COMPREHENSIVE NEIGHBORHOOD IMPROVEMENT PROGRAM

CNIP

WEST TRADE / ROZZELLES FERRY AREA

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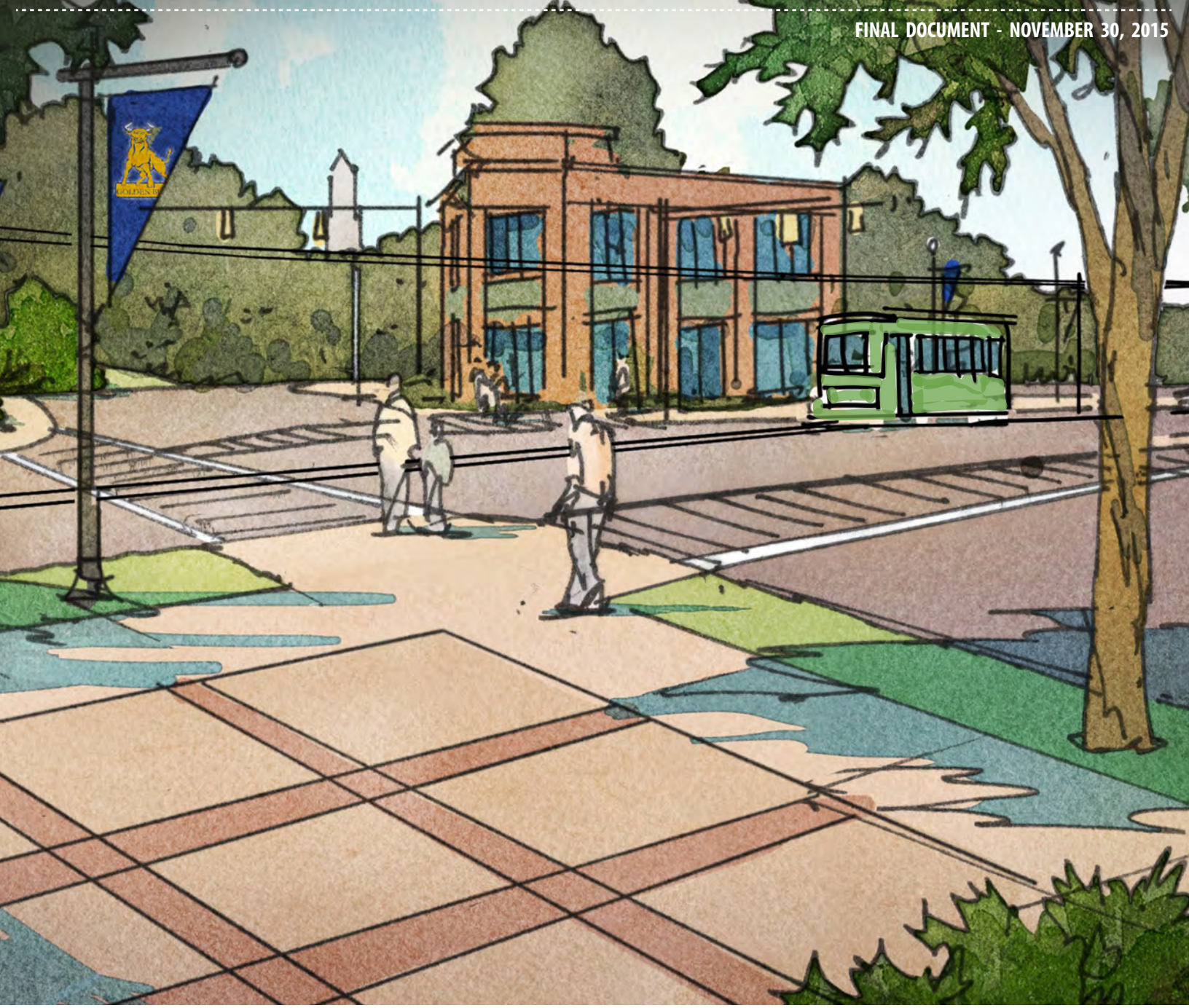
ALSO:
CHARLOTTE CNIP / PUBLIC OUTREACH SUMMARY / PHYSICAL ASSESSMENT / MARKET ANALYSIS / OTHER PROJECTS TO SUPPORT / NEXT STEPS

FINAL DOCUMENT - NOVEMBER 30, 2015



CNIP is a new approach for investing in the community's future - one that combines the resources of several City departments to leverage with other public, quasi-public and private dollars for building new infrastructure.
Find out more at www.charlottefuture.com

CHARLOTTE

UNIVERSITY PARK
OAKVIEW TERRACE
THOMASBORO
WASHINGTON HEIGHTS
SMALLWOOD
W. TRADE STREET
85
16
LINCOLN HEIGHTS
LAKEWOOD
GLENWOOD DRIVE
OAKLAWN
TODDVILLE ROAD
BIDDLEVILLE
ELEANORE HEIGHTS
ROZZELLE'S FERRY ROAD
MCCROREY HEIGHTS
TUCKASEEGEE ROAD
BEATTIES FORD ROAD
GLENWOOD
FREEDOM DRIVE
PARKVIEW
STATE STREET
ENDERLY PARK
CAMP GREENE
SEVERSVILLE
W. 4TH STREET
WESTERLY HILLS
THIRD WARD
ASHLEY ROAD
CAMP GREENE STREET
WESLEY HEIGHTS
77
ASHLEY PARK
BRYANT PARK
MOREHEAD STREET
WILKINSON BOULEVARD
29
WILMORE
WEST BLVD.
WESTOVER HILLS
CNIP
WEST TRADE / ROZZELLES FERRY
our neighborhoods

inside:

FEATURES:

"We as residents are excited by the work of the Comprehensive Neighborhood Improvement Program (CNIP) and feel part of the overall team. We appreciate your effort, the opportunities to provide input, and feel like you are truly dedicated to the communities of West Trade/Rozzelles Ferry. Thank you."

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What's Next for CNIP?

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cover image

This illustration was completed by Zanetta Illustrations for the recommended transformation of Five Points. It envisions a highly walkable, pedestrian environment near the entrance of Johnson C. Smith University and the future CityLYNX Gold Line running on West Trade Street and Beatties Ford Road. It is one place in the study area where people should interact as a community — talking, playing, people-watching, or simply enjoying time alone in the company of others.

View of Uptown Charlotte from the intersection of West Trade Street & Frazier Avenue

WEST TRADE / ROZZELLES FERRY

CNIP

STANTEC CONSULTING SERVICES, INC URBAN PLACES GROUP

Matt Noonkester, Project Manager
David Dixon, Senior Principal
Jeff Rice, Principal
Steve Kearney, Senior Planner
Jeff Sauser, Senior Urban Designer
Scott Lane, Senior Planner
Tedd Duncan, Senior Landscape Architect
Erin Chantry, Urban Designer & Planner
Max Bushell, Planner
Kenneth Thompson, Urban Designer

THE LEE INSTITUTE

Chrystal Joy, Director

ROSE & ASSOCIATES SOUTHEAST, INC.

Kathleen Rose, President
Bill McCoy, Senior Finance & Public Policy Consultant

PUBLIC ART COLLABORATIVE

Janet Kagan, Principal
Jean Greer, Principal

THE DODD STUDIO

Dan Dodd, Principal

URBAN 3

Joe Minicozzi, Senior Economist
John Tyler Barnes, Economist

NEIGHBORHOODS

Ashley Park | Biddleville | Bryant Park | Camp Greene | Eleanore Heights | Enderley Park | Glenwood | Lakewood | Parkview | Seversville | Smallwood | Wesley Heights

CHARLOTTE

Lamar Davis
Project Manager
Engineering & Property Management,
Engineering Services

Randy Harris
Community Engagement Team Leader
Neighborhood & Business Services,
Service Area Manager

Alberto Gonzalez
Senior Principal Planner
Charlotte-Mecklenburg Planning Department

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Assistant Division Manager
Charlotte Department of Transportation

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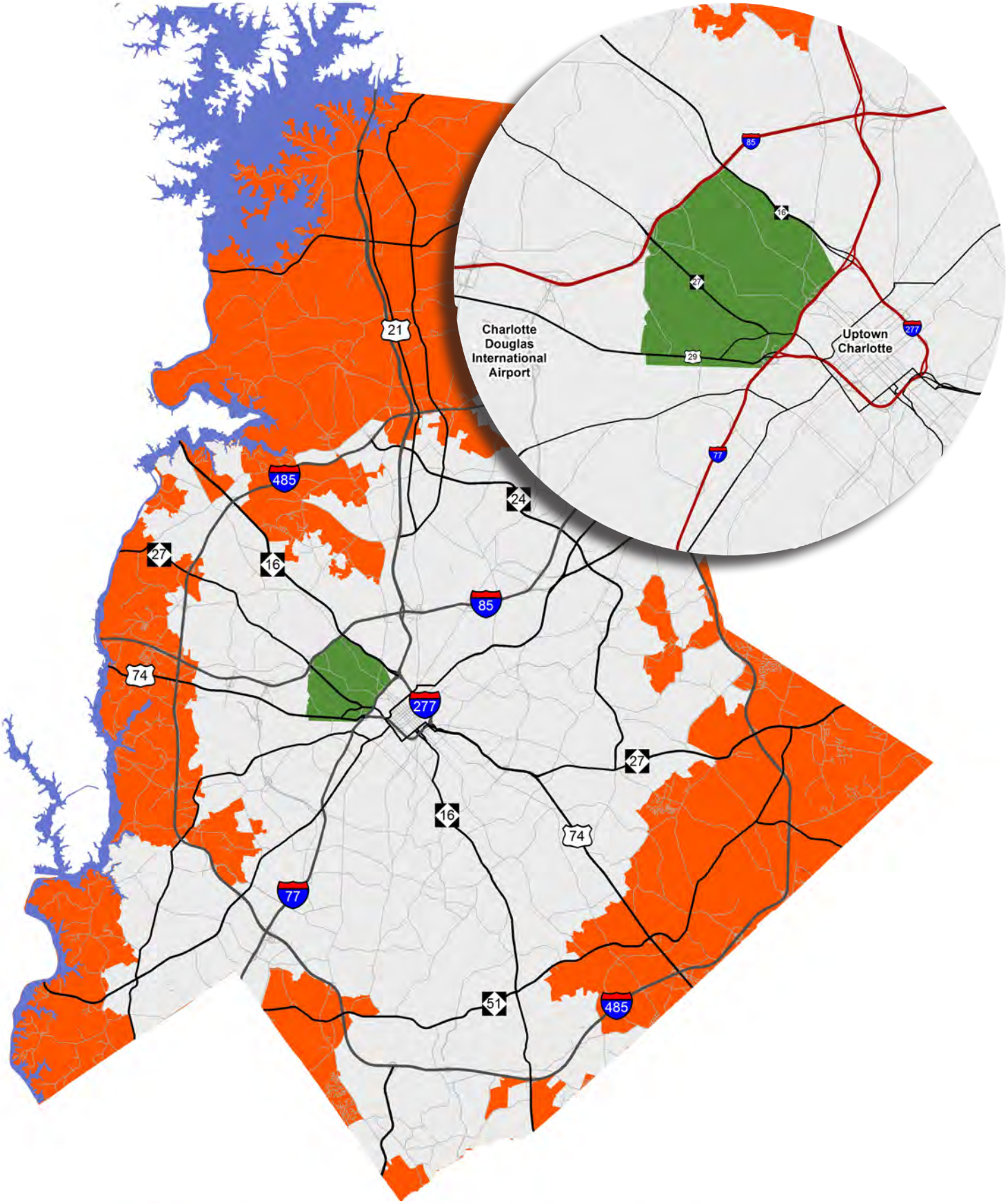
Senior Public Information Specialist
Neighborhood & Business Services

Veronica Wallace
Planning & Design Program Manager, CNIP
Project Advisor, West Strategy Team Lead,
Engineering & Property Management,
Engineering Services


Charlotte Douglas International Airport
Uptown Charlotte
85
16
27
29
277
77
21
485
24
74
51
Mecklenburg County
Charlotte City Limits
West Trade/Rozzelles Ferry CNIP Study Area
Interstate, US Highway or NC Highway
Water Bodies
Other Streets

Executive Summary

Charlotte's Comprehensive Neighborhood Improvement Program (CNIP) is a new approach for investing in the community's future — one that combines the resources of several City departments to leverage with other public, quasi-public and private dollars for building new infrastructure. Projects under the CNIP are expected to be transformative, and help large, multi-neighborhood areas revitalize important business corridors, reenergize established neighborhoods, and capitalize on key economic activity centers. Funding for the Program comes from proposed City Neighborhood Improvement Bonds that will be presented to voters over the next five years ($20.0 million in 2014; $40 million each in 2016 and 2018; and $20.0 million in 2020 for a total amount of $120.0 million).

The West Trade/Rozzelles Ferry CNIP area (sometimes called "The West End") is one of five areas included in the CNIP. It represents several mature communities in a high-growth area west of Uptown Charlotte. Great geography, community pride and a long, distinguished history make The West End authentic and a place people want to be. These are also many of the reasons the CNIP area will be in more demand by the market as physical changes are made. People living and working in the community want to be included in the CNIP planning process and help shape its outcomes as a way to build new infrastructure and attract other investments to the area.

Parts of the West Trade/Rozzelles Ferry CNIP area, especially the Historic West End, are already on the cusp of transformation through investment in infrastructure and economic development. The implementation of CNIP projects, planning efforts by consultant-hired architect Jan Gehl for the Five Points area in partnership with the Knight Foundation and Charlotte Center City Partners, the construction of the CityLYNX Gold Line, and large redevelopment properties like Savona Mill, are all working together to bring investment to The West End. This investment will undoubtedly bring change. It is important to ensure this change honors the community and identity of the West Trade/Rozzelles Ferry CNIP area as we know it now – and as residents have known it during their lifetimes.

It's also important to remember the West Trade/Rozelles Ferry CNIP area is very large. A three-day design charrette with the public generated 115 thoughts, themes, opportunities, projects and ideas for improving the CNIP area. Fifty-two were considered eligible for CNIP funding. Each CNIP eligible project was rated by the project team using six CNIP goals and five neighborhood evaluation criteria, and shared with the community for input at a Community Project Workshop.

Twenty-three projects highlighted in this document are seen as the most transformative, encouraging additional investment from the private sector, and the most needed by the community. Not all projects will receive limited CNIP funding. It will be important for the City to continue to advocate for The West End to find other funding sources and projects by which they can be completed. Most projects will require a feasibility study, engineering design plans and funding schedule before construction begins.

Projects will happen for many reasons, including timing, partnerships, community input, available funding and economic development to name a few. Some projects in the right place at the right time will be more impactful than others. For these reasons, the summary document for the West Trade/Rozzelles Ferry CNIP area has been written as a playbook – able to respond to dynamic shifts in the market, project partners and investment. It is structured so no project has been forgotten, and at any point one may be ready to be implemented over another. Any of the projects eligible for CNIP funding can and should be championed by everyone in the West Trade/Rozzelles CNIP area, when appropriate.

CHARLOTTE'S
COMPREHENSIVE NEIGHBORHOOD IMPROVEMENT PROGRAM

Historic Savona Mill Building on South Turner Avenue

Charlotte's Comprehensive Neighborhood Improvement Program (CNIP) is a new approach for investing in the community's future — one that combines the resources of several City departments to leverage with other public, quasi-public and private dollars for building new infrastructure. Projects under the CNIP are expected to be transformative, and help large, multi-neighborhood areas revitalize important business corridors, reenergize established neighborhoods, and capitalize on key economic activity centers. CNIP projects are also identified to be the catalyst for further investments in the area soon after their implementation. Funding for the Program comes from proposed City Neighborhood Improvement Bonds that will be presented to voters over the next five years ($20.0 million in 2014; $40 million each in 2016 and 2018; and $20.0 million in 2020 for a total amount of $120.0 million).

Mosaic Village Mixed-Use Project on West Trade Street

CNIP Goals

The overall goal of the CNIP is to invest in projects that maximize benefits and intended impacts to meet six stated city-wide needs:

- Provide support for a well-connected network of streets, sidewalks, greenways and bike lanes that link to and enhance existing community assets.
- Improve accessibility to transit and the larger regional network of streets.
- Promote better connections between neighborhoods and major employment, institutional and retail areas.
- Identify successful public/private partnerships that leverage investments and catalyze changes occurring in neighborhoods.
- Find opportunities to coordinate with representatives for public safety, code enforcement, social services and education.
- Enhance the public engagement process and work with residents to identify and evaluate investments that meet collective aspirations.

CNIP Areas

Five areas are identified for the current CNIP: West Trade/ Rozzelles Ferry, Sunset/Beatties Ford, Central/Albemarle/ Shamrock, Prosperity Village and Whitehall/Ayrsley. The areas were chosen because the City believes investing there will:

- Leverage investment.
- Increase collaboration.
- Best serve as a catalyst for transformative change.
- Place an emphasis on larger rather than smaller capital projects.
- Have long term impacts that address systematic issues.
- Provide measurable outcomes of the City's investment.
- Align with City Council's Vision for Charlotte 2020.

Each CNIP area is unique and will develop its own vision, strategies, projects and implementation plan for attracting new or continued investment. Projects will begin in all five CNIP areas with the current bond funding schedule.

about

THE CNIP PROCESS

Advanced planning for the CNIP focuses on engaged citizens, project ideas, program dollars and project partners. This document summarizes the planning process and captures information required for moving forward in the CNIP process. Subsequent steps in the CNIP process follow a more traditional implementation schedule: project feasibility study, engineering design plans, final budget and schedule and project construction.

The type, number and location of CNIP projects built in the study areas will be a function of community input, available CNIP funding, partnerships, and other programs or funding available for project implementation. The CNIP process may also be the mechanism for starting new Area Plans throughout the study areas.

Find out more about the City's Comprehensive Neighborhood Improvement Program at *www.charlottefuture.com.*

View of Uptown Charlotte from Wilkinson Boulevard & Morehead Street

SPOTLIGHT

on the west trade /rozzelles ferry CNIP area

Entertainment Stage at the Arts & Soul Festival (2015)

The West Trade/Rozzelles Ferry CNIP area focuses on several mature communities in a high-growth area west of Uptown Charlotte. The area is bordered by the Brookshire Freeway on the north, Interstate 77 on the east, Wilkinson Boulevard on the south, and Interstate 85 on the west. Twelve neighborhoods and four priority business corridors (Freedom Drive, Wilkinson Boulevard, Rozzelles Ferry Road and West Trade Street) are represented in the CNIP area.

spotlight

ON WEST TRADE/ROZZELLES FERRY

The Place... Established neighborhoods, historic landmarks, commercial nodes, schools, parks and greenways in the West Trade/Rozzelles Ferry CNIP area provide the starting point for building a stronger community. Homes are now being upgraded and streets improved in many area neighborhoods. Johnson C. Smith University is working with their partners to change the environment around campus. The Stewart Greenway and local parks bring visitors to the CNIP area. New industrial and business enterprises are providing jobs, and business corridors are showing early signs of new vitality.

Proximity to Uptown Charlotte, Charlotte Douglas International Airport, and major transportation corridors also make the CNIP area more competitive for attracting growth and development serving city-wide interests. Mecklenburg County opened the Valerie Woodard Center at the old Freedom Mall site in 2009, and announced plans in 2015 to relocate all divisions of their Land Use and Environmental Services Agency to the old Charlotte School of Law Building. An expanded CityLYNX Gold Line will extend west to French Street and provide stronger ties between Uptown Charlotte and The West End.

The People... The West End has always been home to strong leadership, and people that are passionate, visionary and committed about their neighborhoods. They want to make the community safer, more vibrant and more connected with Charlotte. They want to be included in the CNIP planning process and help shape its outcomes as a way to build new infrastructure and attract other investments to the area. They want to celebrate their rich history and culture, and remind others this place is special within the greater Charlotte region. People from many neighborhoods, generations and ethnic and economic backgrounds will share responsibility for ensuring the area capitalizes on new infrastructure built under the Comprehensive Neighborhood Improvement Program. They will be unified in one direction, with one committed voice, for implementing the project ideas summarized in this document: *One Vision – One Voice – Together for a Brighter Future.*

Our History... The West Trade/Rozzelles Ferry CNIP area is founded on layers of history that contribute to the identity of its neighborhoods and the greater Charlotte region. As the area transformed over time through segregation, world wars, the Great Depression and the Civil Rights Movement, it formed a culture and history that makes it the unique "soul" of Charlotte it is today. Please see the timeline on pages 13 and 14 for a summary of historic events, people and places important to the West Trade/Rozzelles Ferry CNIP area. Great geography, community pride and a long, distinguished history make the CNIP area authentic and a place people want to be. CNIP projects highlighted in this document have the opportunity to reconnect and reposition the area — fitting in the missing pieces of the puzzle, closing gaps and maximizing existing infrastructure investment already made. There is much to celebrate. And there is much to be done to ensure this area's long term success.

No Grease Barbershop in Mosaic Village (West Trade Street)

The Planning Process...

The West Trade/Rozzelles Ferry CNIP planning process began on July 14, 2014 and followed five general phases:

Planning Cycle 1: Mobilize Project Team/Kick-Off Activities. In this phase the project team learned about the community with walking and driving tours, as well as completed baseline data exchanges with the City. A project studio was opened at the City's Neighborhood and Business Services Office on Rozzelles Ferry Road (Northwest Service Area Location) and online communication tools were developed.

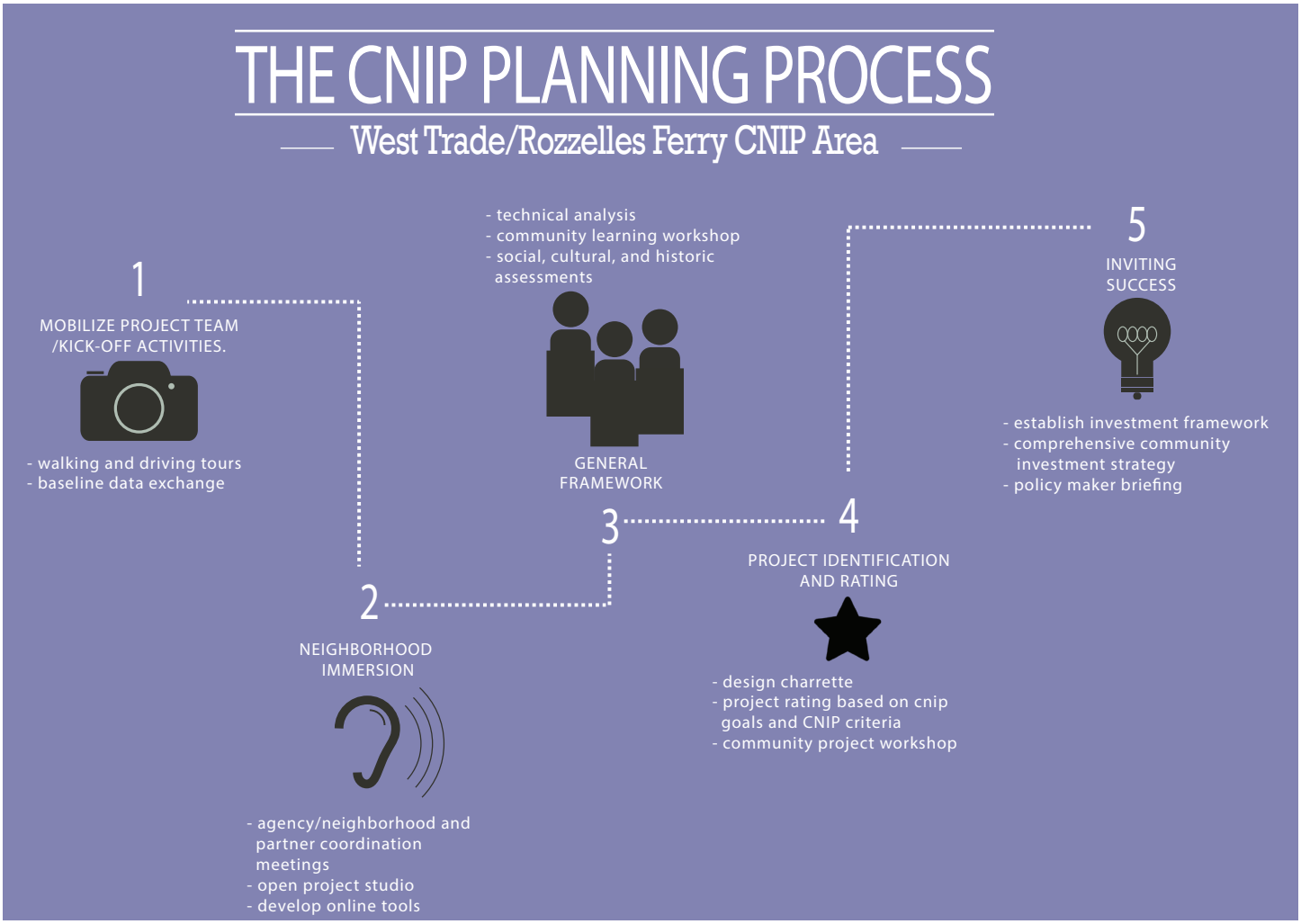
Planning Cycle 2: Neighborhood Immersion. The project team immersed themselves in the community and completed major activities to learn as much as they could. Agency coordination meetings, neighborhood coordination meetings

and partner coordination meetings were held. Informal drop-in sessions with organizations, community workshops, focus group meetings and stakeholder interviews also helped to create an overall understanding of the West Trade/Rozzelles Ferry CNIP area.

Planning Cycle 3: General Framework. Developing the overall plan framework for the West Trade/Rozzelles Ferry CNIP area focused on three three main activities. The first was a technical analysis that examined market and economic conditions, built and natural environments, and supporting infrastructure. The second was a social, cultural and historic assessment that helped determine the conditions of housing, historic preservation, public art and place-making. The third was a Community Learning Workshop, which asked meeting attendees to share their thoughts and opinions about general themes, priority locations, and infrastructure needs important for making the area more desirable to live, work and play. Information from all three activities was summarized and shared with project team members.

Planning Cycle 4: Project Identification and Rating. A three-day design charrette with the public was used to generate 115 thoughts, themes, opportunities, projects and ideas for the West Trade/Rozzelles Ferry CNIP area. Fifty-two were considered eligible for CNIP funding. Each CNIP eligible project was rated by the project team using the six CNIP goals and five neighborhood evaluation criteria, and shared with the community for input at a Community Project Workshop.

Planning Cycle 5: Inviting Success. This document, a Comprehensive Community Investment Strategy Report, was created at the conclusion of the planning process, and presents: 1) Highlighted CNIP projects; 2) Other supported CNIP projects; 3) Important projects or initiatives that fall outside the scope of the CNIP process; and 4) Next steps.



A Brief History of West Trade / Rozzelles Ferry

The West Trade/Rozzelles Ferry neighborhoods have a rich and varied history. The timeline below highlights key events and significant milestones within the West Trade/Rozzelles Ferry CNIP Area.

1762
Mecklenburg County established

1867
Biddle Memorial Institute established

1769
Charlottetown Incorporated

1871
Biddleville Neighborhood Established

1884
Biddle Hall dedicated

1885
Dr. George Davis becomes first African-American Professor at Biddle Memorial Institute

1891
Daniel Saunders elected first African - American President of Biddle Memorial Institute

First electric streetcars in Charlotte

1907
Streetcars reach Biddleville, connecting to downtown destinations

1910
Excelsior Club constructed as a private residence

Lakewood Amusement Park opens

1912
Carnegie Library constructed at Biddle Institute

1917
Camp Green established as a WWI Training Camp

1920s
Rozzelles Ferry Bridge (later replaced by Highway 16) is built over the Catawba River

Charlotte's first airfield, Cannon Field, opens near Freedom Drive & Ashley Street

1923
Biddle Memorial Institute renamed Johnson C. Smith University

1931
Amelia Earhart visits Cannon Field

1944
Excelsior Club opened as a music & entertainment venue

1955
Belvedere Theatre built and opened for African Americans

1950s
Excelsior Club renovated

1975
Biddle Hall placed on National Register of Historic Places

2004
Historic West End Garden (First Neighborhood Public Art Project funded by the City of Charlotte) opened

2007
Bette Rae Thomas Recreation Center opened (provides educational, social & recreational programs)

Wesley Heights columns and street markers "Faces of Freedom" installed along Freedom Drive

2008
Dr. Ronald Carter, new President of JCSU appointed

2009
Wallace Pruitt Recreation Center dedicated

2010
JCSU Arts Factory opened on W. Trade St., expanding campus into the community, spurring other development

Beatties Ford Road Police Station "Protect & Lift Up the People" entry lantern sculptures installed

Lakewood Neighborhood Entry Sculpture "Reflections of Community" installed

Public Art Garden and Plaza "Tuckaseegee 12" integrated at Freedom Mall

2011
Belvedere Theatre fully rehabilitated as part of CMDC's Greenway Business Center Development and opened as Belvedere Family Dentistry

2012
Mosaic Village opened

Belvedere Theatre won Charlotte Preservation Award

Latibah Collar Green Museum opened

2013
Restoration begun on the home of Dr. George Davis

2015
New STEM Science Center under construction on JCSU campus opened

Wesley Heights Neighborhood

faces

OF WEST TRADE/ROZZELLES FERRY

Meet some of those who have shared their unique voices about the future of their community and what the CNIP process has meant for them and the West Trade/Rozzelles Ferry CNIP Area.

