

# Event Session

## High Growth Suburbs: Best Ideas in Policy, Planning, and Practices for Embracing Growth

Date: February 25~~???~~26, 2025

00:00:00 --> 00:00:01: All right, let's get started.

00:00:02 --> 00:00:02: Good morning.

00:00:04 --> 00:00:04: Try that again.

00:00:04 --> 00:00:05: Good morning.

00:00:05 --> 00:00:06: Good morning.

00:00:06 --> 00:00:07: Thanks, appreciate that.

00:00:07 --> 00:00:10: My name is Richard Gollas with the Concord Group and

00:00:10 --> 00:00:12: I'll be moderating today with our panelists.

00:00:12 --> 00:00:16: And the genesis for this panel on high growth suburbs

00:00:16 --> 00:00:20: came from a couple of different directions.

00:00:21 --> 00:00:25: About seven years ago, I think it was Walter, about

00:00:25 --> 00:00:31: seven years ago, ULI expanded the product council network and

00:00:31 --> 00:00:33: added 10 product councils.

00:00:33 --> 00:00:37: One of them was called the sharing economy, that one's

00:00:37 --> 00:00:38: not around anymore.

00:00:38 --> 00:00:40: One of them was technology and real estate, which is

00:00:41 --> 00:00:41: still around.

00:00:41 --> 00:00:45: 1 was placemaking and another one that was started was

00:00:45 --> 00:00:48: called Suburban Development and Redevelopment SDRC.

00:00:48 --> 00:00:51: How many folks in the room are ULI members?

00:00:52 --> 00:00:53: Most of you?

00:00:53 --> 00:00:54: How many keep your hand up?

00:00:54 --> 00:00:55: How many are full members?

00:00:56 --> 00:00:58: How many are product council members?

00:00:59 --> 00:00:59: OK, good.

00:00:59 --> 00:01:00: So not too many of you.

00:01:01 --> 00:01:03: So that means all of you who are either non

00:01:03 --> 00:01:07: members, associate members or full members not on a product

00:01:07 --> 00:01:10: council, What you're going to see today is in in

00:01:10 --> 00:01:13: essence a result of product council work that we've been

00:01:14 --> 00:01:16: doing over a period of time in terms of the

00:01:16 --> 00:01:20: way we've been thinking about how suburbs are changing and

00:01:20 --> 00:01:25: how land use professionals, developers, public agencies, designers and others

00:01:25 --> 00:01:29: can take advantage of those major demographic shifts that really

00:01:29 --> 00:01:32: have been going on for quite a long time, right?

00:01:32 --> 00:01:35: There was a period in the early 1990s, mid 1990s,

00:01:35 --> 00:01:39: when ULI was a big advocate for what was called

00:01:39 --> 00:01:40: smart growth, right?

00:01:40 --> 00:01:44: That terminology maybe isn't as state-of-the-art as it used to be.

00:01:44 --> 00:01:44: be.

00:01:44 --> 00:01:48: But really when you think about what smart growth is

00:01:48 --> 00:01:51: or was, it was defined by ULI in a very

00:01:51 --> 00:01:58: appropriate way, economically viable, very important community engagement and environmental

00:01:59 --> 00:02:01: sensitivity or sustainability.

00:02:01 --> 00:02:03: Those were the kind of the three pillars.

00:02:03 --> 00:02:06: And as we were looking at that in the mid

00:02:06 --> 00:02:10: 90s into the early 2000's, the emphasis was on redevelopment

00:02:10 --> 00:02:14: in urban cores and the movement back into the cities.

00:02:14 --> 00:02:17: And one could argue the decade of the 2000s, we

00:02:17 --> 00:02:19: really threw up until COVID was kind of that.

00:02:19 --> 00:02:22: 10 or 15 years where urban cores were being revitalized

00:02:22 --> 00:02:23: at tremendous rates.

00:02:24 --> 00:02:27: But at the same time, 90% of the development activity

00:02:27 --> 00:02:31: were still happening outside of the urban core, 90%, yet

00:02:31 --> 00:02:33: a lot of our emphasis was being placed on the

00:02:33 --> 00:02:36: core even though it was not going to be able

00:02:36 --> 00:02:39: to accommodate the growth that was coming.

00:02:40 --> 00:02:43: A couple of key stats that's super interesting to me

00:02:43 --> 00:02:46: as we were looking at this is that, and these

00:02:46 --> 00:02:50: are sort of new definitions, about 70% of US population

00:02:50 --> 00:02:52: lives in what's defined now as suburbs, OK?

00:02:53 --> 00:02:57: About 12% live in what's considered urban core areas.

00:02:59 --> 00:03:05: Population growth, OK in the suburbs, though, outpaces urban growth

00:03:05 --> 00:03:09: in the last decade up until and actually through COVID

00:03:09 --> 00:03:11: by about 50%, OK.

00:03:11 --> 00:03:14: So this trend is something that's I would say it's

00:03:14 --> 00:03:16: not even a trend, it's kind of a fact, right?

00:03:17 --> 00:03:20: So as we're looking at our product council trying to

00:03:20 --> 00:03:23: study how things are happening, it's really emerged to be

00:03:24 --> 00:03:27: a group that's discussing policy, planning and practice.

00:03:27 --> 00:03:30: So what we're going to do with our team members

00:03:30 --> 00:03:34: here, I'll have them self introduced before we jump into

00:03:34 --> 00:03:37: to what they're going to present our series of case

00:03:37 --> 00:03:41: studies and solutions around how to deal with and influence

00:03:41 --> 00:03:45: policy in the suburbs from the perspective of developer,  
public

00:03:45 --> 00:03:46: agency and designer.

00:03:46 --> 00:03:49: So, Tom, let me just turn over to you.

00:03:49 --> 00:03:50: For a quick retro.

00:03:50 --> 00:03:50: Sentence or.

00:03:50 --> 00:03:52: Two and Kathy and Walter.

00:03:52 --> 00:03:52: Thanks, Richard.

00:03:52 --> 00:03:53: My name is Tom Walsh.

00:03:54 --> 00:03:56: I'm the Managing Director of Pappas Properties.

00:03:57 --> 00:04:01: Pappas Properties is based in Charlotte is a mixed-use, multi

00:04:01 --> 00:04:05: use development company and our focus is really on  
innovative

00:04:05 --> 00:04:07: mixed-use and Wellness focused projects.

00:04:08 --> 00:04:12: And lately we've been really focusing on Wellness focused  
master

00:04:12 --> 00:04:12: plans.

00:04:12 --> 00:04:16: And what that really means is building and designing master

00:04:16 --> 00:04:20: plans that promote vitality and well-being amongst those  
residents that

00:04:20 --> 00:04:24: live there as well as the customers and folks that

00:04:24 --> 00:04:26: might work at the community as well.

00:04:26 --> 00:04:29: And we should say this is Tom's first ULI panel

00:04:29 --> 00:04:32: where he's on the DIF, so give him a little

00:04:32 --> 00:04:33: shout out, OK?

00:04:35 --> 00:04:36: Good morning.

00:04:36 --> 00:04:38: I'm Kathy Cook and I work for the City of

00:04:39 --> 00:04:42: Alpharetta and I'm the Director of Community Development  
and our

00:04:42 --> 00:04:44: city is about 22 miles north of here.

00:04:44 --> 00:04:47: And the daytime, the daytime population double S because  
of

00:04:48 --> 00:04:49: the amount of jobs that we have.

00:04:49 --> 00:04:53: So a population of 67,000 and that double S during  
00:04:53 --> 00:04:54: the day.  
00:04:54 --> 00:04:57: So we have a real push to get additional housing  
00:04:57 --> 00:04:59: and not a lot of land left.  
00:04:59 --> 00:05:01: So most of it's redevelopment.  
00:05:01 --> 00:05:01: Glad to be here.  
00:05:01 --> 00:05:02: That's.  
00:05:04 --> 00:05:04: Great.  
00:05:04 --> 00:05:04: Good morning.  
00:05:05 --> 00:05:06: My name is Walter Plaska and I'm a principal at  
00:05:07 --> 00:05:08: Knowles Bolton Associates.  
00:05:08 --> 00:05:15: We're National Architecture, planning, landscape and interior  
00:05:15 --> 00:05:22: design firm focus  
00:05:22 --> 00:05:28: primarily on multifamily projects through all aspects of  
00:05:28 --> 00:05:29: multifamily design.  
00:05:32 --> 00:05:32: So senior living, student housing, mixed-use, urban infill,  
00:05:33 --> 00:05:35: as well.  
00:05:35 --> 00:05:37: Yeah.  
00:05:37 --> 00:05:38: Well, and and the fun fact about Walter, he is  
00:05:38 --> 00:05:40: the chair of the suburban development and redevelopment.  
00:05:40 --> 00:05:43: Council for I wasn't going to.  
00:05:43 --> 00:05:45: Mention that yeah, he's, he's the chair of the council.  
00:05:45 --> 00:05:48: So we're hopeful that part of this process will get  
00:05:49 --> 00:05:50: a bunch of you interested in in participating as full  
00:05:52 --> 00:05:52: member product council members if this topic's intriguing to  
00:05:52 --> 00:05:55: you.  
00:05:55 --> 00:05:57: So with that, let me turn it over to Tom.  
00:05:57 --> 00:05:58: Thank you, Matt.  
00:05:58 --> 00:06:01: You can hit the clicker and kind of chat about  
00:06:01 --> 00:06:03: what what you folks are doing in Matthews, NC.  
00:06:03 --> 00:06:05: Yeah, absolutely.  
00:06:05 --> 00:06:08: So Katie M Matthews is an 82 acre Wellness focused  
00:06:08 --> 00:06:11: master plan community.  
00:06:11 --> 00:06:13: And I'm going to take a little bit of time  
00:06:13 --> 00:06:17: here and just walk through a case study on how  
00:06:17 --> 00:06:18: we got the site entitled and went through the rezoning  
00:06:19 --> 00:06:22: process and partnered with the town.  
00:06:22 --> 00:06:24: So the site is in southeast Charlotte in a town  
00:06:24 --> 00:06:28: called Matthews.  
00:06:28 --> 00:06:31: When we initially start our, our site process here, we,  
00:06:31 --> 00:06:34: we tied up 20 acres of the 82 acres and  
00:06:34 --> 00:06:37: we developed an initial sketch plan, which we actually do

00:06:28 --> 00:06:30: in house with our in house land planner.

00:06:30 --> 00:06:32: And you know, we, we do our market research on

00:06:32 --> 00:06:35: the front end study the site and then we put

00:06:35 --> 00:06:36: together this sketch plan.

00:06:36 --> 00:06:38: And then we go and we sit down with the

00:06:38 --> 00:06:41: town and we sit down with the town staff and

00:06:41 --> 00:06:44: really try to understand what their vision is for this

00:06:44 --> 00:06:45: site and this location.

00:06:46 --> 00:06:49: And so Acadia Matthews, when we actually did that, the

00:06:49 --> 00:06:53: town had expressed interest in doing a small area plan

00:06:53 --> 00:06:56: and they told, they asked us if we'd be willing

00:06:56 --> 00:06:59: to put our rezoning and development plans on hold while

00:06:59 --> 00:07:02: they took it through the small area plan process.

00:07:02 --> 00:07:04: So we went back and we, we, we caught up

00:07:05 --> 00:07:07: with our Capital Partners as well as the land sellers

00:07:07 --> 00:07:09: that we had next slide under contract.

00:07:09 --> 00:07:12: And we agreed we extend out the contracts and work

00:07:12 --> 00:07:15: with the town through the small area plan process.

00:07:15 --> 00:07:17: And so as the town went through the small area

00:07:17 --> 00:07:20: plan process, that process took about six to seven months.

00:07:20 --> 00:07:22: And they asked us to be on the steering committee.

00:07:22 --> 00:07:25: And so we accepted to be on the steering committee

00:07:25 --> 00:07:28: where we during the initial meetings really focused on

00:07:28 --> 00:07:31: providing

00:07:31 --> 00:07:34: feedback on what the market was for this location.

00:07:34 --> 00:07:37: So what kind of housing products, how deep was the

00:07:37 --> 00:07:40: retail market, how deep was the office market while that

00:07:41 --> 00:07:44: process was going on, we started to realize that the

00:07:44 --> 00:07:47: vision for that the town was putting out was kind

00:07:48 --> 00:07:50: of an innovative mixed-use community, which was similar to

00:07:51 --> 00:07:53: what

00:07:53 --> 00:07:56: we were, what we what we do as a company.

00:07:56 --> 00:07:59: And so we went out actually and assembled the rest

00:07:59 --> 00:08:01: of the area that encompassed the small area plan.

00:08:02 --> 00:08:05: And that's how we get to Katie and Matthews, which

00:08:05 --> 00:08:08: is an 82 acre Wellness focused master plan.

00:08:08 --> 00:08:11: On the left you'll see the Matthews Eastern Gateway plan,

00:08:11 --> 00:08:12: which was the small area plan that the town actually

00:08:13 --> 00:08:16: put out into the marketplace for developers for the vision

00:08:16 --> 00:08:19: for this area.

