



# Revitalizing the Halifax Triangle

## TECHNICAL ASSISTANCE PANEL REPORT

OCTOBER 26-27, 2015

SPONSORED BY:  
THE CITY OF PETERSBURG, VIRGINIA



# Technical Assistance Panel Report

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# SECTION 1

# Technical Assistance Panel Report

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## WHO WE ARE

ULI is a trusted idea place where leaders come to grow professionally and personally through sharing, mentoring, and problem solving. Founded in 1936 as a nonprofit, nonpartisan research and educational institute, ULI offers you access to the expertise of thousands of dedicated land development professionals.

ULI activities include the publication of books, videos, monthly periodicals, local and national meetings and a broad array of educational opportunities. Cutting edge research focuses on market conditions, new approaches to land use and development, and the factors shaping developmental. With pride, ULI members commit to the highest standards of land use.

## VISION

ULI Virginia extends ULI to local members through forums allowing the exchange of ideas and information. ULI Virginia serves as an educational resource and is the region's objective and informal authority on local land development issues.

## MISSION

ULI Virginia provides leadership in the responsible use of land and in creating and sustaining thriving communities worldwide.

## ULI VIRGINIA PROGRAMS

ULI Virginia hosts educational programs and forums that explore a broad range of issues within land use. Programs include:

- Quarterly Breakfast Series exploring topics including transportation, building healthy places, finance, and housing
- Technical Assistance Panel (TAP) providing expertise in the evaluation of land use around emerging developments
- Reality Check Workshops and Vision Planning
- Exclusive tours and targeted discussion
- Mentorship Program for Young Leaders
- Vision Awards

# Technical Assistance Panel Report

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## ***About the Technical Assistance Panel (TAP) Program***

The objective of ULI Virginia's Technical Assistance Panel (TAP) program is to provide expert, multidisciplinary and objective advice on land use and real estate issues facing public agencies and nonprofit organizations throughout the Commonwealth of Virginia. Drawing from its extensive membership base, ULI Virginia conducts one and a half day panels offering objective and responsible advice to local decision-makers on a wide variety of land use and real estate issues, ranging from site-specific projects to public policy questions. The TAP program is intentionally flexible to provide a customized approach to specific land use and real estate issues. Learn more at <http://virginia.uli.org/uli-action/taps/>.

**CHAIR - MURIEL RODRIGUEZ**, Schnabel Engineering/Vice President

**MANAGER - JANE MILICI**, Urban Land Institute-Virginia

**ADMINISTRATOR - JAMIE RICHARDSON**, Urban Land Institute-Virginia

## ***Panel of Experts***

A ULI Virginia Technical Assistance Panel (TAP) was assembled to formulate a vision for the Revitalization of the Halifax Triangle. This multi-disciplinary panel of historic community revitalization professionals included:

**BURT PINNOCK**, AIA, TAP Panel Chairperson  
Architect/Historic Planner  
Baskervill, Richmond, VA

**BRIAN KATEN**, PLA  
Landscape Architect/Cultural Historian  
Virginia Tech School of Architecture + Design, Blacksburg, VA

**KATHY FRAZIER**, AIA  
Architect/Community Revitalization Specialist  
Frazier and Associates, Staunton, VA

**MICHAEL LEMANSKI**  
Developer/Economist/Educator  
University of North Carolina School of Government, Durham, NC

Summaries for each panel member can be found in Appendix 1.

## ***TAP Committee***

- **CHAIR-LU GAY LANIER**, Timmons Group
- **RICKY GORRELL**, Stewart/H&G
- **ADENA PATTERSON**, McGuireWoods LLP
- **SYTIRA SAUNDERS**, AgilQuest Workplace Management Systems
- **JEFF STAUB**, SilverCore

# Technical Assistance Panel Report

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## ***Thank you.***

ULI Virginia District Council would like to acknowledge those whose generous contributions of time and knowledge made the Revitalization of the Halifax Triangle TAP a success. We recognize and thank TAPs sponsor representatives from the City of Petersburg, Michelle Peters and William Johnson for their invaluable assistance and for the production of the panel briefing books.

We would also like to thank the City of Petersburg for arranging meetings and working sessions at the Public Library and the Union Train Station, and for sponsoring the panelists' dinner. We gratefully acknowledge the following City staff for making themselves available during the session:

- The Mayor and Members of Council
- Dr. Landis Faulcon, Director Economic Development
- Richie McKeithen, City Assessor
- Jay Ell Alexander, Public Information Officer
- Reginald Tabor, Project Manager, Office of Economic Development
- Dironna Moore Belton, Petersburg Area Transit General Manager
- Darius Mason, Systems Manager, Petersburg Area Transit
- Thomas (Tommy) Kendrick, GIS Analyst
- Deborah Parham, Zoning Technician

We especially want to thank the passionate community members that came out to share stories and recreate history. The speakers painted a real portrait of the Halifax Triangle that once was and voiced overwhelming support for the site's transformation.

We give a heartfelt thank you to each of the Panel members for generously sharing their time and expertise. Finally, a thank you to the ULI Virginia TAP Committee members for their hard work and diligence throughout the TAP process.

# SECTION 2



# Technical Assistance Panel Report

## City of Petersburg Representatives

### **WILLIAM E. JOHNSON, III**

City Manager  
135 North Union Street  
City of Petersburg, Virginia  
Petersburg, VA 23803

### **MICHELLE B. PETERS**

Director, Planning and Community Development  
City of Petersburg, Virginia  
135 North Union Street  
Petersburg, VA 23803  
804-733-2312 (direct dial)  
804-733-2308 (office)

## Overview of Process

The City of Petersburg requested for ULI Virginia to convene this TAP program to generate recommendations for revitalizing the Halifax Triangle. Although there are many potential obstacles, redevelopment of this site could elevate the historic and cultural significance of the area, improve the livability of the surrounding area and spur economic development for the greater community.

In advance of the charrette, panelists were provided briefing books compiled by the City of Petersburg containing pertinent demographic information, historical backgrounds, surveys and maps. On day one, the panel was given a comprehensive tour of the site by City staff, officials and stakeholders who were given an opportunity later on to meet with the panel. Day two began with an intense brainstorming session to address the questions posed to the panel. Afterwards, the panel worked on three alternative schemes for the development of the Halifax Triangle. That evening, the panel reported their efforts to the community and stakeholders.

All background documents, research, interviews and charrette materials will be compiled into a bound report and delivered to the City of Petersburg.



*Day One: Community Stakeholders meet with City Staff and TAP Panel on site*



# Technical Assistance Panel Report

## Tasks and Questions for the TAP Panel

1. What Urban Design Standards are needed to assure quality standards of development in the Halifax Triangle community?
2. Ensure that the Halifax Triangle history and ethnic heritage is incorporated into the recommendations.
3. What is the connectivity between the Halifax Triangle, Virginia State University, the Union Train Station and Old Towne? Describe how the concepts could increase connectivity.
4. What characteristics can be incorporated to ensure a successful development in the surrounding area?
5. Identify development strategies.
6. What is the market potential for each concept?
7. Please provide three concepts for the site which would best meet the Halifax Triangle's potential.

## Background

The Halifax Triangle is formed by the three intersecting streets: Harrison Street on the east, Halifax Street on the west and South Avenue on the south. The study site incorporates the central triangle as well as city owned properties fronting Harrison Street, Halifax Street and South Street.



*The Halifax Triangle*

## Technical Assistance Panel Report



During the 19th and early 20th century, New Market on South Avenue was a major marketplace for farmers from Southside Virginia and North Carolina. Businesses like Wilkerson's Funeral home were established and thrived as the core to a community within the city. The Rialto Theater, designed by black architect, Charles T. Russell, was built in 1923.

The Triangle continued to be Petersburg's African-American business center until the 1970s. The closing of the tobacco factories around that time was devastating to the community. The remaining two long standing businesses are funeral establishments.

