

Thanks to the following people for their help and support in making this panel possible:

- The Honorable Anthony Foxx, Mayor
- Gene Conti, NC Transportation Secretary
- Debra Campbell, Alysia Osborne, Charlotte Mecklenburg Planning Department
- Danny Pleasant, Brian Horton, Charlotte Transportation Department
- Jim Schumacher, Assistant City Manager
- Theresa Salmen, ULI Charlotte

Charlotte, North Carolina

Ensuring the long-term development viability of the Independence Boulevard study area



Urban Land
Institute

Daniel Rose Center for Public Leadership in Land Use

What is the Urban Land Institute?

Mission:

Provide leadership in the responsible use of land and in creating and sustaining thriving communities worldwide.

30,000 members worldwide:

- Developers
- Investors, Bankers and Financiers
- Architects and Designers
- Public officials
- Academicians

ULI expertise:

- Research
- Education
- Best practice
- Advisory panels
- Ideas exchange

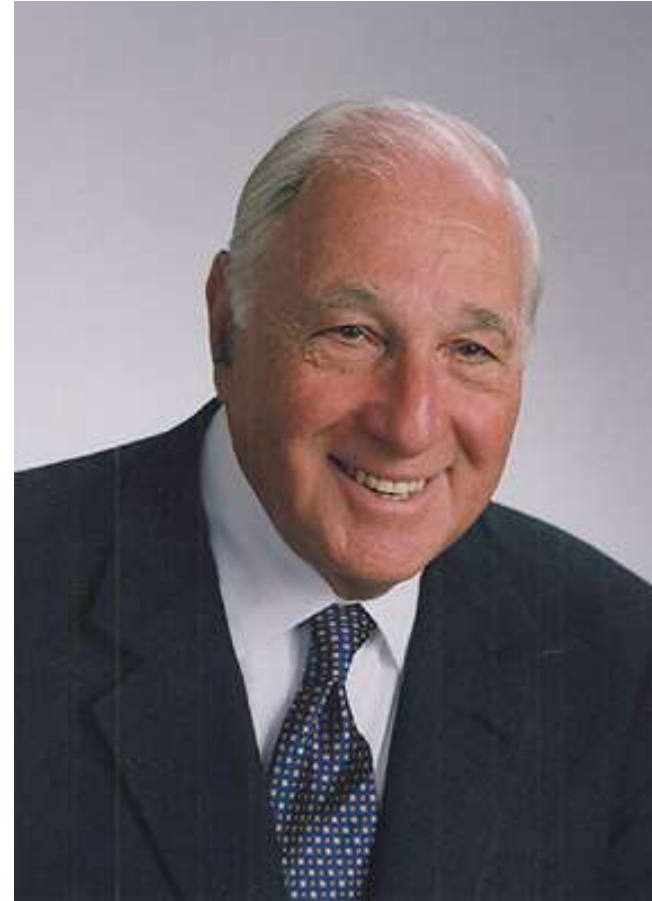


**Urban Land
Institute**



Mission:

To encourage and support excellence in land use decision making. By providing public officials with access to information, best practices, peer networks and other resources, the Rose Center seeks to foster creative, efficient, practical, and sustainable land use policies.



Daniel Rose

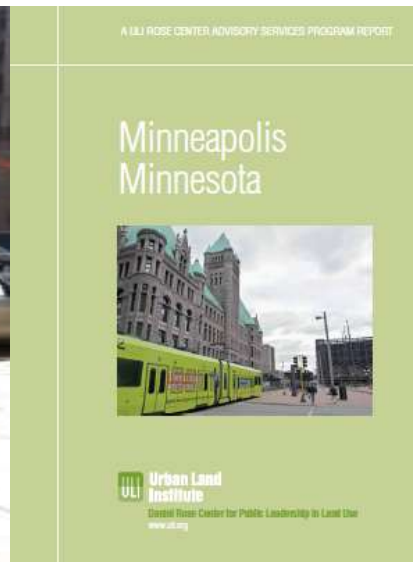
Daniel Rose Fellowship

- Four cities selected for yearlong program of professional development, leadership training, assistance with a local land use challenge
- Mayor selects 3 fellows and team coordinator
- 2010-2011 class: Charlotte, Detroit, Houston, Sacramento



City Study Visits

- Based on ULI Advisory Services Program
- Assembles experts to study land use challenge
- **Provides city's fellowship team with framework and ideas to start addressing their challenge**



The Panel



The Panel

- Co-Chair: Hilary Bertsch, Associate Principal, EEK Architects, New York, New York
- Co-Chair: Carlton Brown, Chief Operating Officer, Full Spectrum of New York, LLC, New York, New York
- Cathy Crenshaw, President & CEO, Sloss Real Estate, Birmingham, Alabama
- Karla Henderson, Group Executive of Planning and Facilities, City of Detroit, Michigan (Rose Fellow)
- The Honorable Glenda Hood, Hood Partners LLC, Orlando, Florida (Rose Center Advisory Board)
- Jeremy Klop, Principal, Fehr & Peers, Denver, Colorado
- Thomas Kronemeyer, Associate Principal, Community Design + Architecture, Oakland, California
- Mike McKeever, Executive Director, Sacramento Area Council of Government, Sacramento, California (Rose Fellow)
- John Sedlak, Executive VP, Houston METRO, Houston, Texas (Rose Fellow Alternate)

Problem Statement



What are the implementation steps to re-energize, reposition, and ensure the long-term viability of development in the Independence Boulevard study area?

