

EXECUTIVE SUMMARY

The suburbs built in the 1940's, 1950's, and 1960's are beginning to show the same signs of decay that central cities have been experiencing over the past generation, yet neighborhoods still are being built on the fringe that probably will be thrown away in 20 years."

Source: Christopher B. Leinberger, *Urban Land*, October 1998.

This national trend of stagnating and declining "inner ring" suburbs is evident throughout the U.S. Facing increasing competition from not only development "on the fringe", but from revitalizing downtowns, these "in between" communities are experiencing rapid declines in commercial property values and market share. Together, the public and private sectors face the challenge of revitalizing the commercial corridors that once represented the lifeblood of their communities. Their competitive position will gradually be eroded unless there is a significant repositioning of their role, recognition of their current target markets, and restructuring of their physical layout, to

reflect the more mature nature of the communities that surround them.

The commercial corridors which have undergone revitalization are emerging as regional destinations in cities throughout the nation. In virtually every story of success, redevelopment and new development within these corridors has been the result of a holistic approach involving nurturing and growing each diverse segment of the economy, eliminating barriers to investment, and marketing positive changes through an overall image of vitality. This experience has proven that as varied as the markets are within these corridors, so too are the required solutions. Just as communities can no longer rely on a single economic engine to propel their future, neither can corridors rely on a single project or initiative. Multiple efforts are required, including projects, programs and policies, all designed to "ready the environment for investment." Forming and advancing the development agenda within commercial corridors requires

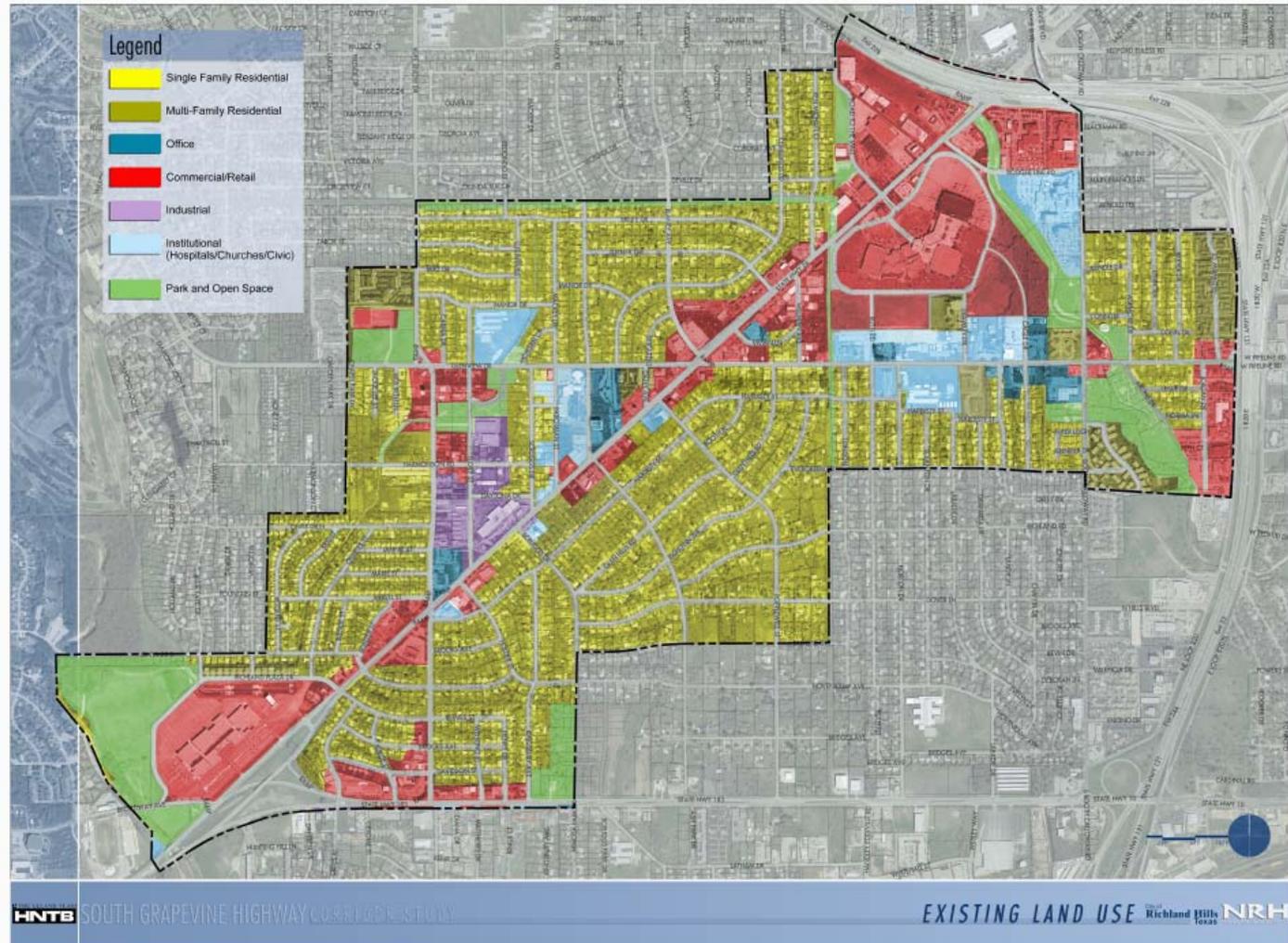
a keen understanding of the goals and aspirations of its stakeholders, the realities of the marketplace, peculiarities of the political landscape and constraints of local public / private resources. With this understanding, project advocates are then positioned to establish priorities for action and investment. Through a process which involved educating stakeholders, soliciting their input, identifying barriers, and designing a program of actions to move the South Grapevine Highway, Rufe Snow Drive and Glenview Drive corridors towards a vision of revitalization, the Cities of Richland Hills and North Richland Hills (the Cities) and key stakeholders have sought to achieve this end.

