R/UDAT 2 LOUISVILLE KENTUCKY

25-26 AUGUST, 1981   REGIONAL URBAN DESIGN ASSISTANCE TEAM

THE AMERICAN INSTITUTE OF ARCHITECTS   URBAN PLANNING & DESIGN COMMITTEE

Photo by Billy Davis III

Overview

For those of the R/UDAT follow-up who took part in the original effort in February, 1980, there is considerable satisfaction in returning to learn that their suggestions were taken seriously.

A primary recommendation was that the several "warring parties" of Louisville participate together in an effort to develop goals and objectives and development planning for Downtown Louisville. That--to a degree   unmatched in AIA-sponsored R/UDAT exercises in scores of other cities--has been done here.

Representatives of the business community, the preservationist movement, and the neighborhoods of the city have collectively participated in a planning process and have created a specific set of proposals for political action. While some persons and interest groups continue to assert that they have been left out of the process, it is remarkable to second-time R/UDAT visitors that those who most vociferously dissented from downtown planning thrusts a year and a half ago seem now to have been included.

However, the very process that led to the 180-day planning "miracle" in which Louisvillians justifiably take pride, has led to questions about the mechanisms that should remain in place to provide continuity. There is a fear, expressed by some in the business community, that an institutionalized "advisory committee" or a mandated development review process will frighten away prospective downtown developers. There is a suspicion voiced by other groups that downtowners participated in recent discussions only because they had no other choice and that the "heavy hitters" will reassert their traditional prerogatives in regard to downtown land-use and development decisions.

The team's view is that the recent "dialogue" experiment offers, in fact, the most promising pattern for the future. However it may be formalized in legislation, there is a continuing need for a widely inclusive participatory process including some sort of mechanism with the aim of assuring a high quality of design to be built into Louisville's downtown development procedures.

The experience of some of the cities in which team members personally operate suggests that developers, home-grown or otherwise, would welcome a clearly defined approval procedure through which the concerned agencies are not only identified but instructed as to the limits of further action or forfeiture of their jurisdiction. Some large cities with terrible reputations for "red tape" have, through clear statements of the development regulatory process, reduced permit timetables to a maximum of 120 days. Surely, Louisville could do as well.

In this sense, perhaps the idea of a "development review process" is a misnomer. What Louisville needs to consider is the idea of a development expediting procedure, in which existing and contemplated approval

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steps are collapsed into a time-limited sequence with participation by all legitimately interested parties and legally responsible agencies and with a measuring of each development proposal against land-use and urban design principles articulated in a consensus-based downtown plan.

Another concern, expressed almost unanimously by the officials and citizens with whom the team met, is that "no one's in charge here". Uniquely eccentric governmental arrangements-- such as the inability of a-mayor to seek a second term and the built in probability that city and county elected officials are at most times of different political parties-- do not encourage continuity or cooperation in the highest levels of the public sector. In the private sector, Louisville seems not to have any one institution or person who clearly dominates and leads the business community. While activists in residential neighborhoods grumble about a conspiratorial downtown power structure, the executives who head major businesses in Louisville express a sense of individual powerlessness and a concern over the fragmentation of business leadership through a multiplicity of overlapping organizations.

With much development activity already in progress and a great deal more promised in the years ahead, the absence of a cohesive public-private leadership structure or a generally acknowledged leader-person is a justly serious worry. The only prospective answer

that R/UDAT team members have been able to perceive is a continuation of the fledgling committees that have generated the plans and goals statements now under consideration. Perhaps interest groups not now included should be added. Perhaps the general participants should seek to designate one leader or a small group in whom they have confidence as the long-term "quarterback" of the team. Certainly, the mechanism should be institutionalized in some manner that will help to assure both continuity and continuing effectiveness, whatever the twists and turns brought about by Louisville's electoral cycles.

In the view of some local people, Louisville faces a decision as to whether it will have development or development/design review. The R/UDAT team does not agree. It's not an "either-or" proposition. It is clearly possible for a process similar to that followed in the recent planning phase actually to enhance development prospects.

The Challange: Future Steps

The R/UDAT team has reviewed the proposed down-town plan. While there are suggestions in this report for additional elements and changes to consider, the most important thing at the moment is to adopt the plan and to dispel the myths about what it represents by communicating its elements to everyone in the city. A good momentum has been established and should be continued.

The Central Louisville Development Plan, Goals, and Objectives, represents a considerable accomplishment. It has involved "bringing toget-her people and organizations with divergent views . . . who share an interest in revitalizing the city to the same forum to freely discuss the im-portant development issues confronting (Louisville) in order to reach a consensus . . ." In bringing together disparate groups, it might be said that in no small measure the process has been the plan. That was intended.

Perhaps because it is the kind of plan it is, because gaining participation may have been as important as specific proposals, because of time, money and staffing constraints, there are a number of matters that are either not dealt with or are dealt with in less clear and direct ways than might be desirable. These are matters that we strongly suggest for the immediate future.

LAND USES: THE PHYSICAL PLAN

The current plan, in regard to land uses, is very general. It may be too general for the future. At some point the city should deal directly with how important various uses such as housing or open space or industry and design characteristics such as building setbacks or heights are.

If it is possible, ultimately, for any use to happen, Louisville will not have the kind of diverse downtown that seems to be desired. In this regard we think it important that the plan identify those existing physical and activity characteristics of central Louisville that are important and which should be maintained. That finding should be as specific as possible. Simi-larly, planning for the central area should iden-tify clearly those uses and design characteristics that are critical for the future, those that the community wants to achieve. And these should deal forcefully and directly with specific areas.

To some considerable extent the current plan leaves us with no image of what the central area will feel like or look like: Something that can grasp the imagination and say that "this is what we want downtown to be". There seems to be good reason why this was not done. It should be done, though, in the near future.

HOUSING

The question of housing in the central Louisville area is an example of what we mean.

We applaud the concern for residential development in the central area. It is very important. It should be a very high priority use. But how important really is that use in the plan? How strong is the commitment?

Loads of cities talk about having housing in or near their downtown areas. Few are willing to take the steps necessary to make sure that the housing development actually takes place. There is a good chance that housing will not occur without public actions (parks, land subsidies,

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amenities) to make it happen. Is this likely
to happen in Louisville?

We suggest that if housing is really important for
central Louisville that future planning deal more
forcefully with it, including saying where housing
is a mandatory use.

URBAN DESIGN PLAN

We were somewhat surprised to find that the plan
does not deal as directly or forcefully as it
might with urban design. Future planning for
central Louisville should. By urban design, we
mean the form and arrangement of the man-made
environment in relation to the people who use it
and in relation to community values and goals.
To a considerable extent, an urban design plan
should represent a definition of environmental
quality that an urban community desires and ex-
pects.

