



CHARLOTTE.

Advanced Planning Report
Comprehensive Neighborhood Improvement Program

Central/Albemarle/Shamrock



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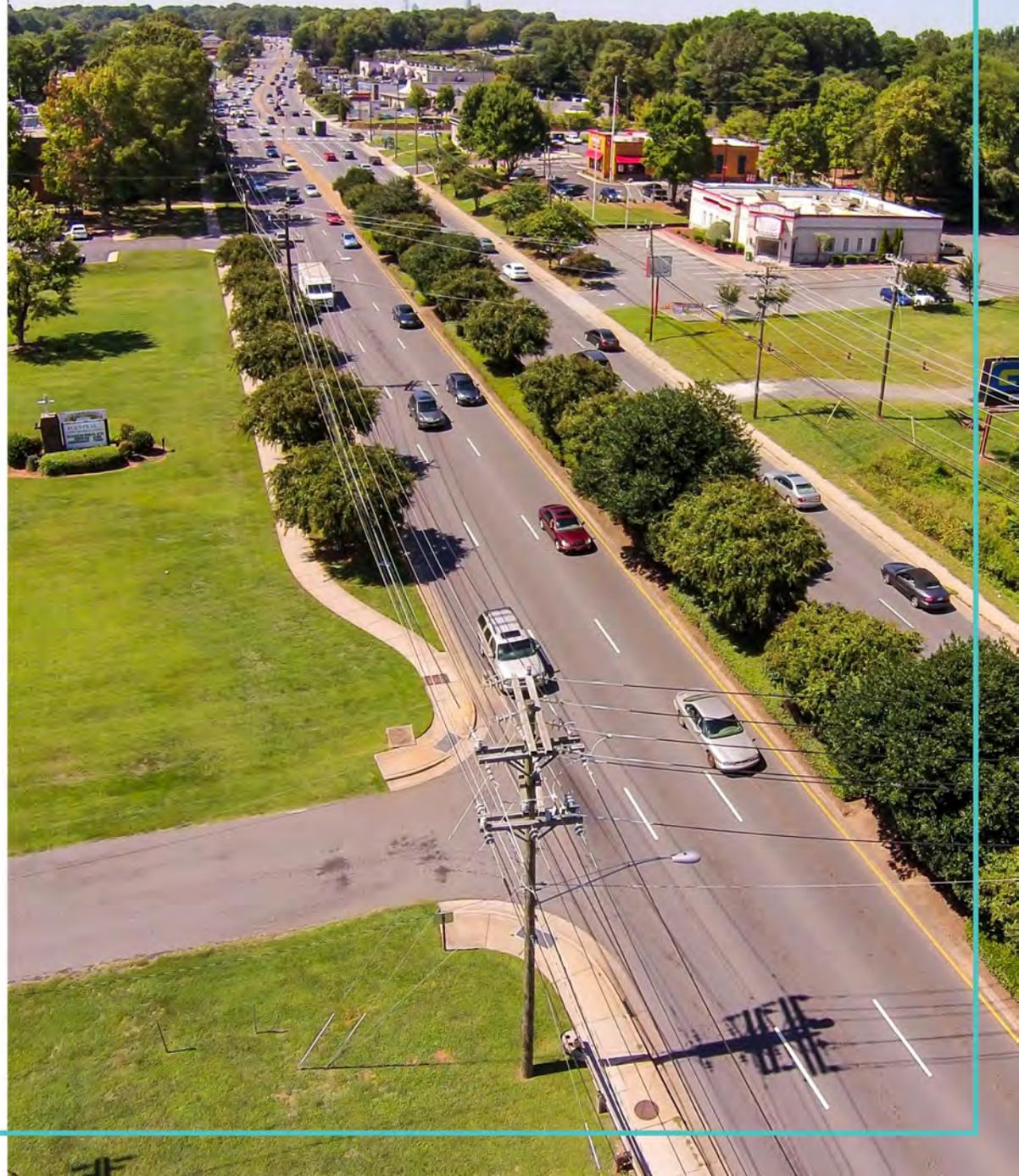


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Plan and Program Overview



PLAN AND PROGRAM OVERVIEW

For decades, the City of Charlotte has reinvested in its neighborhoods through the Neighborhood Improvement Program (NIP). The program focused on infrastructure improvements primarily on neighborhood streets including storm water, sidewalks and water/sewer projects for challenged and transitioning areas. In the summer of 2013, the City Council adopted the Community Investment Plan (CIP) which supports the growing community through long-range, impactful investments. The goals established by the plan place an emphasis on sustainability while focusing on:



-  **Livability** - addressing housing diversity, neighborhood improvements, and quality of life needs;
-  **Getting Around** - increasing connectivity through road projects and infrastructure improvements; and
-  **Job Growth** - promoting economic development, expansion and job creation.

In order to align the Neighborhood Improvement Program with the new plan, the program was expanded to take a wholistic approach and consider strategic investments across multi-neighborhood geographies. As a result, the Neighborhood Improvement Program was renamed the Comprehensive Neighborhood Improvement Program (CNIP) and study began on five areas. These areas are well-established but experiencing high growth. Better connectivity and redevelopment opportunities are crucial to provide a positive transformation for each neighborhood.



PLAN AND PROGRAM OVERVIEW

Map depicts the five CNIP areas. This planning report focuses on the eastside, specifically the Central/Albemarle/Shamrock (C/A/S) area.

Prosperity Village

Prosperity Village area with Eastfield Road and the Cabarrus County line to the north, Beard Road and Mallard Creek Road to the east, WT Harris Boulevard to the south and Old Statesville Road

Sunset/Beatties Ford Road

Multi-neighborhood area with Oakdale to the west, Irwin Creek to the east, Northlake to the north, and I-85 to the south.

West Trade/Rozzelles Ferry

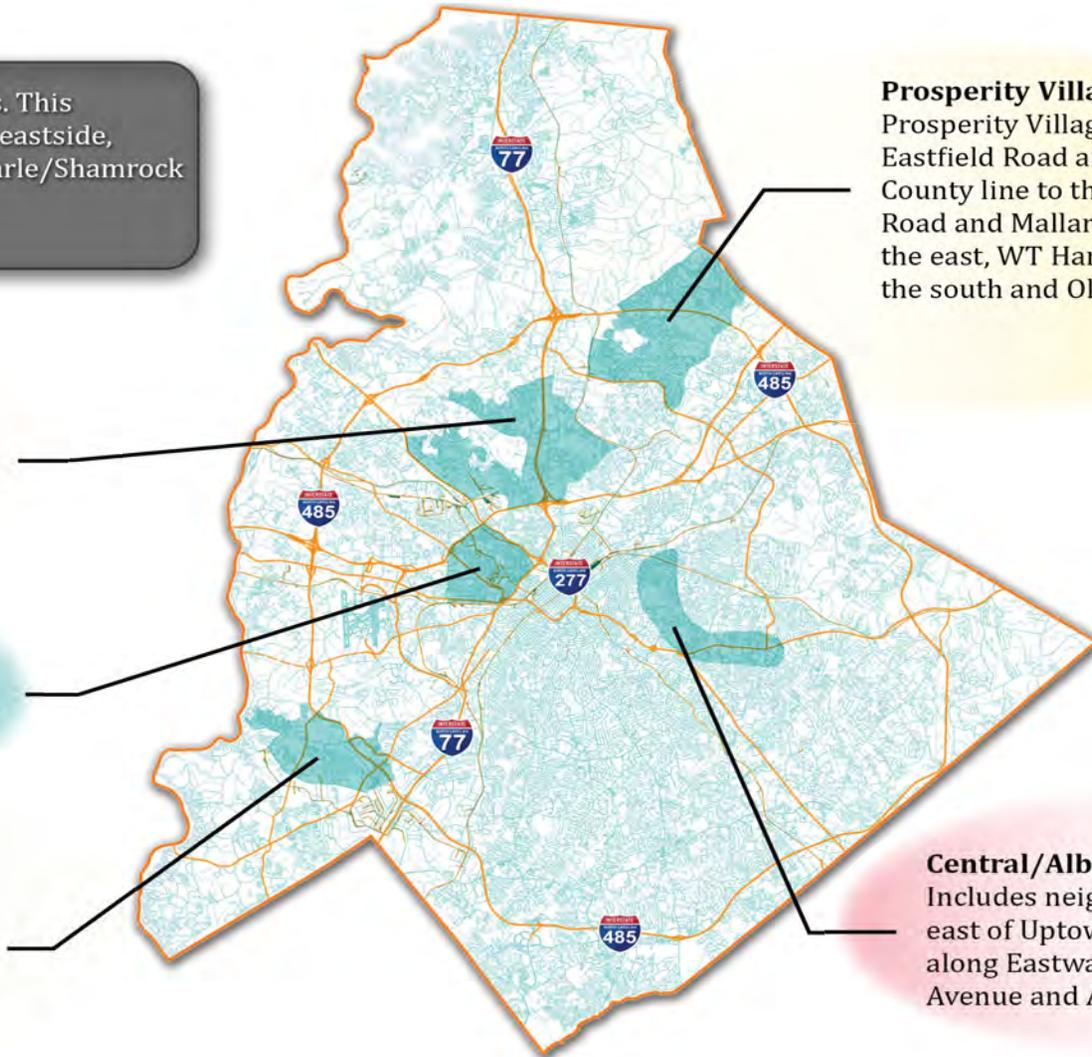
Includes the neighborhoods northwest of Uptown Charlotte, bounded by I-77, Morehead Street, Wilkinson Boulevard, Ashley Road, I-85, and Brookshire.

Whitehall/Ayrsley

Includes the neighborhoods surrounding the Ayrsley Town Center, Whitehall Corporate Park, and portions of the Berwick community.

Central/Albemarle/Shamrock

Includes neighborhoods to the east of Uptown, from The Plaza, along Eastway Drive, Central Avenue and Albemarle Road.



PLAN AND PROGRAM OVERVIEW

The **Community Investment Plan (CIP)** and the **Comprehensive Neighborhood Improvement Program (CNIP)** each established objectives aimed to support a growing community. By implementing these objectives, a catalyst for positive change will occur. Partnerships and coordination with other private and public projects will be an essential aspect of this plan.

