

Appendix A

Map Index

Map Index

Introduction

Appendix A includes the “visioning” and traffic maps prepared for the Central East Side Neighborhood Plan. They illustrate existing conditions and design concepts formulated for the project area. Portions of these maps were included throughout the report. The analysis maps are not included as part of this document, but were provided to the City of Jefferson in digital format.

Appendix A - Map List

Land Use Concept Plan

Capitol Avenue District Concept Plan

East High Street Business District Concept Plan

East Village Residential District Concept Plan

West Village Residential District Concept Plan

Capitol Avenue District Images

East High Street Business District Images

East & West Residential Village District Images

Mixed Use District Images

Figure 1 Existing Traffic Volumes AM Peak Hour

Figure 2 Existing Traffic Volumes PM Peak Hour

Figure 3 Existing Traffic Control

Figure 4 Existing Street Widths & Grades

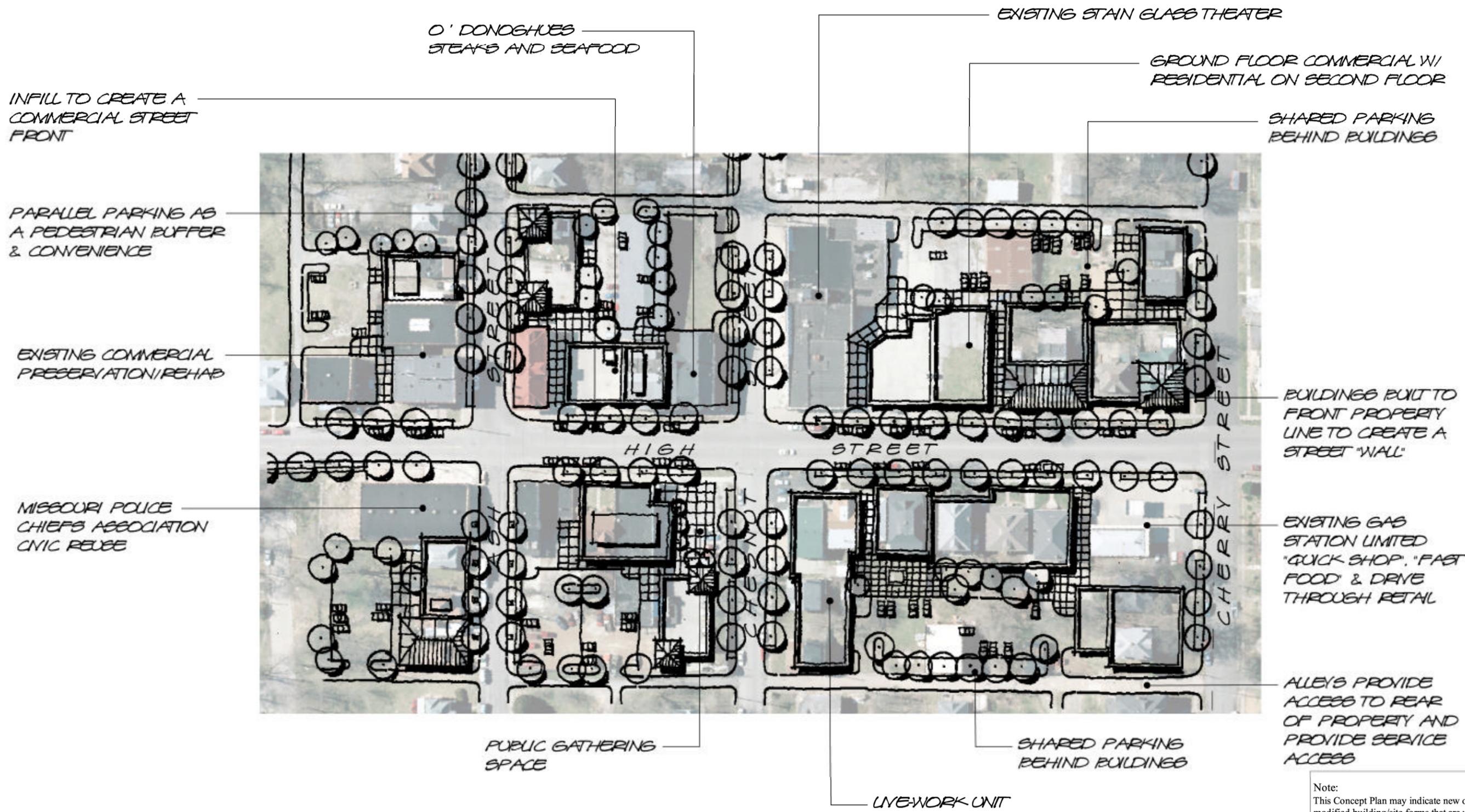
Figure 4 Existing Posted No Parking Areas

Exhibit A Cole County Trip Distribution

Conceptual Improvement Alternative 1

Conceptual Improvement Alternative 2

Conceptual Improvement Alternative 3



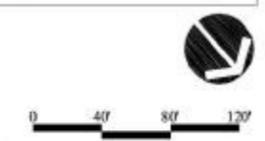
Note:
 This Concept Plan may indicate new or modified building/site forms that are used to illustrate various design principles. These illustrations are not intended to indicate specific building/site development or redevelopment proposals.

Central East Side Neighborhood Plan

PARSONS in association with DSI and GBA



The City of Jefferson
 and
 The Jefferson City
 Housing Authority



East High Street Business
 District Concept Plan

REDEVELOPMENT MAINTAINS
CONSISTENT BUILDING SETBACKS

PARCEL COMBINATION TO CREATE
INFILL REDEVELOPMENT OPPORTUNITIES

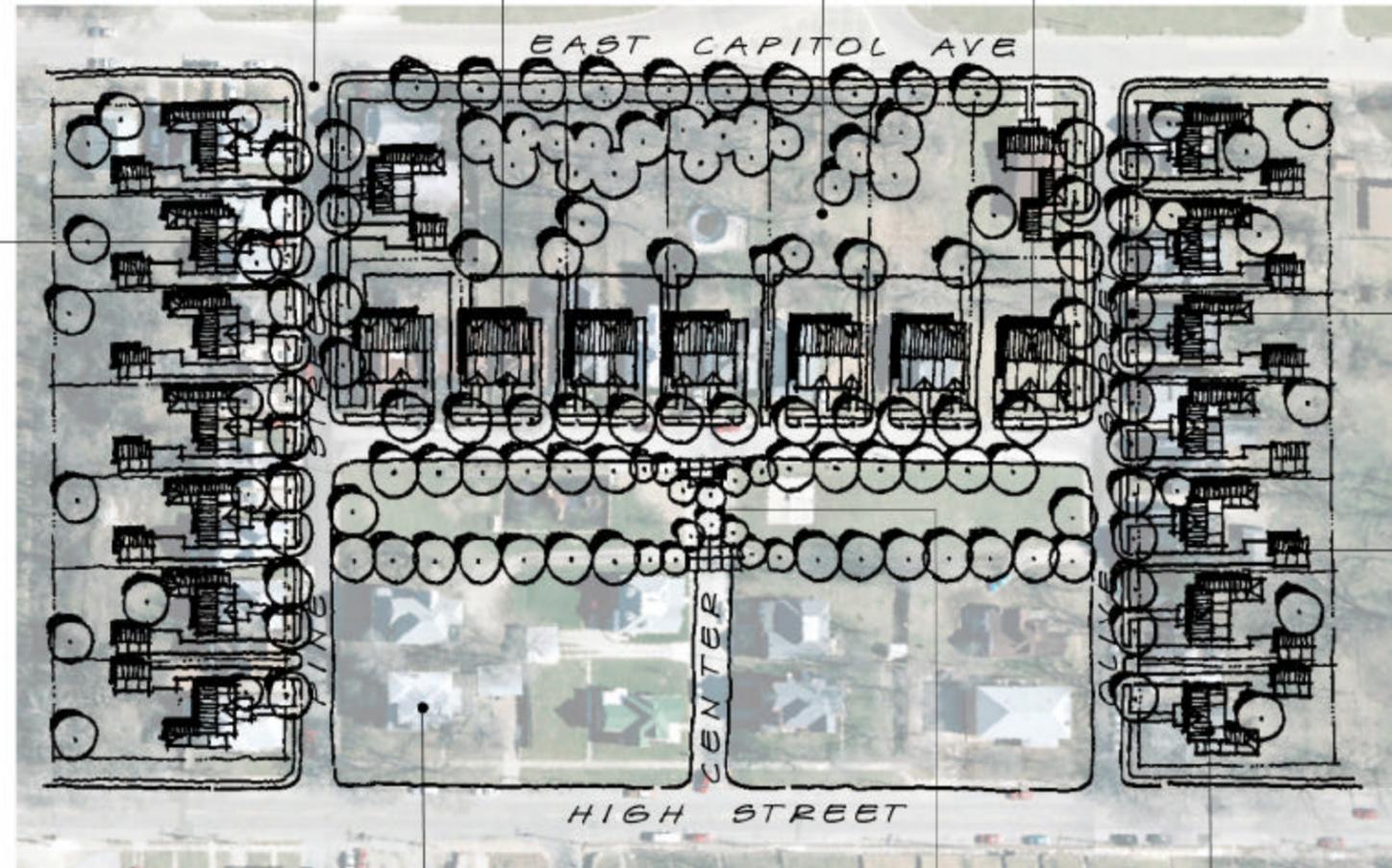
LIMITED ON-STREET PARKING
PARKING OCCURS IN GARAGES AND
DRIVENAYS

DUPLEX RESIDENTIAL INFILL
WITH TUCK UNDER GARAGES

NEW CONSTRUCTION
COMPATIBLE WITH EXISTING
NEIGHBORHOOD SCALE &
PATTERN

CONTINUOUS SIDEWALKS WITH
STREET TREES AND LIGHTING
ON BOTH SIDES OF THE
STREET

BACKYARD GARAGE



PRESERVE HISTORIC
BUILDINGS WHERE POSSIBLE

VACATE PORTION OF
CENTER STREET ROW.
TO MAKE PARK
CONTINUOUS PARCEL

SINGLE FAMILY RESIDENTIAL
INFILL - FRONT PORCHES
WHERE POSSIBLE

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Central East Side Neighborhood Plan

PARSONS in association with DSI and GBA

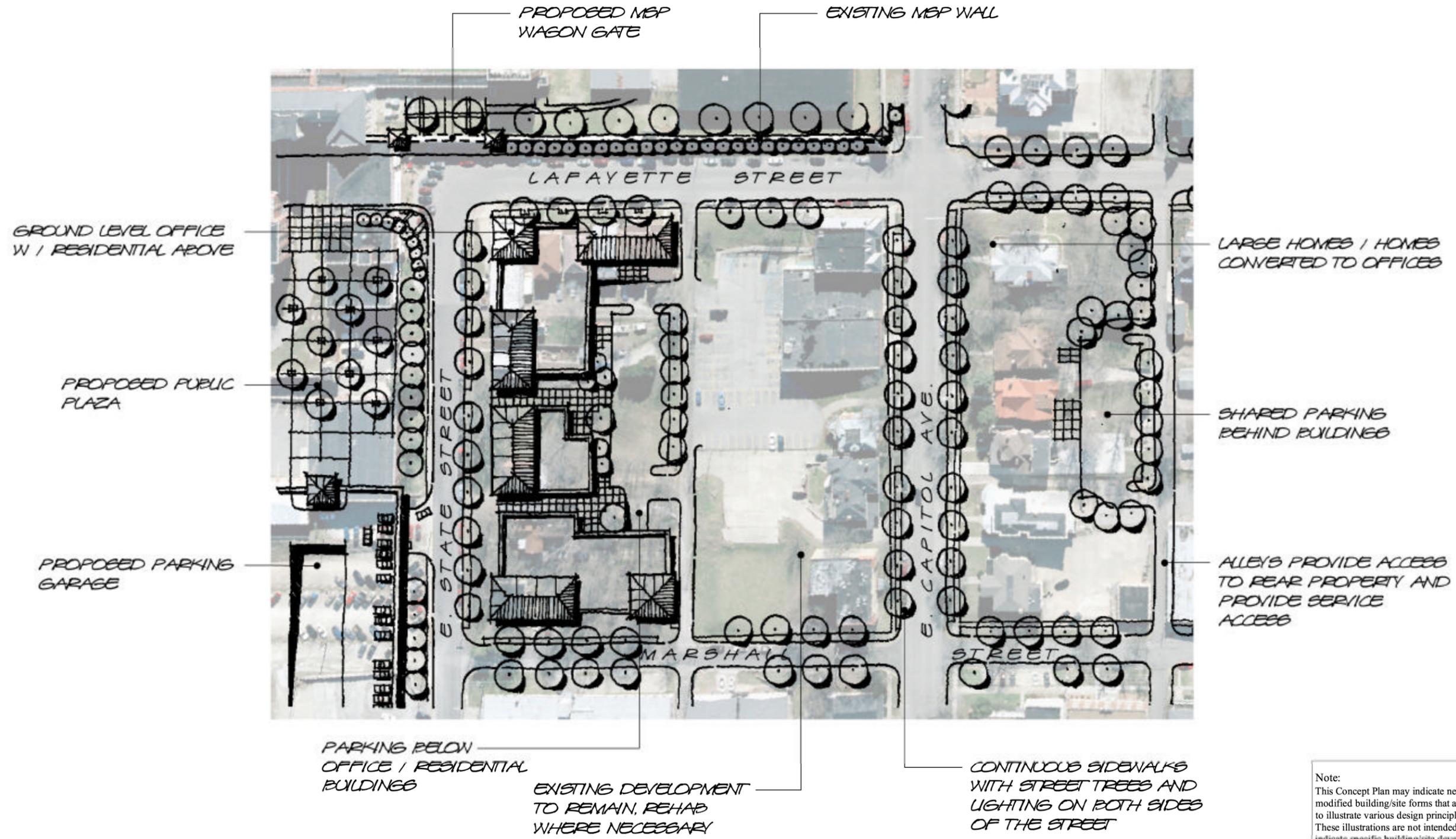


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and
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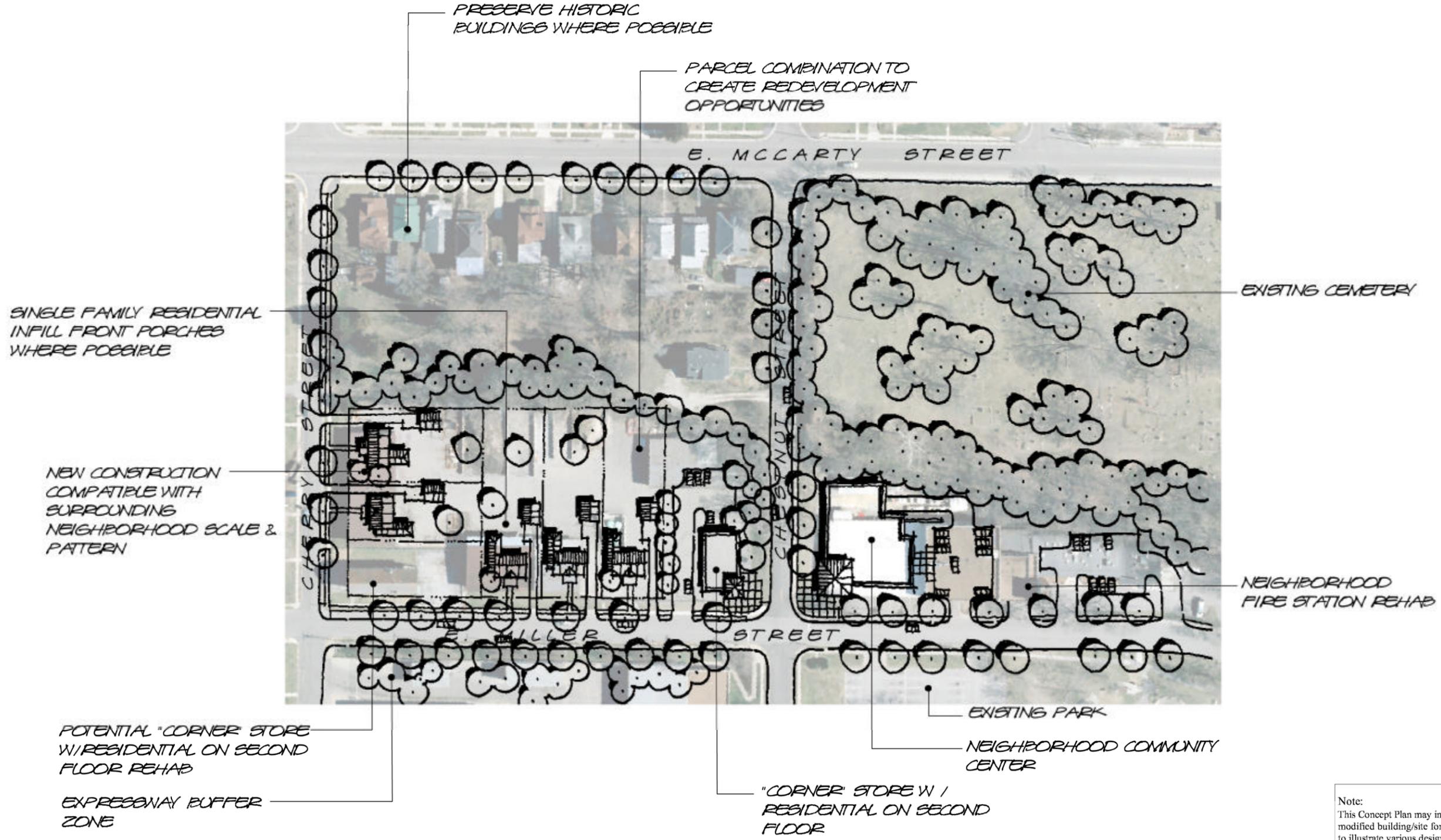
0 40' 80' 120'

East Village Residential
District Concept Plan



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Central East Side Neighborhood Plan

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The City of Jefferson
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West Village Residential
 District Concept Plan



Central East Side Neighborhood Plan

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The City of Jefferson
and
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Housing Authority

East High Street
Business District Images



Central East Side Neighborhood Plan

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and
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Capitol Avenue
District Images



