

TECHNICAL ASSISTANCE PANEL (TAP)

East Gate City Boulevard Innovation Corridor November 2016



**Urban Land
Institute**

Charlotte

Serving Charlotte, Piedmont and Western North Carolina



1300 Baxter Street, Suite 360
Charlotte, NC 28204
704-940-7388
charlotte@ulicharlotte.org
<http://charlotte.uli.org>

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East Gate City Boulevard Innovation Corridor
Greensboro, NC – November, 2016

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INTRODUCTION

ULI - THE URBAN LAND INSTITUTE

The Urban Land Institute (ULI) was established in 1936 and has more than 40,000 members from more than 80 countries. ULI is one of America's most respected sources of information and knowledge on urban planning, growth and development.

ULI is a nonprofit research and educational organization. Our mission is to provide leadership in the responsible use of land and in creating and sustaining thriving communities worldwide. To encourage an open exchange of ideas and sharing of experiences, ULI membership crosses a variety of backgrounds and professions representing the entire spectrum of land use and development disciplines in private enterprise and public service. Among the members are developers, builders, property owners, investors, architects, public officials, planners, brokers, appraisers, attorneys, engineers, financiers, academics, and students.

ULI CHARLOTTE

ULI Charlotte is a District Council of the Urban Land Institute. The District Council offers ULI services and benefits at a regional level. The mission of ULI Charlotte is to complete the ULI experience at a local and regional level through education, research and the exchange of ideas and experiences.

One of the services provided by ULI Charlotte is the Technical Assistance Panel (TAP) program. TAP panelists are volunteer members who seek to further the objectives of ULI and make authoritative information available to those seeking knowledge regarding the long-term use of urban land.

CLIENT/SPONSOR

ULI Charlotte was engaged for this TAP program by the Greensboro Chamber of Commerce. The Greensboro Chamber of Commerce, along with the High Point Economic Development Corporation, form the Guilford County Economic Development Alliance representing Greensboro, High Point and Guilford County. In partnership, the organizations work to find new ways to stimulate economic growth in the region, while striving to enhance the quality of life for all residents.

Funding for the program was provided by Bank of America Merrill Lynch, one of the largest financial institutions and employers in the area. The company has a long tradition of investing in the communities it serves. Bank of America leadership in the Piedmont sees the value in exploring economic development opportunities in the study area.

TECHNICAL ASSISTANCE PANEL (TAP)

OBJECTIVE

The Technical Assistance Panel (TAP) program is offered by ULI Charlotte to provide local municipalities and community-based nonprofits objective and responsible advice on land-use planning, development and redevelopment issues.

PROGRAM DESCRIPTION

The District Council TAP is a service offered as part of ULI's National Advisory Services program. Since 1947, the Advisory Services program has assisted communities by bringing together real estate, planning and development experts to provide unbiased, pragmatic advice for addressing complex land-use planning and development issues.

The ULI Charlotte TAP program provides similar services to local governments, private developers, community development corporations, and many other organizations. Once a project is designated for a TAP, ULI Charlotte's District Council assembles a panel of volunteers with expertise in areas that are necessary to focus on the sponsor's problem or issues.

Because of the District Council members' diverse expertise, a broad array of issues can be evaluated. Members' expertise is available on commercial retail, office, industrial, residential, and mixed land uses in a multiplicity of urban forms.

Under ideal circumstances, a TAP will focus on issues surrounding a particular site. The scope of the analysis is intended to benefit a specific site in a neighborhood or community. Analysis will typically be organized around defining site characteristics and limitations, identifying and assessing community and neighborhood goals, considering alternative land-use strategies in the context of preliminary feasibility analysis, and making recommendations for next steps.

The sponsoring organization is responsible for gathering the background information necessary to understand the project, and presenting it to the panel. TAP members typically spend a day and a half developing an understanding of the problem, coming up with recommendations, and presenting those findings and recommendations to the sponsoring organization.

ACKNOWLEDGEMENTS

COMMITTEE CHAIR

ULI Charlotte’s TAP Committee is chaired by Bridget Grant of Moore & Van Allen. The committee is responsible for the marketing, review and implementation of the Technical Assistance Panels.

TAP PANELISTS

Members of ULI were selected to provide a wide variety of experiences. The panelists for the East Gate City Boulevard Innovation Corridor Project included:

PANEL CHAIR

Brian Jenest Chair ColeJenest & Stone	Urban Design, Landscape
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PANELISTS

Todd DeLong Redevelopment Manager City of Charlotte	Planner - Economic Development
Charles A. Hayes, M.A., CEcD Managing Partner Hayes Group Consulting LLC	Market & Feasibility Consultant
Tony Kuhn President & Founder Flywheel Group	Developer
Grant Meacci Managing Director and Landscape Architect Charlotte Urban Design City of Charlotte	Urban Design, Landscape

Full biographical sketches are included in the Appendix to this report.

PROGRAM SUPPORT/MANAGEMENT

Theresa Salmen Executive Director ULI Charlotte	Program Manager
Lisa Rubenson	Contract Writer

STAKEHOLDERS

On November 29 and 30, 2016, the panel interviewed the sponsor, property owners and other stakeholders involved in the project. Invitations to stakeholders were extended and arranged through the sponsor. Interviewees included government officials, property owners and representatives, business owners, and neighborhood and community leaders. The following individuals participated in the interviews:

LIST OF STAKEHOLDERS

Initial Briefing Session / Project Overview

- **Sandy Dunbek** - Executive Vice President, High Point Economic Development Corporation
- **John Merrill** - Executive Director, Gateway University Research Park
- **David Ramsey** - Executive Vice President, Greensboro Chamber of Commerce
- **Jeff Sovich** - Neighborhood Planning Coordinator, City of Greensboro
- **Mike Trainor** - Senior Vice President, Bank of America

*(Included in program, unable to attend) Derek Ellington, Triad Market President, Bank of America
Event support: James Carter and Meridith Berger - Greensboro Chamber of Commerce*

