



New York Preservation Conference

© Ed McMahon

Urban Land Institute

April 26, 2014



AIA Rochester

Our mission is to promote the profession and practice of Architecture in the Greater Rochester Area. We are dedicated to providing our members opportunities for professional advancement, community involvement, and promoting design excellence in the built environment.

Some of our programs :

- *Swinging For Scholarships*
- *Design Excellence and Honor Awards*
- *Monthly CES Programs*
- *CANstruction*
- *ERA (Emerging Rochester Architects)*
- *Explorer and ACE Programs*
- *Public Outreach Programs*

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Questions related to specific materials, methods, and services will be addressed at the conclusion of this presentation.

Learning Objectives

At the end of this program, participants will be able to:

- 1) Participants will be able to identify the individual elements that contribute to a community's unique character when working in a given community.
- 2) Participants will be able to suggest strategies that will preserve this character and position a community for long term economic success.
- 3) Participants will be able to explain to the general public and elected officials why investing in preserving community character is important and represents a sound economic investment.
- 4) Participants will be able to incorporate into their designs principles for sensitive new infill and new development projects that complement a community's existing character.

ULI Mission

The mission of the Urban Land Institute is to provide leadership in the responsible use of land and in creating and sustaining thriving communities world wide



“Sustainable development is development that meets the needs of the present without compromising the ability of future generations to meet their own needs.”

It is about our children



It's about balance

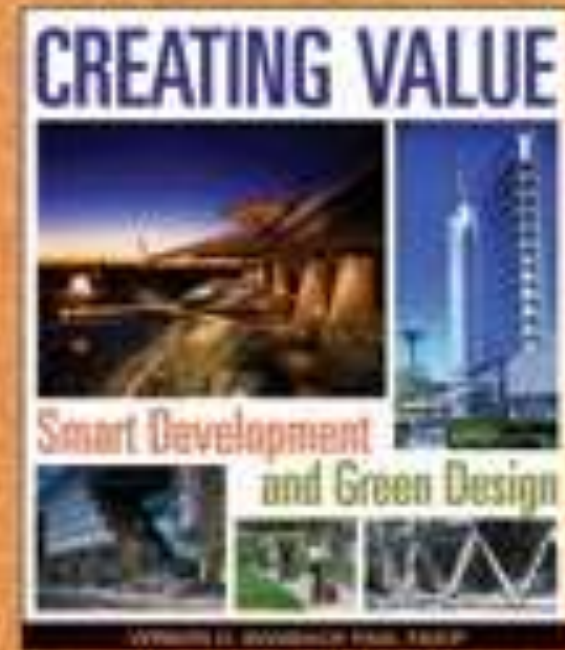


“Conservation is a state of harmony between man and nature.”

Aldo Leopold

It's About Win-Win Solutions

- Healthy Environment
- Vigorous Economy
- Vibrant Community



Sustainability = more than technology

- At its most basic, “sustainable” means enduring.
- Sustainable communities are places of enduring value.





**CHANGES
AHEAD**

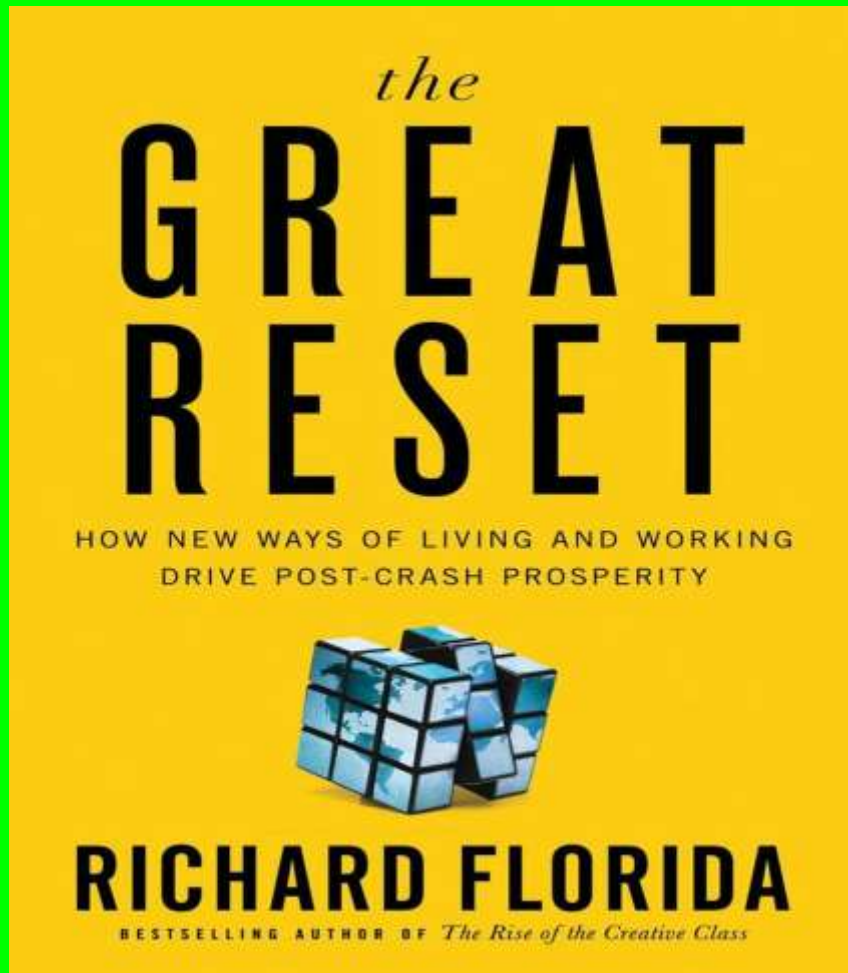
“The best way to predict the future is to create it yourself”

Abraham Lincoln

What is changing?

- National and global economy
- Demographics
- Technology
- Consumer attitudes & market trends
- Health care
- Energy prices
- The weather

How will the Crash Reshape America?