Central East Side Neighborhood Plan

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Housing Authority

Mixed Use District Images



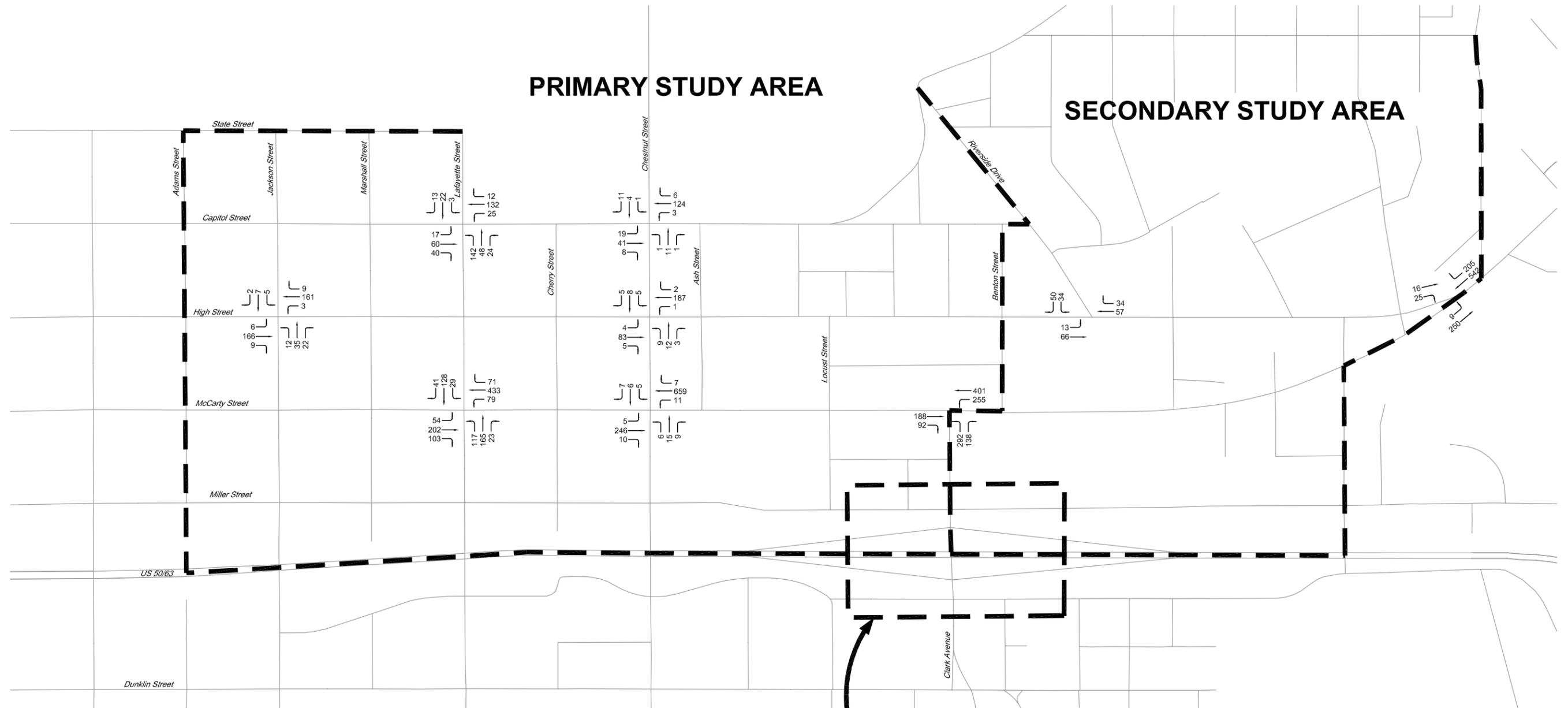
Central East Side Neighborhood Plan

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The City of Jefferson
and
The Jefferson City
Housing Authority

East & West Residential
Village District Images



LEGEND

500
A.M. Peak Volume (vph)
Vehicle Movement

N.T.S.

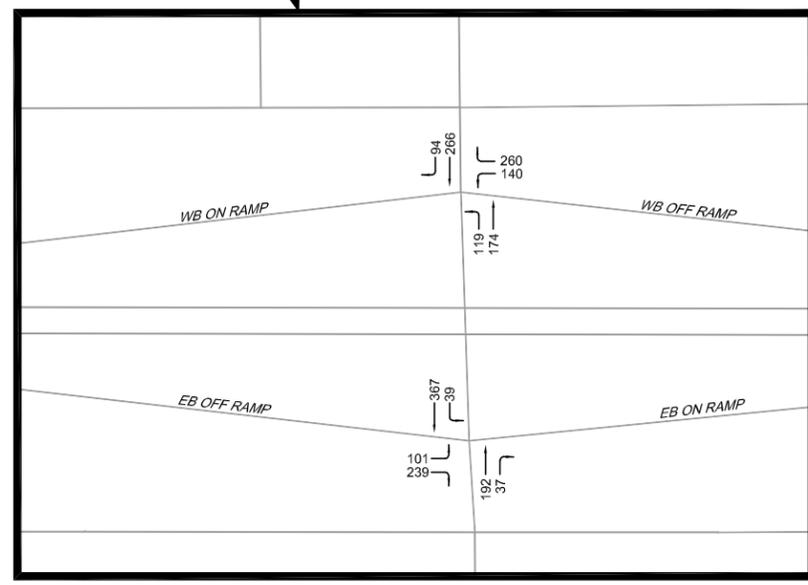
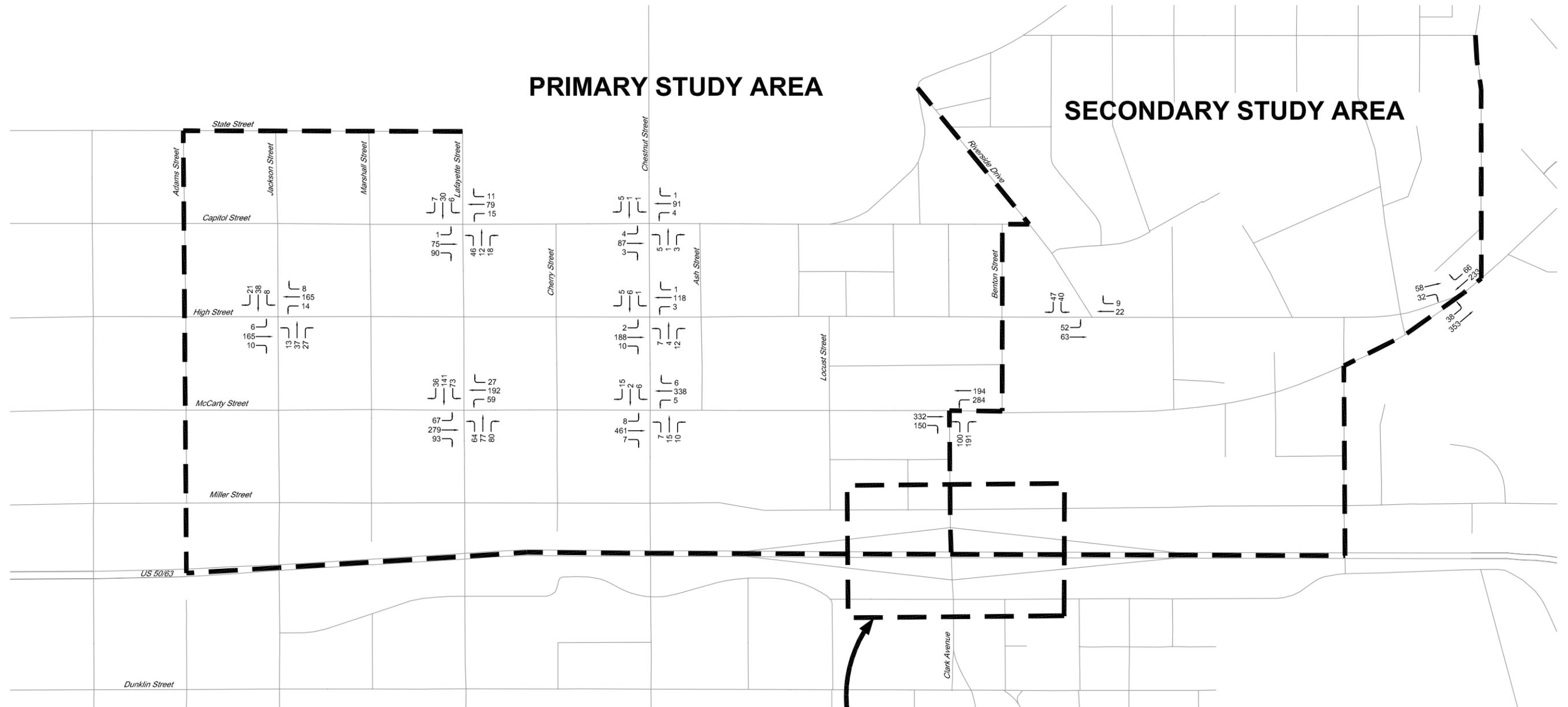


Figure 1
Existing Traffic Volumes
A.M. Peak Hour



LEGEND

500
 P.M. Peak Volume (vph)
 Vehicle Movement

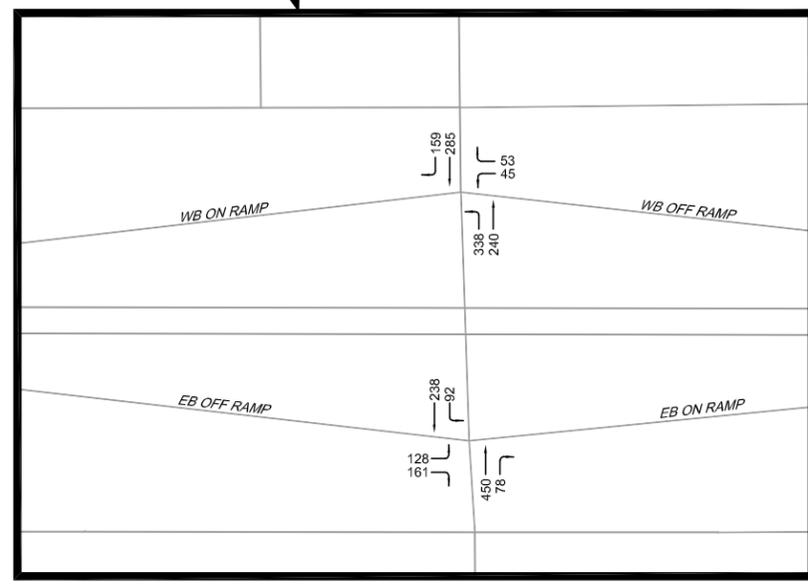
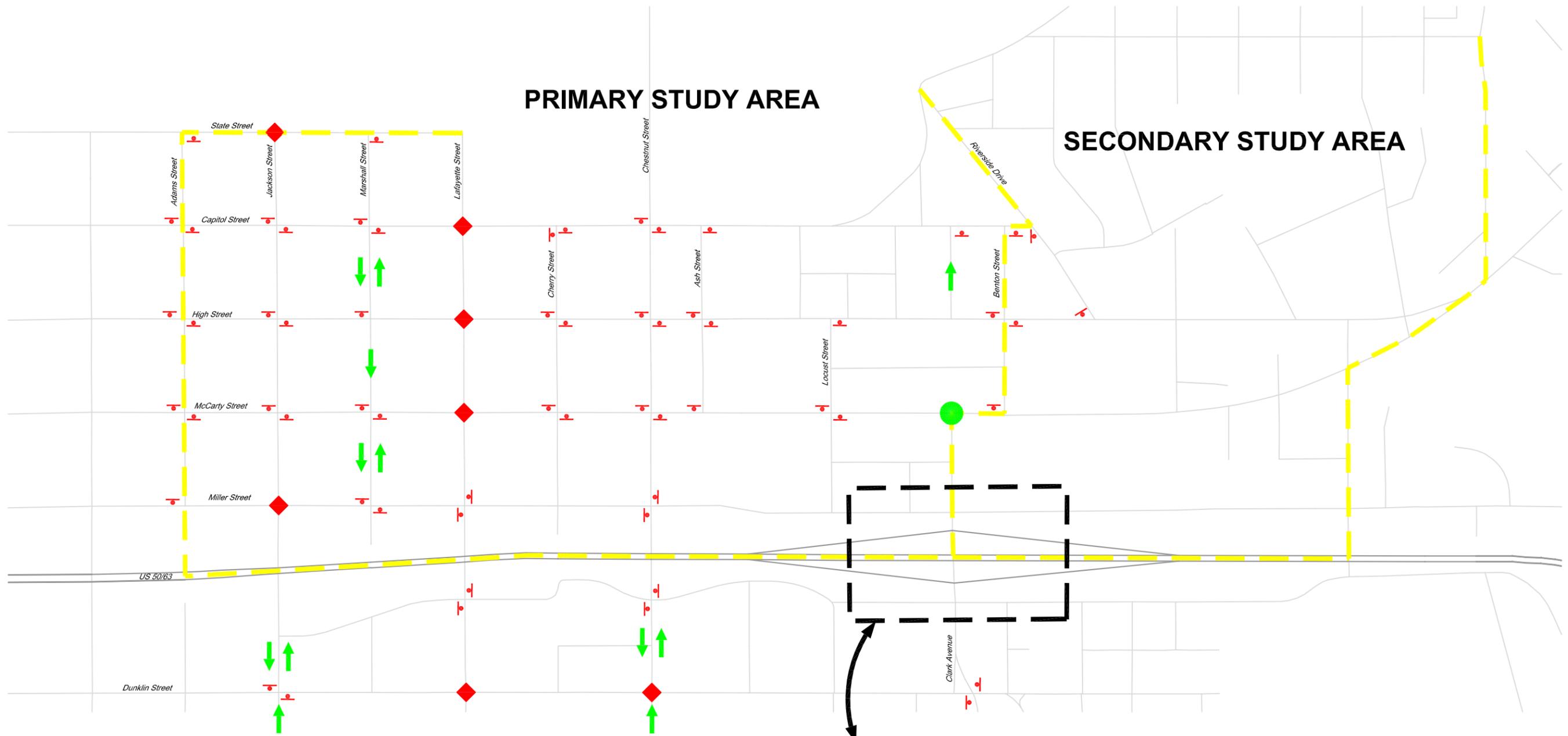


Figure 2
 Existing Traffic Volumes
 P.M. Peak Hour



LEGEND

-  Existing Traffic Signal
-  All Way Stop Sign Control
-  Stop Signs
-  Direction of Traffic Flow

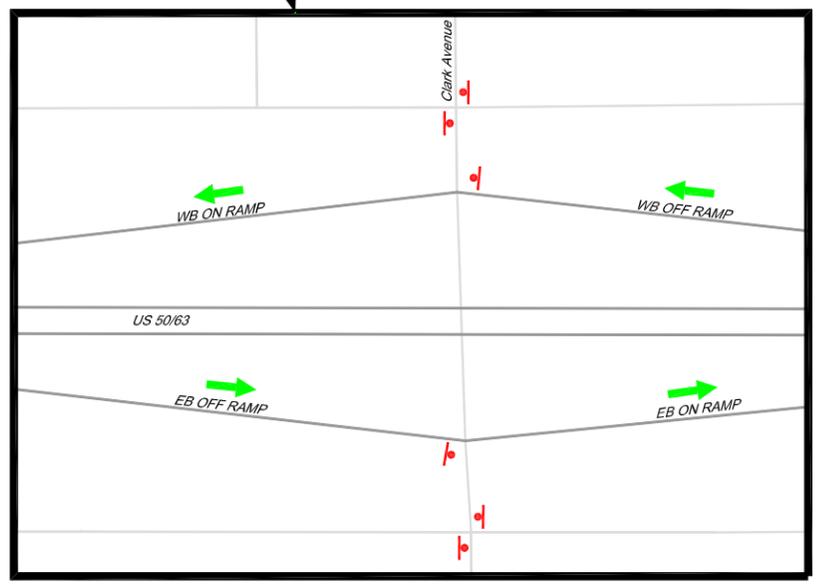
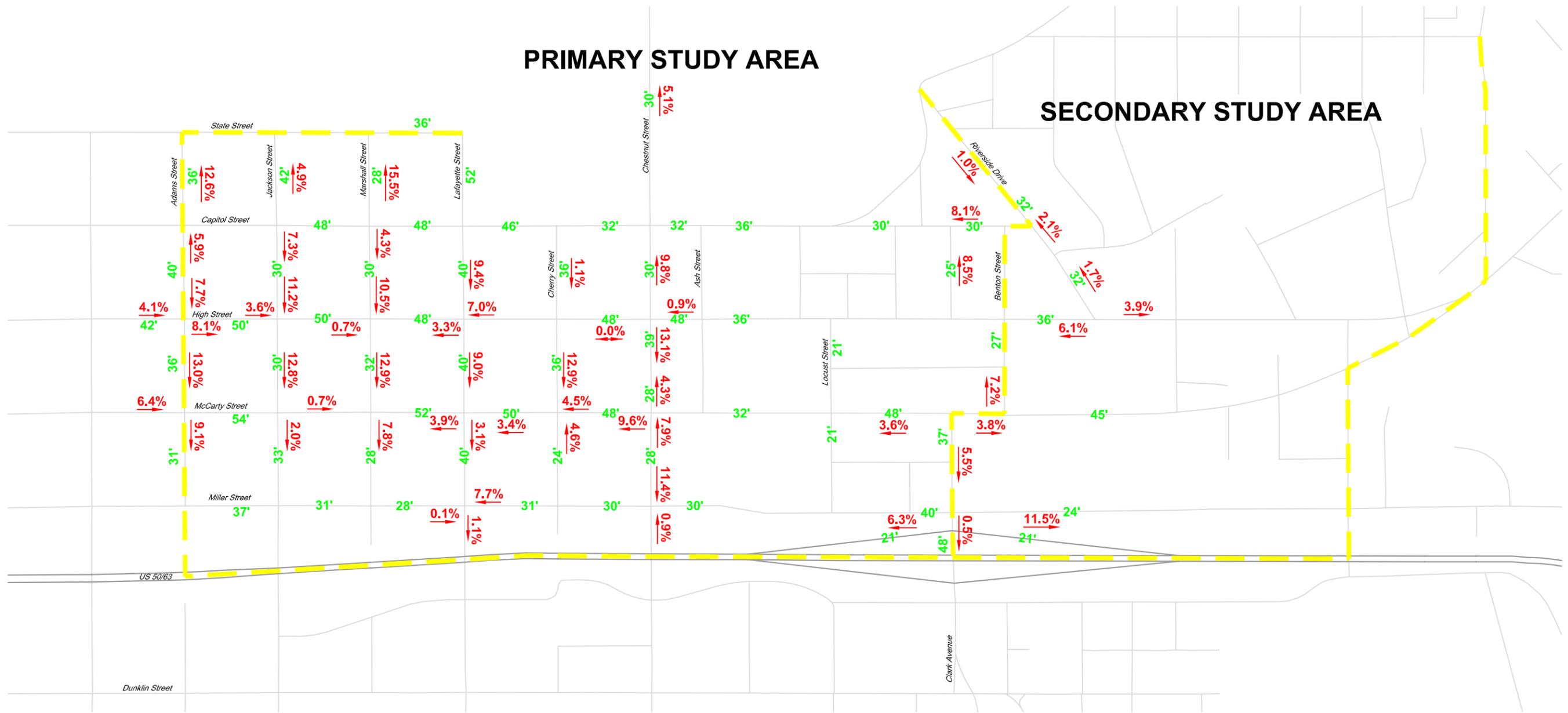


