



DRAFT PLAN SYNOPSIS



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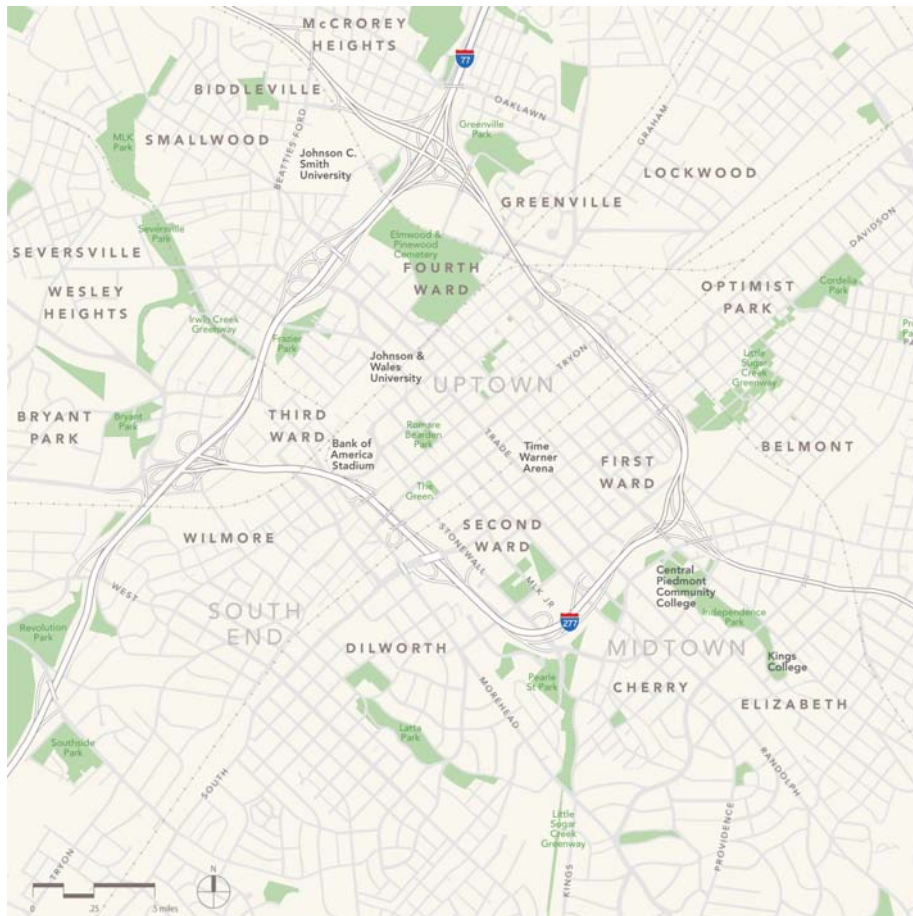
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Introduction

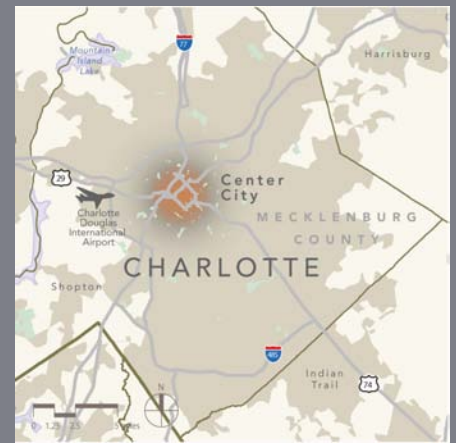
Charlotte's Center City has undergone dramatic growth and change over the past decade from the development of new cultural venues and educational institutions to beautiful parks, walkable streets, and new housing, restaurants and shops. These changes have resulted from many successful planning efforts, collaborative partnerships, and strategic investments by the public and private sectors. Combined, they have led to the rebirth of Center City as a vibrant focal point of a thriving region. The Charlotte Center City 2020 Vision Plan sets forth a bold vision that provides a set of innovative, transformative strategies, outlines clear implementation actions and performance measures to ensure that these ideas become reality in the coming years.





PLAN BOUNDARY

The study area for the 2020 Vision Plan expands the scope of previous planning efforts to reach beyond Uptown and the I-77/I-277 freeway loop to embrace the surrounding Center City neighborhoods. Recommendations within the Plan are specific to these neighborhoods but could broadly apply to other Center City neighborhoods.



THE STORY OF CENTER CITY

Located in the central part of Mecklenburg County, Center City is the historic hub of Charlotte's economy and culture. Employment is a critical element of Center City's economic health. Finance and banking have played prominent roles in recent decades, with the major employers of Bank of America and Wells/Wachovia Bank anchoring a strong services sector. Energy, healthcare, education, and government employment are also important to the economic vibrancy of Center City and the greater region. With a mix of bold new development in the core surrounded by traditional neighborhoods, Center City is truly a unique destination for residents, workers and visitors.

FACTORS FOR SUCCESS

In the 1960s, Charlotte created its first master plan called the Odell Center City Plan (1966) which responded to the impacts of suburbanization, outlying shopping centers, and the interstate highway system with a vision of residential districts connected to the urban core by a series of wide streets. This plan created the foundation for future growth. Following the tradition of thoughtful, forward-thinking planning and design, the 2010 Vision Plan has been the largest building block for Center City development and growth over the past decade. It has resulted in a remarkable amount of new development, additional residents and strong business activity. A strong collaboration between public and private sectors has also been critical in the current success of Center City.

NEIGHBORHOODS

Center City is the location of classic single-family home neighborhoods, each with their own distinct character. The neighborhoods include a diversity of parks, senior centers, schools, religious institutions, shops, local food markets, and other community amenities. These historic areas surround a core of nearly all modern buildings. This mix of bold, new development with traditional neighborhoods makes Center City a truly unique destination for residents, workers and visitors.

PLANNING PROCESS

The 2020 Vision Plan reflects the needs, ideas and creativity of Charlotteans. Input and feedback were gathered through an interactive planning process with a multi-faceted media, communications and community engagement strategy. A series of community workshops, neighborhood meetings, committee sessions, and working groups was bolstered with a project website, social media, speaker series, newspaper articles, radio interviews and cable television programs.

The 2020 Vision Plan process was organized into phases:

2020 PROJECT TEAM

Co-Chairs

- Ann Caulkins
- Harvey Gantt

Managed by

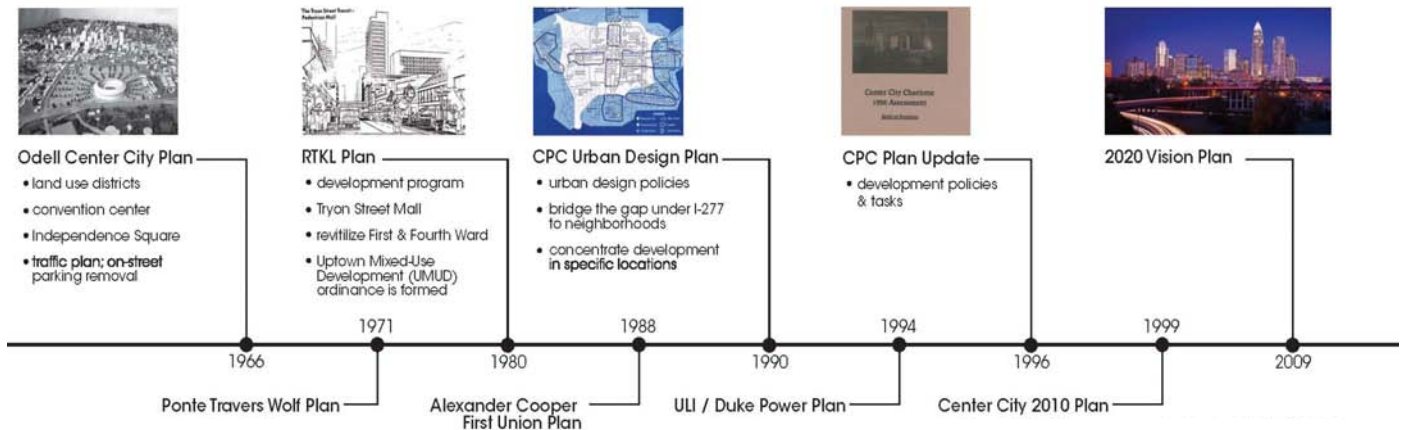
- Planning Department
- Mecklenburg County
- Charlotte Center City Partners

Produced by Consultant Team

- MIG, Inc. - lead consultant
- Cole Jenest & Stone
- Kimley-Horn Associates
- Bay Area Economics
- Wray Ward



PLANNING HISTORY



Past planning efforts and the cultivation of unified visions for Center City have had great impact. Multiple plans have directed investment into Center City, particularly Uptown, through ambitious goals and improvements over several decades. This diagram highlights some of these achievements, beginning with the Odell Center City Plan in 1966 through to the Center City 2010 Plan, the foundation for the Center City 2020 Vision Plan.

Vision Framework

The Vision Framework establishes the blueprint for how Center City Charlotte will grow and evolve over the next decade and beyond. It is predicated on a set of values, which express what community members consider to be Center City's most intrinsic and treasured characteristics. The 2020 Vision articulates how the community envisions the future pattern of physical, economic and social development for Center City. A set of Goals describes the direction for future policies, projects and programs to fulfill the vision. Finally, these items are foundational to the Vision Framework Diagram, which illustrates the Goals and sets up the plan structure.



2020 ENDURING VISION

Charlotte's Center City will be a **viable** and **livable** community whose extraordinary built environment, interconnected tapestry of neighborhoods and thriving businesses create a **memorable** and **sustainable** place.



The Plan aims to build upon the momentum gained through past planning efforts and successes such as the Little Sugar Creek Greenway, which was a recommendation of the 2010 Vision Plan.

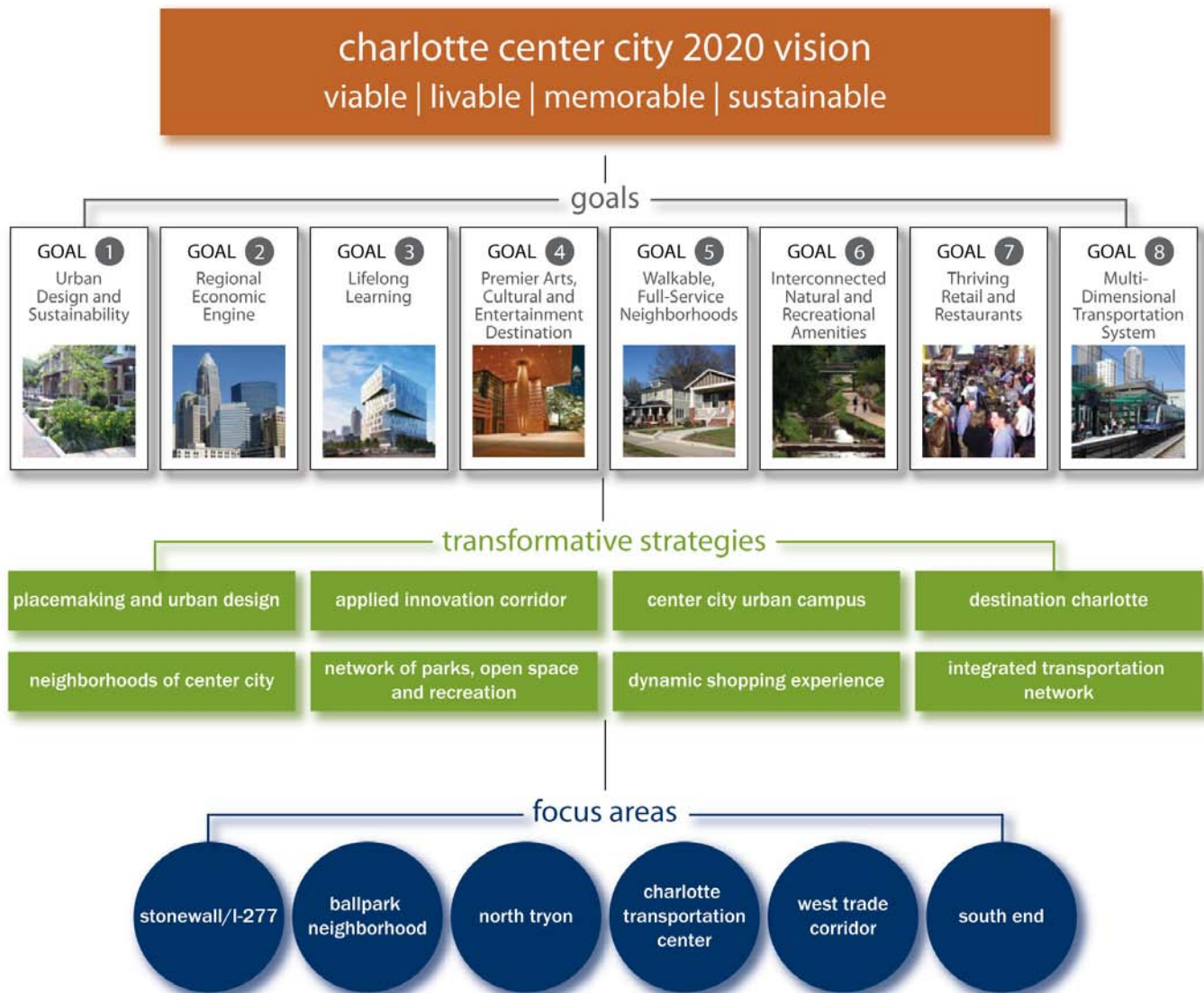
GOALS

The following eight goals serve as the basis for articulating future design and development concepts and prioritizing new policies, projects and programs for Center City. The goals build upon the community values and were developed in collaboration with community and business leaders, Center City neighbors, and other stakeholders. The following Goals describe the direction for future policies, projects and programs to fulfill the 2020 enduring vision and shape the way Center City Charlotte will look, feel and function in the year 2020.

<p>GOAL 1 Urban Design and Sustainability</p> 	<p>GOAL 2 Regional Economic Engine</p> 	<p>GOAL 3 Lifelong Learning</p> 	<p>GOAL 4 Premier Arts, Cultural and Entertainment Destination</p> 	<p>GOAL 5 Walkable, Full-Service Neighborhoods</p> 	<p>GOAL 6 Interconnected Natural and Recreational Amenities</p> 	<p>GOAL 7 Thriving Retail and Restaurants</p> 	<p>GOAL 8 Multi-Dimensional Transportation System</p> 
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VISION FRAMEWORK

The Vision Framework Diagram illustrates how the Vision and Goals inform and guide the 2020 Vision Plan recommendations. The Vision and Goals are a synthesis of the community input received throughout the planning process. Together they represent the desired future for Center City. The remaining elements of the Vision Framework Diagram highlight the specific recommendations through the Transformative Strategies and the Focus Areas. The elements of the Vision Framework Diagram chart the course for the next decade of growth and prosperity in Charlotte Center City.



3

Transformative Strategies

The 2020 Vision Plan recommendations are strategic, broadly supported directions that will together transform the future of Center City. They build upon the Vision Framework as well as the goals and actions of past planning initiatives. The recommendations are also derived from community outreach, specific design analysis, best practices research and technical studies that were conducted throughout the 2020 Vision Plan process.

