CITY OF CHARLOTTE

Eastland Redevelopment

JOBS & ECONOMIC DEVELOPMENT COMMITTEE
MAY 1, 2023

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Overview

- **Review**
  - Process overview
  - Recent Council actions
  - Development overview
- **Updated on proposals for active recreation development**
- **Evaluation & recommendations**
- **Next steps**
- **Discussion & committee questions**

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Review / Evaluation Process

- **Maintain original intent for site**
  - Community engagement effort identified strong support for sports facilities
  - Prior to opportunity from TSE and Charlotte FC City and CSE were reviewing alternative amateur sports concepts
- **Re-engaged in conversations with interested parties prior to TSE / Charlotte FC opportunity**
- **City received unsolicited proposal December 2022**
  - City issued public notice in January 2023 and requested any other interested parties should submit their proposed concept by February 6, 2023
  - No RFQ/RFP issued by the City
    - *Explore opportunities with known interested parties*
    - *Complexity with infrastructure requirements and partnership with CSE*
    - *Timing / schedule impact*

2023 Public Notice

The City of Charlotte received one or more proposals for a redevelopment anchored by an amateur sports facility on an approximate 29.4-acre portion of the former Eastland Mall site (eastern portion of Parcel ID 10304199 and all of Parcel ID 10304108). All parties interested in submitting a competitive proposal are invited to submit a proposal by February 6, 2023, to:

City of Charlotte
Economic Development
Attn: Todd DeLong
600 East 4th Street
Charlotte, NC 28202

Proposals may also be submitted electronically to EASTLAND@CHARLOTTENC.GOV.

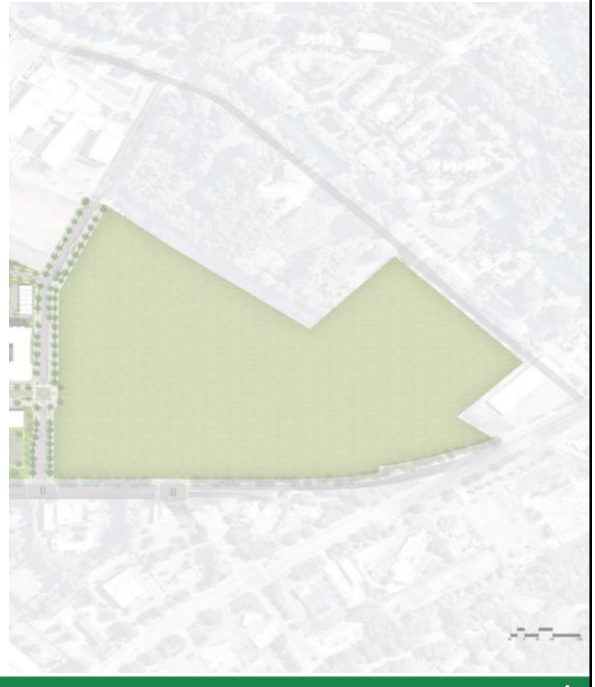
Interested parties must submit a final proposal in compliance with the process outlined below. This process requires each proposer to provide:

- An abstract or executive summary of the proposal (approximately 250 words)
- Detailed description of the proposed concept and development program
- Qualifications and experience of project team with similar projects
- Financial strategy, including detailed request for any public investment
  - capital stack detailing private funding/financing plan
- Estimated tourism impact of the proposed redevelopment, if applicable. Estimated impact should include the following information:
  - number of event days
  - type of events
  - target market(s) for visitors (e.g. local, state, national, etc.)
  - room-night generation
  - economic and fiscal impact
- Development schedule
- Plan for allowing usage of the facility by the general public and must include any applicable fees that may be charged to use the facility as well as if/when the facilities are available for use by the public

Proposals will be evaluated in four key areas – qualifications and experience, financial strategy, project approach, and development schedule. The City reserves the right to waive any informality in any response, to reject any or all proposals in whole or in part, with or without cause, and/or to accept the proposal that in its judgment will be in the best interest of the City and its citizens.

Review / Evaluation Process

- **March 6 Committee Discussion**
  - Staff presented 3 proposals to Jobs & Economic Development Committee
  - Concerns from Committee about public investment requested compared to proposed private investment
  - Committee action:
    - *Voted to extend the review period by 60 days*
    - *Directed City Staff to accept new proposals during the extended review window*
- **Extended Review Window**
  - Staff provided follow up questions
    - *Requested each team to provide responses by April 17th to*
      - **Allow for Staff review and follow up**
  - Staff coordinated with each team as necessary to provide additional information



Potential Development Timelines

Tentative Schedule for CSE Development – Westside Parcel

Ground Breaking
Aug 2022
- Site work and infrastructure improvements
- 18-24 month completion

Begin Private Development Construction
Q2|Q3 2023

1st Single Family Home Delivered
Q2 2024

Deliver Senior Affordable Development
Q4 2024

Deliver Mixed Use
Q3 2025

Deliver Commercial Development
2025-2030

2022 | 2023 | 2024 | 2025 | 2026 | 2027

Evaluate Proposals
Q2 2023

Select Partner & Execute Agreements
Q2|Q3 2023

Active Recreation Facility Planning & Design
Q3|Q4 2024

Active Recreation Facility Construction Start
Q1|Q2 2025

Active Recreation Facility Opening
Q1 2027

Conceptual Schedule for Active Recreation Facility Construction – Eastside Parcel

