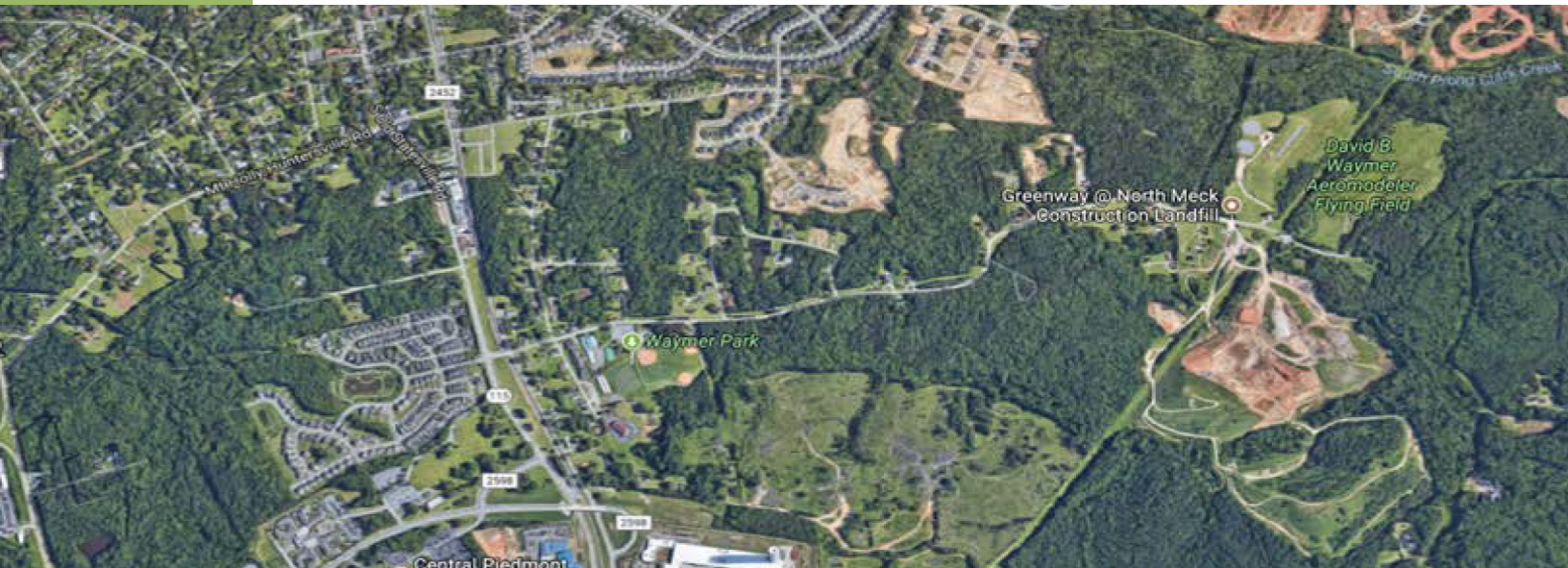


The Urban Land Institute - Charlotte District Council

TECHNICAL ASSISTANCE PANEL (TAP) Report

Holbrooks Road Study



Huntersville, NC - November 2017



**Urban Land
Institute**

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Huntersville, NC – November, 2017

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INTRODUCTION

ULI - THE URBAN LAND INSTITUTE



The Urban Land Institute (ULI) was established in 1936 and has more than 40,000 members from more than 80 countries. ULI is one of America's most respected sources of information and knowledge on urban planning, growth and development.

ULI is a nonprofit research and educational organization. Our mission is to provide leadership in the responsible use of land and in creating and sustaining thriving communities worldwide. To encourage an open exchange of ideas and sharing of experiences, ULI membership crosses a variety of backgrounds and professions representing the entire spectrum of land use and development disciplines in private enterprise and public service. Among the members are developers, builders, property owners, investors, architects, public officials, planners, brokers, appraisers, attorneys, engineers, financiers, academics, and students.

ULI CHARLOTTE



ULI Charlotte is a District Council of the Urban Land Institute. The District Council offers ULI services and benefits at a regional level. The mission of ULI Charlotte is to complete the ULI experience at a local and regional level through education, research and the exchange of ideas and experiences.

One of the services provided by ULI Charlotte is the Technical Assistance Panel (TAP) program. TAP panelists are volunteer members who seek to further the objectives of ULI and make authoritative information available to those seeking knowledge regarding the long-term use of urban land.

CLIENT/SPONSOR



ULI Charlotte was engaged for this TAP program by leadership from the Town of Huntersville (TOH),

in conjunction with the Lake Norman Economic Development Corporation (LNED). While the corporate limits of the TOH encompass roughly 40 square miles in the northern part of Mecklenburg County, between the City of Charlotte and the Town of Cornelius, the TOH has extraterritorial planning and zoning jurisdiction extending from the Cabarrus County to Lincoln County lines. The LNED is a regional partnership that oversees economic development strategy and implementation for the towns of Cornelius, Davidson and Huntersville, as well as the Lake Norman region.

TECHNICAL ASSISTANCE PANEL (TAP)

TAP OBJECTIVE

The Technical Assistance Panel (TAP) program is offered by ULI Charlotte to provide local municipalities and community-based nonprofits objective and responsible advice on land-use planning, development and redevelopment issues.

PROGRAM DESCRIPTION

The District Council TAP is a service offered as part of ULI's National Advisory Services program. Since 1947, the Advisory Services program has assisted communities by bringing together real estate, planning and development experts to provide unbiased, pragmatic advice for addressing complex land-use planning and development issues.

The ULI Charlotte TAP program provides similar services to local governments, private developers, community development corporations, and many other organizations. Once a project is designated for a TAP, ULI Charlotte's District Council assembles a panel of volunteers with expertise in areas that are necessary to focus on the sponsor's problem or issues.

Because of the District Council members' diverse expertise, a broad array of issues can be evaluated. Members' expertise is available on commercial retail, office, industrial, residential, and mixed land uses in a multiplicity of urban forms.

Under ideal circumstances, a TAP will focus on issues surrounding a particular site. The scope of the analysis is intended to benefit a specific site in a neighborhood or community. Analysis will typically be organized around defining site characteristics and limitations, identifying and assessing community and neighborhood goals, considering alternative land-use strategies in the context of preliminary feasibility analysis, and making recommendations for next steps.

The sponsoring organization is responsible for gathering the background information necessary to understand the project, and presenting it to the panel. TAP members typically spend a day and a half developing an understanding of the problem, coming up with recommendations, and presenting those findings and recommendations to the sponsoring organization.

*Panel Discussion, Huntersville
Town Hall*



ACKNOWLEDGEMENTS

COMMITTEE CHAIR

ULI Charlotte's TAP Committee is chaired by Craig Lewis of Stantec. The committee is responsible for the marketing, review and implementation of the Technical Assistance Panels.

TAP PANELISTS

Members of ULI were selected to provide a wide variety of experiences. Panelists for the Holbrooks Road Study included:

PANEL CHAIR

Kathleen Rose
President
Rose & Associates

Consultant – Real Estate & Economic
Development

PANELISTS

David Amalong
Principal, Landscape Architecture
Stantec Urban Places

Planner - Landscape Architect

Randy E. Goddard, PE
Senior Principal
Design Resource Group

Transportation Engineer

David Malcolm
Director, Planning + Design
McAdams Co

Planner – Landscape Architect

Marty McLaughlin
Senior Vice President
Park Commercial Real Estate

Industrial Broker

Liz Ward
Developer
The Housing Partnership

Affordable Housing Developer

Full biographical sketches are included in the Appendix to this report.

PROGRAM SUPPORT/MANAGEMENT

Theresa Salmen
Executive Director
ULI Charlotte

Program Manager

Lisa Rubenson

Contract Writer

STAKEHOLDERS

LIST OF STAKEHOLDERS

On November 28 and 29, 2017, the panel interviewed the sponsor and other stakeholders involved in the project. Invitations to stakeholders were extended and arranged through the sponsor. Interviewees included government officials, property owners and representatives, business owners, and neighborhood and community leaders. The following individuals participated in the interviews on November 29 (alphabetically, by last name):

Town of Huntersville = (TOH)

Lake Norman Economic Development = (LNED)

Stakeholder Interviews - Session I

- **John Aneralla** - Mayor, TOH
- **Dan Boone** - Commissioner, TOH
- **John Brown** - Griffin Brothers Companies
- **Max Buchanan** - Public Works Director, TOH
- **Mike Griffin** - Griffin Brothers Companies
- **Demetrius Hampton** - Area Resident
- **Austin Helms** - Griffin Brothers Companies
- **Brian Hines** - Commissioner-Elect, TOH
- **Ryan McDaniels** - Executive Director, LNED
- **Sushil Nepal, AICP** - Principal Planner, TOH
- **Jack Simoneau** - Planning Director, TOH
- **Gerry Vincent** - Town Manager, TOH

Stakeholder Interview - Session II

- **Jon Allen** - Griffin Brothers Companies
- **Nate Bowman** - Bowman Development Group
- **John Brown** - Griffin Brothers Companies
- **Bee Jay Caldwell** - Area Resident
- **Bill Coxe** - Transportation Planner, TOH
- **Jason Earnhardt** - Bowman Development Group
- **Cathleen Gallagher** - Parks and Rec Commission, TOH
- **Michael Jaycocks** - Director, Parks and Rec Commission, TOH
- **Sushil Nepal, AICP** - Principal Planner, TOH
- **Joe Sailors** - Planning Commission, TOH
- **Todd Steiss** - Huntersville Bike and Greenway Commission
- **Nick Walsh** - Commissioner-Elect, TOH
- **Varona Wynn** - Area Resident

The sessions were held in the Huntersville Town Hall, which is open to the public. In attendance as observers, but not included as program participants were:

Leslie Hardwick, LNED

Ron and Teresa Julian, Area Residents

Lee Sullivan, Area Resident and Reporter, Lake Norman Citizen

TECHNICAL ASSISTANCE PANEL (TAP) REPORT

ASSIGNMENT OVERVIEW

The ULI Charlotte District Council was engaged by the Town of Huntersville (TOH) and the Lake Norman Economic Development Corporation (LNED) to study the potential land uses and economic viability of an area that is defined herein as the “Holbrooks Road Study Area.”

In addition to the 41.29-acre parcel south of Holbrooks Road that is currently owned by the TOH, the Holbrooks Road Study Area encompasses additional, privately-owned parcels that are vacant and well-suited for development. As stated in the sponsor briefing materials, “the 2007 East Huntersville Area Development Plan calls for residential growth in this area.” However, the TOH and LNED have commissioned the TAP to determine what the “highest and best use might be for the town parcel and the surrounding area.”

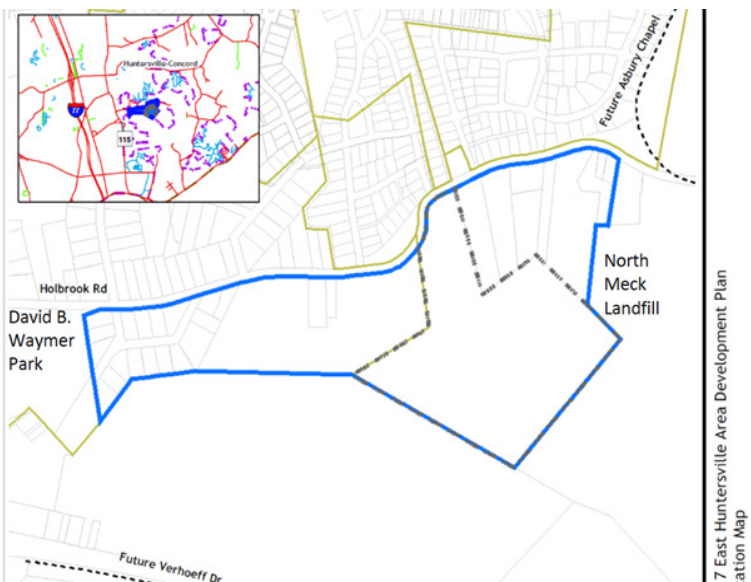
The TAP panel was asked to consider the following questions:

- What are the opportunities and challenges around the site for economic development purposes?
- What infrastructure challenges would need to be addressed if the site was used for redevelopment?
- What are compatible land uses to tie residential/civic uses north of Holbrooks Road to the business park [Commerce Station Business Park] to the south?
- Are there opportunities for connecting a greenway/multi-use path along the corridor?

The Study Area

The Holbrooks Road Study Area, as defined in the sponsor briefing book, is in the transition area between the higher intensity and lower intensity areas east of Interstate 77. Specifically, it is south of Holbrooks Road, bounded between the David B. Waymer Park to the west and Greenway Waste Solutions at the North Mecklenburg Landfill, to the east. The subject parcel (parcel number 01910116) includes 41.29+/- acres, originally owned by Griffin Brothers Companies (owners of Greenway Waste Solutions), and presented to the TOH as a gift in 2010. The area north of Holbrooks Road is residential, while the southern area is zoned Corporate Business and situated just north of existing Commerce Station Business Park.

Additional client briefing materials are included in the Appendix.



