

SUGAR CREEK & I-85 INTERCHANGE



SPRINT REPORT

“

Connection to neighborhood resources of housing, food, education, health and workforce is extremely important but that is only half of the equation... the other half is this: it's empowerment. It is removing the oppression that leads to the stress that causes the disease. And the way you do that is by citizen-led engagement. This is social connectivity. These two things are equally important.”

- Dr. Mark DeHaven, UNC-C June 25, 2020

SUGAR CREEK & I-85 INTERCHANGE DESIGN SPRINT REPORT

STATEMENT OF INTENT

This three-month stakeholder engagement was intended to be a starting point to arrive at a scope of work that outlines both meaningful near-term action and broadly supported long-term direction. This is just the start of the work along the corridor and will lead into longer, deeper engagement of residents and stakeholders. This is outlined in the [next steps](#) at the end of the document.

This [design sprint](#) revealed the current conditions that contribute to an unsafe area targeted for crime. This set the direction for projects to improve the safety of the area sustainably and holistically. The proposed projects used a [public health approach](#) looking at systemic, social, behavioral, and physical construct of the interchange study area. Proposed projects outline [near-, medium-, and long-term wins](#) for the area.

This document is organized to [provide direction for the area and proposed projects](#) at the beginning with more details from the process and inputs following. References and copies of relevant documents are provided in the appendix.

DESIGN SPRINT PARTICIPANT TEAM:

[Sharjeel “Shawn” Ahmad](#), Owner of the Baymont Hotel
[Brandon Brezeale](#), Charlotte Department of Transportation
[John Butler](#), Crosland Development (Evoke Living)
[Gary Crump](#), Men of Destiny
[Dr. Mark DeHaven](#), UNC-Charlotte & UCity Family Zone
[Charlenea Duncan](#), Housing & Neighborhood Services
[Officer J. Ellis](#), Charlotte Mecklenburg Police Department
[Officer D. Gallant](#), Charlotte Mecklenburg Police Department
[Erin Gillespie](#), Economic Development
[Darlene Heater](#), University City Partners
[Tobe Holmes](#), University City Partners
[Greg Jackson](#), Heal Charlotte
[Travis Johnson](#), Planning Design & Development
[Brent Jones](#), StoneBridge Church Community & UCity Family Zone
[Eboné Lockett](#), Harvesting Humanity LLC
[Julia Martin](#), City Manager’s Office (*Sprint Deputy Project Manger*)
[Grant Meacci](#), Planning Design & Development
[James Phillips](#), 7-Eleven
[Federico Rios](#), Office of Equity, Mobility & Immigrant Integration
[Charles Robinson](#), The Hub & Bread of Life Church
[Rachel Stark](#), Planning Design & Development (*Sprint Project Manger*)
[Det. S. Steward](#), Charlotte Mecklenburg Police Department
[John Wall](#), Hidden Valley CDC
[Tom Warshauer](#), Housing & Neighborhood Services
[Dr. Raynard Washington](#), Mecklenbug County Public Health
[Darneka Waters](#), Mecklenburg County Park & Rec
[Lacey Williams](#), Office of Equity, Mobility & Immigrant Integration
[Odell Witherspoon](#), Hidden Valley CDC & Optimist Club

“How might we make the Sugar Creek & I-85 Interchange area safe for those who live, work, and visit the area? What are short-term, medium-term, and long-term wins for this corridor? What is the root problem we are trying to address as a first step? What relationships are needed to achieve desired results?”

- Design Sprint Challenge, June 16, 2020

EXECUTIVE SUMMARY

PUBLIC HEALTH APPROACH TO ADDRESS CRIME

- **The Sugar Creek & I-85 interchange area** is one of four identified priority areas to [address crime](#) in Charlotte. CMPD and local community organizations have put in [significant work](#) over the past four years which has yielded positive impacts to reduce crime, but [on-going issues](#) such as the externalities of crime sources, the physical and social systems at play, and context that foster it taking place in this location remain to be addressed to make a greater impact.

CURRENT CONDITIONS IMPACTING SAFETY

- **Area Lacking Committed Reinvestment:** [Page 27](#)
- **Oversupply of Hotels:** [Page 28](#)
- **Auto- and Passerby-orientation is Insufficient for Residential Context:** [Page 28](#)
- **Hotels & Businesses as Housing & Daily Food:** [Page 28](#)
- **Properties & Streetscape are Targeted for Crime:** [Page 28](#)

PROPOSED PROJECTS & MAJOR PARTNERS' ROLES

- **City of Charlotte:** 1) Refine [Business Matching Grants](#) to support needed investment and partnerships with property owners. 2) Continue CMPD meetings with businesses, but evolve into more of a coalition with bringing in other partners and funding resources to shape the future of area. 3) [Stabilize crime-centered and delinquent properties](#). 4) [Work with NCDOT on improvements](#) within and adjacent to State right-of-way. 5) Improve street lighting and add safe street crossings. 6) [Create corridor playbook](#) with market understanding of sustainable number of hotel units, feasible redevelopment strategy, and ped/bike improvements. 7) [Pilot an emergency responder service](#) for behavioral, mental, and addiction health needs. 8) [Support zoning, permitting processes, provide infrastructure improvements and gap financing for developers](#) working to achieve envisioned development for holistic healthcare campus, grocery store, jobs, and housing. 9) [Evaluate City's real estate needs](#) that achieve community goals.
- **Mecklenburg County:** 1) [Evaluate social service goals](#) and how it relates to Community Resource Center development and how they can be mutually supportive. 2) Coordinate with City and other partners on [links between short term housing needs and long term stable housing](#). 3) Provide [a pedestrian and bike accessible entrance to the park](#) on the north side coordinating with new crosswalk at Merlane Drive. 4) [Evaluate County's real estate needs](#) that achieve community goals.
- **Interchange Business & Property Owners:** 1) Improve maintenance schedule for litter clean up and landscaping and potentially form an improvement district for coordinated maintenance of area. 2) [Co-lead coalition](#) with Community-Based and Neighborhood Organizations.
- **Community-Based & Neighborhood Organizations:** 1) Establish [wraparound service co-op](#) and partner with local churches and other organizations with physical space to model "one stop" healthcare campus, collect data, and grow to be part of redevelopment. 2) [Co-lead inclusive coalition](#) with businesses & property owners partners to engage government and advocate for and achieve community goals starting with projects outlined here.

SECTION 01 PROJECT PRINCIPLES, OBJECTIVES & PROPOSALS

Principles for Sustainable Safety at Sugar Creek & I-85

While all the projects highlighted in this section are recommended to maximize success, the Design Sprint team recognizes that budgets, staff and community member resources, and timing play a role into what will move forward. Some projects may be modified or merged, and new projects maybe proposed that further the goals outlined in this report. However, there are several key factors to avoid critical failure.

Principle 1. Near-term, meaningful improvements must start taking place.

This area has not had critical investment from the public or private sector for over 30 years. Dialogs about change have been taking place for over 4 years without needed outcomes. “Meaningful” projects have started to be defined in this process, and further engagement will likely uncover more.

Principle 2. Improved and/or stable housing that maintains or strengthens access to family members’ jobs must be provided to extended stay residents during the effort to stabilize crime-centered and delinquent properties.

Displacement increases the stress of those already experiencing higher levels of sustained stress. This can feed future crime and community instability. Providing one important “known” to residents can help make the necessary change to the area sustainable.

Principle 3. New, expanded partnerships must be nurtured between community-based organizations, the City of Charlotte, Mecklenburg County, property owners and managers, and residents.

Limited resources need coordinated and collaborative efforts to be efficient and effective. Continuing to work together around projects bring a range of expertise, skills, and roles while also inviting new members will strengthen the advocacy and committed work needed in this area for the long term.

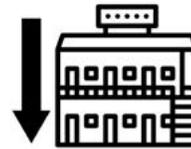
Project Objectives & Direction

To address the current conditions that impact safety at the Sugar Creek and I-85 interchange, five project objectives were developed to guide projects that would meaningfully reduce crime through near- and long-term, physical improvements and programmatic solutions.

Objective 1. Build partnerships and alliance through collaboration on projects and open communication to establish shared responsibility and accountability for achieving goals.



Objective 2. Reduce the number of hotels/hotel units through redevelopment OR bring a new destination that would increase the marketability of the hotels enough to match supply while also avoiding displacement from gentrification in surrounding communities.



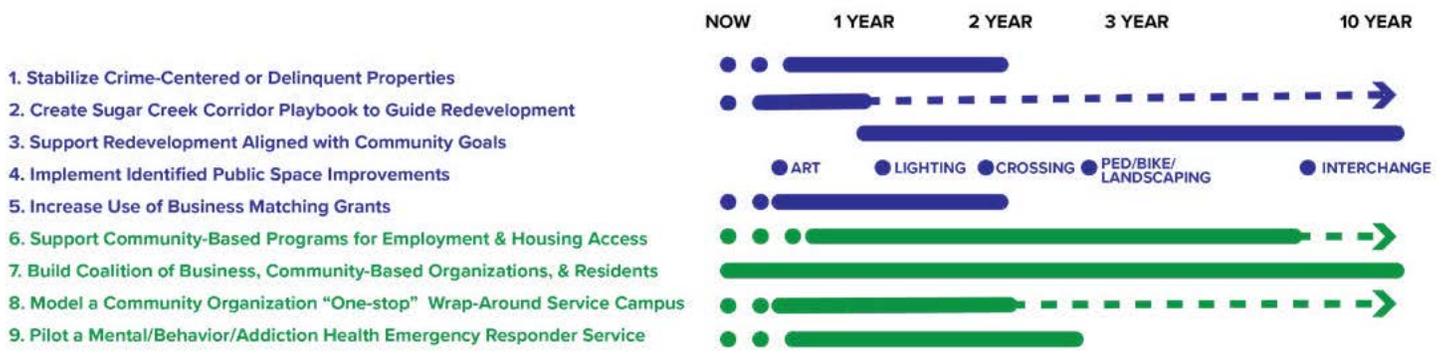
Objective 3. Strengthen sense of community identity, that this interchange area serves families with housing, jobs, daily goods and services, and arts/culture, and shows committed care through maintenance and updates.



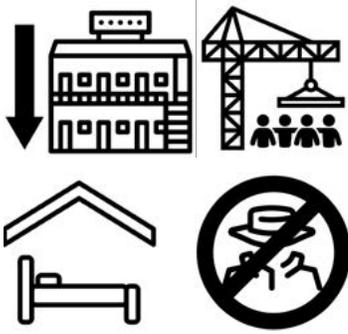
Objective 4. Reduce the dependency on cheap, poor-condition hotels to serve housing needs.



Objective 5. Address physical aspects such as quick/multiple getaway routes, anonymity of hotels, unmonitored parking lots, visibility of drugs/humans for sale/hire, and neglect that make this area a target for crime.



Project Objectives Met



1. Stabilize Crime-Centered or Delinquent Properties.

Stabilize hotels and other business properties and work to reduce the number of hotels and hotel units. There are known properties that have on-going issues with crime and code enforcement. This is at least in part due to the oversupply and low-occupancy rates which make funding improvements, upkeep, and enforcing good behavior on properties a low priority. The impact is concentrated poverty. Reducing the number of hotels will help the hotels that remain be more viable and profitable which in turn will help address neglect and targeted crime. Extended stay residents at hotels will need improved, stable housing that continues or improves access to their places of employment.

Time Frame: 1-10 years. Estimated Budget Range: Over \$1 Million (likely \$10-15M)

Step 1. Create a Redevelopment & Deposition Strategy (12 months)

The City should identify properties of recurring crime and concern to neighborhood. Assess properties of concern, code enforcement, determine feasibility of acquisition and disposition. Identify potential redevelopment tools, cost estimates, and funding sources needed to control properties and redevelop.

Step 2. Deploy Redevelopment & Deposition Strategy and support first property acquisitions. (12 months) Repeat this step as often as needed for each property to stabilize the area following the Strategy developed in Step 1.

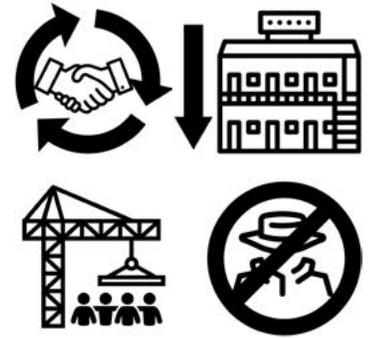
The City should identify future use/tenant possibilities by recruiting proposals from organizations who want to operate here and develop a budget. Recruit developer and establish agreements with organizations. Work on housing pipeline access to help extended stay residents move out of properties to be redeveloped. Redevelop property with developers and community partners.

Success Metrics: Number of properties brought into compliance. Number of properties redeveloped. Number of families in hotels who move into stable housing.

PRIMARY PARTNERS & ROLES:

- **City Manager's Office** – Lead
- **City Attorney** – Legal Process
- **Charlotte Mecklenburg Police Department (CMPD)** – Law Enforcement
- **Housing & Neighborhood Services (HNS)** – Code Enforcement
- **Mecklenburg County** – LUESA, Criminal Justice Services
- **Economic Development (ED)** – Redevelopment Strategy & Development Contracts
- **Planning & Development Department (PDD)**– Coordinate strategy with Corridors Playbook Outlining Development that meets community goals & permitting/zoning support
- **Businesses & Property Owners** – Cooperation & opportunity to shape future of the area

Project Objectives Met



2. Create Sugar Creek Corridor Playbook to Guide Redevelopment.

Create a Sugar Creek Corridor Playbook to guide redevelopment efforts that achieves community goals while promoting collaboration. This will build from the design sprint work to more deeply explore assets and community goals of the area by extending the study area to include other commercial nodes: Derita and North Tryon and surrounding neighborhoods. While there is a common understanding that the interchange area cannot sustain the number of hotels and some of the properties should be redeveloped, there is not much guidance on what is more sustainable which is needed to move the work forward. The playbook will examine the market capacity for redevelopment, outline desired development patterns, and set benchmarks for projects to achieve community goals.

Time Frame: Less than 1 year. Estimated Budget: \$70,000

Step 1. Develop a Corridor Playbook (6-8 months)

The City should commission a study of current market conditions to identify appropriate mix of hotel, office, and industrial uses around the study area as well as near by destination opportunities. The playbook will guide future development plans, identify and prioritize public and private realm improvements, develop cost estimate, refine timing on projects, and be inclusive of the physical and social environment. The process will leverage existing, and new, relationships to be collaborative and representative of the community's vision and goals.

Step 2. Implement Corridor Playbook and use to guide investment (ongoing)

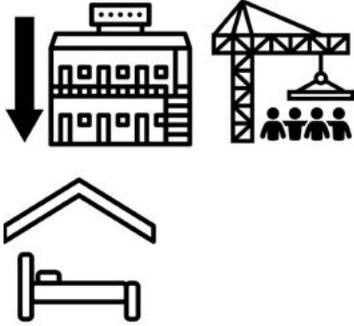
Identify and secure funding. Implement projects as funding becomes available. Continue to use and update Playbook as priorities and context change over time.

Success Metrics: Qualitative survey of hotel/business owners and others in the area for before and after. Number of implemented projects and goals met. Length of time Playbook is continued to be used and updated by the community.

PRIMARY PARTNERS & ROLES:

- **Planning & Development Department (PDD)**– Plan community-oriented redevelopment
- **Charlotte Department of Transportation (CDOT)** - Plan and implement right of way improvements, coordinate with NCDOT
- **Economic Development (ED)** – Market analysis of hotels and redevelopment potential that aligns with community goals
- **Housing & Neighborhood Services (HNS)** – Facilitating community conversations, coordinating housing component
- **Mecklenburg County** – Park and Rec, Public Health, and Community Support Services
- **Charlotte Mecklenburg Schools (CMS)**– Participate in the playbook development on what will help connect students to community
- **Community-Based & Neighborhood Organizations & Residents** – Include apartment and hotel residents, Derita and North Tryon resident representatives, as well as adjacent neighborhoods and service providers in the area
- **Businesses & Property Owners** – Participate in shaping the future of the area

Project Objectives Met



* Related Effort Underway:

Heal Charlotte is in the process of raising funds to redevelop a hotel in the study area into a transitional housing and mixed use campus that includes community cafe, co-working spaces, offices for wrap around service providers, and pocket park play space for residents.

PRIMARY PARTNERS & ROLES:

- **Economic Development** – Lead strategy
- **Planning, Design & Development** – Incorporate Place Type mapping and policy and support rezoning and permitting work
- **City Manager's Office** – Support sustained investment to promote public-private partnerships
- **Mecklenburg County** – Support permitting process and more
- **Developers** – Create plan that advances the community goals outlined in the Playbook and acquire property, work with other partners and implement

3. Support Redevelopment Aligned with Community Goals.*

Facilitate public-private partnerships in the Sugar Creek and I-85 interchange area to achieve goals to reduce hotels and hotel units, and redevelop properties into alternative uses that serve the community such as offices, grocery stores, sit-down restaurants, performance/culture venues, healthcare, childcare, job training, housing, and jobs paying living wages. Tools for these partnerships include: supportive permitting, rezoning, easements and encroachment agreements, streetscape and other infrastructure improvements, and gap financing. This area has not had redevelopment of these properties on their own into other uses and there are limited trends that would otherwise attract redevelopment at this location. This method of redevelopment supports community goals and may help reduce displacement from gentrification.

Time Frame: 10 years. Estimated Budget Range: Over \$1 Million

Step 1 Use the Corridor Playbook (Project 2) process to identify physical and programmatic community goals (6-12 months)

The City should identify property and adjacent upgrades/changes to properties that would be required by the City and County to implement (i.e. zoning, tree, storm water, bike/pedestrian facilities, etc.). Identify community development benefits for the area that also go beyond use such as community space, supporting community-based organizations, supporting Black, Indigenous, People of Color (BIPOC) businesses, housing, and jobs.

Step 2. Implement & Fund (1-10 years)

The City should use methods that have been successful in the past to establish committed funding over the next 10 years to support the Public-Private partnership redevelopment projects.

Success Metrics: Number of properties redeveloped into community-supportive uses.

Project Objectives Met

4. Implement Identified Public Space Improvements.

The Corridor Playbook (Project 2) work of starting with an interdepartmental survey and walking tour will develop a shared understanding of needed public space improvements. This project is about initiating implementation of some projects while the Corridor Playbook planning process continues. Known needed interventions in the area can move forward in a collaborative manner without the Corridor Playbook being completed. These projects include lighting improvements, new or improved pedestrian street crossings and pedestrian/bike access, co-created public art and branding. This timeliness will build stronger relationships between different agencies while achieving goals.

Time Frame: 12-24 months. Estimated Budget Range: Between \$100,000 and \$1 Million

Step 1. Identifying Public Space Improvement Priorities (3 months)

The City should convene the proposed coalition (Project 7) which builds from the Design Sprint team and other agencies in the area in addition to various City & County staff to take a walking tour to inform the streetscape and redevelopment potential for the Corridor Playbook (Project 2) will also be an opportunity to inventory common goals around public space improvements that could be completed in the near term. These identified goals and locations could be reviewed for fits within existing programs for funding and implementation and then brought to the community for review and prioritization and next steps for co-implementation.

Step 2. Implementation of Prioritized Near-Term Public Space Improvements (6-24 months)

CDOT will lead many of the improvements working with NCDOT and Duke Energy, but there will likely be other improvements that due to their location are led by the property owners of the area and the coalition of Project 7.

Success Metrics: Number of community prioritized public space improvement projects implemented. Number of community participants who stay involved with implementing projects.

PRIMARY PARTNERS & ROLES:

- **Charlotte Department of Transportation (CDOT)** - Plan and implement right of way improvements, coordinate with NCDOT
- **City of Charlotte General Services Department** - Engineer and manage implementation of larger projects in right of way including budgeting, scheduling, and contracting
- **Housing & Neighborhood Services (HNS)** – Community engagement coordination
- **Charlotte Mecklenburg Police Department (CMPD)** – Law enforcement perspective
- **Mecklenburg County** – Park & Rec
- **Economic Development (ED)** – Business Improvement Matching Grant opportunities
- **Planning & Development Department (PDD)**– Coordinate Placemaking improvements
- **Community-Based & Neighborhood Organizations & Residents** – Participate in shaping the future of the area
- **Businesses & Property Owners** – Participate in shaping the future of the area

Project Objectives Met



* Related Effort Underway:
CMPD and I&T Data & Analytics are working on a pilot project to bring in high quality security cameras that are connected to the real time data center to streamline process of reviewing crime in action and having documentation for arrests going to court.

PRIMARY PARTNERS & ROLES:

- **Economic Development (ED)** – Redevelopment Strategy & Development Contracts
- **Businesses & Property Owners** – Cooperation & opportunity to shape future of the area
- **Charlotte Mecklenburg Police Department (CMPD)** – Law Enforcement, Security Camera Recommendations
- **Planning Design & Development, Urban Forestry** – Tree canopy preservation and recommendations to improve site visibility
- **Community-Based & Neighborhood Organizations & Residents** – Participate in helping guide new security camera pilot program

5. Increase Use of Business Matching Grants.*

Enhance security of the area by drawing more businesses to participate in the Business Matching Grant Program through collaborative effort. The lack of both public and private reinvestment and better management has led to neglect which crime targets. Collaboration and shared accountability of keeping the area safe and maintained are needed to transform this area and sustain reinvestment. This work along with Project 6 “Public Space Implementation” can activate a coalition between the various community groups.

Time Frame: 12-24 months. Estimated Budget Range: Less than \$165,000

Step 1. Pilot a new, one-time security grant (12 months)

The City should support and encourage involvement from property owners to improve partnerships and security through cameras, lighting, and landscaping. This work would also be structured to support local businesses and certified MWSBE vendors to complete security updates quickly to achieve improved safety and appearance and would the grant would pay vendors directly for 50% of the cost. Marketing, promotional campaign and building relationships with property and business owners will be used to build participation in the grant. Properties would be surveyed by verified vendor along with CMPD to create a menu of security enhancements with up front cost estimates.

Step 2. Continued implementation and monitoring (12-24 months)

The City should continue to build participation in the grant program and monitor results over the pilot period with a report sharing impact and lessons learned.

Success Metrics: Number of business and property owners participating in the program. Higher number of accurate arrests. Reduced criminal activity in the area.

Project Objectives Met



6. Support Community-Based Programs for Employment & Housing Access.*

Connect extended stay hotel residents with improved, stable, and permanent housing and reliable, living wage jobs. This requires an organized effort to help residents receive effective training, find jobs, and be supported by housing programs and find housing. The hotels are currently used to fill a gap in housing with low barriers to entry, a roof and four walls but has little in the way of a kitchen, accessible healthy food, nearby concentration of jobs, and childcare. The hotels and interchange were not designed to support concentrated affordable housing and has limited employment opportunities currently. The impact is concentrated poverty and limited pathways for upward mobility for those who stay in the hotels. Instability of housing and employment is one of the stressors that can lead to crime. Connecting extended stay residents to housing and jobs will give families and individuals a way to get out of poverty and the context of crime. Provide this support not only to families and adults, but also youth.