J'Tayna Adams

Resident in the Seversville Neighborhood

"We need to showcase this historic African-American community, all of its assets, all of its wonderful people and its history."

Nola Murphy

Resident in the Lakewood Neighborhood

"We need somewhere safe for our kids to be able to go and play, and enjoy themselves without a whole lot of disturbance. Without being scared someone is going to grab them. We need to get the neighborhood cleaned up and cleaned out."

Aaron McKeithan

President of the Historic West End Neighborhood Association

"The City of Charlotte should invest in the Historic West End first because the whole does not prosper unless all of its various sections prosper. The Historic West End has and is making a significant contribution to the City, not only through its history and civic leadership but as an area that has well over 30,000 residents who contribute financially through taxes and other fiscal means.

The major change I want to see in this first year of the CNIP is an enhancement or reconfiguration of the Five Points area, as well as the entryway near the I-77 overpass near Bojangles. The corridor needs something that people can see and feel will kick start the rebranding of the community. The corridor needs more economic and small business development."

Shannon Hughes

President of Wesley Heights Neighborhood Association

"As a community, we're in support of the Lakewood Trolley as one of the things we'd like to see, and a lot of infrastructure and improvements along main thoroughfares like Freedom Drive, Beatties Ford Road, and Rozzelles Ferry. All of the areas are so closely tied together… What's good for one is good for all."

faces

OF WEST TRADE/ROZZELLES FERRY

Justin Harlow

Resident

"We're really interested in seeing what CNIP can do for our city bonds in this area. We're looking for a grocery store. We're looking for other private dollars to come in. At the same time, we're definitely looking to connect the communities. We want people to see this West Side of the city as a destination to come to. More sit down restaurants, realizing that there's a lot of green space over here. Connecting to the parks. Just connecting the dots of the neighborhoods. Getting more people to come over here."

Kate Johnson

Resident

"One of the things that I think is important in our neighborhood is the Freedom Drive corridor and all of the business that are closed and all of the vacancies that are in the neighborhood. I hope that it's addressed here and that we can get some businesses in the area and spur some activity."

Dorothy Counts-Scoggins

Resident

"I can remember growing up in this neighborhood. We had a lot of amenities we could walk to… We had a grocery store, a drug store. We had cleaners. I know what we have now is a lot of neighborhoods… but what I want most of all is for us to be a community again."

faces

OF WEST TRADE/ROZZELLES FERRY

Elliott Hipp

Resident in the Biddleville-Smallwood Community

"I think we've got history and diversity that is very hard to find anyplace else in Charlotte. We've got an enormous connectivity with the closeness to downtown. We've just got things that don't exist in anyplace else in Charlotte. I love the fact that it is going to be a more accessible place for the rest of the city to feel comfortable to come, learn about, and spend time in.

"We need to continue to support the people who have lived here, in a lot of cases, for all their lives. And have sort of survived through some really hard times. We want to continue to be a diverse community and not just 'okay the uppitys are coming and taking over' so things that allow community centers, parks, schools. The school is so incredibly important."

Kiara Harlow

Resident in the Biddleville-Smallwood Community

"What brought me to the area originally is that it's so close to the city, in close proximity to everything that I need… Except that I'd love to have those things in my neighborhood now."

William Hughes

Resident in the Oaklawn Park Community

"My wife and I have made a considerable investment in the community because we feel that it is vibrant with so much going on. We feel it's the next big thing, and we want to be a part of what's next in Charlotte."

Who participated

Throughout the CNIP planning process, the people of West Trade/Rozzelles Ferry CNIP area have shown passion and commitment to transforming their community. Neighborhood and institution leaders have attended more than 35 events to guide the direction of the CNIP plan. The project team has worked closely with land owners, business owners, neighborhoods and City and County agencies to determine what they need in their communities and what projects would act as a catalyst for transformation.

The West Trade/Rozzelles Ferry project team used a phased approach to public engagement through interviews, meetings and community workshops to capture feedback from multiple sources. With over 60 public engagement opportunities and 470 individual participants, a comprehensive understanding was gained of the area as it is now and how it should be in the future.

Community Learning Workshop - Map Stations

WHAT WE ASKED

- What major issues or opportunities in the West Trade/Rozzelles Ferry CNIP area might benefit from a new capital investment?
- What current (or candidate) capital investments in the CNIP area should we advocate for to benefit multiple neighborhoods?
- What else do we need to know about the CNIP area when moving forward with the study?

QUESTIONS TO INITIATE CONVERSATIONS

Starting with City and County staff, the project team asked an introductory set of questions (see *WHAT WAS ASKED*) to initiate the conversation and learn as much as possible about the history, proposed projects and any challenges in the area before connecting with the community.

Staff interviews provided direction on additional stakeholders to engage, as well as several land use plans developed over the past 20 years. This phase allowed the team, prior to conversations with business and community leaders, to become informed of the history of development and plans that were communicated to the community but not completed in the West Trade/Rozzelles Ferry CNIP area.

STAKEHOLDER INTERVIEWS

The next phase of interviews shifted to landowners, business owners, community investors, real estate brokers or institutions that own a significant amount of property in the area. Per discussions within the agency interviews, the team was able to develop maps to review with stakeholders that overlaid all development plans created over the past two decades for the West Trade/Rozzelles Ferry Road CNIP area, creating a single visual of past land development and previous recommendations for development. This created a unique baseline for these conversations to be able to see and respond to a comprehensive map while discussing challenges of the past and opportunities for the future.

The project team continued to open lines of communication to others recommended for inclusion in the planning process, with interviews conducted to ensure a holistic perspective of the area. For consistency, the project team continued to use the three questions to initiate conversations to identify consistent feedback heard from various stakeholder groups. Discussions were opened beyond the initial questions, but the baseline provided all participants an opportunity to respond to the same questions.

QUICK FACTS:

15 Agencies Engaged

- Charlotte Mecklenburg Police Department
- City Engineering & Property Management
- Charlotte Mecklenburg Planning Department
- Charlotte Fire Department
- City Neighborhood & Business Services
- City Manager's Office
- County Manager's Office
- Charlotte Department of Transportation
- Mecklenburg County Parks & Recreation
- Charlotte Water Department
- Charlotte Housing Authority
- Charlotte Aviation Department
- Charlotte Mecklenburg Housing Partnership
- Charlotte Area Transit System
- Charlotte Mecklenburg Schools

9 Neighborhoods Engaged

- Historic West End Neighborhood Association
- Wesley Heights Community Association
- Historic West End Partners
- Biddlewood-Smallwood Community
- Historic Camp Greene
- Eleanore Heights Community
- Greater Enderly Park
- Seversville Neighborhood Association
- Lakewood Neighborhood Alliance

11 Land Owners Interviewed

- Johnson C. Smith University
- MPV Properties
- Goodwill Industries
- 5 Points Realty
- Argos Real Estate Advisors
- Legacy CRE
- Griffin Brothers Development
- Beatties Ford Road Task Force
- The Drakeford Company
- Central Piedmont Community College
- Neighboring Concepts

12 Plans / Studies Reviewed

- Centers, Corridors & Wedges Growth Framework
- Thomasboro-Hoskins Area Plan
- Bryant Park Land Use & Streetscape Plan
- Retail in Underserved Communities Report
- West Morehead Land Use & Pedscape Plan
- CityLynx Gold Line Alignment Plan
- West End Land Use & Pedscape Plan
- Lakewood Neighborhood Plan
- Wesley Heights Neighborhood Plan
- Charlotte General Development Policies
- West Trade Street / Beatties Ford Road Corridor ULI Report Central District Plan

MORE THAN 60 Public Engagement Opportunities

OVER 470 Individuals Participated

MARKET ANALYSIS INTERVIEWS & NEIGHBORHOOD MEETINGS

The final set of interviews in the process were conversations with neighborhood leaders (Market Analysis Interviews) and residents (Neighborhood Meetings), those who live and breathe the day-to-day positives and negatives being part of the neighborhoods in the West Trade/ Rozzelles Ferry Road CNIP area. This phase of meetings also opened the conversation to other areas of interest, such as social issues impacting the neighborhoods. The project team met first with neighborhood association leaders to introduce the project scope and goals before engaging in community meetings and presenting the project to the larger community for feedback.

COMMUNITY LEARNING WORKSHOP

More than 100 participants attended the Learning Workshop on March 26, 2015, providing the project team with feedback on stakeholder priorities to help inform and prepare for the three-day design charrette. Attendance at the event included City and County staff, a City Council Representative, Charlotte Housing Authority staff, business leaders, large land owners, neighborhood leaders and community residents. Attendees expressed great energy around opportunities to create both an increased sense of community internally and improved connectivity externally for comprehensive transformational change in this area.

During the session, workshop participants were asked to select their top three priorities from the six CNIP goals. According to the responses, the first priority in this area should be to Integrate Neighborhood Improvements, followed by a focus on Leveraging Public and Private Investments, and Enhancement of Public Safety. In contrast, workshop attendees were also asked to identify their lowest priorities. Goals identified as having the lowest priority by attendees were Ensure Housing Diversity and Create Jobs (although bringing more jobs to the CNIP area was raised several times later in the evening).

Learning workshop attendees were next asked to provide more specific recommendations on infrastructure improvements through active participation at multiple work stations featuring specific topic areas:

- Beatties Ford Road
- Freedom Drive
- Connecting Us with Each Other
- Connecting Us to Others
- Parks, Greenways, and Open Space

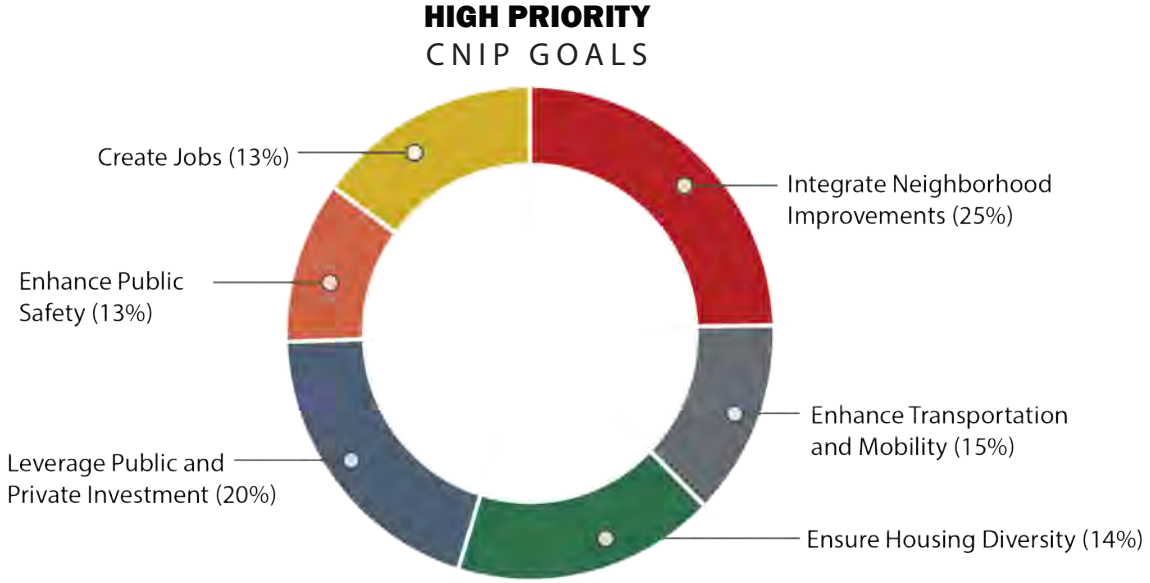
This round of community engagement allowed attendees to participate in small group conversations and interact by placing dots on maps to identify priority areas and areas they felt needed no further development. This feedback continued to solidify priority areas identified through the previous stakeholder interviews and small group sessions conducted over the past six months.

THE DESIGN CHARRETTE

A three-day design charrette was held at Mosaic Village on April 14-16, 2015 to identify and evaluate potential projects for the CNIP area. Members of the community worked with the project team to identify key opportunities and locations for building new infrastructure and attracting additional investment to The West End. For each project, the following information was created:

- Project name and description.
- Project goals.
- Target implementation horizon.
- Planning-level cost estimate.
- Leveraged dollar investment potential.
- Key development markets benefited by project.
- Project partners.
- Next steps.

Below is a pie chart of overall responses received from the priority activity where Community Learning Workshop participants were asked to select their top three priorities from the six CNIP goals. The chart represents the percent of the time a CNIP goal ranked in the top three.



PUBLIC MEETING UPDATE

The preliminary list of projects for the West Trade/Rozzelles Ferry CNIP area was presented at Johnson C. Smith's Mosaic Village on August 26, 2015. In a formal presentation to more than 70 attendees, the project team explained the multi-phase vetting process that allowed the most viable projects to emerge. The list included:

- Removal of projects that duplicated existing work or were already underway.
- Removal of projects ineligible for CNIP bond funding.
- Selection of projects that offered one or more of the following:
  - Near shovel-ready and therefore could be completed quickly
  - Ability to leverage current opportunities and partnerships.
  - A mix of small and big cost projects.
  - Opportunity to serve as a catalyst project to attract partner funding.
  - Consistency with CNIP community goals.

Eventually the meeting focused on 23 projects that rated favorably against the six CNIP goals and five neighborhood criteria. Funding is not anticipated to implement all of these projects at the time this document was written. The presentation also detailed the next steps in the process, which included further coordination with other CNIP teams, as well as additional vetting by the City's Strategy Team and Steering Committee. After the formal presentation, stakeholders were divided into breakout sessions, allowing them to ask additional questions and provide more feedback on the community's priorities. Input from the workshop was considered by the project team in moving projects forward.

These are the Big Ideas:

Consolidating information throughout the project, we were able to identify the following themes that help paint a picture of what stakeholders in the community would like to see implemented. Some of these projects or ideas are beyond the reach of the CNIP process and will need to be addressed with the City and their partners in other ways.

Improve Transportation and Access Within and Out of the Area

- Draw more people to the area with the CityLYNX Gold Line – increases access to The West End.
- Encourage improvements in the overall public transportation system – freight train schedule not aligned with bus schedule (may miss bus waiting on freight train to pass).
- Increase number of bus routes that come through some of the neighborhoods, particularly those with a higher number of senior citizen residents.

Connect All the Greenways in the Area

- This area has an opportunity to have the largest connected greenway system in the city.
- Increase walking and biking opportunities for greater connectivity between the neighborhoods and to other areas of the city.
- Connecting greenways would make this area a destination, bringing others to the area.
- This would provide increased recreation opportunities for the area residents.

Increasing Public Safety and Security

- Need more lighting along the corridors and in the neighborhoods.
- Need road diet and additional traffic calming. Speeding in areas, particularly along Freedom and Morehead, makes it dangerous for pedestrians and individuals riding bikes.
- Need sidewalk improvements as a number of neighborhoods are experiencing poor sidewalk conditions on interior streets making it unsafe for pedestrians.
- Pay closer attention to neighborhoods with gangs and challenges with other illegal activities (drugs, prostitution). Need more help from CMPD to clean up these areas.

Improve Gathering Places and Overall Aesthetics for the Area

- Create more positive images and visuals along the corridor.
- Improve use of the "blanket space" between the bridge at West Trade Street and Johnson C. Smith University.
- Appeal to Duke Energy to bury power lines to give the area a more urban feel (it will be necessary to bury the lines if the street car comes through the area).

Invest in Local Businesses and Support Entrepreneurship

- Residents cite a high need and desire to bring jobs to The West End. With perception of safety issues and perceived lack of City investment in the area, developers are not as interested in developing this area.
- The area is predominantly made up of local small businesses so continue to invest in and support what's already here.
- Mentorship – pair new with experienced business owners.
- Focus on bringing accountants, doctors and lawyers to the area – provide incentives to attract more businesses to the area.
- Encourage entrepreneurship, versus bringing in chains to locate here due to revenue projection requirements (for example, some national stores or brands have a minimum median household income statistic required before coming to the area).

Wilkinson Boulevard (Wal-Mart) Shopping Center Near Wilkinson Boulevard & Ashley Road

PHYSICAL ASSESSMENT

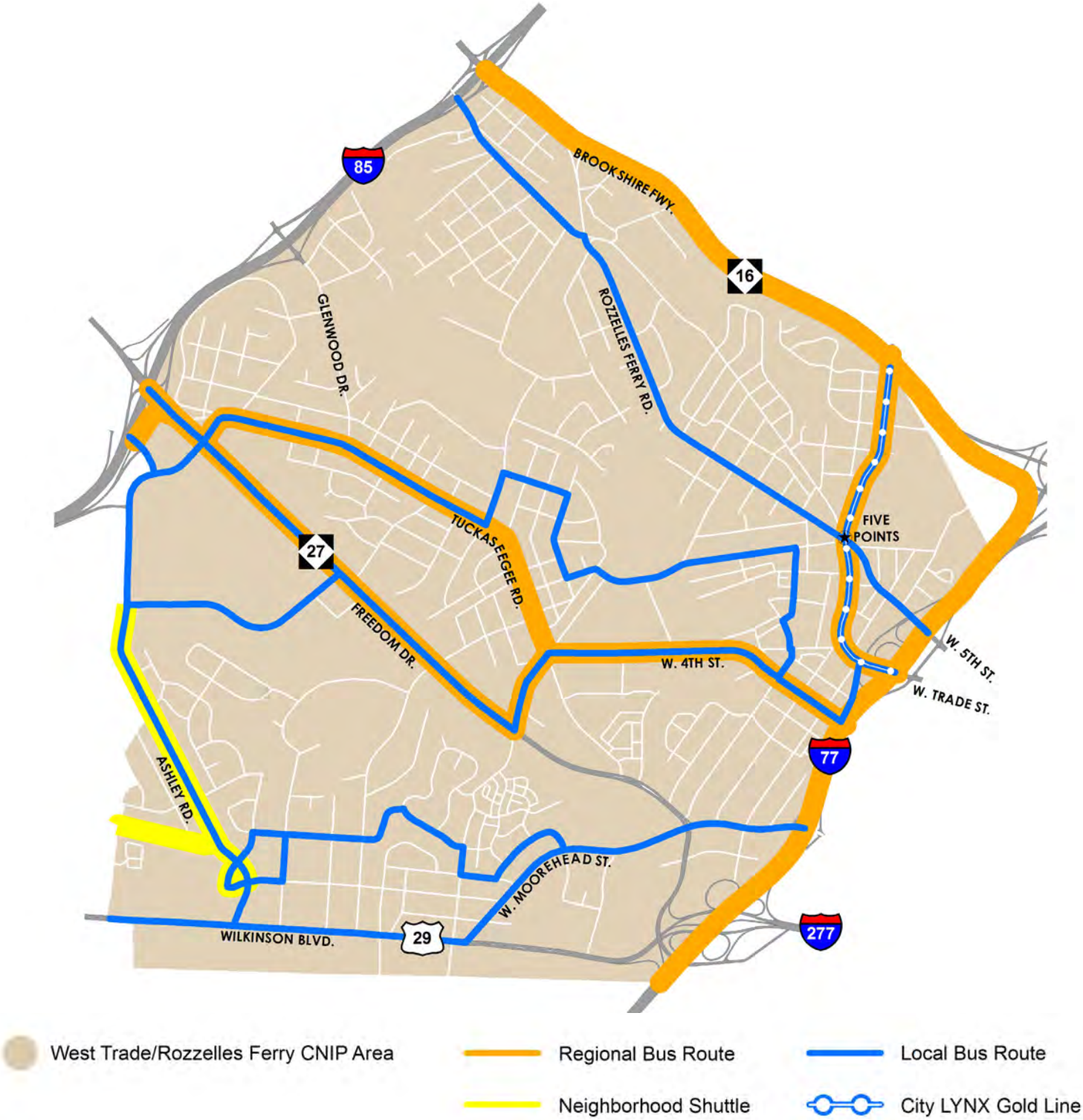
Bridge Overpass for West 5th Street at Interstate 77

A physical assessment gave a better understanding of neighborhood condition and context to identify projects that will be catalysts for transformation in the West Trade/Rozzelles Ferry CNIP area. The analysis was based on data provided by the City of Charlotte and examined development, transportation, connectivity, environmental and public space conditions.

street network

The West Trade/Rozzelles Ferry CNIP area is located between two interstates serving Charlotte, I-77 and I-85. Three other major road corridors — Wilkinson Boulevard (US 29), Freedom Drive (NC 27) and Brookshire Freeway (NC 16) — cross the study area and connect it with Uptown Charlotte, Charlotte Douglas International Airport and the Lake Norman area. The local street network provides several connections to Uptown Charlotte and important business corridors in the study area: West Trade Street, Rozzelles Ferry Road, Freedom Drive and Wilkinson Boulevard. Local streets are generally well-connected within the neighborhoods; however, several missing street connections between the neighborhoods make travel by vehicle, transit, bicycle or walking less than optimal. Major road and business corridors serving the study area have the potential to become primary targets for future infrastructure investments and (re)development.

transit



While the West Trade/Rozzelles Ferry CNIP area has bus routes on its major corridors, there are few neighborhood routes that provide accessibility to transit service. Additionally, the City of Charlotte has planned the CityLYNX Gold Line route to go through the northeast corner of the area along West Trade Street, besides Johnson C. Smith University. This will provide better connectivity with the rest of Charlotte, but will require connections with the neighborhoods to provide better transit service.

bikes and pedestrians

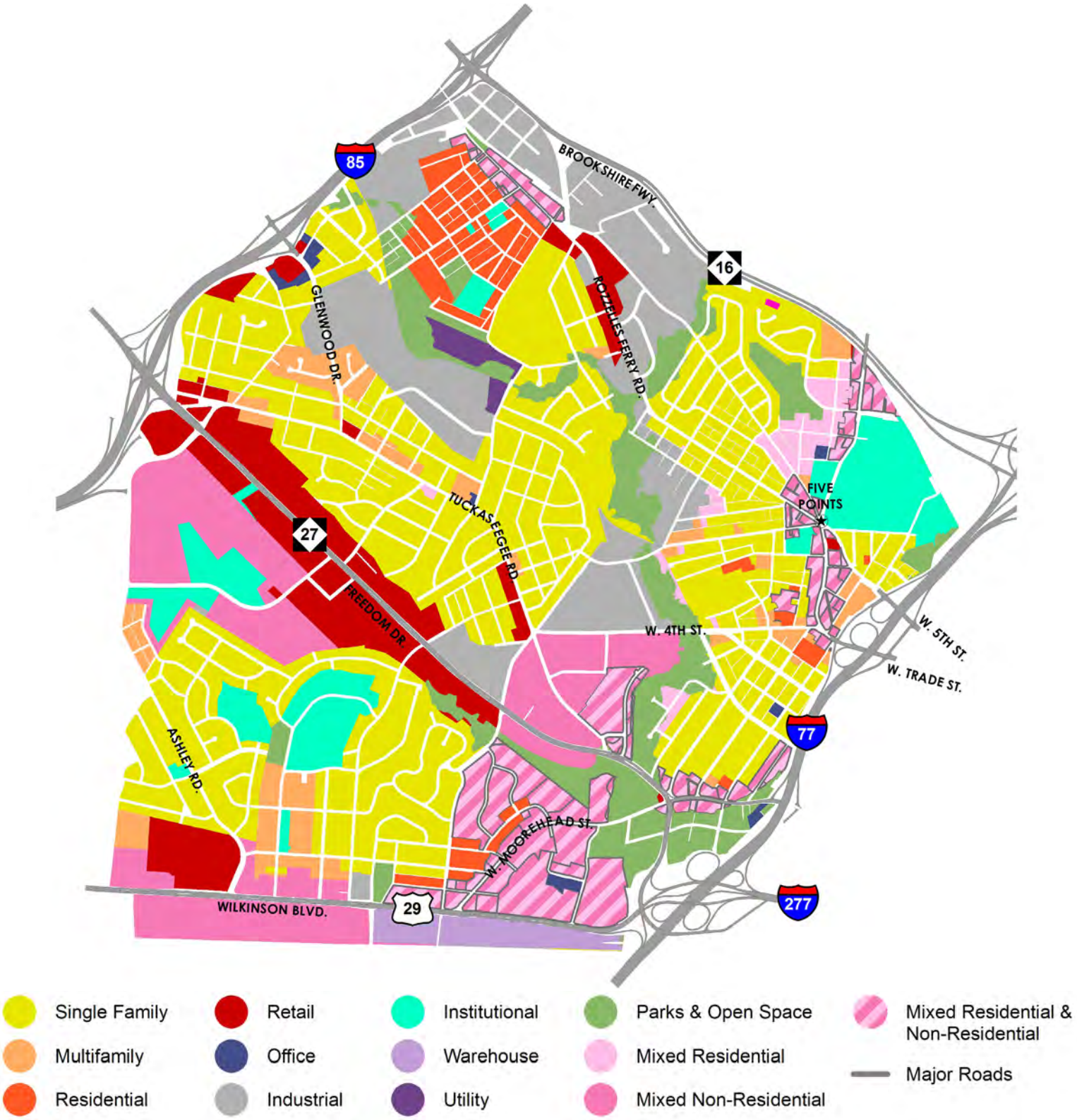
Park Property
College or University
Public School
Existing or Planned Greenway
Bicycle Lane or Bicycle Route
Sidewalk (on at least one side of street)
Major Roads
Other Streets

The West Trade/Rozzelles Ferry CNIP area has designated bike lanes, greenways and sidewalks throughout neighborhoods that provide a basic level of connectivity. While an extensive greenway system exists in the area, very few trails connect them together. Also, most of the bike lanes are on major corridors, with very little designated bike facilities provided in neighborhoods. While sidewalks exist in the neighborhoods closer to Uptown Charlotte, newer neighborhoods in the west side of the West Trade/Rozzelles Ferry CNIP area are less walkable.

green space

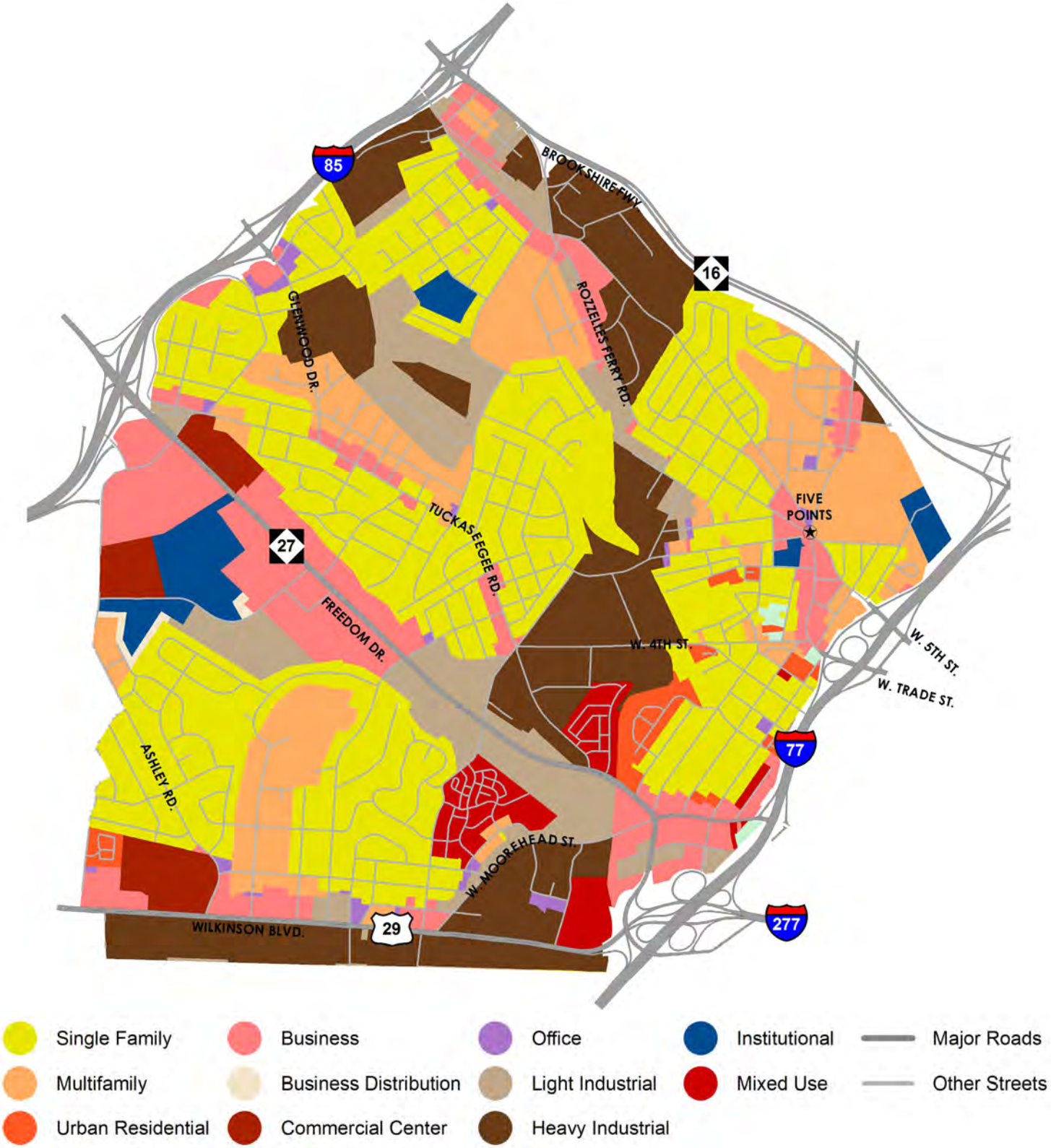
The West Trade/Rozzelles Ferry CNIP area benefits from a large number of public green spaces and tree canopy. The greenway system goes through a large part of the focus area, from Bryant Neighborhood Park in the south to Stewart Creek Greenway in the north. These serve (and better serve with improved connectivity) a majority of neighborhoods in the area. The larger corridors, especially Wilkinson Boulevard and Freedom Drive, suffer from no tree canopy. This could be improved through future development.

