



Second Ward Neighborhood

Charlotte,
North Carolina

MASTER PLAN

September 2002



Prepared for the
Charlotte-Mecklenburg Planning Commission

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A COMMUNITY REDEFINED

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i: introduction

Vision Statement

“To create a livable and memorable urban neighborhood in the heart of the city through mixed land uses, diverse architecture and housing types, unique infrastructure, and a hierarchy of open spaces. These components will combine to welcome and support a diverse population with varied ages, races, and socio-economic backgrounds.”





2010 Vision Plan



Fourth Ward, Charlotte



Connective open spaces, Charleston, SC



Vibrant residential address, Grammercy Park, New York City



A lively 18-hour mixed-use district, Boston

What is a Neighborhood Master Plan?

Good planning begins with an understanding of the “big picture” and the long-range potential of an area. Although the constraints of current conditions such as market and budget will clearly need to be addressed in pragmatic terms during detailed planning, at the outset of developing a master plan it is very important to begin the planning process with, if not a blank sheet of paper, at least one that accepts and acknowledges new ideas. This larger, creative thinking enables an understanding of the possibilities for new synergies, connections, and relationships that simply aren’t apparent on the surface. During the planning process ways of implementing new ideas may be revealed. The “vision” that is created by the big picture approach isn’t intended to be the detailed development plan, rather it establishes the long-range goal and describes the possible development opportunities, setting a course and direction for detailed planning and implementation. Once the Master Plan is established, detail planning is undertaken step by step to implement various concepts described in the plan. During the implementation the details are addressed, with the shape of the final plan to evolve during the process. A Neighborhood Master Plan is best used as a guide for detail planning and implementation to reference, not a concise blueprint. By referencing the plan, the overall goals can be met but the flexibility is provided to address detailed conditions during the implementation process.



Aerial photograph of Center City Charlotte

Project Overview

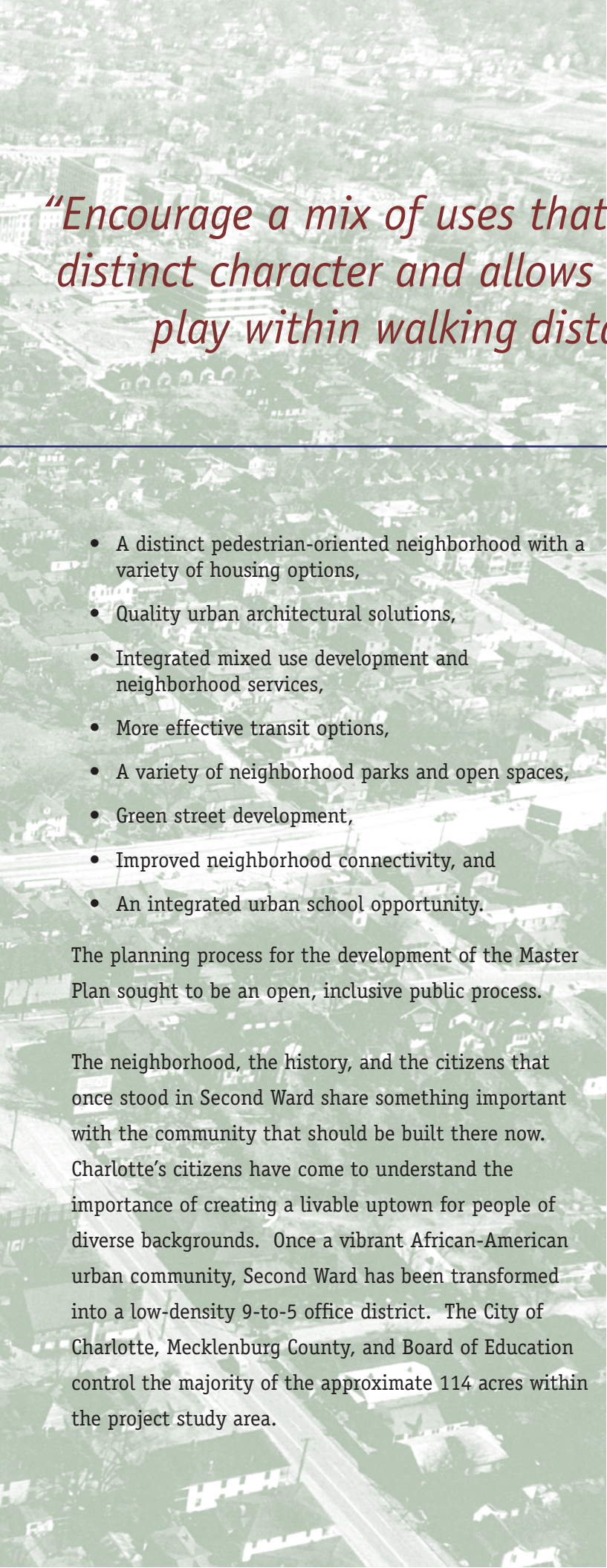
Center City 2010 Vision Plan

In May 2000, City Council and County Commission adopted the Center City 2010 Vision Plan, a comprehensive vision for uptown Charlotte developed through an extensive public process that envisioned a path for the future of the Center City. The plan included research from previous studies to determine and evaluate public opinion, including the Urban Institute's Report on Focus Groups and a survey of Charlotte Observer readers. In addition, the needs, ideas, and creativity of Charlotte's citizens were solicited during three public workshops with more than 700 participants, as well as meetings with City and County agencies, landowners, citizen organizations, and more than 50 stakeholder groups.

This intriguing vision of Center City continues to evolve through the planning efforts and dreams of city leaders, design professionals and citizens. The Center City 2010 Vision Plan builds on the success of uptown as a business district and envisions a continual effort to develop depth and maturity characterized by inclusiveness and variety among uses, housing types, modes of transportation, types and scales of open space and diversity of citizens. If Charlotte's citizens embrace the vision and commit to its realization, it has the capacity to acknowledge our past, enliven our present and secure our future as a vibrant, significant city.

Second Ward Neighborhood Plan

In September 2001, the City of Charlotte launched the Second Ward Neighborhood Master Plan study, a component of the Center City 2010 Vision Plan. Based on those recommendations, the goals for Second Ward were to create:



“Encourage a mix of uses that reinforces [Second Ward’s] distinct character and allows people to work, learn, and play within walking distance of their homes.”

— Center City 2010 Vision Plan

- A distinct pedestrian-oriented neighborhood with a variety of housing options,
- Quality urban architectural solutions,
- Integrated mixed use development and neighborhood services,
- More effective transit options,
- A variety of neighborhood parks and open spaces,
- Green street development,
- Improved neighborhood connectivity, and
- An integrated urban school opportunity.

The planning process for the development of the Master Plan sought to be an open, inclusive public process.

The neighborhood, the history, and the citizens that once stood in Second Ward share something important with the community that should be built there now. Charlotte’s citizens have come to understand the importance of creating a livable uptown for people of diverse backgrounds. Once a vibrant African-American urban community, Second Ward has been transformed into a low-density 9-to-5 office district. The City of Charlotte, Mecklenburg County, and Board of Education control the majority of the approximate 114 acres within the project study area.

Through the development of a new pattern of streets and blocks, along with current plans for relocating the existing institutional facilities, this neighborhood has the potential to become home to approximately 2,400 residential households. To support a vibrant residential community in the heart of the center city, other uses will include a projected 150,000 square feet of ground floor retail/commercial space, additional office space for the expanding government district and convention center, expanded educational facilities and several smaller civic facilities. An intricate open space network will weave the uses together and connect Second Ward to the adjacent districts and historic neighborhoods.

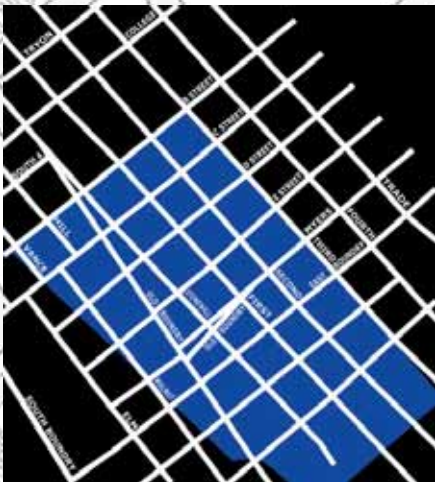
The plan identifies strategies to ensure incremental growth, unique architecture, and a diverse urban landscape. The new street grid will break up the massive blocks created during urban renewal, bringing back the varied block sizes of the historic neighborhood fabric. Creating a true urban fabric in Second Ward, and the leveraging of publicly owned land. It will cultivate the vibrant residential community that has been envisioned in to 2010 plan.

goals

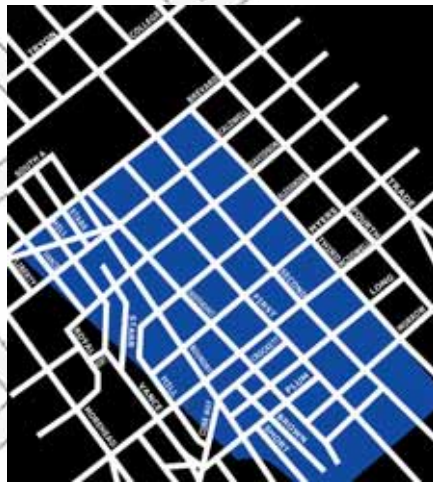
project

- Goal 1:** Provide a livable and memorable 18 hour urban neighborhood.
- Goal 2:** Provide a significant diverse residential population with varied ages, races and socioeconomic backgrounds.
- Goal 3:** Provide high quality architecture with a unique residential identity.
- Goal 4:** Provide a variety of housing types with unique infrastructure.
- Goal 5:** Provide a variety of unique parks and open space.
- Goal 6:** Provide a variety of appropriate uses, services and facilities to promote a sense of community (day-care facilities, neighborhood services, community buildings, educational facilities, tourism).
- Goal 7:** Provide a safe and secure pedestrian friendly environment.
- Goal 8:** Provide flexibility within the plan to adapt to changing economic and political environment.
- Goal 9:** Provide smaller incremental growth.
- Goal 10:** Provide a significant neighborhood park, to function as an organizing element to the neighborhood.
- Goal 11:** Provide improved connectivity and leverage proximity of the Dilworth, Elizabeth and Cherry neighborhoods, as well as capitalize on the proximity to the Central Business District, Historic Trolley, Light Rail and the Transit Center.
- Goal 12:** Provide workforce housing in each phase of development.
- Goal 13:** Provide the integration of historic references throughout the neighborhood for identity.
- Goal 14:** Provide a neighborhood approach to parking.
- Goal 15:** Take advantage of the physical relationship to the existing hotels, the Convention Center and the Central Business District.
- Goal 16:** Improve efficiency and capacity of existing street network to better accommodate vehicles, pedestrians, and bikes.

ii. the planning process



1877 street grid



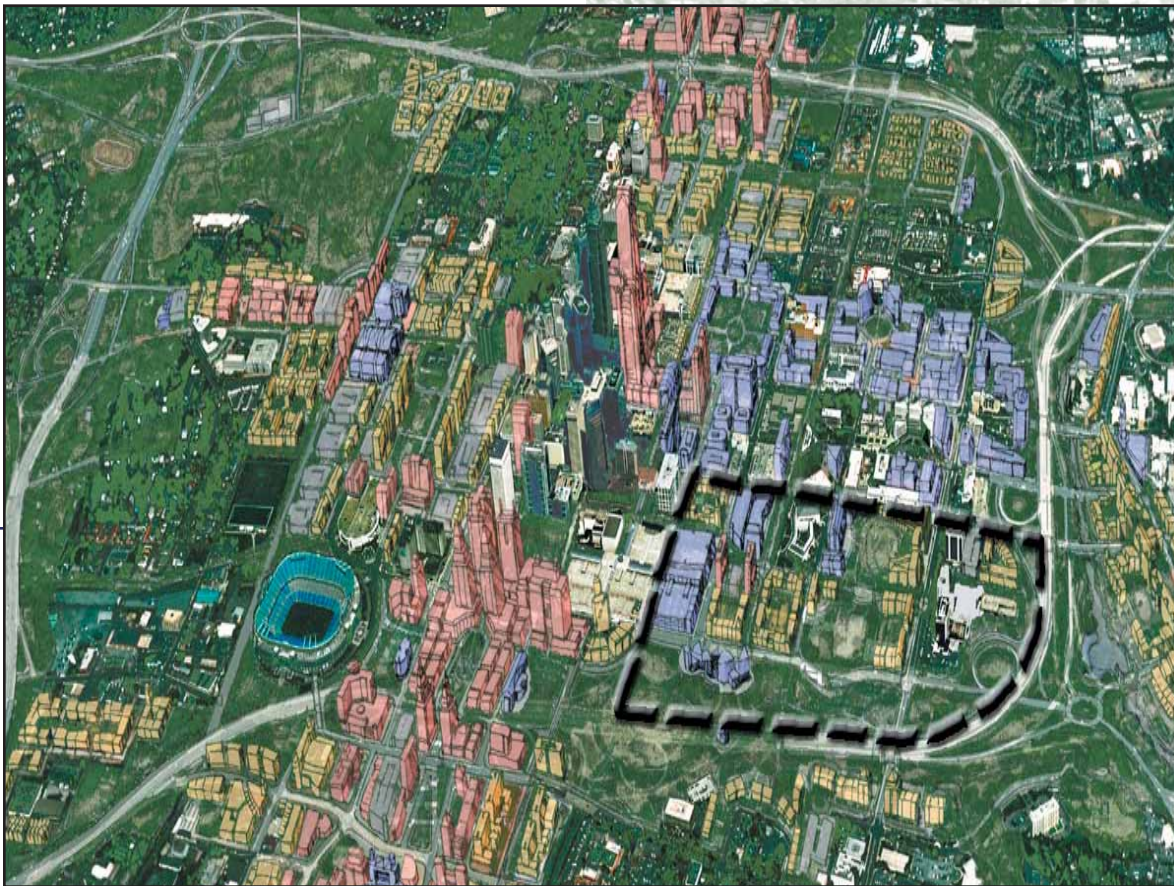
1959 street grid



2001 street grid

Planning Process

The development of the Second Ward Neighborhood Plan was a community-based planning process. It was designed to educate all participants in the components and composition of an urban neighborhood, and in particular the requirements for a diverse residential population. The planning process also brought together stakeholders to help reach a consensus that address their concerns while accomplishing the City's goals of an urban neighborhood development.



Center City 2010 Vision Plan



Workshop participants define goals for the neighborhood.

Public Involvement

Public involvement elements included

- Three community workshops

"A Meeting of Minds"

October 17, 2001

"A Hands-on Design"

November 14-15, 2001

"A Community Redefined"

February 13, 2002

- Meetings were held with key stakeholders, from former neighborhood residents to major corporate entities.
- A web site designed by the City featured updated information after each meeting, including PowerPoint slides and other exhibits presented or generated at each meeting. <http://www.charlotteplanning.org/secondward/index.htm>
- A public display area at the Mint Museum of Craft and Design provided additional historic information on Second Ward.
- 2000+ postcard mailings presented the project to Charlotteans.



Public participation comments

“A Meeting of Minds”

October 17, 2001
 Government Center
 55 participants

The consultant team provided a 45 minute presentation that addressed the following:

- An overview of the Center City 2010 Vision Plan Goals and Principles.
- An overview of the Second Ward Neighborhood Master Plan Goals and Principles set forth by the City of Charlotte.
- A market overview for projected growth in the Center City.
- An analysis of precedents and examples of great urban environments in other cities, presented by noted author and urban designer Alex Garvin.

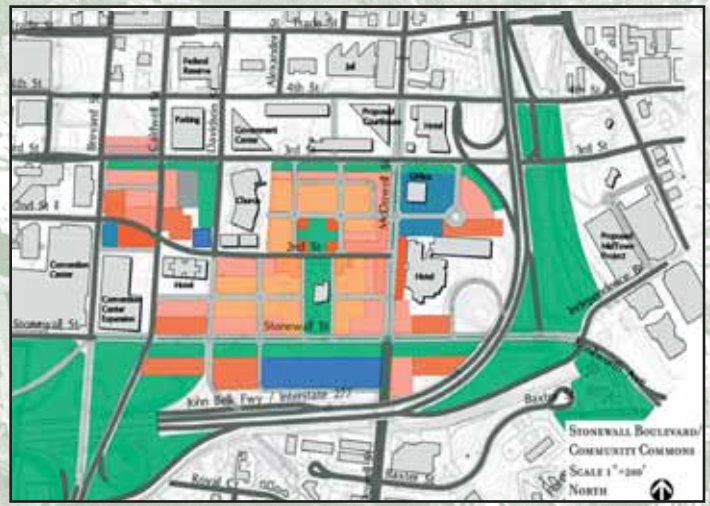
Essential Questions

The consultant team then posed four essential questions concerning design of the neighborhood to further determine neighborhood objectives.

- What would attract you to live in the new Second Ward Neighborhood?
- What would be your most important destination(s) outside of the Second Ward Neighborhood?
- If you lived in Second Ward, how would you use a Neighborhood Park?
- What would make for a unique and memorable Second Ward Neighborhood?

