



# BREVARD STREET

## LAND USE & URBAN DESIGN PLAN

CHARLOTTE-MECKLENBURG  
PLANNING DEPARTMENT

DECEMBER 2007 DRAFT B7



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Map 1  
Brevard Street Land Use and Urban Design Plan  
Project Limits

## Public Involvement Process

The development of the Brevard Street Land Use and Urban Design Plan was a community based planning process which was conducted over a six month period. The planning process included stakeholder interviews, steering committee meetings and three public workshops that were designed to build on the Memorable Street document to achieve the goals of the city and to maximize the potential for development of this 8-block area between the NASCAR Hall of Fame, the Bobcats Arena and the Convention Center.

The planning process was designed to further refine the recommendations and land development strategies outlined in the Memorable Streets document. Three public workshops were held. At the first, general project scope and market study findings were provided, and participants were asked to provide information on critical issues in the area. At the second workshop, participants were asked to generate a Land Use Plan as a part of the process. At the Third workshop, draft recommendations were presented, with an opportunity for questions.

## Public Workshop Results

### Types - Uses

- Small locally owned retail shops
- Design it as Urban and Organic
- Structured parking
- Residential / Mixed Use
- First floor retail
- Outdoor Music / Art Hotel


### Open Space

- Provide small scale vignettes
- Provide fountains
- Plan for events – street closings

### Characteristics

- Pedestrian Friendly
- Wide Sidewalks
- Active Shops / Storefronts
- Outdoor dining
- Variety of architectural styles
- Building step backs
- Hidden parking garages
- Design not height is critical

CREATING THE VISION



**LAND DEVELOPMENT & LAND USES**

WHAT TYPES OF MIXED USE? - RETAIL? - FREESTANDING? - WILL IT SUCCEED?

WHAT IS AN URBAN MARKET? - CHARACTER? - USES? - LOCATION?

OPEN SPACE OPPORTUNITIES? - LINEAR PARK? - PUBLIC PLAZA?

**CREATION OF A SIGNATURE STREET**

WHAT MAKES A GREAT STREET? - CHARACTERISTICS?

WHAT USES SHOULD BE INCLUDED?

BUILDING HEIGHTS? - SETBACKS? - PARKING?

**LINKAGES & CONNECTIVITY**

HOW DOES THIS AREA CONNECT WITH THE SURROUNDING USES IN UPTOWN?

HOW TO ENLIVEN - CREATE MORE OPPORTUNITIES?

PEDESTRIAN/BICYCLE/VEHICULAR CONNECTIONS?

**SOUTHEND CONNECTIVITY**

WHAT ARE THE PREFERRED PEDESTRIAN AND BICYCLE CONNECTIONS TO UPTOWN?

SUPPORTING USES? - OTHER OPPORTUNITIES?

**BREVARD STREET LAND USE & URBAN DESIGN STUDY**

CHARLOTTE MECKLENBURG PLANNING COMMISSION

SEPTEMBER 21, 2006

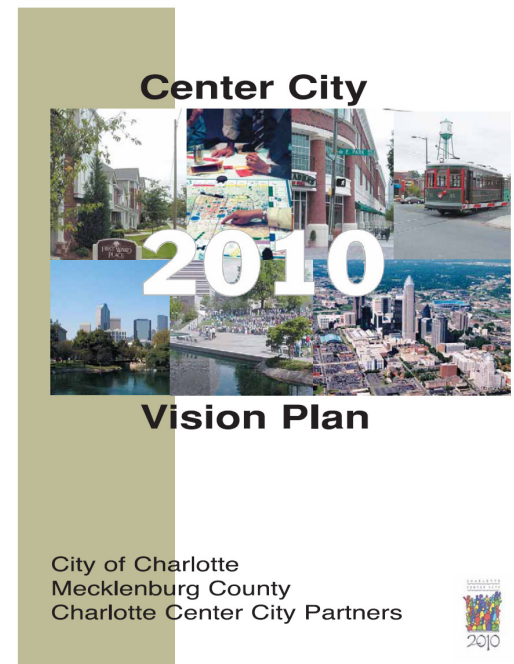


## Policy Framework

A number of adopted and proposed land use and transportation plans, strategies and tools have implications for the Brevard Street Area and have been taken into consideration in developing this plan.

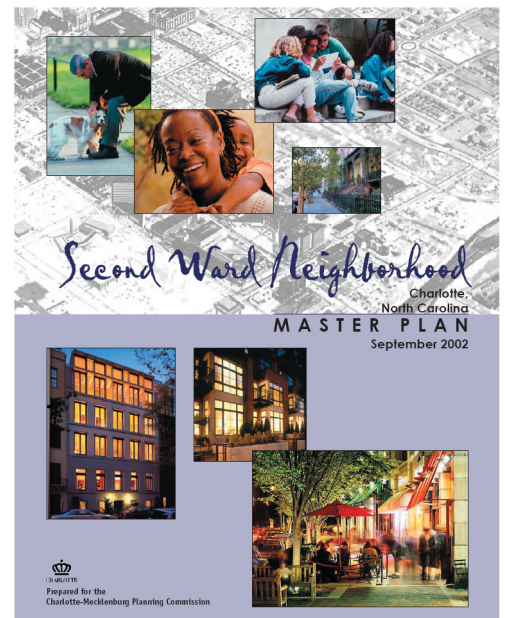
### **Center City 2010 Vision Plan**

Charlotte City Council and the Mecklenburg County Board of Commissioners adopted the *Center City 2010 Vision Plan* in May 2000. Additionally, the Charlotte Center City Partners and the Charlotte-Mecklenburg School Board endorsed the plan. The premise of the plan is: "To create a livable and memorable Center City of distinct neighborhoods connected by unique infrastructure." The mission of the 2010 Vision Plan is to provide direction for future urban design and development decisions for Center City Charlotte. It made general recommendations for land use, transportation, parking parks and open, streets, catalyst projects and neighborhood plans.



### **Second Ward Neighborhood Master Plan**

The *Second Ward Neighborhood Master Plan* (adopted by City Council September 2002), a recommendation of the *Center City 2010 Vision Plan*, provides finer grained guidance for development and redevelopment in the Second Ward. The plan recommendations seek 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. Emphasizing variety of housing types, services, parks and open space, and life style opportunities, the plan identifies strategies to ensure that incremental growth, unique architecture and a diverse urban landscape occur.



### **South End/Uptown Rail Corridor Plan**

The *South End/Uptown Rail Corridor Plan* (adopted 1998), provides guidance for land along the strip of land adjacent to the South Corridor light rail line. It includes the portion of the study area west of Brevard Street.

### **First Ward Master Plan**

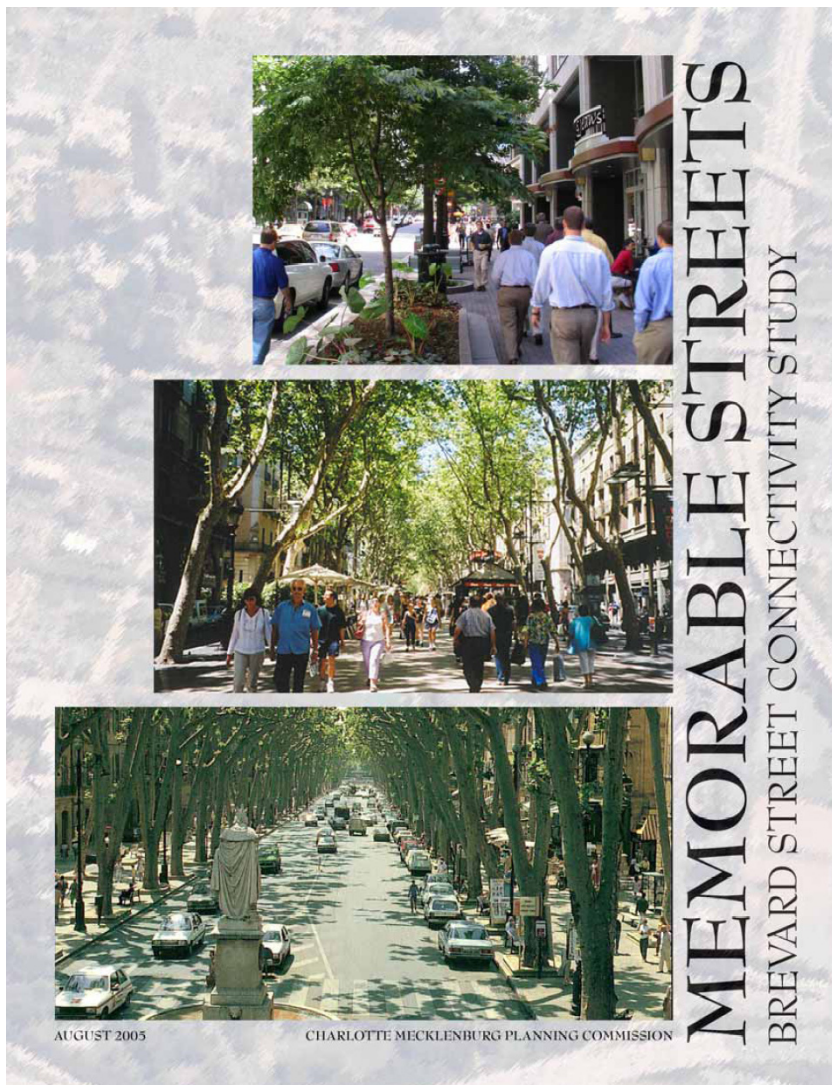
The *First Ward Master Plan* (adopted July 1997) provides guidance for development within the First Ward. This is the area north of Trade Street, and while it is mostly outside of the study area, it does incorporate land use recommendations along the Trade Street edge.

