



North Graham/ North Tryon Corridor

 CITY of CHARLOTTE

2023 | **Playbook**



North Graham/North Tryon Corridor Playbook

STATEMENT OF INTENT

The primary intent of this Playbook is to establish a shared, cohesive vision for the North Graham/North Tryon (NGNT) corridor that is project, program, and partnership-based. The projects prioritized in this document were developed with thoughtful input from the community and provide clear direction for making informed, near-and long-term funding decisions that align with the corridor's vision for the future.

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Acknowledgments

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“...well-designed communities inspire both the people who live in them and the ones that visit.”



Letter from the North End Community Coalition

Thoughtful and well-designed communities inspire both the people who live in them and the ones that visit. Charlotte’s North End aspires to inspire by prioritizing investments that foster a diverse set of activities in its built environment – from the quiet and contemplative to the dynamic and playful.

We believe that communities, like books, can be read and that the energetic places and community members that exist and reside inside the community tell its story. We’re supportive of this Playbook, and its accompanying corridor vision, themes, and projects, that will now become the grammar of the North End vernacular. A corridor that, through the recommendations of this Playbook, makes its intent clear by prioritizing community, partnerships, mobility and housing options for all, and the preservation of its assets in order to create inclusive, equitable opportunities for those that seek them.

We believe that this Playbook has created a strong foundation in which to support a growing and diverse community, and we are excited for what this work will bring about for the corridor and those who choose to live, work and play here.

Melissa Gaston, Executive Director
North End Community Coalition



PURE INTENTIONS COFFEE



**Strong and vibrant
business corridors are
the cornerstones of
healthy neighborhoods.**

SECTION 1

INTRODUCTION

The Playbook serves as a first step in providing an inventory of existing conditions and opportunities for investment that aligns with the vision for the Corridor.

For over twenty years, the City of Charlotte has invested in corridors because of the critical role each plays in supplying basic needs and opportunities for their communities. As stated in the 2007 Business Corridor Revitalization Strategic Plan, “The City will take a leadership role in developing and implementing public and private collaborative strategies and investments that aim to:

- Attract investment to grow jobs, business, and services.
- Expand the tax base in the business corridors; and
- Support the revitalization of the corridors into mixed use areas promoting the adjacent neighborhoods as safe, viable, and sustainable.”

Since 2020, City Council has allocated over \$62 million to a new program called Corridors of Opportunity. This new program directs public and private investment in six priority corridors, of which North Graham and North Tryon Street is one. The Playbook falls under the Corridors of Opportunity program and will serve as the strategic action plan for investment. The Playbook serves as a first step in providing an inventory of existing conditions, opportunities for investment, and physical change in the area. In addition, the process facilitates extensive public participation opportunities that will lead to partnerships for implementation of recommended actions. It seeks to provide strategies to invest in the current residents of the corridor as well as new residents - identifying that individual economic mobility and opportunity is the bedrock of the Playbook.

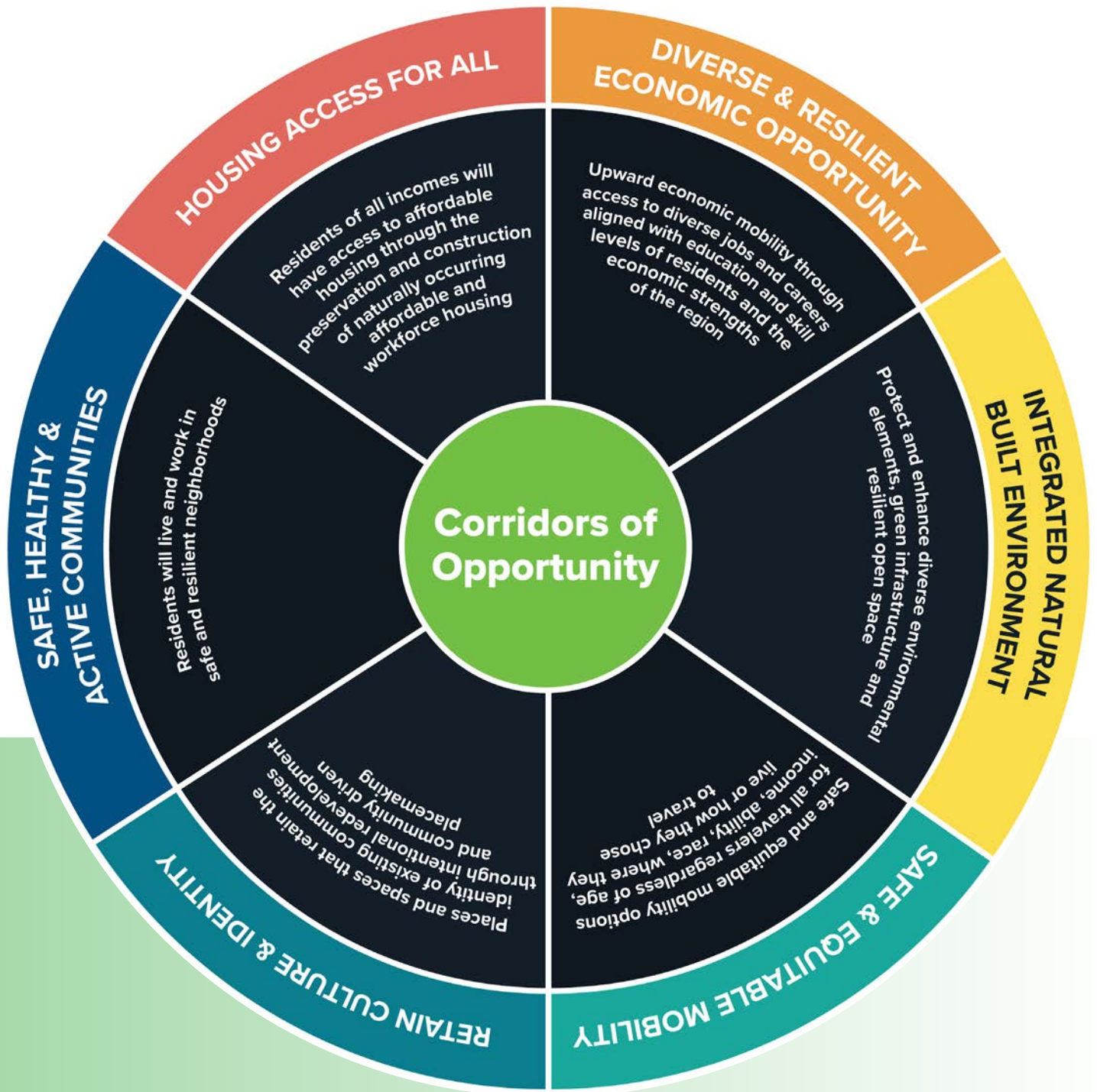
The primary goal is to establish a shared vision for North Graham and North Tryon Street as a vibrant corridor into the city with a focus on providing healthy, safe, and active communities, housing access for all, diverse and resilient economic opportunities, retaining the corridor’s culture and identity, creating safe and equitable mobility options, and integrating the natural and built environment. To achieve this goal, the project team identified baseline information and data, developed new ideas for the corridor through engagement efforts, and prioritized a list of projects, programs, and partnerships that helps achieve the corridor’s vision.

Corridors Framework

As noted in the introduction, the Corridors of Opportunity program focuses on six of the ten goals from the Charlotte Future 2040 Plan that best align with the program's framework. These six themes converge with the city's long-range goals and will ensure that project implementation is consistent, organized, and efficient. The six themes of the program framework are:

- Housing Access for All
- Diverse and Resilient Economic Opportunity
- Healthy, Safe, and Active Communities
- Integrated and Built Environment
- Safe and Equitable Mobility
- Retain Culture and Identity

Not only does this approach provide a sound framework based on the engagement efforts of the 2040 plan, it ensures that the Playbook's implementation strategy addresses key issues and opportunities that are directly linked to the program's framework. These themes guided the engagement process and were used to compile and consolidate projects, programs, and partnerships that directly address each theme. A description of each of these themes, taken from the 2040 plan, are found on the following two pages.



Corridor Themes

Housing Access for All

Charlotte will ensure opportunities for residents of all incomes to access affordable housing through the preservation of naturally occurring affordable and workforce housing and increasing the number of affordable and workforce housing units through new construction.



Economic Opportunity

Charlotteans will have opportunity for upward economic mobility through access to a diverse mix of jobs and careers that align with education and skill levels of residents and the economic strengths of the region.



Healthy, Safe, and Active Communities

All Charlotteans will live and work in safe and resilient neighborhoods that enable healthy and active lifestyles by reducing exposure to harmful environmental contaminants, expanding and improving the quality of tree canopy cover, encouraging investment in walking, cycling, and recreation facilities, and providing access to healthy food options and health care services.



Integrated and Built Environment

Charlotte will protect and enhance its surface water quality, tree canopy, and natural areas with a variety of trees, plantings, green infrastructure, green building practices, and open space at different scales throughout the entire community as a component of sustainable city infrastructure that addresses the threat of climate change.



Safe and Equitable Mobility

Charlotte will provide safe and equitable mobility options for all travelers regardless of age, income, ability, race, where they live, or how they choose to travel. An integrated system of transit and tree-shaded bikeways, sidewalks, shared-use paths, and streets will support a sustainable, connected, prosperous, and innovative network that connects all Charlotteans to each other, jobs, housing, amenities, goods, services, and the region.

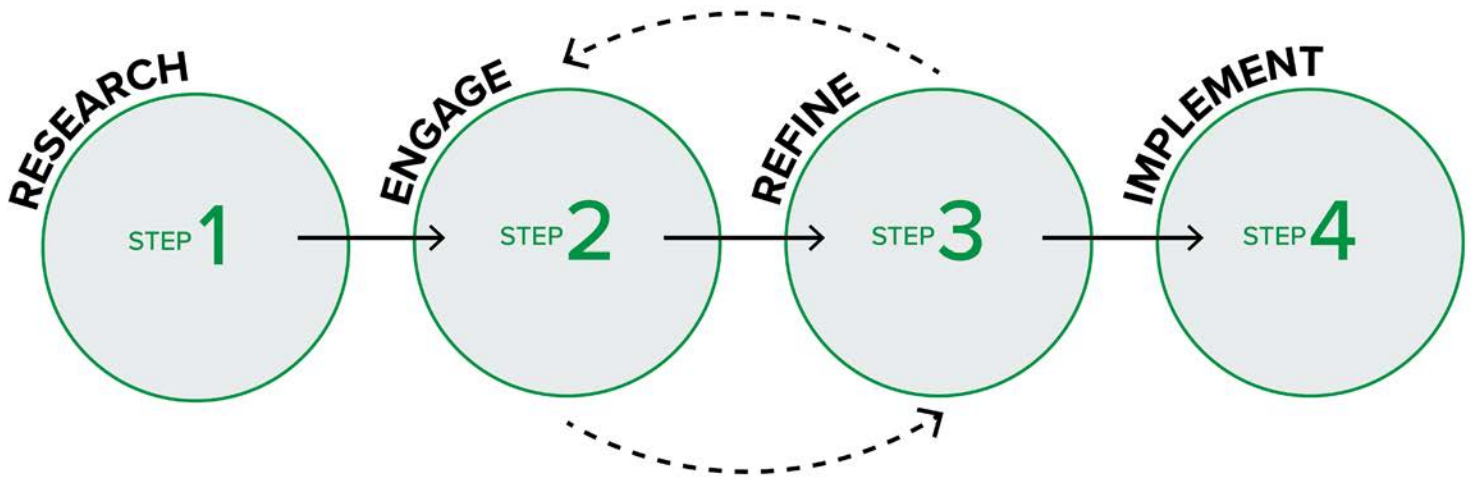


Retain Culture and Identity

Charlotte will retain the identity of existing neighborhoods by intentionally directing redevelopment, limiting displacement and cultivating community-driven placemaking that elevates the importance, quality and design of places.



Project Process



Step 1 - Research

As a kickoff exercise, city staff completed the North Graham Street & North Tryon Street Projects Planned & Funded Report, which served as a project book of all previous and active city investment into the corridor. This project book identifies active and completed capital projects along with adopted policy and programs for the corridor area, and provides a snapshot of existing conditions of the North End area.

Following the report, a comprehensive list of all future unfunded projects, programs, and partnerships was created, identifying over 200 projects. This was completed by cataloging every project/program idea from adopted plans and studies. The list was organized by corridor theme and compiled with assistance from various city departments.

Socioeconomic analysis and

mapping of existing assets were also conducted in conjunction with the project list to identify historical investments in the corridor.

Steps 2/3 - Engage & Refine

An inclusive engagement process began with a kickoff meeting. Throughout the process, the community was invited to comment and review the existing city-identified projects. The engagement process involved stakeholder/community workshops and interviews, a walking tour, and a survey. The engagement process enabled the project team to listen and learn from stakeholder workshops, identify 50 community-identified projects, and draft a community vision.

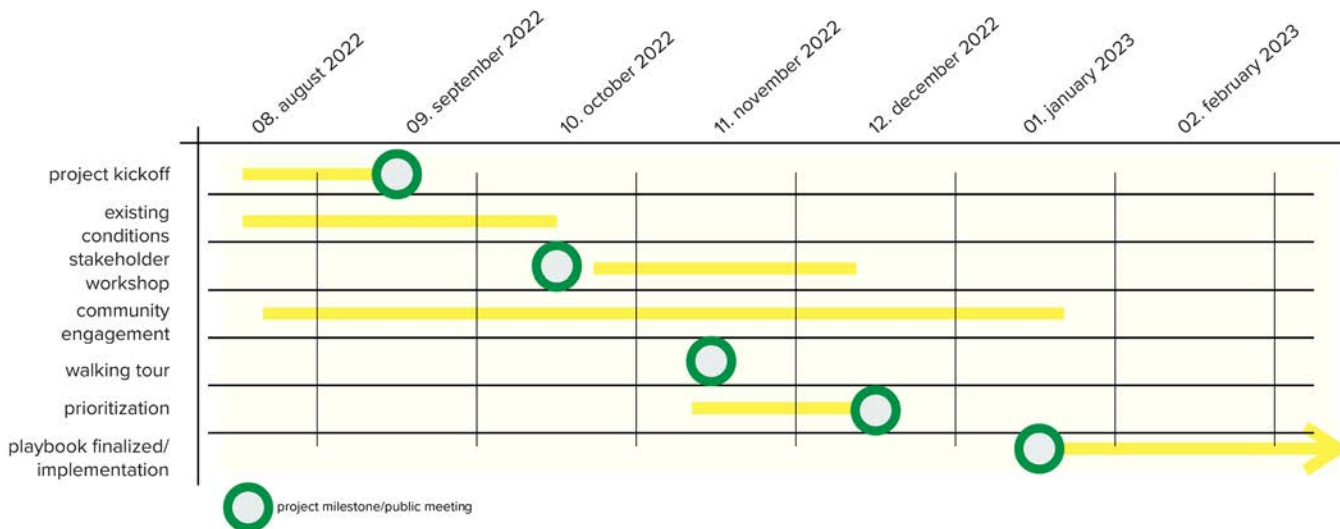
Community engagement also provided an opportunity to validate and refine project themes, the corridor’s vision, and the

prioritization of projects.

