
ULI ADVISORY SERVICES PANEL

Final Report

University Research Park
Charlotte, North Carolina
September 29 – October 2, 2008



Introduction

Zane Segal

Zane Segal Projects

Houston, TX

ULI – The Urban Land Institute

ULI—the Urban Land Institute is a nonprofit research and education organization.

Mission:

to promote leadership in the responsible use of land and in creating and sustaining thriving communities worldwide.



Advisory Services

Assembles teams of land use professionals to make strategic recommendations on land use challenges.

- Program started in 1947
- 20-30 panels each year
- Teams composed of ULI members
- Panels organized both across the country and internationally



The Panel Process

- Define the scope of the assignment
- Prepare background briefing materials
- Assemble the expert team
- Tour the site
- Interview stakeholders
- Debate and form recommendations
- Oral report to sponsors and stakeholders
- Produce a final report



The Panel:

Chair:	Zane Segal
Market Status:	Paula Konikoff
Development Strategies:	Douette Pryce Keith Maehlum
Planning & Design:	Jim Viviano
Implementation:	Jennifer Ball
ULI Project Director:	Matt Rader
ULI Intern:	Bartly Mathews

Sponsor

University City Partners



Urban Land
Institute

Special Thanks to ...

- University City Partners
 - Mary Hopper
 - Dikeesha Nelson
- University Research Park, Inc.
 - Seddon “Rusty” Goode, Jr.
 - Olen Smith
 - Gary Morgan
- University of North Carolina at Charlotte
 - Chancellor Philip L. Dubois
 - Peter Franz
 - Robert G. Wilhelm
- All those who spent time interviewing with the panel



Key Principles

Reinvention

- From office/research park to
 - Mixed-use
 - Master-planned
 - Conservation community
 - Strong business focus
- From low density to higher density



Key Principles

- Master plan process
- Branding and marketing – working title “The Park”
- Organizational collaboration



