

Knight Program in Community Building

University of Miami School of Architecture

BULLETIN SPRING 2004



MASTHEAD
Detail from longitudinal street section produced during the Beall's Hill charrette.

ABOVE
Public meetings during the Coatesville charrette. Photos by Sandy Sorlien.

BELOW
Coatesville, view of bridge and steel mill. From a photo by Sandy Sorlien.



KNIGHT PROGRAM'S ANNUAL SYMPOSIUM EXPLORES PLACE MAKING AND COMMUNITY BUILDING

The challenges and achievements of community building are the focus of the Knight Program's 2004 symposium, entitled *Place Making and Community Building: Sharing Experiences from Knight Communities*. How can we build and re-build more livable communities and improve our quality of life? How can different professions work together effectively in the community building effort? What do policy-makers, planners, architects, journalists, program managers, elected officials, and others have to say on these urgent issues?

These questions will be explored at the *Place Making* symposium on March 22-23 at the Omni Colonnade Hotel in Coral Gables, FL. The symposium is free and open to the public. Speakers include nationally renowned experts involved in community building, including the Knight Program Fellows, a group of thirty-seven mid-career professionals committed to improving how and where we live.

"The symposium brings together experts from a range of professions who are on the cutting edge when it comes to community building," notes Charles C. Bohl, director of the Knight Program. "These are people who typically don't meet each other in the course of their daily work lives, but who are often working towards the same ends. In providing this forum for sharing their experiences and successes, the symposium will advance the knowledge, practice, and art of community building. We also hope it will foster interdisciplinary collaboration, as so many of the Knight Program activities endeavor to do."

The symposium focuses on community building in the twenty-six communities that are part of the John S. and James L. Knight Foundation's Community Partners Program. It is an unprecedented opportunity for members of the Knight communities to share their efforts and outcomes in the context of other Knight communities. Panels, lectures, and workshops encompass policy, management, and community design issues, exploring the six priority areas of the Community Partners Program: education, well-being of children and families, housing and community development, economic development, civic engagement/positive human relations, and vitality of cultural life.

Speakers include Elizabeth Plater-Zyberk, dean of the University of Miami School of Architecture; Charles C. Bohl; J. Walker Smith, president of Yakelovich Partners; Douglas S. Kelbaugh, dean of Taubman College of Architecture & Planning, University of Michigan-Ann Arbor; Tony Goldman, CEO of Goldman Properties; Mac Nichols of the National Trust for Historic Preservation; Beth Dunlop, architecture critic; and Daniella Levine of Miami Prosperity Initiative.

An invitation-only evening panel discussion on March 22 features Knight Foundation President Hodding Carter, III and University of Miami President Donna Shalala in a conversation about community building. The panel is moderated by Carol Coletta (KF '03), producer and host of the public radio program *Smart City*. Several other current and former Knight Fellows are presenting at the symposium.

The *Place Making* symposium is the third annual Knight Program symposium. Previous symposia have been *Civic Art 2002*, which brought together international experts for an intensive exploration of civic art and community building and *New Plazas*, which explored the potential to reuse, revalue, and reintroduce plazas as premier community gathering places.

EXHIBITION PROVIDES OVERVIEW OF KNIGHT PROGRAM'S FIRST THREE YEARS

The exhibition, *The Knight Program: Interdisciplinary Community Building* is on view at the School of Architecture gallery from March 21-April 21, 2004. The exhibition showcases the Knight Program's annual charrettes and provides an overview of the program's first three years.

"We're pleased to have this opportunity to display the work of the Knight Program, and to reflect on the program's activities and accomplishments to date," says Dean Elizabeth Plater-Zyberk. "The exhibition reflects the diversity of the program's activities, which range from charrettes to conferences to an active publication program."

The charrettes—held in Beall's Hill (Macon, GA), Evergreen Eastridge (San Jose, CA), and Coatesville, PA—are represented by final and working drawings and photographs. Other sections of the exhibition include a display of publications, both those

sponsored by the program and those produced by the Knight Fellows; work produced by the Knight Scholars; information about the Knight Fellows; and a selection of photographs taken during the course of the program that documents the many workshops, conferences, site visits, charrettes, and other activities that have occurred since the program's inception.

On March 21 there will be a reception in the gallery. Several current Knight Fellows will discuss their research projects in a roundtable moderated by Carol Coletta (KF '03), producer and host of the public radio program *Smart City*.

Director's Letter

In the year 2000, \$2.1 million dollars could have bought a thirty-second commercial during the Super Bowl. Instead, the John S. and James L. Knight Foundation chose to invest some of its resources to create the Knight Program in Community Building. The program combined the foundation's interests in continuing education for journalism and in the vitality of the Knight communities. The continuing education component included journalism, but was extended to encompass the full range of community building fields: planning, community development, real estate, public health, housing, transportation, economic development, policymaking, architecture, environmental protection, historic preservation, finance, and governance.

Most fellowship programs require participants to take a leave of absence from their jobs and leave their homes. In contrast, the Knight Program is organized as a series of short, intensive seminars and study tours that allow Fellows to remain fully connected to their professions and communities. During its first three years, some fifty-two Fellows and students have come through the Knight Program. More than a dozen professions are represented in the thirty-seven mid-career Fellows to date. The program fosters a true fellowship where the emphasis is on interaction between peers from different fields rather than isolated, individualized study.

The program highlights how the public process is required to inform and guide the building and rebuilding of communities, and how a wide variety of expertise, resources, and leadership must be coordinated to achieve more livable communities. The principles and techniques covered in seminars are brought out of the classroom and applied during the annual charrette to a real world community building project.

The results have been inspiring. Our charrettes have been intensive and creative learning experiences in which we've joined with community leaders and citizens in Knight communities and witnessed the successful application of our mission to foster interdisciplinary collaboration.

In the Knight Program, the emphasis is placed on getting many minds and many hands working together to come up with more holistic solutions to the complex challenges facing our cities, suburbs, and regions. Over the past three years we have had the pleasure of planting the seeds for this type of cross-disciplinary dialog and work to occur. Through formal and informal conversations during the Fellows' time together, through their experiences visiting projects and places to experience community building efforts first hand, and through sharing their work and ideas during roundtable sessions, large public symposia, and intensive public workshops, relationships and ideas have blossomed. As a result, a wonderful crop of "hybrid" community builders has emerged who understand the complexities of community building and place making beyond their own fields of expertise. Fellows return to their communities with knowledge gained from the programs, initiatives, people, and places that they visit and learn about, bringing home a larger toolbox for creating positive change in their home communities. Best of all, each year witnesses the blossoming of, not an annual, but a *perennial* crop of community builders who will continue to make contributions to the communities where they live and work over the course of their long and varied careers in the years to come.

Charles C. Bohl

Charles C. Bohl



KNIGHT PROGRAM OFFERS FIRST EXECUTIVE EDUCATION COURSE

In January 2004 the Knight Program offered its first executive education course, *Introduction to Finance for Real Estate Development*. The course took place at the University of Miami's Coral Gables campus from January 17-19. Ninety-two students enrolled in the course, coming from several states and as far away as Panama and Guatemala.

