



CHARLOTTE DOUGLASSM
INTERNATIONAL AIRPORT

CLT DESTINATION DISTRICT – CENTRAL

TRANSPORTATION AND LAND USE PLAN

Kimley»Horn





DESTINATION DISTRICT



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- North Carolina Department of Transportation
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- Charlotte Area Transit System
- Charlotte Planning, Design, and Development
- Charlotte Economic Development

Kimley-Horn Consultant Team

PREFACE

As one of the busiest airports in the world, Charlotte Douglas International Airport serves as the economic engine of the Carolinas. The Airport is currently in the process of a multi-billion-dollar expansion of its current campus to keep up with the growth in demand while maintaining exceptional quality of customer experience and satisfaction. In addition to the projects already in the pipeline as part of Destination CLT, the expansion of Airport operations north of the existing Airport boundary will be needed. To accommodate future growth and support Airport financial self-sufficiency, the new facilities and infrastructure this plan proposes include direct inbound access from I-85 to the Terminal, larger administrative offices for the Airport and its partners and tenants, and a relocated ConRAC and corresponding Guideway. A separate Technical Appendix provides more detailed documentation of the need for these new key elements to support the continued growth of the Airport.

In addition to the Airport expansion, the larger Charlotte region is also undergoing tremendous growth with an estimated 1,000 people moving to the metropolitan area each week. Without added capacity on the surrounding road network and improved multi-modal connections to expand transportation options to the Airport, the future growth in traffic volumes could not only result in congestion, but also paralysis. This plan aims to provide a guide for the expansion of Airport operations and infrastructure to help accommodate this growth and ensure a superior travel experience is maintained.

As the Airport and Charlotte region continue to grow, public and private investments will be significantly more impactful if coordinated collaboratively. This approach was taken in the development of the CLT Destination District – Central Transportation and Land Use Plan. It was not created in a vacuum, and, instead, was developed through a collaborative process that engaged several divisions of the Airport and multiple City and state departments that also stand to benefit from the implementation of the proposed infrastructure strategies and Airport-compatible reuse of land. The Airport cannot make this plan a reality on its own as some of the recommended elements are beyond the scope of the Airport; to efficiently and successfully bring this plan to fruition will require significant partnership by the regional partners engaged throughout the planning effort.

EXECUTIVE SUMMARY

This report represents the results of a study on the land area located between Charlotte Douglas International Airport (CLT or “the Airport”) and Interstate 85 (I-85), bounded by Billy Graham Parkway to the east, and Interstate 485 (I-485) to the west, denoted as the CLT Destination District. This area serves as the front door to both CLT and the Charlotte region for the air traveling public. The study's intent is to develop an integrated Transportation and Land Use Plan for the central portion of the district, referred to as Destination District – Central, while taking the larger District into consideration. It is intended for planning purposes only. This effort builds on the vision put forward by previous studies, primarily the Airport Area Strategic Development Plan (AASDP) completed in 2017, which provided a high-level strategic framework for redeveloping the the land surrounding the Airport and identification of compatible land reuse opportunities for Airport Connected Development.

PURPOSE

This refined plan evaluates alternative transportation strategies and corresponding land development options, with particular focus on improving multi-modal access into the Airport. Enhancing Airport operations and the passenger experience was one of the primary guiding principles for this planning effort, followed by improving Airport access and community connections, as well as leveraging Airport investments to diversify Airport revenues to meet future demands and support financial self-sustainability. The final plan provides a long-term strategic vision which will function as a road map for consideration of future public and private investments and regulatory changes in CLT’s Destination District.

PROCESS

The planning effort took place from mid-2018 through spring of 2019 and was a collaboration between the City of Charlotte’s Aviation staff, the Kimley-Horn consultant team, and several City and state government partners, including the Charlotte Department of Transportation (CDOT); Charlotte Area Transit System (CATS); City of Charlotte Planning, Design, & Development (Charlotte Planning); City of Charlotte Economic Development (Charlotte ED); and the North Carolina Department of Transportation (NCDOT). Numerous work sessions were held to develop and refine the plan, and ongoing formal and informal conversations were conducted throughout the process. While some of the recommendations in this plan are beyond the scope of the Airport, it became evident throughout the planning process that providing a framework for the area is necessary to ensure redevelopment is compatible with the expansion of Airport operations.



CLT is one of the Carolinas' leading economic engines, contributing \$23 billion to the state's annual economy. Given the adjacency to the Airport, as well as the envisioned routing of the LYNX Silver Line through Destination District, the potential for the expansion of Airport operations into this area is high. This report provides a vision for new multi-modal connections and land development in this area, as well as a conceptual overview of future steps needed by a variety of agencies and departments to move the development forward. The actualization of this vision is anticipated to take 10 to 20 years. During that period, it is expected that there will be dynamic change occurring in both technology and the marketplace. Making this plan a reality will not only help improve the traveling public's experience and further the Airport's financial self-sufficiency, but will also benefit the larger community, including City and state infrastructure investment partners.

RECOMMENDATIONS INCLUDE:

• Roadway Infrastructure

- o Direct Inbound Airport Access—Establishing an elevated direct connection to the Airport from I-85 is a critical element to alleviate congestion at the Airport entrance, reduce travel delays, and improve the arrival experience for passengers.
- o Destination Boulevard—Establishing a main east-west boulevard through Destination District will reduce traffic congestion on Wilkinson Boulevard and provide an organizing infrastructure spine for development of the area. It also is seen as having the LYNX Silver Line integrated in the median at-grade.
- o Billy Graham Parkway/Destination Boulevard Interchange—Development of a new interchange at Billy Graham Parkway and Destination Boulevard, which will also help alleviate congestion and accommodate future growth in traffic.
- o Billy Graham Parkway/I-85 Interchange—Upgrades envisioned to the existing I-85 interchange at Billy Graham Parkway by NCDOT.
- o Local Street Network—Improvements to existing roads as well as the establishment of a new street grid to be designed in the future are proposed to enhance connectivity and support a pedestrian- and bicycle-friendly mixed-use urban district.

• Airport Operations

- o Multi-Modal Center—The development of a Multi-Modal Center, which houses the relocated Consolidated Rent A Car Facility (ConRAC) and Ground Transportation Center, in Destination District - Central.
- o Guideway and Maintenance Facility—CLT is committed to the establishment of a corridor for a landside circulator, referred to as a Guideway, that connects the Terminal to the end-of-line Guideway station near the Multi-Modal Center. A Maintenance Facility is also proposed near the northern terminus in Destination District - Central. The Guideway alignment and Maintenance Facility layout shown are based on typical airport automated people mover (APM) systems such as those used at ATL, DFW, JFK, PHX, and others; the ultimate design may change depending on the technology selected. The Guideway alignment does not preclude the use of other technologies that may be viable in the future.
- o Terminal Support Offices—Since current Airport administrative offices are at capacity, the Airport and its partners, vendors, and tenants need additional, consolidated office space to augment Terminal operations and accommodate future growth. Locating these offices in Destination District - Central will create operational efficiencies and free up valuable airside office space for higher and better uses while catalyzing additional investment in private sector office space in the District.

• Light Rail Transit

- o LYNX Silver Line—The establishment of a central alignment and station in Destination District with convenient access to the Guideway and Terminal Support Offices is desired to provide additional transportation options to Airport employees and passengers. A central alignment will also allow the activation of both sides, creating more attractive development opportunities to draw businesses into Destination District.

• Non-Airport Development

- o Amenities and Services—The study has identified other key targeted facilities located in the study area that will support CLT operations, as well as provide needed services and amenities for the traveling public and Airport employees. Locating these facilities in Destination District - Central is critical to creating a sustainable work and play environment.
- o Private Investment - Private investment of commercial support services (e.g. hotels, retail, dining, office facilities) is seen as important for the development of a thriving and sustainable Destination District.

PROJECT PURPOSE AND NEED

The Aviation Department of the City of Charlotte commissioned Kimley-Horn to lead the development of an integrated Transportation and Land Use Plan for the Airport's Destination District – Central with the aim of improving multi-modal access for air travelers, encouraging airport-compatible land reuse (referred to as Airport Connected Development), and accommodating future growth. This area, directly north of the Airport between Wilkinson Boulevard and I-85, serves as the front door to the Airport as well as the broader Charlotte region, presenting immense opportunity for establishing the first and last impressions of the region. As the Airport and region continue to grow, intentional planning for the efficient expansion of Airport operations will be critical to maintain adequate access to the Airport and support financial self-sufficiency.

PURPOSE

Building on prior studies of Destination District – Central and the surrounding areas, this refined plan evaluates alternative transportation strategies and corresponding land development options for improving multi-modal access to the Airport. Enhancing operations and passenger experience was one of the primary guiding principle for this planning effort, followed by improving access and community connections, as well as leveraging Airport investments to diversify Airport revenues and promote financial sustainability. The final plan provides a long-term strategic vision which will function as a road map for consideration of future public and private investments and regulatory changes in Destination District.

BACKGROUND

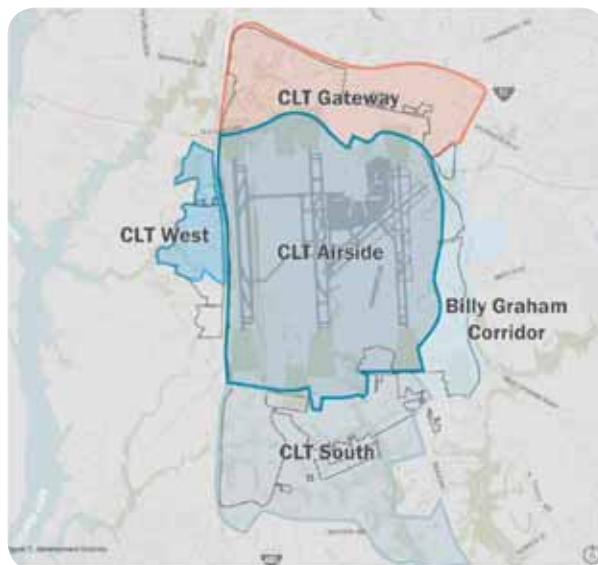
As the second largest hub for the world's largest airline, the Airport is a powerful economic engine for the surrounding region and state. The NCDOT Division of Aviation estimated CLT's contribution to North Carolina's annual economy is \$23 billion, the largest economic impact reported for all airports in the state. As of 2018, CLT ranked as the sixth busiest airport nationwide and seventh worldwide in aircraft movements, according to the Airports Council International. The Airport served 46.4 million passengers in 2018, setting a new annual record. Strategic operational improvements will be key to the continued competitiveness and growth of CLT since the Airport operates financially on a fully self-sustaining basis.

PRIOR STUDIES

CLT Airport Area Strategic Development Plan

The CLT Airport Area Strategic Development Plan (AASDP) is a market-based, commercial development strategy that was completed in 2017. The plan provides a high-level framework for the redevelopment of land surrounding CLT and seeks to enhance the Airport's status as a self-sustaining business enterprise through the compatible reuse of land. The CLT AASDP follows Federal Aviation Administration (FAA) regulations, which identifies permitted and prohibited uses of Airport revenues. Airport revenue can be used for Airport capital or operating costs but cannot be used for general economic development or general governmental functions.

The Airport's land assets are divided into two general categories: airside and landside. CLT airside contains the Airport's existing airfield, Terminal, support facilities, and the planned Fourth Parallel Runway identified in the CLT Airport Layout Plan. The landside area is accessible to the general public and is located outside of secured air operations. Landside areas include public and private properties. Airport-owned properties acquired for supplemental operations, such as car rental facilities, parking, air cargo and general aviation, and noise mitigation are considered landside areas. The CLT AASDP identified four core development districts in the landside areas surrounding CLT.



CLT Development Districts:

- **CLT Gateway (renamed Destination District)**
- **CLT South**
- **CLT West**
- **Billy Graham Corridor**

CLT Destination District (formerly Gateway)

The AASDP defines CLT Destination District as generally located north of the Airport, between Wilkinson Boulevard and I-85, and between I-485 and Billy Graham Parkway. This area functions as the front door to the Airport and the Charlotte region. Since the completion of the AASDP, the area has been rebranded as “CLT Destination District”.

The CLT AASDP recommended Destination District include improved regional access to and from CLT, relocated and improved ConRAC and CLT administrative offices, and a landside circulator (referred to as a Guideway throughout this report to remain technology-agnostic) and maintenance facility to provide a multi-modal connection between the Airport’s facilities within Destination District - Central to CLT.

The AASDP also outlines a general strategy to ensure these CLT investments within Destination District can be leveraged to catalyze supplemental Airport Connected Development, which refers to land uses that are compatible with an airport environment, to strengthen the Airport’s financial self-sufficiency by diversifying Airport revenues. As the gateway entrance to the Airport and broader region, Destination District was envisioned to serve Airport passengers and employees, as well as the surrounding communities, with a mixed-use retail, office, and hospitality hub that accommodates multiple transportation mode options. The AASDP recommends a seamless connection between CLT and Destination District, which would contain the relocated ConRAC facility, CLT administrative offices, and the proposed LYNX Silver Line light rail.

CLT Gateway Front Door Village: Concept Explorations

Following the AASDP, the Airport commissioned a concept study for the area now referred to as Destination District – Central (formerly known as the CLT Gateway Front Door Village). This idea generation exercise resulted in the development of three alternative concepts for transportation and land use configurations that meet the objectives defined in the AASDP for this area—including direct inbound access from I-85, relocated CLT administrative offices and ConRAC, Guideway connection to the Terminal, and compatible land reuse. While evaluations of the concepts are provided, the study does not attempt to recommend a preferred alternative. The infrastructure alternatives produced in this previous study were consulted and informed the Destination District – Central Transportation and Land Use Plan.