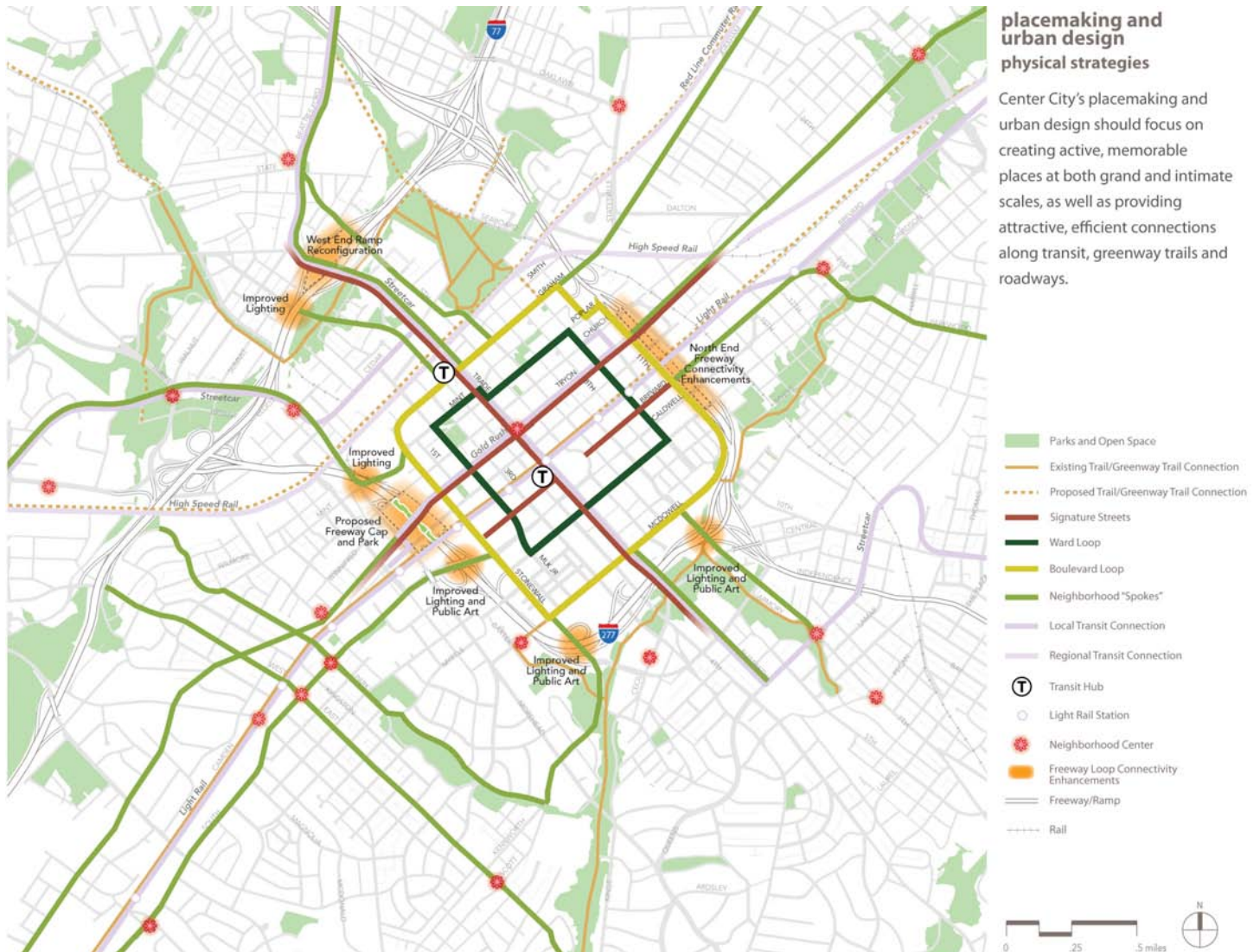
Several integrated, high-level recommendations bind together the plan's specific initiatives and actions:

- Center City must strengthen its position as the economic engine and employment center of the region with a greater diversity of industries and job opportunities.
- Center City must provide a broad range of housing opportunities.
- Center City must have a seamless system of multi-modal transportation choices that serves residents, workers and visitors with a range of options to reach local and regional destinations.
- Center City must achieve environmental and social sustainability to remain attractive, competitive and viable over time.



Strategic development of the Five Points Neighborhood Center

PLACEMAKING & URBAN DESIGN



placemaking and urban design physical strategies

Center City's placemaking and urban design should focus on creating active, memorable places at both grand and intimate scales, as well as providing attractive, efficient connections along transit, greenway trails and roadways.

Placemaking & Urban Design Recommendations

PUD - 1

Build Projects that Strengthen Charlotte's Identity

- PUD - 1a Build a distinctive gateway and civic gathering space at the freeway cap park.
- PUD - 1b Redevelop the Charlotte Transportation Center as an iconic entry portal into Center City.
- PUD - 1c Enhance the image of Charlotte as the "City of Trees."

PUD - 2

Activate the Urban Environment

- PUD - 2a Provide opportunities for outdoor dining, public art, street furnishings, information booths, vendors and landscaping.
- PUD - 2b Continue to encourage visible and active uses at the ground floor of buildings.
- PUD - 2c Ensure that buildings are designed to promote a well-scaled, pedestrian-friendly environment and to harmoniously integrate with their surroundings.

- PUD - 2d Prioritize streetscape improvements and promote development along Signature Streets, the Ward Loop and the Boulevard Loop.
- PUD - 2e Stimulate the redevelopment of surface parking, parking structures and underutilized areas.
- PUD - 2f Activate the edges of new and existing parking structures.

PUD – 3

Overcome the Barrier of the Loop

- PUD - 3a Conduct a study of all existing and potential crossings of the I-77/ I-277 freeway loop.
- PUD - 3b Reconfigure the interchanges of I-77 at Trade and 5th Streets to reduce the footprint and impact of the freeway ramps.
- PUD - 3c Utilize “Workhorse Streets” and the freeway loop to make Center City more pedestrian-friendly and livable by reducing traffic volumes on surface streets.
- PUD - 3d Link Uptown and North End to catalyze development opportunities and maximize potential tax revenues.
- PUD - 3e Improve connections above and below the freeway loop to enhance comfort and safety.

PUD – 4

Develop Infrastructure that Serves Multiple Purposes

- PUD - 4a Integrate the design of Center City’s streets, transit, public art and utilities for layered functionality that serves multiple purposes.
- PUD - 4b Ensure that all infrastructure investments are designed and implemented to enhance the aesthetic quality of Uptown and Center City Charlotte.

PUD – 5

Promote Access to Center City and Create People-Friendly, Interesting, & Active Places

- PUD - 5a Create a network of great bicycle and pedestrian connections throughout Uptown that connect to the surrounding neighborhoods.
- PUD - 5b Develop a variety of interactive wayfinding elements to make navigating Center City more intuitive and legible.

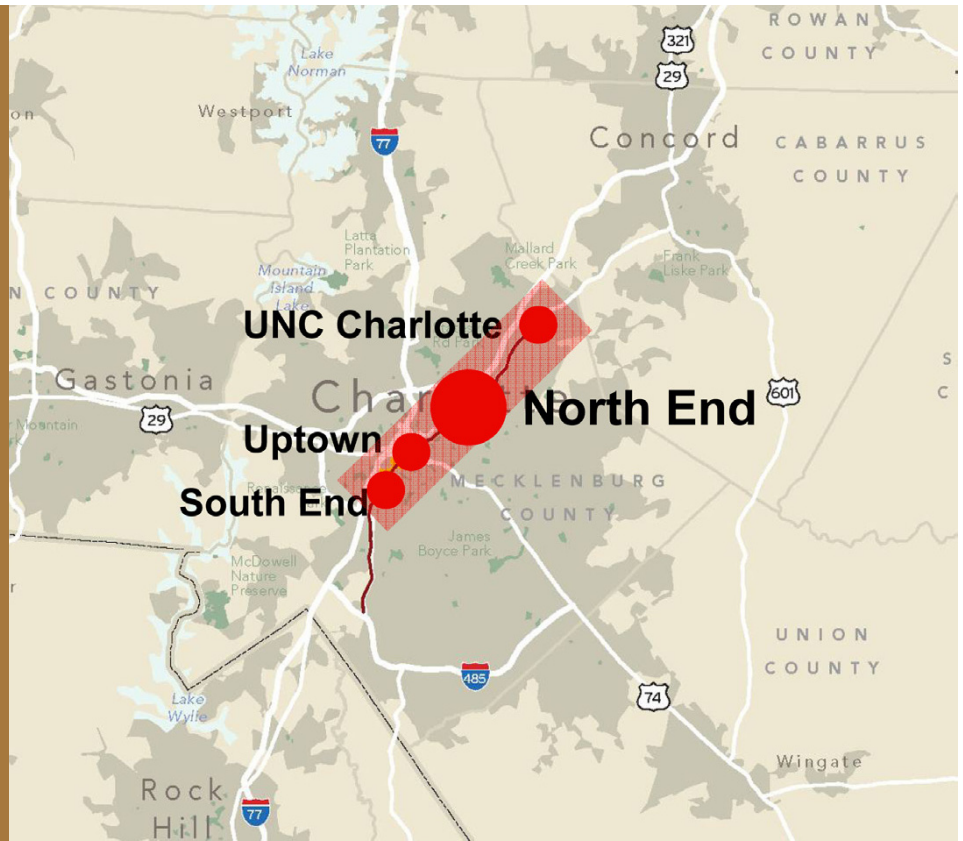
PUD – 6

Encourage Sustainable Design and Development

- PUD - 6a Public buildings should be developed to high sustainable development standards.
- PUD - 6b Continue the efforts of Envision: Charlotte to promote sustainability through public-private collaboration.
- PUD - 6c Institute policies and programs that encourage sustainable design and construction for private projects, including on site stormwater management.
- PUD - 6d Enhance Charlotte’s “City of Trees” identity by developing high-quality landscaped areas and a dense Uptown tree canopy.

APPLIED INNOVATION CORRIDOR

The Applied Innovation Corridor stretches from South End to UNC Charlotte with major development and partnership opportunities in North End.



Applied Innovation Corridor Recommendations

AIC – 1

Attract Start-Ups and Expanding Firms in Innovative Industries

- AIC - 1a Focus on start-ups, spin-outs and rapidly expanding firms.
- AIC - 1b Develop a full-scale medical school in conjunction with a teaching hospital.

AIC – 2

Foster the Transfer of Research from Academic Institutions to Industry

- AIC - 2a Create a vehicle for coordinating the funding and support of technology transfer and commercialization activities.
- AIC - 2b Position the CTIP to play the key role of coordinating efforts to bring together public and private sector entities to spur technology transfer and commercialization funding and implementation efforts.
- AIC - 2c Coordinate public and private investment priorities and resource allocation to ensure that major players are working in harmony.

AIC – 3

Utilize Charlotte's Advanced Business Management Resources

- AIC - 3a Promote the existing efforts of the Institute of Entrepreneurship and the Ben Craig Center to potential start-ups, new businesses and companies interested in innovation and expansion.
- AIC - 3b Maximize benefits of the Institute of Entrepreneurship and Ben Craig Center for students, faculty and the business community.

AIC – 4

Improve Interregional Connectivity to Promote Research, Development and Innovation

- AIC - 4a Continue working with partners to develop high speed rail with a major stop at the Gateway Station.
- AIC - 4b Improve intermodal cargo connectivity within the Applied Innovation Corridor and throughout the region.
- AIC - 4c Expand the light rail system with an extension of the LYNX Blue Line light rail, a new commuter line and connections to the airport.

