

Neighborhood Center Planning Report

2509 Phillips Avenue
Greensboro, NC

Purpose

To identify the key features of a development that reflects the vision of interested citizens and the requirements of potential individuals and/or organizations that would operate out of the proposed neighborhood center



The Institute of Cultural Affairs at Greensboro

REPORT TO THE CITY OF GREENSBORO

June 5, 2003

Revision: November 19, 2004

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Neighborhood Center Planning Process Executive Summary

On March 18, thirty-five leaders of the neighborhoods surrounding the Phillips Ave. Shopping Center met at Claremont Courts Community Center for dinner. A brief contextual presentation was made by ICA about the Neighborhood Center Planning Process, after which a short facilitated workshop created the Focus Question. A publicity/recruitment model was discussed and the schedule for three community meetings was set.

The Focus Question became, “**What are the goods, services, activities and features that you want to see at the Neighborhood Center on Phillips Avenue?**” or, for short, “**What do YOU want to see in the Center?**”

The **Shared Vision** session on April 8th gave an opportunity for thirty-some residents, both individually and collectively, to address this question. The culminating Vision Arenas were titled by the participants as: Quality One-Stop Shopping, Slow Food Courtyard, Business Service Center, Lifelong Learning and Recreation, All-Purpose Healthcare, and Family Fun.

The following session on April 22nd went a step further to discern the **Essential Elements** of the Neighborhood Center. Participants stated what they thought was most important to them. They developed several arenas of criteria to use in designing the Neighborhood Center. These are: Unique and Essential to Our Community, Quality of Life, Mutual Economic Benefits, New Renaissance, Inviting Image, and Easy Access for All.

Also in this session, the components of the Shared Vision were regrouped into the **Energizing Themes**: “What We Want” and “What We Need”. Residents self-selected into two participatory design teams

and graphically described the features and characteristics of the envisioned Neighborhood Center.

On May 6 the residents, plus some guests, met to hear the elaboration of these themes and to hear a profile of the site area, prepared by the ICA team. Then the group engaged in the **Key Obstacles** session, addressing the question, “What are the obstacles or issues preventing the realization of our vision?” This led to an in-depth analytic discussion about the past and recent history of the site, the neighborhoods’ relationship to the site and the key obstacles preventing the realization of their vision. Key Obstacles were identified as: Current Misconceptions Based on Previous Experience (Truth or Myth?); Entrenched Debilitating Behavior; Unguided Behavior; External Consumer Attractions; Lack of Respect; Mismatched Services and Products; and Unappealing Neighborhood Environment.

The ICA team did further work to analyze the obstacles and proposed recommendations, or scenarios, which would present winning strategies to address these obstacles and realize the shared vision.

At the suggestion of one of the City of Greensboro’s police officers responsible for the site area, the ICA team also did some research into “Crime Prevention Through Environmental Design” (See Attachment C). These resources will be transferred to the appropriate design professionals at a future date.

Developing the Focus Question

On March 18, thirty-five leaders of the neighborhoods surrounding the Phillips Ave. Shopping Center met at Claremont Courts Community Center for dinner. A brief contextual presentation was made by ICA about the Neighborhood Center Planning Process, after which a short facilitated workshop created the Focus Question. A publicity/recruitment model was discussed and the schedule for the three community meetings was set.



The Focus Question became, **“What are the goods, services, activities and features that you want to see at the Neighborhood Center on Phillips Avenue?”** or, for short, **“What do YOU want to see in the Center?”** This question became the basis for future discussions by neighborhood participants that explored economic development opportunities for this site.

Creating the Shared Vision

On April 8th the shared vision session started with all the participants answering the Focus Question. This session provided an opportunity for individual participants to share with each other their hopes and aspirations for the future of the Neighborhood Center. These images were then grouped by the participants according to similar accomplishments or realities. These groupings were given names by the participants, which became the basic Vision Elements. (See chart and paragraphs below).



