

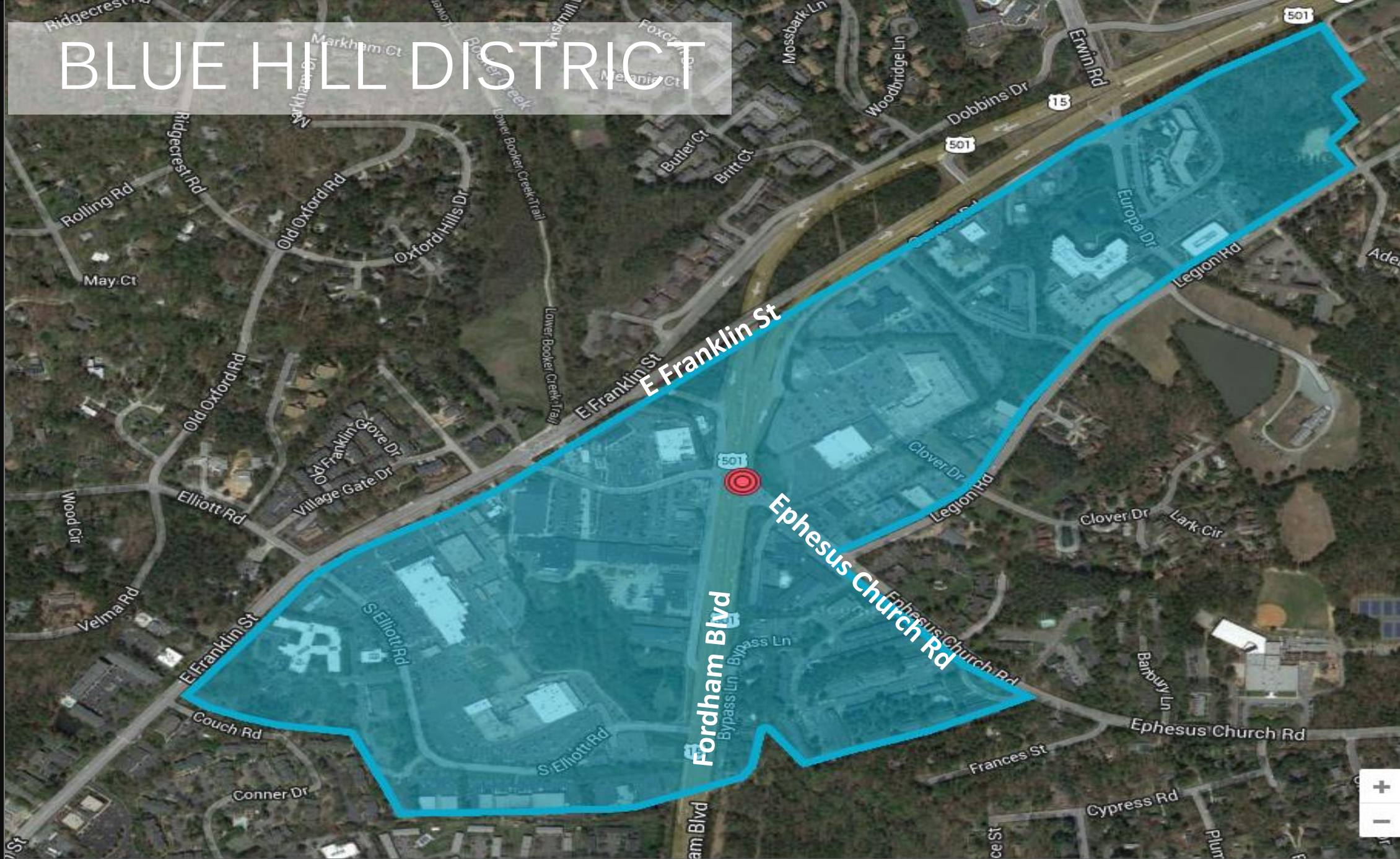
CHAPEL HILL, NC



Moving Toward Walkable Redevelopment

THE SETTING

BLUE HILL DISTRICT



WHOLE FOODS MARKET

RESERVED
PARKING
♿
BE SEEN
PLEASEY
SLOW

♿

NO
LEFT
TURN

We're Growing
Something Good

PLAZA





TRADER JOE'S

MISPLACED
PARKING
INABILITY
PERMITS
ONLY
NO OTHER
VEHICLES





PERFORMANCE Bicycle

THE LOOP

OLD BIRD

STOP



SPEED
LIMIT
45

SPEED
LIMIT
45

NO PARKING
ANY
TIME

RAM
DARRINGER
LATOR





Advance Auto Parts



18⁹⁹
REG

879
LOWEST PRICE OF THE SEASON

BUY 4 FOR THE PRICE OF 3

SPEND \$100 GET
20

FREE

FREE

FREE

FREE

1744

FBC

1744

STARBUCKS COFFEE

BRUEGGE



Town of Chapel Hill



Ephesus Church Road/Fordham Boulevard Small Area Planning/Traffic Analysis

2.18.2011

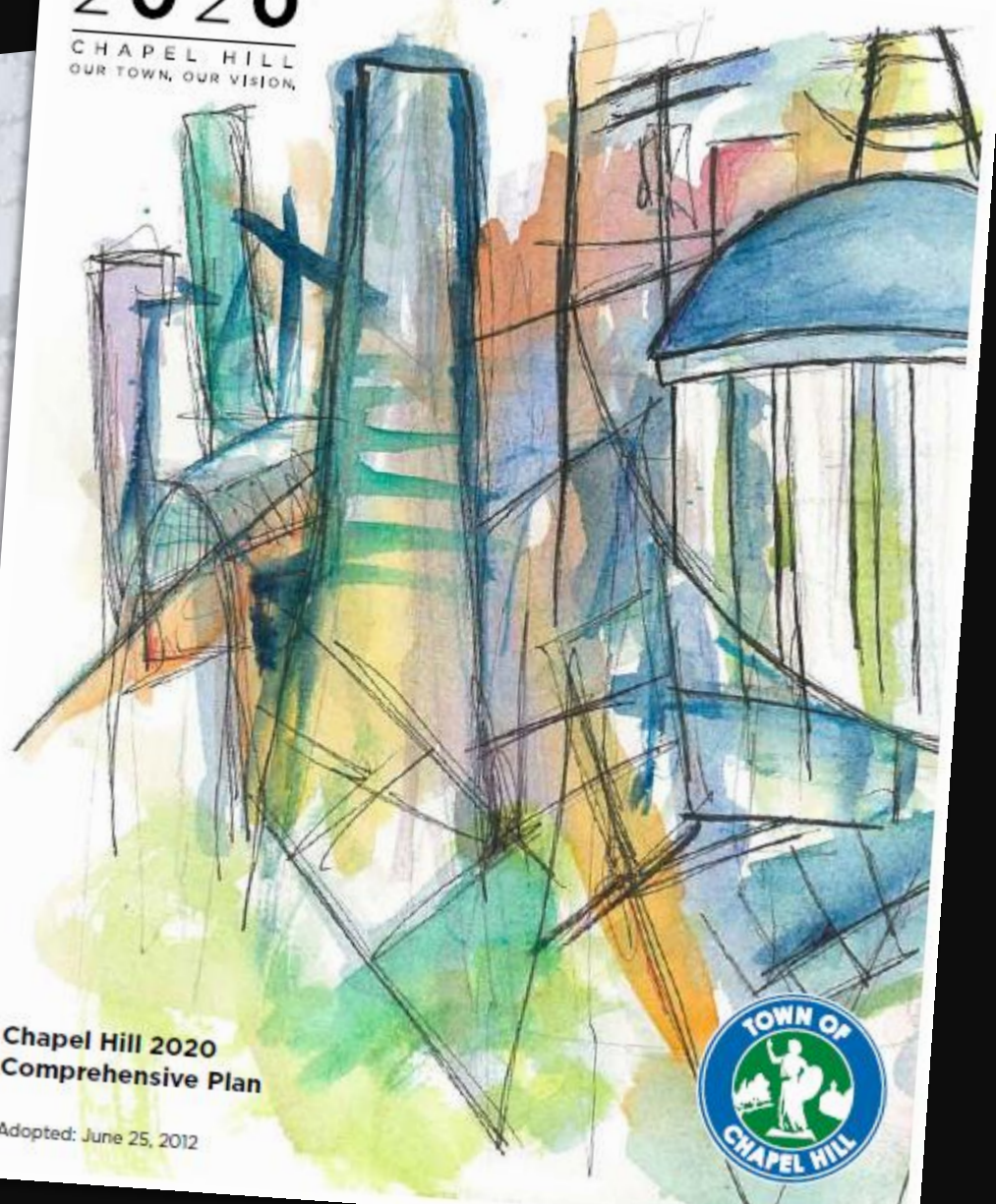
DGI
Development Concepts, Inc.


Urban Collage, Inc.


Kimley-Horn and Associates, Inc.

2020

CHAPEL HILL
OUR TOWN, OUR VISION.



Chapel Hill 2020
Comprehensive Plan

Adopted: June 25, 2012



GOAL

Walkable redevelopment that helps pay for infrastructure improvements and grows the tax base



IMPLEMENTATION

3.11.2.5. Frontages

Type A With On-Street Parking



Type A Without On-Street Parking



TYPE A FRONTAGE

Building Location	
Ⓐ Front setback (min/max)	0' / 10'
Building facade in BTZ (min % of lot width)	80%
Streetscape	
Ⓔ Sidewalk (min)	10' with 10' minimum clear zone
Ⓒ Tree planting zone (min)	8'
Tree spacing (on center, avg)	40'
Ⓓ On-street parking, where provided (min)	8'
Parking Location	
Surface parking: Not permitted between building and street	
Structured parking: 30' minimum behind front building facade for all floors	

Canopy trees are required unless utility conflicts exist, in which case an equivalent or better alternative can be reviewed and approved by the Community Design Commission.