TECHNICAL ASSISTANCE PANEL (TAP) REPORT

THE PANEL PROCESS

Sponsor Presentation

The TAP panelists assembled in the 3rd floor Rotunda room of the Huntersville Town Center at 105 Gilead Road on Tuesday, November 28 for a presentation by the TAP sponsor, represented by Gerry Vincent, Town Manager; Jack Simoneau, Planning Director; Sushil Nepal, Principal Planner; and Ryan McDaniels, Executive Director for Lake Norman Economic Development.

Tour of Study Area and Relevant Locations

Following the sponsor presentation, panelists toured the study area along Holbrooks Road, beginning at the intersection at Old Statesville Road (Rte. 115). After viewing the areas around the Torrence-Lytle School site, Waymer Park and the community center, the tour proceeded east on Holbrooks to the parking lot of the David B. Waymer Aeromodeler Flying Field, just across from the Greenway Waste Solutions at North Mecklenburg Landfill. They then returned west on Holbrooks, viewed the residential section along South Church Street, and finished the tour at the Commerce Station Business Park.

Stakeholder Interviews

On the morning of November 29, at the Huntersville Town Hall located at 101 Huntersville-Concord Road, panelists met with stakeholders, including elected officials, business and property owners, developers and other area residents, to gather community feedback. A summary of unattributed comments is included in the Key Issues section of this report.

Panel Deliberations

After a follow-up session with the TAP sponsor, the panel held an afternoon working session. Panelists reviewed the significant findings, addressed the focus areas, identified opportunities and challenges, developed recommendations and prepared a PowerPoint presentation that addressed the questions posed by the sponsor.

Presentation

The panel presented an overview of its findings and recommendations on Wednesday, November 29, in an open session to the TAP sponsor in the Huntersville Town Hall. Panelists then took questions and comments.

Report Preparation and Release

The TAP report was prepared under the leadership of ULI Charlotte and offers a summary of the activities during the program, key findings and panel recommendations.

EXISTING CONDITIONS

HUNTERSVILLE AT-A-GLANCE

The ULI panel noted that Huntersville has seen exponential growth in the past twenty years, moving from a population of a little over 3,000 in 1990 to more than 57,000 in 2017. Median household incomes now range between \$88-90K; more than half the population has a college or graduate degree; and a growing list of regional and international businesses are establishing a presence in Huntersville – in large part due to the area’s proximity to transportation, mixed-income housing, and a workforce with diverse skill levels.

Young families are moving here; older generations are encouraging younger generations of family members to stay close to home; and residents are finding fewer reasons to travel to the larger, nearby municipalities for work, dining, healthcare, and leisure activities.

No survey of existing conditions in the East Huntersville area would be complete without noting the historic significance – and current potential – of the neighborhood referred to as Pottstown (also referred to as Eastside).

This enclave of residential, mostly single-family homes, located near the intersection of Holbrooks Road and NC Highway 115 (Old Statesville Road), was established in the early 20th century by African-American leaders in the region. It soon became a thriving community for working families seeking access to skilled jobs and economic mobility. The Torrence-Lytle school is located in the heart of Pottstown and has the distinction of being one of the first and only high schools for African-American students in the area. It was built as part of the U.S. government’s Works Progress Administration (WPA) and remained in operation until 1966 when desegregation shifted the demographics of the area. The school property is registered with the Historic Landmarks Commission, which is seeking development partners.

Some of the school buildings and the nearby athletic fields remain a focal point for current Pottstown residents, as well as the larger community. Neighborhood stakeholders have expressed the importance of not only preserving the historical significance of the property, but also working with them on revitalization strategies – such as new retail options, a hub for social services, a possible history museum, and public transportation improvements – all of which would provide jobs and amenities to current and future residents. While it’s unlikely that the existing population density could support this kind of development now, conditions could become more favorable if some of the growth strategies under discussion here were implemented.

(Sources: Charlotte-Mecklenburg Historic Landmarks Commission, N.C. State Historic Preservation Office, and a 2015 article in the *Charlotte Observer* by John Deem on the future of the Torrence-Lytle School. See client briefing materials in Appendix for additional background sources.)

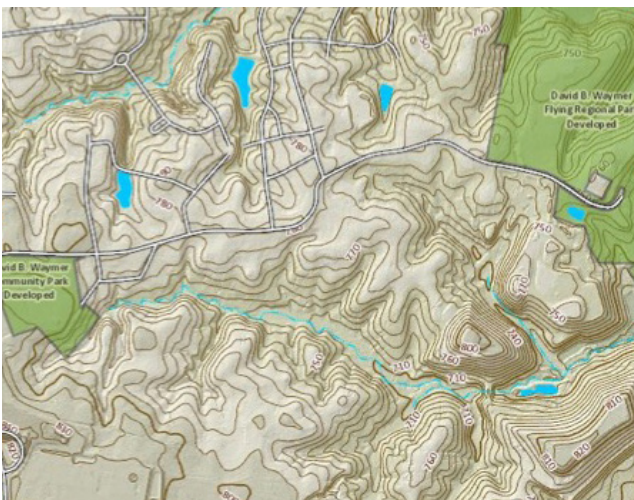


*Athletic Fields adjacent to
Torrence-Lytle School*

EXISTING CONDITIONS

STUDY AREA

This encompasses +/-49.21 acres bounded by Holbrooks Road to the north, Church Street to the west, an existing stream to the south and a construction landfill to the east.

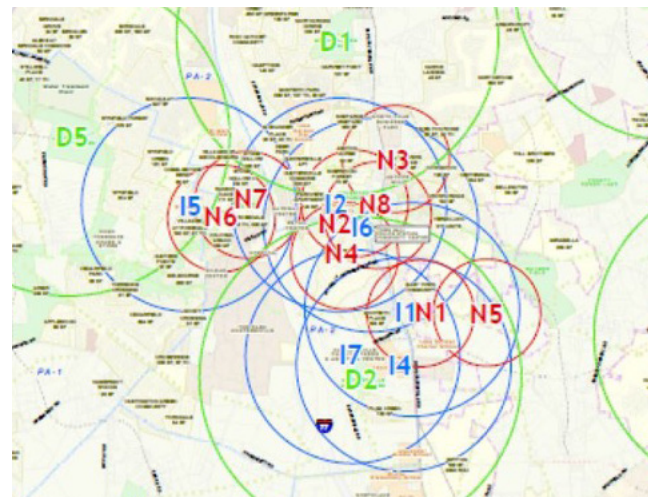


STUDY AREA TOPOGRAPHY

The site slopes away from Holbrooks Road toward the south and drains into the stream along the southern boundary. Flatter areas are adjacent to Holbrooks and transition to steeper slopes as they fall toward the stream.

STUDY AREA PARKS/ RECREATION AREAS

Park Service Area Map, taken from the Huntersville Parks and Recreation Master Plan, completed in 2011. The circles indicate a variety of existing parks that provide services to the study area, including Waymer Park, David Wayner Aeromodeler Flying Field, and the Huntersville Athletic Park.



EXISTING CONDITIONS



Pottstown neighborhood



KEY ISSUES

Client briefing materials, as well as interviews with sponsors and stakeholders, provided ULI panelists with valuable insights. A summary of unattributed comments from both groups is presented below:

Connectivity

- Connect municipal pedestrian paths to sidewalks already built or planned in front of residential developments.
- Improve transportation linkages for commercial uses.

Funding

- Despite plans for road improvements and a robust greenway/bikeway strategic plan, concerns about sources of funding and timelines persist.

Land Ownership

- Two tracks of privately-owned land are adjacent to the study area, limiting access to Commerce Station Business Park.
- The parcel was gifted to the TOH by a private commercial business entity more than 20 years ago. The same entity has expressed an interest in purchasing back the parcel.

Zoning and Tax Revenues

- Need a more diverse tax base and balance between commercial and residential uses.
- Residential development is desired north of Holbrooks, while expanding Commerce Station Business Park to the south is desired to continue attracting industrial occupants to east side.
- The study area was brought into the ETJ in the 90s, and zoned residential. In 2002, that parcel was reclaimed for commercial use. Since then, the TOH has commissioned various economic development studies – such as the Strategic Economic Development Plan prepared by RKG Associates in 2014, that have addressed the need to carefully balance the availability of commercial and residential zones. The current consensus, as expressed by TOH officials and commercial landowners in the area, is that a preserving a significant portion of the parcel for residential development is a priority.
- In any Corporate Business/Special Purpose zone, code requires that any new building must address the street or establish at least an 80-ft. vegetative buffer. This should be kept in mind re: talks of greenways/bikeways.
- Long-term plans for expansion of recycling center must be a consideration.

KEY ISSUES

Preservation

- Important to honor the history and uniqueness of the Pottstown/Eastside neighborhood, which has strong roots in the African-American community.
- Preserving/finding the right use for the Torrence-Lytle School site, one of the first public high schools for African-American students in the region, is a priority to residents.
- There are too few natural spaces in the area; would like to preserve some of the wooded acreage on Holbrooks and protect the stream along the western edge.

Safety

- Remove truck traffic from Holbrooks Road; commercial use is a mismatch for this area.
- No sidewalks; existing ditches and roads occasionally flood; crossing 115 is dangerous for those trying to reach community center and ball fields. Pedestrians vie for space amid fast-moving traffic.
- Bus stop on 115 is just a signpost near a ditch; need a bus shelter with seating.
- Concerns about air/water quality related to daily use of garbage trucks in residential zones.

Accessibility/Connectivity

- Provide connectivity and access to jobs, services, transportation; need better transition between residential/civic uses and commercial/industrial uses.
- Most developers in favor of letting parcels on Holbrooks stay residential, but need better connectivity for roads.
- Commercial property owners want alternative routes for their vehicles, away from residential areas.
- Would be good to have a multi-modal path to connect Holbrooks to fields and creek.
- Commercial owners like idea of connecting Holbrooks to Asbury Chapel for maximum east/west access, but feel expanding toward Verhoeff a more likely scenario.
- Exercise path or gravel path along Holbrooks would be ideal, something to connect to an updated Waymer Center or the Carolina Thread Trailhead.
- Area is outside town limits, so there are no dedicated funds for road extensions.
- Would like to see access to Waymer gym and athletic park where kids can go to develop their abilities.
- Would like to see greenway realignment further south at Long property, where stream goes through the landfill.

KEY ISSUES

Utilities

- Some residents on south side of Holbrooks have sewers; some don't, which impedes development.
- Area residents question how Study Area terrain (creeks and slopes) would lend itself to development.

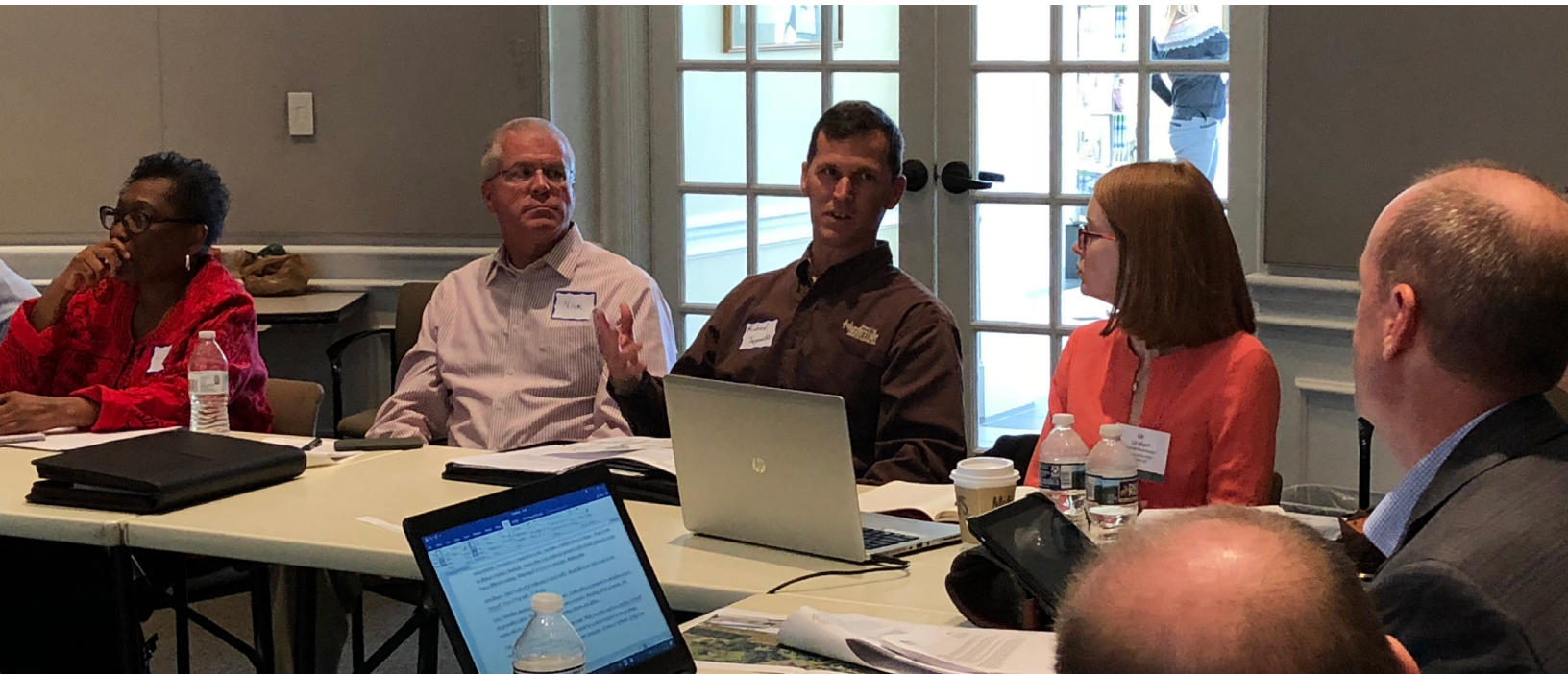
Economic Impact

- Owners of Greenway Waste Solutions seek to expand their operations to build a Recycling Center; need options for commercial access that do not pass through residential zone.
- Need a good mix of employment opportunities for all ages and skill levels.
- Residents desire more commercial amenities, such as a mini-mart, community options for alcohol/drug programming, job training, museum to preserve history.
- Need more mixed-income housing options.

