



Appendix E

Case Studies

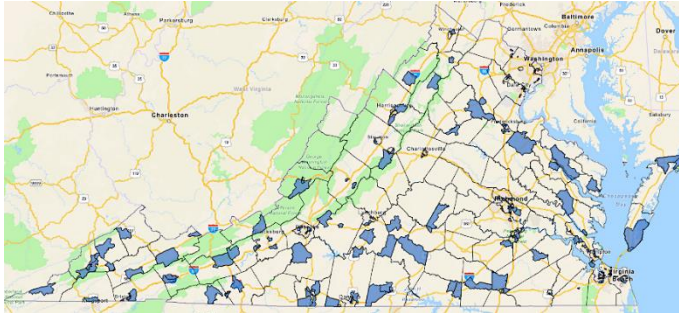
West End Revitalization Strategies Plan

Case Studies

Vibrant Commercial Corridor

Local & State Enterprise Zone Incentives

Norfolk, VA



Local Incentive (Businesses must be qualified by the Department of Economic Development)		
Incentive	Eligibility	Type
Utility Tax Relief:	Existing business: \$100,000 in taxable investment within the zone New business: \$500,000 in taxable investment within the zone	This rebate is equal to a declining percentage rate of the local consumer tax paid for five-years after location or expansion. Business must be qualified, and taxes paid and documented. The business must continue to file each year during the planned period or forfeit the tax reduction
Business License Tax Relief:	Existing business: \$100,000 in taxable investment within the zone New business: \$500,000 in taxable investment within the zone	This rebate is equal to a declining percentage rate of the local consumer tax paid for five-years after location or expansion. Business must be qualified, and taxes paid and documented. The business must continue to file each year during the planned period or forfeit the tax reduction
Building Permit Fee Relief:	Existing business: \$100,000 in project cost as reported on their building permit application within the zone New business: \$500,000 in project cost as reported on their building permit application within the zone	A one-time 50% reduction on building, mechanical, plumbing, and electrical permits.
Tax Abatement Program for Renovation of Commercial and Industrial Structures	The commercial structure must be in the EZ and be at least 20 years old. Improvements to the structure must increase the property's assessed value by 40%.	This incentive offers taxpayers an opportunity to improve commercial/industrial structures and not pay full taxes on those improvements for 14 years. For more information click the following link: https://www.norfolk.gov/4816/Tax-Abatement-Program

Sources:

Visit Norfolk Development Enterprise Zones within their Resources tab

<https://norfolkdevelopment.com/resources/state-enterprise-zones/>

City of Norfolk. "City of Norfolk Local Enterprise Zone Incentives."

<https://norfolkdevelopment.com/wp-content/uploads/2022/04/Updated-EZ-Application-Cover-Page.pdf>

City of Norfolk. "Norfolk Enterprise Zone."

<https://norfolkdevelopment.com/norfolk-enterprise-zone-2020-20-1-million-invested-369-jobs-created-eight-norfolk-businesses/>

City of Norfolk. "Economic Development Enterprise Zone Grants."

<https://norfolkdevelopment.com/are-you-in-the-zone/>

Overview: The City of Norfolk established a local program with State Enterprise Zone Incentives to provide a framework to increase economic development in targeted areas. These incentives include utility and business license tax relief, building permit fee relief, and tax abatement for renovations. The program encourages construction and development by removing financial barriers to new businesses. The Enterprise Zone provides non-cash benefits such as training, technical assistance, and meeting space. With state-level incentives like the **Real Property Investment Grant** and **Job Creation Grant**, Norfolk's Enterprise Zone program aims to attract private sector investment, create more jobs, and uplift economically disadvantaged areas.

Key Takeaways:

- Promotes economic Development through business supports, reducing start-up costs job creation and property investment
- Encourages development in

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Tax Increment Financing (TIF)

Greenville, SC



Overview: Greenville implemented Tax Increment Financing districts to rejuvenate its downtown, transforming it into a destination with shops, restaurants, and entertainment and sports venues. Between 1987 and 1998, Greenville established three TIF districts. This tool helped fund streetscape enhancements, public art installations, and pedestrian-friendly infrastructure. Infrastructure improvements spurred private investments ranging from \$1 million to \$150 million. The city identified major anchor projects, including Greenville Commons, the Peace Center, and Fluor Field Baseball Stadium, which led to smaller revitalization surrounding these projects. Public and private investments contributed to the success of the decades-long project.