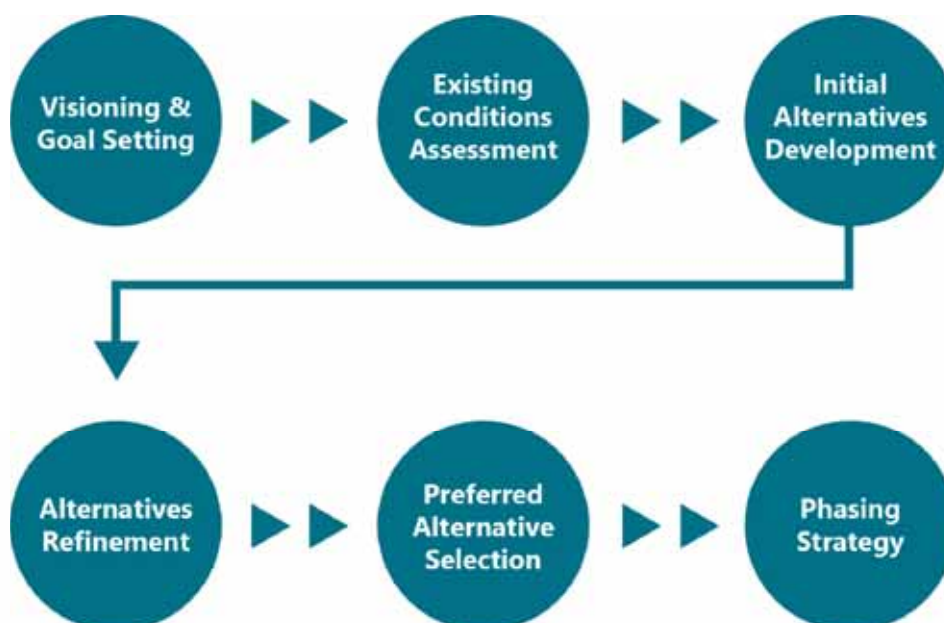


PROCESS AND ORGANIZATION

This plan was developed by the Aviation Department of the City of Charlotte and Kimley-Horn, in collaboration with City and state infrastructure investment partners—including CDOT; CATS; Charlotte Planning; Charlotte ED; and NCDOT. The Airport, along with these City and state partners, will have distinct responsibilities of ensuring each element of this plan is implemented successfully resulting in a system of improvements that work together to provide mutual benefits.

In addition to ongoing formal and informal conversations, a series of work sessions with Airport staff and the infrastructure investment partners were held:

- **Visioning Workshop with Airport staff, including representatives from the Airport Economic and Community Affairs, Planning, Engineering, and Business and Revenue divisions**
- **Regional Partners Project Kick-off with representatives from CDOT, CATS, Charlotte Planning, Charlotte ED, and NCDOT to discuss the plan goals and objectives, as well as initial ideas**
- **Alternative Concepts Workshop with Airport staff to review the transportation and land use alternatives and select a preferred alternative**
- **Alternatives Presentation with the Regional Partners to review and refine the preferred alternative**
- **Coordination Workshop with a more focused group of Regional Partners to strategize for coordinated and collaborative implementation of the preferred alternative**
- **Plan Review Workshop with Airport staff and the Executive Team to collect feedback on the draft plan**



Four project goals and associated objectives were identified to guide the development and implementation of the Plan:

VEHICULAR TRANSPORTATION

GOAL: Optimize vehicular access (travel time) to CLT for current and future air travelers.

OBJECTIVES:

- Identify preferred route for free-flow inbound access from I-85
- Improve inbound connections from local area roads
- Maintain inbound/outbound access to Destination District and Billy Graham Parkway
- Prioritize access to CLT parking products
- Consider disruption potential by emerging technologies

LAND USE/DEVELOPMENT STRATEGY

GOAL: Strategically locate airport infrastructure to support airport-compatible land uses to maximize opportunity for Airport Connected Development at CLT's front Door.

OBJECTIVES:

- Analyze current land use patterns, zoning allowances, and development opportunities and constraints in the study area
- Preserve transportation corridors
- Develop land use program elements and densities that support the AASDP
- Facilitate understanding of potential commercial development strategies of CLT
- Propose entitlements, ownership, phasing, and structure
- Ensure proposed uses are not dependent on light rail extension, nor Guideway connectivity

LIGHT RAIL TRANSIT

GOAL: Accommodate a preferred alignment for the possible extension of the LYNX Silver Line from Matthews to Uptown Charlotte to Gaston County along the Wilkinson Boulevard corridor.

OBJECTIVES:

- Ensure consistency with CATS goals and objectives for the LYNX Silver Line along Wilkinson Boulevard
- Locate LYNX Silver Line station to maximize connections to Airport facilities
- Isolate LYNX Silver Line commuter parking from CLT passenger parking
- Facilitate efficient transfer between LYNX Silver Line and the Guideway
- Recommend interim use for corridor
- CLT is one of many activity centers which justify the LYNX Silver Line

GUIDEWAY

GOAL: Provide connections between CLT, Airport Connected Development, and LYNX Silver Line.

OBJECTIVES:

- Identify preferred Guideway corridor
- Integrate relocated ConRAC, Ground Transportation Center, and Maintenance Facility
- Propose phasing of technology that respects and responds to timing of CLT Airside System improvements
- Recommend interim use for corridor
- Propose a corridor that satisfies a variety of technology solutions, including those yet to be developed

PHYSICAL CONTEXT AND FRAMEWORK

Several assessments were performed in order to better understand the current conditions and constraints of Destination District, as well as the implications of anticipated future growth. Items reviewed include the most recent environmental study predicting Airport origin and destination passengers (O&D), height allowances, environmental features, and property dynamics. A review of prior market analyses is provided in Appendix A. Current and future traffic volumes were also analyzed and are discussed in the following chapter. Conclusions drawn from these evaluations were used to guide the design of the infrastructure and land use alternative concepts. Enlargements of the exhibits are provided in Appendix B.

AIRPORT O&D FORECAST

The CLT Environmental Impact Statement (EIS) Forecast was used to determine anticipated growth of Airport traffic. While these are the most current projections, it is important to note that O&D forecasts are dynamic and continuously re-evaluated. Based on the “Passenger Forecast – Base Case”, Domestic O&D passengers are expected to increase annually by 2.6% between 2016 and 2035 and International O&D passengers are expected to increase annually by 5.1% between 2017 and 2035. A weighted average of the domestic and international flights was calculated—resulting in a 3% per year overall growth rate for Airport traffic, which is likely a conservative rate given historic trends. This 3% per year was applied to existing traffic volumes entering and exiting the Airport to determine 2040 traffic volumes.

HEIGHT ASSESSMENT

The study area for Destination District, by virtue of its location adjacent to the Airport and its runways, has height constraints regulating any structures. Depending on the exact location and its relation to existing topography/ground elevation, specific height limitations were mapped for the area. The exhibit on the top of the next page graphically illustrates height limitations for the area and was developed to inform the proposed land use plan for the Central study area.

The intent of this exhibit is to show the difference between the existing ground elevation and aircraft approach/departure surfaces (the Future Part 77 Surfaces), representing generally how high or tall development could be in Destination District. The various colors represent the height limit from current site grades at that location (see legend for specific explanation). It is important to note that earthwork may be possible or necessary in this area as the development plan progresses, which in turn will affect the height of future structures.

To create the exhibit, an aerial image and readily available GIS topographic data were utilized to create a 3D surface from the Future Part 77 Airspace Plan (dated 2015). The existing ground elevations were compared to the Future Part 77 Surfaces; ranges of approximate height allowances were color coded in the figure below to show the difference in elevations between the two. This exhibit is intended for high level planning purposes and does not account for more restrictive airline specific scenarios (i.e. – One Engine Inoperative). Airport Circular 201-91, which provides guidelines for developing takeoff and initial climb-out airport obstacle analyses, was consulted without producing a graphical evaluation. These additional non-formal restrictions reduced the height allowances in the Destination District approximately one grade classification shown in the exhibit.



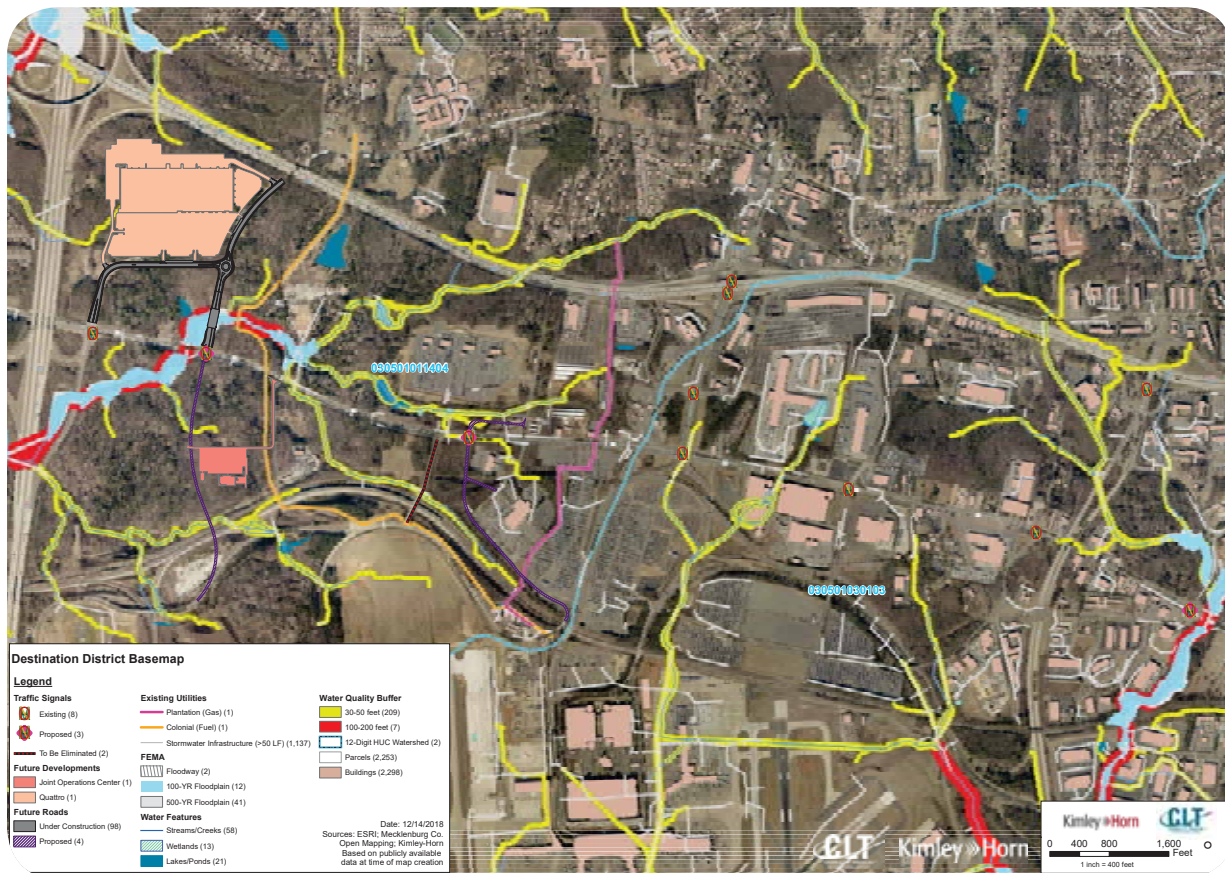
PROPERTY DYNAMICS

Existing land uses in Destination District include industrial, warehouse/distribution, retail, and parking. There is also a notable share of vacant parcels. An assessment of property ownership within Destination District was performed to inform the recommended land use plan and property acquisition strategy. The Airport owns a significant share of the property within Destination District; however, most of this land is in the western and eastern sections of the District. To ensure efficient operations, it is necessary for the Airport to control some of the land in the area, but not all. A majority of the property within the Central study area is currently privately owned, and it is expected that private ownership and development in the area will continue. Four existing hotels in the area were preserved in the plan and will likely reach the end of their functional lifespan during the final stage of the recommended phasing strategy. While the Airport plans to purchase several of these parcels in the study area within five years, there are key property owners that will be impacted by the proposed transportation and land use plan and will need to be engaged as a next step.



ENVIRONMENTAL ASSESSMENT

To better understand possible challenges and constraints and inform the proposed alternatives, an assessment of environmental and infrastructure features was conducted for planning purposes. Environmental features considered include floodways, floodplains, streams and creeks, wetlands, lakes and ponds, and water quality buffers. Significant features include a wetland in the eastern half of Destination District – Central and other minor streams and wetlands that will need to be mitigated in coordination with construction of the recommended transportation and land improvements. The location of proposed and existing infrastructure was also reviewed. This includes roads under construction near the southeast quadrant of the I-485 and I-85 interchange, as well as the road improvements south of Wilkinson Boulevard that are associated with the North End Around Taxiway project. Two major pipelines, Colonial and Plantation, run north-south through the District. The Colonial pipeline is outside of the Central study area while the Plantation gas pipeline is within the Central study area and will likely need to be relocated in advance of redevelopment. This assessment utilized publicly available data provided by the City of Charlotte and Mecklenburg County that was current at the time of analysis.



INFRASTRUCTURE ALTERNATIVES AND ASSESSMENTS



The scope for this study focused on specific infrastructure improvements needed within Destination District - Central to enhance Airport operations, improve its customers' experiences, and help address regional deficiencies where appropriate in order to accommodate future Airport and regional growth. Multiple concept alternatives were developed for the direct inbound access from I-85 to the Airport, Multi-Modal Center and Guideway, Terminal Support Offices, and LYNX Silver Line to be considered by Airport staff and City and state partners. These alternatives were designed and evaluated against the project goals and objectives, including improved access and experience for the traveling public.

ADMINISTRATIVE AND SECONDARY PARTNERS' OFFICES ALTERNATIVES

The current building that houses the Airport administrative offices, CLT Center, is partially located within the Runway Protection Zone and is approaching capacity so future expansion is limited. A new facility will be needed to accommodate the growth in staff needed to support the future expansion of the Airport. There is also demand for additional office space by Airport users and tenants, including but not limited to the airlines, FAA, Transportation Security Administration, Charlotte-Mecklenburg Police Department, U.S. Customs and Border Protection, HMS Host, and Paradies Lagardère Travel Retail. Many of these Airport users' have expressed interest in consolidating offices that are currently spread across multiple locations within the Terminal and at remote sites. Due to the substantial security restrictions and difficulty in accessing airside office space, relocating activities that do not need to be located within the Terminal to a site in Destination District would also improve their operational efficiency. Additionally, leasing space for back-office operations within the Terminal that could be located at a remote site is not the highest and best use for space within the Terminal. It is desirable to the Airport to relocate these uses to a landside location and reserve space within the Terminal for uses that must be located there in order to maximize revenue potential.

In order to support air operations, a shared office building, referred to in this plan as the Terminal Support Offices, is envisioned. The Airport will be one of several tenants that are all Airport users. Proximity to the Guideway and LYNX Silver Line are priorities for selecting the office building site to provide convenient access to the Terminal and expand commuting options for employees. In addition, easily accessible amenities for employees, including retail and restaurants, are desired and may create an opportunity to further Airport self-sustainability and diversify Airport revenue. Three options for building locations and configurations were presented as part of each conceptual infrastructure and redevelopment scenario presented in the next chapter.



