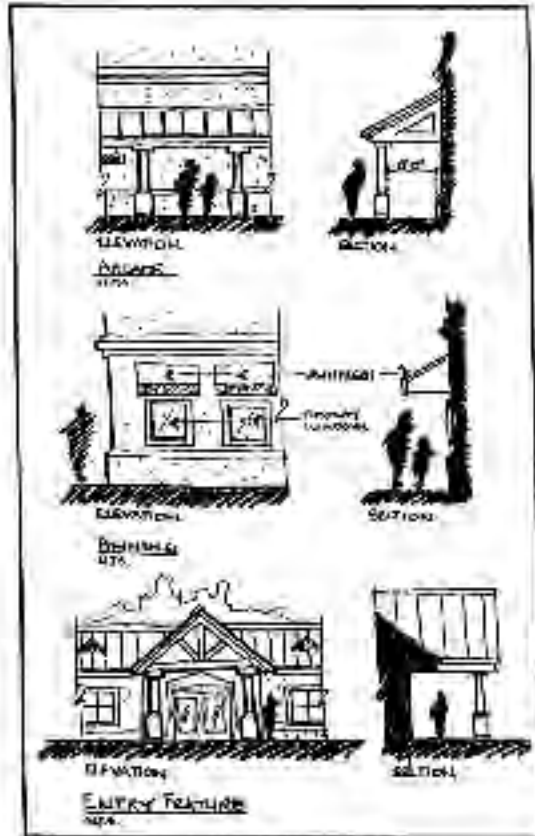


Illustration 2

- 2. All commercial sites shall have at least one of the following site design elements:
 - a. Decorative landscape planters or planting areas, a minimum of five feet wide, and areas for shaded seating consisting of a minimum of 100 square feet;

- b. Integration of specialty pavers, or stamped concrete along the building's walkway. Said treatment shall constitute a minimum of 60 percent of walkway area;
 - c. Water element(s), a minimum of 150 square feet in area; or
 - d. Two accent or specimen trees (in addition to the minimum required landscaping) along the front facade with a minimum diameter of four inches measured four feet above the ground and a minimum height of 18 feet at planting.
 - j. Detail Features
 - 1. Purpose and intent. The design elements in the following standards shall be integral parts a building's exterior facade and shall be integrated into the overall architectural style. These elements shall not consist solely of applied graphics, or paint.
 - 2. Blank wall areas. Blank wall areas shall not exceed ten feet in the vertical direction nor 20 feet in the horizontal direction of any primary facade. For facades connected to a primary facade this shall apply to a minimum of 33 percent of the attached facade measured from the connection point. Control and expansion joints within this area shall constitute blank wall area unless used as a decorative pattern and spaced at intervals of six feet or less. Relief and reveal work depth must be a minimum of one-half inch. Landscaping may be used to assist in reducing the blank wall area. Such landscaping shall not be in lieu of architectural treatment.

(See Illustration 9 and 10 below).

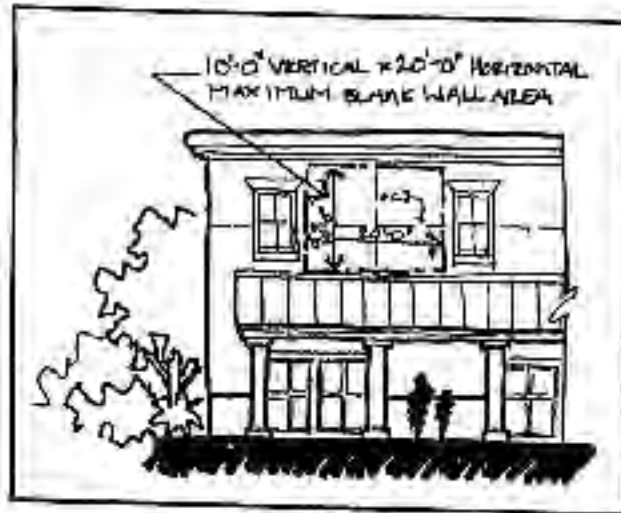


Illustration 9

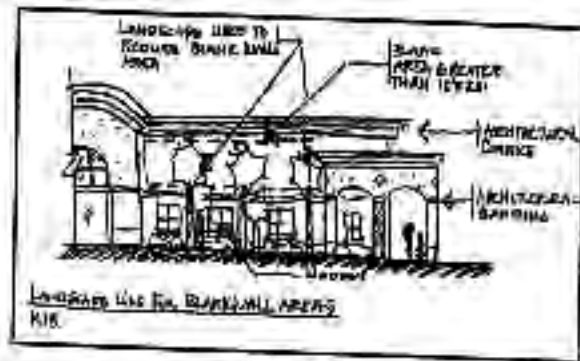


Illustration 10

3. Repeating facade treatments. Building facades shall include a repeating pattern and shall include no less than three of the design elements listed below. At least one of these

design elements shall repeat horizontally. All design elements shall repeat at intervals of no more than 50 feet for buildings of 20,000 square feet of gross building area or more, and 25 feet for all other buildings, horizontally, and a maximum of 15 feet vertically for all buildings.

- a. Color change;
 - b. Texture change;
 - c. Material module change;
 - d. Expression of architectural or structural bays, through a change in plane of no less than 12 inches in width, such as a reveal, an offset, or a projecting rib (see Illustration 11 below);
-
- Illustration 11
- e. Architectural banding;
 - f. Building setbacks or projections, a minimum of three feet in width on upper level(s) or,
 - g. Pattern change
 - k. Additional facade design treatments for multiple use buildings

1. Purpose and intent. The presence of buildings with multiple tenants creates variety, breaks up large expanses of uninterrupted facades, and expands the range of the site's activities. Windows and window displays of such stores shall be used to contribute to the visual interest of exterior facades. The standards in this section are directed toward those situations where more than one retailer, with separate exterior customer entrances, are located within the principal building.

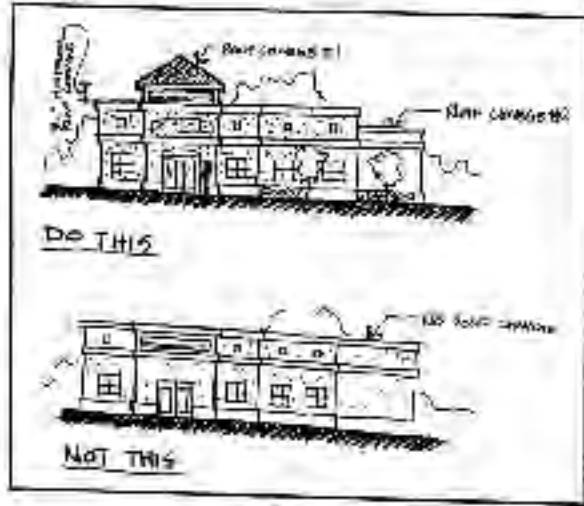
- 2. First floor primary facade treatments.
 - a. The first floor of the primary facades shall, at a minimum, utilize windows between the heights of three feet and eight feet above the walkway grade for no less than 30 percent of the horizontal length of the building facade.
 - b. Windows shall be recessed, a minimum of one-half inch, and shall include visually prominent sills, shutters, stucco reliefs, or other such forms of framing.

2. Roof treatments

- a. Purpose and intent. Variations in roof lines shall be used to add interest to, and reduce the massing of buildings. Roof features shall be in scale with the building's mass and complement the character of adjoining and/or adjacent buildings and neighborhoods. Roofing material should be constructed of durable high quality material in order to enhance the appearance and attractiveness of the community. The following standards identify appropriate roof treatments and features.

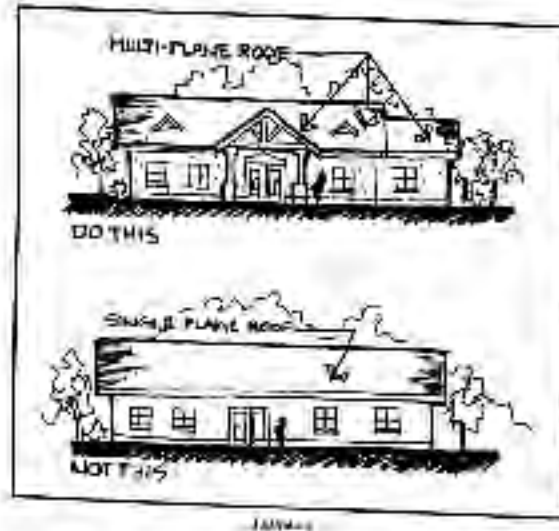
- b. Roof edge and parapet treatment. At a minimum of two locations, the roof edge and/or parapet shall have a vertical change from the dominant roof condition, a minimum of three feet for buildings of 20,000 square feet of gross building area or more, and two feet for all other buildings. At least one such change shall be located on a primary facade adjacent to a collector or arterial right-of-way (see Illustration 12 below). One additional roof change must be provided for every 25,000 square foot increment over

50,000 square feet of ground floor space.



c. Roofs shall meet the following requirements: (See Illustration 13 below)

1. Parapets shall be used to conceal roof top equipment and flat roofs;
2. Where overhanging eaves are used, overhangs shall be no less than two feet beyond the supporting walls. Where overhangs on existing buildings being renovated are less than two feet they shall be provided with a band or cornice, a minimum of eight inches in width, at least eight inches below the soffit at the wall;
3. Fascia shall be a minimum of eight inches;
4. Tile, metal, or 320-pound, 30-year architectural grade asphalt shingles of earth tone as the dominant roof material;
5. Canopies covering fueling islands must match the roof treatment of the primary structure.



d. Prohibited roof types and materials. The following types of materials are prohibited:

1. Asphalt shingles, except laminated, 320-pound, 30-year architectural grade asphalt shingles or better;
 2. Mansard roofs and canopies except as specifically provided for herein;
 3. Roofs utilizing less than or equal to a two to 12-pitch unless utilizing full parapet coverage; and
 4. Back-lit awnings used as a mansard or canopy roof.
3. Entryways/customer entrance treatments.
- a. Purpose and intent. Entryway design elements and variations are intended to give protection from the sun and adverse weather conditions. These elements are to be integrated into a comprehensive

design style for the project.

b. Entryways/customer entrance standards. These standards identify appropriate entry features.