### ***Center City Transportation Plan***

The *Center City Transportation Plan* provides a strategy, policies and implementation action that, when adopted, will make biking, walking, driving and public transit function smoothly in a dynamic Uptown environment. As the future unfolds, Center City's streets, sidewalks and parking will be transformed to pedestrian-friendly, transit-oriented, center of the region for employment, culture and entertainment. This is the strategy that can make the transformation happen.

### ***Memorable Streets - Brevard Street Connectivity Study - 2005***

The initial Memorable Streets Study was prepared by the Charlotte -Mecklenburg Planning Department in association with consultants and other City departments. The study was undertaken to illustrate how a new NASCAR Hall of Fame would fit into a larger Center City context. This study was not a part of a process for public input, and it was not presented to nor adopted by City Council.





## EXISTING CONDITIONS

This section provides a snapshot of the context for the study area.

### Existing Character and Land Use

Map 2 shows the existing land use for the study area. At either ends, the area is anchored by major institutional uses: Charlotte Bobcats Arena to the north, and the Convention Center and NASCAR museum (under construction) to the south. In between, the major uses are several large office buildings, and the CATS transit station. There also are hotels, some scattered retail, and two new high-rise residential projects under construction. The remainder consists of vacant or underutilized land, mostly in use as surface parking.

### Previously Adopted Land Use

Land within the I-277 loop is generally regarded as appropriate for high-density mixed-use development. For locations covered by particular area plans, more specific land use recommendations are in place. The study area includes land covered by the *Second Ward Neighborhood Master Plan* (2002), *Center City 2010 Vision Plan* (2000), *South End/Uptown Rail Corridor Plan* (1998), and *First Ward Master Plan* (1997).

Map 3 summarizes the adopted land use recommendations for the study area and surroundings. The *Second Ward Neighborhood Master Plan* covers the largest portion of this study area, and provides the greatest level of detail of the relevant plans. It was built on the premise of a mix of high-density uses extending south and west from Trade and Tryon Streets. The plan calls for a residential focus to the mix of uses, includes a number of site-specific institutional recommendations, and encourages ground-level retail uses on certain block frontages.



*Bobcats Arena is at the northern edge of the Study Area*



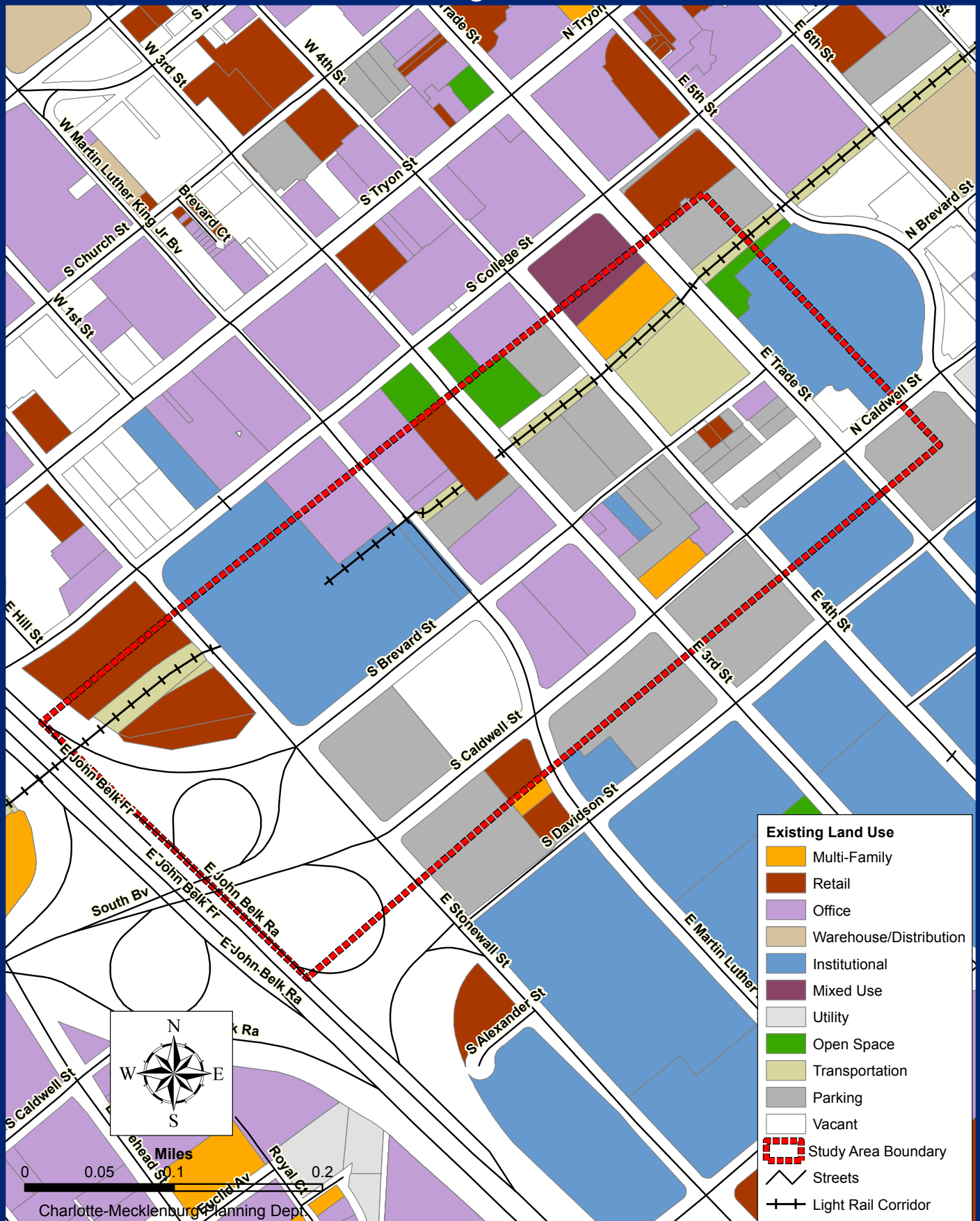
*Charlotte Convention Center is at the southern end of the Study Area*



*The former AME Church is one of the buildings on Brevard Street in the Study Area*