What a vision is:

A collection of dreams and hopes that is real to us. They are what we deeply believe must be in place if there is to be a future and they arise from our most profound experiences of life. They require that people take a leap out beyond what is, to a future they imagine.

Each of us carries within us some level of anticipation and hope for the future of a situation. We come to planning sessions with these in our consciousness, like pieces of a puzzle. Each individual's piece is needed to create the Shared Vision of the group.

A shared vision is extremely powerful and it can motivate us. When a vision is stated objectively, it fuels us with energy and endurance. People who deny their vision lose touch with themselves. They lack motivation and become negative. Our vision grows as we do and the visioning process is a dynamic one which provides for re-articulating the shared vision as appropriate.

The Vision Chart is made up of activities and enterprises that are individual ideas put forward as suggestions. Except for the grocery store, they are meant only to reflect the realm of possible uses. The groupings however do describe the mix of activities and proposed general character of the new Neighborhood Center. This mix is described in the paragraphs that follow the chart.

Vision Chart

What are the goods, services, activities and features that you want to see at the Neighborhood Center on Phillips Avenue?					
Family Fun	All Purpose Healthcare	Quality One-Stop Shopping	Slow Food Courtyard	Business Service Center	Lifelong Learning and Recreation
Affordable movie theatre \$2 Cinema Multi-purpose theatre Videos, games, music store Talent and puppet shows	Health Center (Urgent Care) Medical Clinic - Pediatric, Adult, Elders	Full service drug store First-class grocery store Drug store – with no alcohol Well lit grocery store with shining apples Discount drug store that delivers Safety/security minded shop owners Fabric/craft store with lots of variety	First class restaurant Courtyard with benches Take-out/deli Affordable family restaurant Shaded patio with cobblestones	ATM machine Post office substation Police sub-station Local bank Neighborhood Services Resource Center Business services – copy, fax, shipping	High-tech learning center GTCC location – job training, etc. Senior citizen center Older adult gym/health center

What are the goods, services, activities and features that you want to see at the Neighborhood Center on Phillips Avenue?

Quality One-Stop Shopping

At the core of our vision, we see a place where we can conveniently obtain our everyday necessities. The first-class grocery store and drug store will be of fine quality and well lighted for safety and good ambiance.

Slow Food Courtyard

A comfortable sit-down restaurant could provide the setting for good food and fellowship with our families and neighbors. It could be designed for both indoor and outdoor dining. A take-out or deli could also be a part of this business.

Business Service Center

A compact business center could provide services such as postal, banking, copy and fax . A Neighborhood Services Resource Center, a cooperative venture of local businesses, might be a part of this aspect of the Center. This could also be a good place for a police sub-station.

Life-Long Learning and Recreation

The Center could also include accommodation for both mental and physical re-creation enterprises. A small business incubator or high tech job training could be initiated, perhaps as a satellite of some higher learning institution.

All Purpose Health Care

Some provision for health care needs to be in the Center. This care could be in the form of a regular medical clinic or an Urgent Care facility. This care is greatly needed by the young and elderly who do not have their own transportation.

Family Fun

Various goods and activities could be included in the Center that would provide good family fun. An affordable (\$2) movie theatre, a video, games, and music store, and a place for local performances are just a few facilities that we would like to see in the Center.

Developing the Energizing Themes

On April 22nd, the Energizing Themes session started with all the participants reviewing the Vision Chart and reflecting on what was really important to them about the Neighborhood Center. **Questions addressed in this session included:**

- As you look at the Vision Chart of our last sessions, what is really important to you about the Neighborhood Center?
- What do you really value?
- What is unique about a Neighborhood Center?
- What are some characteristics and features?
- What criteria need to be used to design a Neighborhood Center?

Grouping the responses and giving titles to the groupings gave us the essential elements or criteria for a Neighborhood Center (See chart).

