

Kris Nelson Community-Based Research Program

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Understanding Strategies and Tactics in Commercial Corridor Revitalization

Prepared in partnership with
Selby Avenue Access Coalition

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EXECUTIVE SUMMARY

Selby Avenue was developed in the late 19th century as a bustling commercial route extending west from downtown St. Paul. Its development was in conjunction with the expansion of transportation routes, which both facilitated, and was facilitated by, population growth and suburbanization. At one point, Dale Street was the western most point of development along the avenue, but over time, the commercial route extended past Dale, serving the neighborhoods' needs both commercially and residentially. The onset of the World Wars and the Great Depression produced regional disinvestment, at which point the neighborhood began to decline.

At this point, urban environments across the United States were experiencing similar declines. In response, federal urban renewal policies and practices of the mid-twentieth century left the physical and social environments altered by governmental action and inaction. Most influential of the governmental policies that affected communities in the mid-century were the Housing Act of 1949 and the Federal-Aid Highway Act of 1956.¹ The results of these policies maintained longstanding impacts on urban and suburban environments throughout the United States. Population and demographic changes and vacant lands are examples of specific results of these policies that can be seen along Selby Avenue.

Because of the affects and influences of these policies on the social and built environments, Selby Avenue faced dueling characteristics east and west of Dale Street. This dichotomy is now being examined in order to create a custom and contextually appropriate revitalization strategy for the avenue west of Dale. Revitalization strategies along Selby Avenue are not a new concept, but previous plans in the 1970s focused on the avenue east of Dale through historic designation and physical rehabilitation projects. Thanks to these efforts, the avenue east of Dale continues to date as a stable, mixed-use environment of commercial and residential life. Unfortunately, these rehabilitation and revitalization plans excluded Selby west of Dale, where the region continues to claim many vacant lots, residences, and storefronts. It is because of this historical context and resulting state of the avenue that contemporary revitalization strategies are being researched and applied. By interpreting the past, it is understood that these contemporary projects must focus on equitable, grassroots preservation and redevelopment strategies.

It was with focus on these objectives that in 2010, the Selby Avenue Action Coalition (SAAC), a diverse group of neighborhood stakeholders, came together to find ways to inspire enterprise and investment on nine underutilized blocks of Selby Avenue. The mission of SAAC is "to implement targeted actions that support, guide and enhance the

¹ Robert Fishman, "The American Metropolis at Century's End: Past and Future Influences," *Housing Policy Debate*, Vol. 1, Issue 1, (2000): 200.

revitalization of Selby Avenue between Dale Street and Lexington Parkway.”² The organization seeks to achieve this mission through the following three goals:

- Reduce the number of persistently underutilized, blighted and vacant properties
- Increase visitor-ship and pedestrian traffic
- Build community capacity to grow, nourish and replenish Black enterprise and workforce

By focusing on action plans related to community, economic, and cultural development, SAAC works on projects that either close gaps or strengthen existing agendas that:

- Brand the neighborhood
- Market the street to visitors
- Rehab buildings and beautify the landscape
- Fill in vacant plots with more constructive uses
- Recruit and retain disadvantaged business enterprise
- Complete destinations along the street³

The goal of this CURA Report is to become acquainted with, and aid in the understanding of, strategies, tools, and tactics of commercial corridor and neighborhood revitalization. The report analyzes theories and contemporary examples of revitalization projects with focus on grassroots efforts and includes a look into the organizational structures and strategic planning behind the movements. The objectives of the research are:

- Summarize both foundational and contemporary literature on general strategies, practices, and tools used to advance corridor revitalization
- Identify successfully revitalized commercial corridors similar to Selby Avenue

While SAAC’s main objective is to encourage commercial enterprise along the avenue, the organization seeks to do so while leveraging cultural assets. The avenue is located within an African American community, many of the residents having relocated from the historic Rondo community through which Interstate 94 now runs. Because of the organization’s interest in focusing on minority run businesses and the aligned African American Heritage Corridor project, the literature review focuses not only on revitalization theories, but also includes research on the importance of social capital, public participation in planning

² “About Us,” *Selby Avenue Action Coalition*, accessed Nov 12, 2012, <http://selbyavenueactioncoalition.onefireplace.org/about>.

³ Ibid.

processes, concepts of cultural economic development, and specific projects centered within African American or minority communities.

The final report begins with a brief background and explanation for the current state of Selby Avenue as a means of providing context for the literature review and case studies. The research focuses on the collaboration between commercial corridor and neighborhood revitalization with focus on cultural heritage. The information for the report is gathered from an extensive review of published journal articles, news articles, governmental and organization documents, along with website and non-published documents. Case study “best practices” are presented to extract key findings appropriate for replication. The CURA Report will be used directly to inform and shape the activities outlined in SAAC’s Action Plan (October 2011) for the corridor, and will aid in the drafting of its extension document, the SAAC Commercial Corridor Visioning or Strategic Plan (projected Spring 2013).

Based on the literature review and case study research, it became apparent that there are many different modes of development, all of which are highly connected. Unfortunately, these approaches are often discussed and conceptualized separately. Typical academics and literature often separate concepts and strategies between economic, community, and cultural development. Uniquely, the SAAC commercial corridor revitalization project seeks to incorporate numerous aspects of development in their revitalization project, including economic, cultural, and social. Although the goals and strategies of revitalization for each project differs based on its individual context, the report is intended to act as a resource to guide stakeholders to sources and provide recommendations that will aid in creating a unique and tailored Selby Avenue commercial corridor revitalization project. The report presents research on the use of these strategies and techniques in projects outside of the Twin Cities to encourage economic investment while leveraging cultural assets. Although each source and project differs, the following general strategies have proven to create the strongest revitalization techniques:

- Identify and Map Community Assets
- Include Community Input and Public Participation in Planning Processes
- Create Strategic Partnerships
- Understand and Adhere to Governmental Policies
- Incorporate Cultural Economic Development/Progressive Cultural Development
- Create Designated Zones or Districts, including Cultural Heritage Corridors, Business Improvement Districts, etc.
- Strategically Plan and Compose Organizational Documents

METHODOLOGY

LITERATURE REVIEW

The literature review is intended to provide both foundational and contemporary literature on neighborhood and commercial corridor revitalization strategies. I conducted an ongoing search of scholarly articles on the subject. Key words included, but were not limited to: revitalizing commercial corridors, inner-city revitalization, economic development, developing cultural corridors, African American cultural/heritage/economic corridor. The search was fruitful in providing basic information on revitalization strategies, but much of the content of the articles consisted of overarching theories and generalized recommendations.

A goal of the project was to maintain focus on the context of Selby Avenue and look for appropriate resources and examples. At times, the search proved challenging to match the demographic and revitalization goals of SAAC. Many domestic articles separated the revitalization goals, including economic, neighborhood, cultural, among others, rather than combining them into a holistic approach to neighborhood and commercial corridor revitalization. It was for this reason that I looked to international models and concepts of cultural economic development, a theory that better meets the encompassing goals of SAAC.

The literature review produced useful information pertaining to capacity and asset building (social, economic, physical, and cultural capital), commercial corridor revitalization, cultural/heritage corridors, African American historic places, sense of place, placemaking, planning, and international redevelopment concepts. For the research I accessed databases through the University of Minnesota Library course pages. In addition to scholarly article database searches, I also conducted basic online searches. In doing so, I used Google to find resources and organizations related to the aforementioned key words. Not surprisingly, Google proved to be a tremendous resource for access to not only literature, but also provided depths of information pertaining to specific revitalization projects throughout the United States. It was through basic Internet searches that many of the case studies and examples were reviewed through organization and government websites.

BEST PRACTICE CASE STUDIES

Research for the case studies was initially based on the literature review which presented various revitalization strategies and project examples. I searched the previously mentioned databases where I uncovered scholarly descriptions, analysis, and reviews of revitalization

initiatives. I accessed organizational websites, reviewed organizational documents, and continued with general online searches. During the case study research, I focused my search on communities and projects with similar demographics to that of Selby. These included communities with a substantial African American and/or minority population, equivalent commercial corridor size and context, demonstrated cultural focus that included Jazz or other arts and cultural related component, significant affectation by urban renewal and the Civil Rights movement, and close proximity to transit oriented development. Four case studies were selected for presentation within this report, but many others discussed within the literature review prove to be influential and worth further review by SAAC in its upcoming ventures.

REVITALIZATION STRATEGIES AND TACTICS LITERATURE REVIEW

INTRODUCTION AND DEFINITIONS

Foundational and contemporary literature pertaining to revitalization strategies and tactics are often broad based and range in scope from neighborhood revitalization to community revitalization to economic revitalization, among others. While often discussed separately, each of the approaches to revitalization are interrelated and cannot be separated into neat categories. The theories behind revitalization and the reasons for it all relate to broader influences of history, policy, and social structures. It is for this reason that the literature review takes into account as many arenas of revitalization as possible in order to understand and tailor a revitalization strategy best suitable to the Selby Avenue commercial corridor revitalization project. With that said, the intention was to focus on commercial corridor revitalization techniques that focused on minority communities and cultural heritage in some way. As noted, there are many revitalization strategies that come with various definitions. The following definitions relate to the terms used in the following conversation.