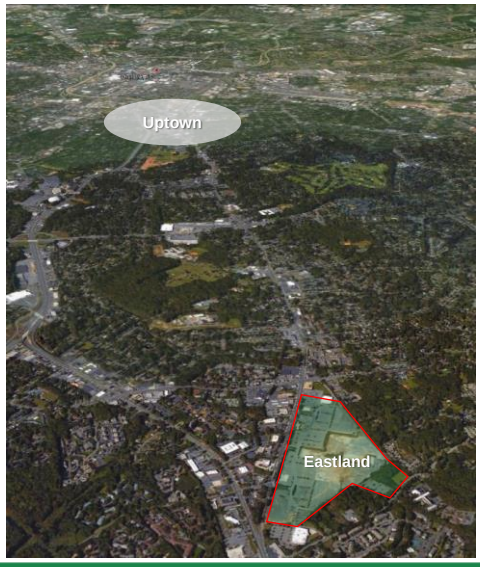
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Recent Council Actions

- **October 2018**
  - Selected CSE as Master Development partner
- **June 2020**
  - Approved rezoning
- **November 2020**
  - Council authorized the City Manager to negotiate and execute the following agreements:
    - *Master Development Agreement – transaction terms, revenue sharing, housing affordability*
    - *CIP Reimbursement Agreement - up to $17.25M for public infrastructure improvements*
    - *TIG reimbursement agreement – up to $11M for structured parking and public infrastructure*
      - 45% of the incremental taxes over 20 years
- **May 2022**
  - Council approved conveyance of ~57 acres to CSE (western side of site)
- **August 2022**
  - Council approved amendment to the CIP reimbursement agreement to increase amount by $6M
  - **GROUND BREAKING!**
- **April 2023**
  - Council approved the interlocal agreement between the City and County for the TIG reimbursement agreement

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Principles for Redevelopment (2012)

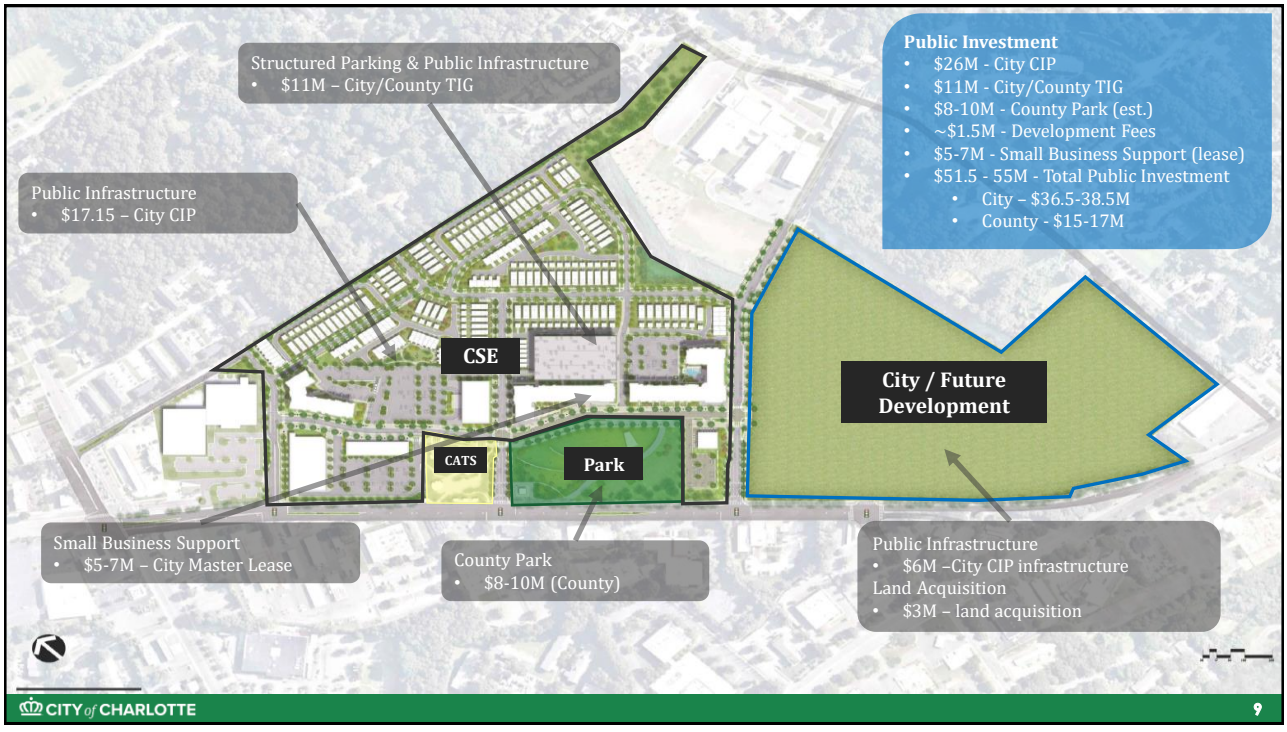


Redevelopment Principles

- **Enhance perceptions of the Eastland area and East Charlotte**
  - Attract visitors from across the region
- **Unify local communities**
  - Build on the East side's cultural and international diversity
- **Create connectivity and walkability for surrounding neighborhoods**
  - Integrate development into the existing corridors and neighborhoods
- **Take advantage of natural features**
  - Create dedicated and flexible open spaces
- **Create opportunity for civic development**
  - Incorporate public amenities
- **Increase equitable economic development**
  - Provide opportunities for small and local businesses