- “How we live, work, shop and get around will change.”
- “Communities that embrace the future will prosper. Those that do not will decline.”

“Communities and regions are in a global competition to attract and retain a talented workforce. Increasingly these talented workers are choosing where they want to live first and figuring out their job situations later.”

CEO's for Cities, Segmentation Study, 2006

Economic Development

20th Century Model

- Public sector leadership
- Shotgun recruitment strategy
- Low cost positioning
- Cheap labor
- Key infrastructure = roads
- Focus on what you don't have
- Driven by transactions
- Quality of life - unimportant

21st Century model

- Public/Private Partnerships
- Laser recruitment strategy
- High value positioning
- Highly trained talent
- Key infrastructure = education
- Focus on what you do have
- Driven by an overall vision
- Quality of life – very important

Economic Development is About Choices



Should we try to recruit new industry?



Should we try to expand existing businesses?

Business Recruitment



- There are 3141 counties in the US.
- There are 25,375 towns in the US.
- They are all competing for a small number of new plants, factories or distribution centers.

The One Big Thing Rarely Works?



Convention centers



Festival Marketplaces



Amusement parks

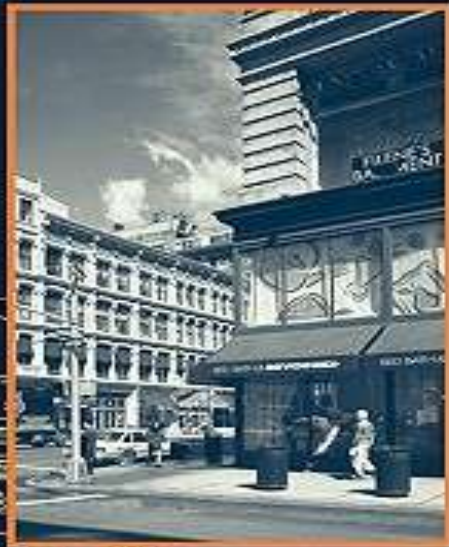


Aquariums

What works today?

CITIES

BACK FROM THE EDGE
new life for downtown



ROBERTA BRANDES GRATZ WITH NORMAN MINTZ

“ Successful cities
and towns think
small in a big way.”

Roberta Brandes Gratz

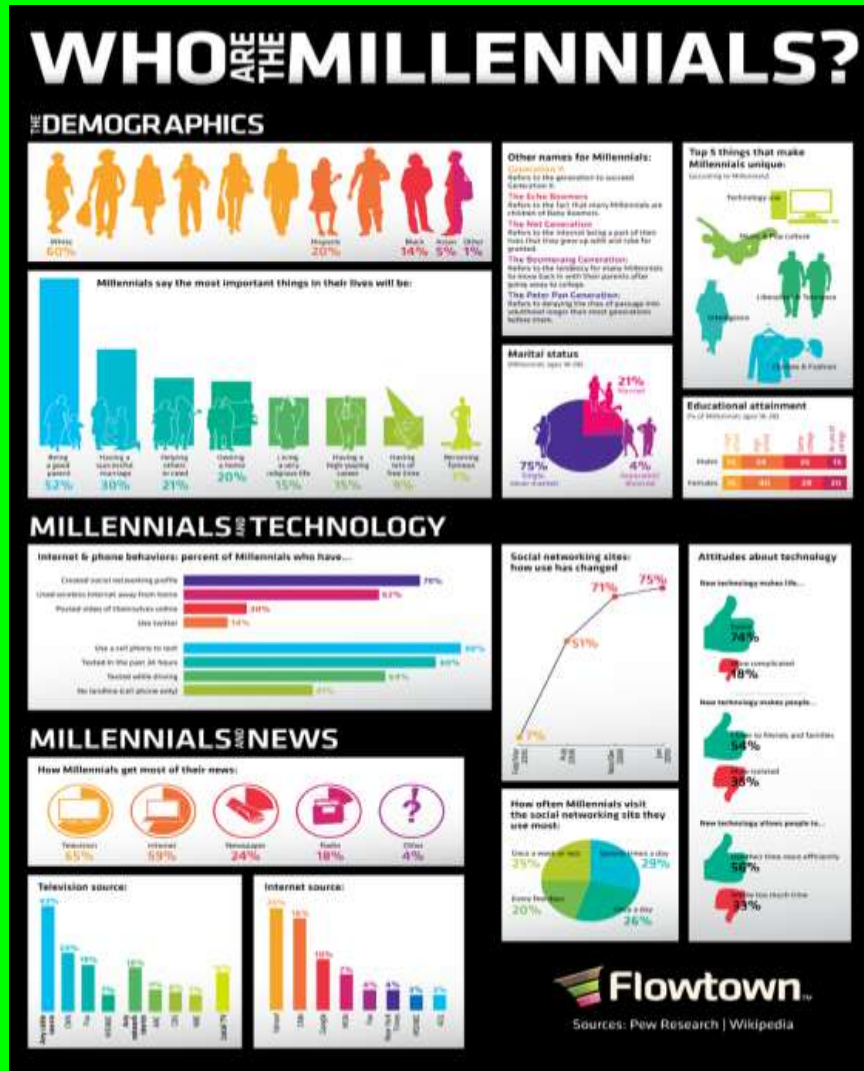


Demographic Shifts

- Baby Boomers and Retirees – 80 million
- Immigrants – 40 million
- Millennials (18 to 32 year olds) – 85 million
- Single-person households - 31 million
- 75 % of American households do not have school age children



Young People



- Are getting married later or not at all
- Are postponing home ownership
- Own fewer cars and drive less
- Are concentrating in major metropolitan areas & cool towns
- Favor walkable neighborhoods
- Are adept with technology and social networking
- Are more tolerant
- Use social media to make buying decisions

Technology & Globalization



- “The Death of Distance”
- People can do business anywhere
- Most new jobs are in small and medium sized businesses
- Health care & education
- Industrial recruitment is a small part of new economy

