

Jackson Place and North Jackson Ward Richmond, Virginia

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Strategies for a Fractured Neighborhood

March 21-24, 2006
An Advisory Services Program Report

ULI-the Urban Land Institute
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About ULI—the Urban Land Institute

ULI—the Urban Land Institute is a non-profit research and education organization that promotes responsible leadership in the use of land in order to enhance the total environment.

The Institute maintains a membership representing a broad spectrum of interests and sponsors a wide variety of educational programs and forums to encourage an open exchange of ideas and sharing of experience. ULI initiates research that anticipates emerging land use trends and issues and proposes creative solutions based on that research; provides advisory services; and publishes a wide variety of materials to disseminate information on land use and development.

Established in 1936, the Institute today has more than 32,500 members from 88 countries, representing the entire spectrum of the land use and development disciplines. Professionals repre-

sented include developers, builders, property owners, investors, architects, public officials, planners, real estate brokers, appraisers, attorneys, engineers, financiers, academics, students, and librarians. ULI relies heavily on the experience of its members. It is through member involvement and information resources that ULI has been able to set standards of excellence in development practice. The Institute has long been recognized as one of America's most respected and widely quoted sources of objective information on urban planning, growth, and development.

This Advisory Services panel report is intended to further the objectives of the Institute and to make authoritative information generally available to those seeking knowledge in the field of urban land use.

Richard M. Rosan
President

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The agenda for a panel assignment is intensive. It includes an in-depth briefing composed of a tour of the site and meetings with sponsor representatives; interviews of key people within the community; and a day of formulating recommendations. On the final day on site, the panel makes an oral presentation of its findings and conclusions to the sponsor. At the request of the sponsor, a written report is prepared and published.

Because the sponsoring entities are responsible for significant preparation before the panel's visit, including sending extensive briefing materials to each member and arranging for the panel to meet with key local community members and stakeholders in the project under consideration, participants in ULI's panel assignments are able to make accurate assessments of a sponsor's issues and to

provide recommendations in a compressed amount of time.

A major strength of the program is ULI's unique ability to draw on the knowledge and expertise of its members, including land developers and owners, public officials, academicians, representatives of financial institutions, and others. In fulfillment of the mission of the Urban Land Institute, this Advisory Services program report is intended to provide objective advice that will promote the responsible use of land to enhance the environment.

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City Administrator William E. Harrell, and the entire city of Richmond for their input to this panel report. The panel would like also to thank the staff of the Virginia BioTechnology Research Park for their contributions and for the use of their meeting facilities. Finally, the panel would like to thank the more than 40 community members—including government officials, residents, business leaders, neighborhood organizations, and property owners—who volunteered their time, thoughts, and experiences during the interview process. Their insights provided valuable information that was critical to the completion of the panel's recommendations.

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Introduction

The city of Richmond is the capital of the commonwealth of Virginia and one of the most diverse and historically rich cities in the United States. Founded in 1737, the city became the seat of Virginia government during the Revolutionary War and was officially designated the capital in 1782.

Richmond has been the center of commerce and culture for the state and the region since its founding. The city was largely destroyed during the Civil War but was rebuilt and continued as a center for commerce, transportation, education, and the arts throughout the 19th and 20th centuries. The current population of Richmond is approximately 197,000. Major employers include the state government, Virginia Commonwealth University and Hospital system, and numerous financial and corporate headquarters operations.

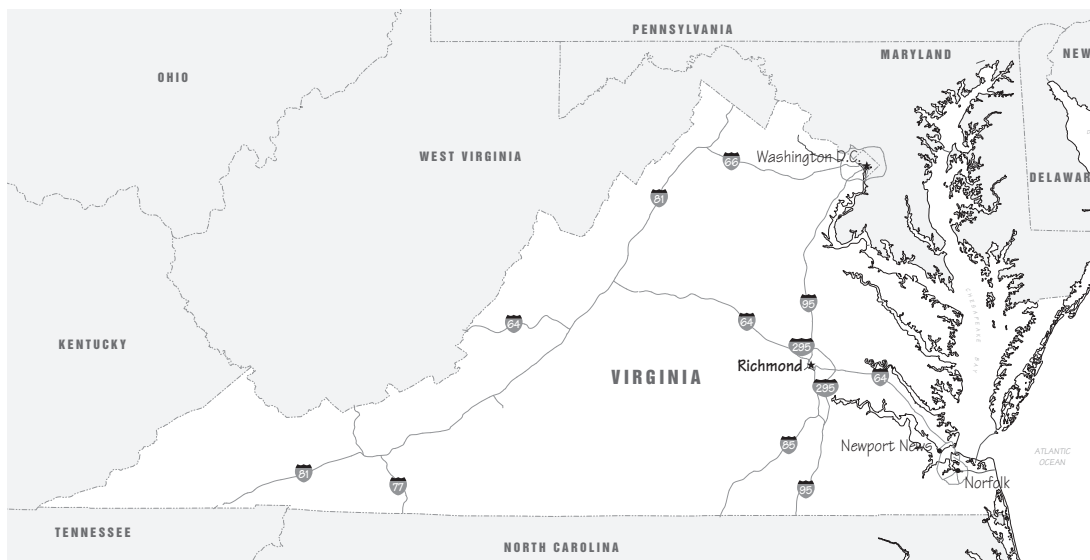
The two specific locations that are the subject of this panel, Jackson Place and North Jackson Ward, are part of the larger Jackson Ward, located in north downtown. Jackson Ward is one of the

largest and most historic centers for African American culture in the United States. It was the center of African American-owned businesses, banks, fraternal orders, and other social institutions. Jackson Ward's famed 2nd Street (referred to as the Deuce) hosted many entertainment activities and venues. Performers such as Ella Fitzgerald, Bill Robinson, and Duke Ellington played here at the Hippodrome, winning the ward the title of "Harlem of the South."