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Objectives

The project objectives which guided the work of the Cities, stakeholders and consultant team were:

- Revitalize the corridors
- Redevelop key nodes or villages
- Support multiple modes of access (vehicular, pedestrian, transit)
- Increase retail spending
- Improve opportunities for housing
- Reposition underused properties for redevelopment
- Prepare a long-term investment strategy for the corridors



Study Area Map

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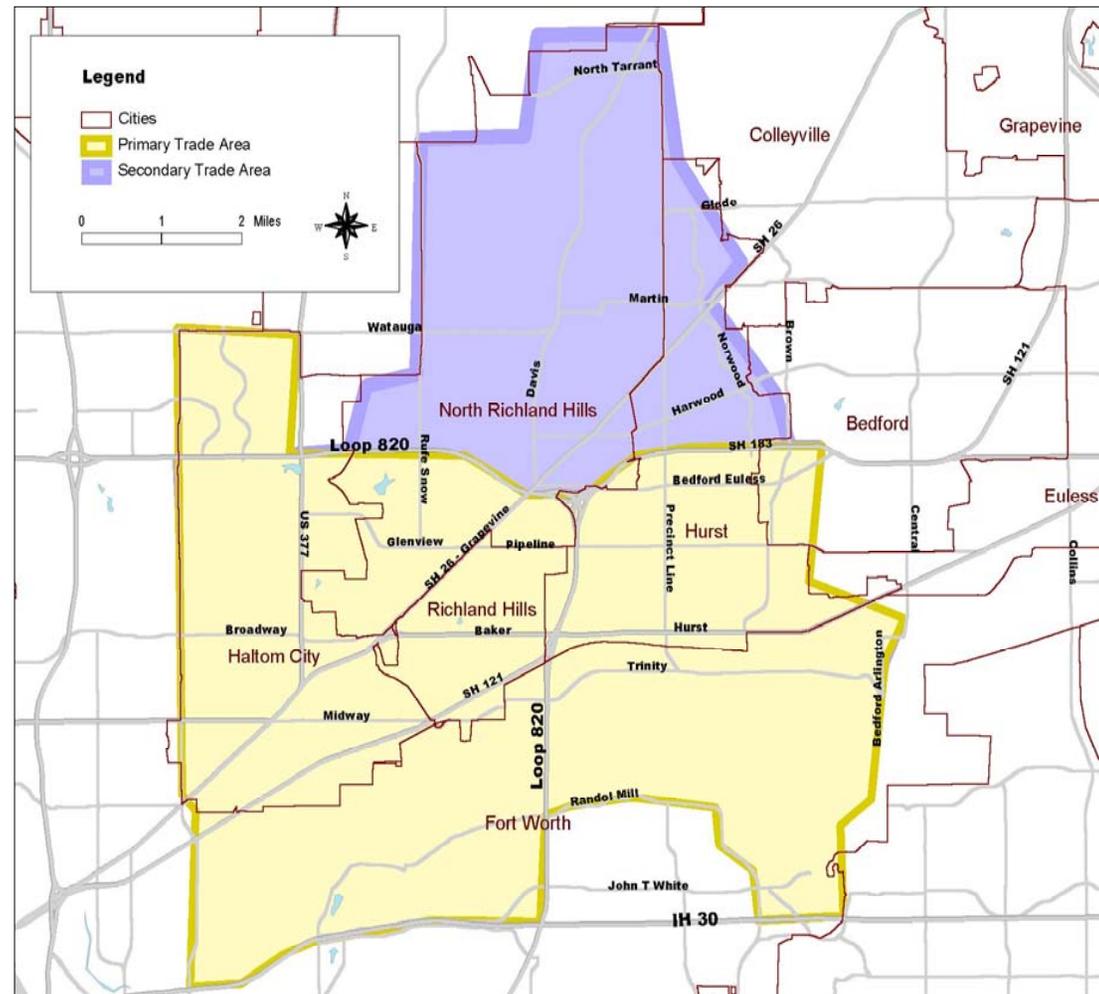
Market Opportunities

Planning for the strategic revitalization of business corridors requires that a community understand its physical limitations and know its market. The purpose of the market analysis, then, was fourfold:

- Provide a “reality check” for the conceptual planning effort
- Ensure that recommendations are grounded in market and economic reality
- Set the stage for implementation
- Provide an accurate and independent “story” to tell potential developer/investor audiences

Trade Area Characteristics

- Slower Population, Household and Employment Growth
- Smaller Average Household Size
- Higher Jobs to Housing Ratio
- Older, More Established Population
- Not as Ethnically Diverse or as Well-Educated
- Slightly Lower Household Incomes



Trade Area Map

EXECUTIVE SUMMARY

Market Niches by Development Type

HOUSING

- Diversity of housing choices – denser ownership housing (townhomes, condos)
- Greater live/work opportunities
- Potential for niche housing, e.g., seniors

RETAIL

- Build on potential entertainment destination (Mall/Hospital area)
- Convenience/service retail for growing employment base
- Neighborhood-serving retail for existing and future housing

OFFICE

- Regional access is marketable amenity – opportunity to increase employment base
- Local service office space to support housing/employment base
- Increased housing density supports live/work opportunities
- Potential for niche office, e.g., medical office, live/work, office condos, etc.

INDUSTRIAL

- Regional access is marketable amenity – opportunity to increase employment base
- Service commercial combined with light industry to support housing/employment base
- Build on existing base with ancillary/support industry

MARKET OPPORTUNITY/DEVELOPMENT ABSORPTION SUMMARY			
<i>Potential for Development</i>			
Land Uses	Short-Term (1 to 5 Years)	Mid-Term (5 to 10 Years)	Long-Term (10+ Years)
Retail			
Specialty Retail (*)		X	
Entertainment Retail (*)		X	
Neighborhood-Serving (*)	X		
Community/Regional (*)	X		
Office/Industrial			
Class A High-Rise			X
Corporate Campus (*)		X	
Class B Mid-Rise (*)		X	
Local Service/Professional (*)	X		
Office/Industrial "Flex" (*)	X		
Housing			
Single Family Detached (*)	X		
Rental Apartments (*)	X		
Rowhouse/Townhouse (*)	X		
Condominiums (*)	X		
Live/Work Lofts (*)		X	
Senior Housing (*)	X		
<i>(*) Land uses appropriate for Corridor revitalization.</i>			

Land Use Type	Trade Area Demand (20-Year Period)	Market Share		20-Year Absorption (Units/SF)	
		Low	High	Low	High
Residential (Units):					
Single Family	2,550	25%	35%	638	893
Multifamily	1,700	25%	35%	425	595
Residential Total	4,250			1,063	1,488
Non-Residential (SF):					
Retail	350,000	25%	35%	87,500	122,500
Office	2,300,000	10%	20%	230,000	460,000
Industrial	1,300,000	10%	20%	130,000	260,000
Non-Residential Total	3,950,000			447,500	842,500

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Corridors Vision

The vision for the revitalization of the Corridors embodies the following key elements:

- Corridors vision needs to be **holistic** – addressing design, market forces and development/redevelopment economics
- Corridors vision will **avoid diluting investment** by encouraging investment in key activity areas
- Corridors vision will **introduce fresh development concepts**, such as urban housing, mixed-use development and new public amenities
- Corridors vision will **create a sense of place**, with unique land uses, public spaces and connections to neighborhoods

Village Areas

As explained early in this report, the strategy for revitalization of the Corridors is based on redevelopment and targeted investment in these “village areas”, which hold investment potential, despite select economic and physical redevelopment challenges. These village areas are defined as: a highly urbanized place that has a concentration of

jobs, housing units, commercial use, public spaces, public transportation, pedestrian activity and a sense of place. Village areas are frequently located at significant intersections. Predominant land uses within villages can be residential, commercial and public. Within this relatively compact geographic area, different land uses are found side by side or within the same structures. The mix of uses in the village is located in developments with minimal setbacks, reduced parking requirements, and taller structures, all in an effort to achieve higher densities necessary to support transit, pedestrian activity, private investment and a sense of place. A village area serves as a catalyst for public and private investment and economic activity, effectively building off the strengths of the surrounding area and connecting to adjacent neighborhoods.