CIP Objectives

- Leverage public and private investments
- Enhance transportation choices and mobility
- Provide integrated neighborhood improvements
- Create jobs and grow the tax base
- Ensure housing diversity
- Enhance public safety

CNIP Objectives

- Successful public/private partnerships that leverage investments and begin to catalyze change within the neighborhoods
- A well-connected network of streets, sidewalks, greenways, and bike lanes that link to and enhance existing community assets
- Better connections between neighborhoods and major employment, institutional, and retail areas
- Easy accessibility to transit and the larger regional network of street
- Enhanced engagement with residents in determining which investments meet the collective aspirations of the community
- Greater coordination with public safety, code enforcement, social services, and education

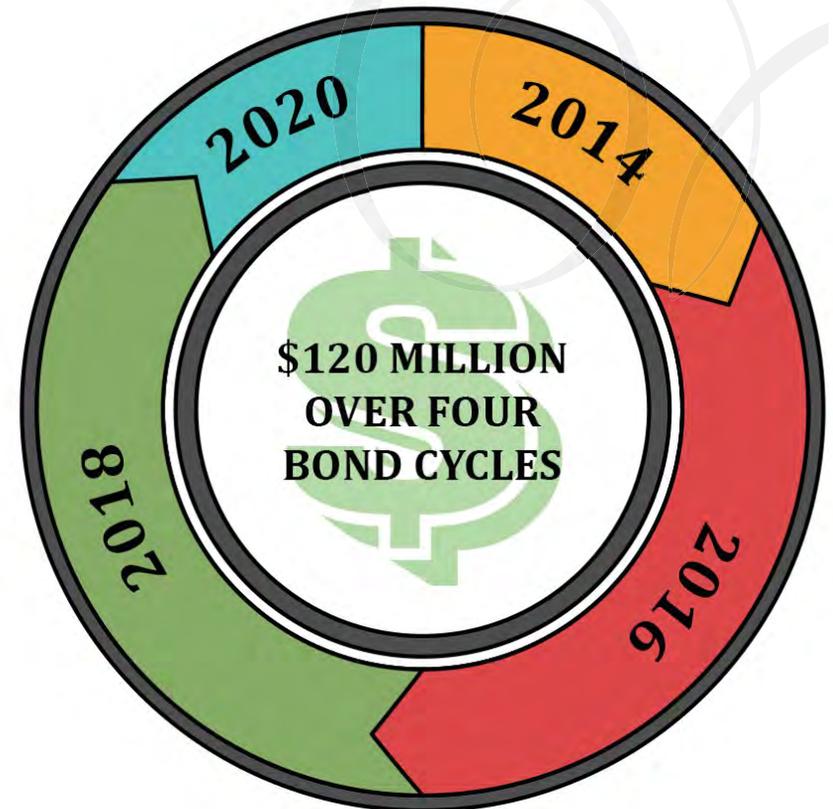


Program Funding

In June of 2014, \$816.4 million was approved by City Council for the Community Investment Plan (CIP) for infrastructure improvements. The improvements will focus on the goals to enhance Livability, Getting Around, and Job Growth to provide a positive change to the community. The City will fund various programs including the Comprehensive Neighborhood Improvement Program (CNIP) through the sale of bonds over four bond cycles.

It is anticipated that \$120 million will be generated from bond sales for comprehensive neighborhood improvements (\$20 million in 2014; \$40 million each in 2016 and 2018; and \$20 million in 2020).

The Central/Albemarle/Shamrock CNIP area is scheduled to receive \$20 million in funding over the course of these four bond cycles.



Purpose and Need



PURPOSE AND NEED

Background:

While the Eastside has many positive aspects like its diversity, affordable housing stock, and proximity to Uptown, there are challenges facing the area, including:

Apartment and Strip Development:

Over time, the Eastside has been inundated with commercial and apartment development. During public outreach, individuals voiced concern over the quality of these developments and the lack of landscaping.

“Maintaining and reinforcing the Eastside as an important, viable and attractive part of the community is critical to Charlotte’s long term economic health and vitality.”
-Eastside Strategy Plan

Aging Commercial Areas:

Evidence of declining retail properties is present throughout the Eastside. An increasing number of businesses in older shopping areas have either closed or moved to newer centers further out in the suburbs, leaving behind vacant stores and buildings. Second tiered businesses such as used car lots have moved into some vacant retail spaces, indicating a shift in market conditions. The closing of Eastland Mall after years of servicing the community has left area residents and business owners concerned about the future of the area surrounding the old mall site.

Aging commercial areas with large, poorly maintained parking lots and facades create an uninviting image of the Eastside.

Limited Employment Opportunities:

A few office and industrial centers exist on the Eastside, but in general the area does not have a significant employment base. Most Eastside residents commute outside of the area to work which represents an imbalance in the land development pattern of the area. This contributes to traffic congestion, and encourages significant cut-through traffic in small neighborhoods during peak hour rush.



PURPOSE AND NEED

Automobile-Oriented Transportation System: Like other parts of Charlotte, the Eastside is predominantly auto-oriented. While sidewalks exist along many of the area’s corridors, there are a number of roads that are not friendly to pedestrians or bicyclists. Crossing at major intersections such as those along Albemarle Road, Harris Boulevard, Central Avenue and Eastway Drive are particularly challenging. A fairly good public transportation system provides service along the major corridors and to the Uptown area, but lateral movement to Eastside locations is challenging for transit users.



Large intersections in the Central, Albemarle and Shamrock (C/A/S) area like those along Central Avenue are difficult for pedestrians and bicyclists to cross comfortably.

In recent years, infrastructure projects in the C/A/S area have included streetscape improvements to Central Avenue, infrastructure improvements to The Plaza and Pence Road, the crossing at Shamrock Gardens Elementary School, and several sidewalk projects. Generally, conditions recognized in the Eastside Strategy Plan are still present and are in need of infrastructure enhancements. Even the crossings at intersections along

Central Avenue, which were upgraded during the streetscape improvement project, are still difficult to navigate due to crossing distance and lack of refuge islands.

Community Appearance: When much of the growth on the East side occurred, there were few design standards in place to ensure that landscaping and screening were provided. Consequently, a number of the corridors have older, unattractive commercial strips. Through redevelopment, some areas have improved over time, but this is generally not the case. Little landscaping exists in the public right-of-way on the Eastside corridors as well, although landscaping has been provided at a number of intersections that have been widened through the years. Since the Eastside Strategy Plan, implementation of improved codes and standards ensure better results for new development. Many existing business owners have taken advantage of the Façade Grant Program. The program provides the opportunity to improve and update the appearance of their businesses. One example is the Four Seasons Plaza Shopping Center on the intersection of Albemarle Road and Farm Pond Lane. Besides these successes, the retail and business nodes along the corridor are in need of redevelopment and/or updates to the exteriors.



The Four Seasons shopping Center along Albemarle Road has taken advantage of the Facade Grant Program.



Source cited: Eastside Strategy Plan

PURPOSE AND NEED

Market Analysis: Needs and Opportunities

Market Opportunity Matrix Summarizing Demand Potential and Development Opportunities

Land Use	Current Situation	Key Area Strengths	Key Area Challenges	Est. Demand, 2011 - 2035	Level of Opportunity by Core		
					Farm Pond/ Executive Ctr.	Central & Eastway	Eastway & Shamrock
Office	CAS Area office market, and that of the east side overall, is very thin, with the study area lacking regional access and executive housing needed to attract office growth. Existing product is older and achieving modest rents.	Lack of local-serving offices indicates demand potential for study area (e.g. market can support more, but crime issues preventing from happening).	Lack of regional access and executive housing. Crime issues and lack of place/ sense of location also temper office potential	Potentially up to 100,000 SF of local-serving and regional-serving office	XX	XX	X
Retail	Area retail performing moderately well, with most uses being local-serving, convenience retail uses such as grocery stores, drug stores, and discount retailers (e.g. Walmart, Family Dollar). Retail rents are very low and most multitenant space is outdated, with newer space being largely user-built.	Lack of major retailers in the area (unmet demand potential) and a large population base in and around the study area. Fallout from Independence all helps.	Crime issue is most significant as well as a lack of major intersections, with only around four in the study area.	Around 375,000 SF of demand today, growing to more than 500,000 by 2035. Well over half of demand is for bigger box store types.	X	XX	X
Rental Apartments	As with other uses, product in the study area is relatively old and comprised of older, more modest product. Rents are well below average although occupancies are strong, fueled by foreign-born populations attracted to the affordable rents and large floorplans typical of 70s and 80s product.	Convenience retail, solid transit access and relatively solid proximity to Center City all enhance attractiveness of rental product. New product also delivering just intown from study area.	Crime issue along Albemarle Road, particularly between apartments and adjacent retail. Rents also so low that new market-rate construction is challenging. Eastway/ Central stronger for apartments.	1,377 units	X	XXX	X
For-Sale Town-houses	Very limited amount of product in the study area, with most eastside product being further out (moderately-priced product) or closer into town (more expensive product).	Convenience retail and solid transit access. Intown revitalization positively impacting Western portions of study area	Lack of an orientation (parks, greenways) to create value. Low single-family home prices temper potential in the area. Crime perception an issue.	387 units	X	XX	X
For-Sale Single-Family	Very low home prices and limited land supply temper potential for single-family homes. Greater potential closer to and West of Eastway, where prices are higher.	Convenience retail and solid transit access. Intown revitalization positively impacting Western portions of study area.	Lack of parks and open space, crime issues and stale, outdated commercial create sense of disinvestment.	451 units	X	X	XX

During the early stages of this study, a market analysis was performed that yielded insight to existing conditions and land uses. The table indicates office, retail, and residential land uses.

The key below further describes the current conditions, strengths and challenges in the C/A/S CNIP .



Crime/perception of crime is a major challenge.



Transit is a positive aspect and better access to LRT will improve regional access.

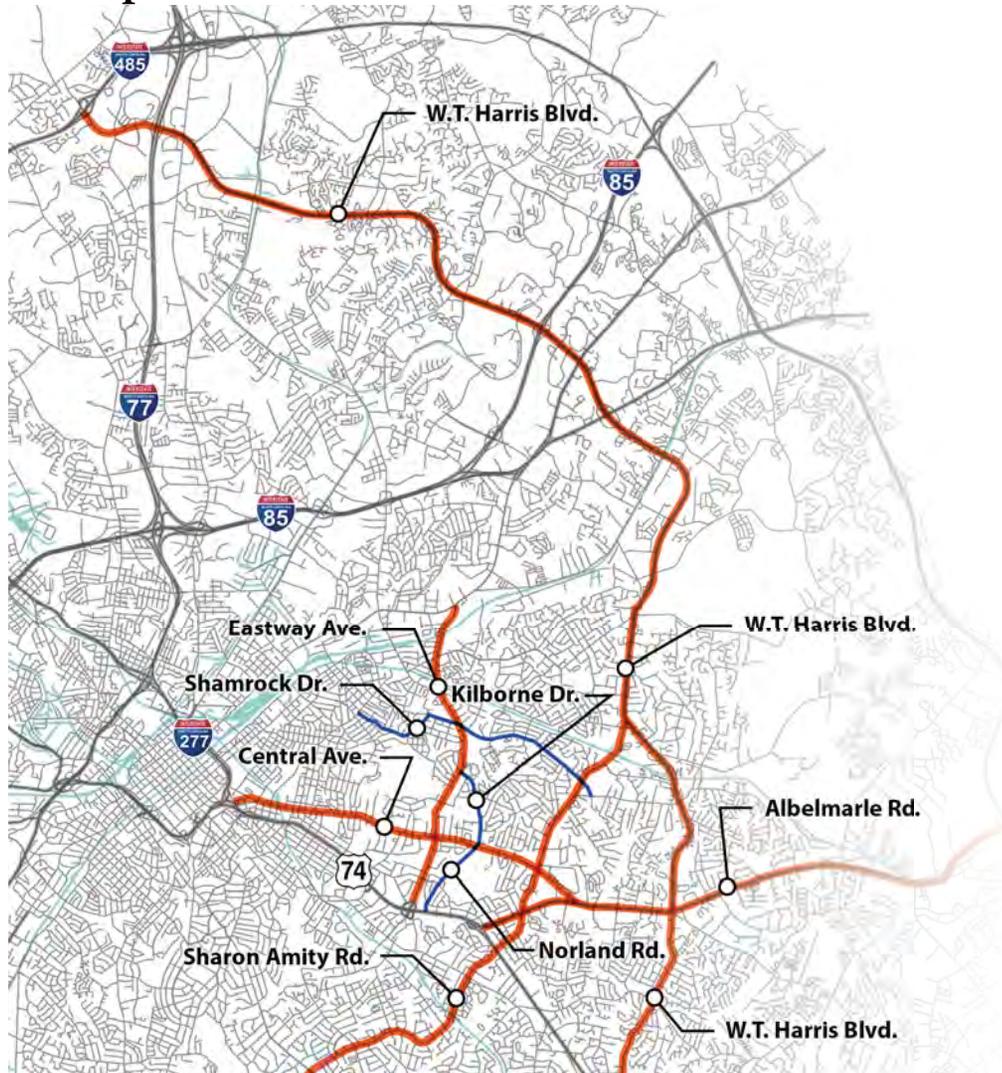


Stage set for job growth and large population. But lack of retail and offices; and redevelopment in adjacent areas.