Today, the district contains one of the largest concentrations of pre-Civil War houses in Richmond. These houses represent a wide variety of styles that include Greek Revival, Italianate, Romanesque, and Second Empire. Jackson Ward's ornate cast-iron porches are second only to those of New Orleans.

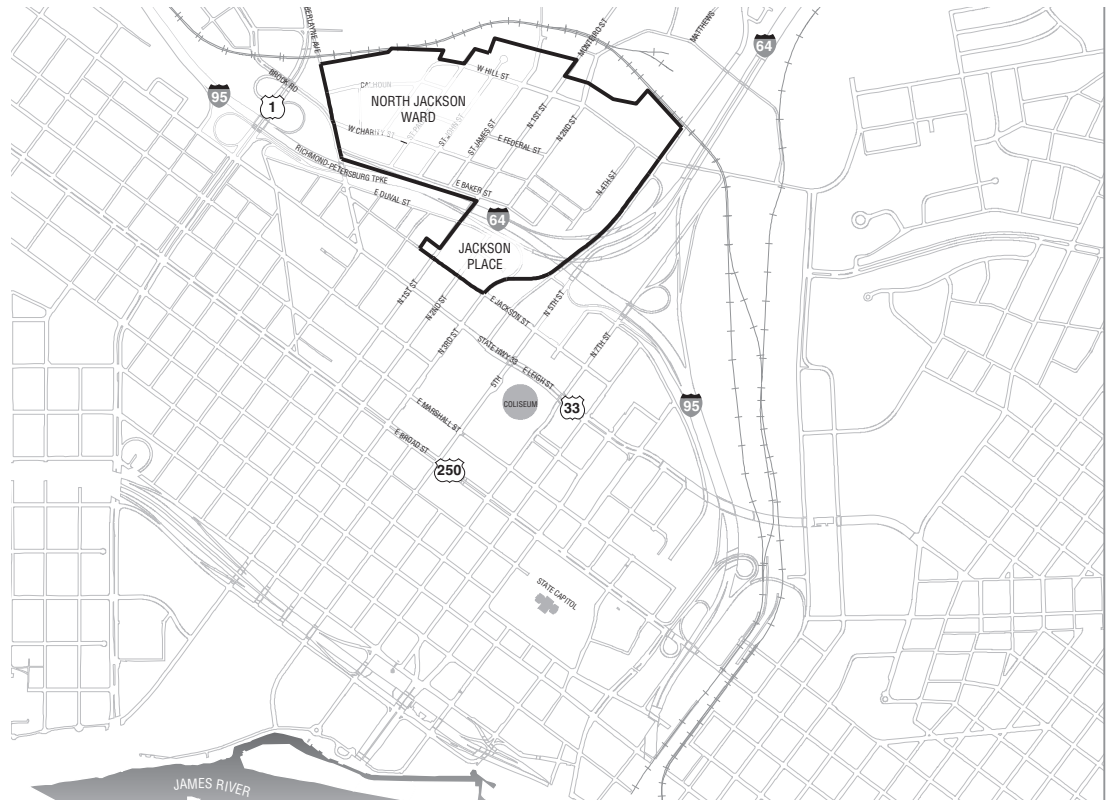
The Panel's Assignment

The Richmond Redevelopment and Housing Authority (RRHA) asked ULI to convene a panel to help it develop a strategy for two specific sites.



Location map.

Downtown Richmond.



Jackson Place Redevelopment Area

The Jackson Place Redevelopment Area was created in June 1990 when the Richmond City Council implemented the Jackson Place Redevelopment Plan. Among other things, the plan calls for the revitalization of approximately 19 acres bounded by Duval Street, Interstate 95/64, Jackson Street, North 3rd Street, and Chamberlayne Parkway. RRHA asked ULI to look specifically at a 5.3-acre site within this larger redevelopment area known as Jackson Place Phase 1.

North Jackson Ward

North Jackson Ward is located directly north of Jackson Place and was physically separated in the late 1950s from Jackson Ward by the alignment for I-95/64. North Jackson Ward is generally defined by Hill and Calhoun streets on the north, I-95/64 on the south, 5th Street on the east, and Chamberlayne Parkway on the west. North Jackson Ward consists of approximately 90 acres and has three distinct areas: RRHA-owned Gilpin Court (a public housing development of 783 multifamily units), the Shockoe Hill Apartments and cemeteries in the northeast, and approximately 15 acres of privately held land in the southeast. The entire area is characterized by crime, physical and economic blight, and a perceived insurmountable separation from the rest of downtown.

The ULI panel was asked to address two issues:

- Develop a specific action plan for Jackson Place;
- Provide a vision and initial strategies for North Jackson Ward.