future land use



The majority of land in the West Trade/Rozzelles Ferry CNIP area is identified for residential uses: single family neighborhoods, multifamily buildings, or a mix of housing types and densities in the same neighborhood. Retail, office and mixed use areas are focused along major transportation corridors. Concentrations of institutional and industrial uses are scattered throughout the CNIP area.

zoning

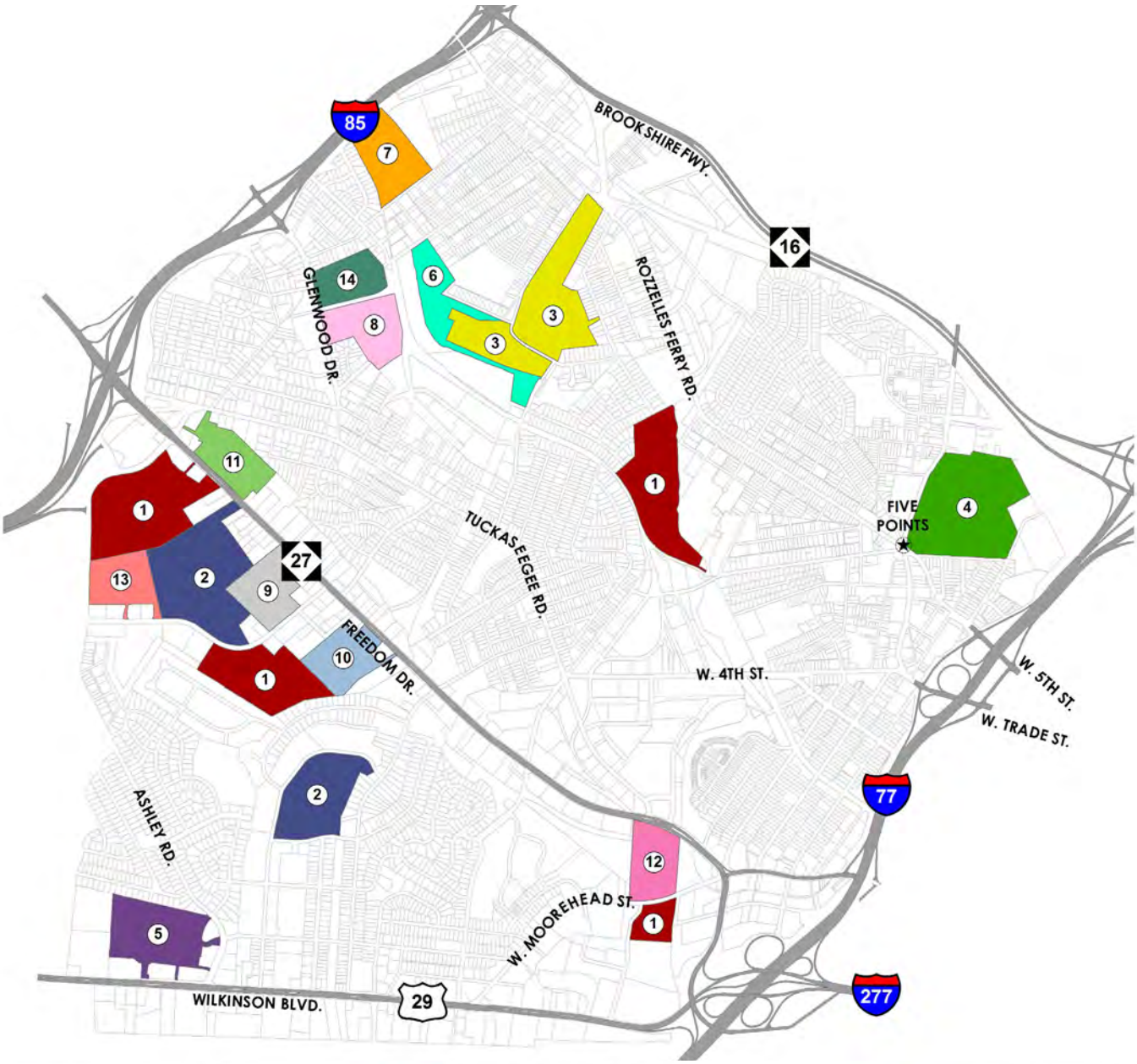


The West Trade/Rozelles Ferry CNIP area has many different zoning categories, but the majority of the area is zoned for single-family residential, industrial and business. Multifamily zoning supports the highest densities in the CNIP area. Zoning for a mix of uses is limited to major transportation corridors. Notable is the large areas of industrial zoning, which can continue to provide jobs for residents of the area, or be adapted for future development.

development status

The majority of land in the West Trade/Rozzelles Ferry CNIP area is developed or open space (open space is defined as parks, recreation facilities, and greenways.) There are some areas of undeveloped land that provide pockets of infill development potential. Also, aside from the established residential neighborhoods that should be preserved, some developed areas, such as parcels along Wilkinson Boulevard and Freedom Drive, contain underperforming retail and are ripe for redevelopment.

large landowners



1 Mecklenburg County (97.7 ac)
2 CMS Board of Education (64.9 ac)
3 Duke Power Company (45.74 ac)
4 Johnson C Smith University (44.1 ac)
5 Wal*Mart Real Estate Business (25.7 ac)
6 City of Charlotte (18.6 ac)
7 Mr. Cabinet, Inc. (18.2 ac)
8 Le Petomane XXIII, Inc. (17.2 ac)
9 Benbrooke Freedom Partners, LLC (16.2 ac)
10 J & W Management Corporation (15.4 ac)
11 Vicken Baklayan (15.3 ac)
12 Morehead Ridge, LLC (15.2 ac)
13 Cityview of NC, LLC (14.6 ac)
14 Nexeo Solutions, LLC (12.8 ac)

The largest landowners in the West Trade/Rozzelles Ferry CNIP area include Mecklenburg County, Charlotte-Mecklenburg Schools, Duke Energy and Johnson C. Smith University. While most of this land is dedicated to educational facilities and utilities, there is the potential for continued redevelopment of Freedom Mall, which is owned by Mecklenburg County, and other publicly held lands.

West Trade / Rozzelles Ferry's

5 Influential Factors identified by the Market Analysis

Preserve the historic housing stock and provide additional housing options for multiple generations.

Celebrate the rich heritage and culture of Charlotte's African-American community through connecting historical and cultural assets, and consolidating and strengthening existing corridors.

Connect the neighborhoods by opening cul-de-sacs to strengthen retail areas and public greenway assets.

Reposition retail and industrial developments with renovation and/or adaptive reuse.

Inspire education and entrepreneurship to create small businesses, support economic mobility, expand commercial real estate and encourage community wellness.

MARKET
ANALYSIS

Entrance and Parking Deck at Mosaic Village on West Trade Street

A market analysis of the area was carried out as part of the CNIP process to identify current and future demand for residential, retail, office and industrial uses. The document provides a detailed overview of demographic, economic and real estate data. It identifies where and how future transformation in the community is most feasible based on development potential. Patience may be needed for some recommendations, as it may be 10 to 20 years before they can be fully realized. A full copy of the Market Analysis is available on the West Trade/Rozzelles Ferry CNIP webpage at www.charlottefuture.com.

This market analysis summary presents five key assets of the community (identified as “what we have” in the paragraphs that follow), which should serve as a foundation for seven targets for transformation (identified as “what we can achieve” in the paragraphs that follow). Together, statements from the market analysis ensure that grassroots initiatives, program reforms, new capital projects, and others recommendations in this document are market realistic and economically viable, reflecting both market timing and change anticipated over the next 10 years (2025).

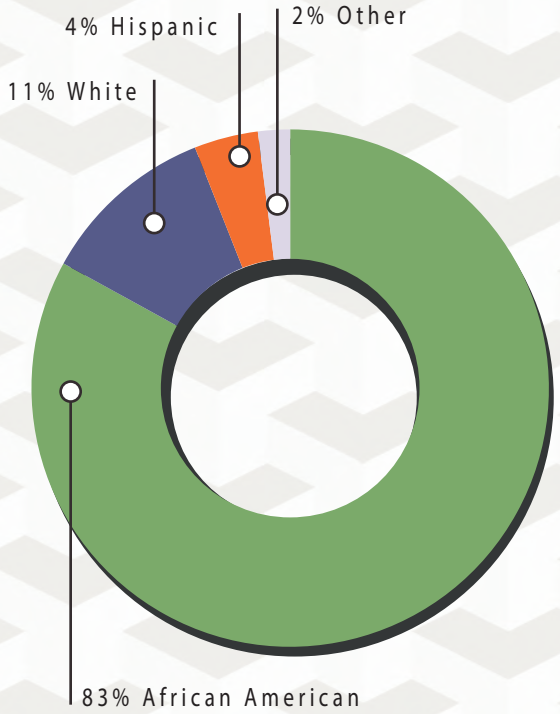
COMMUNITY AT A GLANCE

WEST TRADE/ROZZELLES FERRY

The West Trade/Rozzelles Ferry Study Area includes a unique and diverse population. Below is a snapshot the community.

pre-dominately African American

The CNIP area has served as a hub for the African-American community, and its history and culture in recent decades in Charlotte. Johnson C. Smith University, Biddlesville and the Excelsior Club have built a foundation for the African-American community to continue to grow.

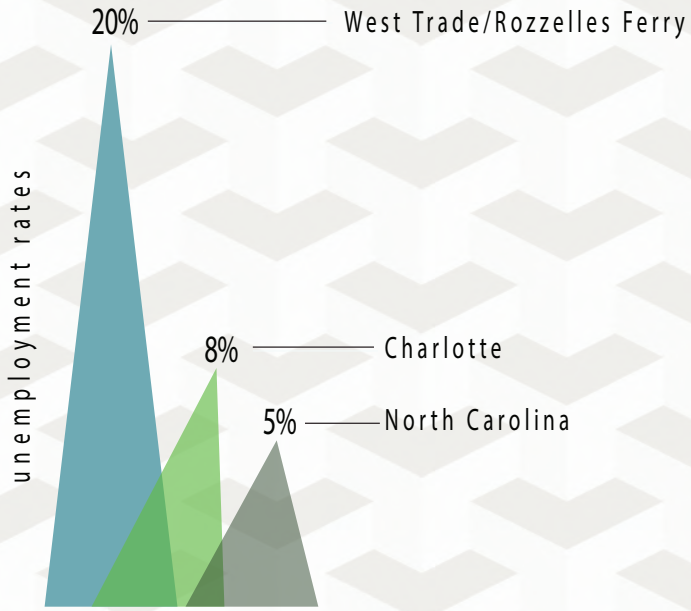


10% of residents commute using public transit

While only 10% of residents in the CNIP area use public transit, that is significantly higher than the 4% Charlotte average. As a result, it has a significantly lower percentage of drive alone commuters at 64% (citywide average is 76%).

high in unemployment

High levels of unemployment in the CNIP area could be reflective of socio-economic characteristics such as low educational attainment, a higher number of millennials, or a lack of business opportunities.

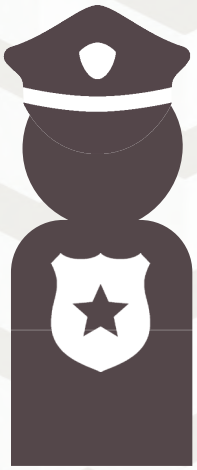


41% of residents own their homes, compared to 50% in Charlotte and 68% in North Carolina

low income and educational achievement

25% residents of the CNIP area never completed high-school

Without a high school diploma, job opportunities and economic mobility are extremely restricted. With a much higher dropout rate of (25%) compared to Charlotte's average of 12%, the CNIP area has a lower average income.



1.8% crime in the CNIP area is down from last year

Concerns regarding the perception of crime in the West Trade/Rozzelles Ferry CNIP Area has negative impacts on the revitalization of the area. However, while crime has risen in four of the 12 neighborhoods, the overall crime rate has actually decreased, with significant drops in a few neighborhoods, such as Parkview, Seversville and Ashley Park.

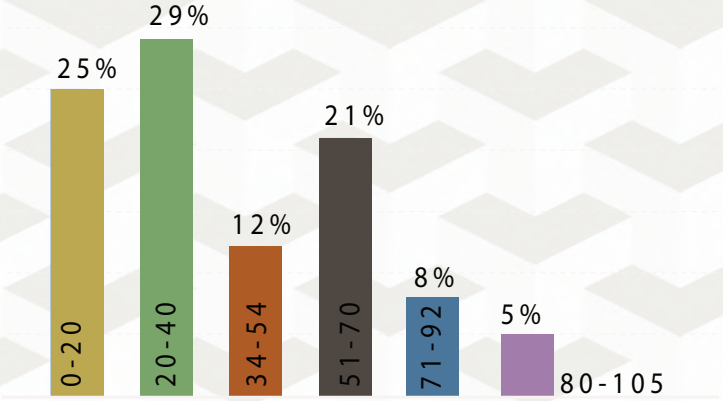
$25,875

MEDIAN HOUSEHOLD INCOME

55% less than the Charlotte median income

multi-generational, skewing toward young millennials

Along with low household income and low educational achievement, in many situations this is representative of fewer and lower-paying jobs having to support a larger number of members in a household. The chart below shows the age ranges of residents.



31 median age

What Defines the West Trade/Rozzelles Ferry CNIP Area Today?

WE HAVE EDUCATION

This area has 14 educational institutions, including Johnson C. Smith University, that serves as an employment and economic anchor. The area also has a branch of the Central Piedmont Community College Cosmetology Center. Additionally, high schools Philip O. Berry Academy of Technology and West Charlotte are in the area, as are elementary and middle schools. Some of these are part of the Project Lift program, a privately funded effort to upgrade the academic performance in the feeder schools of West Charlotte High School. The educational infrastructure certainly has the opportunity to begin improving the education attainment of the community, despite a relatively higher level of poverty, high school dropout rate and unemployment.

Johnson C. Smith University

WE'VE GONE GREEN

The West Trade/Rozzelles Ferry CNIP area has 331 acres of park, greenways and open space. A connection of parks and greenways creates a green spine through the east and south areas of the study area along the railroad tracks and Freedom Drive. The majority of this spine is composed of Stewart Creek Greenway, Martin Luther King Community Park, Seversville Neighborhood Park, Wesley Heights Greenway, Stewart Creek Greenway and Bryant Neighborhood Park. In addition, the Camp Greene Community Park and Five Points Neighborhood Park serve as significant green spaces in the community. This existing infrastructure provides an extensive opportunity for pedestrian and bicycle facilities if they are better connected to residents and other amenities and assets.

Playground at Martin Luther King Park

331 acres of greenspace

14 educational institutions

international airport
lynx gold line extension
city center
whitewater center
panthers stadium
bb&t ballpark
time warner arena

central location

6 community organizations

Bette Rae Thomas Recreation Center

WE SERVE OUR COMMUNITY

The West Trade/Rozzelles Ferry CNIP area has a foundation of active community service organizations, with seven in the 12 neighborhoods: Bette Rae Thomas Center, Mecklenburg County Bar Center, Neighborhood and Business Services, Boys & Girls Club, Valerie Underwood County DSS and YMCA. These provide programing based on recreation, education, the environment, health, the arts, careers and leadership development for the youth and senior population. These groups have potential to serve as catalysts for building stronger communities and providing opportunities to guide youth. In addition, Habitat for Humanity has designated the Lakewood Neighborhood as an investment area.

View of Uptown skyline from the Tarlton Hills Neighborhood

WE HAVE LOCATION, LOCATION, LOCATION

The West Trade/Rozzelles Ferry CNIP area is located close to Uptown Charlotte and benefits from having active corridors that connect important destinations, provide linkage to the airport and serve as the site for the future CityLYNX Gold Line extension. The area is bordered by I-85, I-77 and NC Highway 16 (Brookshire Boulevard), with access through six interchanges. It also includes four primary business corridors: West Trade Street, Rozzelles Ferry Road, Freedom Drive and Wilkinson Boulevard. Freedom Drive is particularly important as the direct connection between the two interstates and Uptown Charlote. All of the primary corridors include CATS bus service. The CityLYNX Gold Line streetcar extension, recently approved by City Council, will add transportation options, connecting Johnson C. Smith University to Uptown Charlotte and Johnson & Wales University. Wilkinson Boulevard runs along the southern edge of the study area, which is a major corridor serving the airport and related operations.

WE HONOR OUR HISTORY

The West Trade/Rozzelles Ferry Road CNIP area is steeped in history and culture from the founding of the Biddle Memorial Institute in 1867, to the 1917 opening of the Camp Greene WWI Training Camp and the Excelsior Club in 1944. (See a history timeline on page 13-14.)

Johnson C. Smith University, Camp Greene, Lakewood Amusement Park and the Rozzelles Ferry Bridge over the Catawba River were all instrumental in growing the economy and development of the CNIP area. Much of the physical infrastructure of these institutions remains today, including Wesley Heights, one of the six historic districts in the City (designated in 1994). The area also has three historic properties: the Grand Theatre, Biddle Hall on the JCSU campus and the George Davis House. The JCSU Arts Factory and Latibah Collard Green Museum celebrate much of the historic culture of the area.

Former Grand Theater converted to Belvedere Family Dentistry, Rozzelles Ferry Rd.

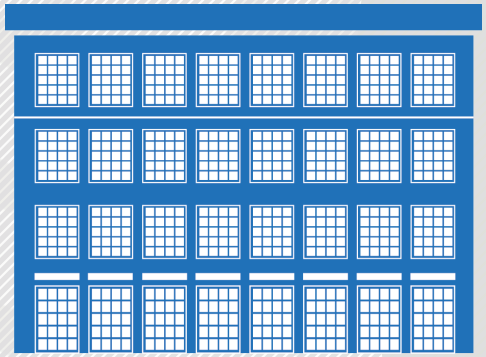
Wesley Heights Historic District Signs

What Assets, Investments, and Opportunities Could Further Transform the CNIP Area?

WE CAN CLOSE OUR HOUSING GAP

Between 700 and 1,400 additional housing units are needed in the CNIP area to support market demands and provide better housing for residents. There are opportunities to expand, rehabilitate and preserve existing single-family housing through public/private initiatives such as the expansion of historic districts. Increasing the stability of owner-occupied homes would improve properties, allow aging residents to stay in their homes and strengthen commercial uses along corridors. The development of vacant parcels and the redevelopment of existing properties can provide opportunities to diversify multifamily housing in the long term, as well as protect and promote established neighborhoods. Future projects, including the redevelopment of Savonna Mills, housing proposed for Bryant Park, and opportunities along West Trade Street and Rozzelles Ferry Road, will provide over 350 homes in the area.

350 planned housing units begin to fill the need of 700 to 1,400 units



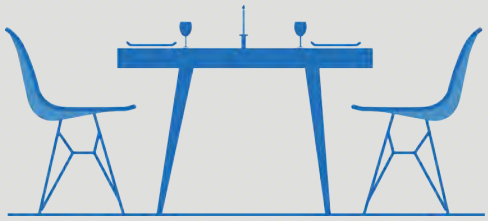
existing industrial buildings provide enough space for **10 YEARS** of future growth

todays special:

400,000

square feet of retail

needed over the next 5-10 years



WE CAN INVIGORATE SHOPPING

Shopping destinations in the focus area are traditionally focused on Freedom Drive, Wilkinson Boulevard, West Trade Street and Five Points. Freedom Drive can once again become a regional destination with sports-themed restaurants and specialty retailers organized around a central plaza or open space. Since Freedom Drive connects two interstates with major Uptown Charlotte sports complexes, it would be an appropriate location for these businesses. Freedom Drive can further differentiate itself by embracing the history and culture of the African-American community. With Johnson C. Smith University as the focus, the Five Points area can also be revitalized as a town center and provide neighborhood retail. Together, these developments would also support the limited existing opportunities for automotive, sports, clothing and grocery uses in the area. The redevelopment and repositioning of existing retail will reinvigorate the void of up to 300,000 to 400,000 square feet of retail, restaurant and entertainment space that could be created over the next five to ten years.

Uptown Cycle on Morehead Street

Reinvestment in Older Buildings Along West Morehead Street

WE CAN REINVENT OUR OLDER INDUSTRIAL PROPERTIES

Older properties, which provide low cost space options near the two interstates, can serve small and mid-sized companies and provide employment opportunities for neighborhood residents. Existing clusters include automotive supply/repair, distribution and light manufacturing. In addition, some buildings are suitable for re-purposing, including breweries, senior housing, rental housing, small business incubation/education space, etc. The most appropriate candidates are Savona Mill, Greenway Business Park and existing buildings along lower Freedom Drive and the Thrift Street/Berry Hill roundabout. Together these would provide the 100,000 to 200,000 square feet anticipated over the next five to ten years.

50,000 to 100,000

square feet of future office space needed over the next 5 - 10 years

WE CAN EXPAND OFFICE OPPORTUNITY

The greatest prospect for revitalization or expansion of office space in the CNIP area is the repositioning of the former Charlotte Law School building, which will reduce the existing large sub-market oversupply. The Mecklenburg County Land Use and Environmental Services Agency (LUESA) and some operations for Charlotte's Water Department, Engineering and Property Management Department, and Code Enforcement are moving to this location soon. Completing its connections to surrounding parcels will continue the momentum in the West Morehead Street corridor. This, together with the construction of the proposed office building at Mosaic Village (West Trade Street), and development of low impact, cost effective space (existing and new) within smaller footprints at the Greenway Business Park (Rozzelles Ferry Road) will provide for adequate opportunities up to 50,000 to 100,000 square feet of future office gap in the study area over the next five to 10 years.

Former Grinnell Company Building on West Morehead Street

WE CAN EMPOWER ECONOMIC MOBILITY

Educational attainment is one of the primary challenges for the West Trade/Rozzelles Ferry CNIP area, with 25% of adults having no high school diploma. With significant local manufacturing enterprises defunct, statistics show that without additional education and occupational opportunity, financial security will continue to elude a large percentage of the population and negatively impact housing and commercial real estate. At the same time, the existing educational infrastructure in this part of Charlotte and Mecklenburg County is robust. Johnson C. Smith University, Central Piedmont Community College, Charlotte Mecklenburg Schools and a host of existing educators within the community need to create partnerships to improve the foundation of quality education. These institutions can serve as a catalyst to empower people to have more economic mobility.

"Faces of Freedom" Artwork on Freedom Drive (Artist Cheryl Foster)

WE CAN CELEBRATE HERITAGE AND CULTURE

Connecting the arts, cultural and entertainment assets and opportunities will create a destination and place for inviting visitors. These might include a Black History & Heritage Trail from West Trade Street to Rozzelles Ferry Road and Tuckasegee Road, and Sports and entertainment connections bridging Center City and Freedom Drive. Connecting heritage, culture, sports and the arts would create synergy that could bring a small boutique hotel to Johnson C. Smith University and put The West End on the map as a destination for visitors.

WE CAN ACHIEVE GREAT THINGS TOGETHER

The most productive way to encourage private investment is to reduce risk. There is a good deal of existing infrastructure within the CNIP area. However, consideration should be given to providing a comprehensive package of existing tools and/or programs, as well as small area plans to understand the goals of land use for developers and investors. This, together with the "can do" attitude that is hallmark of the City and neighborhoods within the CNIP area, will provide greater opportunities for public-private partnership.

STRATEGIES

Early phases of the West Trade/Rozzelles Ferry CNIP planning process included public comment, a physical assessment and market analysis. Together, this information helped CNIP stakeholders better understand strengths, weaknesses and opportunities throughout the CNIP area, and provided greater focus for identifying candidate CNIP projects that could be 'transformative' for the community and a catalyst for others to make their investments nearby and quickly.

Conversations with residents, business owners, property owners, institutions and others throughout the CNIP planning process further refined information collected and led to six general strategies for reinvesting in the CNIP area. The strategies were important for generating the first list of CNIP projects following the three-day design charrette and organizing them for public comment. They should be considered 'community aspirations' for new project opportunities that may arise in the future.

The following general strategies helped guide and inform the list of CNIP and non-CNIP projects included in the project playbook (see pages 46 through 124).

ENHANCE PUBLIC SPACE NETWORK

Develop a complete and comprehensive network of public infrastructure that better integrates individual neighborhoods, economic activity centers and business corridors into a single community.

MAKE GREAT COMMUNITIES

Create spaces that bring people together, and foster pride and sense of belonging for everyone in the community.

CELEBRATE CULTURE & HISTORY

Celebrate the rich culture, history and sense of place unique to The West End.

CONNECT OPPORTUNITIES

Create better access to nearby destinations and opportunities within and surrounding the CNIP area that will attract new investment to The West End.

LEVERAGE INVESTMENTS

Recommend projects that benefit the entire community, but program and phase the improvements to best leverage private, quasi-public or other public investment dollars available now or in the future.

CAPITALIZE ON STRATEGIC PARTNERSHIPS

Capitalize on innovative resources and partnerships in the community to unlock economic opportunities, invite new business and provide access to jobs and education for local residents.

CATS Sprinter Bus Shelter at Grandin Road & Morehead Street

CNIP
PLAYBOOK

Existing Tracks in the Ground from the Lakewood Trolley Line

This section is a playbook of projects for the West Trade/Rozzelles Ferry CNIP area. It includes all of the projects identified during the CNIP planning process, and vetted based on physical assessment, market analysis, public design charrette, and community input.

PROJECT SCORING AND PRIORITIZATION

The list of CNIP projects was developed and defined in three phases. In the first phase, the community and the project team worked together to identify 115 projects, ideas and opportunities during the three-day design charrette. These projects or ideas either fixed a problem within neighborhoods, had been proposed in a previous planning project, or were seen to lead to transformation within the CNIP area.

In the second phase, the project team recognized all of these ideas as important, but realized the list needed to be narrowed because: 1) some of the ideas were duplicates; 2) some projects made sense to combine; 3) some of the projects were funded or under construction; 4) some projects were not physically feasible; and, 5) some projects were not eligible for CNIP funding. This vetting process created two lists: 1) CNIP eligible projects per the bond referendum (52 projects); and 2) Projects pertaining to social issues or economic development (18 projects).

In the third phase, the 52 projects were compared against the six CNIP goals and five neighborhood criteria unique to the West Trade/Rozzelles Ferry CNIP area (see next page). All projects were given a low, medium or high score based on how effective they were at implementing the goals and criteria. With limited funding available to implement projects, this evaluation was necessary to identify those projects with the most potential to transform The West End. The third phase identified 23 highlighted projects, and 29 other CNIP eligible projects to be included in the document.

This section of the document is a playbook. A highlighted project does not guarantee selection for CNIP funding. Implementation is based on many factors, including: timing, partnerships, community input, available funding and economic development to name a few. Any of the projects eligible for CNIP funding can and should be championed by everyone in the West Trade/Rozzelles Ferry CNIP area, when appropriate.

6 CITY-WIDE CNIP GOALS

Provide support for a well-connected network of streets, sidewalks, greenways and bike lanes that link to and enhance existing community assets.

Improve accessibility to transit and the larger regional network of streets.

Promote better connections between neighborhoods and major employment, institutional and retail areas.

Identify successful public/private partnerships that leverage investments and catalyze changes occurring in neighborhoods.

Find opportunities to coordinate with representatives for public safety, code enforcement, social services and education.

Enhance the public engagement process and work with residents to identify and evaluate investments that meet collective aspirations.

5 EVALUATION CRITERIA SPECIFIC TO THE WEST TRADE/ROZZELLES FERRY CNIP AREA

Identify projects that become assets for the community, especially those that promote opportunities to create memorable places.

Support projects consistent with area plans prepared for The West End.

Support projects previously identified by a city department or agency.

Focus on projects that best leverage private, quasi-public or other public investment dollars available now or in the future.

Recommend projects that benefit many interests in the community and encourage significant use of the new infrastructure.

COMPLETE LIST OF PROJECTS

FOR THE WEST TRADE / ROZZELLES FERRY CNIP AREA

Below is the complete list of CNIP and Non-CNIP projects for the West Trade/Rozzelles Ferry CNIP Area. These include those that have been highlighted by the project team, additional CNIP projects, and those that fall outside of the CNIP scope*. (* = Project numbers used in the document are for legibility only and do not indicate rank of importance).