Capital is Footloose



Foster Freiss

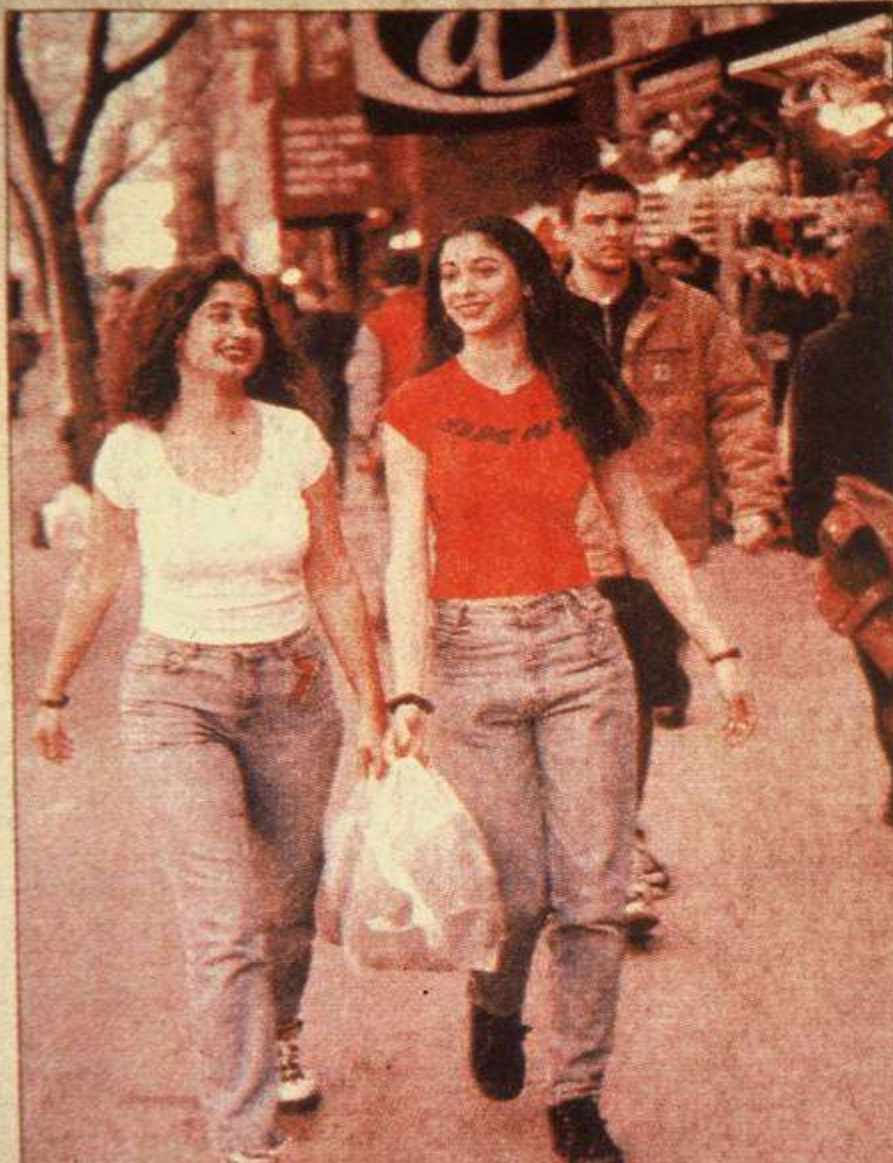


Jackson Hole, Wyoming

Brandywine Funds HQ – Jackson, WY



Consumer attitudes are changing



COVER STORY

Malls are like, totally uncool, say hip teens

The bigger question for retailers is, will parents follow their offspring?

By Bruce Horowitz
USA TODAY

The future of retailing in America may all come down to where Jessica Pfeifer shops. There's one place it's not: the mall.

Anyplace but the mall.

For this 18-year-old high school senior and her 15-year-old sister, Andrea, the mall has become entirely uncool.

Most malls are filled with cubicles that all sell similar stuff. And many teens get the heebie-jeebies being followed around by walkie-talkie wielding security guards and suspicious store clerks who keep flashing them evil eyes.

The Pfeifer sisters live in Manhattan and used to take the train to regional malls. Now they and their friends who live



Market Trends

- “It is becoming clear that homebuilders old one-size fits all marketing and product approach will not work for buyer groups whose interests & borrowing requirements differ widely, not only from buyers of the recent past, but also from each other.”
- Source: Builder Magazine, July 2009





MERCHANT'S TIRE & AUTO
CENTER

**FACTORY
DISTRIBUTORS
FOR**

FIRESTONE	B.F. GOODRICH
MICHELIN	PIRELLI
BRIDGESTONE	CENTENNIAL

MERCHANT'S TIRE & AUT
CENTER



SHOCKS Tires Tires

INSPECTION ALIGNMENT

ALIGNMENT



**MUFFLER
SHOPS**

FRANK KELLAR'S

**STEREO
SHOWCASE
& VIDEO**

**SHOCKS
BUY 3
GET 1 FREE**

Yester
TOWN HOUSE

**YESTER DAY
SHOPPING
CENTER**

**SALE
T-120 OR L-750
\$6.99**

**the floor
concept**

SALE

RESTAURANT

**LUNCHEON BUFFET
UNTIL 2:30 7 DAYS**

**RAMADA INN
AIRPORT**
Where the PARTY NEVER ENDS...

PEOPLES

**JAPANESE
RESTAURANT**

AIRPORT

KICK STEAKHOUSE

**VISA
AMERICAN
EXPRESS**

**FEDERAL
SAVINGS
ASSOCIATION**

The Patterns of Development

- Where you put development
- How you arrange development
- What development looks like





“Every community needs a long range conservation plan, just like it needs a long range transportation plan.”