With limited economic activities in the Triangle, there is a competitive disadvantage for this part of the downtown community. Redevelopment in the larger Halifax Triangle community has been initiated by the Better Housing Coalition and the Restoration Petersburg Community Development Corporation. The partnership implemented Phase I of a multi-tiered plan to reinvigorate the community by building new housing in Clayborn Square for low to middle income households. The second phase has not currently been funded. The Restoration Petersburg Community Development Corporation owns 49 properties within the City of Petersburg. One of its sites has been transformed into the hub for an urban farming program run by Virginia State University. The partners are looking for viable alternatives in addition to housing to help spur economic revitalization.

Southside Resources has built 14 single family units near the Halifax Triangle. Their recommendation to the City is to continue to purchase properties that have been neglected. The City of Petersburg currently owns 17 properties within the approximately three acre study area.





Figure 2-City of Petersburg Owned Properties within Halifax Triangle

### **Key Assumptions**

While the City provided overall objectives for the project, no specific decisions have been made with regards to a development vision for the Halifax Triangle. The TAP was provided with the following guidelines from the City of Petersburg:

- The City of Petersburg will support necessary/recommended zoning changes.
- The City of Petersburg will provide economic incentives to developers.
- The City of Petersburg will support any necessary infrastructure changes/additions.

### **Key Development Objectives**

The City of Petersburg is dedicated to creating a viable community reflective of the past success of the Halifax Triangle. The City's objectives are:

- To create an area of economic development and revitalization focusing on the historic and cultural significance of the site itself.
- To create a harmonious neighborhood fabric which includes a variety of uses.

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## ***Observed Advantages and Barriers to Redevelopment***

- Advantages
  - The Greater Petersburg Community is in agreement that redevelopment of this site is vital to the growth of the City.
  - The location is convenient and large enough to fit a variety of development concepts.
  - The community is expected to be very supportive of redevelopment.
- Barriers
  - The surrounding area has a large homeless population.
  - Drug use and crime are a problem.
  - The surrounding buildings have fallen into disrepair.

## ***Stakeholders***

Local businesses and organizations considered relevant parties to any significant changes that may occur in the greater Halifax Triangle Community were identified as stakeholders. Stakeholders were invited to meet with the Panel for discussions regarding the history, challenges, concerns and needs of the Halifax Triangle Community.

## ***Stakeholder Feedback***

A summary of memories, recommendations, challenges and strengths raised by the stakeholders.

### **STAKEHOLDER MEMORIES**

The Halifax community was once a truly walkable community with an array of services available within walking distance of the Triangle. “The Avenue” (Halifax Street) brings back fond memories of bustling streets on Sundays as families worshipped together, strolled along the streets, and gathered for lunch after church services. The community had a little downtown of its own with a “main street” corridor. Businesses surrounded the Triangle including a market situated between South and North Avenues.

Housing located above the businesses overlooked the market and Triangle.

Abundant employment opportunities supported the Halifax Triangle community until the 1970’s including:

- City Port, the largest and busiest port in the world during the Civil War
- The cotton trade used the port for shipment all over the world
- A trunk factory once the largest in the world
- Two eye glass factories
- A tobacco factory
- A peanut processing plant
- Wilkerson Funeral Home since 1874

### **STAKEHOLDER RECOMMENDATIONS**

The primary focus of this workshop was to help the City of Petersburg envision the regeneration of the historic work/live community that once thrived at the Halifax Triangle. This includes identifying services and businesses that are needed and will thrive in this location. There are currently no specific drivers that will spur a specific type of development within and adjoining the Triangle.

Stakeholders prioritized the safety and security of the neighborhood as critical to the revitalization success. They recommended that the following focus and needs be considered:

- Retail that is primarily small service oriented including a grocery, pharmacy, bakery
- Office space including medical that will service nearby elderly housing

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- Mixed income housing that model the historic residential fabric of the neighborhood
- Restaurants
- A farmers market (indoors or outdoors)
- A park with amphitheater
- A community performing arts center/museum to attract community events and tourism

There are pockets of revitalization surrounding the Halifax Triangle, including the new Public Library, the Multimodal Transit Center, Clayborn Square, and over 1000 new living units (mostly adaptive reuse of old warehouses). The Tabernacle Baptist Church just down the street is driving real change in the greater Halifax Triangle community by planting new trees, providing innovative services, and demolishing condemned houses.

The annual Blues and Jazz festival held yearly is a highly successful use of the open space in the Triangle attracting several thousand attendees.



# SECTION 3

# Technical Assistance Panel Report

## Panel Discussion

The Halifax Triangle site holds great opportunity for the surrounding community and the City of Petersburg at large, but there are many challenges that may impact successful revitalization and new development. These challenges include both the disconnect between the Halifax Community and other parts of the city—some stakeholders and community neighbors refer to an imaginary dividing line between the Halifax Community and surrounding neighborhoods—and issues with the site and its immediate context.

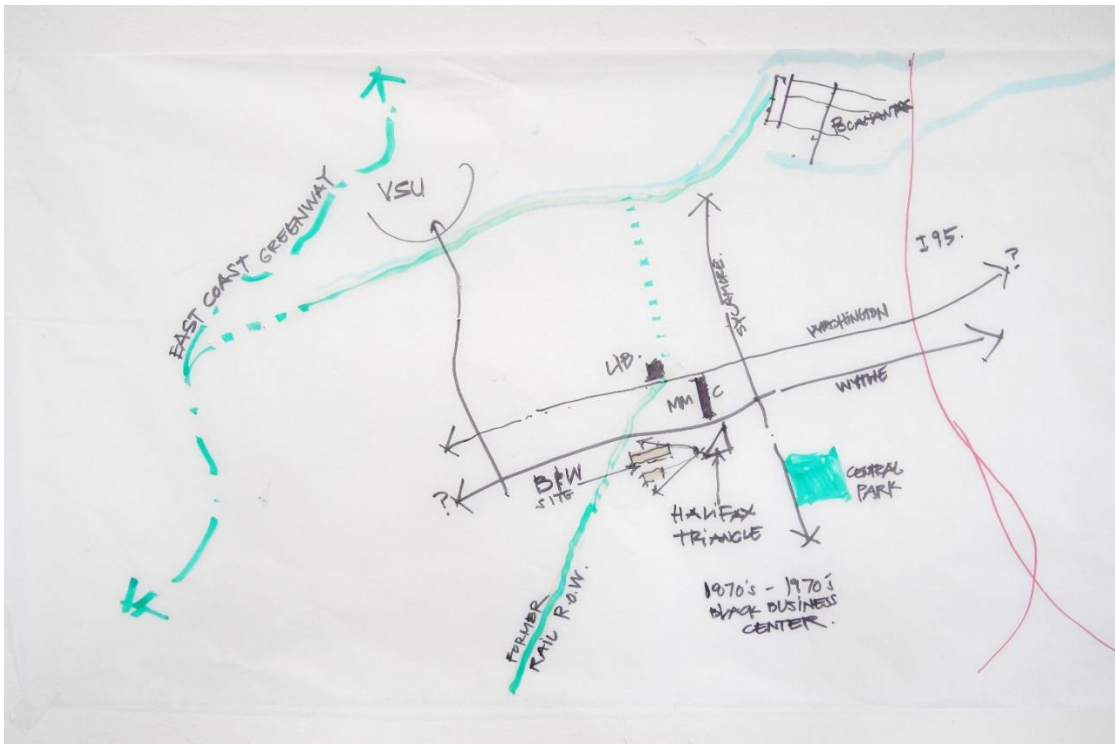
The Panel's discussion focused largely on solving both sets of challenges through recommendations that enhance the connections between the site and other neighborhoods and aim to make the site itself more enticing.

Among the overarching challenges to implementing a successful redevelopment are the following:

- Competition with other sites/areas of the city with greater development (e.g., Old Towne)
- Viable sources for revitalization funding through private, public and alternative partnerships.
- Transforming the perception that the community is a safe and secure place to live, work and visit.
- Achieving an ideally progressive community which embraces history, pedestrian-friendly streets, and beautiful public spaces, when there is a drive to increase tax base through more reliable sources like retail development (e.g., a Dollar General or Family Dollar).
- Uniting the community behind changes when there is concern over what form change might take.