The course, developed in conjunction with the University of Miami School of Business, was an intensive introduction to the subject. It was the first of a planned series of executive education courses offered by the Knight Program that will explore topics related to real estate development. The series of courses will combine real estate development with the School of Architecture's expertise in New Urbanism.

Introduction to Finance for Real Estate Development taught basic concepts and tools used to analyze the financial feasibility of real estate development. It educated attendees on:

- Capital cost, revenue, and expense analyses
- Static and dynamic measures of investment return
- Financial leverage and financial risk
- Lenders' algebra and basic market analysis
- Real estate development case studies, including material on developing New Urbanism and Smart Growth real estate projects

The class of 2003 Knight Fellows attended the course. The primary instructor was Tod McGrath, a finance instructor in MIT's Department of Urban Studies and Planning. Other instructors included Andrea Heuson, an associate professor in the Finance Department at the University of Miami School of Business, Robert Chapman III, William Gietema, Jr. (KF '02), and Lee S. Sobel (KF '01).

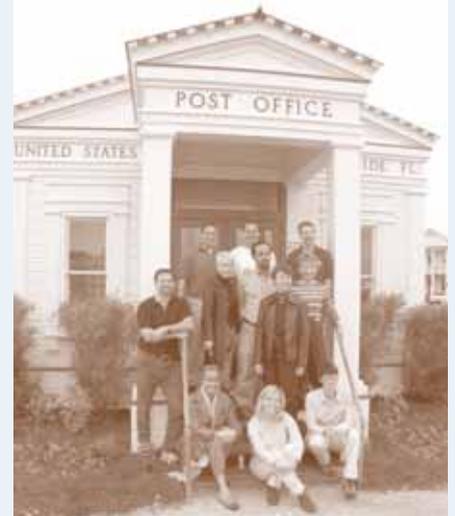
Students had very positive reactions to the course. "I am a city manager. I have never understood the financial side of development like I understand the physical side. This has been one of my biggest frustrations," one student said. "Now I...have some understanding of the developer's position."

COMMUNITY BUILDING 2001–2004:

The *Place Making and Community Building* symposium on March 22-23, 2004 marks the culmination of the Knight Program's first three years of activities. In this short period, the Knight Program has launched and refined its unique interdisciplinary approach aimed at breaking down barriers between professions engaged in community building.

Thirty-seven Fellows have now completed the program. They've learned principles and techniques of building livable communities from a variety of experts while gaining an awareness that no one profession alone can build effective communities. The Fellows represent a wide range of community building fields, including transportation experts, planning directors, housing professionals, transit experts, real estate developers, public policy experts, architects, a state legislative representative, an author, a public radio show producer and host, the director of an environmental conservation foundation, a historic preservationist, a LIISC director, a city council member, a state planner for New Mexico, a philosophy professor in charge of a community development center for a university, and the managing director for a nonprofit smart growth policy organization.

"The most gratifying development has been fostering the exchange of ideas among the Fellows and observing the professional relationships and collaborations that have formed as a result of the Knight Program," says Charles C. Bohl, director of the Knight Program. "One of the program's major objectives is to bring together professionals from diverse fields and encourage them to share their knowledge and resources. The program has more than met this goal—we have Fellows now who are consulting each other on a regular basis."



TOP LEFT
Seaside, FL.

TOP RIGHT
Charles C. Bohl speaking at a Knight Program seminar.

BOTTOM
2003 Knight Fellows in Seaside in March 2003.

THE KNIGHT PROGRAM TAKES STOCK AND LOOKS TO THE FUTURE



In the first three years, the Knight Program has:

- supported twenty-four seminars, symposia, workshops, and courses in community building
- staged three full-scale charrettes in Macon, GA; San Jose, CA; and Coatesville, PA
- supported three national symposia and five councils on community building topics
- organized local case studies and study tours to educate and instruct Knight Fellows
- provided scholarships for fifteen graduate students
- supported the launch of both the *New Urban Post* (eight issues have been published to date) and the *Council Report* (the sixth will be published in May 2004)
- supported the research initiatives of the thirty-seven Fellows

In addition to the program's work on a national level, much has been accomplished on a local level. Charles Bohl and Dean Elizabeth Plater-Zyberk coordinated the downtown Coral Gables charrette in January 2002, to which faculty, students, and alumni of the School of Architecture contributed. In addition, Charles Bohl coordinated an eighteen-month-long peer review process for the Code Revision Project for Palm Beach County during 2001-02. Knight Fellows have met with local officials and citizens for discussions during visits to Miami, and several Knight Fellows are working on projects in South Florida.

What effect is the Knight Program having? In the short-term, the program impacts the lives of Fellows and Scholars during their year of participating in the program's diverse activities and events. The civic engagement process of the annual charrette also has an immediate impact on the citizens and leaders of the Knight communities where the charrettes are held. The charrette communities are currently working towards the realization of many of the charrette proposals; over a longer period, the charrette plans and recommendations will have a more focused impact on the neighborhoods, streets, and districts of these communities. But the program's most lasting impact will unfold over many decades as the Scholars and Fellows assume leadership roles and contribute to community building efforts through their professional work and involvement in their communities. The program has already had a profound effect on many Fellows, including redirection in the careers of some and broadening of opportunities for others.

"I think that the experience as a Knight Fellow completely changed my perspective on community and community building," says Milt Rhodes (KF '02, KS '03). "The issues surrounding our communities are complex, and often, very difficult to explain to our neighbors, friends, and families. The experience as a

Knight Fellow helped me learn ways to better communicate with folks not as deeply versed in the technical aspects of community building and at the same time, inspire these individuals to strive to be involved with community building."

What's on the horizon for the Knight Program?

The next group of Fellows will begin the program in September 2004. In addition to the components of the program now in place, there are plans to develop continuing education seminars leading to certificate/advanced degrees in the areas of community building/New Urbanism, real estate development, and community design.

"We are pleased with what has been accomplished so far," says Dean Elizabeth Plater-Zyberk. "The experience gained in the first three years of the program provides a strong foundation for its future as a sustainable continuing education program."



TOP
Lesley Howerton (KS '03), Christina Miller (KS '03), and Kevin Klinkenberg (KF '03) at the Coatesville charrette.

ABOVE
Lesley Howerton (KS '03) and Hao He at the Coatesville charrette.

BOTTOM
Joyce Marin (KF '01) and Elizabeth Plater-Zyberk.

Knight Fellows Comment on the Fellowship



"The Knight Fellowship has been a real education and a wonderful experience. I have actually learned a little about traffic engineering, city planning, zoning, architecture and design, and historic preservation in addition to my area of expertise in financial and community development

and grassroots organizational development. More importantly, the charrette process and interaction with pioneers in New Urbanism have given me a personal appreciation and comprehensive understanding of how design and human sociology blend to foster successful community building... I am enhanced as a result of mutual sharing of expertise and experiences with some of the most creative and dynamic minds in the country."

—Cecilia Holloman (KF '01), CEWConsulting



"This year made possible a true professional evolution for me. Our sessions together and our immersions in different communities gave me perspectives I could not have received anywhere else. I found myself at Yale listening to Leon Krier one day and touring an inner city

neighborhood in New Haven the next. We were presented with a myriad of issues on each trip—and were given opportunities to discuss them directly with citizens... The Knight Fellowship felt like a reward as much as an opportunity."

