West Trade / Rozzelles Ferry Comprehensive Neighborhood Program

This program is part of the City of Charlotte’s Community Investment Plan

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five points plaza

FINAL PLANNING REPORT
January 22, 2018
In 2015, the City of Charlotte finalized the West Trade/Rozzelles Ferry Comprehensive Neighborhood Improvement Program (CNIP) intended to develop the neighborhood’s own vision and identify strategies and projects that could be a catalyst for transformative change. The Five Points Plaza Improvements was one of the projects identified by the community as a focal point for redevelopment that could create a transportation nexus for the community and catalyze economic and social resources comprehensively for the entire area. To attain this, several project objectives were identified as following:

1) Integrate the different activities in the neighborhood through the creation of a central point around the JCSU using complete streets and place-making to create a vibrant, playful, and safe environment.

2) Connect the study area with other projects in the West Trade Street/Rozzelles Ferry Road neighborhood area and with Uptown Charlotte.

The Planning Process. The Five Points Plaza Improvements Project’s planning process was adapted from the City of Charlotte’s Urban Street Design Guidelines (USDG). At the core of USDG is the public involvement process. The following activities were completed as part of the public engagement plan:

1) one-day design charrette,

2) stakeholder interviews,

3) local programming roundtable to define the concepts and create the stewardship model, and

4) creating a participatory approach allowing local leadership and advocacy to collaborate meaningfully.
A day-long design charrette for the Five Points Plaza Improvements was held on March 21st, 2017. It provided an initial opportunity for the community to express their ideas and provide input to guide the plan development. Visual preference survey results taken during the charrette indicated that attendees highly desired:

1. integrated vegetation,
2. multisensory water and light features,
3. shade and tables for chess or other games, and
4. flexible space for an active neighborhood center (top priority).

Several stakeholders were interviewed throughout the day of the charrette and several months afterwards, giving the consulting team important opportunities to discuss the local opportunities in depth as well as follow up with each stakeholder on the input received from the community, thus identifying limitations as well as potential solutions and synergies related to activities, programs, and community assets. Following the extensive stakeholder one-on-one discussions, a Programming Roundtable for the design of Five Points Plaza was organized by the City staff, community leaders and the City’s consultants. This Roundtable event convened a group of community leaders on August 24th, 2017, to brainstorm how the Plaza could be programmed to create a vibrant place that contributes in important ways to the life of the community.

The Five Points Better Block Programming Preview of the Plaza. The results of the Roundtable Session created a set of priority ideas to implement and initiated the first-ever model for community partnership by the City for permanently programming a city-owned space. Using these prioritized concepts, the CNIP Team created the proposed conceptual plan presented on the next page. Additionally, on November 17th and 18th, 2017, a preview of the conceptual plan for the Five Points Plaza was conducted at the Five Points intersection. Called the “Five Points Better Block”, this plaza activation
The Better Block evaluated fifteen of the twenty features proposed for implementation by the August 24th Roundtable Session, previewing thus important features of the concept plan, including the amphitheater, community area, protected bike lanes and furnishings.

**The Conceptual Plan.** Since several of the primary objectives for the Five Points Plaza project will be accomplished by both the CityLYNX Gold Line Extension (GL2) project and the Five Points Bicycle and Pedestrian Intersection Improvement project, the remaining objectives are to address the Five Points Plaza areas located primarily behind the curb. The proposed plaza concept would accomplish the following set of goals:

- **Establish a visual unity in design that creates an identifiable “center”**. One of the main thoughts while developing the proposed concept was to tie all the various intersection corners and public rights-of-way into one connected plaza space. The Fibonacci spiral was envisioned as the shape which best ties the various areas together at this skewed intersection (see Figure ii), creating a unified public realm before the JCSU Gate.

- **Establish design cohesion in the West Trade Street public realm.** Another main theme for this project is to provide a sense of connection from this public space to that of the I-77 Underpass Enhancement project public space described in more detail under separate cover. The plaza would have
many features and textures which would coordinate with the I-77 Underpass Enhancement Project, including the art elements, paving elements, lighting, furniture, landscaping, etc. These coordinated elements would establish a design vocabulary that would enhance the unique identity of the Historic West End, creating a rich, sequential experience of public spaces on West Trade Street that treats the plaza as a special destination at the heart of the Five Points area.

- **Expand the West Trade Street Plaza area for community activities.** The West Trade Street right-of-way would be expanded and redesigned as a level plaza rising above the street level. Seat steps would transition down from the plaza along the Fibonacci spiral boundary to the intersection corner, from where seated individuals would be able to enjoy prominent views to the Uptown skyline. The retained level area behind the steps would provide the main activity space for Five Points, and a large interactive splash pad would serve as the primary focal point of this space.

- **Expand the State Street Plaza area to create passive areas for relaxation.** The State Street right-of-way would also be expanded and leveled at the street level. At the Fibonacci spiral boundary, it would step down to a natural amphitheater. The plaza would serve as the “relaxation” space for Five Points and offer a more passive open space for enjoyment. The focal point of the street level plaza area would be a large heritage monument matching the scale of the JCSU Gate.

**Programming the Plaza.** Just as important as the space itself in creating Five Points Plaza as a viable destination, maintenance and programming are vital to the long-term success of this project. Taking lessons learned from the Better Block event described in this document, ongoing discussions with the Programming Roundtable partners will weigh in on the concept as it develops further during design phase. A Programming Roundtable will be reconvened early in the Plaza Design Phase and the CNIP Team will continue to shape the design with an innovative engagement strategy that will work with a local volunteer-led community organization to create a permanent stewardship program for the plaza.

**Implementation.** Construction costs for the proposed concept are estimated in the range of $2 million to $3.2 million and do not account for improvements which would be constructed by the GL2 project. The next phase for this project will be to take the concept and ideas gathered during the planning phase and begin to implement them into one refined design. The Conceptual Plan also assumes that right-of-way would be acquired from adjacent land owners. This cost has not been included in the estimate.
Review of previous planning efforts in the Five Points area

“Mode Balance” scheme created by designers during the One-day Design Charette.

Future Land Use map shows movement towards mixed-use development in the Five Points area.

Rendering generated to illustrate how the new intersection design at Five Points will better accommodate pedestrians.
In 2015, the City of Charlotte developed the West Trade/Rozzelles Ferry Comprehensive Neighborhood Improvement Program (CNIP) intended to develop the neighborhood’s own vision and identify strategies and projects that could be a catalyst for transformative change. The planning process, which included significant public outreach, produced a list of projects in the neighborhood for consideration for future CNIP funding. The Five Points Plaza Improvements was one of the projects identified by the community as a focal point for redevelopment that could be both, catalytic and transformational for the entire area.

The Five Points Plaza Improvements Project, located at the intersection of West Trade Street, State Street, Beatties Ford Road, West Fifth Street, and Rozzelles Ferry Road performs a pivotal role, integrating the Johnson C. Smith University (JCSU) with the neighborhood through place-making and enhancing transportation connectivity for all users, including pedestrians, bicycles, and transit users.

This project is proposing revitalizing the Five Points intersection through place-making, community programming and landscaping treatments that are conducive to the creation of a vibrant and safe environment for community enjoyment and reflective of community values. The project also includes innovative intersection treatments to address bicycle and pedestrian safety, and to reduce conflicts with vehicles and the future streetcar.

Funding for the program comes from the approved and adopted General Community Investment Plan which includes four bond referenda over four bond cycles: $20 Million in 2014, $40 Million in 2016 and 2018, and $20 Million in 2020.

**Objectives**

The Five Points Plaza Improvements Project objectives are:

1) Integrate the different activities in the neighborhood, through the creation of a central point around the JCSU using complete streets and place-making to create a vibrant, playful, and safe environment.

2) Connect the study area with other projects in the West Trade Street / Rozzelles Ferry Road neighborhood and with Uptown Charlotte. The objective is to prioritize and design efficient transportation facilities that will provide the following:

- Improved safety.
- Enhanced neighborhood livability and quality of life.
- Better transportation choices, especially active modes (pedestrians and bicycles) and transit.
- Enhanced connectivity through the study area and with adjacent areas.
CIP GOALS

• Creating jobs and growing the tax base.
• Leveraging public and private investment.
• Enhancing public safety.
• Enhancing transportation choices and mobility.
• Ensuring housing diversity.
• Providing integrated neighborhood improvements.

CNIP GOALS

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

The Five Points Plaza Improvements Project is located in the core of the West Trade Street/ Rozzelles Ferry Road neighborhood study area, which is an area associated with the Historic West End. The Plaza connects to Uptown through West Trade Street and 5th Street, while Rozzelles Ferry Road and Beatties Ford Road provide connections through the neighborhood and to I-85.

The Five Points Plaza has the potential to become a vital destination and center in the Historic West End, creating enhanced connections between the neighborhoods and improving an important nexus at the historic pedestrian gate to the Johnson C. Smith University campus.

figure 1 | The Five Points Plaza study area in relation to the WTRF study area
Relevant Plans and Studies

There have been numerous planning efforts focused in the Historic West End neighborhood. These efforts explore opportunities to revitalize and integrate the neighborhood with adjacent areas, specifically to Uptown Charlotte. This section features the most relevant to the Five Points Plaza Improvements Project.

Comprehensive Neighborhood Improvement Program (CNIP) West Trade/Rozzelles Ferry Area, November 30, 2015

This document, commonly referred to as the West Trade/Rozzelles Ferry CNIP “Lookbook”, represents the first step to move forward the CNIP process in the West Trade/Rozzelles Ferry area. This document prioritizes the investments in this area through a thorough planning process, significant community outreach and market analysis. This document prioritizes 23 projects from a pool of 52 projects considered eligible for funding. Those 23 projects are considered the ones with more potential transformative effects. The Five Points Public Realm is the second project in the list of projects.

The Five Points Plaza project is featured in the CNIP document as a focal point for redevelopment that could be both catalytic and transformational. This is one of the CNIP projects that could have the greatest effect in the entire WTRF area, creating opportunities to develop public-private partnerships that contribute to the local economy. The goals for this project include improving connectivity with JCSU and the surrounding neighborhoods, improving the pedestrian experience, including the experience waiting at transit facilities.
The pilot project was an important step towards testing the possibilities for the Plaza programming and making the Five Points area more active and vibrant. By layering events and physical components, the pilot introduced a process for providing locally appropriate activities, both formal and informal, and invited a wide range of user groups to enjoy the life of the Historic West End.

Gehl Public Space Plan, Charlotte, NC, September 2015, and Five Points Plaza - A Pilot Project in the Historic West End

Building on the Charlotte Public Space Plan of 2015, Gehl Studio facilitated a public space analysis, using a volunteer surveying effort to identify how people move and spend time in some of Charlotte’s significant public spaces. The survey determined how the built environment influences people’s behaviors and enjoyment of public spaces. Five Points was one of the selected places of study.

The survey found that current conditions prevent people from walking, biking, and enjoying the Five Points public realm. Wide roads and intersections, poor connections, large turning radii, and inadequate crosswalks, transit facilities and leisure spaces discourage people from using and spending time in the Five Points area. The Gehl study proposed the following four strategies to address these challenges:

1. Upgrade the transit waiting experience.
2. Improve walking connections and prioritize pedestrians.
3. Activate existing public space, including streets.
4. Support neighborhood and JCSU connections.

A pilot project for Five Points Plaza was initiated as a result of the Gehl Public Space Plan. Partnering with the Historic West End Partners (HWEP), the pilotting effort for the Plaza formulated the vision and project goals for Five Points Plaza and engaged the community in a series of events that celebrated the art, culture, and life of the Historic West End, thus setting the stage for this plan.

The Gehl public space survey was repeated again during this planning process by area volunteers on November 14th and 18th of 2017 during a programming preview of Five Points Plaza described in Section 5 of this report. As had been found from the pilot project, results of this second surveying effort, conducted with the aid of Johnson C. Smith University’s School of Social Work, definitively verified how community programming created for Five Points Plaza can do much to address the deficits identified initially by the Gehl study.
Other Related Plans and Studies

Numerous planning efforts focused on the Historic West End neighborhoods have lent guidance to the project. This section features other related efforts important to the Five Points Plaza Improvements Project.

West Trade / Rozzelles Ferry Connectivity Enhancement Planning Report – March 23, 2017

The WTRF connectivity enhancement effort is advancing five sister WTRF CNIP projects currently in their design phase. Cost estimates for five projects in the Historic West End were presented in a March 23rd Planning Report. One of the projects, State Street, is relevant as it transitions to the public space proposed for the Five Points Plaza project. The State Street recommendations were considered in the development of the Five Points Plaza Conceptual Plan.
Along with the aforementioned plans, the documents on this page represent supporting plans and studies that have directly informed the CNIP Project. These have helped orient the planning process and have provided specific guidance for the study area.
SECTION 2

PLANNING PROCESS

page 09  |  PLANNING PROCESS

page 10  |  USDG guidelines
page 11  |  Community Engagement
page 12  |  One-day Design Charrette
        |  community input
        |  stakeholder interviews
        |  visual preference survey results
        |  design charrette concepts
page 25  |  August 24th Programming Roundtable
Urban Street Design Guidelines

HOW HAVE THE USDG GUIDELINES INFORMED THE CNIP PLANNING PROCESS?

The planning process for the Five Points Plaza Improvements Project was adapted from the City of Charlotte’s Urban Street Design Guidelines (USDG). USDG is the governing policy document for creating “complete streets” that balance the safety, capacity, and mobility needs of motorists, pedestrians, and cyclists. It defines a process that ensures the appropriate street types and street design elements are used to support land development and transportation objectives. Further, this process ensures that street design and land use/urban design decisions are complementary. At the core of USDG is the public involvement process.
Community Engagement

An in-depth relationship with the public is crucial to understanding a community’s expectations, values, and needs to gather information and build consensus on programs. Public participation makes for better, more informed plans.

However, it is equally important for communities to see action and progress inside of the planning process. “This corridor has been planned to death!” State Senator Malcolm Graham said well before the announcement of the CNIP project. The consultant team took special care when creating public engagement materials to not repeat the same exercises or questions. Instead, the team adopted a participatory approach that engaged the local community to program and test a physical preview of the plaza at Five Points, which enabled them to enact results, visioning them and experiencing them first-hand.

Considering the potential for planning fatigue within this community, this was a bold step that engaged the residents and business owners in the area in a meaningful way, the first ever approach of its kind associated with a CNIP project. The City and consultant team developed a community engagement plan that enabled residents and other stakeholders to participate in the decision-making process and implement the vision. The following activities were completed as part of the public engagement plan:

- One-day design charrette
- Stakeholder interviews
- Local programming roundtable to define the concepts and create a stewardship model
- Creating a participatory approach allowing local leadership and advocacy to collaborate meaningfully

The community engagement effort was guided by the following goals:

- To educate the public on the study’s purpose and process and show them how the results will affect their communities’ infrastructure
- To proactively seek the participation and views of the community so that recommended projects reflect the residents’ desires and needs for transportation infrastructure and sense of place
- To integrate the community knowledge and experience into the data collection process
- To better understand how priorities are set
- To incorporate citizen feedback, preferences, and input at all levels of the decision-making process
- To enhance the current level of public support for the City project
- To define how to manage neighborhood programs to operate in the study area and to recover this space for the community
One-Day Design Charrette

The design charrette was held on March 21st, 2017, at the Neighboring Concepts office situated on West Trade Street between Five Points Plaza and the I-77 underpass. The charrette gathered community input for the Five Points Plaza and I-77 Underpass Enhancement neighborhood improvement projects, which have been developed concurrently. Both projects are important to the signature treatment of West Trade Street and are significantly related to the reintroduction of the streetcar to the Historic West End. As both are important to the history and identity of the community, they require a unified treatment that relates both projects to each other.

The charrette was open to the public from 9:00 AM to 6:30 PM and concluded with a summary of the design efforts immediately after and with public comment. The event provided a focused opportunity for the community to express their ideas and provide input on the design strategies and elements for both projects.

Throughout the day, the charretting design team interacted with the public and developed five concepts that focused on design features and activities that would both benefit the area and reflect the rich history the existing neighborhoods.

The charrette was composed of four stations:

**Station 1:** Project context, featured the area’s rich history and past and current projects being developed.

**Station 2:** Streetcar information table, featured the streetcar alignment on West Trade Street and Beatties Ford Road.

**Station 3:** Five Points Plaza design was a working group in charge of developing concepts and was composed of the City of Charlotte staff and AECOM team. This station also offered a visual preference survey used to gather information from the public about which type of activity they would like to see programmed in this space, as well as character, design elements and materials.

**Station 4:** I-77 Underpass design also had a team consisting of the City of Charlotte staff and Neighboring Concepts. This station developed concepts and offered a visual preference survey that focused on character and design elements to enhance the underpass.

*figure 7| images from the March 21st Design Charrette*
COMMUNITY INPUT

At the concluding public session of the design charrette, charrette designers Erin Chantry of Charlotte Urban Design and Mariane Echeverry of AECOM provided the closing session attendees an overview of the Five Points Plaza concepts that the various members of the design team had developed throughout the day.

An owner of the Rozzelles Ferry shops was in attendance. Upon reviewing most of the concepts, he advised the design team to first engage the people who frequent the space for ideas before advancing design. He believed that vandalism would likely follow the new changes to the space, but, he advised, “If you respect them, they will respect you. The question has to be asked to them: ‘What would you like to see here?’”

Another resident in attendance expressed his strong desire to see more appealing restaurants and offerings in the area. Many residents living near the site avoid the area, including JCSU students, and this local population frequents other areas of town, thus taking their spending dollars elsewhere.

STAKEHOLDER INTERVIEWS

Several stakeholders were interviewed throughout the day, giving the consulting team the opportunity to better understand the west side communities’ expectations as well as their perceived needs related to activities, programs, and community assets. Common Observations amongst all stakeholders whom were interviewed are summarized below. Detailed interview notes are provided under separate cover.