Figure 3
Existing Traffic Control

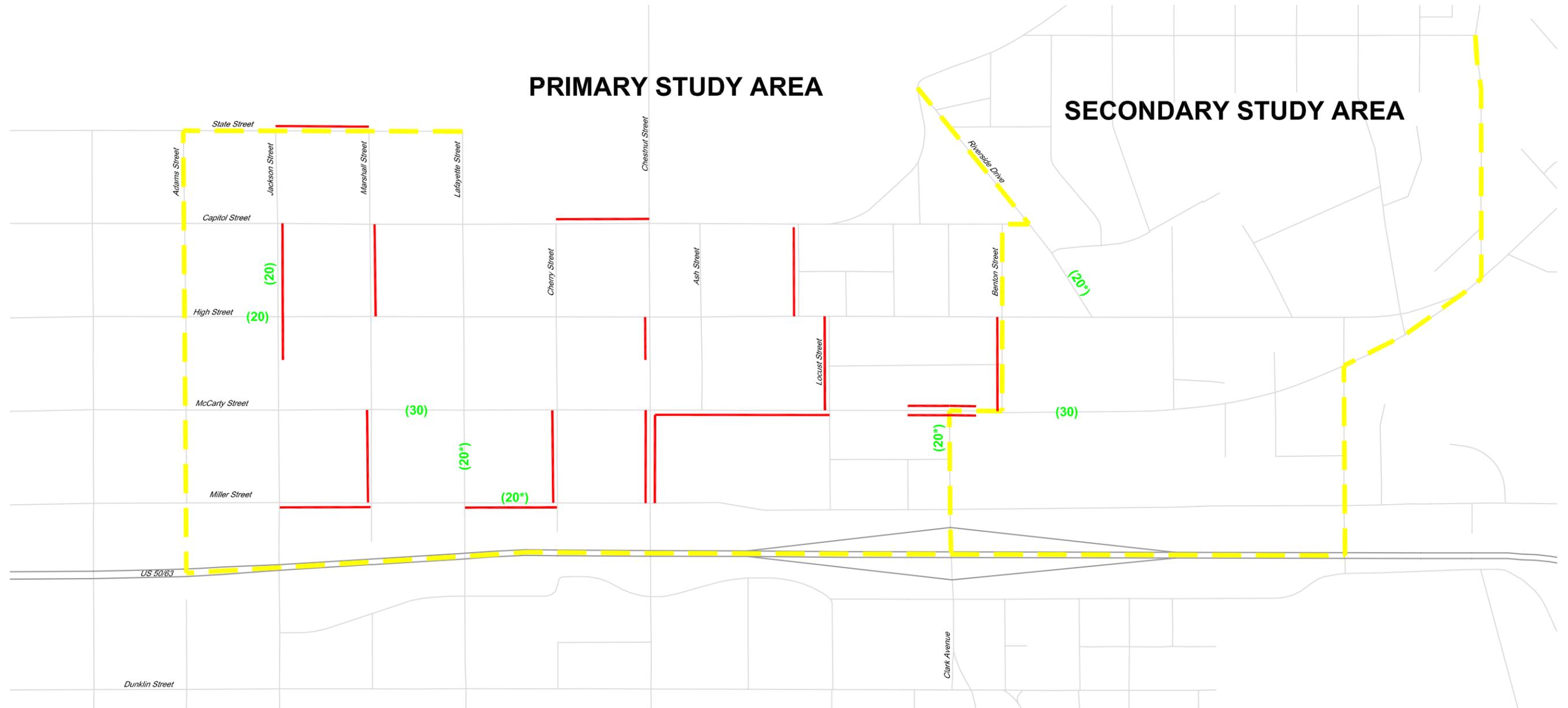


LEGEND

- 36' Existing Street Width
- 10% Existing Street Grade



Figure 4
Existing Street Widths & Grades



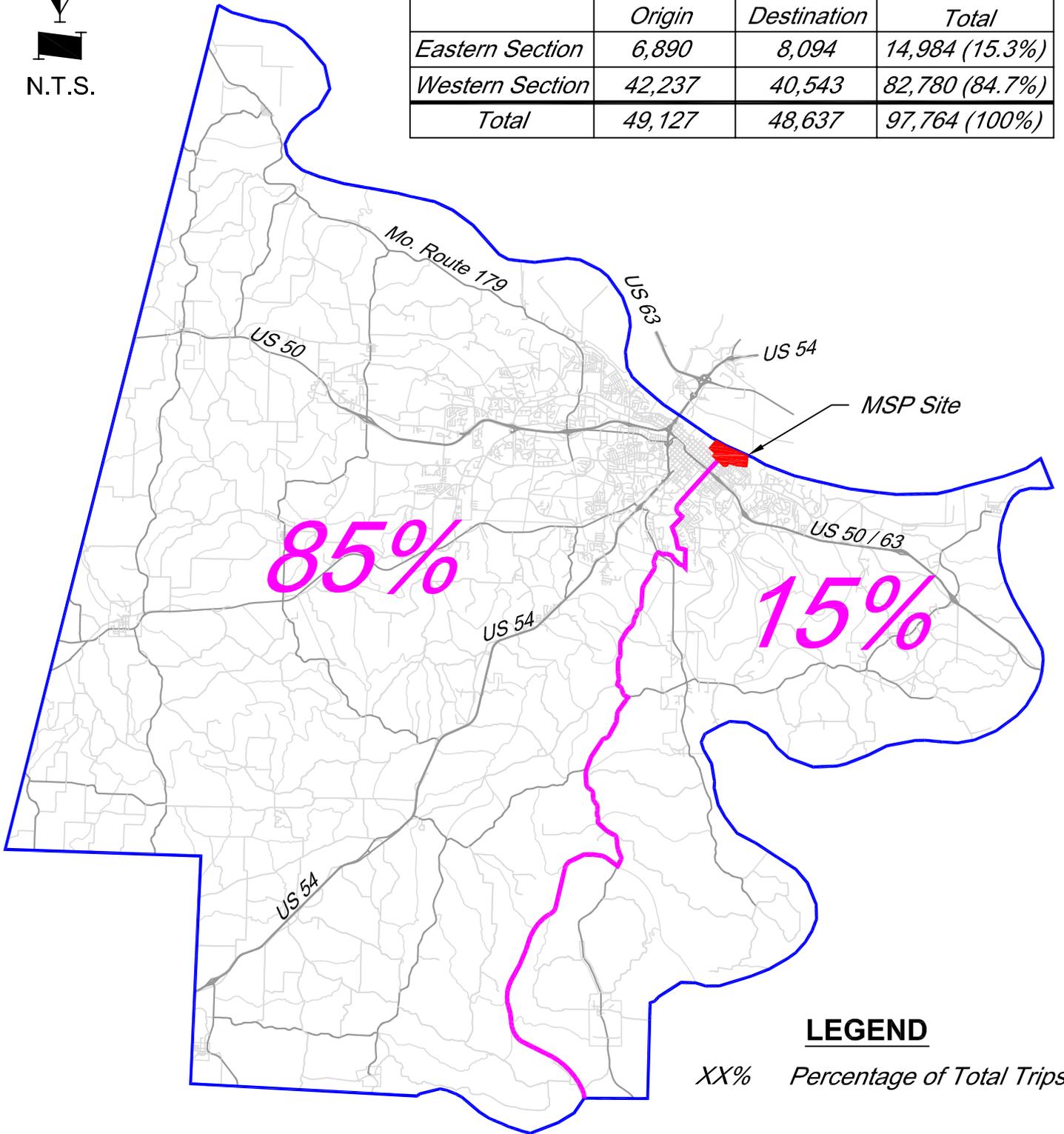
LEGEND

- Posted No Parking Areas
- (30) Posted Speed Limit (mph)
- (20*) Posted Speed Limit (School Zone)



EXISTING TRIP SUMMARY

	<i>Trip Type</i>		<i>Total</i>
	<i>Origin</i>	<i>Destination</i>	
<i>Eastern Section</i>	6,890	8,094	14,984 (15.3%)
<i>Western Section</i>	42,237	40,543	82,780 (84.7%)
<i>Total</i>	49,127	48,637	97,764 (100%)



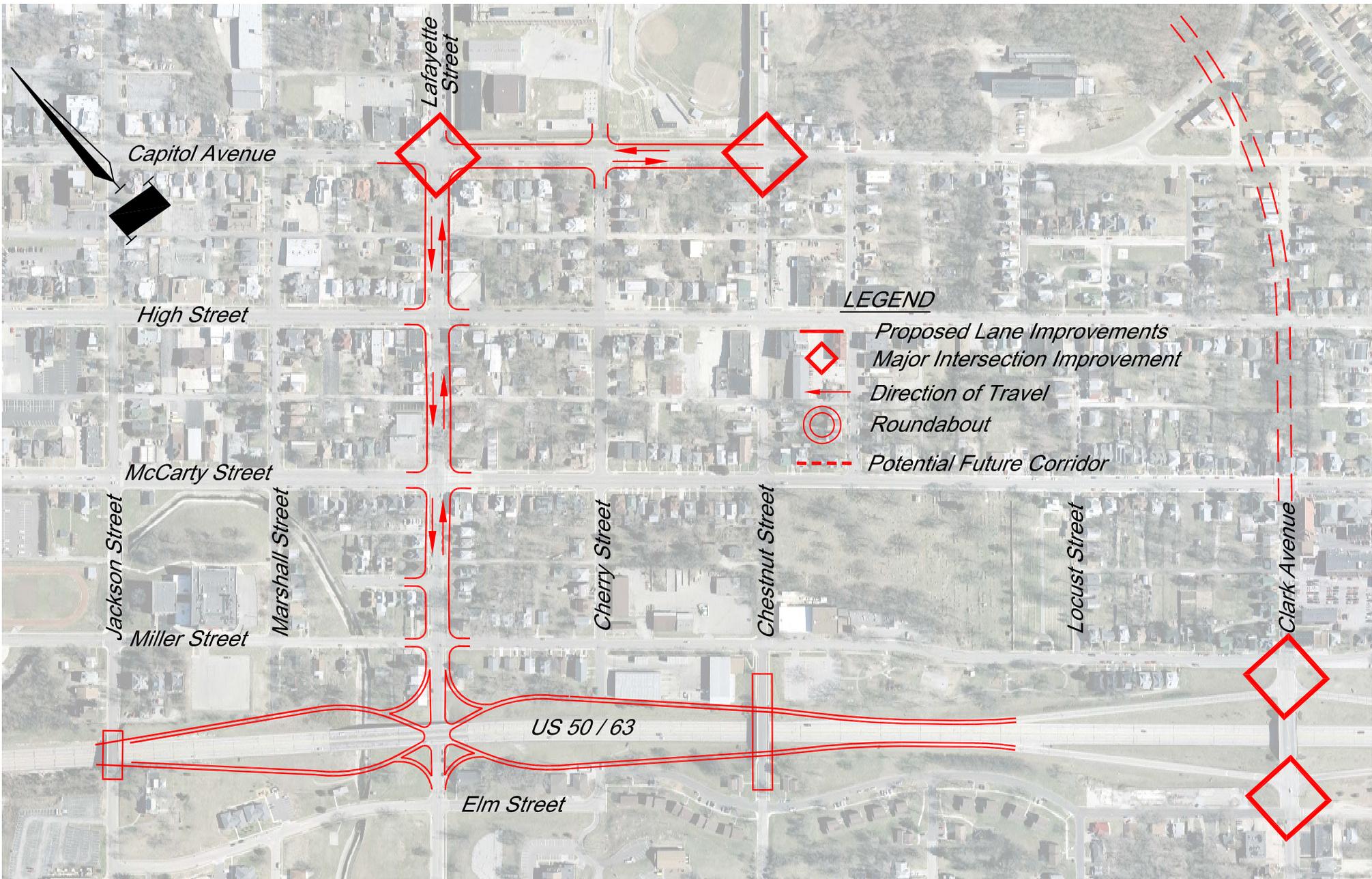
LEGEND

XX% *Percentage of Total Trips*



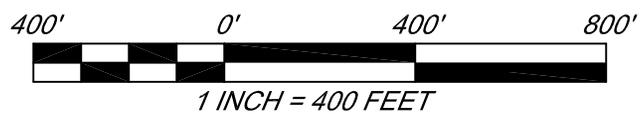
GEORGE BUTLER ASSOCIATES, INC.
Engineers • Architects

Exhibit A
Cole County
Trip Distribution



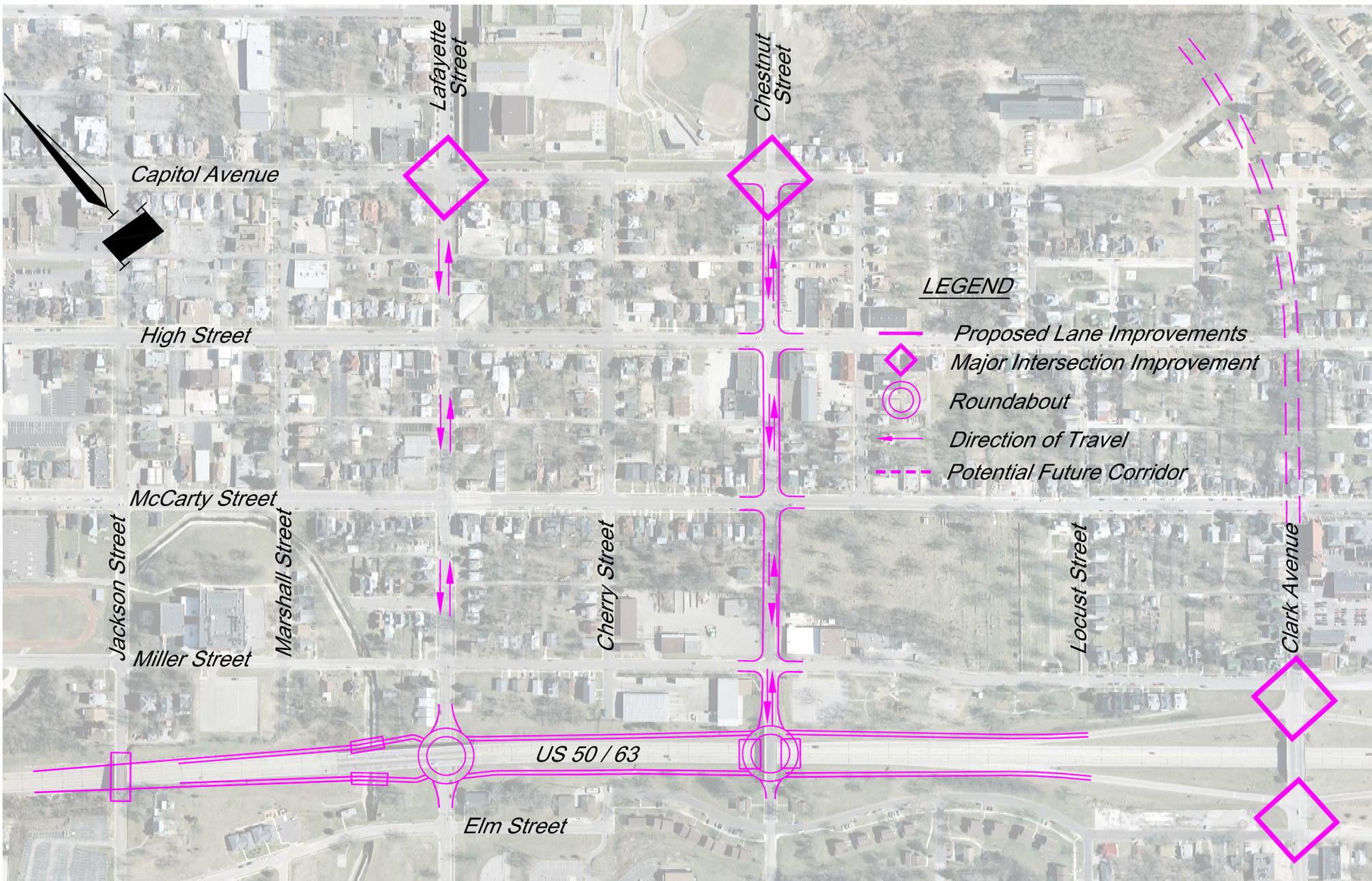
LEGEND

-  Proposed Lane Improvements
-  Major Intersection Improvement
-  Direction of Travel
-  Roundabout
-  Potential Future Corridor