Panel Process

- Panel briefed by **Charlotte's Daniel Rose** Fellows
- Toured the Independence Boulevard/Monroe Road corridors
- Interviewed stakeholders
- Opportunity to visit both proposed Central Avenue Street Car route, ride South Corridor Blue Line



Presentation Outline

1. Observations
2. Concepts
3. Transportation
4. Community & Economic Development
5. Concluding Thoughts



General Observations

- A lot of good work has been done by city
- Cooperative spirit between Charlotte and NC DOT
- Project uncertainty and timeframe is harming local market



Area Plan

Draft area plan captures consensus about needs:

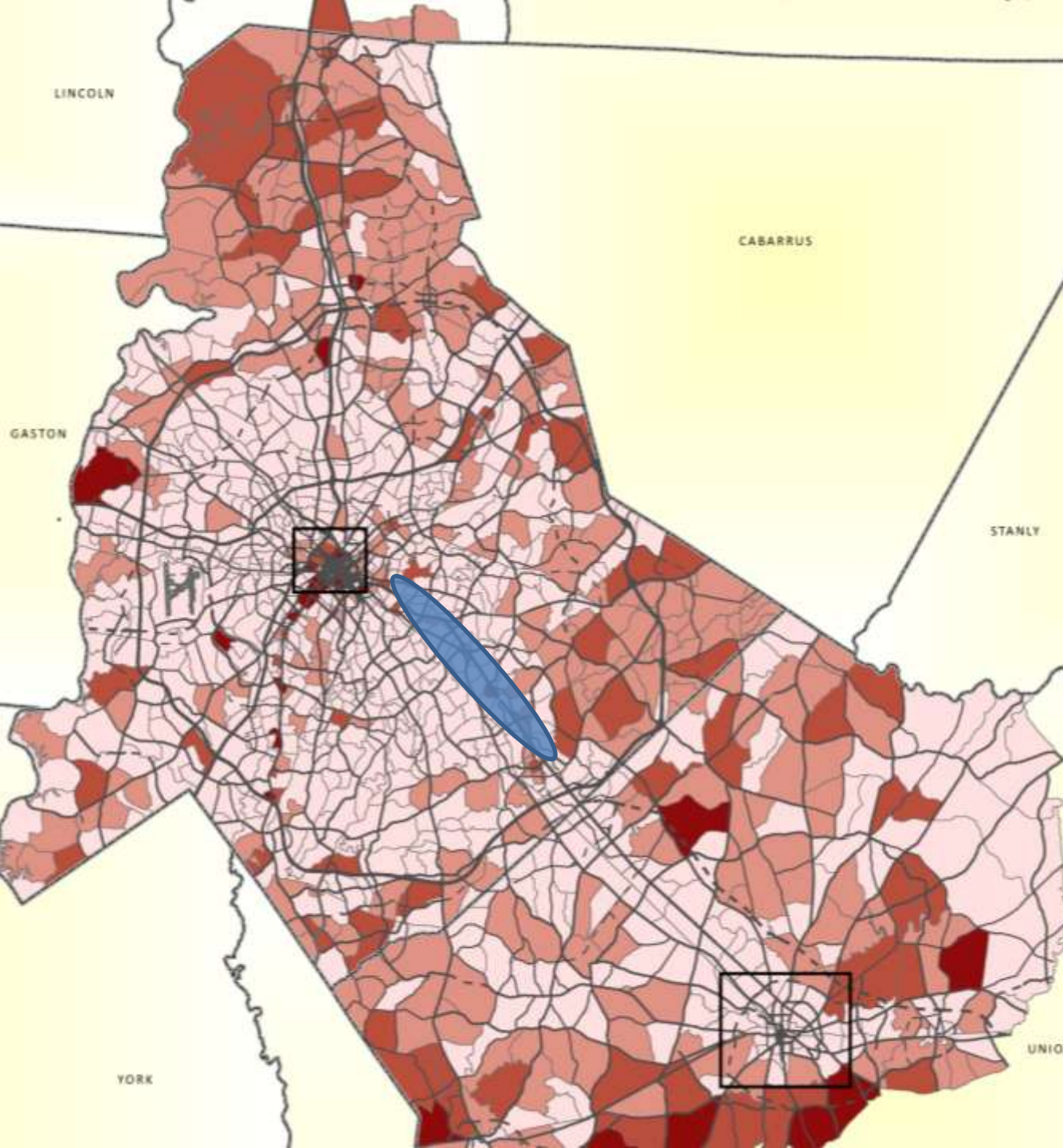
- start implementing, stop just planning
- need more highway capacity
- need more transit
- need local economic development

But lack of agreement on details of key issues is creating uncertainty, slowing progress and funding:

- BRT vs LRT
- Specific roadway design

Challenges of Hybrid Approach

- Hybrid/compromise solutions are hurting chances for synergies
- Roadway + transit + land use plans don't necessarily reinforce each other
- In some cases may even be at cross purposes



