SPRAWL RETROFIT RETREAT

For more than two decades New Urbanists have been working in our sprawling communities, retrofitting, repairing and redeveloping them. Whether in the trenches of the development industry or in the academic field, whether during good booming times or during tough economic periods, New Urbanists have been at the forefront of the reformation of sprawl. The Sprawl Retrofit Retreat will deal with what lies ahead for the NU movement in regards to sprawl retrofit and will outline its successes and failures, the most promising, and the most urgent actions that need to be taken.

The Sprawl Retrofit Retreat will gather some of the field’s most active thinkers and practitioners to create a new, focused approach to the Sprawl Retrofit Initiative. Started in 2008 at the Congress for the New Urbanism in Austin, this initiative has created opportunities for new ideas, state-of-the-art techniques and implementation solutions. In Miami, the group will further explore the tools for achieving healthier and more resilient communities through the design, regulation, and financing of sprawl retrofit.

Attendees will discuss approaches at four different scales: incremental sprawl repair, corridor retrofits, metropolitan strategies and innovative financial approaches. The group will concentrate on the production of a series of practical Toolkits, among which will be Diagnostic Tools, Process Tools, Economic Tools, and Design Tools, among others. The retreat will also be dedicated to the drafting of a cohesive message that will explain the goals, objectives and the future of this initiative. Attendees will outline the steps for the formation of new strategic partnerships and alliances and the creation of leadership programs educating public officials, municipal staff, community associations, and NGOs about sprawl retrofit. The final product of the retreat will include an overall strategic plan for the Sprawl Retrofit Initiative and next steps for the upcoming years.
Dear all,

Below is a “short” account of our Sprawl Retrofit Retreat, which took place last week, March 29-30, in Miami. The group included the list from the agenda I sent you last week but we also had a dozen or so people who participated remotely. In spite of the imperfect technology some of them presented and some were active in the subsequent discussions and break-up sessions.

You will be happy to learn that the event was a success. Our group worked very hard these two days and came up with a solid strategic plan how to move the Sprawl Retrofit Initiative forward.

Of course we created tons of work for ourselves, which now we need to complete but the level of enthusiasm for the initiative and its importance was so high that I am sure we will have substantial results to share with you at the CNU in West Palm Beach, if not before.

This week we will be sending around the notes, presentations and draft documents we produced during the retreat so that all of you are informed and have the opportunity to contribute if you wish so. If you would like to volunteer some of your time, please let us know and we will find a great task for you immediately!

We discussed the big questions such as how to make the CNU experts visible by projecting a unified and inspiring message about the initiative but also by producing implementable, market-ready tools that can immediately help municipalities, planners, developers move in on retrofitting sprawl. The incredible serendipity was that on the eve of the retreat Josh Martin proudly announced that the South Carolina Commercial Center Revitalization Act (based on a document formerly known as the Sprawl Repair Act) was passed by the SC Senate subcommittee and is moving towards adoption. Josh testified at the Senate and was instrumental to initiate this groundbreaking legislature and move it through the process. What he shared with us is that there is an immediate need for a whole series of practical tools for South Carolina as the act builds the foundation of mall and shopping center retrofitting but at the local level municipalities need specific action steps. This urgent need became
central to the retreat and the group mobilized around the assembly of a series of toolkits based on prior experience but also innovative ideas which we came up with in Miami. For now the toolkits include:

1. Diagnostic Tools: Programming and Timing
2. Incentives: Financing and Codes
3. Alternatives to the Wall Street Types
4. Precedents/Visuals/Best Practices Toolkit

For the above we used the Open Source approach urged and assisted by Edward Erfurt and Eliza Harris. We split into smaller groups and produced first draft outlines of our toolkits. Later in the day we had additional break-up sessions on: Initiative Branding, Strategic Partnerships, CNU 20 and others. We will be sending notes on all of these. The ultimate goal is that we produce a simple user-friendly “book” with all of these toolkits that can be handed/downloaded to the public and private sectors in their pursuit of sprawl retrofitting strategies and tactics.

I would like also to share the CNU 20 planned events for the initiative as you may want to participate in all or some of them.

We will have our first chance to discuss and work on the initiative on Thursday morning, May 10, when there will be an Open Source Plenary. The second event with be a Friday evening salon where we will be exploring crossover and partnerships with the CNU initiatives and other entities. The third event is the Saturday Initiative lunch for which we have some really exciting ideas which we will share later. There are additional events in which initiative members will participate, present and work, and this is also something we will be sending around later.

Excuse the long e-mail but there are so many exciting things happening that a short one cannot fit them all!

Cheers (literally)!
Galina Tachieva
April 2, 2012
THERE WERE ALSO SOME GREAT PRESENTATIONS OF CURRENT PROJECTS, INCREMENTAL RETROFIT STRATEGIES AND CURRENT MARKET TRENDS. PLUS, THERE WERE PRELIMINARY DISCUSSIONS ABOUT LONG-TERM ACTIONS: CHANGING TAX APPRAISAL POLICIES; ENCOURAGING THE REPLACEMENT OF “DRIVE ‘TIL YOU QUALIFY” AS OUR COUNTRY’S MODEL FOR LOCATING AFFORDABLE HOUSING WITH A MODEL OF RETROFITTED, TRANSIT-SERVED COMMERCIAL CORRIDORS; AND FINDING WAYS TO OVERCOME RESISTANCE FROM UTILITIES TOWARDS DISTRICT ENERGY AND WATER SYSTEMS.

ELLEN DUNHAM - JONES
CNU Sprawl Retrofit Initiative Board Member Champion
April 2, 2012
GOALS

RESEARCH

PARTNERING

NETWORKING

PRODUCTS
GOALS OF THE INITIATIVE:
To improve our built world by transforming suburban sprawl into complete, walkable, resilient communities

SLOGANS:
FROM AUTO-SCALE TO HUMAN SCALE IN A NON-EXUBERANT ECONOMY!!

EMPOWER COMMUNITIES AND LEADERS TO TAKE CONTROL OF THEIR FUTURE

WHY ARE WE DOING THIS??
Sprawl doesn’t work
New economic reality
New demographics and market
New awareness of the environment
New awareness of health, aging and well-being

GOALS OF THE SR RETREAT:
Create a cohesive message: Sprawl Retrofit is the project of the century and the NU have the expertise to equip the public and private sectors

Reach a wider audience through education, social media, event programming, new partnerships, leadership initiatives and outreach.

INDIVIDUAL OBJECTIVES
Research
Partnering
Networking
Products
ECONOMIC RECOVERY:
ROI, Tax Revenues to Communities, etc.

MARKET AND DEMOGRAPHICS:
Correct Predictions?

LIFELONG COMMUNITIES:
Health, Well-being

LONG-TERM, CROSS-TOPIC SUSTAINABILITY:
Reduction of VMT, CO2, etc.

EQUITY, AFFORDABILITY, ETC.

RESEARCH PARTNERS:
Arizona State University
University of Miami
University of Utah
INTERNAL TO CNU

NextGen
Tactical Urbanism
CNU Initiatives and Local Chapters:
  - Rainwater Initiative
  - Transportation Networks
  - Highways to Boulevards
  - CNU’s Project for Transportation Reform
  - Removing Obstacles to Investment

INTERNAL TO PROFESSION

APA
AIA
USGBC
Historic Preservation
Rail-volution

EXTERNAL TO PROFESSION

Federal: EPA, HUD, DOT, CDC, etc.
State: DOTs, DCAs, etc.
Regional: MPO’s, RPC’s
Local: Chamber of Commerce, redevelopment agencies, etc.
NGOs/Non-Profit: ICSC, PPS, NRDC, Smart Growth America, Mortgage bankers Association, Nat. Assoc. of Realtors, etc.
SOCIAL MEDIA/WEB 2.0
Tweetchats
Webinars
Crowdsourcing Efforts

LECTURES/EVENTS

SPRAWL RETROFIT SUMMIT – 2013?

CNU 20
NU 202 Session
Sessions
SR Initiative Lunch
POLICY

- **ADOPTABLE LEGISLATION:**
  - Federal Scale: MID/Mortgage Interest Deduction
  - State Scale: Sprawl Repair Act/ Commercial Revitalization Act
  - Zoning Reform: Form-Based Codes, HOA ByLaws

LEADERSHIP INITIATIVE

- Governors Institute on Community Design
- Mayors Institute for City Design
- National League of Cities
- Outreach to local community, business, and elected leaders and activists

OUTREACH

- Website (CNU hosted or other): Communication, Connection, Intersection, FB Page,
- Twitter Account, Newsletter
- Media interface: Ambulance Chasing of Current Events (SR-Copywriting Team); Op-Ed Boilerplate, PR-Liasing with towns of SR targets

TOOLKITS

- Incremental Sprawl Repair
- Corridor Solutions
- Metropolitan Scale
- Diagnostic Tools / Triage: high, medium and low priority
- Economic Tools/ Alternatives to the Wall Street Types
- Process Tools/ Policy, Zoning
- Modeling Tools/ Metrics
- Retrofit solutions for the small American town
- Reuse and Integration of post-industrial sites
- Market and availability of land
- Empowering Local Communities

- Design Patterns and Models
  - Retrofit Techniques
  - Complete Streets
- Reform Models For Regulations and Standards
  - Zoning codes (from use to form)
  - Standards (e.g. traffic engineering)
  - Enabling legislation
- Economic incentives
  - Gap finance mechanisms – public (e.g. TIF)
  - Gap finance mechanisms – enabling private (e.g. LIDs, bonds, CMBS, etc)
  - Tax abatements/incentives
  - “Feebates”
- Non-economic incentives
  - Certifications (e.g. LEED-ND)
  - Awards (e.g. Charter Awards)
  - Expedited plan reviews
  - Pre-approved plan types, easily customizable
- Process tools
  - Collaborative design tools (e.g. Charrette, Wiki)
  - Diagnostic tools
  - Public-Private Partnership models
  - Incremental and low-tech planning (e.g. food cart pods etc)
  - Strategic alignments between departments/ agencies/sectors (e.g. infrastructure)
  - Future-proofing models
  - Technical and design assistance
  - Resource centers (capacity-building, “bottom-up”)
- Externality pricing and transfers (see also economic incentives)
  - GHG caps, Carbon Trading
  - Retrofit bonds
  - Time Tranche Bonds
  - Tax policy reform
DAY ONE PARTICIPANTS

JUDITH BELL
MARIANNE CUSATO
ADAM DUCKER
ELLEN DUNHAM-JONES
EDWARD ERFFURT
ELIZABETH ISRAEL
JOSH MARTIN
MARIA MERCER
MICHAEL MEHAFFY
CHRISTINA MILLER
WANDA MOUZON
ROBERT SHARP
DAN SLONE
GALINA TACHIEVA