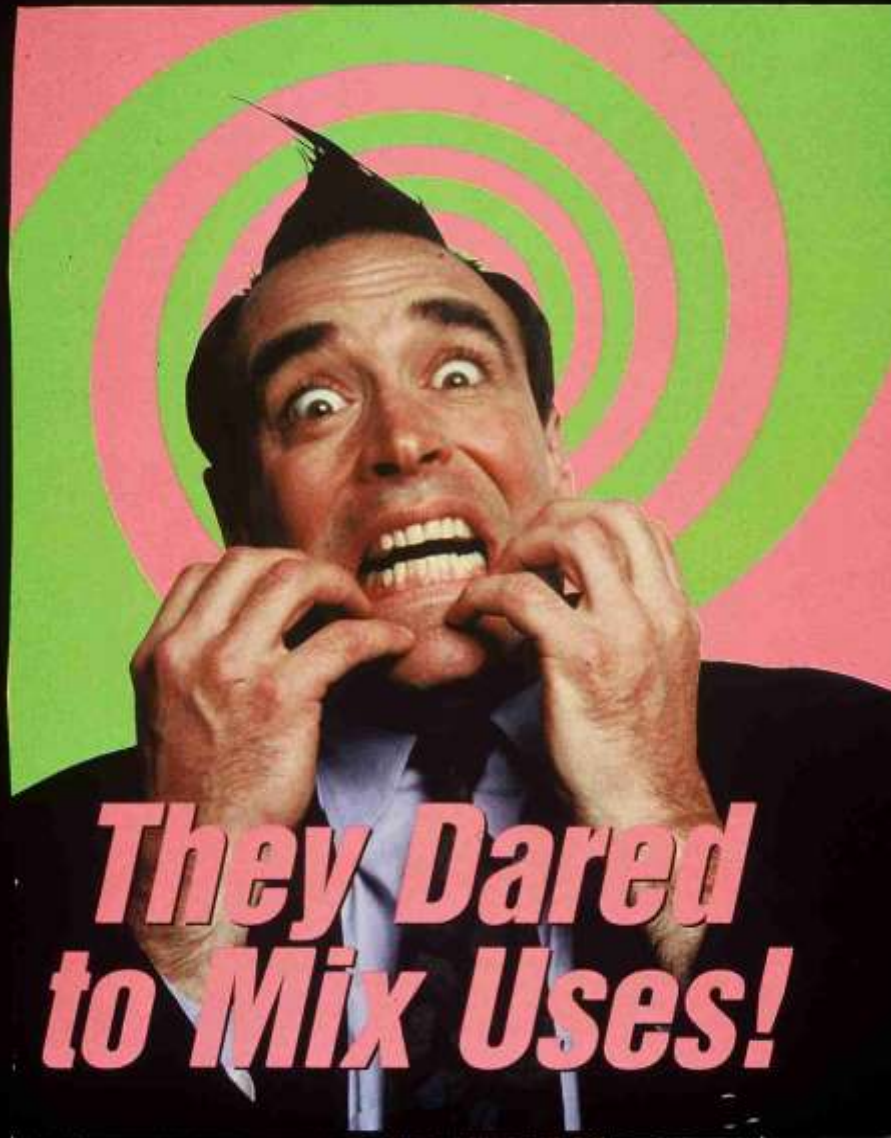
Boulder, Colorado – Greenbelt



Neighborhood Park – San Diego

When people can't see where they are going, they want to slam on the brakes





***They Dared
to Mix Uses!***

How we
arrange
development

Growth is About Choices



Should we invest downtown?



Should we invest on the strip?

Growth is About Choices



Should we spread out?



Should we grow more compactly?

Keys to Compact Development

- High Quality Design
- Access to Green Space
- Compensating Amenities
- More choices in ways to get around
- Higher Density only in clearly defined areas



Compact: Can Be Attractive & Valuable



What does development look like?



Community Character Matters!



- “We take stock of a city like we take stock of a man. The clothes or appearance are the externals by which we judge.”
- Mark Twain

Place Matters



“A community’s appeal drives economic prosperity.”

