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## AGENDA NOTES:

### **Agenda Item #32 – Biosolids Treatment Modifications Study: Market Analysis**

*Staff Resource: Barry Gullet, Charlotte Water, 704-336-4962, [bgullet@charlottenc.gov](mailto:bgullet@charlottenc.gov)*

At the April 11 Business Meeting, Council will be asked to approve a contract with CDM Smith Inc. for planning, market research, and analysis for biosolids treatment system improvements.

A “Biosolids and Residuals Masterplan”, which was completed in October 2013, recommended upgrading Charlotte Water’s sludge processing to produce Class A instead of Class B biosolids. Class A biosolids provide opportunities for additional end-use applications. Before Charlotte Water implements this recommendation, more research needs to be conducted into the reliability and long-term marketability of the Class A product.

On October 9, 2015, the City issued a Request for Qualifications (RFQ) for professional engineering services for the “Biosolids Treatment Modifications Study, Preliminary Design and Market Analysis” project. In response to the RFQ, the City received six proposals from interested professional service providers. The selection committee chose CDM Smith Inc. as the best qualified firm to meet the City’s needs on the basis of demonstrated competence and qualifications.

### **Agenda Item #36 – Architectural Services for the Zone 3 Facility Contract Amendment**

*Staff Resource: Carl Wilson, Charlotte Water 704-391-5169, [cwilson@charlottenc.gov](mailto:cwilson@charlottenc.gov)*

*Jude Starrett, City Attorney’s Office, 704-336-5801, [jstarrett@charlottenc.gov](mailto:jstarrett@charlottenc.gov)*

This memo is related to Item #36 on the April 11 Business Agenda. The construction contract issues described below necessitate an amendment to the architectural services contract, which is requested in this RCA.

On May 12, 2014, City Council awarded a contract to Morlando Construction, Inc. for the construction of the Zone 3 facility for Charlotte Water’s Field Operations Division in the amount of \$5,029,033. This facility is located in south Charlotte at the McAlpine Creek Wastewater Treatment Plant and is used for maintenance of Charlotte Water’s infrastructure throughout the southern portion of Mecklenburg County.

The contract required the work to be completed by November 2015. Early in the Project, Morlando fell behind schedule and struggled to adequately staff the project or correct deficient work.

Subcontractors began to complain about not being paid and some filed claims against the Payment Bond. Charlotte Water staff, the City’s architect C Design, Inc., and the City Attorney’s Office attempted to work with the contractor to facilitate completion, but also notified the contractor’s bonding company, The Guarantee Company of North America USA, (“surety”) of the concerns about the subcontractor’s payment issues and the lack of progress. In the first few months of 2016, little work was performed at the site and the City learned that Morlando’s general contractor’s license had expired. Morlando and its surety were advised that work could not continue until the license was renewed.

On March 17, Morlando Construction, Inc. gave the City of Charlotte notice that it was financially unable to complete the Zone 3 Project and was voluntarily abandoning the contract. Morlando turned the project over to its surety.

At the time the City received Morlando's voluntary termination notice approximately 68% of the project was complete. Representatives of the surety are investigating the project to identify the scope of the remaining work, and assess work that is in place but needs to be repaired or replaced. The surety is aware of the issues with the Project and City staff will work with the Guarantee Company of North America USA to facilitate a smooth transition for the completion of the contract.

## **INFORMATION:**

### **April 11 - Mayor's Youth Employment Program (MYEP) Kicks off "Superheroes Wanted" Campaign**

*Staff Resources: Dawn Hill, NBS, 704-336-4445, [dhill@charlottenc.gov](mailto:dhill@charlottenc.gov)*

*Steve Wood, NBS, 704-336-4161, [swood@charlottenc.gov](mailto:swood@charlottenc.gov)*

Please note that the "Superheroes Wanted" campaign will kick off at The Square on April 11, 2016 at 10 a.m. and not April 12, 2016 as originally reported in the April 1 memo, which can be found online at the following link:

<http://charmeck.org/city/charlotte/citymanager/CommunicationstoCouncil/Documents/Memo%2025%20Fri%20April%201,%202016.pdf>

### **Background Information on City's Funding of School Resource Officers**

*Staff Resource: Kim Eagle, Management and Financial Services, 704-336-3700,*

*[keagle@charlottenc.gov](mailto:keagle@charlottenc.gov)*

The Office of Strategy & Budget has received a request from Council members for background information on the City's funding for School Resource Officers. Attached is the summary of services and funding from the FY16 budget process.



FY16 SRO Funding  
Summary.pdf

## ATTACHMENTS:

### January 4 Transportation & Planning Committee Summary



January 4, 2016 TAP  
Committee Summary I

### February 8 Transportation & Planning Committee Summary



February 8, 2016  
TAP Committee Sumr

### March 23 Economic Development & Global Competitiveness Committee Summary



EDSummary3-23-16.  
pdf

# Summary of CMPD School Resource Officer (SRO) Program

## Background

The School Resource Officer (SRO) program began in 1968 with six officers assigned to six local schools to prevent juvenile delinquency and to maintain a safe environment on school grounds. While classroom instruction remains a part of the officers' duties, promoting public safety within the schools has become the primary task. The SRO's primary areas of responsibility are the following:

- Point of contact for all police related issues
- Assist in developing security and emergency response plans
- Coordinate CMPD services to schools

CMPD, through the SRO program, has a security presence at almost all CMS middle and high schools in their jurisdiction, (SROs were reassigned in order to reallocate SRO's to Vance and Garinger. Currently there is a CMPD officer assigned to South Charlotte Middle school for the remainder of the school year. CMS has committed to hiring a full time CMSPD officer for the 2015 school year for South Charlotte Middle School. CMSPD has already hired a full time CMSPD officer for JM Robinson Middle School. In addition, SROs are also assigned to the CMS K-8 schools, where there are CMPD SRO's assigned to six schools and Charlotte Mecklenburg Schools Police Department (CMSPD) has officers assigned to the remaining five (11 total K-8 schools). CMSPD has a total force of 18 sworn officers and 126 school security associates.

## City Council Budget Actions Related to CMS SRO Reimbursement

Prior to FY2013, CMS reimbursed the City for 50% of the cost of CMPD SROs during the school year, where the school year comprised 80% of the CMPD SRO's annual service hours (a.k.a. "50% of 80%"). In FY2013, CMS paid the City \$4.5 million for SRO services in the schools, roughly equivalent to paying the full cost of 35 of the 50 SRO program officers. The current FY2015 formula for CMS SRO reimbursement to the City is 80% of 100% of the total cost of the 49 police officers and one sergeant assigned to the SRO program.

The FY2011 adopted budget included notification to CMS that the City would transition over three fiscal years to a reimbursement model that charged CMS the full cost of the CMPD SRO program with the first year of transition beginning in FY2012. Upon full transition, CMS would cover 80% of 100% of CMPD's costs to support the SRO program. The plan transitioned CMS to paying for the actual, full cost of the officers that were dedicated to CMS schools during the school year.

During the FY2012 budget process – subsequent to a request from then CMS Board Chair Eric Davis – Council decided to defer increasing the planned FY2012 reimbursement charges for one year but would "catch-up" the reimbursement schedule in FY2013. The purpose of this deferral was to provide CMS an additional year to incorporate the reimbursement changes into their budget planning.

During the FY2014 budget process, the City Manager recommended a revised reimbursement methodology of City administrative overhead expenses following discussion and collaboration with the CMS Superintendent. Going forward, the City would charge CMS administrative overhead that contained a direct link to the SRO program; such as technology, training, evidence, crime lab, polygraph and property control. This revision reduced CMS's FY2014 reimbursement level by \$721,900 from the original transition plan.

## Council Vote History:

- **June 7, 2010:** Council voted 8-3 (Cooksey, Dulin, Peacock against) in favor of the City Manager's recommended budget, which included the City Manager's proposed increased changes to the SRO reimbursement.
- **June 1, 2011:** Council voted unanimously to defer SRO reimbursement increase for one year; vote directed city manager to follow the same reimbursement schedule with the plan to achieve 80% of 100% by FY2014.
- **June 25, 2012:** Council voted unanimously to approve the City Manager's recommended general fund budget, which included increasing the SRO reimbursement rate to 70% of 100%.
- **June 10, 2013:** Council voted 9-2 (Cooksey, Dulin against) in favor of the manager's recommended budget, which included the manager's proposal to increase the SRO reimbursement schedule to 80% with a revised, lower overhead reimbursement formula.

**City Council's Approved SRO Funding Reimbursement Schedule**

The below table outlines City Council's current, adopted SRO reimbursement schedule, which shows the lower program increase to CMS than originally planned prior to FY2014 (shaded green).

Year	SROs			Difference
	Method	Total Cost	CMS	yr to yr
FY2011	50% of 80%	6,098,025	2,439,210	-
FY2012	50% of 80%	6,291,919	2,439,210	-
FY2013	70% of 100%	6,454,198	4,517,939	2,078,729
FY2014 (revised total/administrative overhead reduced)	80% of 100%	5,937,360	4,749,888	231,949
FY2015 (revised total/administrative overhead reduced)	80% of 100%	6,115,481	4,892,385	142,497
FY2016 (revised total/administrative overhead reduced) *	80% of 100%	5,983,206	4,786,565	(105,820)

\* FY2016 slightly lower than FY2015 due primarily to a reduction in fuel cost

**School Resource Officer Program Assignments:**

**CMPD:**

- Total of 50 SRO program officers (49 officers plus one sergeant)
- Right Choices and Turning Point have been combined at one location, 2400 Carmine Street, with one CMPD officer assigned to each school. For a total of two CMPD officers
- Six CMPD SROs are assigned to K-8 schools within CMS. (Ashley Park, Bruns Ave., EE. Waddell, Reid Park, Walter G. Byers and Westerly Hills)
- 18 CMPD SROs are assigned to 16 high schools. Two schools, Vance HS and Garinger HS have two officers assigned.
  - Two CMPD SRO positions were reallocated from Jay M. Robinson Middle School and South Charlotte Middle School (at the request of CMS) in order to increase Vance High School (University City Division) by one SRO and Garinger High School (Eastway Division) by one SRO
- Three CMPD SROs are assigned to two alternative schools. Turning Point has two officers assigned. (Lincoln Heights and Turning Point/ Right Choices)
- 19 CMPD SROs are assigned to 19 middle schools
- Three CMPD SROs are assigned to three middle/high combination schools. (Northwest School of the Arts, Cochrane and Marie G. Davis)
- A summarized listing of CMPD SRO assignments is provided on the following page.

**CMS:**

- CMS has five of their SROs assigned to (five) K-8 schools (Berryhill, Collinswood, Druid Hills, Morehead, and Thomasboro). In addition to (one) CMSPD SRO is assigned to Harding High School as a second officer, and (one) CMSPD SRO is now assigned to Jay M. Robinson.
- Total of 7 SROs assigned to CMS K-8, Middle and High schools.

SRO Assignment School	CMPD Division	School Address
Eastway Middle School	Eastway	1501 Norland Dr.
Garinger High School	Eastway	1100 Eastway Drive
Hawthorne High School	Eastway	1411 Hawthorne Lane
Piedmont Open Middle	Eastway	1241 E. 10 <sup>th</sup> Street
Northridge Middle School	University	7601 The Plaza
Vance High School	University	7600 IBM Drive
James Martin Middle	University	7800 IBM Drive
Turning Point Alternative	University	2300 West Sugar Creek Rd
Mallard Creek High School	University	3825 Johnston Oehler Rd.
Ridge Road Middle School	University	7260 Highland Creek Pkwy.
Cochrane Middle School	North Tryon	6200 Starhaven Drive
Martin Luther King Middle	North Tryon	500 Bilmark Ave.
West Charlotte High School	Metro	2219 Senior Drive
Northwest School of Art	Metro	1415 Beatties Ford Rd
Phillip O'Berry High	Metro	1430 Alleghany St
Right Choices Alternative	Metro	3114 Bank St
Ashley Park K-8	Metro	2401 Belfast Drive
Walter G. Byers K-8	Metro	1415 Hamilton Street
Burns Avenue K-8	Metro	
Morgan Exceptional School	Metro	700 E Martin Luther King Blvd
Harding University High	Freedom	2001 Alleghany St.
Coulwood Middle School	Freedom	500 Kentberry Drive
West Mecklenburg High	Freedom	7400 Tuckaseegee Rd.
Whitewater Academy	Freedom	11600 White Rapids Rd.
Westerly Hills K-8	Freedom	4420 Denver Avenue
Kennedy Middle School	Steele Creek	4000 Gallant Lane
Waddell Language Academy	Steele Creek	7030 Nations Ford Rd.
Southwest Middle School	Steele Creek	13624 Steele Creek Rd
Olympic High School	Steele Creek	4301 Sandy Porter Rd.
Ranson Middle School	North	5850 Statesville Rd.
Myers Park High School	Providence	2400 Colony Rd
Alexander Graham Middle	Providence	1800 Runnymede Rd
Randolph Middle School	Providence	4400 Water Oak Rd.
South Mecklenburg High	South	8900 Park Rd.
Ardrey Kell High School	South	10220 Ardrey Kell Rd
Community House Middle	South	9500 Community House Rd.
South Charlotte Middle	South	8040 Strawberry Lane
Quail Hollow Middle	South	2901 Smithfield Church Rd
Carmel Middle School	South	5001 Camilla Dr.
James Robinson Middle	South	5925 Ballantyne Commons Pky
Providence High School	South	1800 Pineville-Matthews Rd
McClintock Middle School	Independence	2101 Rama Rd
East Mecklenburg High	Independence	6800 Monroe Rd
Northeast Middle School	Hickory Grove	5960 Brickstone Drive
Independence High School	Hickory Grove	1967 Patriot Drive
Albemarle Road Middle	Hickory Grove	6900 Democracy Drive
Sedgefield Middle School	Westover	2700 Dorchester Place
Military Leadership Academy	Westover	3351 Griffith Street



Charlotte City Council  
**Transportation & Planning Committee**  
Meeting Summary for January 4, 2016

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## COMMITTEE AGENDA TOPICS

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- I. **Subject:** **Managed Lanes Strategy in Charlotte**  
Action: The Committee voted in favor of supporting the managed lanes strategy as submitted by staff (Kinsey and Smith opposed), and referred to the full Council.

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## COMMITTEE INFORMATION

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Present: Vi Lyles, John Autry, Patsy Kinsey, Greg Phipps, Kenny Smith

Time: 12:00 pm – 1:59 pm

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## ATTACHMENTS

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Handouts  
Agenda

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## DISCUSSION HIGHLIGHTS

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Committee Chair Lyles called the meeting to order at 12:05 and welcomed local and state appointed officials including Mayor, Jennifer Roberts. She then asked the Committee and those seated at the table to introduce themselves. Also in attendance were Council members Austin, Mayfield, Driggs, and Eiselt. Ms. Lyles further explained the context and framework for the meeting by offering background information and next steps.

I. **Managed Lanes Strategy in Charlotte**

Lyles: Today's meeting is a result of a request by former mayor, Dan Clodfelter, that the Transportation and Planning Committee discuss how HOT lanes will function in Charlotte. He asked us specifically to discuss the design, operation and funding of these projects, and how they would be implemented and support our transportation goals overall. This Committee has met three times on this subject, and today is the final meeting where staff will present to us the recommendations and findings on the Managed Lanes Strategy for Charlotte. If the Committee makes a decision to report out today, that report will go to the full Council for discussion on January 11. An item will also be included on Council's January 11 agenda asking for a directed

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# Transportation & Planning Committee

Meeting Summary for January 4, 2016

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vote for the City's CRTPO representative at their January 20 meeting. That meeting will include a report on managed lanes for the region that is a result of the letter sent by the Governor to the CRTPO chair and vice chair (Jim Taylor and Michael Johnson) asking that the organization consider the managed lanes strategy for the region. I'll now turn the meeting over to Debra Campbell, who will introduce the material we'll go over today.

Campbell: There is actually only one item on the agenda, and there is a second document entitled, "Report to Mayor and Charlotte City Council On Implementation and Managed Lanes in Charlotte." This will be the bulk of the discussion. We are going to walk through the document and provide you with the content of what's included in this report. You have a report that summarizes what took place in your meetings, you have some summary or conclusions that staff will go into more detail on, and you have next steps that are included. As attachments, you have the letter from the Mayor, as well as the letter from the Governor who has asked for a decision from the CRTPO in regards to managed lanes.

Before Norm gets into the details, I wanted to also welcome Mr. Autry as our new TAP Committee member and also the other Council members in attendance. We have NCDOT staff and Ned Curran, chair of state transportation, to assist in answering any questions you may have.

Mr. Steinman started reviewing the attached document (Report to Mayor and Charlotte City Council On Implementation of Managed Lanes in Charlotte)

## Questions and Answers

Kinsey: Are HOV and HOT lanes the same?

Steinman: Yes.

Kinsey: I want to know how something like this will be managed.

Steinman: The technology we have available will manage the system. Other cities have used technology or simply the honor system. We'll learn from their experiences.

Lyles: Did the Turnpike Authority talk about how they are doing this in Raleigh?

Steinman: Everyone who passes through has to pay.

Lyles: Did they address how they would do HOT lanes?

Steinman: They have produced reports for the different corridors identifying the methods that would be available, but a particular method hasn't been selected yet. We're still discussing how car pools will be defined (e.g., 2 or 3 persons?)

Mayfield: You stated that the HOV lanes were underutilized, but we're still moving forward. Also, the document says that NCDOT entered into a 50 year operation management agreement.

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# Transportation & Planning Committee

Meeting Summary for January 4, 2016

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Was it premature to sign an agreement when we're still having a discussion?

Steinman: This conversation is about reaffirming the strategy, and the strategy is the same as it has been for the past five years as far as staff is concerned. Our recommendations came out of the managed lanes study. The lanes on I-77 North are underutilized and we recommended tolling as a method of allowing more vehicles to use those lanes, but still be able to control the use of those lanes so they would operate at 45mph or faster. This would provide preferential treatment to car poolers, people on buses or those willing to pay the tolls.

Mayfield: Are we taking into consideration that folks are not travelling by car as much?

Steinman: The vast majority of travel in Charlotte is by car.

Pleasant: Adding Hot Lanes is the only strategy we have to add express bus service to the north. There is no other method for that at this time.

Kinsey: Exactly where would the toll lanes start and finish on I-77 and on 74?

Steinman: On I-77 North, they would start at approximately 5<sup>th</sup> Street and connect directly with new ramps into the Brookshire Freeway, and the extension into the Brookshire Freeway would end approximately at Graham Street. To the north, there would be two lanes available to exit 28, and one lane north to Mooresville at exit 36. On 74, the lanes begin at approximately the interchange with the John Belk Freeway and Brookshire Boulevard, and proceed south to where the Monroe toll road will eventually connect with I-485.

Austin: What about on I-485?

Steinman: On I-485, it's from approximately the interchange with I-77 in the west to approximately 74 in the east.

Lyles: We would like to see some schematics and simulation so we can understand how the toll lanes connect to our existing roads.

Steinman: We can get NCDOT to provide that.

Austin: Is the 50 year non-compete standard, and what are the consequences of severing the contract? Also, what other bids were received, and were they structured similarly?

Lyles: NCDOT is the implementing agency. Can we hold those questions until later in the meeting?

Austin: Yes.

Mayor Roberts: Just to help clarify, the MPO voted for a strategy but they didn't review, direct or negotiate the contract. The City of Charlotte is not a party to the contract.

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# Transportation & Planning Committee

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Smith: Will you have access to each exit?

Steinman: There will be designated access points.

Eiselt: What is the breakdown on how much of the existing traffic is buses, and carpooling versus non-carpooling traffic.

Steinman: We have that information available.

Smith: How do we fare against other metro cities regarding carpooling?

Steinman: We are no better or no worse than other auto-oriented cities.

Driggs: What evidence is there that carpooling increased after toll lanes were introduced in other cities?

Steinman: We'll come back with that information. It varies because of the differences in traffic density from city to city.