REMOTE

JAMES BREUCKMAN
HOYT COUSINS
PAUL CRABTREE
ANN DAIGLE
BRUCE F. DONNELLY
ELIZA HARRIS
SUSAN HENDERSON
SARA HINES
JOE MINICOZZI
EMILY TALEN
Thursday, March 29, 2012

DAY ONE

PRESENTATIONS / CURRENT ISSUES

01. GALINA TACHIEVA, *Roadmap 2012*

02. PAUL CRABTREE, *Infrastructure Retrofits*

03. ADAM DUCKER, *Suburbia, Soccer Moms, SUVs, and Smart Growth*

04. JOE MINICOZZI, *The Economics of Urbanism*

05. ELLEN DUNHAM-JONES, *Corridor Retrofits*

06. ROBERT SHARP, *Sprawl Retrofit in a Red State*

07. JOSH MARTIN, *Commercial Center Revitalization Act, Funding the Retrofit*

08. EDWARD ERFURT, *Why They Won’t Move*

09. MICHAEL MEHAffY, *Toolkits*

10. ELIZA HARRIS, *A NextGener Perspective*

11. DAN SLONE, *Challenges to Sprawl Retrofit*

12. STEVE MOUZON, *12-Step Program for Sprawl Recovery*
Overview of the Sprawl Repair Retreat

- We will discuss future steps and create a more focused message.
- We will learn about what is currently happening in the field from twelve presenters today.
- We will create a roadmap and discuss different steps for sprawl repair initiatives.
- These are ideas that New Urbanists have been working on for decades, but we need to have a wider outreach and organize ourselves as the group that can lead sprawl repair on a national level. We would like to impose ourselves as a strong force for sprawl repair.

Roadmap Symbol / Sprawl Retrofit Logo

- This is an initial design / look, but we need a consistent symbol/logo for the initiative.
- Important to help our identity in spreading our message and expertise.
- We will be working on this design during these two days / near future.

On Groupthink

- The brainstorming myth – and how it just doesn’t work.
- Image is from an article in The New Yorker by Jonha Lehrer.
- We use this word in charrettes describing how we do things.
- Brainstorming is a myth without critique and debate. It depends how you organize. It’s not about being calm, respectful, and accommodating.

Brainstorming, Goals, Future of Sprawl Repair

- Future of SR efforts need to encompass all angles, not only projects and books.
- Includes: Goals, Research, Partnering, Networking, Products.
- We haven’t formulated a very clear goal yet, and the message is not very unified, concise. It’s not clear to the rest of the world.
- We need to get our message to leadership: Governor’s Institute on Community Design, MICD, National League of Cities, Outreach to local leaders. Positive News: Commercial Revitalization Act was approved in South Carolina.
- Overall goal: To improve our built world by transforming suburban sprawl into complete, walkable resilient communities.
- Proposed slogan: From Auto-Scale to Human Scale in a Non-Exuberant Economy.
- We are people of action, need to produce things to spread, both in print and digital.
- Toolkits: ISR, Corridor solutions, Metro scale, Diagnostic tools, Econ tools- Wall St, Process tools: policy rezoning, Modeling tools/metrics, retrofits for small towns, reuse of post-industrial sites, market and availability of land.
- More Camillo Sitte than Beaux Arts: more sensitivity to lots, less axial grand terminated vistas.
SLIDES:

GOAL OF THE SR INITIATIVE

- To improve our built world by transforming suburban sprawl into complete, walkable, resilient communities

- SLOGAN: FROM AUTO-SCALE TO HUMAN SCALE IN A NON-EXUBERANT ECONOMY!!

GOAL OF THE SR RETREAT

- Create a cohesive message: Sprawl Retrofit is the project of the century and the NU have the expertise to equip the public and private sectors

- Reach a wider audience through education, social media, event programming, new partnerships, leadership initiatives, toolkits.
**PAST, PRESENT, FUTURE**

- More than 2 decades experience
- In dev. industry trenches and the academic world
- First CNU publications in 2000s
- SR Initiative started in 2008, at CNU Austin
- In good times and bad times of economic crisis
- Successes, hybrids and failures
- What is most promising?
- What is most urgent?

**GOAL OF THE SR RETREAT**

- Create a cohesive message: Sprawl Retrofit is the project of the century and the NU have the expertise to equip the public and private sectors
- Reach a wider audience through education, social media, event programming, new partnerships, leadership initiatives, toolkits.

**RESEARCH**

- Economic Recovery: ROI, tax revenues to communities, etc.
- Market and Demographics: correct predictions?
- Lifelong Communities, Health, Well-being
- Long-term, Cross-topic Sustainability: reduction of VMT, CO2, etc.
- Equity, Affordability, etc.
- Ellen, June, Michael, Joe M.

**PARTNERING**

Internal to CNU

- NextGen
- Tactical Urbanism
- CNU Initiatives and Local Chapters:
  - Rainwater Initiative
  - Transportation Networks
  - Highways to Boulevards
  - CNU’s Project for Transportation Reform
  - Removing Obstacles to Investment

Related to Profession

- Internal: APA, AIA, USGBS, Historic Preservation, Rail-volution, etc.
- External:
  - Federal: EPA, HUD, DOT, CDC, etc.
  - State: DOTs, DCAs, etc.
  - Regional: MPOs, RPCs, etc.
  - Local: Chamber of Commerce, redevelopment agencies, etc.
  - NGOs/Non-Profit: ICSC, PPS, NRDC, Smart Growth America, Mortgage bankers Association, Nat. Assoc. of Realtors, etc.
OUTREACH

- Web 2.0 / Social Media: Website, FB page, Twitter account, etc. – Josh
- Lectures, Events
- Sprawl Retrofit Summit – 2013?
- CNU 20
  - NU 202 Session
  - Sessions
  - SR Initiative Lunch

PRODUCTS

Policy

- Adoptable Legislation:
  - Federal Scale: MID/Mortgage Interest Deduction
  - State Scale: Sprawl Repair Act/ Commercial Revitalization Act
- Zoning Reform:
  - Form-Based Codes
- HOA ByLaws

Leadership Initiative

- Governors Institute on Community Design
- Mayors Institute for City Design
- National League of Cities
- Outreach to local community, business, and elected leaders and activists

PRODUCTS

Toolkits

- Incremental Sprawl Repair
- Corridor Solutions
- Metropolitan Scale
- Diagnostic Tools / Triage: high, medium and low priority
- Economic Tools/ Alternatives to the Wall Street Types
- Process Tools/ Policy, Rezoning
- Modeling Tools/ Metrics
- Retrofit solutions for the small American town
- Reuse and Integration of post-industrial sites
- Market and availability of land
- Empowering Local Communities/ Dos and Don’ts

THERE IS HOPE

Generational Transformation of Settlements

MORE CAMILLO SITTE, LESS BEAUX-ARTS
SPRAWL RETROFIT IN 2017

TACTICAL URBANISM?

INCREMENTAL SPRAWL REPAIR?
  PLANNED DENSIFICATION?

SUBURBAN RENAISSANCE?

DEVOLUTION OF THE EXURBS?

LIFELONG SUBURBANISM?
**PAUL CRABTREE**

**INFRASTRUCTURE RETROFITS**

**NOTES:**

**Incremental Pattern for Sprawl Retrofit**

- Question of how to make civil engineering more civil?
- Shows streetscape in an incremental pattern (not a standard approach). First, only repave the travel portion (30’), not whole 40’. Then add sidewalks. Then plant trees in pavement cutouts.
- Next, remove more paving and create a bioswale. Then, add curb and gutter in denser neighborhoods.
- Public works = death by 1000 cuts. Constantly widening incrementally. Idea is to reverse this pattern. We need to be specific with the engineers about just what problem we/they are trying to solve.
- Restoration: Is the idea to remove reservoirs for pristine environment, or is to use the transect to merge environmental and human needs?
- Data collection: existing street types, planters, length. Mapped them. Found the opportunities and priorities.
- Main Street retrofit. T5. Others for T4. Then, T3 local green streets.
- Public works saw these and began to incorporate it.
- Cost is always issue. Portland’s “simple green street” takes new shallow planter with infiltration.
- Measures of success: more congenial, better urbanism, better nature, lower heat island.

**Scenario for Devastation Retrofit**

- Devastation Retrofit: Haiti.
- Scenario A: $165m to repair whole area’s infrastructure.
- Scenario B: Corridor $23m.
- Scenario C: Just one block = $3m. Doing it block by block adds up to $350m. Implies that should do the whole at once.
- Showed that incremental development was better, and they convinced officials to go block by block. Because this = incremental, a manageable chunk they could do. Citizens don’t trust government to provide systems. This allowed citizens to control infrastructure at scale of the block.
- Working with Prince’s Foundation – also in Galapagos.
Paul Crabtree, PE

Silo Credentials

Licenses, Certificates & Memberships

Registration as Professional Engineer (Civil) in CA, CO, UT, NM, TX
Member National Society of Professional Engineers and American Society of Civil Engineers
Member Congress for New Urbanism
Graduate of Form Based Code Institute Program FBC 101, 201, 301
Graduates of SmartCode and SmartCode Pro
Certified SmartCode Trainer and SmartCode Manager
Participant in Congress for New Urbanism National Conferences XV, XVI, XVII, XVIII
Member Urban Land Institute
Member American Planning Association
Member Local Government Commission
Member SmartCode Council
Member Ojai Planning Commission (7 years)
Member of the SmartCode Regional Watershed Module
Winner 2010 CNU Charter Award – Salon des Refuses
Authors of the First Transect-Based Regional Watershed Management Plan
Authors of 2nd SmartCode adopted by a Municipality in the State of Colorado
Leader, CNU Rainwater Initiative
**Streetscape Retrofit**

**Incremental Pattern – 5 Step Process**

**STEP 0.**
When adding pavement overlay, only overlay the portion of the street to remain travel or parking lanes.

(30’ typical)

**STEP 1.**
Add or replace missing or damaged sidewalk.

**STEP 2.**
Plant trees in pavement cutouts.

**EXISTING STREET PATTERN**
Sidewalk and street trees are missing: crowded out by too much paving.
Watershed Retrofit - Investigative Procedure

Investigative Procedure:

1. Don’t assume.

2. Pull the String = What problem are we trying to solve?, and What do we not understand about it?

3. Pull the string(s) until the big issues are revealed, that lead to highly aligned solutions.

2. Establish Benchmarks

Restoration is defined as: Those actions taken by mankind that bring about more congenial relationships between humans and the rest of nature through the healing and enhancement of the long-term integrity, stability and beauty of ecosystems.