Yes, urban design includes aesthetics--how
the city looks, if you will, but without saying
how each object or building should be designed.

Let us give a simple example or two. If it is
important that there be a high level of pedestrian
activity and a sense of publicness on a given street
(say Fourth Avenue), then it is important that build-
ings along that street have uses that attract many
people during the day, face directly on the street,
have many openings on the street, have windows and
doors on the street. A blank facade of stone or
concrete, with no windows, just will not do. It is
not all that difficult to say where the pedestrian
oriented streets should be and what standards, prin-
ciples and guidelines should direct development on
them. If it is important to have sunlight on a
small plaza or park, then a tall, tall building on
the south or southwest may not be the thing to do.
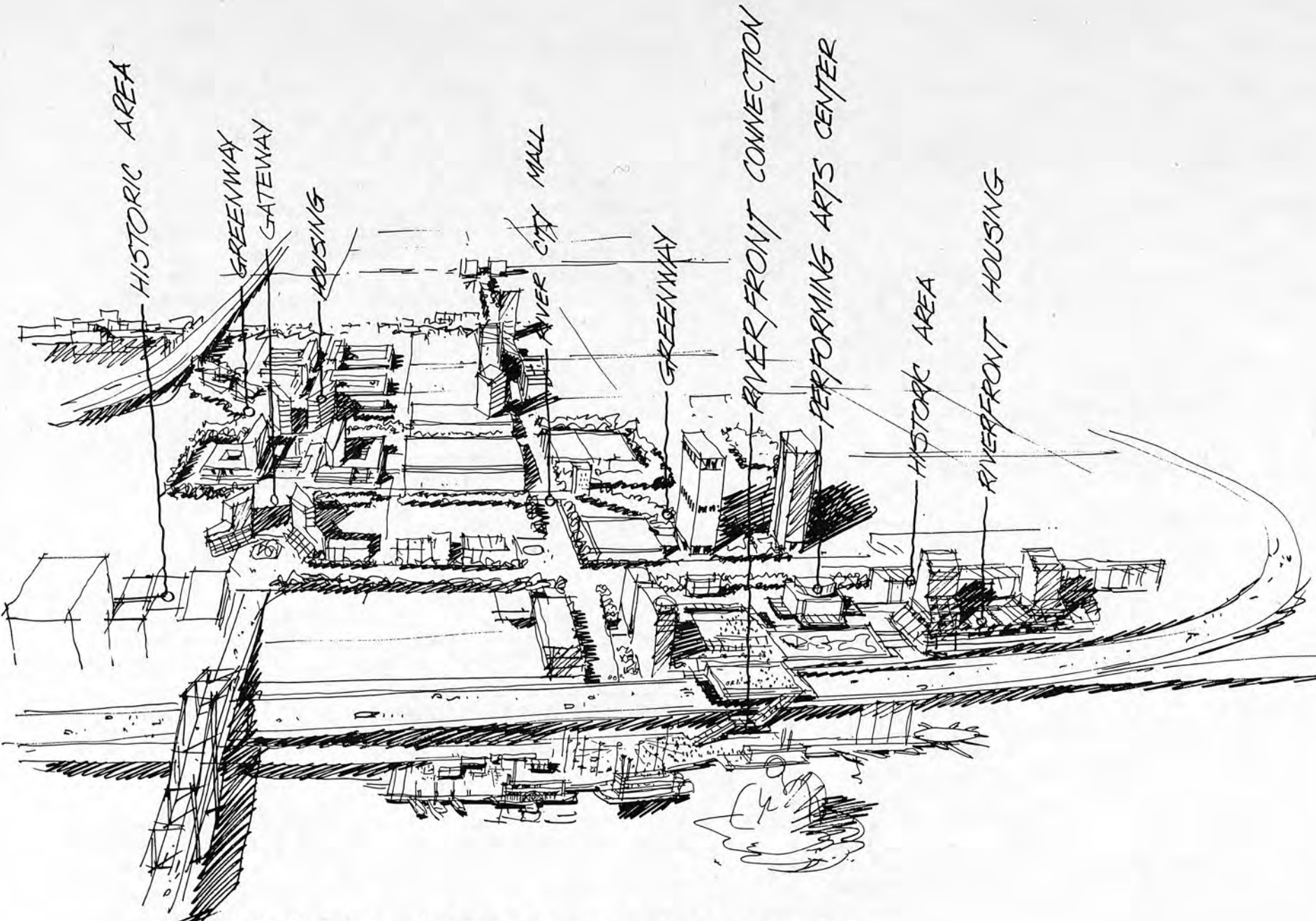If a public view to or from the river is important,

then permitting construction that blocks that
view will not achieve the objective.

The current plan does not deal with those sub-
jects and early future planning should. The
subject matters of such planning would include
places and principles for such subjects as height
and bulk of buildings, orientation of buildings,
building lines, unique physical qualities of
Louisville that should be maintained and respected
and setbacks, pedestrian concentrations, physical
corrections and linkages to surrounding neighbor-
hoods, public spaces, views, landscaping, signs,
street paving and the like.

The level of detail for any of the subjects that
would be part of a design plan would depend upon
its importance (in some places building lines
may be important, in other places not) and the
degree of certainty that the designer has about
them. It is not difficult to implement some of
these design characteristics through the legis-
lative process (one that has been going on, by
the way, since medieval times on these same
subjects).

We have heard that developers in Louisville want
more certainty in the way of ground rules before
they start designing and planning, that they don't
want a process where the rules of the game can
change after the game starts. We are sympathetic
to that concern. An urban design plan can go a
long way to making community expectations explicit
and to dispelling such concerns.

We suggest that such a plan be prepared by the staff
of the Planning Commission, working with local design
professionals and public and citizen representatives
in an advisory capacity. In any case, both the review
function and the plan should be done by qualified staff
that is part of the Planning Commission.

HISTORIC AREA

GREENWAY GATEWAY

HOUSING

RIVER CITY MALL

GREENWAY

RIVERFRONT CONNECTION

PERFORMING ARTS CENTER

HISTORIC AREA

RIVERFRONT HOUSING

LOUISVILLE FROM THE NORTH

URBAN STRUCTURE

THE DEVELOPMENT REVIEW PROCESS

A major part of the plan is a proposal for a process that involves review of major development proposals by an advisory committee.

There is apparently some concern about this proposal: another layer of government, unknown but strong guildelines, lots of people involved, time considerations, etc.

On balance, we agree with the proposal. It need not be another layer of government. It can be used to expedite development decisions rather than to postpone them, especially if a time constraint is placed on the allowable period for deliberations.