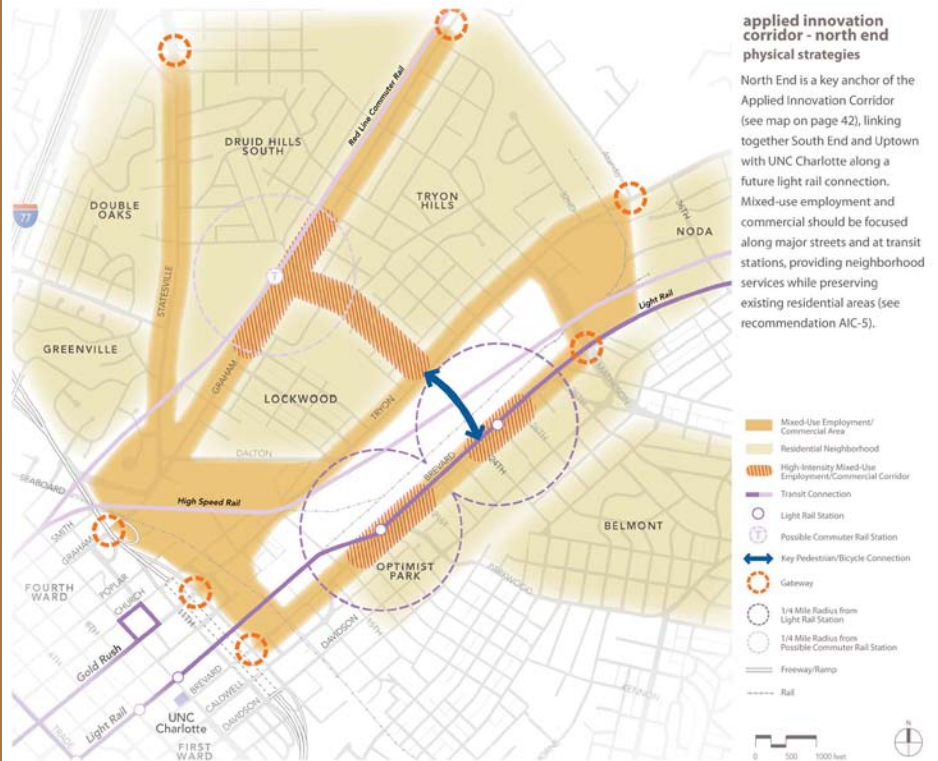
AIC – 5

Create and Implement a North End Development Strategy

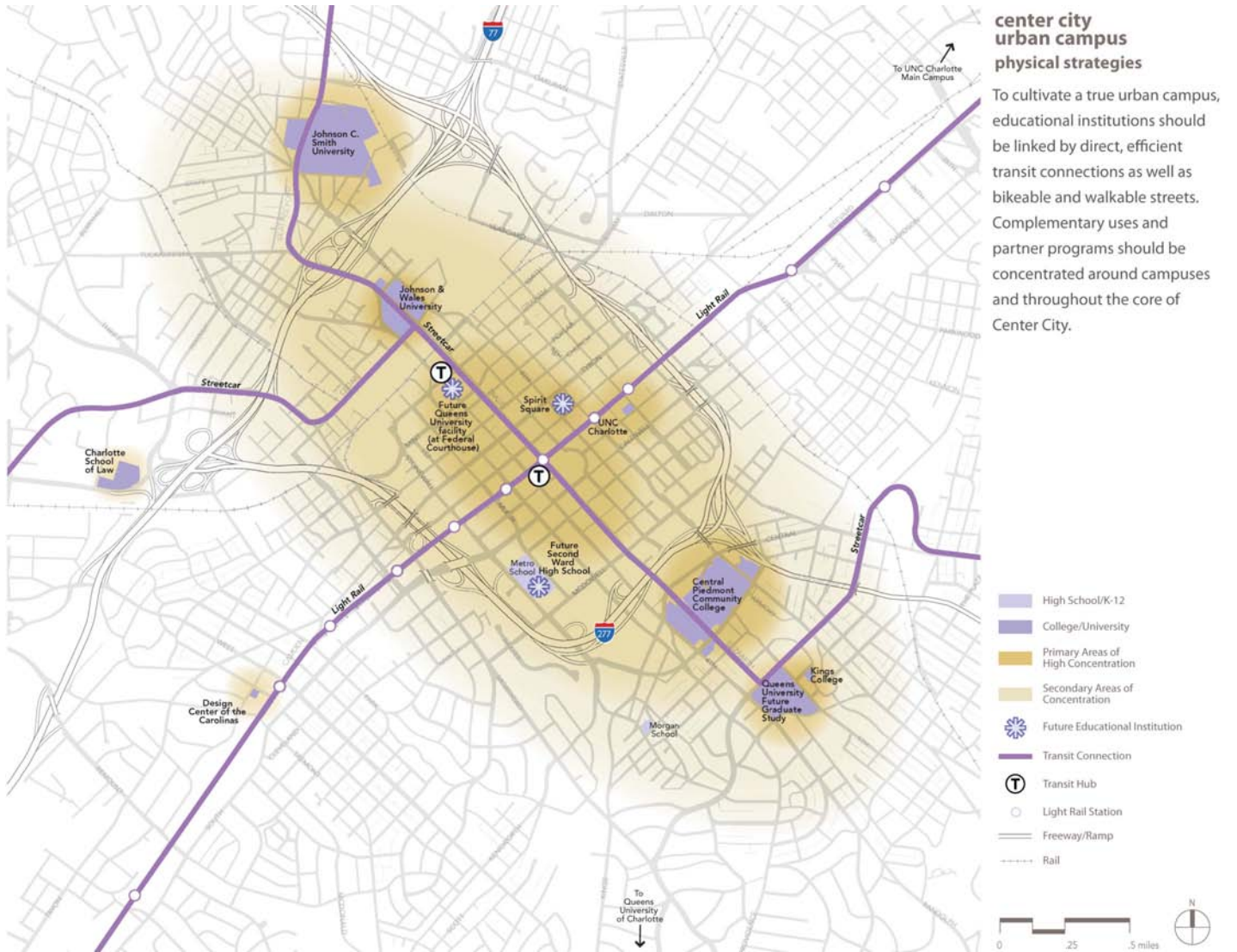
- AIC - 5a Connect North End to Uptown and the surrounding areas to fully leverage nearby assets.
- AIC - 5b Leverage transit-oriented development (TOD) to foster a unique set of employment opportunities.
- AIC - 5c Create a true jobs-housing balance.
- AIC - 5d Work with the railroad to optimize freight operations while increasing redevelopment potential of rail yards.
- AIC - 5e Ensure a variety of neighborhood amenities to support residents and employees.
- AIC - 5f Improve the bicycle and pedestrian environment
- AIC - 5g Build the innovation infrastructure necessary to attract desired employers.

NORTH END

North End is a key anchor of the corridor. Mixed-use employment and commercial should be focused along major streets and at transit stations, providing neighborhood services while preserving existing residential areas



CENTER CITY URBAN CAMPUS



Center City Urban Campus Recommendations

UC - 1

Establish Shared Programs & Partnerships

- UC - 1a Create a Center City Education Consortium comprised of the seven institutions of higher education.
- UC - 1b Connect the Consortium to the business community through the establishment of a Center City Business Cooperative.

UC - 2

Strengthen the Physical Relationship between Institutions

- UC - 2a Develop shared facilities that provide places for interaction and leveraging of resources.
- UC - 2b Link institutions of higher education with a range of mobility options.
- UC - 2c Develop a mix of housing options that can serve students attending higher education institutions in Center City.

UC – 3

Establish New Educational Opportunities

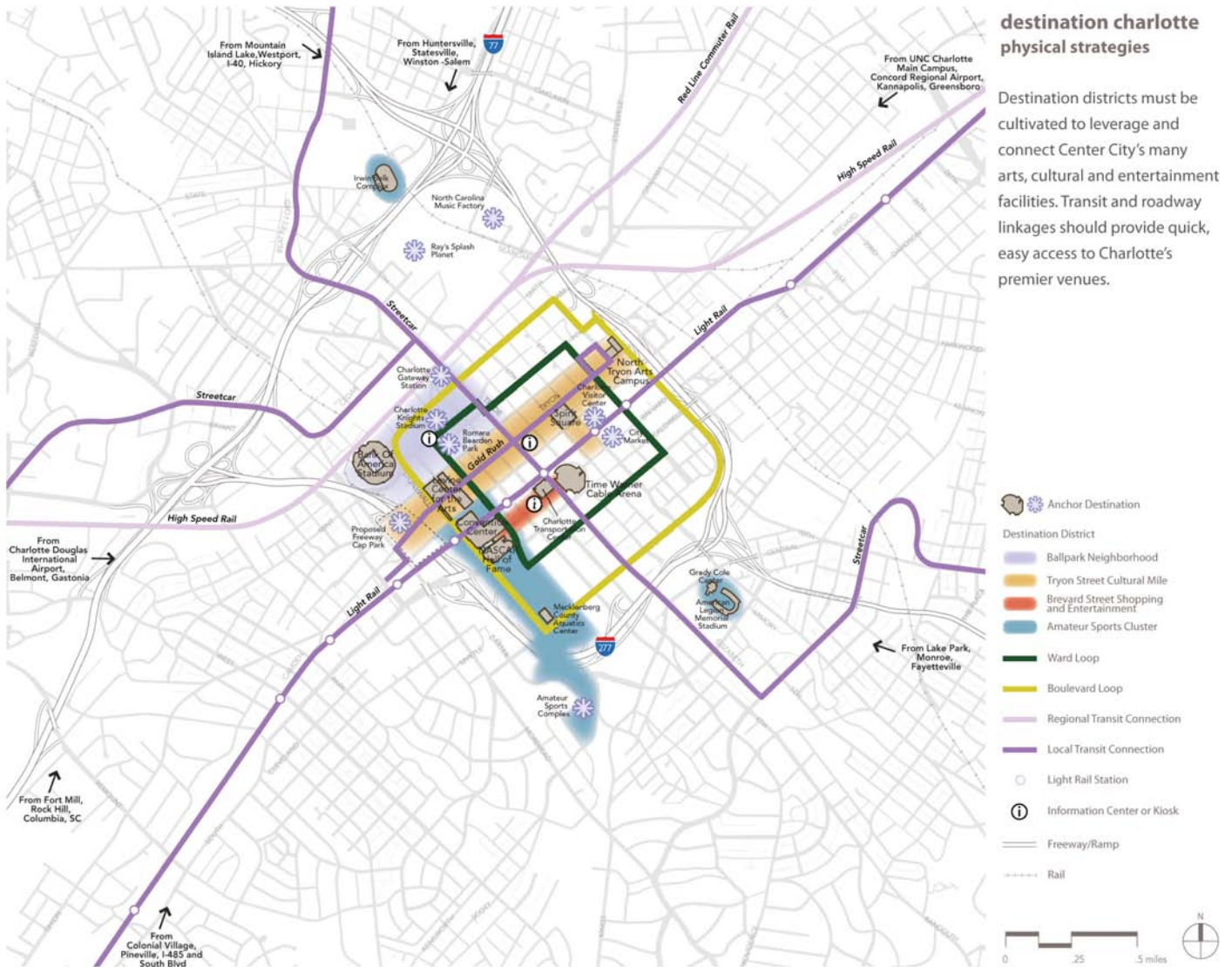
- UC - 3a Identify & attract an art & design school to Center City.
- UC - 3b Explore future opportunities for a new public high school in Uptown.
- UC - 3c Establish a medical school in Center City.

UC – 4

Create Opportunities for Lifelong Learning

- UC - 4a Develop Spirit Square as a facility that offers learning opportunities for all Charlotteans with a variety of learning oriented facilities and programs.
- UC - 4b Develop and support adult education facilities and programs in Center City.

DESTINATION CHARLOTTE



Destination Charlotte Recommendations

DC - 1

Link Existing and New Arts, Cultural and Entertainment Venues

- DC - 1a Jump start development along Brevard Street to connect major destinations.
- DC - 1b Create exciting streetscape environments around the proposed minor league ballpark.
- DC - 1c Connect the destination venues along MLK with targeted upgrades to sidewalks and streets.
- DC - 1d Strengthen a pedestrian and transit connection linking the North Carolina Music Factory to the rest of Uptown.
- DC - 1e Enhance, brand and market the diverse arts, cultural and entertainment facilities and programs located in Center City.
- DC - 1f Maximize the opportunity to attract conventions and events with an expanded Charlotte Convention Center and redesigned College Street frontage.

DC – 2

Develop an “Amateur Sports Cluster”

- DC - 2a Secure additional funding for organizations that will develop, manage and promote an Amateur Sports Cluster.
- DC - 2b Expand the Mecklenburg County Aquatic Facility in its current location and explore co-location opportunities with a new Second Ward High School.
- DC - 2c Develop additional indoor and outdoor sports venues.

DC – 3

Further Establish Charlotte as a Premier Destination

- DC - 3a Develop an iconic, uniquely Charlotte structure or landmark to attract visitors to Center City and increase brand recognition nationally and internationally.
- DC - 3b Locate new venues adjacent to existing and proposed facilities to capitalize on synergies.
- DC - 3c Explore the development of an electric car race and other special events in Center City.

DC – 4

Create New, Centrally-Located Information Facilities

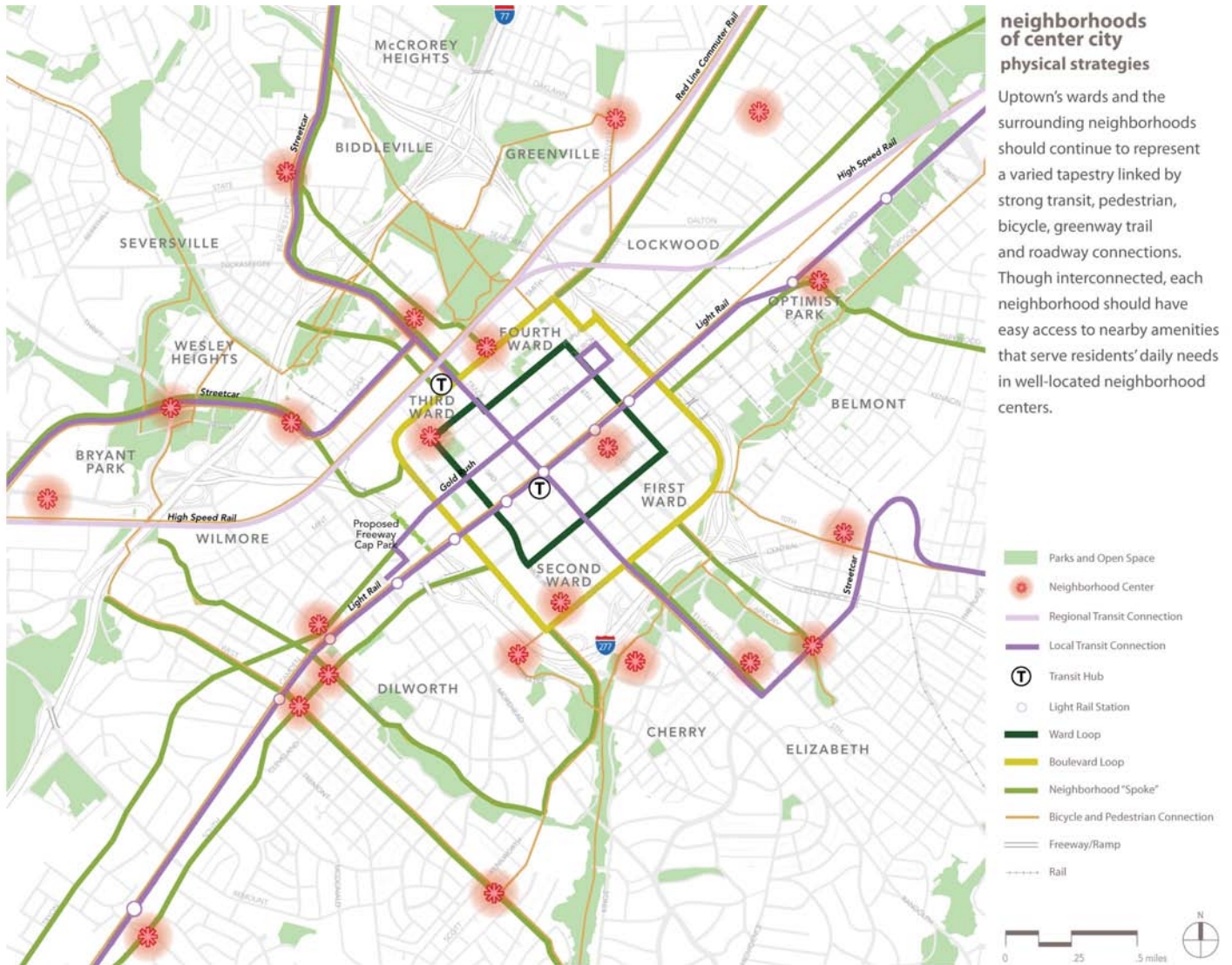
- DC - 4a Develop a new, expanded Visitors Center.
- DC - 4b Apply cutting-edge technology to existing information kiosks & other high-traffic areas.
- DC - 4c Create an Uptown ticket booth to simplify the process of purchasing performance or event tickets.

DC – 5

Enhance Charlotte’s Identity with Programs and Venues That Celebrate Multi-Cultural Charlotte

- DC - 5a Develop a diverse slate of programs and events that promote a multi-cultural Charlotte.
- DC - 5b Enhance efforts to further develop Center City’s music and entertainment scene.
- DC - 5c Establish a diversity of new dining, music and hospitality establishments in Center City and greater Charlotte.

NEIGHBORHOODS OF CENTER CITY



neighborhoods of center city physical strategies

Uptown's wards and the surrounding neighborhoods should continue to represent a varied tapestry linked by strong transit, pedestrian, bicycle, greenway trail and roadway connections. Though interconnected, each neighborhood should have easy access to nearby amenities that serve residents' daily needs in well-located neighborhood centers.

Neighborhoods of Center City Recommendations

NCC – 1

Preserve and Enhance Center City Neighborhoods

- NCC - 1a Finalize and introduce a Neighborhood Conservation Overlay District (NCOD).
- NCC - 1b Provide a mix of housing options to residents of Center City.
- NCC - 1c Continue to provide homeless support and services to ensure inclusivity and social equity.