Fordham





THE OPPORTUNITIES





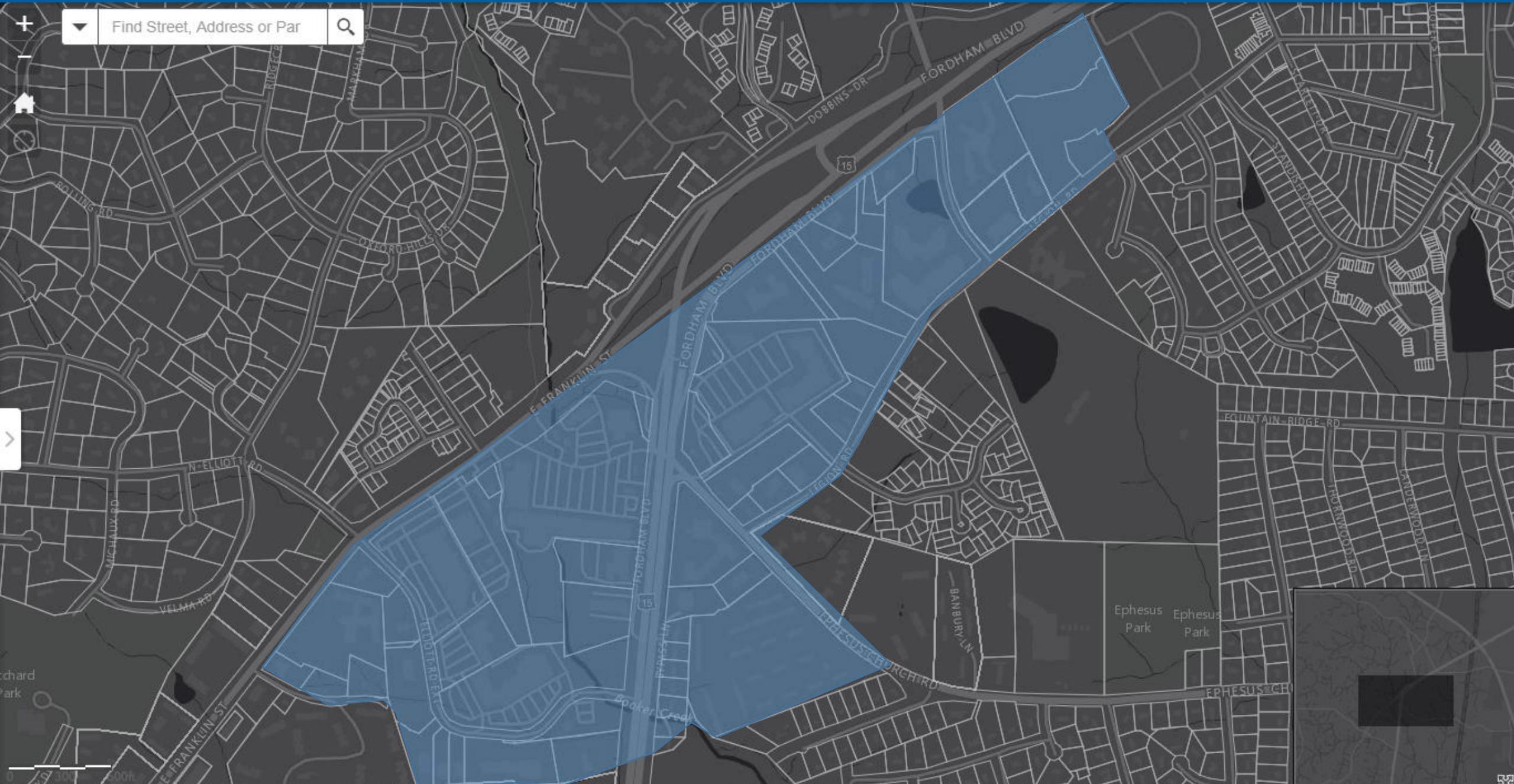




THE ENVIRONMENT



Find Street, Address or Par



79.017 35.938 Degrees



SPEED
LIMIT
45

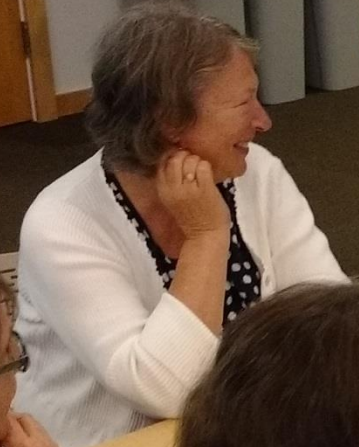
SPEED
LIMIT
45

NO PARKING
ANY
TIME

RAM
DARRINGER
LATOR

15/50

NO STOPPING



THE OUTCOMES



**LIVING
KITCHEN**

**LIVING
KITCHEN**

Now
Open

Now
Open

LEASING
OFFICE
1000
→



 **CHIPOTLE**


Sprint

KROGER

110

QUE Pasa





ZOËS KITCHEN

SIMPLE. TASTY. FRESH!

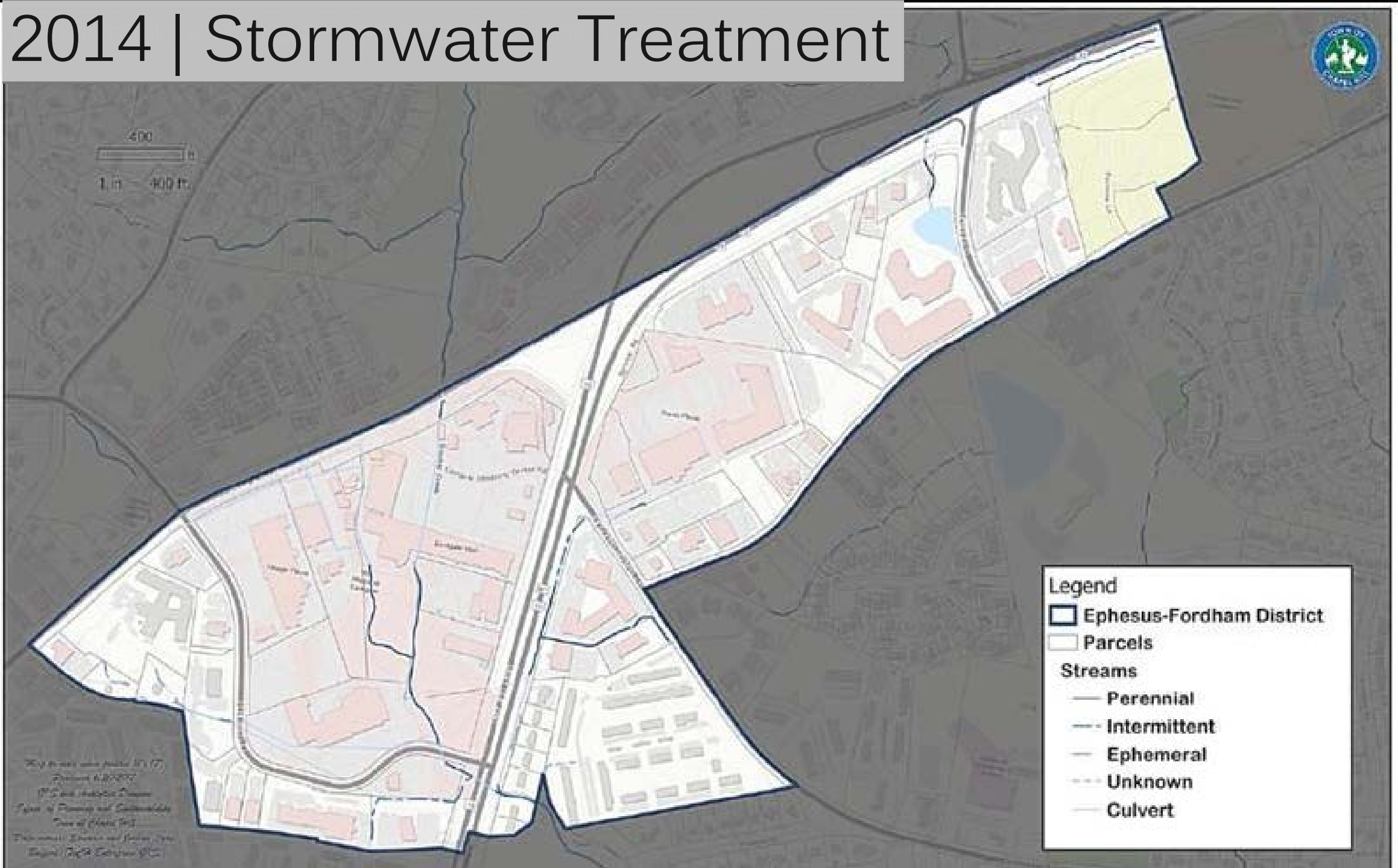
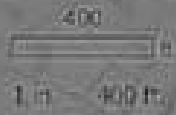
ZOËS KITCHEN
© 2018

HEAVENLY PARKING
P

AIR EXP
HEATING & COOLING



2014 | Stormwater Treatment



Legend

- Ephesus-Fordham District
- Parcels

Streams

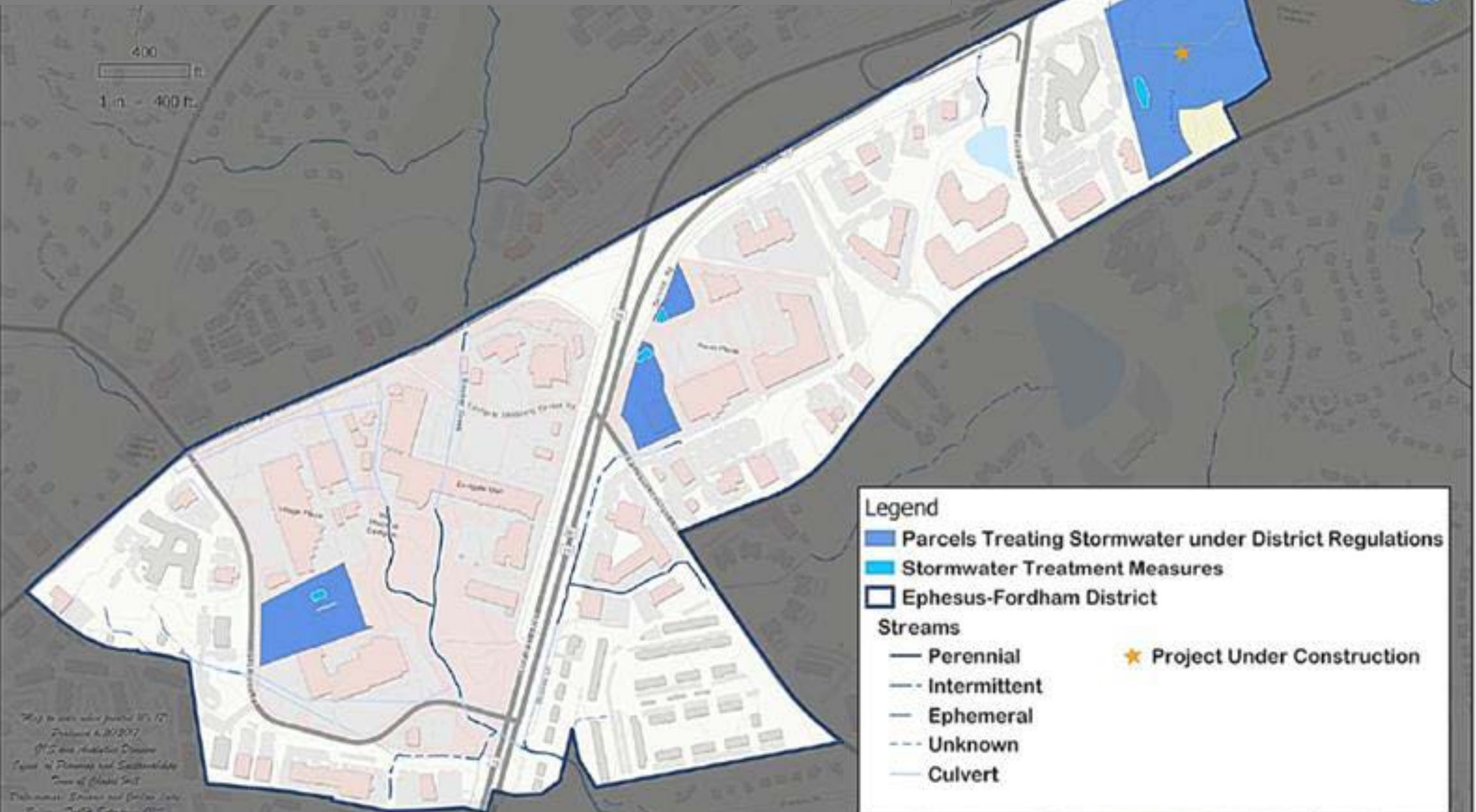
- Perennial
- - - Intermittent
- · · Ephemeral
- · - Unknown
- Culvert