Community Spotlight

“If you respect them [people who frequent the five points area], they will respect you. The question has to be asked to them: ‘What would you like to see here?’”

--Jerry McJunkins
local business owner

figure 8| images from the March 21 design charrette closing session. Members of the community gathered to view the outcomes of the charrette and provide feedback directly to the designers.
question one:

Since the last public event regarding the West Trade/Rozzelles Ferry CNIP in November 2016, what changes have occurred (community/business/policy) that may impact this project?

most common observation: no changes have been observed
other common observations: others described their personal and or association’s efforts to effect change along the corridor or five points plaza. Several interviewees expressed concern about the change of leadership at JCSU and how that could impact the expansion of the campus into the surrounding neighborhoods.

question two:

What do you feel right now are the 2 to 3 most critical enhancements that would have the greatest impact on the Five Points Plaza? Tell us why and what the impact might be.

most common observations: most people who were interviewed suggested program pieces to make the space more user friendly, interactive, safe and vibrant. Various forms of seating, game spaces, and art work was suggested (mostly utilizing local artists). Pedestrian scaled street lighting would make the plaza dramatically more inviting and potentially impact the loiterers behavior. Another major theme was trash pick up and general maintenance.

question three:

Similar question regarding the I-77 underpass. What do you feel are the 2 to 3 improvements that would have the greatest impact on the area? Why and what impact do you envision?

most common observations: The general consensus was that lighting was not enough to make the underpass a successful pedestrian environment. Stakeholders want to see shorter intersections, separated bike lines, pedestrian scale lighting, art work and gateway indicators, and slower traffic speeds.
question four:

How do you anticipate the community or your organization will use the space? How would you be able to support the City in these efforts, specific to who will operate, maintain and own it?

**most common observations:** Stakeholders provided us with a various ideas on who will own, maintain and use the five points plaza; however, most agreed that it must be some sort of collaboration. The community leaders and residents appear willing to arrange volunteer groups for maintenance. Several stakeholders urge for alignment with local businesses throughout the design and programming process.

question five:

What else do you think we need to know as we continue to move forward with this project?

**most common observations:** Most stakeholders urge the design team to keep the outreach efforts going, extend involvement to the greater Beatties Ford Road Corridor, and maintain the community involvement throughout the duration of the project to secure buy-in.
8 surveys were collected 41 attendees! 145 New ideas!

Charrette Team

CNIP Coordination Team

Lamar Davis............ E&PM ES Project Manager
Randy Harris.......................... N&BS
Alberto Gonzalez...................... Planning
Stephen Bolt............................. CDOT
Veronica Wallace...West Strategy Team Lead
Erin Chantry........................................... CUD

Consulting Support

AECOM
Chris Petterson (Project Manager), Mariate Echeverry, Mickey Geiser, Ignacio Bunster-Ossa

Neighboring Concepts
Eric Orozco and Rachel Hamrick

The Lee Institute
Chrystal Joy
FIVE POINTS PLAZA
TOP PREFERRED IMAGES

AS VOTED BY CHARRETTE PARTICIPANTS & STAKEHOLDERS

226 total stickers on boards 1-4, among 72 total images

the 8 images above gathered 78 votes (35% of all votes)
VISUAL PREFERENCE SURVEY RESULTS

Using visual preference surveys, the consultant team collected information used to inform design concepts surrounding the following four topics:

1) What kind of activities does the community want to encounter in the space?

2) What design elements are important to see in the plaza?

3) What type of materials and treatments are most appropriate for Five Points?

4) What should the character of the space feel like?

Page 17 (to the left) shows the eight most desirable images from the visual preference survey, which accounted for 35% of the total votes.

The selection of these photos indicated that attendees highly desire:

• flexible space for an active neighborhood center (top priority)
• integrated vegetation
• multisensory water and light features
• shade and tables for chess or other games
DESIGN CHARRETTE CONCEPTS

The design team, composed of the City of Charlotte, AECOM, and Neighboring Concepts, listened to community feedback during the Design Charrette and developed together a design parti for the plaza that considered the urban dynamics of the West End institutions and neighborhoods.

The pedestrian area in the West Trade Street right-of-way, due to its high visibility on a prominent corner, was designated to serve as a special plaza area for “activation” of programs that place a focus on community events and daily life. The pedestrian area in the State Street right-of-way, in contrast, is designated as a more passive area for “relaxation”. Design is recommended to relate Five Points strongly to the corner of Johnson C. Smith University, “extending” the campus from the JCSU Gate outward by using a unified design treatment of the surrounding blocks and corners.

Working in concert with these goals, all design is to be supported by multimodal integration in the transportation network, utilizing the community spaces integrally to connect pedestrians, transit patrons and cyclists safely to the network.

Designers contributed five preliminary concepts to flesh out several potential approaches to the above parti during the Design Charrette held in March. These are presented in the following pages along with precedents from elsewhere to serve as a basis for inspiration.

**design parti**

Relax/lounge space

Activation/community space

Integration with JCSU

Pedestrian Realm

Bicycle Realm

Transit Realm

Vehicular Realm

Multimodal integration

**contributing designers**

Erin Chantry, Charlotte Urban Design (CUD)
Alan Goodwin, CUD
Monica Holmes, CUD
Rachel Stark, CUD
Ignacio Bunster-Ossa, AECOM
Mariate Echeverry, AECOM
CONCEPT 1: “ACTIVATION/ COMMUNITY”
This scheme focuses on activating the plaza and drawing the community in with functional seating, unique artwork, interactive splash pads and a unified sense of place. These program elements make this space more attractive to families and students from JCSU. With additional lighting and shade structures, the plaza becomes more usable during summer months and safer at all times of the day.

PROGRAM ELEMENTS:
- bistro tables
- seat wall
- monumental art
- lighting
- shade structure
- splash pad
- decorative columns (relate to I-77)
- landscape buffer
CONCEPT 2: “RELAX/ LOUNGE”

As a compliment to the active, communal space, a relaxing lounge area provides a calmer environment for reading, eating lunch and people watching. Soft textures and ample seating lend themselves to a relaxing environment.

PROGRAM ELEMENTS:
- community green
- terraced shaded green
- monumental art
- lighting
- seating
- decorative columns (relate to I-77)
CONCEPT 3: “SWINGING HIGH!”
This scheme is centered around playful seating, interactive art, such as games and tactile surfaces, and bright energetic colors. These program elements create a destination for both local residents and fun seekers throughout Charlotte; therefore, creating a vibrant and well blended cultural intersection on the West Side.

Adult swings are a highlight of this plan, further emphasizing the importance of play in inventing a fun and healthy public space.

PROGRAM ELEMENTS:
- single person swings
- double person swings
- seating wall
- water fall with landscape mounds
- wrapping seating
- colorful sculpture
- oversized gameboard
- moveable seating
CONCEPT 4: “PLAY HARD”
This scheme is also centered around the theme of play, specifically focusing on children’s playgrounds. A quick study of the West Side revealed that there are very few public places for children to play in the area. The five points plaza is a good opportunity to take advantage of City owned property to provide a much needed play space.

Fun art inspired playgrounds create both visual interest and a unique destination within the city. Providing places for children to be outdoors and active is essential to overall health and healthy communities.

PROGRAM ELEMENTS:
toddler play area
play sculpture
half basketball court
seating
informational art
grassy areas
landscape mounds
bistro tables and chairs
CONCEPT 5: “MODE BALANCE”
This scheme employs Lee Jones’s advice to create transportation choices with “the shaping of the space”. It enhances pedestrian enjoyment by opening up use of all open area for plazas that provide art, seating and event space, including a splash pad. It looks at ways to improve bike, transit and pedestrian mobility at the Five Points intersection by treating each mode with equal importance. This scheme uses emerging best practices used in communities across the country seeking mode balance. For example, the bike boxes provide a safe way for cyclists to make a left hand turn in front of vehicular traffic.

PROGRAM ELEMENTS:
- bike boxes
- shortened intersections
- splash pad
- decorative columns (relate to I-77)
- market plaza
- seating
- heritage art wall
- textured & mountable curb
A Programming Roundtable for the design of Five Points Plaza was organized by the City staff, community leaders and the City’s consultants. The Roundtable session was the first-ever initiation of a permanent community stewardship model for a City-owned space. Held at the Mosaic Skyline Terrace on the 24th of August, 2017, it convened a group of community leaders to brainstorm how the Plaza will be programmed to create a vibrant open space that contributes to the needs and desires of the community. Using precedents drawn from across the United States, three different public space stewardship models were presented to the Roundtable members. The members evaluated each model carefully in four break-out groups. The lengthy discussions over pros and cons for each model drew out a rough consensus in every group in that the stewardship model should put the responsibility for the programming on local citizens of the Historic West End. While all groups mentioned the need to combine aspects of the three stewardship models, overall, the common element of each table group’s summary statement reflected the fact that the Grassroots Partnership provided the best fit, especially to serve the community and relate culturally the Historic West End. To do this, local businesses, institutions and advocacy groups need to have a prime role in the stewardship. However, two of the groups felt that a grassroots-based leadership model...
could fail if it did not have a “consistent flow of resources”. The entity, one group suggested, should be effectively structured to address the organizational shortcomings of volunteer-driven models. It should fundraise for programs and cover liability. Efforts should be directed by a Project Coordinator, and organizers should answer to a board to ensure decision-making is representative and fair.

Each of the four Roundtable break-out groups also separately determined essential elements that the Five Points Plaza should provide to reflect the community’s desires for programming. The results of each group were brought together, creating a set of priority ideas to implement, as shown on the table at right. Using the prioritized concepts, the CNIP Team created the conceptual plan presented in Section 4 of this report. The majority of the program element ideas (15 out of 20) were then tested with the help of the Better Block Foundation, which assisted the City of Charlotte, the Knight Foundation, Neighboring Concepts and the Historic West End Initiative to form a community-led effort to try out the ideas at Five Points with a “Better Block” plaza activation previewing the program elements on November 17-18, 2017. Also demonstrated during the event was a version of a protected intersection for bike lanes. The results of this effort are presented in Section 5 of this report. Program elements were demonstrated with provisional and temporary interventions that the Better Block Foundation helped create with the community. The only concepts that were not previewed were the (1) splash pad, (2) brick naming, (3) charging station, (4) safety call box and (5) public wifi. This was due to the seasonal weather and the short duration of the demonstration, which did not make these concepts practical to implement.
The study area is in one of the oldest African-American neighborhoods in Charlotte, the Historic West End. The Five Points intersection is the gateway to the John C. Smith University (JCSU) which has been an integral part of the neighborhood foundation and serves as an anchor in the community due to its historic value.

The majority of the parcels surrounding the Five Points intersection range from single family residential to multi-family residential; however, the parcels directly adjacent to the West Trade Street corridor trend towards business zoning.
The area adjacent to Five Points intersection is composed mostly for residential single family homes and a few multifamily developments. The Five Points Plaza Improvement Project is at the confluence of West Trade Street, State Street, Beatties Ford Road, West Fifth Street and Rozzelles Ferry Road. These roads serve primarily the JCSU, small businesses, a medical facility, commercial buildings, and parking lots.
The future land use in the area adjacent to the plaza is seeking to incorporate mixed-uses, which includes residential, non-residential, and commercial.
Currently there are few vacant parcels in the study area. Promoting the right development, especially adjacent to the plaza, will be important to keep the community character and vibrancy this project is aiming to support.
Environmental Conditions

STORM WATER AND DRAINAGE ANALYSIS

As mentioned previously in this document, the Five Points Plaza Bicycle and Pedestrian Intersection project improvements are being constructed under the CityLYNX Gold Line Phase 2 (GL2) project and therefore the storm drainage analysis and design was handled by that project. The proposed storm drainage construction for the improvements developed by the Five Points Plaza Bicycle and Pedestrian Intersection project will be handled by the city's GL2 contractor.

As a summary of the analysis and design effort undertaken, the GL2 storm sewer design was updated to accommodate the proposed improvements to the intersection, with consideration given to pedestrian and bicycle use. This included updates to the calculations for the width of storm water spread in the gutter sections, changes to the system to accommodate new inlet locations, special grates for valley curb and gutter, and updates to the hydraulic grade calculations to confirm that stormwater flows would be conveyed within the pipe systems and not overflow out of catch basins and manhole lids. Detailed calculations can be reviewed under separate cover, as contained in the GL2 project files.

The updated improvements were designed to meet criteria as described in the City of Charlotte Storm Water Design Manual. The designs accommodate future runoff by utilizing the highest potential impervious cover by comparing existing land use with future land use conditions. It is anticipated that future improvements to the Five Points Plaza areas can be accommodated by the storm drainage system which will be constructed under the GL2 project. Minor storm drainage modifications may be required in the Five Points Plaza areas as the grades and surface treatments are developed in the design phase. This should be considered incidental to the overall construction related to the Five Point Plazas. Related to the City's Post Construction Controls Ordinance (PCCO), the Five Points Plaza project will likely not be required to comply due to the limited area of the improvements. 20,000 square feet is the minimum disturbed area in which a project would be required to comply with the PCCO. The Five Points Plaza project limits of disturbance are estimated at this stage of Planning and conceptual design to be less than 20,000 square feet.
The map located to the left illustrates the environmental features in the West End Area. There are few elements within the boundary that would impede development.
Five Points Plaza is at the confluence of four roads classified as collectors. West Trade Street and Beatties Ford Road are four-lane roads; Rozzelles Ferry Road is a two-lane road with wide lanes and West 5th Street is a two-lane road with right turning lane onto northbound Beatties Ford road.
There are two routes serving the area, Route 1 connecting Rozzelles Ferry Road and West 5th Street and Route 7 connecting West Trade Street and Beatties Ford Road.

The bus stops in the area are middle-block, which encourages middle-block crossings by users of public transportation. The bus stops have benches on West Trade St.; there is one shelter on the east side of Beatties Ford Road and a bench on the other side. The other bus stops have no amenities.

The Gold Line extension is currently being built on West Trade Street and Beatties Ford Road. The streetcar route will include platform stops in the study area.
BICYCLE/PEDESTRIAN NETWORK

The pedestrian infrastructure in the study area is mostly composed of 5-foot wide sidewalks. West Trade Street and the east side of Beatties Ford Road have sidewalk and discontinuous planting stripes as separation from the road. The sidewalk adjacent to JCSU along Beatties Ford Road and West 5th Street is of recent construction, in good condition, and has no buffers.

With the exception of sidewalks adjacent to the JCSU, the existing pedestrian infrastructure is frequently disturbed by the presence of numerous driveways; all the approaches to the intersection have pavers which in some cases are in need of maintenance as they are uneven and could pose a tripping hazard. At the time of the site visit, portions of the sidewalk on West Trade Street were covered with dirt.

Some of the area’s Americans with Disabilities (ADA) ramps are inadequate, and are not connected to or properly aligned with roadway crosswalks.

Some of the approaches have pedestrian push buttons. The pedestrian push button along West 5th Street is about 30 feet away from the intersection, which discourages people from using it, and it is mounted on a planter which makes it difficult for disabled users, especially visually impaired users, to determine its location.

Crosswalks are fading and the demarcation does not adequately define the pedestrian realm. The radii are very wide in most cases, which encourage faster speeds. The time to cross is adequate for a person without disabilities.

There is a 5-foot bike lane on both sides of the street along Rozzell’s Ferry Road but it discontinues before it reaches the intersection. There is a new bike facility along West 5th Street from the corner of Martin Street southeast.
Despite the apparent numerous sidewalks illustrated by the map to the left, the initial Gehl Public Space Plan (see page 6 of this report) found that pedestrian desire lines across streets and between destinations were not suitably accommodated at Five Points. Besides fenced off areas, this is also caused by a set of pedestrian-hostile conditions due to the frequent driveways and parking lots that disturb the pedestrian realm. This problem is compounded by the location of bus stops and the wide, skewed intersection at Five Points, which makes crossing the streets sometimes relatively easier away from the intersection.

The Centralina Council of Government has developed a Walkability Audit of several segments within the study area. This document can be reviewed under separate cover. Similar conclusions regarding the sidewalk network were noted as those on page 36 of this document.
Bike infrastructure in this area is generally poor, except for the recent improvements along Rozzelles Ferry Road where there is a 5-foot bike lane on both sides of the street. However, it is discontinued before it reaches the Five Points intersection in the eastbound lane. There is a new bike facility along W. 5th Street from the corner of Martin Street in direction to the southeast.
Deficiencies

The primary deficiencies of the Five Points Plaza area are reflected in the project objectives listed in the project background, which are paraphrased below and include the following:

- Integrate the different activities in the neighborhood, through the creation of a central point around JCSU using complete streets and place-making to create a vibrant, playful, and safe environment.

- Connect the study area with other projects by prioritizing and designing efficient transportation thru improving safety, enhancing neighborhood livability and quality of life, offering better transportation choices, especially active modes (pedestrians and bicycles) and transit, and enhancing connectivity through the study area and with adjacent areas.

Spelled out more specifically, many informal activities take place in the plaza areas which exist today. A major success factor for this project will be to have a coordinated effort by local government, community groups, non-profits, and business groups such that the plaza area(s) can host scheduled activities and events and so that the plazas can be maintained adequately. Although many existing government departments exist, which can accomplish pieces of this endeavor, a coordinated effort to organize them as one group has never been attempted to date.

Connectivity of the study area to other areas within the overall neighborhood is also an important success factor. The city’s GL2 project is currently under construction and will offer streetcar service to this area in the next few years. Pedestrian and bicycle connections to the streetcar facilities need to be improved upon. Existing bicycle lanes currently stop just short of the Five Points Plaza area on both Rozzelles Ferry Road and 5th Street. Sidewalks and pedestrian crossings do exist at the intersection but the skew of the intersection makes certain pedestrian crossings fairly long and encourage vehicle speeds to be fairly high for several right turn movements. An enhancement project designed in close coordination with this project and the GL2 project has taken place to address pedestrian and bicycle safety at the intersection. Improvements will add protected bike lanes and shortened pedestrian crossing with refuge islands. Construction of these improvements will occur soon in conjunction with the GL2 project.