Implementing the Vision

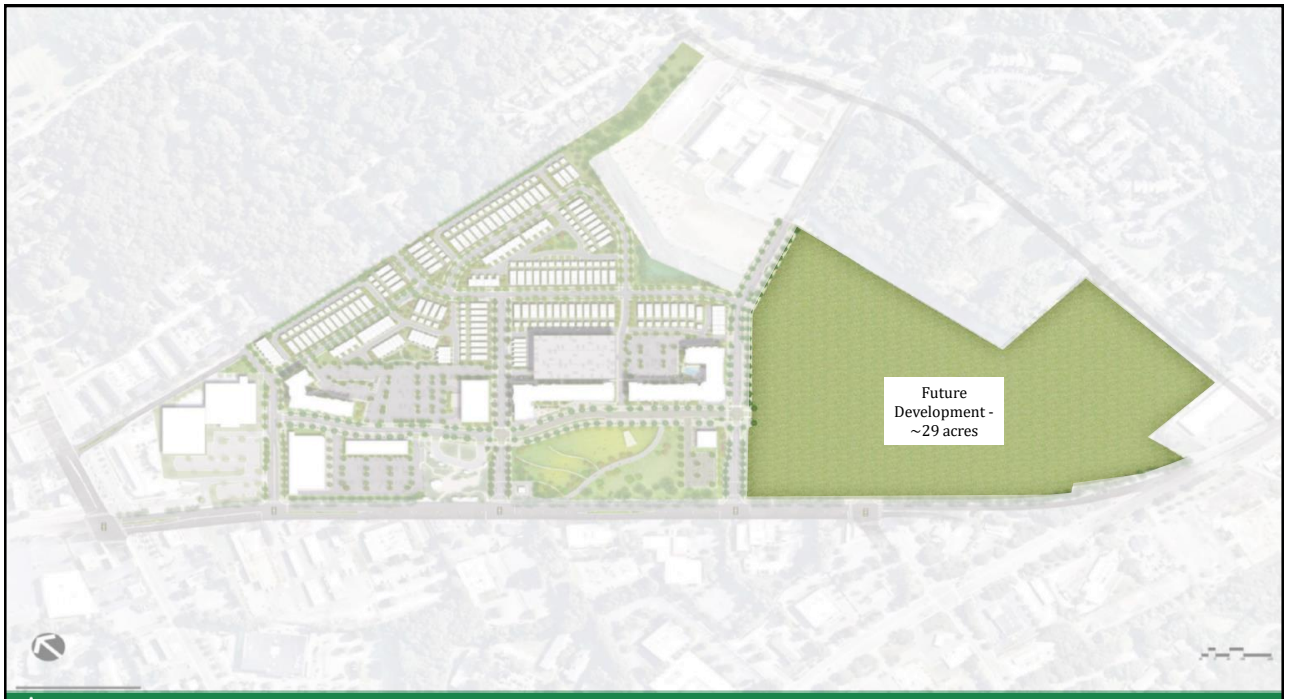
Community Goal	Achieved in Plan	In Progress	Not Achieved
Enhance perception of east Charlotte	✓		
Sports fields / active recreation to spur tourism activity & create an attraction for audiences of every ethnicity		✓	
Retail / F&B – diverse mix of higher quality shopping & entertainment options; reduce out of corridor trips	✓		
Green/open spaces; connectivity & walkability; civic development	✓		
Quality housing	✓		
Arts & entertainment		✓	
Unify local communities building on cultural & international diversity		✓	
Increase equitable economic development (opportunities for small and local businesses	✓		



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Update on Proposals for Active Recreation Development

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Eastland Aquatic Center

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Eastland Aquatic Center – Organization

Original Proposal

- **Non-profit board will hire an aquatic director to manage and operate the facility**
  - Oversee daily operations
  - Manage facility rentals and competitive events
  - Oversee safety compliance
  - Create season schedule and outline practices, local, regional, and national competitions, special events, meetings, etc.
  - Plan and organize team meetings
  - Create budget for board approval

Revised Proposal

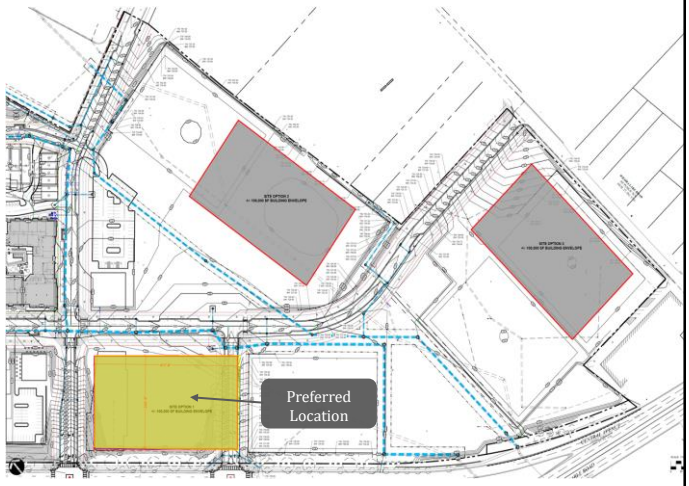
- **Proposes Mecklenburg County oversee construction and its day-to-day operations**
  - County would focus on community-facing side of the facility
- **Non-profit board will lead fundraising efforts to ensure hiring competitive marketing director**
  - Attract top meets in all aquatic sports
  - Maintain perception of facility as a top national destination