Autry: Would the design, operation, eligibility of use, enforcement and customer service (see page 4, number 4 of the attached document, Report to Mayor and Charlotte City Council On Implementation of Managed Lanes in Charlotte) decisions be made before a contract is signed?

Steinman: There is no contract for the other corridors as there is for I-77 North. In the other corridors, the expectation is the Turnpike Authority as part of the NCDOT would be making those decisions.

Autry: Our role is to reaffirm the policy of managed lanes in supporting our Corridors and Wedges Growth Framework pattern for the region.

Eiselt: Does Centra have the right to make decisions regarding design, operations, etc., because they've a signed contract with NCDOT?

Steinman: At this point those things are spelled out in the contract, and I'll defer to NCDOT as to how much flexibility there is. If Council wishes for us to seek clarification, we will do that.

Driggs: Who has the authority to break the contract with Centra?

Steinman: The CRTPO can vote on whether or not they want the project to be built, and what amount of funding should be spent to make that happen. The CRTPO does not have a direct role in the contract.

Driggs: So, if the CRTPO says no on the 20<sup>th</sup>, then what? Do we have to address both Centra and the Managed Lanes Strategy, what are our choices, and what are the consequences of how we direct you next week?

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# Transportation & Planning Committee

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Lyles: I would like to invite NCDOT to step up and address those questions. Mr. Curran and the NCDOT District Engineer will speak to these questions.

Curran: NCDOT is the contract party for the I-77 Mobility Partners, so any notice of cancellation would come from NCDOT. Regarding the question of policy is answered by whether or not this Committee will recommend to the full Council to continue to affirm the strategy of managed lanes.

Driggs: So, is it the Secretary of Transportation who rescinds or initiates a negotiation to terminate the contract?

Curran: The Secretary of Transportation has the legal authority to provide notice of contract cancellation. How you would get from here to there is a more challenging question. There are monetary punitive issues if we cancel the contract for convenience. We are not aware of what cause there would be to cancel the contract for anything other than convenience. Monetary punitive damages are estimated to be in the \$80-\$300 million range. Any cancellation would be multi-faceted, and a host of issues would arise aside from the monetary damages. If you want to address that beyond the stated purpose of this meeting, which was regarding policy, we'll go there.

Scott Cole (NCDOT Division 10 Deputy Engineer): We are working as a department to fulfill the policy questions of the MPO. The MPO says they want to move forward with these managed lanes projects, and NCDOT goes forward with these projects in different forms or fashions to deliver those projects. I-77 is the first project of its kind in the State of North Carolina. It is a public-private partnership where we have leveraged \$95M of public money with private funds for a total of \$650M. It is a design, build, finance, operate, and maintain project. The concessionaire will maintain the entire length of the project including the general purpose lanes that are in place today. They will maintain the right-of-way, landscaping and trash pick-up, etc. They will provide the remainder of the capital up front with our \$95M, and tolling (not tax dollars) will provide the pay back over the term of the project. The State of North Carolina and our taxpayers have limited liability for this project. If the concessionaire defaults on the project, then the State of NC and taxpayers are not responsible to reimburse the concessionaire, and the tolls will pay the contract.

Driggs: We do have a contingent responsibility for another \$75M, right?

Cole: We do. We call that our ground. If in the initial years when we start collecting revenue on these projects, the contractor can demonstrate to us that they are not meeting the basic interest payments on their debt, then we will support their interest debts. We are not paying the principal or the loan; we're just carrying them over until they start making money.

Austin: You had several contract bids. Did we do due diligence?

Curran: We had a few responses, but only one formal submitter. We think it was competitive proposal and we feel comfortable.

Driggs: Has the financial close already occurred?

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# Transportation & Planning Committee

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Curran: Yes.

Lyles: I need some help in understanding exactly what the last bullet means (see page 5 of the attached Report to Mayor and Charlotte City Council On Implementation of Managed Lanes in Charlotte).

Pleasant: The intent is that we would like to this project completed on time to have the additional express bus capacity by 2018.

Autry: I would like to move that the Committee approve the staff report and the recommendations to implement managed lanes in Charlotte, and the staff report has been distributed, and that managed lanes should be a strategy that the CRTPO continues to support.

Phipps: Second.

Kinsey: I am not prepared to vote today, so no today. I need more information before I can vote.

Smith: I vote no today. I need more information and time to digest the information.

Kinsey: This information needs to go to the entire Council ahead of time to give them time to digest and ask questions.

Mayor Roberts: Quick process question; is there a reason the CRTPO has to vote January 20?

Lyles: The Governor's letter requests that the CRTPO vote at its next meeting. What we'll do is have the item on the agenda for the 11<sup>th</sup> to have public comment, and defer the final decision to the zoning meeting by the full Council on the 19<sup>th</sup> for the directed vote.

Kinsey: I think deferring the vote on the 11<sup>th</sup> is a good idea.

Mayor Roberts: Can we ask the CRTPO to defer to February? I would hate to rush something that's going to have ten years of consequences.

Driggs: Are there consequences to the contract or any other reason this is time sensitive right now?

Curran: Independence Boulevard (Hwy 74), I-485 and I-77 north are all active right now. Delays will only increase the potential costs if you decide to retreat from this policy.

Driggs: It would be helpful if we could just get a statement defining what the consequences are if we say no.

Campbell: The Committee's charge is working on the concept of managed lanes as a strategy to address congestion.

Lyles: We have a motion on the floor to approve the managed lanes strategy as submitted by staff, and we have a second from Mr. Phipps; any discussion about how you'd like to proceed or

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# Transportation & Planning Committee

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on the content of the motion? All in favor of the motion proceeding forward for the Council on January 11 with an A or B action to then have an action to direct the CRTPO representative on the vote raise your hands and say aye. Smith and Kinsey opposed; all others in favor.

Tonight at our Workshop, we'll ask everyone to submit any questions they have by Wednesday morning. On January 11, the public will be allowed to comment on the action, and the Council can make a decision then or by the 19<sup>th</sup> with the CRTPO directed vote occurring on January 20.

The meeting adjourned at 1:59.

# **Report to Mayor and Charlotte City Council On Implementation of Managed Lanes in Charlotte**

Presented to the Transportation and Planning Committee

**January 4, 2016**

## **Background**

On August 19, 2015 the Charlotte Regional Transportation Planning Organization (CRTPO) voted to adopt the FY 2016-2025 Transportation Improvement Program (TIP). The TIP includes funding for projects that would create a network of High-Occupancy Toll (HOT) Lanes in and around Charlotte. Specifically, funds were programmed to build, operate and maintain HOT lanes on I-77 North, US 74 (Independence), and I-485 South, as well as to undertake Design and Environmental Assessment for HOT lanes on I-77 South.

Based on concerns expressed particularly about the I-77 North project, in a letter dated September 1, 2015, former Mayor Dan Clodfelter asked City Council's Transportation and Planning Committee to discuss how managed lanes will function in Charlotte. A copy of that letter is included as Attachment 1.

Mayor Clodfelter directly asked for information about the following topics:

- 1) how design, operations, and funding decisions are made;
- 2) how these types of projects complement and support land use and transportation goals;
- 3) the roles of the City, NCDOT, and CRTPO in the decision making and planning process;  
and,
- 4) any policy or procedural matters for full Council consideration.

In response to Mayor Clodfelter's request, staff presented information to Council's Transportation and Planning Committee at their meetings held on September 14, September 24 and November 9.

## **Purpose:**

The purpose of this report is to provide a summary of the responses to the questions posed by Mayor Clodfelter and to present key recommendations for City Council to consider in regard to implementing a HOT lanes strategy in Charlotte and the region.

### **Definition and Purpose of Managed Lanes:**

High-Occupancy Toll (HOT) Lanes are one category of special lanes referred to as managed lanes. Managed lanes are built and operated, usually on Interstates or freeways, for these specific purposes:

1. Provide reliable travel times during rush hours for specific types of travelers
2. Encourage transit and ridesharing
3. Preserve future operating capacity
4. Use technology and pricing to allow flexible and efficient use of roadway capacity

Categories of managed lanes include HOV lanes, HOT lanes, toll lanes and express lanes. HOV lanes are intended to provide priority treatment for persons traveling in buses, vanpools and carpools.

HOT lanes are intended to achieve the same purpose as HOV lanes, but also to allow motorists willing to pay tolls to use the excess capacity that may be available. These are the types of lanes recommended to be built and operated in Charlotte. HOT lanes would be new lanes added to the freeways or interstates, and would provide the option of preferential service to bus riders, persons sharing rides, and motorists willing to pay the variable tolls in order to travel at 45 MPH (or faster) during peak hours.

### **History of Managed Lanes in Charlotte:**

The City of Charlotte's development strategy for approximately the past 20 years has depended on providing a variety of neighborhood densities and mixtures of land uses, linked with a variety of transportation choices. That combination of a growth framework (Centers, Corridors and Wedges), together with a comprehensive, multimodal network is intended to serve the future demand for transportation and preserve or enhance livability in our city.

As part of this multimodal strategy, in 2008 the Charlotte Department of Transportation, together with partners from NCDOT, SCDOT and the four metropolitan planning organizations in our bi-state region initiated the regional Managed Lanes Study.

In 2010, the Managed Lanes Study concluded with recommendations for HOT lanes to be implemented along I-77 (north and south), I-485 (south) and US74 (Independence). Those recommendations were then incorporated by CRTPO into their 2040 Metropolitan Transportation Plan, which was adopted in April 2014.

In 2011, 2012 and 2013 the metropolitan planning organization for Mecklenburg, Union and Iredell Counties voted to endorse and program funds for 3 variations of a HOT lanes project along I-77 north. Those nearly unanimous votes by the CRTPO were intended to convert the existing HOV lanes into HOT lanes in order to increase the use of the managed lanes and provide more effective options to avoid congestion.

While funds have been programmed to build and operate HOT lanes on I-77 North, US 74 (Independence) and I-485, the method selected by NCDOT to design, build, operate and maintain the HOT lanes on I-77 North is different from the other corridors. In order to accelerate

construction along a 26-mile section of I-77 and I-277, NCDOT decided to implement those HOT lanes using a public-private-partnership (P3). After reviewing the bids received, NCDOT selected a company for this project and entered into a 50-year operation and management agreement with that company.

**Discussions by the Transportation and Planning Committee:**

CDOT staff presented a variety of information to the Transportation and Planning Committee in response to Mayor Clodfelter's letter, briefly summarized below:

**1. How are design, operations, and funding decisions made?**

The federally-designated metropolitan planning organization – in this case, the Charlotte Regional Transportation Planning Organization (CRTPO) – makes the decisions as to which projects should be funded and when. The sponsors of projects – in this case, NCDOT – select the method of designing, building or operating each project. However, since HOT lanes projects will be actively managed for years to come, other agencies including the Charlotte Department of Transportation (CDOT), are expected to participate in making adjustments to current or anticipated operational conditions.

**2. How do these types of projects complement and support the City's land use and transportation goals?**

Charlotte is projected to continue to be one of the fastest-growing cities in the nation. The city's population is expected to grow by 400,000 people in the next 20-25 years. Providing capacity for the approximately 1.5 million additional daily trips in vehicles that will be made by the City's additional residents will need to be done differently in the future. There will not be new freeways built on new alignments, and the rights-of-way for several existing freeways are constrained. For those reasons, any new lanes added to the roadway network will need to maintain their capacity for many years into the future.

Expanding freeways by adding general purpose lanes has repeatedly failed to provide uncongested or reliable travel times in Charlotte and other fast-growing metropolitan areas in the US. The addition of managed lanes supports Charlotte's adopted growth strategy (Centers, Corridors, and Wedges) and adopted area plans (i.e. Independence Area Plan) by expanding travel options, providing priority lanes for BRT/Express bus routes, and effectively managing peak periods of congestion along major corridors.

**3. The roles of the City, NCDOT, and CRTPO in the decision making and planning process.**

The Charlotte Regional Transportation Planning Organization (CRTPO) – makes the decisions as to which projects should be funded and when. The sponsor of project, in the case of I-77 North, NCDOT, selects the method of designing, building or operating each project. So far, CDOT and CRTPO staffs have worked with NCDOT through relatively informal arrangements to make design decisions (as to where vehicles can enter or exit from managed lanes, for example). Those arrangements have typically been applied to the planning, design and environmental assessment of projects built by NCDOT.

**4. Any policy or procedural matters for full Council consideration:**

Going forward, issues specific to HOT lanes projects will involve making ongoing decisions about who will be eligible to travel in the HOT lanes, who will or will not have to pay the tolls, what will be the correlation between the tolls charged and the congestion levels in the HOT lanes and the adjacent general purpose lanes, and what should be the hours of operation of the HOT lanes. For these reasons, a more formal agreement outlining how future decisions are made should be developed once key decisions are made about the HOT lanes strategy. The agreement would include:

- Design
- Operations
- Eligibility of Use
- Enforcement
- Customer Service

Governor McCrory has asked that the CRTPO either reaffirm the current strategy (to implement managed or HOT lanes) or reverse that decision (and delete the managed lanes projects from the adopted funding program). A copy of the Governor's letter is included in Attachment 2. After the CRTPO votes on January 20, 2016 to respond to the Governor, City staff intends to work with staff from the NCDOT, CRTPO and other affected jurisdictions to recommend a more formal arrangement for making decisions about managed lanes.

**Conclusions/Staff Recommendation:** Adding general purpose (GP) lanes will not allow the region to keep up with the rapid growth we have experienced in the past, are experiencing now, and will continue to experience in the foreseeable future. Adding 1 or 2 GP lanes in each direction in Charlotte will provide only temporary relief. The physical space necessary to keep widening freeways is either no longer available in Charlotte or would be extraordinarily costly to purchase and disruptive to surrounding businesses and residents. For these reasons, any additional capacity added to the freeways needs to be sustainable and effective for far longer than 5-15 years.

We need to encourage more express bus service and ridership, as well as more ridesharing trips. The Red Line and Silver Line transit projects will not be operating for many years near either I-77 or US 74, respectively. We also need to use I-485 as a guideway for express buses and vanpools, because no rapid transit line is proposed for that corridor.

Based on 20 years of actual experience in other cities in the US, HOT lanes will achieve these purposes:

1. Provide reliable travel times based on maintaining operating speeds of at least 45MPH
2. Allow free access to CATS buses and CATS-sponsored vanpools, and carpools carrying 3 or more persons
3. Allow free access to emergency responders (police, fire, ambulances)
4. Allow free access to motorcycles (as required by federal law)
5. Allow access based on congestion pricing to carpools carrying 2 persons, persons traveling alone, or single-axle trucks.

### **Guiding Principles:**

- Charlotte supports providing increased capacity on I-77, US 74 (Independence), and I-485 (South) done in a manner that mitigates congestion for priority modes - buses, vanpools, carpools, and emergency vehicles;
- Charlotte supports making the excess, additional capacity available through tolls for non-priority vehicles; but Charlotte does not support tolls for buses, vanpools, carpools, and emergency vehicles;
- Charlotte supports congestion pricing for non-priority vehicles;
- Charlotte does not support adding general purpose lanes that would not be sustainable and quickly return to a congested situation;
- Charlotte encourages NCDOT to fully address the questions that have been raised about the I-77 P3 project and to fully explain the consequences of cancelling the contract with I-77 Mobility Partners; and
- Charlotte does not support the elimination or delay of construction of additional capacity for priority vehicles on I-77 North.

### **Next Steps**

- After today's meeting, this summary report will be presented to full Council on January 11.
- On January 11, Council is scheduled to vote to direct the vote of the City's CRTPO representative.



## MEMO

September 1, 2015

**TO:** Vi Lyles, Council Member and Chair, Transportation and Planning Committee  
David Howard, Council Member and Vice Chair, Transportation and Planning Committee  
Pasty Kinsey, Council Member and Transportation and Planning Committee  
Gregg Phipps, Council Member and Transportation and Planning Committee  
Kenny Smith, Council Member and Transportation and Planning Committee

**FROM:** Dan Clodfelter, Mayor

**RE:** Referral of HOT Lanes to Transportation and Planning Committee

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On August 19, the Charlotte Regional Transportation Planning Organization (CRTPO) voted to adopt the FY2016-2025 Transportation Improvement Program (TIP). The TIP includes funding for projects to build and operate High-Occupancy Toll (HOT) Lanes on I-77 North, US 74 (Independence), and I-485, as well as to undertake Design and Environmental Assessment for I-77 South.

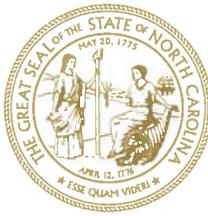
Although the discussion of the I-77 project received a great deal of attention from the media, the other two projects in Charlotte's sphere of influence - US 74 (Independence) and I-485 - are equally important and warrant further discussion and clarification about how they will operate. As such, I am referring High Occupancy Toll Lanes to the Transportation and Planning Committee for further discussion.

Specifically I am asking the Transportation and Planning Committee to discuss how HOT lanes will function in Charlotte. This would include a discussion of how design, operations, and funding decisions are made, how these types of projects complement and support land use and transportation goals, the roles of City, NCDOT, and CRTPO in the decision making and planning process, and lastly any policy or procedural matters for full Council consideration.

I understand the next meeting of Council's Transportation and Planning Committee is scheduled for September 14. I am requesting the chair add this referral to the next meeting agenda. My expectation is that the Committee will provide a detailed report back to full Council sometime in November, 2015.

Thanks.

CC: Michael Barnes, Mayor Pro Tem  
Al Austin, Council Member  
LaWanna Mayfield, Council Member  
John Autry, Council Member  
Ed Driggs, Council Member  
Claire Fallon, Council Member  
Ron Carlee, City Manager  
Debra Campbell, Assistant City Manager  
Danny Pleasant, Director, CDOT



**STATE OF NORTH CAROLINA  
OFFICE OF THE GOVERNOR**

PAT McCRORY  
GOVERNOR

December 14, 2015

The Honorable James P. Taylor, Mayor  
Town of Matthews  
232 Matthews Station Street  
Matthews, NC 28105

The Honorable Michael Johnson, Mayor Pro Tempore  
Town of Statesville  
PO Box 1111  
Statesville, NC 28687-1111

Dear Chairman Taylor, Vice Chair Johnson, and Members of the Charlotte Regional Transportation Planning Organization,

Thank you for your important work creating a long-term infrastructure strategy for your region to promote safety, mitigate congestion, and foster continued economic growth.

As you know, there have been recent statements and media attention focused on a single project. Most people are not aware that there are multiple projects included in the 10-year regional transportation plan approved by local elected officials through your organization.

**I am writing to ensure that everyone fully and clearly understands the issue at hand and ask that the Charlotte Regional Transportation Planning Organization either reaffirm the current strategy for the Charlotte metropolitan region at your next meeting *or* reverse your previous decision and set in motion the necessary steps to create a new regional transportation plan.**

Stopping any project that has already started has significant ramifications that must be understood and accounted for. If the strategy of using optional toll lanes is no longer supported by your regional transportation planning organization, a new regional transportation plan would have to be created because there are four projects in the current plan that would be affected.

As background, the current plan that the state is executing is based on a long-term strategy for your region that was approved by your metropolitan planning organization, which has representatives of all the local elected bodies. This strategy was created with public input and the goal of achieving the best long-term strategy to mitigate congestion for the region. This strategy took seven years to move from concept to project implementation, starting long before the current administration.

As you are well aware, the primary discussion around the Charlotte metropolitan regional strategy has been the I-77 project for optional toll lanes. These optional lanes, for which no current general purpose lanes will be converted to toll lanes, are part of a regional plan that was approved by the region's elected officials serving on the regional transportation planning organization with public input. In addition, the current plan also includes optional toll lanes for US-74/Independence Blvd., a segment of I-485, and I-77 south of Charlotte. These optional toll lanes are just one component of a regional strategy that took years of careful analysis by local elected officials who served on the regional transportation planning organization before gaining state and federal approval.