Time Frame: 2-10 years. Estimated Budget Range: \$100,000-\$1 Million

Step 1. Build out partnerships & connect assets (24 months)

The City should outline barriers to housing and employment for hotel residents. Catalogue services and housing resources located in the area. Coordinate with representatives of these services, employers, colleges, and job placement and housing organizations for events in the community. These events would provide an efficient opportunity to connect residents to resources and encourage long term relationships with and among support services that can guide residents to more stable housing and/or employment situations. Improve data quality to measure impact and outcomes. This can be linked to the work of Proposed Project 8 “Model a “one-stop” Wraparound Service campus).

Success Metrics: Reduced time people have to live in the hotels. Longer time in stable housing. Increased number of extended stay residents participating in upward mobility services. Increase of participants with full time, living wage jobs.

* Related Effort Underway:

The County is working on providing housing to growing homeless population. Housing and Neighborhood Services are providing connections. Affordable housing developers and service providers such as Heal Charlotte, CMS McKinney Vento case workers, and Charlotte Family Housing are working to make connections to housing and employment for families.

PRIMARY PARTNERS & ROLES:

- **Housing & Neighborhood Services (HNS)** – Housing resource connections for extended stay hotel residents
- **Economic Development (ED)** – Employment resource connections for extended stay hotel residents
- **Mecklenburg County** – Department of Social Services, Community Support Services to connect to local community-based programs
- **Charlotte Mecklenburg Schools (CMS)** – Connect McKinney Vento families to resources
- **Community-Based Organizations** – Employment and housing access service providers to serve extended stay residents in hotels

Project Objectives Met



* Related Effort Underway:

UCity Family Zone, Hidden Valley Neighborhood Association, the Reagan Drive Initiative, and CMPD Business Meetings are all working to bring in a mix of organizations. Their members do not necessarily overlap and each has a special interest that brings them together to accomplish important work. The proposed coalition would bring together all the different groups to co-advocate for each others' work that improves the West Sugar Creek corridor.

PRIMARY PARTNERS & ROLES:

- **Community-Based & Neighborhood Organizations** – Co-lead
- **Businesses & Property Owners** – Co-lead
- **Charlotte Mecklenburg Police Department (CMPD)** – Support & continue to provide information and build relationships
- **Housing & Neighborhood Services (HNS)** – Support & continue to provide information and build relationships between City & coalition
- **Mecklenburg County** – to support and continue to provide information and build relationships between City & coalition
- **Charlotte Mecklenburg Schools (CMS)** – to support, connect families, and provide information

7. Build Coalition of Business, Community Organizations, & Residents.*

Strengthen relationships between businesses, property owners, community-based organizations, and residents through collaborative work around informing the corridor playbook (Project 2), implementing quick wins such as business matching grants (Project 5), coordinated maintenance and litter pick up, and art on signal box wraps (Project 4). There are many different interests represented in this area which can bring focused investments, but it can also bring division and exclusion and it can be a challenge to implement ideas. The design sprint brought a cross-section of experiences and perspective to address safety holistically; that work and collaboration can continue through a coalition galvanized around active projects and grow to take on more by advocating, achieving community goals together through shared responsibility and accountability.

Time Frame: 10 years. Estimated Budget Range: Less than \$100,000

Step 1. Form an Inclusive Coalition around Projects (12 months)

Reach out to potential participants, build from existing collaborations such as the Reagan Drive Initiative, UCity Family Zone, CMPD Business Meetings, and Hidden Valley Neighborhood Association to coalesce on a wider range of projects to advance safety sustainability in the corridor. Take up active projects like business matching grant improvements, lighting, placemaking, and similar projects while also working on the Corridor Playbook in collaboration with the City. Apply for Spring 2021 Business District Opportunity Partnership and/or Neighborhood Matching grants to implement some of the projects

Step 2. Continue Coalition (2-10 years)

Continue to achieve community goals collaboratively and inclusively.

Success Metrics: Number of participants attending and committing over time. Number and quality of projects facilitated by the group. Formal status such as a 501C3.

8. Pilot a Community Non-Profit “One-Stop” Wraparound Services Co-Op.*

Build from past and existing efforts and involve more partners to model a wraparound services “one-stop” co-op (i.e. childcare, healthy food, school support, job training, housing resources, medical, social/mental healthcare, etc.). This project is intended to bring these services together in one location ahead of a campus development to grow, learn, and provide data to support the campus build out, potentially informing a larger health campus that is desired in the redevelopment of the area. This project could be joined with Project 6 “Employment and Housing Pipeline”. There are many local service providers scattered throughout the area and may go under-noticed though they provide a key link to providing balance to the area. Inconvenience and barriers may keep individuals from accessing available resources. Co-location of services could provide improved visibility, use, effectiveness, and impact of programs.

Time Frame: 5 years. Estimated Budget Range: Under \$100,000

Step 1. Pilot a “One Stop” Service Mix (24 months)

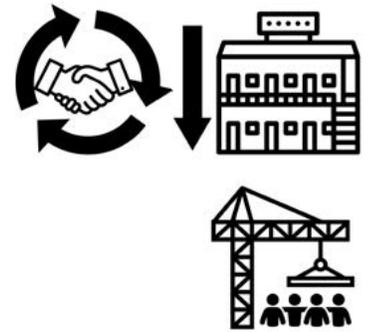
Survey hotel residents and survey providers to identify service needs, convene organizations for preliminary discussion on approach identify near term locations (space needs and availability) to be present in the area and build partnerships (modeling long term solution). Craft and coordinate a community schedule for hosting current co-op (model for what will exist in new space) and program existing available spaces, start outlining proposals redeveloped spaces. Run model co-op, monitor/measure impact, testing ideas with neighborhood. Estimate proforma based on potential tenant (rent, upfit, debt service, operations, etc), access funding models that promote best outcomes and long-term ownership of quality space. Collect data on the model and impact on clients.

Step 2. Build a Physical Location at Interchange (2-5 years)

Initiate work to developing a full campus in the interchange, Project 3 (Redevelopment Capital Costs) can help offset costs if development. Identify funding for redevelopment, partnership buy in, raise funds, etc. Recruit developer and establish community benefits agreements. Acquire and redevelop property. Place tenants based on earlier work of this project.

Success Metrics: Number of services co-located. Number of existing local community based organizations participating overtime. Number of people who visit the co-op on a monthly basis. Number of individuals able to graduate from services.

Project Objectives Met



* Related Efforts Underway:

Heal Charlotte has brought together several community-based organizations to form the Reagan Drive Initiative to support and strengthen sense of community for apartment residents. Heal Charlotte is leading a capital campaign to create a transitional housing campus that would also provide a single location for some wrap around services. The Hub at the Bread of Life Church on Tom Hunter Road provides a space to work with the community. Mayfield Memorial CDC will have space co-located with affordable housing development planned for the next year and can also provide wraparound service but the church cannot be used until after the COVID-19 pandemic has subsided.

PRIMARY PARTNERS & ROLES:

- **Community-Based Service Providers** – Lead formation of co-op of that would model the physical one stop location of wraparound services
- **Mecklenburg County** – Health & Human Services advice and connections to resources that compliment the wraparound services
- **Charlotte Mecklenburg Schools (CMS)** - Connect students and families to these local resources
- **Neighborhood Associations** - Connect residents to these local resources
- **Hotel Mangers & Owners** – Connect extended stay residents to these local resources

Project Objectives Met*** Related Effort Underway:**

On October 5th, the City Council approved a citywide program for lower violence risk 911 calls being diverted to clinicians or social workers with medical training, the pilot responder service here is not intended to replace, be in conflict with, or be an alternative to this effort.

PRIMARY PARTNERS & ROLES:

- **City Manager's Office**– Lead
- **Emergency Operation Center/911**– Participate in evaluation for response model
- **Charlotte Mecklenburg Police Department (CMPD)** – Participate in evaluation for response model, help educate community
- **Fire Department**– Participate in evaluation for response model, help educate community
- **City Communications** – Lead awareness campaign and help educate community
- **Mecklenburg County** – Participate in response modeling and connect with service providers
- **Community-Based Organizations** – Bring in organizations connected to or leading in providing mental health support

9. Pilot a Mental/Behavior/Addiction Health Emergency Responder Service.*

Pilot a mental/behavioral/addiction health emergency responder service. As of October 5th, City Council approved a citywide program for lower risk for violence 911 calls to be go to clinicians or social workers with medical training. The interchange is host of illicit and harmful activities such as crime, prostitution, drug use, and human trafficking. At the core of these issues are decisions made by individuals, and while a context can change, individuals may not change with it. Arrests and sentences alone do not change behavior in the long term; changing the context alone does not stop crime overall; solutions are needed to that get to the heart of the issue in the near term. To make long lasting changes in the lives of those who see the interchange as an area for underground activity, a holistic approach is needed that combines enforcement with social services. Pairing health providers with first responders will provide an opportunity for people to make meaningful change in their lives.

Time Frame: 2 years Estimated Budget Range: Between \$100,000 and \$1 Million

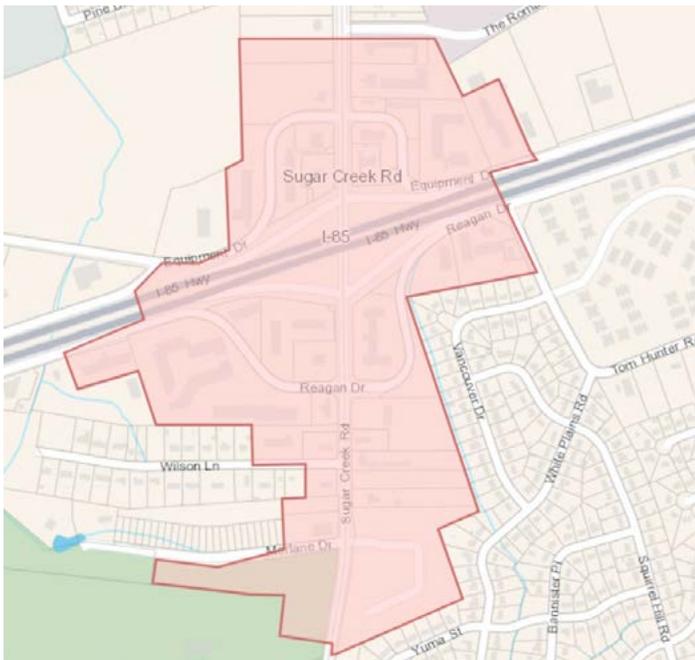
Step 1. Initiate Pilot Program (6 months)

Determine response logic model (fire, CMPD, 211, 311), prototype several response models based on type of call and responder and test feasibility/ implementation with responder party and mental health expert. Recruit a first responders team, map 911/211/311 to mental health expert resource. Determine best source of mental health experts, identify capable partners. Evaluate availability, collaboration and modification to pilot program plan, finalize costs, budget. Secure City/County funding for two-year pilot program. Create awareness campaign and educate community.

Step 2. Track Program Impact & Report Outcomes (24 months)

Partner with facility/County for on-going case management. Monitor/measure success. Evaluate for long-term solutions and propose recommendations.

SECTION 02 CRIME TRENDS & RECENT EFFORTS



SUGAR CREEK & I-85 INTERCHANGE STUDY AREA

Study Area Rationale

While there are surrounding and overlapping reinvestment efforts centered around neighborhoods such as Hidden Valley as part of their CDC work, the Reagan Drive apartments as part of the Reagan Drive Initiative, Derita, and University area as part of the UCity Family Zone, the study area for this design sprint was focused on the primarily commercial properties immediately surrounding the Sugar Creek and I-85 interchange. This area is not covered fully by any one reinvestment effort though it impacts all. This area

has a concentration of three state-owned roads plus the highway which impacts speed, treatment, and maintenance. It also has 13 aging hotels, five fast food restaurants, six convenience stores, two office and retail complexes in a strip mall format, and one new truck rest stop development which is auto and highway oriented while surrounded by residential neighborhoods with a few more neighborhood oriented uses including a park, a new affordable housing development, a Family Dollar store, and two sit down restaurants. This area is targeted for criminal activity, and while reinvestment is needed in a larger geography, this point serves as a gateway that needed focused attention and collaboration.

Study Area Crime Types & Patterns

Homicide - murder is often targeted and linked to drugs, gang activity, and domestic violence. In the study area in 2017 there were two murders, 2019 three murders, and as of October 2020 one murder and one active overdose death investigation. In the past overdose deaths were not emphasized in the homicide stats; however, with the new North Carolina General Statute 14-18.4 Death By Distribution of Certain Controlled Substances going into effect December 2019, we now have a new avenue of prosecution to pursue related to these types of cases.

Prostitution - generally linked to drug dependency and human trafficking. Highways, truck traffic, proximity to concentrated poverty, and hotels that allow for anonymity are physical factors that support this crime. Prostitution is also connected to strong arm robberies, armed robberies, and larcenies targeting customers aka "johns".

Drugs - illegal substance possession and sales often links to many other crimes such as larceny, burglaries, robberies, theft, prostitution, aggravated assaults, and even homicide. Physical features of this area that contribute to drugs are the proximity to interstates which can traffic drugs throughout the region, coupled with a variety of parking

lots and other less monitored areas, and a concentration of poverty in the area makes the study area prime for drugs.

Aggravated assaults - these are generally linked to drugs, prostitution, gang activity, and domestic violence. Physical factors such as tight living quarters in hotels coupled with contextual stress and lived trauma can make this area host to this type of crime. The number of incidents over the last several years include 36 cases in 2017, 35 cases in 2018, 25 cases in 2019, and as of October 2020, 32 cases this year, up 28% from 2019 end of year totals.

Larceny (from store, vehicle, person), commercial burglaries, robberies (common law, armed), and auto theft are also common in the study area and can be linked to concentrated poverty, drug sales and use, gangs, and having multiple quick routes to escape (Interstates & Service Roads as well as local roads).

Major Legal Cases

2012-2018 INJUNCTION & OWNER PROBATION

5115 Reagan Drive (Hotel) went under injunction for nuisance in 2012, in 2017 the owner was placed in probation and required to attend monthly meetings, attend rental property training, and comply with injunction. Probation was completed in December 2018 and the property was sold in January 2019.

2018 BANK FRAUD WITH FEDERAL SENTENCING

1408 W. Sugar Creek (Hotel) owner sentenced to 4 years in prison and 2-year probation for fraud and conspiracy to commit money laundering using this hotel and another on South Tryon. Hotel remains in same ownership and is managed by the owner’s brother at this time.

CMPD Enforcement

Regular traffic enforcement, VICE operations (prostitution and drugs), federal warrant (gangs), searching for wanted individuals,

regular zone checks, and thorough investigations leading to arrest are tools used to curb crime in the interchange area.

2015-Present: Multiple prostitution sting operations have been utilized to impact the steady levels of prostitution at the interchange. While this tool is generally used to directly affect the prostitutes, it equally impacts the pimps and human trafficking elements in the area. While the “johns” are equally responsible for impacting prostitution, it is more difficult to target the “johns” through controlled operations

March-May 2020: CMPD conducted a narcotics buy campaign in the immediate area identifying 20 plus individuals who directly sold or conspired to sell illegal narcotics to undercover officers. The majority of the identified subjects were later arrested and have since returned to the area to continue negatively impacting the area through continued loitering, drug sales, and violence.

In 2019, a concentrated effort was made targeting the excessive loitering, trespassing, panhandling, drug use, and camping on NCDOT/vacant property in the area. The majority of people were removed from multiple sites and the locations were cleaned up with one building being torn down and no trespassing signs installed. The previous environment was impacting some hotels reviews and some experienced fines as franchises for poor reviews. This continues to be a major challenge in the area and has only been amplified in 2020 due to the social and economic impacts of COVID-19.

Part 1 Offenses				
DATE RANGE	2017	2018	2019	October 2020
HOMICIDE	2	0	3	1
RAPE	5	5	1	4
ROBBERY	47	43	36	20
AGGRAVATED ASSAULT	36	35	25	32
-ASSAULT W/ DEADLY WEAPON -	13	19	12	14
GUN				
VC TOTAL	90	83	65	57
COMMERICAL BURGLARY	12	5	15	6
RESIDENTIAL BURGLARY	0	0	0	0
LARCENY	180	157	148	111
-LARCENY FROM AUTOMOBILE	54	39	35	26
-LARCENY - SHOPLIFTING	37	29	52	38
AUTOMOBILE THEFT	19	32	31	25
ARSON	3	1	0	0
PC TOTAL	214	195	194	142
TOTAL	304	278	259	199

SUGAR CREEK & I-85 STUDY AREA CRIME STATS (OCT 1, 2020)

CMPD Proactive Efforts & Relationship Building

June 2016: CMPD worked with the Hidden Valley community to do a litter and clean up landscape management of overgrowth around Reagan Drive and Sugar Creek to demonstrate the impact of a cleaner area in hopes that businesses and residents would continue efforts. That portion of Reagan Drive is now adopted by Heal Charlotte and hosts regular clean ups.

December 2016: CMPD met with City Council members over this area and with HNS Community engagement staff and economic development staff to review five years of data and efforts to work with property owners, and share concern of the concentration of hotels in this area.

December 2016: Economy Inn took on function as an addiction rehabilitation facility which only lasted for six months. CMPD noted that while the use was allowed, the location was not a good one for a person trying to recover from addiction as drugs and alcohol are readily available.

February 2017: CMPD met with US Attorney Western District of NC about nuisance hotels. One hotel was sold and now functions well. One hotel is the one with owner in prison for fraud. The third hotel was the one that temporarily functioned as an addiction rehabilitation facility.

2016-present: CMPD has built relationships with hotel owners. They host annual meetings and share Calls For Service data for all the properties with everyone and encourage owners to reach out for assistance in reducing the calls for service. A checklist and rules list was developed to outline best practice to avoid crimes taking place on the property which is shared regularly along with a mutual ban list that all the hotels agreed to keep offenders out of the area. While all the hotels signed an agreement to use the Mutual Ban list, the follow through has been difficult with staff turn around. A solution that was not successful was to use Google Docs. In 2019 one of the successful hotel owners was asked to share his learnings on best practices to

achieve safer hotel and get better paying customers. Hotel owners indicate difficulty of maintaining safety not only on the property and for their guests but also their employees as well as their hesitancy to invest in their properties when some of the issues such as loitering and overgrowth at the interchange impact their desired customers and is outside of their control.

October 2018: CMPD established Project 41/40 to focus efforts on changing the culture to reduce violent crime in the area through joint efforts. This project assigned four CMPD officers, dedicated District Attorney coordination, enhanced relationships with the community, and dedicated investigations. Between 2018 and 2019, overall crime has decreased 11%, 23% decrease of violent crime, and 5% decrease of property crime.

Youth - Reel Connection (CMPD connects with local youth through a program offered by Bass Po Shops), Reading Buddies (CMPD connects with youth through Hidden Valley Elementary's program), Heal Charlotte (CMPD assists with classes, participates in sports, and supports Reagan Drive litter clean ups), Men of Destiny (CMPD helped start the community garden at Martin Luther King Jr. Middle School working with the youth).

Neighborhoods - Hidden Valley Community Meetings (pre-COVID 19 lockdowns had been meeting monthly, CMPD shared data and worked to address community concerns, communication is now mostly virtual), Hidden Valley Parade (annual parade in the neighborhood that CMPD helped with and had a table to share information and meet residents), and Reagan Drive Initiative (Heal Charlotte's extended work to include the apartment complexes along Reagan Drive as well as work with local businesses, local community non-profits such as Men of Destiny and Harvesting Humanity LLC, CMPD, and advocating for improvements in the area).

Community-Based Organizations

The following is just a sample of the work that has been done by community non-profits to curb the violence and crime in the area directly or indirectly. There are many more organizations and many

more projects that we recommend to be pulled into the Sugar Creek Corridor Playbook as part of the asset and analysis.

Heal Charlotte - started in Orchard Trace in 2016 to provide a learning center for youth to go after school that was safe and provided a place to do homework as well as attend classes, efforts expanded to also include eviction mitigation, utility relief, financial literacy, family-friendly community events, and mentorship for families. In one year of this work, crime declined by 17% and calls for service were reduced 89%. Heal Charlotte has expanded its work by developing the Reagan Drive Initiative working all along Reagan Drive and bringing in other partners such as other community non-profits and CMPD. Heal Charlotte is currently working on their capital campaign to raise funds to develop a Heal Charlotte Campus that would repurpose and update a hotel property in the interchange area to provide transitional housing that keeps families together, and connect people to housing, employment, healthcare, healthy food access, and community.

Men of Destiny - provides training for youth in skilled labor trades that includes soft skills and working with parents. Men of Destiny also works to provide stipends for the youth during the training, provide childcare for adults who need it, and connect their graduates to employers. Stable employment and a living wage are important for an individual's outcomes in life. Men of Destiny has been working with the other organizations listed here as well as others. Recent work with youth and partners include building and maintaining the community gardens at Martin Luther King Jr. Middle School and the Hub, as well as being a vital advocate for reinvestment into the Sugar Creek Rec Center. Men of Destiny works to provide youth with both trade skill and soft skills while also providing a stipend during the training to motivate continued participation. They are currently working with Housing & Neighborhood Services to connect to Critical Home Repair program contractors and operating training at a church.

Harvesting Humanity, LLC - connects families, schools and community to better serve the area's children. A stable family and social context is important to the long term health and outcomes of a child. Harvesting Humanity looks at the big picture and identifies opportunities for partnerships and funding for programs that promote upward economic mobility. Recent work includes a successful matching grant application for Hidden Valley Elementary School to have Solar PV Systems installed and be named an NC GreenPower Solar School. This program also provides a weather station, real-time data monitoring, a STEM curriculum, and training for teachers to help connect students from an early age to the Green Infrastructure Industry.

UCity Family Zone - a place-based initiative (PBI) of more than 100 organizations, empowering the community to increase opportunity and improve the quality of life. The Family Zone supports organizations and leaders in a 17.5 square mile area of 53,000 residents in and around University City in northeast Charlotte. It's primary focus areas are neighborhood development, food security, access to health care, promoting education, and building social capital.

Mayfield Memorial Missionary Baptist Church - is building mixed income housing and a pocket park on its property in cooperation with the Charlotte Mecklenburg Housing Partnership. The church serves as a community communication nucleus and provides meeting space for various neighborhood organizations. It provides family supportive programs and makes vital contributions to the livability of the community.

Mayfield Memorial Community Development Corporation (CDC) – recruits and coordinates wraparound services for residents of the upcoming mixed income housing development. The mission of the CDC is to use social services coupled with stable housing to promote social equity and upward

mobility. It also distributes information throughout Hidden Valley to connect residents with resources.

Hidden Valley Community Development Corporation (CDC)

- commissioned an updated community reinvestment plan created by Neighboring Concepts in 2019 which calls for continuing to work with local organization and organize Civic Resources to Strengthen Community Pride and developing strong edges to the community that reinforce the community's unique character and quality of life.

