About the Urban Land Institute

- The mission of the Urban Land Institute is to provide leadership in the responsible use of land and in creating and sustaining thriving communities worldwide.

- ULI is a membership organization with nearly 37,000 members, worldwide representing the spectrum of real estate development, land use planning and financial disciplines, working in private enterprise and public service.

- What the Urban Land Institute does:
  - Conducts Research
  - Provides a forum for sharing of best practices
  - Writes, edits and publishes books and magazines
  - Organizes and conducts meetings
  - Directs outreach programs
  - Conducts Advisory Services Panels
The Advisory Services Program

- Since 1947
- 15 - 20 panels a year on a variety of land use subjects
- Provides independent, objective candid advice on important land use and real estate issues
- Process
  - Review background materials
  - Receive a sponsor presentation & tour
  - Conduct stakeholder interviews
  - Consider data, frame issues and write recommendations
  - Make presentation
  - Produce a final report
The City of Charlotte, Mecklenburg County, Lincoln Harris, Synco Properties, Childress Klein, Coca Cola Bottling Co. Consolidated, National Gypsum, Nucor, Pappas Properties, Piedmont Natural Gas, Renaissance Charlotte SouthPark Hotel, Liberty Healthcare Management
Panelists

- Ed McMahon, Urban Land Institute – Washington, D.C.
- Alia Anderson, Toole Design Group – Silver Spring, MD
- Jonathan Bartlett, Jacobs – Atlanta, GA
- Jordan Block, RNL Design – Denver, CO
- Peter Cavaluzzi, Perkins Eastman – New York, NY
- Michelle Delk, Snohetta – New York, NY
- Mary Konsoulis, Consulting for Creative Community – Alexandria, VA
- Laurence Lewis, Kittelson and Associates, Inc. – Oakland, CA
- John D. Macomber, Harvard Business School – Boston, MA
- Kim Morque, Spinnaker Real Estate Partners – Norwalk, CT
Introduction and Overview
Market Potential
Identity and Amenity
Connectivity and Access
Organization and Implementation
Conclusion
The Challenge

- Envision the future of SouthPark as an evolving & thriving mixed used activity center.
- Identify goals and objectives for public and private investment moving forward.
- Establish goals for how to move forward and create actionable next steps for implementation.
SouthPark is a Special Place
What is Changing?

- National and global economy
- Demographics
- Technology
- Consumer attitudes & market trends
- Health care
- Energy sources
- Transportation options & choices
- The weather
SouthPark Needs A Shared Vision for the Future

My Vision

Your Vision

Our Vision
“Best Way to Predict the Future is to Create it Yourself”

-Abraham Lincoln
Small Steps/Big Changes

“Successful cities and towns think small in a big way.”

Roberta Brandes Gratz, author
SouthPark needs a stronger identity.
SouthPark Needs Greater Connectivity
SouthPark Needs Places for People
SouthPark · Charlotte, NC
March 13-18, 2016

Your choice:
More Cars?

Or:
More People?
Private/Public Partnership
Raise the Bar
Introduction and Overview

Market Potential

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A Constantly Evolving Mixed-Use District

World-class shopping
Great restaurants
National and local
Mall sales $1 Billion

Prestigious office market
Finance, Prof service
Close to home, Uptown

Strong neighborhoods
YMCA, Library
New, high-end multifamily
14 Million Square Feet (Existing)

**Space**
- **3.2 Million SF**
  - Retail: 98%
- **5.5 Million SF**
  - Office: 88%
- **5,320 Units**
  - Multifamily: 88%

**Rent**
- **$32**
- **$26**
- **$1.41**
The Challenge

- SouthPark is doing well
- “Rolling Retrofit” underway

- **Vulnerabilities:**
  - Invasion of the Pod People
  - Congestion
  - Competition
  - Identity
  - Public Realm
  - Diversity

- Uncertainty - “**What are the rules??**”
  - City, developers, drivers, pedestrians

*Charlotte News & Observer*
The Challenge

- SouthPark must:
  - **Address** these vulnerabilities
  - Continue to **evolve**
  - **Plan** for its future