The Sanborn Maps (fire insurance maps) illustrate how the Triangle developed over time, and how building use changed from the late 1800s to the 1950s. Once a vibrant commercial hub and residential center, the site today is virtually empty with the exception of a few remaining buildings and two funeral homes. The Panel discussed what might attract a developer to the Triangle site as it stands. Even if the land were free, the site itself is challenging. Among the factors are:

- Difficult ingress/egress, which hinders vehicular circulation.
- The current street configuration,
- The loss of many historic structures with others remaining ("missing teeth syndrome").



*Analysis of Site Context and Connectivity within the greater City of Petersburg*

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Access and circulation are a major issue. Parking will be a challenge for residential use. There does not appear to be enough space to provide adequate parking without going offsite, and structured parking is too expensive for this urban area as the current land values are too low to support it. Finding space for adjacent parking will require creativity.

The Panel considered how the Triangle could be more attractive given the gaps in the historic structures. The solution could lie in how property is marketed or packaged. The Triangle considered alongside all of the adjoining properties on Halifax Street, for instance, could form a new development concept. Improved connectivity to existing redevelopment (e.g., Perry Street Lofts) of nearby destinations (e.g., Central Park) could improve on the attraction to the area.

The sense of history at Halifax Triangle still exists in the street patterns. The Panel acknowledged the value of the historic street grid and historic structures, especially churches, in both developing a unique sense of place in a redeveloped Halifax Triangle and in reintegrating the site into the urban fabric of the city. Designs should capitalize on the history of the site, including its prominence as a public space.

## Panel Recommendations

In response to the many challenges and opportunities presented by the Halifax site, the Panel generated recommendations in the following areas:

- Urban Design Standards
- Market Potential
- History and Ethnic Heritage
- Connectivity
- Implementation

## URBAN DESIGN STANDARDS

A comprehensive set of Urban Design Standards for the Halifax Triangle community will be needed to guide coherent development.

The Panel recommends starting with the existing Petersburg Historic District Guidelines and adapting them to make sure that the following items are addressed appropriately:

- Transportation
  - Increase connectivity to the greater city.
  - Create a unique pedestrian oriented streetscape including street trees, lighting, paving, gathering places and site furnishings.
  - Identify creative parking standards.
- Utilities
  - The lack of potential density around this site makes it difficult for private development to cover the cost of infrastructure. This could drive the need for standards that allow a denser development.
  - Relocate overhead wires underground.
- Architecture
  - Specify a scale, height and massing that embraces the historic fabric and context. The height of the surrounding buildings should be 3-5 stories with respect to the street, with no more than three stories on the street frontage. There could be five stories facing Wythe Street.
  - Reconcile density with potentially limited parking capacity.
  - Material selection—brick, stone, siding—should be contextual to the rest of the community.



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## MARKET POTENTIAL

The Halifax Triangle has limited market potential because of its location and size. The site will require a creative development plan to build off existing assets. Community resources to leverage include:

- Partnering with the churches to involve more youth in the revitalization efforts.
- Develop active programming to drive private investment.

## HISTORY AND ETHNIC HERITAGE

The Panel recommends a major focus on restoring the Halifax Triangle's sense of place through site programming. The Triangle should incorporate and interpret the history and cultural heritage as a core component for the visitor experience. Capturing this heritage through venues for daily activity, regular and special events and worship services could reestablish the community life. Some potential design elements include a space in the Triangle to showcase the African American Heritage Celebration, the yearly Jazz Festival, public art, and a museum on the site. Overall, the redevelopment should reflect the historic fabric of the neighborhood, while incorporating services that will thrive in today's market and will serve the greater Halifax Triangle community.

## CONNECTIVITY

The focus of development in the Halifax community should be on a walkable, pedestrian scaled mixed income community that incorporates historic patterns with the future needs of the site. The Panel developed several specific recommendations to tackle this need:

- The site needs to be opened up on the west side to the Petersburg Multimodal Transit Center to create a visual connection through/across Halifax Street. The visual connectivity could be expanded to the Central Park neighborhood (on the east side of the site) and the Perry Street Apartments which is in another historic redevelopment (Brown and Williamson factory) to the west of the Triangle.
- The City should identify and establish a distinct pedestrian corridor that connects the Halifax Triangle community with Old Towne. This will support viable retail development along the route.
- The City should create a visually elevated location to view the major landmarks, especially the church steeples.
- A connection is needed to the greenway that now ends at the public library. There are 18 miles of paved trails along the Appomattox River that should also be linked into this greater network of trails.
- Wythe and Harrison Streets could be made into a traditional intersection.
- A street could be closed to enhance pedestrian movement through the space.
- All streets could be made two-way.

## IMPLEMENTATION RECOMMENDATIONS

The Panel reiterated that the primary goal for successful implementation is to set the stage attracting developers and private investment in the Halifax Triangle site. The development should be done privately with a part of the site dedicated to a publically funded heritage site. The City should be prepared to partner financially with incentives, utilities and potential museum or park sites.

The City should create a competitive atmosphere for developers in relationship to other potential sites around the City. The typical developer is looking for a site that can support 200 units with parking. The scale of developable land within the Halifax Triangle is a challenge for attracting private developers. The City may need to attract a small scale developer with an existing local presence.

The three most successful businesses in the area are mixed use housing, funeral homes and churches. The City must support these existing institutions and build on current success.

The following implementation steps are recommended by the Panel to the City:

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- Engage the community in the programming of the site. Begin this process early as community consensus can be a long process.
- Update urban design guidelines and zoning to accommodate desired development.
- Begin by making visible changes to make the Triangle more attractive for developers.
- Continue the practice of acquiring distressed properties in the greater Halifax Triangle community.
- Build a strategy for funding a heritage site or park (Private public fundraising resources and PPP/P3).
- Form a committee to move forth with the idea.



# Technical Assistance Panel Report

## Alternative Concepts

After much discussion, the Panel identified themes for three alternative designs that reintroduce the historic character for the Halifax Triangle.

### DESIGN ALTERNATIVE 1: PUBLIC SPACE (NO DEVELOPMENT) WITH FOCUS ON ART/HISTORY/EVENT SPACE/MARKET

This development plan envisions the Halifax Triangle entirely as a public space. A vibrant and active public space will encourage private development around the Triangle. A central museum, farmers market, outdoor restaurants, park and or public art would form an interactive public space within the Triangle and would drive phased development surrounding the Triangle.

The aim should be for home ownership surrounding the Triangle. Retail or a museum is recommended on the first floor with housing above. The integration of historic renovation or new buildings with historic character may increase costs.

The Panel recommends closing South Avenue to vehicular traffic, using specialty paving, or closing down during events to encourage a dedicated pedestrian streetscape.

### Concepts - Alternate 1



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## Photos - Alternate 1



*Open View to Multi-Modal Center*



*Prototype Multi-Family Housing with alley parking to surround the Halifax Triangle. First floor retail or museum is optional.*



# Technical Assistance Panel Report

## Concepts - Alternate 2

### DESIGN ALTERNATIVE 2: LOW-RISE MIXED USE RESIDENTIAL WITH CONNECTION TO MULTI-MODAL CENTER

The second plan reintroduces North Avenue and connects the Triangle with the Multimodal Center. The Triangle will become a gateway to the greater Halifax community.

The key for the success of this alternative is to create enough density to support retail on the first floor of the buildings. This alternative focuses the integration of a farmers' market/event space with the historic Triangle. The market is a flexible space that can be programmed for various events. A history museum or public art would foster education and interpretation of the site's history; this is not necessarily an inhabited structure, but could be a public art display that can be experienced 24 hours a day. The Panel is adamant about telling the story of the Halifax Triangle as the property is developed.



