



Corridor Redevelopment

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Florida Redevelopment Association
Annual Conference
Redevelopment in a Changing Economy
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www.redevelopment.net

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Speakers & Panelists

- **Moderator:** *James A. Sellen, Principal, VHB MillerSellen*

- **Speakers & Panelists:**
 - *Melina Duggal, Senior Principal, RCLCO*
 - *Tom Harmer, ICMA-CM, Senior Vice President
The Pizzuti Companies*
 - *Bill Kercher, AICP, LEED AP, President, WCK Planning, Inc.*
 - *Geoffrey McNeill, RLA, Planning Design Manager, VHB MillerSellen*



American Generations

<i>Generation</i>	<i>Born</i>	<i>2020 Population</i>	<i>2020 Share</i>
<i>Eisenhowers</i>	<i>Pre 1946</i>	<i>15M</i>	<i>4%</i>
<i>Baby Boom</i>	<i>1946-1964</i>	<i>80M</i>	<i>21%</i>
<i>Gen-X</i>	<i>1965-1980</i>	<i>90M</i>	<i>24%</i>
<i>Gen-Y</i>	<i>1981-1999</i>	<i>95M</i>	<i>25%</i>
<i>New Millennials</i>	<i>Post 1999</i>	<i>95M</i>	<i>25%</i>

Source: Metropolitan Research Center, University of Utah. Data from Woods & Poole Economics

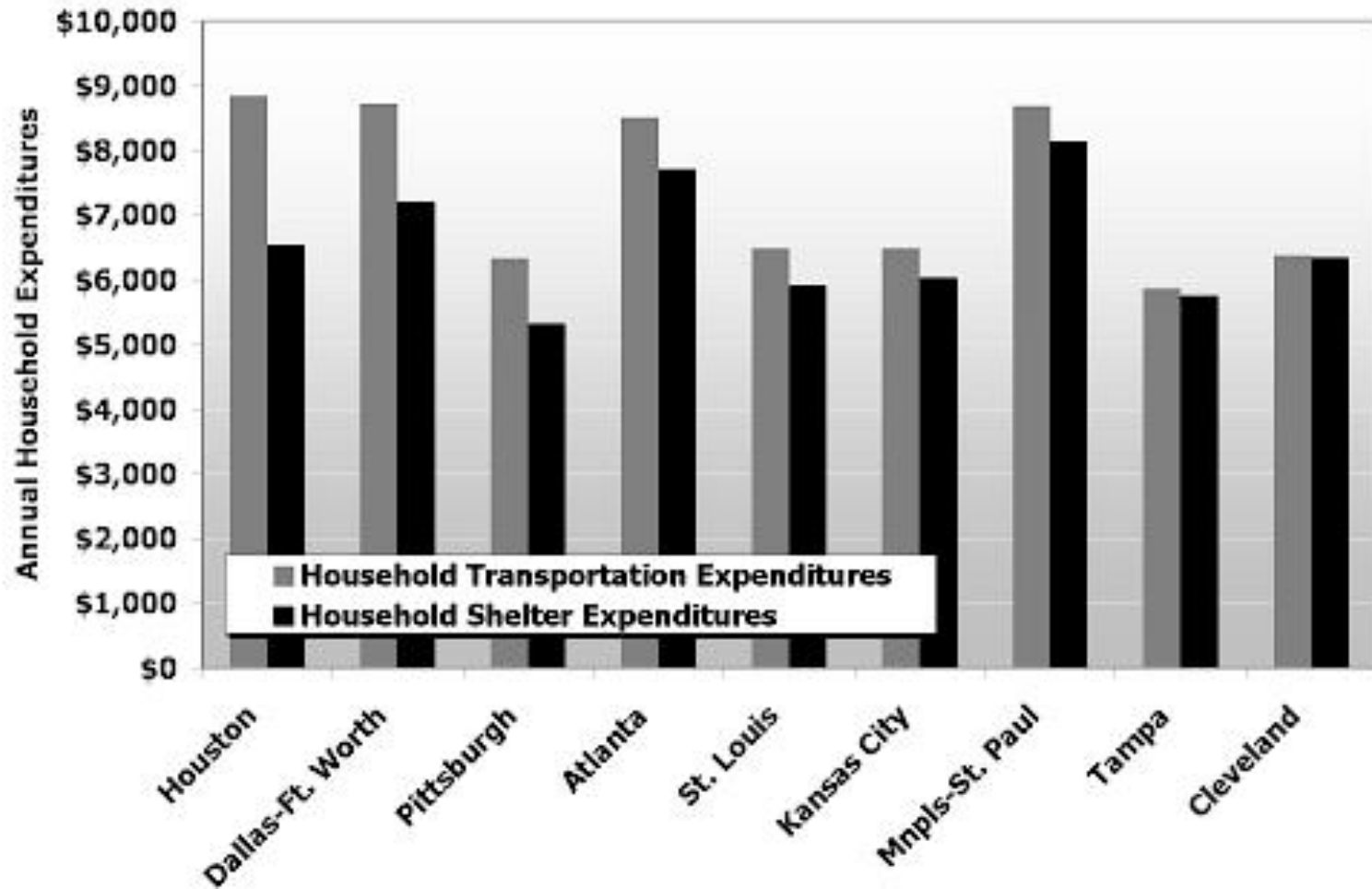


Households are Changing

Household Type	1970	2000	2030
HH with Children	45%	33%	27%
HH without Children	55%	67%	73%
<i>Single/Other HH</i>	<i>14%</i>	<i>31%</i>	<i>34%</i>

Source: Arthur C. Nelson, Presidential Professor & Director of Metropolitan Research, University of Utah.

More Spent on Transportation Than Housing





Changing Dreams

That was Then

40-year career

Big house, big lot

Uniform housing

Far away from job

Splendid isolation

Cheap gas

Transit is for “those” people

All homes gain in value

Love my cookie-cutter suburb

This is Now

Free agent/independent contractor

Small house, small lot/attached

Life-cycle housing

Short commute, walk/bike/transit

Privacy with accessibility

Maximize mobility options

Where’s my transit?

Rent/buy quality locations

Want a place with options



Process & Principles

The Overarching Principle

- Redevelopment Corridors are unique complex “eco” systems that exist within a framework of “eco” nomic, transportation, planning, marketing, design, regulatory, and political opportunities and constraints.

Corridor Redevelopment is a process



Redevelopment, Roads and Rivers to Opportunity

Before there was a Main Street there was a road

Before there was a town there was a trading post

Before there was a trading post there were settlers

Before there were settlers there were pioneers

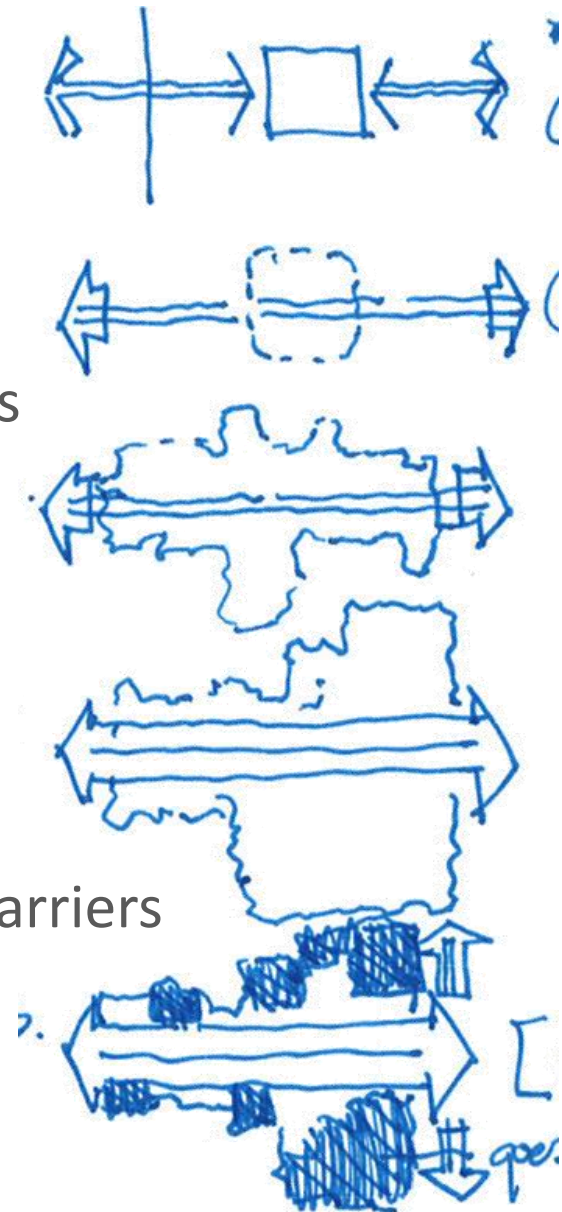
Before there were pioneers there was an opportunity

Rivers connected opportunities.