Key Takeaways:

- Overtime, TIF funds were used to reinvest in infrastructure, public art, and streetscape improvements
- Reinvestments draw more businesses, lead to more private investments, and become the “catalyst for more improvements”
- TIF funds can be combined with other funding sources to support a flexible range of projects
- Public and private partnership is key to success
- TIF is a long-term investment that gradually brings about community and infrastructure improvements

Timeline:

- 1968 – Downtown and business district revival plan commissioned by City
- 1979 – 1981: New downtown streetscape plan completed
- 1987: Created Central Business Tax Increment District and the West End Tax Increment District
- 1998: Added Viola Street Tax Increment District
- 1991: TIF funds supported Peace Center project
- 1995: TIF funds supported West End Market Project (44,000sqft mixed-use development)
- 2000: Historic Poinsett Hotel renovation downtown
 - TIF partly funded a nearby parking garage, streetscape, and courtyard improvements
 - Brought \$70M in private investments into surrounding Main Street area

Sources:

Visit Greenville's to explore their Downtown Story Map

<https://citygis.greenvillesc.gov/downtownreborn/index.html>

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The Historic Douglas Block Project

Rocky Mount, NC



Overview: The Historic Douglas Block Project in Rocky Mount represents a redevelopment effort to revitalize a historically African American business district. Initiated by the city in 2003, the project focused on a 3-block area designated as a Redevelopment Area, encompassing 16 parcels across approximately 15 acres of land. The redevelopment plans included renovating six buildings as part of Phase 1, completed in 2011. Rocky Mount's approach involved creating a public-private partnership to spearhead the redevelopment efforts, emphasizing preserving historical integrity and creating usable public spaces. Financing for the project, totaling approximately \$8 million, came from various sources, including a Section 108 HUD Loan, Brownfield Grant, Historic Tax Credits, and New Markets Tax Credits. This phase aimed to preserve the district's historic character while enhancing its economic viability. An important aspect of the success of this project in attracting visitors was street improvements, including wider sidewalks and human-scale lighting.

Key Takeaways:

- Streetscape enhancements to lighting and improved pedestrian access have increased foot traffic and patronage to local businesses
- Collaboration between the city, non-profits, local organizations, and businesses is key to success
- The downtown revitalization project was done in several phases, making the project more feasible with enhancements are ongoing today

Timeline:

- 1990: City of Rocky Mount begins downtown revitalization
- 2003: Rocky Mount initiates public-private partnership to redevelop the Douglas Block site
- 2003 – 2010: Planning, financing, and preliminary work for the Douglas Block Project (securing a Section 108 HUD Loan, a Brownfield Grant, Historic Tax Credits, and New Markets Tax Credits through two private partners)
- 2011: Completion of Phase I of redevelopment
- 2016: Downtown Northeast Quadrant Implementation Strategies Plan (Phase 2-4)

Sources:

Read the "Downtown Northeast Quadrant Implementation Strategies Plan." Found at the link below

<https://bloximages.newyork1.vip.townnews.com/rockymounttelegram.com/content/tncms/assets/v3/editorial/9/82/982f9c3e-b66d-5097-958c-0b56e6f027ec/5f18c3ca90816.pdf.pdf>

Search for the 'Downtown Redevelopment-Rocky Mount's Douglas Block' Found at the link below

<https://ced.sog.unc.edu/2013/02/downtown-redevelopment-rocky-mounts-douglas-block/>

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Micro Markets

Tionesta, PA



Overview: The Market Village occupies a town block that was destroyed by a 2003 fire. The grand opening was June 14, 2013, and represented a local effort to build community and create opportunity. It offers a unique shopping experience with entertainment options for residents and visitors alike. The surrounding community has supported the effort, and several contributors have offered their talents and services. The local Industrial Development Authority developed the pop-up storefronts idea. The goal was to support micro enterprises to build businesses for permanent brick & mortar space. Sheds rent for \$50 to \$70 per month. Tenants pay electric costs. Increased traffic downtown, up to 1,000 visitors on a busy day. The programming includes concerts.