Restoration is accomplished through establishing performance benchmarks that consider the natural, cultural and scientific history of the region and the site; the form of the habitat within the rural-to-urban transect; survival, health and happiness thresholds for both humans and other species; realistic economic expectations; and pragmatic implementations.
Measures of Success of Green Streets

1. More congenial – better urbanism and better nature. More livable, less heat sink, more habitat for birds and critters.
2. Less impervious, more native species.
3. Complies with MS4 off-site requirements by providing storage volume, while also providing filtering. Will help the Algal TMDL.
4. Is low-tech and not expensive. Can be done for the same or less than conventional street practices.

Devastation Retrofit – Port-au-Prince, Haiti
Scenario A - Core  $165,000,000

Scenario B – Corridor  $23,488,000

Scenario C - Block  $3,230,000

Scenario Comparisons for Total Infrastructure $Core $153 million, Corridor $230 million, Block $359 million
Preferred Scenario

Floreana Island, Galapagos
Charrette Team – 8th Day

Infrastructure Retrofit
Existing Non-Potable Water System
Unhealthy and Unsustainable

Dual Water Water System.
Add Water Treatment, Wastewater Treatment, and Reuse
3X Water Supply

Existing Non-Potable Water System

Proposed Dual Water System
Provides:
Eliminates environmental contamination
Modify Existing Contract: $75,000
Potable Water for Dual System: $135,000
Wastewater Collection and Treatment for Dual: $550,000
Total: $760,000
Per lot: $6,000

El Final
pcrabtree@crabtreegroup.net
ADAM DUCKER

SUBURBIA, SOCCER MOMS, SUVS, AND SMART GROWTH

NOTES:

Goals: Why are we doing this?

• Model of Suburban Sprawl doesn’t seem to work for everybody. Good portion of the built environment isn’t making Americans happy. 25% of population at least = unhappy.
• These initiatives create a policy initiative and a business opportunity.
• Two valid criticisms: 1) Is this only nice idea for latte urbanism for yuppies who will grow out of it? 2) Was this only a valid argument in boom times and is now irrelevant in today’s economy?

RCLCO: A Land Use Economics Firm

• Our economic development work is with public sector and street planning.
• Pre-recession and post-recession survey for single-family homes. The story remains the same pre-recession and post-recession. In 2007 asked 55-59 year old Americans living in SFH (82% of pop) and only 68% said they would like to move. Means approximately 23% = interested in moving.
• Since then, looking at NAR surveys from 2004 to 2010. 8% more of Gen Y want mixed-use suburb than have been able to. Boomers in city-residential = most unhappy and most want rural.
• The interest in smart growth spans all age groups, incomes, and household types. It isn’t just Dwell magazine.

Important Question: How big is the market?

• Almost half of the annual market wants to walk/ be able to walk.
• Americans and Transit-Oriented Development: about 23% says access to fixed-rail transit would be a real value. This reinforces the splits between age, household type, and income level.
• It’s not such a narrow preference. Are they just the yuppie elites? Likely suspects are young, single, mobile. Laptoes and lattes, Metropolitans. Metro Renters. Enterprising profiles. Trendsetters.
• But actual segments (studied by zip code) show more conventional suburban norms. High society, general suburban family.
• Upscape Avenues – higher but not young and hip; etc. Implications is that development community has significantly under counted appetite for sg, especially in the suburbs.

Questions

• Question of how important it is to live close to ____?
• Are we under counting the overall demand for smart growth and transit-oriented environs?
• What are our regional transportation network expansion plans? Walkable grids? Are they sufficient?
• What are the neighborhoods, areas, and regions that make the most sense for additional smart growth planning, including transit?
• There are few studies of bus preferences or impact on housing preferences.
**Suburbia, Soccer Moms, SUVs and Smart Growth**

RCLCO – Urban Real Estate Advisory Group

Adam Ducker, Managing Director and Practice Group Leader

aducker@rclco.com

Suburban Sprawl Repair Retreat | March 28, 2012

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**The Story Remains the Same**

**Pre-Recession -- Post-Recession**

- 23% of respondents 55-59 years of age most likely to purchase small-lot single family detached (14% of those 60+ and 13% of those 50-54 do, as well)
- Family and pre-family buyers distributed between increased preference for townhome or condo products and custom homes

Source: RCLCO 2007

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**Moving to Mixed Use**

2004 NAR Survey – Existing vs Preferred Locations

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**Practice Areas**

- Urban Development
- Community Development
- Economic Development
- Management Consulting

**Offices**

- Washington, DC
- Los Angeles
- Austin
- Orlando

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**RCLCO** is a land use economics firm delivering real estate strategies, market intelligence, and implementation assistance.
MOVING TO MIXED USE
2010 NAR SURVEY – EXISTING VS PREFERRED LOCATIONS

SMART GROWTH PREFERENCE
BY HOUSEHOLD TYPE

SMART GROWTH PREFERENCE
BY HOUSEHOLD AGE

SMART GROWTH PREFERENCE
BY HOUSEHOLD INCOME

PSYCHOGRAPHICS 101
UNDERSTANDING THE PEOPLE BEHIND THE NUMBERS

Psychographic analysis describes categorization driven by personality, values, attitudes, interests, or lifestyles.
It can be contrasted with demographic variables (such as age and gender), behavioral variables (such as usage rate or loyalty), and firmographic variables (such as industry, seniority and functional area).

PSYCHOGRAPHICS OF SMART GROWTH
NOT WHAT WE EXPECTED TO FIND!
**GEN Y DRIVING THE FUTURE OF REAL ESTATE**

RCLCO Consumer Research shows:

- **77% of Generation Y plan to live in an Urban Core, and is re-urbanizing America year over year.**
- This is where the future of growth is – capturing Gen Y will be critical to economic vitality through 2050.

### HOW BIG IS THE MARKET FOR SMART GROWTH?

**ALMOST HALF OF THE ANNUAL MARKET WANTS TO WALK**

![Graph showing preferences for transit types]

- **3,700,000** Gen Y
- **4,100,000** Gen X
- **4,200,000** Boomers
- **3,400,000** Eisenhowers

### WHAT DOES THE REALTORS SURVEY SAY?

**EXPLORING PREFERENCES FOR TRANSIT**

18. In deciding where to live, indicate how important it would be to you to have each of the following within an easy walk: very important, somewhat important, not very important, or not at all important. RANDOMIZE a-j AND PUT CODES ACROSS THE TOP.

(Q18a) a. Schools
(Q18b) b. Grocery store
(Q18c) c. Pharmacy or drug store
(Q18d) d. Doctors’ offices
(Q18e) e. Cultural resources like libraries or theaters
(Q18f) f. Recreational facilities like swimming, golf, or tennis
(Q18g) g. A hospital
(Q18h) h. (SPLIT SAMPLE COMBINED) Public transportation by bus (bus/rail)
(Q18j) i. Restaurants
(Q18j) j. Church, synagogue, or other place of worship

Source: National Association of REALTORS, 2011, RCLCO

### WHAT DOES THE SURVEY SAY?

**ONE QUARTER OF THE MARKET WANTS FIXED RAIL TRANSIT**

- **23%** Households with preference for Fixed Rail Transit
- **76%** Households without preference for Fixed Rail Transit

Source: National Association of REALTORS, 2011, RCLCO
WHAT DOES THE SURVEY SAY?
ONE QUARTER OF THE MARKET WANTS FIXED RAIL

Preference by Household Type

Preference by Age Group

Preference by Income Level

Source: National Association of REALTORS, 2011, RCLCO

WHAT DOES THE SURVEY SAY?
PREFERENCES IN METRO AREAS WITHOUT RAIL TRANSIT

Transit Preference Among Respondents in Metropolitan Areas with No Existing Rail Transit

Source: National Association of REALTORS, 2011, RCLCO

WHAT DOES THE SURVEY SAY?
PREFERENCES IN METRO AREAS WITH RAIL TRANSIT

Transit Preference Among Respondents in Metropolitan Areas with Existing Rail Transit

Source: National Association of REALTORS, 2011, RCLCO

So, Who Are These Transit People, Anyway?

TRANSIT-ORIENTED CONSUMER SEGMENTS
LIKELY SUSPECTS ARE YOUNG, SINGLE, MOBILE

Tapestry Segment Response %

Source: ESRI

TRANSIT-ORIENTED CONSUMER SEGMENTS
BUT ACTUAL SEGMENTS ARE QUITE DIFFERENT

One quarter of the total TOD demand comes from non-traditional sources - SUV drivers who live beyond the traditional "urban" areas who have bought into a transportation trap.

How likely will we be in luring back into higher-density environs that transportation modeling suggests is transit-supportive?
**TAPESTRY SEGMENTATION BY LIFEMODE**

**“HIGH SOCIETY”: TOP SURVEY RESPONDENT CATEGORIES**

- **LIFEMODE SEGMENT L1: HIGH SOCIETY**
  - Affluent and well-educated
  - Represent approximately 12% of US households
  - Generate nearly 25% of total US income
  - Professional management positions
  - Most households are married couples
  - Living in affluent neighborhoods, with a median home value of $320,000
  - One of the least ethnically diverse groups, but one of the fastest growing
  - Travel extensively

**“UPSCALE AVENUES”: TOP SURVEY RESPONDENT CATEGORY**

- **LIFEMODE SEGMENT L2: UPSCALE AVENUES**
  - Above-average earnings and well-educated; “years of hard work”
  - Prefer several distinct types of housing, and includes a mix of renters and some homeowners
  - Characterized by prosperous domesticity
  - Median net worth of $182,330
  - Buy new cars
  - Take domestic vacations and save and invest

**IMPLICATIONS AND QUESTIONS**

1. Are we undercounting the overall demand for smart growth and transit-oriented environs?
2. What are our regional transportation network expansion plans? Walkable grids? Are they sufficient?
3. What are the neighborhoods, areas, and regions that make the most sense for additional smart growth planning, including transit?
CASE-STUDY OF ASHEVILLE, NORTH CAROLINA

- Asheville – couldn’t tear anything down. Answer was aluminum. For-profit public interest projects. Making the stuff that a downtown needs: vegetarian restaurants, nightclub, apartments. We don’t do market surveys or borrow equity. Instead, we did 4 x 600 sf apts.
- Asheville Wal-Mart = 10 times less in property tax per acre than 5-story rehab. Even with sales tax, it’s total tax generation per acre is still half of the downtown.
- By improving or retrofitting existing buildings in the downtown, the cities real estate/income-generated increased significantly.

DISCUSSION OF COUNTY TAX, RETAIL TAX, PROPERTY TAX.