SELECTION PROCESS AND CRITERIA

Village areas were generally identified and evaluated based on screening criteria, with

guidance from Corridor stakeholders and staff from both cities. While an expressed interest in an immediate development or redevelopment project influenced the selection of certain areas, most were selected because they presented a compelling location or market advantage for future investment. Criteria used to select catalyst areas for detailed analysis included the following:

VILLAGE AREA SELECTION CRITERIA

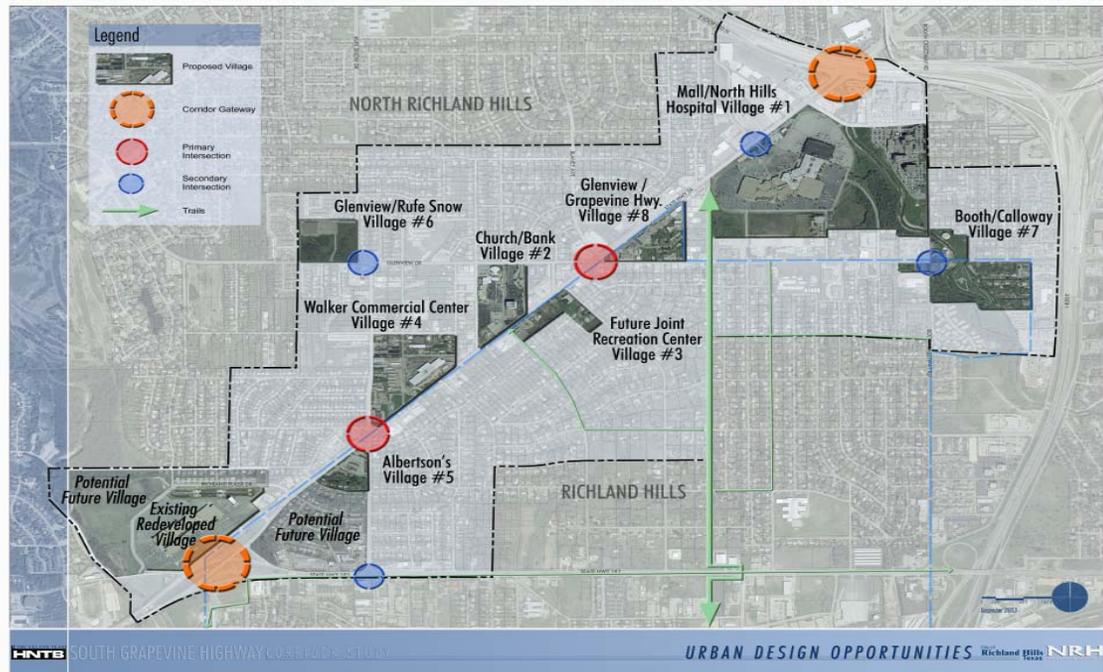
- Presence of a market opportunity
- Opportunities to strengthen and link existing activity centers
- Ability to leverage existing or planned public investment
- Physical environment including parks and open space, public improvements
- Potential for creating key entryways or “gateways” into development areas
- Ownership patterns including public and private and multiple vs. assembled
- Presence of unified, energetic stakeholders
- Upward trend in local investment
- Availability of public programs, incentives and tools for revitalization

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VILLAGE AREA SELECTION CRITERIA (CONT'D)

- Ability to create activity centers, emphasizing opportunities with multi-modal access
- Presence of support organizations – service groups, churches, schools
- Demonstrated community need, both perceived and quantified
- Consistent in character and building on prevailing strengths

Using the above criteria, the *Strategy* identified eight key mixed-use growth areas, or “villages”, along the three corridors: the Mall/North Hills Hospital area; Grapevine Highway and Parchman Street; Grapevine Highway and Popplewell Street; Walker Commercial Center; Rufe Snow Drive and Grapevine Highway; Glenview and Rufe Snow; Booth Calloway and Glenview; and Grapevine Highway and Glenview. However, experience has proven that implementable plans must maintain a high degree of flexibility. As markets change, the physical realm must change with them. Therefore, while these village areas have been identified today as offering potential for leveraged



investment, the criteria will provide the Cities with the tools to evaluate future projects which might occur outside these areas, and which are still consistent with the vision for the corridors.

VILLAGE PLANS

Each village plan includes the following:

- The village location and definition of uses within the village, as well as a limited list of public, private and non-profit stakeholders with a presence in the village who will participate in reinvestment efforts as facilitator, investor, promoter, or other appropriate role.
- Conceptual plan of future improvements in the village at build-out, including anticipated levels and location of streetscape enhancements, location of public spaces and sidewalks, building scale, street/building relationship, and densities.
- Description of potential market-supportive development types that could be accommodated within the village area.