The Panel Process

Before coming to Richmond, each of the panelists received and reviewed extensive briefing materials prepared by the RRHA staff. The panel also received additional on-site briefings by RRHA staff, consultants, and city officials. The panel members toured Jackson Ward, Jackson Place, North Jackson Ward, and other areas of the city, including the Fan, Shockoe Bottom, the Virginia BioTechnology Research Park, and Southern Barton Heights. The panel met with city officials, community leaders, and business owners—all of whose knowledge of and passion for Richmond and the sites in question were very informative. This input, as well as the panelists' best professional judgment, helped the panel prepare its findings and recommendations.

The panel focused its assessment and recommendations on the strengths and opportunities in the market, provided its ideas for the future of the sites, sketched out some examples of how the study area might approach the redevelopment and revitalization, and developed some strategic next steps for RRHA to consider.

Development Strategy

Both Jackson Place and North Jackson Ward are vital and important parts of the larger Jackson Ward and the economic activity of north downtown. Central to the strategy is redevelopment that focuses on uses and stakeholders already present in the area. A number of key economic drivers in the Jackson Ward area include the Virginia BioTechnology Research Park, the Virginia Commonwealth University (VCU) Health System, the downtown campus of the J. Sargeant Reynolds Community College, and the nearby state and city offices. To a lesser extent, the Richmond convention center, the existing commercial activity in Jackson Ward, and industrial activity along the I-95/64 corridor all contribute to the north downtown as a vibrant, though still emerging, center of activity for the city. The panel's judgment is that encouraging the appropriate type of development will allow Jackson Place and North Jackson Ward to be transformed from their current state of undeveloped, underdeveloped, or blighted uses to an active and vibrant neighborhood that can participate in and contribute to the overall health and prosperity of the city.

These economic drivers are not only present in significant measure, but more important, they are growing. They are expected to produce a demand for additional housing in the north downtown Richmond area. Jackson Place, the broader Jackson Ward, and North Jackson Ward are all well positioned with assets of land and proximity to the economic drivers to be able to satisfy portions of that new housing demand.

Although the immediate needs of the two areas are different—Jackson Place more immediate and tactical; North Jackson Ward longer term and more strategic—the two are definitely dependent on each other and need to be thought of and planned as one.

A central tenet of the panel's development strategy is that the redevelopment should be focused on the demand created within the city of Richmond. Although the activity generated by new development on the two sites will help attract tourist and other visitors to north downtown, the strategy does not rely on tourists or visitors from outside the region. The additional employees expected within the Virginia BioTechnology Research Park at the Phillip Morris Center for Research and Technology coupled with the continued growth of the VCU Hospital and J. Sargeant Reynolds Community College suggests a need for workforce housing and commercial services associated with that workforce. The overall development strategy emphasizes the creation of community by serving the needs of Richmond residents and employees.

Opportunities

The panel identified several development opportunities for both Jackson Place and North Jackson Ward.

Jackson Place

The focal point of the panel's strategy recommended a concentrated amount of medium- to high-density housing (15 to 50 dwellings per acre), along with new parking facilities to satisfy both residential and north downtown commercial and institutional needs.

Commercial activities react to the location of employment and residential uses. As residential occupancy grows, demand grows for conveniently located commercial offerings. This demand will then provide an opportunity to redevelop Jackson Ward's historic central spine—2nd Street—reclaiming its historic role as a center for culture and entertainment for the community and region.

Simultaneously, much of the rest of Jackson Ward to the west of Jackson Place remains sparsely de-

veloped but provides similar opportunity for new housing in a somewhat less dense format than Jackson Place, but greater density than current development activity reflects. The higher residential density throughout all of Jackson Ward provides a variety of housing alternatives and serves as an appropriate transition to the existing low-density residential neighborhoods to the west and south.

North Jackson Ward

As with Jackson Ward in general, the two greatest assets of this area are the large amount of land available and the proximity to north downtown. Unfortunately, when I-95 was constructed it divided the community. However, the panel does not believe that division is either an insurmountable or even necessarily a significant barrier to redevelopment. The highway is located below grade and as such does not interfere with the sense of visual continuity. The existing vehicular connections are good but need to be emphasized and improved.

Of much greater significance are the actual crime and the negative perceptions of the Gilpin Court housing project and the surrounding areas north of I-95. Those areas are viewed by the community as largely hopeless situations. Not only does this perception impair development within North Jackson Ward, but uncertainty over the future of the area casts a pall over the greater Jackson Ward. Unlike its neighboring counties, the city of Richmond has unequivocally shouldered its responsibility to provide housing opportunities for the less fortunate. Richmond has also embraced the concept of mixed-income housing, though it has yet to execute on the idea. North Jackson Ward could provide the opportunity to fulfill the city's desire to embrace mixed-income housing.

The panel's recommended strategy for North Jackson is the redevelopment of Gilpin Court by using vacant and underdeveloped parcels to create new mixed-income housing in low- to medium-density (15 to 20 dwellings per acre) formats. This additional housing can satisfy demand for housing for families, singles and young professionals, se-

niors, and low-income residents in a variety of densities and product types. Density bonuses should be granted to economically offset the cost of creating upgraded and replacement low-income housing. Development would be through a phased "make before break" approach where new units are created before older ones are eliminated, and more units are created than are eliminated. That said, many of the older dwelling units are not in disrepair, and the panel believes they should be preserved or just slightly enhanced, including Fay Towers.