Gentrification/Community Involvement

- This area is where the urban and rural collide; there are concerns about gentrification and tax increases for an economically vulnerable population.
- Residents are wary of development; often feel overlooked by the rapid growth in area.
- Find ways to mitigate negative impact on current residents.
- Residents question relevance of greenway as an amenity when they favor economic opportunity over additional recreational opportunities.
- Need to involve the residents and leaders of Pottstown/Eastside to a significant degree so everyone can be on the same page. Many residents are 60+ but raising young people, grandchildren. New development plans should take multi-generational lifestyles into consideration.

*Stakeholders Interviews,
Huntersville Town Hall*



PANEL DELIBERATIONS

After identifying the key issues of greatest concern to sponsors and stakeholders, ULI panelists outlined opportunities and challenges related to various development strategies in the study area.

OPPORTUNITIES

Uniquely positioned. With a Huntersville location that includes proximity to transportation arteries, employment, existing parks and other lifestyle amenities, the study area is uniquely positioned to support a strategic mix of residential and industrial development.

Site control. The TOH owns the parcel of land in the study area, and the surrounding parcels fall within its ETJ. This allows for a favorable measure of site control, in terms of managing regulations, services, investment opportunities and future tax revenues. It should be noted that the TOH is the legal owner of the Commerce Station Business Park and maintains an inter-local agreement with Huntersville, Concord and Davidson, so that all three towns are joint beneficiaries of the enterprise. If a portion of the parcel in question is expanded into Commerce Station Park, the inter-local agreement would need to be revised to reflect the additional property. At that time, management of any future tax revenues derived from an expansion of this enterprise could be addressed.

Improved connectivity. Road expansion and improved north/south connectivity will alleviate truck traffic pressures, while infrastructure enhancements such as sidewalks, greenways and bikeways will allow for greater access to community, residential and commercial hubs.

Preserve neighborhoods. Given the Charlotte-Mecklenburg Historic Landmark Commission's certification of the Torrence-Lytle School, and community members' willingness to engage in ongoing dialogue with municipal leadership and developers, there are opportunities to provide better linkages to historic sites and neighborhoods.

Economic development. If the public and private sectors can work together to determine the right mix of residential and industrial product, the study area could generate more balanced tax revenues, a broader array of jobs, and more affordable, "shovel-ready" sites for development.

PANEL DELIBERATIONS

CHALLENGES

Site limitations. Consistent access to utilities, varied topography, and environmental concerns will have to be addressed while detailing any development plans.

Connectivity. Commercial vehicles need better routes directed away from residential neighborhoods, and residents need better access to amenities and economic opportunities. While there are long-range goals to extend and widen key thoroughfares around the area and to implement approved greenway/ bikeway plans, improved connectivity and accessibility are needed more urgently. Budget and time constraints will be significant impediments.

Multiple owners. Securing right-of-way or property ownership for key parcels in close proximity to the TOH-owned parcel will be imperative for any successful land-use scenario.

Municipal boundaries. Areas adjacent to the TOH-owned parcel fall outside of the official TOH municipal limits, though the parcels are within the town's ETJ jurisdiction. Incentives to motivate outlying areas to be annexed into Huntersville should be considered for maximum tax benefits.

*Torrence-Lytle School,
Huntersville, NC*



RECOMMENDATIONS AND IMPLEMENTATION

The TOH, with the support of LNED, is in a unique position to use its parcel in the study area to drive sustainable growth on a number of fronts. Rather than serve in only a regulatory capacity or financial role, as is often the case when considering development proposals, the TOH can serve as true stewards of the land to ensure the highest and best use is achieved now and well into the future.

With this in mind, ULI panelists considered the opportunities and challenges faced by the sponsors as they looked for ways to unlock the considerable potential of the area – for business owners as well as current and future residents.

The panel discussed many scenarios:

- Turn the area into a recreation destination, despite the fact that Huntersville has an abundance of park facilities?
- Limit residential zoning and risk driving more growth to the west of I-77?
- Focus only on expanding industrial use, creating a kind of “business bubble,” disconnected from the rich history of the surrounding neighborhoods?
- Sit tight and wait for residential development in outlying areas to drive connectivity issues?

The panel determined that the TOH-owned parcel, with its central location along Holbrooks Road, should serve as a catalyst to stimulate the following land use priorities:

A) Industrial Development

Further expansion of Commerce Station Business Park with industrial development provides opportunities for job creation, a diversified tax base and improved road conditions.

B) Residential Development

Residential development provides linkages and quality of life amenities, such as sidewalks, greenways, transportation improvements, signage and landscaping, and access to nearby commercial hubs.

RECOMMENDATIONS AND IMPLEMENTATION

Guiding the panel's work were five key principles, around which specific recommendations and suggestions for implementation were built. These principles formed both a theoretical scaffolding of ideas and scenarios that could be pursued in phases, as well as a more literal "framework" of road connectivity to unify business owners and residents.

Guiding Principles

1. Economic Development and Job Opportunity
2. Tax Base Diversification
3. Connectivity and Pedestrian Safety
4. Residential District Protection
5. Funding Sources

1. Economic Development and Job Opportunity

Recommendation

- Utilize TOH-owned parcel to drive infrastructure and investment.
- Expand on momentum in existing Commerce Station Business Park.
- Through strategic zoning and tax incentives, attract a variety of commercial and industrial tenants that would represent job opportunities at every skill and pay level.

Implementation

- Obtain right-of-way through Johnston parcel to connect to Commerce Station Drive.
- Obtain right-of-way through the Greenway Waste Solutions site to connect to Holbrooks.
- Install road infrastructure to attract developers and increase sale value of TOH parcel.
- Proactively rezone parcel to match proposed uses. This will further attract developers by reducing the time and expense of going through that process on their own.
- Sell TOH-owned land to private sector to reimburse for infrastructure costs.
- Provide possible short-term tax incentives for jobs investment.

RECOMMENDATIONS AND IMPLEMENTATION

2. Tax Base Diversification

Recommendation

- Place higher-density residential product on lower Holbrooks, west of commercial uses. Ensure that the frontage of Holbrooks south of the TOH-owned parcel remains residential.
- Place commercial product near the property line near the landfill site, creating a natural buffer for the residential.

Implementation

Proactively rezone parcel for residential and commercial uses will make it easier and more attractive for developers to step in and implement the vision set forth.

3. Connectivity and Pedestrian Safety

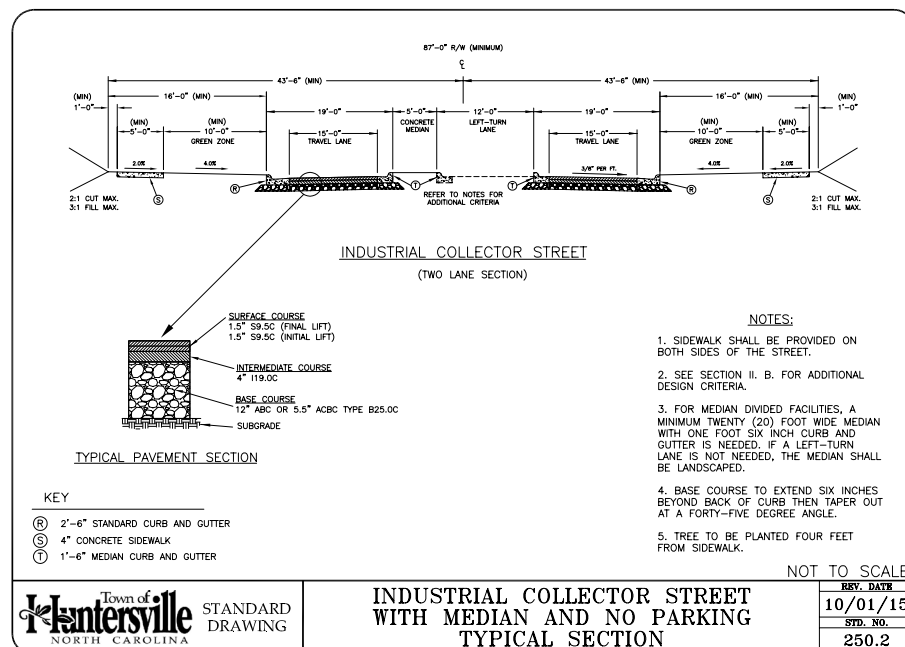
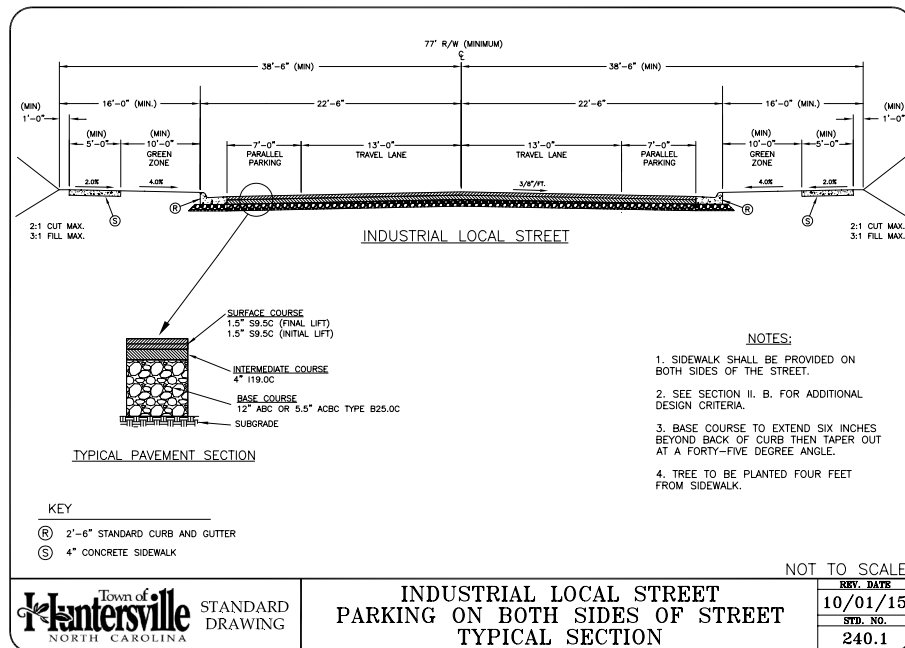
Recommendation

- Divert commercial traffic away from residential areas by creating new North-South collector through TOH Parcel providing alternative outlet through the Business Park (in lieu of Holbrooks Road). This new road would be located to the east of the proposed residential area.
- Encourage development that will bring privately-funded sidewalks and road improvements.
- Connection to Commerce Station Drive via a new collector street through the study area site (see Transportation Framework exhibit and possible street section standards 240.1 and 250.2).*
- Investigate change to the current Verhoeff Drive thoroughfare alignment to create better intersection/block spacing with new collector street.

Implementation

- Reserve portion of TOH parcel for greenway/bikeway trailhead access and parking.
- Work with developers to provide pedestrian sidewalks and connectivity improvements that connect these mixed uses.

RECOMMENDATIONS AND IMPLEMENTATION



*(Transportation Framework exhibit and possible street section standards 240.1 and 250.2).

RECOMMENDATIONS AND IMPLEMENTATION

4. Residential District Protection

Recommendation

- Divert commercial traffic away from residential areas by creating new North-South collector through TOH Parcel providing alternative outlet through the Business Park (in lieu of Holbrooks). This new road would be located to the east of the proposed residential area.
- Encourage new residential development, including townhomes and multi-family, while providing sidewalks, greenway access and proximity to job opportunities.
- Cost of new infrastructure for residential requires high density, so look for opportunities for public-private collaboration that might bring more local amenities.

Implementation

- Improve intersection area from NC 115 to Holbrooks Road at railroad tracks to encourage residential development and pedestrian access.
- Add neighborhood signs to honor historic sections.
- Improve CATS stop, add covering or bench and sidewalks.
- Provide residents with relevant information on tax reduction resources, such as the Mecklenburg county homestead exemption and other programs to help manage future rises in property taxes due to the development of the area.

