

Strawn Site

ULI ADVISORY SERVICES PANEL

Final Presentation

Charlotte Housing Authority
Charlotte, NC
June 2-4, 2008



The Urban Land Institute (ULI) is a nonprofit research and education organization

- ULI Mission: *To promote leadership in the responsible use of land to create and sustain thriving communities worldwide*
- ULI is a membership organization with nearly 40,000 members, worldwide representing the spectrum of real estate development, land use planning and financial disciplines, working in private enterprise and public service.
- What the Urban Land Institute does:
 - Conducts Research
 - Provides a forum for sharing of best practices
 - Writes, edits and publishes books and magazines
 - Organizes and conducts meetings
 - Directs outreach programs



Advisory Panels

- Conducting Panels since 1947
- 20 panels a year on a variety of land use subjects
- Provides independent/objective /candid advice
- Process
 - Review background materials
 - Receive a sponsor presentation & tour
 - Conduct stakeholder interviews
 - Consider data, frame issues and write recommendations
 - Make presentation
 - Produce a final report



Panel

Chair

- Michael Banner
President and CEO of Los Angeles LDC, Inc.
- Gary Okerlund, Principal, Okerlund Associates
- Lyneir Richardson, VP of Urban Land Development for General Growth Properties, Inc.
- Tom Eitler, ULI Staff



Thanks

- Charlotte Housing Authority
- City Officials
- Neighborhood Representatives
- Dozens of Interviewees

- Special Thanks to Jeff Meadows



Introduction

- 16.67 acre Site
- Close to Light Rail Station
- Adjacent to Dilworth Community
- South of Princhard Memorial Baptist Church
- 190 senior units in tower
- 121 cottage units of senior and disabled living
- Location of CHA offices



CHA Questions for Panel

- 1. Value:** In determining the highest and best use for the 16.6 acre site, how can the value of the site be maximized? If CHA can identify appropriate replacement housing sites for current residents, what is the value of the site without affordable housing? If replacement sites cannot be acquired cost-effectively and within Board policy, what is the appropriate mix of affordable to market units?
- 2. Intensity and Density:** The site has two Transportation Oriented Development (TOD) zoning designations with an existing 190 unit senior tower and 121 units of senior and disabled housing in scattered cottages in pinwheels. How can the redevelopment of the site strike a balance between mixed income and mixed use development? What is the most appropriate mix of uses and housing types? What is the best design approach in relationship to adjacent properties, particularly on the edges of the site?
- 3. Disposition Approach:** What is the best approach to selling the parcel to ensure the desired mix of uses, mix of affordability and maximize return to the owner? Sell the site as one parcel, Master plan the site and sell in pieces, procure a master developer to develop the overall site, joint venture in phases or adopt another approach?
- 4. The Tower:** Should it stay or should it go? How does the tower relate to the highest and best use for the site? If it stays, is senior housing the best tenure for the structure? How should the parking for the structure be addressed? What direction should the tower feature as it primary address?



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- The panel asked itself: What is the Development Objective for the Strawn Site?

