# COMMITTEE AGENDA TOPICS

**I. Subject:** **Review ULI technical Advisory Panel Final Report for West Trade Street/Beatties Ford Road Corridor**
Action: Review recommendations contained in the report in order to use as an evaluation guide for future programs/projects along the corridor.

**II. Subject:** **Discussion of 2011–2012 Focus Area Plan Process**
Action: Discussion regarding process to be utilized in creating the Economic Development Focus Area Plan.

**III. Subject:** **CRVA November Barometer Report – Information Only**

**IV. Subject:** **Next Meeting: Thursday, December 9, 2010 at 3:30pm, Room 280**

# COMMITTEE INFORMATION

Present: James Mitchell, Patrick Cannon, Andy Dulin, Jason Burgess and Patsy Kinsey
Time: 3:00p.m.

# ATTACHMENTS

1. Attachment & PowerPoint Presentation: ULI Technical Advisory Panel Final Report
2. Attachment: 2011-2012 Focus Area Plan Process
3. Attachment: CRVA November Barometer Report

# DISCUSSION HIGHLIGHTS

**I. Subject: ULI Technical Advisory Panel Final Report**

James Mitchell, Chair:
Thank you all for coming to our last meeting before the Thanksgiving holiday. We apologize for scheduling it on a Tuesday. Mr. Kimble, I see we have three items on the agenda today. All of them are information only with no voting required today, so with that Mr. Kimble, I will turn it over to you sir.

Kimble: We wanted to review this because you had very little time to do this at one of your Workshop Dinner Briefings. It got referred to the E.D. Committee, the Urban Land Institute Technical Advisory Panel study of the West Trade Street/Beatties Ford Road corridor. What we thought we would do is briefly go through the report; we did invite

all the financial partners to participate in it. They have seen the report and we invited them here today, but with the holidays, I am sure they have a lot going on and couldn't join us. Peter Zeiler from our staff is going to walk you through the recommendations. Our feeling is that these are recommendations from a national panel of experts who did a great job in effecting us and giving us some ideas from persons who maybe aren't here and can take the blinders off and see some other opportunities. We are not saying that we need to pursue any of these recommendations specifically but they present to you a range of opportunities in the future. If anyone of those opportunities might come along you would know that they were incubated and talked about with a study done by a national panel. That is a background and briefing of what Peter is going to present.

Mitchell: Welcome Peter.

Zeiler: Thank you. As Ron said, we will take you quickly through this. Of course, feel free to ask any questions. The Urban Land Institute Advisory Panel was held from June 7-10. On the run up to that, Johnson C. Smith University (J.C.S.U.) held a couple of public workshops the week before to get feedback from community members who were not going to be able to meet with the Advisory Panel. The Advisory Panel had a day and a half to meet with key stakeholders and did not have the time to do an outreach to several hundred folks. J.C.S.U. kindly held the stakeholder meetings; John Howard from Planning was instrumental in getting those panels pulled together. The five panel members are shown on the PowerPoint do come from a good range of backgrounds. In particular, I point out Warren Whitlock, even though his current job is with the New York State DOT. He was the Capital and Facilities Management Director for Columbia University so he had oversights of nearly $2,000,000,000,000 in assets of educational building and campus. Candace Damon of course with HRA&A Advisors previously had worked on the Third Ward development plan, so we had folks with good outreach to universities and some folks that had local knowledge and some experience with what the Charlotte market was like. The financial partners were the City of Charlotte, Johnson C. Smith University, Johnson & Wales University, Charlotte Center City Partners, Bank of America and the ULI Foundation. When we say financial partners, all these folks put in a minimum of $10,000 to $15,000 a piece to bring the Advisory Panel in and to cover their work.

Dulin: Minimum of $10,000 to $15,000 each that is good. I am glad they had skin in the game. What was the total amount of money raised?

Zeiler: I believe it was $50,000.

Kimble: The ULI Foundation I believe put in $25,000, the City put in $10,000, J.C.S.U. put $10,000, J&W put in $5,000, Charlotte Center Partners I believe put in $5,000 and Bank of America put in $10,000. I think I remember correctly those numbers added up to $60,000.

Dulin: The ULI Foundation is that local money?

Kimble: No, it's national.

Dulin: National ULI. Do they do this all the time all over the place?

Kimble: In places where they feel like it will yield a beneficial product. Councilmember David Howard was instrumental in going to the national ULI and getting them to put $25,000 in.

Dulin: Thank you.

Zeiler: The charge was a fairly wide ranging charge to the panel. We can break the charges down into five main groups. One was to develop a plan that related J.C.S.U. facilities to the neighborhoods and Center City Charlotte. As you know, J.C.S.U. is really beginning to look outside its borders and not remain a contained environment. They are looking to take their campus and integrate it throughout the community. How do you physically do that and programmatically do it? The charge here was to understand how you can physically accomplish that. The second charge was to determine the appropriate role for the public sector to assist the J.C.S.U. outreach and how we can assist with redevelopment along the corridor. Part of that was determining the best way to encourage private development activity. How we can ensure that the surrounding neighborhood retains its character and doesn't overly gentrified and we run into the issue of folks that have been there for a long time begin chased out by new development coming in. How do we make sure that you integrate the old with new? The last charge was to develop a prioritized implementation action plan. What are the first steps over the next five to ten years to really move this corridor forward? Just to refresh your memory, the corridor was actually a wide ranging corridor stretching along Trade Street starting around Graham at the Gateway Station area and then traveling down Trade Street under the I-77 bridge and then up Trade and Beatties Ford Road. So it encompassed portions of Third Ward, Gateway, portions of West end, portions of Wesley Heights and a little bit of Biddleville and up through J.C.S.U.

Dulin: Can you show us on that PowerPoint where the creek and cemetery are located? The greenway is going to come in from where?

Zeiler: The greenway is coming through here near where Graham and Trade come all the way down to Beatties Ford.

Dulin: O.K.

Zeiler: Basically everything in yellow on the map are the spaces covered by the study area.

Dulin: So the greenway is going to come almost along I-77?

Zeiler: That is going to be outside of the study area.

Dulin: O.K. Thank you.

Kinsey: Is that Irwin Creek? I was just curious, I think it might be. Is this clock corresponding to Planning's corridor? Is this a Planning corridor, I don't remember?

Zeiler: Portions of it are within the Center City area and then portions of it are in the Beatties Ford corridor. After getting some good market research, the key findings that the Panel found are that the corridor, the portions that we outlined in yellow, can support up to 2,100 new residential units coming in the next decade. The area has a strong leadership and well defined vision for itself. I think we are aware that this is a good strong community where folks have really taken ownership of the direction that they would like to see this community move. There is good land control and good partners in place; meaning that everybody that they talked to that was a major land owner was a willing partner sitting at the table talking progressively about what could be done in this area.

Dulin: There is new construction on top of that hill now at the end of Walnut. I know that neighborhood well. I have not been up there in two months and I don't know what the vacancies look like. It's easy for them to say build 2,100 units. What if there are vacancies and foreclosures?

Mitchell: I can address that only because Bobby Drakeford and Wood are partners. Wood Partners has 97% occupancy and Bobby's are about 99%.

Kimble: This is over a ten-year period?

Zeiler: Yes, a ten-year period. It also encompasses the entire area. So when you think about what is happening in Third Ward and Gateway and some of the new development there when you stretch it along that route, you have a couple of submarkets that are crunching a bit differently.

Dulin: That is my point, Michael Barnes have been sitting over there watching these numbers grow past us. We have always said that it's interesting how these neighborhoods are rotating. We see the homeowners associations come in and those make-ups are different all the time. In ten years who knows what these places will look like.

Mitchell: I will add to that 2,100 new residential units in the next decade; Smith has been one catalyst in one development called Mosaic Village; it will be a true test about putting new units out there. Mosaic Village will be both townhomes and apartments for the students. This will be a good chance to see how exciting that new development will be in the corridor.

Dulin: I haven't been in their meetings. What is their plan? Everybody would love to see those gates come down and love to see the book store move and vitalize Five Points in a big way.

Kimble: That is still alive but not to the depth that we can get to those questions today.

Dulin: O.K.

Zeiler: The last two key findings are transit in the form of streetcar, if and when it comes through here, will have far-reaching effects and be a key driver in those 2,100 new residential units as well as the proximity to uptown is a key market driver. Getting quickly into uptown as well as those folks in South end and Dilworth is going to be a key market driver for this area. The five key recommendations are act on the development program that is informally out there for folks looking to redevelop this neighborhood. Folks looking at streetscapes along Beatties Ford, the plans have been generally formatted and put out there regarding residential redevelopment. Improve the West Trade Street/I-77 Underpass. Create an academic center of excellence and what they are looking for there is perhaps a charter school or private academy. Perhaps a magnet school that plays off of J.C.S.U. and J&W. Identify and enhance cultural elements; there is a significant history in this area that the Panel felt was under celebrated. And finally, establish a formula for financing and governance, looking forward to ways to bring some of these projects out of the ground as quickly as we can. In terms of acting on the development program, they are looking to J.C.S.U. as the real leader in this revitalization. That should include off-campus development to help create a critical mass for retail services serving students and adjacent neighborhood residents. J.C.S.U. bookstore/coffee shop located on the corner of West Trade and West Fifth Streets could serve as a catalyst for additional development along the corridor. The second item that is needed is to improve the public realm along the corridor are streetscapes, public art, way-finding around the cultural enhancements, and interchange redesign at West Trade and I-77. So what you can see on the screen are images of what they thought might be done to the I-77/West Trade underpass. There are some conceptual ideas about lighting and activation to make the underpass more welcoming as well as potential as reconfiguring

some of the entrances and exits in this general area. The challenge there that they identified was that anytime you tried to go somewhere as a pedestrian or as a bicyclist, you are running into folks coming off ramps at speed or trying to get up to speed from the streets. That really creates an interface that is uncomfortable for folks to get through that area. Finding ways to rationalize, slow down and signalize, those intersections would take a great step forward and make it a more pedestrian-friendly path.

Mitchell: Peter, are we close to making this a reality? Help me connect the dots. What are the outstanding issues with this?

Zeiler: It is my understanding that some of the temporary improvements, some of the interim improvements to the underpass with some art work and lighting required sign off from NCDOT.

Mitchell: O.K.

Zeiler: Also NCDOT, instead of just doing one and opening up a can of worms and what we are going to do with different underpasses and different treatments around the State, develop a policy and a framework that proposed improvements can respond to. It is my understanding that NCDOT has recently adopted what that framework would be.

Randy Harris: There is a meeting with the NCDOT Board of Directors so they have already adopted a plan for three cities; Chapel Hill is also one of those cities. Finally they have opened up to having art work under the bridges.

Mitchell: Committee or staff do you think it would be appropriate for us to write a support letter as it goes before the NCDOT? Randy, I look to you for a response, what do you think?

Harris: Great question. The Arts & Science Council and members of that Committee asked the City to ask one of the KBU's to take a lead on that so CDOT will be taking a lead on submitting that application.

Kimble: I think that is a great question. Why don't we ask Barry Moose our District Engineer to see if he thinks it would be a good idea to do it? If it is then we will have that letter ready for the Mayor to sign and send off.

Kinsey: Randy, this is public art money that will do this?

Harris: Yes.

Kimble: Another source to ask if it would be wise or would it not be wise to let it go through just the way it is.

Dulin: I don't know if it is wise or not, I am in favor of doing it. We can do it and give it to Barry and say take this with you if you need it and say this is in support from the electives in Charlotte.

Kimble: If the answer is yes then I think we do it. If the answer is no, and I don't know why the answer would be no; but then maybe if they already have things ready to go and they want it to take its course. Sometimes they have reasons for saying lay low instead of raising the issue.

Cannon: That is the point I was going to make because we should find out what the climate is first before any little bit of labor goes into it. The second piece is that there is a short window that we are operating off of where we are in a rush to do this.

Kimble: The reason I say that is they are a different animal; a lot of times and we have to work with some of their folks that are on our side and I think Barry Moose is a good partner with us and he will have good instincts about this.

Cannon: What kind of timetable are we operating from?

Harris: There will be a meeting scheduled for the middle of December.

Cannon: That is a short window. Ron, will you make an appropriate contact as soon as we break after this meeting?

Kimble: Yes.

Cannon: O.K.

Zeiler: In terms of creating an academic center of excellence and a future location of an elementary or middle school, the Panel identified sites adjacent to the West Trade Street corridor. This would serve as a center of excellence and provide a high level of educational environment for local youth. It would serve to solidify J.C.S.U.'s role in community neighborhoods and as a leader in education. It would also position education as a driver of future development. If the center of excellence was a CMS magnet school or private school they clearly looked to J.C.S.U. as being a partner in this project. Once you get a great school in the neighborhood it does drive and support some of those 2,100 new potential residences and help drive redevelopment of existing homes.

Kinsey: I can't think of the name of the school that is off of Beatties Ford.

Mitchell: Bruns Avenue.

Kinsey: Bruns Avenue, is that one of the schools that will be closed?

Dulin: Northwest School of the Arts is open.

Zeiler: As far as the recommendation for identifying and enhancing cultural elements, they looked to being able to build on the rich African-American history of the area, potentially developing the Sam R. Pharr building as a performing arts center which could be jointly programmed through J.C.S.U. This would help provide a physical and emotional link between Biddleville and uptown Charlotte. They look to employ regular and focused recognition of the corridor's African-American heritage through monuments, historic markers and tours of the area.

Mitchell: Peter, I am embarrassed to say that as the district representative that I have no idea where Sam R. Pharr building is located. Is that on the campus or in the corridor?

Zeiler: It's my understanding that it is a building that is a little further up Beatties Ford Road.

Harris: It's the old Grand Theater.

Mitchell: O.K., now I know.

Dulin: I don't know who Sam R. Pharr is.

Mitchell: Neither do I, we all know it as the Grand Theater; I did not know it was the Sam R. Pharr building. Can we go back to that? Is there any way we could make a note? I think most of my citizens do not know that is the Samuel R. Pharr building. So could we put in parentheses the Grand Theater? I think you would then have more emotional connection to the community.

Kimble: This is a PowerPoint; we will see what it looks like in the actual report.

Mumford: It says the Grand Theater by Samuel M. Pharr.

Dulin: M or R?

Mumford: M.

Kinsey: What page are you on?

Dulin: Page 16.

Kinsey: O.K.

Dulin: Built in 1937, that is roughly the same time that the Visulite opened on Elizabeth. That would have been interesting because the Visulite Theater would have been all white and the Grand would have been all black.

Kinsey: That's probably the same timeframe as the Plaza Theater on Central Avenue and the Manor Theater on Providence; they all were built about the same time.

Dulin: That is very historic.

Zeiler: Another recommendation was looking for ways for establishing a formula for financing and governance. They immediately saw a need for the City or other partners to participate in getting financing for a bookstore off the ground and getting that project started as quickly as possible. Long-term they look to us to develop a model for governance and financing that would bring together partners in the area with the City to look for ways that we could bring some of these projects that perhaps a little early or market challenged. We should find a way that we could get J.C.S.U., the Charlotte-Mecklenburg Development Corporation and the City to come together and find ways to partner to get some of these projects up and running. I think one of the key things that they noted was that the bookstore. We need to get a project going quickly. What they see is a good project now has a lot more benefit than the perfect project three or four years from now. So they see speed as being of the essence to really capitalize on the momentum that is there and if some of these ideas languish too long, you begin to lose the ability to capitalize on the market. Frankly, you begin to lose the interest of interested parties and it makes it harder in the future to come back to the table with people. Moving forward the next steps currently are that J.C.S.U. is exploring a joint redevelopment of the Two Way site on the corner of Fifth and Trade. That is where the gas station, chicken shack and cell phone store is, The City has already worked with them on getting one of our new EPA Grants for phase one of the site. Phase one is in the process of moving forward. We are going to look to our own Brownfield Program or perhaps be able to tap more of the EPA funds to do a phase two for that site. J.C.S.U. and the Smith family which is the family which owns the Two Way site are in negotiations on how and who and where this development can come together. Whether J.C.S.U. would purchase the property from the Smith Family, whether there would be a lease-hold agreement with the Smith Family as well as working with the architects and planners to look at the actual cost for building a bookstore, coffee shop with potentially some office or retail space above it.

Cannon: Have we talked about how this would blend with the fabric of the community? Because we want to maintain the character of that area; what is in the dialog about that?