NCC – 2

Establish New Neighborhood Centers and Strengthen Existing Centers

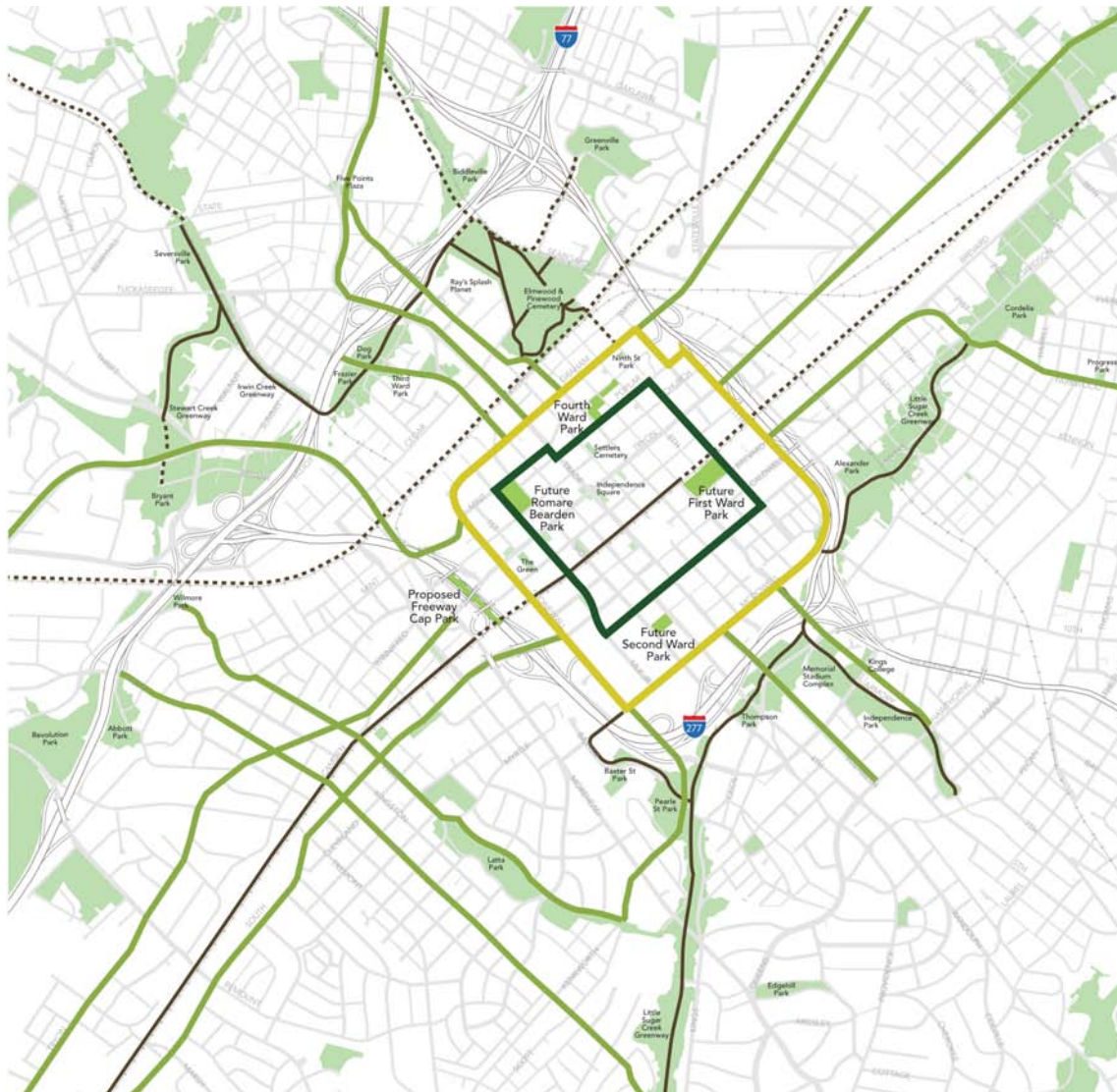
- NCC - 2a Strengthen mature neighborhood centers through targeted reinvestment, prioritized pedestrian and bicycle upgrades, and improved connections to multi-modal transit corridors.
- NCC - 2b Ensure that emerging neighborhood centers develop to provide walkable amenities and convenient transit connections for residents.
- NCC - 2c Develop new neighborhood centers to improve long-term livability and the ability to attract future residents.

NCC – 3

Improve Linkages between Neighborhoods, Neighborhood Centers & Uptown

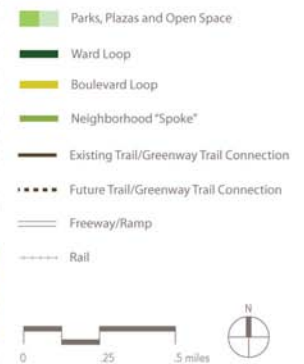
- NCC - 3a Make Gold Rush and other transit services convenient, safe and attractive options for accessing each of Center City’s neighborhood centers.
- NCC - 3b Enhance functionality of streets and intersections to provide direct linkages between neighborhoods, centers and Uptown.
- NCC - 3c Establish a coalition of organizations to facilitate dialogue and interaction between Center City’s neighborhoods.

NETWORK OF PARKS, OPEN SPACE & RECREATION



network of parks, open space and recreation physical strategies

Creating a more robust network will involve strengthening pedestrian, bicycle and greenway trail connections; tying together existing open spaces; and creating new urban parks. A “Ward Loop” and “Boulevard Loop” will link existing and future ward parks in Uptown.



Network of Parks, Open Space & Recreation Recommendations

POR – 1

Develop a Network that is Unique to Charlotte and Center City

- POR - 1a Improve existing parks and establish new parks to support the growing demands of Center City.
- POR - 1b Improve Center City recreational facilities.
- POR - 1c Create centrally-located civic gathering spaces.
- POR - 1d Develop distinct infrastructure that serves multiple purposes while balancing form and function.

POR – 2

Expand Requirements for Open Space Enhancements and Develop New Initiatives

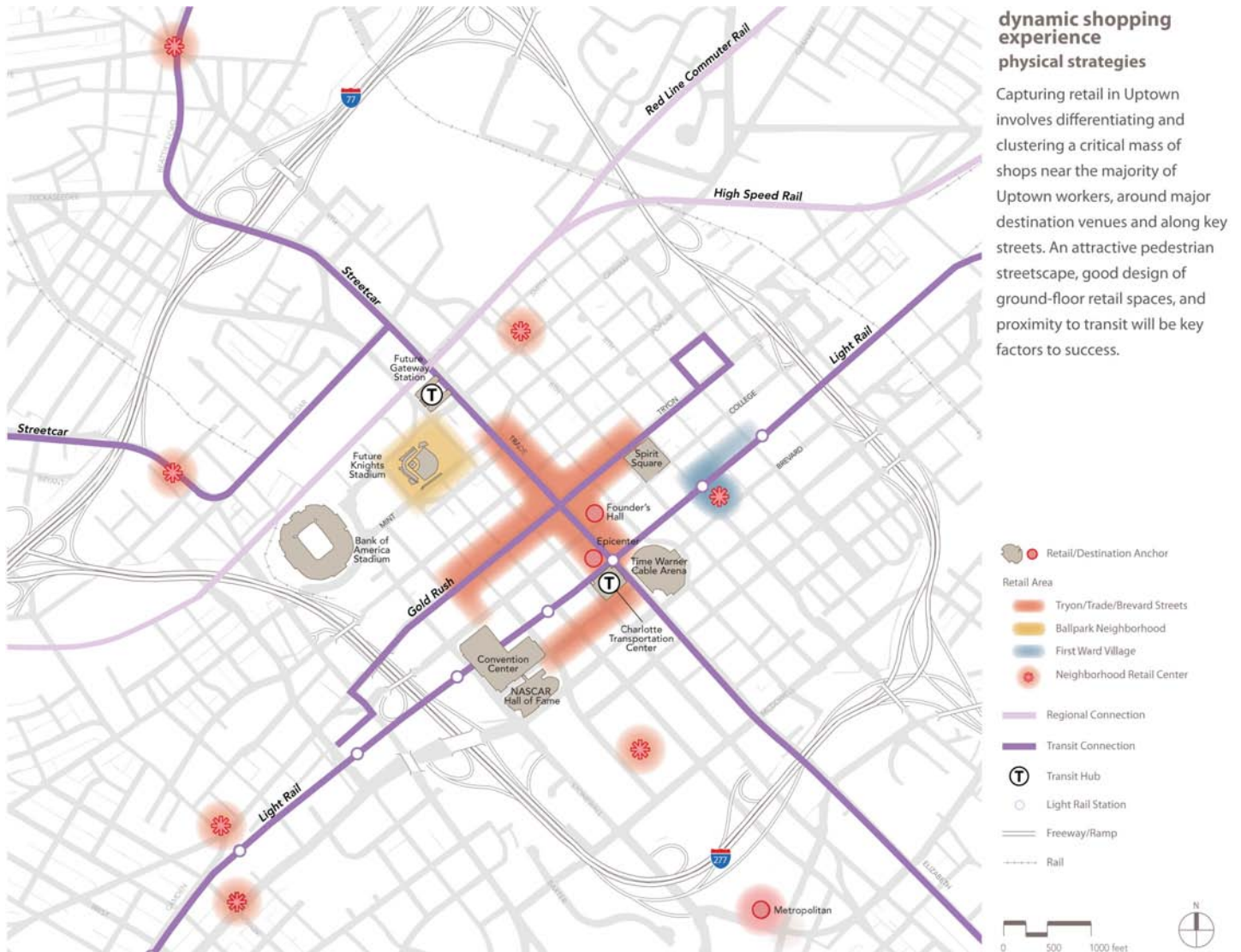
- POR - 2a Strengthen policies to require more open space in new developments, including residential and mixed-use projects.
- POR - 2b Develop a park impact fee and/or “in-lieu of fee” policy that encourages developers to contribute to a fund for park development.

POR - 3

Develop Strategies to Improve Health and Wellness

- POR - 3a Develop a hands-on nature venue near Center City greenways.
- POR - 3b Promote continued community partnerships to beautify Center City.
- POR - 3c Create community and rooftop gardens to increase access to healthy foods, educate residents about health and wellness, and facilitate social interaction.
- POR - 3d Continue to establish and support farmers and neighborhood markets that provide local, healthy foods.

DYNAMIC SHOPPING EXPERIENCE



DSE - 1

Dynamic Shopping Experience Recommendations

Develop and Implement a Cohesive Retail Strategy

- DSE - 1a Create strategic retail clusters along Tryon, Trade, College and Brevard Streets, The Green and in the Ballpark Neighborhood.
- DSE - 1b Enhance the pedestrian environment to support retail clusters.
- DSE - 1c Establish neighborhood retail nodes in the four wards and Center City surrounding neighborhoods.
- DSE - 1d Establish coordinated branding, marketing and retailer recruitment in Center City to better leverage existing and future retail assets.
- DSE - 1e Provide additional on-street parking with short-term time limits to promote turnover.

DSE – 2

Differentiate the Center City Shopping Experience

- DSE - 2a Construct the Charlotte City Market.
- DSE - 2b Attract a new Uptown shopping center.
- DSE - 2c Develop a sport-oriented retail center or district.
- DSE - 2d Encourage food choices by allowing more food carts and trucks to operate in Uptown.

DSE – 3

Use Effective Storefront Design and Develop Flexible Ground-Floor Spaces

- DSE - 3a Continue to develop attractive ground-floor retail space to attract existing and new tenants.
- DSE - 3b Ground floors should include public/semi-public use and be accessible from multiple points of entry from the building’s primary street façade.
- DSE - 3c Create new public spaces that consist of renovated or enhanced streets, or strategically selected places that are directly linked to the street system.
- DSE - 3d Expand the area of Center City where current regulations require design and development practices that foster a street-level retail experience.

DSE – 4

Facilitate the Long-Term Transition of the Overstreet Mall

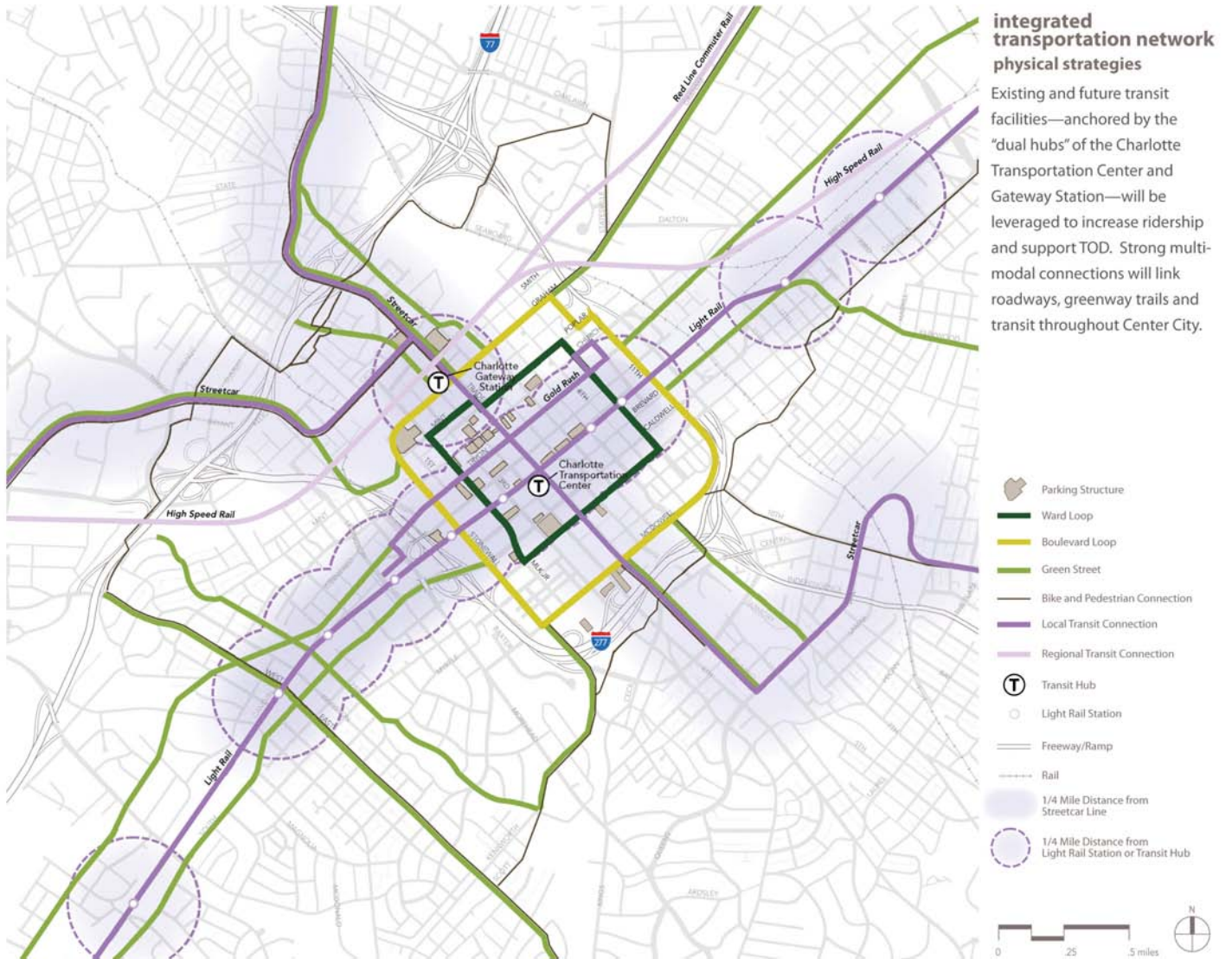
- DSE - 4a Adopt a policy that ceases the expansion of the Overstreet Mall, underground tunnel connections between buildings, and other infrastructure that discourages street-level pedestrian activity.
- DSE - 4b Develop ground-floor retail space adjacent to the street-level entrances of the Overstreet Mall.
- DSE - 4c Redesign hidden entrances to the Overstreet Mall to make them more visible and inviting from the street.