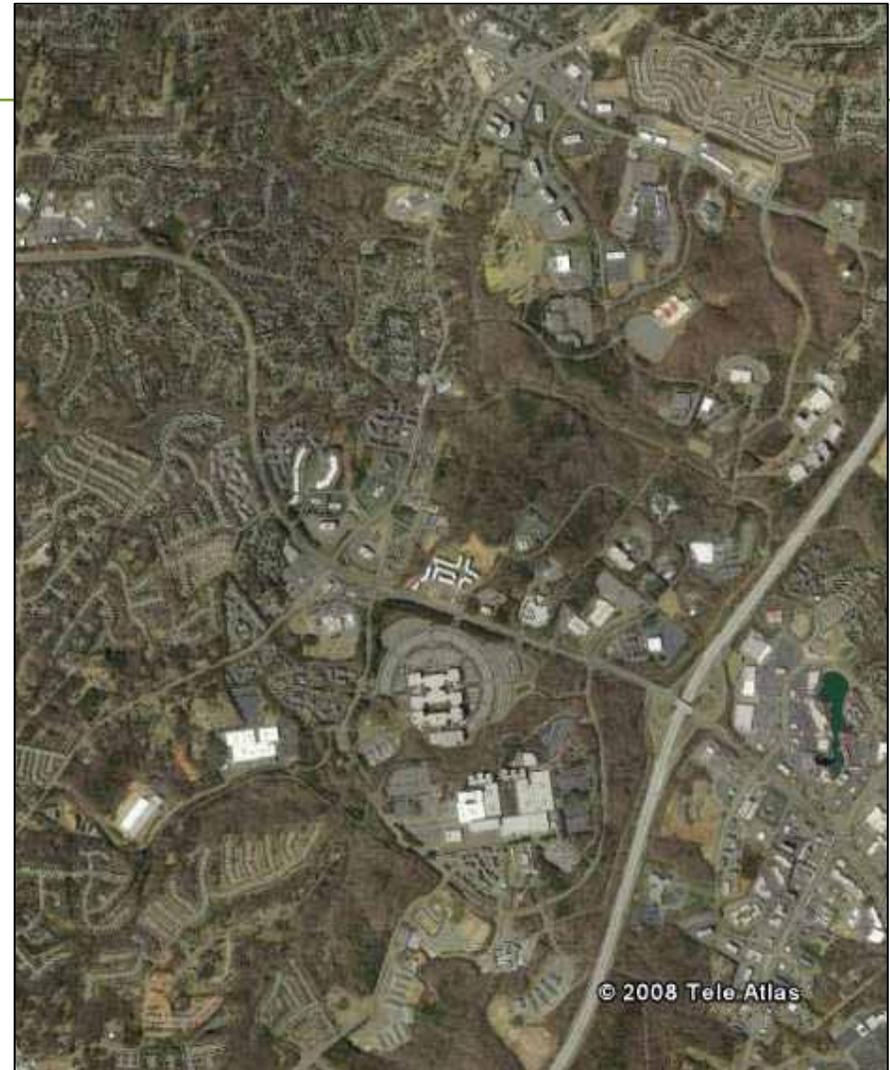
Market Potential

Paula K. Konikoff, JD, MAI

New York, NY

Where We Are Today

- **NOW** a \$1 BILLION+ asset to be protected and enhanced
- 2,255 gross acres
- 1,340 ± acres developed with over 10 million square feet of improvements and over 20,000 employees
- **BUT** *Inventory Needed*



Where We Are Today

- Under-utilized single-tenant properties
 - Declining occupancy and utilization
 - Meridian receivership
 - Wachovia question
 - Fifth/Third Bank
- Multi-tenant demand stagnant at this time



Where We Are Today

- Charlotte Market
 - Consistent growth area historically
 - Quality of life
 - Employment base
 - Housing affordability
 - Climate
- When national economy stabilizes, historical growth should repeat



Where We Are Today

- Alternative Locations
 - North Carolina Research Park, Kannapolis
 - South Park
 - Ballantyne
 - Uptown

THIS IS THE ONLY PARK SETTING
THIS IS THE PLACE FOR A LARGE
ACREAGE PROJECT



University Ties

- Historical lack of obvious relationship
- Tremendous University growth
 - Students
 - Research
- New Possibilities



Park Positives

- Unique physical setting—inherently “green”
- Greenway
- Redundant power
- Large contiguous land tracts – both vacant and under-utilized
- Transportation and access
- Quality of existing users and uses
 - Architecture
 - Landscape planning



Moving On

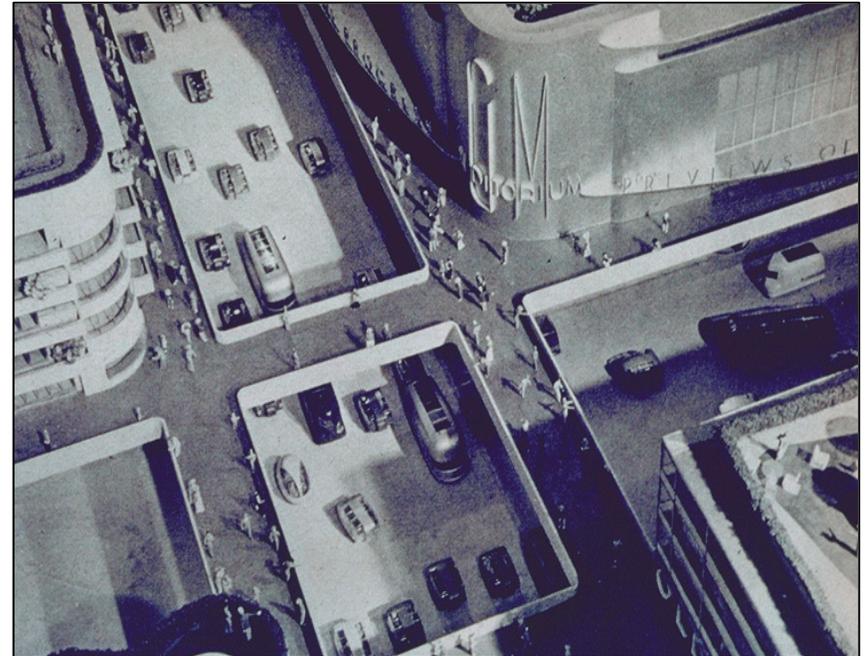
- Master plan needed
 - to include transportation study
- Improve connectivity
- Change perception about safety
- Change perception about education
- Change perception about what can happen here



The Park of the Future

Restructure into a Master Planned Community

- Long-term view
- Continual infill redevelopment
- Building on and expanding diversity of uses
- Sustainable growth
- Act now to capture deserved market share
- Act now to increase revenues and tax base



Development Strategies

Douette Pryce
Pryce Resources
St. Lucie West, FL

Initiate Master Planning

- Audit: What do you have?
 - Boundary
 - Developable vs. non-developable



Principle: Improve Economic Viability

- Vacant sites
 - Study area 1
 - 76 acres gross (43 net)
 - Study area 2
 - 91 acres gross (62 net)
 - Study area 5
 - 238 acres gross (105 net)
- Redevelopment opportunities
 - Meridian Properties (xx Acres)
- Create Park of the future
 - Improve marketability