Beneficial and cost-effective enhancements could include landscaping, improved hardscape, more open areas, and interior and exterior cosmetic upgrades. At the same time, units that are more costly to renovate or are severely deteriorated are not worth saving and need to be demolished. Those units should be removed after replacement units are built. The relocation of Gilpin Court residents to some of the new units must be coupled with a citywide approach to relocate low-income residents to private property and to city- or RRHA-owned property.

Richmond recognizes the critical role that schools play in the development of viable, thriving, growing, and prosperous urban communities. An ambitious plan to upgrade the Richmond public school system and its physical plant appears to be in the immediate offing. The panel believes schools are an important component of the North Jackson strategy. An opportunity and need exist for a magnet school—either in science and math or in the arts. A magnet school draws from all over the community and does not depend solely on the immediately surrounding residential community for its long term success and continuity. In turn, the presence of good schools attracts families to the immediate vicinity—the renters and buyers for the new housing units. As with Jackson Ward, as more residents occupy North Jackson Ward, demand will develop and increase for commercial services, starting with retail and dining, and later expanding to schools and other institutional needs.

Planning and Design

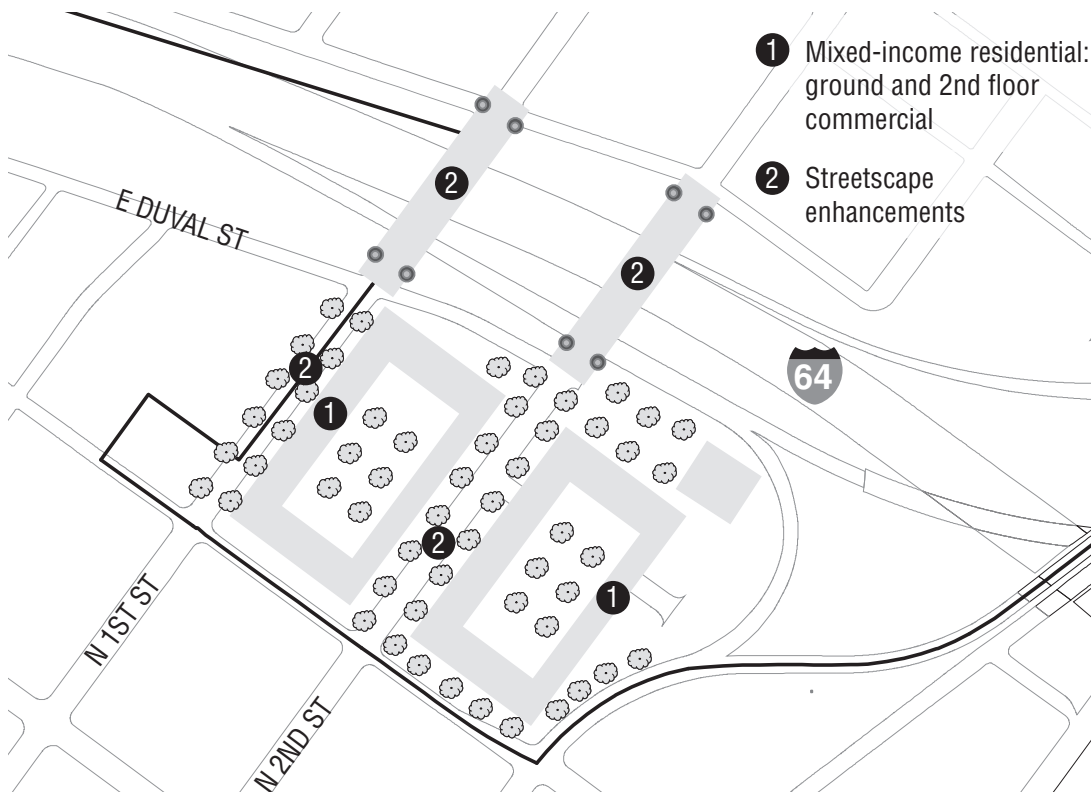
The future design of physical improvements for Jackson Place and North Jackson Ward must be symbolic to celebrate the rebirth of this vital part of the city. The panel suggests a number of highly stylized and iconographic structures that bridge and re-create the connections lost during the construction of the interstate highway.

Jackson Place

The vision for Jackson Place is a new, intown mixed-use neighborhood with one or more mixed-use buildings. This vision will allow housing opportunities for everyone in Richmond who wants to live in town, including the workforce for nearby economic drivers, students, and low-income residents. Residential densities should be 25 to 30

dwelling units per acre, and a minimum of 10 percent of the units should be set aside for lower-income residents. Streetscapes should reinforce a positive link between North Jackson Ward, Jackson Place, the larger Jackson Ward, and the economic drivers in north downtown. Along with the proposed housing, the use of 1st and 2nd streets as connections with North Jackson Ward should be a primary goal of building and site design for Jackson Place.

The design criteria for Jackson Place should establish a vibrant, lively commercial streetscape on both sides of 2nd Street and the west side of 1st Street. The criteria should also require public spaces in and around the new structures, including public squares, pocket parks, and promenades. The criteria should permit and encourage first-



Jackson Place.

floor retail and professional services; second-level office or residential; and third-, fourth-, and perhaps fifth-floor residential.