Note: Opportunity by Core Rating: 'X' represents a limited opportunity, 'XX' represents a moderate opportunity, 'XXX' a solid opportunity, and 'XXXX' a strong opportunity.

PURPOSE AND NEED

Transportation



The transportation network, shown to the left, is anchored by several major thoroughfares like Central Avenue, Albemarle Road, Eastway Drive, Harris Boulevard and Sharon Amity Road. These are supported by minor thoroughfares and collector streets like Shamrock Drive, Norland Road and Kilborne Drive that connect local streets and neighborhoods to retail, schools and employment centers.

Generally, the road network operates with acceptable levels of service during off-peak hours. During peak hours, high levels of congestion occur where an influx of commuters use the thoroughfares to travel to places of business. Routes like Central Avenue and Albemarle Road, used by commuters who live outside the area, are especially congested. The transportation network adequately serves automobile users, however corridors do not generally support other users and thus limit transportation choices. This only adds strain to the network that could be mitigated if other options were available.

Additionally, where sidewalk exists, all too often, there are significant sections that are deteriorating and too narrow with little or no buffer to vehicle travel lanes. Utilities can be found in the sidewalk (i.e. poles), further reducing the width, and in most cases they are poorly illuminated. Crossings at intersections are challenging because many are poorly marked, have long crossing distances, and lack pedestrian crossing signals. Some intersection crossings that have been upgraded are still absent of refuge islands and proper alignment of wheelchair ramps.



PURPOSE AND NEED

While the future Briar Creek Greenway and Campbell Creek Greenway are being planned, greenways are lacking through the study area, further limiting the pedestrian network. In addition to enhancing the transportation network, greenways offer even greater benefits from a quality of life perspective. They provide opportunities to preserve natural areas of the community and ways for residents to enjoy nature while providing alternative means to get from place to place.

The transit network is a bright spot for the C/A/S area. Central Avenue has the highest ridership numbers of any thoroughfare in the City. With the extension of the LYNX Gold Line to the old Eastland Mall site, ridership numbers should continue to climb. If the Gold Line, also known as the Streetcar, continues to be funded and becomes a reality, it is anticipated to transform the surrounding area and serve as a catalyst for significant redevelopment.



Executive Summary



EXECUTIVE SUMMARY

The advanced planning process was developed to discover and recommend transformative projects that meet the vision of the CNIP. In order to identify as many potential projects as possible, a multi-tiered plan was set-in-motion, comprising of public outreach, market analysis, and review of previous studies and plans. The outreach included a series of public meetings, business and neighborhood focus groups, stakeholder interviews, web surveys as well as follow up meetings to draw upon knowledge of residents, business owners, land owners and governmental officials. While much of this outreach did not result in a significant number of new projects, the information gathered helped guide the project selection and confirmed many ideas the team had previously captured.



EXECUTIVE SUMMARY

The team refined the project list developing conceptual cost for twenty-seven potential projects, reviewing potential timing relative to the bond cycle and other area development (both public and private), and considering bundling of projects to create a strong outcome. Additionally, meetings were held with Mecklenburg County and business leaders to further solidify partnering discussions.

Project	\$
<i>Shamrock Drive Complete Street Upgrade (Plaza to Eastway)</i>	\$9m
<i>Campbell Creek Greenway Connection/Albemarle Road</i>	\$5m
<i>Eastway/Shamrock Intersection Re-Design</i>	\$13m total (\$2m)
<i>Old Potter Road Trail:</i>	\$5.5m
<i>-Norland/Evergreen Upgrade</i>	
<i>-Central/Kilborne/Norland Intersection</i>	
<i>-Kilborne Upgrade</i>	
<i>Shamrock/Plaza/Matheson Intersection(s) Re-Design Study</i>	\$100k (\$5.6m)
<i>Briar Creek Greenway Connection/Eastway Drive</i>	\$3.3m
<i>Merry Oaks/Kilborne Bike and Pedestrian Network</i>	\$3.2m
<i>Eastway Drive Streetscape and Pedestrian Improvements Study</i>	\$5.1m
<i>Pocket Parks (two identified locations: Eastway/Central and Central/Kilborne)</i>	\$1.5m

Note: The total in parenthesis indicates the total construction cost once the study phase has been completed.



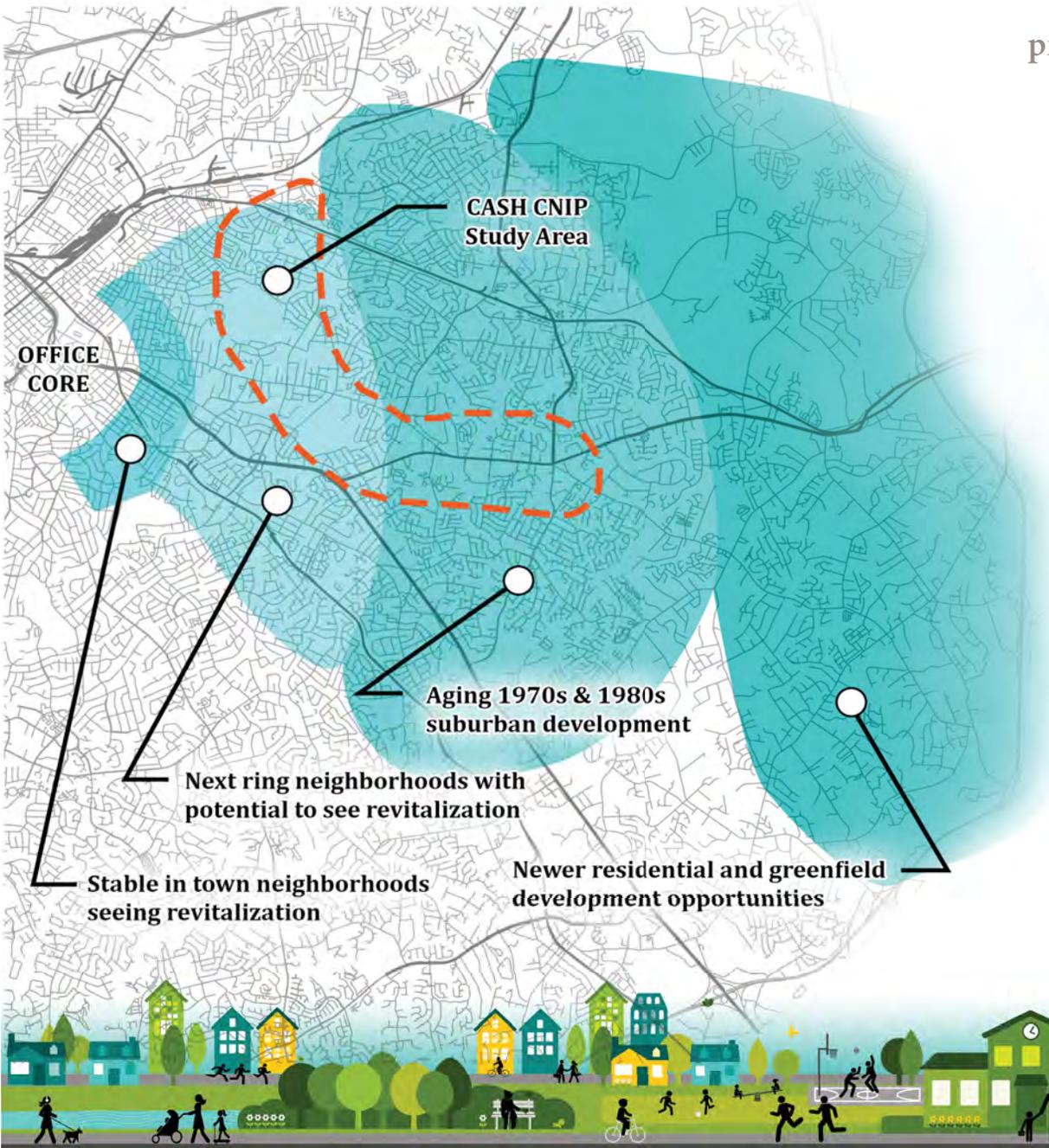
The projects were presented to key business executives to receive feedback and buy-in and a Community Recommendations Meeting was held to present the selected projects to the public.

The table to the left represents the recommended projects chosen for their potential to transform the C/A/S area, totaling an estimated amount of \$23 million in infrastructure improvements.



PROJECT IDENTIFICATION

project identification through...
Market Analysis



Furthering the research into the market analysis, it was concluded the C/A/S study area is currently undergoing a transition that is resulting into stagnant growth.

The study area is located in between neighborhoods experiencing potential revitalization and aging suburban areas. Rent and prices remain static as retail falters. Lack of major investments such as parks and greenways fail to help retain value over time. These areas neither benefit from the character and convenience of urban areas and older suburbs, nor do they benefit from being adjacent to greenfield areas.

PROJECT IDENTIFICATION

project identification through....
Market Analysis

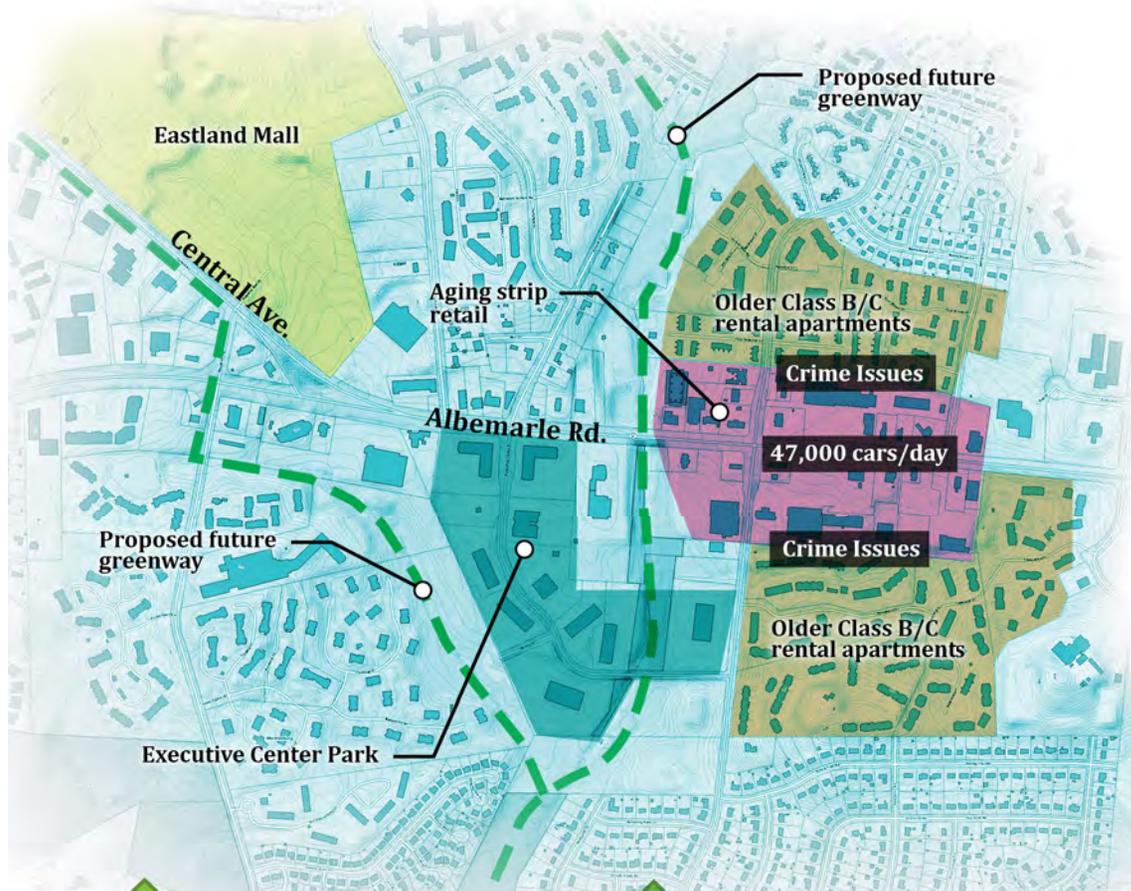
Strengths, Challenges and Opportunities were identified, helping to frame a potential project list through these key insights.