- Observe the conditions
- Consider the history
- Look at the corridor from different perspectives
 - Regional
 - Community
 - Local
- Study the market conditions
- Understand the opportunities, constraints or barriers
- Define the problem(s)





1. Context Analysis – *Guiding Principles*

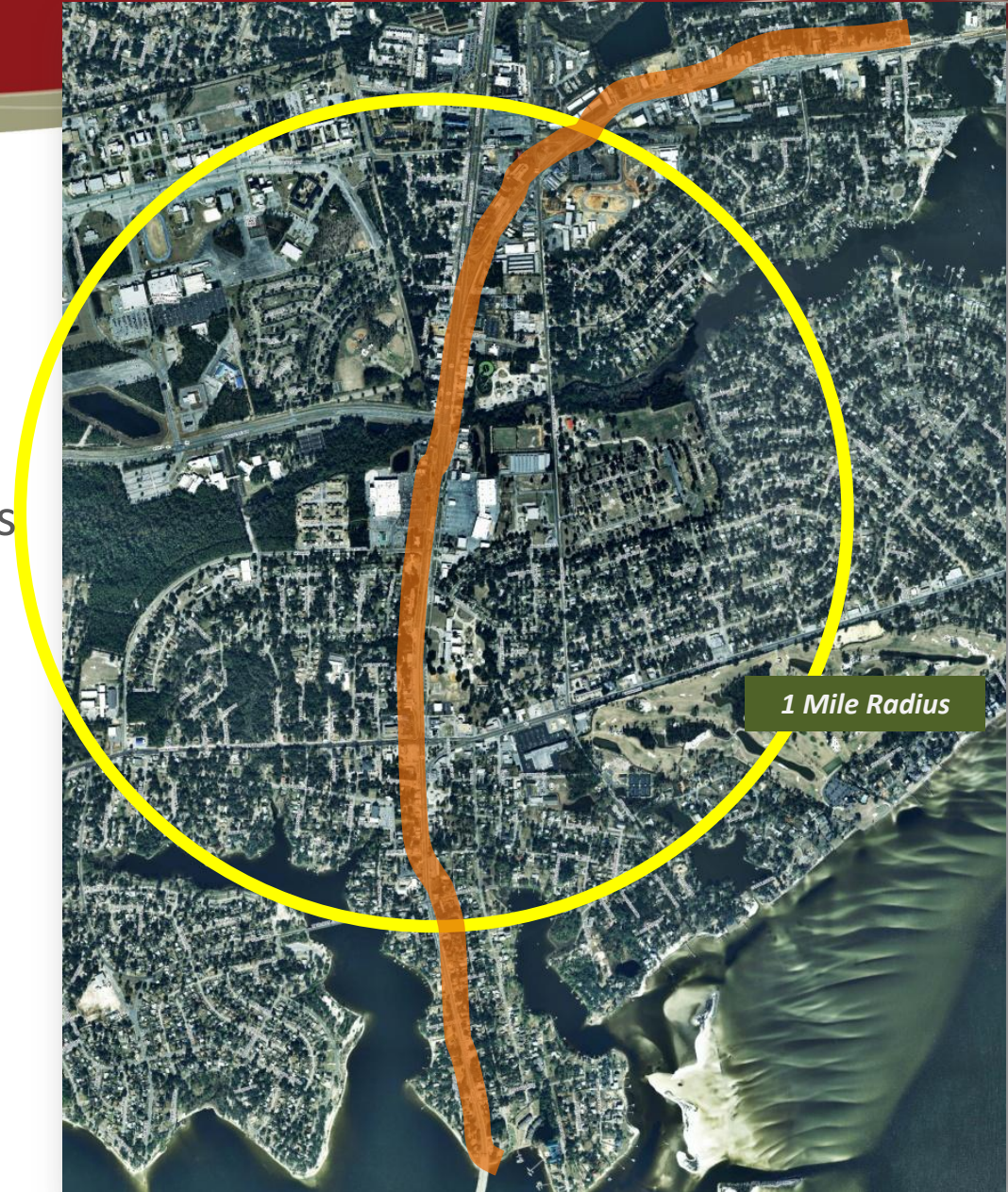


- Approach the corridor redevelopment process with a holistic perspective
 - Economic / Transportation / Land Use / Design/ Marketing/ Regulatory/ Political
- Corridors are an product of an evolution in stages and patterns and they will continue to evolve
- Understand the entire contextual mosaic and the barriers to redevelopment
- Understand the market forces
 - Historic
 - Existing
 - Near term

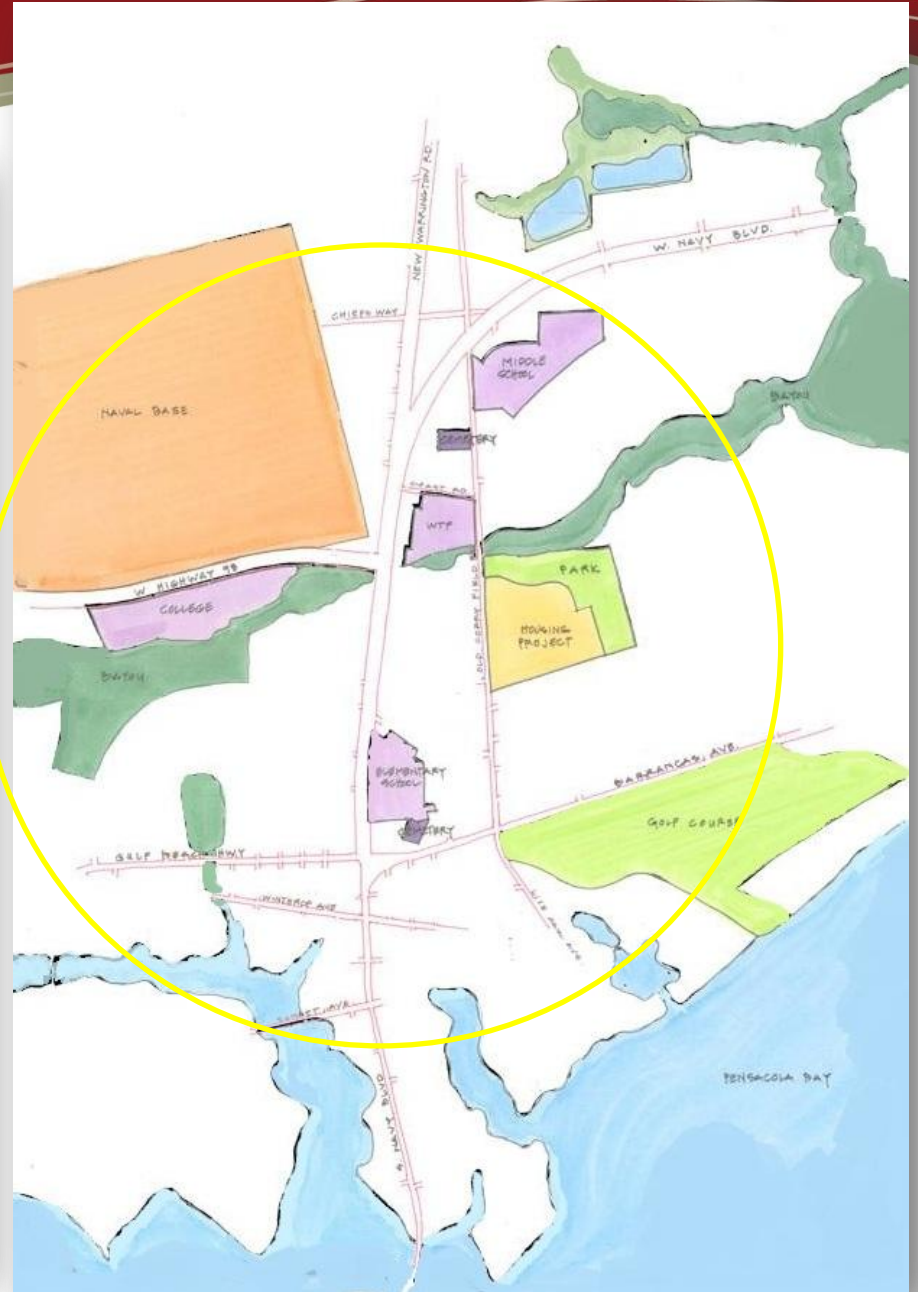
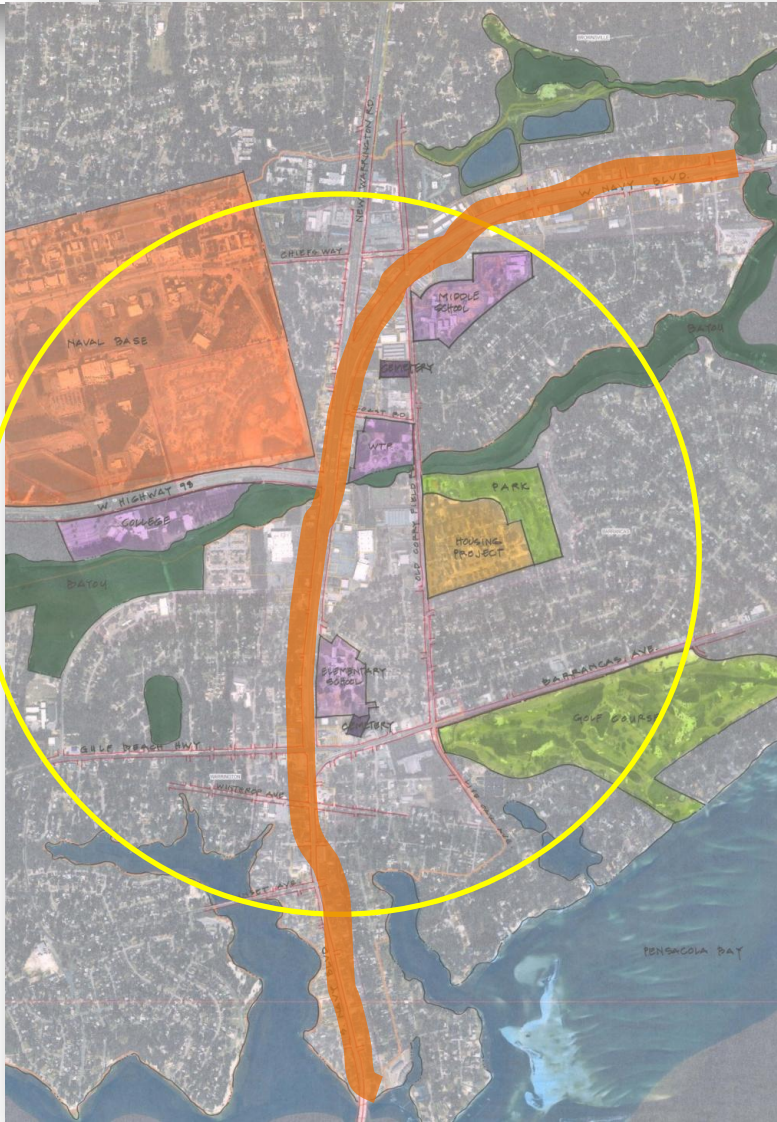
1. Context Analysis