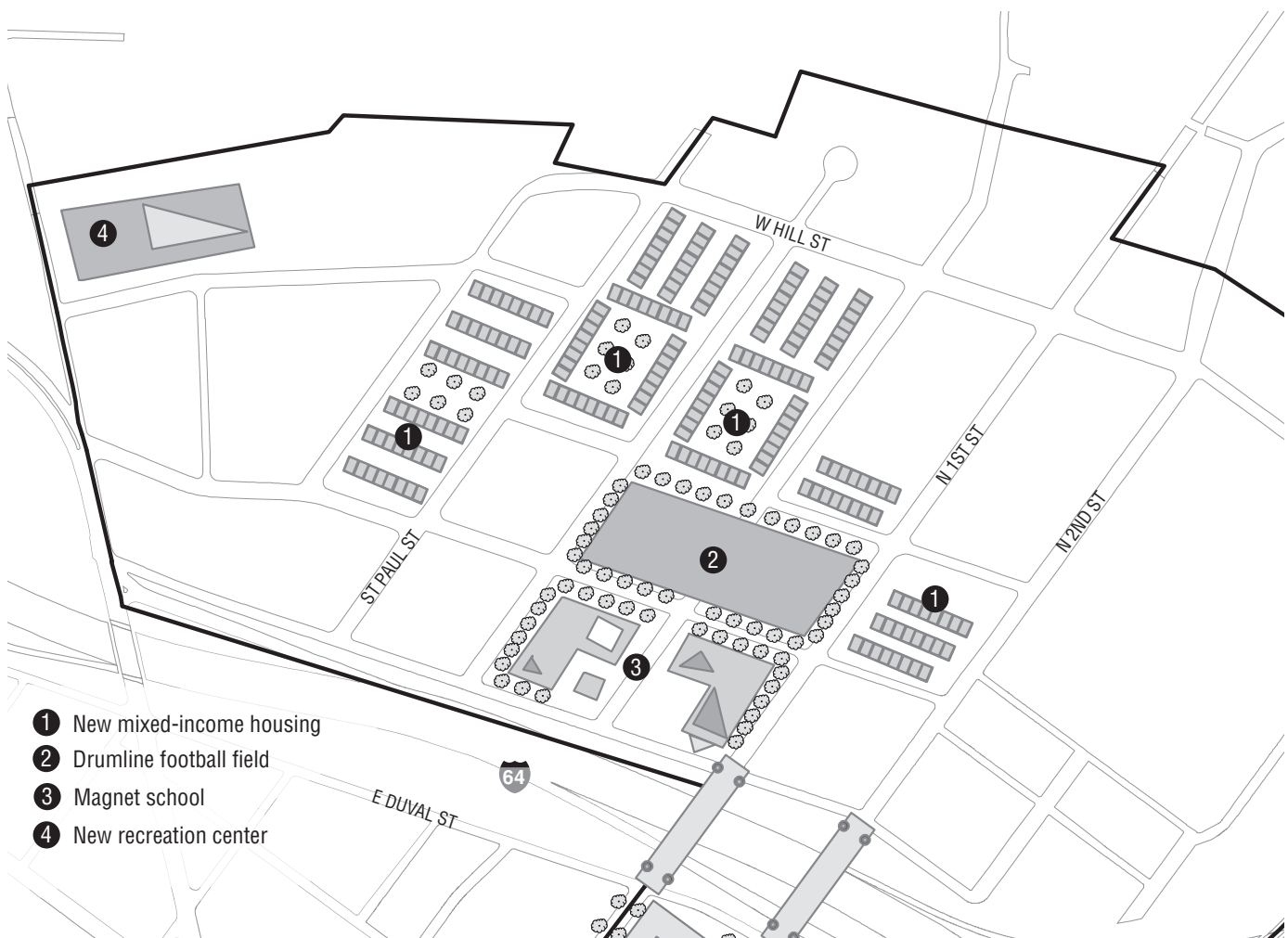
Structured parking should include not only replacement of the parking lost because of development but also additional parking for nearby employment uses (a potential revenue generator) and parking for the new residential units. In addition, the parking structures should be designed to permit ground-floor and second-floor retail, office, and services uses.

The architecture should be highly textured with animated windows, cloth awnings, decorative lights, and signage. The buildings themselves should incorporate historical features that are part of the North Downtown architectural fabric,

such as vertically oriented windows, brick facades, decorative parapets, and other features that break up the vertical building plane where shop windows are not located. Glass curtain wall should be discouraged. Setbacks between the pedestrian areas and the building plane should be minimized to stimulate a sense of activity along the street. Multiple shop entrances should be encouraged over single-entry, mall-style ingress.

The figures on pages 12 and 13 demonstrate conceptual approaches to achieve the physical aspects of the vision of Jackson Place as a new residential community. The easy access to and from major roadways, proximity to downtown life, and proximity to economic drivers will all strengthen the appeal of this area.

North Jackson Ward.



North Jackson Ward

The long-term vision for North Jackson Ward is to improve the connection (visually and physically) to Jackson Ward *and* to stimulate redevelopment of both public and private properties.

The improved connection component of the vision can be achieved by construction of signature gateways along the 1st Street Bridge and a new gateway along a new 2nd Street bridge. Also, the connection can be strengthened with an improved image through a healthy neighborhoods initiative that includes facade improvement, beautification, and vigorous code enforcement by RRHA and the city. These programs should be used in both Jackson Ward and North Jackson Ward.