City of New York
Department of Environmental Conservation
Office of Stormwater Management
100 West Street
New York, NY 10038
Tel: (212) 312-2000
Fax: (212) 312-2001

2017 | Stormwater Treatment



400
1 in = 400 ft.



Legend

- Parcels Treating Stormwater under District Regulations
- Stormwater Treatment Measures
- Ephesus-Fordham District

Streams

- Perennial
- - - Intermittent
- · · Ephemeral
- · - · Unknown
- Culvert

★ Project Under Construction

Map to view water quality data for the District is available on the City of Philadelphia's Stormwater Information System (SIS) website.

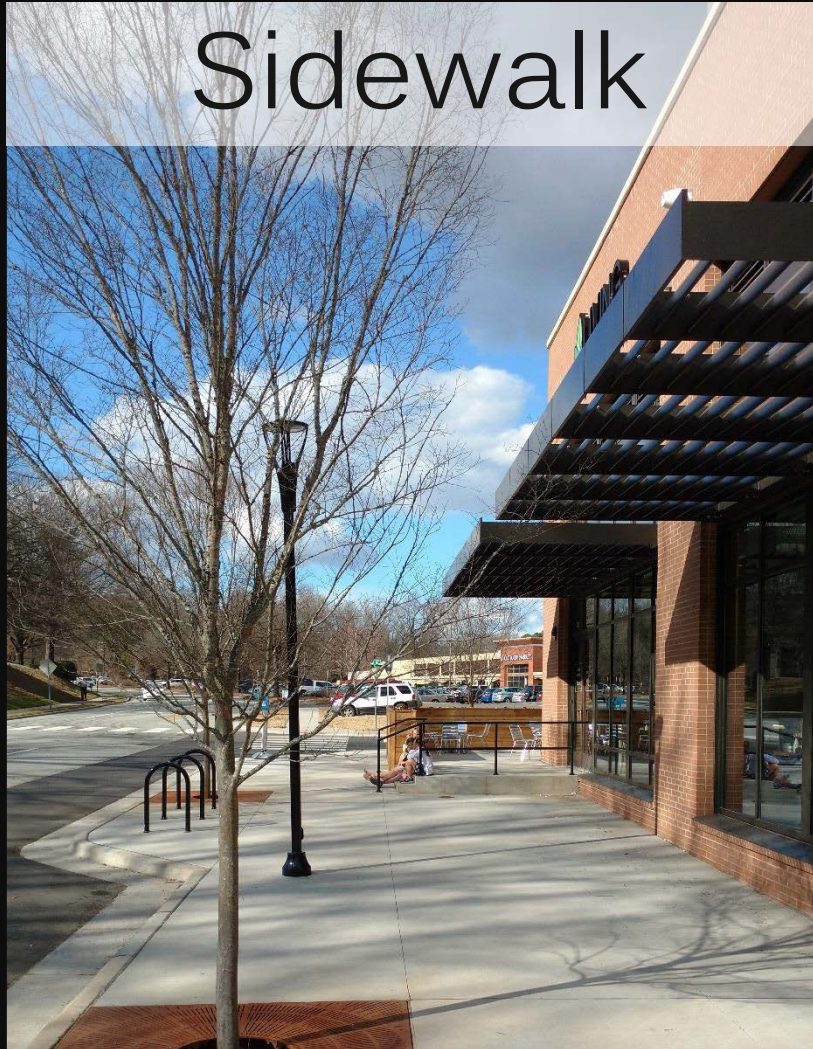
Affordable Housing



23% of all units permitted in District

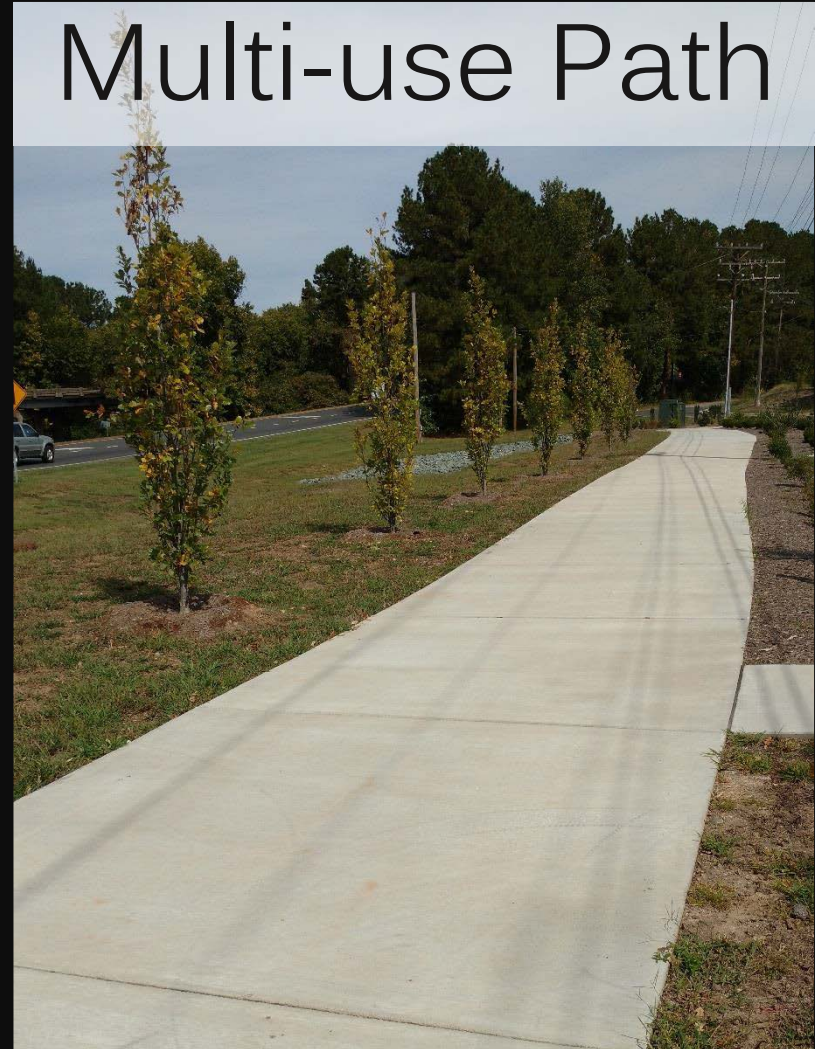
Walkability

Sidewalk



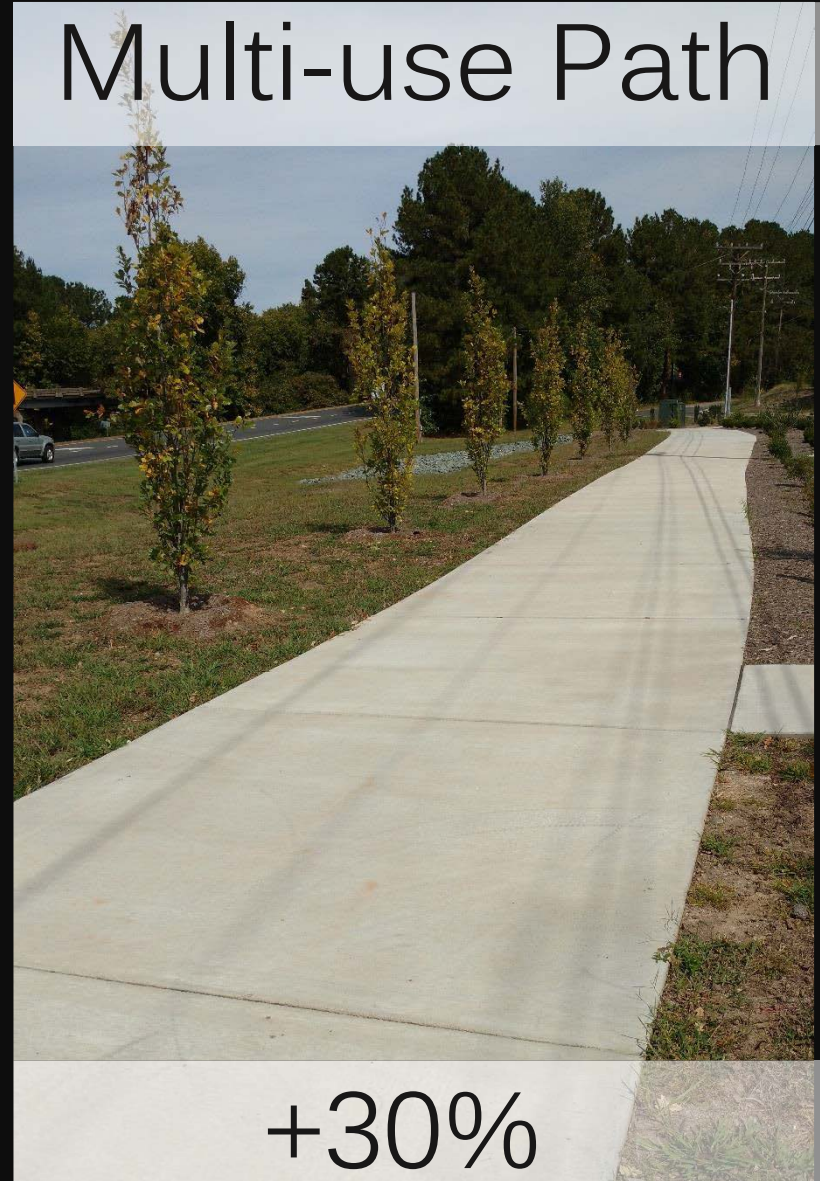
+6,975 ft.