“South Park is an **upscale, high-quality, mixed-use** district for small- to mid-sized office **employers**, anchored by world class **shopping** and rooted in the **neighborhoods** of South Charlotte.”
Retail Highlights and Outlook

- The mall is a regional economic driver
- Simon investing, reinventing, competing
- City: do not take its success for granted

- Mandatory ground floor retail is not the answer*
  - Retail likes to cluster
  - Retail needs a great public realm
  - Retail needs customers and variety

*sometimes it is
Office Highlights and Outlook

- Established and healthy office market
- 10,000 to 15,000 square foot tenants
- Finance, law, accounting, professional services, HQ

- Like retail, needs to evolve
- Design, interiors – not just for tech companies
- Amenities in and around the building
- Restaurants, open space, child care

Nixon Peabody, Washington DC
Multifamily Highlights and Outlook

- Jobs/Households out of balance
  - 5,000 retail jobs
  - 25,000 office jobs
  - 13,000 HH

- Housing diversity, affordability →
  Supports restaurants, retail →
  Helps w/ traffic →
  Improved quality of life

- Is there a millennial play here?
  There’d better be…
Looking Ahead

- SouthPark is doing well
- Several million square feet supportable (20yrs)

- What is the limit?
  - Market, community should decide
  - *But remember your niche*

- Experience must be protected
  - *Thousands of jobs*, significant tax revenue

- If you don’t fix the problems, SouthPark is vulnerable
Introduction and Overview
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What is the Identity of SouthPark Today?

SouthPark has two identities

Suburban Residential Neighborhood

Business & Commercial Center

with the potential to be the best of both worlds
What are the Strengths of SouthPark?

Homegrown
Prosperous & Successful
Convenient
Local and Regional Destination
Source of Pride

SouthPark circa 1960's
What are the Challenges of SouthPark?

Disconnected Developments

Lacking Attractive Identity
How Can SouthPark Evolve?

Learn from history

Recognize that SouthPark is mature, sophisticated & valuable

Add development in a purposeful & planned way

Enhance SouthPark’s contributions to the economy, culture, history, and fabric of Charlotte

Retain a unique position and identity
SouthPark Should Become a Better Place for People

A place where people live

Transition from car-dominated to pedestrian-oriented

Build social equity & places for everyone

Develop complementary relationships (between residential & commercial areas)

Leave a positive impression

Symphony Park - SouthPark
Create an Inviting and Valuable Public Realm

Buildings are a means to create good public space

Create value through careful additions and public space

Develop high quality buildings and spaces to create value for all

Existing Street Relationship

Proposed Street Relationship
The Future SouthPark Identity

Nature & Neighborhood

The Fabric of Streets

The Great Space
Nature & Neighborhoods

Connect neighborhoods to nature & recreation

Make it convenient

Be a safe place

Create destinations - places to be

Enhance & Preserve tree canopy
Nature & Neighborhoods: Utilize Regional Connections

CROSS CHARLOTTE TRAIL

A continuous new path to all kinds of great places.
Nature & Neighborhoods: Create Trails as Places

Red Ribbon Park - China
Nature & Neighborhoods: Clear Signage & Wayfinding

The Beltline – Atlanta, GA
Nature & Neighborhoods: Destination Play Areas

Brooklyn Bridge Park – New York City
Nature & Neighborhoods: Connect to Cultural & Educational Institutions

Stapleton Recreation Center – Denver, CO
The Fabric of Streets

A place that is welcoming, open & accessible

Build community & reflect culture

Strong physical qualities

Social places for people

Streets for autos, bikes & pedestrians

Unify through materiality & activity
The Fabric of Streets: Connect Places

Piedmont Town Center - SouthPark
The Fabric of Streets: Promote Active Streets

Stapleton Town Center – Denver, CO
The Fabric of Streets: Unify through Materiality
The Great Space