—Peter J. Musty (KF '01), Charrettecenter.com



"I have learned a great deal over the past year that I am already bringing back to my community. The interdisciplinary mid-career approach of the Fellowship is a key to its success. Being exposed to readings/websites, able to tour, work with, dialogue, share experiences, and develop

relationships with a diverse group of talented professionals has given me new ideas and energy for my work in the housing and commercial development field. I hope to maintain these relationships and continue to grow and learn as a Fellow."

—Pam Kramer (KF '03), Program Director of Duluth Local Initiatives Support Corporation (LISC)



"This program has given me many tools and resources that I will rely on in the future, but by far the most valuable part of the fellowship experience is the Fellowship—the strong connections between professionals throughout the country who are involved on a daily basis

in making their communities better places to live."

—Lolly Barnes (KF '03), Historical Administrator, City of Biloxi



"The Fellowship was a turning point for me. It spurred me on to begin several research projects related to New Urbanism. The continuing support from the Fellowship through Chuck Bohl is a great inspiration and encourages me to keep up the good fight."

—Peter Swift (KF '02), Swift and Associates, LLC

FACULTY, FELLOWS', AND SCHOLARS' NEWS

Carolina Arias-Smith (KS '02) is working at Cooper Johnson Smith Architects, Inc. in Tampa.

Malik Benjamin (KS '02) began working for de la Guardia Victoria Architects and Urbanists in Coral Gables in January 2004.

Since the publication of **Charles C. Bohl's** book *Place Making: Developing Town Centers, Main Streets, and Urban Villages* (ULI, 2002), the director of the Knight Program has been in great demand as a speaker, and has presented more than fifteen lectures on topics related to the book's themes at national and international conferences, including lectures in Stockholm, Sweden and Brugges, Belgium.

Inspired by his Knight Program Fellowship, **Tom Borrup (KF '02)** resigned as executive director of Intermedia Arts in 2003, after almost twenty-three years heading one of the country's most noted community-based arts centers. He founded Community and Cultural Development, a consulting business working with cities, nonprofits, and foundations to foster synergy between their economic, civic, and cultural development efforts. Clients have included the City of Chicago, the Ford and Rockefeller Foundations, and several non-profit community-based arts groups. He has written several articles for the *Grantmakers in the Arts Reader*, the Ford Foundation Reports, and Community Arts Network. He is currently working on a book for Wilder Publishing and Partners for Livable Communities that will be a guide to community cultural development. He will be heading two sessions on the arts and neighborhood livability at the national conference of Americans for the Arts in Washington, D.C. in July 2004.

Hector Burga (KS '01) is employed at Torti Gallas and Partners in Washington, D.C., where he is working on several Hope VI projects. He is also an adjunct faculty member at Montgomery Community College in Rockville, MD.

Carol Coletta (KF '03) is co-leader of "The Young and the Restless," a six-city study to determine where college-educated twenty-five- to thirty-four-year-olds are moving and why. She is conducting focus groups in Providence, Philadelphia, Tampa Bay, Richmond, Memphis, and Portland, OR, while economist Joe Cortright is analyzing their census data. One clear message is that talented young people are attracted to dense, mixed use, walkable communities, ideally served by transit with plenty of options for things to do. Results of the study will be published later this year.

Knight Professor in Community Building **Jaime Correa** recently established a new firm, Jaime Correa and Associates.

Pennsylvania State Representative **Robert Freeman (KF '03)** is the author of House Bill 500, signed into law during the 2003-2004 session of the legislature. The bill established an Elm Street program in Pennsylvania that targets deteriorated urban residential neighborhoods in proximity to a downtown for revitalization. Modeled after the successful Main Street program that targets commercial downtowns for revitalization, the Elm Street bill will use similar tools and techniques to revitalize urban residential neighborhoods close to a downtown.

William Gietema, Jr. (KF '02) was one of the instructors for the Knight Program's executive education course, *Introduction to Finance for Real Estate Development*, in January 2004. He is also helping to shape the series of continuing education courses in real estate that will be offered by the Knight Program.

Cecilia Holloman (KF '01) recently transitioned to being a full-time consultant. She holds a position as Expert Consultant for the City of Miami; in that capacity she continues to work closely with the West Coconut Grove community on revitalization initiatives. Significant developments have included passage of the Neighborhood Conservation District Plan in July 2003, a historic preservation project, and a transit oriented development project. She recently worked on the Urban Tropical Garden project, which united twenty neighbors in a successful effort to create a garden in an alley scheduled to be paved. She is also a contributing columnist on gentrification issues for the *Westside Gazette* (Broward County).

Lesley Howerton (KS '03) took a one-year leave of absence from her position as a staff architect at Torti Gallas and Partners to enroll in the Suburb and Town Design graduate program.

Last spring **Ken Hughes (KF '01)** taught a course on growth and land use planning at the University of New Mexico. As an extension of his Knight Fellowship research on plazas, he took his planning class to Cuba in March 2003 to learn from successful plaza-centered revitalizations in Havana and Trinidad. He also presented his case study on plazas at the APA National Planning Conference in Chicago, the Rocky Mountain Land Use Conference in Denver, and numerous venues in New Mexico. And in his role as chief state planner for New Mexico, he has funded downtown redevelopment charrettes for the New Mexico communities of Taos, Gallup, Las Vegas, and Los Ranchos.

Jennifer Hurley's (KF '01) firm, Hurley-Franks & Associates (HFA), worked with the Lower Manhattan Development Corporation in conjunction with the NYC mayor's office to design and organize a series of neighborhood workshops conducted in July and August 2003 to solicit public involvement regarding spending priorities for redevelopment of Lower Manhattan neighborhoods. Jennifer edited the *New Urban Post* issue VI "On Public Process," published in September 2003. HFA is also preparing the written *Report and Urban Design Plan* for the Knight Program's charrette in Coatesville, PA, in October 2003.

Gloria Katz (KF '02) is working with the schools of Architecture and Planning at Florida Atlantic University to bring a design center to Broward County that is committed to educating the public, government officials, and government staff members on smart growth and New Urbanism; plans are to establish a workforce housing project as an example of how these concepts can work and still bring in a profit.

In his position as director of Strategic Planning and Policy for the Cuyahoga County (OH) Treasurer's Office, **Howard Katz (KF '03)** was the architect of the Housing Enhancement Loan Program (HELP), which won a 2003 U.S. EPA National Award for Smart Growth Achievement in the category of policies and regulations. This linked deposit program provides low-interest

loans for residential property improvement in Cleveland's older suburbs. Since 1999 the program has generated over 4,700 loans totaling more than \$57 million. Howard is currently a visiting professor at Cleveland-Marshall Law School. One of the courses he is teaching is Land Use Control. In July 2003, he addressed the Greater Cleveland Suburban Council Association on issues facing the city and first-ring suburbs, including predatory lending and vacant land assembly.

In her role as program director of Duluth LISC, **Pam Kramer (KF '03)** is coordinating a year-long series of monthly guest editorials in the *Duluth News Tribune*. The series focuses on elements of building a healthy community. Pam developed the idea for the series as her Knight Fellowship research project, and some of the contributing writers will be Knight Fellows. Philip Langdon (KF '01) wrote an editorial on fitting more people into existing neighborhoods that ran in the paper in February.