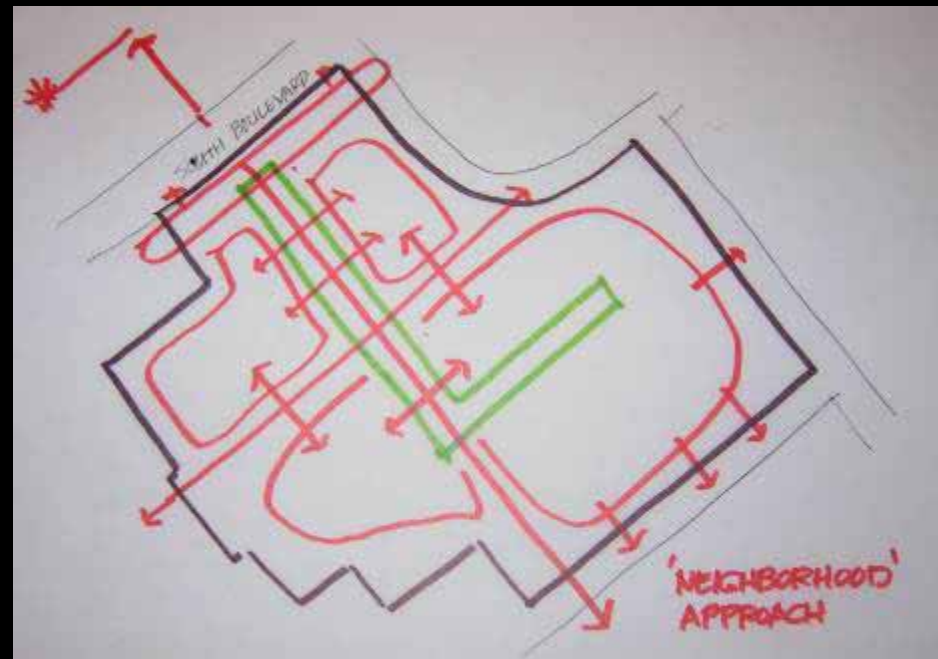
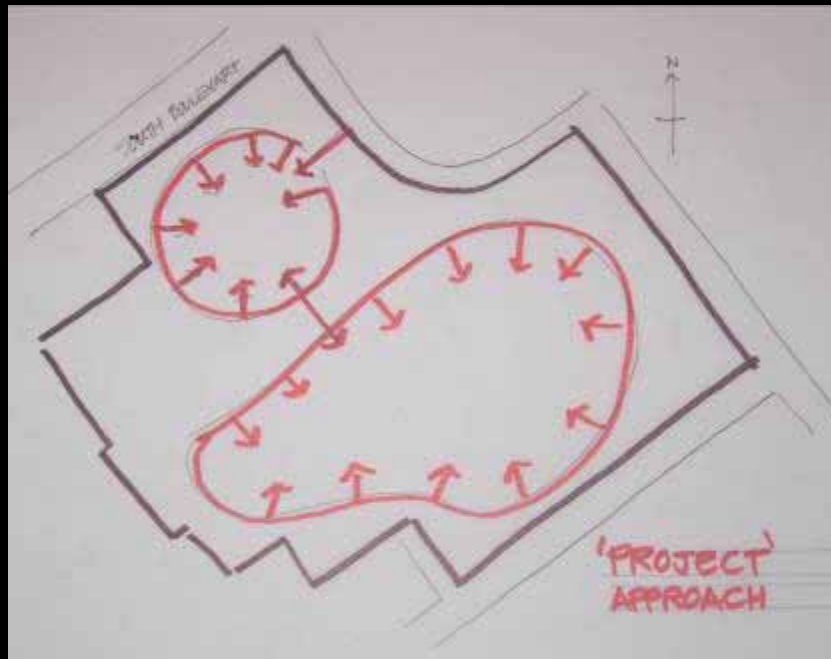


Panels Initial Observations

- The site presents a unique opportunity to maximize social and economic value
 - Proximity to Transit
 - Desirable School District
 - Historic Neighborhood
 - Strong market
- The site needs to be transformed from a senior housing project to a full mixed use asset of the neighborhood



Think neighborhood not project



Panel's Three Guiding Principles

- Connectivity
- Mixed Income
- Design



Connectivity

- Primarily Pedestrian
 - Reconnecting the neighborhoods
 - Getting folks to the Transit
 - Providing improved access from Dilworth to commercial development on South Boulevard
- Assess appropriateness of east west vehicular access



Mixed Income Community

- Should have a variety of housing types and income ranges dispersed throughout the property
- Public Housing
 - Elderly
 - Disabled
 - Family
- Workforce
- Market



Design

- Create excellent Design Guidelines that identify this location in the context of its place, history and vibrancy of South Avenue corridor
- Appropriate density transition from Euclid to South Boulevard
- Emphasize public Open Space



Value

- Maximizing Value
 - If CHA can identify appropriate replacement housing sites for current residents, what is the value of the site without affordable housing?*
- Panel felt that to maximize social value, the affordable housing should not be removed from this site
- Feedback from Market players indicates that economic value is not diminished by affordable housing on this site.