Key Strengths	Key Challenges	Key Opportunities
<ul style="list-style-type: none"> •The study area has roads with traffic volumes supportive of new retail development; •Aside from the Eastway/Central core and the new Walmart being developed in the study area, there is a lack of quality retail nearby, representing an opportunity for development; •Western portions of the C/A/S area are close to already revitalized neighborhoods; •There is a lack of local-serving office uses in the study area which, if investments occur in the area, could represent potential opportunities; •Retail could benefit from ethnic diversity in the area; •The Eastland Mall site is one of the larger undeveloped tracts of land located within the city center. 	<ul style="list-style-type: none"> •Crime, and the perception thereof, creates a negative cloud over much of the study area; •A number of rental apartment communities have become known as crime havens and are impacting surrounding land uses; •Retail in much of the study area is of limited quality and suffers from deferred maintenance and investment; •Eastland Mall's plight is well known and also contributes to a poor perception of the study area; •The area lacks significant office uses, as does much of East Charlotte, with demand remaining very low to date; •Home prices in the study area are quite affordable, tempering demand for townhouses, condos and other price-alternative products; •Overall the area lacks significant parks and greenways to date. 	<ul style="list-style-type: none"> •Address crime and enhance quality of life in the study area by increasing law enforcement visibility in critical locations •Identify development partnering opportunities for key properties in the area. •Utilize the Eastland Mall site in a manner that creates value on-site and beyond. This could potentially be a great partnering opportunity with the Eastland Mall team.

PROJECT IDENTIFICATION

project identification through....
Market Analysis

Key staff familiar with the area held an initial meeting to discuss the major areas in need of a catalytic change. The three areas identified, Farm Pond/Executive Center, Central & Eastway and Eastway & Shamrock, were also confirmed by the market analysis as areas that should be of focus.



Farm Pond/Executive Center (requires assistance for redevelopment to occur):

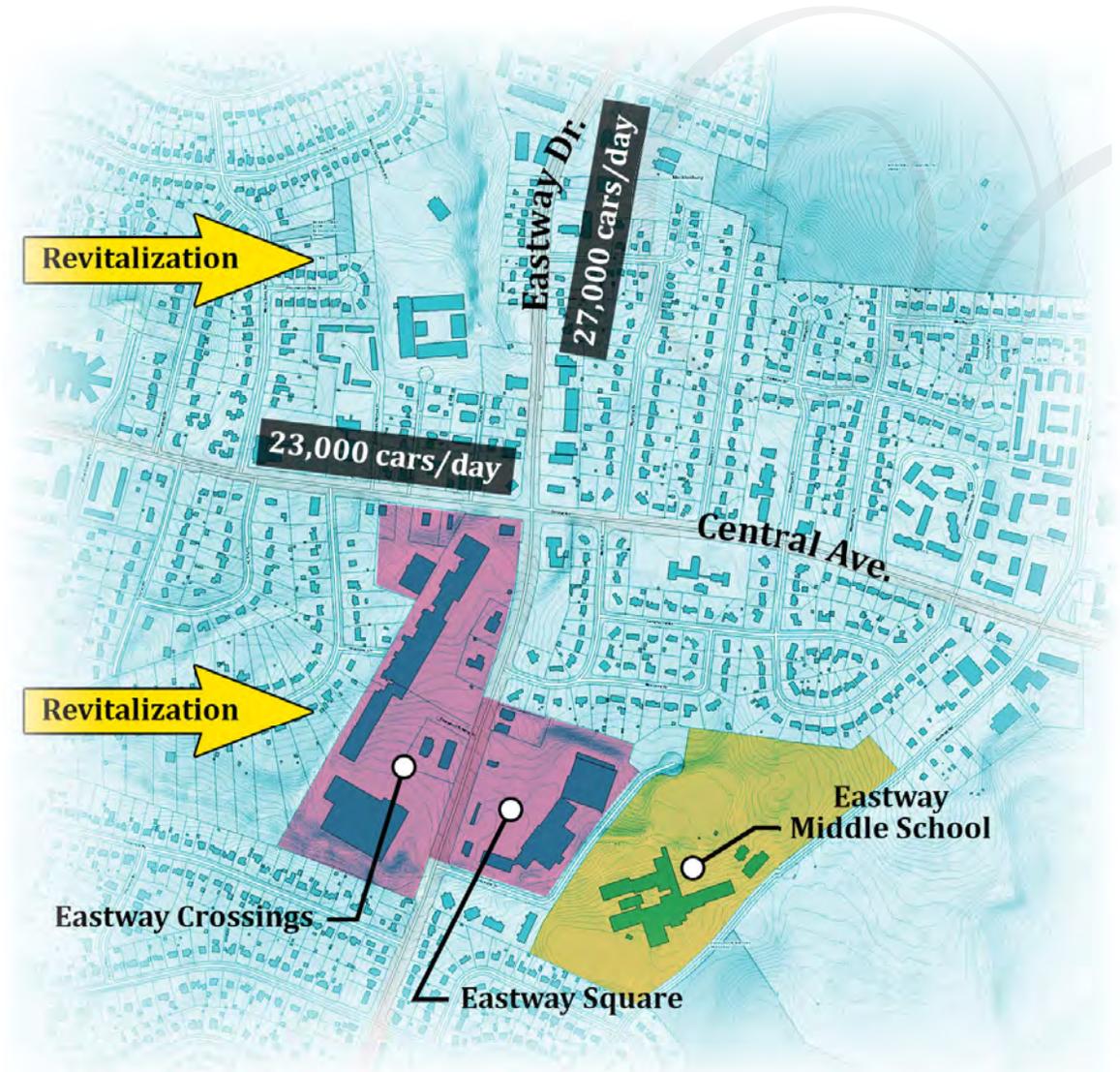
- Largely built-out and rent/lease rates unable to support market-rate redevelopment
- Crime issues highest in the study area with a significant perception of crime
- Executive Center Park is the only office development located in this area
- Planned future greenway will be located in this area
- Could be positively impacted by Eastland Mall redevelopment
- Focus on: addressing crime issues and creating value in the area.



PROJECT IDENTIFICATION

project identification through....
Market Analysis

- Central & Eastway**
 (greatest redevelopment potential):
- Relatively stable area with low-crime and solid neighborhoods nearby
 - Two shopping centers to the south, while not well-located, are functioning well
 - Intown influence in character is approaching the intersection
 - Solid traffic volumes support retail, but the area lacks redevelopment opportunities
 - Focus on: pulling intown revitalization to and beyond Eastway Drive.



PROJECT IDENTIFICATION

project identification through....
Market Analysis

Eastway & Shamrock

(A challenging area for redevelopment potential):

- Less commercial area with relatively affordable housing
- Generally good traffic volumes for retail, although grocery stores located just north/west
- Major institutional uses control land, but land swaps are a possibility
- Close to LYNX Blue Line Extension, creating opportunities and potential competition



PROJECT IDENTIFICATION

project identification through...
Public Outreach

Public outreach played a significant role in identifying and confirming potential projects in the study area. The C/A/S team created a robust plan that included three public meetings, thirty-four stakeholder interviews, two focus group meetings with business leaders and community leaders, and an opportunity to provide additional feedback through online surveys.



GIFT \$25 CARD
 Receive a gift card for your participation.

Come in WE'RE OPEN

Join the Conversation
 You're invited to participate in a focus group regarding the City Comprehensive Neighborhood Improvement Project (CNIP) in the Shamrock community. You've been identified as an active businr Charlotte and we need your feedback. Please RSVP for this focu neph@pridecommunications.net or calling 704.37

SAVE THE Business Leader Forum
 Tuesday, January 13, 2015
 5:30 p.m. - 7:30 p.m.
 @Hickory Grove
 5935 Hickory Grove Lane
 Food and refreshments

How can we work together to improve YOUR community?
Let's Talk.
 Community Meeting
 April 30, 2015 • Drop In 6 - 8 p.m.
 Follow-Up Workshop
 June 4, 2015 • 6 p.m.
 Midwood International & Cultural Center
 1817 Central Avenue, Charlotte, NC 28205

The City of Charlotte is investing in Charlotte's Eastside through its Comprehensive Neighborhood Improvement Program. Join us at these community meetings to help identify improvenen projects in the **Central/Albemarle/Shamrock** corridors and surrounding neighborhoods (see map). If you live, work, or play in these areas we want to hear what's important to you.

It's your Eastside Story. Help us write the next chapter!

Central / Albemarle / Shamrock
 CharlotteFuture.com/CNIP
 Contact: Mark Grimshaw, 704-619-4333 or
 Tracy Newsome, 704-353-0778

CNIP Community Meeting Survey
 1. How did you hear about the Community Meeting? (mailer, yard sign, website, email, neighbor/friend) *mailer*
 2. Did you like the meeting format? Yes or No
 3. Was the location convenient? Yes or No
 4. Was the material presented helpful/informative? Yes or No
 5. Were your questions answered to your satisfaction?
 6. Any additional comments?
Great event, informative very helpful staff!
 Thank you for attending tonight's meeting.

PROJECT IDENTIFICATION

project identification through....

Public Outreach

Over **34** stakeholder interviews were conducted with different organizations, neighborhood leaders, business owners and developers around the Charlotte area. These interviews helped identify key themes for each focus area.



What they said...

What we asked....

As a small business, what do you see as opportunities for the East side?

In what ways would you like to see your neighborhood improve in the next five to ten years?

What do you consider the top three assets of your location?

In general, what would you say is the perception of the East side?

What is your neighborhood missing?