Urban Revitalization: giving new life or vigor to an inner-city neighborhood⁴

Commercial Corridor: a concentration of retail stores, which serve a common trade area and surround and/or lie along a single street⁵

Community Development: the activity of working with the people from a particular area in order to try to improve their quality of life⁶

Economic Development: ideally refers to the sustained, concerted actions of communities and policymakers that improve the standard of living and economic health of a specific locality⁷

Cultural economic development: while there is not one conventional definition for cultural economic development, the term is most often considered to be an economic

⁴ J. Blythe Eaman, Heather Higginbottom, and Suzanne Sack, "A Capital Plan: Government Inertia and Urban Revitalization on U Street," *Policy Perspectives*, (1998): 56; and Christopher Walker and Patrick Boxall, "Economic Development," *Reality and Research: Social Science and U.S. Urban Policy Since 1960*, George Galster, ed. (Washington, D.C.: Urban Institute Press, 1996): 19.

⁵ The Pennsylvania Economy League and Econsult Corporation, "Toward a Strategic Framework for Investment in Philadelphia's Commercial Corridors," (Report for the William Penn Foundation, Philadelphia, 2003), iii-iv. http://www.econsult.com/articles/031009_Main_report.pdf

⁶ "Community Development," *Cambridge Dictionaries Online*, accessed January 7, 2012, <http://dictionary.cambridge.org/dictionary/business-english/community-development>.

⁷ "What is Economic Development," *What is Economics?*, accessed December 5, 2012, <http://www.whatisecomomics.org/economic-development>.

development activity that emphasizes arts and cultural partners in the planning and implementation of the effort.⁸

Cultural Heritage: the legacy of physical artifacts and intangible attributes of a group or society that are inherited from past generations, maintained in the present and bestowed for the benefit of future generations.⁹ The physical artifacts can range from buildings to landscapes, while intangible heritage focuses, but is not limited to traditional festivals, oral traditions, customs, and ways of life. The safeguarding of these resources ensures the protection of cultural identities and therefore the cultural diversity of humankind.¹⁰

URBAN REVITALIZATION

As noted, the current condition of Selby Avenue and the surrounding community is a direct response to the evolution of the American city, in which the governing forces and policies affected historical disinvestment in inner cities. The governing and planning explanations for these dynamics are discussed by Sean Zielenbach in *The Art of Revitalization – Improving Conditions in Distressed Inner-City Neighborhoods*. In his book, Zielenbach looks to understand why some urban neighborhoods improve and stabilize while others continue to degrade at fast rates and uses case studies from Chicago’s low- and moderate- income neighborhoods to explain such neighborhood change. The study “concentrates on improvements in severely economically distressed communities” in neighborhoods just outside of the urban core, and “illustrates both the broader forces that affect urban development as well as the particular characteristics that enable conditions in some low-income neighborhoods to improve.”¹¹

Throughout the text, the author asserts that “the economic and social health of cities depends on the quality of their neighborhoods,” and emphasizes “the need to consider local neighborhood factors in the context of more macro-level economic, social, and political trends.”¹² Through his analysis, the author asserts that successful development depends on the quality of the surrounding environment. The importance of healthy communities is also placed in a larger context of society as a whole, whereby the stability of neighborhoods and cities play a central role in the country’s social and economic life. One means of improving stability and increasing economic activity is through neighborhood and commercial

⁸ Marisa Mcnee, “What is Cultural Economic Development,” (Essay prepared for the University of Michigan, Ann Arbor, 2005), accessed November 29, 2012, <http://www.umich.edu/~econdev/arts/>.

⁹ “Tangible Cultural Heritage,” *UNESCO*, accessed January 2, 2012, <http://www.unesco.org/new/en/cairo/culture/tangible-cultural-heritage/>.

¹⁰ Ibid.

¹¹ Sean Zielenbach, *The Art of Revitalization – Improving Conditions In Distressed Inner-City Neighborhoods*, (New York: Garland Publishing, Inc., 2000), 3.

¹² Ibid., 11, 3.

corridor revitalization. It is here in cities and urban centers, that despite suburbanization, are the primary economic engines driving the national economy.¹³

Understanding the importance of healthy urban commercial environments to communities and the region, the City of Philadelphia conducted a study of its commercial corridors. The goal of the study, "Toward a Strategic Framework for Investment in Philadelphia's Commercial Corridors," was to "lay out a road map for developing a strategic framework to guide efforts to revitalize and reposition Philadelphia's commercial corridors."¹⁴ In efforts of commercial corridor revitalization, the city conducted research on market analysis, leakage studies, surveys of local businesses and area residents, household information, and shopping trends among others. Through this analysis, it was determined that improving commercial corridors was an integral first step towards citywide community health. Based on this example of a citywide study of commercial corridors, SAAC should consider a market analysis, along with an inventory, categorization, and mapping of the existing resources along Selby Avenue and its surrounding community. This first step would aid in capitalizing on the community's existing strengths.

SOCIAL CAPITAL IN REVITALIZATION STRATEGIES

Research has shown that the quality of neighborhoods and their capacity for increased commercial enterprise can be measured through market analysis and asset inventories. These resources and assets include human aspects like trust, social networks, and social capital, and also physical amenities including transportation, housing, local institutions, and community organizations. It has been noted that these resources are necessary for a stable community, and for this reason many communities employ asset mapping techniques in order to capitalize on these resources.

Social capital is one resource within all communities that should be utilized and leveraged in SAAC's commercial corridor revitalization project. According to Robert E. Lang and Steven P. Hornburg in their article "What is Social Capital and Why is it Important to Public Policy," social capital is defined as "the stocks of social trust, norms, and networks that people can draw upon in order to solve common problems."¹⁵ The development of social capital, when done so correctly, emphasizes both the "people and the place" and is key to improving the quality of life in low- and moderate- income neighborhoods.¹⁶

¹³ Ibid., 10, 11.

¹⁴ The Pennsylvania Economy League and Econsult Corporation, "Toward a Strategic Framework for Investment in Philadelphia's Commercial Corridors," iii-iv.

¹⁵ Robert E. Lang and Steven P. Hornburg, "What is Social Capital and Why is it Important to Public Policy," *Housing Policy Debate*, Vol. 9, Issue 1, (1998): 4.

¹⁶ Ibid., 4.

Accordingly, social capital can be seen in two forms: social glue and social bridges. Social glue refers to “the degree to which people take part in group life,” including “the amount of trust or the comfort level that people feel when participating in these groups.”¹⁷ Social bridges “are the links between groups that connect groups to one another and give members in one group access to those connections outside of their immediate social circle.”¹⁸ For strong communities and successful revitalization strategies, there is a need to work collaboratively by creating bridges between civic infrastructures, “the network that exists among local groups such as community development corporations, foundations, other nonprofits, local governments, public housing authorities, businesses, and voluntary associations.”¹⁹ Through networks and connection between people, institutions, and other resources, the resulting social capital can be utilized as a means to not only “get by,” but also move forward.²⁰

Selby Avenue is home to community members, small businesses, nonprofit organizations, and other resources necessary to create and complete a revitalization strategy, but these resources must be acknowledged and relationships must be fostered to come to full strength. The following six recommendations are means of gauging the challenges and opportunities of social capital:

1. Standardize ways to define and measure social capital
2. Establish the different forms social capital can take
3. Assess where the social glue is working and where it is lacking
4. Determine how civic infrastructure can bridge community groups
5. Evaluate the practicality of building social capital and civic infrastructure
6. Identify key actors for promoting and building social capital²¹

The list shows the importance of identifying, categorizing, and measuring social capital. This is important not only to the community itself, but also as a catalyst for community influences on public policy and governing forces. For example, social capital literature is said to inform public policy, which in turn significantly affects community development in its many forms.

In addition to the social capital discussion, the article by Lang and Hornburg argues for the New Urbanist design methods in revitalization strategies. The New Urbanist design

¹⁷ Ibid., 4.

¹⁸ Ibid., 4.

¹⁹ Ibid., 5.

²⁰ Ibid., 5.

²¹ Ibid., 8.

concepts include emphasis on mixed-use buildings, mixed-income housing types, and improved walkability and transit oriented development. These design guidelines “promote community bonds by restoring traditional neighborhood form,” including densely populated, pedestrian-friendly, and transit-accessible communities. The relationship between the individual and the community proves of utmost necessity for local business development, and this relationship is easily fostered in New Urbanist designs.²² In effect, these relationships and the social capital have influence on local business development and commercial corridor revitalization by providing a “baseline for people to leverage their opportunities.”²³ Unfortunately, much like other aspects of revitalization strategies, the implications and direct effects of social capital are difficult to measure and “social capital remains a relatively underdeveloped policy resource.”²⁴ Regardless, social capital is connected to economic development and it remains integral to neighborhood stability and resiliency. It is for this reason that Selby should inventory current assets, capitalize on current housing structures, local organizations and relationships, and forge strong cooperation with a shared vision in order to fulfill its strategic plan of commercial corridor revitalization.

Although Lang and Hornburg are strong proponents of leveraging social capital to attain social and economic revitalization goals, James DeFilippis and Robert Putnam present arguments for its strengths but also its weaknesses as a revitalization technique. In his article, “The Myth of Social Capital in Community Development,” DeFilippis argues that although the importance of social capital to revitalization is understandable, the current discourse on social capital is underdeveloped. He asserts that a greater focus must be placed on understanding “issues of power in the production of communities” and the interconnected nature of social capital and economic capital.²⁵ DeFilippis notes that social capital needs to be defined as an “elastic term,” where it is embedded in people’s social relationships.²⁶ It is for this reason that voluntary associations, networks, norms, and trust are all important and embedded in social capital. DeFilippis argues that bridges between groups are apparent, but the power relations between these bridges need assessment, all of which play important roles in intergroup relations. Similarly, Robert Putnam notes that “social capital is transformed from something realized by individuals to something possessed (or not possessed) by either individuals *or* groups of people in regions, communities, cities, countries, or continents.”²⁷

²² Ibid., 8.