Key Neighborhood Objectives from Community Workshops

- Variety of affordable housing
- Parks and open spaces that represent a wide range of sizes and scales, serve different purposes, and cater to an assortment of users
- Variety of transportation options
- Smaller scale development
- High quality of design - architecture and landscape
- Connectivity across I-277
- Integrated neighborhood services
- Appropriate/diverse street grid (pedestrian vs. automobile)
- Redesign urban fabric to mirror original block size
- Thriving Metro School facility
- Honor Second Ward’s rich history
- Create fabric in texture of architecture, streets, and landscape



Plan created from land use exercise

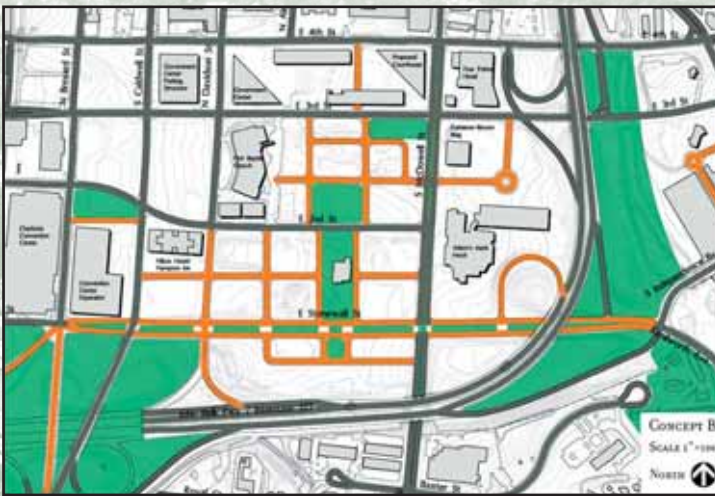
“A Hands-on Design”

**November 14th -15th, 2001
Charlotte Convention Center
120 Participants**

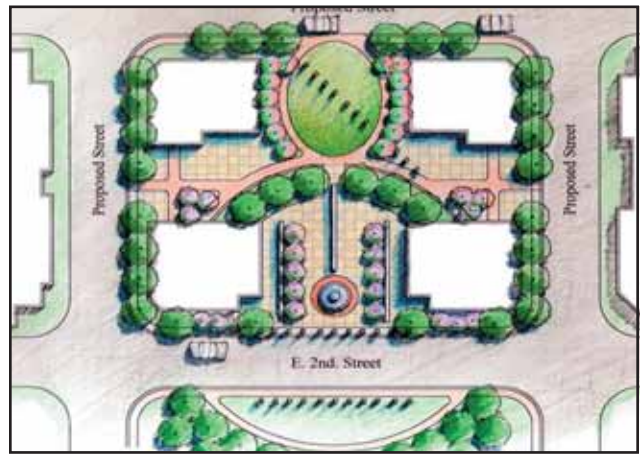
Based on the goals and objectives from the October 17th workshop, the consultant team prepared three alternative concepts for the Second Ward Neighborhood which addressed the following:

- Land use relationships
- Distinct, unique neighborhoods with different housing options
- Quality, urban architectural solutions
- Pedestrian-friendly streets and transit options
- Mixed-use development
- Parks that fit the neighborhood context
- Green street development
- Connectivity to adjacent neighborhoods
- Urban school

Workshop participants formed groups to analyze one of the three design alternatives created by the consultant team. Participants developed a host of alternative plans for residential, office, mixed-use, and civic elements, parks and open spaces, neighborhood services, convenience shops, restaurants, and schools. The consultant team spent the next day working on the concepts provided by the public, and presented composite master plan alternatives. After the presentation, plenary sessions were held to discuss issues such as residential affordability, development strategy and implementation and housing form.



Workshop Neighborhood Alternative



Workshop plan of urban open space at Second Street

“A Community Redefined”

February 13th, 2002
 Government Center
 60 Participants

Following a seven-month design process, the consultant team unveiled the Second Ward Neighborhood Plan to the public, which represented the combined work of an estimated 400 individuals who took part in the public planning process.



Perspective of retail and open space



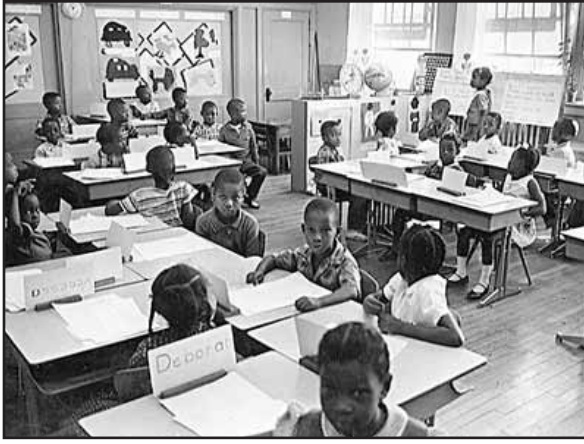
Workshop plan of Community Center



Workshop perspective of Third Street



Workshop perspective of Second Street



Myers Street School classroom - 1950s



South Brevard Street - 1950s

iii. second ward history

“Brooklyn”

For more than 70 years, Second Ward was an active, economically diverse community. The distinctive neighborhood known as ‘Brooklyn’ had cultural facilities, meeting halls, schools, neighborhood businesses, churches, and a library. It was home to some of Charlotte’s most prosperous and educated African-Americans, as well as to some of its working class. The dismantling of the Second Ward neighborhood in the 1960s was the effect of decades of prejudice and shortsightedness. Today, we have the opportunity to rebuild the urban fabric by creating an inclusive neighborhood of social, economic, and racial diversity, and strong connectivity to adjacent neighborhoods. This diversity and connectivity will combine to encourage a livable, viable, memorable, and contributing part of Charlotte’s urban core.



Second Ward High School marker at Metro School



Early housing projects were intended to replace substandard housing for both whites and blacks, 1986.



Bertha Pinckenpack stands in front of her house on Alexander Street with her great-granddaughters, Geraldine and Beverly, c. 1950.

time



1886

Myers Street School, built in 1886, also known as Jacob's Ladder, is the only public grade school serving African-Americans in North Carolina until 1907.

1768

Charlotte, North Carolina incorporated as a city.

1880s - 1950s

Brooklyn Neighborhood is the heart of Charlotte's African-American community.

1905

Brevard Library for Negroes becomes the first public library for African-Americans in North Carolina. Located in the heart of Brooklyn, the library was funded by the City of Charlotte and donations from the black community.

1923

Second Ward High School dedicated: The school is the first school to serve African-American teenagers in Mecklenburg County. For nearly five decades this building represented the heart of the Brooklyn Community.



Myers Street School, "Jacob's Ladder" - c. 1907



Brevard Library - c. 1905



Second Ward H.S. Student Council - 1948



Early settler's cabin - 1849



Brooklyn - c. 1959

line

1949

Carver College opens a branch at Second Ward High School offering night classes for World War II Veterans.

1961

As a part of urban renewal, the Charlotte City Council votes to clear eight blocks of the Brooklyn neighborhood at the cost of \$2.4 million.

1963

Demolition of Brooklyn businesses, homes and churches begins.



Urban Renewal - c. 1963



Charlotte 2010 Vision Plan - 2000

Late '60s - Early '70s

Development of current government facilities/Marshall Park construction

2000

Adoption of 2010 Vision Plan



Second Ward High School - 1949



Second Ward District - 1975



Urban Renewal - 1963



Second Ward District - 2001



Government Housing - 1960s



Mixed Use retail street



Townhouse on Upper East Side, New York City



Post Office Square, Boston

iv. master plan

City Influences

Center City Charlotte

Each ward plays an essential role in the vitality, social and cultural diversity, identity, and overall success of our urban core. The Center City 2010 Vision Plan strategy aims to develop complementary Center City districts, each with a unique sense of place and a variety of experiences that contribute to a memorable Charlotte. As the Center City wards continue to develop and draw residents to the uptown area, the wards must be better connected to one another and to the adjacent neighborhoods, outside the I-277 loop. Second Ward's proximity to the stable and desirable communities of Dilworth, Midtown, and Elizabeth will reinforce the vision of an urban residential district. Improved pedestrian and transit connectivity will help weave Second Ward into the fabric of the Center City neighborhoods and the region.

Second Ward Neighborhood

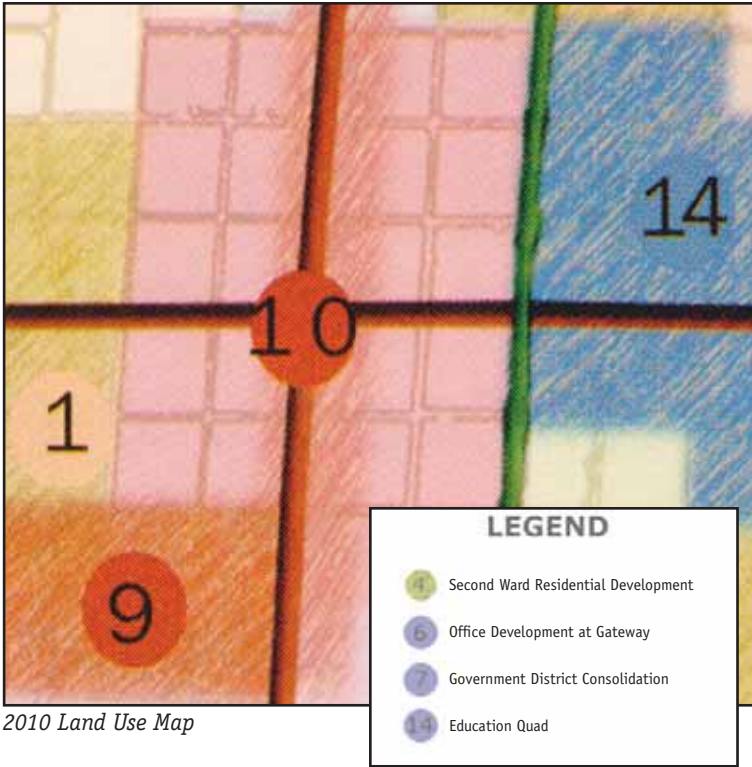
Second Ward is ideally located within a short walking distance of multiple modes of transportation: the historic trolley line, the future light rail line, the Charlotte Transportation Center, the Gold Rush, and the future Trade Street Transit Corridor, which will serve as a link to the planned multi-modal station next to the



Charlotte Center City Influences



Central Park, New York City



2010 Land Use Map

Gateway Village. The proximity to the Central Business District, the neighborhoods of Dilworth, Cherry and Elizabeth, along with the diversity of uses existing in and surrounding Second Ward, provide an opportunity to create a vibrant urban neighborhood. The developments of: 1) a significant residential population, 2) a diversity of uses, and 3) open spaces would create a cohesive environment where each single use would benefit. Access to this future transit will be critical in the success of a new urban residential community by allowing for greater mobility within the city and surrounding areas.

Since an effort is currently underway to assess the existing urban park and open space system, as well as define the key public spaces and their civic programs, it is important that the open space framework defined for Second Ward correlate with the vision for the greater Charlotte open space network. All of the major parks and open spaces within the City should be carefully

“Second Ward - this new neighborhood will be a central component of Charlotte’s regional downtown.”

— Center City 2010 Vision Plan



High rise development



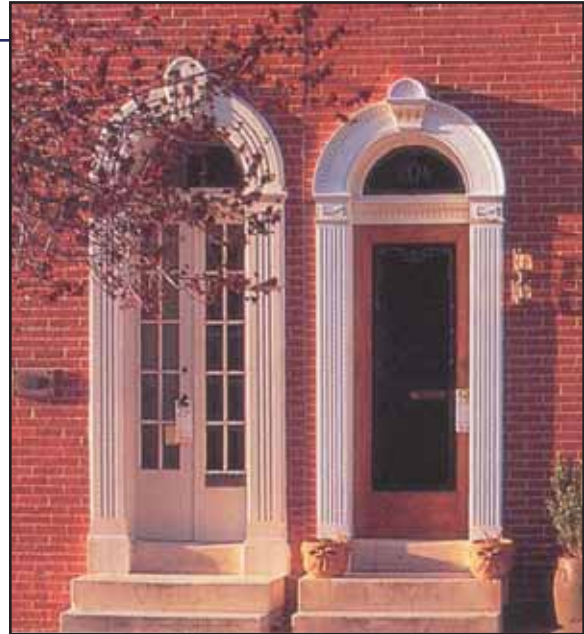
Townhomes



Morningside Heights residential Townhomes

orchestrated; some will have a City/neighborhood focus, while others will have a regional focus that may accommodate larger public events. Several locations have been identified for Center City regional parks. The freeway Cap Park, as envisioned in the Center City 2010 Vision Plan, and potential uptown park sites in both First and Third Wards influence the definition of public open space in Second Ward.

The development opportunities identified are envisioned as urban infill projects, creatively responding to the context of the site in the fabric of the city. Catalyst developments recommended in the Center City 2010 Vision Plan, such as the North Tryon Street Urban Village, the Arts District, and the Entertainment District, will affect future densities, supply and demand, absorption rates, available financing, and project buildout in the Second Ward Neighborhood and throughout Center City. Development initiatives that could occur in each of the four wards should be leveraged to maximize economic development potential and create a cohesive, connected, and memorable downtown in the coming years.



Townhome entries



400 N. Church Street, Charlotte

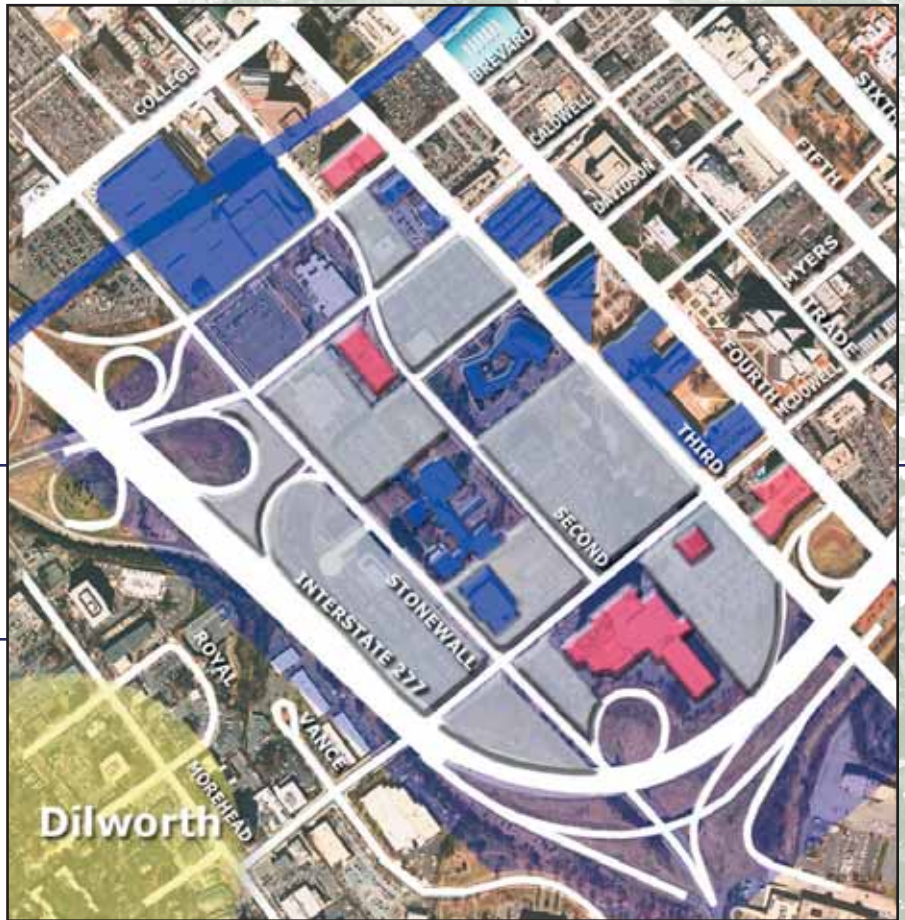


Raised entry porches, Richmond, VA

Neighborhood Influences

Today, Second Ward is comprised of and surrounded by primarily large single uses: the Charlotte Convention Center, the Government District, the First Baptist Church, the Metro School, the Board of Education, the Aquatic Center, the Four Season's Hotel, the Adam's Mark Hotel and the Hilton/Hampton Hotels.

The Convention Center currently has expansion plans for an additional 130,000 - 150,000 sq. ft. The additional tourism would benefit the surrounding hotels, which, in turn, would benefit retail and restaurants proposed in the neighborhood. The proposed consolidation of the Government District would provide additional opportunities for coffee/bagel shops, as well as restaurants for lunchtime and after work hours. The residential population will have the benefits of being located adjacent to the Central Business District, regional transit facilities, the historic trolley, the proposed loop linear park, all of which would help create an 18 hour environment in Second Ward.



Second Ward potential land availability.