Zeiler: The dialog has been good from what I can see. J.C.S.U. is very clear and understands that they have contacts that they have to be sensitive to. They are looking at the bookstore being a place where the community can come and get some of their daily needs such as picking up a newspaper, get some photo copies done, get a cup of coffee, and interact with the students who are now beginning to come outside of the borders of the University. I think there is from a problematic and social text there is knitting well with the neighborhood. From a physical plan, they are looking at a making sure that it comes out to the sidewalk, conforms to what our pedestrian and landscape plans are for the area and really creating a feat of building that works well with the community.

Cannon: What I see is that whatever happens there in terms of blending with the fabric pushes all the way down to I-77. Just making sure that process and discussion continues to take place; it's something that is really important. That is going to be defining for that area so that when you go under that underpass, they know that while they might still be in uptown area, it's still a place that has its own identity; and yet a place that we can all be proud of. I see the big picture and it's going to be awesome.

Burgess: You are talking about a bookstore. We have two large bookstores that have closed. It's in a different setting not next to a University and it's a good building block for the whole community. That is where people go and hang out, get some coffee and catch up on the latest. My question is that, is ULI really set on a bookstore or what other kind of staple can you have for the community?

Zeiler: I think what they are reacting to is J.C.S.U.'s plan to bring their campus bookstore out into the community. So sweatshirts, memorabilia, course packs and course books that sort of thing as well as their on campus copy shop where you can go and get your reports bound, print thesis and so on.

Burgess: I think the important thing is to make it fantastic for the students and the neighborhood too.

Dulin: That corridor through there those high gates that were needed in there in the 70's when crime was so bad, the whole idea is getting those gates down and open that whole thing up and let the kids just spread their wings. That Five Points area is great. It will be fun to drive by there in the future and say back in 2010 & 2011; I had something to do with creating this here.

Zeiler: So at this point, J.C.S.U. and the Smith Family are well into their negotiations. I don't think we have seen a proforma or development plan that clearly lays out the dollars. I think they have gotten to the point where they understand how the structure is going to work. How the manner of hanging the details in terms of scope and scale of size of the building and what sort of financing may or may not be needed on the building. As we get those details, we will be coming back to you with that. There is the high likelihood that we will need some sort of City participation in this and this could be through our Business Corridor Fund. Perhaps participating in some of the infrastructure work in and around the bookstore in some form of mezzanine financing, but we don't know what that looks like yet because the numbers have not been crunched. Staff is working with a number of other developers who have expressed an interest in and have reacted to the activity started by the Advisory Panel. We are doing some high level preliminary discussions on what parcels are available, what general pricing is on those parcels are and what the vision might be for that area. Some of those developers refine and decide to move forward with exploring those. We will be bringing those details back to the Committee as we get more details developed.

Kinsey: On page 15, I could be incorrect about this, but I have never heard of us having a street in Charlotte named 5th Avenue. That really bothers me when these people come in to town. In fact when I worked for an architectural firm, we lost a big project because we partnered with a huge architectural firm and the lead architect kept calling the streets by the wrong names. We lost the project because of that.

Kimble: That error was missed in the proof.

Kinsey: I will be glad to proof it for you.

Mitchell: On a personal note, thank you staff for the work with J.C.S.U. I think Dr. Carter has brought a lot of energy to the district and to the University. Secondly, I do think we can get other partners to do this for each corridor that we have identified as a priority because collaboration efforts is what will make all this stuff happen. We don't have all the money and J.C.S.U. doesn't have all the money, but when you bring partners together, we can get things done. I think North Tryon is a priority corridor for us; Eastland mall is a priority corridor. We can make a checklist and use a model to get North Tryon to do the same thing. Maybe we don't have to identify the corridors; we were fortunate in this case that it was Smith. I don't know, but I think if we have this conversation and have this as a model to push into the other corridors, I think this would be great for the other corridors that need this same type of directional guidance.

Kinsey: I think something like this is exciting, this is great; I wish every corridor had a Ron Carter.

Dulin: Let's talk about some of the things that we are doing. We have the Metro Police Station over there and it's not a small deal to fix up the water tower. We have all kinds of neighborhood improvements going on. Now the overhead lights that I voted for I have no idea where we are with that project.

Mitchell: Staff could you give us an update?

Kimble: I think that program did not make it to the finish line by Duke Energy. The pilot that they were trying to work State-wide just never got off the ground.

Dulin: My follow up question would be that I hope we didn't have any money in that.

Kimble: We said we were interested and we put forth the plan and they ran it up the flag pole and I don't know if they ended up choosing any community groups to run the project.

Dulin: Could we confirm that? That is great campaign talk when you are trying to help a neighborhood.

Kimble: One of my recollections is that they felt like the project that we had put forth did not have an area susceptible to numerous power outages. They were looking for the biggest bang for their buck with the project that would overcome serious problems that they have with large outages from time to time. I think that is why our project never went anywhere.

Mitchell: Thank you Peter.

**II. Subject: Discussion of 2011–2012 Focus Area Plan Process**

Mitchell: The next item on the agenda is a discussion of the 2011–2012 Focus Area Plan Process. Last year the exercise that we did with this Committee using the boards and stickers; we took stickers and put them in areas of interest on boards. I think it engaged all of us. If the Committee is open to doing that process again, I think it would be great. You have the opportunity to brainstorm and then we selectively take the stickers and put them in order of priorities on the boards.

Kimble: That process will take at least two meetings because I think we spent one meeting brainstorming and putting ideas up. We took that away and put things together the we came back the second meeting and put the stickers up in your priorities.

Mitchell: Timeline wise, we are working on the part of the week that we are in Council Retreat in February, is that correct?

Kimble: Yes, the first week of February.

Mitchell: Staff how do you feel about brainstorming and using the sticker exercise on December 9th? Then as staff mentioned, we will need another meeting as well. I think we can have it flushed out by January.

Mumford: Remember this is the start of the two-year Plan. So just lock this in by formally next year, but this will be a tweaking for next year after this initial Plan is put in place for two years.

Kimble: Every two years you overhaul it.

Mitchell: O.K. Overhaul it, you said tweaking.

Mumford: One year from now we would have the ability to take a look at it and massage it a bit, but this is the year that we can do a complete overhaul.

Mitchell: Committee are you o.k. with that?

Cannon: Yes, is this the language that we operate around in terms of what we are trying to do?

Kimble: We have a copy of the current Focus Area Plan that you can have; you can put that aside. We can still refer to that if you want to but our goal is to have as many ideas from you put up on blank charts.

Kinsey: Is that your recommendation?

Kimble: I think it worked well.

Kinsey: Yes, I liked it a lot and I am going to try and use that for the HAND Committee. We bought into it, we owned it.

Kimble: You are the representatives of our community, you have been elected then you are representing what you think the ideas of the community are by us hearing from you. Therefore, you have more ownership of what is in the Focus Area Plan and we see that as good that you have developed this with our help, but you are the ones that did it.

Mumford: I agree with Ron that it's great to get that perspective from the community. What I want us to do is make a realistic expectation. For instance, the value of permits for commercial buildings, we really cannot control that directly. I understand where we are headed with that so what we might do is take a look at the goal and try to figure out how we can better work toward that in a realistic way. There are a couple of other examples of some unrealistic examples that we ended up having put on us collectively. At the end of the day, we don't really drive that another is hospitality and tourism revenue. We are supportive of that clearly, but at the end of the day, we can scratch that. What can we do today to affect that? We want to be able to have a work plan throughout the course of the year that is supported by the Focus Area Plan that is real and tangible and measurable.

Cannon: That is why I asked if there were any parameters, per se, that we would be working within. Not really parameters, but at least so that staff doesn't have to come back and say to a member of the body, it's not that important. The question is is it achievable? Based upon what we are charged to do and how we are able to deliver.

Mumford: What we need to do is be honest with ourselves is what role does the City plan and how can we get us to that goal so that the measures and expectations are real.

Mitchell: On that note, I think it would be helpful for our staff just to have various pools of money for E.D. at a high level. We might pick a project as our priority. Does it fall into this bucket or does it fall into the HUD money? I think that could help us to your

point get to the end goal. Can we implement or what revenue are we going to take the money from? I think that would help us at a higher level to say here is your bucket, here are your tools and here is what is in there now. We will put it to the side and start brainstorming then hoping we can tie it back together at the end.

Mumford: I'd suggest that we don't constrain the conversation with the resources. If it's important to the community, then we are going to have to figure out the resource dollar allocation to make it happen. What I would suggest is that we have the first session and we go back and we can bring to you all the ideas that you had. If it is a source of funding you need, here is where we can see some logical buckets for that. If it is a process, here is the way we think we can improve the process to support it. I don't think it's healthy to go into brainstorming with all these constraints.

Mitchell: No Pat not constraints, just have the information. Here is a prime example that is real to us. There is a streetcar project it's a worthwhile project, but at the end of the day, you have to ask yourself how do you fund the streetcar? It's doesn't stop the vision, but at the end of the day, we have to pay for it so I would rather that we know on the left side here are the sources. Go ahead give me your vision and your ideas and somehow at the end we are going to tie the two together. It's not a constraint, its information up front so that we know.

Kimble: Can we talk about your upcoming meetings? Because on December 9th is your next E.D. Committee meeting. The City staff needs to bring to you the ReVenture Project. We are at a point where there will be a public announcement made by the time you meet on December 9th. They will have announced the company and the technology that is going to be selected for the waste to energy plant at the Clariant Plant site by the river. This is going to happen I think by the end of next week, if it goes the way that I think it is going to go. The announcement will be while many of you are in Denver, but you will have the information. We will have it in Denver about the company and a little bit about the specifics around it. I need to bring to you then where we are in our negotiations with ReVenture. I will tell you it is headed away from the from the Old Statesville Avenue Landfill site not to put the refuse derived facility on that site, but to put it on the secondary site that they have under option/contract. I think that will be an equally good site and it's privately owned, zoned Industrial-2 site that they are allowed by right to put a facility of this type onto.

Kinsey: Where is that site?

Kimble: 1200 Ample Drive. It's described in this report as the alternate site. It's near the intersection of Graham and I-85, so it has good access. It is surrounded by other I-2 zones uses so it doesn't encroach on neighborhoods in that area. That is the direction that this appears to headed right now. On December 9th, we need to give you a briefing, it's not a decision point, it's a briefing on where this project stands. It's something that you should hear so that you know where the project has been. Then at some point we need to reload the Solid Waste Amendment on to the Council Agenda. We intend to do that on December 13th provided the announcement of the waste to energy technology company is known to the community and the opportunity to vet all of the issues with that progress to energy site. The bottom line is that ReVenture is starting to move forward, I think in a positive direction for the next step. It doesn't mean that it is a done deal, but you need to see what some of the terms and conditions are that we are negotiating with ReVenture.

Mitchell: Ron, are you saying that this will be a very full meeting?

Kimble: Yes, I don't know any other items that we might need to bring at the same time. ReVenture may take at least 60 minutes of the agenda because there are a lot of issues there. You will be able to ask questions and get the answers.

Mitchell: There is a second meeting in December for the prioritizing?

Kimble: I am wondering if you wanted to hold that for the first meeting in January to do the blank sheet. Then we can come back on the second meeting in January and bring closure with the sticky dots and the prioritization. The problem then is that we can't bring you back a finished product for one more meeting; we have to take that product straight to the Retreat.

Mitchell: So we will use our last meeting on December 9th, the last meeting in 2010, to deal with the solid waste and ReVenture and start prioritizing in January. That will take two meetings in January to get through it.

Kimble: Right, or if you want to do a second meeting in December, but that is pretty close to the holidays with everybody's plans. So I think if I read your minds right, its better do to that when you are fresh coming back in the first part of January.

Dulin: I don't mind meeting a second time in December when we have work to do. I don't want to get everybody together just because, but if we have work to do from the 9th, I don't mind working. I really like the idea of pushing off the Focus Plan until January; a sense of urgency there will push us to get it done quicker and not tinker around with it so much. I really like the idea of having ReVenture come on December 9th and not have them rushed. This is too big a deal and it's too complicated to rush it. At some point with ReVenture, we have to figure what our tipping point is and pull back. We need a little help, we are not close there, but we need to have that in the bag.

Kimble: The process on ReVenture, I will bring to you business terms. There is a page and a half of business terms. There is a lot of meat behind each business term and then if you like the business terms, you send them to Council. From that point, we go to writing a fuller agreement but we don't want to go to the extent of writing a fuller agreement until the business terms are acceptable to the City Council. It's a two step process; approve the business terms and then go the full agreement, write it and have that full agreement again brought back to the Committee and then to Council.

Dulin: Jason and I have talked about negative pressure in a building large enough for dump trucks to drive in and out of with both doors open and no smell coming out of the building. I would really like to sleep in my bed at night but if I need to go see something, it's worth a couple of grand for an overnight somewhere to go to see these things working. I would like to get one or more of us comfortable moving this thing forward. I am about to terms with money well spent if I can go out and sell this thing to the community. It's going to be off the chart when we get this going and we are going to be in the middle of it and still having trouble understanding it. When we go to a community meeting to tell people, particularly over on Graham and out Statesville, we have to be able to explain this project.

Burgess: I apologize we are having trouble understanding this and Tom McKittrick can't give us much information. I think we will understand it when he comes clean.

Mitchell: The good doctor touched on it. Can we have the DVD on December 9th to help us all understand?

Burgess: It would be nice to have the DVD before December 9th even December 8th.

Mitchell: Committee, I would like part of it to be shown while we are here at the meeting. I just think to your point that we need to be very familiar and comfortable with this new technology. I am all supportive, but as Andy said, we have to sell this to our citizens so the community really understands the vision.

Kimble: Correction, there are two different locations with two different operations. The Refuse Derived Fuel Operation is the place where the garbage is brought into that location. It is spread out and the metal extracted and the rest of the recyclables extracted and dried and put into those tubs. It is trucked from that location to the waste to energy facility. There are two different technologies that we have to describe. The one at the RDF and the one at the waste to energy facility.

Kinsey: I had met with Mr. McKittrick after the last meeting; there were so many questions. I had asked him to let me know where any of this technology is being used, with the idea of as Andy said we could go see it. If we have a lot of money in it then we better know what is going on. I have not heard back from Mr. McKittrick.

Kimble: We are buying land; that is what we are doing. The purchase of the land and the purchase of Clariant's old waste water treatment plant that will go away with this nutrient allocation provider, nutrient allocation permit from the State. Those are the two things that we are buying. The rest of it is a private venture to do the waste to energy and the RDF facility. And yes, we know they haven't announced the waste to energy technology yet. That is what they are working on and they are getting ready now to announce what you and the environmental community has been waiting for which is what are the environmental emissions that will come out of that waste to energy facility. We also have to describe the same for the RDF facility. My understanding is that there may not be anyone of this new technology on the waste to energy plant in the United States, they are in Europe.

Cannon: We understood that.

Kinsey: I want to know more about that.

Kinsey: In addition, the County must have an amendment to the Solid Waste Plan and allow this as an option. The County has a fully fledged committee known as the ReVenture Advisory Committee (RAC) that is a sub-committee of their Solid Waste Committee which holds bi-weekly meetings. Every other Friday, they are examining this RDF recycled fuel kind of operation and they will also be studying the waste to energy technology. So there is a County committee that is already set up and we did not feel like we wanted to set up a double committee structure that may be feeding into the ReVenture Advisory Committee that is already in existence with the County.

Dulin: Can we have that Committee please sometime when it's appropriate send a report to us or come join us for information sharing?

Kimble: It is complicated and I hear your concerns. We are going to address those concerns before we expect you to take a vote on this. We are not going to press you for a vote when you are not comfortable, but when you have had enough information, then we will move to a vote.

Kinsey: What kind of skin does the County have in this? I know they are taking their garbage and the County needs that cause the contract is going to be out. But what else does the County have in it, what is it going to cost the County?

Kimble: The County has to commit the same as we have to commit that the garbage will be allocated to this RDF facility for a twenty-year period.

Kinsey: O.K., that helps the County.

Kimble: Yes it does help the County.

Kinsey: What is it going to cost the County? We are having to buy land what are they having to do?

Kimble: That makes a difference in how we are looking at this and thinking about it.

Kimble: They are responsible for land filling and getting rid of the garbage.

Kinsey: I understand that; I was on the County Commission for twenty years.

Kimble: A lot of this is commitment to this, so it's committing the waste stream to them but I don't believe it costs the County anything.

Kinsey: I didn't think so and that makes a difference in how they look at it.

Kimble: But it's not costing the City anything for that part of it. We are buying land for a future waste water treatment plant.

Kinsey: But we are buying land?

