



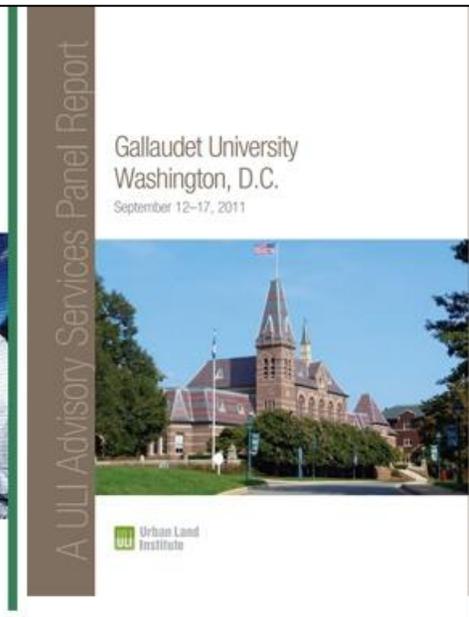
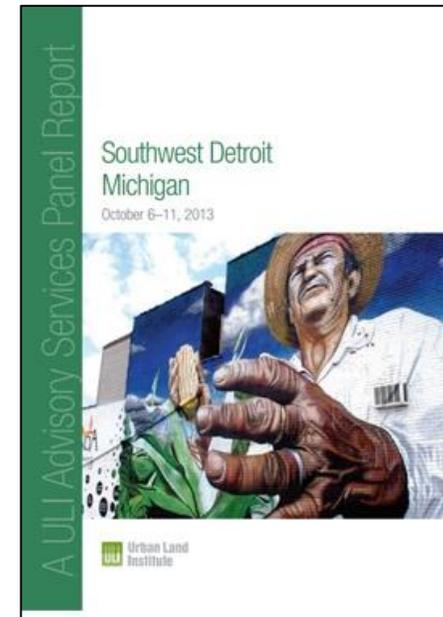
**Urban Land  
Institute**

Advisory Services Program

**SouthPark, Charlotte, NC, March 13-18, 2016**

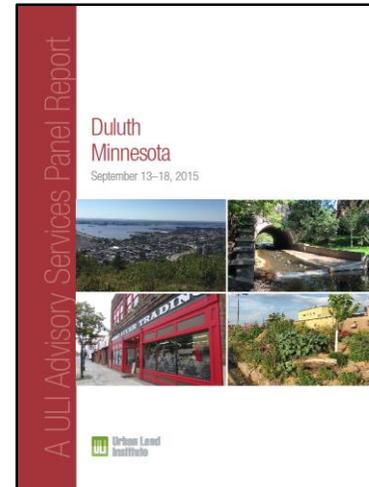
# About the Urban Land Institute

- 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



# Thank You to Our Sponsors



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

SouthPark - Charlotte, NC  
March 13-18, 2016

- **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

SouthPark - Charlotte, NC  
March 13-18, 2016

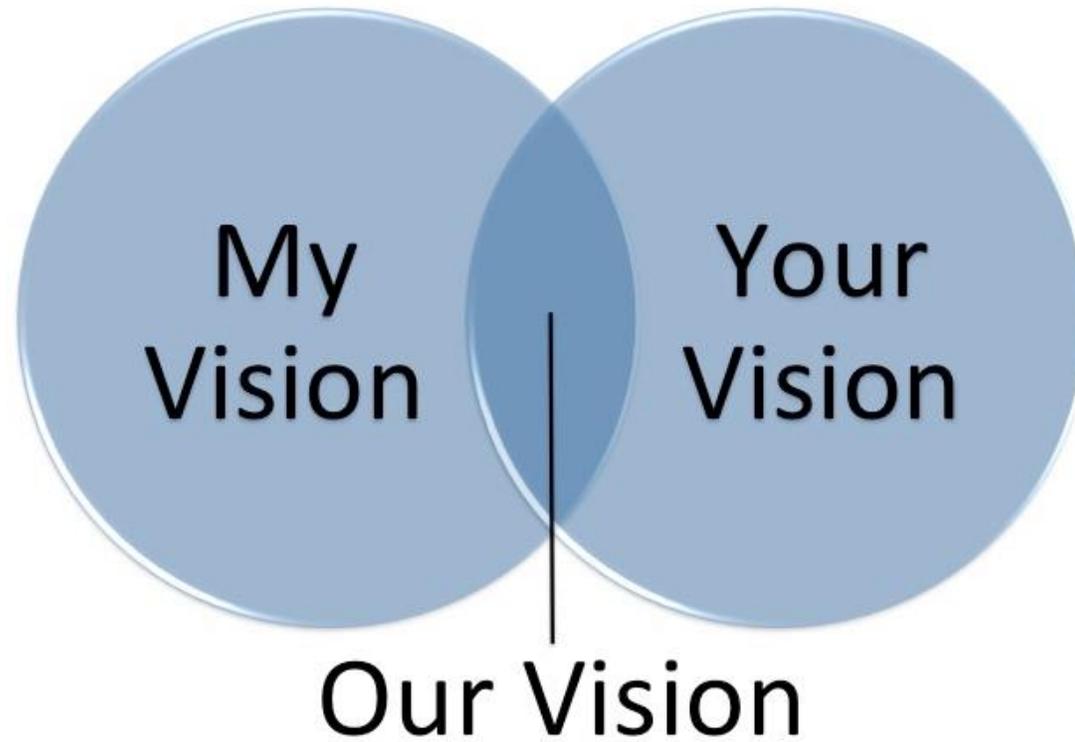




# What is Changing?

- National and global economy
- Demographics
- Technology
- Consumer attitudes & market trends
- Health care
- Energy sources
- Transportation options & choices
- The weather

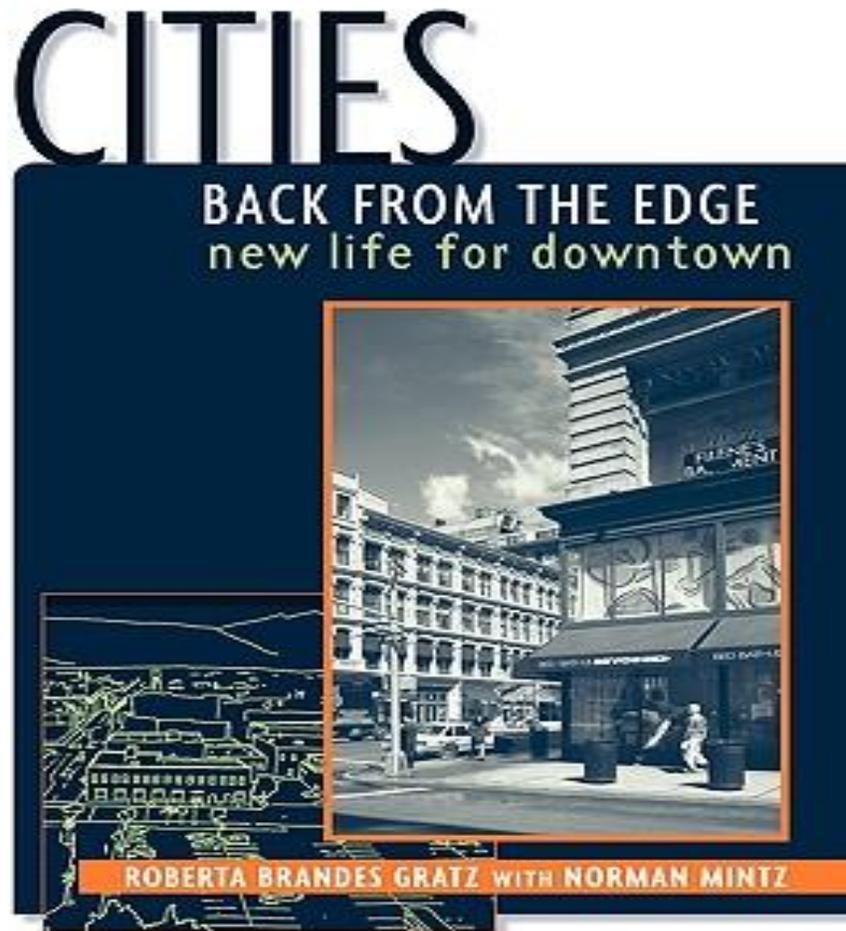
# SouthPark Needs A Shared Vision for the Future



**“Best Way to Predict the Future is to Create it Yourself”**  
-Abraham Lincoln

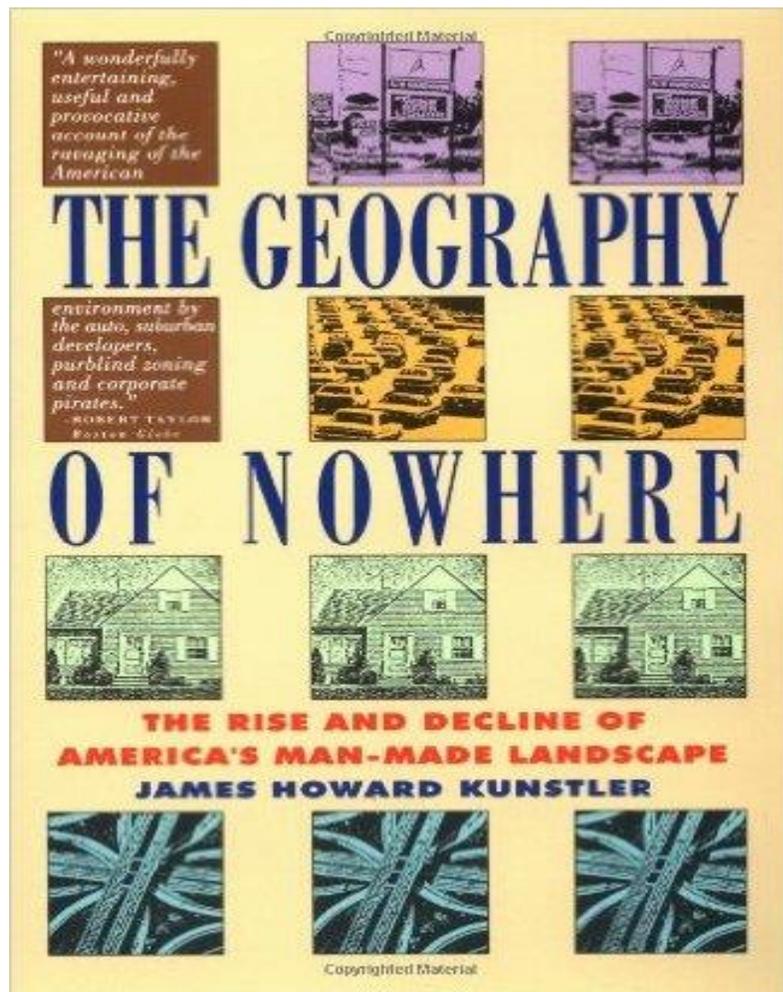


# Small Steps/Big Changes



“ 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

SouthPark - Charlotte, NC  
March 13-18, 2016



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# Raise the Bar

SouthPark - Charlotte, NC  
March 13-18, 2016





Introduction and Overview  
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# A Constantly Evolving Mixed-Use District