# Technical Assistance Panel Report

## Concepts - Alternate 3

### DESIGN ALTERNATIVE 3: LOW-RISE MIXED USE RESIDENTIAL WITH MAJOR CONNECTION TO WYTHE STREET

The Panel wanted to initiate something radical for the City of Petersburg to consider when developing the Triangle. What if traffic did not come down Halifax Street but was diverted? Or what if Halifax Street was closed for events?

This alternate maximizes public space, by merging the Halifax triangle with the lots across Halifax Street to create a larger square. The Halifax Triangle would become primarily a pedestrian space and almost double in size. The focal point of the plaza would be public art, and a historic marker or structure to address the history of the site. This will encourage more extensive private development to occur which will help pay for the public infrastructure.

This option changes the dynamic of how the site is considered, viewing it as the driver for continued infill development along Harrison and South, and connective tissue between new and redevelopment (e.g., the Multimodal Center and Brown and Williamson site) in the area.





# Technical Assistance Panel Report

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## SUMMARY OF CITIZEN COMMENTS

- Several citizens commented that they like all three designs.
- The group agreed with the Panel's focus to include public space.
- Thank you. You listened. Loved the designs.
- Kudos to the City administration for embarking on this process. They applauded what the Panel has presented.
- Create a hub for the City by increasing connectivity outward.
- Suggested that it would be beneficial to incorporate more commercial than just residential.
- Potential Developer-As a developer the City has to make the development attractive to get a return on investment. He advised that a mixed use development with 3 stories will be needed for commercial synergy.
- Include Virginia State University students in the planning process for this development.
- Recommend commercial surrounded by residential. Commercial is the key word.
- The site is a new canvas that can be reinvented in another way.

In conclusion, there was a commitment by Michelle Peters that the City of Petersburg plans to “run with” the recommendations of the Panel. She is looking for everyone's help in achieving the vision. The report will provide recommendations for how to move forward. A developer's agreement will include the things that the community wants to see.



# APPENDIX A

# Technical Assistance Panel Report

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## About the Panel

### **KATHY FRAZIER, AIA PRINCIPAL, FRAZIER AND ASSOCIATES**

Kathy is co-founder of Frazier and Associates and is the Principal-in-Charge of architectural projects. She has extensive experience in historic preservation and community redevelopment projects. She currently oversees the design services for the Virginia Main Street Program, an affiliate of the national Trust for Historic Preservation's National Main Street Center. Her projects have won numerous design awards, including a national Palladio Award as well as awards from the American Institute of Architects, the Preservation Alliance of Virginia, and the Association for the preservation of Virginia Antiquities. Her work has been featured in a broad range of magazines including *Virginia Living*, *Traditional Building*, *Urban Land*, and *Southern Living*. Kathy worked with the City of Petersburg participating in the Virginia Main Street program. She has also worked on the Army Community Heritage Partnership with Fort Lee to improve the connectivity of Fort Lee with the City of Petersburg.



### **BRIAN KATEN, ASLA ASSOCIATE PROFESSOR, VIRGINIA TECH**

Brian Katen is Associate Professor and Chair of the Landscape Architecture Program in the School of Architecture + Design at Virginia Tech. A graduate of George Washington University, Professor Katen received his Masters of Landscape Architecture from the University of Virginia. Prior to joining the faculty at Virginia Tech, Professor Katen directed the Landscape Design Program at George Washington University and was a principle of Brian Katen, Landscape Architecture, in Arlington, Virginia. With over 20 years of professional practice, Professor Katen's research explores the everyday landscape, community identity and conceptions of place, and the complex relationship between the landscape, its archives, and memory. His current research is focused on the African American landscape of Virginia and those everyday gathering places that have both defined and celebrated community and cultural identity throughout the state.



#### Selected Presentations:

- "Preserving Virginia's African American Landscape Heritage"
- "Making Virginia Visible: The African American Landscape"
- "African American Gathering Places in the Virginia Landscape"
- "Recovering Virginia's African American Landscape"
- "Parks Apart: African American Recreation Landscapes in Virginia"
- "Archiving the Landscape: A New Site for Intervention"
- "Real Places: Discoveries in the Vernacular Landscape"
- "The Virginia Mineral Springs: Virginia's Lost Healing Landscape"

# Technical Assistance Panel Report

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**MICHAEL LEMANSKI**  
**UNC SCHOOL OF GOVERNMENT, LOMO MARKET, INC.**  
**GREENFIRE REAL ESTATE HOLDINGS, LLC**

Michael Lemanski is a real estate investor, developer, and fund manager that specializes in transforming distressed urban areas into vibrant centers. Over the last fifteen years he has started four successful real estate businesses. His firms are currently redeveloping over three million square feet of distressed urban properties throughout the Southeast. They focus on smaller or second tier communities where there is an opportunity to acquire and master develop a critical mass of key real estate assets. Mr. Lemanski's clients include high wealth families, foundations, and local governments.

He teaches real estate courses at UNC and is the founding Director of the Development Finance Initiative at the UNC School of Government. Mr. Lemanski is also the founder of Greenfire Real Estate Holdings, a diversified real estate investment and development firm responsible for helping transform downtown Durham's city center.

Mr. Lemanski grew up in Durham, NC, graduated with honors from NCSU, and received an executive MBA from UNC's Kenan-Flagler business school.