Key Takeaways:

- Utilize vacant lots or parking lots with business and a public space
- Introduces beginning businesses a low start-up cost opportunity for new ideas

Sources:

Tionesta Market Village “Rural economic development idea: tiny business villages.” 2015.

<https://smallbizsurvival.com/2015/04/rural-economic-development-idea-tiny-business-villages.html>

University of Wisconsin-Madison Community Economic Development “Tionesta Market Village” 2016

<https://economicdevelopment.extension.wisc.edu/2016/08/05/tionesta-market-village/>

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Healthy and Safe Connections

Streetscape Overhaul

Pikeville, TN



Overview: The Pikeville, Tennessee, Streetscape Overhaul and Downtown Farmers Market project occurred in response to the diversion of traffic from Downtown Pikeville following the construction of a bypass by the Tennessee Department of Transportation (TNDOT). Recognizing the need to attract tourism and revitalize the downtown area, the town embarked on a comprehensive redesign of Main Street. The streetscape overhaul aimed to enhance the aesthetic appeal and pedestrian experience along Main Street. Key features of the redesign included 48 ornamental streetlights, textured brick crosswalks, and 1,600 linear feet of sidewalk. This effort beautified the streetscape and created a more welcoming environment for residents and visitors alike.

TimeLine:

- 2005 – 2006: City of Pikeville downtown redevelopment planning
- 2008: Completed ¼ mile downtown streetscape overhaul

Key Takeaways:

- Despite the diversion of traffic through the bypass, Pikeville's streetscape overhaul has rejuvenated its downtown business district
- Streetscape enhancements to lighting and improved pedestrian/bicycle access have increased foot traffic and patronage to local businesses
- The downtown revitalization project was done in several phases, making the project more feasible with enhancements are ongoing today
- Pikeville used multiple federal, state, and local grants and funding sources

Sources:

Tennessee Region Round Table Case Study. "Rural Community and Corridor Revitalization."
https://www.tn.gov/content/dam/tn/health/documents/healthy-places/successfulcase studies/TRRN_CS_Pikeville_Rural_Revitalization_2013.pdf

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Healthy and Safe Connections

Drop-In Dining by Bike

Chicago, IL



Overview: Installing a protected bike lane outside “694 Wine & Spirits” helped increase visibility and customer traffic for the bar. The updated streetscape included new bike lanes and reclaimed parking that allowed for a sidewalk café space. The project expanded seating and improved curb appeal. The business owner, Chris Dunstatter, noted that the steady stream of cyclists has increased window shopping and quick drop-ins, which boosted their public profile. Dunstatter recommends that small business owners advocate for such traffic-calming measures despite initial parking challenges, as they bring slower, more attentive traffic.

Key Takeaways:

- Less parking increases space for pedestrians, cyclists, and outdoor dining and enhanced the streetscape aesthetics and experience
- Multimodal access to shops and restaurants increases foot traffic and sales
- A recent study found that people who traveled to a shopping area by bike spent 24% more per month than those who traveled by car.

Sources:

People for Bikes and Alliance for Biking and Walking. “Protected Bike Lanes Means Business.” 2023. <https://bikeleague.org/wp-content/uploads/2023/03/protectedbikelanesmeanbusiness.pdf>

Kelly J. Clifton, Sara Morrissey, and Chloe Ritter, “Business Cycles: Catering to the Bicycling Market,” TR News 280, 2012: 26-32. <http://bit.ly/16WKfe3>

T Fleming, S Turner, and L Tarjomi, “Reallocation of road space,” NZ Transport Agency research report 530, 2013. <http://bit.ly/167iGIQ>

Clean Air Partnership, “Bike Lanes, On-Street Parking and Business: A Study of Bloor Street in Toronto’s Annex Neighbourhood,” 2009. <http://bit.ly/18hToAY>

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Healthy and Safe Connections

Moose Tracks on Montrose

Bexley, OH



Overview: In Bexley, Ohio, alleys and crosswalks off Main Street provide direct access to the local elementary school, city library, and downtown businesses. Residents of all ages use these paths to access these spaces. These sometimes informal and unmarked paths were not always safe for pedestrians or street crossings. To counteract this problem, the alleys and sidewalks were painted with colorful "moose tracks" and bright, creatively designed patterns. These designs helped calm traffic, make pedestrians more visible, and create a fun walking and biking environment. This community-based project enhanced local walkways, making them safer and more appealing for pedestrians. The project was embraced by residents, businesses, and city officials, becoming a source of regional pride. Since the alleys and crosswalks were painted, there has been increased usage and engagement, with kids hopping on the "moose tracks" and more residents opting to walk.