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



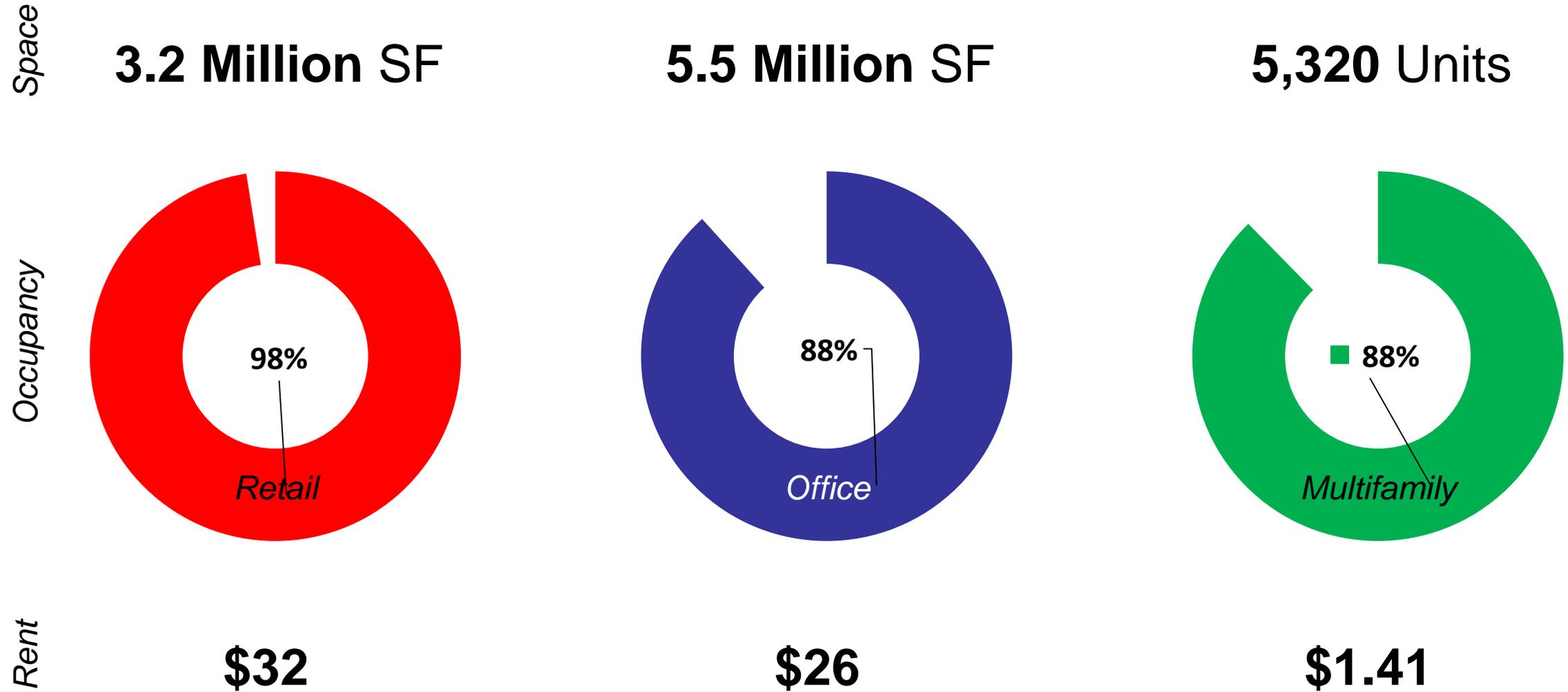
Prestigious office market  
Finance, Prof service  
Close to home, Uptown



Strong neighborhoods  
YMCA, Library  
New, high-end multifamily



# 14 Million Square Feet (Existing)



# 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

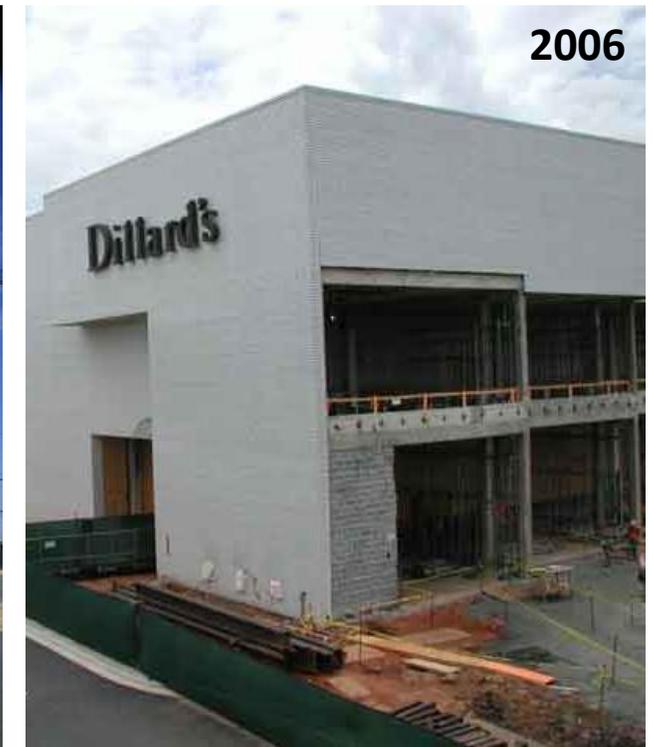
- SouthPark is doing well
- Several million square feet supportable (20yrs)
- What is the limit?
  - Market, community should decide
  - *But remember your niche*
- Experience must be protected
  - **Thousands of jobs**, significant tax revenue
- **If you don't fix the problems, SouthPark is vulnerable**



1969



Monday



2006

Introduction and Overview  
Market Potential  
**Identity and Amenity**  
Connectivity and Access  
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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?

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March 13-18, 2016



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

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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

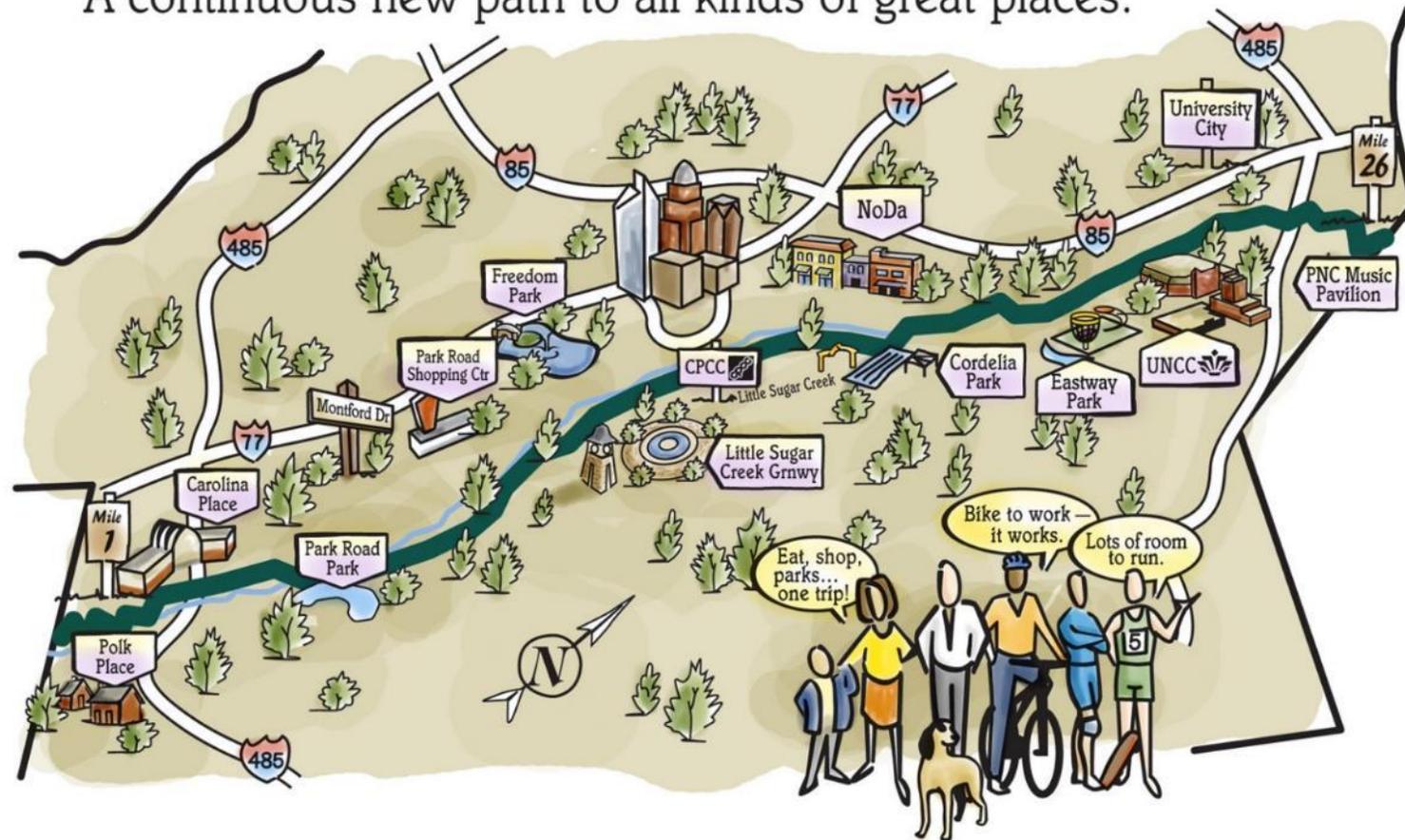
Enhance & Preserve tree canopy



# Nature & Neighborhoods: Utilize Regional Connections

## CROSS CHARLOTTE TRAIL

A continuous new path to all kinds of great places.



# Nature & Neighborhoods: Create Trails as Places

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*Red Ribbon Park - China*

# Nature & Neighborhoods: Clear Signage & Wayfinding

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*The Beltline – Atlanta, GA*

# Nature & Neighborhoods: Destination Play Areas

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*Brooklyn Bridge Park – New York City*

# Nature & Neighborhoods: Connect to Cultural & Educational Institutions

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*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

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*Piedmont Town Center - SouthPark*

# The Fabric of Streets: Promote Active Streets

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*Stapleton Town Center – Denver, CO*