Principle: Conservation Community

- Greenway
 - Improve connectivity
- Leadership in Energy and Environmental Design administered by the U.S. Green Building Council (LEED) / Green development
 - LEED certification for buildings
- Long term view
- Increase capacity



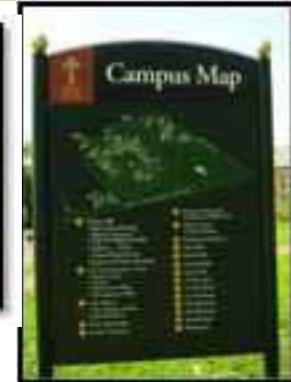
Principles: Land Use

- Diversify land use
 - Mixed use
- Flexibility
- Intensify land use
- Significantly increase allowable FAR and building heights.
 - Office towers
 - Iconic architecture
- Encourage structured parking
- Reduced setbacks
- Zoning modifications
- Mixed-use



Principles: Improved Visibility

- Branding
- Signage
 - Way Finding
 - Monument Signage
- Marketing
- Campaign
 - Broker events
- Website



Development Strategies Continued

Keith Maehlum

HAL Real Estate Investments

Seattle, WA

Master Plan Program

- Proposed uses
- Office
 - National and International headquarters
- Research & development
 - Flex buildings
 - Lab space
- Accessory retail
- Creative class housing
 - Live/work
 - Accessory retail as amenity
- Cultural icon, museum or gallery
- Heliport



Master Plan Program

- Small high-end enclave
- Executive villas
- Lodge hotel
 - Ritz Carlton
- Conference center
- 4 Star restaurant / dinner club
- Spa
- Private athletic club
- Concierge



Master Plan Program

- Site Improvements

- Onsite

- Gateways, entrances
 - Park borders
 - Infrastructure
 - Consistency
 - Sales center

- Offsite

- Freeway identity



Master Plan Program

- Transportation

- Complete missing I-485 links
- Complete Park area road network
- Collaborate with NCDOT
 - Sidewalks/bicycle paths along internal roads – separated with landscaping
- CATS
 - Coordinate bus shuttle service with Park to serve future light-rail