1. For buildings of 20,000 square feet of gross building area or more;
 - a. Single use buildings. Single use buildings shall have clearly defined, highly visible customer entrances which shall include the following:
 1. An outdoor patio area adjacent to the customer entrance, a minimum of 200 square feet in area which incorporates the following:
 - a. Benches or other seating components;
 - b. Decorative landscape planters or wing walls which incorporate landscaped areas; and
 - c. Structural or vegetative shading.
 2. A main front entry which shall be set back from the drive a minimum distance of 15 feet.
 - b. Multiple use buildings and projects. Multi-use structures shall include the following:
 1. Anchor tenants shall provide clearly defined, highly visible customer entrances.
 2. Each anchor tenant shall have a front entry which shall be set back from the drive a minimum of 15 feet.
 3. A provision for intermittent shaded

- outdoor community space at a minimum of one percent of the total gross floor area of the building or commercial project. Said community space shall be located off or adjacent to the circulation path of the complex or main structure and shall incorporate benches or other seating components.
2. For buildings of between 10,000 and 19,999 square feet, inclusive, of gross building area;
 - a. An outdoor patio area adjacent to the customer entrance, a minimum of 50 square feet in area and which incorporates one of the following:
 1. Benches or other seating components
 2. A provision for intermittent shaded outdoor community space at a minimum of one percent of the total gross floor area of the building or commercial project. Said community space shall be located off or adjacent to the circulation path of the complex or main structure and shall incorporate benches or other seating components.
 - b. A main front entry which shall be set back from the drive a minimum of 15 feet.
 4. Materials.
 - a. Purpose and intent. Exterior building materials contribute significantly to the visual impact of a building on the community. They shall be well-designed and integrated into a comprehensive design style for the project.
 - b. Exterior building materials standards.
 1. Predominant exterior building materials shall include, but are not limited to:
 - a. Stucco of earth tone;
 - b. Natural brick (unpainted, unstained, and untinted);
 - c. Textured, other than smooth or ribbed, concrete masonry units of earth tone;
 - d. Stone (unpainted, unstained, and untinted), excluding an ashlar or rubble construction look or;
 - e. Wooden or composite siding.
 2. Predominant exterior building materials that are prohibited include:
 - a. Plastic or vinyl siding;
 - b. Corrugated or reflective metal panels;
 - c. Tile;
 - d. Smooth or rib faced concrete block; and
 - e. Applied stone in an ashlar or rubble look.
 3. Automotive and other special type service buildings may utilize prefabricated metal buildings under the following conditions:
 - a. Metal buildings are more than 250 feet from any right-of-way
 - b. Metal buildings are located directly behind the main showroom/sales center [or primary structure] so as not to be a dominant facade along the street;
 - c. At least 80 percent of the front elevation of any such building and accompanying showroom/sales center must be the elevation of the accompanying showroom/sales center.
 5. Drive-through window standards. Drive-through windows and lanes shall be designed to adhere to the following standards:
 - a. Drive-through windows shall not be placed between the right-of-way of a primary collector or arterial roadway and the associated building, unless the vegetation required by a Type "B" landscape buffer is installed within the buffer width required for the project and maintained along the entire length of the drive-through lane between the drive-through lane and the adjacent right-of-way. As an alternative to the vegetative buffer referenced above, a permanent covered porte-cochere type structure, other than awning/canvass type structure(s), may be installed extending the width of the drive-through and covering the service window(s). Such structure shall be integrated structurally and architecturally into the design of the building.
 - b. Only a single drive-through facility is permitted.
 6. Service function areas (SFA) including but not limited to loading, storage, mechanical equipment, and solid waste disposal.
 - a. Purpose and intent. To diminish, in a safe manner, the visual impacts of service functions that may detract or have a negative impact on the streetscape, landscape and/or the overall community image.
 - b. Buffering and screening standards. Loading or docking, outdoor storage, trash collection, mechanical equipment, trash compaction, vehicular storage, excluding new and used cars, recycling, roof top equipment and other service function areas shall be fully screened from adjacent properties and road way corridors at ground and pedestrian level.
 - c. Materials and design standards. Screening material and design shall be consistent with design treatment of the primary facades of the commercial building or project and the landscape plan.
 7. Outside play structures. Outside play structures are prohibited, except in conjunction with those personal service type and institutional

uses for which an outside play area is an integral part of the use (e.g. day cares, pre-schools, and schools).

8. Pedestrian walkways.

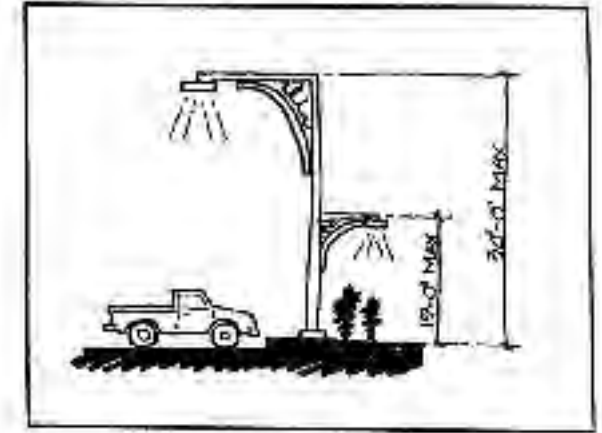
- a. Purpose and intent. To provide safe opportunities for alternative modes of transportation by connecting with existing and future pedestrian and bicycle pathways within the city and to provide safe passage from the public right-of-way to the commercial building or project, and between alternative modes of transportation.
- b. Pedestrian access standards. Pedestrian ways, linkages and paths shall be provided from the building entry(s) to surrounding streets, external sidewalks, and outparcels. Pedestrian ways shall be designed to provide access between parking areas and the building entrance(s) in a coordinated and safe manner. Pedestrian ways may be incorporated within a required landscape perimeter buffer, provided said buffer is not less than ten feet in width on average. Shared pedestrian walkways are encouraged between adjacent commercial projects.
- c. Minimum ratios. Pedestrian ways shall be provided at a minimum ratio of one for each public vehicular entrance to a project, excluding ingress and egress points intended primarily for service, delivery or employee vehicles.
- d. Minimum dimensions. Pedestrian walkways shall be a minimum of five feet wide.
- e. Materials. Pedestrian walkways shall be consistent with the provisions of the Americans with Disabilities Act (ADA), the Accessibility Guidelines and the Florida Accessibility Code. Materials may include specialty pavers, concrete, colored concrete or stamped pattern concrete.
- f. Pedestrian crosswalks at building perimeter. Building perimeter crosswalks shall be designed and coordinated to move people safely to and from buildings and parking areas by identifying pedestrian crossings with signage and variations in pavement materi-

als or markings.

g. Shade. Pedestrian walkways shall provide intermittent shaded areas when the walkway exceeds 100 linear feet in length at a minimum ratio of 100 square feet of shaded area per every 100 linear feet of walkway. Shade structures may be natural, manmade or a combination of both.

9. Lighting.

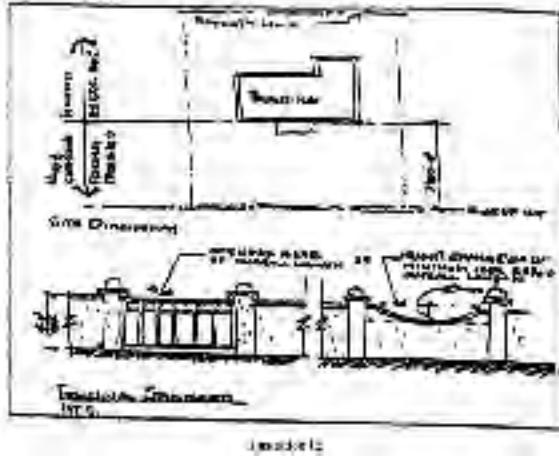
- a. Purpose and intent. Commercial buildings and sites, including their outparcels, shall be designed to provide safe, convenient, and efficient lighting for pedestrians and vehicles. Lighting shall be designed in a consistent and coordinated manner for the entire site. The lighting and lighting fixtures shall be integrated and designed so as to enhance the visual impact of the project on the community and/or blend the project into the surrounding landscape.
- b. Shielding standards. Lighting shall be designed so as to prevent direct glare, light spillage and hazardous interference with automotive and pedestrian traffic on adjacent streets and all adjacent properties. Illumination onto adjacent right-of-way or property shall not exceed 0.5 foot candles.
- c. Fixture height standards. Lighting fixtures shall be a maximum of 30 feet in height within the parking lot and shall be a maximum of 15 feet in height within non-vehicular pedestrian areas (see Illustration 14 below).



d. Design standards. Lighting shall be used to provide safety while accenting key architectural elements and/or emphasizing landscape features. Light fixtures shall be used as an integral design element that complements the design of the project. This can be accomplished through style, material or color (excluding florescent, primary and secondary colors) or by designing the lighting fixtures to blend into the landscape through the use of dark colors such as bronze, black and forest green. Mill finish is not permitted.

10. Fencing standards. Chain link and wood fencing are prohibited forward of the primary facade, except as provided below, and must be a minimum of 100 feet from a public right-of-way. Chain link and wood fencing facing a public right-of-way shall be buffered at a minimum by an irrigated hedge directly in front of the fence on the side of the right-of-way. Plant material

shall be a minimum of 24 inches in height and width and planted to create a continuous visual barrier at time of installation. This plant material shall be maintained at a minimum of three quarter the height of the fencing. (See Illustration 15).