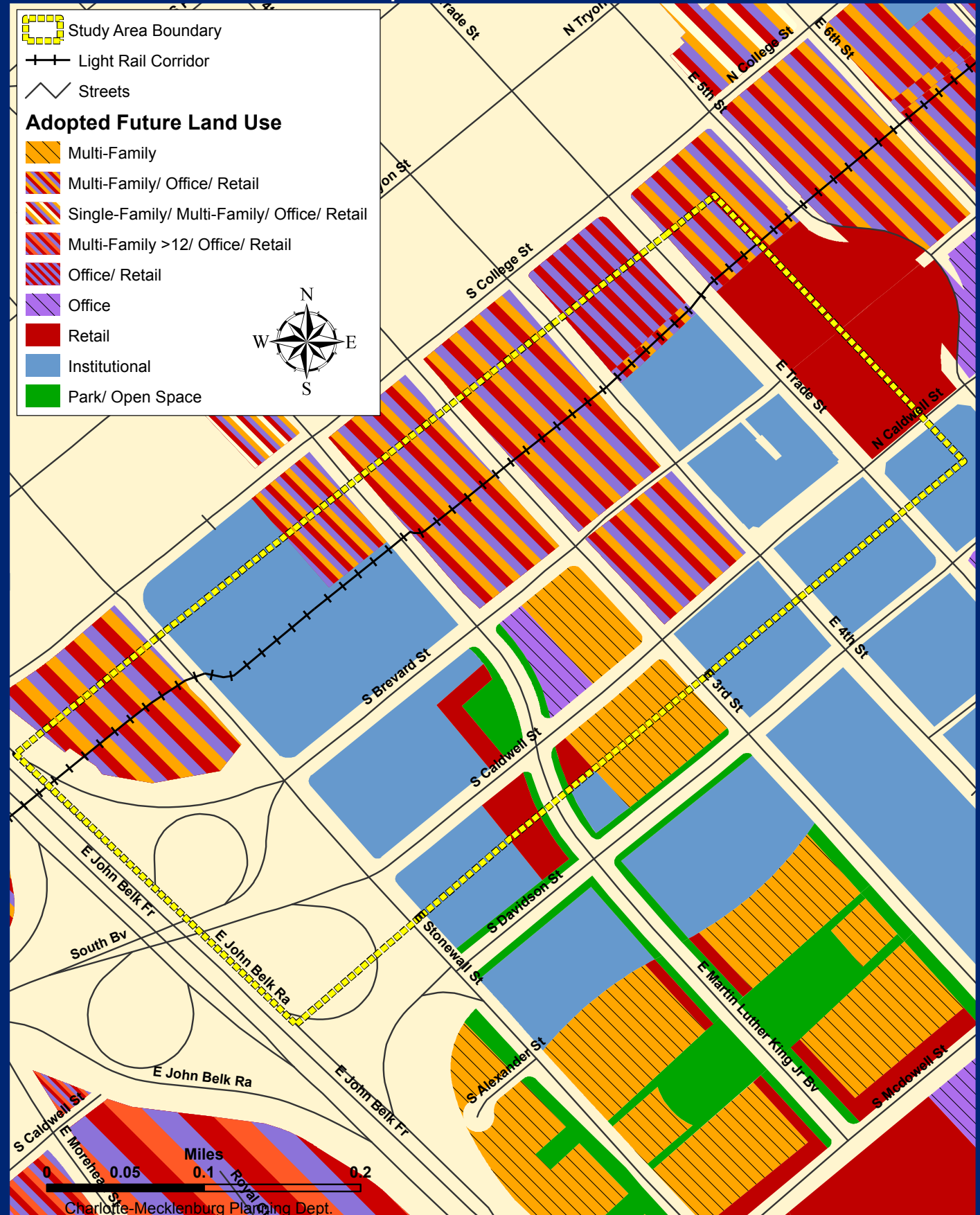


## MAP 2

Brevard Street Plan  
Existing Land Use

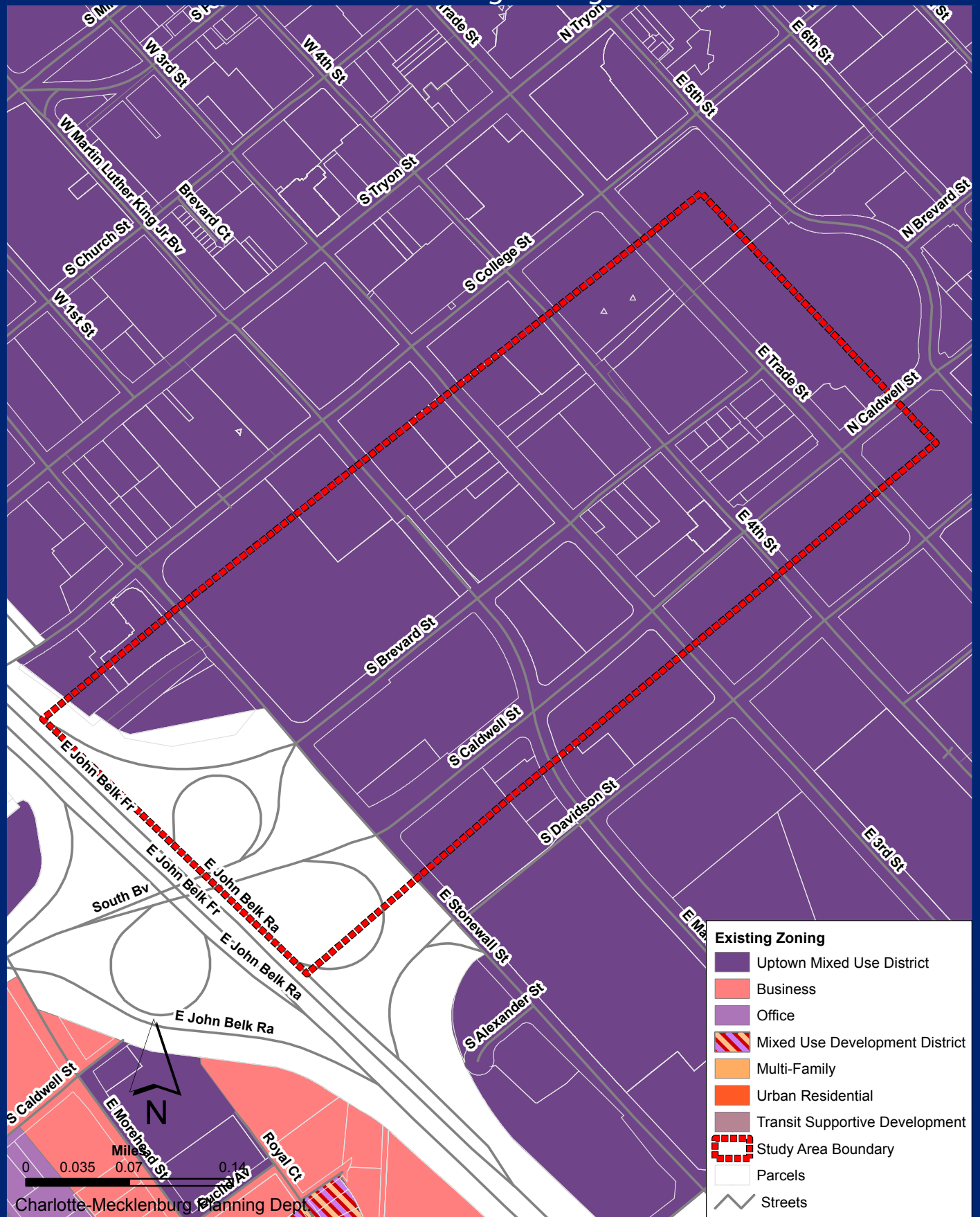
MAP 3

## Brevard Street Plan Adopted Future Land Use



MAP 4

## Brevard Street Plan Existing Zoning





## Existing Zoning

Map 4 shows existing zoning for the study area. In keeping with its location within the Central Business District, the entire area is zoned UMUD, Uptown Mixed Use District. This district permits and encourages the coordinated development of retail and wholesale trade; business, professional and financial services, offices, hotels, convention and conference centers, merchandise markets, high-density residential developments, and parking as a separate business.

The UMUD zoning district provides urban design and development standards. It provides for more detailed requirements within certain geographies through streetscape plans, to be approved by City Council. Specific provisions in the ordinance also apply to certain geographic areas, such as the Tryon Street Mall (properties fronting Tryon Street). No such specific provisions currently apply within the Brevard Street study area.

## Existing Transportation

### Street Network

The Brevard Street Study area lies largely within the Second Ward, also known as the Brooklyn neighborhood. The existing street network was built as part of urban renewal in the 1960's when the neighborhood surrounding Charlotte's African-American business district was replaced by government facilities and Marshall Park. The design of most streets in the study area focuses on motor vehicle access to and from I-277 with minimal importance given to the pedestrian realm or to bicyclists.

### Traffic Volumes

Average Daily Traffic Volumes (2006 Data)

Street Name	ADT
3rd Street	12,100
4th Street	20,900
Brevard Street	10,300
Caldwell Street	8,300
MLK Blvd	5,900
Stonewall Street	13,400
Trade Street	11,200

Note: The imminent conversion of Brevard Street from a one-way street with three lanes to a two-way street with two lanes is forecast to reduce average daily traffic volume (ADT). Conversely, the imminent conversion of Caldwell Street from a one-way street with three lanes to a two-way street with four lanes is forecast to increase ADT.



*The AT&T Building is a large office building in the Study Area*



*United Way Building in the Study Area*



*Portions of the Study Area are vacant property in use as surface parking*

### ***Pedestrian Facilities and Activity***

A significant amount of pedestrian activity is present on many of the study area's streets as a result of hotels, the new Arena, the Transportation Center and Government District offices.

The existing pedestrian facilities are inadequate for the higher density residential, office, entertainment, and retail uses planned or under construction in this area.

### ***Bicycle Facilities***

The primary marked bicycle routes leading into the study area for commuting cyclists include West Fourth Street, the I-277/Caldwell Street bridge (under construction), and portions of 3rd Street. Many cyclists also access uptown by routes other than the "marked" ones. Cyclists presently access uptown using CATS' bike-on-bus option. Beginning in late 2007, Light Rail Transit (LRT) riders will be able to bring bicycles-on-board, so bicyclists can also be expected to access study area destinations from either the Stonewall Street, Convention Center or CTC/Arena Stations along all study area streets.

