AGENDA

Meeting Type:	W
Date·	11-06-1989
SUBJECT	

City of Charlotte, City Clerk's Office

MAYOR AND CITY COUNCIL WORKSHOP
Room 267 - Charlotte-Mecklenburg Government Center
November 6, 1989; 5:00 p.m.

OLD COLISEUM RE-USE

Old Coliseum Re-use

On October 10, 1988, City Council authorized the preparation of a special project plan for the area impacted by the Independence Boulevard Reconstruction Project and the closing of the Old Coliseum. City Council directed staff to evaluate the following development options for the Old Coliseum site and recommend a course of action:

(1) Continue use of the building for entertainment and other public-use events.

(2) Re-use the existing building for some purpose other than a coliseum.

(3) Demolish the building and redevelop the land.

At the workshop, Dick Black of the Planning staff will make a brief presentation to Council concerning the recommendations developed during the City's planning process. The Charlotte Chapter of the American Institute of Architects (AIA) has formed a committee to evaluate various use options for the Old Coliseum. Bruce Haxton, AIA Study Committee member, will present the results of their study. John Maxheim and Steve Camp of the Auditorium-Coliseum-Convention Center Authority and members of the Old Coliseum Area Liaison Group will also be in attendance at the workshop.

Attached are a summary of recommendations, recommended studies, time frame options for re-opening the Old Coliseum, and the Old Coliseum Special Project Plan.

We will be asking Council to direct staff to identify possible funding sources for the studies and to develop work programs for each study. This information (study costs, funding sources, and work programs) will be presented at a regular City Council meeting for a decision.

Attachments

List of Attachments

- Summary of Recommendations
- Recommended Studies
- Time Frame Options for Re-Opening Old Coliseum
- Old Coliseum Special Project Plan

The Old Coliseum Special Project

Recommendation Summary

- Old Coliseum Area Liaison Group - Re-open the Old Coliseum immediately as a facility for small/public use events.

- Staff - Re-open the Old Coliseum as a facility for small/public use events. The schedule for the re-opening would depend upon the results of the Needs (Marketing) Study and the Architectural/Engineering Study and should be coordinated with the completion of the Independence Boulevard Reconstruction Project between Briar Creek and Eastway Drive. The time frame options for the re-opening vary from February, 1993 to October, 1993.

- Planning Commission - Based on the available information, Planning Commission could not determine which development option was appropriate and recommended that the City Council conduct a Needs Study, to take no longer than 90 days, to determine if it would be feasible to re-open the Old Coliseum.

- Charlotte American Institute of Architects - The Charlotte AIA is evaluating several development options by use of a decision matrix. The various options will be evaluated relative to several effects, such as effect on the City financially, possibility of success, effect on Charlotte Coliseum, etc. The AIA study committee is presently developing numerical scores, cost estimates, and schedules for each option.

Recommended Old Coliseum Studies

Architectural/Engineering Study I

- Purpose - To determine the improvements needed (mechanical, plumbing, electrical, and structural) and the cost for such improvements.

- Time Frame - One Week

- Cost Estimate - $3,000 - $5,000

Architectural/Engineering Study II

- Purpose - To develop design plans for bidding of the construction contract.

- Time Frame - Six Months

- Cost Estimates - 12% of the cost of small renovations
  - 8 to 10% of the cost of renovations under $2 1/2 million
  - 6 to 8% of the cost of renovations over $2 1/2 million

Needs (Marketing) Study

- Purpose - To determine if there is a need (market) for the Old Coliseum as a facility for small/public use events.

- Time Frame - 8 to 10 Weeks

- Cost Estimate - $40,000 - $50,000

Re-Opening Old Coliseum
Time Frame Options

	Option I (Coliseum Liaison Group)	Option II (Planning Staff)	Option III (Planning Commission)
City Council Approval of Plan Recommendations	Nov 1989	Nov 1989	
Approval Funding for Needs Study		Jan 1990	Dec 1989 1
Approve Funding for Architectural/ Engineering (A/E) Study		Apr 1990	
Initiate Management Evaluation Process	RE-OPEN IMMEDIATELY	Apr 1990	TO BE DETERMINED
Select Architectural/Engineering Firm		Jun 1990	
Complete Architectural/ Engineering (A/E) Study		Sep 1990	
City Council Decision on A/E Study		Oct 1990	
Submit CIP Request		Dec 1990	
Approval of Funding		Jul 1991	
Start Preparation of Design Plans		Jul 1991	
Bid Construction Contract		Mar 1992	
Award Construction Contract		Sep 1992	
Complete Construction Project		Sep 1993	
Re-Open Old Coliseum		Oct 1993	

1 Needs Study would take no longer than 90 days. Schedule would be developed based upon the results of the study.

OLD COLISEUM AREA

Special Project Plan

Staff Draft

CHARLOTTE-MECKLENBURG PLANNING COMMISSION

October, 1989

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Purpose of Plan

On October 10, 1988, City Council authorized the preparation of a Special Project Plan for the area impacted by the Independence Boulevard Reconstruction Project and the closing of the Old Coliseum. The main purpose of the study has been to consider the following development options for the Old Coliseum site and recommend a course of action:

(1) Continue use of the building for entertainment and other public-use events.

(2) Reuse the existing building for some purpose other than a coliseum.

(3) Demolish the building and redevelop the land.