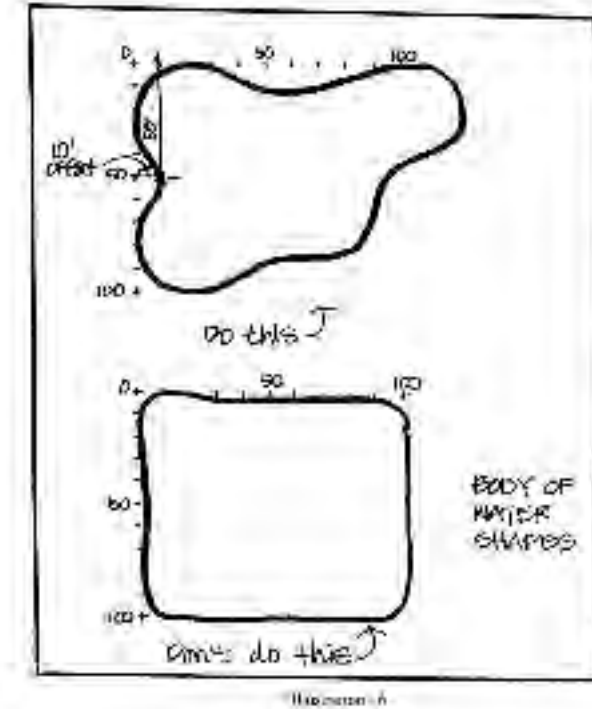
Fencing forward of the primary facade is permitted under the following conditions:

- a. Fencing does not exceed four feet in height;
 - b. The fencing provides either an open view at a minimum of 25 percent of its length or provides variation in its height for a minimum of 15 percent of its length with a deviation of at least 12 inches; and,
 - c. The fence style must complement building style through material, color and/or design.
11. Outparcels.
- a. Purpose and intent. To provide unified architectural design and site planning between outparcel structures and the main structure on the site in or-

der to enhance the visual impact of the structures and to provide for safe and convenient vehicular and pedestrian access and movement within the site.

b. Outparcel design. All exterior facades of an outparcel structure shall be considered primary facades and shall employ architectural, site, and landscaping design elements which are integrated with and common to those used on the primary structure on site. These common design elements shall include colors and materials associated with the main structure. When the use of common wall, side by side development occurs, continuity of facades and consolidated parking for several businesses on one parking lot may be used. Outparcels that are adjacent to each other shall have vehicular connection between their respective parking lots and interconnected pedestrian walkways.

12. Natural and manmade bodies of water including wet and dry retention areas for buildings of 20,000 sq. ft. or more (exceeding 12 feet in width). The shape of a manmade body of water, including wet and dry retention areas, shall be designed to appear natural by having off-sets in the edge alignment that are a minimum of ten feet and spaced 50 feet apart. On sites with buildings of 20,000 square feet of gross building area or more, all bodies of water, including wet and dry retention areas, exceeding 20,000 square feet in area, and which are located adjacent to a public right-of-way, shall incorporate into the overall design of the project at least two of the following items: (see Illustration 16 below).



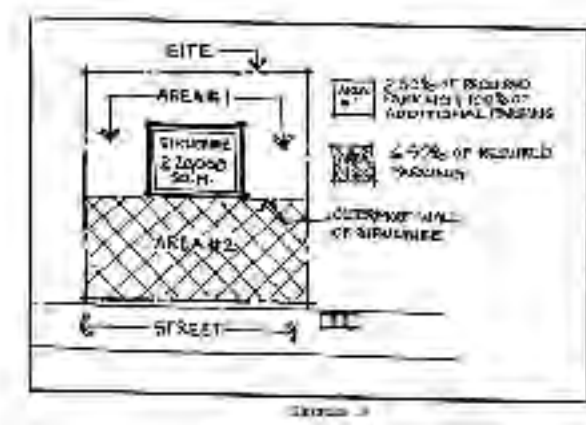
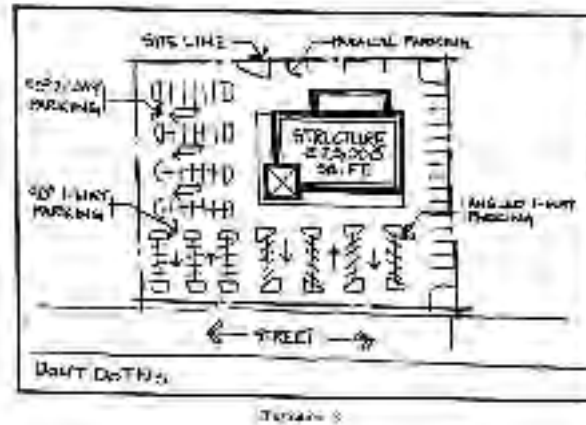
- a. A five-foot wide walkway with trees an average of 50 feet on center and shaded benches a minimum of six feet in length or picnic tables with one located every 150 feet.
- b. A public access pier with covered structure and seating.
- c. An intermittent shaded plaza/courtyard, a minimum of 200 square feet in area, with benches and/or picnic tables adjacent to the water body.
- d. A permanent fountain structure.

6.13.4. Architectural and site design standards and guidelines for commercial buildings and projects with a gross building area of 20,000 square feet

or larger.

1. Off street parking design. As provided for in section 6.5, and subject to the following provisions:

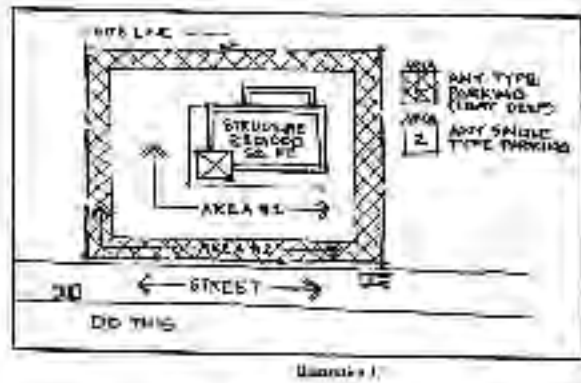
- a. Purpose and intent. Commercial buildings and sites, including their outparcels, shall be designed to provide safe, convenient, and efficient access for pedestrians and vehicles. Parking shall be designed in a consistent and coordinated manner for the entire site. The parking area shall be integrated and designed so as to enhance the visual appearance of the community.
- b. Design standards. Parking, utilizing the same degree of angle, shall be developed throughout the site to provide efficient and safe traffic and pedestrian circulation. A single bay of parking provided along the perimeter of the site may vary in design in order to maximize the number of spaces provided on-site. The mixture of one-way and two-way parking aisles, or different degrees of angled parking within any parking area is prohibited, except as noted above, or where individual parking areas are physically separated from one another by a continuous landscape buffer, a minimum ten feet in width with limited access. Landscape buffers for these locations shall use landscape material other than grass for separation of parking areas (See Illustrations 17 and 18).



- c. Maximum parking. Parking in excess of the minimum parking requirements shall consist of grassed parking surface as opposed to paved or paver block surfaces. These parking spaces shall be located furthest from the main building on the site.
- d. Parking location. Projects shall be designed to adhere to the following standards:

- 1. Interior lots. No more than 50 percent of the off-street parking for the entire commercial building or project shall be located between any primary facade of the commercial building or project and the abutting street or navigable waterway. (See Illustration 19 below).

- 2. Corner lots. No more than 80 percent of the off-street parking for the entire commercial building or project shall be located between any primary facade of the commercial building or project and the abutting street or navigable waterway area, with no single side to contain more than 65 percent of the required parking. (See illustration 20 below).

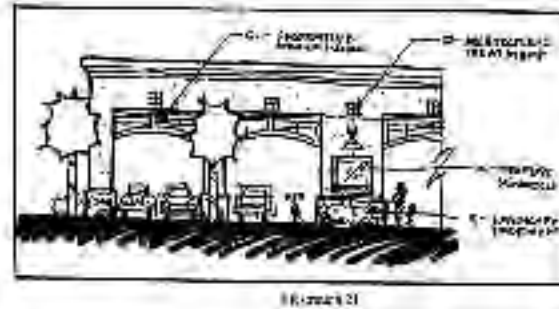




e. Parking structure standards. A minimum of 60 percent of any primary facade of a parking structure or covered parking facility shall incorporate two of the following (see Illustration 21 below for examples):

1. Transparent windows, with clear or lightly-tinted glass, where pedestrian oriented businesses are located along the facade of the parking structure;
2. Display windows;
3. Decorative metal grille-work or similar detailing which provides texture and partially and/or fully covers the parking structure

- opening(s);
4. Art or architectural treatment such as sculpture, mosaic, glass block, opaque art glass, relief work, or similar features; or,
5. Vertical trellis or other landscaping or pedestrian plaza area.

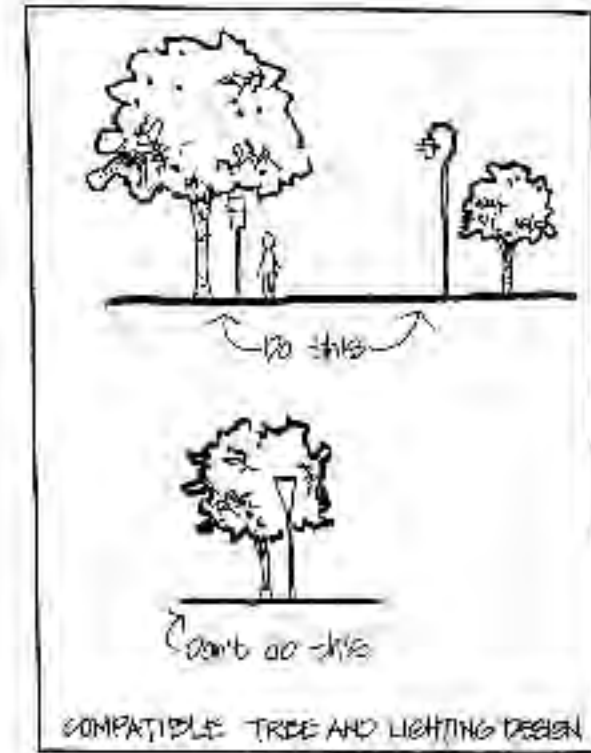


2. Landscaping. In addition to the requirements of section 6.6., "Landscaping and buffering" the following requirements shall apply.