The redevelopment component can be achieved by replacing some of the more-dilapidated residential units in Gilpin Court; introducing new community drivers, such as a new science or arts magnet school; constructing a large active public space, such as a drumline football field; and remodeling of the Calhoun Recreation Center (the “New Rec”).

The project fulcrum will be new housing associated with the redevelopment of portions of Gilpin Court and the nearby private land. A new magnet high school will help encourage new housing stock. The new high school will work well with the nearby BioTechnology Research Park, VCU Hospital, and J. Sargeant Reynolds Community College (if

it pursues a science-oriented curriculum) or with the arts community in Jackson Ward and downtown (if the curriculum is arts oriented). These drivers will provide a synergetic stimulus to the high school and will encourage the redevelopment of nearby private properties in Jackson Ward, Jackson Place, and North Jackson Ward.

The panel believes the undeveloped and underdeveloped parcels in North Jackson Ward will accommodate a combination of mixed-income residential and service retail. New mixed-income residential units in North Jackson Ward will be a desired location for parents with children of high school age attending the magnet school and will provide workforce housing for the economic drivers located south of the highway. An overarching concept for this redevelopment effort will be to require a percentage (up to 10 percent) of new units to accommodate lower-income residents, including those who may come from the residential units replaced at Gilpin Court.

The pedestrian and vehicular connection along a new 2nd Street bridge will focus street-level activity on the underdeveloped parcels in North Jackson Ward and the new development at Jackson Place; 1st and 2nd streets will become corridors of activity, encouraging movement across the highway and providing support for the concept of a “single Jackson Ward.”

Implementation

The panel's recommendations for the renewal and redevelopment of Jackson Place and North Jackson Ward are dependent upon action by the RRHA, the city of Richmond, and its citizens. Many of the recommendations are built upon existing initiatives and are already underway. Many actions will require perseverance and dedication on the part of the political leadership. The following implementation steps attempt to divide the process into seven broad areas.

Look at Jackson Ward and North Jackson Ward as One Planning Area

Jackson Ward and North Jackson Ward represent an opportunity for the community to continue its historic favorable approach to mixed-income neighborhoods. The city must break down the isolation of low-income people and poor-quality housing in the North Jackson Ward. Jackson Ward and North Jackson Ward are interdependent physically, economically, and socially. The city and RRHA must take the lead in communicating a single-district concept. A conscious and direct effort must permeate future planning initiatives, government communiqués, redevelopment efforts, and other official actions associated with this neighborhood. The Jackson Ward community must be strengthened by a series of physical connections between the north and south sides of I-64/95. One approach could include new construction that extends 2nd Street across I-64/95. Another approach could include the reinstallation of the pedestrian bridge. A third option could be the physical enhancement of the existing 1st Street and Chamberlyne Avenue bridges. New infrastructure should also include rehabilitation or construction of a new recreation center. The site can be the “New Rec” that provides amenities that draw people from other portions of the city into Jackson Ward north of I-64/95. Finally, the creation of public green space and open space within North Jackson Ward should be a high priority on

the list of initial actions. A plan to acquire and fund this green space, including underdeveloped and undeveloped parcels, should begin immediately. A plan to rebuild and rehabilitate the Calhoun Center should begin immediately. Long-term education plans should include a new high-quality magnet school on the north side of I-95.

- Plan and begin funding the open space.
- Plan and fund a project to upgrade the Calhoun Recreation Center.
- Start work immediately on the phased transition of Gilpin Court from a “low-income housing project” to a mixed-income community, by coordinating with the U.S. Department of Housing and Urban Development (HUD).

Create a Pool of Affordable Housing Citywide and throughout the Region

The panel recommends that RRHA and the city concentrate on preparing a citywide strategy for affordable, low-income, and workforce housing.

One method that has already borne fruit is partnerships such as the Neighborhoods in Bloom program. The panel recommends that the authority and the city explore the creation of a nonprofit entity or increase the extent of partnering with existing entities to serve as owners and property managers for dispersed affordable housing. RRHA and the city should find sites to convey in partnership to private and nonprofit developers of affordable housing. RRHA and the city should assist by providing the sites and supporting tax credits, HOME funds applications, and other state and federal funding.

In an effort to identify sites to receive those residents of North Jackson Ward who may be displaced by development, the RRHA and the city should evaluate all authority and city-owned real

estate for use as affordable housing. RRHA should capitalize, in particular, on dispersed single-family and smaller multifamily opportunities and convey such units to its workforce housing partners for management in accordance with standards that comport with the urban design characteristics of place-making and with city codes. These units should be kept in private sector hands, either a private developer or a non-profit housing corporation.

The city and RRHA should ensure strong performance standards for income residents and management of units. Standards should ensure that workforce housing goes first to those who work in the city. The highest priority should be given to teachers, police officers, nurses, and other providers of basic community services. Special incentives should be considered to allow teachers at the new magnet high school to be located near work.

Development in both portions of the study areas should provide higher density for those units serving lower incomes. The city should develop and adopt a citywide workforce housing ordinance offering developers density bonuses in return for producing 10 to 20 percent of units as housing for moderate- and low-income tenants and buyers.