Something for Everyone

Cultural and Social amenities

Reflects the culture and history to invite people to have a sense of belonging

A Neighborhood Gathering Place

Actively Programmed

The Heart of SouthPark - An Address

Very defined / articulated

Symbiotic with development
The Great Space: Flexible and Active Places
The Great Space: Streets as Places
The Great Space: Outdoor Dining

Belmar Town Center – Lakewood, CO
Implementation 1: Public Realm Framework Plan

Create a detailed plan to define the character of the public realm

Include input from all community stakeholders

Accommodate all people
Implementation 2: Shared Use of Open Space

Create public-private partnerships

Integrate a variety of sizes & types

Make Symphony Park permanent
Implementation 3: Create a Lively Mix of Programming

Include immediate & temporary activation of spaces

Consider on-going programming opportunities

Build cultural facilities connected to public spaces

Better utilize Symphony Park
In Summary

- Take advantage of current success
- Develop a highly thoughtful public realm
- Assume a position as one of Charlotte’s great neighborhoods
Connectivity and Access

Yay! Yay! Yay! Some things are being done well:

- Fairview Road not widened
- New local streets planned
- Mixed use development
- Adding walkable nodes
- Planned trail connections
Connectivity and Access

But still a problem getting here from there:

- Automobile is default mode
- Other modes confusing or dangerous
- No convenient alternative to automobiles
Connectivity and Access

Problem: Within and Between
Connectivity and Access

Problem: Within and Between
Connectivity and Access

Problem: Beyond
Connectivity and Access

Problems can be fixed with a vision:
Use transportation and streets to unify people and places!
Connectivity and Access

1. Close Gaps in the Street Network
2. Design Pleasant, Inviting Local Streets
3. Make it Easier to Get to and From SouthPark
4. Tame Fairview, Colony and Sharon Roads
5. Improve the Mix of Land Uses
6. Promote Shared Parking
7. Improve the Transit Environment
1. Close the Gaps in the Street Network

- Disperse car trips
- Break up superblocks
- Add value: Walkable districts support social and economic exchange
1. Close the Gaps in the Street Network

- Build new street connections
- Align new streets with existing ones
- Create shorter blocks (300-400 feet is ideal)
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- Build new street connections
- Align new streets with existing ones
- Create shorter blocks (300-400 feet is ideal)
South Park

Existing

Proposed

= 375'
White Flint: North Bethesda, Maryland

= 375’

Existing
White Flint: North Bethesda, Maryland

= 375’

Existing

Proposed
White Flint: North Bethesda, Maryland

Existing

Proposed

= 375'
Belmar: Lakewood, CO

Existing

= 375’
Belmar: Lakewood, CO

= 375'

Existing

Proposed
Belmar: Lakewood, CO

现有的 = 375’
2. Design Pleasant, Inviting Local Streets

- Put pedestrians first
  - Near term: Review development proposals for walkability
  - 8-15’ sidewalks with café seating and other amenities
  - Ground floor retail isn’t the only way to create a human scale and engaging facade
  - Ensure each new building provides a short and direct path to the sidewalk for pedestrians
2. Design Pleasant, Inviting Local Streets

- All local streets should be comfortable for a novice bicycle rider

Source: Flickr, Dennis Dean

Source: www.bikemaine.org
2. Design Pleasant, Inviting Local Streets

- All local streets should be comfortable for a novice bicycle rider

Source: Boston Complete Streets Design Guidelines, Toole Design Group
2. Design Pleasant, Inviting Local Streets

- All local streets should be comfortable for a novice bicycle rider

Source: Boston Complete Streets Design Guidelines, Toole Design Group
2. Design Pleasant, Inviting Local Streets

- On street parking supports retail access, pedestrian comfort and safe vehicle speeds
- Locate parking behind or within buildings – no more surface lots on the front of sites
2. Design Pleasant, Inviting Local Streets

- Road Diet on Barclay Downs Drive

Existing Conditions
2. Design Pleasant, Inviting Local Streets

- Explore Road Diets (Example: Barclay Downs Drive)
3. Make it Easier to Get To and From South Park