- a. Purpose and intent. To provide enhanced landscaping within the vehicular and pedestrian use areas of large commercial buildings and projects. Such landscaping is intended to enhance the visual experience of the motoring and pedestrian public, commonly referred to as the "streetscape", while adhering to the purpose and intent set forth in section 6.6. of this code. Landscaping should be used to enhance and complement the site design and building architecture.
- b. Landscaping. The following requirements, with the exception of building perimeter plantings, shall be counted toward the required greenspace and open space requirements of section 6.6 of this

code.

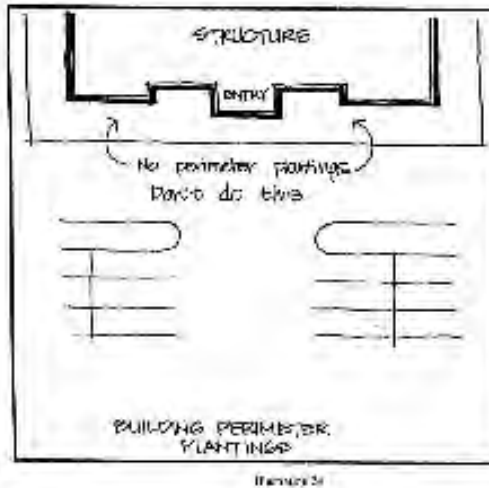
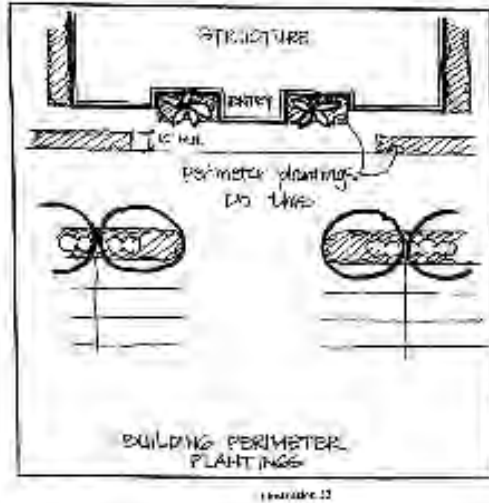
c. Tree and lighting locations shall be designed so as not to conflict with one another (see Illustration 22 below).



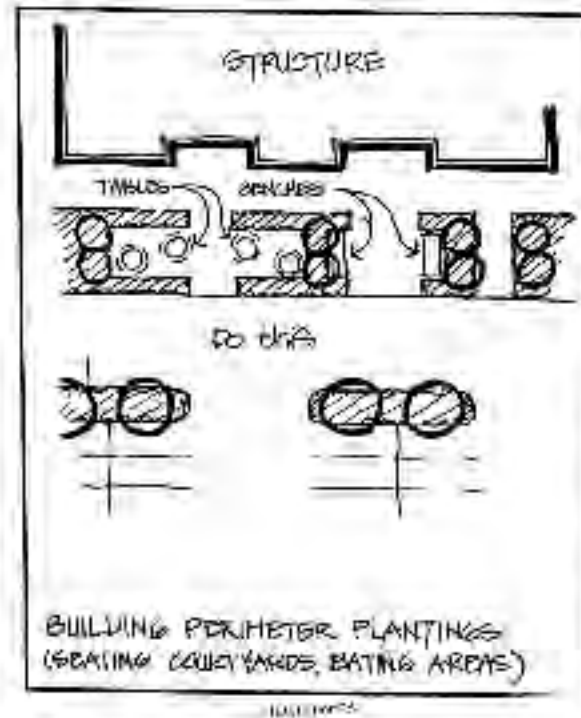
d. Locational requirements for building perimeter plantings as required by section 6.6 of this code

1. Perimeter landscape plantings shall be located adjacent to the primary building facade, including building entrance areas, plazas, and courtyards. These areas shall be landscaped with any combination of trees, palms, shrubs and ground covers

(see Illustrations 23 and 24 below).



2. Building perimeters shall include plantings at a ratio of 100 square feet of planters per 1,000 square feet of building ground floor area. Planters shall either be raised or at ground level and be a minimum of ten feet wide. Seating courtyards, eating areas and plazas may be incorporated within them (see Illustration 25 below).



6.13.5.Exceptions and interpretations.

1. Exceptions. Exceptions to the provisions of this section may be granted by the city council in the form of a PUD zoning district where it can be demonstrated that such exceptions are necessary to allow for innovative design which, while varying from one or more of the provisions of this section, nonetheless are deemed to meet the overall purpose and intent set forth herein. In the case of individual commercial buildings or projects, where site specific factors may impact the ability to meet these standards, variance from one or more of the provisions of this section may be requested pursuant to the procedures set forth in section 2.5 of this code.

2. Interpretations. During the course of review should an applicant and staff be unable to concur on the application of a specific provision or provisions of this section, the development review coordinator shall be authorized to make a final determination. The development review coordinator shall render his finding in writing within 15 days of receipt of a written request from the applicant. The applicant may appeal the determination of the development review coordinator to the planning and zoning commission, pursuant to the procedures set forth in this code.

Appendix I: Sample PUD Ordinance

Sample ordinance for a Planned Urban Development taken from City of Mount Vernon, Washington.

ORDINANCE NO. 3316

AN ORDINANCE OF THE CITY OF MOUNT VERNON, WASHINGTON, AMENDING CHAPTER 17.69 OF THE MOUNT VERNON MUNICIPAL CODE ESTABLISHING ORDINANCE NO. 3316 AND REPEALING ORDINANCE NO. 3282 AND ORDINANCE NO. 3296 ADOPTING A MORATORIUM FOR DENSITY BONUS SUBDIVISIONS AND INTERIM CONTROLS.

WHEREAS, the requisite public hearing before the Planning Commission on January 3, 2006 was preceded with appropriate notice, published on December 13, 2005; and, the requisite City Council hearing of January 18, 2006 was preceded with appropriate notice published on December 13, 2005; and,

WHEREAS, the requisite notice of adoption of the proposed amendments has been duly transmitted in compliance with RCW 36.70A.106 (1); and,

WHEREAS, a SEPA Threshold Determination of Non-significance, non-project action, was published on November 28, 2005; and,

WHEREAS, the City Council placed a moratorium on applications for Planned Unit Developments on August 10, 2005 in response to increasing concern about the proliferation of residential housing and the need for the City to take a comprehensive investigation of its planning policies and develop a revised PUD; and,

WHEREAS, the requirements for public participation in the development of this amendment as required by the State Growth Management Act (GMA) and by the provisions of City of Mount Vernon Resolution No. 491 have all been met; and,

WHEREAS, the proposed amendments will require PUDs to achieve a

higher level of design and demonstrate public benefit; and,
NOW, THEREFORE,
THE CITY COUNCIL OF MOUNT VERNON, WASHINGTON,
DO ORDAIN AS FOLLOWS:

SECTION 1: Repealer. The following are hereby repealed in their entirety:

A. Ordinance No. 3282, enacted August 10, 2005.

Entitled:

AN ORDINANCE declaring emergency and adopting an immediate moratorium on the acceptance of applications for planned unit developments codified within Mount Vernon Municipal Code 17.69 et. seq., acceptance of applications for cluster subdivisions codified within the MVMC 17.15 et.seq., and the acceptance of applications for the transfer or purchase of development rights codified within Mount Vernon Municipal Code 17.119 et. seq. to those areas within the City and its urban growth areas necessary for the protection of the public health, safety and welfare and in order so that the City may take a comprehensive investigation to its planning policies.

B. Ordinance No. 3296, enacted November 9th, 2005. .

Entitled:

AN ORDINANCE amending ordinance 3282 adopting interim official controls to allow for applications for those planned unit developments exempt from the moratorium.

SECTION 2: That Chapter 17.69 of the Mount Vernon Municipal Code is hereby repealed in its entirety and reenacted, which reenacted section shall be re-titled and now read as follows:

Chapter 17.69

PLANNED UNIT DEVELOPMENTS

Sections:

17.69.010 Purpose.

17.69.020 Scope.

17.69.030 Minimum lot area.

17.69.035 Accessory Uses

17.69.040 Pre-design development meeting, pre-application conference and neighborhood meeting.

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17.69.090 Modification of permitted densities – Bonus density.