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The following are the primary ramifications of reversing the current course:

*The creation of a new regional strategy and project plan would be required:* Any changes to the plan must go through several layers of approval and public involvement. You would need to come up with a new plan that meets Federal Highway Administration standards and can be approved by the North Carolina Board of Transportation. This process would necessitate identifying the projects in your current long-term plan you want to include in the next 10 years. This set of projects would have to be analyzed for air quality conformity and then individual projects will have to be scored through the prioritization process.

*Funding availability for the Charlotte metropolitan region would be reduced:* The funds expended already on the I-77 optional toll lanes project would obviously not be available for programming for future projects. In addition, breaking the contract would entail reimbursing the contractor for costs incurred, including both self-performed work and damages for sub-contracts into which they entered.

If there is a “market value” component to the ultimate cost for cancelling the contract, which can only be determined after such an action was taken, those funds would also not be available for programming on transportation projects. Also, the \$145 million in bonus funds allocated to the region because of the additional toll lanes project would be redirected to projects across the state (divided among statewide, regional, and division level allocation) and most of that money would likely not be returned to the Charlotte metropolitan region.

In addition, it is unclear what effect reversing the current strategy and terminating the contract would have on actual funding available to the region and this would need to be brought before the General Assembly. Voluntarily incurring such a cost does not have a precedent and we would have to work through funding and other implications with the General Assembly. If the current strategy is reversed, we anticipate the legislature could ask for the locality to absorb the costs in some manner.

This administration has worked hard ensure that future investments are made based on local initiative, transparent decision making, and diversified revenue streams – not based on mandates from Raleigh. Our top priority is to create a strong strategy to improve safety, mitigate congestion and prepare the entire state for economic growth.

In closing, while the current plan for the Charlotte metropolitan area was created through intense study and planning, the state will follow the lead of the local elected officials who serve on the regional transportation planning organization. The local planning organization must decide whether the Charlotte metropolitan region will reaffirm or reverse the current approved regional strategy. We strongly encourage you to make this decision at your next meeting. Please reach out to NC DOT if you have any additional questions or need help as you go through this process.

Sincerely,

  
Governor Pat McCrory

cc: CRTPO Members  
Secretary Nick Tennyson, NC Department of Transportation  
Mr. Fred Steen

**Transportation & Planning Committee**  
**Monday, January 4, 2016**  
**12:00 – 1:30 p.m.**  
**Charlotte-Mecklenburg Government Center**  
**Room 280**

**Committee Members:** Vi Lyles, Chair  
John Autry  
Patsy Kinsey  
Greg Phipps  
Kenny Smith

**Staff Resource:** Debra Campbell, City Manager's Office

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**AGENDA**

**I. Managed Lanes Strategy in Charlotte – 85 minutes**

*Resources:* Norm Steinman, Transportation  
Danny Pleasant, Transportation

In August, Mayor Clodfelter referred the topic of Managed Lanes (also known as High Occupancy Toll or HOT Lanes) to the Committee. He asked the Committee to cover topics such as history, purposes, goals, and roles. In September, staff presented information about history, purposes, and operations, and described the managed lanes projects programmed for I-485 (South), I-77 and US 74 (Independence Boulevard). Staff also explained how these and other projects in these corridors support the City's land use and transportation goals. In November, the last of three discussions on this topic was presented, where staff reviewed the key conclusions from the first two meetings, and then concentrated on describing roles, responsibilities and additional action the City should consider as it works with the NCDOT to implement managed lanes in Charlotte.

*Action: Approve the staff report and recommendations to implement managed lanes in Charlotte. The staff report will be distributed at the meeting.*

**II. 2016 Meeting Schedule and Upcoming Topics– 10 minutes**

*Resource:* Debra Campbell, City Manager's Office  
Discuss the Committee's 2016 meeting schedule, and review upcoming agenda items.

<b>Topic</b>	<b>Meeting Date</b>	<b>Lead Department</b>
Zoning Ordinance Update	On-going as needed	Planning
Permitting and Inspection Process Review	On-going as needed	Manager's Office
TAP Bike and Ped Plans	On-going as needed	CDOT
Focus Area Plan	On-going as needed	Manager's Office

**Next Scheduled Meeting:** TBD



Charlotte City Council  
**Transportation & Planning Committee**  
Meeting Summary for February 8, 2016

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## COMMITTEE AGENDA TOPICS

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- I. Subject:**      **Updates on Ordinance Rewrite and Transportation Planning Initiatives**  
Action: For information only
- II. Subject:**      **2016 Committee Meeting Schedule**  
Action: Unanimously voted to adopt the Proposed 2016 meeting schedule

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## COMMITTEE INFORMATION

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Present:              Vi Lyles, John Autry, Patsy Kinsey, Greg Phipps, Kenny Smith

Time:                 2:00 p.m. – 3:51 p.m.

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## ATTACHMENTS

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Handouts  
Agenda

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## DISCUSSION HIGHLIGHTS

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Committee Chair Lyles called the meeting to order at 2:00 p.m.

**I.      Updates on Ordinance Rewrite and Transportation Planning Initiatives**

Campbell: Ed McKinney and Norm Steinman are going to give a presentation. One of the challenges we have with a very aggressive, talented staff is they like to undertake a lot of things sequentially. We've got a number of Transportation initiatives that will be underway. We also have a number of planning initiatives that will be underway. All initiatives will impact the lives of the same people in our community, and what we are trying to share is that although the initiatives are separate and distinct, they are very much integrated in terms of what they are trying to achieve, the fundamental context and framework. The goal is that hopefully you and the community will see the seemingly separate goals as holistic.

Lyles: What are the takeaways?

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# Transportation & Planning Committee

Meeting Summary for February 8, 2016

Page 2 of 3

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Campbell: The efforts are integrated, extremely important, and extremely ambitious because we're talking about three or four plans that are going to be underway.

## Questions & Answers

Smith: Less Reliance on Conditions: Is the reliance on conditions or Council's preference to want to have more say about what goes on in a project (see slide 12 in the attached Planning Charlotte's Future presentation)?

McKinney: It's a combination of both.

Lyles: Shouldn't the ordinance reflect the opportunity to make the plans realistic? It seems to me that whatever ordinance we look at should be a result of what our planning is.

McKinney: It goes back to the notion of ensuring we are focused on the places we're trying to create. We believe both the zoning tool we have and the placed based policy will be new tools that will help us be more tailored and specific to the unique needs we have in our area plans. Our intent is to look at the details.

Autry: How many zoning districts do we currently have?

Laura Harmon: About 80 or 90.

Lyles: Where are we regarding the six months (see slide 16 in the attached Planning Charlotte's Future presentation)?

McKinney: That clock started ticking January 1, and we expect to be back by June with having mapped out this foundation having had dialogue with the Committee and the Council, and with a scope of work for which we're ready to ask for approval from the Committee.

Lyles: During the 18 months in Phase 3, will we be able to gain knowledge and awareness, and will we need to make real time decisions or will we need to wait until it's all wrapped up in Phase 4 (slide 17 in the attached Planning Charlotte's Future presentation)?

McKinney: There is a lot of effort going on now in the current process to clarify information that you all need to make informed rezoning decisions. Some of the things we want to fix in the TOD ordinance are things that are fundamental to a lot of the development regarding character we are trying to create in our overall ordinance. The dialogue about detailed design that we're creating on the street for mixed-use development needs to happen in the overall ordinance. We need to have vibrant discussion about those issues to make sure to have the type of character we want in all the places that we walk.

Kinsey: Would that also include pedscapes, because they aren't working?

McKinney: I would put that in the same category.

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# Transportation & Planning Committee

Meeting Summary for February 8, 2016

Page 3 of 3

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Phipps: I want to make sure the University City Area Plan development doesn't get done before the ordinance is done.

McKinney: We are working on the implementation strategy for TOD development for the University City Station, and we did a briefing to the University City Partners Committee last month. That process will run concurrent to this, and we'll put some more thought into other approaches so we can put those options in front of you and talk about the pros and cons.

Lyles: Would the Committee consider having a Committee member champion to receive briefs, provide support, and maybe attend some of the Planning Commission meetings? Let's think about that.

**The meeting transitioned to the transportation focused part of the presentation. Mr. Steinman introduced CDOT staff members who work on the four Plans listed on slide 20 of the attached Planning Charlotte's Future presentation.**

Phipps: Are we moving to protected bike lanes now?

Steinman: Yes, we are trying to do what are called buffered or protected bike lanes or cycle tracks. I'll explain as to what factors we take into account to make sure those can be installed in the right kinds of places.

Autry: Will we consider cycle tracks in complete streets?

Steinman: Yes.

Autry: Did we build any new streets or roads with the \$450 million?

Steinman: Yes.

Autry: Are we putting more into pedestrian crossings on thoroughfares?

Steinman: Yes, constrained by what's available.

## **II. 2016 Meeting Schedule**

The Committee unanimously voted to adopt the proposed 2016 Meeting Schedule.

The meeting adjourned at 3:51 p.m.



# Planning Charlotte's Future

Transportation & Planning Committee  
February 8, 2016



## How will Charlotte Grow?

**VISION**

*Charlotte will continue to be one of the most **livable** cities in the country, with a **vibrant economy**, a **thriving natural environment**, a **diverse population** and a cosmopolitan outlook. Charlotteans will enjoy a range of **choices** for housing, transportation, education, entertainment and employment. Safe and attractive **neighborhoods** will continue to be central to the City's identity and citizen **involvement** key to its vitality.*

2



**CHARLOTTE.**

## Planning to Create Great Places

We Have the Foundation

- Organizes growth pattern
- Describes land use character
- Specifies development intensity

Centers, Corridors & Wedges

I-85, I-77, Route 4, Independence Blvd

4

 **CHARLOTTE.**

## Planning to Create Great Places



Development Ordinance

Community Character Manual

Centers, Corridors & Wedges

- Development Ordinance
- Community Character Policy

I-77 I-85 Independence Blvd

5

 **CHARLOTTE.**

## Planning to Create Great Places



Development Ordinance

Community Character Manual

Centers, Corridors & Wedges

Transportation Action Plan

Comprehensive Transportation Plan

Charlotte Bikes

Charlotte Walks

I-77 I-85 Independence Blvd

6

 **Charlotte.**

## Planning to Create Great Places



Development Ordinance

Community Character Manual

Transit System Plan

Centers, Corridors & Wedges

Transportation Action Plan

Charlotte Bikes

Charlotte Walks

Comprehensive Transportation Plan

I-77

Independence Blvd

7

 **Charlotte.**

## Zoning Ordinance & Policy Update



Development Ordinance

Community Character Manual

Centers, Corridors & Wedges

- Development Ordinance
- Community Character Policy

I-77

I-85

Independence Blvd

8

 **Zoning Ordinance & Policy Update**

**Zoning Ordinance & Policy Update**

- Why a New Ordinance?
- Goals of the New Ordinance
- Foundation & Approach
- Placed-Based Approach
- Process & Next Steps

9

 **Why a New Ordinance?**

**Why a New Ordinance?**  
Our Development Ordinance(s) do not adequately reflect the character or vision of Charlotte as it grows



- Lacks clear vision of the community we want to create
- Amendments have created a Development Code that is difficult to use & understand
- Reliance on Conditional rezonings indicates that the current districts are inadequate
- Technical conflicts and inconsistencies between Ordinances

10



## Goals of the New Ordinance

<b>Vision</b>	Refine tools to support our community and economic development vision
<b>Alignment</b>	Ordinance(s) that are aligned to work in concert to implement adopted plans and policies
<b>Predictability</b>	Clear and predictable tools & process with standards that result in better development
<b>Clarity</b>	Simplify terms and create common language; understandable for all users

11

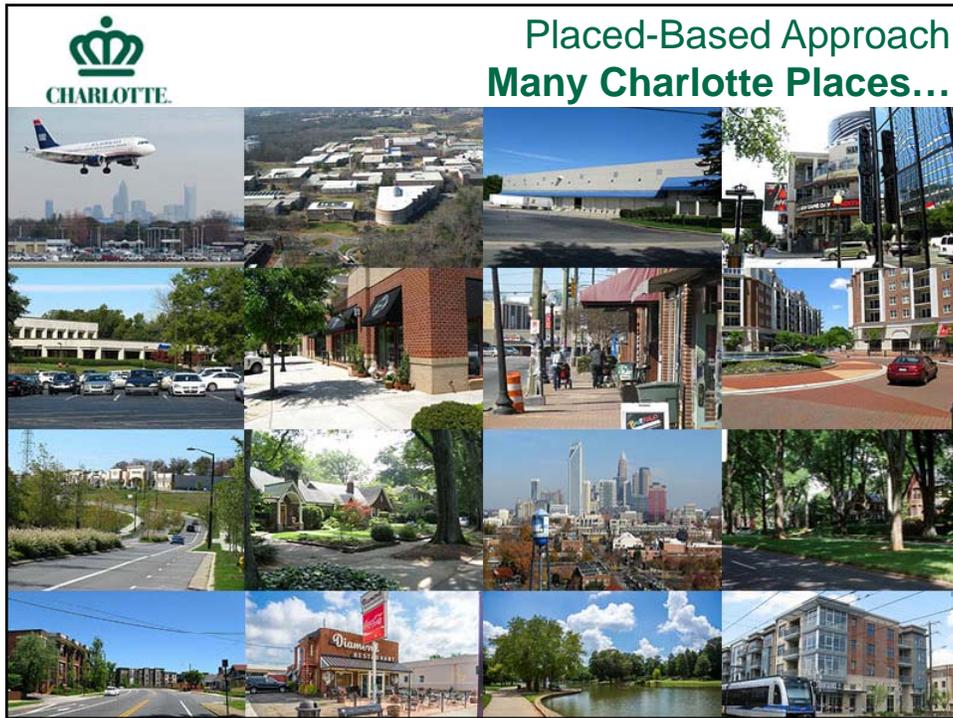


## Foundation & Approach

**Draft Ordinance Foundation & Approach:**

- **Placed Based:** Align zoning districts with “Charlotte places” to implement the vision in our plans and policies
- **Hybrid Approach to Design:** Utilize zoning techniques (e.g., form-based and performance standards) based on the intent and needs of the district
- **Less Reliance on Conditions:** Create clearer and predictable districts that lead to desired development by-right
- **Unified Development Ordinance:** Combine development ordinances in one place to eliminate inconsistencies and create a streamlined process and user understanding

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## Placed-Based Approach Many Charlotte Places...

## Place is....

**WHAT MAKES A GREAT PLACE?**

Building size and scale  
Character  
Form and pattern  
Patterns of activity  
Access and linkages

**PLACE**

**SOCIABILITY**

- LOCAL BUSINESS NETWORKS
- LOCAL IDENTIFICATION

**USES & ACTIVITIES**

- ACTIVE
- RETAIL
- RETAIL SALES

**ACCESS & LINKAGES**

- CONNECTED

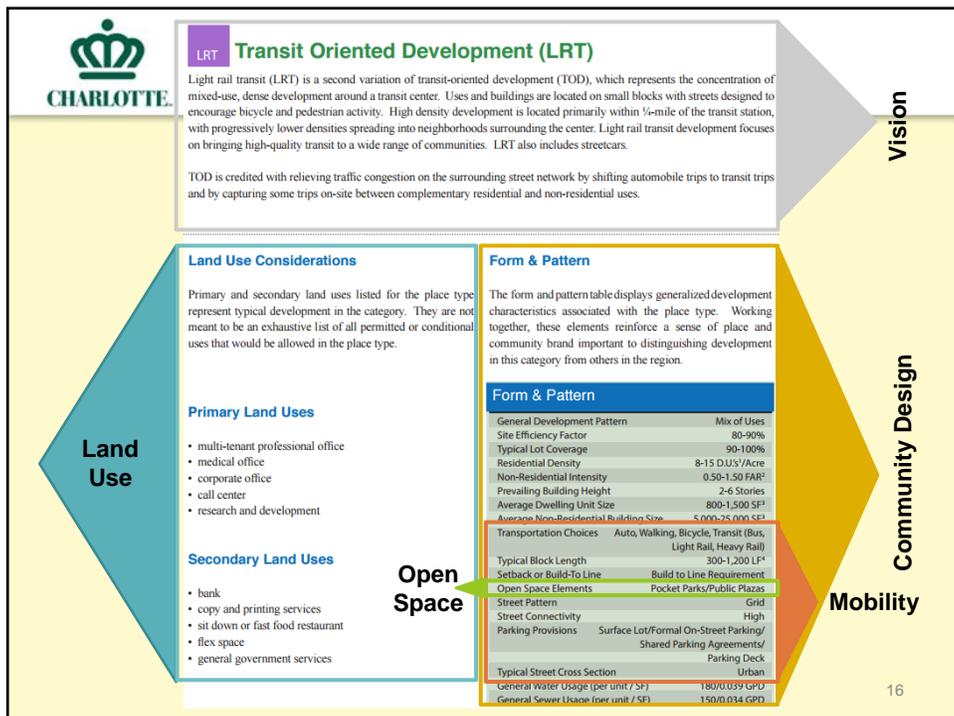
**COMFORT & IMAGE**

- SAFE
- CLEAN
- GREEN
- WALKABLE
- STABLE
- STABLE
- STABLE
- STABLE

**KEY ATTRIBUTES** (Red)

**INTANGIBLES** (Orange)

**MEASUREMENTS** (Light Orange)





## Placed-Based Approach

Work in Progress

### PLACES

---

	Center City	Station Areas	Activity Centers	Commercial Corridors	Others?
Mixed Use			MUDD		
Uptown Mixed Use	UMUD				
Transit Oriented Development		TOD-R TOD-M TOD-O			
Commercial Center			CC		
Neighborhood Services			NS		
Business				B-1 B-2	
Others?					