- Near term: Implement planned link to the Cross Charlotte Trail
- New connections in and out, **remaining sensitive to spillover traffic** in neighborhoods
  - Consider pedestrian/bike only connections
3. Make it Easier to Get To and From South Park

- Near term: Implement planned link to the Cross Charlotte Trail
- New connections in and out, remaining sensitive to spillover traffic in neighborhoods
  - Consider pedestrian/bike only connections
4. Tame Fairview, Colony and Sharon Roads

- Near term: Address urban design and pedestrian safety at intersections
- Near term: Study system-wide roadway access management level
- Use design, enforcement and operational improvements to bring actual speeds closer to posted speeds
- Build a trail parallel to the roadway in the setback
4. Tame Fairview, Colony and Sharon Roads

- Near term: Address urban design and pedestrian safety at intersections
- Near term: Study system-wide roadway access management level
- Use design, enforcement and operational improvements to bring actual speeds closer to posted speeds
- Build a trail parallel to the roadway in the setback
5. Improve the Mix of Uses to Reduce Long-Term Congestion

- Keep more trips within SouthPark
- Increase workforce housing
- Encourage locally serving retail

Source: U.S. Census Bureau, OnTheMap Application and LEHD (2014)
6. Promote Shared Parking

- Better use of existing parking
- Reduce overall parking supply
- Increase available space for public areas and new development
7. Embrace Transit within Public Spaces

- Near term: Make transit stops better
- Move transit stops closer to walkable areas
- Integrate bus transfer facility with new public space
7. Regional Transit

- Connect SouthPark to Uptown and LYNX Tyvola station
- Near term: Start with express bus service – build upon CATS plans
7. Neighborhood Circulator (Near term)

- Multiple users
  - Employee lunchtime trips
  - Mobility for seniors
  - Business travelers
- Example: F.R.E.D. (Norfolk, VA)
  - Free Ride Every Day
  - Funded by downtown business district

F.R.E.D. downtown circulator
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Convening ➔ Coordination ➔ Implementation

Concerns
Building on ideas
Prior work
Contrasting points of view
Benefits
Comments
Challenges
Objectives
Dispersed to compact
A district strategy
Capital gap; capital toolkit
Leadership
### Attributes of Existing Business District Types

<table>
<thead>
<tr>
<th>Attributes</th>
<th>Dispersed Suburban Business District</th>
<th>Fragmented Suburban Business District</th>
<th>Compact Suburban Business District</th>
<th>Central Business District</th>
</tr>
</thead>
<tbody>
<tr>
<td>Development density</td>
<td>Very low</td>
<td>Low</td>
<td>Medium</td>
<td>High</td>
</tr>
<tr>
<td>Floor/area ratio</td>
<td>Up to 0.5</td>
<td>0.5 to 2.5</td>
<td>Greater than one acre</td>
<td>2.5 to 5.0</td>
</tr>
<tr>
<td>Building coverage</td>
<td></td>
<td>Low to 50 percent of lot area</td>
<td></td>
<td>Greater than one acre</td>
</tr>
<tr>
<td>Lot area</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Street layout</td>
<td>Superblock</td>
<td>Superblock</td>
<td>Grid</td>
<td>Grid</td>
</tr>
<tr>
<td>Land value</td>
<td>Low</td>
<td>Medium</td>
<td>High</td>
<td>Very High</td>
</tr>
<tr>
<td>Spatial separation between buildings</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Buildings dominate space?</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Parking cost</td>
<td>Free</td>
<td>Free</td>
<td>Surface parking (restricted access)</td>
<td>Garages</td>
</tr>
<tr>
<td>Dominant parking type</td>
<td></td>
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<td></td>
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<tr>
<td>Quality of transit service</td>
<td></td>
<td></td>
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<td></td>
</tr>
<tr>
<td>Pedestrian orientation and quality of public domain</td>
<td>Buildings set back from road and separated by surface parking lots</td>
<td>Surface parking (restricted access)</td>
<td>Garages</td>
<td>Garages</td>
</tr>
<tr>
<td>Choice in mode of transit</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Dependence on cars for access</td>
<td>Very high</td>
<td>High</td>
<td>Moderate</td>
<td>Low</td>
</tr>
<tr>
<td>Examples</td>
<td>Overland Park, Kansas City, Kansas</td>
<td>Rosslyn, Alexandria, Virginia</td>
<td>Dogtown, Arlington County, Virginia</td>
<td>Washington, D.C.</td>
</tr>
</tbody>
</table>