DSE – 5

Develop Innovative Financial Tools and Technical Assistance Programs

- DSE - 5a Explore land assembly and write-down opportunities.
- DSE - 5b Create provisions for shared parking or access to publicly financed parking.
- DSE - 5c Develop a program for tenant improvement assistance.
- DSE - 5d Continue to assist with storefront façade improvements.

INTEGRATED TRANSPORTATION NETWORK



ITN – 1

Integrated Transportation Network Recommendations

Leverage Gateway Station and the Charlotte Transportation Center and Maximize Transit-Oriented Development Opportunities

- ITN - 1a Build the new multimodal regional Gateway Station so that it can grow with the increasing demands for transit, offices and retail.
- ITN - 1b Redevelop the Charlotte Transportation Center as a mixed-use, state-of-the-art transportation station.
- ITN - 1c Establish strong pedestrian and transit connections between Gateway Station and the Charlotte Transportation Center.
- ITN - 1d Direct investments toward new TOD projects along transit corridors and within Focus Areas such as the Ballpark Neighborhood, West Trade Corridor, Charlotte Transit Center and South End.
- ITN - 1e Create partnerships between private ventures, public agencies and neighborhood groups to ensure successful TODs.

ITN – 2

Increase Transportation Choices for People Who Live, Work and Play in Center City

- ITN - 2a Initiate a car share program that provides mobility options and helps to reduce the number of cars in Center City.
- ITN - 2b Develop a discounted pass program that integrates multiple transportation modes.
- ITN - 2c Employ multiple strategies to increase transit ridership.
- ITN - 2d Invest in new transportation technology.

ITN – 3

Improve Network Navigation, Comfort and Connectivity

- ITN - 3a Undertake a comprehensive study of the I-77/I-277 loop.
- ITN - 3b Use traffic calming techniques to better facilitate walking and biking on Center City streets.
- ITN - 3c Restore key connections within the existing street grid to create a stronger and more navigable roadway network.
- ITN - 3d Implement the Boulevard Loop and Ward Loop to create attractive circulator routes within the core of Uptown.

ITN – 4

Create a True City of Bikes

- ITN - 4a Create a network of dedicated and shared bicycle facilities to foster easy access and mobility throughout Center City.
- ITN - 4b Provide a range of quality end-of-trip facilities throughout Center City to encourage and support bicycle commuting.
- ITN - 4c Develop a bike share system for residents, employees and visitors to offer flexibility for those wanting an alternative way of getting around Center City.
- ITN - 4d Seek funding to refine and implement the City of Charlotte Bicycle Plan.

ITN – 5

Strengthen the Unified Parking System and Program

- ITN - 5a Continue to develop a balanced and shared parking strategy to optimize use of resources and reduce overall parking demand.
- ITN - 5b When designing new parking, ensure that it is pedestrian-friendly, context-sensitive and adds to the urban fabric of Center City.
- ITN - 5c Increase on-street parking supply where appropriate and based on the curb use recommendations of the City’s Curb Lane Management Study.
- ITN - 5d Apply new technology and other progressive parking programs.

Focus Areas

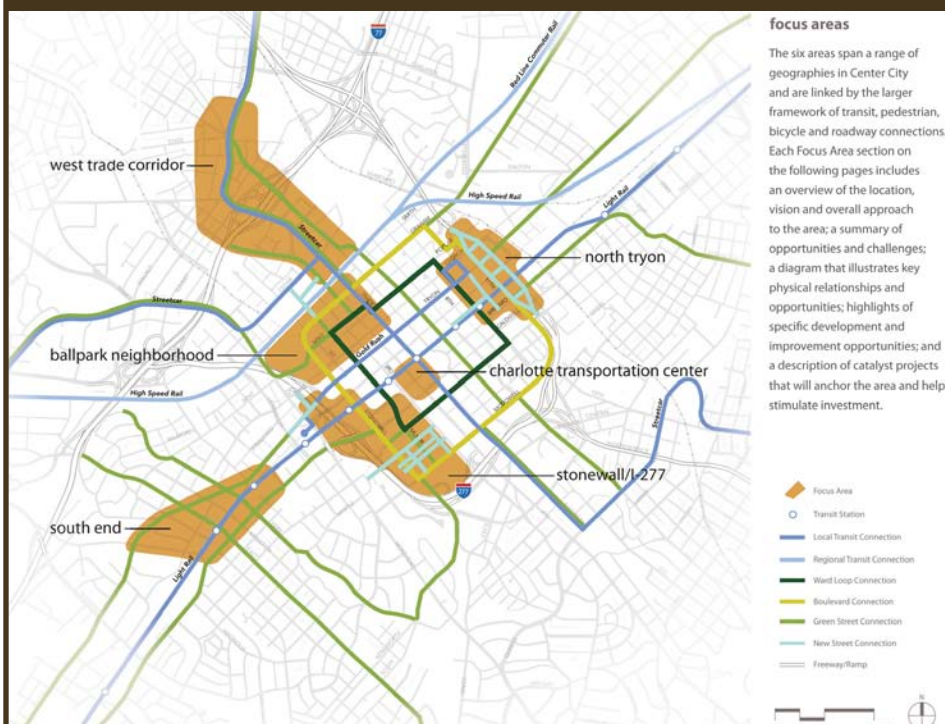
Implementing the Transformative Strategies and moving the vision toward reality will be achieved in part through the physical development and enhancement of specific "Focus Areas" in Center City. Strategic, well-designed projects in key locations will dramatically transform these places and, in turn, catalyze further investment in surrounding areas. The Focus Areas each consider land uses, infrastructure, adjacent development patterns and programmatic contexts and span several different geographies of Center City to ensure a broad distribution of resources, capital and energy.

The Plan contains six specific Focus Areas:

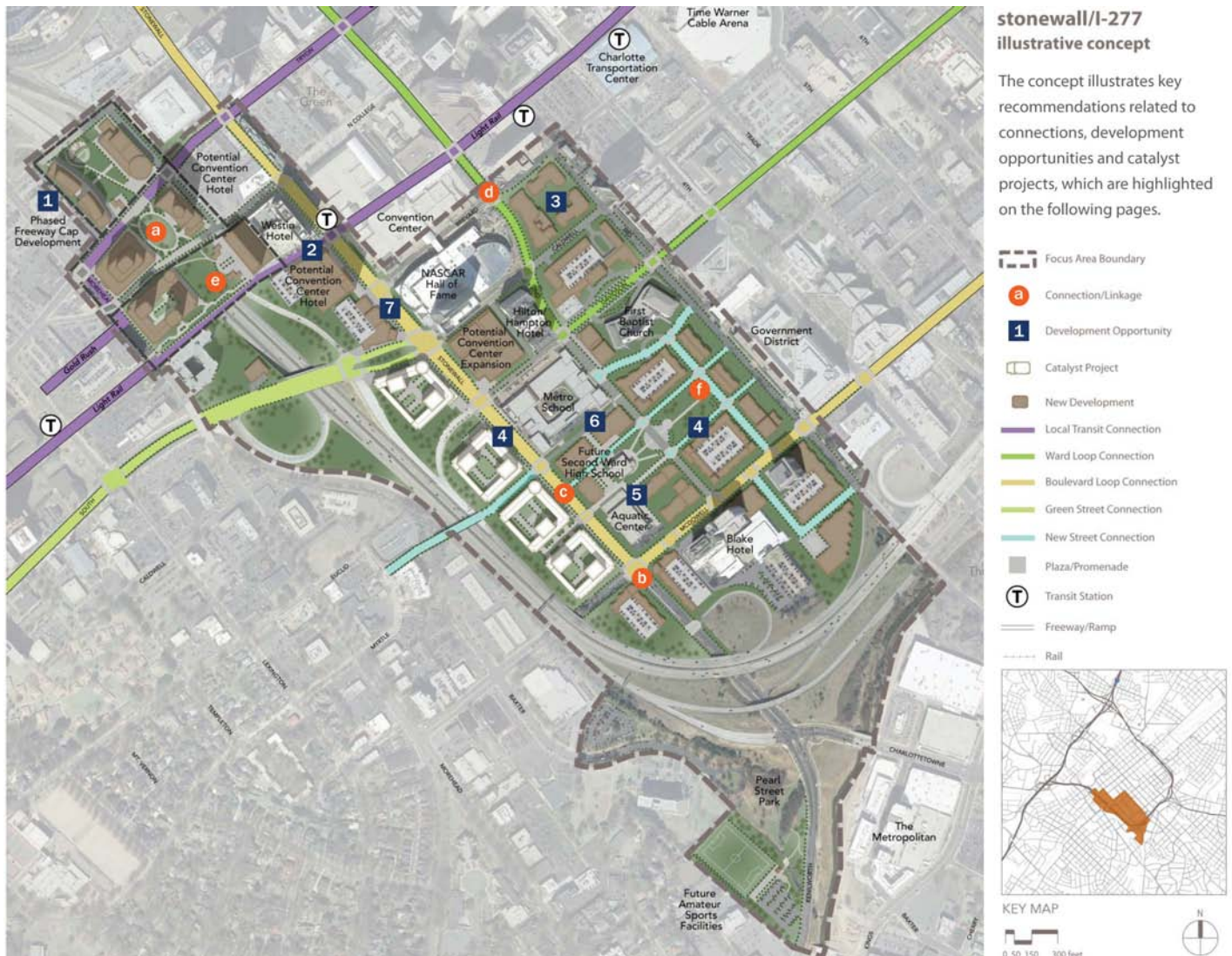
- Stonewall / I - 277
- Ballpark Neighborhood
- North Tryon
- Charlotte Transportation Center
- West Trade Corridor
- South End

Several overarching design principles help guide the development of the individual Focus Areas:

- Iconic Architecture
- Gateways to Center City
- Density
- Flexible Ground-Floor Space
- Active Ground-Floor Uses
- Streetscape Improvements
- Parking Design



STONEWALL / I-277



stonewall/i-277 illustrative concept

The concept illustrates key recommendations related to connections, development opportunities and catalyst projects, which are highlighted on the following pages.

VISION + RECOMMENDATIONS

Situated along recently reclaimed land at a prominent gateway to Uptown, the Stonewall/I-277 Focus Area bridges the gap between the core of Center City and South End. This Focus Area holds great potential to take advantage of its many attractions and flourish as a walkable resident- and tourist-oriented destination.

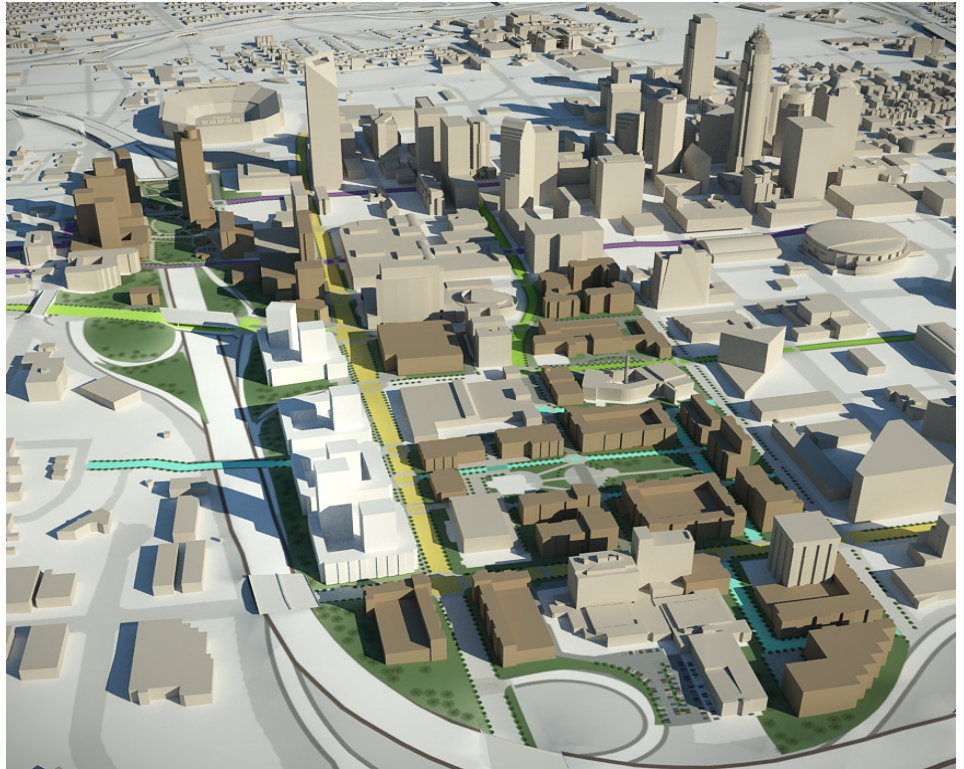
Connections and Linkages

- Construct a Cap over the I-277 Freeway
- Redesign Stonewall Street to Become the Southern Section of the Boulevard Loop
- Create a Wide Pedestrian Promenade along Stonewall Street
- Support the Ward Loop
- Improve Pedestrian and Bicycle Connections
- Restore the Street Grid

Development Opportunities

- Bridge the Freeway with Phased Development
- Expand and Enhance the Charlotte Convention Center
- Create New Residential Opportunities
- Create New Retail Opportunities
- Cultivate the Amateur Sports Cluster
- Develop New Educational Facilities
- Expand the Number of Hospitality Destinations