Value

- Maximizing Value

If replacement sites cannot be acquired cost-effectively and within Board policy, what is the appropriate mix of affordable to market units?

- The panel believes that the site can easily maintain 321 units of senior housing, while adding perhaps as many as 500 or more affordable, workforce and market rate units.
- Successful Hope VI, affordable, mixed use and mixed income projects (local or nationally) can serve as a benchmark for the appropriate mix.



Intensity and Density

- CHA Question:

***Intensity and Density:** The site has two Transportation Oriented Development (TOD) zoning designations with an existing 190 unit senior tower and 121 units of senior and disabled housing in scattered cottages in pinwheels. How can the redevelopment of the site strike a balance between mixed income and mixed use development? What is the most appropriate mix of uses and housing types? What is the best design approach in relationship to adjacent properties, particularly on the edges of the site?*

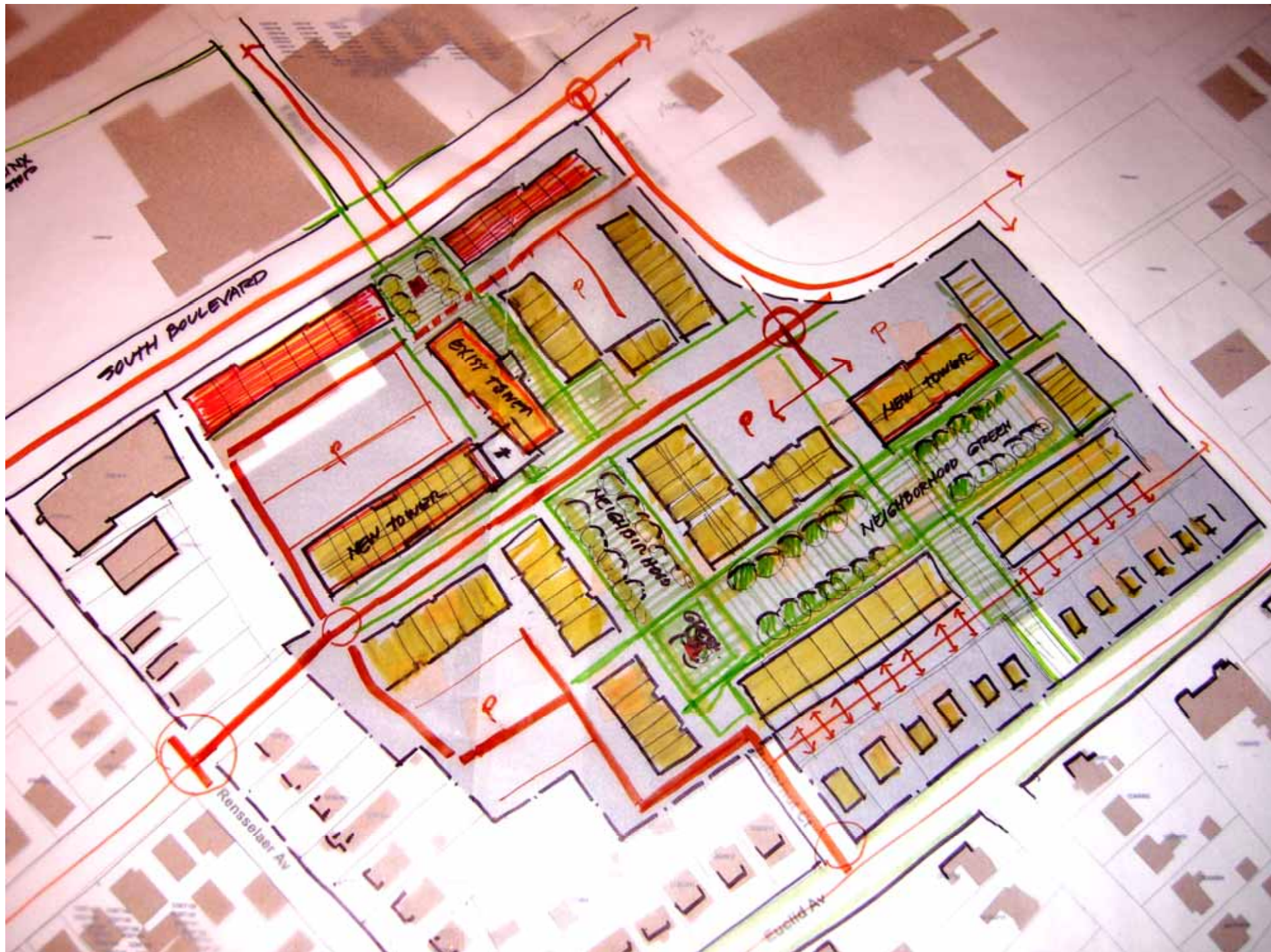


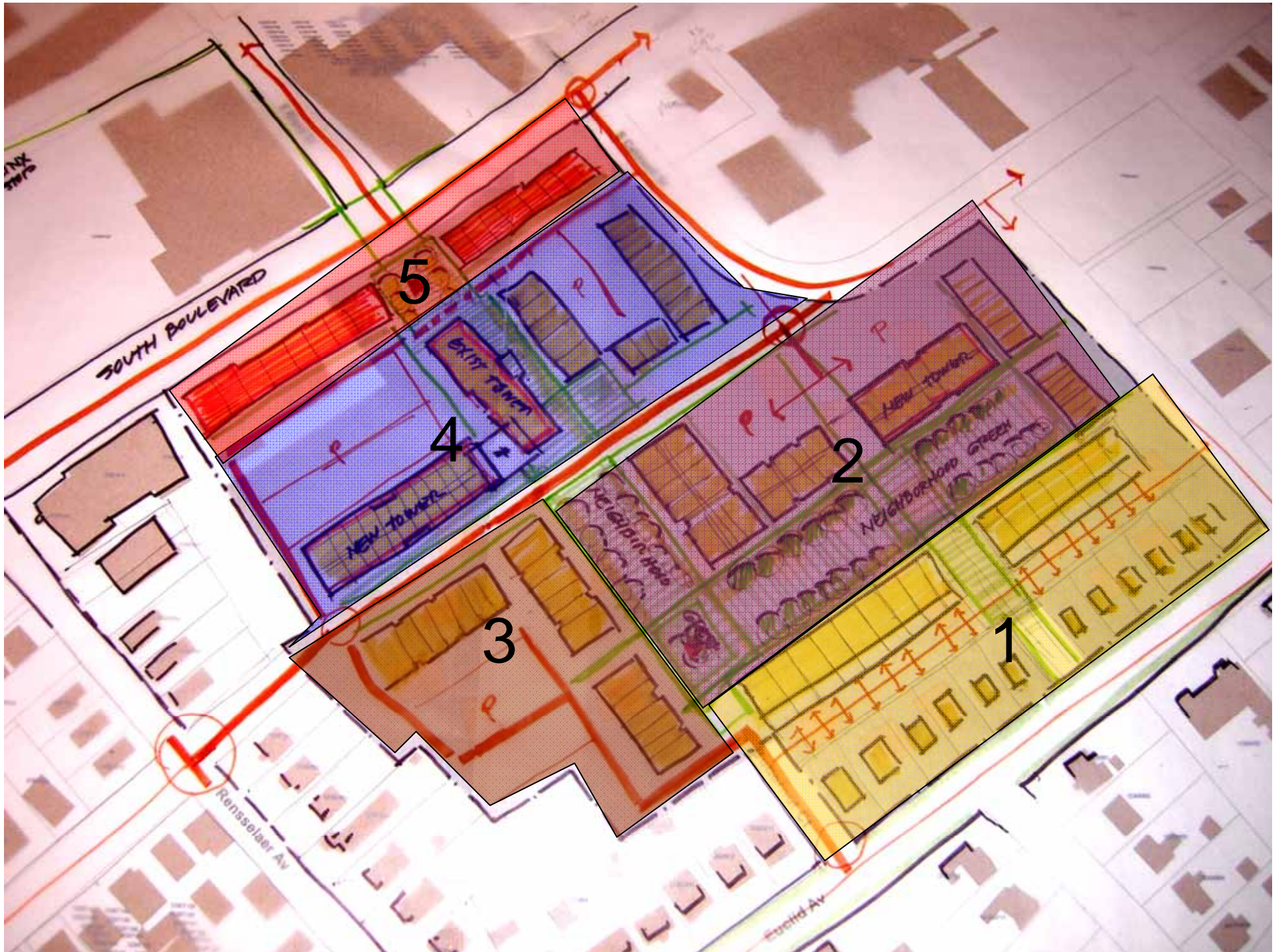
Intensity and Density

General Observations

- CHA should continue their significant effort to engage the community, residents and other stakeholders on the future disposition and densification of the site
- Panel recommends replacing the cottages and dividing the land into 5 Zones with lower density and massing adjacent to Euclid Avenue.
- Focus on a broad continuum of housing types and income ranges
- Use high quality Architecture and Design
- Establish a significant open space component that reconnects to the Dilworth neighborhood and the transit system





