A ULI Advisory Services Panel Report

SouthPark, Charlotte North Carolina

March 13–18, 2016

Urban Land Institute

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Envisioning a More Walkable, Multimodal Future for SouthPark

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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 committed to

- Bringing together leaders from across the fields of real estate and land use policy to exchange best practices and serve community needs;
- Fostering collaboration within and beyond ULI's membership through mentoring, dialogue, and problem solving;
- Exploring issues of urbanization, conservation, regeneration, land use, capital formation, and sustainable development;
- Advancing land use policies and design practices that respect the uniqueness of both the built and natural environments;
- Sharing knowledge through education, applied research, publishing, and electronic media; and
- Sustaining a diverse global network of local practice and advisory efforts that address current and future challenges.

Established in 1936, the Institute today has more than 38,000 members worldwide, representing the entire spectrum of the land use and development disciplines. Professionals represented include developers, builders, property owners, investors, architects, public officials, planners, real estate brokers, appraisers, attorneys, engineers, financiers, academics, students, and librarians.

ULI relies heavily on the experience of its members. It is through member involvement and information resources that ULI has been able to set standards of excellence in development practice. The Institute has long been recognized as one of the world's most respected and widely quoted sources of objective information on urban planning, growth, and development.

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About ULI Advisory Services

THE GOAL OF THE ULI ADVISORY SERVICES program is to bring the finest expertise in the real estate field to bear on complex land use planning and development projects, programs, and policies. Since 1947, this program has assembled well over 600 ULI-member teams to help sponsors find creative, practical solutions for issues such as downtown redevelopment, land management strategies, evaluation of development potential, growth management, community revitalization, brownfield redevelopment, military base reuse, provision of low-cost and affordable housing, and asset management strategies, among other matters. A wide variety of public, private, and nonprofit organizations have contracted for ULI's advisory services.

Each panel team is composed of highly qualified professionals who volunteer their time to ULI. They are chosen for their knowledge of the panel topic and screened to ensure their objectivity. ULI's interdisciplinary panel teams provide a holistic look at development problems. A respected ULI member who has previous panel experience chairs each panel.

The agenda for a five-day panel assignment is intensive. It includes an in-depth briefing day composed of a tour of the site and meetings with sponsor representatives; a day of hour-long interviews of typically 50 to 75 key community representatives; and two days of formulating recommendations. Long nights of discussion precede the panel's conclusions. On the final day on site, the panel makes an oral presentation of its findings and conclusions to the sponsor. A written report is prepared and published.

Because the sponsoring entities are responsible for significant preparation before the panel's visit, including sending extensive briefing materials to each member and arranging for the panel to meet with key local community members and stakeholders in the project under consideration, participants in ULI's five-day panel assignments are able to make accurate assessments of a sponsor's issues and to provide recommendations in a compressed amount of time.

A major strength of the program is ULI's unique ability to draw on the knowledge and expertise of its members, including land developers and owners, public officials, academics, representatives of financial institutions, and others. In fulfillment of the mission of the Urban Land Institute, this Advisory Services panel report is intended to provide objective advice that will promote the responsible use of land to enhance the environment.

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The panel also thanks the approximately 85 stakeholders from the community, including residents, local businesses, neighborhood associations, government officials, and others, who agreed to be interviewed and gave meaningful insight, time, and energy to the panel process.

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Background and the Panel's Assignment

SIX MILES SOUTH OF DOWNTOWN CHARLOTTE lies SouthPark, a suburban activity center that is made up of the commercial, retail, and residential nodes. Originally dairy farmland, SouthPark was transformed in the 1970s by the construction of the SouthPark Mall, which became the area's economic anchor. Through the late 20th century, the mall continued to expand and reinvent itself in line with the changing economic market. Following the mall's success and a general expansion of development southward, different office and multifamily developments as well as single-family residential neighborhoods started populating the surrounding area.

CITY OF CHARLOTTE

SouthPark and the Greater Charlotte area.

The Panel's Assignment

Although SouthPark has historically been an office and retail location, the study area is currently in a significant phase of its evolution. Current development is transforming this suburban activity center to an urban activity center. According to the city of Charlotte, more than $800 million has been invested in SouthPark, making it the most concentrated area of new development. Because of the strength of the SouthPark residential and office markets, more than 2,000 residential units are either recently delivered, under construction, or proposed, and 1.3 million square feet of new office space has been entitled since 2000. An additional 375,000 square feet is proposed as part of current rezoning initiatives as well as 550,000 square feet of new retail under consideration through the rezoning process. Responding to the changing trends in development and redevelopment, the community has ex-

The SouthPark Mall, owned by Simon Property Group.

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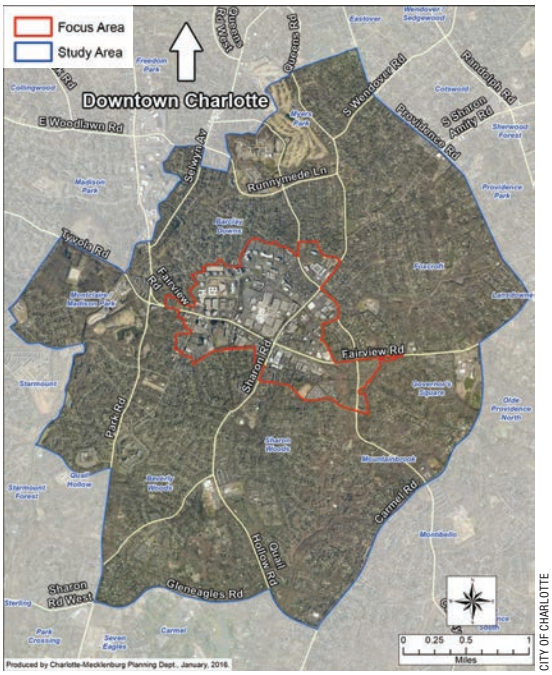


CITY OF CHARLOTTE

The focus and study areas of SouthPark, Charlotte.

pressed interest in protecting the character of the existing surrounding single-family neighborhoods.

To address the increased infrastructure demands, SouthPark also requires a comprehensive strategy to sustain and strengthen the area's future as a premier Charlotte community to live, work, play, and invest. With these new developments, the city is examining ways to sustain this tremendous growth and address its negative externalities in the area.

The city of Charlotte asked the panel to examine four elements of the SouthPark study area: economic development, community design, mobility, and neighborhood relationship. This study aims to address the future of SouthPark as an evolving and thriving mixed-use activity center, suggest ways to make public and private investment to maintain the center's relevance, and establish goals and steps to implement these recommendations.

Summary of Recommendations

SouthPark is an important and special place for the city of Charlotte and its residents. As a strong business and retail hub, the SouthPark Mall attracts more than 14 million visitors a year, making it one of North Carolina's most popular attractions for visitors. Businesses in the SouthPark area employ nearly 30,000 people. Some of the finest neighborhoods in North Carolina are located in surrounding neighborhoods, each boasting high average incomes and educational attainment. As the market reacts to the booming commercial and retail corridor, SouthPark is attracting millions of dollars in new investment, including 3,000 new units of housing recently built or in the development pipeline.

In today's fast-paced world, SouthPark needs to anticipate and prepare for inevitable changes. From global and national economy to demographic changes to the weather, many shifts and factors affect the housing and commercial market. Although the stream of both commercial and residential investment in the area continues to drive this economic engine, SouthPark's competitive advantage cannot be sustained without creating the necessary infrastructure to adjust to changing labor markets, consumer preferences, and demographics. To retain SouthPark's unique product, the panel recommends the following strategies to promote sustainable development, livability, and economic growth in the region:

- *Create a shared vision for the future.* SouthPark has the option of either creating a future it wants or accepting the future it is given. To ensure long-term growth and improvement, the panel suggests SouthPark develop a development vision of its future.
- *Speak with one voice.* In many ways, the city and the county have taken SouthPark for granted by simply assuming it could take care of itself. SouthPark, unlike Uptown, has failed to speak with one voice. SouthPark's neighbors, residents, businesses, and landowners all have similar concerns, but they do not work together or speak with one voice.
- *Take small steps to make big changes.* Many communities hold the common misconception that meaningful transformation always requires one big thing. The panel's experience has found that successful communities often "think small in a big way." The panel believes that SouthPark could make big changes for the better with a series of smaller, incremental steps.
- *Create a stronger identity and a heart and soul.* To stay successful, SouthPark has to be more than simply a suburban office and business hub. SouthPark can be a dynamic, live/work/play environment (urban center), but to accomplish this goal, it needs a stronger identity and an expanded set of amenities. Other than the mall, SouthPark lacks a focal point. It also lacks parks, public gathering places, and arts and cultural facilities. Like every community, SouthPark has a history, but the SouthPark story has been lost amid the shopping centers, office buildings, and parking lots.
- *Design for people, not cars.* Although SouthPark has a variety of high-quality development projects, these

projects are isolated and disconnected from each other. Moving among these places almost always requires a car, as does traveling from the adjacent neighborhoods to the mall or other retail destinations. Stronger connections create better places and reduce traffic congestion, a large issue voiced by the community. Experience in other cities has demonstrated that if a place is designed around cars, cars and congestion will increase; but if a place is designed around people, more people will arrive and move without a car. In addition, walkability fosters profitability. Walkable neighborhoods are places where people stay longer, come back more often, and spend more money. In real estate, this is known as the "placemaking dividend."