Philip Langdon (KF '01) joined the editorial staff of the *New Urban News* in June 2002 and is now senior editor there. He is co-author of *New Urbanism: Comprehensive Report and Best Practices Guide*, third edition (New Urban News, 2003), and a regular contributor to the "Place" pages of the Sunday *Hartford Courant* commentary section.

Rick Lopez (KS '00) has been working with de la Guardia Victoria Architects and Urbanists in Coral Gables since 2001, and frequently works with Ernesto Buch, Architect, who collaborates with the firm.

Joyce Marin (KF '01) has been a frequent contributor to *The Town Paper*. Her article "Local Economy and Traditional Neighborhoods" appeared in the Spring 2004 issue. She was recently reelected as councilwoman for the Borough of Emmaus, PA.

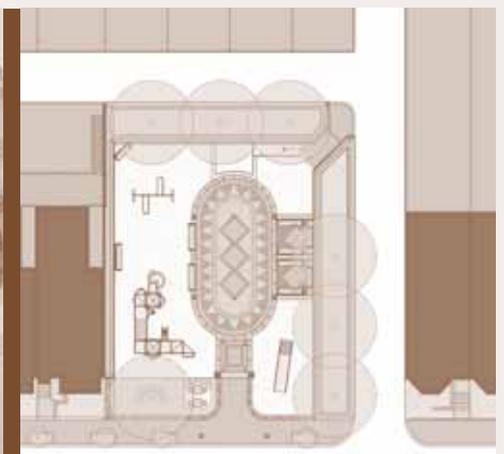
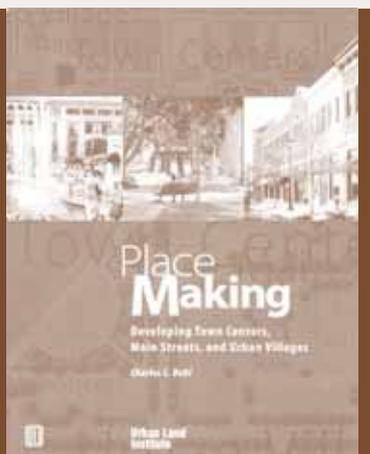
As an extension of his Knight Fellowship research, **Peter Musty (KF '01)** developed an approach to design guidelines called the Context Based Frontage Code (www.frontagecode.com), which is now in place in Hastings, MN and is under approvals in three other communities in the state.

Neal Payton (KF '02), a principal at Torti Gallas and Partners, received a 2003 AIA Award for Urban and Regional Planning for the Charlottesville Commercial Corridors Study. His plan for Belmont Heights—a Hope VI revitalization in Tampa, FL, was awarded a Community by Design Award from the AIA's Housing Group in 2004.

Chris Podstawski (KS '01) works with Dover, Kohl & Partners in Coral Gables. He has recently been involved in the design of several mixed-use projects in locations including the Florida panhandle, Tennessee, and Colorado.

Russ Preston (KS '02) is working with Cornish Associates on the development of new homes and urban spaces in Mashpee Commons. He splits his time between the primary town architect's office, Imai Keller Moore, in Boston, and a new design office on site at Mashpee Commons.

Erin Pryor (KS '01) is working with Cooper Johnson Smith Architects, Inc. in Tampa.



HOW THE KNIGHT PROGRAM INFLUENCED A CAREER CHANGE

A Conversation with Lee Sobel (KF '01)

By Russ Preston (KS '02)



Lee Sobel recently accepted a position as a specialist with the U.S. Environmental Protection Agency's Smart Growth Program, after working for several years in commercial real estate for CB Richard Ellis Investment Properties Group in Miami. At CB Richard Ellis he worked with acquisition and development, valuation, consultation, and financing of retail and office properties. His work at the U.S. EPA focuses on removing barriers to development and finance issues to promote and encourage development. He is the author of *Greyfields Into Goldfields* (Congress for the New Urbanism, 2002), a report on dead and revitalized shopping malls.

I was curious about Lee's career change and what role, if any, his Knight Fellowship played in his decision to make this change. I caught up with Lee at the CNU XI conference and was able to ask a few questions about his Fellowship experience and career change that are worth sharing.

Question: What did you gain from your experience with the Knight Program, and how might that have impacted your career change?

Answer: On a personal level, the Knight Program put me in contact with other like-minded professionals and leaders who were interested in New Urbanism and better land use planning. Until the Fellowship, I was working alone, reading books, attending lectures, and visiting notable places. The piece that was missing was group collaboration and the sharing of ideas. In this regard, I thank the Knight Program for providing a setting that created new friendships and working relationships.

Professionally, the Knight Program did two things for me I wasn't expecting. It provided me with access to experts and professionals around the nation who share my interest in community building and New Urbanism. Secondly, it accelerated my decision to consider changing jobs to one that better advanced my long-term career goals.

Q: Currently, what are you doing at the EPA that would be of interest to fellow urbanists?

A: We are currently working on the second volume of *Getting to Smart Growth*. (Ed. note: *Getting to Smart Growth II* was published in November 2003. To download a copy, go to www.smartgrowth.org/library/articles.asp?art=870.) The first publication was a tremendous success. The second volume continues to focus on policies relevant to advancing the ten principles of Smart Growth. I am compiling policies under Principle IX, "Making Development Decisions Predictable, Fair, and Cost Effective." I am also studying how traditional neighborhood developments compete, from a sales perspective, with conventional suburban developments in the same home-buyer market. It should come as no surprise that elected officials, lenders, developers, and investors still require vast information about the performance of new land use patterns before becoming involved with the same ventures themselves. Additionally, I am developing a lender sourcebook that provides developers and public leaders with information about which capital players are financing compact development. A byproduct of this work should include a categorical synopsis of the capital flowing into smart growth projects. The findings will serve to connect smart growth participants to capital sources as a means to streamline the development process.

Q: Do you see this job change as a major shift in the focus of your career?

Not at all. Rather, I see my new position with the U.S. EPA as a leap forward in my career. Prior to my new job at the U.S. EPA, I found enormous satisfaction as a commercial real estate broker, but as a proponent of New Urbanist principles first, it was hard to find parity between my job selling single-use income property and my interests in better land use development. An unintended result of the Knight Program was that I frequently came away from the Fellowship sessions asking myself why I wasn't pursuing my interests full-time.

Q: What advice would you give to a young architecture student interested in commercial real estate?

A: My advice to anyone interested in real estate, specifically architecture students, is to get experience in the field, learn the numbers, understand the strategies of capital, and realize what factors drive commercial property decisions.

The following example illustrates this advice. When I first started leasing office property after law school, I had no real estate experience. I asked my boss why we were turning away below market offers instead of filling up the building to cover the expenses and start cash flowing. He told me that the few tenants in the building were already covering his overhead, and that he had bought the property at a price that allowed him to wait until he could get market rental rates. More importantly, he explained to me that he wasn't in the business of filling up office buildings, but that he was in the business of creating future value. This comment had an enormous impact on how I approached every lease negotiation I would ever conduct. A few years later, after I joined a national firm, my former employer asked me to sell his office building. I was able to sell the property at an exceptionally high price because of the value created in the leases I structured years earlier.