It should also be noted that additional projects are under design along State Street. These projects can be viewed in more detail under separate cover. Since the Five Points Plaza and State Street projects share a common endpoint, both projects are also being closely coordinated.

![figure 14](image-url)
Future Design Objectives

Since several of the primary objectives for the Five Points Plaza project will be accomplished by both the GL2 project and the Five Points Bicycle and Pedestrian Protected Intersection Improvement Project (see Figure 18), the remaining objectives are to address the Five Points Plaza areas. As noted above, in order to organize the various agencies and groups, a round table discussion should be formed with adequate representation such that a clear understanding of what type of space can be maintained/supported by the various round table participants and what events and activities need to be supported by the space. The round table should be called upon from time to time to address any new issues or changes which may need to occur with the use of the plaza spaces.

Other specific objectives were provided by the community during the one-day charrette on March 21, 2017 and through many dozen interviews held both during and subsequent to the charrette. Several common questions were asked of all the interviewees as to the project objectives, as listed below. The most common responses to the questions is provided after each.

**Question:** What do you feel right now are the two to three most critical enhancements that would have the greatest impact on the Five Points Plaza? Tell us why and what the impact might be.

**Answer:** Most people who were interviewed suggested program pieces to make the space more user-friendly, interactive, safe, and vibrant. Various forms of seating, game spaces, and art work were suggested (mostly utilizing local artists). Pedestrian-scaled street lighting would make the plaza dramatically more inviting and potentially impact the loiterers behavior. Another major theme was trash pickup and general maintenance.

**Question:** How do you anticipate the community or your organization will use the space? How would you be able to support the city in these efforts, specific to who will operate, maintain, and own it?

**Answer:** Stakeholders provided us with a various ideas on who will own, maintain, and use the Five Points Plaza; however, most agreed that it must be some sort of collaboration. The community leaders and residents appear willing to arrange volunteer groups for maintenance. Several stakeholders urged alignment with local businesses throughout the design and programming process.

**Question:** What else do you think we need to know as we continue to move forward with this project?

**Answer:** Most stakeholders urged the design team to keep the outreach efforts going, extend involvement to the greater Beatties Ford Road corridor, and maintain the community involvement throughout the duration of the project to secure buy-in.

In addition to the questions asked above, several visual preference boards were provided during the charrette to gauge community preference to various activities, elements, materials and treatments, and character for the Five Points Plaza area. After reviewing the ranking of each of the images, it became clear that attendees highly desire a flexible space for an active neighborhood center (top priority), integrated vegetation, multisensory water and light features, and shade and tables for chess.
Street Classification

The current typology of streets adjacent to Five Points is described as “avenues” under the Urban Street Design Guidelines (USDG). The character of the streets is reinforced by the land uses present in the area, mostly commercial/institutional, acting as connectors to the residential areas in the neighborhood and to Uptown.

The future street classification will remain in this category, though emphasizing the multimodal character of the streets and improving conditions for all users along these corridors; future land use that focuses on residential/non-residential development will support this street typology.

figure 15 | The four streets at Five Points and their USDG Type designation

figure 16 | USDG Avenue guidelines
Design Elements

One of the main elements determining the future cross-section of the West Trade Street / Beatties Ford Road is the construction of the CityLYNX Gold Line extension. The streetcar will connect JCSU with Uptown, reducing some of the barriers to integrate these two destinations. As part of this project, the road sections along West Trade Street / Beatties Ford Road will address many existing pedestrian deficiencies.

The Five Points Plaza Improvements design elements incorporate Charlotte’s first protected intersection for bicyclists (see figure 18). This will be achieved by using mountable curbs and defining the bicyclist realm as cyclists approach the intersection. The crosswalk treatment also allows cyclists to cross the streetcar tracks safely at a ninety-degree angle. Pedestrian treatments are integrated with this design in several ways. A pedestrian refuge island is included to reduce crossing distances. Tighter radii at three of the corners are created partly with the help of the mountable curbs, and are proposed to slow down vehicles approaching the intersection. Rozzelles Ferry Road will be also be adjusted to accommodate bike lanes fully to the intersection on both sides. As can be sensed by the rendering in figure 17, the multimodal design will contribute greatly to safer conditions that potentially could reflect in the level of activity seen in this important neighborhood center.

In addition to the street elements, the Five Points Plaza Improvements Project aims to integrate artistic place-making elements and finishes that would reflect the community’s input given throughout this planning process. In addition to the transit stops, which are to include artistic elements, landmarks and artistic treatments will be introduced to the Five Points Plaza with the help of artists. In responding to needs of the community, these elements will help enhance livable spaces for residents and offer education and enjoyment for visitors. They will signify places for gathering, entertainment, and relaxation and help create spaces that diversely reflect the history and rich culture of the Historic West End.

figure 17 | view of proposed pedestrian improvements at Five Points
figure 18 | plan view of the protected intersection design at Five Points
Cross-Section and Trade-Off Analysis

The selected cross-sections are developed within the right-of-way and present a variety of elements depending on the width and road characteristics:

**On-street parking:** in order to accommodate other users, parking is proposed to be maintained only in the section between Rozzelles Ferry Road and Wesley Heights Way, supporting the multiuse facility (Mosaic Village). Most of the commercial and institutional establishments in the study area offer off-street parking.

**Bicycle network:** the cross-sections on Rozzelles Ferry Road and Beatties Ford Road will incorporate bicycle lanes (see figure 19), connecting to the recently installed lanes on West 5th Street which is an important connection to Uptown. The proposed protected treatments facilitate bicyclist movements on the intersection, reducing conflicts with vehicles, pedestrians, and the planned streetcar tracks.

**Pedestrian facilities:** recommendations in all four corners on the Five Points Plaza incorporate pedestrian treatments, reducing the distance at the intersections and providing refuges that shorten crossing distances and separate pedestrians and bicyclists; see figure 20. Tightened radii will slow vehicles as they approach the intersections, and high visibility crossings will provide a safer environment for pedestrians. The pedestrian needs to access transit require streetscape treatments, including pedestrian-scale lighting, bicycle racks, wider sidewalks, and green strips to buffer pedestrians from vehicles on the road, when feasible.

![figure 19](image19.png) view of bicycle lane improvements on Rozzelles Ferry Rd. (at left) & Beatties Ford Rd. (at right)

![figure 20](image20.png) view of the pedestrian refuge island and crosswalks
Traffic Analysis

The following traffic analysis information was developed by City of Charlotte Department of Transportation (CDOT). This information was used during development of the Five Points Plaza Bicycle and Pedestrian [Protected] Intersection Improvement project since one major aspect was closure of the 5th Street developed right turn lane. Closure of this lane was necessary to shorten the pedestrian and bicyclist crossing lengths and to create space for the raised islands as a part of the protected bike lane in this quadrant of the intersection. As can be seen, the Level of Service (LOS) for the intersection remains at LOS C even after the right turn lane is removed from the intersection operation. This was deemed acceptable to CDOT.
Conceptual Plan

FIVE POINTS PLAZA BICYCLE AND PEDESTRIAN PROTECTED INTERSECTION IMPROVEMENT PROJECT

To support the project objectives and advance forward the related infrastructure design required to integrate the multimodal intersection improvements with the CityLYNX Gold Line Extension (GL2) construction, the Five Points Plaza Bicycle and Pedestrian Protected Intersection Improvement Project was advanced into design as a first phase of the Five Points Plaza Improvements CNIP. The protected intersection is to be the first in Charlotte to provide protected bicycle lanes at a signalized intersection. A key safety feature of the intersection design is to guide cyclists crossing this skewed intersection towards bicycle specific intersection crossings which are much more perpendicular to the future streetcar tracks than would be permitted otherwise. Renderings and a plan view of the intersection concept are provided on figures 17-20, located in Section 3 of this report.

FIVE POINTS PLAZA DESIGN FOR PROGRAMMING

The protected intersection project, which only treats design between the curb lines (including the ADA ramps) was developed into construction plans and submitted as a plan revision to the GL2 project in June 2017. The design of the public realm behind the curbs is now treated as a separate design phase that will advance in 2018 with programming discussions with the community. Following an initial Programming Roundtable discussion with community leaders on August 24th, 2017, a Conceptual Plan for the Plaza was developed and is presented in this section as the community’s preliminary concept to guide the Five Points Plaza design phase.

WHY WAS THIS AREA SELECTED?

The West Trade/Rozzelles Ferry is a high-growth area with significant historic value west of Uptown Charlotte. It is home to established and emerging neighborhoods, an institution of higher learning such as Johnson C. Smith University, retail and other forms of businesses, and encompasses a rich history.
CONCEPTUAL PLAN GOALS

Since several of the primary objectives for the Five Points Plaza project will be accomplished by both the CityLYNX Gold Line Extension (GL2) project and the Five Points Bicycle and Pedestrian Protected Intersection Improvement project, the remaining objectives are to address the Five Points Plaza areas located primarily behind the curb. Following the August 24th Programming Roundtable described in Section 2 of this report, the CNIP design team took the program concepts prioritized by the community to create the Conceptual Plan for the Five Points Plaza. Taking the design parti that had been created during the Design Charrette on March 21st, 2017, the design team took a careful look at site topography and devised an overall strategy to unify the Charrette’s Plaza concepts. This strategy followed four key goals, described as following:

Establish a visual unity in design that creates an identifiable “center” (Goal 1). One of the main thoughts while developing the plaza design parti was to tie all the various intersection corners and public rights-of-way into one integrally connected space establishing a strong visual connection to the JCSU campus. To help with this, the Conceptual Plan proposes unified decorative treatments for the pavement at the intersection. This specially paved area would touch all the corners, visually circumscribing thus the Five Points intersection. The perimeter of this paved area follows a Fibonacci spiral curve, which was proposed as the shape that best ties the prominent corner areas of the skewed intersection together (see Figure 21). In addition to special pavement treatments, the circumscribed area would be visually established using other design strategies that unify the plaza corners with the campus, establishing thus a “center” in front of the JCSU gateway arch around which the Five Points public realm extends outward from.

Establish design cohesion in the West Trade Street public realm (Goal 2). Another main goal for this project is to provide a sense of connection from this public space to that of the I-77 Underpass Enhancement project described in more detail under separate cover. The Five Points Plaza would have many features and textures which would coordinate with the I-77 Underpass Enhancement Project, including the art elements, paving materials, lighting, furniture, landscaping, and so on. By creating strong design links between the I-77 public realm, the “gateway” to the Historic West End, and Five Points, an important “destination”, these coordinated elements would help establish the unique identity of the Historic West End of Charlotte. A unified design that creates a rich, sequential experience of public spaces on West Trade Street would celebrate the plaza as a special destination. It should be noted that specific art elements will be identified during design for implementation by an artist working with the design team, as is typically done with City-funded projects integrating artwork.
Expand the West Trade Street Plaza area for community activities (Goal 3). The West Trade Street right-of-way would be expanded to create a larger open space for activities. It would be redesigned as a level plaza rising above the street level, offering thus prominent views to the JCSU Gate and Uptown skyline. Seat steps would transition down from the plaza along the Fibonacci spiral boundary to the intersection corner, from where seated individuals would be able to enjoy the view to the skyline as well as the shade offered by the large tree at the corner. The retained level area behind the steps would provide the “activation/community space” for Five Points, as established by the March 21st Charrette. When weather allows, a large interactive splash pad would be activated in this space to serve as a striking focal point for the community space. The splash pad would be deactivated during cooler seasons or for other planned activities and events that would use the space for activities such as outdoor markets. The perimeter of the elevated plaza would be enhanced by decorative walls and landscaping. It would be accessed by a combination of steps, ramps and/or seat steps with handrails. Various tables, benches and other furnishings would also be placed throughout the space, including chess tables in shaded areas.
Expand the State Street Plaza area to create passive areas for relaxation (Goal 4). The State Street right-of-way would also be expanded and leveled at the street level but would then step down at the spiral boundary to a natural amphitheater. The plaza would serve as the “relax/lounge” space for Five Points, offering a more passive open space for community enjoyment. The focal point of the street level plaza area would be a large art column or similar heritage monument matching the scale of the JCSU Gate. The location for the proposed monument is carefully sited to take good advantage of prominent view lines for travellers as they approach the intersection from the adjacent streets and the JCSU campus (see figure 24). Another focal point is the amphitheater, which is proposed to provide a stage area with a distinctive canopy (figure 25). An art wall or other decorative screening is proposed adjacent to the back service area of the restaurant. Various tables, playful benches for relaxation and other furnishings would also be placed throughout the space.
STATE STREET PLAZA (RELAXATION SPACE)
### Conceptual Cost Estimate

**CONCEPTUAL CONSTRUCTION ESTIMATE**

**Project #:** TBD  
**Project Name:** WTRF CNIP: Five Points Plaza  
**Estimated by:** IBO, NK, DF, LV, EO, CMP, BS, JW  
**Estimate Date:** 5-Dec-17

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**NOTES:**  
All costs have been approximated by using industry standard methodologies, past experience, and discussions with vendors.  
All costs subject to change once detailed design is undertaken.  
Item #1 does not include R/W costs.  
10% Contingency included for unforeseen items which may be required.  
Individual line items include contingency cost for escalation and to account for assumptions.

**NOTE:** Red text above denotes potential alternative concept items which may be omitted from design as a cost savings measure.

### COST ESTIMATE FOR THE CONCEPTUAL PLAN

In early 2017, construction costs for the Five Points Plaza project were estimated to range from $1.5 million to $2.0 million and included costs for the protected intersection. The construction costs associated with only the protected intersection improvements was estimated at $170,000 but was subsequently adjusted to $145,000 by making use of improvements which the GL2 project was to construct. Construction costs for the proposed Conceptual Plan presented in this section are estimated at $3.2 million and do not account for those improvements that have been advanced to be constructed by the GL2 project. Two items were removed from the conceptual cost estimate to either reduce cost or due to City policies. The restrooms were removed from the concept due to public safety concerns over these types of facilities. The Custom thermoplastic pavement markings were removed from the concept due to cost and undesirable long-term impacts after utility cuts and/or wheel paths begin to erode this type of pavement application.
figure 26 | a preliminary conceptual view of the State Street Plaza
WHAT IS A BETTER BLOCK?

A Better Block is a community-driven preview of a desired place or block activation project in a community. Using provisional means, it evaluates a potential set of transformations to create people-centered places that allow communities to enjoy neighborhood life. Better Block projects are undertaken with the aid of the Better Block Foundation, “a 501(c)3 nonprofit that educates, equips, and empowers communities and their leaders to reshape and reactivate built environments to promote the growth of healthy and vibrant neighborhoods”.

Drone Photo by Better Block Foundation
The Better Block Preview of the Plan

Just as important as the space itself, maintenance and programming are vital to the long-term success of Five Points Plaza as a destination. The plaza spaces will be reviewed further to make sure many types of events can occur throughout the year and that the spaces themselves can be adequately maintained by existing City or County Departments. Reflecting the input received at the August 24th Programming Roundtable, thus, the design team’s Conceptual Plan provided the basis of the Five Point Plaza Better Block - a plaza activation previewing the plan’s various elements and testing programming for them. Conducted on November 17-18, 2017, the Better Block is both the first temporary CNIP project preview for the City of Charlotte as well as the first employment of “tactical urbanism” associated with a CNIP project. Sponsored by the Knight Foundation and the City of Charlotte, and in partnership with the Historic West End Initiative, the Better Block Foundation was hired to advise the local community to plan and program the plaza preview and to lend their expert support and design resources to implement the Better Block.
The Five Points Better Block project was inaugurated on September 14th, 2017, when a kick-off event was held at the Five Points intersection. Community volunteers engaged passers-by with free pizza and erected and painted a Morris Column, a “wikiblock” design installation that provided the community with an event posting board.
Inc. They secured the use of properties activated by the Better Block, including the two vacant storefronts at 1800 Rozzelles Ferry Rd., and drafted the event plan, which designated the intervention "plots". They also implemented artist-led, thematic interventions.

Alysia Osborne of the Historic West End Initiative helped coordinate the team members locally. She was supported by Eric Orozco of Neighboring Concepts, the CNIP Team liason coordinating the plan details with the City’s approval processes, and by Kia Moore, who provided media facilitation and collateral for all the events, generating a weekly newsletter with stories featuring Better Block participants. Throughout the duration of the project, all three joined T’Afo for a weekly conference call with Better Block’s Project Manager, Patrick Blaydes, to synchronize each effort of the mobilization.

Erin Chantry of Charlotte Urban Design facilitated the interdepartmental collaboration needed for the preview, thus lending the Better Block team the resources that were needed to carefully guide and expertly execute all the physical aspects of their implementation. Through this project, she piloted a ground-breaking model for the City of Charlotte in integrating community-led stewardship processes for City projects. This model also nudges community programming development for community partners by employing “tactical urbanism” to get their work started, which offers an amazing source of design feedback and enhances the City’s set of community engagement strategies. The Five Points Better Block tested a potential previewing process for capital projects that has expansive potential for successive CNIP projects in meeting their goals comprehensively.

As the first CNIP preview project of its kind, the Better Block project faced many hurdles to overcome, and the efforts of many volunteers met those challenges with aplomb. Randy Harris of the City’s Housing and Neighborhood Services helped gain buy-in with property owners and critically assisted the project build and cleanup. Also notable to mention were the impactful efforts of three volunteers, Ronald Ross of Northwood Estates and JCSU’s Denise Ball and Ms. Mattie Marshall, who substantially contributed to all events and quickly engaged the
The Better Block Build began on Wednesday, November 15th. Randy Harris of the City of Charlotte is here helping erect one of the “wikiblocks”, the amphitheater bandshell.