# The Fabric of Streets: Unify through Materiality

SouthPark - Charlotte, NC  
March 13-18, 2016



# The Great Space

Something for Everyone

Cultural and Social amenities

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

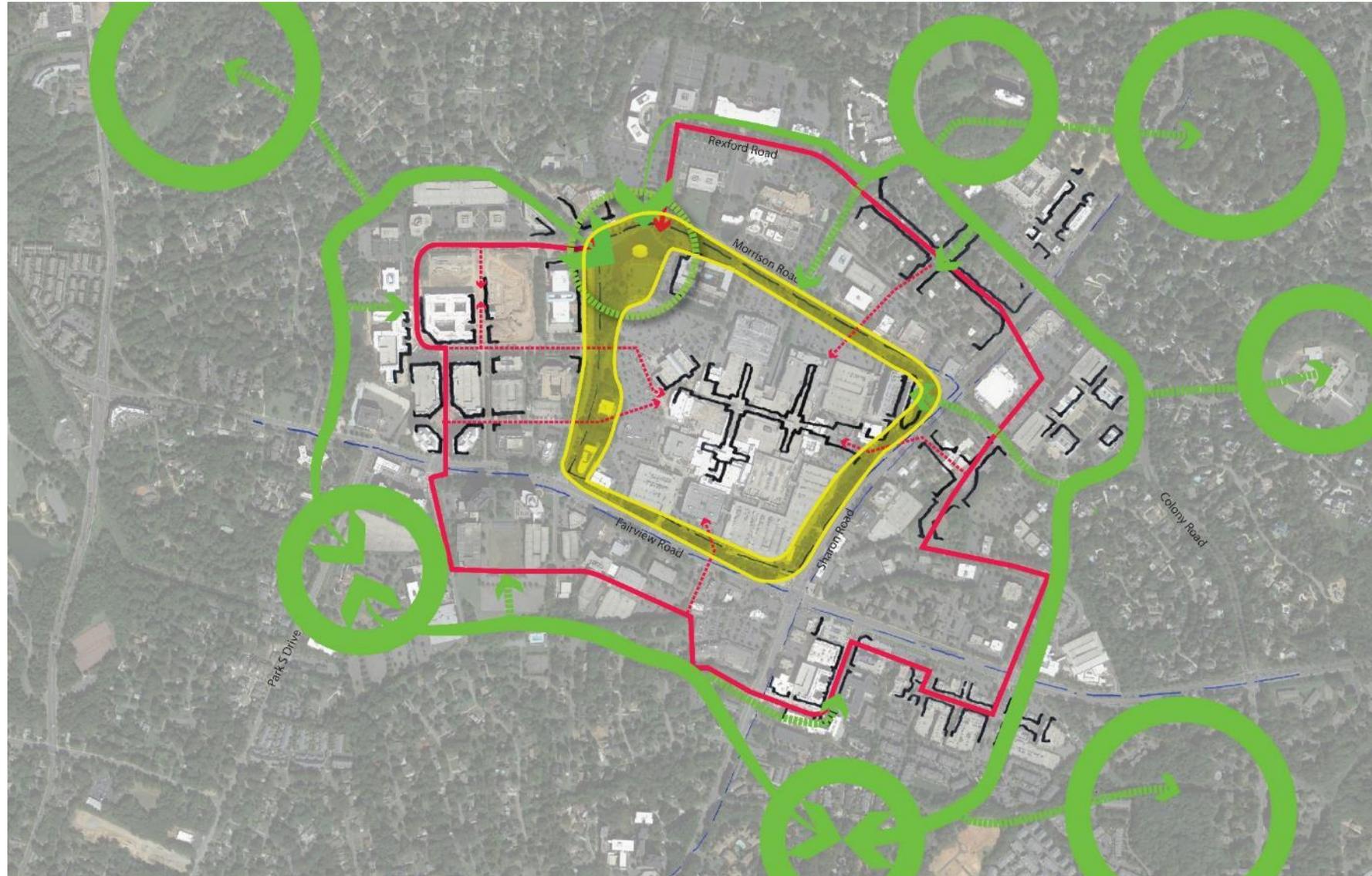
A Neighborhood Gathering Place

Actively Programmed

The Heart of SouthPark - An Address

Very defined / articulated

Symbiotic with development



# The Great Space: Flexible and Active Places

SouthPark - Charlotte, NC  
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# The Great Space: Streets as Places

SouthPark - Charlotte, NC  
March 13-18, 2016



# The Great Space: Outdoor Dining

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March 13-18, 2016



*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



*Belmar Town Center – Lakewood, CO*

Introduction and Overview  
Market Potential  
Identity and Amenity  
**Connectivity and Access**  
Organization and Implementation  
Conclusion

# 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:**

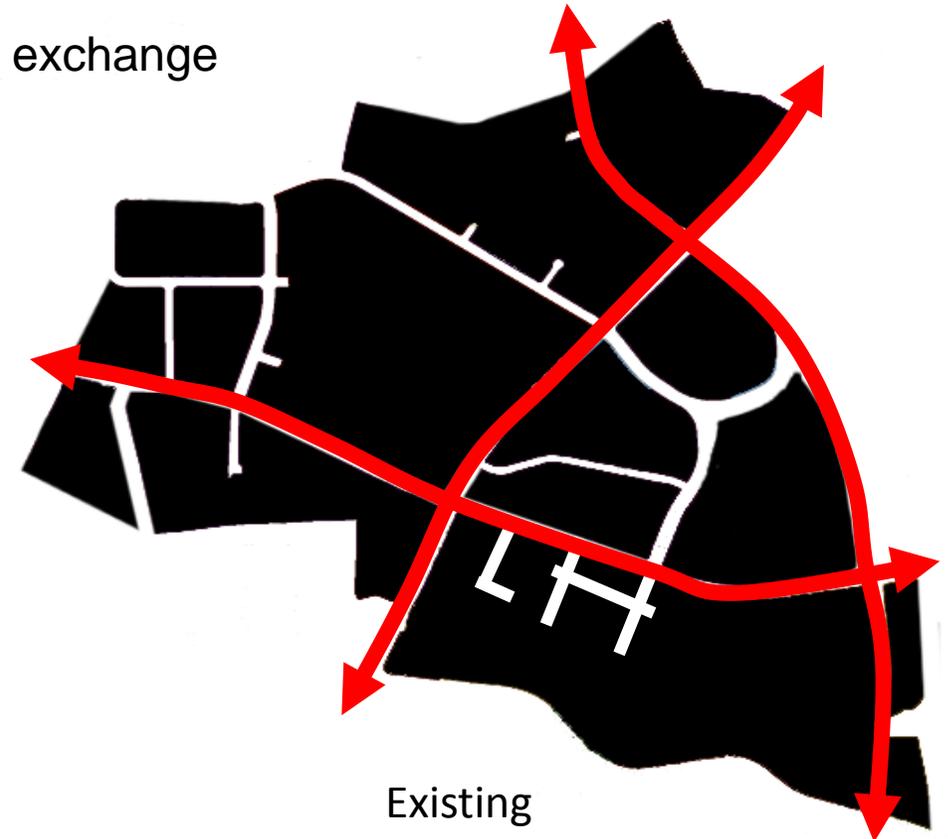
**Use transportation and streets to unify people and places!**

# 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**

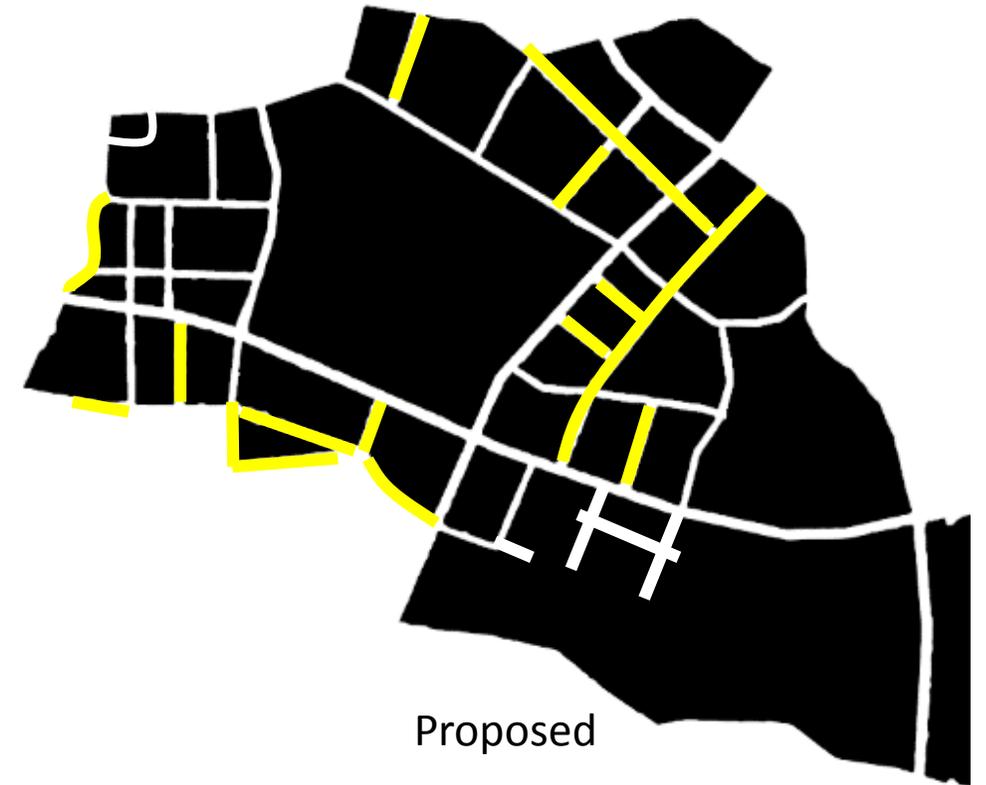
# 1. Close the Gaps in the Street Network

- Disperse car trips
- Break up superblocks
- Add value: Walkable districts support social and economic exchange



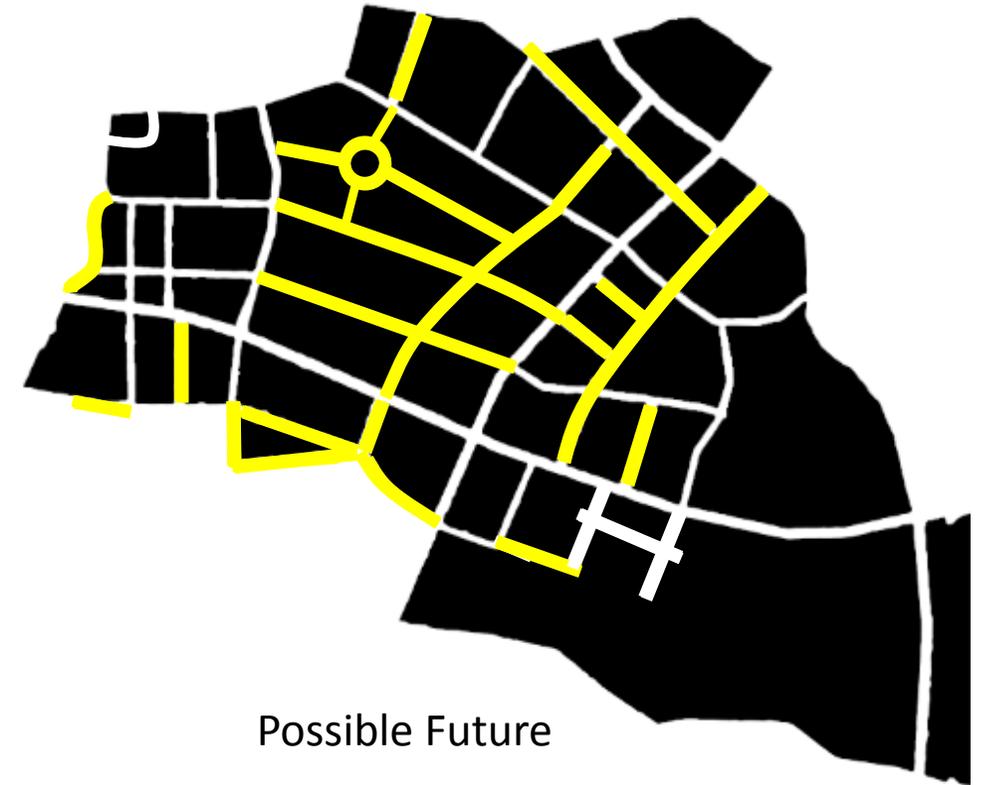
# 1. Close the Gaps in the Street Network