²³ Ibid., 13.

²⁴ Ibid., 13.

²⁵ James DeFilippis, “The Myth of Social Capital in Community Development,” *Housing Policy Debate*, Vol. 12, Issue 4. (2001): 801.

²⁶ Ibid., 801.

²⁷ Ibid., 785.

Discussions ensue about the connection between social capital and economic capital, and organizations are presented that focus on social capital development, including community development corporations (CDCs) and community land trusts. Throughout research, examples showed the important influence of nonprofit organizations, specifically CDCs in revitalization strategies. DeFilippis concludes his article with the notion that communities “need to construct social networks that are truly win-win relationships for people in low-income areas, while building on already existing social networks and relationships.”²⁸ They need to do so “in ways that allow those networks to realize greater control and power over the flows of capital that play such an important role in shaping and producing American cities.”²⁹ While SAAC has succeeded in the beginning steps of the revitalization process in which they organized key players in the community, local businesses, local government and nonprofit organizations, the organization will need to continue with their revitalization plan by focusing and capitalizing on community social capital.

CULTURAL HERITAGE AS AN ECONOMIC DEVELOPMENT TOOL

Within the discussion on the role of social capital in revitalization strategies, DeFilippis and Putnam note that social capital is a key factor in leveraging economic development. Social capital, along with other community resources and assets, are also important in economic development of commercial corridors. Each strategy must take into account the local context, demographics, and factors that are vital to community buy-in and the development of an effective revitalization plan. Within the commercial corridor revitalization project, SAAC looks to leverage cultural heritage as an asset towards economic development. As a challenge to the project, the field of culture as an economic development tool is in its infancy, but expanding. Historically, literature and practice have separated revitalization and development into categories, including community, economic, and cultural, among others. Henceforth, the discussion will take into account SAAC’s vision of a revitalized commercial corridor with a focus on cultural heritage, whereby the intersection of the strategies will culminate in a discussion on cultural heritage as an economic development tool.

Globalization has facilitated the spread of people and ideas that in turn creates ever-changing societies and cultures. The influence of these changes has caused a melding of cultures and values, often with implications of homogenized environments both culturally through social norms and physically through the built environment. As a result, many communities, organizations, and governments are working to embrace their unique characteristics, traditions, geography and cultural resources. Unfortunately, the strategy of using heritage as an economic development tool is understudied and often undervalued.

²⁸ Ibid., 801.

²⁹ Ibid., 801.

Regardless, many researchers and project developers attest that there is a relationship between cultural heritage, economic activities, and local development.

Although the economic benefits of culture can be difficult to quantify, the major measureable results of economic impacts of heritage conservation, as defined by Turiddo Pugliese and Maria Giulia Da Sacco Sofia in their article “Cultural Heritage as a Socio-Economic Development Factor,” are: jobs and household income; center city revitalization; heritage tourism; property values and small business incubation.³⁰ According to this ideology, cultural heritage resources that are capable of being used as economic development tools include buildings, monuments, landscapes, urban areas, objects, and folk culture, among others.

While this theory of culture as an economic development tool is relatively new in the United States, the concept of leveraging cultural assets as economic capital is used in countless projects worldwide. Specifically, the EU has invested in cultural heritage as a development tool, understanding that cultural heritage “contributes to the identity and branding of territory, so relevant in an age of globalisation (sic) and fierce competition.”³¹ Industries include heritage tourism, rehabilitation and adaptive reuse of buildings.

Understanding the limited resources on cultural heritage as an economic development tool, The World Bank is one organization looking to broaden the literature base for the understudied economics of culture through its publication, *The Economics of Uniqueness – Investing in Historic City Cores and Cultural Heritage Assets for Sustainable Development*. The text provides information on the development of culture as an economic development tool including sections on investing in the sense of place, heritage tourism, financial mechanisms for the regeneration of urban core, and mapping of heritage assets.³²

As presented in the article by Pugliese and Giulia Da Sacco Sofia and the *Economics of Uniqueness*, European countries have been successful in incorporating cultural heritage in economic development, but the strategy is less developed in the United States. Although the literature and projects are sparse domestically, the forward thinking Neeta Delaney uses the term “cultural economic development” when referring to capitalizing cultural assets for economic growth. Delaney has written texts as guides for communities towards

³⁰ Turiddo Pugliese and Maria Giulia Da Sacco Sofia, “Cultural Heritage as a socio-economic development factor,” (Essay and Presentation for Archimedes, European Union, July 2007), accessed November 12, 2012, <http://www.med-pact.com/Download/Archimedes/11%20Introduction%20Paper%20Cultural%20Heritage%20and%20Ec%20Dvlpmt.pdf>.

³¹ Ibid., 1.

³² Guido Licciardi and Rana Amirtahmasebi (editors), *The Economics of Uniqueness – Investing in Historic City Cores and Cultural Heritage Assets for Sustainable Development*, (Washington, D.C., The World Bank, 2012).

stable environments through the exploitation of cultural assets, including “Cultural Economic Development – A Practical Guide for Communities.” According to Delaney, cultural economic development combines economic development, community development, and arts and culture to improve communities through the following means:

- Uses arts and cultural talents, strengths and/or assets as the core driver for its success
- Engages both economic development and cultural partners in the planning and implementation of the effort
- Has a clear and deliberate purpose in terms of its intended cultural and economic impact
- Has clearly stated cultural and economic goals and impact measures
- Has a formal written plan for financial and programmatic sustainability³³

Based on the this list, reinforced is the importance of identifying assets, developing partnerships and formal plans in cultivating cultural economic development strategies. Within the text, not only does Delaney describe and define cultural economic development, but the author provides strategies for developing partnerships with key players in projects. These strategies include identifying cultural and economic development groups within the area, create relationships and environments of trust (two concepts in line with social capital and asset mapping); organize and create an infrastructure of resources; and make a formal case for cultural economic development tool (a strategy that SAAC should encourage the City of St. Paul to implement).³⁴

CULTURAL HERITAGE AS AN ECONOMIC DEVELOPMENT TOOL AT THE POLICY LEVEL

While the theory of utilizing cultural heritage in economic development techniques is a relatively new concept to the United States, it is nonetheless a growing trend in community revitalization strategies. Although there is not one common definition for cultural economic development, it is often referred to as “economic development activity that emphasizes arts and cultural partners in the planning and implementation of the effort,” which differs considerably from the arts focus of the Urban Institute’s definition of culturally based economic development: “activities intended to promote increased market participation among traditional artists and arts organizations, as well as other arts and cultural

³³ McNee, “What is Cultural Economic Development,” 1; and Neeta Delaney, “Cultural Economic Development: A Practical Guide for Communities,” (Cultural Economic Development Executives on Loan, Office of Governor Jennifer Granholm, 2004), 3, accessed November 30, 2012, http://ref.michigan.org/cm/attach/9DB23875-35F0-42D9-AEBD-38F2E0DE27A4/Geyer_Cultural_Guide.pdf.

³⁴ Delaney, “Cultural Economic Development: A Practical Guide for Communities,” 5,6.

organizations, such as historical sites, museums, theatres, and art galleries.”³⁵ It is the focus on cultural heritage, not merely the arts, that is so pertinent to the Selby Avenue commercial corridor revitalization strategy.

Research and projects prove that there is a common link between economic development, community development, and culture and the arts that can aid in revitalization projects. Non-profit organizations, cities, states, and federal programs are utilizing these cultural assets as leverage to economic growth through deliberate planning and strategic initiatives to harness and utilize these resources, intrinsic but vulnerable within many communities. The State of Michigan has embraced cultural economic development as a means of revitalizing the state’s economy, showing support through implementation of statewide strategies toward economic recovery. Michigan is an example of government embracing the role culture can play in driving economic development. The State presents its own understanding and goal of utilizing their unique cultural assets, whereby:

“Cultural economic development means leveraging our creative talent and cultural assets to spur economic growth and community prosperity. The cultural sector is a critical contributor to Michigan's economy because it creates jobs, strengthens a community's tax base, attracts and retains people to live and work in Michigan. It influences business development and expansion decisions, inspires downtown revitalization and historic preservation, builds community identity and pride of place, promotes diversity, and stimulates the growth of creative enterprise. There is strong reason to believe that the cultural sector will, in fact, have an even more important role in the "new economy" characterized by technology, innovation and creativity. Cultural economic development is not a "silver bullet" for all of our economic challenges. It should be viewed as a valuable, creative, energetic, flexible, under-utilized, cost-effective and available resource for job creation and retention, entrepreneurship and community revitalization. It is but one of the arrows in the quiver of economic development that may be effectively applied in urban, suburban and rural communities.”³⁶

While the State of Michigan is one example of governmental planning for cultural economic development as a revitalization tool, there is a growing body of policy reflecting this strategy. According to the *State Policy Briefs: Tools for Arts Decision Making*, “an increasing number of states are establishing arts or cultural districts: special zones that harness the power of cultural resources to stimulate economic development and community

³⁵ Mcnee, “What is Cultural Economic Development,” 1.