We recommend that the development review process be accepted for a period of three to five years, after which its specific performance and value to the city be reassessed.

We also suggest that, if possible, staffing for the process be provided by and through existing agencies as a means of avoiding bureaucratic buildup.

MARKETING AND PROMOTION

Louisville has the makings of a great sales
pitch. For businesses and individuals to
the north, this location offers some relief
from the forbidding extremes of the winter;
for those to the south, Louisville could
provide an attractive alternative to season-
less monotony. The remarkable ease of getting
from home to work, the general cleanliness
and good maintenance of public spaces, the
growing list of cultural and recreational
opportunities,and the evident commitment of
the populace to a productive work ethic are
all solid reasons for location-seeking busi-
nesses to think well of downtown Louisville.

To accompany and reinforce its increasing
development progress, Louisville needs a
sustained marketing/promotion effort to
persuade outsiders and remind residents
that this is a great place in which to live,
work and invest.

Again--as in the development process itself--
Louisville appears to be headed toward frag-
mentation of its marketing efforts. LCA has
outlined a seemingly sensible program. The
city has appropriately been asked for funding
assistance, so far without an affirmative
response. The state, the Chamber of Commerce
and other interests plan a national advertising
campaign. Some business leaders speak of the
need to create yet another ad hoc organization
to sell Louisville to the world at large.

The prospect is that a multiplicity of efforts,
each inadequately funded, will result in little
but confusion.

What's needed, the R/UDAT team believes, is a
decision by all appropriate parties to pool
their resources in a concerted marketing pro-
gram, with the responsibility assigned to one
organization--preferably one that already exists.
It is in the interest of businesses, professionals,
government officials and taxpayers throughout the
metropolitan area to see an acceptable level of
funding for the downtown promotion effort. A
marketing focus on downtown opportunities in effect
sells the whole community.

THE CLIMATE FOR DEVELOPMENT

The image that the outside world has of any community is generally that of its downtown area. If the downtown area is seen to be a successful, positive "place", it is generally true that the community itself will be viewed as a successful, desirable community in which to live and do business.

The revitalization of many older urban centers in the United States is becoming an apparent fact. This revitalization does not take place by chance nor is it due to the actions of a limited number of individuals or organizations. In almost every case, it is the result of a determined, concerted effort by a large and diverse group of community organizations. The most important common element that links these groups together is the commitment to and desire for the success of downtown revitalization. The success of the downtown central area revitalization will ultimately have far-reaching effects throughout the entire community.

There appears to be a renaissance of growth beginning in the central area of Louisville. The questions facing the community is how to capitalize on this and enhance it to the benefit of the total community.

The development of the Galleria project and the rehabilitation of the Seelbach Hotel are prime factors giving evidence to this renaissance. Community organizations, both private and public, should take whatever steps are necessary with their power to insure the success of these and the other projects presently underway in downtown Louisville, such as the Galt House addition and the Kentucky Center for the Arts.

We are not suggesting that this effort requires a great expenditure of public or private monies. It is primarily that an atmosphere of success be established and maintained.

It is understood that there were many deep and divisive conflicts over these projects. Whatever wounds these conflicts may have caused must be healed and recriminations should cease. The dismal experience of the River City Mall project must not be allowed to take place again. Fortunately for the community, the failure of the River City Mall was not significant enough for its lack of success to be a "death knell" to future development. The size and visibility of the existing projects make them much too highly visible to risk even the rumor of lack of success.

The continued revitalization of the downtown area can only take place if various interested groups continue the dialogue that was begun in 1980. All of the players must continue to believe firmly that they each have a stake in the continued success of the development in the central area. The worst thing that can happen is for individuals or groups to adopt a wait-and-see attitude for reasons of jealousy or a fear of loss of control or for whatever reason. Other businesses, developers and retailers not presently in the Louisville market will be drawn to Louisville only if there is a perception in the outside world that there is a climate of success in Louisville. If the community, as a whole, wishes to grow and prosper; the community, as a whole, must promote this climate of success. As this "success" is seen by the outside world, the climate for ever-increasing quality of development will continue to be enhanced.

One of the worst postures the city could adopt at this time is that of "development at any cost". This is a self-defeating, negative posture which, if it is adopted and becomes known, will be almost impossible to reverse.

10.

The city and community should establish frame-
works for development review and approval which
will allow maximum community input at the
earliest possible stages within a known and
predetermined fixed time frame.

On the other hand, the city and community
must understand and make allowances for the
fact that the preliminary ideas put forth
by a development group at the early stages
of any project will almost without question
be revised and modified (sometimes to a great
extent) as the project develops. This is
caused, understandably, by the fact that at
the beginning of any project, a developer
does not have a completely accurate view
of the market or the financial conditions
that will be existing two to three years
in the future when the project is developed.
It is only by constant refining and reite-
ration and retesting of the market and the
economy that a developer can get a final
picture of what is possible. Therefore,
if the community desires to have early
knowledge of, and input to a project, it
must be willing to accept these basic
facts of life. Very few developers ever
expect to get all of their wishes granted
by any community; the other side of the coin
is obviously that the community cannot
expect to have all of its wishes and demands
acceded to by the developer. As an aid
in streamlining the development and review
process the community might consider
establishing a list of priority goals and
desires for individual areas within the
downtown for which they might be willing
to negotiate.

RESIDENTIAL NODE

URBAN HOUSING

Louisville has the beginning of an office and
financial center for the city. It has present-
ly under construction developments that are
creating jobs and an attraction for people
who wish to live downtown.

These people exist at the present in the
population of Louisville. What they are wait-
ing to see is a type of housing which can meet
their needs for the close of the twentieth
century.

11.

What will attract a developer to Louisville
to develop housing?