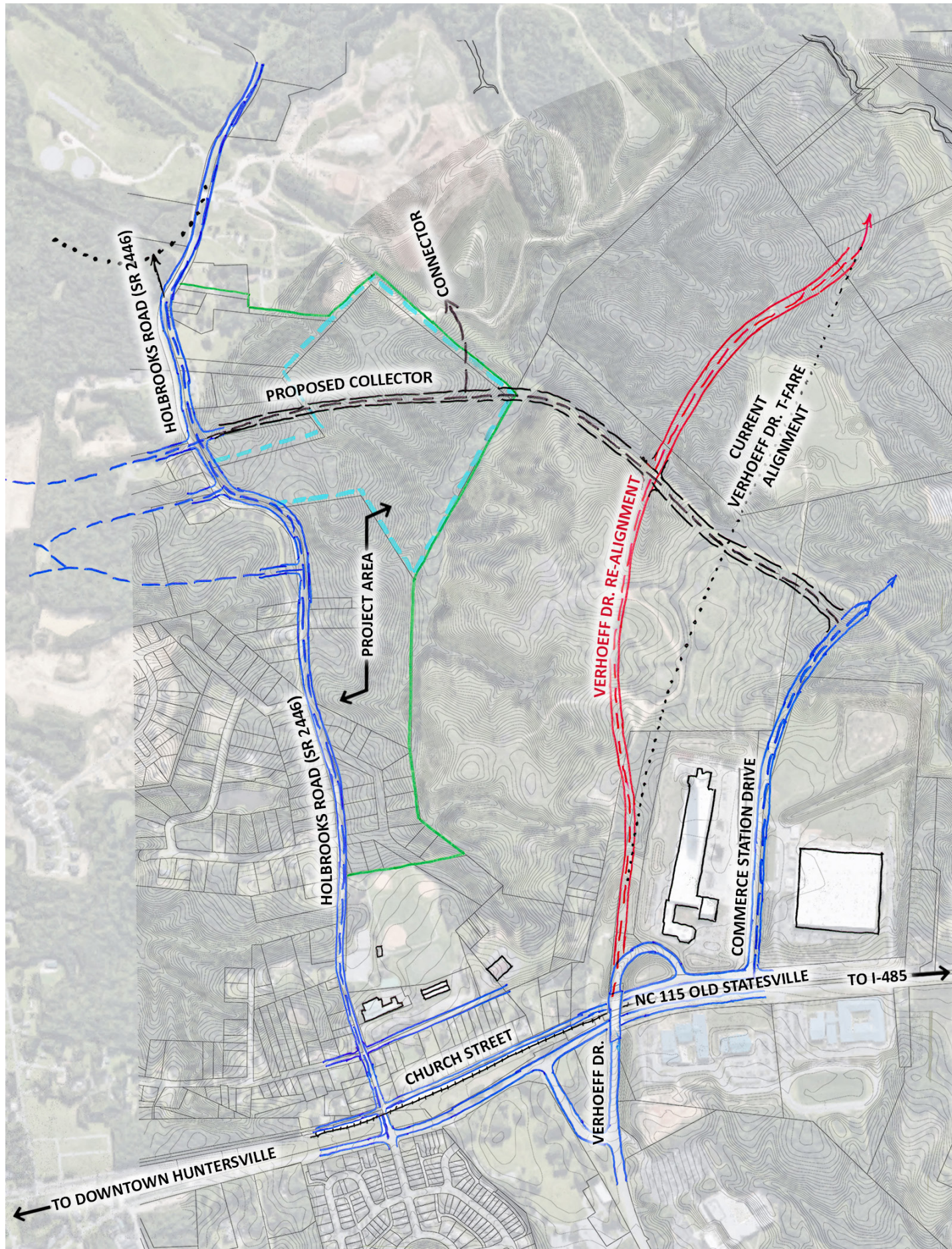
5. Funding Sources

Recommendation

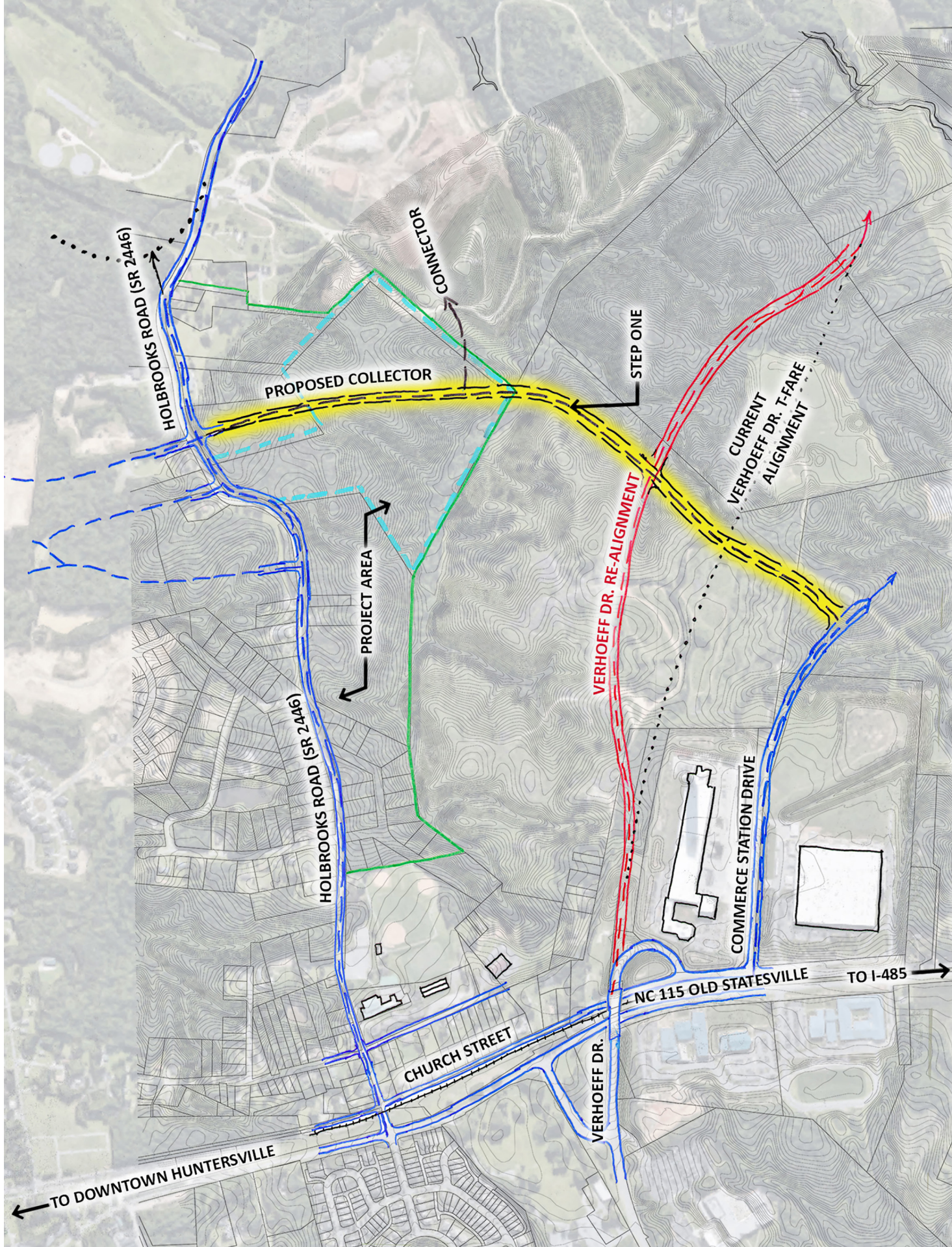
- By purchasing the right-of-way through the Johnston property and building the connector road sooner than later, the TOH may drive near-term development and increase the tax base.
- Utilize one of the adjacent Greenway Waste Solutions parcels as contribution to road development cost; provide intersection at safe location away from blind spot.
- Recommend high-density residential in order to meet growing demand and to help support cost of sewer infrastructure.

Implementation

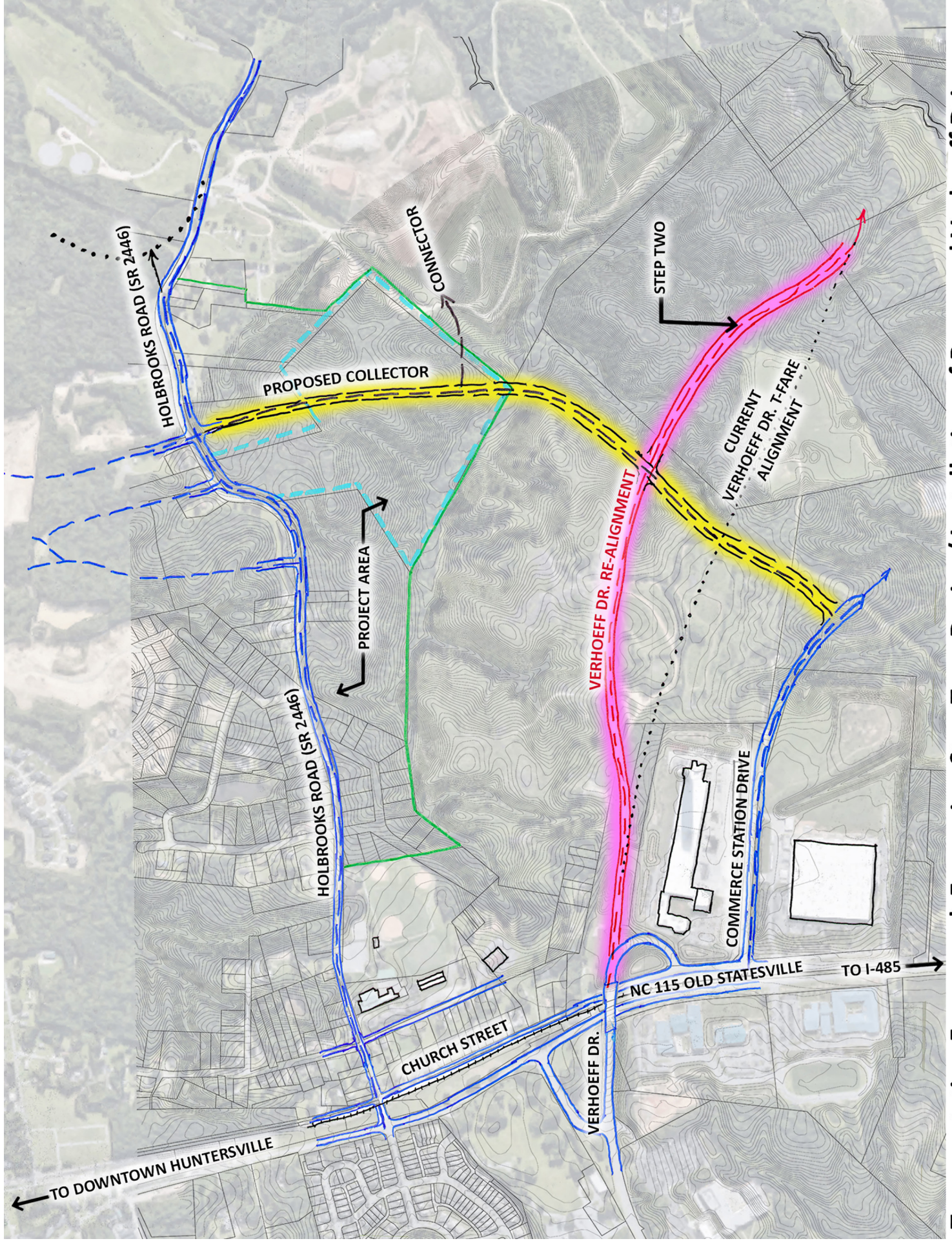
- Publish a Request for Proposal (RFP) and send to public, private and nonprofit developers, to attract purchasers for the TOH land and individual parcels included in the study area.
- Right-of-way purchase: encourage voluntary contribution of private property or eminent domain for public purpose.