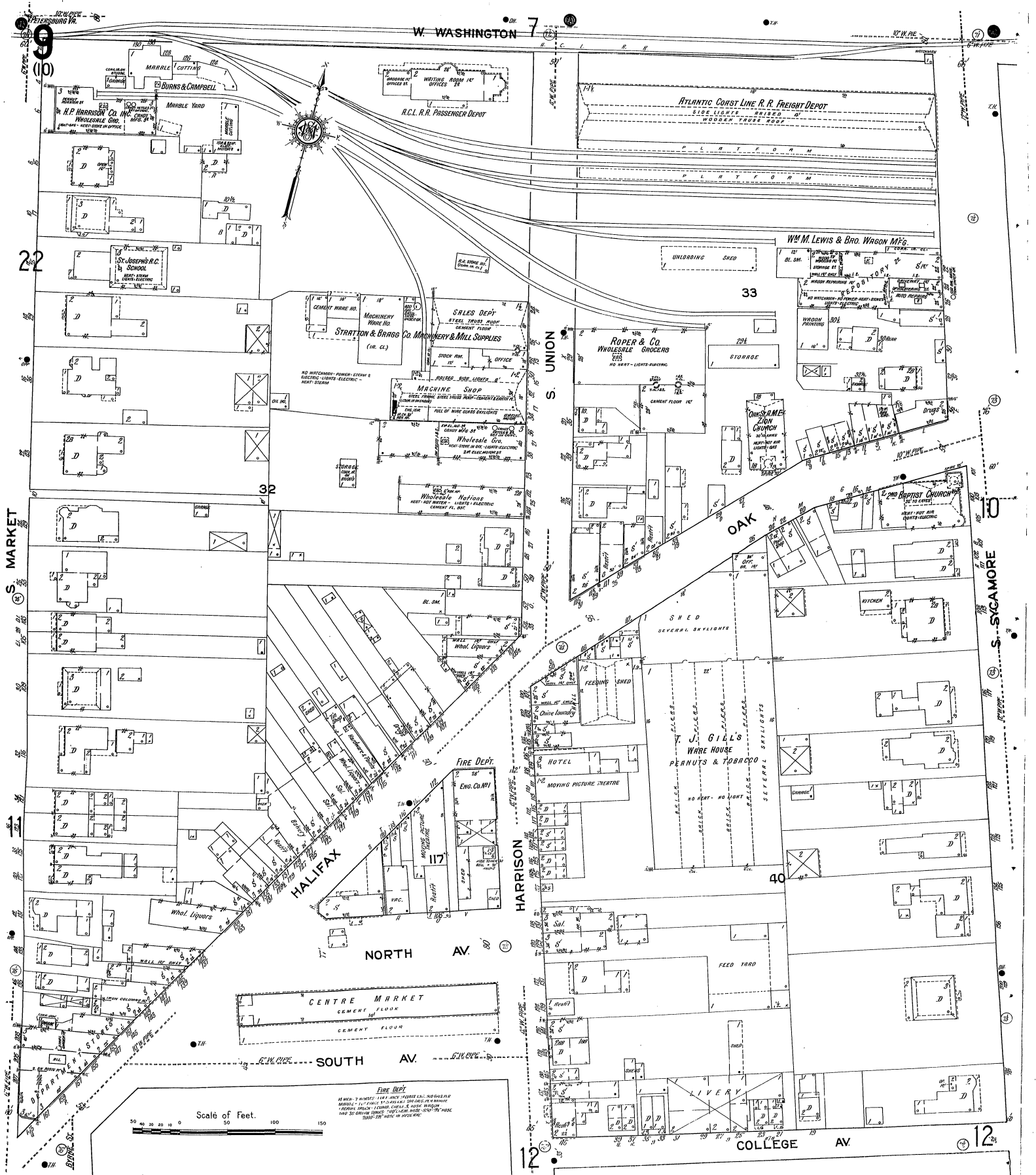


**BURT PINNOCK, AIA**  
**PRINCIPAL, BASKERVILL**

Burt Pinnock's passion for design has created award-winning work for countless communities, from historic cities and cultural institutions to forward-thinking companies and inspiring foundations. His work focuses primarily on Community Engagement and historic and adaptive reuse tax credits. Burt participated in the National Trust for Historic Preservation work on Pocahontas Island after the tornado. With a firm grasp on contextual design, Burt's work is rooted in the belief that architecture can provide solutions and change to cultural challenges. His approachable attitude and friendly smile have opened many doors as both a speaker and design leader. He's been tapped to serve on the Commonwealth of Virginia Art and Architectural Review Board and is the cofounder and chairperson of Storefront for Community Design. In 2013, he was honored with the AIA Award for Distinguished Achievement. For Burt, architecture and design isn't a job; it's a craft that he has perfected through the years and a passion that still has him up at all hours of the night perfecting each and every line.

