AGENDA

Meeting Type:	W
Date:	04/05/1993
SUBJECT	

City of Charlotte, City Clerk's Office

Council Workshop 4/5/23 (BR 2)

(Start 457 pg #)

Mayor	✓	X
Campbell	absent	
Cloddlotter	✓	X
Hammond	✓	X
McCrory	✓	X
Majeed	✓	X
Mangum	✓	X
Martin	✓	X
Patterson	absent	
Reid	✓	X
Scarborough	✓	X
Wheeler	✓	X

5:10 p.m.

Viscroot

#1 Toll Roads

White

Buddy Hubbard, Wilbur Smith Assoc. (WSA)

NORMAN H. WUESTEFELD, EXEC. V.P., WSA

(COMMENTS ARE ON PAGE 1-5)

THEN 2ND OVERHEAD - P. 6 - ADVANTAGES

3RD OVERHEAD P. 7 - DISADVANTAGES

4TH OVERHEAD - AVI (AUTOMATIC VEHICLE IDENTIFICATION)

THIS is a tag in the windshield of vehicles that are read by the
p.8 through machine and the drivers are
p.12 billed at their home or company.

p.13 - Car pools free - 3 or more people in car free

p.14 Toll Projects under current study -

Texas - Any future highway construction will be considered for toll as method of funding

Scarborough
Westfield
Hubbard
Scarborough
Westfield
Martin
Westfield - 8-10 miles between toll bridges
Viscoot
McCrary
Westfield

can't support any more money until our system is totally revamped.

Majed
Reid - 2 problems
1- not many want to ride bus
2- Can't fund
Why does whole system have to go through downtown? Agree with Lynn, need to revamp the system.
Presley
Reid
Presley
Reid
Hammond
White
Hammond - Tape 2, Side 1
McCrory -
Scarborough
White -
Reid -
White
Reid

Pressley - Grants, too - Total $3mil

Reid

Pressley

Reid

White

Vinroot - From what I hear around table, we are not going with the vision this year.

Martin — Ann Hammond left 7:00 p.m.

Vinroot

White

Vinroot

White - Cut back now -

Vinroot

Scarborough - System now doesn't work, could be improved,

Vinroot

Sear

Vinroot

Martin - May need to take $ from somewhere to help fund for this year + put some things off

Presley
White
#3 - South District Plan
Cranton
Mangum
~~Cran~~ Wheeler
Mangum
Cranton
Mangum
Cranton
Ion O'Brien -
Mangum
O'Brien
Mangum
Vinroot
Mangum / Wheeler - Go through same process as the last one.

Unanimous

McCrary
Mangum
Vinroot
Wheeler
Mangum

#4 - 2015 Plan

Cranton

Jon O'Brien - Pro-active in Planning Approach

Plan anticipated to take about 15 months

(3RD - Green sheet) Highlights

Vinroot -

Cranton

Vinroot

Mangum - Has had a hell lotta working on the Planning Liaison Committee - tremendous work done by volunteers.

Mangum/O'Scarborough - Move forward with process -

McCrory

Cranton

Mangum

VOTE - Unan.

McCrory

O'Brien

Mangum

McCrory

Wheeler

McCrory
Vinroot - 10 year plan -
Hubbard -
Vinroot
Wuestefeld
Vinroot
Hubbard
Vinroot

Recess Dinner
5:45

Reconvene 5:55

Vinroot - Can we start back
White - Bud
Alexander - Ann White handing out revised
agenda for this item
Cranton

Tape 1, Side 2 6:00

White
Bob Pressley
Boyd Cauble
Vinroot
Martin
Cauble
White
Alexander in 8 weeks budget will be before
you!

Alexander - by 6/30 you will have to have a method of balancing. You need to answer the 3 questions on page 5.

Reid

Alexander

McCrory

Pressley

McCrory

Pressley

Dave Hines

Pressley

McCrory

Pressley - If we know how Council is going to go, we can act

McCrory - June

Pressley

McCrory

Martin

White

Martin - Why don't we run the bus system ourselves

Pressley - Municipalities cannot deal with

Martin - Why have a union? pensions.

Pressley - When we bought it in 1976 union was there, Federal says we can't do bus.

Martin
Pressley
Martin
Alexander - Pineville Express bus
ridership -
Vinroot
Martin
Reid
Hammond
White - Sounds like you're going back on
McCrory - We weren't looking at what you said you wanted to do at retreat.
White - did know for 6 years you
were going to face this day.

Morgan -
Scarborough
Pressley -
Scar
Pressley
Scarborough - What is the adv.
Contract going to do for us?
Look heavily at small buses for
cross-town routes or night
routes.
Wheeler - Support system, but

O'Brien
McCrory
Morgan
Scarborough - Tues. 4/27
4:00 Gastonia

Men

Reid McCrory
Adjourn
7:30 p.m.

AGENDA

Transit Vision	**Martin Cramton** **Bob Pressley**
Transit Legislation **Revenue Update**	**Boyd Cauble**
Current Transit Budget	**Vi Alexander** **Bob Pressley**
Service Standards	
Transit Service Options	
Fare Proposal	
Council Discussion	

A REGIONAL TRANSPORTATION VISION FOR THE 21ST CENTURY

Presley

IMMEDIATE

1993-94

- ***Re-locate Information Center to South Tryon***
- ***Install passenger information system along Tryon Street Mall***
- ***Extend Route 7 Beatties Ford Road to Trinity Park***
- ***Explore joint use of rail corridors with Norfolk Southern and CSX***
- ***Implement Uptown Shuttle***
- ***Resolve rail right-of-way issue with the North Carolina Railroad***

- ***Increase service frequency on routes:***
  9 Central Avenue
  12 South Boulevard
  27 Monroe Road
  29 UNCC-SouthPark
  30 Westside Crosstown
  40X Albemarle Road Express
  41X Pineville Express
  54X Harris Boulevard Express
  55X Wilkinson Boulevard Express
  61X Providence Express
  62X Rea Road Express
  64X Windsor Square Express
  65X Matthews Express

- ***Implement commuter bus routes:***
  -Rock Hill/Uptown Charlotte
  -Airport/Uptown Charlotte
  -North Mecklenburg/Uptown Charlotte

- ***Implement demand responsive service to:***
  -Eastland
  -SouthPark

- ***Establish park-and-ride lots in:***
  -Matthews
  -University City

A REGIONAL TRANSPORTATION VISION FOR THE 21ST CENTURY

ANNUAL COST OF IMMEDIATE ACTIONS

	FY 94	FY 95	FY 96
CHARLOTTE TRANSIT			
Increased service frequency on local routes	$ 285,000	$ 285,000	
Increased service frequency on express routes	254,000	235,000	
Increased service on existing crosstown routes	309,000		
New crosstown routes			$1,550,000
Improved night services	131,000	131,000	
Subtotal	$ 979,000	$ 671,000	$1,550,000
CONTRACT SERVICES			
New commuter services Airport Arboretum		$ 250,000	
Dial-a-ride services SouthPark Eastland		200,000	
Uptown Shuttle		300,000	
Neighborhood Feeder Service Amay James Neighborhood Center Johnston Memorial YMCA	$ 150,000	150,000	
Subtotal	$ 150,000	$ 900,000	
TOTAL	$1,129,000	$1,571,000	$1,550,000

lop/15

A REGIONAL TRANSPORTATION VISION FOR THE 21ST CENTURY

OPTION 2 - TRANSPORTATION VISION

see item on p.10 of agenda

	ANNUAL COST
1. Increased service frequency in single corridor	***$ 250,000***
2. Dial-a-ride services to SouthPark or Eastland	***100,000***
3. Neighborhood feeder service to one location	***150,000***
TOTAL	***$500,000***

VISION.... Handout 1 Cranton

.....URBAN LIVABILITY, ECONOMY, JOBS, INCOME, AND AIR QUALITY

IMPROVED MOBILITY AND TRAVEL CHOICE CAN SUPPORT :

* FLOURISHING URBAN AREA THROUGHOUT - NEIGHBORHOOD LIVABILITY AND BUSINESS AREA VITALITY; plus,

* LOCATIONAL COMPETETIVENESS BY THE WHOLE CITY FOR BUSINESS; plus,

* GOOD JOBS ACCESSIBLE TO THE ENTIRE WORKFORCE; plus,

* AMPLE INCOMES FOR EVERYONE'S PARTICIPATION IN THE MARKETPLACE; plus,

* GOOD AIR QUALITY.

ROBERT A HUBBARD P E
CHAIRMAN OF THE BOARD
PRESIDENT

WILBUR
SMITH
ASSOCIATES
NCNB TOWER
P O BOX 92
COLUMBIA SC
29202-0092
(803) 251-2000

CABLE WILSMITH
TELEX 573439 • FAX (803) 251 2064

HIS NAME -

NORMAN H
WUESTEFELD
EXECUTIVE VICE
PRESIDENT

COMMUNITY MOBILITY STRATEGY.....