Goals for the Neighborhood

- A true urban neighborhood
- Intricate street fabric
- Series of parks
- Pedestrian-oriented development
- Neighborhood conveniences
- Diverse architecture
- Diverse uses

Existing Land Ownership



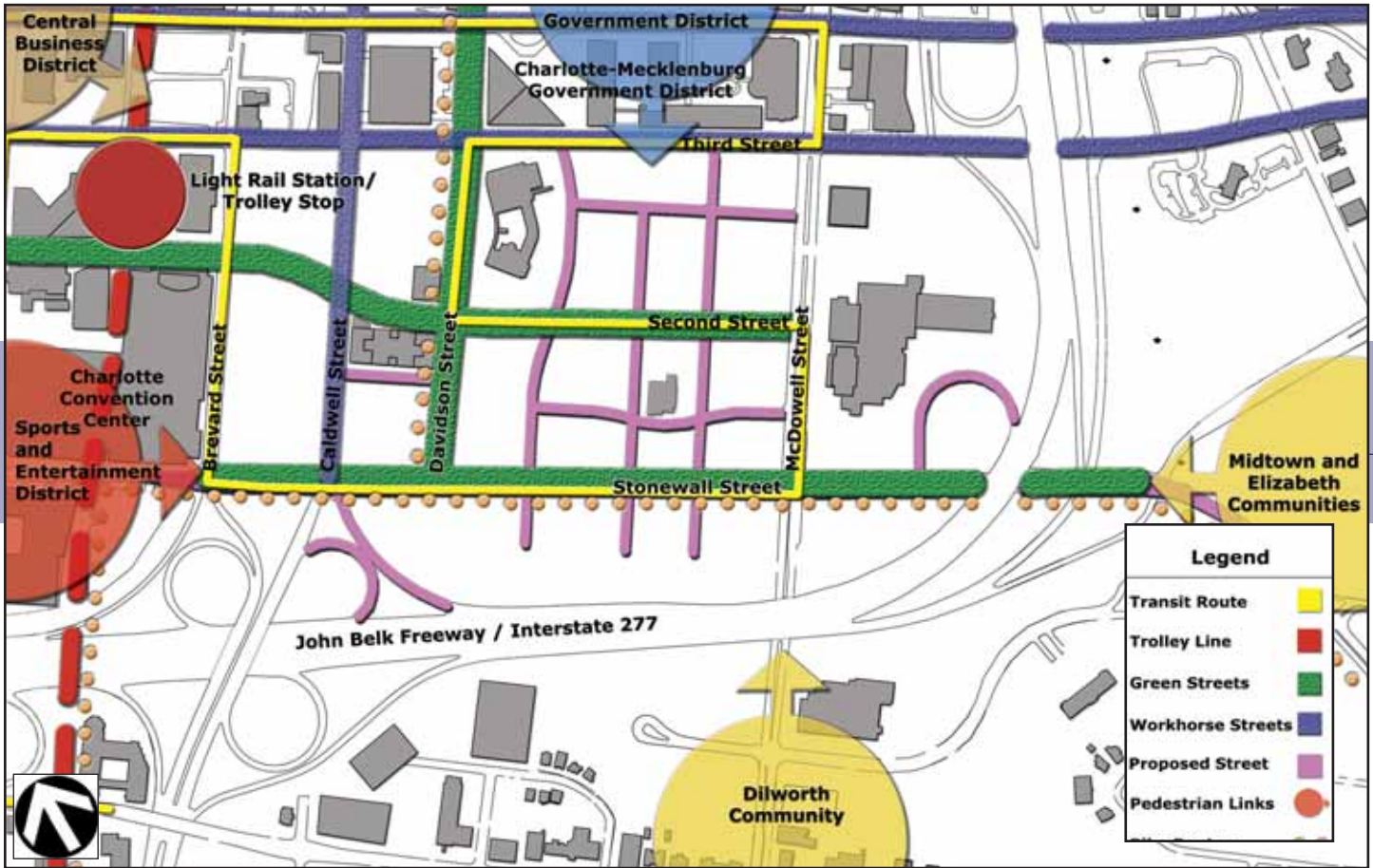
Project Study Area

The Second Ward Neighborhood project study area is comprised of approximately 11 city blocks or 114 acres from Brevard Street and Third Street to the I-277 freeway. The area is adjacent to the neighborhoods of Dilworth, Cherry, and Midtown, the future Cap Park, the Government District, the Central Business District, and the future trolley and light rail lines.

Approximately 82 acres of the study area are potentially available for redevelopment, with approximately 57% percent being owned by public entities.

Legend		
1	City of Charlotte	+/- 14.45 ac
2	Mecklenburg County	+/- 9.95 ac
3	Board of Education	+/- 16.60 ac
4	NCDOT	+/- 5.60 ac
5	Private	+/- 35.15 ac
Total		+/- 81.75 ac

Transportation and Public Transit Plan



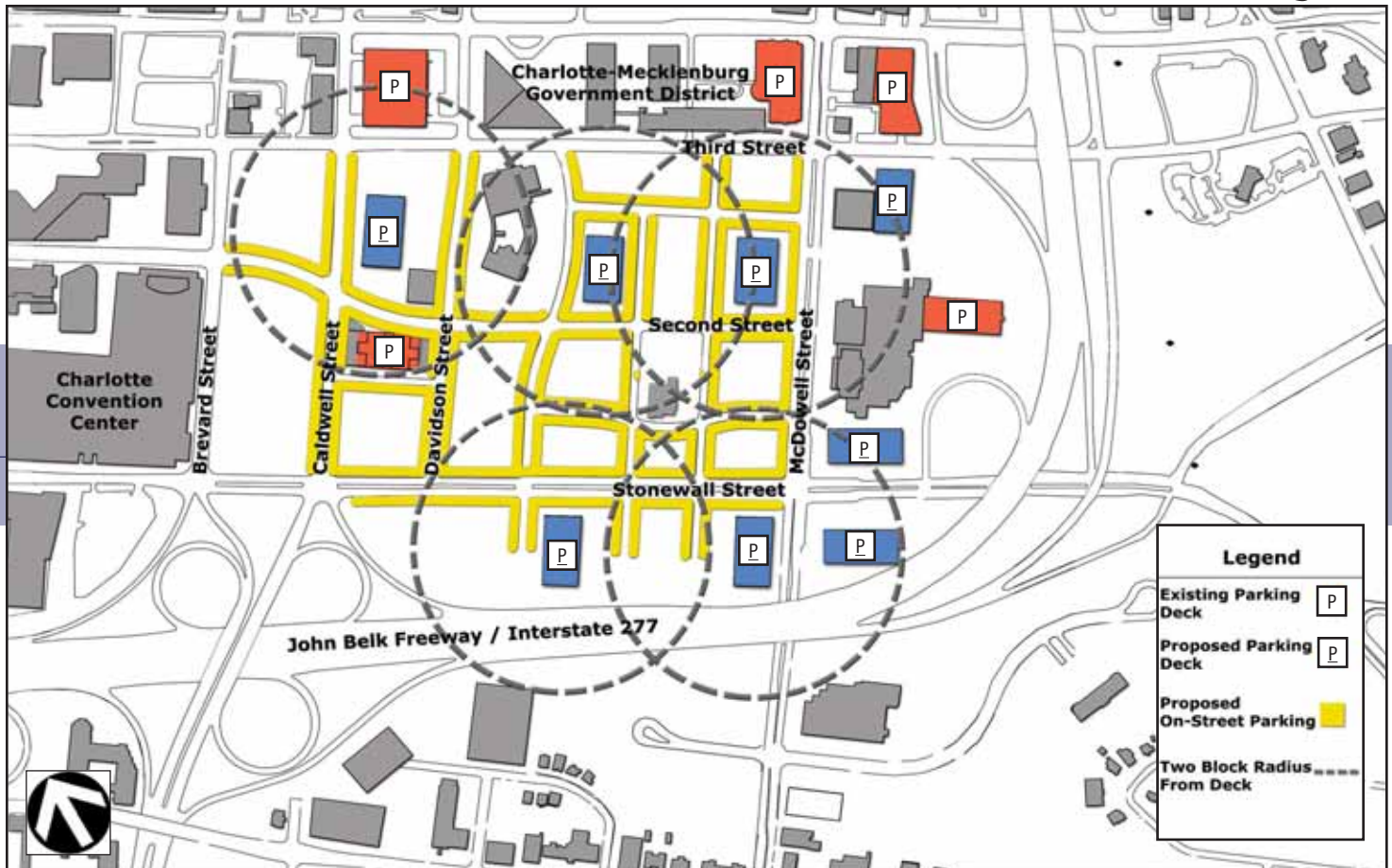
Transportation and Public Transit Recommendations

The recommendations for transit in Second Ward Neighborhood are:

- Create an intricate pattern of new streets reminiscent of the historic “Brooklyn” Neighborhood.
- Capitalize on the proximity of Second Ward to the regional transportation facilities, including the downtown light rail/trolley corridor, by promoting the Gold Rush shuttle and the proposed Trade Street transit corridor.
 - Advocate and support a variety of alternative transportation modes serving the Second Ward Neighborhood, the City, and tourism venues.
 - Provide Gold Rush transportation to all parts of the neighborhood in concert with redevelopment. Gold Rush stops should be located in the most active areas of the neighborhood and should be clearly identified.
- Provide incentives for public transportation to increase ridership.
- Improve I-277 access ramps to improve pedestrian movements and to capture additional buildable land on Stonewall Street.
- Redefine southwest I-277 off ramp to direct traffic to Caldwell Street (“Workhorse Street”).

“Streets moderate the form and structure and comfort of urban communities.”

— Allan Jacobs, *Great Streets*

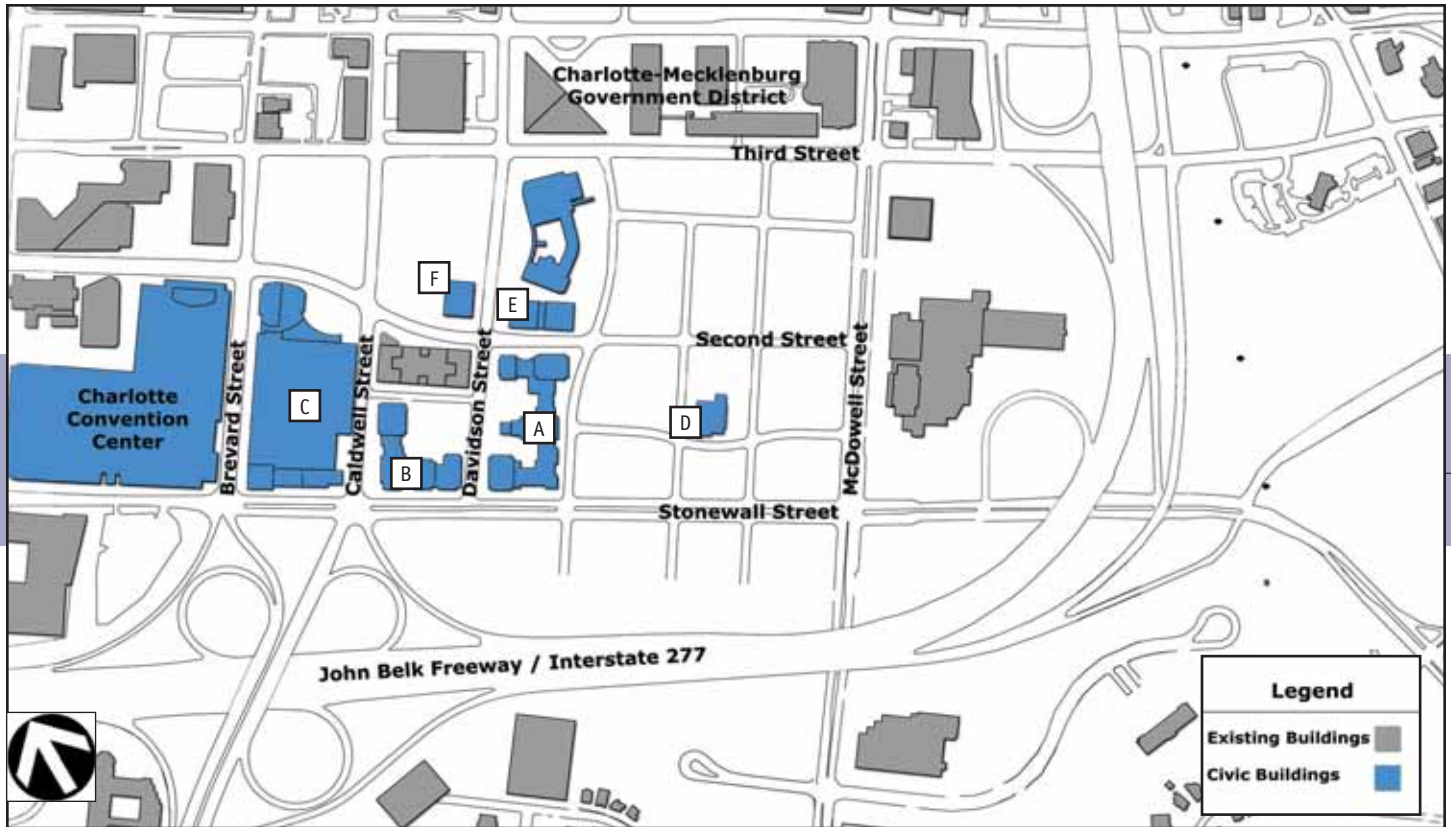


Parking Recommendations

The recommendations for transportation in Second Ward Neighborhood are:

- Promote a neighborhood parking strategy intended to satisfy long-term, neighborhood and residential parking and infrastructure goals.
 - Limit parking structures to allow the majority of development to share parking facilities and provide development flexibility for the remaining blocks.
 - Require developers to satisfy parking requirements for individual projects and permit excess parking in the early phases of the project to accommodate greater flexibility for future residential development.
 - Promote lower overall parking ratios.
- Provide architectural guidelines for parking structures, limiting structures to mid-block design, and defining fenestration, street approach, and building heights to reduce the impact of the building mass on the neighborhood's character and scale.
- Wrap parking structures with uses on 80% of every street frontage, and gain access from a prime or "Workhorse Street", rather than a secondary or "Green Street".
- Provide on-street parking where possible. These spaces should step out onto a sidewalk, preferably, or provide for intermittent sidewalk connection where landscape strips are provided.
- Define on street parking, where possible, with bulb out islands.
- Provide enhanced pedestrian and bicycle amenities.

Civic Plan

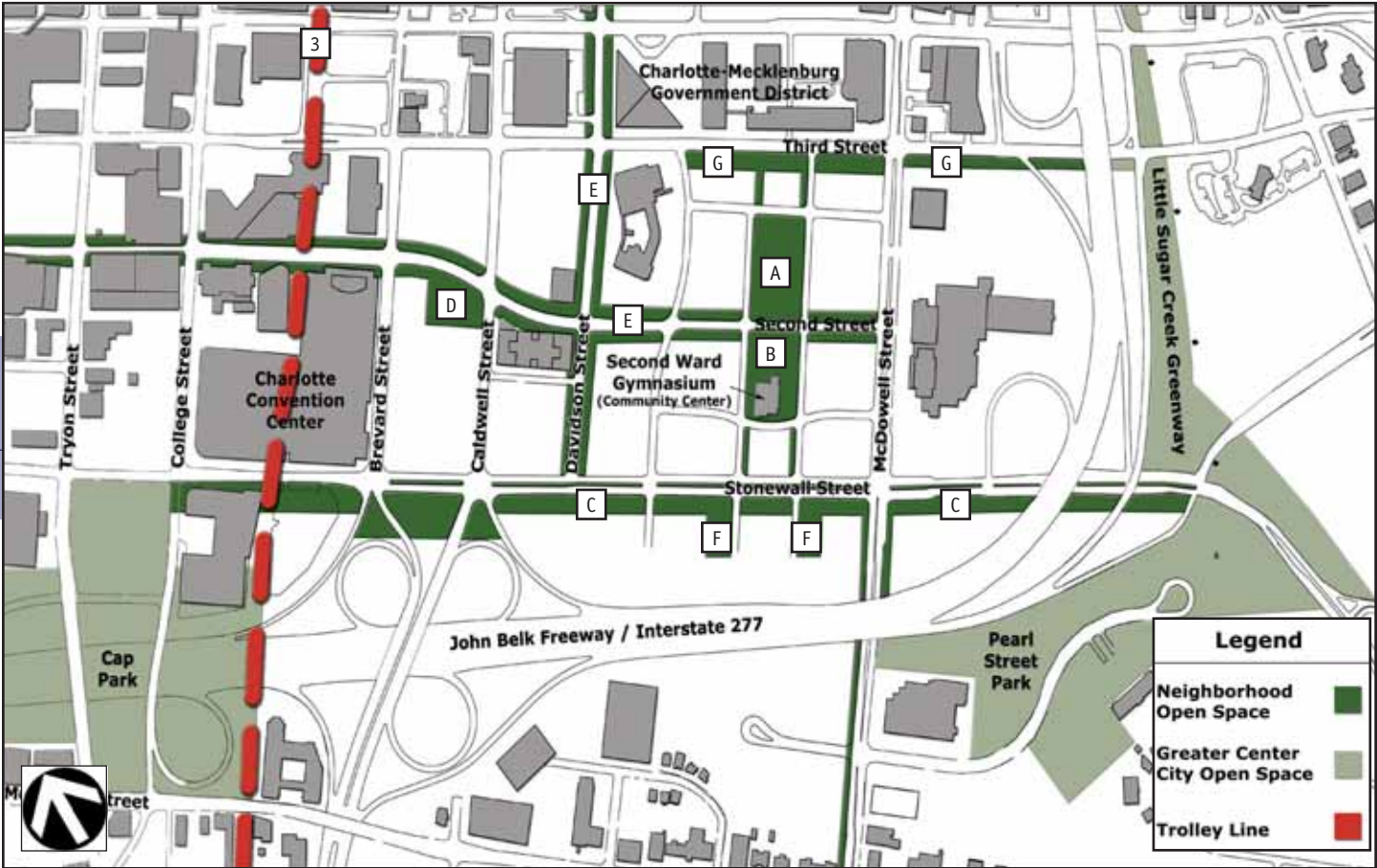


Civic Recommendations

The recommendations for civic goals in Second Ward Neighborhood are to create:

- A** New Metro School facility
 - Potential for a 135,000-150,000 sf primarily single story facility for existing Metro School students, to include an aquatic facility.
 - Facility could be built on existing Metro School land and be completed while existing Metro School is in use.
 - Shared parking with adjacent block should be identified with proposed urban school.
- B** Charlotte Convention Center Expansion/ Urban High School
 - Potential Phase 2 Convention Center expansion with integrated secondary commercial/civic uses
 - Potential for a unique special curriculum high school to take advantage of proximity to the Central Business District.
 - Should an urban high school opportunity arise, this parcel should be master planned in conjunction with the new Metro School for efficiency of land use relationships.
- C** Charlotte Convention Center expansion
 - Potential for a 150,000-175,000 sf Phase I expansion with retail mixed use plaza for

- civic or community functions on Second Street.
 - Additional convention center office space could be located in 10-12 story building which would provide a visual terminus to Second Street.
- D** Second Ward High School Gymnasium renovation
 - Potential for a daycare facility, neighborhood community center, or museum for the Second Ward Alumni Association.
 - Potential for outdoor botanical or community gardens and other functions.
- E** First Baptist Church Family Center
 - Proposed new education, fellowship expansion facilities on Second Street.
 - Proposed expansion of the existing gymnasium facility.
- F** First Baptist Church of Charlotte
 - Expansion plans for primarily residential development with potential for mixed-use ground floor retail between Caldwell and Davidson Street.
 - Potential for shared parking facilities with adjacent development.