ROADWAY ALTERNATIVES

To satisfy the goal of improving the arrival experience of the air traveling public and accommodate future growth in traffic by providing direct inbound access from I-85 into the Airport, two alternative concepts were considered. These alternatives both achieve the goal of a direct inbound connection to the Airport from northbound and southbound I-85 and have similar required improvements on I-85. A new road running east-west through the center of Destination District is recommended in both alternatives and is referred to as Destination Boulevard.

Alternative 1: Elevated Direct Access

Alternative 1 uses a series of bridge structures to create a fully elevated roadway that receives traffic from both northbound and southbound lanes exiting from I-85. Drivers remain on the elevated structure through Destination District – Central, bridge over Wilkinson Boulevard, and tie into Josh Birmingham Parkway at-grade.

This roadway option was considered more desirable by NCDOT due to its simplicity and conformity with traditional design. It is expected to be easier for drivers to navigate than the second roadway alternative, which utilizes bridge and tunnel structures. Resulting from the presence of the overpass due west of the core area of Destination District, this solution requires intentional design to improve pedestrian experience and placemaking under the elevated roadway.



- Above-Grade
- At-Grade
- Right-of-Way

Alternative 2: Subterranean Direct Access

Alternative 2 uses a series of bridge and tunnel structures to achieve direct inbound access into the Airport. Southbound drivers from I-85 exit and bridge over the I-85 and Little Rock Road intersection. The drivers remain on elevated structures until dropping below-grade to the middle of Little Rock Road. Drivers proceed into a tunnel that begins at Destination Boulevard and continues south under Wilkinson Boulevard and comes up to grade on Josh Birmingham Parkway. Retaining walls are used to separate local traffic on Little Rock Road/N. Josh Birmingham Parkway.

Meanwhile, northbound users from I-85 exit and dive under the southbound lanes of Little Rock Road to the tunnel system to Josh Birmingham Parkway. This option requires widening Little Rock Road to accommodate the retaining walls, tunnels, and elevated structures for the direct connection, and would significantly impact existing businesses. Additionally, future widening of this alternative is far more limited than for the first elevated roadway alternative due to property constraints and physical limitations.

While the urban design issues are different than those resulting from an overpass, the expanded scale of Little Rock Road/N. Josh Birmingham Parkway will need to be addressed to enhance the pedestrian experience. Utilizing Little Rock Road for direct inbound access is also likely to be significantly more disruptive than the first alternative to Airport customers and the Airport main entrance during implementation.



- Above-Grade
- At-Grade
- Below-Grade
- Right-of-Way

TRAFFIC ASSESSMENT

The current roadway network surrounding Destination District is generally congested during the peak hours. Evaluations were performed to consider future conditions in this area due to new development and O&D growth of CLT. Without added capacity, congestion near the Airport's main entrance is expected to impede access and could result in significant delay for passengers that could impact aircraft operations. Proactive recommendations are presented to ensure convenient access for the traveling public is maintained and key intersections in the study area do not fail.

Background

Regional background growth, reflecting usage increase and non-specific growth throughout the study area, was calculated based on review of the year 2015 traffic volumes from the Metrolina Regional Model 18 (MRM) version 1.1 and year 2040 volumes from the AASDP (scenario 11C). Based on the Project Quattro traffic impact analysis (Kimley-Horn, February 2018), the intersection of US 74 and Josh Birmingham Parkway currently operates 25% over capacity and will continue to worsen with the rapid growth of the region, immediate growth around the Airport, and growth of the Airport itself. As a result of these anticipated operations, Destination Boulevard and the direct inbound connection from I-85 were assumed in all analyses.

To better understand current and future traffic volumes, traffic capacity analysis was performed for the following intersections:

- 1 **US 74 and Barry Drive/Duke Energy Driveway**
- 2 **Destination Boulevard and Barry Drive**
- 3 **US 74 and Josh Birmingham Parkway**
- 4 **N. Josh Birmingham Parkway/Little Rock Road and Scott Futrell Drive (future Destination Boulevard)**
- 5 **Little Rock Road and I-85**
- 6 **US 74 and Harlee Avenue/Stafford Drive**
- 7 **Destination Boulevard and Stafford Drive**

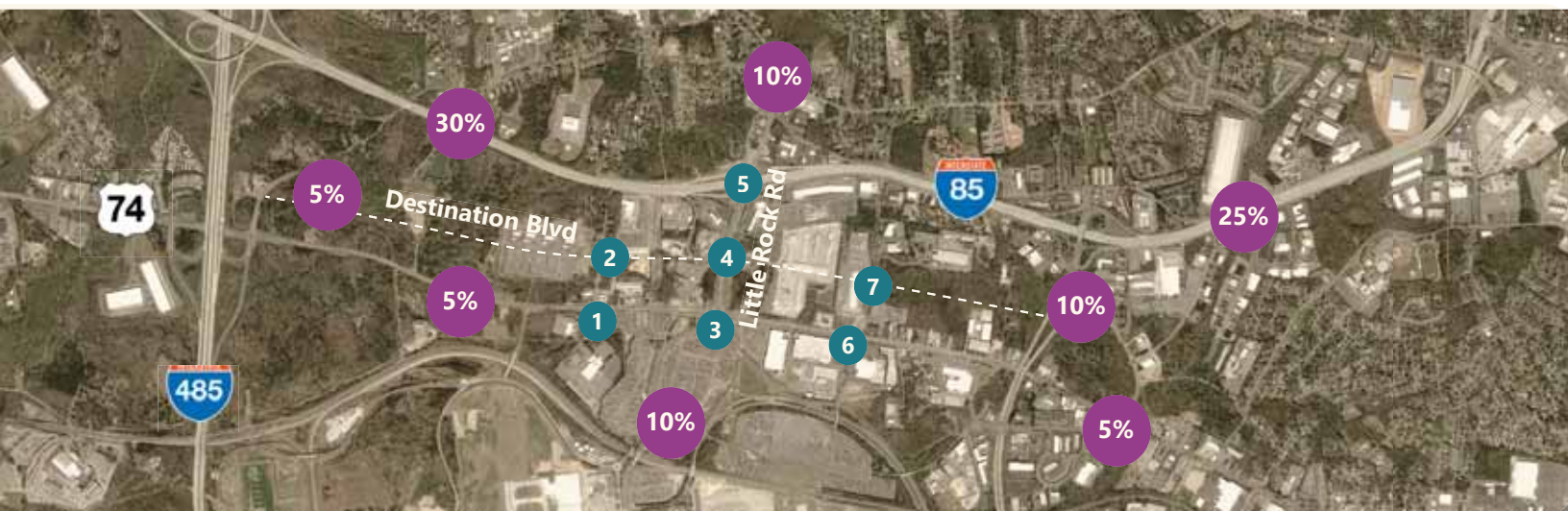
Future Growth

The traffic generation potential of Destination District - Central was determined using trip generation rates and equations published in Trip Generation (Institute of Transportation Engineers, 10th Edition) for the land uses and development proposed in this plan. Under this anticipated land use plan, after internal capture and pass-by reductions, Destination District – Central is projected to generate 41,302 daily trips, 2,959 AM trips, and 3,770 PM trips. These trips were assigned to the study area intersections based on the distribution percentages shown below. Additionally, O&D traffic was grown at 3% per year.

Analysis and Results

Future year traffic volume projections were determined from the addition of existing traffic volumes, airport O&D growth, regional background growth, and Destination District traffic volumes. Based on these traffic volumes, the following ranges of 2040 average daily traffic volumes (ADTs) are anticipated throughout the study area:

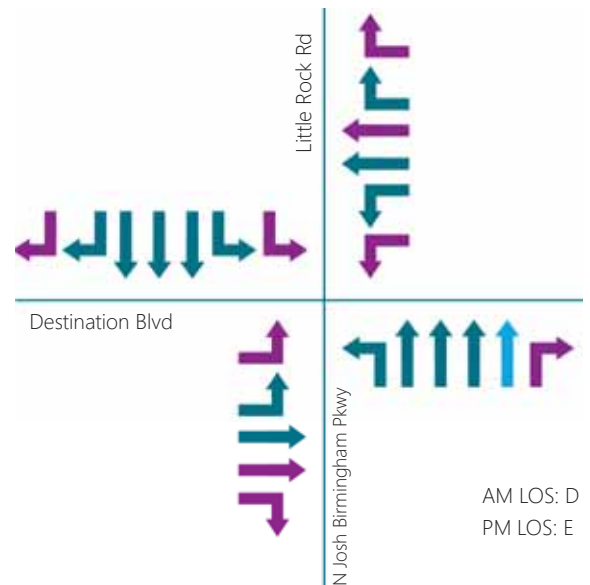
- **Elevated Airport Road: 10,000 – 15,000 vehicles per day (vpd)**
- **Little Rock Road (north of I-85) – 25,000 – 30,000 vpd**
- **Little Rock Road (north of Destination District) – 35,000 – 40,000 vpd**
- **Little Rock Road (south of Destination District) – 20,000 – 25,000 vpd**



With these higher volumes all of the study area intersections along Little Rock Road are expected to fail in the AM peak hour. Additional roadway capacity beyond what is currently provided would be needed to accommodate Destination District traffic. The intersection of US 74 and Josh Birmingham Parkway would require additional laneage to operate acceptably in the AM peak hour; the addition of which would be difficult to accommodate within the existing right-of-way. If improvements cannot be made to this intersection, access to the Airport and the future Terminal Support Offices would be impeded. To improve this intersection, the following network improvements were considered: Destination Boulevard, a direct inbound connection from I-85, and improvements to Billy Graham Parkway. With these improvements in place, travel times and signal operations are expected to improve. Installation of direct inbound access is expected to reduce travel times of patrons entering the Airport from I-85, decreasing travel time from 4 minutes to 1 minute. This savings equates to a total time savings of about 600 hours of travel time daily.

In addition to these time savings, with the direct connection to the Airport and improvements to Billy Graham Parkway, the intersections along US 74 and the Little Rock Road interchange are anticipated to operate acceptably under their current laneage configurations. The intersections created along Destination Boulevard are also expected to operate acceptably.

However, the intersection of Little Rock Road at Destination Boulevard will need additional laneage or other improvements within the District area to accommodate future traffic volumes. As shown in the figure on the right, an additional northbound through lane (shown in light blue) and additional turn lanes would be needed to reach Level of Service (LOS) D and LOS E in the AM and PM peak hours, respectively (new laneage shown in purple and light blue, existing lanes shown in turquoise). The addition of a fourth northbound through lane (light blue arrow) on Little Rock Road may not be feasible nor is it desired.



Accommodating this additional laneage would drastically increase the footprint of this intersection beyond the current configuration. This increased footprint, specifically the additional northbound through lane, would not lend itself to pedestrian walkability or the context of the surrounding Destination District. Further, given the anticipated traffic volumes, this intersection is nearing consideration for grade-separation of the LYNX Silver Line. Key to the plan for Destination District - Central is the presence of light rail transit at-grade in the median of Destination Boulevard. Options to address this issue are discussed below.

Recommendations

The following system of improvements are recommended to maintain acceptable access to the airport and accommodate future year traffic volumes throughout the District and approaching the main Airport campus at an acceptable LOS:

- **Direct inbound connection from I-85**
- **Destination Boulevard**
- **Billy Graham Parkway improvements at Destination Boulevard**
- **Network of local streets (signal warrants should be monitored at these intersections as the District is built out)**

To avoid grade-separation of the LYNX Silver Line and addition of a fourth northbound through lane on Little Rock Road, the following alternatives should be considered and analyzed further to accommodate Destination District and Airport traffic: **direct outbound connection to I-85, additional north/south connections bridging across I-85, and dispersion of traffic via Destination Boulevard and additional access points along US 74.**

These alternatives should be analyzed further as the entire Destination District matures and development intensifies potentially requiring additional capacity. Funding and scheduling of these connections will be determined as needed.

MULTI-MODAL CENTER AND GUIDEWAY ALTERNATIVES

Three alternatives for the location of the Multi-Modal Center and Guideway corridor were proposed. In all concepts, the Multi-Modal Center will house the relocated ConRAC and Ground Transportation Center. Additionally, the Guideway is elevated to allow vehicle crossings and begins at the existing Hourly Parking Decks near the Terminal and terminates in Destination District – Central near the Multi-Modal Center in all scenarios. The Guideway corridor is routed through Airport-owned parking facilities. Locations of Guideway stations south of Wilkinson Boulevard will be determined in the future. Each alignment option corresponds with a land use alternative concept discussed in the following chapter. The need to preserve space for a Guideway Maintenance Facility was identified during the planning process in order to not preclude any technologies and was included in the preferred alternative.

Similar to other rental car facilities that have been developed at US airports, the relocated CLT ConRAC is anticipated to have a customer service building, ready/return parking areas, vehicle storage areas and a multi-level Quick Turn Around (QTA) for cleaning and servicing the vehicles. A separate in-depth study of the ConRAC will be needed to determine the exact size and configuration, which is based in large part on the local rental car market and rental company requirements. For preliminary planning purposes the size shown in the CLT Destination District plan is based on a comparison to the Raleigh-Durham International Airport (RDU) ConRAC, which is currently in the planning and preliminary design stage. RDU was chosen because of the rental car market and geographic similarities between Charlotte and Raleigh, and because the RDU study takes into account recent trends in rental car activity that are being impacted by Transit Network Company (TNC) businesses like Uber and Lyft.

The Guideway is not tailored to any specific technology and could accommodate traditional rubber tire or steel wheel APM, a cable propelled APM, or other future technologies that may be developed such as automated buses or personal rapid transit vehicles.

Alternative A: Business Valet Deck

Alternative A considers repurposing the Business Valet Deck as the Multi-Modal Center and an intermediate Guideway station. The proposed Guideway alignment runs in the middle of the Hourly Parking Decks and continues elevated north of Wilkinson Boulevard, terminating at a station in the core area of Destination District. Passengers from the LYNX Silver Line have a short walk to the terminal Guideway station north of the light rail station along Wilkinson Boulevard. At an estimated 1.3 miles in length, Alternative A is the longest of the three Guideway corridor concepts. This additional cost plus the expense of two Guideway stations and upfitting of the existing Business Valet Deck to accommodate ConRAC activities makes it the costliest of the options. To connect from the Hourly Parking Decks to the current Business Valet Deck, the Guideway alignment veers to the east with substantial curves, which may limit the technology used for the Guideway. It also crosses over Josh Birmingham Parkway with marginal clearance in the Runway Protection Zone (RPZ). As a result of the height restrictions, construction of this Guideway corridor would be challenging.