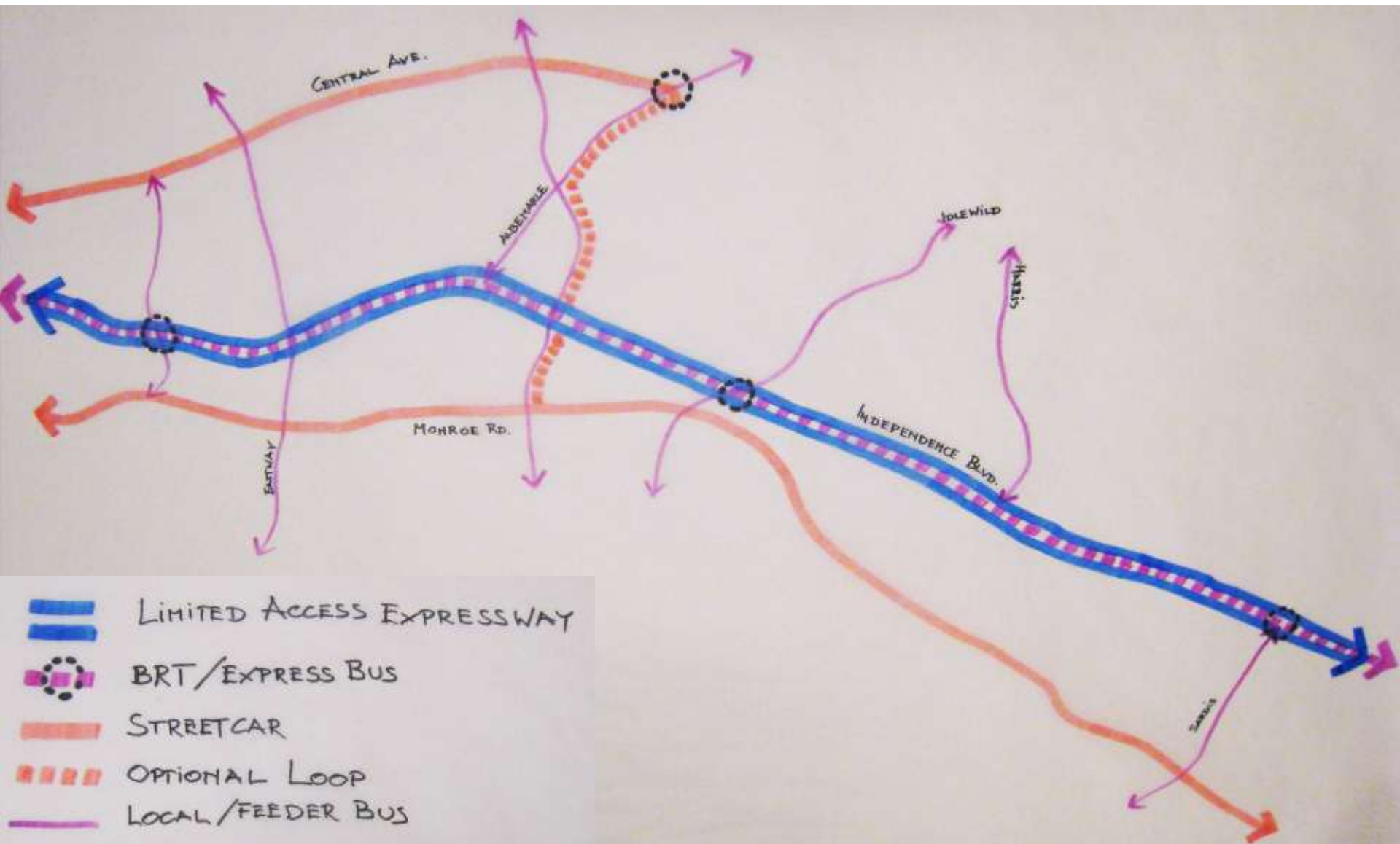
MUMPO
projected
household
growth:
2005-2035