Planning and Design

Jim Viviano

Cooper Carry

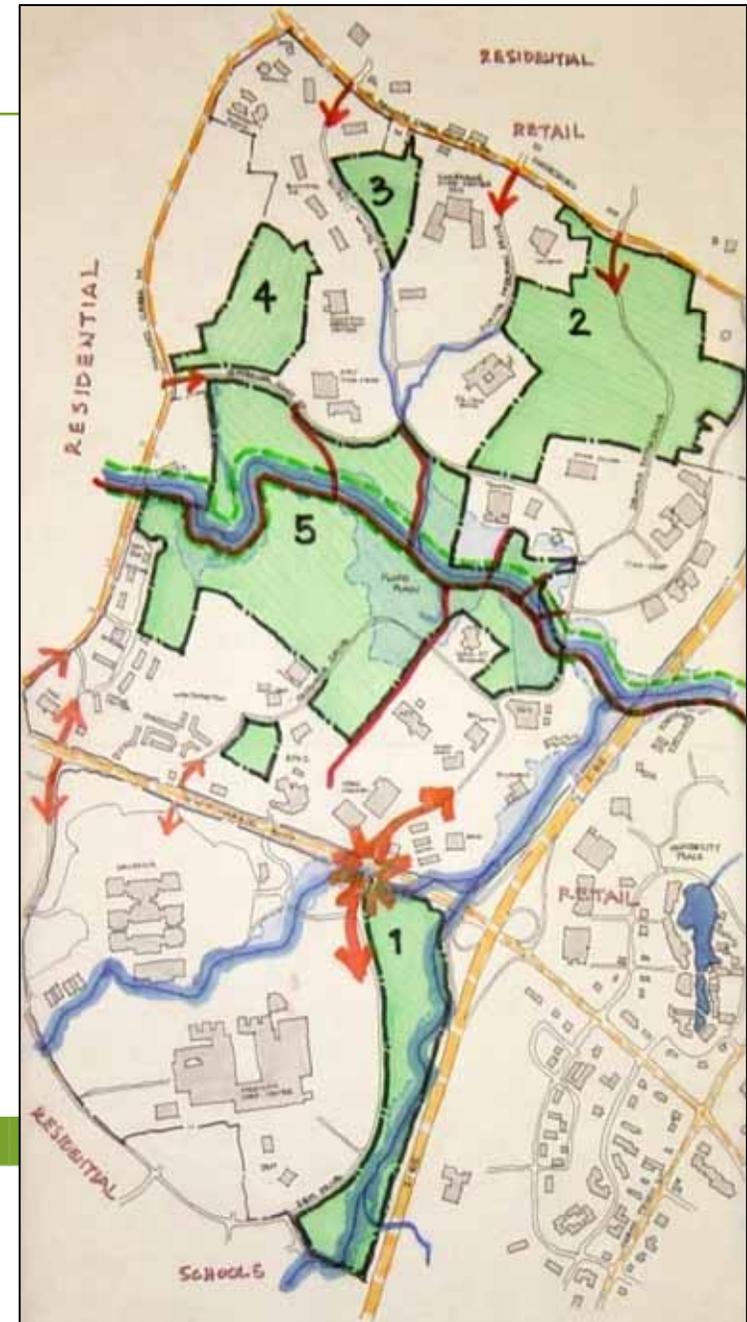
Atlanta, GA



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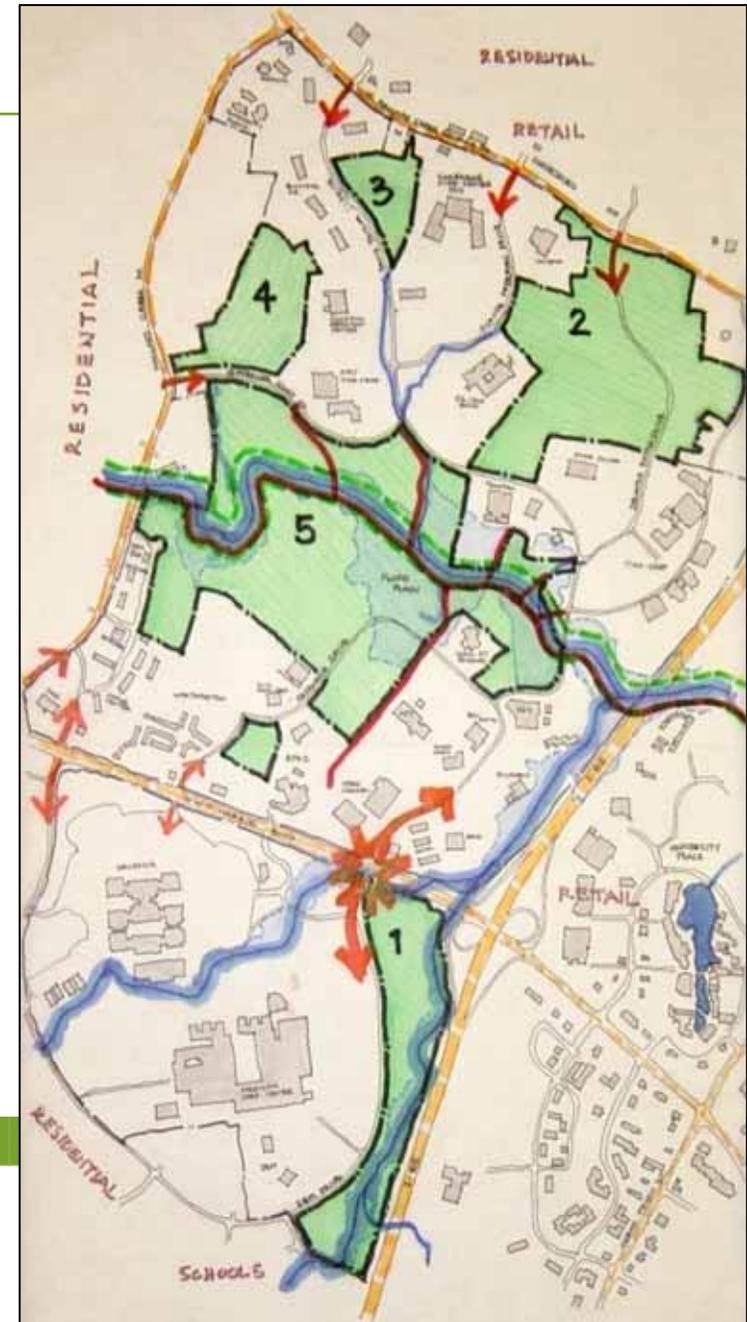
Site Overview

- Major road & highway access
- Entrance / identity opportunities
- Surrounding uses
 - Retail
 - Residential
 - Schools
- Waterways & natural features
 - Mallard creek
 - Hike & bike paths
 - Greenway