- *Connect people and places.* SouthPark needs more pocket parks and green spaces where both children and adults feel welcome. Creating more public gathering places and a high-quality environment for pedestrians and other forms of nonmotorized transportation will be good for business, the environment, health, and the image and identity of SouthPark.

- *Create a SouthPark partnership.* SouthPark needs a vehicle for convening its stakeholders. SouthPark also needs an organization or partnership to provide leadership, a unified voice, a higher profile, and a financial method (such as tax increment financing, tax increment grant, business improvement district, and the like) for implementing its strategic vision, to capture some of the value created by future development and redevelopment and to invest in its infrastructure and public realm.

- *Use public/private partnership and funding.* The panel's stakeholder interviews found that the various groups with a stake in the future of SouthPark (i.e., business owners, developers, office tenants, neighbors, and new residents) all share a common set of concerns. However, these stakeholders rarely come together to focus on what they agree on. More commonly, the only time they convene is as opponents at a public hearing about a proposed project or rezoning. Creating a formal process or partnership to identify concerns will help consolidate resources to address issues more effectively.

- *Raise the bar and expect better.* The panel asks the city of Charlotte to demand better design and building practices from developers that would benefit overall from improved walkability and livability in the SouthPark area.

- *Build housing for everyone.* SouthPark's surrounding neighborhoods are mostly homogenous in both race and income. The panel recognizes the limited resources of the nearby school districts and encourages building more housing options for demographics such as senior citizens in SouthPark. In addition, workforce housing needs to be incorporated in both long- and short-term development in the study area.

Market Potential

TO UNDERSTAND THE FUTURE of SouthPark, it is important to understand the role the district serves in the market today and to assess its strengths and weaknesses. SouthPark is a mature yet constantly evolving mixed-use district in the heart of Charlotte's affluent south-side neighborhoods. The core of the study area serves as a regional shopping destination, an upscale office address, and the downtown for more than 30,000 residents. Additional retail centers surround the mall, and these properties offer similarly upscale retail, along with local services and convenience shopping.

Commercial real estate in SouthPark captures some of the highest rents in the city, which is a function of the area's unique market position. Elsewhere in Charlotte, Uptown is characterized by trophy towers, Ballantyne caters to large corporate campuses, and the emerging tech sector finds a home in the University City area. SouthPark appeals to an office user that prefers Class A space surrounded by world-class shopping and dining, that is close to Uptown but also close to residential neighborhoods. SouthPark is ideal for financial services and other professional services firms whose senior executives are likely to live in the surrounding neighborhoods. SouthPark is also home to larger corporate users that appreciate its amenities and convenience.

The economic heart of SouthPark is the mall itself. At about 1.8 million square feet, SouthPark Mall is estimated to generate close to $1 billion in annual retail sales. Anchored by upscale retailers including Nordstrom and Neiman Marcus, SouthPark Mall attracts 14 million visitors annually and is among the top 25 performers in the Simon Property Group portfolio. Several additional retail centers are found in mixed-use developments that surround the mall, and these properties offer a similarly upscale retail mix along with local services and convenience shopping.

The study area's residential market is characterized by lush neighborhoods of single-family homes, excellent public schools, and amenities such as the Morrison Regional Library and the Harris YMCA. Detached homes in the area typically sell from the low $400,000s to well over $1 million.

The Challenge

SouthPark is thriving, and the next cycle of redevelopment is underway. As the original, low-density suburban office product becomes obsolete or inefficient, developers look to replace it with more modern, interesting mixed-use product. Whereas elsewhere in the market malls have died, SouthPark has flourished under Simon Property Group's ownership. Upscale multifamily rental housing in the core of SouthPark has created demand for new and different retail and restaurant choices while allowing some people to live closer to work.

At the same time, this cycle of rejuvenation has highlighted some of SouthPark's vulnerabilities. Congestion issues, competition from newer office locations such as Ballantyne, and a lack of a distinct identity have created uncertainty about the area's direction, which is never good for businesses or residents. Yet the panel believes the market position of SouthPark is clear. It is an upscale, high-quality mixed-use district for small- to medium-sized office employers, anchored by world-class shopping and rooted in the neighborhoods of South Charlotte. SouthPark does not need to become Uptown, Ballantyne, or University City. Certain users will always be drawn to the relative merits of those other desirable submarkets. The panel was told frequently that SouthPark is a gem and agrees; but to retain that characterization, SouthPark must address its vulnerabilities, continue to evolve, and plan for its future.

Retail Highlights and Outlook

SouthPark includes roughly 3.2 million square feet of retail space with more than 500,000 square feet in the development pipeline. In the last five years, SouthPark has absorbed an average of 12,000 square feet of retail per year, which represents 1.2 percent of total market absorption. Going forward, the retail market in SouthPark should remain healthy, but although new multifamily residents will generate some additional square footage, the largely built-out surrounding neighborhoods of single-family homes should not generate tremendous net new demand. Rather, retail patterns suggest that new or refreshed space will replace obsolete older stock. It would be a stretch to suggest that SouthPark needs more retail; however, the mix needs to evolve based on the market with a character and scale that reflect the vision of the broader district. Retail is ultimately the main economic driver of SouthPark. The mall's importance to the area cannot be overstated, and in an era of rapid change, its success cannot be taken for granted. Retail tastes change much faster than office or residential trends, and retailers and owners must constantly evolve. To that end, Simon is currently engaged in over $1 billion of enhancements to its existing properties around the country. Much of this investment focuses on strengthening those elements of the shoppers' experience—such as restaurants and entertainment—that online retailers like Amazon cannot replace.

Not enough people live in SouthPark to support the existing retail. Although this situation is acceptable, the more new retail that SouthPark adds, the more the area will rely on outside trips to support those sales. Competing for those sales is harder in an area known for poor circulation, so the panel believes that additional square footage should be added thoughtfully.

Among the threats to SouthPark's retail market is an overly regulatory approach to ground-floor retail. Ground-floor retail should be applied with a light touch. Retail likes to cluster, and it thrives in a well-designed public realm. It needs customers and variety. Requiring retail where it cannot succeed is bad for SouthPark.

The future of SouthPark should accommodate evolving retail formats and cultivate the success of merchants and owners. Although retail may total perhaps less than 10 percent of net new square footage over the foreseeable horizon, the mix of store types and formats should rise to meet the market. Walkable, experiential, entertainment, dining—these are the key words for new retail in SouthPark.

Office Highlights and Outlook

SouthPark has an established and healthy office market. Currently, SouthPark has about 5.5 million square feet of office (7.1 percent of the Charlotte market). Occupancy rates in SouthPark are consistently strong, near 90 percent, and rents are beginning to exceed $30 per square foot. As noted previously and by many interviewees, the "sweet spot" for SouthPark is a 10,000- to 15,000-square-foot tenant that is drawn to the area because of its convenience and high quality. SouthPark has added about 38,000 square feet of net new office space per year since 2007. To continue on this path would result in more than 750,000 of new office space in the next 20 years. This rate is consistent with SouthPark's share of overall market activity and suggests the addition of perhaps three to five new buildings. However, this growth does not account for redevelopment of existing space or single-tenant opportunities that are difficult to predict.

To retain existing office tenants and attract new users, just as for retail the office product needs to evolve. Modern office space is not just the domain of tech companies and millennials. Law firms, accounting firms, and other professional services companies are looking for more creative, flexible, and open spaces, with great amenities both in and around the building. SouthPark needs to take a hard look at building design and interiors to remain a strong office market, even within its previously noted niche.

Housing Conditions and Outlook

To continue the success of SouthPark, more diversity in housing stock is needed. The surrounding single-family

neighborhoods are strong, and the existing multifamily projects already in SouthPark are performing well. Currently, the expected new inventory from 2010 to 2017 is about 3,000 new multifamily units that have been or will be delivered in SouthPark. Although new housing stock is increasing, the types of housing need to reflect the jobs created in SouthPark.