Eastland Aquatic Center – Project Partners

- **Brian Bucci – Bucci Development**
  - Mr. Bucci is the founder and managing member and sole stockholder of Bucci Development, Inc.
- **Tim Whitmire – CXN Advisory**
  - Mr. Whitemire is the co-founder and CEO of CXN Advisory, a strategic consulting firm that advises CEOs and executive teams of high growth US companies on planning and education
- **Shaynah Jerrell – Head Coach / Owner at Aquatic Team of Mecklenburg**
  - Ms. Jerrell has been with Aquatic Team of Mecklenburg since 2005 and has served as the Head Coach since 2012
- **Nadine Ford – Head Coach / Founder of Evolutionary Aquatics**
  - Ms. Ford is the founder of Mahogany Mermaids and Evolutionary Aquatics
- **Rodney Sellars – Head Coach / Owner at Queen City Dolphins**
  - Mr. Sellars founded Queen City Dolphins with a focus on teaching Black children to swim and compete in the sport at the state, sectional, and collegiate levels
- **Doug Miller – Founder/Owner of Miller Swimming**
  - Mr. Miller is the founder and owner of Miller Swimming, which specializes in aquatic instruction at all levels.
- **Richard Thigpen – Kirk Palmer & Thigpen, P.A.**
  - Mr. Thigpen is an attorney and focuses on commercial real estate, mergers and acquisitions, sports, and estate planning and administration

Eastland Aquatic Center – Program

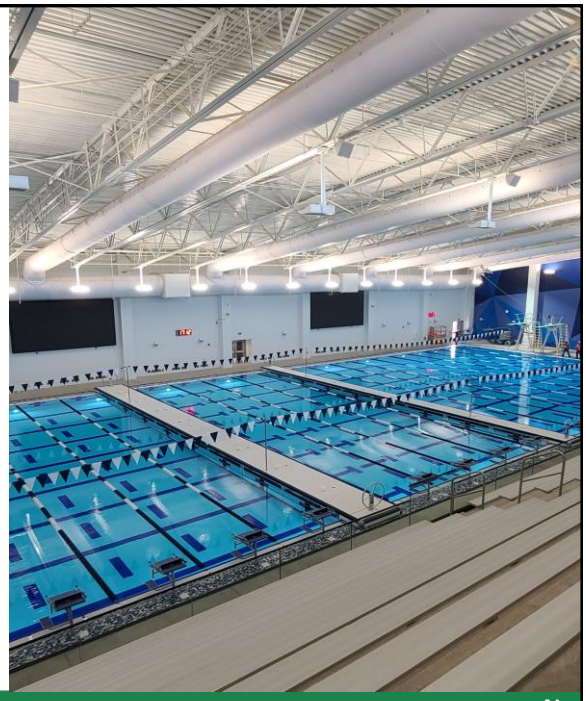
- **Charlotte market ranks in top 25 in US for competitive swimming**
  - Growth of newer and larger facilities have led to decline of competitive events at the Mecklenburg County Aquatic Center
- **Proposed program based on market analysis**
  - Up to 13 acres (revised – request 8.5 acres)
  - One to two 50-meter by 25-yard competition pools
  - 8-lane 25-yard program pool
  - 1,500 to 2,500 seats
  - ~273 surface parking spaces
- **Remainder of land available for "other" future development**



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Eastland Aquatic Center – Economic Impact

- **Estimated economic impact**
  - 26-30 events per year (could get up to 40)
  - 107 events days per year
  - Combination of USA Swimming, USA Diving, USA Water Polo, Collegiate Swimming, and Artistic Swimming
  - $46M in estimated annual inbound spending



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Eastland Aquatic Center – Funding Structure & Financials

Original Proposal

- **Estimated project cost = $45-$50M**
- **Public investment requested = $35-$45M for capital improvements**
  - 80-82% of total capital cost
- **Private investment = $10M**
  - Per proposal, non-profit entity will raise up to $10M through corporate sponsors, naming rights, charitable gifts, and local fundraising events
- **Community use of facility for fee**
- **Design & construction schedule = 24-36 months**
- **No public funds requested/required for ongoing operations**
  - If shortfall occurs, the board will be responsible to raise funds for deficits

Revised Proposal

- **Estimated project cost = $45-$50M**
- **Public investment requested = $35-$45M for capital improvements**
  - 80-82% of total capital cost
- **Private investment = $10M**
  - Per proposal, non-profit entity will raise up to $10M through corporate sponsors, naming rights, charitable gifts, and local fundraising events
- **Community use of facility for fee**
- **Design & construction schedule = 24-36 months**
- **Public funding required for ongoing operations - TBD**

Eastland Aquatic Center – Select Staff Follow-up Questions

- **Provide site plan where facility would be located on the site and include any infrastructure improvements required.**
- **Describe how the proposed facility would compete for events with existing facilities in the Charlotte region – Mecklenburg County Aquatic Center and Huntersville Family Fitness Aquatics.**
  - Would the proposed facility compete for the same events?
- **What is the schedule for the proposed private funding?**
- **Please provide greater clarity on the proposed land and building ownership structure.**





	Original Proposal	Revised Proposal	Notable Changes
Proposed Concept/Program	• 1-2 50-meter by 25-yard competition pools • 8-lane 25-yard program pool • 1-meter & 3- meter diving platform • 1,500 to 2,500 seats	• 1-2 50-meter by 25-yard competition pools • 8-lane 25-yard program pool • 1-meter & 3- meter diving platform • 1,500 to 2,500 seats	• Program is the same • Reduced land size to 8.5 acres • Proposes Mecklenburg County manage the construction of the facility and act as co-operator of the facility • No formal partnership with the County at this time
Land required	• Up to 13 acres (remainder available for future development)	• Up to 8.5 acres (remainder available for future development)	
Management / Operating Org.	• Non-profit to be formed	• Non-profit to be formed • Propose support from Mecklenburg County as Co-manager	

Economic Impact	• 26-30 events per year (could get up to 40)
	  • 107 event days per year
	• $46 million in annual impact
		• 26-30 events per year (could get up to 40)
		  • 107 event days per year
		• $46 million in annual impact	