00:08:19 --> 00:08:22: From November to August when we actually submitted our

00:08:22 --> 00:08:25: plan,

00:08:25 --> 00:08:28: obviously we spent a lot of time studying the market

00:08:19 --> 00:08:22: and talking to potential retail tenants as well as office

00:08:22 --> 00:08:25: tenants which which allowed which allowed us then to submit

00:08:25 --> 00:08:27: a master plan in August of 2022.

00:08:28 --> 00:08:32: You'll see some, some general differences between these and a

00:08:32 --> 00:08:34: lot of that had to do with the market feedback

00:08:34 --> 00:08:38: and realizing that there was there was interest from from

00:08:38 --> 00:08:40: several brochures for this site.

00:08:41 --> 00:08:44: So, so once we've submitted it, we started to go

00:08:44 --> 00:08:49: through the traditional entitlement process and that starts with going

00:08:49 --> 00:08:51: to going to the neighbors.

00:08:51 --> 00:08:54: And so in October 22, we went out to the

00:08:54 --> 00:08:56: neighborhood community to get feedback.

00:08:57 --> 00:08:59: And we had thought on the front end that this

00:08:59 --> 00:09:02: process would go a little bit quicker and smoother just

00:09:02 --> 00:09:05: because the small area plan process had already taken place.

00:09:06 --> 00:09:08: But when we got into the community, we realized that

00:09:08 --> 00:09:11: maybe the small area plan wasn't exactly what the community

00:09:11 --> 00:09:13: was looking for as it relates to the neighbors.

00:09:14 --> 00:09:17: And so working with the staff and the elected officials,

00:09:17 --> 00:09:20: we really created partnerships to try to address several of

00:09:20 --> 00:09:24: these concerns that the neighbors had, which was transportation.

00:09:24 --> 00:09:27: They were very much focused on too many apartments.

00:09:27 --> 00:09:30: They wanted to see more for sale, less for rent

00:09:30 --> 00:09:34: and really focus on the retail uses, mainly along the

00:09:34 --> 00:09:38: Idlewild corridor because they didn't really, we wanted to see

00:09:38 --> 00:09:39: more neighborhood retail.

00:09:39 --> 00:09:41: They didn't want to see a highway commercial.

00:09:41 --> 00:09:44: And this is right at an interchange, a 485 interchange,

00:09:44 --> 00:09:45: which is the outer loop of Charlotte.

00:09:46 --> 00:09:48: And So what we did is we worked with the

00:09:48 --> 00:09:51: town to create a process where we did, we went,

00:09:51 --> 00:09:53: we took it from a detailed plan to bubble plants.

00:09:54 --> 00:09:57: And that's not typical through their rezoning process.

00:09:57 --> 00:09:59: Usually you have to submit iterations.

00:09:59 --> 00:10:02: But because we built that relationship and partnership with the

00:10:02 --> 00:10:05: town, we were able to kind of work the process

00:10:05 --> 00:10:06: with them.

00:10:06 --> 00:10:08: And so we started to make changes.

00:10:08 --> 00:10:09: We also reached out to NCDOT.

00:10:10 --> 00:10:14: This site has a transportation improvement project with NCDOT on

00:10:14 --> 00:10:15: it.

00:10:15 --> 00:10:16: So we partnered with NCDOT.

00:10:16 --> 00:10:20: And so our first changes in the plan really were

00:10:20 --> 00:10:23: focused on working with the NCDOT to get the road

00:10:23 --> 00:10:27: alignments right so we could relocate an existing state road

00:10:27 --> 00:10:28: here.

00:10:29 --> 00:10:31: And then as we went through the process with the

00:10:31 --> 00:10:34: neighbors and had several community outreach events, we

00:10:34 --> 00:10:36: grew the

00:10:36 --> 00:10:37: for sale component here because that's what they wanted to

00:10:37 --> 00:10:41: see.

00:10:41 --> 00:10:45: We also incorporated attainable housing, both for sale

00:10:45 --> 00:10:49: attainable housing

00:10:49 --> 00:10:51: where we agreed to a 99 year deed restriction as

00:10:51 --> 00:10:55: well as market rate multifamily attainable housing where we

00:10:55 --> 00:10:58: have

00:10:58 --> 00:11:03: 5% of our units as attainable.

00:11:03 --> 00:11:06: One, one thing I just wanted to kind of point

00:11:06 --> 00:11:08: out here is communication is really key as we go

00:11:08 --> 00:11:10: through these large, innovative mixed-use projects in a

00:11:10 --> 00:11:13: suburban context.

00:11:13 --> 00:11:16: So just, you know, one thing that we did a

00:11:16 --> 00:11:17: little bit differently here was we actually created an entire

00:11:17 --> 00:11:20: website for the rezoning process.

00:11:20 --> 00:11:24: So that, you know, as everyone here probably knows, what

00:11:24 --> 00:11:28: you face during a rezoning is a lot of sometimes

00:11:28 --> 00:11:31: misinformation.

00:11:31 --> 00:11:33: And so making sure you have a forum so that

00:11:33 --> 00:11:36: neighbors, elected official staff, all stakeholders can really get

00:11:36 --> 00:11:37: the

00:11:37 --> 00:11:40: right information and see the vision that the developer is,

00:11:40 --> 00:11:43: is, is, is proposing is very helpful through the process.

00:11:43 --> 00:11:46: These are some exhibits that we worked on with the

00:11:46 --> 00:11:49: town.

00:11:49 --> 00:11:50: And during the process, we actually had an open house

00:11:50 --> 00:11:53: where our team took a list of 900 residents and

00:11:53 --> 00:11:56: split it up and called every single resident on that

00:11:56 --> 00:11:59: list to try to get as many people to the

00:11:59 --> 00:12:02: open house as possible.

00:11:50 --> 00:11:53: We actually did the open house at town hall and

00:11:54 --> 00:11:56: the, the town staff actually set up a, a, a

00:11:56 --> 00:11:59: station on their own to just re educate folks on

00:11:59 --> 00:12:03: the small area plan process that they went through earlier.

00:12:04 --> 00:12:06: And So what you can see here is these were

00:12:06 --> 00:12:08: exhibits we used to kind of explain the changes to

00:12:08 --> 00:12:11: ensure that the neighbors folks that aren't in our business,

00:12:11 --> 00:12:11: right?

00:12:11 --> 00:12:14: They don't understand setbacks, buffers and all that stuff.

00:12:15 --> 00:12:17: So that they could see really the changes we are

00:12:17 --> 00:12:19: making so that they could entrust in us that we

00:12:19 --> 00:12:22: were actually committing to making changes, right?

00:12:22 --> 00:12:23: So we were focused.

00:12:23 --> 00:12:26: So like for example, on the right there is just

00:12:26 --> 00:12:29: a drill down on the for sale single family community

00:12:29 --> 00:12:33: that immediately abuts the existing neighborhood where we

00:12:33 --> 00:12:34: had a

00:12:33 --> 00:12:34: lot of opposition.

00:12:35 --> 00:12:38: As we are working through the land use and moving

00:12:38 --> 00:12:40: several things around behind the scenes, we are working

00:12:40 --> 00:12:42: the town on developing a pattern book.

00:12:43 --> 00:12:45: It's an 80 page book that really goes into all

00:12:45 --> 00:12:47: the products, right?

00:12:47 --> 00:12:50: It's a conditional zoning here, so we had to define

00:12:50 --> 00:12:51: all the elevations.

00:12:51 --> 00:12:54: We also use this pattern book because the UDO is

00:12:54 --> 00:12:57: an older UDO and we had to work with the

00:12:57 --> 00:13:01: town to modify and ask for variances on several components

00:13:01 --> 00:13:04: of the UDO build 2 lines, side setbacks, front setbacks,

00:13:05 --> 00:13:06: how we measure height, Rd.

00:13:06 --> 00:13:07: cross sections, right?

00:13:07 --> 00:13:11: Because our goal here was really to develop kind of

00:13:11 --> 00:13:14: an urban community in a suburban context.

00:13:15 --> 00:13:18: And so we used this to help kind of bridge

00:13:19 --> 00:13:23: the gap between, OK, why do you need that variance?

00:13:25 --> 00:13:27: And I think so I think kind of just to

00:13:27 --> 00:13:31: sum up here, as you're kind of going through these

00:13:31 --> 00:13:35: larger entitlement processes, I think couple of key points.

00:13:35 --> 00:13:38: Definitely got to get out there early and make relation,

00:13:38 --> 00:13:41: build relationships with the town, the elected officials and

00:13:41 --> 00:13:43: folks

00:13:41 --> 00:13:43: and really build those stakeholder partnerships.



00:13:43 --> 00:13:45: The other is a small area plan when done properly

00:13:46 --> 00:13:47: can be really beneficial.

00:13:47 --> 00:13:49: It puts out into it really puts out into the

00:13:50 --> 00:13:51: development community.

00:13:51 --> 00:13:54: Hey, the town has this vision and so it helps

00:13:54 --> 00:13:58: attract developers that may have a similar vision and therefore

00:13:58 --> 00:14:02: it makes a partnership viable versus a developer coming in

00:14:02 --> 00:14:05: and trying to put a vision forth and maybe the

00:14:05 --> 00:14:08: town may not support infrastructure planning.

00:14:08 --> 00:14:12: I would say is another really important one in the

00:14:12 --> 00:14:15: in in when you're building urban in a suburban context,

00:14:15 --> 00:14:18: sometimes the infrastructure isn't there yet.

00:14:19 --> 00:14:21: And so really trying to focus on that and and

00:14:22 --> 00:14:25: come up with your engineers in the town and even

00:14:25 --> 00:14:26: NCDOT or the dot.

00:14:26 --> 00:14:29: Just what is those improvements look like is super helpful

00:14:29 --> 00:14:32: not only for the neighbors, but when you're trying to

00:14:32 --> 00:14:34: talk to future tenants or residents about is this area

00:14:34 --> 00:14:35: going to be congested?

00:14:36 --> 00:14:38: And then finally the communication plan.

00:14:39 --> 00:14:40: And so, Richard, I'm.

00:14:40 --> 00:14:40: Over.

00:14:40 --> 00:14:41: No, no, you're not over.

00:14:41 --> 00:14:43: I had a couple, just a couple quick questions before

00:14:43 --> 00:14:46: we transition to Kathy because I think it kind of

00:14:46 --> 00:14:48: speaks to it when you talk about your infrastructure planning

00:14:49 --> 00:14:50: or maybe the the zoning initially.

00:14:50 --> 00:14:50: Yeah.

00:14:52 --> 00:14:56: To what extent were any other communities or components of

00:14:56 --> 00:15:00: either the multifamily or the higher density single family or

00:15:00 --> 00:15:04: any of these other aspects of the project, the retail,

00:15:04 --> 00:15:07: were they present in Matthews or in the county in

00:15:07 --> 00:15:09: other places that they could look at?

00:15:09 --> 00:15:09: I.

00:15:10 --> 00:15:10: Was thinking.

00:15:10 --> 00:15:11: The same thing.

00:15:11 --> 00:15:12: Yes, yes, they were.

00:15:12 --> 00:15:15: And actually one of the things that we did is

00:15:15 --> 00:15:17: we had two open houses.

00:15:17 --> 00:15:20: One of the open houses we had, we actually invited

00:15:20 --> 00:15:23: the neighbors, the elected officials and the town staff to

00:15:23 --> 00:15:27: one of the communities that legacy communities of Papa's properties,

00:15:27 --> 00:15:29: which is Phillip's place in Charlotte.

00:15:29 --> 00:15:31: It's a little bit different of a scale, but it

00:15:31 --> 00:15:34: is a vertically and horizontally integrated mixed-use project.

00:15:35 --> 00:15:37: And so we actually held a community meeting there.

00:15:37 --> 00:15:39: And the main point with that was to try to

00:15:39 --> 00:15:42: help educate some of the neighbors as well as, you

00:15:42 --> 00:15:46: know, other stakeholders on what we were proposing, right, to

00:15:46 --> 00:15:49: show them an example and be able to walk them

00:15:49 --> 00:15:50: around a community.

00:15:50 --> 00:15:52: Well, that's the thing, because when you, when you show

00:15:52 --> 00:15:54: them a, a plat map and it's look, you know,

00:15:54 --> 00:15:56: it's 20 to the acre, 30 to the acre, they

00:15:56 --> 00:15:57: don't have a clue.

00:15:57 --> 00:15:59: And then when you show them something they like and

00:15:59 --> 00:16:01: then they find out it's 50 to the acre, not

00:16:01 --> 00:16:03: 30, then there's a big distinction there.

00:16:03 --> 00:16:06: And then the only the other question I was going

00:16:06 --> 00:16:09: to ask about infrastructure, which Walter and I spent a

00:16:09 --> 00:16:12: lot of time talking about is were there any kind

00:16:12 --> 00:16:15: of special financing mechanisms you folks are looking at either

00:16:15 --> 00:16:18: with NCDOT or with the town that was are supporting

00:16:18 --> 00:16:21: bringing new infrastructure into these suburban locations?

00:16:21 --> 00:16:22: Yeah.

00:16:22 --> 00:16:24: So very early on in the process, we realized that

00:16:24 --> 00:16:28: there was already an approved transportation improvement project here.

