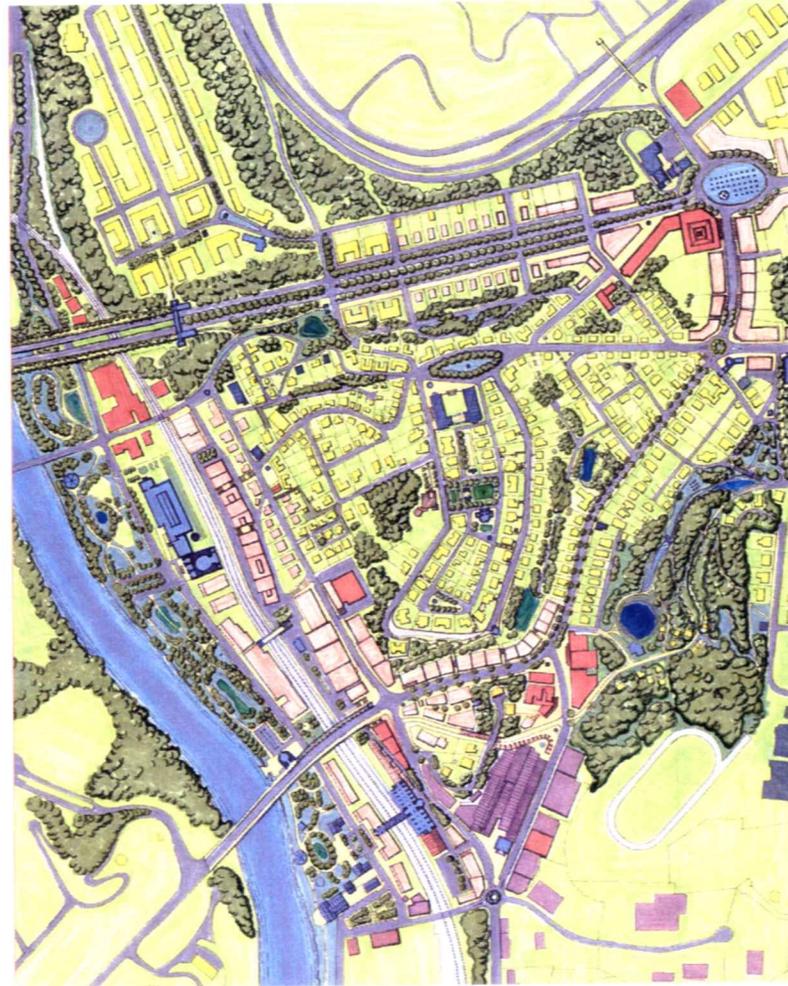


WECAN COMMUNITY CHARRETTE

MOUNTAIN HOUSING OPPORTUNITIES INC.

THE CITY OF ASHEVILLE

THE WEST END / CLINGMAN AVENUE NEIGHBORHOOD AND PARTNERS



WECAN CITIZENS MASTER PLAN

CORREA VALLE VALLE, INC.
194 Minorca Avenue, Coral Gables, Florida 33134

WECAN

CITIZENS MASTER PLAN

Major Funding:

The Dogwood Fund of the Community Foundation of Western North Carolina

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Ingles

Earthfare

SPECIAL THANKS

to
Reverend Dorothy Thomas and the congregation of the *Haywood Street United Methodist Church*

Paper donated by Keen Impressions

CITIZENS MASTER PLAN
WEST END / CLINGMAN AVENUE NEIGHBORHOOD

Mountain Housing Opportunities, Inc.
The City of Asheville
The West End / Clingman Ave. Neighborhood Association and Partners



Wecan Sponsored Cleanup, Summer, 2000

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WECAN COMMUNITY CHARRETTE



Mountain Housing Opportunities, Inc.



IDA CRAWLEY MANSION

Architecture is the calligraphy of the city; like a careful script, it recounts the memories and struggles of a neighborhood's history.

If highways have severed the structure of a neighborhood, the structure of human relationships is also cut off; if a neighborhood unit is blighted, its residents feel neglected and ignored; if there is no sense of community, a lack of respect for the neighborhood buildings and its public spaces may follow; if racial or economic segregation is permitted, walls are needed to contain the daily battles between neighborhood turfs; if there is an absence of civic responsibility or pride, there may be no accountability and no pleasure. And, what is a neighborhood without unity or beauty?

In its traditional form, the American neighborhood had stores, workplaces, government services, residences of various types, and public spaces celebrated with landscape, monuments, and civic art. Neighborhoods were places where fond memories took root and

where bonds among small ethnic, labor, social, and religious groups were forged. They appealed to the young and the elderly; they supplied every need required for healthy daily living; and, most importantly, they were beautiful places with a simple unity of architectural expression.

More recently, inner city neighborhoods have become the result of complex webs of public housing policies, urban economics, and zoning theories rather than the direct responsibility of the residents. The resulting composite no longer achieves the beauty and vitality of the traditional urban fabric.

Other factors are contributing to the positive evolution of inner city neighborhoods, particularly the digital revolution. Kevin Kelly, in his new book entitled *New Rules for the New Economy: ten radical strategies for a connected world* (Viking, 1998), demonstrates how the notion of "location" is being substituted by spatial quality. To quote Kelly: "...citizens are no longer satisfied with the housing demand criteria of the past fifty years. Big and economical, at the expense of fuel shortages and the natural environment, are no longer the development motto". Citizens are demanding beautiful places where they can interact with other human beings, with similar or dissimilar interests; places with exceptional weather conditions; where one may walk and where everyone has a life story to tell; places of character; sustainable places respecting existing environmental conditions; and most importantly, places where public participation and social networks become the essential elements of a new democracy.

America is undergoing a migration reverse –from suburbia to inner cities. With a little technical help, traditional inner city neighborhoods can become the only *Ready-Made* places supplying the complex demands of young professionals, working families, the empty nesters, the traditional folks, and the start-ups. *The WECAN Neigh-*

borhood offers a perfect location for such a mix of residents.

Mountain Housing Opportunities, a non-profit organization, has understood the spatial quality and value of this neighborhood unit by sponsoring a design workshop with the leadership of the Coral Gables based Town Planning office of Correa Valle Valle, Inc. in Florida. The workshop included the help and sponsorship of the staff of the City of Asheville, The WECAN Neighborhood Association, several other public and private entities, residents, and individuals –see appendix. The design workshop took place at the Haywood United Methodist Church from November 10 to November 16, 2000.



The WECAN Community Association has spearheaded cleanups and plantings and neighborhood organization. This has stimulated renewed community pride. The continued support of the Asheville Planning Department has been a major contribution



NEIGHBORHOOD TOUR

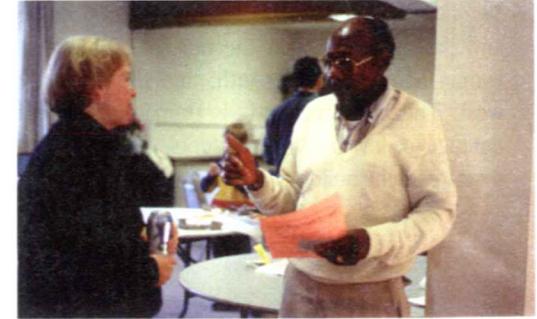
On Saturday, November 11, 2000, residents and designers came together for a tour of the neighborhood and a short Vision Session. During the course of the afternoon meeting, design consultants and residents worked together on issues of urban design, traffic, security, urban landscape, sustainability, economic development, transportation, historic designation, housing rehabilitation, and neighborhood organization.

The Town Planners and their design team analyzed the results of the Vision Session. A preliminary list of priority projects was generated, and a Master Plan Design Session began on the afternoon of Sunday, November 12, 2000. With the help of residents, community leaders, city staff, sub-consultants, local architects, landscape architects, and urban designers, a preliminary master plan was drawn and presented at a final public meeting on November 16, 2000.

This report formalizes the results of the Vision and Design Sessions, and presents technical information required to understand and implement the proposed citizens master plan.



RESIDENTS PRESENTING RESULTS OF VISION SESSION



ARCHITECT JANE MATHEWS CONSULTS WITH RESIDENT MATTHEW BACOATE



RESIDENT PATRICIA LENKE WITH TAMARA CALABRIA OF MHO



MARIA CHALGUB OF CVV/ARCHITECT KEN GAYLORD, EVELYN LITTLEJOHN, AND PROPERTY OWNER AMY HILL AT VISION SESSION



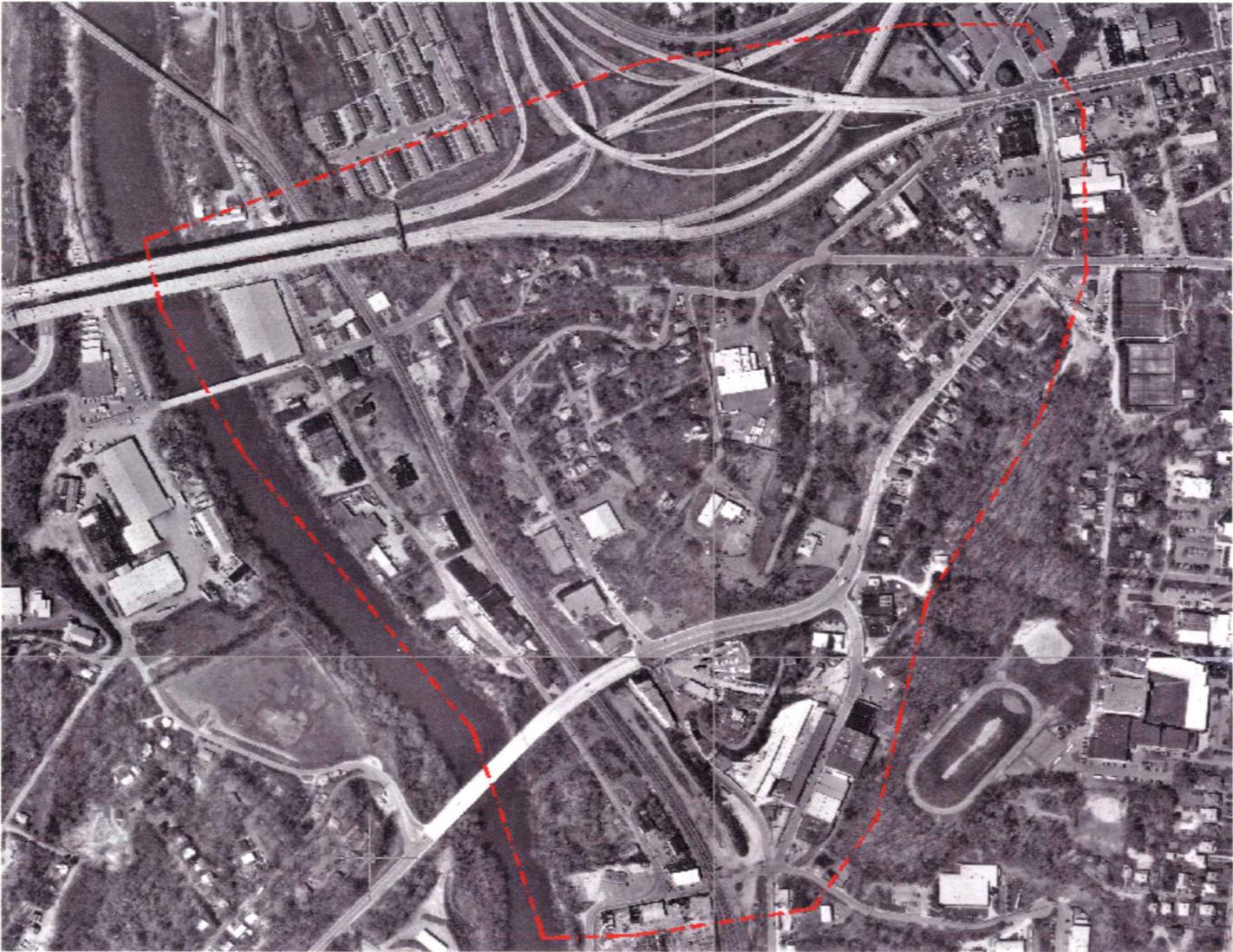
REVIEWING THE PRELIMINARY MASTER PLAN



VISION SESSION

SITE BOUNDARIES

The area covered by this master plan is bounded by Interstate 240 and Patton Avenue on the north, Clingman Avenue on the east, Lyman Street on the south, and the French Broad River on the west. The neighborhood is primarily residential with a high percentage of low-income residents, artist studios and lofts, and pioneer resident/builders.



AERIAL PHOTOGRAPH OF SITE

EXISTING CONDITIONS



1912 BIRD'S EYE VIEW OF WEST END

As one of the oldest riverfront neighborhoods in the City of Asheville, the area covered by this master plan has a vast history. It was historically known as Chicken Hill, Factory Hill, Prospect Park, West End, and Clingman Avenue. Some of these names are still used by current residents.

Like most historic neighborhoods, it has undergone numerous changes over the decades. The complete neighborhood unit was originally connected to the old Cotton Mill, the French Broad River, and the downtown area. In 1890, C.E. Graham subdivided the area and called it Prospect Park. For some unknown reason, this name was dropped and quickly forgotten.

The most important inaugural event for this section of the City was the extension of railroad service to the City of Asheville in 1881. The railroad extension opened up the French Broad River basin to

industrial and commercial development. An 1886 map of Asheville shows a few houses on the upper end of Clingman Avenue and Haywood Street. At this point, the Clingman Avenue section of the neighborhood was not developed and was under a single ownership.

Mr. C.E. Graham built the Graham Manufacturing Company near the Smith Bridge on Riverside Drive. This fabric and cloth factory later became known as the Asheville Cotton Mill. Most of the development of the West End and Clingman Avenue areas happened as a result of the Cotton Mill location. A variety of housing types occupied the neighborhood; from architectural masterpieces like the Ida Crawley house on Park Avenue, to small cottages and houses clustered in small groups along Haywood, Jefferson, and Riverside Drive.

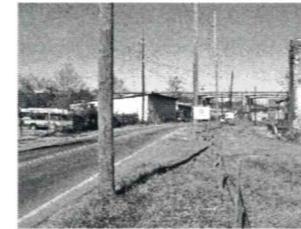
The development of the West End/Clingman Avenue neighborhood happened between 1890 and 1910. Houses of all sizes were constructed, and at least two neighborhood churches were built. Neighborhood grocery stores and small businesses, including a drug store, and barber shop, flourished to supply the requirements for the daily lives of residents and Cotton Mill workers. The erection of the monumental Park Avenue School (later renamed Queen Carson), in 1902, solidified the regional presence of the neighborhood. Soon enough, the school became a playground, a relief agency, a health center, and a most needed neighborhood library.

In the Asheville City Plan of 1922, John Nolen, one of the most prominent planners in the history of American urbanism, understood the West End as a threshold space for downtown Asheville. In his view, an open plaza surrounded by a tower and other mixed-use buildings should have occupied the intersection of Clingman Avenue and Patton Avenue. This plaza would have celebrated the



entrance to downtown Asheville and created a link between the city, the neighborhood, and the riverfront.

The 1940s marked a continuous spiral of neighborhood decay. In 1948, the construction of the Smokey Park Bridge severed the neighborhood and required the demolition of many houses in the Chicken Hill area. The Cotton Mill closed in 1949; many residents, employed by the mill, were forced into unemployment; as a result, there was an increase in poverty and many residents had no choice but to relocate and sell their cottages.



A final blow came in the form of transportation improvements. In the late 1960s, the east-bound span of the Smokey Park Bridge was built to extend the new Cross-town Expressway across the French Broad River. This project erased several

neighborhood streets and wiped out small neighborhood houses. To top it all, the Asheville Transit Authority demolished the Queen Carson School to build the new transit headquarters. In this process, Hilliard Avenue was widened and a few houses were removed.

On the opposite side, the Parks and Recreation Department occupied one of the most important sites on Clingman Avenue.



In 1995, a fire destroyed the remnants of the Asheville Cotton Mill and the Chesterfield Mill (Originally

EXISTING CONDITIONS

the Asheville Milling Company). Despite this unfortunate event, some of the industrial buildings along the riverfront area are still intact and occupied by businesses preferring large, relatively inexpensive spaces, and/or art studios. The presence of artists along the riverfront and the industrial district is an asset to the community. This is reflected in the master plan contained in this report. The city staff should be commended for their recognition of importance of the neighborhood and their continued support.

There are a number of structures that served the community as well as the mill as workers' housing that are still standing. The State Historic Preservation Office has indicated that the West End/Clingman Avenue neighborhood is eligible for listing in the National Register of Historic Places. While listing in the National Register is an honor, it also carries a number of benefits including state and federal tax credits for the rehabilitation of certified historic structures. In North Carolina both income producing and non-income producing properties may be eligible for the tax credits.

It is important to emphasize that the beauty and order of a historic neighborhood are very fragile, require balance, aesthetic training, and principles of architectural composition. A historic building or a historic district does not guarantee the complete protection of the material culture; only a local commitment may be able to reverse attempts to overdress historic structures, erase historic memories, or restore buildings without historic research. A historic district designation requires the participation of each building into the overall scheme and guarantees their aesthetic responsibility and permanence, creating a memorable urban composition.

With the arrival of new residents, the activism of longer term residents, and despite the loss of part of its housing stock, the

neighborhood is beginning to recapture the community cohesiveness of the earlier days and it is ready to thrive and become an important connection between the downtown area and the riverfront.

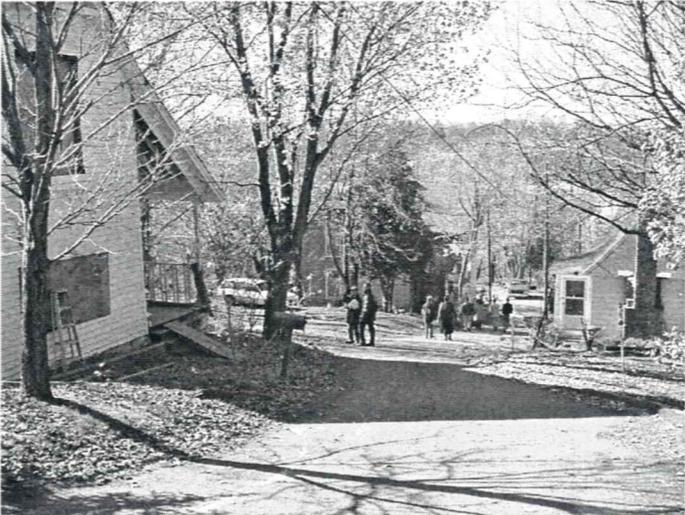
Traffic analysis indicates that traffic calming devices and street improvements are necessary in certain sections of the neighborhood, particularly, at the corner of Clingman Avenue and Patton Avenue, and the corner of Clingman Avenue and Hilliard Street.

A brief analysis of the code has revealed a need for code improvements to protect the historic buildings, to improve the quality of infill structures, and to allow for greater development densities. The regulating plan here presented suggests the location of important buildings, prescribes the location of building frontages, generates a hierarchy of streets and pedestrian ways, determines terminations of vistas, and provides parameters for the design of each lot.

This design method presented in this report guarantees the highest degree of predictability and insures balanced measurements between buildings and civic spaces. Residents, designers, and public officials must consult this master plan before they approve the design or renovation of any building or civic space within the West End/Clingman Avenue neighborhood.



VIEW OF WEST END



VIEW OF WEST END

VISION SESSION



NEIGHBORHOOD TOUR



VISION SESSION

On November 11, 2000, Mountain Housing Opportunities sponsored a community vision session at the Haywood Street United Methodist Church. This session provided an opportunity to air development challenges in front of design facilitators, professional consultants, residents, and property owners. The community session was designed to increase the amount of information collected by previous consultants during earlier planning efforts.

The Vision Session started with a brief introduction of the participants and a formal presentation of the members of the design team. An explanation of the public design method, a description of the preliminary schedule, and a list of possible pitfalls followed. The morning included a guided tour of the study area; the tour supplemented important information to the design team.

The afternoon was spent with residents and members of the design team. Four groups were formed, including a group of children, to focus on special topics, i.e.: housing, physical improvements, traffic, landscape design, etc. An aerial photograph of the neighborhood was used to identify problems and opportunities. Issues about education, transportation, and employment were also discussed.

Formal presentations of the team diagnostic drawings were made by one or two residents per group. A "wish list" and a series of similarities began to emerge as a potential agenda for the final design session.



RESIDENTS WORKING WITH DESIGN TEAM



REVIEWING THE VISION SESSION RESULTS



Group One



The following summarizes the concerns of each group:

Group One

Patton Avenue

- * mixed use
- * neighborhood services
- * residential

Clingman and Haywood

- * traffic calming
- * residential

Arts District

- * maintain low rent
- * preserve area

Hilltop

- * Common Green
- * Tower

Riverfront

- * mixed use
- * loft spaces

Group Two

Patton Avenue

- * reconnect access to river
- * encourage pedestrian access

Haywood Road

- * narrow bridge

Clingman Avenue

- * improve streetscape
- * brick sidewalks

Hilltop

- * neighborhood center
- * community services
- * monument

Riverfront

- * pedestrian and vehicle access
- * park and entertainment

Roberts Street

- * mixed use

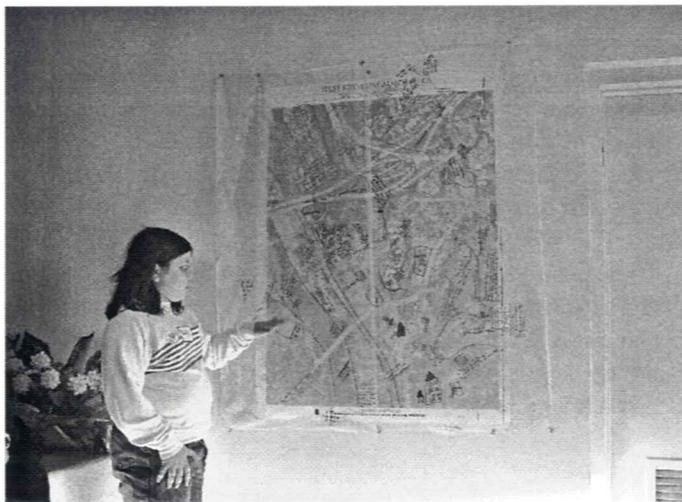


Group Two





Group Three



Group Three

Riverside

- * connection to neighborhood
- * rafting

Neighborhood

- * community center
- * ice cream shop
- * grocery store
- * more trees along roads

Schools

- * access to river
- * bike paths

Aston park

- * connection to community
- * playgrounds

Group Four

Patton Avenue

- * traffic circle
- * reconnect neighborhood

Clingman upper

- * mixed use

Hilltop

- * reconnect Jefferson and Park
- * reinstitute school
- * lower

Riverfront

- * mixed use
- * convert cotton mill to museum
- * monument

Neighborhood

- * infill with similar building types
- * old bath house as community center

Roberts Street

- * mixed use



Group Four



DETERMINATION OF TARGET PROJECTS



After an inspection of the Vision drawings, a careful overview of the technical information previously collected by the designers, and a brief compilation of additional information –including traffic counts, the design team identified the following seven priority projects:

1. The Downtown Entrance along Patton Avenue and Interstate Highway 240,
2. Clingman Avenue from Patton to the West Asheville Bridge,
3. The Top of the Hill (Transportation Depot and Welding Company),
4. Infill Opportunities/Urban Corrections in the West End and Clingman Avenue Areas,
5. The Arts District,
6. The Riverfront Area, and
7. The Overall Drainage System.

Each designer assumed the temporary responsibility of one or more projects in accordance with the following design goals:

1. To define realistic boundaries for the reconstitution of the historic neighborhood,
2. To delineate areas with diverse yet compatible land uses and building types,
3. To define the character, placement, and configuration of buildings,
4. To provide pedestrian connections and to clarify the street hierarchy,
5. To delineate the existing architectural character of the area,
6. To propose new residential types for infill areas,
7. To provide an architectural vision for several special projects,
8. To differentiate between neighborhood centers and neighborhood edges,
9. To propose traffic calming devices,
10. To provide and enhance public spaces and public features,

11. To outline the characteristics of public and private parking,
12. To provide a preliminary survey of historic structures,
13. To furnish typical designs for streets and avenues within the district,
14. To propose new road connections for better traffic fluidity,
15. To recommend appropriate modes of transportation and/or transportation lines,
16. To suggest means to improve drainage potential,
17. To initiate a potential landscape and drainage plan,
18. To write a draft for architectural standards,
19. To prioritize the interventions, and
20. To define stages of implementation.

These goals ensure a master plan that can be realized one project at a time rather than a project focused on one single intervention, one single developer, and/or with only public funds. Small incremental projects enhance the chances for a successful implementation of the plan.

SCHEMATIC DESIGN PHASE AND PUBLIC TEST



A preliminary assemblage of the main design ideas became the priority of Sunday's design session. Residents and designers consolidated the main design ideas into one unique master plan in order to receive comments from public officials, developers, and technical consultants.

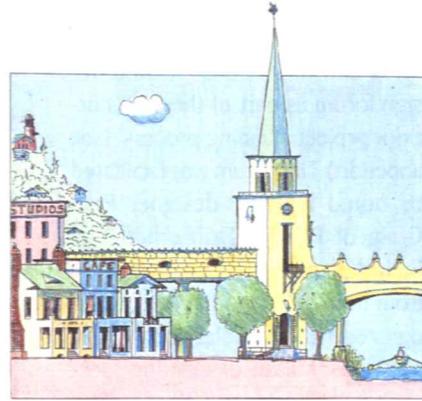


On Monday, this master plan became the point of convergence of various Focus Presentations. Input from groups interested in historic resources, water management, public rights of way, parks, the environment, and recreation were accepted in the morning; groups interested in small business development, community services, development and banking, and artists and art organizations participated in the afternoon discussions.



Meanwhile, in accordance with the input of the various focus groups, the team of designers corrected the plan and provided a more realistic vision for the neighborhood. A presentation of the overall work closed Monday's design session.

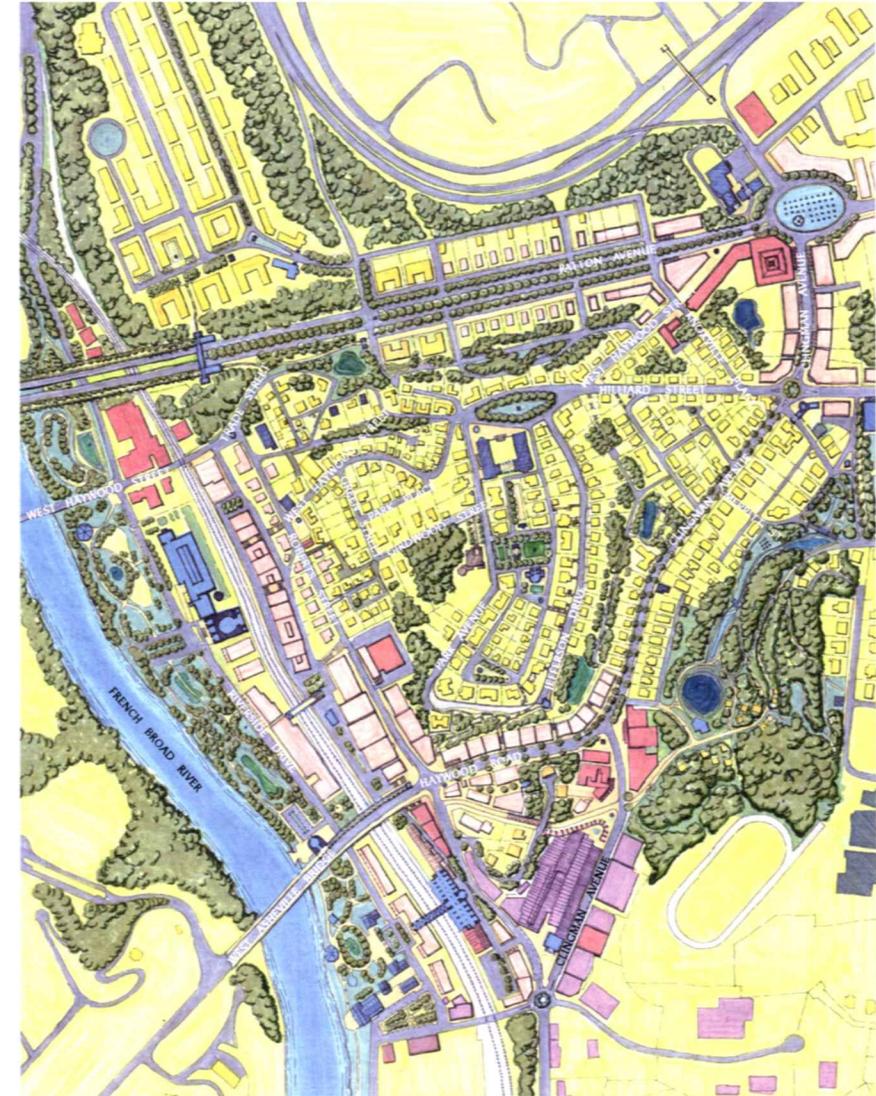




The citizens master plan represents a conceptual vision for the WECAN community. Unlike typical master plans, this proposal supports a multiplicity of simultaneous projects of small and large scales. The plan components, as depicted, are not essential for its absolute success; nevertheless, the beauty of the plan depends on the implementation of a harmonious architectural vision, on the sustainability of its landscape, on the reverence for tradition, history, and authenticity, on common sense urban economic principles, and on the respect for the urban characteristics suggested here.