Stakeholder Interview - Session I

- **Leslie Bell** - Planning & Development Director, Guilford County
- **Kathi Dubel** - Economic Development & Small Business Manager, City of Greensboro
- **Randy Gunter** - Business Division Chair Industrial, Construction, Transportation Technologies (ICET), Guilford Technical Community College
- **Ed Kitchen** - Chairman, Gateway University Research Park; Vice President, Bryan Foundation
- **Zack Matheny** - President/CEO, Downtown Greensboro, Inc.
- **Dr. James Ryan** - Dean, Joint School of Nanoscience and Nanoengineering (JSNN)
- **Sue Schwartz** - Planning Director, City of Greensboro
- **Wayne Szafranski** - Assistant Vice Chancellor for Outreach and Economic Development, NC A&T
- **Bryan Toney** - Associate Vice Chancellor for Economic Development, UNC Greensboro

Stakeholder Interview - Session II

- **Brent Christensen** - CEO, Greensboro Chamber of Commerce
- **Sandy Dunbek** - Executive Vice President, High Point Economic Development Corporation
- **Fred Henry** - Business Services Professional, Guilford County Workforce Development Board
- **Sharon Hightower** - Council Member, District 1, City of Greensboro
- **John Merrill** - Executive Director, Gateway University Research Park
- **Dabney Sanders** - Downtown Greenway Project Manager, Greensboro Chamber of Commerce/
Action Greensboro
- **Mac Sims** - President, East Greensboro Now

TECHNICAL ASSISTANCE PANEL (TAP) REPORT

ASSIGNMENT OVERVIEW

The ULI Charlotte District Council was engaged by the Greensboro Chamber of Commerce/Guilford County Economic Development Alliance (GCEDA), with funding by Bank of America Merrill Lynch. The intent of the TAP was to study the potential land uses and economic viability of an area that is defined herein as the “East Gate City Boulevard Innovation Corridor.”

The Innovation Corridor encompasses the Gateway University Research Park (URP) South Campus, as well as land parcels east of the Interstate 40/Interstate 85-East Gate City Blvd. interchange. Additional boundaries of the study area include McConnell Road to the north, Alice Avenue to the west, south of Sharpe Road at Yorkshire Drive, and Cedar Park Road to the east.

The TAP panel was asked to consider the following questions:

1. How can we better coordinate current and future investment in the area to support the vision for an innovation corridor?
2. What type of investments will maintain current amenities and incentivize future growth, such as graduate student housing and appropriate food amenities?
3. What are the recommendations, using the Joint School of Nanoscience and Nanoengineering (JSNN) as a catalyst, to attract life science, engineering or advanced manufacturing operations to create an innovation corridor?
4. What planning mechanisms should be implemented to support Phase 1 and Phase 2 development?

TAP Panelists share their findings and recommendations



TECHNICAL ASSISTANCE PANEL (TAP) REPORT

THE PANEL PROCESS

Sponsor Presentation

The TAP panelists assembled at Union Square, located on East Gate City Boulevard, on November 29, 2016 for a presentation by the TAP sponsors.

Tour of Study Area and Relevant Locations

Following the sponsor presentation, TAP panelists toured the study area along East Gate City Boulevard, extending past the Interstate 40/Interstate 85 interchange, north to the edges of the NC A&T University Farm and south to the KOA campground on Trox Road. The panel also toured the Gateway University Research Park South Campus, which includes JSNN, and observed other key points of interest, such as Barber Park, the Haynes-Taylor YMCA, Gateway Gardens, and downtown Greensboro.

Stakeholder Interviews

On the morning of November 30, panelists met with community stakeholders, including elected officials, business and property owners, representatives from academic institutions, tourism officials, and developers.

A summary of stakeholder comments is included in this report starting on page 20.

Panel Deliberations

After a follow-up session with the TAP sponsor, the panel held an afternoon working session, during which panelists reviewed the significant findings, addressed the focus areas, identified opportunities and challenges, developed recommendations and prepared a PowerPoint presentation that addressed the questions posed by the sponsor, the Greensboro Chamber of Commerce.

Presentation

The panel presented an overview of its findings and recommendations on Wednesday, November 30, in an open session to the TAP sponsor in one of the meeting spaces of the Union Square Building. Panelists then took questions and comments.

Report Preparation and Release

The TAP report was prepared under the leadership of ULI Charlotte and offers a summary of the activities during the program, key findings and panel recommendations.

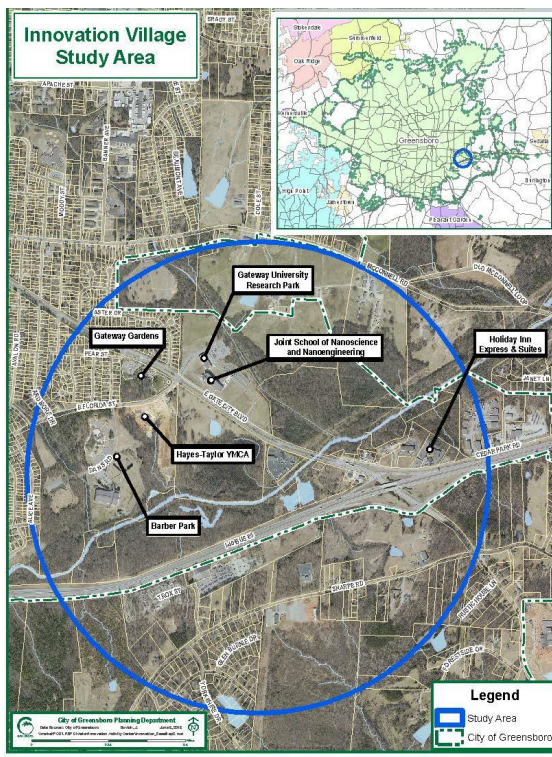
ECONOMIC INDICATORS

Due to the thoroughness of the briefing materials, and the candid exchanges among sponsors and stakeholders, the ULI panelists were able to gain valuable insights to the economic development potential – and inherent challenges – that come with plans to revitalize the study area. The panelists are in agreement that, in order to create a successful “Innovation Corridor” within the defined geographic boundaries, project leaders will have to establish a multi-tiered approach for both the planning and execution of Phase 1 and 2 construction (specifics to be discussed in the Panel Recommendation section of the report).