National Association of Realtors, 2011



Welcome to
the City of
FRANKLIN



MIDFIELD
CITY LIMIT

Loveland's
FLOWERS

Marlboro
\$1.10

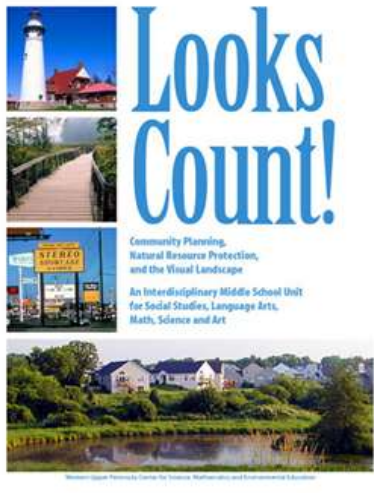
SPEED
LIMIT

Marlboro

AND OTHER CIGARETTES
SOLD HERE

\$1.10





COMMUNITY IMAGE
IS CRITICAL
TO ECONOMIC VITALITY
AND QUALITY OF LIFE

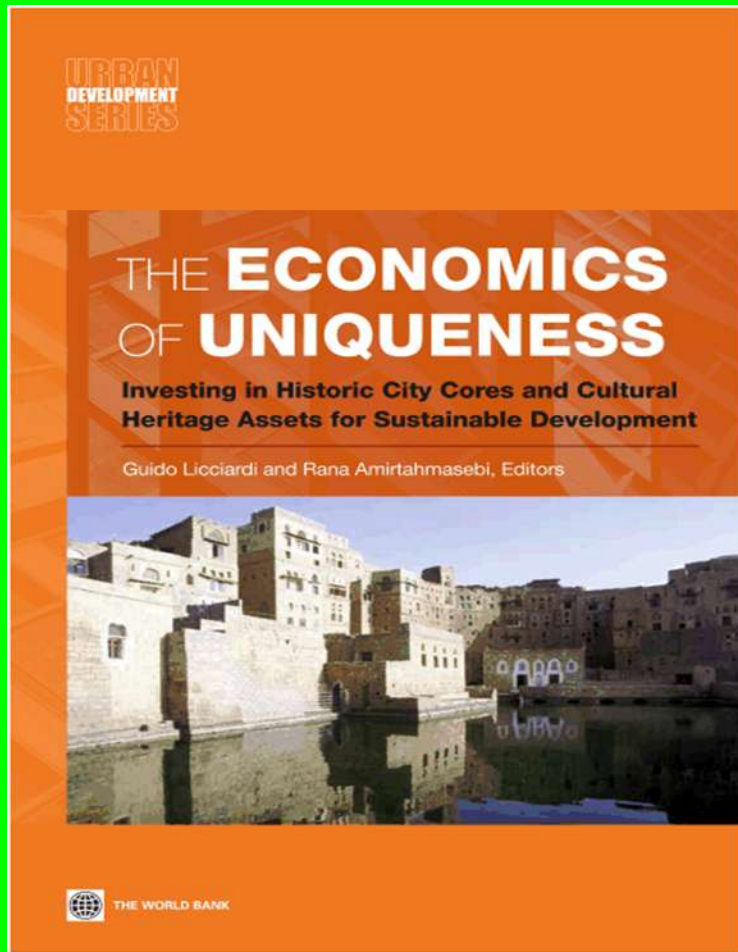
The Official 2000 Travel Guide

Oregon

Oregon. Things look different here.

Things look different here.

Distinctiveness has value!



- “If you can’t differentiate yourself, you will have no competitive advantage.”
- “Sameness is a minus, not a plus in today’s world.”



VIEW PRESERVED BY
BEAUFORT COUNTY
OPEN LAND TRUST

JOINT PROJECT WITH THE
CITY OF BEAUFORT

55 10 7

SCENIC VIEW
500 FT. RIGHT

 <p>Comforts of Home QUILTS COLLECTIBLES FABRICS</p>  <p>Turn Left 6 Mi. 824-4675</p>	<p>RAY'S SHANTY (SHRIMP)</p> <p>7 Mi. On Right</p> <p>CARRY OUTS</p>  <p>824-3475</p>
---	--



MODELS OPEN

WED & THURS: 4-7 SAT & SUN: 1-5

EAGLE POINTE

An Outstanding New Home Community

**Breathtaking Views
River & Greenbelt Frontage**

**John Hagmeier Homes
Roy Chambers 696-9311**

**The Petersen Group
Janet Petersen 562-1170**



ENTRANCE 3/4 MILES





What is the value of historic buildings, neighborhoods and landscapes?



THOMAS CLAYTON WOLFE

A GREAT AMERICAN WRITER

BORN ON THIS SITE

92 WOODFIN STREET

OCTOBER 3, 1900





A two-story brick building with a light-colored brick facade. The ground floor features two large, arched red double doors with small, multi-paned windows above them. Above the doors is a red horizontal band with a white rectangular sign that reads "FIREHOUSE PIZZA" in black capital letters. The second floor has two windows, each with a decorative brick lintel and a small awning. The building is set against a clear blue sky, and a sidewalk with some snow is visible in the foreground.

FIREHOUSE PIZZA





MEET THE

PUBLIC
MARKET



FARMERS MARKET







“Among cities and towns with no particular recreational appeal, those that preserve their past continue to enjoy tourism. Those that haven’t, receive almost no tourism at all. Tourists simply won’t go to a city or town that has lost its soul.”

- Arthur Frommer

ANNUAL DIRECTORY EDITION

Corporate and Industrial Sites in the World's Third-Largest Economy

SOUTHERN BUSINESS & DEVELOPMENT

FALL 2002

**The Perception
Buster:
First Annual
Southern State
Business Climate
Index**

**When Site
Searching the
South, Make Sure
You Inspect a Community's
Downtown First!**

Shreveport

Presorted Standard
U.S. Postage
PAID
Quincy, FL
Permit No. 632

www.sb-d.com



What are we building today
that will be worth preserving in
the future?





McDonald's

BILLIONS AND BILLIONS SERVED

DRIVE-THRU

McDonald's

59

69

79











McDonald's

6201









S·H·E·A·R *Magic*
HAIRGROUP

McDonald's

TRIPLE
CHEESEBURGER
99¢





FRONTIER HOUSE

McDonald's

DEWITT CLINTON

CHARLES DICKENS

PRESIDENT McKinLEY

JOHN L. SULLIVAN



You Have a Choice!

“When a chain store developer come to town they generally have three designs (A, B, or C) ranging from Anywhere USA to Unique (sensitive to local character).”

“Which one gets built depends heavily upon how much push back the company gets from local residents and officials about design & its importance.”

Source: Bob Gibbs, Retail Consultant, Birmingham, MI



Plan A



Plan B



Plan C

Walgreens – Plan A



Walgreens – Plan B



Walgreens – Plan C



Walgreens – Plan C







BURGER KING

Get your
burger's
worth





The Old Paradigm



The New Paradigm



- The future belongs to main streets, town centers and mixed use development!
- Strip development is development for the last century!

Here is Why:

- We're overbuilt on the strip
- Retail is rediscovering cities & towns
- The suburbs are being redesigned
- Traffic congestion, fuel prices and auto-oriented (i.e. ugly design) are undermining the strip
- Consumers favor places with character
- E-commerce means fewer and smaller stores
- The economy is restructuring the retail landscape

We're Overbuilt on the Strip



- Ten fold increase in retail space from 1960-2000.
- From 4 to 38 square feet per person.
- US has more than double the retail space per person as Europe.
- There is now more than 1 billion sq. ft. of vacant retail space (mostly in empty big box stores)

Retail space grew 5x faster
than retail sales



Internet vs. Bricks & Mortar



- E-commerce means the downsizing or disappearance of many chain stores



- Netflix has replaced video rental stores
- Kindles and E-Readers mean fewer people buying hard copy books

Our Love Affair With Malls Is on the Rocks



NEW URBAN NEWS

COVERING DESIGN & DEVELOPMENT OF HUMAN-SCALE NEIGHBORHOODS

VOLUME 7 • NUMBER 1

JANUARY • FEBRUARY 2002

The future belongs to town centers

Despite the recession, retail analyst Robert Gibbs predicts that commercial town center developments will proliferate as the growth in conventional malls stalls.