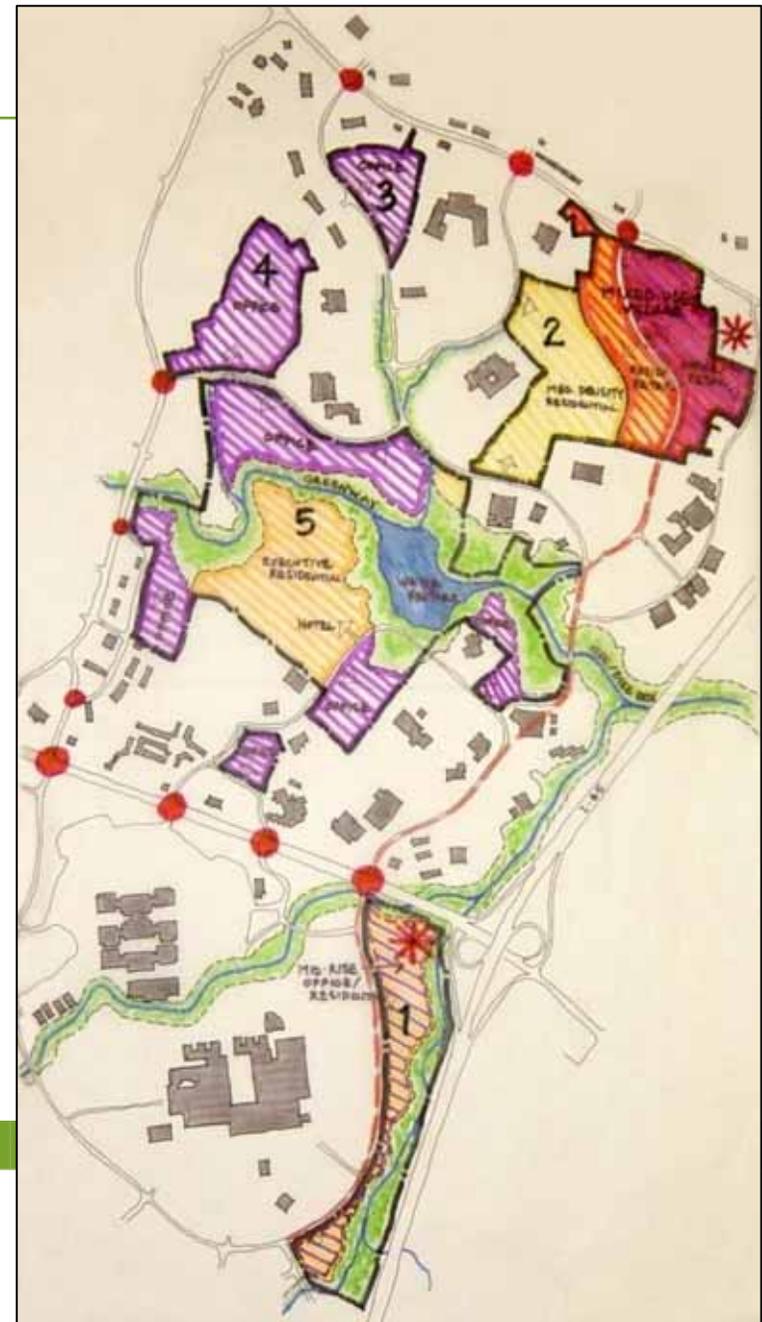
Site Overview

- Undeveloped parcels
 - Parcel 1
 - Main entrance – connected to University Place
 - Good visibility from I-85 and W. WT Harris
 - High point
 - Existing creek & greenway amenity
 - Parcel 2
 - Good entrance off Mallard Creek Church Rd.
 - Nice entrance boulevard
 - Close to existing retail and residential
 - Parcels 3 & 4
 - 3 is connected to Mallard Creek Church Rd.
 - Adjacent to existing office
 - Parcel 5
 - Mallard Creek & greenway
 - Central to the Park