Without reducing its own efforts to accommodate housing needs at all income levels, the city and RRHA officials should also prepare an action plan for affordable housing that begins to balance its distribution throughout the region. The city should challenge adjacent jurisdictions to partner with it on providing affordable housing.

Replan Jackson Commons and Jackson Place for Higher Density

RRHA and the city should create a Jackson Ward District or process all projects through PD Zone (Community Unit Zoning). This zoning district should have specific density requirements and incentives for mixed use. The process by which property owners in this district move through the development process should be streamlined to positively reinforce the city's commitment to change and revitalization. Specific development standards should be applied so that the district becomes a model for workforce housing in the city.

The Jackson Ward District should accomplish the following:

- Jackson Commons: Increase density by 50 percent from 12 units per acre (61 single-family dwellings and 25 apartments) to 18 units per acre—a total of 130 units.
- Jackson Place: Create zoning now to accommodate 30 residential units per acre (total of 160 units) along with commercial mixed use.
- Create a facade-improvement program for commercial structures throughout Jackson Ward.

The city and RRHA need to make a concentrated effort to remove zoning and title barriers on properties, up to and including the use of eminent domain where appropriate as a measure of last resort. The city and RRHA also need to relocate the Catholic church social service center operated by Freedom House Foundation (4,000 square feet of building area). In addition, the city should explore using tax increment financing as a means to pay for the public improvements in the study area.

Attract a Developer to Jackson Place

The city must clearly indicate what uses it wants at Jackson Place. To attract a strong, capable developer to Jackson Place, RRHA and the city need to be clear on what is expected. As noted, the ultimate result should be a mixed-use development, 30 units per acre, 500 to 600 structured parking spaces, and the potential for 24,000 to 30,000 square feet of retail/commercial. If the market for retail/commercial is not strong enough to build immediately, the parking structure should be constructed to permit conversion of its streetfront portion to retail that will be leased as the market demand emerges.

Although the residential component looks like it could break even in the long term, the short-term market would not support this development at a rate of absorption or sufficient return. Before issuing a request for proposal, the authority and the city need to explore options to overcome insufficient short-term market support. This risk is perhaps too high for a developer to take the market risk on absorption. However, RRHA could part-

ner with the biotechnology park, university, community college, city, school district, and other employers that need housing. They could work out an approach that could guarantee a developer a certain percentage of preleased units for employees. The city should also look for phasing opportunities for the project and break it into two or three phases. The city, RRHA, universities, and biotechnology park could also contribute to the cost of the parking structure. Public sector and university participation in the cost of the public parking component could substantially reduce the net cost of construction and provide an appropriate return to the developer to encourage building of the housing units.

Ultimately, however, such proposals have no guarantees. The panel firmly believes that high-density residential development is the best long-term market use for this site. Residential will act as a catalyst to help improve Jackson Ward and North Jackson Ward and achieve the other recommendations outlined in this panel report. If the request for proposal approach previously mentioned does not work, the authority should be ready to be patient and wait until such time that it can work.

Move Gilpin Court toward Higher-Quality, Higher-Density Housing

The transition of Gilpin Court into a higher-quality community must begin immediately to take advantage of the authority's current focus on remaking the North Jackson Ward into a properly functioning neighborhood that contributes to the overall well-being of the city.

The authority must take advantage of the city's plans to begin the process of constructing new schools and participate in the activity that ongoing development within the biotechnology park and north downtown. Important tasks to begin immediately include establishing a communications process to provide clarity as to the future plans—including relocation issues—about the long-term environment to residents in and around Gilpin Court and to those investing in revitalizing Jackson Ward. The city should develop a citywide pool of quality housing to accept residents who wish to relocate from Gilpin Court. Also, and perhaps most im-

mediate, the authority needs to identify the specific units within Gilpin Court that will be upgraded.

The authority should also be exploring what components are needed to prepare a request to submit to HUD to address the relocation of residents from Gilpin Court.

Each of these tasks needs to be coordinated and documented with specific target dates and milestones for major actions. Specific staff members within the authority and the city should be identified immediately to ensure follow-through.

Plan the Private Property North of I-95

The private property in North Jackson Ward immediately north of I-95 (approximately 15 acres) is a key component of linking the two sides of the highway. The authority and the city should begin work now with private property owners, creating incentives for high-density residential and flexible zoning. Zoning districts that allow a variety of residential and neighborhood retail uses consistent with the planning and design portion of this document should be created and adopted.

The city and RRHA should develop and implement a "Healthy Neighborhoods" initiative for North Jackson Ward that includes lawn mowing, facade improvement, beautification, and vigorous code enforcement. The city and authority should fund a short-term cleanup for the private properties.

Do a Better Job of Structuring the Economic Terms of RRHA Deals and of Matching the Deals to the Mission

RRHA has a strong record of partnering. It has shown that success in places such as Southern Barton Heights. Build on this expertise and do more. Partnering and leveraging are the fundamental skills for increasing the supply of affordable housing. Specifically, the authority should

- Continue to develop in-house real estate market analysis and pro forma analysis capability.

- Explore and implement methods to capture opportunities for deploying land; for example, Highland Park and nearby abated housing project.
- Implement tighter screening of deals for how they relate to the primary objectives.
- Continue to assign a key person to focus exclusively on Jackson Ward.