Photo: Paul VanGundy

participation and support of JCSU faculty and students as well as many other fellow citizens who frequent the Five Points area. Without the support and resources provided by Chris Petterson of AECOM and Kate Cavazza of Sustain Charlotte, the implementation of the bike lane demonstration project would have very likely faltered.

Klint Mullis of Charlotte Center City Partners was instrumental in organizing the Public Space Analysis, conducted with the help of JCSU’s School of Social Work faculty and students.

The event attracted the attention of journalists and several stories covering the Better Block project circulated in the local media, including Spectrum News Charlotte, Fox 46, and Creative Loafing. Local event pages and blog posts also announced the event on websites, including those of Charlotte Magazine, Plan Charlotte, Charlotte on the Cheap, and Sustain Charlotte.

For example of news coverage, see:

CREATIVE LOAFING

PLAN CHARLOTTE
http://plancharlotte.org/story/better-block-charlotte-belmont-five-points

SUSTAIN CHARLOTTE
http://www.sustaincharlotte.org/sustain_charlotte_helps_out_at_five_points_better_block
FIVE POINTS BETTER BLOCK

THE BETTER BLOCK ACTIVITY PLOTS

0  Bike Lanes
   Better Block

1a  Education Program & Inspiration Rest Stop
    Clinton Chapel AME Zion Church/MCC

1b  Children’s Village/Play Area
    Westside Community Land Trust

1c  Staging Area for Build
    Better Block

2  Local Store Front Shops
    MCC

3a  Street Mural
    Better Block

3b  Beer Garden
    Blue Blaze Brewery/MCC

3c  Local Business Pop-Up Market/ Vendors
    MCC

4a  Declaration of Independence Installation
    LOCI/MCC

4b  Bandshell Area
    Better Block

5  Better Block Build Staging & Storage Area
    Better Block

Note:
“MCC” - Materials+Creations Committee
“LOCI” - League of Creative Interventionists

Plan by Charles A. Trowell

November 17th & 18th
Evaluating the Better Block

The Five Points Better Block event allowed the CNIP Team and the Better Block Foundation to experience the previewed plaza concepts and evaluate the important features proposed for activities. The table to the right lists the August 24th Roundtable program concepts, which are notated with their Five Points Better Block implementation activation plots (keyed on the map on the preceding page). Some were tested at the Better Block with creative spins introduced by the community. “Holiday Décor”, for example, was treated comprehensively by creating a harvest festival treatment in line with the season approaching Thanksgiving. A nice touch was the hot cider and firepit provided by the West Side CLT Community Land Trust. For “Seating”, options were deployed in all activated plot areas and a poll (shown on page 65) was conducted to record seating preferences. The following pages record some of the key takeaways for programming concepts.

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<tr>
<td>Bike Racks</td>
<td>●</td>
<td>2 Bikerack &quot;wikiblocks&quot;</td>
<td>3b, 4a</td>
</tr>
<tr>
<td>Brick Naming</td>
<td>●</td>
<td>(not implemented)</td>
<td></td>
</tr>
<tr>
<td>Charging Station</td>
<td>●</td>
<td>(not implemented)</td>
<td></td>
</tr>
<tr>
<td>Chess/Board Games</td>
<td>●●</td>
<td>West Side CLT Play Area</td>
<td>1b</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Blue Blaze Beer Garden, Enderly Coffee Pop-up</td>
<td></td>
</tr>
<tr>
<td>&quot;Coffee/Tea Garden&quot;</td>
<td>●</td>
<td>Coffee Shop</td>
<td>2, 3b</td>
</tr>
<tr>
<td>Food Trucks</td>
<td>●●●●</td>
<td>2 Food Trucks</td>
<td>3a</td>
</tr>
<tr>
<td>Festival/Holiday Décor</td>
<td>●●●●</td>
<td>Harvest Festival Treatments</td>
<td>ALL</td>
</tr>
<tr>
<td>Iconic Landmarks</td>
<td>●●●●</td>
<td>Declaration of Independence Scroll, Street</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Mural, Art Panels</td>
<td>3a, 4a, 4b</td>
</tr>
<tr>
<td>Intergenerational Activities</td>
<td>●●</td>
<td>West Side CLT Children’s Village &amp; Play Area</td>
<td>1b</td>
</tr>
<tr>
<td>Kiosk/Glass Box</td>
<td>●●●●</td>
<td>2 Pop-up Kiosk &quot;wikiblocks&quot;</td>
<td>3b</td>
</tr>
<tr>
<td>Lighting</td>
<td>●●●●</td>
<td>Provided at Amphitheater and Market Area</td>
<td>3c, 4b</td>
</tr>
<tr>
<td>Market/Pop-up Shops</td>
<td>●●●●</td>
<td>Open Market Area</td>
<td>3c</td>
</tr>
<tr>
<td>Power Access</td>
<td>●</td>
<td>Provided with 4 generators</td>
<td>2, 3c, 4b</td>
</tr>
<tr>
<td>Safety Call Box</td>
<td>●</td>
<td>(not implemented)</td>
<td></td>
</tr>
<tr>
<td>Seating</td>
<td>●●</td>
<td>Various Seating “wikiblocks”</td>
<td>ALL</td>
</tr>
<tr>
<td>Splash Pad/Water</td>
<td>●●●●</td>
<td>(not implemented)</td>
<td></td>
</tr>
<tr>
<td>Trees/Shade</td>
<td>●●●●</td>
<td>As existing</td>
<td>ALL</td>
</tr>
<tr>
<td>Wifi</td>
<td>●●●●</td>
<td>(not implemented)</td>
<td></td>
</tr>
</tbody>
</table>

**CONCEPT EVALUATION**

**Plot 4a - AMPHITHEATER/STAGE + LIGHTING + TREES/SHADE**

**observations/takeways:**

- Better Block Foundation observed that the theater was a successful hit for the community; they endorse committing resources to a permanent design
- bandshell created an intimate definition to the relaxation/gathering space
- however, the bandshell wall severed the plaza from State Street, creating a dead space behind the stage
- programming is important to a successful activation of the space
CONCEPT EVALUATION

Plot 3c - FOOD TRUCKS

observations/takeways:
• a food truck program would need an expanded program for parking
• price points are important
• customer base needs to be built up
• important to attract vendors with offerings targeting local tastes

Plot 1b - INTERGENERATIONAL ACTIVITIES

observations/takeways:
▶ children’s village by West Side CLT
• children’s building construction zone had a higher utilization than toys/games
• younger children love imaginative play with found objects; older youth like to throw a ball

Plot 3c - KIOSK/GLASS BOX

observations/takeways:
• vendors need shade and wind protection in this space
• as a market space, some vendors were not well accommodated
• the wikiblock kiosks are prized and users have requested future use

Plots 2 & 3c - POP-UP SHOPS

observations/takeways:
• the seating helped activate the storefronts and created the feel of a strolling street
• indoor/structured space is important
• only locals who understand the local market can do pop-ups well here

Plots 1a & 1b - CHESS/GAMES

observations/takeways:
▶ social/play area by West Side CLT and Clinton Chapel AME Zion Church
• side activities for adults with children are much appreciated
• games would probably do better in more prominent & shaded areas

Plot 1b - INTERGENERATIONAL ACTIVITIES

observations/takeways:
• outdoor reading room by West Side CLT
• while resource intensive, a crucial insight granted was that local organizations can drive special programs like these for families on a short-term basis
observations/takeways:
• note: also used to preview the B-cycle station
• polled plaza attendees endorsed the use of bike racks as a staple amenity, along with bike lanes

observations/takeways:
• the beer garden appeared unused as was not a fit for this plaza; it would probably work better at an open space adjoining a business
• art gallery worked for sales

observations/takeways:
• by far, installations with artists involved had the most grassroots/local support
• artist collaboration is important to have early in design work
• artists need more program support, but the work of visual artists, performers, spoken word artists, dancers, and film-makers went far, drew a lot of energy and successfully activated spaces that otherwise would have been neglected
• the build-it-and-they-will-come recipe does not work here, programming does
Community input was gathered at the Better Block by the CNIP Team. At a station set up in the market area, boards presented the Conceptual Plan and, to the delight of youth, Virtual Reality goggles were provided to showcase the three-dimensional models of the concepts. A visual preference board showing photos of the spaces was also generated midday on Saturday, the 18th. During the afternoon, the public voted for their preferences using sticky dots. The informal poll recorded the preferences of members of the public, some who frequent the spaces. Attendees and passers-by of all ages were thus polled, including a dozen or so youth. Preferences for concepts show that interactive spaces that allow multiple activities were preferred. Movable seating as well as grouped and playful seating options were highly desired. At right are the results for preferred seating strategies. The next page records what respondents most enjoyed at the Five Points Better Block.

**WHAT STYLE OF SEATING DO YOU PREFER?**

PREFERENCE POLL RESULTS AS VOTED BY MEMBERS OF THE PUBLIC ATTENDING THE BETTER BLOCK

<table>
<thead>
<tr>
<th>Style of Seating</th>
<th>Votes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fixed Benches</td>
<td>13</td>
</tr>
<tr>
<td>Group Style</td>
<td>17</td>
</tr>
<tr>
<td>Amphitheater Style</td>
<td>17</td>
</tr>
<tr>
<td>Movable Bistro</td>
<td>18</td>
</tr>
<tr>
<td>Adirondack</td>
<td>16</td>
</tr>
<tr>
<td>Stump Style</td>
<td>6</td>
</tr>
<tr>
<td>Swings (for next time)</td>
<td>29</td>
</tr>
<tr>
<td>Playful (for next time)</td>
<td>23</td>
</tr>
<tr>
<td>Other Kinds?</td>
<td>7</td>
</tr>
</tbody>
</table>

*photo: Garrett Tichy*
“WHAT DID YOU ENJOY ABOUT THE BETTER BLOCK DESIGN?”
PREFERENCE POLL RESULTS AS VOTED BY MEMBERS OF THE PUBLIC ATTENDING THE BETTER BLOCK*

- Community Board: 15
- Separated Bike Lanes: 15
- Outdoor Reading Room: 15
- Festival Plaza: 28
- Art: 27
- Amphitheater: 18
- Games: 16
- Outdoor Dining: 24
- Bike Racks: 15

*Respondents also wrote in: “Preserve & Add More Trees” & “Trash/Recycle Receptacles”
A public space analysis was also gathered to support the feedback. This survey effort repeated the 2015 Gehl Public Space Plan’s public space analysis of Five Points, performing the same set of observations. The surveying effort was organized by Klint Mullis of Charlotte Center City Partners, who collaborated with Johnson C. Smith University faculty members Dr. Melvin Herring and Dr. Tamara Hicks of the School of Social Work to survey the area with a JCSU student research team. They surveyed the plaza area in three blocks of time before the Build on Tuesday, November 14th. Another survey effort was repeated during the Better Block on Saturday, November 18th, during the same time blocks of the day.
What new dimensions are brought into the Five Points Plaza Improvements Project as a result of the Better Block experience?

The Better Block also afforded a first-hand glimpse at the strength of the living institutions and cultural fabric present at Five Points. Rooted around Johnson C. Smith University, expanded by Charlotte’s first streetcar system and then by the displacement of much of Charlotte’s African-American population in Uptown to the Northwest Corridor, the community has a history of resiliently pulling together. During the Better Block, the plaza was animated by the Historic West End community as a vital public space. As participants programmed it for two days of activities, the prospects of future voluntary programming success were on full display. One class of JCSU students were mobilized for research and another pitched in to fully complete the haybale barriers for the road diets. By Friday night, November 17th, volunteers had fully completed the Better Block Build. That day, community members deployed 52 pieces of highly movable furniture pieces in the public realm and departed after a period of dancing. The next day, the Better Block team found all that furniture in place, along with all the sets of string lights, and the haybales and potted plants on the streets. As at every previous event, members of the public passing by became unofficial stewards of the plaza and participated, some expressing joy about the care taken to embellish their hang-out spots. The people of the Historic West End, thus, are now fully co-creators and are introducing new dimensions to the project with their ideas and programs for the Plaza.
Design Phase

The next phase for this project will be to take the concepts and ideas gathered during the planning phase and begin to implement them into one refined design. The timeline outlines the order and general amounts of time required to get from this point to where the project can be built. There are several more steps however within the Design phase, in order to turn the project over to a Contractor for construction.

Community Meeting and Community-led Programming

As shown on the timeline (seen on page 75-76), a community meeting is planned to be held during the design phase to present the refined concepts and information gathered during planning. Taking feedback from what was heard during the charrette, stakeholder interviews, and the Better Block plaza preview of November 17-18, 2017, design options for plaza concepts will be fleshed out with programming and long-term maintenance in mind. While public meetings are typically held in the evening during the work week, this meeting will have a focus on the design features for the plaza’s programming, and it will thus likely be held on location at the Five Points Plaza during a community-led event that will serve as a second live performance test of community-led programs for the spaces. This event will be coordinated with the Five Points Plaza Roundtable stakeholders, who will meet a second time early in 2018 to set the plaza’s community programming stewardship organization on its due course with the help of local organizations such as the Historic West End Initiative. After the community event has been held, the project team should have a clear understanding of the concept options and maintenance procedures and responsibilities required to advance the design. Based on the stewardship model agreed upon, the effort will inform the drafting of a memorandum of understanding between the City and the Five Points Plaza’s future programming organization/board regarding stewardship and maintenance responsibilities for the plaza.

Land and Right-of-Way Surveys

In order to begin detailed design work after the public has selected the preferred concept, a survey of both the land and existing rights-of-way will be undertaken. These surveys typically can take from a week to about a month to complete. The detailed information developed from this process will be provided to the engineering and architect team so they have a clear picture of the existing conditions. This survey data will be the basis from which the proposed design will build on. During this time, utility locations may also be marked and noted so as to be included with the survey information. Utility locations may be either underground or above ground.

Preliminary Design

The initial phases of design will take place once survey data has been gathered and the preferred concept selected. This phase of design will produce detailed design drawings and details such that they can be reviewed by the City of Charlotte for consistency with City policies and standard details. Typically, the design is approximately 70% complete at the end of this stage and it can take several months to work thru this process.

Coordination

The design process will include close coordination with many other agencies within the City as well as with utility companies. Although most of the City agencies are included on the project team and are involved in monthly meetings and routine correspondence, design plans are distributed to all applicable agencies so that all aspects of the project are coordinated. Some of the various agencies may include Charlotte Water (water and sanitary sewer facilities) or CDOT (traffic signals) to name a few. Utility coordination also plays an integral part during the design process. Many existing utilities may be located either underground or above ground and can occupy the same space as the proposed improvements. Within this project area for example, there are the following underground...
utilities: AT&T (communications), Charlotte Water (water/sanitary sewer), CDOT (traffic control communications, power, storm drainage), Time Warner (communications), Piedmont Natural Gas (natural gas), Duke Energy (electric). There are also the following above ground utilities: AT&T (communications), CDOT (traffic control communications, power), Time Warner (communications), Duke Energy (electric). All of the existing utility locations in conflict with proposed construction must be identified and a resolution to the conflict agreed upon. This process will take place throughout design and most likely up until Construction begins.

**Right-of-Way Plans**

At this stage of the process, the plans are typically beyond 70% complete and the proposed designs are such that the engineers and architects can determine if any new right-of-way or easements will be necessary to construct the improvements. Temporary easements, utility easements, storm drainage easements or sidewalk easements are all potential types of legally documented transfers of property from existing property owners to the City of Charlotte. After the right-of-way plans have been approved, real estate agents will work with the existing property owners towards an agreeable land acquisition. This process typically can take anywhere from several months to several years. For this project it is expected that a minimal amount of right-of-way will need to be acquired.

**Final Design**

The final design phase will take place at the end of the design phase. At this point, most of the coordination has taken place and right-of-way acquisition is underway. The design drawings and details are complete enough for a Contractor to produce an accurate bid and to construct the project. The design is 100% complete at the end of this stage and it can take several months to work through this process.
Maintenance of Traffic During Construction

When a new project comes along, we are all eager to see it in its final form; to be able to interact with it, to be able to enjoy it and everything it brings to our community. To get there, though, we must go through the construction phase and endure the road closures, traffic bottlenecks, and other temporary inconveniences. From the planning and early design stages, we begin to consider how to best handle these conditions by developing traffic control plans. Our initial thoughts for the Five Points Plaza project’s necessary traffic control measures are outlined in this section. These plans are subject to change as development of the project continues and adapts to the stakeholders interests. As mentioned previously in this document, the Five Points Plaza Bicycle and Pedestrian Intersection project improvements are being constructed under the CityLYNX GL-2 project and therefore the maintenance of traffic for that work will be handled by the city’s contractor who will be performing that work.