00:16:29 --> 00:16:32: It was underfunded at the time and so and it

00:16:32 --> 00:16:34: was kind of pushed out further on the step.

00:16:35 --> 00:16:38: So it was really getting planned to be 29 to

00:16:38 --> 00:16:39: 31, right.

00:16:39 --> 00:16:41: So a little bit further out on our project.

00:16:41 --> 00:16:44: So what we did is very early on we partnered

00:16:44 --> 00:16:49: with NCDOT to develop a public partnership agreement where we

00:16:49 --> 00:16:54: as the developer would actually finance the infrastructure improvements and

00:16:54 --> 00:16:57: we would build a portion of it.

00:16:57 --> 00:17:00: We're pretty much delivering them a pad ready Rd.

00:17:00 --> 00:17:03: and then they're going to come through with our financing

00:17:03 --> 00:17:04: and build the rest of the road.

00:17:04 --> 00:17:07: And then when the funds become available on the as

00:17:07 --> 00:17:10: part of the stip budget, we will be reimbursed.

00:17:11 --> 00:17:15: And there's interest rate mechanisms and all that in the

00:17:15 --> 00:17:19: in the documents, but and we're using the town as

00:17:19 --> 00:17:23: a conduit because you a developer can't directly fund NCDOT.

00:17:23 --> 00:17:26: So we have to practically pass our funds through the

00:17:26 --> 00:17:29: town, then to the NCDOT and then it comes back

00:17:29 --> 00:17:30: from the town.

00:17:30 --> 00:17:30: Right.

00:17:30 --> 00:17:33: So really what you're saying, I think the take away

00:17:33 --> 00:17:35: in those boxes you had is really about creating the

00:17:36 --> 00:17:38: mechanisms for the public sector to be able to deliver

00:17:38 --> 00:17:42: the vision that the community wants because those

00:17:42 --> 00:17:43: mechanisms may

00:17:43 --> 00:17:46: not be in place, right.

00:17:46 --> 00:17:49: So, perfect segue to Kathy turns to the discussion in

00:17:49 --> 00:17:49: the city of Alpharetta for the community of Brookside.

00:17:49 --> 00:17:49: Yes.

00:17:49 --> 00:17:51: And I'm going to I'm talk a little bit about

00:17:51 --> 00:17:52: Brookside.

00:17:52 --> 00:17:54: So we have a lot of office in in the

00:17:54 --> 00:17:57: city of Alpharetta, 22,000,000 square feet.

00:17:57 --> 00:18:01: So with the pandemic, of course, we had a higher

00:18:01 --> 00:18:01: vacancy.

00:18:01 --> 00:18:05: So I think what government employees within local

00:18:05 --> 00:18:08: jurisdictions do

00:18:08 --> 00:18:11: the best is, you know, they know where the trails

00:18:11 --> 00:18:12: are, they know where the parks are, they know where

00:18:13 --> 00:18:16: you can connect.

00:18:16 --> 00:18:19: And so putting a small area plan together is really

00:18:19 --> 00:18:20: going to be beneficial to the community.

00:18:21 --> 00:18:24: So we're very proactive.

00:18:24 --> 00:18:26: We looked at areas immediately that had the highest

00:18:26 --> 00:18:30: vacancy

00:18:30 --> 00:18:32: to see what we could put on a plan, go

00:18:32 --> 00:18:34: to the development community and talk to the developers

00:18:34 --> 00:18:37: that

00:18:37 --> 00:18:40: we wanted to see within our community and show them

00:18:40 --> 00:18:43: the opportunities that we had.

00:18:43 --> 00:18:46: So that was very important to us going forward.

00:18:37 --> 00:18:43: So looking at Brookside today, it's 155 acres and 155  
00:18:43 --> 00:18:44: acres.  
00:18:44 --> 00:18:46: You can do a lot with 155 acres, especially when  
00:18:46 --> 00:18:48: you have such a large majority of that.  
00:18:48 --> 00:18:50: That's surface parking.  
00:18:50 --> 00:18:53: And with the city of Alpharetta, we only have a  
00:18:53 --> 00:18:55: little over 200 acres left that are not that isn't  
00:18:55 --> 00:18:56: developed.  
00:18:56 --> 00:18:59: And most of that land is really bad topography.  
00:18:59 --> 00:19:01: It could be floodplain stream.  
00:19:01 --> 00:19:03: So it's, it's, it's very hard to develop.  
00:19:04 --> 00:19:06: So we're looking at redevelopment.  
00:19:06 --> 00:19:09: So this is very close to another mixed-use development in  
00:19:09 --> 00:19:10: Alpharetta called Avalon.  
00:19:10 --> 00:19:12: It's 86 acres.  
00:19:12 --> 00:19:14: So we're looking at this, we have 155 acres.  
00:19:15 --> 00:19:18: The largest property owner had 42 acres is Georgia State  
00:19:19 --> 00:19:19: University.  
00:19:19 --> 00:19:24: So we have a very much right now a commuter  
00:19:24 --> 00:19:25: college campus.  
00:19:25 --> 00:19:29: But what if we put housing there?  
00:19:29 --> 00:19:33: We put other amenities, retail, restaurants, would people  
stay?  
00:19:33 --> 00:19:35: So that was a lot of what drove what we  
00:19:35 --> 00:19:36: put together.  
00:19:36 --> 00:19:39: We also found that we had a 30 acre park.  
00:19:39 --> 00:19:41: You can, let's see if I, oh, here it is  
00:19:42 --> 00:19:43: 30 acre park here.  
00:19:43 --> 00:19:46: Most of the community when we did the outreach, because  
00:19:46 --> 00:19:48: this was built in the 90s, they said, I didn't  
00:19:48 --> 00:19:49: even know you had a public park there.  
00:19:50 --> 00:19:54: So you didn't see the park from the roadway.  
00:19:55 --> 00:19:57: It wasn't maintained as well as it should so that  
00:19:57 --> 00:20:00: the, you know, the floodplain had risen.  
00:20:00 --> 00:20:02: So some of those trails were actually covered in water  
00:20:03 --> 00:20:03: after the rain.  
00:20:04 --> 00:20:07: So we put together a small area plan to show  
00:20:07 --> 00:20:10: what it could be and as part of that.  
00:20:11 --> 00:20:15: We found all the different connections that you could make,  
00:20:15 --> 00:20:18: all the different buildings that you could add to these  
00:20:18 --> 00:20:21: brighter white buildings here are adding additional density.  
00:20:22 --> 00:20:25: We also showed how you could make connections to the

00:20:25 --> 00:20:29: main roadway as part of redevelopment and really you know

00:20:29 --> 00:20:32: sold the fact that George State is here as as

00:20:32 --> 00:20:34: well as that 30 acre park.

00:20:35 --> 00:20:38: So this is something that we put together and it

00:20:38 --> 00:20:39: was passed in 2022.

00:20:39 --> 00:20:42: As part of that, we did the outreach to the

00:20:42 --> 00:20:45: people that actually worked there and the HO as that

00:20:45 --> 00:20:46: were surrounding.

00:20:47 --> 00:20:49: And by far everybody wanted it to be walkable.

00:20:49 --> 00:20:53: They wanted easier access to go across this major roadway.

00:20:54 --> 00:20:54: How do I go back?

00:20:54 --> 00:20:58: Let's see, there we go.

00:20:58 --> 00:21:00: And they wanted to be able to go across the

00:21:00 --> 00:21:01: roadway here.

00:21:01 --> 00:21:04: So we had a lot of density across the street,

00:21:04 --> 00:21:07: but people didn't feel safe going across the street.

00:21:07 --> 00:21:09: And they said we would use the trail systems more

00:21:09 --> 00:21:10: if they were lit.

00:21:11 --> 00:21:13: They were built, like I said, in the 90s, so

00:21:13 --> 00:21:14: they didn't have lighting.

00:21:14 --> 00:21:17: We didn't do a great job of cutting back the

00:21:17 --> 00:21:19: landscape and, and bushes.

00:21:19 --> 00:21:22: So they wanted to feel safer on those trails and

00:21:22 --> 00:21:24: they want to have a reason to go besides just

00:21:24 --> 00:21:25: the office development.

00:21:25 --> 00:21:28: They wanted to have the retail and the restaurant.

00:21:28 --> 00:21:31: So back in 2022, we passed this.

00:21:31 --> 00:21:34: We we took this to the City Council, they passed

00:21:34 --> 00:21:34: it.

00:21:34 --> 00:21:37: We did not put any future land use.

00:21:37 --> 00:21:39: We wanted to leave that open as we went out

00:21:39 --> 00:21:42: to the market and spoke to the developers to see

00:21:42 --> 00:21:45: what would come, what the interest would be.

00:21:45 --> 00:21:46: So step back.

00:21:46 --> 00:21:48: So just to clarify, what did you, what did City

00:21:49 --> 00:21:50: Council pass specifically?

00:21:50 --> 00:21:53: They've passed a small area plan, a small area plan

00:21:53 --> 00:21:58: that included trail connections showing future density could

00:21:58 --> 00:21:59: be added

00:21:58 --> 00:21:59: to the area.

00:21:59 --> 00:22:02: So there was that buy in by having the City

00:22:02 --> 00:22:05: Council pass that small area planned, there was a buy

00:22:05 --> 00:22:09: in that showed additional density could be there and it  
00:22:09 --> 00:22:13: had written residential or office and it was very generic.  
00:22:13 --> 00:22:13: Overlay.  
00:22:13 --> 00:22:17: Essentially an overlay zone as opposed to site specific.  
00:22:17 --> 00:22:17: Right.  
00:22:17 --> 00:22:20: But what was also important about that was it had  
00:22:20 --> 00:22:24: several different projects that it said the city should complete  
00:22:24 --> 00:22:27: within 100 days, several other projects that we should  
00:22:27 --> 00:22:28: complete  
00:22:27 --> 00:22:28: within a year.  
00:22:29 --> 00:22:31: And that shows that you have skin in the game  
00:22:31 --> 00:22:34: as as a municipality that you're moving forward with different  
00:22:34 --> 00:22:35: projects.  
00:22:35 --> 00:22:39: And some of the projects that we moved forward with,  
00:22:39 --> 00:22:43: we're designing gateway features to have, you know, really  
00:22:43 --> 00:22:45: vibrant  
00:22:43 --> 00:22:45: artistic gateways into the park.  
00:22:45 --> 00:22:49: So people really recognize that there's something, there's  
00:22:45 --> 00:22:49: something here.  
00:22:49 --> 00:22:50: We want to go see what this is.  
00:22:51 --> 00:22:54: Other projects that we put in place that that are  
00:22:54 --> 00:22:58: happening this year is raising the boardwalk within the the  
00:22:58 --> 00:22:59: public park.  
00:22:59 --> 00:23:01: We are also looking at a lane diet.  
00:23:01 --> 00:23:05: This is 4 lanes through the mixed-use development with the  
00:23:05 --> 00:23:06: lane diet.  
00:23:06 --> 00:23:08: We'll put in bike lanes, wider sidewalks.  
00:23:08 --> 00:23:12: The city's moving forward with paying for that study for  
00:23:12 --> 00:23:16: the lane diet and other projects that that are in  
00:23:16 --> 00:23:19: place are improvements to the existing trail.  
00:23:22 --> 00:23:25: So Fast forward, went out to the market, talked to  
00:23:25 --> 00:23:30: several different developers and since that time, just this just  
00:23:30 --> 00:23:34: this past year, we've had one project that's been approved,  
00:23:34 --> 00:23:37: which is the removal of 100,000 square feet in order  
00:23:37 --> 00:23:39: to add 160 flats.  
00:23:39 --> 00:23:41: So these will be for sale flats.  
00:23:42 --> 00:23:44: And as part of that, because we had the, the  
00:23:44 --> 00:23:48: small area plan in place, they will build the access  
00:23:48 --> 00:23:51: easement, public access easement with a park and this will  
00:23:51 --> 00:23:53: have string lighting it.  
00:23:53 --> 00:23:56: It'll have great place making to bring people over from  
00:23:57 --> 00:24:00: the other side of of Old Mountain Parkway over to  
00:24:00 --> 00:24:03: this development in Georgia State as well as to the

00:24:03 --> 00:24:04: park.

00:24:04 --> 00:24:07: So having that plan in place enabled us to make

00:24:07 --> 00:24:10: sure that the developers would include that as part of

00:24:10 --> 00:24:12: their redevelopment plan.

00:24:12 --> 00:24:13: We also give impact fees.

00:24:13 --> 00:24:17: Impact fees are the, the, the greatest thing because

00:24:17 --> 00:24:20: developers

00:24:20 --> 00:24:23: can build those so much cheaper than we can public

00:24:23 --> 00:24:24: easements and trails and we can give them the impact

00:24:24 --> 00:24:27: fee credits.

00:24:27 --> 00:24:29: And what I have found, because they can build those

00:24:29 --> 00:24:33: cheaper, what they'll end up doing is they'll put a

00:24:33 --> 00:24:36: small dog park besides, you know, the public easement,

00:24:36 --> 00:24:39: they'll

00:24:39 --> 00:24:42: put more landscaping because they're not giving you the

00:24:42 --> 00:24:42: check

00:24:42 --> 00:24:45: and you don't know where it goes within the city.