- Design the right zoning district for the right place
- More required standards less negotiated
- Make process predictable for projects that fit the place

ZONING DISTRICTS

17



## Process & Next Steps

Foundation & Approach

Community Character Policy

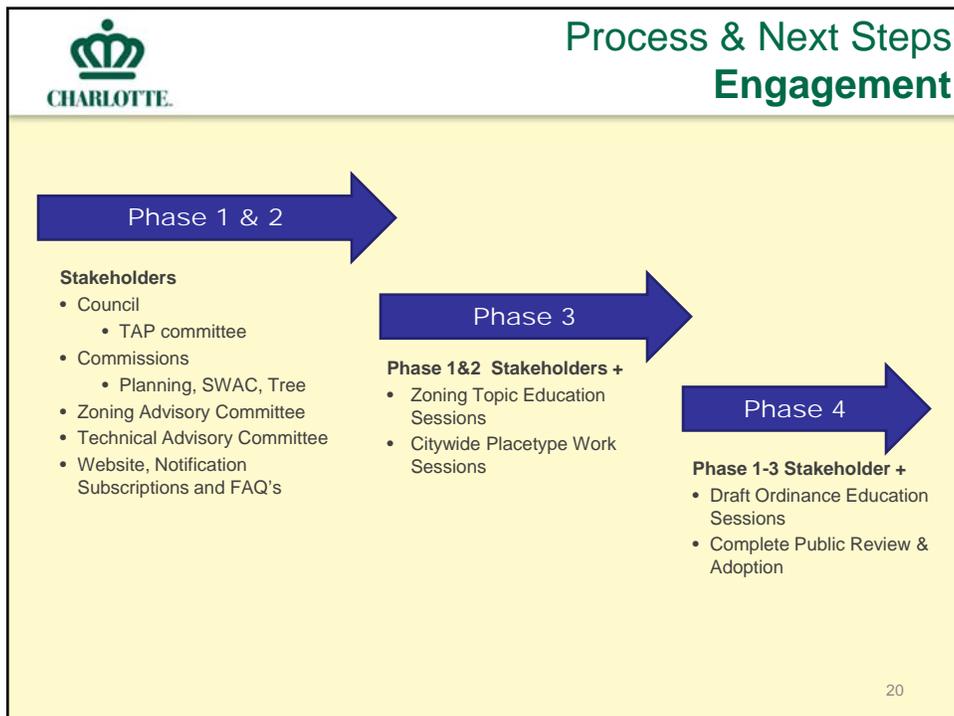
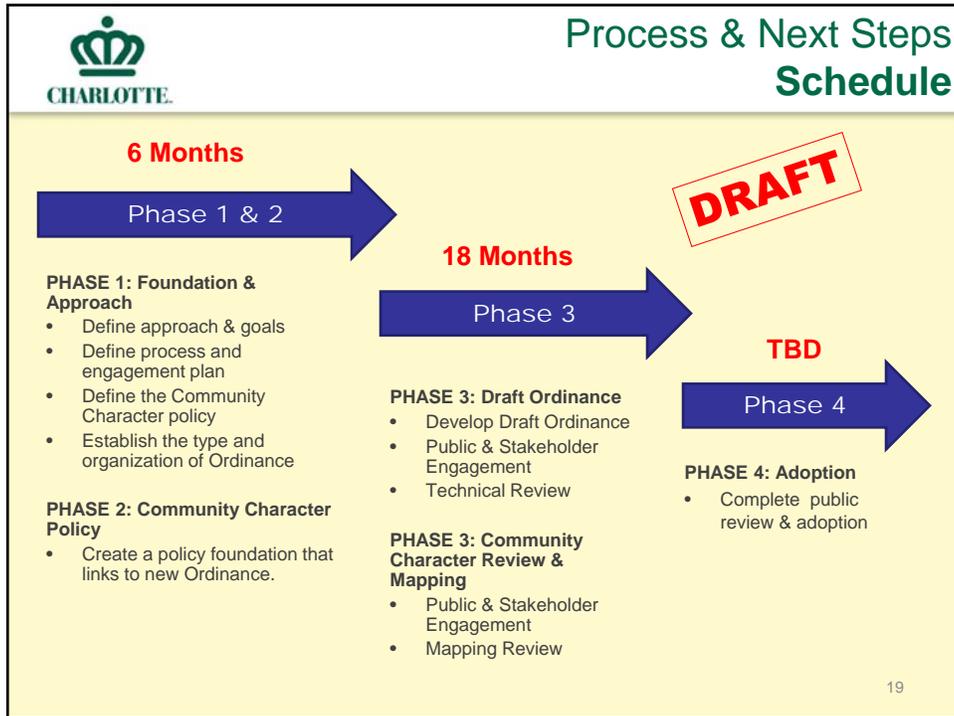
**Topic areas:**

- Place-based Policy
- Unified Development Ordinance (UDO)
- Public Engagement Process

**Products:**

- Drafting Directions and Approach Document
- Draft Community Character Manual
- Scope of Work for UDO

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 **Process & Next Steps  
TAP Committee & Council**

**Next Steps**

**March:**

- Establish public engagement & overview of Community Character Placetypes

**April:**

- Review recommended Drafting Directions and Project Approach

**May:**

- Full Council Work Session

**June:**

- Council approval of contract for UDO

21



  
**CHARLOTTE.**

**Planning Charlotte's Future  
Transportation**

Transportation & Planning Committee  
February 8, 2016





## Transportation Plans in 2016

- Transportation Action Plan (TAP)
- Charlotte Walks
- Charlotte Bikes
- Comprehensive Transportation Plan (CTP)



23



## Today's Presentation

- Background and context
- Overview and schedule



24



## History of Planning for Charlotte's Future

1990's Sidewalks

Rapid Transit

Centers, Corridors & Wedges (2010 update)

2000's Complete Streets (USDG)

Bicycle Travel Network

2010's Managed Lanes

2016 Four Transportation Plans



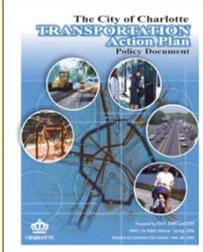
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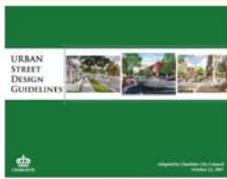
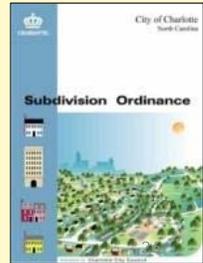


## Creating More Transportation Choices

We Have the Foundation

- To organize growth and transportation capacity
- To resolve existing deficiencies and add future capacity

 **Serving Future Residents**

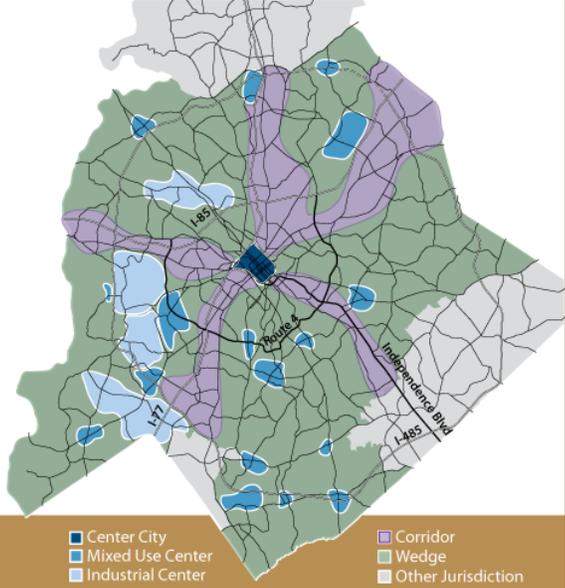
From 2015 to 2040  **400,000 new residents**

*...44 new residents per day  
to become a city of 1.2 million*



27

 **How will we grow?**



Organizing Growth in Centers, Corridors, and Wedges

28

 **How will we travel?**



29

 **How will we travel?**



Transportation Action Plan (TAP)  
Comprehensive Transportation Plan (CTP)

30

 **And become a more walkable city?**



Charlotte Walks

31

 **And become a more bikeable city?**



Charlotte Bikes

32

 **And become more transit-based?**

Countywide Transit Services Plan      LYNX Silverline Study

33

 **Overview of the Plans**

34



### Solving Three Issues

- Capacity
- Connectivity
- Condition



35

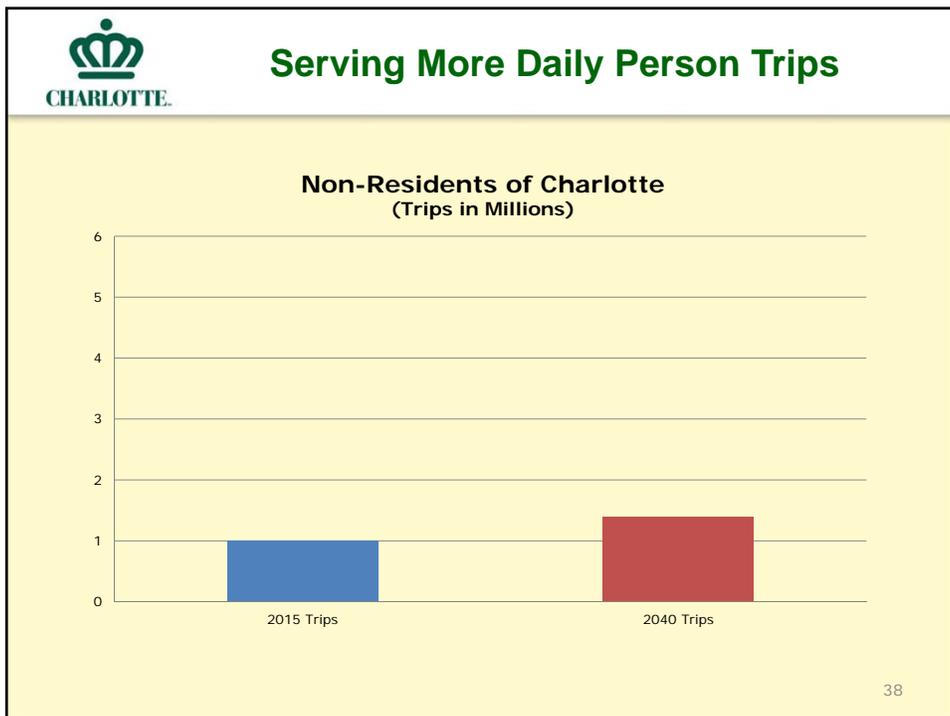
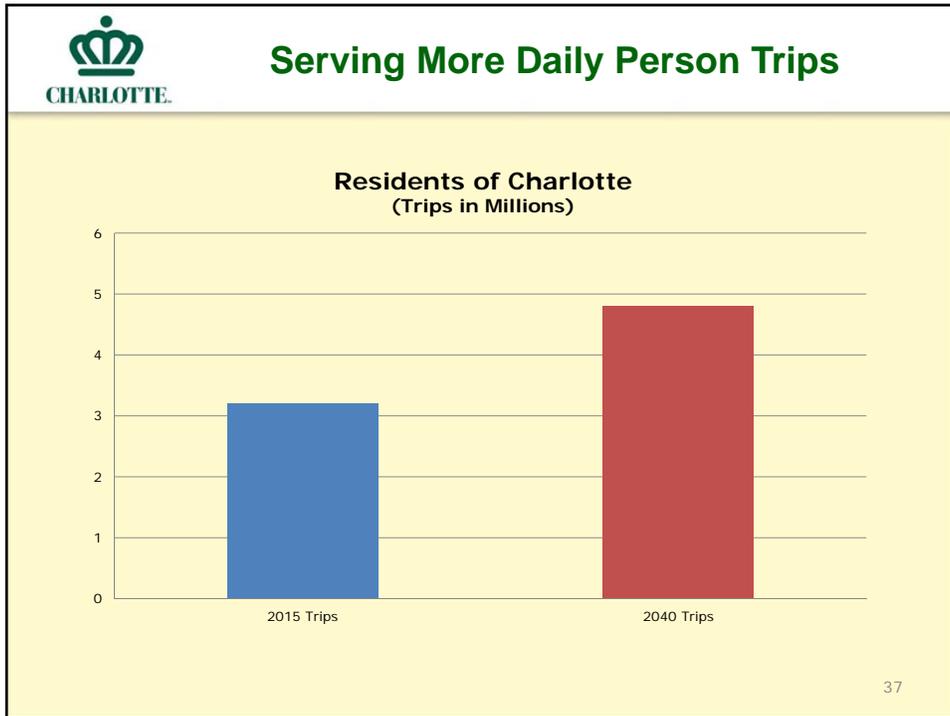


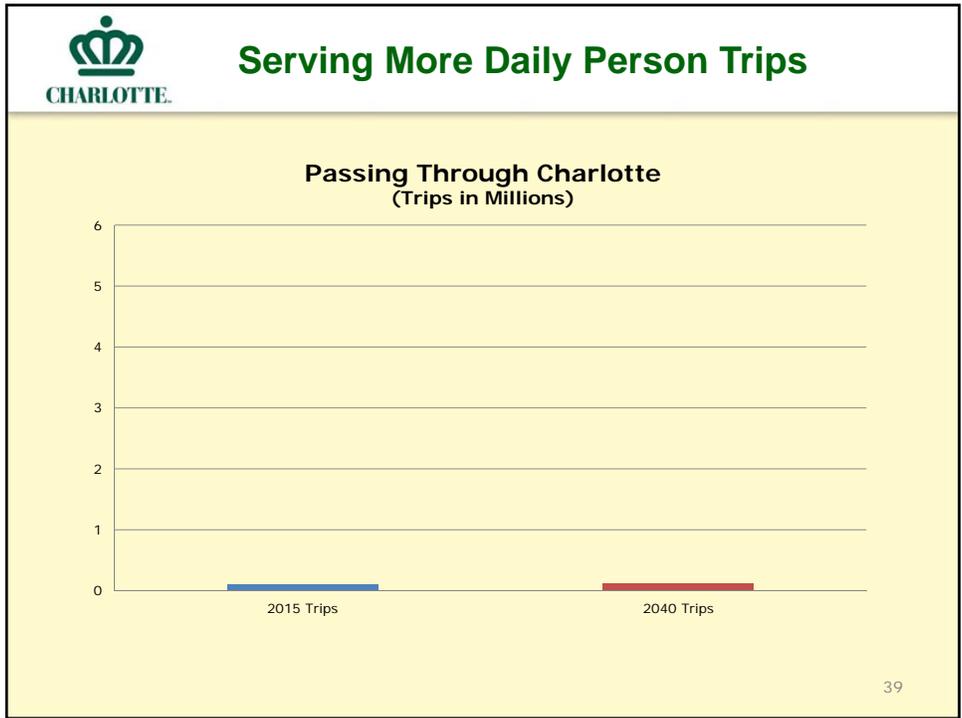
### Solving Three Issues

- Capacity
- Connectivity
- Condition



36





### Transportation Action Plan (TAP)



- City’s vision for how transportation-related **policies, programs, and projects** will support mobility, livability, sustainability, and economic development in Charlotte

Charlottetowne Ave.



40

 **TAP's 5 Goals** 

Goal 1 – *Implement Centers, Corridors & Wedges*

Goal 2 – *Create complete streets and networks*

Goal 3 – *Collaborate with local/regional partners*

Goal 4 – *Communicate the City's vision*

Goal 5 - *Seek funding for projects*

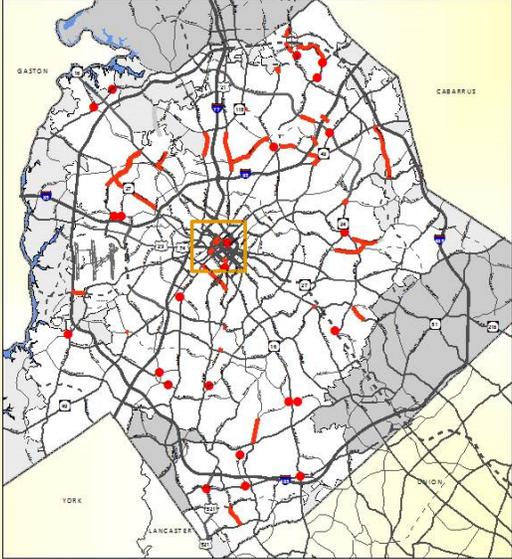
 **Key Content of the TAP** 

- Goals, Objectives and Policies
- Existing and Future Conditions
- Construction and Maintenance Programs
- Lists of Major Projects
- **Financial Plan**



 **Projects with TAP** 

- ✓ \$450M in streets, intersections and sidewalks built
- ✓ 2006–2014 transportation bond projects



43

 **Building Complete Streets**



Morris Field



East Blvd

44



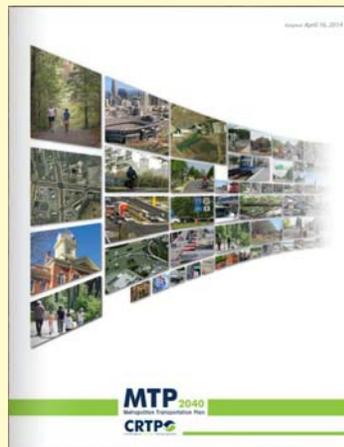
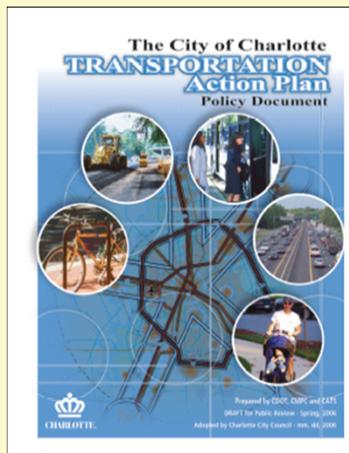
## Building Complete Streets



45



## Selecting and Funding Projects



Capacity, Connectivity and Condition

46



## Charlotte BIKES

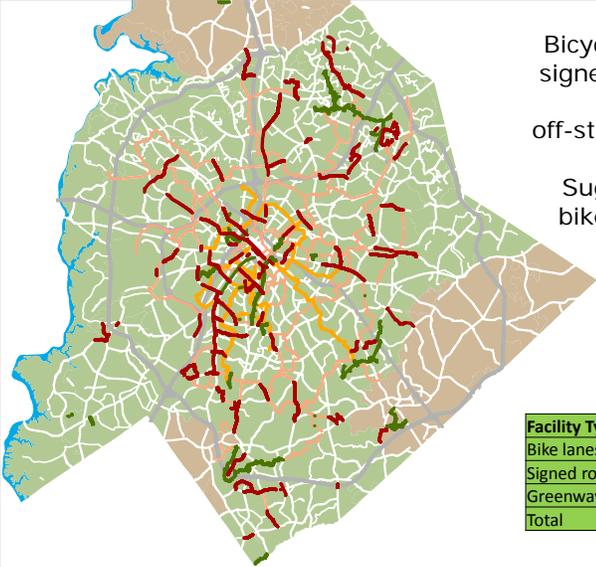


- TAP describes what the City intends to accomplish
  - “Promote transportation choices”
  - “Complete at least 150 miles of bikeway facilities by 2015”
  - “Update bicycle plan every five years”
- Bike Plan also identifies how to encourage bicycle travel






## Expanding the Bicycle Travel Network



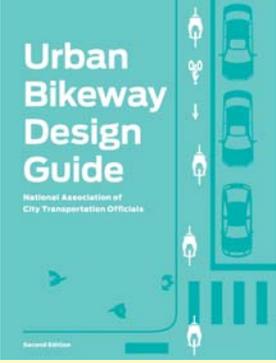
Bicycle lanes,  
signed routes,  
and  
off-street paths  
+  
Suggested  
bike routes

Facility Type	Miles
Bike lanes and paved shoulders (>3')	91
Signed routes	55
Greenways and off-street paths	44
Total	190

48

 **Key Content of Charlotte Bikes** 

- “Report Card” – where we are and how we got here
- Growing the network
- Applying new designs
- Evaluating our progress



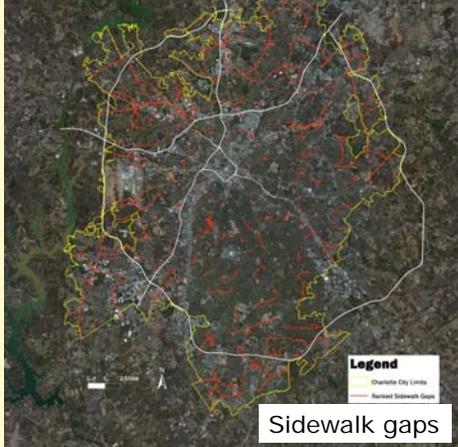
49

 **Charlotte WALKS** 



50

 **Sidewalks (1990s)**



51

 **Key Content of Charlotte WALKS** 

- Historical perspective - where we are and how we got here
- Components that make walking **safe, useful, and inviting**
- Priority actions
- Evaluating our progress



52



## Comprehensive Transportation Plan (CTP)

- Long-term vision for all modes
- Reflects City policies and plans
- Local and region-wide
- Will replace Thoroughfare Plan



53



## Key Content of the CTP

- **Four modes –**
  - Highway
  - Bicycle
  - Pedestrian
  - Transit/Freight
- **“Classifications (types)”** for each mode
- **“Status”** or condition for each mode



54



## How will we create great places?

By combining land use and transportation decisions.