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Village #1

Mall/North Hills Hospital

Land Uses

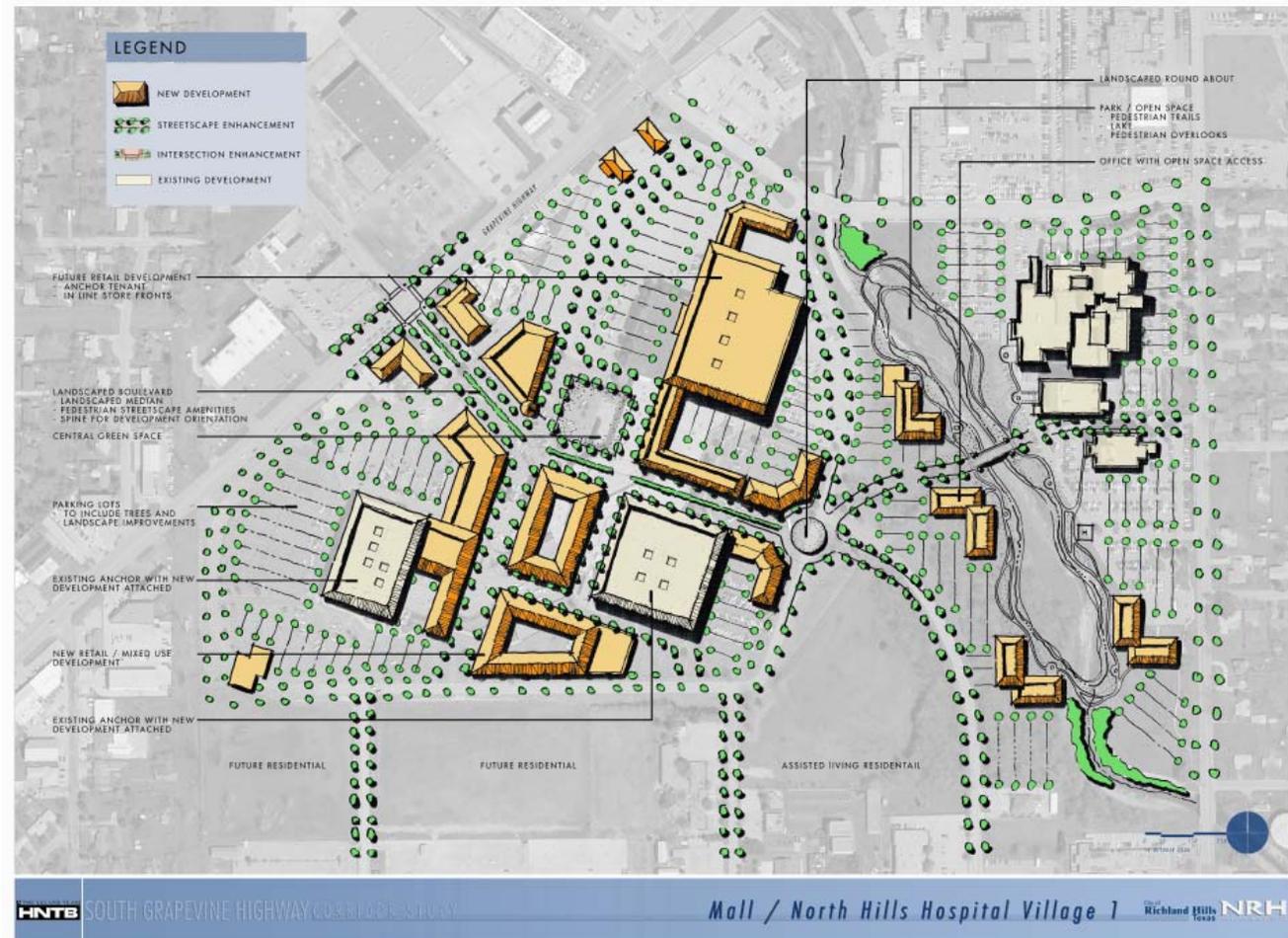
- Regional Retail/Entertainment -- movie theaters, entertainment retail, restaurants, etc.
- Hospital Campus – medical offices, housing
- Urban Mixed-Use – housing, neighborhood retail

Urban Design Elements

- Park/Open Space – trail connections, lake, pedestrian overlooks
- Streetscape – landscaped medians, pedestrian streetscape amenities, central green space
- Parking – trees and landscape improvements

Development Types

- “Big Box” Retail
- Support Retail
- Professional Office
- Urban Housing – Townhomes, Condos, Lofts and Apartments



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Village #2

Church/Bank Village

Land Uses

- Future Public Uses – recreation, community center
- Retail – possible commercial opportunity fronting on South Grapevine Highway

Urban Design Elements

- Private Drive – vacate street to accommodate orientation to South Grapevine Highway
- Streetscape – landscaped enhancements along private drive and South Grapevine Highway
- Parking – trees and landscape improvements

Development Types

- “In-Line” Retail
- Support Retail



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Village #3

Joint Recreation Center

Land Uses

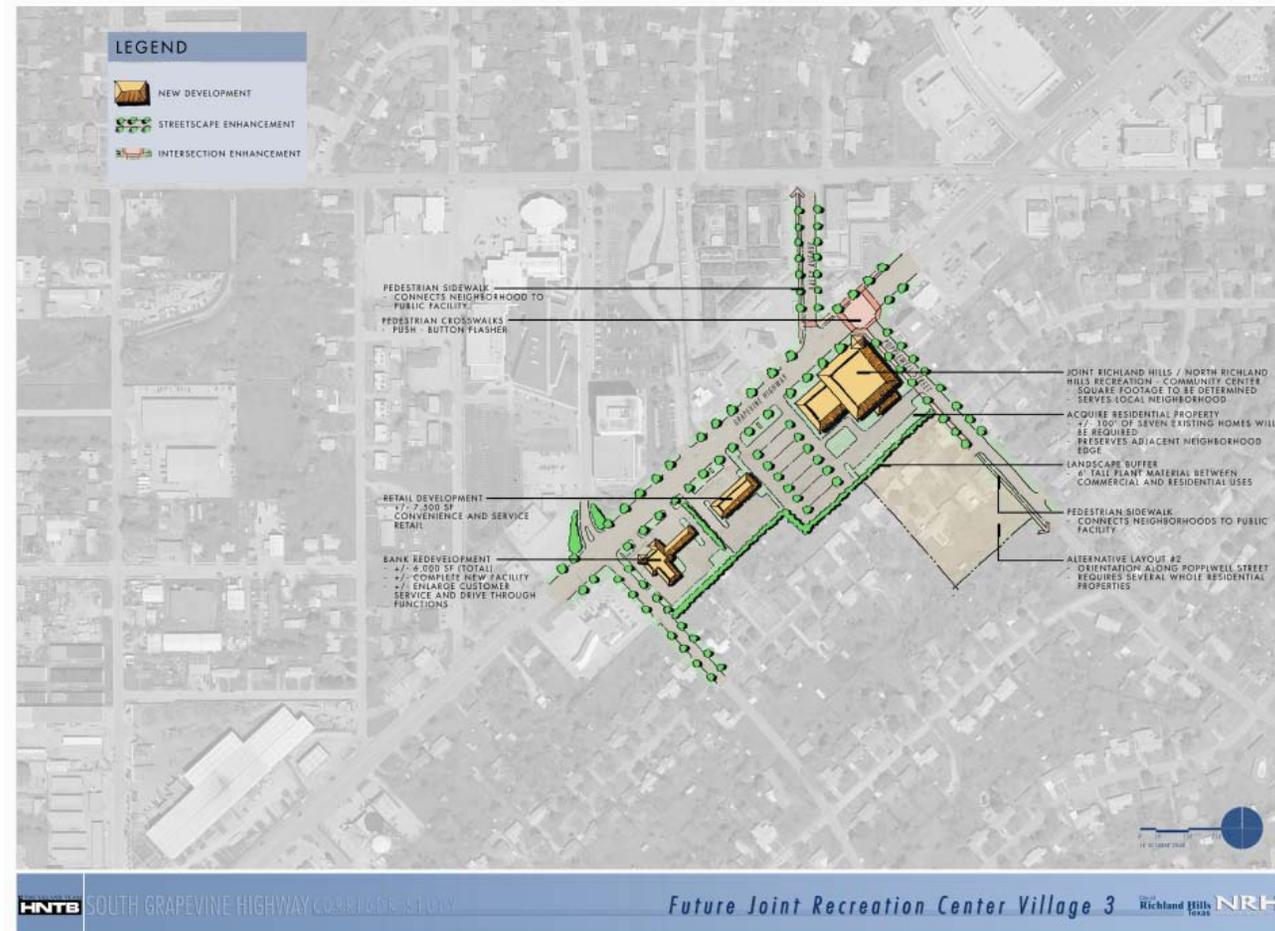
- Joint Recreation/Community Center
- Bank Redevelopment – new facility with enlarged customer service and drive-through
- Retail – possible convenience/service retail fronting on South Grapevine Highway