Step 4 - Implement


The final phase of the project, and the final section of the Playbook, compiles a prioritized list of detailed project and program recommendations. The Playbook will then be used to guide the Roadmap for the corridor, a implementation document that identifies near-term projects, programs, and partnerships for funding from the list presented in this document.

Project Timeline



Project Timeline

The project timeline lasted approximately six months, from initiation to delivery of a final draft of the Playbook. The aggressive timeline was implemented to correspond with key deadlines for Capital Improvement Planning, corridor-based developments currently underway and to align with the Charlotte Future 2040 Comprehensive Plan and UDO projects.



“Cities have the capability of providing something for everyone, only because, and only when, they are created by everybody.”

- Jane Jacobs, journalist, author, and activist

SECTION 2

AREA CONTEXT

Overview

Project Area of Influence

Catalyst Sites

Overview

The NGNT corridor area, also known as the North End, includes many neighborhoods, manufacturing/industrial districts, and many small, locally owned businesses. These communities are also full of history and cultural landmarks unique to the city. Along North Graham Street and Statesville Avenue is Camp North End, a former Ford Motor Company factory, which later served warehousing and manufacturing uses during WWII and the Cold War for the US Army. Neighborhoods such as Druid Hills and Brightwalk were built around the warehouses and provided post-WWII housing opportunities for workers and veterans.

The NGNT corridor functions as a primary transportation gateway into and out of uptown Charlotte. Its future is very much tied to potential redevelopment of catalyst sites throughout the corridor, as well as the completed and ongoing developments such as Camp North End. The expansion of the LYNX Blue Line and the growth of NoDa continues to support investment and is beginning to result in the redevelopment of areas along North Tryon Street, Matheson Avenue, and Atando Avenue.

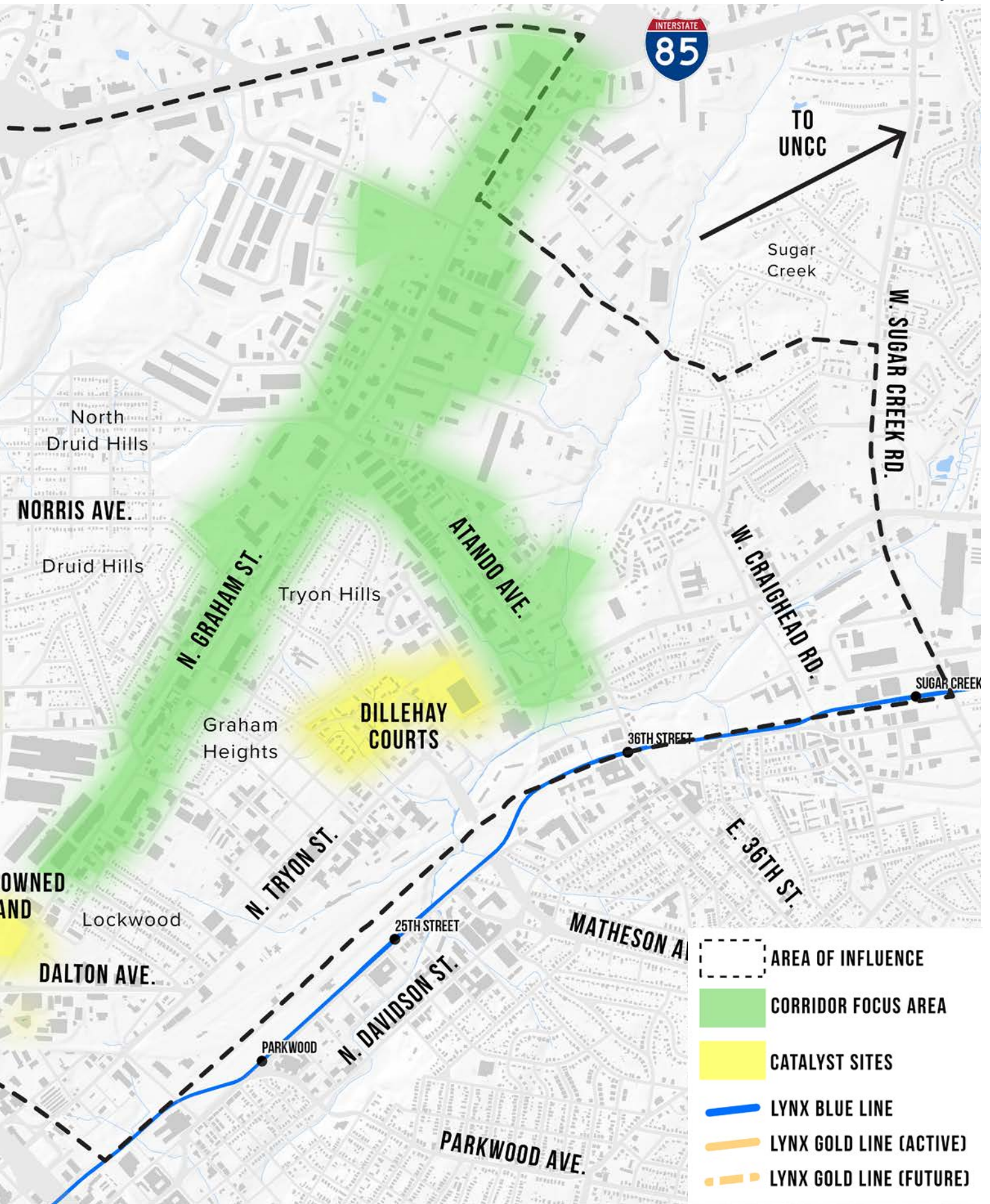
Project Area of Influence

The Project Area of Influence is comprised of many of the neighborhoods and areas that are served by North Graham Street and North Tryon Street. Analysis of this area will inform plans and decisions that will influence future growth in the corridor.

The Area of Influence for the NGNT corridor encompasses seven Neighborhood Profile Areas (NPAs) and is approximately 3,600 acres. NPAs are census-derived geographies that are used for the organization and presentation of demographic and quality of life data across the county. The Area of Influence is bounded by I-85 to the north, I-77 to the west, I-277 and North Tryon Street to the south, and West Sugar Creek Road and West Craighead Road to the east.

In addition to the Area of Influence, the map illustrates corridor-focus areas in green. A focus area illustrates a general, corridor focused boundary that would benefit from project-specific improvements such as bike lanes, street conversions, intersection realignments, and others. The map also includes potential catalyst sites in yellow, areas that have the potential to provide transformative housing options, neighborhood services, and open spaces.





Catalyst Sites

Throughout the planning process, three publicly owned sites within the Area of Influence were identified by city staff as potential catalyst sites. While it is understood that there are competing interests for how these sites may be redeveloped in the future, these areas undoubtedly have the potential to provide transformative housing options, neighborhood services, and open spaces to new and existing residents inside the corridor. The site and situation of each of the three catalyst sites are described below:



Dillehay Courts

The Dillehay Courts site, a public housing development built in 1974 with 136 units located in the North End off of North Tryon Street at 28th and 30th Streets. It was rebranded as The Gaston at North End and being is considered for redevelopment. New construction on a portion of the community is occurring next to Tryon Hills Neighborhood Park.




Double Oaks School

The former Double Oaks School site is located in the North End off of Statesville Avenue at Woodward Avenue. The school was built in the early 1950s to serve Double Oaks and the surrounding communities, at its peak serving over 750 students. In 1981, the school closed but continued to serve the neighborhood as a community center and briefly was a day care.



City-owned land at North Graham Street and Statesville Avenue

The City-owned land at North Graham Street and Statesville Avenue is a partially vacant parcel located between the Charlotte Fire Department headquarters and CMPD forensic storage.



“The twentieth century was about getting around. The twenty-first century will be about staying in a place worth staying in.”

- James Howard Kunstler, author

SECTION 3

COMMUNITY ENGAGEMENT

Overview

Engagement Summary

Opportunities and Issues

Catalyst Sites

Overview

Purposeful engagement with the community during a project or planning process ensures that the community supports the process and its recommendations. Over the course of the six months, there were 11 unique opportunities for stakeholders and residents to engage through in-person meetings and online community engagement via workshops and surveys. At these meetings, city staff sought feedback from the community regarding the corridor's strengths and opportunities and ways in which projects, programs, and partnerships might strengthen its neighborhood fabric.

The community's commitment to the North End exhibited by residents and stakeholders throughout the engagement process provided an abundance of input and guidance to city staff during prioritization of programs, projects, and partnerships and the development of the overall vision for the corridor. Because of this commitment, the Playbook's vision and project prioritization are aligned with the big ideas and core themes brought forth by the community.

Engagement Summary

The engagement strategy included the following opportunities:

- **(August 2022)** A kickoff meeting in August to introduce the City's Corridors of Opportunity program and the NGNT project timeline.
- **(October 2022)** Nine interviews with stakeholders to discuss corridor and neighborhood issues and opportunities.
- **(October 2022)** Seven workshops, moderated by a local engagement consultant, with stakeholders and residents to prioritize and identify projects, programs, and partnerships that best support the community.
- **(November 2022)** An online survey for the stakeholders to further prioritize programs that best address the needs of the community. Over two weeks, nearly 40 individuals demonstrated interest in programs related to housing rehab, historic preservation, expansion of green space, building rehabs, and improving mobility options.
- **(November 2022)** A walking tour to experience the corridor in person and to further learn from the community about opportunities and issues.
- **(December 2022)** A project reveal meeting that presented engagement findings, a vision statement, and the projects, programs, and partnerships selected that best support the community's vision.



100+ attendees
over all
engagements



8 hours of
interviews



7 stakeholder
workshops



2 miles
walked



39 survey
results



Language assistance and virtual options expanded access to engagement activities. Meeting materials were translated and added to the Corridors of Opportunity website.



Converging ideas during engagement developed into five project themes - **HOUSING, COMMUNITY, PRESERVATION, PARTNERSHIPS, AND MOBILITY.**





Opportunities and Issues

New and Existing Ideas

Engagement sessions encouraged the community to discuss opportunities and issues within the corridor. Community members were also able to consider big ideas and the ways in which they could be accomplished. Stakeholders reviewed a list of projects, programs, and partnerships and prioritized those that would be complementary to the community’s needs. Community members also offered up new ideas - many of which had not been identified by the city or community through previous planning efforts.

Opportunities, issues, and needs heard throughout the engagement process identified a need to create and cultivate a sense of place. Although the corridor is known for its industrial buildings and historic neighborhoods, the community agreed that an identity and brand for the area needed to be formalized. Community members and stakeholders also identified a need to improve communication between residents about city programs and funding opportunities that exist to ensure their utilization. Finally – a shared need identified throughout engagement efforts included improvements to safety, walkability, and beautification enhancements.

FIVE IDEAS FROM THE COMMUNITY



Improve communication and access to existing projects and initiatives to activate investment opportunities for residents and businesses.



Enhance safety, walkability, and beautification of the corridor that connects people to jobs.



Differentiate the North End from surrounding neighborhoods through branding efforts.



Activate the corridor by creating a gateway, making North End into a destination.



Provide first/last mile connections so that residents may better utilize light rail.

Catalyst Sites

Throughout the planning process, the community and stakeholders discussed the potential of and desired outcomes for the corridor's three catalyst sites. Each site's boundary is outlined in yellow in the following images, and community ideas related to those sites are described below:



Dillehay Courts

- Reimagine the place with a mixture of integrated, neighborhood-supportive uses
- Provide homeownership opportunities
- Create an incubator space for entrepreneurs inside the corridor



Double Oaks School

- Include homeownership opportunities alongside any provision of affordable housing
- Provide a seat at the table for the community on any redevelopment initiative
- Create an incubator space for entrepreneurs inside the corridor



City-owned Land at North Graham Street and Statesville Avenue.

- Make the site a transformative gateway that assists in creating a sense of place for the community and visitors
- Create job opportunities
- Create a place with a mixture of uses (residential, community-centered institutions, retail)
- Integrate green/open space into the site for community park





“We don’t have to
go far to find the
treasure we’re seeking.