00:24:45 --> 00:24:48: They're able to build to use that with on their

00:24:48 --> 00:24:50: property.

00:24:50 --> 00:24:53: Is there a requirement for them to spend it on

00:24:53 --> 00:24:55: site?

00:24:55 --> 00:24:57: The credit or no?

00:24:57 --> 00:25:00: No.

00:25:00 --> 00:25:03: So if the city receives the impact fees, we have

00:25:03 --> 00:25:06: to spend it in the area, but not specifically on

00:25:06 --> 00:25:09: the site.

00:25:09 --> 00:25:12: So when we talk to developers and say, you know,

00:25:12 --> 00:25:15: 160 flats, you're going to pay almost \$1,000,000 in impact

00:25:15 --> 00:25:18: fees when you could actually build that on your site,

00:25:18 --> 00:25:21: build a public park and an easement and we'll give

00:25:21 --> 00:25:24: you credits.

00:25:24 --> 00:25:27: It only adds value to their development because they're going

00:25:27 --> 00:25:30: to be able to sell on a public park, public

00:25:30 --> 00:25:33: trail.

00:25:33 --> 00:25:36: We've also had submitted in this past December, Portman

00:25:36 --> 00:25:39: Holdings

00:25:39 --> 00:25:42: has put this property under developments about 30 acres.

00:25:42 --> 00:25:45: They're going to keep one of the office buildings that's

00:25:45 --> 00:25:48: 130,000 square feet.

00:25:48 --> 00:25:51: They're adding 350 apartments as well as 80 townhomes.

00:25:51 --> 00:25:54: With this development, there'll be about \$3,000,000 in impact

00:25:54 --> 00:25:57: fees.

00:25:57 --> 00:26:00: So one of the projects that we will request that

00:25:42 --> 00:25:46: they build for credits is a pedestrian connection over to

00:25:46 --> 00:25:49: our 20 mile Big Creek Greenway.

00:25:49 --> 00:25:52: So there's no connection now and we would give those

00:25:52 --> 00:25:55: impact fees in order to have that that connection.

00:25:55 --> 00:26:00: Quick, quick question, was Portman Holdings, were they the owner

00:26:00 --> 00:26:03: of the entire office complex there at the time?

00:26:03 --> 00:26:05: So, so can you maybe talk about?

00:26:05 --> 00:26:07: Yeah, so I'll talk about, we actually went to visit

00:26:07 --> 00:26:11: Portman Holdings, went to their building that's that's on the

00:26:11 --> 00:26:15: Beltline and having those conversations with Portman and just seeing,

00:26:15 --> 00:26:17: you know, what a fantastic developer they are.

00:26:18 --> 00:26:20: We talked to them about would you like to come,

00:26:20 --> 00:26:23: you know, find something in Alpharetta that would be interesting

00:26:23 --> 00:26:24: to you.

00:26:24 --> 00:26:26: And at that time they said, well, what would you

00:26:26 --> 00:26:27: suggest?

00:26:27 --> 00:26:29: And that's when we showed them the small area plan.

00:26:30 --> 00:26:32: And we've done that on several different occasions where we

00:26:32 --> 00:26:34: actually go to the development community.

00:26:34 --> 00:26:37: And I know as part of that, you have to

00:26:37 --> 00:26:40: actually, you know, you have to have elected official support

00:26:40 --> 00:26:41: for that.

00:26:41 --> 00:26:44: So, you know, once we have a small area plan

00:26:44 --> 00:26:48: that is passed by the council, you know, they're they're

00:26:48 --> 00:26:52: in favor of us trying to seek development partners.

00:26:52 --> 00:26:54: For then they made a they made a private deal

00:26:54 --> 00:26:56: with whoever owned those assets at the time.

00:26:56 --> 00:26:56: Yes.

00:26:56 --> 00:27:00: So that absolutely they have it under contract, of course

00:27:00 --> 00:27:03: subject to rezoning and entitlements.

00:27:06 --> 00:27:08: Back up one, one more question.

00:27:08 --> 00:27:08: Yep.

00:27:08 --> 00:27:12: And on the approved residential, the 167 units, was that

00:27:12 --> 00:27:16: a similar type transaction where you identified a panel of

00:27:16 --> 00:27:19: of potential developers and did they then come in and

00:27:19 --> 00:27:23: work with the existing office owner to buy that or

00:27:23 --> 00:27:26: do the existing ownership of the office venture to build

00:27:26 --> 00:27:27: it?

00:27:27 --> 00:27:30: We have developers that come in all the time and

00:27:30 --> 00:27:33: say, you know, we're, we're trying to bring a product



00:27:33 --> 00:27:35: that's X like the stacked flats.

00:27:36 --> 00:27:39: Where would you suggest that we try, you know, to

00:27:39 --> 00:27:41: put a piece of property under contract?

00:27:41 --> 00:27:44: Because this was all done privately where they went to

00:27:45 --> 00:27:45: the the.

00:27:45 --> 00:27:48: Property, one of the challenges and and I don't know

00:27:48 --> 00:27:51: Tom, if you touch on that, I know Walter will

00:27:51 --> 00:27:53: talk about it in the next set of slides is,

00:27:53 --> 00:27:56: you know, the public agency can request and do overlays

00:27:56 --> 00:27:57: and small area plans.

00:27:58 --> 00:28:01: But as Edward Perry said in the opening session, a

00:28:01 --> 00:28:04: lot of these assets are owned by institutional investors who

00:28:04 --> 00:28:08: are just looking to make sure that they return capital.

00:28:08 --> 00:28:10: And, you know, we're not focused on community building.

00:28:11 --> 00:28:11: Right.

00:28:11 --> 00:28:13: And you can't put the plan together and then just

00:28:13 --> 00:28:14: put it on the shelf exactly.

00:28:14 --> 00:28:15: So you have to go out to.

00:28:15 --> 00:28:15: The evening.

00:28:15 --> 00:28:18: So I think one of the real interesting challenges, I

00:28:18 --> 00:28:21: don't know if you face it in other deals, Tom,

00:28:21 --> 00:28:24: is getting some of those institutional owners to get off

00:28:24 --> 00:28:24: the block.

00:28:25 --> 00:28:28: And I don't want to be specific about North Point

00:28:28 --> 00:28:31: Mall, which is also in Alpharetta, but there's a situation

00:28:31 --> 00:28:34: in North Point where the institutional owner is not getting

00:28:34 --> 00:28:34: off the block.

00:28:35 --> 00:28:37: Well, that's changed, but that'll be for the next panel.

00:28:38 --> 00:28:38: Right, the next panel.

00:28:39 --> 00:28:41: But but, but it's taken how many years to get?

00:28:41 --> 00:28:41: Them out 18 months.

00:28:41 --> 00:28:44: It's taken 18 months to get 18 block months.

00:28:45 --> 00:28:47: And, you know, just as an aside, I told Kathy,

00:28:48 --> 00:28:50: you know, 35 years ago, almost 40 years ago, one

00:28:50 --> 00:28:53: of the first projects I worked on was up in

00:28:53 --> 00:28:53: Windward.

00:28:54 --> 00:28:56: And there was a decision with Mobile Land to sell

00:28:56 --> 00:28:59: the dirt to AT&T for the data center and the

00:28:59 --> 00:29:02: headquarters and not to do a regional mall at Windward

00:29:02 --> 00:29:03: Parkway.

00:29:04 --> 00:29:05: The mall went to North Point.

00:29:05 --> 00:29:06: And boy, 40 years later, are we happy?

00:29:06 --> 00:29:07: Yeah.

00:29:07 --> 00:29:09: So anyway, and I'll just close with this too.

00:29:09 --> 00:29:10: We're not finished with this.

00:29:10 --> 00:29:12: This is just the start of this.

00:29:13 --> 00:29:17: We also have other properties that are under contract within

00:29:17 --> 00:29:18: that 155 acres.

00:29:18 --> 00:29:19: But it's a great start.

00:29:20 --> 00:29:22: And I think that, you know, if the local municipality

00:29:22 --> 00:29:25: can put money into other projects, you're showing the development

00:29:26 --> 00:29:28: community that you have skin in the game and you

00:29:28 --> 00:29:30: think it's a great place to invest and for people

00:29:30 --> 00:29:31: to to live.

00:29:32 --> 00:29:35: One other question, how active was Georgia State in the

00:29:35 --> 00:29:38: at the state level in the process of either helping

00:29:39 --> 00:29:42: to recruit the developers or being supportive with the city?

00:29:42 --> 00:29:43: What?

00:29:43 --> 00:29:45: Because you've got local, then you've got state and different

00:29:45 --> 00:29:46: governmental organization.

00:29:46 --> 00:29:47: Right.

00:29:47 --> 00:29:50: Everything that we put together for the small area plan,

00:29:50 --> 00:29:53: every developer that we spoke to, they were always involved

00:29:53 --> 00:29:55: to make sure that we're bringing to that area what

00:29:55 --> 00:29:56: they want to see.

00:29:58 --> 00:29:58: Got it.

00:30:03 --> 00:30:07: As I mentioned before, we're we practice nationally and I

00:30:07 --> 00:30:10: think one of the things that that does for our

00:30:10 --> 00:30:14: firm is that it brings all of that experience from

00:30:14 --> 00:30:17: complex markets into a lot of the high growth suburb

00:30:17 --> 00:30:21: suburban markets that that we're being asked to design up

00:30:21 --> 00:30:22: for our clients for.

00:30:24 --> 00:30:27: You'd see here is just a quick couple slides about

00:30:28 --> 00:30:31: the diversity of, of design that, that we use to

00:30:31 --> 00:30:36: kind of promote quality communities and that includes some walkability

00:30:36 --> 00:30:40: in the top upper images as well as amenitized communities

00:30:40 --> 00:30:42: in in the bottom images.

00:30:42 --> 00:30:44: And what I'm, what I'm going to do for the

00:30:44 --> 00:30:47: next couple of minutes is just kind of talk through

00:30:47 --> 00:30:49: a handful of projects and how we got involved in

00:30:49 --> 00:30:49: them.

00:30:50 --> 00:30:55: Not specifically to talk about any, any design element particularly,

00:30:55 --> 00:30:59: but how we helped the local jurisdiction and our clients  
 00:30:59 --> 00:31:03: sort of meet in the middle and add value to  
 00:31:03 --> 00:31:07: everybody's goals as part of the, the, the zoning process.  
 00:31:07 --> 00:31:10: And it's hard to be in a conversation like this  
 00:31:10 --> 00:31:13: and not talk about zoning and, and policy and how,  
 00:31:13 --> 00:31:17: especially in high growth suburban markets that it's a lacking  
 00:31:17 --> 00:31:21: or a lagging factor in getting good quality communities  
 00:31:21 --> 00:31:22: designed  
 00:31:21 --> 00:31:22: and developed.  
 00:31:23 --> 00:31:25: So what we always try to do is get engaged  
 00:31:25 --> 00:31:26: early.  
 00:31:26 --> 00:31:29: We want to, for every opportunity that we have, we  
 00:31:29 --> 00:31:33: reach out directly to the local jurisdiction and ask them  
 00:31:33 --> 00:31:35: what's behind their zoning.  
 00:31:35 --> 00:31:40: Zoning often restricts development, sometimes from just pure  
 00:31:40 --> 00:31:43: Nimbyism, but  
 00:31:44 --> 00:31:49: a lot of times to restrict impact on infrastructure.  
 00:31:49 --> 00:31:51: So understanding their underlying reasons for the zoning  
 00:31:51 --> 00:31:55: regulations really  
 00:31:55 --> 00:31:57: helps us go back to the client, go back to  
 00:31:58 --> 00:32:01: the to the community to understand how can we all  
 00:32:01 --> 00:32:05: achieve the greatest outcome from this.  
 00:32:05 --> 00:32:08: This particular project in Riverhead, NY, which is on the  
 00:32:08 --> 00:32:12: eastern end of Long Island, not not accustomed to  
 00:32:12 --> 00:32:17: development  
 00:32:17 --> 00:32:23: at all, but it's a large parcel over 200 acres.  
 00:32:23 --> 00:32:25: What you don't see left of the image on the  
 00:32:26 --> 00:32:28: screen is about 170 acres that's currently zoned for single  
 00:32:28 --> 00:32:31: family development, roughly little, little less than one Ute one  
 00:32:31 --> 00:32:34: house per acre.  
 00:32:34 --> 00:32:37: So what we did is we, we looked at the  
 00:32:37 --> 00:32:39: existing zoning on it and, and realized that, you know,  
 00:32:39 --> 00:32:41: if we, if we followed the current zoning, we would  
 00:32:41 --> 00:32:44: have ended up with over 2,000,000 square feet of impervious  
 00:32:44 --> 00:32:47: surface.  
 00:32:48 --> 00:32:50: So we went back to the town and asked, you  
 00:32:50 --> 00:32:51: know, is this really what you want?  
 00:32:51 --> 00:32:53: I mean, you're, you've, you've asked the, the developer to  
 00:32:53 --> 00:32:56: come in and, and over develop all this land.  
 00:32:56 --> 00:32:59: So we learned from them that that's, that's not really  
 00:32:59 --> 00:33:02: what they wanted to do.  
 00:33:02 --> 00:33:05: They were just trying to limit the, the overall impact.  
 00:33:05 --> 00:33:08: So we've worked with them to move the zoning line

00:32:56 --> 00:33:00: on the higher density portion WA little bit, but then

00:33:00 --> 00:33:03: aggregate all of the density from the lower density portion

00:33:03 --> 00:33:06: onto the higher density portion of it.