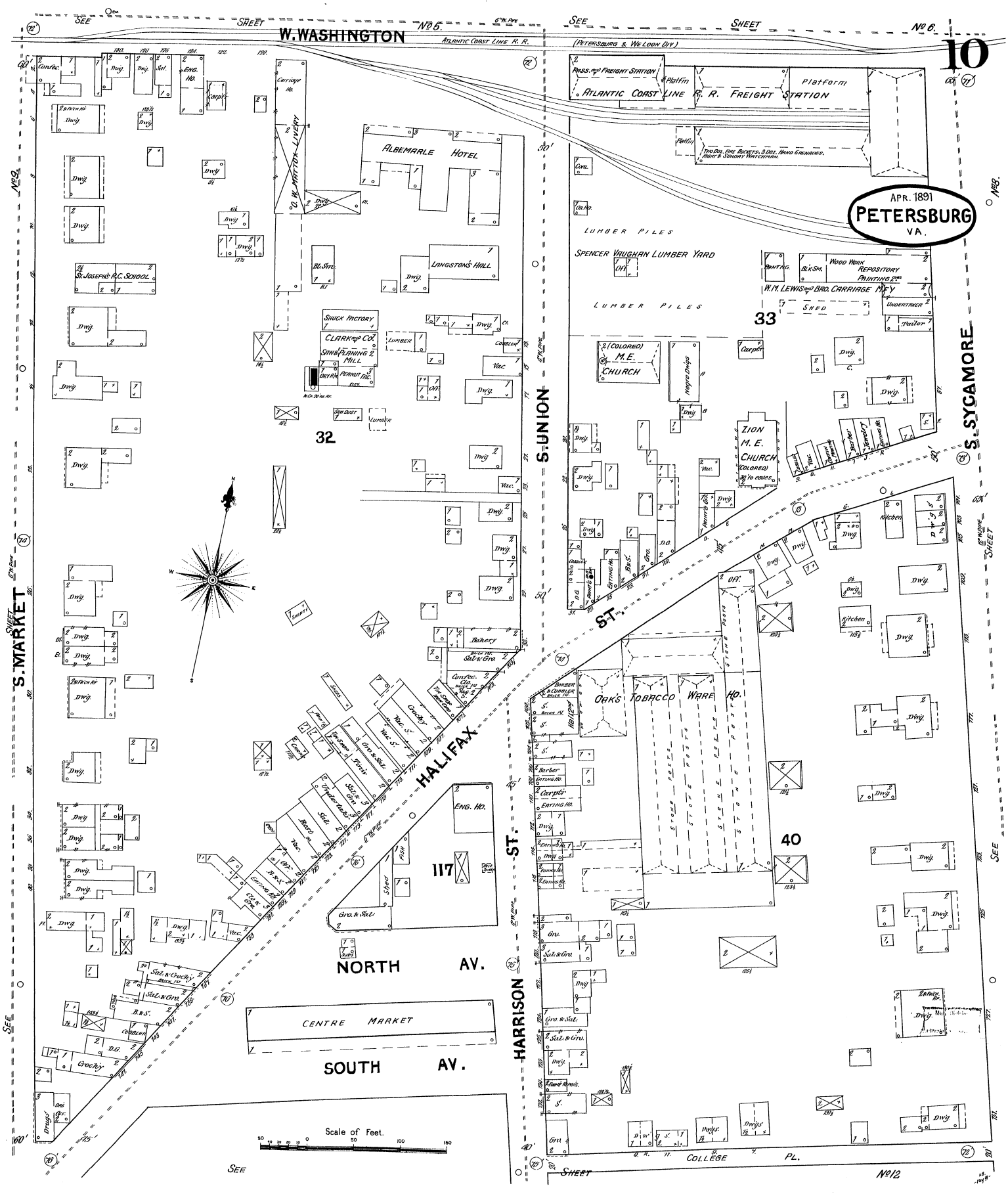


# APPENDIX B

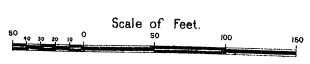


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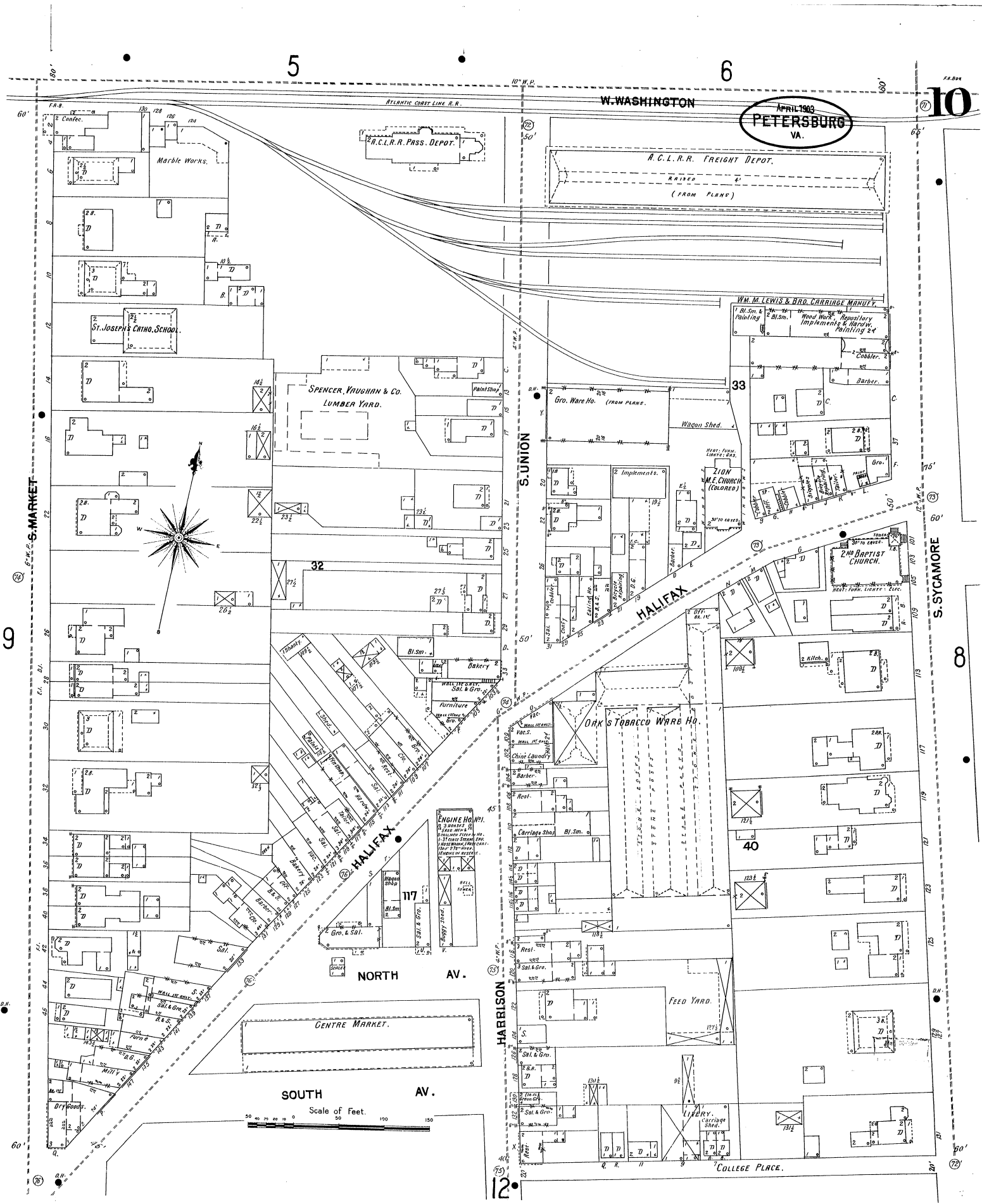
APR. 1891  
PETERSBURG  
VA.



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6

10



APRIL 1903  
PETERSBURG  
VA.

S. UNION

HALIFAX

S. SYCAMORE

NORTH AV.

AV.

SOUTH

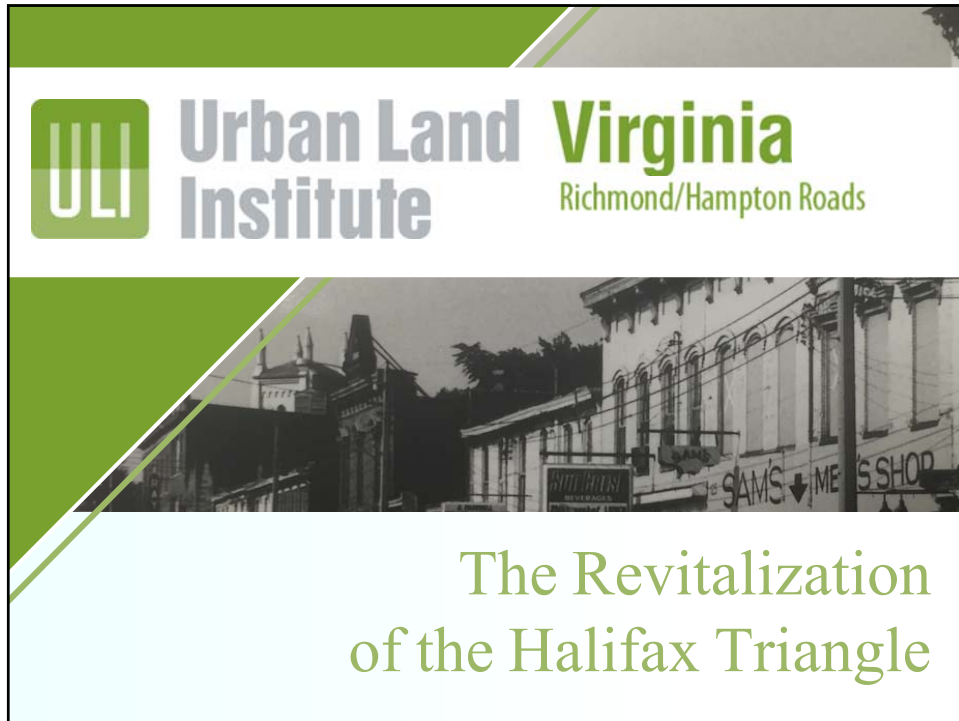
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Scale of Feet.  
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COLLEGE PLACE.

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# APPENDIX 7



## What is a TAP?

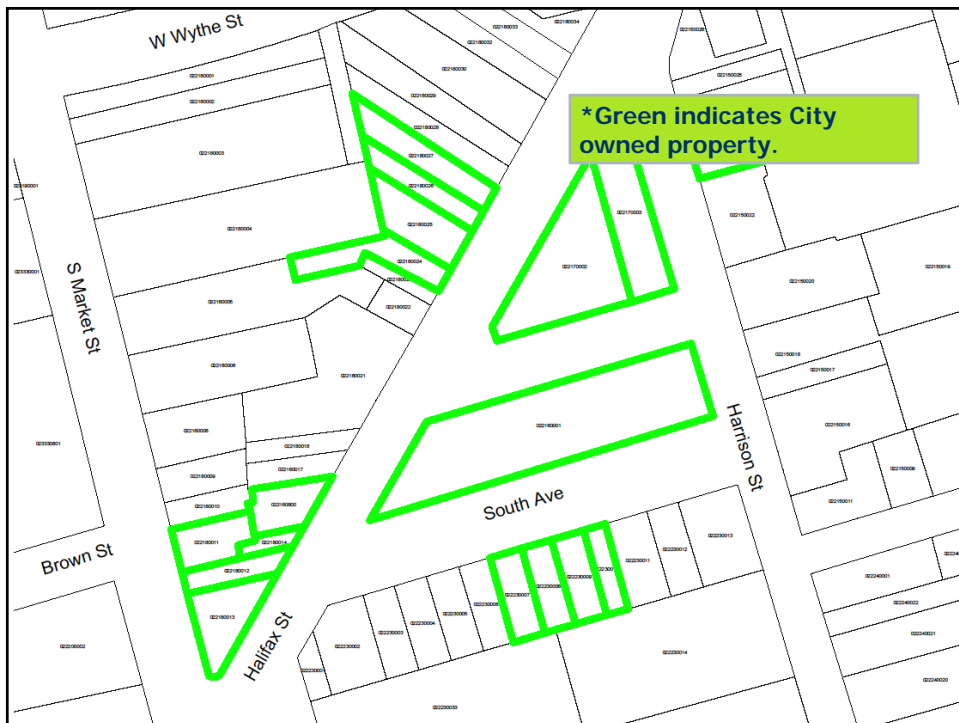
- Received briefing binders before event
- 1.5 days
- Toured site
- Met with stakeholders – discussed history, concerns, and needs
- Identified key issues
- Discussed alternatives
- Developed recommendations
- Presentation of recommendations