In recent years, one of the most prominent trends in the shopping center industry has been the emergence of "hybrid malls," large retail centers that incorporate an open air main street with shops, offices, and in some cases housing. Some of these experiments—like Valencia Town Center in California—have been successful, but according to Gibbs, industry trade publications have expressed doubt that the model has staying power.

Gibbs disagrees with this assessment and suggests that conventional malls will have to adopt ideas from the New Urbanism to stay competi-

CONTINUED ON PAGE 7

- No new malls , since 2006
- 10% of existing malls have closed
- 30% of existing malls being repositioned
- 1 Billion square feet of vacant retail space

Downtown Rockville, MD



- Mostly demolished in 1970



Replaced by Rockville Mall



Rockville Town Center





The New Promised Land?

Tear Up Parking Lot, Rebuild Paradise

- Large, flat, well drained site
- Major infrastructure in place
- 4 lane highway frontage, transit ready
- Saves rural land
- Committed to mixed use
- Can turn NIMBY's into YIMBY's
- 2.8 million acres of greyfields will be available in next 15 years

We Can Have This:



Spread Out
Single Use
Drivable Only

Or This!

Compact
Mixed-Use
Walkable





The Old Paradigm



The New Paradigm



Walmart – Tysons Corner, VA



“We’ve reached a stage
Where we can be flexible.
We no longer have to build
a gray-blue battleship box.”

Robert W. Stoker
Wal-Mart’s Senior Real Estate Manager

New Life for Old Buildings



- In July 2012, Target opened a new 125,000 sq. ft. store in the historic landmark Carson Pirie Scott building in downtown Chicago.

Target – Portland, OR



In 2012, a new Target opened in an old department store in downtown Portland, OR

Home Depot - NYC



Waffle House – Which one makes more money?



Downtown Waffle House

- Walkable Street
- No dedicated Parking
- Apartments Upstairs



Strip Waffle House

- Located next to Highway
- Lots of Parking
- No housing nearby

“Downtown Waffle House outperforms Strip Waffle House by 15%”

Source: City of Fayetteville and ISR Working Group
September 22, 2011

The downtown, mixed use project also produces:

- More taxes per acre
- More jobs per acre
- More residents per acre



“People stay longer,
spend more money
and come back more
often to places that
attract their affection.”