Parks and Open Space Recommendations

The recommendations for the proposed parks and open space in Second Ward Neighborhood are:

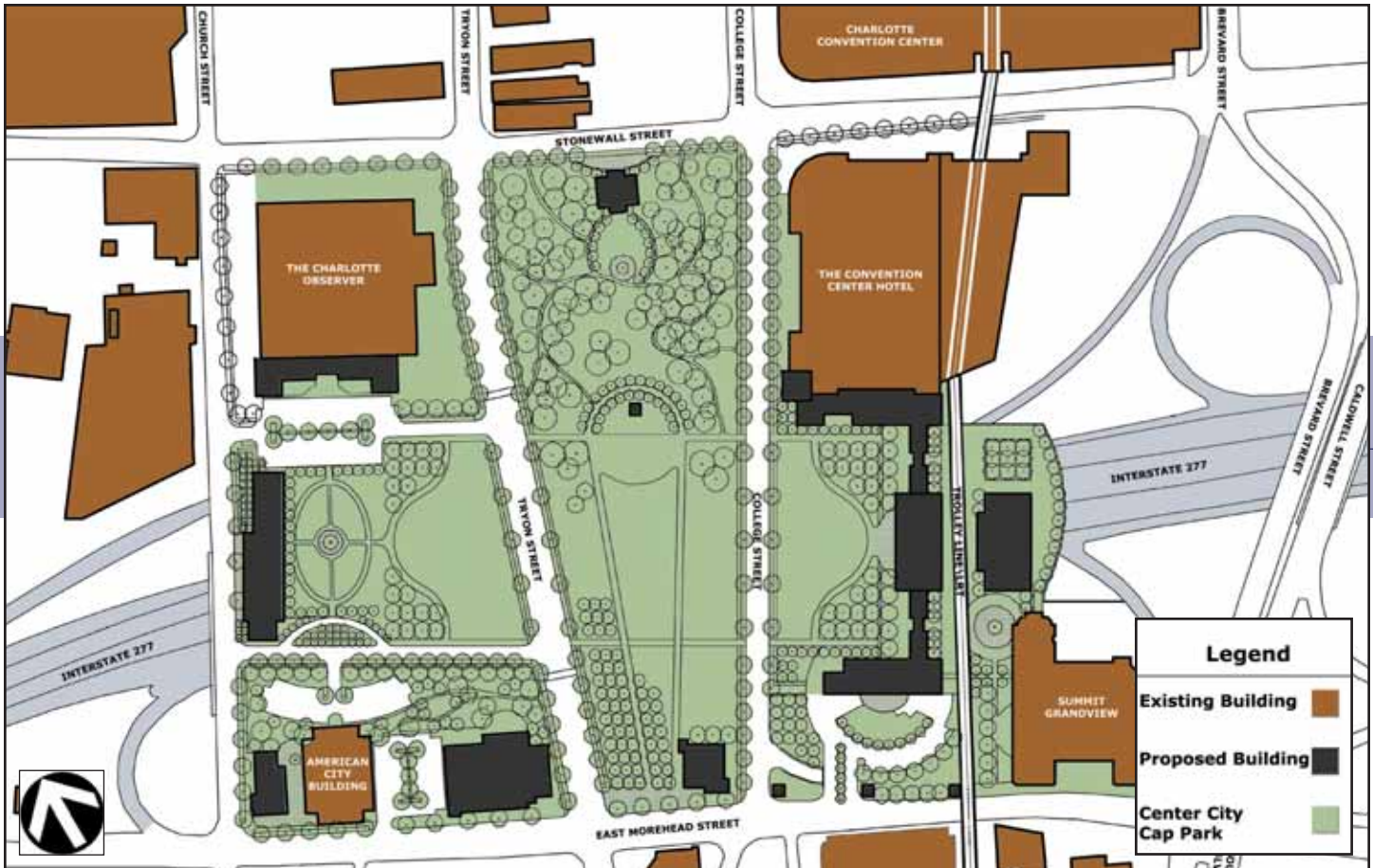
- Create a diverse, well programmed, and appropriately scaled series of open spaces. The open space system will act as an organizing element which extends to all areas of the neighborhood and to adjacent regional open spaces.

Open Space from -

- A** The Commons Park - With the greatest diversity of surrounding uses, including residential, neighborhood services, and civic uses this open space allows for informal active and passive neighborhood recreation, as well as social interaction.
- B** Civic Grounds at Gymnasium - This open space will incorporate community gardens with historical references.
- C** Stonewall Street Linear Park - This passive, lush community link from Midtown to the future Cap Park will become a primary bike link from Midtown to the Central Business District.

- D** Convention Center Plaza - This urban mixed use plaza with diverse commercial uses will become an anchor for the neighborhood, as well as for the City as a whole.
- E** "Green Streets" (Davidson and Second Street) - This open space maybe incorporated into landscape enhanced streetscapes along the critical pedestrian links to the adjoining neighborhoods and the Central Business District.
- F** Residential Forecourts along Stonewall Street - Small, semi-public spaces may landscape extensions of the public open space network.
- G** Third Street Linear Park - This open space could maintain the existing tree canopy to create a unique residential address.

Cap Park Plan



Cap Park Recommendations

The recommendations for the proposed Cap Park in Second Ward Neighborhood are:

- Locate in a physically appropriate section of I-277 to minimize impact on freeway.
- Locate where the strongest connections of uptown to South End exist: Tryon Street and the LRT/Trolley line.
- Design as a series of diverse open spaces and gardens for a variety of users.
- Include facility for large, regional outdoor events and festivals (recommended 20 AC for 10,000 people).
- Create a sense of enclosure for the park through architecture and landscape design.
- Create active edges to the park to provide safety and security with an 18/24 hour environment.
- Orient existing uses and building toward the park when possible.

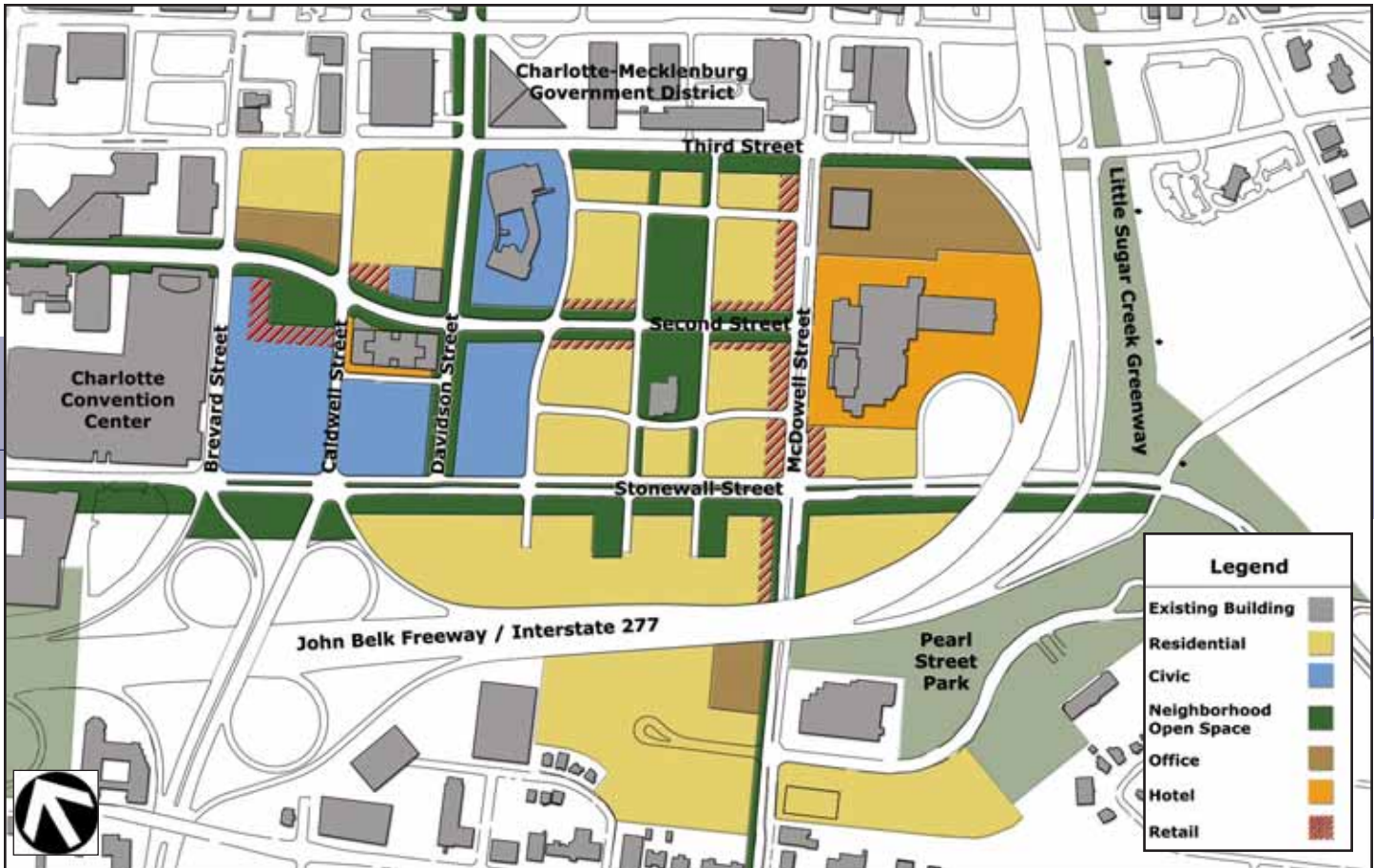
- Establish a significant presence for the park from Tryon Street, Stonewall Street, and Morehead Street.



Boston Commons, Boston



Dog Park, Chicago



Land Use Recommendations

The recommendations for the proposed land use in Second Ward Neighborhood are:

- Promote residential development as the predominant use in the neighborhood, and key part of the overall mixed-use concept.
- Promote ground-level uses on McDowell and Second Street to be neighborhood services such as retail shops, restaurants, and offices. Non-residential uses helping to animate the intersections at Stonewall Street, McDowell-Second Street, Commons Park, and Convention Center Plaza should be especially emphasized.
- Promote civic uses in Second Ward including First Baptist Church, schools and community centers.
- Extend office development to the balance of the block currently occupied by the Cameron Brown building (north of the hotel), and opposite the Convention Center on Second Street as part of a mixed use concept.
- Parks and open space should be used as a connector and “front-door” to other uses.
- Relocate Metro School west of its current location to include an aquatic facility, and identify a future high school site between Caldwell and Davidson Street. The school campus may help to further a relationship with the Convention Center and provide a desirable edge to new residential development.

Neighborhood Perspective



v. neighborhood plan components

This section describes the elements needed to comprise the new Second Ward neighborhood. The components range from a variety of housing for a diverse population to new schools and parks, and building architecture with neighborhood scale. Each component described in this section is important to achieving a well-balanced neighborhood.

Recommended Architecture

The Second Ward Master Plan concept and recommendations should be implemented to create a unified vision for a new neighborhood.

Urban Livability

Urban livability as described in the Center City 2010 Vision Plan will serve as the foundation of the Second Ward Neighborhood Plan. The vision should emphasize a plan with objectives for cultivating a multi-cultural and multi-generational population. The neighborhood should attract a diverse population, from retirees to families with children. Public spaces, businesses and civic anchors should be strategically designed to create places of social interaction and neighborhood identity. Mixed-use components should be adaptable to future economic and growth conditions. Neighborhood housing should be designed with the same richness as its community. Varied, distinguished architecture will lend personality to the neighborhood, rather than a monostylistic, 'big project' approach. Opportunities presented to different developers can result in a variety of distinctive solutions.



Distinguished architecture lends personality to a neighborhood, Brooklyn Heights, New York City.



Rich architectural details help create identity, Brooklyn Heights, New York City.

Predominantly mid-rise (6-8 stories), with opportunities for 3-4 story townhomes and limited high-rise

Predominantly consistent rooflines with occasional height variance

Building to step with street grade (4' maximum)

Buildings should possess a quality, richness, and formality of details, materials, and colors



Proposed building façade at Commons Park



Unique building entrances and foregrounds, Grammercy Park, New York City

Composition

- Building entrances and windows should be unique to each façade division, with an articulated, three-dimensional quality that creates a pedestrian-friendly streetscape.
- Townhomes should have few façade breaks, and varied entry architecture. A maximum of four units should be served per street/sidewalk access.

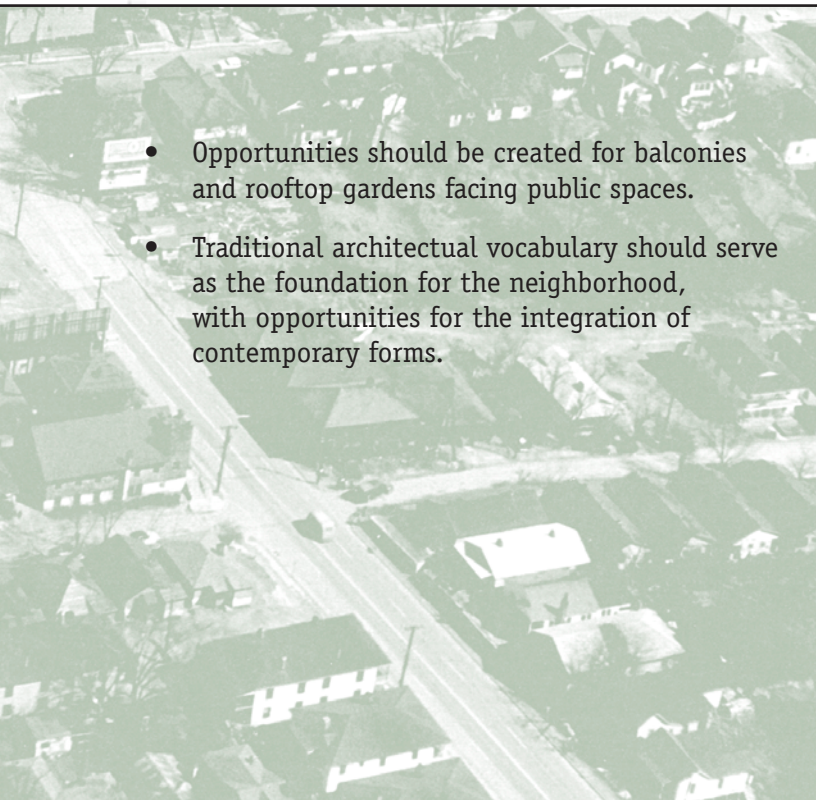


Buildings or divisions within buildings should be articulated with variance in material colors or in materials themselves, such as stone or terra cotta



Corner buildings should have better articulation and more mass than adjoining buildings

Create a positive street edge with an elevated first floor in residential areas to provide vertical separation from the street with potential for below grade apartments



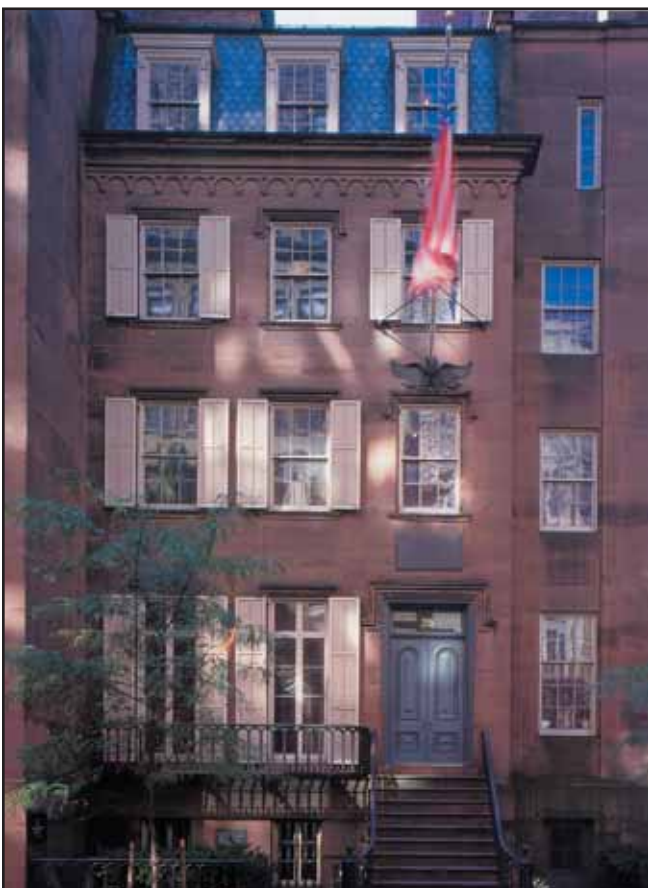
- Opportunities should be created for balconies and rooftop gardens facing public spaces.
- Traditional architectural vocabulary should serve as the foundation for the neighborhood, with opportunities for the integration of contemporary forms.