### ***Transit Service***

The study area is well served by transit by over twelve regional express routes on 3rd and 4th Streets, access to virtually all CATS scheduled service from the Transportation Center at Trade/Brevard/4th Streets, Gold Rush trolley service on 4th and Trade Streets, and light rail transit serving the Stonewall Street, Convention Center and CTC/Arena Stations in or within walking distance of the study area. The abundance of transit service in the study area has increased pedestrian activity along study area streets. Pedestrian activity is expected to increase due to the opening of Light Rail Transit (LRT) service.



*Brevard Street is currently wide and unfriendly*



*Vehicular dominated streets with limited street activity and limited pedestrian friendly environment*



*Limited street activity with large parking lots*



### ***Center City Transportation Elements in Progress***

In order to foster a memorable and pedestrian-friendly Center City, the *Center City Transportation Plan (CCTP)* will establish a series of policies to support the “pedestrian, mixed, balanced, designed and connected” recommendations of the 2010 Vision Plan. Implementation of these policies will help achieve the balanced transportation vision for Brevard Street:

- ***Pedestrian:*** Implementation of the Pedestrian Street hierarchy and associated design standards will enhance the pedestrian experience, link activity centers to transit and parking, and improve I-277 gateway treatments in the adjacent Caldwell Street corridor for pedestrians and motorists. The designation of Brevard Street as a Signature Pedestrian Street acknowledges the importance of linking the Arena, the Convention Center, and NASCAR Hall of Fame visitor destinations by a comfortable and safe 5-minute walk.
- ***Mixed:*** The street network improvements, the pedestrian street hierarchy and transit recommendations are all directed at supporting a mixture of land uses. Proximity to the LRT stations on Stonewall Street and 3rd Street will support and enhance mixed use in the corridor.
- ***Balanced:*** The street network improvements and Pedestrian Street hierarchy are intended to provide continuity in the mobility system as infill development and redevelopment occur. Street-level development along Brevard Street will enhance the pedestrian experience. Relocation of vehicular traffic accessing I-277 to Caldwell Street will help achieve the desired transportation/land use balance.
- ***Designed:*** The CCTP policies support a high design quality for the pedestrian realm as well as the overall streetscape envisioned for Brevard Street, the I-277 gateway treatments on Caldwell Street (including the bridge over I-277), Stonewall Streets, and Martin Luther King Junior Boulevard. Intersections will be designed to acknowledge high pedestrian movements and key bicycle connections to Uptown via the Caldwell Street bridge, Stonewall Street and Brevard Street.



*The Transportation Center is located on Brevard Street*



*Portions of the Study Area have deficient sidewalk connectivity*

- *Connected:* The designation of transportation corridors by their purpose, and implementation of corresponding setbacks, will enhance pedestrian connections along Brevard Street, Caldwell Street, Stonewall Street and Martin Luther King Junior Boulevard. Vehicular connections to I-277 and parking will be more direct.

Modifications to vehicular circulation will complement pedestrian-friendly enhancements to achieve the balanced transportation vision for Brevard Street in the following ways:

- The reconstruction of the Caldwell-Brevard-South Boulevard interchange on I-277 will cause Brevard Street to no longer function as a southbound primary commuter street feeding onto I-277 or to South Boulevard.
- Consolidating all I-277 gateway movements onto a two-way Caldwell Street/South Boulevard route will result in Brevard and Caldwell Streets assuming new and significantly different functions by distributing traffic to Caldwell Street for vehicles bound for I-277 or South Boulevard. This change in traffic flow also supports Brevard Street's status as a Signature Pedestrian Street and will serve to encourage a mixed use development district between the Convention Center, NASCAR Hall of Fame and the Arena.
- Brevard will be converted to a two-way, two-lane street from Trade Street to Stonewall Street, with on-street parking and wider sidewalks. With this conversion, Brevard Street will become a more pedestrian and bicycle-friendly street to access visitor destinations, restaurants, and employment. Its adjacency to the Light Rail Transit line will further reinforce this potential.

## LESSONS LEARNED FROM MARKET TRENDS

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As a part of the public involvement process, a consultant firm that specializes in economic and real estate advisory services was asked to evaluate similar projects from around the country to determine the key components to creating a successful pedestrian oriented mixed use district similar to the goals set forth for Brevard Street in the Memorable Streets document. The consultants provided Case Studies from five different projects from around the country. Descriptions of the projects are included in the Appendix of this report.

### Ten Critical Success Factors

Based on their market research, the consultants noted Ten Critical Success Factors to meet the goals and vision for this area. They included:

1. Encourage consistent massing and scale, with varied architecture
2. Utilize existing anchors to create a unique and meaningful sense of place
3. Incorporate a mixture of uses including residential
4. Design Streets as important public spaces
5. Create space for both spontaneous and formal gatherings.
6. Provide a variety of uses with a diverse market audience.
7. Design fronts and backs of buildings
8. Encourage unique mix for local restaurant concepts
9. Emphasize linkages to cultural attractions
10. Create identity that is tied to the neighborhood

In addition to the Ten Critical Success Factors, the consultants provided strategies for Land Use, Land Development, Parking, Open Space and Streetscape based on the consistent attributes found in all or most of the case studies. These strategies are outlined below.

## **Parking Strategies**

- Make parking free, or free for the initial hour.
- Offer valet parking for a fee. (Restaurants offer separate valet service as well.)
- Create ample parking in order to attract best retail tenants.
- Wrap parking with retail structures so that it is shielded from pedestrian view.
- Consider pricing and convenience factors for both daytime and nighttime users of the facility.

## **Public Space Strategies**

- Offer central public gathering places that generate spontaneous activity and accommodate formal events such as fundraisers, concerts, farmers markets, etc.
- Incorporate mini-anchors such movie theatres and bookstores to animate the overall facility.
- Use water features, quality landscaping and ample seating to create attractive gathering places.

## **Streetscapes**

- Restrict the flow of traffic or close off roads during events.
- Unbroken retail fronts are preferable for their ability to hold the attention of pedestrians.
- Pay careful attention to street signage, lighting, landscaping, dimensions and materials to enhance the pedestrian experience.
- Include 'supplemental zones' to allow for sidewalk dining.
- Create wide sidewalks (22 ft. minimum including supplemental zone) along main pedestrian corridors.
- Include on-street parallel parking to calm traffic and create buffer for pedestrians.
- Pay close attention to design of appropriate fronts and backs of buildings.



## VISION

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### Signature Street Development

The recommendations of this plan are built on the commonly held values identified through the plan's public involvement process. The values create the basis for a vision of this area that includes the goals and aspirations which, if met, could help shape the Center City into a great public place. The Lessons Learned from Market Trends serve to fine tune that vision, building on trends already going on in the area.

The vision for Brevard Street is to establish it as a Signature Street. Properly conceived, Brevard Street could become one of the great streets of Charlotte, even though it is only a few blocks long within the study area. The scale of buildings along Brevard Street should be different from that along Tryon Street and other more business oriented locations. By developing the activity zone (the sidewalk and setback), a combination of mature street trees, public art, pedestrian lighting, street markets and other amenities could make this a great strolling, meeting and urban activity zone.

*Martin Luther King, Jr. Blvd at Caldwell,  
view to Center City*





As described in the *Memorable Streets* report, in order to become a signature street within the Center City, Brevard Street needs the following components:

- Pedestrian friendly development and street-level retail opportunities.
- Modification of the street profile to a gentle bow. This curvature of the street would establish a sight line that would expose the interest and complexity of the street and its development while emphasizing the arena and the NASCAR Hall of Fame as focal points. It also would provide for a suitable wider sidewalk width in front of some existing buildings where the sidewalk width is very narrow.
- An artistic expression or sidewalk art opportunity. This would include a combination of street lighting, planting, urban market structures and sidewalk art.
- Modification of existing buildings on Brevard Street to provide for street-level retail opportunities.
- Enlivenment of each of the intersections between the arena, Convention Center and the NASCAR Hall of Fame with lighting, art and graphics to support the identity of the district.

*Potential transformation of  
Brevard Street*





## BREVARD STREET PLAN RECOMMENDATIONS

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This plan sets forth recommendations for achieving the Vision of establishing Brevard Street as a Signature Street. Specific goals were formed through public meeting process to address the following questions:

- What should the future Land Uses be for this area?
- What are the key attributes in creating a “signature - great” street?
- What are the important linkages and connections that need to be considered?

The recommendations are divided into three sections reflecting these three questions. Within each section are the goals that have been identified. For each goal, appropriate means to achieve the goal are enumerated.



*New Charlotte Arena from Brevard Street*

*Potential transformation of  
Brevard Street*





## Land Use

Map 6 shows the land use recommendations of this plan.

### *Goal: Encourage a diversity of uses, activities and sizes of development*

The intention is to provide a diverse mixture of land uses to promote a pedestrian friendly environment with retail that is focused around the anchors of the Bobcats Arena, Convention Center and NASCAR Hall of Fame. Uses should be unique to Uptown with a diversity of retail, residential, commercial, office, and entertainment to support 18 hour environment. The first floor use of any new building should have a significant amount of retail to encourage street level activity and promote a pedestrian friendly environment.