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



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Possible Future

# South Park

◆ = 375'



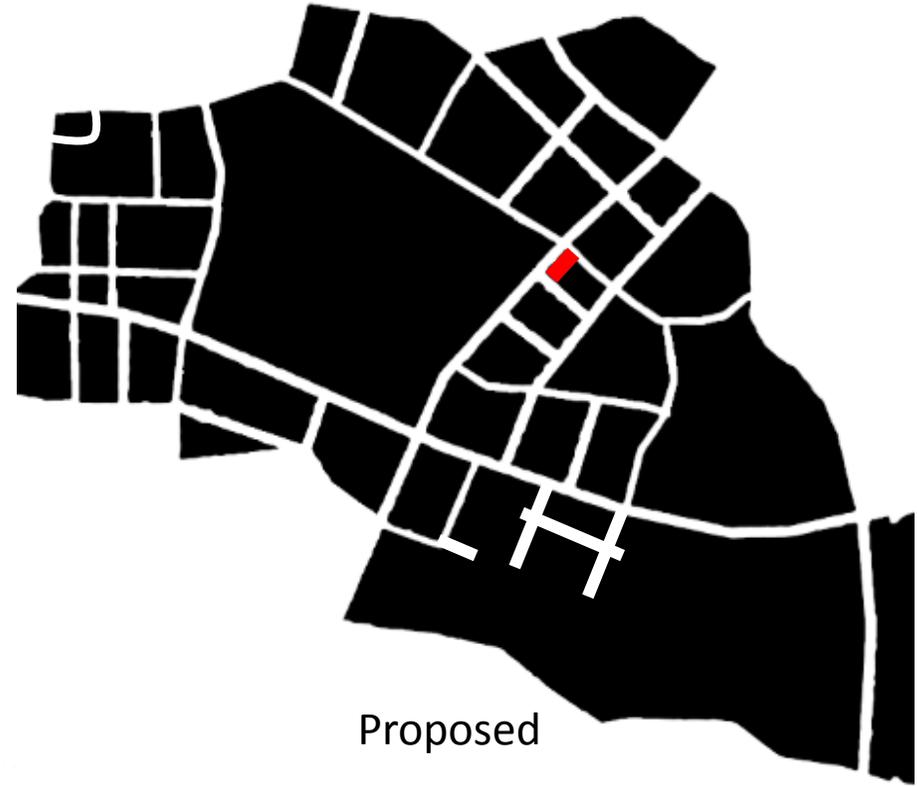
Existing

# South Park

◆ = 375'



Existing



Proposed

# White Flint: North Bethesda, Maryland

◆ = 375'



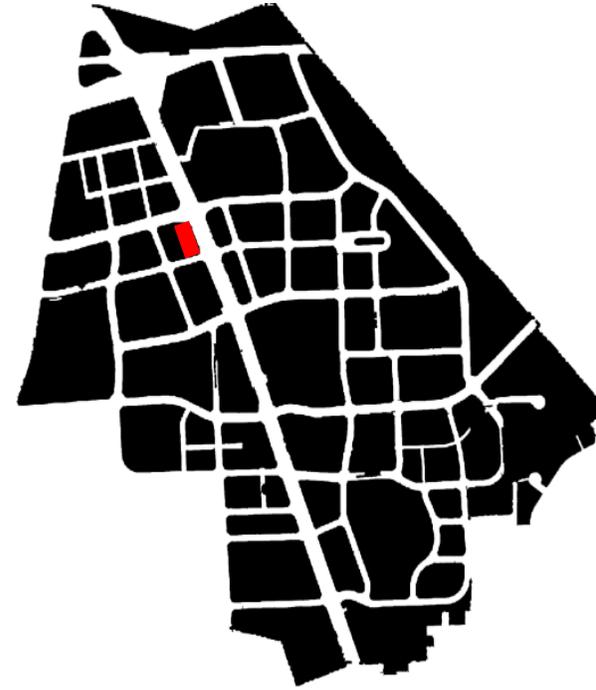
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# White Flint: North Bethesda, Maryland

◆ = 375'



Existing



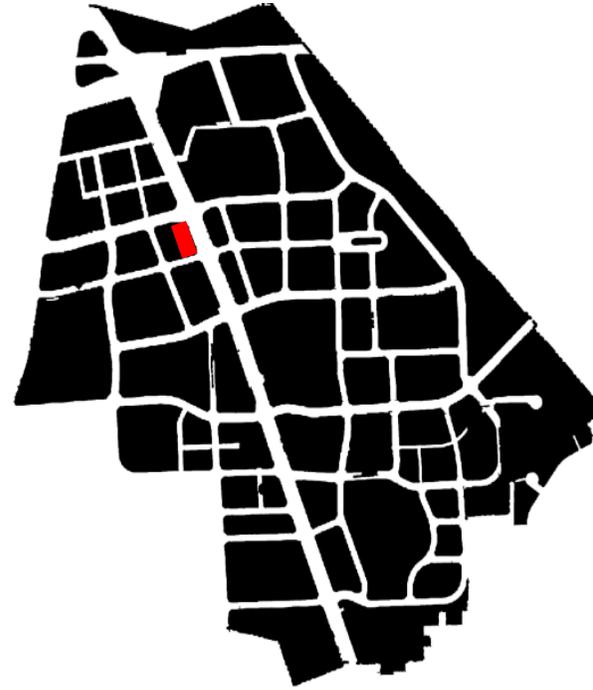
Proposed

# White Flint: North Bethesda, Maryland

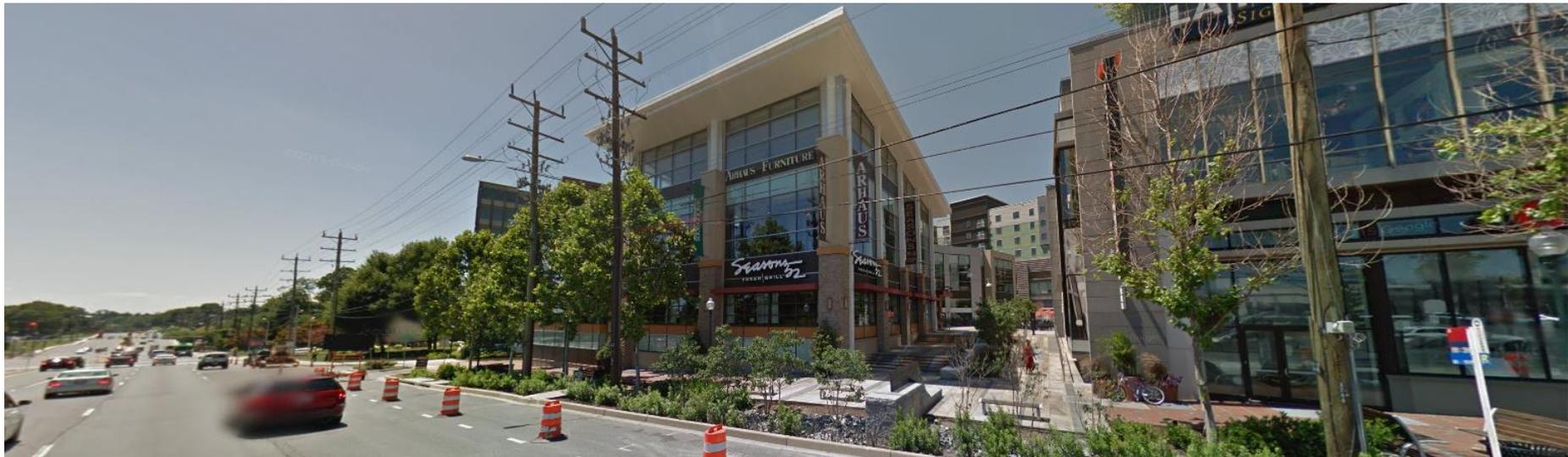
◆ = 375'



Existing

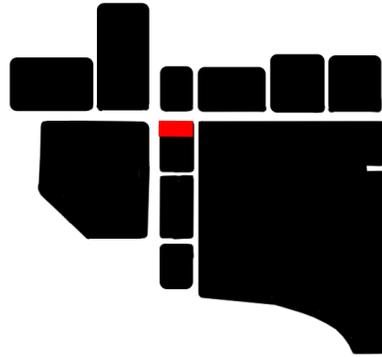


Proposed



# Belmar: Lakewood, CO

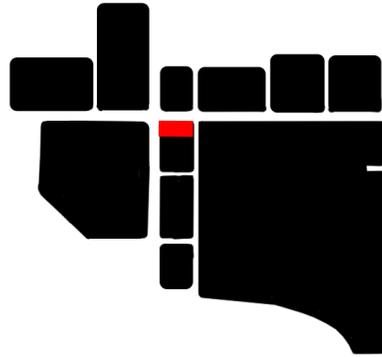
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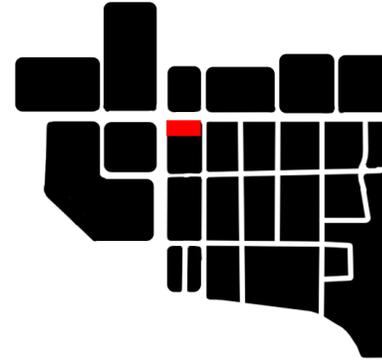
Existing

# Belmar: Lakewood, CO

◆ = 375'



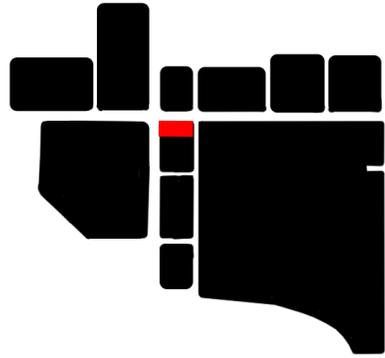
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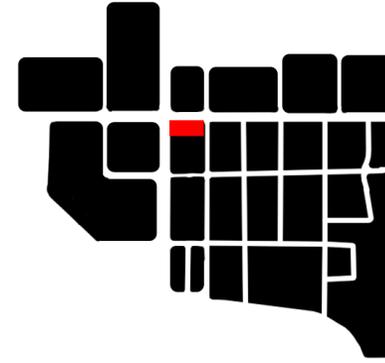
Proposed

# Belmar: Lakewood, CO

◆ = 375'