Kimble: Yes, for a future waste water treatment plant because McAlpine is at capacity.

Kinsey: But we were going to do that anyway. We are hooking up with these people and I don't know about these people because they don't seem to be able explain themselves.

Kimble: We need another waste water treatment plant and the State will not permit it on the Catawba River for us unless some other waste water treatment plants go away. The State wants to see fewer discharge points to the river so we can't get what we need.

Kinsey: The Clariant plant is going away?

Kimble: It is still there. They have to treat the contaminated ground water that is coming out of the site at that waste water treatment plant. It is an active waste water treatment plant; it is handling the waste stream.

Kinsey: But they are not operating out there.

Kimble: Clariant is still operating a waste treatment plant at the site. They still have an office and they still have a few operations there but it's downsized massively from what it used to be.

Kinsey: I would like to know what operations are going on there.

Kimble: That is a fair question.

Mitchell: The last question is from the good doctor.

Burgess: We are revamping the whole way that we deal with trash in Charlotte and we have trucks that go by my house every Wednesday and pick up trash. And every other Wednesday they come pick up my trash and also my recycling. There are two sets of trucks on that Wednesday. My question is currently we are sifting and getting our recycling out at this one site. How efficient is that and is there a possibility that we could have just one truck come by and do it all in one site with one truck coming around? What is the tonnage we are recycling per year?

Kimble: When we do it the way we are now doing it people have increased the amount of recycling that we are doing. That is because they can comingle all of it in that one 96 gallon container. So we are seeing our numbers of recyclable products going up, but I would venture to guess that there are 30% or 40% of the population that doesn't recycle. They comingle their recyclables in their garbage. What happens then when this garbage goes to the RDF facility they have the ability to extract the remaining recyclable that are in that garbage stream of about 20%. They are going to get an increase over what we are collecting in terms of recycle products in this recycling

every other week pickup. He is going to get 20% to 25% more recyclable product out of the garbage stream because people are still not extracting properly from their garbage stream. I don't think that if you put it all into the garbage stream that they could extract all of that. It's the dual system working together that gives you the greatest amount of recyclables from the garbage stream. Good questions, those are the kinds of things that I think you need to develop a comfort level. We need to answer the questions that you are posting; this is complicated hugely complicated.

Cannon: I don't want us to lose sight of having that DVD because we will get caught up in a whirlwind for a long time sitting going through that thing. If we can have the opportunity to digest it like we do an agenda; mind you we don't need bells and whistles. They can pull something from Europe and tell us how they handle things. We can get it and digest it and better understand it. So I don't want us to lose sight of that DVD so in as much as we can have that prior to the 9th. I think it would help us to escalate things. I wish we had the time as a Committee to take a site visit, and in fact, I wish the entire Council could take a site visit. Andy, Mr. Mitchell and Jason have already have been to the site; those are the kinds of things that previous Council's have done. We toured the Westside housing to show people that housing and crime was as bad as it was over off of Old Steele Creek when we did that redevelopment. All that stuff changed in the future; we should encourage people to take the lead as many of you have done, that would be great.

Mitchell: Maybe we as a Committee should make a recommendation that we are going to be inside of Charlotte this year. We can make a recommendation that that is one of the economic development stops that we make the Clariant site part of our tour for the Retreat.

**III. Subject: CRVA November Barometer Report**

Mitchell: Committee the last item is just a report, we can read the CRVA report individually. I want to wish everyone a happy Thanksgiving. We are adjourned.

Meeting adjourned at 4:15p.m.

**Economic Development Council Committee**
Tuesday, November 23, 2010 at 3:00pm
Charlotte-Mecklenburg Government Center
Room CH-14

Committee Members: James Mitchell, Chair
Patrick Cannon, Vice Chair
Jason Burgess
Andy Dulin
Patsy Kinsey

Staff Resource: Ron Kimble, Deputy City Manager

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## AGENDA

**I. REVIEW ULI TECHNICAL ADVISORY PANEL FINAL REPORT FOR WEST TRADE STREET/BEATTIES FORD ROAD CORRIDOR -- 45 minutes**
*Staff: Peter Zeiler, Neighborhood & Business Services*
Action: Review recommendations contained in the report in order to use as an evaluation guide for future programs/projects along the corridor. **Attachment**

**II. DISCUSSION of 2011-2012 FOCUS AREA PLAN PROCESS -- 15 minutes**
*Staff: Ron Kimble, Deputy City Manager*
Action: Discussion regarding process to be utilized in creating the Economic Development Focus Area Plan. **Attachment**

**III. CRVA November Barometer Report – Information Only**

**IV. NEXT MEETING: Thursday, December 9, 2010 at 3:30pm, Room 280**

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Distribution: Mayor/City Council Curt Walton, City Manager Leadership Team Executive Team

AN ADVISORY SERVICES PANEL REPORT

# West Trade Street/ Beatties Ford Road Corridor Charlotte, North Carolina

Urban Land Institute
www.uli.org

# West Trade Street/ Beatties Ford Road Corridor

# Charlotte, North Carolina

## Opportunities for Regeneration and Redevelopment

May 31–June 5, 2010
An Advisory Services Panel Report

Urban Land Institute
1025 Thomas Jefferson Street, NW
Suite 500 West
Washington, DC 20007-5201

# About the Urban Land Institute

The mission of the Urban Land Institute is to provide leadership in the responsible use of land and in creating and sustaining thriving communities worldwide. ULI is committed to

- Bringing together leaders from across the fields of real estate and land use policy to exchange best practices and serve community needs;
- Fostering collaboration within and beyond ULI's membership through mentoring, dialogue, and problem solving;
- Exploring issues of urbanization, conservation, regeneration, land use, capital formation, and sustainable development;
- Advancing land use policies and design practices that respect the uniqueness of both built and natural environments;
- Sharing knowledge through education, applied research, publishing, and electronic media; and
- Sustaining a diverse global network of local practice and advisory efforts that address current and future challenges.

Established in 1936, the Institute today has nearly 30,000 members worldwide, representing the entire spectrum of the land use and development disciplines. Professionals represented include developers, builders, property owners, investors, architects, public officials, planners, real estate brokers, appraisers, attorneys, engineers, financiers, academics, students, and librarians.

ULI relies heavily on the experience of its members. It is through member involvement and information resources that ULI has been able to set standards of excellence in development practice. The Institute has long been recognized as one of the world's most respected and widely quoted sources of objective information on urban planning, growth, and development.

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# About ULI Advisory Services

The goal of ULI's Advisory Services Program is to bring the finest expertise in the real estate field to bear on complex land use planning and development projects, programs, and policies. Since 1947, this program has assembled well over 400 ULI-member teams to help sponsors find creative, practical solutions for issues such as downtown redevelopment, land management strategies, evaluation of development potential, growth management, community revitalization, brownfields redevelopment, military base reuse, provision of low-cost and affordable housing, and asset management strategies, among other matters. A wide variety of public, private, and nonprofit organizations have contracted for ULI's Advisory Services.

Each panel team is composed of highly qualified professionals who volunteer their time to ULI. They are chosen for their knowledge of the panel topic and screened to ensure their objectivity. ULI's interdisciplinary panel teams provide a holistic look at development problems. A respected ULI member who has previous panel experience chairs each panel.

The agenda for a panel assignment is intensive. It includes an in-depth briefing composed of a tour of the site and meetings with sponsor representatives; hour-long interviews of key community representatives; and a day of formulating recommendations. Long nights of discussion precede the panel's conclusions. On the final day on site, the panel makes an oral presentation of its findings and conclusions to the sponsor. A written report is prepared and published.

Because the sponsoring entities are responsible for significant preparation before the panel's visit, including sending extensive briefing materials to each member and arranging for the panel to meet with key local community members and stakeholders in the project under consideration, participants in ULI's panel assignments are able to make accurate assessments of a sponsor's issues and to provide recommendations in a compressed amount of time.

A major strength of the program is ULI's unique ability to draw on the knowledge and expertise of its members, including land developers and owners, public officials, academicians, representatives of financial institutions, and others. In fulfillment of the mission of the Urban Land Institute, this Advisory Services panel report is intended to provide objective advice that will promote the responsible use of land to enhance the environment.

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# Acknowledgments

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From the city of Charlotte, which has been an integral partner with the Urban Land Institute on a variety of Advisory Services Program projects, the panel thanks Mayor Anthony Foxx. The time and effort he has taken with this and other panel assignments and activities is a testament to his personal commitment and the city's interest in the important issues of revitalization and public leadership. The panel also recognizes City Council member David Howard. This panel would not have been possible without his resolve and involvement. The panel also thanks City Council member James Mitchell, Jr. From the city staff, the panel thanks Tom Flynn, Debra Campbell, Jennifer Duru, Peter Zeiler, and John Howard.

Special thanks go to president Dr. Ronald Carter and his staff at Johnson C. Smith University, especially Senator Malcolm Graham. From Johnson & Wales University, the panel wishes to thank president Arthur Gallagher. Thanks also go to Charlotte Center City Partners and the Bank of America.

The Advisory Services Program extends special thanks to the ULI Foundation and its donors for providing the necessary financial support to convene the panel at reduced cost to the sponsors.

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# ULI Panel and Project Staff

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Thomas W. Eitler
Vice President, Advisory Services

# Foreword: The Panel's Assignment

In June 2010, the city of Charlotte invited a ULI Advisory Services panel to evaluate and make recommendations on a host of issues associated with the economic development and revitalization along the West Trade Street and Beatties Ford Road corridor. Sponsors for the panel include Johnson C. Smith University (JCSU), Johnson & Wales University (J&W), Charlotte Center City Partners, and the Bank of America. The ULI Foundation also provided funding.

## Study Area

Located just west of Uptown Charlotte, the study area lies along the West Trade Street and Beatties Ford Road corridor from the J&W campus at Gateway Village to JCSU and the area south of the Brookshire Expressway known as Biddleville. The corridor is bisected by Interstate 77. As in many downtown neighborhoods throughout the country, the interstate, built in the 1960s, acts as both a physical and a psychological barrier, separating the two campuses. The area east of I-77, Gateway Village, is characterized by new office, institutional, and residential uses; an active and thriving street life; and proximity to the city center (Uptown) that has led to significant real estate investment over the past ten years. Gateway Village is anchored by J&W and Bank of America.

In contrast, the area west of I-77 is a collection of older and strip commercial development surrounded by aging residential areas, anchored on the northeast by JCSU. West Trade Street, Beatties Ford Road, Rozzelles Ferry Road, and West Fifth Street culminate in the multiway Five Points intersection, which is the traditional "gateway" from the neighborhood into JCSU. The Biddleville–Five Points area is one of the oldest African American neighborhoods in Charlotte with a rich history that is reflected in the remaining original residents and residential architecture.

JCSU has identified needs for new or expanded capital facilities. The university has identified these investments as opportunities to better connect the university to the surrounding community, to J&W, and to Gateway Center along the West Trade Street/Beatties Ford Road corridor. Developing these facilities in the best manner and locating them to spur revitalization and economic activity along the corridor is in the joint interest of both universities.

Numerous planning efforts along this corridor include the West End Land Use and Pedscape Plan (adopted 2005) and the ULI Historic West End Overview of West Trade Street (2002–2003). The Center City 2020 Plan is currently being developed and includes this geography and general recommendation in its

Location map.

Regional map.

JCSU and J&W are two important institutions anchoring the West Trade Street/Beatties Ford Road Corridor at the western edge of Uptown Charlotte.

scope. A modern, high capacity streetcar is also planned for this corridor, and engineering studies are currently underway.

## The Panel's Assignment

Simply put, the panel's assignment was to provide strategic advice regarding the revitalization of the West Trade Street/Beatties Ford Road corridor. The specific questions were as follows:

- Where should new or expanded JCSU capital facilities be placed along the corridor?
- What development concepts can be provided for immediate implementation?
- How can privately owned housing meet the needs of JCSU and J&W students, faculty, and staff?
- What is the most appropriate way to encourage private development activity?
- How can the city and the universities bridge the development gap and the interstate highway between JCSU and J&W?
- How can the stage be set for longer-term redevelopment projects, and what are the long-term parking needs for those projects?
- How can the surrounding communities be protected from the impact of this growth?
- How can the planning efforts from the last five years be transformed into a revised vision and plan for this corridor that relates these facilities to the neighborhoods and Center City Charlotte?
- What is the appropriate role for the public sector to assist with these redevelopment efforts?

The panel was also asked to provide an action plan for implementing its recommendations.

## Summary of Recommendations

The panel's recommendations revolve around the following prominent ideas.

### Act on the Development Program

Redevelopment of the corridor is a multiphased initiative to incorporate appropriate services and amenities that will complement and be supported by this important educational and residential community. This program should include JCSU's off-campus development plans that help foster a critical mass of retail services using the student and neighborhood populations as the drivers. Examples of these catalytic projects include a bookstore–coffee shop immediately adjacent to the university.

### Improve the West Trade Street/I-77 Underpass

The panel recommends a focused look at improving both vehicular and pedestrian access on the West Trade Street underpass, including use of a contemporary urban lighting program coupled with art lighting such as a Jumbotron-style display, reader board, or interactive media wall that could be programmed by JCSU. In addition, the panel recommends one or more art displays that are capable of accommodating frequent changes near the underpass for art exhibits from university activities. These treatments will act as enticements to open up the area west of I-77 for patrons of Uptown and Gateway Village.

### Create an Academic Center of Excellence

The panel recommends identifying a specific site adjacent to the West Trade Street corridor on which to locate an elementary or middle school that is connected to JCSU and the neighborhood. A school will support a greater JCSU role in the education mission of the neighborhoods and provide a long-term link between the university and the neighborhoods.

### Identify and Enhance Cultural Elements

The panel recommends a new focus on the heritage of the study area's African American community as a means to connect JCSU with the new multimodal train station and the cultural attractions in Uptown. This connection could include signage and wayfinding elements for a cultural trail and rehabilitating the Pharr building as a theater to anchor the northern end of the corridor.

### Establish a Formula for Financing and Governance

The panel recommends a specific financing plan to undertake the development program, specifically the catalytic bookstore proposal. This strategy also suggests a governance formula that lays out roles and courses of action for the city, JCSU, a not-for-profit developer, the Charlotte Mecklenburg Development Corporation, Charlotte Center City Partners, and others to move forward in the near term.

# Market Potential

As with most ULI Advisory Services panel assignments, understanding the socioeconomic trends of a study area is invaluable. ULI believes that successful urban planning and land use policy can best be described as public action that generates a desirable, widespread, and sustained private market reaction. Socioeconomically, perhaps the study area's most important attribute is proximity to the Uptown employment center. Employment growth in Uptown, which is the core employment center for the region, is critical to the success of this corridor. With employment comes demand for housing and new retail goods and services.

The historic West End corridor enjoys a rich heritage, a central location at the city's urban hub, and a diverse and dense population. Currently, however, the area suffers from an unemployment rate that is nearing 12 percent, compared to 11.1 percent for the region. The demographics of the subject area are shown in the table below.

The study area has a relatively small population of 3,114, or less than one-quarter of a percent of the metropolitan area, with a large household size—more than three persons per household, compared to 2.53 for the metropolitan area. The study area has a homeownership rate that is nearly 50 percent. This finding is understandable given the affluence of the market and young age of households.

## Demographics

| | Study Area | Charlotte Metro Area | Study Area as Percent of Metro Area |
|---|---|---|---|
| Population | 3,114 | 1,740,257 | 0.2 |
| Population growth rate | 2.31% | 2.78% | 83 |
| Average Household Size | 3.04 | 2.53 | 120 |
| Median Age | 23.9 | 35.9 | 67 |
| Owner Occupied | 34% | 62% | 55 |
| Median Household Income | $31,284 | $62,855 | 50 |
| Median Home Values | $119,318 | $159,442 | 75 |

## Residential Demand

Urban neighborhoods are back in demand. With the aging of the millennial population, which is 80 million strong nationwide, and the aging of the baby boomer population, which begins turning 65 next year, interest has renewed in livable and walkable communities that support the lifestyle demanded by these consumer segments.

The panel's analysis of demand for new homes shows that within a 15-minute drive time, a need exists for nearly 2,100 new homes averaging $340,000 for first-time buyers and move-up buyers and $320,000 for those households over age 55. Nearly 1,300 units should be targeted to the buyer earning less than $75,000 and who can afford a home between $100,000 and $326,000. Also, over 40 percent of rental demand is in the 25 to 34 age range, followed by the 35 to 44 age range with 14 percent of the rental demand. These numbers bode well for additional rental units in the study area.