17.69.100 Modification of permitted uses – Commercial uses.

17.69.110 Modification of permitted uses– Multi-family uses.

17.69.120 Modification of development standards.

17.69.130 Open space requirements.

17.69.140 Preliminary approval criteria.

17.69.150 Preliminary PUD review process.

17.69.160 Authority to approve, condition or deny preliminary PUD

17.69.170 Performance guarantees – PUD agreement.

17.69.180 Modifications to an approved PUD.

17.69.190 Building and occupancy permits – Issuance after final PUD approval.

17.69.200 Final PUD plan requirements.

17.69.210 Time limitation on final PUD submittal.

17.69.220 Filing of final PUD plan.

17.69.010 Purpose.

The purpose of this chapter is to implement the goals and policies of the Mount Vernon Comprehensive Plan

by promoting creativity in site layout and design, allowing flexibility in the application of the standards for residential and mixed residential/commercial development to protect and enhance environmental features, and provide other public benefits. This chapter provides performance criteria to encourage flexibility in the choice of the types of living units available to the public through a discretionary planned unit development (PUD) process. More specifically, it is the purpose of this chapter to:

- A. Allow development of land with physical constraints, while at the same time preserving the natural characteristics of a site, including topography, native vegetation, wildlife habitat, environmentally sensitive areas, and other natural amenities of value to the community;
- B. Create and/or preserve open space for recreation and aesthetic enjoyment of residents and employees;
- C. Provide for the management and control of storm water;
- D. Permit developers to use innovative methods and approaches not available under conventional zoning methods to facilitate the construction of a variety of housing types and densities serving the diverse housing needs of Mount Vernon residents to promote the housing goals and policies of the Mount Vernon Comprehensive Plan;
- E. Provide for the economic provision of public facilities and services by allowing choices in the layout of streets, utility networks, and other public improvements through innovative site design;
- F. Avoid the overburdening of present or planned capacity of public utilities, services, facilities and streets, which may occur under conventional site development and zoning methods;
- H. Ensure that proposals are contextually appropriate

and integrate appropriately with surrounding established neighborhoods.

17.69.020 Scope.

A. This chapter shall apply to all permitted uses within the R-1, 7.0, R-1, 5.0, R-1, 4.0, R-1, 3.0 and R-2 residential districts and constitutes a “floating” overlay zone over these districts; provided, however, this chapter permits the development of limited multifamily housing and limited commercial development in the above specified residential zones, so long as the requirements of this chapter are satisfied.

This chapter may be applied to existing subdivisions on which no development has yet occurred, or where adequate vacant land exists within an existing development to meet the standards and criteria of this chapter.

B. The PUD process provides an alternative to traditional development under prescriptive zoning and subdivision standards. The performance standards associated with a PUD allow for departure from strict compliance with zoning and subdivision development standards. However, all proposed PUD development standards that depart from strict compliance with zoning and subdivision standards must demonstrate that they allow for better design and are in the public interest.

C. A PUD application must be processed with either an application for short subdivision or full subdivision approval. The scope of this chapter is to allow more innovative ways of designing such development applications, enabling applicants to take advantage of incentives, including flexible zoning standards, modification of requirements of the city’s engineering design standards, and bonus densities in appropriate circumstances, in exchange for public benefits.

D. PUD’s are not intended to provide infill housing on smaller parcels in established residential areas of the City.

17.69.030 Minimum lot area.

The minimum lot area required for property proposed for a PUD shall be two gross acres.

17.69.035 Accessory Uses

Permitted accessory uses within approved PUDs shall include:

A. Storage areas for items such as recreational vehicles, other vehicles, and boats. Storage areas shall not abut a public road and shall be screened on all sides with Type II landscaping as defined in MVMC 17.93. Storage areas approved through a PUD can exceed the size and height restrictions normally associated with an accessory use so long as the provisions within this section are met.

17.69.040 Pre-design Development Meeting, Pre-application Conference and Neighborhood Meeting

A. For the purposes of expediting applications and reducing development costs, the city of Mount Vernon requires a “pre-design development” general information meeting. This meeting will provide input from relevant department staff regarding requirements needed for a proposed project; such as land use, site design, required improvements and conformance with the comprehensive plan, zoning ordinance and subdivision code. This approach offers a forum where information can be shared about the site and staff can guide the applicant through specific requirements prior to developing a detailed site plan. This informal process will help alert developers to potential issues prior to expending resources on plans that may need alterations to meet city regulations. The meeting will also provide details on the information needed for the required pre-application conference and will identify the PUD design standards contained in the design evaluation checklist.

B. Prior to filing any application, the applicant shall schedule, and the city shall conduct, a pre-application conference, pursuant to the provisions of MVMC 14.05.070. To schedule a pre-application conference, the applicant shall submit to the development services director all required appli

cation materials, including the design evaluation checklist and required forms, maps, site plans, landscaping plans, elevations, etc., so the city can advise the applicant whether there is sufficient information to constitute a complete application and to review the proposal in relationship to the comprehensive plan, approved sub-area plan or neighborhood plan for the area, and specific city development objectives, policies, and plans for the area.

C. Prior to submission of a formal PUD application and after the completion of the pre-application meeting with the city, the applicant is required to conduct a neighborhood meeting to review the proposed project with property owners within 500 feet of the subject property. Comments received at the meeting should be submitted to the City for consideration with the PUD application.

D. If, as a result of the neighborhood meeting, residents have questions or require additional information concerning the proposed PUD, they may request an informal meeting with the development services director or the applicant by contacting the development services department.

17.69.050 Design Assistance

A. Design assistance is provided through the provision of the design evaluation checklist at the pre-design meeting and a detailed review and evaluation of the proposal consistent with the standards contained in the checklist at the pre-application meeting. The review and evaluation of the proposal at the pre-application meeting shall be facilitated by a qualified, professional design review consultant retained by the City. All expenses associated with the review and evaluation of the proposal by the design review consultant shall be borne by the applicant.

B. The design review consultant (consultant) shall review the proposal for compliance with the standards contained in the design evaluation checklist prior to the pre-application meeting. The consultant shall provide a preliminary assessment of the proposals compliance with the standards contained in the checklist to the applicant at the meeting. In addition, the consultant may suggest alternative strategies that

would allow the proposal to be modified in a manner that increases compliance with applicable standards. At the request of the applicant, the consultant may schedule additional meetings to review revised plans for the proposal.

C. Upon submittal of a complete application, the design review consultant shall review the PUD design and shall prepare a written report to the Director summarizing the proposals compliance or non-compliance with all of the applicable standards contained in the design evaluation checklist. In addition, the consultant shall preliminarily evaluate requests for bonus density consistent with the requirements of MVMC 17.69.090. The consultant shall provide a written recommendation to the Director summarizing the proposals compliance with the approval criteria contained in MVMC 17.69.090(D).

17.69.060 Design Evaluation Checklist

Pre-design development, pre-application review and the review of final PUD applications shall be guided by the standards contained in the design evaluation checklist attached as Appendix A to this chapter and incorporated herein as though fully set forth.

The city shall prepare a handbook to be available to potential applicants and the public that includes graphic illustrations, photographs and/or narrative text to illustrate the above-referenced standards.

17.69.070 Application contents and fees

A. After the pre-application conference, the applicant may file an application for a preliminary PUD with the development services department together with the application fee and documents meeting the requirements set out in sub-sections (B) through (F) of this section. An applicant may submit applications for:

1. Preliminary PUD and preliminary plat together.
2. Preliminary PUD only;
3. Preliminary and final PUD plat simultaneously, provided all information required under MVMC 17.69.160(B) is submitted;
4. Amendment to a PUD.

B. The PUD application shall be accompanied by a nonrefundable fee as set forth in Chapter 14.15 MVMC to reimburse the city of Mount Vernon for the costs of reviewing the application. Further provided, the applicant shall be responsible for additional processing costs incurred by the city in the event of additional staff time, consultant services, and public hearing costs over and above the initial application fee. All additional costs shall be paid within 30 days of notice by the city. Failure to provide payment to the city shall terminate processing of the application.

C. Written documents required with a PUD application are as follows:

1. Provide application forms:
 - a. Counter complete checklist, as prepared by the development services department;
 - b. Master application form;
 - c. Submittal requirements for preliminary plat or short plat if the applicant wishes to process the preliminary plat with the preliminary PUD
 - d. Submittal requirements for a substantial development permit if required by the shoreline master program ordinance;
 - e. SEPA environmental checklist pursuant to Chapter 43.21C RCW;
 - f. Ownership statement;
2. Provide legal description of the total site proposed

for development, including a statement of present and proposed ownership and present and proposed zoning;

3. Provide statement of objectives to be achieved by the PUD through the particular approach proposed by the applicant. This statement should include a description of the character of the proposed development and the rationale behind the assumptions and choices made by the applicant including consistency with the goals, objectives and criteria of the comprehensive plan and a detailed statement summarizing in written and graphic form how the development complies with the applicable provisions of this chapter;
4. Provide a table that summarizes all proposed modifications of development standards consistent with the requirements and limitations of MVMC 17.69.120. The table shall contain the following information.
 - a. The development or zoning standard proposed to be modified;
 - b. The proposed modified standard;
 - c. A narrative describing how the proposed modification allows for better design and would be in the public interest.
5. Provide development schedule indicating the approximate date when construction of the PUD or phases of the PUD can be expected to begin and be completed;
6. Provide statement of the applicant's intentions with regard to the future selling or leasing of all or portions of the PUD, such as land areas, dwelling units, etc.;
7. Provide quantitative data for the following:
 - a. Total number and type of dwelling units;
 - b. Parcel size;
 - c. Proposed lot coverage of buildings and structures;
 - d. Approximate gross and net residential densities;

- e. Total amount of open spaces as defined by Mount Vernon Zoning Code, including a separate figure for usable open space;
- f. Total amount of nonresidential construction, including a separate figure for commercial or institutional facilities;
8. Provide evidence of sewer availability;
9. Provide evidence of adequate water supply as required by RCW 19.27.097;
10. For any PUD that contains proposed retail or other commercial uses intended to serve the residents of the PUD, a market analysis that includes the following information:
 - a. Provide the projected population in the PUD for non-residential uses;
 - b. Show evidence of effective buying power of the residents of the PUD for nonresidential uses in a PUD;
 - c. Show the net potential buying power for the nonresidential uses in the PUD and a recommendation regarding the types and sizes of uses;
12. Provide a copy of the summary of the pre-application conference and all information requested during the pre-application conference;
13. Provide, if applicable, comments received at the neighborhood meeting.