Existing

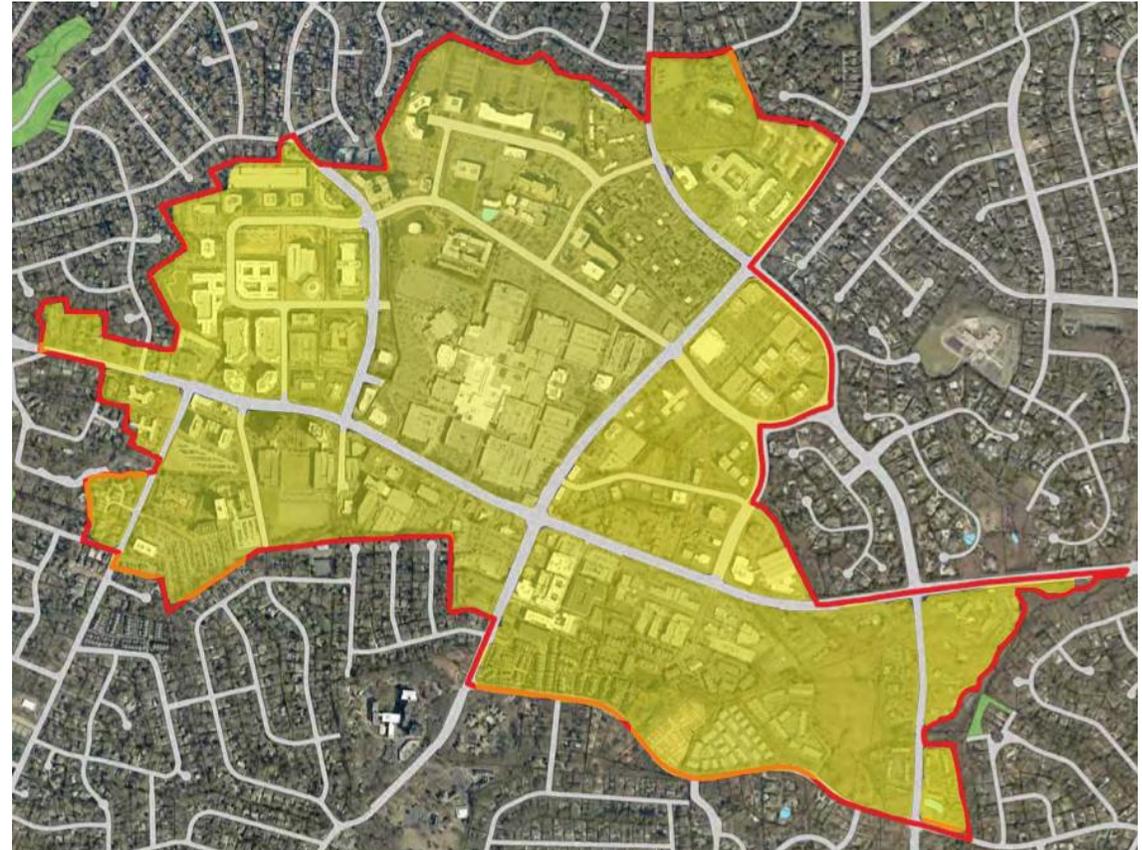


Proposed



## 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



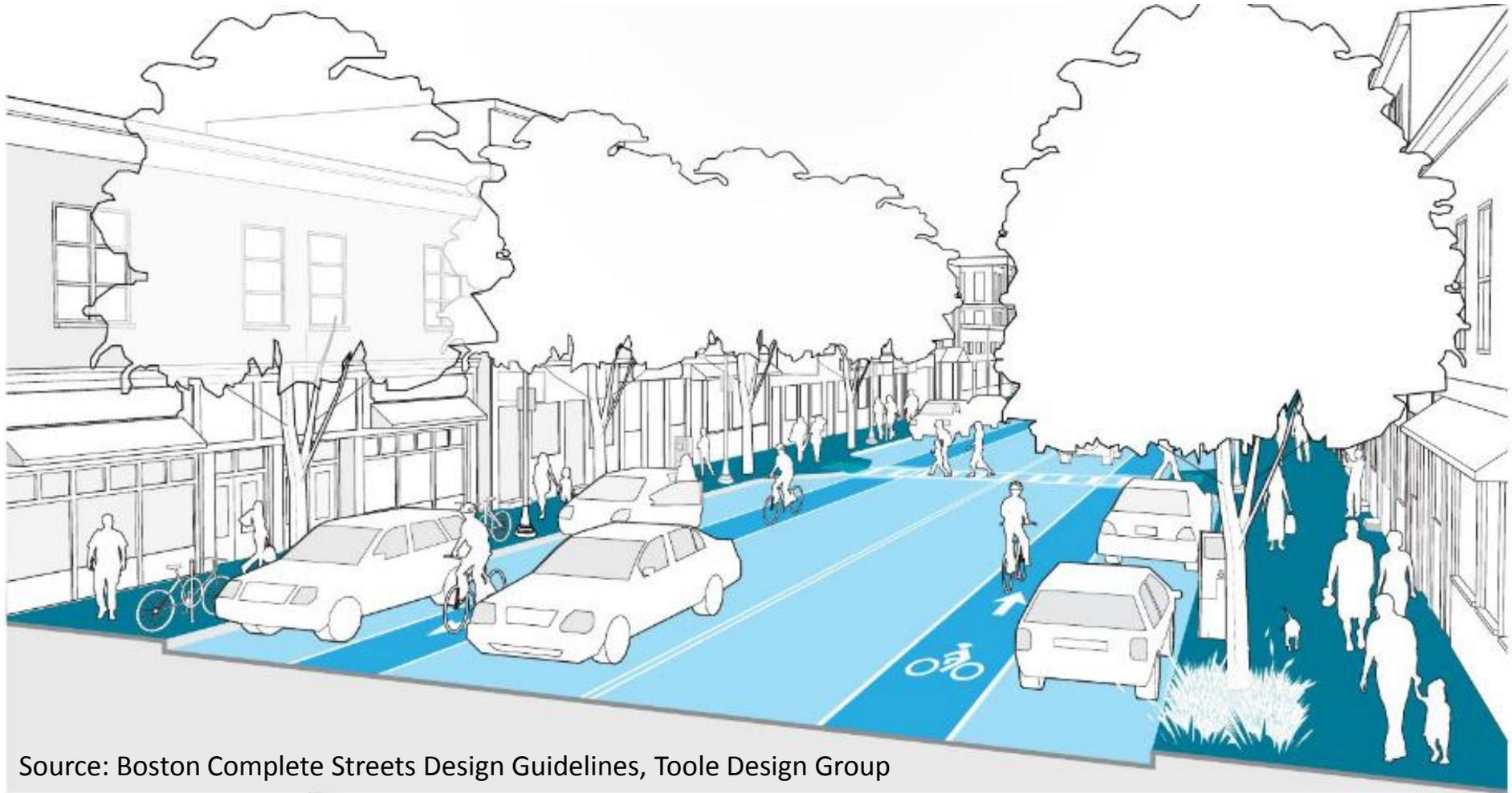
## 2. Design Pleasant, Inviting Local Streets

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



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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



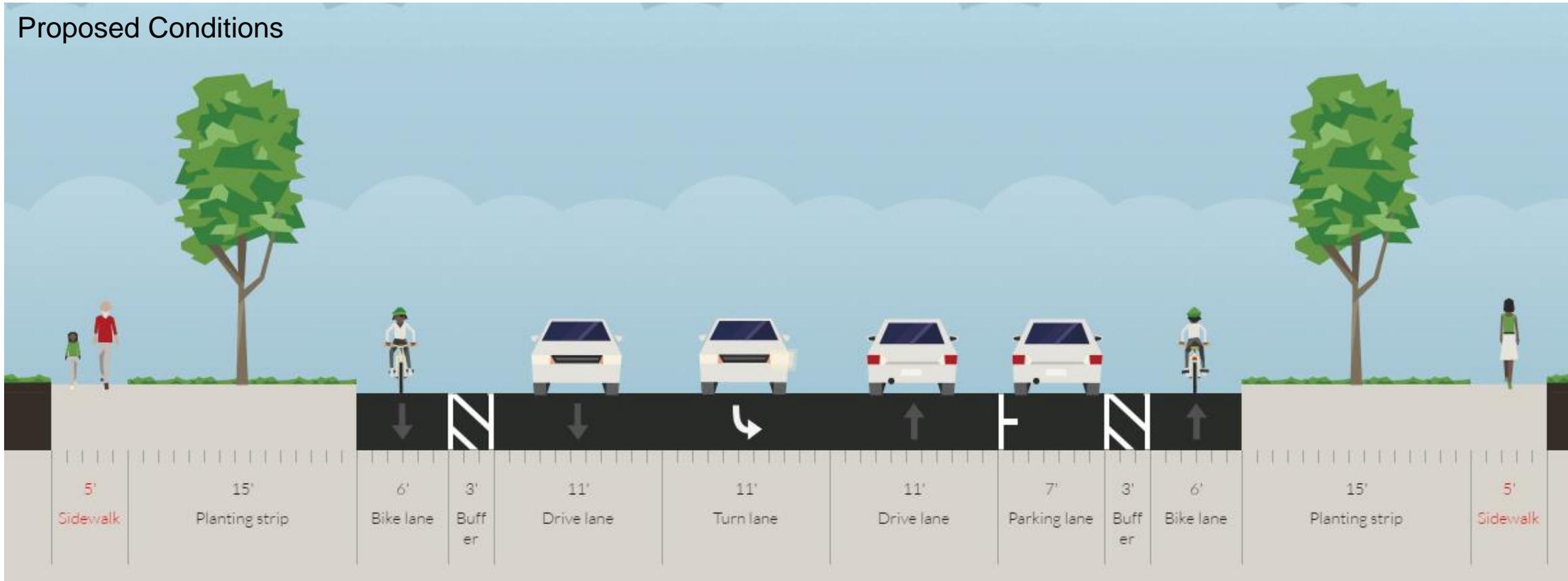
## 2. Design Pleasant, Inviting Local Streets

- Road Diet on Barclay Downs Drive



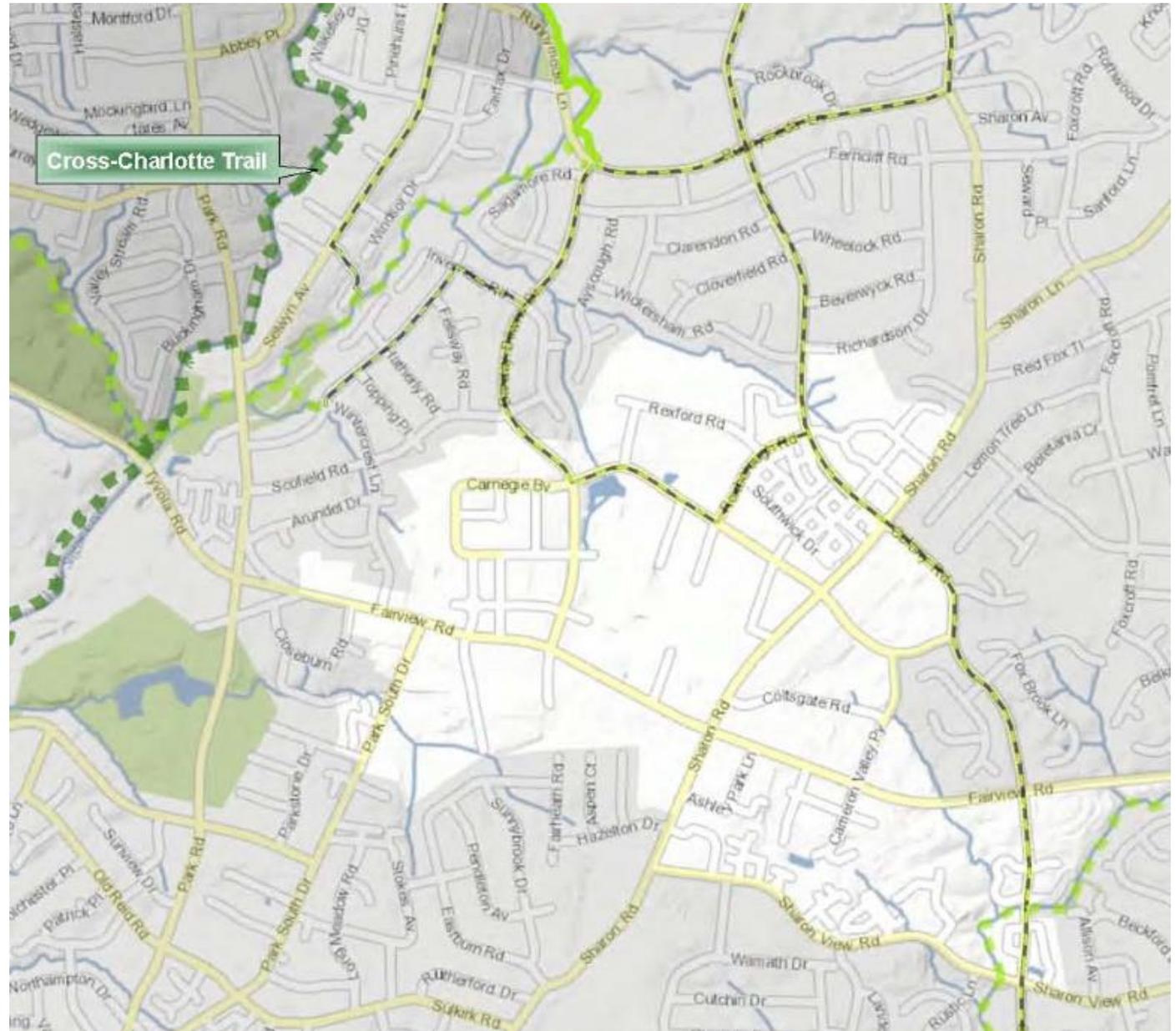
## 2. Design Pleasant, Inviting Local Streets