This plan provides a predictable vision and serves as a guide for City staff, elected officials, residents, public, and private owners. It depicts several urban design components required for the effective transformation of the West End. The master plan is an illustration; as such, it may be modified over time.

Design team members took charge of particular projects. Input and criticism was received from residents, property owners, sub-consultants, and city staff.



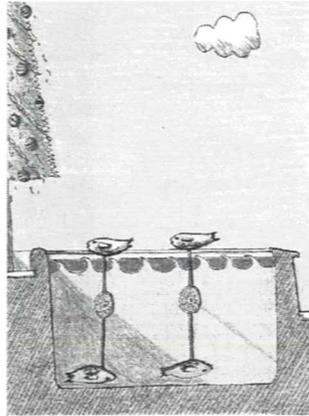
MASTER PLAN

PATTON AVENUE AND INTERSTATE HIGHWAY 240



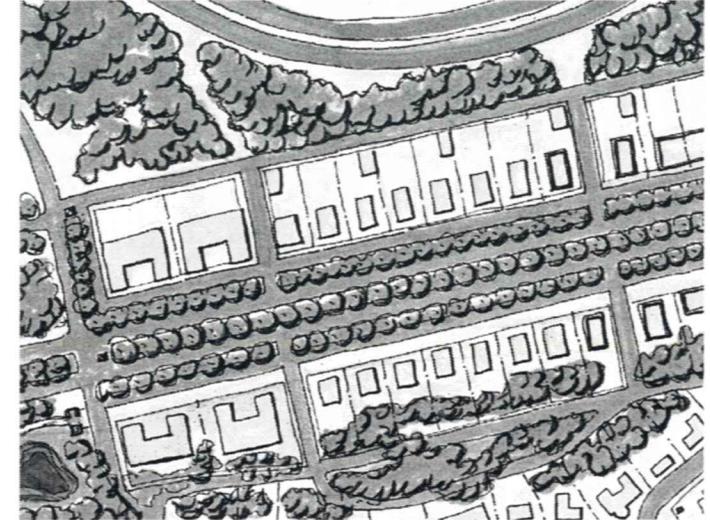
"One of the greatest satisfactions in doing any sound work for an institution, a town, or a city, or for the nation is that good work done for the public lasts, endures through generations."

(CHARLES W. ELIOT)

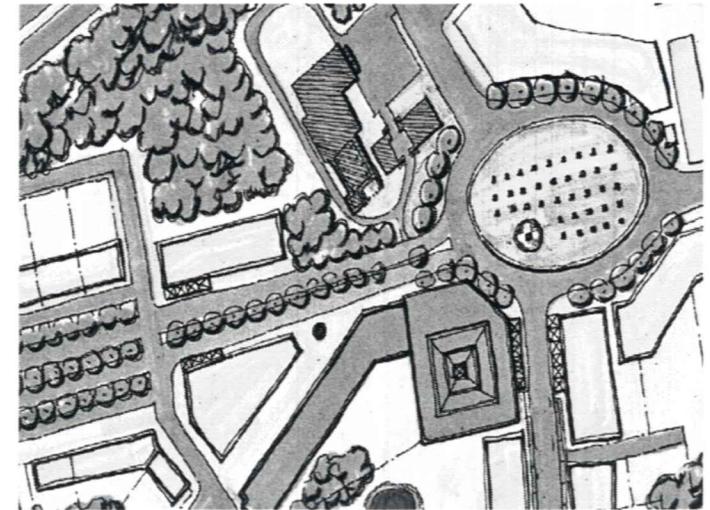


In the summer of 2000, the City of Asheville, the Asheville Urban Area MPO and the NCDOT held a design forum as part of the I-26 corridor project planning process. (see appendix) This forum was facilitated by noted highway designer Fred Craig of Parsons-Brinkerhoff and included extensive participation from both local and nationally-recognized design professionals (such as Walter Kulash of Gladding Jackson) as well as over 300 members of the general public. The forum resulted in a clear community desire to separate local and interstate traffic, allowing Patton Avenue to return to a City entryway boulevard. In the same spirit as this proposal and following John Nolen's design propositions, the WECAN master plan recognizes the potential of Patton Avenue and capitalizes on these ideas. Patton Avenue is proposed as a grand entrance with the magnitude of a Parisian boulevard. A monument marks the entrance to the boulevard; apartment buildings flank the beginning of this public space, while villa type multi-family flex buildings continue the definitive character of the boulevard up to the extension of Knoxville Place. At this point, the auxiliary roads are terminated, and a more commercial street begins.

A traffic oval solves the traffic complexities on the corner of Clingman Avenue and Patton Avenue. The space is filled with a fountain of magnificent proportions. The fountain is not stationary; a group of mechanical trout jump energetically in and out of the water. The fish jump adjacent to a gigantic spout of water. This amazing water feature is located at the conversion of all visual lines. During holidays, the spout area may become a monumental space for



PLAN VIEW OF PATTON AVENUE



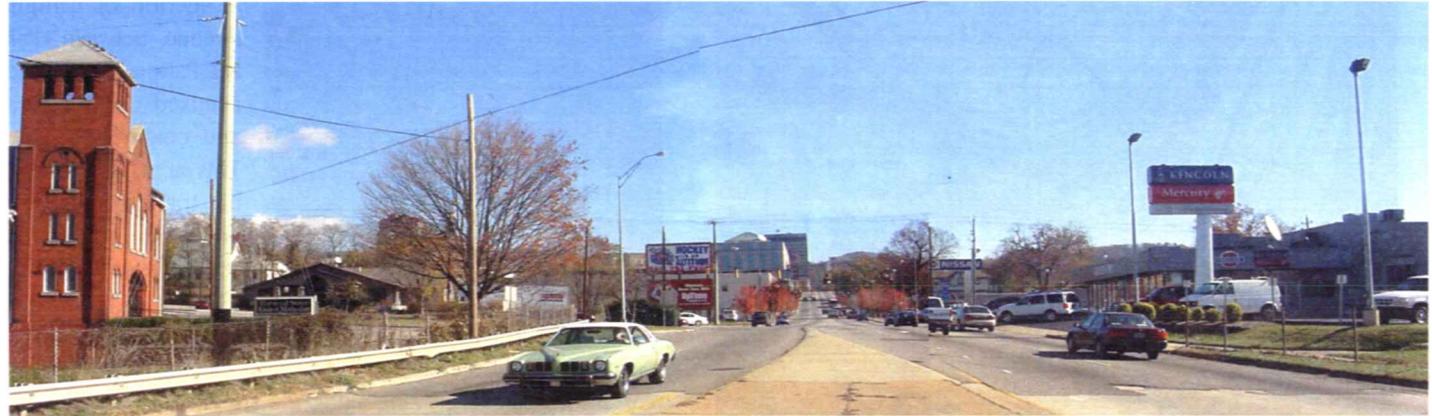
PLAN VIEW OF PATTON AVENUE AND TRAFFIC CIRCLE

PATTON AVENUE AND INTERSTATE HIGHWAY 240

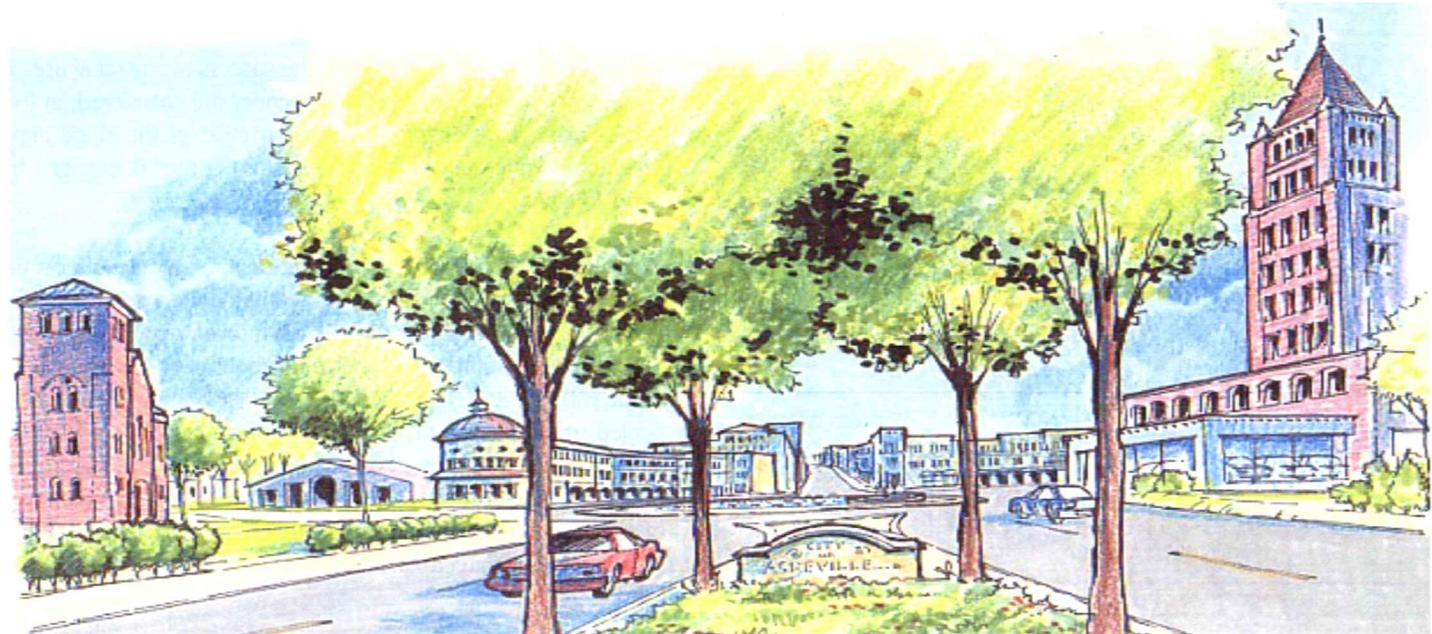
various holiday icons i.e.: Christmas tree, a huge heart on Valentine's Day, etc.

The site occupied by Anderson Nissan warrants an increase in commercial density. This zoning strategy provides an incentive for the reconstruction of one of the most important corners in the City of Asheville. The master plan indicates a tower building at the location of the Lincoln Mercury site; the base of the building would be occupied by the existing dealer, and the rest of the tower could be used for office/workplace use. The tower building would mark the downtown entrance with a sculptural top in the art-deco tradition characterizing the best public buildings in Asheville.

The master plan also suggests the location of potential additions to the Haywood United Methodist church and the footprints of buildings surrounding the traffic oval.

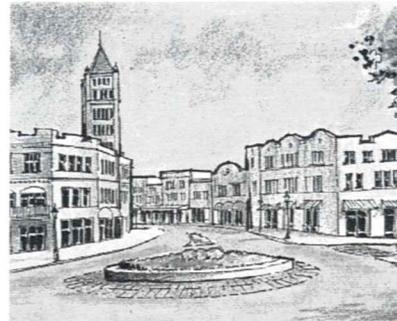


PATTON AVENUE BEFORE



PATTON AVENUE AFTER

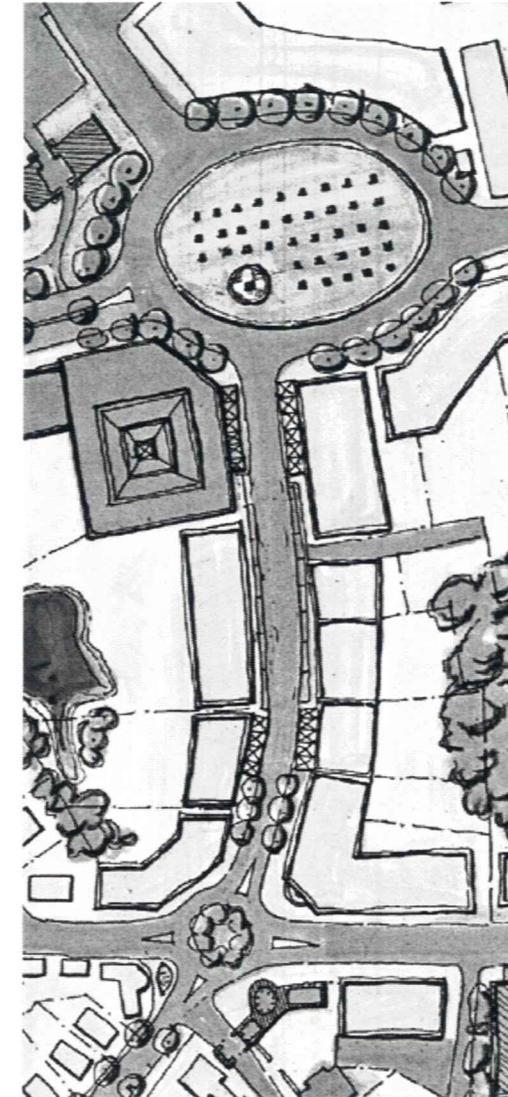
MAIN STREET ON CLINGMAN AVENUE



A section of Clingman Avenue, between Hilliard and Patton, is proposed as a mixed use residential and commercial street. This area, supported by the traffic counts, would provide the neighborhood retail needs.

The master plan indicates a main street between arcaded buildings. Parking is handled in the rear and as parallel parking along the street. The buildings (max. 60 ft. deep) are vertically zoned: only retail/offices on the first floor, office and/or residential uses are permitted on the second floor, with no more than two extra floors of residential uses above. Ample sidewalks (min. 10 ft.) provide for the success of any retail use. The corners on Clingman and Hilliard Avenues are chamfered, at forty-five degrees, to exaggerate the perspective of the slope and to provide a gentle curve. The northeastern corner is engaged by a small fountain.

A roundabout is proposed as a traffic calming device. After a small comparative traffic test was performed in the Orlando offices of the Traffic Engineering consultants, it was proven that, in comparison to the existing traffic lights, the roundabout allows the handling of traffic with greater efficiency. The southeast corner (currently occupied by the Parks and Recreation maintenance walled-in building) is proposed as a new Post Office location and/or other institutional use. The corner, recognized with a resident's garden as one of the most important entrances to the neighborhood, shall be handled with architectural pride and grandness.



PLAN VIEW OF MAIN STREET ON CLINGMAN AVENUE

MAIN STREET ON CLINGMAN AVENUE

"Years must pass before every objective named in the Plan can possibly be realized. It will be the work of a generation. For that reason, no set of definite recommendations can be any more than a flexible outline -subject to the will of the people."

(JOHN NOLEN, 1922)

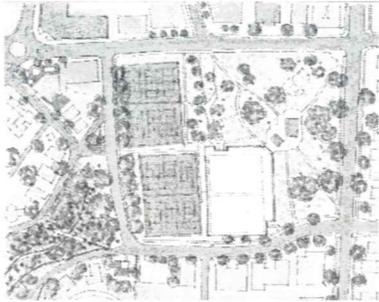


UPPER CLINGMAN AVENUE BEFORE



UPPER CLINGMAN AVENUE AFTER

LOWER CLINGMAN AVENUE



Aston Park reconnected to Neighborhood

Traffic calming is one of the most important issues for the residents of Clingman Avenue.

The master plan proposes a new configuration of the road, as follows: two lanes of traffic, two lanes of parallel parking, one green on the

west side of the road, and sidewalks on both sides. On the west side of the road, trees shall be planted along the green every 24 feet (on center); on the east side of the road, trees shall be planted every two parking spaces.

Single family cottages, with ample porches (8 ft. min.), are proposed as infill housing. Infill units, on the east side of the road, should respect the existing setbacks; infill housing, on the west side of the road, should have a required setback of 9 ft. with a required porch encroachment of 8 ft whenever the topography of the site allows; single family tower buildings (father-son-holy ghost types) shall be used in conditions where the topography is severe. Duplexes and small apartment buildings could be placed at the termination of the north-west vista or at other important locations (i.e.: corners, etc.). An existing historic neighborhood store(See photo p. 46) shall be repaired and its historic use should be reconstituted.

In addition, an impressive gorge containing a natural stream graces land behind the houses on the East side of Clingman Avenue. This natural area creates the opportunity for a natural preserve within the site, with hiking/jogging trails, bicycle paths, and a nature interpretation center.



PROPOSED PLAN VIEW OF LOWER CLINGMAN AVENUE

LOWER CLINGMAN AVENUE

"The thought must arise, even in circles untouched by Art, that without...largeness of conception and breadth of vision... and without the constant hand and touch of Art upon every detail, a beautiful city can never be built."

(OTTO WAGNER)

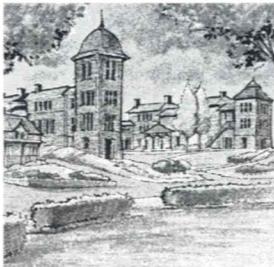
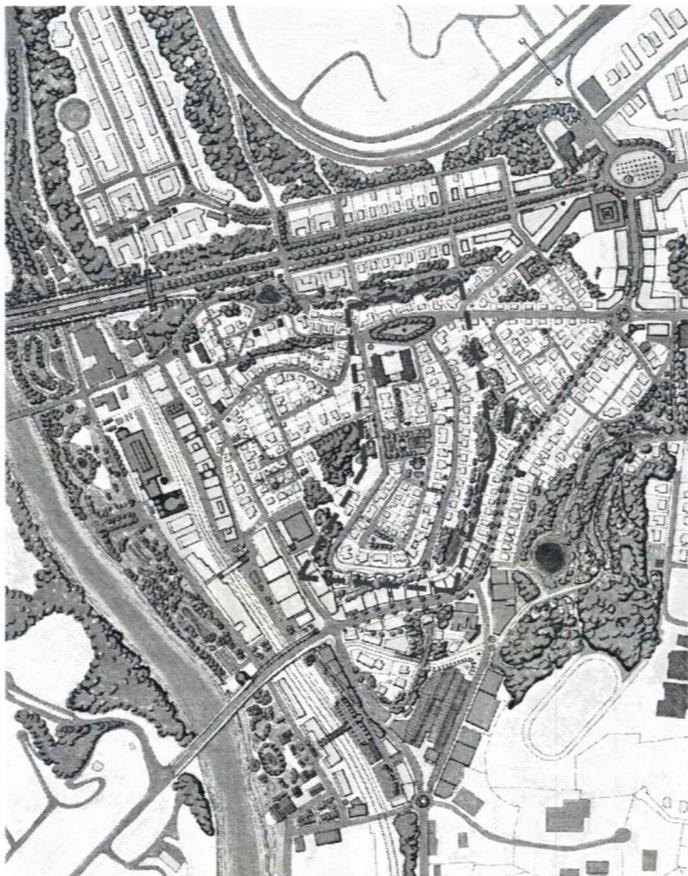


LOWER CLINGMAN BEFORE



LOWER CLINGMAN AFTER

THE TOP OF THE HILL

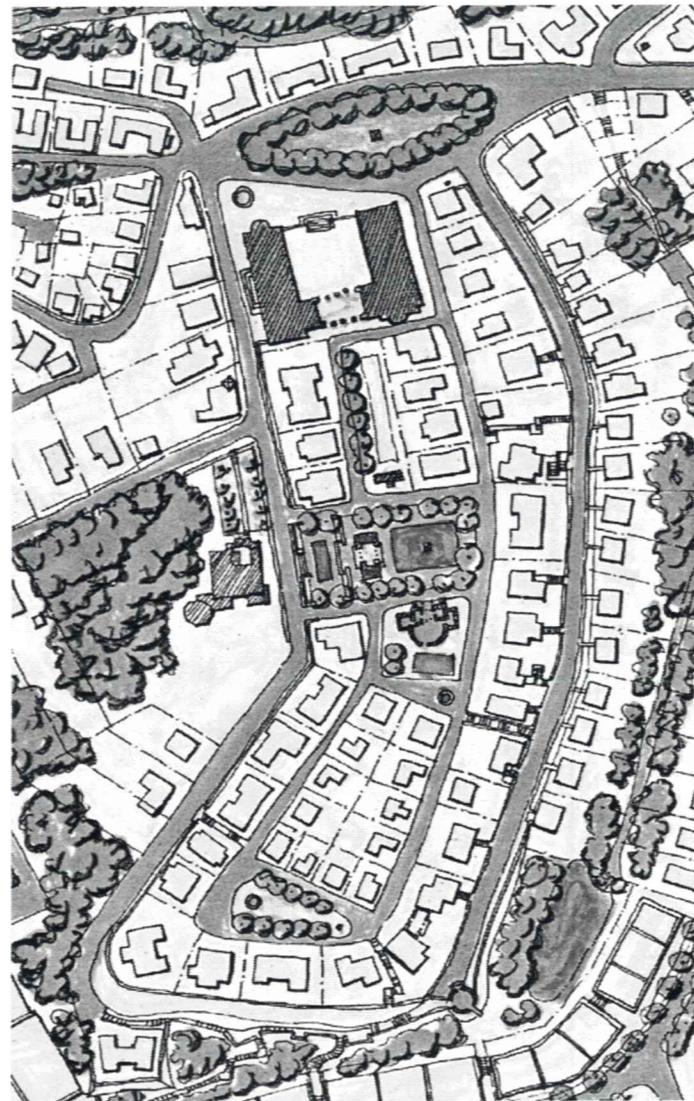


The master plan adheres to the conclusions of the Asheville City Plan 2010: *West End / Clingman Avenue Neighborhood Plan* including a proposal to change the use of the site occupied by the Welding Company and the relocation of the Bus Depot. The implementation of these two actions would open up area for the development of one of the most desirable housing locations in the City of Asheville.

The top of the hill was identified by the neighborhood residents as the best chance to connect the West End and Clingman Avenue communities. The master plan proposes two separate developments articulated by a central public open space. This recreational area would serve as a point of encounter for the community; it has been designed to include the Ida Crawley House as an enriching feature of the plaza, and contains a small gazebo/club house in its center.

The southern-most development includes a small neighborhood library (perhaps focused on arts, crafts, and sciences), single family houses in the interior block, and a series of villa type apartment buildings flanking the edge of the hill. A separate triangular space serves as a center of this new community.

Upon entering the new hilltop development, the Public Building and Tower come into view. This building would be designed as a memorial of the former Queen Carson School, and would offer a combination of neighborhood activities and uses, which could include a new School, an Adult Congregate Living Facility, a Business Incubator, and an Empowerment Center.



PLAN VIEW OF HILLTOP

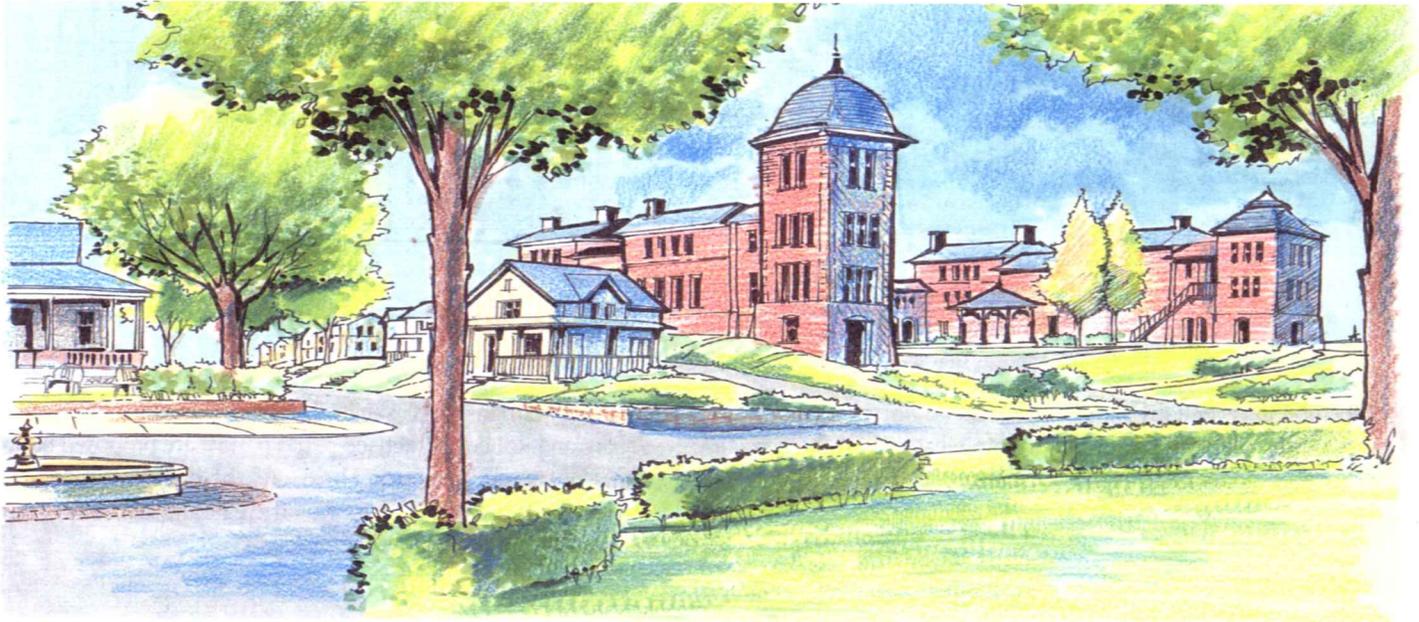
THE TOP OF THE HILL

"Flattening hillocks, smoothing slopes and filling vales ought to be avoided; site characteristics should be emphasized, exaggerated, articulated and integrated in the urban design."

(LEON KRIER)



VIEW TO SCHOOL BEFORE



VIEW TO SCHOOL AFTER

INFILL OPPORTUNITIES

A number of design interventions have contributed to the segregation of the two neighborhood sections of the WECAN community, including: the disconnection of Jefferson Avenue, the demolition of the road connecting Jefferson and Park Avenues, the widening and creation of Hilliard Avenue, the segregation of Rector Street and Clingman Place, etc.

The master plan offers a "surgical" reconstitution of the areas of conflict and supplies an architectural infill based on existing domestic building types. These buildings respond to the existing topographical features with the greatest degree of simplicity. Construction materials, articulations, and building massing are part of a historic tradition characterizing the WECAN community. All ar-



MANOR HOUSE SIDE ELEVATION
SLOPING SITE

chitectural interventions should consider the history of the neighborhood, its site, and the overall fit into what used to be a neighborhood of moderate to high end housing.