As a job center surrounded by low-density neighborhoods, SouthPark has an imbalance of jobs and housing that greatly contributes to the study area's traffic problems. Most people who live in the area work elsewhere, and the employees who keep the mall and other retail establishments running do not live in SouthPark. Similarly, the majority of the office workers in SouthPark commute in from other parts of the region.

Although this situation is not unusual in places like SouthPark, it is not sustainable. For the study area to match the balance of jobs and households countywide, SouthPark would require about 5,000 new housing units. Retail in SouthPark employs some 5,000 people, most of whom cannot afford to live in the area and lack an easy commute to work. Housing that accommodates some of these workers will help ensure the long-term economic vitality of SouthPark. Age-targeted, empty nester, and even pure senior housing are other logical choices for residential product in SouthPark, and the panel observed this activity already taking place. Because these units do not generate school-age children, the public schools will not become overpopulated. The restaurants and stores, however, will have a better chance to succeed with more people living in the core. In turn, this will support the office users by providing the amenity they have said they want, which makes attracting talent easier and leasing another floor in a commercial building more likely.

Although the city initially explored the potential for a millennial market in SouthPark, the panel would reframe the question to ask, "How can we make SouthPark more attractive to users of high-end office and retail space?" The answer is more and diverse types of housing, a wider range of amenities, and an outstanding public realm—not delivered project by project but throughout SouthPark. Millennials and baby boomers share an interest in all these things.

The leading edge of millennials is already over 30 years of age. The office lease executed today will be up for renewal in 15 years. When that day comes, the broker and the decision maker may well both be millennials. What will they talk about? Where will they meet to hash things out? Does SouthPark have a millennial market? Not a big one today, but it better have one down the road.

Market Summary

As discussed previously, SouthPark has its strengths and is doing well. Although the panel could explain how many square feet of which use to allow and how tall to cap the buildings, that approach could limit SouthPark's growth potential. Instead, the panel will highlight areas to build upon. The panel finds that the market can support significant new development in the area—several million square feet over a 20-year period. Residential is the strongest opportunity, followed by office. Retail should evolve and stay exciting; that's the engine of the whole district. *Walkable*, *experiential*, *entertainment*, and *dining* are the key words.

While there are external factors affecting SouthPark's growth, such as community engagement and the market, the primary threats are the lack of a common vision regarding identity, public amenities, connectivity, and mobility. Remember that SouthPark is at its core a retail destination surrounded by strong neighborhoods. The retail sales that occur here support thousands of jobs and generate significant tax revenues. The experience of being in SouthPark—as a shopper, office worker, or resident—is important and must therefore be outstanding.

SouthPark Identity and Public Amenities

FOR MANY PEOPLE IN THE STUDY AREA and within the city of Charlotte, the SouthPark area embodies both an urban and suburban experience. Its residential neighborhoods are safe and peaceful, a respite from the expanding excitement of Center City. They are verdant and connected to nature through their trees and lawns. Conversely, the center of SouthPark is vibrant and exciting with amazing and plentiful retail, restaurant, and nightlife options. The deep supply of jobs and offices more and more is being balanced out by denser, more urban living options. Although SouthPark offers the best of both worlds, the area was developed in pods, thereby creating a fabric of disconnection. This section examines the panel's recommendations for transforming the future physical identity of SouthPark.

SouthPark Today: Who Am I?

To a large degree, SouthPark experienced economic success because of the grassroots vision and passion of local residents, business leaders, and landowners. These people reside in or near SouthPark and have deep connections to the area's history. The commercial investment and interest in SouthPark has allowed it to expand and evolve into an extremely prosperous and successful place in many ways.

Because of its strategic location—a short trip from Center City and connected to many strong residential neighborhoods—SouthPark became a major regional destination for shopping and lifestyle as well as the center of a local community. The panel found that residents who live or work in SouthPark have a sense of pride.

After interviewing dozens of community members, the panel learned the challenges SouthPark faces that pose a threat to its future. A potential threat discussed with the panel was the risk of SouthPark becoming bland and sterile, making it a place where "there is no reason to be there" beyond a day job or daily life inside one's house. Owing to the region's recent project-by-project development pattern, SouthPark's landscape is made up of disconnected "pods" that are spread out across a sea of parking structures and major arterial roads. This development pattern encourages car dominance to the detriment of people. As seen in other case studies around the country, SouthPark runs the risk of continuing these development patterns and transforming into another indistinguishable mall-anchored, suburban office district without a competitive edge.

SouthPark has become a place that does not accommodate people nearly as well as it accommodates cars. Pedestrians should be an integral part and strength of the SouthPark area. SouthPark needs to find its soul and express itself as a place that has a special identity. This identity needs to be vibrantly visible to the people who live here and the people who visit. A vision for SouthPark's future needs to restore and reestablish the convenience and relationship among its greatest attributes and provide unique amenities to really make it the best of both worlds.

Framing SouthPark's Future

For SouthPark to continue to grow and prosper, the panel encourages the area to shift its focus to people and walkability. SouthPark needs to look like not only a place where people live, but also a place for people to make their own. SouthPark needs to learn from its history and show that it is now more mature, sophisticated, proven, and valuable. Revisiting history and understanding the needs of the community can help SouthPark stitch together its existing disconnected "pods."

SouthPark also needs to make itself recognized as one of the most important contributors to Charlotte's economy. For the strengths of this area to shine, the panel suggests that SouthPark invest in long-term growth and a vision that highlights not only its individuality but also its contributions to the Greater Charlotte area.

Thus, SouthPark is faced with the challenge of creating an inviting and valuable public realm. The success, value, and longevity can be expressed or experienced by creating a highly developed and purposeful public realm. The panel believes that this is the best way to evolve and transition from an automobile-oriented environment to a people-oriented one. Many people prefer a longer, but more enjoyable and safe walk than a shorter route that is unpleasant.

The panel suggests the following four public-realm initiatives to create the future vision and identity of SouthPark: connecting nature and neighborhoods, diversifying the fabric of the community, developing the great public space loop, and creating a lively mix of open-space programming. These can be developed organically and incrementally over time to create an integrated and connected place that includes amenities appealing to residents and visitors alike.

Connect Nature and Neighborhood

To promote the livability of the SouthPark area, the panel recommends increasing connectivity between neighborhoods and to local natural areas. SouthPark should build upon some of its existing spaces and those available natural areas to create new, smaller neighborhood parks and green spaces. These spaces can then be connected to a path and trail system to increase travel options and provide safe open space for community members.

One concern voiced by the community was how green spaces in SouthPark feel "ambiguous," meaning people are not able to differentiate whether they are allowed to use a space, in other words, whether the space is public or private. The panel encourages SouthPark to make clear, whether through creative signage and wayfinding or other approaches, which green spaces are available to the public.

Although space for a grand public park may not be available, the small pockets of green space throughout SouthPark can be expanded and better used. Examples ranging from Paley Park in New York City to San Francisco's numerous parklets show that pocket parks can easily be incorporated on hard and soft surfaces with lasting impacts. Stapleton Community Gardens and Mews located in Colorado is another great example of efficient uses of small green spaces.

Pocket parks create the opportunity to make the most use of small public spaces, such as is accomplished by Paley Park in New York City.

JIM HENDERSON/WIKI COMMONS

Diversify and Unify the Fabric of the Community

SouthPark needs to create public spaces that embody the qualities of the type of community it wants to become. These places should be welcoming and accessible; they should allow community building, reflect culture, and have strong memorable physical qualities. Because of the well-developed nodes around the city, SouthPark can work off its existing fabric but strengthen it by connecting these nodes with other spaces, such as pocket parks. As the panel toured the study area, panel members observed a lack of unity in materials used for the sidewalks and other street amenities. The panel suggests incorporating materials and amenities, such as wayfinding signs and consistent sidewalk materials, on streets to increase the sense of a unified place.

The first step to implement these changes is to identify all stakeholders, community members, local business, and nearby residents and gather them to create a frame-

Case Study: Stapleton, Denver, Colorado

The north part of Stapleton in Denver has an excellent example of a complex embedded park system. Although at first glance, a visitor might see really big park spaces, the system has some very small and important connections. Those small spaces are where playgrounds, community gardens, and connections to recreation centers are found. To ensure these spaces really work together, they are publicly managed and funded, and some of these spaces are partnerships between public agencies and private developers.