Key Takeaways:

- Grassroots citizen-led initiative made immediate and affordable change to make their neighborhood safer
- The painted lanes and crosswalks made travel safer for pedestrians and cyclist as well as providing traffic calming
- This project increased public engagement and community pride
- Community groups such as Safe Routes Bexley organize volunteer maintenance of path today

Sources:

Project for Public Spaces. "Moose tracks to Montrose." 2019. <https://www.pps.org/places/moose-tracks-to-montrose>

Safe Routes Bexley Facebook Group. <https://www.facebook.com/SafeRoutesBexley/>

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Healthy and Safe Connections

Crime Prevention Through Environmental Design (CPTED) Project

Patterson, NJ



Figure 11. Crime hotspots overlaid with vacant/abandoned properties and specific uses such as liquor stores on North Main Street. (Source: Paterson CPTED Audit report)

Key Takeaways:

- Grassroots citizen-led initiative made immediate and affordable change to make their neighborhood safer
- The painted lanes and crosswalks made travel safer for pedestrians and cyclist as well as providing traffic calming
- This project increased public engagement and community pride
- Community groups such as Safe Routes Bexley organize volunteer maintenance of path today

Overview: In 2010, Paterson was ranked among the top 10 most unsafe cities in New Jersey, with a crime rate nearly four times higher than that of the state. The city created the CPTED Project to improve community safety and reduce crime rates through a community-based approach. To concentrate their efforts, Paterson audited and identified six corridors that struggled with high rates of violence and drug-related crimes. Recognizing the need for a collaborative approach and external funding, Paterson partnered with consulting firms, the Paterson Police Department, the Division of Planning and Zoning, the Neighborhood Assistance Office, and the Department of Public Works, as well as non-profits such as Habitat for Humanity, the New Jersey Community Development Corporation, and Rebuilding Together New Jersey (RTNJ). Additionally, the city received \$110,000 from the Local Government Capacity Grant through Together North Jersey (TNJ), a regional planning initiative, to support their efforts.

The process included forming a multi-stakeholder CPTED team, extensive community engagement, and training programs led by experts like Gregory Saville. The multi-stakeholder team participated in an 8-week intensive CPTED and SafeGrowth workshop to learn about CPTED principles, audit the six corridors' current conditions, and organize a community survey. The participants helped gather and analyze community input and solutions, deciding to implement street and park clean-ups, improve lighting, remove commercial window coverage, enforce permitted business operational hours, and create the Green Acre Community Garden in a vacant lot. These solutions addressed issues such as defensive or unwelcoming separation between the sidewalk and storefronts and addressed late-night store operations near vacant lots. As of 2019, this project engaged over 370 volunteers who worked over 1,100 hours to improve their community.

Sources:

Rutgers. "Case studies on Increasing Walking and Bicycling through Crime Prevention Through Environmental Design (CPTED)." 2020.

https://equitablecities.com/wpcontent/uploads/2021/08/CPTED-Report_03.08.pdf

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Case Studies

Reinvest and Affordability

RuralEdge, Northeast Kingdom, VT



Key Takeaways:

- Affordable housing can be supported in many forms: education, rental assistance, maintenance incentives, housing construction, community support, or senior care
- A robust network of partnerships and funding sources including city, state, federal, nonprofit, and private sector is important to connecting residents to resources

Overview: RuralEdge works with local governments, other nonprofits, and community members to develop affordable housing and education (purchasing a home, financial counseling, home repair). Other programs include support for landlords to bring vacant units back on the market, eviction prevention, and homeless advocacy. They offer housing for low-income families, veterans, and individuals with disabilities, case management, and access to healthcare and employment resources.