Est. Project Cost	• $45 - $55 million	• $45 - $55 million	
Land Transaction Structure	• N/A (likely lease)	• Propose conveyance to Mecklenburg County	
Public Investment Requested	• $35-$45 million for capital improvements (i.e. building the facility)	• $35-$45 million for capital improvements (i.e. building the facility)	
Private Investment	• $10 million – capital improvements	• $10 million – capital improvements	
Community Usage/Impact	• Community usage for fee (unknown $)	• Community usage for fee (unknown $)	

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Racquet Sports Entertainment District

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Racquet Sports Entertainment District – Organization

- **Carolina Serves**
  - 501(c)3 organization in Charlotte
  - Board of Directors
  - Founded to broaden public access to a world-class tennis and racquet sport experience
  - Impacts 500+ children in summer programs with limited resources and access
  - Provides social support and financial aid and grants to children to change the trajectory of their lives through tennis
  - Provides access to education and training
  - Will operate and program proposed facility
- **Virgil Christian - Strategic Advisor to Carolina Serves**
  - National consultant for real estate economic development projects for tennis and other sports venues across the US
  - Lead advisor of the USTA across the country for community and collegiate tennis complexes
  - Responsible for creating, designing, and building USTA's 100-court "Home of American Tennis" at Lake Nona (Orlando, FL)
  - Would act as General Manager for proposed facility





Racquet Sports Entertainment District – Project Partners / Carolina Serves Board of Directors

- **Joel Turner**
  - President, Carolina Serves
  - President of Charlotte Tennis Association
  - Sr. Vice President, Wells Fargo
- **Calvin Davis**
  - Founder/owner of Tennis Advancement Program for youth
  - Professional coach of four tour players
  - Coached, mentored, and placed over 80 competitive juniors into college programs
  - 2017 National Coach of the Year
- **Michael Sherck**
  - Sr. Vice President, Wells Fargo
  - Founding Board Member of residential community for individuals with intellectual and developmental disabilities
- **Shawn Meachem**
  - Associate Athletics Director of Compliance, Johnson C. Smith University
- **Shawn Cone**
  - Board Member for the Council for Children's Rights
  - 10+ years working with children diagnosed with autism
- **Keith Haywood**
  - President/Owner FDY, Inc.
  - Hospitality and Tourism Advisory Board
  - Carolinas Minority Advisory Council
- **Marise Kumar**
  - Executive coach
  - Secretary, Carolina Serves
- **Stuart Sherrill**
  - Vice Chairman, SteelFab, Inc.
- **Dinesh Chopra**
  - Chief Strategy & Corporate Development officer, Ally Financial

Racquet Sports Entertainment District – Program Overview

Original Proposal

- **80+ racquet court facility**
  - 30 clay courts
  - 20 hard courts
  - 8 red clay courts
  - Collegiate & Professional Spectator Complex
    - *12 indoor courts*
    - *12 outdoor courts*
    - *Locker rooms*
  - Pickleball and Padel Complex
  - Learning & Education Center
  - Entertainment & Event Lawn
  - Structured parking garage (700 spaces)
- **23.7 acres for racquet sports facility**
  - Remaining 5.2 acres for future development that aligns with entertainment concepts

Revised Proposal

- **67 racquet court facility**
  - 24 green clay courts
  - 6 hard courts
  - 4 red clay courts
  - 3 indoor courts
  - 24 pickleball courts
  - 6 padel courts
  - Learning & Education Center
  - Entertainment & Event Lawn
  - Surface parking (350 spaces)
- **23.7 acres for racquet sports facility**
  - Remaining 5.2 acres for future development that aligns with entertainment concepts

Racquet Sports Entertainment District – Site Plan Comparison

Original Proposal



Revised Proposal



Racquet Sports Entertainment District – Economic Impact

Original Proposal	Revised Proposal
Estimated impact from tournaments and programming • 5-year economic impact - $150M • Year 1 impact - $27M • Does not include other potential events – concerts, padel, etc.	**Estimated impact from tournaments and programming** • 5-year economic impact - $100M • Year 1 impact - $19M • Does not include other potential events – concerts, etc.
Variety of amateur sports events for all ages and skill levels	**Variety of amateur sports events for all ages and skill levels**
125 event days per year	**111 event days per year**
16,000 visitors annually	**13,000 visitors annually**
Estimated construction timeline • 8-10 months for design • 12-18 months for construction	**Estimated construction timeline** • 8-10 months for design • 12-18 months for construction

Racquet Sports Entertainment District – Funding / Land Structure

Original Proposal	Revised Proposal
Estimated project cost - $55M • Private investment - $10M • Public investment requested – up to $45M • *Capital improvements for racquet facility and associated infrastructure improvements* • Public investment = 82% of total capital cost	**Estimated project cost - $32.3M** • Private investment - $4M • Public investment requested - $28.3M • *$17M – racquet facility* • *$11.3M – infrastructure improvements* • Public investment = 88% of total capital costs
Other private investment - $5M • $2M – operating reserves • $3M – youth grants/scholarships	**Other private investment - $5M** • $2M – operating reserves • $3M – youth grants/scholarships
Community use of the facility • Fee based (e.g. $12 per 90 minutes ($6 each for two people) • Will offer free court time and programming weekly	**Community use of the facility** • Fee based (e.g. $12 per 90 minutes ($6 each for two people) • Will offer free court time and programming weekly • Carolina Serves will offer 10 public use days for the City/County to host events
$1 per year ground lease for 99 years • 23.7 acres	**$1 per year ground lease for 99 years** • 23.7 acres

Racquet Sports Entertainment District – Select Staff Follow-up Questions

- What is the schedule for raising the proposed private funding?
- Per the revised proposal provided on March 2, the requested public funding was $14.5M in year 1 and $12M in year 2. It also includes an additional public request of $11.6M to support infrastructure improvements. Combined the total public funding requested was stated as $38.1M. Please confirm this is still accurate.
- The revised proposal reduced the public investment requested by approximately $7M…how does this reduction impact the proposed facility and programming as described in the original proposal?