MARKET OPPORTUNITIES

While market data shows that household incomes in the study area are among the lowest in the city, previous studies of East Greensboro show that these income levels are increasing. This positive indicator means that the study area is ripe for a wide array of economic development opportunities. Furthermore, the stability and historical character of the single-family homes in the area, along with the positive residential growth of communities to the south that are similarly devoid of amenities, make ideal conditions for bringing in more retail options. A recent Collier’s Market Assessment confirms this data, indicating supportable demand for residential and retail mixed-use development near the East Gate City Boulevard and Florida Street intersection.

Map of study area. See Appendix for full-size rendering



Gateway University Research Park South and the JSNN, collaborations between North Carolina A&T and UNC Greensboro and primary anchors of the study area, are already at capacity in their existing buildings. This reflects a growing demand for properties that are zoned for commercial and/or academic use. The prestige and size of the companies established on the campus, such as VF, the USDA, Triad Growth Properties, Volvo, and Honda, also provide myriad opportunities to increase the consumer base in the area.

In addition to Gateway University Research Park South, and JSNN, there has already been significant investment in the area, as reflected in the capital investments made to establish Barber Park, Gateway Gardens, and the Hayes-Taylor YMCA. These amenities, already valuable assets to the community, would be expected to grow in prestige and importance as more residents and employees move into the area.

It is also worth noting that, through their approval of various bond initiatives, the citizens of Greensboro have time and again embraced the idea of capital improvements to the study area.

Subsequent sections of the report will examine in detail additional observations from the perspective of sponsors, stakeholders and the panelists.

KEY ISSUES FOR SPONSORS

Based on briefing documents, as well as insights shared in the initial sponsor presentation on November 29, 2016, the ULI TAP discerned that the following were key priorities for consideration: to create economic growth; leverage existing investments; and to strengthen community ties.

DESIRED OUTCOMES EXPRESSED BY SPONSOR:

Create Economic Growth

- Design a vibrant corridor to “connect industrial, commercial and residential development with academia, research and development.”
- Increase opportunities to attract the “life sciences, engineering and manufacturing” industries.
- Bring amenities to the area that would enrich the quality of life for residents and employees (dining, retail, entertainment and recreation, affordable housing, healthcare, other services).
- Stimulate overall economic growth in the area to create jobs, boost wages, and generate tax revenues that could be used in part for community reinvestment.

Leverage Existing Investments

- Build off success of existing capital improvements and development efforts, such as Gateway Gardens, Barber Park, the Haynes-Taylor YMCA and long-range plans for the Gateway University Research Park, South Campus and JSNN expansion.
- Highlight presence of companies/organizations already established in the South Campus of the Gateway University Research Park.
- Consider the potential benefits of the city’s approved Capital Improvement Plan (CIP) for the area, including plans for infrastructure improvements (sidewalks, greenways, medians), and affordable housing initiatives.

Strengthen Community Ties

- Find ways to create growth in the area, while honoring the rich cultural past and potential of this historically African-American neighborhood.
- Create a sense of “place” that will establish the study area as an entry point to Greensboro.

KEY ISSUES FOR STAKEHOLDERS

The ULI panelists would like to thank the stakeholders who participated in the interview sessions and provided valuable insight to the four questions addressed in this TAP program. A summary of unattributed comments, derived from both sessions, is presented below for consideration.

STAKEHOLDER COMMENTS

Quality of life

- Limited sense of community throughout study area, mostly confined to residential neighborhoods.
- Nowhere for people to eat, live, walk, bike, stay. This is the only exit with zero amenities.
- Promote presence of Barber Park, YMCA, Gateway Gardens, A&T Farm.
- Lack of connectivity of roadways, few sidewalks.
- Not enough population on South campus to increase circulator bus.
- Not a walkable neighborhood at all for residents or students.
- Need to beautify, plant a canopy of trees to provide shade for pedestrians.
- Bring in amenities and services to cater to existing and future residents.
- Embrace growth as a long-term strategy. Can't have new amenities without change.
- Extending the Greenway to this area would be ideal.
- Not willing to embrace change if it means diminished quality of life for existing residents.

Economic opportunities and sensitivities

- Residents are wary of development.
- Mitigate negative impact on current residents, tax fears.
- Need to create more of a connection / spirit of collaboration among college campuses.
- Not enough properties zoned for commercial use; need to incentivize use.
- We're losing younger people to other cities; those that do live in Greensboro want to be downtown.
- Need to connect East Greensboro to what's thriving in downtown, esp. Greenway and bike-friendly connectors.
- Encourage students/faculty to live and establish roots in the area.
- Would like to see more agribusiness in the area.
- There are 50 buildable acres across the street from the Gateway South Campus.
- A lot of "air properties," owned in absentia by people with family ties to the area.
- Concerns that Gateway South leadership and developers will stay true to the mission.
- Fear new residential will draw residents from current neighborhoods to new.

PROVIDED COURTESY OF THE CITY OF GREENSBORO



Public areas like parks help connect the corridor and increase the quality of life for residents

KEY ISSUES FOR STAKEHOLDERS *CONTINUED*

STAKEHOLDER COMMENTS

Enriching the community

- Bring in public art where possible to amplify the area's rich culture and history.
- Honor history and culture of the neighborhoods.
- How to involve the community so members have stake in kind of economic development we attract.
- Attract new researchers who want to bring academic studies/prestige to the Gateway South Campus.
- Grow interest in academic internships; connect talent to business community.

Practical limitations

- Terrain is an issue: flood plains and protected farmlands.
- Encroaching on farm property is an emotional issue; imperative to protect that area.

The North Carolina A&T Farm

PROVIDED COURTESY OF GOOGLE MAPS



PANEL OBSERVATIONS

Following sponsor briefings and a tour of the study area, as well as interviews with two groups of stakeholders, the panelists identified six (6) areas of concentration around which to build their recommendations. These observations are by no means exhaustive of the issues discussed; they simply reflect what the panel considers to be the most critical issues associated with any actionable plans for the study area.