Source: *Urban Design and the
Bottom Line*, ULI, 2009

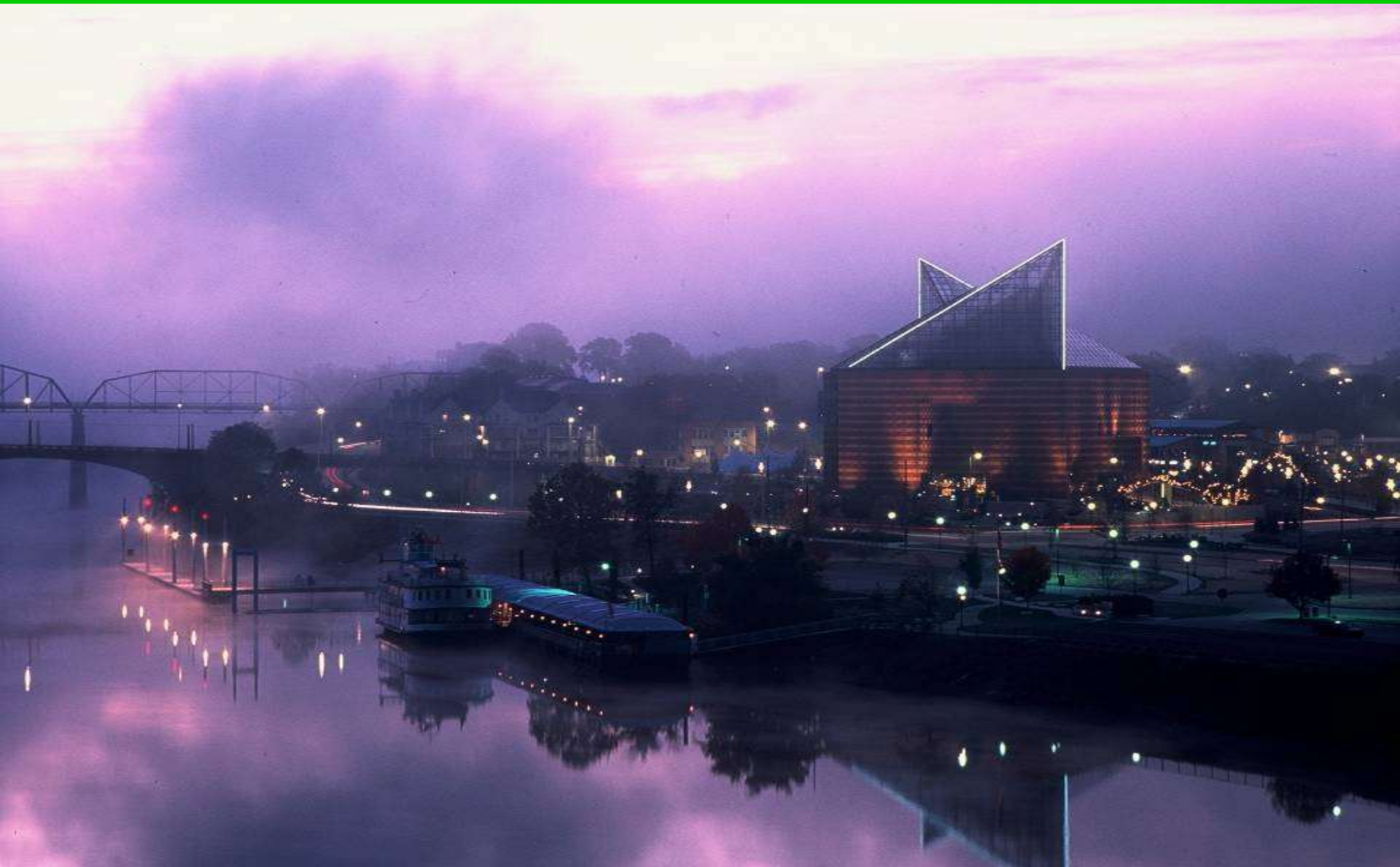
Secrets of Successful Communities

1. Develop a shared vision for the future
2. Inventory local and regional assets
3. Build plans around the enhancement of assets
4. Use education, incentives, partnerships, and voluntary initiatives, not just regulation
5. Pick and choose among development proposals
6. Cooperate with neighbors for mutual benefit
7. Protect community character as well as ecology and economics
8. Have strong leaders and committed citizens

Most Polluted City



Model for Community Revitalization









Tennessee River Gorge



Tennessee River Park



- “The initial segment of the Tennessee River Park near the C.B. Robinson Bridge has become the most loved and used park in Hamilton County. More than 1 million people of all ages, races and economic status use the park annually.”
- The 13 mile river walk has generated almost \$1 Billion in private development adjacent to the trail.”
- Source: City of Chattanooga

Hamilton County Bridge, over Tennessee River, Chattanooga, Tenn.





Key Lesson Learned

How much something costs
is not the most important
question.



Suisan City, California

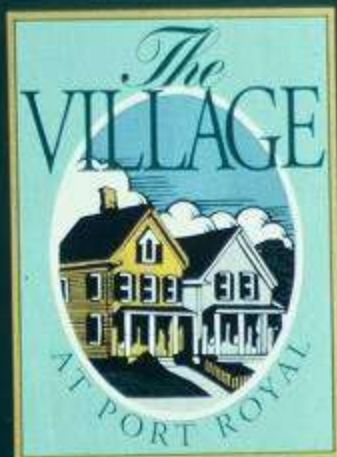




Welcome To
TOWN OF
PORT ROYAL







Developed by Village Renaissance, Inc.

The Village at Port Royal

A Traditional Walking Neighborhood

Forty-one Single Family Homes
Optional Garage / Guest House

For Information Contact:

Billy Keyserling **KEYSERLING REAL ESTATE**
986-2444 **A. BANKS BIC**







DO NOT
ENTER

95 10 7





PORT ROYAL
ELEMENTARY SCHOOL



UNITED STATES POST OFFICE
PORT ROYAL SOUTH CAROLINA
29935





Inventory Assets

- Natural Resources
- Cultural Resources
- Human Resources
- Economic Resources
- Educational Resources