³⁶ “What is Cultural Economic Development,” *State of Michigan*, accessed November 20, 2012, <http://www.michigan.gov/mshda/0,1607,7-141-54318---,00.html>.

revitalization. These districts can become focal points for generating businesses, attracting tourists, stimulating cultural development and fostering civic pride.”³⁷ These designated zones and districts can include Main Street programs, enterprise or empowerment zones, historic preservation zones, and stadium and exposition districts, among others.³⁸

While some states are strong proponents of these districts, demonstrated by adopting policies which promote the benefit of investing in culture and some even providing tax incentives for their development, only a handful of states have adopted the policy initiative. For it is the states themselves that provide the leadership towards attaining these districts, including financial, technical, and marketing assistance. After review, it is apparent that the goals of these designated zones and districts are in line with those of SAAC, including “to attract artists and cultural enterprises to the local economy; to encourage business and job development; to establish tourism destinations; to preserve and reuse historic buildings; to enhance property values; and to foster local cultural development.”³⁹ Serving as resources for assistance in capitalizing cultural economic development, the *State Policy Brief* provides resources for communities, organizations, and governments looking to develop creative and cultural economies. These resources would provide useful advice for SAAC in its commercial corridor revitalization project because of its emphasis on the community’s historical context and cultural legacy.

In alignment with the cultural economic development strategy and the *State Policy Brief*, the American Planning Association (APA) discusses the interconnection between the arts and culture sector and local economy. The approaches to cultural economic development usually entail and/or combine “facility-centric, people oriented, and program-based approaches.”⁴⁰ These strategies can be seen in the table that follows, complete with examples.

³⁷ Jesse Rye, “State Policy Briefs: Tools for Arts Decision Making,” *National Assembly of State Arts Agencies*, Volume 3, Issue No. 1, (State Policy Briefs, Washington, D.C., 2008): 1.

³⁸ Rye, “State Policy Briefs: Tools for Arts Decision Making,” 1.

³⁹ *Ibid.*, 2, 3.

⁴⁰ “How the Arts and Culture Sector Catalyzes Economic Vitality,” *American Planning Association*, accessed December 5, 2012, <http://www.planning.org/research/arts/briefingpapers/vitality.htm>.

Creative Strategies for Improving Economic Vitality⁴¹

Strategy	Description
Promotion of Assets	Promoting cultural amenities for the purpose of attracting economic investment and skilled workers
Development	Promoting community development through artistic, cultural, or creative policies
Revitalization	Promoting community and neighborhood revitalization through artistic measures and strategies that emphasize creativity
Economic/Job Clusters	Creating economic or job clusters based on creative businesses, including linking those businesses with noncultural businesses
Education	Providing training, professional development, or other activities for arts, cultural, or creative entrepreneurs
Arts-Oriented Incubators	Creating arts-specific business incubators or dedicated low-cost space and services to support artistic, cultural, or creative professionals
Branding	Developing visual elements that communicate a community's character; using logo development and graphic design for advertising, marketing, and promoting a community
Districts	Creating arts, cultural, entertainment, historic, or heritage districts
Live-Work Projects	Providing economic or regulatory support for combined residential and commercial space for artists
Arts-Specific and General Public Venues	Providing public or private economic or regulatory support for marketplaces, bazaars, arcades, community centers, public places, parks, and educational facilities of various types
Events	Using celebrations or festivals to highlight a community's cultural amenities
Urban Design and Reuse	Implementing the reuse of existing sites or buildings for arts and culture purposes
Public Art	Supporting temporary and permanent public-art projects

These creative strategies of improving economic vitality are in line with many of the examples throughout contemporary literature. Based on these examples, it is apparent that capitalizing on assets, working in collaborative teams, designating districts, and promoting the region are all common strategies in cultural economic development. Many of these strategies will be discussed in the upcoming examples.

⁴¹ Ibid.

ARTS, CULTURE, AND HISTORIC PRESERVATION AS COMMUNITY ASSETS

The *State Policy Brief* and the strategies presented by the APA prove that communities within the United States are looking to leverage their arts and cultural assets towards improved economic vitality. Authors Carl Grodach and Anastasia Loukaitou-Sideris look at these measures in their article, “Cultural Development Strategies and Urban Revitalization: A Survey of US Cities.” The authors look at strategies similar to those expressed by the APA, but they break the concepts into three models of cultural strategies in urban redevelopment. The concepts include entrepreneurial, creative class, and progressive strategies. While the first two focus on larger cultural development concepts such as cultural tourism through flagship cultural projects and cultivating arts and entertainment districts, the latter is most pertinent to the grassroots community development focus of the SAAC commercial corridor revitalization project. According to the authors, the progressive cultural development strategy seeks goals of community development, arts education and access, and local cultural production.⁴² Progressive strategies often focus on, and are located in, inner cities and underserved neighborhoods, including underserved commercial and residential populations. Although the progressive strategy is in line with portions of SAAC’s goals, its focus is strongly correlated with arts as cultural development, as opposed to cultural economic development. This focus on the arts, rather than other forms of cultural heritage, is seen throughout literature and projects. Regardless of this weakness, the strategy is worth further inquiry into how it can influence SAAC’s next steps in its commercial corridor revitalization project.

While the Selby Avenue revitalization project focuses on economic investment through a strengthened commercial corridor, its coinciding goal is to develop the strip as a cultural corridor with an African American heritage focus. It is this historical “sense of place,” that many communities are drawing upon to leverage existing assets in revitalization strategies. This sense of place is formed from relationships and resources intrinsic to each community, its social capital. Much literature shows that people connect to place, and therefore scholars and planners often encourage the drafting of plans that cultivate the unique characteristics and assets of place. These unique characteristics and resources are being drawn upon in the economic development strategy, cultural heritage tourism.

Historical resources are one example of tangible cultural heritage that are often utilized in planning processes for economic revitalization. For example, in Andrew Hurley’s book, *Beyond Preservation: Using Public History to Revitalize Inner Cities*, the author presents three case studies in the chapter “History Matters: Integrating Research and Neighborhood

⁴² Carl Grodach and Anastasia Loukaitou-Sideris, “Cultural Development Strategies and Urban Revitalization: A Survey of US Cities,” *International Journal of Cultural Policy*, Vol. 13, No. 4, (2007): 353.

Planning,” as models for aligning historical and archaeological research with locally defined community goals. The case study communities are located in Old North St. Louis and incorporate public history into revitalization projects within their neighborhoods. The chapter explores ways that “the interpretation of historic landscapes can help communities chart constructive paths by serving as an adjunct to the planning process.”⁴³ While each case study employed notions of historic preservation within their plans, preservation was taken beyond the rehabilitation of physical structures “into the realm of sustaining and improving broader patterns of urban life.”⁴⁴

The first case study presented, Lewis Place, incorporated heavy involvement of resident participation and involvement in their neighborhood revitalization. The project aimed “to link neighborhood revitalization to a local identity grounded in history.”⁴⁵ The second example, Forest Park Southeast, also included substantial and broad-based citizen participation but also included efficient governance in efforts to create a historic corridor. The community understood the importance of social and physical capital, wherefore its assets were inventoried and oral histories were recorded from constituents. The project is an example of “how historical interpretation can be aligned with specific preservation-based revitalization goals.”⁴⁶ The final case study of historical incorporation in revitalization strategies is within the Scott Joplin House State Historic Site. It is in this example that stakeholders looked to relate the Scott Joplin House State Historic Site to a broader audience and did so by expanding the scope of the historic site through archaeological survey to record, interpret, and present African American heritage. The intended goal was to revive the area as a popular destination for art and entertainment with focus on the area immediately surrounding the Joplin house, and expanding to key resources outside the area.

Overall, each of the case studies presented situations where “citizens engaged serious historical inquiry to identify, protect, and reinvigorate precious local assets.”⁴⁷ Preservation in each case was stated to stabilize physical infrastructure and gain measures of control over the fate of the community. Through grassroots efforts, the communities sought to protect social, cultural, and economic webs. It was through the final example, the Scott Joplin House State Historic Site that focus was placed significantly on the African American heritage context.

⁴³ Andrew Hurley, “History that Matters: Integrating Research and Neighborhood Planning,” *Beyond Preservation: Using Public History to Revitalize Inner Cities*, (Philadelphia: Temple University Press, 2010), 95-119.

⁴⁴ *Ibid.*, 95-119.

⁴⁵ *Ibid.*, 95-119.

⁴⁶ *Ibid.*, 95-119.

⁴⁷ *Ibid.*, 95-119.

Because of historical prejudicial policies, government action and inaction, many revitalization strategies and tactics have focused on African American heritage and communities. Despite the Civil Rights era of the 1960s that brought to light many inequalities within American society and sought to make advancements towards equality, African American communities continue to suffer from inequities, including lower socio-economic classes, lower education attainment, and community upheaval. It is because of these social injustices and corresponding community conditions that many communities are looking for innovative revitalization strategies with emphasis on the African American experience.

NATIONAL TRUST FOR HISTORIC PRESERVATION MAIN STREET PROGRAM

The National Trust for Historic Preservation (NTHP) Main Street Program is one example of a national organization focused on improving community's economies, with specific projects focused on African American neighborhoods and heritage. As the leading national organization that provides "support and encouragement for grassroots preservation efforts" the NTHP states four main priorities in line the Selby Avenue revitalization project.⁴⁸ Two of these priorities include building sustainable communities and promoting diversity and place.⁴⁹ Within these priorities are projects and programs to safeguard cultural and historic community assets. The Main Street Program is one of their main economic development tools that focuses on building sustainable and complete community revitalization efforts. According to NTHP, the program "has transformed the way communities think about their revitalization and management of their downtowns and neighborhood commercial districts," important because the communities are only as strong as their core.⁵⁰ The Main Street Four-Point Approach is "the foundation for local initiatives to revitalize their districts by leveraging local assets – from cultural or architectural heritage to local enterprises and community pride."⁵¹ The program recommends four dimensions to a complete revitalization program, including:

- *Organization*: which "establishes consensus and cooperation by building partnerships among various groups that have stake in the commercial district"

⁴⁸ "A Brief History of the National Trust," *National Trust for Historic Preservation*, accessed December 20, 2012, <http://www.preservationnation.org/who-we-are/history.html#.UORZiShb020>.