### Residential Demand

| | | | Market Share | | |
|---|---|---|---|---|---|
| Type of Demand | Annual Demand | Rent/ Price | 2% | 4% | 6% |
| Renter | 3,490 | $893 | 70 | 140 | 209 |
| First-Time Buyer | 1,674 | $340,279 | 33 | 67 | 100 |
| Empty Nester | 475 | $320,677 | 9 | 19 | 28 |

## Retail Demand

According to the panel's retail demand model, demand exists for roughly 1.3 million square feet of retail in the trade area that extends approximately three miles from the corridor. During the panel's tour of the corridor, this demand appeared unsatis-

## Retail Demand (Sq. Ft.)

| | 2009 | 2010 | 2011 | 2012 | 2013 | 2014 | Five-Year Growth |
|---|---|---|---|---|---|---|---|
| Retail Demand Trade Area | 1,282,149 | 1,310,066 | 1,338,334 | 1,366,954 | 1,395,926 | 1,425,249 | |
| Retail Demand Corridor | | 27,917 | 28,268 | 28,620 | 28,972 | 29,323 | 143,100 |

fied, suggesting that retail revenue may be leaking out of the corridor to another part of the region.

Based on household growth and household income forecasts and on what the panel believes is a reasonable 3 percent capture rate for the trade area, retail demand for the corridor increases approximately 28,000 square feet annually.

## Conclusions Regarding Market Potential

Tours of this corridor reveal a landscape that is devoid of adequate retail, suggesting the demand is not being met. Housing demand estimates for both new and resale homes show real potential for new homes in the corridor. The panel believes that with the oncoming economic recovery and proper positioning of appropriate catalytic projects on the west side of the interstate as noted later in this report, the market could sustain absorption rates to support development.

West Trade Street near JCSU is characterized by vacant and underperforming retail parcels.

# Development and Planning Concepts

An underserved community, the corridor is well positioned for redevelopment that is supported by an important institution of higher education and a stable local residential community. Current revitalization efforts are led by the renewed vision and will of local leaders who are intelligent, energetic, visionary, and prepared to make change occur.

The redevelopment of the study area is a multiphase initiative to incorporate appropriate services and amenities that will complement and be supported by this important educational and residential community. With a residential population of 3,100 and a university population of approximately 1,600, the community has a demand demographic that supports modern retail establishments such as retail banking, entertainment and eateries, bookstores, pharmacies, retail, and professional offices.

As the largest generator of economic development activity in the community, JCSU is seen as the lead driver for this revitalization plan. The university's current plans to develop academic and retail facilities beyond the main campus are essential to the revitalization of the corridor.

## The Corridor as a New University/ Educational Community

Given the demographics and both the proximity and willingness of JCSU to invest outside its gates, the panel can easily suggest certain uses. In previous efforts, notably the Technical Assistance Panel conducted by ULI Charlotte in 2002, the focus was on a wholesale redefinition of the commercial corridor, including significant expansion of the retail depth along the entire corridor. This panel endorses many of those Technical Assistance Panel concepts, but in the reality of today's economic uncertainty has a more modest suggestion regarding first steps.

## An Anchor for the West Side of I-77

First, the panel recommends a concentrated, resolute effort to attract a truly catalytic and transformational user to the corner of West Trade and West Fifth streets. This user should be a bookstore and coffee shop or similar "destination" use that can act as the university's bookstore or a publicly accessible anchor on the northern end of West Trade Street on or near the "Two-Way" site. This bookstore not only should

A catalytic use adjacent to JCSU will improve the image of the commercial corridor. This conceptual illustration depicts a bookstore on the "Two-Way" site.

Two conceptual layouts for the "Two-Way" site show potential commercial development and parking.

include a significant traditional newsstand section with international newspapers and magazines but also should include a focus on the emerging technology trends that encourage social interaction, including social media gatherings, music and spoken-word performances, art displays, virtual-speaker series, rotating art displays, and similar events. The site and area should be highly amenitized with easy access wi-fi/wi-max and abundant indoor and outdoor electrical outlets. The cultural and entertainment uses incorporated into this new development should also cater to the African American community by providing employment and outlets for artistic expression. Other uses should be encouraged, including live performing arts in a coffeehouse-style setting, retail banking, and, very important, food establishments should be either combined in the store or nearby.

These uses will align with the university's current plans to develop the Visual and Performing Arts Center near Wesley Heights Way and will nudge

The Five Points intersection with JCSU is on the left, and the "Two-Way" convenience store is seen in the distance.

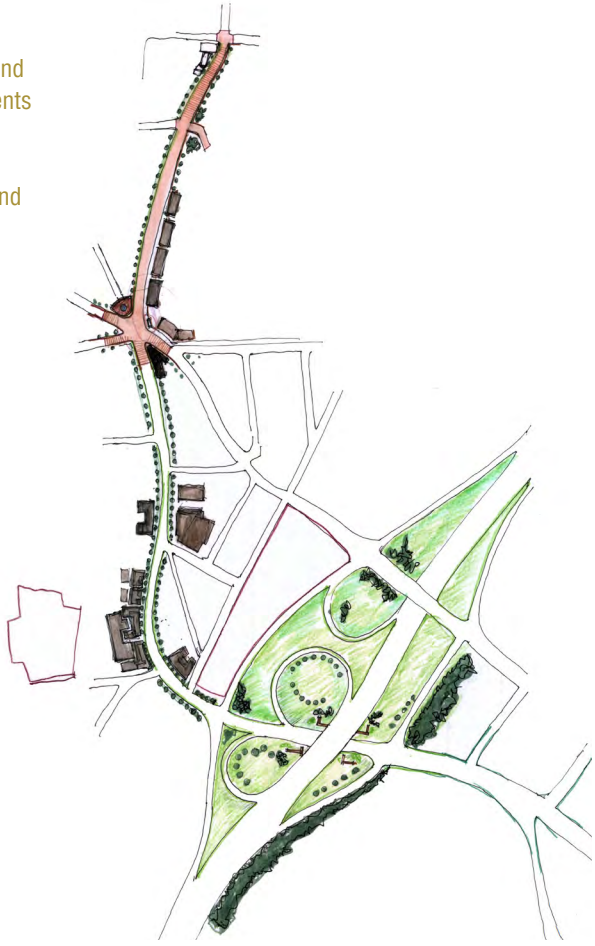
In this conceptual site layout for the Royster property, the panel suggests a more urban and walkable corridor with a building close to the road right-of-way.

both JCSU students and neighborhood residents in the direction of I-77. At the same time, the remaining vacant or underdeveloped parcels between this corner and I-77 will redevelop, providing, like the bookstore, a reason and a destination for Uptown residents to discover and patronize uses on the JCSU side of the interstate. Eventually, uses such as print shops or university press, professional services (medical/dental), open-air markets, wine and jazz bars, and the like will discover the area.

## The Public Realm

The entire public realm west of I-77 needs significant improvement. This area includes the JCSU campus edges, the streetscape and landscape along the road corridor, the vacant parcels, and especially the underpass. Great care must be given to how pedestrians and vehicles evaluate, interpret, and negotiate the underpass in the critical quarter mile between North Sycamore Street on the east and Frazier Avenue on the west. The panel recommends the following with regard to the public realm:

*Streetscape:* A comprehensive streetscape program should be created that is consistent with the West End Land Use and Pedscape Plan, the proposed streetcar line, and other applicable plans. The panel suggests using innovative paving designs such as LED



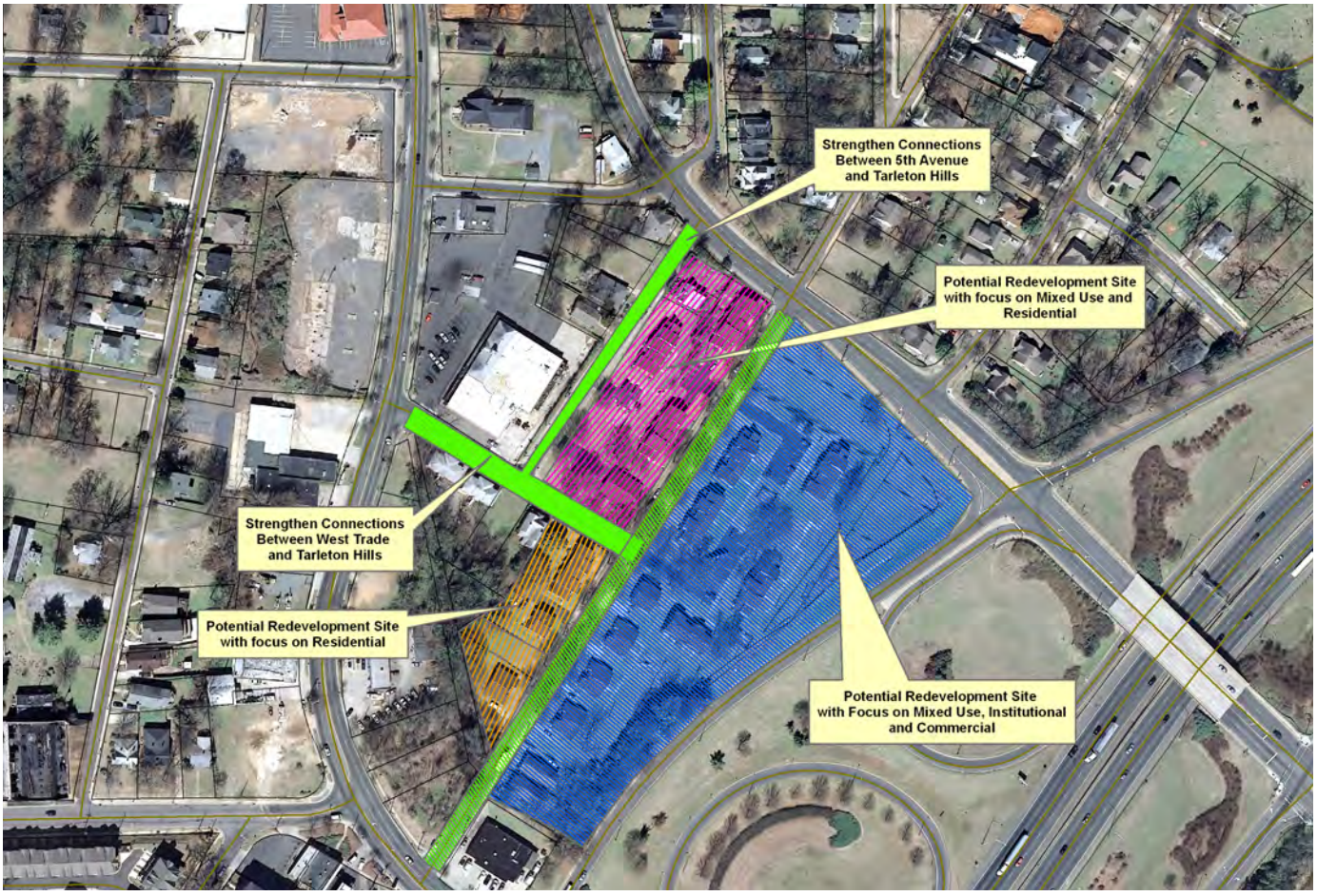
Suggested landscape and streetscape improvements to the corridor include improved pedestrian access under and around the I-77 underpass.

solar pavers or in-ground tract lightning on those portions of the corridor leading to and from the interstate. The use of brick pavers, period streetlights, banners, and signs should be continued.

*Public Art:* The panel recommends a focus on public art in the underpass area, with consideration given to an interactive media wall. This wall should be large, exciting, and, of course, well lit. Examples of such media walls include the Mood Wall in Amsterdam and the media wall on the Xicui entertainment complex in Beijing. A more conventional alternative may be the brilliantly colored underpasses in Austin, Texas, or the linear lighting treatment at the Brooklyn Bridge underpass in New York City. In addition, one or more "delta platforms" designed to permit regular or periodic changes to the art exhibit should be installed as adjuncts to the mural wall. These platforms, located on either side of the underpass, could be as simple as an enclosed diorama showing miniatures of the Charlotte streetscape or a lighted pedestal for sculptures. Both the media wall and the delta platforms should give visitors a reason to visit and return. Each approach should be visible to both pedestrian and vehicular traffic. Both the interactive mural wall and the delta platforms could be programmed by the JCSU Department of Visual, Performing and Communication Arts.

*Wayfinding:* Noted urban planner Kevin A. Lynch defined wayfinding as "a consistent use and organization of definite sensory cues from the external environment." Wayfinding should provide visitors not only with signs but also with a consistent visual understanding of where they are and where they are going through the organization of the five primary architectural wayfinding elements: (a) paths and circulation, (b) markers, (c) nodes, (d) edges, and (e) zones and districts.

*Redesign of the West Trade Street and Fifth Street Interchanges:* The panel suggests a new design for the interchange, taking advantage of the existing large rights-of-way, delivering interstate travelers to the corridor. The redesign can be done in conjunction with the underpass art project to ensure compatibility with the increased traffic that will likely occur.




The long-term redevelopment of Tarleton Hills can include residential, mixed, and institutional uses. The road and pedestrian links between West Trade Street and Fifth Avenue can be strengthened as a part of this redevelopment.

## A University Community

JCSU and the Charlotte public school system (or charter or private school entity) should explore the possibility of locating either a middle or elementary school along the corridor. The advancement of this community is seen in terms of its rich educational and cultural history. Not unlike other great universities, JCSU's community relies on its academic history as a driver of future development. Outreach to the community can be achieved by having a physical presence in the form of a school along the corridor.

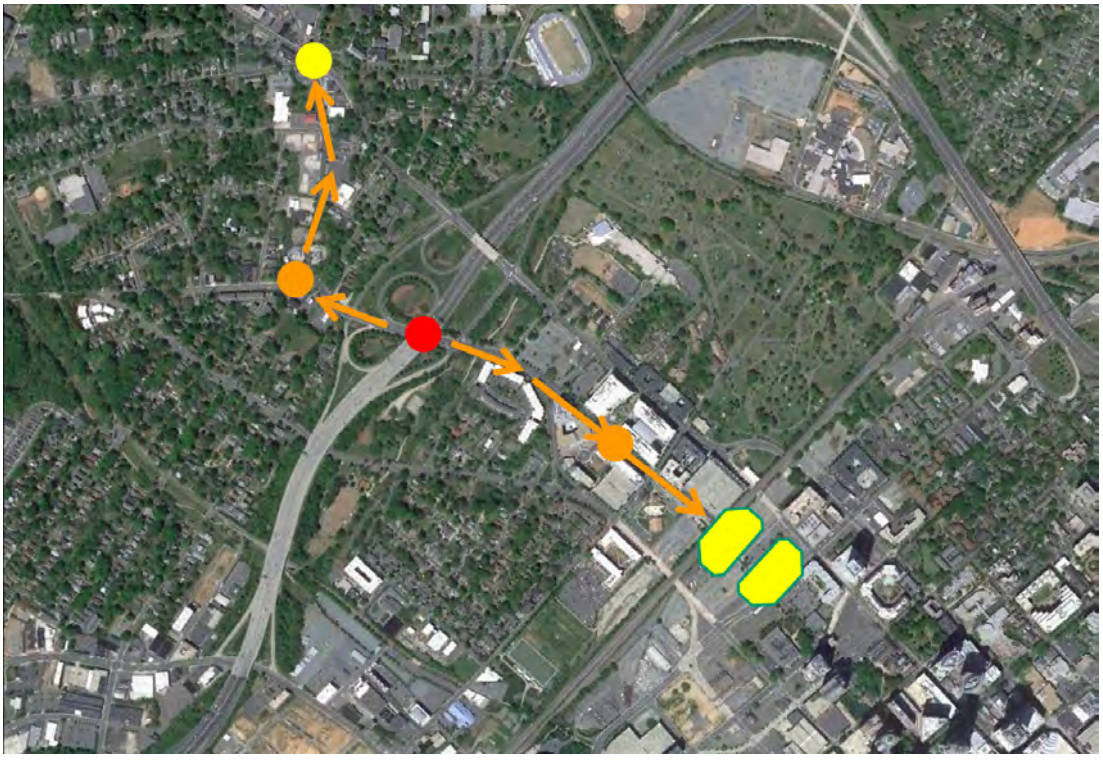
The education mission of the university and the need for unique learning environments desired by both inner-city residents and the "back to the city" population are all achieved when a school is incorporated into this area. This school would be an academic center of excellence for local area students and students from nearby communities. This center of excellence could serve the university by providing a training environment for university students majoring in education as well as provide a good high-level educational environment for youth from the local area.