- Explore Road Diets (Example: Barclay Downs Drive)



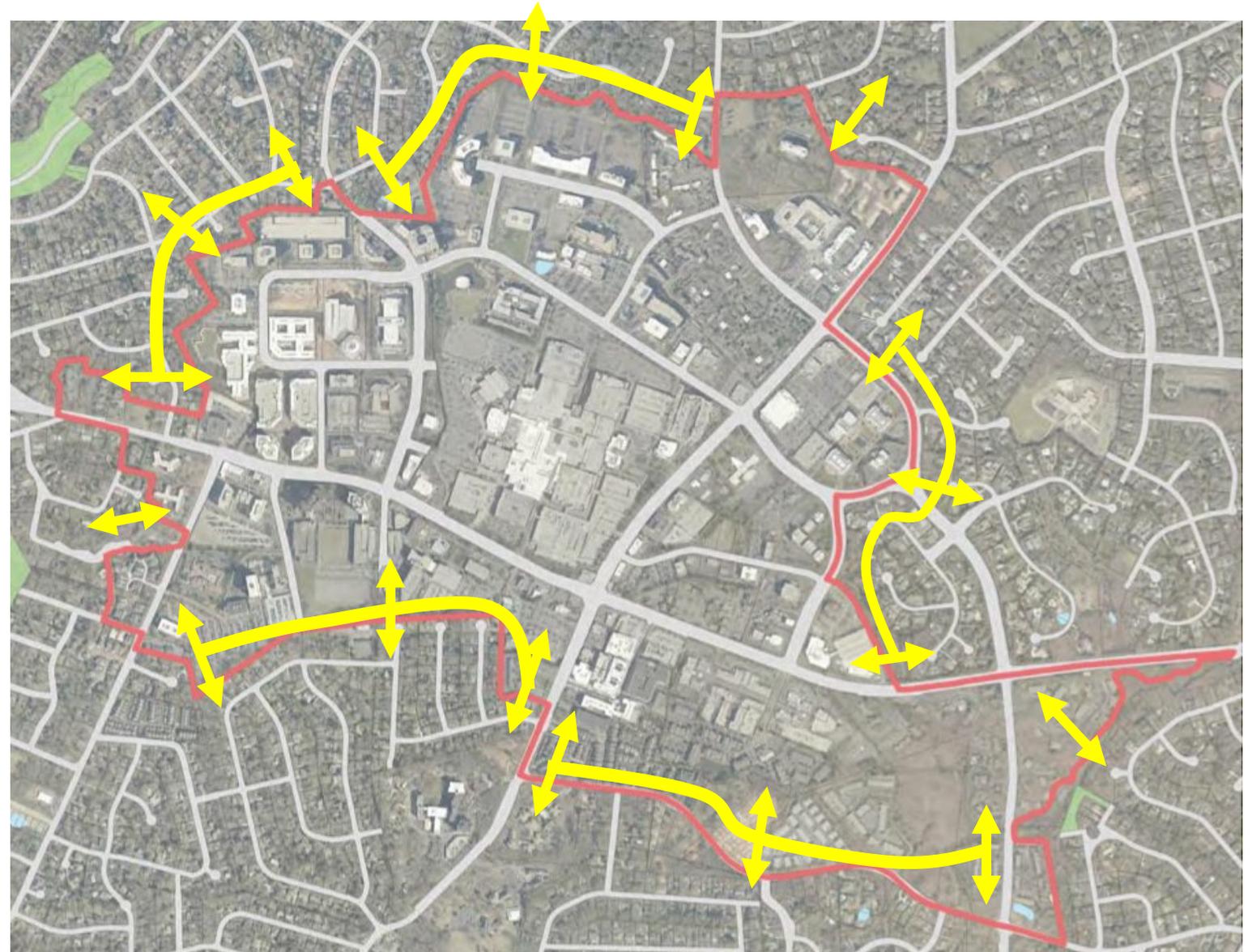
### 3. Make it Easier to Get To and From South Park

- 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



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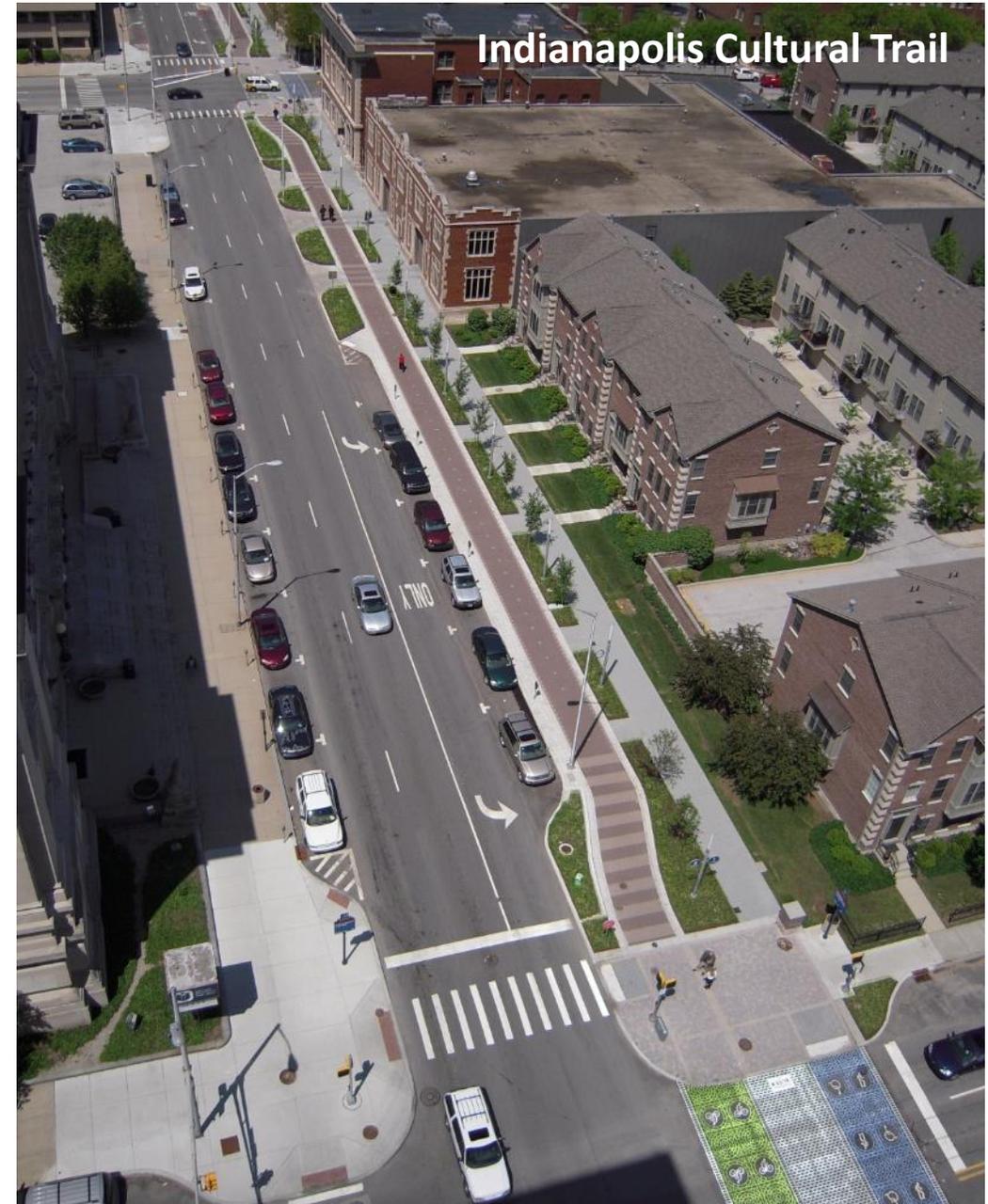
## 4. Tame Fairview, Colony and Sharon Roads