The Hub - is being developed to provide a flexible outdoor and indoor space for the community at The Bread of Life Deliverance Church on Tom Hunter Road. The space includes natural play spaces, community garden, kitchen, office, indoor performance and meeting venue to serve the community in a variety of ways.



COMMUNITY GARDEN AT MLK JR MIDDLE SCHOOL BUILT BY MEN OF DESTINY, YOUTH AND PARTNERS



HEAL CHARLOTTE LEADING REAGAN DRIVE CLEANUP



HIDDEN VALLEY NEIGHBORHOOD PLAN

SECTION 03 PUBLIC HEALTH APPROACH & DESIGN SPRINT

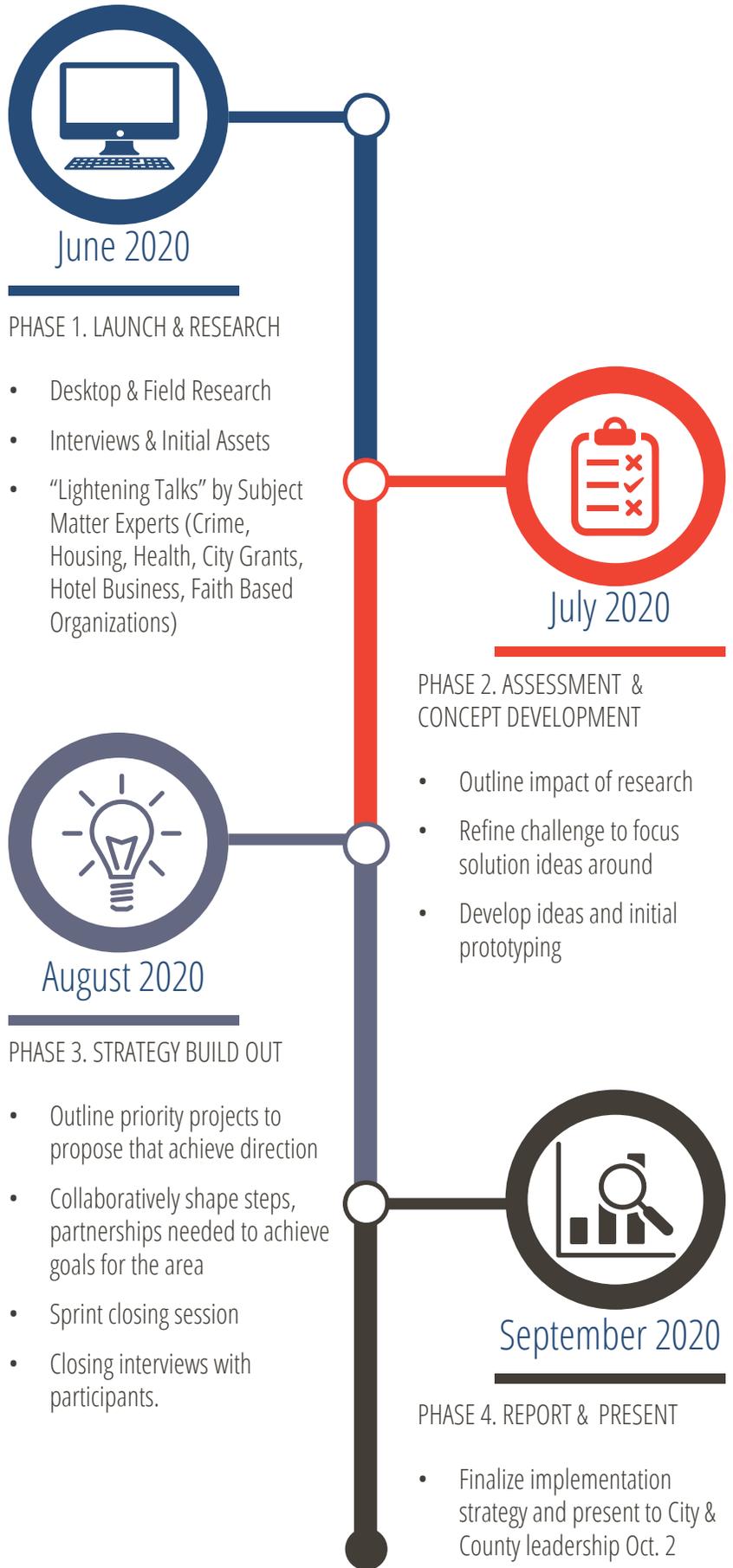
Purpose

Even with all the efforts over the past four years, and the overall decrease in crime achieved by CMPD and Community Organizations, the work is not complete. Major investment still lags in this area the interchange looks much the same as it has for the past forty years. Crime statistics show that this is still one of the top four locations of violent crime over the past five years. The City and County have identified this area for priority attention and investment.

While many of the concerns are the same as they have been over the past five years, not all key stakeholders agreed on root causes that should be focused on to reduce violent crime in the area. A team was formed to use a public health approach and an engagement tool used to promote individual thought while developing agreements to achieve shared goals, a "Design Sprint".

Public Health Approach

A public health issue is a problem or symptom of a problem that has a significant impact on health of the community both in terms of life expectancy and quality of life. Violent crime is one of those public



health issues. It is impacted by accessibility and quality of education, childcare, jobs, income, stable housing, convenient transportation, safe parks and open spaces, and convenient, healthy food. These are all considered part of the social determinants of health and form the system and environment that influences people and their choices. Connection to physical resources (housing, food, education, health, employment, healthy environment) and social connectivity (resident-led engagement, user experience solutions, community belonging) are at the core of the public health approach. These two elements established the categories of topics the Design Sprint team reviewed and developed solutions around.

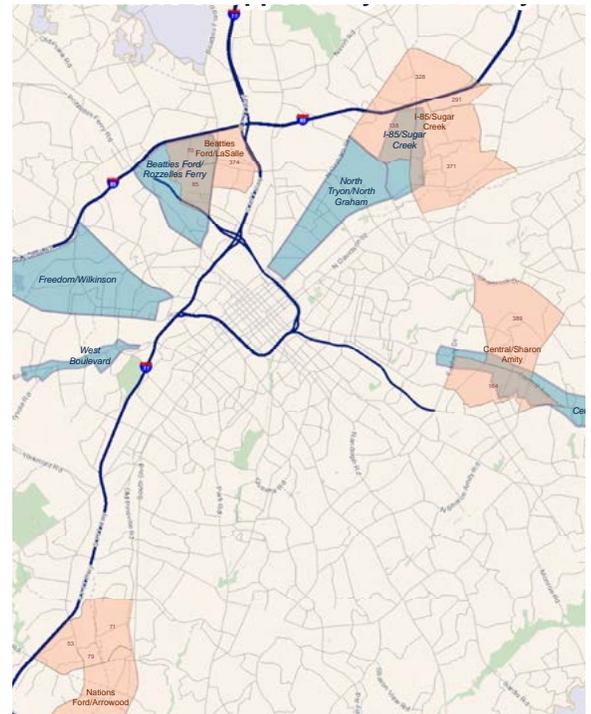
Additionally, a public health approach is a multi-disciplinary, data driven approach that develops thoughtful interventions in partnership with the community. It works to replicate what is working well and prevents what is negatively impacting the community. Interventions from a public health approach are well informed and has buy in from those who need the intervention.

Design Sprint Engagement

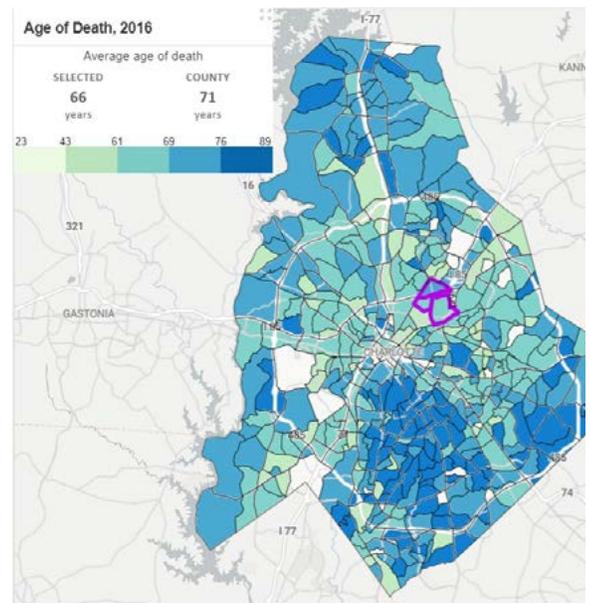
Design Sprints are a stakeholder engagement tool that was developed by Silicon Valley entrepreneurs building from “design thinking” mindsets to create an action oriented, low-risk, collaborative way for people to work together on a problem to arrive at the right-sized solution in a short amount of time. Design thinking is the framework of breaking problem solving up into three steps: 1) discovery, 2) strategy, and 3) validation and is oriented to the end-user using empathy and behavior science. Design sprints bring together teams of people with different perspectives and roles working together and developing a feasible, tested solution in a short time frame. The City has used this tool in multiple projects over the past two years and found it to be a successful approach. The goal was to find agreement on project direction and possible projects for FY21 Corridors of Opportunity to begin making needed investment in the Sugar Creek and I-85 to sustainably reduce crime.

Participants in a design sprint are anyone whose input is required to set a strategic direction for the entire project, have the ability to reject impractical ideas, and ability to drive projects forward and execute the strategy after the sprint. We reached out to include those with:

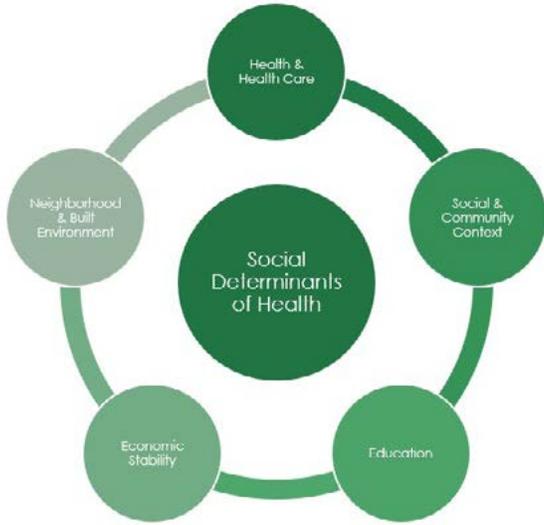
- Indirect Impact on Crime (Housing Providers, Mentor Programs, Family Support, Workforce Development, Code Enforcement, Public Health)



SUGAR CREEK & I-85 IS ONE OF FOUR PRIORITY AREAS



AVERAGE AGE OF DEATH MECKLENBURG COMPARISON



THE SYSTEM THAT PREDICTS HEALTH OUTCOMES

- Direct Impact on Crime (CMPD, Sheriff’s Dept., District Attorney, Criminal Justice We Services, Counseling & Rehabilitation)
- Interchange Property Owners & Businesses (Hotels, Retail, Vacant Properties, Fast Food, Real Estate)
- Community Members (Faith Community, Surrounding Neighborhood Residents, Youth, UCity Family Zone)
- Infrastructure & Development (PDD, ED, HNS, CDOT, Park & Rec, University City Partners, CATS, Apartment Managers)

At the start of the challenge of “How might we make the Sugar Creek and I-85 interchange area safe for those who live, work and visit?” there were a few things we knew we needed to learn in the process. These were questions the Design Sprint Team contemplated in their field research, in forming individual insights, in weighing insights and crafting refined challenge statements, in selecting key challenges to build ideas around, and in walking through the ideas to understand resource needs. The findings for the questions below are answered in the section to follow:



DESIGN SPRINT PROCESS

1. **CURRENT CONDITIONS IMPACTING SAFETY:** How do subject matter experts (on the local area, on specific issues, etc) define sustainable and meaningful change to the area in a way that it prevents crime and people turning to crime?
2. **ROOT PROBLEM & PROJECT DIRECTION:** What root problem are we trying to address as a first step? What is the right direction to proceed as we seek funding and bring together teams to implement projects? What is the right time frame for interventions proposed? What does the vision for the area mean for our collective work? What are actionable solutions that would indicate short-, medium-, and long-term wins for the area? What are both social and physical investments that are needed to compliment each other that address both people and place?
3. **RELATIONSHIPS:** Who are the implementers needed to make projects happen? What are the necessary relationships that need to be built to make the work successful?

SECTION 04 DESIGN SPRINT PARTICIPANT INPUT SUMMARY

Defining Safety & Meaningful Change That Prevents Crime

There are two categories of connections that are needed to support individual health and wellbeing: physical connectivity (the context of location and place) and social connectivity (the context of relationships and people). Both are also linked to crime prevention. The Design Sprint Team was comprised of issue-specific and neighborhood-experience subject matter experts. The team was asked to define safety and dig deeper into the “why” behind each answer through the lens of their experience, training, observations, and research. This was the starting point to identify root causes for crime considering both common patterns regardless of location as well as experience in this specific location which has unique dynamics in play.

SOCIAL CONNECTIVITY

Vicious Cycle of Crime - experience of violence, drug use and sales, gun access are correlated with violent crime. Social networks influence exposure to this cycle. This particular location has a concentration of all these elements. Design Sprint Team members discussed breaking the cycle through various methods focused on making sure individuals have tools, resources, connections, and support to make changes to their lives to break the cycle.

Physical & Mental Health - personal health impacts choices and decisions. Social context of health of others, healthcare, and self care influence one’s ability to fight diseases and deal with stressors in their life safely. The study area particularly sees a pattern of substance abuse and addiction. Team members shared research, experiences, and their work around supporting physical and mental health through efforts that either work to improve health or provide improved choices for those who are in poor health or provide support for improved decisions.

Family & Youth Relationships - early relationships at home are the foundation for how one relates to the rest of life and the world. Cognitive

development is ongoing through a person's mid-20s and their context of family, school, friends, media, and big events impact their biases, how they form relationships, and how they make decisions. As there are many families who have made the hotels their home where there is little privacy and personal space indoors and out, it is expected that family relationships can be extra strained in these environments. Team members discussed how inequitable family contexts impact youth exposure to positive and negative influences and how schools, programs, and community can help even the playing field to make sure all youth have a strong support system to help them learn to make decisions on their own that keep them and others safe.

Reliable & Sufficient Income - debt, insufficient finances for housing, transportation, communication, healthcare, nourishment, and investment for the future are a common source of stress. Extended exposure to stress can lead to health problems and an individual going through income instability may feel unsafe. The average income of the area surrounding this location is \$31,993 and 65% of 18-65 year olds are employed based on 2017 Census projections. Design Sprint Team members discussed a range of social interventions that centered around both formal and informal education and connecting individuals and employers.

Housing Stability - comfortable and consistent shelter and sense of "home and belonging" is important to wellbeing and sense of safety. As Charlotte faces a growing housing crisis, more individuals face the stress of securing housing that allows them to live in a place that balances their need for access to work, shop, recreate, and connect with community. As all the residents who live in the study area are living in hotels where more than likely they are spending more than 30% of their income on the average \$1500 per month rent of a hotel room which makes them housing-burdened households and places them at risk of housing instability. Social interventions the team shared were focused on addressing the barriers to affordable housing and equipping individuals with tools and resources to overcome barriers and get into stable housing.

Community Stability - belonging to a community is important part of being human. When there are changes to a community in which residents are impacted, the exclusion of those residents from the change-making process creates stress and impacts sense of safety. Neighborhoods with a range of resident ages, professions, and income provides community stability for people to "age in place" and build both lasting relationships as well as complimentary community behaviors that support everyone. This area is facing changing demographics of race and income which brings cultural shifts. The team discussed programs, events, and lifestyles that would promote neighborly connections, reduce barriers between residents, and build trust and good reinvestment practices that would provide community stability.

PHYSICAL CONNECTIVITY

Public Space - visibility into spaces to assess danger, clear routes to navigate, agreed upon behaviors for spaces, are all components to what makes a person feel safe in a given location. Additionally, multiple high speed routes and ungoverned landscapes also create a haven for crime. The Design Sprint Team discussed various methods to manage public spaces to deter crime through commitment, behavior change, technology, and design solutions that centered on displaying care and community ownership and pride of place.

Balanced Land Use & Development Patterns - neighborhoods are composed of a mix of housing, retail, office, civic, institutional, and open space uses and promote walkable, bikeable routes to nearby destinations. The study area has a mix of uses, but the development pattern is aimed at visitor traffic of the interstate rather than towards a more residential context that makes up most of the surrounding area. Unlike other priority areas to address crime in Charlotte, this area has a concentration of low-cost hotels and is immediately off an interstate making some violence interruption and crime prevention tactics less of a fit here than in other areas as much of the crime is regionally based. This

concentrated low-cost hotels and auto-oriented, passerby/visor centric development pattern is the root problem that all of the Design Sprint Team prioritized for next steps as it fosters all the other physical and social connectivity issues.

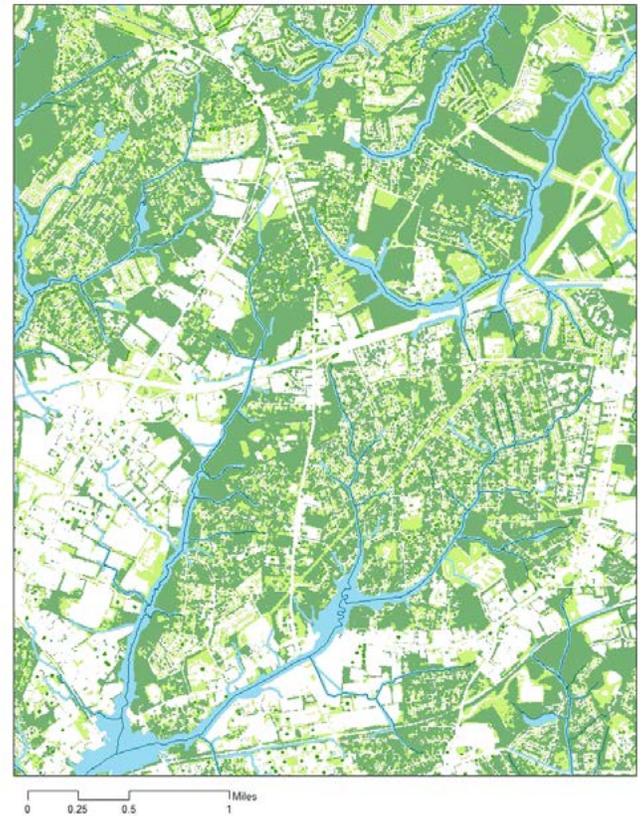
Accessible Housing - as outlined in social connectivity, housing is an important foundation for sense of safety as defined by this group, it is also outlined here under physical connectivity as housing is both. Physical interventions around housing include building more affordable housing that better matches the needs of extended stay hotel residents and provide housing in ways that individuals can grow wealth from renting property ownership.

Accessible Employment & Income Opportunities - related to social aspects of reliable source of income, physical connection to jobs whether by location proximity or by convenient and affordable transportation, these factor into safety from a holistic point of view. Physical interventions discussed by the Design Sprint Team focused on creating living wage jobs through development patterns in the interchange area and particularly supporting entrepreneurs, small businesses, artists, hiring and supporting businesses owned by Black and Indigenous, People of Color and creating co-working spaces.

Priority Root Problem, Project Direction & Goals

With the insights formed from observations, the Design Sprint Team identified *the dated interchange's physical context* as the root problem that needed to be addressed as a first step to compliment the work of CMPD and community organizations. This root cause had five current conditions that impacted safety that informed project direction.

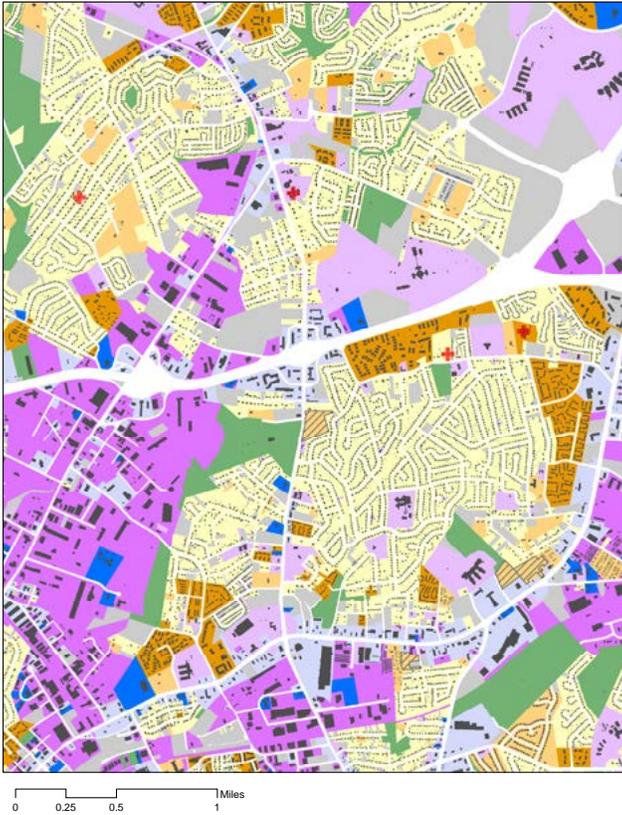
1. Area Lacking Committed Reinvestment: The Sugar Creek I-85 interchange has devolved from original uses, and intent with changing context that drew visitor/ traditional hotel guests to newer hotels in



ENVIRONMENT (2019 DATA)

Tree Canopy coverage is low in the actual study area around the interchange but the surrounding neighborhoods fare better. There are two watersheds impacted by the interchange as it falls on a ridge line. Nearby there is very little tree canopy coverage and a large amount of impervious surface where there is industrial development.





LAND USE (2019 DATA)

The interchange is commercial but is surrounded mostly by residential land uses with a significant amount of industrial land use nearby along Graham Street. There are some large portions of civic and institutional land use with churches and schools. There is a mix of housing but the single family development is particularly large within Hidden Valley with smaller neighborhoods near by and a significant amount of multi-family development along Reagan Drive and North Tryon.

- Industrial
- Institutional
- Office
- Retail & Mixed Use
- Vacant
- Open Space
- Single Family
- Town House
- Multi Family
- Subsidized Housing
- Assisted Living

University City and growing industrial on Graham Street as well as lack of updating investment and overall neglect.

- 2. Oversupply of Hotels:** 13 hotels in this location are more than what is needed to serve traditional visitor traffic except when there are major events at the Charlotte Speedway or at UNC Charlotte.
- 3. Auto- and Passerby-orientation is Insufficient for Residential Context:** The businesses and infrastructure are auto-oriented and intended for short stays/ passersby with hotels, fast food, and gas station convenience stores that does not adequately serve surrounding residential neighborhoods and apartments.
- 4. Hotels & Businesses as Housing & Daily Food:** The hotels, businesses, and streetscape have taken on unintended uses serving a gap in housing and daily food needs for households with barriers to traditional or stable housing and healthy food.
- 5. Properties & Streetscape are Targeted for Crime:** The hotels, businesses, and streetscape have taken on unintended uses serving as a targeted spot for crime – including but not limited to human trafficking and drugs (quick/multiple getaway routes, anonymity of hotels, unmonitored parking lots, visibility of wares for sale from street, neglect, etc.).