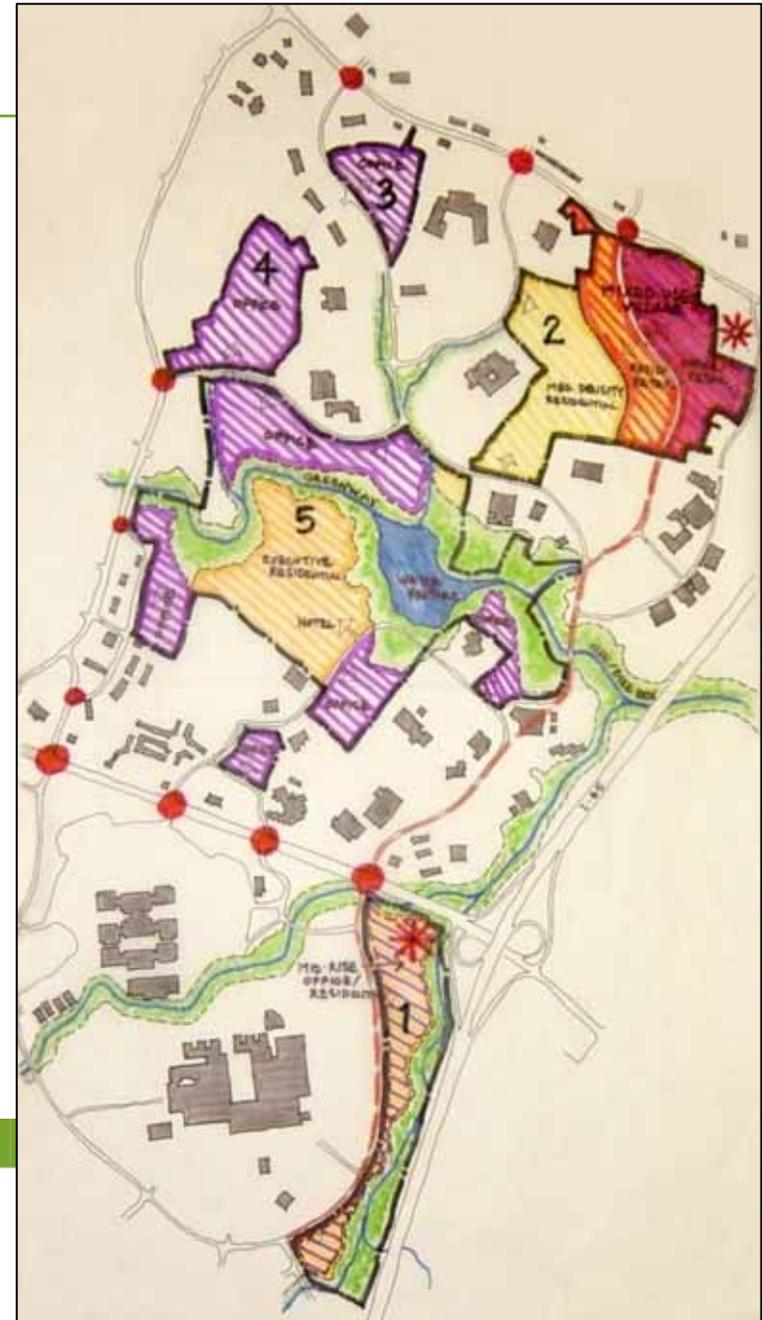
Master Plan Program

- Land use plan
 - Entrance / identity enhancement opportunities
 - Iconic tower with marketing center
 - Monument signs at entrances
 - Branding of existing water tower
 - Creation of a grand boulevard
 - Connectivity
 - Sense of direction
 - Capitalize on the creek as a natural amenity
 - Create a water feature within flood plain
 - Extend hike / bike path along greenway



Master Plan Program

- Create a mixed-use village thru re-zoning
 - Appeal to younger professionals
 - Up scale retail opportunities
 - Medium density housing
 - Professional office
- Develop parcel 1 with:
 - Iconic tower with marketing center
 - Mid-rise office
 - Mid-rise residential towers
 - Structured parking



Implementation

Jennifer Ball

Central Atlanta Progress

Atlanta, GA

Realizing the Vision

- Big picture--new attitude:
 - Re-focus, re-energize and re-engage
- Build on assets and strengths:
 - Collaboration and coordination
- Build organizational strength
- Focus on strategic next steps

Collaboration and Coordination

- Essential to Success
- Stakeholders Diverse and Extensive
- Owners, tenants, advocates, institutions, government leaders, residents and the larger community



Organizations Today

University Research Park, Inc.