..... RECOGNIZE CHANGE AND INTERDEPENDENCE

FORCES SHAPING FUTURE POSSIBILITIES:

* GLOBAL/NATIONAL ECONOMIC COMPETITION AND URBANIZATION - PRODUCTIVE CAPACITY IN URBAN AREAS;

* REGIONAL GROWTH, CONVENTIONAL TRENDS - LOW DENSITY SPREAD AND HIGHER ECONOMIC COSTS TO PUBLIC;

* EMERGENCE OF A " MAINTENANCE CITY " CITY-WITHIN-A-CITY AREA WITH 142,500 PEOPLE, AND HAVING 5 TIMES GREATER POVERTY RATE FOR CHILDREN; 1/2 OF CITY'S ELDERLY; AND, THE HIGHEST NUMBER OF FEMALE HEADED HOUSEHOLD, HIGHEST CRIME RATE, HIGHEST UNEMPLOYMENT / LOWER LABOR FORCE PARTICIPATION, HIGHEST SCHOOL DROP- OUTS, AND HIGHEST TRANSIT DEPENDENT HOUSEHOLDS;

* POTENTIAL TO ADD 300,000 MORE PEOPLE, 50,000 MORE SCHOOL CHILDREN, 140,000 MORE HOUSEHOLDS, AND 140,000 MORE JOBS, TO COUNTY [515,000 COUNTY POPULATION NOW];

* CONTRADICTORY ASPECTS OF OPTIONS AND IMPACTS OF CHANGE IN A COMMUNITY THAT IS BOTH A "GROWTH CITY" AND A "MAINTENANCE CITY";

* TRAVEL CONGESTION AND MOBILITY GAPS INTENSIFYING OVER THE LONGER TIME HORIZEN;

* REALIGNMENT OF ECONOMY / DECENTRALIZATION IMPACTS ON THE INNER CITY AND UPTOWN TYPIFIED BY HISTORIC U.S. METRO GROWTH PATTERNS;

* INTERESTS WORKING TOGETHER/INDEPENDENTLY ON NARROWLY FRAMED ISSUES, SEEKING THE SINGLE SOLUTION;

* ENVIRONMENTAL/QUALITY OF LIFE MATTERS DIFFICULT TO ADDRESS VIA INDIVIDUALIZED MARKET CHOICES [PARTICULAR choice V. AGGREGATE IMPACTS].

BASIC IDEA .....

JOIN TOGETHER DEVELOPMENT AND MOBILITY CONDITIONS / POSSIBILITIES

.... FOCUS INFRASTRUCTURE INVESTMENTS TO EMPHASIZE:

* THE IMPORTANCE OF THE VITALITY FOR EXISTING URBAN CENTERS TO RESIDENTS AND THEIR JOBS AS WELL AS INVESTMENTS ALREADY IN PLACE ;

* THE NECESSITY FOR REVITALIZATION OF URBAN AREAS WHERE RESIDENTS AND THEIR NEIGNBORHOODS AS WELL AS BUSINESS INVESTMENTS ARE UNDER STRESS;

* THE ADVANTAGE TO ECONOMIC VITALITY AND COMPETATIVE POSITION CREATED BY: INFILL DEVELOPMENT WITHIN MAJOR RADIAL CORRIDORS AND UPTOWN; AND, THE DEVELOPMENT OF MIXED - USE CENTERS;

* THE CONSERVATION OF URBAN AND LOW DENSITY RESIDENTIAL AREAS TO PROTECT SIGNIFICANT RESIDENT MARKET CHOICE; AND,

* THE PRESERVATION OF OPEN SPACE LANDS FOR LONG TERM QUALITY OF LIFE.

RECOGNIZE NO SINGLE MODE OF TRANSPORTATION CAN SUCCEED:

* ROADS, AVIATION AND TRANSIT MUST BE INTEGRATED - A SYSTEM

PROVIDE A FULL RESPONSE TO TRAVEL DEMANDS AND NEEDS:

* MEET CURRENT TRIP DEMAND;

* FILL MOBILITY GAPS;

* RESPOND TO CHANGING GROWTH/DEVELOPMENT COMPETATIVE ADVANTAGE.

FINANCE AND BUILD TRAVEL CAPACITY TO FULFILL VISION:

* LOCATIONAL COMPETATIVENESS FOR THE COMMUNITY;

* ACCESSIBLE JOBS FOR ALL RESIDENTS;

* AMPLE HOUSEHOLD INCOME;

* FLOURISHING NEIGHBORHOODS;

* GOOD AIR QUALITY.

TRANSIT STRATEGY

TRANSIT INVESTMENT IS ONE IMPORTANT PIECE OF: 1) AN ECONOMIC DEVELOPMENT STRATEGY, AS WELL AS 2), AN EFFECTIVE WAY TO GROW A LIVABLE COMMUNITY FOR ALL RESIDENTS, AND IN ADDITION 3), IT IS A MEANS TO MEET INCREASES AND CHANGES IN TRAVEL DEMANDS.

A FULL RANGE OF TRANSPORTATION FACILITIES AND SERVICES WILL BE REQUIRED TO MEET CURRENT TRAVEL NEEDS AND FUTURE URBAN CONDITIONS:

* MORE ROADWAY IMPROVEMENTS,
* BUS IMPROVEMENTS,
* HOV AND POOLING CHOICES,
* HIGH CAPACITY TRANSIT CORRIDOR IMPROVEMENTS,
* AIRPORT INTERCONNECTION IMPROVEMENTS,
* CONTINUING MAINTENANCE AND REPLACEMENT RESOURCES,

CHALLENGE IS TO FIND CONSENSUS ON SYSTEM MIX AND FUNDING PACKAGE.

NOTES.....

*In 25 growth metro areas, no suburbs experienced income growth without corresponding growth in central cities. Cities and their suburbs are not distinct economies. Special Report, Nation's Cities Weekly. 3/8/93.

* By 2000, 50% of world population will live in urban areas. World wide there are now 200 cities of 1 million people or more, by the year 2000, there will be 600.

*Today, 75% of all Americans live in urban areas, and 50% of the population lives in 39 metro areas.

*The Piedmont Region and Charlotte Metro Area are major Global and National growth areas. A low density, spread pattern characterizes development. An economic/development decentralization trend is foreseeable based upon historic U.S. Metro growth patterns.

*Capital, operation and maintenance costs for the public are higher for sprawl development. Center for Urban Studies at Rutgers Univ.1992

*"The key to a livable and viable future for the world's urban areas is neither to encouage sprawled growth nor to try to stifle growth althogether - but rather, to encourage compact growth." City Limits, World Watch, Jan/Feb. 1992.

*"... City Regions or cities and their surrounding subregions, are the real arenas for global economic competition in the 21st century.... Eighty percent of the productive capacity of western Europe, Canada and the United States is in urban areas." Divided Cities in the Global Economy, 1992.

*" Where good jobs go - Business flees to the urban fringe. " This article in the Advisory, a report by Lesser & Weitzman notes the following trend: In the 1990's, the trend for most higher paying jobs moving to the close in suburbs appears to be ending. The center city's future together with its close-in suburbs is likely to be similar to the present day fate of Camdan and Newark NJ; or South Central LA. Many major cities will be populated by a disproportionate share of an underclass in an environment of hopelessness. IT IS PROBABLE THAT THE 1990's OFFER THE LAST CHANCE TO REVERSE THIS TREND.

TRANSIT PLAN

PROGRAM POLICIES

1. **Service Standards (Adopted by Council August 1981)**
   a. Loading: minimize the percentage of passengers who do not have a seat.
   b. Headways: minimize time between buses
   c. On-time Performance: arrive within 5 minutes of scheduled time
   d. Locations of bus stops: indicated with signs on all regular routes; no closer than 700 feet except in dense areas.
   e. Routing: as direct as possible
   f. Ridership: routes analyzed for 80% ridership in following groups:

      regular, weekday, base
      regular , weekday, peak
      Saturday
      Sunday and regular, weekday, evening
      Express
      Crosstown

   g. Shelter and bench location: daily boarding volumes determine placement
   h. Safety: maintain accident rate below national average
   i. Fleet Maintenance: daily cleaning and comfort system inspections
   j. Special Needs: waiver of above standards when special needs are identified