- Land Use
- Zoning
- Development Patterns
- Transportation Systems
- Utility Infrastructure
- Regulatory
- Environmental
- Marketing
- Political
- Economics



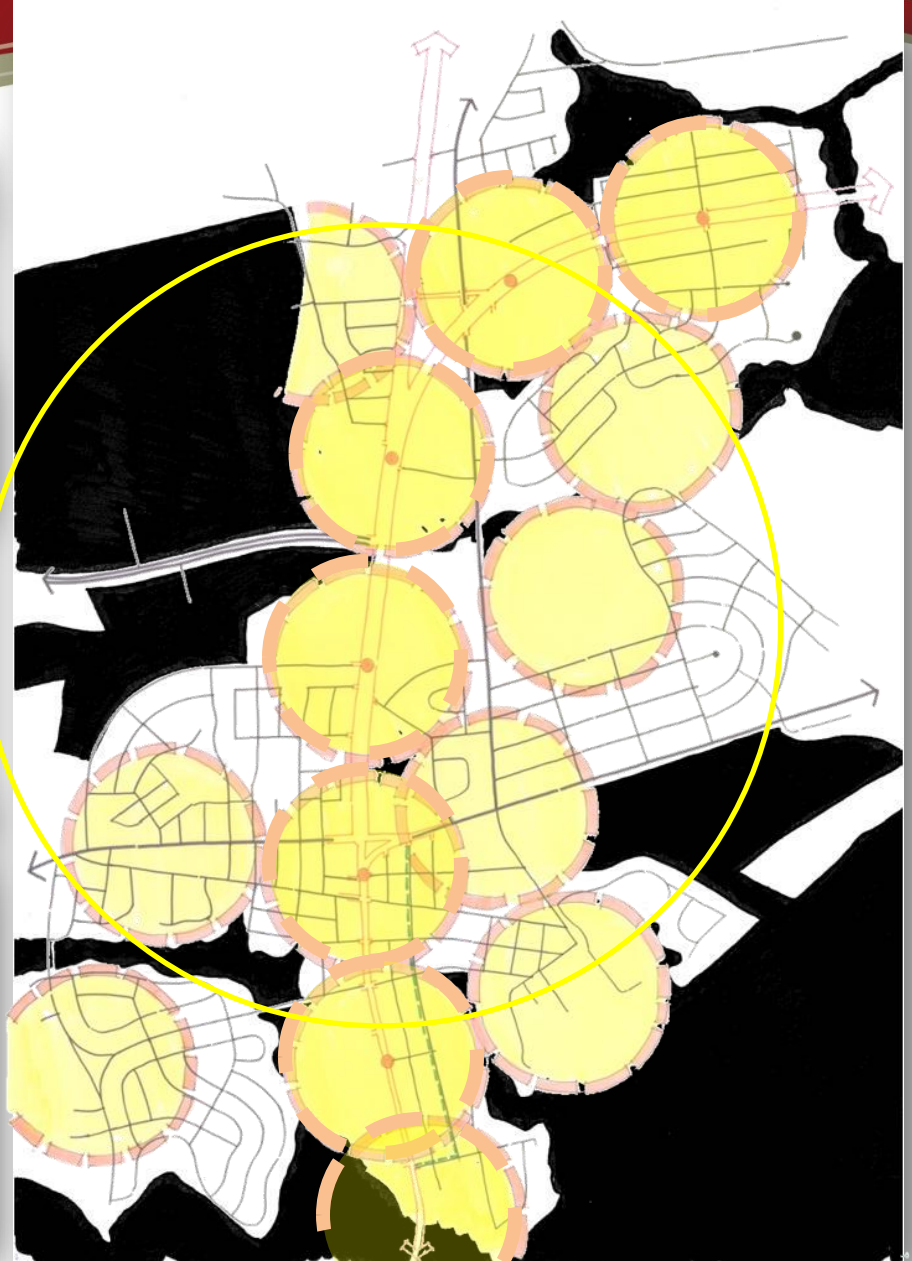
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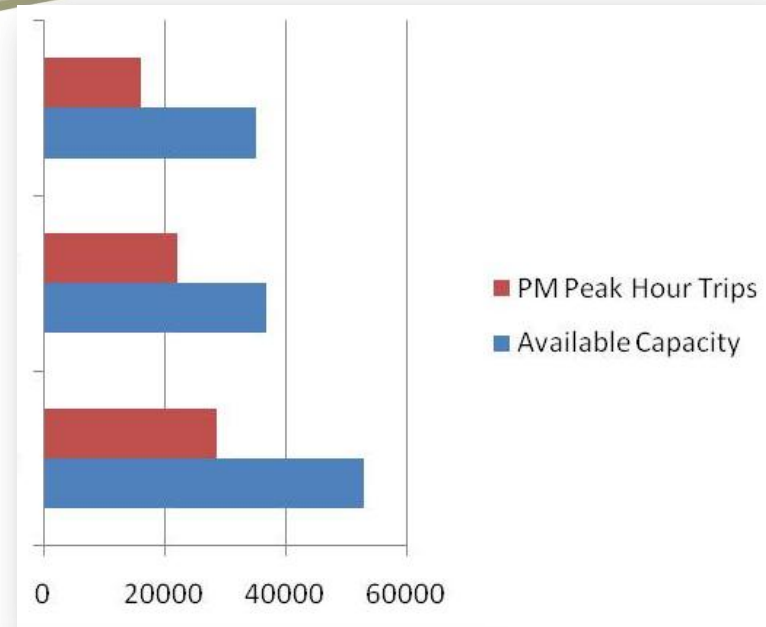


1. Context Analysis

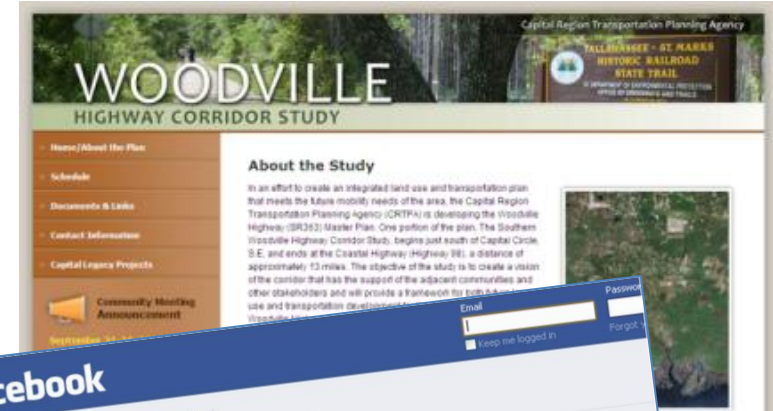


■ Transportation Context

- **Traffic Capacity & LOS**
 - Existing
 - Projected
- **Right of Way**
 - Width
 - Cross section
- **Speeds**
 - Posted
 - Design
 - Actuals
- **Network Connections**
- **Pedestrian Safety & Comfort**
- **Modes**
 - Types
 - Existing
 - Projected



- Multifaceted Public Outreach
- Identify Leadership “Champions”
- Establish Steering Committee
- Stakeholder Interviews
- Public Workshops & Charrettes
- Public Involvement
- Web Site
- Social Media



