



**CENTER FOR URBAN REDEVELOPMENT EXCELLENCE  
UNIVERSITY OF PENNSYLVANIA**

**Rockefeller Foundation Redevelopment Fellowship  
Descriptions of National Site Visits**

During calendar year 2008 and the first quarter of calendar year 2009, the Center for Urban Redevelopment Excellence will be organizing national site visits for fellows and mentors. Site visits and leadership briefings will include tours, presentations and discussions that allow participants to see all sides of successful redevelopment projects. Fellows and mentors of the Rockefeller Foundation Redevelopment Fellowship program will have opportunities to speak with many of the institutional partners involved in redevelopment projects, including for-profit and nonprofit developers, financial institutions, public officials and community leaders. Site visits and briefings will also emphasize connections between physical redevelopment and improvements to human services, education, recreational opportunities, public safety, transportation and other important issues in the quality of neighborhood life. Visits to market-driving projects will help participants to understand the overall context for redevelopment by providing insights on the industry structure, public/private relationships and the public policy environment in each region.

Site visits organized for the Rockefeller Foundation Redevelopment Fellowship program will highlight national best practices with particular relevance for New Orleans, and feature opportunities to interact with local leadership. Fellows and mentors will also have opportunities to discuss the aspects of the visit most relevant and useful for New Orleans and their organizations.

**Preliminary scheduling information**

Site visits will generally require 3 to 4 days of travel and will generally be scheduled once every 3 to 4 months. They will be scheduled during calendar year 2008 and the first quarter of calendar year 2009.

**Sample site visit descriptions**

Summaries of previous site visits and leadership briefings, organized by the Center for its national fellowship program, are provided below. Detailed schedules of each are available upon request.

Los Angeles, CA (April, 2005). Site visits included meetings with the principals and staff of the west coast operations of McCormack Baron Salazar and the Related Companies of California, including a presentation on Related's Grand Avenue project and visits to other transit oriented affordable and mixed income housing projects. Participants also heard from public-sector leaders in the City of Santa Ana and the City of Los Angeles. The leader of Better Schools/Better Neighborhoods gave an overview of statewide budget and management issues for urban school systems. The organization has piloted the development of joint-use facilities as a means of easing land competition between the school district and residential developers serving the same households, and outlined several important areas in which such collaborations can take advantage of nontraditional funding sources for capital and services improvements.

St. Louis, MO (July, 2005). Site visits included the communities in which McCormack Baron Salazar has been working for 30 years, including large-scale mixed income redevelopments and visits with the leadership responsible for improving neighborhood schools, which provide a model for system-wide reforms currently underway in the City. Fellows also heard from the Center of the Community Arts (COCA), a regional resource providing arts programming to neighborhood youth through the schools and in its own facilities. Our group visited the Old Post Office in downtown St. Louis and interviewing the team of developers, investors and downtown association representatives who brought the project to fruition. The project is one of the first in the nation at its scale to combine historic preservation and New Markets Tax Credits, and employs a particularly complex financial and ownership structure. The restored mixed use building anchors the revitalization of an important downtown corridor. A reception co-hosted by USBancorp CDC provided networking opportunities with senior developers, lenders and investors.

Atlanta, GA (November, 2005). Site visits included tours to Columbia Residential development projects, Atlantic Station, and Banc of America Community Development Corporation's and The Integral Group's development projects located in and around Atlanta's many historic neighborhoods. A tour of the Centennial Place HOPE VI development featured time with senior development and property management staff from Integral and the principal of the highly successful Centennial Place Elementary, a public school which received new facilities and substantial management and programmatic improvements in conjunction with the mixed income redevelopment. A briefing on the Atlanta Beltline corridor project was provided by the Atlanta Development Authority.

Baltimore, MD and Washington, DC (March, 2006). Site visits were coordinated both in Baltimore and Washington, DC and included walking tours of the Hippodrome Theatre, Bank of America's Centerpoint development and the Westside neighborhood in Baltimore and a bus tour guided by the Anacostia Waterfront Corporation. Leadership briefings were also organized with the Baltimore's CitiStat department and the Structured Finance department at Enterprise Social Investment Corporation. Two expert panels in Washington, DC that engaged public sector and developer perspectives on DC housing and neighborhood revitalization initiatives intended to promote healthy neighborhoods, pursuant to the work of a major Housing Task Force convened there. Panelists included senior representatives of The Jarr Lynch Companies, Banc of America Community Development Corporation, The Urban Land Institute, Anacostia Waterfront Corporation, Telesis Corporation, LANO International, Forest City Washington, Great Streets/DC Department of Transportation, and Marshall Heights Community Development Organization.

San Francisco, CA (July, 2006). Site visits included tours of development projects managed by the Tenderloin Neighborhood Development Corporation, The John Stewart Company, BRIDGE Housing Corporation and the City of Emeryville. Leadership briefings were also organized on San Francisco's strategies with public agency directors and developers in working in supportive housing production and management, for the inclusion of affordable housing in large scale redevelopment, and on the Treasure Island base re-use project.

Miami, FL (October, 2006). Site visits included tours of projects developed by Midtown Partners and Midtown Equities LLC, the Local Initiatives Support Corporation, and Bank of America CDC. Leadership briefings were organized with executives and leaders from the Miami Downtown Development Authority, The Related Group of Florida, Dacra Real Estate Development Corporation, Rafael Hernandez CDC, the Lyric Theater and Black Archives, the Knight Fellows Program in Community Building, Miami Dade Housing Finance Agency, Miami Workers Center, the University of Miami School of Architecture, and the Human Services Coalition of Dade County. The group heard from the Honorable Manny Diaz, Mayor of the City of Miami on city-wide and regional development issues and initiatives and Elizabeth Plater-Zyberk on the Miami 21 plan. A reception hosted by the Mayor at City Hall provided an opportunity to continue conversations with Mayor Diaz, his staff and other public and private sector leaders.