Multi-use Path



+877 ft.

Walkability





START CROSSING
Watch For
Vehicles

⬇️
DON'T START
Finish Crossing
If Started

⬇️
TIME REMAINING
To Finish Crossing

⬇️
DON'T CROSS

← PUSH BUTTON
TO CROSS →

Infrastructure Improvements

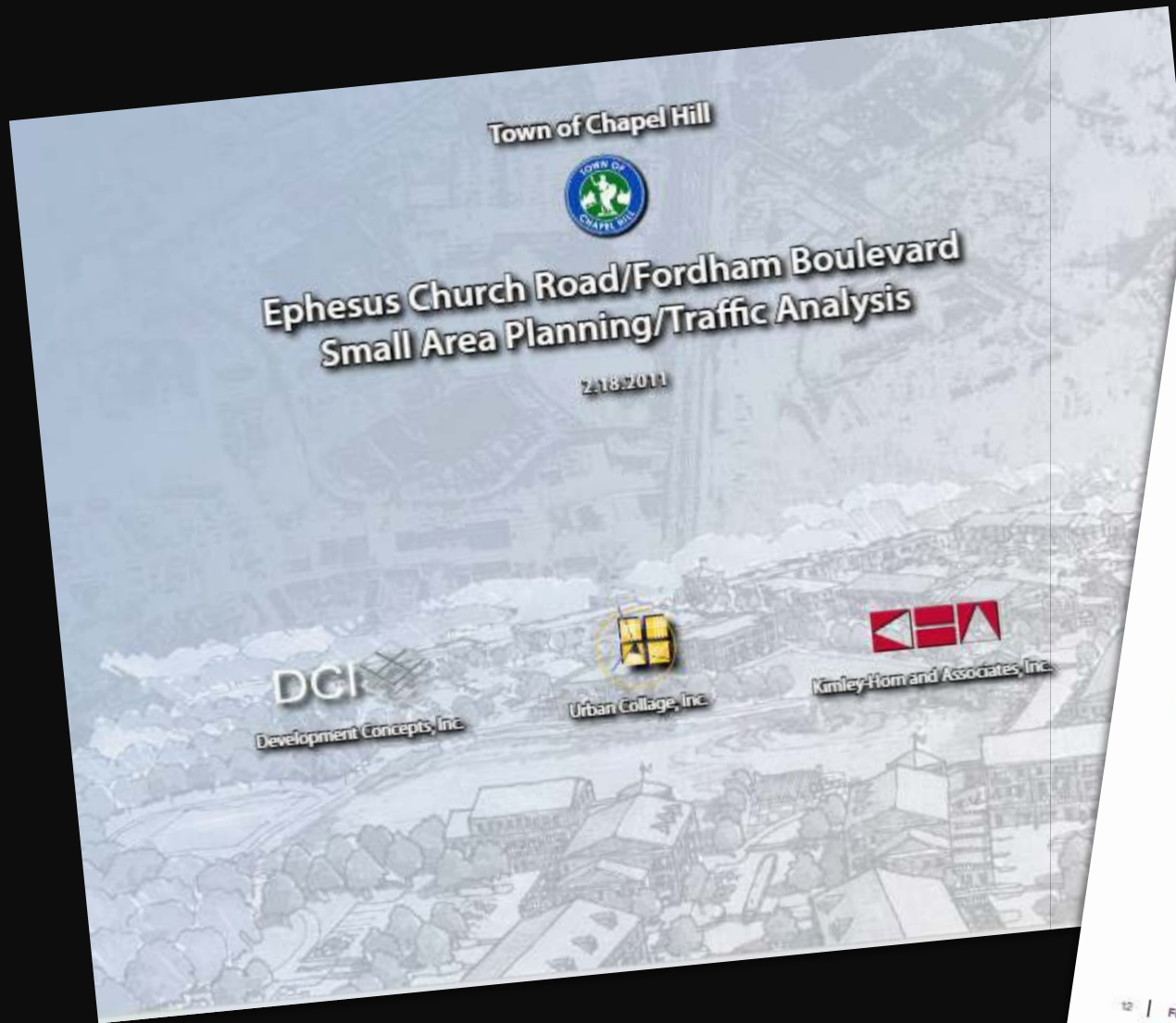


LEARNING



Public Benefits





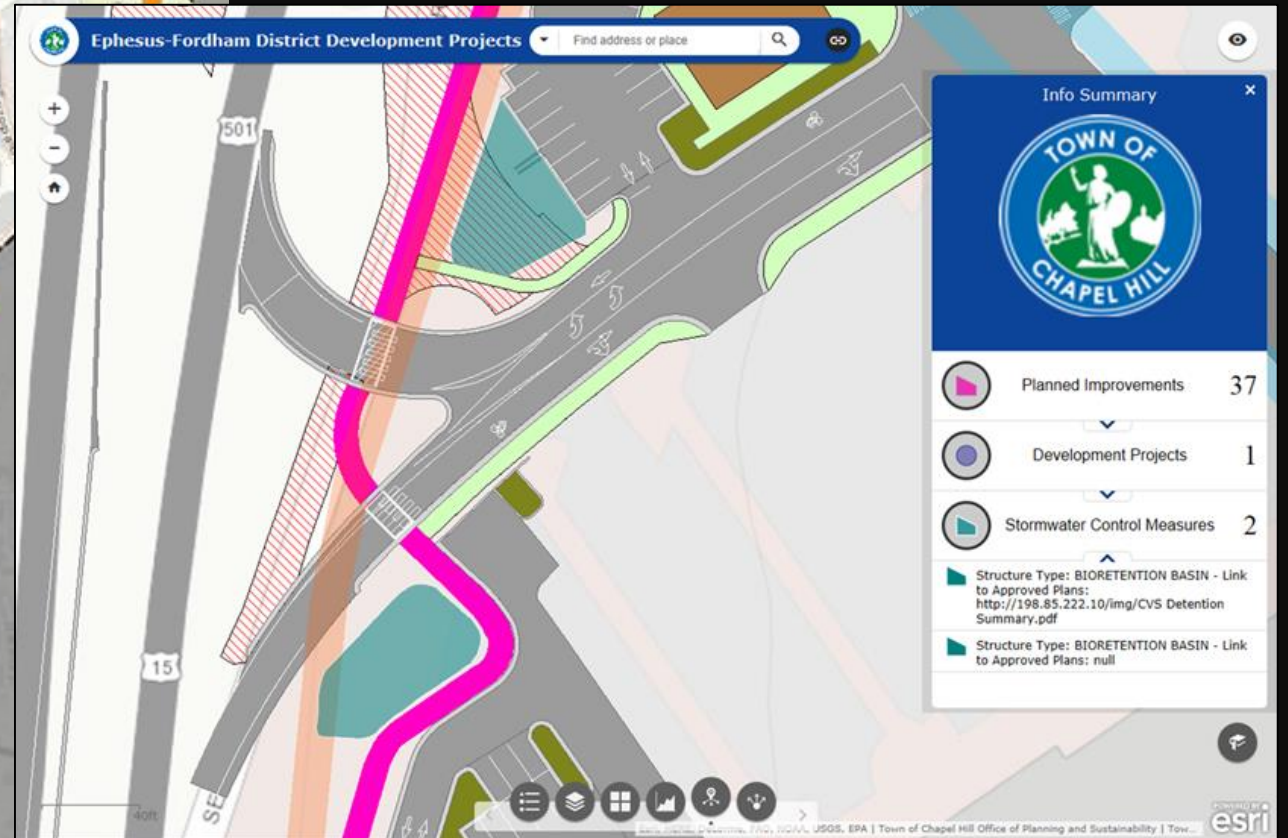
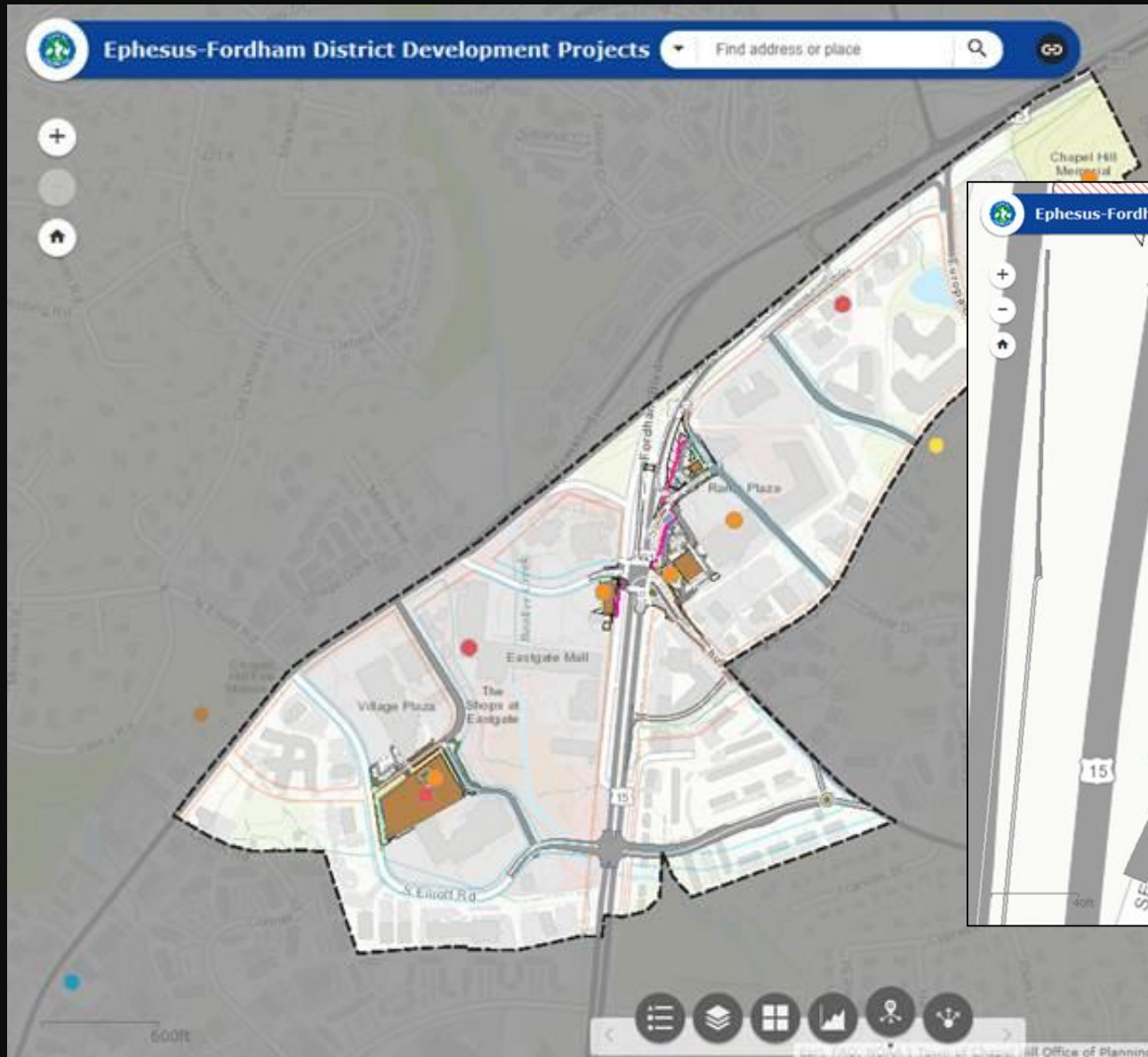
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Matching Expectations