GOOD STREET NETWORK
SCHOOLS ARE GOOD, BUT **PERCEPTION IS DIFFERENT**

BETTER ACCESS TO GREEN SPACES, PARKS AND RECREATIONAL AREAS

PERCEIVED AS **UNSAFE/ HIGH CRIME AREA.**
MORE EMPHASIS ON **THOROUGHFARES**

GOOD HOUSING STOCK

GOOD DIVERSITY OF CENTRAL AVENUE'S
LOCALLY-OWNED BUSINESSES

BETTER CONNECTIONS FROM
NEIGHBORHOODS TO RETAIL/RESTAURANTS

IMPROVING CORRIDORS WILL HELP THE
RESIDENTIAL AREAS

MORE BUSINESS GROWTH/EMPLOYMENT

STRONG NEIGHBORHOODS/ASSOCIATIONS

NOT VERY WALKABLE

BETTER PEDESTRIAN CROSSINGS

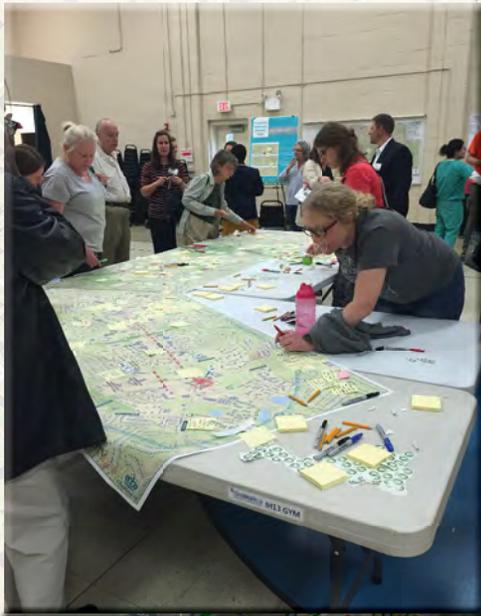


PROJECT IDENTIFICATION

project identification through...
Public Outreach

PUBLIC MEETING

In the beginning stages of the public outreach, the team organized the first community meeting to gather as much information about the study area as possible. Approximately 200 citizens provided the team valuable feedback through hand written comments on maps that contained a few projects previously identified. The citizens also voted on themes, identified where they lived, worked and played, and provided additional comments on what the team was missing from initial evaluations.



Categories of potential projects



Intersection Improvements:
 Improve pedestrian crossings, turn lanes, redesign to enhance functionality and safety.



Pedestrian Circulation:
 Crosswalks, sidewalks.



Community Identity: Art in public right-of-way.



Street Connections:
 Street-to-street and street-to-existing destinations.



Parks/Greenway and Trails: Access to existing parks, new parks.



Streetscape Improvements:
 Street trees, benches, garbage cans, lighting.



Bike Facilities:
 Bike lanes, bike parking, bike trails.



PROJECT IDENTIFICATION

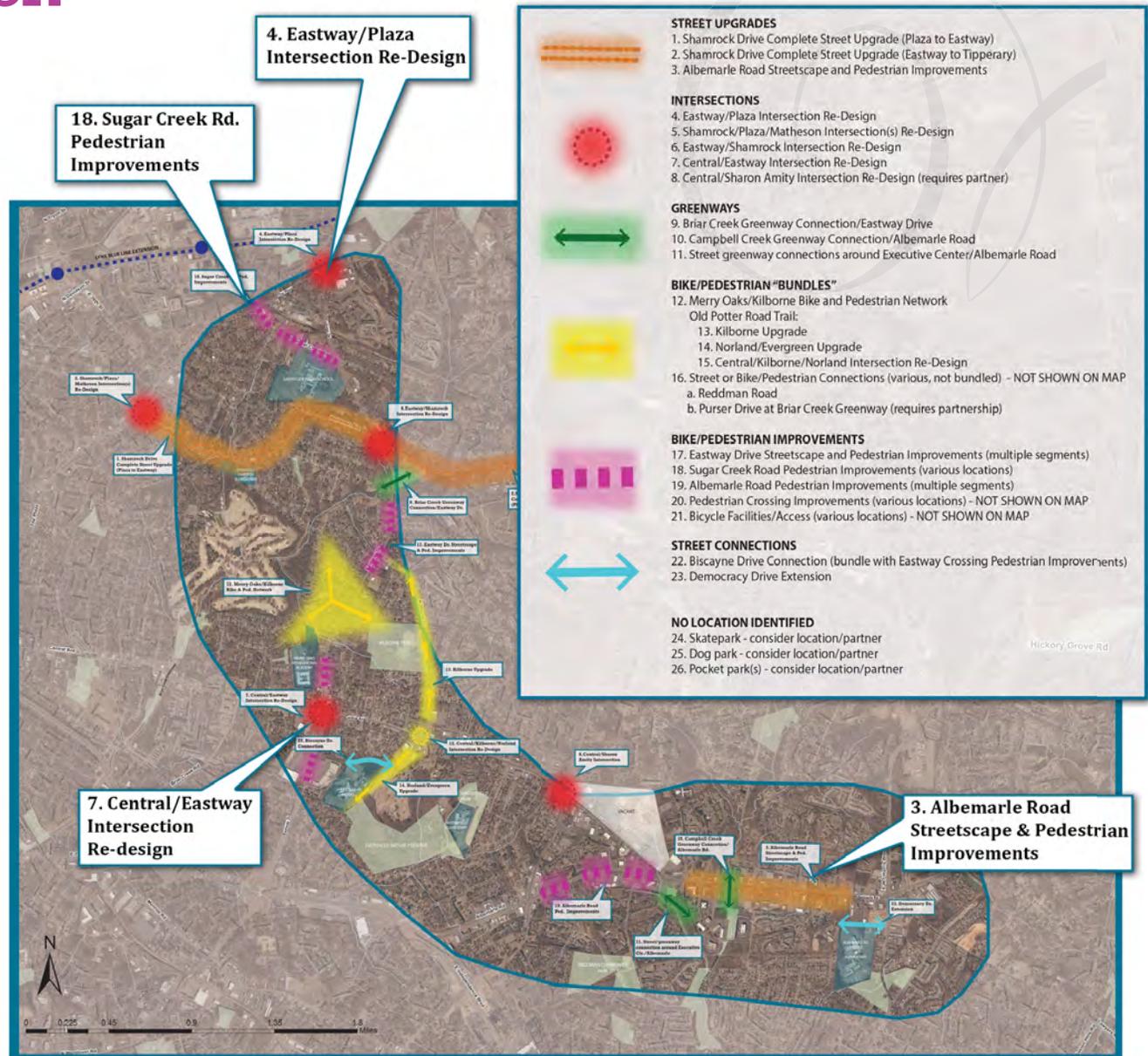
project identification through... **Public Outreach**

PUBLIC MEETING

The team evaluated the information gathered during the first public meeting. This consisted of stake holder interviews and focus groups.

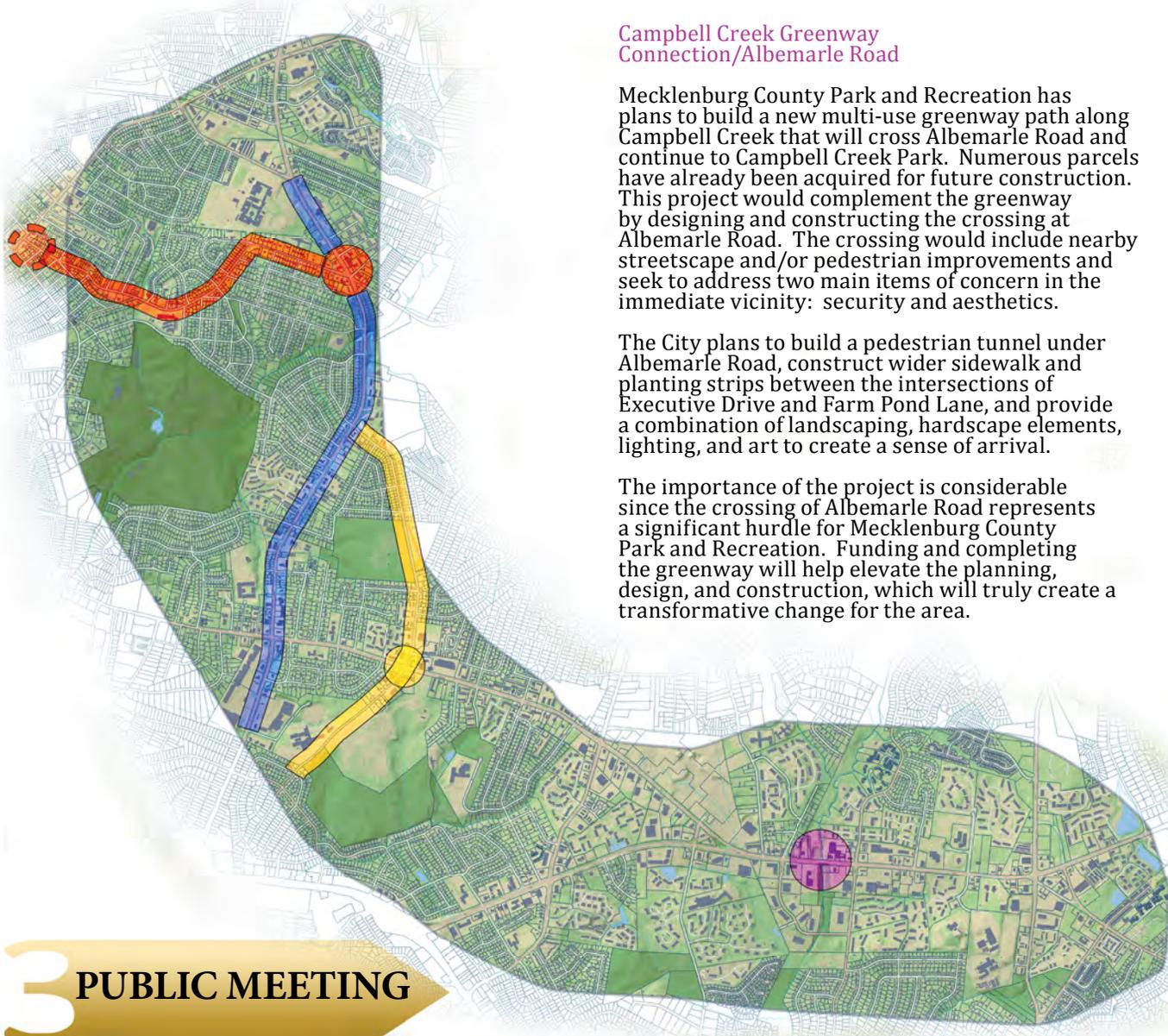
After preliminary ranking meetings, the draft list of 26 potential projects was created and presented to the public during the second public meeting. The list was showcased in the map shown to the right to illustrate the location and description of each potential project. At the end of the presentation, the public had the opportunity to comment on the potential projects.

These projects have been best identified to enhance existing places, to create better linkage between neighborhoods and to create mobility through the CNIP area and beyond.



PROJECT IDENTIFICATION

project identification through.... **Public Outreach**



Campbell Creek Greenway Connection/Albemarle Road

Mecklenburg County Park and Recreation has plans to build a new multi-use greenway path along Campbell Creek that will cross Albemarle Road and continue to Campbell Creek Park. Numerous parcels have already been acquired for future construction. This project would complement the greenway by designing and constructing the crossing at Albemarle Road. The crossing would include nearby streetscape and/or pedestrian improvements and seek to address two main items of concern in the immediate vicinity: security and aesthetics.

The City plans to build a pedestrian tunnel under Albemarle Road, construct wider sidewalk and planting strips between the intersections of Executive Drive and Farm Pond Lane, and provide a combination of landscaping, hardscape elements, lighting, and art to create a sense of arrival.

The importance of the project is considerable since the crossing of Albemarle Road represents a significant hurdle for Mecklenburg County Park and Recreation. Funding and completing the greenway will help elevate the planning, design, and construction, which will truly create a transformative change for the area.

At the final community meeting, the seven concluding projects were presented on boards to the public. Some of the projects were stand-alone projects and funded only for study, while others are turnkey through construction. Generally, the projects were well received by the 52 citizens in attendance.

Shamrock Drive Complete Street Upgrade (Phase I - Plaza to Eastway)

This project will widen Shamrock to create a “complete street” to better serve bicyclists, pedestrians, motorists, and adjacent neighborhoods. The project will include turn lanes, sidewalks, bike lanes, and crossings to help create a better bike/pedestrian connection between Eastway and The Plaza and eventually to NoDa and the CATS’ Blue Line Light Rail.