Highlighted CNIP Projects

1 W. Trade Gateway/I-77 Underpass Enhancement
2 Five Points Public Realm
3 Support Revitalization of Tarlton Hills/Biddleville
4 Realignment of Frazier Avenue
5 W. 4th Street Road Diet/Complete Street
6 Multimodal Improvements: Morehead St., between Freedom Dr. & Wilkinson Blvd.
7 Median Improvements: Morehead St. Pedestrian Islands, Freedom Dr. to I-77
8 Morehead St./Freedom Dr. Intersection: Pedestrian Improvements
9 Greenway Connection to Valerie Woodard Center to Camp Greene Park
10 Beautify Underpass and Create Gateway at W. 4th St. Extension
11 State Avenue Pedestrian Improvements, Turner Ave. to Five Points
12 Freedom Dr./Ashley Road Intersection Improvements
13 Complete Stewart Creek Greenway (Bryant Park to Camp Greene to MLK Park)
14 Turner Avenue Streetscape, Rozzelles Ferry Road to State Street
15 State Street/Stewart Creek Trail Crossing Improvement
16 Powerline Trail
17 Carolina Thread Trail Extension, I-77 to I-85
18 Ashley Rd. & Wilkinson Blvd. Intersection Capacity & Multimodal Improvements
19 Unlock New Employment Center
20 Freedom Dr. Complete Street/ Bike Lane/ Public Realm Improvements
21 Transfer Center (Ashley Road and Freedom Drive)
22 Pedestrian Crossing Improvements: Wilkinson Blvd @ Walmart Shopping Center
23 Wesley Village Road Extension

Other CNIP Projects to Support

24 Lakewood Trolley
25 Enhanced Bus/Train Transfer Pedestrian Infrastructure (City Lynx Gold Line)
26 Hazel St. Extension
27 Neighborhood Gateway Treatments
28 Johnson C. Smith Bus Transfer Center (near Five Points)
29 N. Turner/Latham Place Extension at Five Points Park
30 Mahopec Extension S. Bruns to Walnut, Coxe to State
31 Enderly Road/Tuckaseegee Intersection Bus Hub/Neighborhood Gateway
32 Enderly Road Alignment
33 Multimodal Improvements: Rozzelles Ferry Road, from Trade Street to I-85
34 Bonaire Drive Pedestrian Extension to Freedom Drive
35 Bike Lane Expansion: Thrift Road
36 Connector (Jones Street to Lakewood Avenue)
37 Connect Seversville Park to MLK Park across State Street
38 Coker/Effingham Loop Roadway Extension
39 Improve Sidewalk (Camp Greene Street south of Freedom Drive and improve crossing)
40 Pedestrian Lights on Tuckaseegee Road
41 Yellowstone Drive/Zebulon Road Connectivity Project
42 Multimodal Improvements: Trade St., from Beatties Ford Rd. to Seldon Dr.
43 Connector (Halsley Street to Lander Street)
44 Custom Streetcar Facilities
45 Alicia Road Extension
46 Chamberlain Avenue/Stewart Avenue Connectivity Project
47 Connect Lakewood Avenue to Tillman Road
48 Protect/Redevelop Light Industrial Zoned Area (bordered by State St., Thrift Road, and Tuckaseegee Road)
49 On-Street Parking on Coker from Enderly Park to Mathis Street
50 Ravencroft Dr. Extension
51 Enhance Existing Wayfinding (along Freedom Drive)
52 Idaho Drive & Highway 16 Intersection

Other Projects to Support (Not Eligible for CNIP Funding)

53 Freedom Drive Branding Opportunity
54 Retail Outparcels at Valerie Woodard Center
55 Community Farming (Bette Rae Thomas Center/Duke Power Easement)
56 Redevelopment of Big-Box Properties (Freedom Drive)
57 Increase Tree Coverage
58 Johnson C. Smith Land Assemble
59 Bryant Park
60 Five Points Incubator
61 Johnson C. Smith Signage
62 CATS Route #8 Realignment
63 Tuckaseegee Business Cluster
64 Wesley Center Park
65 Improve Street Network (Valerie Woodard Center)
66 Expand Bike Share Stations
67 Pop Up Flea/Antique Markets
68 Redevelopment along W. Trade St. (South of Five Points)
69 Reconfigure I-77 Ramps at W. Trade and W. 5th Streets
70 W. 5th Street Development/Cap

PROJECT LOCATION MAP

FOR THE WEST TRADE / ROZZELLES FERRY CNIP AREA

Highlighted CNIP Projects

Other CNIP Projects to Support

Other Projects to Support (Not Eligible for CNIP Funding)

ELEMENTS

The following elements are identified for each of the 23 highlighted descriptions. Understanding how each of them works together will be important when championing for future implementation activities.

IMPLEMENTATION HORIZON

This defines a time-scale for every project based on coordination between project partners, access to funds and established planning projects. This is an estimation that can shift if the aforementioned factors change. The implementation horizon is defined as either Short Term (1-4 years), Mid-Term (5-10 years), or Long Term (10+ years).

KEY PROJECT STAKEHOLDERS

The more partners a project has the more likely it is to be implemented. Partners could include a City of Charlotte department or agency, land-owners, developers or other group.

NEXT STEPS

Every project has actions that need to occur before it can be implemented. These steps to start the process vary based on the scale, scope and budget of the project.

PROJECT BUDGET RESERVE

These budget reserve estimates will help clarify the investment required to see the project realized. These estimates are based on past projects implemented by the City of Charlotte and industry standards, and can change based on information generated in follow up plans or studies.

PROJECT HISTORY

Knowing where a project came from can lead to its implementation. Whether it's been called out in a previous plan or identified by the community during the design charrette, its history can validate its relevance.

LEVERAGED DOLLAR INVESTMENT POTENTIAL

For every dollar invested in the public realm by the City, it is important for that money to encourage continued private investment. The more private investment a project creates, the more support it has to get implemented.

KEY DEVELOPMENT MARKETS

The ability for a project to transform the area around it, while making the market for its neighborhood more desirable, is important in determining the implementation of a project. Enhancing a competitive market for development brings more economic development and revitalization to the area.

CONNECTION T0 THE SIX STRATEGIES FOR THE WEST TRADE/ ROZZELLES FERRY CNIP AREA

The six strategies were important for generating the first list of CNIP projects following the three-day design charrette and organizing them for public comment. They summarize quickly the community's motivation or aspirations for the projects, and provide additional support for why they should be implemented.

HIGHLIGHTED CNIP PROJECTS

1 W. Trade Gateway/I-77 Underpass Enhancement
2 Five Points Public Realm
3 Support Revitalization of Tarlton Hills/ Biddleville
4 Realignment of Frazier Avenue
5 W. 4th Street Road Diet/Complete Street
6 Multimodal Improvements: Morehead St., between Freedom Dr. & Wilkinson Blvd.
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23 Wesley Village Road Extension

1. West Trade Gateway/I-77 Underpass Enhancement

Interstate 77 has long been regarded as a physical and psychological barrier between Uptown and nearby West End Neighborhoods. The point was made in 2003 with ULI's *Historic West End Technical Assistance Program Report,* then in 2005 and 2010 with the City's *West End Land Use and Pedestrian Plan* and ULI's *West Trade Street/ Beatties Ford Road Corridor Technical Assistance Program Report,* and confirmed by land owners, neighborhood leaders, university officials and business owners interviewed during the CNIP planning process. The underpass at West Trade Street provides one opportunity to connect and reconnect important destinations on both sides of the interstate via the CityLYNX Gold Line, bus, walking or bicycle. It also offers the opportunity to announce a special and historic place in the City, welcoming visitors to points west of Uptown for work, academic learning, shopping and entertainment.

Recommended improvements at the underpass include, 1) a design of the street cross section to support the road diet being implemented by the CityLYNX Gold Line using complete street concepts, and, 2) aesthetic improvements underneath (or leading to) the bridge structure that make the space feel safer and more comfortable for visitors traveling to points east or west. The new street cross section implemented by the CityLYNX Gold Line reduces the number of travel lanes from five to three, while this project would consider adding wider sidewalks and bicycle lanes in their place. Opportunities for more daylight under the bridge, enhanced night time lighting, street furniture, landscaping, art or super graphics, or way-finding signage should all be considered in a design concept for enhancing a "sense-of-place" at the underpass.

implementation horizon

Short-Term (1-4 years)...

in coordination with the Charlotte CityLYNX Gold Line Project, Phase II Construction Schedule

project budget reserve

$1,000,000

Project Reservation

Project costs will be refined in a full design/ construction feasibility study.

key project stakeholders

- Charlotte Department of Transportation
- Engineering & Property Management Department
- Charlotte-Mecklenburg Planning Department
- CATS
- North Carolina Department of Transportation
- Johnson C. Smith University
- Neighborhood Associations
- Private Land Owners
- Non-Profit Groups (especially pubic art advocates)

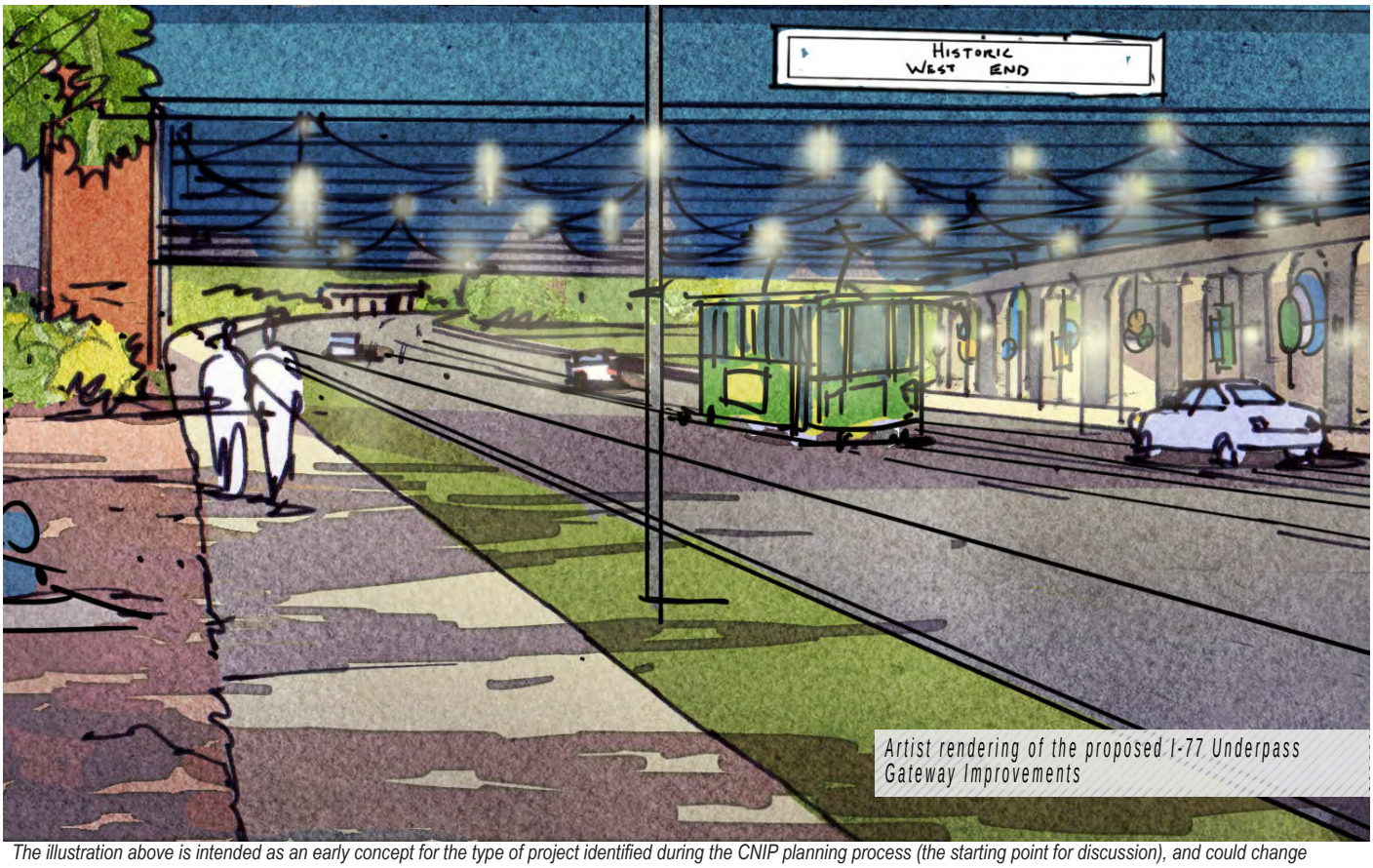
project history

Participants in the CNIP planning process reaffirmed the importance of this project for uniting points east and west of I-77 in this area. Road diet and complete street concepts for the West Trade Street underpass were identified in the three-day design charrette for the West Trade/ Rozzelles Ferry Neighborhood Area. Other underpass projects have recently been completed along the I-277 loop, including McDowell Street and Elizabeth Avenue.

STRATEGIES

MAKE GREAT COMMUNITIES | CELEBRATE CULTURE & HISTORY | CONNECT OPPORTUNITIES | LEVERAGE INVESTMENTS

CNIP

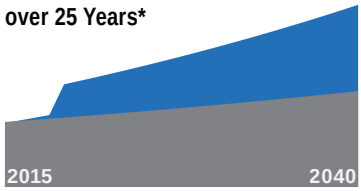


Artist rendering of the proposed I-77 Underpass Gateway Improvements

The illustration above is intended as an early concept for the type of project identified during the CNIP planning process (the starting point for discussion), and could change dramatically based on new information uncovered during the required feasibility and implementation study and/or engineering design plans.

leveraged dollar investment potential

Projected Tax Revenue over 25 Years*



current trends vs. projected impact

$698,000
of **new city taxes** by 2040

*Source: Mecklenburg County Tax Assessor

This assumes 1) the scope and scale of the project presented in this document is constructed, 2) building or land values in close proximity to the project generally increase over time, and 3) current ad valorem tax rates used in the City of Charlotte and Mecklenburg County. Please see the document entitled Forecasting Future Production after CNIP Investment: West Trade / Rozzelles Ferry Area for more information (www.charlottefuture.com)

key development markets

Improvements to West Trade Street at the underpass with I-77 would not impact property immediately adjacent to the investment area (land is currently used for ramps at the interchange). However, changing perceptions about investing westward, looking "beyond the bridge" and "into the soul of Charlotte" could unlock millions of square feet in new redevelopment as investors become more confident and excited about opportunities in West End Neighborhoods. High-density, mixed-use development (multifamily, office, retail and institutional) similar to the investment seen on West Trade Street or Johnson and Wales Way east of I-77 could be expected in the corridor.

next steps

Develop a concept plan for the underpass that redistributes right-of-way for a multitude of travel options (automobile, CityLYNX Gold Line, bus, walking, bicycle), while making the area safe, convenient and interesting for visitors traveling east or west. Align work with the construction schedule for the CityLYNX Gold Line project on West Trade Street.

2. Five Points Public Realm

The area referred to as "Five Points" (generally the intersection of West Trade Street, State Street, Beatties Ford Road, West Fifth Street and Rozzelles Ferry Road) is a focal point for redevelopment in the study area that could be both catalytic and transformational for the larger area. ULI's *West Trade Street/ Beatties Ford Road Corridor Technical Assistance Program Report* (2010) and Johnson C. Smith's *Concept for University-Related Buildings Along the West Trade Street/Beatties Ford Road Corridor* (depicted in a fly-through video) capture all the possibilities: convocation center, university book store, student food hall, restaurants, professional buildings or cultural and entertainment buildings.

City investment in the public realm surrounding Five Points (or opportunities for a public-private partnership) could prime conditions for large-scale economic development activity. The goals of this project include creating connections between the university green spaces and the neighborhood, narrowing roads to make them more pedestrian friendly, and creating better waiting spaces for transit. Recommendations for improving the area may include a new public plaza or vistas, intersection treatments, landscaping, pedestrian lighting, wide sidewalks, crosswalks, art work or university-themed super graphics. Improvements should be phased to coincide with construction of the CityLYNX Gold Line on West Trade Street/Beatties Ford Road (short-term), private investments made in accordance with the City's Pedestrian Overlay District (mid-term), or as Johnson C. Smith University programs and funds new building projects (long-term).

implementation horizon

Short-Term (1-4 years)...
improvements that could be implemented in coordination with the CityLYNX Gold Line, Phase II Construction Schedule

Mid-Term (5-10 years)...
improvements that could be implemented with private investments made in accordance with the City's Pedestrian Overlay District

Long-Term (11-20 years)...
improvements that could be implemented as part of new building projects undertaken by Johnson C. Smith University

project budget reserve

$1,000,000
Project Reservation

Project costs will be refined in a full concept/ design/construction feasibility study.

key project stakeholders

- Charlotte Department of Transportation
- Engineering & Property Management Department
- Charlotte-Mecklenburg Planning Department
- Charlotte Neighborhood & Business Services Department
- CATS
- Johnson C. Smith University
- The John S. and James L. Knight Foundation
- Charlotte Center City Partners
- Neighborhood Associations
- Private Land Owners
- Non-Profit Groups (especially pubic art advocates)

project history

Proposed improvements around the five points area were discussed at the three-day design charrette for the CNIP area, which are supported by recommendations from various studies completed for the corridor (see project description above).

CNIP

STRATEGIES

MAKE GREAT COMMUNITIES

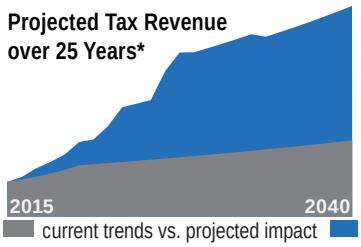
CELEBRATE CULTURE & HISTORY

LEVERAGE INVESTMENTS

Artist rendering of the proposed enhancements to the 'five points' intersection

The illustration above is intended as an early concept for the type of project identified during the CNIP planning process (the starting point for discussion), and could change dramatically based on new information uncovered during the required feasibility and implementation study and/or engineering design plans.

leveraged dollar investment potential



$3,167,000
of **new city taxes** by 2040

*Source: Mecklenburg County Tax Assessor

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key development markets

Creating a high-quality, well-planned public realm around the Five Points area primes conditions for large-scale economic development activity in a very important location for the CNIP area (all five areas near the intersection could redevelop). It also creates "significant development energy" for extending redevelopment south on West Trade Street to I-77 (supporting a HUD Choice Neighborhoods Grant Application for Tarlton Hills/Biddleville Neighborhood being considered by the Charlotte Housing Authority). High-density, mixed-use development (condominium, apartment, office, retail, institutional) similar to the investment seen on West Trade Street near Johnson and Wales University could be expected with the right public investment and regulations to tie together this very important intersection.

next steps

Complete a concept plan and implementation schedule for programming improvements in the public realm near Five Points. Finalize construction plans and cost estimates before hiring a construction company to complete one or more projects funded with public dollars.

3. Support Revitalization of Tarlton Hills/Biddleville

Working in collaboration with a number of key stakeholders, the Charlotte Housing Authority (CHA) would prepare a Biddleville neighborhood transformation plan using, in part, information generated for the Comprehensive Neighborhood Improvement Program for the West Trade/Rozzelles Ferry Area. CHA, as a major stakeholder in the neighborhood, will support the transformation of Biddleville by developing plans for the revitalization of Tarlton Hills, a 50-unit public housing development in the middle of historic Biddleville.

The transformation plan being developed for Tarlton Hills will most likely include plans to:

1. Replace existing housing with high-quality, mixed-income, mixed-use options.
2. Build on existing efforts to improve education or job training opportunities for qualified residents.
3. Leverage other public and private investments in the area that help meet residents' basic daily needs (e.g. safe neighborhoods, quality schools, healthy lifestyles, commercial activity, access to transit, etc.).

CHA will look to a variety of funding tools to revitalize Tarlton Hills, including tax credits via the North Carolina House Finance Agency (NCHFA), bonds, Rental Assistance Demonstration (RAD), Housing Trust Fund (HTF) and other federal grants. CHA is also coordinating its efforts with Ladders of Opportunity in hopes to leverage all existing local, state and federal resources to the betterment of the area.

implementation horizon

Mid-Term (5-10 years)...

in coordination with the Charlotte Housing Authority's efforts to develop public/private partnerships and utilize a variety of funding tools.

project budget reserve

$1,000,000

Project Reservation

Specific projects and related costs will be identified during the development of the neighborhood transformation plan.

key project stakeholders

- Charlotte Housing Authority
- Charlotte Neighborhood & Business Services Department
- Charlotte-Mecklenburg Planning Department
- Charlotte Department of Transportation
- Johnson C. Smith University
- Charlotte Mecklenburg Schools
- Charlotte City Center Partners
- Mechanics & Farmers Bank
- Wells Fargo Foundation
- Bank of America Foundation
- Griffin Brothers
- The John S. and James L. Knight Foundation
- Neighborhood Associations in the Study Area

project history

Representatives from CHA attended the three-day design charrette for the CNIP area, and a partnership was formed to help develop a transformation plan.

CNIP

STRATEGIES

ENHANCE PUBLIC SPACE NETWORK

LEVERAGE INVESTMENTS

CAPITALIZE ON STRATEGIC PARTNERSHIPS

Artist rendering of the possible HUD Choice Housing Neighborhood

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leveraged dollar investment potential

CHA believes a $1 million investment of City bond funds could be leveraged to launch more than $20-$30 million in real estate development in this revitalizing area.

key development markets

Medium-density, mixed-use development (multifamily, office, retail, and institutional) in mid-rise buildings, townhomes, or condominiums similar to the investment seen in NoDa, Elizabeth or Plaza Midwood could be expected in the area.

next steps

Develop a neighborhood transformation plan with the Charlotte Housing Authority.

4. Realignment of Frazier Avenue

Frazier Avenue, between Montgomery Street and West Trade Street, is a tree-lined, two-lane road serving adjacent single-family and two-family homes. The existing intersection of Frazier Avenue and West Trade Street is not signalized, and allows full turning movements into and out of the neighborhood. The intersection is also very close (approximately 200 feet) to on- and off-ramps serving Interstate 77.

Charlotte's new CityLYNX Gold Line (expected to open in 2019) will transition from the median to curb lane for West Trade Street through the intersection with Frazier Avenue. Driveways near the intersection (serving Bojangles, Marathon Gas Station and Westside Meats) will remain after the streetcar is built, which is expected to increase vehicle-vehicle and vehicle-pedestrian conflicts with more activity (streetcar service, vehicle congestion, pedestrian crossings) in a concentrated area with possible turning movement restrictions.

The recommended road project is to realign Frazier Avenue with Wesley Heights Way at the intersection of West Trade Street. The intersection of Wesley Heights Way and West Trade Street will be signalized as part of the CityLYNX Gold line project. An early concept of the realignment plan was developed in 2014 as part of the CityLYNX Gold Line design project (prepared by URS Corporation). The project helps reinforce a grid street network, reduces potential vehicle-vehicle and vehicle-pedestrian conflicts near the existing intersection and reinforces a major redevelopment node near the streetcar stop at Wesley Heights Way. The proposed intersection also provides more direct access for the Charlotte Fire Department to points east and north of Station 5 (especially during construction of the streetcar on West Trade Street). The proposed signalized intersection also provides a more convenient crossing to access the Wesley Heights streetcar station.

implementation horizon

Short-Term (1-4 years)...

in coordination with the Charlotte CityLYNX Gold Line Project, Phase II Construction Schedule

project budget reserve

$2,000,000

Project Reservation

Project costs will be refined in a full design/construction feasibility study.

key project stakeholders

- Charlotte Department of Transportation
- Engineering & Property Management Department
- CATS
- Charlotte-Mecklenburg Planning Department
- Charlotte Fire Department
- Charlotte Housing Authority
- Private Land Owners

project history

The potential realignment of Frazier Avenue was identified during development of the Charlotte CityLYNX Gold Line Project, Phase II Construction Design Plans in 2014. Participants in the CNIP planning process voiced general support for the project.

CNIP

STRATEGIES

ENHANCE PUBLIC SPACE NETWORK | CONNECT OPPORTUNITIES | LEVERAGE INVESTMENTS | CAPITALIZE ON STRATEGIC PARTNERSHIPS

Artist rendering of the proposed realignment of Fraizer Avenue with Wesley Heights Way

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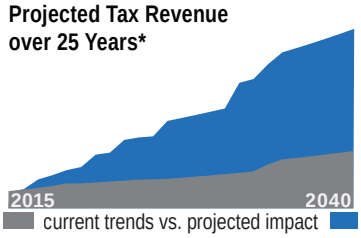
leveraged dollar investment potential

Projected Tax Revenue over 25 Years*



$3,578,000
of **new city taxes** by 2040

*Source: Mecklenburg County Tax Assessor

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key development markets

Realigning Frazier Avenue to meet the intersection of Wesley Heights Way creates a major redevelopment opportunity adjacent to the planned streetcar stop (all four corners of the intersection would have the potential to redevelop). It also creates greater potential to redevelop the entire block between I-77 and Wesley Heights Way as a development gateway for the Westside (supporting a HUD Choice Neighborhoods Grant Application for Tarlton Hills being considered by the Charlotte Housing Authority). High-density, mixed-use development (multifamily, office, retail, institutional) similar to the investment seen on Fourth Street or Trade Street east of I-77 could be expected in the corridor.

next steps

Refine the concept plan created in 2014 as part of a full design/construction feasibility study. Align work with the construction schedule for the CityLYNX Gold Line project on West Trade Street.

5. West Fourth Street Extension Road Diet / Complete Street

The City of Charlotte is implementing a long-term vision for the West Fourth Street/Tuckaseegee Road Corridor to safely and efficiently move bicycles, pedestrians and transit riders between Uptown and Interstate 85 (eventually extending west to Interstate 485 via Tuckaseegee Road). Improvements in the corridor implement both road diet and complete street concepts, reducing the number of travel lanes from four to two, and building center landscaped medians, left turn lanes, bicycle lanes, outside planting strips and wider sidewalks to encourage non-motorized travel. When complete, the corridor will provide a direct connection for residents in Wesley Heights, Bryant Park and Enderly Park to access destinations in Uptown via alternate modes of travel.

West Fourth Street Extension, between Interstate 77/South Summit Avenue and Tuckaseegee Road/Wesley Heights Way, is the last section of the nearly three-mile corridor to be converted into a two-lane, traffic-calmed facility with bicycle lanes. Design plans were nearly complete several years ago, and construction was planned as part of the West Fourth Street/Johnson and Wales Way Pedestrian and Traffic Safety Improvement Project. Unfortunately, construction was delayed because of CIP funding shortfalls. The project continues to have full support from the Wesley Heights Neighborhood Association.

implementation horizon

Short-Term (1-4 years)...

design plans for the corridor are nearly complete from a previous project. Right-of-way acquisition and construction could begin quickly with CNIP funding.

project budget reserve

$2,500,000

Project Reservation

Project costs will be refined during full design, real estate acquisition, and construction cost estimate phases of the process.

key project stakeholders

- Charlotte Department of Transportation
- Engineering & Property Management Department
- The Charlotte-Mecklenburg Planning Department
- Wesley Heights Neighborhood Association
- Private Land Owners

project history

The City of Charlotte has worked many years to convert the entire three-mile corridor, extending from Uptown to Interstate 85, to a two-lane, traffic-calmed facility. This includes the Tuckaseegee Road Streetscape Project, West Fourth Street/Johnson and Wales Way Pedestrian and Traffic Safety Improvement Project, and the CDOT Road Resurfacing Program. Design plans for the section between Interstate77/South Summit Avenue and Tuckaseegee Road/Wesley Heights Way were nearly complete several years ago, but construction was delayed because of CIP funding shortfalls.

CNIP

STRATEGIES

ENHANCE PUBLIC SPACE NETWORK

MAKE GREAT COMMUNITIES

LEVERAGE INVESTMENTS

Artist rendering of the proposed West Fourth Street Road Diet

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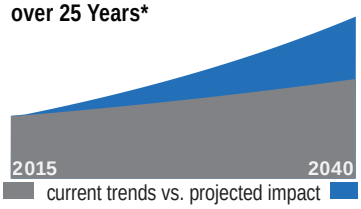
leveraged dollar investment potential

Projected Tax Revenue over 25 Years*



$572,000
of **new city taxes** by 2040

*Source: Mecklenburg County Tax Assessor

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key development markets

Single-family detached homes, townhomes and apartments are present along West Fourth Street Extension. Access to nearly all home sites is provided from side streets. It is unlikely these properties would redevelop with new uses or increase significantly in size because of the project, especially since the corridor runs through a historic district. Renovation of nearby, existing homes motivated by public investment in the corridor could increase property values and result in some additional ad valorem tax revenues.

next steps

Review and revise design plans for the corridor, finalize cost estimates, begin real estate acquisition and select a construction company to complete the project.

6. Multimodal Improvements - Morehead Street Between Freedom Drive and Wilkinson Boulevard

Morehead Street (US 29) is an important corridor that links Wilkinson Boulevard (US 74) to Freedom Drive (NC 27), Interstate 77 and Uptown. West of Freedom Drive, the street is designed to move vehicles efficiently. However, better infrastructure is needed to improve safety and convenience to travel by bus, bicycle or walking.

The proposed project would extend complete street concepts by reducing the number of travel lanes from four to three, and building center landscaped medians, bicycle lanes, crosswalks, outside planting strips, pedestrian lighting and wide sidewalks to encourage non-motorized travel. When complete, the corridor will provide a direct connection for residents in Bryant Park and Camp Greene to access destinations in the business corridor or points east in Uptown Charlotte via alternate modes of travel.