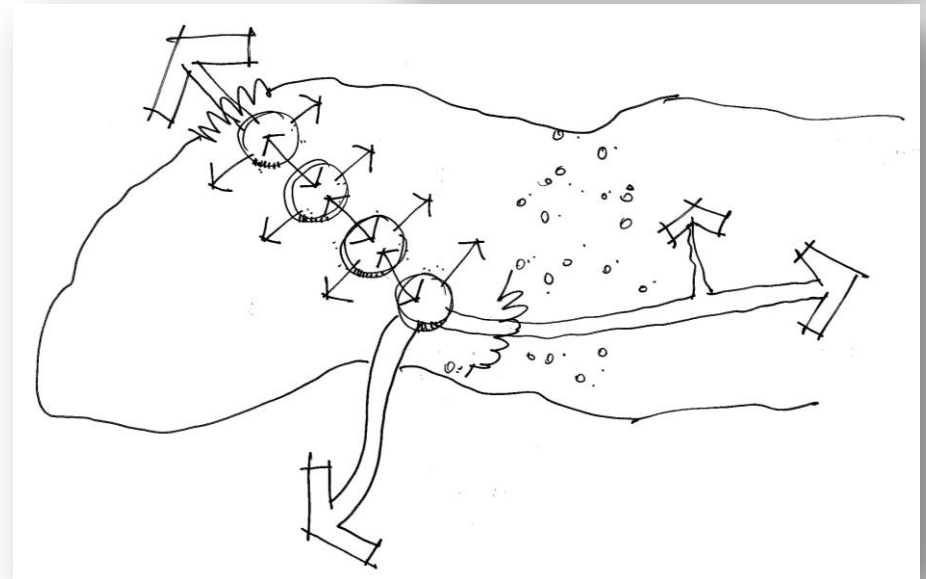
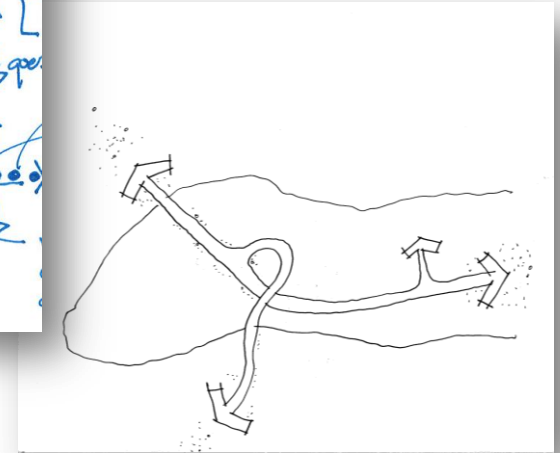
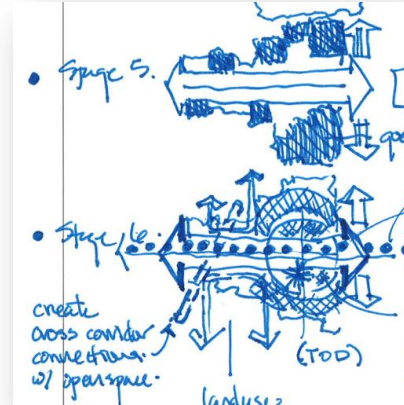
2: Public Participation - *Guiding Principles*



- Communicate and build consensus with stakeholders on the corridor and in surrounding communities.
- Communication includes listening.
- Participation and outreach includes public agency and departmental stakeholders . Align projects and priorities.
- Building trust among parties with differing agendas takes time. Corridors have their own particular contexts, personalities and politics that make them unique and unsuited to a “boiler plate” approach.
- Success depends on, identifying and encouraging community stakeholders who will become champions for implementing the Vision/Plan



- Create Alternative Concepts
 - Construct a new contextual mosaic
 - Consider the history
 - Consider analogues
 - Understand the opportunities, constraints or barriers
- Provide different perspectives and choices
- Describe & visualize desired outcomes
- Solve for the market conditions
 - Short term
 - Long term
- Identify catalysts for change
- Illustrate the Vision
- Detail the Plan
 - Short Term
 - Mid term
 - Long term