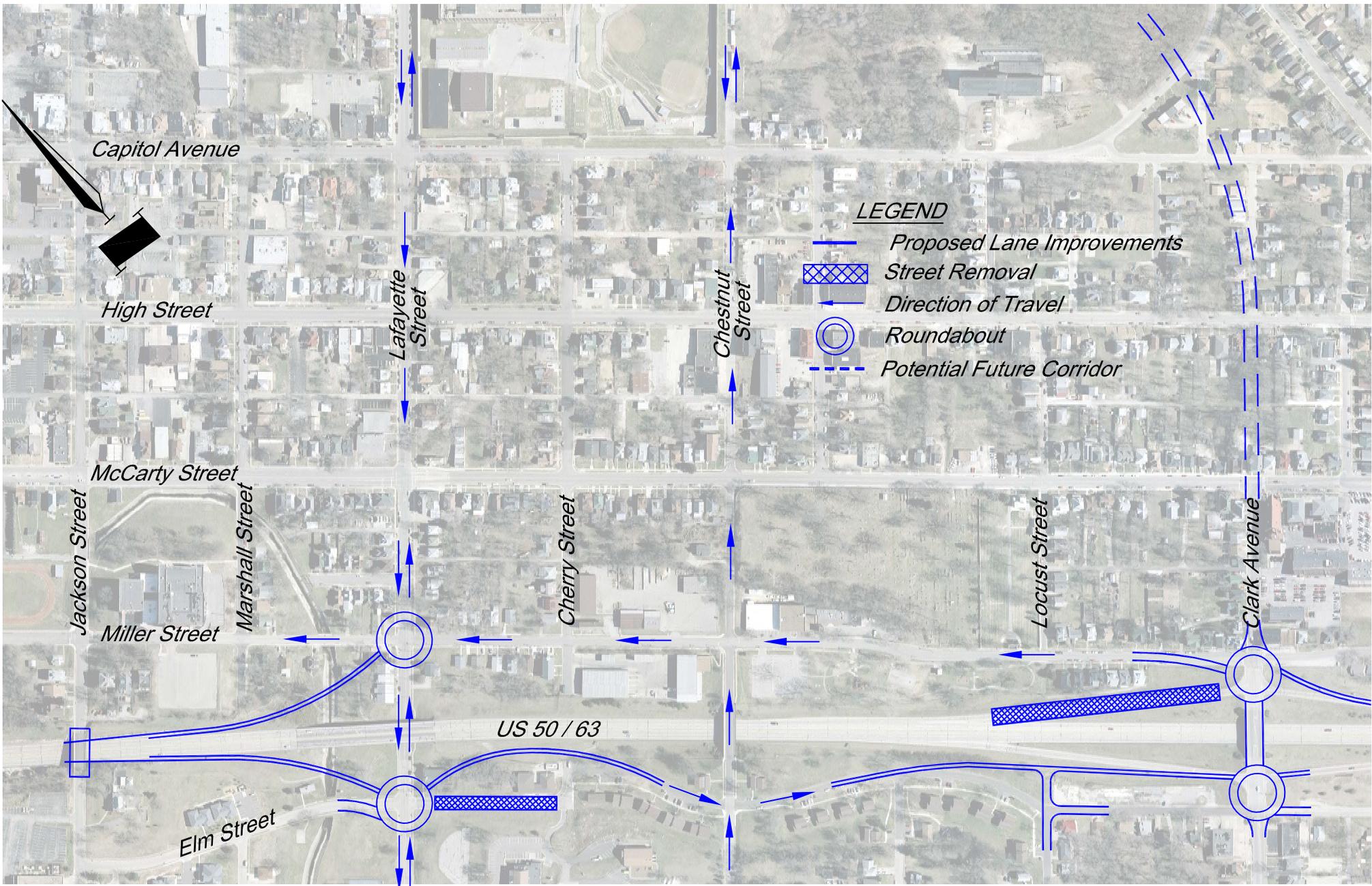
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*Conceptual
 Improvement
 Alternative 1*



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*Conceptual
 Improvement
 Alternative 2*



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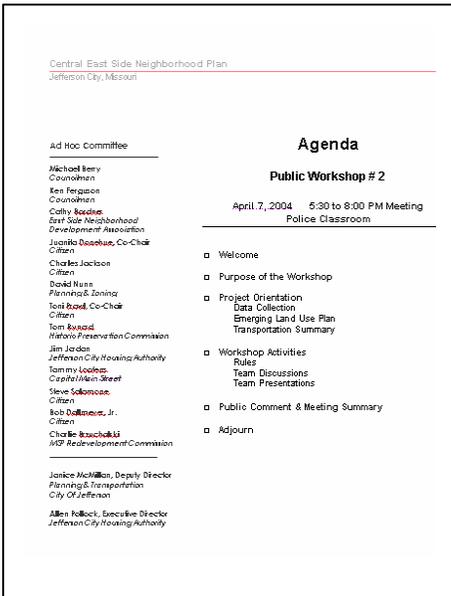
*Conceptual
 Improvement
 Alternative 3*

Appendix B

Public Input Workshop #2

Public Input Workshop # 2

Approximately 50 citizens attended the second public workshop on April 7, 2004 to help the Ad Hoc Committee continue with the planning of the Central East Side Neighborhood area. The Agenda called for the meeting to start at 5:30 pm and conclude at 8:00 pm. The agenda included:



- ❑ **Welcome**
- ❑ **Purpose of the Workshop**
- ❑ **Project Orientation**
 - Data Collection
 - Emerging Land Use Plan
 - Transportation Summary
- ❑ **Workshop Activities**
 - Rules
 - Team Discussions
 - Team Presentations
- ❑ **Public Comment & Meeting Summary**
- ❑ **Adjourn**

The attendees were given a brief overview of the planning process, schedule of events and project boundaries. The audience was provided an overview of the data collected; the summary results of Public Workshop #1; the emerging land use plan for the neighborhood; and a summary discussion of neighborhood transportation issues.

The large group was divided into five table teams, members from the Ad Hoc Committee were asked to disperse and join the various tables, and then the following instructions were issued to the five teams:

Step 1

- ❑ Appoint a Team Leader to be your spokesman.
- ❑ Team Leader will appoint a scribe to be “big tablet” note taker.

Step 2

- ❑ Discuss each Land Use Area and their related Neighborhood Plan Elements.
- ❑ Discuss each topic in order listed.

Step 3

- ❑ Provide comments, suggestions, additions, or



deletions for each Land Use and Neighborhood Plan Element.

- ❑ Comments on “big tablet”, in bullet format.
- ❑ Diagram on map if needed.

Step 4

- ❑ Note items of general consensus.
- ❑ Note items of unresolved issues.

Step 5

- ❑ Team Leaders, manage your time, you have 45-60 minutes to complete your discussion.

Step 6

- ❑ Team Leaders be prepared to present your team findings to the entire group.

Each team was given a worksheet with a listing of the Land Use Areas identified within the Primary Study Area and a bulleted list of the components of each area (Neighborhood Plan Elements). The worksheet used by the table teams is shown on the following pages. The teams worked for approximately 45 minutes to formulate their responses.

At the end of that time period each team was asked to come in front of the audience to present their findings. Each of the 5 teams presented their observations and ideas on summary sheets while members of the audience listened attentively. A summary of the team comments are presented below under the title:

**Central East Side Neighborhood Plan
Public Workshop #2 All Responses**

The assembly was adjourned at approximately 8:00 pm.



Worksheet

The Table Teams were instructed to:

Discuss each Land Use Area and their related Neighborhood Plan Elements, and to provide comments, suggestions, additions, or deletions for each Land Use and Element.

Capitol Avenue Historic District**• District Character**

1. Large homes or homes converted to offices.
2. Mix of open lawns and minimal side yards.
3. Significant architectural character with variety.

• Proposed Land Use

1. Residential.
2. Office (Commercial) only, no retail.
3. Only Residential/Office vertical mixed use.
4. Institutional.

• Redevelopment Building Patterns

1. Preserve historic buildings where possible. Infill when necessary.
2. No garage doors facing the street. Vehicle access from rear.
3. Front porches were possible.
4. No parking on front yard.
5. Consistent with existing building set backs
6. Parcel combination/infill.
7. New construction compatible with existing neighborhood.

• Circulation

1. Streets and sidewalks connected.
2. Alleys provide access to rear of property and provide service access.
3. Continuous sidewalks, both sides of streets, street trees & lighting.
4. Keep parallel parking along streets, where feasible.

• Community Facilities

1. Churches.
2. Open space should reinforce linkage to MSP.
3. Preserve open areas surrounding existing buildings.

East High Street Business District**• District Character**

1. Vibrant neighborhood “marketplace” where cars and people are equal.
2. Buildings built to front property line to create a street “wall”.
3. On street parking.
4. Shared parking behind buildings.

Worksheet (continued)

The Table Teams were instructed to:

Discuss each Land Use Area and their related Neighborhood Plan Elements, and to provide comments, suggestions, additions, or deletions for each Land Use and Element.

5. Encourage key commercial uses oriented to the needs of the neighborhood.

- **Proposed Land Use**

1. Commercial.
2. Residential/Commercial vertical mixed use.
3. Limited single family residential.
4. Restaurants, stores.

- **Redevelopment Building Patterns**

1. Infill when necessary to create a commercial street front.
2. Live-work units

- **Circulation**

1. Accommodate levels of traffic appropriate with its designation as a “marketplace”.
2. High Street to support major bus routes and/or shuttle routes.
3. Encourage parallel parking as a pedestrian buffer and for convenience.

- **Community Facilities**

1. Public gathering space to anchor eastern edge of district.
2. Civic uses such as police substation, or library.
3. Neighborhood gateway at High Street and Adams.
4. Open Space should be public gathering spaces.

Residential Villages (East and West)

- **Village Character**

1. Single Family, duplex.
2. Limited multi family.
3. Traditional neighborhood.

- **Proposed Land Use**

1. Residential only.
2. Mixed use (residential/commercial) only at “corner stores” architectural compatibility.

- **Redevelopment Building Patterns**

1. Preserve historic buildings where possible. Infill when necessary.
2. No garage doors facing the street. Vehicle access from rear.
3. Front porches were possible.
4. No parking on front yard.
5. Consistent with existing building set backs
6. Parcel combination/infill.
7. New construction should be compatible with existing neighborhood.

Worksheet (continued)

The Table Teams were instructed to:

Discuss each Land Use Area and their related Neighborhood Plan Elements, and to provide comments, suggestions, additions, or deletions for each Land Use and Element.

• Circulation

1. Preserve on-street parking.
2. Continuous sidewalks with street trees and lighting on both sides of the street.
3. Alleys provide access to rear of property and provide service access.

• Community Facilities

1. Open Space for neighborhood space and connections.
2. Schools, churches, community centers, fire station, police substation.

Residential Villages (East and West)

• Village Character

1. Single Family, duplex.
2. Limited multi family.
3. Traditional neighborhood.

• Proposed Land Use

1. Residential only
2. Mixed use (residential/commercial) only at “corner stores” architectural compatibility.

• Redevelopment Building Patterns

1. Preserve historic buildings where possible. Infill when necessary.
2. No garage doors facing the street. Vehicle access from rear.
3. Front porches were possible.
4. No parking on front yard.
5. Consistent with existing building set backs
6. Parcel combination/infill.
7. New construction should be compatible with existing neighborhood.

• Circulation

1. Preserve on-street parking.
2. Continuous sidewalks with street trees and lighting on both sides of the street.
3. Alleys provide access to rear of property and provide service access.

• Community Facilities

1. Open Space for neighborhood space and connections.
2. Schools, churches, community centers, fire station, police substation.

Worksheet *(continued)*

The Table Teams were instructed to:

Discuss each Land Use Area and their related Neighborhood Plan Elements, and to provide comments, suggestions, additions, or deletions for each Land Use and Element.

Mixed Use District**• District Character**

1. Multi family loft units.
2. Support Commercial Retail.

• Proposed Land Use

1. Residential.
2. Mixed use (residential/commercial) architectural compatibility.

• Redevelopment Building Patterns

1. Preserve historic building.
2. No parking on front yard.
3. Consistent with existing building set back.
4. New construction compatible with existing building.

• Circulation

1. On-street parking where possible.
2. Continuous sidewalks with street trees and lighting.

• Community Facilities

1. Open Space for neighborhood space and connections.

Transportation Considerations**• North / South Corridors to be Considered**

1. Lafayette Street.
2. Chestnut Street.
3. Clark Avenue.

• Improvements

1. Limit improvements to existing ROW where possible.
2. On Street Parking to remain where feasible.
3. Improvements will be accomplished on a short, intermediate and long term basis.

• Character

1. Maintain character of existing street system where possible.
2. Some reasonable additional traffic congestion is acceptable.
3. Avoid creating barriers within the neighborhood.

Central East Side Neighborhood Plan Public Workshop #2 All Responses

The responses from the 5 Table Teams were consolidated and grouped by Land Use Area and topic.

Capitol Avenue District

1. Grandfather in existing garage doors facing street.
2. Front porches should be brought into compliance.
3. Items 1-3 (District Character) concur - good components.
4. Agree items 1-4 (Proposed Land Use).
5. Agree items 1-7 (Redevelopment Building Patterns).
6. Agree items 1-4 (Circulation).
7. No churches at present.
8. Maintain character.
9. Limited commercial @ corner lots, no retail.
10. Compatible Infill number 1.
11. Circulation NOT disruptive to neighborhood.
12. Option for Church - others already in area.
13. Historic overlay districts?
14. Previous architectural surveys utilized?
15. Extending historical district boundaries beyond those shown and project area.
16. Previous historical district boundary recommendation? Urbana Group.
17. Churches ?
18. Property owner's rights.
19. Approved/process of designating historic district?
20. Difference between local and National Historic District (local historic district and listing on NRHP).
21. Design guidelines/infill - limited infill/combining parcels at center of block (corner lots greater than center lots).
22. Continuous sidewalks.
23. Lighting - extend down Capitol.
24. Tree replacement (Capitol).
25. Porches - retain/design guidelines.
26. Infill compatible with existing neighborhood.

East High Street Business District

1. Public parking lots (surface parking).
2. Concur to items 1-4 (Proposed Land Use).
3. Good re: Redevelopment Building Patterns.
4. Establish funding mechanisms to create incentive for preserving historic buildings and creating new development in area.
5. Preservation when possible.
6. Theatre - Movie, Arts, Boutique, Entertainment.
7. Design guide for Infill. Encourage live/work units.
8. Investigate diagonal parking on one side.
9. Public gathering NOT too big.
10. Business plus Historic District.
11. Infill result of (?) demolition or existing vacant lots? How much infill? (Scale of infill)

The responses from the 5 Table Teams were consolidated and grouped by Land Use Area and topic.

**Central East Side Neighborhood Plan
Public Workshop #2**

All Responses

12. Near downtown beyond. Loft living? Condos? 4 Plexes? Residential/commercial vertical mixed use.
13. Encourage preservation where possible, infill where necessary.
14. Cars and people aren't created equal, less emphasis on cars.
15. Focus on public transportation.
16. Incentives to walk, explore driving alternatives, parking isn't free, bonuses.
17. Gerrymandered - Lafayette to Chestnut - make part of West Village District.
18. New construction compatible with existing character of the area structures.

Residential Villages (East and West)

1. Residential only- not recommended.
2. Mixed use (residential/commercial) only at "corner stores" - recommended.
3. Residential only - partial. (should be mixed use).
4. Village character - agree.
5. Proposed land use - agree. (mixed use)
6. Town houses with character.
7. Pedestrian friendly circulation.
8. Community facilities - agree.
9. Redevelopment building patterns - agree.
10. 6/8 Plex? What is multifamily and how to increase density with appropriate scale.
11. Design guidelines.
12. SW Quad use? Undesignated presently?
13. Large tract development between Ash-Benton and Highway to the South.
14. Parks and Greenspace feasible.

Mixed Use District

1. Residential only - not recommended.
2. Great use.
3. Stress no parking on front yard.
4. Infill within the district compatible to adjacent area.
5. Private Property.
6. One parcel.
7. Good ideas, but private ownership.
8. Must keep shoe factory building.

Central East Side Neighborhood Plan**Public Workshop #2**

All Responses

The responses from the 5 Table Teams were consolidated and grouped by Land Use Area and topic.

Transportation Considerations

1. Appears Lafayette is most viable option for access.
2. However more than one access needs to be established.
3. Create a corridor from Hwy 50 through city view to McCarty (20%).
4. Combine access to all three routes - Chestnut, Lafayette and Clark.
5. Highway access route outside immediate area from East.
6. Opposition to intersection @ Lafayette.
7. Opposition to Clark Street Extension.
8. Opposition to Chestnut access.
9. Limit on-street parking.
10. Improve existing streets.
11. Consider Grant St. (and points for farther east) for access.
12. Cherry St. option for access?
13. Ph 1 (Lafayette Street) Ph 2 (Cherry Street) Ph 3 (Chestnut Street).
14. Parking lanes - traffic lanes in later years.
15. Loading zones.
16. Time of day (density), peak hours (# of cars).
17. Parking within block to retain streetscape traditional facades.
18. "Hidden" parking.
19. Multiple access instead of just three.
20. Grant Street or Eastside access.
21. Look at some way to bring traffic into area from south and west without (?) log jam - McCarty.
22. Remote parking - shuttle in.
23. Emphasize maintaining the character of the existing street system where possible.
24. Input from MSP Redevelopment commission.

Appendix C - Terminology

NEO-TRADITIONAL URBAN PLANNING/DESIGN TERMINOLOGY

NEO-TRADITIONAL URBAN PLANNING/DESIGN TERMINOLOGY

Introduction

Below are a series of definitions for terms and concepts used throughout the Central East Side Neighborhood Plan. These definitions were compiled from a broad range of sources including:

- New Urbanism: Comprehensive Report and Best Practices Guide by New Urban News
- Duany Plater-Zyberk & Company
- A New Theory of Urban Design by Christopher Alexander
- The New Urbanism: Toward an Architecture of Community by Peter Katz

Adverse Impact: The negative consequences of a building use on adjacent lots, usually as a result of noise, vibration, odor, pollution, or socioeconomic disruption. (The noise level discernible at the property line should not exceed that of traffic noise at 35 MPH). Negative consequences confined to within the lot boundary are not considered to create Adverse Impacts.

Affordable Housing: Relatively inexpensive dwellings that may be defined as available at a mortgage payment or monthly rental at 25% of the starting salary of a local elementary school teacher. A category of starter housing. Ten percent of the housing stock of a neighborhood should qualify as affordable. Affordable housing must be tectonically identical to other housing and be interspersed among the other market segments in order to avoid negative attitudes. The building types that accommodate affordable housing are generally apartments, row houses and accessory dwellings.

Alcove: A recess in streetwall that may house a bench, a fountain or a sculpture. An alcove is an effective device to enliven the otherwise dismal pedestrian

experience of a blank wall.

Allee: A rural thoroughfare, free of fronting buildings except at the terminus, where trees in alignment define the space. Over time, an Allee may become urbanized, evolving into an avenue. A straight road or path lined by trees. An Allee is usually terminated by a building or a monument.

Ambulatory: A courtyard defined by an arcade along its edges. An ambulatory, unlike a courtyard or a patio may be independent of a building. An ambulatory is an exterior room able to shield an open space from a noxious environment.