00:33:06 --> 00:33:09: At the end of the day, we end up with

00:33:09 --> 00:33:13: six acres less of impervious surface and increase the density

00:33:13 --> 00:33:14: by 200 units.

00:33:15 --> 00:33:18: So really, really great success story here.

00:33:20 --> 00:33:21: Site diagrams.

00:33:21 --> 00:33:22: We saw some site diagrams earlier.

00:33:22 --> 00:33:25: You know, we use the existing natural features and unnatural

00:33:25 --> 00:33:28: features to kind of describe how the site could be

00:33:28 --> 00:33:31: developed, which made the story really easy to kind of

00:33:31 --> 00:33:32: hang on to.

00:33:32 --> 00:33:36: This is an existing amenity rich location and how do

00:33:36 --> 00:33:40: we how do we take the most advantage of it?

00:33:42 --> 00:33:45: Talked a little bit about housing typologies from some of

00:33:45 --> 00:33:48: the previous case studies here we're promoting the same

00:33:48 --> 00:33:53: thing.

00:33:48 --> 00:33:53: We believe in in in quality communities really rely on

00:33:53 --> 00:33:55: mixed income housing typology.

00:33:55 --> 00:34:00: So here we've got some cottages, townhouses, stacked flats,

00:34:00 --> 00:34:04: apartments

00:34:00 --> 00:34:04: both for sale and for rent, allowing for lots of

00:34:04 --> 00:34:09: opportunity for ownership and rentership in a community

00:34:09 --> 00:34:11: that's really

00:34:09 --> 00:34:11: not accustomed to you.

00:34:11 --> 00:34:15: Know one thing we might add about that market right

00:34:15 --> 00:34:18: is and Ron, you know better than anyone being on

00:34:18 --> 00:34:22: Long Island that the housing pressure there is so significant

00:34:22 --> 00:34:26: because nothing's been built really in the last 20-30 years,

00:34:26 --> 00:34:27: can't get the zoning.

00:34:27 --> 00:34:31: So when we start thinking about the policies and practice

00:34:31 --> 00:34:34: a case study like this, being to deliver 800 units

00:34:34 --> 00:34:36: into a market, to be able to overcome that and

00:34:37 --> 00:34:39: to deliver, it is not just a win for the

00:34:39 --> 00:34:42: developer, but it's just a huge win for the community.

00:34:42 --> 00:34:43: Yeah, yeah.

00:34:43 --> 00:34:45: Which you can't be overstated in these markets that are

00:34:45 --> 00:34:46: supply constrained.

00:34:46 --> 00:34:46: No.

00:34:46 --> 00:34:49: And, and the, the, the best outcome of that is

00:34:49 --> 00:34:52: exactly what's happening is the planning department believes

00:34:49 --> 00:34:52: in the

00:34:52 --> 00:34:55: story, believes in, in the outcome of this and is

00:34:55 --> 00:34:58: working with us to do the outreach directly instead of

00:34:58 --> 00:35:00: putting it on the developer to do it.

00:35:00 --> 00:35:03: And you know, they, they take on some of the,

00:35:03 --> 00:35:06: some of the responsibility of getting it, getting it through

00:35:07 --> 00:35:08: the approval process.

00:35:08 --> 00:35:09: Great point.

00:35:10 --> 00:35:14: Similar story here in in in Connecticut suburb of New

00:35:14 --> 00:35:18: Haven, it's a large office park that is we're all

00:35:18 --> 00:35:20: familiar office isn't doing so well.

00:35:21 --> 00:35:24: So it's it's under leased, underutilized.

00:35:25 --> 00:35:29: We went and worked directly with the city to allocate,

00:35:29 --> 00:35:33: reallocate a bunch of the leases into two of the

00:35:33 --> 00:35:38: five existing office buildings and then that freed up 60%

00:35:38 --> 00:35:41: of the site for future development.

00:35:42 --> 00:35:46: The story is, is that the impact the the original

00:35:46 --> 00:35:51: impact from a 500,000 square foot office park was far

00:35:51 --> 00:35:56: greater than the impact of putting 500 new apartment units

00:35:56 --> 00:36:00: on 60% of the site while maintaining the the office

00:36:00 --> 00:36:01: use in it.

00:36:01 --> 00:36:05: So this happens really uniquely in Connecticut where you get

00:36:05 --> 00:36:08: these mixed office parks, but we're seeing more and more

00:36:08 --> 00:36:09: of it throughout.

00:36:10 --> 00:36:12: Again, similar to what what I said before on the

00:36:12 --> 00:36:14: previous project, we like a mix of housing types.

00:36:14 --> 00:36:19: So we've got age targeted higher density housing on this

00:36:19 --> 00:36:19: site.

00:36:20 --> 00:36:26: We've got enclosed corridor, highly amenitized compact

00:36:26 --> 00:36:26: apartment housing on

00:36:26 --> 00:36:26: it.

00:36:27 --> 00:36:29: And then we also have garden three and four story

00:36:29 --> 00:36:31: garden unit apartments on the same site.

00:36:31 --> 00:36:36: So again, promoting that diversity of housing typologies in

00:36:36 --> 00:36:40: Alpharetta,

00:36:36 --> 00:36:40: we've, we've, we've worked on this master plan community

00:36:40 --> 00:36:43: and

00:36:40 --> 00:36:43: one of the, the signature stories here is, is really

00:36:43 --> 00:36:48: just understanding what the city wanted and understanding

00:36:43 --> 00:36:48: that it

00:36:48 --> 00:36:51: was all about having common public open space as part

00:36:51 --> 00:36:52: of the development.

00:36:53 --> 00:36:55: So and on this one, we had to sell the

00:36:55 --> 00:36:58: was it 15 foot wide townhomes or 14 foot?

00:36:58 --> 00:36:58: Yeah, right.

00:36:59 --> 00:36:59: Right.

00:36:59 --> 00:36:59: So that's enough.

00:36:59 --> 00:37:00: Yeah.

00:37:00 --> 00:37:02: I wanted Kathy to comment on that because that's another

00:37:02 --> 00:37:05: example where the product didn't exist right in the local

00:37:05 --> 00:37:05: market.

00:37:05 --> 00:37:07: So how did you go about getting that approved and

00:37:08 --> 00:37:10: how did you deal with your Fire Chief and all

00:37:10 --> 00:37:12: the other guys who kind of control?

00:37:12 --> 00:37:15: I had a lot of the employees that said, do

00:37:15 --> 00:37:18: you know that this is only 1515 feet wide?

00:37:18 --> 00:37:18: Yeah.

00:37:18 --> 00:37:21: And I'm like, yes, we know, but they went off

00:37:21 --> 00:37:23: site, some of the City Council did, to go look

00:37:23 --> 00:37:26: at an actual unit in Atlanta so that they would

00:37:26 --> 00:37:27: know what that looks like.

00:37:27 --> 00:37:30: Because a lot of it is, you know, like you

00:37:30 --> 00:37:33: talked about earlier, if they can see an example, they're

00:37:33 --> 00:37:33: OK.

00:37:33 --> 00:37:36: You know, you show them a mixed-use with even Avalon

00:37:37 --> 00:37:39: and you know, it's 100 units per acre.

00:37:39 --> 00:37:42: Then when you look at it, people love it, you

00:37:42 --> 00:37:44: know, But I think examples are really big.

00:37:47 --> 00:37:51: And so this is under construction now and the commercial

00:37:51 --> 00:37:55: part of the the horizontal mixed-use is on deck to

00:37:55 --> 00:38:00: be completed in the next phase station yards from Kokomo.

00:38:00 --> 00:38:02: This is a really interesting, interesting story.

00:38:02 --> 00:38:06: So instead of working directly for the developer with the

00:38:06 --> 00:38:11: local agency in order to navigate the zoning pitfalls, this

00:38:11 --> 00:38:15: project goes back over 15 years where we worked directly

00:38:15 --> 00:38:19: with the town of Brookhaven to write a form based

00:38:19 --> 00:38:23: code as an overlay to what is largely an industrial

00:38:23 --> 00:38:25: mixed-use area.

00:38:25 --> 00:38:26: No, no, it's not really mixed-use.

00:38:26 --> 00:38:30: An industrial area adjacent to a major rail station on

00:38:30 --> 00:38:32: the Long Island Railway.

00:38:33 --> 00:38:37: So we, we help them sort of develop this is

00:38:38 --> 00:38:39: over 50 acres.

00:38:39 --> 00:38:42: We help them kind of create a road map to

00:38:42 --> 00:38:47: develop the 50 acres in multiple phases, 10 acres at

00:38:47 --> 00:38:50: a time, entitling it for over 5000 units and a

00:38:51 --> 00:38:53: million square feet of, of retail.

00:38:54 --> 00:38:57: And then we work directly for the master developer who

00:38:57 --> 00:39:00: got the rights to the project to, to bring it

00:39:00 --> 00:39:01: to life.

00:39:01 --> 00:39:04: So we just opened up the second phase of this,

00:39:04 --> 00:39:07: which includes this town square on a mixed-use sort of

00:39:08 --> 00:39:13: concentrated corridor directly adjacent to the Long Island railway station.

00:39:13 --> 00:39:17: The the first phase opened a couple years ago, but

00:39:17 --> 00:39:20: it's largely a single use, multi family deal.

00:39:20 --> 00:39:23: But again, it included a a mix of housing types.

00:39:24 --> 00:39:26: And you make the note here that you use form

00:39:26 --> 00:39:27: based code, yes.

00:39:27 --> 00:39:30: So in your view, and this is for any of

00:39:30 --> 00:39:34: you here, I'm curious to what extent you think that

00:39:34 --> 00:39:38: ultimately is a go forward strategy into where does it

00:39:38 --> 00:39:41: work and where does it not work?

00:39:41 --> 00:39:44: Because there was a big wave over like, you know,

00:39:44 --> 00:39:47: a 15 year old project where everything needs to be

00:39:47 --> 00:39:50: FBCFBC, But then the implications of building it were very

00:39:50 --> 00:39:51: problematic in some cases.

00:39:52 --> 00:39:52: Right.

00:39:52 --> 00:39:55: I, I think the form based code at this time

00:39:55 --> 00:39:58: satisfied the same goals of like what a small area

00:39:58 --> 00:40:02: plan would be or downtown overlay zoning district would be.

00:40:02 --> 00:40:04: It was, it was a way for the town of

00:40:04 --> 00:40:08: Brookhaven and the community to understand what, what will come

00:40:08 --> 00:40:11: of this project once it starts to become a reality.

00:40:12 --> 00:40:15: It's a little bit more diagrammatic and easier to understand.

00:40:15 --> 00:40:17: It's you know, it's going to be a five story

00:40:17 --> 00:40:17: building.

00:40:17 --> 00:40:19: It's going to have this much ground floor retail.

00:40:20 --> 00:40:22: This is what the sidewalks are going to look like.

00:40:22 --> 00:40:25: And I think it it, it's just a, it's just

00:40:25 --> 00:40:28: another tool in the, in the toolbox in getting large

00:40:28 --> 00:40:32: developments approved from the community side.

00:40:36 --> 00:40:38: We're also very involved in, in workforce housing.

00:40:39 --> 00:40:41: This one particular client, I, I put this up because

00:40:41 --> 00:40:43: we're talking about high growth suburbs.

00:40:43 --> 00:40:46: Again, one of the, one of the strong parts about

00:40:46 --> 00:40:50: high growth suburbs is they're filling a housing need for

00:40:50 --> 00:40:52: a lot of people that need it.

00:40:52 --> 00:40:56: That middle, middle market housing typology that we've all been

00:40:56 --> 00:40:58: talking about for over 20 years.

00:40:59 --> 00:41:01: One of the things that we do with our, our

00:41:01 --> 00:41:03: clients that are doing workforce housing is we, we look

00:41:03 --> 00:41:04: at a kit of parts.

00:41:04 --> 00:41:07: So for all of our projects, we, we try to

00:41:07 --> 00:41:11: make them as scalable and quick to market as you

00:41:11 --> 00:41:12: could possibly get.

00:41:13 --> 00:41:16: So when you find a good site, the demand is

00:41:16 --> 00:41:17: already there.

00:41:17 --> 00:41:19: So it's kind of like student housing.

00:41:19 --> 00:41:21: You want to execute it as quickly as you can

00:41:21 --> 00:41:23: to satisfy that that demand.

00:41:23 --> 00:41:27: So having scalable kit apart, easy to execute and bring

00:41:28 --> 00:41:31: it to the market is, is really part of our

00:41:31 --> 00:41:33: mindset on workforce housing.

00:41:34 --> 00:41:35: And then I'll end with this one.