COURTESY FOREST CITY STAPLETON INC./ PHOTOGRAPHER: DAVID MORGAN

COURTESY FOREST CITY STAPLETON INC./ PHOTOGRAPHER: DAVID MORGAN

Embedded open space such as Greenway Park connects visitors with amenities like playgrounds and dog parks.

work plan for the future of SouthPark. Not only does this process help create a shared vision, but it also establishes trust and helps guide future growth. This group will need to create a rigorous plan to define the character of SouthPark's public realm and provide development guidance to ensure that future projects integrate themselves in the larger system.

The group needs to address several current issues during the formation of the plan. Spot zoning and conditional zoning have led to projects with internal and individual senses of place while leaving the overall SouthPark neighborhood with no cohesive identity or sense of place. In addition, projects have become inward looking and do not connect to any larger framework system, thereby harming SouthPark's identity, connectivity, and character.

Develop the SouthPark Loop

One of the unifying urban design recommendations for the SouthPark area is to create "the SouthPark Loop," a great new public promenade that would include a town square and central park for all of SouthPark. This inspiration draws on numerous successful pathways across the country, such as the Indianapolis Cultural Trail, the Atlanta Beltline, and the Cherry Creek Trail in Denver.

The SouthPark Loop will not only create new spaces but also connect existing ones. Symphony Park, an underused green space in the community, will serve as a focal point to make the park more integrated and active year round. This central park would function as the core of a beautiful landscaped green loop, connecting people with cultural attractions, retail amenities, and building entrances. It will provide an address for new existing development, enhance

TIM KISER/WIKI COMMONS

The Cherry Creek Trail, a successful public pathway in Denver, can provide inspiration for the SouthPark Loop.

value, and create a more positive welcoming impression for the entire area. Placed around the perimeters of the mall, the loop will also provide a grand promenade, thereby increasing convenience for pedestrians and bikes to navigate the area.

The panel also recommends creating distinctive loops for different audiences: in particular, a street loop, a park loop, and a cultural loop. The street loop would focus on street connectivity to the nodes and pods. A park loop would focus on neighborhoods connecting to trails and nature. A cultural loop would develop urban space and the cultural edge of the area. This series of loops will provide different functions for each part of the community. Overall, the SouthPark Loop aims to create intimate spaces to gather, to share a meal, to visit a cultural facility, to be with friends, and to be connected to the larger SouthPark community.

Create a Lively Mix of Programming throughout the Open-Space System

Because SouthPark does not have many parks or green spaces, the panel recommends making Symphony Park a real public heart of the area. SouthPark needs to think about how it can better use this space to have a meaningful impact in the community. This effect can be created through a strong nondevelopment partnership agreement for Symphony Park with Simon Property Group for the mall. Over the course of the panel week, the panel heard positive comments on how active and important the draw of Symphony Park can be. The panel recommends exploring the potential to work with Simon Property Group to talk about the long-term future and ensure that Symphony Park is an important public and active space for the community.

Now is the time for SouthPark to take advantage of the success that it has had and create ongoing success for the future. The panel believes the best approach is to develop a highly thoughtful public realm so that SouthPark can assume its position as one of Charlotte's great neighborhoods.

Transportation Connectivity and Access

IN THE PREVIOUS SECTIONS, the panel emphasized the need to increase connectivity for bicycle and pedestrian access throughout the study area. The panel, however, found it important also to recognize positive steps and actions that SouthPark has already taken, such as the following:

- Resisted widening Fairview Road;
- Exploring options to add new local streets;
- Increasing mixed-use development;
- Encouraging walkability of the development nodes even though disconnected; and
- Investigating potential trail connections to the Cross Charlotte Trail and Sugar Creek Greenway.

However, transportation and connectivity remain a large problem. From the community interviews, the panel learned that these transportation issues affect the entire community, ranging from developers to retailers to neighbors. The default mode for getting around SouthPark is the automobile, resulting in increased traffic congestion and negative effects on lifestyle, economics, and health. Other transportation modes, such as walking or biking, are uncomfortable, confusing, or dangerous, thereby discouraging the community members from exploring those options. In addition, no convenient public transit options exist. Following are several observations from the panel's study tour:

- Sidewalks may exist on one side of a building but fail to turn the corner.
- Building entrances face into parking lots without direct access to the sidewalk system.
- Bikes are forced to mix with cars on busy streets.
- Major roadways are hard to cross.
- Local streets in neighborhoods don't connect, making for long, inconvenient trips for people driving, walking, or biking.
- Where they exist, sidewalks are inadequate in size and design, thus discouraging their use.
- Convenient connections to and from the broader region are limited by traffic congestion, lack of bicycle and pedestrian infrastructure, and infrequent transit service.

However, these problems are not insurmountable, and a solution starts with a comprehensive understanding of the overall transportation system. Addressing these transportation issues and decreasing traffic congestion require SouthPark and the city of Charlotte to prioritize these elements of a more walkable, livable area:

- A walking and bicycling environment;
- Facilities to create and enhance community spaces;
- Options to connect to the surrounding region;
- Access to jobs and services for those outside SouthPark; and
- A connected network of local streets.

Site-Specific Recommendations

The panel has provided two sets of recommendations for improved street design: the first are site-specific changes, and the others are areawide visions for the study area. Following are site-specific suggestions and tasks to make the ideal street design a reality:

- *Put pedestrians first.* To make the streets more welcoming, the panel suggests having eight- to 15-foot-wide

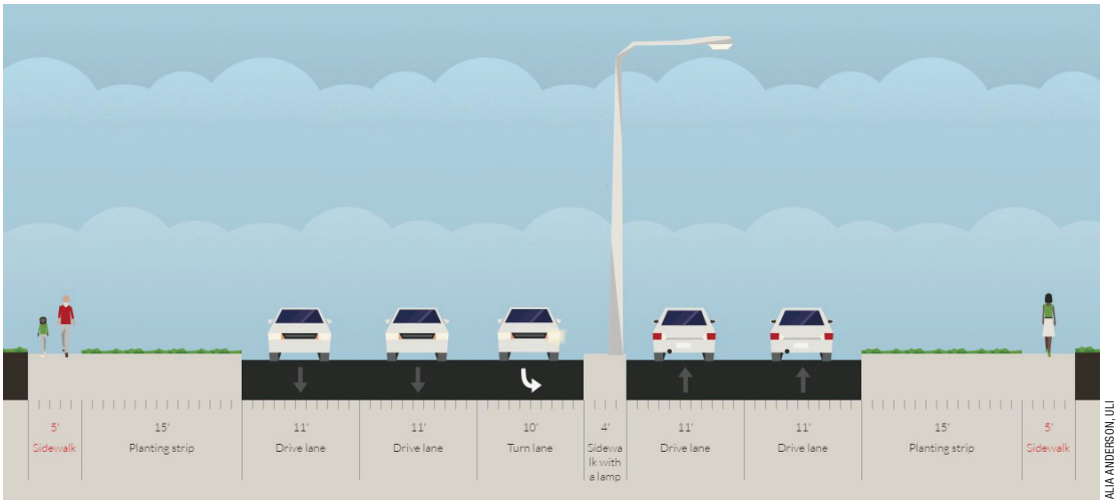
sidewalks to accommodate people-centric uses. In areas where sidewalk dining specifically is expected, the sidewalks should be at least ten to 15 feet wide. Although this goal may be difficult to meet because of the competing uses for curbside space, the emphasis is on not compromising on the pedestrian space.

- *Make local streets places for novice bike riders.* Imagine a middle schooler riding with his or her parents or maybe a manager at Coca-Cola who will load a bike on his or her car to ride on the Sugar Creek Greenway on the weekend because it is a comfortable place to ride. This is the target audience for people biking around SouthPark.

- *Use on-street parking as your friend.* Retail customers like it; small businesses like it; it creates a buffer for pedestrians and visually narrows the streets to support safe travel speeds.