⁴⁹ "Preservation Priorities," *National Trust for Historic Preservation*, accessed December 20, 2012, <http://www.preservationnation.org/who-we-are/preservation-priorities.html#.UORZGJhb020>.

⁵⁰ "About Main Street," *National Trust for Historic Preservation*, accessed December 20, 2012, <http://www.preservationnation.org/main-street/about-main-street/#.UOiqXJhb020>.

⁵¹ "The Main Street Four-Point Approach," *National Trust for Historic Preservation*, <http://www.preservationnation.org/main-street/about-main-street/the-approach/>, accessed December 20, 2012.

- *Promotion*: which emphasizes the creation of “a positive image that will rekindle community pride and improve consumer and investor confidence” in the commercial district
- *Design*: means improving the physical environment, including “creating a safe, inviting environment for shoppers, workers, and visitors”
- *Economic restructuring*: which strengthens the “community’s existing economic assets while diversifying its economic base...accomplished by retaining and expanding successful business to provide a balanced commercial mix, sharpening the competitiveness and merchandising skills of business owners, and attracting new businesses that the market can support”⁵²

Communities across the United States have adopted this approach towards revitalization of their Main Street and commercial districts. These commercial districts range from rural to urban environments in context. Washington, D.C. is an example of a district with multiple Main Street projects, with varying degrees of success. Both H Street and U Street utilized the Main Street approach to achieve healthier communities. Although both streets saw improved economic conditions, the regions also experience displacement because of the success of the revitalization efforts. It is because of this gentrification that the program receives both praise and concern.

In alignment with the H Street and U Street goals of commercial corridor revitalization, the DC Office of Planning and Streetsense created “DC Vibrant Retail Streets Toolkit.” The study “evaluates the essential elements of outstanding retail areas and offers customizable toolbox of programs, incentives, and implementation steps to improve retail streets.”⁵³ The analysis and toolkit aims to “equip retailers, landlords, business and neighborhood associations, nonprofits and government agencies with the tools needed to support more dynamic retail streets.”⁵⁴ The document provides national case studies and research, along with step-by-step recommendations for communities to initiate successful retail streets, many of which focus on an arts or heritage factors. This document will be useful to SAAC when drafting its visioning and strategic plans.

Another proponent of the Main Street approach is Jeffrey Morgan, an Edward M. Gramlich Fellow in Community and Economic Development at the University of Harvard. Morgan conducted focused research on revitalizing urban commercial districts and published “(Re)vitalizing Inner-City Neighborhood Business Districts: An Assessment and Strategy Framework for Integrated Microbusiness and Real Estate Development by Nonprofits.” In his text and corresponding lunchtime forum, Morgan presents information and best

⁵² Ibid.

⁵³ Streetsense, “DC Vibrant Retail Streets Toolkit,” (Washington, D.C., *DC Office of Planning, 2012*), 1-81.

⁵⁴ Ibid.

practice case studies on revitalizing neighborhood business districts (NBDs). Through his research, he found that four key areas were necessary for successful projects, including “(1) commercial real estate development, (2) business funding, (3) business development and (4) business district organizing and improvement.”⁵⁵ These economic improvements are made possible through four primary nonprofit nongovernment organizations, including “community development corporations (CDCs), community development financial institutions (CDFIs), Main Street programs, and business improvement districts (BIDS).”⁵⁶ Although the author focuses on the role of CDCs in community and commercial redevelopment, he believes that “community” can replace the term CDC wherever it is used. Through his research, he was able to provide guidelines for the implementation of such commercial revitalization projects. This road map includes phases from preplanning to implementation. This process includes the following steps:

- Preplanning: assess the need and opportunity for NBD redevelopment
- Planning Step 1: Determine the economic and physical assets and potential for success
- Planning Step 2: Determine the capacity of the community for action
- Planning Step 3: Determine the capacity of the CDC for action
- Implementation: Integrated organizational strategy for action⁵⁷

Morgan’s strategy is in line with revitalization literature, but provides more detailed information and guidelines for community action and implementation. His strategy is made possible through research and experience in urban commercial revitalization strategies. As presented throughout various texts and examples, Morgan asserts that there are no set formulas for commercial corridor revitalization strategies, and each must take into account the complex, dynamic, and unique characteristics of each location.⁵⁸ His information is bolstered by best practice case studies from real projects in Riverbend, Des Moines, Iowa and Codman Square, Dorchester, Massachusetts. Both of these case studies are within minority communities with high populations of African American residents.

⁵⁵ Jeffrey Morgan, “(Re)vitalizing Inner-City Neighborhood Business Districts: An Assessment and Strategy Framework for integrated micro-business and real estate development for non-profits,” (Neighborworks America and Joint Center for Housing Studies of Harvard University, Cambridge and Washington, D.C. 2011), iii.

⁵⁶ Ibid., (Morgan), 1.

⁵⁷ Ibid., 3.

⁵⁸ Jeffrey Morgan, “(Re)vitalizing Inner-City Neighborhood Business Districts: An Assessment and Strategy Framework for integrated micro-business and real estate development for non-profits,” (PDF presentation, Summer 2011).

AFRICAN AMERICAN HERITAGE IN REVITALIZATION STRATEGIES

Because of historic injustices, preserving and leveraging African American heritage has been a focus of individual and grassroots organizations. As the country's leading preservation organization, the NTHP has taken "an aggressive and visible position in the realm of African American historic preservation."⁵⁹ The NTHP has expanded visibility of African American heritage through the 11 Most Endangered Historic Places list, is working with various African American communities through the NTHP Main Street program, continues to compile a working inventory of African American Historic Places, and is creating "a more formal program geared specifically to African American historic preservation."⁶⁰

The State of Affairs Paper, "African American Historic Places Initiatives," by Jeffrey Harris argues that African American heritage is important to help "reveal juxtapositions to the traditional American narrative and provide that narrative with a mirror of substantive challenges and greater understanding."⁶¹ The paper discusses the importance of multiple narratives to provide broad historical context to challenging issues, which in effect will enlighten visitors. Harris cites Florida A&M University architecture professor Richard Dozier in his argument that "historic preservation should convey the social conduct of an historic site, not merely the building," in order to create a "spirit of the place."⁶² Although the paper focuses more on historic sites and resources than heritage corridors or revitalization strategies, but the discussion surrounding African American historic preservation is integral to understanding the possibilities and challenges when preserving the African American community. More recently, the 2012 National Trust for Historic Preservation facilitated a breakout session led by Tanya Bowers, Director of Diversity regarding successful African American Main Street Programs.⁶³ Further research into the role of the NTHP in honoring and preserving African American heritage would aid SAAC in its commitment to economic development through a cultural lens.

The focus on African American heritage is an interest of not only planners and nonprofit organizations, but also of scholars. For example, Elysha Nicole Dory presented "The Los Angeles African American Heritage Area: A Proposal for Development" as a Master's Thesis to the University of Southern California. In her report, Dory encourages the development of

⁵⁹ Jeffrey A. Harris, "African American Historic Places Initiative," (State of Affairs Paper for the National Trust of Historic Preservation, Washington, D.C., 2004).

⁶⁰ Ibid.

⁶¹ Ibid.

⁶² Ibid.

⁶³ Tanya Bowers, "Engaging African Americans on Main Street," (Presentation for the National Trust for Historic Preservation, Washington, D.C., 2012).

a “heritage area and tour related to African American history and the built environment in Los Angeles.”⁶⁴ By increasing awareness and education of the region’s cultural heritage, Dory asserts that linking scholarship to the “physical and geographical expression of the African American experience in LA” will revitalize the community, utilizing history to economically benefit the area.⁶⁵ Through her dissertation complete with historical analysis and recommendations for development, the author hopes to lay the groundwork for further research and development toward the creation of a heritage area which “would serve as an effective way to link history to place, encourage economic benefit for the neighborhoods, and educate the general public about an [sic] portion of the city...”⁶⁶ Dory discusses impacts of negative stereotypes surrounding the region, and notes the importance of focusing on the communities’ assets, strengthening relationships between the community and redevelopment organizations, while stressing community involvement.

While the region maintains a strong historical context that is well documented through photographs and oral histories, the community struggles with cultural significance that no longer exists tangibly, much like Selby Avenue. For example, the Central Avenue Corridor in LA continues to serve as an anchor to the African American community, despite its loss of the entertainment and commerce presence. Selby Avenue feels the implications of a heritage that is less visible, an intangible heritage that is not always or easily recognizable or able to preserve as physical built heritage. This is evident through Selby Avenue’s exclusion from the Historic Hill Preservation District that extends east, south, and slightly north of the avenue. It is because of this historical context that Dory encourages the development of an historical tour to change perceptions of the area that would in turn provide potential drive for economic investment. The proposed region in LA includes communities that will be discussed in the case study review.

⁶⁴ Elysha Nicole Dory, “The Los Angeles African American Heritage Area: A Proposal for Development,” (A Thesis Presented to the Faculty of the USC School of Architecture, Los Angeles, 2010), v.

⁶⁵ Ibid., v.

⁶⁶ Ibid., 1.