Many architects I meet today want to develop property, not unlike a writer's desire to direct movies. But without a deep understanding of the complexities involved in real estate decisions, such an undertaking may cause many talented people to find themselves working in an artistic vacuum, unable to transition good ideas from paper to reality.

Obviously, I can only give advice that reflects my own experience. I have never been afraid of asking questions or asking others for help. I have found this to be a good method for gaining knowledge and opportunity.

Russ Preston is working with Cornish Associates on the development of new homes and urban spaces in Mashpee Commons.

Millt Rhodes (KF '02, KS '03) took a leave of absence from his position as director of Town Planning and Program Development at the North Carolina Smart Growth Alliance to enroll in the Suburb and Town Design graduate program at the University of Miami School of Architecture.

Lee Sobel (KF '01) edited the *New Urban Post* issue VIII "On Retail," published in February 2004. He was also one of the instructors for the Knight Program's executive education course, *Introduction to Finance for Real Estate Development*, in January 2004. In February 2004 he delivered a talk titled "The Critical Commercial Component of the Smart Code" at The Smart Code Workshop in San Diego.

Ben Starrett (KF '01) recently helped his organization, the Funders' Network for Smart Growth and Livable Communities, move from its start-up phase to become an independent non-profit Florida corporation based in Coral Gables.

Peter Swift (KF '02) is opening an office in Santa Barbara, CA. He has been appointed co-chair of the Urban Design Task Force for the Congress of the New Urbanism. Dhuru Thadani (KF '01) has been co-chair of the committee for a number of years. Peter is currently collaborating on projects in Texas with Bill Gietema (KF '02).

Dhiru Thadani (KF '01) received a 2003 Vision Award for Planning and Design Projects by the Committee of 100 on the Federal City for his 1998 design for a neighborhood park. His design transforms an 80' x 80' site, formerly four rowhouses, into a pocket park.



Marie L. York (KF '03) hosted the third session of the Florida Public Officials Design Institute at Abacoa in November 2003. Wilton Manors Vice Mayor Scott Newton, Port St. Lucie Vice Mayor Patricia Christensen, West Palm Mayor Lois Frankel, and Palm Beach Commissioner Jeff Koons were the participating officials. This was a unique Design Institute session in that two officials, Mayor Frankel and Commissioner Koons, chose the same project—thirty acres in downtown West Palm Beach adjacent to the historic railway station and multi-modal transportation center along the Florida East Coast Railroad. This parcel will be the future home of a transit-oriented development for workforce housing. It also includes Federal, State, County, City, and privately held lands. The ownership patterns require an unusual collaborative effort that includes the newly formed South Florida Regional Transportation Authority. Given these complexities it became clear that a stakeholder task force needed to be convened in order to manage the project. As a follow-through to the recommendations made by the experts at the Design Institute, the Treasure Coast Regional Planning Council is taking the lead in assisting the newly formed task force to proceed with the planning.

TOP
Marie York with Palm Beach Commissioner Jeff Koons at the Florida Public Officials Design Institute in November 2003.

OPPOSITE MIDDLE
Plaza Vieja in Havana, from Ken Hughes' (KF '01) travels in March 2003.

OPPOSITE RIGHT
Dhiru Thadani's (KF '01) award-winning design for a neighborhood park.

2001 CHARRETTE UPDATE: BEALL'S HILL, MACON, GA

Re-Neighboring Beall's Hill

By Peter C. Brown (KF '01)

The Knight Program charrette in Macon on November 1-6, 2001, literally changed our community's mind about the redevelopment, design, and nature of historic neighborhoods. And it moved us decisively toward implementation of the Beall's Hill Revitalization Project.

The charrette experience itself immediately became the gold standard for neighborhood planning in Macon: highly participatory, open, inclusive, respectful, responsive. Extraordinary efforts had been made beforehand to identify and invite stakeholders to participate. The 2001 Knight Fellows, Dean Elizabeth Plater-Zyberk, and Knight Program Director Charles C. Bohl were masterful in tactfully addressing divergent views. One local activist, a vehement critic of previous transportation and campus planning efforts in Macon, admitted that this process was different. "It was rational," he explained. Today, over two years later, everyone from Mayor C. Jack Ellis to local architects to neighborhood residents continue to cite "The Charrette" as the reference point for what should happen in Beall's Hill.

The charrette solidified the primary partners in the Beall's Hill project—the City, the Housing Authority, Mercer University, and CORE (a community-based community development corporation)—around a comprehensively articulated project. But, even more importantly, it changed the partners' vision of the project. As John Hiscox, executive director of the Macon Housing Authority, put it, "The charrette greatly expanded our vision of what could be done in Beall's Hill. We started the charrette with a much more modest idea of the project than when we finished. It was like going to the Chevy dealership looking for a pick-up truck and driving out in a red Corvette."

The handsome charrette trifold developed by Dhiru Thadani (KF '01) and the post-charrette newsletter published by *The Town Paper* have been important tangible visions of the project as the partners have worked through the complexities of a highly collaborative effort. Now, the excellent architectural and urban design work begun by the Fellows and Professor Jaime Correa and his University of Miami students is reaching fruition in a first-rate "New Urbanist" Master Plan by Ayers/Saint/Gross (ASG) and their Town Planning studio directed by Thadani. This Master Plan includes architectural guidelines for new construction, a parcel-by-parcel analysis of all vacant properties in the neighborhood, fifteen new compatible housing prototypes, and an exhaustive architectural significance survey of existing structures in Beall's Hill. The Macon-Bibb County Planning and Zoning Commission is working closely with the Beall's Hill partnership and ASG to adopt this Master Plan as the reference point for an overlay district for Beall's Hill.

The ASG plan builds on the work as well of Laurie Volk (KF '02), principal in Zimmerman/Volk Associates, who analyzed the potential market for Beall's Hill residential development as part of her Fellowship in the Knight Program. Volk's market study identified an optimal housing mix and potential price points for this unique project, including corner duplexes, townhomes, multifamily, and a variety of single-family homes. Her analysis suggested a much higher value for properties in this neglected neighborhood than the partnership had anticipated. The first contracts with private builders in Beall's Hill are vindicating her projections with initial increases in land value of over 250 percent.

Quality matters—and quality is a matter of both the whole and the details. The charrette and the design work that has come out of it has brought together disparate projects, each with its own internal constraints, and made them work as part of a whole. The design of our rebuilt and expanded elementary school, Alexander II Math-Science Magnet School, and the placement of structures in our soon to be rebuilt public housing complex, Ogleshorpe Homes/Tatnall Place, were modified in response to the charrette to address the street and maintain continuity with the neighborhood. The Hazel Street bridge—a major barrier to reconnecting the neighborhood to Tatnall Square Park—was highlighted by the charrette team as a dangerous eyesore. Engineering work is now being completed to convert the bridge to pedestrian use, landscape it, and face it with brick and wrought iron. Right-of-ways are being narrowed; lanes redeveloped; and bulb-out and rear access parking, wide sidewalks, and articulated cross-walks added in Phase I (the first three blocks) of the project.