Then the participants were asked to gestalt the Vision Elements into interrelated Themes. They came up with: **“What we Need”** and **“What we Want.”** Two “participatory design” teams were formed where participants were given the opportunity to develop these themes, identifying and sketching aspects of each of them. The combination of these several items provides a deeper picture of the quality of the Neighborhood Center. These different items describe the level of service, the quality of goods and the nature of the experience that neighborhood participants expect from a place they would support.



Essential Elements Chart

What criteria need to be used to design a Neighborhood Center?					
Unique & Essential to Our Community	Quality of Life	Mutual Economic Benefits	New Renaissance	Image	Easy Access for All
<p>Based on criteria from the community</p> <p>Tailored to meet our needs</p> <p>We're asking for it</p>	<p>Everyday needs</p> <p>Way of life</p> <p>Sense of community</p> <p>These are essentials in new developments</p> <p>Blend of diversification and specialties</p>	<p>Economically viable</p> <p>Not ripping off citizens or merchants</p> <p>Merchants and customers in partnership</p> <p>Inviting investment into community</p> <p>Benefits of tax dollars</p>	<p>Keep library, laundromat, and Family Dollar</p> <p>Part of NE trend toward restoration and revitalization</p> <p>We want back what we had & add to it</p> <p>Carolina Mall and others have closed</p> <p>We want to stay in this community so we need services here</p>	<p>Quality goods</p> <p>Sense of safety and security (and reality)</p> <p>Well lit</p> <p>Apples that shine</p> <p>Well maintained place</p> <p>Enhances community</p>	<p>Many people don't drive</p> <p>Convenience</p> <p>Ample, but not excess, parking space</p>

What criteria need to be used to design a Neighborhood Center?

Unique and Essential to our Community

The Center needs to be tailored to meet the needs of the community. It will need a unique blend of goods and services. Its design and small scale should satisfy the criteria being put forth in the planning process.

Quality of Life

Everyday needs will be met with the goods and services available at the Center. Meeting other people – for creative purposes in addition to retail – will help build a sense of community. The right blend of goods and services – incorporating both diversification and specialties – will entice people to the Center.

Mutual Economic Benefits

The Neighborhood Center needs to be economically viable for it to be a sustainable place. From the beginning merchants and customers need to relate to each other as partners in this new venture – respecting each other at all times.

New Renaissance

The new Center will be a part of the NE Greensboro trend toward restoration and revitalization. We want to recover what we had previously, keep the library, laundromat and Family Dollar and add other goods and services. Many of us do not want to leave this community. We want to upgrade it with services like other communities have.





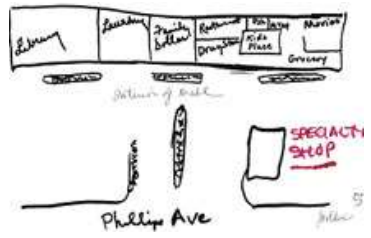
Inviting Image

Apples that shine! was heard over and over in the planning process, symbolizing the request for quality goods, and a well-maintained and well-lit place to be. This Center could enhance the entire NE Greensboro community, inviting other investment along Phillips Ave.


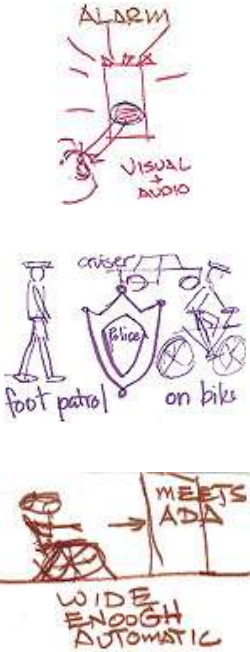
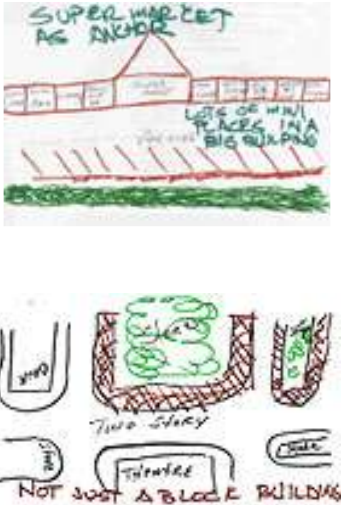
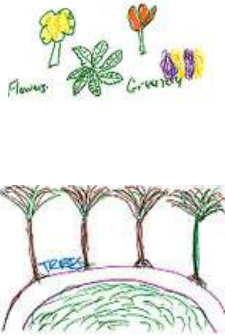
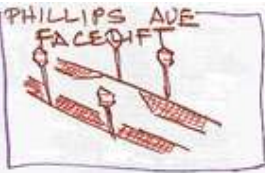
Easy Access for All