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	Original Proposal	Revised Proposal	Notable Changes
Proposed Concept/Program	• 80+ racquet courts - 70 tennis (30 clay, 20 hard, 8 red clay, 12 indoor); 16 pickleball; 3 padel • Learning & education center • Entertainment & event lawn space • Office space • Indoor area to include classrooms, concessions, fitness center, locker room, etc. (~ 86,400 SF)	• 67 racquet courts – 37 tennis courts (24 green clay, 6 hard, 4 red clay, 3 indoor); 24 pickleball; 6 padel • Learning & education center • Office space • Indoor area to include classrooms, concessions, fitness center, locker room, etc. (21,600 SF)	• Fewer tennis courts • Smaller indoor space – reduction of ~65k SF • More pickleball and padel courts • Replaced parking deck with structured parking reducing parking from ~700 to 350 spaces • Lowered total project cost by about $23M • Lowered Public Investment by $16.7M • Lowered total private/non-profit investment by $6M • New offer of 10 public use days for City/County to host events • Reduced economic impact due to revised program
Land required	• 23.7 acres for the Racquet sports venue (including the parking deck) • Additional 5.2 acres for future development led by a different party	• 23.7 acres for the Racquet sports venue • Additional 5.2 acres for future development led by a different party	
Management / Operating Org.	• Carolina Serves – 501(c)(3)	• Carolina Serves – 501(c)(3)	
Economic Impact	• 125 event days per year • Nearly 16,000 visitors annually • $150 million impact over 5 years	• 111 event days per year • 13,000 annual visitors • $100 million economic impact over 5 years	
Est. Project Cost	• $55 million	• $32.3 million	
Land Transaction Structure	• $1 lease for 99 years for 23.7-acre Racquet venue	• $1 lease for 99 years for 23.7-acre Racquet venue	
Public Investment Requested	• Up to $45 million	• $28.3 million ($17M for facility and $11.3M for required infrastructure improvements)	
Private Investment	• $15 million ($10M – Capital; $2M – Operating Reserves; $3M – Youth grants/scholarships	• $9 million ($4M – capital; $2M – operating reserves; $3M – youth scholarships)	
Community Usage/Impact	• Will offer free court time and programming weekly • Other usage available to community for fee (e.g. $12 per 90 minutes)	• Will offer free court time and programming weekly • Other usage available to community for fee (e.g. $12 per 90 minutes) • 10 public use days for the City and County to host events	

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Target

Target

- **148,000 SF store**
- **Purchase 11-13 acres from the City at price TBD**
  - No public funding requested
- **Estimated private investment - $35M + land cost**
- **Company initiatives support local community**
  - Donations to local food banks, volunteer hours, etc.
- **Create approximately 250-300 jobs in the store**

Target – Select Staff Follow-up Questions

- Several concerns were raised about the amount of surface parking that would exist with the proposed 145,000 square foot store. Please provide guidance on Target's willingness and ability to deliver an urban prototype store with structured parking and no surface parking for the store.
- Please submit a site plan that specifically aligns with your proposed development.
- Describe any infrastructure improvements that may be required to build and access the proposed store. As part of this response, please indicate how these improvements will be funded.

New Proposal

QC East @ Eastland Yards – Organization

- **Southern Entertainment (SE)**
  - A leading cultural and music events producer based on Charlotte, hosting more than 300,000 attendees each year
  - 30 years of experience developing and managing facilities and producing events
- **Charlotte Soccer Academy (CSA)**
  - Leading organizer of youth and travel soccer, organizing hundreds of events annually, serving 300 teams and 7,300 players
  - Programs range from recreational to elite players with expectations to play in college or professionally
  - Experience organizing local and regional travel events
- **Carolina Esports Hub (CEH)**
  - Provides curriculum and recruiting services to more than 12,000 students and 350 institutions
  - Produces esports events and associated livestreams in Charlotte