00:41:37 --> 00:41:38: This is an interesting story.

00:41:38 --> 00:41:40: So this is a this is the end result of

00:41:41 --> 00:41:44: what the what a city, a suburban city took upon

00:41:44 --> 00:41:48: themselves as they they actually took on the role of

00:41:48 --> 00:41:49: the developer.

00:41:49 --> 00:41:51: They had a Co sponsored developer.

00:41:51 --> 00:41:54: But the city of New Rochelle, which is a suburb

00:41:54 --> 00:41:56: about 1/2 hour north of New York City, largely A2

00:41:57 --> 00:42:00: and three Storey downtown Main Street kind of community that

00:42:00 --> 00:42:03: was also on a rail line directly connected to New

00:42:03 --> 00:42:06: York City, realized that they had a growing demand for

00:42:06 --> 00:42:08: housing, especially affordable housing.

00:42:09 --> 00:42:13: And they took it upon themselves to go directly to

00:42:13 --> 00:42:17: the county and to the state for full entitlement for

00:42:17 --> 00:42:19: a downtown overlay district.

00:42:20 --> 00:42:25: And that included going through the full impact study of,

00:42:25 --> 00:42:31: you know, traffic and schools and environment and basically creating

00:42:31 --> 00:42:36: a, a, an allocation program for developers to then come

00:42:36 --> 00:42:40: in, assemble their own lots and then draw off of

00:42:40 --> 00:42:43: that pre pre pre approved allocation.

00:42:44 --> 00:42:48: Our particular role in this project, our client had two

00:42:48 --> 00:42:52: lots that included a corner and they wanted a certain



00:42:52 --> 00:42:56: number of affordable housing units, 160 a 170 units roughly.

00:42:57 --> 00:43:01: We helped them evaluate the value of adding adjacent lots

00:43:01 --> 00:43:05: in order to increase the density to hit their affordable

00:43:05 --> 00:43:09: housing target which resulted in a 30 story 477 unit

00:43:09 --> 00:43:13: high rise building using what the city took upon themselves

00:43:13 --> 00:43:18: of doing the hard work of getting development pre approved.

00:43:18 --> 00:43:18: Right.

00:43:18 --> 00:43:21: So what's interesting is and we as part of our

00:43:21 --> 00:43:25: our suburban development redevelopment Council last year, we all went

00:43:25 --> 00:43:28: up there in rainy day hard hat tour taking a

00:43:28 --> 00:43:30: look at what was happening.

00:43:30 --> 00:43:32: And I was that happened to be in New Rochelle

00:43:32 --> 00:43:34: about two weeks ago for something else and went by

00:43:34 --> 00:43:35: and it's coming on tremendously.

00:43:35 --> 00:43:38: The rest of the downtown, I would argue is not

00:43:38 --> 00:43:41: no, but however, but you can start to see some

00:43:41 --> 00:43:43: more signs up yes.

00:43:43 --> 00:43:46: So so this is a has been a catalyst.

00:43:46 --> 00:43:49: It has and it's so successful that the city went

00:43:49 --> 00:43:53: back and went through the process again with a lot

00:43:53 --> 00:43:57: less friction to get more density pre pre approved.

00:43:57 --> 00:44:00: So they they're, they're rolling out the the development process

00:44:00 --> 00:44:01: to make it easier for a.

00:44:01 --> 00:44:03: Lot of So what we've talked about and by the

00:44:03 --> 00:44:05: way for questions, there's a microphone here and there.

00:44:05 --> 00:44:06: We want to kind of open this up.

00:44:06 --> 00:44:09: We're going to have a little dialogue now I should

00:44:09 --> 00:44:11: also mention the slides I think are going to be

00:44:11 --> 00:44:12: available on the website.

00:44:12 --> 00:44:15: So you'll have all that to to go as well.

00:44:15 --> 00:44:18: The what what what struck me as we were organizing

00:44:18 --> 00:44:20: this and then listening to the comments is there is

00:44:20 --> 00:44:23: a continuum and, and sort of like an overlapping continuum

00:44:23 --> 00:44:24: or Venn diagram.

00:44:24 --> 00:44:25: We don't talk about it.

00:44:25 --> 00:44:28: The role of the developer and the role of the

00:44:28 --> 00:44:32: public agency in which one takes the lead at what

00:44:32 --> 00:44:34: point in the process?

00:44:34 --> 00:44:37: And and I was going to ask Tom with the

00:44:37 --> 00:44:41: project Acadia, where were the biggest obstacles in that process?

00:44:41 --> 00:44:44: You talked about partnership with different groups, but there there

00:44:44 --> 00:44:45: were definitely pitfalls.

00:44:45 --> 00:44:47: So where might those?

00:44:48 --> 00:44:49: What were the lessons learned there?

00:44:49 --> 00:44:52: Yeah, I think, I think there was 2 lessons learned

00:44:52 --> 00:44:53: there that kind of come to mind.

00:44:54 --> 00:44:57: One was the small area plan process.

00:44:58 --> 00:45:01: I think I mentioned when done right, it's really helpful

00:45:01 --> 00:45:02: to develop development community.

00:45:03 --> 00:45:05: But I do think that, you know, the public, you

00:45:05 --> 00:45:08: know, the town is the one leading that process.

00:45:09 --> 00:45:12: And that process is, is similar to rezoning outside of

00:45:12 --> 00:45:14: the fact that they're not going to actually change the,

00:45:14 --> 00:45:17: the, the land use and the zoning underlying districts.

00:45:18 --> 00:45:19: But they go out into the neighborhood.

00:45:19 --> 00:45:22: And sometimes I think when it's the town leading the

00:45:23 --> 00:45:27: process and there's no developer there with them, sometimes the

00:45:27 --> 00:45:29: neighbors maybe don't think it's as real.

00:45:30 --> 00:45:33: And so they might provide feedback, but maybe not as

00:45:33 --> 00:45:36: many people show up to the community meeting.

00:45:37 --> 00:45:40: And so on that front end, really expressing that what

00:45:40 --> 00:45:43: a small area plan is and the fact that once

00:45:43 --> 00:45:46: we put this out into the community, developers are going

00:45:46 --> 00:45:49: to show up that have an aligned vision here and

00:45:49 --> 00:45:52: really try to implement that, which is I think the

00:45:52 --> 00:45:55: overall goal, especially if you're trying to revitalize an area

00:45:55 --> 00:45:58: or, or put out a vision to develop a large

00:45:58 --> 00:46:00: piece of of land within a town.

00:46:00 --> 00:46:03: I think is, is, is very important because the biggest

00:46:03 --> 00:46:06: channel, one of the biggest hurdles we found is we

00:46:06 --> 00:46:10: were actually very aligned from the front with the town's

00:46:10 --> 00:46:13: vision that they put out, right, an innovative mixed-use community

00:46:13 --> 00:46:16: that was that was going to leave a positive impact

00:46:16 --> 00:46:18: on the surrounding neighborhood.

00:46:18 --> 00:46:21: But what we didn't have alignment with was the neighbors.

00:46:21 --> 00:46:24: And I mentioned it a little bit, but in today's

00:46:24 --> 00:46:28: day and age, like disinformation, misinformation or opposition can spread

00:46:28 --> 00:46:32: so quickly because of social media, whether it's Facebook next

00:46:32 --> 00:46:36: door and really having that communication plan, which I'll say  
00:46:36 --> 00:46:37: lessons learned from us.  
00:46:37 --> 00:46:39: We didn't have that website set up on the front  
00:46:39 --> 00:46:40: end.  
00:46:40 --> 00:46:42: So we had to backpedal a little bit and get  
00:46:42 --> 00:46:43: that set up pretty quickly.  
00:46:43 --> 00:46:46: On a rezoning that we just did here recently this  
00:46:46 --> 00:46:48: and got approved here in December.  
00:46:48 --> 00:46:50: We actually set up all that framework now on the  
00:46:50 --> 00:46:53: front end where we we built a website, we put  
00:46:53 --> 00:46:56: frequently asked questions, we talk about the vision, we get  
00:46:56 --> 00:46:59: the plans and the elevations so that folks can see  
00:46:59 --> 00:47:02: that we're actually developing a quality development in  
combination with  
00:47:03 --> 00:47:03: the town.  
00:47:03 --> 00:47:05: Yeah, how about for you, Kathy?  
00:47:05 --> 00:47:08: Pitfalls or obstacles that you didn't expect along the way.  
00:47:09 --> 00:47:12: We haven't had any obstacles yet, but I have found  
00:47:12 --> 00:47:16: that I think somebody mentioned it earlier, you know, if  
00:47:16 --> 00:47:19: you have examples then people are OK with it.  
00:47:19 --> 00:47:22: And we already have several mixed-use developments in  
Alpharetta.  
00:47:22 --> 00:47:24: So I think that that has something that has helped  
00:47:24 --> 00:47:24: us.  
00:47:24 --> 00:47:27: And I also know we can't have too many projects  
00:47:27 --> 00:47:29: going on at the same time or we lose, you  
00:47:29 --> 00:47:31: know, the support of the public.  
00:47:31 --> 00:47:35: So it's something it's slower than we would like, but  
00:47:35 --> 00:47:38: it but it is something that we've been able to  
00:47:38 --> 00:47:40: get the public on board.  
00:47:40 --> 00:47:42: It was funny, at one of the citizen zoning meetings,  
00:47:42 --> 00:47:45: I had one of the somebody from the public just  
00:47:45 --> 00:47:45: walk up casually.  
00:47:45 --> 00:47:47: I only had like one person there.  
00:47:47 --> 00:47:49: Nobody wants to comment on it, you know, And he,  
00:47:50 --> 00:47:52: he said, well, I think we have too many apartments  
00:47:52 --> 00:47:54: that they're requesting.  
00:47:54 --> 00:47:55: And I said, well, why?  
00:47:55 --> 00:47:56: What's wrong with that?  
00:47:56 --> 00:47:58: And he said, well, maybe there's nothing wrong with that.  
00:47:58 --> 00:47:59: And that was it.  
00:47:59 --> 00:48:00: And it was like, I never heard it.

00:48:00 --> 00:48:02: And but I'm just like, why, you know.

00:48:03 --> 00:48:05: And so it it, we haven't had a lot of

00:48:05 --> 00:48:07: pushback, but I think it's because we've had success at

00:48:07 --> 00:48:10: other mixed-use developments in Alpharetta.

00:48:10 --> 00:48:13: So another thing to Throtten is that in a lot

00:48:13 --> 00:48:17: of the big urban projects that we all work on

00:48:17 --> 00:48:22: the public finance side, the tax increment funding, leverage of

00:48:22 --> 00:48:27: private to public dollars, etcetera, is a big, big impact

00:48:27 --> 00:48:31: on getting the project done, getting it started.

00:48:32 --> 00:48:36: And I'm wondering, Kathy, was there a conversation around the

00:48:36 --> 00:48:41: changing tax base that resonated with any of your constituents?

00:48:41 --> 00:48:44: Was it on the mind of the City Council or

00:48:44 --> 00:48:47: your colleagues at the city, given the fact that office

00:48:47 --> 00:48:51: was not performing and valuations might be dropping and replacing

00:48:51 --> 00:48:52: it?

00:48:52 --> 00:48:56: Was there a fiscal story that was part of the

00:48:56 --> 00:48:56: plan?

00:48:57 --> 00:49:00: Well, we looked at Brookside because it had a high

00:49:00 --> 00:49:00: vacancy.

00:49:00 --> 00:49:03: I mean, we have vacancy around 22% within the city

00:49:03 --> 00:49:05: of Alpharetta and this had the highest.

00:49:06 --> 00:49:08: But as much as I try to talk to our

00:49:08 --> 00:49:11: finance director about you need to start looking at this,

00:49:11 --> 00:49:12: what this is going to do to valuations.

00:49:13 --> 00:49:15: You know, there's no panic about it.

00:49:15 --> 00:49:17: They're waiting to see if that comes back.

00:49:17 --> 00:49:20: But we're very proactive with redevelopment.

00:49:20 --> 00:49:22: We proved I was looking at, we had 500 houses

00:49:22 --> 00:49:26: last year that were approved through zoning and all of

00:49:26 --> 00:49:28: those were on commercial property.

00:49:28 --> 00:49:32: They weren't typical, you know, residentially zoned nor did the

00:49:32 --> 00:49:34: future land use show residential.

00:49:34 --> 00:49:37: So we're shifting that, you know, and and we were

00:49:37 --> 00:49:39: actually looking at that before 2020.

00:49:39 --> 00:49:41: We knew that we were going to have to start

00:49:41 --> 00:49:44: amenitizing and changing what our office parks look like.

00:49:44 --> 00:49:45: So we'll, we'll continue.

00:49:45 --> 00:49:46: But it wasn't.

00:49:46 --> 00:49:48: And how about for you Tom in in your work?