Alternative B: Curved

Like Alternative A, this alternative calls for two stations to be constructed beyond the existing Airport operational boundary. Alternative B has an intermediate station at the Hotel/Conference Center and the terminal station at the proposed Terminal Support Offices, both in the western portion of Destination District – Central. Walkways from the end-of-line station lead to the Multi-Modal Center and ConRAC, as well as the LYNX Silver Line station along Destination Boulevard. The length of this Guideway corridor is 1.2 miles. The ConRAC is located near the existing rental car storage lots west of the site, which can continue to be used for rental car storage and maintenance needs.



Alternative C: Straight

Alternative C has the Multi-Modal Center located south of Destination Boulevard and adjacent to the elevated direct inbound connection from I-85. The proximity to the existing rental car storage lot allows for continued use as needed. Of all the alternatives, this Guideway alignment is the straightest and runs nearly perpendicular to Destination Boulevard. It is also the shortest Guideway corridor with a length of 1.1 miles. The terminal Guideway station has pedestrian access that leads directly to the Multi-Modal Center, Hotel/Conference Center, and the Terminal Support Offices. Passengers are able to exit the elevated platform and access the ConRAC or descend to a 'great hall' or atrium using elevators and escalators and have the choice to go to the Terminal Support Offices, the Hotel/Conference Center, or access other Destination District amenities. In addition, an elevated pedestrian walkway over Destination Boulevard includes vertical circulation to the LYNX Silver Line light rail station platform in the median of Destination Boulevard, as well as access to street-level development north of the boulevard.



LIGHT RAIL ALTERNATIVES

While construction of light rail through Destination District is beyond the scope of the Airport, planning for a seamless connection between the Airport light rail station, the Terminal Support Offices, and the Terminal will contribute to the goal of expanding transportation options for the traveling public and Airport employees. The light rail alternatives encompass the LYNX Silver Line connection from the west side of I-485, through Destination District – Central, to east of Billy Graham Parkway at Mulberry Church Road. This segment represents approximately 3 miles of the overall LYNX Silver Line corridor, which stretches from the Town of Matthews to Center City Charlotte and continuing west through Destination District to the City of Belmont. Two alternatives were considered—a Destination Boulevard Alignment and a Wilkinson Boulevard Alignment.

Alternative 1: Destination Boulevard Alignment

Destination Boulevard is a proposed new street between Billy Graham Parkway and I-485 that roughly splits the land in the middle. The light rail tracks will be placed in the center of Destination Boulevard (as shown below), which also will include four travel lanes, on-street parking, landscaping, multi-use trails, and sidewalks. A station platform west of Little Rock Road will be connected to the end-of-line Guideway station that leads to the Terminal. Another station will be near Billy Graham Parkway to serve the surrounding areas. A diverging diamond interchange (DDI) is proposed at Billy Graham Parkway and a roundabout interchange is shown on Mulberry Church Road and Westport Road. To the east, the light rail tracks can either be at-grade or grade-separated as it turns back onto Wilkinson Boulevard. The horizontal geometry and vertical profile of Destination Boulevard have been confirmed to be compatible with the LYNX Light Rail Design Criteria requirements.



- Above-Grade
- At-Grade
- Stations

Billy Graham Parkway and Mulberry Church Road Improvements



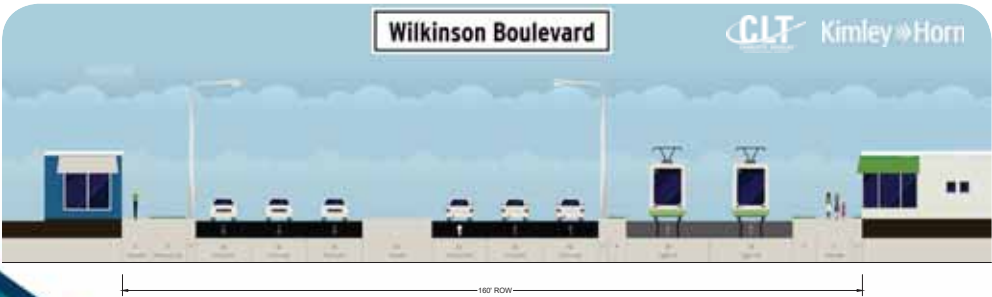
**These improvements only apply to Alternative 1: Destination Boulevard Alignment*



- At-Grade
- Light Rail Station

Alternative 2: Wilkinson Boulevard Alignment

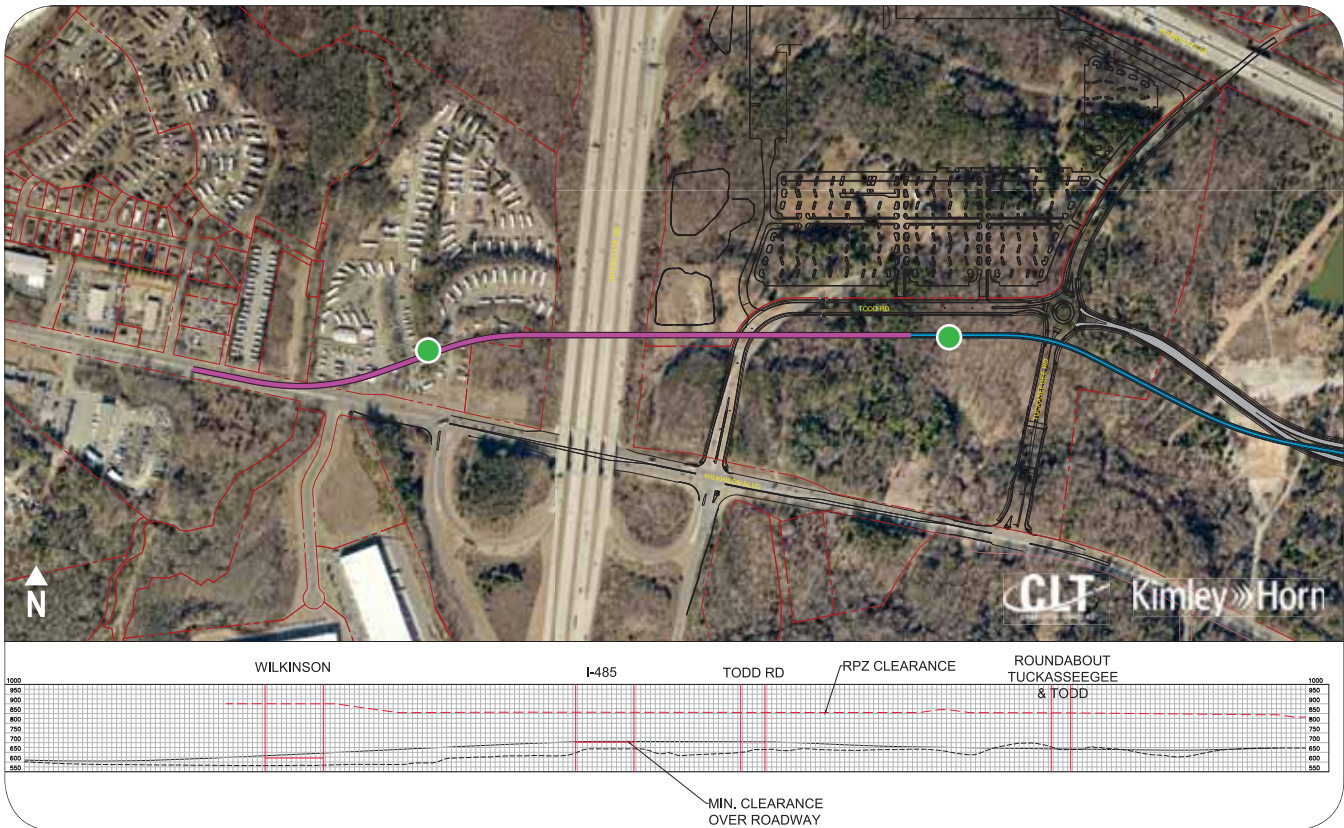
The Wilkinson Boulevard alternative runs parallel with Wilkinson Boulevard, hugging the northern side of the existing road. All access to properties on the north side of Wilkinson Boulevard must be controlled with gates and signals, significantly discouraging development fronting Wilkinson Boulevard on the north side. To avoid traffic congestion and delays at N. Josh Birmingham Parkway, the LYNX Silver Line alignment is proposed to run below-grade at the intersection. Within Destination District – Central, one station platform is shown north of the current Business Valet Deck, which would be repurposed as the Multi-Modal Center, to serve as the main station serving the Airport. Reconstruction of Billy Graham Parkway is required due to space constraints. The tracks will likely shift to center-running from Mulberry Church Road to Uptown according to CATS. This alignment will further box-in Destination District and impede connectivity to neighboring areas with the creation of a southern barrier in addition to I-85, I-485, and Billy Graham Parkway. It is also likely that this alignment will be more disruptive to the traveling public during construction. While solutions for re-routing traffic during construction to maintain access may be feasible, they are likely very complex and costly.



- Above-Grade
- At-Grade
- Below-Grade
- Light Rail Station

Elevated Crossing Over I-485

Both alternatives presented have stations on each side of I-485; a Park & Ride on the west side and a station platform to the east to serve the future Amazon site. The tracks are on an aerial structure just north of Wilkinson Boulevard as it crosses over I-485 and Todd Road. An at-grade option along Wilkinson Boulevard underneath I-485 was reviewed and deemed problematic due to the newly constructed lane under I-485 associated with the future Amazon site.



**This elevated crossing applies to both the Destination Boulevard and Wilkinson Boulevard Alignments*

- Above-Grade
- At-Grade
- Light Rail Station

LAND USE

KEY ASSUMPTIONS

Three conceptual land reuse scenarios were developed in association with the improved Airport access infrastructure and operational facility options considered. Each conceptual scenario shown in this plan represents an alternative configuration of similar Airport Connected Development programs. Each of the conceptual alternatives developed follow the key assumptions listed below.

The study area is made up of three distinct geographic areas:

DESTINATION DISTRICT:

Bounded by Billy Graham on the east, I-85 on the north, Wilkinson Boulevard on the south, and I-485 on the west. Encompasses approx. 800 acres.

DESTINATION DISTRICT – CENTRAL:

Bounded by Stafford Drive on the east, I-85 on the north, Wilkinson Boulevard on the south, and Barry Drive on the west. Encompasses approx. 240 acres.

CORE AREA:

The area that will contain the development associated with direct Airport operations and infrastructure and some ancillary development.

Basic programmatic assumptions include:

- Airport operations should be concentrated and compact to promote efficiency.
- The Airport will be the majority land owner in the study area.
- Private development, including hotels, office, and retail, on parcels privately owned is anticipated and desired.
- Residential land uses are not desirable or allowed in the study area.
- Excluding several Airport-specific uses, Airport-compatible land uses and development regulations supportive of transit within the Central study area should guide the development of Destination District.
- Destination District – Central will be developed in phases that assume a 10–20 year development absorption based on current market demand.
- Destination Boulevard will provide congestion relief to Wilkinson Boulevard and improve access to the main entrance to the Airport, as well as critical access to the Airport operational facilities and other development in the study area.
- The implementation of LYNX Silver Line, coupled with a Guideway corridor to the Airport, is a desirable element in the core area. These public infrastructure investments, when properly located, will provide expanded mobility options for the traveling public and Airport employees, as well as help catalyze Airport Compatible Development.

The land development capacity within Destination District – Central will be determined through a community-engaged rezoning study of potential Transit Oriented Development (TOD), in coordination with the proposed in LYNX Silver Line, and in compliance with the City's airport overlay zone, the FAA Runway Protection Zone guidelines, and airport-related height restrictions. For this effort, the development assumptions below were made in guiding each alternative conceptual scenarios. The programs below describe the amount of development within the core area and outside of the core area within the Central study area that were utilized in the traffic analysis and are for planning purposes only. More refined market analyses will be necessary. A comparison of this proposed program and previous market analyses is provided in Appendix A.

Core Area

Airport Operations

- Terminal Support Offices—300,000 SF
- Multi-Modal Center with ConRAC
- Guideway and Maintenance Facility

Support Service/Hospitality

- Full-service Hotel/Conference Center and other hotels—1,500 new rooms
- Restaurants—40,000 SF

Non-Core Area

Commercial

- Office use—200,000 SF
- Flex/Industrial—1,500,000 SF

Support Service/Hospitality

- Hotels—600 rooms (existing)
- Restaurants—60,000 SF
- Retail—100,000 SF

PREFERRED ALTERNATIVE





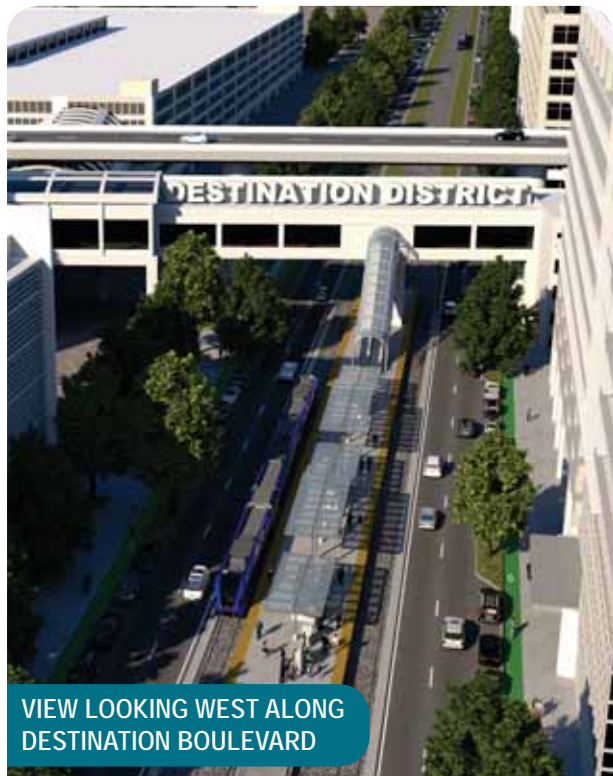
site key

- Hotel
- Mixed Use
(Includes Ground Floor Retail)
- Hotel/Conference
- Office
- Flex Office
- Multi-Modal Center
- Guideway
Maintenance Facility





VIEW LOOKING SOUTH TOWARD THE TERMINAL FROM LITTLE ROCK ROAD



VIEW LOOKING WEST ALONG
DESTINATION BOULEVARD



VIEW LOOKING NORTH TOWARD DESTINATION DISTRICT FROM THE TERMINAL

ALTERNATIVE CONCEPTS

The process of developing a preferred landside access infrastructure plan for Destination District – Central involved development of three initial conceptual land reuse alternatives. Each development scenario was assessed by Airport staff and collaboratively reviewed with representatives from several of the City departments and NCDOT who will play a role in implementation of the infrastructure and Airport Connected Development. A preferred infrastructure strategy and conceptual redevelopment scenario was used to assess the future transportation demands on the proposed infrastructure. The three initial land development alternatives were developed based on the future needs of the Airport. Observations noted during discussions with Airport staff and City and state partners are also noted for each alternative.