Amenity: Those assets, extraneous to the dwelling, are what create value. The most desirable assets are Views (water, golf front and mountains), Security (gates, roving patrols, and alarm systems), Prestige (narrow price range, civic ornaments), Location (proximity, accessibility, visibility, and climate), Activity (skiing, golf, water, and clubhouse) and Community. The last is the only amenity that does not entail additional developmental cost.

Amphitheater: A stepped terrace, directional sitting area in the open air, suitable for audiences observing performances or being subject to harangues. An amphitheater can be straight or curving.

Anchoring: The function played by an urban element in attracting users to itself and consequently to adjacent elements that are not, by themselves, attractions. The most widespread use occurs at retailing sectors. A department store anchors a town center. A food market anchors a main street. A post office anchors a neighborhood store. A cinema anchors an entertainment district. The anchoring element, to be effective, must be cunningly located to create a pedestrian circulation pattern that exposes the dependent elements.

Ancillary Apartment: See: Outbuilding.

Arbor: A skeletal structure supporting light vegetation

overhead. Useful for shading parking lots. See: Bosque.

Arcade: A series of arches linked together, usually as an element of a building. An arcade when along a sidewalk is one of the more urban frontage types.

Awning: An ancillary lightweight structure of wood, metal or canvas, cantilevered from a facade providing shade to the fenestration and spatial containment to the pedestrian. Awnings, to be an effective adjunct to a shop front, must thoroughly overlap the sidewalk and should be no higher than 10 ft. at the front edge. The pedestrian will thereby be within the visual domain of the shop, and the display window will be free of reflective glare.

Axial: A composition or plan centered along a straight line. At the urban scale, terminated vistas are usually framed by an axial foreground defined at the edges by building or landscaping.

Back Building: An ancillary segment of building extending from a principal building into a rear yard. A properly designed back building is disposed to increase the privacy of the backyard by masking neighboring buildings and is ideally one story to avoid blocking sunlight to the yard. A back building may connect the principal building to an outbuilding.

Balcony: An unenclosed, habitable structure usually cantilevered from a facade or building elevation, providing private outdoor space to an apartment. Balconies in great numbers, with excessive depth, tend to dematerialize the vertical plane of a facade, interfering with its role of spatial definition. To avoid this, an alternative is the French Balcony or the Loggia.

Loggia An open space within the mass of a building with ceiling and floor, but no wall at least on one side. See: Porch.

Balanced Use: The combination of land use within a sector, usually a neighborhood, such that the resident population eliminates the need to leave the area on a daily basis. This unattainable ideal remains one of the principal goals of traditional neighborhood design. The goal is considered to foster community formation and to have positive effects for traffic capture rates and a more

stable tax base. The particular mix of inclusive housing, ordinary retail, workplaces, schools, and recreation facilities show regional variation, but a rule of thumb for North America may be: 2.4 residents per household, each household requiring 40 sf of retail and 120 sf of workplace, as well as .5 elementary student places. Regional planning policy may require a Balanced Use Neighborhood or, alternatively, an unbalanced one intended to correct an existing imbalance of an adjacent sector.

Big Box Retail: Large retail stores, usually over 35,000 sq ft, offering wide choices, often at reduced prices. This type of store, pioneered by supermarkets, is now emulated by virtually every sector with the exception of clothing and restaurants. Big Box retail is premised upon very large market areas that will draw customers from dozens of miles away. The price advantage is derived from efficiency of distribution through centralization and economies of scale. This efficiency is, in fact, surreptitiously subsidized by a customer's commute to the shop not unlike the airline spoke system. Big Box retail has certain negative consequences. It lengthens travel distance, often for very ordinary purchases and undermines smaller, local, retail establishments. Big box retail, however, can serve to anchor smaller retailers when seamlessly attached to a main street.

Bosque: A geometrically disposed grouping of trees, spaced tightly enough to create a continuous canopy overhead. Useful for shading plazas and parking lots.
See: Arbor.

Brownfield Development: A site that has been urbanized or used industrially, subsequently vacated and available for re-urbanization. Such infill sites are well suited for redevelopment as the requisite infrastructure is usually in place. However, if once industrial, the soil is often subject to expensive cleanup requirements; and if once residential, the process of neighborhood scrutiny tends to be onerous. These difficulties often lead developers to greenfield sites.

Building: An artifact intended for human habitation. The building type is determined by Function, Disposition, and Configuration.

Building Envelope: The maximum potential size and configuration of a building as determined by the code. The configuration of an actual building is usually subtractive from the building envelope except at mandatory Build-to Lines.

Built Environment: The human habitat as envisioned jointly by urbanists and environmentalists. This term, although technically a general description of all urbanism, is acquiring, through usage, the specific connotation of a symbiotic integration of social and natural systems.

Business Incubation: The fostering of economic diversity at the lower economic range by the provision of affordable quarters for shops and workplaces. Business incubators are the commercial equivalent of affordable housing. Conventional suburban development shopping centers, usually protect fragile start-up businesses by offering percentage leases. Traditional main street shops seldom do so, creating a competitive disadvantage. Such leases should be available to neighborhood businesses as part of a retail management policy. Planned neighborhoods provide support for start-up business by generally permitting home occupations and a full range of flexible zoning categories, wherein a residential mortgage can cover both housing and business quarters. Note: it is important that incubator business quarters be built inexpensively (Jane Jacobs: Small Businesses Need Cheap Space"). The traditional shop front requires the elaboration of the frontage only (the false front) as opposed to the all-round architectural development of freestanding retail on parking lot pad sites.

Canopy: The mass and cover created by the upper branches of trees. Species may be selected by their canopy for aesthetic form or to create shade. In general allee cluster and bosque tree spacing is determined by the width of the Canopy in its maturity.

Chamfered Corner. An urban corner that is cut back to a diagonal in order to permit a clear view triangle for buildings that have very short setbacks. A chamfered corner is an excellent location for the door of a commercial establishment as it taps into the pedestrian flow from two thoroughfares.

Catalytic Project A project that by virtue of its economic success becomes a regional model of development, providing confidence and market 'comparables'. The Catalytic Project is the most likely strategy to affect change within a regulated but market-driven industry.

Central Business District (CBD): The dense core of 19th Century urban fabric, usually a rectilinear street grid with mid and high-rise buildings of 1880-1930 and 1950-1980 vintages. The spatial quality of a CBD can vary from excellent to dismal, depending on the width of the streets and the quality of the frontages. Typically, the CBD is heavily commercial, having difficulty in sustaining retail because of the midday-only clientele. Since the 1980's, effective governance is increasingly by private management associations quasi-independent of the municipal structure.

Character & Capacity: Character is established by the attributes of a place beyond the utilitarian, particularly applicable to the design of thoroughfares. Capacity refers to the ability to accommodate traffic; while Character refers to the creation of a specific, immersible environment.

Civic Use: Premises used by organizations considered to support the common good and therefore accorded special treatment within neighborhoods. Civic Uses include educational, cultural, social, service, and religious not-for-profit organizations. Existing and potential civic organizations should have sites reserved within every neighborhood even if their advent is in the distant future.

Clustering: The grouping of buildings on a portion of the site in order to preserve open space. Clustering is the equivalent of a transfer of development rights within a single site. As a smaller lot has a lesser market value than a large lot, increasing the number of units usually equalizes the value differential. Additional motivation occurs as the units at the edges of the cluster usually have long views over open space and therefore retain the value of a larger lot. Also, infrastructure is decreased by the simple expedient of reducing its length. Caution: mere clustering of single-uses does not constitute a neighborhood and, although it preserves open space in the absence of mixed use, it produces sprawl.

Commercial Use: A general category of building use which includes office retail and manufacturing uses but excludes residential lodging and civic uses.

Common Wall: A wall shared by more than one building at the side or rear of a lot line. An attribute desirable for buildings at neighborhood centers and cores. Syn: Party Wall

Community: A sustainable human habitat that is complete and compact. It is the smallest mixed-use unit that technically can be defined as a Neighborhood.

Community Association: The democratic, incorporated organization of owners of lots and buildings, including a measure of representation by renters and tenants. The articles of incorporation shall reference an approved code, set standards for building construction and maintenance, provide for the management of the public tracts, and provide for the ongoing construction of civic improvements by special assessment. A Community Association, unlike the common property owners or homeowners association, accounts for the mixed-use nature of neighborhoods, providing for representation by renters and retail tenants as well as owners.

Community Policing: The practice of crime prevention by assigning a police officer permanently to a specific sector for surveillance by foot or bicycle patrol. Community Policing differs from the common practice of responding to emergencies by patrol car on a city-wide basis.

Contracommute: A pattern of commuting that is against the primary direction of traffic flow, thereby using underutilized lane capacity.

Court: A grouping of several small buildings on a shared lot. The equivalent of a miniature campus, where building design and site planning are coordinated and submitted together for approval in variance of the urban regulations.

Courtyard Residential Building Type: A single family dwelling with the potential of common walls on all the lot lines, and the yard at the center. Patio Houses provide yards (courtyards) of utmost privacy as building or high walls surround all sides. The courtyard efficiently

consolidates all the yards that are distributed along the periphery of house and cottage types.

Crime Prevention Through Environmental Design (CPTED): The application of the behavioral and social sciences to physical design in order to minimize the actuality and the perception of crime. A specialty initiated by Oscar Newman, its main prescriptions involve: First, windows overlooking the public space (eyes on the street); second, the clear assignment and demarcation of open space to public or private ownership, minimizing semipublic space; third, the delineation of private open space by fences and walls; fourth, the provision of clear sight lines by straight passage, the absence of dense, low-lying vegetation and other potential hiding places, and adequate illumination.

Cross-Shopping: The effect of shops mutually supporting each other by proximity. This phenomenon was first consciously exploited with the creation of the department store that internalized multiple shops. Cross-Shopping is returning to its origins with the current ascendancy of the specialty shopping center, where each merchant has a separate, externally accessed shop, dispensing with an Anchor. See: Anchoring.

Double Frontage: An urban condition wherein a lot has more than one frontage, generally at the corner of a block. The primary frontage may be so designated on the regulating plan. The secondary frontage is a Flankage.

Double House: A pair of dwellings attached side-by-side, creating a building that reads like a house. A side-yard multifamily building type. This type shares a common wall on a side lot line. Each dwelling is the equivalent of a side yard house. A row of double houses creates combined side-yards, which may be visually larger than those of single houses.

Draw Area: The sector from which a retail establishment is likely to attract its customers. Such an area rarely has a geographical center, as it is distorted by the thoroughfares' pattern and by competition. A trade area may be abstracted as a number of dwellings, in which case the figure assumes a low amount of

competition. Big box merchants increase the draw area and are therefore valued for attracting cross-shoppers to the associated in-line stores that have a lesser draw area. A similar effect can be achieved by combining activities that will account for an extended time, i.e. dinner, a movie, and a cafe. The trigger is that the longer the customer can be occupied, the farther they will come, increasing the draw area. This is the mechanism of anchorless retail at main streets.

Driveway: A vehicular access way within a private lot connecting a garage to a thoroughfare. Driveways are built to a lesser standard than public thoroughfares. The costs of alleys should be offset by the lack of driveways.

Duplex: An edge-yard multifamily building type. A pair of dwellings, side-by-side or one above the other, creating a building which reads like a house. This type is particularly suitable to corner lots where one entrance faces the frontage and another the flankage, thus assigning to each dwelling a private front yard.

Eave: The junction of a wall of a building and an overhanging roof. If the intention is to encourage pitched roofs, the designated maximum building height should be measured to the eave, not to the top of the roof.

Economic Sustainability: A sense of the balance between consumption and investment wherein the built environment protects its viability and projects its evolution.

Embankment: A raised linear earthwork, often stiffened by stone or concrete, built to protect from rising water bodies or to mask noxious traffic. Similar to a berm, but more utilitarian in its intentions.

Enclosed Building Area: The measure of the area of a building for purposes of calculating floor area ratios and parking ratios. The Enclosed Building Area calculations exclude porches, loggias, arcades and patios which are considered to be of social utility and not to be counted against the efficiency of the building.

Enclosure: One of the physical attributes of thoroughfares and open spaces, contributing to a sense of place. Enclosure of the public realm involves the

definition of the public space by frontages as a room defined by its walls. Enclosure is adjusted through the selection of frontage types or by a build-to line specifying the minimum building frontage and the minimum building height.

Entrance Level: The habitable level of a building closest to ground or sidewalk grade at the frontage and thus most intimately associated with pedestrian activity of the public realm. Codes may have special prescriptions for the entrance level, including mandatory retail frontage, grade level entry for home occupations and minimum elevations for residential use. Syn: Ground Level.

Episodic Congestion: A predictable, short-term decline in the traffic flow (Level Of Service-LOS). Episodic Congestion usually occurs at times of work-related commuting. Providing additional travel lanes for the short daily spikes of Episodic Congestion creates over-designed thoroughfares for the balance of the daily cycle. The less costly technique is to achieve balanced use. See: Balanced Use.

Expandable Housing: A dwelling that is capable of evolving in size and disposition in response to human need. An expandable building must be constructed of normative materials that are perennially available (in open stock) and the configuration must be sufficiently simple to receive additions. Architectural regulations should require normative material to this end.

Fenestration: The openings that form part of a facade. Fenestration may be regulated as a ratio of the aggregate of the openings to the wall surface, and by the range of proportions (height-to-width). These ratios should be an attribute of a regional architectural vernacular. Such compatible proportions are an important determinant of visual harmony.

Festival: An organized communal event that recurs in time and place. A festival may be administratively induced, even within Conventional Suburban Development. Festivals do not substitute for the ordinary pedestrian activity that supports the public realm of planned neighborhoods.

Financing: The source of funds, usually in the form of loans which, as venture capital, pays for the land acquisition, soft costs, and infrastructure; and as permanent financing, it pays for the buildings in the form of mortgages. Most mortgages are resold to a secondary market in large bundles of identical types. Some building types, such as flex units and Main St. retail are not processed in sufficient numbers to be bundled for resale, and thus create an impediment to financing. In such cases, it is advisable to emphasize the similarity of buildings to normative product, (i.e. a live-work rowhouse should have a "basement" rather than a commercial space below).

Formal: A design tending to the regular, rectilinear, geometrical, and repetitive.

Fragment: A developable area, too small to be a complete neighborhood unless conjoined to an adjacent area.

Function, Disposition & Configuration: The primary determinants of building typology, contributing to the physical and social variations necessary to create neighborhoods. The codes of conventional suburban design, in contrast, prescribe primarily quantity. **Function:** the uses permitted within a building and its lot. Codes sometimes specify location restrictions to the entry level or the back building/outbuilding. **Disposition:** The placement of a building on its lot. Placement is determined by dimensional setback or build-to requirements measured from the lot boundary lines. Disposition may include a mandatory retail frontage. **Configuration:** The three-dimensional form of a building, including its tectonic language. Configuration includes the form and materials of roofs, walls, openings, and other elements such as porch frontage.

Gable: That orientation of a pitched roof that shows the vertical triangular plane rather than the sloped. A Gable facing towards a frontage individualizes a building more strongly than its alignment parallel to a frontage (a shed roof), which reads horizontally.

Garage Ratio: The vertical surface area of the garage (the doors and their surround) relative to that of the rest of the facade. The garage, being blind, has a negative effect on pedestrian continuity. Pulling the garage away

from the frontage may minimize its negative visual impact. Reducing its surface area relative to the overall surface of the facade may also mitigate the garage's negative impact. The garage/house ratio should not exceed one in three (1:3).

Garden Apartment: A 3 story apartment building arranged with a broad front, shallow depth and interior courtyard.

Gateway: An urban element (too varied to be a type) that marks the entrance or the threshold of a sector or a district. Identified by Kevin Lynch as one of the elements useful to orientation within the urban fabric.

Greenfield Development: A site in natural condition or in agricultural use that is subject to urbanization. Greenfield sites are the common locations of building activity in North America, Canada, and Australia. Ideally, such open sites should not be permitted for development until the supply of infill sites is generally exhausted, as unwarranted extensions of infrastructure can negatively affect the economy and social cohesion of a region. In practice, the political difficulty of redevelopment on infill sites militates against this priority.

Grille: A window-like opening in a streetwall infilled by a perforated armature of tile, metal or wood. Grilles permit ventilation and views while maintaining a secure perimeter.

Grid Pattern: A web of intersecting thoroughfares, which is rectilinear in its alignment and orthogonal at its intersections. See: Network Pattern

Gross Leasable Area (GLA) The building area for which a retail tenant is to pay lease. With enclosed shopping malls, the GLA includes the climate-conditioned shared space, leading to costlier leases. The retail of traditional street oriented retail does not have an equivalent burden, although it is necessary that the streetscape and parking be jointly managed. See: Retail Management.

Harmony: A quality generally held to be agreeable. Harmony in urbanism is primarily a visual phenomenon, derived from a compatible architectural syntax. This

includes size, proportion, material, and color. Harmony is important because it enables the necessary variety of building uses and types to coexist in close proximity.

Hedge: An alignment of tightly growing shrubs or trees. Hedges serve to delineate boundaries, to block winds and to define compartments within open spaces. A hedge is one of the variants or an urban Streetwall, which, if performing a masking role along a frontage, should be composed of an evergreen species.

Hollywood Drive: A residential driveway constructed of two parallel strips of pavement each 2 ft. wide with a planting area in between. An alternative to the conventional continuous-surface parking pad, the Hollywood Drive provides more green area and better permeability but is more difficult to build. In the event of front-loaded garages, access should be by means of a Hollywood Drive to salvage a more continuous common lawn.

Horizontal Speed Bump: A sharp bend on a straight road which, along with vertical speed bump, is one of the techniques of traffic calming. See: Traffic Calming.

Hotel: A large residential building not larger than a single-family house having bedrooms available for short term letting. Cooking facilities shall be communal.

Inclusive Housing: The range of housing types that satisfies a broad range of needs and desires. This range typically includes housing that is urban and also rural in character, both affordable and luxurious, suitable for single-person households, families, and older persons. A Neighborhood must have Inclusive Housing as one of the components of balanced use. Affordable housing should not exist outside the context of Inclusive Housing as such segregation tends to exacerbate social pathology. Poverty is not an urban problem, the concentration of poverty is an urban problem.

Infill Development: A seamless urban development within an existing urban fabric, balancing, completing and/or repairing the surrounding neighborhood.