>Civic support such as demonstrated
>>by "THE PLAN."
>Land assembly.
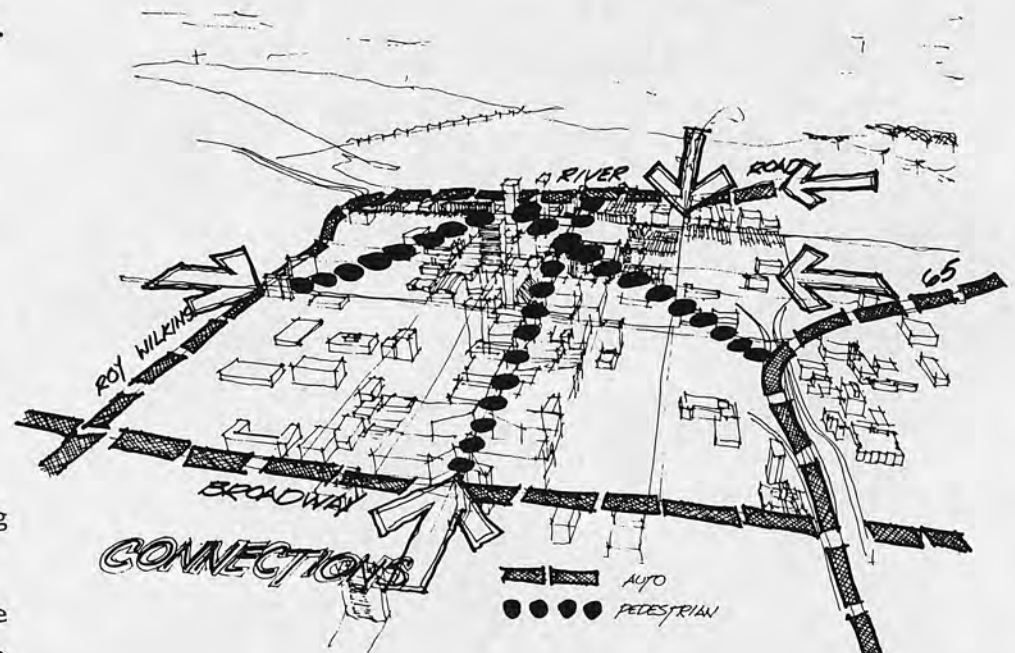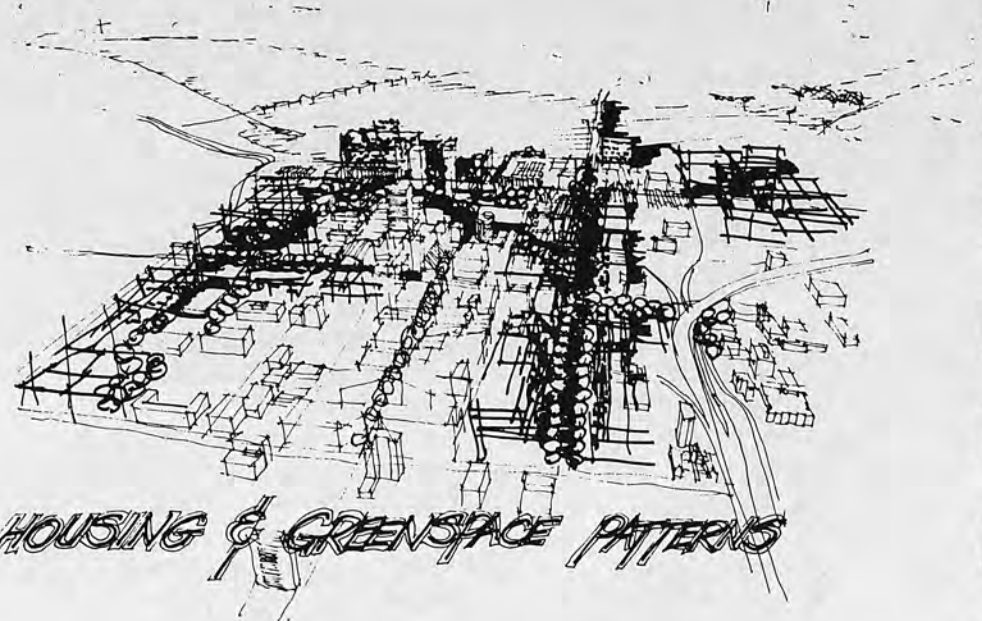>A clear process.
>Financial support.
>An urban amenity package -- parks,
>>promenades, squares.
>A market; a way of testing.

This housing will probably be smaller than
that which we are presently used to, ranging
from 500 to 800 square feet per unit. The
people who live in this housing will be
singles and couples. The two fastest-growing
segments of the population are the 20- to 30-year
olds, and the over-50's. These are either
people who can't afford the houses that now
exist in the suburbs of Louisville, or the
people who have already lived in those houses
and do not wish to keep up the care or maintenance.

What would attract these people to downtown
Louisville? Some attractions are already present.
They are jobs in the new office buildings; there
will be jobs in the Galleria; there is a river,
and there are some very attractive historic
areas and buildings.

These residents will work in the office area, the
government area, the medical area, or the communi-
cations area. They will create the traffic which
is now being so widely sought by the retailers.
They will benefit the banks, the entertainment
area, the retailers, and the general quality of
life in Louisville. It cannot be said that parking
or magnets or retail attracts a steady flow of
people to the downtown core of a city. What pro-
vides a continuous flow of activity is the presence
of housing in that city. A stadium, a retail area,

12.

HOUSING & GREENSPACE PATTERNS

CONNECTIONS

A RIVER ROAD
ROY WILKINS
65
BROADWAY

AUTO
PEDESTRIAN

an entertainment area, or any other type of attraction, has a duration of activity relative to demand. The presence of housing insures an extended duration.

Urban Design Concerns:

Parks -- at present there is, other than the river, a dearth of amenities in the area of downtown Louisville. There are few parks or green spaces within the central area. We believe that the City of Louisville should make a commitment to parks as a place for the residents who will ultimately locate downtown.

Attractive pedestrian connections from housing to shops and services and the downtown core area.

"Urban Rooms" -- Napoleon once said that the Piazza San Marco was the greatest drawing room in Europe. Outdoor spaces are the signature and personality of all the world's great cities, around which housing opportunities can be grouped.

Pedestrian Scale -- Downtowns have an advantage over the suburban shopping areas by virtue of greater compactness and density. Do not dilute this with too many open spaces.

Mixed Use -- Consider housing with all other types of downtown activity.