The scale and quality of improvements recommended for the corridor should resemble investments seen on Morehead Street east of Freedom Drive.

implementation horizon

Short-Term (1-4 years)

project budget reserve

$3,000,000

Project Reservation

Project costs will be refined in a full design/construction feasibility study.

key project stakeholders

- Charlotte Department of Transportation
- Engineering & Property Management Department
- Charlotte Water
- Charlotte-Mecklenburg Planning Department
- CATS
- North Carolina Department of Transportation
- Business Owners
- Neighborhood Associations
- Private Land Owners

project history

Pressures to transform Morehead Street west of Freedom Drive into a complete, walkable street are fueled by the successes and new investments witnessed on Morehead Street between I-77 and Freedom Drive. Recommended improvements for the corridor are supported by the City's *West Morehead Corridor Vision and Concept Plan* (2001), *West Morehead Land Use & Pedscape Plan* (2004) and *Bryant Park Land Use & Streetscape Plan* (2007).

CNIP

STRATEGIES

ENHANCE PUBLIC SPACE NETWORK

MAKE GREAT COMMUNITIES

LEVERAGE INVESTMENTS

Artist rendering of the proposed multimodal improvements on Morehead Street

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leveraged dollar investment potential

current trends vs. projected impact

$2,281,000
of **new city taxes** by 2040

*Source: Mecklenburg County Tax Assessor

This assumes 1) the scope and scale of the project presented in this document is constructed, 2) building or land values in close proximity to the project generally increase over time, and 3) current ad valorem tax rates used in the City of Charlotte and Mecklenburg County. Please see the document entitled Forecasting Future Production after CNIP Investment: West Trade / Rozzelles Ferry Area for more information (www.charlottefuture.com)

key development markets

Property along Morehead Street west of Freedom Drive would become more desirable for redevelopment if the recommended project is built. Medium-density development (multifamily, office, retail) similar to the investments seen on Morehead Street east of Freedom Drive could be expected in the corridor.

next steps

Develop a concept plan and typical section as part of a full design/construction feasibility study. Finalize cost estimates, begin real estate acquisition and select a construction company to complete the project.

7. Median Improvements - Morehead Street Pedestrian Islands, Freedom Drive to I-77

Morehead Street (US 29) is an important corridor that links Wilkinson Boulevard (US 74) to Freedom Drive (NC 27), Interstate 77 and Uptown. Between Freedom Drive and Interstate 77, a road diet and complete street project finished in 2006 created a safe, walkable environment that includes bicycle lanes, wide sidewalks, outside planting strips, street trees and pedestrian lighting. Today, the area attracts significant redevelopment in the form of new condominiums, apartments, restaurants, offices and businesses. This is credited to the City's investment in the corridor and a great response from adjacent property owners and/or developers.

Today, this section of Morehead Street carries 16,000 vehicles per day, making crossing the road difficult at times (especially during peak travel periods). The recommended CNIP project is to build center median islands, with pedestrian crosswalks and supporting signage, at key locations in the corridor to improve conditions for crossing pedestrians.

[1] North Carolina Department of Transportation. (2012). Traffic Volume Maps. Retrieved May 29, 2015 from http://www.ncdot.gov/travel/statemapping/trafficvolumemaps/.

implementation horizon

Mid-Term (5-10 years)...

project budget reserve

$600,000

Project Reservation

Project costs will be refined in a full design/construction feasibility study.

key project stakeholders

- Charlotte Department of Transportation
- Engineering & Property Management Department
- Charlotte-Mecklenburg Planning Department
- North Carolina Department of Transportation
- Business Owners
- Neighborhood Associations
- Private Land Owners

project history

Building new center medians in the corridor was discussed at the three-day design charrette for the CNIP area, which is supported by recommendations in the City's *West Morehead Corridor Vision and Concept Plan* (2001), *West Morehead Land Use & Pedscape Plan* (2004) and *Bryant Park Land Use & Streetscape Plan* (2007).

STRATEGIES

ENHANCE PUBLIC SPACE NETWORK

MAKE GREAT COMMUNITIES

LEVERAGE INVESTMENTS

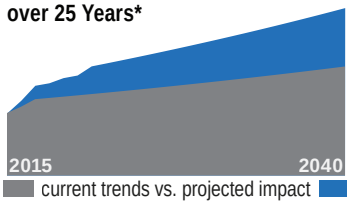
CNIP

Artist rendering of the proposed median improvements on Morehead Street

The illustration above is intended as an early concept for the type of project identified during the CNIP planning process (the starting point for discussion), and could change dramatically based on new information uncovered during the required feasibility and implementation study and/or engineering design plans.

leveraged dollar investment potential

Projected Tax Revenue over 25 Years*



$683,000
of **new city taxes** by 2040

*Source: Mecklenburg County Tax Assessor

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key development markets

Investments in medium-density development (multifamily, office, retail) are expected to continue because of previous road diet and complete street improvements completed in the corridor. Adding center median islands to key areas on Morehead Street would continue to improve safety concerns in the corridor; especially as redevelopment continues and potential vehicle-pedestrian conflicts increase with more visitors to the area.

next steps

Develop a concept plan as part of a full design/ construction feasibility study. Finalize cost estimates, begin real estate acquisition and select a construction company to complete the project.

8. Morehead Street / Freedom Drive Intersection: Pedestrian Improvements

The intersection of Morehead Street and Freedom Drive was improved in 2006 to address vehicle-pedestrian conflicts where crossings were not protected from free-flow vehicle traffic. Textured and colored pavement, pavement markings, signage and a median island were added to the intersection to address pedestrian safety and functional concerns. Residents and business owners participating in the three-day design charrette for the CNIP area desire additional enhancements for pedestrian crossings at the intersection, especially at the free-flow right turn lane extending from Morehead Street (westbound) to Freedom Drive (northbound).

The recommended project is to evaluate the vehicle lanes, signal timing/phasing, sight distance and crossing distances at the intersection to determine what enhancements would meet stated goals for a walkable, pedestrian-first environment in this corridor. (See the City's 2001 *West Morehead Corridor Vision and Concept Plan*, 2004 *West Morehead Land Use & Pedscape Plan* and the 2007 *Bryant Park Land Use & Streetscape Plan.*) Increased pedestrian crossings at the intersection are expected as complete street improvements are planned for Morehead Street west of Freedom Drive.

implementation horizon

Short-Term (1-5 years)...

starting the intersection configuration study and recommended concept plan immediately with construction of improvements scheduled to follow quickly thereafter.

project budget reserve

$1,000,000

Project Reservation

Project costs will be refined in a full design/ construction feasibility study of the Morehead Street and Freedom Drive Intersection.

key project stakeholders

- Charlotte Department of Transportation
- Engineering & Property Management Department
- Charlotte-Mecklenburg Planning Department
- North Carolina Department of Transportation
- Business Owners
- Neighborhood Associations
- Private Land Owners

project history

Addressing pedestrian crossing issues at the intersection of Morehead Street and Freedom Drive (now and in the future) was discussed at the three-day design charrette for the CNIP area, which is supported by City policy documents (see project description above) and past capital projects in the area along West Morehead Street.

STRATEGIES

ENHANCE PUBLIC SPACE NETWORK

MAKE GREAT COMMUNITIES

LEVERAGE INVESTMENTS

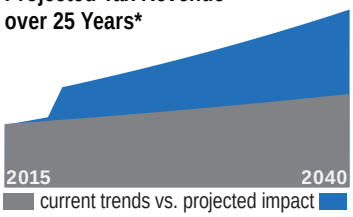
CNIP

Artist rendering of the proposed intersection improvements on Morehead Street at Freedom Drive

The illustration above is intended as an early concept for the type of project identified during the CNIP planning process (the starting point for discussion), and could change dramatically based on new information uncovered during the required feasibility and implementation study and/or engineering design plans.

leveraged dollar investment potential

Projected Tax Revenue over 25 Years*



$698,000
of **new city taxes** by 2040

*Source: Mecklenburg County Tax Assessor

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key development markets

Continued investment in Morehead Street as a walkable corridor will incent investment in nearby commercial properties. However, specific vehicle turning movements near the intersection might not be feasible. Community support will remain critical to local business success.

next steps

Complete a geometric/operational/level-of-service study and concept plan for the intersection. Finalize construction plans and cost estimates, begin real estate acquisition and select a construction company to complete the project.

9. Greenway Connection to Valerie Woodard Center to Camp Greene Park

A swath of tree-lined, vacant property near Ashley Road and Alleghany Street provides a great opportunity to build a greenway. The half mile corridor would be a safe, comfortable and direct connection between the Valerie Woodard Center, City View Shopping Center, Phillip O' Berry Academy of Technology and Camp Greene Park. Access to bus stops for CATS Routes 34 and 235 on Alleghany Street (or bus stops for CATS Routes 8 and 30 at the Valerie Woodard Center, with needed pedestrian and bicycle improvements on the Mecklenburg County site) could connect greenway visitors with destinations well beyond the CNIP area.

More residents, employees, students and park-goers walking or biking to destinations in the CNIP area (and points beyond) promotes less automobile travel and healthier lifestyles though exercise.

implementation horizon

Mid-Term (5-10 years)

project budget reserve

$600,000

Project Reservation

Project costs will be refined in full engineering design plans and a construction feasibility study.

key project stakeholders

- Charlotte Department of Transportation
- Engineering & Property Management Department
- Mecklenburg County
- Charlotte-Mecklenburg Planning Department
- Charlotte Mecklenburg Schools
- Neighborhood Stakeholders
- Local Bicycle / Pedestrian Advocacy Groups

project history

Building a new greenway in this location was discussed at the three-day design charrette for the CNIP area.

CNIP

STRATEGIES

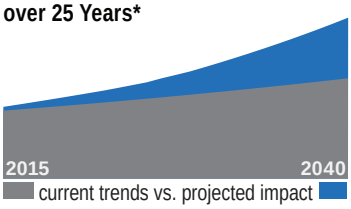
ENHANCE PUBLIC SPACE NETWORK | MAKE GREAT COMMUNITIES | CELEBRATE CULTURE & HISTORY | CONNECT OPPORTUNITIES | LEVERAGE INVESTMENTS | CAPITALIZE ON STRATEGIC PARTNERSHIPS

Artist rendering of the proposed greenway

The illustration above is intended as an early concept for the type of project identified during the CNIP planning process (the starting point for discussion), and could change dramatically based on new information uncovered during the required feasibility and implementation study and/or engineering design plans.

leveraged dollar investment potential

Projected Tax Revenue over 25 Years*



$99,000
of **new city taxes** by 2040

*Source: Mecklenburg County Tax Assessor

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key development markets

A new greenway at this location will not significantly impact development markets in the surrounding area. However, investments in the corridor could increase property values and result in some additional ad valorem tax revenues.

next steps

Approach the Mecklenburg County Administration and Parks and Recreation Departments and Charlotte Mecklenburg Schools about partnering on the project (similar to the Cross Charlotte Trail). Develop full engineering design plans and a construction feasibility study. Finalize cost estimates, hire a construction company and schedule construction.

10. Beautify Underpass and Create Gateway at West Fourth Street Extension

Interstate 77 has long been regarded as a physical and psychological barrier between Uptown and nearby West End Neighborhoods. This is confirmed again by land owners, neighborhood leaders and business owners interviewed during the CNIP planning process. The underpass at West Fourth Street provides one opportunity to reconnect neighborhood residents with important destinations in Uptown via bus, walking or bicycle. It also offers the opportunity to announce a special and historic place in the City, welcoming visitors traveling east or west between home, work, shopping and entertainment destinations.

Recommended improvements at the underpass include aesthetic improvements underneath (or leading to) the bridge structure that make the space feel safer and more comfortable for visitors traveling to points east or west. Opportunities for more daylight under the bridge, nighttime lighting, street furniture, landscaping, art/graphics or way-finding signage should all be considered in a design concept for enhancing a "sense-of-place" at the underpass.

implementation horizon

Mid-Term (5-10 years)...

redesign of the street cross section should be done in coordination with the West Fourth Street Extension Road Diet & Complete Street Project described on page 61.

project budget reserve

$1,000,000

Project Reservation

Project costs will be refined in a full design/construction feasibility study.

key project stakeholders

- Charlotte Department of Transportation
- Engineering & Property Management Department
- Charlotte-Mecklenburg Planning Department
- Neighborhood Associations
- Private Land Owners

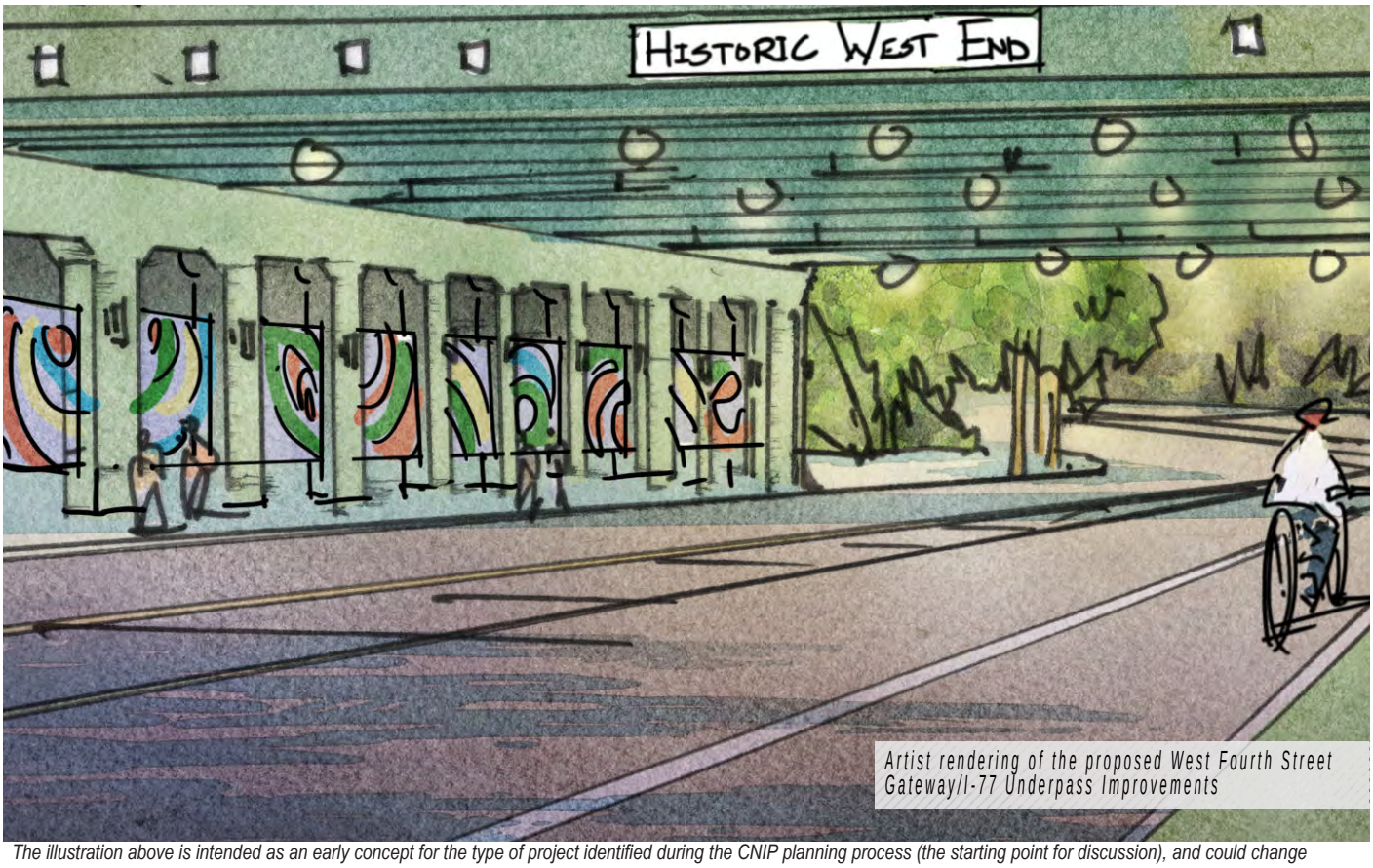
project history

Participants in the CNIP planning process reaffirmed the importance of this project for uniting points east and west of I-77 in this area. Road diet and complete street concepts for the West Fourth Street underpass were identified in the three-day design charrette for the CNIP area.

CNIP

STRATEGIES

MAKE GREAT COMMUNITIES | CELEBRATE CULTURE & HISTORY | CONNECT OPPORTUNITIES | LEVERAGE INVESTMENTS

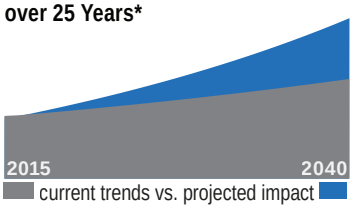


Artist rendering of the proposed West Fourth Street Gateway/I-77 Underpass Improvements

The illustration above is intended as an early concept for the type of project identified during the CNIP planning process (the starting point for discussion), and could change dramatically based on new information uncovered during the required feasibility and implementation study and/or engineering design plans.

leveraged dollar investment potential

Projected Tax Revenue over 25 Years*



$572,000
of **new city taxes** by 2040

*Source: Mecklenburg County Tax Assessor

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key development markets

Improvements to West Fourth Street at the underpass with I-77 would not impact property immediately adjacent to the investment area (land is currently used for parks, apartments or historic single-family homes). However, providing better connections between West End Neighborhoods and nearby destinations in Uptown — Bank of America Stadium, BB&T Ballpark, Frazier and Romare Bearden Parks, entertainment areas or major employment centers — via walking or bicycle should increase land values in one or more CNIP area neighborhoods (especially in the Seversville or Wesley Heights Neighborhoods).

next steps

Develop a concept plan for the underpass that makes the area a safe, convenient and interesting place for visitors traveling east or west. Align work with the construction schedule for the West Fourth Street Extension Road Diet & Complete Street Project described on page 61.

11. State Avenue Pedestrian Improvements, Turner Avenue to Five Points

State Street, between Turner Avenue and the Five Points intersection, is a quiet, two-lane road serving adjacent single-family homes, churches and small businesses. A public plaza at Five Points prohibits automobile access to the intersection from State Street, but a paved walkway, shade trees and landscaping encourage pedestrians or bicyclists to walk through the space. Immediately east of Five Points are major study area destinations, including Johnson C. Smith University, a future CityLYNX Gold Line station and neighborhood-serving businesses. Approximately one-half mile to the west, State Street intersects with Turner Avenue and the site of a proposed major mixed-use development project (redevelopment of the Old Savona Mill).

The recommended project is to transform State Street into a safe, comfortable and inviting road for pedestrians. Traffic-calming, wide sidewalks, crosswalks, street furniture, pocket parks, flexible spaces, way-finding signage and pedestrian lighting throughout the corridor should reinforce a "walking street" that also accommodates vehicles. A connection between major walking trip generators at each end of the corridor (Johnson C. Smith University & Old Savona Mill), and the opportunity to create a place in between where people slow down, interact and enjoy everything about the community, could be a catalyst for investment in the Eleanore Heights Neighborhood.

implementation horizon

Short-Term (1-4 years)

project budget reserve

$1,800,000

Project Reservation

Project costs will be refined in a full design/construction feasibility study.

key project stakeholders

- Charlotte Department of Transportation
- Engineering & Property Management Department
- Charlotte-Mecklenburg Planning Department
- Charlotte Water Department
- CATS
- Business Owners
- Neighborhood Associations
- Private Land Owners

project history

Transforming State Street into a high-quality, pedestrian corridor was discussed at the three-day design charrette for the CNIP study area.

STRATEGIES

ENHANCE PUBLIC SPACE NETWORK

MAKE GREAT COMMUNITIES

LEVERAGE INVESTMENTS

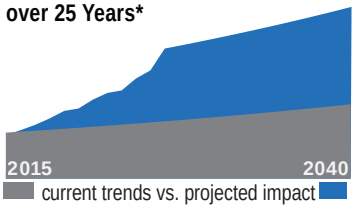
CNIP

Artist rendering of the proposed State Avenue Pedestrian Improvements

The illustration above is intended as an early concept for the type of project identified during the CNIP planning process (the starting point for discussion), and could change dramatically based on new information uncovered during the required feasibility and implementation study and/or engineering design plans.

leveraged dollar investment potential

Projected Tax Revenue over 25 Years*



$1,638,000
of **new city taxes** by 2040

*Source: Mecklenburg County Tax Assessor

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key development markets

Single-family detached homes will continue to be prominent along the corridor, and reinvestment in these properties is expected after corridor improvements are complete. Vacant parcels (especially between Turner Avenue and Mahopac Street) and/or existing businesses (near Five Points) could redevelop as pocket parks, single-family detached homes, townhomes or neighborhood-scale businesses serving residents and visitors traveling east or west between Johnson C. Smith University and the Old Savona Mill.

next steps

Develop a concept plan and typical section as part of a full design/construction feasibility study. Finalize cost estimates, begin real estate acquisition and select a construction company to complete the project.

12. Freedom Drive / Ashley Road Intersection Improvements

The intersections of Freedom Drive/ Ashley Road and Ashley Road/ Tuckasegee Road (both near Interstate 85) present several vehicle-bicycle-pedestrian safety and operation concerns amplified by high traffic volumes and poor sight distance. Bicycle lanes on Tuckasegee Road and a major walking trip generator at the southeast corner of Freedom Drive/ Ashley Road (Mecklenburg County's Valerie Woodard Center) make both locations high-priority multimodal intersections.

The recommended project is to reconstruct and reconfigure both intersections to address horizontal and vertical alignment issues first identified under CDOT's Intersection Capacity & Multimodal Program. New bicycle lanes, wider sidewalks, crosswalks, signal timing/phasing, signage and pedestrian refuge islands should improve safety and level-of-service for bicycles and pedestrians at both intersections. Early concepts for the proposed improvements (including both intersections as a single project) were developed by the City of Charlotte in 2009 (see Alternative 1 – Low Cost Option).

implementation horizon

Short Term (1-4 years)

project budget reserve

$2,400,000

Project Reservation

Project costs will be refined after full design plans and construction documents are complete.

key project stakeholders

- Charlotte Department of Transportation
- Engineering & Property Management Department
- Charlotte-Mecklenburg Planning Department
- Charlotte-Mecklenburg Utility Department
- North Carolina Department of Transportation
- Mecklenburg County
- Neighborhood Stakeholders
- Private Land Owners

project history

Intersection improvements for both Freedom Drive/Ashley Road and Ashley Road/Tuckasegee Road were identified under CDOT's Intersection Capacity & Multimodal Program. Early concepts for the proposed improvements (including both intersections as a single project) were developed by CDOT in 2009. Participants in the CNIP planning process voiced general support for the project.

STRATEGIES

ENHANCE PUBLIC SPACE NETWORK

MAKE GREAT COMMUNITIES

LEVERAGE INVESTMENTS

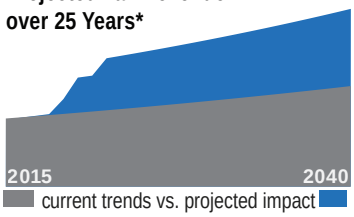
CNIP

Artist rendering of the proposed intersection improvements

The illustration above is intended as an early concept for the type of project identified during the CNIP planning process (the starting point for discussion), and could change dramatically based on new information uncovered during the required feasibility and implementation study and/or engineering design plans.

leveraged dollar investment potential

Projected Tax Revenue over 25 Years*



$889,000
of **new city taxes** by 2040

*Source: Mecklenburg County Tax Assessor

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key development markets

Proposed multi-modal improvements at the two intersections will not significantly impact development markets in the surrounding area. However, improved bicycle- and pedestrian-crossing conditions at both locations could benefit residents without a vehicle in the Glenwood and Enderly Park Neighborhoods trying to access destinations on the south side of Freedom Drive or beyond.

next steps

Refine the concept plans created in 2009 (CDOT Alternative 1 – Low Cost Option) as part of full design plans and construction documents. Begin real estate acquisition (if necessary) and select a construction company to complete the project.

13. Complete Stewart Creek Greenway (Bryant Park to Camp Greene Park to MLK Park)

The Stewart Creek Greenway is a primary greenway corridor in Mecklenburg County (designated FEMA-regulated floodplain trail) that runs through the CNIP area. Two sections — between Interstate 77 and State Street and Freedom Drive and Lela Avenue — are currently open. An extension from State Street to West Trade Street is planned in Mecklenburg County's Five Year Greenway Action Plan, but funding is not now available for engineering or construction to begin. When complete, the Stewart Creek Greenway will extend north to a future terminus in the Sunset Hills Neighborhood (near Peachtree Road and Sunset Road), and south to Frazier Park in Uptown Charlotte before connecting to the Irwin Creek Greenway.

The recommended project is to build three missing segments of the Stewart Creek Greenway: 1) between Bryant Park and Wesley Heights Neighborhood Park, crossing West Morehead Street and Freedom Drive; 2) between State Street and West Trade Street, crossing Rozzelles Ferry Road; 3) between Bryant Park and Camp Greene Park, crossing Berryhill Road and Camp Greene Street. Completing all three sections offers a great opportunity to connect seven different neighborhoods with nearby parks, schools, transit stops, shops, employment opportunities and major destinations in Uptown Charlotte (some via a connection to the Irwin Creek Greenway). More residents walking or biking to destinations in the study area (and points beyond) promotes less automobile travel and healthier lifestyles though exercise.

implementation horizon

Mid-Term (5-10 years)...

in cooperation / coordination with *Mecklenburg County's Greenway Plan Update 2008-2018* and *Five Year Greenway Action Plan*, and NCDOT's proposed Wesley Heights Greenway extension project to Cedar Street (in cooperation with the Rail and Bicycle and Pedestrian Divisions.

project budget reserve

$2,200,000

Project Reservation

Project costs will be refined in full engineering design plans and a construction feasibility study.

key project stakeholders

- Charlotte Department of Transportation
- Engineering & Property Management Department
- Charlotte-Mecklenburg Planning Department
- North Carolina Department of Transportation
- Mecklenburg County
- Neighborhood Stakeholders
- Local Bicycle / Pedestrian Advocacy Groups

project history

Completing segments of the Stewart Creek Greenway was discussed at the three-day design charrette for the CNIP area, and was one of the most-supported projects for neighborhoods represented throughout the CNIP planning process.

STRATEGIES

ENHANCE PUBLIC SPACE NETWORK | MAKE GREAT COMMUNITIES | CELEBRATE CULTURE & HISTORY | CONNECT OPPORTUNITIES | LEVERAGE INVESTMENTS | CAPITALIZE ON STRATEGIC PARTNERSHIPS

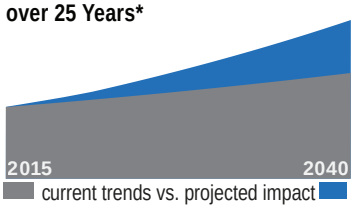
CNIP

Artist rendering of the proposed Stewart Creek Greenway

The illustration above is intended as an early concept for the type of project identified during the CNIP planning process (the starting point for discussion), and could change dramatically based on new information uncovered during the required feasibility and implementation study and/or engineering design plans.

leveraged dollar investment potential

Projected Tax Revenue over 25 Years*



$991,000
of **new city taxes** by 2040

*Source: Mecklenburg County Tax Assessor

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key development markets

New sections of the Stewart Creek Greenway will not significantly impact development markets in the surrounding area. However, investments in all three corridors could increase property values and result in some additional ad valorem tax revenues. National studies have shown some homebuyers pay a premium to live adjacent to a high-quality greenway, especially one that connects to many destinations.

next steps

Approach the Mecklenburg County Parks and Recreation Department and NCDOT about partnering on the project (similar to the Cross Charlotte Trail). Develop full engineering design plans and a construction feasibility study. Finalize cost estimates, hire a construction company and schedule construction to begin quickly.

14. Turner Avenue Streetscape, Rozzelles Ferry Road to State Street

Turner Avenue, between Rozzelles Ferry Road and State Street, is a quiet, two-lane road serving adjacent single-family homes, industrial buildings and parking lots. Several buildings and parking lots are not used at this time, including the Old Savona Mill. Tree-covered, vacant lots between existing buildings and parking lots are scattered throughout the corridor (especially north of Coxe Avenue). Redevelopment of the Old Savona Mill and surrounding properties could create a major mixed-use activity center in the Eleanore Heights Neighborhood and be a catalyst for additional investment in the corridor.

The recommended project is to transform Turner Avenue into a comfortable and inviting street for pedestrians. On-street parking, wide sidewalks, street trees, crosswalks, pocket parks, way-finding signage and pedestrian lighting should be used to create a "walking street" and "destination corridor" for attracting investment, Rerouting bus service to Turner Avenue (CATS Route #8 now serves State Street) and convenient access to the Stewart Creek Greenway would bring additional visitors from a larger area.

implementation horizon

Short-Term (1-4 years)...

in cooperation / coordination with redevelopment of the Old Savona Mill and adjacent properties

project budget reserve

$1,200,000

Project Reservation

Project costs will be refined in a full design/construction feasibility study. There are opportunities to fund or build portions of the project (with private dollars) as part of the City's development application review and entitlement process.

key project stakeholders

- Charlotte Department of Transportation
- Engineering & Property Management Department
- Charlotte-Mecklenburg Planning Department
- CATS
- Business Owners
- Neighborhood Associations
- Private Land Owners

project history

Transforming Turner Avenue into a high-quality, pedestrian corridor was discussed at the three-day design charrette for the CNIP area.