**There is beauty
and goodness right
where we are.”**

- Theaster Gates, potter and activist

SECTION 4

INVENTORY & ANALYSIS

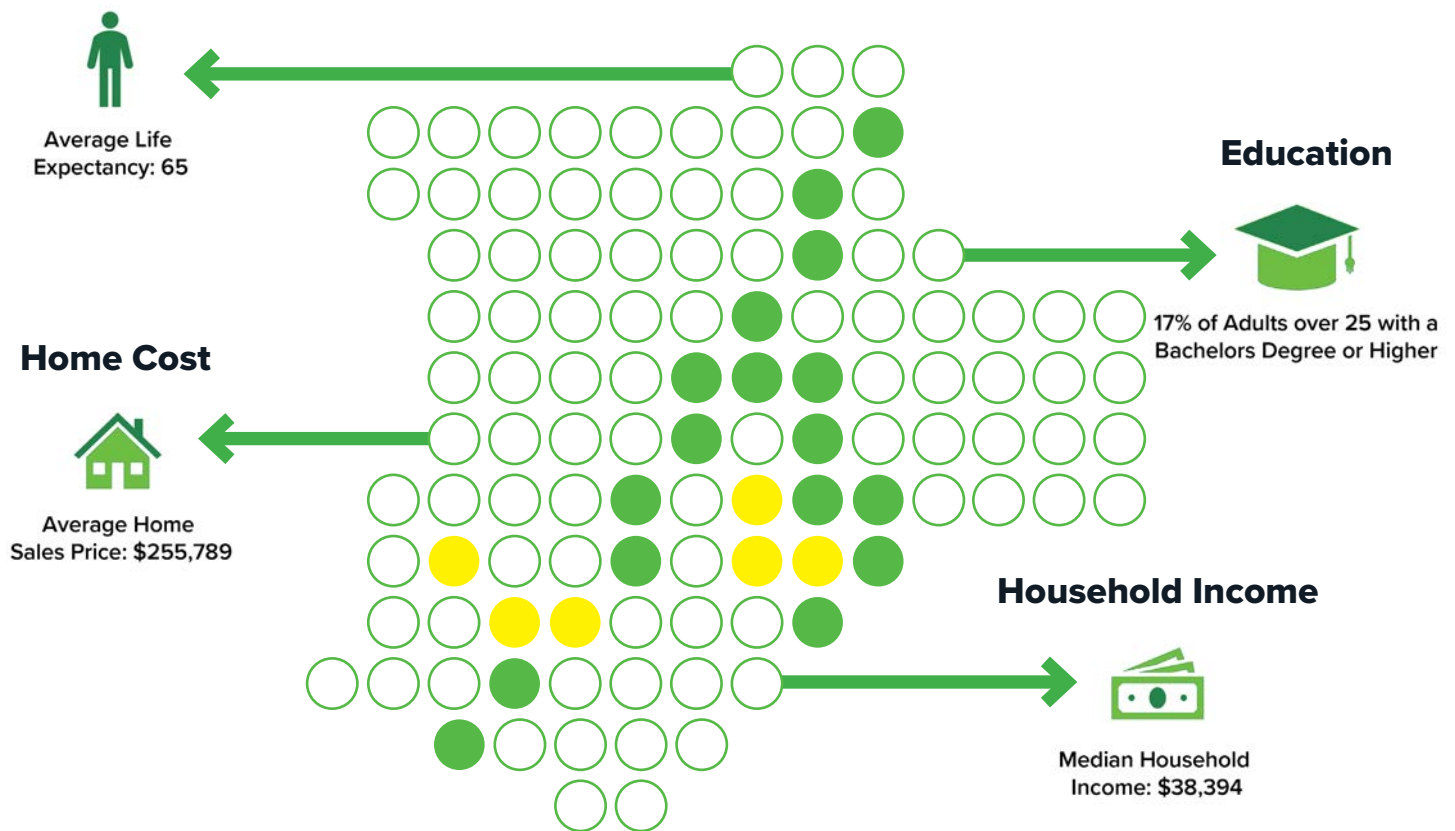
Overview

Quick Facts & Corridor Mapping

Overview

Inventory mapping and demographic and economic analysis serves as the factual foundation for all planning initiatives. Inventory mapping involves the mapping of existing resources and conditions within the Area of Influence. During this phase, existing conditions were inventoried and assessed. This level of analysis provides a basis for informed recommendations for the corridor that align opportunity with existing conditions and market potential.

Life Expectancy



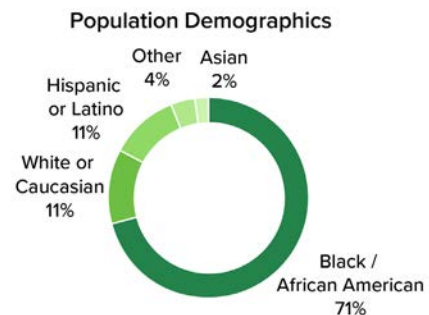
Source: Charlotte/Mecklenburg Quality of Life Explorer



Quick Facts & Corridor Mapping

Population and Demographics

The Area of Influence has a population of 11,067 persons. Within the Area of Influence, 71% of residents self-identified as Black or African American, compared to only 29% in Mecklenburg County, making this a majority African American community. Of all residents within the Area of Influence, the median age is 35 (equal to county), 26% is below the age of 18 (compared to 23.5% for the county), and 9.6% is aged 65 and older (compared to 11.2% for the county). The Area of Influence tends to be younger and more diverse than the county as a whole.



Median Age

35



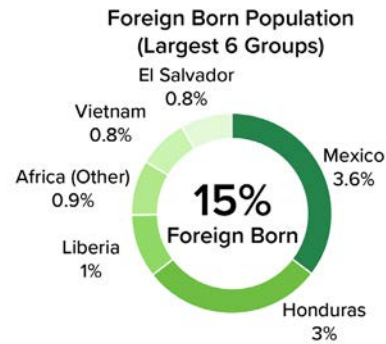
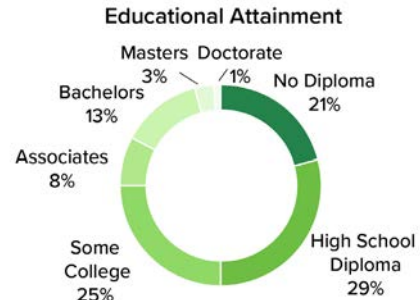
**11,067 Residents within
the Area of Influence**

Source: Charlotte/Mecklenburg
QOL Explorer

Diversity and Education

Along with the majority African American population, 15% of the population is foreign born. The six largest groups of foreign born include individuals from Mexico, Honduras, Liberia, Vietnam, El Salvador, and other African nations. Over the past decade, population has grown at a slower rate when compared with the county.

Additionally, the corridor has less college graduates than the county. 17% of adults in the corridor have a college degree, 21% only have a high school diploma, and 21% have no diploma at all.



Source: Charlotte/Mecklenburg QOL Explorer; US Census

Housing Characteristics

Homeownership is less prevalent with only 33% of the community as homeowners compared to 56% in the county. The average home costs \$255,789 within the Area of Influence.

The median household income for the corridor is \$38,394, much less than the county average of \$69,240. Within the Area of Influence, the average home costs \$255,789; however, most residents are renters. The average rent payment is \$863 a month and 21% of rental units are supplemented by development-based rental assistance. Homeownership is less prevalent, only 33% of the community are homeowners, compared to 56% in the county. Housing stock has an average age of 52 years old.

Residents in the Area of Influence are also vulnerable to slow/no internet access - only 52% of corridor households have access to high-speed internet.



Average Building Stock
Age: 52 yrs old

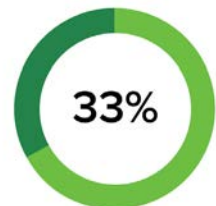


Average Rental Cost: \$863

Development-Based Rental Assistance



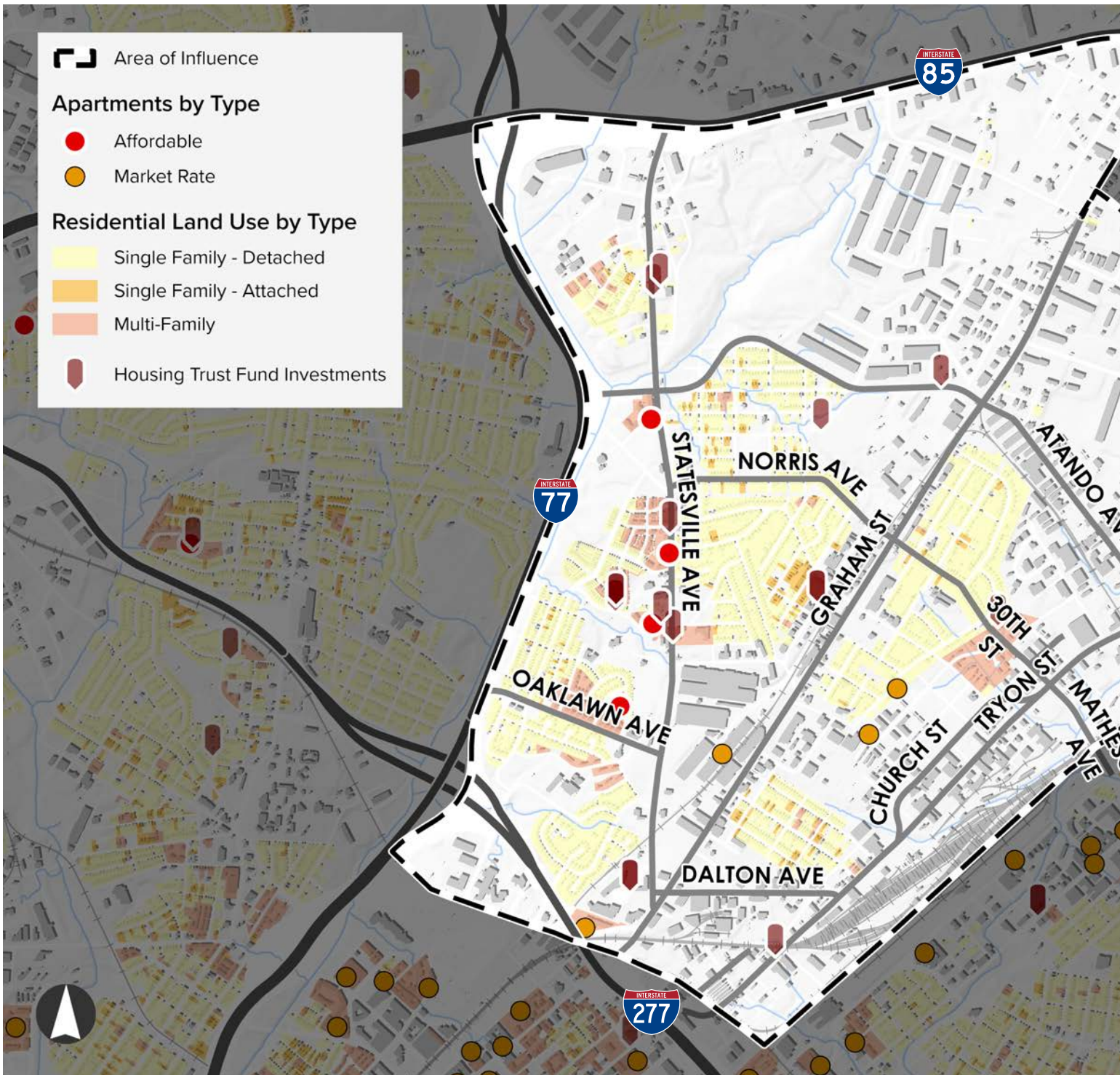
Home Ownership

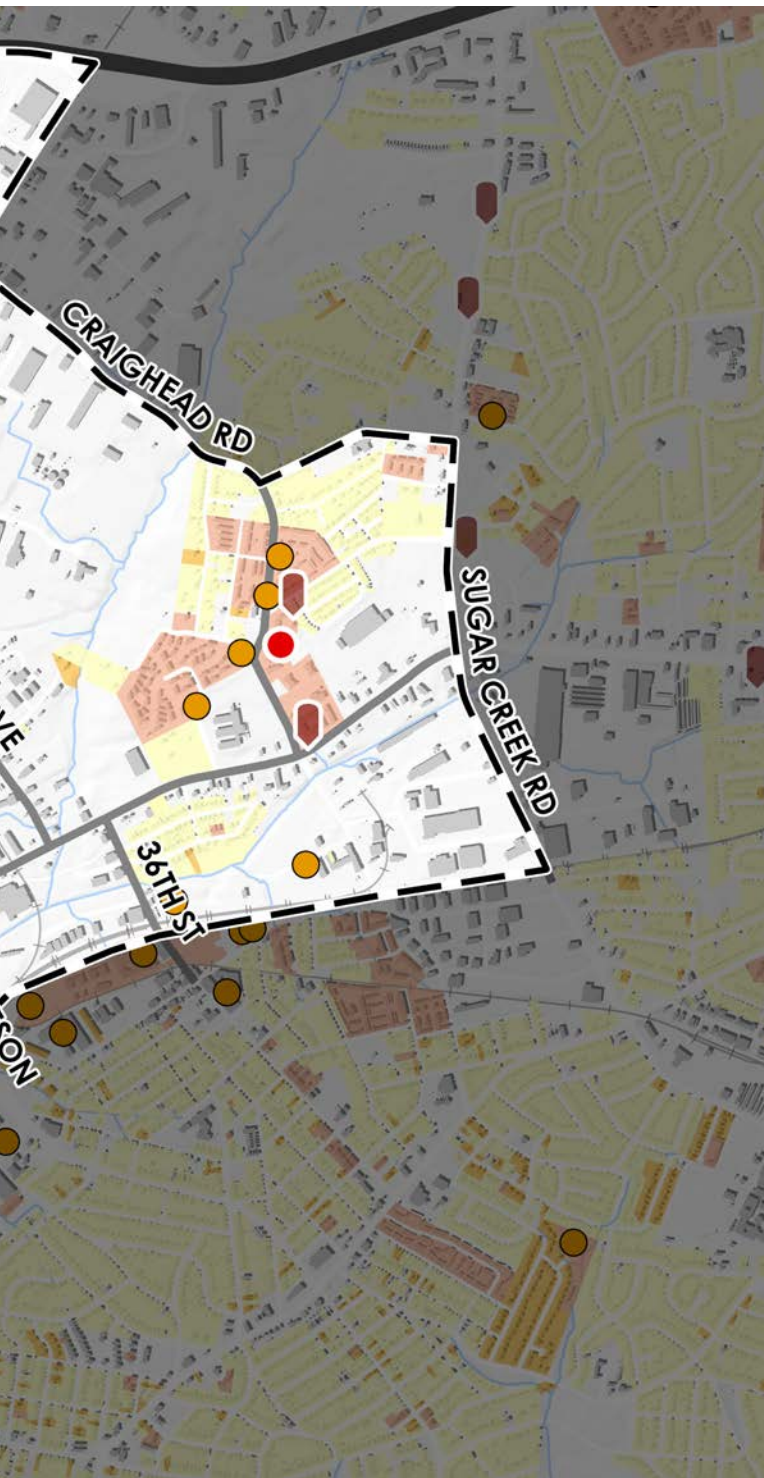


Source: Charlotte/Mecklenburg QOL Explorer

Housing Access for All

Eighteen percent of land within the Area of Influence is dedicated to residential land uses. The majority of residential land use is composed of detached single-family housing. Low home ownership rates, paired with the availability of existing detached housing stock in the corridor and available land for redevelopment, illustrate a need for investments in homeownership and affordable housing.