- 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

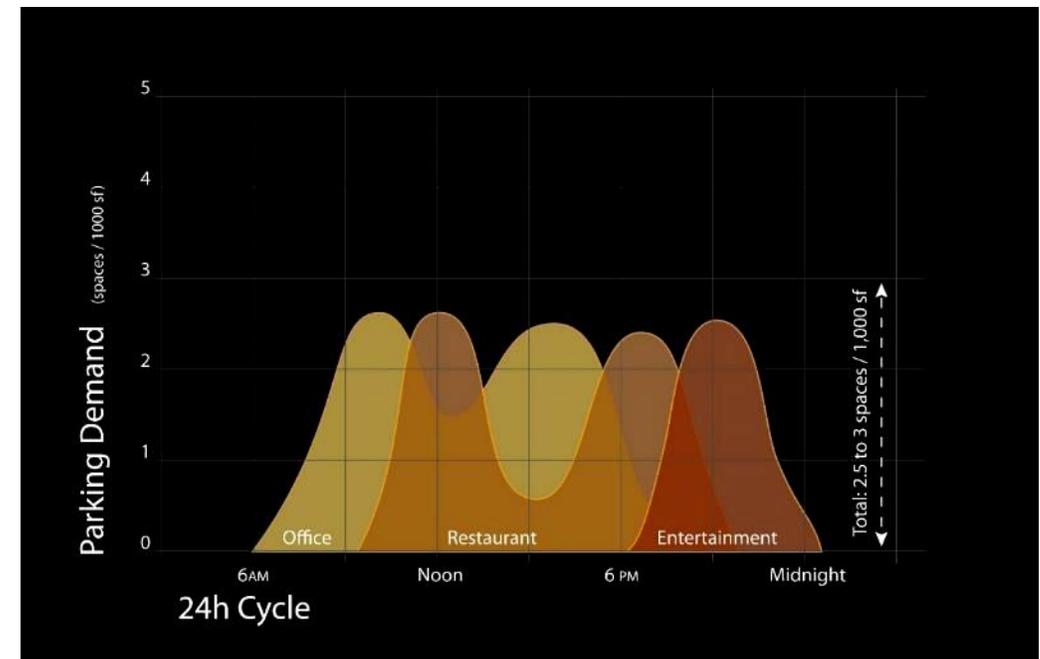
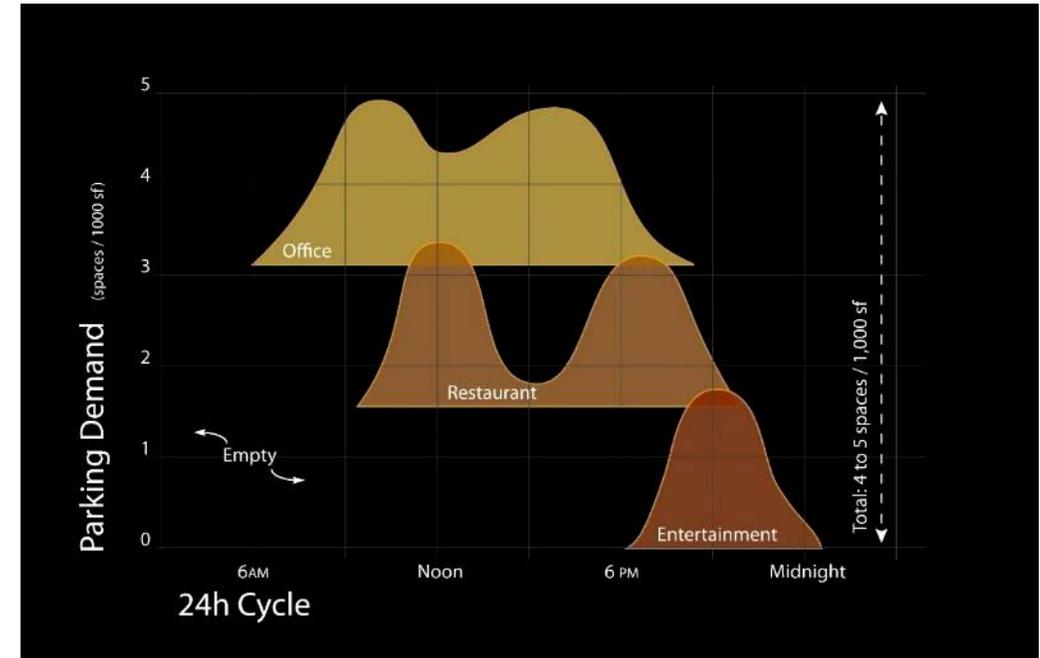
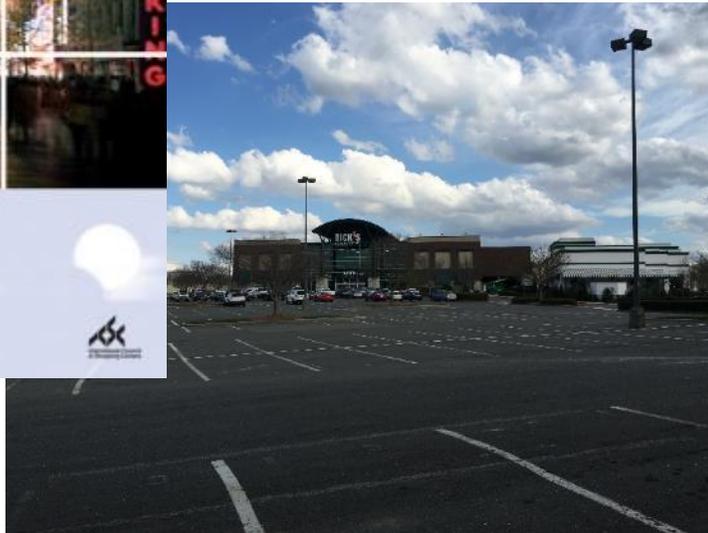
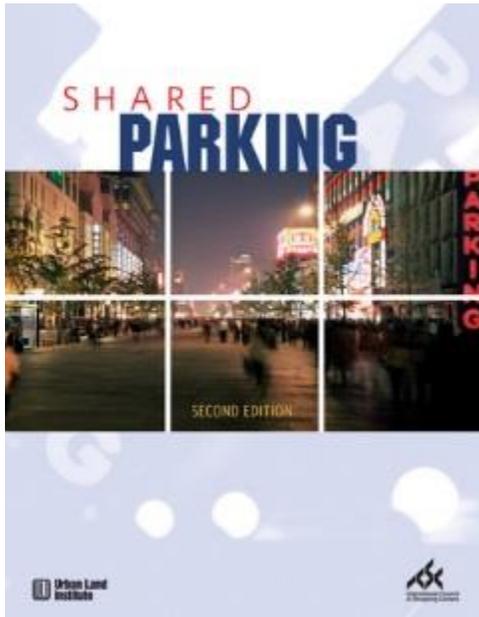
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## 6. Promote Shared Parking

- Better use of existing parking
- Reduce overall parking supply
- Increase available space for public areas and new development



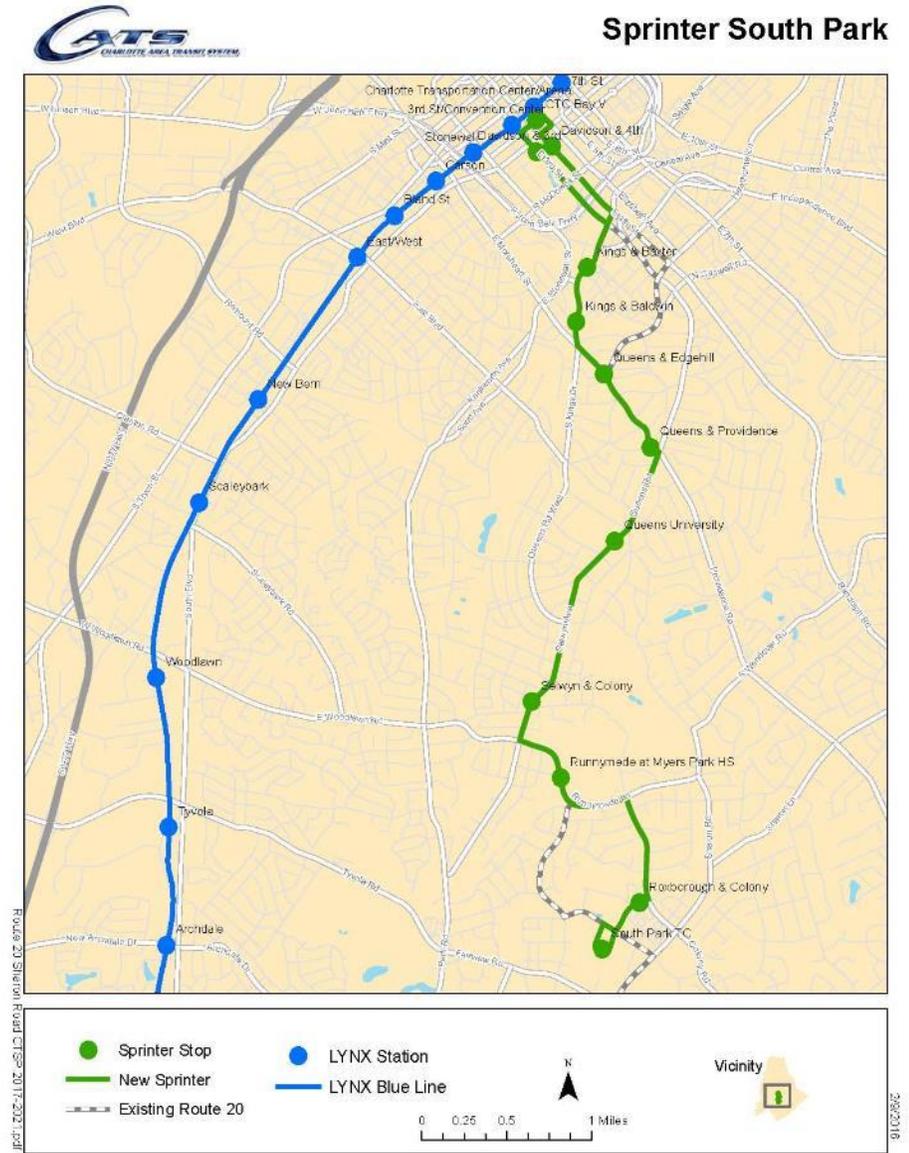
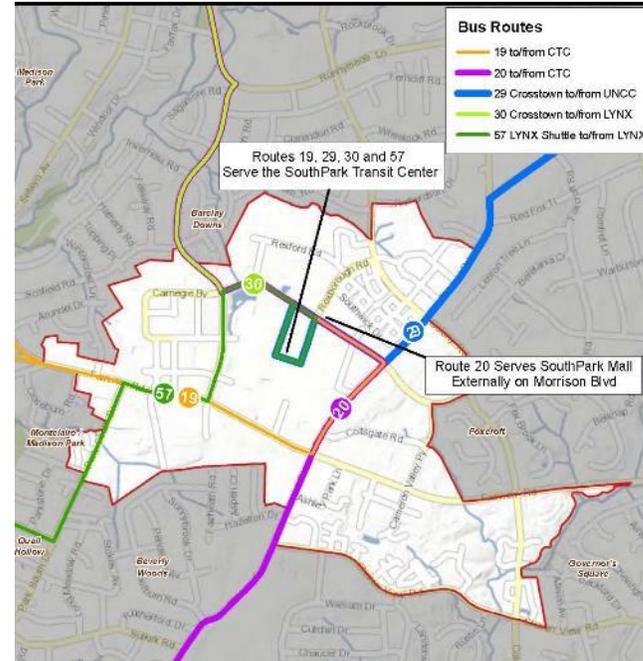
## 7. Embrace Transit within Public Spaces