Inn: A residential building compatible in scale with a single-family house having one or several bedrooms

available for short-term letting. Cooking facilities shall be communal.

Intermodal Change: The transition between one mode of transportation to another, generally from automobile to bus or light rail. An intermodal change is difficult to effect as, once in the car, the traveler tends to continue driving to the destination. It is therefore important to capture the transit user as a pedestrian.

Intersection Curb Radius: The curved edge of a thoroughfare at an intersection, measured at the edge of the travel lanes (excluding the parking lanes, thereby increasing the effective measure of the sidewalk curb radius by 7-8 ft.). The curb radius is variable: it enhances pedestrian crossing convenience to have a smaller radius, while traffic is eased by a larger radius. Where thoroughfares of different categories intersect, the radius requirement of the larger usually governs.

Intersection Spacing: The distance between the crossing points of thoroughfares. Increasing the distance (eliminating crossings) usually benefits traffic flow by simplifying turning movements in perception and in reality. However, the elimination of intersections has several negative consequences: First, this creates a system which increases the load on the fewer streets that intersect, thus rendering them less suitable for pedestrian activity. Second, this creates high traffic stacking requirements, which tend to reverse the frontage of buildings.

Intersection Turning Radius: The circular trajectory described by a vehicle turning, including the clearances. The Turning Radius of an emergency or trash-collection vehicle describes the size of the thoroughfare system. In practice, the vehicle should be sized to the intended character of the thoroughfare rather than vice versa.

Infrastructure: The supporting matrix that structures urbanism. Vertical Infrastructure consists of public buildings and open spaces. Horizontal Infrastructure consists of thoroughfares and utilities. Social Infrastructure refers to the socioeconomic services and facilities that also give structure to urbanism, such as schools, hospitals, clinics, police, fire, emergency services, etc.

Lawn: A grassy area controlled by mowing. A Lawn is a uniform, durable ground cover suitable for playing fields. The common lawn of the front yard is one of the most rural of the frontage types. Lawns unlike meadows, require maintenance. Lawns are the indicated ground cover for squares and greens as well as private yards.

Level of Service (LOS): The condition of traffic flow measured as level of service, ranging from L.O.S. 1 which represents unimpeded flow to LOS 5 which represents stasis.

Life Safety Standards: Those elements of the built world that can negatively impact the health of the user. Most life-safety standards operate at the scale of the building. Only the requirements of emergency vehicles impact the urban fabric, generally demanding excessively wide thoroughfares and curb radii.

Light Pollution: Excessively high levels of street lighting that obliterate the starlight, fluster animals and generally discomfit the human retina.

Liner Building A building of shallow depth, masking a parking lot or deck from a pedestrian frontage on a sidewalk.

Master Developer: The person or corporation responsible for the acquisition, design, permitting, financing, construction, marketing, and sale of the urban infrastructure, but not the buildings which are the product of the builder.

Mobility: The ordinary movement of the population by any means. Planned neighborhood development enhances mobility by means other than the automobile. First, by reducing the need of mobility through proximity of mixed use. Second, by shaping the urban structure to support transit and bicycles. Third, by shortening the travel distance through a highly connective network of thoroughfares. Fourth, by creating pedestrian friendly streetscapes. See: Walking Distance.

Mullions: The subdivision of windows. Mullions were originally a technique to assemble small glass panes into large windows. Mullions were inevitable when technology limited glass size and this is no longer a

determinant. Mullions continue to be effective in creating a modicum of psychological privacy from the interior of buildings. Mullions are warranted when the distance between buildings is short. They are less justified at Neighborhood Edges.

Naturally Occurring Retirement Community (NORC): A Neighborhood that has been gradually taken over by the post-family segment (the elderly) because its urban fabric affords the possibility of walking to ordinary social and commercial needs after the loss of the ability to drive.

Neighborhood Density: Neighborhoods are quantified statistically by its area, which is a constant, not by its density which must vary according to the local market . A New England village may be 4 units/acre, while a New York neighborhood approaches 200 units/acre.

Net Blight: A building in such disharmony with the adjacent urban fabric in function, disposition or configuration, that it immediately reduces the value of the real estate in its proximity.

Network Pattern: A web of intersecting thoroughfares, which may be diagonal, curvilinear and/or irregular in its alignment and variable at its intersections.

Occupied Vacancy: A retail establishment that is economically enviable but deceptively subsidized in order to avoid the dismal effect of an empty storefront. Businesses in shopping centers are often occupied vacancies as part of managed retail.

Open Space: Public tracts that are dedicated primarily to pedestrian use, excluding thoroughfare right-of-ways.

Outbuilding: A secondary building associated with a principal building by ownership and shared lot. An outbuilding may be rented but not sold separately. An Outbuilding is usually disposed adjacent to the rear lot line, and it is subject to specific limits of size and use to prevent overloading of the infrastructure. Typical limits are two stories with a maximum lot coverage of 450 sf (which is the footprint of two cars within a garage below). Syn: Accessory Building, Ancillary Building, Backyard Cottage, Garage Apartment, Granny Flat.

Parallel Code: A new Ordinance coexisting with another, either of which may be used as-of-right. The provisions of a Parallel Code, if selected, take precedence over the underlying ordinance.

Parcel: Designation for a portion of land without the semantic overlay of lot or tract.

Park-Once Environment: A strategy of urban design that creates a sector where it is possible upon arrival to do a variety of things by walking between them. This includes the shopping center as well as the typical main street, but not the strip.

Parking Deck: A specialized building type dedicated to parking in quantity by vertical stacking. Parking Decks are usually required only at town center zones. This type of building should be masked by liner buildings, or provided with retail frontage at the ground level. Syn: Parking Garage, Parking Structure, Structured Parking, Parking Ramp.

Parking Ratio: The relationship, fixed by code, between parking quantity, building use and building size. The parking ratio determines the permissible area of a building.

Parkway: A type of corridor integrating a greenway and a thoroughfare.

Pavement: The impervious surface dedicated to the circulation and parking of vehicles.

Pavement Width: The width of vehicular pavement of a thoroughfare, including moving and parking lanes but excluding planters and Sidewalks. The various dimensions of the circulation elements within a thoroughfare ROW. In the interest of minimizing impervious surface area, the ideal dimensions are the minimum commensurate to the intensity of use. Sidewalks: The smallest recommended width fronting residential use, where two may walk abreast, is 5 ft. The smallest recommended width fronting retail use, able to accommodate outdoor seating, is 12 ft. Trails: The recommended pavement width for bicycles, where two may pass, is 8 ft.

Pavilion: A civic building type of undefined use, usually an open-sided, roofed structure, freestanding within an open space. Syn: Gazebo

Pedestrian Continuity: Pedestrian paths, to be used, have several requirements. First, the path must have a destination, and that destination should be useful or in some way rewarding. Second, the destination should be accessible within a 5-minute walk, or it may consist of a concatenation of such increments. Third, the path should be logical, uninterrupted and provided with efficient shortcuts whenever possible. Fourth, the path should be along frontages and streetscapes that are spatially defined and interesting, avoiding parking lots. Continuous landscaping is not an adequate frontage. Fifth, the path should be temperate, shaded when hot and wind-shielded when cold. Sixth, the path should be perceived to be safe, shielded from traffic by parked cars. Seventh, the path should be pleasant and overlooked by windows.

Pedestrian Frontage: The experience of the pedestrian as determined by the buildings alongside. Pedestrians respond in a variety of ways to the experience of passing by specific ground-floor frontages. The most likely to please pedestrians are storefronts, followed by porches, fenestrated walls, and then deep landscaped yards. All of these are appropriate and should be enabled by code. The Frontages most repellent to pedestrians are, in order of bad to worse: garage doors, blank walls, open parking lots, unbuffered parking structures, under-building parking, and open service areas.

Pedestrian Network Diagram: An analytical diagram which is generated by overlay of a master plan drawing, extracting and displaying only those public areas which are dedicated to the pedestrian. The drawing shows the open spaces as well as sidewalks, passages, and paths, excluding vehicular pavement. A network plan verifies the connectivity of the pedestrian paths as well as the logical placement and distribution of the open space.

Pergola: A centroidal or linear pavilion with the roof as an open trellis supporting climbing plants. Pergolas are one of the most economical of civic ornaments.

Perimeter Block: A block, generally square or equilateral, wherein the buildings form a continuous edge along the frontages. Perimeter blocks define the most urban streetscapes, being common in cities, but rarely found in towns or villages, where building tend to be freestanding.

Planter: That layer of the streetscape that accommodates street trees. Planters may be narrow or wide, continuous or individual, holding allees or clusters of trees.

Platting: The subdivision of private land within the block structure, enabling small-scale, independent ownership. Platting is an important, often overlooked, instrument of coding control. Platting appears as lot lines and frontage lines. Without platting it is impossible to control precisely the building type as to size and disposition and configuration.

Porch: An open space appended to the mass of a building with floor and roof, but no walls on at least two sides.

Principal Building The main building on a lot, disposed to provide the facade on the frontage, in distinction to the back building and the outbuilding which are ancillary and usually to the rear of the lot.

Prohibited Use: Premises that generate adverse impacts beyond their lot boundaries. Also uses counterproductive to the neighborhood, including outdoor vending machines, billboards, visually intrusive signs, and locales supporting drive-through transactions (with the exception of gasoline stations) all of which undermine pedestrian-oriented commerce.

Proprietor: The person or corporation responsible for the maintenance a building. The proprietors of rental apartments and commercial buildings have a particular responsibility for the ongoing vitality of neighborhood and may be subject to controls by the community council. The merchants and renters must also be represented on the council.

Proportion: The ratio of the height to the width of a figural plane, solid, or space. Figures with similar proportions are intrinsically compatible visually, an ideal

leading to harmony between buildings of different designers. Compatible proportions are usually secured by coding, particularly by prescriptions within the Architectural Regulations pertaining to porches, fenestration, and roof slope.

Public Realm: Those aspects of the urban fabric that are held in common often within the right-of-way of a road or street.

Public Streetscape: The combination of planters, sidewalks, street trees, and street lights. The Streetscape, in combination with the Building Frontage, and the Vehicular Way compromise the urban public realm, and contribute to the character of a neighborhood.

Retail Management: The organizational technique by which various retail stores act in concert for their mutual benefit. The absence of such management may cause the vulnerability and failure of local main street merchants in the face of competition by national shopping centers. Such advice usually includes: proactive leasing, the grouping of stores to catalyze cross-shopping, establishing standards of storefront design, signage and lighting, recommendations for store layout and display, joint periodic and seasonal advertising, standardized business hours, parking management, as well as established procedures for public space maintenance and security. Retail Management, more than any aspect of physical design is responsible for the success of most shopping centers, and its absence for the failure of most main streets. Syn: Cured Retail

Right-of-way (ROW): The composite area dedicated exclusively to circulation, including the Vehicular Ways and Pedestrian Ways. A ROW is a public tract as opposed to a private lot. A secondary usage may be the ROW of an underground utility or drainage corridor, but it is advisable to implement such dedications as easements which are permitted to overlap lots.

Roof: That element of a building that covers the top as the walls enclose the sides. The Roof, perhaps more than any other element, defines a harmonious vernacular and can be therefore controlled for material, slope, and overhang by the Architectural Regulations or

Guidelines.

Roundabouts: Circular intersections with specific design and traffic control features. These features include yield control of all entering traffic, channelized approaches, and appropriate geometric curvature to ensure that travel speeds on the circulatory roadway are typically less than 50 km/h (30 mph). The central island is the raised area in the center of a roundabout around which traffic circulates. The circulatory roadway is the curved path used by vehicles to travel in a counter-clockwise fashion around the central island. Accessible pedestrian crossing locations are set back from the yield line, and the splitter island is cut to allow pedestrians, wheelchairs, strollers, and bicycles to pass through.

Screen: A wall, a trellis or a row of trees designed specifically to define a space, mask an undesirable view, or create a more private open space. Also, with the exception of the trees, applicable to the interior of a building.

Sense of Place: A highly desirable but elusive attribute of urbanism that is the assemblage of a set of interdependent elements to create a unique spatial experience. These elements include building type and function, private frontages, and public streetscapes.

Service Lane: A narrow access way located to the rear of buildings, providing access to parking and outbuildings as well as utility easements. Lanes are paved as lightly as possible, to driveway standards or with gravel.

Sidewalk: That layer of the streetscape that is dedicated exclusively to pedestrian activity. There is a range of Sidewalk types with variables of width and surface.

Site: As an aspect of location, site is the sum of geographical aspects, including topography, slope, etc. It is also a term for a subdivided portion of land free of the semantic overlay of lot or tract.

Slope: The variation of ground level ranging from steep to shallow. Slope affects the layout of roads and the siting of buildings.

Studio Building: The smallest type of apartment, one that does not have a separate bedroom. Variant: Loft, a high-ceilinged and well-lit dwelling with few partitions. A Loft space is adaptable to buildings of great depth which would otherwise be unsuitable for residential use. A Loft building increases ceiling height as a trade off for increasing depth.

Traditional Neighborhood Development Ordinance: An ordinance that enables and assures the development of an authentic neighborhood. A Traditional Neighborhood Development Ordinance, like a PUD Ordinance, is usually implemented by a parallel code.

Traffic Calming: A set of techniques that serve to reduce the speed of traffic. Such strategies include lane narrowing, parking additions, sharp offsets, yield points, sidewalk bulge-outs, speed bumps, surface variations, and visual clues on a vertical plane.

Traffic Management: The mitigation of traffic congestion achieved by methods other than proximity through balanced use, road construction, or the provision of transit.

Urban Fabric: The generic term for the physical aspect of urbanism, emphasizing building types, thoroughfares, open space, frontages, and streetscapes.

Urban Redevelopment: The planning strategies which may be applied toward the revitalization of existing troubled neighborhoods and main streets, generally within the inner cities and older towns.

Urbanism: The created habitat of humanity.

Vernacular: The common language of a region, particularly in reference to the architectural style or character.

View Shed: A defined cone of vision, encompassing a panorama that, for aesthetic or cultural reasons, is to remain free of noncontributing visual elements.

Vista: A deliberately controlled view focused on a scene, narrowly framed by trees or buildings. A vista

must assume the location of the spectator at a specific vantage point.

Walk: A lightly paved or informally surfaced path of grass, gravel, rocks, wood chips or sand within a garden, other landscaped area, meadow or woodland.

Walking Distance: An important determinant of urban size defined as the distance that may be covered by a five-minute walk at an easy pace from the outer limit of the neighborhood proper to the edge of the neighborhood center. This is the distance that most persons will walk rather than drive, providing the environment is pedestrian-friendly. This dimension is by convention, one quarter of a mile or 1320ft.

Zoning: The technique of assigning certain uses to certain sectors on a regulating plan.

Zoning Map: A regulating map that assigns specific uses to certain sectors.

Zoning Plan: A plan that assigns specific uses to certain sectors.

Appendix D – CIP Estimate
Capital Improvements Program – Order of
Magnitude Estimate

Capital Improvements Program – Order of Magnitude Estimate

Introduction

Appendix D includes the cost estimate for the Capital Improvements Program. This estimate includes a 10 % contingency, a 5% construction Contingency, and an 8% design/implementation fee. No adjustments have been made for inflation.

Appendix D

Capital Improvement Program - Order of Magnitude Estimate Central East Side Neighborhood Plan

Item	Unit	Qty	Unit Price	Total Cost	Total Cost w/Contingency
NEIGHBORHOOD PLAN ELEMENTS					
1 SIGNAGE					
Gateway Features	EA	8	\$ 10,000.00	\$ 80,000	\$ 99,784
Signage Strategy and Image Plan	LS	1	\$ 50,000.00	\$ 50,000	\$ 62,365
Wayfind Signage	EA	6	\$ 3,500.00	\$ 21,000	\$ 26,193
Regulatory Signage	EA	150	\$ 100.00	\$ 15,000	\$ 18,710
Banner Signage	EA	920	\$ 350.00	\$ 322,000	\$ 401,631
2 STREETScape IMPROVEMENTS					
Street Tree Planting Program	EA	1480	\$ 350.00	\$ 518,000	\$ 646,101
Streetscape Landscape Program	LS	1	\$ 200,000.00	\$ 200,000	\$ 249,460
Streetscape Furnishings Plan	LS	1	\$ 290,000.00	\$ 290,000	\$ 361,717
3 PARKS AND OPEN SPACE IMPROVEMENTS					
Park Place Neighborhood Park Upgrades	LS	1	\$ 150,000.00	\$ 150,000	\$ 187,095
High Street Bus. District Park & Plaza	LS	1	\$ 250,000.00	\$ 250,000	\$ 311,825
General Open Space Improvements for Land Designated as Open Space	AC	13	\$ 45,000.00	\$ 585,000	\$ 729,671
4 NEIGHBORHOOD FIRESTATION					
Building/Sitework	SF	6000	\$ 100.00	\$ 600,000	\$ 748,380
INFRASTRUCTURE REVITALIZATIONS					
5 ALLEYS					
Resurfacing	LF	9270	\$ 32.00	\$ 296,640	\$ 369,999
Reforestation	EA	370	\$ 350.00	\$ 129,500	\$ 161,525
6 SIDEWALKS					
Removal and Replacement	LS	1	\$ 150,000.00	\$ 150,000	\$ 187,095
7 STREET LIGHTING					
New Streetlight Poles and Fixtures	EA	460	\$ 4,500.00	\$ 2,070,000	\$ 2,581,911
Support Electrical Components	LS	1	\$ 207,000.00	\$ 207,000	\$ 258,191
8 STREETS					
CITY TO PROVIDE ESTIMATED COSTS	LS	1	\$ -	\$ -	\$ -
9 UTILITIES (Storm Drainage & Sanitary Sewers)					
CITY TO PROVIDE ESTIMATED COSTS	LS	1	\$ -	\$ -	\$ -
Sub-Total				\$5,934,140	
Contingency (10%)				\$593,414	
				Subtotal	\$6,527,554
Construction Contingency (5%)				\$326,400	
Fees (8%)				\$548,300	
TOTAL				\$7,402,254	\$7,401,653

Appendix E

Tools for Economic Development

Tools for Economic Development

The State of Missouri has evolved an extensive and effective set of fiscal and legal tools and incentives to assist and induce private investment in economic development initiatives. Many of these are available only through local governments as a result of state enabling legislation that delegates the necessary powers and authority to the responsible municipality or county. Others are administered directly by state agencies or authorities. Some mirror or complement similar incentives available through the federal government, such as historic preservation and brownfield tax credits.