Charlotte  
Bikes

Community  
Character  
Manual



Charlotte  
Walks



55



## Planning to Create A Great City



56

 **Planning to Create A Great City**



Development Ordinance

Community Character Manual

Centers, Corridors & Wedges

Transportation Action Plan

Charlotte Walks

Charlotte Bikes

Comprehensive Transportation Plan

57

 **Planning to Create A Great City**



Development Ordinance

Community Character Manual

Centers, Corridors & Wedges

Transportation Action Plan

Charlotte Walks

Charlotte Bikes

Comprehensive Transportation Plan

Transit System Plan

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## Comprehensive Public Engagement



### 2016



- Pop-up meetings/stakeholder outreach for all modes (winter through fall)
- Combined "Transportation Fairs" (spring and summer)
- Web-based and telephone surveys (spring and summer)
- Walking and biking audits (spring)
- Community Character Manual workshops




59



## Council Actions



### 2016



- Council approval of Ordinance contract
- CRTPO's scheduled vote for adoption of **CTP**
  - February 17<sup>th</sup> Education Session
  - March/April release draft for public review
- Council adoption of:
  - TAP**
  - Charlotte Walks**
  - Charlotte Bikes**

60



## Next Steps

Staff will:

- provide more information about each plan and milestone decisions for all plans

*In March for the TAP*

- Descriptions of programs and major projects
- Draft version of funding amounts

*In March for the CTP*

- Purposes
- Assessments of conditions for travel modes

- provide updates during public engagement



  
**CHARLOTTE.**

## Planning Charlotte's Future Transportation

Transportation & Planning Committee  
February 8, 2016



### Transportation Plans in 2016

- Transportation Action Plan (TAP)
- Charlotte Walks
- Charlotte Bikes
- Comprehensive Transportation Plan (CTP)



2

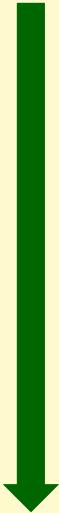
 **Today's Presentation**

- Background and context
- Overview and schedule



3

 **History of Planning for Charlotte's Future**



- 1990's Sidewalks
  - Rapid Transit
  - Centers, Corridors & Wedges (2010 update)
- 2000's Complete Streets (USDG)
  - Bicycle Travel Network
- 2010's Managed Lanes
- 2016 Four Transportation Plans

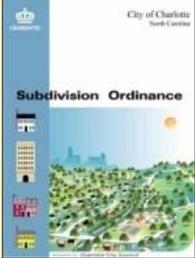
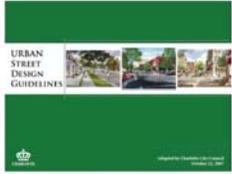
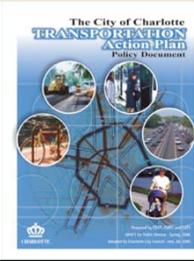


4

 **Creating More Transportation Choices**

We Have the Foundation

- To organize growth and transportation capacity
- To resolve existing deficiencies and add future capacity



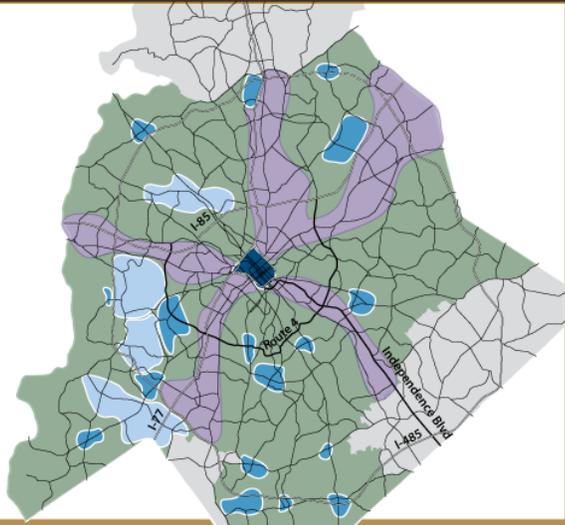
 **Serving Future Residents**

From 2015 to 2040  **400,000 new residents**

*...44 new residents per day to become a city of 1.2 million*



 **How will we grow?**



Organizing Growth in Centers, Corridors, and Wedges

7

 **How will we travel?**



8

 **How will we travel?**



Transportation Action Plan (TAP)  
Comprehensive Transportation Plan (CTP)

9

 **And become a more walkable city?**



Charlotte Walks

10

 **And become a more bikeable city?**



Charlotte Bikes

11

 **And become more transit-based?**



Countywide Transit Services Plan



LYNX Silverline Study

12

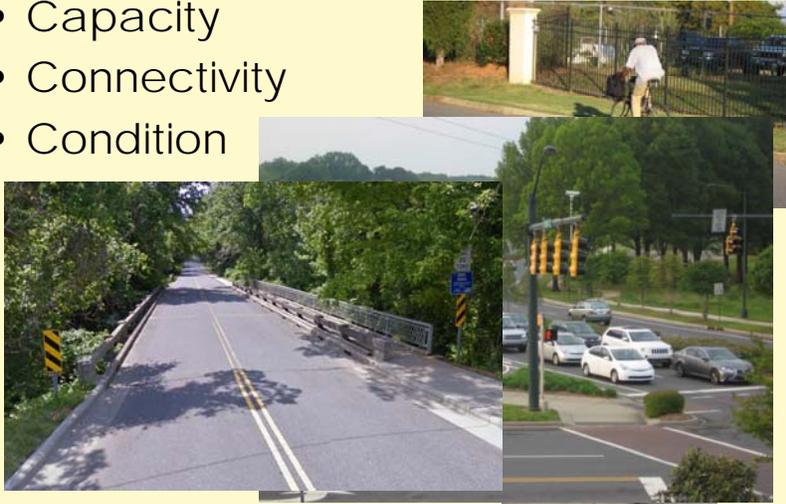
 **Overview of the Plans**



13

 **Solving Three Issues**

- Capacity
- Connectivity
- Condition



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## Solving Three Issues

- Capacity
- Connectivity
- Condition

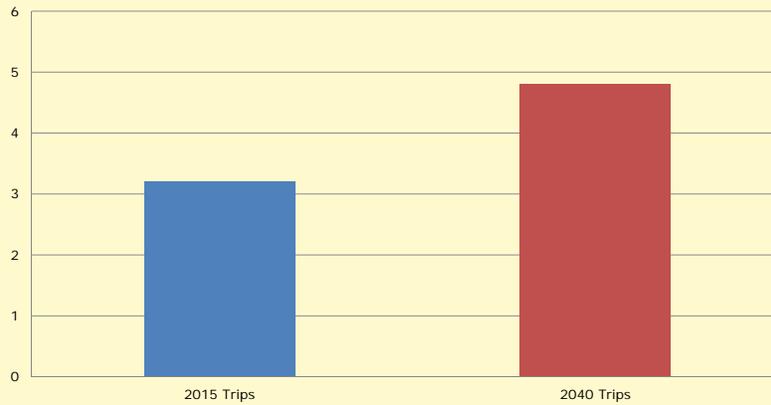


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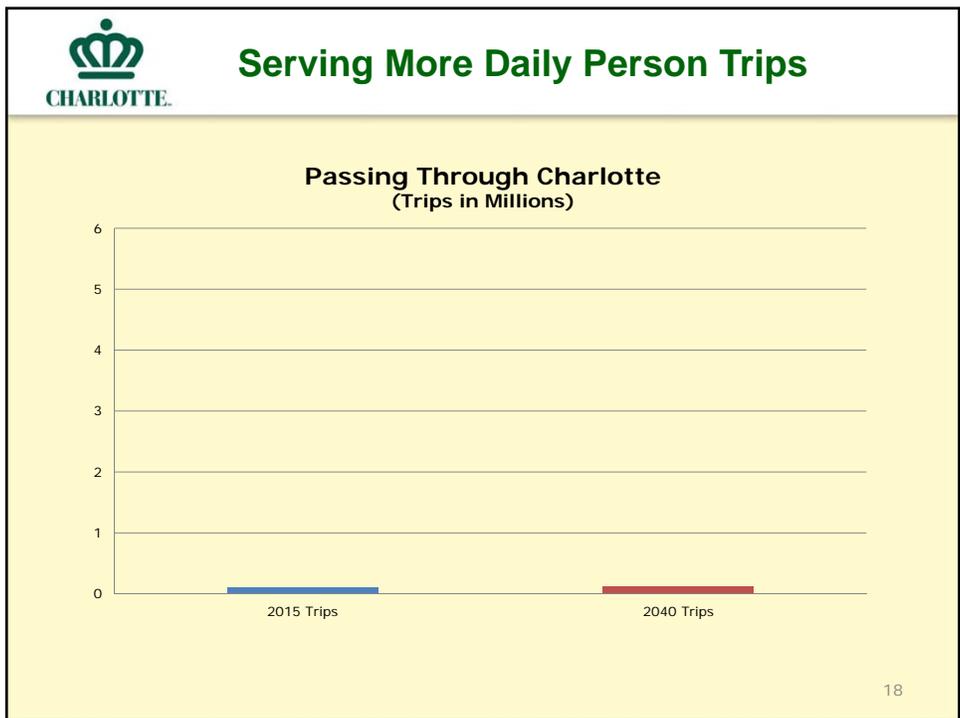
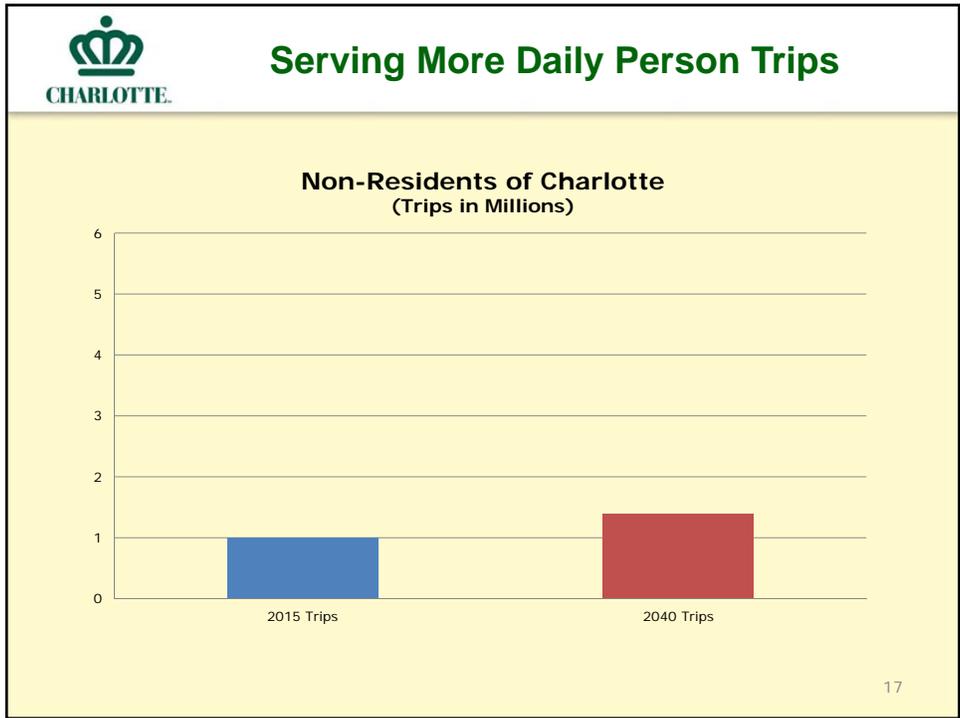


## Serving More Daily Person Trips

Residents of Charlotte  
(Trips in Millions)



16





## Transportation Action Plan (TAP)



- City's vision for how transportation-related **policies, programs, and projects** will support mobility, livability, sustainability, and economic development in Charlotte



19



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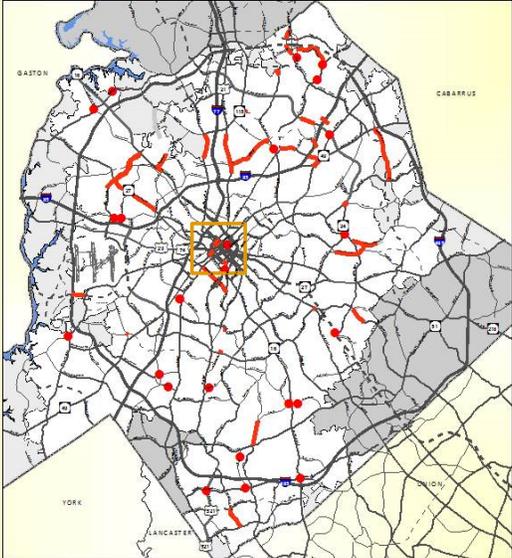
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21

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22



## Building Complete Streets



Morris Field



East Blvd

23



## Building Complete Streets



South/Woodlawn

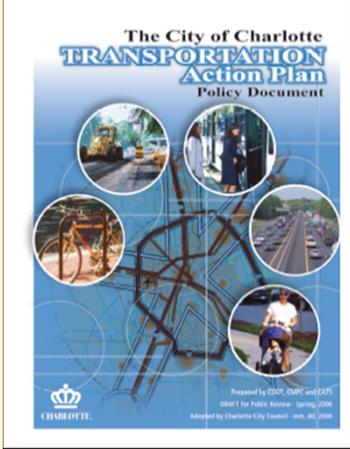
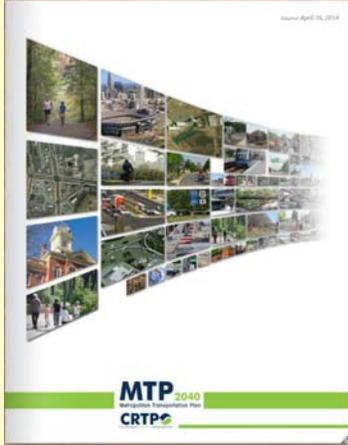


Rozzelle's Ferry Rd

24



## Selecting and Funding Projects

**Capacity, Connectivity and Condition**

25

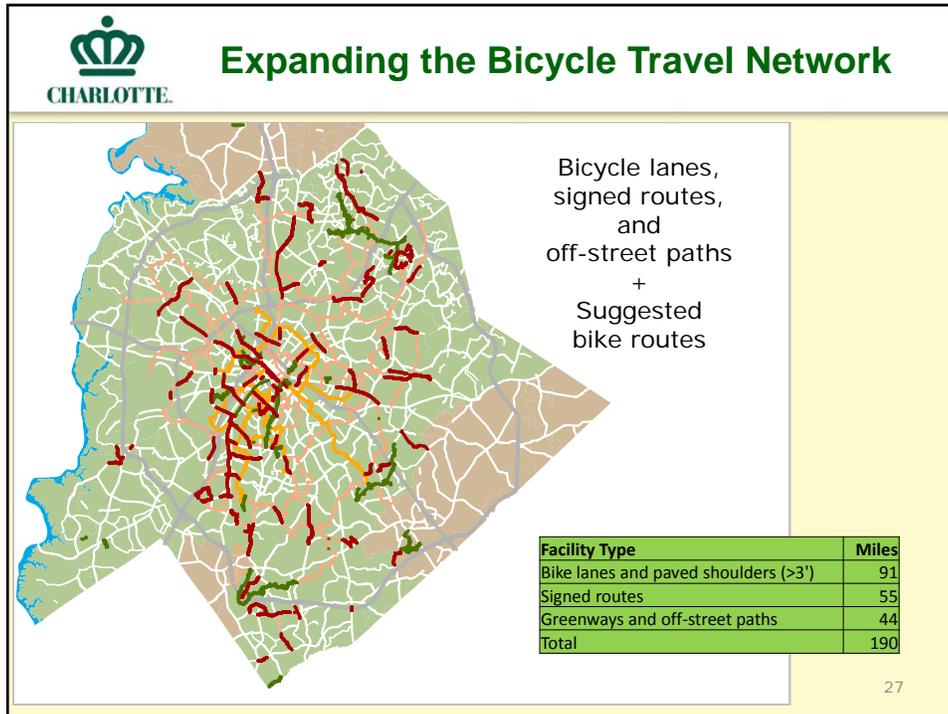


## Charlotte BIKES



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**Key Content of Charlotte Bikes**

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28





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- Historical perspective - where we are and how we got here
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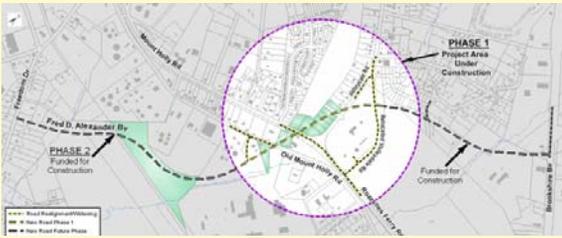


31



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 **How will we create great places?**

By combining land use and transportation decisions.



**Charlotte Bikes**

**Charlotte Walks**

**Community Character Manual**

34

 **Planning to Create A Great City**



Development Ordinance

Community Character Manual

Centers, Corridors & Wedges

35

 **Planning to Create A Great City**



Development Ordinance

Community Character Manual

Centers, Corridors & Wedges

Transportation Action Plan

Comprehensive Transportation Plan

Charlotte Walks

Charlotte Bikes

36



## Planning to Create A Great City



37



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2016



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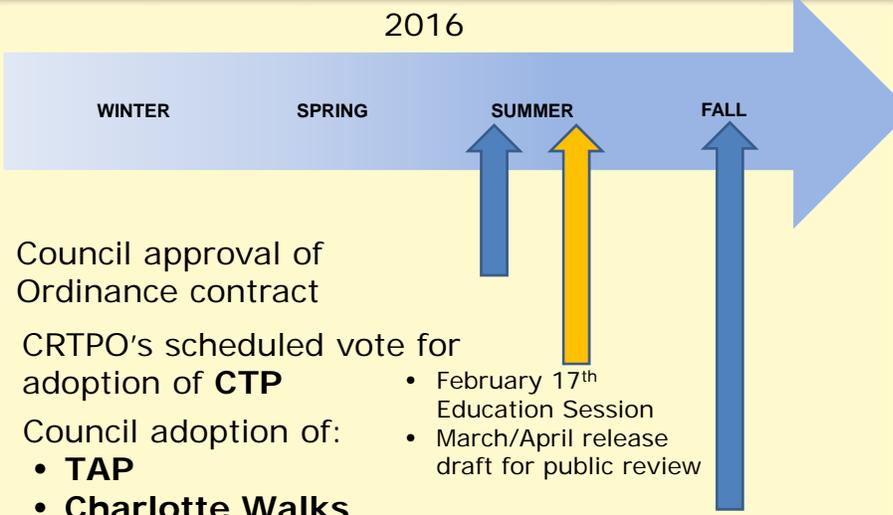
38



## Council Actions



2016



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  - **Charlotte Bikes**

39



## Next Steps

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    - Draft version of funding amounts
  - In March for the CTP*
    - Purposes
    - Assessments of conditions for travel modes
- provide updates during public engagement

40

**Transportation & Planning Committee**  
**Monday, February 8, 2016**  
**2:00 – 4:30 p.m.**  
**Charlotte-Mecklenburg Government Center**  
**Room 280**

**Committee Members:** Vi Lyles, Chair  
John Autry  
Patsy Kinsey  
Greg Phipps  
Kenny Smith

**Staff Resource:** Debra Campbell, City Manager's Office

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**AGENDA**

**I. Updates on Ordinance Rewrite and Transportation Planning Initiatives – 90 minutes**

*Resources:* Ed McKinney, Planning and Norm Steinman, Transportation

Staff will provide an update on several integrated initiatives to include:

- Zoning Ordinance Rewrite- This update will provide an overview of the project schedule, description of current activities, and identification of next steps and milestones.
- 2016 Transportation Planning Initiatives - Staff will describe the purpose and content of four plans that are scheduled for Council action in 2016. The four initiatives include the latest updates of the Transportation Action Plan and the City's plan for bicycle travel, the City's first official plan for pedestrian travel, and a new plan that will replace the Thoroughfare Plan.
- Staff will explain how these transportation initiatives together with the new zoning ordinance support Charlotte's growth and development vision.

*Action:* For information only

**II. 2016 Meeting Schedule – 5 minutes**

*Resource:* Debra Campbell, City Manager's Office

Review and adopt the proposed 2016 meeting schedule, and review upcoming agenda items.

*Actions:* Adopt the proposed 2016 meeting schedule and discuss topics to be presented at future Committee meetings.