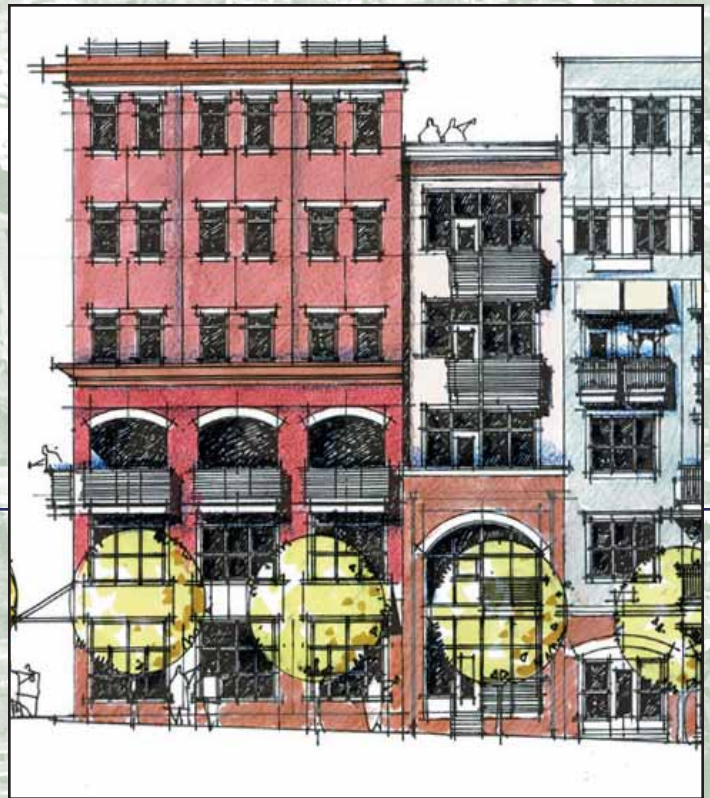
Blend of contemporary and traditional architecture, North End, Boston



Well articulated façades in Beacon Hill, Boston



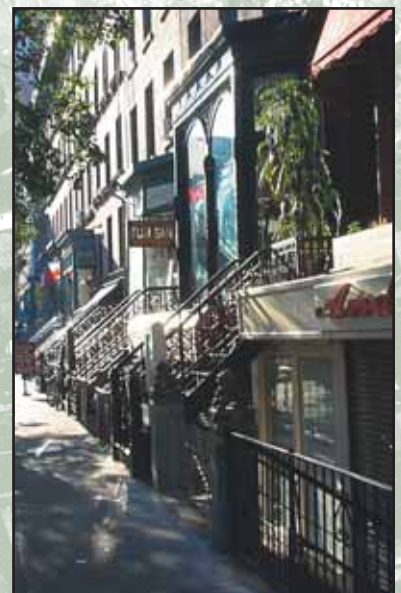
Quality building materials project a strong, permanent character.



Mixed Use

- Retail areas should be at grade, with large, open display windows to create an interesting streetscape.
- Retail/Neighborhood services should be strategically located to provide synergy and create a sense of community.
- Exterior building materials should have a strong, permanent character, and should include stone bases, sills, and metal or brick cornices.

Commercial/retail shops with large open display windows for interesting pedestrian environment, Brooklyn Heights, New York City





Haight Street Townhouses, San Francisco

Façade Division

- Façades should be differentiated, with consistent vertical elements for each façade division.
- Vertical articulation changes should be consistent with building entrances with limited breaks to the building.
- Building façade divisions should be well articulated, with distinct details, architectural features, and rooflines.
- Windows should be consistent within the façade division and provide opportunities for unique features, like windowbays.



Dearborn Station, Chicago



Creative articulation of windows and façades



Distinctive landscape hardscape treatment defines character.



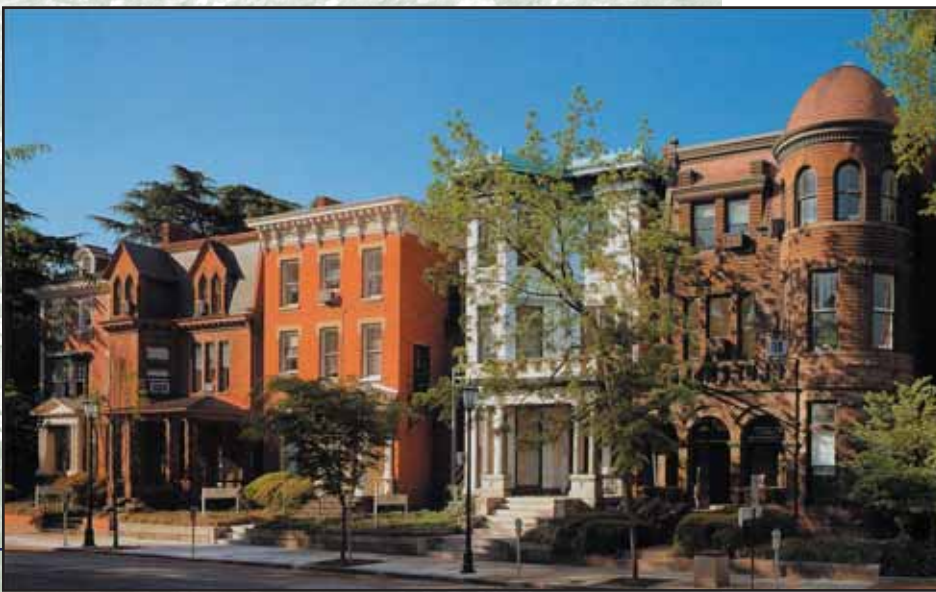
Raised stoops with below grade apartments and distinct architecture with articulated details add character to the pedestrian experience, Jersey City, NJ.

“Streets provide the principal visual scenes in cities.”

— Jane Jacobs,
The Death and Life of American Cities

Recommended Streetscape

- Promote a streetscape that enhances the pedestrian experience and promotes interaction
- Promote small- to medium-scale retailers, whose products are unique to the regional market
- Encourage active street-level uses
- Promote a safe and comfortable pedestrian environment through the use of:
 - Raised pedestrian crossings
 - Pedestrian-controlled crosswalk signals
 - Narrow traffic lanes and on-street parking to slow traffic
- Promote strong pedestrian connections to adjacent neighborhoods and regional open spaces.
- Promote a unique streetscape environment for identity of the neighborhood through the use of:
 - Distinct palette of urban street trees
 - Palette of site furnishings
 - Integrated historical references
 - Varied street surfaces (restored cobblestones)
 - Retail, art galleries, coffee shops, restaurants, and live/work spaces
 - “Gateway” streetscape design at neighborhood entry points
- Promote a new street network reminiscent of the historic Brooklyn neighborhood



Variety of architecture promotes a unique street environment, "The Fan District" in Richmond, VA.



Linear public garden/park



Raised stoop entrance for multiple apartments

— Implement former street names for proposed streets.

- Historic Brooklyn Street Names**
- Alexander Street
 - Myers Street
 - First Street
 - Boundary Street
 - Plum Street
 - Crockett Street
 - Long Street
 - Morrow Street
 - Starr Street
 - Hill Street

- Promote a hierarchy of street types for the new neighborhood with a clear distinction between workhorse streets, green streets, and local neighborhood street sections
- Promote sidewalk connectivity, and reduce lane widths where possible to accommodate wider sidewalks
- Promote the improvement of the physical appearance and pedestrian lighting of the I-277 overpass bridges



Retail use promotes social interaction, Bethesda, MD.



Raised entrance stoops promote social interaction, "The Fan District, Richmond, VA.



Generous sidewalks with a front yard garden promotes a unique street environment, "The Fan District, Richmond, VA.



Commonwealth Avenue in "The Fan District", Richmond, VA

Street Section Recommendations

Proposed New Stonewall Street

Travel Lanes: (2) each direction at 11'
 On-street Parking: Both sides at 8' with
 landscape bulb outs to define
 Median: Planted 20' median
 Setbacks: 16' min to 60' on south side
 16' min to 30' on north side

- "Green Street" - Define as key vehicular and pedestrian connector of the neighborhood with the greatest diversity of uses.
- Provide minimum 8' sidewalks.
- Provide tree wells at commercial areas with 8' clear sidewalks, 8' planting strips elsewhere.
- Create a linear park on south side of Stonewall Street which shall link Midtown /Little Sugar Creek greenway to the future Cap Park (loop linear park connection).
- Provide for an enhanced pedestrian intersection and calm traffic with landscaping, pavement changes and pedestrian islands at "gateway" intersection of McDowell Street and Stonewall Streets.
- Provide enhanced secondary pedestrian crossings at intersections along Stonewall Street from McDowell Street to Brevard Street, to help calm traffic.
- Minimize dedicated turn lanes that cut into median to provide "boulevard" continuity.
- Provide for dedicated bike primary route along Stonewall Street to College Street.

Proposed New Second Street

Travel Lanes: (1) each direction at 11'
 On-street Parking: Both sides at 8' with
 landscape bulb outs to define
 Median: none
 Setbacks: 16' min to 25'

- "Green Street" - Define as key vehicular and pedestrian connector of the neighborhood with the greatest diversity of uses.
- Provide minimum 8' sidewalks.
- Provide tree wells at commercial areas with 8' clear sidewalks, 8' planting strips elsewhere.
- Provide primary enhanced pedestrian intersections at McDowell Street, Caldwell Street, the Commons Park, and at all areas with greater commercial intensity.
- Provide flexibility in the ground floor uses along Second Street to adapt to future commercial demands.



Public art work

“The self-government functions of the street are humble, but they are indispensable. In spite of much experiment, planned or unplanned, there exists no substitute for lively streets.”

— Jane Jacobs, *The Death and Life of American Cities*

Proposed New Third Street

- Travel Lanes: maintain existing section
- Provide on-street parking where possible.
 - Provide enhanced pedestrian crossings at Davidson Street, McDowell Street and at the pedestrian links from the Government District to the Commons Park.
 - Provide minimum 8' sidewalks.
 - Provide tree wells at commercial areas with 8' clear sidewalks, 8' planting strips elsewhere.
 - Preserve signature street trees along south side of street.

Proposed New Davidson Street

- Travel Lanes: (1) each dir. at 11'
- On-street Parking: Both sides at 8' with landscape bulb outs to define
- Median: none
- Setbacks: varies - 16' min to 20'
- Provide extension of Davidson Street to Stonewall Street to facilitate better connectivity. Extension to be timed with the I-277 ramp reconfiguration, which will re-direct I-277 traffic directly onto Caldwell Street.
 - Promote enhanced pedestrian “Green Street.”
 - Provide minimum 8' sidewalk.
 - 8' planting strips recommended at residential areas.
 - Tree wells recommended at commercial areas with 8' clear sidewalks.
 - Define as a primary bike route.

Proposed Secondary Neighborhood Streets

- Travel Lanes: (1) each direction at 11'
- On-street Parking: both sides at 8' width with landscaping bulb outs to define
- Setbacks: varies - 16' min to 25'
- Provide minimum 6' sidewalks.
 - Provide tree wells at commercial areas with 8' clear sidewalks, 8' planting strips elsewhere.

North/South Streets Bordering Park

- Travel Lanes: one way at 14' width
- On-street Parking: both sides at 8' width, dedicated
- Setbacks: varies - 15' min to 25'
- Provide minimum 8' sidewalks.
 - Provide tree wells at commercial areas with 8' clear sidewalks, 8' planting strips elsewhere.



Public art in park.



Historic markers



Iron work under vehicular bridge

Recommended Historic Reference

Conveying the historic significance of Brooklyn to the new Second Ward residents and to the population of Charlotte could be challenging and exciting. The design endeavors to recreate memorable pieces of Brooklyn in order to preserve its history.

Street Grid

The Second Ward Neighborhood Plan creates an intricate pattern of new streets reminiscent of the historic Brooklyn Neighborhood. The former neighborhood street names could be utilized to reflect the historic significance of Brooklyn.

Street Markers

Street markers present opportunities to mark significant locations of historic Brooklyn. Street signs, tree grates in the shape of the 1959 street grid, manhole covers with the name “Brooklyn” forged into them, historic light fixtures, plaques/statues commemorating important places, events, and people, and the use of different materials on the sidewalks and streets could be incorporated throughout the neighborhood.

Second Ward Gymnasium

The restoration of the Second Ward High School Gymnasium could become a community building/ museum for the Second Ward National Alumni Foundation. The museum would have remnants and memories of those who lived in Brooklyn, and could become a symbol of unity between the old and the new neighborhoods.

As a community center, the gymnasium could host neighborhood functions and provide after school programs for the families of Second Ward. Gardens surrounding the gymnasium could recall the past through plant materials that once thrived in Brooklyn. These gardens could be named and dedicated to prominent individuals who once called Brooklyn home.

Neighborhood Gateway

The passage into the Second Ward Neighborhood could be one that marks the meeting of past and present. Here, individuals could understand what the neighborhood once was and what it could become in the future. The “bridging” of Second Ward to the adjacent neighborhoods of Midtown, Cherry, and Dilworth could



Public mural

be embodied in the two bridges that pass over McDowell Street and Stonewall Street. These entryways to Second Ward could chronicle the neighborhood's development from Brooklyn's conception through the revelation of the new Second Ward. Photos, keepsakes, and contemporary art could be incorporated in the design of the bridge to give both motorists and pedestrians a feeling for the continuing life story of the neighborhood they are entering.

Second Ward/Brooklyn Identity

The opportunity to rename this neighborhood was discussed in several of the public meetings, and many expressed a desire to create a unique, identifiable name. Several examples were given by the public and should be further explored. Potential names included: Brooklyn, New Brook, New Brooklyn, and Second Ward. These and others should be considered to provide this neighborhood with a distinct identity unlike any other in Charlotte.

Parks/Artwork

Parks and open spaces give the opportunity to tell the story of Brooklyn. These spaces will give park visitors a chance to experience the history from not so long ago.



Riverfront Park, Charleston, SC

To be able to interact with the past through feelings and emotions will make the connection between Brooklyn and the new neighborhood more complete. The combination of art and poetry will charge the mind to venture back and forth between the two faces of Second Ward. The everyday lives of Brooklyn residents could be depicted through plaques, statues, vibrant mosaics, or painted murals on sidewalks, in paving patterns, and on building facades.

Signature Address



Vicinity Map

The neighborhood Master Plan identifies Stonewall Street as an important new, key address in center city, converting it from an unfriendly, automobile dominated environment to a beautiful, pedestrian-friendly boulevard. The street is to be redefined from Kenilworth Avenue in the Midtown area to the Convention Center becoming a front door for new residential development. The redevelopment of the Stonewall Street will include the construction of a landscape median for the length of the corridor with special emphasis on landscape and hardscape at the intersection of McDowell Street. A linear open space established along the south side of the street will be an important green link in center city from the future Cap Park to Little Sugar Creek Greenway.

The redevelopment of Stonewall Street is viewed as a critical part of the Second Ward plan, providing significant development along the freeway edge, at the entrance to the neighborhood from Dilworth, and a link to Midtown area and Cherry neighborhood.



Vision perspective at Stonewall Street and McDowell Street

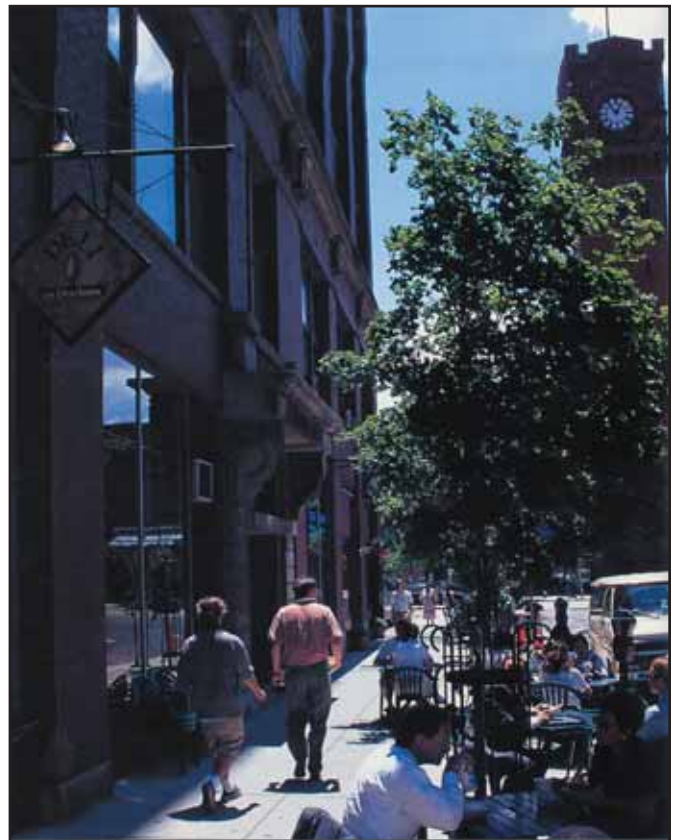
Stonewall



"The Fan District", Richmond, VA



Row houses in West End, New York City



Mixed use street in Dearborn Park, Chicago

Street



Linear park

Design Elements

Small, lush courtyard gardens should be incorporated into the residential development on the south side of Stonewall Street. These gardens would function as mid-block experiences and extensions of the commons park on the north side of Stonewall.

The residential development to the south of Stonewall Street should be diverse in architectural style and articulation. Great attention should be paid to building massing, varying roof lines and fenestrations, and the details of the buildings.



Stonewall Street Vision Plan.



Courtyard park, Dearborn Park, Chicago



Midrise development, Dearborn Park, Chicago



Orenco Station, Hillsboro, OR

Stonewall



Transform Stonewall Street into a landscaped boulevard that allows for easy pedestrian movement.

The intersection of Stonewall Street and McDowell Street should be designed to invoke a sense of arrival to this unique urban community with a monument circle and distinct paving materials and patterns.

Create a linear park along the south side of Stonewall that will become part of the future I-277 loop linear park and that connects the Little Sugar Creek Greenway to the future Cap Park. This linear park will reflect the rich history of the Brooklyn Neighborhood through art work and monuments as part of an "Interpretive Walk".

The I-277 overpasses at McDowell Street and Stonewall Street should be enhanced with creative veneers and pedestrian lighting, and should be promoted as a public art opportunity to improve pedestrian comfort.



Queens Road, Charlotte

Street

Initial development should accommodate neighborhood services on the ground floor at least around the intersection of Stonewall Street and McDowell Street. However, ground floor architecture along all of Stonewall Street should be designed with future commercial flexibility in mind.