A number of road interventions create a new network of streets. For instance, Clingman Place is joined to Rector Street through empty parcels in the middle of the block; Rector Street intersects Hilliard Avenue; new residential lanes are introduced between Clingman Avenue and Jefferson Drive, between West Haywood Street and Park Place, and between Green Street and Roberts Street. A new pedestrian connection is proposed between Jefferson Drive and Park Avenue. This pedestrian path begins with a *belvedere* (lookout tower) at the end of Jefferson Drive, continues with a series of viewing terraces flanking the retention wall of the project on the top of the hill, and ends with an apartment building at the end of Park Avenue.

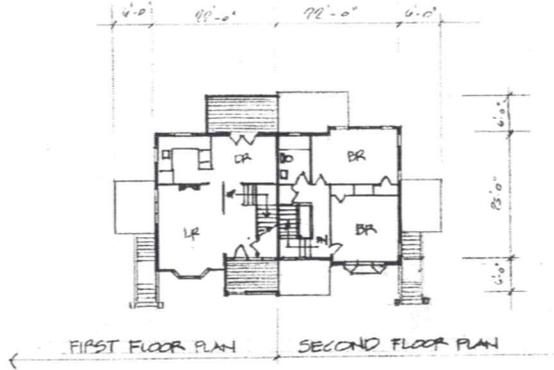


MANOR HOUSE - FRONT ELEVATION

Other pedestrian stairs, similar to the one existing between Park Square and Roberts Street (see photo p. 45), are proposed between Clingman Avenue, Jefferson Drive, and the public areas at the top of the hill. These public stairs would create the kind of pedestrian permeability demanded by the residents.

Special infill projects are proposed in areas controlled by existing residents, or in sites created by the re-direction of Interstate Highway 240. One of these projects is a small plaza surrounded by small domestic buildings at the corner of Trade Street; the retrofit of the area liberated by the expressway, with apartment buildings, is another proposal that includes an oval green facing the new public building at the top of the hill.

The rural character of this neighborhood must be respected through civil interventions. The absence of sidewalks is not a detriment but



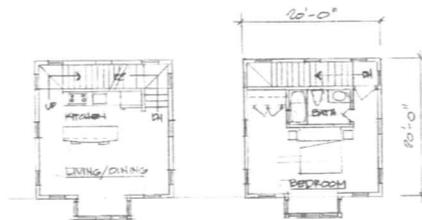
MANOR HOUSE PLAN:
TWO-BEDROOM APT.

a positive irregularity which adds to the uniqueness and urban character of the neighborhood. This urban character also serves as a traffic calming device of primary importance. Within the neighborhood, sidewalks are not essential on most streets; if future residents feel that sidewalks are important, add sidewalks on one side of the road.

INFILL OPPORTUNITIES

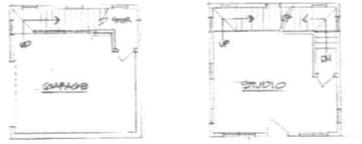


TOWER HOUSE/STUDIO



SECOND FLOOR

THIRD FLOOR



BASEMENT

FIRST FLOOR

TOWER HOUSE/STUDIO



PARK AVENUE BEFORE

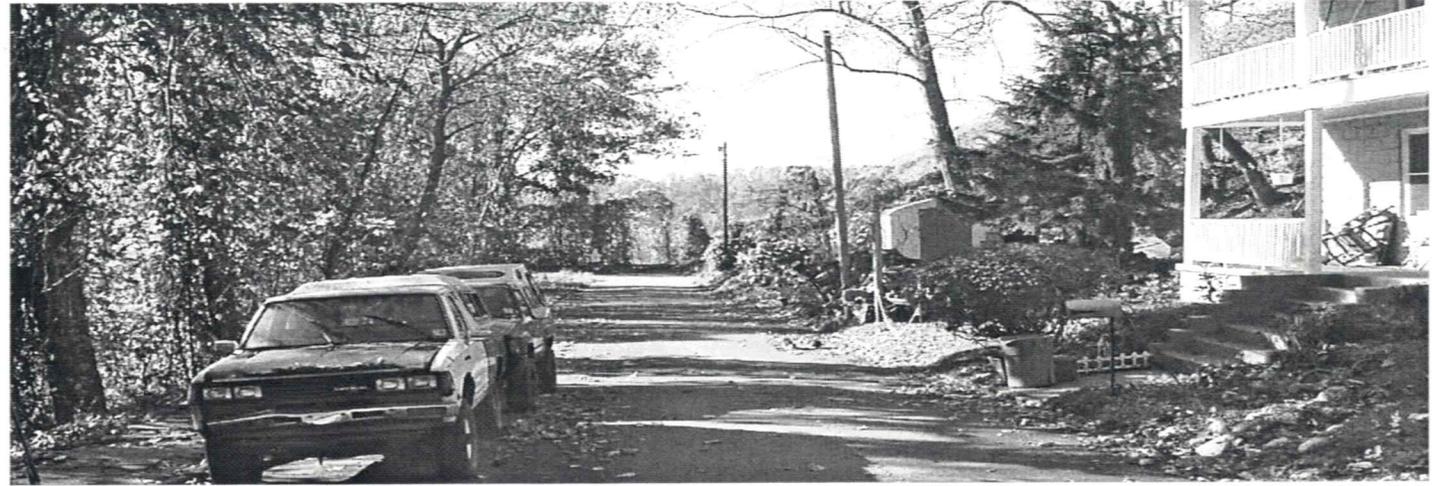


PARK AVENUE AFTER

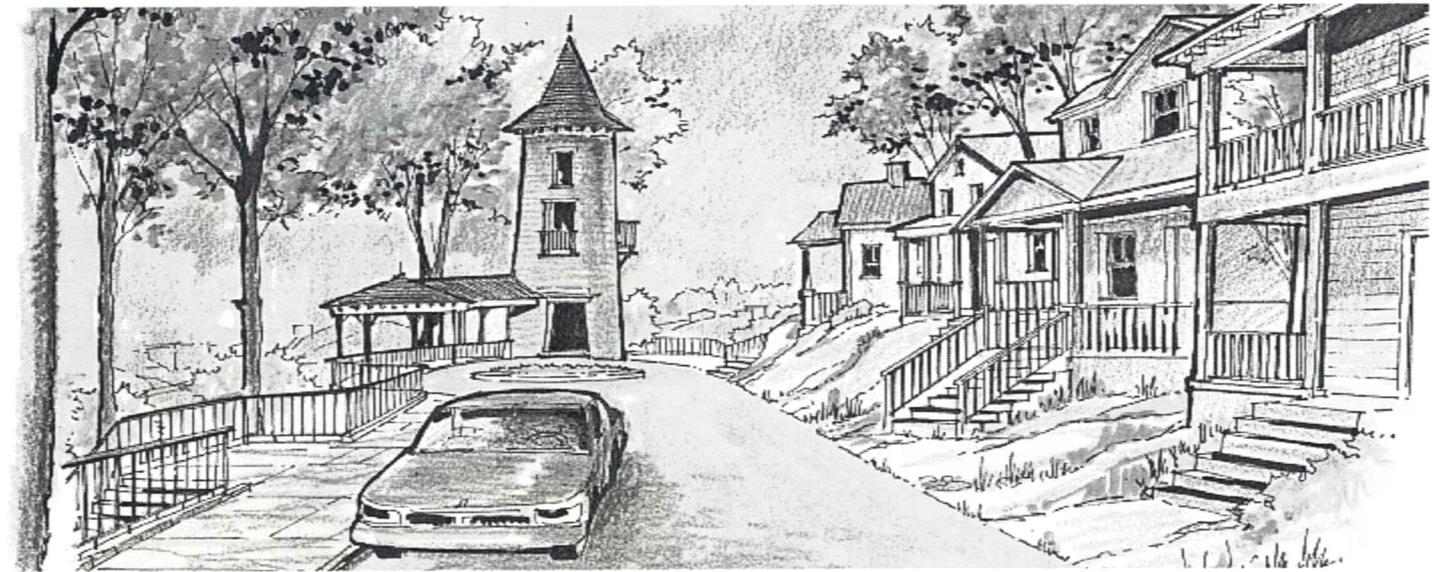
INFILL OPPORTUNITIES

"The country town is one of the great American institutions; perhaps the greatest, in the sense that it has had a greater part than any other in shaping public sentiment and giving character to American culture."

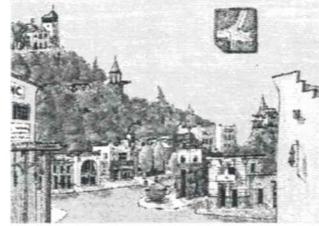
(THORSTEIN VEBLIN)



JEFFERSON DRIVE BEFORE



JEFFERSON DRIVE AFTER



IDEOGRAM OF HAYWOOD STREET

The presence of the art community, in what used to be a thriving industrial area, is an asset to the City of Asheville. Educational resources such as the Odyssey Center for the Ceramic Arts, and the Arts Festival can become a great theme for the redevelopment of the this section of the Riverfront.

The master plan proposes an infill appropriate to the current housing demand. The reconstitution of Haywood Road and Roberts Street as a mixed-use area is a long term proposition. Nevertheless, the traffic counts and the importance of this intersection warrant the consideration of this proposal.

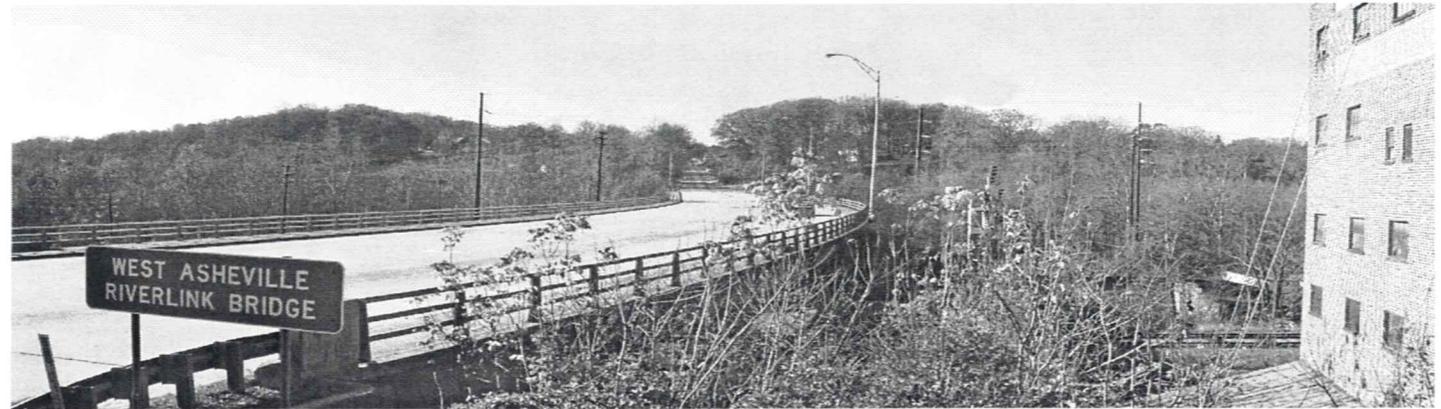
The master plan also suggests small incremental developments with art studios, art retail, or any other specialty retail at the ground floor, and apartments on the second and third floors. Other proposals include the conversion of the old Haywood Road bridge as a commercial or art related bazaar. The building types proposed include residential lofts, flex-type buildings, and art studios.



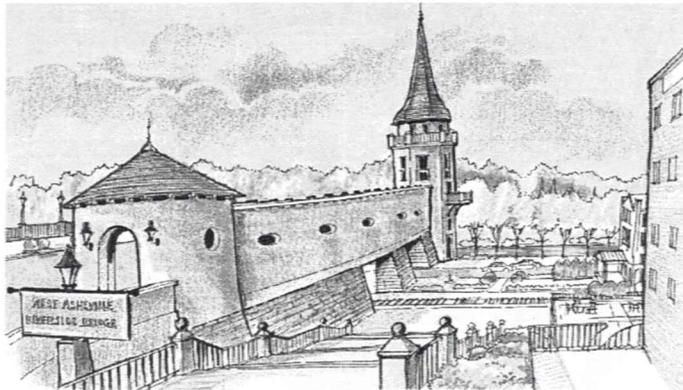
PLAN VIEW OF THE ARTS DISTRICT

THE ARTS DISTRICT

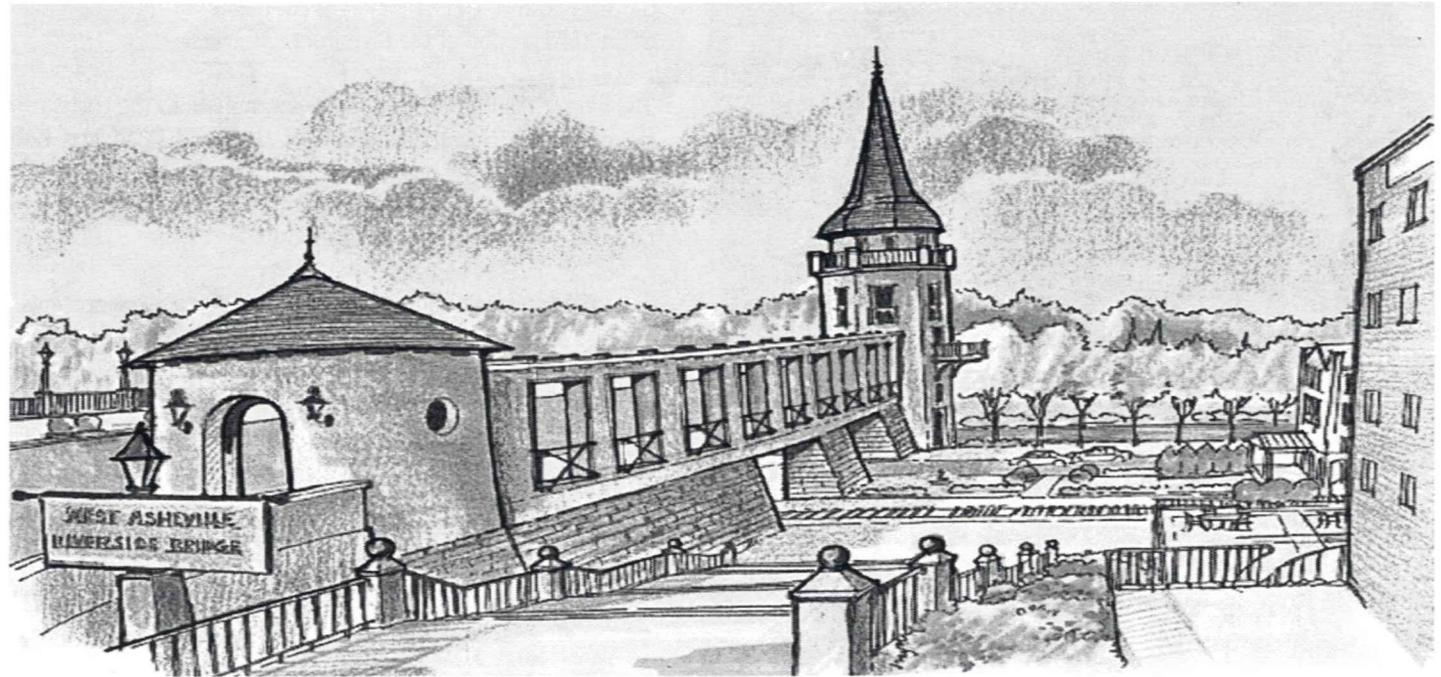
"There can be no doubt...that, in all our modern civilization, as in that of the ancients, there is a strong drift toward."
(FREDERICK LAW OLMSTED)



VIEW OF BRIDGE BEFORE

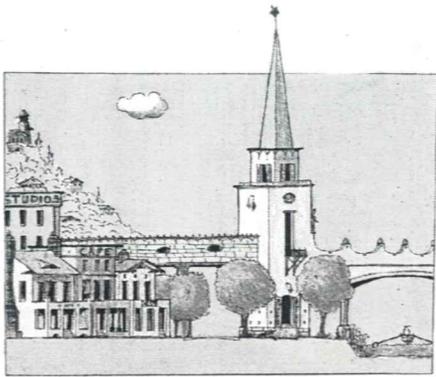


ORIGINAL CHARRETTE ALTERNATIVE



VIEW OF BRIDGE

THE RIVERFRONT AREA

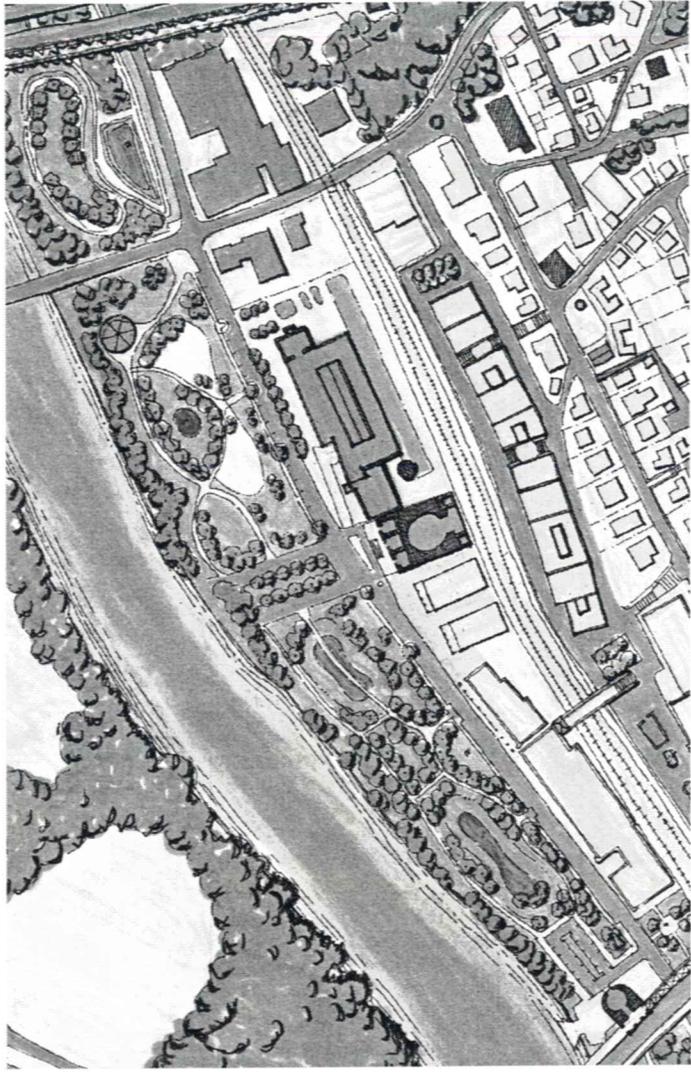
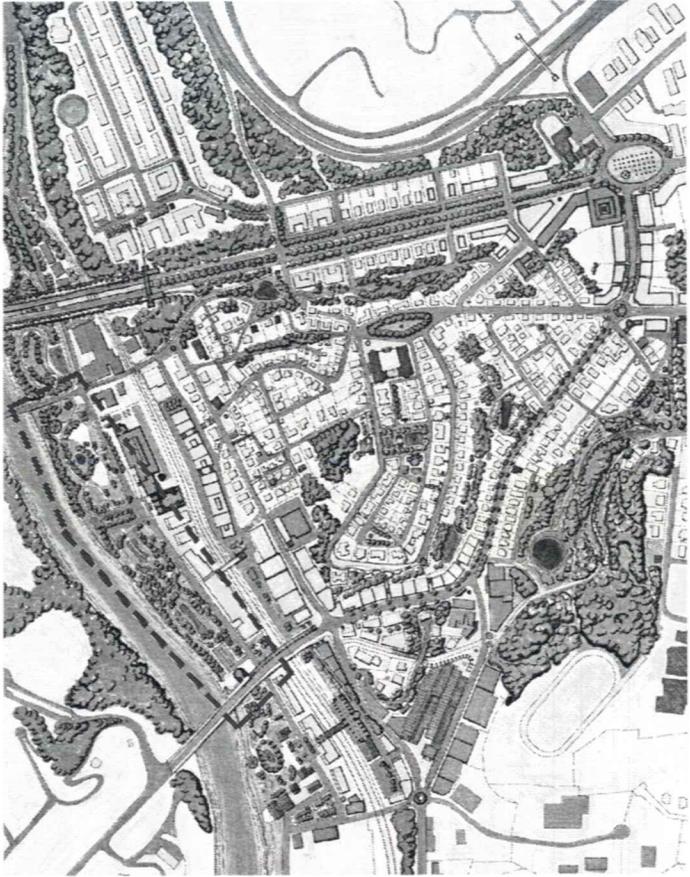


VIEW OF RIVERFRONT WITH "LIVING BRIDGE"

The master plan capitalizes on FEMA regulations as well as on the most recent proposals for the French Broad River regional park system. The area between Riverside Drive and the river is kept as a regional park. A system of services, water retention and detention areas, formal and informal gardens, plazas, greens, broad views, boat/canoe landings, etc., form the repertoire of the park.

The face of the park is filled with small hotels, mixed-use apartment buildings, restaurants, clubs, and public buildings. Among the public buildings proposed are: a new music theater, a textile museum and history museum in the remnants of the old Cotton Mill building, a reconstruction of the historic water tank, a new entrance to the alternate Train Station (or other commercial use) from the riverfront, and several small civil interventions.

One of the most prominent proposals is the creation of a 'living' bridge. This proposal allows the connection of the arts district with the riverfront through the reconstitution of the West Asheville Bridge. The bridge would be reconfigured to provide a bicycle lane on the east side, and a pedestrian esplanade and pergola connected to a tower of regional proportions on its west side. The tower would serve as a marvelous landmark connecting the proposed riverfront park with the Arts District on Roberts Street.