The most effective way to access these programs and to focus them on the Central East Side Neighborhood is for the neighborhood itself to create some form of a community development corporation (CDC). This helps to assure that a small board of directors and a paid employee (could be part time or shared with another CDC) works diligently to implement the plan while having the legal authority working with city officials, to access and use various state and federal economic development incentives. In the absence of a CDC, the City of Jefferson can fulfill this role, but the neighborhood's interests may be diluted when city staff has responsibilities elsewhere.

The incentives reported here fall into four main categories:

- Neighborhood improvement
- Redevelopment
- Infrastructure investment
- Business Incentives

Some of these are mutually exclusive – that is, they cannot or will not work in tandem with another program. But most are supportive of one another and can be effectively overlaid. That is, most of these incentives can be applied in the same area at the same time if the right qualifying factors exist. For instance, tax increment financing for public improvements in support of private redevelopment can be used simultaneously

with the historic tax credit and brownfield remediation tax credit programs. Meanwhile, Community Development Block Grant funds can help pay for public improvements outside the TIF district to further leverage neighborhood improvements that encourage redevelopment both inside and outside the TIF area.

Neighborhood Improvement

The State of Missouri enables local governments to utilize several different approaches to funding and managing neighborhood development initiatives in the interest of growth and change.

Neighborhood Assistance Program (NAP) Tax Credit

The NAP provides assistance to community-based organizations that enable them to implement community or neighborhood projects in the areas of community service, education, crime prevention, job training, and physical revitalization. This requires that a community or neighborhood be designated as eligible based on the projects to be paid for.

Neighborhood Preservation Act

This Missouri program provides limited incentives to rehabilitate or construct owner occupied homes in certain areas. Eligible areas are ones where residential revival or new in-fill construction would be anticipated but for the presence of inhibiting factors such as physical conditions of “distress” and household incomes lower than necessary to insure neighborhood maintenance and stability.

This incentive could be very applicable to the Central East Side Neighborhood.

Community Improvement Districts

Missouri law enables a geographic area to be designated a “community improvement district” (CID) in order to provide special services for the taxpayers in

that district.¹ Such services are typically in addition to services already provided by the municipality and, indeed, should be designed not to replace municipal services but to enhance them.

Other states have other names for CIDs, including special taxing districts (though these, many times, have broader authorities depending on the state), business improvement districts (BID), or neighborhood improvement districts (NID). The principles are generally the same for all such districts.

After appropriate public hearings and organization requirements (e.g., formation of a board of directors), a CID in Missouri can levy a special property tax that applies only to the property tax payers (excluding exempt properties) in the district.² Those properties continue to pay municipal and other property taxes just as always; but the special, added levy raises funds just for use by the CID and must be expended only for purposes within the CID.

The CID can have broad powers not unlike most entities that have the power to contract, sell, and purchase goods and services. Typically, a CID is established to enhance routine services so that the district operates more efficiently, as if managed by a single authority, just as a regional shopping center or business park is managed. The CID effectively unites disparate property owners to oversee common area maintenance (e.g., more frequent street cleaning and litter removal, graffiti removal) and to provide unique services for the district, such as special security details, holiday decorating, sponsoring festivals, operate common parking facilities, and so on.

¹ Refer to Missouri Revised Statutes, Chapter 67, Sections 1401 to 1571 for the complete legislation.

² A sales tax levy is possible only in Kansas City, as written in state law, and applies only if the CID is created as a separate political subdivision. Hence, a sales tax option is not available in the St. Louis area.

Redevelopment

Missouri makes available to local governments three different means of exercising the basic powers and fiscal incentives necessary to effect redevelopment. In addition, it offers through the state Missouri Department of Economic Development, in cooperation with the Department of Natural Resources, two tax credit programs designed to address the extraordinary costs of historic restoration and rehabilitation and of remediation of sites affected by environmental hazards.

Tax Increment Financing (TIF)

Tax Increment Financing is a method to support and stimulate redevelopment of a project or designated redevelopment area that otherwise would not occur because of the extraordinary costs of necessary site acquisition and site and infrastructure improvements.

Tax increment financing is enabled by Chapter 99 of the Revised Statutes of the State of Missouri. TIF allows for a portion of the net additional local and, sometimes, state taxes generated by the project, that is in excess of existing taxes, to be redirected to a special fund to be utilized to make the project feasible by means of reduced project risks and costs to the developer or property owner. (The developer can also be the city itself as in the instance of the Argyle garage in the city of St. Louis, which includes a city library branch and retail outlets in ground floor leased space). The amount of the increment and the length of time it is pledged to support the project's financing is subject to negotiation with the local government through its appointed TIF Commission. It is typically based on the need to fill a gap in the private financing and/or to assist the public sector in making infrastructure and related improvements to support the project. While the maximum allowable TIF period is 23 years most TIF supported projects are approved for shorter periods.

TIF requires a legislative finding of conditions of site eligibility as a blighted area (the most strenuous), conservation area (not yet blighted but headed that way without public intervention), or economic development area (revenues only useable to finance public

infrastructure). The level of subsidy that can be approved by the local government is up to 100% of all incremental new property taxes (so called PILOTs or ‘payments in lieu of taxes’) and up to 50% of all incremental new sales taxes and gross receipts taxes on utilities (so called EATS or ‘Economic Activity Taxes’).

TIF revenues are typically pledged to fund a revenue bond which can be placed privately or through a public offering. However, it can be treated as a pay-as-you-go stream of payments used to reimburse the private developer for agreed upon and eligible project costs or to refund the city/county treasury for public improvements directly funded by that local government.

Urban Redevelopment Corporations: Chapter 353

Initially enacted in 1943 as special legislation for the City of St. Louis, the purpose of the Urban Redevelopment Corporations law (Chapter 353 of the Revised Statutes of Missouri) is to address ‘urban blight’. Hence there must be a formal legislative finding of conditions of ‘blight’.

Chapter 353 authorizes cities to establish Urban Redevelopment Corporations that are private, limited profit entities. Once established, the redevelopment corporation makes application to the city to obtain certain rights, powers, and incentives in exchange for its commitment to redevelop a designated area in accordance with a mutually agreed upon redevelopment plan. In essence, the city ‘passes through’ its powers of property tax abatement and eminent domain as “carrots and sticks” to implement an ordinance-approved redevelopment plan. Another way to look at it, the city privatizes or contracts with a private entity to be its agent in implementing its redevelopment plan and strategy.

In addition to having the delegated authority to exercise the power of eminent domain on behalf of the local government, the 353 corporation can receive or pass through the abatement of up to 100% of the new incremental property taxes generated by the project for

ten years plus 50% abatement for an additional 15 years.

Brownfield Remediation Tax Credits

The purpose of this program is to provide financial incentives for the redevelopment of commercial/industrial sites that have been abandoned for at least three years and have contamination caused by hazardous substances.

The program provides state tax credits for eligible remediation costs. That is, investors receive credits for future state taxes (and some previously paid state taxes) for the dollars provided for remediation. The Missouri Department of Economic Development (DED) may provide a loan or guarantee for other project costs or a grant for public infrastructure. Also, tax credits may be provided to businesses that create jobs at the facility. DED cooperates with the Missouri Department of Natural Resources (DNR) in approving sites and projects.

The property either must be owned by a public entity or, if owned by a private entity, the city or county must endorse the project. The project must result in the creation of at least ten new jobs or the retention of 25 jobs by a private commercial operation. "New jobs" are defined as full-time (35+ hours/week) for persons who were not employed by the business or a related taxpayer for the prior year. Housing projects do not qualify, but mixed-use redevelopments that may include housing with commercial uses may qualify.

In many instances the state Brownfield program can be overlaid with the federal program and incentives designed to achieve common objectives.

Historic Preservation Tax Credits

The purpose of this program is to provide financial incentives for the restoration or rehabilitation and reuse of historic structures in Missouri. The program provides state tax credits for 25 percent of eligible costs and expenses of the rehabilitation of an approved historic structure or structures within an approved historic district. Eligible projects may also benefit from the federal 20 percent historic tax credit, which has nearly

identical requirements, yielding a project subsidy equal to almost half of total costs of rehabilitation. The net effect of the two programs is a very substantial incentive for property owners and investors to engage in historic preservation.

An eligible property must be:

- listed individually on the National Register of Historic Places; or
- certified by the Missouri Department of Natural Resources (DNR) as contributing to the historical significance of a certified historic district listed on the National Register; or
- a local historic district that has been certified by the U.S. Department of Interior.

The state's historic tax credits can be used by individuals investing even in rehabilitation of their own homes or other eligible investment property as well as partnerships and corporations. The credits are then transferable, or assignable, to another party needing the credits against a Missouri state tax liability. (The federal historic credits cannot be similarly assigned.) The program is administered by the Missouri Department of Economic Development in association with the Department of Natural Resources.

Urban Renewal

Urban renewal plans are authorized in Chapter 99 of the Missouri Revised Statutes and allow for the creation of Urban Renewal plans and the clearance of property within those defined areas to prepare for future development. In order to create an Urban Renewal area the area must:

- be declared, by resolution or ordinance, a blighted or unsanitary area in need of redevelopment,
- be within an area that has had a general plan developed,
- have well-defined boundaries,
- have a schedule indicating the estimated length of time needed for completion of each phase of the plan,

Missouri Revised Statute 99.430 contains further information regarding the creation of Urban Renewal areas in Missouri.

Urban Renewal Areas can help to prepare a site for new construction by eliminating blighted conditions through the removal of derelict buildings. This can be done in advance of a developer's plan for the site and can make it easier for future development. However, Urban Renewal is most effective when it is used in conjunction with a developer that has a development plan for the site and the ability to execute that plan. Without such an arrangement, parcels could be cleared and left vacant for a number of years.

Infrastructure Investment

There are three state enabled programs considered primarily as incentives for investment in public infrastructure.

Infrastructure Tax Credits

The Infrastructure Tax Credit program assists with funding of essential public infrastructure improvements necessary to facilitate the expansion of existing businesses or the attraction of new businesses to Missouri.

Water, sewer, gas, electrical systems, streets, bridges, rail spurs, storm water drainage, and other essential public purpose infrastructure facilities that are owned by a public entity, available to the general public, and not for the exclusive use of one private entity are eligible.

The Missouri Development Finance Board (MDFB) can elect to provide these state tax credits (primarily corporate and individual income taxes) to a contributor based on 50 percent of the contribution for construction of related public infrastructure. The contributor is frequently the developer but contributions can be raised from other equity participants by selling the credits to outsiders who can benefit from credits for their Missouri tax liabilities.

The contributed funds are granted to a public entity to finance infrastructure needed to facilitate an approved project. Most commercial projects are eligible. Projects must demonstrate a need for the funding and have a positive net state economic impact without causing known adverse competitive impacts on other Missouri businesses. Intra-state relocation of a business is ineligible without the written consent of the governmental entity(ies) affected by such relocation.

Neighborhood Improvement District (NID)

The NID program is intended to provide an affordable mechanism to finance limited public improvements in support of community development, particularly residential neighborhoods. Public improvements include property acquisition, construction, engineering, legal services, and related costs.

General obligation bonds are issued by the county or municipality to finance public improvements requested by benefiting property owners. The bonds are paid by special assessments to the property owners. For the Central East Side Neighborhood, therefore, owners of property that benefit from improvements to the public infrastructure would have to agree to pay for the public improvements from increased revenues that result because of the upgraded infrastructure. If it can be demonstrated that such improvements would also markedly benefit adjacent land and property owners, they might also be invited/persuaded to be part of the NID to spread the burden and risk of bond retirement.

Transportation Development District (TDD) – Tax Credits

The TDD program is intended to economically stimulate business activity in Missouri's "Rebuilding Areas" through transportation systems development and investment, including a broad range of transportation facilities consistent with federal legislation. A company or individual may receive a state income tax credit of 50 percent based on a contribution to a public entity that supports construction of transportation facilities.

The investment must be located in a "Rebuilding Community" area. Based on demographic requirements, 214 entire cities qualify, including the City of St. Louis, along with some census block groups. Eligible activities include:

- Aviation (airport development by public entities);
- Mass transportation (including parking facilities for users of mass transportation);
- Railroads (not including rolling stock that will travel out of the eligible area);
- Ports (public improvements within ports, including parking facilities and limited access roads within ports);
- Waterborne transportation (must be entirely in the eligible area);
- Bicycle and pedestrian paths; or
- Rolling stock (for local public transportation).

Transportation Development District (TDD) – Special Assessments

Another aspect to the TDD law is the imposition of up to a one percent sales tax (requires a majority vote of qualified voters) and/or a property tax levee (up to 10 cents per \$100 assessed value, requires a 4/7th vote of approval) dedicated to approved transportation infrastructure development costs. The mechanism for creating a Transportation Development District is similar to that specified by the TIF law and is administered by a board of directors for the district. Money is collected in a separate allocation fund and refunded to the board to pay off bonds issued to pay for the designated transportation infrastructure improvements. To make this incentive work, there must be retail sales within the district and it has to be approved by a ballot initiative. There are also provisions in the law to allow for other voluntary assessments to be made on affected property owners in order to pay for transportation improvements.

Business Incentives

New Markets Tax Credits

The New Markets Tax Credit program is being touted as the most significant federal economic development incentive in a generation. Enacted in December 2000 as new tax code section 45D, the New Markets Tax Credit promises to:

- bridge financing gaps for businesses in the area;
- create new partnerships among investors, communities, businesses, and government; and
- generate jobs, services, and physical revitalization in distressed areas.

New Markets Tax Credits are available to individual and corporate taxpayers who make qualified equity investments in community development entities (CDEs), which, in turn, will use the proceeds for at least seven years to make loans and investments in businesses located in low-income communities.

The U.S. Treasury Department opened competition for the credits in the Spring of 2002 with credits worth \$2.5 billion nationwide. The total anticipated credit allocation is presently planned to be \$15 billion through 2007. The credits will be administered by the Treasury Department's Community Development Financial Institutions (CDFI) Fund.

There are seven essential components of the new tax code, keeping in mind that these affect federal taxes, not state taxes.

1. Community Development Entities (CDEs). The CDFI Fund has already started certifying CDEs to participate in the program. A CDE must have a primary

mission of serving or providing investment capital for low-income communities or persons. It must maintain accountability to residents of low-income communities through representation on a governing or advisory board. The CDFI Fund must certify all CDEs. Already-certified CDFIs and specialized Small Business Investment Companies, however, automatically qualify.

CDEs can be corporations or partnerships. For example, a nonprofit organization could form a subsidiary, partnership, or limited liability company to act as a CDE. A CDE can meet the community accountability requirement through its controlling parent organization. Again, a Housing Corporation may be able to qualify or to create the appropriate subsidiary. Legal advice is recommended if this is a step to be considered.

2. Allocation of tax credit authority. The CDFI Fund will allocate New Markets Tax Credits. The volume of New Markets investment started with \$2.5 billion in 2002, \$1.5 billion in 2003, \$2 billion annually in 2004-05 and \$3.5 billion annually in 2006-07. Unallocated authority may be carried over through 2014. Priority for allocations will go to CDEs either:

- a. with a successful community development track record (directly or through a controlling parent); or
- b. intending to invest in unrelated businesses.

The fund also may add other allocation preferences and will probably ask CDE applicants for a comprehensive business plan.

3. Tax credit amounts. Investors will receive tax credits on the basis of the amount of their equity investment in a CDE. Tax credits are claimed during a seven-year period, starting on the date of the investment and on each anniversary: 5 percent for each of the first three years and 6 percent for each of the next four years. The investor's basis, however, is reduced by the amount of tax credits claimed. Investors may carry back unused credits to years ending after Dec. 31, 2000.

4. Qualified equity investments in CDEs. Equity investments can take the form of stock or any capital interest in a partnership and must be paid in cash. Equity investments must be made within five years of the tax credit allocation to the CDE. The CDE may designate certain investors to receive the tax credits.

5. How CDEs will finance economic development. A CDE can use New Markets investment proceeds to:

- provide loans and equity investments to eligible businesses or other CDEs,
- purchase from other CDEs loans made to eligible businesses,
- provide financial counseling and other services to eligible businesses, and
- finance its own eligible businesses.

For example, a CDE could develop and operate commercial real estate, such as a shopping center, or finance an independent business. A CDE must use 85 percent of the New Markets investment proceeds for these purposes. The other 15 percent can be used for administrative expenses.

6. Eligible businesses and communities. Many types of businesses are eligible for assistance, including nonresidential real estate and nonprofit businesses. Several tests are designed to ensure that such businesses operate primarily in eligible communities. Some businesses, however are explicitly excluded, among them the operation of rental housing.

Eligible communities are census tracts with either a poverty rate higher than 20 percent or a median income below 80 percent of the metropolitan area (if applicable) or state median, whichever is greater. The fund can also approve smaller areas.

7. Recapture. Investors risk losing the tax credit if:

- a. Substantially all of the cash proceeds are not used for eligible purposes;

- b. Investors “cash out” the equity investment in the CDE within seven years (that is, if they withdraw their funds before seven years—a provision that helps to assure that projects are given sufficient time to succeed); or
- c. The CDE ceases to be a qualified CDE.

Clearly, these rules put a great burden on investors who need to be both highly convinced of a project’s long-term viability and allowed to be actively involved in the project’s and CDE’s decision-making. Fortunately, the fund has written rules for curing violations within a reasonable period to prevent unwarranted recaptures.

What New Markets Can (and Cannot) Do

Understanding what the New Markets Tax Credit can and cannot do is critical to making the most of this new tool. New Markets can provide a significant boost to rates of return for economic development investors. The tax credits should work to bridge moderate gaps in financing businesses and commercial and industrial real estate development. This can make the important difference for the many ventures that can generate significant cash flow and repayment of capital, but not enough to get off the ground without some initial help.

The tax credits will not, however, directly reduce investment risks substantially. Moreover, New Markets offers a much shallower subsidy than, say, housing credits. The New Markets Tax Credit is worth about 30 percent of the investment made, in present value terms. By comparison, the housing credit generally has a present value of up to 70 percent, and up to 91 percent in distressed and high-cost areas. In addition, the housing credit is based on the cost of building the housing, not on the amount invested. That means the housing credit alone can drive an investment.