32.6%

The percentage of population with owner-occupied housing units. This is over 20 percentage points lower than the county as a whole (56.4%)



15

The number of apartment communities located within the Area of Influence



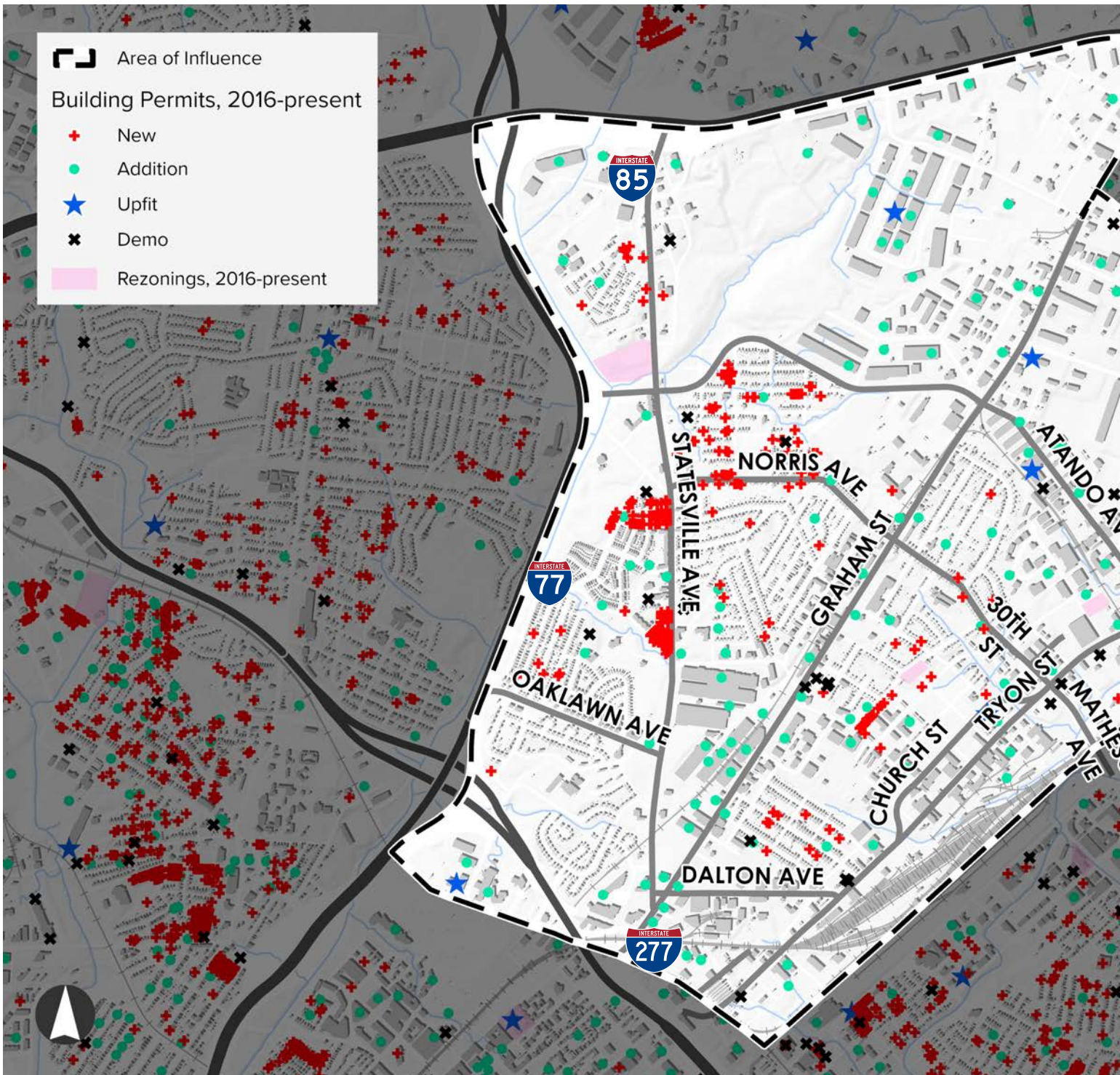
18%

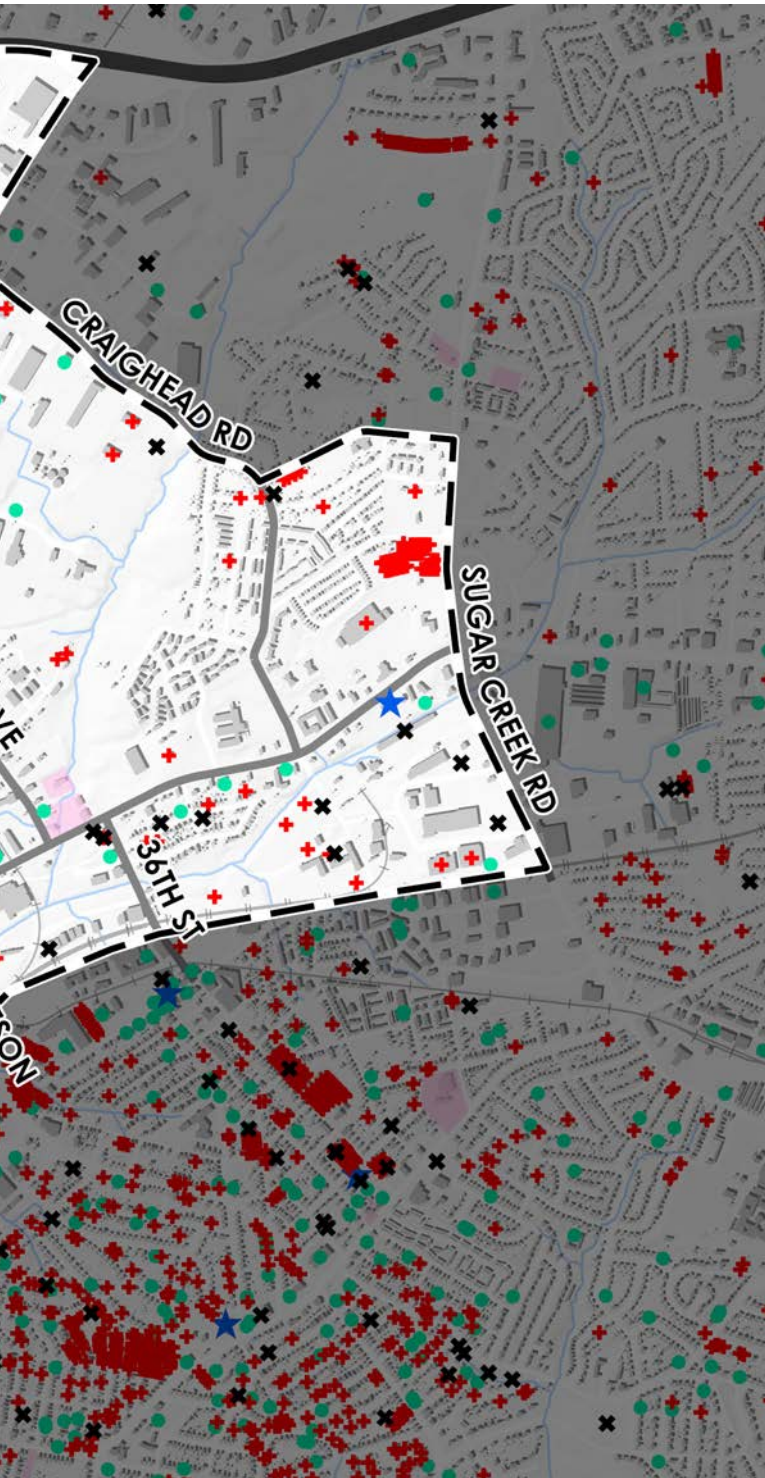
The percentage of land dedicated to residential uses inside the Area of Influence

Source: City of Charlotte

Diverse and Resilient Economic Opportunity

Within the Area of Influence, 879 building permits have been pulled since 2016. Two hundred and ninety-seven new residential units were built in 2021. An aging building stock has seen frequent, additions, upfits, and redevelopments. The high volume of permits, alongside recent rezoning requests, illustrates increasing demand of real estate in the area.





93.1%

The percentage of adults in the labor force who are employed. This number is slightly lower than Mecklenburg County (95.2%)



9

The number of business-matching grant recipients inside the Area of Influence



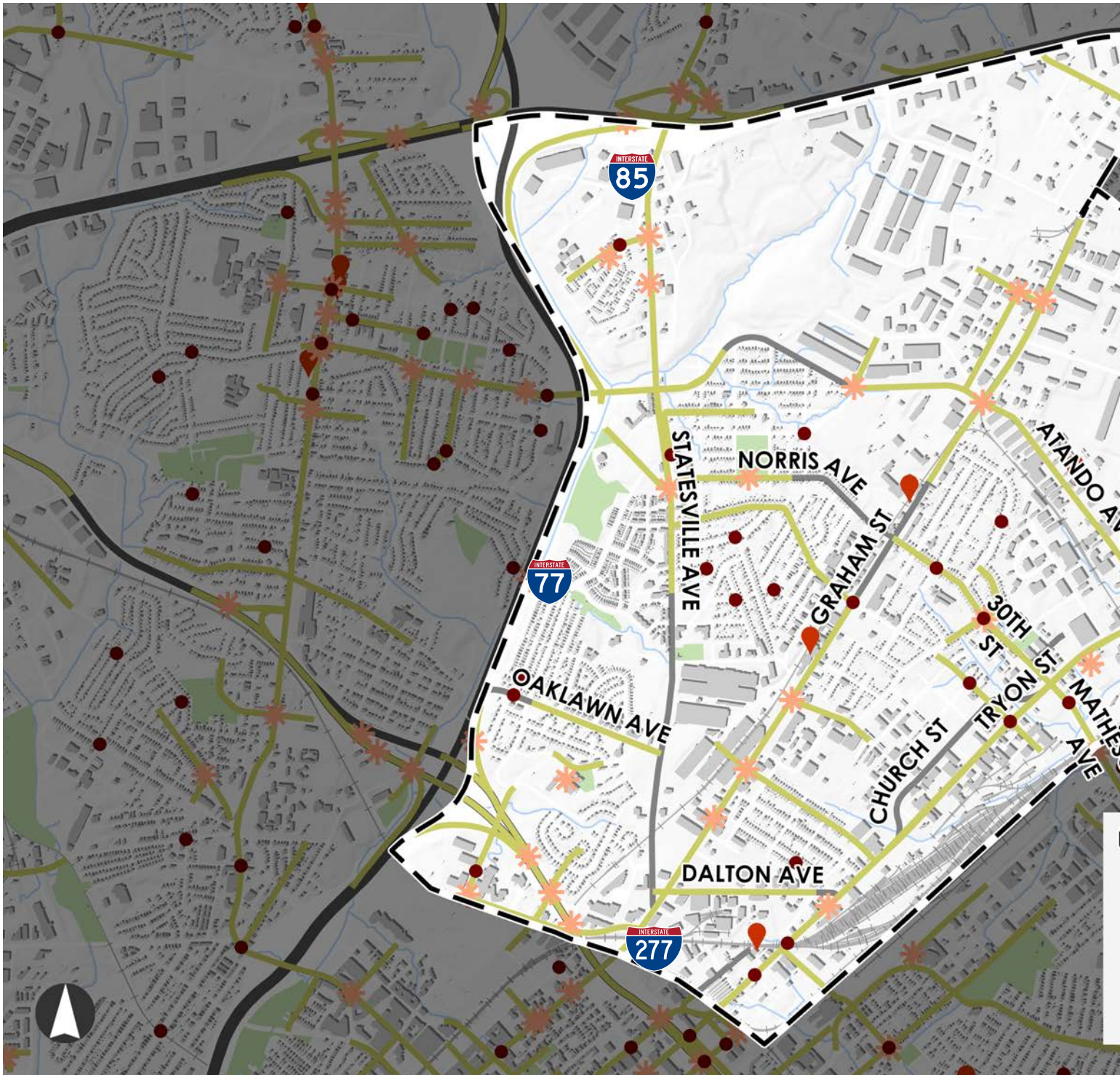
879

The number of building permits pulled inside the Area of Influence since 2016

Sources: City of Charlotte; Charlotte/Mecklenburg QOL Explorer

Healthy, Safe, and Active Communities

North Graham Street, North Tryon Street and Statesville Avenue are arterials that connect to interstates and have a.m./p.m. peak commuter traffic. Many of the corridor's streets are identified as being a part of the high injury network. This identification is due to the high volume of accidents within the corridor, with 27 serious car crashes since 2016. The Area of Influence also sees a higher volume of crime, with 18 violent crimes per 1,000 residents.