**Not-for-Profit
Developer**

Maintenance Assessment



Rights-of-way Maintenance

Site Plan Review

University City Partners



Municipal Services District

**Property
Assessment**

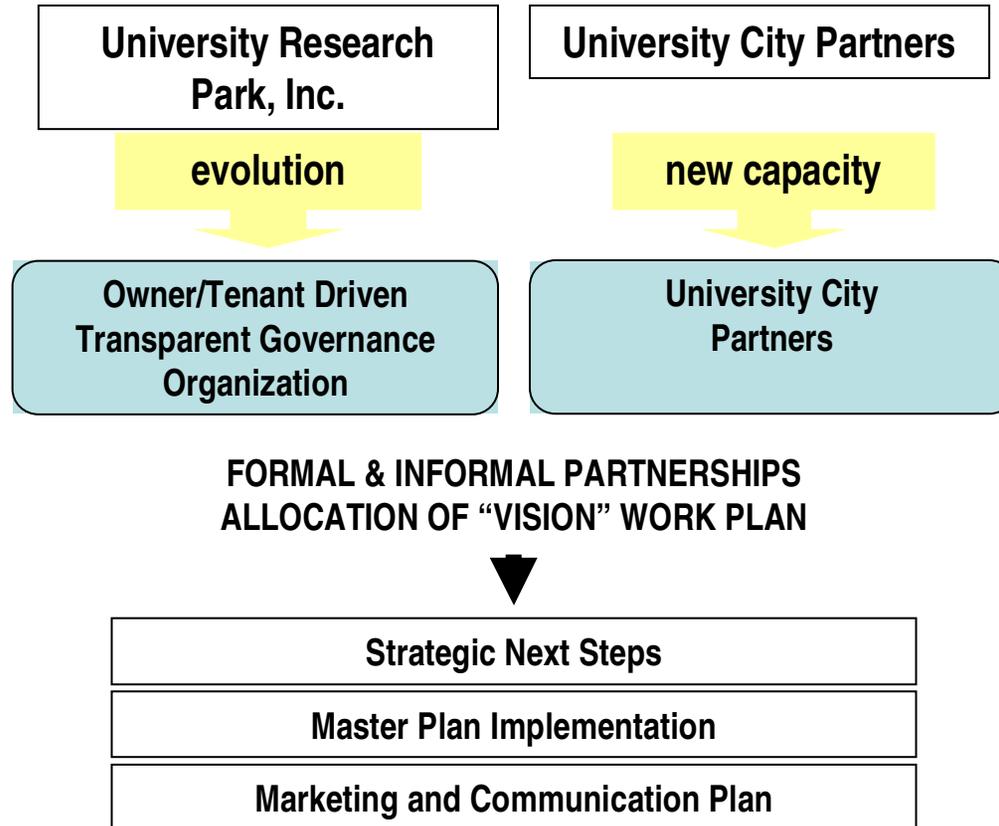


Economic Vitality

Promotion and Advocacy

Planning and Study

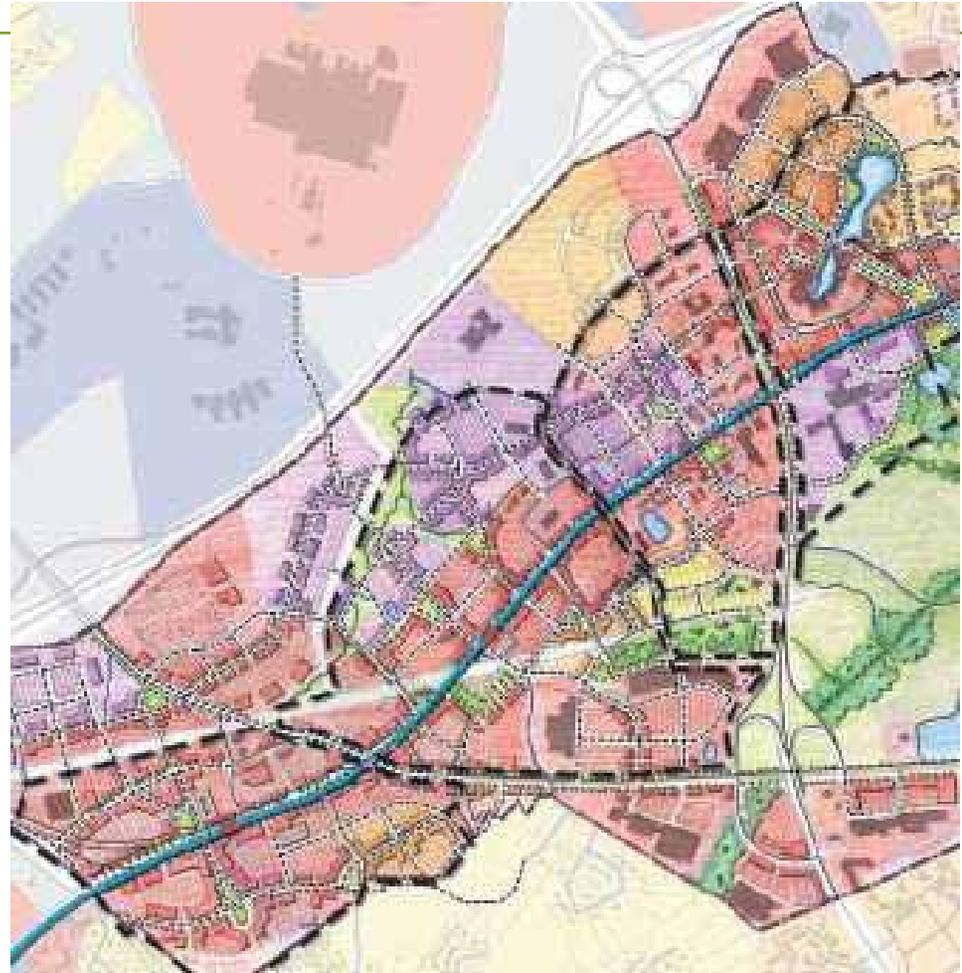
Organizational Future



Success will lead to increased revenue!