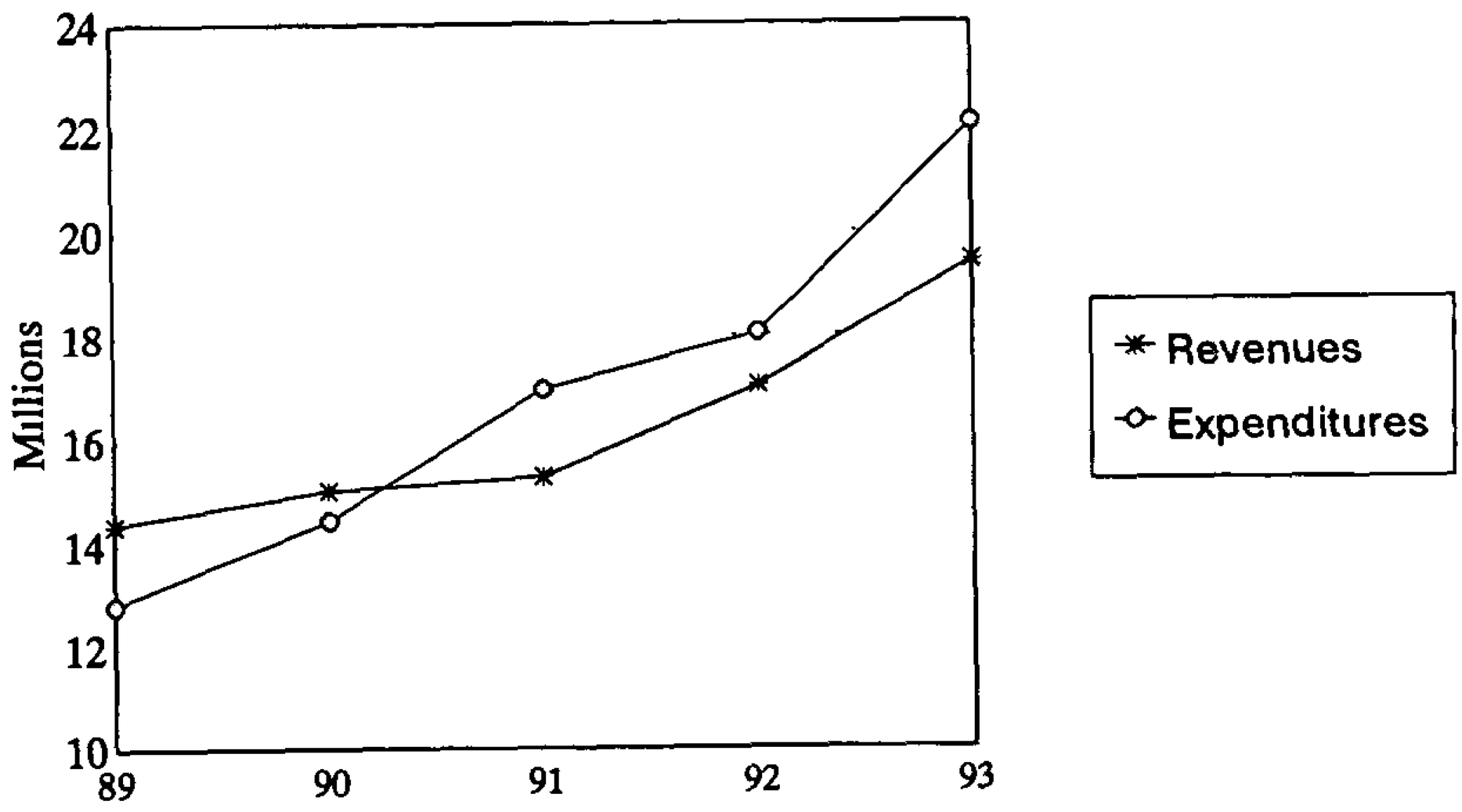
2. **Federal ADA Requirements for STS**
   a. Comparable Service Area
   b. Comparable Service Schedule
   c. Comparable Fares (no more than double the fixed route fare)
   d. Response Time (next day service)
   e. No Restriction on Trip's Purpose
   f. No Capacity Restraints (i.e. no limitation of number of trips an individual can take)

FINANCIAL POLICIES

1. Dedicated 1/2 cent Sales Tax
2. 40% Farebox Recovery (Actual for FY92 = 38%)
3. Dedicated Auto Tax
4. Consider Establishing a Fund Balance (Reserve)

Transportation Fund

Expenditures Exceed Revenues Beginning in FY91

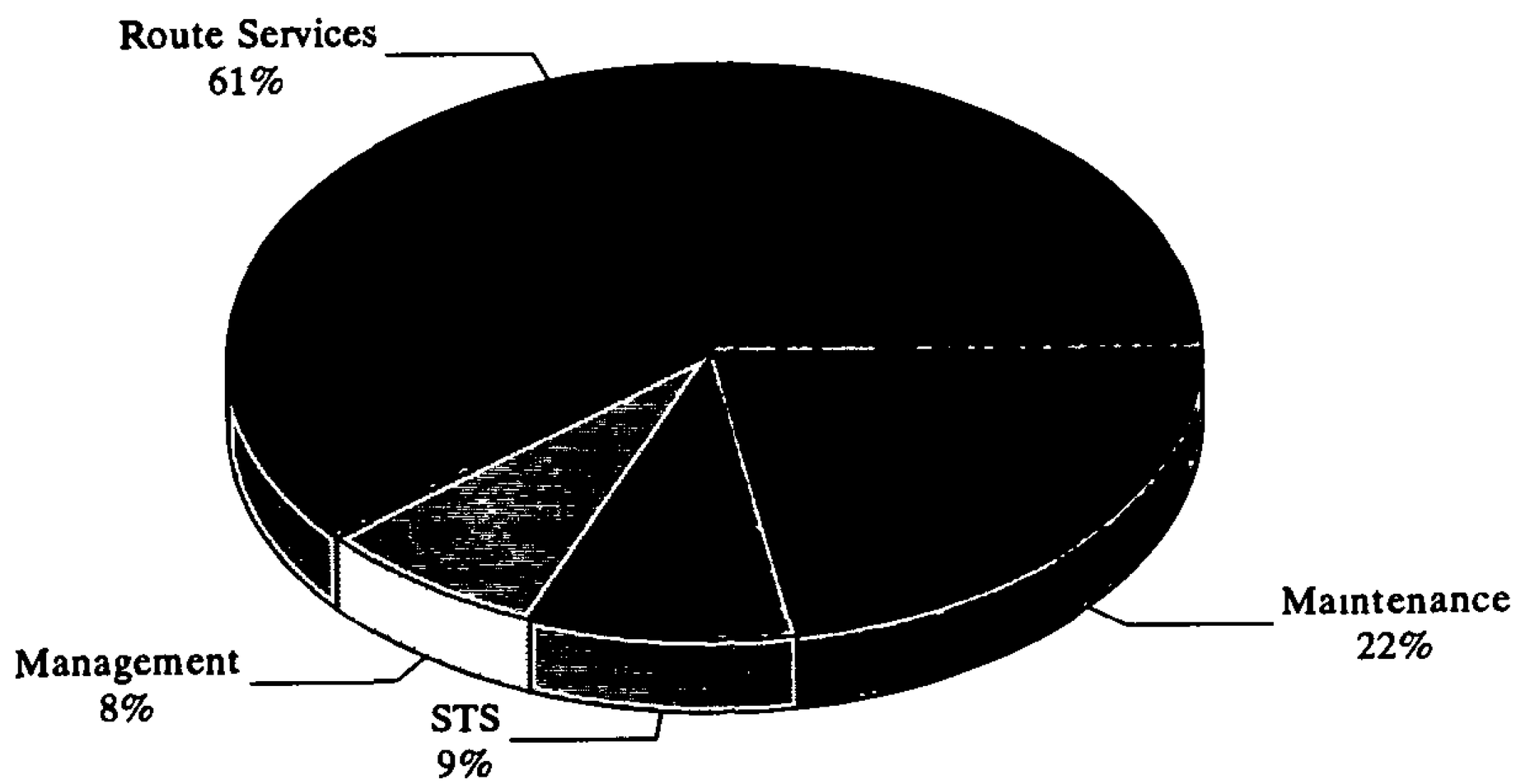


Revenues Compared with Expenditures FY89-FY93

Why Have Transit Costs Increased In Five Years?

	FY89	FY93
Fuel Usage (gallons)	1.3 m	1.5 m
Drivers Wages (per hour)	$11.07	$13.07
Mechanics Wages (per hour)	$11.69	$13.99
Vehicle Maintenance	$1.7 m	$3.0 m
Employee Insurances	$0.7 m	$1.7 m
All Other Expenses	$2.1 m	$3.6 m

Percentage of FY93 Transit Costs



FY94/FY95 PROPOSED BUDGET

FY93	FY94	FY95
$22.7 m	$20.4 m	$20.7 m
	- 10.1 %	+ 1.5 %

CTS

* $ .5 m decrease in fuel- inflationary assumptions revised
* $ .4 m decrease in fuel taxes- accounting procedure change
* $ .25 m operating savings to return to fund balance
* $1.15 m decrease in liability, workers compensation insurances
* 0 % increase in other operating expenses
* Union Contract expires January 1994 *

STS

* 0 % increase for FY94/FY95; 224% increase since FY89
* Deferring ADA program for 2 years; FY96 budget will go up from $2.02 m to $4 million

TRANSIT DILEMMAS

1) What level of service do we want to provide?