Opportunities:

At present there is no viable housing alternative in the central area. There are several places which the R/UDAT team feels are likely places, as indicated on the map (right).
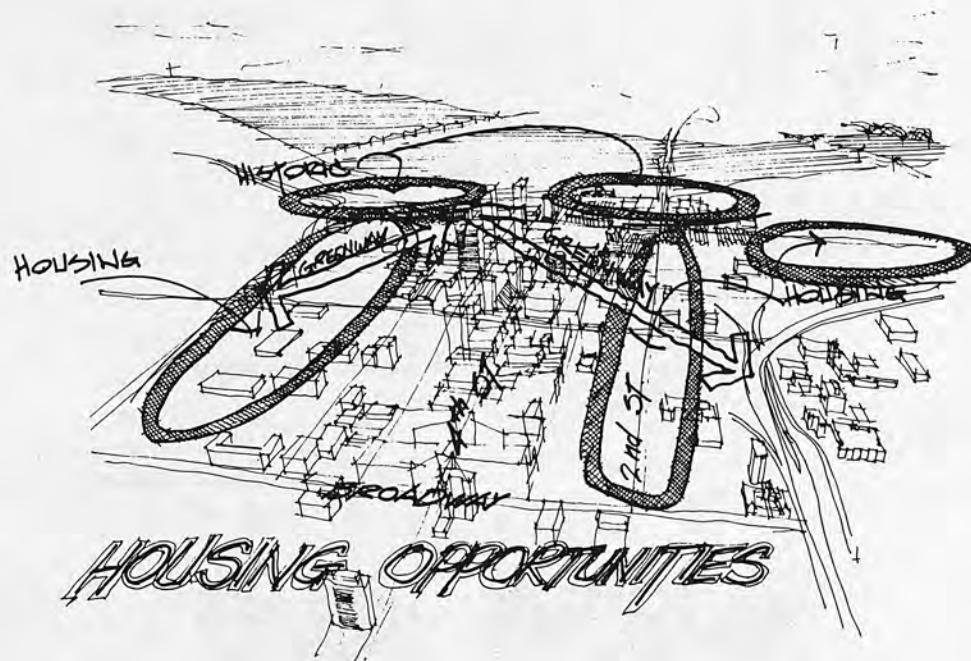
We have heard no testimony suggesting that it is any more difficult to provide new housing, office space, or retail space in downtown Louisville than in any other city.
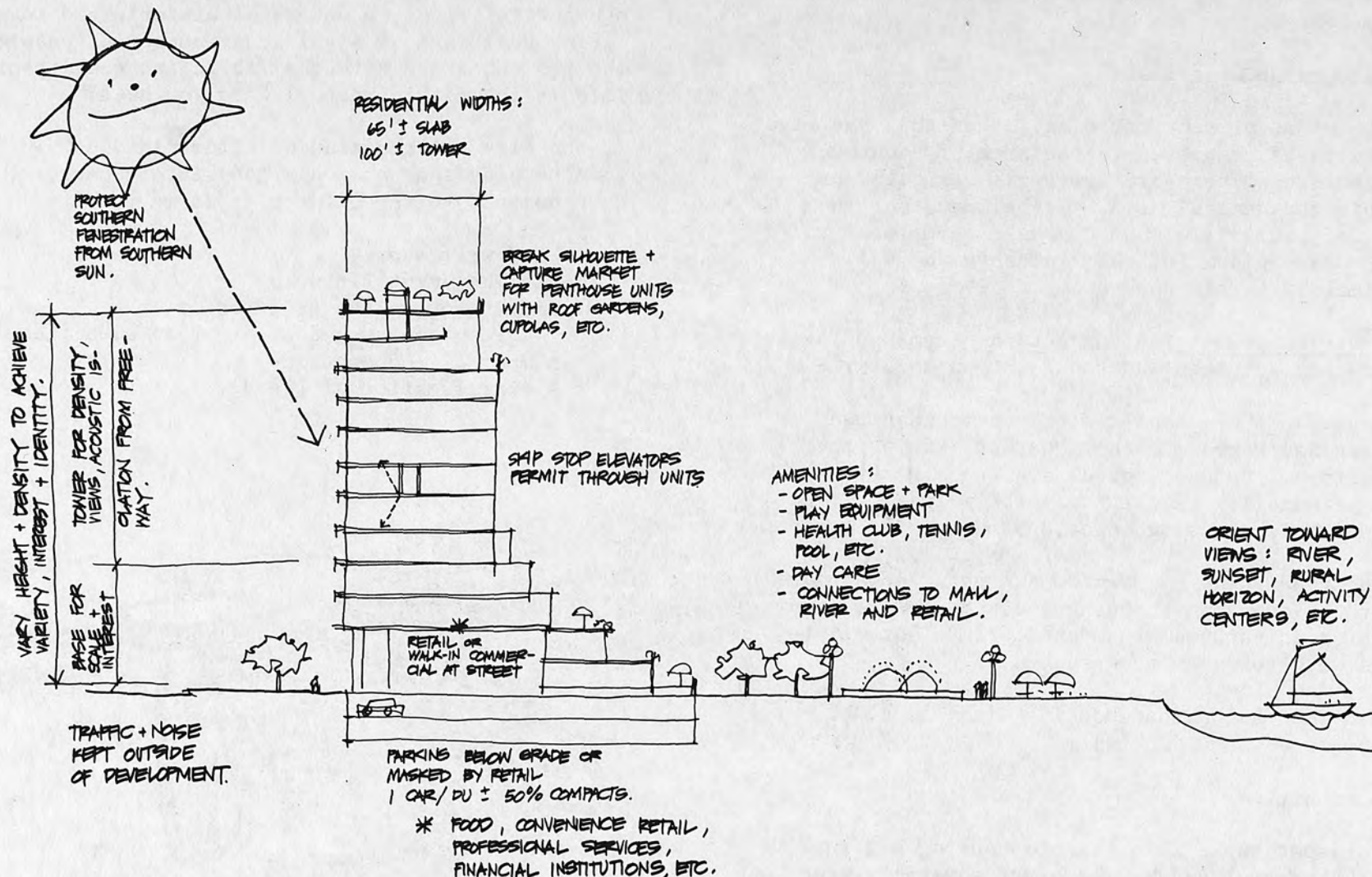
As far as we as outsiders can see, Louisville has a beautiful river, a wealth of historic and interesting buildings, a significant number of people who are concerned with the fabric and quality of life in the city. What else do you need?

If the city put the kind of effort into downtown housing that commonly goes into commercial development, there could be dramatic results:

    Land write-down.
    Tax increment financing.
    Commitment to the creation of
        green spaces and other urban amenities.
    A mood of cooperation.
    A clarification of the development process.

HOUSING OPPORTUNITIES

RESIDENTIAL WIDTHS:
65' ± SLAB
100' ± TOWER

PROTECT
SOUTHERN
FENESTRATION
FROM SOUTHERN
SUN.

BREAK SILHOUETTE +
CAPTURE MARKET
FOR PENTHOUSE UNITS
WITH ROOF GARDENS,
CUPOLAS, ETC.

VARY HEIGHT + DENSITY TO ACHIEVE
VARIETY, INTEREST + IDENTITY.

TOWER FOR DENSITY,
VIEWS, ACOUSTIC IS-
OLATION FROM FREE-
WAY.

BASE FOR
SCALE +
INTEREST

SKIP STOP ELEVATORS
PERMIT THROUGH UNITS

AMENITIES:
- OPEN SPACE + PARK
- PLAY EQUIPMENT
- HEALTH CLUB, TENNIS,
  POOL, ETC.
- DAY CARE
- CONNECTIONS TO MALL,
  RIVER AND RETAIL.