Means to achieve this goal include:

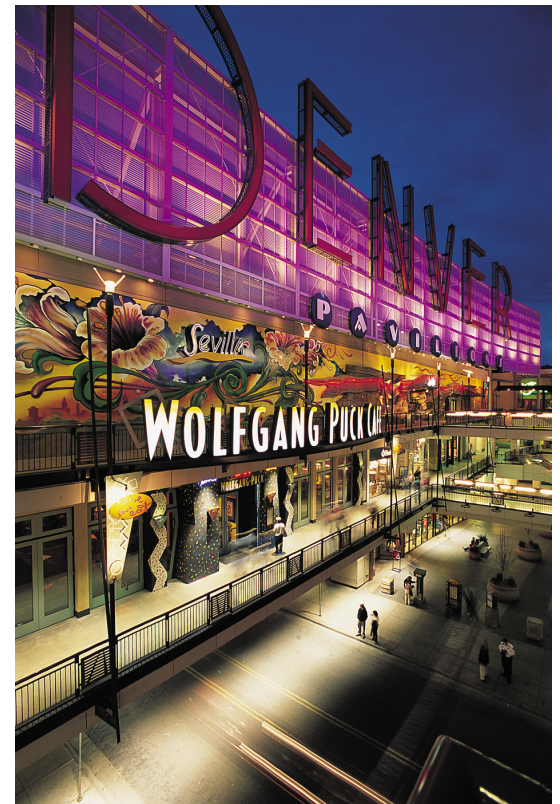
- Provide retail uses on the first floor of all new buildings as indicated on the Land Use Plan, with a minimum of 50% of the first floor area and a minimum of 75% of the street edge.
- Provide an unbroken retail street facade along Brevard Street to capture and keep the attention of pedestrians.

### *Goal: Design as Urban and Organic*

The size and scale of development should be designed for the pedestrian with smaller scale unique and/or local retailers that compliment the Bobcats Arena, Convention Center and NASCAR Hall of Fame. The articulation of facades, variation of building setbacks, and creation of open spaces should be designed to create a streetscape which is consistent in height and scale while being unique and interesting for pedestrians.

Means to achieve this goal include:

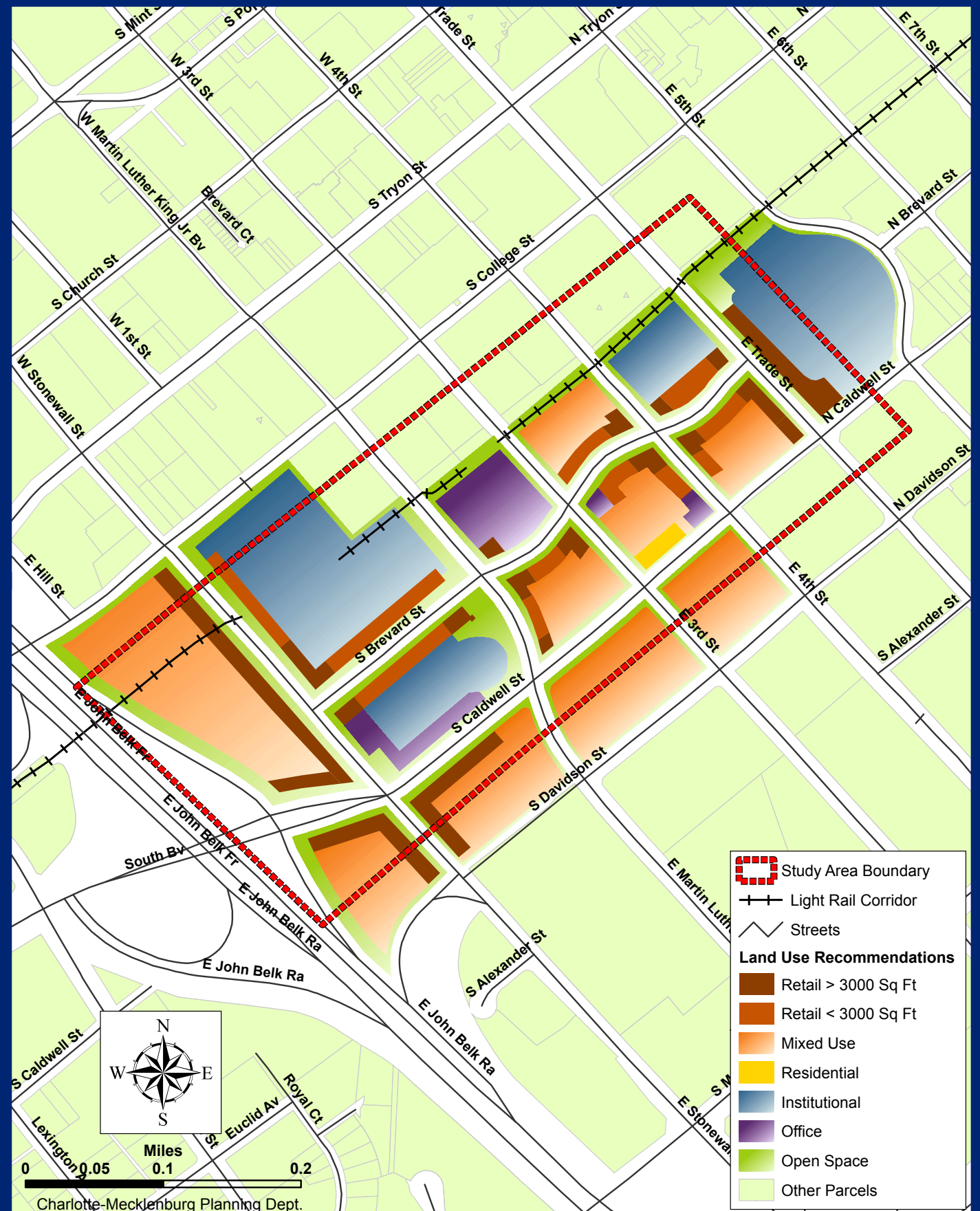
- Encourage 50% of all retail to be small establishments, under 3,000 square feet, generally usable by local merchants. Minimize the number of chain restaurants.
- Encourage restaurants to account for between 25 and 35% of the total Gross Land Area, at a ratio of 3:1 to 5:1 of sit down over quick service.
- Encourage architectural themes that are indigenous to the South and that would attract visitors to the arena and Hall of Fame. The signage system should add to the unique character. Streetscape amenities should be of locally found materials and design patterns.



*Brevard Street Study Area  
The Pavillions in Denver Colorado provides a diversity of uses, activities and sizes of development*

MAP 6

## Brevard Street Plan Land Use Recommendations







60' Height Limitation prior to required 20' building  
stepback

## Urban Design:

### B. Building Setback & Articulation

*Goal: Create a safe comfortable pedestrian friendly area*

The street and the sidewalk are places for activity: store-fronts, shops; and should be wide enough to provide ample opportunity for outdoor eating, strolling, window shopping and people-watching.

Means to achieve this goal include:

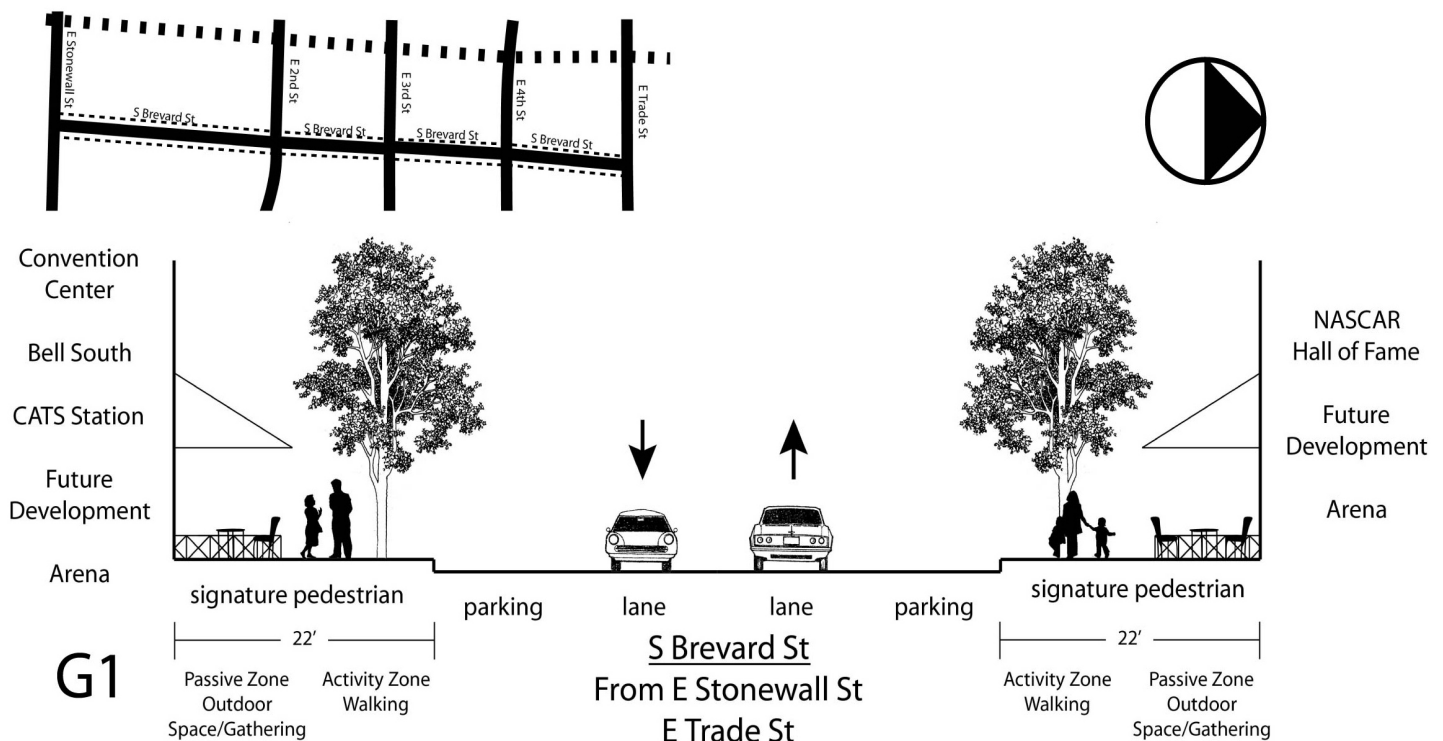
- Redefine the Brevard Street cross-section as a two-way street with on-street parallel parking on both sides. Reduce the number of lanes and lane widths to emphasize the pedestrian environment.
- Establish a minimum 22-foot setback from the back of curb to the primary building facade along Brevard Street in order to provide adequate room for pedestrian activity and to provide a continuous street wall along Brevard Street.
- Allow for the building façade to be recessed up to 8 feet from the 22-foot setback to provide outdoor seating opportunities and variety to building faces. Pocket parks should be strategically located to enable places for social interaction to take place.



*Bethesda, MC  
Wide sidewalks with outdoor dining creates an active street environment*



*Bethesda MD  
Wide sidewalks with active storefronts and residential above*



*Memorable Street - Brevard Street Connectivity Study  
Brevard Street Recommended Street Section*



### *Goal: Encourage High Quality Architecture*

To create an engaging, diverse streetscape, the buildings should be designed with a variety of facades, patterns and elements that are both consistent in scale and quality in order to provide a unique streetscape experience. This variety can be created through the articulation of the building facades along the street to enhance the experience by providing a variety of architectural treatments.

Means to achieve this goal include:

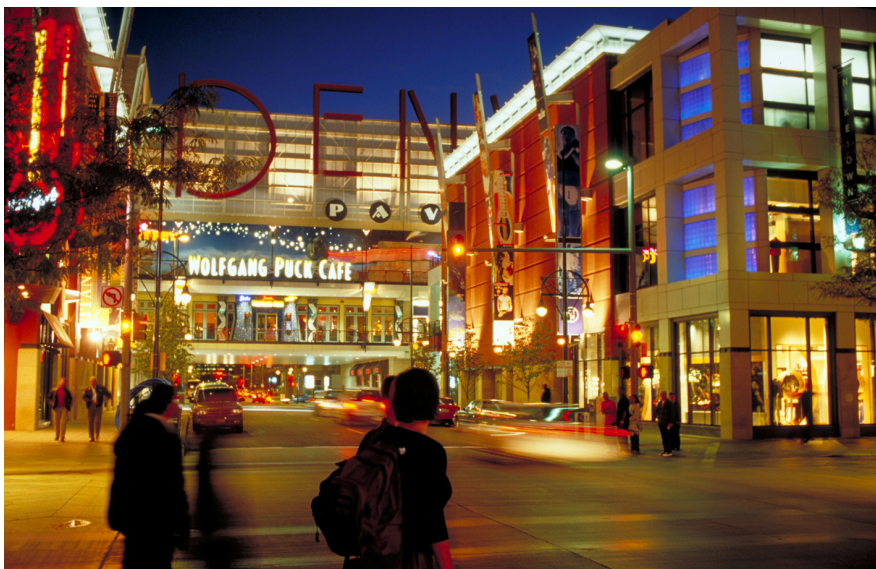
- Establish a change in the facade a minimum of every 60 feet either by architectural elements, color variation, change in the facade setback, or other means to achieve a varied but consistent streetscape.
- Provide an unbroken building facade with first floor uses on all new buildings along Brevard Street in order to create an active streetscape.
- Design the building architecture to enable first floor retail. In the event the initial market demand is not strong, the space could accommodate office uses in the interim. It is important that the first floor design be flexible to respond to changing market trends.
- Consider options to mitigate the burden on property owners from the requirement to reserve first floor area until a sustainable retail market occurs.



*Reston Town Center  
Variety of architectural elements and heights  
provides a unique and diverse streetscape*



*Santana Row  
Change in architectural facade provides  
a more interesting streetscape*



*Denver Pavillions  
Unique signage and lighting creates  
a sense of place*



*Denver Pavillions  
Unique architectural elements provides for  
a diverse streetscape*



## Urban Design:

### C. Parking

#### Goal: Screen Parking on Brevard Street

It is important that parking located in mixed use buildings be compatible with their context, contribute to the overall success of the area, be easily accessible but not visually seen from the public realm.

Visitors traveling to Center City for cultural or entertainment reasons should not have to drive around looking for parking spaces. Use a vehicular wayfinding system to efficiently direct motorists to the parking supply available on a real-time basis.

Use of a parking management collaborative can influence appropriate land use and economic development while maintaining a parking supply that meets real needs and investor requirements. A parking management collaborative brings together parking owners to help achieve common economic goals with properly timed and placed parking investments.

Means to achieve this goal include:

- Wrap all new parking structures with a minimum of 75% active uses at the street level along any public street.
- Provide for all new access to parking facilities from side streets to minimize the vehicular traffic on Brevard Street.
- Limit parking for new residential uses to the maximums specified in Transit Oriented Development (TOD) zoning standards.
- Waive parking requirements for small retailers based on parking availability within 10 minute walking distance.
- Do not allow for sloped ramps of parking garages to be expressed on any building facade.
- Visually screen the top level parking from all adjacent buildings.
- Explore the option to lease parking spaces that already exist before construction of new parking garages.



*Atlantic Station, Atlanta*  
Provide clear parking with easy access to promote a walkable pedestrian environment