BEST PRACTICE CASE STUDIES

In conducting research for best practice reports, there stands “a belief that there is a method, process, activity, incentive or reward that is more effective at delivering a particular condition or circumstance.”⁶⁷ When it comes to commercial corridor revitalization strategies, there are many forms of success depending on each the organization’s goals and initiatives, and the projects aligned with those goals. According to the article, “Toward a Strategic Framework for Investment in Philadelphia’s Commercial Corridors,” the following common factors are associated with a best practice of commercial corridor revitalization strategies. These revitalization strategies:

- Are made up of successful businesses
- Often provide neighborhood residents with convenient sources of goods and services at reasonable prices
- Sometimes provide goods and services to visitors from outside the neighborhood
- Create a culture of opportunity and success
- Can enhance the overall attractiveness of their surrounding neighborhoods
- Can help create a sense of community
- Contribute to the expansion of their cities
- Can provide a diversity of opportunities in a region⁶⁸

In addition to these factors, the SAAC commercial corridor revitalization project includes concepts of cultivating the region’s heritage through cultivating its cultural and social resources. Accordingly, the following best practice reports were gauged against the following criterion: the organization and project seeks to achieve goals that align with SAAC’s objectives; the commercial corridor and region is relatively equivalent in size, context, and demographic including an African American or minority community; the projects contain a cultural focus including jazz or other arts related component; the region was significantly affected by urban renewal and Civil Rights movement; and the region is within close proximity to transit oriented development.

⁶⁷ “Best Practices,” Wikipedia, accessed November 12, 2012, en.wikipedia.org/wiki/Best_practices

⁶⁸ The Pennsylvania Economy League and Econsult Corporation, “Toward a Strategic Framework for Investment in Philadelphia’s Commercial Corridors,” Philadelphia, 2003, iii-iv.

ROXBURY/NORTH DORCHESTER, BOSTON, MASSACHUSETTS

Organization, Mission, Structure, and Goals

Formed in 1984, the Dudley Street Neighborhood Initiative (DSNI) is a nonprofit organization located in Roxbury/North Dorchester, Boston, Massachusetts. DSNI was created as a nonprofit organization by residents in an effort to combat disinvestment, neglect and redlining practices, reestablish the neighborhood once devastated by arson, and protect the land from outside speculators. The area is one square mile in size and at the onset of the redevelopment housed many vacant lots, commercial properties, and brownfields, where residents reported health hazards, including lead poisoning and asthma due to the poor environmental conditions.⁶⁹

The mission of the organization is “to empower Dudley residents to organize, plan for, create and control a vibrant, diverse and high-quality neighborhood in collaboration with community partners.”⁷⁰ The scope of the organization is neighborhood revitalization through a comprehensive approach focusing on economic, human, physical, and environmental growth. DSNI works to implement resident-driven plans by partnering with nonprofit organizations, community development corporations (CDCs), businesses, religious institutions, banks, government agencies, corporations, and foundations. The organization has three main goals and objectives, including:

- Residents lead community collaboration with the shared goal of creating a vibrant, high quality diverse urban village
- Focus is on rebuilding human, social, and physical infrastructure
- Major accomplishment has been, and continues to be, organizing and empowering residents to create a shared vision of the neighborhood. The organization prioritizes development without displacement and brings it to reality by creating strategic partnerships with individuals and organizations in the private, government, and nonprofit sectors

Written Documents/Strategic Plans

After three years as an organization, the “Comprehensive Revitalization Plan” was adopted by the city of Boston in 1987, later to be updated in 1996 for the “Urban Village Visioning Process.”⁷¹ The “Comprehensive Revitalization Plan” spells out specific goals and objectives of the organization, including mixed income housing, economic development, and social

⁶⁹ “History,” *Dudley Street Neighborhood Initiative*, accessed January 7, 2012, <http://www.dsni.org/history>.

⁷⁰ *Ibid.*

⁷¹ “Strategic Focus,” *Dudley Street Neighborhood Initiative*, accessed January 7, 2012, <http://www.dsni.org/sustainable-and-economic-development>.

services. Within the report, DSNI made sure to include anti-displacement measures. These measures included frameworks for plans and projects that would effectively minimize the risk of gentrification. This was done through multifaceted approach, including development initiatives focusing on funds to purchase housing when they became available in order to retain similar family income profiles (The Option Fund); funds to allow the acquisition of rental property to be rehabbed and provided at break-even rental value (The Rehabilitation/Transition Fund); and Turnkey Projects which would be developed on or adjacent to the designated opportunity site, would provide units for families who could not afford market rents.

Additional focus within the report was an emphasis on creating projects and programs for housing counseling. DSNI believed there was a need for a central clearing house for underwriting and providing residents with information and assistance in rental and housing sales. This would aid in the understanding of housing policies and procedures for renters and property owners.

In line with goals of economic development, the “Comprehensive Revitalization Plan” included information on social and legislative action. These activities were viewed as critical to supporting the real estate development process. The focus of this sub strategy was developing community-wide awareness and pressure on speculative real estate practices.⁷² DSNI was granted eminent domain over vacant land and is the only nonprofit in the nation with this power, resulting in influence over planning and development of the community.

After successfully attaining their initial goals, DSNI updated the “Comprehensive Revitalization Plan” in 1996 with specific focus on the “Urban Village Visioning Process.” The updated plan included goals and objectives, including:

- Community economic development
- Leadership development and collaboration
- Youth opportunities and development

The “Urban Village Visioning Process” is in line with New Urbanist design concepts, and according to DSNI, “the village is the oldest form of human settlement. It is a complex gathering of places where people live, shop, work, socialize and play.”⁷³ Accordingly, the “Urban Village Visioning Process” demonstrates DSNI’s commitment to creating a

⁷² *Dudley Street Neighborhood Initiative Revitalization Plan*, Prepared by DAC International Inc., Boston, 1987.

⁷³ “Urban Village,” *Dudley Street Neighborhood Initiative*, accessed October 10, 2012, <http://www.dsni.org/urban-village> <http://www.dsni.org/urban-village>.

sustainable inner-city community in line with many contemporary sustainable design theories. DSNI achieves these goals through initiatives including a community land trust, the only permanent affordable housing in Boston, public participation in planning and visioning processes, and resident buy-in.

Currently, the organization claims three main priorities in their Strategic Focus, including Sustainable and Economic Development, Community Empowerment, and Youth Opportunities and Development. Within each of these priorities are initiatives that include partnerships with local and national entities to achieve common goals of neighborhood revitalization.

Stakeholders

DSNI is governed by a 34 member Board of Directors, including 16 residents (4 of each from specific ethnic groups making up the community – African America, Cape Verdean, Latino, and White); 2 additional Board appointed residents; 3 youth (15-17); 7 nonprofit agencies; 2 churches; 2 businesses; and 2 CDCs. Additional stakeholders include residents, CDCs, the Dudley Neighbors Incorporated (DNI) Community Land Trust, and the Boston Promise Initiative.

Funding Sources

As a nonprofit, DSNI and its projects are funded by strategic partnerships including the private sector (individuals and organizations), government, and nonprofit sectors. Currently funders include the Barr Foundation, Boston Private Bank, and the United States Department of Education/Promise Neighborhoods, among many others. Partners and collaborators include the City of Boston, Best Buy, Boston Police Department, the Salvation Army, and University of Massachusetts, Boston – Center for Community Democracy & Democratic Literacy, among many others.

Additionally, a Community Development Loan Fund was created in 1997, administered by a local CDC. The fund provides capital for small business development and was created by restructuring a major loan, foundation grants, and local bank investments.

MICHIGAN STREET, BUFFALO, NEW YORK

Organization, Mission, Structure, and Goals

The Michigan Street African American Heritage Corridor Commission (the Commission), a nonprofit organization with 501(c)(3) status (2010), is located on Michigan Street in Buffalo, New York. The Commission was established in August 2007 with a goal of neighborhood and commercial revitalization through the cultivation of the community's African American cultural heritage. That same year, historic preservation area legislation was introduced to recognize the area as a heritage corridor. This recognition was made possible by Chapter 595 (Laws of New York 2007) that amended the parks, recreation and historic preservation law in order to designate the Michigan Street African American Heritage Corridor (the Corridor) as a state heritage area.⁷⁴ Although the avenue was recognized as a heritage corridor in 2007, MSAACC seeks a higher designation as a Historic District from the state in order to receive greater access to preservation and rehabilitation resources.

Written Documents/Strategic Plans

In order to achieve a Historic District status along with its other goals, the Commission sought to draft a management plan that would develop, preserve and promote the area's historic cultural and natural resources. The Commission partnered with students from SUNY Buffalo Department of Urban and Regional Planning Spring 2011 Studio who composed the document, "Celebrating Buffalo's Cultural Diversity – A Vision for the Michigan Street Heritage Corridor." The report stands as a visioning guide for the current state of the Avenue and the organization's goals for the future of Michigan Avenue. The report contains detailed historical information, asset mapping and visioning concepts in promotion of the organization's goals and objectives.

Overarching goals include (1) preservation, redevelopment, and stewardship of the built environment, (2) culture and tourism development, and (3) community and economic development. The strategies aimed at improving the built environment through initiatives include placemaking, public realm through streetscape enhancements, strategic sustainable development, and regulations and policies. The report describes "Culture and Tourism" as a driving force for development, and places specific emphasis on developing a distinct identity focused on African American heritage. In order to promote sustainable tourism, the Commission looks to foster regional linkages with other tourist areas, coordinate outreach programs, create interactive experiences, and develop a distinct

⁷⁴ "A8826A-2011: Extends draft management plan submission dates and amends chapter 595 of the laws of 2007," *NYSenate.gov*, <http://open.nysenate.gov/legislation/bill/a8826a-2011>

identity. Efforts towards community and economic development include community building, culture and education, physical revitalization, neighborhood economic revitalization programs, and regional development and partnerships. The report provides detailed “Asset and Resource Mapping,” a strategy that focuses on current strengths within the community. These qualities include political resources; social and cultural characteristics; land use, property ownership, and vacant land; historic structures inventory; public spaces; transportation; contemporary African American programming; and regional resources.