Regular Communication



CHARLOTTESM

Eastland Mall Redevelopment

American Planning Association

December 8, 2017

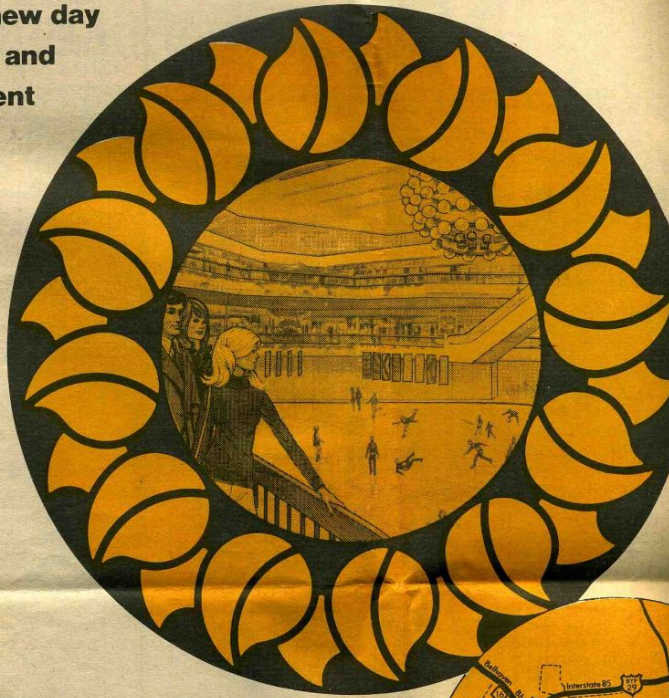
- History and Site Context
- Redevelopment Process
- Final Thoughts



Eastland Mall

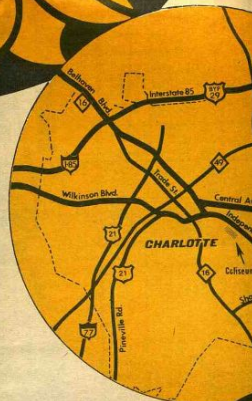
... a bright new day
in shopping and
entertainment

**NOW
OPEN!**



There is something new under the sun — Eastland! Its two-level, fully-climatized mall brings together a marvelous blend of 90 stores to serve you and your family — including Belk, Ivey's and J. C. Penney. But, that's just the beginning. It's a place to enjoy all day long, not only exploring the shops, but discovering such spectacular entertainment as the huge indoor ice rink as well. And there's a new dining experience around every corner. The beautiful courts are green with growing things and offer a genial place to rest or meet a friend.

Eastland is truly the dawn of a new day in central shopping pleasure and convenience. And every inch of it was planned with you in mind.





Grand Opening of Eastland Mall



Mall Remodeled



Suburban retail shift to new malls & power centers



1975

1979

1990

1998

2002

Fourth Anchor Addition

Demographic shift, mall decline



JC Penney closes



Eastland on mend, Burlington Coat Factory occupies partial former Dillards



Mall shootings and crime escalates

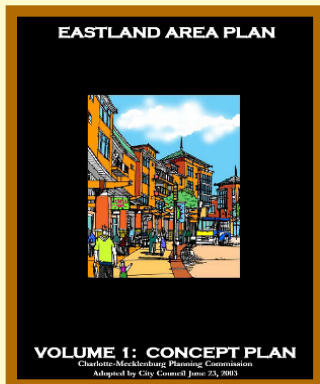


Belk & Limited closings



Dillards becomes Outlet

Harris Teeter closes



Eastland Area Plan adopted by Council recommending mixed-use development and increased bike/ped connectivity

Eastland Transit Facility opens



ULI Study recommending transformation to mixed-use town center



Dillard Outlet closes



Sears closes



Development Site Plan

City enters negotiations with Studio Charlotte; mall demolition approved

Charlotte EAST establishes Principles for Redevelopment

Partnership discussions about parks, stormwater, civic uses, schools, developers, etc.



Consultant conducts adaptive reuse strategy

Mall goes into receivership

City purchases 80 acres of mall property; issues RFP for development proposals to support the film and television production industry



Development Site Plan

City terminates MOU

Community Redevelopment Principles



- **Enhance the Perceptions of the Eastland Area and East Charlotte**
Attract visitors from across the region
- **Unify Local Communities**
Build on the Eastside's cultural and international diversity
- **Create Connectivity and Walkability for Surrounding Neighborhoods**
Integrate development into the existing corridors and neighborhoods
- **Take Advantage of Natural Features**
Restore water features and create dedicated and flexible open spaces
- **Create Opportunity for Civic Development**
Incorporate public amenities such as a school or library
- **Increase Equitable Economic Development**
Provide opportunities for businesses, small scale developers, and residents

- Model for sustainable design
- Civic partnerships (school, park)
- Walkable, mixed use place making
- Integration of existing and future transit

“Everyone has the right to live in a great place. More importantly, everyone has the right to contribute to making the place where they already live great.”

**- Fred Kent, President
Project for Public Spaces**



Stormwater facility as an amenity



Transit Solutions



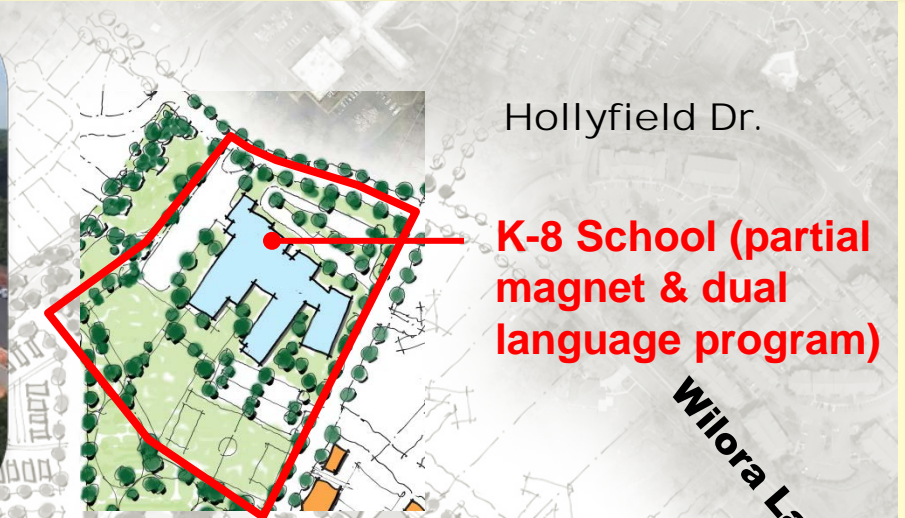
Open Space



Green Streets



Concept Implementation – K-8 School

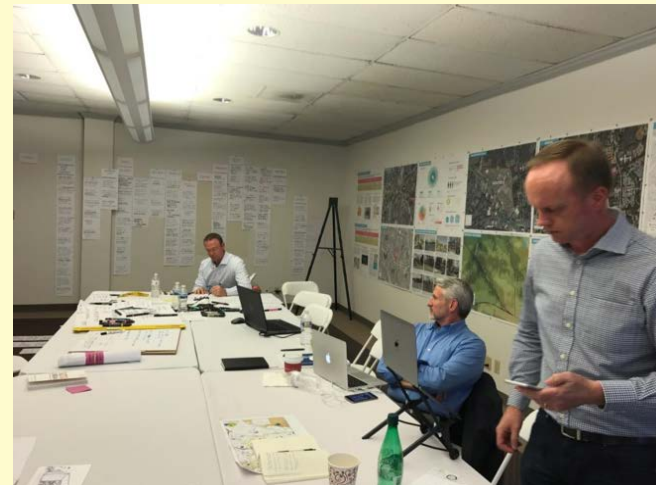


Nationwide Best Practices Westminster, CO



- Modeled generally after Westminster, CO redevelopment process
 - City taking on role of land developer
- Two-phased approach
- **Phase One:**
 - **Developer Forum:** Define requirements, identify barriers, and gauge project feasibility/interest
 - **Lean Scan:** Develop approach to encourage small-scale development and community building
 - **Tactical Urbanism Workshop:** Identify additional near-term activities for the site
- **Phase Two:**
 - Market feasibility analysis
 - Master Plan, Design Guidelines, and Regulatory Framework
 - Cost estimates and site programming
 - Marketing plan and solicitation of potential development partners

- Multiple conversations with 50+ professionals within the development and business community
- Participants included developers (small and large), brokers, architects, small business owners, potential non-profit users, and investors
- Collected feedback and perspectives to uncover barriers to redevelopment (perceived and actual)
- Identified potential opportunities for redevelopment



Barriers

- Achievable rents are too low to support new construction w/o some type of public support
- Infrastructure needs
- Lack of financially viable plan and no consensus around a path forward
- Destination retail or large office space not viable today or in foreseeable future
- Inconsistent and uncertain regulatory environment (particularly punitive to small-scale development)

Assets

- City controls land
- Central location with short commute to Uptown
- Local magnet schools have strong reputation:
 - K-8 partial magnet / language immersion school on site is a big asset
- Diverse and entrepreneurial residents
- Stable and strengthening surrounding communities
- Growing momentum in market and improving perceptions

- Site should be divided into manageable pieces or development pods
- Small, incremental development can create authentic destination and could foster larger scale redevelopment interest
- Temporary activation can reconnect people to the site and begin changing perceptions
- Short-term interventions can build sense of momentum; provide opportunities for engagement; introduce new identity to the site; and draw more people to the site
 - Generates greater familiarity and less apprehension with the site
 - Successful early activities can inform incremental redevelopment uses and building types