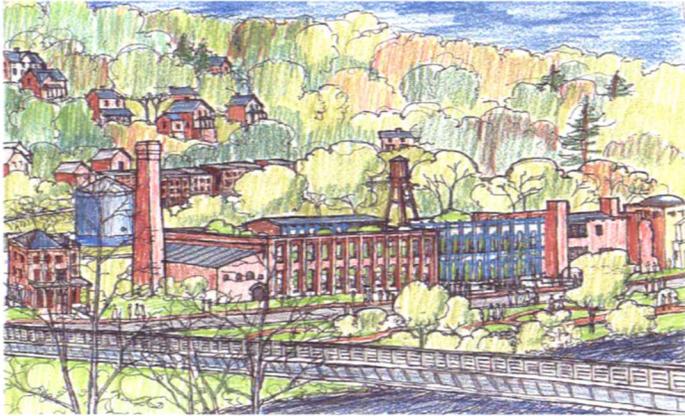


PLAN VIEW OF RIVERFRONT

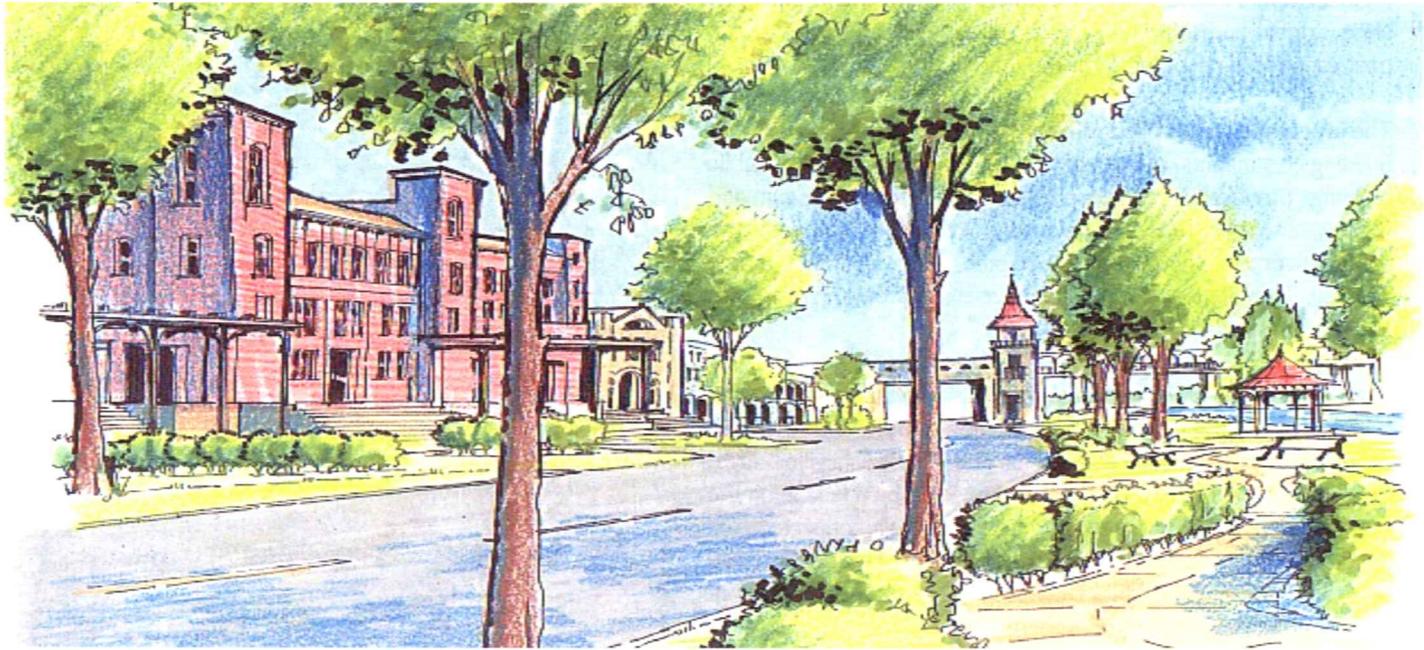
THE RIVERFRONT AREA



RIVERFRONT BEFORE

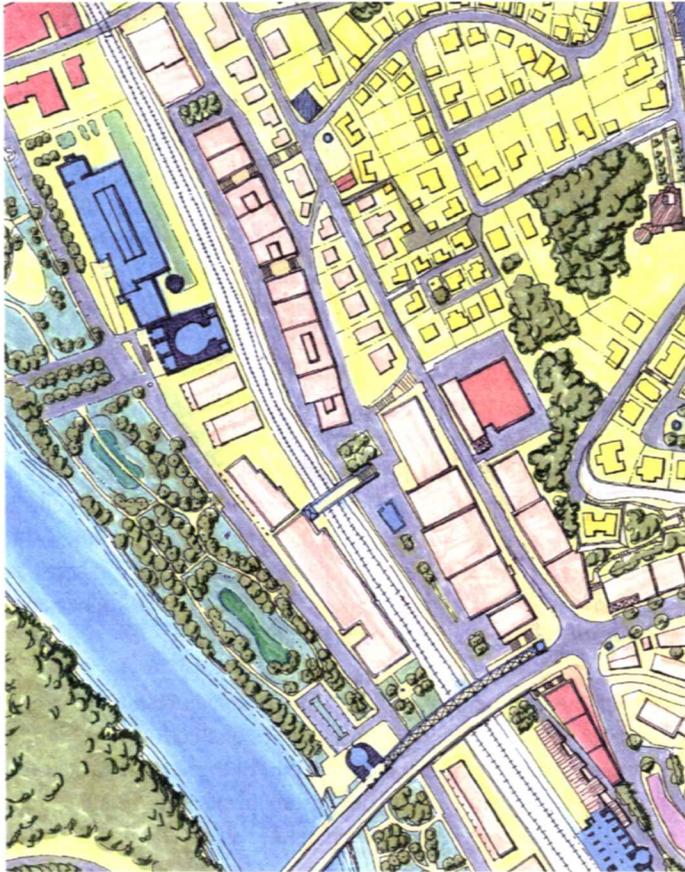


VIEW TO COTTON MILL

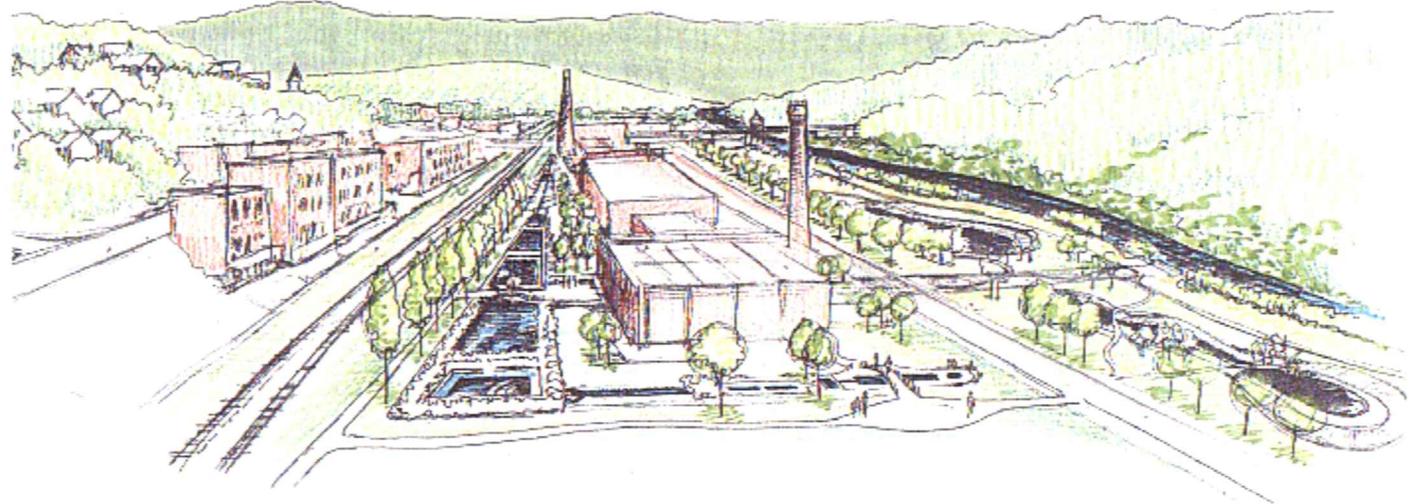


RIVERFRONT AFTER

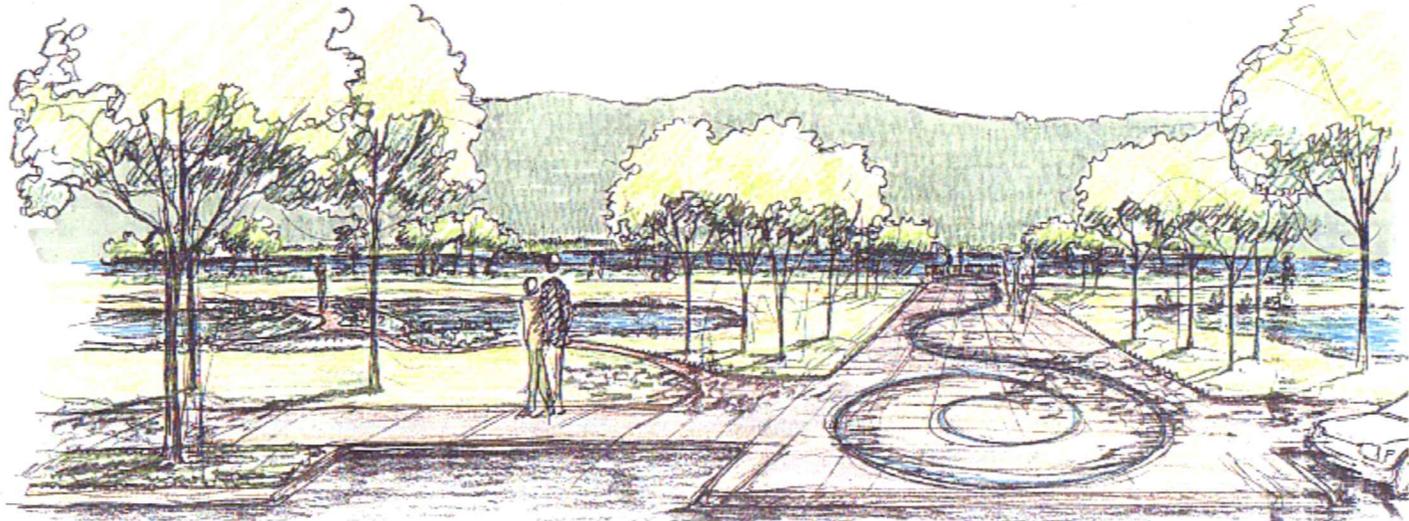
THE RIVERFRONT AREA



ALTERNATE TRAIN STATION OR OTHER COMMERCIAL USE



BIRD'S EYE VIEW OF RIVERFRONT



RIVERFRONT PARK

LANDSCAPE, ENVIRONMENT, AND GREEN INFRASTRUCTURE (Anne Valentine, ASLA)

As the team looked at the West End/Clingman Avenue neighborhood, two important issues focused the discussion about landscape, the natural environment and green infrastructure systems.

The need to control existing stormwater runoff and detain runoff emerged as a critical issue both in protecting existing properties and to enhance the development potential of the neighborhood as a whole. Stormwater management presents a particular challenge in the WECAN neighborhood due to limited space and steep terrain. Existing engineered facilities are minimal and the natural drainage channels have been filled or otherwise obliterated. Many properties are adversely affected by swift runoff and no effort is made to recycle the water.

The team generated a multi-level approach to stormwater management. First we recommended creating many small structures within the neighborhood to slow runoff and allow water to infiltrate back into the soil, such as vegetated swales, level spreaders, permeable pavement, and series of small pools and cascades. These should be located in the natural drainage ways and can be easily incorporated as features in community gardens, small parks and rear yards for irrigation and aesthetics. Retaining existing canopy trees and areas without pavement are important components of stormwater management.

Second, we recommended that the neighborhood plan for several large, engineered detention facilities. These would be located to serve the proposed high-density areas and would solve the problem of each parcel trying to handle its own stormwater within its boundaries. These facilities would greatly enhance the marketability of property designated for high-density, and the costs could easily be recouped by

the neighborhood or city. These facilities should also be designed as aesthetic features whenever possible. If redeveloped, the Haywood Road corridor would provide ample space for shallow basins and biofiltration areas.

Finally, we recommended designing a system of stormwater detention and biofiltration facilities in the areas just above and below the railroad tracks. If designed in conjunction with the redevelopment of the mill buildings, these facilities could serve as the focal point of the outdoor spaces. Numerous examples exist of creatively designed stormwater management systems that serve educational, sculptural and environmental purposes. The master plan generated in the charrette shows one possibility of how these features might look. They are very formal and sculptural in the areas around the mill and become more naturalistic wetlands as they near the river.

The need for an integrated network of green space was the second big environmental issue addressed during the charrette. The neighborhood has several existing resources which can be used as the core of



this network. These include the beautiful stream forest along the east side of the neighborhood, the groves of mature canopy trees scattered within the neighborhood, and the ribbons of greenspace that wind behind many of the houses in the neighborhood. The team recommended locations for greenway connections, community gardens, small parks and connections to the riverfront area.

We also made recommendations for creating facilities and trails within the stream forest. This area provides a rare opportunity for research and recreation within an urban neighborhood. The team focused on ways to bring people into the forest and enable people to live and work around its perimeter to make it a safe and lively place. The proximity of the forest to the YWCA, Asheville Middle School and Aston Park make the forest a natural greenway link between those facilities and the riverfront. Numerous possibilities to create partnerships with research and conservation groups exist and should be explored to generate funding for preserving and enhancing the forest and stream.

The need to control the spread of invasive exotics presents an on going challenge to the neighborhood. The vegetation management specialists at Great Smoky Mountains National Park have a field manual that provides an excellent reference and guide to controlling and eradicating exotics. Carefully targeted chemical treatment is most effective. Different chemicals and treatment dates are needed for vines, shrubs and evergreen species. Hand pulling is effective only in small areas and carries the risk of increased erosion and soil disturbance and the difficulty of removing all the roots of the plant.

A treatment program can begin immediately in residential and park areas of the neighborhood. In areas designated for redevelopment, invasive plants can be eliminated as part of the site construction process. Reseeding of exotics from existing plants is a continual problem with certain species such as Oriental Bittersweet and Privet, so efforts

should be made to remove exotics throughout the neighborhood and educate property owners about the problems associated with planting certain species.

The potential benefits associated with a coherent natural systems approach to redeveloping the neighborhood are significant. An integrated approach is needed to adequately address many of the most pressing problems in the neighborhood and make its redevelopment an economic and physical reality. Fundamental issues such as where and how water flows through the neighborhood must be understood and carefully orchestrated. Parks, streets and green areas must be carefully furnished with plants that provide a broad range of habitat, climate control and aesthetic functions. The landscape of a neighborhood is not an afterthought or an amenity. It is the most basic matrix within which communities evolve and thrive.



The WECAN Citizen's Master Plan is a comprehensive design which incorporates greenways, the natural landscape, as well as carefully placed greens within the urban context. This section will briefly explain each element.

GREENWAYS (by CVV)

The Riverfront Area includes a linear park with trails for bicycling, jogging and views to the river. The Riverfront provides various access points to assure permeability to the site from the community above. The design works with the

Riverfront Plan with the development of a riverside parkway which will :

- A. Encourage land use compatible with the river valley
- B. Provide community access
- C. Promote land use and restore economic vitality

The greenway along the riverfront will provide recreation for the community, conserve habitat for wildlife, provide trails, active play areas, and other amenities. The greenway will serve as a viable habitat for bird, reptile, and mammal species, as well as plant species. Native plants should be incorporated where feasible. These plants include hickory, sugar maple, red maple, black walnut, red oak, white oak, tulip tree, conifers, azaleas, rhododendrons, and mountain laurel. A diverse landscape will encourage wildlife diversity.

The Vision of the plan in conjunction with the *Asheville Greenways Master Plan* includes:

1. Restore degraded riverbank areas with streambank stabilization
2. Promote use of native vegetation
3. Protect and restore sensitive areas
4. Connect fragmented ecosystems
5. Establish interpretive trails and outdoor learning facilities
6. Connect riverfront to surrounding neighborhoods
7. Provide opportunities for fitness and wellness activities
8. Provide a stage for community celebrations and events
9. Establish greenway as tourist destination
10. Provide a diversity of uses including fishing, hiking, jogging, bicycling, horseback riding, rollerblading, walking, wheelchair accessibility, etc.

11. Enhance the scenic beauty of the region

NATURAL AREA BETWEEN CLINGMAN AVENUE AND ASTON PARK

The natural gorge between Clingman Avenue and Aston Park is a unique feature in an urban environment. The gorge boasts a natural stream with spectacular rock outcroppings and is an opportunity to provide the citizens of the neighborhood with nature at their back door. Bike and jogging trails lead the user from lower Clingman up through the gorge with a possibility to connect to Aston Park or rejoin Clingman for convenient access to downtown Asheville. The reconnection to Aston Park is symbolic of the goal of the design to reintroduce the citizens to amenities surrounding their community. Aston Park will provide the citizens a much needed playground and active use area. An interpretive trail and nature center have been proposed. These amenities would offer an opportunity to educate the youth of the community to conserve and protect the river and its environs.

NATURAL PARK BETWEEN JEFFERSON AND CLINGMAN AVENUE

This beautiful park also has a small stream which is active in the rainy season. It is hoped that instead of collecting rainwater in pipes and dumping it downstream, the community will provide on site means of filtration. A series of small lagoons or ponds would give water a chance for percolation, while being a beautiful naturalistic park for the community. In addition, community gardens could be established here with fruit trees, and a vegetable garden.

PUBLIC GREENS

The WECAN master plan demonstrates the community's desire for quality public space. Greens are a vital element to this concept. They are a welcome bit of garden within the urban realm, and a pleasing place to stop during a walk to chat with a neighbor. The greens are also spatial experiences, opening up the street and creating a feeling of enclosure through the building facades.

"Everyone lives in a watershed. The hydrologic cycle of water falling to the earth in the form of rain, snow, sleet, and hail, then running off the land into creeks, rivers, ponds, lakes, marshes, storm sewers, and human-made channels and ultimately into oceans happens everywhere. Some of the water that falls is caught by tree leaves, some soaks into the ground, some runs off pavement, rooftops, and lawns, and some is collected into small rills on the hillsides that collect more water into gullies and channels as creeks, rivers, and desert arroyos. Whatever the case, water will always evaporate and then fall back to the earth in some form of precipitation."

(Ann L. Riley, 1998)

This master plan proposes several *unconventional* strategies for the reconstitution of existing ecosystems within the WECAN study area. As it is well known, the engineering traditions of channelizing (straightening), riprapping (rocking), and clearing vegetation from streams, wetlands, and rivers has precipitated numerous congressional investigations and has also produced tremendous amounts of reports conflicting with these so-called "normal" practices.

The following guides depart from the above practices, and shall allow citizens, policymakers, and planners to understand that a stream is not a creek. In fact, the alternatives here presented address the basic conflicts between the urban dweller and the potential erosion and flood risks to structures, roads, utilities, and drainage systems.

For the purpose of clarification, and as suggested by Dr. Ann L. Riley, from the Waterways Restoration Institute in California, the word "stream" defines much better the nature of the problem to be tackled. Words such as creek, brook, bayou, rigolet, etc. do not really communicate in a holistic manner, standardize the cultural and regional customs of the study area, and limit the space of any drainage/geographical intervention. The word "stream", on the other hand, implies that whatever the intervention shall be, it will be an important component of the local landscape history. The WECAN community could have determined to consign its urban streams to an open or closed storm sewer but, on the contrary, they decided to manage its streams as community amenities with trails, paths, reconstruction of wetlands, and perhaps even urban sportfishing. The WECAN neighborhood is ready to use its streams as dynamic economic resources for residents, nature lovers, tourists, and artists. It was even

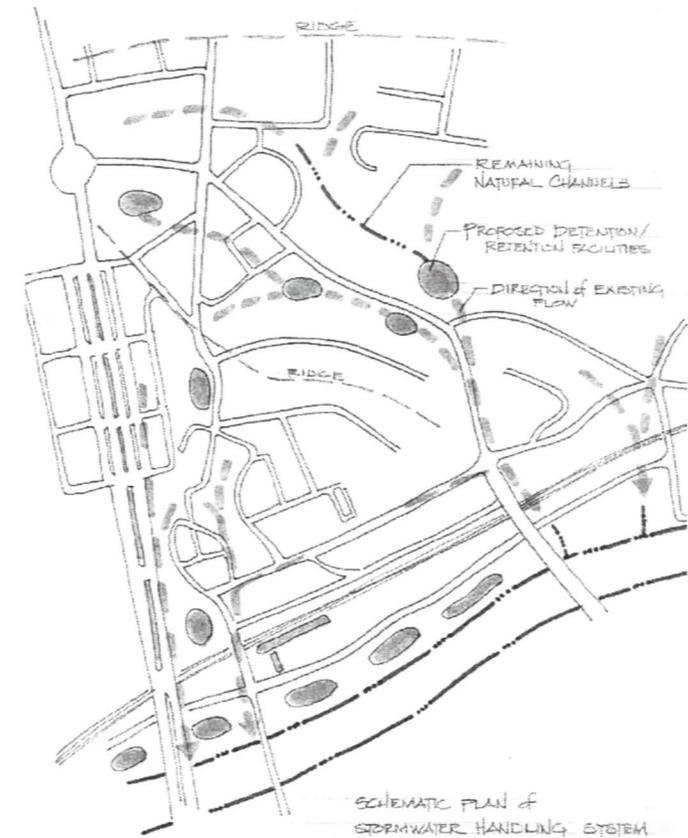
mentioned, during the visioning sessions, that these streams might become educational laboratories in local classrooms from kindergartens to university graduate schools. The residents' commitment is present, and grant providers and community leaders must keep this unprecedented momentum.

Whatever the individual reasons for this interest, the first thing the community needs to do before they begin protecting, enhancing, or restoring their existing streams is to familiarize themselves with their stream's physical problems, needs, and status in the local political and regulatory scene.

Ecological restoration is a valuable endeavor that has proven very difficult to define. The term indicates that degraded and destroyed natural wetland systems will be reestablished to sites where they once existed. The National Research Council, in its 1992 report, defined restoration as the "...return of an ecosystem to a close approximation of its condition prior to disturbance". This return to a "close approximation" is experiencing a groundswell of support across the United States. Current Federal initiatives call for a wide range of restoration actions, including improving or restoring 25,000 miles of stream corridor; achieving a net increase of 100,000 acres of wetlands each year; and establishing two million miles of conservation buffers.

The WECAN residents are committed to contribute to this nationwide initiative at a local level and at the scale of their neighborhood. In addition, partnership with stakeholders can also add useful resources, ranging from money and technical expertise to volunteer help with implementation and monitoring.

For those residents attempting to reconstitute the environmental quali-



ties of their own neighborhoods through the production of a healthy ecosystem, the following ten major issues should be considered:

1. Address ongoing causes of degradation. Restoration efforts are likely to fail if the sources of degradation persist.

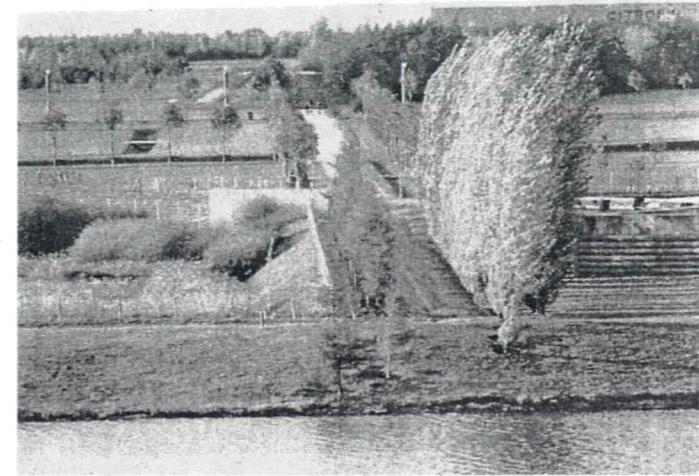
2. Protect the existing streams from the impacts of new urban development by putting strong land regulations in place. A common destroyer of streams is the placement of structures too close to stream banks, creating erosion and flood hazards.
3. Use the most environmentally and aesthetically sensitive technology to protect both the stream and the building structures. We must not forget that the environment and our communities are both dynamic.
4. Negotiate for environmentally sensitive stream-channel maintenance practices by engineering officials. If necessary, ask them to remove existing culverts and concrete linings.
5. Address the need to treat water pollution at a regional level in order to improve the water supply for life in the stream.
6. Be prepared to interact with professionals from a number of disciplines, all of which have their own language, traditions, and even cultures and values.
7. Design for self-sustainability. This is the best way to minimize the need for continuous maintenance.
8. Restore native species and remove non-native species. Many invasive species outcompete natives because they are expert colonizers of disturbed areas and lack natural controls. Removal of non-native species may be the primary goal of the restoration project.

9. Monitor and adapt where changes are necessary.

10. And, most importantly, use a reference site. Reference sites are areas that are comparable in structure and function to the proposed restoration site before it was degraded. These sites may be used as models for measuring progress. Nevertheless, do not forget that each restoration project is unique and that two watersheds may share the same characteristics but never the same behavior. CVV suggests the consideration of a small \$18,000 restoration project known as the Little Glade Creek Stream Bank Restoration Project (1993-1995) in Glade City, Alleghany County, North Carolina (Contact person: Joe H. Mickey, Jr. at the NC Wildlife Resources Commission (910) 366-2982). For other reference sites MHO shall also contact the NC Division of Environmental Management in Raleigh.

The WECAN master plan includes several guiding principles and strategies for the restoration, reconstitution, creation, enhancement, and mitigation of existing streams and drainage systems. The following ecological restoration guiding principles apply to this proposal:

Find ways to restore some of the most precious environmental and aesthetic values of the existing streams. Work within the context of federal and local channel maintenance standards, which are generally designed to minimize the growth of native vegetation. Always remember that as a flood-control channel, the primary purpose assigned to your stream is to be a conveyance for floodwaters. The WECAN community will have to propose a substitute to stream-channel maintenance.



DRAINAGE EXAMPLE



DRAINAGE EXAMPLE

nance system that allows to integrate environmental objectives with the flood-control objectives. Vegetation management can be carried out using the Landscape Guidelines devised by Tamara Calabria at Mountain Housing Opportunities (See Appendix). The University of California, at Berkeley, has discovered that instead of routinely removing most of the channel's vegetation every few years to increase the it's capacity, it is more environmentally beneficial to allow 15-25 percent of the vegetation to remain and maintain it at that level over time. In addition, removal of garbage, debris, furniture, refrigerators, old boots, shopping carts, and other items not only improves the aesthetics of the streams but also can remedy erosion problems and increase channel capacities for flood flows.

PLAN AND REGULATE

This master plan attempts to protect the natural waterways from the classic degradation caused by thoughtless urban development. It locates new development away from hazard zones such as floodplains and stream meander zones. The plan designated hazard areas as neighborhood open space, parks, recreational areas, trails, hiking and bicycle paths, and general transportation corridors. It is up to the neighborhood residents and the local government officials to come up with site-design measures to protect the buffer zones, the minimal impervious areas, the impact on the existing/proposed natural vegetation, and the use of natural swales and storm water detention areas. Setback requires that site structures be located away from the streams to lower the risk of future property damages from overbank flows and changing stream meanders. Adequate land-use planning and site-design measures create cost savings for a community by avoiding problems to begin with. It is also important to integrate recreational assets such as trails for walkers, joggers, and hikers along streams.

CREATE ENVIRONMENTALLY SENSITIVE SOLUTIONS

Streams are typically out of balance. There is usually excessive erosion or excessive deposition. Excessive erosion can be caused by increased runoff from paved surfaces, such as roads, driveways, and parking lots. Upstream construction, grazing, or logging frequently causes excessive deposition. Streams undergo two main cycles of adjustments to urbanization. First they tend to fill with sediment from construction sites. The channels later become enlarged in order to carry the increased runoff from the paved surfaces of the built-up city. The most appropriate remedy is to revegetate the waterway. Sometimes reshaping the waterway is also required.

Residential "flood proofing" shall not be expensive or complicated. Temporary dams can be inserted in doorways and over windows before the stream crests into the neighborhood. Small, aesthetically pleasing rock walls or landscaped areas can be added to existing areas to help avoid floodwater damage to housing areas or business districts.

Whenever possible, replace culverts, streams buried underground, and concrete-lined channels with more natural environments. Avoid the use of chain-link fences to lock up and/or secure a channel. Follow the examples of Milwaukee, Providence, Napa, Arcata, El Cerrito, Berkeley, Salt Lake City and San Antonio. All of these cities have carried out plans to remove concrete and to dig up once buried streams. The results have enhanced greatly their economic base and their environmental desirability.

To prevent habitat degradation, changes in flow regimes, and siltation, the most important objective should be to restore the natural structure of the channels and to provide for water retention ponds at the lowest points of the streams. Restoring the original site morphol-

ogy and other physical attributes is essential to the success of other aspects of the project, such as improving water quality and bringing back native biota.

IMPROVE THE WATER SUPPLY

Stream reconstitution programs shall involve the stream bank repair as well as its revegetation and reconstitution of its bio-diversity. Neighborhood initiatives, however, are not always enough. To prevent further degradation, regional and statewide efforts are sometimes necessary to comply with the nonpoint-source pollution control requirements. In fact this policy is mandated by the 1987 amendments to the Clean Water Act. There is an extensive body of literature on monitoring and improving water quality and fish habitat restoration (for information see: Izaak Walton League in Washington, D.C., the Adopt-a-Stream network in the Northwest, and the River Watch Network in the Northeast). The problems associated with securing adequate water supplies for instream life may involve a complicated system of water rights, with laws varying from county to county and state to state.

WORK WITHIN THE WATERSHED AND BROADER LANDSCAPE CONTEXT

This type of localized restoration project may not be able to change what goes on in the whole watershed, but it can be designed to better accommodate watershed effects. New and future urban development may, for example, increase runoff volumes, stream downcutting and bank erosion, and pollutant loading. By considering the watershed context, restoration planners may be able to design a project for the desired benefits of restoration, while also withstanding or even helping to cure the effects of adjacent land uses on runoff

and nonpoint pollution.

In choosing the WECAN project, the City of Asheville should consider how the proposed project may be used to further related efforts in the watershed, such as increasing riparian habitat continuity, reducing flooding, and/or enhancing downstream water quality. Beyond the watershed, the broader landscape context also influences restoration through factors such as interactions with terrestrial habitats in adjacent watersheds and with the deposition of airborne pollutants from other regions.

DEVELOP CLEAR AND MEASURABLE GOALS

Restoration may not succeed without good goals. Goals direct implementation and provide standards for measuring success. Simple conceptual models are useful starting point to define the problems, identify the type of solutions needed, and develop a strategy and goals. The WECAN residents and the City of Asheville must search for the help of a team of professional consultants to evaluate different alternatives to assess which can be best accomplish project goals.

During the planning stage, it will be important to focus on feasibility. Take into account scientific, financial, social, and cultural considerations. Remember that solid community support is needed to ensure its long-term viability.

INVOLVE LOCAL RESIDENTS

The attraction of community residents is vital to the success of this endeavor. Mountain Housing Opportunities, the community leaders, and the City of Asheville must be able to motivate and increase the participation and initiatives of the local residents. The planner sug-

gests the following list of fifteen (15) incentives as a useful tool to develop community interest in the restoration of the WECAN streams:

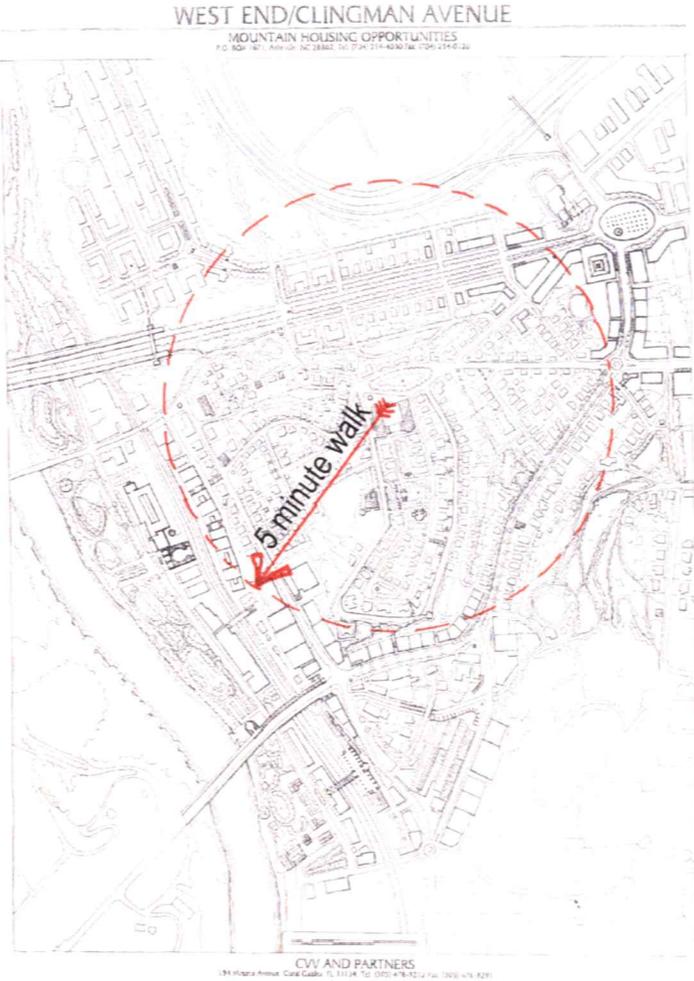
1. Reduce flood damages
2. Reduce damages from streambank erosion
3. Preserve or restore historic and cultural resources
4. Encourage the return of wildlife in an urban setting
5. Develop pedestrian and bicycle paths
6. Upgrade the quality of life
7. Restore a local identity
8. Provide greenbelts, open spaces, and parks
9. Create recreational activities
10. Create educational opportunities for schools
11. Create meaningful jobs for existing residents
12. Provide job training
13. Increase property values
14. Correct engineering performance standards
15. Return public life and a source of community pride.