Redevelopment of the Tarleton Hills housing project should also be considered as part of the city's corridor planning process. The panel sees the redevelopment of this site as more long term, but connections to both West Trade Street and Fifth Avenue should be considered initially during redevelopment of the "Two-Way" and Royster sites. Tarleton Hills could develop as a residential and a mixed-use area, thus taking advantage of its excellent visibility along the highway.

## Community and Cultural History

As an important African American community, the corridor should be developed in a way that does not

Currently, I-77 acts as a physical and a psychological barrier between Uptown and the Five Points area. Streetscape, landscape, and parcel improvements, combined with new destinations, street art, and wayfinding will help eliminate these barriers.



lose its cultural and historic legacy. Biddleville is one of the oldest black neighborhoods in Charlotte. Located at 333 Beatties Ford Road, the Grand Theatre was opened by Samuel M. Pharr to provide an entertainment venue for Biddleville residents. During the Great Depression, the theater closed, and Johnston's Café operated in the building. In 1937, the theater reopened and served its African American clientele until other Charlotte theaters were desegregated in the 1960s.

The panel recommends that, in conjunction with the new Visual and Performing Arts Center, consideration should be given to rehabilitating the Pharr building and providing some of the center's programming as a gesture to the history of the theater. The panel believes that a revitalized Pharr building with programming from JCSU's Visual and Performing Arts Center could provide a physical and emotional link for old Biddleville to reconnect to Uptown Charlotte, thus improving the activity along the corridor.

The panel also suggests that regular and focused recognition of the corridor as a traditionally African American area by use of monuments, statues, historic markers, and tours will significantly improve visitation. As the streetcar becomes a reality, this area can act as one bookend to a cultural trail with such locations as the Harvey B. Gantt Center, the Charlotte Gateway Station, and Johnson C. Smith University as waypoints along its route.

## Extension of the Gateway Center Development

The panel gives the Gateway Center development high marks for its strategic location, mix of uses, and overall design. The location of the renowned J&W and associated uses serving this institution makes for an excellent mix and an appropriate transition from Uptown with its skyscrapers to less dense development at the edge of the center city. Some parcels located just east of the I-77 interchange can still be developed to complete the "edge" of the Gateway Center.

## Intermodal Transportation Center and the Streetcar

The intermodal transportation center is the south terminus of the red line commuter rail and will provide seamless integration of various rapid-transit modes, including commuter rail, Amtrak, Greyhound, Center City Streetcar, and Southeast/West Corridor rapid transit. It is also the proposed location for high-speed rail that creates an incredible opportunity for nearby real estate development. Like an airport, the transportation center will attract a wide range of potentially high-paying office and service jobs; it will also act as a regional draw to the nearby stadium, museums, and cultural activities centered in Uptown. A regional draw will increase the need for retail.

The streetcar, coupled with the improvements to the underpass, will improve visitation and activity by shortening the distance between JCSU and Uptown.

# Finance and Implementation

The panel has provided a series of specific developments as a means to motivate and propel broader redevelopment of vacant and underdeveloped parcels in the corridor. The recommendation to construct a bookstore (or similar multiuse/mixed-use draw) near JCSU is a tangible and concrete approach to establishing a destination that also fulfills the university's desire to open itself up to the neighborhood.

With this proposed use (as with other successful urban revitalization projects), the panel believes three essential components are required:

- Land control;
- Developer interest and capacity; and
- Financing and associated project management structure that meet multiple investment objectives.

The panel believes that the first two components are already met to a certain degree. The corner parcel at West Trade and West Fifth streets is an ideal location. For the purposes of this panel, it serves as a notional location that can be filled by any number of nearby vacant or underdeveloped parcels. The key is that it is close to the university and has frontage on West Trade Street. The key sites in the study area are controlled by four owners who are already engaged in the revitalization effort, and multiple local developers, some of whom the panel met, have successfully developed a range of products in the neighborhood over the past ten years or so. The panel also believes that developer interest and capacity in the greater Charlotte area exists to partner with the city, the university, and Charlotte Center City Partners in making the development a reality.

The challenge is finding a financing and project management structure, which will require a significant amount of work, especially in the current economic environment.

## Financing

A successful approach to development requires a number of financial prerequisites. These prerequisites include a risk-adjusted internal rate of return that meets the developers' and investors' requirements and a loan-to-value ratio that is adequate to ensure the private financing of the development and fair market value to the landowner. If philanthropic funds are involved, the social objectives of the philanthropic sources of capital must also be considered as well as the accountability for any public sources of capital.

### Fair Market Value

Solving for the gap created in fair market value is a crucial step in securing funding. Typically, in challenged corridors like this one, what is in fact a complex interplay among those factors gets summarized as "those landowners want too much for their land." For that reason, the real estate development community has created "residual land value analysis" in which they solve for the price that land needs to be to make a deal "pencil." Residual land value is what a developer would be willing to pay for land for any proposed development after covering all development costs and the potential profit that is required to convince an owner to sell the property. The "gap" created is between the price that the owner wants and what the developer can pay.

Some combination of the following will fill the gap:

- Decreasing the owner's obligation to provide equity by having the public sector contribute cash from the corridor revitalization funds available for this area;
- Lowering the developer's cost by obtaining New Market Tax Credits;
- Lowering the developer's cost of financing by getting a social investor to lend at 4 to 5 percent instead of 7 to 8 percent; and
- Adjusting the timing of payment to the landowner by inviting him to participate in the deal through a share of the proceeds.

None of these alone may prove sufficient to fill the gap.

### Public/Private-Not-for-Profit Collaborative Financing

Multiple precedents exist for this sort of collaborative financing. The panel believes that the social objectives set by a not-for-profit developer are obvious and displayed in the long discourse that preceded this panel. The West Trade Street/Beatties Ford Road corridor, despite its proximity to Uptown and the universities, continues to lag in terms of investment and development.

Successful precedents are characterized by careful thinking through of the management and oversight structures. Such a structure has to be based on creation or identification of an entity that

- Understands complex master-planned urban development, including coordination of the related initiatives of multiple parties;
- Understands how to work with and layer multiple sources of financing and their often conflicting requirements;
- Understands real estate development, land development operations, and construction project management;
- Can legally accept funds from multiple investors without conflict or the appearance of conflict of interest;
- Is accountable to the sponsors of and stakeholders in the project, including its social investors; and
- Is accountable to the public to the extent that it works with public funds.

This entity is frequently a community development corporation (CDC) that can be structured with a board composed of key stakeholders and with a development-savvy staff. It could also be a partnership of a CDC with some of the characteristics described and one or more for-profit developers. Existing successful entities could be considered, such as the Charlotte Mecklenburg Development Corporation, Charlotte Center City Partners, or committees or subsidiaries of either.

## Making It Happen

How might such an entity and development proposal work? For all of the different projects described, the entity must (a) identify the sources of funds, (b) describe the uses of those funds in a manner satisfactory to the funders, and (c) manage the project in the context of a larger program that will have to be undertaken. Regarding the catalytic use (bookstore) proposal, the panel has summarized the costs of making it a reality in the table below.

### Conceptual Development Costs

| Uses | Cost |
|---|---|
| Public Improvements | $300,000 |
| Land | $250,000 |
| On-Site Improvements | $3,000,000 |
| Soft Costs | $700,000 |
| Furniture, Fixtures, Finishes, and Equipment | $200,000 |
| **Total** | **$4,450,000** |
| | |
| **Sources** | |
| Corridor Revitalization Funds | $300,000 |
| Landowner Capital Contribution | $250,000 |
| New Market Tax Credit Equity | $875,000 |
| Conventional Financing | $2,500,000 |
| Philanthropic Subordinate Debt | $525,000 |
| **Total** | **$4,450,000** |

## Suggested Roles and Responsibilities

| Partner | Roles and Responsibilities |
|---|---|
| Charlotte Mecklenburg Development Corporation | Coordinate partners |
| | Ensure conformance with program objectives |
| | Act as developer or provide equity to obtain market return |
| | Assist with tenant/operator negotiations |
| | |
| Landowner | Act as developer or provide equity to obtain market return |
| | |
| JCSU | Develop program; negotiate with tenant/operator |
| | Advance educational mission |
| | Advance economic development of corridor |
| | |
| Bank | Provide debt to obtain market return |
| | |
| Social Investor | Provide debt to obtain market return |
| | Advance economic development of corridor |
| | |
| City | Provide infrastructure and gap financing if necessary |
| | Advance economic development of corridor |
| | Alleviate burden of government |
| | Generate tax revenue |
| | |
| For-Profit Developer | Act as developer or provide equity to obtain market return |

## Roles and Responsibilities

The roles and responsibility for execution of the various partners is crucial in making this proposal a success. The table at left may be used as a means to organize the project management structure.

The panel believes that under the right leadership, and with the help of the city and the commitment of the university, the bookstore project could be completed and open for business in about three years.

# Conclusion

The West Trade Street/Beatties Ford Road corridor connects the two celebrated urban campuses of JCSU and J&W. The corridor also acts as the spine connecting Biddleville, Five Points, and the vibrant Uptown of one of the great southern U.S. cities.

The panel suggests a number of specific actions that will lead to the restoration of the corridor. Given the economic situation in 2010, the panel's recommendations are perhaps not as bold or as comprehensive as those of earlier studies, but they do provide a clear and simple strategy for a concentrated, resolute effort to attract a truly catalytic and transformational user adjacent to JCSU. Although the panel has suggested some conceptual ideas for location, layout, and parking for the area, ultimately the property owners, the universities, and the city will need to agree upon the specific approach. The panel has outlined a financing and implementation formula that can make this user a reality. The panel also calls for improvements to the West Trade Street/I-77 underpass, improvement to the public realm, creation of an Academic Center of Excellence, and identification and enhancement of existing cultural elements.

Over the years, the citizens and institutions of Charlotte have proven their capability in producing world-class urban revitalization initiatives. The panel believes that the recommendations in this report, if implemented by that same ethos, can make the historic west end a friendly, safe, and vibrant the community from Uptown to beyond JCSU.

# About the Panel

## Leigh Ferguson

*Panel Chair*
*Birmingham, Alabama*

Ferguson is a developer with more than 35 years of experience in the real estate profession. He is an expert on downtown revitalization, affordable housing, mixed-use development, and partnerships with public and nonprofit entities. As senior developer at Bayer Properties, he is involved with a variety of commercial, mixed-use, and residential products in locations around the United States. His primary duties include operating the residential and mixed-use real estate development and management division that focuses on urban mixed-use community development projects in Birmingham's revitalizing Center City. Bayer Properties is a comprehensive real estate firm providing development, asset management, leasing, and marketing services.

Ferguson also managed the Sloss Real Estate Group's participation as a joint venture partner in a $100 million HOPE VI mixed-income residential development that is currently entering its third phase. Prior to joining Sloss, Ferguson was the president of Corker Group Inc., where he managed approximately 2 million square feet of office, commercial, and industrial properties; supervised all leasing, administrative, maintenance, and financial operations; and prepared monthly and annual business plans, budgets, and reports to ownership. From 1991 to 1999, Ferguson was president of Chattanooga Neighborhood Enterprise Inc. There, he managed lending, development, financing, and property management functions of approximately $30 million per year. Previously, Ferguson was president and chairman of John Laing Homes Inc., and vice president of development for both the Van Metre Company and the Winkler Companies, all in the Washington, D.C., area.

Ferguson studied chemistry and mathematics while at the University of North Carolina at Chapel Hill and completed graduate studies in investment management and real estate at George Washington University, Washington, D.C. Ferguson is a full member of ULI and a vice chair of the Affordable Housing Council. He has served on seven Advisory Services panels and chaired four of those panels.

## Candace Damon

*New York, New York*

In her almost 20 years at HR&A Advisors Inc., Damon has directed a wide-ranging practice, currently focused on bolstering the sustainability of American communities. Her specific areas of expertise include addressing the financial and operational challenges of making commercial and multifamily residential buildings energy efficient, ensuring the long-term viability of urban open space, and strategizing the redevelopment of downtowns and waterfronts.

Damon has developed a specialty in public and not-for-profit capital program management and has helped a variety of transit agencies, cultural institutions, universities, and others deliver on-time and cost-effective capital projects. Her clients include public, private, and not-for-profit entities in Boulder, Charlotte, Memphis, New York, Toronto, Tucson, and a host of other jurisdictions.

## Dan Fulton

*Fairfax, Virginia*

Fulton is a leading real estate market analyst with expertise in master-planned communities, urban redevelopment, mixed-use development, housing for seniors, and affordable housing. As president of the real estate advisory firm Fulton Research Inc., he has advised institutions and companies on hundreds of development projects. Examples include a university development in northwest Pennsylvania; a mixed-use town center in southern New Jersey; mixed-income redevelopment projects in Washington, D.C.; multifamily developments in Baltimore, Maryland;

and active-adult master-planned communities along the eastern seaboard.

Fulton began his career in real estate with Long & Foster Real Estate, New Homes Division. He then moved to Pulte Homes and oversaw market research and strategic planning for the Maryland region. Seeking to broaden his strategic planning skills through work in a different industry, Fulton joined telecommunications giant Qwest Communications, where he conducted market-entry studies and formulated strategic business plans. He took over Fulton Research Inc., from his father in 2004.

Author of the landmark consumer report "Today's Home Shopper—Who They Are—What They Want," Fulton volunteers with and is a frequent speaker for several building industry associations, including the Urban Land Institute, the Northern Virginia Building Industry Association, and the Maryland–National Capital Building Industry Association. He earned an MBA from George Mason University and a BA in marketing from Radford University.

## William A. Gilchrist

*Atlanta, Georgia*

Gilchrist is a senior associate with EDAW/AECOM in Atlanta. From 1993 to 2009, he was director of the Department of Planning, Engineering, and Permits for Birmingham, Alabama. Among other civic and professional groups, the American Institute of Architects (AIA), the American Planning Association, and the National League of Cities have honored the work of his Birmingham department.

A graduate of the Massachusetts Institute of Technology (MIT) schools of management and architecture, with a master's degree from each, as well as a degree from Harvard's Kennedy School of Government, Gilchrist was among the first Aga Khan traveling fellows, documenting the Swahili architecture of coastal Kenya. He has chaired the committee that oversees the AIA regional/urban design assistance teams and is a trustee of the Urban Land Institute as well as vice chairman of its executive committee. Currently, Gilchrist serves on the departmental visiting committee of the MIT School of Architecture.

Gilchrist has been interviewed on National Public Radio, has appeared on PBS's *News Hour with Jim Lehrer*, and speaks often on urbanism, regional planning, citizen participation in the public realm, and the history of urban settlement. On occasion, he writes for the *Birmingham News*.

## Warren Whitlock

*Albany, New York*

With an intimate knowledge of real estate development in urban settings, Whitlock has more than 30 years of experience in public administration, development coordination, and construction management. He is currently the director of the Office of Civil Rights for the New York State Department of Transportation.

Prior to his current position, Whitlock was the director of construction coordination for Columbia University in New York City. He was a senior executive member of Columbia University's Facilities Department as well as a senior planning team member of the university's 18-acre acquisition and expansion initiative into the Manhattanville section of West Harlem. Whitlock was the university's primary liaison for all construction activity, which during his tenure delivered more than $1 billion in capital construction projects. He also oversaw Columbia's initiative for minority, women, and local business enterprise participation.

Before joining Columbia in 2002, Whitlock managed New York state's economic development efforts in Harlem as the director of the Harlem Community Development Corporation. In this capacity, he initiated a series of successful commercial and residential development initiatives that not only led to the current successful revitalization of Harlem but also achieved this while preserving the historic and cultural authenticity of this much revered African American neighborhood.

Between 1989 and 1992, he served as a senior project manager at the New York City Economic Development Corporation, where he worked to finance small to medium-sized industrial-based businesses throughout New York City. In the field of international economic development, Whitlock served as a consultant to the United Nations High Commissioner for Refugees in Somalia, East Africa, where he lived and worked for four years.

Whitlock is an adjunct professor of urban planning at Brooklyn College's Graduate Center for Worker Education and is a trustee and director of the Morris Jumel Mansion in Manhattan and the Double Discovery Center at Columbia University. An executive member of ULI's New York District Council, Whitlock has served as a member of Advisory Services panels in New Orleans, Shreveport, and Las Vegas.

**Urban Land Institute**
1025 Thomas Jefferson Street, NW
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Washington, DC  20007-5201

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# "Charlotte will be the most prosperous and livable city for all citizens through quality economic development."