Presentation Outline

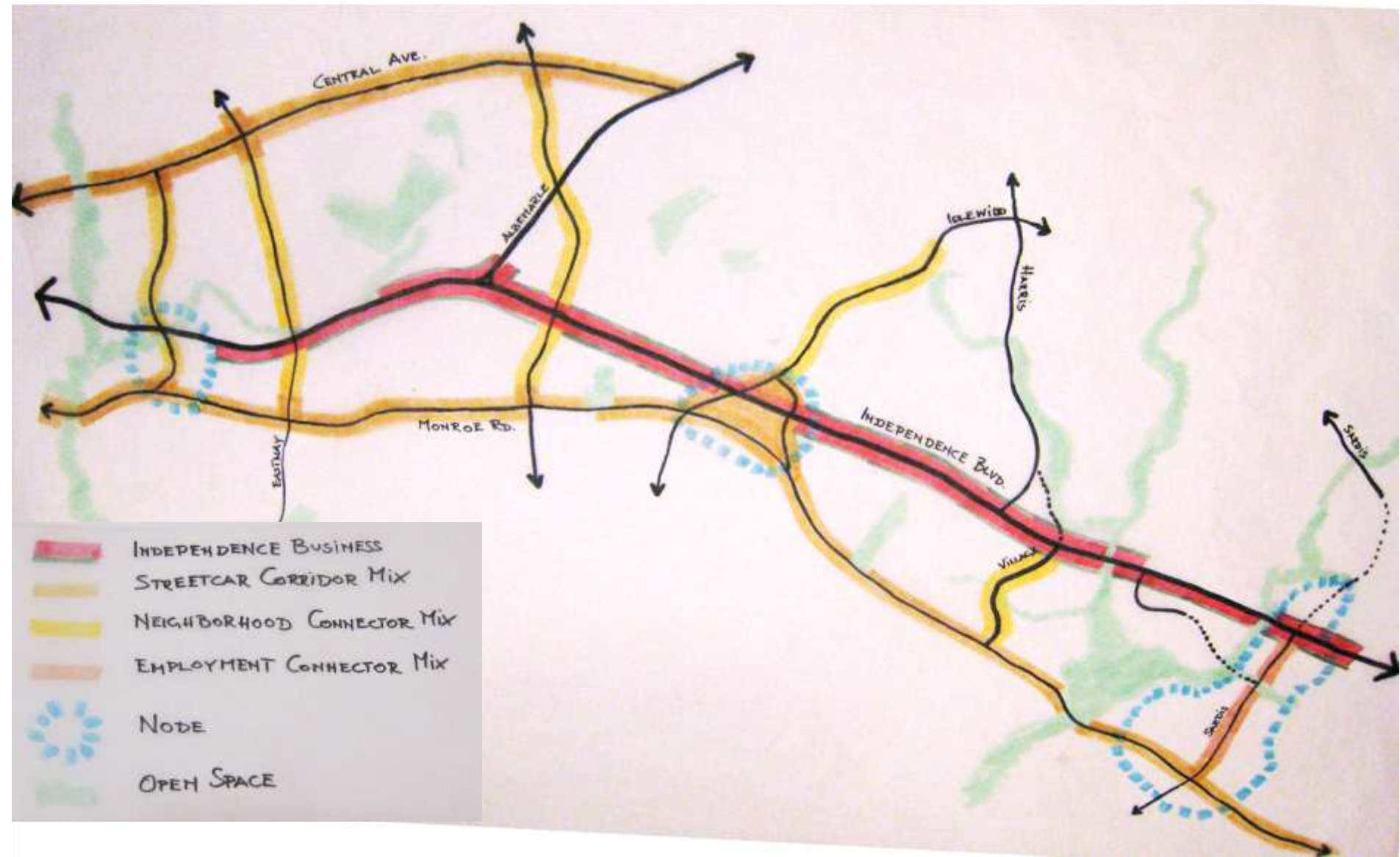
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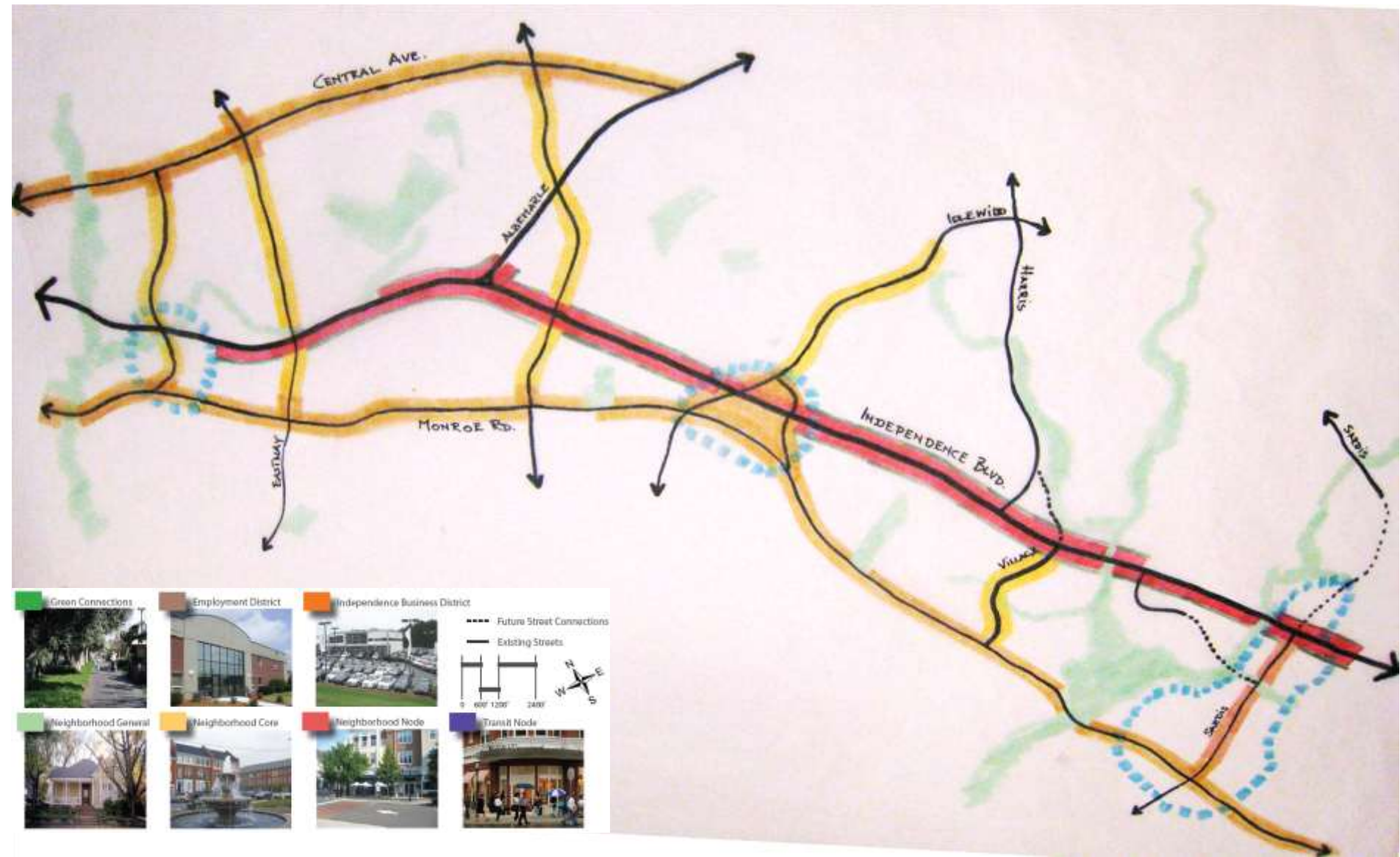
Concepts – Transportation Framework