Shamrock/Plaza/Matheson Intersections Study

Intersection planning study to determine how these intersections can better connect the neighborhoods on either side of The Plaza, potentially creating easier access to shopping along the corridor and into NoDa.

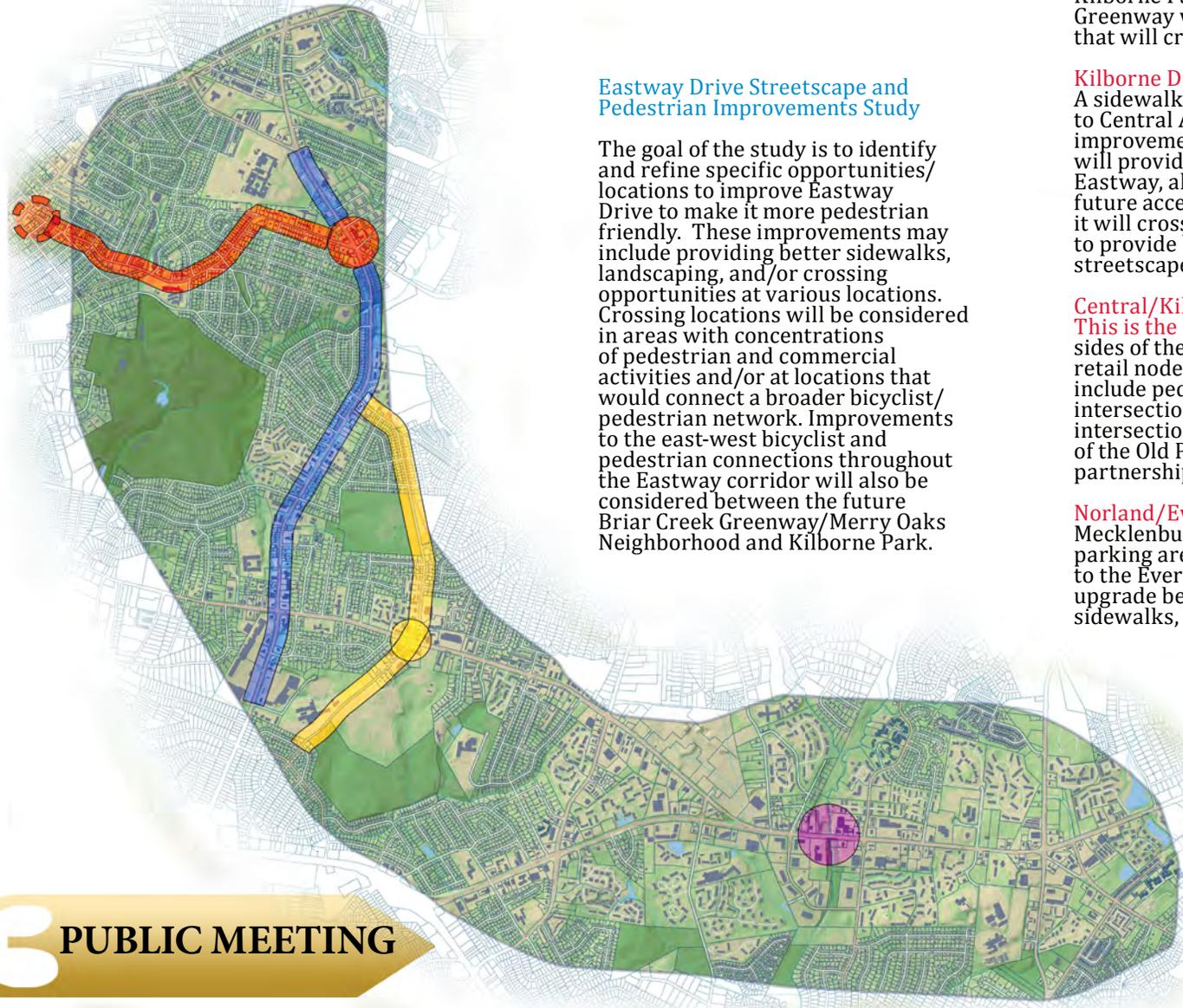
Eastway/Shamrock Intersection Re-Design

Potential project would re-design the intersection to better serve motorists, bicyclists, and pedestrians. This is a potential NCDOT project - City would partner for a portion of this intersection project.

PUBLIC MEETING

PROJECT IDENTIFICATION

project identification through....
Public Outreach



Eastway Drive Streetscape and Pedestrian Improvements Study

The goal of the study is to identify and refine specific opportunities/locations to improve Eastway Drive to make it more pedestrian friendly. These improvements may include providing better sidewalks, landscaping, and/or crossing opportunities at various locations. Crossing locations will be considered in areas with concentrations of pedestrian and commercial activities and/or at locations that would connect a broader bicyclist/pedestrian network. Improvements to the east-west bicyclist and pedestrian connections throughout the Eastway corridor will also be considered between the future Briar Creek Greenway/Merry Oaks Neighborhood and Kilborne Park.

Old Potter Road Trail

This project consists of several sections of improvements that would connect the Evergreen Nature Preserve to Kilborne Park and, eventually, the Future Briar Creek Greenway where it crosses Eastway Drive. The projects that will create this link include:

Kilborne Drive Upgrade

A sidewalk project on Kilborne Drive from Eastway Drive to Central Avenue is currently in design. With additional improvements to create a more complete street, Kilborne will provide a critical connection between Central and Eastway, allowing better access to Kilborne Park and future access to the planned Briar Creek Greenway where it will cross Eastway. The intent of improvements will be to provide better pedestrian crossings, traffic calming, streetscape, and landscaping.

Central/Kilborne/Norland Intersection

This is the Central Neighborhood node connecting the two sides of the Old Potter Old Trail (as well as a neighborhood retail node along the future Gold Line). The project would include pedestrian and bicycle improvements at the intersection (and approaches) and public space near the intersection to create community identity. This portion of the Old Potter Road Trail will likely require private partnerships.

Norland/Evergreen Upgrade

Mecklenburg Park and Recreation is providing a new parking area and entrance, along with trail improvements to the Evergreen Nature Preserve. The complete street upgrade between Central and the Preserve would include sidewalks, bike lanes (or other facilities), and wayfinding.

3 PUBLIC MEETING

Project Ranking and Recommendations



PROJECT RANKING AND RECOMMENDATIONS

As the team studied the existing projects, examined the market analysis, and engaged stakeholders, the potential projects were captured in list format. The initial list considered safety and congestion information provided by CDOT as well as potential project pairings based on location and synergy.

As follow up conversations occurred with stakeholders, the team developed a ranking system based on the CIP goals and C/A/S specific criteria. The team utilized a high/medium/ low ranking for each criteria and each project resulting in an overall high, medium or low priority. Those rankings were completed individually; then, the team deliberated and came to a consensus.

RANKING CRITERIA	C/A/S Specific Criteria (high/medium/low/none)						
	Potential for Transformative Change	Near/Adjacent to Other Public Project(s)	Previously Identified Need	Placemaking	Consistency with Market Needs/ Opportunities	Provides New Connections/ Routes	Stakeholder Support
	CIP Goals (high/medium/low/none)						
	Creating Jobs and Growing Tax Base	Leveraging Public and Private Investments	Enhancing Public Safety	Enhancing Transportation Choices and Mobility	Ensuring Housing Diversity	Providing Integrated Neighborhood Improvements	



PROJECT RANKING AND RECOMMENDATIONS

Identified Needs for CAS CNIP Area (Grouped by Initial Prioritization)		
	Project	\$
H I G H	Shamrock Drive Complete Street Upgrade (Plaza to Eastway)	\$9m
	Campbell Creek Greenway Connection/Albemarle Road	\$5m
	Eastway/Shamrock Intersection Re-Design	\$13m total (\$2m)
	Old Potter Road Trail:	\$5.5m
	-Norland/Evergreen Upgrade	
	-Central/Kilborne/Norland Intersection	
	-Kilborne Upgrade	
	Shamrock Drive Complete Street Upgrade (Eastway to Tipperary)	\$2.5m
	Shamrock/Plaza/Matheson Intersection(s) Re-Design	\$5.6m
	Briar Creek Greenway Connection/Eastway Drive	\$3.3m
Merry Oaks/Kilborne Bike and Pedestrian Network	\$3.2m	
Eastway Drive Streetscape and Pedestrian Improvements	\$5.1m	

= \$87m

Next, conceptual cost estimates were developed for each project and a determination if partners are required as well as project timing was considered. Total estimated costs were approximately \$87 million. The cumulative costs far out-weighed the total CAS budget of \$20 million.

Identified Needs for CAS CNIP Area (Grouped by Initial Prioritization)			
	Project	\$	Partner(s)
	Shamrock Drive Complete Street Upgrade (Plaza to Eastway)	\$9m	X
	Campbell Creek Greenway Connection/Albemarle Road	\$5m	X
	Eastway/Shamrock Intersection Re-Design	\$13m total (\$2m)	X
	Old Potter Road Trail:	\$5.5m	X
H	-Norland/Evergreen Upgrade		X
I	-Central/Kilborne/Norland Intersection		X
G	-Kilborne Upgrade		X
H	Shamrock Drive Complete Street Upgrade (Eastway to Tipperary)	\$2.5m	X
	Shamrock/Plaza/Matheson Intersection(s) Re-Design	\$5.6m	
	Briar Creek Greenway Connection/Eastway Drive	\$3.3m	X
	Merry Oaks/Kilborne Bike and Pedestrian Network	\$3.2m	X
	Eastway Drive Streetscape and Pedestrian Improvements	\$5.1m	
M	Albemarle Road Streetscape and Pedestrian Improvements	\$3.7m	
E	Street/greenway connections around Executive Center/Albemarle	\$4.8m	X
D	Bicycle Facilities/Access	\$17m	
J	Skatepark	\$350k - \$1m	X
U	Dog Park	\$75k	X
N	Pocket Parks (two identified locations: Eastway/Central and Central/Kilborne)	\$1.5m	X
	Central/Sharon Amity Intersection Re-Design	\$2.8m	
	Albemarle Road Pedestrian Improvements	\$500k	
	Democracy Drive	\$2.7m	
I	Central/Eastway Intersection Re-Design	\$3.4m	
C	Street or Bike/Pedestrian Connections (various, not bundled) - Pioneer, Riddiman	\$1.5m	
W	Pedestrian Crossing Improvements (general Central/Sharon Amity)	\$2.8m	
	Biscayne Drive Connection	\$1.1m	
	Eastway/Plaza Intersection Re-Design	\$1.9m	
	Sugar Creek Road Pedestrian Improvements (various locations)	\$500k	

PROJECT RANKING AND RECOMMENDATIONS

Identified Needs for CAS CNIP Area (Grouped by Initial Prioritization)			
	Project	\$	
M	Albemarle Road Streetscape and Pedestrian Improvements	\$3.7m	
	Street/greenway connections around Executive Center/Albemarle	\$4.8m	
	Bicycle Facilities/Access	\$17m	
	Skatepark	\$350k - \$1m	
	Dog Park	\$75k	
	Pocket Parks (two identified locations: Eastway/Central and Central/Kilborne)	\$1.5m	
L	Central/Sharon Amity Intersection Re-Design	\$2.8m	
	Albemarle Road Pedestrian Improvements	\$500k	
	Democracy Drive	\$2.7m	
	Central/Eastway Intersection Re-Design	\$3.4m	
	Street or Bike/Pedestrian Connections (various, not bundled) - Purser, Reddman	\$1.5m	
	W	Pedestrian Crossing Improvements (general Central/Sharon Amity)	\$2.8m
		Biscayne Drive Connection	\$1.1m
	L	Eastway/Plaza Intersection Re-Design	\$1.9m
		Sugar Creek Road Pedestrian Improvements (various locations)	\$500k