The City of Charlotte's long-term economic health is in large part driven by the City's ability to facilitate private sector job growth and investment through partnerships with agencies such as the Charlotte Chamber, Charlotte Regional Visitors Authority and the Charlotte Regional Partnership. These partnerships have resulted in a diversified local and regional economy, which requires public investment in public services and facilities and infrastructure. A healthy economy also requires a commitment to existing businesses, small business enterprise, entrepreneurship and business corridors. In order to foster effective economic development**,** we must coordinate the commitment from both the public and private sectors.

Several significant structural changes have occurred in the economic environment that will impact the City's economic development. These include:

- The freezing of the lending market has slowed commercial development as developers struggle to find loans for office, multi-family and retail construction.
- The sale of Charlotte's largest employer, Wachovia, to Wells Fargo with yet to be determined job loss consequences for Charlotte.
- The dramatic realignment and shrinkage of the financial services sector, which has been one of Charlotte's key engines of economic growth.
- Fluctuating fuel prices and the economic recession have impacted the airline industry, raising uncertainty about US Airways and its 6,000 Charlotte employees.

There are opportunities for continued economic growth as Charlotte has enjoyed stable housing prices, moderate construction slowdown, relatively stable employment and reinvestment in the City's core and adjacent business corridors ($819M in FY08). A well educated workforce and available Center City office space also provide opportunities for economic growth. In addition, Bank of America's acquisition of Merrill Lynch is a positive indication that Charlotte will continue to be a strong market for financial and professional services. However, the loss of Wachovia's headquarters will result in job losses and increased Center City office vacancy. This, along with the broader economic recession, will have ripple effects in other professional services, retail, and hospitality sectors, and will impact the housing market as dislocated workers put their houses on an already saturated market.

Charlotte's continued success will be influenced by our diverse economic base and efforts with our partners to grow and broaden into growing business sectors, including: renewable energy, green industry, health care and high growth/high tech. This success can also build upon the previous year's Business Corridor Revitalization planning efforts. Since private capital will be harder to find, the City will need to become more aggressive in pushing forward to ensure the economic growth and health of the corridor businesses and the adjacent neighborhoods. This is also a time to lay a foundation for the next wave of growth by business friendly process improvements and updating plans for major employment centers such as Center City and the University Research Park. To grow the hospitality and tourism sector of the economy, the City can build on recent investments in hospitality and tourism infrastructure, scheduled to open during FY2010, including the NASCAR HOF and Wachovia Cultural Center.

# Economic Development

**Promote Economic Opportunity**

| | | | |
|---|---|---|---|
| ED.1 | | Focus Area Initiative: | Promote a healthy business climate by 1) implementing a strong business expansion and retention effort, exploring with the Chamber the effectiveness and metrics of BusinessFirst Charlotte, 2) addressing the needs of Charlotte's largest employers, and developing strategies and growing employment in: renewable energy, green industry, health care, hospitality and tourism, emerging industries and high growth/high tech companies (including an update of the City's Strategic Plan and a strategy for use of available industrial land) and 3) working with internal and external partners to grow Charlotte's hospitality industry, including quarterly tracking of hospitality revenue streams and exploring partnerships to expand Amateur Sports |
| | ► | Measure: | Job growth in new sectors |
| | | Target: | 5% increase (Develop baseline information) |
| | | Prior Year: | FY08 - New measure |
| | ► | Measure: | Number of existing businesses visited and serviced through BusinessFirst Charlotte, the City's business retention & expansion program |
| | | Target: | Total: 400 (Business Corridors:120) |
| | | Prior Year: | FY08 - 416<br>FY07 - 174 |
| | ► | Measure: | Percentage increase in hospitality tax revenues and room nights generated by Amateur Sports |
| | | Target: | 3% increase in all hospitality tax revenues; 5% increase in amateur sport room nights |
| | | Prior Year: | FY08 - 9% increase in all hospitality tax revenues<br>FY07 - 27% (Increase over base:11%)<br>FY08 - New measure (percentage increase in amateur sports room nights) |
| ED.2 | | Focus Area Initiative: | Ensure that small businesses have the opportunity to participate in informal City procurement and contracts through increasing SBE utilization and participation in SBE development programs |
| | ► | Measure: | Percentage of informal contracting dollars awarded to SBEs |
| | | Target: | 12% |
| | | Prior Year: | FY08 - 12.1%<br>FY07 - 13.7% |
| | ► | Measure: | Number of SBE submitting bids on informal contracts |
| | | Target: | New measure |
| ED.3 | | Focus Area Initiative: | Enhance Workforce Development |
| | ► | Measure: | Number of youth accessing skills assessment and training at JobLink Centers |
| | | Target: | 1500 youth at JobLink Centers and place 500 youth in jobs |
| | | Prior Year: | FY08 - 945 trained/273 placed |
| | ► | Measure: | Promote strategy and develop partnership to retrain displaced workers |
| | | Target: | Inventory/Evaluation/Adjustment of City's workforce retraining efforts including online services |
| | | Prior Year: | FY08 - New measure |

# Economic Development

**Expand Tax Base & Revenues**

| | | |
|---|---|---|
| ED.4 | Focus Area Initiative: | Advance Business Corridor Revitalization and Redevelopment |
| ► | Measure: | Advance/complete development of priority projects and corridors |
| | Target: | Eastland Mall (MOU by December 2009)<br>Five Business Corridors:<br>- North Tryon (Developer by September 2009)<br>- Independence Boulevard Phase II (Begin Implementation Fall 2009)<br>- Rozzelles Ferry (Greenway Business Park completed by December 2011)<br>- Beatties Ford (Begin one redevelopment project)<br>- Freedom/Wilkinson/Morehead-leverage Bryant Park project and County's Freedom Center<br>- Conduct Urban Market Studies and Recruitment for Corridors |
| | Prior Year: | FY08 - Held a corridor symposium; Began Independence Boulevard Phase II; Grant program revisions approved by City Council; Identified catalyst sites on North Tryon; Continued implementation of ULI recommendations for Eastland Mall |

**Expand Tax Base & Revenues**

| | | |
|---|---|---|
| ED.5 | Focus Area Initiative: | Promote infill development/redevelopment in the Center City, distressed business districts and adjacent neighborhoods, and transit stations |
| ► | Measure: | Building Permit value of construction in the Center City, Business Services Program Geography, and within 1/2 mile of identified transit station locations |
| | Target: | $500 million |
| | Prior Year: | FY08 - $819,000,000<br>FY07 - $732,528,837 |
| ► | Measure: | Number of recommended new capital projects implemented in area plans |
| | Target: | Initiate two new area plan capital projects |
| | Prior Year: | FY08 - Inventory of area plans completed and presented to City Council |

**Develop Collaborative Solutions**

| | | |
|---|---|---|
| ED.6 | Focus Area Initiative: | Advocate Business Facilitation/Business Process Improvements |
| ► | Measure: | Average number of reviews on all land development permitting submissions |
| | Target: | $\leq$ 2.5 reviews |
| | Prior Year: | FY08 - New measure |
| ► | Measure: | Percentage of permitting report initiatives implemented |
| | Target: | 100% |
| | Prior Year: | FY08 - 12 initiatives endorsed by City Council |
| ► | Measure: | Conduct "competitive advantage" analysis of permitting systems and processes |
| | Target: | Elimination of System Barriers/Conflict/Impediments in application of regulations |
| | Prior Year: | FY08 - New measure |

# The Charlotte BAROMETER Report

An Official Publication of the Charlotte Regional Visitors Authority

## NOVEMBER 2010

**National & International Business & Convention**

### 2010 & 2011 LODGING OUTLOOK – SMITH TRAVEL RESEARCH

**Smith Travel Research** presented their national outlook for the remainder of 2010 and for 2011 at the US Travel Association Marketing Outlook Forum taking place in October at Caesar's Palace in Las Vegas, NV. The following table shows their forecasts for year over year percent change in the following lodging indicators.

| Metric | 2010 Year End (% Change) | 2011 Year End (% Change) |
|---|---|---|
| Supply | 2.2% | 1.1% |
| Demand | 6.6% | 2.5% |
| Occupancy | 4.4% | 1.4% |
| Average Daily Rate | -0.1% | 3.9% |
| Revenue per Available Room | 4.3% | 5.3% |

**Local Perspective**

### CHARLOTTE AREA LODGING – SEPTEMBER SMITH TRAVEL RESEARCH

Charlotte area average daily rate (ADR) rose 3.6% in September, making it the *3rd* consecutive month of improvement. That hasn't happened in the market since July – September 2008.

Charlotte area **occupancy** was 57.7% in September, up 12.7% from September 2009. September marked the 9th consecutive month of year over year occupancy improvements- not seen since 2007. Year to date, occupancy is 58.2% in Charlotte, up 12% from the same period last year. By comparison, year to date occupancy is 58.9% in the US (+5.2%) and 54.6% in NC (+6.5%).

Charlotte area **room demand** rose 15.4% in September compared to September 2009. Year to date, room demand has risen 15.7% in Charlotte compared to the same period last year. By comparison, year to date room demand is up 7.5% in the US and 9.2% in NC.

Charlotte area **average daily rate** (ADR) was $80.16 in September, up 3.6% from September 2009. September marked the 3rd consecutive month of year over year ADR improvements- not seen since 2008. Year to date, ADR is $78.56 in Charlotte, down 1.9% from the same period last year. By comparison, year to date ADR is $97.89 in the US (-0.7%) and $79.48 in NC (-1.4%).

Charlotte area **revenue per available room** (RevPAR) was $46.26 in September, up 16.8% from September 2009. September marked the 8th consecutive month of year over year RevPAR improvements- again not seen since 2007. Year to date, RevPAR is $45.75 in Charlotte, up 9.8% from the same period last year. By comparison, year to date RevPAR is $57.70 in the US (+4.5%) and $43.39 in NC (+5%).

### MECKLENBURG COUNTY HOSPITALITY TAX COLLECTIONS-- FY11 THROUGH SEPTEMBER

Mecklenburg County **6% occupancy tax collections** total $5.5 million through the first three months of fiscal 2011, up 24% from the same period last fiscal year.

Mecklenburg County **2% NASCAR occupancy tax collections** total $1.8 million through the first three months of fiscal 2011, up 24% from the same period last fiscal year.

Mecklenburg County **1% prepared food & beverage tax collections** total $4.7 million through the first three months of fiscal 2011, up 5% from the same period last fiscal year.

## National Leisure & Tourism

### 2010 AND 2011 TRAVEL OUTLOOK – US TRAVEL ASSOCIATION

At last month's Marketing Outlook Forum, the **US Travel Association** presented their national travel forecasts for 2010 and 2011. The table below shows the percentage change forecast compared to the previous year.

| Metric | 2010 Year End (% Change) | 2011 Year End (% Change) |
|---|---|---|
| Domestic Leisure | 2.8% | 1.6% |
| Domestic Business | 4.2% | 2.6% |
| International Inbound | 8.0% | 3.7% |
| Domestic Spending | 7.2% | 4.5% |
| International Spending | 7.9% | 10.0% |

## Economy

### ECONOMY'S EFFECT ON TRAVEL

**Oxford Economics** spoke to the effects they believe the overall economy will have on travel in the coming year. For air travel, it is a mixed bag with business outperforming leisure and regional travel outperforming national travel. Airlines will continue with pricing increases rather than adding back the capacity that has been cut over the past several years. For lodging, room demand is already back. More rooms have been sold nationally over the past four months than any other such period in history. When analyzing unemployment, it is important to note that from 2007-2010 the unemployment level for workers with high school degrees or less is 15%, whereas the unemployment level for workers with some college and more is 5%. The types of households we target for travel have held up much better in this downturn than the "average". There is a big upside for international travel in the coming decade. In 2006, the % of international spending of all US visitor spending was 15%. By 2020, that percentage is expected to grow to 24%. Lastly, we are in a growth industry. In 1950, 1.5% of all US household consumption was on travel. In 2010, that percentage will have grown to 3%. Though travel might moderate, it does not stop and great potential still exists in increased household spend on travel from international markets.

## Media

### OCTOBER 2010 VOCUS

During the month of October, **Vocus** identified 2,885 news items on key words tracked by CRVA. By category, 78% focused on the NASCAR Hall of Fame, followed by Charlotte Convention Center (4%), Charlotte Attractions (3%), CRVA (3%) and Charlotte Hotels (1%). By media, 41% of October's hits occurred via Online, Consumer sites, followed by Online News & Business sites (20%), Television Programs (13%), Newspapers (12%) and Cable/Satellite – Network/Station (5%). A total of 88% of October's news items appeared outside the Charlotte DMA.

### Sources for this Publication

- **Mecklenburg County Tax Office**
- **Oxford Economics**
- **Smith Travel Research**
- **The Conference Board**
- **The TAP Report**
- **US Bureau of Economic Analysis**
- **US Department of Labor**
- **US Travel Association**
- **Visit Charlotte/CRVA**
- **Vocus**

*Michael Applegate, CDME*
*Director of Research, CRVA*
*michael.applegate@crva.com*

### Inside This Report

- **Barometer Summary (p. 1&2)**
- **Hospitality Industry Statistical Report (p. 3)**
- **Definite Bookings (p. 4)**
- **Pace Report (p. 5)**
- **Charlotte Convention Center Tradeshow & Convention Booking Outlook (p. 6)**
- **Hospitality Industry Sales Activities (p. 7)**
- **Lost Business Report (p. 8)**
- **Occupancy Tax Collections (p. 9)**
- **Prepared F&B Tax Collections and The Economy (p. 10)**

# HOSPITALITY INDUSTRY STATISTICAL REPORT
## October 2010

| Charlotte Market Lodging Production | | | | | |
|---|---|---|---|---|---|
| | **Charlotte Market** | **North Carolina** | **Competitive Set** | **United States** | **Top 25** |
| September 2010 Occupancy % | 57.7 | 54.8 | 60.2 | 59.9 | 64.3 |
| % Change | 12.7 | 8.1 | 7.1 | 6.7 | 7.6 |
| .6September 2010 ADR $ | 80.16 | 80.56 | 88.27 | 99.31 | 123.68 |
| % Change | 3.6 | 0.6 | -0.5 | 2.0 | 3.7 |
| September 2010 RevPAR $ | 46.26 | 44.16 | 53.80 | 59.49 | 79.55 |
| % Change | 16.8 | 8.8 | 6.5 | 8.8 | 11.6 |
| 2010 YTD Occupancy % | 58.2 | 54.6 | 58.8 | 58.9 | 64.8 |
| % Change | 12.0 | 6.5 | 6.1 | 5.2 | 6.7 |
| 2010 YTD ADR $ | 78.56 | 79.48 | 87.84 | 97.89 | 116.93 |
| % Change | -1.9 | -1.4 | -2.6 | -0.7 | -0.4 |
| 2010 YTD RevPAR $ | 45.75 | 43.39 | 52.01 | 57.70 | 75.79 |
| % Change | 9.8 | 5.0 | 3.4 | 4.5 | 6.3 |

Source: Smith Travel Research-Stats lag by one month

Comp Set includes: Tampa, Atlanta, Indianapolis, Baltimore, Minneapolis, St. Louis, Greensboro, Raleigh, Cincinnati, Columbus, Philadelphia, Pittsburgh and Nashville

| Charlotte Douglas International Airport Aviation Production | | | | |
|---|---|---|---|---|
| | **Month of September** | **% Chg from Sept. 09** | **2010 YTD** | **YTD % Chg from 09** |
| Passenger Enplanements | 1,618,866 | 21% | 14,126,563 | 9% |
| Passenger Deplanements | 1,618,484 | 21% | 14,174,845 | 9% |