Concepts – Community Structure



Concepts – Community Structure



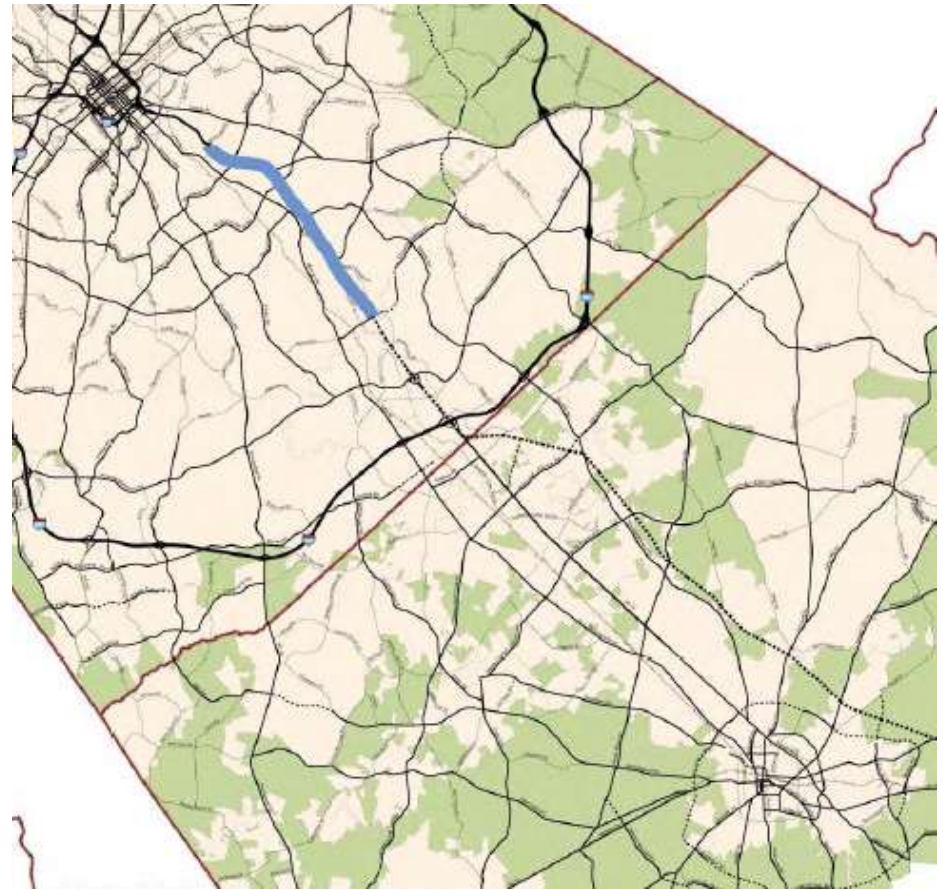
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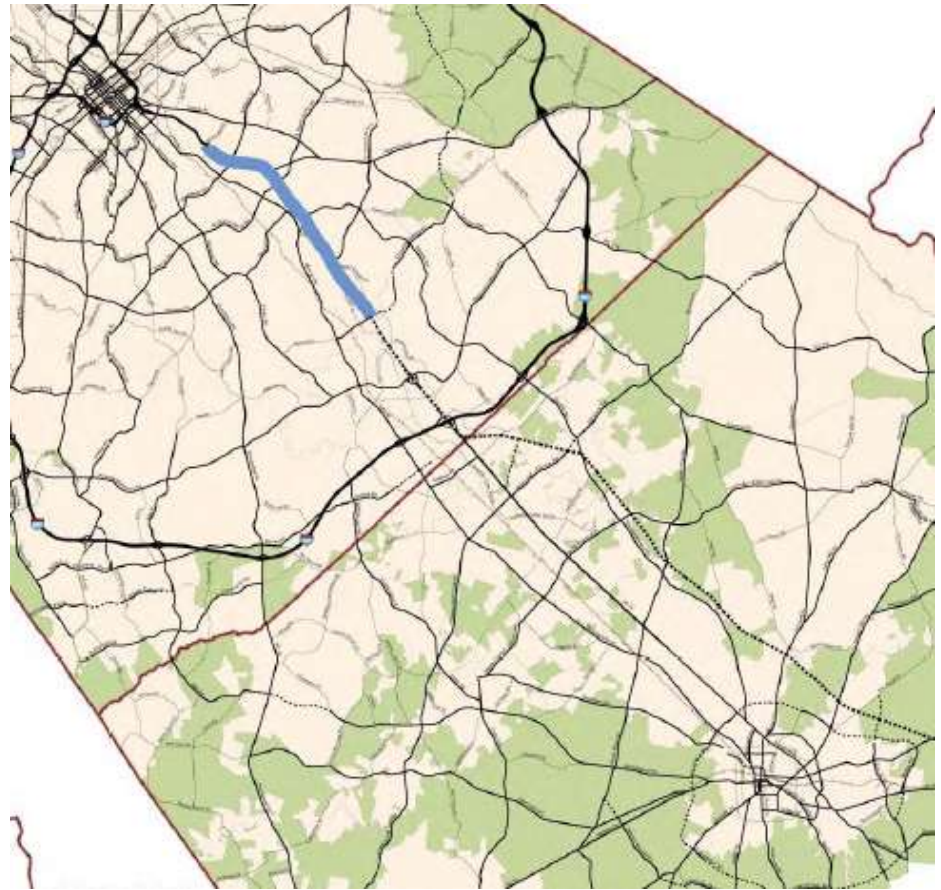
Transportation Context