Even more significantly, the project has redefined the neighborhood as an entity. The "quarter mile radius" re-identified the neighborhood as a coherent geographical entity rather than as the sharply divided socio-economic area it has been—a neighborhood that actually looks north and west to redeveloping neighborhoods around historic Tatnall Square Park rather than south to other low-income neighborhoods across the railroad tracks. The "center-edge" distinction and its articulation of the neighborhood will be reinforced by the Ross Street Lane Park marking the axis of the neighborhood and providing a transition from established streets to new construction while reconciling a significant change in grade. An adjacent neighborhood retail center is in the feasibility stage of planning, with a financial commitment expected soon. Through the charrette's eyes, we recognized Beall's Hill as a distinctive place, a mix of topography, historic structures, a grid structure with an orientation to the river, and a wide variety of lot sizes. All of these features will be carefully preserved and enhanced as we re-plat and build new infill homes.

A project of this scope and complexity, especially when it is also a first of its kind in this city, requires an unusual ability to build and maintain partnerships. It also requires creative, mixed financing. The project is now being guided by a new public-private nonprofit, the Beall's Hill Development Corporation, representing the four primary partners and acting as the land developer by selling lots to approved builders and making the infrastructure improvements. The city has committed bond funds for acquisition and infrastructure. The Housing Authority has been awarded a U.S. Department of Housing and Urban Development (HUD) HOPE VI grant and state low-income tax credits for new, mixed-income multi-family. Mercer and CORE have accessed grants from the HUD Community Outreach Partnership Center program, the Federal Home Loan Bank "Affordable Housing Program," and the John S. and James L. Knight Foundation to support low-income home ownership and other empowerment programs to benefit existing residents in the neighborhood. Mercer is also offering down-payment assistance to its employees to buy homes in Beall's Hill.

Beall's Hill is the most ambitious community development project in Macon in the last fifty years. We believe that its success will begin to reverse the long term loss of population and tax base from the city. The Knight Program in Community Building and the Knight Foundation are truly essential partners in this visionary endeavor.

Peter C. Brown, Ph.D. is associate vice president, professor of Philosophy and Interdisciplinary Studies, and director of the Center for Community Development at Mercer University in Macon, Georgia.



TOP
Existing houses in Beall's Hill.

SECOND
Students and Jaime Correa at the Beall's Hill charrette.

THIRD
Public meeting and review during the Beall's Hill charrette.

FOURTH
Existing neighborhood store on the corner of Calhoun Street showing adjacent vacant lots on Hazel Street.

FIFTH
Perspective view showing renovated corner store, bicycle shop in existing structure, and new homes on Hazel Street. Watercolor rendering by Jay Gabriel. Design firm: Ayers/Saint/Gross, Architects & Planners.



2002 CHARRETTE UPDATE: EVERGREEN EASTRIDGE, SAN JOSE, CA “Why Can’t We Do Something Like This in My Neighborhood?”

By Barbara Marshman (KF '02)

It was an August evening, nine months after the Evergreen Eastridge Charrette, when a group of neighborhood activists once again gathered at the aging Eastridge mall to talk about their community’s future. The area’s city councilman, Dave Cortese, had convened the group—many of them charrette veterans—and had asked me to refresh their memories about the plan drawn up by my Knight Program class the previous November.

I walked in with some scribbled notes on how principles of New Urbanism could help turn this fragmented, traffic-clogged area into a better place to live. Evergreen is a proud suburban enclave, and I figured I’d have to start all over to explain the alternative. But a few minutes into the meeting, a business leader across the table piped up: “It’s just obvious. Everybody wants some kind of community gathering place that they can walk to from their house.” Then, to my left, a man who lived across the expressway looked longingly at the charrette plan: “Why can’t we do something like this in my neighborhood?”

I tossed out my notes. These folks got it. They weren’t just spouting theories; they were speaking from the heart. The charrette had just given the ideas a physical form, which of course was the point.

The 2002 Knight Program charrette had drawn more than one hundred participants from an area that includes large Latino and Vietnamese populations. It addressed a wide range of challenges, from the ailing mall to the pesky general aviation airport to its north. But the Knight team quickly focused on a stretch of open land, known as the Arcadia property, south of the mall—a place where a real neighborhood could be created, complete with a village square that revived the tradition of fine civic design. The neighborhood would tie together isolated housing tracts and link with the mall, which itself could be transformed someday.

People loved the plan, but there were barriers—the main one being a traffic quota that imposed a moratorium on growth. And if that was solved, the Arcadia property owner wanted to build some big-box retail. Yikes.

But things are moving—and Cortese’s community group, meeting regularly since August, is the main force. It has evolved into the Evergreen Visioning Project, looking at pockets of open land throughout the district to see how they can be tied into a smart growth strategy.

“This is an actual legislative process that has the potential to be one of the largest, most successful infill strategies ever implemented within the developed boundaries of a large city,” says Councilman Cortese, who does not think small.

Because this group could actually help loosen development restrictions, the Arcadia owner has come to the table and now wants to use the charrette work as the starting point for planning his land, Cortese says. It’s a stunning shift. In addition, a \$100 million renovation of the mall, planned before the charrette, is moving forward and could inspire further investment in the area.

Some complications have developed as well. A major one is the financial implosion of our local transit agency, which now may not be able to build light rail beyond the Eastridge mall and into the Arcadia neighborhood. The charrette design will work without it, but the rail station on the village square was a popular touch.

And on a note that will amuse my Knight classmates—the Reid Hillview Airport is trying to expand the area in which it can influence development. The city, fortunately, is suing.

Despite some setbacks, there’s no question that the charrette has had an impact.

“First, it provided creative, imaginative land use and community building proposals in an area that needed them,” Cortese says. “It sounded out community concerns and, by doing so, created allies instead of NIMBYs, even in neighborhoods closest to the most aggressive proposed change.”

It also created a starting point for new conversations between city staff and policy makers, landowners and neighborhood groups about what it takes to build a real community. And it added a new planning tool for San Jose, which never before had hosted a neighborhood design charrette.

Leaving the mall that night last August, I thought how proud I was of what the Knight team had accomplished. And I wished for the day when neighborhood groups could meet in a fine civic center on their own village green—instead of a sterile meeting room inside a shopping mall.

Barbara Marshman is associate editor of the editorial pages at the San Jose Mercury News.



TOP
Aerial looking north over the Transit-Oriented Development Site. Watercolor by Daniel Parolek.

TOP RIGHT
Eastridge Mall, site of the charrette studio.

MIDDLE
Public meeting at the charrette.

BOTTOM
2002 Knight Fellows working at the charrette.



2003 CHARRETTE UPDATE: COATESVILLE, PA

Charrette Coincides with Development Pressures, Opportunities

By Michelle Robinson (KF '03)

In the 1950s, Coatesville was a booming steel town and the economic center of western Chester County. Today it is a city that has weathered thirty years of urban decay. After years of decline, Coatesville is experiencing interest and pressure from developers, offering the city an opportunity to imagine a new future. The Knight Program charrette, held October 22-27, 2003, came at a crucial time for the city.