   A. Balanced to Income

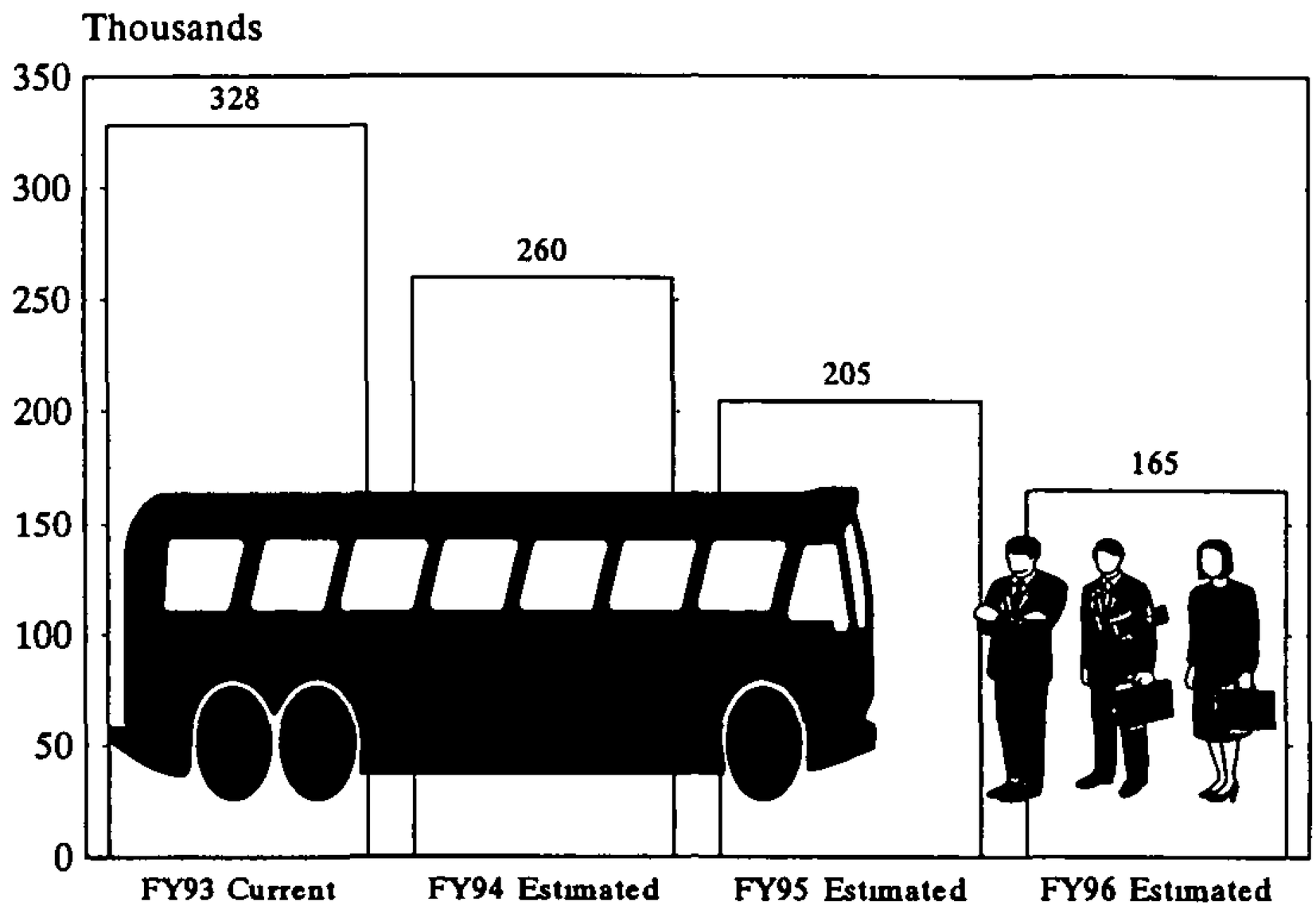
   B. Transit Vision

2) Do we operate an efficient or customer-convenient system?

3) How much does the customer pay?

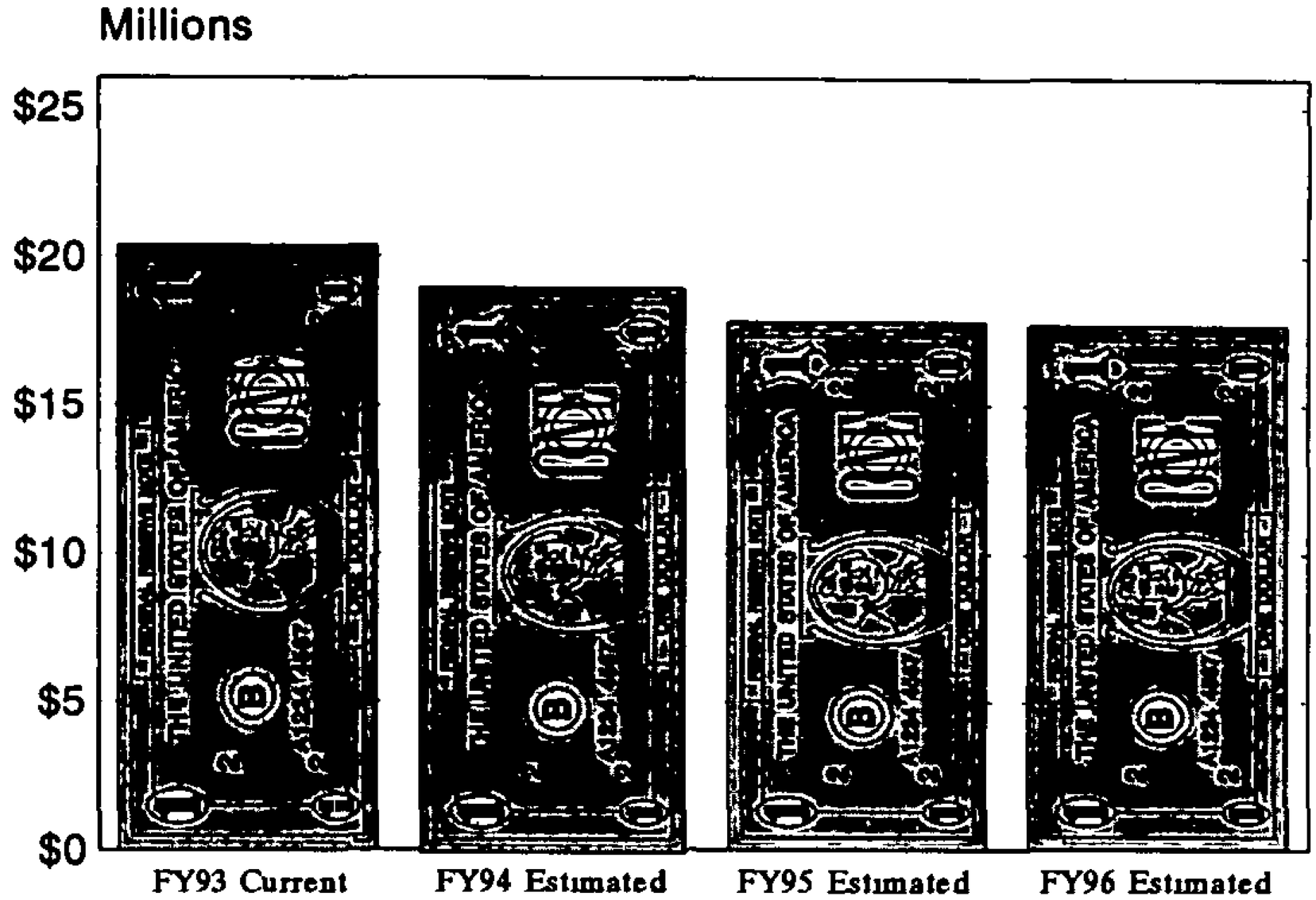
Option 1 - Transportation - Balanced to Income