- 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

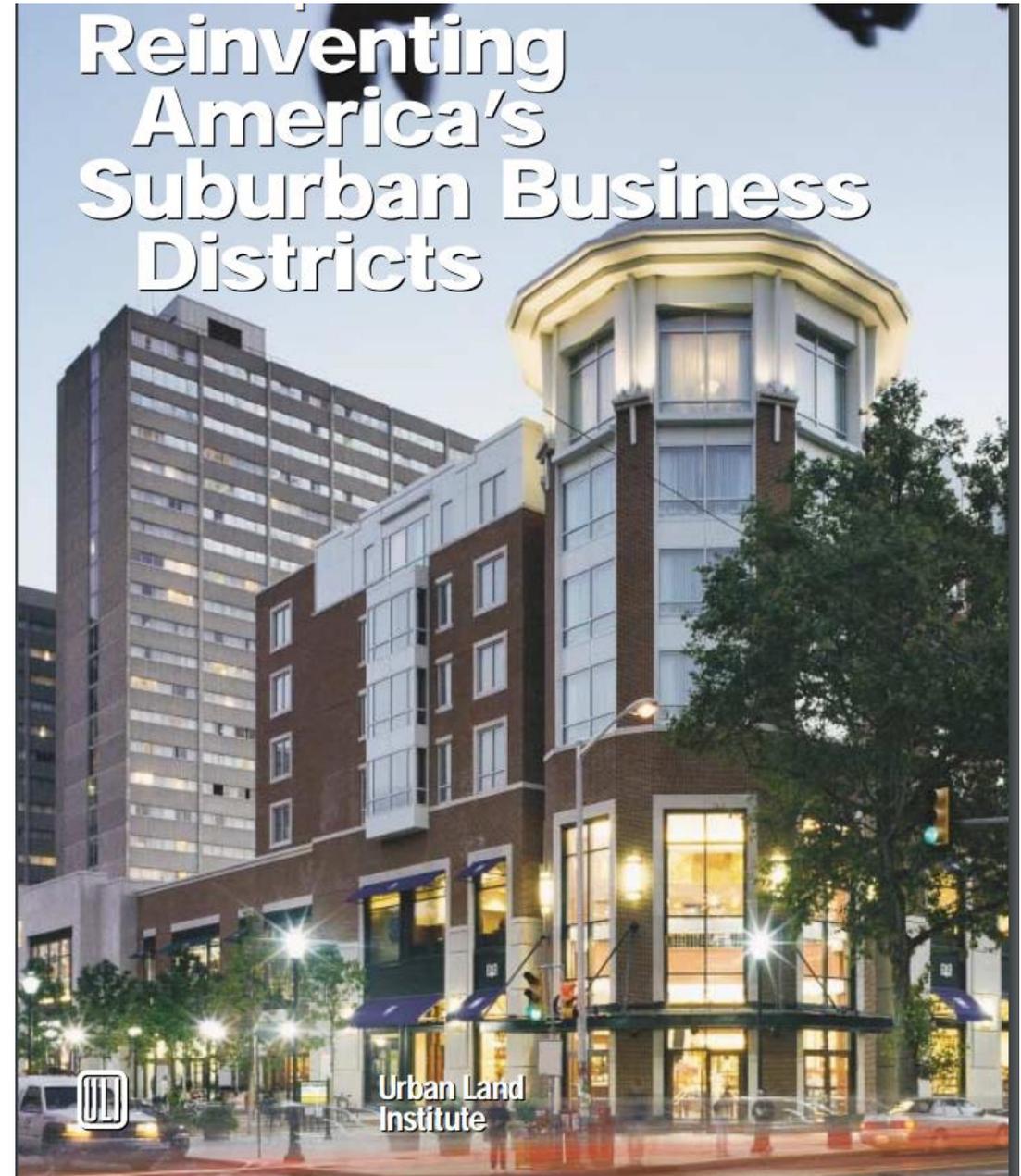


## Attributes of Existing Business District Types

Attributes	Dispersed Suburban Business District	Fragmented Suburban Business District	Compact Suburban Business District	Central Business District
Development density	Very low	Low	Medium	High
Floor/area ratio	Up to 0.5	0.5 to 2.5	2.5 to 4	2.5 and above
Building coverage	<b>Now: Dispersed Suburban Business District</b>	10 to 50 percent of lot area	<b>Goal: Compact Suburban Business District</b>	50 percent or more of lot area
Lot area		Greater than one acre		Less than one acre
Street layout	Superblock	Superblock	Grid	Grid
Land value	Low	Medium	High	Very High
Spatial separation between buildings		High		Low
Buildings dominate space?	Buildings set back from road; often low height in campus setting	Buildings set back from road and separated by surface parking lots	<i>Buildings become a means to create public realm</i>	Buildings to street frontment
Parking cost	Free	Free	Subject to charge	Subject to charge
Dominant parking type		Surface parking (restricted access)	Garages	Garages (restricted access)
Quality of transit service		Local, infrequent		Local, frequent
Pedestrian orientation and quality of public domain	Weak pedestrian orientation; developments far apart and not within walking distance	Weak, often no pedestrian linkages; encourages patrons to drive to adjoining developments	<i>Strong pedestrian orientation encourages walking activity</i>	Strong, encourages pedestrian activity
Dependence on cars for access	Very high	High	Moderate	Low
Choice in mode of transit			<i>Good choices in mode of transit</i>	Good
Examples	Overland Park, Kansas City, Kansas	Shops Corner, Fairfax County, Virginia	Armington County, Virginia	Washington, D.C. Kansas City, Kansas

Source: Geoffrey Booth, Urban Land Institute

# 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, 34<sup>th</sup> Street.



Existing:	Full Name	Sources of Funds	Uses of Funds	Key Considerations
CIP	Community Investment Projects	City of Charlotte capital budget - raised from bond issues  (SouthPark is a donor community)	Building	<ul style="list-style-type: none"> <li>Simplest: City issues bonds, invests in projects</li> <li>SouthPark does not advocate well to be part of this budget</li> <li><i>We believe the City of Charlotte does not invest enough in South Park infrastructure</i></li> </ul>
Project TIF	Tax Increment Financing	City, advance funded to be repaid from future tax receipts	Infra outside	<ul style="list-style-type: none"> <li>Uncommon in Charlotte and N.C., used elsewhere.</li> <li>Local Government Commission</li> </ul>
Project TIG	Tax Increment Grant	Private developer, to be repaid from future tax receipts	Infra outside of project boundaries	<ul style="list-style-type: none"> <li>Common in Charlotte</li> <li>"Earned" repayment: shifts risk to private sector</li> <li>Project based, so not coordinated with the overall plan</li> </ul>
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)	<ul style="list-style-type: none"> <li>Well considered with "one voice"</li> <li>Well advocated with "one voice"</li> <li>Go from <i>"ad hoc"</i> to <i>"cumulative benefit"</i> of projects</li> <li>Smaller could be TIG, larger TIF</li> </ul>

***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*



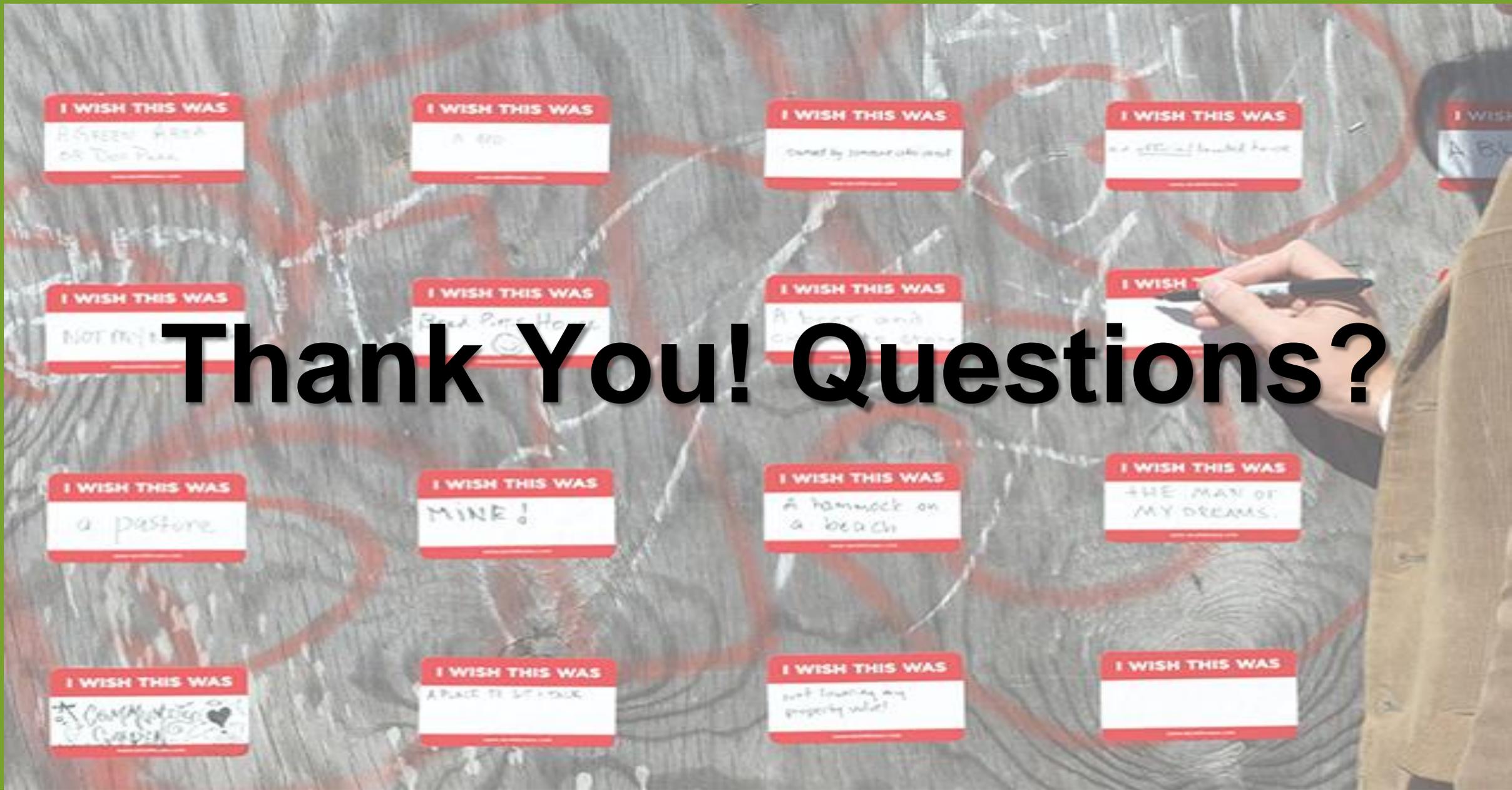
“The best way to predict the future is to create it yourselves.”

# 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!

Chris Thomas | Julie Eiselt | Rob Phocas | Jordan Moore | Compie Newman | Ned Curran | Mike Kennerly | Ron Carlee | Tim Hose | Tony Perez | Fulton Meachem | David Howard | Will Purvis | Bob Morgan | Phillip Hobbs | Kenny Smith | Dan Cottingham | Kent Main | Scott Curry | Mike Davis | Peggy Hey | Todd Stewart | Eric Davis | James Mitchell | John Bass | Jamie Harris | Kelly Rogers | Jeff Brown | Colin Brown | Michael Smith | Joe Padilla | Tom Griffin | Sadler Barnhart | David Erdman | Tracy Dodson | Johnny Harris | Peter Zeller | Barry Gullett | Ed McKinney | James Garges | Priscilla Walters | Anne Mofatt | Elizabeth McGregor | Honorable Mayor Jennifer Roberts | Pam Wideman | Gene Bodycott | Dowell Finch | William Bissett | George Beckwith | Peter Pappas | Paul Herndon | Fred Hines | Sam Daniels | Jennifer Duru | John Short | John Muth | Larry Kopf | Joe Price | Frank Blair | Patrick Peterman | Johnno Harris | Rebecca Fant | John Cacchione | Karin Lukas-Fox | Ken Szymanski | Carley Levitt | Todd Delong | Bridget Dixon | Alysia Osborne | Vi Lyles | Danny Pleasant | Chad Hagler | Ryan Bradley Morgan | James East | Leslie Johnson | Kean Diorio | Matthew Ridenhour | Trevor Fuller |



# Thank You! Questions?