PANEL OBSERVATIONS *(from information provided by sponsor and panel engagement)*

Neighborhood Support

- There are too few opportunities for business and academic stakeholders to engage with one another and with residents, thus creating a climate of “us vs. them.”
- Persistent poverty for many area residents, under-performing K-12 schools, and fears about the potentially negative effects of economic development (higher taxes, decrease in affordable housing, stigma of “gentrification”) are serious challenges that must continue to be addressed by neighborhood stakeholders and project decision-makers.
- That community leaders express a willingness to move forward with conversations regarding the economic development and sustainable health of the study area is cause for optimism. However, given the stated concerns about what impact new growth may have on current residents, as well as some of the recent controversies about suggested changes to the area, the panel considers this support to be highly conditional. Relationship-building with stakeholders should continue to be an essential part of the process.

Amenities and Available Housing

- Insufficient amenities – especially regarding dining and retail – are the biggest obstacles to promoting economic growth and therefore must be prioritized.
- There is a limited inventory of affordable, quality housing in the area, thus reducing incentive for students, faculty and/or employees to stay in the area.

Transportation

- Access to reliable, convenient transportation to and from colleges and downtown is critical.
- Insufficient vehicular and pedestrian-friendly infrastructure. Improvements to roadways should be of utmost importance.

East Gate City Blvd. connects the corridor's residential population to the Gateway University Research Park

PROVIDED COURTESY OF GOOGLE MAPS



PROVIDED COURTESY OF GOOGLE MAPS



PANEL OBSERVATIONS *CONTINUED*

The East Greensboro “Brand”

- The panel agrees that there is very little sense of “place,” or a cohesive “brand” for East Greensboro. Using the Interstate 40/Interstate 85 interchange as a point of welcome would anchor development efforts and create an enduring identity for the study area.
- The agricultural, manufacturing, textile and academic activities of the area are too disparate; need to find ways to promote a unified message. When people enter this corridor, they need to “feel” they’ve entered somewhere special. They’re not just passing through; they are there for a reason.

Academic Prestige Factor

- There is an opportunity to further leverage and make known the academic work of the JSNN faculty and graduate students. This will attract academics and increase recognition of the area as a “life sciences” or tech innovation corridor.
- Need to build awareness of the area as a more convenient, affordable, desirable alternative to RTP, the Wake Forest Innovation Quarter and other similar research hubs.

Land Use

- Topographical limitations for select parcels could become positive opportunities for green infrastructure and publicly accessible open space, recreation and beautification, versus being categorized as unusable land for development.
- Given that the NC A&T Farm is a protected space, project leaders should celebrate its presence and connection to the community more intentionally, capitalizing on quality development along its edges. This is a prime opportunity to promote community outreach.

A cohesive brand helps “anchor development efforts and create an enduring identity for the study area”

ANDREW MEADE | PROVIDED COURTESY OF ULI



PROVIDED COURTESY OF ULI



While these places may be considered hot spots for innovation and progress, it's important to remember that each location – small scale or large – began very simply: with a shared vision for what is possible and access to available real estate. (In some cases, available real estate may have been acres of undeveloped land or the family garage.)

Imagine taking the East Gate City Boulevard exit off Interstate 85 for Greensboro a year or two from now. Instead of seeing empty lots and a string of what seems to be haphazardly arranged commercial buildings on the edges of town, you cross the threshold into an intentionally designed community. People not only live here, work here, and create here, they want to remain here. Continue west toward downtown, and you realize there's something special going on. This is a place that embraces the socioeconomic and cultural diversity of its residents and reflects a wide array of academic, entrepreneurial and industrial enterprise. It is a welcoming place for people and ideas, and it's clearly thriving.

Rendering of the potential development plan for the corridor (see Appendix for full-size rendering)



The city of Greensboro has long embraced the idea of innovation in business. In a city of doers and makers, with a rich tradition of manufacturing, textile production and agribusiness, people who live here see the value in hands-on work done in community. No one creates a complex piece of machinery, or a pair of jeans, or runs a dairy farm by themselves. Therefore, when preparing this TAP report, the panelists kept returning to this question:

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RECOMMENDATIONS AND IMPLEMENTATION *CONTINUED*

Before that question can be answered, it's important to revisit the idea of a "corridor." Just as East Gate City Boulevard runs down the middle of East Greensboro, a corridor runs through something on its way from Point A to Point B. From this perspective, creating a corridor is inherently a divisive action, one that separates and pushes aside, rather than unifies. However, the panel actively resisted this idea, choosing instead to think of an "Innovation Corridor" as a connector – of people and of purposes. The best way to ensure growth in the study area is to shift the perception that this part of town is a cut-through, someplace you have to move beyond in order to get to the center of the city. The East Greensboro Innovation Corridor can be, itself, the destination, and there can be many points of entry.

With that in mind and, after further consideration of the six areas of concentration outlined in the Panel Observations section of this report, the panel recommends a two phased revitalization of the study area that can be grouped into three, actionable categories for growth. Phase 1 would encompass the area closest to the Gateway University Research Park and the JSNN, while Phase 2 would extend further out east toward the Interstate 40/ Interstate 85 interchange. The three actionable categories are:

1. **Increase Multi-model Connectivity.**

The panel recommends extending the street system to include a new transportation node with a signalized intersection to the east and south of the Gateway South Campus. This will mitigate drive-through traffic and create a sense of curiosity for motorists about what lies on either side of the street.

This could also be an ideal corner for a mixed-use product, bringing commercial enterprise on the east side near the interstates, while introducing multi-family residential product on either side of East Gate Boulevard – between the Gateway South Campus buildings and College Forest neighborhood to the north and adjacent to the YMCA to the south.

Greenways and other shaded pedestrian- and bike-friendly paths could be developed along Barber Park and the YMCA, connecting beyond to Gateway Gardens and across the street to the JSNN and its environs. Eventually the Greenway could connect to the universities and to existing downtown infrastructure.

JOHNSON DEVELOPMENT CORP. | PROVIDED COURTESY OF ULI



RECOMMENDATIONS AND IMPLEMENTATION *CONTINUED*

There should be some urgency in working with the city to expedite capital improvement plans for sidewalks, shade trees, and lighting all along East Gate City Boulevard so that there is no visual or physical disruption to these road improvements.