Annual Service Hours



Option 1 - Transportation - Balanced to Income

Annual Costs

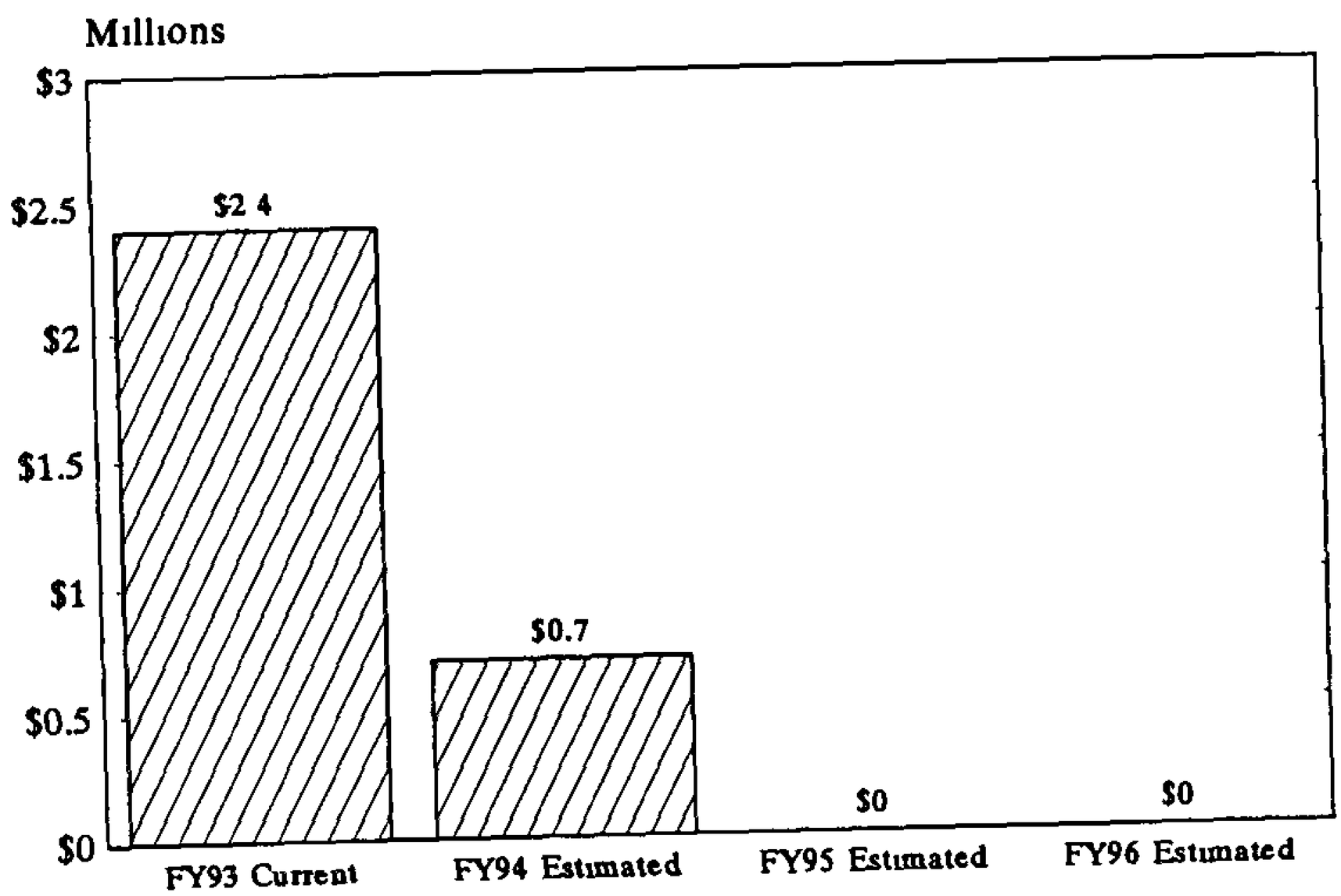


Option 1 Transportation– Balanced to Income

Revenues	FY93 Current	FY94 Estimated	FY95 Estimated	FY96 Estimated
Farebox	$5,754,106	$5,259,647	$4,872,243	$4,616,966
USDOT/FTA	1,367,068	1,367,068	1,367,068	1,367,068
Sales Tax	5,850,000	5,740,370	5,740,370	5,740,370
Auto Registration	5,190,000	5,803,800	5,948,895	6,097,617
Miscellaneous	350,000	351,000	377,528	380,343
Fund Balance	2,417,991	731,693	4,477	0
Totals	$20,929,165	$19,253,578	$18,310,581	$18,202,364

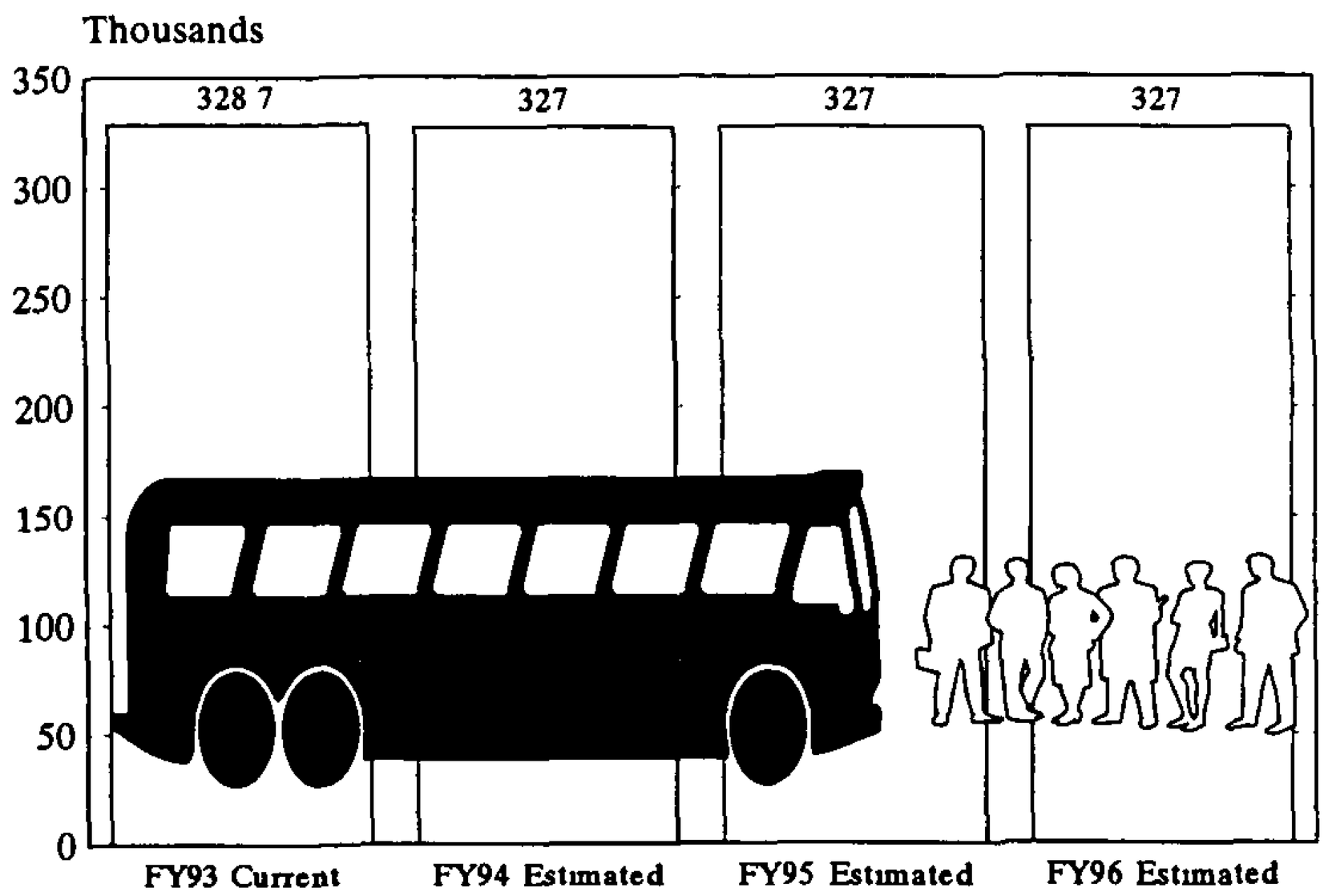
Option 1 - Transportation - Balanced to Income