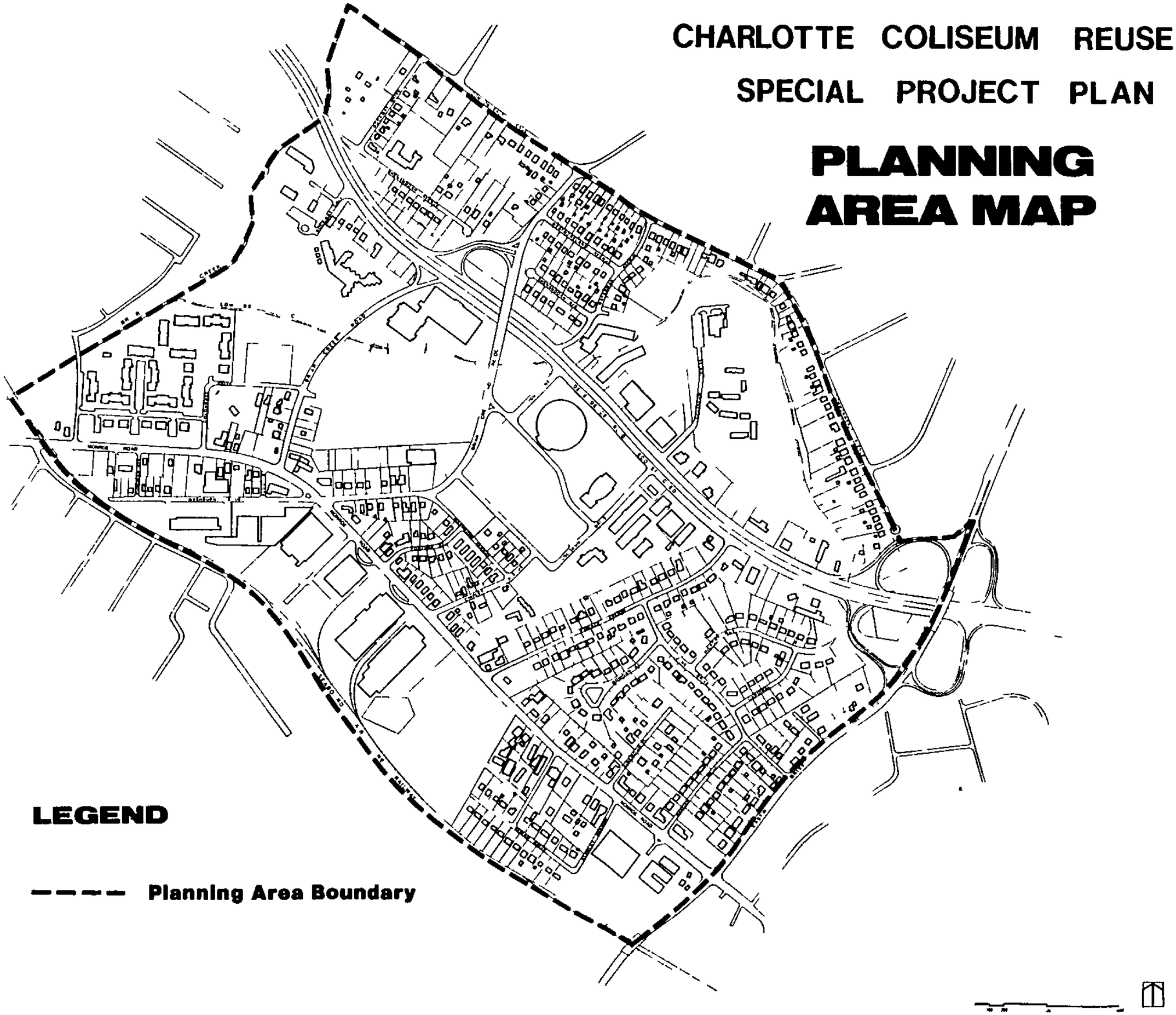
A secondary purpose was to develop a land use plan to guide development of the area surrounding the Old Coliseum.

Planning Area

The planning area is framed by the neighborhoods surrounding the Old Coliseum. The land use planning focused on the area bounded by Commonwealth Avenue on the north, Eastway Drive on the east, Seaboard Railroad tracks on the south, and Briar Creek on the west (See Planning Area Map).

CHARLOTTE COLISEUM REUSE SPECIAL PROJECT PLAN

PLANNING AREA MAP



LEGEND

Planning Area Boundary

Coliseum Area Liaison Group

City Council recommended that Planning Staff establish a liaison committee, made up of area business and neighborhood representatives to work with staff on the study.

The Planning Staff established a liaison group of eight (8) business and six (6) neighborhood representatives, which met on a monthly basis beginning in February, 1989. Members of the Coliseum Area Liaison Group and the business or neighborhood which each represents are listed below:

Greg Allen - Chantilly

Jerry Allen - Ramada Inn

Allison Becker - Woodland

George Copsis - South 21

Nancy Garber - Commonwealth

Mary Ann Hammond - Plaza Midwood

Will Hurley - Elizabeth Neighborhood

Tom Kalin - Coliseum Inn

Adi Mistri - J. N. Pease Associates

Tom Phillips - D. L. Phillips Company

Bob Revigno - Ramada Inn

Elliott Sanderson - WTVI

Bernice Tate - Claremont

Bob Wilson - Wilson and Associates

Issues

The following issues were identified during a series of City Council, Planning and Public Works Committee, and Coliseum Area Liaison Group meetings. These issues established a planning framework for developing an action plan to address the key issues confronting the Old Coliseum area.

Coliseum Closing/Reuse

- Would the New and Old be in competition for the same events?
- Is the City losing some events due to closing the Old Coliseum?
- Can the Coliseum be mothballed?
- Can the existing structure be adapted to alternative uses and can the adaptation be done economically?
- What are the long term needs of the City to accommodate both large and small events?
- Is use of the site for coliseum type events the most beneficial use for the public and the surrounding businesses and neighborhoods?
- Is available parking an issue when Ovens, the Old Coliseum, and the Merchandise Mart are operating at the same time?
- Should the Old Coliseum be reused as the New Convention Center?

Independence Boulevard Reconstruction Project

- What will be the impacts on area businesses and neighborhoods during construction phase and after construction?
- Will the new road facility significantly affect the types of businesses along its frontage?
- Pedestrian access - sidewalks along Briar Creek Road and Eastway Drive overpasses and/or construct overhead pedestrian walkway across Independence Boulevard to the Old Coliseum.

Business Deterioration

- Independence Boulevard Reconstruction Project.
- Changes in Bus Schedules and Routes.
- Closing the Old Coliseum.