Source: Charlotte Douglas International Airport-Stats lag by one month

| Visit Charlotte Definite Room Night Production | | | | |
|---|---|---|---|---|
| | **Month of October** | **Change from October 2009** | **FY 2011 YTD** | **YTD Chg (%) from FY10** |
| Total Room Night Production | 17,975 | -34,287 | 75,791 | -30,063 (-28%) |
| Visitor Economic Development ($) | 14,939,218 | -51,268,422 | 83,454,700 | -23,082,482 (-22%) |
| Number of Definite Bookings | 15 | 1 | 83 | 9 (12%) |
| Average Size of Definite Bookings | 1,198 | -2,535 | 913 | -517 (-36%) |
| Total Attendance | 44,557 | -170,148 | 188,661 | -90,988 (-33%) |
| Convention Center GSF Booked | 400,000 | 200,000 | 6,340,000 | -140,000(-2%) |

| Visit Charlotte Lead Room Night Production | | | | |
|---|---|---|---|---|
| | **Month of October** | **Change from October 2009** | **FY 2011 YTD** | **YTD Chg (%) from FY10** |
| Total Room Night Production | 46,270 | -35,957 | 369,209 | -31,348 (-8%) |
| Number of Lead Bookings | 56 | -1 | 210 | 18 (9%) |
| Average Size of Lead Bookings | 826 | -617 | 1,758 | -328 (-16%) |

| Visit Charlotte Housing Bureau Production | | | |
|---|---|---|---|
| | **Month of October** | **FY 2011 YTD** | **YTD% Chg from FY10** |
| Total Reservations Produced | 954 | 3,587 | 113% |
| Total Room Nights Produced | 2,526 | 10,914 | 109% |

| Visit Charlotte Leisure Tourism Production | | | |
|---|---|---|---|
| | **Month of October** | **FY 2011 YTD** | **YTD % Chg from FY10** |
| Ad Inquiries (+Travelocity clicks, etc.) | 2,407 | 7,843 | -93% |
| Visitor Center Walk-In Traffic | 4,280 | 14,831 | 34% |
| Call Center Inquiries | 489 | 2,167 | -8% |
| Web Site Official Visitors Guide Requests (& views) | 1,044 | 5,592 | -53% |
| Emails/Letters/Faxes | 13 | 85 | -23% |
| Total Visitor Inquiries | **8,233** | **30,518** | **-79%** |
| Visit Charlotte Web Site Visitors (Google ) | **87,488** | **353,442** | **-8%** |
| Motor Coach Group Bookings (Passengers) | 1,082 | 2,121 | 49% |

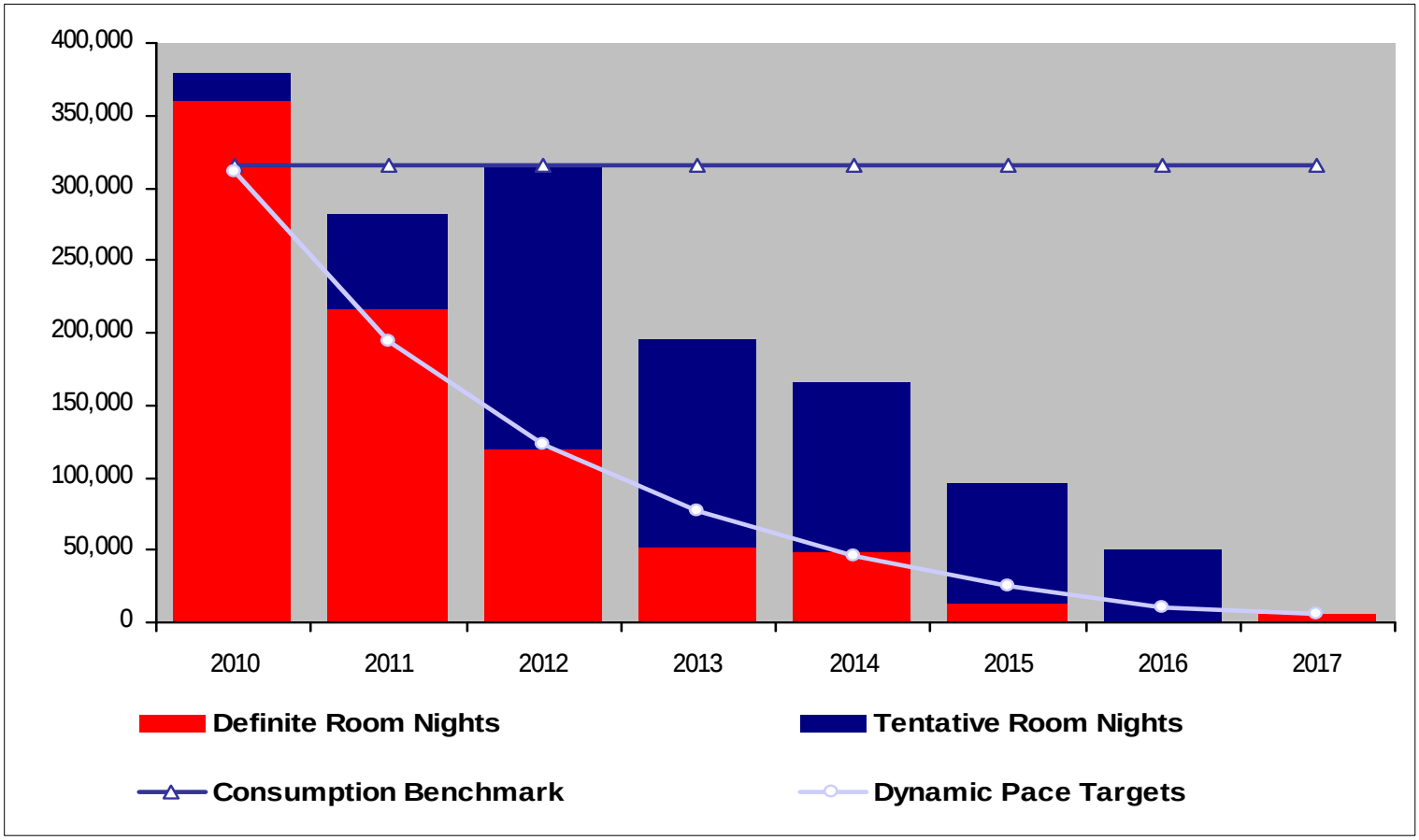
# DEFINITE BOOKINGS
# October 2010

| Charlotte Convention Center | | | | | | | |
|---|---|---|---|---|---|---|---|
| | | | | **Exhibit** | **Total** | | **Visitor** |
| **Conference Sales** | | | | | | | |
| Genetics | Convention | Mar '12 | 4 | 400,000 | 3,725 | 2,000 | 2,512,000 |
| **Total** | | | | **400,000** | **3,725** | **2,000** | **2,512,000** |
| | | **Event** | | **Total Room** | | | **Visitor Exp.** |
| **Group Name** | | **Date** | **Days** | **Nights** | **Attendance** | | **Dev. ($)** |
| Staub Wedding | | Oct '10 | 2 | 60 | 300 | | 188,400 |
| ActiveRain | | Oct '10 | 2 | - | 500 | | 314,000 |
| Immune Deficiency Foundation | | Nov '10 | 2 | - | 50 | | 31,400 |
| Elle K Associates | | Nov '10 | 1 | 12 | 12 | | 3,768 |
| ASTM International | | Dec '10 | 1 | 1 | 40 | | 12,560 |
| Meineke Car Care Bowl ® | | Dec '10 | 2 | 11,730 | 40,000 | | 10,720,000 |
| CSX Transportation ® | | Feb '11 | 2 | 580 | 300 | | 188,400 |
| Life Center Fellowship, Inc. ® | | Feb '11 | 2 | 185 | 500 | | 314,000 |
| Southeastern Council of Foundations | | Mar '11 | 1 | 45 | 75 | | 23,550 |

| | | | | | |
|---|---|---|---|---|---|
| Health Industry Distributors Association | May '11 | 2 | 90 | 60 | 37,680 |
| Wright-Freeman Family Reunion | Jun '11 | 2 | 20 | 70 | 43,960 |
| Promotional Products Association International | Jul '11 | 3 | 217 | 150 | 141,300 |
| NC Association of County Commissioners ® | Aug '11 | 3 | 785 | 300 | 282,600 |
| RCI, Inc. | Oct '11 | 2 | 525 | 200 | 125,600 |
| **Total** | | | **14,250** | **42,557** | **12,427,218** |
| **GRAND TOTAL** | | | **17,975** | **44,557** | **14,939,218** |

Sports & Leisure Spending DKS&A 2007 Charlotte Update (attendance x $134 x # days)
Convention & Conference Spending 2005 DMAI ExPact Study (attendance x $314 x # days)
® Repeat Business

## Eight Year Dynamic Room Night Pace Report
## (As of 10/1/10) Trends Analysis Projections, LLC



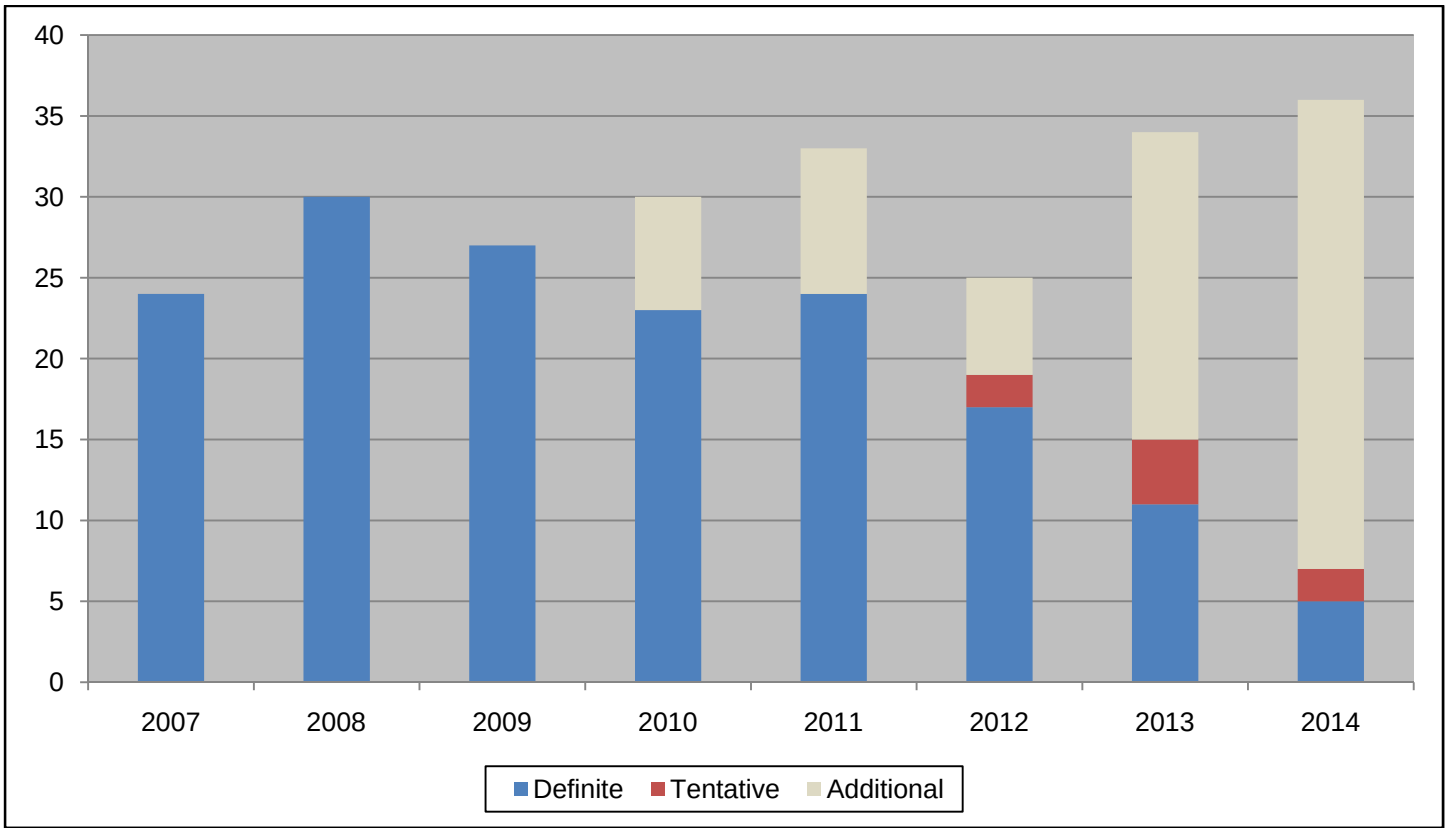

## Eight Year Dynamic Room Night Pace Report
## (As of 10/1/10) Trends Analysis Projections, LLC

| | 2010 | 2011 | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 | Total |
|---|---|---|---|---|---|---|---|---|---|
| Charlotte | 360,002 | 215,754 | 120,359 | 51,565 | 48,833 | 13,483 | 0 | 5,937 | 815,933 |

| | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| Definite Room Nights | | | | | | | | | |
| Pace Target | 310,594 | 194,313 | 123,607 | 76,569, | 45,434 | 24,826 | 10,452 | 5,366 | 791,161 |
| Pace Percentage | 116% | 111% | 97% | 67% | 107% | 54% | 0% | 111% | 103% |
| Tentative Room Nights | 19,159 | 65,289 | 195,886 | 144,722 | 117,079 | 82,404 | 49,809 | 0 | 674,348 |
| Consumption Benchmark | 315,378 | 315,378 | 315,378 | 315,378 | 315,378 | 315,378 | 315,378 | 315,378 | 2,758,809 |
| Peer Set Pace Percentage | 99% | 93% | 86% | 83% | 79% | 135% | 124% | 126% | 95% |

Peer Set Data includes Charlotte, Baltimore, Louisville, Pittsburgh and Tampa

## Charlotte Convention Center
## Tradeshow & Convention Booking Outlook
## (As of 11/3/10)




Charlotte Convention Center
Tradeshow & Convention Booking Outlook
(As of 11/3/10)

| Fiscal Year | 2007 | 2008 | 2009 | 2010 | 2011 | 2012 | 2013 | 2014 |
|---|---|---|---|---|---|---|---|---|
| **Definite Bookings** | 24 | 30 | 27 | 23 | 24 | 17 | 11 | 5 |
| **Tentative Bookings** | 0 | 0 | 0 | 0 | 0 | 2 | 4 | 2 |
| **Subtotal** | 24 | 30 | 27 | 23 | 24 | 19 | 15 | 7 |
| | | | | | | | | |
| **Definite Target** | 20 | 21 | 26 | 30 | 33 | 25* | 34* | 36* |
| **Variance** | 4 | 9 | 1 | -7 | -9 | -6 | -29 | -39 |

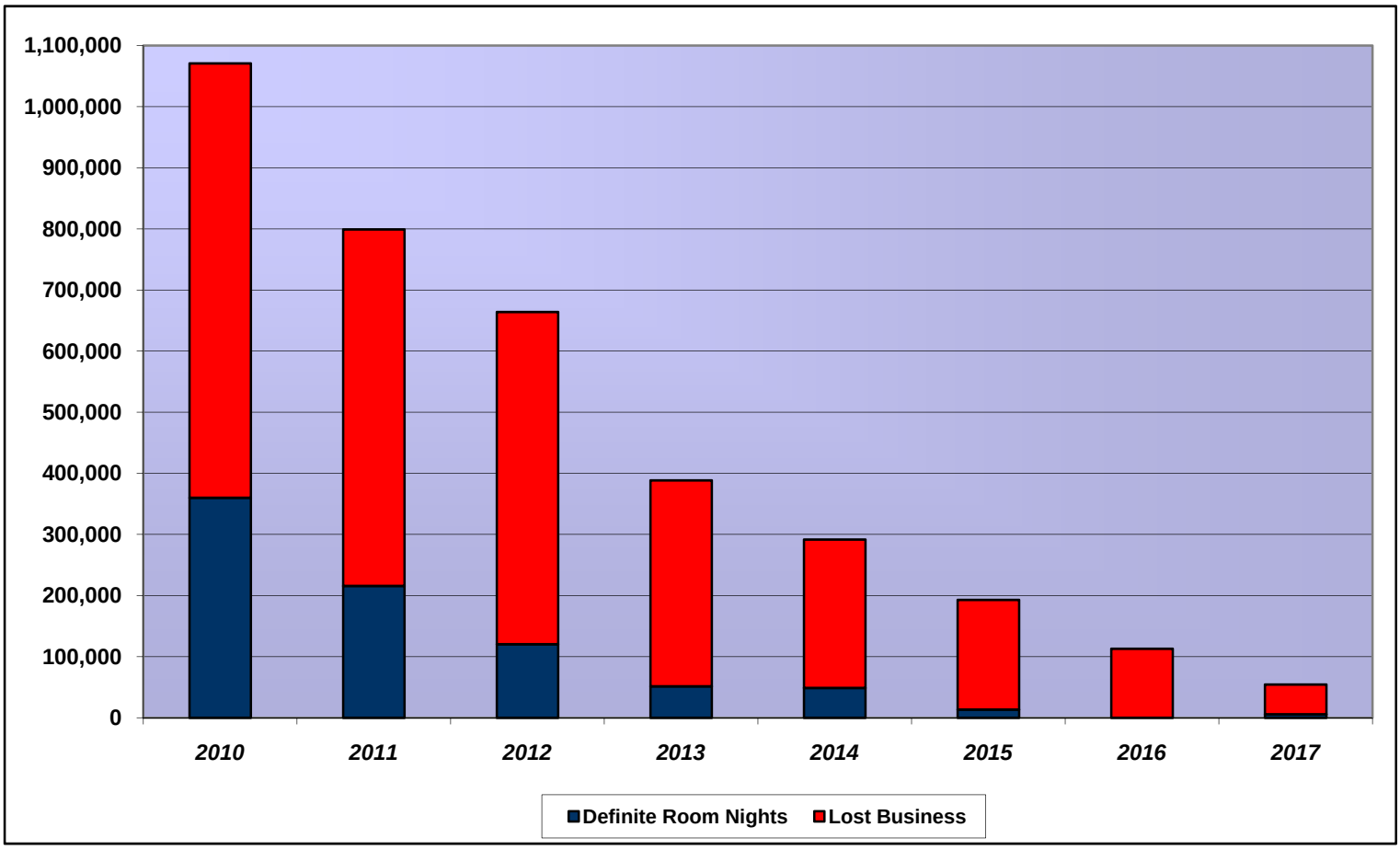
*new goal beginning FY11

# HOSPITALITY INDUSTRY SALES ACTIVITIES
## October 2010

| Site Visits | | | |
|---|---|---|---|
| **Group Name** | **Venue** | **Total Room Nights** | **Total Attendance** |
| **DEFINITES** | | | |
| N/A | - | - | - |
| **TENTATIVES** | | | |
| North Carolina Black Leadership Caucus (Feb '11) | Hotel | 40 | 200 |
| Haddon House Corporation (Oct '11) | CCC | 800 | 400 |