= \$87m

Identified Needs for CAS CNIP Area (Grouped by Initial Prioritization)				
	Project	\$	Partner(s)	
H	Shamrock Drive Complete Street Upgrade (Plaza to Eastway)	\$9m	X	
	Clayton/Creek Greenway Connection/Albemarle Blvd	\$5m	X	
	Eastway/Shamrock Intersection Re-Design	\$1.3m total (\$2m)	X	
	Dill Patter Road Trail	\$5.5m	X	
	Marlowe/Sheepcreek Upgrade		X	
	Central/Kilborne/Norland Intersection		X	
	Kilborne Upgrade		X	
	Shamrock Drive Complete Street Upgrade (Eastway to Tipperary)	\$2.5m	X	
	Shamrock/Plaza/Marlowe Intersection(s) Re-Design	\$5.4m		
	Wiler Creek Greenway Connection/Eastway Drive	\$3.3m	X	
M	Merry Oaks/Kilborne Bike and Pedestrian Network	\$3.2m	X	
	Eastway Drive Streetscape and Pedestrian Improvements	\$5.1m		
	Albemarle Road Streetscape and Pedestrian Improvements	\$3.7m		
	Street/greenway connections around Executive Center/Albemarle	\$4.8m	X	
	Bicycle Facilities/Access	\$17m		
	Skatepark	\$350k - \$1m	X	
	Dog Park	\$75k	X	
	Pocket Parks (two identified locations: Eastway/Central and Central/Kilborne)	\$1.5m	X	
	Central/Sharon Amity Intersection Re-Design	\$2.8m		
	Albemarle Road Pedestrian Improvements	\$500k		
L	Democracy Drive	\$2.7m		
	Central/Eastway Intersection Re-Design	\$3.4m		
	Street or Bike/Pedestrian Connections (various, not bundled) - Purser, Reddman	\$1.5m		
	W	Pedestrian Crossing Improvements (general Central/Sharon Amity)	\$2.8m	
		Biscayne Drive Connection	\$1.1m	
	L	Eastway/Plaza Intersection Re-Design	\$1.9m	
		Sugar Creek Road Pedestrian Improvements (various locations)	\$500k	

PROJECT RANKING AND RECOMMENDATIONS

Identified Needs for CAS CNIP Area (Grouped by Initial Prioritization)	
Project	\$
Shamrock Drive Complete Street Upgrade (Plaza to	\$9m
Campbell Creek Greenway Connection/Albemarle Road	\$5m
Eastway/Shamrock Intersection Re-Design	\$2m
Old Potter Road Trail:	\$5.5m
-Norland/Evergreen Upgrade	
-Central/Kilborne/Norland Intersection	
-Kilborne Upgrade	
Shamrock Drive Complete Street Upgrade (Eastway to	\$2.5m
Shamrock/Plaza/Matheson Intersection(s) Re-Design	\$5.6m
Briar Creek Greenway Connection/Eastway Drive	\$3.3m
Merry Oaks/Kilborne Bike and Pedestrian Network	\$3.2m
Eastway Drive Streetscape and Pedestrian Improvements	\$5.1m
Albemarle Road Streetscape and Pedestrian Improvements	\$3.7m
Street/greenway connections around Executive Center/	\$4.8m
Bicycle Facilities/Access	\$17m
Skatepark	\$350k - \$1m
Dog Park	\$75k
Pocket Parks (two identified locations: Eastway/Central and Central/Kilborne)	\$1.5m
	= \$31.4m

The cumulative established costs of the high and medium projects is \$31.4 million, which is more closely aligned with the overall C/A/S budget. It is reasonable that a focus on high and medium ranked projects yields the greatest probability of transformation to the area. However, this focus still results in a 50% overrun of the C/A/S budget of \$20 million.

PROJECT RANKING AND RECOMMENDATIONS

Future ranking meetings resulted in the following recommendations:

-While the Merry Oaks/Kilborne Bike and Ped Network and the Eastway Drive Streetscape/Pedestrian Improvements ranked highly, these projects should be considered next priority projects. However, funding should be allocated for planning phase services.

-The skatepark and dog park, while a high priority with the public, are not CNIP eligible.

-Shamrock Drive Complete Street Upgrade (Eastway to Tipperary) and Briar Creek Greenway Connection are projects where significant discussions occurred with potential partners. These will require partnerships to move forward.

These discussions resulted in a \$23.2 million cumulative budget for the highest ranked projects.

Identified Needs for CAS CNIP Area (Grouped by Initial

Project	\$
Shamrock Drive Complete Street Upgrade (Plaza to	\$9m
Campbell Creek Greenway Connection/Albemarle Road	\$5m
Eastway/Shamrock Intersection Re-Design	
Old Potter Road Trail:	\$5.5m
-Norland/Evergreen Upgrade	
-Central/Kilborne/Norland Intersection	
-Kilborne Upgrade	
Shamrock Drive Complete Street Upgrade (Eastway to	\$2.5m
Shamrock/Plaza/Matheson Intersection(s) Re-Design	\$100k
Briar Creek Greenway Connection/Eastway Drive	\$3.3m
Merry Oaks/Kilborne Bike and Pedestrian Network	\$100k
Eastway Drive Streetscape and Pedestrian Improvements	
Albemarle Road Streetscape and Pedestrian Improvements	\$3.7m
Street/greenway connections around Executive Center/	\$4.8m
Bicycle Facilities/Access	\$17m
Skatepark	\$350k - \$1m
Dog Park	\$75k
Pocket Parks (two identified locations: Eastway/Central and Central/Kilborne)	\$1.5m
	= \$23.2m



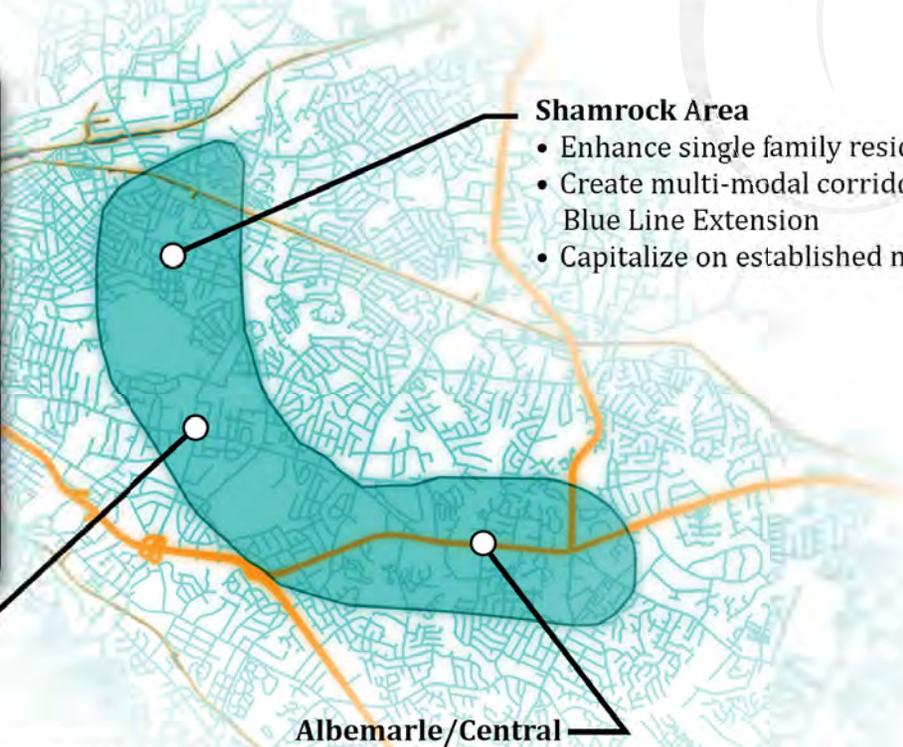
Strategies



In order to satisfy goals established by the CIP, two sets of strategies govern how the project team weighed the merits of potential projects, including those previously studied: ones discovered through outreach with stakeholders, and others through visioning efforts. An over-arching set of strategies are applied to all five CNIP areas, creating a consistent plan for success. In addition, strategies specific to the Central/Albemarle/Shamrock area were adopted by the project team, recognizing there are unique opportunities within the area, such as proximity to transit, future greenways, and developmental pressures. These strategies are as follows:

Overall Strategy

- Enhance and complement existing “places”
- Create more and better linkages to those places
- Enhance and link green places
- Improve mobility within the CNIP area
- Enhance neighborhood access to social and economic activities
- Build on strengths of the area and stabilize areas that are becoming stagnant



Shamrock Area

- Enhance single family residential market
- Create multi-modal corridor to NODA and Blue Line Extension
- Capitalize on established neighborhood and parks

Central/Eastway

- Capitalize on proximity to Uptown and nearby, vibrant and stable neighborhoods
- Enhance and link existing “places”
- Support diversity, international essence and historical identity

Albemarle/Central

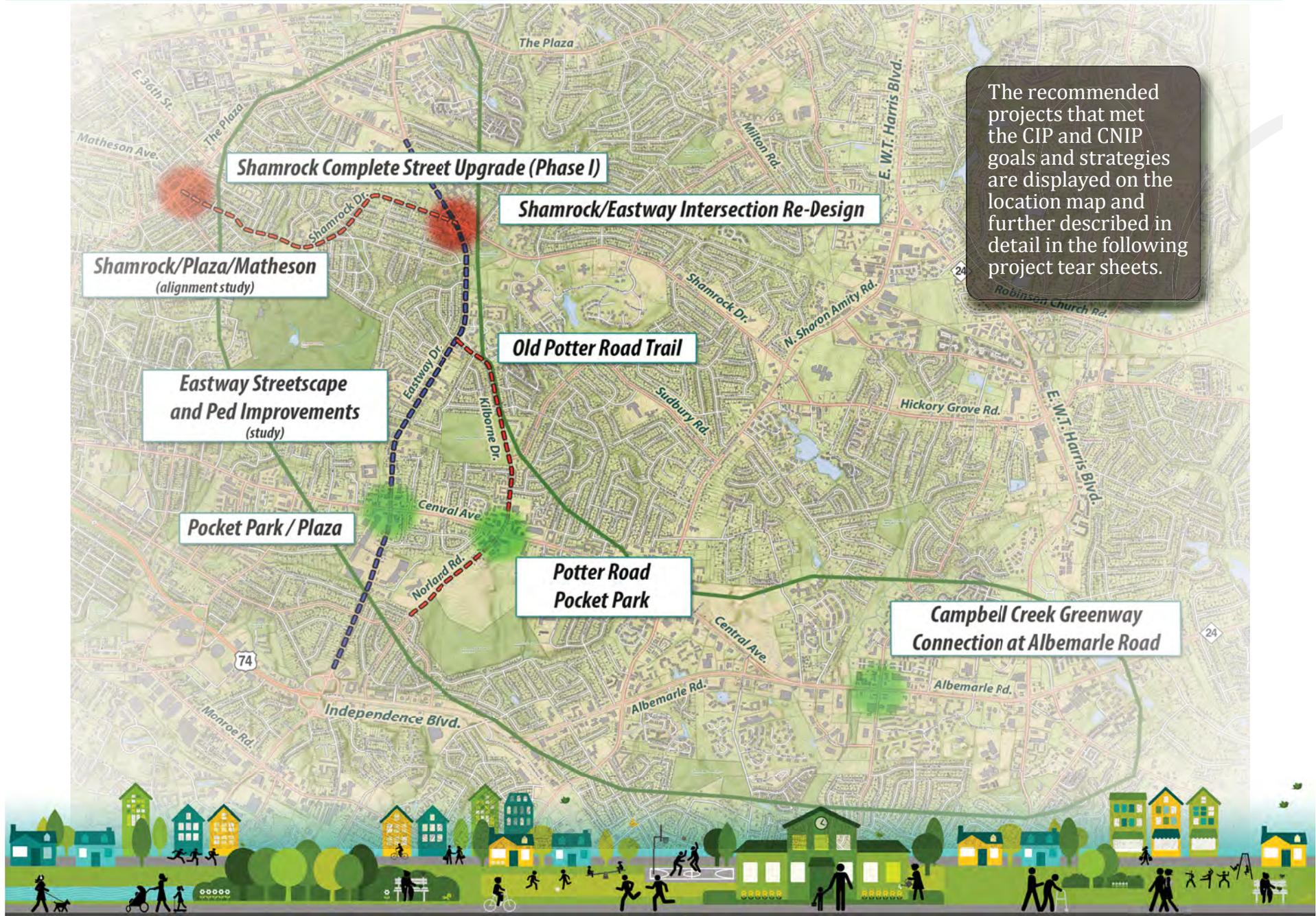
- Improve Aesthetics and perception of crime
- Create synergies and future greenway connection and Eastland site
- Enhance existing office and retail concentrations
- Include housing and facade improvements, where possible



Recommended Projects



RECOMMENDED PROJECTS



What is the project, and why is it important?