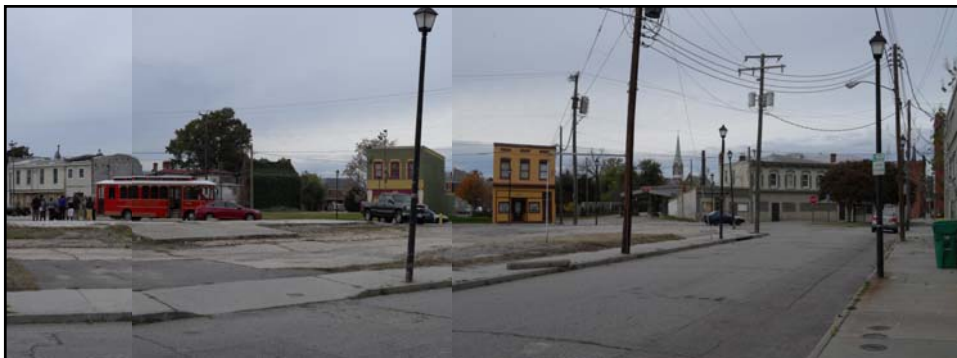
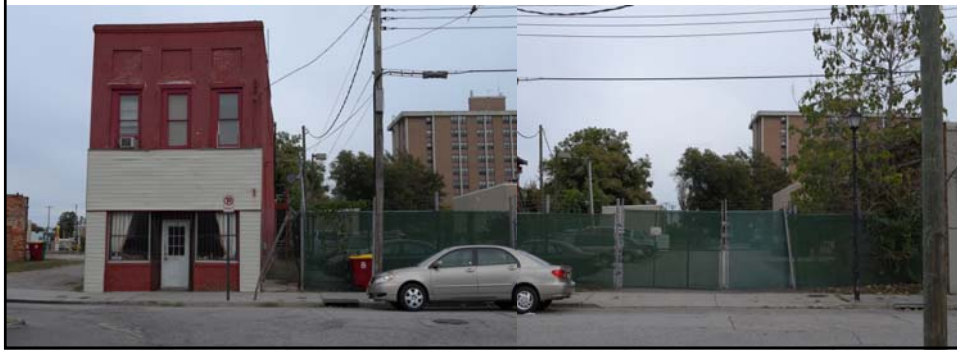


## TAP – What we did:

- Received briefing binders before event
- 1.5 days
- Toured site
- Met with stakeholders – discussed history, concerns, and needs
- Identified key issues
- Discussed alternatives
- Developed recommendations
- Presentation of recommendations







## Stakeholder Memories

- Triangle was the business center– lived above
  - Movie theater
  - Fire Station
  - Restaurants/Ice cream parlor
  - Walking and everything needed was in the Triangle
- Rhythm of place – Sunday morning after church
  - Saturday night movies
  - Tony's still open
- Blues and Jazz festival
- Heart of Petersburg – small businesses, mixed use, some type of memorial
  - Place of stories – many generations
  - Old market place – open space music spaces
  - Park



## Stakeholder Wishlist

- Vibrant
- Space for creativity
- Farmer's market indoor
- Smaller complexes (20 units) but with larger spaces inside
- Mix of type of ownership and income
- Safe
- No more high rises – no apartments only
- Signage off interstate – signage specific to the area/community







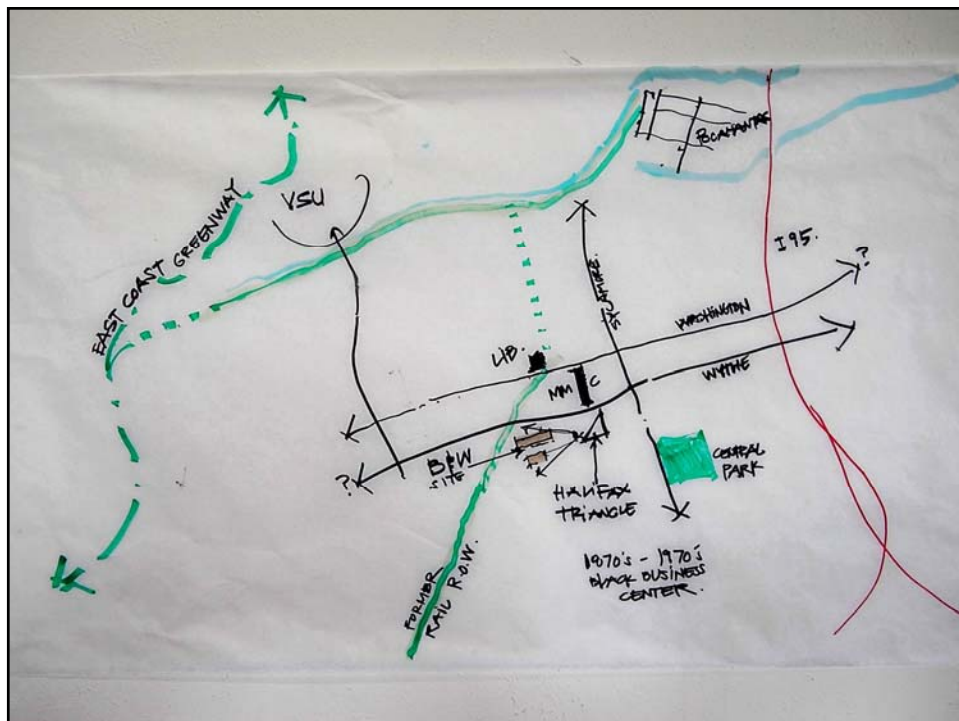












## Questions

- Urban design standards
- Ensure historic ethnic heritage incorporated
- How can the concepts increase connectivity between Virginia State University, Union Train Station, Old Towne?
- Implementation Strategies
- Development Strategies
- Market Potential
- Provide 3 three concepts



## Urban Standards

Use existing Petersburg Historic District Guidelines

- Pedestrian – trees, lighting, paving, gathering places
- Connectivity
- Contextual design - Does not have to replicate historic
- Materials – brick, stone, siding
- Scale & Height – 3-5 stories with no more than 3 on street front with step back potential
- Contiguous street scape



## Incorporation of Ethnic Heritage

- Restore the Avenue's sense of place
- Place for African American heritage celebration
- Halifax was the market hub from 1870 – 1970



## Connectivity

- Visual – elevated location to view landmarks (church steeples
- Green spaces and greenways (existing and potential)
- Multi-modal center
- Brown and Williamson redevelopment
- Old Towne pedestrian connectivity from Halifax to Wythe to Union



## Implementation Recommendations

Ultimate goal is to set stage for engaging and attracting developers and private investment

- Continue acquisition of distressed properties in area
- Focus on the programming of the Triangle (engage community)
- Build strategy for funding heritage site (Private public fundraising resources and PPP / P3)



## Challenges

- Parking
- Site ingress and egress
- Create a competitive atmosphere in relationship to other potential sites around city
- Scale of developable land is challenge for attracting private developers
- Community consensus to programming of site
- Lack of potential density around this site makes it difficult for private development to cover the cost public infrastructure
- Creating pedestrian access on both sides of street for retail will require anchor/destination retail? Brewery, distillery, popular restaurant?





## Market Potential

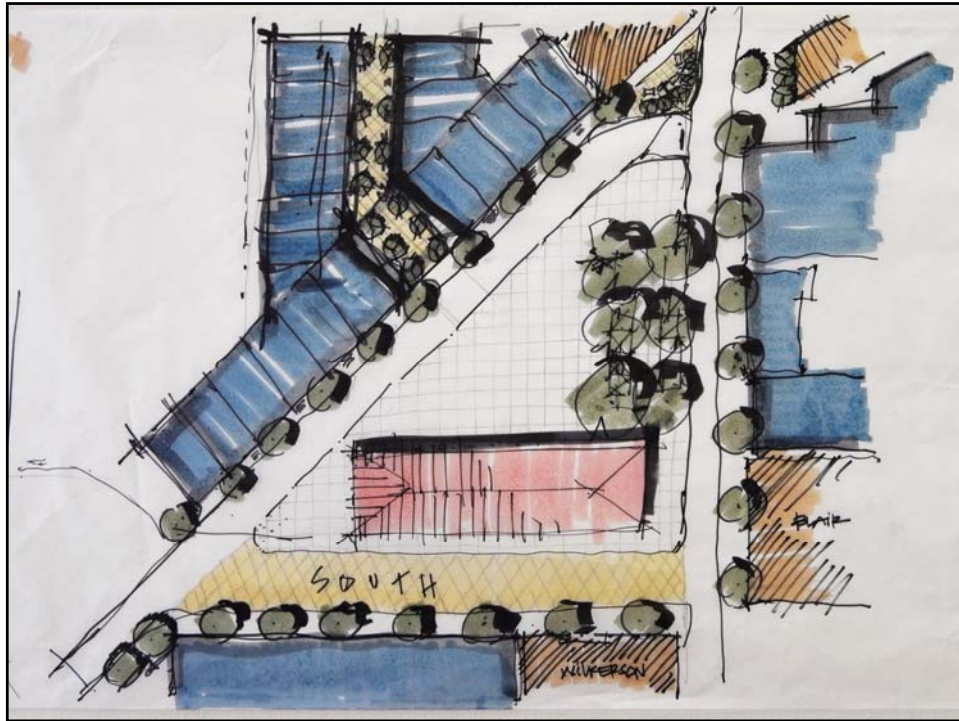
- Limited
- Requires creativity to build off existing assets
- Active programming to drive private investment
  - Brown and Williamson redevelopment
  - Unique culture
  - Central park
  - Churches