Signature Address



Vicinity Map



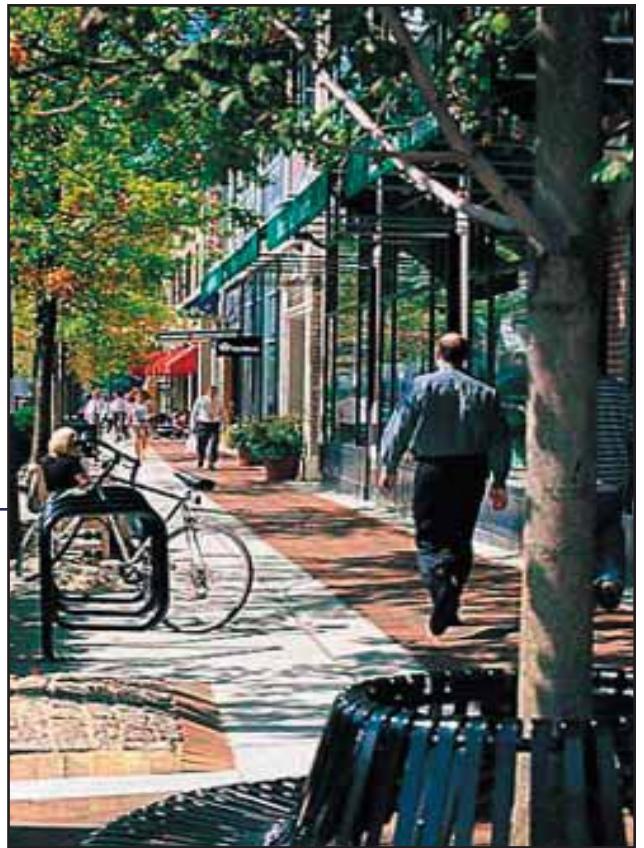
A key part of the Second Ward plan is to redefine Marshall Park, which is presently under utilized. Commons Park is centrally located at the heart of the neighborhood, creating a wonderful residential address. A constant flow of activity during daytime and evening hours will be maintained by the presence of residential uses overlooking the park. Neighborhood eateries and shops may also be established at the edge of the park, in the ground floor of residential buildings.

The park is designed as an organizing element, bringing a focus of neighborhood activity to Second Ward. More active uses in the public realm will be located flanking Second Street as it passes through Commons Park. These uses will include spaces for public gathering including interactive fountain, lawns and landscaped areas. A neighborhood Community Center, the renovated Second Ward High School gymnasium, is a focal point of the park. Nearer to Third Street, the park transitions from a public gathering area to a residential environment.

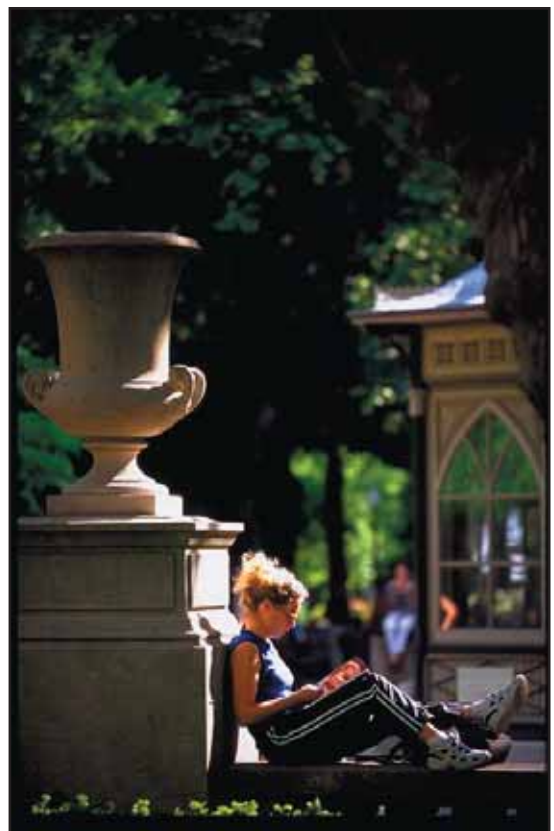


Dog Park, Chicago

Commons Park



Mixed use street, Bethesda, MD



Park setting



Mixed use street, Bethesda, MD

Design Elements



Conceptual Plan

Strong pedestrian connections from the Commons Park to Third Street and Stonewall Street are proposed.

A gently terraced 'Great Lawn' for passive or informal active recreation.

Ground floor retail should be focused at the four corners on Second Street.

A dynamic urban plaza straddles 2nd Street, providing public art opportunities and water features.

As the architecture approaches the Gymnasium Community Center, it shall respect the two story scale of that structure. Recommend four story maximum directly adjacent to Community Center.

Civic foreground and neighborhood gardens surround the Community Center.

The historic Second Ward High School Gymnasium is proposed to remain and to be converted to a Community Center.

Commons Park



Chess match at public park



Conceptual Elevation of Gymnasium Community Center: Front

Develop main entrance areas with added loggia - preferably in a style that clearly reads as separate from the architecture of the existing building



Conceptual Elevation of Gymnasium Community Center: Side

Replace side roofline windows with insulated glass

Maintain integrity of existing structure - both exterior and interior gymnasium floor



Bryant Park, New York City



Dearborn Station, Chicago



Water park, Charleston, SC

Signature Address



Vicinity Map

A new plaza located adjacent to the intersection of Second Street and Caldwell Street will be an important new open space in Second Ward. The Convention Center Plaza will serve as a gathering place for both conventioners and residents of this part of the neighborhood. As a space, it will enable a transition in scale from the mass of the convention center to the predominately residential character of the neighborhood. Both convention center and neighborhood events can be staged in the plaza.

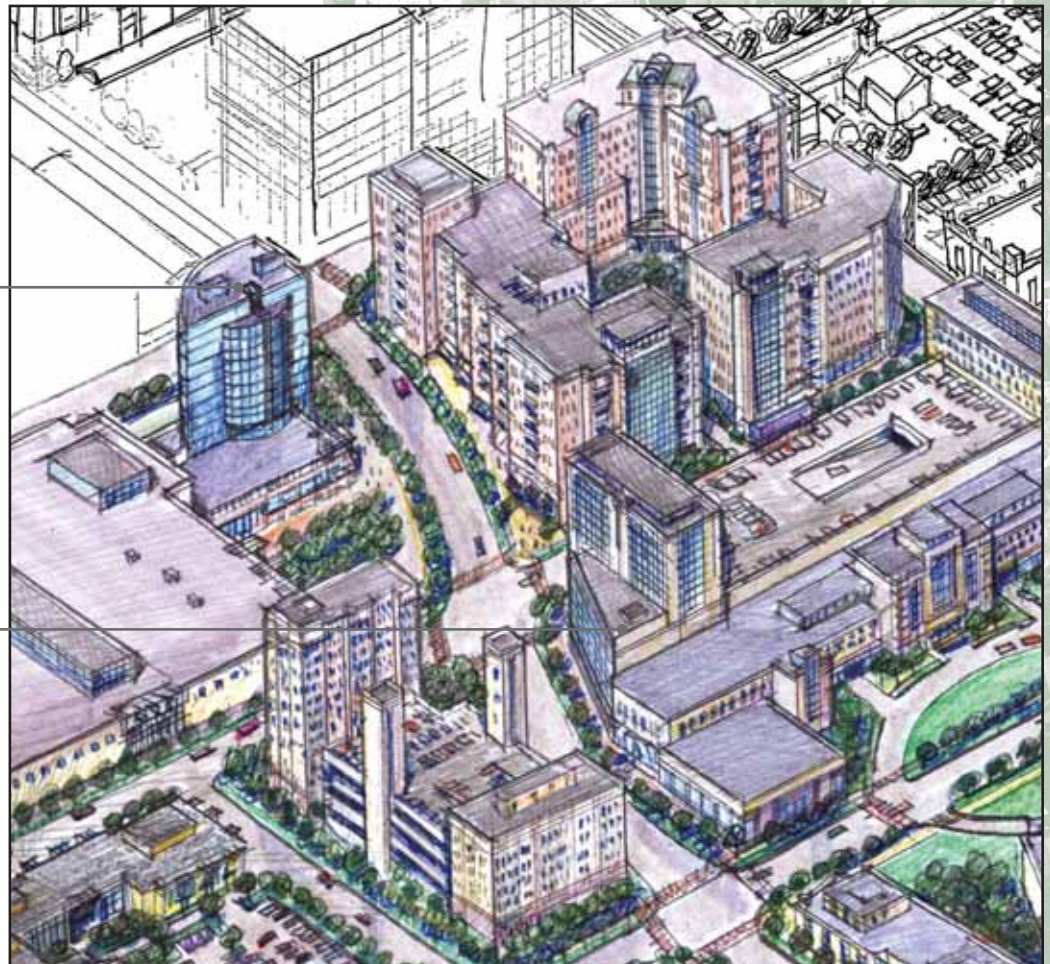
The expansion of the Convention Center should provide for a public entrance from the plaza. Desirable locations for shops, restaurants, and other services are created opposite the convention center on the ground floor of residential and office buildings, surrounding the plaza.

Design Elements

Vertical architectural beacon as part of the Convention Center expansion development, which serves as a terminus to Second Street.

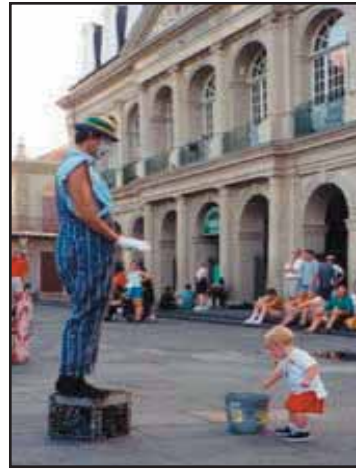
Diverse ground floor commercial uses along both sides of Second Street and at all four corners at Caldwell Street.

Convention Center expansion service areas to be oriented toward Brevard Street and Caldwell Street.





Farmers Market, Union Square, New York City



Civic plaza, New Orleans, LA



Concept Plan for Convention Center Plaza

Introduce a dynamic landscape element at Second Street and Caldwell Street.

Multi-function urban plaza that can accommodate small events.

Convention Center Plaza

Signature Address



Vicinity Map



Townhouse streetscape, Washington Square, New York City



Unique architecture, Brooklyn, NY



Linear park



Perspective of Third Street looking East

The Second Ward neighborhood adjoins the Government District along Third Street. The street is an edge to the Charlotte-Mecklenburg Government Center, and Mecklenburg County Courthouse. Additionally, Third Street serves heavy traffic demands, especially during peak hours, and will continue to do so. The master plan seeks to create a desirable transition from the governmental environment to the residential neighborhood by maintaining a green space along the south edge of Third Street. This green space will be a formed mainly from notable existing trees that are presently part of Marshall Park. As one of the best parts of the existing park, this plan proposes these trees be maintained to create this linear park along Third Street. New residential buildings in Second Ward will be built to the edge of this new park, set back about forty feet from the street edge and providing a generous, attractive area of public walks and landscape.



Design Elements

Existing tree canopy on Third Street with generous building setback between proposed residential development and McDowell Street.

Linear park with shade gardens along Third Street with strong pedestrian connections from the Government District to Commons Park.

Signature architecture at the end of Commons Park.

Transition grade from Third Street to Commons Park using split elevation architecture.



Concept Section from Third Street to the Commons Park

Third Street

vi: implementation strategies

The Second Ward Plan sets lofty goals. Strategies for implementing the plan provide specific approaches for investments, marketing, and implementation to meet plan goals. The section begins with an overview of the market, identifies key development strategies, and provides recommendations for next steps.

Market Overview

Housing Profiles and Categories

Critical areas of focus for determining the housing component include product type, mix, and density. Future resident profiles were first defined for both renter and buyer households. These households were further defined by product type and relative size to determine building and unit types. The following table is a summary of these households:

Second Ward Neighborhood Plan Summary of Housing Types				
Buyer Profile	Household Description	Product Type	Product Size	Parking
1. First Time Buyer	Single Professional - Male or Female	Condominium Flat	Efficiency to 1 Bdrm	1 space - open or covered
2. Move Over/Move Down Buyer	Couple - no children	Town home or Condominium	1-2 Bdrm	1 space - open or covered
3. Traditional Family	Couple - 1 or more children	Town home or Condominium	2-3 Bdrm	2 spaces - covered
4. Non-Traditional Family	Single Professional - 1 or more children	Town home or Condominium	2-3 Bdrm	2 spaces - covered
5. Professional Couple	Couple - Primary or Secondary home	Town home or Condominium	2 Bdrm	2-3 spaces - covered
6. Empty Nester	Single or couple - typically over 45 years of age	Condominium Flat	2 Bdrm	2-3 spaces - covered
7. Transitional Household	Single, couple, family with or without children	Condominium Flat	Single Rm to 1-3 Bdrm	Shared - open or covered

Housing Types and Definitions for Second Ward Neighborhood

Three housing categories define the proposed neighborhood: workforce housing, market rate housing, and transitional/affordable housing.

Workforce Housing (55%)

Workforce housing is defined to be a range of price points and products for the first six household types summarized in the preceding table. Incomes near the market area average typically define this buyer, which under current market conditions translates into product priced from the low \$100,000 to \$250,000 or rental rates of between \$0.85 and \$1.10 per square foot. Some public incentives for either the buyer or developer may be required for this housing type, depending on overall development costs, market conditions, and product type.

Exclusively Market Rate Housing (25%)

This housing is defined to be a range of price points and product types for all household types summarized in the preceding table. Under current market conditions, this product typically translates into units priced over \$250,000 or rental rates greater than \$1.25 per square foot.

Transitional and Affordable Housing (20%)

This type of housing includes other emergency, temporary, or affordable housing types ranging in product type from single room occupancy to multiple bedrooms as summarized in the preceding table. This product is subsidized and supported by a variety of public and private financing and consumer support programs and generally meets the needs of households with incomes at or less than 50% of area median income.

Retail and Commercial Uses

Initial findings confirm the projections as detailed in the report on Downtown Charlotte. This report indicates a total capacity for approximately 200,000 square feet of office space and limited retail outside the Central Business District.

This section of the Vision Plan addresses issues raised by plan initiatives affecting various stakeholder's in Second Ward, or policies for public infrastructure investment. Each issue is briefly described with a listing of consider-

ations. A policy recommendation is provided typically suggesting the next step for implementing the goals of the plan.

Recommended Catalyst Infrastructure Investment

Key public investments in infrastructure improvements are needed to encourage private investment in "catalyst" projects. These improvements should occur in advance, providing a stimulus for development.

- Stonewall Street - Design and construct the new boulevard based on Second Ward Neighborhood Plan from Midtown to Tryon Street, including improvements to the facades of the John Belk Freeway Bridge.
- Marshall Park - Design the park according to Second Ward Neighborhood Plan, including the renovation of the historic high school gymnasium potentially as a community building.
- Street and infrastructure investment - Generate detailed design guidelines for the Second Ward Neighborhood Plan including architecture, mixed use development, and streetscape. Provide key infrastructure improvements for new streets, shared parking facilities, and the open space network.

- I-277 on/off ramp reconfigurations - Provide infrastructure improvements for better pedestrian and vehicular circulation.
- NCDOT right-of-way acquisition.

Recommendation:

Establish priority for infrastructure investments to encouraging development in these locations.

Development Management Recommendations

For the promotion and coordination of Second Ward development, a responsible agency or group should be identified to oversee these functions. Lack of coordination could result in misplaced priorities and missed opportunities to partner or pool resources.

Without sufficient promotion, the redevelopment of Second Ward may miss important milestones in the development cycle. Issues include:

- Detailed design development guidelines
- Engineered street layout and profiles
- Coordination of principal landowners including city, county, and school board.
- Role of “master developer” or, more simply, coordination
- Partnership structures - private/public.
- Coordination with other center city development (such as Government District).
- Financing strategies

Recommendation:

Establish an office/agency to promote and coordinate development projects in concert with the planning team.

Land Development Strategy Recommendations

A goal of the plan is to provide a broad range of residential price points. Private development within and adjacent to Second Ward should be implemented in concert with public land development.

- Urban property values are high, as compared with suburban opportunities, potentially precluding moderately priced housing. Public policies are needed that enable land to be made available for moderately priced housing.
- Costs of infrastructure including parking decks are high and may preclude moderately priced housing. This could be ameliorated through a public partnership with the private sector to help offset costs.
- To achieve moderately priced/workforce housing it may be necessary to consider land write-downs.
- Neighborhood services should be included with housing development.

Of the +/- 82 acres available for redevelopment in Second Ward, approximately 57% is publicly owned. The development process should leverage the significant land base to enable the development of preferred locations and projects. Also, underwrite transfers for land lost in trades and losses of land to reduce land values based upon utility index. Land value should be a product of the affordability index.

Recommendation:

Undertake studies that provide for an evaluation of:

- 1) The potential of public subsidies targeted for the purpose of enabling workforce housing.*
- 2) Opportunities through which public/private ventures may afford to enable workforce housing.*

Creative Financing for Developers and Homeowners Recommendations

To encourage developers and non-profit organizations to participate in Second Ward residential development, and to provide opportunities for workforce, affordable, and assisted housing, establish processes for attractive financing, as well as creative lending options for homeowners.

- Tax credits, acquisition, development, and construction financing with below-market rates and reduced fees, grants, purchase incentives or below-market consumer financing, and corporate & civic project underwriting.
- Smaller increments of growth (Smaller projects can be financed more easily).
- One or no car Location Efficiency Mortgages (LEM's).
- Establish a process for attractive financing to encourage developers to participate in Second Ward to provide opportunities for workforce and affordable housing.
- Redefine Housing Authority alternatives.
- Through market analysis, assess general market potential and recommendations to promote development.
- Promote a written implementation plan that addresses infrastructure requirements.