Many people do not drive in our community. Therefore, the Center needs to be built so that everyone can have access to everyday essential goods and services. Parking should be ample, but not excessive.

“What We Want” All Appealing Relaxing Activity Center

Appealing Appearance	All Season Dining	Relaxing Ambience	Down Time Activities	Panoramic Vista
 <p>Hand-drawn sketches illustrating appealing appearance, including building facades, a bridge, and a walkway with trees.</p>	 <p>Hand-drawn sketches illustrating all season dining, including a park-like area with trees, a bench, and a family restroom.</p>	 <p>Hand-drawn sketches illustrating relaxing ambience, including flowers and a lounge area.</p>	 <p>Hand-drawn sketches illustrating down time activities, including a movie theater and a specialty shop.</p>	 <p>Hand-drawn sketches illustrating panoramic vista, including a panoramic view of a street and a specialty shop.</p>

“What We Need” Necessities Are Essential to Life

Interior Format	Safety	Layout	Beautification	Streetscape
 <p>Fruit</p> <p>FRESH VEGIS</p> <p>GRADE A</p> <p>Medicine</p> <p>37cent stamp</p> <p>Learning</p> <p>recreation for elderly</p> <p>Senior CTR</p> <p>EXERCISING OR PLAYING GAMES</p>	 <p>ALARM</p> <p>VISUAL + AUDIO</p> <p>Police</p> <p>on bikes</p> <p>foot patrol</p> <p>MEETS ADA</p> <p>WIDE ENOUGH AUTOMATIC</p>	 <p>SUPER MARKET AS ANCHOR</p> <p>LIFE OR WILL FACE IN A BIG SQUARE</p> <p>Two story</p> <p>Theatre</p> <p>NOT JUST A BLOCK BUILDING</p>	 <p>Flowers</p> <p>Grass</p>	 <p>PHILLIPS AVE FACE LIFT</p>

Discerning Key Obstacles to the Vision

On May 6th the Key Obstacles session started with the presentation of the themes and a review of the shared vision. The session proceeded with the participants addressing the question “What are the underlying obstacles preventing realization of our vision?”

Obstacles are blocks and barriers that prevent us from realizing our vision. They are found in the images, attitudes, structures and patterns we create and out of which we operate. Obstacles are not a lack of something. They are real blocks. All too often, when we are asked what is blocking us, we respond with *lack of money, lack of time, lack of staff*. We need to look for what the block *is*. This increases the likelihood of building strategies that will address the blocks and enable the vision to be realized.

Each participant was asked to address the workshop question and write down their own thoughts first. Then teams were formed and they discussed their ideas. Obstacles were succinctly worded and written on cards. These cards were then grouped and the groups were given titles. The Obstacles Chart contains all of the responses, groupings and titles.

Listing the problems of a community is easy, but looking at the underlying causes of those problems is painful. The work done in the Key Obstacles workshop was deliberative, truthful and open. Many people were surprised at how their thoughts came together to name some of the “elephants in the living room.” Now, it is the hope, that by acknowledging some of the depth problems and behaviors, that some tailored, innovative strategies can be created.