59

The number of property crimes per 1,000 people. This number is above the county average (31)



54.6%

The percent of auto commuters inside the Area of Influence that spend over 40 minutes/day commuting to and from work. This number is four percentage points lower than the county (59.9%)



52

The number of miles of high-injury network streets inside the Area of Influence



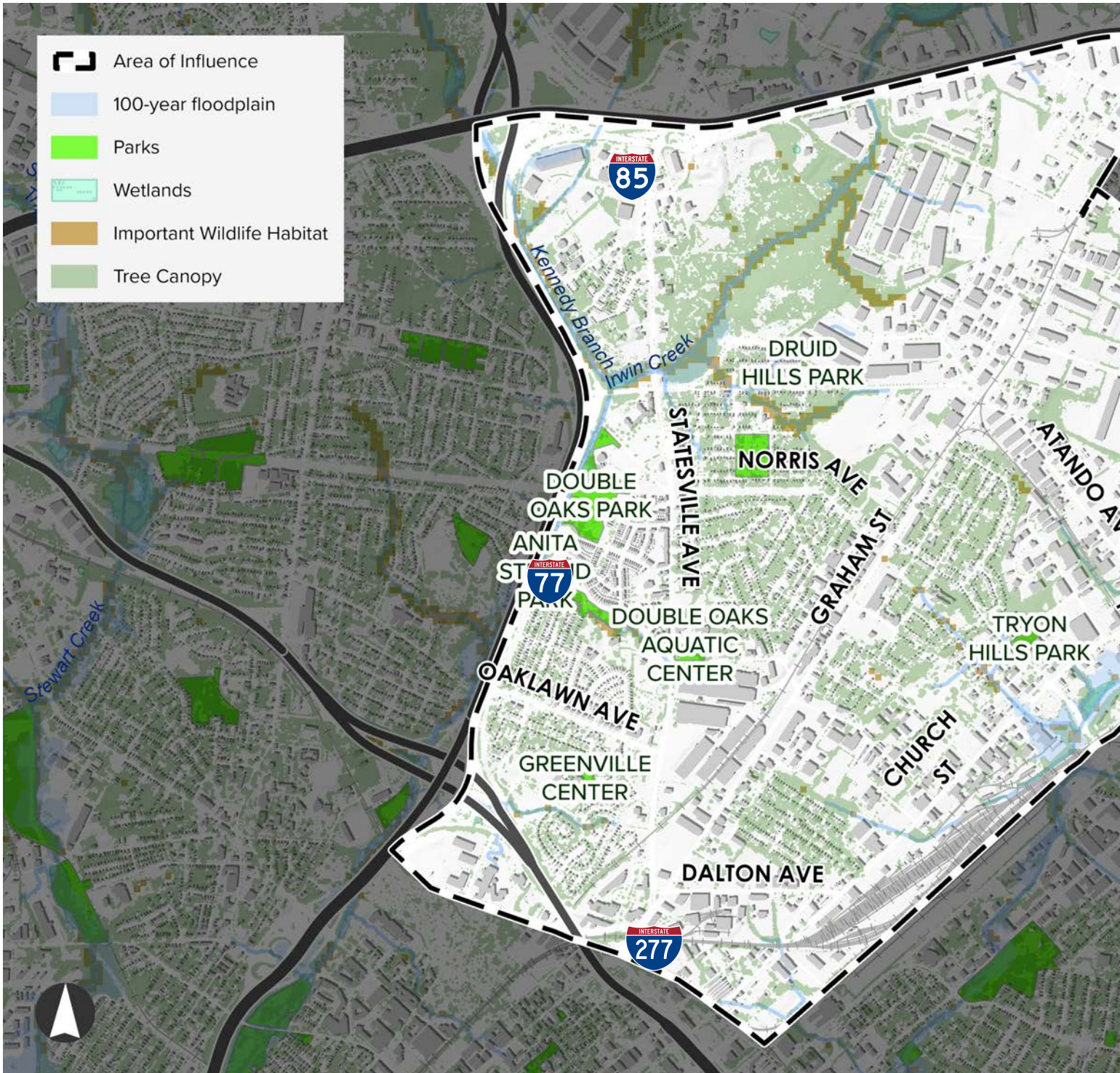
27

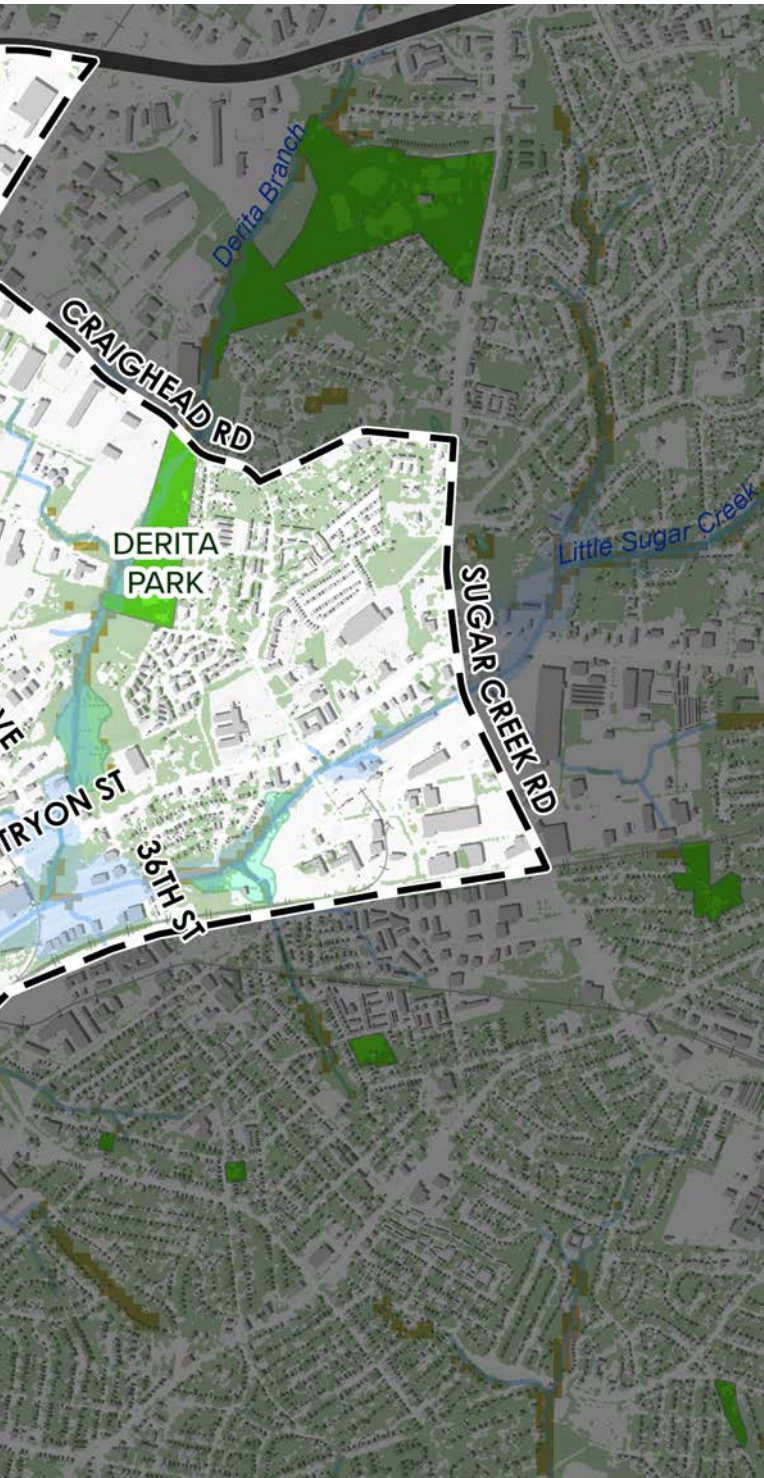
The number of fatal/serious crashes within the Area of Influence since 2016

Source: Charlotte/Mecklenburg QOL Explorer

Integrated Natural and Built Environment

Within the Area of Influence, there are seven Mecklenburg County Park and Recreation facilities and parks, totaling around 73 acres of public open space. The area has seven miles of creeks. The creeks' corresponding floodplains accommodate new and existing greenway connections. Communities within the study area are lacking convenient and walkable access to publicly available open space.





27.7%

The percentage of the Area of Influence covered by tree canopy (2012 data). This is nearly 18 percentage points lower than the county as a whole (45.1%)



28.1%

The percentage of land area inside the Area of Influence that is impervious, higher compared to the county (15.9%)



73

The number of acres of local parks located within the Area of Influence



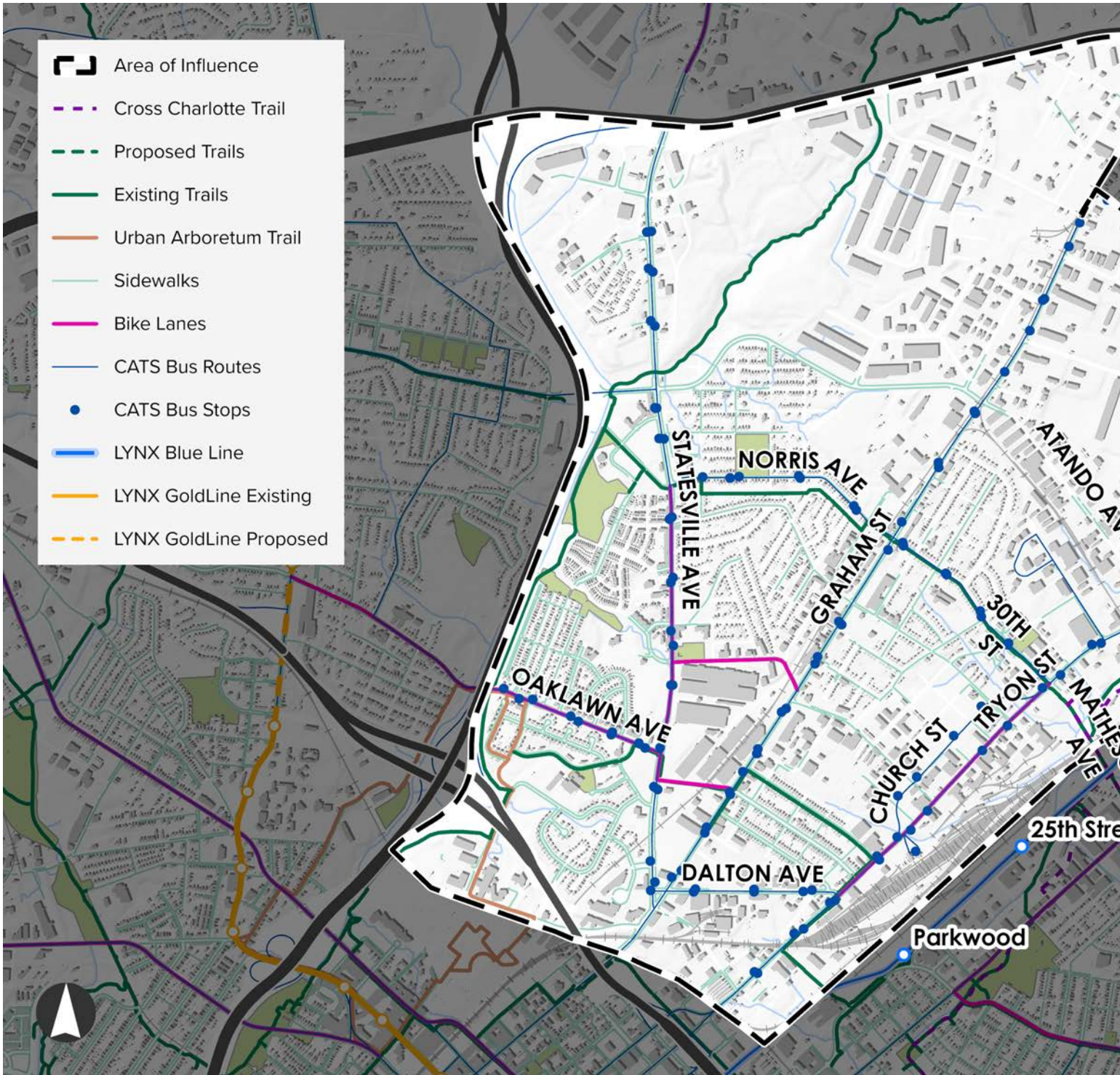
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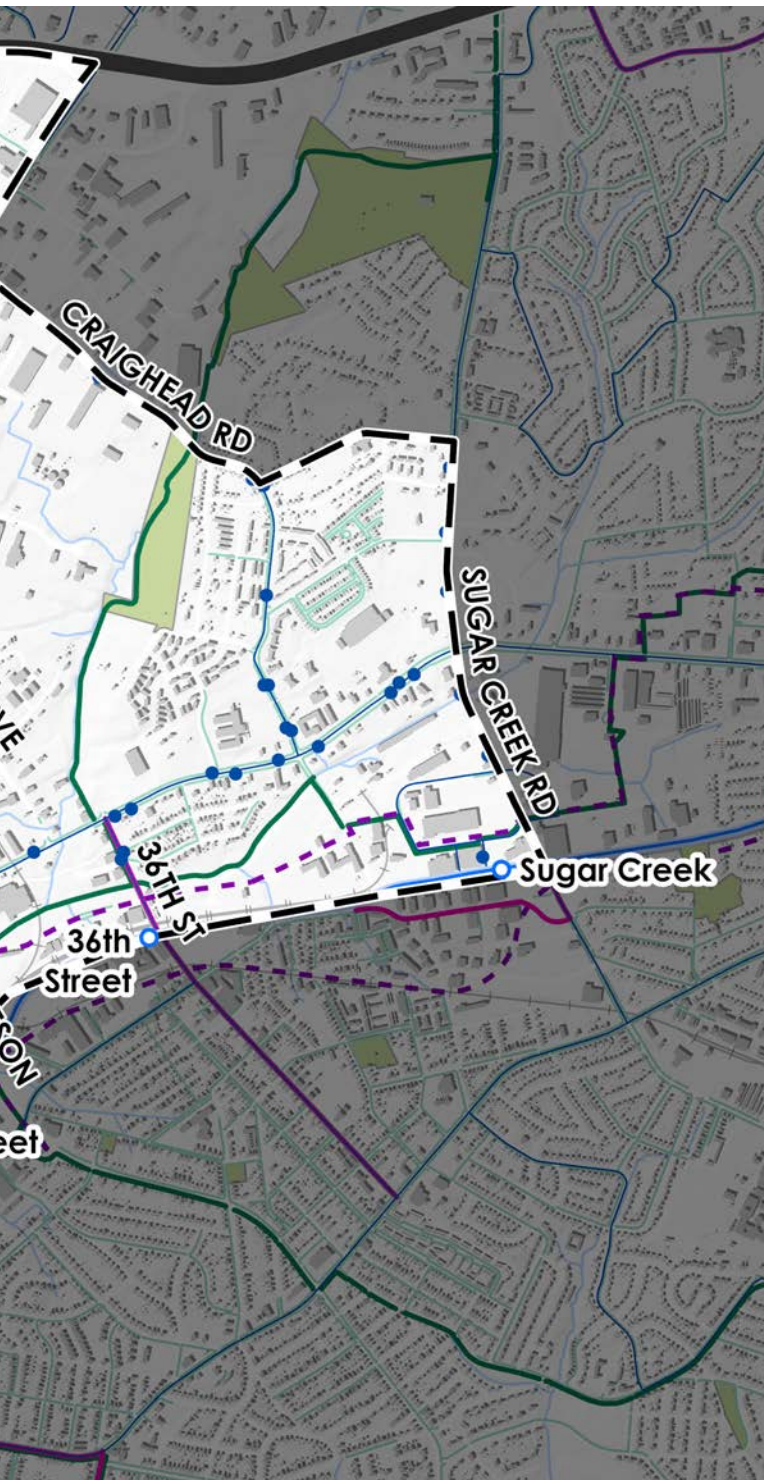
The number of linear miles of creeks and streams within the Area of Influence

Source: City of Charlotte

Safe and Equitable Mobility

The Area of Influence has numerous transit routes, including bus and light rail routes. However, the lack of sidewalks, street connectivity, and heavy rail yards prevents many from reaching transit options, particularly the LYNX Blue Line light rail. Opportunities exist to invest in better connected streets and sidewalks and improving access to transit options.