Alternative A

Alternative A concentrates the core area development on Destination Boulevard approximately 1,000 feet to the east of Little Rock Road. The key assumptions made for this alternative include:

- Transportation improvements include elevated direct inbound access from I-85 to the Airport west of Little Rock Road, as well as Destination Boulevard.
- LYNX Silver Line light rail alignment and station are located along the north side of Wilkinson Boulevard.
- Business Valet Deck is repurposed to function as the relocated ConRAC.
- The Guideway corridor connects the Terminal and ConRAC, providing a station at the ConRAC that also serves and LYNX Silver Line. The Guideway could then extend over Wilkinson Boulevard to an additional Guideway station to serve the Terminal Support Offices and terminate at Destination Boulevard.
- All core area uses are centered around the last Guideway station at Destination Boulevard.

Alternative A Observations:

- Repurposing the Business Valet Decks into a ConRAC is functionally challenging due to height restrictions and complicated retrofitting.
- Repurposing the Business Valet Parking Decks as the ConRAC does not utilize the existing rental car maintenance and storage facility north of Wilkinson Boulevard.
- Location of the LYNX Silver Line along Wilkinson Boulevard only captures economic benefit on one side of the alignment and compromises economic opportunity presented by Destination Boulevard and the core area.
- Development potential in the core area is significantly limited due to the height restrictions.
- The Guideway length and corresponding cost to serve the ConRAC is significant. Extending the Guideway past the LYNX Silver Line station is cost prohibitive. Construction may not be feasible due to height restrictions.
- Centering the core area east of Little Rock does not take advantage of the Little Rock Road visibility and access.
- Direct inbound access to the Airport, while somewhat independent for this alternative, is seen as feasible and positive.

A

Centralized Development
East of Little Rock -
LRT Along Wilkinson



Alternative B

Alternative B centers the core area around the intersection of Little Rock Road and Destination Boulevard. Key assumptions made for this alternative include:

- Transportation improvements include Destination Boulevard and direct inbound access from I-85 to the Airport through a below-grade connection within the right-of-way of Little Rock Road, below Destination Boulevard and below Wilkinson Boulevard to Josh Birmingham Parkway.
- The design of the intersection at Little Rock Road and Destination Boulevard is critical to the success of this alternative. Design considerations must include capping the underpass lanes carrying traffic through Destination District to the Airport to maximize development opportunities and ensure pedestrian access and safety within the core area opportunity is preserved.
- The core area is centered near the intersection of Little Rock Road and Destination Boulevard and a capped direct inbound connection from I-85 to the Airport. It is partially in the zone with the least restrictive height limitations.
- The station for LYNX Silver Line is along Destination Boulevard, west of Little Rock Road.
- The ConRAC is located to the west and south of Destination Boulevard, adjacent to the existing rental car service facility.
- The Guideway corridor from the Terminal is routed through the Airport-owned parking facilities to the southwest quadrant of N. Josh Birmingham Parkway and Wilkinson Boulevard and curve west. The end-of-line Guideway station is sited south of Destination Boulevard near the ConRAC and Terminal Support Offices and another station would serve the Hotel/Conference Center near the intersection of N. Josh Birmingham Parkway and Wilkinson Boulevard .

Alternative B Observations:

- The interchange improvements at Josh Birmingham and I-85, including the creation of a direct connection to the Airport below Destination Boulevard and Wilkinson Boulevard, are cost-prohibitive and functionally challenging.
- Articulating the design of Little Rock Road and Destination Boulevard intersection and capping the corridor for development opportunities and a positive pedestrian experience will be difficult and costly.
- Locating the ConRAC near the core area and LYNX Silver Line station on Destination Boulevard is highly functional.
- Location of the LYNX Silver Line along Destination Boulevard and through the core area will help maximize access and economic activity.
- The Guideway corridor is more direct and cost effective than Alternative A.
- Development potential in the core area is somewhat limited due to the height restrictions.

B
 Centralized Development
 at Little Rock -
 Airport Access Underground

- Hotel
- Office
- Retail/Commercial
- Guideway Platform
- LRT Station Platform
- Guideway and LRT Pedestrian Access
- Gateway Icon



Alternative C

Alternative C centers the core area around the intersection of Little Rock Road and Destination Boulevard. Key assumptions made for this alternative include:

- Transportation improvements include Destination Boulevard and an elevated direct inbound connection from I-85 to the Airport west of Little Rock Road and Destination Boulevard.
- All core area land uses are centered to the west of the intersection of Little Rock Road and Destination Boulevard in the zone with the least limiting height restrictions.
- The station for LYNX Silver Line is located along Destination Boulevard to the west of Little Rock Road.
- The ConRAC is located to the west of the elevated direct connection from I-85 and south of Destination Boulevard, near the existing rental car service facility.
- The Guideway corridor from the Terminal routes through the Airport-owned parking facilities and terminate south of Destination Boulevard near the ConRAC, Terminal Support Offices, Hotel/Conference Center, and LYNX Silver Line.

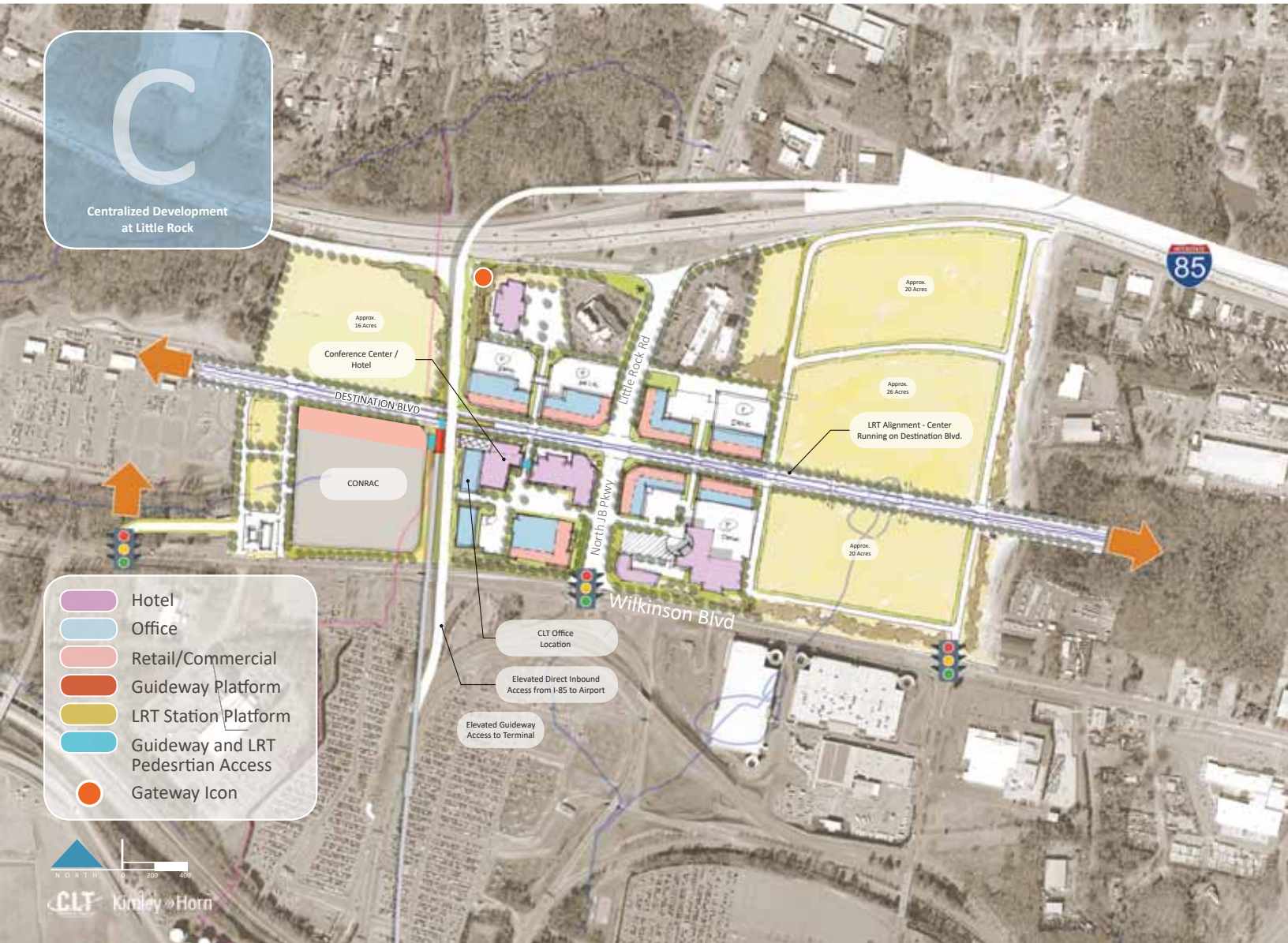
Alternative C Observations:

- The direct inbound access from I-85 to the Airport is the most feasible and cost-effective of the roadway alternatives, and also helps mitigate congestion at Little Rock Road and Wilkinson Boulevard.
- Development potential in the Core Development is the least height restricted.
- Locating the ConRAC near the Core Development and LYNX Silver Line light rail station on Destination Boulevard is highly functional.
- Location of the LYNX Silver Line along Destination Boulevard near the Core Development maximizes economic development potential.
- The Guideway corridor to the Terminal is the most direct and cost effective of the options.

C

Centralized Development
at Little Rock

- Hotel
- Office
- Retail/Commercial
- Guideway Platform
- LRT Station Platform
- Guideway and LRT Pedestrian Access
- Gateway Icon

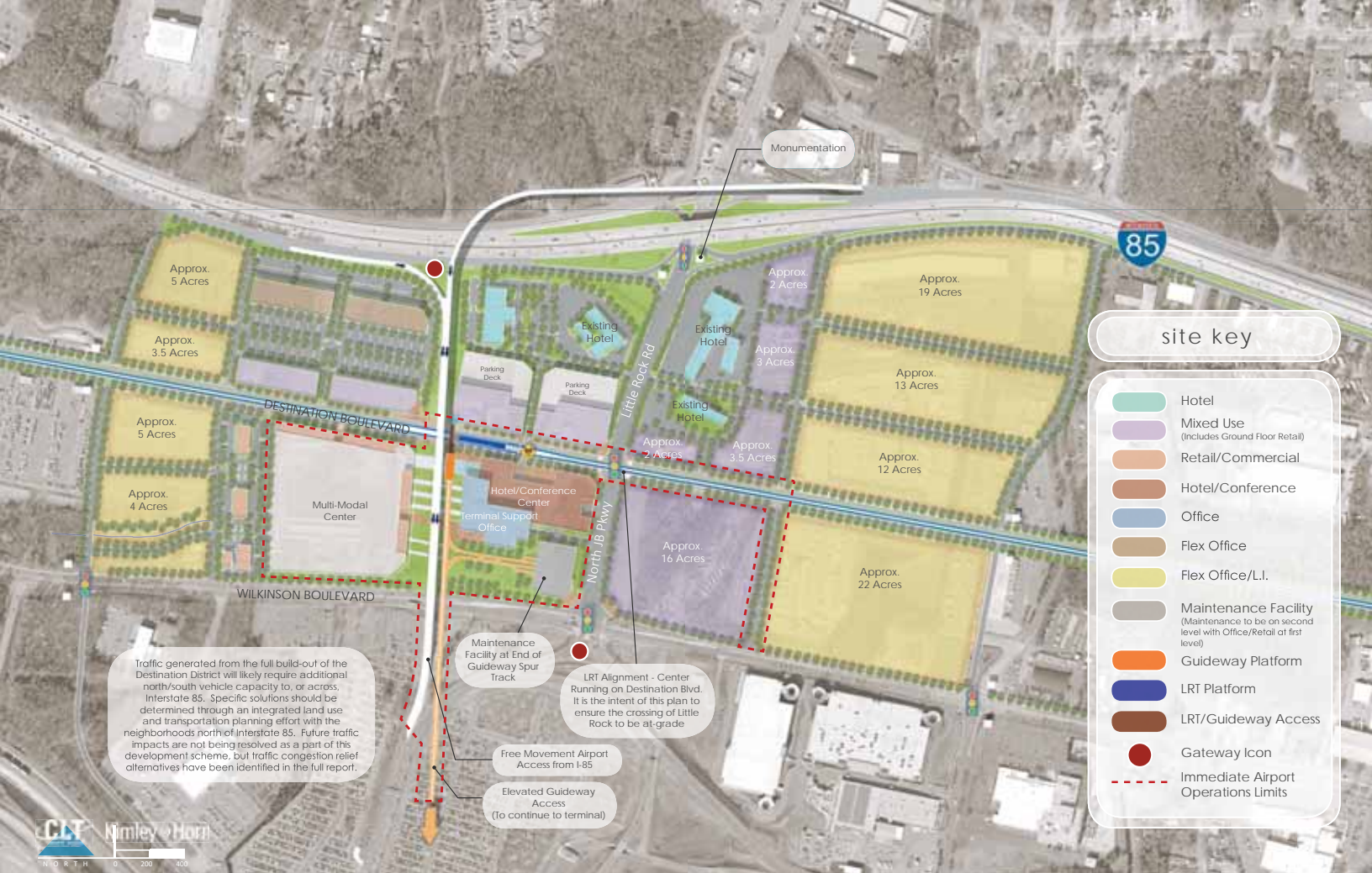


PREFERRED ALTERNATIVE

A preferred conceptual redevelopment scenario was developed following analysis of each initial alternative by Airport staff and ongoing discussions and general concurrence with the City and state partners. It is important to note that this conceptual design is for planning purposes only and provides recommendations for Airport- and non-Airport owned property and infrastructure.