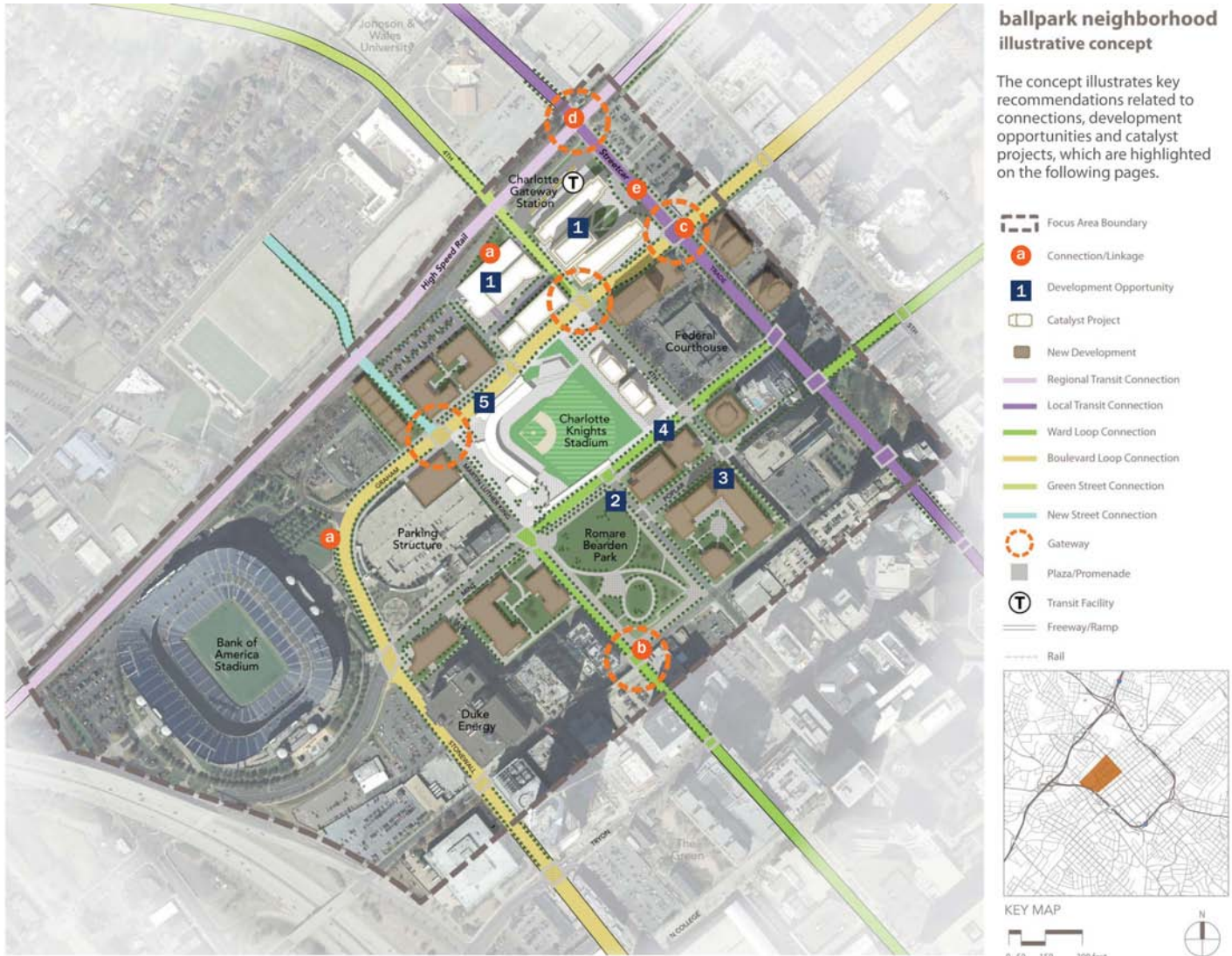
CATALYST PROJECT



Development of the **public land south of Stonewall** will have the most significant impact on defining the area's character and catalyzing development on adjacent properties. Property with the greatest development potential extends from the LYNX Blue Line light rail to beyond McDowell Street between Stonewall and I-277.

- Develop hotels, offices, residential, educational and recreational facilities with retail and restaurants along the ground floor.
- Lodging should be concentrated on the western end.
- Education and recreational facilities should be adjacent to and share facilities with one another.
- Service access and parking solutions should be shared between buildings.
- Create an attractive pedestrian promenade.
- Service functions for buildings should be accommodated on the east, west or south sides of buildings.
- The south façade of buildings should be dramatic and aesthetically pleasing.
- To ensure a pedestrian-friendly scale, buildings should be no taller than five stories.
- Create opportunities for rooftop restaurants, gardens, balconies and galleries.

BALLPARK NEIGHBORHOOD



ballpark neighborhood illustrative concept

The concept illustrates key recommendations related to connections, development opportunities and catalyst projects, which are highlighted on the following pages.

- Focus Area Boundary
- Connection/Linkage
- Development Opportunity
- Catalyst Project
- New Development
- Regional Transit Connection
- Local Transit Connection
- Ward Loop Connection
- Boulevard Loop Connection
- Green Street Connection
- New Street Connection
- Gateway
- Plaza/Promenade
- Transit Facility
- Freeway/Ramp
- Rail



KEY MAP
0 50 150 300 feet

VISION + RECOMMENDATIONS

The Ballpark Neighborhood Focus Area in Third Ward will be a place like no other in Charlotte. This vibrant neighborhood will bring together a new baseball park with nearby existing sports facilities; new sport-related retail shops, restaurants and bars; fun and active park spaces; and a transit station that is on par with the finest facilities in the country.

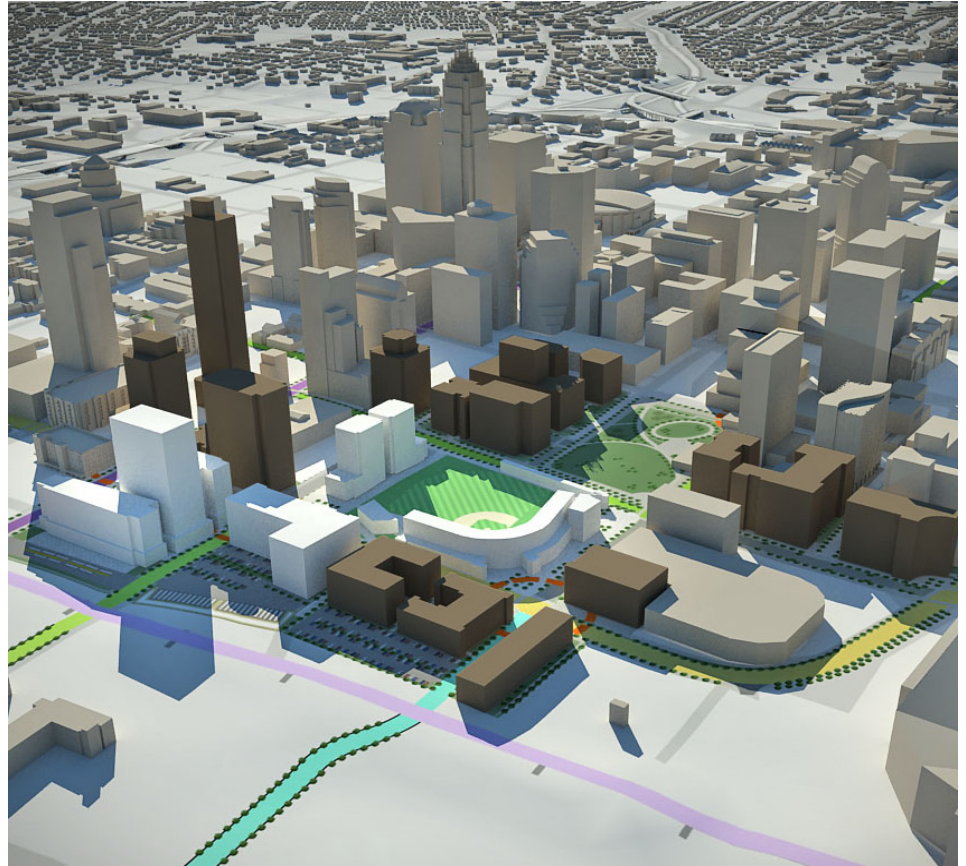
Connections and Linkages

- Integrate the Boulevard Loop
- Support the Ward Loop
- Improve Pedestrian and Bicycle Connections
- Overcome the Barrier of the Railroad Tracks
- Leverage Transit Links

Development Opportunities

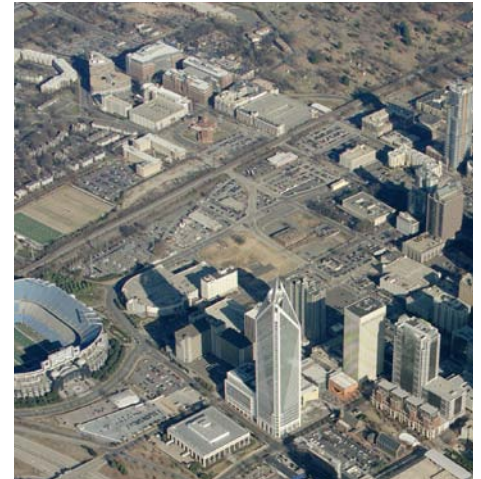
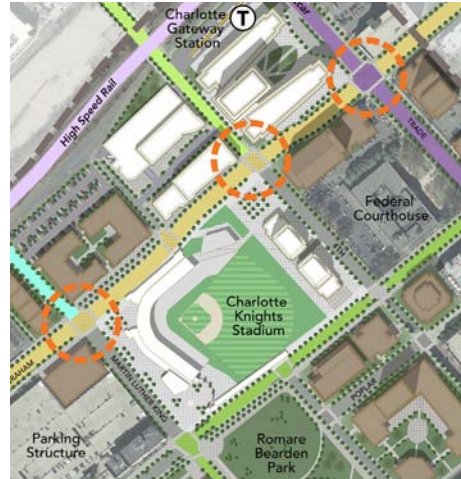
- Create a New Employment Center
- Cultivate a Unique Neighborhood Character
- Develop New Residential Opportunities
- Support New Retail Opportunities
- Ensure an Attractive Ballpark Façade Design

CATALYST PROJECTS



The new **Knights Stadium** is planned for approximately eight acres bounded by Graham, Mint and 4th streets and MLK.

- Activate the area throughout the year with baseball games as well as a variety of other activities.
- Include a variety of retail and restaurant spaces that are open year-round.
- Include multiple public entrances oriented to the major intersections with pedestrian-friendly crossings.
- Integrate stadium services between Knights Stadium and 4th Street.
- The Mint Street edge should maximize visual permeability into the stadium.
- Develop the 4th Street edge with commercial and residential uses with plaza space, iconic architecture and public art.
- Ground-floor spaces should be flexible and accommodate changing uses over time.



The **Charlotte Gateway Station** multi-modal station will be a regional transportation hub with service from Greyhound bus, Amtrak train, streetcar and high speed rail. The station has the potential to generate high volumes of activity and be an anchor of the expanded office core as it extends down Trade Street and into Third Ward.

- Retail and restaurant uses should be in both interior and exterior spaces on the ground floor.
- On upper floors, include transit-related and other office uses.
- A streetcar line should link Trade Street directly to the Charlotte Transportation Center.
- Major entries should be oriented to Trade and Graham streets.
- Build strong pedestrian connections from Graham and 4th streets to Knights Stadium and Romare Bearden Park.
- Architecture should be iconic and distinguished.
- Create a pedestrian-friendly environment through streetscape design and building setbacks.
- Non-essential uses such as train storage and bus maintenance/cleaning facilities should be located off-site.
- Transit facilities should be oriented along the railroad tracks to allow for adjacent development.
- Develop shared underground and/or structured parking.
- Create clear circulation patterns by consolidating taxi and passenger drop-off/pick-up areas.
- Underpasses should be activated with artwork and lighting to reduce the “tunnel” effect.

NORTH TRYON

north tryon illustrative concept

The concept illustrates key recommendations related to connections, development opportunities and catalyst projects, which are highlighted on the following pages.

-  Focus Area Boundary
-  Connection/Linkage
-  Development Opportunity
-  Catalyst Project
-  New Development
-  Local Transit Connection
-  Boulevard Connection
-  Ward Loop Connection
-  New Street Connection
-  Gateway
-  Plaza/Promenade
-  Freeway/Ramp
-  Rail



KEY MAP
0 50 150 300 feet



VISION + RECOMMENDATIONS

The North Tryon Focus Area is poised to experience dramatic change in the coming years. Strategically located along the northern part of Center City’s premier business corridor, this area has a large amount of redevelopment potential, both within Uptown and along its connection northward to the surrounding neighborhoods.

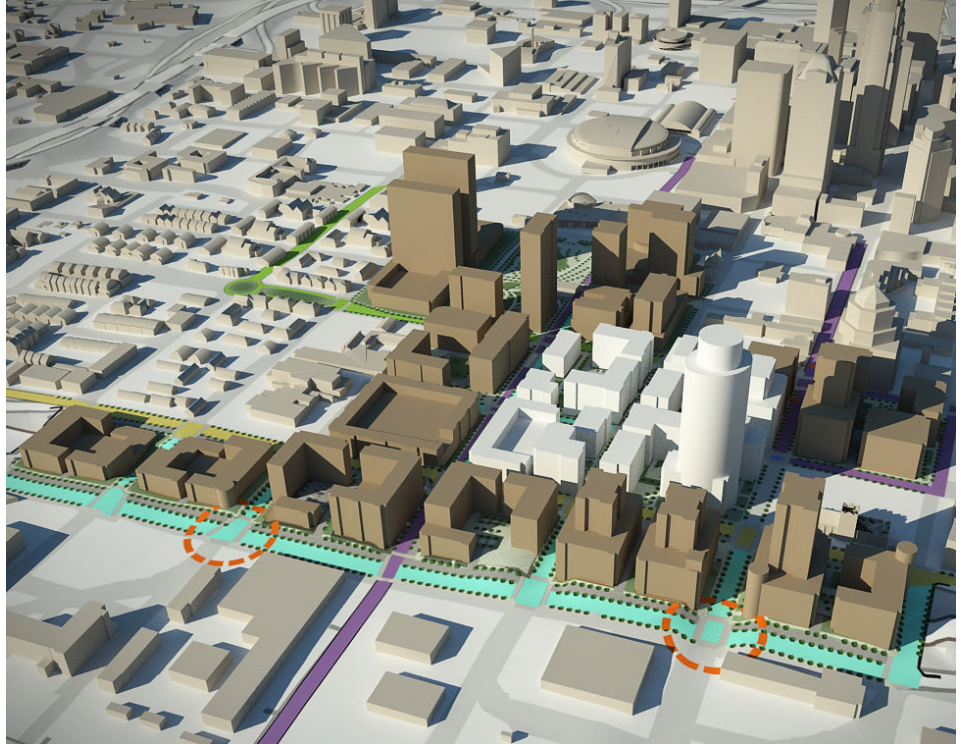
Connections and Linkages

- Reconfigure the Brookshire Freeway
- Link the Boulevard Loop
- Support the Ward Loop
- Improve Pedestrian and Bicycle Connections
- Enhance Transit Connections

Development Opportunities

- Extend the Tryon Streetscape to Brookshire Freeway
- Bolster the Applied Innovation Corridor
- Establish New Learning Opportunities
- Create New Residential Opportunities
- Boost Neighborhood Retail

CATALYST PROJECT



Development of the **Hal Marshall site** would define the area's character and catalyze development on adjacent properties. Site redevelopment should create a distinct identity for the North Tryon area further ignite private investment in the district. The Hal Marshall site is generally bounded by 9th, 11th and North Tryon streets and the planned LYNX Blue Line light rail extension.