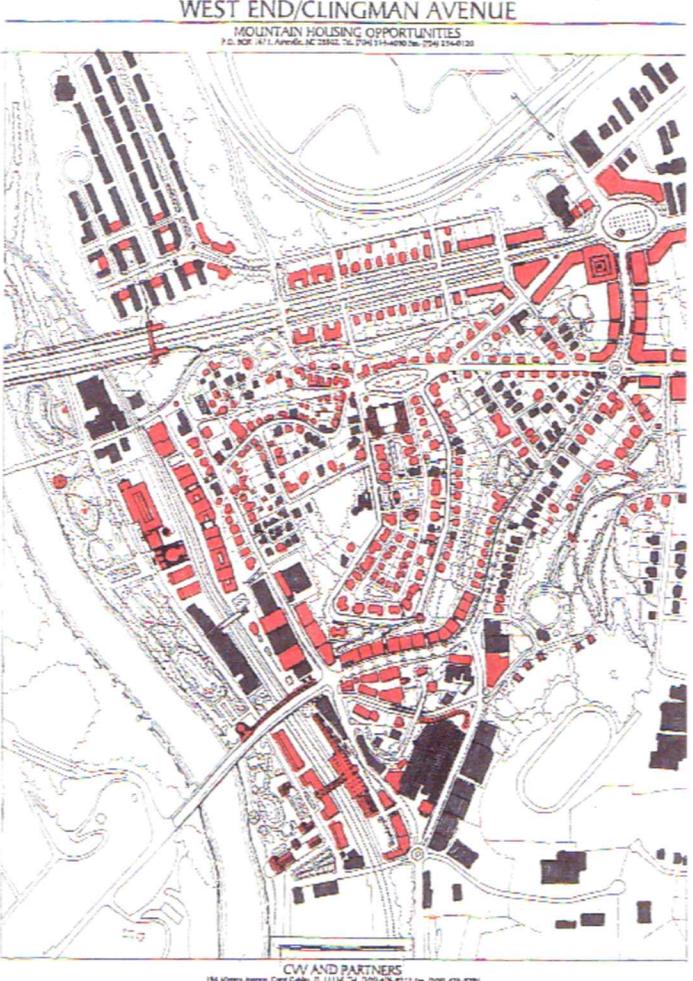
INCREASE POLITICAL SUPPORT

The presence or absence of political support can be the difference between positive results and failure. Community activists and organizers often get particularly creative at the stage of this important realization. The planner suggests the following strategies for developing political support: involve schools or universities; organize volunteer tree planting or cleanup projects; hold workshops or conferences; hold block parties and celebrations; invite and involve politician and the press.

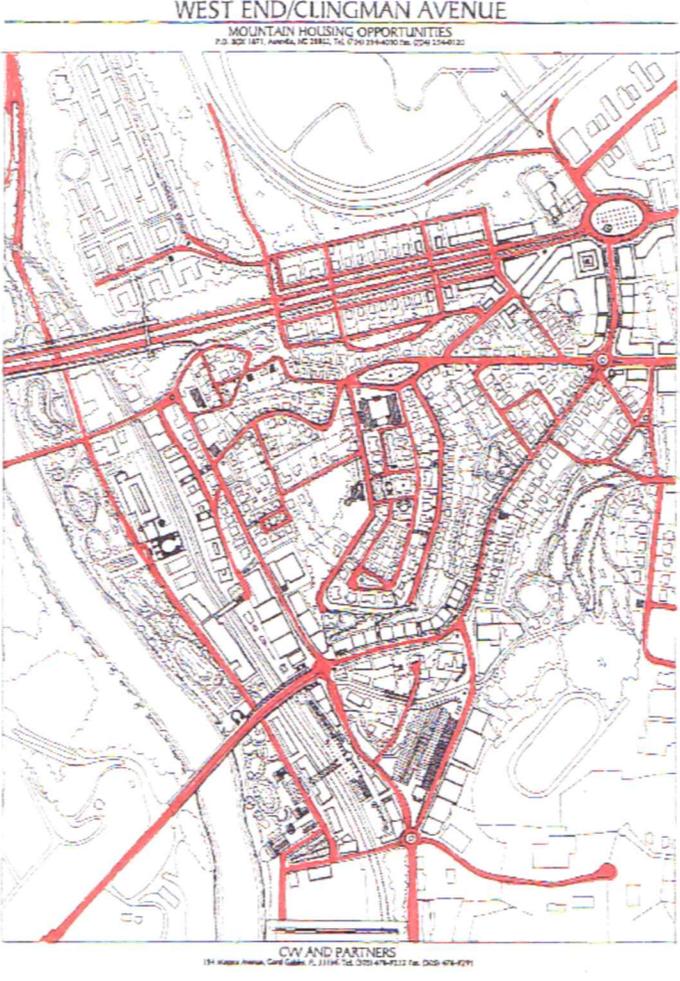
MASTER PLAN DIAGRAMS



FIVE MINUTE WALKING RADIUS TO NEIGHBORHOOD CENTER

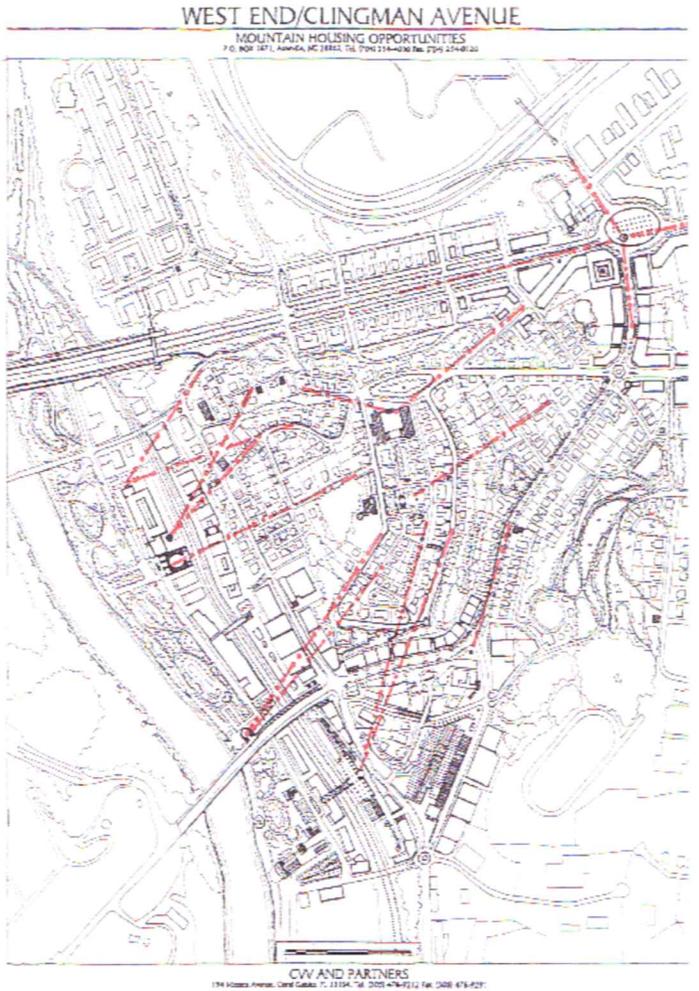


PROPOSED NEW BUILDINGS WITHIN NEIGHBORHOOD

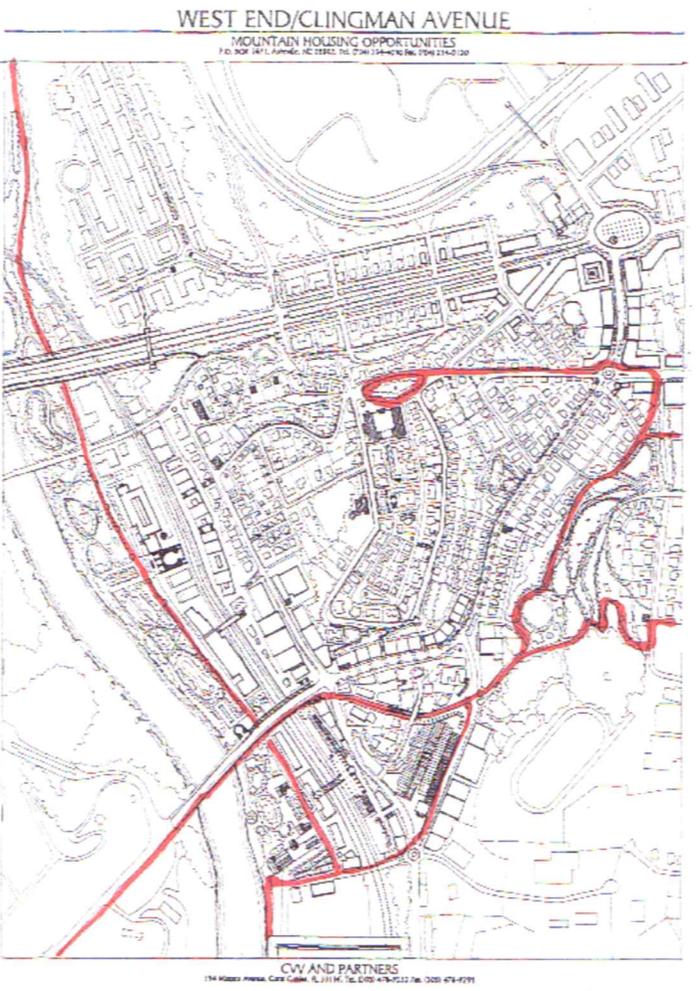


STREET NETWORK

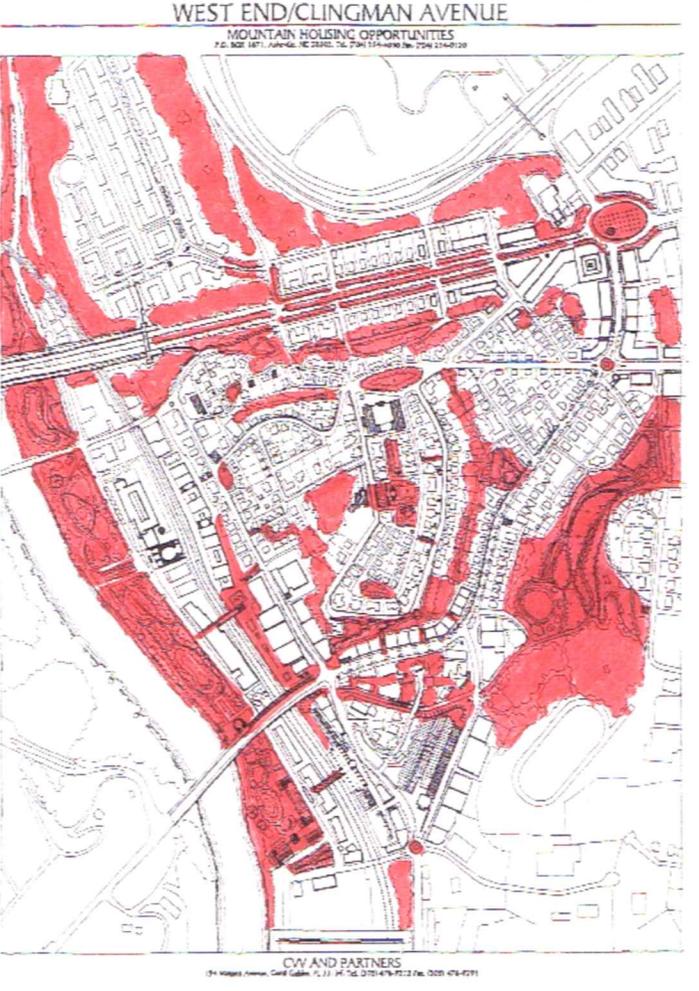
MASTER PLAN DIAGRAMS



VIEW AXIS WITHIN WEST END



BIKE ROUTES



OPEN SPACE

MASTER PLAN DIAGRAMS



- RM-8 RESIDENTIAL MULTIFAMILY
- COMMUNITY BUSINESS I
- INSTITUTIONAL DISTRICT
- HIGHWAY BUSINESS DISTRICT
- RIVER DISTRICT
- COMMERCIAL INDUSTRIAL DISTRICT

PROPOSED LAND USE DIAGRAM

The prioritization of projects must be understood as a catalyst for private development. Those interventions with greater development potential have been included in the initial phases; areas that might receive external sources of funding (i.e. Department of Transportation, CDBG, County or City Funding, etc.) have received lower order of priority. The plan must be implemented incrementally and with a great degree of malleability. The various phases include: initial projects (projects that can be started immediately); intermediate projects (3-5 years from now); and, long term projects (which might take one generation to complete).

Each phase has its internal order of priorities, as follows:

1. Initial Projects (0-2 Years)

- a. Housing/Commercial Infill (see analysis by Zimmerman and Volk),
- b. Acquire the Welding Company Site,
- c. Investigate the Development Potential and Architectural Design of the Top of the Hill Site,
- d. Develop a Regional Storm Water Management Infrastructure,
- e. Implement the MHO Landscape Standards (Tamara Calabria et al.),
- f. Initiate Negotiations with D.O.T. to Redesign Haywood Road, Clingman Avenue, and the West Asheville Bridge,
- g. Support Initiatives for the Reconstitution of Patton Avenue and I-240,
- h. Complete the Neighborhood Historic Nomination,
- i. Initiate the Cotton Mill Reconstruction Studies and Adaptive Reuse,
- j. Support the Creation and Preservation of an Arts District,
- k. Reconnect Jefferson and Park Avenues –including belvedere

and terraces,

- l. Continue Design and Cost Analysis of Infrastructure Improvements, and begin construction,
- m. Initiate a Kudzu clean-up program,
- n. Initiate Studies for a New School/Elderly Facilities at Top of the Hill, or other public/institutional use,
- o. Propose the Creation of a New Library at the Top of the Hill,
- p. Study/Implement Infrastructure Proposals for Clingman Avenue,
- q. Begin a Tree Planting Effort, and
- r. Support Riverfront Park Initiatives.

2. Intermediate Projects (3-5 Years)

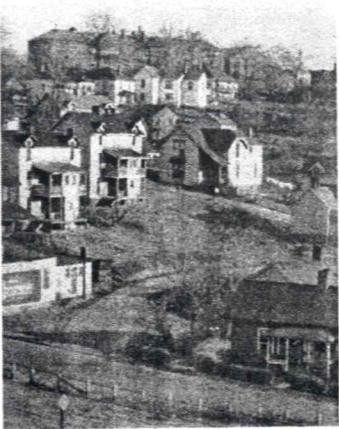
- a. Housing/Commercial Infill Continues,
- b. Relocate and Demolish the Transit Authority Depot Building Facilities,
- c. Build New Residential Community at the Top of the Hill,
- d. Design/Build New School Facilities,
- e. Design/Build New Library at the Top of the Hill,
- f. Relocate and Demolish the Parks and Recreation Building Facilities,
- g. Implement Storm Water Management Findings,
- h. Build a Network of Greenways, Bike Paths, and Walkways,
- i. Continue Implementation of Infrastructure Proposals,
- j. Begin Construction of a Mixed-Use District on Haywood Road,
- k. Reconstitute the West Asheville Bridge,
- l. Begin construction of a Main Street on Clingman Avenue,
- m. Reconstruction of the Old Cotton Mill Building,
- n. Reconstitution of the Riverfront Park, and
- o. Construction of Industrial Mixed-Use Infill –arts district.

3. Long Term Projects (6 or More Years)

- a. Patton Avenue Reconstitution,
- b. I-240 Relocation,
- c. Construction of Park Front Facilities –theater, hotels, etc., and
- d. Recognition of Neighborhood Efforts and Leadership -City of Asheville.

APPENDIX

PRELIMINARY INFORMATION



In anticipation of the November *charrette*, the design team visited the City of Asheville to collect information relevant to the future development of the West End. The following is a brief description of the most important issues:

In earlier days, Western North Carolina was well known for the healing powers of its water and its healthy environment. Asheville started as a junction

between roads and quickly grew as a resort town where people could get away from the stress of their lives and recuperate their health. Asheville has also been known for the individuality of its people, many of whom during the Civil War remained neutral. This individuality is celebrated today in the art districts, in music and dance, and in other cultural attributes which make Asheville such a special place.

Within Asheville, the West End neighborhood is a vital part of the city. The neighborhood has been home to both whites and blacks. The cotton mill and industrial buildings along the railroad provided employment to many residents within the community. The neighborhood was connected to downtown via trolley, but also had its own commercial district. Residents on 'Chicken Hill', as part of the neighborhood was called, were immigrant farmers who came in search of a better life in the city. Farming had become increasingly difficult in the countryside, and the Industrial Revolution brought the cotton mill and hopes of better opportunities for jobs and a higher standard of living.

Many studies have been done on Asheville. The West End neighborhood, because of its importance and proximity to downtown, has been included in many. The following are a list of studies with a brief description of the major points affecting the neighborhood:

1922 ASHEVILLE CITY PLAN by John Nolen

SUMMARY The plan's focal element is the corner of Haywood, Clingman, and Patton avenues, where Nolen conceived of a plaza with a tower which would serve as the entry to downtown Asheville. Nolen also had ideas about improving green spaces and parks, with a park drive to link many green spaces around the community. Nolen proposed traffic squares to relieve congestion in addition to a subway(tunnel) which was never implemented.

RECOMMENDATIONS The idea of forming a community entry for the city of Asheville on the corner of Patton and Clingman is valid today. A traffic circle will alleviate congestion, provide a gateway to the riverfront, and act as a focal point to celebrate the city entry. Buildings on the corner provide valuable commercial space that Nolen envisioned and will also reinforce the plaza as an entry and gateway. Commercial space in the first block of Clingman will serve as a transition to the residential area beyond.

ASHEVILLE CITY PLAN 2010

SUMMARY This plan, which was completed in 1996, is a comprehensive site study of the West End describing physical features, building conditions, existing land use, existing zoning, fu-

ture land use, utilities, traffic circulation, pedestrian circulation, and green spaces. The study focuses on the rehabilitation of existing housing, promoting mixed use along the riverfront, increasing recreational opportunities for residents and encouraging community involvement in future decisions. There is an outstanding site analysis in this report.

THE RIVERFRONT PLAN

SUMMARY The Riverfront Plan is an important attempt to relink the French Broad River to the city of Asheville. Since the 1916 flood which swept away many riverside amenities and caused

mass destruction, the river has lost its connection to the city. Due to topography, access to the river is difficult. The existing visual quality of the built environment around the river is poor. The recommendations of the study include a river cleanup program, improving riverfront access to the community, creating an 'Emerald Necklace' through Asheville and connecting to the river, and compiling comprehensive studies on natural areas and archaeological sites along the riverfront.

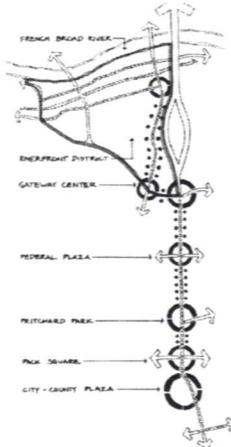


Fig. 4: Conceptual Drawing of Patton Avenue Spine

RECOMMENDATIONS The link between downtown and the riverfront is critical and would be made along Patton Avenue using a series of nodes, terminating at the oval traffic circle, which is the same intersection identified by John Nolen in his 1922 plan. The extension to the riverfront travels through the West End neighborhood, which reasserts its importance to Asheville and downtown. Once at the river, the industrial buildings would be converted gradually to restaurants, theaters, clubs, and office space. The existing historical buildings should be conserved and celebrated. A large park and white water rafting facility would offer recreational opportunities to the region. This transformation has already begun within the arts district. A promenade along the bridge gives quality space to the artists to display their work with a view to the river below. A tower terminating the promenade on the bridge celebrates the entry to the neighborhood and provides access to the riverfront below.

LANDSCAPE RESOURCES IN THE WEST END/CLINGMAN AVENUE NEIGHBORHOOD by Tamara Calabria

SUMMARY Landscape resources is an insightful study of the historical landscape of the West End community and is included as part of the overall master plan. The rural to urban migration of the people is reflected richly in the gardens. Front yards were enclosed by picket fences or well clipped hedges, and a shade tree was usually planted in the yard. The backyards were utilized

for agriculture, where the community grew vegetables and livestock, taking advantage of the challenging topography by terracing. Flowerbeds were used as foundation planting for houses, and, just like vegetables, the residents shared them, using species which could be easily propagated by seeds or cuttings. In the neighborhood flower gardens, stone retaining walls and hedges are common.

RECOMMENDATIONS The landscape character of the neighborhood is unique and should be preserved. The Clingman side has more regular lot sizing and setbacks. The front yards are large and usually contain a shade tree. The West End is characterized by dramatic topography, curving narrow streets, and clustered housing which give it a more urban feeling. Elements that comprise the landscape fabric such as granite curbs, stone walls, hedges, and landscape terracing should be incorporated into new development.



I-26 CONNECTOR STUDY

SUMMARY Though still in preliminary stages, this study is important to the health and reconnection of some of the historic streets of the neighborhood. The study focuses on a separation of local and interstate traffic, sensibility to scale, and reunification of the adjacent communities.

RECOMMENDATIONS The reconstruction of Patton as an urban street will create commercial and mixed use opportunities, and will allow a reconnection between Patton and the West End.

LIKE A FAMILY: THE MAKING OF A SOUTHERN COTTON MILL TOWN

SUMMARY *Like A Family* is the story of the rural urban migration of farmers in the nineteenth century. As discussed earlier, families came to the city looking for a better life. The traditional cotton mill town was a small village with simple tenement housing often built by the mill owner. Living conditions in the town were substandard. Low paying jobs meant that children were forced to work at an early age to help support the family. Life expectancy was low, and conditions inside the mill caused sickness and disease.

RECOMMENDATIONS A museum as part of the existing remnants of the mill is appropriate to commemorate the families and their blue collar way of life. The 'yellow house' that was fondly remembered by residents as the community bath for those without indoor plumbing will be restored and used as a community center. The yard in the rear of the house will have a small children's playground.

MEMORIES OF COMMUNITY RESIDENTS

SUMMARY It was of great interest to read the personal memoirs of the former and present residents. They recalled hard times and a very united community which still endures. When asked what the residents liked most about their community, they most often responded that their neighbors were always there in times of need.

Residents recalled a community with neighborhood stores, a barber shop, and a safe place to live and play. The density of the area provided watchful eye on the street. In the winter, children would ice skate on frozen puddles. One man remembers the sound of the trolley as it rolled down Haywood to Park. In desperate times some residents climbed aboard passing trains and threw coal to the ground. It was their only means of cooking or heating their homes. Life was not easy but it was simple and it was home. To this day the community is united and committed to a neighborhood revival.

RECOMMENDATIONS The residents were valuable team members in the design process. Longtime residents gave us historical insights. Knowledge and concern shared by the people for the future of the neighborhood was inspirational. Their thoughts and ideas are reflected in the master plan.

ASHEVILLE GREENWAYS MASTER PLAN

SUMMARY The goal is to establish a network of greenways in and around Asheville which will provide corridors to waterfront use and connect the community to the countryside. The Haywood Road corridor section passes through the neighborhood and offers opportunities for both on and off road paths, including the utilization of an abandoned road(Merritt).

RECOMMENDATIONS The riverfront incorporates a greenbelt and valuable recreational opportunities for the region. The neighborhood will reestablish a connection to Aston Park and the beautiful adjacent forest area. Small plazas and greens in the neighborhood give the residents a chance for recreation and interaction. Edible gardens and small water retention ponds located in greens behind homes will allow water retention and production of fresh fruits and vegetables.



HISTORIC FIRE INSURANCE MAPS

SUMMARY These maps help identify the historic street patterns, lot sizes, house locations, and give an insight into the historic urban fabric of the neighborhood.

PEDESTRIAN AND BICYCLE PLAN

SUMMARY This report is an inventory of Asheville's sidewalks and recommendations for new construction and reparation of existing sidewalks to encourage pedestrian traffic. Minimum sidewalk widths are established to maintain and unify the sidewalk fabric. The study shows bike paths and future design opportunities.

RECOMMENDATIONS The sidewalk system in the neighborhood is in a state of disrepair. Streets such as Clingman and Haywood will eventually have high volumes of pedestrian traffic and reconstruction of sidewalks is critical to the connection of downtown and the riverfront and art districts. There are both on and off street design opportunities for bike and pedestrian paths. The bike path which will approach downtown from West Asheville will con-

tinue through Haywood Road and then detour behind homes on Clingman to the existing wilderness area and old Merritt Street. The user will have the option of continuing to downtown via Clingman or crossing the bridge over the stream to enter Aston Park. Some streets historically without sidewalks could remain that way, or sidewalks might be built on one side of the street at the residents' request.

DESIGN REVIEW GUIDELINES FOR THE MONTFORD HISTORIC DISTRICT

SUMMARY The guidelines contain pertinent information on the housing types in the Montford Historic District. Queen Anne, Georgian and Colonial Revival are some of the styles of neighborhood homes. The majority of homes feature an eclectic combination including bungalow, shingle, half timbered and previously mentioned styles.



RECOMMENDATIONS It is important to note that the Montford District is more affluent than the West End, and this is reflected in the building types. Future development in the West End/Clingman should reflect existing typologies.



INFRASTRUCTURE IMPROVEMENT STUDY

SUMMARY an inventory and cost estimate for the improvement of sewers, water lines, etc.

RECOMMENDATIONS The study is outdated and infrastructure needs will be based directly on the design implemented by the community.



ASHEVILLE : A PICTORIAL HISTORY

SUMMARY A photographic journey through the history of Asheville. The photos are accompanied by interesting narratives. Some old photos of the West End are included.

RECOMMENDATIONS Historic photos provide valuable information on the urban and landscape patterns

CITY OF ASHEVILLE UNIFIED DEVELOPMENT ORDINANCE(CODE)

SUMMARY Information on procedures for obtaining permits and approvals. General development and performance standards give allowed setbacks, unit density standards, etc.

RECOMMENDATIONS The historic high density of the site must be taken into consideration, and , if needed, variances from the code can be submitted. This area is exempt from parking requirements(where on street parking is available) due to its proximity to downtown Asheville.