Urban Design Elements

- Intersection Enhancements – crosswalks, pedestrian sidewalks, streetscape
- Landscape Buffer and Pedestrian Enhancements – provide connections into neighborhood

Development Types

- Recreation Center
- Neighborhood Support Retail



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Village #4

Walker Commercial Center

Land Uses

- Walker Construction facility remains – new paint concept
- Residential Redevelopment – change to light industrial/business park uses

Urban Design Elements

- Truck Access Reconfiguration – 90 degree turn on Flory Street with entry signage
- Landscape Buffer – business park entry landscaping along South Grapevine Highway
- Internal Roadway Loop – close Flory Street to through traffic
- Landscape Buffer – dense landscaping and fence between business and neighborhood uses

Development Types

- Light Manufacturing
- Product Assembly
- Distribution
- Machine Repair
- Business Support Retail



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Village #5

Albertson's Retail Village

Land Uses

- Albertson's anchor store
- Retail Redevelopment – community center retail/service uses
- Residential Redevelopment – selected future redevelopment of adjacent residential units

Urban Design Elements

- Primary Intersection Treatment – crosswalks (special paving), themed lighting, signage
- Urban Landscape/Site Standards – increased tree and landscape standards
- Streetscape Enhancements – sidewalks, street trees

Development Types

- Full-Service Grocery Anchor
- Neighborhood Support Retail
- Retail Pad Sites



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Village #6

Glenview/Rufe Snow

Land Uses

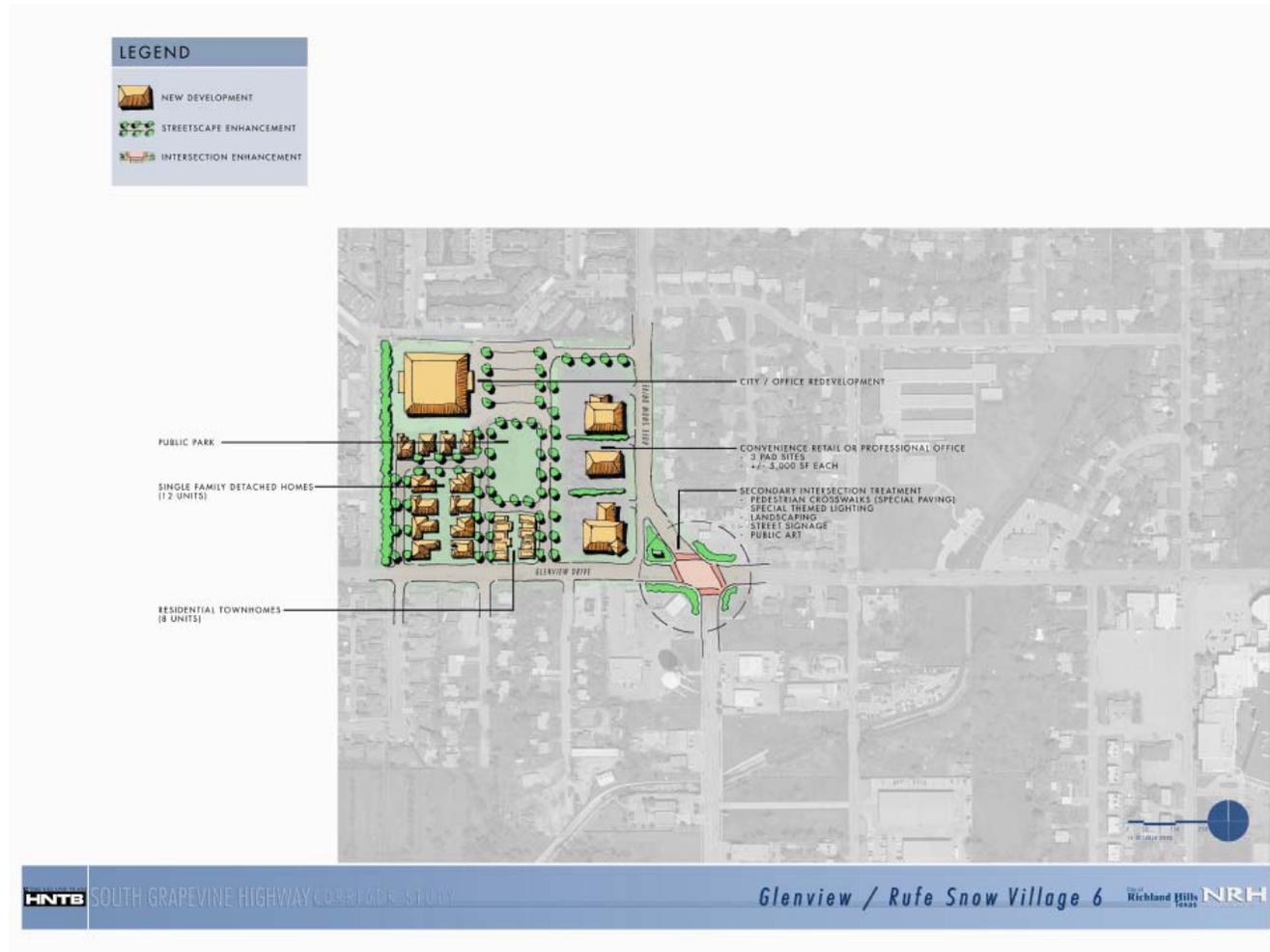
- Redeveloped Food Lion building – public use and/or office space
- Retail Development – convenience retail/service uses along Rufe Snow Drive
- Residential Development – small lot single family and townhomes

Urban Design Elements

- Secondary Intersection Treatment – crosswalks (special paving), themed lighting, signage, public art
- Public Park – serves as a “courtyard” connection between residential and office uses
- Landscaping – buffer between village and adjacent neighborhoods

Development Types

- Revitalized Grocery Store Building
- Municipal Offices/Services
- Retail Pad Sites
- Urban Housing – Townhomes, Rowhouses, and Patio Homes