Attachment: 1. Proposed 2016 Meeting Schedule .pdf

<b>Topic</b>	<b>Meeting Date</b>	<b>Lead Dept.</b>
Zoning Ordinance Update	On-going as needed	Planning
Permitting and Inspection Process Reviewing	On-going as needed	Manager's Office
TAP/CTP Bike and Pedestrian Plan	On-going as needed	CDOT
Focus Area Plan	On-going as needed	Manager's Office

**Next Scheduled Meeting:** March 14 at 2:00 p.m. (*pending adoption of the 2016 meeting schedule*)

# **Transportation & Planning Committee 2016 Meeting Schedule**

**Second Monday of each month (except January)  
2:00 – 4:30 p.m.  
Room 280**

**January 4**

**February 8**

**March 14**

**April 11**

**May 9**

**June 13**

*July (no meeting / summer schedule)*

*August (no meeting / summer schedule)*

**September 12**

**October 10**

**November 14**

**December 12**

## COMMITTEE AGENDA TOPICS

### I. Eastland Mall Redevelopment

Action: On October 26, 2015, staff presented to City Council in a Dinner Briefing an update on the Eastland Mall redevelopment strategy. During the briefing, Council authorized staff to finalize a sales agreement with CMS for 11.4 acres and continue with the rezoning process for the property associated with the transaction. Today staff and a representative from Charlotte-Mecklenburg Schools will present the rationale for a school in this vicinity, the negotiated terms of a sales agreement for this site, and discuss next steps to finalize the agreement.

### II. Future Meeting Topics and April Schedule

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## COMMITTEE INFORMATION

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**Council Members Present:** James Mitchell, Vi Lyles and Julie Eiselt

**Council Members Absent:** LaWana Mayfield and Ed Driggs

**Guest:** Ann Clark, Superintendent

**Others:** Mayor Jennifer Roberts, Councilmembers John Autry and Patsy Kinsey

**Meeting Start & End Time:** Noon –1:25 p.m.

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## ATTACHMENTS

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1. Overview of Eastland Parcel Sale Presentation

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## DISCUSSION HIGHLIGHTS

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**Mitchell:** Chairman Mitchell welcomed everyone to the meeting and asked for introductions. Staff has done an excellent job providing handouts so if you would like to take one; there is a box in front of the room. Mr. Kimble, I am going to turn it over to you to introduce the two items we have on the agenda.

**Kimble:** Thank you Mr. Chairman, members of the committee, and other Councilmembers, elected officials here, and guests. We have a wealth of information that we would like to share with you today. It may take a while for the presentation to take place. This item has been referred to the Committee from your action the other night to spend time talking about the background of the Eastland Mall property, to talk about where we have been in the past and where we are today, and then to talk about the specific sale proposed from the City of Charlotte to Charlotte-Mecklenburg Board of Education. Mr. Mumford is going to start off and give some of that background. Ann Clark has joined us today to give a great amount of background on the area here and a need for a school in this vicinity, and then how this particular school might fit their mission,

their plan, their future, and then it is going to go back to Pat Mumford for some descriptors on the exact sales transaction that will be in front of you for a recommendation today, if you are ready. If you are not, figuring out when we might want to convene again to get more follow-up information. So with that, that is kind of the format of the day. Again, there are a lot of slides, a lot of information. We felt like you needed as much background as possible on this. Feel free to stop us and ask questions, but remember, some of those questions may be answered in later parts of the presentation, but we are here today to spend as much time as necessary to answer your questions.

**Kimble:** Mr. Mumford.

### ***Eastland Mall Redevelopment***

**Mumford:** I know time is tight, but I would be remiss if I didn't start by thanking a multitude of people in this room. We have been at this for a long time and I will specifically call out Peggy Hey who is one of the Superintendent's colleagues who has been instrumental in helping us get to this point through a partnership for a long, long time. So, thank you to the school system and support, and then our staff, Engineering, Real Estate, Planning, and CDOT. It's been a real group effort and I appreciate everybody's time. A little of this will be a review of how we go to where we are, and as Ron mentioned, will speak specifically to the school site and then the actual components of the deal to sell the site to the Board of Education. I do want to take a few minutes here and talk about the amount of communication that has occurred over a long period of time about redevelopment opportunities, not just on this site, but in this corridor, and it's hard to communicate fully to everybody, but there has been an attempt from our side, from the school's side, to make known about interest of the school in this site. Going back to 2003 when the City Council adopted the Eastland Area Plan, the broader concept plan for the redevelopment of Eastland includes a lot of the principles that were discussed in that area plan. Then in 2012, the Council supported the purchase of the property which was then subsequently demolished the next year. Also around the 2012 timeframe, Charlotte East, the neighborhood association, developed principles on how this Eastland site should be redeveloped. The next slide will go into those principles and one of those called out public uses including a school, so it even goes back to as early as 2012, the notion of a school being a part of the redevelopment of this site. The bond referendum in 2013 to approve funding for this school also included some engagement, the Superintendent will talk a little bit more about that, of public awareness of the need for a school in this area, and then partnership discussions over the last several years with not only CMS but Park & Recreation and other entities of how we might engage that group in the redevelopment. Then we had a concept plan for more formally this was brought to the City Council in May of last year where we clearly articulated an area of the site that would include a school and then subsequent conversations with the Council. We also had a meeting with the County Commission and shared it as well. The school is not new, but maybe new to people who are unaware that we have done our best to keep that at the forefront as part of this solution.

These are the principles (slide 3) you have seen these before. We have included these in presentations and we have used these principles to guide our effort over the last several years. We feel strongly that these really do support a healthy vision for redevelopment. These are not to suggest a specific architectural answer; this is about process. It is about ultimately the outcome in what we want to see from vibrancy to be back into this part of town so we follow these very closely. We feel that the overall concept plan that has been presented meets these, and you will see at the very bottom, create an opportunity for civic development includes the incorporation of the school as a potential activity.

This slide (4), as well, you have seen before. We continue to feel strongly that this type brings us unique opportunities to develop in a way that maybe hasn't been developed in this area. That includes

sustainability, so ecological references to how we manage storm water, street design and civic partnerships. We will be talking specifically about the school today but parks and maybe other partners, the walkability of mixed-use component and the connectivity that goes back to one of the guiding principles, and then, of course, integrating current transit solutions and future transit solutions. All of those guided the development of the conceptual plan which you now see on the screen (slide 5). I can't emphasize enough, this is not a master plan. I can't tell you what in that purple building is going to go there and how many square feet it is. The point to this is to show relationships and how they can influence positively private sector development.

The school is up on the top of this slide (6) and there is green space along Central Avenue, the water feature that we have discussed for quite some time for water retention, and then future private sector development. How it actually ends up looking, we do not know. What exactly are the uses, we don't know. We continue to feel strongly that the green space will enhance that and a school will enhance that development as well. So, none of that has changed except for refinement of the school and the layout. What you see there represents the actual site plan that has been developed by the school system. So this highlights exactly, with the red border that is the area proposed for sale that is 11.4 acres and you see the school in blue, the white area is the parking area. We can get into more detail of that if you would like, but that is the layout of the site. You see in the bottom corner, a soccer field, the green space between the soccer field and the white, which is bus parking, is playground space, activity space for the children.

What I want to do at this point is hand it off to the Superintendent to speak to the questions you all raised at the last meeting about the need for the school, what kind of school, how does this influence the area, and the timing.

**Ann Clark, CMS Superintendent:**

Good afternoon. I am absolutely delighted to be here to share our enthusiasm for the possibility of the location, a really replication of one of the most highly successful magnet models that we have in Mecklenburg County, and an award-winning magnet nationally. So I want to be clear to everyone that this is an opportunity to create new seats in one of our most successful magnets that consistently out performs the district in reading and math, as well as the State. This is a dual-language emerging program which I will talk a little bit more about dual language in a minute, but I want to just be clear, this also represents the top priority project in the 2013 bond. One of the pictures that I enjoy sharing with folks is an aerial view of Albemarle Road Elementary where there are 36 mobile units outside the school, as many students outside the building as in. We were so concerned with this particular school that when we opened Lawrence Orr, we pulled some students from Albemarle Road before this project is even ready to be built because of the concern about the overcrowding. This was approved in the 2013 bond. Our community engagement around this school happened in the year in advance of the November 2013 bond so we had tremendous engagement of the community around the need for a new school in this area and the opportunity to replicate our Collinswood Program, and you will know if you are following CMS at all, that we are in the process of replicating our Waddell Language Academy in other parts of the county as well as recommending this replication of Collinswood. This is a part of an overall district strategy to create more seats of choice for our students.

I think one of the things that I have heard in questions both from the community as well as from elected officials is "why do you need this school when you have all these schools in the area?" So I would just invite you to look at the schools that are in the area, with the exception of Lawrence Orr that opened in August of 2015. You will see that all of those schools are well over capacity, over 100%, and you see that Albemarle Road is sitting at 151%. This school also potentially provides relief for Albemarle Road Middle. We just focused on the elementary schools in the area because there seemed to be a concern in the community that perhaps if we opened this school, we would be closing an elementary school. Well I would

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Economic Development & Global Competitiveness Committee  
Meeting Summary for March 23, 2016  
Page 4

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invite anyone to speculate as to where we would put 800, 600 students if we were to close any one of these schools that are all clearly over capacity. There is clearly a demonstrated need, but I thought just as a frame of reference for Committee Members, it would be helpful for you to actually see particularly at the elementary level, when we also have Albemarle Road listed here at 125% capacity so you have some sense of the overcrowding that we are experiencing in this part of the county. This will be no surprise to our Eastside neighborhood association leaders and others represented here this afternoon in terms of the huge growth in this area. The Albemarle Road Elementary attendance zone is in the circle there and, of course, if you are saying "where is Eastland Mall," I would say it's directly in the center. This clearly falls within the attendance boundary of the Albemarle Road Elementary School. The point in sharing this slide is we would obviously have a school somewhere in this area to support the needs of those students. You will see a slightly different circle for the Albemarle Road Middle but, again, you see the Eastland Mall site is within that circle as well. I just wanted to share that as a perspective. It's obviously when we build a relief school, we are looking to have it in the attendance area for the existing school when at all possible.

This just sheds a little bit more light on where the students for this particular school would be pulled from the magnet portion of the program. This school will be about 50% magnet, 50% home attendance area, but it is the green transportation zone that we are trying to provide a replication of Collinswood. In this particular transportation zone, you can see that we also have Oaklawn in the gray zone. Collinswood would remain in the blue zone and, clearly, the next opportunity would be to look at the violet zone up north for a replication of this program because our overarching goal in student assignment as well as creating choice options is to make sure we have geographic representation of the magnets where our families are showing us they want seats. We have a waiting list that shows us we're not delivering on those seats. Again, this is more context building for Committee Members to understand the need and the demand and the strategy overall in the county so that you can see this particular location and how it fits into a master plan about distribution of our magnet programs.

This gives you a little bit more detailed information about the students that are currently in Collinswood and you can see a large number of those students are in the green zone so by opening up a magnet program in the green zone, we can increase the access for students in the green zone but also open up seats in the blue zone for more students for Collinswood. So, again, just helpful in understanding that part of our thinking about the location of this particular K-8 magnet is the number of students from Collinswood that are traveling over to Collinswood from the green zone.

This is maybe a little bit difficult to see on the screen for those in the audience, but for those looking at a handout, this is just another opportunity for Committee Members to see a location of the school as a part of a larger site plan. City Council approved this in 2015 at the Rea Farm site and, so again, you can see a school located in a corner section but contributing to the overall vitality of a long-term plan for a site that might be mixed-use as is potentially being considered. Again, just for your reference in terms of having worked cooperatively with an overarching larger site plan as we think about the location of our schools.

So a little mini lesson a Superintendent can never miss an opportunity to teach a bit. I want to just talk for a minute about dual language and then also about the specifics of this particular school because as I hope everyone in the room knows, we have a community use of schools and our schools are the community's resources as well whenever our students are not in the building. I thought it might be helpful to understand what features will be available for the community in this particular school, and I also know that there are always concerns about a popular school and the potential down the road for a mobile unit. One of the things I want to share with you is that as we presented our Capital Needs Assessment to the Board of Education on February 23<sup>rd</sup>, we presented a new model of adding more classrooms when we build a replacement or relief school than is the current standard so that we potentially reduce the need for those mobile units and, of course, with the magnet program you can always control the number of seats to avoid

overcrowding so that is an advantage of a partial magnet. That doesn't mean we want to minimize that magnet program, but we have ability to control the number of students in the school by thinking about the entry-level class of students. While that is not our desire in this particular school, as you see, there would be a total of 972 students and, right now, we are proposing a 50/50 split of magnet and home-attended schools which makes the home attendance area smaller. Unless there is growth within that small attendance area, there would not necessarily be moving beyond the boundaries of the school. Also, last night at our Board meeting, I showed a clip of our advanced and accreditation exit review last Wednesday where they raised considerable concern, and I know this will make many folks happy about the number of mobile units we have in the district and really have given the district two years to show a demonstrated effort to reduce the number of mobile units that we have in our inventory. The Board heard that message last Wednesday and I reinforced it again last night as we were talking about a potential bond referendum to understand that we need to move ourselves out of the mobile unit business. We don't have the capacity to do that today so I want to be very clear about that.

In terms of thinking about dual language, it really is an opportunity for our students to come together and become proficient in two languages, English and Spanish in this case. What we consistently see in our test results, and I would be happy to provide those and you heard Nicolette Grant introducing herself as the Executive Director for K-5 teaching and learning but she's the former principal of Collinswood. If there is anybody that has questions after our session today about dual language, she is absolutely our resident expert and that school has been, as I have indicated, one of the highest performing in our district. What we see in dual language programs is students being successful both in English and Spanish and outperforming in reading and math their peers that are learning only in English. It is a tremendous opportunity and highly successful magnet program for us, and if you doubting my word on it, this allows you to see that it has been a magnet school of excellence, not just for this year, but for many of the past years and was named one of the best Spanish language schools in the country in 2012, so a highly recognized program that we would love to replicate, and we believe, and this is a "we believe" can be a tremendous catalyst for great things to come on this Eastland Mall site.

**Mumford:** Hopefully that was helpful to give context to a school. I would like to just spend a little bit of time talking about the thoughtfulness of locating the school here. This was not an arbitrary decision nor is that just a blue block thrown on the site plan to fill up space. This is not, I repeat, it is not an attempt to have a school centric redevelopment of the whole site. This is a component of a well thought out concept plan of integrating uses and from what Superintendent Clark discussed, that's what intrigued us about that level of a school, quality building, enhanced on the inside with the programming for the school as well as the community programming. To us, we feel strongly it is a really valuable asset to the future development of the rest of the site. It is not meant to be the thing to go in and, all of the sudden, the rest of the site will be developed in the next six months. It is a positive amenity and we think that if it meets several policy objectives by different boards in this community and that is a positive as well. I just wanted to give that context.

**Mitchell:** Pat, can I do one check in with my Committee? Are there any questions because Superintendent shared a lot of good information?

**Kinsey:** I have a question. I was going to wait until the end but I would not mind asking it now.

**Mitchell:** If you don't mind.

**Kinsey:** Going back to page 13, Rea Farms, who is the developer for that? Is there a developer yet?

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**Audience Speaker - CMS:**

Lincoln Harris was the applicant on that or one of their related entities.

**Kinsey:** Lincoln Harris?

**Audience Speaker - CMS:**

One of their related entities, but I can find out exactly who was the applicant.

**Kinsey:** That is fine.

**Audience Speaker - CMS:**

Representatives of Lincoln Harris.

**Kinsey:** Great, thank you.

**Lyles:** I was just going to say it is Lincoln Harris. Remember they were talking about the gym on the site as well?

**Kinsey:** No, I did not remember, that is why I had to ask who it was.

**Lyles:** I'm sorry. I am remembering they had a gym on the site. I do remember that plan because we had some concerns about the access down across Providence.

**Eiselt:** Superintendent Clark, do the CMS schools allow neighborhoods to use the playing fields on the weekend?

**Clark:** Yes.

**Eiselt:** For soccer clubs and things like that?

**Clark:** Yes, gymnasiums, cafeterias, auditoriums, any of our facilities or our ball fields can be used by the community. We have a community use agreement and folks can book it for every Saturday of the year or the first Saturday of the month, or however they want to do that, and there are modest fees and primarily that's just for custodial upkeep.

**Eiselt:** Ok, thanks. Mr. Mumford, the Google Hut, would that mean that the property, the school, the Eastland property would have a better chance of having the Google fiber infrastructure there or does that have nothing to do with it?

**Mumford:** I'm going ask Phil Reiger to answer that for you. So you all see the curser; this is where the site will be located, not on the CMS property. The CMS property will be along here so it's on City property.

**Eiselt:** Okay.

**Reiger:** I am Phil Reiger with CDOT and I am your project manager for Google Fiber at least the City's part. Google Fiber is committed to building infrastructure that will serve the entire city. So the fact that this hut is there does not necessarily mean that they will get fiber first but fiber will be available to this community as well as the rest of the community at large.

**Eiselt:** Thank you.

**Mitchell:** Thanks Phil.

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**Mumford:** That is a great question that broadens the definition of connectivity. When the 2003 plan came through, the connectivity was really physical connectivity. I think this connectivity is important as well. So we will move from why this school is there and why we supported that in the planning process to the deal. Essentially it starts with the offer. We, the City, have been offered \$650,000 to purchase that 11.4 acres. That's not where the math ends. I am going to walk through the other components of the contract with you. Those terms will include road improvements, some storm water management, retaining walls and then discussion about the site design. You have already heard that this is a K through 8 school, partial magnet, and dual language. The opening date is proposed for August of 2018. That may seem a long way out, it's not. If the schools could have started yesterday, they would have been thrilled so there is a sense of urgency to meet that deadline.

Let's start with the road improvements. The road on the back side is Wilora Lake Road. The road that dead ends into Wilora Lake today is called Hollyfield Drive. Hollyfield Drive comes up and around and reconnects back to Albemarle Road. This proposal is to extend Hollyfield Drive, that's why it is called Hollyfield Drive extension, into the site. There will be access to the school from Hollyfield Drive extension and it will be the main point of entry on that side of our site for the rest of the development. It is a really critical road for furthering future development in preparing for that.

**Kinsey:** Pat, did you say Hollyfield Drive ends? Where did you say it ends today?

**Mumford:** Today it dead ends into Wilora Lake Road.

**Kinsey:** It still goes to Wilora Lake Road?

**Mumford:** Correct.

**Kinsey:** Now?

**Mumford:** Correct.

**Kinsey:** So that's not really the extension?

**Mumford:** It goes from Albemarle Road around and dead ends into Wilora Lake Road. We are proposing to take it across Wilora Lake onto the old Eastland site and extending it. There is no road onto Eastland site.

**Kinsey:** Coming from north to south, so to speak?

**Mumford:** Correct.

**Kinsey:** Thank you.

**Mumford:** We have estimated the road improvements to be around \$1,050,000 for that road extension work, and as part of this contract, the Board of Education is contributing \$400,000 separate and above from the \$650,000 to pay for the site toward, not only the construction, but the planning and design of that road. The City would be responsible for the remaining costs. The idea is the \$650,000 we have as revenue for the sale and we would put a portion of that, if not all of that, back into the site to get this road built.

**Kinsey:** I don't understand that.

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**Mumford:** Most of the benefit of that road, we think, accrues to the City for future development for an access point to Wilora Lake. It gives certainty to the development community that there is access in place and, clearly, there is some benefit for the schools. So, the schools agreed to that and said "we will pay for \$400,000 of the \$1.1 million.

**Kinsey:** Okay, it's the money that is not clicking in my mind; \$650,000 is an out and out purchase of the land?

**Mumford:** Yes ma'am.

**Kinsey:** Even though that is greatly reduced from what the land would cost, plus \$400,000, so it is \$1,050,000? Right?

**Mumford:** There is more.

**Kinsey:** I am sure there is.

**Mumford:** And, yes \$650,000 CMS, the Board of Education pays to the City; the \$400,000 is separate from that. The Board of Education is going to spend \$400,000 to go toward the road. They are going to spend more money on some other site improvements as well and we will go through that. It nets out, if you do the math, a little over \$1.5 million from the Board of Education toward site improvements above and beyond what would be typically part of an improvement of a site for a school. So, that is the bottom line. I would like to go through it, if I can, and articulate that and then answer any questions.