- Event to gather data and test concepts (“Questionnaire Village”)
 - Past, Present, and Future
 - Activities
 - CIP and Community Letter engagement
- Demonstrated how tactical urbanism can be used as tool for interim activation and long term uses
- Connected community members
- Identified potential tactical urbanism measures to be considered for the site



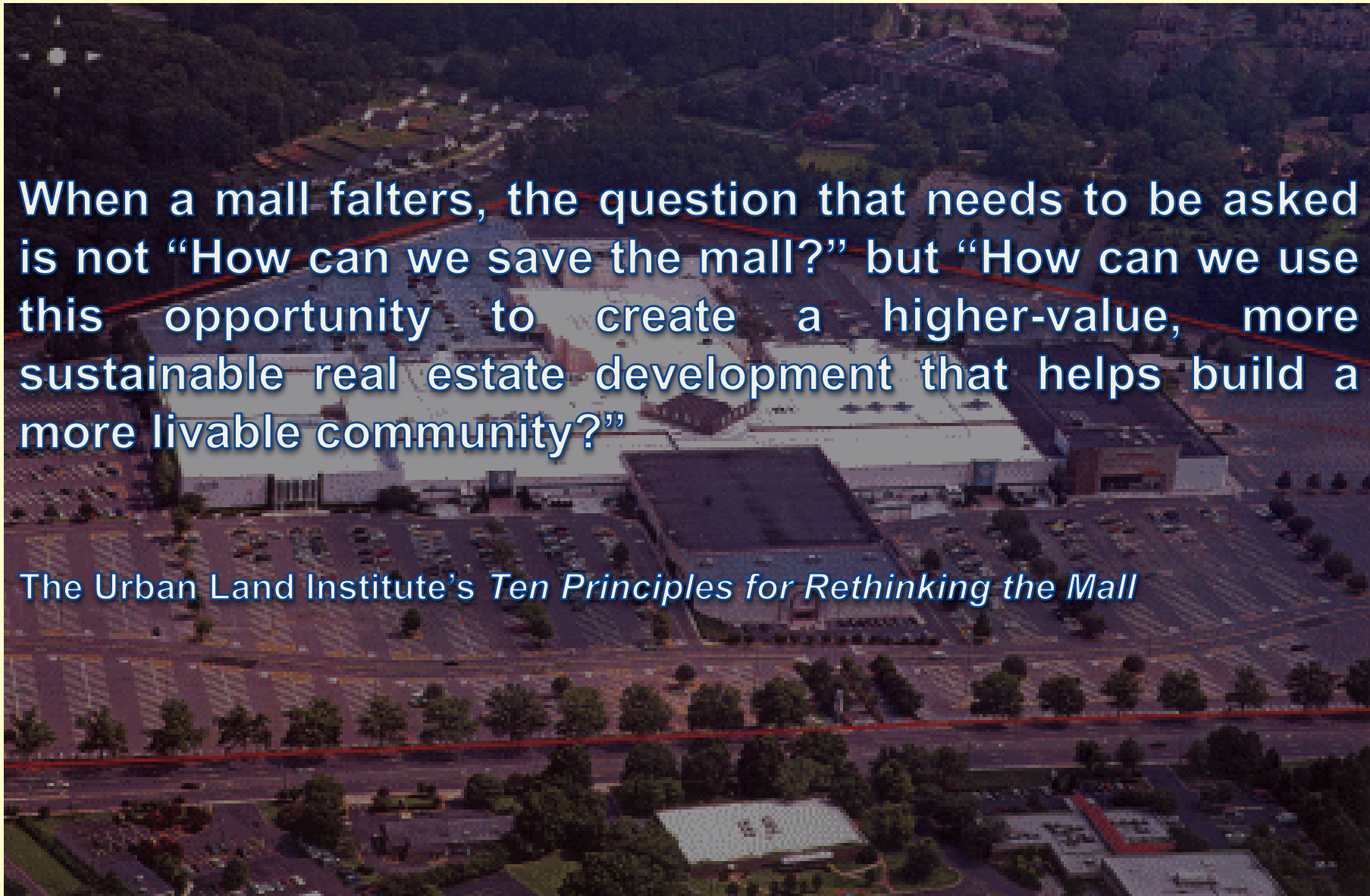


- Create a financially viable implementation plan to ignite interest and remove uncertainty without constraining creativity or opportunism
 - Operationalize the guiding principals
 - Plan enabling infrastructure links
 - Define potential public investment
 - Establish realistic phasing approach
 - Provide a framework that establishes the street grid, open space plan, and a walkable development
- Strengthen the implementation plan by defining additional appropriate public investment in infrastructure, open space, or related civic amenities
- Issue clear and predictable RFP(s) with provisions and a structure to entice diverse teams or a variety of individual respondents focused on discrete development pods which aggregate to 69 acres
- On to Phase Two....

- Council did not approve recommendation to move forward with Phase Two
 - Anxiety from first RFP process
 - Concerns expressed over spending additional funds without greater certainty
 - Must find private partner to increase certainty for a successful outcome
- Momentum from Phase One garnered support and interest from development community
 - Work through Phase Two effort in partnership with development partners
- Currently in discussions on potential partnership opportunities to redevelop the site and achieve the principles for redevelopment established by the community

- Process is important to achieving the desired outcome
 - The market and recession led to original approach and weighed short term gains over long term benefits
 - Should have focused on an informed RFP process rather than leading with a particular industry in mind (especially a “mobile” industry reliant on state-wide incentives)
 - Perception of failure vs success
 - The right process could lead to a “no go” decision...this is not a bad outcome
- Positive and consistent messaging is crucial to long term success
 - Community stakeholders must stand up and be message bearers
 - Negativity breeds negativity
- Don't be afraid to set high expectations
- Partnerships are a must
 - Recognize and appreciate benefits and concerns from public and private sector perspectives

- Focus on quality outcomes; not saving every dollar possible
 - Not a traditional real estate transaction
- Be willing to say “no” to proposals that don’t align with the community’s interests
 - Something is not necessarily better than nothing
- It is a marathon, not a sprint
- Supporters are great assets, but champions are required for successful implementation
- Process more political than anticipated
- Adapt or fail...



When a mall falters, the question that needs to be asked is not “How can we save the mall?” but “How can we use this opportunity to create a higher-value, more sustainable real estate development that helps build a more livable community?”

The Urban Land Institute's *Ten Principles for Rethinking the Mall*

Step by Step: Catalyzing Walkable Redevelopment



APA Webinar Presentation

John Richardson, Todd DeLong, Adam Lovelady, Ben Hitchings

December 8, 2017



TOWN OF CHAPEL HILL

The Speakers

John Richardson

**Operations Manager for Long-Range Planning and Sustainability
Town of Chapel Hill, North Carolina**

Todd DeLong, AICP

**Redevelopment Manager
City of Charlotte Economic Development Department**

Adam Lovelady

**Assistant Professor
UNC School of Government**

Ben Hitchings, AICP, CZO

**Director of Planning & Development Services
Town of Chapel Hill, North Carolina**



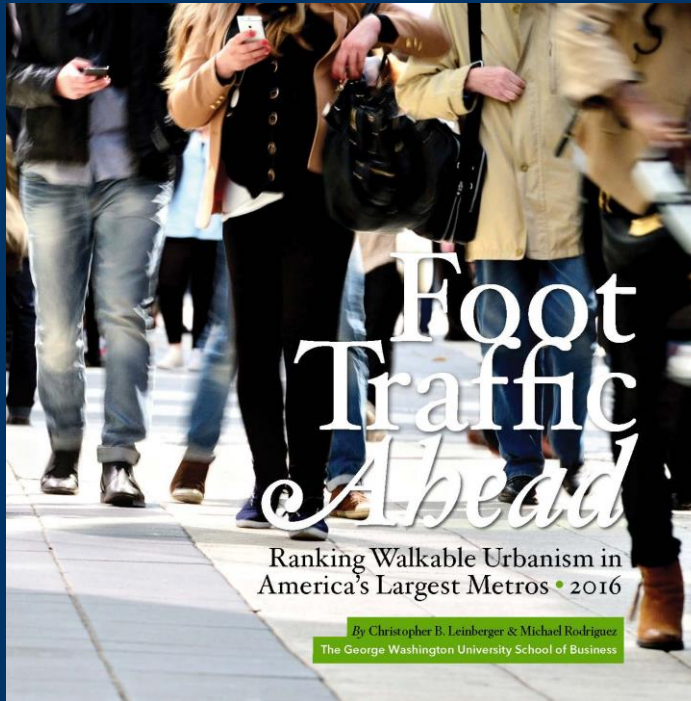
TOWN OF CHAPEL HILL

Impediments to Walkable Urbanism



TOWN OF CHAPEL HILL

2016 Study on Walkable Urbanism



WALKABLE URBANISM OF THE 30 LARGEST U.S. METROPOLITANS:

Current Ranking

RANK	METRO AREA	# OF WALKUPP	POPULATION		OFFICE, RETAIL, & MULTI-FAMILY RENTAL OCCUPIED SPACE				
			Mill. of Metro Area	Per Walkup	Per Walkup in Metro	% Office Occupied in Metro	% Retail Occupied in Metro	% Multi-Family Rental Occupied in Metro	% Total Occupied in Metro
1	New York City	67	20,340,000	273,549	21	56%	11%	8%	38%
2	Washington, DC	44	5,257,400	115,640	2	52%	20%	23%	33%
3	Boston	54	5,215,200	91,250	1	45%	17%	31%	32%
4	Chicago	38	5,203,000	223,300	13	43%	15%	33%	30%
5	San Francisco Bay	56	7,362,400	131,431	4	37%	21%	19%	25%
6	Seattle	25	3,717,000	151,400	6	42%	12%	17%	22%
7	Portland	16	2,077,400	125,200	3	39%	15%	12%	19%
8	Pittsburgh	11	2,276,200	184,100	15	35%	8%	15%	18%
9	Denver	18	2,212,000	141,500	7	29%	9%	15%	17%
10	Philadelphia	17	5,322,300	311,300	20	25%	10%	14%	17%
11	Atlanta	22	5,202,000	180,900	10	24%	9%	11%	16%
12	Charlotte	8	1,244,000	163,100	3	24%	10%	12%	15%
13	Minneapolis-St. Paul	11	4,225,000	265,200	17	30%	6%	10%	15%
14	Cleveland	10	2,091,000	201,800	11	36%	5%	7%	14%
15	St. Louis	10	1,331,000	125,300	16	26%	4%	9%	12%
16	Kansas City	9	1,251,000	214,200	12	25%	6%	6%	12%
17	Los Angeles	53	18,410,000	341,400	22	31%	7%	8%	11%
18	Cincinnati	7	1,200,000	176,200	10	27%	6%	5%	11%
19	Baltimore	15	2,234,000	151,300	9	28%	9%	3%	11%
20	Houston	16	6,076,000	365,500	24	20%	8%	4%	11%
21	Denver	32	2,212,000	141,500	7	29%	9%	7%	10%
22	Miami	20	3,217,000	288,200	19	18%	10%	8%	10%
23	Sacramento	6	1,228,000	182,200	2%	22%	5%	4%	9%
24	San Diego	14	3,183,000	202,200	14	13%	7%	6%	7%
25	Dallas	18	6,892,000	371,200	23	10%	9%	5%	7%
26	Las Vegas	2	2,191,000	187,100	29	7%	8%	3%	5%
27	Tampa	6	3,215,000	154,400	26	11%	2%	2%	4%
28	San Antonio	2	1,815,000	121,000	28	10%	3%	1%	3%
29	Phoenix	4	4,000,000	180,200	30	11%	1%	1%	3%
30	Orlando	3	1,910,000	125,200	27	11%	1%	2%	3%

Metropolitan Rankings

Metropolitan areas are ranked according to their current levels of walkable urbanism.