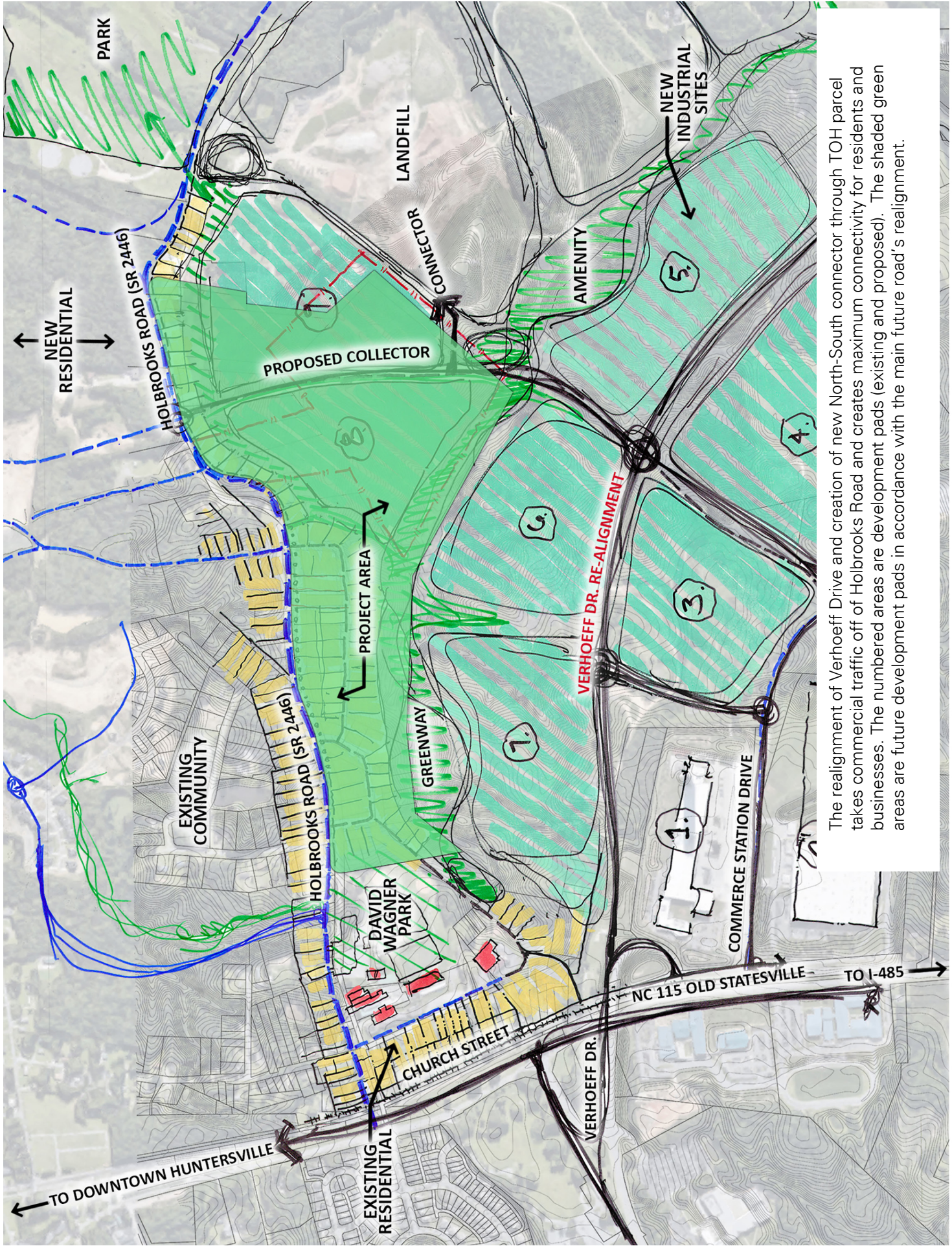
Transportation Framework Plan



Transportation Framework Expansion Step One: Design/ Installation of Proposed Collector Road

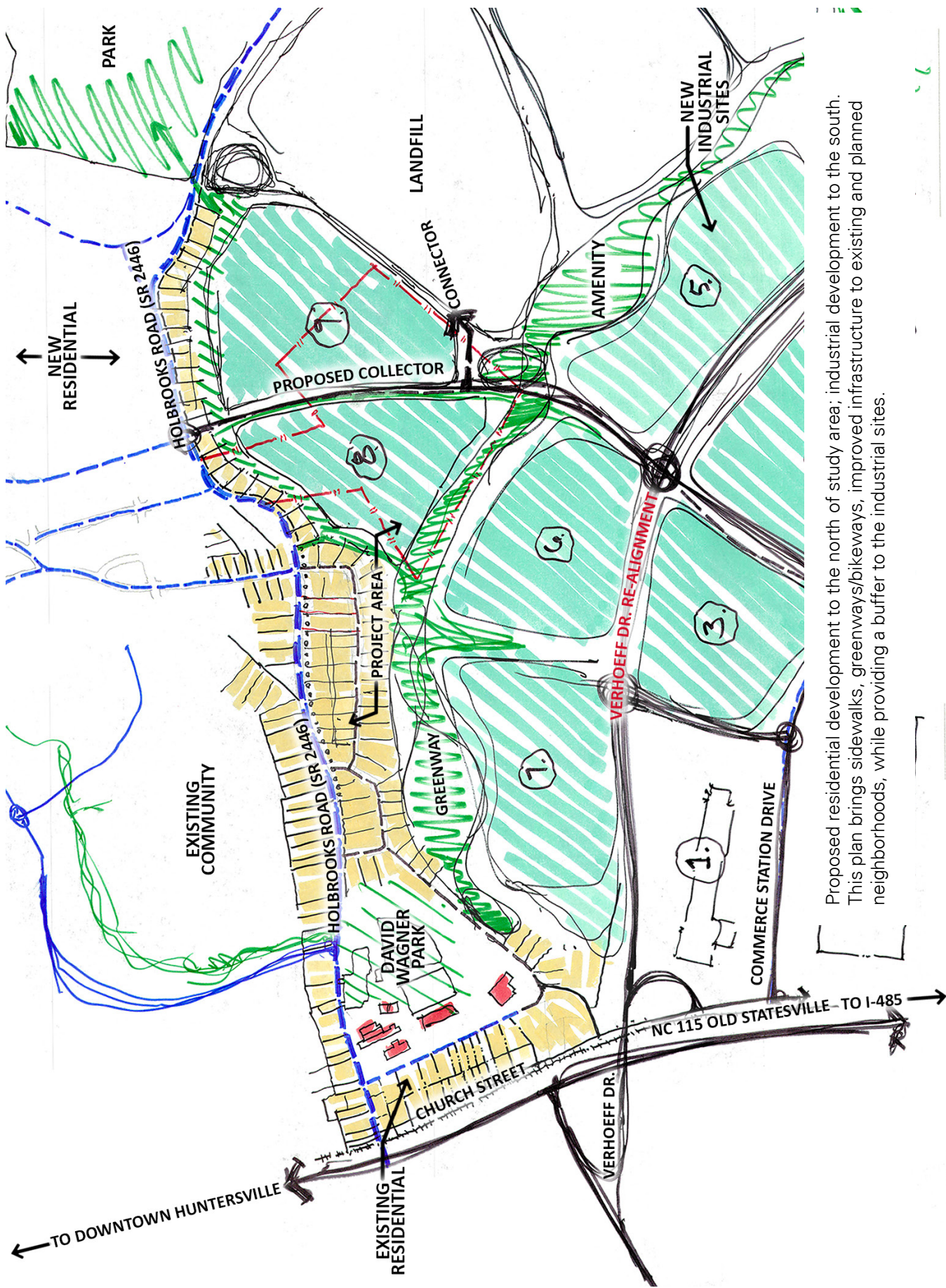


Transportation Framework Expansion Step Two: Design/ Installation of Proposed Verhoeff Drive



The realignment of Verhoeff Drive and creation of new North-South connector through TOH parcel takes commercial traffic off of Holbrooks Road and creates maximum connectivity for residents and businesses. The numbered areas are development pads (existing and proposed). The shaded green areas are future development pads in accordance with the main future road's realignment.

Project Area & Development Framework Plan



Proposed residential development to the north of study area; industrial development to the south. This plan brings sidewalks, greenways/bikeways, improved infrastructure to existing and planned neighborhoods, while providing a buffer to the industrial sites.

SUMMARY OF RECOMMENDATIONS

Phase One – Connectivity and Expansion of Commercial Product

- Rezone portion of TOH-owned property commercial / industrial and add to the Commerce Station Business Park expansion plan.
- Connection to Commerce Station Drive via a new collector street through the study area site.
- Extend greenway/bikeway, making a multi-use path along Holbrooks Road and connecting to the trailhead that runs along the stream bed.
- Focus on road improvements and adding sidewalks that can connect to existing or planned residential development.
- Look for ways to establish better north/south connectivity and re-route commercial traffic away from residential areas as soon as possible.

Phase Two – Residential Zone Realignment

- Maintain frontage along the east part of Holbrooks Road as residential.
- Obtain right-of-way (or entire parcel) from private land owners to allow connection to Commerce Station Drive via new collector street through the study area site.
- Prepare an RFP for development of the TOH-owned parcel.
- Establish public-private partnerships for funding and implementation (town, county, stakeholders).
- Implement public infrastructure improvements that will increase vehicular, pedestrian and bike safety, as well as quality of life, for current residents.

CONSIDERATIONS

Who will lead the development efforts?

- TOH and LNED
- Mecklenburg County
- Convene neighborhood groups and businesses to promote public-private enterprise.

Who will invest in the study area?

- By making strategic improvements, the TOH and LNED can attract and leverage public and private investment.
- Expanded commercial and industrial land uses will bring additional, more diverse, tax revenues.
- Build creative alliances among civic and arts groups, seek grant opportunities, and cultivate relationships with private investors who want to celebrate the unique history of the area and its residents.

How to build wealth in the study area?

- Livability. Increase high-density residential to achieve critical mass that will attract the desired goods, services and amenities.
- Connectivity. Create safe, user-friendly options for vehicular and pedestrian traffic, while also increasing abundance of public spaces for people to congregate outdoors.
- Bring jobs and more jobs. Huntersville is a high-growth area, and every effort should be made to attract a range of employers so that residents won't have to travel far to find employment that suits their skill levels and wage requirements.

APPENDIX

PANELISTS

Kathleen Rose
President
Rose & Associates

Consultant – Real Estate & Economic
Development



Kathleen is President of Rose & Associates Southeast, Inc., where she has combined decades of experience as a development expert and real estate analyst to build a unique consulting practice. The firm serves public, private and institutional clients and manages the analysis, planning and development of a wide range of real estate and economic development projects throughout the eastern United States.

A sought-after speaker and the author of many articles on topics ranging from retail development, urban planning, and economic

development, Kathleen holds the Certified Commercial Investment Member (CCIM) designation of the Commercial Investment Real Estate Institute of the National Association of Realtors. She has served on the Institute's faculty and as chair on a number of regional and national executive committees. She also holds the designation of Counselor of Real Estate (CRE), and is a member of the International Economic Development Council (IEDC). Kathleen serves on Advisory Services Panels for ULI, including the Daniel Rose Center for Public Policy. She is a member of the International City/Council Management Association (ICMA) and its affiliate, the Alliance for Innovation. Her work has resulted in recognition by Business Today as a top business woman in the Lake Norman region in 2010 and the Charlotte Business Journal as among the top 25 businesswomen in 2011.

David Amalong
Principal, Landscape Architecture
Stantec Urban Places

Planner - Landscape Architect



David is an urban designer and landscape architect with more than 30 years of experience with a broad range of domestic and international projects. Currently, he serves as Principal in Stantec's Urban Places Group and leads the firm's Landscape Architectural practice. His capabilities range from large-scale master planning to detailed design and implementation. David's award-winning work celebrates the human spirit through social equity, quality design and ecological intelligence. His approach to the public realm is focused on the synthesis of the experiential, physical and contextual elements of design by

considering how one moves through space and time in a space or place. He resides in Charlotte, North Carolina.

APPENDIX CONTINUED

Randy E. Goddard, PE
Senior Principal
Design Resource Group

Transportation Engineer



As Managing Principal for Traffic Engineering and Transportation Planning at the Design Resource Group in Charlotte for the past 10 years, Randy is responsible for overseeing project management and quality assurance for clients in both the public and private sectors. His specialties include traffic impact analysis, parking studies, transportation facility permitting, preliminary access and driveway design (including roundabouts), driveway permitting, access evaluation, site plan review, and preliminary design of interchanges, roadways and parking structures. He regularly represents the firm's clients at public hearings,

presentations and community meetings.

A 30-year veteran of the industry, Randy previously served as Principal and Office Director for Kubilins Transportation Group in Charlotte, where he managed the engineering staff and oversaw the completion of more than 2,900 projects. Before that, he was the manager of the Land Development/Special Projects Unit with the City of Charlotte Department of Transportation (CDOT). In addition to being a member of ULI, Randy is also a Fellow of the Institute of Transportation Engineers (ITE) and a member of the Congress for New Urbanism (CNU). He holds a degree in civil engineering from the University of Colorado and is a registered engineer in North and South Carolina.

David Malcolm
Director, Planning + Design
McAdams Co

Planner – Landscape Architect



As Director of Design + Planning for McAdams within the Charlotte region, David works with a staff of landscape architects, engineers, planners and administrators to serve clients in both the private and public sectors. His specialties include the design and creation of vibrant public spaces, as well as planning of new communities within urban, mixed-use, resort and destination locations.

David has led public consensus-building efforts for projects ranging from small town revitalization, to large, brown-field redevelopment sites in metropolitan

areas. Considered a leader in the area of Main Street and small downtown redevelopment, David is a frequent speaker at planning conferences. David holds a BLA (Bachelor of Landscape Architecture) from Virginia Tech and is a Registered Landscape Architect (RLA) in North Carolina, Georgia and Florida. He is a member of the Urban Land Institute (ULI) and the American Society of Landscape Architects (ASLA).

APPENDIX CONTINUED

Marty McLaughlin
Senior Vice President
Park Commercial Real Estate

Industrial Broker



Marty brings more than 30 years of real estate and political affairs experience to the panel. He is currently Senior Vice President at Park Commercial Real Estate, where his primary focus is on development projects in the industrial sector. Prior to this role, he was a partner at Piedmont Properties/CORFAC International, and before that spent many years working in real estate for the outdoor advertising industry. Over the years, Marty has served as a lobbyist at the national, state and local levels for a wide range of clients seeking to utilize his knowledge of the industry to help their real estate needs.