Some of their successful initiatives include:

Homeownership Center:

- Home Buyer Education Workshop: This monthly workshop assists first-time homebuyers by giving them the knowledge and tools to navigate the home-buying process successfully.
- Budget & Financial Empowerment Counseling: Rural Edge offers one-on-one counseling sessions that include personalized financial plans, assistance finding available financial aid, and strategies for achieving financial stability.
- Home Repair Program: This program provides low-interest loans and grants to income-eligible homeowners for making health and safety repairs.

Rental Assistance and Property Management:

- Vermont Housing Improvement Program (VHIP): This program helps landlords bring vacant rental units up to code, make repairs, or create new units by providing grants of up to \$50,000. In return, landlords must offer these units at fair market rent for ten years.
- Landlord Repair Program: Through low-interest loans, landlords can repair their units' necessary Housing Quality Standards (HQS) or code violations issues. This initiative ensures that rental units are safe for tenants and can bring vacant units onto the market.

Supportive Housing:

- Support and Services at Home (SASH): SASH provides tailored support services to seniors and individuals with disabilities to help them live independently. These services include medical service coordination, food security, and access to health and wellness programs.
- Community Building & Engagement: Rural Edge encourages community involvement through resident leadership development, gardens, playgrounds, and public spaces for community-building events.

Sources:

RuralEdge Website: <https://ruraledge.org/>

RuralEdge News: <https://ruraledge.org/news/ruraledge-receives-150000-housing-for-everyone-grant-from-td-charitable-foundation>

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Reinvest and Affordability

Builders of Hope & HUD

Raleigh, NC



Overview: Builders of Hope, a nonprofit affordable housing developer based in Raleigh, North Carolina, uses Neighborhood Stabilization Program (NSP) funding to transform aging and deteriorated properties into energy-efficient, healthy homes for families earning below the area median income. Through their Extreme Green Rehabilitation Process, Builders of Hope rehabilitates homes, provides green construction jobs to residents, and utilizes a work mentor program.

In Raleigh, Builders of Hope rehabilitated a 40-unit apartment complex, retrofitting units to meet energy efficiency standards and LEED criteria. Their partnership with AT&T provided wireless internet service to each unit, and the green improvements guaranteed \$25/month in heating and cooling. In Charlotte, Builders of Hope will rehabilitate 23 vacant townhouses and single-family homes and utilize their Work Mentor Program to provide green job training and opportunities to individuals with barriers to employment.

Key Takeaways:

- Combining affordable green building standards with training opportunities provided safe housing and job preparation
- This program utilized existing housing, prioritizing residents, preventing displacement, and reducing construction costs

Sources:

US Department of Housing and Urban Development Archives. "North Carolina Families Benefit from HUD Programs and Builders of Hope's Innovative Affordable Housing Model." 2014.
<https://archives.hud.gov/local/nc/goodstories/2010-09-14.cfm>

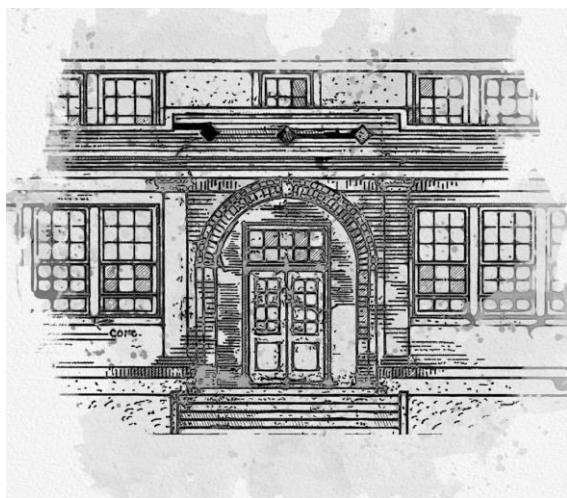
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Reinvest and Affordability

The Jefferson School

Charlottesville, VA



Overview: Jefferson School Heritage Center, located in Charlottesville, Virginia, offers educational programs, exhibits, and events that highlight the rich heritage of African Americans in Charlottesville and beyond. Their programs include educational tours, lectures, workshops, and youth programs designed to engage visitors of all ages and backgrounds. They host events such as heritage festivals, cultural celebrations, and community dialogues that provide dialogue, reflection, and celebration opportunities. Additionally, the center serves as a venue for artistic and cultural expressions, featuring performances, art exhibitions, and storytelling sessions that showcase African American artists' and performers' talents and creativity.