100%

The percentage of population inside the Area of Influence within 1/2 mile of a transit stop (bus or light rail)



65%

The percentage of streets in the Area of Influence with some level of sidewalk infrastructure



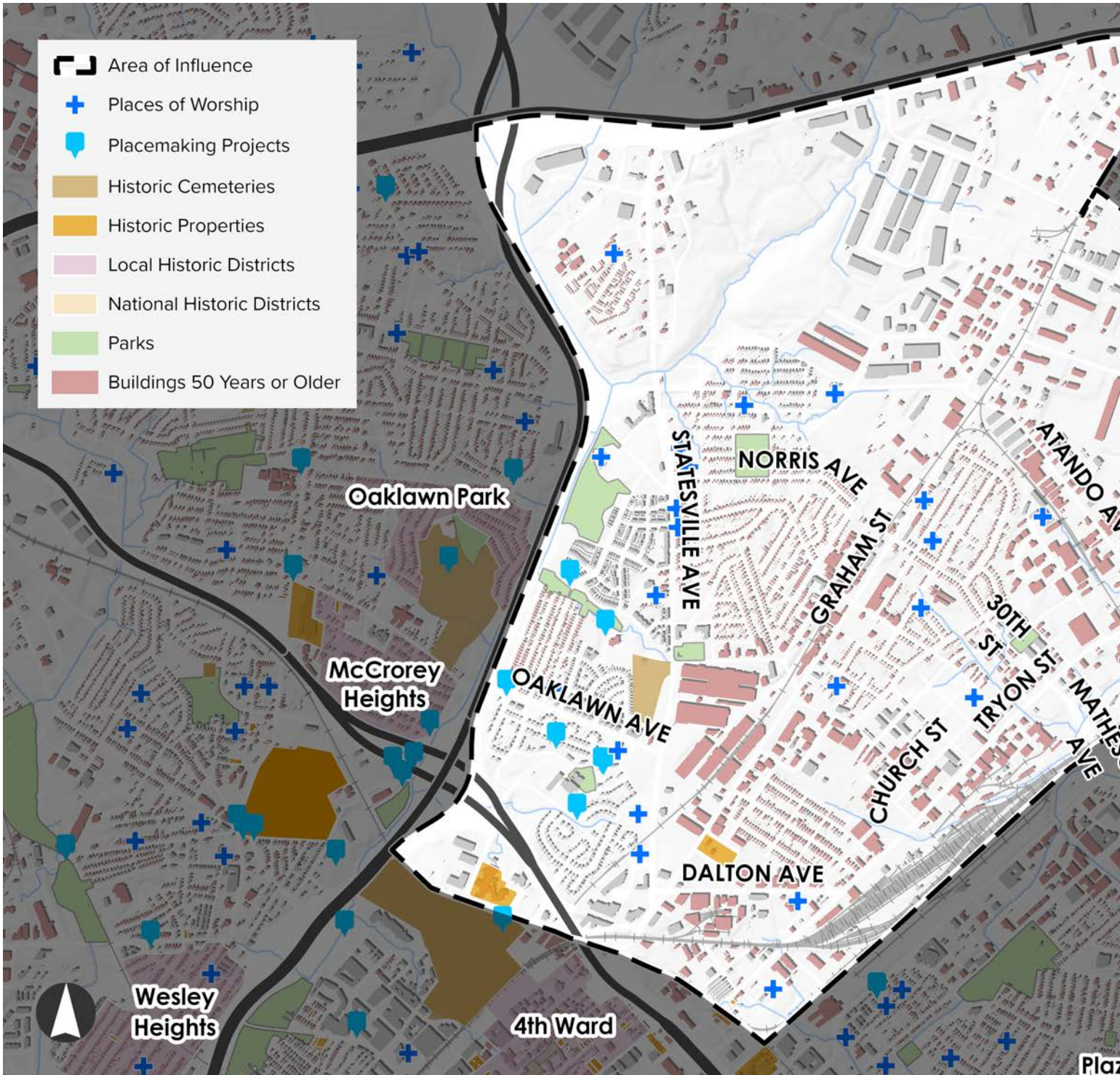
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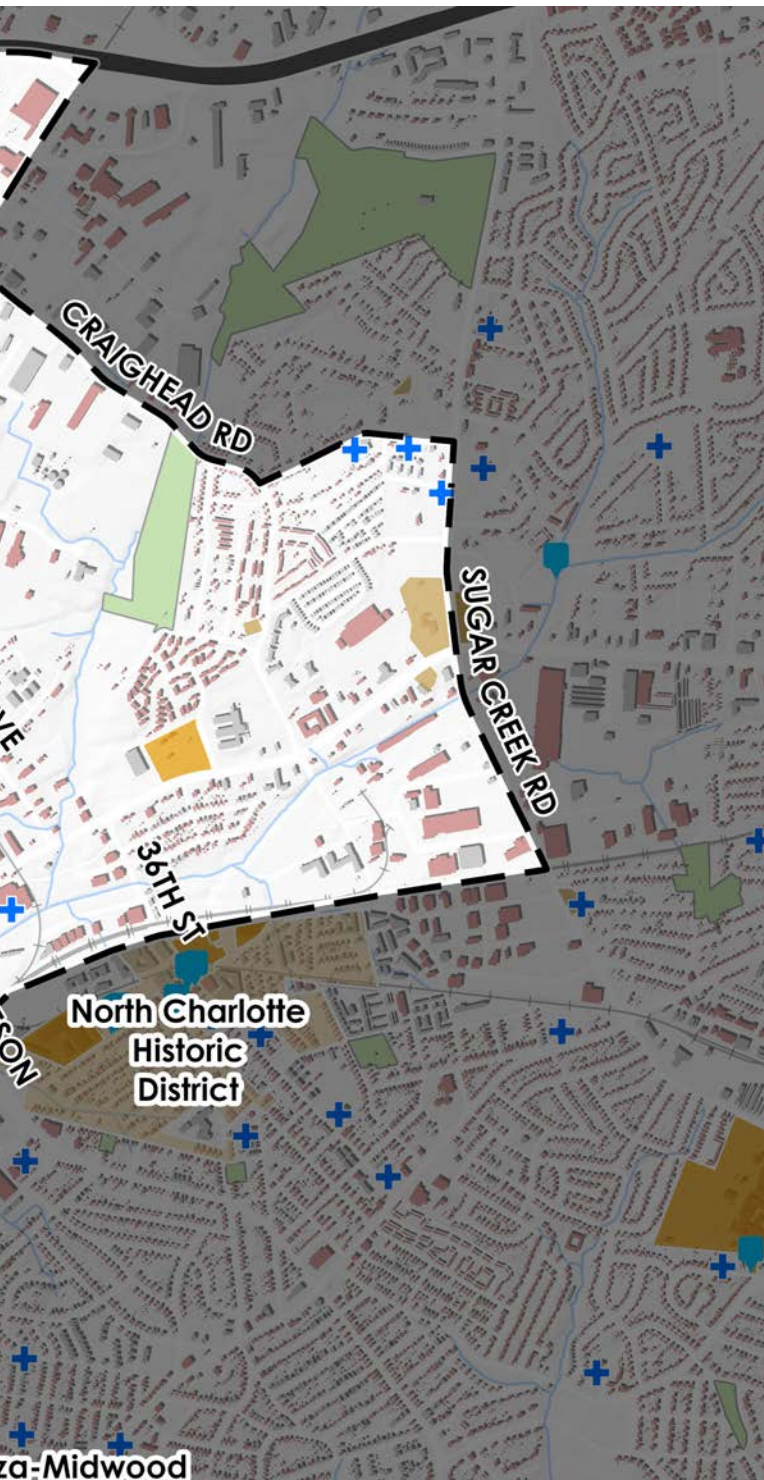
The number of miles of existing and planned greenways inside the Area of Influence

Source: City of Charlotte

Retain Culture and Identity

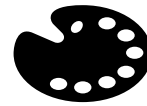
The Area of Influence contains five historic properties and numerous residential and industrial areas that qualify for historic district designation (over 50 years old) at either the local or national level. This creates the opportunity for investments in adaptive reuse and building rehabilitation to preserve the corridor’s built environment. Along with historic properties, there are numerous art murals and placemaking projects in the community.





5

The total number of locally designated historic properties located within the Area of Influence



7

The number of city-led placemaking projects within the Area of Influence

Source: City of Charlotte



“The corridor is
a place...whose
neighborhood fabric
is reconnected with
**mobility options for
all...**”

- excerpt from NGNT vision statement

SECTION 05

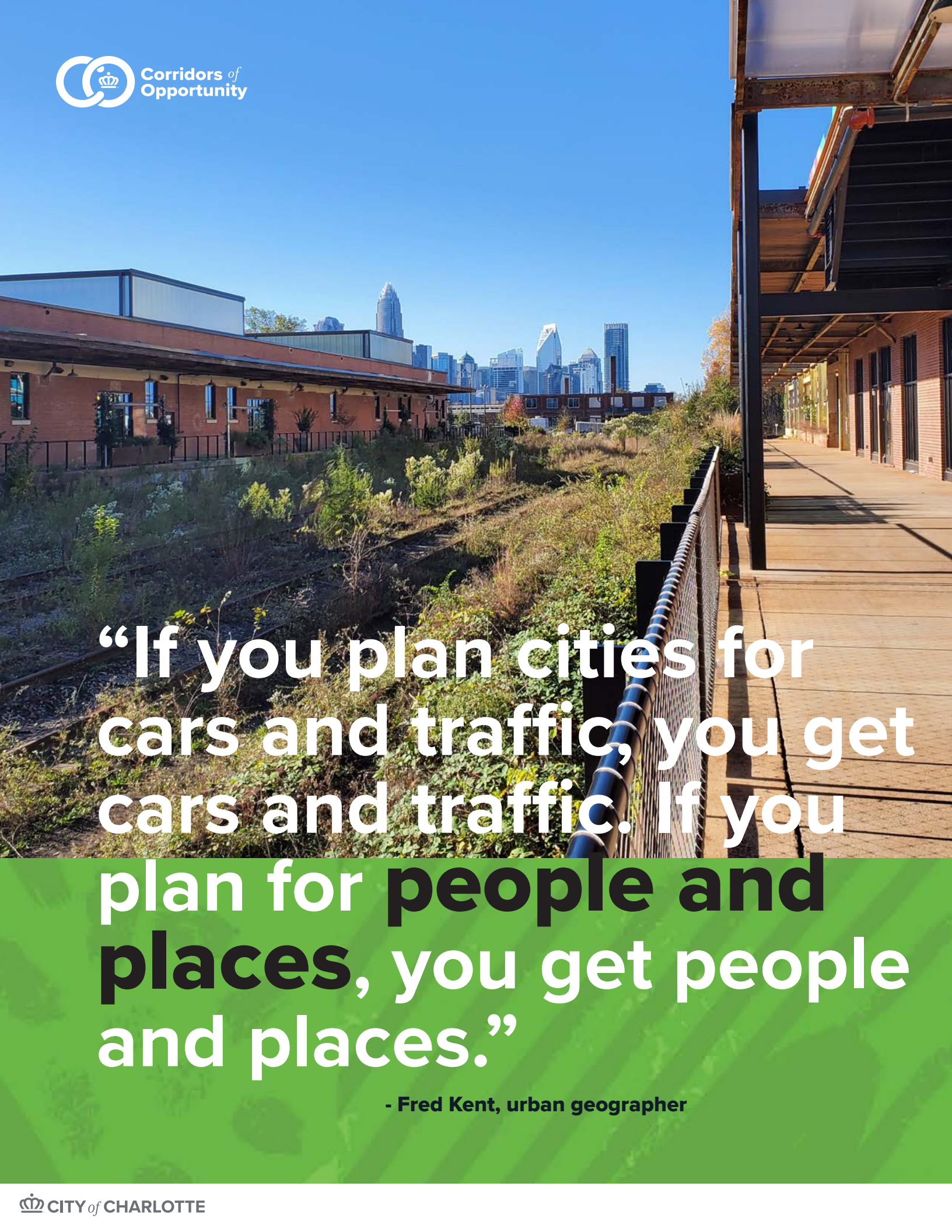
VISION STATEMENT

A vision statement describes what a community wants to achieve in the long-term and defines a direction for the community going forward.

Overview

The work completed by stakeholders and the community informed the creation of a vision statement for this corridor. The intent of the vision statement is to ensure that community members, and City staff, use the vision as guiding language to inform future decision making.

The North Graham Street/North Tryon Street Corridor is a vibrant, inclusive, and growing community that cherishes its history and is forging its own sense of place. The corridor is a place where the community and its assets - both natural and built - are preserved, whose neighborhood fabric is reconnected with mobility options for all, housing is affordable and attainable, and new opportunities are created through intentional and equitable development.



“If you plan cities for cars and traffic, you get cars and traffic. If you plan for **people and places**, you get people and places.”

- Fred Kent, urban geographer

SECTION 06

RECOMMENDATIONS

Overview

Project Themes

Top Projects

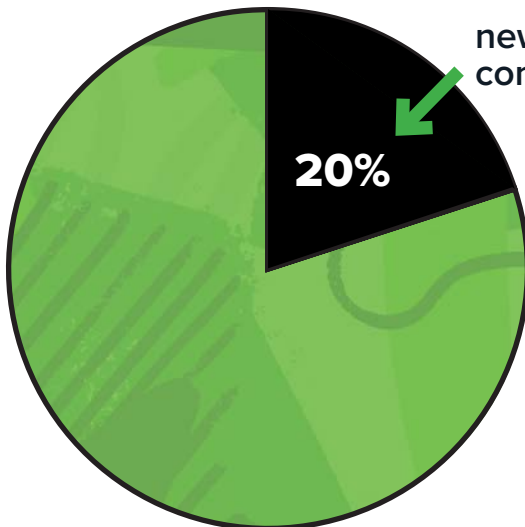
Overview

The following projects, programs, and partnerships were prioritized from a list of nearly 250 that included previously city-identified projects and new community-identified projects. It was developed with thoughtful input from the community and further refined by the Corridors of Opportunity implementation team. When ranking projects, staff considered its alignment with adopted city policies, engagement results, and the project’s potential timeline. This list of projects, programs, and partnerships provide a direction for the future investments in the corridor and will inform decision makers as they continue to manage change inside this growing area of Charlotte.