Key elements of this alternative include:

- Use of an elevated direct inbound connection from I-85 to the Airport west of Little Rock Road.
- The core area is located between the elevated direct inbound connection and Little Rock Road, where height limitations are the least restrictive.
- Airport facilities within the Central study area are concentrated and compact to maximize efficiency.
- Development of Destination Boulevard maximizes access to Destination District's internal properties and mitigates current and future traffic congestion on Wilkinson Boulevard while providing right-of-way for the LYNX Silver Line.
- Seamless connection to the Terminal from the core area for the traveling public via the Guideway that connects to the Multi-Modal Center with ConRAC, Terminal Support Offices, Hotel/Conference Center, and LYNX Silver Line station, along with other Airport Connected Development.
- LYNX Silver Line integrated at-grade in the median of Destination Boulevard with a light rail station serving the Airport in the center of the core area; a direct connection to the end-of-line Guideway station is provided.
- The Multi-Modal Center with ConRAC is located south of Destination Boulevard, adjacent to the elevated direct inbound connection from I-85 and near the existing rental car storage lots and proposed LYNX Silver Line light rail station.
- The elevated Guideway has a relatively straight alignment from the Terminal to its end-of-line station south of Destination Boulevard in the core area. It runs along the eastern side of the I-85 direct connection.
- A Guideway Maintenance Facility is sited in the northwest quadrant of Wilkinson Boulevard and N. Josh Birmingham Parkway with spur tracks from the mainline to allow train vehicles to enter the Maintenance Facility on the second floor. Final design will be dependent on the technology ultimately selected.
- Connection between the Guideway and Terminal Support Offices and Hotel/Conference Center is made via a 'great hall' or atrium. An elevated walkway over Destination Boulevard with vertical circulation will provide connection between the Guideway and LYNX Silver Line light rail station, as well as development north of Destination Boulevard.
- Other transportation improvements for functionality include Billy Graham Parkway interchange improvements and Little Rock Road travel lane adjustments.
- Utility facilities will need to be relocated and expanded to meet the capacity needs of the proposed Destination District and the associated Airport Connected Development.



INVESTMENTS AND PARTNERSHIP OPPORTUNITIES

SECONDARY PARTNERSHIPS AND OPPORTUNITIES

The proposed location for the Terminal Support Offices, which would house the Airport administrative offices relocated from CLT Center and offices of other Airport users, in the preferred alternative was intentionally selected along Destination Boulevard to maximize access to the Guideway, Multi-Modal Center, and LYNX Silver Line. Co-locating these facilities consolidates Airport operations, promotes efficient connectivity, and expands transportation options for employees. Shared parking with the Multi-Modal Center should be considered in the planning and design of the facilities. The Multi-Modal Center is envisioned for use by multiple Airport users.

The office building's central location within Destination District will also help initiate and anchor the core area, and it is expected that retail offerings will follow to serve the concentration of employees. Strategies for cost-sharing for the planning, design, and construction of the Terminal Support Offices will need to be coordinated between the Airport and secondary partners. The Airport should explore instituting a leasing policy that prohibits the leasing of space within the Terminal for uses that could be located at a remote site to ensure the highest and best use of space, as well as maximize revenue potential.

ROADWAY INVESTMENTS

Elevated Direct Connection from I-85 to CLT

The primary intent of the elevated inbound interstate connection is to accommodate future growth, reduce travel times, and alleviate congestion on the local roads surrounding the main entrance to the Airport. This will improve the passenger experience by providing direct access to the Airport and lessening the burden on Little Rock Road/N. Josh Birmingham Parkway by providing a parallel direct connection from I-85 to the Airport. Analysis of future traffic volumes and patterns anticipates a reduction in time delay for the air traveling public due to the added capacity. Cost and ownership of this project will be shared by CLT and NCDOT. While this ramp will provide direct inbound access to the Airport, outbound travelers will be routed through the local street network with easy access to the retail and hospitality offerings of Destination District – Central via Josh Birmingham Parkway and Little Rock Road.



Destination Boulevard

Destination Boulevard will be owned by CDOT and developed through funding partnerships between CDOT, Charlotte ED, CLT, and private investors. The corridor will be regulated by CDOT and Charlotte Planning. The roadway will serve as the primary east-west spine of Destination District. This new corridor is expected to provide access to the expanded Airport operations in the core area and establish a parallel road to Wilkinson Boulevard, alleviating congestion along Wilkinson Boulevard and creating the basis for a new grid of streets and developable blocks.

The cross-section of Destination Boulevard is anticipated to consist of four travel lanes, on-street parking, median with LYNX Silver Line, and a generous streetscape space behind the curb to encourage a pedestrian and bicyclist-friendly environment. The alignment of Destination Boulevard should be added to the Comprehensive Transportation Plan (CTP) to be considered as an alternative within the CATS PE/DEIS. CDOT, Charlotte ED, Charlotte Planning, and the Airport should work together to achieve this goal.

Billy Graham Parkway Interchange

Destination Boulevard will connect to Billy Graham Parkway, potentially in a diverging diamond interchange configuration along Mulberry Church Road. This interchange could be a state-funded project as NCDOT has a current interchange improvement project in the Metropolitan Transportation Plan for the I-85 and Billy Graham Parkway interchange. CDOT and CATS could also have a role given that this interchange would benefit the City by providing multi-modal and capacity benefits and would also benefit NCDOT by providing an alternative to US 74 and improving safety at the existing I-85 interchange.

Local Street Network

The proposed local streets created as part of Destination District – Central develop the framework of a grid network. These City-owned streets create connections between the collectors and arterials throughout the District to better distribute traffic—creating a more robust street network and additional opportunity for street-front development. Alignment for these roadways will be determined as the District develops.

Future Connectivity

Several potential future roadway connections should be considered to provide additional traffic capacity to ensure congestion does not impact Airport operations or hamper the area's economic potential, including:

- Direct outbound connection from the Airport and Destination District to I-85
- Additional north/south connections bridging across I-85
- Dispersion of traffic via Destination Boulevard and additional access points along US 74

These alternatives should be analyzed further as Destination District – Central develops and additional capacity is required. Funding and schedule of these connections will be determined as needed.

MULTI-MODAL CENTER AND GUIDEWAY INVESTMENT

This plan recommends relocating the existing ConRAC to Destination District - Central to allow for a more profitable use of the highly desirable space in the parking garage closest to the Terminal that better supports Airport self-sufficiency. To minimize curbside congestion at the Terminal and take advantage of the ConRAC's central location in Destination District, it is anticipated that the building would also be used as a Ground Transportation Center (GTC), making it a Multi-Modal Center. An airport GTC typically serves off-airport parking, hotel/motel shuttles, local and express buses, TNCs, taxis, VIP, and on-demand transportation services, but can vary depending on the airport needs. These activities could be accommodated on the ground floor of the Multi-Modal Center, with a retail wrap provided on exterior portions of the building face to help activate the spaces

fronting Destination Boulevard and provide a more engaging pedestrian experience and create more opportunity to diversify Airport revenues.

Coordination between the Airport and other transportation providers, including CATS, will be necessary to optimize the design and utility of the Multi-Modal Center. Depending on the rental car company preferences, levels 2-4 of the facility could be used for the ConRAC ready/return activities and the top floor used for vehicle storage. A remote GTC has the added benefit of keeping vehicles off Airport roadways and reduces congestion at the Terminal curb and main entrance.

The Guideway will be elevated to minimize disruption to the local traffic within Destination District and provide a seamless connection between the Terminal and Multi-Modal Center, as well as the LYNX Silver Line. The largest driver for ridership on the Guideway system will be the ConRAC customers, though the light rail and other Destination District amenities could contribute a large number of passengers as well. Additionally, it is anticipated that employees of the Airport and other Airport users will utilize the new connection between the Terminal Support Office and the Terminal. Ideally, the Guideway and Multi-Modal Center would be constructed to open at the same time, though the combined cost of both may be prohibitive.

Due to the tight geometrics and elevated crossing of Wilkinson Boulevard, it is not possible to bring the spur track from the mainline to the Guideway Maintenance Facility down to grade. Though most maintenance facilities are at-grade, there are other examples of multi-story maintenance facilities including Newark AirTrain and the Miami Metromover. Both of those systems have tracks into the second level of the building where train maintenance is provided, with the ground floor used for offices, storage, and supply rooms. In the case of CLT, the plan also includes the potential to utilize the ground floor exterior of the public facing areas for retail or commercial opportunities to maximize revenue potential. The final layout of the Maintenance Facility will be adjusted based on the vehicle technology selected by the Airport.

Examples of multi-modal airport ConRACs include:

- **Chicago O'Hare (ORD)**—Recently opened ConRAC was designed to support collateral development that will take advantage of the automated people mover (APM) station and have hotel, office buildings and retail/restaurant space. The ORD ConRAC also has a GTC for shuttles and regional bus lines next to the APM station as well as a commuter rail station on the back side of the ConRAC.
- **Tampa International (TPA)**—The TPA ConRAC opened in 2018 and includes an APM connection to the terminal core and GTC configured as a linear curbside on the ground floor allowing bus/shuttle customers to walk to the APM. Future office/hotel/retail development is planned adjacent to the ConRAC. See photos below.
- **DFW, ATL, SAN, LAX** all have or will have ConRACs with multi-modal and/or commercial/retail components.
- **Examples of the PHX APM and pedestrian facilities** are shown on the page to the right.



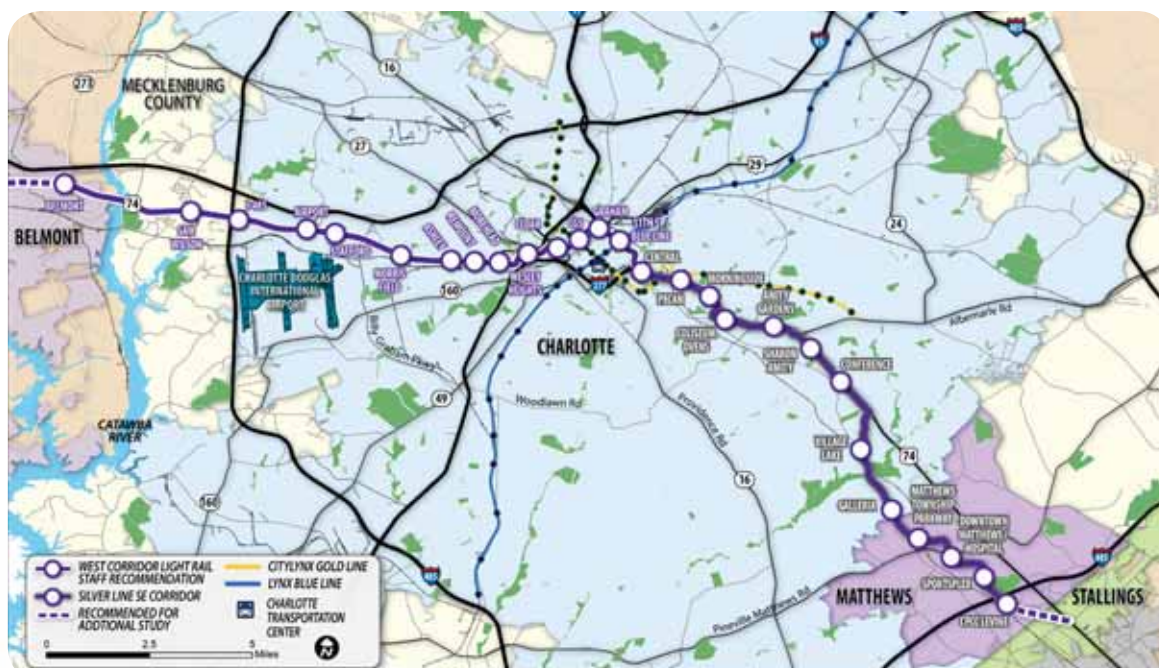


LIGHT RAIL INVESTMENT

LYNX Silver Line

While this project is outside the typical scope of the Airport, it presents a unique opportunity to provide additional transportation options to the traveling public and Airport employees by tying in another mode into the intermodal connections at the Multi-Modal Center and Guideway end-of-line station. In February 2019, the Metropolitan Transit Commission (MTC) amended the Southeast Corridor/LYNX Silver Line to include the West Corridor locally preferred alternative – light rail – resulting in the LYNX Silver Line being defined as one continuous light rail corridor from the Town of Matthews to Center City Charlotte and continuing west to CLT and beyond to a western terminus in the City of Belmont in Gaston County. The Southeast and West corridors will connect in Center City at Highway 74 and I-277, via 11th Street near Charlotte's North End and head toward the Charlotte Gateway District before connecting to Wilkinson Boulevard. The project represents one of the largest public investments the City has ever undertaken. It will be led by CATS with support from many other City departments, NCDOT, and the federal government. The anticipated implementation schedule includes initiation of Pre-project Development in 2019, Project Development in 2022, Engineering in 2024, Construction in 2027, and initiation of revenue service in 2030.

The plan for Destination District – Central proposes consideration of locating the LYNX Silver Line alignment in the median of Destination Boulevard. In this configuration, both sides of the corridor throughout Destination District – Central will be activated for Transit-Oriented Development (TOD), as opposed to only one side in the case of the Wilkinson Boulevard alternative alignment. The Destination Boulevard alignment creates more opportunities to minimize traffic impacts on Wilkinson Boulevard and disruption to Airport operations during construction, locate pedestrian scale development along the light rail, and bolster ridership. For CATS to consider the Destination Boulevard alignment a viable alternative, the Boulevard must be formally adopted in the CTP and further coordination on property acquisitions is needed. Further traffic analysis of the Destination Boulevard and Little Rock Road intersection will be required to ensure no grade separation is needed. Given that Destination District – Central is envisioned as a mixed-use urban district, it is critical that light rail remain at-grade to create the desired pedestrian experience.



Transit Oriented Development

Developers are increasingly choosing to invest along light rail corridors and there is no further proof needed than what is witnessed on the LYNX Blue Line. Since opening ten years ago, about \$2 billion has been spent in development in the South End district. The recent LYNX Blue Line Extension has seen around \$500 million in investments. The fixed route of light rail attracts development in and around communities. Discussions with Charlotte ED revealed the immense demand for quality office space along the light rail, as well as convenient access to Uptown. Enhancing Destination District with this element will help tap the enormous potential for this area. Coordination between the Airport and Charlotte Planning on TOD zoning districts in the station area will be essential to ensure redevelopment of the area is compatible with Airport operations.



PARTNERSHIP ENGAGEMENT

Given that this plan outlines recommendations for both Airport-owned and non-Airport-owned property and infrastructure, its successful implementation requires deliberate collaboration and coordination between City departments, state agencies, and federal partners. This plan initiates an infrastructure investment strategy and framework aimed at supporting Airport operations and enabling Airport Connected Development to strengthen the financial self-sufficiency of CLT. City stewardship of Destination District will allow the vision to complement Airport operations, promote economic development, and minimize potential impacts on the adjacent neighborhoods.