00:49:48 --> 00:49:51: Yeah, I think Katie and Matthews it, it wasn't really  
00:49:51 --> 00:49:54: a big part of the story or the public process.  
00:49:54 --> 00:49:57: I think mainly probably because it was raw land.  
00:49:57 --> 00:50:00: So, you know, we were paying, you know, 150,000 was  
00:50:00 --> 00:50:01: the current taxes.  
00:50:01 --> 00:50:03: And I think when you're done, it's going to be  
00:50:03 --> 00:50:06: somewhere between 1.5, 5 and 2 million in tax base.  
00:50:06 --> 00:50:09: And I think everyone understood that the project would  
00:50:09 --> 00:50:11: create  
00:50:11 --> 00:50:13: this additional tax base.  
00:50:13 --> 00:50:15: I think in this community as well as the other  
00:50:15 --> 00:50:18: community I mentioned that we just finished rezoning in.  
00:50:18 --> 00:50:21: One of the keys though, is we're going through this  
00:50:21 --> 00:50:24: public approval process with the electeds is I think if  
00:50:24 --> 00:50:27: you're, if you're touting that in your public meetings, it  
00:50:27 --> 00:50:30: almost sometimes gives your neighbors or your opposition  
00:50:30 --> 00:50:31: the ability  
00:50:31 --> 00:50:33: to say, hey, you're only approving this because you want  
00:50:33 --> 00:50:36: additional tax base.  
00:50:36 --> 00:50:39: And yes, it, it, it's important, right?  
00:50:39 --> 00:50:41: It, it's an important aspect of being able to have  
00:50:41 --> 00:50:43: the funds to make other improvements within the community.  
00:50:43 --> 00:50:45: But I think you just have to be careful about  
00:50:45 --> 00:50:46: how you go about talking about it as you go  
00:50:46 --> 00:50:49: through the entitlement process.  
00:50:49 --> 00:50:53: Itself totally makes sense.  
00:50:53 --> 00:50:56: That's what I brought up in the How about job  
00:50:56 --> 00:50:59: impact, Employment growth and, and jobs for local, because  
00:51:00 --> 00:51:01: what  
00:51:01 --> 00:51:05: we again, what we see in urban settings is that  
00:51:05 --> 00:51:06: the economic benefits story is super, super important in the  
00:51:07 --> 00:51:09: entitlement process.  
00:51:09 --> 00:51:13: The job creation story is super, super important and it's  
00:51:13 --> 00:51:16: out there out front.  
00:51:16 --> 00:51:18: But we were saying in your suburban quote, UN quote  
00:51:18 --> 00:51:20: high growth suburban context, those are not as important.  
00:51:20 --> 00:51:21: But how about jobs?  
00:51:21 --> 00:51:23: Well, I think it, we're working on both.  
00:51:23 --> 00:51:26: You know, if we, if people are working from home  
00:51:26 --> 00:51:29: and they're working hybrid, we want to create a great  
00:51:29 --> 00:51:32: place where they want to live.  
00:51:32 --> 00:51:35: So that's important to us to put money into the  
00:51:35 --> 00:51:38: parks and, and where people are are going to live

00:51:26 --> 00:51:29: and trail systems and make it connected.

00:51:29 --> 00:51:32: It's also OK to right size our office market at

00:51:32 --> 00:51:33: the same time.

00:51:33 --> 00:51:36: So we are trying to get that balance and we

00:51:36 --> 00:51:38: and I do think that eventually you'll have more people

00:51:38 --> 00:51:41: back in the office, but hybrid is going to be

00:51:41 --> 00:51:42: here to stay.

00:51:43 --> 00:51:44: So so we want, we want both.

00:51:45 --> 00:51:46: Great question.

00:51:46 --> 00:51:48: Can you tell us your name, where you're from?

00:51:48 --> 00:51:51: Yes, Lee Cooley, Scottsdale Realtors Association.

00:51:52 --> 00:51:55: We have a great need for workforce housing and a

00:51:55 --> 00:51:58: great pushback from City Council on anything with density at

00:51:58 --> 00:52:01: all really, unless it's a a multi story condos to

00:52:01 --> 00:52:04: the north of town that they're willing to sign off

00:52:05 --> 00:52:07: on so they don't have to look at it.

00:52:08 --> 00:52:12: Are there any 2 story solutions to workforce housing or

00:52:12 --> 00:52:16: are we just wishing for that dream to come true?

00:52:18 --> 00:52:18: Yeah.

00:52:18 --> 00:52:21: I mean I think there's, there certainly are two-story solutions

00:52:21 --> 00:52:22: to that.

00:52:23 --> 00:52:27: We've we're we're doing a a handful of single family

00:52:27 --> 00:52:31: SFR types, large sites ranging from 30 to 80 acres

00:52:31 --> 00:52:35: and they often include a mix of housing types including

00:52:36 --> 00:52:38: like stacked flats two over ones.

00:52:39 --> 00:52:42: So I do think there are examples of being able

00:52:42 --> 00:52:42: to do it.

00:52:43 --> 00:52:46: The the collateral to that is, is just lower density.

00:52:46 --> 00:52:46: I'm.

00:52:48 --> 00:52:51: Just going to click the next slide because the last

00:52:51 --> 00:52:52: one, any other.

00:52:52 --> 00:52:52: Yep.

00:52:52 --> 00:52:53: Yeah, go ahead.

00:52:54 --> 00:52:55: Joe Perry from Kansas City.

00:52:55 --> 00:52:58: I've worked on a number of high growing suburban things

00:52:59 --> 00:52:59: in the past.

00:53:00 --> 00:53:02: Been working in urban Kansas City for the last 15

00:53:02 --> 00:53:03: years.

00:53:03 --> 00:53:07: Question was we always had difficulty getting advocates in

00:53:07 --> 00:53:11: urban and suburban projects that have the little hair and

00:53:11 --> 00:53:13: controversy on them to show up and talk.

00:53:14 --> 00:53:16: I'd love to hear your success stories in more detail  
00:53:16 --> 00:53:19: in that regard because we could all use that advice.  
00:53:19 --> 00:53:23: So when you mention advocates, you mean community members or  
00:53:23 --> 00:53:27: lecture project people that understand what the benefits are.  
00:53:27 --> 00:53:30: And because my experience is it's a one to 10  
00:53:30 --> 00:53:33: who shows up when the politicians and the other non  
00:53:33 --> 00:53:37: elected volunteers have to vote on these things are seeking  
00:53:37 --> 00:53:38: approval.  
00:53:39 --> 00:53:39: I can take that.  
00:53:40 --> 00:53:40: Go ahead.  
00:53:40 --> 00:53:40: Yeah.  
00:53:41 --> 00:53:41: Yeah.  
00:53:41 --> 00:53:43: So I do think I agree with you.  
00:53:43 --> 00:53:46: It is definitely challenging to find advocates in the community.  
00:53:46 --> 00:53:48: I think one of the aspects of it is it  
00:53:48 --> 00:53:50: does take a little bit of time, which when you're  
00:53:50 --> 00:53:52: a developer and you're under contract and you don't own  
00:53:52 --> 00:53:55: the land already, you can somewhat put pressure because  
00:53:55 --> 00:53:57: you've  
00:53:55 --> 00:53:57: got a timeline of which you have to close the  
00:53:57 --> 00:53:57: land.  
00:53:58 --> 00:54:00: But a lot of it is about just getting out  
00:54:00 --> 00:54:04: in the community and continuing to build relationships and  
00:54:04 --> 00:54:05: show  
00:54:04 --> 00:54:05: that you're listening.  
00:54:05 --> 00:54:08: And like, for example, Katie and Matthews, I mean, we  
00:54:08 --> 00:54:11: probably had, we had 1.350 to 400 people in opposition  
00:54:11 --> 00:54:13: at the courthouse at one of our public hearings.  
00:54:14 --> 00:54:17: But instead of kind of trying to figure out how  
00:54:17 --> 00:54:20: to make changes without them at the table, we tried  
00:54:20 --> 00:54:23: to figure out a way to get some leaders in  
00:54:23 --> 00:54:26: that community that we could sit down with and really  
00:54:26 --> 00:54:29: understand what the root of of the pushback was.  
00:54:30 --> 00:54:33: And so as we had multiple open houses where our  
00:54:33 --> 00:54:36: entire team was there, we were able to have one-on-one  
00:54:36 --> 00:54:41: conversations with neighbors and start to build those  
00:54:41 --> 00:54:43: relationships.  
00:54:41 --> 00:54:43: And as we were start hours, we were able to  
00:54:43 --> 00:54:46: start making changes and those changes we were able to  
00:54:46 --> 00:54:48: explain to the neighbors.  
00:54:48 --> 00:54:51: We were able to actually get some folks to come  
00:54:51 --> 00:54:52: out and speak for us.

00:54:52 --> 00:54:55: We actually had, you know, in the end, we had

00:54:55 --> 00:54:57: a few folks actually get up in front of all

00:54:57 --> 00:55:00: that opposition and actually say they have made the changes

00:55:00 --> 00:55:01: that we've at least requested.

00:55:02 --> 00:55:04: And so we're OK kind of moving forward and, and

00:55:04 --> 00:55:06: maybe not supporting it, right.

00:55:06 --> 00:55:09: But they're, they're saying that they've listened to us and

00:55:09 --> 00:55:10: we're acknowledging that.

00:55:10 --> 00:55:13: I think the other part too is, is looking at

00:55:13 --> 00:55:15: who else in the community you can look for as

00:55:15 --> 00:55:16: strategic partners.

00:55:17 --> 00:55:20: So for example, we we worked with the Matthews Habitat

00:55:20 --> 00:55:23: for Humanity as we thought about how we could do

00:55:23 --> 00:55:25: attainable housing within the community.

00:55:26 --> 00:55:29: And so they were somebody that came to the, the

00:55:29 --> 00:55:31: public hearing and spoke for us.

00:55:31 --> 00:55:33: We also reached out to the Chamber of Commerce and

00:55:34 --> 00:55:36: really tried to get their input on the site plan

00:55:36 --> 00:55:38: and actually make some changes to the site plan based

00:55:38 --> 00:55:39: on what they were seeing.

00:55:40 --> 00:55:43: The needs were in the community from an office standpoint,

00:55:43 --> 00:55:45: right size, tenets, everything.

00:55:45 --> 00:55:46: So how did we change the plan?

00:55:46 --> 00:55:47: And they came and supported it.

00:55:47 --> 00:55:50: So I think you got to look outside of just

00:55:50 --> 00:55:53: the neighbors and figure out who you can see as

00:55:53 --> 00:55:56: see as advocates and how your how your project could

00:55:56 --> 00:55:57: benefit them as well.

00:55:58 --> 00:55:58: Good point.

00:56:00 --> 00:56:01: What?

00:56:01 --> 00:56:01: Go ahead.

00:56:01 --> 00:56:03: Yeah, you're going to use the mic so we can

00:56:03 --> 00:56:03: hear.

00:56:03 --> 00:56:05: One of the things while you're going up there is

00:56:05 --> 00:56:07: that, you know, all great projects have a champion.

00:56:07 --> 00:56:11: And typically in an urban setting, it'll be a strong

00:56:11 --> 00:56:14: mayor or a coalition of a strong elected and a

00:56:14 --> 00:56:16: strong civic leader, right?

00:56:16 --> 00:56:18: Which is, you know, this story of Kansas City, the

00:56:18 --> 00:56:19: mayor, right?

00:56:19 --> 00:56:21: And so how do you apply that to the small

00:56:21 --> 00:56:25: scale projects in the suburbs becomes one of the very



00:56:25 --> 00:56:28: interesting things that we're trying to figure out.

00:56:29 --> 00:56:30: This is a brief.

00:56:30 --> 00:56:33: Follow up Sheldon Clark with Klein Design out of the

00:56:33 --> 00:56:38: Charlotte office, so somewhat familiar with the Matthews project that's

00:56:38 --> 00:56:41: mostly running out of the Raleigh office on the planning

00:56:41 --> 00:56:42: side there.

00:56:42 --> 00:56:45: But in my past life in DC practice and architecture

00:56:46 --> 00:56:50: up there, we would see the community engagement and outreach

00:56:50 --> 00:56:54: a Everything we do in development is highly political, but

00:56:54 --> 00:56:57: just the sense of the need to outsource and engage

00:56:57 --> 00:57:02: with like a community outreach and engagement consultant that really

00:57:02 --> 00:57:04: builds and stacks the room.

00:57:04 --> 00:57:07: I mean we would go all out and have our

00:57:07 --> 00:57:08: clients stack the.

00:57:08 --> 00:57:12: Room at every meeting and every hearing with supporters.

00:57:14 --> 00:57:17: Do you find that there's a need for that, to

00:57:17 --> 00:57:21: reach out for outside consultants for that in the?

00:57:21 --> 00:57:22: Carolinas or in the Southeast?

00:57:22 --> 00:57:23: Great question.

00:57:23 --> 00:57:23: Yeah.

00:57:26 --> 00:57:29: I, I think what has been the most successful plan

00:57:29 --> 00:57:32: actually for us is when we put the housing study

00:57:32 --> 00:57:35: together and we put to out to our community that

00:57:35 --> 00:57:39: this is the percentage of rental that we're going to

00:57:39 --> 00:57:40: approve each year.

00:57:40 --> 00:57:43: And I know it's not popular everywhere, but it's been,

00:57:43 --> 00:57:46: it's enabled us to get all of that support from

00:57:46 --> 00:57:46: the public.