Fund Balance



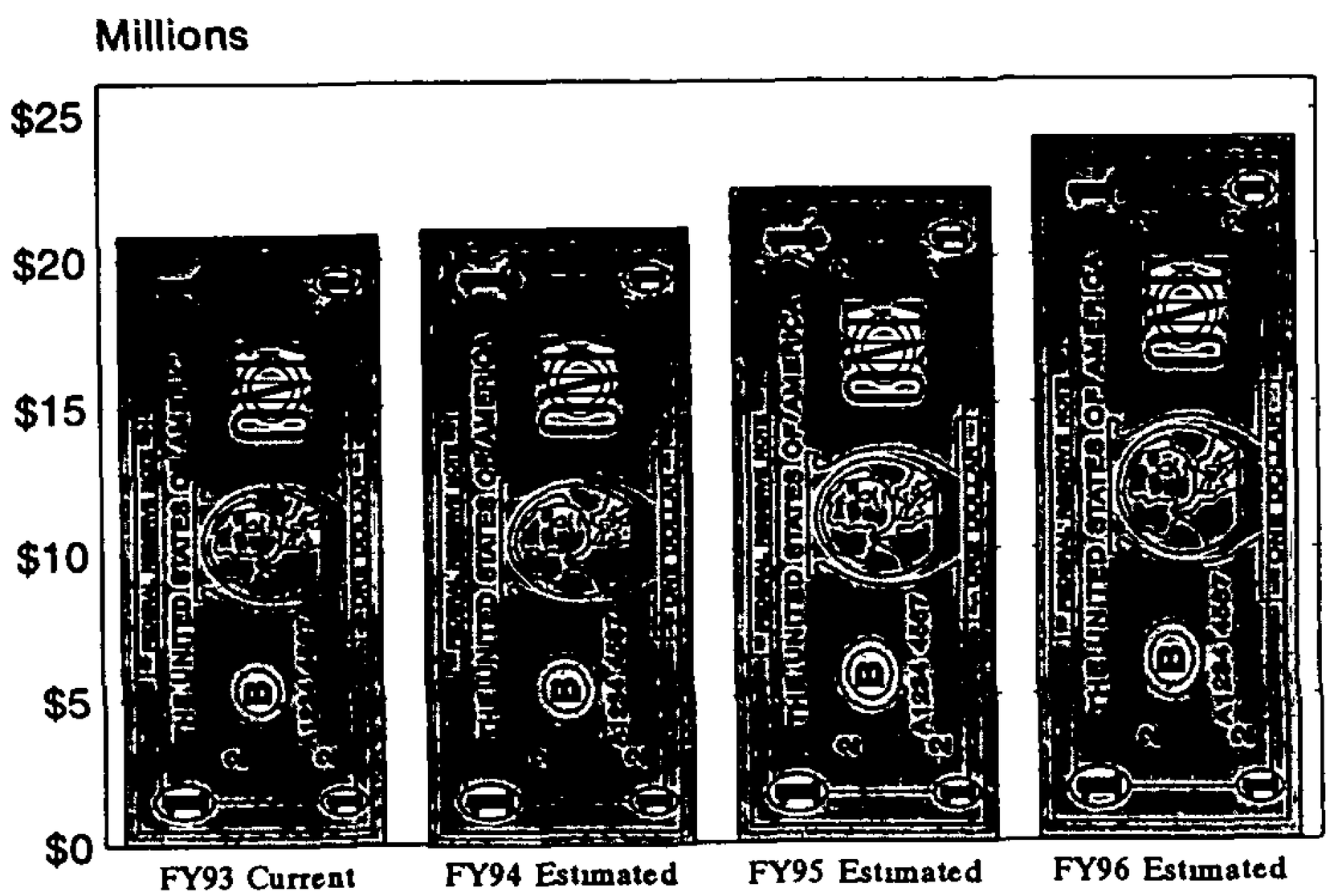
Option 2 - Transportation Vision

Annual Service Hours



Option 2 - Transportation Vision

Annual Costs



Option 2

Transportation – Vision

Revenues	FY93 Current	FY94 Estimated	FY95 Estimated	FY96 Estimated
Farebox	$5,754,106	$5,911,647	$5,970,763	$6,030,471
USDOT/FTA	1,367,068	1,367,068	1,367,068	1,367,068
Sales Tax	5,850,000	5,740,370	5,740,370	5,740,370
Auto Registration	5,190,000	5,803,800	5,948,895	6,097,617
Miscellaneous	350,000	351,000	345,731	313,749
Fund Balance	2,417,991	0	0	0
Undecided	0	2,830,493	3,998,586	5,418,370
Totals	$20,929,165	$22,004,378	$23,371,413	$24,967,645

2. DO WE OPERATE AN EFFICIENT OR CUSTOMER-CONVENIENT SYSTEM?

SERVICE STANDARDS (listed previously):

* Adopted by City Council in August 1981
* Established Customer Service Objectives

CHOICES BETWEEN LOCAL AND EXPRESS SERVICE DELIVERY

* **Provide local service:** highly productive, responsive to transit dependent citizens; route changes gain few new riders since population is already dependent; route changes which reduce transit time can positively impact population

  -OR-

* **Provide express service:** reduces traffic congestion and consequently pollution; less efficient due to low ridership; route changes designed to entice riders, increase ridership

* **Dilemma:** Determining the most appropriate mix for the community

ACCORDING TO CURRENT SERVICE STANDARDS

* $450,000 in route reductions recommended
  * 3 express routes would be reduced/eliminated
  * 6 local routes reduced/eliminated

3. HOW MUCH DOES THE CUSTOMER PAY?

FAREBOX RECOVERY:

Standard:	40 %
Actual FY92	38 %

FARE RECOMMENDATIONS:

CHARLOTTE TRANSIT

	Fare Structure	
	Current	Recommended
Local	$ .80	$ 1.00
Express	1.15	1.50

OTHER RECOMMENDATIONS

* Make student passes year round
* Change monthly passes to commuting hours only

Item #4
#1

2015 GENERALIZED LAND PLAN
FACT SHEET

WHAT IS THE 2015 PLAN?

The vehicle for coordinating the various facets of long range planning in Charlotte-Mecklenburg....regional considerations, growth management, transportation/transit, City-within-a-City, neighborhoods, and the environment, into a focused and integrated "big picture" physical planning agenda for the 1990's.

The plan will be built upon the foundation of the 2005 Generalized Land Plan and seven district plans, as well as other recent planning initiatives; it will *not* be a "redo" of the adopted plans, but rather will identify gaps in existing public policy and provide direction for dealing *comprehensively* with the dynamics of our swiftly changing urban community.

WHAT WILL BE THE KEY PLAN ISSUES?

Growth Forecasts.....projections and implications of population, household, and employment growth

Regional Frame.....emerging regional growth pattern, implications, and choices, i.e. dispersed pattern vs. corridors and centers

Charlotte-Mecklenburg Growth Pattern.....implications and gaps with current growth policies and strategies, particularly oriented toward transit options

City-Within-A-City.....threat of a declining urban core with complex social and physical problems and the impact on Charlotte-Mecklenburg and the region

Livability.....impact of increasing development and redevelopment on the quality of the environment (air, water, land) and on Charlotte-Mecklenburg's visual appeal

Communication.....opportunities and challenges for increased citizen awareness and involvement with planing choices and decisions, and the need for strong intergovernmental coordination

WHAT WILL THE END PRODUCT BE?

A 25-30 page document that *succinctly*:

- clarifies the issues
- establishes/affirms over-riding planning goals
- provides policy direction related to issues and goals
- gives specific strategies for implementation

WHAT IS THE COST OF THE PLAN?

This project is included in the FY93-94 Work Program for the Charlotte-Mecklenburg Planning Commission and will be a resource-intensive project for the long range planning division. With the exception of consulting costs for providing population projections (already provided as part of the 2015 Transportation Plan), minimal, if any, outside consulting costs are anticipated. Cost of printing documents and other related costs are included within the Planning Commission's operating budget.

WHY ARE WE DOING IT?

With the changing urban dynamics we are and will be experiencing in the years to come, it is critical for Charlotte-Mecklenburg to be solidly positioned to deal with change in a proactive way and to do so with a full understanding of the implications, e.g. the effects of decisions in the City-within-a-City on regional planning, or of transit planning on urban design. Recognizing this, the 2005 Generalized Land Plan, adopted by elected officials in 1985, recommended that the generalized plan be updated every 5 years to: assess where we are with planning issues in light of change since 1985; to affirm and/or adjust planing goals, policies, and strategies for an extended time frame (2015); and to identify a specific planning agenda for the next five years.

In 1990, when the five year planning period was to have ended, the Planning Commission was in the midst of completing the new zoning ordinance and the seven district plans. Because of the staff resource needs of these major projects and the involvement of citizens, the Planning Commission, and elected officials, the Planning Commission supported the delay of the plan update until these major projects concluded. With the new zoning ordinance adopted and the seven district plans now completed (South pending adoption), it is timely that we proceed with the 2015 Generalized Plan.

WHAT IS THE TIME FRAME?

The entire project is anticipated to extend over a 15-16 month period in accordance with the following general schedule:

March-April, 1993	Issue identification
May-August	Issues document and discussion
July-September	Action planning
September-Jan., 1994	Document preparation and discussion
January-July	Document revisions, review, and adoption process
July	Begin implementation

WHAT IS THE INVOLVEMENT PROCESS?

Planning staff will work closely with the Commission's Planning Committee throughout the entire process. Citizens, interest groups, and technical experts will be called upon at various points in the process to provide input and reaction to staff proposals. Rather than having an "umbrella" task force, as was the case with the 2005 Plan and zoning ordinance, an issue-oriented focus group format will be used to solicit input. For example, focus groups consisting of a range of citizens representing various perspectives will be pulled together to discuss transit related development patterns or environmental considerations.