Stability of Adjacent Residential Neighborhoods

- Impact on residential neighborhoods due to declining business activities.
- Impact on neighborhood due to a change of existing businesses to less desirable types of businesses.
- Traffic and pedestrian impacts due to reconstruction.
- B-1 zoned land along Commonwealth Drive at Woodland Drive.
- R-9MF zoned land along Eastway Drive between Monroe Road and Independence Boulevard.

Light Rail Transit Station

- Location along Seaboard Railway tracks north of Wendover Road.
- Development of adjacent land use future to support transit ridership.

Economic Development Potential

- Merchandise Mart Expansion.
- Coliseum Site market potential after Independence Boulevard Reconstruction is completed.

Future of Ovens Auditorium

- Impact of new Performing Arts Center.
- Impact of closing and/or reusing the Old Coliseum.
- Parking needs.

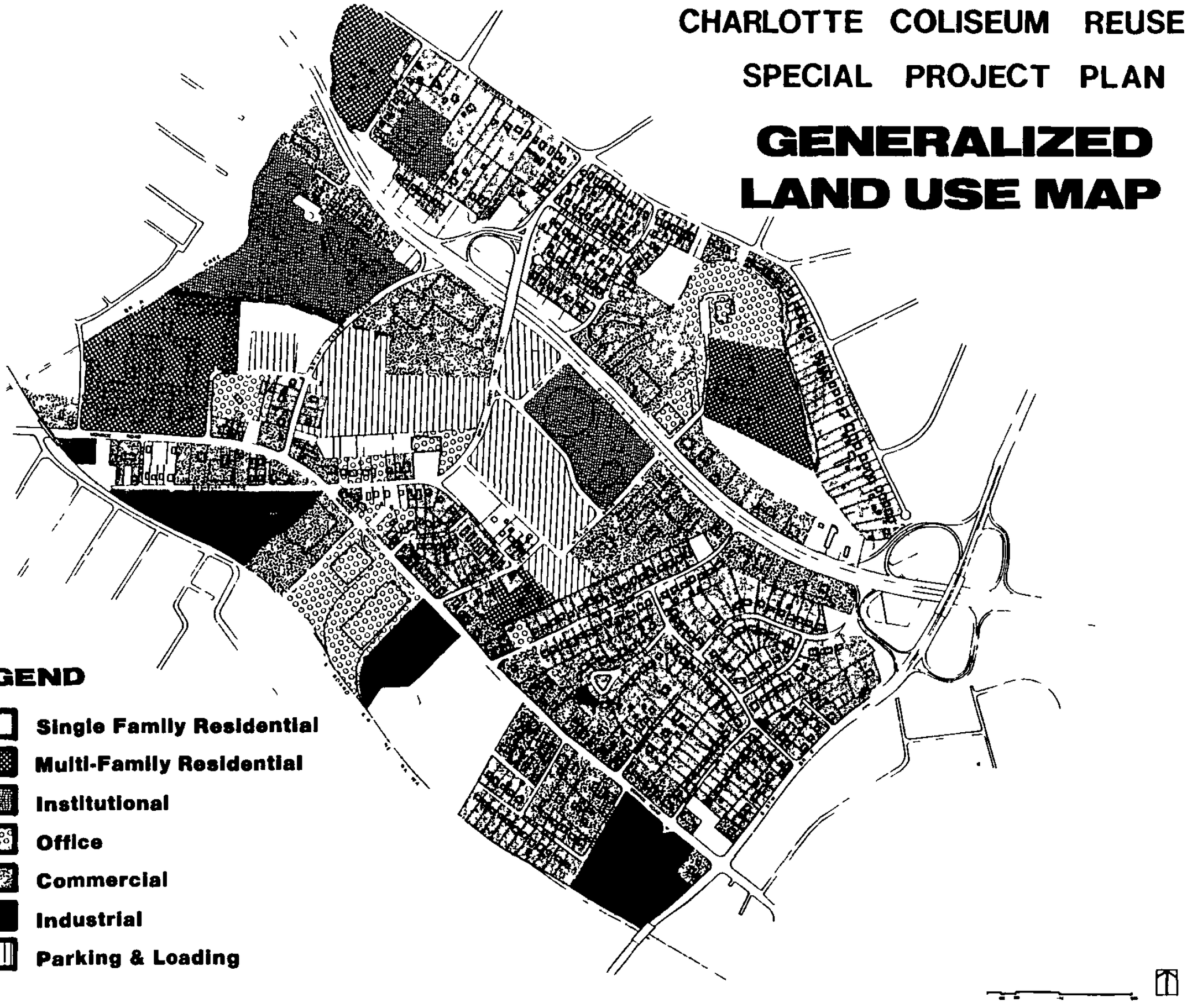
Existing Conditions

The study area includes approximately 392 acres of land (not including streets). It contains a variety of land uses with the largest amount of land devoted to the residential category (See Existing Land Use Map). The following chart shows the acreage breakdown of the major land uses in the area:

Land Use Category	Number of Acres
Open Land	42
Residential-Single Family	112
Residential-Multiple Family	39
Institutional	66
Office	20
Commercial	58
Industrial	55
	392