**Kinsey:** If that is what you think of it because I have not understood it so far.

**Mumford:** I will try to be clearer.

**Kinsey:** I will keep my mouth shut. Go ahead.

**Mumford:** No, this is why we are having the communication. I want it to be clear. So, I will try and, maybe at the end, we will wrap back up and hope that it makes some sense.

**Kinsey:** Thank you.

**Mumford:** It would not make sense for the City to go out and mobilize a contractor and build the road while there is construction of a school site. The schools have agreed to manage that process from design to completion of the road. There are some efficiencies of scale that we benefit from. The road will be built per our design specifications though, but they will complete the actual process of design.

The storm water retention pond that we have shown on the overall site plan since we've had this as concept is down in this corner at Albemarle and Central. That would serve the entire Eastland site. That is not built today, so what schools will do is build a temporary pond, smaller than this one because it will be just for their site, and at the point that this pond is completed, they will contribute \$80,000 toward the construction of that pond. That is based on a pro rata square footage of their site compared to the entire site. All of the other developments, cost sharing would be calculated the same way.

**Kimble:** So to be clear, they pay for the temporary storm water facility.

**Mumford:** That is correct.

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**Kimble:** And then \$80,000 on a calculated basis, into the new, larger storm water total.

**Mumford:** That is correct.

**Mayor Jennifer Roberts:**

How much does the temporary one cost, about?

**Mumford:** I am not sure.

**Roberts:** Less than \$80,000?

**Mumford:** It is about \$250,000 for the temporary facility.

**Roberts:** Thank you.

**Mumford:** What it does is helps the schools not have to develop a full permanent one there, so there is a cost savings long-term and it allows for less acreage on the site to be used for that kind of purpose.

**Kinsey:** Where is it going to be located?

**Mumford:** It will be an adjacent property, probably right here on a temporary basis close to their site.

**Kinsey:** Okay.

**Mumford:** And there will be easement agreements that allow for that. So, again, the \$80,000 is separate and above the \$650,000 of purchase price.

The next big item relates to retaining walls. So, these are retaining walls that are associated with the old mall structure. They were not removed with the rest of the demolition because it would have left open dirt which would have been a real challenge to maintain. So, it was a conscious decision to leave the retaining walls. The largest retaining wall that we have numbered number one, right here, moves sort of in and out along this border of the site. A little bit on the school's property if they purchase it and back onto ours and it kind of zigzags. The idea is to remove that entire wall and grade the site so that it meets this adjoining property at an appropriate level. That estimated cost to remove that wall and do the associated grading is \$488,000. The Board of Education will pay for that as well, separate and above from the \$650,000 purchase price. If there are any overages, the City has committed to pay for that. We feel good about that estimate. The estimate came from the demolition company who demolished the rest of the site so they know that we feel good about that.

**Kimble:** And there is sufficient contingency in that number as well.

**Mumford:** That is correct. There is a separate little wall known as the orange wall. That wall, while it is not on the proposed site to be sold, we, again, want to use the contractor that is out there mobilized and get rid of that wall to support future development and that it is a \$51,000 price tag. The contractor doing all of the demolition would manage that through the construction management with the schools. We would pick up the cost to remove that. We just think, we get it at a lower price and it helps us further develop.

So, those are all of the costs. I do want to go back to Ms. Kinsey and try to do a better job of articulating how those all play out.

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**Kimble:** Let me take a shot at it. The schools will pay \$650,000 to purchase the property. The schools will pay \$400,000 more than that to contribute to the cost of Hollyfield extension. The schools will pay up to \$488,300 to remove the retaining wall that is not the orange wall, the major wall, and the schools will build a temporary storm water retention pond at around \$250,000, and they will contribute later to the cost, a prorated cost of the storm water detention pond at \$80,000. The City will get \$650,000 in revenue from the sales transaction, and we would agree to put up to \$650,000 back into Hollyfield extension to partner with the schools \$400,000.

**Kinsey:** That is where you lost me.

**Kimble:** That is alright. We take the \$650,000 that came in to us, and we would pay for the remaining cost of Hollyfield that is above the \$400,000 that the schools put into it that approximates the \$1,050,000 estimated cost for building Hollyfield. The reason we are doing that is that road serves CMS in a good way and that is why they agreed to put in \$400,000, and it serves the rest of the Eastland Mall redevelopment site. That's why it would be beneficial for us to partner with the schools to put that road in play.

**Kinsey:** If we would eventually build that school anyway, I mean that road, why in this world would we say that we are going to take a part of the \$650,000 they are paying us for the road? It makes it easier in my mind to understand schools are paying \$650,000 plus the \$400,000 plus the other stuff, but at some point, if we were going to do the road anyway, I think it makes it look like they are not paying us anything.

**Mumford:** Well, it is not right.

**Kinsey:** And I think it is important for us to know that, yeah, they are paying us something, maybe not full price, but they are paying us something. If we turn around and say that part of that \$600,000 is going back, it just confuses, I think. Well, it confuses me, let's put it that way. Maybe I am the only one it does.

**Mitchell:** Julie, and then Mayor Pro Tem. Staff, could you respond?

**Kimble:** Sure.

**Eiselt:** To me, what I see is that we are swapping 11 acres to have the road built for well future developments. I mean from a cost standpoint, that is kind of how it nets out. Would that be fair to say?

**Lyles:** I think you can say it either way because ordinarily we get revenue of \$650,000. It would go into that one-time revenue pot that we've got now, that is equaling, and if I remember correctly in the budget about \$30 million, and we would appropriate the money to build the street. I think that is what Ms. Kinsey is saying is that, ordinarily we get revenue and it's one-time revenue, it would go to the Capital Fund. The Capital Fund pool would be there. The staff would come back and recommend that the road be built, but I do think what's important here is that road is being recommended because of the school. So there is a connection between it, but I think you are right. The procedure is going to end up being that we are going to build a road and we are going to get \$650,000 and that goes into a pot of money that we appropriate for the Capital. I think that staff is probably thinking, let's lock this down. I don't know if it has to be locked down before the budget because of the deal or not, but I don't think that we could have the school without that road being built. That's what I'm hearing us say.

**Mumford:** I have two points. I will take the last one first. The schools could have designed a building with access off of Wilora Lake Road. It could have worked.

**Lyles:** Not a good idea.

**Mumford:** Correct. It was not beneficial to the community and we all agreed to that. There were some concessions in the planning process by the schools to re-orient the building to benefit the future development, and in doing that, the access then shifted to the side. It didn't have to do that but there was benefit to that, and we agreed to that. That's why they are sharing that. The other piece is we have had a philosophy since the beginning of looking at redevelopment of this site that this site would pay for itself. Any infrastructure would come out of the already invested dollars in this site. The City purchased it for an amount, and we have said from the beginning, we are not anticipating the need to come back to Council and ask for any other General Fund money to support this site. So, yes, the mechanics are that it is General Fund money. We want you to know that it is going back in the General Fund money. The \$650,000 does not go over here, then all of the sudden you are put in a position on a Monday night, raise your hand, to spend more money on the Eastland site. We are trying to contain it internally, and that's what we have pledged to you from the beginning of the process. That's why it's \$650,000 in \$650,000 out.

**Roberts:** I was just going to say when you add up all the input, I mean the school is putting in \$1.4 million.

**Kimble:** A little more than that.

**Roberts:** A little more than that \$1.4 million \$1.146 or something million and then we're putting back in some things for infrastructure that we would want to do anyway. It is not like we are giving anything away. We are getting great benefit and they are putting in a significant contribution. I think \$1.4 million is a lot of money. If you look at all the adding and subtracting and site improvements and things like that, I think we have a good case that it is a good deal for both sides.

**Mumford:** Our job is to provide the information and you determine if it could work or not.

**Roberts:** There you go. That's my input.

**Mumford:** The next slide talks about the design, site design, and some component of building design. I want to preface this with the rezoning hearing that you all had on Monday night to rezone this in a straight up capacity for rezoning to R4. It's not a conditional zoning so when it comes back for a decision, we will have an opportunity to get into the details of the site in the building. There was some concern that, "oh my gosh, if the site were be rezoned R4 straight up and if the school goes in, what if they build something that is just nutty and we do not like it". I don't think that is going to happen. What we are proposing is to take a look at certain aspects of this design and control that through the contract. I am going to go through those areas that we think are really important for a team of CMS and City individuals to work through.

First, we have talked a bit about this is the site plan itself. CMS has worked diligently with some input from us as to how the building can best be laid out to respond to the neighbors back here, to respond to Wilora Lake, to take a look at the traffic impact, to respond to, I think, most importantly, this future development back here. What will the face of the school be to future development? That's why we are really pleased with the location of the soccer field or the athletic field. That's one, a great buffer to the future development and it is also a great amenity for future development. So the site work, we talked about the retaining wall, we talked about the retention pond; all of that is we have a verbal agreement with the schools on those items, we want to codify that in the contract so site is one piece.

Another piece to this is the future expansion and so the Superintendent talked about the fact that they would rather not have mobile units but it's just been something that has had to occur. We do not have a solution today but mentioned the thought that because this is a partial magnet, there is a way to control

some of that capacity. We have also talked to the schools about instead of mobile classrooms, what about a physical expansion of the building. They are under extreme pressures financially as the City is under extreme pressures and so while physically this school building could be expanded and enlarged, it would take a Capital program to do that whereas the mobile classrooms are a different funding stream as I understand. The goal is to not have mobile classrooms. In the future if they do occur, we want to put into the contract, where might those go and how they might be screened. Again, back to how would that relate to the rest of the development? We don't have an answer for that today but that is part of what we are working on together. One, to respect the reality of growth in this community and to respect the reality of financial constraints, and they are respecting, in turn of our need to make sure that we can present these other properties for this side, in a way we do not detract from the viability of these properties being developed because of what it might look like. I just throw that out to have a conversation about thoughts around expansion.

**Lyles:** The question that I have is that the school is going to open at 100% capacity, so we are talking about where the mobile classrooms will go, and I know that we can probably hedge on, one of the things that I have always had not a good understanding of is traffic in and out of the school. When you have 100% capacity, you have bus traffic, you have car traffic, and it's not just the building footprint, it's the circulation around the school and we are trying to keep the buffer here, we are trying to get the road there, but if I see the circulation, I see bus circulation off of Wilora Lake.

**Mumford:** This would be bus parking.

**Lyles:** That is bus circulation; they come off of Wilora Lake, right?

**Mumford:** Correct.

**Lyles:** And then car traffic coming in.

**Mumford:** This will be the drop off, come around and come back out.

**Lyles:** Okay, so I'm noticing a drop off come around and come off without backing up traffic on a street. I do not know of a school that I have ever passed, maybe I just do not drive through the right neighborhoods and the right places, but for even elementary schools, I just wonder if we have really been very intentional in understanding that car traffic. I don't know the circulation size, but that has always been a concern to me, where we end up with having cars lined up on the street.

**Clark:** I think one of the things that will help that will be that this is serving a particular transportation zone rather than the current case today. If you were to go over to Collinswood, you would see an extraordinary carpool situation that is very problematic and part of that is because so many of the parents are bringing their students in versus having a long bus drive. By putting the school in a transportation zone where you saw all those red dots that will likely mean that more students will actually ride the bus than come in via car. But I hear you and we have a certain stacking protocol where we have to show how many cars we can stack within the thing. Initially, there won't be any traffic coming from the site, so everybody coming out of the parking lot will be going left and there will be no traffic coming from the right. Down the road as the site develops, that gets into signage and traffic lights and other things that may come as a part of this.

**Lyles:** I know and what I am saying is I would hope that, it is just like the mobile classrooms, you know they are going to come because you are going to be at 100% capacity. The traffic comes, and this is just a place where if we are going to continue to develop the site, complementary with everything, those streets can't be blocked off with carpool pickup and bus traffic sitting on the main thoroughfares. I don't know how to

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solve that. I understand but I really see it at almost every school that we go to that we do not build enough parking for pickup and drop off times. I don't know how to manage that; you could also change pickup and drop off times, you stagger that instead. I just don't want us to build a road, and I don't want Wilora Lake to experience lane problems because of 100% capacity. I think that that distracts from the investment in the infrastructure, and I don't think that that works well overall for the development, because we are trying to build a grid plan to serve this development long term. I would like for the staff, the traffic staff that we have to work with your staff and say, "what's realistic here and how can we adjust for it?" Putting in those circulation routes is really important.

**Clark:** And we have great experience working with the City transportation staff on a number of projects, both new and existing that we are trying to solve for and certainly that is an opportunity every time we build a new school, is to think about that. I think our new standard for facilities will give us some relief from immediate need for mobile units and because of the magnet seats, we can control those, and the footprint for the neighborhood is going to be very small and likely is fully built out. If it were a wide attendance area where there is still development opportunity, but this is going to be a fairly constrained one because it is going to be 50% magnet that will help us in terms of huge growth that we would see in some of the other schools around that still have space to develop. In the attendance area we are looking at, there is not going to be much opportunity for new development, and there is an awful lot of commercial, if you think about the Albemarle Road corridor, but we will absolutely.

**Lyles:** Mr. Mumford, have we considered the demographics of what we are trying to build interior to the site and home school? Let's figure out how that works long-term and let's make sure either we have walking trails so that kids that live in the development can get there, and that's another thing, I like the buffering. To me, one of the things that we ought to be also thinking about is how do we get kids in and out so that they can walk to school, especially in a neighborhood context. That's another area we don't do very well, building our sidewalks, so you think about what you are doing there. I just want us to be very deliberate about our sidewalk access, access to what we will see long-term and traffic issues for a school.

**Mumford:** Yes, we will continue to be thoughtful. Our Department of Transportation has been heavily involved in this site plan design, and also this is why it's important to have the access point with the Hollyfield extension, because right now the only option for this traffic to get to the school is Wilora Lake. In the future, traffic could come from Central Avenue or through a neighborhood and get into the gridded system on this site, which could dissipate some of that traffic. Ultimately, we are thinking of this more as an urban type school in a suburban model.

**Lyles:** I agree with that.

**Mumford:** But transportation has been heavily involved in the layout of this site.

**Autry:** Any discussion about opening up Wilora Lake? You know it doesn't go all the way from Albemarle to Sharon Amity. There is a barrier halfway down the street that does not prohibit complete circulation of traffic. Is there any discussion about that? I know the neighbors are not interested in doing it.

**Mumford:** We are not proposing to open that up.

**Autry:** It's really part of the strategy of getting Hollyfield extended onto the site.

**Mumford:** Correct.

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- Autry:** And to provide that kind of circulation traffic. Ms. Clark, you are going to build a school that is going to be at 100% capacity. Has CMS ever built a school that was able to accommodate growth beyond opening day?
- Clark:** We just opened Lawrence Orr in this area that you saw on the sheet, was at 93%.
- Autry:** What are the prospects of doing something like that to maybe have it open at 80% capacity?
- Clark:** I think given the demand for this particular magnet, we would personally would lean more toward magnet slots than neighborhood slots but we also need to provide relief to Albemarle Road that has 36 mobile units. We provided some of that relief at Lawrence Orr by moving 200 students over to Lawrence Orr and it still opened at 93% capacity. We certainly don't want to open at 100%, but we also need to be good stewards of showing that we need schools and opening them up at 80% capacity doesn't send a strong message that we need a school. It's finding that balance between the two. I think the opportunity here with the magnet seats being at 50%; often we do not have a partial that is 50%. It is usually lower than that. It creates more of a stabilized opportunity at this particular site.
- Autry:** How much is the education lottery contributing to this project? Never mind.
- Mitchell:** You might have some influence in 2017 to help us with that.
- Autry:** Thank you.
- Mumford:** One more item that is important and it deals with architecture of the building in portion of the building. See the curser; this is proposed to be the gym for the school. This elevation or this side of the building of the gym could be two-dimensional and just monolithic. We don't feel that is a great entry to this whole redevelopment along Hollyfield extension. We have had conversations with the schools about how could that elevation be articulated in a way that was better from a pedestrian feel standpoint. We don't have that detail, but that is important for us to come together and figure out how to really focus from a design standpoint on enhancing that part of the building. We are not proposing that the City has sway over the entire building architecture as an architectural viewpoint. That is a really important aspect, and even maybe the corner of the gym and entries and windows, just we don't know the answer, but we will be working toward that and hope to have that resolved in a timely fashion so we can bring that back on the 25<sup>th</sup>. But I will tell you the schools don't have the building fully designed; it's going to be a balance.
- Kinsey:** I think this is a great place for the school to begin with. I don't think it's a catalyst, we need Eastland. If it goes there, I would hope that that would be designed because we do request other people to design for the street, and I would hope that that is exactly what would be done there. I remember going to school where gymnasiums had these big windows. I think it is important whatever street it's facing that it address the street.
- Clark:** I was just going to add that we've had great success in public-private project partnerships and public-public partnerships in design of our buildings. Renaissance West being a recent public-private and building a school on the UNC-Charlotte campus where we had to fit into the landscape and architecture of a university campus, so we are very amenable and open and accustomed to letting others be a part of our design teams to create that win-win so just two recent examples within the last two years of where we have come to the table with the University and with a private entity to have input on the design of a building.
- Autry:** Is this a complete full-serving athletic field?

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- Clark:** This will have soccer and gymnasium space. It will not have a football field.
- Autry:** How many football fields are in the area?
- Clark:** We have Albemarle Road Middle, would be the home site for football and track. Everything else would be on site, soccer, volleyball, basketball and all the others.
- Autry:** Okay, thank you.
- Mumford:** Next are the next steps to finalize those transactions. It's not just the City Council that has to take action, this would go back to the County Commissioners as well to approve funding and then back again to the Board of Education. It's a lot of steps in the process. The proposal is to come back is, I think you all know, April 25 to the City Council for the sale and also on the 25<sup>th</sup>, should the Council approve the sale of the property, then you would also decide on the rezoning. There is no reason to rezone the property if the sale doesn't go through.
- Autry:** If there is no need to rezone the property if the sale does not go through, how does that affect the Google hut? Currently my understanding is the zoning of the property is all for surface parking conditional?
- Mumford:** That is correct.
- Autry:** If the rezoning does not continue or if the rezoning is not anticipated to move forward simply based on the sale of this property, how does that affect the construction of the Google hut?
- Mumford:** So, if I might, let me add something to that statement. The rezoning of the entire is 12 acres so some portion is. We would not have to rezone all of that, might have to look on a smaller portion of that as separate and bring it back to support the Google hut would probably be our recommendation. Otherwise, we have 12 acres that are zoned in a way that maybe you do not want them.
- Autry:** Okay. Is there a time constraint with Google about having to wait for another rezoning to be processed through?
- Reiger:** Google would tell you today that they needed to have access to that site yesterday because they are trying to work very quickly. They have been very flexible with us in diverting their resources to other parts of their build while this all gets worked out.
- Autry:** Thank you Mr. Chair.
- Mitchell:** You're welcome sir.
- Mumford:** Those are next steps related to the sale of the land. Ongoing, we will continue to site management, continue to work with the schools on developing what we discussed today, working with Google to make sure we understand that, any interim uses for this site that you think are appropriate so just the standard management of the site. We also want to begin a more robust infrastructure assessment. We've talked about a road with Hollyfield extension, supporting future development removal of some retaining walls, some grading, and the water retention. We want to look at the whole site and say "how might we be better prepared for future development if we do additional site work and any road infrastructure-what would the cost of that and scope of that be?" We just do not have that today. That would be helpful to us. We want to refine the development planning. What I mean by that is we talked about a conceptual plan, so should

the schools go, that's some certainty. We would then move to the park component and then have a much more robust public engagement process of, okay, with the remaining parcel and a relationship to these known quantity school green space, how might we best design. This then becomes more of a master planning or architecture and engaging the community based on those five principles that were developed and make sure that, then what we can take out to the private sector, we have some real context to it. We want to work through at that level, is the next step. Also take into consideration a market analysis. We don't have an updated market analysis of what could go there. If there was residential, there's a lot of discussion about no multi-family, no residential of a certain economic level. We want to know what the market would suggest could it bear. If the market says we want higher value properties, that's informative to how we might then direct an RFP to the development community. If market research says that is not in the cards for the next two years, then we would know that that would give us information of how to move forward. The market aspect is important, especially as we are seeing the movement from Plaza-Midwood up Central Avenue. There are market forces coming their way to the Eastland site that can be good, that can be bad and yes there is a gentrification component to this that we need to take into consideration. After that would be the sourcing private participation, private developers to put private money into redevelopment at the detailed level that we don't have today so that's broadly in our steps that we propose.