- Need to look at numbers, not just go on gut instinct or vague impressions. Example: County Tax Revenue Profile: 2010 Tax Yield per Acre.
- Small incremental urbanism can produce tremendous amount of wealth.
- V is for Value, not measured in wealth.
- Tax loopholes – example – England taxed # of windows (lead to people boarding up their windows), France taxed # of stories (lead to Mansard roofs)
- Compare for how we buy cars – miles per tank vs. miles per gallon.
- We need to better understand the tax system.
- Property Taxes: Land Value/Acre – ghetto has highest number.
- Penalties for fixing up buildings – higher taxes, based on value of architecture, no logical distribution.
- The tax assessors: International Association of Assessing Officers. The more land you have, the less it is valued per acre. That’s their standard. If I fix up an old house, I’m valued $128/sf. A new house built cheaply pays taxes based on cheaper $37/sf. This can incentivize the production of cheap architecture.
OUR ANSWER WAS...

ALUMINUM
For 40 years this building remained vacant…… its tax value in 1991 was just over $300,000.

Today the building is valued at over $11,000,000 an increase of over 3500% in 15 years. The lot is less than 1/5 acre.
Sprawl Retrofit Retreat 2012  |   39

**Property Taxes**

- **$50/sq.ft.**
  - 34.0 Acres
    - 220,000 sf. Building
    - $20,000,000 Tax Value
    - $590,000 Value/Acre
    - $6,500 property Taxes/Acre

- **$203/sq.ft.**
  - 0.19 Acres
    - 54,000 sf. Bld
    - $11,000,000 Tax Value
    - $58,900,000 Value/Acre
    - $634,000 property Taxes/Acre

- **$128/sq.ft.**
  - 0.13 Acres
    - 1 unit (2 people + 2 dogs)
    - $222,000 Tax Value
    - $1,800,000 Value/Acre
    - $19,542 property Taxes/Acre

**Property + Retail Sales Taxes**

- **$77,000,000 Retail Sales**
  - 34.0 Acres
    - 220,000 sf. Building
    - $20,000,000 Tax Value
    - $590,000 Value/Acre
    - $6,500 property Taxes/Acre

- **$330,000 to City**

- **$0.0775 sales Tax**
  - of which
  - 27% City return

- **$47,500 sales Tax**
  - City return

- **$7,500 to City**

- **$4,000 to City**

- **$77,000,000 Retail Sales**
  - 0.19 Acres
    - 54,000 sf. Bld
    - $11,000,000 Tax Value
    - $58,900,000 Value/Acre
    - $640,000 property Taxes/Acre

- **$330,000 to City**

- **$3,300 to City**

- **$3,300 to City**

- **$3,300 to City**
**Downtown Asheville Walmart**

- **$50,800** Total Taxes/Acre to City
- **$330,000** Property Taxes/Acre to City

**Wal-Mart**

Thursday, March 29, 12

**Jobs per Acre**

- **5.9**
- **73.7**

- **14 jobs @ 0.19 Acres**
- **200 jobs @ 34.0 Acres**

**Comparing 19 units**

Where does your money come from?

*ignored extra cost to government for water, sewer, fire, police, & roads.*
A corporation is a formal business association with a publicly registered charter recognizing it as a separate legal entity having its own privileges, and liabilities distinct from those of its members. Corporations take many forms, most are used to conduct business.

Incorporation is the forming of a new corporation. The corporation may be a business, a non-profit organization, sports club, or a government of a new city or town.

What is the role of Government?

6 Municipalities in Buncombe County

3,143 Counties
### Developer Costs
- Land Cost
- Permitting
- Drawings
- Marketing
- Profit

### Hard Costs
- Buildings
- Road & Sidewalks
- Sewer
- Water

### Government Service Cost
- Police
- Fire
- Government
- Schools
- Economic balance

### Permits & Fees
- Road to here
- Public buildings
- Parks
- Sewer
- Water

### Growth numbers for 2000-2025

<table>
<thead>
<tr>
<th>Cost</th>
<th>Revenue</th>
</tr>
</thead>
<tbody>
<tr>
<td>$0</td>
<td>$38</td>
</tr>
<tr>
<td>$75</td>
<td>$113</td>
</tr>
<tr>
<td>$150</td>
<td></td>
</tr>
</tbody>
</table>

---

**Growth numbers for 2000-2025**

23,454,000 Million Households
**Sarasota County Property Tax Revenue Profile: 2008 Tax Yield per Acre**

<table>
<thead>
<tr>
<th>Type</th>
<th>2008 Tax Yield per Acre</th>
</tr>
</thead>
<tbody>
<tr>
<td>County Single-Family*</td>
<td>$8,211</td>
</tr>
<tr>
<td>County Multi-Family*</td>
<td>$7,807</td>
</tr>
<tr>
<td>City Single-Family*</td>
<td>$3,651</td>
</tr>
<tr>
<td>Westfield Southgate Mall</td>
<td>$21,752</td>
</tr>
<tr>
<td>Burger King at I-75</td>
<td>$8,374</td>
</tr>
<tr>
<td>Sarasota Crossings</td>
<td>$13,019</td>
</tr>
<tr>
<td>Westfield Sarasota Square Mall</td>
<td>$10,579</td>
</tr>
<tr>
<td>Walmart Supercenter</td>
<td>$15,458</td>
</tr>
</tbody>
</table>

**TOTAL EXTERNAL CAPITAL PUBLIC FACILITY COSTS**

(Per Single Family Dwelling Unit)

<table>
<thead>
<tr>
<th>Rank</th>
<th>DSA</th>
<th>Urban Form</th>
<th>Unit Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Downtown</td>
<td>Compact</td>
<td>$9,251</td>
</tr>
<tr>
<td>2</td>
<td>Southpoint</td>
<td>Contiguous</td>
<td>$9,767</td>
</tr>
<tr>
<td>3</td>
<td>Countryside</td>
<td>Contiguous</td>
<td>$12,093</td>
</tr>
<tr>
<td>4</td>
<td>Cantonment</td>
<td>Scattered</td>
<td>$15,316</td>
</tr>
<tr>
<td>5</td>
<td>Tampa Palms</td>
<td>Satellite</td>
<td>$15,447</td>
</tr>
<tr>
<td>6</td>
<td>University</td>
<td>Linear</td>
<td>$16,260</td>
</tr>
<tr>
<td>7</td>
<td>Kendall</td>
<td>Linear</td>
<td>$16,514</td>
</tr>
<tr>
<td>8</td>
<td>Wellington</td>
<td>Scattered</td>
<td>$18,960</td>
</tr>
</tbody>
</table>

AVERAGE: $14,067

---

**THE SEARCH FOR EFFICIENT URBAN GROWTH PATTERNS**

A Study of the Fiscal Impacts of Development in Florida.

James Duncan and Associates, July 1989
### TOTAL EXTERNAL CAPITAL PUBLIC FACILITY COSTS

(Per Single Family Dwelling Unit)

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<td>Wellington</td>
<td>Scattered</td>
<td>$23,960</td>
</tr>
<tr>
<td></td>
<td><strong>AVERAGE</strong></td>
<td></td>
<td><strong>$14,901</strong></td>
</tr>
</tbody>
</table>

THE SEARCH FOR EFFICIENT URBAN GROWTH PATTERNS:

A Study of the Fiscal Impacts of Development in Florida.

James Duncan and Associates, July 1989

TOTAL EXTERNAL CAPITAL PUBLIC FACILITY COSTS

- 357 Units
- 569,928 sf
- $18.9 M
- 30.6 acres

- 197 Units
- 108,200 sf
- $193.35 M
- 1.9 acres

Comparing the cost of 357 units of multi-family housing in Sarasota County

Expense Revenue

<table>
<thead>
<tr>
<th>Land Consumed</th>
</tr>
</thead>
<tbody>
<tr>
<td>30.6 acres</td>
</tr>
</tbody>
</table>

Comparing the cost of 197 units of multi-family housing in Sarasota County

Expense Revenue

<table>
<thead>
<tr>
<th>Land Consumed</th>
</tr>
</thead>
<tbody>
<tr>
<td>3.4 acres</td>
</tr>
</tbody>
</table>

Comparing the cost of multi-family housing in Sarasota County

Expense Revenue

<table>
<thead>
<tr>
<th>Infrastructure Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>$10.0 M</td>
</tr>
<tr>
<td>$5.7 M</td>
</tr>
</tbody>
</table>

Comparing the cost of multi-family housing in Sarasota County

Expense Revenue

<table>
<thead>
<tr>
<th>County Tax Yield (per year)</th>
</tr>
</thead>
<tbody>
<tr>
<td>$238,529</td>
</tr>
<tr>
<td>$1,980,900</td>
</tr>
</tbody>
</table>

Comparing the cost of multi-family housing in Sarasota County

Expense Revenue
Comparing the cost of 357 units of multi-family housing in Sarasota County:

- Land Consumed
- Infrastructure Cost
- Payback Period

- County Tax Yield (per year): $238,529
- County ROI: 2%

Evaluating 357 multi-family units in Sarasota County:

- Cumulative - at year 20
  - Income: $33,921,713
  - Expenses: -$5,240,408

Comparing the cost of 400 units of multi-family housing in Sarasota County:

- Land Consumed
- Infrastructure Cost
- Payback Period

- County Tax Yield (per year): $502,352
- County ROI: 4%

What are the numbers for Garfield County?
Garfield County (Glenwood Springs) Total Tax Revenue Profile: 2010 Tax Yield per Acre

What are the numbers for Richland County?

Richland County SC - County Tax Revenue Profile: 2010 Tax Yield per Acre

Joe Minicozzi, AICP - Public Interest Projects: Asheville NC

Joe Minicozzi, AICP - Urban3: Asheville NC

0.4 acres of the Denver Centre would equal one 15 acre Kmart in real estate value.
How do you compare a car?

**Toyota Prius**
- 51/48 mpg

**Bugatti Veyron**
- 8/15 mpg

**Rolls-Royce Phantom Drophead**
- 11/18 mpg

**Ford F150 Lariat LTD**
- 13/18 mpg

**1955 BMW Isetta**
- 50/70 mpg
The Window Tax
1696-1851, by King William III

Window tax consisted of:
1. a flat-rate house tax per house and,
2. a variable tax for \# windows > 10
3. Between 10 and 20 = 4 shillings, and
4. Those > 20 = 8 shillings.

François Mansart, architect (1598-1666)

His treatment of high roof stories gave rise to the term "Mansard roof"

At the time, French houses were taxed by the number of floors below the roof, which exempted the upper floor from taxation.
Do our policies balance the scales?