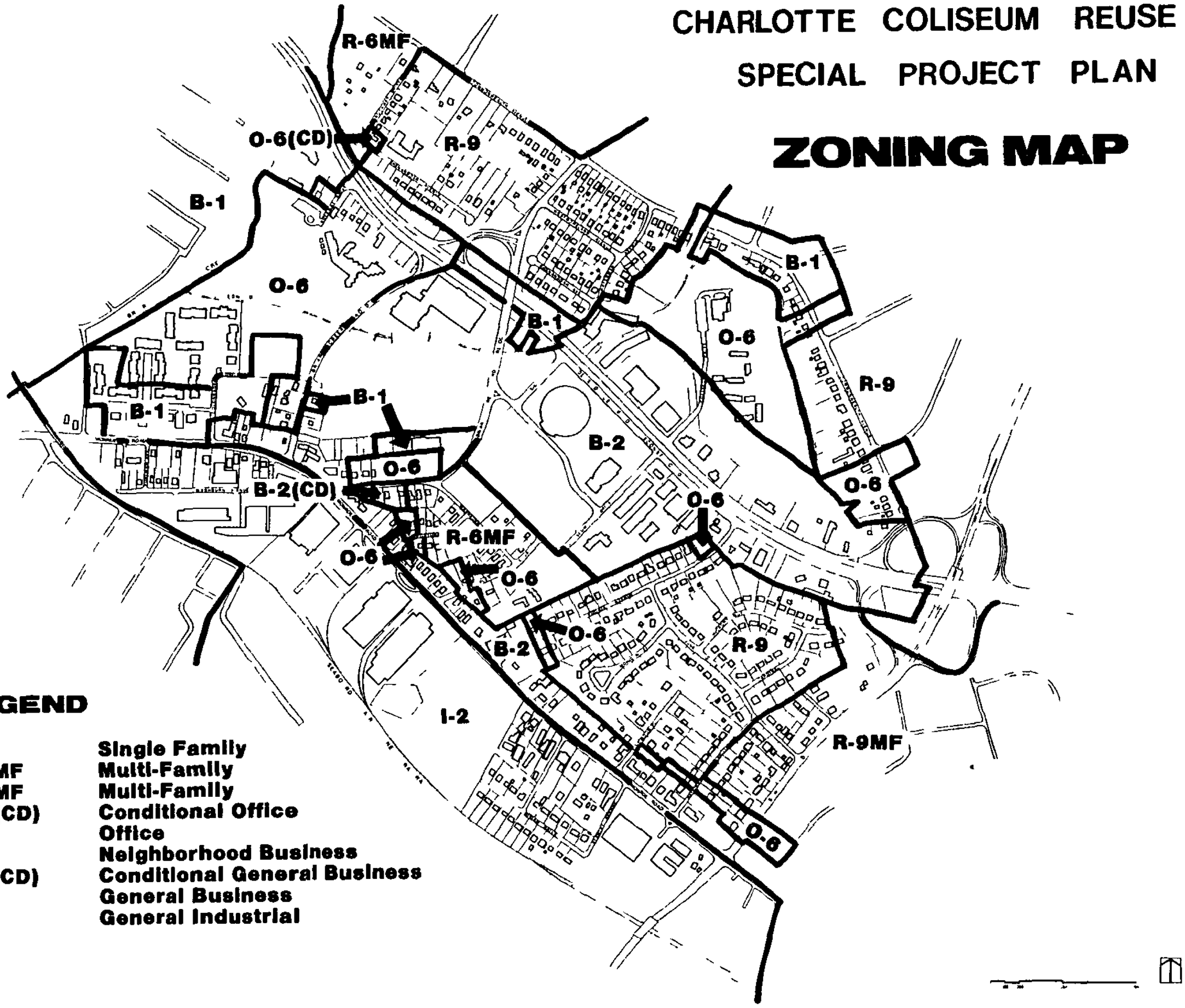
The predominant zoning category is the business zoning with approximately thirty-five (35) percent of the area zoned either B-1 or B-2 (See Zoning Map). The following chart presents the acreage breakdown of the various zoning districts in the area:

CHARLOTTE COLISEUM REUSE
SPECIAL PROJECT PLAN
GENERALIZED LAND USE MAP



CHARLOTTE COLISEUM REUSE
SPECIAL PROJECT PLAN

ZONING MAP



LEGEND

R-9	Single Family
R-6MF	Multi-Family
R-9MF	Multi-Family
O-6(CD)	Conditional Office
O-6	Office
B-1	Neighborhood Business
B-2(CD)	Conditional General Business
B-2	General Business
I-2	General Industrial

Zoning District	Number of Acres
Residential-Single Family	89
Residential-Multiple Family	24
Office	66
Business	136
Industrial	77
	392

Independence Boulevard, which bisects the area, has traffic volumes of approximately 66,000 vehicles per day. Monroe Road, on the southern edge of the area, carries about 31,000 vehicles each day. Eastway Drive, which is the eastern boundary of the study area, has approximately 34,000 vehicles per day.

Changing and Stabilizing Areas

The Old Coliseum area is presently undergoing tremendous change, some positive and some negative. A major addition (136,000 square feet) to the Merchandise Mart will increase the total facility size to 500,000 square feet. The new addition is due to open around February, 1990. WTVI is adding an additional 20,653 square feet to the existing 12,653 square foot facility. The expansion will accommodate anticipated future needs over the next 20-25 years. The first phase of the $100 million Independence Boulevard Reconstruction Project is presently under construction between Briar Creek and Waterman Avenue. The first two phases of the reconstruction project are anticipated to be

completed by late 1992 or early 1993 with the entire project (Brookshire Freeway to Albemarle Road) to be completed by late 1995 or early 1996. With these improvements, Independence Boulevard's traffic volumes are projected to almost double by the year 2005.

Another changing factor which increases the complexity of the situation is the impact that the new Performing Arts Center will have on Ovens Auditorium. When the new Performing Arts Center is opened, more dates at Ovens for events, such as Broadway shows, may result. The increased use of Ovens for more spectator events, and the opportunity for more nightly events at the Merchandise Mart raises the issue of adequate parking, if all three facilities (Old Coliseum) are in operation at the same time. The closing of the Old Coliseum adds another changing piece to a very difficult puzzle.

Despite the changes, the area has some stabilizing elements. The residential developments in the study area, both single family and multiple family, are solid and of good quality. In addition, several office and industrial developments along Monroe Road seem to be firmly anchored in the area. The presence of Chantilly Elementary School, Resurrection Lutheran Church, J. N. Pease, WTVI, Merchandise Mart, and Ovens Auditorium provide a solid base for stabilizing the area, until these construction projects are completed and plans to better utilize city-owned facilities can be put in motion.