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Village #7

Booth Calloway/Glenview

Land Uses

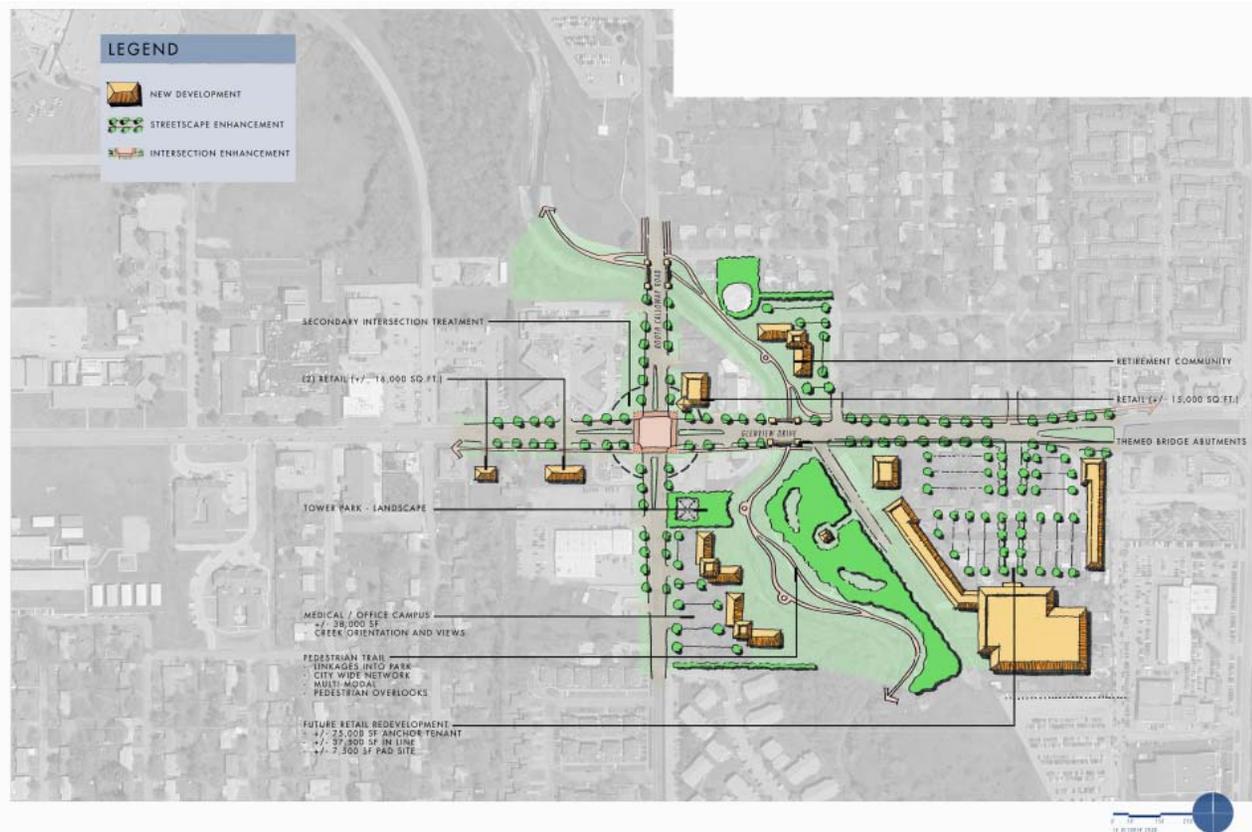
- Regional Retail Center – large-scale retailer and in-line convenience/service space
- Medical Office Campus – with waterfront orientation and views
- Retirement Community – active adult housing with frontage on open space

Urban Design Elements

- Secondary Intersection Treatment – crosswalks (special paving), themed lighting, signage
- Public Park – amenity for medical office campus
- Streetscape Enhancements – street trees, sidewalk treatments
- Themed Bridge Abutments – gateway enhancement on Glenview Drive
- Pedestrian Trails – connection to regional system

Development Types

- “Big Box” Retail
- Support Retail
- Professional Office
- Senior Housing



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Village #8

South Grapevine/Glenview

Land Uses

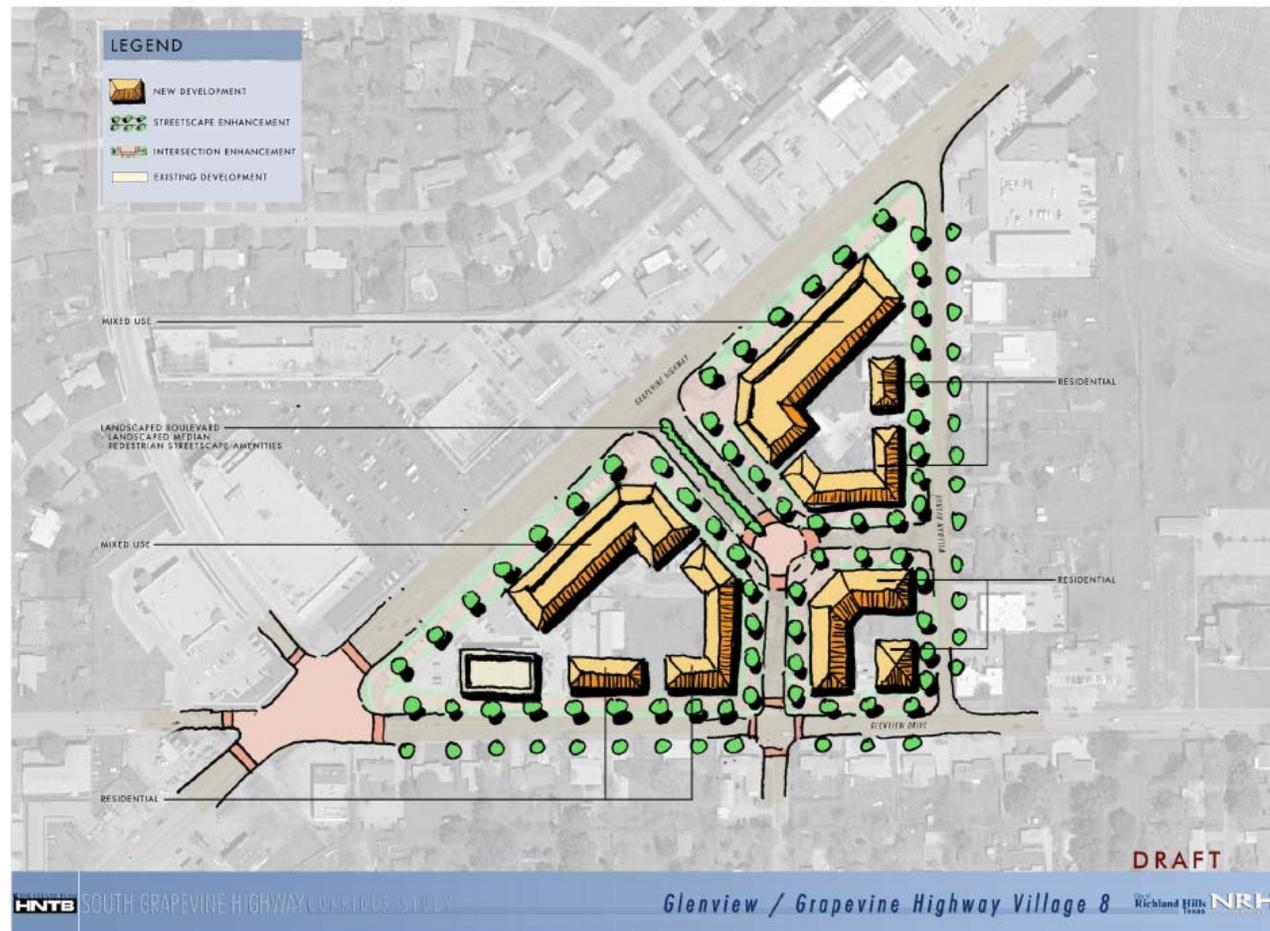
- Urban Housing – in support of existing commercial uses
- Mixed-Use – housing over retail along the Grapevine and Glenview frontages