Property Taxes

<table>
<thead>
<tr>
<th>Town Mountain</th>
<th>West Asheville</th>
<th>Burton Street</th>
</tr>
</thead>
<tbody>
<tr>
<td>Black House</td>
<td>3.02</td>
<td>0.13</td>
</tr>
<tr>
<td>Acres</td>
<td>6,380</td>
<td>1,800</td>
</tr>
<tr>
<td>Land Value</td>
<td>$169,300</td>
<td>$21,000</td>
</tr>
<tr>
<td>Building Value</td>
<td>$1,223,000</td>
<td>$211,000</td>
</tr>
<tr>
<td>Value Per Sq.Ft.</td>
<td>$192</td>
<td>$117</td>
</tr>
<tr>
<td>Tax Value</td>
<td>$1,392,300</td>
<td>$232,000</td>
</tr>
<tr>
<td>County Tax</td>
<td>$7,379</td>
<td>$1,230</td>
</tr>
<tr>
<td>Value/Acre</td>
<td>$461,026</td>
<td>$1,784,615</td>
</tr>
<tr>
<td>Land Value/Acre</td>
<td>$56,060</td>
<td>$161,538</td>
</tr>
<tr>
<td>County Tax/Acre</td>
<td>$2,443</td>
<td>$9,458</td>
</tr>
</tbody>
</table>

Thursday, March 29, 12
## Property Taxes

<table>
<thead>
<tr>
<th>$38/sq.ft.</th>
<th>$37/sq.ft.</th>
<th>$128/sq.ft.</th>
<th>$37/sq.ft.</th>
<th>$128/sq.ft.</th>
</tr>
</thead>
<tbody>
<tr>
<td>0.14</td>
<td>0.14</td>
<td>0.14</td>
<td>0.14</td>
<td>0.14</td>
</tr>
<tr>
<td>Building</td>
<td>1,800</td>
<td>1,870</td>
<td>1,700</td>
<td>1,800</td>
</tr>
<tr>
<td>Tax Value</td>
<td>$51,000</td>
<td>$62,200</td>
<td>$52,000</td>
<td>$52,000</td>
</tr>
<tr>
<td>County Tax</td>
<td>$352</td>
<td>$378</td>
<td>$300</td>
<td>$1,230</td>
</tr>
<tr>
<td>Value/acre</td>
<td>$798,231</td>
<td>$589,286</td>
<td>$446,286</td>
<td>$1,784,615</td>
</tr>
<tr>
<td>County Value</td>
<td>$4,024</td>
<td>$2,699</td>
<td>$2,355</td>
<td>$9,458</td>
</tr>
</tbody>
</table>

Data Source: Neil Thomas, RDI

Thursday, March 29, 12

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## Property Taxes

### Quonset House

<table>
<thead>
<tr>
<th>$37/sq.ft.</th>
<th>$128/sq.ft.</th>
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Property Taxes

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<tr>
<td>County Tax/Acre</td>
<td>$1,230</td>
</tr>
</tbody>
</table>

Source: Neil Thomas, RDI

Are we literate about tax policy?

We shape our buildings; thereafter they shape us.

Thomas Friedman

To move the mouse, ... you must move the cheese.

Winston Churchill

Buy land, they’re not making it anymore.

Will Rogers
We shape our buildings; thereafter they shape us.

Winston Churchill

Sun City, AZ “Zoomberg” from Dolores Hayden’s Field Guide to Sprawl.
Increase in Corridor Retrofit Projects

- Through her research, she has counted over 265 projects. The number of planned projects has been increasing in spite of recession. She will discuss both the opportunities and concerns on these type of projects.
- Let’s brainstorm how the initiative and CNU in general can help advance and shape what is happening

Examples of corridor retrofits include:

- Re-zoning, incremental, long-term thinking.
- Full integrative plans, with mixed-use, transit, energy systems.
- Large-scale projects.
- Many positives associated with this, i.e. new tools, wider attention.

Negatives?

- Are they delivering urbanism we can really be proud of?
- Are the people involved in the project or the people dealing with follow up aware/informed of what they have or of the opportunities?
- Edges of these projects are weak.
- “Drive-to walkability” problem, do they plan to connect further?
- Are we over-zoning mixed-use? How do we zone between the nodes?

What to make of these corridors?

- They lead to suburbia and cater to that lifestyle. Should we give attention to them?
- However, along corridors they have the most logical, large-scale landowners. Easy to instigate change.
- Most recognized as dysfunctional, most hated, entry product for a lot of public to recognize that a better solution must exist.
- Not enough attention to regional/metro-scale. Opportunities for re-greening, re-habitation, places for cheap space, entrepreneurial development. Too much focus on redevelopment, displacing communities.

What are the obstacles to integrating infrastructure systems at the corridor level?

- DOT, water, power – share space, but these are completely independent of one another.
- References: EcoCity, Highways to Boulevards, Living City Blocks
- Incremental possibilities? Complexities often overcome with strong leadership.

Big ideas:

- Need to better link the retrofit of corridors to the provision of affordable housing.
- The old model of “Drive until you can afford the housing.” Transportation doesn’t support this anymore.
- Long-term projects for how you direct this vision: CNU White Papers, LEED-ND, ITE
- 7-year strategic plan, what is the next thing that can do? Highly useful to think this way.
- Partnering with other organizations is essential; reduce perception of outsiders; getting things moving with regulations and standards.
SLIDES:

No slides shown; discussion-based presentation.
Why Retrofit Sprawl?

- It’s personal. Gateway identity to Fayetteville, AR isn’t local. Compare this to Starkville. Also, innate sense of thrift. Why use more land than needed and why not claim the synergies of mixed use?

Should we focus our resources on the Existing Downtown or Sprawl Retrofit?

- We have sprawl in our downtowns.
- Same skills we use for NU, need to apply/use at all scales.

Sprawl is transportation based. What is the future of the automobile?

- $7,000 annual premium for the experience
- 32,000 fatalities per year
- Answer: The automobile is here to stay.
- What’s wrong with RSF4? It can be a viewshed protector.

Who are our allies in sprawl retrofit?

- Budding Entrepreneurs, the job creators. Probably not big boxes.
- What is their habitat? What do they need for success? Low rent, visibility, flexibility.
- US Small Business Administration
- American Independent Business Alliance
- Green Infrastructure environmentalists

Discussion / Comments / Questions

- Goal to make something like a hardware store, as a cultural asset. Can we make this part of a complete, compact, and connected neighborhood?
- Issue of ownership models; it is desirable for businesses to own their buildings, and it’s easier to accomplish this.
- We can think of some corridors as gateways to communities.
- This presentation also offers strategies and examples of a smaller-scale metro.
- Be careful of tying this to politics, in the sense of saying “red state”.
- Important to try to understand/listen other people’s agendas. Recognize the cross-over elements of people’s agendas/bring them together.
Questions about Sprawl Retrofit
(as it pertains to a College Town in the Middle of a Red State.)

1. Why Retrofit Sprawl?

2. Should we focus our resources on the Existing Downtown or Sprawl Retrofit?

3. Sprawl is transportation based. What does the Future of Personal Autonomous Transportation look like?

4. What’s wrong with RSF4?

5. Who are our Likely Allies in Sprawl Retrofit?

Why Retrofit Sprawl? It’s Personal.

This is how they do it in Starkville, Mississippi

Why Retrofit Sprawl? To Claim the Synergy of Mixed Use
2. Should we focus our resources on the Existing Downtown or on Sprawl Retrofit?

Bank of Fayetteville
corner of Center Street and Block Street

First Security Bank
Corner of College Avenue and Spring Street

First Security Bank
Corner of College Avenue and Spring Street

Tim's Pizza Corner of Mountain Street and Block Street

U. S. Pizza Dickson Street at Church Street

U. S. Pizza Dickson Street at Church Street
3. What is the future of the automobile?

$7,000 Annual Premium for the Experience
32,000 Fatalities per Year
Relies upon insecure and increasingly expensive fossil fuels
Time wasted commuting about 25 minutes each way — so almost an hour a day.

Answer: The automobile is here to stay.

“To say that man is a reasoning animal is a very different thing than to say that most of man’s decisions are based on his rational process. That I don’t believe at all.”

Rex Stout

Answer: The pickup truck is here to stay.

Answer: The autonomous personal transportation appliance is here to stay.

$10 / Gallon $40 / Gallon
Smart Car Retrofits

4. What’s wrong with RSF4?

Cleburn Street

RSF4 as Viewshed Protector

5. Who are our Allies in Sprawl Retrofit?

Maybe Not These:
Who are our Allies in Sprawl Retrofit?

Budding Entrepreneurs, the Job Creators

What is their Habitat?

Low Rent, Visible, Flexible, and Low Rent

The Math of Micro Retail

108 sq ft at $200/month = $22.22 per sq ft on an annual basis. Tenant finish out allowance is zero. Average retail rent in the area is $10.25 per sq ft. 216% rent premium over conventional retail space.

Our Sprawl Retrofit Allies

Our Sprawl Retrofit Allies: Green Infrastructure Environmentalists

Other Allies might be Citizens and Elected Officials that are concerned about the Life Cycle Costs of our far-flung Sprawl Infrastructure.
Flying Burrito 2011 Sales Tax to Frontage Ratio
$ 57,942 Sales Tax Collection 22' of Frontage
22' / 3 Stories = Adjusted Frontage of 7.33'
$57,942 divided by 7.33 Adjusted Frontage = $7,905 sales tax revenue per Adjusted Front Foot

Waffle House 2011 Sales Tax to Frontage Ratio
$ 38,369 Sales Tax Collection (9 months) 40' of Frontage
40' / 8 Stories = Adjusted Frontage of 5'
$38,369 divided by 5' Adjusted Frontage = $7,674 sales tax revenue per Adjusted Front Foot

Tim’s Pizza 2011 Sales Tax to Frontage Ratio
$ 59,486 Sales Tax Collection 90' of Frontage
90' / 2 Stories = Adjusted Frontage of 45'
$59,486 divided by 45' Adjusted Frontage = $1,322 sales tax revenue per Adjusted Front Foot

The Hardware Store, a Cultural Asset. Can we make this part of a Complete, Compact, and Connected Neighborhood?
Why Retrofit Sprawl?
To Claim the Synergy of Mixed Use
Case-Study of Beaufort, South Carolina

- Dover-Kohl doing master plan for a retrofit of corridor. Beaufort (17,000 people).
- Question of: After Victor Dover leaves, what do we do next?
- Shows aerial images, useful for understanding the natural boundaries of the corridor.
- Masterplan looked at corridor, Boundary Street. The gateway into historic district. 1711 downtown with 1980’s gateway. Really an isthmus with strip malls. Plan for 3 neighborhoods w multi-way boulevard and connections to rail trail, new city hall, and retrofit of 1982 strip mall.
- Zoning is based on thoroughfare regulating plan, rather than T-zones. Code is mandatory now.
- South Carolina Department of Transportation is the biggest barrier to positive change.
- Beaufort sold the large fire trucks and now only has small ones.