- Needs identified locally are valid
- Functional long distance connection to Uptown
- Important regional connection – nearby counties as well as the coast
- Freight activity higher than other connectors in the region
- **Adjacent parallel “spokes”** and connecting roadway network create multiple options



Transportation Context

- Express regional (long distance commuter) service on Independence
- Local neighborhood (within the corridor) service on Monroe and Central
- Monroe and Central are two of the highest ridership bus corridors in the entire CATS system
- Development occurring along neighborhood convenient transit



Transit Options

Highway LRT



Transit Options

- Highway LRT

South Corridor LRT



Transit Options

- Highway LRT
- South Corridor LRT
- BRT/
Express Bus
- Streetcar

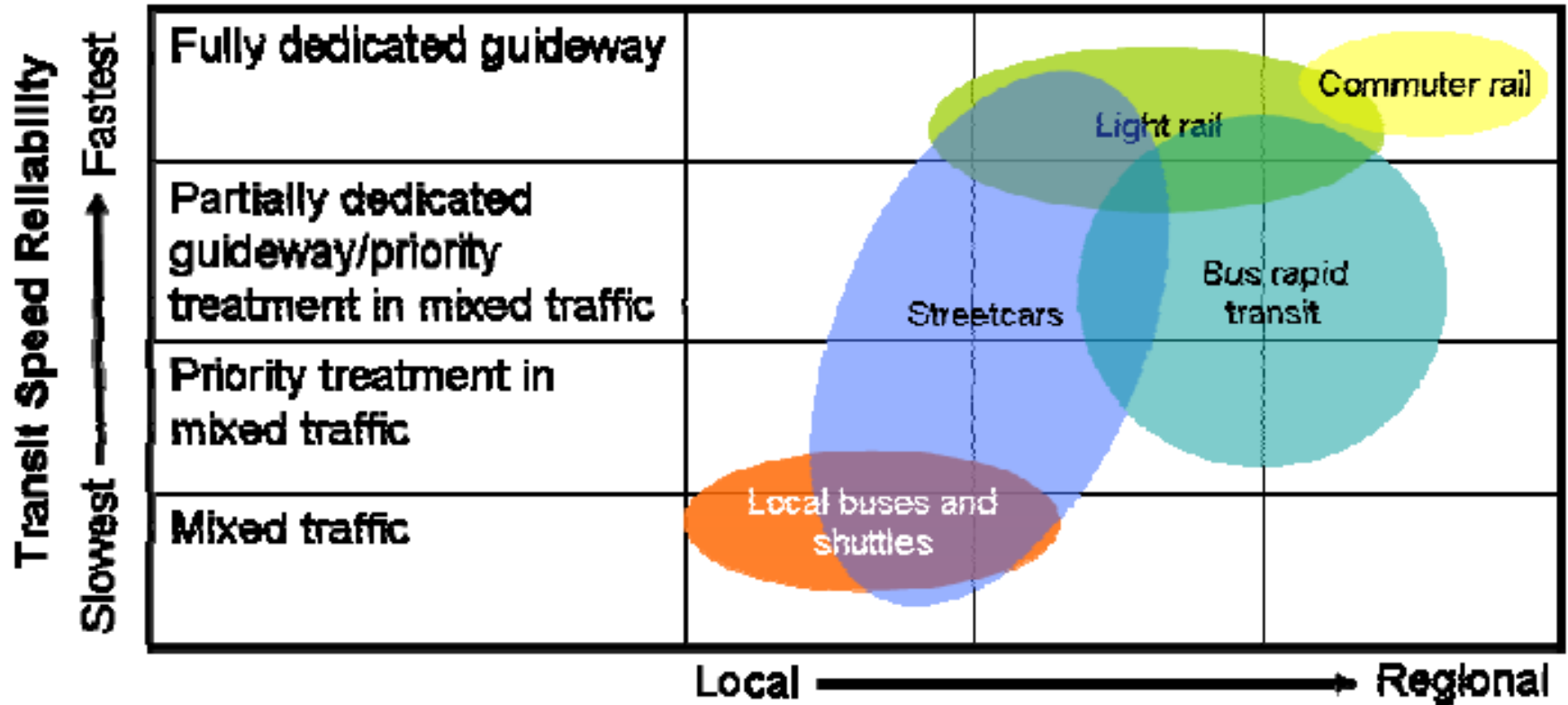


Transit Options

Streetcar



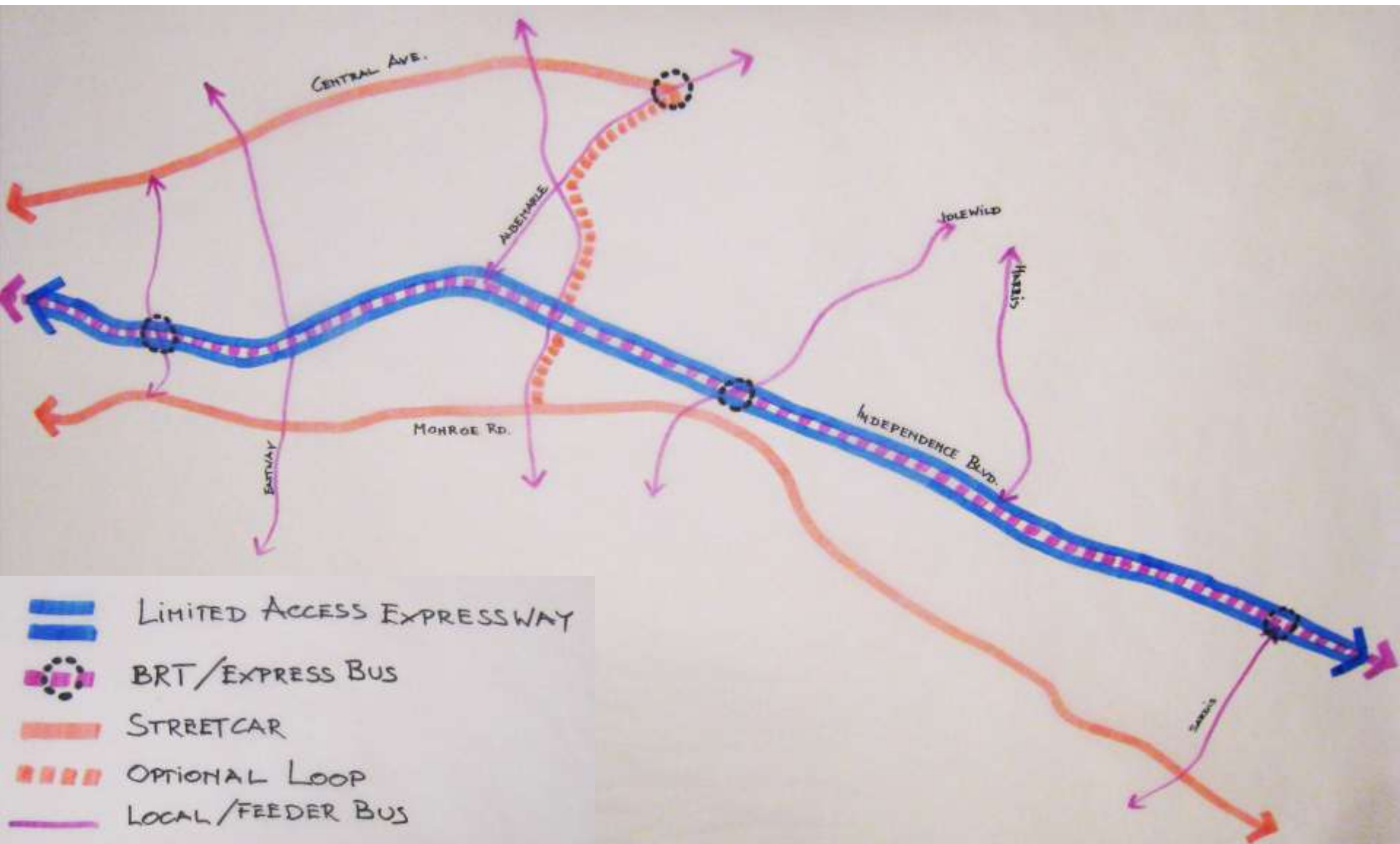
Transit Options



Transportation Concepts

- Go with **what's working in Charlotte**
- Honor the commitment to rail by building streetcars on Central and Monroe
- Build BRT/high-quality express bus for long-distance commuting in the Independence Corridor
- Refine future designs to combine transit lanes with HOV/HOT lanes for long distance commuters
- Consider a streetcar loop connection via Sharon Amity
- Support local streetcar transit connections with feeder bus, bicycle, and pedestrian connections

Concepts – Transportation Framework



Transportation Benefits

- Potential to narrow roadway footprint by approximately 50 feet
- Reduce ROW acquisition costs
- Provide faster travel time with fewer stops
- Create new revenue source through High Occupancy Toll (HOT) lanes dedicated to transit, bicycle, and pedestrian improvements that enhance neighborhood livability

Community Benefits

- Preserve commercial properties
- Reduce property, neighborhood, and environmental impacts
- Build on existing economic assets
- Support neighborhood economic opportunities with low speed walkable, livable street environments along Central & Monroe
- Support auto-oriented commercial opportunities along Independence (auto dealers, WalMart)
- **Support neighborhood connector “Complete Streets”** to connect across Independence and to connect to the region

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Economic Development Opportunities

Independence Boulevard Concept Plan

INDEPENDENCE BOULEVARD:

Independence Business District (Auto-Oriented Highway Commercial)

CENTRAL & MONROE STREETCAR CORRIDORS:

Neighborhood Core, Neighborhood Node and Transit Node (Central & Monroe Streetcar Mixed-Use)

NEIGHBORHOOD CONNECTORS (N-S)

