



**CHARLOTTE**<sup>SM</sup>

# Eastland Mall Redevelopment Update

City Council Dinner Briefing

March 27, 2017

- History
- Purpose and Goals
- Obstacles and Strategies
- Resources and Tactics
- Near Term Activity
- Council Action and Project Schedule
  - Approve Phase One advisory services to assess development challenges and solicit developer interest
  - Based on results of Phase One, approve expanding the scope of the contract with Phase Two services to provide details required for advancing development interest and action

- 2012: City purchases 80 acres of mall property and issues request for development proposals, including from film and television production industry
- 2013: City completes demolition of mall structure
- 2014: City Council terminates MOU with Studio Charlotte and directs staff to explore a redevelopment strategy for the Eastland site
- February 2015: ED&GC Committee receives presentation of staff redevelopment strategy and concept plan
- October 2015: Council directs staff to implement the concept plan, including negotiating the sale of a portion of the site to CMS for a K-8 school

- Spring 2016: Staff reviews several redevelopment concepts provided by Alejandro Aravena, Murray Whisnant, and others
- April 2016: Council approves sale of 11.4 acre parcel to CMS
- June 2016: Council directs staff to prepare and release Request for Qualifications (RFQ)
- November 2016: ED&GC Committee receives presentation of tentative schedule and process associated with the recently released RFQ
- December 2016: City receives 15 RFQ responses
- March 2017: ED Committee receives presentation of the RFQ process, expected deliverables, and next steps

The purpose of this inclusive redevelopment and revitalization effort is to work with the community to promote the creation of a vibrant and sustainable place of activity and opportunity.

**“Everyone has the right to live in a great place. More importantly, everyone has the right to contribute to making the place where they already live great.”**

- Fred Kent, President  
Project for Public Spaces



# Redevelopment Goals



- **Enhance the Perceptions of the Eastland Area and East Charlotte**  
Attract visitors from across the region
- **Unify Local Communities**  
Build on the Eastside's cultural and international diversity
- **Create Connectivity and Walkability for Surrounding Neighborhoods**  
Integrate development into the existing corridors and neighborhoods
- **Take Advantage of Natural Features**  
Restore water features and create dedicated and flexible open spaces
- **Create Opportunity for Civic Development**  
Incorporate public amenities such as a school or library
- **Increase Equitable Economic Development**  
Provide opportunities for businesses, small scale developers, and residents

- Community fatigue with years of conversation and high-level visioning
- Perception that the City has funded previous visioning efforts
- Lack of a clear and unified redevelopment approach
- Unfavorable market conditions
- Feelings of inequitable City investment in the area
- Expectations of a quick and uncomplicated transformation of the site

- Work with neighbors, businesses, developers, and the City to determine what is required for a successful development
- Gain a deeper understanding of what types of development are feasible within both near-term and long-term timeframes
- Bring activity to the site to encourage incremental development, show momentum, and build community/developer interest
- Enable small-scale development and community building
- Identify potential future public investment



- November 2016 - City issued a Request for Qualifications to solicit multi-disciplinary development advisory teams to assist in our redevelopment and revitalization efforts
- December 2016 - City received 15 responses from highly-qualified and prominent advisory teams from throughout the country
- January/February 2017 - City staff evaluated each of the submittals to determine which best aligned with the objectives outlined by the community and City Council and recommends Jacobs Engineering Group, Inc. (Jacobs)
  - Headquartered in Dallas Texas, with Atlanta office managing the project
  - Founded in 1947
  - Integrated network of over 54,000 employees located in 250 locations worldwide

- Jacobs – Project Management, Site Infrastructure, Transportation
  - DPZ Partners Urban Design (Miami): Framework & Phasing/Implementation
  - The Lee Institute (Charlotte): Community Engagement
  - Noell Consulting Group (Atlanta): Market Feasibility
  - Project for Lean Urbanism (Miami): Small-Scale Development Strategy
- Diverse team of experienced creative thinkers, city planners, strategists, engineers, engagement specialists, and designers
- Team brings local perspectives combined with proven expertise transforming similarly challenged projects
- Team to assist City staff in creating a flexible, action-oriented redevelopment framework to market and solicit developer interest in the property, evaluate development proposals, and unlock underutilized assets in the Eastland area

- Phase One is proposed to occur throughout April and early May, and is intended as a due diligence effort to identify and understand possible challenges and to solicit developer interest. Activities in this phase, guided by stakeholder input, will encourage early-stage action and will include:
  - Sprint Start: One-day interactive workshop to remove ambiguity and ensure clear expectations of project scope to effectively launch the project
  - Developer Forum: Define requirements, identify barriers, and determine project feasibility/interest
  - Tactical Urbanism Workshop: Identify additional near-term activities for the site
  - Lean Scan: Develop approach to encourage small-scale development and community building
  - Cost: \$145,000

- Phase Two could begin in late May as a separate body of work only if developers and other key stakeholders identify information gaps based on results of Phase One. The major goal being to define specific needs of development proposals. Examples of additional analysis and deliverables in this phase could include:
  - Market feasibility analysis
  - Master Plan, Design Guidelines, and Regulatory Framework
  - Cost estimates and site programming
  - Marketing plan and solicitation of potential development partners
  - Cost: to be determined and not to exceed \$430,000
- Staff will report back to Council on the outcomes of Phase One and any recommendations prior to moving forward with Phase Two services.

- Market and build awareness of the site through activities
  - New K-8 School: Opening August 2018
  - Charlotte Open Air Market
  - UniverSoul Circus: March 14-19
  - Festivals: Hippy Fest, May 6-7 and Polynesian Festival, date TBD
  - Address maintenance needs to enhance perception of safety and improve curb appeal



- City Council Action – March 27
  - Authorize the City Manager to negotiate and execute a contract with Jacobs Engineering Group Inc. for Phase One Eastland Mall redevelopment advisory services for the amount of \$145,000 and,
  - Only if developers and other key stakeholders identify information gaps based on results of Phase One, authorize the City Manager to expand the scope of the contract to include Phase Two for an additional amount not to exceed \$430,000.
- Sprint Start – April
- Phase One – Early May
- Phase Two – Begin in May
- Issue RFP for development – Late Summer/Early Fall