By utilizing the visioning document, the Commission is currently working with consultants to compose a District Management Plan.⁷⁵ An initial draft of the plan was presented at public forums in the summer of 2012 in order to receive comments and feedback from public participation processes. A resulting draft was presented to the board of directors and commissioners, for private view, in November 2012.⁷⁶ The final draft is expected for submittal to the State in 2013.

Stakeholders

The Commission is made up of seventeen members, including eleven voting members and six non-voting members. Additionally, the Michigan Street Preservation Corporation Inc. includes Assemblywoman Crystal D. Peoples (sponsor), Senator Antoine M. Thompson (sponsor) and consultants composing the District Management Plan whom are all involved in the planning and processes of the Commission and its projects.

Funding Sources

The Commission and its projects are funded through both public and private investments, including a legislative grant for \$75,000 in state funds following the designation of the heritage corridor area. Located on Michigan Street, the Colored Musicians Club received a grant from Erie County and the City of Buffalo to create a museum showcasing the history of jazz in Buffalo and the history of the club.

⁷⁵ “A8826A-2011: Extends draft management plan submission dates and amends chapter 595 of the laws of 2007,” *NYSenate.gov*, <http://open.nysenate.gov/legislation/bill/a8826a-2011>

⁷⁶ Deidre Williams, “Langston Hughes Institute moving to Michigan Street African American Heritage Corridor,” *The Buffalo News*, November 12, 2012, <http://www.buffalonews.com/apps/pbcs.dll/article?AID=/20121112/CITYANDREGION/121119755/1132>.

and “Relates to the Michigan Street African-American Heritage Corridor Commission draft management plan submission dates,” NY Senate <http://open.nysenate.gov/legislation/bill/A7570-2011>

CRENSHAW CORRIDOR, LOS ANGELES, CALIFORNIA

Organization, Mission, Structure, and Goals

The Crenshaw Corridor is located in Los Angeles, California, and is a community rich in cultural heritage. The region boasts the city's highest concentration of African Americans of all income levels, and the preservation of the area's culture has been a stated goal of organizations, projects, residents, and business owners within the community. Because of its current state and its historical context, nonprofit organization and the government are enacting revitalization plans.

The Los Angeles chapter of the Local Initiatives Support Corporation (LISC) was established in 1987 and with focus on multiple projects within the Crenshaw Corridor and its surrounding communities. For instance, LISC established the Neighborhood Turnaround Initiative (NTI) in 1998, and more recently the Sustainable Communities initiative that focuses on three regions of Southern California, including Crenshaw Corridor, Boyle Heights, and Central Avenue. While LISC is not the only nonprofit organization working towards community development, it has one of the strongest holds on the neighborhood.

LISC is a CDC with both people and place-based strategies. The CDC focuses on creating strategic partnerships with communities, other nonprofits, and the private sector. The goals of the organization are to:

- Stimulate local economic activity
- Build family income and wealth – skill development and access to living wage jobs
- Expand capital investment in housing and other real estate
- Improve residents' access to quality education
- Develop healthy environments and lifestyles – safe streets, recreational amenities, community health clinics, environmental design

In addition to LISC's involvement in the Crenshaw Corridor, the city of Los Angeles has developed a project to physically upgrade the corridor and is outlined in the Crenshaw Mid-City Corridors Prop 1C IIG Project. The visioning plan is a multi-year approach to streetscape beautification and built environment improvement.

Funding Sources

To help leverage the density of the commercial corridors, LISC has received funding for its many economic vitality initiatives from Citi Community Development and other community development banks. The organization aims to provide tools and insight into the design,

management, and implementation of strategies to make physical improvements and stimulate economic development within the commercial corridors.⁷⁷

Strategies/Projects of Interest

The lead agency of the Crenshaw Corridor Sustainable Communities project is Community Build with a mission to “revitalize low-income communities in South Los Angeles through human capital investment, community economic development, and commercial economic development.”⁷⁸ The region is bordered by Washington Boulevard on the north, Slauson Avenue on the south, La Brea Avenue on the west, and Arlington Avenue on the east. The region is a mix of new commercial and residential, historic structures, community landmarks, and deteriorating storefronts. One major initiative includes the Greater Leimert Park Village/Crenshaw Corridor Business Improvement District (BID 2006-2013). Accordingly, a business improvement district is defined as “areas within cities whereby businesses elect to pay an additional tax or fee in order to fund improvement within the district boundaries. In addition, grant funds acquired by the city can be used for special programs.”⁷⁹

Additionally, Community Build has focused on the development of Marlton Square, a large parcel of land intended to be developed as a mixed use, commercial and residential facility. The project serves as a catalyst project for community and commercial revitalization.

While LISC and Community Build are two organizations highly involved in the development of commercial corridors and sustainable communities within southern California, they are not alone in their research of redevelopment initiatives. For example, Loukaitou-Sideris has conducted research and survey analysis of the Crenshaw Corridor and its surrounding communities, including Boyle Heights, Central Avenue, and Leimert Park. Within her research for the article “Inner-City Commercial Strips: Evolution, Decay – Retrofit?” the author notices the lack of “studying and understanding how these strips function, change, develop, or decay over time.”⁸⁰ Loukaitou-Sideris is thus a proponent for looking at “the social ecology of the strip – the various types of users and uses – in relation

⁷⁷ “Economic Vitality,” *LISC LA*, accessed December 15, 2012,

http://www.lisc.org/los_angeles/programs/economic_vitality.php

⁷⁸ Community Build, “LISC Crenshaw Corridor Quality of Life Plan,” Report prepared for LISC LA, 2009, accessed November 4, 2012,

http://www.lisc.org/los_angeles/images/target_neighborhoods/asset_upload_file411_14028.pdf.

⁷⁹ Jeffrey Morgan, “(Re)vitalizing Inner-City Neighborhood Business Districts: An assessment and framework for integrated microbusiness and real estate development by nonprofits,” (Joint Center for Housing Studies of Harvard University and NeighborWorks America, Cambridge and Washington, D.C., 2011), 1, accessed December 15, 2012, <http://www.nw.org/network/aboutUs/pubs/documents/Morgan.pdf>.

⁸⁰ Anastasia Loukaitou-Sideris, “Inner-City Commercial Strips: Evolution, Decay – Retrofit?,” *The Town Planning Review*, Vol. 68, No. 1 (1997) 1.

to its design and management.”⁸¹ In essence, physical and built environment improvements will not spur economic development alone, but projects must take into context the social and geographic surroundings in order to create a market for its residents.

Within her text, Loukaitou-Sideris conducted a survey of residents and stakeholders regarding their experience with three different commercial strips in south LA. The survey included discussions on the “purpose for visiting the strip, their level of utilisation [sic] and satisfaction with different elements of the street environment, and about changes they wished to see.”⁸² Overall, survey participants came up with the same overall responses, including “safer street environment,’ ‘better aesthetics,’ ‘cleanliness,’ ‘better shops and services.’”⁸³ Loukaitou-Sideris provided examples of achieving these goals, including facelifts for existing buildings, greening and planting trees, elimination of billboards, federal government ‘empowerment zones’ and ‘enterprise communities.’⁸⁴ Overall, the author recommended program development from local CDCs, including recommendations of development incentives and tax breaks for investors, access to credit, low-interest loans and rent subsidies for small business owners, re-zoning to permit mixed land use with fewer restrictions, reduced parking requirements.⁸⁵

Other notable projects within the area include the cultural landscape rehabilitation of Leimert Park’s Plaza and its influence on community revitalization.⁸⁶ The rehabilitation project was conceived in 1992 by the Cal Poly Pomona Department of Urban and Regional Planning within its economic revitalization master plan. The plan, which incorporated a historic preservation focus, was led by the Leimert Park revitalization Steering Committee, included multiple planning types, including three design alternatives and community input.

⁸¹ Ibid., 2.

⁸² Ibid., 15,

⁸³ Ibid., 15,

⁸⁴ Ibid., 17, 24.

⁸⁵ Ibid., 24, 25.

⁸⁶ Noel Dorsey Vernon and Charles E. Loggins, “Leimert Park’s Plaza: Cultural Landscape Rehabilitation in Community Revitalization,” *APT Bulletin*, Vol. 30, No. 1, Landscape Preservation Comes of Age (1999), pp. 9-14.

U STREET AND H STREET, WASHINGTON, D.C.

Organization, Mission, Structure, and Goals

As the nation's capital, Washington, D.C. was not able to plan its own development until the passage of the District of Columbia Self-Government and Government Reorganization (Home Rule) Act in the mid-1970s. Prior to the 1970s, the federal government was in charge of the city planning. Once the role was within the city's department, the mayor initiated a 20-year comprehensive planning process, whereby aiming to work to preserve and improve the city's neighborhoods. Unfortunately, the plan was criticized as being too broad in scope at which point the mayor initiated specific plans for each of the city's eight wards. Consequently, the city was studied block by block whereby more specific projects were created.⁸⁷

The revitalization of U Street is one such example of a revitalization strategy implemented in an African American urban context. The region was a historically thriving African American community, cultural, and commerce center, including clubs, restaurants and shops all within close proximity to Howard University and the first African American YMCA in the world.⁸⁸ The street was highly affected by segregation policies, Civil Rights disputes, and transit development. Because of its historical context, proximity to downtown, and public transportation, the local government, community members, and private developers focused on historic preservation and rehabilitation as an initial focus for revitalization. A catalyst project for the revitalization process includes the construction of a government office building, constructed with hopes of ripple effects on the surrounding commercial and residential life.