**Now:** Dispersed Suburban Business District

- Buildings set back from road; often low height in campus setting
- Weak pedestrian orientation; developments far apart and not within walking distance
- Choices in mode of transit very poor

**Goal:** Compact Suburban Business District

- Buildings become a means to create public realm
- Strong pedestrian orientation encourages walking activity
- Good choices in mode of transit
From Projects to Places; From Dispersed to Compact
A District Strategy

BID Functions and Services (Business Improvement District)

• Services in addition to basic city services:
  – Focus on creating, clean, safe, and attractive urban centers.
  – Often look at beautification to streets, parks, and buildings

• Speak with one voice
  – Advocacy for public investment
  – Promotion and special events
  – Coordinate vision for public spending

• Funded by an additional assessment
• Not intended for capital improvement projects
Examples:

- Local examples
  - 50 MSD (Municipal Services Districts) throughout NC
  - Charlotte Center City Partners
  - University City Partners (UNC Charlotte)

- Other examples
  - Stamford, CT
  - NYC, Grand Central Partners, 34th Street.
<table>
<thead>
<tr>
<th>Existing:</th>
<th>Full Name</th>
<th>Sources of Funds</th>
<th>Uses of Funds</th>
<th>Key Considerations</th>
</tr>
</thead>
</table>
| CIP      | Community Investment Projects | City of Charlotte capital budget - raised from bond issues (SouthPark is a donor community) | Infrastructure, mobility, and community improvements including roads, rail, parks | - Simplest: City issues bonds, invests in projects  
- SouthPark does not advocate well to be part of this budget  
- We believe the City of Charlotte does not invest enough in SouthPark infrastructure |
| Project TIF | Tax Increment Financing | City, advance funded to be repaid from future tax receipts | Infrastructure and other amenities outside of project boundaries | - Uncommon in Charlotte and N.C., used elsewhere.  
- Local Government Commission |
| Project TIG | Tax Increment Grant | Private developer, to be repaid from future tax receipts | Infrastructure and other amenities outside of project boundaries | - Common in Charlotte  
- “Earned” repayment: shifts risk to private sector  
- Project based, so not coordinated with the overall plan |

**Proposed:**

| District TIF/TIG | District Tax Increment (Financing) | One or more private developers or businesses, to be repaid from future tax receipts | Coordinated, district wide Infrastructure and other amenities outside of project boundaries (could be bridges, rail, streets, paths, cultural) | - Well considered with “one voice”  
- Well advocated with “one voice”  
- Go from “ad hoc” to “cumulative benefit” of projects  
- Smaller could be TIG, larger TIF |

**SouthPark feels it is a “donor” community where taxes > reinvestment**

**The City of Charlotte does not invest enough in SouthPark infrastructure**

**Move from “ad hoc” to “cumulative benefit” of projects**
Who will lead?

*We believe this needs to be a public private partnership.*

- There is no visible “face of SouthPark.”
- Who is driving the bus now? Need leadership – maybe by committee or MSD
- Convene public and private stakeholders.
- This group must include surrounding neighbors, government, property owners, tenants, employees.
Convene
Coordinate
Implement

“The best way to predict the future is to create it yourselves.”
Summary

• Create a Shared Vision
• Speak with One Voice
• Small Steps/Big Changes
• Design for People not Cars
• Connect/Connect/Connect – People & Places
• Create a South Park Organization
• Public Funding not just Private
• Raise the Bar/Expect Better
• Housing for Everyone
Thanks to all stakeholders who participated on interview day!

Thank You! Questions?