D. Site plan and supporting maps necessary to show the major details of the proposed PUD are required with a PUD application, containing the following minimum information organized into one set of drawings:

1. The existing site conditions, including contours at two-foot intervals, watercourses, wetlands, unique natural features, steep slopes and forest cover;
2. Proposed lot sizes, lot lines and plot designs;

3. The location, typical floor plans and building elevations, floor area size and building envelopes of all existing and proposed buildings, structures and other improvements, including maximum heights, types of dwelling units, typical lot landscaping plans, density per type and nonresidential structures including commercial facilities; For proposals that include single-family residences on lots 4,500 square foot in size and smaller, multi-family residential development and/or commercial structures more detailed architectural plans will be required. These include: elevations illustrating window and door placement, building siting on proposed lots, site plans illustrating building to building relationships and proposed building materials.
4. The location, dimension and area (in acres or square feet) of all tracts or parcels to be conveyed, dedicated or reserved as common, usable, conservation, buffer, or constrained open spaces, public parks, recreational areas, school sites and similar public and semipublic uses;
5. The existing and proposed circulation system of arterial, collector and local streets, including off-street parking areas, service areas, loading areas, transit stops existing and proposed and major points of access to public rights-of-way, including major points of ingress and egress to the development. Notations of proposed ownership, public or private, should be included where appropriate (detailed engineering drawings of cross-sections and street standards should be handled in the final development stage);
6. The existing and proposed pedestrian and bike circulation system, including its interrelationships with the vehicular circulation system, consistency with the city's comprehensive plan and indicating proposed solutions to points of conflict;
7. The existing and general plans for utility systems, including sanitary sewers, storm sewers and water, electric, gas, cable television, fiber optic conduits, telephone lines, solid waste, and lighting;
8. A general landscape plan indicating the treatment of materials used for private and common, usable, or conservation open space and buffers. This landscape plan should be in a general schematic form at this stage;

9. Enough information on land areas adjacent to the proposed PUD to indicate the relationships between the proposed development and existing and proposed adjacent areas, including land uses, zoning classifications, densities, circulation systems, public facilities and unique natural features of the landscape;

10. The proposed treatment and design of the perimeter of the PUD, including materials and techniques used such as screens, landscape buffers, fences and walls;

11. A proposed comprehensive sign plan encouraging the integration of signs into the framework of the building or buildings on the property should be included with the final PUD application;

12. The general design of all accessory uses on the property such as all private and public fencing, recreation facilities, service areas, critical areas fencing and signage, and enhancement areas.

E. Any additional information, as required by the development services director, necessary to evaluate the proposed preliminary PUD, i.e., tree preservation plan, lighting plan, traffic study, etc.

F. Provisions for maintenance of all open spaces or common property, including conditions whereby the city may enforce any provisions or requirements needed to insure the meeting of PUD objectives. These provisions may include CC&Rs or restrictive covenants.

17.69.080 Innovative residential development.

A. Purpose.

1. More efficient use can be made of land, energy and resources and more livable development can be achieved when the designer has flexibility in residential types, placement and density. Such flexibility can be achieved while safeguarding the public interest by review of the proposed planned unit development plan which shows the type and placement of residential structures. Therefore, the city allows planned residences at varied densities where specified in the appropriate zones of the city.

2. Upon compliance with this chapter, the use of land may comply with the provisions in this section in lieu of the provisions of the zone where

located.

3. It is intended that innovative residential developments encourage imaginative design to achieve these purposes. Therefore, incentives and flexibility may be allowed such as clustered housing and bonus densities, lot averaging, zero lot lines, condominium development, and mixed residential types. The city may approve the use of these tools as provided in this section as deemed reasonable and warranted by the excellence of the resulting design and its benefits to the community.

B. Techniques.

1. Clustered Housing. When residences are clustered in design groups in a planned unit development with common open space, the clustered housing may, in lieu of the zone restrictions, be designed with building locations, lot sizes, yards and/or density standards as prescribed on the plat or on plans for the planned unit development approved by the city.

2. Bonus Density. When a planned unit development is submitted under this chapter as an innovative development, and is of sufficient excellence in design and planning to meet and/or exceed the review criteria as established in MVMC 17.69.090(D), a higher density may be allowed.

3. Residential Types. To achieve the most efficient use and conservation of land, energy, resources, view and terrain, mixed residential types may be designated and allowed in innovative residential planned unit developments as prescribed in this chapter.

C. Neighborhood Context and Transitions. PUD proposals shall acknowledge surrounding established residential land use patterns and shall be designed in a manner that provides similar lot sizes and/or adequate buffer areas

along the project perimeter. The purpose of this technique is to preserve existing neighborhood character and provide appropriate transitions in density.

1. Lots created that abut existing neighborhoods, where lots are equal to or greater than 9,600 square feet in size, shall be a minimum of 9,600 square feet in size, with a minimum lot width of 95 feet, where abutting lot widths exceed 95 feet. Lots smaller than 9,600 square feet can be created, as long as a 20-foot minimum forested buffer can be maintained or created between the newly created lots and existing lots. Building setbacks from the buffer shall be 10 feet; except for accessory buildings.

2. Lots created that abut existing neighborhoods where the lots are less than 9,600 square feet in size shall match or be greater than the average lot size found on the abutting lots or shall establish or maintain a 20-foot minimum forested buffer between the newly created lots and existing lots.

3. Lots created that abut undeveloped residentially zoned land shall meet or exceed the minimum lot size as allowed by the zoning district for the abutting properties or shall establish or maintain a 20-foot minimum forested buffer between the newly created lots and undeveloped land.

4. Lots created that abut non-residentially zoned land and/or lands located outside of the City's Urban Growth Area shall not be required to provide similar lot sizes and/or adequate buffer areas.

D. Buyer Notification. The planned unit development plan shall note that the residences thereon constitute an innovative residential development and must be constructed as shown on the planned unit development plan. Building permits may be issued only for structure

types and placements as shown on the planned unit development plan. Sales agreements and titles for land and residences sold in innovative residential developments shall note this restriction.

17.69.090 Modification of permitted densities – Bonus density.

A. Purpose for Bonus Densities. Bonus densities are intended to provide the incentive to encourage the development of affordable housing, provide additional public amenities, or preserve valuable natural or cultural resources and features. The satisfaction of any of the bonus density criteria specified in subsection D of this section is considered to be in the public interest and worthy of a bonus density.

B. Eligibility for Bonus Densities. Eligibility to obtain a bonus density is based upon site plan review and approval by the city after a public hearing. Such bonus densities may be granted to a deserving application if the PUD plan submitted is judged by the city to have achieved one or more of the bonus density criteria.

C. Maximum Bonus Density. The maximum bonus density allowed is limited to an additional 20 percent over the density allowed in the underlying zone. In zones where a bonus density may be allowed, either the bonus density allowance in these PUD provisions or that allowed in the zone may be utilized in the PUD, but not both. Based upon attributes of a proposal and the characteristics of the development site, the city may determine that a bonus density of less than 20 percent is appropriate. In addition to criteria provided in this section, the density shall be compatible with the site's natural constraints and the character and density of the surrounding area. Compatibility for bonus density shall also be determined

by proximity of the site to arterials, transit service, employment and shopping areas and planned amenities.

D. Basis for Approval of Bonus Density. Upon submission of the PUD application, the director shall review the proposed project and submit a report to the hearing examiner, containing recommendations and proposed findings of fact and conclusions with respect to the allocation of bonus densities for the project. Applicants seeking bonus density shall identify the specific aspects of the proposal that they believe qualify for the bonus. Significant design approaches may qualify for bonus in multiple areas, however the overall bonus allowed for a proposal shall not exceed the aggregate maximum bonus as defined by Section 17.69.090(C). The allocation of bonus densities should be based upon a comprehensive review of the entire project. In evaluating proposals for bonus density, the director shall compare the alternative development of a subject site in strict compliance with adopted subdivision standards with the submitted proposal. An affirmative recommendation for the granting of bonus density must be based on the identification of additional public benefits provided by the proposal as compared to developing the project in compliance with subdivision standards. It is the intention of this section to allow bonus densities where a PUD applicant proposes design attributes providing public benefits in addition to those required by local, state or federal land use or environmental regulations. Bonus densities will not be allowed for site design proposals which merely reflect mandatory requirements of local, state and federal codes or regulations. Consideration of the following criteria should be given, but need not be limited to these:

1. Preservation of Open Space and Natural, Historical and

Cultural Features, maximum five percent (5%) bonus can be achieved. Items for consideration in meeting this criterion may include; preservation and minimum disturbance of natural features and wildlife habitat; preservation of unique historical or cultural features; preservation of open space; dedication to the city of land within the city's potential park or open space areas and corridors as designated in the comprehensive plan and as shown on the land use map; and preservation of air, sunlight and scenic resources.

2. Public Service and Facility Availability, maximum five percent (5%) bonus can be achieved. Items for consideration in meeting this criterion may include the provision of public schools; public park or other public facilities and/or sites; bicycle and pedestrian pathway systems; public transit and arterial access to the site; and special site design for special needs residents to situate or cluster uses within a reasonable distance of fire and police protection, medical, shopping, church and other such amenities.

3. Energy Efficiency, maximum five percent (5%) bonus can be achieved. Items for consideration in meeting this criterion may include preservation of solar access; south orientation with added glazing for inhabited structures; the use of landscaping and topography for windbreaks and shading; common wall construction; transportation management strategies, including transportation demand management ("TDM") strategies; the implementation of energy saving programs as successfully applied in other jurisdictions; the use of solar energy systems either passive or active for heating and/or cooling; energy conserving design of roadways and other structures; and higher insulation levels. The efficacy of all proposed energy efficiency techniques and strategies must be supported by analysis prepared by professionals with demonstrated expertise in the engineering, sustainability and/or environmental design field or be in conformance with adopted standards found in existing energy saving programs. In addition, all proposed techniques and strategies must identify anticipated energy savings as compared to conventional development.