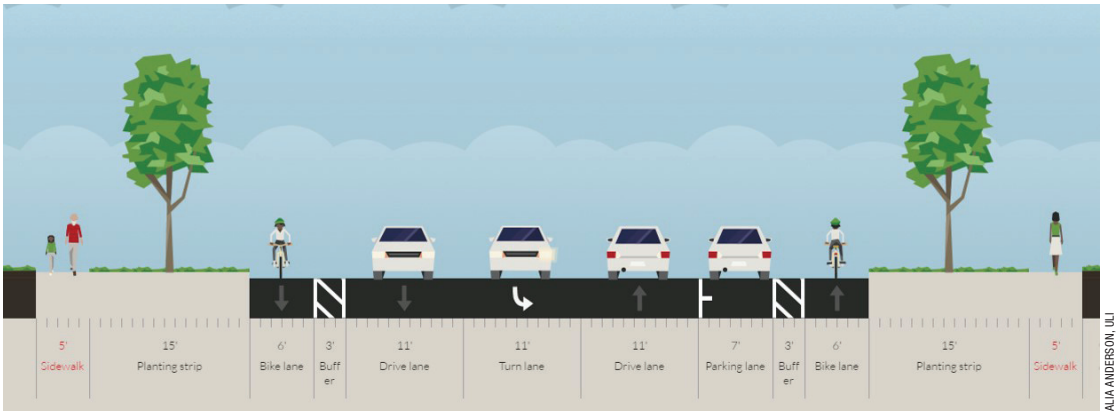
- *Put Carnegie Boulevard and Barclay Downs Drive on a road diet.* These two roads should be analyzed to determine if the existing cross sections can be changed to better serve all users, including bicyclists and pedestrians. These potential road diets are consistent with the SouthPark Loop concept and should be assessed for their effect on driver delays. If they can be implemented, the road diets can help make the space more comfortable for pedestrians and cyclists.

Existing



ALIA ANDERSON, ULI

Proposed



ALIA ANDERSON, ULI

Top: The current conditions found on Barclay Downs Drive. Bottom: The road diet proposed by the panel, allowing the entire community access to a safer, multimodal street.

- *Make improvements to Fairview Road, Colony Road, Sharon Road.* Although these streets have myriad issues, do not give up on them. Many examples exist of roadways with high volumes of traffic that operate a bit better for vehicles and are still adequate for street-fronting retail, café seating, walking, waiting for transit, or biking. Second, the vehicle speeds need taming. Even though Fairview Road is posted as 35 miles per hour, traffic tends to go a lot faster during off-peak times, which is the biggest factor that makes the space uncomfortable and unsafe for everyone. Use a combination of design, enforcement, and operational changes to bring the actual speeds closer to the posted speeds. Other specific ideas include improving crossing intersections and creating a trail parallel to the roadway in the setback.

Transportation Action Steps

The panel recommends the following areawide action steps to address transportation concerns, congestion, and connectivity in the area.

Conducting a Traffic Operations Improvement Study

The panel calls for the city to conduct a study on the operational traffic improvements at a system level in SouthPark. This study's goal is to assess the current state of the traffic system and encompass topics such as where signals, driveways and curb cuts, and turn lanes should be placed. The benefit of this comprehensive study is to examine the relationship between each traffic mitigation and improvement implementation at a district level rather than piece together the impact from a project-by-project basis. Similar to the comprehensive revision of SouthPark's identity, this comprehensive transportation operations study will be able to better address and select the panel's recommendations for feasibility and timing.

Closing Gaps in the Street Network

Closing gaps in the street network will help better disperse car trips—especially people trying to reach a destination in SouthPark—throughout the street network rather than concentrating it on a few large streets. This effort will help mitigate problems with congestion on the big streets as the neighborhood continues to grow.

Diversifying Land Uses in the Area

One important strategy for improving mobility within SouthPark is to improve the mix of land uses so that more trips can stay within the area. Today, a mix of retail, employment, and housing already exists, but these uses are often serving separate groups. For example, of the 30,000 employees working within or near SouthPark, only 1,600 live within the area. This mismatch causes more travel onto surrounding roadways for employees who commute into the area for work. As SouthPark grows, specific types of housing and retail can be promoted to create a stronger live/work/play environment and keep more trips within SouthPark. Therefore, workforce housing can be encouraged to provide more affordable housing options for employees already working in SouthPark. This effort will require encouraging local retail to consider whether its residents' daily needs can be met within the area.

Improving the Permeability of SouthPark

Giving people more choices for how they come in and out of the study area is critical to reducing traffic congestion. The panel suggests a connection to the Cross Charlotte Trail with the panel's proposed SouthPark Public Loop. A Fox Brook Creek connection would be another adjustment to consider. With all of these changes, the panel reminds

This illustration created by the panel uses green arrows to indicate potential connections between open space and existing pathways.

ULI

the city it must be sensitive to spillover traffic on surrounding neighborhood streets. In addition, not all connections have to be car streets. Cul-de-sac connections can be pedestrian and bike only.

Implementing Urban Design Codes

Implementing urban design codes and standards for street width can help make an area more walkable. For example, the ideal block length is 300–400 feet. Breaking up superblocks will create a more human scale and give everyone a more direct route to where they are going. This is particularly important for people walking and biking. As mentioned before, walkable neighborhoods and commercial areas will not only relieve traffic congestion but also increase social value and economic exchange.

For example, the block in Piedmont Town Center from Carnegie Boulevard to the traffic circle, where the YMCA and the Taco Mac are, is 500 feet long. The design of these local streets is integral to the success of SouthPark. The neighborhood is a very elegant, high-amenity, and gracious place to live and shop, and the panel believes the area's streets should reflect this experience even while supporting people's ability to drive to (and park at) area destinations.

Reducing the Amount of Parking

Surface parking and parking garages in SouthPark take up space that can be used for public space or for future development. Because the uses operate on differing schedules, all of the parking in SouthPark is rarely occupied at one time. Untapped opportunities to maximize the space, such as shared parking, can be incorporated between adjacent developments and land uses. For example, an office building that uses most of its parking during weekday business hours, but that needs less parking during evenings and weekends, could use its "excess" parking for nearby uses, such as a hotel, retail, or even residential, where less parking is needed during the day and more is needed on evenings and weekends.

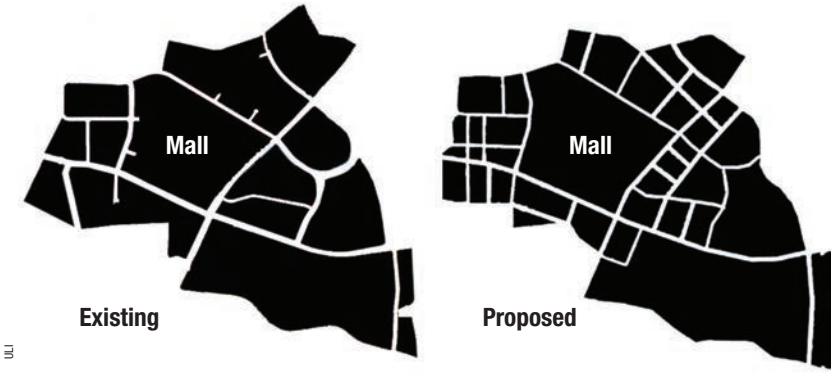
Sharing parking is not limited to one use at a time; uses can and should overlap so that everyone has access to the parking. The flexibility of shared parking should not be an all or nothing arrangement: developments could provide on-site parking for average conditions but also use nearby parking areas for peak demand.

Increasing the Role of Public Transit

Public transit is a critical part of the fabric for any sustainable urban environment. However, public transit does not have a prominent role within SouthPark today. Most bus stops lack basic features such as benches and shelters. A greater issue is that many of SouthPark's existing developments do not include transit as part of the public space. Walkable areas and main streets are separated from transit areas, and features such as bus stops are relegated to less visible and less accessible areas. Even the Charlotte Area Transit System (CATS) bus transfer center, the most significant transit facility in SouthPark, is literally invisible—placed underneath the mall. As part of the creation of new public spaces discussed earlier in this report, transit must be included and embraced as a vital part of the public realm.

Increasing Transit Connections to Uptown and the LYNX Blue Line

Although light rail or a bus-rapid-transit corridor is not currently feasible because of cost and ridership, connec-



These blockprints demonstrate the additional roads and pathways needed around the mall in order to break up the blocks and create a more walkable neighborhood for pedestrians.

tions to Uptown and the LYNX light-rail corridor are viable. The connections will provide access to jobs and services for those who do not live in SouthPark. A reasonable starting point is express bus service with high frequency and limited stops. CATS has already started evaluating such a service, and the panel encourages the SouthPark community support these efforts.

Adding Transit Circulators to Serve Different Groups within SouthPark

Transit circulators can connect parts of SouthPark that are not within a convenient half-mile walking distance of each other. The circulators can also serve people with limited mobility, such as seniors. Initially, a combination of circulators can serve specific groups within SouthPark. For example, employers may create a vanpool shuttle for lunchtime trips within SouthPark. Hotels can provide shuttles to and from the airport. As density levels and transit ridership increase, these services could be combined or expanded to form fixed-route service.

DOWNTOWN NORFOLK COUNCIL

One of the F.R.E.D. circulators that help move visitors and residents around downtown.