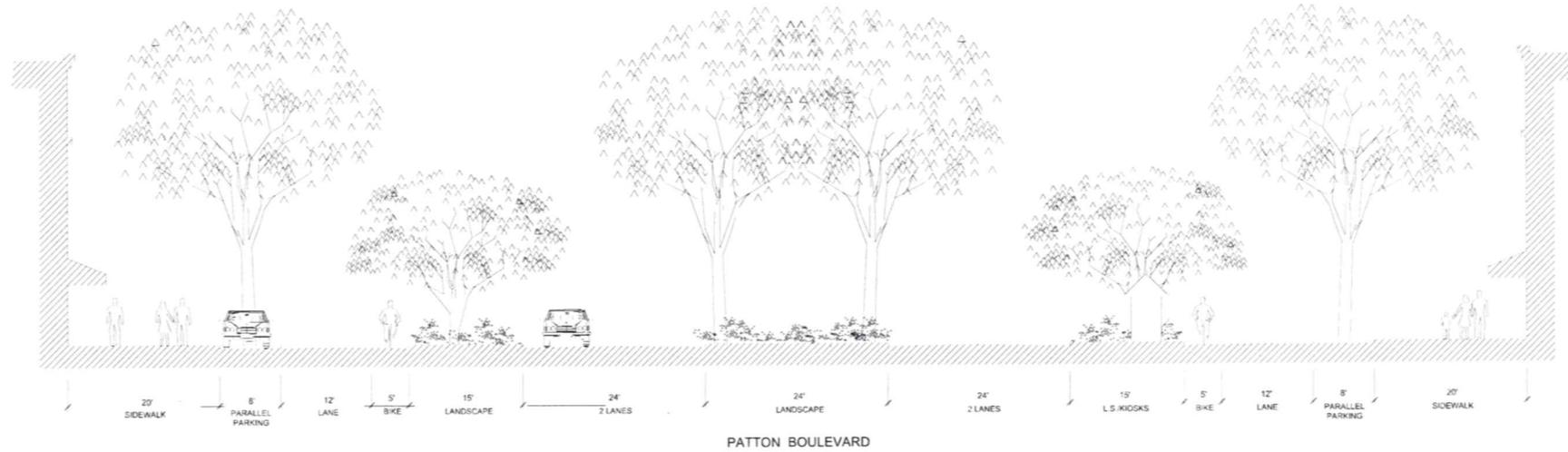
ASHEVILLE PARKS AND RECREATION DEPARTMENT 2015 COMPREHENSIVE MASTER PLAN

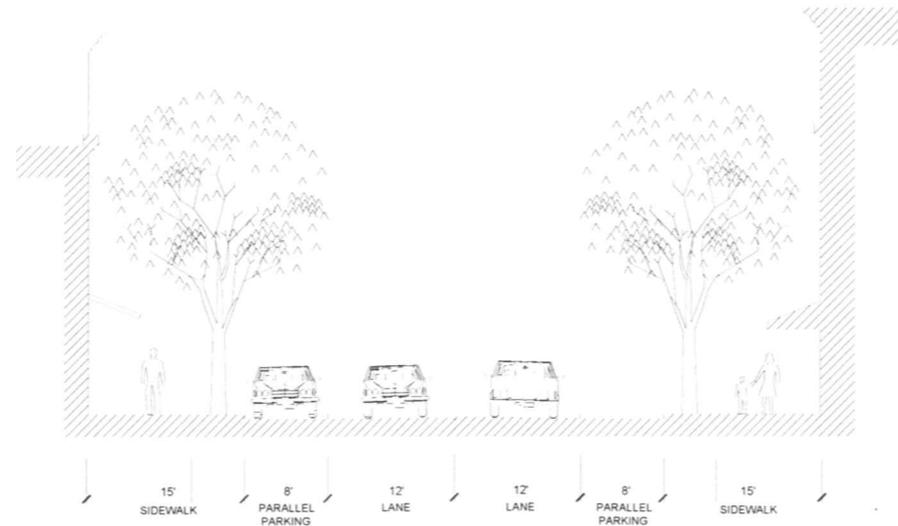
SUMMARY This plan provides an inventory of existing parks facilities in the Asheville region, a needs assessment, and proposals for modification and additions.

RECOMMENDATIONS As previously discussed, Aston Park has the potential to provide a valuable link to the West End residents, and there are opportunities in the neighborhood for small playgrounds, rest areas, trails, and gardens.



PROPOSED STREET SECTIONS



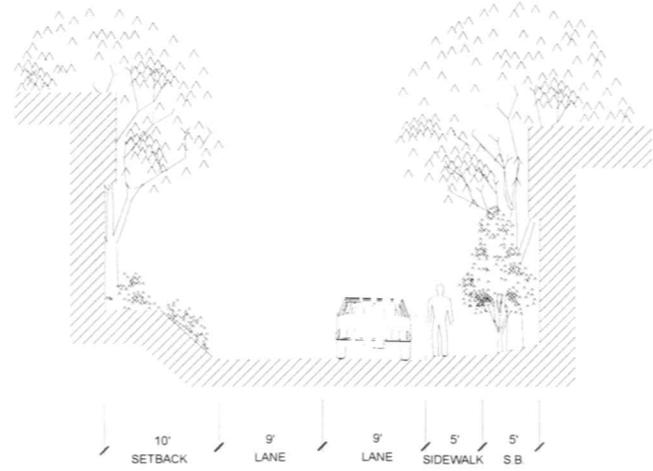


UPPER CLINGMAN



LOWER CLINGMAN





CLUB/TRADE ST.



RIVERSIDE DRIVE

ZONING RECOMMENDATIONS

The City of Asheville has determined that the WECAN study area contains a wide range of land uses. The predominant land uses are residential, commercial, industrial, riverfront, and public uses. Nevertheless, a simple inspection reveals that there is a much more complex collage of general use districts. In fact, a simple reduction of the neighborhood experience to a few zoning categories is just a management and political strategy, but it shall never assist to rationalize the complexities of this historic area.

According to the Zoning Map of the City of Asheville, the following districts determine the fate and configuration of the study area: RM-8 Residential Multi-Family Medium Density, Community Business I, Institutional, Highway Business, River, and Commercial Industrial.

While the zoning categories establish the general location of land uses within the WECAN study area, the character is tremendously influenced by other sections of the City of Asheville Unified Development Ordinance including: Article X: General Development and Performance Standards, Article XI: Development and Design Standards, Article XII: Environmental Protection Standards, and Article XIII: Sign Regulations.

The purpose of the WECAN charrette was not to produce a prescriptive method for the reconstitution of the Unified Development Ordinance, but to suggest ways to improve the language of the law and to comply with the history, character, and site-specific conditions found within this historic area.

A comprehensive study of the U.D.O. must become an agenda item for the City of Asheville; meanwhile, the following recommendations constitute a preliminary approach for the successful implementation of the WECAN Citizens Masterplan. These few sugges-

tions are based on traditional principles of urban design and common sense economics.

Implementation of the WECAN Citizens Master Plan cannot be accomplished by dividing this property into a series of separate zoning districts as typically provided in the City of Asheville Unified Development Ordinance. The suggested approach is to create a zoning overlay district which will recognize the development parameters of the Master Plan.

Elements of the zoning overlay district should include:

For predominately residential areas, the maximum allowable density needs to be 16 dwelling units per acre in order to accommodate the range of residential opportunities proposed in the plan, including small apartment buildings, town homes and small lot single family homes. The range of lot sizes should run from a minimum of 1,500 square feet to a maximum of 12,500 square feet to accommodate this range of residential use types. Similarly, lot width standards need to allow a minimum lot width of 20 feet and a maximum lot width of 100 feet. This will allow the diversity and character envisioned by the residents to be accomplished while preventing the construction of "megastructures". Also for these residential areas, depending upon the specific type and location of development, the required front setbacks should be either zero feet or fifteen feet, for the side setback, again depending upon the location and type of structure proposed, the minimum setbacks should be zero and six feet; the rear setback for a single unit on a lot should be five feet and for multiple family uses the rear setback should be fifteen feet.

For mixed use and commercial areas designated on the Master Plan, the maximum density should be a range from 16 units and 32 units per acre. Depending on the location within the Master Plan,

the maximum lot size for these types of uses should range from 15,000 to 30,000 square feet. Minimum lot width should be 50 feet and maximum lot width 100 feet in these areas. Front setback, depending upon the location of the construction, should range from 0 feet to 15 feet (provisions should be made to require a "build to" line in appropriate areas to insure a uniform structural setback); side setbacks should be a maximum of six feet' and rear setbacks should have a minimum setback of zero feet. Parking for these uses should be required to be to the rear of the structure. Maximum lot width should be 100 feet, except for stand-alone, single use residential structures which should have a maximum lot width of 50 feet. The maximum height in a mixed use building in these locations should be 60 feet, with the exception of the south-west corner of Clingman and Patton Avenue where there should be a no height limitation in order to accommodate a tower at the entry to Downtown Asheville along Patton Avenue.

Other general requirements that are suggested as part of this WECAN Citizens Master Plan include:

- * On street parking should be counted as part of the required parking for any project in the zoning overlay district.
- * Shared parking should be strongly encouraged in the zoning overlay district
- * Street standards should be carefully considered to reflect appropriate curb radii and street width to maintain the historical street pattern in this neighborhood, except as specifically noted through the WECAN Citizens Master Plan.

LANDSCAPE GUIDELINES

The following four pages are excerpts from Tamara Calabria's *Landscape Resources in the West End / Clingman Avenue Neighborhood*. A copy of this report is available through MHO.

TERRACING EXAMPLES

On sloping lots, most homes have a small, level lawn area or "terrace" off the steps to the front porch. This level area extends roughly 10' from the front porch. A slope rarely exceeding 1' fall per 3' run lies between this level lawn area and the sidewalk or street.



Uniform site grading and front setbacks from curb help define the Clingman Avenue streetscape.



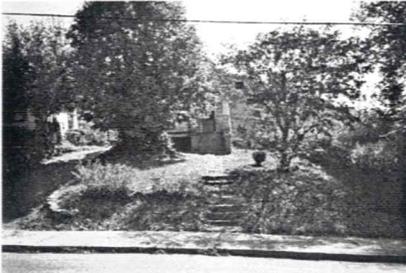
Terracing and retaining walls on West Haywood Street in the West End.



A Clingman Avenue yard's lawn terrace, slope and retaining wall.



Clingman Avenue's uniform lawn terraces and slopes.

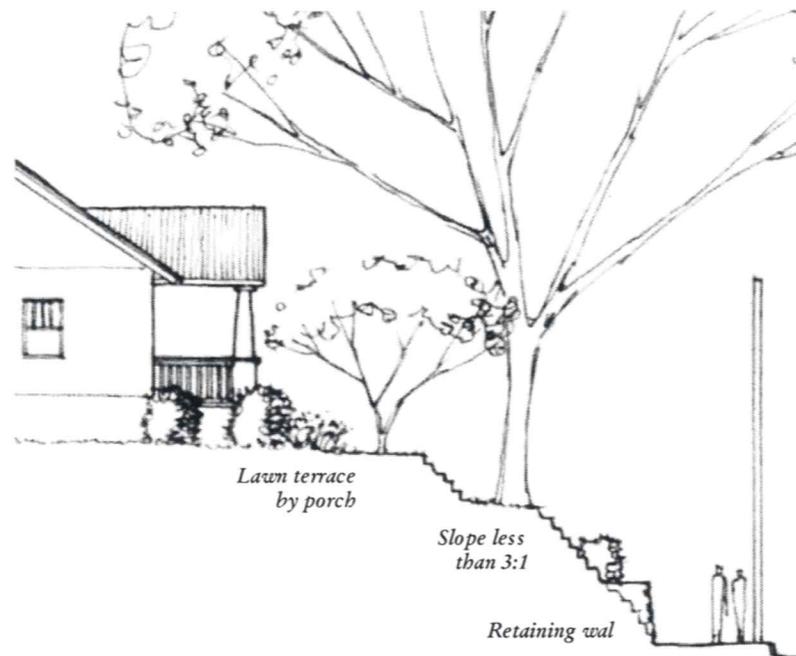


A Clingman Avenue yard's lawn terrace and slope to sidewalk.



TERRACING RECOMMENDATIONS

Front yards of homes on sloping lots with adequate setback from the curb should be graded to create a terraced lawn area adjacent to the front porch. (page 25 of Tamara Calabria's *Landscape Resources in the West End / Clingman Avenue Neighborhood*)



Detail of Terracing, Clingman Avenue

Retaining Wall Examples

On many neighborhood lots, retaining walls of stacked stone, concrete, or brick, in addition to terracing, create the level lawn area in front of the house and meet the grade of the sidewalk and street. (page 26 of Tamara Calabria's *Landscape Resources in the West End / Clingman Avenue Neighborhood*)



A stacked stone retaining wall adjacent to Trade Street in the West End



A relatively new poured concrete retaining wall on Rector Street.



A tall stone retaining wall on Roberts Street in the West End.



A brick retaining wall complements the brick columns on the front porch of this house on Clingman Avenue.



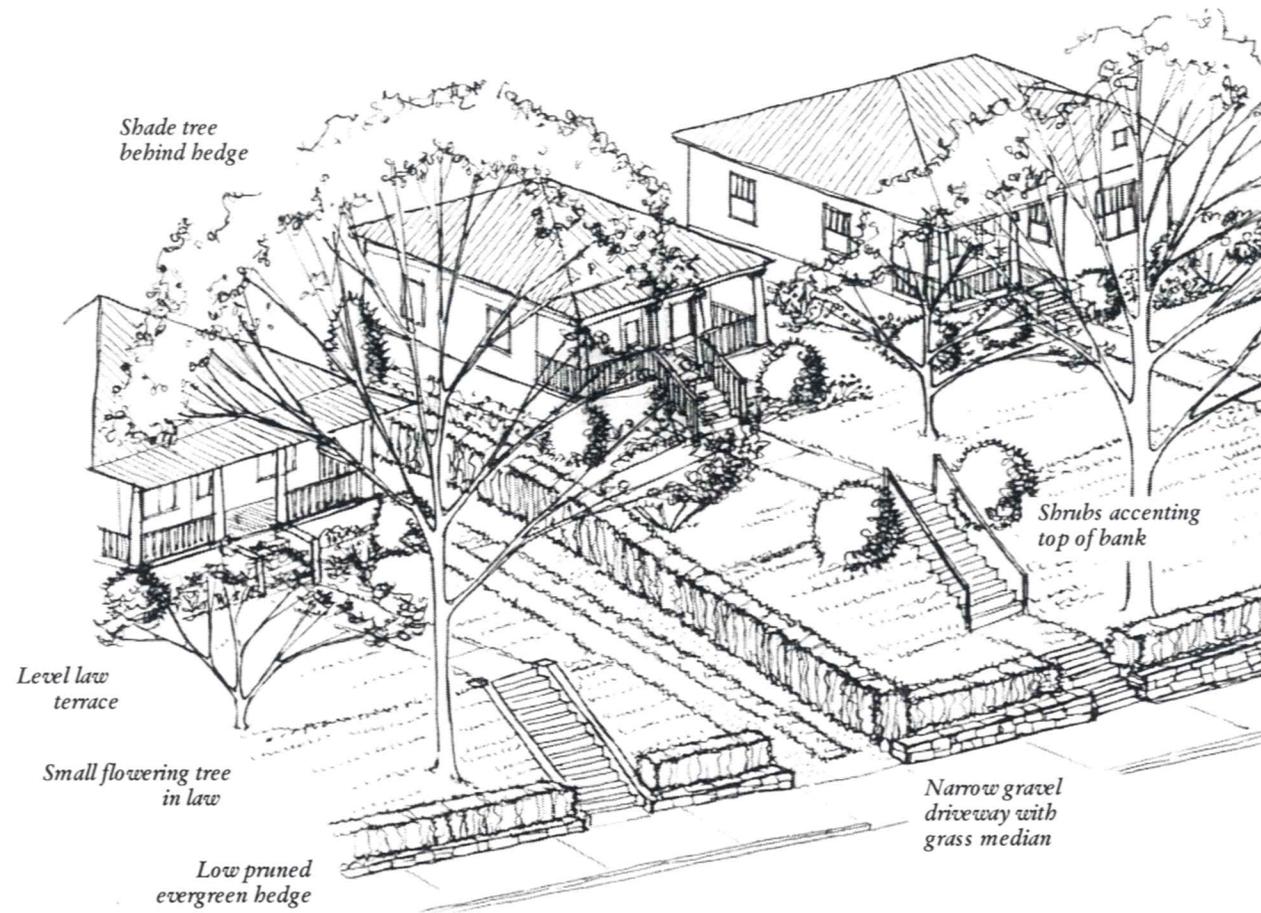
Jefferson Avenue stone retaining wall.



Low stone retaining wall adjacent to sidewalk on Clingman Avenue.



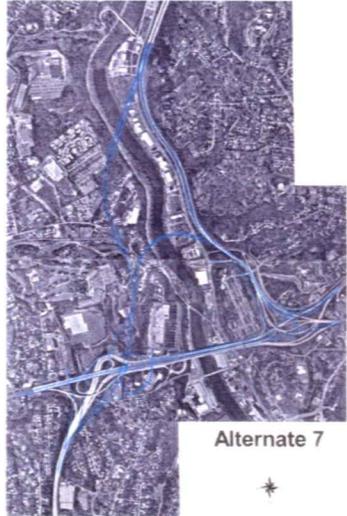
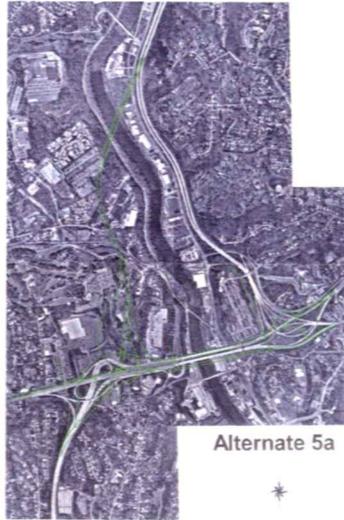
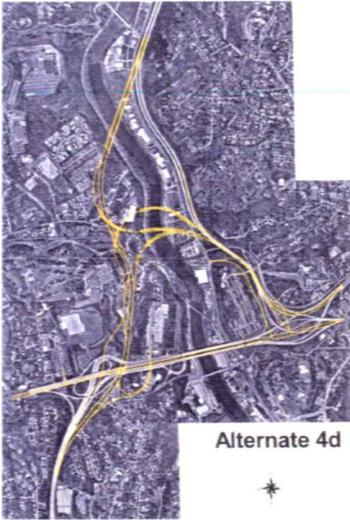
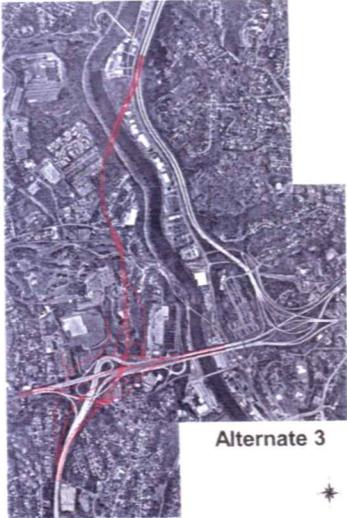
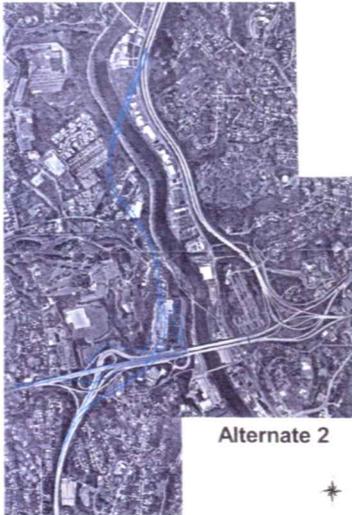
Detail of stone retaining wall and steps on Roberts Street in the West End.



Composite Sketch of Clingman Avenue Showing Traditional Neighborhood Landscape Elements

page 20 of Tamara Calabria's *Landscape Resources in the West End / Clingman Avenue Neighborhood*

I 26 CORRIDOR STUDY PROJECT ALTERNATIVES



MULTI FAMILY

Loft Apartment Building: Adaptive re-use of upper floors of commercial buildings. Unit interiors take advantage of typically high ceilings and commercial windows and can be minimally finished, limited to architectural elements such as columns and fin walls, or unfinished, with no interior partitions except those for bathrooms.

Loft apartments can be leased, as in a conventional income property, or sold to individual buyers, under condominium or cooperative ownership, in which the owner pays a monthly maintenance fee in addition to the purchase price.

Loft apartment buildings may require some regulatory relief to allow unfinished or minimally-finished interiors.

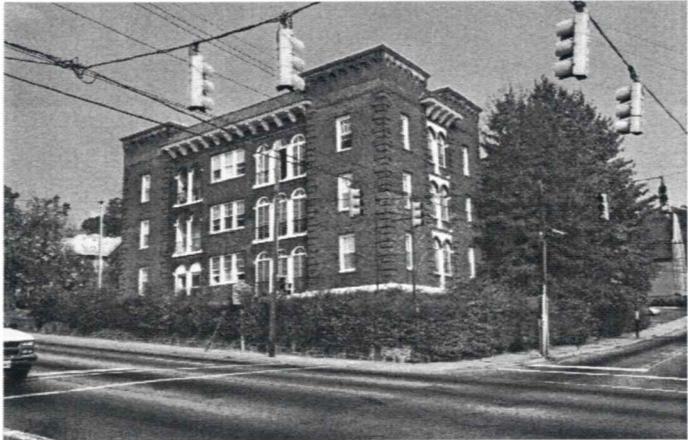
Courtyard Apartment Building: A pedestrian-oriented equivalent to conventional garden apartment buildings and of similar densities. A courtyard building is three to four stories, either U-shaped or an open square, with parking integral to the building, within an enclosed courtyard, or in an open lot to the rear. The courtyard apartment building should have a relatively shallow setback from the street.

The building's apartments can be leased, as in a conventional income property, or sold to individual buyers, under condominium or cooperative ownership, in which the owner pays a monthly maintenance fee in addition to the purchase price.

Courtyard apartment buildings sometimes require zoning relief or variance to permit shallow front yard setbacks.



LOFT EXAMPLE FROM CHESTNUT / LIBERTY NEIGHBORHOOD



COURTYARD APT. EXAMPLE FROM NORTH ASHVILLE



MANOR HOUSE - FRONT ELEVATION



MANOR HOUSE. SIDE ELEVATION
SLOPING SITE

SINGLE FAMILY ATTACHED

Mansion Apartment Building: A small-scale apartment building with a street facade resembling a large detached house.

Flex Townhouse (live-work): Similar in form to a conventional suburban townhouse except that the garage--either attached or detached--is located at the rear of the unit and accessed from an alley or auto court. The unit contains ground-floor space that can function as residential, office, workshop or retail, depending on the needs of the owner. The code governing flex townhouses should strictly regulate form--such as building mass, height and build-to-line--but loosely regulate use--imposing only standard life and safety requirements.

Townhouse: Like the flex townhouse, the garage--either attached or detached--is located at the rear of the unit and accessed from an alley or auto court. Unlike conventional townhouse developments, townhouses in traditional neighborhoods conform to the pattern of streets, typically with shallow front-yard setbacks.



MANSION EXAMPLE FROM MONTFORD



FLEX EXAMPLE FROM NORTH ASHEVILLE



TOWNHOUSE EXAMPLE FROM NORWOOD PARK



NEIGHBORHOOD FABRIC OF THE WEST END



EARLY AMERICAN STICK STYLE



MANSSION EXAMPLE FROM THE WEST END

SINGLE FAMILY DETATCHED

Bungalow Court: Relatively-small one- or one-and-half-story single-family detached houses--each with its own small yard--arranged in a U-shape enfronting a small common or green. The bungalows are separated from the common area only by a sidewalk, path or other non-vehicular way. Parking is from rear lanes, alleys or in a common, rear- or side-loaded lot. A bungalow almost always includes a large porch.

Village House: A one-and-a-half- or two-story single-family detached house on a small lot, often with alley-loaded parking.

Walking Court Houses: Two-story single-family detached houses--each with its own yard--enfronting a linear common or green. As with Bungalow Court units, the houses are separated from the common area only by a sidewalk, path or other non-vehicular way, and parking is from rear lanes or alleys. Also known as pedestrian courts.

Neighborhood House: A two-story single-family detached house relatively close to the street with attached, detached, or open parking--whether alley-loaded or not--set well back from the front facade.

Close Houses: Two-story single-family detached houses--each with its own yard--arranged in a U-shape enfronting a close (a narrow common or green). Unlike Bungalow Court and Walking Court units, the houses are separated from the common area by a shared driveway, narrow lane or other small-scale vehicular way. Parking can be front- or rear-loaded.

Mansion House: A large two- or three-story single-family detached house, compatible with similar-sized flexible-use structures.

Bungalow House: Snug one to one and a half story home with wide overhanging roof, a deep porch, and simple interior.

Early American: A small to medium sized home with pitched gable or gambrel roofs, rubblework foundation, a small porch, shingle roof, and riven clapboards.



VILLAGE EXAMPLE FROM MONTFORD



NEIGHBORHOOD HOME EXAMPLE FROM MONTFORD



BUNGALOW EXAMPLE FROM WECAN NEIGHBORHOOD

MARKET POSITION ANALYSIS

Residential Market Potential

WEST END Neighborhood

City of Asheville, Buncombe County, North Carolina

December 15, 2000

Produced by:

ZIMMERMAN/VOLK ASSOCIATES, INC.

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Research & Strategic Analysis

This study identifies the market potential for new housing units, both new construction and adaptive re-use of existing buildings, to be leased or sold in the West End Neighborhood of the City of Asheville, Buncombe County, North Carolina. (For the purposes of this study, the approximate boundaries are I-240 and Patton Avenue to the north, the French Broad River to the west, Lyman Street to the south, and the residential area along the eastern side of Clingman Avenue.)

The depth and breadth of the potential market have been defined using Zimmerman/Volk Associates' proprietary target market methodology, which was developed in response to the challenges that are inherent in the application of classical supply/demand analysis to urban revitalization. Historically, urban areas have experienced population loss, often severe, and conventional supply/demand analyses typically will project that trend to continue, with the result that forecasts of demand are often minimal, if not negative. Supply/demand analysis ignores the potentially-significant impact of newly-introduced housing supply on settlement patterns, particularly when that supply is specifically targeted to match the housing preferences and economic capabilities of the draw area households.

In contrast to classical supply/demand analysis, then—which is based on supply-side dynamics and baseline demographic projections—target market analysis determines the depth and breadth of the potential market derived from the housing preferences and socio-economic characteristics of households in the defined draw area, even in locations where no close comparables exist. Because it considers not only basic demographic characteristics, such as income qualification and age, but also less-frequently analyzed attributes such as mobility rates, lifestyle patterns and compatibility issues, the target market methodology is particularly effective in defining a realistic housing potential for urban development and revitalization.

The extent and characteristics of the potential market for newly-created housing units in the West End Neighborhood were therefore determined through detailed analysis of households currently living within the appropriate draw areas. These draw areas were derived through migration and mobility analyses, incorporating information obtained from real estate brokers, sales persons, local officials and other knowledgeable sources, and from Zimmerman/Volk Associates' field investigation.

MARKET POTENTIAL

Based on Zimmerman/Volk Associates' field investigation and extensive experience with urban development and redevelopment, as well as analysis of migration and mobility data, the core draw area for newly-created dwelling units in the WECAN Neighborhood has been defined as the City of Asheville and the balance of Buncombe County.

In addition to households living in the core draw area, newly-created housing units in the Neighborhood should also present an attractive alternative to households currently living in counties that surround Buncombe County. The local draw area has therefore been defined as Henderson, Haywood and Madison Counties, North Carolina.

Finally, in-migration from Florida (including half-backs—retiree households originally from the Northeast resettling from Florida to western North Carolina's more temperate four-season climate) represents up to 10 percent of total in-migration into Buncombe County. The Florida counties of Broward, Pinellas, Palm Beach, Orange, Dade, Hillsborough, and Brevard have therefore been included within the Florida draw area.

Experience has shown that, although a small percentage of households will come from outside these principal draw areas, those households are likely to share the same lifestyle characteristics and housing preferences as the primary draw area households.

The optimum mix of housing units for new development and redevelopment is therefore based on the housing preferences and income levels of households moving from within the principal draw areas.

As determined by the target market methodology, which accounts for household mobility within the core draw area as well as mobility patterns for households currently living in the local and Florida draw areas, just under 2,200 empty nesters and retirees, traditional and non-traditional families, and younger single- and two-person households currently living in the draw areas comprise the potential market for new residential construction or adaptive re-use of existing buildings in the West End Neighborhood.

Empty-nest and retiree households—of which the two largest groups are *Blue-Collar Retirees* and *Hometown Retirees*—represent between 32 percent and 40 percent of the market for newly-created housing units, depending on type. Many of these households are likely to be moving from older single-family detached houses. Newly-constructed, low-maintenance move-down units, located close to their older neighborhoods, are typically not available; new construction in those locations represents an opportunity for these households to move to housing

units that better reflect their changing lifestyles, and allows them to remain close to friends and families.