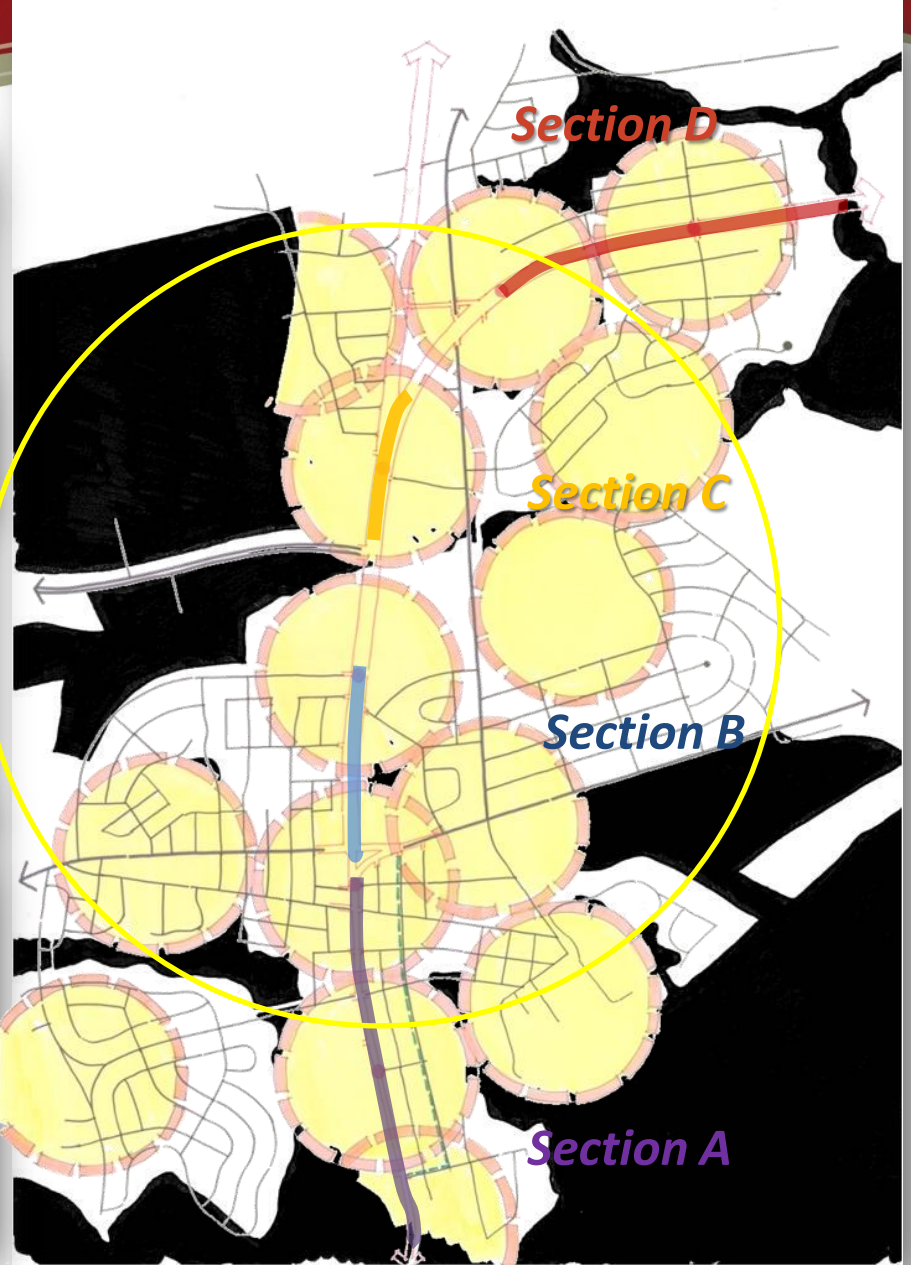


3: Visioning: Alternatives & Plan

- *Guiding Principles*

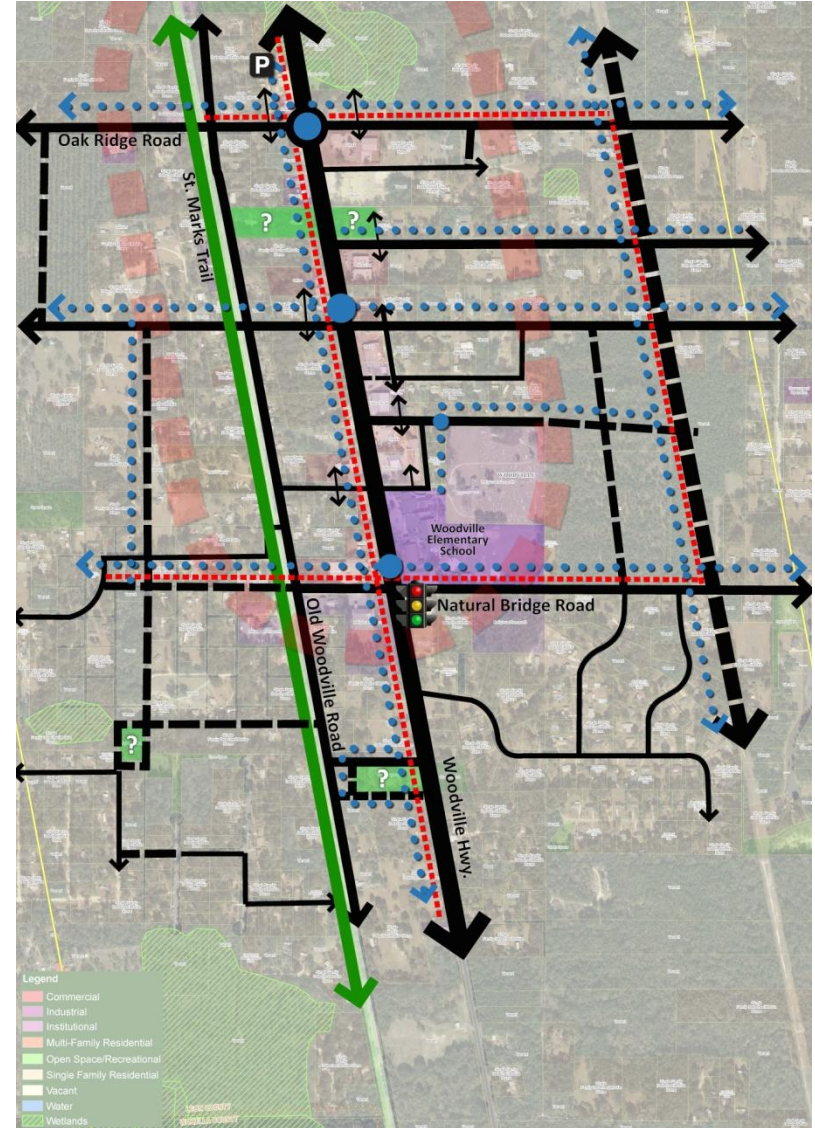
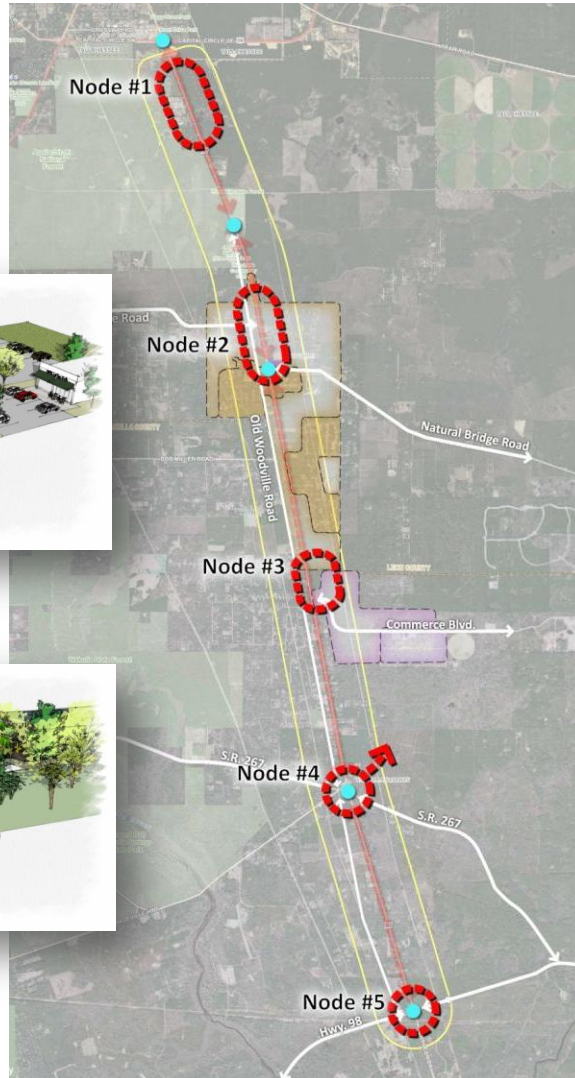


- Break the corridor into smaller pieces;
- Articulate a vision
- Identify the market forces that will drive value and become catalysts for change.
- Strategies for the future of the corridor should encourage multiple use not focused on retail
- Pedestrian safety, comfort and status must be enhanced throughout the corridor
- Strategies for the future of the corridor should create destinations/ centers promoting the broader goals for creating places that are walkable, transit supportive, carbon reducing and energy efficient
- Create centers by solving for the places in between



3: Visioning: Alternatives & Plan





3: Visioning: *Alternatives & Plan*





3: Visioning: *Alternatives & Plan*



3: Visioning: Alternatives & Plan





3: Visioning: Alternatives & Plan





3: Visioning: Alternatives & Plan





ROADWAY SECTION	B
RIGHT-OF-WAY	60'
LANDSCAPE BUFFER	0'
BUILDING SETBACK	3'

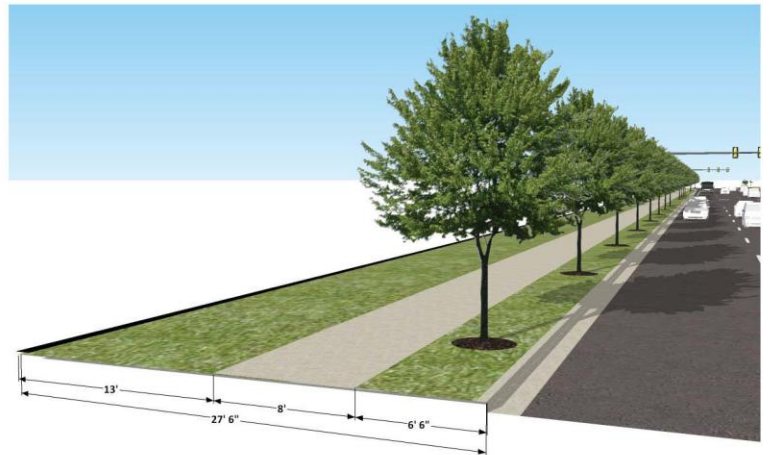
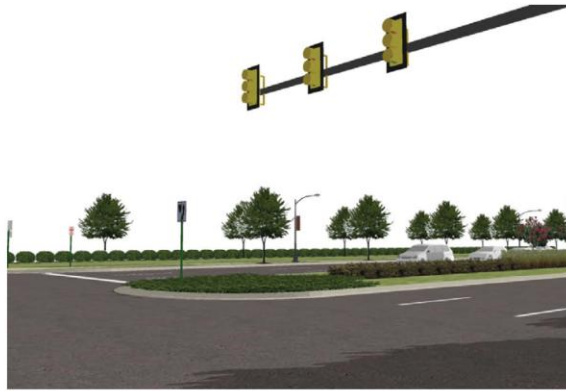


ROADWAY SECTION	D
RIGHT-OF-WAY	60'
LANDSCAPE BUFFER	0'
BUILDING SETBACK	15'