Sometimes the Assets are Obvious





Sometimes They Are Not Obvious





WWII Torpedo Factory



Torpedo Factory Arts Center



Rapid City, SD - Before



EXISTING CONDITIONS

Rapid City, SD - After



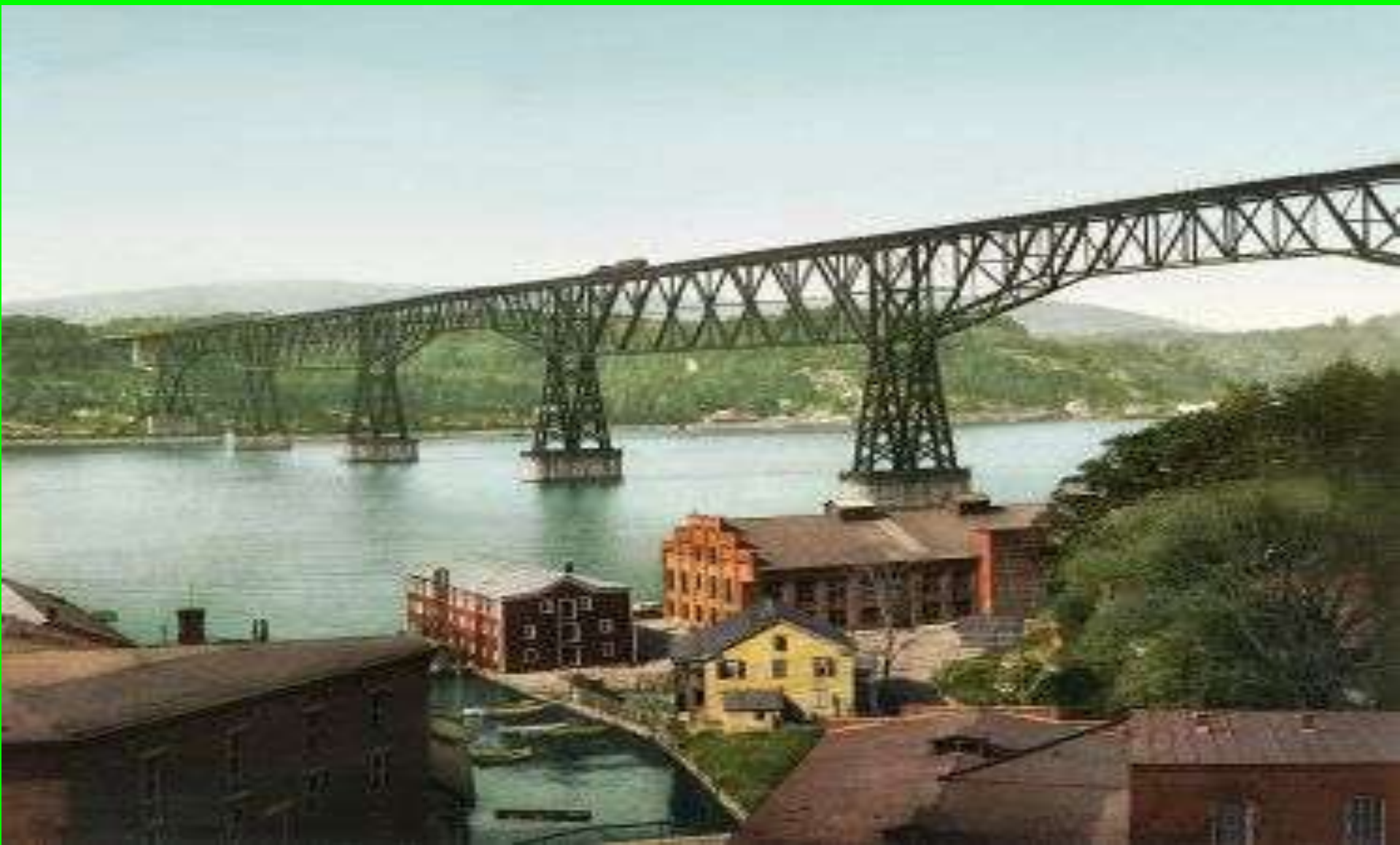
Flood Wall – Before



Flood Wall - After



High Bridge – Poughkeepsie, NY



Rail Bridge - Before



Rail Bridge - After



Explore Beyond Regulation

- Education
- Incentives
- Partnerships
- Voluntary Initiatives

Why Do We Educate?



Why Should We Use Incentives?





LOVE STAR

See you at the top

FOR RENT
Call 548-1212



Museum of Art

SEEN
MADE

Lowertown Arts District



- What do you do about crime, drugs and abandoned houses?
- In Paducah, Kentucky you sell abandoned houses to artists for \$1.
- In 10 years , Lowertown Paducah was transformed from a decaying slum to an artist District with 100 restored buildings, 70 artist studios and \$40 million in private investment.



Yazoo City - Before



Yazoo City - After



SUCCESSFUL
COMMUNITIES PICK
AND CHOOSE AMONG
DEVELOPMENT
PROPOSALS

Hometown Heroes

“Never doubt that a small group of committed individuals can change the world. Indeed, it is the only thing that ever has”

-Margaret Mead

It's Not Always Easy



Leadership is important But often unappreciated



“Apart from sanitation, medicine, education, wine, public order, roads, irrigation, public health and a freshwater system, what have the Romans ever done for us?”

Monty Python's, Life of Brian

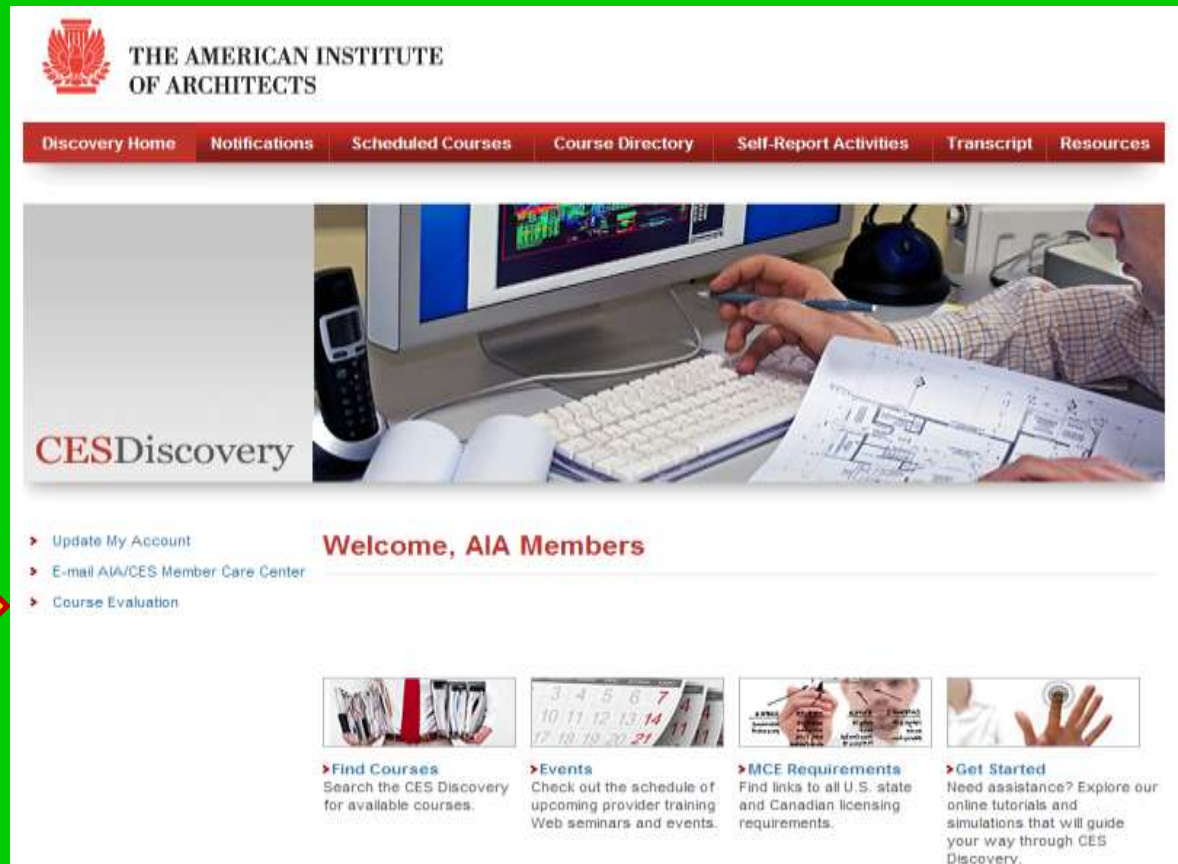
A Final Thought


Vision counts, but
implementation is priceless!

Thank You!


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In order to maintain high-quality learning experiences, please access the evaluation for this course by logging into CES Discovery and clicking on the [Course Evaluation](#) link on the left side of the page.




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Thank you for your time!

QUESTIONS??

This concludes The American Institute of Architects
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