Recommendation:

Charge the development management entity with responsibility for:

- 1) Evaluating and addressing potential financing opportunities and public investment.*
- 2) Coordinating discussions with lending institutions, development community, and housing authority to define opportunities.*

Phasing

Recommended Phasing

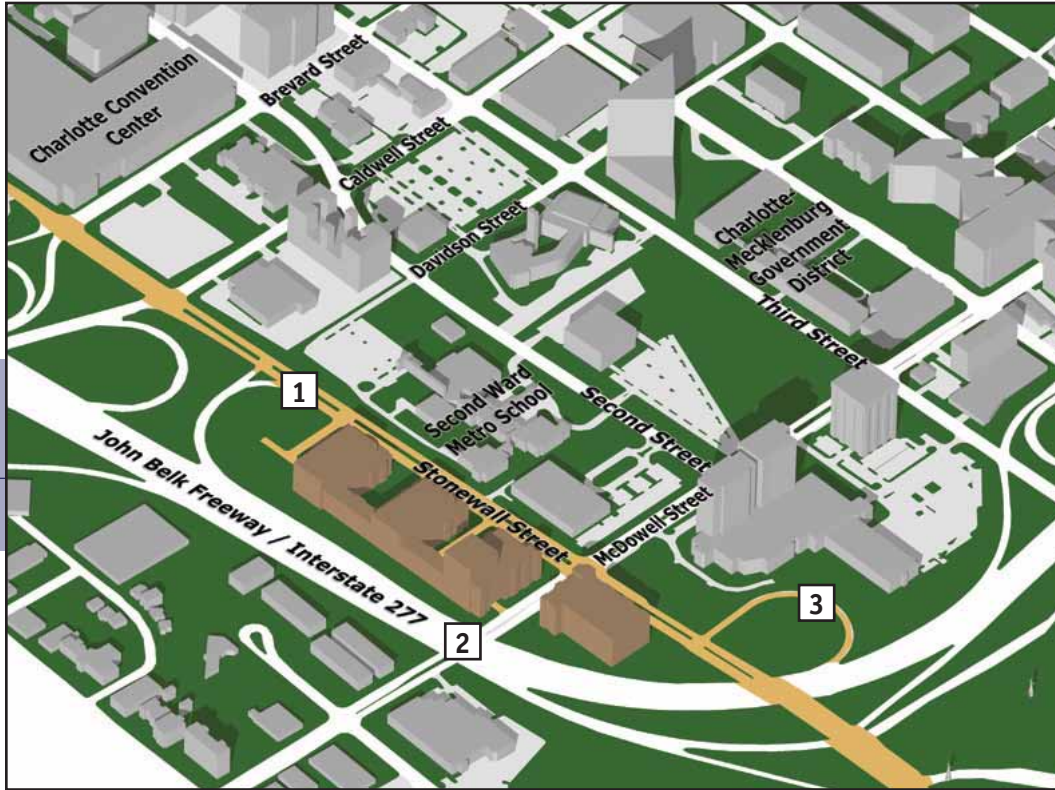
Given the large amount of housing in and around the Center City, the development of the Second Ward Neighborhood must begin with the definition and announcement of development opportunities and infrastructure/development incentive plans. This would begin the promotion of the neighborhood to both developers and consumers. Early announcements would help establish the location as an alternative for developers and consumers either in the market or considering relocating to the Center City. The following “phasing” represents a logical sequence of events and development for the Second Ward Neighborhood Master Plan. The “phasing” does not correlate with a time frame, but rather identifies opportunities that could be best leveraged if planned together. While private land development is expressed in Phase V these development opportunities could potentially be implemented at any time during redevelopment, though should be incrementally woven into Second Ward as the market allows.

Second Ward Neighborhood Phasing Plan

Phase	Description	Development Acreage	Residential Density Range	Residential Households	Commercial	Civic	Convention Center
Phase I	Stonewall St. at McDowell St.	+/- 9.05 ac	66-77 du/ac	600-700 un	25K-35K sf	135K-750K sf	-
Phase II	Metro School Parking/Convention Center	+/- 11.96 ac	0 du/ac	-	-	135K-150K sf	150K-175K sf
Phase III	Marshall Park/Board of Education	+/- 11.34 ac	48-57 du/ac	550-650 un	35K-45K sf	0K sf	-
Phase IV	Metro School/Aquatic Center	+/- 14.25 ac	59-63 du/ac	850-900 un	35K-45K sf	150K sf	-
Approximate Total Public Acreage		+/- 46.60 ac	45-51 du/ac	2,000-2,250 un	95K-125K sf	270K-1050K sf	150K-175K sf
Phase V	*Approximate Total Private Acreage	+/- 35.50 ac	39-47 du/ac	1,400-1,700 un	200 K sf	-	-

* Estimate private buildout for conceptual purposes only

Recommended Phase I



Phasing Rationale

- Stonewall Street improvements are already being planned, and the project could leverage those improvements.
- Development block is the farthest away from the Center Business District (lowest value in district).
- Development opportunity is in close proximity to Dilworth Neighborhood and the future Midtown Retail District.
- Opportunity to provide identity for the Second Ward Neighborhood at the bridge locations.
- All of the land is owned by the City, County, NCDOT, and Board of Education.
- The land could be made available at an early stage.

Recommended Infrastructure Improvements

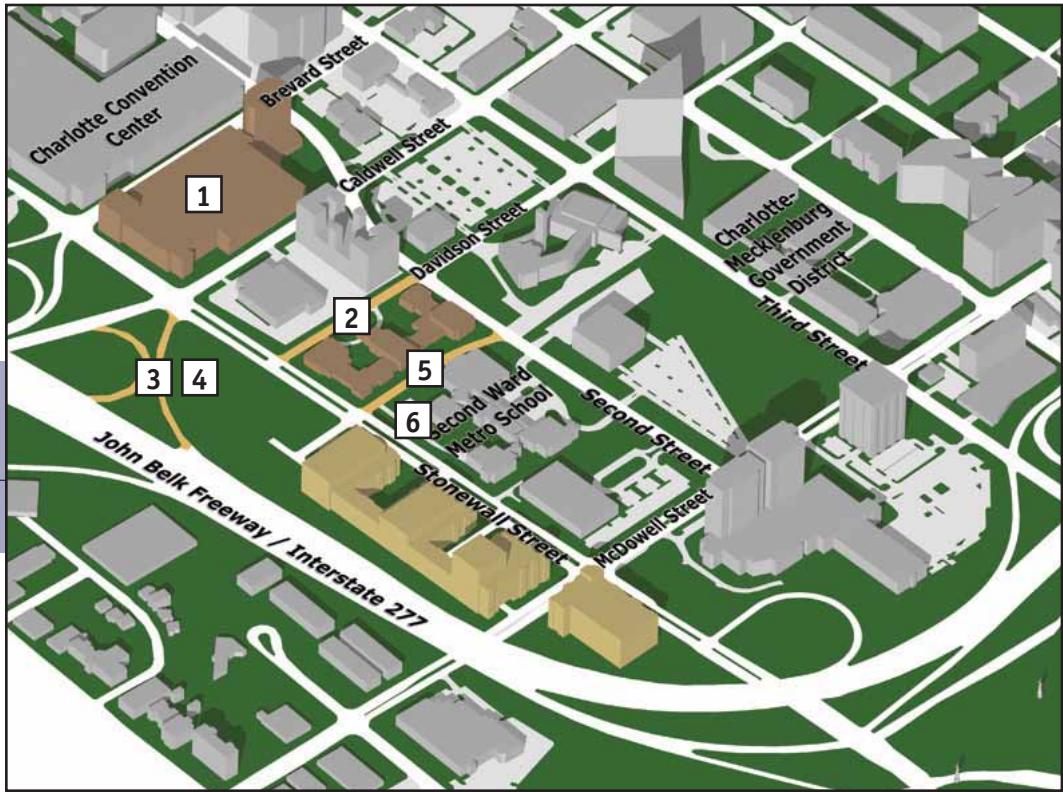
1. Implement Stonewall Street improvements:
 - Relocate Walton Plaza.
 - Implement linear park along Stonewall Street to connect Little Sugar Creek to future Cap Park at College Street.
 - Implement bridge and pedestrian improvements to Midtown.
 - Reconfiguration of I-277 exit ramp.
2. Implement McDowell Street Bridge improvements.
3. Acquire NCDOT land adjacent to John Belk Freeway.

Development Summary

- | | |
|----------------------------------------------------------------------------------|------------------------|
| • Residential Households | 600-700 households |
| SF Commercial/Retail | 25,000 - 35,000 SF (A) |
| SF Civic | 0 SF |
| Parking | 1.6:1 (B) |
| Density Range | 66 - 77 du/ac |
| A Ground floor commercial/retail located on Stonewall Street and McDowell Street | |
| B Two 6 story-parking decks (1,100 spaces) with additional on-street parking | |

Recommended

Phase II



Phasing Rationale

- Synchronized with new Metro School planning & construction.
- Maintain the existing Metro School facility until state-of-the-art facility is complete.
- Capitalize on momentum of Convention Center Expansion.

Recommended Infrastructure Improvement

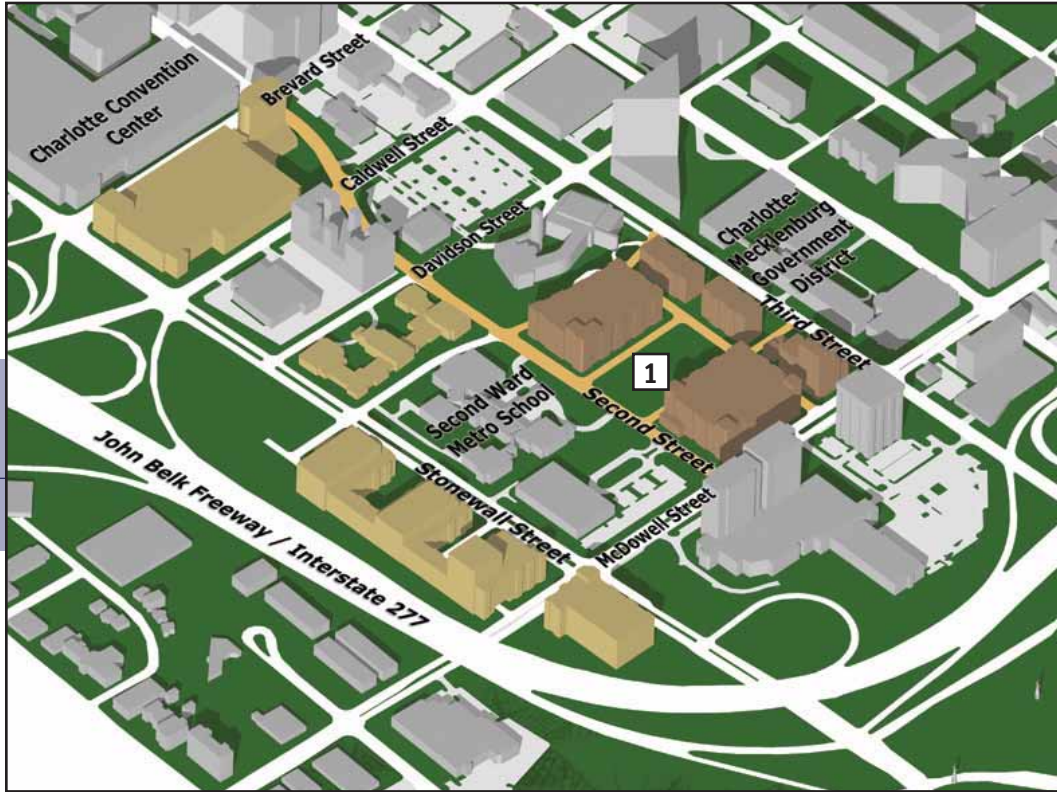
1. Convention Center Expansion:
 - Facilitate ground floor retail and commercial uses to open onto plaza space for positive orientation to Second Street.
 - Implement integrated Convention Center plaza at intersection of Second Street and Caldwell Street.
 - Facilitate a visual architectural terminus of Second Street within the Convention Center.
2. Extend North Davidson Street as a “Green Street” to Stonewall Street and add on-street parking.
3. Reconfigure I-277 on and off ramps at Stonewall Street and Caldwell Street.
4. Acquire NCDOT land for ramp configuration and development.
5. Construct a new street from Second Street to Stonewall Street for improved connectivity.
6. Define temporary parking and bus staging strategy for Metro School.

Development Summary

• Residential Households	0 households
SF Commercial	0 SF
SF Civic	135,000 - 150,000 SF
	new Metro School facility
SF Office	0 SF
Convention Center	150,000 - 175,000 SF
Parking	Adjacent bus/faculty/ on-street parking

Recommended

Phase III



Phasing Rationale

- Board of Education relocation timed with Government District Master Plan implementation.
- Marshall Park block is available for redevelopment.
- Development of this block will be a central component for the definition of the Second Ward Neighborhood.

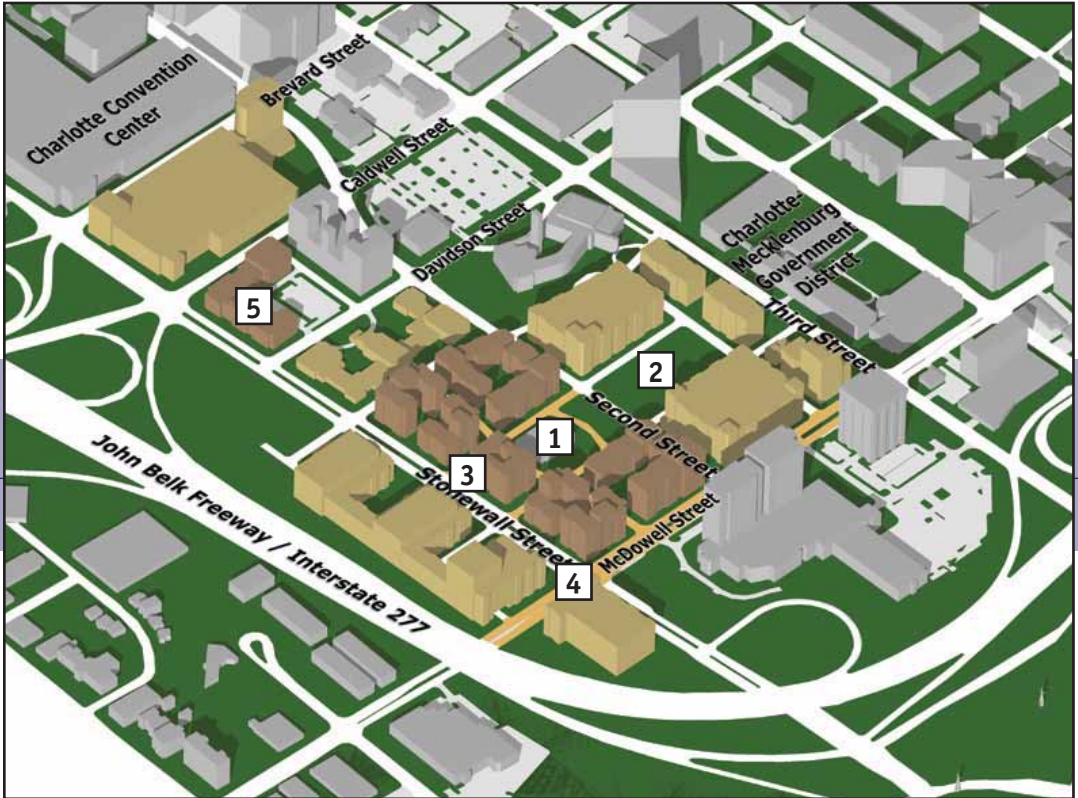
Recommended Infrastructure Improvement

1. Reconfigure Marshall Park block into developable land with central neighborhood open space:
 - Relocate Board of Education facilities according to Government District Master Plan.
 - Reconfigure First Baptist Church parking.
 - Dismantle existing Marshall Park.
 - Implement first phase of Commons Park.
 - Potentially reconstruct storm drain through Marshall Park.

Development Summary

- Residential Households 550-650 households (A)
 - SF Commercial 35,000 - 45,000 SF (B)
 - SF Civic 0 SF bldg (C)
 - Parking 1.2:1 (D)
 - Density Range 48 - 57 du/ac
- A Town homes and wrapped parking structures at Marshall Park
 - B Ground floor commercial/retail along Second and McDowell Street
 - C Two 6 story parking decks (1,300 spaces) to be shared with Phase IV development on-street parking

Recommended Phase IV



Phasing Rationale

- New facilities allow Metro School to move from existing structure.
- Potential long-range relocation of the Aquatic Center, subject to detailed planning and cost analysis substantiating the feasibility.
- Parking to be shared with Phase I & Phase II developments. No on-site parking structures. Provide on street parking where possible, or parking areas.

Recommended Infrastructure Improvement

1. Renovate the Second Ward High School Gymnasium into a community center/history museum.
2. Implement plans for the rest of the Commons Park.
3. Implement proposed smaller neighborhood street grid.
4. Implement McDowell Street improvements north of Stonewall Street.
5. Facilitate development of Phase II expansion of the Charlotte Convention Center.
 - Integrate secondary commercial/civic uses at ground floor.

OR

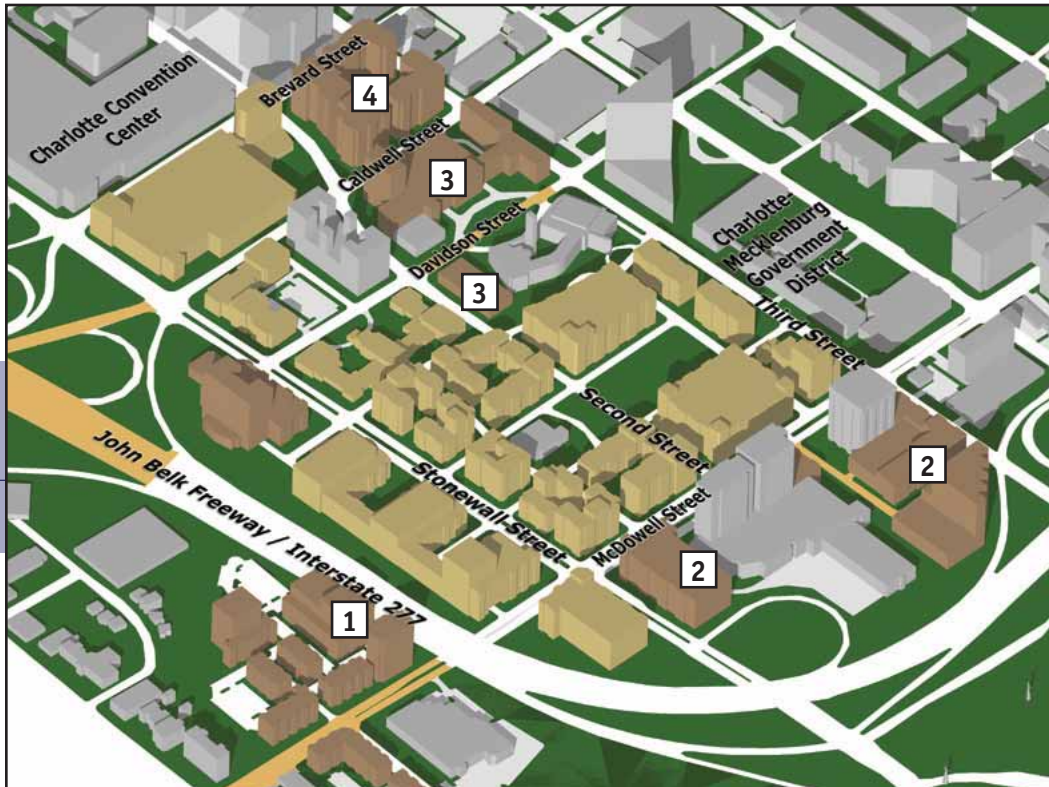
- Facilitate development of an urban program high school.
- Urban program high school
 - 3-4 story typical for 500-600 student population
 - Special curriculum school taking advantage of its downtown proximity

Development Summary

- Residential Households 850-900 households
 - SF Commercial 35,000 - 45,000 SF (A)
 - SF Civic Phase II expansion of the Charlotte Convention Center
- OR**
- 150,000 SF construction of new high school
 - Renovation of the Second Ward High School Gymnasium.
- | | |
|---------------|-----------------------|
| SF Office | 0 SF |
| Parking | 0 on-site parking (B) |
| Density Range | 59 - 63 du/ac |
- A Ground floor along Second Street and McDowell Street
- B Shared parking with phase 1 & 2 parking decks, on-street parking

Recommended

Phase V



Infrastructure Improvements
None required

Recommended Private Development
Possibly some unforeseen utility infrastructure improvements needed.