Neighborhood General, Neighborhood Core and Neighborhood Node

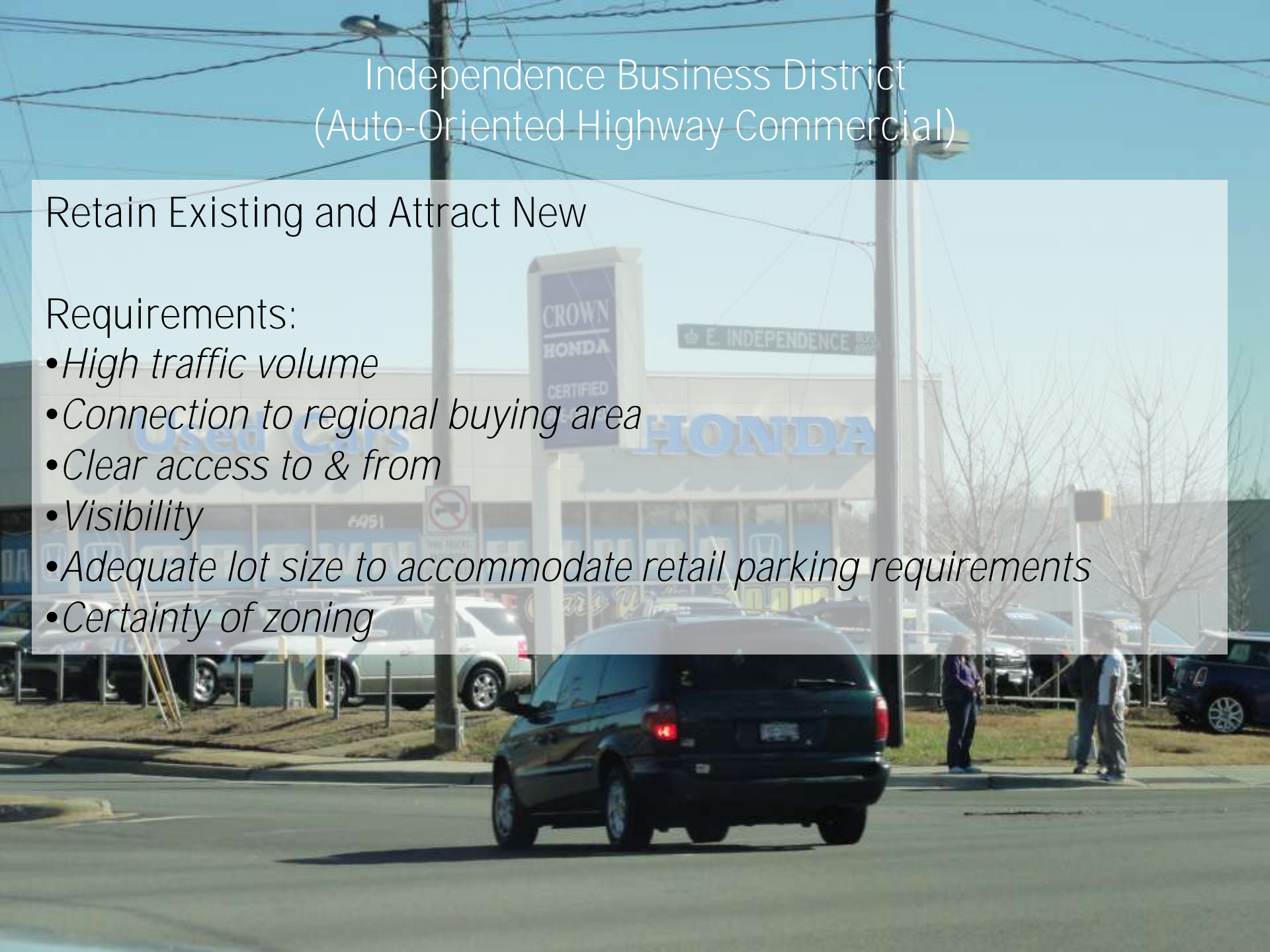


Independence Business District (Auto-Oriented Highway Commercial)

Retain Existing and Attract New

Requirements:

- *High traffic volume*
- *Connection to regional buying area*
- *Clear access to & from*
- *Visibility*
- *Adequate lot size to accommodate retail parking requirements*
- *Certainty of zoning*



Attract New Economic Development Opportunities



Preserve opportunities to attract auto-oriented commercial retail



CENTRAL & MONROE STREETCAR COORIDORS: Retain Existing and Attract New

Requirements: Provide services for people in the community; multimodal transportation access; culturally responsive to the local community; floor plan scaled to community resources

Challenges: Underutilized aged mall-repurposing

Tools: Dedicated funds to promote the corridor prioritized by the proposed stakeholders, to also help control decisions about land use

Mixed-Use & Residential Community

Challenges: Perception of concentration of low-income, declining property values of existing housing stock; few new middle-income market entrants; encourage more economically diverse entrants into market

Tools: Selective upzoning-contextual design-sustainable design; tax increment financing; public-private partnership housing; community marketing campaign; sidewalk-street improvement; foundation & philanthropic support; public land assembly and entitlement



Economic Development Opportunities



Placemaking

- *Greenways-Parks-Trails-Farmer's Market-Community Gardens*
 - *Small projects achieve Big impact encouraging for economic development*
 - *Critical overlay with transit goals*
 - *Balance market demand with focused placemaking opportunities*
- Tools: Open land acquisition; Corporate partners; community volunteers; USDA



Catalyst Project Example

Relocate State Farmer's Market to Independence Boulevard



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Charlotte Tradition

- Leader in transportation planning
- Leader in neighborhood participation
- Leader in civic engagement



Leadership on Independence Boulevard



Establish task force or organization made up of neighborhood, business & public sector

Task Force Benefits

- Provide information
- Gather meaningful input
- Build consensus
- Evaluate various perspectives
- Promote a unified voice
- Advocate for resources

Concluding Thoughts

- Be clear about difference between solutions for regional challenges vs local challenges
- Build on what you know has worked
- 3 ideas (or refinements)
 - Streetcars on Monroe and Central
 - BRT/Express bus on Independence in HOT lanes
 - Promote auto-oriented retail on Independence and neighborhood serving mixed-use development on streetcar lines

Concluding Thoughts

- Current transportation and land use plans face financial hurdles for implementation, unclear timeframes
- This proposal suggests significant community benefits that also address regional needs at lower costs
- Potential for quicker and more certain implementation

Homework Assignment

- Fellowship team should test viability of these ideas with state and local officials, public stakeholders, property owners, development community
- Continue the Charlotte tradition of effective transportation planning and solutions, civic leadership and community engagement

Thanks to the following people for taking the time to discuss their perspectives with the panel:

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