*Wrap parking with uses*

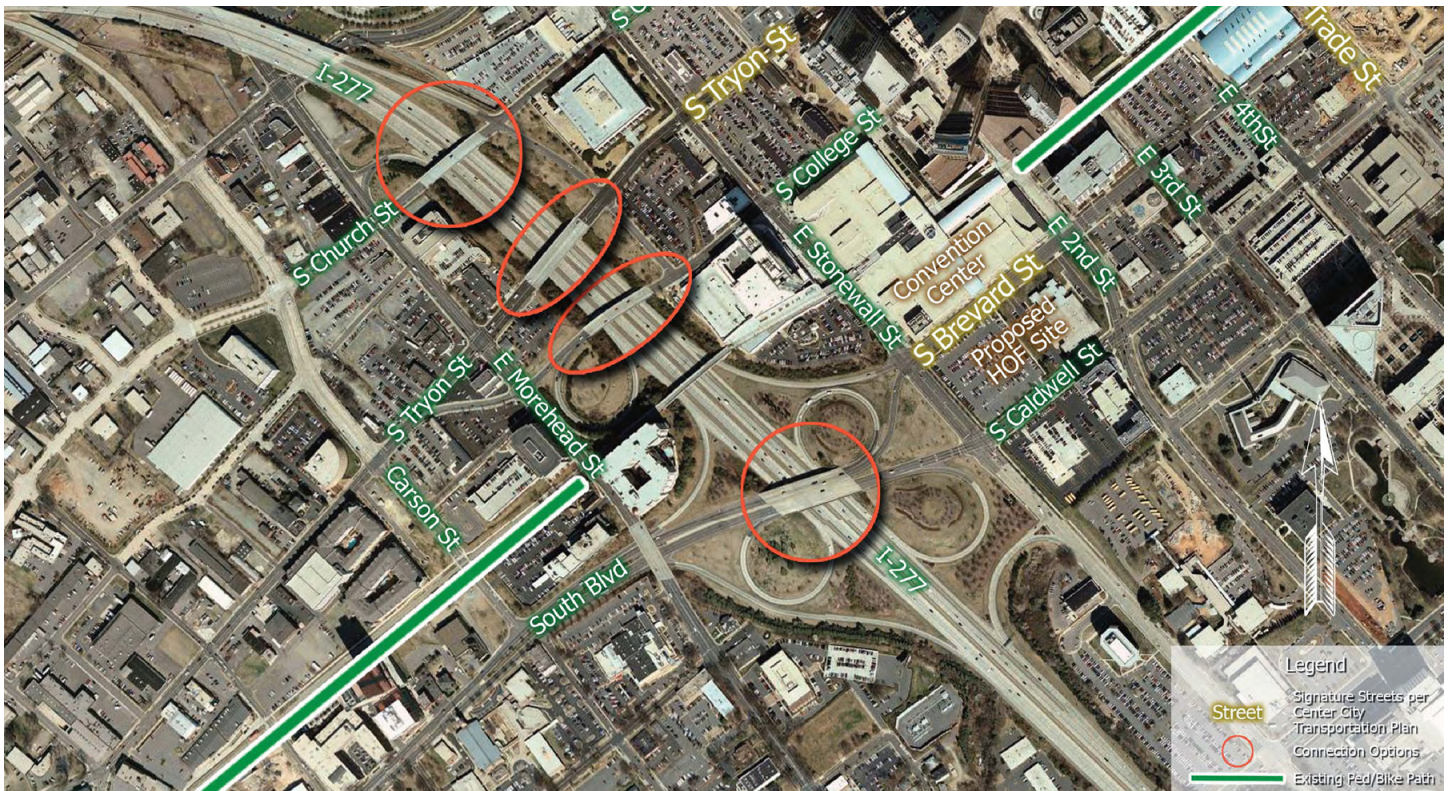


## Transportation Linkages and Connectivity

### *Goal: Provide improved connections*

Means to achieve this goal include:

- Provide a more comfortable, attractive and safe pedestrian environment from Brevard Street to South-End, Tryon Street and Second Ward.
- Use the pedestrian wayfinding system to help visitors more easily reach their destination.
- Provide safe and efficient bicycle and pedestrian routes to Brevard Street within the Center City.
- Use the vehicular wayfinding system to direct motorists to the parking supply on a real-time basis.
- Modify gateway underpasses and overpasses of I-77/I-277 Loop to enhance pedestrian and bicycle connectivity between Center City and surrounding neighborhoods.



*Potential bridge improvement locations from SouthEnd to the Center City*

# VOLUME 2: IMPLEMENTATION PLAN



## IMPLEMENTING THE VISION

Transforming the Brevard Street area into a vibrant, people-oriented place as envisioned in this plan will occur incrementally through the efforts of local government, private property owners, residents and developers. This Implementation Plan outlines proposed strategies to implement the land use, transportation, design and other development-oriented recommendations contained in The Concept Plan.

These implementation strategies will not be approved by elected officials as part of the Concept Plan adoption. Rather, elected officials will consider them for approval and action on a case-by-case basis after the Concept Plan has been adopted and the public has had an opportunity to give input.

As implementation of this plan progresses over time, the Implementation Plan should be updated periodically to reflect the progress being made and to consider additional strategies.

### Land Use and Urban Design

#### **Public Sector Responsibilities**

The public sector will provide the policy basis (primarily through this plan), the oversight and some infrastructure improvements for the implementation of the plan. However, major changes to the study area will become evident only as private investment begins to fill in the framework that the community and the City of Charlotte have laid out in the plan. The proposed land use for the study area reflects the community's vision to incorporate a variety of land uses and urban design forms that have greater compatibility with the use of the area as a memorable street and public promenade connecting its two anchor attractions.

**Plan Adoption:** The Planning Department, in consultation with other City departments, is responsible for the preparation of this plan, and for guiding it through the adoption process.

**Changes to zoning districts and standards:** The Planning Department is also responsible for initiating and guiding the process for changes in zoning district boundaries, and for changes in standards applicable within zoning classifications. This is expected to include some standards to be applicable within specific geographic boundaries of the plan area.



*New Charlotte Arena from Brevard Street*



*Potential transformation of Brevard Street*

The proposed standards generally will be accomplished through a series of text amendments intended to implement the specific points within the Urban Design Standards of the Concept Plan.

*Monitoring/reviewing new development plans (on-going):*

The Planning Department and other City departments will be responsible for on-going plan review for new developments within the Brevard Street study area, as prescribed in the new standards. This responsibility will include ensuring that the standards and this plan are met by developers.

**Private Sector Responsibilities**

A large portion of this plan is dependent on investments by the private sector. It is such private sector action that will bring about change in the area consistent with land use and urban design recommendations.

**Transportation Network and Streetscape Infrastructure**

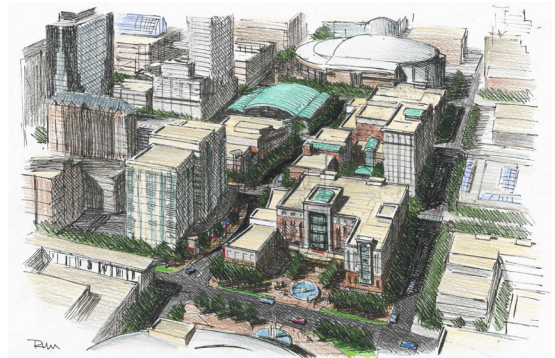
**Public Sector Responsibilities**

This plan's transportation recommendations generally build upon the Center City Transportation Elements as outlined in the 2010 Vision Plan, in progress. Charlotte Department of Transportation, in consultation with the Charlotte-Mecklenburg Planning Department, is responsible for initiating and continuing activities to move transportation elements of the plan forward.

Local government will provide some investment in streetscape amenities that can be accommodated within the existing right-of-way. Major public investment in the form of constructing new roadway cross-sections may not occur until design details are in place and funding is available, and until interest in private redevelopment for the area has been demonstrated.

**Private Sector Responsibilities**

As development occurs within the study area, the private sector will be responsible for building applicable elements of the street system that are consistent with the City of Charlotte's street design guidelines, incorporating sidewalks and bike/pedestrian amenities as appropriate.



*Aerial view above proposed NASCAR Hall of Fame to new Charlotte arena*





*South Brevard Street, looking south  
to Grace AME Zion Church*



# APPENDIX: CASE STUDIES

## CASE STUDIES

As a part of the Brevard Street study process, a consultant firm evaluated projects from around the country to determine the key components of a successful pedestrian oriented mixed use district. The consultants provided the following Case Studies from around the country.

### Denver Pavillions - Denver, Colorado

Developer: Denver Denhill/ Arthur Hill/ EDG  
 Area: 3.2 acres/2 city blocks includes:  
 Size: 398,000 GLA of retail  
 Market: Synergistic development serving residents, in-town workers, and tourists  
 Anchors: United Artists Theatre, Barnes and Noble, Lucky Strike Lanes, Virgin Megastore

#### *Design Considerations*

##### **Project Assessment:**

Pavillions is part of Denver's downtown business improvement district (BID). The project provides its own security but receives services such as landscaping, maintenance, and sanitation through the BID. Parking was difficult for the Pavillions due to its downtown location. The development spent considerable dollars on underground spaces and still had to compete with daytime uses for parking. The retail relies heavily on suburban Denver residents who have a strong disposition to visit downtown.

##### **Land Development:**

Located on downtown Denver's 16th street mall. The design integrates project with existing street grid and is located adjacent to employers, public transit hubs, and cultural attractions are key demand drivers.

##### **Parking:**

Two underground parking garages provide more than 800 on-site parking spaces. The Pavillions also relies on another 8,000 spaces within a block and a half of the project that become available after day workers have left.

##### **Public Spaces:**

The Pavillions fronts a major public space, which is the 16th street pedestrian mall. Additionally, the layout of the project creates two interior courtyards that are designed to be pedestrian friendly and seamlessly linked to the existing street grid.

##### **Streetscape:**

Careful attention was placed on ensuring that was architecturally and experientially linked to the existing street blocks around the 16th Street mall. Street materials, lighting, and dimensions were intended to integrate with the downtown infrastructure.





## Fourth Street Live

Developer: The Cordish Company  
 Area: 8 acres/1.5 city blocks  
 Size: 350,000 sf GLA of retail  
 Market: 10 stores, 11 restaurants, 7 entertainment venues  
 Anchors: Hard Rock Café, Borders, Lucky Strike Lanes

### Design Considerations

#### Project Assessment:

Developers are currently looking to add a second phase to the development which would include a residential portion. Fourth Street Live does an excellent job attracting the 20-30 year old visitor. The developer would like to include restaurants targeting the 40+ segment. These would include higher-end restaurants they still offer a wide range of menu options at affordable prices. The developers tried to attract more local restaurants but the project was met with resistance as many did not view the downtown market as attractive.