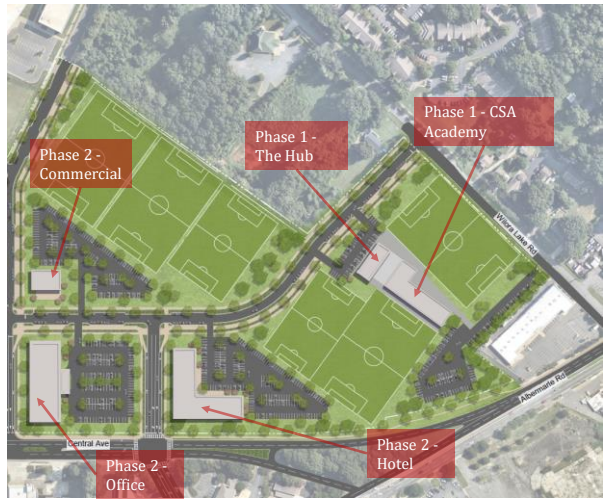


QC East @ Eastland Yards – Project Partners

- **Southern Entertainment**
  - Bob Durkin
    - *SE CEO*
    - *35+ years of operating experiencing in hospitality and music industries*
  - Rob Pedlow
    - *Principal, SE*
    - *35 years of development experience focused in the dining, entertainment, and hospitality sector*
    - *Committed investor and job creator in Charlotte community*
- **Charlotte Soccer Academy**
  - Jim Cantalupo
    - *President, CSA Board of Directors*
    - *Active in financial services sector since 1988*
  - Brad Wylde
    - *Executive Director, CSA & BMW Sports Enterprises*
    - *Executive experience in athletics, operational management, and coaching*
- **Carolina Esports Hub**
  - Rick Suarez
    - *Charlotte-based entrepreneur with deep understanding of travel sports, coaching, player, and personal development*
  - Scott Hollingsworth
    - *Specializes in commercial development of sporting properties and currently serves as the Chief Operating Officer of the Carolina Esports Hub and the Charlotte Phoenix*
    - *Previously led business development and M&A for NASCAR*
- **Other development partners:**
  - Tom Finke
  - Alan Tyson
  - Charles Johnson
  - Kevin Meads
  - Ricky Reyes
  - Larry Farber
  - Tony Pope
  - Jade Eastridge
  - Alec Vidmar
  - Shannon Casey

QC East @ Eastland Yards– Program Overview

- **Sports, tech, & entertainment**
  - Athletic fields & CSA Academy
    - *6 multi-sport artificial turf fields*
    - *8 acres*
  - Entertainment
    - *Outdoor amphitheater with capacity of 5,000 for seasonal use*
    - *Indoor/outdoor venue (the "Hub")*
  - "The Hub" – 20,000 SF footprint
    - *Public event space and technology center, focusing on esports and STEM educational opportunities*
    - *Event capacity of 2,500*
    - *Host professional and amateur esports events, music concerts, and a digital entertainment area*
    - *Main stage opens front and back allowing for greater flexibility between event types (music, sports, etc.)*
    - *Digital entertainment area for daily use – themed simulators (NASCAR, F1, Golf, etc.), console and gaming stations, etc.*
    - *20,000 SF (Innovation Center – 7,500 SF; Digital Entertainment – 7,500 SF; Office – 1,500 SF)*
  - 530 parking spaces
- **Entire site - ~29 acres**



QC East @ Eastland Yards– Program Overview

- **Core Tenants**
  - SE Group – Manager, Event Space & Concessions
  - CSA – Manager, Athletic Field Operations
  - CEH – Manager, Esports and Technology
- **Prospective Tenants**
  - Architect Sports
  - Charles Johnson 7v7 Flag Football
  - Carolina Lacrosse Association (boys)
  - Ultimate Lacrosse (girls)







QC East @ Eastland Yards – Economic Impact

- **Estimated economic impact from events and programming**
  - $111,000,000 in total annual economic impact
- **683 FTE jobs**
- **102,380 room nights per year**
- **112,656 annual visitors from 50+ miles away (352,050 total annual visitors)**
- **Workforce development programming**
- **Estimated construction timeline**
  - Phase 1 – Begin Q4 2023
    - *38 months to completion*
    - *Athletic fields, indoor/outdoor entertainment venue, & The Hub*
  - Phase 2 – 2028 – 2030
    - *Commercial & hospitality development*





QC East @ Eastland Yards – Funding / Land Structure

- **Estimated project cost**
  - Phase 1 - $61M
  - Phase 2 - $22M
- **Private investment - $31M (Phase 1)**
  - $22M – Phase 2
- **Public investment requested – $30M (Phase 1)**
  - Hospitality Funds - $19M ($9.5M over two years)
  - Infrastructure Reimbursement - $11M
  - 49% of total capital cost
- **Community use of the facility**
  - Apprenticeships & adult workforce training programs
  - After-school programs involving tech education & gaming
  - Neighborhood access to fields
  - Community meeting space
  - Community-oriented programming (e.g. free tech-oriented classes, senior programming)
- **Purchase land from City at market value**







Potential New Concept

- **Community asset and sports tourism venue**
  - Multi-sport facility that drives room night demand AND supports community needs
- **Public solution**
  - As a majority owner or primary source of funding should we consider other partners (e.g. CRVA)?
  - What is the optimal approach to ensure operational management and continued focus on BOTH community and economic impact?



Evaluation

Evaluation Metrics

Criteria	Description/Examples
Team Qualifications and Experience (development & operations)	• Successful track record and experience with implementing and operations of concept(s) proposed • Explanation of relationship of key personnel and their roles and contributions to the proposing team • Proven ability to work with public agencies
Financial Strategies & Qualifications	• Demonstrates sufficient financial capacity to obtain financing/funding for the proposed development • Ability to raise private funding • Detailed description of any Federal, State, and/or local funding sources required for successful implementation of the proposed concept • Demonstrated financial capacity to cover operating expenditures without support from local government sources • Projected costs for partnership and construction, including anticipation of public investment required to successfully implement the proposed concept
Project Approach	• Demonstrated experience with methods to ensure high quality development, sensitivity to neighborhoods, tourism demand, etc. • Proposed concepts align with previously stated goals and objectives to deliver a transformational redevelopment of the Eastland site in partnership with the City, County, CRVA, and master development partner • Maximizes fiscal return to the City (property, sales, and tourism taxes, etc.)
Schedule	• Efficient timeline for land transaction, design/permitting, construction, and full completion • Confidence level in delivering a dynamic project
Community usage/access	• Sufficiently describes use of facility for Charlotte residents, free access opportunities, and potential user fees