2. Establish a “Gateway Experience.”

To create a sense of place in the study area, the panel recommends immediate enhancements to the area east of the Gateway South Campus, near the Interstate 40/Interstate 85 interchange. It’s important that these plans include vehicular and pedestrian accommodations, as well as conceptual improvements, such as public art or sculptural elements to delineate this area as the East Gate Entrance to Greensboro. All new streets should include sidewalks and street trees on both sides.

The city could consider exit markers on Interstate 85 off ramps to announce access to the “Innovation Corridor.” There should be a feeling of crossing into a threshold of something special, and that entering this space will be a memorable and safe experience. Street trees, special lighting, monument signs, and possibly pedestrian bridges over Mile Run Creek and/or South Buffalo Creek, would help to anchor this as a branded focal point for the area and beyond.

It is recommended that developers and the city work together to ensure that this “Gateway” area has a name, brand identity, and signage that properly connotes its purpose as a conduit for people, places and industry. Additionally, full marketing and promotional efforts should be enacted, with a ribbon-cutting or “reveal” event planned.

There are additional ways to add depth to both sides of East Gate Boulevard, one of which is to celebrate the ongoing academic research at both Gateway South Campus and the NC A&T farm. The farm property and the work done there by students and faculty is an essential part of the area economy. As part of the rich legacy of the historically black university, this land holds an important, emotional place in the hearts of the entire Greensboro community. Instead of treating it as a place that must be considered “hands-off” in any discussions of economic development, the panel recommends working with A&T leadership to explore outreach opportunities that could connect the farm to the community and other academic endeavors taking place in the study area. The thought would be to, essentially, bring the farm back to the forefront.

RECOMMENDATIONS AND IMPLEMENTATION *CONTINUED*

The enclosed rendering (page 16 and Appendix) reflects a place, adjacent to the A&T farm, that could be developed as a center for agribusiness and outreach. A pedestrian bridge could be designed, with student art, to connect the Agribusiness campus to the Gateway South Campus, and there could be curricular overlap in the academic programs of the universities. Other ideas include an onsite (temporary or semi-permanent) farmer's market or agriculture-related retail in the study area, to maximize the community's appreciation and exposure to the work taking place at the farm.

3. Create Opportunities for Mixed-use Development.

A critical issue that needs to be addressed, before any development can take place, is to create a matrix of land parcels, with specific prices per acre and realistic acquisition costs and assumptions. This will allow project leadership to coordinate with city planners to create the right mix of incentives to offer to potential investors.

The number one priority is to secure the state-owned parcel across the street from the Gateway South Campus, with the secondary priority being the areas closest to the interstate exchange. Establishing land control on those four corners will be key in the eventual creation of mixed-use product on the south side of the study area.

Another immediate priority is to create some kind of designated food service on the Gateway South Campus. This may range from a larger franchise, such as a Panera Bread or Starbucks, or a smaller, non-replicable entity, such as a kiosk for coffee, bagels, Danish. This may be accomplished through short-term university or business subsidies until solid third-party relationships are forged.

In collaboration with the Planning Department, we also recommend exploring rezoning the campus and adjacent parcels to take advantage of mixed-use zoning districts found in the Unified Development Ordinance (such as a University Mixed-use district). This would entitle the parcels for desired development, as well as lower barriers to future development.

SUMMARY AND CONSIDERATIONS

PHASE 1 - DESIGNATED STUDY AREA, GATEWAY SOUTH CAMPUS AND VICINITY

Priorities

- Connect and increase presence of agribusiness
- Improve beautification efforts
- Manage available land parcels, secure necessary properties
- Find a mechanism to engage community
- Encourage community and developers to find common ground
- Create, market and promote "Gateway Experience"
- Advocate for capital spending
- Utilize CIP investment funds
- Pursue options for mixed-use product

PHASE 2 - EAST OF I-85 EXCHANGE

Priorities

- Continue to build mixed-use residential product
- Align CIP / Greenway plans, furthering connectivity
- Advocate for strategic zoning and policy changes
- Study options for future connectivity

IMPORTANT CONSIDERATIONS

Who will lead the development efforts?

- Need a unified voice for these efforts, a group of leaders or an individual that can bring together neighbors, businesses, Community Development Corporations (CDCs), and university leadership for decision making, to promote policy recommendations and to advocate for capital aggregation and spending.
- Find new ways to engage the community, perhaps using the YMCA as an epicenter for communication, bringing in job fairs and holding educational seminars. This could be a home base, a meeting point, for all the stakeholders and developers, a "meet in the middle" space.

Who will invest in the study area?

- Need strategic CIP investments that can leverage opportunities for private investment. Cannot rely on city, state or university monies alone.
- Need to engage private industry and universities to increase availability of jobs, help improve infrastructure and transportation options and to improve connectivity to better accommodate residents and employees.

SUMMARY AND CONSIDERATIONS *CONTINUED*

IMPORTANT CONSIDERATIONS

How to build wealth in the study area?

- Must Engage K-8 education partners to strengthen future workforce.
- Need non-partial oversight to ensure new plans build upon best recommendations from previous plans.
- Engage city and state to provide targeted business incentives.
- Expand apprenticeships and workforce development efforts via collaboration with leadership at colleges.
- Leverage and expand role of Community Development Corporations (CDCs)¹.
- Increase funding and empowerment to make meaningful impact via place-based and resident-based economic development initiatives.

How to align long-range plans with immediate development needs?

- Work with city and state to rezone property to University Mixed-use (UMU) district.
- Extend southeast Greenway along Mile Run Creek.
- Revisit the comprehensive Generalized Future Land Use Map (GFLUM), also known in the City of Greensboro as Connection 2025, to change land use designation to mixed-use.
- Relocate BRT station to new node/activity center.
- Increase North/South connectivity between East Gate City Blvd. and McConnell, and beyond. This may include pedestrian, bicycle or vehicular connections.