CONTEXT

Coatesville is located along the Brandywine River in the heart of Chester County. It is a city with an enviable setting, a historic downtown, good proximity to major markets, and a demonstrated social conscience. It's a traditionally planned city based upon a gridiron of streets. The city has developed in a compact manner due to the surrounding topography and has resulted in a street plan that is more linear and compact than might be expected. Its center is dominated by a huge steel mill, made majestic by its size and its classic industrial architecture. The mill dominates Coatesville in more ways than physical. It also plays a central role in its social and economic history, and even its geography.

By the 1950s Coatesville was thriving, with nearly 6,000 jobs associated with the steel industry. As the end of the 1960s approached, five events spiraled the city into thirty years of deterioration, blight, and urban decay:

- Construction of the US 30 Bypass
- Construction of a regional mall in a neighboring town
- Construction of Oak Street, a federal public tenement housing project
- Development of the electric furnace and resulting dislocation of steel industry jobs; Lukens Steel declined from an employer of 6,000 to just over 1,000
- Relocation of Lukens Steel from downtown Coatesville

Today, although Coatesville faces a number of challenges, the city is compact, has a Main Street, and is served by rail. These attributes need to be developed and the city made more attractive, more livable, and more convenient for residents and visitors alike. The future lies in maintaining what is unique about Coatesville, not in replicating the sprawl that surrounds it.

THE CHARRETTE

The day before the 2003 Charrette, the City of Coatesville held a press conference and announced that two developers were interested in completing major projects in Coatesville including mixed-use development in the shatterzone and Class A office towers along the route to downtown.

During the charrette we had the opportunity to discuss the developers' proposals and many other ideas related to the future of Coatesville. Our focus for the charrette was shoring up and redeveloping the city. We needed to find a way to bring development of all kinds back to downtown. We focused our efforts on five areas:

Train station area: Coatesville is served by rail via the Amtrak Keystone Corridor. Until a drop in ridership, Coatesville was also served by SEPTA commuter rail to Philadelphia. Having an active train station in downtown provides a unique opportunity to create a multi-modal environment. In addition to the train, Coatesville is accessed by automobile, air, local bus, bike lanes, and a network of pedestrian sidewalks throughout the city. The key is to build upon the multi-modal nature of Coatesville and take steps to ensure that the modes connect.

Central Business District: There are a number of successful businesses in the Central Business District (CBD), but there are also vacant parcels and abandoned and blighted properties. Lincoln Highway can be preserved and enhanced to become the spine of the city. The CBD is the symbolic center of Coatesville. Development in the CBD must focus on Lincoln Highway and 3rd Avenue.



TOP
Proposed Office Buildings along E. Lincoln Highway,
Coatesville's main street. Rendering by Chris Ritter.

TOP LEFT
Coatesville's steel mill sheds.

MIDDLE
Public meeting during charrette.

BOTTOM
Students in the Suburb and Town Design Program
at the charrette's final presentation.

Shatterzone: The steel mill has long dominated the area surrounding the Brandywine. Current operations on the site represent only a fraction of the former capacity. Today there is the opportunity to redevelop approximately fifty acres of the site in the heart of Coatesville and provide a gateway to the city and an opportunity to knit together East and West Coatesville. In addition, the Brandywine can serve as the anchor for destination entertainment within Coatesville. The area between the Lukens Steel Plant and the Historic District has the potential to be developed on and along the river. A walking/biking trail is planned from Coatesville to Hibernia (six miles north), the river can be restored and used for gentle water recreation such as kayaking and canoeing, and if sensitively developed a new riverwalk would enhance the area.

Neighborhoods, housing, and history: Coatesville is a city of neighborhoods and wonderful housing stock including a mansion district directly across the Brandywine from the steel plant. Formerly home to the mill executives, this area represents approximately nine acres that can be enhanced to draw visitors to the city of Coatesville. In addition the vistas of the city are dominated by the railway viaduct. One of the oldest viaducts in the nation, this railway viaduct spans PA 82 and acts as a virtual gate into the city.

Parking: There is a perception that parking is limited within the downtown. There are a number of parking lots but they are privately owned. Much of the parking is only a few blocks away from the CBD, but due to abandoned storefronts the walk from downtown to the parking lot can feel too far to do comfortably. Parking requirements and development need to be aligned with the creation of a balanced commercial corridor and Main Street. A number of sites were considered for structured parking with liner buildings.

From the work in these areas we developed strategic imperatives for the City of Coatesville:

Concentrate activity: Revitalize Coatesville's Main Street by concentrating new development, events, and other activities in and near the downtown.

Protect and leverage natural assets: Protect the views of the hillsides and hilltops as natural greenbelts. Protect and improve views and access to the river.

Build to re-value historic assets: Preserve and re-use historic buildings. Require new construction to be compatible with existing urban character.

Market the Coatesville brand: Develop a brand identity for Coatesville that will attract tourists to visit, young professionals and families to live and work, and businesses to locate. Build on the area's natural and historic assets to enhance identity.

Protect and strengthen the residential neighborhoods.



Proposed infill retail and live/work units on E. Lincoln Highway, Coatesville's main street. Rendering by Chris Ritter.

These strategic imperatives leverage Coatesville's considerable assets and give shape to proposed and future development. It was our feeling leaving the charrette that ideally, Coatesville will direct considerable energy into developing its historic and walkable center. Coatesville's center is the key to its future success, and it is what sets Coatesville apart from competing areas.

SINCE THE CHARRETTE

The flood gates have opened. Developers are flocking to town. There is concern about how to integrate the various initiatives so that the work does not create "pods." At this time the charrette report is in draft form. Once released, it is expected that, armed with the recommendations of the Knight Program charrette, Coatesville will be able to direct and focus the development efforts to further enhance this wonderful place. At this time, efforts are moving forward in the following areas:

Train station

- A Transportation Enhancement grant application was submitted to the Delaware Regional Planning Authority. The proposed project is to renovate the existing station platforms.

Central Business District – Lincoln Highway and 3rd Avenue

- Development is focused on the 100 through 400 blocks of Lincoln Highway. Proposed projects include a structured parking deck wrapped by commercial uses with residential housing above.

Shatterzone:

- Agreements of sale are being prepared for the steel properties. The City of Coatesville seeks to purchase the Carlson Steel Mill site and a portion of the ISG (formerly Lukens Site) in preparation for future shatterzone development.
- Phase 1 and 2 environmental studies are underway.
- Riverwalk feasibility study is about to be undertaken by the City of Coatesville.

Neighborhoods and housing

- Integration of housing into the Tarkleky Tract (the hilltop overlooking the train station).

These efforts represent the type of opportunities that have not been available to Coatesville at any time in the past thirty years, and if well-executed, could help the city realize its considerable potential.

Michelle Robinson is proprietor of Michelle Robinson, Architect.

PUBLICATIONS

The Knight Program produces and sponsors a range of publications that contribute to the literature available on community building. Publications range from research reports by Fellows to book projects to periodicals sponsored by the program. Many of the publications, such as the Fellows' reports and charrette-related materials, can be downloaded from the Knight Program website. Sponsored publications—which include the *Council Report* and *New Urban Post*—can be ordered from the Knight Program.