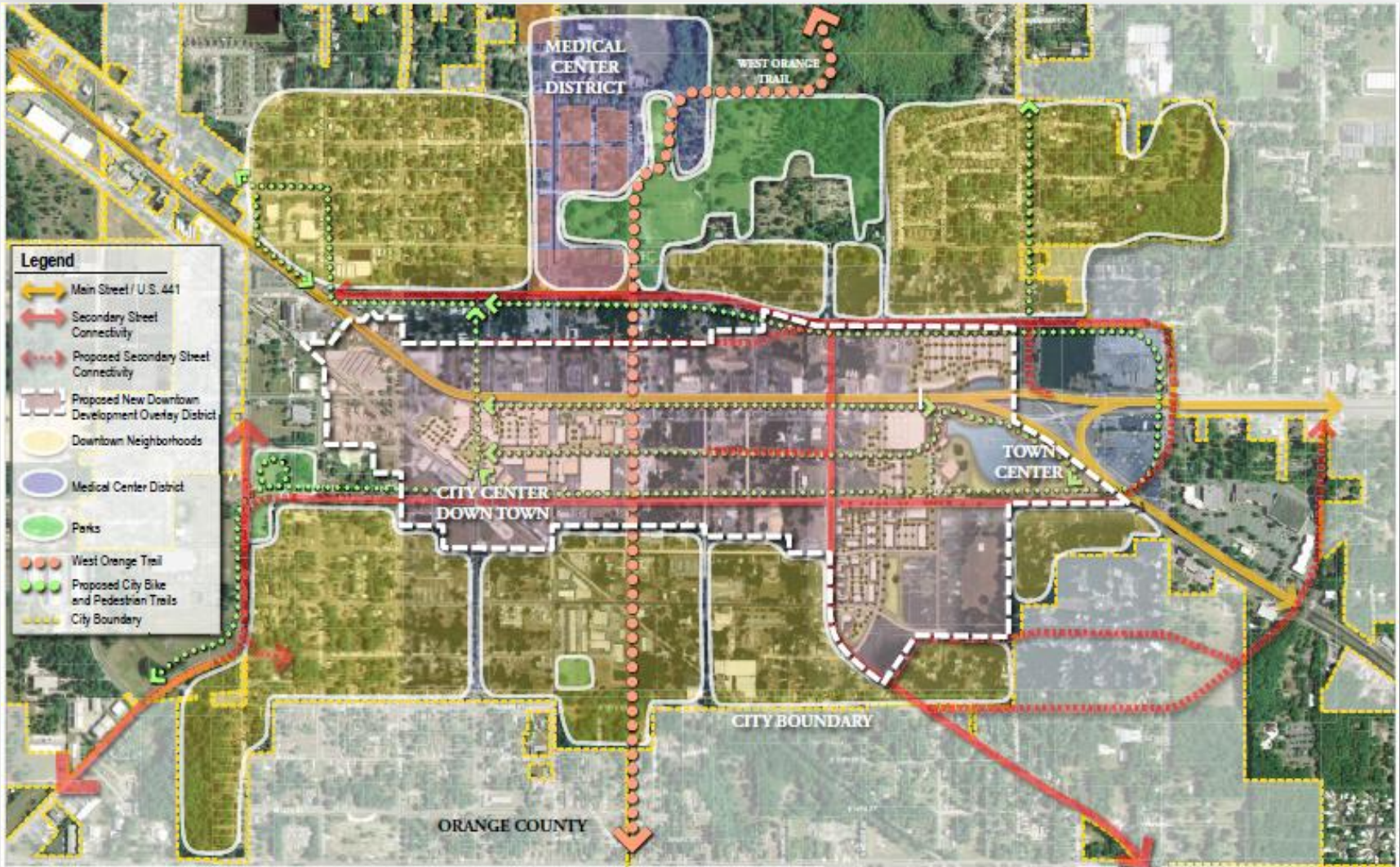


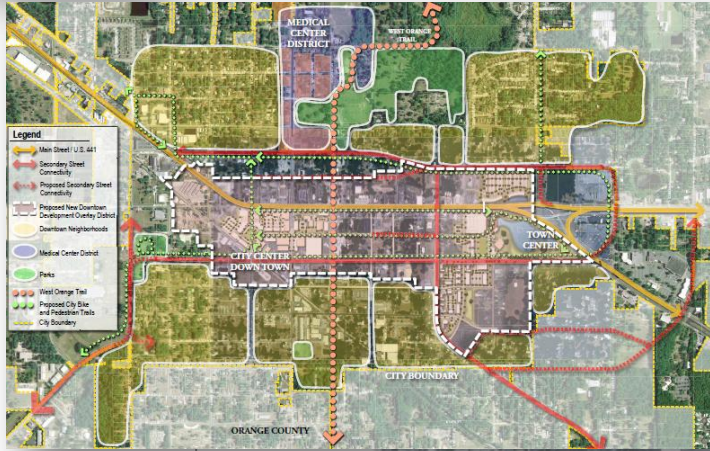
ROADWAY SECTION	EXISTING
ROW	180'
BUFFER	5'
SETBACK	25'

3: Visioning: Alternatives & Plan











5: Implementation



- Plan Policy and Land Development Code Amendment Recommendations
- Recommended Design Guidelines Amendments
- Utility Strategy
- Development Strategy
- Identify Incentive Strategies
- Identification of Alternative Funding Sources
- Benchmarks to Measure Progress
- Benchmarks to Measure Success
- Implementation Action Plan

Action Plan Timetable

Current: April 20, 2005	2003					2004					2005																			
Action Task	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	
Inspect all facilities minimum 3 times	[Red bar from Jun 2003 to Dec 2004]															Complete														
Develop new inspection forms and field test.																[Red bar from Mar 2004 to Dec 2004]					Complete									
Coordination meetings with Permitting																[Red bar from Mar 2004 to Oct 2005]														
Develop inspection procedures manual																[Red bar from Dec 2004 to Feb 2005]					Complete									
Train ASWCS Inspectors																[Red bar from Feb 2005 to Mar 2005]					Complete									
Return inspection responsibility to ASWCS																[Red bar from Mar 2005 to Apr 2005]					Complete									
E.7 accompany ASWCS Inspector to a facility																[Red bar from Apr 2005 to Jun 2005]					Ongoing									
Inspectors continue quarterly inspections																[Red bar from Apr 2005 to Oct 2005]														
E.7 monitor reports and correspondence																[Red bar from Apr 2005 to Jun 2005]					Ongoing									

Capital Projects	Year	Estimate	Implementation Strategy/Responsibility	Financing Methods	
Highlands District Project	2007-08	\$9,471,538	JIA/CRA & JEDC, FDOT, JTA, JEA	See below	
▪Highlands District Plans & Specifications et.al.	2007-08	\$940,000	JIA/CRA is primary	TIF	
▪Highlands District Street Related Construction (Two ½ mile phases)	2009-11	○Traffic Management Project	\$2,740,473	FDOT primary, upgrade JIA/CRA JIA/CRA primary, matching grants	FDOT TIF, utility cost- JEA, grants TIF grants
○Streetscape Enhancement Project		\$3,156,750			
○Gateways Project:(I-95 gateway), minor gateways, & Wayfinding		\$380,000	JIA/CRA primary, matching grants		
○Transit Shelters		\$222,000	JTA		
▪Pedestrian Connectivity	2009-11	\$558,555	Non-Statutory TIF, Assessment District, or City Program	City	
▪Transit Station - internal to Nodal Project	Unknown	\$100,000	JTA & Developer	JTA and or Fair Share	
▪Mobilization, Demolition, Earthwork, General Conditions, MOT	2009-11	\$1,552,700	FDOT & JIA/CRA (Proportional)	FDOT & TIF	
▪Contingency	2009-11	\$861,048	FDOT & JIA/CRA/JTA (Proportional)	FDOT/TIF/JTA	

5: Implementation - *Guiding Principles*



- Build a realistic implementation strategy;
- Create leadership/build partnerships;
- Create a proactive atmosphere for change.
- Identify and incentivize the catalysts
- Prioritize public and private investment
- Funding is fundamental, but the public sector must be a catalyst and demonstrate long term commitment.



Panel Discussion

URBAN LAND INSTITUTE'S 10 PRINCIPLES FOR REINVENTING AMERICA'S SUBURBAN STRIPS

1. Ignite Leadership and Nurture Partnership
2. Anticipate [Market] Evolution
3. Know the Market
4. Prune Back Retail-Zoned Land
5. Establish Pulse Nodes of Development
6. Tame the Traffic
7. Create the "Place"
8. Diversify the Character
9. Eradicate the Ugliness
10. Put Your Money (And Regulations) Where Your Policy Is

BEST PRACTICES FROM THE MARKET PERSPECTIVE

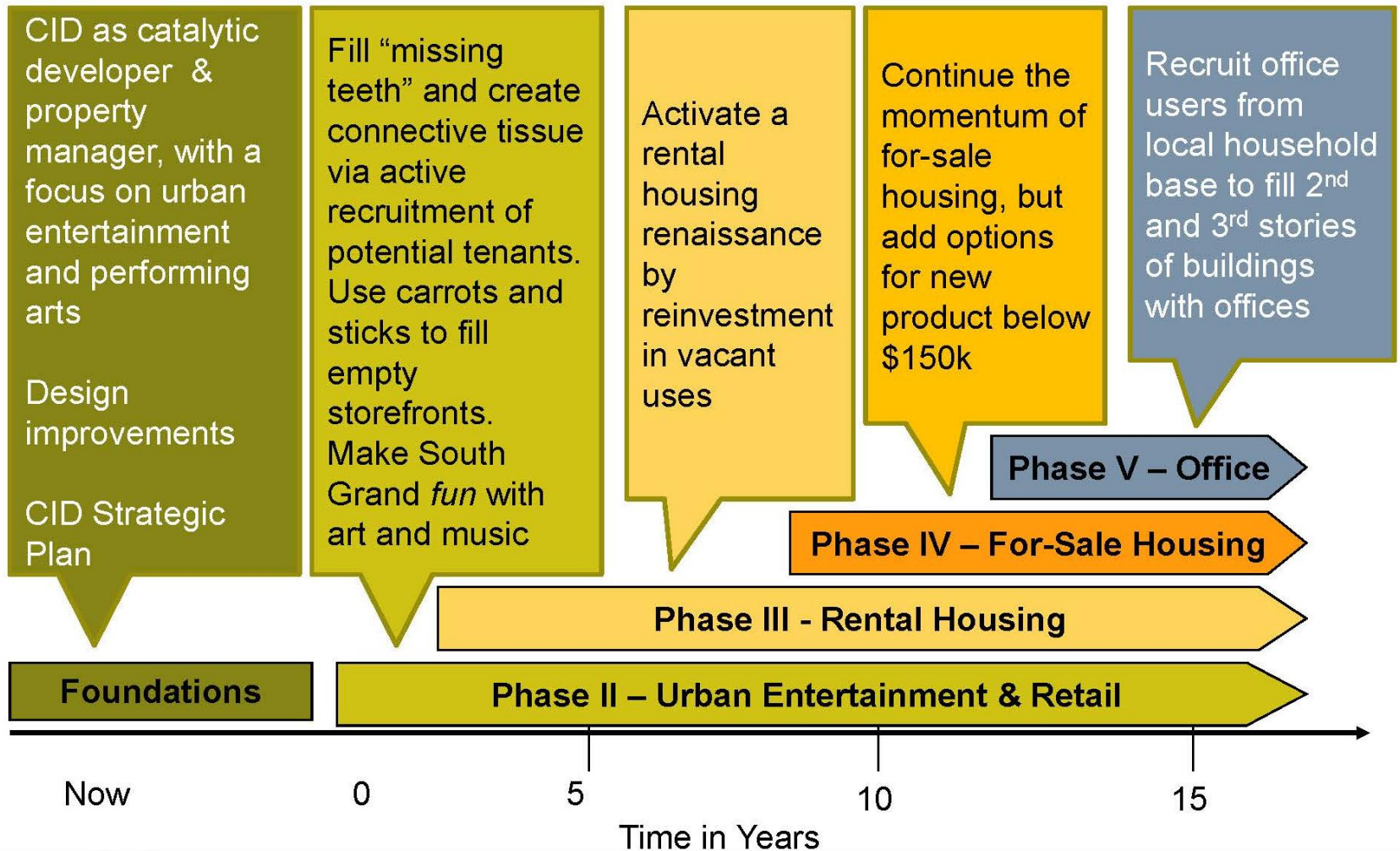
- ▶ Know and leverage the market
- ▶ Be realistic about what can happen
 - Change won't happen over night
 - Can't impact whole corridor at once
- ▶ Create a strategy and vision
- ▶ Identify key activity centers
- ▶ Figure out where to start
 - What are the foundations?
 - What are the catalysts?
- ▶ Implementation
 - Approach property owners for potential public-private development