Planning Analysis

Over the years, the Old Coliseum area has contributed to the attractiveness and competitiveness of the Charlotte urban area. Some excellent opportunities are available to build on the existing strengths and character of the area. There are, however, problems confronting growth and development, many of which are of a temporary nature associated with the Independence Boulevard Reconstruction Project. The strengths and weaknesses of the area are identified below:

Strengths

- Strategically located along one of the major gateways to the Uptown area.
- Will have the first interchange along Independence Boulevard coming from the Uptown area, once the reconstruction project is completed.
- Excellent road system (Independence Boulevard, Monroe Road, and Eastway Drive) provides quick and easy access to I-85, I-77, Airport, and Uptown area.
- A variety of strong, solid anchor developments in the area - Merchandise Mart, WTVI, Greenline, Sandoz, Pease, WCCB, and Chantilly Elementary School to name a few.
- Stable, attractive residential areas interspaced among the nonresidential developments.

- Best potential light rail corridor (Seaboard Railway Line running parallel to Monroe Road).
- As support for highway commercial, traffic volumes on the reconstructed Independence Boulevard will double by the year 2005.
- Ownership patterns offer excellent opportunities for easy land assemblage.
- Ovens Auditorium and its potential for an expanded performance schedule.
- Tremendous potential for the Old Coliseum structure and site.

Weaknesses

- Increase in customer inconvenience during construction - traffic moves slower and it is more difficult to access individual businesses.
- Reduction in customer base due to potential customers selecting alternative routes to avoid construction, changes in the bus routes, and loss of Coliseum customers.
- Decrease in pedestrian access during and after reconstruction (New Jersey Barriers).
- Reduction in bus service during construction and possible elimination of service along Independence Boulevard after construction.
- Increased uncertainty about future due to the many changes taking place in the area.

- Negative image presented by vacant buildings - Old Coliseum, Journeyman's Inn, etc.
- Negative perceptions concerning safety.

Analysis

A review of the major issues leads to the conclusion that business deterioration, residential stability, Ovens Auditorium, and future economic development are all intertwined and contingent on the two, driving force issues in the area - closing of the Old Coliseum and the Independence Boulevard Reconstruction Project.

Old Coliseum

The Old Charlotte Coliseum is located on a site of approximately 22 acres at 2700 East Independence Boulevard. The building was constructed in 1954 and provides a maximum of 13,500 seats (10,000 fixed seats) for certain events. Directly behind the building is parking for approximately 1,400 automobiles. An agreement with the Merchandise Mart provides additional parking (agreement expires in January, 2011). The Old Coliseum opened in the fall of 1955 and closed in August of 1988.

As stated earlier, the major focus of this study is to develop options for use of the Old Coliseum site. Evaluation of the various use options does not assume the need for that use has been established. The market or need for a particular use must be determined during the

next phase of the study process. After considerable discussion and based upon the available information, the potential options were reduced to the following four (4) development choices:

I Mothball

II Small/Public Events Facility

III Adaptive Reuse

IV Redevelopment of Site

OPTION I - Mothball

Description - All systems needed for operation of the Coliseum would be suspended or maintained at the lowest level possible during the mothball period.

Time Frame - 18 to 24 months or the completion of the Briar Creek Road interchange (late 1992 or early 1993).

Cost - $30,000 per year (majority of cost for insurance coverage)

Advantages - Provides time to develop better information to evaluate:

(1) Impact of Reconstructed Independence Boulevard

(2) Demand for Event Dates at New Coliseum

(3) Effects of Merchandise Mart Expansion

(4) Impact of new Performing Arts Center on Use of Ovens

- Provides opportunity to develop structural analysis and cost estimates for possible renovation for other uses.
- Could develop needed market data on the potential for other uses and/or the need for a small events coliseum.
- Will not require large capital outlays at this time.
- Leaves all other options open.

Disadvantages
- Public Facility Not Utilized.
- Adds to Negative Image of the Corridor.
- Uncertainty may cause other owners to delay or cancel development plans.
- Non-use of facility will negatively impact surrounding businesses which depend on Coliseum activities for a portion of their revenues.

OPTION II - Small/Public Events Facility

Description - Old Coliseum would be operated as a facility for events: (1) which prefer smaller settings; (2) which can not schedule dates at the New Coliseum due to unavailability of event dates; (3) which may be transferred if the Grady Cole Center is closed; (4) which are presently selecting neighboring county

arenas; and (5) which are public service type activities, such as high school graduations. The facility could be managed by the Auditorium-Coliseum Authority, City Parks and Recreation Department, or a private entity, with a lease from the City and the right of first refusal by the New Coliseum for events above a predetermined size.

Time Frame - As soon as the Coliseum could be operational or the completion of the Briar Creek Road interchange (late 1992 or early 1993).

Cost
- Capital Improvements $1.5 - $2.3 million
- Operating costs - $284,000 deficit annually

Source: Financial information is from an April 12, 1989 Memorandum from Steve Camp to O. Wendell White. The cost estimates are based on two events per month and management of the facility by the Auditorium-Coliseum Authority.

Advantages
- Keeps facility in use for public events.
- Provides opportunity for local events that might otherwise go to surrounding counties.
- Helps improve area image.
- Preserves structure which has architectural and historical significance to Charlotte.
- Provides an economic boost to businesses in the area

- Provides an alternative facility on dates the New Coliseum is booked.
- Provides a location for transferring Grady Cole Center events, if that facility is transferred to Central Piedmont Community College (CPCC).
- Keeps facility in use while evaluating its long term use.

Disadvantages
- Amount of operating loss.
- Potential for competition with New Coliseum.
- Large public investment in time of uncertainty i.e. reconstructed Independence Boulevard; demand for small events; adaptability of structure for alternative use(s); etc.
- Available parking for multiple events at Ovens, Old Coliseum, and Merchandise Mart could be a problem.