1. Promote the redevelopment of property on McDowell Street in the Dilworth neighborhood to moderate residential density:
 - Provide a better vehicular and pedestrian connection between neighborhoods. Build stronger connections with Dilworth Neighborhood.
 - Higher and better use for under-utilized land
2. Promote the development of HBE property:
 - Development of additional office for Cameron Brown and Government District Master Plan needs.
 - Development of residential at the corner of Stonewall Street and McDowell Street.
 - ~ Provide better connectivity to Cherry and Midtown neighborhoods
 - ~ Reinforce gateway to the Second Ward Neighborhood
 - ~ Provide better pedestrian scale along Stonewall Street and McDowell Street

- Promote Commercial/Hotel expansion along McDowell Street.
 - ~ Improve pedestrian scale and better street frontage on McDowell Street
 - ~ Fill in street gap between Cameron Brown and Hotel
 - ~ Provide teleconference/retail expansion opportunities
 - ~ Creates more active edge to McDowell Street
- 3. Promote development of First Baptist Church Expansion.
 - Integrate high density residential development with a shared parking structure.
 - 8-10 story apartment building at the corner of Caldwell Street & Second Street.
 - Expansion of missionary facilities on Second Street.
- 4. Promote development of AME Zion/United Way Block program in concert with the AME/United Way Block redevelopment.
 - Potential high density development (+/- 80 du/ac).
 - Potential residential development.
 - Shared parking with the First Baptist Church block redevelopment.

vii: policy issues

Convention Center Expansion

The Convention Center Master Plan was prepared prior to the 2010 Center City Vision Plan for a neighborhood to redevelop in Second Ward. These plans are now inconsistent and need to be reconciled. Issues include:

- Convention Center build-out. The master plan calls for Phase I (150,000 sq ft) to occupy the block between Brevard Street and Caldwell Street, with Phase II (150,000 sq ft) expanding south onto the block between Caldwell Street and into a portion of the current Metro School campus. The construction of the Hilton/Hampton Inn Hotels on that block has compromised the viability of the original Phase II plan.
- The Convention Center Master Plan indicates a Phase I expansion loading area located at the corner of 2nd Street and Caldwell Street, opposite proposed mixed use.
- Center City 2010 Vision Plan has a bias toward residential neighborhood in Second Ward.
- The Second Ward Neighborhood Plan identifies the best opportunity for relocation of Metro School and the proposed high school to this area.

Recommendation:

Revise the Convention Center Master Plan to reflect a Phase I expansion to Caldwell Street and a potential Phase II expansion the city-owned property bound by the Hilton/Hampton hotel, Stonewall Street, Caldwell Street, and Davidson Street. Commercial or other civic uses should be provided, where possible, on the ground floor of both expansions to activate the street edge and provide for a positive orientation to the neighborhood.

Metro School/Aquatic Center

The Board of Education's plan for Metro School is to maintain the school on the current site. It has funded investments (\$10 million) for expansion and facility renovation. The school is located at the very center of Second Ward, compromising the ability to achieve a unified neighborhood vision. Issues include:

- A significant investment into school addition and renovation would likely preclude the consideration of a new school and relocation.
- Center City 2010 Vision of a residential neighborhood in Second Ward is compromised without the Metro School relocation.
- An examination of costs vs. benefits of renovation versus new school may indicate better investment into new school as existing facilities were not designed for special school population.
- Aquatic Center: expansion potential vs. long-range facility relocation and site redevelopment.
- An identification of alternative funding sources may help to identify strategies for new/relocated school.

Recommendation:

- 1) Revise the Charlotte-Mecklenburg School Master Plan and identify funding sources for a new, relocated Metro School, to include an aquatic facility as part of overall Second Ward Master Plan. Place a priority on the new school to occur early in the neighborhood redevelopment.*
- 2) Prepare a detailed life cycle economic and redevelopment feasibility study for the Aquatic Center to guide long-range planning for the site.*

Second Ward as site for new arena

The block defined by Third Street, Brevard Street, Second Street and Caldwell Street (currently United Way and AME Zion Church property) has been identified as one of several candidate locations in Center City for a new basketball arena. The Second Ward Neighborhood Plan identifies this block for future mixed use, including office and residential. The issues include:

- The adopted Center City 2010 Vision Plan calls for Second Ward to become a residentially-based urban neighborhood. A major public event facility like the arena would be out of scale and disruptive to a residential environment with traffic, noise, service requirements, etc.
- The arena was located in Third Ward in the adopted Center City 2010 Vision Plan. The candidate block in Second Ward is small compared with prototype arena footprints. This location would likely require additional land to support service areas for the arena, parking, etc. further eroding the residential potential of Second Ward.

Recommendation:

Reinforce the adopted plan policy to redevelop Second Ward as a neighborhood. The arena would not be conducive to a residential environment.

viii: acknowledgements

design team members

LandDesign, Inc.

The City of Charlotte hired LandDesign, Inc. (Charlotte, NC), a Landscape Architecture, Land Planning, Urban Design, and Civil Engineering firm to produce the plan. The team also includes the following consultants:

FMK Architects (Charlotte, NC)

Full service architecture firm

dRa (Charlotte, NC)

Public input process and plan development

The Littlejohn Group (Charlotte, NC)

Residential market research and implementation strategies

Shinberg.Levinas (Bethesda, MD)

Urban school programming and development

Alex Garvin (New York, NY)

Urban planning and real estate with teaching, architecture, and public service.

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Norm Steinman
Dan Thilo
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Mecklenburg County

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Bobby Shields

Mecklenburg County Board of Education

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dRa

Deb Ryan

FMK Architects

Josie Holden Bulla
Allan McGuire

Alex Garvin

The Littlejohn Group

Emma Littlejohn

Shinberg.Levinas

Milton Shinberg



M E E T I N G

			Date	Meeting
2001	August	24		Consultant Team Tour of Site
	September	12		Essential Plan Concept Work Session
12			Stakeholder Meeting	
13			Essential Plan Concept Work Session	
19			Stakeholder-Convention Center	
19			Stakeholder-First Baptist Church	
21			Stakeholders-Hotels	
25			Project Team	
October		02		Stakeholder - United Way
		05		Real Estate Opportunities, LLC
		05		Planning Meeting
		08		Transportation-CDOT, CATS
		09		Stakeholder - HBE Properties (Cameron Brown, Adam's Mark Hotel)
		09		Consultant Team
	09		Second Ward High School Alumni Group	
	10		Parks & Recreation Government District	
	10		Project Management Team	
	11		Charlotte Developers	
12		Charlotte Center City Partners		
17		Metro School Tour		
17		Consultant Team		
17		First Public Meeting - <i>"A Meeting of Minds"</i>		



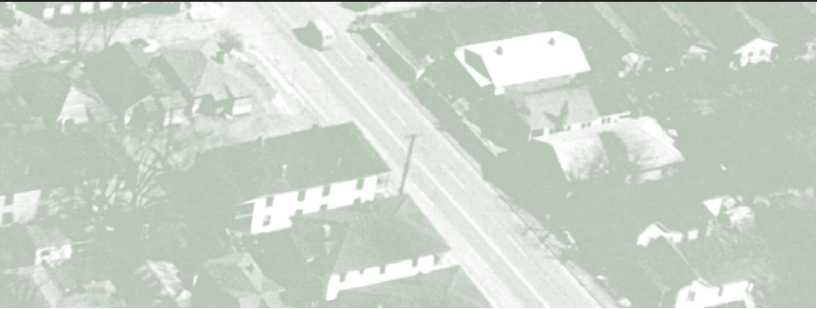


Date

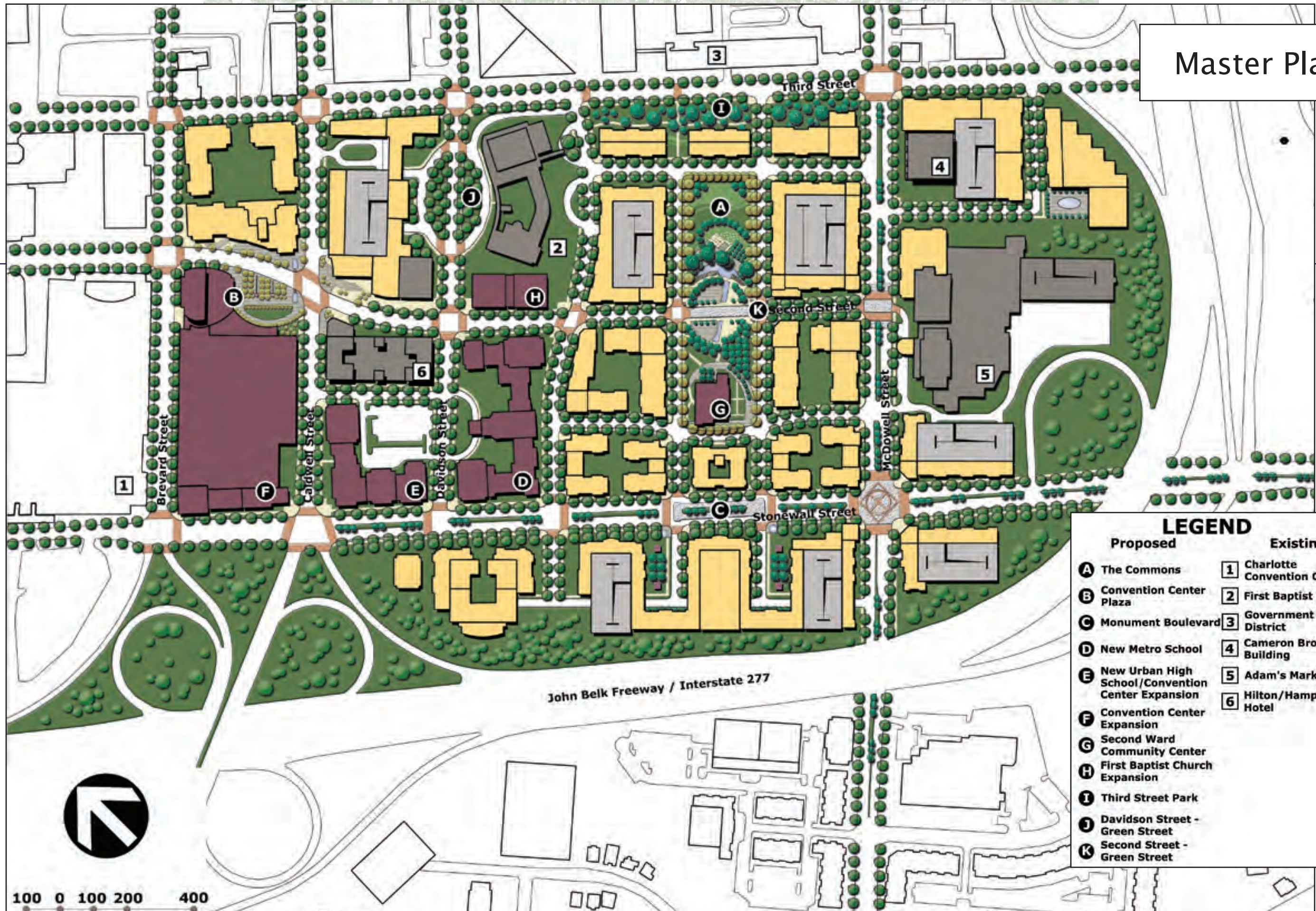
Meeting

November	11	Second Ward High School Museum
	14-15	Community Workshop - <i>"A Hands on Design"</i>
	20	Charlotte Center City Partners
December	30	CDOT
	03	Board of Education
	11	Board of Education
	12	Project Management Team
	13	Center City Partners Board of Directors
	18	Board of Education, City & County Update Presentation
	2002 January	03
February	14	Project Management Team
	28	Project Management Team
	08	Planning Liason Committee
March	13	Final Community Meeting - <i>"A Community Redefined"</i>
	27	Project Management Team
	05	Charlotte Center City Partners
	12	Mecklenburg County Parks Commission
	15	Planning Liaison Committee
	18	Project Management Team

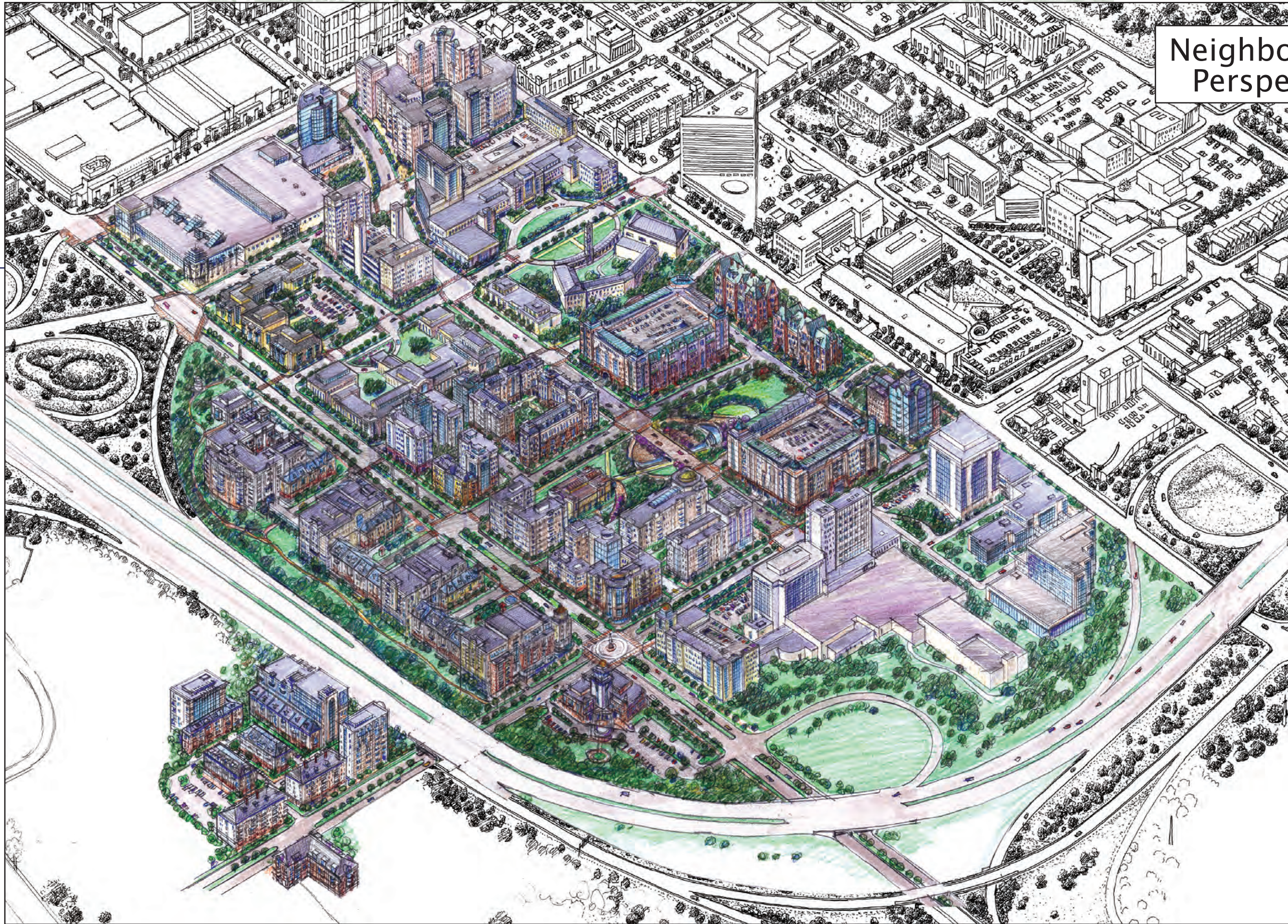
S C H E D U L E



Master Plan



LEGEND	
Proposed	Existing
A The Commons	1 Charlotte Convention Center
B Convention Center Plaza	2 First Baptist Church
C Monument Boulevard	3 Government District
D New Metro School	4 Cameron Brown Building
E New Urban High School / Convention Center Expansion	5 Adam's Mark Hotel
F Convention Center Expansion	6 Hilton / Hampton Hotel
G Second Ward Community Center	
H First Baptist Church Expansion	
I Third Street Park	
J Davidson Street - Green Street	
K Second Street - Green Street	



Neighborhood
Perspective