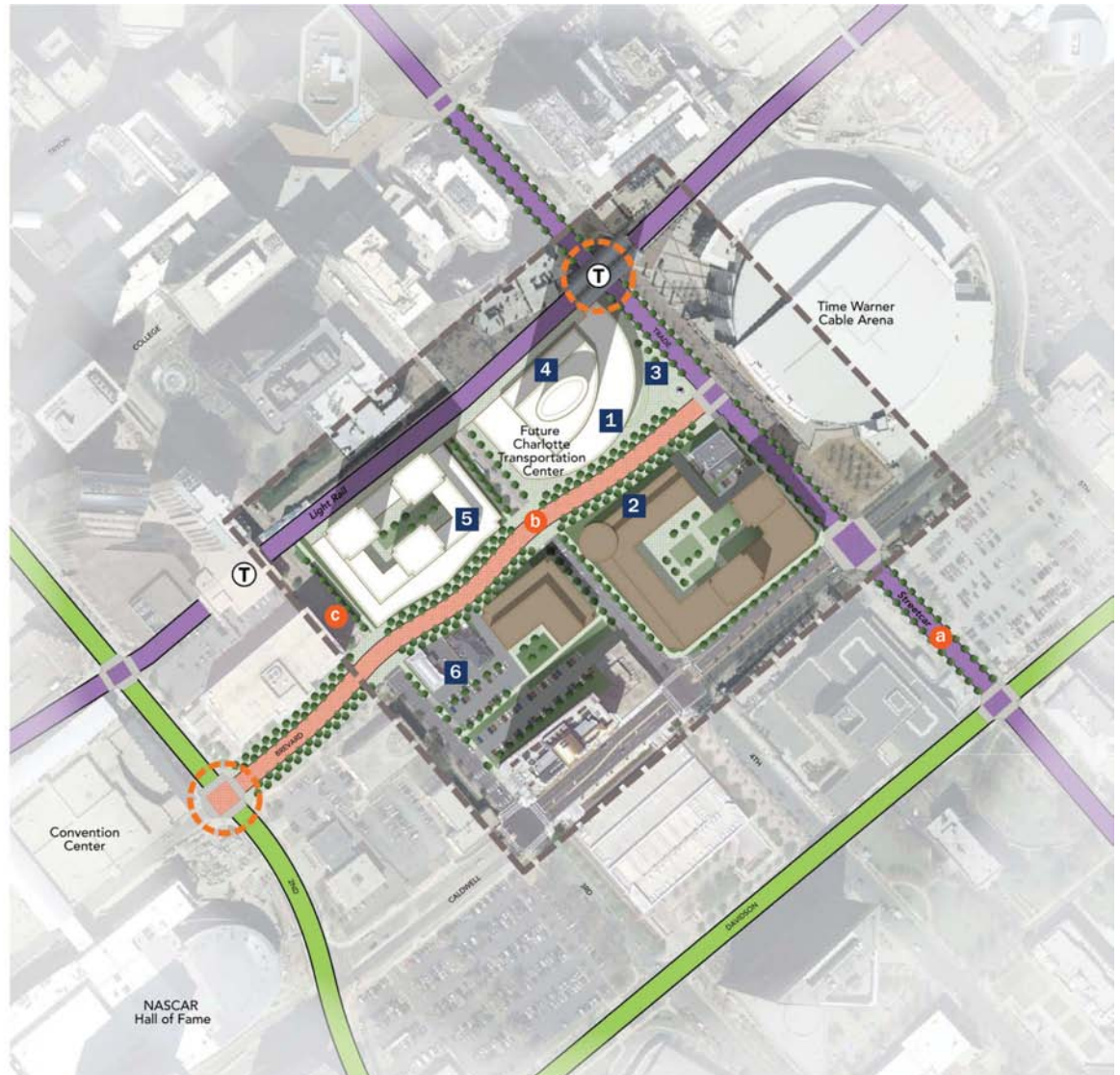
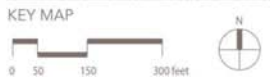
- Targeted uses should include offices, housing, research and development, and educational and/or cultural uses.
- Retail and restaurants should be developed along the ground floors.
- High-density office development should be concentrated on the western half of the area.
- Attain a high level of design and iconic architecture to establish a gateway to Uptown and the Applied Innovation Corridor.
- High-density housing and educational uses should be concentrated on the eastern portion.
- Service functions should not be located along Tryon, 9th and 11th streets or the LYNX Blue Line light rail.
- Any necessary access drives should double as pedestrian pathways, and parking solutions should be shared between buildings.
- Parking structures should be below grade, on upper stories of buildings, or wrapped with residential, office and institutional buildings with active uses on the ground floor.

CHARLOTTE TRANSPORTATION CENTER

charlotte transportation center illustrative concept

The concept illustrates key recommendations related to connections, development opportunities and catalyst projects, which are highlighted on the following pages.

-  Focus Area Boundary
-  Connection/Linkage
-  Development Opportunity
-  Catalyst Project
-  New Development
-  Local Transit Connection
-  Signature Street Connection
-  Ward Loop Connection
-  Gateway
-  Plaza/Promenade
-  Transit Station
-  Freeway/Ramp
-  Rail



VISION + RECOMMENDATIONS

The world's great cities have bustling transit stations through which trains, buses, taxis, pedestrians and bicycles all come together in an urban center. Along with the Gateway Station, a re-envisioned, state-of-the-art Charlotte Transportation Center (CTC) can provide this opportunity for Center City.

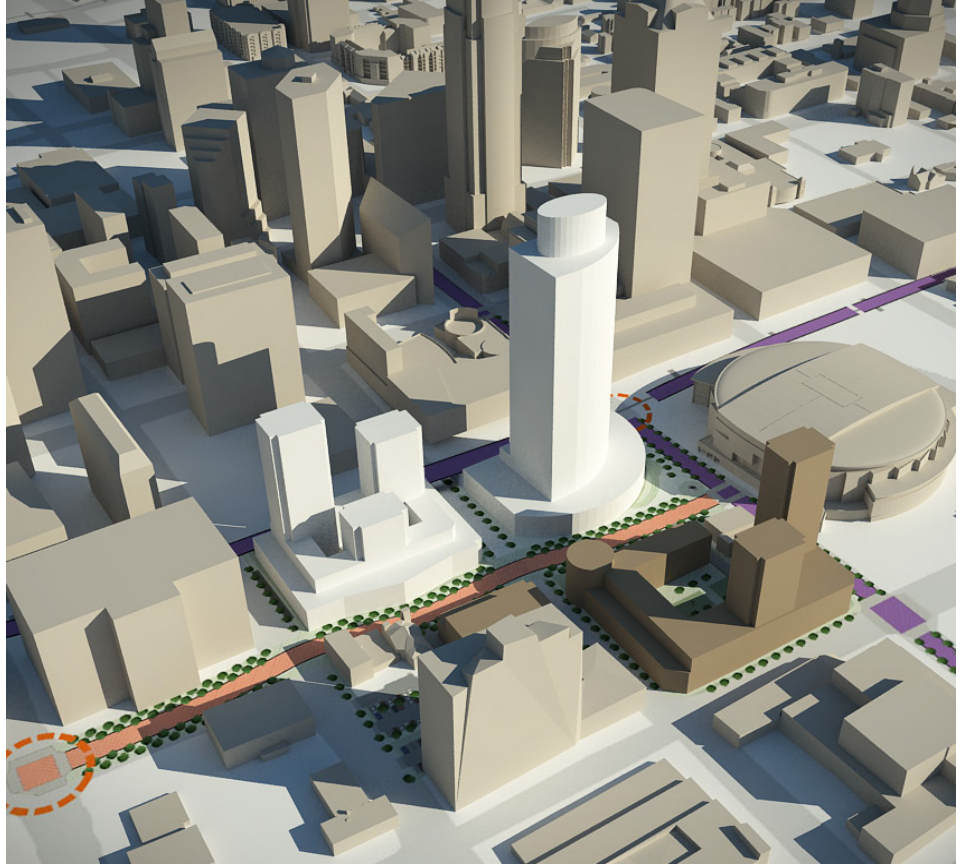
Connections and Linkages

- Establish a Streetcar on Trade Street
- Create a Signature Pedestrian Street on Brevard Street.
- Develop Additional Pedestrian and Bicycle Connections

Development Opportunities

- Develop a Bold New Charlotte Transportation Center
- Integrate Destination Entertainment, Retail and Dining
- Create a Large Civic Plaza
- Ensure a Substantial Employment Concentration
- Incorporate New Residential and Hospitality Opportunities
- Respect Historic Buildings

CATALYST PROJECT



A bold and fully redeveloped **Charlotte Transportation Center** would elevate the area to new heights as an urban center. The CTC currently functions as the primary bus transportation hub for CATS, with some growth constraints on its operations. With the recent introduction of the LYNX Blue Line light rail and the planned streetcar line, the CTC is underutilized as a development site. The CTC is bounded by the LYNX Blue Line light rail and Brevard, Trade and 4th streets. The facility is owned and controlled by a non-profit corporation, Charlotte Transit Center, Inc.

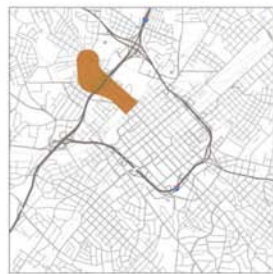
- The new CTC design should be dramatic and impressive.
- Create a new civic plaza located at the building's southeast corner surrounded by retail and restaurants.
- Design rail platforms appropriate architectural elements, lighting, landscaping and pedestrian amenities.
- The new CTC building should be no taller than 60 feet along Brevard Street or along the new plaza space, with a minimum stepback of 20 feet before rising above the 60-foot height limit.
- Bus access and service functions should be minimized along Brevard or Trade streets.

WEST TRADE CORRIDOR

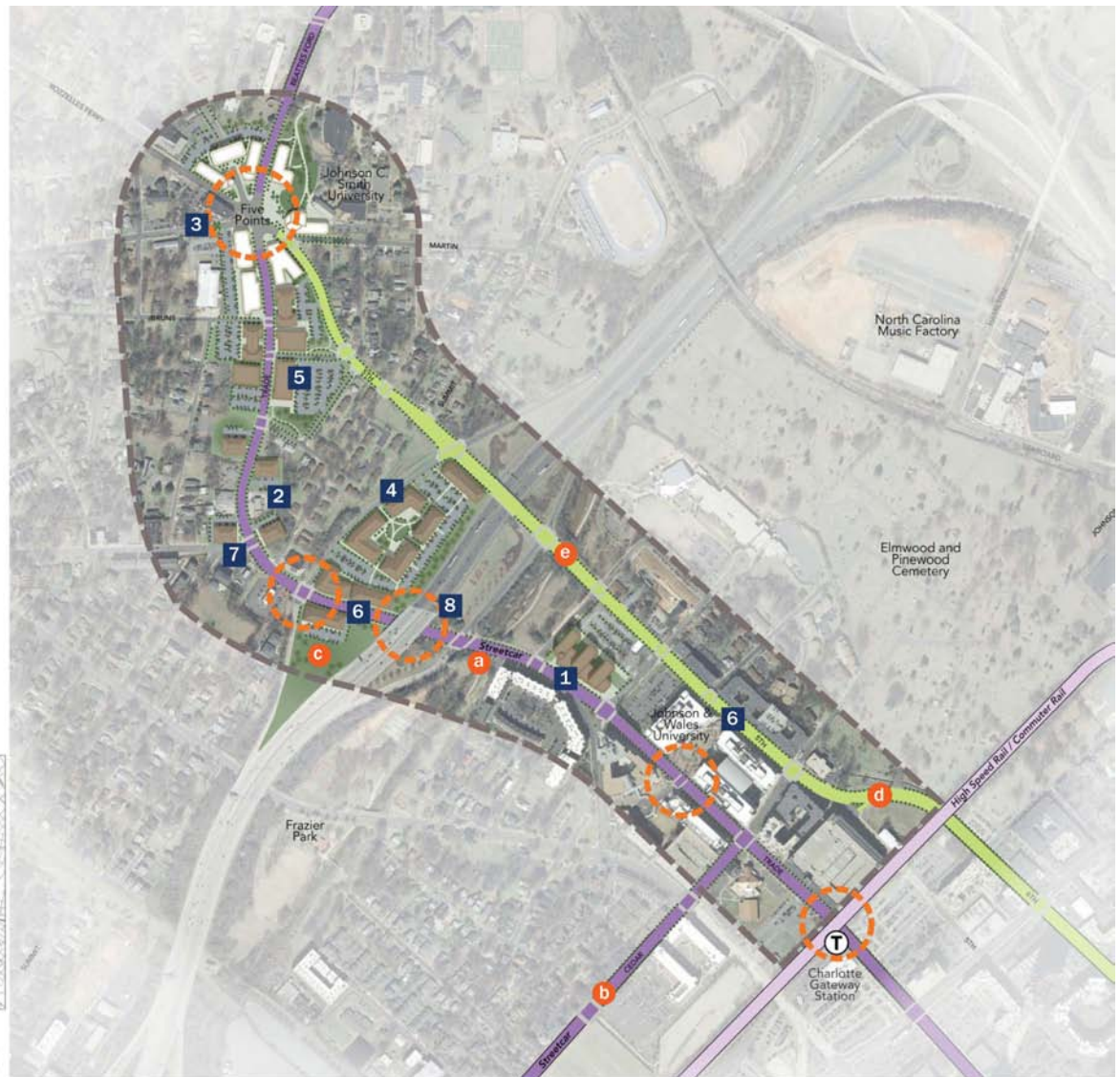
west trade corridor illustrative concept

The concept illustrates key recommendations related to connections, development opportunities and catalyst projects, which are highlighted on the following pages.

-  Focus Area Boundary
-  Connection/Linkage
-  Development Opportunity
-  Catalyst Project
-  New Development
-  Regional Transit Connection
-  Local Transit Connection
-  Green Street Connection
-  Gateway
-  Plaza/Promenade
-  Transit Facility
-  Freeway/Ramp
-  Rail



KEY MAP



VISION + RECOMMENDATIONS

Situated just west of the urban core, the West Trade Corridor holds great opportunity to link to the energy of Uptown, develop unique University-oriented districts and create a focal point for the historic Five Points area. The Focus Area strategy concentrates new uses and improvements along West Trade Street and seeks to leverage the resources and capital of the educational institutions to create a critical mass of activity and economic development opportunities.