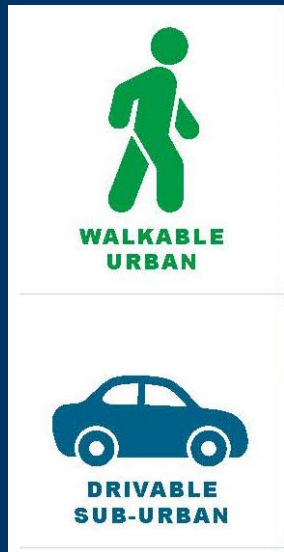
The walkable urbanism of each metro is determined to be the share of office, retail, and multi-family rental occupied space located in its WalkUPs in 2015.

Rankings are divided into four levels of walkable urbanism, which are described on the following page.

KEY:
Levels of Current Walkable Urbanism

- LEVEL 1: HIGH-LEVEL WALKABLE URBANISM
- LEVEL 2: MEDIUM-LEVEL WALKABLE URBANISM
- LEVEL 3: LOW-LEVEL WALKABLE URBANISM
- LEVEL 4: LOWEST-LEVEL WALKABLE URBANISM

2016 Study on Walkable Urbanism



- Studied 30 largest metro areas
- Represent nearly half of national population
- Identified Walkable Urban Places (WalkUPs)
- Compared to Drivable Suburbs

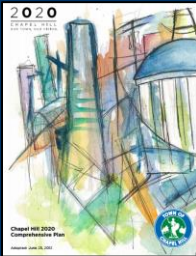


2016 Study on Walkable Urbanism

- **Walkable Urbanism gaining market share for office, retail, and multi-family rental**
- **Due to revitalization of central city and urbanization of the suburbs**
- **Substantial rent premium – 74% on average**
- **Most socially equitable**
 - **Reduced transportation costs**
 - **Improved access to employment**



Planning Tool Box



- **Plans**
- **Codes**
- **Public investments**



The Line-up

John Richardson:

Chapel Hill case study to establish Form Based Code and make transportation infrastructure investments in Blue Hill District.

Todd DeLong, AICP:

Charlotte case study to redevelop the former Eastland Mall.

Adam Lovelady:

Examples and lessons learned from other parts of the country.

Ben Hitchings, AICP, CZO:

Introduction and conclusion.



Examples from Other Regions

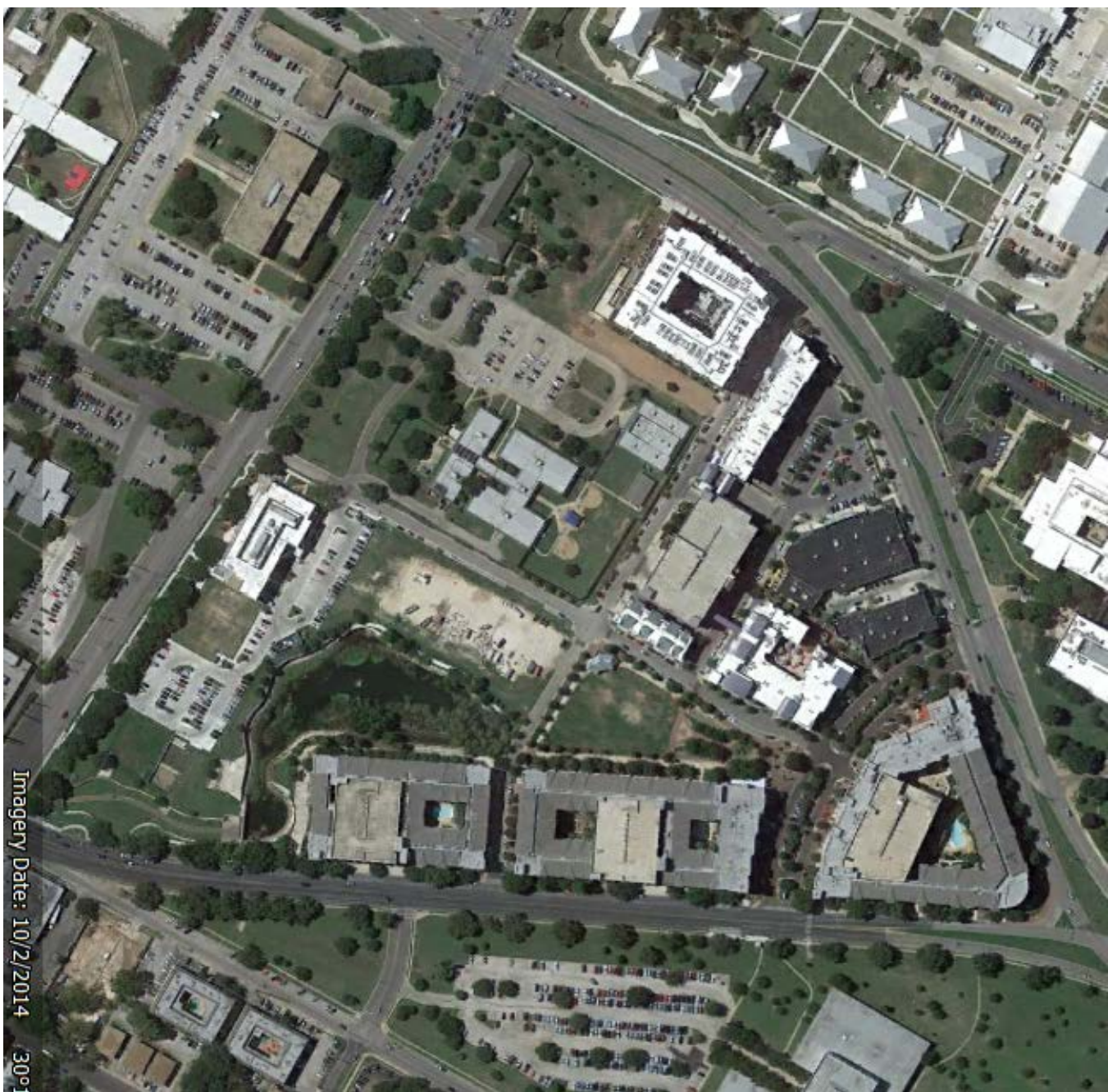
Finance | Zoning | Warnings



UNC
SCHOOL OF GOVERNMENT

www.sog.unc.edu

FINANCE



Imagery Date: 10/2/2014

30°

Triangle (Austin)





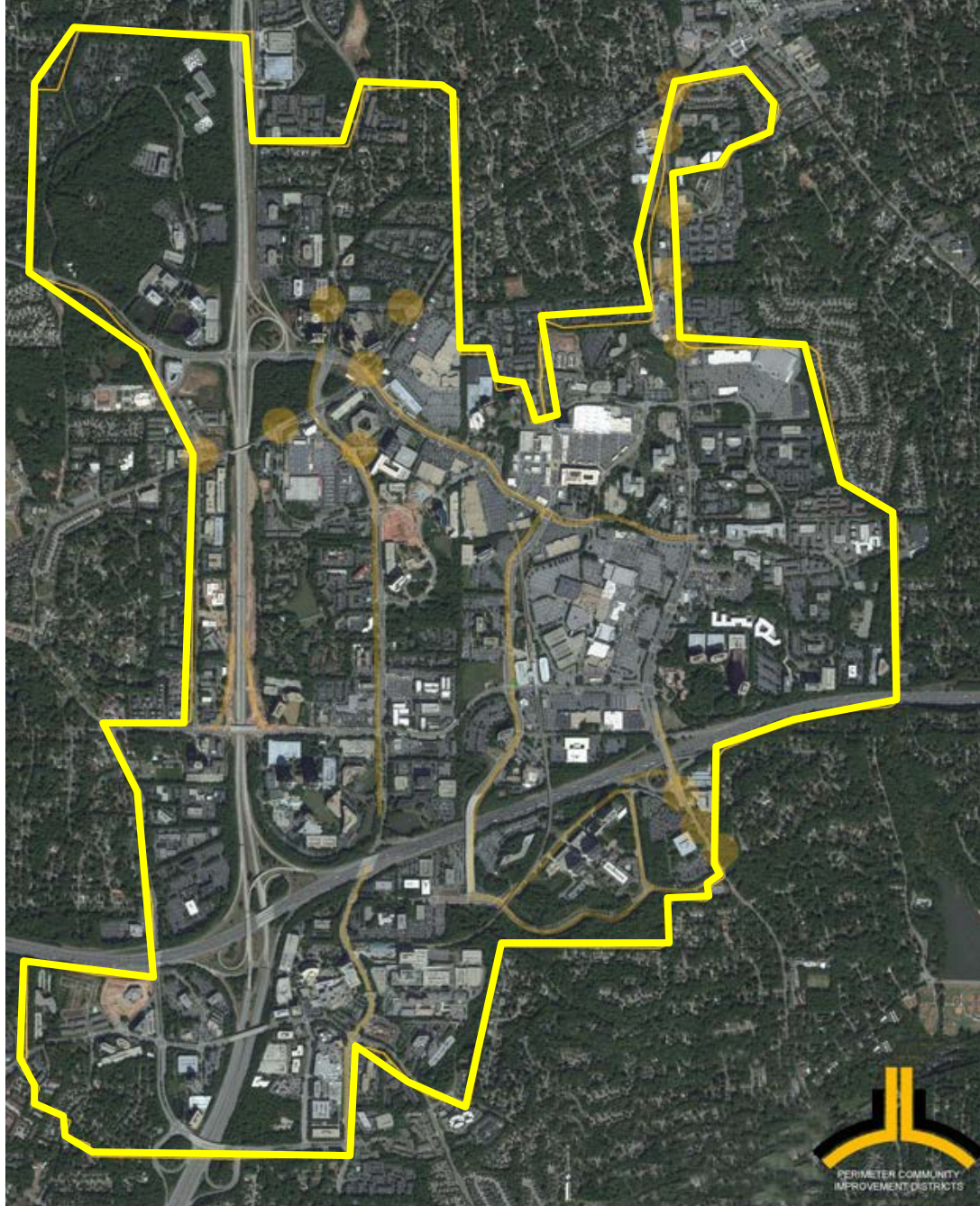
This park is owned by the Plaza Metropolitan District No. 1