¹ 30-6-3.5 UMU - University Mixed-use District

The UMU, University Mixed-use district, as defined by the City of Greensboro, is solely intended for application in designated reinvestment corridors with an adopted plan. The district is established to promote a mix of retail, office, residential, civic, and institutional uses in a compact, pedestrian-oriented environment in close proximity to a college or university. Development should address appropriate and compatible transitions to existing single-family residential neighborhoods. The adaptive re-use of existing historic structures will be encouraged along with new development. [<http://www.greensboro-nc.gov/modules/showdocument.aspx?documentid=27035>]

IMPLEMENTING BEST PRACTICES

“Every ‘successful’ community has its own strengths and weaknesses, but they also share common characteristics. It’s clear, for instance, that successful communities involve a broad cross-section of residents in determining and planning for the future.” – Ed McMahon, Senior Resident Fellow, ULI. Greensboro has an opportunity to create a gateway to the city that will have a positive impact on the present community and enhance the neighborhoods nearby.

Successful communities capitalize on their distinctive assets. In the article, “Why some places thrive and others fail: The new formula for community revitalization,” published in the *Virginia Town and City Magazine*, McMahon identified several factors that contribute to success for cities and towns:

- Have a vision for the future
- Shape plans around existing assets
- Shifting “no” to “yes” to make the town a better place
- Quality of life is the competitive advantage

While some of the changes in front of the East Gate City Boulevard Innovation Corridor may be considered problematic for some stakeholders, developing a vision for current and future residents is vitally important. Creating a community that incorporates all aspects of the unique features will help the area thrive for the future. Acknowledging the fear of change, but embracing the vision, is critical.

At the East Gate Boulevard Innovation Corridor, there are a wealth of opportunities to bring the community together, capitalize on existing assets and create an inviting sense of place. These come with some changes that should be discussed throughout the community (seeking all voices, including the ones that are not always heard) to fully evaluate the opportunities for growth in this area.

Below are some highlights of best practices from ULI publications and resources, offered as a guide to implementing the strategies outlined in the report. An expanded list of the resources is provided below.

Creative Placemaking

East Gate Boulevard Innovation Corridor has been identified as a unique gateway to Greensboro, as well as the home of some resources available in no other communities in the region. By utilizing creative placemaking principles, the entire community could realize the benefits and vibrancy of the area.

Creative placemaking animates public and private spaces; rejuvenates structures and streetscapes; improves local business viability and public safety; and brings diverse people together to celebrate, inspire and be inspired. In turn, these creative locales attract entrepreneurs and industries

IMPLEMENTING BEST PRACTICES *CONTINUED*

that can generate jobs and income, spin off new products and services, and lure and retain unrelated businesses and skilled workers. Together, creative placemaking's livability and economic development outcomes have the potential to radically change the future of American towns and cities.

Arts and culture are key components of any redevelopment effort, whether it involves a single building or a large neighborhood revitalization project. The place you are "creating," is arts- and culture-driven. Visual artists, performing artists, musicians, writers, poets, and even chefs or food producers, are involved in creative thinking about the project and how best to engage residents. This, of course, is in addition to the contributions of architects, designers and others within the fields of land use and real estate.

Finally, creative placemaking is noted for its inclusive approach and emphasis on equity. Any creative placemaking project in an area targeted for redevelopment should involve all the stakeholders – particularly existing residents and businesses – so that the redevelopment plan reflects the culture of the people who live and work there and helps to ensure that displacement does not occur.

Juanita Hardy, ULI Senior Visiting Fellow, suggests that any community considering creative placemaking, must be clear about the desired result from the beginning. She advocates creating early "wins" that are visible, relevant, and that can generate excitement and buy-in from the majority of community stakeholders.

Another way to encourage long-term stakeholder support, is to engage the community in branding efforts and cultural decision-making from the start. Solicit community input when developing a creative name for the corridor; selecting (or creating) original public art for the I-40 entrance; and curating additional culture-driven experiences for residents and visitors.

Healthy Places

Where we live, work and play can affect how we feel, both physically and mentally. Designing a healthy community begins with an understanding of how community design contributes to health. The Robert Wood Johnson Foundation notes that physical features, social relationships, and available services and opportunities within neighborhoods influence health in important ways, including by shaping choices and behaviors. Community wellness and safety are influenced by neighborhood factors, such as access to transportation; the condition of buildings; the presence and quality of sidewalks and places to play and exercise; and the density of convenience stores, liquor stores and fast-food restaurants relative to grocery stores that sell fresh foods.

IMPLEMENTING BEST PRACTICES *CONTINUED*

Today, communities across the United States are facing obesity and chronic disease rates of epic proportions. Our built environment offers both opportunities for and barriers to improving public health and increasing active living. Communities designed to promote physical activity – places that include wide sidewalks, safe bike lanes, attractive stairways, accessible recreation areas – encourage residents to make healthy choices and live healthy lives. Healthy places, in turn, create economic value by attracting more forward-thinking companies. These companies tend to pull in a more highly skilled workforce, comprised of both younger and older workers, who are drawn to this innovative work culture.

“In many communities around the world, the healthy choice is not the easy choice,” says ULI Global Chief Executive Officer, Patrick L. Phillips. “We know that the built environment has a profound impact on health outcomes. ULI is aiming to encourage development practices that promote health and wellness, physical activity and social interaction. Increasingly, the ability of developers and communities to deliver on health is translating into market value for projects.”

ULI’s work in connecting land use to health includes documentation that communities and projects that are able to meet the market demand for health will see their value endure over time. Some indications of the growing demand for, and rising value associated with, healthy places include:

- 67 percent of millennials think walkability is an important factor in determining where they choose to live;
- More than half of Americans (51 percent) want to live in a community that has transit. 53 percent want to be close to shops, restaurants and offices.
- Homes located in neighborhoods with good walkability are worth \$34,000 more on average than similar homes in neighborhoods with average walkability.
- Access to sunlight in office buildings increases worker productivity by 15 percent.

IMPLEMENTING BEST PRACTICES *CONTINUED*

In August 2013, a group of interdisciplinary experts, convened by ULI, developed a set of principles for building health communities. These principles are elaborated on in *Ten Principles of Healthy Places*.