ORIENT TOWARD
VIEWS: RIVER,
SUNSET, RURAL
HORIZON, ACTIVITY
CENTERS, ETC.

RETAIL OR
WALK-IN COMMER-
CIAL AT STREET

TRAFFIC + NOISE
KEPT OUTSIDE
OF DEVELOPMENT.

PARKING BELOW GRADE OR
MASKED BY RETAIL
1 CAR/DU ± 50% COMPACTS.

✳ FOOD, CONVENIENCE RETAIL,
PROFESSIONAL SERVICES,
FINANCIAL INSTITUTIONS, ETC.

HOUSING IDEAS

CELEBRATE
LOUISVILLE
HISTORY

USE MASSING TO MARK
GATEWAYS AND RESIDENTIAL
IDENTITY

USE MAXIMUM
DENSITY CONSISTENT
WITH ABSORPTION

INTEGRATE RECYCLED AND
NEW CONSTRUCTION

TOWNHOUSES

MIXED
USES

PROVIDE VARIETY IN OPEN
SPACES: ACTIVE VS PASSIVE,
LARGE VS SMALL, ETC.

URBAN DESIGN CONCEPTS +
PEDESTRIAN CONNECTION

Observations

A. There seems to be agreement that Louis-
ville is at a turning point in terms of
downtown development.

For some years now the development cli-
mate might have been characterized as
slow, at best: no big major developments,
more activities and uses moving out than
in, difficulty in marketing vacant sites,
and so on. The climate has been to pro-
mote development and we sense a mental set
that has been on the side of taking what-
ever is possible to get. Maybe that's an
overstatement, but we'll let it stand, to
make a point.

Now, we sense, the situation is changing
or may have already changed. There are a
number of relatively new developments.
There's a lot of projects planned or
on the boards. If that is so, then
Louisville may be changing from a buyers
to a sellers market.

But, then, why isn't a community always
in a "sellers" market? Why isn't it
always important for a community to
define the quality of development that
it expects for its people? Why isn't
quality always important? Our col-
lective experience is that developers
are not likely to be frightened away by
a community that has high expectations

and reasonable standards for development
in its downtown. Rather, developers like
to be part of quality stuff and they like
the sense of stability that a clear plan,
equally and consistently applied, can re-
present.

B. There appear to be issues of basic govern-
mental structure and organization that have
direct bearing on the ability of the community
to plan and to carry out plans, especially
in regards to coordination of development,
review of private and public proposals,
public involvement (and therefore trust) in
the process of plan making and decisions,
and the like. The issues seem to relate
to questions of appropriate roles of the
executive and legislative branches of govern-
ments, county versus city government, over-
lapping jurisdictions, etc.

We do not believe that efficiency is the
primary objective of government in carrying
out the people's mandates; serving the people
is. And people may indeed be served well
by overlapping jurisdictions if they are
thereby afforded more avenues to make their
wills known. Nonetheless, we suspect that
some major governmental organization issues
need to be addressed before some of the
current planning issues associated with
development and public involvement can be
solved.

16.

Summary of Recommendations

1. Approve and adopt the proposed Central
   Louisville Development Plan and
   appropriate the necessary funds for the
   implementation of its various elements.

2. Communicate the elements of the plan
   throughout the community to dispel the
   widespread myths about what it contains.

3. Institutionalize a development expediting
   process that cuts through red tape, attracts
   developers and investors and allows for
   consensus-building participation by a
   broad spectrum of interest groups in
   the city.

4. Establish a staff-created urban design plan
   articulating the principles and standards,
   tailored to Louisville's unique setting
   and traditions, that will help to assure
   high quality developments.

5. Through new construction and adaptive reuse,
   provide a variety of housing opportunities for
   downtown workers to live within walking
   distance of their jobs.

6. Get on with a concerted, sustained marketing
   promotion program to bring business to down-
   town Louisville and to help cure Louisville's
   inferiority complex.

Photo by John Nation

17.

The Program

The Urban Planning and Design Committee of the American Institute of Architects, through its Regional/Urban Design Assistance Team (R/UDAT) program, has been asked to send interdisciplinary teams as a community service to assist some 69 American cities, towns and regions since 1964. The original R/UDAT visit to Louisville in 1980 (29 Feb-3 March) was the 60th such team visit.

The follow-up procedures of the R/UDAT program in the past were ad-hoc at best until the AIA, through the help of an NEA grant to evaluate the program, identified a need to establish and institutionalize a "follow-up" as part of the process. Louisville is the first city to be revisited by a R/UDAT follow-up team under these procedures.

The intent is not to provide another R/UDAT study but to evaluate what has happened, what changes have occurred and what additional or next steps might be.

The follow-up is an intensive 2-day visit with various leaders of the public and private sectors and a report at a public meeting.

The team is a combination of members of the original team and new members. As in each R/UDAT exercise the follow-up is tailored to the particuplar needs of each community, and members are selected for their professional expertise in the disciplines deemed necessary to respond to the particular needs of the community at that particular point in time.

Members of the team receive no compensation for their services--and they agree prior to the visit that they will not accept any commission or consulting work which might result from this effort or their recommendations.

The Team

JOHN W. CUNINGHAM, AIA
Architect/Developer - Minneapolis, Minnesota

John Cuningham, partner in the Itasca Company,
a local development company which was formed for
the purpose of developing new and rehabilitation
mixed-use projects. He is also a principal in
the firm Cuningham Architects, Minnesota. He
has taught urban design at the University of
Minnesota and was recipient of the Rotch Fellow-
ship. He is currently involved in developing and
redeveloping a historic warehouse mixed-use project
which includes housing, office and retail/commercial
and warehouse space on the banks of the Mississippi
River.

RONALD A. STRAKA, AIA, Team Chairman
Urban Designer/Architect - Boulder, Colorado

Ron Straka, partner of a small interdisci-
plinary urban design consulting firm. Former
chairman of the AIA's Urban Planning and Design
Committee, its R/UDAT program and currently
chairman of its follow-up program. He has
worked as an urban design consultant on a
number of downtowns, community and neighborhood
revitalization and redevelopment projects, as
well as mixed-use and transit planning in the
Midwest and Rocky Mountain areas. He has
many awards and honors for his work, including
the 1977 Edward C. Kemper Award in recognition
for his interdisciplinary approach to urban
design. He has served on ten R/UDAT visits
and was chairman of the original Louisville
R/UDAT in 1980.

*R/UDAT 2 (left to right): Allan Jacobs,
Pete Hasselman, John Cuningham, Ron Straka,
Don Moore, Steve Lincoln.*

19.