#### Land Development:

Located in the heart of downtown it is primarily entertainment and nightlife driven. Hosts many live outdoor concerts. Proximity to employers, convention center, and cultural attractions are key demand drivers

#### Parking:

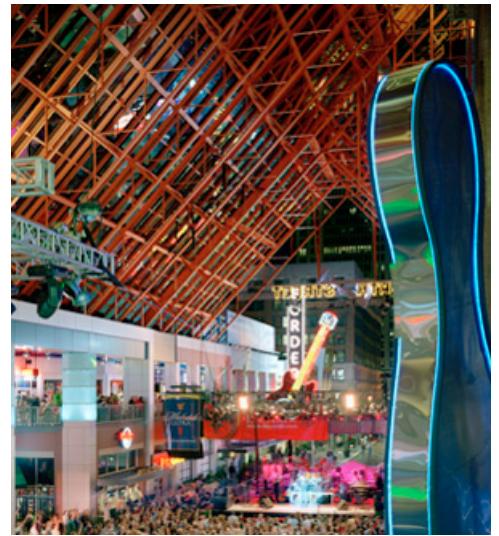
960 garage spaces. The Fourth Street Live parking garage is free to all patrons weekdays after 6pm and all day on the weekends. The garage is located off Fifth Street between Muhammad Ali Boulevard and Liberty. Parking is also offered at the Starks garage, Seelbach garage, Hyatt/Convention Center garage and at the Cowger garage at Fourth and Market Street. Fourth Street Live does an excellent job attracting the 20-30 year old visitor. The developer would like to include restaurants targeting the 40+ segment. These would include higher-end restaurants they still offer a wide range of menu options at affordable prices. The developers tried to attract more local restaurants but the project was met with resistance as many did not view the downtown market as attractive.

#### Public Spaces:

Fourth Street Live is a private development that straddles a public right-of-way. The area of Fourth street that lies between the two retail buildings functions as an atrium that allows visitors access to the shops and restaurants and doubles as a performance venue for live concerts. The concerts are held regularly (Wednesday through Friday night) and draw as many as 18,000 people.

#### Streetscape:

Attractive fluorescent signage draws visitors into the Fourth Street development.





## Easton Town Center

Developer: Steiner + Associates/The Georgetown Company  
 Area: 33 acres  
 Size: 1,400,000 sf GLA of retail  
 Market: 18 million annual visitors  
 Anchors: Macy's, Nordstrom, AMC Cinemas

### *Design Considerations*

#### **Project Assessment:**

The town centers was designed to resemble the classic American downtown. As such it was designed on a human scale and incorporated classic design features included red brick, white trim, and cast-iron lampposts. The Easton Town Center embodies the notion of 'inclusivity' in retail and entertainment. The shops appeal to visitors of all ages and incomes as do the restaurants and entertainment options. There are ample opportunities for families, young couples, empty nesters etc. to spend an entire day at the town center. Created a pavilion to resemble an old train station that lends the project a sense of history and the feel of a town center that evolved organically over time.

#### **Land Development:**

Open Air Lifestyle Center that caters to families. Designed to resemble town center that has evolved organically. Careful incorporation of business tenants on second floor. Gridded streets organized around town green. Features open-air and enclosed retail with a Saturday farmer's market.

#### **Parking:**

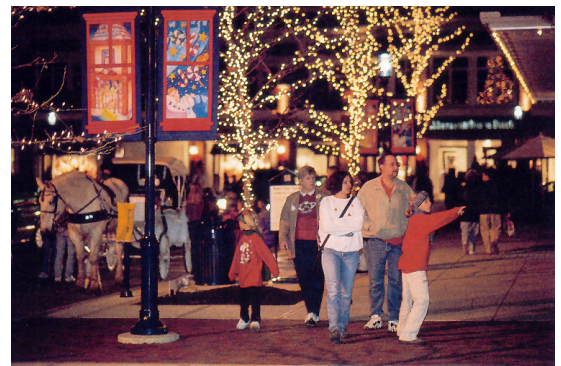
8 garages totaling 6,495 spaces in addition to street parking and surface lots (total 8000 spaces). Garage parking is free with metered parking offered at street level. Valet parking for \$5, with upscale restaurants offering additional valet service.

#### **Public Spaces:**

The town center is designed to look like a classic American main street featuring pedestrian-friendly, open-air town squares, fountains, and a children's park.

#### **Streetscape:**

The ring road that surrounds the town center is a public thoroughfare but the street grid within consists of private streets, allowing management to divert traffic and close off streets for events. Additionally the streets are designed to be pedestrian friendly with wide sidewalks, numerous crosswalks, and buffers from vehicular traffic.





## The Grove

Developer: Caruso Affiliated  
 Area: 17.5 acres includes:  
 Size: 540,000 sf GLA of retail  
 Market: Upscale shopping and dining experience  
 Anchors: Nordstrom, Barnes and Noble, Movie Theatre

### *Design Considerations*

#### **Project Assessment:**

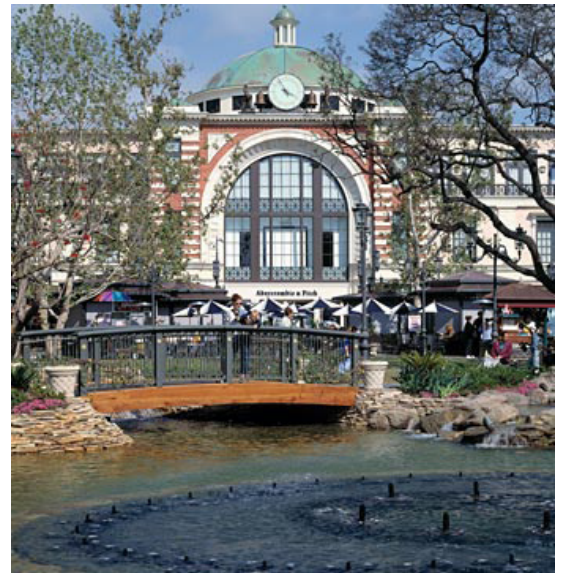
Strong synergy among its entertainment-focused uses - a 14-theater cineplex, a range of sit-down restaurants, a three-level Barnes & Noble bookstore and a complement of major retailers. Branches of upscale and middle-priced eateries act as destinations in and of themselves. High energy ambiance maintained by presence of Farmer's Market and lack of low-budget restaurant chains. Site design encourages strolling, contributing to The Grove's appeal as a destination. The many different seating areas, benches, dining terraces and balconies, the high level of landscaping, fountains and other site detailing heighten this project's appeal. The bounded interior space of The Grove creates a sense of place and implied security. Developers wish that they have included a residential component. The residents shop at the retail and provide a 24-hour feel while the retail component helps the residential achieve price premiums.

#### **Land Development:**

Linked with 70 year-old farmers market by old-time trolley. Urban location with a small town feel with an open air format that is designed around a main street.

#### **Parking:**

3,500 spaces, eight-level garage. First hour free, \$2 next three hours; \$1 for every 30 minutes thereafter, up to \$14. Two hour validation available at select stores. Valet parking \$5 for two hours, \$2 for each 30 minutes thereafter; \$17 maximum. Parking garage is shielded from view by the storefronts.



## Atlantic Station

Developer: AIG Global Real Estate/Jacoby Development  
 Area: 138 acres features:  
 Size: 1,500,000 GLA of retail  
 Market: Massive redevelopment of intown brownfield site  
 Anchors: Dillard's, Publix, Regal Cinemas

### *Design Considerations*

#### **Project Assessment:**

The private nature of Atlantic Station make the it easy for the property management company to secure the area, keep it pristine, and control vehicle and pedestrian access. The drawback is that the lack of true public spaces make the area feel somewhat mall-ish and contrived, as opposed to a true downtown district that consists of public right-of-way, many property owners, and has evolved over time.

#### **Land Development:**

Designed as true mixed-use district with an 18-hour uses. Regular concerts and events with 2,500 residential units and 1 million sf office.

#### **Parking:**

7,600 spaces with free parking for the first hour and \$1 per hour thereafter. The entire development is set on top of a massive 4 level parking garage. Valet parking is available for some restaurants and for the Twelve hotel.

#### **Public Spaces:**

Central Park (60 x 100ft) in the heart of the retail district offers a small, centrally located space to gather for formal occasions such as the Christmas tree lighting or informal fundraising events. Atlantic Station takes advantage of a future development site "Pad 12" to host larger events (accommodates 10,000 people) such as the wine auction. There is also an oval shape park within the residential portion of Atlantic Station which can be used for concerts or as everyday park space.

#### **Streetscape:**

The streets within the retail District are laid out in a grid-ded fashion with a lot of attention paid to pedestrian accessibility. The streets offer large sidewalks, high quality materials, and attractive signage, all aimed at providing a pleasant walking experience. In certain areas, vehicle traffic can be cut off, allowing walkers to completely inhabit the space during special events. The goal was to create 'people only places' and provide a buffer from cars.







**CHARLOTTE.**

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