Campbell Creek Greenway Connection/Albemarle Road -

Mecklenburg County Park and Recreation plans a new multi-use greenway path along Campbell Creek that will cross Albemarle Road and continue to Campbell Creek Park. Numerous parcels have already been acquired for future construction. This project would complement the greenway by designing and constructing the crossing at Albemarle Road. The crossing would include nearby streetscape and/or pedestrian improvements and seek to address two main items of concern in the immediate vicinity: security and aesthetics.

The City plans to build a pedestrian tunnel under Albemarle Road, construct wider sidewalk and planting strips between the intersections of Executive Drive and Farm Pond Lane, and provide a combination of landscaping, hardscape elements, lighting, and art to create a sense of arrival.

The importance of the project is considerable since the crossing of Albemarle Road represents a significant hurdle for Mecklenburg County Park and Recreation. Funding and completing the greenway will help elevate the planning, design, and construction, which will truly create a transformative change for the area.

Estimated Cost: \$5 million

Specific strategies met by the project:

- Enhance and connect existing office and commercial nodes
- Create placemaking opportunities along Albemarle Road
- Help create an amenity to support surrounding neighborhoods



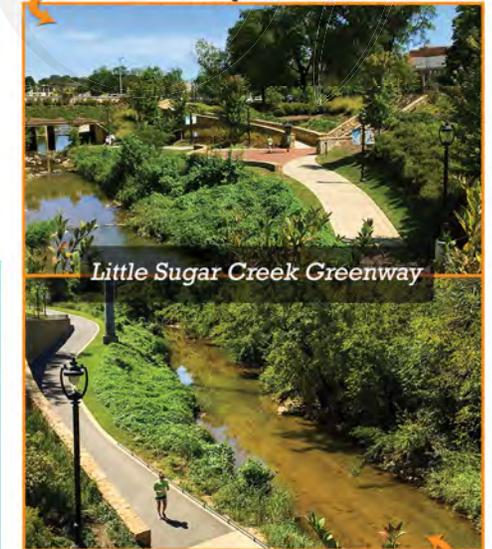
Ramps from Albemarle Road could be constructed to access Campbell Creek Greenway similar to these ramps from 3rd Street and 4th Street to Little Sugar Creek Greenway.



What could this area look like after the tunnel project and greenway are built?



Current view of Albemarle and Campbell Creek culvert



Little Sugar Creek Greenway

Current aerial view of Campbell Creek



Comprehensive Neighborhood Improvement Program

Campbell Creek Greenway
Albemarle Connection



Specific strategies met by the projects:

- Support and enhance commercial nodes
- Create better connections between commercial areas and neighborhoods
- Help link future multi-modal corridors
- Provide safer and more comfortable pedestrian environment along thoroughfare
- Study will refine locations and concepts for pedestrian amenities.
- Potential Partnerships with private sector to energize re-development

What are the projects, and what will they do?

Eastway Drive Streetscape and Pedestrian Improvements Study -

The goal of the study is to identify and refine specific opportunities/locations to improve Eastway Drive to make it more pedestrian friendly. These improvements may include providing better sidewalks, landscaping, and/or crossing opportunities at various locations. Crossing locations will be considered in areas with concentrations of pedestrian and commercial activities and/or at locations that would connect a broader bicyclist/pedestrian network. Improvements to the east-west bicyclist and pedestrian connections throughout the Eastway corridor will also be considered between the future Briar Creek Greenway/Merry Oaks Neighborhood and Kilborne Park.

Estimated Cost: \$100,000

What is a Streetscape?

A **STREETSCAPE** combines functional improvements with hardscape and landscaping elements, creating a more appealing and safer environment for pedestrians and bicyclists. The goal is to promote walking and biking as real alternatives to driving by making the experience inviting. These improvements could include bike lanes, sidewalks, lighting, benches, bike lockers, reducing utility "clutter", landscaping, hardscape, and art.



This corner represents a potential public space and could include hardscape and visual elements to strengthen and encourage private investments in retail, restaurants, and other businesses.



Comprehensive Neighborhood Improvement Program

The Eastway Corridor
Streetscape Study



What are the projects, and what will they do?

Old Potter Road Trail – This project consists of several sections of improvements that would connect the Evergreen Nature Preserve to Kilborne Park and, eventually, the Future Briar Creek Greenway where it crosses Eastway Drive. The projects that will create this link include:

- 1 Kilborne Drive Upgrade –**
A sidewalk project on Kilborne Drive from Eastway Drive to Central Avenue is currently in design. With additional improvements to create a more complete street, Kilborne will provide a critical connection between Central and Eastway, allowing better access to Kilborne Park and future access to the planned Briar Creek Greenway where it will cross Eastway. The intent of improvements will be to, where possible, provide better pedestrian crossings, traffic calming, streetscape, and landscaping.
Estimated Cost: \$1 million
- 2 Central/Kilborne/Norland Intersection –**
This is the Central Neighborhood node connecting the two sides of the Old Potter Bikeway (as well as a neighborhood retail node along the future Gold Line). The project would include pedestrian and bicycle improvements at the intersection (and approaches) and public space near the intersection to create community identity. This portion of the Old Potter Road Trail will likely require private partnerships.
Estimated Cost: \$2.25 million
- 3 Norland/Evergreen Upgrade –**
Mecklenburg County Park and Recreation is providing a new parking area and entrance, along with trail improvements to the Nature Preserve. The complete street upgrade between Central and the Preserve would include sidewalks, bike lanes (or other facilities), and wayfinding.
Estimated Cost: \$3 million

Specific strategies met by the projects:

- Enhances existing retail "place"
- Supports single-family neighborhoods
- Links green spaces (Parks, Preserves, and future Greenways)
- Provides multi-modal corridor parallel to Eastway
- Offers unique opportunity to highlight history, cultural identity, and diversity



Comprehensive Neighborhood Improvement Program

Old Potter Road Trail

Remembering Our History

What are the projects, and what will they do?

1

Shamrock Drive Complete Street Upgrade (Phase 1 - Plaza to Eastway) -

Project will widen Shamrock to create a “complete street” to better serve bicyclists, pedestrians, motorists, and adjacent neighborhoods. The project will include turn lanes, sidewalks, bike lanes, and crossings to help create a better bike/pedestrian connection between Eastway and The Plaza and, eventually, to NoDa and the CATS' Blue Line Light Rail.

Estimated Cost: \$9 million

2

Shamrock/Plaza/Matheson Intersections Study -

Intersection planning study to determine how these intersections can better connect the neighborhoods on either side of The Plaza, potentially creating easier access to shopping along the corridor and into NoDa.

Estimated Cost: \$100,000

3

Eastway/Shamrock Intersection Re-Design -

Potential project would re-design the intersection to better serve motorists, bicyclists, and pedestrians. This is a potential NCDOT project - City would partner for a portion of this intersection project.

Estimated Cost: \$2 million



Shamrock Drive Cross-Section for Residential Zones



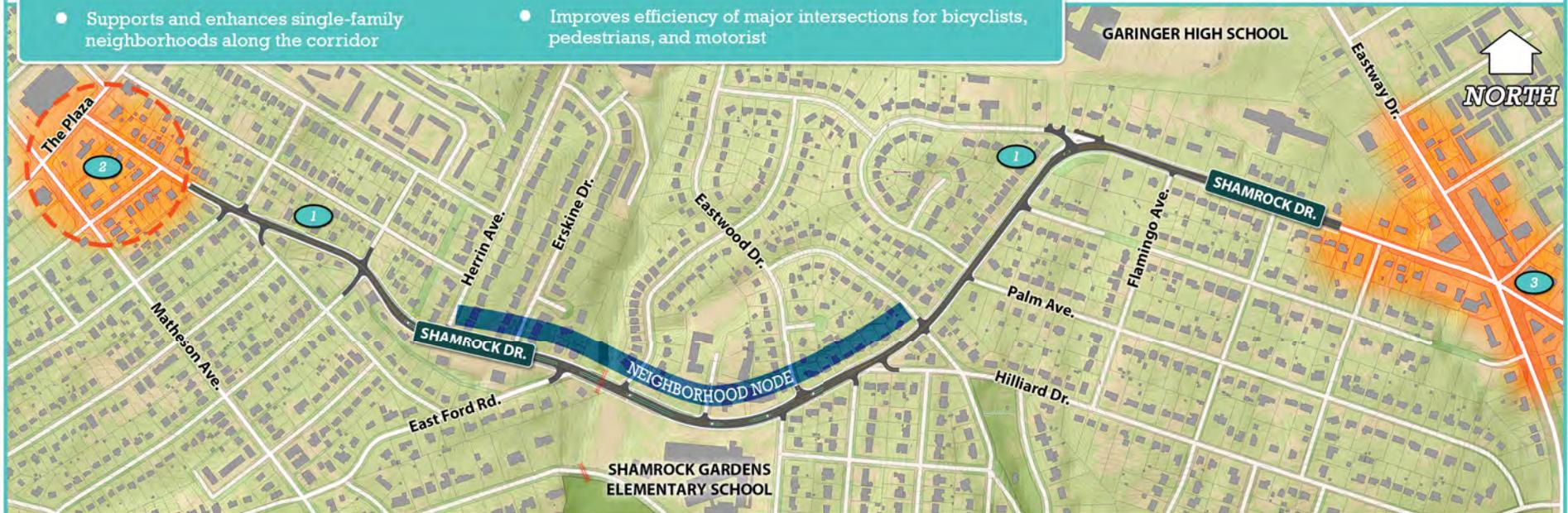
Shamrock Drive Cross-Section for Commercial Zones

What could this corridor look like?



Specific strategies met by the projects:

- Provides more and better travel choices
- Creates multi-modal corridor to better connect community assets, neighborhoods and the CATS' Blue Line Light Rail
- Potential partners for future phases of improvements and for housing rehabilitation
- Supports and enhances single-family neighborhoods along the corridor
- Improves efficiency of major intersections for bicyclists, pedestrians, and motorist



Comprehensive Neighborhood Improvement Program

The Shamrock Corridor

3 Project Bundle