Another revitalization project in the nation's capital is located along H Street, which extends from North Capital Street to 17th Street NE along H Street NE. The total area extends approximately 1.5 miles comprising 13 blocks, and includes an entertainment and commercial corridor with nonprofit and housing organizations that include CDCs that focus on job placement and economic development.⁸⁹ Although the revitalization of this corridor receives mixed reviews, it is worthy of an in dept look into their programs and initiatives. H Street is a Main Street organization, and in 2004 the Office of Planning completed the "H Street NE Strategic Development Plan" that was "developed to guide community, private sector and public agency actions and investments in revitalizing this traditional

⁸⁷ "Uptown Interactive: Revitalizing Your City," PBS, accessed December 15, 2012, <http://www.pbs.org/ellingtonsd/revitalizingYourCity.htm#resources>.

⁸⁸ Blythe Eaman, Heather Higginbottom, and Suzanne Sack, "A Capital Plan: Government Inertia and Urban Revitalization on U Street," *Policy Perspectives*, 1998, 59.

⁸⁹ *Ibid.*, 64.

neighborhood corridor over the next ten years.”⁹⁰ The Office of Planning worked with community groups, convened a design charrette, and provided ongoing progress reports for the revitalization process.

Unfortunately, community members were not completely satisfied with either U Street nor H Street as equitable revitalization strategies; concerns included gentrification and big box move in. These complaints confirm the need to focus on equitable revitalization strategies, not just economic development. In order to do so, organizations and governing bodies must establish and implement a comprehensive plan that is influenced by a diverse group of stakeholders, including government, nonprofit groups, community members, private investors, and small businesses.

Funding Sources

Recently, the U Street initiative received assistance from the Coalition of Off the Mall Heritage Groups that focuses on connecting heritage tourism and economic development. Initiatives include developing bus and walking tours, photo and historic information installations, and designation of historical landmarks.

Additional funding for U Street improvements included the Federal Department of Housing and Urban Development and the City that provided seed money and encouragement to private developers and nonprofit organizations to rehabilitate historic structures and general physical improvements. Private developers also matched public initiatives. Projects included historic signage, façade improvements, and streetscape improvements, among others.⁹¹

⁹⁰ “H Street Corridor Revitalization Main Page,” *The District of Columbia*, accessed November 29, 2012, <http://planning.dc.gov/DC/Planning/In+Your+Neighborhood/Wards/Ward+6/Small+Area+Plans+&+Studies/H+Street+Corridor+Revitalization+Main+Page>.

⁹¹ “Uptown Interactive: Revitalizing Your City,” PBS, accessed December 15, 2012, <http://www.pbs.org/ellingtonsdca/revitalizingYourCity.htm#resources>.

CONCLUSION AND RECOMMENDATIONS

Based on literature research and the review of projects, it is apparent that revitalization strategies and tactics are highly contextual. It is necessary to take into account historical context, current assets, community input, and overarching policies in effort to create positive community change. Revitalization strategies range from economic to arts and culture based, but it is important to note that each of these strategies is not within a vacuum and are best understood and utilized through cross-sector collaboration. For successful revitalization projects, all affected parties must be brought together, including government, investors, and community organizations to develop and implement a common vision and strategic plan.

Although the term is not universally recognized, communities across the states have implemented cultural economic development as a revitalization technique. This tactic has been used both in grassroots initiatives, state policies, and national programs. Through research for the CURA Report, it becomes apparent that the although strategies differ, general strategies arise, including:

- Identify and Map Community Assets
- Include Community Input and Public Participation in Planning Processes
- Create Strategic Partnerships
- Understand and Adhere to Governmental Policies
- Incorporate Cultural Economic Development/Progressive Cultural Development
- Create Designated Zones or Districts, including Cultural Heritage Corridors, Business Improvement Districts, etc.
- Strategically Plan and Compose Organizational Documents

In order for sustainable revitalization techniques to work, institutional co-ordination and community involvement is necessary, while focusing on leveraging current assets. It is these assets, both physical and social, that SAAC should utilize in their revitalization strategy. The following items, although not comprehensive, are examples of specific strategies that SAAC could enlist within their commercial corridor revitalization strategy.

- Identify and Map community Assets, including:
 - Sources of Social Capital:
 - Businesses
 - Community organizations
 - Grocery stores
 - Community members and residents
 - Sources for development

- Vacant lots
 - Homes and buildings for sale
- Perform a historic inventory
- Obtain statistical information and real data about neighborhood, commerce, leakage, etc.
- Include Community Input and Public Participation in Planning Processes
 - Survey community for needs and desires for a commercial corridor and neighborhood
- Create Strategic Partnerships
 - Examine the goals of public and nonprofit decision makers and link these goals via economic theory to potential project initiatives
 - Develop partnerships or programming to increase education and youth activities
 - Develop partnerships or programming to increase African American business ownership
- Understand and Adhere to Governmental Policies
 - Review City of St. Paul planning documents, including the Summit-University Comprehensive Plan (2007) and the Summit-University (District 8) Plan (2009) to identify goals that align with SAAC objectives, ie.:
 - Protect and restore the urban fabric
 - Support walkability, unifying landscapes and streetscapes
 - Promoting economic development through reparation of the urban fabric
 - Determine in what other cultural corridors is the city investing
- Incorporate Cultural Economic Development and Create Designated Zones or Districts
 - Officially designate with the City or State Selby Avenue between Dale and Lexington as a heritage district, cultural corridor, business improvement district, or other designated zone
- Strategically Plan and Compose Organizational Documents
 - Formalize an internal structure
 - Promote the corridor through an improved website complete with resources related to community, services and offerings of SAAC, community resources, etc.

RESOURCES TO AID IN REVITALIZATION PLAN DEVELOPMENT

Jeffery Morgan, **“(Re)vitalizing Inner-City Neighborhood Business Districts: An Assessment and Strategy Framework for Integrated Microbusiness and Real Estate Development by Nonprofits,”** Joint Center for Housing Studies of Harvard University and NeighborWorks America, Cambridge and Washington, D.C., (2011): 1-44. Available online at: <http://www.nw.org/network/aboutUs/pubs/documents/Morgan.pdf>.

In his text and corresponding lunchtime forum, Morgan presents information and best practice case studies on revitalizing neighborhood business districts (NBDs). Through his research, he found that four key areas were necessary for successful projects, including “(1) commercial real estate development, (2) business funding, (3) business development and (4) business district organizing and improvement.”⁹² Through his research, he was able to provide guidelines for the implementation of such commercial revitalization projects, including strategic partnerships and funding sources, and presents a road map with phases from preplanning to implementation.

“Celebrating Buffalo’s Cultural Diversity: A Vision for the Michigan Street Heritage Corridor,” Prepared by SUNY Buffalo Department of Urban and Regional Planning, Buffalo, (2011): 1-165. Available online at: <http://intersight.ap.buffalo.edu/wp-content/uploads/2012/02/finalreport.pdf>.

The report stands as a visioning guide for the Michigan Street African American Heritage Corridor Commission. The report is based on the current state of Michigan Avenue, and contains detailed historical information, asset mapping, and future design concepts, that promote the organization’s goals and objectives. These overarching goals include (1) preservation, redevelopment, and stewardship of the built environment, (2) culture and tourism development, and (3) community and economic development.

Streetsense, **“DC Vibrant Retail Streets Toolkit,”** Presented to the DC Office of Planning, Washington, D.C., (2012): 1-81. Available online at: <http://hstreet.org/wp-content/uploads/2012/04/DCVibrant-Streets-Toolkit-by-Streetsense.pdf>.

The study is presented to the DC Office of Planning and “evaluates the essential elements of outstanding retail areas and offers customizable toolbox of programs, incentives, and implementation steps to improve retail streets.”⁹³ The document provides national case

⁹² Jeffrey Morgan, “(Re)vitalizing Inner-City Neighborhood Business Districts: An Assessment and Strategy Framework for integrated micro-business and real estate development for non-profits,” (Neighborworks America and Joint Center for Housing Studies of Harvard University, Cambridge and Washington, D.C. 2011), iii.

⁹³ Streetsense, “DC Vibrant Retail Streets Toolkit,” (Washington, D.C., *DC Office of Planning*, 2012), 1-64.

studies and research, along with step-by-step recommendations for communities to initiate successful retail streets, many of which focus on an arts or heritage factors. The toolkit aims to “equip retailers, landlords, business and neighborhood associations, nonprofits and government agencies with the tools needed to support more dynamic retail streets.”⁹⁴

Alena Anderson and Michelle M. Thompson, “**Where Y’ay?: An evaluation of Commercial Corridor Revitalization Programs in New Orleans,**” *Planning and Urban Studies Reports and Presentations*, Paper 11. University of New Orleans, (2012): 1-64, accessed December 20, 2012, http://scholarworks.uno.edu/plus_rpts/11.

The report highlights Commercial Corridor Revitalization Programs (CCRPs), including designated Main Street programs and other Business and Property Owner Associations (BPOAs). The researchers make note that each approach is unique in correlation with individual corridor needs and environments. The report provides background, case studies, and key findings in regard to corridor revitalization strategies employed in New Orleans, some of which may be useful to review in the process of creating a strategic plan for the commercial revitalization of Selby Avenue.

⁹⁴ Ibid.

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