Case Study: F.R.E.D. in Norfolk, Virginia

F.R.E.D., which stands for "Free Ride Every Day," is a battery-operated shuttle run by the Downtown Norfolk Council in Norfolk, Virginia. With the ability to transport five passengers around downtown, this solar-powered vehicle is available on demand through the week. Creation of this system followed from the city of Norfolk's exploring alternative modes of transportation for locals and tourists. Costing less than $15,000, this was also an economic decision for the city.

Organization and Implementation

BASED ON RESEARCH and interviews with community stakeholders, the panel heard significant concerns about the continued success of the office and retail sectors in SouthPark. The panel also heard the goals and desire of the city, business community, and neighborhoods to have a vision for the future and a strategy to lead the evolution of SouthPark from a suburban shopping and business area to a walkable, mixed-use urban district.

In this section, the panel proposes how to convene stakeholders, organize planning and investment, and pay for benefits and amenities that are beneficial to all. This section also builds on the city of Charlotte's prior work, including the *SouthPark Small Area Plan of 2000* and the *Centers, Corridors, and Wedges Growth Framework of 2010*, as well as similar ULI panel reports, case studies, and best practices guides.

Effective Planning, Finance, and Implementation

The panel believes SouthPark can capitalize on a lot of market potential in both the short and long terms. As mentioned earlier, the history and character of SouthPark have not been tapped, which is a long-term objective for the community. The need to increase mobility and connectivity is also vital to ensure the area's capacity to sustain growth. This increase is not limited just to better car flow, but also includes better pedestrian flow, more cycling routes, and public transit options.

During a community interview, one participant mentioned feeling overwhelmed by the transformation of the area, in which the market is "running faster than we can manage." This was a common theme heard in stakeholder interviews, reinforcing a concern regarding how SouthPark will manage these growing pains. Reiterating the theme of creating the future SouthPark wants or accepting the future it is given, the panel recommends the following steps to implement the recommendations.

Work with Property Owners for Shared Use of Open Space

The panel recommends the city focus on public/private partnerships and identify how each party can work with the other to integrate a variety of sizes and types of spaces. Establish public/private partnerships that allow for capital improvements and maintenance agreements that can both help benefit the private owner and provide a not existing amenity to large segments of the area and community.

One initiative the partnership will need to address is the limited amount of publicly owned open space in SouthPark. Currently, all existing open space is either unmet development potential or privately owned green preserves. In addition to adding more green space, the panel recommends SouthPark better use the existing green spaces throughout the SouthPark neighborhood and connect them to the SouthPark Loop. To maintain these spaces, a

The gardens at Grant Park, a subsection of the larger Millennium Park, in Chicago.

OUDA T. ENA/ WIKI COMMONS

municipal service district (MSD) or business improvement district (BID) can be established to administer a contract to help build the shared space. Because of the large amount of multifamily housing and single-family housing stock in the area, green spaces dedicated to play are also important to consider. The Grand Park in Chicago demonstrates these qualities effectively.

SouthPark Partnership

Once stakeholders are identified, the panel recommends the formation of a SouthPark Partnership. This partnership will establish the organizational vehicle to voice shared community concerns and manage the funding opportunities for public space and other projects. Currently, no visible "face of SouthPark" or vision for SouthPark exists. Both of these require leadership. The panel proposes a district approach combined with aggressive capital-raising from both public and private sources. This strategy has been used elsewhere in the region, such as Envision Charlotte, Center City Partners, Center City MSD, and University City Partners at UNC Charlotte MSD. Based on these models, the panel proposes the creation of the SouthPark Partnership. This partnership would focus on the following:

1. *Engagement:* Advisory and constituent component;
2. *Cheerleading:* Convening, policy, promotion, recruiting component; and
3. *Financing:* Capital aggregation and capital spending component.

From this partnership, the SouthPark community will be better able to speak with one voice. The partnership would advocate for public investment in the city of Charlotte's and Mecklenburg County's community investment project (CIP) and bond issues. In addition, the partnership would coordinate and sequence tax increment financing (TIF) and tax increment grant (TIG) financing to go from project based or disaggregated to cumulative benefit of district-wide projects.

SouthPark's Future Vision Timeline

Once the necessary stakeholders are gathered and one voice for the community is formed, the panel recommends that SouthPark's changes and initiatives be evaluated and placed on a timeline. Following is an example of a timeline and initiatives:

- Monday morning:
  - Identify whom to convene; and
  - Commission any additional needed studies.
- Eighteen months:
  - Finalize the SouthPark Partnership MSD; and
  - Create a short-term investment fund for the decided projects.
- Five to ten years:
  - The SouthPark area has a robust and successful collaboration moving toward a common future feel, coverage, height, mix, pedestrian, and culture objective.
- Twenty years:
  - New construction has addressed business and community goals; and
  - Major transit improvements have been funded and delivered with value capture from in-district property improvements.

The panel also recommends the city invest more in SouthPark. One of the points the panel has heard over the week is that SouthPark has plenty of assets and does not warrant further public investment attention. Another point of view is that the SouthPark area generates a great deal of economic activity and tax revenue (property, sales, and payroll), which then departs the area but which should instead be reinvested to further enhance the ability of the area to compete and to contribute.

Investment Tools: CIP, TIF, TIG

SouthPark needs to work with the city and private developers to raise the necessary funds to reinvest in the area's public infrastructure, transit accessibility, and other community improvements, including bike trails, sidewalks, roads, rails, and parks. Although several tools are reviewed

in the following section, the panel ultimately recommends a combination of a TIF district and TIG to raise revenues for the public realm projects. Prioritizing which areas use which financing tool is important because the funding sources are the same, blocking the "double dipping" that would incur on the incremental tax revenue.

A CIP is a common financial method to improve the public realm. It requires that the city elect to sell bonds to invest more in SouthPark. However, SouthPark does not fare well to be part of this budget. The panel believes that the city of Charlotte and Mecklenburg County should invest more in the public realm in the SouthPark area.

Tax increment financing is an important redevelopment public financing method that can advance SouthPark's goals of creating viable public spaces. The funding source for TIFs is from the city, in the form of advanced funds to be repaid from future tax receipts. Although TIFs are uncommon in Charlotte and overall in North Carolina, they are an effective method that many other cities use to reinvest in areas. A local government commission needs to be brought in to take this method into consideration.

Similar to TIFs, TIGs are funded through future incremental tax receipts; however, they differ in that TIGs require the private sector to fund and complete the agreed upon infrastructure improvements prior to being reimbursed. In addition, reimbursement payments are not made until property taxes are paid by the private sector. As a more common method in Charlotte, the TIG shifts the burden of risk to the private sector, which is required to complete the agreed-upon improvements before receiving a grant payment. Although effective, this method is project based, so it might not be coordinated with the overall plan.

The panel proposes a combination of a district TIF and TIG on different properties, where one or more private developers or businesses work together and are repaid from future tax receipts. Similar to the other methods described, the goals for the funds are to create coordinated, districtwide infrastructure and other amenities outside the project boundaries. These installations can range from street improvements to creating new paths. With a district TIF and TIG, greater coordination and use of "one voice" from the community are necessary. SouthPark would move from "ad hoc" development to "cumulative benefit" development.

Financial Tools

Existing funding method	Sources of funds	Uses of funds	Key considerations
Community investment project (CIP)	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 ■ Panel believes the city of Charlotte does not invest enough in SouthPark infrastructure
Project tax increment financing (TIF)	City, advance funded to be repaid from future tax receipts	Infrastructure and other amenities outside project boundaries	■ Uncommon in Charlotte and North Carolina, used elsewhere ■ Local government commission
Project tax increment grant (TIG)	Private developer, to be repaid from future tax receipts	Infrastructure and other amenities outside project boundaries	■ Common in Charlotte ■ "Earned" repayment: shifts risk to private sector ■ Project based, so not coordinated with the overall plan
Proposed funding method			
District TIF/TIG	One or more private developers or businesses, to be repaid from future tax receipts	Coordinated, districtwide infrastructure and other amenities outside project boundaries (e.g., bridges, rail, streets, paths, cultural amenities)	■ Well considered with "one voice" ■ Go from "ad hoc" to "cumulative benefit" of projects ■ Smaller could be TIG; larger could be TIF

Conclusion

AS DISCUSSED IN THIS REPORT, SouthPark has many great strengths and qualities that can be highlighted and enhanced for future growth. With pockets of green space, a vibrant retail sector, and great residential neighborhoods, SouthPark can only get better if the community and city proactively address the area's weaknesses. If left unchecked, weaknesses such as lack of connectivity, poor accessibility, and lack of diversity in housing stock can create negative externalities in the long run. With this report, the panel highlights the great potential the area has in shaping not only its own community, but also the Greater Charlotte area. The panel has made the following recommendations for the study area of SouthPark:

- *Create a shared vision.* To ensure long-term growth, the panel suggests SouthPark harness all the individual real estate transactions to help achieve a larger vision of its future.
- *Speak with one voice.* SouthPark's neighbors, residents, businesses, and landowners need to come together, recognize their similar concerns, and speak with one voice.
- *Take small steps that add up to big changes.* The panel believes that SouthPark could make big changes for the better with a series of small incremental steps. Implementing small, immediate steps will help build toward the larger vision for the area.
- *Create a stronger identity and a heart and soul.* SouthPark needs to revisit its origins and focus on capitalizing on the area's strengths to be more than simply a suburban office and business hub. Incorporating the panel's suggestion for the SouthPark Loop and improving the consistency of street amenities will help achieve this goal.
- *Design for people, not cars.* SouthPark needs to provide more and better transportation options to get in and around the area. By making the future vision of SouthPark more people-centric, the area will decrease in traffic congestion and increase walkability, livability, and economic prosperity.
- *Connect people and places.* SouthPark needs more pocket parks and green spaces where both children and adults feel welcome. Creating more accessible and well-programmed public green spaces will enhance the community, increase economic growth, and change the public image of the area.
- *Create a SouthPark Partnership.* The panel suggests creating the SouthPark Partnership to serve as a vehicle for convening its stakeholders. This organization can provide leadership, a unified voice, a higher profile, and a financial method (such as TIF, TIG, or BID) for implementing its strategic vision and leading improvements in the public realm.
- *Use public/private partnership and funding.* Because all parties have similar concerns, the panel recommends the collaborative work of a public/private partnership to improve the future of SouthPark.
- *Raise the bar and expect better.* The panel asks the city of Charlotte to demand better design and building practices from developers that would benefit overall walkability and livability in the SouthPark area.
- *Build housing for everyone.* The panel encourages the city to find more ways to incorporate more housing options for demographics such as senior citizens. To reduce traffic and promote long-term growth, workforce housing needs to be incorporated in the future of the study area.

About the Panel

Edward McMahon

Panel Chair
Washington, D.C.

McMahon holds the Charles Fraser Chair on Sustainable Development at the Urban Land Institute in Washington, D.C. He is an attorney, community planner, lecturer, and author. As the Senior Fellow for Sustainable Development, McMahon leads ULI's worldwide efforts to conduct research and educational activities on environmentally sensitive development policies and practices.

Before joining ULI in 2004, McMahon spent 14 years as the vice president and director of land use planning for the Conservation Fund in Arlington, Virginia. He is also the cofounder and former president of Scenic America, a national nonprofit organization devoted to protecting America's scenic landscapes. He is the author or coauthor of 15 books and more than 200 articles. His books include *Developing Sustainable Planned Communities, Green Infrastructure: Linking Landscapes and Communities, Balancing Nature and Commerce in Gateway Communities*, and *Better Models for Development in Pennsylvania*. He also writes regularly for *Urban Land* magazine, *Planning Commissioners Journal*, and other periodicals. Over the past 20 years, McMahon has drafted numerous local land use plans and ordinances. He has organized successful efforts to acquire and protect urban parkland, wilderness areas, and other conservation properties.

McMahon serves on several boards and commissions, including the National Main Street Center, Preservation Maryland, the Governors Institute for Community Design, and the Orton Family Foundation.

McMahon has an MA in urban studies from the University of Alabama and a JD from Georgetown University Law School, where he taught law and public policy from 1976 to 1985.

Alia Anderson

Silver Spring, Maryland

Anderson is the Mid-Atlantic director of planning at Toole Design Group (TDG), a national consulting firm that specializes in bicycle and pedestrian transportation. She has worked for 13 years at the intersection of transportation, land use, and community planning. At TDG, Anderson leads multimodal transportation planning projects and helps oversee the company's talented team of planners. Her experience includes working with local governments, developers, metropolitan planning organizations, transit agencies, community advocates, and other partners to conceive and implement pedestrian, bicycle, and complete streets projects. Anderson has worked on active transportation master plans, Safe Routes to School programs, transit access studies, and related projects in countless communities around the United States.

Before joining TDG, Anderson worked for the Urban Land Institute in both the San Francisco and Washington, D.C., district councils. For ULI, she ran technical assistance panels and authored reports on local land use and redevelopment issues. She also worked for Reconnecting America, a national think tank focused on equitable, transit-oriented development. There, Anderson served as the author and coauthor of numerous reports for the Federal Transit Administration, the U.S. Department of Housing and Urban Development, and multiple local government and philanthropic clients.

Anderson has a master's degree from the University of California, Berkeley, and a BA from the University of Virginia. She is a nationally certified Safe Routes to School

course instructor and serves on the board of the National Capital Chapter of the Association of Pedestrian and Bicycle Professionals.

Jonathan Bartlett

Atlanta, Georgia

Bartlett is a senior consultant in the Advance Planning Group (APG) of Jacobs Engineering. Jacobs established APG to provide unequalled predesign and planning expertise to clients around the world.

Bartlett is based in Atlanta, where he uses his core skills in forward-looking market, financial, and strategic analysis of commercial and residential real estate opportunities. He represents the end-user point of view, using economic, demographic, and competitive market data to help guide projects to superior return on investment. He believes that even the grandest plans must be financeable, so he applies an understanding of a range of tools from private equity to P3 and tax credit sources. Bartlett also brings expertise in fiscal and economic impact analysis, financial modeling, and site selection.

Beore joining Jacobs, Bartlett was a vice president with RCLCO in Bethesda, Maryland, and Atlanta. He also established a real estate advisory practice at CohnReznick, a top-ten CPA firm. A Boston native, Bartlett holds a BA from Washington & Lee University in Lexington, Virginia, and an MBA in real estate finance from the University of North Carolina–Chapel Hill.

Jordan Block

Denver, Colorado

Block is an urban designer and planner with RNL Design, based in Denver. His focus is in bridging large-scale community and regional planning with attention focused on the human experience within the public realm. He specializes in projects that contain large infrastructural development or change as a catalyst for site-specific, detailed urban design.

He has worked on numerous urban planning and design projects with a wide variety of clients, ranging from developer-led urban infill and transit-oriented development projects to government-backed comprehensive vision plans for major metropolitan areas. He has worked both domestically and internationally, with a large concentration of projects in his home state of Colorado as well as in the Middle East and other regions.

Block is currently working with several municipal and county governments in Colorado to prepare vision plans for the growth of their facilities and employee bases as well as improving the accessibility and urban design of their campuses. He recently completed work for a 30-year master plan for the Abu Dhabi metropolitan area, focusing on the extensive North Coast region, as well as smaller development projects in the region. In all his projects, he aims to transform stakeholder and community ideas into implementable plans.

He is a graduate of the Master of Urban Design program at the University of Colorado Denver. Earlier, he received his master of city planning with an emphasis on urban design and economic development from the University of Pennsylvania.

Peter Cavaluzzi

New York, New York

A fellow of the American Institute of Architects, Cavaluzzi helped establish Perkins Eastman's unique approach to architecture in which buildings and public spaces are conceived together to create extraordinary places. His designs are sparked by a creative understanding and interpretation of each program and place, and usually begin with a simple analytic sketch. His expertise covers the spectrum from complex urban mixed-use designs, transportation facilities, to sweeping waterfronts in the United States and abroad.

Cavaluzzi's designs for MGM City Center, which brought urbanism for the first time to the Las Vegas Strip, and other transformative large-scale projects have garnered

national recognition and numerous national awards. Projects of note include Mayo Clinic Destination Medical Center Rochester; Battery Park City in lower Manhattan; Beijing, China, Mini City, mixed-use development (Vanke Best Architecture Design award); Moynihan Penn Station, New York; Target Field Station Minneapolis, the "Grand Central Terminal for the Twin Cities" (2015 National AIA design award); Science City Union Station, Kansas City (National AIA Honor Award); Denver Civic Center Square Transit Station and Market Hall; and Queensway Bay, Long Beach.

He has taught graduate design studio at the Pratt Institute, Columbia University, and Yale. He lectures extensively on urban mixed-use development and on the subject of "open transit" and how this design approach is transforming the development of great transit places within cities across the globe.