PETER HASSELMAN, AIA
Architect/Urban Designer - San Francisco, California

Peter Hasselman, partner with the San Fran-
cisco architectural/urban design firm of
Whisler-Patri, and is co-chairman of the AIA's
Regional/Urban Design Assistance Team (R/UDAT)
program. He has been involved in many large
scale urban design projects in relationship
to downtown re-development, transportation
planning and mixed-use structures. He has
taught at Catholic University, Washington,
D.C. and has written articles and illustrated
urban design ideas for the AIA Journal and
several newspapers.

ALLAN B. JACOBS
Urban Designer/Planner - San Francisco, California

Allan Jacobs, native of Cleveland, Ohio.
He was the former Director of City Planning
in San Francisco (1966-1974), and the
principal author of the San Francisco Urban
Design Plan. As Planning Director, he was
a strong public official, an influential
community leader and a political activist
in the San Francisco Metropolitan Bay area.
Previously, he worked as a planner in Cleve-
land, Pittsburgh and Calcutta and has authori-
zed many planning and urban design articles
and the book "Making City Planning Work". He
has taught at the University of Pennsylvania
and has lectured on urban design matters at
cities and universities across the country.
He is currently in private practice as an
urban designer and Professor of City and
Regional Planning at the University of
California in Berkeley.

WALTER STEPEHN LINCOLN
Architect/Developer - Chicago, Illinois

Walter Lincoln, Assistant Vice President of
Urban Investment and Development Company in
charge of the Urban Design Services Depart-
ment. For the past ten years he has been
associated with major developers in the real
estate development field in Chicago. Prior
to this involvement with UIDC he was with
Metropolitan Structures, the developers of
Nun's Island and the Illinois Central Air
Rights Project in Chicago. Prior to that he
was involved with the development group of
one of the original Title Seven New Towns
and before that was Chief Architect of the
Northeastern Illinois Planning Commission
which developed a variety of conceptual
housing and development schemes for the
4,000 square mile Chicago Metropolitan area.

DONALD E. MOORE
Downtown Executive - New York, New York

Donald Moore, currently President of the
Brooklyn Botanic Garden, Brooklyn, New York.
Previously, he has served as President of the
New York Chamber of Commerce and Industry
and President of the Downtown Brooklyn Develop-
ment Association. He is a past president of
the International Downtown Executives Association
and a trustee or director to the National Urban
Coalition, Back to the City, Inc., the Brownstone
Revival Committee of New York, and numerous other
cultural and civic institutions. Mr. Moore was a
member of the original Louisville R/UDAT team and
other R/UDAT efforts in various cities.

"Quotes"

JOHN CUNINGHAM

"I advocate starting a group known as the Louisville Sluggers. They would be involved in marketing, promotion, facilitating development through co-operation. The purpose of this group is to put the appropriate people together acting not as another regulatory agency but as a promoter and representing a constituency such as those who prepared the goals and plan."

ALLAN JACOBS

"I wonder if 80 years from now, people will look at pictures of today with as much respect as we look at Louisville pictures of 80 years ago. Don't be a parking lot. Be a city: Your own special urban place, that havens your wonderful past while moving cautiously, with quality, to what you want to be."

STEVE LINCOLN

"What should Louisville do? Generally: Close ranks, pull together and be proud of each other. Specifically: Take all means necessary to revitalize retail along the mall."

PETE HASSELMAN

"Louisville impresses one as a city whose physical environment has simply not kept pace with its superb lifestyle. Perhaps the city's new spirit will make it possible to enhance both aspects in the near future."

RON STRAKA

"Cities are one of mankinds most powerful cultural expressions. Louisville has the opportunity to take its place as one of the future quality riverfront cities in America. How it addresses the ensuing questions regarding the quality of the city will determine its place in history."

"Bite the bullet and run for the roses."
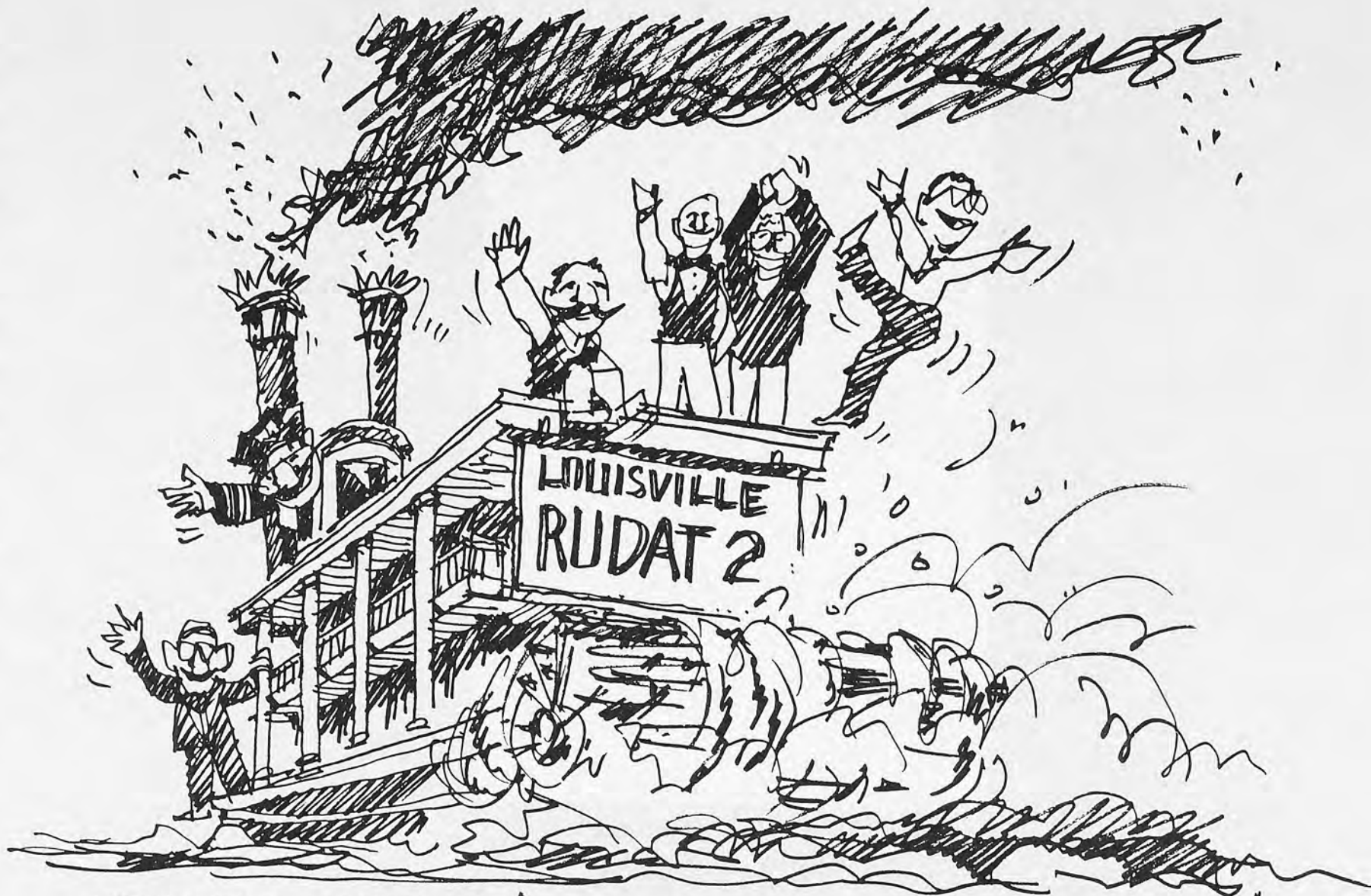