Key Obstacles Chart

What are the key obstacles preventing the realization of our vision?						
Current Misconceptions Based on Previous Experience (Truth or Myth?)	Entrenched Debilitating Behavior	Unguided Behavior	External Consumer Attractions	Lack of Respect	Mismatched Services & Products	Unappealing Neighborhood Environment
<p>A history: truth or myth of failed business</p> <p>Perceived difficulty of successful businesses</p> <p>Theft cost to the community</p> <p>Superstore mentality vs. neighborhood stores</p> <p>Unrecognized need to start small and build up</p> <p>Unfocused way to meet the growing needs in neighborhood</p> <p>Unrealistic expectations</p> <p>History of crime – real or perceived?</p> <p>Misuse of Center’s property</p>	<p>Residents unorganized and unsupportive</p> <p>Satisfied with status quo</p> <p>People are crisis oriented</p> <p>Limited patronage</p> <p>Minimal enthusiasm for planning process</p> <p>Unemployment high in area – need jobs</p> <p>Nonproductive people go out stealing</p> <p>Courtyard invites loitering</p>	<p>Inadequate commitment to supervision of youth</p> <p>Loitering creates fear</p> <p>Inadequate policing of neighborhoods – by foot, bike & vehicle</p> <p>Feel restricted from going out after dark</p> <p>Scarce youth sponsorship in area for all ages</p> <p>Behavior of youth</p> <p>Insecure feeling of neighborhood</p>	<p>Inconsistent patterns for shopping</p> <p>Ineffective quality down time in this area</p> <p>Losing stores of booming businesses</p> <p>Competitive business locations</p> <p>Services non-comparable</p> <p>External retail competition</p>	<p>Unprofessional treatment (pharmacist smoking)</p> <p>Customers and merchants intimidated by each other</p> <p>Unrealized mutual respect between neighbors and merchants</p> <p>Lost interest from merchants</p> <p>Inadequate communication between merchants and neighborhood</p>	<p>Poor merchandise and services</p> <p>Products and services poor in quality</p> <p>Inconsistent cleanliness and quality</p> <p>Narrow focus of offered services</p> <p>High cost of health care</p>	<p>Boarded up houses</p> <p>Yards full of stuff</p> <p>Surrounding properties unkept – make center uninviting</p> <p>Poor lighting helps crime activity</p>

Key Obstacles to the Vision

Current Misconceptions Based on Previous Experience (Truth or Myth?)

Many stories have surfaced since the supermarket went out in the Phillips Ave. shopping center. It is difficult to determine which ones are based on fact. This current state of ambiguity has led merchants to decide to locate elsewhere. We are looking for businesses that can see through this ambiguity to the new vision of the neighborhood; businesses that can be viable on a neighborhood scale.

Entrenched Debilitating Behavior

Many people in our northeast neighborhoods are unemployed or underemployed and find it difficult to reach beyond their basic everyday lives. This manifests itself as minimal enthusiasm for future oriented ventures and unorganized and unsupportive behavior. Some nonproductive people even turn to unlawful behavior which debilitates the entire area population.

Unguided Behavior

Antisocial behavior by youth and others makes many people feel restricted from going out after dark. With limited activities in which to engage, and supervision for these activities, people tend to loiter and create feelings of fear in their neighbors. This creates a general feeling of insecurity in the neighborhood.

External Consumer Attractions

People have to go many different directions out of the neighborhood for shopping and recreation, since there are no comparable goods and services within. This takes a lot of previous time and resources. Therefore, any quality downtime is not spent on creative efforts, either economically or socially, for the community.

Lack of Respect

In the former retail enterprises people experienced disrespectful behavior from the merchants. This created mutual disrespectful behavior. Inadequate communication, unprofessional behavior and a feeling of intimidation all contributed to this spiral of disrespect.

Mismatched Services and Products

Goods and services do not meet the needs and expectations of the community. Many are of poor quality or limited in scope or cleanliness. This drives people away to fulfill their expectations elsewhere.

Unappealing Neighborhood Environment

Boarded up houses, yards full of stuff, even though it may only be a few, make the whole neighborhood look uninviting. Poor lighting contributes to making criminal activity more likely.