Family-oriented households comprise half of the target households for the Neighborhood; those households encompass a wide range of traditional and non-traditional families—from a single mother with one or more children, a male adult with younger siblings, a grandmother with daughter and grandchildren, to a married couple with children and a dog. The largest target family group is *Young Homesteaders*, householders that are, typically, couples in their 30s and 40s with school-age children; these households are well-educated and outdoor-oriented.

The balance of the market for newly-created housing units in the West End Neighborhood is comprised of younger singles and couples—including *Urban Achievers*, *Generation X*, *Twentysomethings*, and *PC Pioneers*—who would prefer to live within walking distance of where they work. These households are an eclectic mix of professionals, office workers, small business owners, knowledge workers and artists or artisans.

From the perspective of draw area target market propensities and compatibility, a broad range of new construction (rental and for-sale lofts and apartments and rental and for-sale flex/live-work townhouses) as well as adaptive re-use of existing buildings (rental and for-sale lofts and apartments) will be required to support and sustain residential diversity in the West End Neighborhood.

An effective housing strategy to achieve that diversity should include:

- The construction of a variety of housing types, both rental and for-sale, including higher-value market-rate as well as affordable housing units, throughout the neighborhood;
- The establishment of programs and policies that will preserve existing affordable residential and commercial units.

NEW CONSTRUCTION

Prospect Park/The Top of the Hill

The most effective new-construction strategy would focus on a prominent and visible site that is also large enough to accommodate a significant number of new dwelling units. From a market perspective, a highly-desirable site would be an approximately 10-acre land assemblage, comprising the 3.5-acre Asheville Transit Authority Bus Maintenance Facility parcel on Hilliard/West Hayward Street between Park Avenue and Jefferson Drive on the north end of the hilltop; the adjacent 3.3-acre Pioneer Welding Supply parcel on the south end of the hilltop; and the approximately three-acre Census Building and Pepsi Billboard Property parcel north of West Haywood.

The views of downtown Asheville and the surrounding mountains from this site represent an extraordinary physical amenity that is unmatched in the Neighborhood. A mix of market-rate and affordable rental and for-sale units arrayed around a public park on this site would also give the market confidence that the West End Neighborhood can be restored and transformed through the sensitive introduction of well-positioned mixed-income housing.

The area should be marketed as Prospect Park, which is not only an apt description of its location but also one of the names used at one time for this area of the West End Neighborhood.

The recommended initial market position for new housing units to be constructed in Prospect Park has been placed within the context of the housing market in downtown Asheville, and has been derived from the housing propensities of the likely residents of the area. Base prices are in year 2000 dollars and have been established to fit within the affordability range of the majority of the target households. The recommended rent and price ranges are designed to strike a balance between velocity of leases/sales and development quality.

Rental apartments are required for the establishment of critical mass. Although the ultimate goal will be to increase the area's homeownership rate, residential strategies must be seen not only in terms of physical changes but also as a function of time. Because rental housing leases at a much faster rate than ownership housing sells, the first phase should include a significant percentage of rentals. Rentals allow households to experiment with living in an area without the commitment of home ownership; renters also form a pool of potential purchasers of for-sale dwelling units in later phases and throughout the neighborhood.

Between 10 and 25 percent of the units can be set aside for low- to moderate-income households; however, individual renter and homeowners should be subsidized, rather than discounting the rents and prices on the affordable units. This will support the market-rate rents and prices, thereby maintaining the appraised values of the dwelling units for the non-subsidized market.

As noted previously, high renter mobility supports a high initial ratio of rental units compared with for-sale. However, high renter mobility also influences substantially higher turnover in rental units; therefore, the ratio of ownership to rental units will increase over time.

The absorption forecasts for the for-sale units are conservative; until the development's civic realm has been established, prospective buyers may be slow to make that final commitment to buy. However, it is also likely that—based on the assumption that the neighborhood characteristics and all of the new residential units, both rental and for-sale, are well designed and marketed—sales momentum and sales prices should escalate over time. This will have a stabilizing effect on the Neighborhood, but also creates the need for programs to prevent displacement of lower-income households.

These housing type-specific capture rates are within the parameters required for feasible development. There is a high degree of confidence in a capture rate of 25 percent for rental apartments, and a capture rate of 10 to 15 percent for

each of the for-sale housing types for a development of the proposed size and scale. The target market capture rates of the potential purchaser or renter pool are a unique and highly-refined measure of feasibility. Target market capture rates are not equivalent to—and should not be confused with—penetration rates or traffic conversion rates.

The **target market capture rate** is derived by dividing the *annual* forecast absorption—in aggregate and by housing type—by the number of households that have the potential to purchase or rent new housing within a specified area *in a given year*.

The **penetration rate** is derived by dividing the *total* number of dwelling units planned for a property by the *total* number of draw area households, sometimes qualified by income.

The **traffic conversion rate** is derived by dividing the *total* number of buyers or renters by the *total* number of prospects that have visited a site.

Because the prospective market for a location is more precisely defined using target market methodology, target market capture rates are higher than the more grossly-derived penetration rates. However, the resulting higher capture rates are well within the range of prudent feasibility.

Clingman Avenue/Roberts Street

Several potential areas for new development are located along Clingman Avenue and Roberts Street, including Clingman Avenue between Patton and Hilliard, the intersection of Clingman Avenue and Haywood Road, and parcels along Roberts Street from Haywood Road to Craven Street .

Estimated traffic counts along Clingman Avenue range from approximately 11,000 vehicles per day at the intersection of Patton and Clingman, between 7,000 and

8,000 vehicles per day at the intersection of Clingman and Haywood, and between 5,000 and 6,000 vehicles per day at the Haywood and Roberts intersection. Currently, approximately 2,600 rooftops are located within a one-mile radius of Clingman Avenue and Haywood Road. None of these numbers are sufficient to support conventional retail or commercial development along Clingman Avenue.

However, over time, as the Neighborhood becomes more densely populated, a variety of land uses could be integrated within new development, potentially including civic, retail, commercial, hospitality, and residential development.

PUBLIC (OR CIVIC) USES—the riverfront park, a community center, a branch library, a postal center.

Public uses are critically important to the establishment of retail and commercial development in the West End Neighborhood because they establish the area as a destination. Public uses represent an asset to *draw* people to the Neighborhood, thereby introducing a broad range of people to the Neighborhood's special community environment.

RETAIL USES, SPECIALTY AND SERVICE-ORIENTED—such as restaurants and cafes, beauty parlors/barber shops/hair salons; dry-cleaners; shoe repair shops; pharmacies/medical supplies; copy and business centers.

An early retail use along Clingman Avenue could be a corner store, including a contract post office and automated teller machine, with newspapers, cold drinks, snacks and other convenience items for sale. Initially, the corner store may require subsidy; eventually, it could be run by a local entrepreneur as a very small-scale commercial venture.

Temporary retail uses could be programmed for Prospect Park or the Riverfront Park. Farmers' markets, antiques fairs, and community-sponsored outdoor activities will draw households to the area, helping to es-

tablish a base for both residential and retail uses by reinforcing the Neighborhood as a destination.

COMMERCIAL USES—including computer-based firms, lawyers, accountants, and other professionals who include quality of life as one of their office location criteria, and ecologically-sensitive light industry;

HOSPITALITY USES—such as a bed-and-breakfast or small inn; and

RESIDENTIAL USES—including rental and for-sale lofts and apartments and townhouses, as well as single-family detached houses.

Therefore, from a market perspective, the most appropriate strategy for redeveloping the Clingman Avenue/Roberts Street area would be to introduce flexible building prototypes, that would allow for a variety of uses as demand changes over time.

The development of appropriate building prototypes for both Clingman Avenue and Roberts Street must address four elements: building design; building footprint; number of stories; and parking requirements.

- A flexible townhouse should be designed with lower-level space that can function as residential (either a separate unit or part of the main unit), office, workshop or retail, depending on the owner's requirements.

The code governing flexible townhouses, or live-work units, should strictly regulate form—such as building mass, height and build-to line—but loosely regulate use—imposing only standard life and safety requirements.

- New construction multi-family live-work units should be designed as hard lofts, replicating adaptive re-use of 19th century warehouse and

manufacturing buildings. The building is usually elevator-served with double-loaded corridors.

Unit interiors typically have high ceilings and commercial windows and can be minimally finished, limited to architectural elements such as columns and fin walls, or unfinished, with no interior partitions except those for bathrooms.

- A building footprint of less than 3,000 square feet is recommended for non-multi-family buildings.

Upper-floor commercial uses of less than 3,000 feet fall below the threshold of the imposition of handicapped accessibility under the Americans with Disabilities Act (ADA). Whether two or three stories, a building with a footprint under 3,000 square feet is a small-scale income property.

- The number of stories has economic, regulatory and design implications.

Three-story, walk-up buildings are the most efficient to build; however, they are also subject to heavy federal regulation. ADA requires handicapped accessibility to all public areas of non-residential uses; and the Fair Housing Amendments Act of 1988 requires handicapped accessibility to all single-level dwelling units on the first living floor, even if that floor is located above ground floor non-residential uses. If the buildings have three or fewer dwelling units, they are exempt from the Fair Housing Amendments Act. They must still, however, comply with ADA public accommodations handicapped accessibility requirements.

- Different parking needs will be associated with different uses.

Unless commercial parking will be largely provided off-site, the number of parking spaces that can be provided on the street or behind the build-

ing will constrain the potential uses. Parking-intensive uses, such as restaurants, will require locations that can accommodate the required parking.

The most appropriate initial market position for new housing units to be constructed along Clingman Avenue and Roberts Street has been placed within the context of the housing market in downtown Asheville, and has been derived from the housing propensities of the likely residents of the area with the objective of creating a stable urban neighborhood.

PROGRAMS AND POLICIES

Most successful market-based approaches to community development, even with the inclusion of substantial percentages of affordable housing units, have typically resulted in gentrification: rapidly rising values which price low-income residents, particularly renters, out of an area. However, a number of programs and policies are available that can create permanently affordable housing, as well as enable existing low-income residents to participate in rising real estate values.

Senior Citizen Property Tax Exemption

Although the value of owner-occupied dwelling units typically increases as a result of neighborhood revitalization, fixed-income elderly homeowners may face displacement due to an increased property tax burden. A potential remedy would be to exempt senior owner-occupant households from tax increases stemming from neighborhood revitalization (as opposed to improvements on their specific properties). Income qualification could use the standard applied to the Low-Income Housing Tax Credit program (LIHTC), or any consistently-applied standard. State law should be reviewed for legislation required to accomplish this goal.

Arts District Housing

In the southern portion of the West End Neighborhood, along Roberts Street and Clingman Avenue, a River Warehouse District has emerged where, because of rising values in Downtown Asheville, a number of artists and artisans have leased workspace (in some cases, live-work space) in old warehouse buildings.

A proven approach (see below) to maintaining a stock of affordable housing and live-work space for artists is the use of dedicated Low-Income Housing Tax Credits (LIHTC). In addition to household-size income qualification, prospective residents are also subject to a portfolio review to assure that at least one member of the household is a working artist. This program can be augmented with federal and state historic tax credits to redevelop existing buildings within a historic district.

Artspace Projects, Inc., based in Minneapolis, Minnesota, has redeveloped several buildings for artists in St. Paul, Minneapolis and Duluth using this strategy and has provided consultation services for equivalent redevelopments in St. Louis, Missouri; Salt Lake City, Utah; and Philadelphia, Pennsylvania, among others.

The Arts District could potentially be expanded along Roberts Street to create additional studio space, gallery space, and live-work units available at relatively low cost to qualifying artists and artisans through the acquisition and redevelopment of the Phil Mechanic and Wilkie Properties buildings at the corner of Roberts and Haywood. The residential re-use of existing non-residential structures is one of the most beneficial redevelopment types because it creates and enhances a pedestrian-oriented street environment at a familiar, and often historic, urban scale.

RESOURCE: Artspace Projects, Inc.
528 Hennepin Avenue, Suite 404
Minneapolis, Minnesota 55403-1810
(800) 229-5715

Nonprofit and Community Development Corporations

A growing mechanism for developing homes which remain affordable for many years is the nonprofit housing corporation or Community Development Corporation (CDC). Mountain Housing Opportunities, Inc., (MHO) has worked with WECAN residents and property owners since 1997 to build consensus for new housing development and other improvements. MHO has renovated or built eight homes in the neighborhood for first time homebuyers, financed the purchase of two older homes for families who rented there for many years, and repaired a number of homes for existing elderly homeowners and families with children. MHO is currently developing sixteen condominiums at the corner of Clingman Avenue and Merritt Street, and additional homes are planned in other parts of the neighborhood.

MHO maintains long-term affordability of the homes it sells to qualified buyers through a "soft second mortgage." This mortgage requires no monthly payment but must be repaid to help other buyers when the home is sold or is no longer occupied by the original buyer. The nonprofit corporation holds a "right of first refusal" to purchase the home back at the eventual time of sale, and the value of the mortgage appreciates at the same rate as the appreciation of the home. In this way, future homebuyer households in an appreciated housing market can be assisted with a similar value of financing as today's buyer.

MHO also has developed 106 rental homes in Buncombe County, most through public/private/nonprofit partnerships in which business investors provide equity financing through the federal Low-Income Housing Tax Credit Program. Rents are set somewhat below market rates (rents range from \$300 to \$450 depending on location and household size) so that wage-earning families can afford to live there. The homes are developed with an emphasis on design, with a "market-rate" appearance and active long-term maintenance and management, so that there is no public identity as "affordable housing."

Two other mechanisms which may be used to preserve long-term affordability and promote resident involvement are the Community Land Trust and the Housing Cooperative. A land trust is formed by a nonprofit or faith-based organization which owns land in perpetuity. Buildings are sold by the Trust to income-qualified households; the land under the buildings continues to be owned by the Trust and its use is granted through a long-term lease. Resales are subject to restrictions which limit capital gains to the value of owner-occupied improvements and a prescribed percentage of appreciated value. A Housing Cooperative is another type of nonprofit corporation that owns residential property. Each resident is a member of the cooperative, shares ownership in the corporation and has a proprietary lease on a specific dwelling unit owned by the corporation. Equity appreciation and resale value may be capped by the cooperative through various mechanisms.

Any innovative method for providing long-term affordability must balance a number of concerns. The WECAN neighborhood seeks to avoid displacement of existing residents or rapid gentrification while, at the same time, not wanting to artificially depress property values and the residential market when the neighborhood needs significant private investment to improve. Balancing these concerns will require an active combination of private for-profit and nonprofit efforts, as well as a healthy mix of housing types and sizes (owner and renter-occupied, single-family and multifamily, subsidized and market rate, larger and smaller units.) Local organizations which can provide more information on the alternatives in this section include the Affordable Housing Coalition of Asheville and Buncombe County, Mountain Housing Opportunities, and the Community Development Division of the City of Asheville. National groups include the Enterprise Foundation in Washington, D.C., the Institute for Community Economics in Springfield, Massachusetts; and the National Association of Housing Cooperatives in Washington, D.C.



Public Funds and Historic Tax Credits

The City of Asheville administers a number of funds and programs to promote housing repair and development as well as neighborhood revitalization. The federal HOME program and Community Development Block Grants(CDBG) are funded by HUD through the City of Asheville’s Community Development Division. Since 1997 the WECAN neighborhood has benefited greatly by a partnership with the City of Asheville and Mountain Housing Opportunities for the use of these funds.

A more aggressive mechanism for maintaining a stock of affordable housing is the Housing Trust Fund, which is supported by a dedicated ongoing source of revenue, usually a municipal property and/or housing excise tax. Because of the sources of revenue, a housing trust fund is usually administered by a state, county or local government agency. Funds are made available to affordable housing providers, not-for-profit or faith-based organizations, with matching funds raised by the provider on a preset formula. Typical uses are restricted to programs that provide housing assistance to very-low-income households (those making less than 50 or 60 percent of the Area Median Family Income), including new construction, acquisition, rehabilitation, and financial aid to first-time buyers. As with the Community Land Trust, restrictive covenants are recorded on the property to maintain affordability.

The North Carolina Housing Trust Fund is administered by the North Carolina Housing Finance Agency in Raleigh. This agency administers a number of other programs of housing rehabilitation, development and finance as well, including the federal Low-Income Housing Tax Credit program referenced above.

In year 2000 the City of Asheville began a local Housing Trust Fund, funded by property taxes with the equivalent of one cent per hundred dollars of property

value (approximately \$400,000 in 2000-2001). The Asheville Housing Trust Fund will be used for affordable homeownership and rental development by private for-profit and nonprofit developers.

Historic tax credits are available from the State of North Carolina for investors and homeowners who renovate in a local or national historic district. The WECAN neighborhood is under review for inclusion as a national district.

RESOURCE: City of Asheville Community Development Division
P.O.Box 7148
Asheville, NC 28802
(828)259-5721

Property Tax Incentives

Where property taxes are relatively high, a mechanism for encouraging the creation of new housing—either through adaptive re-use or new construction—is a highly-specific and predictable program that combines tax abatement with tax exemption. The program was pioneered in New York City, where it was limited to the improvement of existing structures; the same approach could be used for new construction as well. The program loads significant benefits into the early years of a residential building’s operation. The benefits, in the form of reduced property taxes, apply equally to rental or for-sale, since the effective carrying cost of the building is reduced for both.

The tax program used in New York City since 1955 has two main components:

- Exemption, for 12 years, from increases in property taxes resulting from property improvements; and
- Abatement of 90 percent of the City-certified reasonable cost of improvements at a maximum of 8.33 percent a year for up to 20 years.

From the City’s perspective, the exemption foregoes, for 12 years, tax revenues that would not have been realized without the building improvement. By spreading the abatement over 12 to 20 years, the City’s tax revenue loss is minimal in any given year. Ultimately, the revenue loss is likely to be recovered through non-exempt development activity stimulated by the program and through non-property tax revenues generated by economic activity in the revitalized neighborhood. Unfortunately, property tax incentives are currently unavailable in the state of North Carolina.

SITE AND MARKET OVERVIEW

The West End Neighborhood is situated adjacent to the French Broad River, in the western portion of the City of Asheville, Buncombe County, North Carolina. The topography of the Neighborhood ranges from the flats along the French Broad River flood plain to steep hills, including the old Factory Hill or West End. The primary through routes are Riverside Drive, Clingman Avenue and Haywood Road, with several secondary roads providing access to the interior of the Neighborhood.

The West End Neighborhood today contains the remnants of a formerly vibrant neighborhood built before the turn of the last century with many narrow and steep streets. The existing housing stock consists primarily of one- and two-story bungalows, generally built close to the streets, with only a few of the original mansions remaining. A large number of lots are either vacant or contain dilapidated or condemned houses; however, several of the houses have been occupied for several generations.

Two major non-residential uses, a welding shop and a bus maintenance facility, located on and adjacent to the former Queen Carson School site, reinforce the physical disconnection between the West End and Clingman Avenue neighborhoods. The heavy truck and bus traffic to and from these facilities has had a negative impact on the dwelling units that line the local streets used by that traffic.

An active rail line along the western edge of the Neighborhood separates the residential areas from the French Broad River; in addition to forming a physical barrier between residents of the Neighborhood and the riverfront, the train whistles at grade crossings are frequent and highly disruptive, especially at night.

After decades of economic disinvestment, retailers that market the basic necessities are now primarily located outside the Neighborhood. Specialized retail,

such as the Blue Moon Bakery and the French Broad Co-op, are within walking distance; however, the nearest supermarkets are located outside of town (to the north and east), along with conventional commercial strip developments.

However, commercial and retail uses are gradually being re-introduced in the Neighborhood, particularly along the northern and southern portions of Clingman Avenue. Most of these uses are related to either gallery/art supply or light industrial. One attraction is the Odyssey Center for the Ceramic Arts, which includes a gallery, a retail storefront, and a school which draws potters from across the country.

The transition between the West End Neighborhood and Downtown Asheville is uninviting. Currently, the area surrounding the main gateway into the Neighborhood at the intersection of Patton and Clingman Avenues includes a car dealership, a homeless shelter, as well as conventional strip development.

Downtown Asheville offers a wide range of cultural and recreational opportunities: from museums to gallery crawls; from fine dining to a renowned pizzeria; from small local brew pubs to music halls that feature national performers; art cinema; historical monuments; funky storefronts; and alternative sporting activities.

Downtown Asheville also has an array of historic and handsome structures—including the S&W Building, designed by Douglas Ellington, and the Grove Arcade, developed by E.W. Grove, among others. Several public infrastructure projects—including re-routing of traffic and the addition of new urban green spaces—will, when completed, establish a new and enhanced pedestrian framework in the Downtown core.

This enhanced pedestrian network could potentially assist in the revitalization of the Neighborhood. Asheville's Urban Trail, much like the Freedom Trail in Boston, winds through downtown and could be extended into the West End Neighborhood. The Trail currently incorporates an approximately twenty-block area in

the heart of downtown. The inclusion of the West End Neighborhood in the Trail could be designed to emphasize the history of the area and the importance of the riverfront in Asheville's development.

Two proposals, one currently underway, the other under review, are likely to have a substantial impact on the Neighborhood. The redevelopment of the French Broad riverfront spurred by RiverLink is a significant undertaking that will physically and economically benefit adjacent areas.

Under review is a proposed re-routing of I-240 and I-26, which would divert interstate traffic from Patton Avenue and return it to a local arterial. This re-routing could provide an opportunity to reconnect the Neighborhood to adjacent areas of northwest Asheville, from which it was severed decades ago by the construction of the interstates.

The educational system in Asheville includes several public schools throughout the City—Asheville Pre-school, Vance Elementary, Randolph Elementary, Isaac Dickson Elementary, Hall Fletcher Elementary, Claxton Elementary (School of Arts and Music), Ira B Jones Academy of Core Knowledge, Asheville Middle School and Asheville High School—as well as twelve private and alternative schools. The City of Asheville schools have an enrollment of approximately 4,100 students with a student-teacher ratio of 11 to 1. Private schools enroll approximately 2,100 children with nine students for every teacher.

Higher education in the Asheville area ranges from Montreat and Warren Wilson Colleges to the University of North Carolina-Asheville and Asheville-Buncombe Technical Community College. Several other educational institutions are located outside Asheville, including Western Carolina University in Cullowhee, Mars Hill College in Mars Hill, Appalachian State, in Boone, and Brevard College, in Brevard.

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The majority of rental properties are located in either east or south Asheville, although the number of rental units located in the Downtown area has increased dramatically over the past five years. Downtown rents currently range from \$325 to \$575 per month for studio to two-bedroom apartments at Carolina Apartments to the proposed rent ranges of \$900 to \$1,100 per month for one- and two-bedroom apartments within the redevelopment of the Grove Arcade.

Several rentals—Evergreen Ridge, Parkway Crossing, and Haw Creek Mews, among others—are in eastern Asheville. Evergreen Ridge is located on Riceville Road, just north of the intersection with Tunnel Road. An adaptive re-use of an old hospital building, Evergreen Ridge, has one- and two-bedroom apartments, with rents ranging from \$450 per month for a 750-square-foot one-bedroom unit to \$575 per month for a 1,075-square-foot, two-bedroom apartment (\$0.60 to \$0.63 per square foot).

Parkway Crossing, located at the intersection of Riceville Road and Tunnel Road, is a conventional apartment complex of two-story buildings. Parkway Crossing provides all of the basic amenities, along with a variety of lease options. One-bedroom apartments range between \$475 a month for 550 square feet and \$535 for 750 square feet (an average of \$0.79 per square foot), and the two-bedroom apartments start at \$555 for 750 square feet, to \$645 for 1,030 square feet (an average of \$0.69 per square foot).

Haw Creek Mews is one of the largest rental communities, with more than 500 units in townhouse-style buildings. Haw Creek Mews is currently 98 percent occupied, with rents ranging from \$565 to \$585 a month for a 773-square-foot one-bedroom apartment (about \$0.75 per square foot), to \$900 a month for a 1,705-square-foot, three-bedroom, two and one-half bath townhouse (\$0.53 per square foot).

The closest rental to the Neighborhood is Woodberry Apartments, 168 units on

the south side of Beaucatcher Mountain, affording the residents views of Downtown and the surrounding mountains. With typical amenities—outdoor pool, clubhouse, wood-burning fireplaces, patios/balconies, among others—Woodberry is one of the better rental communities in the area. One- to three-bedroom apartments range in size from 560 to 1,080 square feet, with rents between \$547 to \$825 a month (\$0.74 to \$0.98 per square foot). The property is 94 percent occupied.

Courtside Lodging, a converted two-story house with three rooms leased to short-term renters, is located in the Montford Historic Neighborhood. Geared to short-term and corporate renters, Courtside Lodging charges \$575 to \$875 per room on a month-to-month basis, with a discount applied for rental agreements for two to three months.

In South Asheville, Biltmore Gardens leases a wide range of apartments—from efficiencies, which are 539 square feet and rent for \$440 a month, to 1,335-square-foot, three-bedroom two-bath garden apartments which rent for \$740 a month.

The Forest at Biltmore Park is part of the Biltmore Park master-planned community. The Forest is located on the edges of Biltmore Park, well removed from the development's other residential areas. The Forest at Biltmore Park has a wide selection of floor plans available, ranging from one-bedroom units which start at \$590 a month for 750 square feet to a 1,216-square-foot, three-bedroom apartment which rents for \$840 and up, depending on premiums. A number of their residents are executives at the nearby Volvo plant. All of the apartments are occupied.

There are few for-sale subdivisions within the city; most new residential development is located south of downtown along Hendersonville Road (Route 25), Asheville's favored corridor. The majority of in-town projects are adaptive re-use lofts or condos. A typical project is the Kress Building at Lexington and College Streets), in which 21, 1,600- to 2,100-square-foot units pre-sold at

prices between \$116,000 and \$238,000. Most prices in Downtown range from approximately \$135,000 to \$350,000 for 1,000- to 2,000-square-foot apartments (\$135 to \$150 per square foot).

Two projects underway relatively close to Downtown are East Ridge and Village Creek West. Both are conventional subdivisions of fewer than 40 lots. East Ridge is located off Riceville Road on a hillside next to several mobile homes, minutes from Route 70. The property is being marketed and developed by a family-owned builder/developer that has operated for over 50 years in the Asheville area. The houses range in size from 2,041 to 2,541 square feet and are priced from \$184,900 to 192,900 (\$76 to \$91 per square foot).

Village Creek West, the other new development in close proximity to Downtown, is located off New Leicester Highway and is marketing 32 lots averaging under a half-acre. Three of the lots have sold and three spec houses are currently under construction. The spec houses average 1,600 square feet and are priced between \$147,900 and \$149,900 (about \$92.50 a square foot).

A high-profile property is Wildcat Cliffs, a 19-lot subdivision situated on Beaucatcher Mountain. Five lots have already been sold since the opening earlier this year. The lots range in size from two to five acres and are priced from \$300,000 to \$1.2 million, the most expensive being a leveled lot atop Beaucatcher Mountain with 360-degree views, including Asheville and the Blue Ridge Mountains.

Biltmore Park, a large master-planned community located in south Asheville, contains eight residential neighborhoods, a retail and commercial town center, and a business park. Four neighborhoods are sold out, and four neighborhoods—Oakbrook, Olmsted, Burnside and Braeside—are currently being marketed. Olmsted, Burnside and Braeside are marketing lots ranging from \$70,000 to \$350,000; construction is limited to an approved list of builders. The Oakbrook section is marketing two collections of houses: the Village Homes with base prices ranging from \$257,000 to \$296,000, and the Cottage Homes with base

prices from \$297,000 to \$358,000. These houses range from approximately 2,500 to 3,500 square feet, for prices of approximately \$104 to \$129 per square foot.

Cheshire, located in Black Mountain, 15 miles from downtown Asheville is a Traditional Neighborhood Development, designed by Duany Plater-Zyberk & Company's North Carolina office. At build-out, the property will have a variety of building types, including single-family detached homes, treehouses (small-footprint, three-story houses, many of which are accessed only by footpath), townhouses, as well as apartments and office/retail space.