Urban Design Elements

- Primary Intersection Treatment – crosswalks (special paving), themed lighting, signage
- Streetscape Enhancements – street trees, sidewalk treatments, landscaped median

Development Types

- Neighborhood Support Retail
- Urban Housing – Townhomes, Rowhouses, and Patio Homes



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Streetscape Elements

A key component affecting the physical environment of the Corridors relates to streetscape improvements. Currently, there is not a lot of consistency in design and level of improvement from Corridor segment to segment. Therefore, as part of the urban design component of the *Strategy*, treatments to various intersections along the project's primary thoroughfare, South Grapevine Highway, were prepared. These streetscape elements are specific to this corridor and should occur only at intersections or village areas. They include the following elements:

- Ornamental street lighting
- Special traffic signals
- Special paving, monumentation and/or landscaping
- Pedestrian linkages into adjacent neighborhoods

Because one of the *Strategy's* key premises is the ability to leverage, and not dilute, investment throughout the Corridors,

Corridor Gateway

Grapevine Highway/State Highway 183

Grapevine Highway/E Loop 820

Landscape Enhancement small planter opportunities

Monumentation North Richland Hills and Richland Hills architectural identity monuments

Landscape Enhancement street trees, median, island and small planter opportunities

Decorative Pavement Enhancement full intersection, median noses, crosswalks and islands

Monumentation North Richland Hills and Richland Hills architectural identity monuments

Customized Traffic Signalization enhanced architectural traffic signalization

HNTB SOUTH GRAPEVINE HIGHWAY CORRIDOR STRATEGY

URBAN DESIGN OPPORTUNITIES Richland Hills NRH

recommended streetscape elements are delineated into three types of intersections:

- **Gateways** – key entries into the South Grapevine Highway Corridor
- **Primary Intersections** – largest intersections (in activity) in the Corridors
- **Secondary Intersections** – intersections where activity is lighter, but which still provide key neighborhood connections

Gateway Elements

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Streetscape Elements
(Cont'd)

Primary Intersection

Grapevine Highway/Glenview Dr.

Grapevine Highway/Rufe Snow Dr.

Landscape Enhancement small planter opportunities

Decorative Pavement Enhancement full intersection, crosswalks and islands

Monumentation North Richland Hills and Richland Hills architectural identity monuments

Customized Traffic Signalization enhanced architectural traffic signalization

Landscape Enhancement street trees, median, island and small planter opportunities

Decorative Pavement Enhancement full intersection, median noses, crosswalks and islands

Monumentation North Richland Hills and Richland Hills architectural identity monuments

Customized Traffic Signalization enhanced architectural traffic signalization

SOUTH GRAPEVINE HIGHWAY CORRIDOR STUDY
URBAN DESIGN OPPORTUNITIES NRH

Primary Intersection Elements

Secondary Intersection

Rufe Snow Dr./Glenview Dr.

Glenview Dr./Booth Calloway Rd.

Landscape Enhancement small planter opportunities

Decorative Pavement Enhancement crosswalks and islands

Customized Traffic Signalization enhanced architectural traffic signalization

Landscape Enhancement small planter opportunities

Decorative Pavement Enhancement crosswalks and corners

Customized Traffic Signalization enhanced architectural traffic signalization

SOUTH GRAPEVINE HIGHWAY CORRIDOR STUDY
URBAN DESIGN OPPORTUNITIES NRH

Secondary Intersection Elements

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Implementation

Following identification of the catalyst investment areas (villages) and analyses came the challenge of outlining an implementable strategy for promoting investment in the target areas, as well as throughout the corridors. Webster's Dictionary defines implementation as "a means for accomplishing an end" or "an action to put into effect."

As explained earlier in the report and during the plan process, no one project will revitalize these Corridors. Rather, revitalization will be dependent on a series of actions designed to capitalize on market opportunities and overcome barriers - effectively readying the environment for investment. Key to the successful implementation of the corridor strategy will be the continued identification and implementation of actions tailored to the unique issues of the corridors and respective districts and villages within the corridors. This

strategy builds community goodwill; enhances quality-of-life; provides opportunities for public participation; allows special-interest groups to have a role in the revitalization effort; sends a message that the corridors are successful and making positive strides; and, creates an increasingly attractive environment for investment and development. Investors, developers and lenders seek out environments with market opportunity and prospects for success, devoid of obstacles and sound in

sustainability.

Guiding Principles

The range of actions identified to move the plan forward were selected based on a foundation of select guiding principles. These guiding principles, while general in nature, are responsive to the conditions analyses, market opportunities, catalyst concepts and (re)development programs, and stakeholder input.

Guiding Principles

- The Cities will maintain a pro-business attitude towards redevelopment in the corridors.
- Underdeveloped properties will be put into productive use over a phased period of time.
- Advocacy entities will be identified and empowered to implement projects to further the vision.
- Higher density development will be encouraged in key locations.
- Public investment will "leverage" private investment.
- The physical environment will balance the role of vehicles, pedestrians and other modes of transportation.
- Creative reinvestment "tools" and incentives will be diverse and made available.
- Development framework is established with short-term standards and long-term guidelines.
- Awareness of the Corridors' role in the region will be heightened and stakeholder education will continue.
- Corridor strategies will be enforced and supported by public policy.

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Actions For Change

Just as the challenges or “barriers” to investment are multifaceted, so too must the solutions be.

The national trend of stagnating and declining “inner ring” suburbs and the corridors within them is evident not just in Richland Hills and North Richland Hills, but throughout the U.S. Facing increasing competition from development “on the fringe”, as well as revitalizing downtowns, Richland Hills and North Richland Hills as “in between” communities, could experience a heightened decline in commercial property values and market share unless specific actions are taken. Together, the public and private sectors face the challenge of revitalizing the South Grapevine Highway Corridors. Their competitive position will continue to be eroded unless there is a significant repositioning of their role in the market; restructuring of their physical layout; recognition of the economic challenges

inherent in infill and corridor redevelopment; and, aggressive recruitment of niche opportunities.