OPTION III - Adaptive Reuse

From a land use perspective, the site has excellent potential for office, retail, governmental, or mixed uses. With the completion of Reconstructed Independence Boulevard, the site will have excellent access to Independence Boulevard, Briar Creek Road, Eastway Drive, and Monroe Road. The site is zoned B-2, contains 22 acres, and is minutes from Uptown, Airport, I-77, and I-85. By the time Independence Boulevard is reconstructed (1996), approximately 110,000 vehicles will pass the site each day. The only factor which seems to limit an

alternative use of the site is that a large portion of the site must also provide parking for Ovens Auditorium.

The Planning Staff can not evaluate the adaptability of the structure for alternative uses, until a detailed architectural/engineering analysis is done to determine the architectural integrity of the building, capacity of the structure for renovation to non-coliseum type uses, and the cost of such renovations. With that type of information, the Planning Staff could develop a Request for Proposal designed to elicit proposals from developers. The RFP would be based upon certain development objectives of the City, such as type of development, appropriate rate of return, and retention of ownership.

OPTION IV - Redevelopment of Site

The redevelopment of site concept is keyed to the demolition of the existing coliseum structure. Staff does not consider demolition a viable option at this time, due to the lack of information on the potential long term needs of the City for a facility of this type and/or the adaptability of the structure for alternative uses.

Independence Boulevard Reconstruction Project

The Independence Boulevard Reconstruction Project is a relatively short term liability that will be converted into a long term asset for the area. In the short term, during construction, the City will need to respond to individual cases as they arise, resulting in customer

inconvenience, increased congestion, residential cut through traffic, etc. The long range benefits of this project will far exceed short term inconveniences. The key will be to assist these businesses and neighborhoods in holding on during construction, so that they will be able to enjoy the benefits of the improved road facility. Upon completion of the improvements, customer convenience will improve, traffic congestion will decrease, and residential cut through traffic should be reduced.

In order to inform area businesses and residents during construction, Charlotte DOT, NC DOT, and City Public Service and Information have jointly distributed flyers to businesses along the corridor, sent news releases to news papers and radio and television stations, and held press conferences to explain various aspects of the project. In addition, the NC DOT engineer in charge of the construction project is available on a daily basis to answer questions at his office or on the construction site.

Ovens Auditorium

Ovens Auditorium and the Old Coliseum are so intertwined, that it is almost impossible to discuss one without also referring to the other. Both facilities opened in the fall of 1955 and they are connected in many ways. For example, they share the same parking area, a critical factor. Also Ovens' heating plant provides heat for the Old Coliseum and the Old Coliseum provides office space for Ovens.

The Auditorium-Coliseum Authority is examining the feasibility of additions and renovations to Ovens. The preliminary design plans indicate an expansion of approximately 13,500 square feet, replacement of the mechanical/plumbing/electrical systems, renovation of the interior (including seat replacement), and improvement of acoustics and sound enhancement.

These improvements are designed to better utilize the facility and to attract the type of shows and events which will provide an economic boost to Ovens, as well as to the surrounding businesses. With more event dates available, Ovens needs to be in the best position possible to fill those dates with the most attractive shows, performances, and events. An improved Ovens will be an economic stimulus to the area and will further complement the use of the Old Coliseum as a facility for public assembly.

Residential Stability

As indicated earlier, the residential areas are attractive areas and provide a certain degree of stability to the overall study area. The major focus, other than the neighborhood impacts resulting from the reconstruction project and business deterioration, is the edge conditions surrounding the residential areas. Two areas of concern were identified during the study process - the B-1 zoned land along Commonwealth Avenue at Woodland Drive and the R-9MF zoned land along Eastway Drive between Monroe Road and Independence Boulevard. The B-1 area along Commonwealth Avenue contains a mixture of neighborhood

retail and non-neighborhood retail uses. Some liaison group members felt the B-1 area served some of the functions of a neighborhood center and had been there for approximately 25 years. Others felt the area didn't provide neighborhood services and were concerned about the potential impact to the business upon the closing of Commonwealth Avenue at Eastway Drive. Still others felt more information and input are needed from the affected neighborhood residents.

The R-9MF area along Eastway Drive received similar mixed reviews. The area has only single family detached and duplex dwelling units. There was some sentiment expressed for moving the R-9MF zoning boundary from Mayview Drive to the back property lines of lots fronting Eastway Drive.

Bus Service

Bus access along the reconstructed Independence Boulevard is a problem for businesses which rely on bus dependent customers and/or employees and residents of Claremont. Service will have to be provided along adjacent streets or have local routes which operate on Independence Boulevard between interchanges.

Pedestrian Access

Pedestrian access between opposite sides of Independence Boulevard will be all but eliminated, except for sidewalks on the overpasses (Briar Creek Road and Eastway Drive). The liaison group also discussed the

possibilities of constructing a pedestrian overpass over Independence Boulevard to the Old Coliseum. The pedestrian overpass would provide a direct link between the Old Coliseum and the motels, restaurants, and parking areas on the opposite side of Independence Boulevard. Pedestrian overpasses, in situations where the overpass is the only viable means of crossing the street and one side of the street has a traffic generator (Ovens/Old Coliseum), have been fairly successful. Cost of construction (estimated to be $1 million) and State cooperation will present two rather large obstacles which would have to be addressed.

Light Rail Transit Station

The best potential (highest ridership) light rail transit corridor (Matthews Corridor) runs along the southern boundary of the study area. The Transit Corridors Study by Barton-Aschman Associates, Inc. showed that Charlotte's best corridor is not as feasible as the worst existing corridor in the nation (Sacramento). The projected densities and distribution of future population do not support the concept of light rail. However, if light rail is pursued, development plans and policies to support higher-density corridor development must be an integral part of such an effort. A transit station should be located within 600 feet of a park and ride lot and within 1/2 mile of multi-family developments. The area around the station would need a minimum of 10 dwelling units per acre to support ridership. Timing is an issue as to when high density residential should be encouraged along

potential light rail corridors to support the possible future use of light rail transit.