Key Takeaways:

- The Jefferson School exemplifies the importance of preserving history and heritage while repurposing for modern use
- Collaboration between the city, non-profits, local organizations, and businesses is key to success
- Developing flexible multi-use spaces can maximize the impact of the project

Timeline:

- 1865: The Jefferson School opened as a one-room Freedman's school in the Delevan Hotel on West Main Street.
- 1869: The school moved buildings and expanded to three grades.
- 1894: The Jefferson Elementary School opened on 4th St NW.
- 1926: Jefferson High School opened, becoming the city's first high school for Black students.
 - Renovations and additions were constructed 1926-1959
- 1951-1958: The Jefferson School operated as an elementary school.
- 1959: NAACP fought for desegregation on behalf of the Jefferson School and Charlottesville students.
- 1959-1965: The Jefferson School saw its first enrollment decline.
- 1965-1992: The Jefferson School was used to house various schools and grades undergoing renovations.
- 2006: The school was added to the U.S. National Register of Historic Places and the Virginia Landmarks Register
- 2013: The Jefferson School African American Heritage Center opened as an anchor tenant of the Jefferson School City Center

Sources:

Jefferson School Website: <https://jeffschoolheritagecenter.org/>

Jefferson School City Center. "Jefferson School History."

<https://jeffersonschoolcitycenterdotorg.wordpress.com/about/history/>

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Reinvest and Affordability

Community Street Art Quilt

Montclair, NJ



Overview: Initiated by parents, children, local businesses and schools, the Montclair Community Street Quilt, a series of painted intersections, was created in 2015. Inspired by the Intersection Project in Portland, OR, high school freshman Haley Winstead spearheaded the street mural painting event, including food and live music. Nearly 100 volunteers participated in the event, creating a community asset and fostering community bonds. Residents were concerned about speeding at an intersection near a local school. The mural improved pedestrian safety, provided traffic calming, and inspired further community-led placemaking projects across Montclair. The project was cost-effective and quick, relying entirely on donations and grants for materials and labor.

Key Takeaways:

- Grassroots citizen-led initiative made immediate and affordable change to make their neighborhood safer
- The intersection provided traffic calming and community pride
- Community groups have taken on the maintenance of this project and initiated similar projects in the surrounding area

Sources:

Project for Public Spaces. "Montclair Community Street Quilt." 2015.
<https://www.pps.org/places/montclair-community-street-quilt>

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Case Studies

Neighborhood Organizing

Neighborhood Group Leaders Association *Longmont, CO*



Overview: Longmont, Colorado, is a city about 15 miles northeast of Boulder. It runs the Neighborhood Group Leaders Association (NGLA), a partnership between the City of Longmont and a network of over 50 registered community groups. Longmont created this program to develop relationships and communication between neighborhoods and the municipal government. The NGLA is a forum for community leaders to collectively identify concerns, discuss issues, resolve conflicts, and implement solutions to create healthy neighborhoods with a strong sense of community.

Benefits:

The network provides the knowledge and resources for engaged residents to enhance their quality of life by building upon their neighborhood's community capital (existing assets). Community groups must register with the city to participate in NGLA and access unique benefits, including:

- Access to informational monthly meetings and regular updates from various city departments or relevant organizations about current topics and issues affecting neighborhoods, including police, planning, public works, natural resources, the school district, and others.
- Access to funding for community-building activities and use of free resources, including canopies, chairs, a PA system, and community meeting space.
- Access to funding for large-scale neighborhood improvement projects (NIP)
- Assistance with creating, printing, and distributing outreach materials and newsletters
- Community leader skills training and development tailored to neighborhood improvement
- Networking with other community leaders

Key Takeaways:

- Longmont offers grants and resources to registered community groups.
- The program defines a six-step process to organize your neighborhood.
- The neighborhood groups create an effective dialogue between the community and local officials.
- The program also offers a neighborhood leadership training series.

Sources:

Neighborhood Group Leaders Association

<https://www.longmontcolorado.gov/departments/departments-a-d/community-and-neighborhood-resources/neighborhood-programs/neighborhood-group-leaders-association>