These five conditions of the root problem informed the project direction as objectives for the challenge to identify short-, medium-, and long-term wins that brought both physical and social improvements to the safety for people who live, work, and visit the Sugar Creek and I-85 interchange.

Objective 1. Build partnerships and alliance through collaboration on projects and open communication to establish shared responsibility and accountability for achieving goals.

Short-term win (less than 6 months): Design Sprint Team meets every 4-6 weeks and begins to implement the most achievable projects such as art, branding, landscaping, and litter pick up improvements. This group helps kick off the Sugar Creek Corridor Playbook and invites other participants to grow the partnership.

Medium-term win (3 years): The Corridor Playbook is complete and all participant groups are using it to advocate for funding,

guide investment, and outline next steps for implementation with the partnership continuing to meet regularly and oversee implementation of the Playbook.

Long-term win (10 plus years): The partnership continues and keeps the adaptable Corridor playbook up to date with contextual changes and priority shifts over time but overall the partnership has achieved addressing the priority root problem of safety issues by updating the physical context of the interchange.

Physical improvement: The interchange is up to date with its development pattern and fitting to the surrounding community character with walkable and bikeable streets.

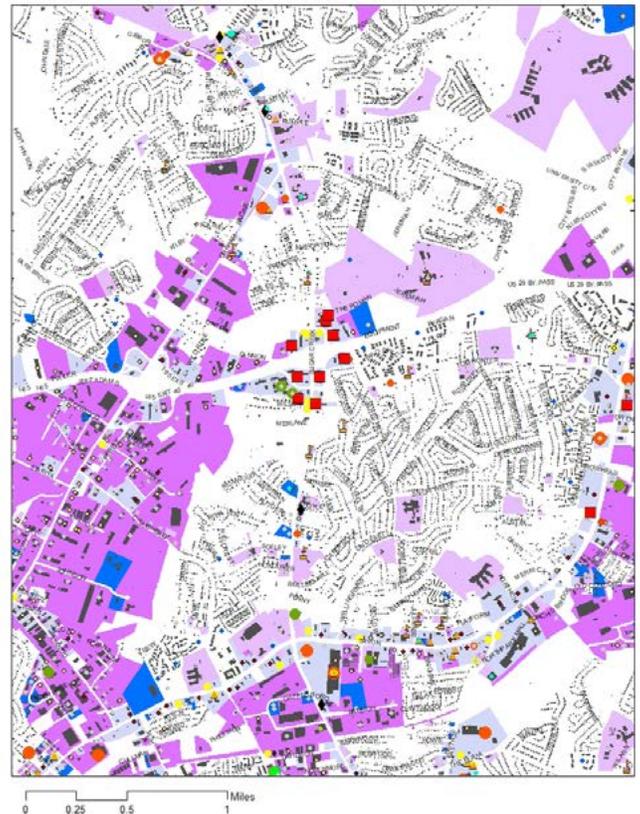
Social improvement: The wide range of groups as seen in the Design Sprint but expanded to include many other groups operates as unified group and provide a powerful and singular voice to guide reinvestment in this area to make improvements that benefit all of the community.

Objective 2. Reduce the number of hotels/hotel units through redevelopment OR bring a new destination that would increase the marketability of the hotels enough to match supply while also avoiding displacement from gentrification in surrounding communities.

Short-term win (1 year): One hotel is no longer operating as a hotel and is either demolished or redeveloped to provides for one of the identified community needs outlined through the Design Sprint or Corridor Playbook.

Medium-term win (5 years): Using strategy and community vision set forth in the Corridor Playbook; committed investors and partners are identified, additional properties are redeveloped, development mix begins to align with results of market study.

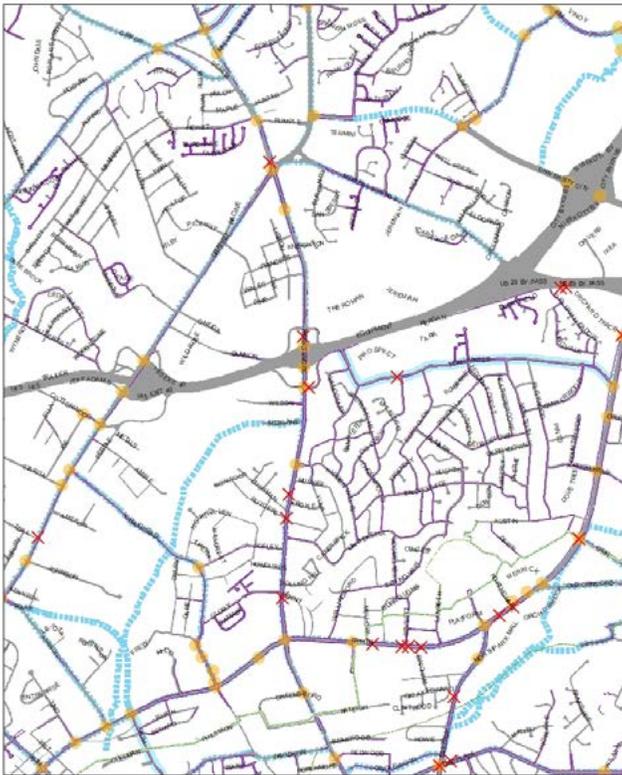
Long-term win (10 plus years): The number of hotels and hotel units are in balance with their context and serving their intended



PLACES OF EMPLOYMENT (2019 DATA)

Most of the nearby employment is in warehouse and industry, but there are pockets of commercial and institutional or civic land use that also provide jobs. Many jobs and services are not walkable for residents living in Hidden Valley.

- | | |
|---|---|
| ■ Industrial Land Use | ● Grocery Store |
| ■ Institutional Land Use | ● Convenient Store |
| ■ Office Land Use | ● Dining/Restaurant |
| ▧ Day Care | ● Medical Facility/ Pharmacy |
| ▴ Beauty Salon/ Barber | ● Social Services |
| ◆ Laundry | ● Gym/Fitness Facility |
| ■ Hotel | ● General Retail |



TRANSPORTATION & PEDESTRIAN & CYCLIST SAFETY (2019)

I-85 and the Equipment and Reagan Drive service roads take up significant amount of the real estate with its wide right of way. Sidewalk is lacking for most of those service roads impacting walkability for especially those who live in apartments off Reagan Drive. There are few traffic signals along Sugar Creek Road between North Tryon and Graham which contributes to a more auto-centric environment but it acts to separate Hidden Valley from Sugaw Creek Park & Rec Center. Most pedestrian and cyclist accidents have taken place on the thoroughfares of the area. The Blue Line light rail is located a mile south of the interchange and the Cross Charlotte Trail is planned for the southern edge of Hidden Valley but bus and bike facilities and service is limited near the interchange.



purpose of visitors to the city and short term stays. Past extended stay hotel guests are housed in stable housing and have access to jobs with livable wages.

Physical improvement: There are fewer hotels and hotel units with redevelopment serving the surrounding community as well as travelers passing by on the interstate.

Social improvement: The area is no longer one of concentrated poverty and individuals who previously lived in the hotels have access to a stable community, housing, and employment which brings them improved health and wellbeing and the area has less crime.

Objective 3. Strengthen sense of community identity, that this interchange area serves families with housing, jobs, daily goods and services, and arts/culture, and shows committed care through maintenance and updates.

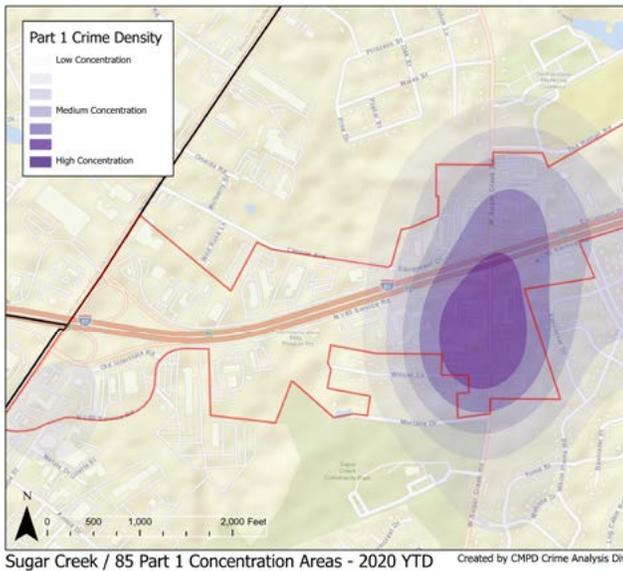
Short-term win (less than 1 year): Art reflective of the surrounding community and unified branding is visible in the public right of way, as well as refreshed and maintained landscaping.

Medium-term win (5 years): Physical improvements to make the area more walkable, bikeable and community-oriented are implemented following the Corridor Playbook on the successful advocacy of the partners continuing to work together to implement improvements along West Sugar Creek Road.

Long-term win (10 plus years): The partnership is an active, leading participant shaping the interchange redevelopment by NCDOT, CDOT, and development partners achieves a more community-oriented interchange that is walkable, bikeable and has amenities that serve the surrounding neighborhoods as well as the visitors passing through supporting the businesses of the area.

Physical improvement: The interchange better suits the surrounding community and creates a safer, more walkable, bikeable place with retail, offices, and housing at different price points.

Social improvement: Community members from the range of



CRIME DENSITY

Most of the crime occurs south of the interstate, but there are some incidents north at one of the hotels as well. This area is targeted for crime with its quick, multiple getaways, anonymity of hotels, unmonitored parking lots, and overall neglect.

connected to the real time crime center to improve response time and provide evidence to help enforce the law to reduce crime being targeted to this area.

Medium-term win (5 years): Reduce dependency on drugs and prostitution of individuals living in this area through broadened case management in the area connecting individuals to wrap around services including mental, behavioral, and addiction health specialists as well as reduced access to substances.

Long-term win (10 plus years): Following the advocacy of the partnership to implement the Corridor Playbook including with NCDOT's interchange redevelopment, the area no longer supports multiple quick getaway route to the region, and the redevelopment of the area is community oriented with intended users being part of the deterrent of crime.

Physical improvement: Reagan Drive is no longer a cut through for traffic but is converted into a low speed or non-motor vehicle route that is community-oriented as it connects to the apartments and provides important open space and improves air and water quality while also mitigating noise pollution.

Social improvement: There is significantly less targeted crime and the community is more cohesive with a central node of retail, office, and housing connecting people who live in both single family and apartments. This level and types of crime are not shifted to a different location but there is a reduction in substance abuse and related crimes as individuals are connected to important resources that improve their health and wellbeing.

These five objectives to direct projects are impacted by several key time frames. One major influence on project time is that North Carolina Department of Transportation (NCDOT) has the Sugar Creek and I-85 interchange scheduled to be redesigned for improvements in 2027 though delays are likely and construction timing will likely mean visible changes only seen after 2030. This area however has already seen four decades without substantial reinvestment and neglect and crime continue to be a major issue so coordination with NCDOT and consideration of possible interchange redevelopment will be needed while major improvements are made over the coming years.

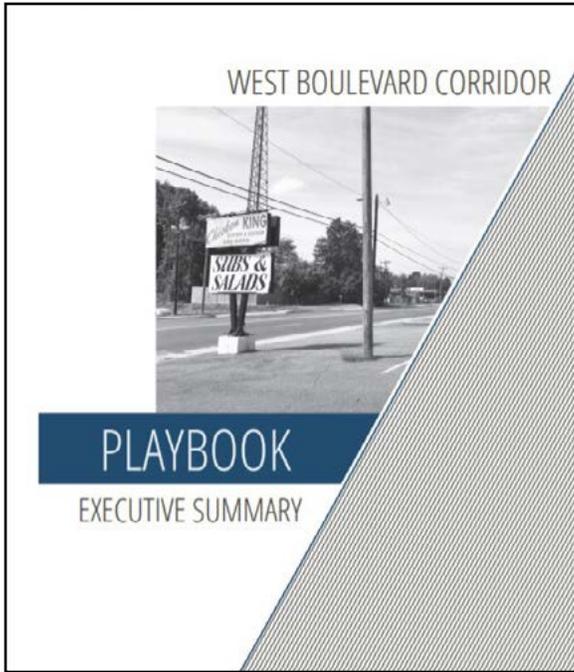
Another time frame consideration is that some of these hotels have reached the end of their lifespan with neglect leading to poor building conditions. Stable housing will need to be found for extended stay guests for whatever the stabilization and disposition strategy is for many of the hotel properties.

During COVID-19 social distancing, quality public space continues to be a rediscovered value. This time also impacts hotel occupancy and income as the low cost hotels are used as shelter for growing population experiencing homelessness. Also over the course of this year, crime has increased in this area, giving a greater sense of urgency to bring change in the near term.

Last but not least, all of the community-based organizations are hard at work especially at this time of increased need of housing, employment, family and social support, as well as mental and physical health support to provide important services to improve safety. Substantial investment is needed soon in this area that moves the area forward in the outlined direction to improve safety and reduce crime.

Relationships Needed for Implementation

Funding and teams to implement these proposed projects are primarily needed from the City, the County, Community-Based Organizations, Property and Business Owners, but also investors, developers, and philanthropic partners who support the broad vision laid out through the Design Sprint and Corridor Playbook to follow. Other important partners include CMS, Neighborhood Associations, Community-Based Service Providers, and more. During the Design Sprint, most of these groups were represented as participants activity shaping the results of the collective work. All were reached out to ahead of the sprint or at the very beginning, and many have become more involved following the Sprint. However, it is recommended that relationships continue to be built through the collaboration needed to implement the short term win projects as well as in shaping the Sugar Creek Corridor Playbook. Regular meetings every 4-6 weeks are recommended to maintain momentum, collaboration, and accountability in implementation. The results of the Sugar Creek I-85 Design Sprint were shared to key City leadership including the City Manager, Police Chief, Assistant City Manger & Planning Director, Assistant City Manager & Economic Development Manger, Housing & Neighborhood Services Director, Transportation Director and County Leadership including the County Manager, and the Director and Deputy Director of Public Health on October 2nd. On November 9th the results were shared at a City Council Action Review Meeting.



WEST BOULEVARD CORRIDOR PLAYBOOK COVER

Playbook process will be modeled from the original [Corridor Playbook on West Boulevard](#) which can be found on the City of Charlotte website.



EXAMPLE SIGNAL BOX WRAP - PLACEMAKING ART

Implement quick wins like [Placemaking](#) projects.

Immediate Next Steps

The City should initiate the Sugar Creek I-85 Corridor Playbook, modify the Business Improvement Matching Grant, and implement public space improvements that can be completed in the near term over the next six to nine months.

The Community-Based Organizations including neighborhood associations and partnership groups should begin to meet regularly around implementing the City led projects particularly through the next steps and help find and support partners to implement the project direction while shaping the Corridor Playbook.

It will likely take 1-2 months to get the Playbook process started including outreach to expand the stakeholder group, contracting a market study consultant to understand the right mix of development and uses that could be supported in the area to meet the community needs, and completing mapping of inventory and analysis for the corridor. The kick off public meeting would share the findings of the design sprint, the results of the inventory and analysis, and introduce the playbook process and roles with the public for their feedback and to solicit additional input to refine the work. The Playbook process once started will take approximately six months. In addition to the first kick-off meeting with the public, there is a second public meeting a little over half way through the process to share the results of the market study, review the identified opportunities and constraints, and provide input on the development scenarios to determine a preferred development scenario and strategies to implementation which is the last step of the process. At the end the Playbook process there is a final public meeting to unveil and celebrate the completion of the Corridor Playbook and provides an opportunity to bring in development and community partners to help implement the work.

During this approximate nine month timeline, the goal would be to implement some placemaking and capital projects with the Corridors of Opportunity funding, while also supporting the Business Matching Grants implementation at Sugar Creek and I-85 and working to stabilize key property code issues.

APPENDICES & REFERENCES

The following attachments & links provide more detailed data and resources referenced in the Sugar Creek & I-85 Design Sprint Report.

1. [Sprint Base Platform Final Progress Report \(page 36\)](#)
2. [Design Sprint Results Presentation to City & County Leadership \(10/02/20\)](#)
3. [Ideas & Prototype Work Session Results: Streets & Public Space](#)
4. [Ideas & Prototype Work Session Results: Residents](#)
5. [Ideas & Prototype Work Session Results: Private Property/Businesses](#)
6. [Ideas & Prototype Work Session Results: Redevelopment](#)
7. [Design Sprint Launch Meeting Recording \(06/16/20\)](#)
8. [Design Sprint Wrap Up Feedback & Next Steps Work Session](#)
9. [Lightening Talk: City Grants & Incentives \(06/24/20\)](#)
10. [Lightening Talk: Health & Systems Impact on Crime \(06/25/20\)](#)
11. [Lightening Talk: Drugs & Impact \(06/25/20\) AUDIO ONLY](#)
12. [Lightening Talk: Hotels & Businesses \(06/26/20\)](#)
13. [Lightening Talk: Faith Based Organizations \(06/30/20\)](#)
14. [Lightening Talk: Reagan Drive Initiative \(07/01/20\)](#)
15. [Lightening Talk: Homelessness & Housing Resources \(07/01/20\)](#)
16. [Lightening Talk: Interchange Area Crime Trends \(07/08/20\)](#)



City of Charlotte - Sugar Creek Sprint

How might we make the Sugar Creek I-85 interchange area safe for those who live, work, and visit the area?

Document Created: 23rd September 2020

The Team



Grant
Meacci



Erin
Gillespie



Charlenea
Duncan



Shawn
Ahmad



Rachel
Stark



Tobe
Holmes



Odell
Witherspoon



Charles
Robinson



Mary
Kim



Travis
Johnson



James
Philipps



Gary
Crump



Julia
Martin



Eboné
Lockett



Shawn
Steward



Brandon
Brezeale

Welcome to your Sprintbase Project Story

Using the Sprintbase collaborative innovation platform, the team embarked on a collaborative innovation process to explore some new possibilities and generate some fresh thinking on the if;How might we make the Sugar Creek I-85 interchange area safe for those who live, work, and visit the area?"

The team was supported through each step of a human-centred innovation process known as **design thinking**:



The design thinking innovation approach is used by many of the world's most consistently innovative organizations. It helps us discover new opportunities by uncovering unmet, and even yet-to-be expressed needs by focusing on the things that people value, not just what they are asking for. It uses creative tools such as storytelling, visualisation, and rapid prototyping to accelerate the innovation process.

This document tells the story of the team's initial work in identifying new opportunities and development of some early-stage innovative concepts to address them. It illustrates the team's best ideas so far, tells the story of how they were formed, as well as the next steps and support needed to propel them forward. It contains all of the team's key observations from field research, the insights they formed from those observations, the various "How Might We...?" (HMW) sub-challenges they defined based on those insights, as well as all of the ideas that were brainstormed along the way. The final sections of this report show the top two "super ideas" that were taken forward to prototyping, the various prototypes that were created and the team's individual action plans to iterate and further develop these prototypes as next steps.

To get the most out of this document...

- Remember that this is just the starting point. What happens next will determine if the nascent stage prototypes described within will be developed into fully-fledged solutions that have real impact. In order to reach their full potential, they will need ongoing support, permission to experiment (fail and learn), and sufficient time and space to grow.
- Always keep an open mind, focus on the nuggets of novelty and originality that could lead to greatness, not just on immediate practicalities (those can be addressed later).
- Explore all of the ideas, not just the ones that were voted to the top. You may spot the genius in an idea that the team overlooked!
- Most importantly, don't forget to enjoy, celebrate and share the story of hard work and creative possibilities waiting to be discovered within.

“If at first the idea is not absurd, then there is no hope for it.”

-- Albert Einstein

Sprint Overview

Design Challenge

How might we make the Sugar Creek I-85 interchange area safe for those who live, work, and visit the area?

Design Brief

Over the summer, this team of grassroots organizations, residents, property owners, City staff, and County staff will be collaborating to develop a holistic and sustainable approach to address crime at Sugar Creek & I-85 in the short and long term using a Public Health lens.



Sprint Summary

During the sprint, the team performed activities to research their initial “How Might We...?” (HMW) question and generate some insights and ideas.

The team carried out their **Field Research** activities and captured the following: Document (31), Interview Summary (9), Photo (6), WebLink (9), Whiteboard (3).

The team carried out their **Form Insights** activities and captured the following: Insight (49).

From the **Form Insights** process step, the team voted through the following:

- **Insight 6:** I wonder if there is an opportunity to apply social services (case management) in partnership with police and hotel owners to provide a different pathway for criminals/prostitutes?
- **Insight 15:** People value seeing themselves and their culture reflected, not only in the schools, but within the larger living context. I wonder what can be done to include more inclusive Hispanic cultural celebrations within the community. E.g. Three King's..
- **Insight 37:** I wonder if having less motels/hotels in the area would help the safety in the area. Would it make easier to govern and provide oversight form an outside independent group.
- **Insight 5:** I wonder if hotel owners think crime issues will not be solved with upgraded security, and so haven't spent time to apply?
- **Insight 21:** I think people value lighting and visibility because it provides a sense of security especially when frequenting a commercial area. Lighting and maintained landscaping is essential to provide visibility to the citizens and first responders.
- **Insight 44:** I wonder what other housing resources exist that do not look at eviction history or can exsponge eviction history so that residents can seek more stable housing which it seems like some of these hotels are covering that gap now.

They then performed the **Focus The Challenge** activities and captured 44 HMWs.

Based on the top voted HMWs, the team recorded the following **Ideas**:

- **HMW 3:** HMW repurpose select hotel/motel properties to facilitate a safer and healthier overall environment for the immediate/surrounding communities?
 - **Ideas:** Photo (23), Whiteboard (5).
- **HMW 21:** From Mark Dehaven:
 - HMW integrate concerns over lighting and safety, with actions for facilitating connectivity to place? #21
 - **Ideas:** Photo (12), Whiteboard (3).
- **HMW 35:** HMW begin to address the concerns around the services that do not exist within close proximity to this area?
 - **Ideas:** Photo (15), Whiteboard (3).

Based on the top voted Ideas, the team recorded the following **Prototypes**:

- **Idea 32:** Repurpose one hotel site as a medical center
 - **Prototypes:** Storyboard (2), Whiteboard (2).
- **Idea 37:** Develop/Coordinate All-Inclusive Lighting Standards & Upgrades
 - **Prototypes:** Whiteboard (2).
- **Idea 45:** Establishment of Satellite Location - Essential Services
 - **Prototypes:** Press Release (1), Whiteboard (3).

Based on the top voted Ideas, the team recorded the following **Implementation Plans**:

1

Field Research

The purpose of field research is to gain empathy and uncover clues that could be the springboard for innovation. The Team used a mix of primary and secondary research methods to learn as much as possible about the challenge and the people impacted by it. All of the most interesting findings uncovered during their time in the field are captured here.