Connections and Linkages

- Establish a Streetcar on Trade Street
- Create Additional Local and Regional Transit Connections
- Reconfigure the I-77 Freeway Interchange
- Prioritize Pedestrian and Bicycle Connection on 5th Street
- Create Additional Pedestrian and Bicycle Connections

Development Opportunities

- Expand Gateway Village
- Establish a “Restaurant Row”
- Create a Mixed-Use Neighborhood Center
- Increase Employment Opportunities
- Create New Residential Opportunities
- Develop Neighborhood Retail
- Improve the Streetscape
- Establish Gateways Along Trade Street

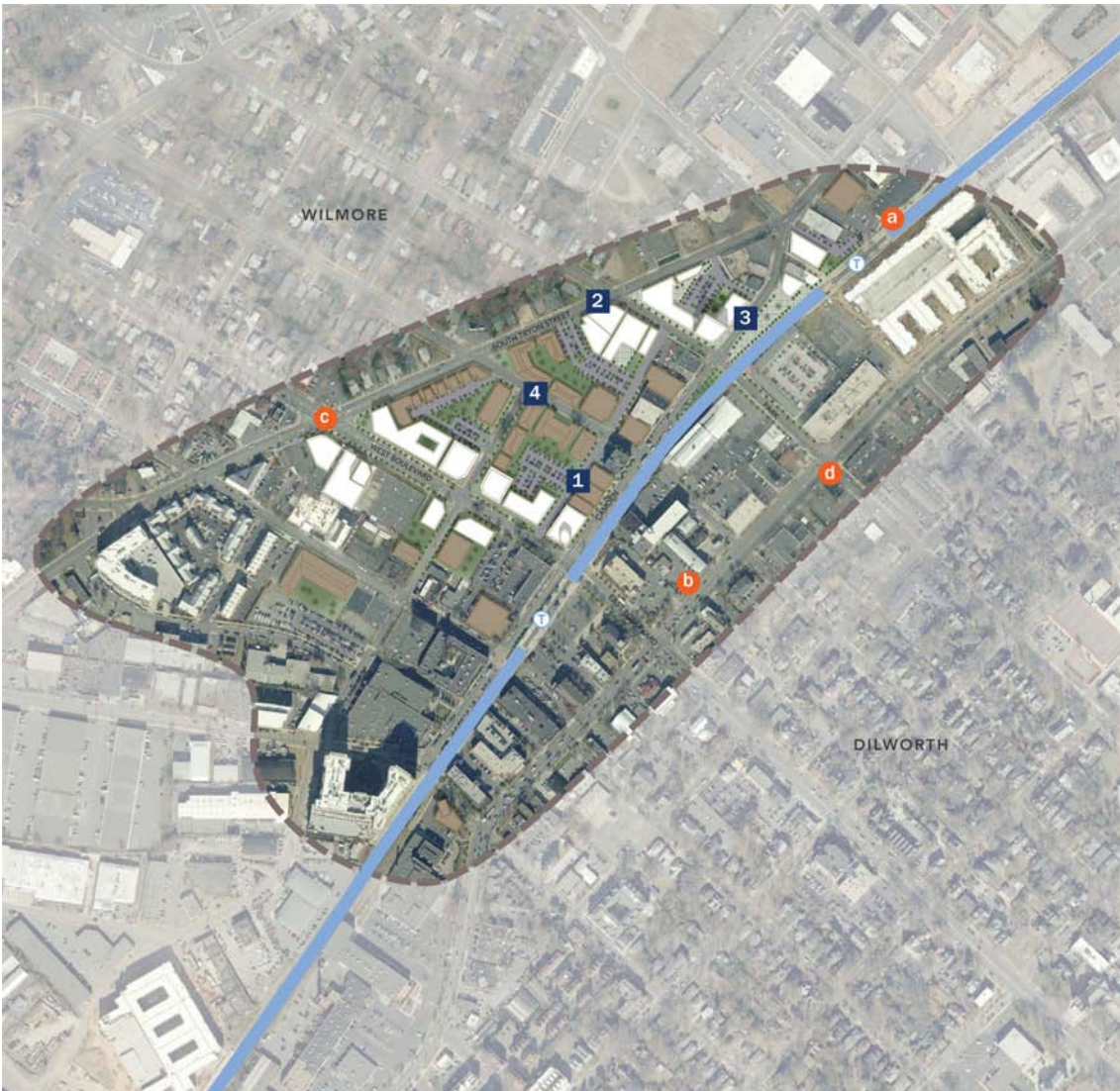
CATALYST PROJECT



Establishing a strong anchor around **Five Points**—defined as the intersection of Trade Street, Beatties Ford Road, Rozelles Ferry Road and 5th Street—will have the greatest impact on the Focus Area. Development around the Five Points should create a distinct identity and catalyze private investment on both the public and private land surrounding the area.

- Establish a strong anchor around Five Points at the west end of Trade Street.
- The Five Points are located at the intersection of Trade Street, Beatties Ford Road, Rozelles Ferry Road and 5th Street.
- Include semi-public and civic uses at the northeast corner of Beatties Ford, 5th and Martin.
- New construction on Johnson C. Smith University campus should attract pedestrian-oriented uses with primary entrances at the Five Points intersection.
- High-density mixed-use development should be concentrated on the land not under JCSU ownership, with office and residential uses above ground-floor retail space.
- Development should attain a high level of design and sense of entry.
- The entire intersection and adjacent plazas should be upgraded.
- Service access and parking solutions should be shared between buildings and located at least 100 feet from corners.

SOUTH END



South End Illustrative Concept

The concept illustrates key recommendations related to connections, development opportunities and catalyst projects, which are highlighted on the following pages.

- Focus Area Boundary
- Connection/Linkage
- Development Opportunity
- Catalytic Project
- New Development
- LYNX Light Rail Transit
- LYNX Transit Station
- Plaza / Promenade

VISION + RECOMMENDATIONS

Over the next 10 to 20 years, South End will flourish as the “Creative District of the Carolinas.” It will continue to grow as a dynamic urban neighborhood, enriching the lives of the entire community through its many recreational, historical and commercial offerings.

Connections and Linkages

- Enhance the LYNX Blue Line “Rail Trail”
- Overcome the Barrier of South Boulevard
- Improve the Environments of South Tryon Street and West Boulevard
- Explore the Potential of Camden Road
- Boost Connections to Other Neighborhoods

Development Opportunities

- Focus Development Along Camden Road
- Attract an Art and Design School
- Create a “Neighborhood Square”
- Cultivate a Unique Destination for Creative

CATALYST PROJECT



Three areas along Camden Road—**Camden Road, Park Avenue, and Summit Avenue; West Boulevard between Camden Road and South Tryon Street; Camden Road and Tremont Avenue**—hold the most potential to catalyze future change in the neighborhood and along this important corridor. These areas extend along five blocks, adjacent to the LYNX Blue Line light rail and the rail trail.

- Interesting and attractive ground-floor uses should be developed along Camden Road.
- Retail spaces at the ground floor should include neighborhood services such as a grocery store, dry cleaners and banks.
- Incorporate public spaces, such as the neighborhood square, pocket parks and other streetscape elements.
- Infill development should include multi-family housing, retail and a hotel with conference space.
- Develop iconic and memorable landmarks along Camden Road.

Implementation

Center City Charlotte is a dynamic, modern urban environment. With its active community, strong jobs base, attractive neighborhoods, great cultural and sporting venues, and several colleges and universities, there are many reasons to be optimistic for the future. Under the 2020 Vision Plan, Center City is positioned to move forward with a set of strategies and projects that will make the greater Charlotte region an even better place in which to work, live, play and visit.

This Plan will guide the future growth and development of Charlotte's Center City for the next 10, 20 and 30 years. The recommendations contained within this document do not preclude continued community input.

This section highlights several top "Overarching Priorities" selected from the recommendations for each Transformative Strategy and Focus Area. These fourteen high-level recommendations are the most critical investments and improvements that should be undertaken to reinforce the current momentum and generate new development activity, economic investment, and on-the-ground vibrancy. Charlotte's 2020 Enduring Vision will be attainable through the implementation of these priority recommendations. These critical recommendations are not listed in order of priority; they exist as Overarching Priorities to be achieved when the economic climate improves.

The Overarching Priorities were selected out of the nearly 200 recommendations contained in the Center City 2020 Vision Plan. They represent recommendations that will shape the face of the city for generations to come. Each priority aims to achieve significant economic development opportunities and foster the creation of jobs. The recommendations listed here and throughout the document identify public and private partnerships, build upon current investments and initiatives, and facilitate the continued creation of a viable, livable, memorable and sustainable Center City.



The proposed creation of a freeway cap to link Uptown & South End with an iconic new public space surrounded by high-density, mixed-use development could be implemented as a phased development as illustrated above.

Constructing the Charlotte Knights baseball into Third Ward will spur private development of entertainment-related retail, shops and services, restaurants and bars, parks, and office integrated with the multimodal transit station. Uptown’s destination assets and, thus the tax base would be expanded. More importantly, this new AAA baseball stadium will provide much needed affordable family fun for Charlotte during tough economic times. The public and private sectors should provide immediate support to build the stadium.

Lead Responsibility: Charlotte Knights, Mecklenburg County, City of Charlotte, Center City Partners
Initiate Effort: Current, ongoing project

Baseball Stadium as part of the Ballpark Neighborhood

The sale and development of the public land in the I-277 / Stonewall Focus Area will be a crucial barometer that signals the revving up of Center City’s near term development horizon. Building new office and residential complexes along with hospitality assets, educational and recreational facilities, retail and restaurants will, in turn, attract additional investment to the city adding new jobs and increasing the tax base. New approaches to attracting private development such as a formal solicitation via an RFQ/P process or a design/development competition should be attempted to re-ignite interest.

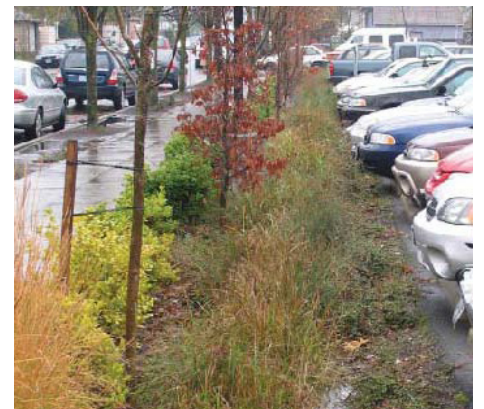
Lead Responsibility: City of Charlotte
Initiate Effort: Current, ongoing project

1-277 / Stonewall Focus Area— Development of City-Owned Property

It is critical to establish a West Trade Development Strategy to capitalize on the momentum surrounding the Gateway Village development master plan and the energy generated by multiple academic institutions. This strategy should organize an effort to recruit additional restaurants, food carts, retail and residential projects to West Trade Street. Support for this unique corridor can come from new pedestrian paths, transit opportunities such as expanded Gold Rush service and planned streetcar. A successful strategy will enable additional private sector development and better link Uptown and the Five Points neighborhood center.

Lead Responsibility: Johnson C. Smith University, City of Charlotte Economic Development & Planning Departments
Initiate Effort: Current, ongoing initiative – 2020

West Trade Development Strategy & Implementation



Center City's Public Realm The stature and impact that a beautiful and well-utilized public realm can have on making a city memorable can be observed as Charlotte's citizens enjoy and celebrate the recently completed Little Sugar Creek greenway, Stonewall/I-277 connector, and redesigned South Tryon Street adjacent to the Levine Center for the Arts. To continue to enhance the quality of life of all its citizens who visit and gather in the Center City, Charlotte should continue to invest in the design and construction of unique projects such as the Ward and Boulevard Loops, the 'rail trail', as well as planned and proposed parks. A strategy should be developed to plan for, fund and complete these city-building projects over the next ten years.

Lead Responsibility: City of Charlotte, Mecklenburg County Park & Recreation, Center City Partners

Initiate Effort: Complete current, ongoing projects - 2020

1-277 Study A comprehensive study of existing and potential infrastructure of the I-77/I-277 freeway loop will be required to insure that the highway optimally serves the long term growth and development of the Center City. The study should also include urban design recommendations to: address breaking down the barrier of the loop between neighborhoods; propose architectural and aesthetic design solutions that will result in a memorable driving, walking and cycling experience.

Lead Responsibility: NCDOT & CDOT

Initiate Effort: 2012

Freeway Cap Building a Freeway Cap, Development and Park over I-277 will significantly close the physical and psychological barrier between Uptown, South End, Dilworth and Wilmore. The Cap would function as a distinctive gateway and civic gathering space that would spark additional private development. Well-designed open space, park and pathways would also improve pedestrian and bicycle connections between the neighborhoods. The initial planning and studies for this facility would be conducted as part of the comprehensive I-277 Study.

Lead Responsibility: NCDOT & CDOT

Initiate Effort: 2012

South End Plan Over the past ten years, the Charlotte Trolley led the way followed by light rail in spurring millions in South End investment and development. The area has become a magnet for creative businesses. In 2005, The South End Station Area Plan (SESAP) proactively established TOD zoning, development standards and infrastructure recommendations to guide the continued growth of the area. As a result, South End has become a new residential neighborhood with over 3,000 residents. To address the challenges and maximize the opportunities presented by this transformation, a new South End Plan should be developed and include an engaging community participation program.

Lead Responsibility: Center City Partners, South End Advisory Committee, Planning Department

Initiate Effort: 2012 – 2013

Charlotte has made a significant effort to develop a City of Bikes through the adoption of the City of Charlotte Bicycle Plan. Additional bike infrastructure should be developed in Center City according to the recommendations of the Bicycle Plan to encourage more people to utilize this sustainable transportation option. The creation of a bike-share system should be explored, and dedicated and shared bicycle pathways and end-of-trip facilities should be built to improve safety and comfort.

City of Bikes

Lead Responsibility: CDOT; Mecklenburg Park & Recreation; Planning Department, Center City Partners
Initiate Effort: 2013 - 2018

Create a non-profit corporation to coordinate resources and partnerships, direct investment, and insure the implementation of key programs and policies necessary to develop the Applied Innovation Corridor and North End. Under the direction of the NEDC, the North End can become a walkable, mixed-use neighborhood that will be the home of new technology, light industrial and innovation-based businesses and jobs. The North End will be strongly linked to Uptown and defined by its unique residential character and industrial history. A partnership of the UNCC Research Institute, Center City Partners, and the City and County economic development departments will develop a strategy to establish the NEDC.

North End Development Corporation (NEDC)

Lead Responsibility: UNCC Research Institute, Center City Partners, City and County Economic Development & Planning Departments
Initiate Effort: 2014 - 2016

Transforming Center City into a seamless Urban Campus will provide expanded college and post-graduate academic options to help attract and retain an educated young work force as well as provide life-long learning and retraining for more experienced workers. A council or consortium lead by CPCC, JCSU, Queens, UNCC and other universities and colleges should be established to develop inter-institutional curricula and programs and to create better physical connections between campuses.

Urban Campus

Lead Responsibility: Center City educational institutions; Center City Partners
Initiate Effort: 2014 - 2020



Art & Design School A new Art and Design School recruited to South End will create a more vibrant design and innovation district. The school will complement existing creative firms, galleries and design studios. Students will contribute energy and excitement and demand more shopping and services as they live, study and work in South End.

Lead Responsibility: Center City Partners

Initiate Effort: 2015 - 2020

Retail Recruitment Over the past decades, Charlotte has invested millions in building arts, cultural, sports and entertainment venues to make the city a great destination. But, one ingredient – shopping – is still missing. Opening ‘soft’ or consumer goods shops in the ground floor space of Uptown office and residential buildings would round-out and enhance the fun and excitement that visitors and citizens expect to experience. Charlotte could offer the ultimate complementary activity to tourists and increase tax revenue to add to City and County coffers. A comprehensive strategy should be created to recruit local, regional and national retailers to locate in or near destination assets and clusters.

Lead Responsibility: Center City Partners; City of Charlotte Economic Development Department

Initiate Effort: 2015 - 2020

CTC Redevelopment In addition to providing efficient multimodal transit service, the Charlotte Transportation Center is envisioned to be redeveloped as a high density mixed use complex and employment center including office, housing, entertainment, retail and civic space. Developing the air rights above the station and at the street level on publically-owned land would add much needed revenue back on the City’s tax rolls. This project should be developed once the Charlotte Gateway Station project is well underway. But, because negotiations with adjacent private land owners to assemble the site, identifying potential development partners, and solidifying project funding and financing will take many years, necessary planning could and should begin within this decade.

Lead Responsibility: CATS, CDOT, Planning, City Economic Development

Initiate Effort: 2016 - 2020

Second Ward High School Given it’s centralized geographic location, building a new high school in Second Ward would greatly expand educational opportunities for students living all over Mecklenburg County. The proximity of the high school to Uptown businesses and private investment could make intern and job placement more accessible to students and provide unique academic options. The architectural massing and design of the high school would be urban and multi-story in scale. The development of the high school would occur in a timeframe as dictated by the increased student population in the system and as indicated in the CMS Capital Facilities Plan.

Lead Responsibility: CMS; Mecklenburg County; Center City Partners

Initiate Effort: 2016 - 2020