CNIP

STRATEGIES

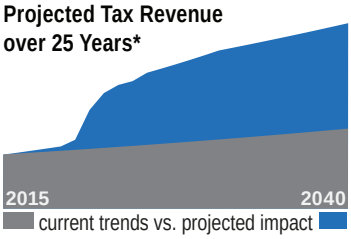
ENHANCE PUBLIC SPACE NETWORK | MAKE GREAT COMMUNITIES | CELEBRATE CULTURE & HISTORY | LEVERAGE INVESTMENTS | CAPITALIZE ON STRATEGIC PARTNERSHIPS

Artist rendering of the proposed Turner Avenue Streetscape

The illustration above is intended as an early concept for the type of project identified during the CNIP planning process (the starting point for discussion), and could change dramatically based on new information uncovered during the required feasibility and implementation study and/or engineering design plans.

leveraged dollar investment potential

Projected Tax Revenue over 25 Years*



$4,225,000
of **new city taxes** by 2040

*Source: Mecklenburg County Tax Assessor

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key development markets

Redevelopment of the Old Savona Mill and surrounding properties is proposed to include office, retail, restaurant, entertainment, artisan and residential uses. Vacant parcels (especially north of Coxe Avenue) and/or existing businesses and parking lots throughout the corridor could redevelop as pocket parks, single-family detached homes, townhomes or neighborhood-scale businesses serving residents and visitors traveling to the area.

next steps

Develop a concept plan and typical section as part of a full design/construction feasibility study. Project requires working closely with Charlotte-Mecklenburg Planning Department, CDOT and developer during rezoning process (property is zoned I-2 and would need to be rezoned). Clear distinction would need to be made between what a developer would be required to do per land development regulations, and what the CNIP program would do as part of enhancements to required infrastructure improvements. Finalize cost estimates, begin real estate acquisition and select a construction company to complete the project. Look for opportunities to fund or build portions of the project with private dollars.

15. State Street / Stewart Creek Trail Crossing Improvement

A portion of the Stewart Creek Greenway currently ends at State Street near South Turner Avenue and the Old Savona Mill. The Mecklenburg County Greenway Plan Update 2008-2018 identifies Stewart Creek as a primary greenway corridor, and advocates continuing it northward by completing missing sections as funding permits or trail-building partners are identified. Speed and volume differentials between vehicles on State Street and bicycles or pedestrians on the Stewart Creek Greenway raise safety concerns at the intersection, especially as the greenway extends north and redevelopment continues in the surrounding area.

The recommended project is to build an at-grade pedestrian and bicycle crossing for the greenway at State Street that aligns with the existing sidewalk on the north side of the street. Signage, pavement markings and clear sight lines should be provided for both the greenway and street approaches to the intersection. A high-visibility crosswalk should also be used at the intersection.

implementation horizon

Mid-Term (5-10 years)...

in cooperation / coordination with construction of the Stewart Creek Greenway north of State Street or redevelopment of the Old Savona Mill.

project budget reserve

$57,000

Project Reservation

Project costs will be refined in a full design/construction feasibility study.

key project stakeholders

- Charlotte Department of Transportation
- Engineering & Property Management Department
- Charlotte-Mecklenburg Planning Department
- Mecklenburg County
- Neighborhood Stakeholders
- Private Land Owners

project history

Building a safe crossing for the Stewart Creek Greenway at State Street was discussed at the three-day design charrette for the CNIP area.

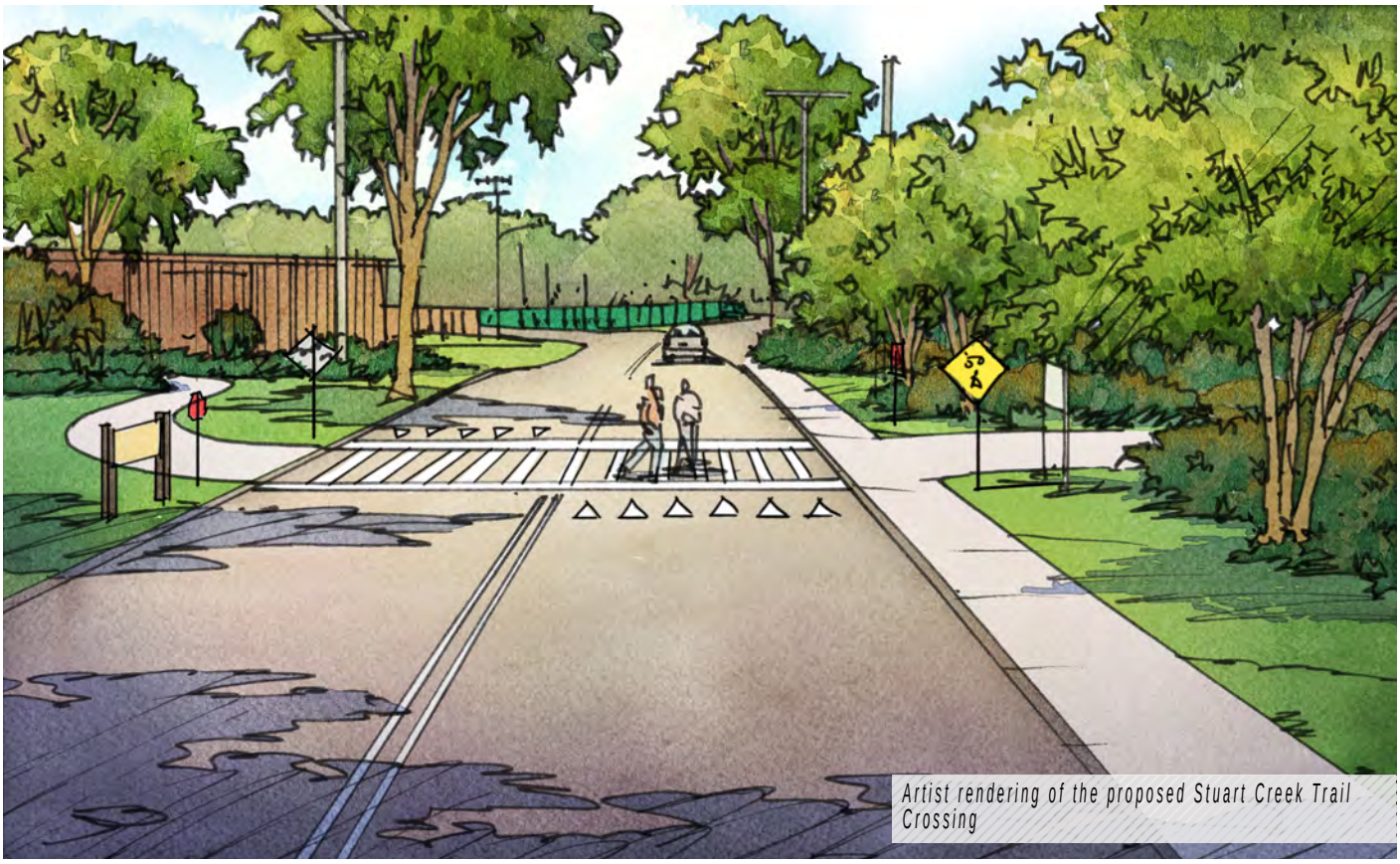
STRATEGIES

ENHANCE PUBLIC SPACE NETWORK

CONNECT OPPORTUNITIES

LEVERAGE INVESTMENTS

CNIP

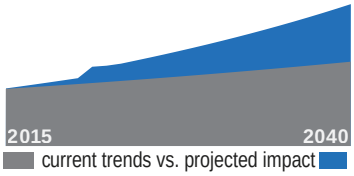


Artist rendering of the proposed Stuart Creek Trail Crossing

"The illustration above is intended as an early concept for the type of project identified during the CNIP planning process (the starting point for discussion), and could change dramatically based on new information uncovered during the required feasibility and implementation study and/or engineering design plans."

leveraged dollar investment potential

Projected Tax Revenue over 25 Years*



$323,000
of **new city taxes** by 2040

*Source: Mecklenburg County Tax Assessor

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key development markets

Proposed improvements at the intersection will not significantly impact development markets in the surrounding area. However, improved bicycle- and pedestrian-crossing conditions for greenway users will benefit nearby neighborhoods (especially as the terminus of the greenway is extended northward).

next steps

Develop a concept plan for the intersection as part of a full design/construction feasibility study. Finalize cost estimates and schedule construction (using in-house construction resources).

16. Powerline Trail

Major electric transmission lines run north-south through the study area from the Brookshire Freeway to Wilkinson Boulevard. The continuous, undeveloped 2.3-mile corridor offers a great opportunity to build a multi-use trail connecting eight neighborhoods with nearby parks, schools, agriculture plots, transit stops, shopping and employment opportunities via bicycle or walking. The new trail could also connect with the Stewart Creek Greenway and Carolina Thread Trail (a proposed 1,500-mile, multi-county trail system) and take residents to destinations throughout the Charlotte region.

Duke Energy owns the transmission line and its rights-of-way. They also publish a document, Electric Transmission Right-of-Way Requirements for Shared-Use Paths/ Trails, clarifying rules, requirements and expectations for building multi-use trails near major electric transmission lines. These criteria must be met to secure permission from Duke Energy to build the proposed multi-use trail.

implementation horizon

Mid-Term (5-10 years)...

subject to the rules, requirements, and expectations set forth in Duke Energy's *Electric Transmission Right-of-Way Requirements for Shared-Use Paths/Trails.*

project budget reserve

$3,200,000

Project Reservation

Project costs will be refined in full engineering design plans and a construction feasibility study.

key project stakeholders

- Duke Energy
- Charlotte Department of Transportation
- Charlotte-Mecklenburg Planning Department
- Engineering & Property Management Department
- North Carolina Department of Transportation
- Mecklenburg County
- Neighborhood Stakeholders
- Local Bicycle / Pedestrian Advocacy Groups

project history

Building a new power line trail from the Brookshire Freeway to Wilkinson Boulevard (and someday beyond) was discussed at the three-day design charrette for the CNIP area.

CNIP

STRATEGIES

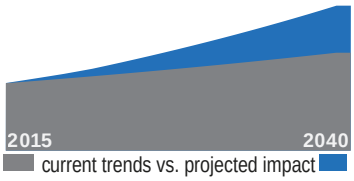
ENHANCE PUBLIC SPACE NETWORK | MAKE GREAT COMMUNITIES | CELEBRATE CULTURE & HISTORY | CONNECT OPPORTUNITIES | LEVERAGE INVESTMENTS | CAPITALIZE ON STRATEGIC PARTNERSHIPS

Artist rendering of the proposed Power Line Trail

"The illustration above is intended as an early concept for the type of project identified during the CNIP planning process (the starting point for discussion), and could change dramatically based on new information uncovered during the required feasibility and implementation study and/or engineering design plans."

leveraged dollar investment potential

Projected Tax Revenue over 25 Years*



$277,000
of **new city taxes** by 2040

*Source: Mecklenburg County Tax Assessor

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key development markets

The proposed multi-use path will not significantly impact development markets in the surrounding area. However, investment in the 2.3-mile corridor could increase property values and result in some additional ad valorem tax revenues. National studies have shown some homebuyers pay a premium to live adjacent to a high-quality greenway, especially one that connects to many destinations.

next steps

Contact the Asset Protection Right-of-Way Specialist (Zone 3) at Duke Energy to talk about next steps in the process — permission to build, engineering drawings, construction, and maintenance responsibilities — and begin work on engineering drawings required to meet stated rules, requirements, and expectations. Contact the Mecklenburg County Parks and Recreation Department about partnering on the project similar to the Charlotte Cross Trail.

17. Carolina Thread Trail Extension, I-77 to I-85

The Carolina Thread Trail (CTT) is a regional network of trails and greenways (proposed to be 1,500 miles when complete) that will connect two states, fifteen counties and 2.3 million people. The National Whitewater Center and Uptown Charlotte are major destinations at either end of the Carolina Thread Trail, and it is proposed to pass through the CNIP study area.

Stewart Creek Greenway is designated as the official "Carolina Thread Trail Connection" on the adopted Carolina Thread Trail Master Plan Map for Mecklenburg County, connecting to the Irwin Creek Greenway in Uptown Charlotte and National Whitewater Center via the Paw Creek Greenway (future greenway) west of Interstate 85. Two sections of the Stewart Creek Greenway — between Interstate 77 and State Street and Freedom Drive and Lela Avenue — are currently open. Future extensions of the greenway south to Bryant Neighborhood Park, west to Interstate 85 (near Tennyson Drive) and north to Martin Luther King Park are included in Mecklenburg County's Greenway Plan Update 2008-2018. Funding is not now available for engineering or construction to begin on any of the three proposed extensions.

The recommended project is to build the 2.65-mile segment of Stewart Creek Greenway between Martin Luther King Park and Interstate 85. (The section between State Street and West Trade Street is included in the Mecklenburg County Five Year Greenway Action Plan, but unfunded at this time.) Completing this section of the greenway offers a great opportunity to connect the Smallwood, Glenwood and Lakewood neighborhoods with nearby parks, schools, bus stops, shops, employment opportunities and major destinations in Uptown Charlotte (some via a connection to the existing/proposed Stewart Creek Greenway and Irwin Creek Greenway). More residents walking or biking to destinations in the study area (and points beyond) promotes less automobile travel and healthier lifestyles though exercise.

implementation horizon

Long-Term (11-20 years)...

in coordination with other efforts underway/ funding available to build missing segments of the Carolina Thread Trail, or in cooperation/ coordination with *Mecklenburg County's Greenway Plan Update 2008-2018 and Five Year Greenway Action Plan.*

project budget reserve

$3,200,000

Project Reservation

Project costs will be refined in full engineering design plans and a construction feasibility study.

key project stakeholders

- Carolina Thread Trail Foundation
- Charlotte Department of Transportation
- Engineering & Property Management Department
- Mecklenburg County
- The Charlotte-Mecklenburg Planning Department
- Neighborhood Stakeholders
- Local Bicycle / Pedestrian Advocacy Groups

project history

Building this segment of the Carolina Thread Trail, connecting the National White Water Center to Uptown Charlotte (and points beyond), was discussed at the three-day design charrette for the CNIP area.

CNIP

STRATEGIES

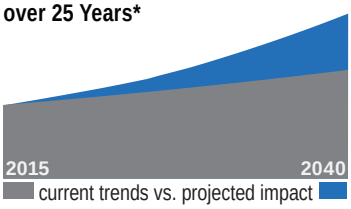
ENHANCE PUBLIC SPACE NETWORK | MAKE GREAT COMMUNITIES | CELEBRATE CULTURE & HISTORY | CONNECT OPPORTUNITIES | LEVERAGE INVESTMENTS | CAPITALIZE ON STRATEGIC PARTNERSHIPS

Artist rendering of the proposed Carolina Thread Trail Extension

The illustration above is intended as an early concept for the type of project identified during the CNIP planning process (the starting point for discussion), and could change dramatically based on new information uncovered during the required feasibility and implementation study and/or engineering design plans.

leveraged dollar investment potential

Projected Tax Revenue over 25 Years*



$207,000
of **new city taxes** by 2040

*Source: Mecklenburg County Tax Assessor

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key development markets

The proposed multi-use path will not significantly impact development markets in the surrounding area. However, investments made to be part of a 1,500-mile, multi-county trail system could increase property values and result in some additional ad valorem tax revenues. National studies have shown some homebuyers pay a premium to live adjacent to a high-quality greenway, especially one that connects to many destinations.

next steps

Approach the Mecklenburg County Parks and Recreation Department about partnering on the project (similar to the Cross Charlotte Trail). Develop full engineering design plans and a construction feasibility study. Finalize cost estimates, hire a construction company and schedule construction activities.

18. Ashley Road & Wilkinson Boulevard Intersection Capacity & Multimodal Improvements

Clanton Road would be extended on new alignment between West Boulevard and Wilkinson Boulevard. The project is on the periphery of the West Trade/ Rozzelles Ferry Neighborhood CNIP area. However, the terminus of the new road at the intersection of Ashley Road and Wilkinson Boulevard (as proposed) is within the boundary and effects CNIP residents and businesses. A major walking trip generator at the northwest corner of the intersection (Wilkinson Boulevard Shopping Center/ Walmart Supercenter) and CATS bus service on Wilkinson Boulevard and Ashley Road make this location a high-priority multimodal intersection. Vehicle-bicycle-pedestrian conflicts at this location could be amplified by higher traffic volumes expected for Ashley Road and Wilkinson Boulevard when Clanton Road is extended to the intersection.

The recommended project is to reconstruct and reconfigure the intersection to include new bicycle lanes, wide sidewalks, crosswalks, signal timing/phasing, signage and pedestrian refuge islands. Together, these improvements should improve safety and level-of-service for bicycles and pedestrians. Early concepts for the proposed improvements were developed in 2010 by STV/ Ralph Whitehead and Associates, Inc. (see Alternatives 1 & 2).

implementation horizon

Short-Term (1-4 years)

project budget reserve

$3,500,000

Project Reservation

Project costs will be refined after full design plans and construction documents are complete for the Clanton Road Extension project.

key project stakeholders

- Charlotte Department of Transportation
- Engineering & Property Management Department
- Charlotte-Mecklenburg Utility Department
- Charlotte-Mecklenburg Planning Department
- CATS
- North Carolina Department of Transportation
- Neighborhood Stakeholders
- Private Land Owners

project history

Clanton Road would be extended on new alignment between West Boulevard and Wilkinson Boulevard. Early concepts for proposed improvements to the intersection of Wilkinson Boulevard/Ashley Road/ Clanton Road Extension were developed in 2010 by STV/Ralph Whitehead and Associates, Inc. (see Alternatives 1 & 2). Participants in the CNIP planning process voiced general support for the project.

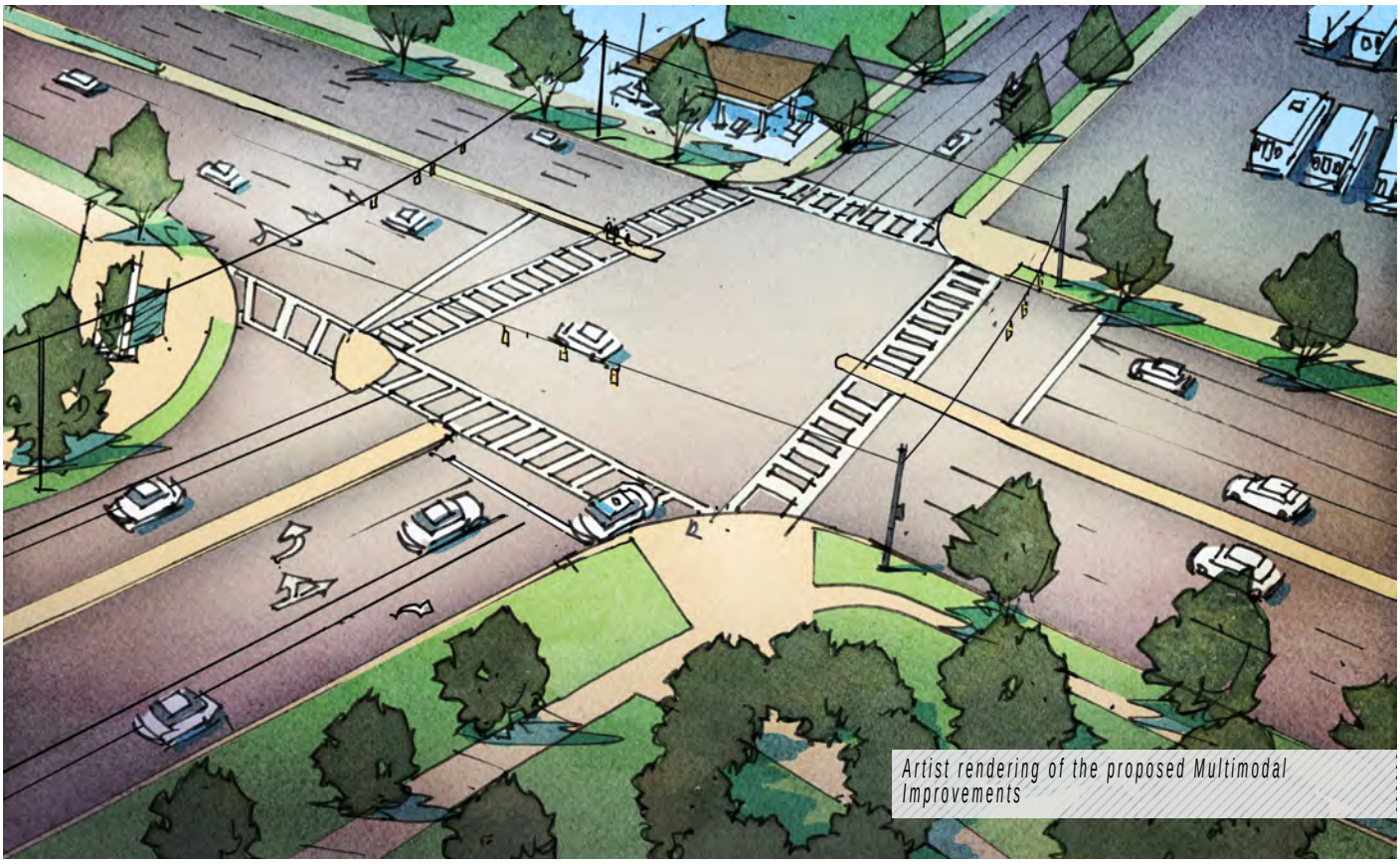
STRATEGIES

ENHANCE PUBLIC SPACE NETWORK

MAKE GREAT COMMUNITIES

LEVERAGE INVESTMENTS

CNIP

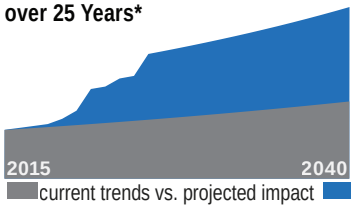


Artist rendering of the proposed Multimodal Improvements

The illustration above is intended as an early concept for the type of project identified during the CNIP planning process (the starting point for discussion), and could change dramatically based on new information uncovered during the required feasibility and implementation study and/or engineering design plans.

leveraged dollar investment potential

Projected Tax Revenue over 25 Years*



$264,000
of **new city taxes** by 2040

*Source: Mecklenburg County Tax Assessor

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key development markets

Proposed multi-modal improvements at the intersection will not significantly impact development markets in the surrounding area. However, improved bicycle- and pedestrian-crossing conditions could benefit residents without a vehicle in the Camp Greene Neighborhood trying to access destinations on the south side of Wilkinson Boulevard or beyond.

next steps

Refine the concept plan created in 2010 as part of a full design/construction feasibility study. Align work with the construction schedule for the proposed Clanton Road Extension project.

19. Unlock New Employment Center

Land between Suttle Avenue, Wilkinson Boulevard, West Morehead Street, Julian Price Place and Isom Street is important for reinvestment and redevelopment in the CNIP area. Immediately to the east, Mecklenburg County purchased the former Charlotte School of Law Building and ten surrounding acres, where they will move up to 500 employees working for the Land Use and Environmental Services Agency and build a state-of-the-art customer service facility for code enforcement activities. Existing buildings along West Morehead Street or Wilkinson Boulevard and vacant land west of Suttle Avenue could redevelop as professional offices, restaurants, shops, banks or other services identified to support the emerging employment center.

The proposed project is to build or extend three new streets that unlock redevelopment opportunities generally west of Suttle Avenue: 1) extend Morton Street from West Morehead Street to Isom Street; 2) extend Julian Price Place from Isom Street to Wilkinson Boulevard; 3) extend Arty Avenue from its current terminus east of West Morehead Street to Suttle Avenue. Together, these streets provide a network of walkable blocks to support, enhance and encourage continued investment in the immediate area. This project would need to coordinate with a potential developer of the site, and define what would be required by zoning and subdivision regulations and what would be covered by CNIP.

implementation horizon

Mid-Term (5-10 years)

project budget reserve

$3,000,000

Project Reservation

Project costs will be refined in a full design/construction feasibility study.

key project stakeholders

- Charlotte Department of Transportation
- Engineering & Property Management Department
- Charlotte-Mecklenburg Planning Department
- Charlotte-Mecklenburg Utility Department
- Mecklenburg County Administration
- North Carolina Department of Transportation
- Business Owners
- Neighborhood Associations
- Private Land Owners

project history

Investing in a new employment center for this part of the CNIP area was discussed at the three-day design charrette. Interest increased significantly with Mecklenburg County's announcement to move up to 500 employees to the former Charlotte School of Law Building.

CNIP

STRATEGIES

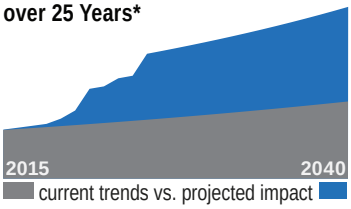
ENHANCE PUBLIC SPACE NETWORK | MAKE GREAT COMMUNITIES | CONNECT OPPORTUNITIES | LEVERAGE INVESTMENTS

Artist rendering of the proposed new employment center

The illustration above is intended as an early concept for the type of project identified during the CNIP planning process (the starting point for discussion), and could change dramatically based on new information uncovered during the required feasibility and implementation study and/or engineering design plans.

leveraged dollar investment potential

Projected Tax Revenue over 25 Years*



$3,330,000
of **new city taxes** by 2040

*Source: Mecklenburg County Tax Assessor

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key development markets

Property between Suttle Avenue, Wilkinson Boulevard, West Morehead Street, Julian Price Place and Isom Street would become more desirable for redevelopment if the recommended streets were built. Medium-density, mixed-use development (two to six stories) could be expected in the area supporting a variety of uses — professional office, restaurants, shops, bars, banks, open space, etc. — for the emerging employment center. Condominiums and apartments in mixed-use buildings (upper floors only) could take advantage of close proximity to West Morehead Street, Bryant Park, Stewart Creek Greenway (proposed) or Uptown Charlotte.

next steps

Develop a concept plan and typical section (for three new streets) as part of a full design/construction feasibility study. Finalize cost estimates, begin real estate acquisition and select a construction company to complete the project.

20. Freedom Drive Complete Street / Bike Lane / Public Realm Improvements

Freedom Drive (NC 27) is an important corridor that links Interstate 85 to West Morehead Street (US 29), Interstate 77 and Uptown Charlotte. Today, the six lane street serves a dual purpose in the community, pushing commuters through the corridor quickly during peak hour periods, and providing residents access to adjacent neighborhoods, government buildings, shops, schools and employment centers. Both purposes for the street do not need to be in conflict, but the absence of infrastructure to safely and efficiently travel by transit, bicycle or walking is a major deficiency for such an important corridor.

Proposed improvements to Freedom Drive include complete street concepts, such as reducing the number of travel lanes from six to four, and building bicycle lanes, wide sidewalks, crosswalks, outside planting strips with street trees, bus shelters and pedestrian lighting to support non-motorized travel. When complete, the corridor would provide a direct connection for residents in Glenwood, Enderly Park, Parkview, Ashley Park and Bryant Park Neighborhoods to nearby, walk-to or bike-to destinations in the business corridor (the result of reinvestment in existing properties or new development spurred by the improvements described herein) or points east on West Morehead Street and in Uptown Charlotte.

implementation horizon

Mid-Term (5-10 years)

project budget reserve

$20,100,000

Project Reservation

Project costs will be refined in a full design/construction feasibility study.

key project stakeholders

- Charlotte Department of Transportation
- Engineering & Property Management Department
- Charlotte-Mecklenburg Planning Department
- Charlotte Water Department
- CATS
- North Carolina Department of Transportation
- Business Owners
- Neighborhood Stakeholders
- Private Land Owners

project history

Re-building Freedom Drive, between Interstate 85 and West Morehead Street, as a complete street was discussed at the three-day design charrette for the CNIP area. Previous projects in the area include monument signs/art work, as well as median and landscaping improvements.

CNIP

STRATEGIES

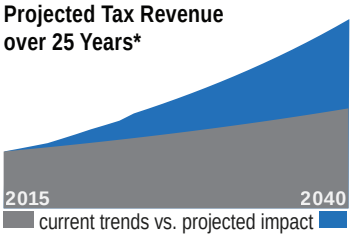
ENHANCE PUBLIC SPACE NETWORK | MAKE GREAT COMMUNITIES | CELEBRATE CULTURE & HISTORY | CONNECT OPPORTUNITIES | LEVERAGE INVESTMENTS

Artist rendering of a proposed Complete Streets Improvements

The illustration above is intended as an early concept for the type of project identified during the CNIP planning process (the starting point for discussion), and could change dramatically based on new information uncovered during the required feasibility and implementation study and/or engineering design plans.

leveraged dollar investment potential

Projected Tax Revenue over 25 Years*



$4,590,000
of **new city taxes** by 2040

*Source: Mecklenburg County Tax Assessor

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key development markets

Property along Freedom Drive would become more desirable for redevelopment if the recommended project is built. Medium-density development (government, office and retail) similar to the investments seen on Morehead Street, east of Freedom Drive, could be expected for some areas in the corridor.

next steps

Develop a concept plan and typical section as part of a full design/ construction feasibility study. Finalize cost estimates, begin real estate acquisition and select a construction company to complete the project.