Observation 1

Title: Summary from Kick Off Small Groups

Key Finding: Starting point for list of user groups of the area and information that needs to be collected and what makes people feel safe.

Created By: Rachel

Observation 2

Title: Field Research Plan & Assignments

Key Finding: Sprintbase Launch and Research Planning session's breakout teams' output with assignments.

Created By: Rachel

Observation 3

Title: Recordings from 6/16 & 6/17 Meetings

Description: Downloadable videos from both 6/16 Kick Off (about 30 minutes) and 6/17 Sprintbase Launch & Research Planning (about 50 minutes) meetings. THIS LINK IS ONLY VALID UNTIL 6/30.

Web Link: [Click to follow web link](#)

Created By: Rachel

Observation 4

Title: Street Lighting Survey

Key Finding: Street lights could be an inexpensive quick win for the area, if real estate acquisition isn't required to install the light poles

Created By: Brandon

Observation 5

Title: NCDOT Coordination

Key Finding: NCDOT is receptive to lighting, public art, and plantings in their R/W but would require review & approval and City would be responsible for maintenance of all items

Created By: Brandon

Observation 6

Title: Video: City Grants & Incentives

Description: Business Matching Grants - facade improvements, security enhancements, COVID-19 support
Jump Start Micro Grants - supporting community-led work to improve safety, address racial equity holistically
Placemaking Grants - improvements to public space for the community through art and creating pocket parks or plazas
Neighborhood Matching grants - supports wide range of community-led efforts, must be neighborhood organization/HOA led (Hidden Valley, Farm Crest, or Orchard Trace)

Web Link: [Click to follow web link](#)

Created By: Rachel

Observation 7

Title: Video: Health & Systems impact on crime

Description: Community Resources must go hand in hand with Social Network/Community Support to make a positive difference in the vicious cycle of poverty.

UCity Family Zone and Heal Charlotte both use holistic approach.

Web Link: [Click to follow web link](#)

Created By: Rachel

Observation 8

Title: Audio: Drugs & Impact

Description: Sugar Creek & I-85 with highway access, access roads, back roads in neighborhoods, and a plethora of hotels and cheap food creates an environment that is easy for the movement and use of drugs. This presentation provided a highlight of drugs in use in this area and their impact related to other crimes.

Web Link: [Click to follow web link](#)

Created By: Rachel

Observation 9

Title: Video: Hotels & Businesses Perspective

Description: While the location is convenient, business is not as healthy as owners would like. Crime, vagrancy, loitering impacts business health. How criminals are getting around systems set up to still get access to hotels.

Web Link: [Click to follow web link](#)

Created By: Rachel

Observation 10

Title: ADA Survey

Key Finding: Most commercial driveways do not meet ADA/PROWAG; there are opportunities to enhance ped travel

Created By: Brandon

Observation 11

Title: QOL_Metrics U City Family Zone

Key Finding: The U City Family Zone lags greater Mecklenburg County in all social determinates of health ranging from education and health to economic characteristics. Although the family zone is much larger in scale than our study area, the data is very similar between them.

Web Link: [Click to follow web link](#)

Created By: Tobe

Observation 12

Title: Video: Faith Based Organizations

Description: A quick overview and sampling of the outreach and community building work being led by faith-based organizations and how we can support it. We had Pastor Willis from NE 7th Day Adventist, Charles Robinson at Bread of Life and the Community Hub, and Brent Stone with UCity Family Zone.

Web Link: [Click to follow web link](#)

Created By: Rachel

Observation 13

Interviewee Name Floyd Cherry	Date 6/29/2020	Location via text
Add a picture of your interviewee 	😞 Pain Points (sources of annoyance, problems, or opportunities to improve) The lower tier hotels and the crime situation they seem to sustain.	
	😊 High Points (sources of joy, satisfaction, or things to build on) The interviewee believes the community's location is one of its greatest assests. Located between downtown and University City.	
	❓ Questions (things they are unsure about) The future looks great but there are challenges including prostituion and park access, believes the Hub projects will make the situation better.	
Profile other President of HV Community Association and a plus 40 year resident.		

Title: Filed research interview

Description: Long time residents perspective.

Created By: Odell

Observation 14

Title: Hotel Info

Key Finding: Most hotels were built between 1970-1990. Seven of the 13 hotels along the corridor were sold to new owners within the last 10 years. Very difficult to find information about hotel development etc.

Created By: Julia

Observation 15

Title: History of Interchange

Key Finding: In the 1970s, this intersection was the only rest stop going north until Cabarrus County. It was a natural stop for typical, middle market development rest stop development (hotels/motels, and fast food). Original hotel development included a Ramada Inn and a Fairfield Inn.

Created By: Julia

Whiteboard 1

Owners and
Operators are
concerned
with the
growing
homeless
population
which is
panhandling
at the exit
ramps
creating a
bad first
impression to
travelers

Title: Business Owners

Description: Homeless Population

Created By: Shawn

Observation 16

Interviewee Name	Date	Location
Add a picture of your interviewee 	<p>☹️ Pain Points (sources of annoyance, problems, or opportunities to improve) CMPD asks that we call even if its a small, but officers come out and make comment such as "we are not here to babysit, you're wasting our time". Call was for a guest who was being disruptive in the lobby and threatening front desk staff.</p> <p>If CMPD doesn't help in getting rid of unwanted customers how are businesses suppose to get these folks off their property</p>	
Profile: Age, job, other relevant info	<p>😊 High Points (sources of joy, satisfaction, or things to build on)</p>	
	<p>❓ Questions (things they are unsure about)</p>	<p>💡 Ideas (actions or potential solutions) CMPD officers should make more frequent visits to businesses and build a relationship with the employees working., CMPD should try to help businesses get rid of these unwanted customers</p>

Title: Business Owners

Description: CMPD Help

Created By: Shawn

Observation 17

Title: Video: Reagan Drive Initiative

Description: Overview of the RDI work which addresses five goals: Public Safety, Housing, Community Revitalization, Youth Development, and Housing. Also an overview of the capital campaign to purchase one of the hotels and transform it as a holistic place for the community.

Web Link: [Click to follow web link](#)

Created By: Rachel

Observation 18

Title: Video: Homelessness & Housing Services

Description: Pedro Perez, Executive Director of Charlotte Family Housing and Stacy Lowry, Director of Mecklenburg Co. Community Support Services Dept. and Courtney LaCaria Housing & Homelessness Research Coordinator for Mecklenburg Co. present a big picture view of homelessness and how it is playing out in the Sugar Creek I-85 interchange as well as available resources.

Web Link: [Click to follow web link](#)

Created By: Rachel

Observation 19



Title: Harvesting Humanity Serving Our Community through the Arts (SOCA)

Key Finding: Supported in part by an Arts and Science Council Culture Block Grant and a 2019 Fall JumpStart Community Safety Micro-Grant

Web Link: [Click to follow web link](#)

Created By: Eboné

Observation 20

Interviewee Name Principal Daniel Gray & AP Kaz Muhammad	Date Wednesday, June 24, 2020	Location Hidden Valley Elementary - Snow White Lane		
  GRAY Muhammad	<p>☹️ Pain Points (sources of annoyance, problems, or opportunities to improve)</p> <p>"If we are doing different food banks and all this different stuff, how can you come back in and give back to the school. I don't necessarily need your money but your time - your human resource- we could use, both parents and community members."</p> <p>"If you don't know what's going in thh school, you can't really with your child at home"</p> <p>"If you can see the work - the moves we are making- that will help us tremendously with outside of school time. That would also help kids value education.."</p>			
Profile: Age, job, other relevant info	<p>😊 High Points (sources of joy, satisfaction, or things to build on)</p> <p>Hidden Valley Elementary has been selected as a NC Solar School for 2020! Only 1 other CMS school has this distinctive technology (Olympic High School). In addition to the teaching and learning potential, this supports environmental stewardship and will lead to vocational training and life skills via urban agriculture (vertical alignment from elementary, middle and high school).https://www.ncgreenpower.org/solar-schools/</p> <p>Principal Gray praised AP Muhammad's partnerships with different organizations in and around the community and requested additional support for the teachers and school staff. We've got to get to the community engagement level to the people.. Safety- A lot of Hispanic families are unsure if it is safe for them to visit and be engaged in school and in community, outside of their own. The Hispanic population currently rests at approximately 63% of the schools' population and is projected to 68%. Of those families, at least half are not in the country legally. "I need those families to hear me loud and clear. I don't care what your status is, I am here for people and kids. I am here to assist all". We all need to support and include the growing Hispanic population.</p> <table border="0"> <tr> <td data-bbox="504 846 976 1086"> <p>❓ Questions (things they are unsure about)</p> </td> <td data-bbox="983 846 1458 1086"> <p>💡 Ideas (actions or potential solutions)</p> <p>Find innovative and creative ways to support our teachers. We get a lot of resources for our students but not nearly enough for our teachers and school staff.</p> <p>Create/Re-create: Parent University to engage caregivers/families with a special emphasis on culturally-relevant and responsive support.</p> <p>Apply for, and utilize, more grants to support school "wish-list"</p> </td> </tr> </table>		<p>❓ Questions (things they are unsure about)</p>	<p>💡 Ideas (actions or potential solutions)</p> <p>Find innovative and creative ways to support our teachers. We get a lot of resources for our students but not nearly enough for our teachers and school staff.</p> <p>Create/Re-create: Parent University to engage caregivers/families with a special emphasis on culturally-relevant and responsive support.</p> <p>Apply for, and utilize, more grants to support school "wish-list"</p>
<p>❓ Questions (things they are unsure about)</p>	<p>💡 Ideas (actions or potential solutions)</p> <p>Find innovative and creative ways to support our teachers. We get a lot of resources for our students but not nearly enough for our teachers and school staff.</p> <p>Create/Re-create: Parent University to engage caregivers/families with a special emphasis on culturally-relevant and responsive support.</p> <p>Apply for, and utilize, more grants to support school "wish-list"</p>			

Title: Hidden Valley Elementary School Interviews/ School Leadership/ PTA Leadership/Community Coordinator

Description: Hidden Valley Elementary School Accompanied by M.I.A Leader/Stakeholder Kelly Little

Take Notice Of: <https://www.youtube.com/watch?v=SGLbBmHMSmE>

Web Link: [Click to follow web link](#)

Created By: Eboné

Observation 21

Interviewee Name	Date	Location
Mustapha Love	Monday, June 29, 2020	Martin Luther King Jr. - Bilmark Ave
Add a picture of your interviewee 	😞 Pain Points (sources of annoyance, problems, or opportunities to improve) "There is not enough attention paid to this areas as far as city and county resources. For example, the lack of ample sidewalks which does not encourage walking or playing. There are streets that have no sidewalks period". "This area is kind of a little bit overpoliced but not effectively because a lot of things still go on. I don't know if you know that corridor off of Sugar Creek and the service road - Regan, but a lot of police patrol that area. A lot of [unsafe] things seem to go on there but a lot of police oatrol those areas and so, I don't get that"	
Profile: Age, job, other relevant info 19 years old, student activist, and long time Hidden Valley Resident As a result of our connection, Mustapha will be onboarded to support and/or co-lead Harvesting Humanity and Mecklenburg Integrated Alliance placed-based initiatives	😊 High Points (sources of joy, satisfaction, or things to build on) When asked how he believed that he, and other residents in the area, could activate agency and help solve thos issues that he mentioned, Mr. Love noted, "I would say put the word out more, but I feel like, within this area at least, I think a couple of the things that I mentioned are pretty well-known. I don't know about outside. I think outside the area, people don't know about these things.	
	❓ Questions (things they are unsure about) I don't understand the heavy police presence and the prevalent violence and crime. What is limiting the effectiveness of law enforcement?	💡 Ideas (actions or potential solutions) Bring a heightened awareness to the issues and work together to solve them. Engage all the stakeholders in the process and equip all stakeholders with the necessary resources (or a means to acquire the necessary resources)

Title: Hidden Valley Young Adult Voice - Mustapha Love

Description: During a recent trip to MLK, I connected with this young man as he was playing solo on the basketball court. I informed him of the work being done and the work being planned for the area and the area's residents, schools and businesses.

Take Notice Of: The way that this man articulates his stance and his ober

Web Link: [Click to follow web link](#)

Created By: Eboné

Observation 22

Title: Hotel Operator Survey

Key Finding: Variety of length along the corridor, ranging from 3 years to 25 years. No hotels allow hourly rentals. Most hotels have very few guests that stay longer than a week (less than 5%), but most also rely on repeat customers who stay at the same hotel at least 4x per year. Three of the 12 respondents said they accept housing vouchers. Seems to be an opportunity to engage around security grants offered by the city.

Web Link: [Click to follow web link](#)

Created By: Julia

Observation 23

Title: Interview with Developer of Houses on Merlane Dr.

Key Finding: Park is an asset. Hotels are generating crime. He had success curbing crime near the new hoes with viable cameras (with night vision) and lighting.

Created By: Tobe

Observation 24

Title: Interview with Charles Trowell on Recent History

Key Finding: Large neighborhood represented by several leaders working through three main community organizations creates obstacles and opportunities. Several smaller groups aimed at improving the community are creating a model for collaboration and communication.

Created By: Tobe

Observation 25

Title: Security Enhancement Grants

Key Finding: The Business Security Grant Program seeks to develop relationships between corridor businesses and community police officers while at the same time reducing the opportunity for crime by helping business and property owners create a safer environment for employees and customers.

Web Link: [Click to follow web link](#)

Created By: Erin

Observation 26



Title: Facade Improvement Grant

Key Finding: The Facade Improvement Grant Program seeks to remove blight by assisting businesses and commercial property owners with improving building appearance and by bringing signs, parking and landscaping into conformance with current codes.

Web Link: [Click to follow web link](#)

Created By: Erin

Observation 27

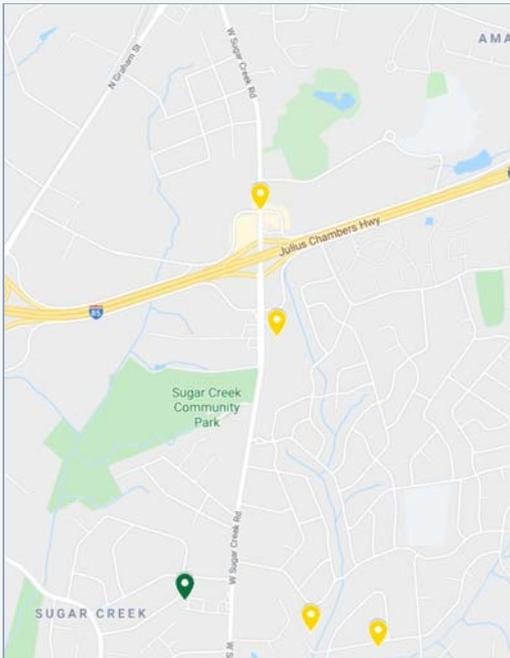
Title: Central District Plan

Key Finding: The Central District Plan did incorporate some of the study area. It is included in Sub Area 5 (pg 107) of the plan. It references Sugaw Creek Neighborhood. There were calls to expand the Sugaw Creek park from 34 acres to 80 acres.

Web Link: [Click to follow web link](#)

Created By: Travis

Observation 28



Title: Business Matching Grant Utilization

Description: Over the last 10 years, there have been two applications in the study area. Both were security grants for hotels (Regal Inn and Continental Inn). Both went under contract but were subsequently closed/incomplete due to the property owner not completing the work in a timely manner.

Created By: Erin

Observation 29

Title: North East District Plan

Key Finding: This plan referenced this area. On page 58 it shows this area as Retail and institutional uses and references the Sugaw Creek park similar to the Central Plan and discusses expansion of the park. The plan characterized the area as " This section of the corridor is characterized by continuous strip commercial development with occasional industrial use."

Web Link: [Click to follow web link](#)

Created By: Travis

Observation 30

Title: CATS Lane Use Plan 2025

Key Finding: In this plan it calls out the large vacant parcels near the future City Boulevard south of the Sugar Creek Road Exit and *-85 interchange. It identifies it as one of the best parcels for development. I also mentions the need for pedestrians to cross I-85.

Web Link: [Click to follow web link](#)

Created By: Travis

Observation 31

Title: Hidden Valley Community Reinvestment Plan (part 1)

Key Finding: This plan was created in 2019 and outlines 7 goals.

1. Duke easement beautification
2. Beautification of gateways
3. Gateway nature center
4. New mixed-income development
5. Housing & education continuum
6. Multi-modal boulevards
7. Improve Hidden Valley Park.

It identifies the need for a project in SD-1 that calls for Holistic improvements.

Created By: Travis

Observation 32

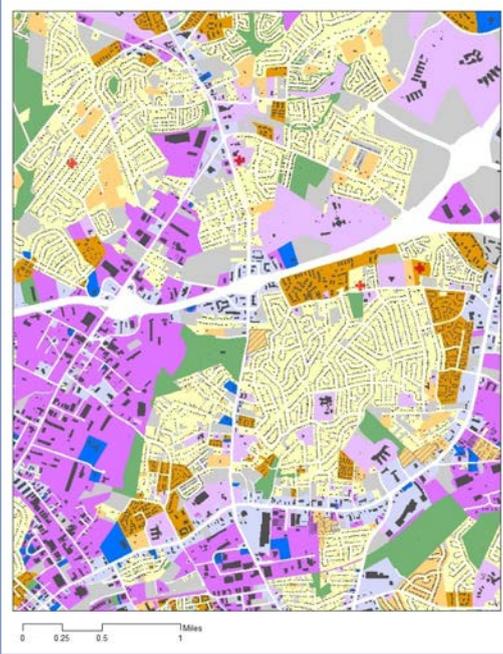
Title: Hidden Valley Community Reinvestment Plan (part 2)

Key Finding: The plan identifies the need for strong edges and improvements for gardening and gateways. It discusses the following four projects.

1. Reagan Drive Initiative.
2. West Sugar Creek Road improvements.
3. Beautify the Neighborhood Gateways.
4. Reinforce the housing and education continuum for upward mobility.

Created By: Travis

Observation 33



Title: Context: Existing Land Use

Description: Yellow - detached single family, Light orange - attached single family and mixed housing, Dark orange - multi family (apartments & condos), Light blue - retail and mixed use, Dark blue - office, Light purple - civic/institutional (schools, churches), Dark purple - Industrial, Green - open space, Grey - vacant property, Hashed - City supported affordable housing development, Red cross - nursing home

Take Notice Of: There is a lot of nearby industrial land use. Neighborhoods are divided by busy roads.

Created By: Rachel

Observation 34

Title: New Hidden Valley CDC Board Retreat

Key Finding: This document was created in 2015. This document identifies the three most important goals for the community are Collaboration and Organization, Education and training, and Funding. It was a collection of residents, City of Charlotte Neighborhood & Business Services representatives. Desires for the community included.

- - Education
- Quality childcare
- Workforce development
- Continual care model
- Food/grocery store access

Created By: Travis

Observation 35

Interviewee Name	Date	Location
Add a picture of your interviewee 	😞 Pain Points (sources of annoyance, problems, or opportunities to improve) There are not enough resources available for spanish speaking families in the area Families being forced to leave rental properties due to rezoning	
Profile: Age, job, other relevant info	😊 High Points (sources of joy, satisfaction, or things to build on) Believes that the recreation center adds great value to the area V [redacted] e to see an increase in corporate networking The development of programs that address computer skills, job placement, senior programing, and a volunteer base	
	? Questions (things they are unsure about) [redacted]	💡 Ideas (actions or potential solutions) [redacted]

Title: Interview with Cynthia Smith-Perkins
Sugar Creek Park & Recreation Specialist

Description: Ms. Perkins has served this community for over 30 years. She values collaboration. She has developed and implemented programs for youth and families in this area. She has and continues to work closely with HVNA, CMS, H&NS, and CMPD.

Take Notice Of: Her enthusiasm to continue to provide programs and services to this community

Created By: Charlenea

Observation 36

Interviewee Name	Date	Location	
Add a picture of your interviewee 	June 29, 2020	Daycare Facility	
Profile: Age, job, other relevant info	<p>☹️ Pain Points (sources of annoyance, problems, or opportunities to improve)</p> <p>Prostitutes across the street from the daycare Inexpensive hotels catering to illegal activities in the area Decrease in home ownership</p>		
	<p>😊 High Points (sources of joy, satisfaction, or things to build on)</p> <p>Remains an active resident Partners with CMS Supports collaborative efforts when asked</p>		
<p>❓ Questions (things they are unsure about)</p>		<p>💡 Ideas (actions or potential solutions)</p> <p>Signage with positive neighborhood history Community center that offers ESL and Spanish classes Increased youth programs during the summer</p>	

Title: Interview with Hidden Valley resident/daycare center owner

Description: This individual has been resident/business owner for over 47 years. The daycare center was opened because the owner believed there was a need for a high quality black owned childcare facility in the area.

Take Notice Of: Active with most neighborhood activities; partners with Hidden Valley Elementary school

Created By: Charlenea

Observation 37

Interviewee Name	Date	Location
Add a picture of your interviewee 	😞 Pain Points (sources of annoyance, problems, or opportunities to improve)	<p>The over development of the edges with too many apartments. This creates increased traffic flow and noise.</p>
Profile: Age, job, other relevant info	😊 High Points (sources of pride, satisfaction, or joy)	<p>This resident has lived in the "Valley" since the mid seventies and like the location, easy access to interstates and main city arteries. Also enjoys the single family atmosphere</p>
	❓ Questions (things they are unsure about)	<p>No clear answer</p> <p>Would like to see neighbors working together to solve issues with a focus on crime prevention in adjacent areas.</p>

Title: Sugar Creek I85 Design Sprint Field Research

Description: location and diversity keeps me here,

Take Notice Of: community loyalty

Created By: Odell

Observation 38

Interviewee Name Belinda Carr	Date July 8, 2020	Location Virtual	
Add a picture of your interviewee 	<p>☹️ Pain Points (sources of annoyance, problems, or opportunities to improve)</p> <p>How to address gentrification</p> 		
Profile: Age, job, other relevant info	<p>😊 High Points (sources of joy, satisfaction, or things to build on)</p> <p>Develop an effort that would assist homeowners to remain in their homes</p> <p>Identify resources to assist homeowners with repairs</p>		
	<p>❓ Questions (things they are unsure about)</p> <p>Those that understand the future of the community...does not include input from the residents</p>	<p>💡 Ideas (actions or potential solutions)</p> <p>Provide security camera for hotels willing to assist the community</p>	

Title: Interview with Belinda Carr-owner of Elite Homes Of The Carolinas Llc Real Estate Agent

Description: Ms. Carr has 25 years of experience. She is a past resident of the Hidden Valley community. She has meet with the HVNA and shared information as it relates to the real estate the community make up. She shared that properties are being purchased and renovated. There is increase in property value, there is a concern regarding an increase in property tax.