1. Put people first.
2. Recognize the economic value.
3. Empower champions for health.
4. Energize shared spaces.
5. Make healthy choices easy.
6. Ensure equitable access.
7. Mix it up.
8. Embrace unique character.
9. Promote access to healthy food.
10. Make it active.

Connecting Gateway Gardens, Barber Park, the Haynes-Taylor YMCA, the Gateway South Campus, and the surrounding communities will open opportunities for and access to fresh food options, walking trails and bike paths. When people have access to safe multi-modal opportunities, there are more opportunities to circulate people to and from their destinations (in this case, associated campuses, adjacent neighborhoods, parks, etc.).

Linking People and Places

Transportation infrastructure determines people's options for getting around to meet their daily needs. Mobility and travel decisions affect human health and the environment by affecting physical activity levels, air and water quality, development patterns, and global climate conditions.

The New York chapter of the American Institute of Architects developed guidelines for communities that seek to promote physical activity and connect residents to the built environment. These areas of focus include:

- Transit
- Parks and active space
- Food
- Street design
- Bicycling

BY THE NUMBERS

Transportation Deaths and Injuries

200%

Increased likelihood of accidents involving pedestrians on roadways without sidewalks, compared with roadways with sidewalks on both sides

47,700

Number of U.S. pedestrians killed from 2000 to 2009

1 IN 4

Share of global road traffic deaths accounted for by pedestrians and bicyclists

15%

Reduction in number of automobile accidents involving pedestrian injuries after installation of traffic-calming elements

IMPLEMENTING BEST PRACTICES *CONTINUED*

Complete Streets is a transportation policy that provides safe access for all road user – pedestrians, cyclists, public transit users and motorists – of all ages and abilities. It requires that transportation agencies routinely design and operate the entire right of way to enable safe access for all users and engage the public to identify the most desired and active transportation solutions. Although design features vary based on local context, basic elements should include wide sidewalks, well-marked or raised crosswalks, traffic calming measures, protected bike lanes, and pedestrian safety islands. To date, more than 500 jurisdictions in the United States have adopted a Complete Streets policy.

Complete Streets make roads better for everyone. Historically, traffic engineers took as their primary charge the need to move traffic swiftly and smoothly from one location to the next, with relatively little focus on pedestrians. Studies show that pedestrian injuries and deaths are more than twice as likely to occur in places without sidewalks, and more than 40 percent of pedestrian fatalities occur where no crosswalk is available.

Data from Charlotte show that the cost of constructing a Complete Street was only 2.5 to 8 percent more than that of a traditional four-lane road with 12-foot-wide lanes – well within the normal annual variation in construction costs. Complete Streets can help reduce costs and improve health by significantly reducing crash rates, injuries and fatalities. In addition, Complete Streets are often better designed than conventional streets, with features, such as park strips, street trees, and street furniture that enhance economic opportunity and social interaction.

Community Engagement

Engaging communities in discussions about design and public policy at the local level have become an important part of modern-day land development and policy formulation. Effective community feed-back and appropriate responses from planning and design teams can significantly improve a project's success. This process involves balancing a complex web of interests,

IMPLEMENTING BEST PRACTICES *CONTINUED*

including private property rights, community interest in neighborhood change and local governments' consideration of the greater good. No one voice is better than another – find a variety of voices to create the most effective outcome.

While public meetings are one traditional way to connect with constituents, civic leaders can gain input in new and creative ways. For example, Mindmixer, based in Omaha, Nebraska, works mostly with governments and economic development groups to get the audience that might not come to a public hearing. The firm uses a tactic called “gamification,” where each interaction gets the user points that lead to rewards like a virtual badge or a track jacket. Ben Miller’s Popularise, based in Washington, D.C., takes a different approach. Working with Forest City Commercial Group, Miller’s firm asked members what kind of stores, events and amenities they would like to see at the Short Pump Town Center in Richmond, Virginia. Users suggested a Lego store and Lush Cosmetics, both of which are not currently available in the area.

Additional information and resources:

- *Virginia Town & City Magazine*, Jan/Feb, 2017, “Why some places thrive and others fail: The new formula for community revitalization”
- *Building Health Places Toolkit*, ULI - <https://goo.gl/0sXyiO>
- *Ten Principles for Building Health Places*, ULI - <https://goo.gl/hrV2jc>
- *Creative Placemaking Whitepaper* - <https://goo.gl/5XPCzv>
- *Intersections: Health and the Built Environment*, ULI - <https://goo.gl/hSvfLc>
- *NC DOT Complete Streets* - <https://goo.gl/dFcnuu>
- *Online Community Engagement Models Emerge*, ULI Urban Land - <https://goo.gl/b2KiKV>

APPENDIX

PANEL CHAIR

Brian Jenest, RLA
Managing Partner, ColeJenest & Stone



Brian cofounded the firm in 1988 and provides company-wide design leadership, working closely to mentor the young designers. He has experience in all aspects of master plan development, property evaluation, public review and input processes, and detailed site design. He is a graduate of the College of Design at North Carolina State University.

Brian has participated in many award-winning projects throughout the Southeast and collaborated on numerous successful design competitions. He has led a variety of significant projects, including Gateway Village and The Green at Wells Fargo in Uptown Charlotte; Gadsdenboro Park in Charleston; Pack Square Park and New Belgium Brewing Company in Asheville; the West Raleigh Centennial Arena Urban Master Plan, and the Post Wade mixed-use in Raleigh.

As a member of the Board of Commissioners of the Town of Davidson, Brian has brought a career's worth of expertise and leadership to Davidson and the surrounding communities with planning, development, transportation, and related issues that have contributed significantly to the region's outstanding quality of life. His collegial approach has been an exemplar to other community leaders and has helped foster a spirit of collaboration that has ultimately made the entire region stronger. He is an advocate for transportation solutions as a member of the Metropolitan Planning Organization and has promoted the importance of public transportation, especially in the North Corridor of Charlotte. Brian is a long-standing member of the Charlotte Chamber of Commerce and is active in the Urban Land Institute, where he serves on various committees.