CHALLENGES

- ▶ Not enough market demand
- ▶ Often multiple municipalities along corridors – must work together & embrace strategy
- ▶ Likely a net loss of developed commercial acreage
- ▶ Land acquisition
- ▶ Property owner “winners” and “losers”
- ▶ Execution will be complicated and require new thinking – who is responsible?
- ▶ Funding

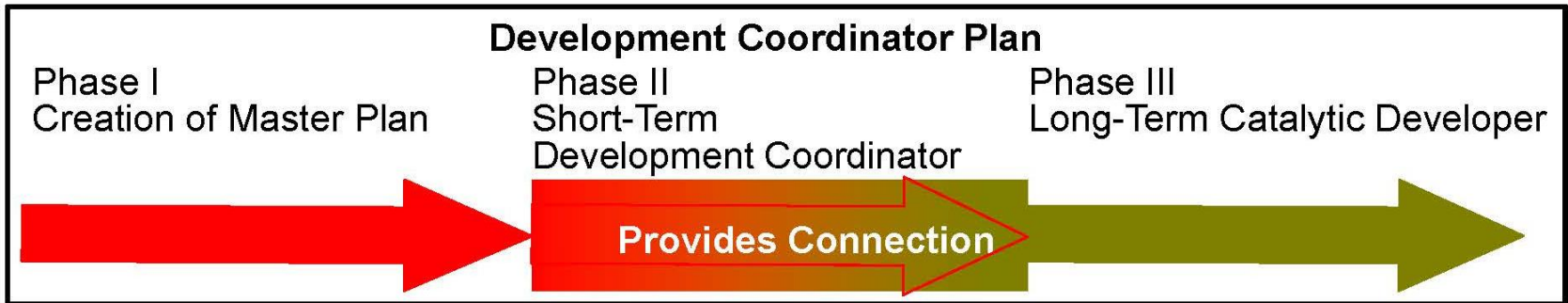
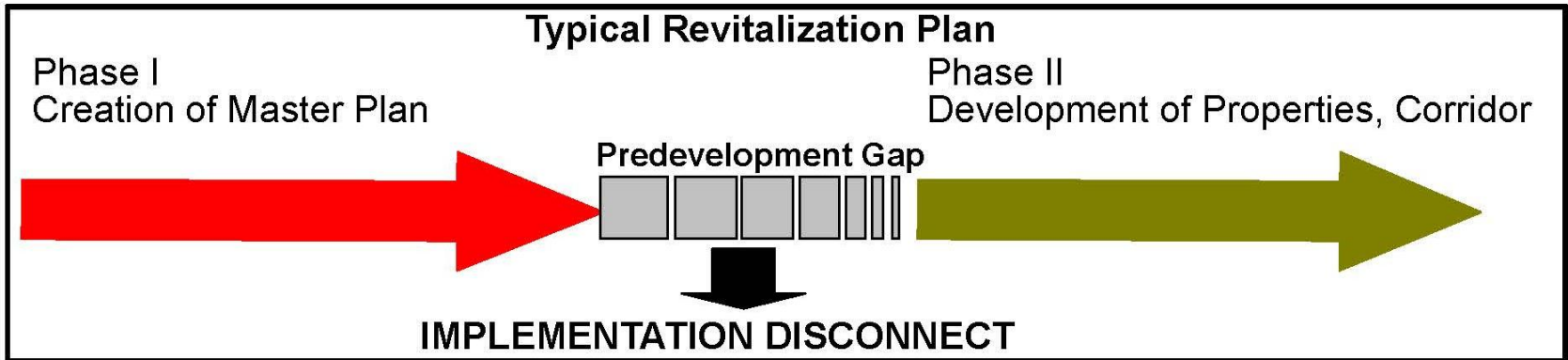
EXAMPLE – KNOW & LEVERAGE MARKET

SOUTH GRAND ACTION AGENDA



EXAMPLE – BE REALISTIC ABOUT TIMING

CONTINUING MOMENTUM KEY



EXAMPLE - STRATEGY & VISION

Principles for Redevelopment

- Adopt a planning paradigm that addresses market barriers and leads to implementation
- Develop and support initiatives that strengthen economic activity
- Promote stewardship and governance
- Strengthen single-family neighborhoods
- Foster residential diversity with higher-density housing
- Improve quality of built environment
- Create non-commercial activity centers
- Address traffic and parking issues