Four buildings have been completed—one of which, the Inn, is developer Sykes Ragan's original family home; the others include the sales center, one treehouse, and a spec house. A number of spec homes are under construction. The lots are selling for \$45,500 to \$125,000, and the spec houses have been priced between \$318,243 and \$395,424 for 2,090 to 2,940 square feet (\$134 to \$152 per square foot).

BUILDING AND UNIT TYPES

Building and unit types commonly used in urban development and redevelopment are described below.

—MULTI-FAMILY—

- **Loft Apartment Building:** Adaptive re-use of upper floors of commercial buildings or new construction. Unit interiors take advantage of typically high ceilings and commercial windows and can be minimally finished, limited to architectural elements such as columns and fin walls, or

unfinished, with no interior partitions except those for bathrooms.

Loft apartments can be leased, as in a conventional income property, or sold to individual buyers, under condominium or cooperative ownership, in which the owner pays a monthly maintenance fee in addition to the purchase price.

Loft apartment buildings may require some regulatory relief to allow unfinished or minimally-finished interiors.

- **Courtyard Apartment Building:** A pedestrian-oriented equivalent to conventional garden apartment buildings and of similar densities. A courtyard building is three to four stories, either U-shaped or an open square, with parking integral to the building, within an enclosed courtyard, or in an open lot to the rear. The courtyard apartment building should have a relatively shallow setback from the street.

The building's apartments can be leased, as in a conventional income property, or sold to individual buyers, under condominium or cooperative ownership, in which the owner pays a monthly maintenance fee in addition to the purchase price.

Courtyard apartment buildings sometimes require zoning relief or variance to permit shallow front yard setbacks.

- **Mansion Apartment Building:** A small-scale apartment building with a street facade resembling a large detached house. (See Mansion Building below.)

—SINGLE-FAMILY ATTACHED—

- **Flex Townhouse {live-work}:** Similar in form to a conventional suburban townhouse except that the garage—either attached or detached—is located at the rear of the unit and accessed from an alley or auto

court. The unit contains ground-floor space that can function as residential, office, workshop or retail, depending on the needs of the owner. The code governing flex townhouses should strictly regulate form—such as building mass, height and build-to line—but loosely regulate use—imposing only standard life and safety requirements.

—MISCELLANEOUS BUILDING TYPES—

- **Mansion Building:** A two- or three-story flexible-use structure with a street facade resembling a large detached house (hence, mansion). The building can accommodate a variety of uses—from rental or for-sale apartments, professional offices, any of these uses over ground-floor retail, a bed and breakfast inn, or a large single-family detached house—and its physical structure complements other buildings within a neighborhood.

An attached version of the mansion, typically built to a sidewalk on the front lot line, is appropriate for town center locations. This version can accommodate the same variety of uses as the detached, lower-density mansion.

Parking behind the mansion buildings can be either alley-loaded, or front-loaded served by shared drives. The form of the parking can be in open lots, garages with units above, or integral to the building.

Mansion buildings should be strictly regulated in form, but flexible in use. However, flexibility in use is somewhat constrained by the handicapped accessibility regulations in both the Fair Housing Act and the Americans with Disabilities Act.

METHODOLOGY

The proprietary target market methodology developed by Zimmerman/Volk Associates is an analytical technique, using the PRIZM geo-demographic system, that establishes the optimum market position for residential development of any property—from a specific site to an entire political jurisdiction—through cluster analysis of households living within designated draw areas. In contrast to classical supply/demand analysis—which is based on supply-side dynamics and baseline demographic projections—target market analysis establishes the optimum market position derived from the housing and lifestyle preferences of households in the draw area and within the framework of the local housing market context, even in locations where no close comparables exist.

In geo-demographic segmentation, clusters of households (usually between 10 and 15) are grouped according to a variety of significant factors, ranging from basic demographic characteristics, such as income qualification and age, to less-frequently considered attributes such as mobility rates, lifestyle patterns and compatibility issues. Zimmerman/Volk Associates has refined the analysis of these household clusters through the correlation of more than 500 data points related to housing preferences and consumer and lifestyle characteristics.

As a result of this process, Zimmerman/Volk Associates has identified 41 target market groups with median incomes that enable most of the households within each group to qualify for market-rate housing, and an additional 21 groups with median incomes in which a much smaller number of households is able to qualify for market-rate housing. The most affluent of the 62 groups can afford the most expensive new ownership units; the least prosperous are candidates for subsidized rental apartments or public housing.

Once the draw area(s) for a property have been defined, then—through field investigation, analysis of historic migration and development trends, and em-

ployment and commutation patterns—the households within those areas are quantified using the target market methodology. The potential market for newly-created market-rate units is then determined by the correlation of a number of factors—including, but not limited to: household mobility rates; median incomes; lifestyle characteristics and housing preferences; site locations and adjacencies; and the competitive environment.

The end result of this series of filters is the optimum housing mix—by tenure, building configuration and household type, including specific recommendations for unit sizes, rents and/or prices—and projections of absorption within the local housing context.

The tables and appendix tables supporting the findings of this study have not been included in this document. To access these tables, contact either Scott Dedman, extension 24, or Tamara Calabria, extension 22, at 828-254-4030, Mountain Housing Opportunities, Inc., P.O. box 2278, Asheville, North Carolina 28802.

WECAN Community Design Workshop, November 10th – 16th

Schedule

All workshop sessions and related events will take place at Haywood Street United Methodist Church, at the corner of Clingman Avenue, Haywood Street, and Patton Avenue, unless noted otherwise.

Friday, November 10th

- 12:30 Design Team Arrival
- 1:30 – 5:00 Design team tour with Jane Mathews and studio set up
- 5:30 pm Opening reception for WECAN History Exhibit for Design Team, WECAN residents, business and property owners (*Heavy hors d'oeuvres*)
- 7:00 pm Introductory Public Lecture by the Correa Valle Valle design team
- 8:30 pm CVV team check in and late supper at the B&B

Saturday, November 11th

- 7:30 – 8:30 CVV Team Breakfast
- Visioning Session**
WECAN residents, business and property owners are invited to take part in a Visioning Session in which participants will work with the design team to identify the neighborhood's challenges and opportunities.
- 9:00 – 9:30 Neighborhood History
- 9:30 – 11:30 Neighborhood Tour/Studio Stroll
- 12:00 – 1:00 CVV Team Lunch
- 1:00 – 4:00 Identification of challenges and opportunities
- 4:00 – 6:00 Presentations of team findings and closing remarks
- 6:00 – 7:00 CVV Team Dinner
- 7:00 CVV Team Meeting

Sunday, November 12th

- 7:30 – 8:30 CVV Team Breakfast
- 9:00 – 10:00 Meeting with WECAN Steering Committee (at the Sweet Biscuit Inn)
- 10:00 – 12:00 Interviews with artists in their studios (Erick Correa)

The Design Team will develop Preliminary Design Alternatives based on presentations made during Saturday's Visioning Session.
- 10:00 - 1:00 First Design Session (at the Sweet Biscuit Inn)
- 12:00 – 1:00 CVV Team Lunch (at the Sweet Biscuit Inn)
- 1:00 – 5:00 Design Session continues (at the church)
- 5:00 – 6:00 Presentation and discussion of Preliminary Design Alternatives
- 6:00 – 7:00 Potluck Dinner with the Design Team WECAN Steering Committee, WECAN Neighborhood Residents, Business and Property Owners: *Please join us and bring a dish to share!*
- Monday, November 13th**
7:30 – 8:30 CVV Team Breakfast
- 9:00 – 12:00 Design Session continues Information gathering from public and private entities

While the design team continues working, focused discussions will be held with various public and private entities described below:
- 9:00 – 10:00 Utilities/Public Works/ROW

Monday, November 13th (cont'd)

- While the design team continues working, focused discussions will be held with various public and private entities described below:*
- 10:00 – 11:00 Environmental/Parks Organizations
- 11:00 – 12:00 Historic Resources
- 12:00 – 1:00 CVV Team lunch
- 1:00 – 4:30 Design Session

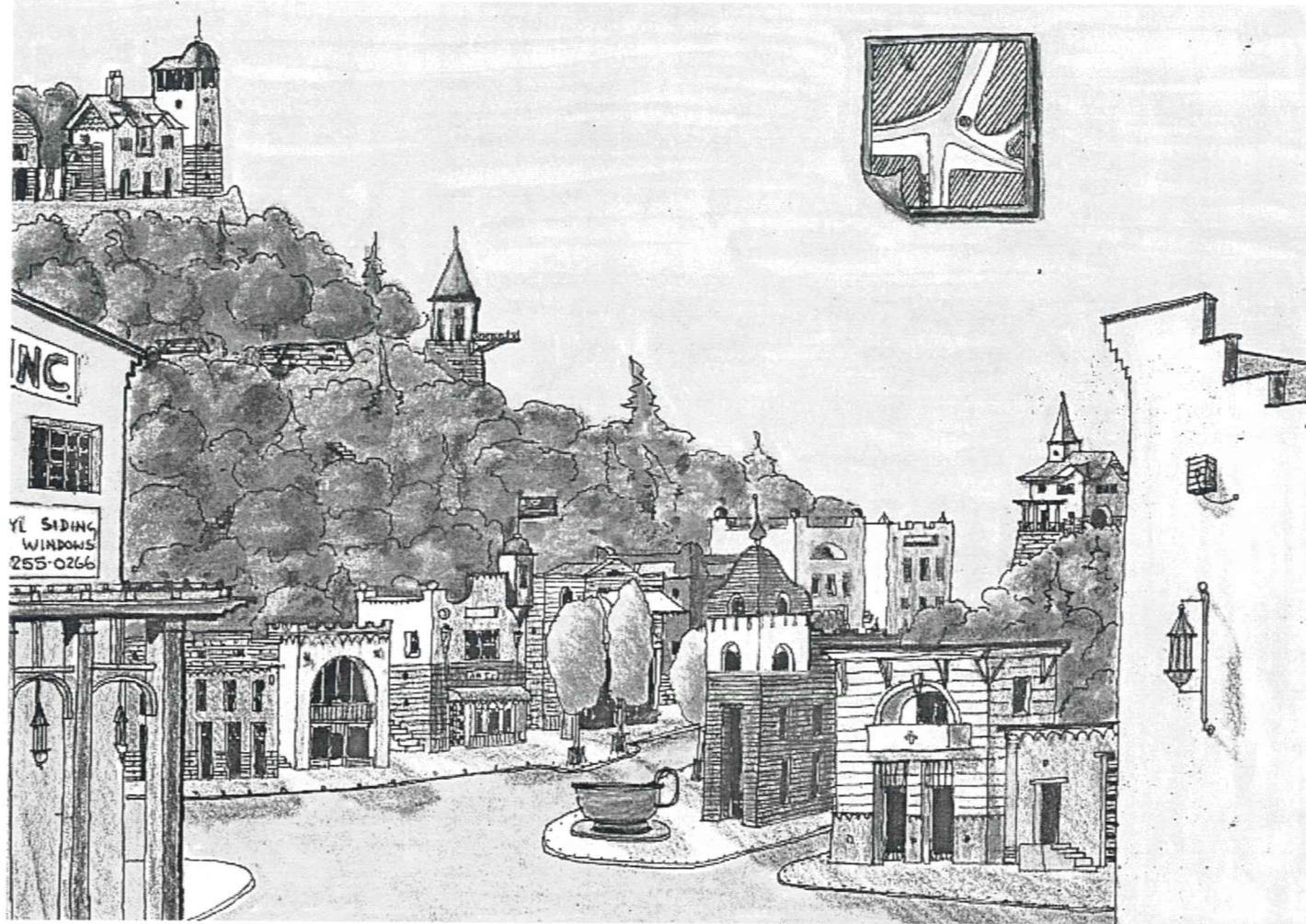
Information gathering from public and private entities (focused discussions):
- 1:00 – 2:00 Community Service Organizations
- 2:00 – 3:00 Small Business Owners and Organizations
- 3:00 – 4:00 Development, Banking, & Finance
- 4:00 – 5:00 Artists and Arts Organizations
- 5:00 – 5:30 CVV Team Break
- 5:30 – 7:30 Public reception, followed by public presentation of the day's work and public input session
- 7:30 – 8:30 CVV Team Dinner
- 8:30 CVV Team Meeting
- Tuesday, November 14th**
7:30 – 8:30 CVV Team Breakfast
- 9:00 – 9:30 Meeting with WECAN Steering Committee
- 9:30 – 12:00 Design Session continues
- 12:00 – 1:00 CVV Team lunch
- 1:00 – 5:00 Design Session continues
- 5:00 – 6:00 Presentation of day's work
- Wednesday, November 15th**
7:30 – 8:30 CVV Team Breakfast
- 9:00 – 9:30 Meeting with WECAN Steering Committee
- 9:00 – 12:00 Design Session continues

Wednesday, November 15th (cont'd)

- 12:00 – 1:00 CVV Team lunch
- Studio closed to public until 7:00 pm Thurs.*
- 1:00 – 5:00 Work on final presentation drawings begins
- 5:00 – 6:00 Informal presentation to WECAN Steering Committee
- 6:00 – 7:00 CVV Team Dinner
- 7:00 CVV Team Meeting
- Thursday, November 16th**
7:30 – 8:30 CVV Team Breakfast
(Studio closed to the public until 7:00)
- 9:00 – 9:30 Meeting with WECAN Steering Committee
- 9:00 – 12:00 Work on final presentation drawings continues
- 12:00 – 1:00 CVV Team Lunch
- 1:00 – 6:00 Work on final presentation drawings continues
- 6:00 – 7:00 CVV Team Dinner
- 7:00 pm Public Final Presentation
- 8:30 pm Closing reception for design team, WECAN steering committee and WECAN neighborhood residents, business and property owners (at Hanger Hall)

Friday, November 17th

- 7:30 – 8:30 CVV Team Breakfast
- 9:00 – 11:30 CVV Team final planning meeting (at the Sweet Biscuit Inn)
- 12:00 – 1:00 CVV Team Lunch
- 1:00 – 3:00 CVV Cleans up studio
- 3:00 CVV Team Departure



STEERING COMMITTEE MEMBERS

WECAN BOARD MEMBERS

Jessie Coleman, Joe Fioccola, Dick Gilbert,
Lu Heetderks, Geraldine Melendez, and Tina Wolfe.

MOUNTAIN HOUSING OPPORTUNITIES, INC.

Scott Dedman, Executive Director, and
Tamara Calabria, WECAN Community Design Coordinator

RIVERLINK

Karen Cragolin, Executive Director

CITY OFFICIALS AND TECHNICAL STAFF

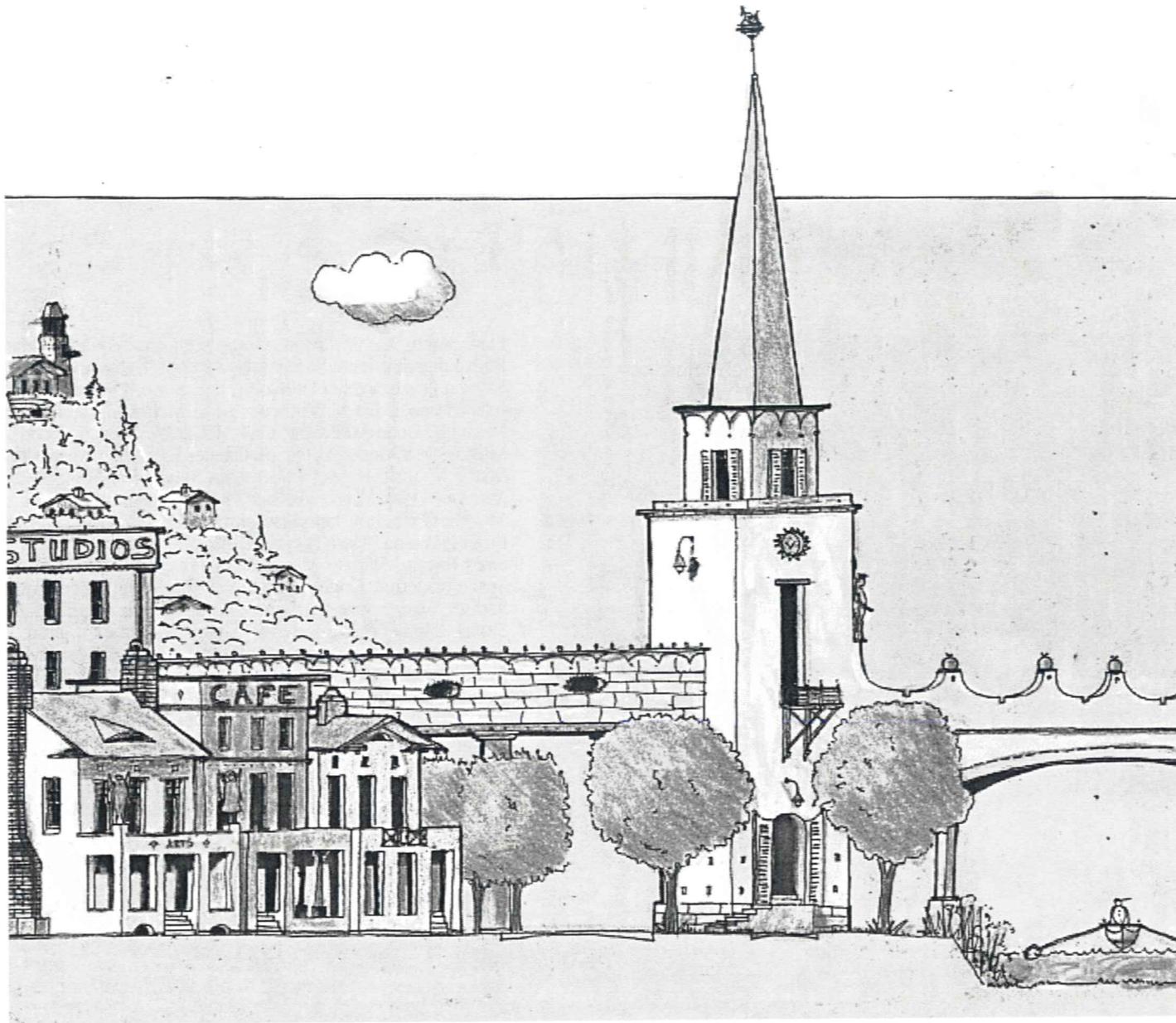
John Echeverri, Assistant City Engineer
Al Kopf, Landscape Architect, Dept. of Parks and Recreation
Scott Shuford, Planning and Development Director
Terry Bellamy, Asheville City Councilwoman

NEIGHBORHOOD BUSINESS / NON-RESIDENTS PROPERTY OWNERS

David Hill, AIA, Pullarium Redevelopment Group
Gail McCarthy, Highwater Clays, Odyssey Center for the Ceramic Arts
Whit Rylee, Pullarium Redevelopment Group (and WECAN Board)
Pam Turner, RiverLinks Chair, WECAN Property Owner

ENVIRONMENTAL EXPERTISE

Brownie Newman, Western North Carolina Alliance
Marilyn Westphall, Environmental Quality Institute, UNCA



DESIGN TEAM

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(305) 476-9212
www.urbanism.com

Zimmerman/Volk
Housing Analysis

Glatting, Jackson, Kercher, Anglin, and Lopez
Traffic Analysis

Mathews Architecture
Architecture

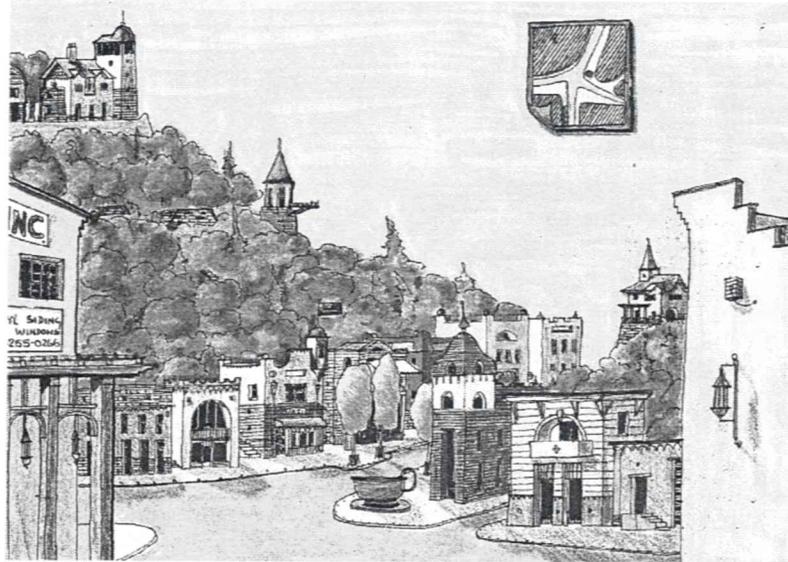
Gaylord Architects
Architecture

Hill Architects
Architecture

Luther Smith and Associates
Landscape Architects

Citizen Participants

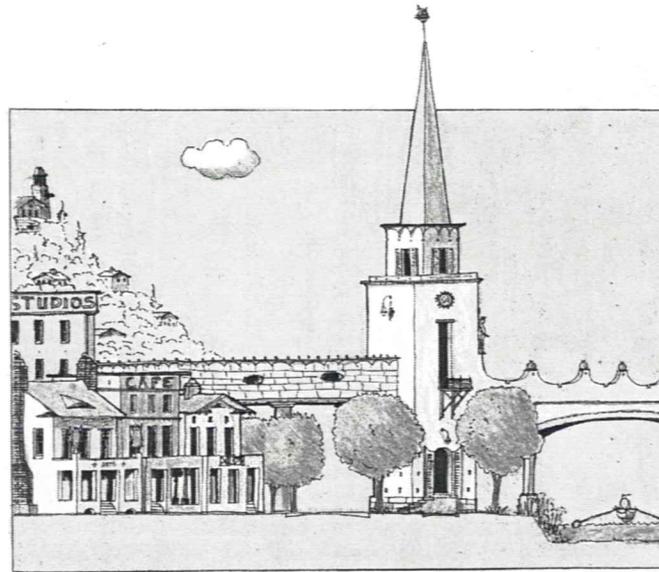
Margarito Alcaraz, Braulio Alcaraz-Wolfe, Dusty Allison, Donna Anderson, Mike Anderson, Luther B. Anderson, Sr., Julio Avendano, Matthew Bacoate, Jr., Byron Ballard, Jim Bannon, Randy Baron, Larry Barthelemy, Lamont Bellamy, Terry Bellamy, Bruce Black, Amanda Blosser, Scott Bolyard, David Brannon, Jonathan Brown, Billie Buie, Heather Bullock, Mike Buske, Jon Calabria, Tamara Calabria, Cynthia Camilleri, Jesus Capistran, Charlotte Caplan, Avar Carr, Mary Clinkscales, Jessie Coleman, Theresa Coleman, Terry L. Davis, Karen Dedman, Scott Dedman, Trissa Destefano, Tom Dolce, Selena Dorsett, Chris Eller, Shane Elliot, David Kim Ellison, Derek Farmer, Barbara Field, Joe Fioccola, Kate Fioccola, Lloyd Freel, Gloria Howard Free, Matt Fusco, Dick Gilbert, Jan Gillespie, Bill Goacher, J. Goforth, Althea Goode, Keith R. Green, Gerald Green, Charles Hadden, Lisa Hadden, Howard Hanger, Kelsey Hanger, Kelly Hansen, Kevin Harrell, Doug Harris, David Heetderks, Elijah Heetderks, Joshua Heetderks, Lu Heetderks, Angela Heitter, Susie Hensley, Amy Hill, David Hill, David Holcomb, Tom Honea, Mark Hunt, Amanda Hunter, Brandie Hunter, Buddy Hunter, Tracie Hunter-Taylor, Betty Jackson, Sarah Judson,



Elana Kann, Martin Kasun, Doug Keen, Frank Kelsch, Mary Beth Kingston, Jenny Konwinski, Al Kopf, Betty Lawrence, Patricia Leake, Evelyn Littlejohn, Jake Lowe, Eleanor Lloyd, Julia Masaola, David Mathews, Mike Matteson, Jamie Maynard, Brian McCarthy, Gail McCarthy, Terry McLeod, Michael McDonough, Jeff McGahee, Geraldine Melendez, Mattie Metcalf, Harriet Miller, Jean Miller, Tim Minter, Eliza Morgan, Dave Moss, Michael Moule, Brownie Newman, Maggie O'Connor, Ian Oeser, Rich Olejniczak, Harry Pelos, Brian Peterson, Mark Powell, Patrick Price, Ilene Procida, Sikes Ragan, Alfonso Mercado Ramirez, Sally Robinson, Susan Roderick, Conor Roe, Kieran Roe, Whit Rylee, Jim Samsel, Nancy Sanders, Scott Shuford, Linda Siegall, Leni Sitnick, Hattie Smith, James E. Smith, Sam Stark, Simon Stein, Betty Taylor, Frank Taylor, Jacob Taylor, James Taylor, James Taylor, Matthew Taylor, Rev. Dot Thomas, Mike Vance, Sasha Vrtunski, Mary Weber, Cindy Weeks, Bill Wescott, P.E., Luella Whitmire, Frances Williams, Louise R. Williams, Doug Wilson, Barney Woddard, Sam Wolfe, Tina Wolfe, Charles Worley, and John Yurko. Betty Lawrence, Patricia Leake, Eleanor Lloyd, David Mathews, Jane Mathews, Richard Mathews, Michael Moule, Whit Rylee.

FOCUS SESSION PARTICIPANTS

Karen Ramshaw and Harry Weiss (Public Interest Projects); Russ Towers (Realty World Marketplace); Frank and Betty Taylor (Taylor's Distributing Company); Tom Gallaher; Shannon McKay; Eric R. Mann and Angle Banks (Metropolitan Sewerage District); Gary Davis (McGill Associates, PA); Lee McElarth (Public Service North Carolina Energy); David Brannon, Mike Anderson, Chris Eller (Land Design, Inc.); Mark Teague (North Carolina DOT); Randall Barnett, James Boehm, and Charlotte Caplan (City of Asheville Office of Community Development); Scott Shufford (City of Asheville Planning Department); Keith R. Green (Green's Mini-Mart); Karen Cragolin (RiverLink, Inc.); Mark Slaughter (City of Asheville Public Works Department); Cathy Ball, John Echeverri and Michael Moule (City of Asheville Engineering Department); David Holcomb (past President, Preservation Society/The Holcombe Co.); Win Holcombe (Building Contractor); Sasha Vrtunski (Asheville City Development Office); Irby Brinson (City of Asheville Park and Recreation Department); David Blynt and George Holmes (Buncombe County Recreation Services); Nann Guthrie (North Carolina DENR); Paul Vest (YMCA of WNC);



Lisa Forehand (Community Foundation of Western North Carolina); Rich Olejniczak (Blue Ridge Center); Mark Hunt and Joyce Harrison (Self-Help Credit Union); Holly Jones, YWCA, Heather Bullock (Land of Sky Regional Council); Peter Laroche (Consumer Credit Counseling); Greg Walker Wilson (Mountain Micro-enterprises Fund); Bill Wescott, P.E. (Historic Resources Commission); Clay Griffith and John Horton (North Carolina State Historic Preservation Office); Maggie O'Connor (City of Asheville Historic Resources Commission); Gail McCarthy (Highwater Clays/Odyssey Center for the Ceramic Arts); and Becky Anderson (Handmade in America), Gerald Green (City of Asheville Planning and Development Department) Betty Clark, Robert Gardner, Jonathan Gilbert, Heinz Kossler, Diana Gillespie, (River District Artists), Win Holcombe, Building Contractor, Anne Valentine, (Luther Smith Associates), Nann Guthrie, (North Carolina Department of Environment and Natural Resources), Joyce Harrison, (Self-Help Credit Union); Jaime Correa, Erick Vallé, Maria Chalgub, Mark Landers, Juan Pablo Rosales, and Shailendra Singh (CVV and Partners).