Recommendation

- **Remove from further consideration**
  - Target
    - *Reasoning:*
      - Program does not align with community priorities
      - Plan underutilizes available land
      - Proposer did not provide complete information to staff requests
    - *Other considerations*
      - Demonstrated ability to increase job opportunities
      - Increased local access to grocery amenities
      - Corporate focus on supporting local community
  - Eastland Aquatic Center
    - *Reasoning:*
      - Uncertain ownership management structure for both construction and operations,
      - Too much competition for MCAC to justify ROI
      - *Uncertain competition with Greensboro Aquatic Center for larger, high quality events that drive visitation*
      - *City ROI contingent on attracting enough high quality events to drive room night demand*
    - *Other considerations*
      - Demonstrated demand for increased water in region
      - Impressive commitment to community-oriented initiatives around water safety for low income residents
      - Concept may be able to host larger events than MCAC
      - Potential for public financial support of annual operations
      - Continue conversations with team about expanding aquatics offerings in region

Recommendation

- **Continue evaluating to determine the best long term solution for East Charlotte**
  - Carolina Serves | Racquet Sports Entertainment District
    - *Pros*
      - Demonstrated market demand for increasing supply of courts and larger complexes in the region
      - Impressive commitment to engaging youth and offering affordable programming for lower income residents
      - Revised program decreases public "ask"
    - *Cons*
      - Under revised program public would be taking on greater share of capital costs (88%)
      - Economic impact reliant on larger events - potential impact not as strong as team sporting events
      - Need further evaluation of parking strategy to mitigate burdens on neighborhoods during larger events
      - Uncertain long term operational structure for competitive events
      - Limited opportunities for community use outside of racquet sports
  - QC East @ Eastland Yards
    - *Pros*
      - Impressive mix of uses/activities on the 29-acre site
      - Attractive mix of public and private funding structure (49% public)
      - Demonstrated ability to manage variety of events (entertainment, sports, and tech)
      - Development team brings relevant, complementary skills sets and experiences
      - Economic impact and initiatives to support local job growth, local business expansion, and development of tech-oriented skillsets
    - Cons
      - Larger events may place burdens on surrounding communities with traffic and parking
      - Need better understanding of market competitiveness for esports events
  - Public solution
    - Multi-sport facility equally focused on sports tourism and community amenities
    - More significant economic impact from team sports
    - Greater access and utilization for residents in adjacent communities

Next Steps

- **Continue to support CSE and current work**
  - Assess infrastructure needs for eastern portion of site to mitigate disruptions to ongoing work
- **Next 3-4 months:**
  - Continue evaluation of short-listed proposals
    - *Continued collaboration with CRVA and County partners*
  - City-led community engagement to reconfirm prior engagement findings
    - *Build on prior engagement effort*
    - *Focus on concepts with high viability and focus on both community and tourism*

Committee Discussion

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	Racquet Sports Entertainment District	Eastland Aquatic Center	Target
Proposed Concept/Program	• 67 racquet courts – 37 tennis courts (24 green clay, 6 hard, 4 red clay, 3 indoor); 24 pickleball; 6 padel • Learning & education center • Office space • Indoor area to include classrooms, concessions, fitness center, locker room, etc.	• 1-2 50-meter by 25-yard competition pools • 8-lane 25-yard program pool • 1-meter & 3- meter diving platform • 1,500 to 2,500 seats	• 148,000 SF Target store
Land required	• 23.7 acres for the Racquet sports venue • Additional 5.2 acres for future development led by a different party	• 8.5 acres (remainder available for future development)	• 11-15 acres
Management / Operating Org.	• Carolina Serves – 501(c)(3)	• Non-profit to be formed • Propose support from Mecklenburg County as Co-manager	• Target
Economic Impact	• 111 event days per year • 11,000 annual visitors • $100 million economic impact over 5 years	• 26-30 events per year (could get up to 40) • 107 event days per year • $46 million in annual impact	• 250 – 300 jobs in the store
Est. Project Cost	• $32.3 million	• $45 - $55 million	• $35 million
Land Transaction Structure	• $1 lease for 99 years for 23.7-acre Racquet venue	• Propose conveyance to Mecklenburg County	• Purchase – price TBD
Public Investment Requested	• $28.3 million ($17 million for facility and $11.3 million for required infrastructure improvements)	• $35-$45 million for capital improvements (i.e. building the facility)	• $0
Private Investment	• $9 million ($4M – capital; $2M – operating reserves; $3M – youth scholarships)	• $10 million – capital improvements	• $35 million (plus land costs)
Community Usage/Impact	• Will offer free court time and programming weekly • Other usage available to community for fee (e.g. $12 per 90 minutes) • 10 public use days for the City and County to host events	• Community usage for fee (unknown $)	• Variety of Target initiatives to support local community

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	QC East @ Eastland Yards	

Proposed Concept/Program	• 6 multi-sport fields (soccer, flag football, lacrosse, etc.)
	• 20,000 SF public event space and tech center
	  • 7,500 SF – Innovation Center
	  • 7,500 SF – Digital Entertainment
	  • 1,500 SF - Office
	• Outdoor amphitheater w/ 5,000 seating capacity	

Land required	• ~29 acres	

Management / Operating Org.	• Development partners:
	  • Southern Entertainment
	  • Charlotte Soccer Academy
	  • Carolina Esports Hub
	• Development partners will create and manage an LLC to be the single owner of the property	

Economic Impact	• $111 million in annual economic impact • $77.9 million in direct economic impact • 683 FTE jobs • 112,656 visitors from 50+ miles away • 102,380 room nights per year	
Est. Project Cost	• $61 million	
Land Transaction Structure	• Purchase at market rate	
Public Investment Requested	• $30 million ($19M – facility; $11M – infrastructure)	
Private Investment	• $31 million – Phase 1 • $22 million – Phase 2	
Community Usage/Impact	• Tuition free pathways for students • Apprenticeships • Neighborhood access to fields • Community meeting space • Community-oriented planning (e.g. free tech-oriented classes, senior programming, etc.)	