Conclusion

The panel came to Richmond and found a study area with many challenges as well as opportunities. The panel saw the vibrancy and vitality that is Richmond in the 21st century. Some of the recommendations may not provide immediate relief for the broader picture of blight, but over time they will improve the entire neighborhood. Other recommendations suggest a strategic “step back” if the correct type and density of development does not emerge immediately. It is now time for the city, RRHA, and citizens to be proactive in their efforts to advance Jackson Ward on the basis of current efforts underway and the suggestions of this report. While improving the physical conditions of properties for the existing residents, this report calls for introducing new

residential densities into Jackson Place and North Jackson Ward. The residential development will act as a catalyst for reinventing these two areas. The panel also calls for efforts to provide public spaces and landmarks and destinations for existing city residents. The famous urban planner Kevin Lynch once said, “Cities need to be not simply well-organized, but poetic and symbolic as well.” The landmarks suggested within this report (gateways, public uses, street-level activity) attempt to undertake that approach. The landmarks together with the introduction of new residents from the increased residential densities will help define the rebirth of this vital and historic area.

About the Panel

Alex J. Rose

*Panel Chair
El Segundo, California*

Alex J. Rose serves as vice president, development for Continental Development Corporation in El Segundo, California. He is responsible for managing all development and construction activities for the suburban office/research and development (R&D) park developer, whose holdings cover 3.5 million square feet in southern California's Los Angeles County South Bay market and in the city of San Francisco. Rose oversees acquisitions and new project development; planning and execution of all tenant improvement, core and shell renovation, and new construction work; major facilities maintenance and upgrades; project budgeting and cost controls; internal project management; and architect, engineer, and contractor management.

Over the past 11 years, Rose has overseen the development and acquisition of nearly 1 million square feet of Class A office and medical space, as well as the physical transformation of more than 1 million square feet of single-tenant R&D facilities into multitenant office space, restaurants, retail, and entertainment uses. Rose's current projects include repositioning and conversion of a 400,000-square-foot office park to medical uses, redevelopment of a 108-acre chemical plant site into 900,000 square feet of promotional and lifestyle retail, redevelopment of obsolete retail property into medium-density residential-over-retail mixed use, and new development acquisitions in excess of \$150 million. Before assuming the development and construction responsibilities, Rose served as director of property management. He also has extensive experience in title insurance and is a licensed California attorney with experience in general civil and bankruptcy litigation practices.

Rose received an MBA from the University of Southern California (USC), a JD from Southwestern University School of Law, and a BA in political science from the University of California at Los Angeles (UCLA). He is a trustee of the Urban Land Institute, a vice chair of ULI's national Program and District Council Committees, a member of ULI's Small Scale Development Council and Los Angeles District Council Executive Committee, and the immediate past chair of ULI's Commercial and Retail Development Council. Rose has chaired and served on numerous national ULI Advisory Service panel assignments, focusing on downtown and transit corridor redevelopment and revitalization and office development issues, and has participated in several ULI office sector workshops.

Rose has been a member of numerous other community, industry, legal, UCLA, and USC groups, including the Los Angeles Conservancy, El Segundo Employer's Association (a business-community-based organization focusing on community infrastructure improvements), Leadership Manhattan Beach, and New Schools Better Neighborhoods (a private and public citizen's advisory board that is researching and developing standards and methodologies for the development of more than 100 new community-asset public schools in the Los Angeles metropolitan area).

Charles A. Long

Berkeley, California

Charles A. Long has 31 years of diverse experience in local government and development with an emphasis on economic development, finance, and public/private partnerships. He served for eight years as city manager in Fairfield, California, a city with a national reputation as innovative and well managed. Since 1996, he has worked as a consultant to public and private clients on develop-

ment and management. He is currently focused on development projects in California and Nevada. Long is currently working on development projects in California as part of Center Square Partners, specializing in mixed-use infill projects.

His work has included serving in interim positions for several cities, including, most recently, interim town manager of Mammoth Lakes, California. His work has covered diverse assignments, including writing redevelopment plans, working on development projects, conducting pro forma analysis, conducting strategic planning, representing public agencies in negotiations, marketing development opportunities, assisting with organizational development, conducting capital and financial planning, implementing budget reform, analyzing base reuse, and promoting alternative energy development. He has overseen more than \$600 million of public financing in his career.

Long is a full member of the Urban Land Institute, a member of the Public/Private Partnership Council, and a faculty member for ULI's Real Estate Development Process II course. He has worked on five Advisory Panels, focusing on development strategies and implementation. He has taught at the School of Public Administration at Golden Gate University and has conducted

courses on economic development and organizational change internationally.

Long has a BA in economics from Brown University and a Master's of Public Policy from the University of California Berkeley. He served in the U.S. Army as an infantry platoon sergeant.

Morey Bean

Colorado Springs, Colorado

Founding partner of the Colorado Springs-based Colorado Architecture Partnership, Morey Bean is an architect and planner with experience ranging from the design and execution of innovative university research parks to new urbanist community design. Colorado's Architect of the Year for 1999, Bean serves on the AIA Colorado Growth Task Force and is an adviser to the mayor of Colorado Springs and the city of Colorado Springs on design matters. He is also the lead architect in the Innovation Center for the University of Colorado at Colorado Springs, in cooperation with the Pikes Peak Community Foundation

He is a member of the American Institute of Architects and Urban Design Committee Chair of the Colorado South Chapter of the AIA.