Additionally, once a draft of the plan is published in early fall, a planning workshop or symposium will be held to formally present recommendations and to have a dialogue with the various interest groups, individual citizens, and appointed and elected officials. This will also include representatives from the six Mecklenburg towns. Citizen hearings will be held to hear comments on the final draft of the plan prior to any decisions being made. Staff intends to keep citizens informed of the plan progress throughout the process.

THE 2005 PLAN: WHAT HAS BEEN ACCOMPLISHED?

The 2005 Generalized Plan set in motion a very ambitious planning agenda for the late 1980's and early 1990's. Much has been accomplished since the plan was adopted. The following highlights some of the major outcomes of this comprehensive growth management plan and initiatives recommended as part of the planning agenda. This list illustrates the importance of comprehensive planning.

- The redirection of growth policy has been successful in encouraging growth in former "weak market" areas of the county. (NORTHEAST)
- With the completion of the seven district plans and general policy guide, we now have specific guidance for development decisions for the entire county.
- Stronger development regulations are in place with the adoption of new zoning, subdivision, and sign ordinances.
- Mass transit is now a serious consideration in our transportation planning; initial corridors are being studied.
- An aggressive park and greenway acquisition program is in progress in alignment with recent updates of the parks and greenway master plans.
- Direction for development and design in the Center City is now provided through adoption of the Center City Urban Design Plan.
- A corridor revitalization program has been established and five corridors are in different stages of design and/or implementation; Wilkinson Boulevard has had a dramatic "facelift".
- Inner-city neighborhoods have seen significant infrastructure improvements as a result of the Neighborhood Reinvestment Program.
- The City-within-a-City effort is underway addressing, in part, concerns/strategies identified in the 2005 Plan
- The School Master Plan is nearing completion, the outcome of which will be better coordination of school planning with overall development in the community
- Regional dialogue has started on a number of fronts

2015 GENERALIZED LAND PLAN
PRELIMINARY ISSUES AND CONSIDERATIONS

■ GROWTH FORECASTS

***Central Issue*: continuing and significant increase in urbanization of Mecklenburg County.**

In 1990, we had 515,000 residents in the county. Consultants (WEFA Group/Parsons Brinckerhoff) say that by 2015 we will have 300,000 *more* people (including 50,000 *more* school-age children), 140,000 *more* households, and 245,000 *more* jobs.

Possible Issues/Considerations

1. Technical questions --- do we accept the consultant projections (both for total growth and spatial distribution)? How do the school master plan projections modify this? What are the consensus figures we will use?

2. Philosophical questions — do we accept that Charlotte's " golden age" of strong population and employment growth will continue through 2015? What is the "future of the Sunbelt" itself -- how will national demographic trends affect us?

3. Regional/Transportation implications --- will our growth pattern ooze or leapfrog? What does that mean for density? For in-commuting from surrounding counties?

4. Economic implications --- what will the "2015 Skyline" look like (the role of uptown vis a vis job growth in suburban centers)?

5. City-within-a-City implications --- what will it look like in 2015? Will the population profile of the central area change? Will there be a revival by 2010-15 as proximity to uptown becomes important in a congested urban area --- or will CWAC problems have intensified?

6. Population implications --- what stages of development will each geographic area be going through (e.g. declining/stabilizing/growing/undeveloped)?

7. Service implications --- what impact will the magnitude of growth (and the timing in different geographic areas) have on public facilities like schools, parks, utilities?

8. More technical questions --- do we need projections on household composition (as we did with Stuart's 2005 projections); or will comparable national trends be sufficient?

9 Validity questions --- since projections mean we will add population equivalent to a city the size of Raleigh to Mecklenburg County by 2015, should the technical validity of the projections be examined? Should outside experts critique the numbers and assumptions?

■ REGIONAL FRAME

Central Issue: **implications of evolving regional development pattern**

A dispersed growth pattern is evolving in the region creating the frame for increasing urban sprawl in the future. We have a critical window of opportunity to create a different future for the region through transportation and development decisions if we so choose.

Possible Issues/Considerations

1. What are the implications of a dispersed growth pattern verses other growth patterns on the region and Charlotte-Mecklenburg --- economic growth, livability, etc.?

2. If Charlotte-Mecklenburg develops as directed in the 2005 Plan and district plans (relatively low density), what kind of regional development pattern could be establishing as the core of the region? Implications?

3. What are some of the existing and possible physical/economic linkages that will tie Charlotte-Mecklenburg to the region in the future besides roads? Biggest challenges and opportunities, i.e. job locations, environment, infrastructure?

4. What are some existing mechanisms for coordinating planning efforts with other adjoining cities and counties --- compatible land use at borders, solid waste, utility connections, etc.?

5. What are the economic and environmental benefits of regional planning? Costs of not doing regional planning?

■ FUTURE CHARLOTTE-MECKLENBURG GROWTH PATTERN

Central Issue: **implications/gaps with current growth policies and strategies**

With the seven district plans completed, we now have an entire picture of the future growth pattern envisioned for Charlotte-Mecklenburg. This creates an opportunity to assess the total picture comprehensively to identify gaps and opportunities.

Possible Issues/Considerations

1. Balanced growth and an urban development pattern were the major land use goals of the 2005 Plan. What have been our successes and failures in meeting those goals ---for example did we succeed at redirecting growth? What have been the obstacles? What work do we have left to do to reinforce the goals and the work to date?

2. When we put all the district plans together, are there inconsistences between the districts? Do the district plans collectively represent a balanced, urban growth pattern?

3. Are there missing elements in the district plans e.g. public facilities? How should the School Master Plan, library, parks, greenway, and other facility plans fit into the overall development scheme?

4. Each district plan has a list of infrastructure improvements needed to support the land development pattern. Do we need to coordinate these on a comprehensive scale, and is there a need to set priorities? Do we need to push certain infrastructure improvements to encourage growth faster in certain areas? Are the sewer and water expansions leading development appropriately? Based upon proposed timing of road improvements, where are the areas in the city/county we can anticipate significant traffic congestion? Is there a need for a long term capital needs assessment based upon population projections?

5. Viewing the transit corridors being considered, what are some of the general weaknesses these corridors have in terms of design and development patterns with regard to supporting transit?

6. What is the general relationship of the major mixed use centers and the proposed transit corridors? Are there significant gaps?

7. What are some physical obstacles to economic growth in Charlotte-Mecklenburg that we might address through planning ---- do we have enough land zoned or identified for office/ business park/industrial development? Do we have good access to employment areas?

8. With all the suburban employment growth, what are the implications on the older center city employment areas?

9. Are there some technology shifts on the horizon that will affect where people work in the future, and thus on our distribution of land uses?

8. What are the critical "must haves" (from the physical aspect) for us to remain competitive in economic growth? Are we well positioned for this?

▪ CITY-WITHIN-A CITY

Central Issue: **threat of a declining urban core and the potential impact on Charlotte-Mecklenburg and the region**

We are at a critical point in time for dealing with social and physical problems in our aging inner-city. The poverty rate is *four times* higher than the rest of the community, with an increasing amount of unemployment, crime, school dropouts, teen pregnancy, and other social ills. Neighborhoods lacks some of the basic services, amenities and infrastructure that would make the City-within-a-City (CWAC) more livable If we can arrest the area's decline while there are still positive assets and opportunities, we can prevent the more severe blight and urban abandonment that has created economic and social problems in older cities across the country.

Possible Issues/Considerations

1. With the majority of zoning conflicts resolved or to be resolved through implementing the Central District Plan, what are the significant physical issues in neighborhoods that we need to be addressing in the next 10-20 years — aging/deteriorating infrastructure and housing stock, etc.?

2. What have we learned from the comprehensive neighborhood assessment about the physical deficiencies in the neighborhoods?

3. What would CWAC be like in 20 years if there is little investment in older commercial and employment areas? What kind of social problems will we likely experience if we continue with the status quo?

4. Where are there major opportunities for reinvestment/infill development in CWAC for housing, jobs, retail, recreation, etc.? What are the obstacles to reinvestment and/or infill development? Are we promoting the inner city as hard as we could be?

5. What are some of the obstacles associated with creating good paying jobs for center city residents in CWAC, or with having access to suburban job locations?

6. How well are neighborhoods organized to create stronger partnerships with government and to promote more individual and neighborhood self-sufficiency? What are obstacles?

7. What is being done to encourage homeownership? What are obstacles? Opportunities? Benefits?

■ LIVABILITY

Central Issue: **importance of maintaining a quality environment**

Quality of life or livability factors are cited as important reasons employers and employees are choosing to locate in Charlotte-Mecklenburg. To remain economically competitive and to sustain a high standard of livability, we need to continue to focus on design and environmental quality as an increasing amount of our land is developed and redeveloped

Possible Issues/Considerations

1. The 2005 Plan focused on greater design standards in our ordinances and on corridors. Much has been done in the last eight years. What are 3-5 main areas that we should focus on in urban design in the next 10-20 years? What are our deficiencies --- corridors, regulations, public facilities and spaces, tree canopy? What are some possibilities? What are some visual and functional elements that would help create a more distinct identity for Charlotte-Mecklenburg --- to set us apart from other cities?