- **Charlotte Douglas International Airport (CLT) and Federal Aviation Administration (FAA)** – The Aviation Department is leading the Airport's infrastructure requirements within Destination District – Central in coordination with the FAA. These Airport landside infrastructure investments include the direct connection between the Airport and I-85, the new ConRAC and Multi-Modal Facility, the Terminal Support Offices, and the Guideway and Maintenance Facility. The Airport is also managing the development and redevelopment of its property assets in the District for additional Airport Connected Development under the guidelines of FAA requirements. Through its property interests, the Airport will also actively support the evolution of Destination District - Central with its City and state partners as well as neighboring private land owners.
- **North Carolina Department of Transportation (NCDOT) and Charlotte Regional Transportation Planning Organization (CRTPO)** – NCDOT has vested interests in the direct connection from I-85 to the Airport, the proposed improvements to the Billy Graham Parkway/I-85 interchange and Mulberry Church/Destination Boulevard intersection, and any modification to Wilkinson Boulevard or the I-85/Little Rock Road interchange. NCDOT is needed for active participation in these facilities' permitting and design, as well as potential funding if the projects are included in the CRTPO 2040 Metropolitan Transportation Plan (MTP). CRTPO will help CDOT and the Airport assess and prioritize roadway and transit investments for inclusion in the MTP.
- **Charlotte Department of Transportation (CDOT)** – CDOT manages and coordinates transportation investments within the City as well as Destination District. It is necessary that CDOT collaborate with CLT on the direct inbound connection of I-85 to the Airport and any proposed improvements to NCDOT facilities. CDOT is also needed to take a significant leading role in the implementation of Destination Boulevard and the District's supporting local street network.



- **Charlotte Planning, Design and Development (Charlotte Planning)** – Charlotte Planning’s regulatory role in guiding how public and private land owners develop their property will ultimately influence the success of Destination District. The CLT Destination District’s Transportation and Land Use Plan outlines an infrastructure investment plan which should enable successful development of CLT’s vision for Airport Connected Development; however, more needs to be done to properly entitle (rezone) the properties within Destination District to make compatible development a reality. Charlotte Planning can take the lead on the area’s rezoning through the LYNX Silver Line TOD and Corridor Planning. This Transportation and Land Use Plan’s detailed station location assessment and infrastructure planning provide Charlotte Planning the opportunity to investigate the District’s specific rezoning strategies in great depth through the LYNX Silver Line’s TOD effort.
- **Charlotte Economic Development (Charlotte ED)** – The economic development opportunity of CLT’s Destination District provides Charlotte ED with the unique opportunity of leveraging access to both the Airport and the LYNX Silver Line in recruiting future businesses. The economic opportunities of Destination Boulevard cannot be under emphasized. The transportation benefits of Destination Boulevard are well documented; however, the economic opportunity of Destination Boulevard unlocking approximately 800 acres of light industrial, flex office, and transit supportive development adjacent to the Airport and with convenient future access to Uptown via the LYNX Silver Line is unmatched in the Charlotte region.
- **Charlotte Area Transit System (CATS) and Federal Transit Administration (FTA)** – CATS is initiating the LYNX Silver Line’s Preliminary Engineering Draft Environmental Impact Statement (PE/DEIS) in coordination with the FTA. While CATS is generally supportive of considering the light rail alignment along Destination Boulevard, a stronger local commitment to Destination Boulevard is needed to make it a viable consideration for CATS in the PE/DEIS effort. CATS’s proposed two-year schedule for the PE/DEIS process to identify the locally preferred alternative and minimum operating segment for the LYNX Silver Line requires immediate coordination and collaboration between the Airport and its infrastructure partners within the City (CDOT, Charlotte ED, and Charlotte Planning) and state to make Destination Boulevard a reality.



ACTION PLAN

This Action Plan outlines the responsibilities of the Airport and other City and state partners whose involvement is required for successful implementation of the plan. Many of these actions are expected to be included in other plans authored by the partner agencies and departments.

PHASING STRATEGY

The phasing for the development of the infrastructure and private development for Destination District - Central is complicated and must be planned and executed in coordination and collaboration with numerous partners. The phasing strategy presented below is dependent on the near-and long-term needs of the Airport and the Fiscal Resources of the City. The City and state partners that are responsible for the implementation of each action are indicated in parentheses.

Phase 0: Immediate and Ongoing Actions

- Facilitate a community outreach strategy for ongoing Airport Master Planning, implementation of the CLT's landside infrastructure improvements, and the development of Airport properties within Destination District (CLT)
- Add Destination Boulevard to the Comprehensive Transportation Plan (CDOT and CLT)
- LYNX Silver Line PE/DEIS (CATS, CDOT, Charlotte ED, Charlotte Planning, CLT, and NCDOT)
- LYNX Silver Line TOD (Charlotte Planning, CATS, CDOT, Charlotte ED, CLT, and NCDOT)

Phase 1: Short-Term Actions

- Identify, protect, and design preliminary Guideway corridor east of the I-85 direct connection to the Airport (CLT)
- Relocate necessary utility infrastructure to prepare for Airport Connected Development (CLT)
- Necessary environmental permitting for stream impact mitigation (CLT)
- Design and permit the elevated direct inbound connection from I-85 to the Airport (CLT and NCDOT)
- Planning, design, and construction of the western segment of Destination Boulevard between Little Rock Road and I-85 direct connection to the Airport, as well as a connection between Destination Boulevard to Wilkinson Boulevard running parallel to the elevated direct inbound connection from I-85 (CLT and CDOT)
- Coordination of CRPTO/City prioritization, planning, design, and local commitments to Destination Boulevard east of Little Rock Road to Billy Graham Parkway, concurrent with CATS' PE/DEIS (CDOT, Charlotte ED, Charlotte Planning, and CLT)
- Rezone properties within the Destination District – Central (Charlotte Planning and CLT)

Phase 2: Medium-Term Actions

- Construct elevated direct inbound connection from I-85 to the Airport (CLT and NCDOT)
- Relocate existing businesses impacted by Destination Boulevard east of Little Rock Road to Stafford Drive (CLT)
- Construct necessary stream mitigation measures as part of the Destination District core elements west of Little Rock Road (CLT)
- Relocate and expand public infrastructure and utilities to serve the capacity needs of the proposed Airport Connected Development (CLT)
- Design and develop the Airport's landside infrastructure elements west of Little Rock: Multi-Modal Center with ConRAC, CLT Support Offices, Hotel/Conference Center (CLT)
- Construct interim use of Guideway corridor as a vehicular connection between Destination Boulevard and Wilkinson Boulevard (CLT)
- Design Destination Boulevard east of Little Rock Road to Stafford Drive (CDOT)

Specific areas that will need to be focused on throughout all phases to ensure project success include:

- **Airport property acquisition and disposition**
- **Planning, design, and permitting of infrastructure elements**
- **Necessary steps to secure capital funding**
- **Utility & public infrastructure relocation/expansion**
- **Entitlement process**
- **Continuous market evaluation**

Phase 3: Long-Term Actions

- Construct Guideway and Maintenance Facility (CLT)
- Other necessary environmental permitting and construction for stream mitigation east of Little Rock Road (CLT)
- Continue to relocate/expand necessary public infrastructure and utilities (CLT)
- Permit and construct Destination Boulevard east of Little Rock Road to Boyer Road (CDOT)
- Construct LYNX Silver Line and design and construct DDI at Billy Graham Parkway and Mulberry Church Road (CATS, NCDOT, CDOT, and Charlotte ED)
- Continue commercial development along Destination Boulevard (Charlotte Planning, private land owners, and CLT)
- Existing hotels preserved in plan reach end of life – renovate or rebuild (private land owners and Charlotte ED)

ROUGH ORDER OF MAGNITUDE COSTS

A summary of the anticipated costs for the construction of the transportation infrastructure and Airport facilities in 2019 dollars is provided in the table below. The estimated costs do not include property acquisition. Together, these capital projects form a complementary system of improvements that work in concert to serve the operational needs of the Airport by accommodating future growth and expand multi-modal access to the Terminal and throughout Destination District.

Project	Partners	Cost
Elevated Connection from I-85	CLT, NCDOT	\$75 M
Multi-Modal Center & ConRAC	CLT	\$300 M
Airport Guideway and Maintenance Facility	CLT	\$500 M
Destination Boulevard	CLT, CDOT, Charlotte Planning, & Charlotte ED	\$25 M
Billy Graham Parkway Interchange	CDOT, NCDOT	\$30 M
Light Rail Elements	CATS	\$140 M

NATIONAL ENVIRONMENTAL POLICY ACT

Many components of the CLT Destination District - Central Transportation and Land Use Plan may seek to utilize federal funding and as such will require studies and compliance with the National Environmental Policy Act (NEPA). Each particular investment will typically fall under the jurisdiction of one particular lead agency and some projects may include federal cooperating agencies.

A table describing anticipated lead agencies and departmental sponsors is presented below. The federal lead agency indicated represents the agency most likely to have jurisdiction based on the project scope and/or location. Due to the interrelated nature, several federal and state agencies will have review authority over every project or commenting authority. As the funding or timing for various projects may affect the study, design, or construction schedules, it is important that clear independent utility be established for each project moving forward or identify those projects that are interrelated and should be evaluated and studied together, where applicable. Nevertheless, all of the projects will need to be analyzed to some extent to evaluate cumulative impacts of the development program as a whole. This cumulative impact assessment could be developed for the project and coordinated with each agency to provide the conceptual basis of the impacts for all future studies.

It should be noted that Destination Boulevard is currently envisioned to be locally funded and is not anticipated to enter the NEPA process. It should also be noted that the Airport is currently advancing the Crosswind Runway Replacement Project through the NEPA process; however, Destination District is not directly affected.

Investment	Sponsor	Anticipated Lead Federal Agency
Elevated Connection from Interstate 85	CLT; NCDOT	FHWA
Multi-Modal Center with ConRAC	CLT	FAA
Guideway and Maintenance Facility	CLT	FAA
Billy Graham Parkway Interchange	NCDOT	N/A
LYNX Silver Line Light Rail	CATS	FTA

FUNDING

Funding for the investments identified in this plan are anticipated to come from a variety of sources. Each particular investment will have a unique funding strategy appropriate to the lead agency or department and nature of the investment. Funding sources may potentially include federal, state, county, City, Airport, private dollars, as well as other sources.

State funding is expected to come from the Strategic Transportation Investments prioritization process, which informs the Transportation Improvement Program. City funding is anticipated to come from the City of Charlotte Capital Improvement Program. Airport funding will come directly from the Airport's Capital Investment Plan, in accordance with FAA and state regulations.

ENTITLEMENTS

Destination District creates a significant opportunity in Airport Connected Development for businesses that have an economic relationship to the Airport. These potential industries range from international businesses, e-commerce and online retailing to hotel and leisure and the full array of industries needing logistics and distributions, to name a few.

The majority of the land within Destination District is currently zoned Industrial (I-1 and I-2). A few properties in the District—along Wilkinson Boulevard—are zoned Business (B-2). The currently proposed Airport facilities like the Multi-Modal Center with ConRAC, Terminal Support Offices (as long as it does not exceed 400,000 sf), Guideway, and Guideway Maintenance Facility are allowed within current zoning.

Many of the businesses and land uses associated with Airport Connected Development are also allowed within the City's current zoning of the District; however, several exceptions emerge within the proposed core area of the District. Land uses proposed in Destination District - Central, such as new hotels, larger-scale retail uses, higher density office (above 400,000 sf), may not be allowed within the District's current zoning structure. It is also important to note the desired design and walkable physical character of the proposed land uses within Destination District - Central are not required within the City's industrial and business zoning regulations. This means there would be a potential for adjacent private property to provide an incompatible form of development within the Central study area adjacent to the light rail station.

The land use vision for Destination District - Central calls for a park-once, walkable environment which concentrates a proposed Hotel/Conference Center, office uses, and supporting restaurant and retail businesses in proximity to the LYNX Silver Line station, the Multi-Modal Center, and the Guideway corridor to the Airport.

The recommended entitlement strategy moving forward for the Airport is to work with Charlotte Planning during the upcoming LYNX Silver Line TOD study to fully evaluate rezoning of both the Airport-owned properties and the privately-owned parcels in the District. This process would follow required public procedures to ensure all properties within Destination District are treated equally and comply with the vision of the District set forth in the CLT AASDP.

PROPERTY ACQUISITION AND DISPOSITION

Proposed transportation infrastructure projects identified in this plan will likely impact properties both owned by the Airport as well as several privately-owned properties. Land use strategies identified in the plan, while structured by the proposed transportation investments, are intended to enable the highest and best Airport Connected Development to occur in Destination District regardless if the property is owned by the Airport, or not. Dispositions of Airport owned properties, either through long-term leases, or through land sales to Airport Connected Businesses is anticipated.

Both potential acquisitions and dispositions that may occur because of the vision established in the AADSP, concepts identified in this CLT Destination District Transportation and Land Use Plan, and individual project environmental permitting and final design will follow federally stipulated procedures required by each project's federal agency sponsors.

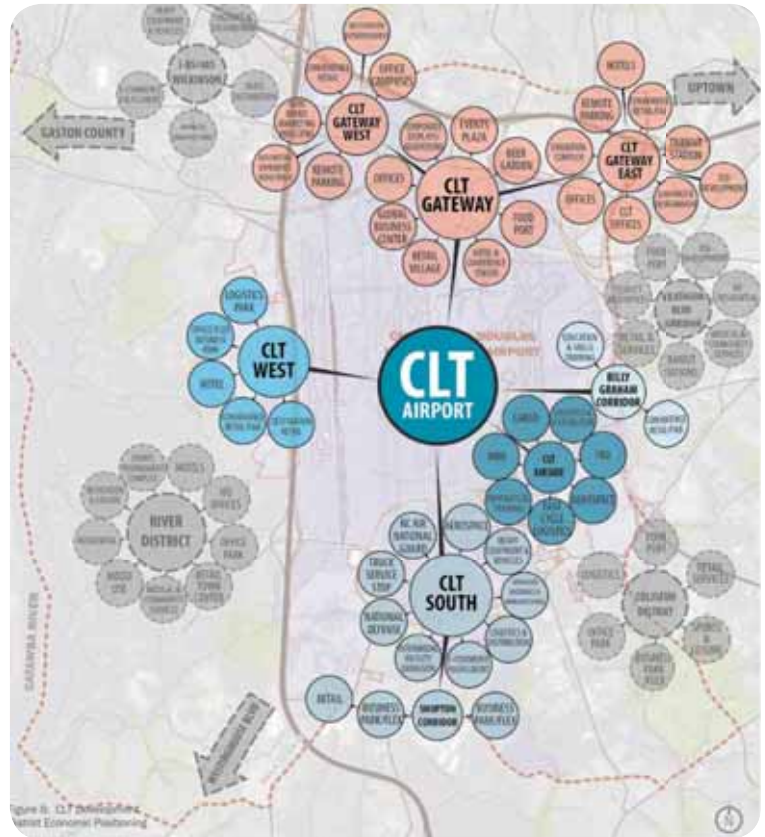
APPENDIX A: MARKET ANALYSES

MARKET OPPORTUNITIES

Two prior market studies were reviewed to inform the development program proposed for Destination District in this plan. The first was an analysis completed as part of the AASDP in 2017. The AASDP envisions Destination District as the front door to and from the Airport. Development in the Destination District should enhance the corridor, with a focus on business, tourism, employment, amenities, and mobility. As such, the Destination District would be appropriate for hospitality, events, retail services, and global business uses. Based on the forecasted demand presented in the AASDP, the initial concepts developed in the Destination District – Central Transportation and Land Use Plan are supportable. It should be noted that the AASDP did not allocate any light industrial demand to this area, instead focusing this land use, primarily including warehouse, distribution, and flex space, to the other districts surrounding the Airport. Combined, more than 7 million square feet of industrial space is forecasted for the other areas. Incorporating a light industrial component in the Destination District would likely reallocate some of the demand from another area or lengthen the development timing beyond the 20-year horizon.