He has been and remains very involved in leadership roles for the NCAR and CRCBR, which has allowed him to build long-lasting connections within the industry which, in turn, benefits his clients.

Liz Ward
Developer
The Housing Partnership

Affordable Housing Developer

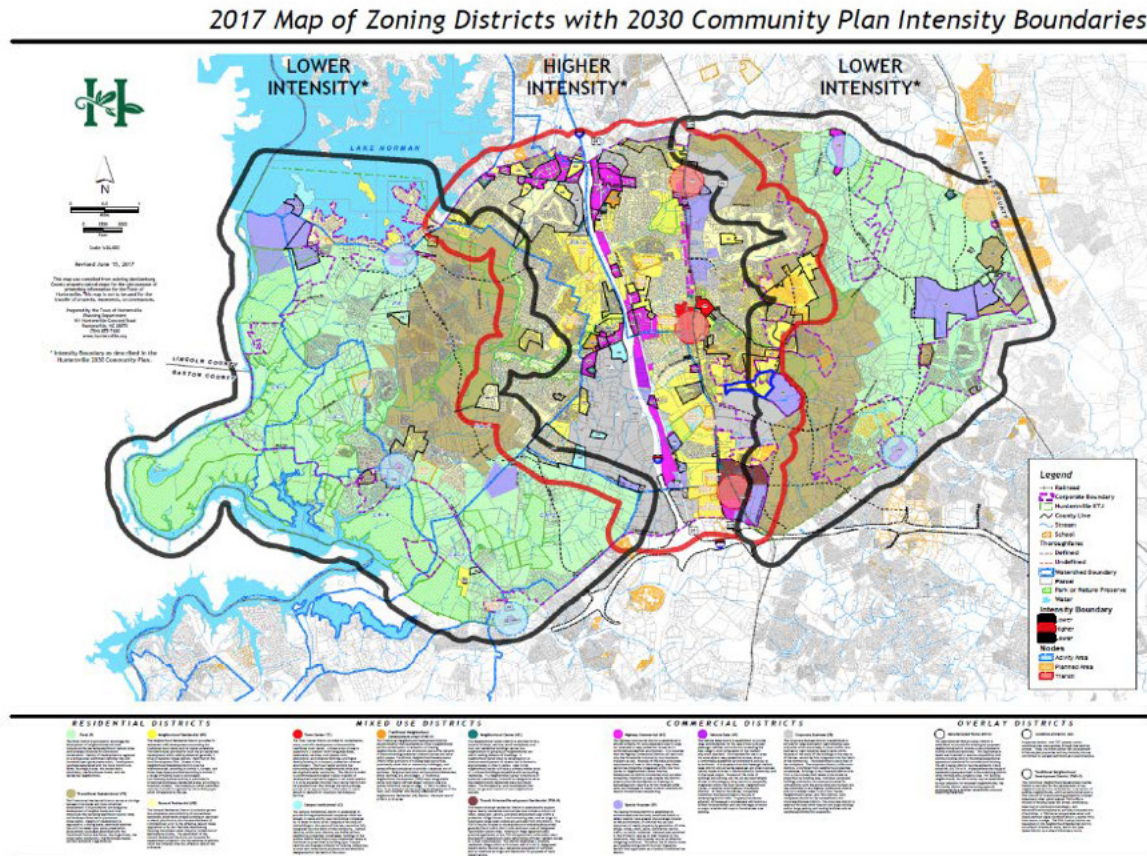


Liz is Vice President of Multi-Family Development for Charlotte Mecklenburg Housing Partnership, responsible for managing CMHP's affordable housing development pipeline for new construction and acquisitions. In this role, Liz handles financial structuring and deal negotiations, coordinates project management and due diligence, and represents CMHP at local government and industry meetings. Her background is in commercial real estate lending with Wells Fargo, where she financed market rate loan transactions ranging from \$5-50+ million. She has a master's degree

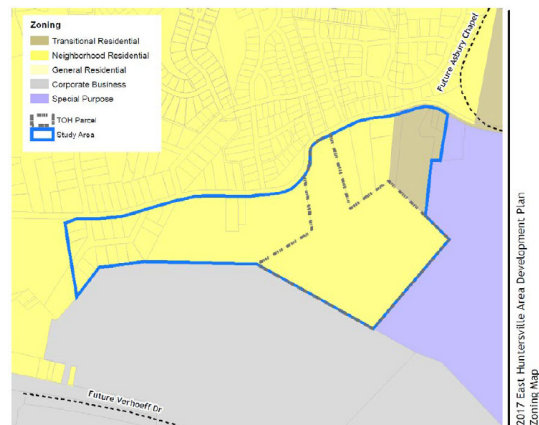
in Real Estate from UNC Charlotte and earned her undergraduate degree in Business Administration and Finance from UNC Chapel Hill. Liz serves on the UNCC Real Estate Alumni Board and the Charlotte Unified Development Ordinance Advisory Board and is an active member of CREW (chair positions 2014-2016), ULI and CCIM. She has a particular interest in serving the special needs community in Charlotte and volunteers with Mecklenburg County's Therapeutic Recreation Programs and with Camp Blue Skies.

APPENDIX CONTINUED

The following sections, including maps, tables and graphs, were part of the client's original briefing materials shared with ULI panelists.



The **zoning** within the study area includes Neighborhood Residential (NR), Transitional Residential, Corporate Business and Special Purpose (SP) district where the Commerce Station Business Park is located. The majority of the parcels in the study area are currently vacant.



The **Transitional Residential District** serves as a bridge between rural zones and more urbanized development. It is provided to encourage the development of neighborhoods and rural compounds that set aside natural vistas and landscape features for permanent conservation.

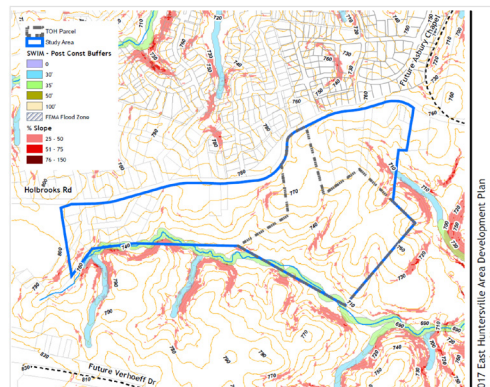
APPENDIX CONTINUED

The **Neighborhood Residential District** provides for residential infill development surrounding the traditional town center and its logical extensions. This district also provides for town-scaled residential development within walking distance (generally ½ mile) of satellite village centers, identified on the Land Development Plan.

The **Corporate Business district** is established to provide for large business or light industrial uses and parks which are already in place and for new business or light industrial uses or parks which, because of the scale of the buildings or the nature of the use, cannot be fully integrated into the fabric of the community.

The **Special Purpose District** is established to accommodate uses that may constitute health or safety hazards, have greater than average impacts on the environment, or diminish the use and enjoyment of nearby property by generation of noise, smoke, fumes, odors, glare, commercial vehicle traffic, or similar nuisances.

The subject parcel and study area **topography** is not constrained with any flood plain and has a 35-ft Surface Water Improvement and Management (SWIM) buffer along the southern edge of the study area. The area is relatively flat with only few spots with a slope of 25-50%. There are no wetlands, other natural features or manmade barriers that would limit the development potential.



The Holbrooks Road Study Area in east Huntersville is easily accessible via Interstate 77, Interstate 485, US 21 and NC 115. Future thoroughfare extensions (Asbury Chapel Road and Verhoeff Drive) and greenways/bikeways are planned in the vicinity.



The area's electrical need is provided by Electricities, while the Water/Sewer services are provided by Charlotte Water.

APPENDIX CONTINUED

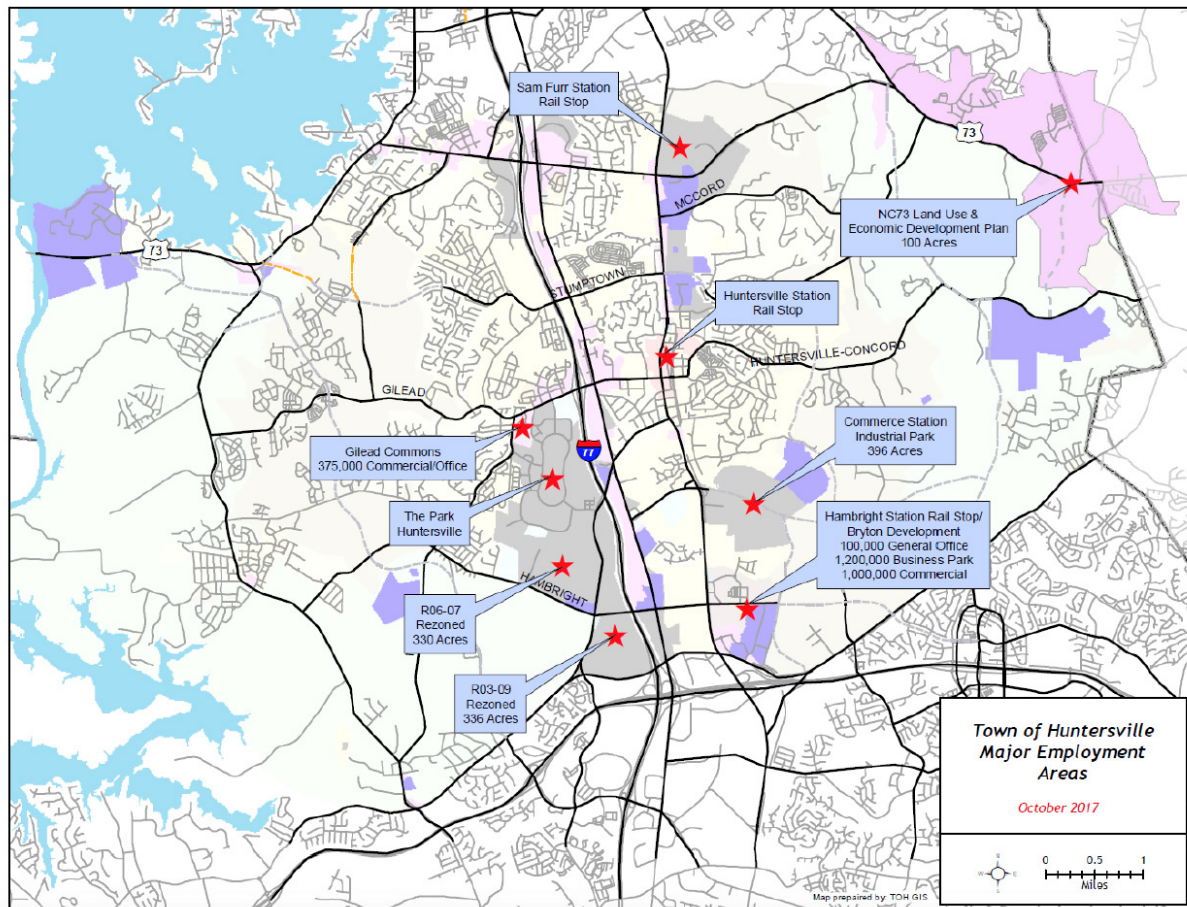
The following table provides a list of **ownerships of parcels** within the study area.

Parcel ID	Last Name	First Name	Mailing Address	City	State
01910103	Artan	Claudia	14700 Holbrook Rd	Huntersville	NC
01909203	Bollinger	Allen	13126 S Church ST	Huntersville	NC
01910106	Buckner	Curtis G	14435 Dori Dr	Huntersville	NC
01910105	C&D Management Company LLC		19141 W Catawba Ave	Cornelius	NC
01909101	Fisher	Dean	PO Box 1439	Denver	NC
01909102	Fisher	Dean	PO Box 1439	Denver	NC
01909103	Fisher	Dean	PO Box 1439	Denver	NC
01910101	Greenway Waste Solutions at North Meck LLC		19109 W Catawba Ave Suite 200	Cornelius	NC
01910107	Greenway Waste Solutions at North Meck LLC		19109 W Catawba Ave Suite 200	Cornelius	NC
01910109	Greenway Waste Solutions at North Meck LLC		19109 W Catawba Ave Suite 200	Cornelius	NC
01910110	Greenway Waste Solutions at North Meck LLC		19109 W Catawba Ave Suite 200	Cornelius	NC
01910111	Greenway Waste Solutions at North Meck LLC		19109 W Catawba Ave Suite 200	Cornelius	NC
01910113	Greenway Waste Solutions at North Meck LLC		19109 W Catawba Ave Suite 200	Cornelius	NC
01910118	Greenway Waste Solutions at North Meck LLC		19109 W Catawba Ave Suite 200	Cornelius	NC
01910119	Greenway Waste Solutions at North Meck LLC		19109 W Catawba Ave Suite 200	Cornelius	NC
01910114	Greenway Waste Solutions LLC		19141 W Catawba Ave	Cornelius	NC
01910115	Greenway Waste Solutions LLC		19141 W Catawba Ave	Cornelius	NC
01909105	Kee	Charles H	6831 Redman RD	Charlotte	NC
01909201	Kee	Charles H	6831 Redman RD	Charlotte	NC
01909202	Kee	Charles H	6831 Redman RD	Charlotte	NC
01909111	Mecklenburg County		600 East 4 th St, 11 FL	Charlotte	NC
01909204	Montufar	Jose E	11880 Antebellum DR	Charlotte	NC
01909107	Mooresville/Lake Norman	Habitat for Humanity	PO Box 1088	Davidson	NC
01909106	Our Town of North Mecklenburg	South Iredell Habitat	PO Box 1088	Davidson	NC
01909108	Sanders	David	2940 Coronet Way	Charlotte	NC
01909109	Sanders	David	2940 Coronet Way	Charlotte	NC
01909110	Sanders	David	2940 Coronet Way	Charlotte	NC
01909104	Stanley	Charles	4346 Burgomeister PL	Snellville	GA
01910116	Town of Huntersville		PO Box 664	Huntersville	NC
01909301	Wynn	Varona	P O Box 366	Huntersville	NC
01909302	Wynn	Varona	P O Box 366	Huntersville	NC
01909303	Wynn	Varona	P O Box 366	Huntersville	NC

APPENDIX CONTINUED

ECONOMICS OF THE STUDY AREA

The 2010 Huntersville Community Plan identified ten current and/or future **major employment areas** in the Town of Huntersville, one of them is “Commerce Station Business Park” which is south of the study area for this TAP. The employment areas are oriented to office, flex and manufacturing, but can and do accommodate some retail that is necessary to support the business park. The ten employment areas are shown on the map below.