FIVE POINTS PLAZA

Much of the work for the Five Points Plaza project will be kept behind the curbs to construct the State Street and West Trade Street plazas. This work will impact the pedestrian routes as well as the open areas extending away from the road. Pedestrian and vehicular traffic will be maintained during construction using the following details from the City of Charlotte’s 2014 Work Area Traffic Control Handbook (WATCH):

Diagram 2 – Sidewalk Detour/Diversion (figure 29, following page)
Diagram 3 – Work Area on Shoulder (2’ or More from Pavement)
DIAGRAM 2
SIDEWALK DETOUR/DIVERSION

LEGEND

- CONES/DRUMS
- TYPE III BARRICADE
- SIGN
- WORK AREA
- ARROW PANEL

NOTE
1. SPACING - 25 M.P.H. OR LESS
   (SPACING) - 50 & 35 M.P.H.
   (SPACING) - 40 M.P.H. O.H. M.O.N.E.
2. IN HEAVY PEDESTRIAN AREAS THE ADJACENT LANE MAY NEED TO BE CLOSED TO
   MAINTAIN PEDESTRIAN TRAFFIC.
3. TYPE III BARRICADE REQUIRED ONLY IF WORK ZONE IS LEFT UNATTENDED
   OVERNIGHT.
4. WHEN EXCAVATING WITHIN 4' OF THE EDGE OF PAVEMENT, THE ADJACENT
   LANE SHOULD BE CLOSED TO TRAFFIC USING OTHER APPLICABLE DIAGRAMS
   UNLESS BRACING OR SHORING IS USED.
5. IF BIKE LANE IS PRESENT THE PROPER CLOSE IS REQUIRED USING SIGNS
   AND CONES REFER TO DIAGRAM 31.

figure 29 | Diagram 2 – Sidewalk Detour/Diversion
COMPREHENSIVE NEIGHBORHOOD IMPROVEMENT PROGRAM

Connecting neighborhoods to major employment, institutional and retail areas through a network of streets, sidewalks, greenways and bike lanes.
Process Timeline

2017
- CHARRETTE
  March 21, 2017
- PLANNING
  Begin fall 2016
- PROGRAMMING ROUNDTABLE
  August 24, 2017

2018
- BETTER BLOCK
  November 17-18, 2017
- DESIGN
  Five points plaza
- SECOND ROUNDTABLE

DESIGN
Five points intersection

Sections:
- Section 6
COMMUNITY PROGRAMMING BEGINS

COMMUNITY MEETING

PERMITTING

REAL ESTATE

UTILITY RELOCATION

BID

CONSTRUCTION

2019

Process Timeline
APPENDIX

STAKEHOLDER INTERVIEW NOTES
J’TANYA ADAMS  
Representing Seversville, 5 Points Community Collaborative & Historic West End Partners

QUESTIONS

1. Since the last public event regarding the West Trade/Rozzelles Ferry CNIP in November 2016, what changes have occurred (community/business/policy) that may impact this project?  
   Response: No changes, to my knowledge.

2. What do you feel right now are the 2 to 3 most critical enhancements that would have the greatest impact on the Five Points Plaza? Tell us why and what the impact might be.  
   Response: Performance & entertainment areas. Space filled with cultural aspects: art, historic monuments (such as statues), popup space for art and other items. Space for multiple uses. Staple amenities that are permanent; fixtures that communicate that something is going on there and being actively cared for. Furnishings should be for active uses as well as intentional gathering, e.g. face-to-face table/bench sets for playing chess. Most important is the ability to have entertainment - diverse cultural entertainment, such as a space that suggests a sound stage and that has electrical outlets for sound equipment, keyboards, etc., and popup provisions for markets/vendors and events (flexible for tents or food trucks). Create a movie screen amphitheater feel at Church’s area. For Tejuola artwork plaza area, the rear spaces of the shops should take inspiration from places like San Antonio’s Riverwalk.
3. Similar question regarding the I-77 underpass. What do you feel are the 2 to 3 improvements that would have the greatest impact on the area? Why and what impact do you envision?  
Response: Accomplish something better than lighting; get the lighting right. Focus on the streetside walk area; make it pop with art. Paint the columns. An example is the painted columns of the pergola over the covered walk in Brightwalk.

4. How do you anticipate the community or your organization will use the space? How would you be able to support the City in these efforts, specific to who will operate, maintain and own it?  
In response to the CNIP Team’s review of the Goals and Vision for Five Points (resulting from the community during the Gehl study and the Pilot Project), J’Tanya noted that the goal for economic development needs to be more central. Public space improvements should align with local business development goals. Her efforts will forwardly support business improvement/modernization in the area, for example, helping owners of the Rozelles Ferry Road shop spaces convert them to (locally run) eateries and shops that are resilient in the face of change and see the benefits of it.

5. What else do you think we need to know as we continue to move forward with this project?  
Response: Continue the conversation.

10:00 AM – 10:30 AM

ROBERT SHERRILL & CHAD HOLDER  
Representing City of Charlotte Landscape Management

QUESTIONS

1. Since the last public event regarding the West Trade/Rozelles Ferry CNIP in November 2016, what changes have occurred (community/business/policy) that may impact this project?  
Response: None.

2. What do you feel right now are the 2 to 3 most critical enhancements that would have the greatest impact on the Five Points Plaza? Tell us why and what the impact might be.  
Response: Maintenance is a big concern. Trash is a concern and how to keep up with trash collecting. How CMPD can contribute to
the upkeep of the environment is important to think about. Good idea to have public maintain it, but our experience shows that if LM maintains it once, public expectations quickly change.

3. **Similar question regarding the I-77 underpass. What do you feel are the 2 to 3 improvements that would have the greatest impact on the area? Why and what impact do you envision?**
   
   **Response:** Following guidelines for plantings and low maintenance is what we would look at for this area. Follow sight distance requirements. Don’t install irrigation (policy to conserve water). Annuals need water and additional costs. Look at approved tree and plant list.

4. **How do you anticipate the community or your organization will use the space? How would you be able to support the City in these efforts, specific to who will operate, maintain and own it?**
   
   *Conversation focused on the City’s side of the equation and the CNIP team had an internal discussion about how to structure agreements and communicate expectations with maintenance. General discussion, led by Lamar Davis and Tom Russell, touched on funding, life-cycles, maintenance cost, liability, and replacement policies as part of any agreement. As Randy Harris summed it: “We know that whatever we do, it is going to be done right.” We have to think it through, communicate the expectation set for funding maintenance, and not create a roadblock.*

5. **What else do you think we need to know as we continue to move forward with this project?**
   
   **Response:** For water features, currently a handful of fountains are maintained - but you need to go back to who pays, e.g. MSD funds, which probably aren’t tenable in this area. The Polk Park fountain is an example that is maintained.

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**10:30 AM – 11:00 AM**

**GWEN COOK**
Representing **Mecklenburg County Park & Recreation**

**QUESTIONS**

1. **Since the last public event regarding the West Trade/Rozzles Ferry CNIP in November 2016, what changes have occurred (community/business/policy) that may impact this project?**
   
   **Response:** No changes, to my knowledge.
2. **What do you feel right now are the 2 to 3 most critical enhancements that would have the greatest impact on the Five Points Plaza?** Tell us why and what the impact might be.

   **Response:** Plazas with shade; places to remain; places to sit; places to park your bike. Create more of a small town plaza (pavement & walls & benches). In relation to Stewart Creek Greenway, the distance from Five Points to the greenway is about a 10min. walk, so this location is an ideal respite for a drinking fountain. Make it a small park in and of itself. One problem from our vantage is that these pocket and nested parks are hard to maintain, mainly because they are so small in our system and there are very few that are smaller than 2 acres. The County goal is to see if there are enough neighbors within a 10 minute walk to a park. Typically, these are larger neighborhood parks. Our goal for this location is creating an appealing access to the greenway. A canopy-covered area for example.

3. **Similar question regarding the I-77 underpass. What do you feel are the 2 to 3 improvements that would have the greatest impact on the area? Why and what impact do you envision?**

   **Response:** Can create a restive stop at underpass. This is a multi-use connection to Irwin Creek Greenway.

4. **How do you anticipate the community or your organization will use the space? How would you be able to support the City in these efforts, specific to who will operate, maintain and own it?**

   **Response:** In terms of programming, we don’t program in smaller parks, since larger parks with facilities fill more slots. Our wayfinding program follows a blue-colored standard, which doesn’t meet MUTCD, so that is something to keep in mind in a potential wayfinding strategy.

5. **What else do you think we need to know as we continue to move forward with this project?**

   **Response:** We continue to trying to add to Stewart and Irwin Creek Greenway. Keep in mind that Irwin Creek Greenway will be extended to the Music Factory and that both of these CNIP sites are serving the links for this community.
MIKE GRIFFIN
Representing Griffin Brothers

QUESTIONS

1. Since the last public event regarding the West Trade/Rozelles Ferry CNIP in November 2016, what changes have occurred (community/business/policy) that may impact this project?
   Mike provided an overview of the next phase of development at Mosaic Village, called “MV2” in shorthand, a six-story, 80,000 sq. ft. office building. The Griffins are currently talking to potential anchor tenants, which include ASC, Teach for America, and ULI (along with Neighboring Concepts). They will also look to create an incubator that will focus on minority entrepreneurship. Mike desires to coach and mentor “Main Street” entrepreneurs desiring to start home-grown Main Street businesses such as Griffin Bros. That was their heritage. They think they can build MV2 as soon as 2019 with an anchor tenant secured shortly. However, they are impacted by the present challenges and issues arising from the Tree Ordinance and GL2 construction, which they are hopeful to address now.

2. What do you feel right now are the 2 to 3 most critical enhancements that would have the greatest impact on the Five Points Plaza? Tell us why and what the impact might be.
   Response: Keep the area clean and maintained. Stakeholders to engage in the space. More consistent monitoring and cleanup is required here as it is at Mosaic Village. Continual security and level of comfort is important to us to attract tenants. What I loved about the Pilot Project at Mosaic is how stakeholders took ownership of the entire thing and made it a place they love. Keep reflecting the community similarly - a “cultural mosaic”, and make the place an eclectic reflection of the life of the corridor.

3. Similar question regarding the I-77 underpass. What do you feel are the 2 to 3 improvements that would have the greatest impact on the area? Why and what impact do you envision?
   Response: State of the art lighting; well-lit for pedestrians. Broader vision is for the street and public realm to be compatible with new developments, e.g. CCCP A&P site and Welch shop site (the shop is set to move). Again, use a higher than usual set cleaning pattern – minimum a weekly walk through. Use artistic traffic calming strategies, such as painting the sidewalks and slowing traffic down, while helping pedestrians feel more comfortable. Bring in public art that looks inviting. Art on the streets really helps slow people down! Be diligent about graffiti. Find alternative outlets for graffiti artists, e.g. “Before I die...” board under the bridge.
4. How do you anticipate the community or your organization will use the space? How would you be able to support the City in these efforts, specific to who will operate, maintain and own it?
   Response: Keep in mind our office development will bring more employees to the corridor. They will support local business and activity if they are attracted nearby by these offerings.

5. What else do you think we need to know as we continue to move forward with this project?
   In discussion of his development plans, Mike indicated a more collaborative effort is needed to remove impediments to the corridor’s development potential.

11:30 AM – 12:00 PM

COUNCILMEMBER AL AUSTIN
Representing Charlotte City Council, JCSU (Major Gifts Officer)

QUESTIONS

1. Since the last public event regarding the West Trade/Rozzelles Ferry CNIP in November 2016, what changes have occurred (community/business/policy) that may impact this project?
   Response: There is now a change in leadership underway at JCSU, and so how that impacts the vision to extend outside of the gates remains to be seen. I don’t know the vision of the incoming President, but I do know the Trustees are behind the mandate to continue in that direction, to extend into the community. Putting on my Council hat: I am excited to be in cusp of all of this. This coming December also will bring a change in City Council leadership. I feel that Five Points has been one of my personal failures so far. We could not change the narrative behind the drug use and loitering. We are still having meetings to change that narrative.

2. What do you feel right now are the 2 to 3 most critical enhancements that would have the greatest impact on the Five Points Plaza? Tell us why and what the impact might be.
   Response: I would love to have the area feel safe. Have activities. Bring in color & vibrancy. Ignite and energize. Top priority: people enjoying themselves in attractive and safe activities. New businesses are not coming here because of the image, and goals are challenged by all the negativity. If something happens up on Beatties Ford Road, it always reflects on JCSU and Five Points. We need a P.R. campaign to make it a safe location to do things. Create the “destination” for the Gold Line. That is - If I come over here then
STAKEHOLDER INTERVIEW NOTES

what am I doing? Am I coming here for some great artistic presentation? Is there a dance? Is there a highly sought out restaurant?

3. Similar question regarding the I-77 underpass. What do you feel are the 2 to 3 improvements that would have the greatest impact on the area? Why and what impact do you envision?
   Response: Lights only matter at night-time. Add something with color, such as mosaic tiles. The McDowell underpass is a good example – “brass” and lighting. Project the image of the community. Imagery and vibrant compositions to tie in with the cultural “Mosaic”. It needs to express there is life here and something happening.

4. How do you anticipate the community or your organization will use the space? How would you be able to support the City in these efforts, specific to who will operate, maintain and own it?
   Response: We have to await the change in leadership at JCSU; financially, I can’t say now. (Laughing)... My job is to raise the money!

5. What else do you think we need to know as we continue to move forward with this project?
   Response: Continue the energy and find some wins for the community. I want to see something before I leave in December. We need to continue to reach out with hard copy / mailers in this community. The issue with the loitering needs to be addressed. Perhaps we work with Church’s to improve their property and encourage beneficial reuse of the service station at the corner. How do we improve the north side shops on Rozelles Ferry Road and what’s behind them?

12:00 PM – 12:30 PM

KATHERINE HEBERT
Representing Centralina Council of Governments (CCOG)

QUESTIONS

1. Since the last public event regarding the West Trade/Rozelles Ferry CNIP in November 2016, what changes have occurred (community/business/policy) that may impact this project?
   Response: Mobility Management with Sustain Charlotte is working with CCOG to review access to transit stops. The focus of the study is related to the elderly and disabled. The goal is to improve access to people with disabilities and the elderly.
2. What do you feel right now are the 2 to 3 most critical enhancements that would have the greatest impact on the Five Points Plaza? Tell us why and what the impact might be.
   
   **Response:** Pedestrian crossing improvements are necessary at Five Points. Many of the curb returns allow for high vehicle speeds while turning. Driver visibility is also poor due to the skewed intersection geometry. Crosswalks need to be shortened and/or the road should be narrowed. Beautification at the intersections should also be considered.

3. Similar question regarding the I-77 underpass. What do you feel are the 2 to 3 improvements that would have the greatest impact on the area? Why and what impact do you envision?
   
   **Response:** Better lighting should be considered under the bridge. Wider sidewalks and/or more of a buffer should be provided. There is concern with who may be hanging out in the shadows under the bridge and in the areas adjacent to the sidewalk. Traffic speeds should be calmed under the bridge.

4. How do you anticipate the community or your organization will use the space? How would you be able to support the City in these efforts, specific to who will operate, maintain and own it?
   
   **Response:** CCOG is focused on nine counties and would not be much involved with supporting use of the space. CCOG will however, provide their Walkability Audit Study to us, and may consider extending the study down to I-77 underpass and Irwin Creek Greenway (this has been received and will be provided as attachment).

5. What else do you think we need to know as we continue to move forward with this project?
   
   **Response:** Nothing more to add.

12:30 PM – 1:00 PM

**MATTIE MARSHALL**

Representing **Washington Heights**

**QUESTIONS**

1. Since the last public event regarding the West Trade/Rozzelles Ferry CNIP in November 2016, what changes have occurred (community/business/policy) that may impact this project?
   
   **Response:** Inside Out Charlotte, funded by Knight Foundation, is a new effort to place true-size replicas of Gantt & Bechtler museum
STAKEHOLDER INTERVIEW NOTES

art pieces in the corridor. One potential location is at Booker Avenue & Beatties Ford Road – a piece that will go on a blank wall. Another location is in the Five Points Park. I love the art pieces! The thematic vision of hope. One will create an outdoor living room. The destination for art in the corridor should not just be here (at Five Points). Everywhere, it is important... A few days ago I took pictures of the JCSU pedestrian bridge being taken down. It makes me sad...

2. **What do you feel right now are the 2 to 3 most critical enhancements that would have the greatest impact on the Five Points Plaza? Tell us why and what the impact might be.**
   
   *Response:* A unique shop and restaurant gathering space. We have a great piece by Tejuola Turner. I always envisioned a unique bookstore here. I want to see something that invites the students to come out of campus and naturally blend in with the setting (shopping there rather than in the basement of student center). Bring a mixed use vision for Rozelles Ferry Rd. Bring JCSU, the feel of the gate, out to the rest of the intersection. Make sure that everything built can be rebuilt. We should have engaged the loiterers in conversation – some of them have artistic talent. They can help. We had a big festival, Soul Junction, in the JCSU lawn area south of the Duke Hall. We need a space that can do similar things at Five Points, perhaps by closing off a street, with nice, inviting and permanent provisions for gathering events.

3. **Similar question regarding the I-77 underpass. What do you feel are the 2 to 3 improvements that would have the greatest impact on the area? Why and what impact do you envision?**
   
   *Response:* In addition to the lights, there could be some artwork as well. Soften it. Make it a place to gather, like at McDowell (I-277 underpass).

4. **How do you anticipate the community or your organization will use the space? How would you be able to support the City in these efforts, specific to who will operate, maintain and own it?**
   
   *Response:* We want to contribute the public art piece. The ownership is to collaborate – keep collaborative efforts throughout the corridor.

5. **What else do you think we need to know as we continue to move forward with this project?**
   
   *Response:* Visioning piece must be carried out for the entire corridor. Constantly collaborating. All of us need to be brought in.
12:30 PM – 1:00 PM

SHANNON HUGHES
Representing Wesley Heights

QUESTIONS

1. Since the last public event regarding the West Trade/Rozzelles Ferry CNIP in November 2016, what changes have occurred (community/business/policy) that may impact this project?
   Response: There is a great need for this. We utilized the (Pilot Project) plaza until it got cold. The community really wants the gathering space. Residents from outside the area came to use the space. The street is now starting to feel homey and inviting.

2. What do you feel right now are the 2 to 3 most critical enhancements that would have the greatest impact on the Five Points Plaza? Tell us why and what the impact might be.
   Response: Make it a destination – inviting. More walkable. I’d like to see something in place of the convenience station. Create something to draw in the residents. See if we can lure a nice restaurant to the area. We need things that make the spaces at the intersection noticeable. Nothing makes you slow down and look - something beautified that represents the main entry to Historic West End. Something that allows you to see some action and grants provision for it. Make the space feel cohesive with the JCSU gate. Elements need to be fixed in place – permanent. We don’t want to lose the investment. Tejuola Turner artpiece area needs to be opened up.

3. Similar question regarding the I-77 underpass. What do you feel are the 2 to 3 improvements that would have the greatest impact on the area? Why and what impact do you envision?
   Response: It is an ugly barrier now. Passing through the light was cool idea, but it needs to be fixed and working permanently. This is an image problem we constantly combat: (the perception that) things don’t get fixed in West Charlotte, which conveys a message of neglect.