4. Public Recreation Facilities, maximum five percent (5%) bonus can be achieved. Items for consideration in meeting this criterion may include provision for public recreational features such as tennis courts, active play areas, swimming pools, passive open space areas, bicycle and pedestrian pathway systems.

5. Environmental Design, maximum five percent (5%) bonus can be achieved. Items for consideration in this section may include on-site designs providing regional benefits, including drainage control using natural drainage and landscaped drainage retention facilities; flood control measures, particularly those measures serving regional needs; significant public access provided to designated potential open space or park areas, shoreline areas, trails, scenic sites and viewpoints; provision for substantial and exceptional landscape treatment; and the use of recycled materials and resource conserving designs.

6. Affordable Housing, maximum five percent (5%) bonus can be achieved for providing up to twenty percent (20%) of the total dwelling units as affordable housing as defined under MVMC 17.06.049. Items for consideration include the provision of a mix of housing types, utilization of townhouses, condominiums and apartments directed to providing a reasonable mix or diversity of bona fide affordable housing opportunities for a diverse segment of the community. Bonus densities will also be allowed for projects providing low-income housing in market rate developments. In such developments and other developments seeking bonus densities for the provision of low-income housing opportunities, the amount of bonus will be linked to the level of affordability, i.e., the lower the cost or rental rate per unit, the greater the bonus afforded to the development. Density bonuses for low-income housing projects will be granted only where all of the following conditions are satisfied:

- a. The developer shall enter into an agreement that commits the sale and or rental of the created units to qualifying residents (i.e., only low-income and very low-income households);
- b. The developer must ensure the continued affordability of the units by qualified residents for a minimum of 40 years through the use of restric-

tive covenants or other deed restrictions approved by the city; and

c. The units must be of an innovative design and compatible with existing neighborhood character, with adequate assurances that such design and compatibility will be maintained throughout the 40-year period.

7. Provision of Innovative Design, maximum five percent (5%) bonus can be achieved. Items for consideration include the provision of innovative design in a PUD similar, but not limited, to that described in MVMC 17.69.090(B).

8. Purchase of Development Rights, maximum five percent (5%) bonus can be achieved with the purchase of development rights from an approved "sending site" as defined in MVMC 17.119 for each additional dwelling unit that comprises the five percent (5%) increase in density. For example, a 10 acre site zoned R-1, 4.0 would have a base density of 45.4 dwelling units. To obtain a five percent (5%) increase in density, or 2.27 additional dwelling units, two (2) development rights would have to be purchased.

17.69.100 Modification of permitted uses– Commercial uses.

A. A planned unit development may allow commercial uses in residential zones which are not otherwise permitted in the underlying use zone only under the following circumstances:

1. The use shall be part of a planned development in which not more than 10 percent of the gross floor area of the development is devoted to a commercial use which is not otherwise permitted in the underlying use zone;
2. The use shall be supportive of and/or complementary to the other uses within a planned development and scaled to meet primarily the needs of the inhabitants of

the project;

3. The use shall be compatible with the uses permitted on other properties in the surrounding area; and

4. There is public benefit to be realized by allowing the proposed use.

B. Basis for Approval of Commercial Uses in Residential PUDs. Commercial uses may be located within the planned unit development when the proposed development includes residential use as an integral component of the planned development and when commercial uses are situated and developed in such a manner as to be compatible with any residential uses that are existing or which could be developed in the adjoining residentially zoned area.

C. In proposing a commercial use in a residential zone, the applicant shall establish specific community economic need for the use and facilities. The Director of Development Services shall require a competent market analysis to demonstrate that need.

D. Building permits for commercial uses in residential PUD zoning districts may not be issued until at least two-thirds of all the proposed residential units are completed, including issuance of final certificates of occupancy.

E. The commercial use shall meet the dimensional requirements found in the C-3 zoning district.

17.69.110 Modification of permitted uses– Multi-family uses.

A. A planned unit development may allow multi-family uses in single-family residential zones which are not otherwise permitted in the underlying use zone only under the following circumstances:

1. The use shall be part of a planned development in which not more than twenty percent (20%) of the overall

density of the entire PUD is developed as multi-family units.

2. The multi-family units shall meet the dimensional requirements of the R-3 zoning district.

17.69.120 Modification of development standards.

A. The following development standards may be modified in approving a PUD application so long as the applicant specifically requests a modification and demonstrates that the modification meets the overall intent of the PUD:

1. Building setbacks
2. Required off-street parking spaces;
3. Landscaping requirements;
4. Lot size, except as provided in MVMC 17.69.080(C);
6. Lot width and lot coverage;
7. Engineering design standards;

B. Standards which may not be modified or altered are:

1. Height of building or structure in all residential zones;
2. Shoreline regulations when the property is located in an area under the jurisdiction of the Mount Vernon Shoreline Master Program;
3. Standards pertaining to development in environmentally sensitive areas;
4. Regulations pertaining to non-conforming uses and public safety.

C. Basis for Approval of Alternative Development Standards. Approval of alternative development standards for PUDs differs from the variance procedure described in MVMC 17.105 in that rather than being based upon a hardship or unusual circumstance related to a specific property, the approval of alternative development standards proposed by a planned unit development shall be based upon the criteria listed in this section. In evaluat-

ing a planned development which proposes to modify the development standards of the underlying use zone, the city shall consider and base its findings upon the ability of the proposal to satisfy the following criteria:

1. The proposed planned development shall be compatible with surrounding properties, especially related to:
 - a. Landscaping and buffering of buildings, parking, loading and storage areas;
 - b. Public safety;
 - c. Site access, on-site circulation and off-street parking;
 - d. Light and shadow impacts;
 - e. Generation of nuisance irritants such as noise, smoke, dust, odor, glare, vibration or other undesirable impacts;
 - f. Architectural design of buildings and harmonious use of materials;
2. The unique characteristics of the subject property;
3. The unique characteristics of the proposed use(s);
4. The arrangement of buildings and open spaces as they relate to various uses within or adjacent to the planned development;
6. Public improvements proposed in connection with the planned development;
7. Preservation of unique natural features of the property; and
8. The public benefit derived by allowing the proposed alteration of development standards.

17.69.130 Open space requirements.

A. For the purpose of this chapter, open space shall be described:

1. Common open space: A parcel or parcels of land or an area of water or a combination of land and water within the site designated for a PUD which is designed and intended for the use or enjoyment of the residents

or owners of the development. Common open space may contain such complementary structures and improvements as are necessary and appropriate for the benefit and enjoyment of the residents or owners of the development.

2. Usable open space: Areas which have appropriate topography, soils, drainage, and size to be considered for development as active and passive recreation areas for all residents or users of the PUD. Detention areas may be considered under this category providing all the usable standards are met.

3. Conservation open space: Areas containing special natural or physical amenities or environmentally sensitive features, the conservation of which would benefit surrounding properties or the community as a whole. Such areas may include, but are not limited to, stands of large trees, view corridors or view points, creeks and streams, wetlands and marshes, ponds and lakes, or areas of historical or archaeological importance. Conservation open space and usable open space may be, but are not always, mutually inclusive.

4. Buffer open space: Areas which are primarily intended to provide separation between properties or between properties and streets. Buffer open space may, but does not always, contain usable open space or conservation open space.

5. Severely constrained open space: Areas not included in any of the above categories which, due to physical characteristics, are impractical or unsafe for development. Such areas may include but are not limited to steep rock escarpments or areas of unstable soils.

B. All PUDs shall be required to provide open space in the amount of 20 percent of the gross land area of the site, in the minimum types specified in subsection C of this section.

C. Any combination of open space types may be used to accomplish the total minimum area required to be reserved as follows:

Table 17.69.130(1): Open Space Percent of Gross Area

Category	Land Area
1. Usable	15% minimum

- 2. Conservation No maximum or minimum
- 3. Buffer 2% maximum
- 4. Constrained 2% maximum
- 5. Unusable Detention 5% maximum

17.69.140 Preliminary approval criteria.

The following criteria are the minimum measures by which each proposed PUD will be considered:

A. PUDs shall be given preliminary approval, including preliminary approval subject to conditions, upon finding by the city that all of the following have been satisfied:

- 1. The proposed PUD conforms to:
 - a. Mount Vernon Comprehensive Plan;
 - b. All provisions of the Mount Vernon Zoning Code which are not proposed for modification;
 - c. All engineering design standards which are not proposed for modification;
 - d. Critical Areas Ordinance; and
 - e. Any other applicable city, state or federal regulations, policies or plans, except those standards proposed for modification;
- 2. Utilities and other public services necessary to serve the needs of the proposed PUD shall be made available, including open spaces, drainage ways, streets, alleys, other public ways, potable water, transit facilities, sanitary sewers, parks, playgrounds, schools, sidewalks and other improvements that assure safe walking conditions for students who walk to and from school;
- 3. The probable significant adverse environmental impacts of the proposed PUD, together with any practical means of mitigating adverse impacts, have been considered such that the proposal will not have an unacceptable adverse effect upon the quality of the environment, in accordance with (State Environmental Policy Act and 43.21C RCW);
- 4. Approving the proposed PUD will serve the public use and interest and adequate provision has been made for the public health, safety, and general welfare;

5. The proposed PUD satisfies all criteria set forth in MVMC 17.69.100 through 17.69.120, as applicable; and

6. The proposed PUD will be superior to or more innovative than conventional development and will provide greater public benefit without additional probable significant adverse impacts to public health, safety or the environment, than available through the use of conventional zoning and/or development standards.