Take Notice Of: Her willingness to educate the community

Created By: Charlenea

Observation 39

Title: ULI Study Tom Hunter TAP

Key Finding: Came out in 2016 and included ULI Charlotte, Center City Partners, Knight Foundation, and Strategic Advisors.

This report didn't not only focus on this area but did evaluate areas in Hidden Valley. Overall the plan prioritizes the desire of the community to be walkable, have quality housing and mixture of housing types, attract people from outside the neighborhood, expand library services, and grocery stores/healthy food options. Library expansion should include innovation corridor/coworking.

Created By: Travis

Observation 40

Title: Men of Destiny NCIA Vocational Training w/youth

Key Finding: Good afternoon,
The National Center on Institutions and Alternatives (NCIA) is a nonprofit agency out of Baltimore, Maryland that has been in existence for more than 40 years. NCIA prides itself on assisting those who have historically lived in the shadows of our society. NCIA has provided structure and stability to this population through entities such as an Adults with Disabilities program with an employment component, Youth in Transition School for 7th-12th graders.

Web Link: [Click to follow web link](#)

Created By: Gary

Observation 41

Title: Men of Destiny Beatties Ford Road Vocational Trade Center, Inc

1406 Beatties Ford Road
Charlotte,

Key Finding: Beatties Ford is the only one that answered.

1. They do construction and fiber optics training
2. The training is open to 16 years old and up and they have a middle school program for middle schoolers that begins on July 20 where they will learn small engine repair. It is virtual but they will meet at their facility 2 days a week
3. The cost for training is 4,000
4. There are no scholarships at this moment to assist with the payment
5. The training is 6months long
6. They do assist with job

Web Link: [Click to follow web link](#)

Created By: Gary

Observation 42

Interviewee Name	Date	Location
Add a picture of your interviewee 	😞 Pain Points (sources of annoyance, problems, or opportunities to improve) <div style="background-color: yellow; padding: 10px; margin: 5px;"> This resident emphasized that there were no significant pain points. However did wonder how this corridor's situation compares to the wilkerson blvd of old? </div>	
Profile: Age, job, other relevant info	😊 High Points (sources of joy, satisfaction, or things to build on) <div style="background-color: yellow; padding: 10px; margin: 5px;"> The highpoints includes the friendliness of the neighbors and the neighborhood diversity. </div>	
	❓ Questions (things they are unsure about) <div style="background-color: yellow; padding: 10px; margin: 5px;"> Never has had a negative neighborhood experience. </div>	💡 Ideas (actions or potential solutions) <div style="background-color: yellow; padding: 10px; margin: 5px;"> Use the wilkerson Blvd Model </div>

Title: Sugar Creek I85 Sprint Field Research

Description: The location is a most desirable feathere of the neighborhood.

Take Notice Of: Wilkerson Blvd was mentioned serveral time referencing its improver over time and the city's help

Created By: Odell

Observation 43

Title: Men of Destiny ROC Charlotte

Key Finding: Welcome to The ROC. We're here to help you navigate your future. Whether you're thinking about college or going directly into the field, we provide lots of avenues in construction technologies.

The industry today will probably surprise you. It is an extremely dynamic field that encompasses everything that brings a building to life. From site layout, green building design and energy-efficient building methods to electrical technology and more, we're here to assist in your exciting new journey.

Web Link: [Click to follow web link](#)

Created By: Gary

Observation 44

Title: What Are Drugs

Key Finding: Overview of the types of drugs, paraphernalia used to introduce the drugs, and impacts to crime observed in and around the Sugar Creek/I85 area.

Created By: Shawn

Observation 45

Title: Crime Trends

Key Finding: The Sugar Creek/I85 immediate area is impacted by a wide range of crimes including loitering for money, prostitution, drug use/sales, larcenies, assaults, robberies, and at the extreme murder. While the break down on average of property vs violent crime is general (4) property to every (1) violent, the consistent undertone for a majority of the crimes starts with the drug use, possession, and addiction in the immediate area.

Created By: Shawn

Observation 46

Title: Sugar Creek/I85 Timeline - Highlights

Key Finding: Brief overview of efforts in the Sugar/i85 area to include in the Hidden Valley Community. Significant efforts to target the hotel corridor in the area have resulted in limited change. Code Enforcement, Injunctions, Federal convictions, and significant outside agency pressure has led to the turn over of ownership/management, but limited to no change in daily operations and accountability.

Created By: Shawn

Observation 47

Title: Federal Convictions - Days Inn (1408 W Sugar Creek Rd)

Key Finding: THREE ARE SENTENCED TO PRISON FOR CONSPIRING TO DEFRAUD THE U.S. SMALL BUSINESS ADMINISTRATION THROUGH LOAN FRAUD - A Fourth Co-conspirator Was Previously Sentenced for His Role in the Fraudulent Scheme.

Business is still owned by one of the conspirators while he is in federal prison and operated by his brother. Little to no observable change in daily operations or accountability.

Created By: Shawn

Observation 48

Title: NCDOJ - Motel Evictions

Key Finding: Motel Challenges with short term/long term tenants establishing residency.

North Carolina's landlord-tenant law provides that no individual—even if they have not paid their rent—may be constructively or actually removed from a dwelling without obtaining a court order and having it enforced by the Sheriff's Department. N.C. Gen. Stat. § 42-25.6.

Created By: Shawn

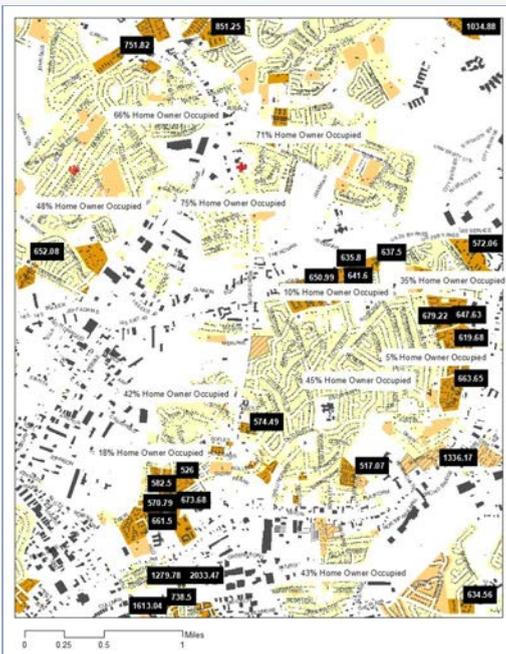
Observation 49

Title: Resources for Resident Assistance

Key Finding: Document of resident assistance resources located on the Mecklenburg County Sheriff's Portal. This information was located while researching current tenant eviction policies.

Created By: Shawn

Observation 50



Title: Housing Types, Apartment Rent Costs (median), & Homeowner Occupation

Description: There is a wide range of apartment costs (black labels) in the area as well as homeowner-occupied housing rates (City average is 53% homeowner-occupied housing units).

Take Notice Of: Single family neighborhoods have apartments at edges with a range of average monthly costs - higher costs are newer apartments close to Blue Line. Even in single family neighborhood many homes are renter occupied.

Created By: Rachel

Observation 51

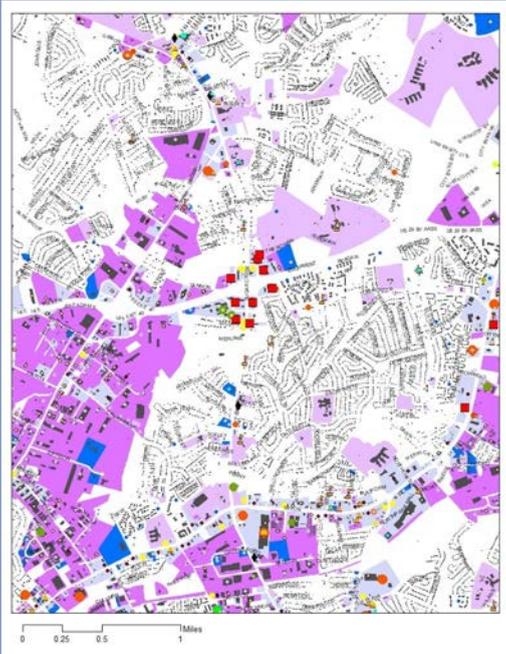
Title: City of Charlotte Capital Project Dashboard Map

Description: To see recent investments by the City in the area.

Web Link: [Click to follow web link](#)

Created By: Rachel

Observation 52



Title: Businesses

Description: Existing Business land use and type. Large orange circles = groceries. Smaller orange circles are convenient stores. Red squares = hotels. Dark green circle = social services. Large orange circle = groceries (small business and brand name). Yellow dots = restaurant/fast food/dining. Aqua dots = medical related. Bright green = gym/fitness facility. Yellow triangle = beauty salon/barbershop. Orange square with flag = childcare services. Beige with outline = general retail. Black diamond = laundry.

Take Notice Of: 2 miles or more from intersection to fitness/gym. 1.5 miles to nearest pharmacy (derita). Barbershops/beauty salons are off N. Tryon and further north on Sugar Creek (Derita). Food Lion in Derita and Compare Foods off N Tryon and Sugar Creek are only bigger name grocery stores.

Created By: Rachel

Whiteboard 2

absentee
owners that
don't hold
the
standards

Title: Absentee Owners

Description: Absentee owners make it difficult for the day to day owners. When we are trying to start back up the band Protocol we don't have all businesses on the legal document so we can be enforced

Created By: James

Whiteboard 3

We need a Hot line for this area on the drug dealers. Someway we need to be able to turn them in anonymously so we won't live in fear of backlash to our property or personnel working in the store

Title: Drug trade and users

Description: We need a Hot line for this area on the drug dealers. Someway we need to be able to turn them in anonymously so we won't live in fear of backlash to our property or personnel working in the store

Created By: James

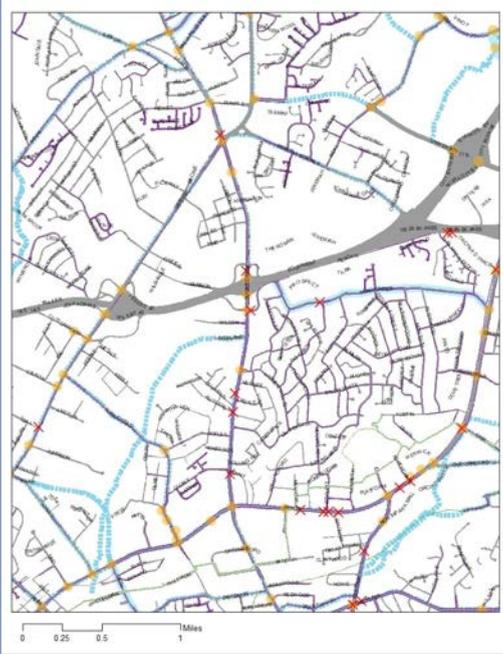
Observation 53

Title: Reagan Drive Initiative

Key Finding: A coalition of various organizations working to improve safety and function of the Regan Drive corridor holistically.

Created By: Rachel

Observation 54



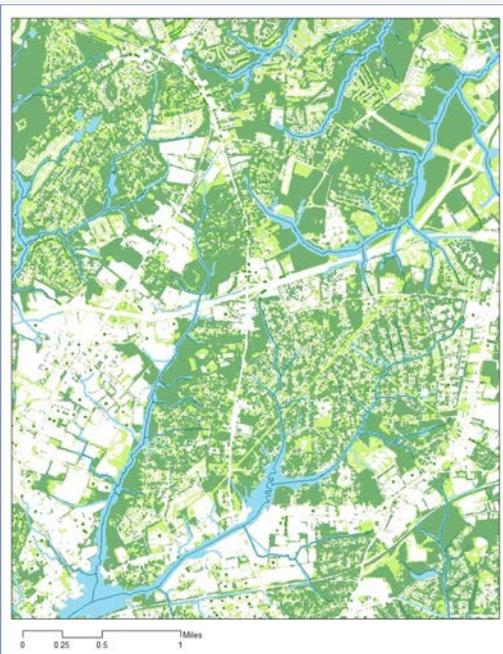
Title: Transportation Patterns

Description: Grey = right of way. Purple lines = sidewalks. Blue highlight solid = existing bicycle facility. Blue highlight dashed = bicycle facility noted as needed/recommended. Green solid line = existing greenway/trail. Green dashed line = proposed greenway/trail. Orange circles = traffic lights. Red x = ped or bike crash site.

Take Notice Of: Many bike facilities recommended but not built. Not much sidewalk on Reagan Drive.

Created By: Rachel

Observation 55



Title: Environment

Description: Dark green = tree coverage. Light green = grass/shrub coverage. Light blue = floodplain. Dark blue line = creek. White = impervious surface.

Created By: Rachel

2

Form Insights

In this step, the team used their observations from the field research to form insights into what people really care about. These insights then helped them identify where to focus their innovation efforts based on what matters most to users; even if they have not yet put it into words themselves. After submitting their top insights, the team voted on the ones they felt had the greatest potential to lead them into new and interesting territory and the top ones are marked with a star.

Insight 1

Older apartments are naturally occurring affordable housing - I wonder if this is changing as new investment comes in (like the Blue Line) or with end of past contracts for providing housing at affordable rates.

Insight 3

I wonder if we could do neighborhood outreach, marketing, and application assistance for the city's home rehab program?

Insight 4

It seems like the spanish-speakers feel disconnected from the neighborhood (and vice versa) due to language barrier.

Insight 5

I wonder if hotel owners think crime issues will not be solved with upgraded security, and so haven't spent time to apply?

Insight 6

I wonder if there is an opportunity to apply social services (case management) in partnership with police and hotel owners to provide a different pathway for criminals/prostitutes?

Insight 7

I wonder if the lack of complete sidewalks on Reagan Drive and Tom Hunter discourages people from walking to places because it doesn't feel safe.

Insight 8 ★

I wonder how the rising Latinx population and individuals with tenuous immigration status can also benefit from the RDI as they have similar needs.

Insight 10

Crime appears to be directly attributed to visibility (or lack thereof) and the knowledge that they aren't be recorded with surveillance cameras

Insight 11 ★

I wonder what was done to Wilkinson Blvd by City investment that improved life that could be replicated in the Sugar Creek area?

Insight 12

I wonder if giving city incentives for companies to build newer properties or completely remodel and franchise, and that would change the output of properties and attract outside customers as well

Insight 13

I wonder if hiring a 3rd party to continuously look after the landscaping in the area would be a better option

Insight 15

People value seeing themselves and their culture reflected, not only in the schools, but within the larger living context. I wonder what can be done to include more inclusive Hispanic cultural celebrations within the community. E.g. Three King's..

Insight 17

I wonder if there are other barriers to the use of these resources beyond information about them? For example, are their difficult forms or steps for end-users?

Insight 19

I wonder if the lack of applications/use of grants (security, beautification, structural) is based on a lack of knowledge about the grants or a willingness to invest money into a property if the surrounding business are not doing the same.

Insight 22

Insights from several homeless/addicts. The consistent themes were accessible resources within walking distance to include acquiring legal documentation (ID, Social Security, etc), affordable housing, and mental health targeting addiction.

Insight 14

I wonder if it is possible for the city to appoint/hire ambassadors from the community who would support the upkeep (city maintenance) process and accountability measures.

Insight 16

I wonder if an established outside governing body like the Small Business Association or a city governed business enforcement group would have more impact on implementing/enforcing effective practices and penalties in regards to the motels

Insight 18

I wonder if it would be possible to create a city wide association of privately owned hotels to promote lodging best practices with support from AAA and BBB.

Insight 21

I think people value lighting and visibility because it provides a sense of security especially when frequenting a commercial area. Lighting and maintained landscaping is essential to provide visibility to the citizens and first responders.

Insight 23

Latinx community only trust the schools and some apartment management staff. Living in constant fear. Don't feel comfortable seeking resources to assist with employment, food, clothing, rental assistance, etc.

Insight 24

I wonder if urban farming could serve as a crime deterrent? The duke power line easement might provide the space. Panhandlers and prostitutes could be persuaded to work the farm for pay. This idea is in the Hidden Valley Plan.

Insight 26

I wonder if this means that the residents and apartment managers for Maple Run, Townes at University Pointe, and Woodland Hollow Apartments can partner together for a joint effort.

Insight 28

I wonder if there are any city ordinances that might restrict some of these ideas

Insight 30

I wonder if crime would be harder to commit if there was more of a visual distancing between the sidewalk and the road?

Insight 32

i wonder if 311 could help with this?

Insight 34

I wonder if this means that the Hispanic community would feel more empowered if they had information presented in Spanish as opposed to English.

Insight 25

At the motels, I wonder how many tenants are frequent renters and why? Are they renting in the area for illegal activity? Are they renting due to affordability? How many have steady legal incomes who could afford a permanent residence?

Insight 27

I wonder if there is funds available to help improve ADA in this area?

Insight 29

I wonder if type of road might affect how people interact on the streets

Insight 31

I wonder if this means there are a lack of quality daycare centers in the Hidden Valley area. Also, what is the average cost of daycare and how many daycare facilities are available within the area?

Insight 33

I wonder if this means that people might be interested in having Charlotte Works provide their services in this area. <https://www.charlotteworks.com/>

Insight 35

I wonder if we have examples of other corridors locally, nationally that have a similar challenges and they can share how they went about reducing criminal activity while building community trust.

Insight 36

I wonder if the Latinx community would integrate more if there wasn't a language barriers, fear of deportation and literacy challenges.

Insight 38 ★

I wonder if the gateways and multi-modal aspects of this plan should be tied explicitly to our study area of the interchange to build partnership/collaboration.

Insight 40

I wonder if all the nearby, concentrated industrial use (along Graham) is a big contributor toward the types of hotel clientele (i.e truckers) which creates an odd mix when the hotels are adjacent to residential land use.

Insight 42

I wonder if creating a "Business Improvement District" that includes shops, hotels, restaurants, and maybe even apartment complexes where each business contributes to maintenance funds will bring universal improvement to the area's appearance.

Insight 44

I wonder what other housing resources exist that do not look at eviction history or can exsponge eviction history so that residents can seek more stable housing which it seems like some of these hotels are covering that gap now.

Insight 46

I wonder if some of the workforce training providers, as well as the mental health, addiction help, etc we're looking for can also be linked to CMS staff and teachers. Through joint education, mutual support, etc.

Insight 37

I wonder if having less motels/hotels in the area would help the safety in the area. Would it make easier to govern and provide oversight form an outside independent group.

Insight 39

I wonder if the Compare foods to the South and Food Lion to the north each about 1.5 miles away are sufficient to serve this community

Insight 41

I wonder if the creek and Duke Easement lines could create a greenway safe alternative to traveling as a pedestrian or cyclist down Sugar Creek and connecting to XCLT trail and Tryon & Sugar Creek as it redevelops

Insight 43

I wonder if there are ways to integrate prostitutes and panhandlers into the fabric of the community as a way to change behaviors?

Insight 45

I wonder what kind of jobs long-term stays have and if it is their income or criminal/eviction history that prevents them from finding more stable, better quality housing. Or if there are other reasons.

Insight 47

I wonder if there is a way workforce training could be coordinated and collectively the information and resources could reach individuals better.

Insight 48

I wonder if having workforce training at hotels could help provide people with an ability to graduate into higher paying jobs and move on to stable housing.

Insight 49

I wonder if some of the apartment management staff that work with Latinx apartment tenants can train staff and trainers/teachers to build empathy, build trust, etc.

Insight 50

I wonder if the new affordable housing development management funds that provide financial literacy and other training could be held at the rec center with spots opened up to other residents in the area to build community relationships.

Insight 51

I wonder if Harvesting Humanity could partner with the City on capital investments to both shape the engagement process and create more relationships to place in implemented designs (i.e. any new sidewalks, landscaping, light poles, bike lanes, etc).

Insight 52

I wonder if we should aim to pressure the hotel owners with the most on-site crime problems (or personal criminal records suggesting they are complicit) to be part of a solution or risk being closed.

3

Focus The Challenge

Informed by their top insights, the team created a number of narrowly defined “How Might We...?” (HMW) questions. These questions helped them focus their brainstorming efforts on more specific questions that had a better chance of leading to more tangible, actionable solutions that users will really value. Team members voted on the HMWs they were most excited about (the ones marked with a star), and felt had the greatest potential to generate innovative ideas in the brainstorming rounds to follow in the next step.

HMW 2

HMW develop a shared vision for the path forward between different businesses?

HMW 3

HMW repurpose select hotel/motel properties to facilitate a safer and healthier overall environment for the immediate/surrounding communities?

HMW 4 ★

HMW help the local business owners participate in routine property maintenance, landscaping, and overall area beautification?

HMW 5

HMW work with hotel owners to understand the barriers to applying/implementing security upgrades funded through the city's security grant program?

HMW 6

HMW provide the hotel owners with effective security upgrade recommendations?

HMW 7

HMW create a space (virtual, literal, metaphorical) for sustained culture/community/resident connections?

HMW 8

HMW hold the hotels accountable for positive/negative impacts towards community public safety.

HMW 9

How might we make sure that there are wrap-around, collaborative social services that do not unintentionally cause additional trauma or stress to access?
INSIGHT #6

HMW 10

HMW use urban design to create gathering places next to hotels that are safe, inviting, and provide eyes on the street.

HMW 11 ★

HMW prioritize and provide community funding to create more art/cultural places

HMW 11

How might we improve the educational experience for limited language learners and families? INSIGHT #15

HMW 12

How might we help business owners take ownership of deterring and eradicating crime at their property?

HMW 13

HMW connect those with housing needs with organizations that work directly with property owners/managers to create successful housing opportunities

HMW 14

HMW identify desirable and safe complete streets that include lighting, sidewalks, and bike paths along these existing highly automobile centric roads

HMW 15

HMW partner with other housing organizations that provide opportunity to those with an eviction history

HMW 16

HMW identify housing support that is more nimble and responsive to nontraditional living situations?

HMW 16

How might we provide a structure for residents, visitors and city governance to assume co-responsibility of landscape maintenance?

HMW 17

HMW Educate occupants of the hotels about services that could assist them with more housing options?

HMW 18

HMW strengthen the alliance between "good" hotel owners/operators and business owners?

HMW 19

HMW slow evictions in this area?

HMW 20

HMW ensure family stability in transitional housing that creates opportunity for long term housing.

HMW 21

From Mark Dehaven:
HMW integrate concerns over lighting and safety, with actions for facilitating connectivity to place? #21

HMW 22

HMW provide improved visibility to this area?

HMW 23

HMW get business and hotel owners together regularly to share best practices on the challenges they face?

HMW 24

From Mark Dehaven:
HMW ensure economic stability and financial planning (e.g. Commonwealth Charlotte) is a component of social services?
Insight #44

HMW 26

HMW identify the security needs for this area?

HMW 28

Darneka Waters - HMW use donated and recycled material to decrease housing construction and costs?

HMW 30

HMW create a strategic guide for what services are needed and would do the most benefit?

HMW 31

HMW create incentives that changes the dynamic of getting help

HMW 33

HMW support and enhance the food culture?