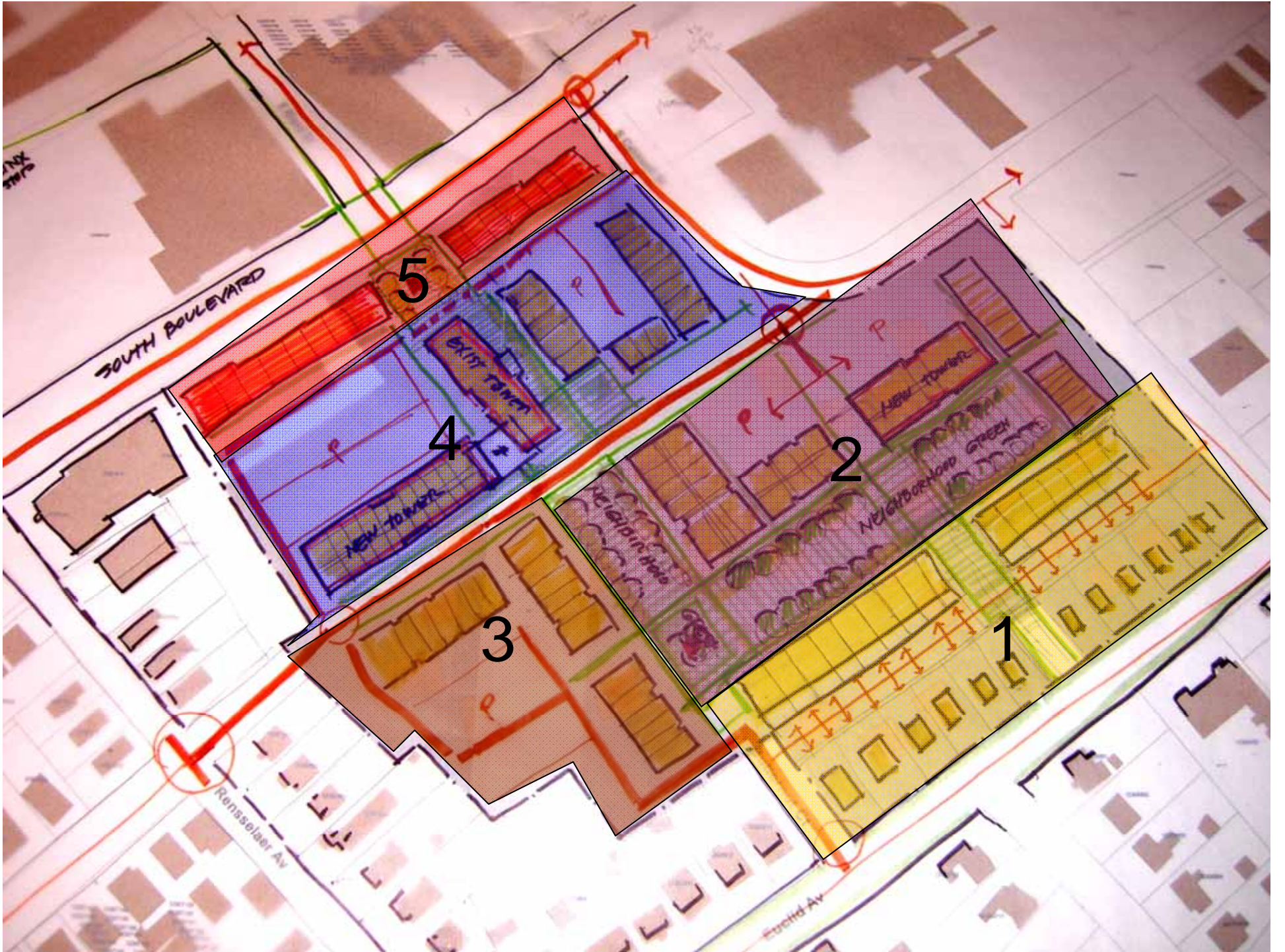


Intensity and Density Zone 1

Cottage Area Euclid Recommendations

- Single Family detached, town house, duplex or triplex compatible with Dilworth neighborhood architecture
- 3-8 du per acre (9-24 units)