Planning Staff Recommendations

The main purpose of the study is to consider various development options for the Old Coliseum site and recommend a course of action based on the findings of the study. In order to focus our efforts on the main issue (use of the Old Coliseum site), the issues and recommendations are divided into two groups: those issues directly related to the Old Coliseum site and those land use issues related to the area surrounding the Old Coliseum. The reasons for selecting this course of action are twofold. First, the Coliseum issue is so complex and involved that a separate track is required to properly and promptly address the reuse question. Secondly, the peripheral land use issues will be addressed through the District Planning Process, which will provide consistency and a larger public forum for decisions.

The recommendations were developed within the planning framework as defined by the key issues confronting the area and are based on the following development objectives:

(1) To establish high-quality, gateway-caliber development for City-owned property

(2) To achieve optimal reuse and/or redevelopment of City-owned property

(3) To create positive economic benefits for the surrounding businesses and neighborhoods through the prudent use of City-owned property

Old Coliseum

Recommendation: The recommendation consist of the following four components which relate to use, management, timeframe, and a sequence of necessary activities:

(1) Re-open facility as a coliseum for small/public events.

(2) Facility should be managed and operated by the Auditorium-Coliseum Authority.

(3) The re-opening should be coordinated with the completion of the Independence Boulevard Reconstruction Project between Briar Creek and Eastway Drive.

(4) The following two options are the activities which need to be completed in order to re-open the Old Coliseum:

	OPTION I	OPTION II
City Council Approval of Plan Recommendations	November, 1989	November, 1989
Approve Funding for Architectural/ Engineering (A/E) Study (a)	January, 1990	January, 1990 & Design Plan
Initiate Management Evaluation Process (b)	January, 1990	January, 1990

Select Architectural/ Engineering Firm	March, 1990	March, 1990
Complete Architectural/ Engineering (A/E) Study (c)	June, 1990	June, 1990
City Council Decision on A/E Study	July, 1990	July, 1990
Start Preparation of Design Plans (Option II)	-----	August, 1990
Submit CIP Request	December, 1990	December, 1990
Approval of Funding	July, 1991	July, 1991
Start Preparation of Design Plans (Option I)	July, 1991	-----
Bid Construction Contract	March, 1992	August, 1991
Award Construction Contract	September, 1992	January, 1992
Complete Construction Project	September, 1993	January, 1993
Re-Open Old Coliseum	October, 1993	February, 1993

(a) Purpose of the architectural/engineering study is to determine the improvements needed (mechanical, plumbing, electrical, and structural modification or improvements) and the cost for such improvements. The study should include a reconfiguration of the number and arrangement of seats to provide a smaller, more intimate setting and an evaluation of the need and feasibility of one level of structured parking.

(b) Purpose of the management evaluation by the Auditorium-Coliseum Authority is to determine the most efficient approach for operating the facility, to establish some guidelines for programming events, and to develop a process for renaming the Old Coliseum. The evaluation would also include a proposed operating budget with special attention to maintenance costs and a listing of the number and types of events which could potentially use the Old Coliseum.

(c) The cost of the architectural/engineering study is estimated to be a percentage of the cost of renovations. The percentage range is between 12% for small renovations and 6% for renovations over $2 1/2 million.

At the Department Heads' Plan Review meeting on September 21, 1989, representatives supported Option I with one major change. The change would involve a needs study prior to funding any type of architectural/engineering study. The purpose of the needs study would be to determine the need for the Old Coliseum as a public events facility. The representatives were also in agreement that the needs study should be conducted by a marketing-type consultant. The following option (Option III) is Option I with the needs study.

Option III

City Council Approval of Plan Recommendations	November, 1989
Approval Funding for Needs Study*	January, 1990
Approve Funding for Architectural/ Engineering (A/E) Study	April, 1990
Initiate Management Evaluation Process	April, 1990
Select Architectural/Engineering Firm	June, 1990
Complete Architectural/ Engineering (A/E) Study	September, 1990
City Council Decision on A/E Study	October, 1990
Submit CIP Request	December, 1990
Approval of Funding	July, 1991
Start Preparation of Design Plans (Option I)	July, 1991
Bid Construction Contract	March, 1992
Award Construction Contract	September, 1992
Complete Construction Project	September, 1993
Re-Open Old Coliseum	October, 1993

*Approaches to the Needs Study

- o Conducted by the Auditorium-Coliseum Authority
- o Contract with marketing-type consultant firm
- o Series of charettes with nationally recognized representatives and local individuals in the coliseum/entertainment field.

Independence Boulevard Reconstruction Project

Recommendation: Assist area businesses and neighborhoods in their efforts to deal with the inconveniences and disruptions caused by the reconstruction project.

Action Steps:

- o Continue public relations efforts of Charlotte DOT, NC DOT, and City Public Service and Information.
- o Support development of a brochure which explains the entire project, provides project time schedules, and describes alternative routes.
- o Consider the use of a project hotline.

Bus Service

Recommendation: Provide bus service to residents of Claremont and to businesses along Independence Boulevard which rely on bus dependent employees.

Action Steps:

- Provide pedestrian access along the new WTVI driveway to Commonwealth Avenue to allow residents of Claremont access to buses along Commonwealth Avenue.

- Evaluate feasibility of continuing Independence Boulevard Shuttle.

Pedestrian Access

Recommendation: Consider constructing a pedestrian overpass across Independence Boulevard to the Old Coliseum.

Action Steps:

- Determine the feasibility and cost of constructing an overpass in this location.

- Determine the possibilities of reinstating the pedestrian overpass as part of the Independence Boulevard Reconstruction Project.

Future Land Use

Recommendation: Incorporate the following land use recommendations, identified during the Old Coliseum study process, into the Central Area District Planning Process, so they can be addressed in concert with the district planning process and receive the public input afforded by that process (See Concept Land Use Map):

- Encourage a coordinated mixed use development centered around the Old Coliseum from Independence Boulevard to Monroe Road, which incorporates the unique characteristics of public gathering places (Ovens, Old Coliseum, and Merchandise Mart) into a development plan that also supports retail, office, and multiple family developments.