HMW 35

HMW begin to address the concerns around the services that do not exist within close proximity to this area?

HMW 37

HMW change the entry requirements for shelters that support families and doesn't purposefully split families.

HMW 25

Odell Witherspoon - HMW convert a hotel to multi-generational living situation

HMW 27

HMW develop efforts that would allow us to address economic stability within a social service component

HMW 29

HMW make sure there is a good ratio of Case Manager to residents/families in need.

HMW 31

Darneka Waters - HMW provide remedial finance and credit education to redeem credit/ eviction history?

HMW 32

HMW identify locations in the community for residents to see themselves in?

HMW 34

HMW change the percentage of people who are paid daily to weekly or beyond.

HMW 36

HMW identify partnership opportunities and/or training to aid hotels in security and surveillance?

HMW 38

Brent - HMW convert some motels to supervised, transitional housing programs?

HMW 39

HMW ensure financial literacy as a family becomes more stable

HMW 40

How much revenue will be lost on shutting down the Plasma Center and couple of Hotels that are not complying

HMW 41

odell Witherspoon - HMW solicit endorsement from travel promotes like AA or BBB to inspire owners to improve conditions and business practices?

HMW 42

How get Vocational Training Center in this Corridor to elevate employment opportunities that lead to higher wages for sustainability?

4

Generate Ideas

The team generated as many creative ideas as possible for each of the top “How Might We...?” (HMW) questions. They then cast their votes to determine the best ideas that would be brought forward for prototyping and more detailed development.

HMW 3: HMW repurpose select hotel/motel properties to facilitate a safer and healthier overall environment for the immediate/surrounding communities?

Idea 5



Title: Adaptive Reuse as Housing for artists (Tom W's idea)

Description: Housing unit and/or studio space, or a couple units in each to arts studios. Attached is an example for California of a place reused for an artist collective that includes art gallery, courtyard, and housing at variety of price points within affordability range.

Take Notice Of: Santa Ana example: Applicants have to meet strict rules concerning maximum annual income: Households earning between 30% (21 units), 35% (six units), 40% (six units) and 60% (25 units) of the area median income will be eligible for consideration.

Web Link: [Click to follow web link](#)

Created By: Rachel

Idea 6

Title: Tom Idea - Food at Hotels

Description: bring over a food distribution facility, like friendship trays,

Created By: Julia

Idea 9



Title: Demolish/remove what exists to redevelop (Summary one optional direction from whiteboard)

Description: (vs. helping what's there or adaptive reuse) - this could be one property or several.

Created By: Rachel

Idea 14



Title: Support, reuse and redevelopment selected to more living wage jobs (idea from Tom W)

Description: I wonder if there are services that would locate and be employers as well as service providers, taking advantage of the freeway access and central location to locate distribution centers or headquarters

Created By: Rachel

Idea 15



Title: Adaptive reuse of hotels (Summary one optional direction from whiteboard)

Created By: Rachel

Idea 16



Title: Hotel to match demands to create new hotel opportunities for remaining hotels

Description: If some hotels are demolished and sites redeveloped, and some others change to a different use like co-working space, remaining hotels could better meet market demands and increase safety in the area by renting out rooms to travelers and could either franchise, or maybe if interesting architecture and proximity to something else of interest (park disc golf?) some could be remodeled boutique hotels and cater to higher end clients too.

Web Link: [Click to follow web link](#)

Created By: Rachel

Idea 18

Title: Converting motels into affordable housing options

Web Link: [Click to follow web link](#)

Created By: Rachel

Whiteboard 4

› THE RULES OF BETTER BRAINSTORMING (post these up!)

1. No Judgement
2. Silence your own "inner critic"
3. Go for volume
4. Sketch whenever possible
5. Build on the ideas of others
6. One topic at a time
7. Impossible ideas welcomed

Title: Rules for Better Brainstorming

Take Notice Of:

1. No Judgement
2. Silence your own "inner critic"
3. Go for volume (lots of ideas)
4. Sketch/use images whenever possible
5. Build on ideas of others
6. One topic at a time
7. Impossible ideas welcome

Created By: Rachel

Idea 25

Title: Bring in more variety of businesses to exit

Description: Majority right now seem to be hotels and fast food restaurants. It would help to bring in different types of traffic to the area

Created By: Shawn

Idea 30



Title: Natural Habitats & Environmental Stewardship

Description: Increase access to natural habitat and encourage use of natural resources (include Environmental Stewardship) lens to combat environmental issues that are more prevalent in urban neighborhoods.

Take Notice Of: Pay close attention to unintended contribution to gentrification. Unfortunately green-way access has been linked to gentrifying practices. Be sure to engage community and businesses in learning about the benefits of preserving natural habitat and encouraging environmentally friendly and sustainable practices. (Fun ways to recycle, Air and Water Quality controls, etc.) Also links back to urban agricultural and horticultural best practices...Can connect with the schools to include this learning

Web Link: [Click to follow web link](#)

Created By: Eboné

Whiteboard 7



Title: Round 2 breakouts

Created By: Rachel

Idea 32



Title: Repurpose one hotel site as a medical center

Description: Include urgent care, pharmacy, clinic/doctor's office, physical therapist office, etc.

Take Notice Of: These services are missing in the area

Created By: Rachel

Idea 32



Title: Brand Corridor

Description: -Create a business booster organization to work with neighborhood folks to create a cohesive look for the community (think Historic South End model)
-Provide face lift to facades
-Improve landscaping/hardscape to properties and rights of way

Created By: Brandon

Idea 33

Title: Redevelop hotel site

Description: Redevelop a hotel site as a job training center / co working space.

Created By: Travis

Idea 38

Title: Create Heal Charlotte Campus

Description: Create the Heal Charlotte Campus with: transitional housing for families (2 parent households) with wrap around services, including a café with meals for residents, playground, early childhood development services, and a couple of co-working spaces for social entrepreneurs – and house the violence interruption program office space here in the offices as home base

Created By: Julia

Idea 39

Title: Repurpose Hotel Site

Description: Repurpose a hotel site to create a community garden, park space with technology stations, that is anchored by a sit down restaurant and could also be used as a performance venue for local creatives

Created By: Julia

Idea 40

Title: Inventory Current Collaborative Efforts

Description: Based on identified needs by the community and surrounding businesses. Develop an active list of programs and services.

Created By: Charlenea

Idea 41

Title: Housing

Description: Can we identify any upcoming efforts that could case a negative impact on this initiative.

Created By: Charlenea

Idea 42

Title: Parks and Rec expansion

Description: Creation of positive spaces (parks, greenway, etc) directly accessible by the positive hotel/motels and local residents. Repurposing of challenging hotel(s) by creating sitting, eating, and relaxing spaces directly adjacent tot he positive established motels would further increase positive visibility to not only the intersection, but increase the marketability of the remaining hotels adjacent to the hotels

Created By: Shawn

Idea 43

Title: Hotel block for people in need

Description: Buy up an entire hotel's block of rooms and reserve them for people in need of safe, temporary housing.

Take Notice Of: hotel owner gets monetary support
bad/negative hotel users are eliminated from the property (no rooms left to rent)
immediate need for people with unstable housing is addressed
long-term, funds can be allocated to hotel for upfit

Created By: Erin

Idea 46

Title: Satellite Police Office

Description: Locate a satellite police office at a hotel and include social services component.

Created By: Julia

Idea 47

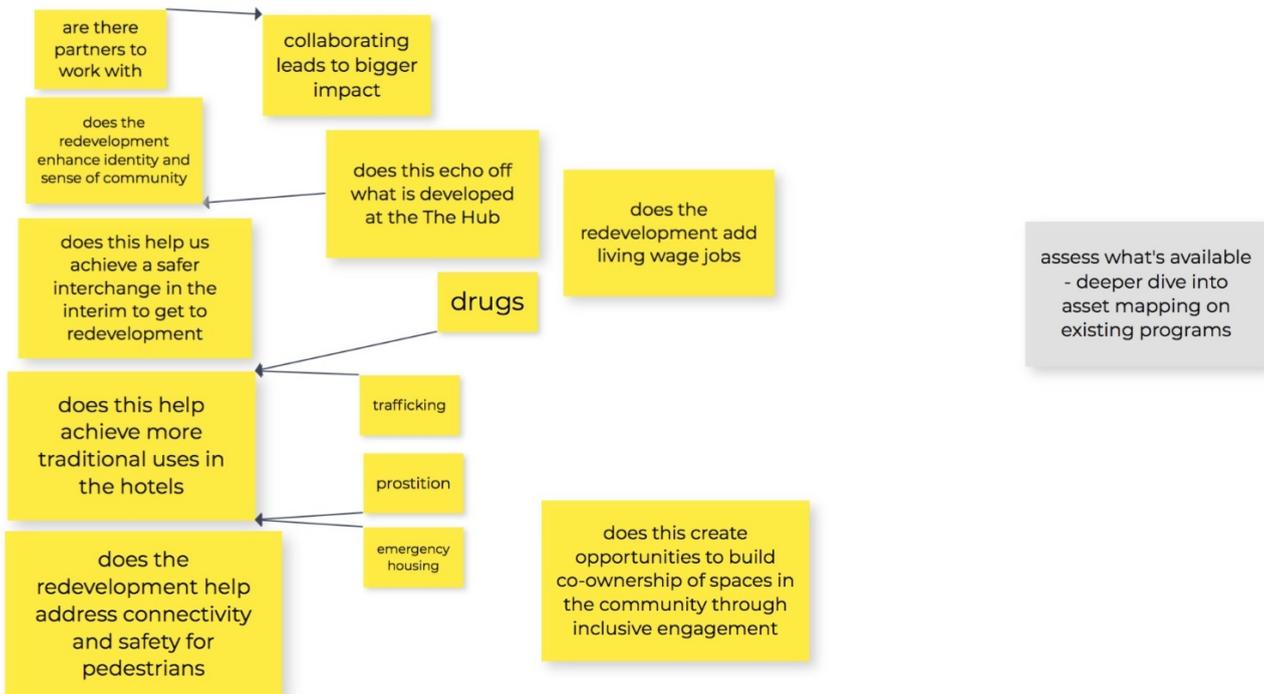
Title: City/Hope Haven/Hotel Partnership

Description: Develop a partnership between city/hope haven/and a hotel to establish a joint substance abuse/homeless support center. Hope Haven could be used as a model - currently off north tryon in a converted hotel.

Created By: Julia

Whiteboard 10

Most important Selection criteria for ideas



Title: Selection Criteria to guide voting of ideas

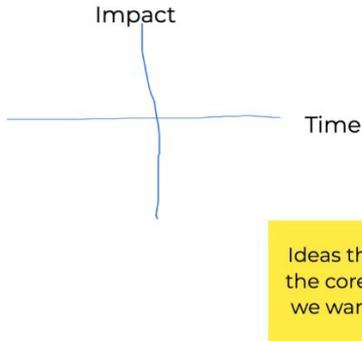
Description: (Rachel, Grant, Charlenea, Brent, & Brandon)

Take Notice Of: Top voted ideas should have:

- 1) Partners to help carry the work far
- 2) Practice and final product that enhances identity and builds sense of community
- 3) A solution for safety for the interim and not just the long term goals
- 4) an impact that results in more traditional use of hotels that remain (removing drugs, trafficking, prostitution, and emergency housing)
- 5) Results that improve connectivity and safety for pedestrians
- 6) Living wage employment

Created By: Rachel

Whiteboard 11



Impact

Time

Ideas that get at the core solution we want to test:

Satellite location of social services along I85/Sugar Creek - The Hub, existing hotel, business park, maybe rec center/sugar creek community park

Employment, DMV, mental health, ethnic outreach, childcare, drug counseling (Police station is currently less than 1 mile away, but expanded police presence might help), naturalization/citizenship assistance, ESL

Help existing residents and people who live at hotels

Continuous sidewalk/planting strip

Helps residents, transit riders, employees who use transit system/walk

Factors to account for

Long term impact, not just short term fixes

Cost

Invest in repurposing of space into smaller satellite parks that hotels could market (ie remove hotel to create space)-specific to Northside (more beneficial)

Helps: residents, hotel tenants, surrounding hotels, transforms dense commercial areas

Overall: Make sure services have outreach to hispanic community

Title: Julia, Det Steward, Darneka, Odell 7.27

Created By: Julia

Idea 49



Title: Create a kid-friendly water park (Federico's Idea)

Description: Redevelop some sites into a water park that draws people - get more traditional hotel stays to access water park and be amenities for charlotteans as a type of economic redevelopment in the interchange.

Take Notice Of: Something fun. and family friendly.

Created By: Rachel

Idea 50



Title: Create Property & Business owner implementation board with key stakeholders

Description: Build a working group that tackles hard issues, builds plans/ideas to be implemented and helps implement those ideas in the interchange area

Created By: Rachel

HMW 21: From Mark Dehaven: HMW integrate concerns over lighting and safety, with actions for facilitating connectivity to place? #21

Idea 3



Title: Set sidewalks off Sugar Creek

Description: Tower Road on Denver Colorado is off the highway (but near the airport) and has more than 18 hotels. But the hotels are more buffered with trees and space and the sidewalks are also set back from the road, unlike Sugar Creek. Distance from the road might make it harder for drug sales and prostitution to go by unnoticed. Trees and landscaping also provide buffers to hotels from the road.

Take Notice Of: In addition to well-maintained landscape buffer, there are also bus shelters.

Web Link: [Click to follow web link](#)

Created By: Rachel

Whiteboard 1

more landscaped medians vs concrete

vibrant colors and walls - murals that reflecting legacy and heritage of this place

attractive landscaping at the interchange exit

midblock crossing with art connecting to park with hybrid beacon

make public space more fun using lighting

Improve key bus stops to improve visual look/safety corridor

Cool Streets designed to combat climate change

make the interchange bridge special with lighting

something at night that's interesting

Bury utility lines

Custom, signature garbage cans that are also "art"

intersection of reagan drive and sugar creek - more things for people to do (places to eat, etc), smart development like North Davison



Title: Collaborative brainstorm HMW 2 - ideas work session

Description: Work session with John Wall, Tom Warshaur, Julia Martin, and Ebone Lockett.

Created By: Rachel

Idea 4



Title: bicycle facilities also art opportunity

Description: Make bike lanes and bike parking more fun and reflect history through art - at hotels, businesses, and parks.

Created By: Rachel

Idea 13



Title: Upgrade security cameras and link to real time crime center

Description: High-quality cameras that CMPD can automatically check either from a 911 call for service or during an investigation to streamline the process to pursue perpetrators of violent and most dangerous crimes.

Web Link: [Click to follow web link](#)

Created By: Rachel

Idea 17



Title: Recycling depositories

Description: Help keep the corridor clean by promoting recycling for cash deposit returns. Likely better suited within a business than stand-alone to support funds going to groceries.

Created By: Rachel

Whiteboard 5

› THE RULES OF BETTER BRAINSTORMING (post these up!)

1. No Judgement
2. Silence your own "inner critic"
3. Go for volume
4. Sketch whenever possible
5. Build on the ideas of others
6. One topic at a time
7. Impossible ideas welcomed

Title: Rules for Better Brainstorming

Take Notice Of:

1. No Judgement
2. Silence your own "inner critic"
3. Go for volume (lots of ideas)
4. Sketch/use images whenever possible
5. Build on ideas of others
6. One topic at a time
7. Impossible ideas welcome

Created By: Rachel

Idea 22

Title: bus stop

Description: Improved bus stop (with shelter)

Created By: Julia

Idea 27



- Title:** Coordinate with Arts and Science Council - Planning Creation/Artistic Upfit of Bus Shelters in HV
- Description:** At Hidden Valley Association meeting in early March (March 10) the Arts & Science Council's Carla Hanzel (VP for Public Art) presented the Proposed Tom Hunter Road Bus Shelter featuring Tom Stanley (artist) and Unique Patton (Community Design Liaison and lifelong HV resident)
- Take Notice Of:** Streetscape Image that Feels Safe and Welcoming and (With the right blend of art and architecture) just like HOME
- Web Link:** [Click to follow web link](#)
- Created By:** Eboné

Whiteboard 8



Title: 07.23.2020 Workshop HMW#2

Created By: Eboné

Idea 34

Title: Lighting

Description: Work with Duke energy to provide pedestrian scale community lighting that is also complaint with Dark sky Standards to reduce excess light pollution.

Created By: Travis

Idea 35

Title: Safer Crossings

Description: In addition to improving sidewalks, create safer areas to cross the street.

Created By: Travis

Idea 36

Title: Urban Design Crime Prevention

Description: Use design to help combat crime in the area.

Web Link: [Click to follow web link](#)

Created By: Travis

Idea 37

Title: Develop/Coordinate All-Inclusive Lighting Standards & Upgrades

Description: Develop and implement lighting standards with emphasis on maximizing newest lighting technologies. Work with partnering organizations (Duke, City Service, etc.) to generate all-inclusive lighting plan/ recommendations. Furthermore, integrate city/county matching grant programs with business owner buy-in to emphasize all-inclusive project.

Created By: Shawn

Idea 44

Title: Special trail connecting HVES to park amenities

Description: Create a special walking path between the elementary/middle schools and park amenities in the area. Use special pavers, lighting, signage and artwork

Take Notice Of: Beautification
Safe routes to school
safe, lighted connections

Created By: Erin

Idea 48



Title: Incorporate art into all visible infrastructure improvements

Description: Bring art into not only bus stops, but also bike racks, bike lanes, sidewalks, light poles, benches, trash bins, crosswalks, signal box wraps, walls/fence/etc.

Created By: Rachel

HMW 35: HMW begin to address the concerns around the services that do not exist within close proximity to this area?

Idea 1



Title: vocational training space with hotels

Description: Create workshop training space related to running a hotel.

Web Link: [Click to follow web link](#)

Created By: Rachel

Idea 2



Title: Adding horticultural training to Idea 1 (Ebony's idea)

Description: Building from idea 1 about bringing vocational training into existing or adaptively reused commercial spaces, connect to horticulture and urban agricultural training offered by CATO campus.

Web Link: [Click to follow web link](#)

Created By: Rachel

Idea 11



Title: Services Fixed Location

Description: Use existing office space in interchange, adaptively reuse spaces for needed services.

Created By: Rachel

Idea 12



Title: Latinx cultural activities at schools, rec center, and churches

Description: Invite new neighbors to safe places to shape cultural events and spaces where they and their families feel welcome and can meet neighbors and build bonds and stay out of problems of the interchange.

Created By: Rachel

Whiteboard 6

› THE RULES OF BETTER BRAINSTORMING (post these up!)

1. No Judgement
2. Silence your own "inner critic"
3. Go for volume
4. Sketch whenever possible
5. Build on the ideas of others
6. One topic at a time
7. Impossible ideas welcomed

Title: Rules for Better Brainstorming

Take Notice Of:

1. No Judgement
2. Silence your own "inner critic"
3. Go for volume (lots of ideas)
4. Sketch/use images whenever possible
5. Build on ideas of others
6. One topic at a time
7. Impossible ideas welcome

Created By: Rachel

Idea 19



Title: Add small format brand grocery store in redevelopment

Description: Use highway interchange proximity and nearby housing as an opportunity for improving fresh food access through a grocery store that draws residents from all over.

Created By: Rachel

Idea 20

Title: Service location - rec enter

Description: What about using the rec center as a way to co-locate some services? Once/week have pop-up health clinic, farmer's market etc.

Created By: Julia

Idea 21

Title: Language Buddies

Description: Start a virtual (for the time being) language buddies program. Pair spanish speakers with english speakers to help neighbors learn from each other.

Created By: Julia

Idea 23

Title: Sugar Creek Recreation Center

Description: Opportunity to partner with Sugaw Creek Park and Recreation Facility

Take Notice Of: Work with staff as they begin programming for the renovated facility. Efforts could include computer courses, social services, ESL. Could also serve as a possible site for mobile monthly services.

Created By: Charlenea

Idea 24

Title: Faith Based Groups

Description: There are a few churches surrounding the Interchange. Could we tap into their current programs and services to ensure we maximize efforts without duplicating initiatives that are working.

Created By: Charlenea

Idea 26

Title: Schools and Hotel Partnership

Description: Businesses can partner with local schools High School and up to provide internships and training for young adults wanting to come into Hospitality field after education

Created By: Shawn

Idea 28

Title: Cultural Cuisine Included

Description: As we consider cultural reflection and integration, include the holistic link to cultural crops and cultural cuisine (tie into horticulture and urban agricultural production, etc.)

Web Link: [Click to follow web link](#)

Created By: Eboné

Idea 29

Title: Allocate Service Worker Salaries in Funding Models

Description: Allocate funding to pay service workers to double-down on needed services (mental health workers, vocational trainers, Art therapists, etc.)

Take Notice Of: While volunteering helps to fill the gaps, many of those who volunteer their time and talents are often struggling to meet the demands of the current crisis themselves and therefore need to be supported through salary/stipend and access to funding. Consider the SDOH for service/social workers along with those being serviced.

Created By: Eboné

Whiteboard 9



Title: Whiteboard 7.23

Created By: Julia

Idea 31

Title: Leverage HUB

Description: Continue to leverage the services currently existing, or forth coming to serve community needs: garden training/fresh food, homeless to housing program, connecting people to jobs, art about neighborhood to create a sense of place, community meeting space - How to leverage HUB to assist students this school year?

Created By: Julia

Idea 45

Title: Establishment of Satellite Location - Essential Services

Description: Creation of satellite location(s) to include, but not limited to social services, DMV, mental health, substance abuse, housing, child care, urban ministry, domestic violence, job placement, and ethnic outreach programs. Looking at the holistic approach, people who need help usually need more than one of the above services.