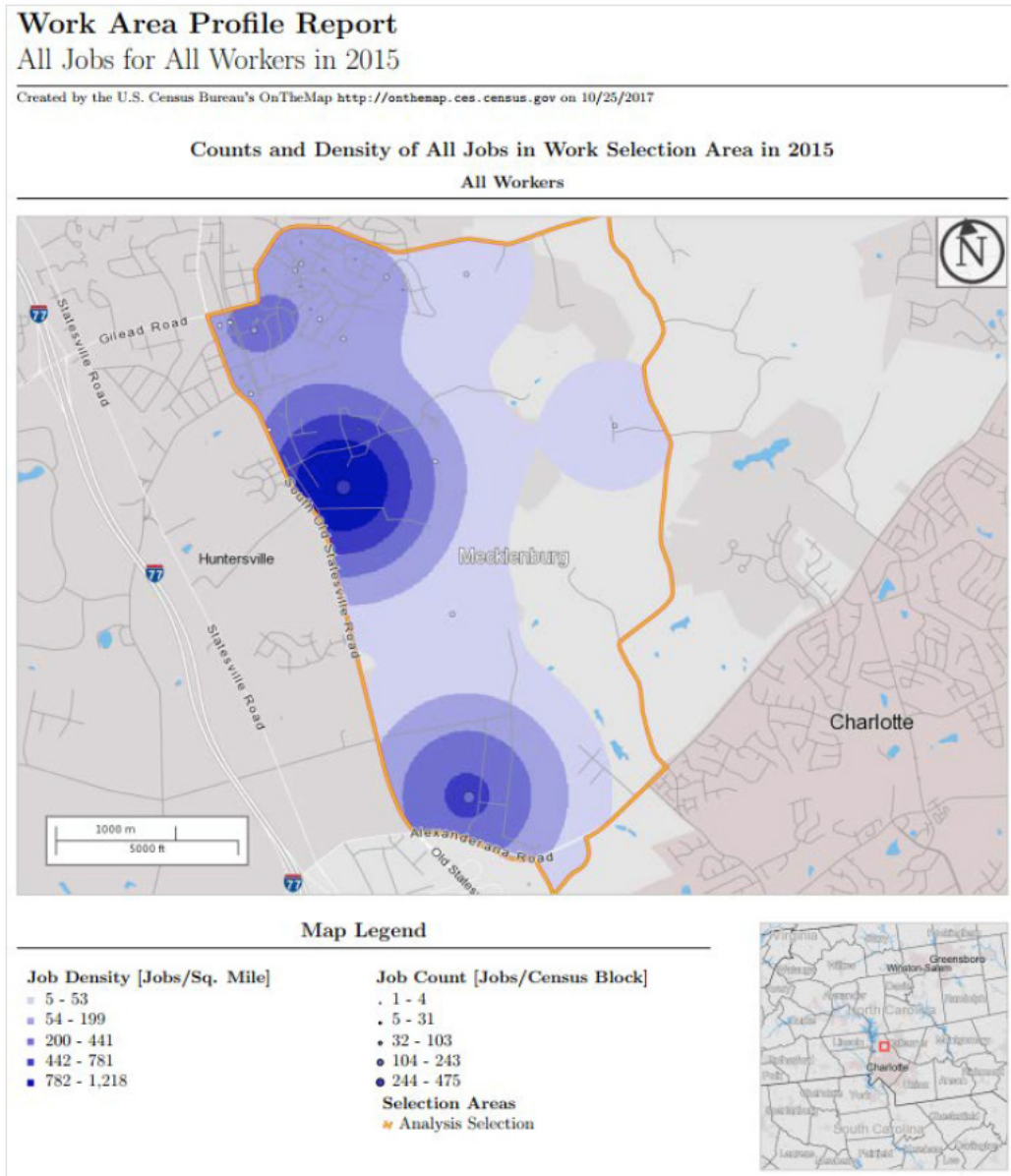


The following table shows the **labor force and employment** numbers for the Town of Huntersville as compared to the Mecklenburg County and respective employment/unemployment rates for 2016 and 2017. The **jobs density data** for the study area census block group from the US Census Bureau is summarized in the following page.

	Annual Average 2016			Jan - Aug Average 2017		
	Labor Force	Employed	Unemployment Rate	Labor Force	Employed	Unemployment Rate
Town of Huntersville	31,172	30,004	3.74%	31,785	30,665	3.52%
Mecklenburg County	585,312	557,897	4.67%	596,080	570,186	4.35%

Source: NC Commerce LEAD Division

APPENDIX CONTINUED



Huntersville is home to national and internationally known companies. The Town works in collaboration with Lake Norman Economic Development (LNED) and other North Mecklenburg Towns of Cornelius, Davidson, as well as the Chamber of Commerce, to stimulate growth and help the region attract a diverse commercial and industrial tax base.

LNED seeks to find and prepare new sites as it works to bring new businesses to the area. The three towns are unique in their cooperation together and with Mecklenburg County for economic development. The three towns are joint owners of Commerce Station Business Park (south of the TAP study area), an industrial park across from Lake Norman Charter School off Old Statesville Road in Huntersville. Each of the three towns will share the revenue and expenses of building the park – a first in North Carolina for this type of economic development venture.

APPENDIX CONTINUED

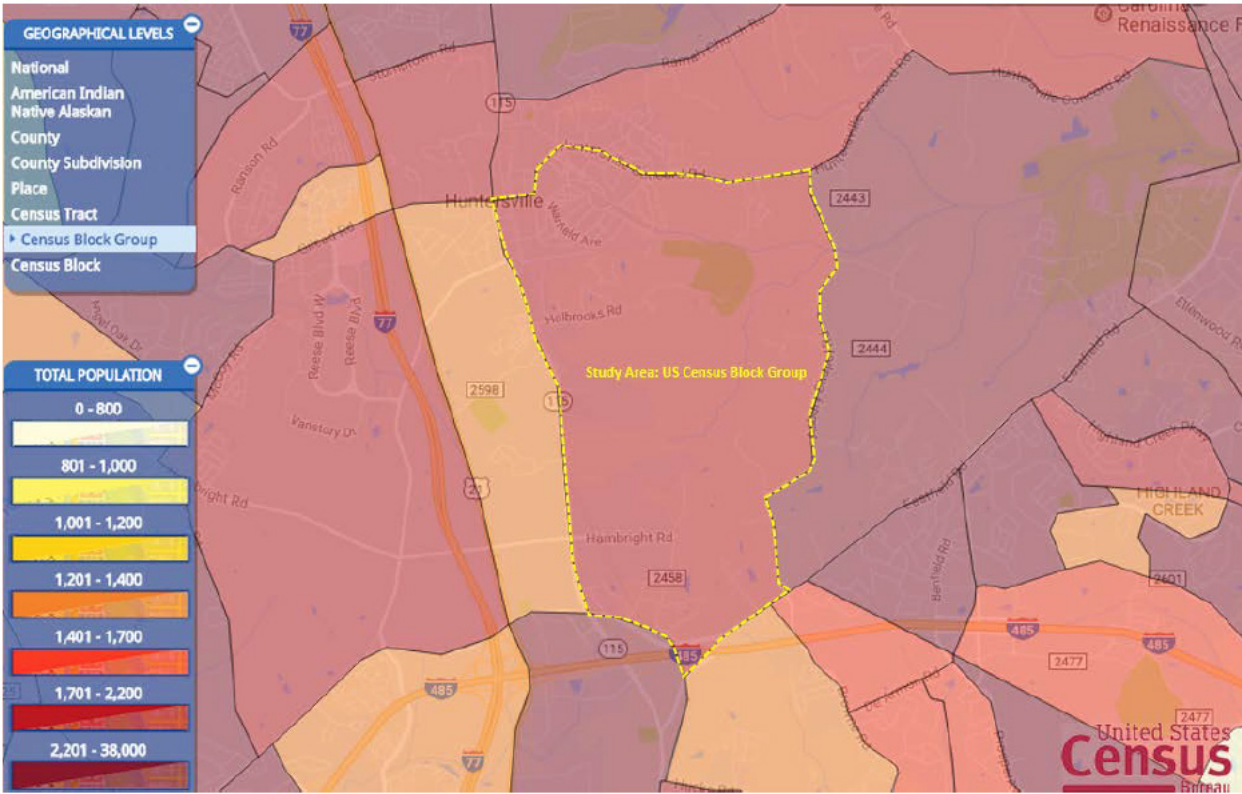
Company	Address	Employment	Industry
Metrolina Greenhouse	16400 Huntersville-Concord Rd, Huntersville, NC 28078	600	Greenhouse/Plants
Rubbermaid/ Irwin Tools	8900 Northpointe Executive Park Dr, Huntersville, NC 28078	535	R&D/ Administration for Newell Brands
Joe Gibbs Racing	The Park Huntersville	425	Professional Racing
Novant Health	The Park Huntersville	350	Healthcare
**Pactiv	Commerce Station Park	315	Plastic Manufacturing
GM Financial	The Park Huntersville	300	Call Center for financial services of GM
Forbo	The Park Huntersville	280	Movement Systems Manufacturing
American Tire	The Park Huntersville	275	Call Center/ Tire Distributor
Saertex	12200 Mt Holly-Huntersville Rd, Huntersville, NC 28078	165	Non-woven Materials Manufacturing
Town of Huntersville	101 Huntersville-Concord Rd, Huntersville, NC	175	Town Government
Burkert	11425 Mt Holly-Huntersville Rd, Huntersville, NC 28078	100	Fluid Control Systems Manufacturing
**Southwire	Commerce Station Park	95	High Voltage Electrical lines manufacturing
Microban	The Park Huntersville	66	Antimicrobial and surface modification technologies
Daetwyler Group	The Park Huntersville	50	Manufacture Custom Machines/ Machine parts
Keller Technology	The Park Huntersville	45	Custom Machinery for medical field
Nutec	11830 Mt Holly-Huntersville Rd, Huntersville, NC 28078	35	Industrial Insulation Manufacturing

**Companies at Commerce Station Park, located south of the TAP study area.

The study area and subject parcel in East Huntersville are located within the **U.S. Census Tract 63.02, Block Group 1**. The map below and the table summarize demographics of the study area Census Block Group.

APPENDIX CONTINUED

The study area and subject parcel in East Huntersville are located within the **U.S. Census Tract 63.02, Block Group 1**. The map below and the table summarize demographics of the study area Census Block Group.

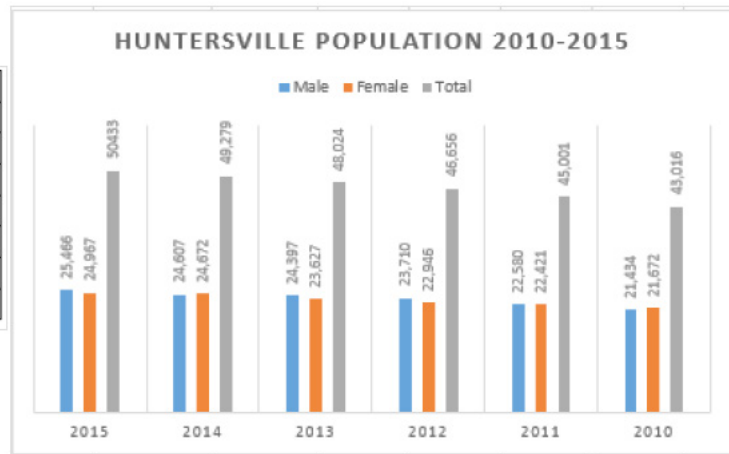


- Mecklenburg County - Census Tract 63.02 - Block Group 1			
Age			
Total Population: 2,124			
		White	1,041
		African American	1,083
		Asian	468
		AIAN	1,656
		NHPI	89
		Some Other Race	346
		Two or more Races	535
		Total Housing	392
		Occupied Housing	263
		Owner-Occupied	
		- Population	
		Renter-Occupied	
		- Population	
		Housing with Minors	
		Vacant Housing	
		- For Rent	
		- For Sale	
		Occasional Use Housing	

APPENDIX CONTINUED

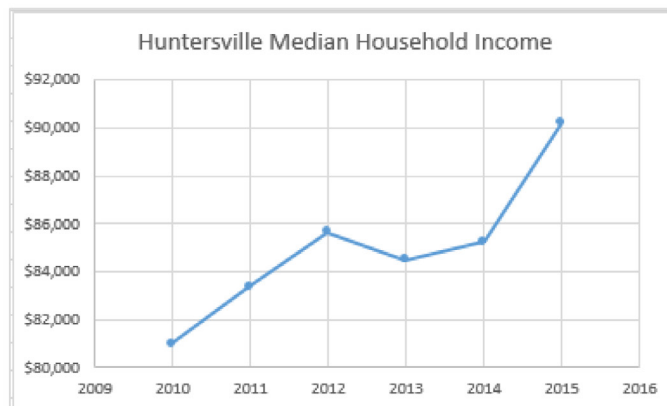
The **population** of the City has grown from 3,014 people in 1990 (U.S. Census) to 57,145 people in 2016 (NC State Certified population). The table below shows the population growth and other demographic characteristics between 2010 and 2015. This data is derived from the U.S. Census Bureau's American Community Survey.