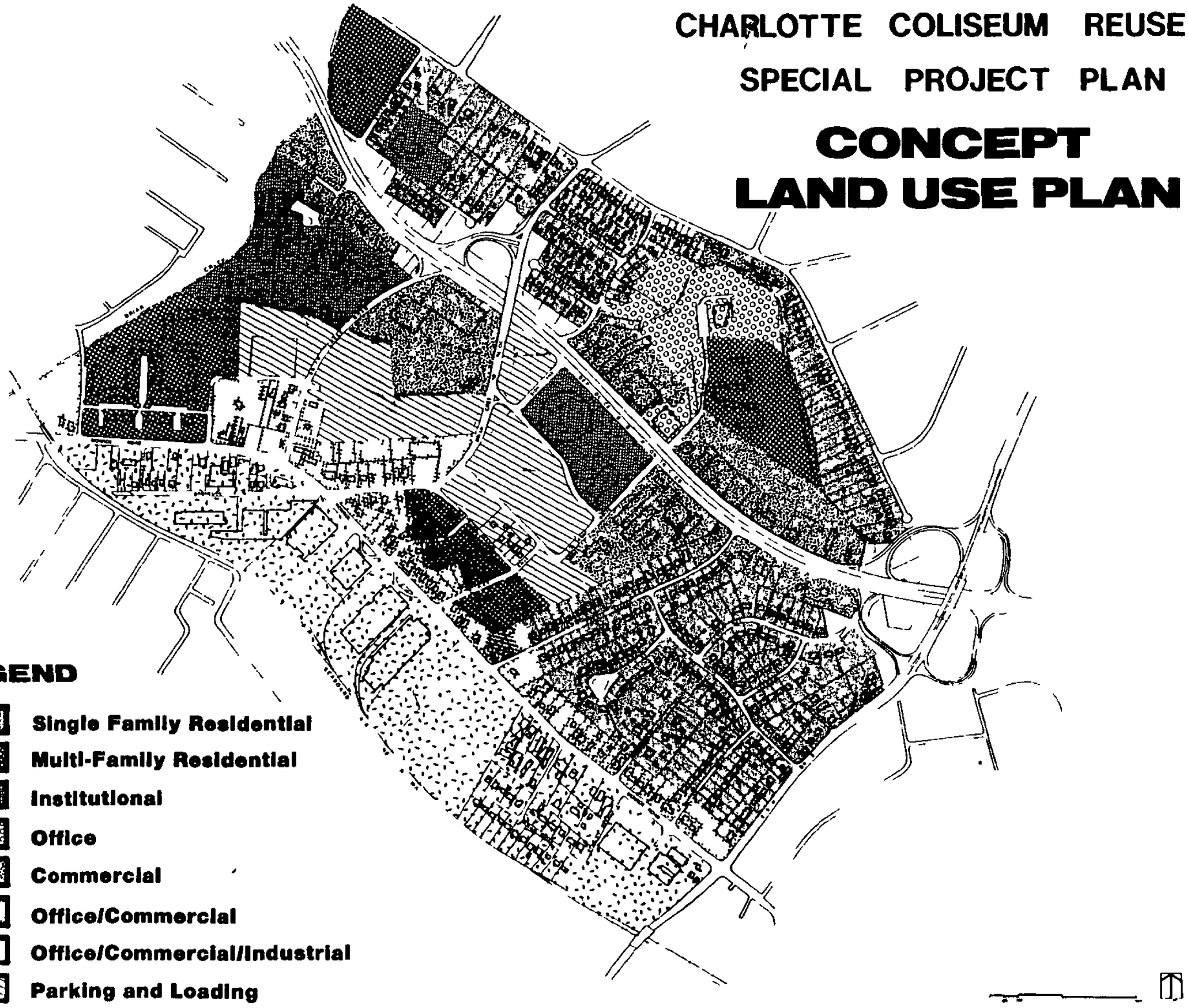
- Apply the streetscape policies and implementation strategies described in the General Policies and Recommendations of the District Plans to the Independence Boulevard and Monroe Road corridors to make the area more attractive for development.

- Continue support for the retention and enhancement of employment opportunities along Independence Boulevard and Monroe Road.

- Retain the neighborhood convenience center along Commonwealth Avenue at Woodland Drive.

CHARLOTTE COLISEUM REUSE
SPECIAL PROJECT PLAN

CONCEPT LAND USE PLAN



LEGEND

- Single Family Residential
- Multi-Family Residential
- Institutional
- Office
- Commercial
- Office/Commercial
- Office/Commercial/Industrial
- Parking and Loading

- Direct efforts toward stabilizing and enhancing existing residential developments with special attention toward rectifying the land use/zoning conflict between the single family/duplex land use and the multi-family zoning (R-9MF) for the area between Mayview Drive and Wendover Road.

- Encourage high density residential along the Matthews Corridor (Seaboard Railway Line) to support the possible future use of light rail transit.

Action Step: Direct the Planning Commission to incorporate the land use recommendations of the Old Coliseum Special Project Plan into the Central Area District planning process.

Old Coliseum Area Liaison Group Recommendations and Comments

The Liaison Group met on Wednesday, August 30, 1989 to review, discuss, and reach consensus concerning the preliminary planning staff recommendations contained in the August Staff Draft. After considerable discussion, the Liaison Group reached consensus on its support of the staff recommendations. The one recommendation which the group did not support was the time frame for reopening the Old Coliseum as a facility for small events. The group was unanimous in its recommendation for reopening the Old Coliseum immediately as a facility for small events.

The importance of reopening the Old Coliseum immediately was twofold. First, the group pointed out that the longer the facility remains closed, the more difficult it will be to reopen in the future. Second, the deterioration of the area's tax base, resulting from a decline in business activity, is directly linked to the closing of the Old Coliseum, and that trend needs to be reversed immediately.

The group also felt strongly about development of an Independence Boulevard public relations effort similar to the 54 inch water main project, to inform and advise businesses and residents prior to actual construction and to assist them in dealing with the inconveniences and disruptions during construction.