The *South Grapevine Highway Corridor Strategy* is the roadmap to move the Cities’ and stakeholders’ vision towards reality and to ensure that redevelopment of the corridors be accomplished in a way that balances private investment objectives with community sustainability. Presented in the remainder of this section is a discussion of actions / strategies to eliminate barriers and encourage private investment/reinvestment. Ultimately, the Cities of Richland Hills and North Richland Hills, their Councils, Commissions, staff and citizenry will have to select a final course of action for change. The information presented here is designed to provide a range of actions for consideration

and sound decision-making.

General Principles of Corridor Revitalization

To build a strategy framework for implementing Corridor revitalization, it is useful to study the experiences of similar corridors in other markets. In 2001, the Urban Land Institute commissioned a study of three suburban commercial corridors, chosen as representative of different prototypes of commercial environments. The results of that study were principles of revitalization that apply to most suburban strips. These principles formed the foundation of the actions for change developed for the *South Grapevine Highway Corridor Strategy*.

10 Principles of Corridor Revitalization

1. Ignite Leadership and Nurture Partnerships
2. Anticipate Evolution
3. Know the Market
4. Scale Commercial Land to the Market
5. Establish Pulse Nodes of Development
6. Tame the Traffic
7. Create the Place
8. Diversify the Character
9. Eradicate the Ugliness
10. Put Your Money (and Regulations) Where Your Policy Is

Source: Urban Land Institute

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PRIORITY IMPLEMENTATION STRATEGIES

Using the principles of corridor revitalization outlined above as a framework, a set of actions for change were developed. The set of strategies outlined above was presented to the Richland Hills and North Richland Hills Councils at a work session in October 2003. At that time, the two Councils were asked to assist in prioritizing strategies for implementation. Through a “dot exercise”, Council members were asked to pick their top 10 strategies for priority implementation. The results of that prioritization exercise were encouraging in that the two Councils had 6 common strategies among their top 10s. These 6 strategies were then reflected as **highest** priority items. The remaining strategies that were included in each City’s top 10 were then reflected as **high** priority items.

Actions for Change: Councils’ Highest Priorities

1. Incorporate an Interlocal Agreement for Joint Planning, Implementation, Marketing, and Funding.
2. Encourage Consistent Code Enforcement.
3. Encourage Infill Development Concepts -- Mixed-Use, Urban Housing, Pedestrian-Oriented Retail.
4. Plan Activity Centers with Different Uses, Levels of Access and Orientation to Neighborhoods.
5. Build Relationships with Area Brokers through Seminars, Workshops, and Monthly Lunches.
6. Develop a Comprehensive Package of Funding Options for Corridor Improvements.

Actions for Change: Councils’ High Priorities

1. Initiate Planning for a Joint Public Facility.
2. Encourage New Concepts in the Corridor – Mixed-Use, Public Amenities.
3. Re-Zone Strategic Parcels to Encourage More Mixed-Use Development.
4. Form an Overlay District to Implement Joint Urban Design, Development and Monitor Architectural Standards for Corridors.
5. Commercial Trends, Concepts and Products.
6. Develop Joint Public Improvement Plans for Gateway Areas and Activity Centers (“Villages”).
7. Create a New Tax Increment District for the Corridors to Fund Necessary Public Improvements.
8. Promote Image Enhancement Campaign.

EXECUTIVE SUMMARY

Factors For Success

A few key components should be in effect for an implementation program to succeed.

These include:

COMMITTED ON-GOING LEADERSHIP

Successful corridor development and redevelopment usually comes down to the leadership of a few individuals or "cheerleaders". Those individuals are focused and committed to seeing the project or the program through to successful completion. It may be an elected public official or public sector staff member, it may be a business or citizen leader or a combination working in committee. Nonetheless, virtually all urban redevelopment programs such as corridor redevelopment, civic center development, community beautification and the like have consistent and determined leaders to see them through.

MULTIPLE PROJECTS

The need for a variety of on-going simultaneous projects is an important component of any implementation strategy. The actual target number is less important than the fact that there is a range of projects that will always keep moving forward in the Corridors. The number might be 20, 30 or even more. It should represent enough "action" to ensure that there will be continuous success stories to tell even if the funding fails or slows down for any given project.

MANY STAKEHOLDERS

Broadening the number of stakeholders is a key element to a successful implementation program. Stakeholders should include, but not be limited to, public officials, public employees, business leaders, citizen participants, representatives of other nearby local and regional governments, representatives from the state legislature, the governor's office, congressional delegates,

special interest organizations such as non-profits, fraternal organizations, garden clubs, the media, banking, and the like. Any organization or individual that can possibly have an interest in and a desire to play a role in the successful implementation of the projects that contribute to the future of these Corridors should be encouraged.

In some cases individuals or organizations have a very limited and focused interest. Nonetheless, it is important to keep them involved in the process through communications, invitations to meetings and events and other parts of the process that communicate the desire to embrace a wide range of citizens and special interests. Ultimately, these stakeholders will become supporters, workers and financial contributors, and provide access to local state and federal funding programs, as well as help providers.

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Factors For Success (Cont'd)

REMOVAL OF BARRIERS

Corridor revitalization is never easy, but always exciting. It is challenging, and as such requires higher levels of analysis, planning and assistance, in order to attract the right type of investment and developer interest. A commercial corridor, while being most communities' business core, is but one subset of a larger market, and as such, has strengths which can be capitalized on and limitations which should be overcome. These limitations, or barriers, pose unique obstacles which require unique solutions. Corridors have a tremendous influence on the economic well being of the entire region. Therefore, it is widely accepted that early projects in any revitalization effort be assisted, at least until market conditions reach levels where new construction can more than support itself.

COMMUNICATION AND REVIEW

The fifth and equally important component of the strategy is an on-going communications and review program that tells how the Corridors are doing and more importantly what they are accomplishing. This is essentially a public relations effort and involves communicating to the media, to the special interest groups that make up the stakeholders, to residents of the two Cities, to the development community, to the lending and building community and to others that may help make the process successful. Part of this "success breeds success" strategy is the communication of success as it happens. This can only happen on a consistent basis if it is part of a planned communications and public relations program.

As important as continually communicating successes is an on-going review process designed to evaluate revitalization efforts, making adjustments and learning from mistakes. This "benchmarking" program can

be used to: monitor trends affecting Corridor revitalization; track indicators that reveal success or failure of specific efforts; provide information for Corridor marketing efforts; develop an annual "report card" for Corridor revitalization; guide public investment in infrastructure and public amenities; and inform community leaders. As with communications, this benchmarking program will be successful only if done on a consistent, long-term basis.