**Lyles:** I know you said the infrastructure but, as you are doing this, the work that is being done on the transit line for both the silver line as well as how we connect, can we include that, because we have had this discussion before. I do think, and I really think that it is always difficult to disagree with Ms. Kinsey because I just do not like to do that. When I think about the anchoring of this site and we talked about the school and we talked about the transit station, to me those are two big public investments that will drive. I love the park, but I think what's important is the eastside has great bones and great housing. We need the ability to move people fast in a reliable way downtown so that they have that certainty about when they buy a home, and all of us know that the first thing you ask a young couple that has kids what do you want, you say how do you buy your house, and have a great magnet and home school, will make families come, getting our traffic situation, so that they can come easily and reliably, I think are two great anchors.

**Kinsey:** Gold line.

**Lyles:** But they are also talking about the silver coming down and then the gold, meeting up, so let's keep working on that part of it to make that transit the other side of that really work.

**Autry:** A school would restrict the kinds of businesses that might take root there, would they not?

**Mumford:** The short answer is no. Maybe it should be yes. Technically yes but realistically no. There is a 400-foot dimension where you can't put certain uses and it ties in with the most recent outdoor dining.

**Autry:** Eating, drinking?

**Mumford:** Yes, so it is 400 feet to R4, really for residential use. This proposed rezoning is to R4, but if you take a 400, let me see if I can find, 400 feet is essentially the distance between this corner and right about here. If anything were impacted based on that 400-foot dimension, it would be a little bit there. This is not residential this is a school. The intent was to not have loud outdoor music, negatively impacting residences, but the rest of this development is not in that radius.

**Autry:** When I was thinking about eating, drinking, and entertainment establishments because we have a great establishment on the eastside called Letty's on Shamrock Road which is across the street from Shamrock Gardens Elementary. There are ways and mechanisms available to us to not restrict the kind of

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businesses that a lot of people are always saying that they want to see and want to have available to them because there is a school there.

**Mumford:** We do not see that that would prohibit viable, dynamic, vibrant development in that other part of the site.

**Autry:** Okay. Can you talk a little bit about what the fears for this school would be? Communities, neighborhoods, where do the children come from?

**Clark:** Well, they would come from that green transportation zone area and the relief would come from the current Albemarle Road Elementary and Middle, so those areas inside the circle would be for the home-school students. There's the elementary circle and all the other students would be coming from, and students leaving a dual language have an opportunity to go their home high school, they would have an opportunity to go to an international baccalaureate or to continue on to a high school oral languages, so they would have several different options, but there would be a home high school assignment since this is a K-8.

**Autry:** Alright. Thank you.

**Mitchell:** Staff, can we go back to the Rea Farms?

**Mumford:** Yes.

**Mitchell:** I'm going to be totally transparent, I had a lot of concerns about the economic opportunities at this site and talking to Councilman Autry, he was kind enough to say, "James if you have a concern, you ought to talk about more at your ED committee" so bear with me. I am caught between a rock and a hard place because I always want to be a collaborative team player. We have the County, the schools, and the City all working together for what I think is a great opportunity. Thank you Superintendent, because you definitely showed us the demands and over crowdedness, but as the ED guy, I want us to think in terms of ED and our responsibility to develop this site. You mentioned the 400-foot buffer so that leaves us about six to nine acres left. Let's just take this for example, is this all residential here at Rea Farms, or is there some mix?

**Mumford:** It's a mixed-use.

**Mitchell:** So it is mixed. So we have commercial, we have office, and we have homes. Okay.

**Lyles:** A lot of parking lots.

**Mitchell:** And a lot of parking lots.

**Lyles:** I'm just saying the commercial sites that fronts on Providence, you see that lot. That is supposed to be kind of a box.

**Mitchell:** I see the Eastland site being a great place for synergy, for people coming together, restaurants and so forth. Could we put an EpiCentre on the other 69 acres on the Eastland site with the school?

**Mumford:** Yes.

**Mitchell:** Let's say we have the school, so could we put an EpiCentre-like development?

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**Mumford:** There's not a restriction from a distance standpoint to do that. There is, I think, an economic restriction to do that.

**Mitchell:** Not from a development restriction?

**Mumford:** Correct.

**Mitchell:** Okay.

**Autry:** The City is open for business so if anybody is aware of any private investors that are interested, we have some excellent mechanisms and tools in our toolbox to help facilitate that investment and would love to talk with you.

**Mitchell:** I will say this John, I had a luncheon with some developers and they did say this, that we looking as too much in the silo, that this should not be an "or" at Eastland, it should be an "and". When you think in terms of "and" school and other developments, as opposed to trying to pick and choose what should go there. I'm going to yield to the Mayor because I know she has a commitment.

**Roberts:** Just in talking about whether a school is appropriate and what can happen right next to it, I always remind folks that we have five schools in the Uptown area in our business hub. We have Metro, Trinity, Charlotte Lab, First Ward and Irwin, five schools, right there within walking distance. Kids walk to all those things, the library. They walk to the museums from all those schools so clearly there is no impediment to them doing what they're doing to the economic activity happening, to the synergy coming there. People, who think about, it's kind of like the old cul-de-sac of the neighborhood, way isolated stuff. I think about schools way isolated out there, that's not the urban model. We've shown that it can work to have all that working together.

**Mitchell:** Thanks Mayor.

**Autry:** Mr. Chair, I will just refer you back to page three as you have those discussions with folks about redevelopment principles that have been adopted that's the process.

**Mitchell:** Okay.

**Lyles:** I would like to make a motion that we approve the actions that are included on (slide 23) as a recommendation to go forward to the April 25<sup>th</sup> Council Meeting, which is approve the sale of the 11 acres of the site, authorize the Manger to negotiate and execute the documents necessary, and to authorize a budget ordinance. You guys figured that out the best way to do it. I don't want to lock us in on how we do that. And also know that will require the rezoning decision to be an R4. Which comes back?

**Kimble:** Same night?

**Lyles:** So it will be on first?

**Kimble:** Your sale will be first.

**Lyles:** Sale a,b,c first, so I move that the ED Committee make the recommendations for those steps.

**VOTE:** *The motion was made by Mayor Pro Tem Lyles and seconded by Councilmember Eiselt. The vote was unanimous with Mayfield and Driggs being absent.*

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**Mitchell:** Okay the motion is on the floor and has been second. Any questions? All those in favor, raise your hand.

**Lyles:** Thank you.

**Mitchell:** Thank you Superintendent. Thank you so much to those who joined us today for the meeting. We have one more agenda item.

***Future Meeting Topics and April Schedule***

**Kimble:** Your next meeting is April 14<sup>th</sup>. We also have a meeting scheduled on April 28<sup>th</sup> but I know that might create some conflicts for some other folks. We will need to poll you and talk about what we would do, but we certainly will not have a sufficient number to meet on April 28<sup>th</sup> and we will be back to you on that.

**Mitchell:** Okay. Thank you all this concludes the ED Committee meeting.

Meeting adjourned at 1:25p.m.

**City Council**  
**Economic Development & Global Competitiveness Committee**

Wednesday, March 23, 2016 at Noon  
Room CH-14

Committee Members: James Mitchell, Chair  
Vi Lyles, Vice Chair  
Ed Driggs  
Julie Eiselt  
LaWana Mayfield

Staff Resource: Ron Kimble, Deputy City Manager

**AGENDA**

**I. Eastland Mall Redevelopment – 60 minutes**

*Staff: Ron Kimble, City Manager's Office & Patrick Mumford, Neighborhood & Business Services*  
*Guest: Ann Clark, Superintendent, Charlotte-Mecklenburg Schools (CMS)*

Action: On October 26, 2015, staff presented to City Council in a Dinner Briefing an update on the Eastland Mall redevelopment strategy. During the briefing, Council authorized staff to finalize a sales agreement with CMS for 11.4 acres and continue with the rezoning process for the property associated with the transaction. Today staff and a representative from Charlotte-Mecklenburg Schools will present the rationale for a school in this vicinity, the negotiated terms of a sales agreement for this site, and discuss next steps to finalize the agreement.

**II. Future Meeting Topics and April Schedule – 5 minutes**

*Staff: Ron Kimble, City Manager's Office*

Topics	Meeting Date	Lead Department
Eastland Mall Redevelopment	On-going as needed	Neighborhood & Business Services
Immigrant Integration Task Force Recommendations Updates	On-going as needed	Neighborhood & Business Services
Business Investment Grant Revisions	On-going as needed	Neighborhood & Business Services
High Growth Entrepreneur Strategy	On-going as needed	Neighborhood & Business Services
Charlotte Business INclusion Update	On-going as needed	Management & Financial Services
City Protocol Society	On-going as needed	Neighborhood & Business Services
Amateur Sports Development at Bojangles Coliseum/Ovens Auditorium	Future discussions (TBD)	Neighborhood & Business Services
Applied Innovation Corridor Strategy & Planning	Discussions (TBD)	Neighborhood & Business Services
Pearl Park	Discussions (TBD)	City Manager's Office
Talent Pipeline (apprenticeship and pre-apprenticeship)	Discussions (TBD)	Neighborhood & Business Services
Review of Regulatory Land Development User Fees	On-going as needed	Management & Financial Services
Local Hiring Initiative Using Anchor Institutions and Economic Inclusion (referred by CM Howard on 11-23-15)	Discussions (TBD)	Neighborhood & Business Services

**III. NEXT DATE: Thursday, April 14, 2016 at 12:00pm, Room CH-14**



## Overview of Eastland Parcel Sale

March 23, 2016



### History

- 2003: City Council adopted Eastland Area Plan
- 2012: City purchased 80 acres of mall property
- 2012: Charlotte EAST created Redevelopment Principles
- 2013: Completed demolition of mall structure
- 2013: Bond referendum approved for new school in the area
- 2014-2015: Partnership discussions (storm water, parks, civic, schools, developers)
- May 2015: Concept Plan, which included site for proposed school, presented to ED&GC Committee
- October 2015: Staff presented City Council with revised concept plan and authorized Staff to proceed with implementing concept
- December 2015: Concept Plan and update on CMS site negotiations presented to Mecklenburg County Board of County Commissioners

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## Redevelopment Principles



### 1. Enhance the Perceptions of the Eastland Area and East Charlotte

Attract visitors from other areas with unique opportunities for employment, housing, retail, cultural activities, entertainment, quality of life/wellness

### 2. Unify Local Communities

Provide retail and service amenities for local residents of all demographics (e.g., grocery store, coffee shop, bookstore, restaurants) - Build on existing trend of the East side's cultural diversity & international communities

### 3. Create Connectivity and Walkability for Surrounding Neighborhoods

Integrate development into the existing Central Avenue corridor - Promote connectivity to downtown by strengthening relationship to mass transit options - Increase safety through active streets

### 4. Take Advantage of Natural Features

Development of dedicated and flexible Open Space to include restoration and/or development of existing natural water feature to reinforce natural site connections, marketability and quality of life

### 5. Create Opportunity for Civic Development

Incorporate school, community center, athletic and recreation facilities, "Express Y"

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## Unique Opportunity

- Model for sustainable design
- Civic partnerships (school, park)
- Walkable, mixed use place making
- Integration of existing and future transit



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### Eastland Concept Plan



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### School Site



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## Community-Approved School in 2013 Bond Referendum

- School approved in 2013 bond referendum (\$30.38 million)
- New K-8 Magnet: Attendance zone and language immersion relief for Albemarle Road elementary and middle schools
- Expand capacity for the Spanish language immersion magnet program in CMS
- Attendance zone to provide much-needed relief for Albemarle Road elementary and middle schools and other nearby schools
- Magnet program adding seats to Spanish Language K-8s and will provide a closer location for student living in the Green transportation zone
- Project provides community a cost effective new school for less than the \$48 million cost of building separate elementary and middle schools



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## Capacity Utilization at Area Schools

	Total Number of Building Classrooms as of 2015-2016	Total Number of Mobiles as of 2015-2016	2011-2012 Total Membership	2012-2013 Total Membership	2013-2014 Total Membership	2014-2015 Total Membership	2015-2016 Total Membership	2015-2016 Capacity Utilization
Albemarle Road Elementary	42	36	1,020	1,077	1,202	1,333	1,131	151%
Albemarle Road Middle	50	8	1,017	1,116	1,152	1,198	1,112	125%
Hickory Grove	36	10 classrooms in Annex	958	1,004	1,008	1,007	738	119%
Idlewild	39	15	845	809	810	884	1,052	143%
JH Gunn	35	7	711	723	717	695	779	123%
*Lawrence Orr	55	0	N/A	N/A	N/A	N/A	689	93%
Windsor Park	36	11	830	893	891	912	866	149%
Winterfield	34	14	594	660	673	712	785	132%

\*Lawrence Orr opened in August 2015.



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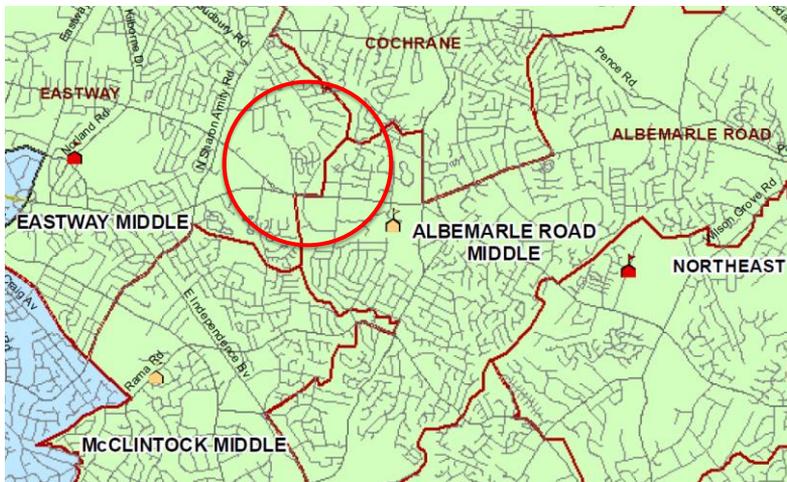
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# Current Albemarle Road Elementary Attendance Zones



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# Current Albemarle Road Middle Attendance Zones

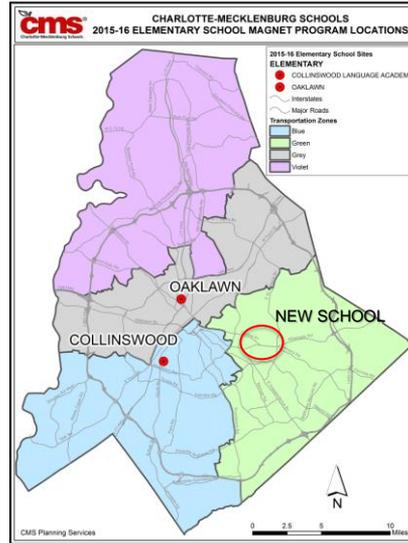


Every Child. Every Day. For a Better Tomorrow.



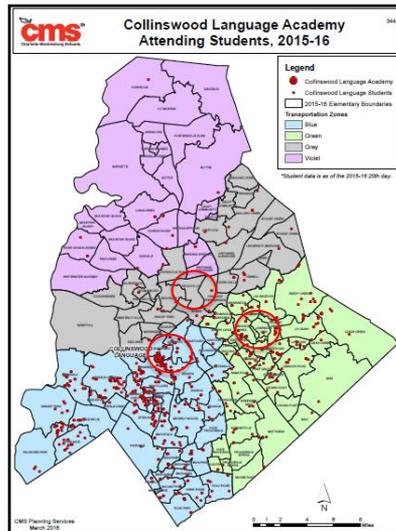
# Transportation Zone Map

- Collinswood currently serves the Blue and Green transportation zones
- Oaklawn serves the Grey and Violet transportation zones
- The new school will serve the Green Transportation Zone



# Collinswood Student Dot Map

- Collinswood currently serves 213 students from the Green Transportation Zone
- Collinswood currently serves 495 students from the Blue Transportation Zone
- Collinswood currently serves 49 students from the Grey and Violet transportation zones



## CMS' Proposed Site Plan at Rea Farms – approved by City Council in 2015



## New School - Dual Language and Home School

- 54 classrooms with gym and multi-purpose room, cafeteria and specialty classrooms for art, music and science
- Total students (estimated): 972 (100% capacity)
- Attendance boundary students: 486 (50% capacity)
- Magnet students: 486 (50% capacity)

\*Assumption: 18 students per classroom

## Dual-Language Research

- Dual-language students perform one grade level ahead regardless of subgroup in reading and math.
  - Well implemented dual-language programs close the achievement gap between all subgroups (\*ELL, EC, EDS, Hispanic and African-American).
  - Students in a dual-language program outperform their like peers in traditional school (English only).
  - Dual-language programs strongly counteract the negative impact of low \*SES on student achievement.
- V.P. Collier and W.P. Thomas. *Dual Language Education for a Transformed World* (2012)
  - ELL – English language learner
  - EC – Exceptional Children
  - EDS – Economically disadvantaged students
  - SES – Social Economic Status

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## Collinswood Dual Language Success

### Awards

- Magnet Schools of America School of Excellence (2016)
- Named second best Spanish-language school in the country by Spain's Ministry of Education (2012)
- Visiting International Staff School of the Year (2010)



## School Site



- Charlotte-Mecklenburg Board of Education (CMBE) offered to purchase 11.4 acres
- Purchase Price - \$650,000
- Contract Terms
  - Road improvements
  - Storm water management
  - Retaining walls
  - Site design
- K-8 School
  - Partial magnet
  - Dual language
  - Opening in August 2018

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## Road Improvements



- CMBE will contribute \$400,000 to planning, design, and construction of Hollyfield Drive extension
  - City will reimburse CMBE for costs exceeding \$400,000
  - Road designed to City standards
- CMBE will manage planning, design, and construction of improvements

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## Storm water Improvements



- CMBE will pay for and construct a temporary storm water detention facility on City-owned property adjacent to the school property
- CMBE will contribute \$80,000 to the City for access to a permanent storm water detention pond to be built in the future
  - CMBE contribution based on pro rata share of impervious acreage and will be paid once connected to the permanent facility

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## Retaining Walls



- CMBE will contribute up to \$488,300 for demolition and related work associated with removal of retaining wall (1) running along property boundary
  - The City will reimburse CMBE for associated costs overruns, if any, over and above CMBE contribution
- The City will reimburse CMBE for all related costs of removing separate retaining wall (2) on City-owned property
  - Estimated cost - \$51,500

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## Site Design



- The City and CMBE have agreed upon a site plan complementary to future redevelopment of the surrounding property
- Site plan will remain consistent with intent of Eastland Redevelopment conceptual plan
- Design guidelines, as part of the sales agreement, managed by joint team to review:
  - Future expansion
  - Site improvements
  - Relationship of building to Hollyfield Drive

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## Next Steps

- Finalize transaction and approve rezoning
- Site management and development (on-going)
- Schematic infrastructure assessment
- Refine (re)development planning: public engagement, design guidelines, market analysis
- Implementation through private participation

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Request for Council Action  
at April 25<sup>th</sup> Meeting

- Approve the sale of 11.4 acres of the former Eastland Mall site to the Charlotte-Mecklenburg Board of Education for \$650,000,
- Authorize the City Manager to negotiate and execute all documents necessary to complete the sale of the property, and
- Authorize a budget ordinance to appropriate sale proceeds for the City's portion of the Hollyfield Drive extension and removal of retaining walls
- Approve rezoning to R-4

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