| Trade Shows & Events (attended by staff) | |
|---|---|
| **Event Name** | **Location** |
| Amateur Athletic Association Convention | Puerto Rico |
| Association Forum Event | Chicago, IL |
| Carolina Vacation Familiarization Tour | Charlotte, NC |
| Destination Marketing Association International Partnership Shirtsleeves | Washington, DC |
| Leadership Charlotte | Charlotte, NC |
| Meeting Professionals International | Chicago, IL |
| Multicultural Affairs Congress | Philadelphia, PA |
| North Carolina Welcome Center Familiarization Tour | Charlotte, NC |
| Ontario Motor Coach Association | Niagara Falls, Ontario, Canada |
| Professional Convention Management Association Joint Board Meeting | Charlotte, NC |
| Professional Convention Management Association Masters Series | Washington, DC |
| Rejuvenate | Louisville, KY |
| Sales Calls | New York, NY |
| Sales Mission | Germany |
| TEAMS Conference | Charlotte, NC |

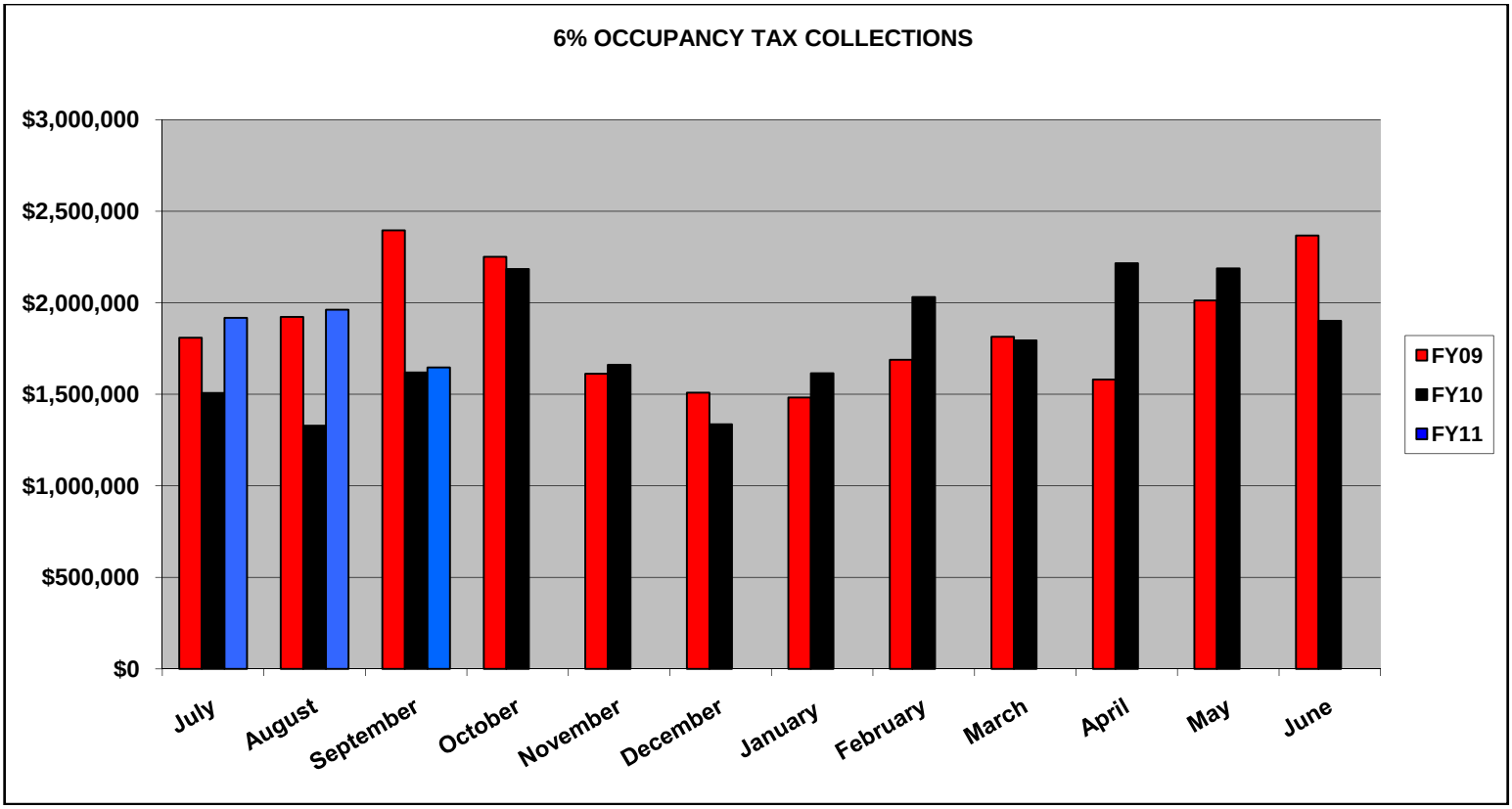
## Visit Charlotte Pace vs. Demand Comparison – Lost Business (As of 10/1/10)Trends Analysis Projections, LLC

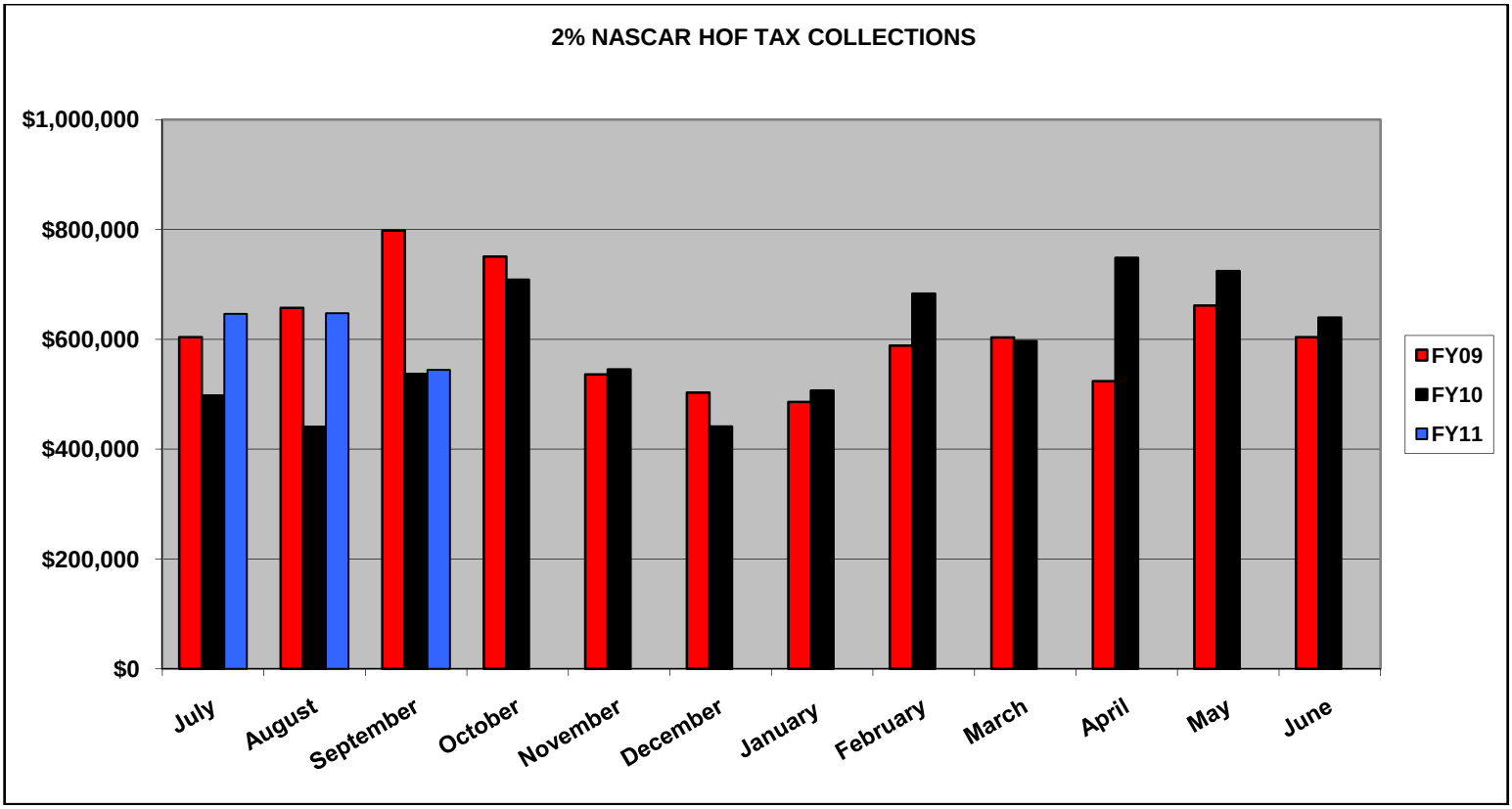


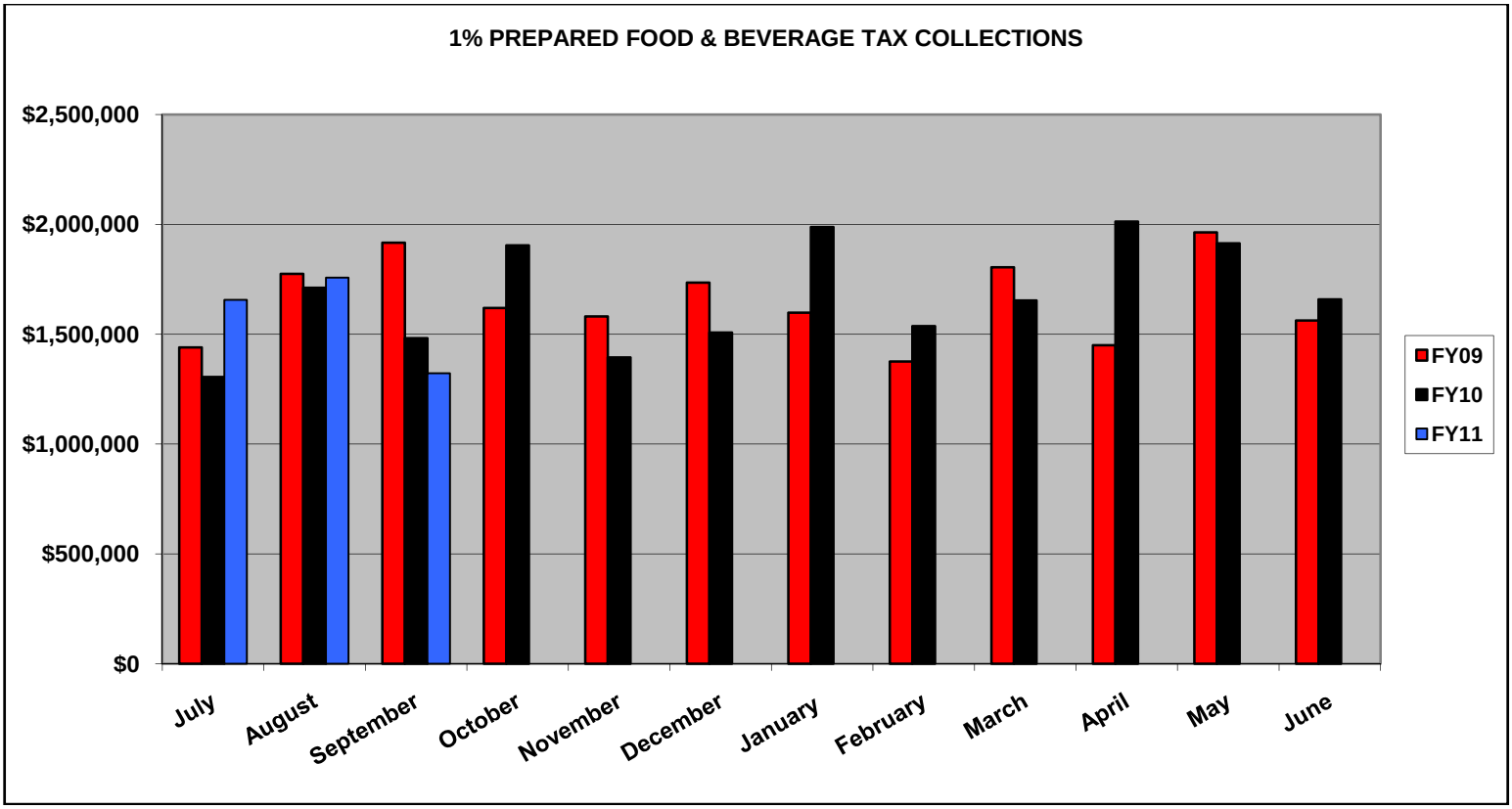

## Visit Charlotte Pace vs. Demand Comparison – Lost Business (As of 10/1/10)Trends Analysis Projections, LLC

| | 2010 | 2011 | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 | Total |
|---|---|---|---|---|---|---|---|---|---|
| Charlotte Definite Room Nights | 360,002 | 215,754 | 120,359 | 51,565 | 48,833 | 13,483 | 0 | 5,937 | 815,933 |
| Pace Target | 310,594 | 194,313 | 123,607 | 76,569 | 45,434 | 24,826 | 10,452 | 5,366 | 791,161 |
| Pace Percentage | 116% | 111% | 97% | 67% | 107% | 54% | 0% | 111% | 103% |
| Total Demand Room Nights | 1,070,852 | 799,136 | 664,113 | 388,459 | 291,753 | 192,915 | 113,050 | 54,464 | 3,574,742 |
| Lost Room Nights | 710,850 | 583,382 | 542,754 | 336,894 | 242,920 | 179,432 | 113,050 | 48,527 | 2,758,809 |
| Conversion Percentage | 34% | 27% | 18% | 13% | 17% | 7% | 0% | 11% | 23% |
| Peer Set Conversion Percentage | 27% | 23% | 19% | 19% | 18% | 25% | 27% | 19% | 23% |

Peer Set Data includes Charlotte, Baltimore, Louisville, Pittsburgh and Tampa


6% OCCUPANCY TAX COLLECTIONS
$3,000,000
$2,500,000
$2,000,000
$1,500,000
$1,000,000
$500,000
$0
July
August
September
October
November
December
January
February
March
April
May
June
FY09
FY10
FY11


2% NASCAR HOF TAX COLLECTIONS
$1,000,000
$800,000
$600,000
$400,000
$200,000
$0
July
August
September
October
November
December
January
February
March
April
May
June
FY09
FY10
FY11




## THE ECONOMY
## September 2010

| | 2009 | 2010 | % Change |
|---|---|---|---|
| Consumer Confidence Index | 53.4 | 48.6 | -8.9% |
| Consumer Price Index (CPI) | 215.969 | 218.439 | 1.1% |
| Unemployment Rate | | | |
| - National | 9.8% | 9.6% | -2.0% |
| - State | 10.9% | 9.6% | -11.9% |
| - Local | 11.9% | 10.4% | -12.6% |