00:57:46 --> 00:57:49: And I think that's been the best thing that we've

00:57:49 --> 00:57:51: we could have put in place.

00:57:51 --> 00:57:54: And that's been since 2014 because they know we're going

00:57:54 --> 00:57:57: to only approve a certain number of rental each year.

00:57:57 --> 00:58:00: So every time I bring a project forward and I'll

00:58:00 --> 00:58:03: say, well, this meets this and you know, it, it,

00:58:03 --> 00:58:04: it meets that plan.

00:58:05 --> 00:58:07: I think the community in general feels OK, this is

00:58:07 --> 00:58:10: OK because they looked at this, it's not Willy nilly

00:58:10 --> 00:58:13: and you know, they're just coming up with a number.

00:58:13 --> 00:58:17: So I think that that's something that's been really, really

00:58:17 --> 00:58:18: good for us.

00:58:18 --> 00:58:22: Plus relationships that we have with the community.

00:58:22 --> 00:58:25: So we will have people that come out each time

00:58:25 --> 00:58:29: and in support of the projects, but we haven't.

00:58:29 --> 00:58:29: Reached out.

00:58:29 --> 00:58:32: Yeah, the specific point you said about stacking the room,

00:58:32 --> 00:58:33: There's a danger there.

00:58:33 --> 00:58:34: There is.

00:58:34 --> 00:58:34: There's a big danger.

00:58:34 --> 00:58:37: I mean, we work in a lot of projects, you

00:58:37 --> 00:58:40: know, in the in some of the Northeastern markets where

00:58:40 --> 00:58:43: union activity or union participation is very important.

00:58:43 --> 00:58:46: And you'll get, you know, 200 union members showing up

00:58:46 --> 00:58:49: with their shirts and it, there's a positive to those

00:58:49 --> 00:58:51: labor agreements for sure.

00:58:51 --> 00:58:53: But on the other hand, it kind of puts some

00:58:53 --> 00:58:56: people off their heel on their heels a little bit.

00:58:56 --> 00:58:58: So, so again, it could be the same thing with

00:58:58 --> 00:59:00: a doesn't matter what group it is, right?

00:59:00 --> 00:59:03: Busloads of people coming don't often enhance it because to

00:59:03 --> 00:59:06: the other gentleman's point about who's the champion or

00:59:06 --> 00:59:08: who's

00:59:08 --> 00:59:09: the leader, it's not so much the volume, but it's

00:59:09 --> 00:59:09: really the quality of the input.

00:59:10 --> 00:59:14: But however, I would mention that having a quality

00:59:14 --> 00:59:18: engagement

00:59:18 --> 00:59:21: consultant is I, I would think is critical because it's

00:59:21 --> 00:59:26: not the day job of the developer or the architect

00:59:26 --> 00:59:26: typically or the city administrator to run those processes,

00:59:26 --> 00:59:28: right,

00:59:28 --> 00:59:28: and to create those websites.

00:59:28 --> 00:59:29: So having that team.

00:59:29 --> 00:59:32: But I, and I'll add to what Kathy said, is

00:59:32 --> 00:59:35: that we're doing a lot of work for public agencies

00:59:35 --> 00:59:40: around the country, housing studies in particular, to

00:59:40 --> 00:59:45: demonstrate from

00:59:45 --> 00:59:48: a quantitative and objective third party perspective where

00:59:48 --> 00:59:52: there's demand

00:59:52 --> 00:59:52: and then using that as a tool to create RFPs

00:59:52 --> 00:59:52: for the developers and builders to come into the

00:59:52 --> 00:59:52: communities.

00:59:53 --> 00:59:56: And and so what's interesting there is it's takes away

00:59:56 --> 00:59:59: a lot of the passion from or the emotion from

00:59:59 --> 01:00:00: it.

01:00:02 --> 01:00:03: And then I wanted to close with one other point.

01:00:03 --> 01:00:03: Yeah, go ahead.

01:00:05 --> 01:00:06: I was just going to say I agree.

01:00:06 --> 01:00:09: I've seen when the room is stacked how they just

01:00:09 --> 01:00:11: their heels, they sink their heels in them.

01:00:11 --> 01:00:14: I just wanted to add, I think where I've seen

01:00:14 --> 01:00:18: the greatest success is not when those consultants stack the

01:00:18 --> 01:00:21: room, but it's when they work at the community level

01:00:21 --> 01:00:25: to convince their the neighbors that what what is being

01:00:25 --> 01:00:27: proposed is right for the community.

01:00:27 --> 01:00:32: And once you start to breakthrough that obstacle, other

01:00:32 --> 01:00:35: community

01:00:35 --> 01:00:36: members easily come come on board or more easily come

01:00:36 --> 01:00:39: on board.

01:00:39 --> 01:00:42: I think when you stack the room, it it, it

01:00:42 --> 01:00:44: often feels like a stack, like confrontational.

01:00:44 --> 01:00:46: Yeah, exactly right, Tom.

01:00:46 --> 01:00:48: One other thing I would just add is you asked

01:00:48 --> 01:00:52: about bringing consultants on board, right?

01:00:52 --> 01:00:53: I think having consultants help you with communication or

01:00:53 --> 01:00:56: press

01:00:56 --> 01:01:00: releases or stuff is is good.

01:01:00 --> 01:01:03: But I think when we're talking about taking kind of

01:01:03 --> 01:01:06: an urban style development and developing in a suburban

01:01:06 --> 01:01:09: context,

01:01:09 --> 01:01:11: it it it's, it's a little different than the urban,

01:01:11 --> 01:01:13: right.

01:01:13 --> 01:01:15: A lot of the urban processes are, you know, you

01:01:15 --> 01:01:17: have land use attorneys and you have these folks that

01:01:17 --> 01:01:19: are really doing the process for you here.

01:01:19 --> 01:01:22: I mean, some of these larger projects, right?

01:01:22 --> 01:01:24: Like ours is probably a 10 year project from first

01:01:24 --> 01:01:27: LOI until stabilization.

01:01:27 --> 01:01:31: And so you're really in there and you've created a

01:01:31 --> 01:01:35: partnership not only with the staff and the electives, but

01:01:35 --> 01:01:38: also just a level of trust with the neighbors.

01:01:38 --> 01:01:41: So I do think that the developer being the lead

01:01:41 --> 01:01:42: on like the public hearings and actually being the ones

01:01:42 --> 01:01:43: that give that presentation critical creates that level of trust

01:01:43 --> 01:01:44: that by having your land use attorney just do it.

01:01:44 --> 01:01:45: It's just, it's just, it feels different, right?

01:01:45 --> 01:01:46: Time for one quick question and then we'll do a

01:01:46 --> 01:01:47: little wrap up.

01:01:43 --> 01:01:43: Sure.

01:01:43 --> 01:01:46: This one's Matt Keyadini with Oz Architecture.

01:01:47 --> 01:01:49: Where are you based out of Denver, Co?

01:01:50 --> 01:01:53: One of the, one of the things that we've seen

01:01:53 --> 01:01:57: in a lot of our practice is generational living, right,

01:01:57 --> 01:02:00: addressing that need to how as an older parent or

01:02:00 --> 01:02:03: provide daycare for young kids as you go to work,

01:02:03 --> 01:02:07: how are you, Tom, kind of addressing that within your

01:02:07 --> 01:02:08: communities?

01:02:08 --> 01:02:08: Yeah.

01:02:08 --> 01:02:10: So that's a great question.

01:02:11 --> 01:02:13: I can give use Katie and Matthews because that was

01:02:13 --> 01:02:14: the case study.

01:02:14 --> 01:02:16: But what we've done in Katie and Matthews, if we've

01:02:16 --> 01:02:17: tried to think about it comprehensively.

01:02:18 --> 01:02:22: So that community actually has just to throw some numbers

01:02:22 --> 01:02:25: out, 125 for sale single family and townhomes that are

01:02:26 --> 01:02:26: market rate.

01:02:27 --> 01:02:30: You know, we've got some attainable housing as well in

01:02:30 --> 01:02:33: that we have a 55 plus community which is for

01:02:33 --> 01:02:34: rent, active adult.

01:02:34 --> 01:02:36: But we also mix up the product type.

01:02:36 --> 01:02:38: So we have cottages there and we have flats.

01:02:38 --> 01:02:41: And then when you go to the apartments, one of

01:02:41 --> 01:02:43: the things that we committed with the town was not

01:02:43 --> 01:02:45: just to go out and build like the same building

01:02:45 --> 01:02:46: over and over again.

01:02:46 --> 01:02:48: So we have a mix of product in the apartment.

01:02:48 --> 01:02:52: So we have duplexes, we have some of those.

01:02:52 --> 01:02:54: Some folks here might be familiar with the big house

01:02:54 --> 01:02:57: that Humphreys does and we have some three story walk

01:02:57 --> 01:03:00: up and then we also have a mixed-use elevator building.

01:03:00 --> 01:03:03: So one of the thing that we're trying to do

01:03:03 --> 01:03:06: there is really diversify the housing products so that we

01:03:06 --> 01:03:08: can reach a broad range and target market for the

01:03:09 --> 01:03:09: housing.

01:03:10 --> 01:03:13: And then to your point on daycare is really how

01:03:13 --> 01:03:16: do we, since we're going to develop everything vertically

01:03:16 --> 01:03:19: outside

01:03:16 --> 01:03:19: of the for sale homes, we can really think through

01:03:19 --> 01:03:21: that tenant mix in the commercial component.

01:03:21 --> 01:03:24: And so do we incorporate a daycare component?

01:03:24 --> 01:03:28: Do we incorporate service retail like lifestyle retail, restaurants, right.

01:03:29 --> 01:03:31: And how do we curate the overall master plan so

01:03:31 --> 01:03:32: it's cohesive.

01:03:32 --> 01:03:34: So that's what we've been focused on at.

01:03:34 --> 01:03:38: Kate and Matthews, one thing that and we'll, we'll wrap

01:03:38 --> 01:03:40: up I think is about our time limit going back

01:03:40 --> 01:03:43: to the, to the whole idea of engagement and 3rd

01:03:43 --> 01:03:43: party.

01:03:43 --> 01:03:45: One more you sort of ULI pitch.

01:03:45 --> 01:03:48: So ULI has at the District Council level the TAP

01:03:48 --> 01:03:52: program right where you do the technical assistance panels and

01:03:52 --> 01:03:56: at the national level, we have the panel advisory service

01:03:56 --> 01:03:57: programs.

01:03:57 --> 01:04:01: And there are many examples of how the local communities,

01:04:01 --> 01:04:06: public agencies in particular, sometimes developers may even joint venture

01:04:06 --> 01:04:10: together to bring in ULI experts as third parties to,

01:04:10 --> 01:04:15: to provide guidance to these communities that are undergoing change.

01:04:16 --> 01:04:18: And so, you know, and APA does the same thing.

01:04:18 --> 01:04:19: AIA has Roodat.

01:04:19 --> 01:04:22: I mean, there's a number of different tools that are

01:04:22 --> 01:04:22: available.

01:04:22 --> 01:04:25: And, and just as Walter was showing and, and Kathy

01:04:25 --> 01:04:28: and Tom showing their case studies, you can look through

01:04:28 --> 01:04:32: UI's case study library and identify probably 10 or 15

01:04:32 --> 01:04:34: or if not 100 projects that would match up with

01:04:34 --> 01:04:36: what you're trying to do.

01:04:37 --> 01:04:39: And, and part of one of the reasons I'm going

01:04:39 --> 01:04:42: to come back to our product council, One of the

01:04:42 --> 01:04:45: reasons why these product councils in particular in this topic,

01:04:45 --> 01:04:48: which is really one that's in flux, where we don't

01:04:48 --> 01:04:51: all have the same tool kit, the communities don't all

01:04:51 --> 01:04:52: speak the same language.

01:04:53 --> 01:04:55: What we're finding is we convene a few times a

01:04:55 --> 01:04:58: year, is that we're able to kind of share this

01:04:58 --> 01:05:01: information from, you know, what Walter's doing in New Rochelle

01:05:01 --> 01:05:04: compared to what somebody else might be doing.

01:05:04 --> 01:05:06: You're in Raleigh, right?

01:05:06 --> 01:05:10: And you're the project we talked about last time, right?

01:05:10 --> 01:05:12: Yeah, looking at you.  
01:05:12 --> 01:05:12: Yeah.  
01:05:12 --> 01:05:12: Yeah.  
01:05:12 --> 01:05:16: So, so, so anyway, so that that sharing of ideas  
01:05:16 --> 01:05:17: is super important.  
01:05:17 --> 01:05:20: So with that, I wanted to thank Kathy, Walter and  
01:05:20 --> 01:05:22: Tom for their thoughts, their comments.  
01:05:22 --> 01:05:25: Hopefully this was something that was valuable for you all  
01:05:25 --> 01:05:27: to spend an hour this morning.  
01:05:28 --> 01:05:30: And again, thank you very much for the opportunity.  
01:05:30 --> 01:05:30: Thank you.  
01:05:34 --> 01:05:35: All right, we're done.  
01:05:36 --> 01:05:36: Good job.

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