Recent charrette-related publications include the final report for the Evergreen Eastridge charrette, a pre-charrette newsletter for the Coatesville charrette written almost entirely by Knight Fellows, and the final report for the Coatesville charrette, edited by Jennifer Hurley (KF '01) with major contributions from many of the 2003 Fellows.

Knight Program publications include:

- *New Urban Post*, a themed newspaper-style publication produced quarterly that has published issues on gentrification, the public process, street networks, retail, and other topics.
- *Council Report*, a semi-annual tabloid-style publication that includes detailed case studies of breakthrough New Urbanist projects.
- New Urban Press, a non-profit publishing venture dedicated to works on community building
- Knight Program website at www.arc.miami.edu/knight
- Knight Program charrette reports
- Knight Fellows' research projects

BOOK PROJECTS IN THE WORKS

The Knight Program is providing editorial and/or financial support for a number of books currently being developed by Knight Program Fellows, faculty, and affiliated professionals. The intention is for these books to be published by major publishers in collaboration with the New Urban Press, a new non-profit publishing venture that the Knight Program supports. Books in the works include:

A SMART CITY: THE ULTIMATE ACT OF CREATIVITY Carol Coletta (KF '03)

Cities in America are staring into a future that could divide them into haves and have-nots. The secret to unlocking the future will be found in a new formula for what makes cities work as they are forced to transition to a creative economy. Cities ignore it at their peril. *A Smart City: The Ultimate Act of Creativity* will bring together today's brightest thinking on what makes cities successful now. Content will be drawn from interviews with people changing cities around the world for the public radio show *Smart City* and from the show's host, Carol Coletta. The book will take a fresh approach to discovering the "DNA" of smart cities, identifying ten factors present in vibrant cities, the kinds of cities that people are universally drawn to, the cities they talk about, the cities they love.

WORKING AT HOME, LIVING AT WORK Thomas Dolan and Andrés Duany

Working at Home, Living at Work will be a comprehensive treatment of the subject of live/work housing, and will function as a guide to all aspects of making live/work spaces.

A primary element of the book will be rigorous definitions of live/work unit and project types, paying particular attention to dominance of work or living activity, responses to varied needs for proximity between the two functions, suitable work activities in different types of live/work, and issues such as walk-in trade, employees, etc. Many examples of live/work projects will be included throughout the book, illustrated by photographs and drawings.

THE NEW URBANISM READER editors Charles Bohl and Emily Talen

This anthology will include book passages, essays, and articles from the burgeoning literature on or about the history, theory, and practice of New Urbanism. The collection is organized into sections on: I. History, Theory, and Principles, II. Home, Market Place, and Work Place, III. Environment, Landscape, Urban Streets, and the Public Realm, IV. Implementation: Codes, the Public Process, Private and Public Sector Roles, and V. Critiques and Rebuttals.

PRESERVING THE CHARACTER OF A PLACE WITHOUT DISPLACING THE CHARACTERS Cecilia Holloman (KF '01)

Displacement of residents is a major concern when inner cities are revitalized. This manual will provide information on many of the strategies that can be used to foster revitalization while helping low-income residents retain their homes and preserve their culture. The manual will have information on more than eighty specific tools and resources that provide gentrifying communities with options to displacement.

ARCHITECTURE OF COMMUNITY Leon Krier, adapted for the U.S.

by Dhiru Thadani (KF '01), Peter Hetzel, and Andrés Duany

Architecture of Community adapts Leon Krier's book *Architecture: Choice or Fate* (Andres Papadakis Publisher, 1998) for a U.S. audience. Krier argues that cities should be pleasant and comfortable to live in, but they are becoming increasingly less so, to the point that we are in danger of losing the art of creating livable cities. He maintains that modernism has not served our cities well due to the movement's conceptual poverty. *Architecture of Community* will be published by Island Press in Fall 2004.

SOA FACULTY BOOKS AND PROJECTS

Knight Program staff provides editorial assistance to School of Architecture faculty members for their publications. A list of recent and ongoing projects follows.

PLACE MAKING: DEVELOPING TOWN CENTERS, MAIN STREETS, AND URBAN VILLAGES by Charles C. Bohl (2003, Urban Land Institute)

HISTORIC LANDSCAPES OF FLORIDA by Rocco Ceo and Joanna Lombard (The Deering Foundation and University of Miami School of Architecture, 2001 [distributed by University of Florida Press])

NORTH-SOUTH: THE MODERN, THE VERNACULAR, AND THE MEDITERRANEAN (AN ENCOUNTER AT CASA MALAPARTE) (NEW CITY 4) edited by Jean-Francois LeJeune

CORAL GABLES MIAMI RIVIERA: AN ARCHITECTURAL GUIDE by Aristides J. Millas and Ellen J. Uguccioni (Dade Heritage Trust, 2003 [distributed by University of Florida Press])

THE LIVING TRADITIONS OF COCONUT GROVE supervised by Samina Quraeshi (University of Miami School of Architecture, 2002)

Order Knight Program Publications

Council Reports \$17 each/\$25 for Council Report III/IV

- Council Report I: Features New Urbanist Greenfield towns.
- Council Report II: Focuses on infill projects by leading New Urbanist firms.
- Council Report III/IV: This combined issue focuses on the relation of style to urbanism (Council Report III) and New Urban codes (Council Report IV).
- Council Report V: Covering the first Council held in Europe, this issue includes projects from nine different countries, along with perspectives from European and American practitioners.

New Urban Post \$5 each

- II: On Gentrification
- III: On Environmentalism
- V: On Modernism
- VI: On Public Process
- VII: On Street Networks
- VIII: On Retail

To order: Send name, address, phone or e-mail address and a check or money order payable to the Knight Program to: Knight Program, School of Architecture, University of Miami, P.O. Box 249178, Coral Gables, FL 33124-5010. For questions e-mail knight@arc.miami.edu or call 305.284.4426.

Knight Program in Community Building



Faculty and Staff

Charles C. Bohl, director
Jaime Correa, Knight Professor in Community Building
Andrea Gollin, publications manager
Elizabeth Plater-Zyberk, dean, School of Architecture
Kim Kuether Pou, program manager

Contact Information

Phone: 305.284.4420
Fax: 305.284.4426
E-mail: knight@arc.miami.edu
www.arc.miami.edu/knight

University of Miami School of Architecture

A central tenet of the University of Miami School of Architecture is building livable communities. The school's mission begins with community and a focus on the city as a work of art and architecture. Led by Dean Elizabeth Plater-Zyberk, co-founder of the Congress for the New Urbanism, the School of Architecture has achieved international distinction. Areas of specialized study include suburb and town design, computing, and research.

John S. and James L. Knight Foundation

The Knight Program is funded by the John S. and James L. Knight Foundation, which promotes excellence in journalism worldwide and invests in the vitality of twenty-six U.S. communities.

Volume 1, Issue 1

© Copyright 2004 Knight Program in Community Building

Bulletin Editor: Andrea Gollin
Design by: Inkbyte Design

Knight Program in Community Building
School of Architecture
University of Miami
Post Office Box 249178
Coral Gables, FL 33124-5010

Non-Profit Organization
U.S. Postage
PAID
Miami, Florida
Permit No. 438