Case-Study: Charleston

- 2nd project: $.5 billion investment for loop around Savannah to save .6 seconds… Tax revenue issues for interchanges = off the charts.
- He discusses potential revenue.

Case-Study: Legislative Commercial Center Revitalization Act

- This is currently being passed through legislation.
- It encourages the retrofit of dead malls and dying places. It requires comprehensive plans to address dying retail areas. It is creating the language of future ordinances. It amends the planning legislative documents in the state. It provides toolkits, incentives, etc. to help communities figure out how to do it (if they can’t afford to hire folks.)

Tiger III Grants

- Successful with Tiger III – Grant Application for Beaufort, SC Redevelopment Commission
- Co-applicants: county, city, and owner.
- Wrote Boundary St. grant and received 2nd highest grant, $21 million. With $9 million match.
- Theme: Complete Streets, Repairing Sprawl, Improved mobility options, access to trails, enhanced connectivity, livability.
- Federal dollars are now being used to install a Main Street on private property. The circle of influence has now increased. About 1.25 miles made into multi-way blvd. Argues that $4.51 in benefits for every $1.00 in costs. Retrofitting of these can easily get 10-15 times the investment.
SLIDES:

SPRAWL
SOUTH CAROLINA STYLE

Josh Martin, AICP, CNU-A

THE SPRAWL REPAIR METHOD

AFTER VICTOR DOVER LEAVES, WHAT DO WE DO
In 2006, we asked what if...
Boundary Street at Jean Ribaut Square

...and what if...

south side of Boundary Street
City of Beaufort Goals for Boundary Street

- Create Livable Communities through Strategic Infrastructure Investments
- Encourage Economic Development on the Corridor
- Improve Safety and Traffic Flow for Pedestrians, Cyclists and Automobiles

Boundary Street History

Total Improvement Investment to Date: $84,000,000

Boundary Street – Present and Future

Total Benefit to Local Economy: $137,136,715

2005 Boundary Street Master Plan

Boundary Street Plan – TIGER III Improvements
### Project Funding Summary

<table>
<thead>
<tr>
<th>Project Area</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Beaufort Park</td>
<td>$77,358</td>
</tr>
<tr>
<td>Midway Boulevard</td>
<td>$17,850</td>
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<tr>
<td>Boundary Rail Trail Bridge Park</td>
<td>$1,900</td>
</tr>
<tr>
<td>Multiple Use Path</td>
<td>$959,000</td>
</tr>
<tr>
<td>Parallel Street</td>
<td>$63,790</td>
</tr>
<tr>
<td>Neil Road</td>
<td>$71,900</td>
</tr>
<tr>
<td>Total Project Cost</td>
<td>$80,005,700</td>
</tr>
</tbody>
</table>

- Local Match: $9,253,618
- Exempt: TIGER FII Funding: $25,159,642
- Received TIGER FII Funding: $12,835,000

### Retrofitting Suburbia

- Beaufort Plaza Main Street
  - Street Trees
  - Lighting
  - Sidewalks
  - Power Lines Underground
  - On-street Parking

### Complete Streets

#### Boundary Street – Parallel Street to Hogarth Street
- Street Trees, Lighting and Wide Sidewalks
- Adding a Median and Reducing Pavement Width
- Power Lines Underground
- Access Road and On-street Parking (Acquired Right of Way)
- Intersection Improvements

#### Boundary Street – Hogarth Street to Marsh Road
- Street Trees, Lighting and Wide Sidewalks
- Adding a Median and Reducing Pavement Width
- Power Lines Underground
- New Signal at Hogarth Street

### Improved Mobility Options

#### Trailhead Park and Multi-Use Path
- Trailhead 1 Acre Park at Rail-Trail Connection
- Over 1 Mile in Trail Parallel to Boundary Street
- Marsh Repair along Trail Route

### Enhanced Connectivity

#### Neil Road and Parallel Street
- Street Trees, Lighting and Sidewalks
- Power Lines Underground
- On-street Parking
Cost by Type and Project

<table>
<thead>
<tr>
<th>Projects</th>
<th>Right of Way Acquisition</th>
<th>Construction</th>
<th>Engineering/Permitting</th>
<th>Contingency</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Parallel Road Network</td>
<td>$811,000</td>
<td>$811,000</td>
<td>$811,000</td>
<td>$973,000</td>
<td></td>
</tr>
<tr>
<td>Street Trees &amp; Proper Sidewalks</td>
<td>$1,300,000</td>
<td>$1,300,000</td>
<td>$1,300,000</td>
<td>$1,300,000</td>
<td>$1,300,000</td>
</tr>
<tr>
<td>Boulevard-style Slow Lane + Parking</td>
<td>$1,300,000</td>
<td>$1,300,000</td>
<td>$1,300,000</td>
<td>$1,300,000</td>
<td>$1,300,000</td>
</tr>
<tr>
<td>Special Intersections at 2 Key Spots</td>
<td>$1,300,000</td>
<td>$1,300,000</td>
<td>$1,300,000</td>
<td>$1,300,000</td>
<td>$1,300,000</td>
</tr>
<tr>
<td>Greenspace: “window” squares, marshfront, possible central park</td>
<td>$1,300,000</td>
<td>$1,300,000</td>
<td>$1,300,000</td>
<td>$1,300,000</td>
<td>$1,300,000</td>
</tr>
<tr>
<td>Civic Buildings Positioned Correctly</td>
<td>$1,300,000</td>
<td>$1,300,000</td>
<td>$1,300,000</td>
<td>$1,300,000</td>
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<tr>
<td>Strip Centers Convert to Town Blocks</td>
<td>$1,300,000</td>
<td>$1,300,000</td>
<td>$1,300,000</td>
<td>$1,300,000</td>
<td>$1,300,000</td>
</tr>
</tbody>
</table>

The Big Moves – Completed and Planned
1. Parallel Road Network
2. Street Trees & Proper Sidewalks
3. “Boulevard-style” Slow Lane + Parking
4. Special Intersections at 2 Key Spots
5. Greenspace: “window” squares, marshfront, possible central park
6. Civic Buildings Positioned Correctly
7. Strip Centers Convert to Town Blocks

Next Steps
- March 2012 – Engineering Completed
- Summer 2012 – Permits Secured and Acquisitions Complete
- September 2012 – Construction Begins
- Winter 2013-2014 – Construction Complete

Boundary Street Engineering Phasing

Boundary Street Costs by Engineering Phase
Costs by Phase and Type

Boundary Street Redevelopment District Code

Adopted February 2007
- Provides Framework for Private Development and Infrastructure

Boundary Street Plan – TIGER III Improvements
Dealing with Sprawl

- How do you move people from FL sprawl?
- How do you bring urbanism to it?
- Everyone has a switch (natural ability) to enjoy urbanism and good food; it just needs to be turned on.
- Martin County’s been working on corridors for about 3 years, and they are starting to see some buildings out of the ground. Getting more citizens showing up, and demanding more.
- Having trouble getting politicians to actually change the rules.
SLIDES:

The illusion...

...of free choice.
What do we mean by growth?

- Some think about biological growth – genetic codes and processes.
- Stepwise growth according to rules and processes, which is similarly applicable to sprawl.
- We need a J. Jacobs’ approach, “economic gardening”. This means, strategic triggering of the growth we want, while knowing what kind of problem a city is, and that it’s more like gardening than carpentry.
- Which tools need prioritization and which ones are most critical/need focus on.

Combine rules and processes for growth into toolkits.

- Examples: Zoning codes, Standards, Finamech’s (TIFs, CMBs,) Legal enabling legislation
- Need to have incentives, rewards; needs to be low-tech. Also, collaborative process tools: eg a wiki?

Oregon Urban Renewal Agency

- Creates CDC agency with TIF powers; board usually the same as the city Councils; Can use funds for infrastructure.
- Other Oregon tools: PPP, CID, Feebates, future-proofing infrastructure planning, retrofit bonds (energy conservation), Expedited plan reviews, “place types” for TOD planning (used for permits)
- Forth-coming tools: ghg caps, comprehensive plan updates
- Tools to do the updates: local scenario planning (e.g. Envision Tomorrow- Fregonese) U. Utah has an open-source version with modules.

Other proposed tools (Metro EAG etc)

- Pre-approved plans; technical and design assistance
- Diagnostic tools – recognizes that one size doesn’t fit all. Place Types expands it to 8 types fit all, but diagnostic helps you determine which tools in the toolkit are most applicable.

Other Proposed tools (MM)

- Capacity building centers (e.g. NOLA), complete streets tools, regulatory streamlining, enabling legislation, tax policy (Georgist policy – tax the land, not just the improvements)
- Pricing signals – like charging for parking. “Mechanism Design Theory”.
- Other tools as needed: incentives to assemble fragmented land, grant future ROW easements, provide inc’l changes, etc.
- Test Bed Activities: Oregon GHG cap legislation, PoSI, Phoenix infill opportunities, PUR & global challenges and perspective.
- Partners: Dick Jackson, Ward Cunningham, Wiki inventor, Chris Alexander (also into self-organizing patterns), John Fregonese, Chris Leinberger
Sprawl Retrofit Action: Toolkit Approaches...

Seeping and Sweeping!

What do we mean by “growth”?

- Genetic algorithms
- Chemical control signals
- Stepwise transformations
- Compounding forms
- Differentiation
- Etc…
A problem “more like gardening than carpentry”

- Finding, building fertile soil (Diagnosing/improving conditions)
- Planting good genetic seeds (Patterns, prototypes)
- Watering and fertilizing (Incentives, funding)
- Pruning/weeding (Regulations)
- Building trellises (Infrastructure, frameworks)

And combining all of the above, into strategic toolkits!

Jane Jacobs – strategies of “economic gardening”… combining many ingredients and tools as in a garden, to promote healthy (economic) growth

Understanding “the kind of problem a city is”

(...that sustainable development is!)

Tools:

- Zoning codes (from use to form)
- Standards (e.g. traffic engineering)
- Financial mechanisms – public (e.g. TIF)
- Financial mechanisms – enabling private (e.g. bonds, CMBS etc)
- Legal enabling legislation (incentives)
- Strategic alignments (re-align “silos”)
- Incentives, rewards
- Incremental and low-tech solutions (cart pods etc)
- Strategic toolkits (combinations of same)

...and collaborative process tools…. e.g. a wiki?