4. How do you anticipate the community or your organization will use the space? How would you be able to support the City in these efforts, specific to who will operate, maintain and own it?
   Response: In order for our communities to maintain it, this has to be something that makes us proud. Something that doesn’t include us will fail. If it is truly available for our communities that will enhance our neighborhoods, we will help maintain it.
STAKEHOLDER INTERVIEW NOTES

5. What else do you think we need to know as we continue to move forward with this project?
   *Response:* (With Ms. Marshall.) Keep the collaboration going.

1:00 PM – 1:30 PM

JUSTIN HARLOW
Representing Biddleville-Smallwood Community Organization

QUESTIONS

1. Since the last public event regarding the West Trade/Rozelles Ferry CNIP in November 2016, what changes have occurred (community/business/policy) that may impact this project?
   *Response:* I have attended all the charrettes in this area over the last 3½ years. The process for the charrette really encourages public involvement and participation because of how it involves everyone.

2. What do you feel right now are the 2 to 3 most critical enhancements that would have the greatest impact on the Five Points Plaza? Tell us why and what the impact might be.
   *Response:* Place-making – create something that communicates “This is a Place”; branding it as a place. A symbol that you have arrived. A welcoming environment. A place to read a book. Loitering would not be so bad if there was something active to do there. Make it a wifi hotspot. A user-friendly space. I love large scale games (oversize chess pieces). Places to sit. Bring in nature and a fountain. A bikeshare station. Better LED lantern lighting is needed. Permanent artwork with the history of the community.

3. Similar question regarding the I-77 underpass. What do you feel are the 2 to 3 improvements that would have the greatest impact on the area? Why and what impact do you envision?
   *Response:* The lights have to work. Add art. The underpass to NoDa (Matheson Ave. underpass) is a good, welcoming example. Create an extension of Uptown and make it inviting. I like art with persons and faces. Something that makes passers-by curious by what is here. It needs to create something unique and memorable, like the Philadelphia Love monument. I think of multiple layers and repeating elements. Make them large elements – big and memorable. Layers that buffer pedestrians from fast traffic to encourage walking.
4. How do you anticipate the community or your organization will use the space? How would you be able to support the City in these efforts, specific to who will operate, maintain and own it?
   Response: We can participate in cleanup and plan and program events for the space. We definitely need that branding, like large letters spelling “West End” at the underpass, for community buy-in.

5. What else do you think we need to know as we continue to move forward with this project?
   Response: People will really want the space to talk about community history. Make the space usable by all users, including seniors. Continue to modify plans with feedback – the effort has to build up trust with the community and secure buy-in in a collaborative process.

1:00 PM – 1:30 PM

WILLIAM HUGHES
Representing Oaklawn Park

QUESTIONS

1. Since the last public event regarding the West Trade/Rozzles Ferry CNIP in November 2016, what changes have occurred (community/business/policy) that may impact this project?

   (Note: Mr. Hughes was a walk-in who was not scheduled. He did not respond to this question because he joined in late on Justin Harlow’s interview.)

2. What do you feel right now are the 2 to 3 most critical enhancements that would have the greatest impact on the Five Points Plaza? Tell us why and what the impact might be.
   Response: We need lower level lighting. If you are here at night, you realize how much light is lacking and how drab it looks. The plaza needs energy. It needs to inspire people to be out with their neighbors, to go for a stroll or ride your bike. Place historic elements and markers. We are a community that stands to lose much of our history-telling with the transitions coming, so we need this to be about who we are.
3. Similar question regarding the I-77 underpass. What do you feel are the 2 to 3 improvements that would have the greatest impact on the area? Why and what impact do you envision?
   Response: It needs to create something memory-holding: that makes you think later, “I know where I am because I saw this...”, and “I remember this about Charlotte” (like the Philadelphia Love monument). Unique, one of a kind - “authentic” is the word. If I think of what the area represents authentically, I think of music, art, education. It must embody that history. I think of JCSU – how it is the highest point in the city (not many people know this about JCSU) and that can be something to tell a story about.

4. How do you anticipate the community or your organization will use the space? How would you be able to support the City in these efforts, specific to who will operate, maintain and own it?
   Response: My wife is involved with Keep Charlotte Beautiful and I’m always involved with Neighborhood Matching Grants efforts. Our goals as residents always include how to take care of our neighborhood places; it is a part of us.

5. What else do you think we need to know as we continue to move forward with this project?
   Response: Make sure that what is being done is done with all neighborhoods included, including the collaboration of all parts of the corridor.

2:00 PM – 2:30 PM

ALYSIA OSBORNE & MARIA FLOREN
Representing Charlotte Center City Partners and their Historic West End Initiative

QUESTIONS

1. Since the last public event regarding the West Trade/Rozelles Ferry CNIP in November 2016, what changes have occurred (community/business/policy) that may impact this project?
   Alysia provided an update of Historic West End Initiative’s efforts to date. HWEI is facilitating the community’s tactical plan to create a mixed use activity center from I-77 to French Street. The Knight Foundation has funded the program for 3 years ($1.5 million). The Tactical Plan has three strategy areas: “Engage” – creating connections; “Prosper” – creating an active neighborhood center; and “Enjoy” – creating memorable places. It provides very specific strategies and a timeframe for completing those strategies, with a marketing and communication strategy to advance them. Wayfinding and historical asset identification is part of the branding study now underway. The branding project timeline is to support the CNIP, so the branding process will wrap up in June – with brand
STAKEHOLDER INTERVIEW NOTES

messaging, brand concepts, & logo as part of the deliverables (although the key piece is the community mobilization framework underneath). Part of the branding will address strategies of communication – social media (etc.) and will address the digital divide in the area. We are currently engaging stakeholders, making sure we are getting everyone to contribute.

Besides her effort, Alysia mentioned other engagement activities underway. The 5 Points Community Collaborative is kicking off Savory Saturdays beginning in April. This is a breakfast food truck rally. They use those weekends as engagement opportunities. So that would be an opportunity for CNIP to also engage and bring questionnaires and boards. Contact J’Tanya Adams.

2. What do you feel right now are the 2 to 3 most critical enhancements that would have the greatest impact on the Five Points Plaza? Tell us why and what the impact might be.

Response: We need a defined gathering space – interesting, colorful and unique. For lighting, something more than just pedestrian lighting (not just the acorn): lights on trees and poles, etc. Cricket lights on all intersection corners. Think about projects incrementally – before, during and after construction. Gradual progress is important for buy-in. Slow, gradual, impactful change will make the community less fearful. The plaza at the end of State Street could go sooner than the other stuff – what can we do here in the interim to build momentum?

3. Similar question regarding the I-77 underpass. What do you feel are the 2 to 3 improvements that would have the greatest impact on the area? Why and what impact do you envision?

Response: Cap it. JK. No I’m not. At least, make it a much softer experience. There is too much hard surface out there and lack of lighting. Also so much dark shrubbery. Not enough color and vibrancy. A lot of lane space there – why not incorporate something green underneath? More lighting and vibrant, local art interventions. Murals – we have a mural program we can employ here.

4. How do you anticipate the community or your organization will use the space? How would you be able to support the City in these efforts, specific to who will operate, maintain and own it?

Response: City has to create a program or enter with a lease agreement with a nonprofit to maintain the space and take on liability. We couldn’t do food trucks because City requires a festival permit. We need an efficient and effective program. Yes, as part of this process we need to identify community partners and strategy – who are the partners to make it happen. We have an existing partnership structure that we can shore up more easily in West End than elsewhere. But the City has to make the program easier for our festival program. Open Streets (which was an astounding success, by the way) was like asking for a kidney. Funding and partnership strategy has to happen – we need to identify funding sources: e.g. Matching Grant. ASC has money willing to share. Rail Trail Symphony through Kaboom is an example that can be plugged in with a strategy. CCCP has that ability to pull in funding with
STAKEHOLDER INTERVIEW NOTES

neighborhoods on board (with a strategy).

5. **What else do you think we need to know as we continue to move forward with this project?**
   
   **Response:** We are all working to making this a great community. We need to be more included in the strategic planning. It helps us to know what we are advocating for. It is going to take us all. Bring in the local social and political partnering. This community embraces local artists more than other communities because they trust them to know the community better than outsiders. If we truly want to support their vision, how do we do it from a policy level? Right now it is like a guerrilla place-making effort for them because it is hard to get things done. Why the new rules if this is what the community is already doing?

3:00 PM – 3:30 PM

**GREG PAPPANASTOS**
Representing Argos Advisors/Savana Mill Redevelopment

**QUESTIONS**

1. **Since the last public event regarding the West Trade/Rozelles Ferry CNIP in November 2016, what changes have occurred (community/business/policy) that may impact this project?**
   
   **Response:** Traffic is increasing in the area (at least perceived). Speeding continues to be a problem, especially on Rozelles Ferry Rd. New development on State Street has been significant with development interests rising. The service station acquisition (behind CMC-Biddle Point) will increase traffic to State Street.

2. **What do you feel right now are the 2 to 3 most critical enhancements that would have the greatest impact on the Five Points Plaza? Tell us why and what the impact might be.**
   
   **Response:** 1) Public safety – traffic calming, creating better view corridors, addressing the loitering. 2) Wayfinding. Savona has no good marketing windows. It is a long uphill half mile. No sense of connection between those things. 3) Pedestrian improvements to the Plaza. (Addressing other kinds of improvements...) It is very difficult, from our experience in South End, to do food truck rallies, because you just need the space, the parking, the seating and hangout space, not just parking space for the trucks. You have to have more than just the street to do food truck rallies. Make sure you really have room to do it. Versatile hardscape may be better long term – for example pavement on the (women’s shelter) gravel lot. Maybe do ice cream stands.
3. Similar question regarding the I-77 underpass. What do you feel are the 2 to 3 improvements that would have the greatest impact on the area? Why and what impact do you envision?
   
   **Response:** The much bigger issue for walkability is that massive intersection of dead space at the cloverleaf you really can’t remove. There should be more discussion at the planning level about creating more buildable land on the interchange. We’ve facilitated major deals with that kind of interchange reclamation before. There is not much you can do about softening up. In my mind, separating pedestrians and cyclists is the most important and effective thing you can do here. The distance you have to travel is the issue. Having a protected bike lane in the street with bollards or separations is an easy fix. Do what you can aesthetically to improve it. Lighting is critical. Perception of safety diminishes greatly without light. Definitely you want that separation and buffering. A protected bike lane gets mostly what you need. Perhaps, with all its problems, look at the bridge as a place to *not* direct pedestrian and cycling traffic? Find other routes? Put dollars to other improvements that yield greater development potential. Things that enhance the plaza. Spend the real dollars on other improvements.

4. How do you anticipate the community or your organization will use the space? How would you be able to support the City in these efforts, specific to who will operate, maintain and own it?
   
   **Response:** Who has the right to program it needs addressing. Think through that piece well. Neighborhoods can be territorial and closed off to outside ideas. These things also always pose risks and liabilities. How are we going to raise taxes since an MSD is unsupportable here? For ten years South End MSD couldn’t do improvements outside a small area, and the portions in the MSD outside that area kept demanding and wondering when their tax dollars would reach them. To me the space can be publicly owned, but programming can be decoupled. So think carefully about what you put here. Build improvements like a glass box with a farmers market. Food truck money doesn’t generate program money. You have a busking program in Uptown. It has to be curated here that way to generate uses that draw people and create a revenue stream. I would also suspect that CCCP will have an interest to maintain a position here for their three years of investment here.

5. What else do you think we need to know as we continue to move forward with this project?
   
   **Response:** Blue Blaze is doing great business – their distribution model is picking up speed, so more buyers are getting familiar with the brand. However, their ability to get people to the Brewery is still critical and a big concern is the rerouting for GL2. Perhaps allow “blue blazes” (temporary Appalachian Trail-style signage) to be put on street.
STAKEHOLDER INTERVIEW NOTES

3:30 PM – 4:00 PM

T’AFO FEIMSTER
Representing LATIBAH Collard Green Museum

QUESTIONS

1. Since the last public event regarding the West Trade/Rozzelles Ferry CNIP in November 2016, what changes have occurred (community/business/policy) that may impact this project?
   Response: I’m working with Public Art History plots currently. One is at the Washington Heights neighborhood entry on Booker Avenue to see what visual imagery they might want on a selected art plot in a median. We are hoping that old rail tracks may be uncovered during the streetcar construction so that we can create an art piece with the tracks. (These tracks would be special to the neighborhood, since Washington Heights was developed in 1910 as Charlotte’s first African American streetcar suburb.)

2. What do you feel right now are the 2 to 3 most critical enhancements that would have the greatest impact on the Five Points Plaza? Tell us why and what the impact might be.
   Response: First, I see the space being an a static transitional place for individuals of the community as they go to and fro in the movement of the community traffic or perhaps a place to stop & relax, taste and snacks, take in the sounds of street music, street performances, a place for casual meet ups, light shopping or just sightseeing. Look for the inspiration at The Square – particularly at the statues on the corners of Trade and Tryon. I want to see something like The Square here! Some symbolic sculpture on each corner that represents and memorializes our history, surrounding the intersection. Put lights in the trees. Concrete benches/tables. Any walls should have art that reflects the community.

3. Similar question regarding the I-77 underpass. What do you feel are the 2 to 3 improvements that would have the greatest impact on the area? Why and what impact do you envision?
   Response: I tried to appreciate the full effect of the artwork but I have never seen it! Lighting was good as a concept, but then there is nothing there during the day. You need daytime features.

4. How do you anticipate the community or your organization will use the space? How would you be able to support the City in these efforts, specific to who will operate, maintain and own it?
   Response: As an organization, we could be a partner of a core community committee that’s made up of individuals, organization,
etc., who can operate, maintain, and own or have access to resources that could manage those areas. We (LATIBAH) provide certain programs that could complement the space. Another suggestion could be to contract out qualified individual, groups, organization, business, etc., for period ownership, say a year, to operate and maintain the space. This could be done via (redistribution) grants to the selected period owner (manager) based on their application / proposal submission, interviewing, and other vetting as needed to determine their qualification. The core committee could act as a grantor and oversee the grantee (the space manager).

5. What else do you think we need to know as we continue to move forward with this project?
Response: I think that it’s important to consider the surrounding area also as a part of the space development. There are vacant small buildings in the areas that could be converted to gift shops, coffee shop, etc. that would complement the developing space and give the public more to see/visit and do while in five points. You can also consider installing art history plots in negative spaces within the surrounding space where possible. It is important that art, and various structural designs reflect the community’s history and culture where possible. Where possible, obtain local artist to participate in creating & designing art. Consider Clinton Park (a development in process to improve an open lot owned by Clinton Chapel AME Zion Church) as place to complement the developing space. It’s important to have the 5 Points area be constantly active and this could be done by involving area business, institution, organization, etc. Make them partners in the 5 Points development with the idea of them intentionally incorporating the 5 Points concepts/objectives within their entity. These entities could host various forms of entertainment, provide/up fit space in their place of business to complement the 5 Points initiative. Consider adopting and actively marketing a 5 Point theme along with the logo.

4:00 PM – 4:30 PM

Sue McKellar
Representing Carolinas Medical Center-Biddle Point

QUESTIONS

1. Since the last public event regarding the West Trade/Rozzelles Ferry CNIP in November 2016, what changes have occurred (community/business/policy) that may impact this project?

   (Ms. McKellar has just recently been introduced to the project.)

2. What do you feel right now are the 2 to 3 most critical enhancements that would have the greatest impact on the Five Points
Plaza? Tell us why and what the impact might be.

Response: Lighting would really help. Ways to improve lighting on State Street would address some of our needs. Enhancements need to be a deterrent to loitering attracted to Church’s parking lot, which continues to be a safety problem. Two to three weeks ago, a stolen vehicle was brought to the Church’s parking lot, for example. The shrubbery in our grounds and surrounding areas became places for some of the women to deposit their belongings before they entered shelter. We needed to trim these and cut some down. (Randy Harris will put Ms. McKellar in contact with her community coordinators.)

3. Similar question regarding the I-77 underpass. What do you feel are the 2 to 3 improvements that would have the greatest impact on the area? Why and what impact do you envision?

(Ms. McKellar indicated that she could say little about this area.)

4. How do you anticipate the community or your organization will use the space? How would you be able to support the City in these efforts, specific to who will operate, maintain and own it?

Response: Food trucks might bring use for our employees and clients — still, what you put there and how much it can curb loitering is the issue to address. Ladies from the women’s shelter often hang out there. Some of them attempt to sit in the lobby. More community patrolling is needed.

5. What else do you think we need to know as we continue to move forward with this project?

Response: We have some uncertainty over what will become of the service station and the abandoned house just acquired (between CMC and Clinton Chapel properties). These are being torn down. We don’t know what may ensue to cause traffic to be blocked both with this and the streetcar construction. We currently utilize the Clinton Chapel parking lot and lease the gravel space from the women’s shelter. I have heard rumors that power cut-offs or outages have been happening with similar construction efforts. I really need a contact and be kept in on the loop on these kinds of matters, as we don’t have a back-up generator, and I have to have enough time to relocate medications if they are to happen.
Wendy Taylor  
Representing North Carolina Department of Transportation

QUESTIONS

1. Since the last public event regarding the West Trade/Rozelles Ferry CNIP in November 2016, what changes have occurred (community/business/policy) that may impact this project?  
   Response: Did not attend last meeting.

2. What do you feel right now are the 2 to 3 most critical enhancements that would have the greatest impact on the Five Points Plaza? Tell us why and what the impact might be.  
   Response: No comments on Five Points intersection.

3. Similar question regarding the I-77 underpass. What do you feel are the 2 to 3 improvements that would have the greatest impact on the area? Why and what impact do you envision?  
   Response: I would like wider space to walk under the bridge.

4. How do you anticipate the community or your organization will use the space? How would you be able to support the City in these efforts, specific to who will operate, maintain and own it?  
   Response: NCDOT maintains everything within NCDOT R/W.