## Themes

Option chosen will prioritize the following themes

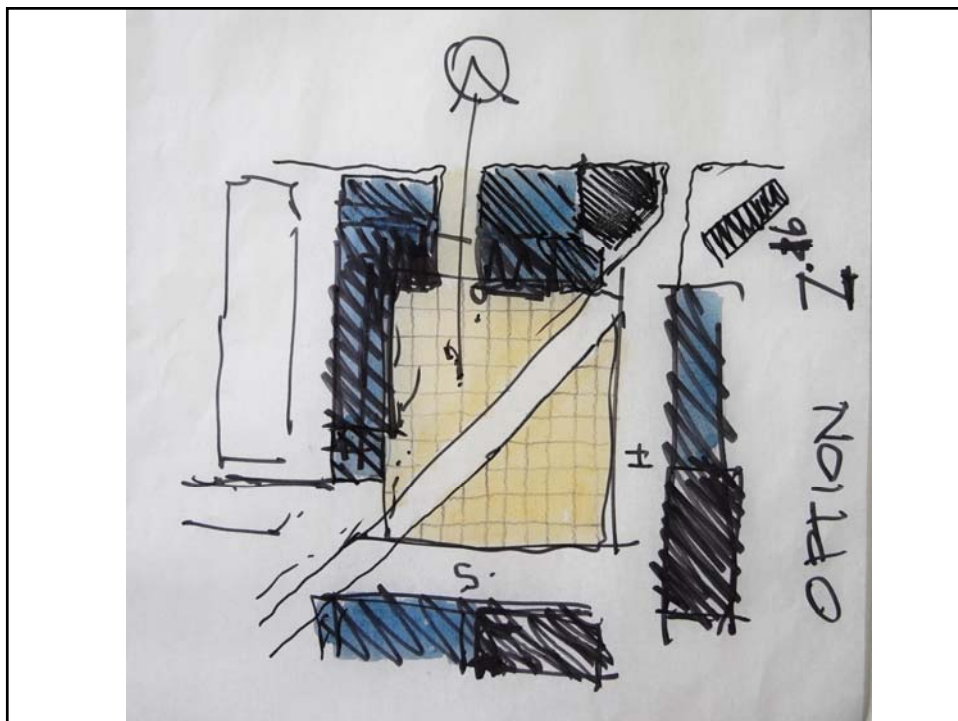
- Public Space
  - Art/History
  - Event/Market
- Low-rise Mixed-use Residential
- Incorporate adjacent triangle
- Connectivity
  - Viewsheds
  - Parks and public transit
  - Brown and Williamson and Old Towne

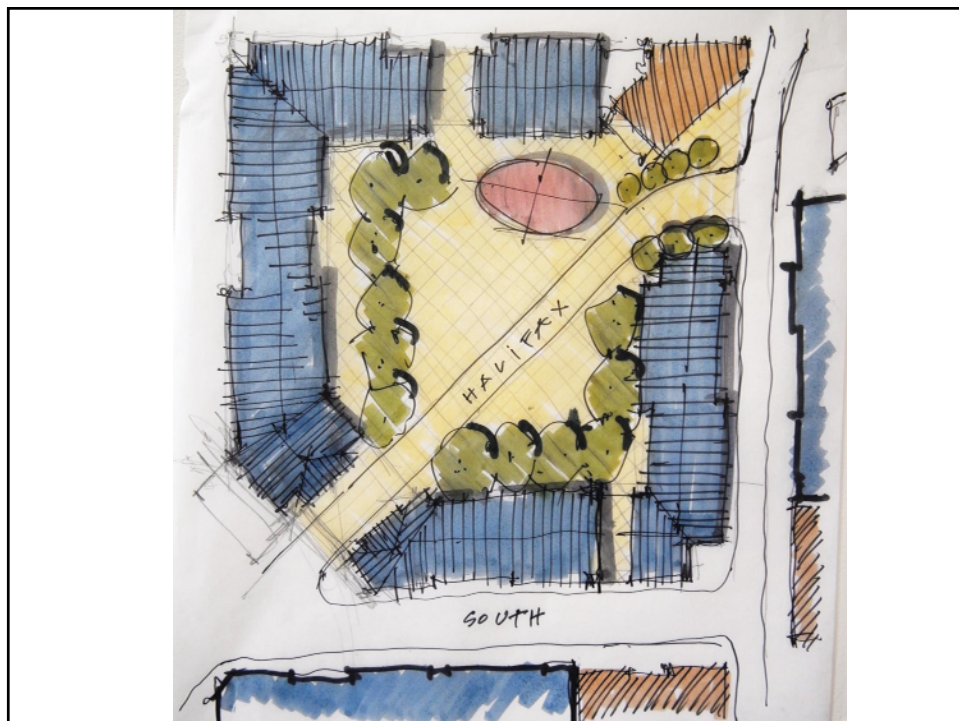
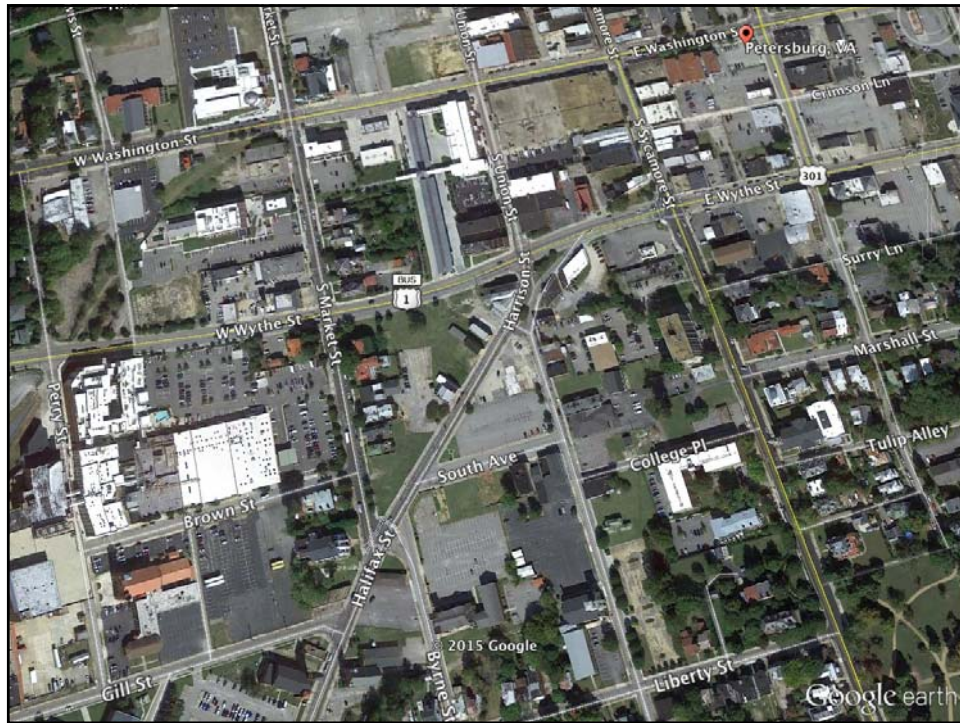














Questions?