21. Transfer Center (Ashley Road and Freedom Drive)

Many residents and visitors to the study area rely on regional bus service to meet daily travel needs (data published on the City of Charlotte Quality-of-Life Explorer). Near the Valerie Woodard Center, CATS Routes 8, 30, 34, and 235 connect riders with work, shops, schools and government services. Sidewalks and signs are present at bus stops on Freedom Drive, Ashley Road and Tuckaseegee Road serving the four routes, but all are missing bus shelters, benches, trash cans and the hardscape required around shelters. Pedestrian safety and operation concerns at the intersections of Freedom Drive/ Ashley Road/Tuckaseegee Road make transferring between these routes a challenge.

The proposed project is to build a community transit center at the Valerie Woodard Center (accommodating eight to ten buses), similar to the Rosa Parks Place Station on Beatties Ford Road. The facility should include a weather-protected passenger waiting area, driver bathroom and lockers, lighting, surveillance, sidewalks, landscaping and public art.

A transit "superstation" at this location would be an asset for visitors to government buildings, as well as riders seeking a safe and convenient transfer to points outside the study area. As an interim improvement, a bus pull-off space in the existing parking lot will increase transit access at the employment center.

implementation horizon

Mid-Term (5-10 years)...

in coordination with the expansion and other improvements proposed for the Valarie Woodard Center (Mecklenburg County)

project budget reserve

$3,000,000

Project Reservation

Project costs will be refined in full engineering design plans and a construction feasibility study.

key project stakeholders

- Charlotte Department of Transportation
- Engineering & Property Management Department
- Charlotte-Mecklenburg Planning Department
- Mecklenburg County
- CATS
- Neighborhood Stakeholders
- Local Bicycle / Pedestrian Advocacy Groups

project history

Building a bus transfer station at the Valerie Woodard Center was discussed in coordination meetings following the three-day design charrette for the CNIP area.

CNIP

STRATEGIES

ENHANCE PUBLIC SPACE NETWORK | CONNECT OPPORTUNITIES | LEVERAGE INVESTMENTS | CAPITALIZE ON STRATEGIC PARTNERSHIPS

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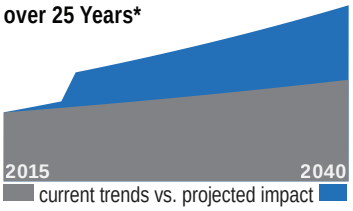
leveraged dollar investment potential

Projected Tax Revenue over 25 Years*



$222,000
of **new city taxes** by 2040

*Source: Mecklenburg County Tax Assessor

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key development markets

The proposed bus transfer station will not significantly impact development markets in the surrounding area. However, a safe, convenient "superstation" at this location could be a benefit to redevelopment that would already occur in the area.

next steps

Approach CATS and the Mecklenburg County Manager's Office about partnering on the project. Develop full engineering design plans and a construction feasibility study. Finalize cost estimates, hire a construction company and schedule construction activities.

22. Pedestrian Crossing Improvements - Wilkinson Boulevard @ Wal-Mart Shopping Center

Informal mid-block pedestrian crossings occur on Wilkinson Boulevard at the bus stops for CATS Routes 5 and 30 near the Wilkinson Boulevard Shopping Center (Walmart Supercenter) and Westerly Hills Plaza. Speed and volume differentials between vehicles on Wilkinson Boulevard and pedestrians crossing the street raise several safety concerns. The proposed improvement is to build a signalized mid-block pedestrian crossing, including signage, pavement markings, push button activation, lighting, clear sight lines and a center median.

implementation horizon

Short-Term (1-4 years)

project budget reserve

$200,000

Project Reservation

Project costs will be refined after full design plans and construction documents are complete.

key project stakeholders

- Charlotte Department of Transportation
- Engineering & Property Management Department
- Charlotte-Mecklenburg Planning Department
- CATS
- North Carolina Department of Transportation
- Neighborhood Stakeholders
- Business Owners
- Private Land Owners

project history

Building a signalized mid-block pedestrian crossing on Wilkinson Boulevard, using the existing median immediately east of the driveway to the Wilkinson Boulevard Shopping Center, was discussed at the three-day design charrette for the CNIP area.

STRATEGIES

ENHANCE PUBLIC SPACE NETWORK

LEVERAGE INVESTMENTS

CNIP

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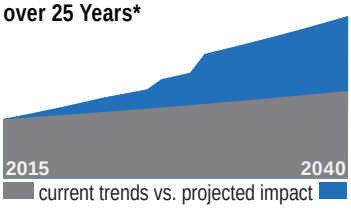
leveraged dollar investment potential

Projected Tax Revenue over 25 Years*



$264,000
of **new city taxes** by 2040

*Source: Mecklenburg County Tax Assessor

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key development markets

The proposed mid-block crossing will not significantly impact development markets in the surrounding area, but would provide comfort and safety benefits to nearby residents.

next steps

Develop a concept plan for the intersection as part of a full design/construction feasibility study. Finalize cost estimates and schedule construction (using in-house construction resources).

23. Wesley Village Road Extension

Wesley Village Road extends north from Freedom Drive to a point approximately 700 feet south of Tuckaseegee Road (near City of Charlotte Landscape Management Division). Completing the connection with two travel lanes, on-street parking, bicycle lanes, sidewalks and street trees would greatly improve the network in the study area and serve residents, business owners, customers and other visitors to Wesley Heights Park, Bryant Park or the Stewart Creek Greenway.

The proposed project is to extend Wesley Village Road to Tuckaseegee Road, opposite Gesco Street, to create a new four-legged intersection. Filling the missing link in the street network would provide more direct routing and greater overall connectivity throughout the study area. Major corridors that benefit most from the road extension include Freedom Drive, Morehead Street, Tuckaseegee Road, State Street and all the local streets in proximity to these corridors.

implementation horizon

Short-Term (1-4 years),

start immediately with identifying a preferred road alignment and right-of-way needs through property currently being used by the City of Charlotte Landscape Management Division. A feasibility study and engineering design plans should follow shortly thereafter.

project budget reserve

$1,400,000

Project Reservation

Project costs will be refined in full engineering design plans and a construction feasibility study.

key project stakeholders

- Charlotte Department of Transportation
- Engineering & Property Management Department
- Charlotte-Mecklenburg Planning Department
- City of Charlotte Landscape Management Division
- Business Owners
- Neighborhood Associations

project history

Extending Wesley Village Road to Tuckaseegee Road (opposite Gesco Street to create a new four-legged intersection) was discussed at the three-day design charrette for the CNIP area.

STRATEGIES

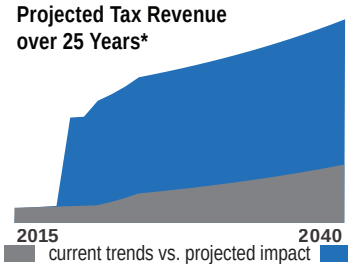
ENHANCE PUBLIC SPACE NETWORK | LEVERAGE INVESTMENTS | CONNECT OPPORTUNITIES | LEVERAGE INVESTMENTS

CNIP

The illustration above is intended as an early concept for the type of project identified during the CNIP planning process (the starting point for discussion), and could change dramatically based on new information uncovered during the required feasibility and implementation study and/or engineering design plans.

leveraged dollar investment potential

Projected Tax Revenue over 25 Years*



$3,140,000
of **new city taxes** by 2040

This assumes 1) the scope and scale of the project presented in this document is constructed, 2) building or land values in close proximity to the project generally increase over time, and 3) current ad valorem tax rates used in the City of Charlotte and Mecklenburg County. Please see the document entitled Forecasting Future Production after CNIP Investment: West Trade / Rozzelles Ferry Area for more information (www.charlottefuture.com)

key development markets

Property adjacent to Wesley Village Road is generally developed (Wesley Village Apartments) or preserved as permanent open space (Wesley Heights Park and Stewart Greenway). Two properties north and south of Wesley Village Apartments are available for development, and construction could begin immediately with direct access to the existing Wesley Village Road. Extending the street to Tuckaseegee Road would benefit redevelopment opportunities along Gesco Street, State Street and Turner Avenue. The size and general proximity of land currently being used for the City of Charlotte Landscape Management Division makes it a major catalyst site for redevelopment in the future.

next steps

Develop full engineering design plans and a construction feasibility study for the road extension, working closely with the City of Charlotte Landscape Management Division to identify a typical section and road alignment that works best with their operations. Finalize cost estimates, hire a construction company and schedule construction.

PEOPLE WILL SUPPORT WHAT THEY HELP CREATE

The 23 highlighted CNIP projects presented earlier (pages 53 to 98) are seen as the most transformative for the community, encouraging additional investment from project partners and spurring new (re)development on nearby property. However, there are many other very important projects identified during the CNIP planning process that should be supported by the City of Charlotte and everyone in the West Trade/ Rozzelles Ferry CNIP area, when appropriate. The projects described on pages 101 through 115 are CNIP-eligible and meet the six CNIP goals and five neighborhood evaluation criteria. When funding is available, they should be considered for implementation.

There were other non-CNIP eligible projects identified in the CNIP public outreach process too (see pages 118 through 124). While not eligible for CNIP funding, they are extremely important to the long-term sustainability of the West Trade/Rozelles Ferry CNIP area, especially as they relate to housing, economic development and health and human services. These projects range in complexity and scale. The City of Charlotte and everyone in the West Trade/ Rozzelles Ferry CNIP area should support these thoughts, ideas, and projects developed by the community.

HIGHLIGHTED CNIP PROJECTS

24 Lakewood Trolley
25 Enhanced Bus/Train Transfer Pedestrian Infrastructure (City Lynx Gold line)
26 Hazel St. Extension
27 Neighborhood Gateway Treatments
28 Johnson C. Smith Bus Transfer Center (near Five Points)
29 N. Turner/Latham Place Extension at Five Points Park
30 Mahopec Extension S. Bruns to Walnut, Coxe to State
31 Enderly Road/Tuckaseegee Intersection Bus Hub/Neighborhood Gateway
32 Enderly Road Alignment
33 Multimodal Improvements: Rozzelles Ferry Road, from Trade Street to I-85
34 Bonaire Drive Pedestrian Extension to Freedom Drive
35 Bike Lane Expansion: Thrift Road
36 Connector (Jones Street to Lakewood Avenue)
37 Connect Seversville Park to MLK Park across State Street
38 Coker/Effingham Loop Roadway Extension
39 Improve Sidewalk (Camp Greene Street south of Freedom Drive and improve crossing)
40 Pedestrian Lights on Tuckaseegee Road
41 Yellowstone Drive/Zebulon Road Connectivity Project
42 Multimodal Improvements: Trade St., from Beatties Ford Rd. to Seldon Dr.
43 Connector (Halsley Street to Lander Street)
44 Custom Streetcar Facilities
45 Alicia Road Extension
46 Chamberlain Avenue/Stewart Avenue Connectivity Project
47 Connect Lakewood Avenue to Tillman Road
48 Protect/Redevelop Light Industrial Zoned Area (bordered by State St., Thrift Road, and Tuckaseegee Road)
49 On-Street Parking on Coker from Enderly Park to Mathis Street
50 Ravencroft Dr. Extension
51 Enhance Existing Wayfinding (along Freedom Drive)
52 Idaho Drive & Highway 16 Intersection

Existing Rail Infrastructure Near Intersection of Litaker Ave. & Grandin Ave.

24. Lakewood Trolley

The Lakewood Trolley is a grassroots initiative to restore the streetcar line through the West End of Charlotte, connecting the neighborhoods of Third Ward, Wesley Heights, Seversville and Smallwood. The line originally connected Uptown Charlotte to the Lakewood Amusement Park, built in the early 20th century. Its re-creation would establish a historical east-to-west journey through the community, connecting vibrant neighborhoods, MLK Park, the Savonna Mills site and an industrial area prime for reinvestment.

The Lakewood Trolley organization is working with the City of Charlotte, Mecklenburg County, North Carolina Department of Transportation's Rail Division and West End neighborhoods to promote further connection and enhancement of the Stewart Creek and Irwin Creek Greenways. It is also helping to improve adjacent neighborhoods and parks and green spaces, as well as encourage appropriate and responsible neighborhood development. This includes the renovation of the old Savona Mill as a tourist destination and the operation of a vintage trolley service along the former Piedmont & Northern Railway and original Lakewood streetcar line.

Throughout the public outreach process this project was important to The West End community, as many see it as a way to reconnect with Uptown. It also is seen by many, including those involved in redevelopment of The West End, as a way to drive economic and neighborhood development while enhancing parks and greenways. Continued partnership with Johnson C. Smith University, CDOT, Charlotte-Mecklenburg Planning Department, CATS, the Charlotte Engineering and Property Management Department and private developers will be necessary to implement this project.

25. Enhanced Bus/Train Transfer Pedestrian Infrastructure (CityLynx Gold Line)

The construction of the CityLYNX Gold Line (expected to open in 2019) will necessitate improvements to the surrounding streets, as well as the surrounding pedestrian environment. This project recommends a diversity of improvements:

- From the edge of the right-of-way, this project calls to widen the sidewalk to between 10' and 16' and add standard 8' on-street parking. If the existing/available right-of-way is constrained, narrow the sidewalk and include or exclude parking, as the context dictates.
- Within 100' of the CityLYNX Gold Line corridor, side street rights-of-way are recommended for roadway reduction to minimize pedestrian crossing distances at intersections. Also, curb radii should be minimized and bump-outs added at crosswalks to shorten crossing distance.
- The CityLYNX Gold Line must interface well with other modes of transportation. Bus stops should be aligned with streetcar stations for easy transfer between modes. Crosswalks should be enhanced to promote safe street crossings between bus and streetcar stops. Wayfinding signage should also be used to guide travelers between bus and streetcar stops.
- During the construction of the CityLYNX Gold Line, power lines and other utility infrastructure should be embedded into the streetcar subgrade infrastructure channel. If a corridor-wide implementation of this policy is not feasible, key locations such as Five Points should be prioritized to receive this treatment.

West Trade Street, between the interchange at I-77 and the Five Points intersection, is a four-lane direct route from Uptown to Johnson C. Smith University and other destinations north of Uptown. Sidewalk is present along the entire corridor, providing access to the commercial properties and high-density housing developments directly adjacent to the road. Small neighborhood streets allow access from West Trade Street to residential areas in the vicinity. Reducing the number of lanes, providing on-street parking and the introduction of CityLYNX Gold Line service on the corridor will increase its vitality by creating a safer and more comfortable environment for pedestrians, bicyclists and transit users. The focus on incorporating the work of local artists/designers/architects into street elements will also enhance corridor attractiveness and create a sense of civic pride for residents.

This project was previously identified in the Charlotte Streetcar Plan by the Charlotte Area Transit System and confirmed in the charrette design process by the project team and local residents. Important partners include the Charlotte Department of Transportation, CATS, Charlotte-Mecklenburg Planning Department, Duke Energy, JCSU, the local bicycling community, local artists, designers, architects and local residents.

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View of Location of Hazel Street Extension to Freedom Drive

26. Hazel Street Extension

Freedom Drive is a prominent corridor offering retail uses and daily necessities to adjacent neighborhoods. There are very few physical connections to the Enderly Park Neighborhood that provide access to Freedom Drive by foot or bicycle. With a high percentage of non-drivers in Enderly Park, it is important to create an environment more conducive to walking, which was cited during public outreach process on multiple occasions. Currently, the only three connections to the neighborhood from Freedom Drive are Camp Greene Street, Enderly Road and Ashley Road.

The Hazel Street Extension would connect existing Hazel Street from Rogers Street southwest to Freedom Drive. This would create a more urban fabric and enhance a grid street network in the Enderly Park area. This new road would close more than a .5-mile gap between connection points (Ashley Road and Enderly Road). The 1,000-foot roadway extension also provides a connection between Enderly Park and the Valerie Woodard Center, which continues to grow into a county employment hub. The alignment would carry the road out to Freedom Drive between an auto supply store and the Freedom Mart shopping center, which could be ripe for redevelopment. A proposed transit center at the Valerie Woodard Center, bike sharing and enhanced pedestrian connections will also create synergy with this connection.

During the public design charrette, the project team identified this connection as helping to address concerns raised multiple times in the public outreach process. This connection was identified as the best option because of its location adjacent to a potential redevelopment site, the non-disruptive changes in topography and proximity to the county employment center and future transit hub. Important partners for its implementation include CDOT, NCDOT and private business owners.

27. Neighborhood Gateway Treatments

Providing gateway treatments, either through art installations, signage or structures on prominent corridors within the CNIP area, can help create a sense of place and identity. They can also instill pride for citizens in their neighborhoods. Some gateway locations are more crucial to neighborhood integration with the City, especially where physical barriers exist, such as Interstate 77 and Brookshire Freeway. Each of these gateways should celebrate their location and orient people within the community, as well as announce to those passing through they are entering a unique place. Gateway projects can identify neighborhoods, business districts or cultural/ environmental assets, for example. Specific gateways identified in previous plans and the three-day design charrette include:

- Fifth Street
- West Trade Street at Wesley Heights Way
- Five Points
- Brookshire Overpass at Interstate 77
- Freedom Drive at Morehead Street

Gateways provide an opportunity to include public art that highlights a unique cultural heritage or history of an area. Important partners for its implementation include the CDOT, Charlotte-Mecklenburg Planning Department, CATS, NCDOT, public art advocacy groups and Johnson C. Smith University.

28 J.C. Smith Bus Transfer Center (near Five Points)

The Johnson C. Smith Bus Transfer Center would operate as a primary transfer center for the CityLYNX Gold Line, with quality facilities and bike share accommodations. As an "anchor" for The West End community, working in conjunction with the proposed transfer station at the Valerie Woodard Center, it would capitalize on the increase in transportation options and the student population. This facility should be integrated with the University, streetcar, bike share and pedestrian infrastructure, as well as provide community artist opportunities.

During the charrette, the project team identified this project as helping to address transportation concerns raised multiple times in the public outreach process. Important partners for its implementation include CDOT, CATS, Johnson C. Smith University, neighborhood leaders, land owners,developers and artists.

29. N. Turner/Latham Place Extension at Five Points Park

This project consists of a roadway extension across the northern edge of Five Points Park to provide increased vehicle, pedestrian and bicycle activity for the community. It will create more surveillance and "eyes on the park," as well as provide the ability to add single-family residences. This will improve building stock and create development opportunities in the area.

This project would also include small improvements to the park entrances and visibility from all adjacent streets. Since this project serves as a connection to a park, sidewalks and bicycle facilities are important features to ensure accessibility by these modes of travel.

During the public design charrette, the project team identified this connection as helping address concerns raised multiple times in the public outreach process. This connection was identified to integrate the neighborhood, provide better connections to public amenities and improve crime in the area. Important partners for its implementation include Mecklenburg County Park and Recreation Department, CDOT, the Charlotte-Mecklenburg Planning Department and community residents.

30. Mahopec Extension, Coxe to State & South Bruns to Walnut

Mahopac Street is located between Johnson C. Smith University and the Savona Mill and MLK Park to the west. The extensions of Mahopec Street from Coxe Avenue to State Street and South Bruns Avenue to Walnut Avenue will help restore the neighborhood street network with the opportunity for additional residential development along the south end of Mahopac Street to Walnut Avenue, and the north end to Coxe Avenue. The combined energy of these two areas should encourage private development to help construct the street in exchange for construction of new single-family homes that fit in with existing structures. This will improve the overall quantity and quality of the area housing stock. This street also connects to the east/rear side of the Bruns Avenue Elementary School, allowing more children to walk to school. Sidewalk widening on the south side (to be continued on the extended portions of the street) should also be a part of this project.

During the public design charrette, the project team identified this connection as helping address concerns raised multiple times in the public outreach process. This connection was identified to help better integrate neighborhoods and make them more walkable. Important partners for its implementation include CDOT and private development partnerships.

31. Enderly Road/ Tuckaseegee Intersection Bus Hub and Neighborhood Gateway

Enderly Road is an important connection between Freedom Drive and Tuckaseegee Road. When realigned with Alleghany Street it will be a north/south connection through the CNIP area, from Wilkinson Boulevard to Tuckaseegee Road. There are three bus stops near the Enderly Road/Tuckaseegee Road intersection for Route 8. This project includes adding crosswalks and landscaping, improving sidewalks and building a northside bus shelter. In addition, incorporating signage in this project will allow it to act as a neighborhood gateway for Enderly Park along Tuckaseegee Road.

During the public design charrette, the project team identified this project as helping address transportation concerns raised multiple times in the public outreach process. Important partners for its implementation include CDOT, CATS, the Charlotte-Mecklenburg Planning Department and artists.

32. Enderly Road Realignment

Enderly Road and Alleghany Street now connect to Freedom Drive within 240 feet of one another. By realigning Enderly Road to create an intersection with Alleghany Street, the offset intersection will be eliminated and allow the Enderly Park neighborhood another signal-controlled access point. The connection would split the area between Captain D's and an auto sales retailer, but would not impact either parking lots or structures. By easing this connection across Freedom Drive, the Enderly Road and Alleghany Street intersection becomes part of a bicycle-friendly route that connects with retail (Shops at Freedom and the east-west proposed greenway connection that parallels Freedom Drive on the south side.)

During the public design charrette, the project team identified this project as helping address concerns raised multiple times in the public outreach process. Important partners for its implementation include CDOT, NCDOT, Charlotte-Mecklenburg Planning Department and adjacent property owners.

33. Multimodal Improvements – Rozzelles Ferry Road, from Trade Street to I-85

Rozzelles Ferry Road is a main neighborhood route connecting Uptown Charlotte with residential areas, commercial nodes and industrial parcels near the interchange of I-85 and Brookshire Freeway. The project recommendation is to enhance this corridor by making it safer and more pedestrian friendly with traffic calming measures, wider sidewalks, neckdowns and pedestrian crossings. Adding street furniture, landscaping and paving techniques, as well as creating safe bicycling connections through bicycle lanes, will improve the character of the street and neighborhood.

Rozzelles Ferry Road begins at the Five Points intersection as the continuation of West Trade Street, which itself is a continuation of West 5th Street, an important component of the Uptown grid street network. The corridor is currently a two-lane section with a striped median, bike lanes and sidewalks on both sides of the roadway. Parts of the sidewalk are in poor condition and very narrow, and utility poles, trash receptacles and vegetation often encroach into the sidewalk area. Improving these conditions will enhance connectivity, neighborhood integration and the ability for residents to better access daily necessities.

This project was first identified in the *West End Land Use and Pedscape Plan*, and then vetted by the project team during the charrette process. Important partners for implementing this project would be CDOT, the Charlotte-Mecklenburg Planning Department and neighborhood associations.

The Koffee Kup restaurant on Tuckaseegee Road

34. Bonaire Drive Pedestrian Extension to Freedom Drive

Freedom Drive is a prominent corridor offering retail uses and daily necessities to adjacent neighborhoods. Even though Freedom Drive is bordering the Enderly Park Neighborhood, there are very few physical connections for residents to access Freedom Drive by foot or bicycle. With a high percentage of non-drivers in Enderly Park, it is important to create a more-walkable environment, which was cited during the public outreach process on multiple occasions. Currently, the only three connections to the neighborhood from Freedom Drive are Camp Greene Street, Enderly Road and Ashley Road.

This project would provide an additional pedestrian connection to Freedom Drive, in addition to the proposed Hazel Street Extension. Significant grade changes associated with a stream crossing will need to be considered to provide an accessible pedestrian connection. Taking advantage of the proximity to the stream should be a celebrated part of this project to reconnect with natural elements and provide a softening effect along a strip commercial development.

During the public design charrette, the project team identified this connection as helping address concerns raised multiple times in the public outreach process. This connection was identified because it extends the existing pedestrian network along Bonaire Road. Important partners for its implementation include CDOT, the Charlotte-Mecklenburg Planning Department, neighborhood organizations and private property owners.

35. Bike Lane Extension – Thrift Road

Thrift Road is a two-lane road with a middle turn lane and unbuffered sidewalks on both sides of the roadway. It connects Freedom Drive and Tuckaseegee Road through a transitional industrial area with the potential to become an Urban Business District for local craftsmen, artisans and entrepreneurial businesses. This recommended project will extend the bicycle lanes from Freedom Drive along Thrift Road to Tuckasegee Road. In addition to supporting future and existing businesses, the bicycle lanes will extend a popular cycling route along Tuckaseegee Road and connect it to Freedom Drive.

Creating a safe, comfortable and attractive non-motorized connection from Uptown to the proposed Urban Business District will create an important connection not now present, due to higher speed roads and the I-77 barrier to non-motorized transportation. Ensuring people can move freely and safely between this area and Uptown can aid in attracting business to the Urban Business District.

During the public design charrette, the project team identified this connection as helping address concerns raised multiple times in the public outreach process. Important partners for its implementation include CDOT and the Charlotte-Mecklenburg Planning Department.

View of Thrift Road Looking North from Waterwalk Lane

36. Connector - Jones Street to Lakewood Avenue

Creating a connector between Jones Street and Lakewood Avenue would complete a block in the Lakewood neighborhood, connecting two sides of a neighborhood that border industrial uses. This 850-foot connection creates the opportunity to open up another block of residential units at the end of this neighborhood. Existing, vacant land facilitates this reinvestment in the historic community in a high-activity, formerly industrial corner of the study area. New land will be opened for affordable, single-family housing (approximately 20 units using the same development patterning as the existing neighborhood). Extending sidewalks and buffering the southwest side of these new homes from the industrial uses behind them is an important consideration.

This project was previously identified in the *Lakewood Neighborhood Plan* and confirmed in the public design charrette process by residents of the Lakewood Neighborhood. Ideally this project would be funded through private investment, with the exception of maintenance and landscaping of existing Jones and Lakeview Streets. Important partners include the Duke Energy Power Company, CDOT, Charlotte-Mecklenburg Planning Department, private developers and local residents.

Picnic Shelter at MLK Park

37. Connect Seversville Park to MLK Park Across State Street

Neighborhoods adjacent to the Stewart Creek Greenway, such as Smallwood, Seversville and Enderly Park, benefit from being in proximity to Seversville Park and MLK Park. However, these assets are not well-integrated or connected to each other or their surroundings. “I didn’t even know that MLK Park existed,” was a frequent response heard during the public outreach process. This project will establish a multiuse path and mid-block connection across State Street to connect the two neighborhood parks.

During the three-day public design charrette, the project team identified this connection as helping address concerns raised multiple times in the public outreach process. This project was identified because the small intervention has an enormous impact on the integration of public space with surrounding neighborhoods, which was identified by the community as an important issue. Important partners for its implementation include CDOT, the Charlotte-Mecklenburg Planning Department and Mecklenburg County Park and Recreation Department.

The Main Entrance to Enderly Park off of Enderly Road

38. Coker/Effingham Loop Roadway Extension

This project provides a western connection to an isolated portion of the Enderly Park Neighborhood. The street extension would create an east-west connection paralleling Freedom Drive between existing residential streets (Enderly Road, Coker Avenue and Effingham Road) and the Enderly Community Park. It would also enhance the street network for the neighborhood. The loop road would also provide additional parking for park events and increase safety and resident activity around the park. This project would terminate at Enderly Road, which is proposed to be realigned at its intersection with Freedom Drive. Ideally, a pedestrian connection would be made across the creek and steep grade to facilitate access between the neighborhood and commercial development.

During the public design charrette, the project team identified this connection as helping address concerns raised multiple times in the public outreach process. This road extension increases safety, neighborhood integration and connectivity for Enderly Park. Important partners for its implementation include CDOT, Charlotte-Mecklenburg Planning Department, Mecklenburg County Park and Recreation Department, Charlotte Engineering and Property Management, and neighborhood organizations.

39. Improve Sidewalk (Camp Greene Street South of Freedom Drive and Improve Crossing)

Camp Greene Street provides an important connection between commercial areas along Wilkinson Boulevard, Ashley Park Elementary School, Freedom Drive, Tuckaseegee Road and the Stewart Creek Greenway. The recommended project is to improve sidewalks along Camp Greene Street south of Freedom Drive and to improve the crossing at Freedom Drive with the ultimate goal of creating better connectivity between neighborhoods and providing better access to the Stewart Creek Greenway.

The sidewalk on Camp Greene Street south of Freedom Drive is very narrow, without a landscaped planting strip, blocked by utility poles in some instances and not ADA compliant. Widening the sidewalk, adding a buffer between the sidewalk and street, and updating the sidewalk to meet the City's Urban Street Design Guidelines would create a high-quality pedestrian throughway to destinations north of Freedom Drive and link neighborhoods via safe and comfortable pedestrian connections.

During the public design charrette, the project team identified this connection as helping address concerns raised multiple times in the public outreach process. It supports the public's desire for a more walkable and multimodal built environment.CDOT will be important for implementing this project.