Oregon “Urban Renewal Agency”

- Creates CDC agency with TIF powers
- Board usually the same as the City Councils
- Can use funds for infrastructure, also private transactions
- Often does micro-grants, “facade grants” etc
- Creates “catalytic” public projects

Other tools in Oregon

- Public-Private Partnerships
- Local Improvement Districts (self-taxing)
- “Feebates” (rebates on fees as incentives)
- “Future-proofing” infrastructure planning
- Retrofit bonds (energy conservation)
- Expedited plan reviews
- “Place Types” for TOD planning

- (Coming) GHG caps, comp plan updates
- Tools to do the updates: local scenario planning,
  e.g. Envision Tomorrow (Fregonese)
Other proposed tools (Metro EAG etc)

- Pre-approved plans
- Technical and design assistance
- Diagnostic tools
- Collaborative and educational resources

Other proposed tools (MM)

- Capacity-building centers (e.g. New Orleans)
- Complete Streets tools!
- Regulatory streamlining!
- Enabling legislation (for above, etc)
- Tax policy (Georgist policy, etc)
- Pricing signals, "mechanism design theory"
- Other tools as needed – e.g. incentives to assemble fragmented land, grant future ROW easements, provide incremental changes, etc...

“Test Bed” Activities

- Oregon GHG cap legislation, and Metro need to model “Climate Smart Communities” (urbanism??)
- PoSI “EcoDistricts” project
- Metro recognition of Centers/Corridors failures
- Phoenix infill opportunities/challenges (PURL)
- Global challenges of rapid urbanization, growth of externalities, informal settlements… need for more effective “bottom-up” planning approaches (UN-Habitat, et al.)

Potential Strategic Partnerships:

- Dick Jackson, Healthy Cities (ESRG)
- Ward Cunningham, Wiki inventor (ESRG)
- Chris Alexander – new approaches to patterns?
- John Fregonese, Chris Nelson (UU) – ET software module on implementation
- Chris Leinberger, Brookings (devel. economics)
- Etc....

Unified New Orleans Plan:

“Neighborhood Rebuilding Centers”
Why the ecological (sprawl) is now the uneconomic
Calling into question our old model of economic growth (based on waste)
We need new models of growth and economic development
We need new tools to retrofit sprawl—and to “monetize the externals”

High density = low forest encroachments
Low density = high forest encroachments

High density = low emissions
Low density = high emissions

Energy costs, pressure on prices, other economic consequences...
East Bay: Same region, climate, government, demographics – but a huge difference in consumption patterns – and the urban form plays a crucial role

A very concrete lesson:

Rebuilding New Orleans after Hurricane Katrina
Introduction

- Eliza grew up in South Carolina and Manhattan. She has been asking the question, “How can I fix the place I grew up?” North Charleston down the way with its gutted strip mall.
- Her current home, Orlando, is ranked worst in nation for pedestrian fatalities – all on suburban arterials.

Sprawl and New Urbanism

- Development patterns: continuous sprawl, leapfront, clustered, growth boundary, corridor & consumer-ism, towns, villages, countryville
- Sprawl types: Grid sprawl, Web sprawl, Stringy sprawl, Common sprawl, Wasteland sprawl, Gold-platted sprawl

Comments / Discussion

- Can we as a group agree with what you call “Grey Field Audit”? (Canin’s specialization for work)
- Let’s develop best practices with these.
- Need to coordinate nomenclature: X-RAY, Gray Field Audit, Basic SWAT analysis
- Analysis depends on what type/range of data is available. How much of the analysis leads to being sprawl and a place being eligible for retrofit.

Case-Studies

- Daytona Beach, Volusia County: again, this is essentially a grey field audit.
- Seminole County – couldn’t get m-y boulevard so they lowered to post-recession density.
- International Speedway Boulevard: retrofit proposal to make it a real boulevard.
- Really are taking a regular look at corridor context for our MPO. Identify all the vacant properties. Then identified ones that are contiguous enough to promote redevelopment. Also looked at contiguity to transit.
- Winter Park Village – still has potential for liner townhouses.
- Target-based development in Orlando. Reasonably dense. Target has parking on roof. Leasing agent having trouble with Wall St. not allowing her to reduce rates.
- Altamount Springs Town Center. When is “good enough” good enough?
- The challenge of cool suburban places. Early generation –has some cool. But, how do you retrofit without killing it? Example: 1.5 miles from Baldwin Park Town Center.
SLIDES:

K. Eliza Harris
cain associates
urban planner
orlando, fl

I grew up here

Everyday Urbanism?

Sprawl Types

Good Location
Conventional Design
Good Location
Traditional Design
Remote Location
Conventional Design
Remote Location
Traditional Design

Smart Growth

Sprawl

Grid Sprawl
Web Sprawl
Stringy Sprawl
Common Sprawl
Wasteland Sprawl
Gold-Plated Sprawl

@myurbangen
myurbangeneration.wordpress.com
Regional Analysis

West Colonial Drive - A Multi-Way Boulevard

Alhambra Site: Land Use Concept

Speedway to Waterway Conceptual Framework Plan

Daytona Mall Redevelopment Site Conceptual Plan

Daytona Beach, Volusia County

Units: 422
Commercial SF: 675,000
Jobs: 2,300
36 acres

3 to 4 stories

Gross density: 12 units/acre
Gross employment density: 62 jobs/acre

Decked Parking

Includes expanded retail program to replace existing retail and serve new residents.
Sprawl Retrofit Retreat 2012 | 95

Seminole County

Northern site study: US 17-92 and SR-436 intersection

Southern site study: Fern Park commercial frontage

Infill and Redevelopment

- A "New Town-in-Town"
- A self-sufficient, mixed-use high density neighborhood.
- A central gathering place for existing residential subdivisions nearby.
- Located at the intersection of two regional transportation corridors.

Infill and Redevelopment

17-92 in Fern Park

- Mixed use redevelopment along a high activity corridor.
- Requires minimal structured parking
- 12 units per acre, 20 jobs per acre
- Solution considers right of way and lot size limitations.

How the Characterizations are Applied

Linking Characterization to Densities

An example:
- If a piece of developable land is
  - secondary TOD
  - on a major road
  - and 20 to 40 contiguous acres
- Then its density category is Medium Low Balanced

(For full rule set see Documentation)

Acreage Analysis
- Very small acreages cannot accommodate parking garages necessary for higher densities
- Very large parcels will set aside more acreage for internal road systems, parks, schools and amenities

Compact
When is "good enough" good enough?
When you can get there from here.

At what point is this not New Urbanism?

Potential for buildout

Winter Park Village

When is it not "good enough"?
When it's a step backwards within its regional context.
When leaves no room for improvement.

The Challenge of Cool Suburban Places

Cultural Urbanism: Self-Retrofit

Tactical Urbanism
Tactical Urbanism
DAN SLONE

CHALLENGES TO SPRAWL RETROFIT

NOTES:

Infrastructure—difficulties to finance in pieces.

- The challenges are the same for SR as for NU. Same resources in the toolkit too.
- We can’t subdivide one big building because we can’t subdivide utilities, non-conforming lots, etc. BUT the city can subdivide it and has agreed to do so. Financing has to be for single whole with exception of flipping the out-parcel which gets them to carry the rest. The echo to that. Henrico County has been retrofitting sites; the county presents them around the world to invite economic development, which has been very effective.
- Public sector taking the momentum. So, they need tools that help localities know the role they can play.
- Strategy of packaging is important/ changing zoning ordinances – municipalities open to working on this. Need tools that help municipalities to empower and give incentive to do this.

Financing and Tools

- Make financial structures less complex for mixed-use development.
- Distribution Center: $$ to purchase and $$ to subdivide. Will have hotel, residential, retail, office. They originally put pieces together in cool overlapping way, but they couldn’t finance it and condominium-ize. So, they had to do adjacent mixed use, and clean line vertical mixed use. Also had to clean up the parking. This site is very tight. Phasing some parking that later may be developed. Pretty sophisticated exit strategy – seeing parking through lenders eyes. If we foreclose on it, we need these numbers. But, they’re maintaining an eye to transit coming and parking changing eventually.

Parking

- Parking – need innovative pieces to deal with parking; how to use some sites immediately for P.
- Often, too much parking forced to come in. So, now they’re using it for POD storage. They stack well in parking decks. Helps cover their costs.
- Also, seeing succession use with parking decks. Parking Deck to Vertical farming. Not being discussed with the lender, but internal discussion for what we do when we no longer need the excess parking.
- Is there a way to unite/come Parking Authority and Transit Authority? Parking authorities tend to need people to keep using the decks in order to pay them off, sometimes becoming enemies of transit.

Master Developer Agreements

- In retrofits, the question of who is going to lead this process comes up? Who will lead the planning, get all the infrastructure coordinated?
- Lessons for developers / experts with interactive parcels is limited. They’re only giving single-dimensional plans. Need tools that those developers can learn from. They have $ and desire, but lack tools and knowledge. Procurement – dealing with city property. Most developers don’t know how to deal with them.
- Need checklist for what needs to be in agreement, balancing new/historic structures, sustainability, stormwater, solar, etc… Most pieces aren’t brought to the table.
- Knowledge of government programs and grants is critical for these kind of projects. Solar still matters a lot in New Jersey, for example. This kind of knowledge needs to make its way into toolkits – getting people into teams who know the grants.
Financial analysis

- Complex and difficult because market studies are outdated.
- Group is figuring out financial drivers to preserve opportunity for 10 times X even if only X is viable now. Who will do the temporary X? Market info is outdated post recession. Multiple variables go beyond planned densification.
- Adjacent vs. vertical isn’t as simple. We need to look long term. Explainable mechanisms – air rights, future. Much of this is out there, it just needs collating.
- Need to understand why low-hanging fruit of good retrofits and urban redevelopments often have been too slow.

Extracting lessons from...

- Seaside: can’t keep densification an open subject for 30 years. At a certain point you have to say, this is what it is and let common folks control their destiny. Seaside is a great example of planned densification, but it also shows the weaknesses.
- China: Along with bottom feeders buying US properties, some want to make their mark by delivering sustainability in the US. In China, LEED-ND is very strong. But they don’t know CNU. Don’t always recognize transit connections. DS sees retrofit opportunities to work with Chinese developers in US.

Future for Sprawl Repair / Philosophical Discussion

- Need to be conscious within sprawl repair discussion not to scold about the past efforts, in our enthusiasm for the future. Scolding works to rally the troops, but loses hearts and minds of consumers. Sometimes we accidentally pick a fight, and it’s just not always necessary.
- When we put a toolkit together, it doesn’t need to start with alienating “those” developers.
- We’re not about taking away choice – important when dealing with Agenda 21, et al..