The second study was a Demand Allocation Analysis commissioned by the City of Charlotte in late 2018. The study's purpose was to allocate real estate demand for 18 activity centers and 42 existing or planned transit station areas/streetcar segments within the Charlotte Sphere of Influence. Generally, forecast allocations presented in the Demand Allocation Analysis are more conservative for this area, presenting a far less robust projection for office and retail uses than the AASDP.

Additional informal analysis of the development potential in Destination District – Central was facilitated with Charlotte ED to gather their feedback on the development assumptions utilized in this Transportation and Land Use Plan. Unmet demand for Class A office space along the light rail as well as standalone industrial space with the opportunity to expand was identified. The current challenge for attracting new office development in the Central study area is the lack of amenities for employees. The upcoming Transit Oriented Development Study led by CATS will provide more refined recommendations for land uses in the surrounding areas of the LYNX Silver Line stations. The study is expected to kick-off in late 2019.



Comparison of Proposed Airport Connected Development Programs:

AASDP DEVELOPMENT PROGRAM (20-Year Horizon)

- Office: 925,000 square feet (SF)
- Retail: 333,000 SF
- Hotel: 950 rooms
- TOD Area: 150 acres

DEMAND ALLOCATION ANALYSIS (Horizon Year 2045)

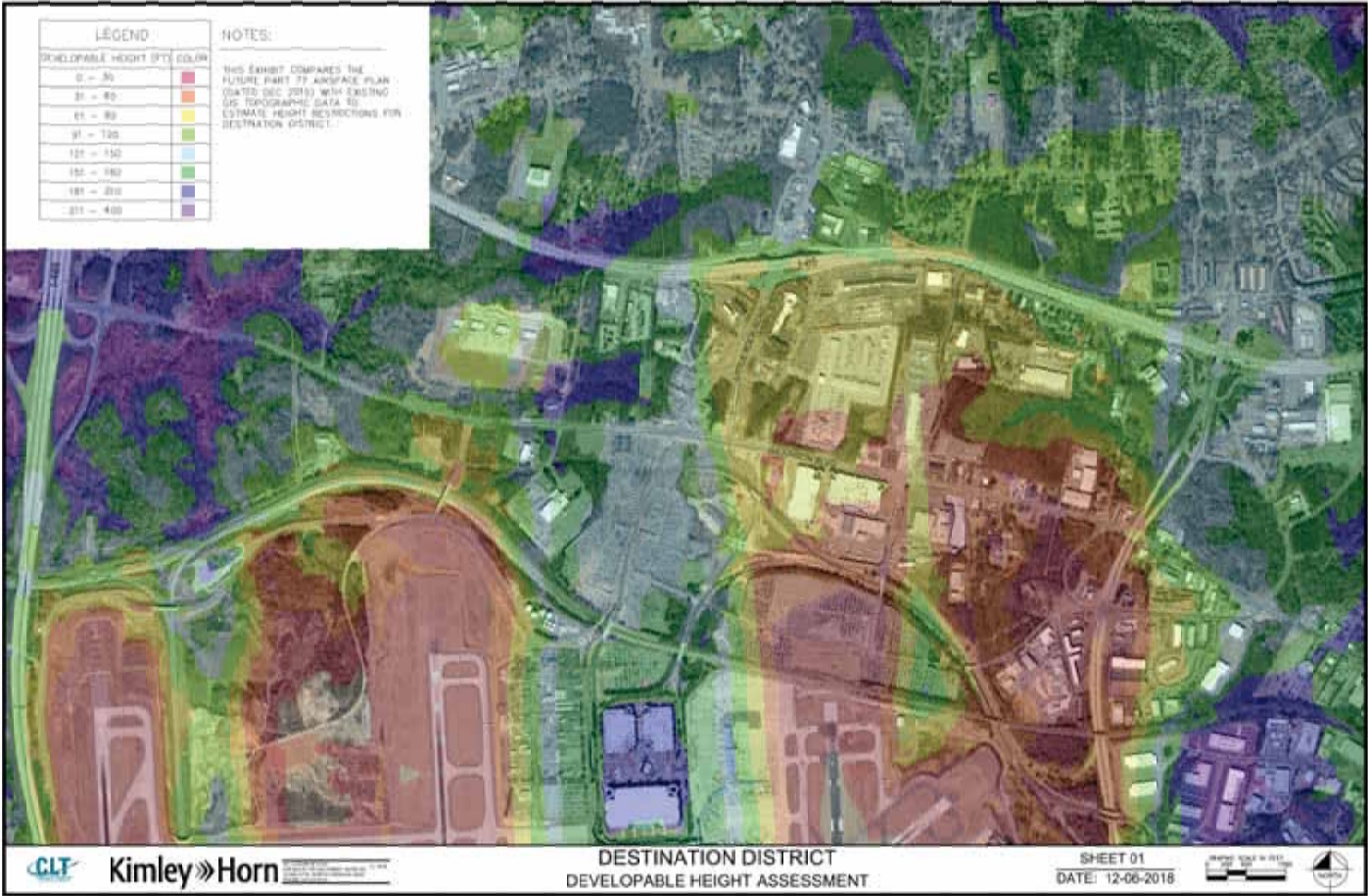
- Office: 101,090 SF
- Retail: 42,046 SF
- Residential: 182 apartment units

DESTINATION DISTRICT – CENTRAL TRANSPORTATION & LAND USE PLAN ASSUMPTIONS

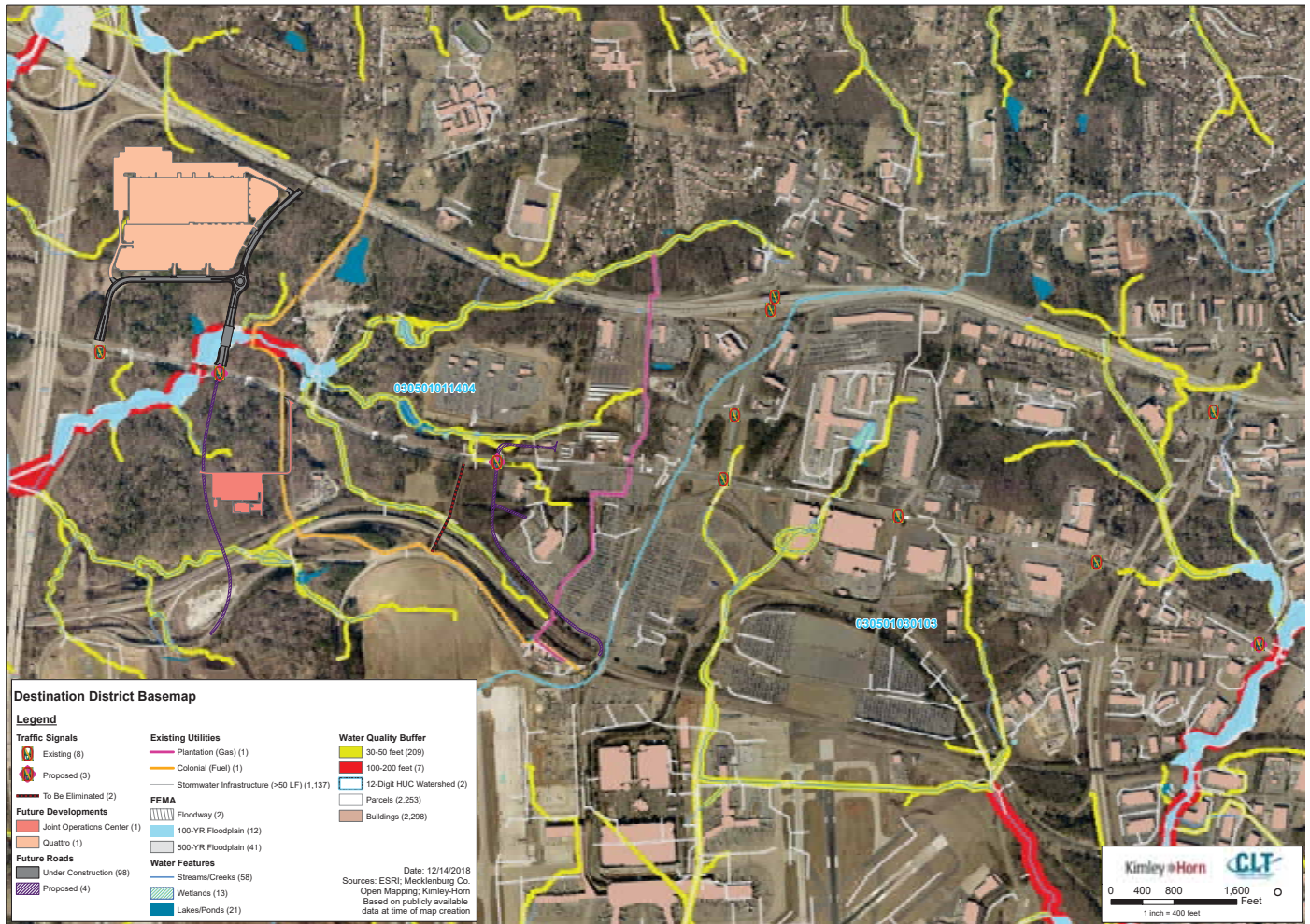
- Office: 500,000 SF
- Restaurants: 100,000 SF
- Retail: 200,000 SF
- Light industrial: 1.5 million SF
- Hospitality: 2,100 rooms (including 600 existing)

APPENDIX B: SELECT EXHIBITS

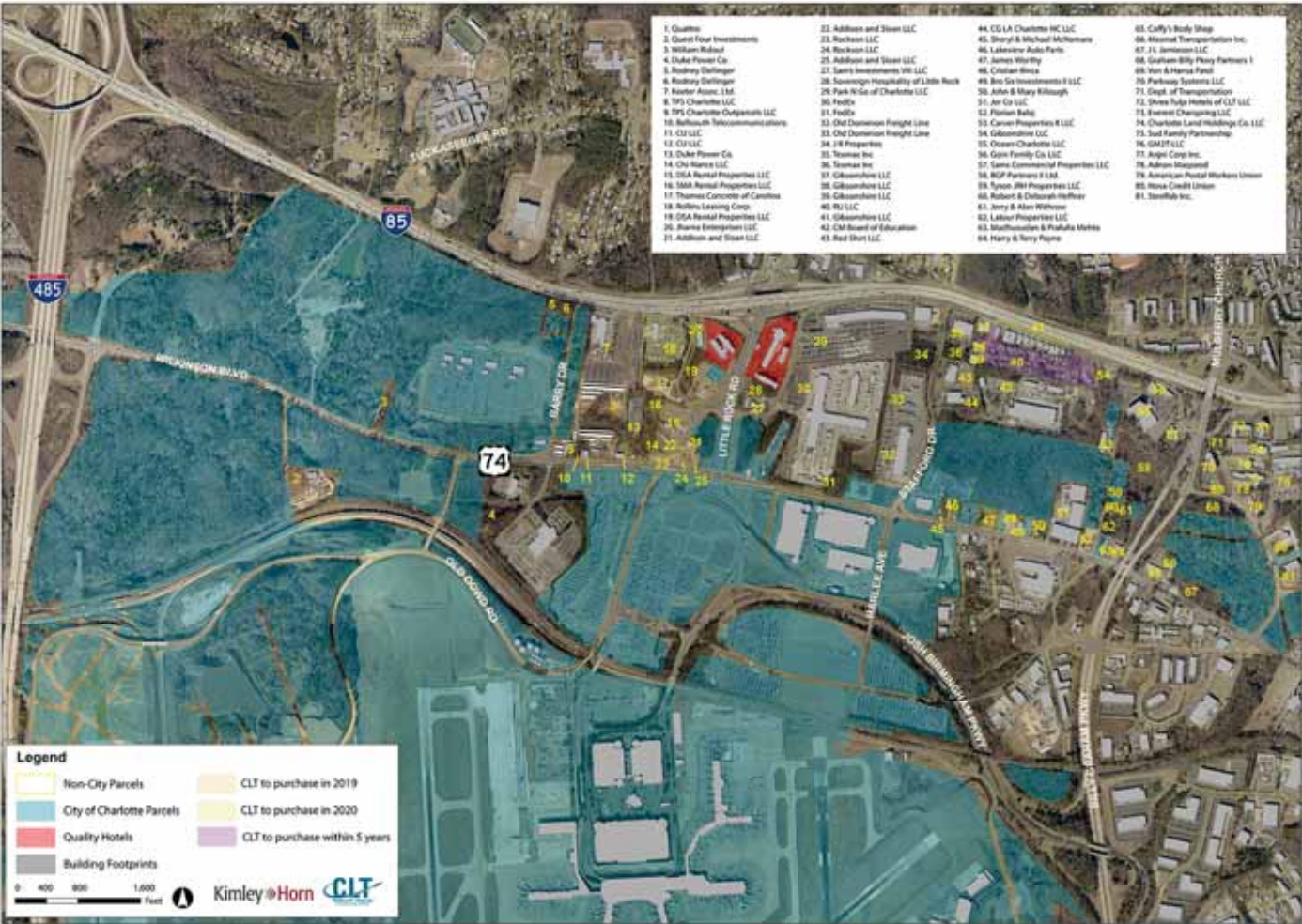
Height Assessment based on Future Part 77 Surfaces



Environmental Assessment



Property Ownership



DETACHED APPENDIX C: DETAILED DOCUMENTATION OF PLAN



For more detailed documentation of the decision-making criteria and justification for the locations and timing of the key infrastructure and operational elements recommended in this plan, see the detached Appendix C: Detailed Documentation of Plan.







CLT
CHARLOTTE DOUGLAS
INTERNATIONAL AIRPORT

Kimley»Horn