40. Pedestrian Lights on Tuckaseegee Road

Tuckaseegee Road is an important neighborhood road providing access from the Seversville Neighborhood and Uptown to the Enderly Park Neighborhood and Interstate 85. It also provides access to numerous homes and businesses. The recommendation is to install pedestrian lighting along Tuckaseegee Road to further improve the pedestrian environment and increase safety. Sidewalks and bicycle lanes are on this section of roadway, as well as median crossing islands on some stretches.

As a linkage between neighborhoods close to Uptown and a commercial node at the intersection of Freedom Drive and Ashley Road, which includes the Mecklenburg County Social Services Department, Tuckaseegee Road is an important corridor for non-motorized and motorized users. The recommended lighting improvements are important to reducing crime in the area.

During the public design charrette, the project team identified this connection as helping address concerns raised multiple times in the public outreach process. Important partners for its implementation include CDOT, Charlotte-Mecklenburg Police Department, and Charlotte-Mecklenburg Planning Department.

Cluster of Existing Businesses on Tuckaseegee Road

41. Yellowstone Drive/ Zebulon Road Connectivity Project

Connecting Yellowstone Drive to Zebulon Road across Stewart Creek and Rozzelles Ferry Road will restore neighborhood integration between Biddleville and Eleanore Heights Neighborhoods. The new street would also allow direct access to MLK Park. The street design should be focused on lower-speed and pedestrian facilities, with curb-and-gutter, pedestrian-scale lighting and minimum eight-foot sidewalks.

The project was first identified by the CDOT and the Charlotte Engineering and Property Management Department. It was confirmed in the design charrette process by the project team as a way to better integrate neighborhoods. Important partners for its implementation include CDOT, Mecklenburg County Park and Recreation Department, Charlotte-Mecklenburg Planning Department, developers, community and business interests in the corridor.

42. Multimodal Improvements: Trade Street - Beatties Ford Road to Seldon Drive

West Trade Street is a major street connecting Uptown Charlotte and the Five Points area. However, where West Trade Street once connected through the Five Points intersection to Rozzelles Ferry Road and the Brookshire Freeway to the northwest, it is currently blocked for vehicular traffic.

The project for West Trade Street in this location is to improve the corridor for multimodal transportation by widening sidewalks, beautifying the streetscape environment with plantings and pavement treatments. It also suggests allowing pedestrian and bicycle access to Five Points, and creating a bicycle boulevard, or a street that favors bicycle transportation over vehicular transportation, on the corridor.

Without the through traffic to the Five Points intersection this segment of West Trade Street does not carry a substantial amount of vehicular traffic, making the corridor ideal for non-motorized activity. Currently, this section of West Trade Street has sidewalks on the east side, some buffering between the sidewalk and the street, updated curb ramps and no bicycle amenities. Streetscape enhancements, such as improving the sidewalk to create additional buffering, adding plantings and prioritizing through movements for bicycles, will create a important neighborhood connection to the Five Points area. No increase in vehicular delay is expected as a result of this project, though bicycle and pedestrian traffic may increase along the corridor.

The project was developed by the project team during the public design charrette process in response to the public's desire for a more walkable and multimodal built environment. Important partners for implementing this project include Johnson C. Smith University, private developers, CDOT and Charlotte-Mecklenburg Planning Department.

43. Connector - Halsey Street to Lander Street

Halsey Street and Lander Street are two residential streets in the Lakewood Neighborhood that dead end adjacent to industrial property. The project would establish a connection approximately 300 feet southwest of Rozelles Ferry Road and restore the historic street grid network in this community. The project could be accomplished in the near-term since it appears right-of-way exists between the residential lots and the industrial use.

The project was first identified in the *Lakewood Neighborhood Plan*. It was confirmed in the public design charrette by the project team as a way to better integrate neighborhoods and called out by the public multiple times in the outreach process. Important partners for its implementation include CDOT, local residents and nearby property owners.

44. Custom Streetcar Facilities (CityLynx Gold Line)

The construction of the CityLYNX Gold Line (expected to open in 2019) provides opportunities to include local artists and designers to enhance streetcar infrastructure that would contribute to the unique character and history of the area.

The CityLYNX Gold Line project will require the installation of four shelters in the area. The City of Charlotte should engage local artists, designers and architects to create custom streetcar shelter treatments at each of the four stops, showcasing the history and character of the neighborhood. In addition, Charlotte should engage designers to create custom catenary pole treatments, especially in important locations that showcase history, culture and heritage of The West End. These catenary poles will be placed regularly along the CityLYNX Gold Line route.

The project was previously identified in the *Charlotte Streetcar Plan* by the Charlotte Area Transit System and confirmed in the public design charrette by the project team and local residents. Important partners include the Charlotte Department of Transportation, CATS, Duke Energy, JCSU, bicycling community, local artists, urban designers, architects and local residents.

45. Alicia Road Extension

Currently, Alicia Road is a small stub street off of Voncannon Drive near Idaho Drive. It provides access to industrial properties. By extending Alicia Road to connect to Reno Avenue and designing it with street trees and parallel parking, the investment would support desired future development and the extension of the office industrial park. In addition, this extension would provide emergency access to Reno Avenue and Planters Place industrial businesses. This road extension would reconnect the street network and provide more access to future development sites, and more pedestrian facilities.

The Charlotte Fire Department has expressed concern for emergency access since the Reno Avenue at-grade rail crossing is blocked numerous times each week. During the public design charrette, the project team identified this connection as helping address concerns raised multiple times in the public outreach process. This connection was identified because it provides additional access to a number of industrial businesses and provides emergency access when trains block the Reno Avenue crossing. Important partners for its implementation include CDOT, Charlotte-Mecklenburg Planning Department and Charlotte Fire Department.

46.Chamberlain Avenue/Stewart Avenue Connectivity Project

Connecting Chamberlain Avenue and Stewart Avenue will restore neighborhood integration between Biddleville and Eleanor Heights Neighborhoods. The new street should be focused on lower-speed and pedestrian facilities, with curb-and-gutter, pedestrian-scale lighting and minimum eight-foot sidewalks.

During the public design charrette, the project team identified this connection as helping address concerns raised multiple times in the public outreach process. This connection was identified to help better integrate neighborhoods and make them more walkable. Important partners for its implementation include CDOT, Charlotte-Mecklenburg Planning Department and private development partnerships.

New artwork, monument, street trees and intersection improvements at Rozzelles Ferry Road, West Trade Street and Idaho Drive.

47. Connect Lakewood Avenue to Tillman Road

Lakewood Avenue is a neighborhood street extending south from Rozzelles Ferry Road about 0.45 miles. As the most prominent road in the Lakewood Neighborhood, Lakewood Avenue is the longest street extending south (apart from Norwood Drive), which connects to the Smallwood Neighborhood via Parkway Drive. The project recommends connecting Lakewood Avenue, currently a dead end street, to Tillman Drive across Stewart Creek and a railroad spur.

This extension and series of small connections will repair the street network within the Lakewood community, ultimately encouraging through traffic and creating a connection to Glenwood Avenue to the south. This project is important in reducing crime in the area. Allowing through traffic and creating a connection to other neighborhoods will provide alternate routes out of the Lakewood Neighborhood and also support community crime control by increasing the number of "eyes on the street." This reduces the number of secluded areas in the neighborhood that are prime locations for criminal activity.

During the public design charrette, the project team identified this connection as helping address concerns raised multiple times in the public outreach process. Important partners for its implementation include CDOT and adjacent property owners.

Small Business on Thift Road

48. "Free Thrift" – Protect and Redevelop Light Industrial Zoned Area as Crafstmen/Artisan District Bordered by State Street, Thrift Road, and Tuckaseegee Road

The area between State Street, Thrift Road, Tuckaseegee Road, and Freedom Drive is currently a light industrial area with small businesses. With the growing businesses nearby on Morehead Street and the revitalization of the adjacent Wesley Heights Neighborhood, this area should become an Urban Business District supportive of local business. The existing buildings in this area are of the size and design conducive to creating a new artisan and craftsman district for small business owners.

Coordination with various stakeholders, business owners, real estate developers, City officials and neighborhood leaders will be crucial in bringing this project to fruition. The recommended development project is to protect and attract development, specifically artisans and craftsmen, to an existing light industrial area to the east of the intersection of Tuckaseegee and Berryhill Roads.

Providing incentives and proactively seeking tenants are possible actions the City of Charlotte should undertake to begin the revitalization process in this area. In addition, small-scale infrastructure improvements such as painting murals or providing other public art, can also kick-start interest in the area. Private real estate developers will also be important contributors to this effort.

In an area not known for strong economic performance, this project represents a landmark effort to provide local jobs not likely to leave the area, while also creating an innovation hub and arts district. The challenge will be to ensure the local community is involved in the project and to make certain lower income residents of surrounding neighborhoods are not forced out by higher property taxes and increasing home prices. This development could have a profound effect on the surrounding community, including increased interest in residential real estate development and redevelopment.

During the public design charrette, the project team identified this project as potentially contributing to a new identity and brand for The West End and Freedom Drive. Important partners for its implementation include Argos Realty, Charlotte-Mecklenburg Planning Department and local artists.

Coker Avenue from Enderly Park to Mathis Avenue

49. On-Street Parking on Coker from Enderly Park to Mathis Drive

Coker Avenue is a residential street that runs west of the Duke Energy Powerline Easement. The project proposes to add on-street parking on Coker Avenue from Enderly Park to Mathis Drive to allow more residents not within walking distance of the park to benefit from its facilities. All project improvements could occur within the existing paved surface.

Enderly Park is a community park featuring two tennis courts, a picnic shelter, basketball court, softball diamond, and walking trails. This small improvement to add parking would be a quick and inexpensive way to respond to community issues. Enderly Park now suffers from a lack of parking, which prohibits it from hosting larger neighborhood events.

During the public design charrette, the project team identified this project as helping address concerns raised multiple times in the public outreach process. Important partners for its implementation include CDOT and Mecklenburg County Park and Recreation.

50. Ravencroft Drive Extension

Ravencroft Drive is a residential street in the Enderly Park neighborhood that runs perpendicular to the edge of MLK Park. The extension of the street along the western spine of MLK Park would open new opportunities for development and better engage the surrounding community with the park. The 1,600-foot street extension through MLK Park and over Stewart Creek would tie the Eleanor Heights neighborhood to the planned mixed-use village at Savona Mill. New homes should face and look over the park, thereby improving safety and promoting more use of this resource. The overall design of the street should be pedestrian-oriented to encourage neighborhood integration and a more walkable urban fabric.

During the public design charrette, the project team identified this connection as helping address concerns raised multiple times in the public outreach process. Important partners for its implementation include CDOT, Mecklenburg County Park and Recreation Department, Argo Real Estate Advisors (Savona Mill property), the Ravencroft Neighborhood and private developers.

51. Enhance Existing Wayfinding (along Freedom Drive)

Signs of all kinds currently clutter Freedom Drive — commercial signage, wayfinding signage and gateway treatments — and make it challenging to quickly and efficiently navigate the corridor. This project aims to create a more effective and consistent wayfinding and gateway signage program that manages the type, size, color, material and location of signs in the corridor (limited to wayfinding signage and gateway treatments only). Recommendations for a new program should be consistent with other branding initiatives identified during the public design charrette.

Important partners for its implementation include the CDOT, Charlotte-Mecklenburg Planning Department, CATS, NCDOT, Public Art Advocacy Groups, and Johnson C. Smith University.

52. Idaho Drive & Highway 16 Intersection

The intersection of Idaho Drive and Brookshire Freeway (NC 16) is adjacent to the controlled-access freeway portion of Brookshire Freeway that continues east and becomes Interstate 277. The road provides very important connections to Uptown, Interstates 77 and 85, and the Charlotte Douglas International Airport. The Lakewood Neighborhood, with support from other neighborhoods in the West Trade/Rozzelles Ferry CNIP area, would like to see westbound travel restrictions from Idaho Drive removed from the intersection. Improvements at this location could also relieve congestion near the railroad crossing at Rozzelles Ferry Road and Dupree Street/ Honeywood Avenue, which often 'completely shuts down' when long trains stop and block the intersection.

Allowing westbound access from Idaho Drive at this location makes important destinations west of the CNIP area more accessible to residents in the Lakewood, Smallwood and Eleanore Heights Neighborhoods. Several alternatives were discussed during the public charrette that could improve westbound travel for neighborhoods in the West Trade/Rozzelles Ferry CNIP area; including a flyover from Idaho Drive to the Brookshire Freeway, a bridge over the railroad crossing at Rozzelles Ferry Road and Honeywood Avenue/Dupree Street or realignment of Rozzelles Ferry Road to better interface with the railroad crossing at the intersection of Honeywood Avenue/Dupree Street. Important partners for studying feasible design concepts include CDOT, NCDOT, local business owners and neighborhood representatives.

Existing Wayfinding on Freedom Drive, north of Morehead Street

"Reflections of Community" Artwork at Intersection of Rozzelles Ferry Road & West Trade Street (Artist Jeff Hackey)

OTHER PROJECTS NOT AFFILIATED WITH CNIP

53 Freedom Drive Branding Opportunity
54 Retail Outparcels at Valerie Woodard Center
55 Community Farming (Bette Rae Thomas Center/Duke Power Easement)
56 Redevelopment of Big-Box Properties (Freedom Drive)
57 Increase Tree Coverage
58 Johnson C. Smith Land Assemble
59 Bryant Park
60 Five Points Incubator
61 Johnson C. Smith Signage
62 CATS Route #8 Realignment
63 Tuckaseegee Business Cluster
64 Wesley Center Park
65 Improve Street Network (Valerie Woodard Center)
66 Expand Bike Share Stations
67 Pop Up Flea/Antique Markets
68 Redevelopment along W. Trade St. (South of Five Points)
69 Reconfigure I-77 Ramps at W. Trade and W. 5th Streets
70 W. 5th Street Development/Cap

The projects listed below fall outside of the scope of the CNIP process, but are still included in document as opportunities to improve the West Trade/ Rozzelles Ferry CNIP area.

ing Signage Along Freedom Drive at Pacific Street

53. Freedom Drive Branding Opportunity

Freedom Drive is an important transportation corridor linking I-77 and I-85 with Uptown Charlotte and the Charlotte-Douglas Airport. Freedom Drive is often used to get to important sporting events in the City such as Carolina Panthers, Charlotte Hornets and Charlotte Knights games. The corridor has also been the location of historic events extremely important to the identity of Charlotte. Camp Greene was located there. The World War I training camp substantially increased the city's population and was the largest employment center in the region (60,000, at one time.) Camp Greene developed the once rural area and almost single-handedly pulled Charlotte out of the Great Depression. Charlotte's first airport, Cannon Field, was located on Freedom Drive. This allowed air travel to and from the city for the first time, as well as serving as a stop of Amelia Earhart's tour of America. To honor this history, a monument signage project was implemented along Freedom Drive.

The current use of this corridor as a hub for sports interest and travel and military history provides the opportunity to bring a new identity through branding. The idea of "Americana" incorporates the sports and the military identity. This could be an affordable strategy to attract new retail and possibly recreational opportunities to a corridor where very little demand for redevelopment currently exists.

54. Retail Outparcels at the Valerie Woodard Center

The Valerie Woodard Center is expanding the County's services provided at this location. As it grows as a major employment center in the West Trade/Rozzelles Ferry CNIP area and development follows, there will be opportunities to use new development as a way to improve the public realm and the overall character of this gateway to Uptown Charlotte. Mecklenburg County owns land adjacent to Freedom Drive. Working with the County to subdivide outparcels along the northern and western edges of the Valerie Woodard Center will help provide development opportunities for the next generation of retail on Freedom Drive. This development could also be an opportunity for improving the urban form of the corridor, by constructing buildings closer to the street in support of a larger complete street project along Freedom Drive.

55. Community Farming / Urban Farming Enterprise

A common complaint heard in the public outreach process for the West Trade/ Rozzelles Ferry CNIP area was a lack of grocery and fresh food choices accessible to neighborhoods. Creating community farms or an urban farming enterprise with community organizations is a strategy envisioned as an immediate way to address this need. The initiative can provide plots of land for individuals to plant, create a larger urban farm led by an organization, and host a farmers market in vacant retail lots. In any capacity, there are multiple benefits to increasing fresh food options.

First, it provides fresh, high quality and affordable produce, which is lacking within the West Trade/Rozzelles Ferry CNIP area. Second, it creates opportunities for the sale of produce raised locally, further supporting community initiatives. Third, like flea/antique markets, it can drive traffic and spark interest in areas that have seen disinvestment. Target sites for pop-up farmer markets include the former Lowe's and K-Mart sites on Freedom Drive. A prime location for community gardening is the Duke Energy Easement in conjunction with the Betty Rae Recreation Center. Organized community farming could facilitate connections for youth employment programs, education programs and selling produce within local farmers' markets (within Freedom Drive corridor and other locations). This would be a viable business that would tie community farming and pop-up markets together.

Aquaponic and Community Garden at Johnson C. Smith University (N. Summit Avenue)

56. Redevelopment of Big-Box Properties (Freedom Drive)

A large number of underutilized big box properties are located in the West Trade/Rozzelles Ferry CNIP area, primarily along Freedom Drive and Wilkinson Boulevard. This results in large asphalt areas that contribute no activity while separating neighborhoods and pedestrians from uses. As the next generation of retail redevelops along these corridors, these large lots should be repurposed to include creative hardscapes, open spaces, plazas and landscaped/treed areas. This will allow more walkable retail/ mixed-use developments that are more accessible and integrated with surrounding neighborhoods. With design focused on people and placemaking for community interaction instead of vehicles, the value and identity of neighborhoods along these corridors could transform. This effort will also help implement Charlotte's goal of 50% tree coverage by the year 2050.

Working with the Charlotte-Mecklenburg Planning Department in crafting a new land use vision for this corridor would be critical to help spark new development in the area, and to rethink the current under-utilization of these parcels.

57. Increase Tree Coverage

Trees are an extremely important part of Charlotte's identity. They increase property values by $2.7 million, their shade saves $914,000 a year in energy costs and they intercept storm water by $2.1 million a year. In 2008, Charlotte had 46% tree coverage that resulted from land clearance for development. Charlotte City Council made a goal of reaching 50% by 2050. This is a large commitment, with a 1% increase equaling 100,000 mature trees. The City Council budgeted more money to plant trees in public rights-of-way more aggressively and adopted new standards for commercial development, requiring a 15% tree canopy.

As part of this effort, trees can be planted in the public right-of-way in the West Trade/Rozzelles Ferry CNIP area, especially in parts that have less than a 10% canopy like the Freedom Drive corridor, the Wilkinson Boulevard corridor and large industrial areas like those along Thrift Road. Increased tree coverage in the public right-of-way will also create a more pedestrian and multimodal environment, safer roads and more connected neighborhoods – all issues identified in the public outreach process. In addition, these areas will better reflect the identity of Charlotte, like other areas with street trees and canopy. This is important to ensuring the West End neighborhoods are well integrated with the rest of the City and are being honored by the City's commitment to increase tree coverage.

"Trees: The Crown of the Queen City," last modified 2015. http:// treescharlotte.org/who-we-are/our-story/

Tree Canopy in Wesley Heights (Grandin Road)

58. JCSU Land Assemblage

In becoming more involved in neighborhood revitalization and redevelopment surrounding the campus, Johnson C. Smith has shown interest in the transformation of Five Points and the Beatties Ford Corridor into a mixed-use neighborhood center for students, faculty, staff and residents. The result is to integrate the success and identity of the university into the adjacent neighborhoods and vice versa. To create a gateway for their campus, JCSU will have to acquire and assemble land to make the vision a reality.

Historic Seating at Baseball Field in Bryant Park (along W. Morehead St.)

59. Fund & Expand/ Renovate Bryant Park

Bryant Park is located on West Morehead Street along Stewart Creek. The 15-acre park includes a softball field, multipurpose field and historic stone wall that provides seating. It was designated a historic landmark by the Charlotte-Mecklenburg Historic Landmarks Commission in 2003. Constructed in the 1930s as a Works Progress Administration (WPA) Project following the Great Depression, it is one of the first projects completed by the Charlotte Park and Recreation Commission. Unfortunately, it lost half of its size through industrial development along Morehead Street, but remains as the only park in this area.

In 2013 a Bryant Park Master Plan was completed to develop a future vision for the park. The focus of this project was on its location adjacent to a large regional greenway system, nearby redevelopment including a growing number of residential properties, and its existing amenities.

The master plan called for building the Stewart Creek Greenway, a skate plaza, a large lawn for sports activities, a plaza with sitting areas and programmed recreation, and a west lawn and back porch for more passive activities. A Suttle Street Terrace would create a unique approach to the park from adjacent neighborhoods.

Funding and implementing this vision will be very important as an increase in residential development occurs in this area. It will also be an amenity that continues to attract businesses to the redeveloping office areas along Morehead Street. Its connection to the greenway means that it is also safely accessible by other adjacent neighborhoods such as Enderly Park. It is an important destination historically and for the future identity of the west end and the greater greenway system.

60. Five Points Entrepreneur Incubator

Johnson C. Smith University has the goal of establishing an Entrepreneur Incubator at Five Points adjacent to the main campus. These organizations are designed to accelerate growth of small start-up companies through business support that could include physical space, capital, coaching, common services and networking connections. In association with the business administration and other programs at the University, this program could have a large role in retaining some of the graduating talent in the local community. Through public and private partnerships, Johnson C. Smith University will benefit from helping to subsidize the acquisition of land and developing the facility.

JCSU Gate at Five Points

Biddle Memorial Hall at JCSU

61. JCSU Signage

While Johnson C. Smith University is marked with signage on I-77, I-85 and Brookshire Freeway, once off the highways there is not clear branded signage with directions to the university. To highlight its historical and current importance to the Center City and the west side of Charlotte, JCSU should be better identified with wayfinding signage on major streets. The approach to the University on West Trade Street and Beatties Ford Road will be important in creating a refreshed identity for Johnson C. Smith University.

62. CATS Route #8 Realignment

Currently the CATS Route #8 follows Tuckaseegee Road, to State Street, to Sumter Avenue, to Walnut Avenue, and to West 4th Street Extension. Because State Street is a dead end by its detachment from the Five Points intersection, the route is run south abruptly. If the #8 route is re-routed from State Street north onto South Turner Avenue to Rozzelles Ferry Road, support will be created for the Savona Mill redevelopment proposal. It will also reinforce the Johnson C. Smith Transit Center, and create a better-connected network.

CATS bus

63. Tuckaseegee Business Cluster

The cluster of businesses on Tuckaseegee Road between Fern Avenue and Enderly Road should be preserved and enhanced as neighborhood retail options. The existing urban form of these businesses in many cases is not pedestrian-oriented nor contributes to the character of the neighborhood. Providing façade grants, improving sidewalks and repurposing some of the abandoned buildings as a small grocery store or pop-up retail space would greatly benefit access to daily necessities for residents in this area. Additionally, vacant surface parking in this business cluster provides potential space for farmers markets supplied by community plots in the neighborhoods.

64. Wesley Center Park

The intersection of Turner Avenue, State Street and the Stewart Creek Greenway is the location of the future development of Savona Mill, which would then serve as a destination for the neighborhood and the City of Charlotte. With large amounts of redevelopment potential, investment in public space and facilities in this location could see a strong return.

Wesley Center Park would be a small pocket park on the east corner of Turner Avenue and State Street. It would serve as a gateway to the Savona Mill development and the neighborhood, as well as provide for placemaking and cultural programming. A public space in this location would create an authentic mixed-use center and meeting place for the community.

65. Improve Street Network (Valerie Woodard)

A large number of underutilized big box properties are located in the West Trade/ Rozzelles Ferry CNIP area, primarily along Freedom Drive. This results in large asphalt areas that contribute no activity while separating neighborhoods and pedestrians from uses along the corridors. To help attract better next-generation retail, this project includes reconnecting and creating an enhanced street network through vacant and underutilized parking lots. This will ensure future development is walkable and well-integrated with surrounding neighborhoods.

The first location to improve is the parking lot of the Valerie Woodard Center. Currently there is a street that runs in front of the center, parallel to Freedom Drive. Extending it between the center's parking and outparcels, to the east, and then aligning it with the proposed Hazel Street extension would create a connected block network around the expanding employment center and redevelopment sites. Providing enhanced multimodal facilities and streetscape along these streets can attract a greater level of private investment while communicating the City's commitment to walkable places.

Valerie Woodard Center Entrance & Cycle B Stop at JCSU

66. Expand Bike Share Stations

The bike share program in Charlotte has been very successful. With stations throughout Uptown and its surrounding neighborhoods, it connects other types of transportation including the light rail, bus and the streetcar. Johnson C. Smith University benefits from a station now on the north side of the campus. Expanding the service here by providing additional stations that come on-line as the areas around them develop can create a 10-minute bike ride sphere around each one, supporting various recommended improvements (Savona Mill, Bryant Park, Freedom Drive/Camp Green Athletic Complex, and Tuckaseegee Road/ Freedom Drive Transit Center). With the implementation of the streetcar, enhancing additional modes of transportation in the area will be even more important to improving integration of neighborhoods with the City.

67. Pop-Up Flea/Antique Markets

The Freedom Drive corridor is known by residents as a place to get a bargain on goods. While the corridor has some active retail uses, it suffers from a high percentage of vacancies and large, vacant parking lots. Developing a program that encourages pop-up antique markets in vacant spaces and in parking lots will help drive traffic and spark interest in an area that has seen disinvestment. Pop-up stores are an effective tool in the Tactical Urbanism movement that helps developers and consumers reimagine the possibilities and future of an area. With little investment and short-term interventions, long-term change can be implemented.

Existing Businesses Along Freedom Drive

68. W. Trade Redevelopment (South of Five Points)

Several areas for redevelopment have been identified along the West Trade corridor between Uptown and Five Points. Vacant buildings and underutilized sites provide the opportunity for redevelopment, especially as the CityLYNX Gold Line is constructed by 2019. The City of Charlotte, Johnson C. Smith University, and local investors and developers should work together to implement high-quality, dense, urban projects that supports transit-oriented development.

69. Reconfigure 1-77 Ramps at W. Trade & W. 5th Street

This project reconfigures the existing interchange at West Trade Street and West 5th Street to include a "frontage road" system for the west side (eliminating the existing loops and ramps) similar to what exists at this location on the east side of Interstate77. The new ramp system would create several large land parcels for redevelopment in a prime location near Uptown; providing a chance to re-envision the way Interstate77 interfaces with the Tarltron Hills and Biddleville Neighborhoods. New mixed-use, standalone residential and standalone retail buildings fronting West Trade Street, West 5th Street and several new blocks in between could help minimize the physical and psychological separations between Uptown and the Historic West End while also creating new revenue from additional taxable acres. Completing this project concurrent with the CityLynx Gold Line Extension would further enhance redevelopment opportunities around the streetcar investment.

This project is included in Charlotte Center City Partners (CCCP) Charlotte Center City 2020 Vision Plan and was championed by the community during the public design charrette. Since the charrette, the Federal Highway Administration (FHWA) has identified this area for their USDOT Ladders of Opportunity effort, which provides resources to create short-term and long-term visions for major redevelopment areas. NCDOT, FHWA, CDOT, Charlotte-Mecklenburg Planning Department, Neighborhood & Business Services, and Charlotte Center City Partners are developing a partnership to explore next steps.

70. W. 5th Street Development/Cap

West 5th Street is a very important transportation corridor, connecting Uptown with the Five Points Intersection (a new vibrant and mixed-use destination envisioned for the West Trade/Rozzelles Ferry CNIP area). The overpass of West 5th Street at Interstate 77 (approximately 600 feet) is void of activity and creates a physical separation between the energies of Uptown, Five Points, Johnson and Wales University and Johnson C. Smith University.

This is a long-term project that contemplates capping both sides of the overpass bridge to create areas for new buildings using air-right leases from NCDOT. Development in this location would close the gap and create a continuous corridor of buildings between Johnson and Wales University and Johnson C. Smith University. An example of this type of project can be found at the Short North Overpass for Interstate 670 in Columbus, Ohio.

Artist at the Arts & Soul Festival (2015)

WHAT'S NEXT FOR CNIP?

This document offers a one-stop-shop to projects for the West Trade/Rozelles Ferry CNIP area. It has been written as a playbook – able to respond to dynamic shifts in the market, project partners and investment. It is structured so no project has been forgotten, and at any point one may be ready to be implemented over another.

This document is a compilation of all the planning documents that came before it in the West Trade/Rozzelles Ferry CNIP area. Each of those plans was analyzed, and the recommended projects vetted by the project team and validated by the community before being included in this document. This document is an up-to-date resource for small and large projects ready for implementation, depending upon funding available and involved partners.

Most of these projects will require a feasibility study, engineering design plans and construction before their completion. The highlighted projects have been labeled with a time frame for implementation: Short Term (1-4 years), Midterm (4-10 years), or Long Term (10+ years). All of the projects will not be able to receive CNIP **funding. It will be important for the City to continue to advocate for The West End and find other funding sources** and projects by which they can be completed.

If you are a member of the West Trade/Rozzelles Ferry CNIP area who wishes to see transformative change in your neighborhood this document is a tool for you to monitor, advocate and coordinate with the City of Charlotte and other activist groups and organizations. This report was written so you can take a spread for your project to the Government Center, neighborhood meetings, a developer or a fellow advocate to help communicate and validate your vision.

Advocate – Monitor – Coordinate – Implement