The following 55 projects, presented in lists corresponding to the Corridors of Opportunity program’s six guiding themes, will move the corridor closer to its vision – an area with a shared sense of place, that preserves its history, and provides housing and mobility options for all.

The Corridor Roadmap, a complementary document that focuses in on short-term implementation, will further prioritize these projects in the coming months.

TOTAL PROJECTS



new projects identified by community members

Of the prioritized list of projects, programs, and partnerships, 20 percent (11 of 55 total) of all top projects are new - identified by the community during the engagement process

Project Themes

The NGNT corridor's project themes, similar to the Corridors of Opportunity program's theme framework, represent five related project topics and are reflective of converging project ideas during the engagement process. These themes, along with the corridor's vision statement, should be referenced and considered when considering future project ideas not included in this document. Their applicability to the projects, programs, and partnerships presented in this document are noted in the following project lists.

The projects and programs selected focus on increasing **mobility** options; fostering **preservation** in the historic built environment; fostering **community** alongside community organizations through establishing a sense of place promoting **partnerships** that will help realizing the vision for the corridor; and **housing** options for all.

Mobility

Improvements and investments to the built environment, specifically the lack of and disconnected bicycle and pedestrian infrastructure, such as sidewalks, mixed-use pathways, and greenways, was a commonly identified opportunity. Improved access from the majority of the corridor to LYNX Blue Line light rail station was also a frequent topic of discussion.



Preservation

In nearly every workshop and stakeholder interview held, the community prioritized programs and projects that would ensure historic assets of all types are adaptively reused. Prioritizing preservation and conservation initiatives via reuse of existing structures and historic district designations will assist in maintaining and enhancing a sense of place for the North End.



Community

Provide support for neighborhood and/or business association(s) to provide a unified vision for the communities and businesses inside the corridor. This big idea includes project ideas that support and strengthen the North End community's neighborhood fabric and reinforce sense of place.



Partnerships

The power of partnerships and the desire to leverage the community's assets into investment from both public and private sectors was consistently identified as a top priority regardless of the project type. Encouraging and fostering partnerships throughout the corridor further ensures the vision for the corridor is realized.



Housing

Multiple programs and projects were identified by the public in multiple stakeholder workshops. Those programs and projects include the construction of additional affordable housing, increasing homeownership, and programs that support aging/staying in place in an area that is seeing continued displacement and redevelopment.



Housing Access for All

Projects Overview

The NGNT corridor is uniquely positioned to provide needed housing through investment and redevelopment of its larger catalyst sites. The project list that follows acknowledges the potential of those sites by focusing on increasing funding as well as availability of existing homeownership programs well as placing an emphasis on programs that ensure long-time residents are able to stay in place.

CASE STUDY

Martin Luther King Plaza HOPE VI - Philadelphia

In 1998, the Philadelphia Housing Authority was awarded a \$25 million HOPE VI grant from the federal government to redevelop a 576-unit affordable housing site consisting of four high-rises built in superblock style that was common in the mid-20th century.

The reconstruction of the site consisted of breaking up the previous superblock into smaller blocks typical of Philadelphia with narrow streets and on-street parking. The new development consisted of 250 townhomes (a mixture of rental and for-sale units) designed to complement the surrounding Victorian-styled architecture and surrounding a public green.

Read more about MLK Plaza here: <https://www.cnu.org/what-we-do/build-great-places/martin-luther-king-plaza>



photo credit: Dwell

Top Projects

* denotes projects, programs, and partnerships identified during public engagement process

identifies projects prioritized by multiple work streams

Project/Program/ Partnership	Description
Dillehay Courts	Dillehay Courts is an existing affordable housing community in the North End that is reaching the end of its life due to age. Reinvestment and reimagining the site as a place with a mixture of complementary uses will be important for the North End community.
Double Oaks School	The Double Oaks School site should be reimagined as a partnership between the City, community, and development partners. The site should be redeveloped with uses complementary to surrounding residential neighborhoods.
Increase availability and funding of homeownership down payment assistance programs	Increasing the availability of homeownership down payment assistance programs such as HouseCharlotte to grow the attainability of homeownership to individuals of varying income levels.
Increase housing education related to purchasing and keeping a home	Educational programs that educate the community on homeownership will support the corridor’s vision and other complementary programs like aging/ staying in place.
Increase access to funding of housing rehabilitation programs	Increased funding and awareness of existing housing rehabilitation to neighborhoods inside the corridor will help stabilize neighborhoods and supports complementary programs like aging/staying in place.
Preserve existing unsubsidized affordable housing#	Preservation of naturally occurring affordable housing (NOAH) inside the corridor may be accomplished through the increased funding of existing housing programs.
Expand pilot program that allows residents to age/ stay in place.	Fund an expansion of an existing pilot program that allows residents to age in place. Assistance is complementary to other housing-related projects/programs/ partnerships and provides housing stability to those that need it the most.
Advocate for Housing Trust Fund (HTF) dollars for the corridor	Continued advocacy for housing trust fund dollars ensures that financing options exist for homebuilders to offset the cost of providing additional affordable units.
Increase missing middle housing funding opportunities for projects that include 5-49 units	A funding apparatus that supports smaller affordable housing projects should be explored. This may be achieved through adjustments made in the existing HTF program.

Diverse & Resilient Economic Opportunity

Project List Overview

The following projects related to economic opportunity have been curated to ensure equitable access to existing programs that support the corridor's economy while championing new programs, such as job placement, to those that experience barriers to employment.

CASE STUDY

Chicago Transit Authority's Second Chance Program - Chicago, IL

Chicago Transit Authority's Second Chance program is a nationally recognized program that provides valuable job skills and career opportunities to Chicago residents who often face challenges re-entering the workforce.

It takes a holistic approach to preparing individuals to be self-sufficient by providing jobs to returning citizens, victims of abuse, and others that may face barriers to employment while also providing a wide range of training, education, and networking opportunities.

Since 2011, 1,600 Chicagoans have participated - with 450 of those gaining permanent employment with CTA.

Read more about CTA's Second Chance program here:
<https://www.transitchicago.com/secondchance/>

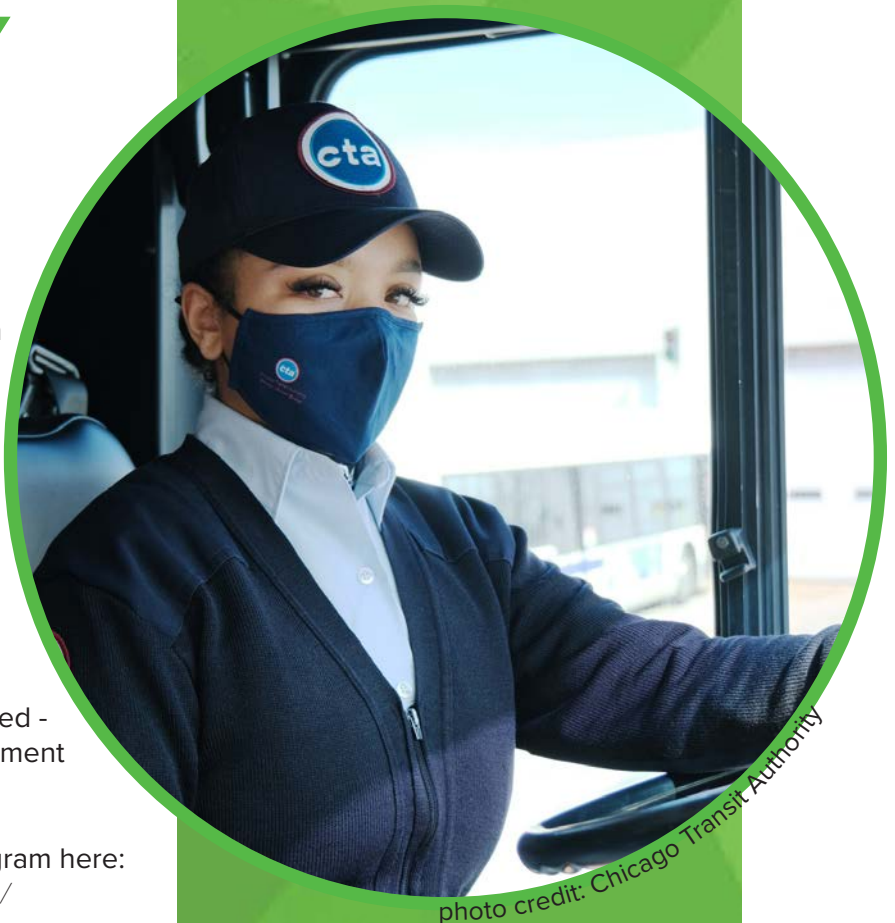


photo credit: Chicago Transit Authority

Top Projects

* denotes projects, programs, and partnerships identified during public engagement process

identifies projects prioritized by multiple work streams

Project/Program/ Partnership	Description
Create community association/business association#	Organize businesses in North End into a business development organization. This may be accomplished as an arm of existing community organizations.
Create an equitable development partnership	Consider curricula to train and certify minority development professionals to engage in the corridor. Consider partnering with or leveraging the AmpUp Charlotte program, which helps minority business owners increase revenue through training, networking, and access to capital. Express the city’s preference for P3 collaborations within corridors to include equitable development partners and other minority development professionals.
Create an opportunity employers program	Establish a program that encourages employing residents in the corridor. This may be accomplished by building off existing connections made with employers through the HIRE Charlotte program. Further work is needed to define program criteria and messaging to partners.
Support an entrepreneurship incubator space	Consider creating an incubator space for budding entrepreneurs inside the corridor at one of the corridor’s three catalyst sites.
Expand entrepreneurship opportunities for aspiring business owners	Enhance access to existing entrepreneurship and business resources. Consider supporting business incubator and accelerator programs to help existing programs expand capacity. Continue advancing initiatives that improve access to capital for minority-owned businesses and other local companies based in the corridor.
Identify strategic sites within the corridor for public/private partnerships#	Identify and promote strategic sites within NGNT that are ready for redevelopment or tenancy. Collaborate with developers, brokers, and property owners to promote sites and buildings that can be rehabbed for commercial, industrial or mixed use development.
Increase awareness and funding of the Business Matching Grant program*#	Build awareness through increased education and outreach for the Business Matching Grant Program and set aside funding for projects located inside the NGNT corridor.
Invest in job and career readiness for teens ages 13-18	Provide local middle and high school students with essential skills training that prepares them for the workforce. Build awareness around opportunities to involve youth into vocational careers through internships, job shadowing, and apprenticeships.
Provide corridor businesses with neighborhood demographic data*	Provide better access to data that helps neighborhoods and neighborhood businesses better understand demographics. Connect to more partners and fully utilize the Quality of Life Explorer. Create marketing and tutorials on how to get the most out of the Explorer.

Top Projects

* denotes projects, programs, and partnerships identified during public engagement process

identifies projects prioritized by multiple work streams

Project/Program/ Partnership	Description
Promote Second Chance Program*	Work to promote and build awareness around partner grants/opportunities that help justice-involved individuals.
Expand smart city initiatives and public Wi-Fi network#	Expand capacity and adoption of free Wi-Fi in the North End through partnerships with internet providers. Increase education and assistance that helps residents navigate programs and benefits.



Healthy, Safe, & Active Communities

Project List Overview

The project list that aids in the creation of healthy, safe, and active communities achieves the community's vision of intentional and equitable development and community building. The prioritized list increase access to fresh food, increase corridor-wide security via added investments in street lighting, and seeks to preserve the corridors unique buildings and cultural assets.

CASE STUDY

Urban Farm at Aldersgate - Charlotte, NC

The Aldersgate farm, located on a piece of land in the Windsor Park neighborhood that once held the community pool, is an urban working farm. This urban farm serves as a source of fresh food for the neighborhood, as well as, a learning lab for residents of Charlotte's East Side. After full build out, the farm will have a farm stand with seasonal produce grown on site and other locally sourced products such as meat and eggs. SNAP and EBT are accepted, making the farm a resource for families of all backgrounds.

In addition to providing a source for fresh food, it's meant to develop into a community hub with farm-to-table events, cooking demonstrations, and farming education opportunities.

Read more about the Urban Farm at Aldersgate here:
<https://carolinafarmtrust.org/urban-farm-at-aldersgate-project/>



photo credit: Carolina Farm Trust

Top Projects

* denotes projects, programs, and partnerships identified during public engagement process

identifies projects prioritized by multiple work streams

Project/Program/ Partnership	Description
Work with community and property owners to support adaptive reuse of existing building stock#	Work with property owners to create PPPs to preserve buildings in the corridor. Finding tenants for long-vacant properties will help reduce crime in the area.
Invest in expansion of high-speed internet throughout the corridor and partner with supportive programs#	Expand capacity and availability of free Wi-Fi in the North End through partnerships with internet providers. This should be merged with educational resources for the FCC’s Emergency Broadband Benefit and Mobile Device Lending Programs.
Add street lighting in key areas throughout the corridor#	The lack of adequate lighting in the area creates safety issues related to crime and hampers residents’ ability to easily navigate the built environment.
Provide funding to neighborhood organizations for community projects and initiatives related to increasing awareness of existing programs*#	Formalizing and funding existing neighborhood organizations would provide permanent, community-centric resources in the form of full-time staff and would allow for continued community-generated projects and outreach.
Expand partnerships that improves ease of access to fresh food to the corridor*	Access to a full-service grocery store and fresh food markets along with innovative strategies like low-to no-cost grocery delivery and financial support for already established food markets.
Expand funding for the Business Matching Grant program inside the corridor*#	Supplement the existing city program with additional funding for projects in the North Graham Street/North Tryon Street corridor and work on easing barriers that may keep businesses from being eligible.
Partner with and preserve Big M Stables	Study opportunities to provide Big M Stables additional program/funding support. Explore the potential partnerships with Mecklenburg County Park and Recreation and the city to develop ways in which this historical and culturally significant asset may continue to function for future generations.

Integrated Natural & Built Environment

Project List Overview

Projects that support an integrated natural and built environment were prioritized through engagement efforts and integrate the natural environment into new and existing development. Continued investment in existing projects such as the Urban Arboretum Trail, and focusing on community education efforts, will guarantee the continued beautification, health, and wellness of North End communities.