Cavaluzzi holds a master of science in architecture from Columbia University and a bachelor of architecture from the University of Minnesota. He is a Ralph Rapson Fellow at the Minnesota Architectural Foundation. He was a cofounder of New York New Visions for the redevelopment of the World Trade Center in New York City and is registered in New York, New Jersey, Maryland, and Nevada and is NCARB certified. He is a ULI member of the Transit Oriented Development Council and a ULI Rose Center Fellowship faculty member.

Michelle Delk

New York, New York

Fascinated by the urban environment and its positive influence on people's lives, Delk is a passionate designer and champion of public space. As partner and discipline director of landscape architecture for Snøhetta NYC, she cultivates transdisciplinary collaboration while providing insight toward the creative advancement of public environment.

Delk has led diverse projects, with extensive engagement of community and client groups. These include master plans for campuses, urban infill areas, and brownfield redevelopments, as well as realizations of downtown plazas, urban parks, streetscapes, and green spaces. Currently, she is leading the design of the Willamette Falls Riverwalk in Oregon, the New Central Library Plaza & Gardens in Calgary, and Oak Plaza and part of a development project in downtown San Francisco. She is also focused on several other design efforts, including the French Laundry Garden Renovation, the Penn District Master Plan, and the Temple Library Landscape.

Clear thinking and collaborative principles characterize Delk's approach in leading a myriad of dynamic projects, often emphasizing complicated social and experiential opportunities. Her ability to provide strategic vision allows for concerted explorations that embrace the subtleties and complexities of public realm design efforts. Her enthusiasm is reflected not only in her design work and leadership within the firm, but also through participation as a lecturer and instructor within universities as well as a design jurist and adviser within various communities. Through these opportunities, she seeks to discover and expand upon the urban landscape vernacular to further enable positive dialog between our current and future urban vision.

Mary Konsoulis

Alexandria, Virginia

Konsoulis, AICP, is a consulting curator, writer, and editor whose practice focuses on the relationship of people to the built environment. Her work includes a number of exhibitions, including the recent *reVISION: Thinking Big* for the Washington chapter of the American Institute of Architects, an examination of five major projects changing the development landscape of the city.

She is an adjunct faculty member in the University of Maryland's School of Architecture, Planning, and Preservation. She has taught in both the historic preservation and real estate development programs; her courses emphasize the interdisciplinary nature of the planning, zoning, and entitlement processes and the importance of public engagement and communication. From 2007 to 2009, she was a senior editor at *Real Estate Review*, a professional

journal for the real estate industry produced by the Colvin Institute of Real Estate at the University of Maryland and published by Thomson/West.

Konsoulis was an editor, curator, and writer with the U.S. Commission of Fine Arts (CFA), a federal design review agency in Washington, D.C. Her work for the agency included serving as an editor and contributing author for *Civic Art: A Centennial History of the U.S. Commission of Fine Arts*, an illustrated history of the commission published in spring 2013 and distributed by the University of Massachusetts Press. Before her work for the CFA, Konsoulis was a curator at the National Building Museum, developing exhibitions that explored the spatial, political, cultural, and technological influences on the design and development of American cities. In 2012, she served on a ULI Washington Technical Assistance Program panel for the Workhouse Arts Center in Lorton, Virginia, a historic property and adaptive use project that formerly housed the District of Columbia jail. In 2014, she served on a ULI Advisory Services panel for Knoxville, Tennessee, which examined the direction of future development in the city's downtown.

Konsoulis has a master's degree in city and regional planning from Harvard University and an undergraduate degree in American Studies from Wellesley College. For a number of years, she was an urban planner in the Washington, D.C., office of Skidmore, Owings & Merrill.

Laurence Lewis

Oakland, California

Lewis is a transportation planner and engineer whose career has focused on the integration of land use and transportation. He has 16 years of project experience that include "complete streets" planning, local government policy plans, transit-oriented development plans, and traffic impact analyses. A registered Professional Engineer in Florida and a member of the American Institute of Certified Planners, Lewis has managed a wide variety of transit planning, traffic engineering, land use policy, and urban design projects throughout the United States, the Caribbean, and the Middle East. Lewis is currently a panelist for TCRP Research Project H-45, Livable Transit Corridors: Methods, Metrics and Strategies. He served on the Municipal Planning Board of the city of Orlando, Florida, from 2012 to 2014.

Lewis has worked with developers and local governments to implement multimodal transportation systems in support of both infill and greenfield projects. His past project experience includes working with a developer consortium as part of the White Flint Sector Plan in Montgomery County, Maryland, and with the developers of the Rockett's Landing mixed-use redevelopment in Richmond, Virginia. Currently, he is working with the city of San Leandro, California, on a transit-oriented development redevelopment plan around the Bay Fair BART station.

He holds a master's degree in city and regional planning from the University of North Carolina–Chapel Hill and an undergraduate degree in civil engineering from Princeton University.

John D. Macomber

Boston, Massachusetts

Macomber is a senior lecturer in the finance unit at Harvard Business School. His professional background includes leadership of real estate, construction, and information technology businesses. At Harvard Business School, Macomber is engaged in the Business and Environment Initiative and Social Enterprise Initiative. He teaches finance, real estate, urbanization, and entrepreneurship courses in the elective curriculum and in executive education. Before coming to Harvard Business School, Macomber was a lecturer at MIT in civil engineering and real estate.

He is the former chairman and CEO of the George B.H. Macomber Company, a large regional general contractor, and remains a principal in several real estate partnerships. Macomber serves or has served on the boards of Young Presidents Organization International, Boston Private Bank, and Mount Auburn Hospital.

Macomber is a graduate of Dartmouth College (mathematics in the social sciences) and Harvard Business School.

Kim Morque

Norwalk, Connecticut

Morque is a principal and president of Spinnaker Real Estate Partners, based in Norwalk, Connecticut. He has been a principal with Spinnaker since 1998 and has over 30 years of experience in land use, real estate development and management, and commercial construction. He is currently working on several mixed-use projects from Stamford to New Haven that focus on placemaking and urban redevelopment.

Currently chairman of the Downtown Special Services District in Bridgeport, Connecticut, Morque also serves on the Lockwood Mathews Mansion Museum Board of Trustees in Norwalk. He is past chairman of the Urban Land Institute Westchester/Fairfield County District Council and past president of the Westchester/Fairfield board of the National Association of Industrial and Office Parks. In addition, Morque is a frequent speaker at industry forums and conferences on topics ranging from historic preservation to adaptive use, affordable housing, and transit-oriented development.

Morque earned a BS from the Pratt Institute in Brooklyn, New York, and completed the Real Estate (Diploma) Program at New York University. He is a licensed real estate broker in New York and Connecticut.

Appendix

THE PANEL WOULD LIKE TO THANK all those who participated during its visit to Charlotte. Whether it was filling out the online survey or coming to the public reception, everyone provided invaluable input. The following are the individuals who were able to participate in the interview process and provide additional support to the panel:

Trey Ackerman, Sadler Barnhart, John Bass, William Bissett, Jeb Blackwell, Frank Blair, Colin Brown, Jeff Brown, John Cacchione, Debra Campbell, Ron Carlee, Roger Coates, Clifton Coble, Rob Cochran, Dan Cottingham, Ned Curran, Scott Curry, Sam Daniels, Eric Davis, Mike Davis, Todd Delong, Dena Diorio, Bridget Dixon, Tracy Dodson, Jennifer Duru, Julie Eiselt, David Erdman, Rebecca Fant, Dowell Finch, Trevor Fuller, Bernie Gesing, Daniel Gallagher, Tom Griffin, Barry Gullett, Chad Hagler, John Harris, Johnny Harris, Johno Harris, Sarah Hazel, Paul Herdon, Peggy Hey, Phillip Hobbs, Monica Carney Holmes, Kathryn Horne, Brian Horton, Tim Hose, David Howard, Leslie Johnson, Mike Kennerly, Ron Kimble, Larry Kopf, Tony Lanthrop, Carley Levitt, Karin Lukas-Cox, Vi Lyles, Kent Main, Elizabeth McGregor, Edward McKinney, Anne Mofatt, Jordan Moore, Bob Morgan, Ryan Bradley Morgan, John Muth, Compie Newman, Tracy Newsome, Alysia Osborne, Joe Padilla, Peter Pappas, Tony Perez, Patrick Peterman, Rob Phocas, Danny Pleasant, Joe Price, Will Purvis, Matthew Ridenhour, Kelly Rogers, Theresa Salmen, Ella Scarborough, John Short, Kenny Smith, Michael Smith, Todd Stewart, Amy Sullivan, Ken Szymanski, Chris Thomas, Priscilla Walters, Pam Wideman, and Peter Zeiler.

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