Analysis of Obstacles

The Obstacles Chart is organized with columns containing the most ideas beginning on the left, and ending with those containing the fewest on the right. The way the columns cluster tells an important story. The last four columns describe unappealing perceptions of stores on Phillips Avenue past and present. These images led residents to shop in other areas. The two columns in the middle describe apparent behaviors and attitudes of some residents that would be unappealing to new businesses.

The first column represents the major and overriding obstacle noted by participants. It is the fact that these conditions are part fact, part myth, part based on current conditions, and part based on remembrances real and imagined of past conditions. Sales volumes and revenue amounts various shops have generated run counter to the perception that these locations provide an unfriendly environment for new development.

Review with Local Business Representatives

The project team discussed these conditions with local business representatives with similar findings. These individuals noted that Phillips Avenue does have significant traffic today even after many stores have closed and would have more with greater shopping opportunity. But they also described stealing as a problem and the need for greater community support of local stores. A review of past attempts to lease space for a grocery store reveals much about the current dilemma. Potential vendors stated many reasons to locate elsewhere including: the need for renovation of the property, a desire to own and not rent the facilities, too close a proximity to another franchise, and the need to consolidate. The present property owner could have overcome each of these obstacles. But the leasing agent also shared several non-stated reasons that companies looked elsewhere. These include the expectation that the rent would be too high to support projected economic activity, no interest in locating in a low to moderate income neighborhood, and the perception and/or reality that this is a troubled site with crime, vandalism, employee theft and shoplifting. These non-stated reasons given by potential businesses match the Current Misconceptions reported by the residents. Both reflect misgivings based on a combination of imagined and real business conditions. This barrier is the key one for all parties concerned including the neighborhood, local businesses and the City of Greensboro.

One caveat: There is one additional obstacle that business representatives reported. That is that although this location may have enough traffic to support a grocery store, any store located here would face great competition from a nearby store located on a major artery with more traffic. Such a competitor would benefit from development of the Phillips Avenue site thereby debunking the myths listed above. This success may foster competitive development on other sites. This is an important consideration for any proposed economic development strategy.

Recommendations

The Vision Chart is a valuable tool that the City should use as the basis for economic development of the proposed Neighborhood Center.

This information should be referred to in preparing a building program, marketing the site or other steps in the development of this site. The Vision and Essential Elements Tables reflect valuable discussions by neighborhood representatives. As further developments take shape, it will be critical that the City and other partners consult with these individuals and the resource they represent.

The City and the residents of Northeast Greensboro will have to work together to separate fact from myth and overcome the obstacle of the identity of this site.

Discussions with both the neighborhood and local businesses revealed not only surface level problems noted in the past, but also underlying obstacles often left unspoken. Perceptions about the site, about the stores, the employees, the customers and others related to the site include a mix of fact and fiction. This mix has turned away past decisions to lease space at the shopping center. The community and the City staff should work together to identify the real assets and liabilities facing business operators in this area in order to tap the assets and address the liabilities. It will then be vital to direct marketing efforts to people with decision-making authority in prospective companies.

The Economic Development team needs to consider alternatives for bringing in a grocery store included inviting national grocery chains as well as starting a locally owned and managed store.

The key components identified of a successful store were maintaining a good facility, access to a full range of quality inventory and solid management. Solid management was the most important factor of these three listed by both neighborhood participants and business representatives. Good management is what keeps fresh fruit on the shelves and maintains a good reputation for the store. Everyone pointed to poor management as the trigger of past problems.

Market the site with the NEW VISION – not piecemeal or filling in what is there.

Participants looked at a mix of business, government, and community activities on the site, and described it as a Neighborhood Center rather than Shopping Center. Participants also examined several possibilities for the existing facilities including renovation, replacement, and/or expansion of them. The new Neighborhood Center is more than a place for a new grocery store. The vision described by the participants in these sessions gathers together many pieces with the total being much greater than the sum of its parts. As the development process continues for this site it is vital for the City and its partners to recognize the importance of this site to the surrounding area and to investigate and promote options that reflect the comprehensive vision of the residents of Northeast Greensboro.