Strategic Next Steps

- Master Plan
 - More than transportation plan, but includes it
 - Will set the stage and establish priorities
- Covenants and Zoning
 - Updated to reflect the plan vision
 - Build-in flexibility



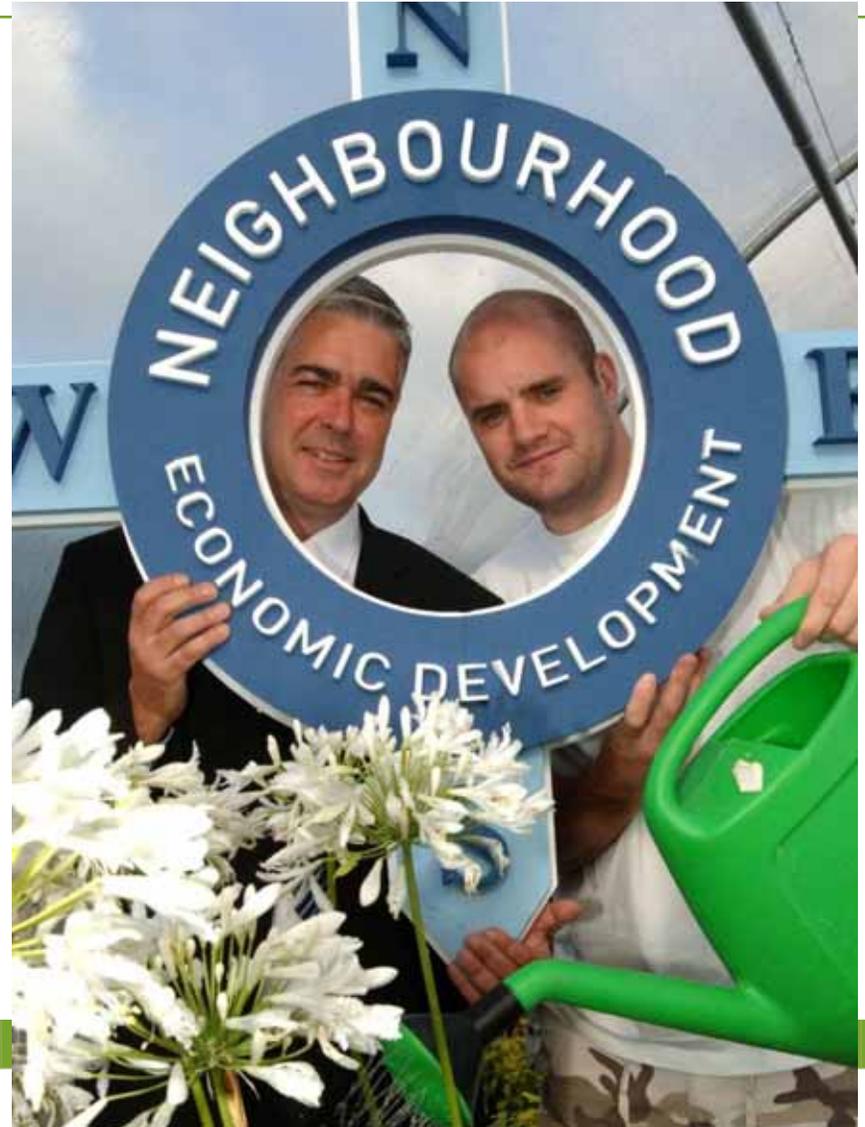
Strategic Next Steps: Marketing and Communications Plan

- Bring the brand developed through the plan and reflective of the vision to life
- Key Messages: particularly address security/crime, celebrate small steps, early wins
- Key Audiences: brokers, etc.
- Go-to person and go-to place



Strategic Next Steps: Economic Development

- Continue and strengthen partnerships
- What are the tools?
- How do we secure the resources?
- Focus on relationships with the North Carolina Research Center and the Charlotte Research Institute



Conclusion

Zane Segal

Zane Segal Projects

Houston, TX

Questions

Who will champion this project?

What happens if nothing is done?