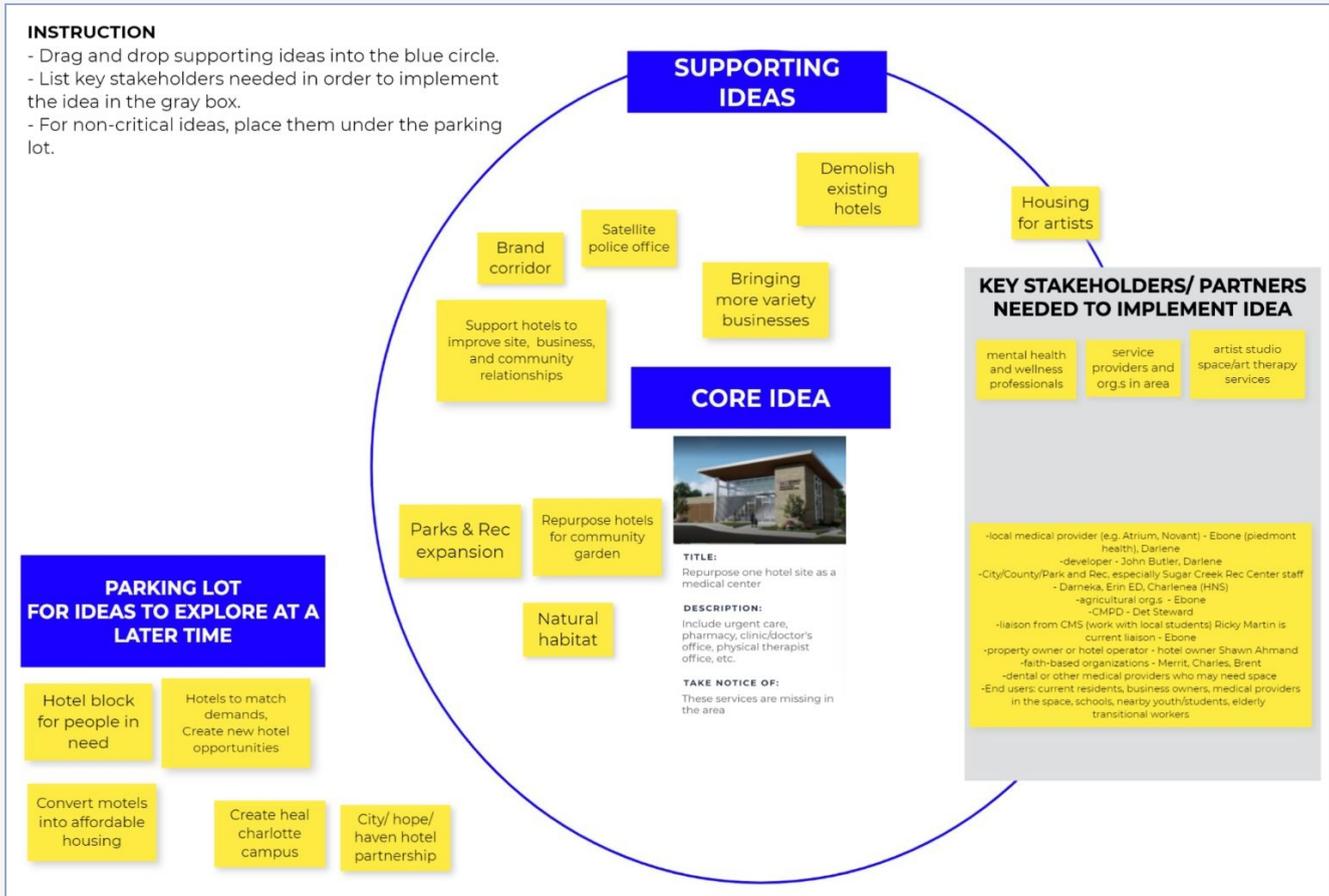
Created By: Shawn

5 Prototype

Here, the team worked to put some meat on the bones of their best ideas and started learning more about what it would take to implement them successfully. Each team member was tasked with developing a rapid prototype for one of the team's best ideas. Prototypes could be created to demonstrate the idea as a whole or specific aspects of it, such as the user experience, business model, marketing message or user interface. In addition, individuals were encouraged to perform experiments and solicit feedback to validate and develop their prototypes further.

Idea 32: Repurpose one hotel site as a medical center

Prototype 1



Title: Idea Bank

Created By: Mary

Prototype 6



Title: 8/4/20 Zoom Work Session: Prep for prototype storyboards.

Description: Participating: Greg, Odell, Darneka, Det. Steward, Tobe, Merritt, John W, Julia, Charlenea, Darlene, Travis, Erin, Brent

Created By: Rachel

Storyboard 1

<p>FRAME 1</p> 	<p>FRAME 2</p> 
<p>DESCRIPTION</p> <p>current hotel with some deferred maintenance, persistent safety and crime issues</p>	<p>DESCRIPTION</p> <p>owner meets with business development professionals to review or create business plan: business continuity, succession planning, or renovations</p>
<p>FRAME 3</p> 	<p>FRAME 4</p> 
<p>DESCRIPTION</p> <p>owner gets under contract for business matching grant from City and agrees to enforce "no loitering" policy and to install cameras</p>	<p>DESCRIPTION</p> <p>hotel owner uses grant dollars to hire design professional and redo landscaping and common areas of property; hotel generates more revenue and owner institutes higher operations standards</p>

Title: Storyboard for hotel owner who wants to keep property

Take Notice Of: meeting with a business development professional

Created By: Erin

Storyboard 2

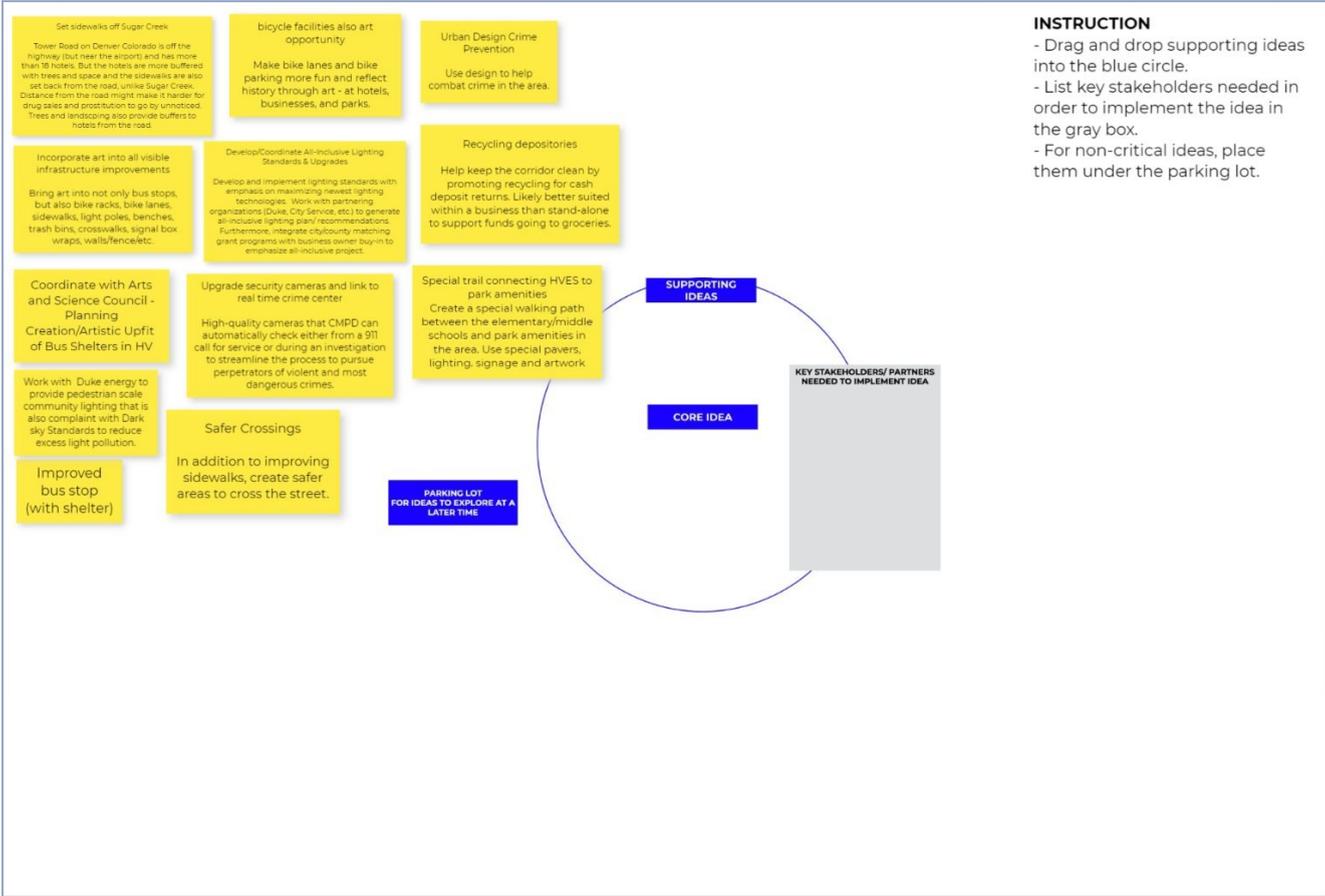
<p>FRAME 1</p> 	<p>FRAME 2</p> 
<p>DESCRIPTION</p> <ul style="list-style-type: none"> • Half the hotels to transition to new uses. Remaining hotels to be repositioned to better serve Charlotte's visitors. 	<p>DESCRIPTION</p> <ul style="list-style-type: none"> • Other new amenities to come, including social services for residents (both permanent and transient), a health center, a grocery store, and space for emerging entrepreneurs and artists (something like that)
<p>FRAME 3</p> 	<p>FRAME 4</p> 
<p>DESCRIPTION</p> <ul style="list-style-type: none"> • Both Market Rate and Affordable housing to also be developed in the area, near the park and near other amenities. 	<p>DESCRIPTION</p> <ul style="list-style-type: none"> • Some hotels locations to be used for new employers who can take advantage of the freeway access and local residents skills.

Title: (Tom W's idea) Redeveloping and strengthening the interchange economy

Created By: Rachel

Idea 37: Develop/Coordinate All-Inclusive Lighting Standards & Upgrades

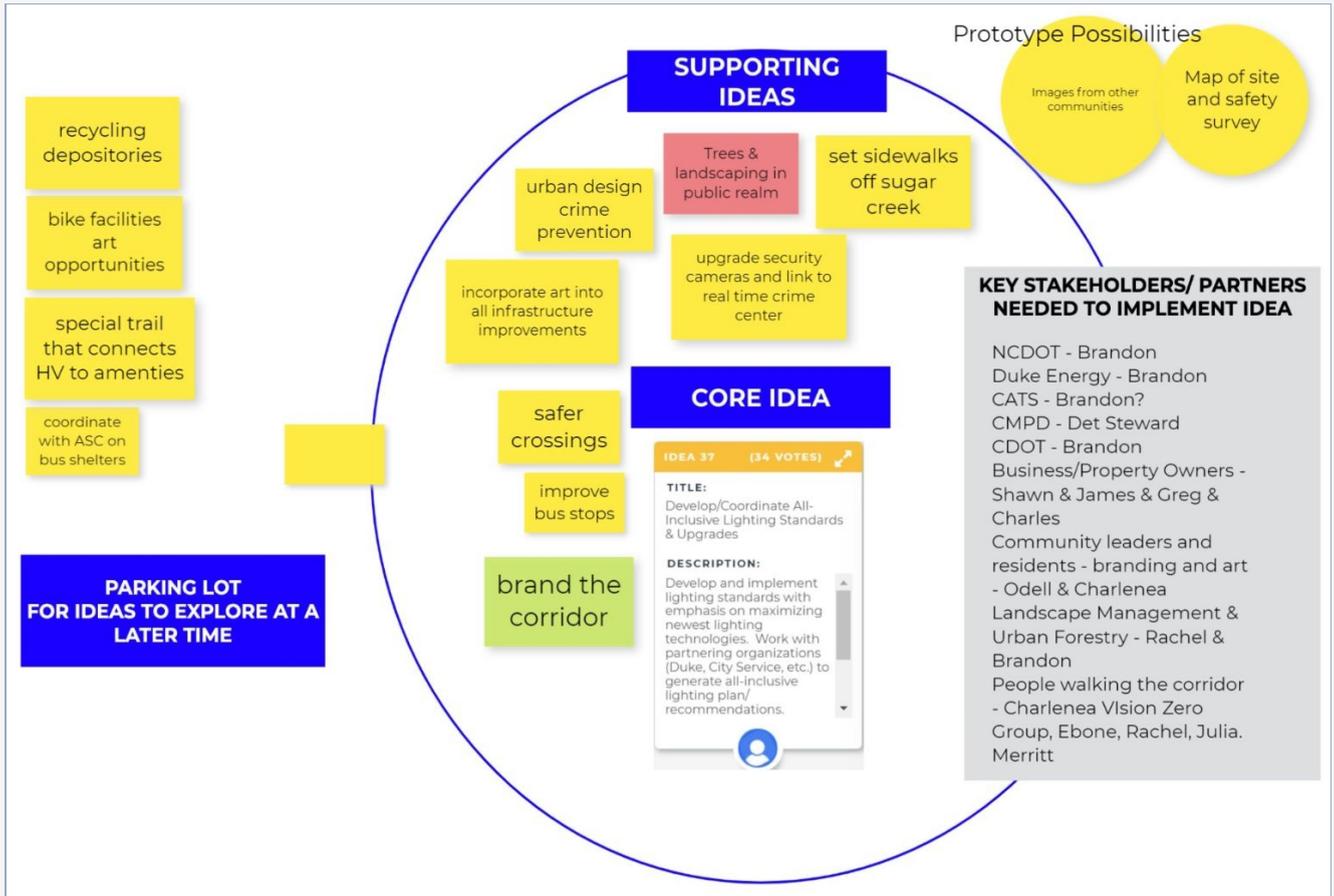
Prototype 2



Title: HMW integrate concerns over lighting and safety, with actions for facilitating connectivity to place

Created By: Travis

Prototype 4

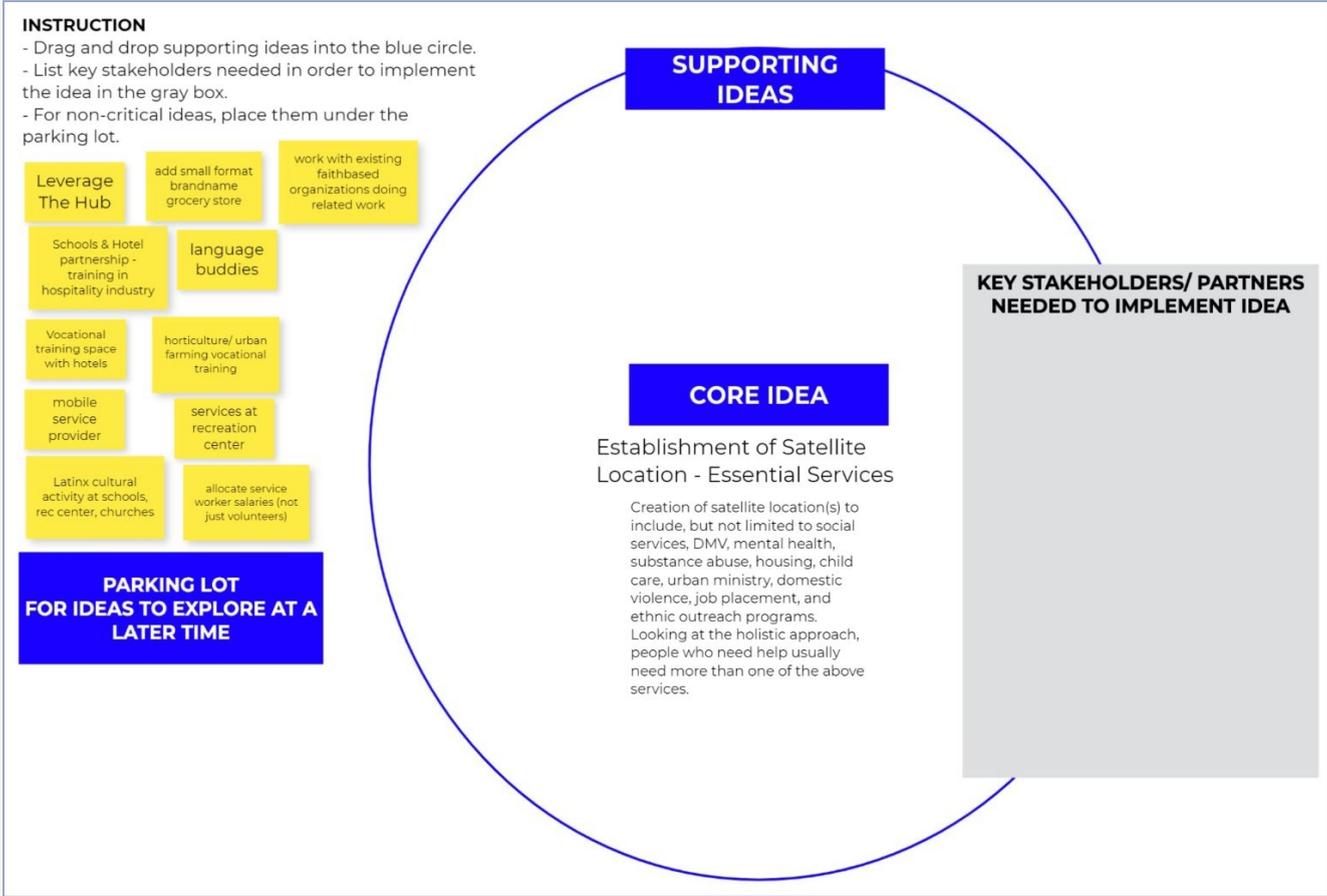


Title: Core and supporting

Created By: Rachel

Idea 45: Establishment of Satellite Location - Essential Services

Prototype 5



Title: Core-Supporting Ideas: Services & Programming

Created By: Rachel

Prototype 7

How might we interrupt violent crime in the Sugar Creek I-85 Interchange area?

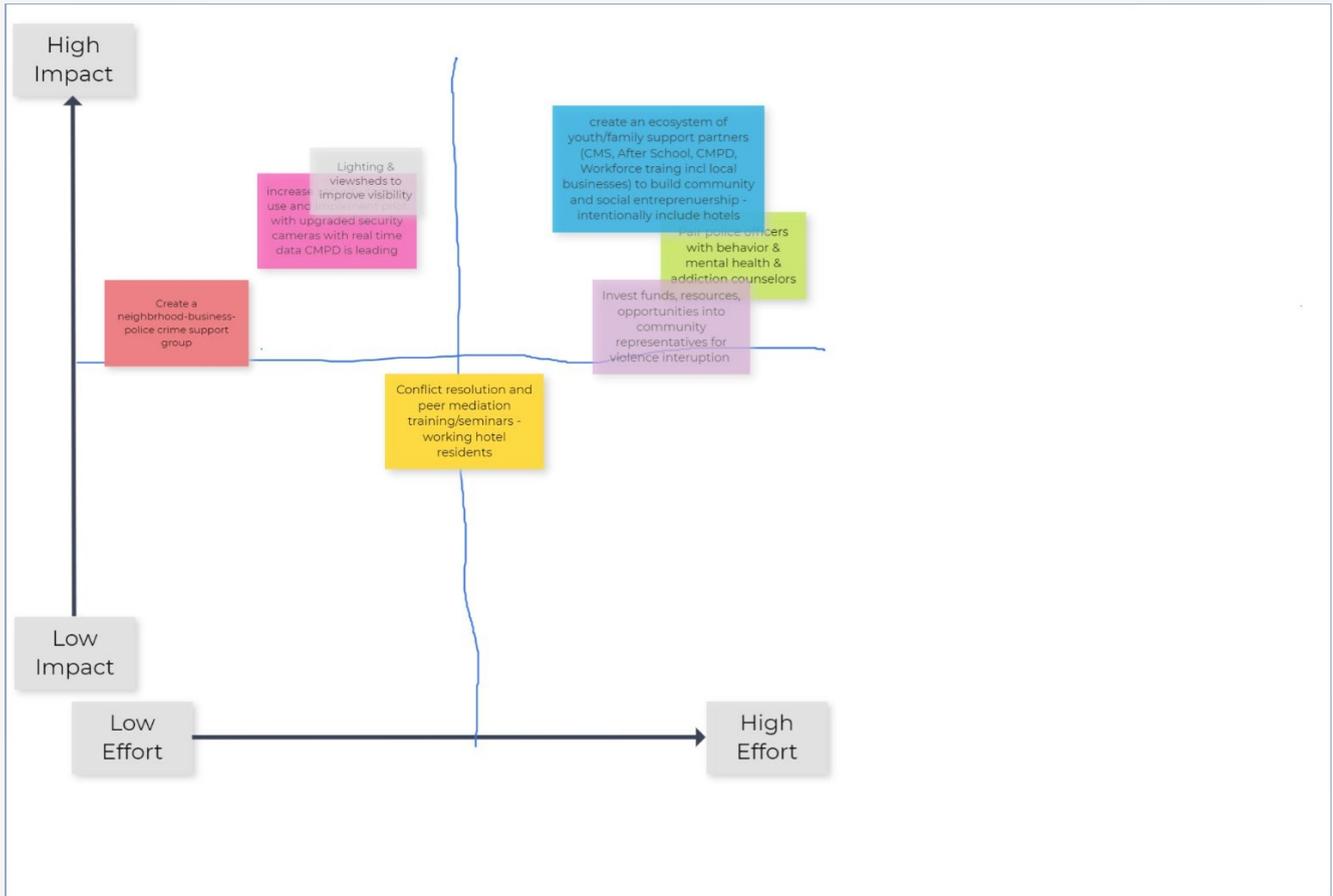


Title: Tentative: 8/6/20 Work Session Violence Reduction

Description: 8/6/20. Participants: Ebone, Odell, Brent, Erin, Julia, Travis, Merritt, John Butler, John Wall, Darneka, Grant.

Created By: Rachel

Prototype 8



Title: Violence Reduction Ideas Evaluation Board

Created By: Rachel

Press Release 1

<p>HEADLINE</p> <p>New business district focuses on lighting up Sugar Creek corridor</p>	<p>Sum up your press release in 15 words or less</p>
<p>GRABBER</p> <p>20 area businesses join forces to build new organization focused on economic development, bring new resources to West Sugar Creek</p>	<p>A killer first line to grab your audience's attention</p>
<p>DESCRIPTION</p> <p>West Sugar Creek Business Association meets monthly at the Baymont Inn to discuss current issues in the business corridor; offers new pilot security grant for businesses interested in adding security cameras and better lighting to their property</p>	 <p>Pure your reader in with a compelling, concise description of your solution and the benefits it delivers</p>
<p>QUOTES</p> <p>"The new secure lighting grants allowed me to update all our exterior lighting to LED fixtures. The Sugar Creek sprintbase team design guidelines recommended fixtures that matched other businesses along the corridor so our property fits in better" - local business owner</p>	<p>What are real people saying about your solution?</p>
<p>CALL TO ACTION</p> <p>Applications are due soon for the next round of Secure Lighting grants. Contact the West Sugar Creek Business Association for more information or attend the next Application Webinar</p>	<p>Direct your readers on how to access your solution, learn more or get involved</p>
<p>A WORD ABOUT YOU</p> <p>The West Sugar Creek Business Association was created during the Sugar Creek sprintbase exercise by local hotel and business owners. The group ...</p>	<p>Position yourself, team or company in way that connects with readers</p>
<p>PRESS CONTACT</p>	<p>Who in the press will this be going to? Magazine? TV?</p>

Title: West Sugar Creek Business Association

Created By: Erin



Implement

In this final step, the team put together the implementation plans and pitches to enable them to realize the designs that had been prototyped.

Thank you for making Sprintbase part of your innovation effort. On behalf of the whole Sprintbase team, we wish you all the best of luck in taking your prototype solutions to the next level. We'd love to hear how your ideas evolve and the impact they make.



Share your Sprintbase success story: success.stories@sprintbase.io

Ready to launch another sprint with Sprintbase, or just want to build further design thinking innovation capability within your teams?

Get in touch: contact@sprintbase.io



Prepared by the City of Charlotte. 2020.