B. Notwithstanding approval criteria set forth in subsection A, in accordance with RCW 58.17.120, as now adopted and hereafter amended, a proposed PUD may be denied because of flood, inundation or swamp conditions. Where any portion of the proposed PUD lies within both a flood control zone, as specified by Critical Areas Ordinance and Chapter 86.16 RCW), and either the one percent flood hazard area or the regulatory floodway, the city shall not approve the PUD unless it imposes a condition requiring the applicant to comply with the Critical Areas Ordinance and any written recommendations of the Washington Department of Ecology. In such cases, no development permit associated with the proposed PUD shall be issued by the city until flood control problems have been resolved.

C. Preliminary approval does not constitute approval to obtain any building permits or begin construction of the project

17.69.150 Preliminary PUD review process.

A. The preliminary PUD application shall be reviewed as a Process IV application (hearing examiner recommendation and city council decision) pursuant to the provisions of Chapter 14.05 MVMC. All procedures for completeness, for administrative, hearing examiner and city council review and for notices of application, hear-

ing and decision shall be governed by those provisions of the municipal code. In addition to those requirements, a sign measuring 44 inches by 44 inches, as provided by the development services department and paid for by the applicant, shall be posted on the property providing notice of the pending land use action.

B. SEPA review shall be conducted concurrently with the PUD application as provided in MVMC 14.05.220.

17.69.160 Authority to approve, condition or deny preliminary PUD.

A. The hearing examiner may recommend approval, denial or approval with modifications or conditions deemed reasonable and necessary to protect the public interest, mitigate impacts of the proposed development, and to ensure compliance with the standards and criteria of this chapter and to ensure compliance with the standards and criteria of this chapter and the policies of the comprehensive plan.

B. The hearing examiner recommendation shall include, at a minimum, findings and conclusions regarding the preliminary PUDs compliance with design criteria and the appropriateness of any proposed modifications of development standards consistent with MVMC 17.69.120. A preliminary PUD shall be recommended for approval if, together with reasonable modifications or conditions, the project is determined to comply with the requirements of these sections. A preliminary PUD shall be recommended for denial if, even with reasonable modifications or conditions, the project is determined to not comply with the requirements of these sections.

C. After receipt of a hearing examiner recommendation on the preliminary PUD pursuant to Chapter 14.05

MVMC, the city council shall conduct a closed record hearing at which it shall consider the findings, conclusions and recommendation of the hearing examiner. The hearing examiner recommendation notwithstanding, the city council shall have the right and ability, based exclusively on the record that was presented before the hearing examiner, to agree or disagree with the findings, conclusions and recommendation of the hearing examiner and shall further have the right and ability, based upon the record that was presented to the hearing examiner, to make such additional or different findings and conclusions that the city council believes are supported by evidence in that record.

D. Any decision of the city council on the preliminary PUD shall be final and no further local administrative appeal shall be permitted. This preliminary PUD decision of the city council may be appealed to superior court, pursuant to the requirements of Chapter 36.70C RCW and Chapter 14.05MVMC.

17.69.170 Performance guarantees – PUD agreement. To ensure that the development is carried out in accordance with the proposed design and the conditions of project approval, prior to or concurrent with final approval, the city shall require that the applicant enter into written agreement with the city, which agreement shall constitute Covenants, Conditions and Restrictions (CC&R's) binding upon all future purchasers, tenants and occupants of the PUD. Recordation of a signed PUD Agreement shall be prior to or concurrent with final approval of the PUD. The PUD agreement may include as applicable, and without limitation, the following:

A. An adequate guarantee providing for the permanent preservation, retention and maintenance of all open

space and other public areas;

B. Where private reservation of open space area(s) are to be reserved and protected against building development, the applicant shall convey to the city an open space easement over such open space areas restricting the area against any future building or use except as is consistent with providing landscaped open space for the aesthetic and recreational enjoyment of the surrounding residences. Buildings or uses for noncommercial recreational or cultural purposes compatible with the open space objective may be permitted only where specifically authorized as part of the development plan;

C. The care and maintenance of open space reservations shall be assured either by establishment of appropriate management organization for the project or by agreement with the city for establishment of a special service district for the project area on the basis of which the city shall provide the necessary maintenance service and levy the cost thereof as a special assessment on the tax bills of properties within the project area. The agreement shall provide the city with the right to carry out, and levy an assessment for the cost of, any maintenance as necessary if it is not otherwise taken care of to the satisfaction of the city. The manner of assuring maintenance and assessing such cost to individual properties shall be determined prior to the approval of the final PUD plans and shall be included in the title to each property;

D. Ownership and tax liability of private open space reservation shall be established in a manner acceptable to the city;

E. Where bonus densities are obtained for low-income housing development, the applicant shall provide an assurance that the low-income housing will be maintained

on the property for not less than 40 years and that project design and measures to ensure compatibility with adjacent land uses shall be maintained throughout the 40-year term.

17.69.180 Modifications to an approved PUD.

A. Minor modifications to a previously approved preliminary PUD may be requested by the applicant and approved by the director of development services subject to the provisions for Process II decisions in MVMC 14.05. However, minor modifications shall under no circumstances include:

1. Substantial modification or relocation of a lot, tract or parcel boundary line or the location or relocation of a street;
2. A reduction in any perimeter setback;
3. An increase in the residential density or gross floor area of the project;
4. A reduction of the area set aside for common open space;
5. Any relocation of the area set aside for common open space in a manner which makes it less accessible or usable to the public or the occupants of the development;
6. Any change in the landscape buffers resulting in a reduction in width or density of planting between the development and adjoining properties;
7. A substantial change in the points of access, including any change to a different street;
8. A substantial increase in the total ground area covered by buildings or other impervious surfaces;
9. Removal of trees or modification to other unique natural features that were required to be preserved under the conditions of the preliminary PUD approval; or
10. Any change that impairs or reduces the potential of the PUD to provide affordable or low-income housing opportunities, if affordable housing is identified as a goal or requirement under the conditions of the preliminary PUD approval.

B. Before approving a minor modification, the director of development services shall make written findings and conclusions that the following

exist:

1. The modification will not violate the terms and agreements of the PUD approval and the intent of the original conditions of approval is not altered.

2. The modification will not cause the PUD to violate any applicable city policy or regulation; and

3. The modification will not be inconsistent or cause the preliminary PUD to be inconsistent with the decision of the city preliminarily approving the application.

C. Modifications that involve any of the actions listed in subsections (A)(1) through (A)(10) of this section, or which fail to satisfy the required findings contained in subsection (B) of this section, shall be processed as a new PUD application.

17.69.190 Building and occupancy permits – Issuance after final PUD approval.

A. No building permit for a structure other than a temporary contractor's office or temporary storage building shall be issued for a lot or parcel within an approved PUD prior to a determination by the fire chief or designee that adequate fire protection and access for construction needs exists.

B. No building permit for a structure other than a temporary contractor's office, temporary storage building, or model homes shall be issued for a lot or parcel within an approved PUD until either:

1. All required improvements which will serve the subject lot or parcel have been constructed and the city has accepted a properly executed bill of sale for such improvements; or

2. All required improvements have been bonded or otherwise guaranteed; or

3. An improvement bond in an amount adequate, in the determination of the public works director, to guarantee construction of those required public improvements necessary to serve the lot or parcel for which a building permit is sought, has been accepted by the city.

C. No occupancy permit for a structure other than a temporary contrac-

tor's office or other approved temporary building shall be issued for a structure on a lot or parcel within an approved PUD prior to final inspection and approval of all required improvements which will serve such lot or parcel to the satisfaction of the public works director and the city building official.

17.69.200 Final PUD plan requirements.

A. The applicant must submit a reproducible copy of the proposed final PUD plan to the Director of Development Services.

B. PUDs Consolidated with Subdivision or Short Subdivision Approval. Where the PUD is consolidated with a short subdivision or full subdivision, the applicant shall submit all information required for submittal under MVMC 16.32 or MVMC 16.08 as applicable.

C. In cases where any restrictive deed covenants or CC&Rs will apply to lots or parcels within a PUD, a type-written copy of such covenants, bearing all necessary signatures, shall be submitted along with the final plat. Where the recordation of specific deed restrictions or CC&R provisions have been required as a condition of PUD approval, the Director of Development Services shall approve and sign the deed restriction or CC&Rs prior to final PUD approval. The CC&Rs shall clearly delineate the provisions which the city has imposed as a condition of PUD approval and those provisions voluntarily imposed by the applicant/declarant for private purposes. The CC&Rs shall provide that the city will not enforce any private CC&R provisions.

D. The final PUD plan shall be accompanied by a current (within 30 days) title company certification of:

1. The legal description of the total parcel subject to the application;

2. Those individuals or corporations holding an ownership interest and any security interest (such as deeds of trust or mortgages) or any other encumbrances affecting the title of said parcel. Such individuals or corporations shall sign and approve the final plan prior to final approval;

3. Any lands to be dedicated to the city shall be confirmed as being owned in fee title by the owner(s) signing the dedication certificate;

4. Any easements or restrictions affecting the property with a description of purpose and referenced by the auditor's file number and/or recording number; and

5. If lands are to be dedicated or conveyed to the city as part of the proposal, an A.L.T.A. title policy may be required by the public works director.

E. The applicant shall submit for final approval any PUD agreement which may be required in conformance with MVMC 17.69.160.

F. The final PUD plan shall be processed as a Process V application as set forth in MVMC 14.05, and shall be approved by the city council upon satisfaction of all conditions of approval and all requirements as provided in this section.

17.69.210 Time limitation on final PUD submittal.

Approval of a preliminary PUD shall expire unless the applicant submits a proposed final PUD with all supporting documents in proper form for final approval within five years after preliminary approval.

17.69.220 Filing of final PUD plan.

Upon review and approval of the final PUD, the Director of Development Services shall return the original to the applicant for recording. The final PUD plan shall be filed in accordance with the applicable procedures provided in MVMC 16.12.