TAP Panelists (L-R): Grant Meacci, Charles Hayes, Brian Jenest (Chair), Theresa Salmen, Tony Kuhn, and Todd DeLong.

APPENDIX *CONTINUED*

PANELISTS

Todd DeLong
Redevelopment Manager
City of Charlotte



As the Redevelopment Manager for the City of Charlotte, Todd oversees the City's redevelopment initiatives, including public private partnerships, economic development strategic planning, and business matching grant programs. Prior to joining the City of Charlotte in July 2014, Todd was a Senior Associate for a real estate and economics advisory services firm in Florida, where he served as an advisor to local governments, developers, and institutions throughout the U.S. on a variety of engagements related to market feasibility, public private partnerships, special taxing districts, economic and fiscal impacts, and economic development strategies.

He is a member of the American Institute of Certified Planners and is an active member of several professional organizations, such as the American Planning Association, Urban Land Institute, and the International Economic Development Council.

Charles A. Hayes, M.A., CEcD
Managing Partner
Hayes Group Consulting LLC



Charles served as President and CEO of the Research Triangle Regional partnership for two decades until retiring from the position in June 2016. During his tenure at this high profile regional economic development agency, the partnership received numerous awards internationally and nationally, and was widely known for cutting-edge initiatives, including the Triple Helix approach to innovation and economic development. Before moving to the Research Triangle Regional Partnership, Charles served as director of a local economic development agency, as county manager, business owner and community college instructor.

Charles is currently serving as a Senior Fellow-in-Residence in the Office of Innovation and Economic Development at East Carolina University. Additionally, he and his wife, Jan, have recently formed Hayes Group Consulting LLC and both serve as Managing Partners.

APPENDIX *CONTINUED*

Tony Kuhn
President & Founder
Flywheel Group



Since launching in 2013, Tony's vision for uncovering development opportunities and passion for building relationships at all levels drives the Flywheel Group's momentum. His philosophy on investment and real estate development draws equally on his background in economics and architecture. Tony graduated with honors in Economics from Vanderbilt University. He then went on to receive his Master's in Architecture from the University of North Carolina - Charlotte.

For the past decade, as Vice President with Vision Ventures, Tony focused on the firm's long-range planning for urban redevelopment initiatives, especially focused on North End and NoDa. He worked with the City of Charlotte to create the vision for the "Applied Innovation Corridor," including plans for transforming the former Charlotte Area Missile Plant into a 100-acre transit-oriented, mixed-use development, NewCamp Station. While at Vision Ventures, he also worked on the design and construction for the successful rebrand of Charlotte's Epicentre, a \$135MM, 350,000 sf mixed-use entertainment complex.

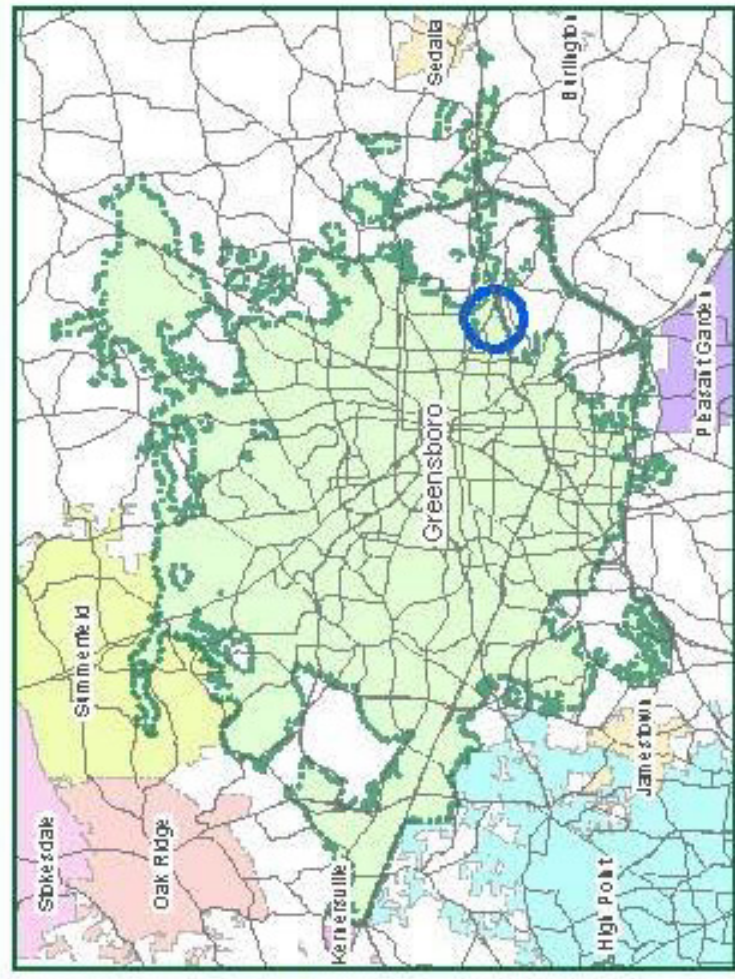
Tony is a LEED AP with a passion for sustainable design and urban redevelopment. He brings his extensive design and architectural training to all of Flywheel Group's development initiatives.

Grant Meacci
Managing Director
Urban Designer at Charlotte Urban Design and Professional Landscape Architect



With over twenty years of design and planning experience, Grant has led award-winning projects in both the public and private sectors. He has also helped to develop and direct two non-profit organizations, the Design Workshop Foundation and the Community Development Studio to provide pro-bono design, planning and service projects throughout the United States. His career has focused on designing projects that create vibrant places, enhance quality of life and foster community.

Innovation Village Study Area



Legend
Study Area
City of Greensboro



EAST GATE CITY BOULEVARD

INNOVATION COORIDOR - MASTERPLAN

GREENSBORO, NC

01/16/17

THIS PLAN IS SCHEMATIC IN NATURE. LOCATIONS OF ROADS, LOTS, AND ALL OTHER AREAS INCLUDING OFF-SITE ROAD IMPROVEMENTS ARE SUBJECT TO FINAL DETERMINATION ON PRELIMINARY AND FINAL PLANS.