Set up one collaborative and cooperative task force to continue to work on marketing the NEW VISION

The proposed economic development will require close communication and coordination between the local community, City staff and economic development partners. The neighborhood has documented through this process its vision and criteria. The other two partners will need to provide similar information as they proceed.

Attachments

- A. Letter to Resource People and Contact List
- B. Description of Existing Conditions
- C. Crime Prevention Through Environmental Design (CPTED)

A. Contact With Resource People

As part of the process the facilitation team contacted several local business representatives to obtain their perspective on potential economic development of the site. This information was shared in part with the participants in the later sessions and is included in this report in the Review with Local Business Representative Section. Based on planning meetings with City staff and neighborhood representatives the type and amount of information requested was limited. This was done to avoid engaging any potential economic development partners to the exclusion the full list of possible partners the City may contact at a later date. In addition it was felt that possible partners may be less open about their concerns in a public format.

Nonetheless there are representative of several businesses that the City and the community may wish to contact in future stages of the economic development process. They include the following:

Bestway	Example of neighborhood grocery store
Quaker Village	Example of neighborhood shopping center
Michael Schiftan Devcon Resources	Develops and manages neighborhood scale commercial sites
Bob Caron Piedmont Land Management	Manages Phillips Ave. site for current owner of Shopping Center
Richard Bowling	Owns and manages Freeman Square Shopping Center
Thomas Smith Carolina Bank	Has financed packages for Project Homestead
Fred Preyer	Commercial Real Estate Broker CCIM
Representatives from Phillips Ave. Businesses	

B. Description of Existing Conditions

Bessemer Shopping Center

Location

Phillips Avenue and Woodbriar Avenue
Guilford County, Greensboro, North Carolina

Demographics

Trade Area Population

1.0 Mile Radius: 10,577

3.0 Mile Radius: 50,651

Trade Area Median Household Income

3.0 Mile Radius: 28,665.00

3.0 Mile Radius: 26,711.00

Gross Leasable Area

45,587 SF

Tenants

Greensboro Library	10,000 SF
Laundry	2400 SF
Family Dollar	6000 SF
VACANT	21,449 SF
VACANT	5,738 SF

Traffic Counts

Phillips Avenue 11,766 cars per day

Access

Two curb cuts on Woodbriar Avenue, one curb cut on Phillips Avenue

C. Crime Prevention Through Environmental Design (CPTED) Introducing a New Approach to Crime Prevention

"The proper design and effective use of the built environment can lead to a reduction in the fear and incidence of crime, and an improvement of the quality of life", as defined by the National Crime Prevention Institute

Make the Environment Part of the Solution

Make sure the aesthetic and physical nature of the property is attractive to honest people, and unattractive to dishonest ones.

Maintaining quality building and landscape standards is important to public welfare and safety, and is a protection against neighborhood decay.

What is the secret of CPTED?

Built environments that eliminate or reduce criminal behavior and at the same time encourage people to "keep an eye out" for each other.

CPTED Strategies

Natural Surveillance

Keep intruders visible

Territorial Reinforcement

Use areas of control and influence

Natural Access Control

Deny access and create sense of risk to offenders

Target Hardening

Prohibit entry through windows and doors

Activity Support

Increased presence of law-abiding citizens

First Steps: Keep the Property Visible, Control Access

Use lighting to its best advantage

Make sure fences can be seen through

Keep bushes around windows and doorways well trimmed

Before building, design for a strong sense of community

How do I find out more?

Visit the following Crime Prevention Through Environmental Design websites:

www.thecptedpage.wsu.edu/

www.cpted.net/home.amt

www.cpted.com.au

www.cpted-watch.com

www.thecptedpage.wsu.edu/FAQ.html

www.calgarycommunities.com/cpted/center.htm