	Population		
	Male	Female	Total
2015	25,466	24,967	50,433
2014	24,607	24,672	49,279
2013	24,397	23,627	48,024
2012	23,710	22,946	46,656
2011	22,580	22,421	45,001
2010	21,434	21,672	43,016

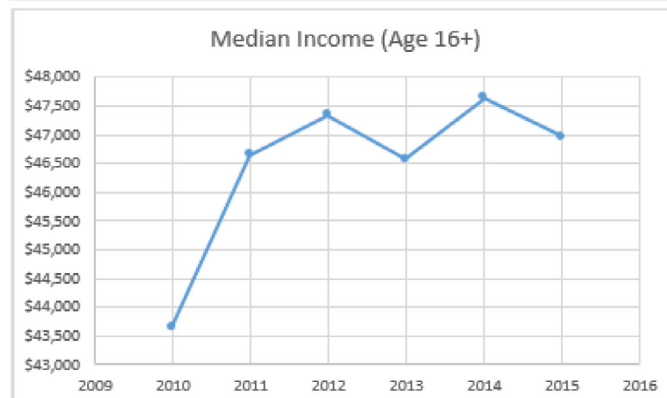


The **household income** and individual median income for workers age 16 and up are summarized in the tables and graphics below. Household income within the town has grown since 2010, with some drop during 2012-14, and picked up again in 2015. The same trend is visible with individual income levels.

Huntersville Median HH Income	
2015	\$90,253
2014	\$85,258
2013	\$84,486
2012	\$85,660
2011	\$83,360
2010	\$80,997



Individual Median Income (Age 16+)	
2015	\$46,968
2014	\$47,643
2013	\$46,575
2012	\$47,349
2011	\$46,647
2010	\$43,652

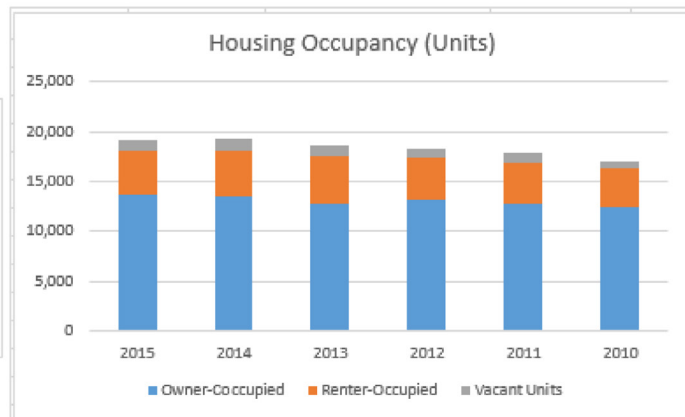


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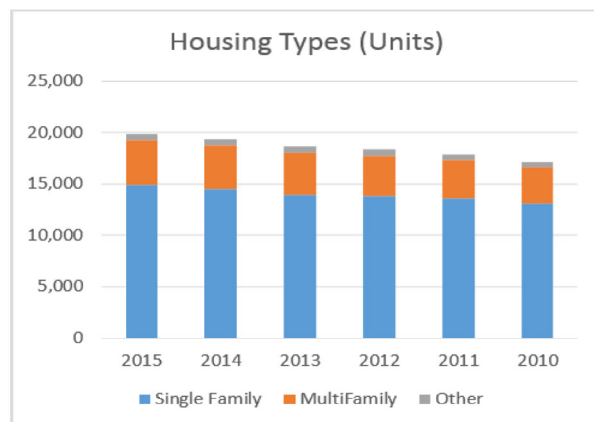
	Huntersville Population: Age Distribution (Years)											
	0-5	5-9	10-14	15-19	20-24	25-34	35-44	45-54	55-59	60-64	65-74	75+
2015	8.1%	7.7%	8.4%	5.4%	4.3%	13.9%	17.9%	17.3%	5.0%	3.7%	5.7%	2.6%
2014	7.4%	8.0%	8.5%	5.1%	4.4%	14.6%	18.2%	17.1%	5.0%	3.8%	5.3%	2.5%
2013	7.6%	8.5%	8.4%	5.0%	4.4%	15.4%	18.8%	16.3%	4.5%	3.6%	4.8%	2.6%
2012	7.8%	9.0%	7.9%	4.9%	4.3%	16.5%	18.4%	16.3%	4.5%	3.8%	4.4%	2.2%
2011	8.1%	8.9%	8.2%	4.8%	4.4%	16.6%	18.7%	15.7%	4.7%	3.9%	3.9%	2.1%
2010	9.3%	8.8%	7.4%	4.8%	4.8%	17.6%	19.6%	14.4%	4.4%	3.8%	3.3%	1.9%

The tables below, derived from American Community Survey, summarize the total number of **housing units** within the town over the past five years. The occupancy status of these housing units and their types (Single family, Multi-family and others) is summarized as well.

	Housing Tenure (units)		
	Owner-Occupied	Renter-Occupied	Vacant Units
2015	13,658	4,401	1,059
2014	13,532	4,649	1,131
2013	12,882	4,748	979
2012	13,084	4,327	905
2011	12,889	4,061	897
2010	12,523	3,798	773

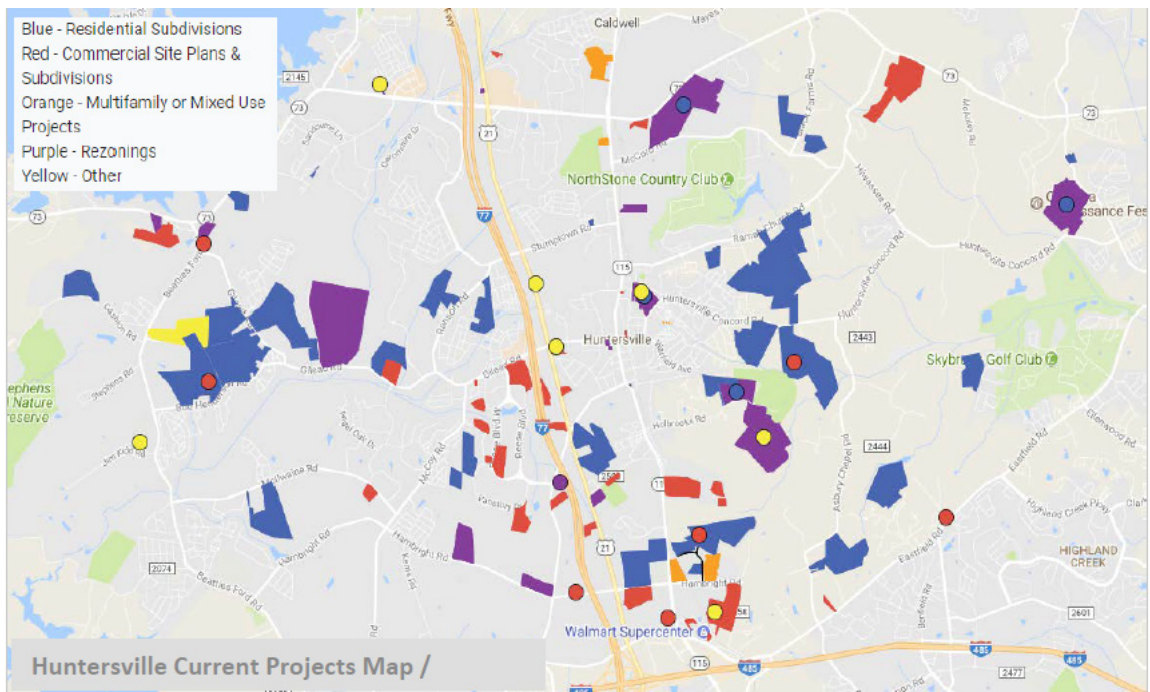


	Housing Type (Units)		
	Single Family	Multifamily	Other
2015	14,902	4,405	525
2014	14,562	4,221	529
2013	13,945	4,143	521
2012	13,809	3,968	539
2011	13,585	3,743	519
2010	13,109	3,486	499

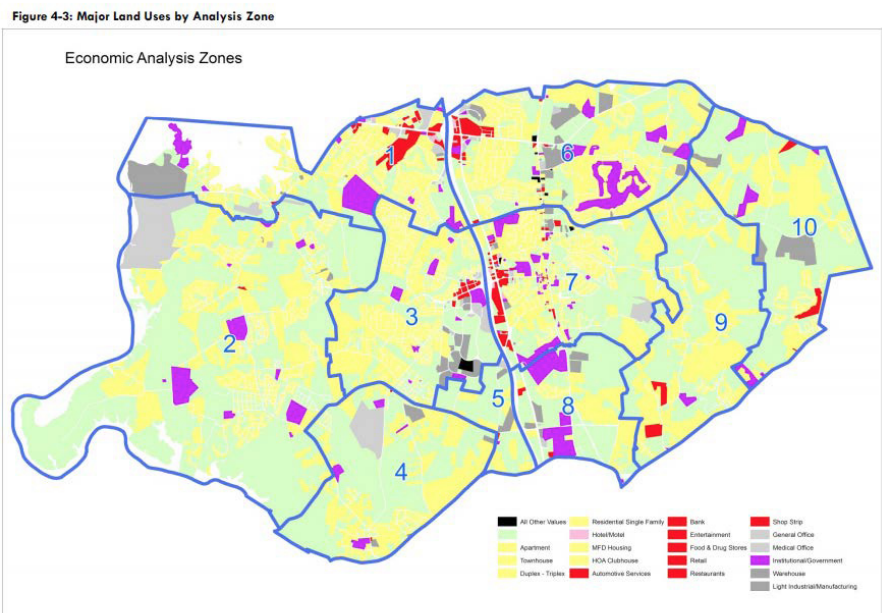


APPENDIX CONTINUED

The map below shows the **current project locations**, both residential and non-residential, within the Town of Huntersville.



The Town of Huntersville's **Strategic Economic Development Plan (SEDP)** in 2014 divided the town of Huntersville into 10 Economic Analysis Zones, Zone 7 and 8 are relevant to the TAP study area. The following sections include information from the SEDP.



Source: Town of Huntersville, Property Assessment Records, 2014

APPENDIX CONTINUED

The **Economic Analysis Zones 7 and 8 rank 5th and 4th in terms of Office, Industrial and Warehouse Space, rank 3rd and 5th in terms of Retail, Restaurant and Auto space.** The table below shows the details and how the zones compare to others in Huntersville. At this time, the study area has no retail or commercial activities.

Comparative Levels of Non-Residential Development						
Economic Analysis Zones						
Economic Analysis Zone	Office, Industrial, Warehouse SF	Rank	Retail, Restaurant, Auto SF	Rank	Total SF	Rank
Zone 1	944,830	3	927,922	2	1,872,752	2
Zone 2	30,339	9	6,160	9	36,499	9
Zone 3	1,417,372	1	324,281	4	1,741,653	3
Zone 4	34,323	8	8,958	7	43,281	8
Zone 5	155,041	7	6,152	10	161,193	7
Zone 6	1,299,028	2	1,027,387	1	2,326,415	1
Zone 7	413,915	5	878,761	3	1,292,676	4
Zone 8	429,727	4	17,991	5	447,718	5
Zone 9	0	10	10,644	6	10,644	10
Zone 10	181,589	6	7,935	8	189,524	6

Source: Town of Huntersville; RKG Associates 2014

Government

The study area has no known federal or state laws/activity other than environmental development regulations that might be applicable for redevelopment.

The subject parcel owned by the town within the Study area is within the Town of Huntersville town limits, rest of the parcels within the study boundary are in the town's planning area and ETJ. The town's zoning and related regulations apply to the area and the public services like police/fire etc. is provided by the town.

Private Sector Involvement

There are no known neighborhood associations, community development associations, schools or churches within the precise limits of the TAP study area. The neighborhood north of the study area is a historic African American neighborhood, and the area to the northeast is a new residential development called "Vermillion."