In contrast, New Markets Tax Credits are based on the amount invested in a CDE. Further, unlike housing credits, the New Markets credits claimed will reduce the investors’ basis, exposing investors to additional capital gains tax liability when they terminate their investments.

This means that New Markets investors will need substantial cash flow and capital recovery/appreciation, in addition to the tax credits, to generate a reasonable return. The New Markets Tax Credits will not turn a bad business into a good investment, but they can make the difference for many economic development activities that would otherwise be only marginally profitable.

More information, including guidance on how to qualify to participate in New Markets and temporary IRS tax regulations, is available from the CDFI Fund at www.cdfifund.gov/programs/nmtc/index.asp. A more detailed description and analysis of how the New Markets Tax Credit will work is available from LISC at www.liscnet.org.

Appendix F

Transportation and Street Plan

Prepared by GBA

Transportation and Street Plan

The Rex Whitton Expressway (RWE) Problem Definition Study is currently under study by MODoT, Cole County and The City of Jefferson. The findings of that study are expected to be available in late 2005.

The RWE Study will define existing traffic and safety concerns along the expressway and identify potential improvement alternatives that would be expected to address the most serious of the concerns. Preliminary estimates of improvement costs will be made from a budgeting standpoint to assist the City, County and State with determining funding opportunities.

This Appendices F is the “place holder” for reference to the findings included in The Rex Whitton Expressway Problem Definition Study.

Key Issues

As expected, the RWE traffic congestion and operations issues through the downtown area and through the Central East Side Neighborhood (CES) are interconnected – that is, concerns of one area along the expressway cannot be solved without addressing concerns or problems in the adjacent region.

Multiple options both in Downtown and in the CES are currently being reviewed to identify alternatives that can be expected to address many of the concerns. These alternatives will be detailed and described in the final Rex Whitton Expressway Problem Definition Study document.

Potential downtown area improvements include the elimination / modification of some of the existing signals, construction of interchanges to replace some or all of the at-grade intersections, placing N/S overpasses at some signalized intersection locations to minimize conflict locations, or combination of all these ideas.

The need for a new or expanded interchange system within the CES Neighborhood has been confirmed – if no interchange along RWE between Clark St. and Jackson Street is added, the existing City street network will be forced to absorb the majority of traffic

growth due to MSP redevelopment. If this occurs, the existing street system will be overloaded. In addition, existing downtown intersections that experience capacity and operational concerns now will only get worse as these intersections will be forced to handle a larger portion of the projected traffic growth as turns onto and from the expressway, in addition to increased through movements.

CES area improvements are two fold – major highway improvements via the multiple interchange options along the RWE, and improvements to the surface street system to access the potential interchange improvements. Interchange improvements that are being reviewed are as shown as Alternates 1 through 3 in the body of the report. Other interchange options are also being developed and reviewed at this time but have not been finalized to a point where alternatives are available for review or discussion.

Depending upon the selected interchange improvement, different improvements to City street network will be required. In general, the more access points between the City streets and RWE will result in lesser impacts to streets – i.e. more access points equal narrower roads with less required modification from their existing configuration. It is the intent to develop RWE interchange improvements to match one of the goals of the CES Neighborhood study, “minimizing street impacts”. Note that regardless of the selected interchange improvements, improvements to some city intersections are anticipated to be required. These improvements would be expected to range from the addition of turn lanes and traffic signals at some locations, to potentially the need to create a one-way street network between the MSP development and the new expressway interchange. Options are currently under consideration.

The projected direct connection of the Clark Avenue interchange to the MSP with a new road is still projected to be beneficial from a purely traffic operation and access standpoint, but it is difficult to conceive of a cost effective and neighborhood friendly way to complete this roadway connection. Developing this idea and investigating options are ongoing.

Appendix G
Reference Materials

Reference Materials

**Partial Listing of
Reference Material
Used in Preparation of the Plan**

Plan Contributors

Parsons

Dan Bockert
Andy Franke

**Development
Strategies, Inc.**

(Economic
Development)
Bob Lewis
Jason Hensley

**George Butler
Associates, Inc.**

(Traffic)
Jamie Gilbert

New Urbanism:
Comprehensive Report & Best Practices Guide
Third Edition
New Urban News

Exploring Historic Jefferson City
Gary R. Kremer

Jefferson City Historic East
Architectural/Historic Survey
The URBANA Group

Architectural Guidelines
Missouri State Capitol Historic District
ZHA, Inc.

Appendix A
Findings from the Historic Resources Survey
ZHA, Inc.

The Jefferson City
News Tribune
Various News Stories
Online Edition

Jefferson City Code
Chapter 8
Buildings and Building regulations
Revised 9/30/2003

The Comprehensive Plan Update
City of Jefferson, Missouri
March 1996

Jefferson City, Missouri

Comprehensive Update of the Zoning Ordinance
For the City of Jefferson, Missouri
5/06/2002

The Framework Plan (Draft)
MSP Redevelopment District
MSP Redevelopment Commission

Roundabouts: An Informational Guide
FHWA-RD-00-67, June 2000
FHWA
U.S. Department Of Transportation

Safe Routes to School
NHTSA
U.S. Department Of Transportation

International Property Maintenance Code
2003
International Code Council, Inc

Appendix H
Public Comments

Public Comments

Public Presentation #3 (November 16, 2004)

1. Frank G.
Please provide a progress report regarding when we will know something on the I-50/Lafayette intersection, including where it might go. - *The traffic consultants will know more in the 2nd quarter '05. Six months after that, look for a decision. It will be five years before any improvements are seen. Jamie Gilbert*
2. Trish L.
One way on Chestnut? Generally I do not like one-way street options.
3. Harold M.
How much traffic will the MSP generate?
5,000 to 7,000 per day - Janice.
4. Frank G.
Are you proposing allowing business in without adequate parking? - *No, we are looking at various ways for accommodating business within the CES Neighborhood. Dan Bockert*
5. Kathy K.
Does your plan or committee address noise due to deliveries when mixed use with residential occurs? Now lots of noise exists along High and McCarty.
6. Dwain W.
Would parking be able to be accommodated off of alleys?
7. Mary Anne H.
How will green areas be acquired? Will it include property acquisition?
8. James B.
Are you proposing all the residential in 600 Block area to be bought out?
9. Chris D.
You are putting a road in my back yard. What are your plans? Please explain.
What is the time frame? It is associated with MSP (MSP Parkway).
10. Dean M.
Plan is conceptual. Things will be adjusted. Plan will give guidance. Hopefully we will not lose any residential due to roadway construction.

11. Clinton F.
Explain Clark Avenue corridor. Is oval a boundary for property acquisition? - *No, it reflects a desire to connect point A to B. Dan Bockert.*
12. Albert B.
Will Clark Ave. extension be a parkway? Similar to West Main?
13. Steve H.
Great job. What is your plan for Baptist Building – has it considered County's Plan? - *We were not aware of this as it happened after draft plan was developed.*
Juanita O.
14. Penny S.
Elaborate what 0-5 year plan is about for acquiring Clark Ave?
Acquire as available – be vigilant. Dan Bockert
15. Anna K.
Why is Pine and Olive shown, and not Center Street? – *Center Street is shown. A small portion of the Right Of Way has been shown as vacated sometime in the future in order to make Park Place Park a contiguous parcel of land. Dan Bockert*
16. Betty
What is number one roadway priority?
Will need improvements in 3 years (Jamie 7-10 years earliest).
17. Trish L.
Is there been a better way to inform public of roadway changes?
18. Frank G.
Economic development – How can you provide tax abatements and create a special taxing district at the same time? Are these not self defeating? - *Both of these concepts are presented as tools which are available to the Neighborhood and City. These might be applied in different parts of the Neighborhood.*
Dan Bockert
19. Todd B.
New areas in San Diego have included grocery as a draw.
20. Joel S.
Has state shared timeline for development and traffic flows?

Other Written Comments

E-mail from Cathy Bordner

- My comment regarding the 11/16/04 presentation of the Central East Side Neighborhood Plan is the following:

At the time the plan was being developed by Parsons and the Ad Hoc Committee, the Cole County Commission had not publicly announced their intent to purchase one block located in the study area. The commission's vision for that block is quite different from the Ad Hoc Committee's vision for the neighborhood as a whole. The Ad Hoc Committee described our vision for the neighborhood in our Mission Statement, which can be found on pages 1-3 and 1-4 of the Neighborhood Plan.

The Neighborhood Plan references having an organization responsible for championing the plan. I suggest that this organization work to open the lines of communication with the county commission about the future of the Central East Side neighborhood. However, until such an organization is in place, someone from the City of Jefferson (e.g., city staff, city council members, a committee appointed by the Mayor) should begin discussing the Neighborhood Plan with the County Commissioners.

Also, this situation illustrates the need to share the neighborhood plan with any public entity that will be making decisions that impact the Central East Side. For example, the library board will be deciding about a future expansion of the library, which could involve property in the Central East Side. A copy of the neighborhood plan should be given to that organization, as well as any other public group that will be making decisions about property in the study area.

Because of the many opportunities for public input into this plan, I think it is fair to say that the Ad Hoc Committee's vision of the future of this neighborhood is shared by many in our community. Public entities and government bodies need to be familiar with this vision for the neighborhood when making decisions that will impact the neighborhood.

Our response to the comment:

At the presentation you answered a question about the location of the proposed justice center, which I interpreted to mean that while not anticipated in this plan, it was not totally inconsistent with it either. If you could clarify your position and factor in the justice center idea, I think that might help in

*mediating the differing views being expressed. **Janice McMillan***

The amount of information and level of detail that we have relative to the proposed justice center is obviously very minimal and thus forming opinions at this point can only be very basic.

We should all be interested in such things as: the scale of the proposed development; the anticipated architectural character; how does it fit into the context of adjacent properties (with consideration given to the type of facility being proposed). Our interest should also include the visual/physical environment such as: tunnels vs. skywalks; first floor storefront opportunities; perimeter security protection options; materials and building articulation, (the County’s architectural standard vis-à-vis the existing County Courthouse is well established).

The number of unknowns can be more unsettling than that being proposed. It would seem to us that the best action at this time is to provide the County Officials with The Plan for East High Street Business District. That part of Chapter 3 (even in draft form) that outlines concepts and goals might be useful to the County Commissioners as they move forward into greater detail with their plan. Along with initiating and continuing discussions with the County, using the plan as a guideline might offer the best results for the neighborhood.

What we can comment on is the question: “What does the plan call for in this area?” That was the basis of our earlier comments at the public presentation. It would seem to us that the notion of the justice center in the neighborhood does a number of positive things such as: illustrates capital investment, brings people into the neighborhood, provides customers to existing business, provides housing opportunities for people that want to walk to work and provides a strong anchor at the west end of the neighborhood.

Ultimately, how the proposed justice center “fits” into the neighborhood is in the physical details of the project which have yet to be determined (as best we can tell). However, the concept of the justice center as part of the neighborhood seems to be a “good thing.”

Dan Bockert, Project Manager
Parsons

Jefferson City, Missouri

Letter from Gerald A. Bax

Gerald A. Bax
P.O. Box 252077
St. Louis, MO.
63125

Ms. McWilliam

I have a building at 811 E. High and attended the Nov. 16th meeting. I am glad to see a plan for a better neighborhood. The building is used for residential rental since I bought it in 1985, but in the last two years I haven't sought to keep it fully occupied due to the type of tenants I was getting. The building on the NW corner has done the same or is unoccupied and buildings on either side operate on as needed basis. My comment and concern after the meeting is that I seen no reason why that will change and do minimum upkeep, as the plan advice seem to be wait five ? years and see what comes of MSP and hope the neighborhood will change using their plan. I dont blame the city of not having or wanting to spend money to spear head a more timely revitalations, but I do agree with the gentlemen ~~city~~ that the city needs to try to be the motivator by services and code and planning assistance. I think the concern of the gentlement from Gerbes stating he would find it difficult to back a update when Wal Mart will be serval blocks over. Also there was no mention of what type of businesses would like to see in the neighborhood and the feasibility it would have a chance to survive. Thank YOU .

Sincerely
Gerald A Bax

Response to Comments from Allen Pollock Existing Background Data Summary

The following items are in response to the Housing Authority's review of the Draft Master Plan and Existing Conditions Data.

1. Urban Renewal as a development tool not discussed in the Draft Master Plan.

Response: A discussion of "urban renewal" as a development tool has been incorporated into the plan, page 4-6 and further discussed in Appendix E, page AE-7.

2. Review of specific data from the windshield survey.

Response: The maps have been updated and the data collected during the windshield survey has been summarized and tabulated by each map category and is included in the Existing Background Data Report.

The Improper Subdivision map has been corrected; and the Inadequate Street Layout Map has been expanded to include what we have termed potential impacts from future MSP redevelopment. We have not changed the Unsafe Conditions Map. Based on our windshield survey and further consideration of the Dilapidated Buildings and Deterioration of Site Improvements data, it did not seem to warrant expansion of the "unsafe parcels" as defined. We also reviewed our data collection and could not conclude that the number of "Obsolescence" parcels should be expanded.

3. Provide a tie in to section 1.b – List of Factors to Determine if an Area is "Blighted".

Response: The tie between the maps in section 3 and the Master Plan primarily occurs in Chapter 2, with much of the information contained on pages 2-26 through 2-44 of the final report. For your convenience that section is attached hereto.

4. Items not addressed in 2.a- List of Factors to Determine if an Area is "Blighted".

Response: The first 4 items are addressed; the maps and data are contained in the Existing Background Data Report. Based on the stakeholder interviews, data provided by the City and our exterior windshield survey of the area's block faces, there appears to be no inadequate provision for:

- ventilation
- light
- air sanitation
- open space

Also, there does not appear to be a high density of population; overcrowding of buildings or land; or the existence of conditions which endanger life or property by fire and other causes.

Items in section 2.b- List of Factors to Determine if an Area is "Blighted".

Response: Based on the data provided by the City and stakeholder interviews and the windshield survey, the only statistic pertinent to these items was an interview comment from a Jefferson City Police Department representative who concluded that approximately 1/3 of all arrests made in Jefferson City in 2003 occurred in the Central East Side Neighborhood.

The economic or social liability issues contained in the master plan apply here as well.

Dan Bockert, Project Manager
Parsons

Posted: Thursday, Nov 18, 2004 - 12:20:15 am CST

Neighborhood identities key to East Side future

By KRIS HILGEDICK

News Tribune

Dozens of Jefferson City residents and leaders gathered at City Hall Tuesday night to learn more about plans to redevelop the Central East Side Neighborhood.

The occasion was a chance for listeners to learn more about the proposed plan to shape the neighborhood as it grows alongside the redevelopment of the Missouri State Penitentiary, and share their own comments on the proposal.

Project Manager Dan Bockert works for Parsons, an urban-design firm. He and a colleague presented the plan Tuesday night.

Bockert said the plan is the result of nearly a year of work on the part of ad hoc committee members, stakeholders and neighborhood citizens. "We're all very optimistic it will have a positive impact on the neighborhood," he said. "We just want to make sure when change happens, it happens in an orderly and positive fashion."

The plan divides the neighborhood into several smaller entities: the Capitol Avenue Historic District, East High Business District, East Village Redevelopment District, West Village District, Central Village District and the International Shoe Loft Redevelopment.

Bockert's -- and the ad hoc committee's -- vision is to restore the neighborhood to its heyday, when residents had an easy walk to work and vibrant shopping districts.

The Capitol Avenue Historic District would continue its gradual change from stately homes to renovated offices and bed-and-breakfast businesses. The East High Street Business District would be a traditional storefront retail area interspersed with historic homes adapted to commercial or related uses.

It also includes a proposal to turn the old, brick International Shoe Company into a hip retail and entertainment area. And the plan calls for buffering the neighborhood from the noise of U.S. 50 with a green swath of land.

Bockert said dividing the neighborhood into smaller zoning districts could yield benefits for residents in the long run.

One woman who lives on McCarty Street asked about how increased traffic may affect noise levels there -- which already are high.

"It tries to organize spaces within the neighborhood," Bockert said. "It won't do much good immediately. But if you live in a residential area, the plan gives you some assurance of improvement over time and that there



won't be a commercial development allowed next door."

He worked to persuade residents the plan isn't intended to change their habits and living arrangements overnight. Instead, he described a plan that would set a template for neighborhood development over the next two decades.

Many of the questions had to do with how officials plan to resolve the problem of increased traffic -- particularly from a parkway proposed through the Missouri State Penitentiary.

One man noted wryly: "There's a road through my backyard. Could you tell me something about my future plans?"

James Gilbert -- an engineer with George Butler Associates, the group doing a major traffic study for Whitten Expressway -- wasn't able to give exact timelines, but stressed that changes aren't eminent.

"I think there will be no significant road improvements in (the next) five years from the penitentiary to Whitten Expressway," he said, adding a seven- to 10-year time frame is more realistic.

He also told residents not to worry excessively about any immediate impact to Clark Avenue, because of the difficulty of overcoming large grade changes and the acquisition of property.

"As houses come naturally up for sale, you buy them. It's much easier for the neighborhood that way. We're giving ourselves 15 years to do it," he estimated.

Key elements of proposal

To implement the Central East Side Neighborhood proposal, planners have a suggested a list of possible actions for Jefferson City policy makers and citizens to take.

Some deal with possible planning and zoning changes; other suggest ways of preserving the historic character of the neighborhood. Planners are even hoping that small incentives -- such as free trash pickup or help with home sewer repairs -- will draw people back to the neighborhood.

Here's a list of possible economic development tools:

- * Establish an East Side Business District, for the purpose of collective retail management.

- * Pursue tax abatement opportunities within the area.

- * Provide support for start-up businesses.



* Capitalize on current housing trends by showcasing the walkable and mixed-use nature of the neighborhood.

Suggestions for steps over the next five years include establishing:

* Design guidelines specific to each district, so that future construction projects have some cohesion, but with the idea that the guidelines shouldn't restrict preservation or redevelopment.

* A taxing district within the neighborhood boundary.

* Overlay districts, a consolidated historic district boundary and an Office of Historic Preservation.

* Some demonstration and redevelopment projects.

* Tax incentives for neighborhood improvements.

- Better code enforcement.

Planners also have listed the top 10 areas where they'd like to see capital improvements occur.

These include upgrades to stormwater and sewer laterals, streets, sidewalks, schools, street lighting, alleys, streetscape, signage, parks and open space and the neighborhood fire station.