Normal hours of operation: 6:00 AM - 10:00 PM



This garage is owned by The Plaza Metropolitan District No.1





ZONING



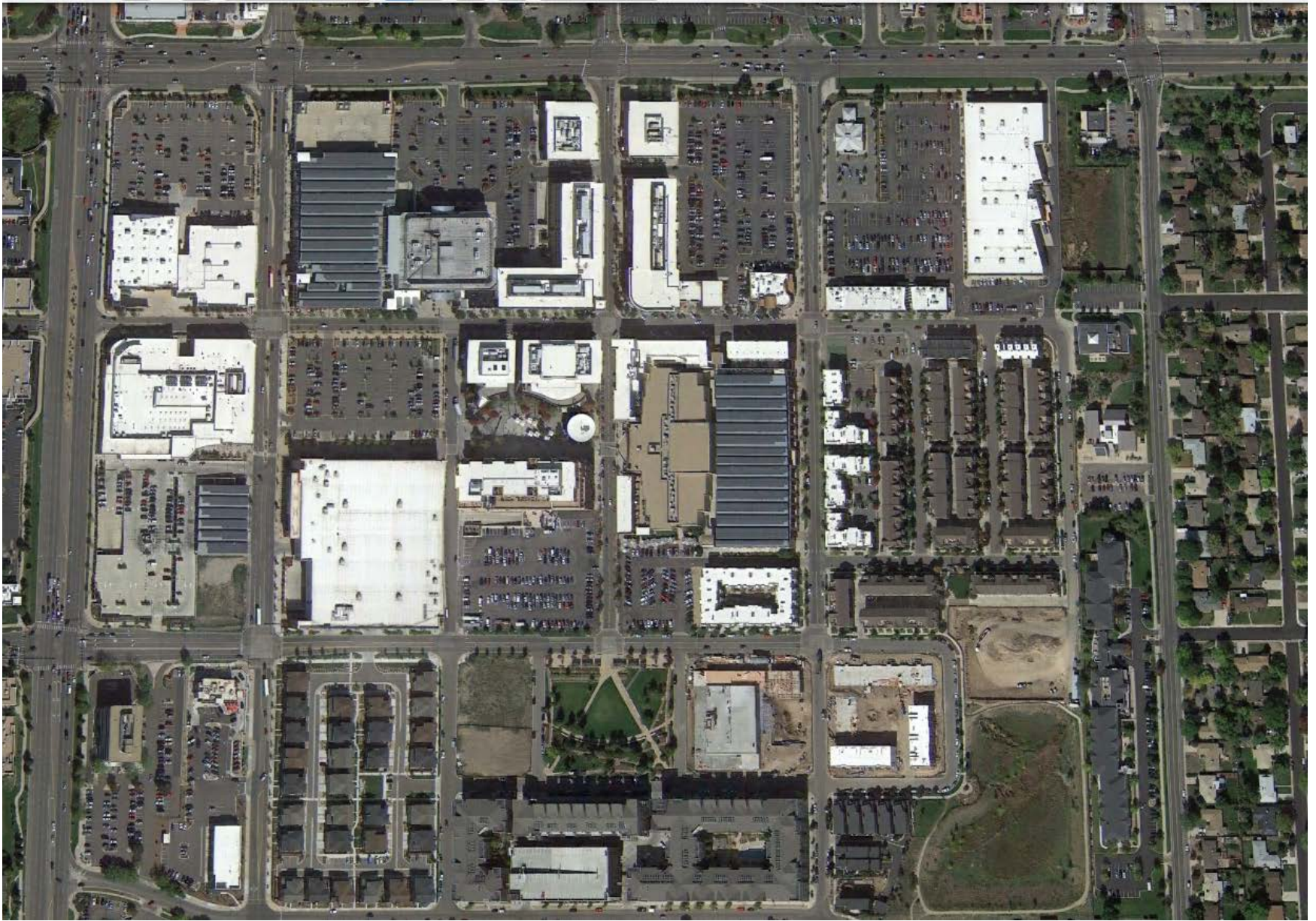
Boulder Junction (Boulder)





Boulder Junction (Boulder)





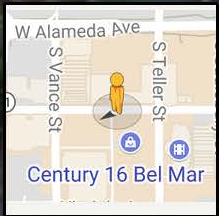


7290 W Alaska Dr

Lakewood, Colorado

Google, Inc.

Street View - Sep 2016



Google

Image capture: Sep 2016 © 2017 Google United States Terms Report a problem

(SUB)URBAN RENEWAL



Turner Field Area

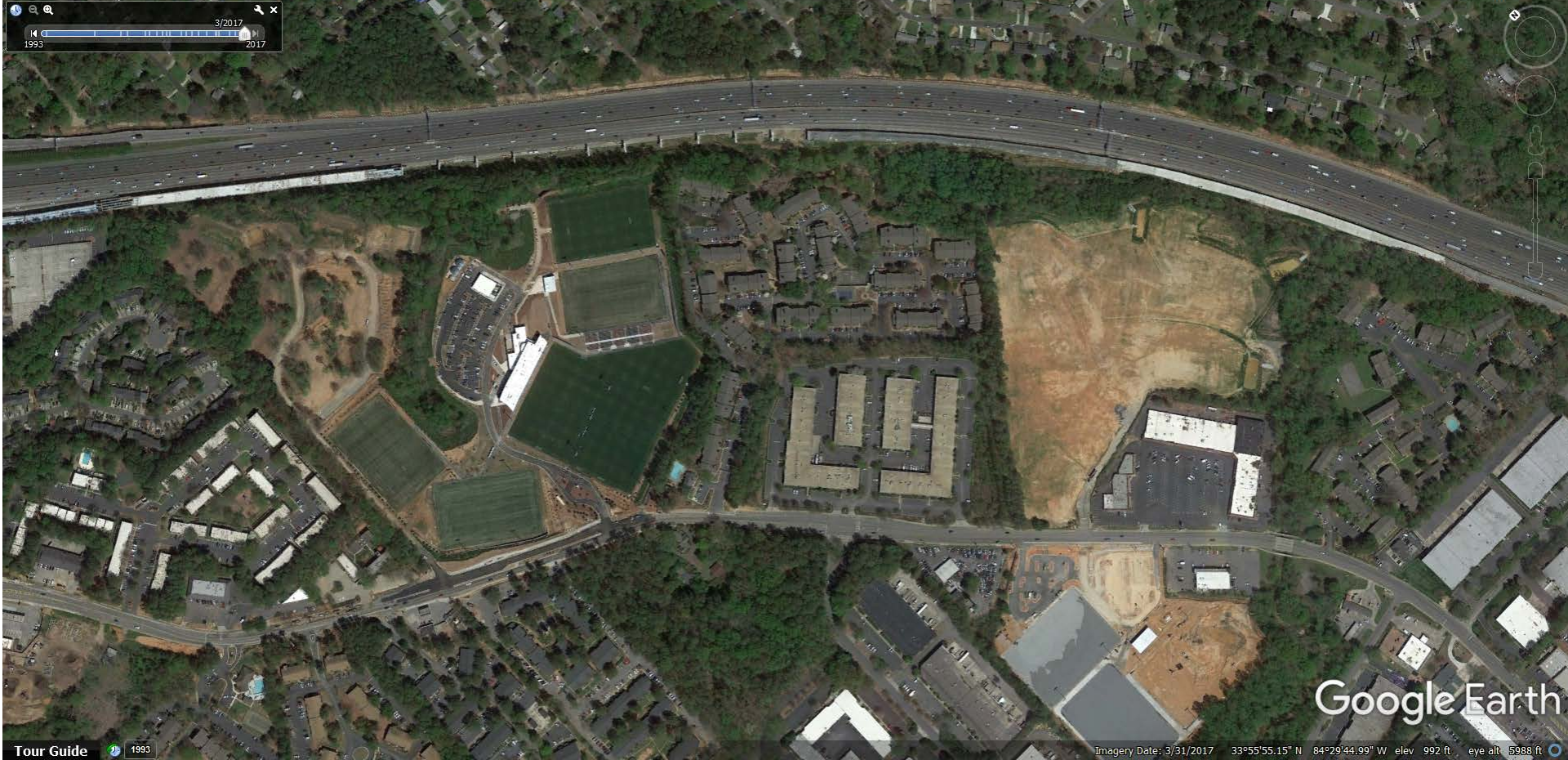
1949



2013



Joseph A Hurley, "How a Densely Populated Neighborhood Became Turner Field: A Map Essay," <https://blog.library.gsu.edu/2013/11/14/how-a-densely-populated-neighborhood-became-turner-field-a-map-essay/comment-page-1>



Timeline slider showing 1993 to 2017, with 3/2017 selected.

Navigation controls including a compass, a vertical scale bar, and a street view pegman icon.

Google Earth





ORIENT CENTER

HA HAI SUPER MARKET 亞洲 VFA CONSULTING

VIETNAMESE RESTAURANT 喻曉紅 會計師 CPA

HONG DUC JEWELRY 喻曉紅 會計師 CPA

COMMUNICATION 喻曉紅 會計師 CPA

GOLDEN BBQ RESTAURANT 永和之家

HOANG NHUNG HARMONY PHARMACY PENANG

90 kabob 串吧 simply prepaid

DENTIST 何可東 醫師

MUSIC VIDEO BOOKS MEDICO El Dr. María Espinosa

Min Hua SPA Rainbow Fashion

VIET TOFU 99 SHOE STORE

迷你涮涮鍋 (Mini Hot Pot) 福仁堂 FORTUNE HERBS ACUPUNCTURE

NEW SHANGHAI Won Won 旺旺龍蝦 Lobster Market

岳陽門診 大衛美髮 Magic Hair Design

Lộc Thái, CPA 喬州按摩學院 DOLLAR SPOT



Ben Hitchings

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