Public trust doctrine

- Important to recognize that NOT everything is private property. There are the things we share that improve private property; parks, streets.
- Every individual property derives value from public resources.
- New Urbanism can embrace public trust doctrine naturally.
- Urban areas are more resilient to up-and-down economic cycles than suburban.
- CNU as Red Cross…Very positive message.

Green Movement / Urban Movement

- Now these big things are intertwined; the problem is that codes are following the green movement faster than the urban movement.
- Do we work on regulations? In terms of what helped people get excited and understand what is wrong, have to involve both “hearts and minds” in the discussion.
- Delivery mechanisms of CNU/SR message may not have been as successful as possible over the past years. How can we do a better job at this?

Questions/Comments

- How do you know something is happening/will happen in a particular area?
- How do you figure out where to live, nationally, regionally, within a city?
- Need a consumer aggregate/clearing house of this information. Pick a demographic and determine how to market specific retrofits to THAT group.
- Need to engage the chapters: why doesn’t each state have a commercial center revitalization act?
- Reference to the “Story of Stuff” film; possible to make something like to help with SR efforts?
Sprawl is an addiction: Let’s fix it.

- David Dixon argues that we’ve had net buyers in housing for 70 years, but that we have started to see / and for next 50 years we will have net sellers.
- This will lead to desperation.
- The game changers: transect, pedestrian propulsion, sky method (incremental)

12 Steps to Heal Anti-Sprawl

1. 70’ wide plaza
2. Thoroughfare Recovery - We need to know what to do with streets.
   - insert alleys/lanes
   - frontage recovery
   - on-street parking
   - outbuilding (BLT)
3. Accessory Units (rear lane access)
4. Gift to the street: shelter, refresh, delight, direct, entertain, inform, remember, rest.
5. Edible Gardens (farmers markets)
6. Places to Eat (third place)
7. Bed & Breakfast (in lieu of the guest suite for smaller footprints)
8. Cottages/ Multi-generational house
9. Live-Work: (work in, work above, work next to, work near by)
10. Neighborhood Market
11. Dedicated Office & Retail (tiny hsops, single crew bar, incubators)
12. Civic Buildings

Other Important Notes

- For thoroughfares, need view changes, street enclosure, window of view, goals in the middle distance
- What creates the magic of a place?
- Give incentives for people to walk further. People will walk if it’s nice.
SLIDES:

Slides to be added
DAY TWO PARTICIPANTS

JUDITH BELL
MARIANNE CUSATO
ADAM DUCKER
ELLEN DUNHAM-JONES
EDWARD ERFURT
ELIZA HARRIS
ELIZABETH ISRAEL
JOSH MARTIN
MARIA MERCER
MICHAEL MEHAFFY
STEVE MOUZON
WANDA MOUZON
EDUARDO PARDO FERNANDEZ
ROBERT SHARP
GALINA TACHEIEVA

REMOTE

PAUL CRABTREE
BRUCE F. DONNELLY
Overview for today’s goals:

- Discuss toolkits and taskforces. Brainstorm new ideas/gather existing topics.
- Gather commitment from the participants here (and the larger sprawl retrofit/New Urbanist community) to various taskforces/products/outcomes of the retreat.
- Create short- and long-term goals and milestones.
- Draft report of the retreat and distribute.
- Write short descriptions of each existing tool (with specifications) so that people learn about them and can use them as a resource.

Possible categories for toolkits:

- Design Patterns and Models
- Reform Models for Regulations and Standards
- Economic Incentives
- Non-economic incentives
- Process tools
- Externality pricing and transfers
- Distinguish between toolkits and best practices

Deliverables:

- Examples: Tactical Urbanism 2.0, Sustainable Street Network Principles
- What is our target product? Idea: two-page description for each toolkit
TASKFORCE BRAINSTORMING:

Is a town center the only option?
• How many town centers can we support?

Programming and Timing
• What will be there?
• When will it be built?
• What is the Decision Tree?
• How to rebalance uses?
• Regreening?

Diagnostic Tools
• Where does it apply?
• Competition
• Revenue Analysis
• Physical attributes – connectivity, infrastructure, etc.
• Grey field Audit

Codes
• What is missing?
• What is an obstacle?

Building types / Housing
• Housing types (is vertical mixed-use the answer?)
• Price / square footage
• Best practices

Implementation
• Generic implementation phasing scenario
• South Carolina Commercial Revitalization Act
• Library – top Sprawl Repair books and articles
• Tool -- Practical application -- Client/Firms
• Structure of the toolkit book
• Audience for all of these tools
• Small-town planner
• Economic development
• LLC-small developer
• Planning commission
• CHT/Town Council
• DOT

Financing
• Pre-approved – Greasing the path
• State or Local Money?
• Where do these resources go?
• How do you get other states to adopt retrofit policies?
• MIFD
• TIF
• CDBG
• SODOT enhancement
• Rural Development Funds
• EB 5
• Housing trusts
• MCBP
• HUD/EPA/FHW
• Types, incentives, money, partner with developer

• These taskforces and ideas were brainstormed during the retreat by the entire group. Then, several of the most urgent / big ideas were identified, and everyone broke into smaller groups to further explore the taskforce.
TASKFORCE NOTES:

Successful Win Stories
- 2-3 Paragraphs
  - Provide & Vary Scales
  - Search Energy & Outcomes
  - Location
  - Type
  - Stats

Pivotal Strategy
- Presence of Policy
- Community
- Population Driven

Programming & Timing
- What will it take?
- When will it be built?

Agentic Tools
- Vision
- Planning
- Development
- Budget

Types
- Incentives
- Partner with Developers

Structure of the Book

Audience
- Small Town Planners
  - Economic Development
  - L&D
  - Planning Commission
  - CH/TAN Conduit
  - DOT

Financing
- MIF
- TIF
- Sales
- RIF
- OIG
  - SOD
  - TIF
  - TIF
  - MIF
  - MIF
  - TIF
  - RIF
  - OIG
Taskforce:
Eliza Harris, Ellen Dunham-Jones, Michael Mehmaffy, Judith I. Bell

Goals:
Need tools for determining what needs to be retrofitted, and at what level because we can’t fix everything.

Products:
Decision tree, Chart of diagnostic tools

Comments:
Who is the person doing the analysis/diagnosis?
Who is the audience?
Taskforce:
Galina Tachieva, Adam Ducker

Goals:
What is happening today with Wall Street? In the past, they had a set number of types for building/investments (19 types). They had a comfort level and familiarity with what they were investing, but now, their models must change. How can we give them a more complex urbanism (but what is common sense to NU)? It is important to communicate to them, to create value on less land.

Products:
List of toolkits to demonstrate profitability to Wall Street for retrofit investments, a publication to guide investments, financial models, standard types, and package/pre-approved plans and types.

Comments:
Who set up the standards / 19 types that Wall Street funds?
Mixed-use $$ vs. mass production $$.
Taskforce:
Maria Mercer, Josh Martin

Goals:
How do you create incentives for changes in codes and finances?

Products:
Incentive Chart (categorized into Time, Money, Coding); Matrix with Components of Retrofit versus Financing Tools

Comments:
Time and money
Taskforce:
Robert Sharp, Ed Erfurt, Marianne Cusato, Wanda Mouzon

Goals:
To collect and spread sprawl repair tools/information in print and digital forums.

Products:
Book with Precedents, Building types, Before and After, Techniques

Comments:
How to distribute?
Begin a working document 1.0. Needs to be an editor; Editor’s role could be prioritizing or editing out.
**TASKFORCE DISCUSSIONS:**

**Main Goals:**

- How do we get other states to adopt something like the SC Commercial Revitalization Act?
- Address market needs for boomers and millennials.
- Educate developers about the benefits of Sprawl Repair and Smart Growth
- Lobbying / policy writing / contacting lawyers, and politicians. Need to build list of who to contact.
- Extend invitations to neighboring city officials to participate during the CNU 20 in West Palm Beach.

**Taskforce Goals:**

- Each person should write a short summary of their goals, and specific efforts.
- Marketing and fund-raising; Question of how to energize donors?
- SR Toolkit – Page Template Layout – Ed & Judy will work on this.
- Gather content prior to CNU; draft of ideas.
- Branding/Wordcloud of Nomenclature/Branding for “Sprawl Repair”
- Let’s further consider strategic partnerships
- Deadlines for Future Initiatives?
- Next Milestone: CNU 20 Lunch Agenda
- Strategic Partnerships
Taskforce:
Judith Bell, Ed Erfurt, Robert Sharp

Goals:
• Create outline and table of contents; Need template layout.
• Icon – needs development.
• Consistency with proportions, column numbers, header and footer.
• Use Roadmap 2012 – add photographs /notes – draft report immediately.

Products:
Prototypical Introductory chapter and basic page layouts for toolkits

Comments:
• A generic introduction and appendix chapters to be inserted at the front and back of each toolkit
• Self-contained and detachable sections
• A prototypical page and set of graphic rules to be used for all the toolkits
• The creation of an Image library and icon library
**NOMENCLATURE FOR “SPRAWL REPAIR”**

**NOTES:**

- Congress for the New Urbanism
  - Make a Place
  - "Suburbs 2.0"

**Taskforce:**
- Michael Mehaffy, Bruce Donnelly, Maria Mercer

**Goals:**
- Suburban Generation Toolkit
- Economy, Environment & Community
- Placemaking for people
- Renaissance: Neighborhood, town and city-place-making

**Products:**
- Renew my Suburb: a toolkit for sprawl retrofit; Visual graphics with consistent design, for branding.

**Notes:**
- “Sprawl” is a problematic term for some; consider synonyms in sensitive situations?
- “Sprawl Retrofit Toolkit”, Retro Fix, Retro Kit…
NOTES:

Taskforce:
Galina Tachieva, Ellen Dunham-Jones, Eliza Harris, Josh Martin
CNU 20

NOTES:

CNU 20 – Opportunities in Sprawl Repair Initiative

- Open Source Plenary
- Friday Salons – Internal CNU cross-over topics
  - Corridors
  - Transportation
  - Sprawl Retrofit
  - Financial reform and working with wall street (Live-Work-Walk)
  - Affordable housing
  - Water
- Saturday Lunch
  - Four presenters, competitive basis, voice-over ppt, post on CNU website

Partnering Opportunities

- People: Galina Tachieva, Ellen Dunham-Jones, Eliza Harris
- AIA? USGBC? LEED-ND
- Historic Preservation
- ULI
- EPA & Rainwater Initiative
- Retailers & Parking Requirements – Shrinking these in conjunction