5. What else do you think we need to know as we continue to move forward with this project?  
   Response: Although comprehensive comments will be provided by NCDOT related to the I-77 underpass concepts, a brief overview is provided below.  
   • A traffic study will need to be provided for any ramp modifications. It will need to project traffic out 10 years.  
   • Concept #1 has less concern with the ramp modifications than with concepts #2 and #3.  
   • Clear zone is 10’.  
   • Raised planter boxes can be located outside the clear zone but not within.  
   • Pedestrian lights must be breakaway type.
STAKEHOLDER INTERVIEW NOTES

- Must follow NCDOT Planting Guidelines.
- NCDOT also has an Aesthetics Manual we will need to review and comply with.
- Anything perceived as Art or under direction from an Artist will need to be reviewed by NCDOT Art Committee.
- NCDOT Structures Unit reviewed the concept of retaining walls under the bridge previously and did not approve.
- No irrigation will be allowed in the planting strips.
- Comprehensive markups for each concept will be provided in the near future.

4:00 PM – 4:30 PM

LEE JONES
Representing Mecklenburg County Park & Recreation

QUESTIONS

1. Since the last public event regarding the West Trade/Rozzels Ferry CNIP in November 2016, what changes have occurred (community/business/policy) that may impact this project?
   Response: Gwen probably got you up to speed with our greenways. The only thing I would add is that we have an on-going partnership with JCSU to provide amenities for Biddleville (Biddleville Park and Irwin Belk Complex) and we see this as an important access point.

2. What do you feel right now are the 2 to 3 most critical enhancements that would have the greatest impact on the Five Points Plaza? Tell us why and what the impact might be.
   Response: Create more easily accessible public areas – plazas or shaped spaces that enhance the life of the community and provide “Eyes on the City”. Steps to follow: create safety; pedestrian connectivity; enhance sidewalks / bicycles routes – it becomes transportation with the shaping of the space. Provide a more viable pedestrian environment down West Trade Street.

3. Similar question regarding the I-77 underpass. What do you feel are the 2 to 3 improvements that would have the greatest impact on the area? Why and what impact do you envision?
   Response: Enhance connectivity to the park and greenway. Besides Frazier Park, we have a small triangular park in Third Ward, and we currently don’t have great access to it as people get easily diverted away from it. Signage from the relief at ramp from I-77 could help as well as to orient folks to the presence of the greenway.
4. **How do you anticipate the community or your organization will use the space? How would you be able to support the City in these efforts, specific to who will operate, maintain and own it?**

   **Response:** Terri Stowers and Al Bangoura run our community recreation programs, so get in touch with one of them. We have a few such facilities that utilize community programming. Is there a plaza area to sit and eat in? CCCP and David Furman are currently working on one for the Rail Trail. Some sort of similar enhancement could work here.

5. **What else do you think we need to know as we continue to move forward with this project?**

   **Response:** Include the public, private sector, and residents - one thing that has to happen is for each entity to provide input. You are going to have get people to the table. Get buy-in on direction and goals.

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**May 1, 2017 Stakeholder Interviews**  
**Neighboring Concepts Office (1635 West Trade Street, Suite 1A; Charlotte, NC 28216)**  
**1:00 PM – 1:45 PM INTERVIEW**

**JERRY McJUNKINS and PRISCILLA STARR-WOODS**  
Representing **1800 Rozzelles Ferry Road (on behalf of their mother, Willie Lee Starr)**

**Interviewed by:** Alysia Osborne, Mickey Geiser, Randy Harris, Eric Orozco

**SUMMARY**

- Eric Orozco welcomed Jerry McJunkins and his sister Priscilla Starr-Woods to the meeting, both children of the property owner, Willie Lee Starr, who is beginning to suffer from dementia and cannot easily represent herself. Eric described the CNIP process from the beginning. Eric’s presentation summary was video recorded by Jerry in order to show the project details to his mother.
  - During the Project overview, Eric also described the Five Points Pilot Project and the study that led to the pilot program with Gehl Studio, which had analyzed the deficits of Five Points intersection for public life in 2014. He explained that the resulting Gehl Public Space Plan in 2015 had come up with four strategies for improving the public realm at Five Points, including a recommendation to activate the spaces next to and behind their shops for programming community activities. He described the results of the programming of the Pilot the following year in 2016 to test the community management of a similar open space. As a result of the successful Pilot, the community was now confident to proceed with the vision and goals for the Five Points Plaza that Gehl Studio had helped the community draft. Eric explained that the CNIP team, which is tasked with the City of Charlotte’s
side of the public realm improvements though the West Trade/Rozelles Ferry CNIP, is now reaching out to adjacent property owners to help create a holistic improvement strategy that would advance the Five Points Plaza vision in partnership with them.

• Jerry and Priscilla explained that they are exploring options to sell the 1800 Rozelles Ferry property in order to help support their mother, who is transitioning into assisted living care. Their goal is to sell the property. A second but less preferred option is to improve the property, perhaps with the assistance of such programs as the façade grant. The interior improvements needed, however, are the major issues, and these will take major investment and effort to improve.

• They have two other siblings also involved (the name of the second sister is Cynthia Starr-Brown).

• Willie Lee Starr, the owner, is no longer able to be involved in the day to day business operations for the property. This property could provide that support for her, so they are hoping a developer will purchase the property. They asked about the potential for the City to purchase it.

• According to Mr. McJunkins, three shop tenants currently lease spaces.
  o Paul Andre makes his own clothes in one of the shops and would hopefully be able to renew with a new owner.
  o The WestSide C Store business owner has other businesses that he wants to focus on and is moving.
  o The barber shop will need to move on (apparently, it does poorly).

• Most factors make the sale of the building and land ideal for this time. Rather than staying with the current conditions, they would like to find a reputable buyer to find better uses for the property as they want to honor their parents’ legacy.
  o Alysia asked if they had a timeline in mind to sale, and they replied, “By this afternoon?” She immediately went to work to match them with responsible buyers who would respect the history and culture of the neighborhood and who are looking to do what is right.

• Alysia explained how a similar business on H Street in DC approached their version of the “welcoming committee”. First they organized and hired some of the individuals to form a cleaning team to keep up with the space. It turned out that many of them have musical talents, so they also created a sound stage to create opportunities for local performances. Randy remarked how these stewards are now instrumental in taking care of the space and watching out for the vicinity. “It’s basically human respect,” Mr. McJunkins remarked.

• Eric asked Mr. McJunkins how he would recommend the CNIP team reach out to the WestSide C Store clientele to hear their thoughts about how to design the space, since their ownership of the project is needed.
  o Mr. McJunkins believed the best way was for himself to serve as a facilitator to set up a meeting on the site. “They trust me, and they know who I am. They are respectful – they are always respectful toward my mother”. He recounted how they take care of the property, making sure no unfamiliar person tries to rob the store. In conversing, he recounted many of the previous issues the store has had with the City regarding loitering. He remarked that attempts to prevent the loitering, such as citations, fences,
arrests and such have proven to no avail. The “welcoming committee” has come back regardless all the time. “Everybody needs a nice place to belong in,” Mr. McJunktins explained. They claim it as “their place” for their community. Many bring their own chairs.

- What Mr. McJunktins advised is for himself and the team first engage the unofficial spokesperson of the “welcoming committee” to see when and how to meet with the CNIP team to discuss design. What will probably happen is that someone who speaks up for the group to arrange the meeting (highly probable that this would be a gentleman named Ron, who is always there in a lawn chair). He would be instrumental in arranging a design discussion and bring the others on board.

- The CNIP team can then arrange a time to make a presentation and discuss their ideas.

- Mr. McJunktins envisioned making a presentation on a large screen, but Alysia recommended something more unobtrusive like a tablet presentation.

- Mr. McJunktins thought the best time would be 5:00pm or 6:00pm on a Friday evening, when the most people gather.

• Jerry McJunktins can be reached at 704 458-0584 (email: jerrymcjunktins@mac.com).

2:00 PM – 2:45 PM INTERVIEW

TERRI STOWERS
Representing Mecklenburg County Park and Recreation – Community and Recreation Services

Interviewed by: Chrystal Joy, Mickey Geiser, Randy Harris, Eric Orozco

• The project team members provided Terri Stowers, Director of Community and Recreation Services with Mecklenburg County Park and Recreation (MCP&R), an overview of the CNIP progress up to this point for the Five Points Plaza and West Trade Street/I-77 Underpass Enhancement projects. Eric summarized the results of the March 21, 2017 Charrette in the overview, including a walk-through of the various concepts developed by the urban designers for the Five Points Plaza. Eric explained that the reason the team had reached out to her for an interview was that Park and Recreation’s Director of Capital Planning and Alliance Development Services, Lee Jones, was interviewed at the Charrette. When asked about the potential of Park and Recreation to partner to help support the community’s programming effort for the Five Points Plaza, Lee had recommended the CNIP team reach out to Terri to discuss the recreation programs.

• In response, Terri explained that she typically pairs up programming for spaces such as Five Points with recreation centers nearby, the closest in this case is the Wallace Pruitt Recreation Center attached to Bruns Academy, which is a small facility and probably could use additional spaces.

  • Staffing and funding are delimiting factors for programs.
STAKEHOLDER INTERVIEW NOTES

- Since Wallace Pruitt is landlocked when the school buses pick-up, there is thus a period in the afternoon to release staff to other facilities and that might represent an opportunity to provide staff time for programs here at Five Points during this window.
- She recommended that the team reach out to interview Mr. Pruitt – a former community president who would have a lot of insight and pointers and whose office is in the center.
- One thing she mentioned later about this facility is that nannies are bringing people to Wallace Pruitt, evidence of a community in transition.
- MCPR also does a lot of work with JCSU students. These students often do internships and other programs in their facilities. Perhaps their current staff who supervise programs for the students could utilize the space for activities.
- Terri explained that they now mainly hire part time staff for programs. If funding from donors is lined up, they can run a program with full or part-time staff, often with teams of volunteers. If you get the right grouping of sponsors, there is some potential satellite facilities for programs can prove beneficial. She noted how programs for public spaces are becoming popular and successful (a good example is the Klyde Warren Park in Dallas – the park over the cap of the Woodall Rogers Freeway).
- Terri provided the project team with a general description of the kinds of recreation programs and services Mecklenburg Co. Park and Recreation runs for communities, emphasizing those that could potentially involve bringing staff and programs out into the community, including:
  - Outdoor fitness activities.
  - Greater Enrichment Program may do after-school in their facilities, but MCP&R does not run after-school programs, even though Jim Garges has been caught speaking about it.
  - Summer camps – 200 people used to be hired in the summer, but in 2002 got cancelled. Now do only 25 people are contracted periodically.
  - Cultural Blocks with ASC (County gives them money).
  - Seniors and play.
  - Programming for musicians.
  - Libraries – reading under the stars.
  - Connecting Kids to Nature – programs to do greenways (partnered with Nature Preserves).
  - Four H and community gardens – 160 volunteer Master Gardners master food program with food demos. Amount of programs is phenomenal. NC State and NCA&T. Farmers markets.
  - Therapeutic Division with special needs. – inclusion. Autism. Integrated with other programs – Paralympics. Visually impaired and deaf/hard hearing. All ages. Can be led by adults with disabilities as opportunities for employment.
  - Teen employment program 13-16 yo. With low GPAs – 43 total. Track meet facilitators & pooper scoopers at dog parks.
STAKEHOLDER INTERVIEW NOTES

- Most of the centers have Senior programming. Can partner with senior centers. 3 traditional senior centers – 4 more rec centers operate as seniors centers during the West Charlotte & Bette Rae.
- Money to do the events is needed. But some need little to no money, e.g. popup art classes, jump rope & hula hoop contests.
- Safe play dates. Parents don’t feel safe to go to park (Arbor Glen, Tuckaseegee). We provide a full-time staff person and one of the employment corp. Keep kids outside and active – do some literacy work with them. Takes place breakfast – lunch time. Work closely with library.
- Recess – play instruction at 26 schools. Kids lives are so structured they don’t know how to have unstructured time. Teachers are afraid they are going to get hurt. Rec Ctrs are sleepy during the middle of the day and so we send staff out to schools. Bruns Academy. University Park. “Dr. Recess“ (curriculum). Show them how to play the games.
- Bike initiative – teaching them how to ride bikes. Bike camp out of Wallace Pruitt –can check out a bike and ride through the park – check out the bike and pass the safety class and check the tires to do these ride events. Do the bike camp through the greenways – safely ride at a young age.
- 500 kids participate at Track programs – every Saturday at JCSU

May 3, 2017 Stakeholder Interviews
Neighboring Concepts Office (1635 West Trade Street, Suite 1A; Charlotte, NC 28216)
9:00 AM – 9:45 AM INTERVIEW

MICHAEL DONEY
Representing 5 Points Realty

Interviewed by: Alysia Osborne, Mickey Geiser, Lamar Davis, Eric Orozco

SUMMARY

- Eric provided Mike Doney, who is familiar with the WT/RF CNIP, a quick recap of the latest CNIP undertakings. Mike was curious not only about Five Points, but also the Turner Avenue and State Street improvements, as his company owns several properties along both streets. Alysia and Eric walked through those improvements and discussed these with Mike as well.
- Introduction of 5-points ideas.
  - Michael reaction
    - Not big on child playground areas.
STAKEHOLDER INTERVIEW NOTES

- Splash pad – doesn’t seem like a place people would play with their kids – too close to the road.
- Liked the swinging high concept – no sail shades – big on seat walls.
- Preferred plaza / green option. Terraces are fun.
- Walkable center / festival / market – well received as well.
  - Maybe change the splash pad to a sculptural fountain.
    - Want a place that integrate the space so everyone can use it. not just the welcoming committee.
    - Statue or monument for civil rights throughout corridor?
- I-77
  - Liked the large letters,
  - Is there any progress with pulling in the ramps and shrinking the NCDOT ROW between 5th and Trade?
- Questions
  - 2 or 3 critical improvements? 5-Points
    - See something that makes everyone feel welcome.
    - Traffic is getting worse – think about signals and safety for peds and bikes.
    - Land around Churches and medical center (church lot at women’s shelter) – how to help that redevelop – access improvement?
    - Open up / continue plaza improvements on West Trade Street right-of-way – method to reduce blight and stop impromptu parties. Discuss with City? Block traffic to discourage current activities.
  - Improvements – I-77
    - Must have better lighting, much brighter lighting.
      - Supportive of improved lighting or brighter artistic lighting options under the bridge.
    - Murals are common. Need something unique. Really liked the WEST END letters scheme.

10:00 AM – 10:45 AM INTERVIEW

REV. RALPH E. WILLIAMSON
Representing Clinton Chapel AME Zion

Interviewed by: Alysia Osborne, Mariate Echeverry, Mickey Geiser, Lamar Davis, Eric Orozco
STAKEHOLDER INTERVIEW NOTES

SUMMARY

• Rev. Williamson was given an overview of the CNIP Five Points Plaza and I-77 Underpass Enhancement projects.
• The points were made in discussion concerning Clinton Chapel AME Zion interests and plans:
  o Rev. Williams had questions about zoning on State Street.
  o Turn arounds after redevelopment of lot on State Street?
  o Traffic impacts to the church?
  o How does church fit into everything else going on so they don’t get boxed in?
  o How does the City see the church fitting in, rather than waiting to move?
    ▪ Conversation of the church / with the church.
    ▪ Supportive of the 5-Points Plaza.
    ▪ Sees opportunity for a life / resource center in this area.
      • Public and meeting space, computer lab.
      • Child development center
    ▪ Wants 1 or 2 new buildings but looks like they will be boxed in by redevelopment.
    ▪ What helps the survival of the church? Income potential or commercial partnership?
  o Utility easement (AT&T or other?) using up some property area.
  o Historic Black Church in a new multi-ethnic neighborhood
    ▪ How do they serve the neighborhood and remaining congregation.
    ▪ What is the place of the church 5, 10, 20 years out?
    ▪ Church wants a park off of Coxe Avenue – already owns parcels.
    ▪ Maybe affordable housing. Need partnership.
      • Can this presentation / conversation happen at the church?
  o How do we proceed?
    ▪ Offer information to church staff?
    ▪ Eric offered mini-presentation version of Charrette
    ▪ Gather church ideas for City projects.
    ▪ Neighboring Concepts offered to do the church master plan. Eric to set meeting.
    ▪ Church meeting with Pam and Staff (City affordable housing group).
  o Church has talked to the welcome committee
    ▪ Limited discussions.
    ▪ Food and clothing ministry.
    ▪ Personal care, referrals, interventions.
    ▪ The community has great communications
STAKEHOLDER INTERVIEW NOTES

- Most of their support starts with / goes through landlords.
- AA and NA – offer space for activities.
  - Church works with JCSU, volunteer opportunity, support students with needs.
  - Spoke to City and Social Services – how can the church support those efforts – life center.