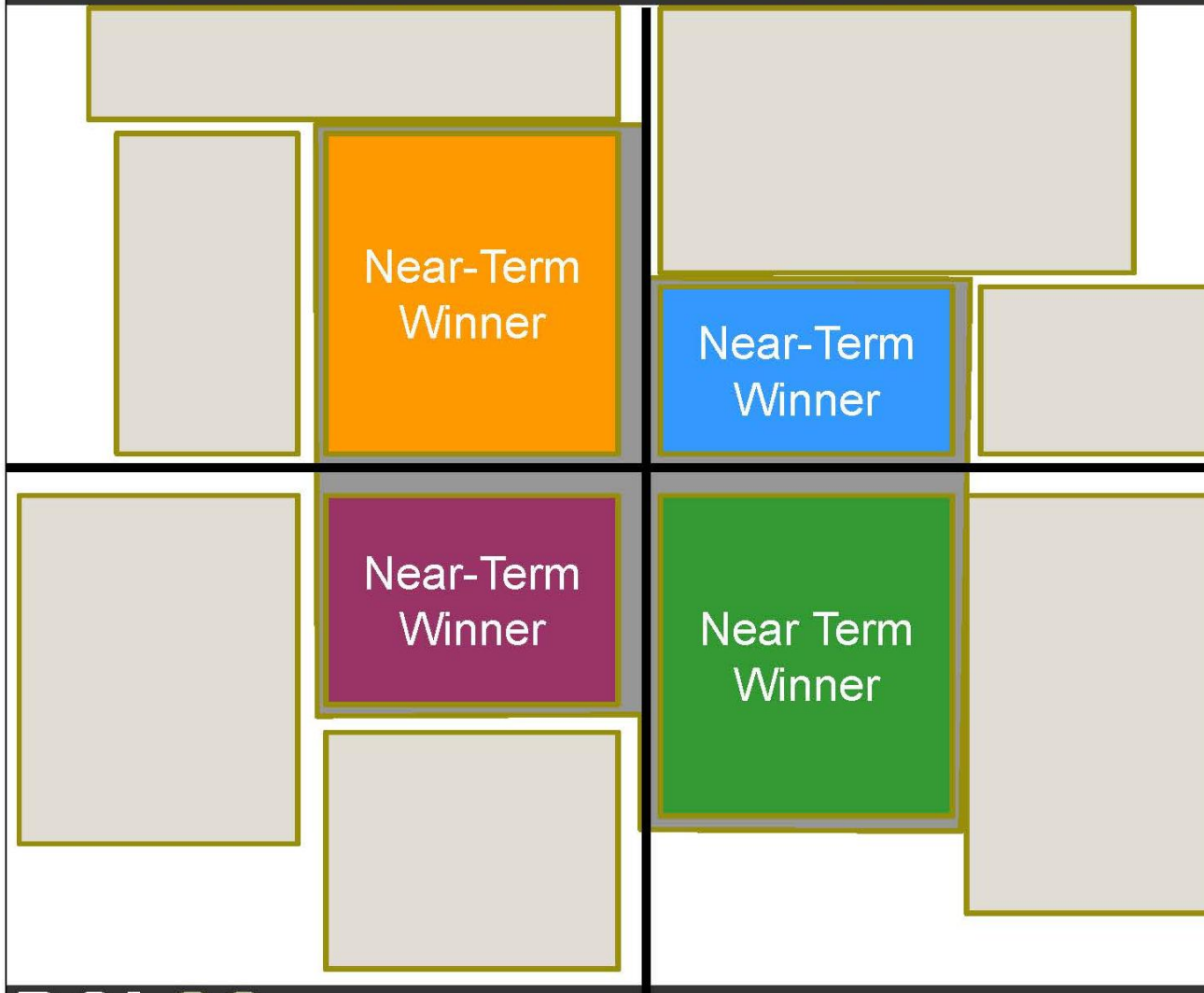
EXAMPLE – IMPLEMENTATION

TOOL KIT

Tool Kit

- Create retail nodes
- Prioritize catalyst projects
- Leverage public dollars
- Create public-private partnerships
- Don't let the plan sit on the shelf
- Work on crime, aesthetics, schools, and brand for area
- Create areas for multifamily (often a leading use in redevelopment)
- Create beautiful spaces
- Create parks, open space, and gathering places
- Address perceived or real parking issues
- Provide business assistance
- Provide development incentives

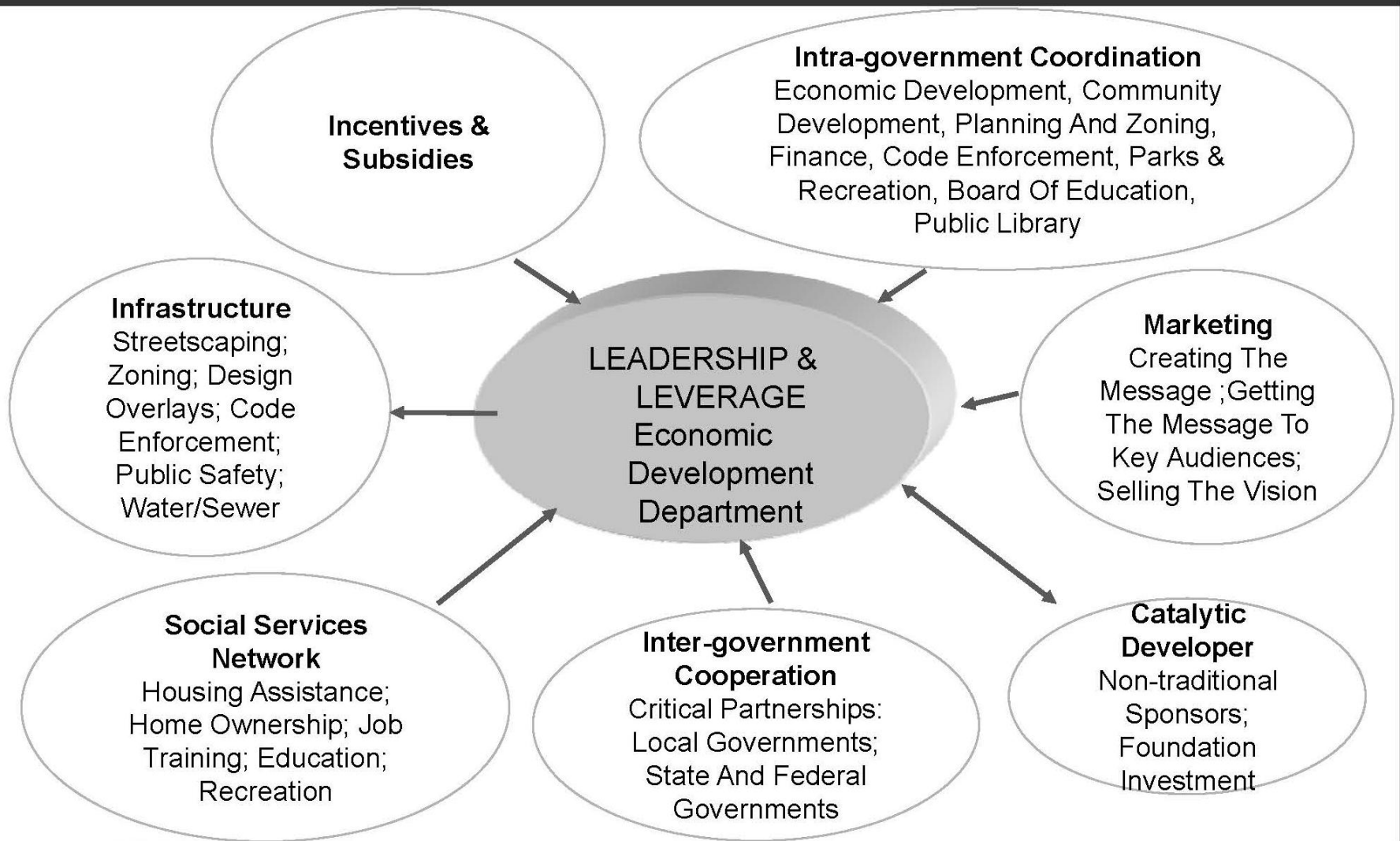
EXAMPLE - CATALYTIC PARCEL REDEVELOPMENT COORDINATED DEVELOPMENT A MUST FOR SUCCESS



Land owners in the designated catalyst areas benefit from the upzoning and recognizable land value in the near-term

Land owners in the adjacent areas will benefit in the medium-term (10 yrs and out)

EXAMPLE – IMPLEMENTATION ROLES



EXAMPLE – IMPLEMENTATION

EXECUTION OPTIONS

Pure Market Model

- Apply upzoning and allow development market to act on development potential
- Developers engage in acquisition negotiations with individual landowners
- High risk of failure, results will be long-term at best

Municipality as Developer

- Cities engage private developers to acquire land and re-position it
- Likely contract with fee development entity to conduct the development once land acquisition is complete
- Cities would need to coordinate and share in upside to finance the effort

Publicly-Financed Development

- Cities leverage public debt (TIF, PILOT, General Obligation Bonds, State Grants, TDD, CID, etc.) to acquire and reposition land holdings
- Land likely granted to fee developer at low basis post-acquisition

Catalytic Development Entity

- Economic development entity is created & charged with effort
- Initial work seeded with public monies, but Corporation has a profit motive
- Requires some outlay of funds for acquisition, ceding of authority to Development Corporation

Public Private Partnership

- Land owners contribute their land as equity into the proposed development in exchange for preferred return upon sale of land to a developer
- Development corporation coordinates effort and manages investment
- Requires limited up-front capital (no acquisition) but extensive coordination

EXAMPLE - IMPLEMENTATION

FUNDING OPTIONS

▶ Local Incentives/Opportunities

- Land Swaps
- Reduction in Impact Fees
- Tax Incentives
- Density Bonuses

▶ Site Specific

- Brownfield programs
- Enterprise Zone
- HUBZone (Historically Underutilized Business Zones)
- Business Improvement District (BID)
- Community Redevelopment Area (CRA)
- Downtown Development Authority (DDA)

EXAMPLE - IMPLEMENTATION

FUNDING OPTIONS

▶ Business Incentives

- Qualified Target Industry (QTI) Tax Refund
- Quick Response Training (QRT) Program
- Incumbent Worker Training (IWTA)
- Qualified Defense Contractor Tax Refund Program (QDC)
- Capital Investment Tax Credit (CITC)
- High Impact Business Performance Incentive Grant (HIPI)
- Economic Gardening Pilot Loan Program
- Urban Jobs Tax Credit Program
- Rural Jobs Tax Credit (State)

▶ Financing

- FHA, Fannie Mae, Freddie Mac, HUD
- Private financing
- Black Business Investment Fund (BBIF)
- Enterprise Florida Capital Program
- Florida Business Development Corporation
- Florida Atlantic University – Small Business Development Center
- U.S. Small Business Administration — SBA 504 Loan Program –
- Community Development District (CDD)
- Florida Opportunity Fund

REGULATORY AND INFRASTRUCTURE TOOLS FOR CORRIDORS

PLAN the Corridor for Development

- Corridors are an Important Element of the City's Business Model
- Establish a Partnership Mentality based on Desirable Results
- Many techniques used for downtowns are useful along Corridors
- Corridor Development can benefit from an Organization

REGULATIONS can Create an Attractive Investment Venue

- Provide for the Range of Viable Market Uses
- Offer Incentives and Bonuses for Desirable Results
- Have Appropriate Standards and Guidelines for Desirable Results
- Effectively Enforce Your Codes
- Facilitate Property Assembly

INFRASTRUCTURE prepares the Corridor for Development

- Public/Private Partnerships
- Master Systems

NEIGHBORHOOD PLANNING

- Protect The Nearby Neighborhoods

Corridor Redevelopment from a Developer's Perspective.....

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A

Market, Math, and Attitude

Market Demand





Math: The Financial Deal

Attitude





Corridor Redevelopment

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