SOUTH BOULEVARD

Rensselaer Av

Euclid Av

5

4

3

2

1

SKIN RANCH

NEW TOWER

NEW TOWER

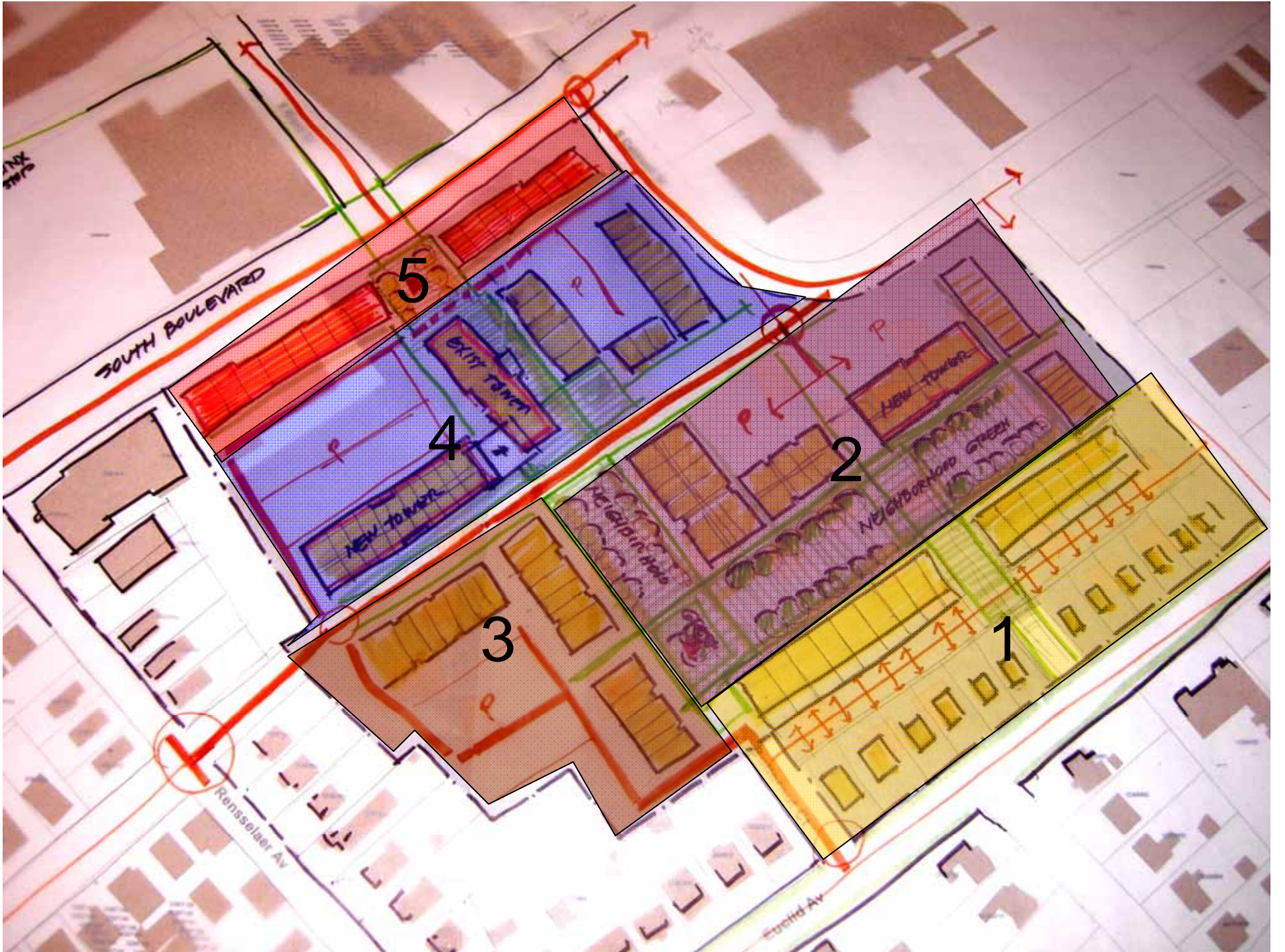
NEIGHBORHOOD GREEN

Intensity and Density Zone 2

Cottage Area North Recommendations

- Walk-Up, Mid-rise & High-rise
- Rental and ownership
- Affordable, workforce and market rate
- Family and senior
- Centers on major open space
- 25-55 du per acre (125-275 units)





Intensity and Density Zone 3

Cottage Area South Recommendations

- Walk -up and Mid-rise
- Rental and/or ownership
- Affordable, workforce and market rate
- Family and senior
- Centers on major open space
- 10-30 du per acre (15-45 units)