11:30 AM – 12:00 PM INTERVIEW

DENISE BALL
Representing Johnson C. Smith University

Interviewed by: Mariate Echevery and Eric Orozco

SUMMARY

- Eric and Mariate provided Denise Ball with an overview of the CNIP process to date. They explained the various concepts that had been proposed by March 21 Charrette and explained the need to program the Five Points project area with activities that supported community life and served the community. Eric explained that one goal was to integrate better access to the JCSU campus and to create a more inviting public spaces for students to enjoy.
- Eric then asked Denise if JCSU had formulated any goals for the Five Points and I-77 Underpass areas.
- Denise provided the following points:
  - Elderly people recall that there was a lot of things to do formerly at Five Points (e.g. the theater, Rev. Orr used to come here a lot.) Today, we don’t want to go there or stay in the area until we can feel safe here with a baby stroller. Many JCSU employees would love to move here. We’d love it to be safer.
  - Walk to Mosaic feels unsafe for many.
  - Underpass area needs to be safe – we recommended students to walk in groups. We are only a 12 minute walk to Uptown. So we just need it to feel nice, and help with the crime situation.
  - Places to sit and study outside would be wonderful.
  - We spend a lot of time in our community gardens. The aquaponics garden just recently completed. The area has 15 sets of tables and chairs.
  - Dr. Otinburo, “Dr. O”, often heads Community Service Projects – service learning for the students (e.g. we built the first playground in Lincoln Heights).
  - We send a lot of students to volunteer at Bruns Academy.
STAKEHOLDER INTERVIEW NOTES

- I would like to see a vegetable stand and fresh flowers at Five Points. Dr. O works with Mecklenburg Co. Farmers Market to sell produce.
- Host a mini “Festival in the Park”. Bring events for arts. I always wanted to see something that draws people like those.
- Restaurant – like Dish. Offer soul food.
- Create something like Memphis’s Medical Distict, where you can encounter people in the alleys playing music.
- For service opportunities:
  - We can send an email blast for volunteering.
  - We can offer sign-up for activities. Community services was a graduation requirement (but was removed 3 years ago – that could change with new leadership).
  - Greek clubs.
  - Park cleanups.
  - Playground Build.
- Lori (lastname?) of Park and Rec coordinated JCSU’s participation with the opening of Romare Bearden Park. She can set up part time music arrangements.
- Take all the fencing down is a long term goal.
- For next steps contact Joy Page – JCSU VP of Institutional Advancement.

May 4, 2017 Stakeholder Interviews
CMGC (600 E. 4th Street) 12th Floor; ENG – Large Conference Room
10:00 AM – 10:45 AM INTERVIEW

VICTORIA JOHNSON and RODNEY JAMISON
Representing Solid Waste Landscape Management (Director & City Deputy Dir., resp.)

Interviewed by: Erin Chantry, Chrystal Joy, Chris Petterson, Lamar Davis, Eric Orozco

SUMMARY

- Team provided an overview of the process to date.
- What is their expectations to use that space that will be usable? Maintenance is one thing keeping the area clean is another. Look at
STAKEHOLDER INTERVIEW NOTES

what they will take pride in.

- If we put a container there – the rotation of litter is important. We spend a lot of time out there. I’m concerned about the funding. What I’m thinking is – solar garbage can that compacts and sends a signal that it is time to be collected. Dual receptacle with recycling and put them close together. In order to help us reduce the amount of litter there.

- Once you create the space – how do you get the community to embrace the space? Create a positive image.

- Erin: HWEP will help us create a roundtable to create a program.

- Response to programming: They have been spending a lot of resources over there. Instead of decreasing we will increase litter. Councilmember Austin is on speaker with us. I hope it takes off in the direction you want and doesn’t die down. Whoever comes in is important to work with. Erin – can get the space we need through rezoning.

- Twin containers - $6500. But to what end can these containers be used? (They can sit on them and rig them to store drugs.) Personnel are accosted at times. 3-11 shift is a struggle for maintenance employees. There is going to be a challenge in the area. We are game, but we have to be realistically about the challenges. When the city invests that amount of money we have to make sure the community takes ownership. Gather it up during the weekend. Send someone from Operations to programming discussions.

- For the monuments – who is going to keep them clean? Think about the costs of keeping the monuments clean. We can give you an estimate of costs/number of hours per year it will take.

CMGC (600 E. 4th Street) 12th Floor; ENG – Small Conference Room

11:00 AM – 11:45 AM INTERVIEW

QUINN HALL
Representing Landscape Management (Director)

Interviewed by: Erin Chantry, Chrystal Joy, Chris Petterson, Lamar Davis, Randy Harris, Eric Orozco

SUMMARY

- Team provided an overview of the process to date.

- Five Points:
  - Discussion on the issues faced by Landscape Management (LM) in the areas:
    - Those businesses are problematic (Randy: C Store lease won’t be renewed).
STAKEHOLDER INTERVIEW NOTES

- Benches have been removed – vandalism has been a problem.
- Solid Waste has been actively maintaining only the right of way areas.
- They will increase foot patrols and bike patrols.
- They always send 2 people there.
- Issues with Church’s:
  - Illegal grease dumping from Church’s (5-6 years ago). They were cited by Stormwater.
  - In past 3 years we were approached by HWEP and realtors to provide enhancements – improvements didn’t last long.
- Behind M&F Bank – fence put up to protect artwork.
- We have had problems with PC Godfrey (not cooperative).
- Not much dealings with JCSU.
- I-77 Underpass:
  - LM maintains the two corners of W. Trade by the I-77 east side ramps. They cleared out the hedges on state right of way.
  - Corner of Wesley Height Way and W Trade in front of Marathon is maintained. We always maintain street trees.
- There are no means to actively maintain or repair hardscape markers. Physical structure presents a problem for the City. We are plant people. We don’t have a mechanism of maintaining activated public spaces – how do we maintain them? We have the money for Polk Park.
- Landscape Management duties for Polk Park: fountain and vegetation; pavers on city owned land.
  - Fountain work is contracted out.
  - Trees will be dealt with by Tree Ordinance.
  - Solid Waste maintains sculptures and clock.
  - Street Maintenance handles pavers.
  - Special tax district funds it.
- Could the department do it to maintain? Always been a problem to get the funding. We don’t to get it sometimes.
- Splash pad
  - Needs water source
  - We have a fountain contract right now and that will be easy to pick up.
- A piece of art or structure is always hard to do and troublesome.
- Tie to artists. Places with art – merger of city/state/private property but the ownership of who maintains the pieces tends to get convoluted over time and those become problematic. How do we keep funding it?
- All agreed that if the City is investing this money, we have to maintain it. Quinn: “If we build it, we maintain it. If you build it, you
May 5, 2017 Stakeholder Interview
CMGC (600 E. 4th Street) 14th Floor; ENG-RE – Room 1428
9:00 AM – 9:45 AM INTERVIEW

CATHARINE COOPER, JULIE MILLEA, and STUART HARBORNE
Representing City of Charlotte Real Estate Services

Interviewed by: Erin Chantry, Chrystal Joy, Chris Petterson, Lamar Davis, Randy Harris, Eric Orozco

SUMMARY

• The CNIP Team provided an overview of the CNIP project to date, including a summary the Gehl Pilot Project work.
• The first concern of the interviewees was on the potential to run into issues with neighborhoods for creating public space. In response, the CNIP Team provided the following:
  o Team reviewed the public input, which has been very supportive of the effort, and the need to move beyond vision into actionable steps.
  o What is needed now is to mobilize the programming needed to make the space successful.
  o Erin Chantry explained that the CNIP Team is planning a meeting with the Board of the Historic West End Partners (HWEP) to discuss their ability to organize and manage programming and provide the ownership of the space that would be needed before building the kinds of designs created at the Charette. The City does not want to under-design the space, but we want to make sure we talk to the involved partners who will manage the space for the community. The intent is to form a round table with many partners to create a strategy that can create the parameters for the design scope.
  o Randy also mentioned that the CNIP Team is going to engage the “welcoming committee” also for their input to secure effective local buy in.
• Catherine, Julie and Stuart provided the following input:
  o “One of the most attractive opportunities is the Two-Way site,” said Julie. Students need to have something else to bring them there. The area around the JCSU gate is always empty when she passes by. There is a huge population of people right there who could use the space, like JCSU students, who would immediately populate the area if they felt welcomed.
  o Do we have models of programs? - County does most of the parks; we’ve never done any maintenance agreements. We’ve done leases. There is somewhere in Central and Eastway where HOAs say they will maintain areas. I’ve done some
agreements where we allow activities on City owned property, e.g. the Carolina Theatre Pocket Park, which transferred back to owner.

- On property acquisitions for right-of-way, the City would have to justify the acquisition. The CNIP Project Manager would do estimates for these.
- Real Estate would need 50-70% design before they would get involved. They would have to have appraisals and get a survey of the area that the CNIP team wants and then negotiate it. The negotiation will take a while.
- An option on the table is to do a total take, especially for a tear down.
- The hospital will not donate their piece to us, so that will be a purchase.

- Real Estate would like to be invited to hear what the community members are saying. The team related that the next public meeting is probably to be held in early summer.

May 15, 2017 Stakeholder Interview
Neighboring Concepts Office (1635 West Trade Street, Suite 1A; Charlotte, NC 28216)
12:30 PM – 1:00 PM INTERVIEW

TANYA DIAL-BETHUNE, SVP/Senior Commercial Lender
Representing M&F Bank, phone: (704) 332-2121

Interviewed by: Erin Chantry, Chris Petterson, Eric Orozco

SUMMARY

- Team provided a review of CNIP work to date.
- In response, Tanya provided an overview of the bank’s efforts regarding the space.
  - They are partnered with the ASC to provide custodianship of the Tejoula Turner art installation
    - The bank donated that space to ASC years ago (1999/2000) to improve the area with art
    - There is a current written agreement with ASC
  - Tanya related that because of nuisances related to the people loitering, the bank and she personally has undertaken several efforts.
    - She has been on the JCSU task force, who wants the space to be open to more people and become family friendly
    - They were trying to get the rest of the corner at one time (acquiring the right-of-way from the City)
STAKEHOLDER INTERVIEW NOTES

- When store is not operable with a liquor license, the “friends” (WestSide C Store clientele) appear to frequent the area much less (they still do grill-outs in the street in the summer and play cards)
- Because of damage or abuse of the Turner pieces, the ASC came back and retouched / improved the work and fenced it into the bank’s property in 2012
- Erin Chantry explained that the CNIP Team’s hope is that with they can utilize the extra space to better program the space
- Tanya responded that she would first share the proposal to the CEO
- She discussed probable parameters she could foresee:
  - The bank would probably be interested in some sort of partnership
  - There would be a need to retain some separation from the driveway
  - She would discuss the matter with the CEO and get back to us on his thoughts
- Tanya had a discussion with the CEO the following day and called Eric Orozco with an update on Wednesday, May 17:
  - No on sale - the bank would not be willing to sale the corner, as they want to retain the present property intact in order to preserve future options
  - M&F Bank would be open to considering a maintenance agreement of some form to allow the corner to be opened to public use
    - Their driveway still needs to be fenced off
    - As the first step, Tanya recommends the team approach the ASC to open the discussion over the Tejoula Turner Artwork space, and she is available in June to help engage in those discussions (she is on vacation through the end of May)

May 18, 2017 Stakeholder Interview
CMGC (600 E. 4th Street) 12th Floor; ENG – Small Conference Room
3:00 PM – 4:00 PM INTERVIEW

WILLIAM HAAS, Special Projects Director
Representing City of Charlotte Engineering and Property Management

Interviewed by: Mickey Geiser, Eric Orozco
STAKEHOLDER INTERVIEW NOTES

SUMMARY

• Team provided a review of CNIP work to date.
• Five Points Plaza
  o William agreed with a Round Table discussion for programming the space. Historic West End Partners could be a champion of the effort.
  o Project should create a district, a place.
  o William’s group only controls one park – Polk Park. It is currently being re-envisioned, effort led by Grant Meacci.
  o Plaza ideas
    ▪ Community Gardens, Farmers Market, and meeting space all good options.
    ▪ Shared road on State Street, with food trucks in the Plaza could also be successful.
  o Plaza should be used by JCSU students.
  o Lighting should be a primary goal for the project / area.
  o Plaza should be interactive – it needs more than simple “stagnant” amenities.
• I-77
  o Can the bridge girders be painted? Different colors?
    ▪ Light projections or faux ceilings with color would be great.
    ▪ Supportive of a short retaining wall – liked the McDowell wall.
    ▪ Planting beds would enhance the area.
    ▪ Discussed the realignment of the loops – very supportive of a safer cross section with more green space immediately west of the I-77 bridge.
    ▪ Ideas
      ▪ Can a large arch be placed over Trade Street?
        o Tall enough that it can be viewed from both sides of the interstate – show it’s a real gateway in both directions.
        o Decorative elements need to be substantial enough to get people 1. Under the bridge and 2. Up the hill to Five Points.
    ▪ Projects will require permits for lighting and structures.
• Next interviews?
  o Arts and Science Council
  o Nearby Biddleville and Seversville residents
  o 1800 Rozelles Ferry Rd. clientele
  o Current area tenants
  o William recommended reaching out to Police and Fire
STAKEHOLDER INTERVIEW NOTES

- Contact the CPTED (Crime Prevention through Environmental Design)
- May be Metro Division? Call the Division Captain to discuss.

June 15, 2017 Stakeholder Interview
Neighboring Concepts Office (1635 West Trade Street, Suite 1A; Charlotte, NC 28216)
2:00 PM – 2:45 PM INTERVIEW

SUE McKELLAR
Representing Carolina HealthCare System/CMC-Biddle Point
Interviewed by: Chrystal Joy, Chris Petterson, Randy Harris, Rachel Hamrick, Eric Orozco

SUMMARY

- The CNIP team welcomed back Sue McKellar and provided a review of the CNIP project team’s progress until this point.
- Eric Orozco showed Ms. McKellar the concepts that resulted from the spring Charrette with the City of Charlotte and local residents. He discussed the opportunity the plaza concepts could provide CMC-Biddle Point. Eric explained how the open space at corner of the CHS/CMC property (at the intersection) could potentially be included in plaza schemes.
- Ms. McKellar was interested to see their property line in context with their building. She was unsure how much of the design area encroached on the property.
- Ms. McKellar explained that her (and CMC Biddle-Point’s) biggest concern was loitering in and around their building. Following the shooting at the intersection of Rozelles Ferry and West Trade on April 7th of this year, the staff at CMC Biddle-Point are concerned about safety in the area. Due to the incident she requested that there be no tables, playgrounds, or water playground.
- Benches, trash cans, and water fountains would be acceptable. The schemes providing seating and passive uses were preferred by her.
- Parking is another concern for the staff at CMC. They worry that more events and park space will increase the unauthorized use of their leased parking lot, which already has limited spaces.
  - Eric asked about the clinic’s hours and weekend schedule.
  - Ms. McKellar indicated that employees often work past 6:00 PM; however, there are no weekend hours.
• Ms. McKellar’s concluding thoughts were CMC Biddle-Point was established to serve a certain sector of the population and the organization is saddened to see those residents pushed out of the neighborhood. The staff and board would support something that makes those people feel more comfortable using the clinic.

• The team invited Ms. McKellar to the roundtable discussion to contribute to the work determining the programming for the plaza, and asked if she would be the correct contact and decision maker for the CMC Biddle-Point organization.

• Ms. McKellar indicated that she was the correct contact and would be willing to be involved in the round table discussions; however, the decisions involved would be left up to her board.

June 21, 2017 Stakeholder Interview
Neighboring Concepts Office (1635 West Trade Street, Suite 1A; Charlotte, NC 28216)
2:00 PM – 2:45 PM INTERVIEW

RANDY ICARD, VP Franchise Development & Construction
Representing Bojangles’ Restaurants, Inc

Interviewed by: Chrystal Joy, Mariate Echeverry, Randy Harris, Eric Orozco

• Eric Orozco made an introduction to the project and public involvement to date.
• Mr. Icard stated that he thinks this a very positive step forward, they have been in the community for long time and would like to see this area being more pedestrian friendly. The transformation would be great for the area and the city.
• Randy stated that the underpass seems somewhat underutilized as compared to other cities he’s visited.
• Their location is very close to Uptown, and at the same time serve the Historic West End community. They think their location is prime to connect both ways.
• As they are so close to the ramp, Bojangles’ would want easy car access, so people passing through can stop and go easily. His main concern and feedback to the team was around accessibility to the restaurant. Priorities would include:
  o The ability to have left turn access from West Trade WB is critical to their business (a median would hurt them).
  o Because of their location, most customers are able to make a right into the parking lot on their way into uptown for breakfast, which he stated has been good. He wants to make sure whatever development happens in the area nearest the underpass takes into consideration how foot, right and left turn traffic into their lot will be impacted. He would not want to see things get backed up by the store and wouldn’t want to see a light there.
• Bojangles’ started in Charlotte 40 years ago and was happy to be able to put their new, innovative store right there on the West corridor, a location that has been successful on the corner of West Trade for 20 years.
STAKEHOLDER INTERVIEW NOTES

- They get a lot of high volume business at this location, which in addition to morning commuters comes significantly from tailgaters on game days. They are busiest during the sports seasons (particularly football season) and thought that the plans presented would generate additional foot traffic for them, which he liked.
- Mr. Icard provided a description of the store design, which is a ground-breaking model of an innovative high capacity concept that is new to Bojangles’.  
  - The first of its kind, it represents an early installment of potential future wave of their restaurant model.
- The state-of-the-art equipment ensures that all food continues to be made from scratch (a Bojangles’ imperative) with the ability to quickly deliver high volume batches.
- They are working on a preordering mobile system that will deliver orders with a separate pickup area so that patrons can skip onsite ordering (to better serve the tailgating public for example). The equipment in this store is set up to allow this.
- Unique features include store design that provides window views to the biscuit making process and a set of orange awnings instead of the orange roof overhang.
- The prototype model had to be adapted to be “squeezed” into the site, but they pulled it off. The City really helped them out by allowing the new store concept to replace the old model midway through permitting.
- Mr. Icard is aware City Gold Line will affect business temporarily.
- The team explained that while the City is building the projects, the project is proposing concepts that would require the participation of local stakeholders, community members and property owners to manage the improvement areas. The team explained that a roundtable is being formed to set up a programming entity separate from the City. This entity will address topics related to partnerships, programming, and ongoing maintenance of the proposed project areas.
- Mr. Icard indicated he would be happy to be included in the process and wants to stay connected to the City and CNIP efforts. He agreed to be part of the roundtable if he is able to attend the meeting(s).
- Crystal asked him what their policy is about community involvement, and he said they don’t have a formal position and are opened to explore.
- When asked what types of efforts Bojangles’ contributes funding towards and whether this might be a project that would qualify, he stated that they have not done anything like this in the past so it would be open for discussion.