R/UDAT

Louisville or bust

21.
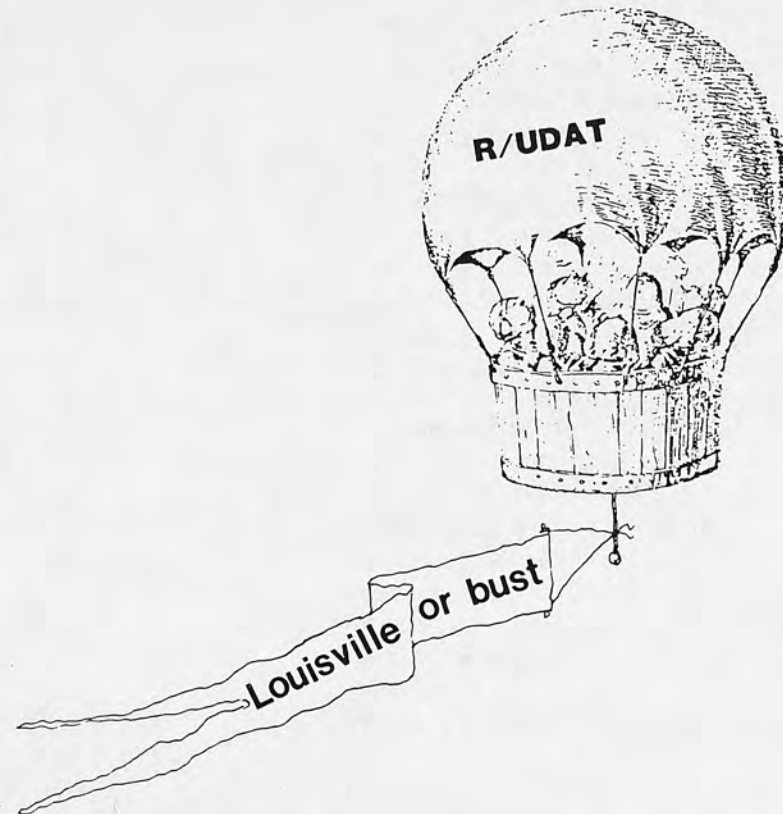
The Participants

Robert Bowman (Lou. & Jeff. Co. Planning Commission)
Michael Curran (Third Century, CLDP Goals Committee)
Robert Bivens (LCA)
William Gatewood (Louisville Community Development)
Michael French (City Works Dept.)
Leonard Marshall (United Kentucky Bank)
Kirk Kandle (Downtown Neighborhood Assn.)
Ann Hassett (Landmarks Commission)
Bobbie Hinde (Louisville Community Development Cab.)
Vipen Hoon (LCA)
Allan M. Steinberg (Board of Aldermen)
Sharon Wilbert (Board of Alderman)
Robert P. Adelberg (Robert Adelberg Co., LCA)
Gordon B. Davidson (Louisville Development Comm.)
J. Roger Davis (The Old Seelbach)
John C. Everett (Portland Federal, LCA)
George N. Gill (Courier-Journal & Times)
J. David Grissom (Citizens Fidelity Bank)
Frank B. Hower (Liberty National Bank)
Lawrence Smith (Rodes, Retail Committee of LCA)
Roger Bright (Louisville Homebuilders Assn.)
Harold Brandt (Oxford Properties)
William B. Stansbury (Mayor of Louisville)
William Belanger (City Economic Development Office)
Bertram Klein (Sloane for Mayor Committee)
Dr. David Ripple (Planning Commission)
Mark Isaacs (Planning Commission)
Marty Hedgepeth (Landmarks Commission)
Elizabeth Jones (Jeff. Co. Historic Preservation)
Bruce Yenawine (Jeff. Co. Historic Preservation)
Don Weber (Preservation Alliance)
Helen Abell (Landmarks Commission)
Debra Richards
Jack Trawick (Lou. Community Design Center)
Steve Wiser (Third Century)
Richard O'Malley (Lou. Historical League)
George E. Clark (Clark for Mayor Committee)

Barbara Cambron (Clark for Mayor Committee)
Dennis Clare (Main Street Association)
Houston Cockrell (Portland Neighborhood)
H. Lyle Duerson (Chamber of Commerce)
Anthony Lanzillo (Alliance for City of Tomorrow)
Jim Segrest (LINC)
Gerald R. Toner (Third Century)
Arthur Walters (Louisville Urban League)
Robert Woodruff (Broadway Development Corp.)
Chuck Eilerman (Third Century)
Oscar Marvin (Lou. Medical Center)
Beth Paulsen (Housing Authority of Lou.)
Anita Nelam (LEDCO)
Dave Nutter (Broadway Development Corp.)
Ted Strader (Broadway Development Corp.)

Assistance Team

Dan L. Fultz - A.I.A., Chairman
Keith Clements - A.I.A.
Garnet Hoffman - A.I.A.
Mark Isaacs - A.I.A. Associate Member
Jan Pfiefer - Louisville Community Design Center
Gibbs Reese - A.I.A.
Randy Reifsnider - A.I.A. Associate Member
David G. Schneider - A.I.A.
Tom Smith - A.I.A. Associate Member
Peggy Swain - Lou. & Jeff. Co. Planning Commission
Jack Trawick - Louisville Community Design Center
Don VanBogaert - A.I.A.
Steve Wiser - A.I.A. Associate Member
Mike Yeager - A.I.A. Associate Member

FAREWELL FROM CAP'N STRAKA AND HIS RIVER RUDATERS!