15 DU Acre

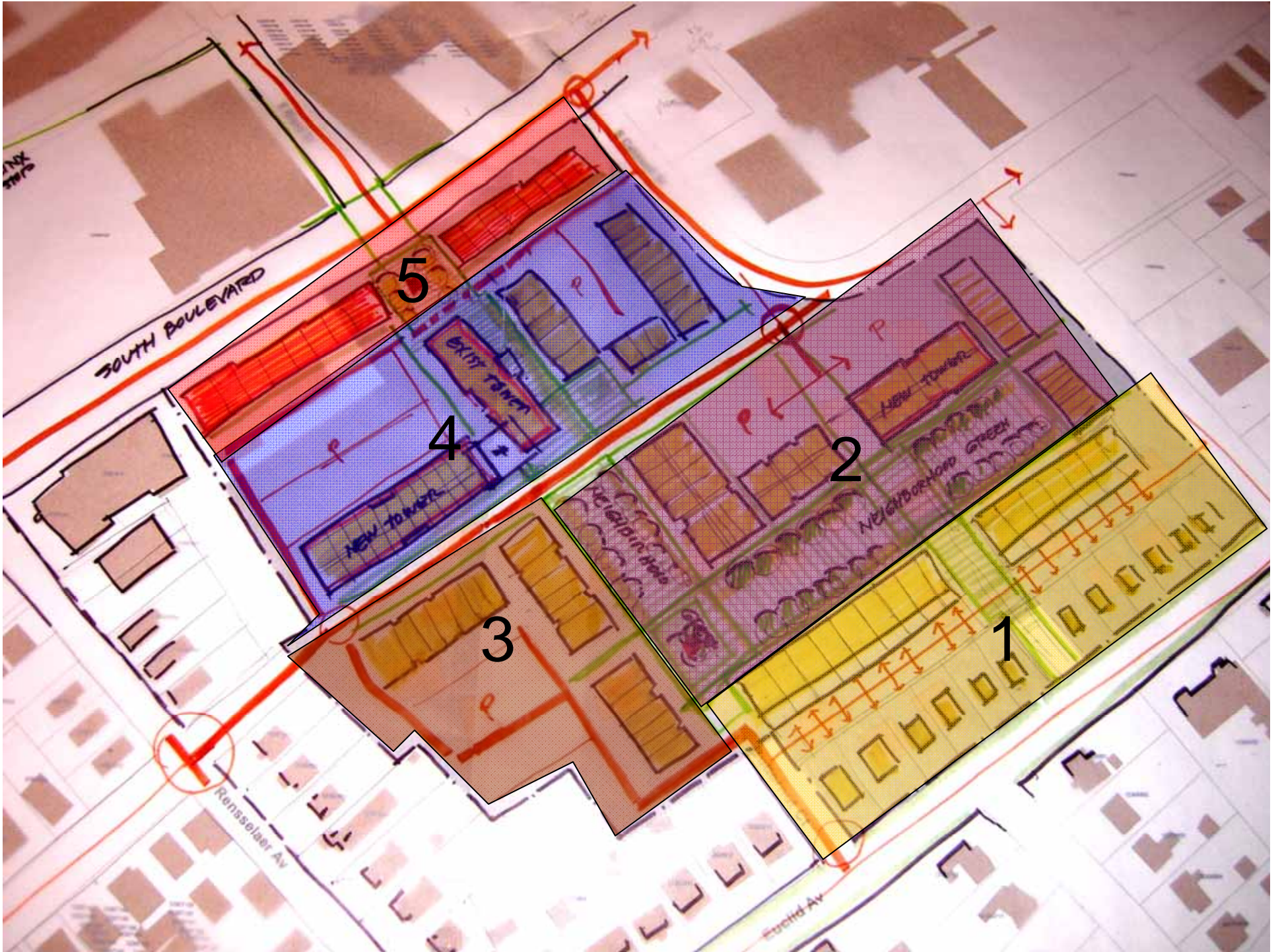


25 DU Acre



35 DU Acre





Intensity and Density Zone 4

Tower Area Recommendations

- Complete additional analysis to determine cost effectiveness of adaptive reuse of tower.
- Incorporate new community center
- Develop an additional tower
- 321 to 521 units.



Intensity and Density Zone 5

Office Area Recommendations

- Professional offices and services focused on the needs of the residents and broader Dilworth community
- Street level neighborhood serving retail
- Consideration for connectivity to and from the transit and neighborhood
- Explore redevelopment options for adjacent shopping center
- 3-8 stories including structured parking (150,000 sq. ft. total office and retail)



Disposition Approach

What is the best approach to selling the parcel to ensure the desired mix of uses, mix of affordability and maximize return to the owner? Sell the site as one parcel, Master plan the site and sell in pieces, procure a master developer to develop the overall site, joint venture in phases or adopt another approach?

Disposition Approach

- The Zone approach identifies development opportunities.
- The Zone approach allows CHA to establish priorities and phasing.
- For each zone rigorously examine options to sell, hold, lease, joint venture etc.
- Panel believes that some zones may make sense to keep in CHA ownership



Next Steps for CHA

- Keep the dialog going between the City, development community and stakeholders by establish a working group to initiate a design completion and/or a design charette process
- Initiate RFQ to select and engage an experienced development advisor to:
 - Oversee the design and development program
 - Oversee the selection of development team for each zone
 - Manage the disposition of each Zone to achieve CHA development objective



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- The panel asked itself: What is the Development Objective for the Strawn Site?
 - The Strawn site should be a mixed income community that accommodates development that is economically, socially and environmentally sustainable while addressing and meeting the needs of the current residents, adjacent community and the long term goals of the Charlotte Housing Authority.