CASE STUDY

JT Brackenridge Elementary Solar Panel Mural - San Antonio, TX

Students from a fifth grade class in San Antonio worked with community leaders and artists to develop a mural-wrapped solar panel installation at their school. The artwork features class photos from the school taken a century apart, and the solar power is used to illuminate supporting art installations. The mural is a part of a larger cultural artwork and placemaking initiative from the Esperanza Center, a group founded by Chicana activists seeking to bring together diverse moments for peace and justice in San Antonio and the world. It has now become an institution that provides year-round arts and culture programs.

Read more about incorporating art into solar panels and the Esperanza Center here: <http://landartgenerator.org/solar-murals.html>; <https://esperanzacenter.org/>

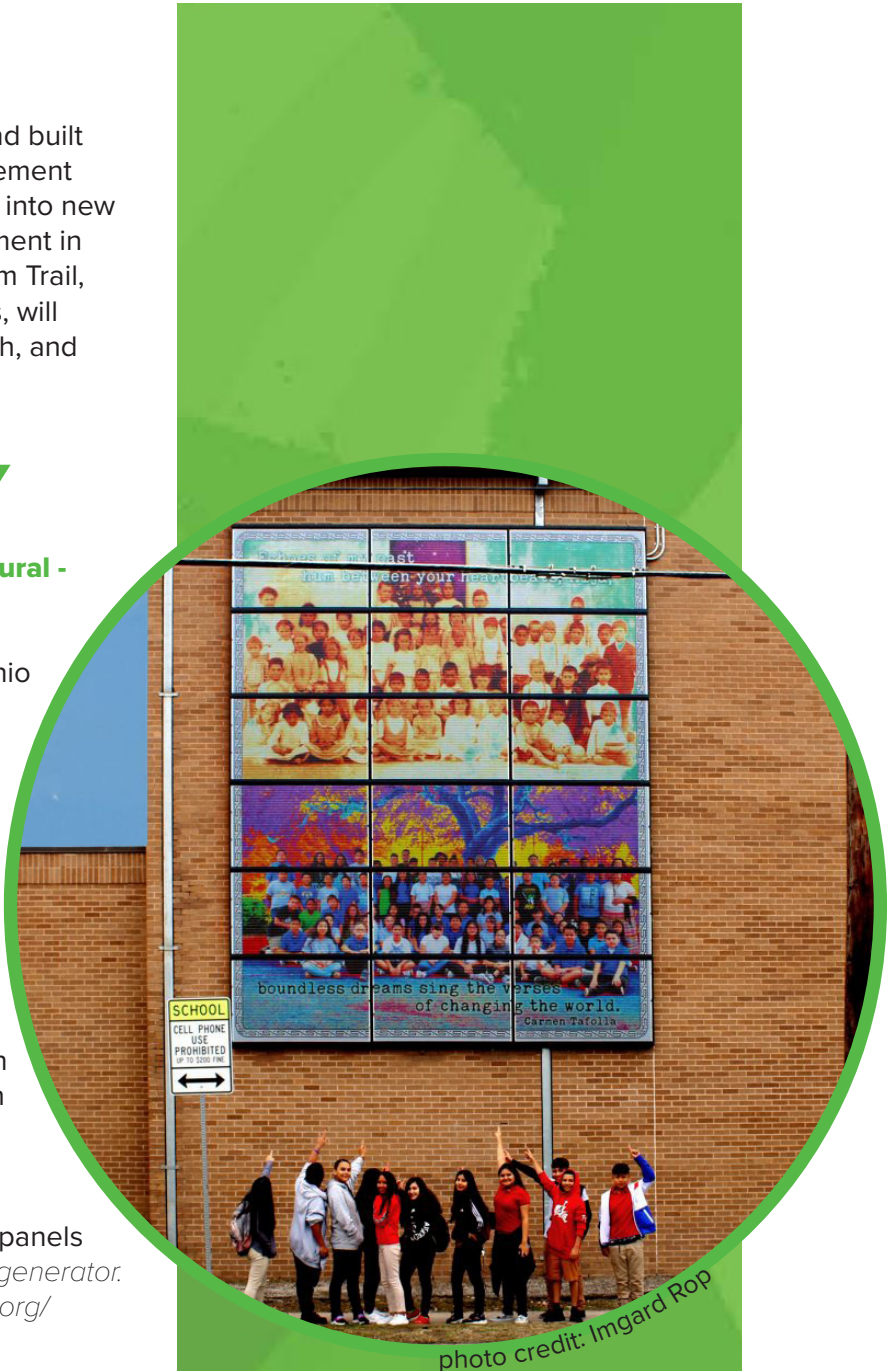


photo credit: Ingard Rop

Top Projects

* denotes projects, programs, and partnerships identified during public engagement process

identifies projects prioritized by multiple work streams

Project/Program/ Partnership	Description
Create unique parks and green spaces inside the corridor	Creation of a new park or network of parks that will increase tree canopy, sense of place, and stormwater management. Sites could include those currently owned by the fire department and Mecklenburg County Park and Recreation. These investments would provide a network of interconnected parks spread throughout the community.
Construct green connections between communities inside the corridor	Utilize the Duke Energy easement, along with other underutilized green spaces in the corridor, for additional greenway connections.
Continue to fund/invest in the Urban Arboretum Trail (UAT)	Continued investment in the UAT connects neighbors previously separated from Uptown Charlotte through highway construction via preservation and enhancement of tree canopy and public open space along existing pedestrian infrastructure.
Fund greenway improvements within the corridor	Greenway improvements that should be funded and constructed in the corridor include the Cross-Charlotte Trail (XCLT), the UAT, neighborhood connections to the Little Sugar Creek Greenway, and the Irwin Creek Greenway. These improvements should be paired with site improvements to better activate existing green spaces that are proximal to green connections.
Promote and increase funding for neighborhood beautification grants	Increases in funding for Tree Care Matching Grants and Keep Charlotte Beautiful’s Beautification Grant should be paired with neighborhood capacity building, program education, and increasing awareness of free programs like NC State’s Cooperative Extension Master Gardener program.
Fund solar-powered facilities in public spaces	Green energy facilities (solar powered lights, charging stations, etc.) should be incorporated into public spaces and trails

Safe & Equitable Mobility

Project List Overview

The NGNT corridor is bisected by three state-maintained roadways. From their starting points along adjacent interstates, they all converge into uptown near the southwestern corner of the corridor's Area of Influence. The project list improves multi-modal options along roadways that have been designed to accommodate the automobile and fills gaps in existing infrastructure to improve safety and connectivity.

CASE STUDY

Mobility Hub Pilot Program - Minneapolis, MN

The mobility hub pilot program kicked off in 2019 with 12 locations throughout Minneapolis. The hubs are typically co-located with light rail stops, shared transit options, bike share, bus stops, and drop off zones for paratransit customers. Hubs also include docked bikeshare stations, short- and long-term bike parking, and spaces for dockless electric bikes and scooters. Placemaking elements were also integrated into the pilot program and included parklets, unique furniture, and colorful wayfinding signage. Other enhancements include planters, phone chargers, and bike fix stations.

Read more about Minneapolis' mobility hub pilot program here: <https://www.minneapolismn.gov/media/-www-content-assets/documents/Mobility-Hubs-Pilot-2020.pdf>



photo credit: City of Minneapolis

Top Projects

* denotes projects, programs, and partnerships identified during public engagement process
 # identifies projects prioritized by multiple work streams

Project/Program/ Partnership	Description
Build a Mobility Hub near the intersection of Statesville Ave./ N. Graham St./Dalton Ave.	Construct a mobility hub at a location where bus stops and transit options offer microtransit options to provide first/last mile connections and is also complementary to the North Graham Street shared use pathway project. This hub will create a multi-modal link from North End to center city and the Uptown Cycle Link bike network.
Build a Mobility Hub near the intersection of N. Graham St and Norris Ave.	Mobility hubs offer microtransit options at designated areas to provide first/last mile connections to points of interest. This location connects existing pedestrian infrastructure around the northern portion of the corridor to the Blue Line and Little Sugar Creek Greenway.
Realign the intersection of Woodward Ave. near N. 24th St.	Realignment of Woodward and West 24th Street at North Graham Street to eliminate an existing offset intersection and create a safer environment for all modes of travel along a heavily trafficked roadway.
Improve the Atando Ave./ N. Graham St. intersection	Complementary project to the Atando Avenue Street Conversion project, improvement of this intersection is one of the highest CDOT E&O signal priorities in the area. These improvements could also fill in bike/ped infrastructure gaps.
Install N. Graham St. Shared Use Path (SUP)	The construction of the North Graham Street SUP will complement the recommended construction of a Mobility Hub and will create a more comfortable walking experience from North End neighborhoods and uptown Charlotte.
W. Craighead Rd./Sofley Rd. Rapid Rectangular Flashing Beacon (RRFB) and raised crosswalk + W. Craighead Rd. sidewalk from Sofley Rd. to Glory St.	The construction of an RRFB - a pedestrian-actuated signal crossing meant to improve safety at marked crosswalks - paired with a raised crosswalk will improve safety and connectivity for pedestrians and cyclists at this intersection. Sidewalk construction improves connectivity in an area with gaps in infrastructure in a predominantly residential area.
Upgrade street lights along Brevard St., Matheson Ave., Norris Ave. and W. 30th St.#	Installation of new street lights are easily implementable and will better illuminate new and existing infrastructure and poorly lit areas inside the corridor.
Conversion of Atando Avenue to Complete Street	Partner with planned resurfacing activities to implement buffered bicycle lanes along Atando Avenue between Graham Street and Tryon Street. The project constructs 0.8 miles. of new bike facilities within existing ROW through scheduled resurfacing and restriping to provide east-west connectivity between Graham Street and the North Tryon Street corridor and the 36th Street Streetscape Project. Partner with development to modify intersection of Atando Avenue & North Tryon Street to better accommodate pedestrians and bicyclists.
Construct sidewalk along N. Tryon St. between W. 30th and W. 31st St.	The construction of a sidewalk in this location fills in an existing infrastructure gap and will create a safer place for corridor residents to walk.

Retain Culture & Identity

Project List Overview

The NGNT corridor is one of Charlotte's most diverse corridors in the city. Development pressures due to private investment and proximity to Uptown pose a threat to both physical and cultural displacement. The accompanying project list will support the corridor's diversity, preserve its identity, and realize the community's vision established through this process.

CASE STUDY

Kinfolk Foundation's Kinfolk Augmented Reality (AR) Application

Kinfolk focuses on utilizing immersive technology to challenge the inequitable distribution of monuments in America. In an effort to ensure that history, particularly that of the traditionally underrepresented, was told, an AR application was developed to educate middle school-aged students about people, places, and moments in time central to the BIPOC community.

Read about how the Kinfolk AR app is highlighting the stories of underrepresented people here: <https://www.kinfolktech.com/kinfolk>



photo credit: Kinfolk

Top Projects

* denotes projects, programs, and partnerships identified during public engagement process

identifies projects prioritized by multiple work streams

Project/Program/ Partnership	Description
Create a brand and identity for the North End Community*	Create a brand for the corridor and surrounding neighborhoods. This also includes the brand’s implementation through banners, wayfinding, community website, and others.
Develop a comprehensive wayfinding and gateway plan for the corridor	Create and implement a wayfinding package for the corridor and construct a number of community gateway structures and supporting infrastructure at key locations.
Build an application to document history and to create an interactive cultural experience*	The application would assist in telling the stories of place by engaging people in the physical world through virtual content. The content would be curated by working with the community - engaging residents and community leaders and is meant to spark conversations, collaborations, and to foster a shared understanding of history.
Conduct N. Graham St. Industrial Historic District Survey	The area was determined eligible for the National Register in 2006. National Register listing provides recognition of important historic and cultural places and makes tax incentives available for property owners.
Conduct Lockwood Historic District Survey	In 2014, Phase I of the Charlotte Comprehensive Architectural Survey included a reconnaissance-level survey of Lockwood. Phase I recommended Lockwood for intensive-level survey to expand on work already done and determine if National Register listing is possible. National Register listing provides recognition of important historic and cultural places and makes tax incentives available for property owners.
Nominate Druid Hills for National Register Historic District	In 2021, a survey was completed for the Druid Hills neighborhood and found that two areas of the neighborhood are eligible for National Register listing.
Enhance the Business Matching Grant program**	Supplement the existing city program with additional funding for projects in the NGNT corridor.
Use public/private partnerships to aid in the preservation of buildings, businesses, and institutions#	Work with the Economic Development Department and Historic Preservation to choose structures that are the most influential in representing the culture and history of the corridor. Work with property owners to create public private partnerships (PPP) to preserve these buildings and their tenants.
Study the permitting process for adaptively reusing historical buildings*	Hire a consultant to study our building code permitting process for historical/ older buildings and create an education program for developers and building inspectors so that people choose to save buildings instead of demolishing them for redevelopment.

Top Projects

* denotes projects, programs, and partnerships identified during public engagement process

identifies projects prioritized by multiple work streams

Project/Program/ Partnership	Description
Use the Adopt-a-Street program to celebrate community and history*	Work with the Decorative Signage Program in the Housing & Neighborhood Services Department to create a program that uses sign toppers and other signage to “adopt a street” in honor of historical figures and moments in time.
Incorporate identity and history into infrastructure investments*	Incorporate placemaking projects into infrastructure projects already being completed by CDOT and others as a way to celebrate history and identity.
Explore the creation of a Municipal Service District (MSD)*#	Conduct a study to determine if a Municipal Service District (MSD) should be created in this corridor by supporting North End Community Coalition (NECC) with full-time staff.





...the Corridor Roadmap
focuses in on short-
term implementation
and will further
prioritize highlighted
projects.

SECTION 7

Next Steps

The Playbook serves as a first step in providing city- and community- identified projects, programs, and partnerships. The Corridor Roadmap, focuses in on short-term implementation and will further prioritize the highlighted projects.

Through an interactive and inclusive community engagement process, the Playbook has identified existing conditions and previously planned projects, programs, and partnerships within the Area of Influence. A robust set of project recommendations were identified by the city and community. These project recommendations resulted in five project themes that, when paired with the vision statement, convey the community's desired outcome. The Playbook has resulted in a comprehensive list of projects that will now serve as a foundation for implementation - guiding investment from both the public and private sectors.

Next steps for the corridor include creating the NGNT Roadmap, a short-term implementation plan following the Playbook, which will put city dollars to work for North End residents. This framework will guide next steps and establish an incremental, two-year plan based on the vision statement, identified projects, and themes set by the NGNT Playbook.