2. As our population and housing needs increase, infill housing, particularly in the inner-city will become more prevalent. Do we adequately address infill design and compatibility through our development standards? If not, what are we missing?

3. Considering air, water, and land as the components of the environment, what are land use and design factors that play into the quality of the environment?

4. Have we been paying enough attention to environmental concerns in our planning to date? If not, what should we be focusing on?

6. What about solid and hazardous waste? With the population increasing, what are the environmental considerations with dealing with the waste? What are the potential problems we might face when no one wants waste facilites in "their backyard"?

7. With the estimated population increase of 300,000 by 2015, the number of automobiles will increase significantly. What impact will this have on air quality? What is being done to deal with the issue?

8. What are the economic costs of not focusing on quality of life features of the community?

■ COMMUNICATIONS

Central Issue: **citizen involvement and information and intergovernmental relationships**

As Charlotte-Mecklenburg becomes larger and more complex, and as government resources tighten, it will be increasingly important to maintain strong communication with citizens on planning choices and consequences of decisions, as well as to involve more citizens and neighborhood groups in the future of their immediate neighborhoods and the community at large Similarly, as the six Mecklenburg towns and the surrounding towns and counties grow, strong intergovernmental relationships will be vital to the long term future of Charlotte-Mecklenburg and the region.

Possible Issues/Considerations

1. What are specific intergovernmental relationships we need to be more attentive to in the future?

2. The 2005 Plan recommended that the Planning Commission expand to 14 members and divide into two groups. For efficiency and more coordinated planning, are there similar reorganizations or shifting of roles we should explore?

3. With all the regional work going on by various groups, is there enough coordination and focus to the efforts? Is Charlotte-Mecklenburg itself coordinated and focused on a regional agenda? Obstacles? Opportunities?

4. What are the strengths and weaknesses of relationships/planning efforts with the six Mecklenburg towns?

5. The 2005 Plan recommended we have district plan groups as a citizen participation mechanism. With the district plans behind us, the district plan groups have dissolved. Do we need to develop some kind of citizen involvement mechanism in the 1990's that will keep citizens involved on an ongoing basis, or should we involve citizens on an ongoing basis? Pros and cons?

6. Looking at how we involve citizens/neighborhood groups in our planning processes to date, what are some strengths and weaknesses we should consider as we move forward? Should citizen involvement even be a focus of the 2015 Plan?

CITY COUNCIL
WORKSHOP AGENDA
April 5, 1993

5:00	FY94 Budget: Transit
6:00	Dinner
6:15	Toll Roads
6.45	South District Plan Approval Process
7:15	2015 Generalized Land Use Plan

COUNCIL WORKSHOP
AGENDA ITEM SUMMARY

TOPIC: FY94 Budget Transit

KEY POINTS (Issues, Cost, Change in Policy):

-Update on Transit Revenue Legislation
-Present Preliminary Transit Budget FY94-95

OPTIONS: n/a

COUNCIL DECISION OR DIRECTION REQUESTED:

This presentation is for Council's information prior to the Manager's Recommended Budget presentation at the end of May

ATTACHMENTS:

Attachments will be sent with Friday's Council/Manager Memo

COUNCIL WORKSHOP
AGENDA ITEM SUMMARY

TOPIC: Toll Roads

KEY POINTS (Issues, Cost, Change in Policy):

- Potential to accelerate construction of the Outer Loop
- Competing "free" facilities
- Number of interchanges
- Cost of toll collection
- Redisposition of North Carolina Department of Transportation (NCDOT) future revenues which are committed to the project.

OPTIONS:

1. Encourage NCDOT to fund a Traffic and Revenue Study to find out the revenue potential of the Outer Loop as a tollway.

2. Encourage the Legislature to develop tollway enabling legislation.

COUNCIL DECISION OR DIRECTION REQUESTED:

ATTACHMENTS:

-Executive Summary: Transportation Committee Meeting February 17, 1993
-"Toll Road Financing for the Outer Loop" (handout for Transportation Committee meeting)

COUNCIL WORKSHOP
AGENDA ITEM SUMMARY

TOPIC: Toll Roads

KEY POINTS (Issues, Cost, Change in Policy):

Information for this agenda item will be sent with Friday's Council/Manager Memo

OPTIONS:

COUNCIL DECISION OR DIRECTION REQUESTED:

ATTACHMENTS:

-Executive Summary Transportation Committee Meeting February 17, 1993
-"Toll Road Financing for the Outerloop" (handout for Transportation Committee meeting)

TRANSPORTATION COMMITTEE
February 17, 1993
EXECUTIVE SUMMARY

The City Council Transportation Committee met at 4:00 pm, February 17, 1993, in room 270 of the Charlotte-Mecklenburg Government Center with Vice-Chairman Cyndee Patterson presiding. Committee members Tom Mangum, Pat McCrory and Ella Scarborough were in attendance; Chairman Stan Campbell was absent. Councilmembers Hoyle Martin and Nasif Majeed were also present.

Staff members present: Bob Pressley and Bill Finger-Department of Transportation; Ann White-Budget; Wendell White, Pam Syfert, Julie Burch, Boyd Cauble and Darlene Shrum-City Manager's Office.

Others in attendance: Jim Martin, former Governor of North Carolina; Mayor Richard Vinroot; Larry Goode, NC Department of Transportation (NCDOT); Mary Carnilia, County Manager's Office; and the news media.

Toll Financing of the Outer Loop

Mayor Vinroot introduced former Governor Jim Martin who shared with the committee his thoughts and opinions about the feasibility of toll financing for the Outer Loop. Governor Martin stressed that risks should be thoroughly evaluated before proceeding with state legislative approval for this method of funding. He indicated that outer belt loop financing represents 25% of the total highway trust fund, and of that Charlotte's outer belt receives about 30% annually of that 25%. He strongly recommended that the City first gain from the state legislature statutory dedication for this percentage of highway funding. He felt that the southern and eastern segments would likely be more attractive for toll financing than the other segments, and that the support of the region would be essential to gaining approval for toll financing.

Larry Goode, NCDOT, provided some background on toll financing across the nation and a status report on the outer belt. He indicated that the only toll financing in use in North Carolina to date is for ferries. He indicated that even with approved toll financing it would be difficult to determine the length of time for completion of the project because of the economy.

The first step needed to proceed further would be initiate a traffic and revenue study. The committee expressed interest in having a consultant, such as Wilbur Smith and Associates, attend a workshop meeting and provide the entire Council with some specific information.

Action Taken: Motion was unanimously approved (4-0) to have item placed Council's agenda for a vote on whether there is interest in having an informal discussion at an upcoming workshop with a qualified consultant to determine if toll financing for the outer belt should be pursued.

Meeting adjourned at 5:20 pm.

TOLL ROAD FINANCING FOR THE OUTER LOOP

A decade ago toll road financing for urban expressways was very difficult to justify. Federal law still prohibited mixing of toll financing with federal motor fuel financing of highway facilities. Interest rates for toll facilities were often three times the rates used to fund toll projects in the '60's and the cost of labor intensive toll collection was rising. Although toll financing for a portion of the cost of the Outer Loop would still face many hurdles today, the above three issues have all improved dramatically:

1. The latest Federal Surface Transportation Act allows for Federal Funds to subsidize tollways as long as the Federal participation is not higher than 50% (on Federal Freeways projects where toll revenues are not used, the Federal share can be 80%).

2. Interest rates have dropped significantly (although not down to the 2%-4% range available for many projects during the 1960's). The lower interest rates improved the capital recovery picture dramatically.

3. New automated methods of toll collection reduce delay and inconvenience for motorists who regularly use the toll road while reducing toll collection costs for the toll authority.

ISSUES:

Toll financing for the Outer Loop (I-485) would face some problems:

1. Tolls cannot be charged on Interstate highways such as I-77 and I-85. The portion of I-485 (which is not officially an Interstate) built with all public funds (the Southern Section) might not be made eligible (by the legislature) for conversion to a tollway. The portion of the Outer Loop where tolls are charged would compete with these other freeways. During most hours of the day, many motorists would choose to use the free facilities rather than the toll facilities.

2. Some interchanges which are feasible under freeway operation may not be justified for a tollway because of the added complication and cost for toll collection.

3. Even with advances in automatic toll collection, a surprising percentage of toll revenues (10-25%) must be devoted to the cost of collection. Obviously this serves neither the interest of the motorist nor the toll authority, but it is a necessary part of doing business.

4. Because tollways compete with freeways and other "free" roadways, actions taken in the best interests of the public in general (such as maintenance and improvement of freeways) are often not in the best interests of the toll authority.

BENEFITS:

The chief benefit of toll financing is that it is imperative that the entire facility be finished as soon as possible in order to maximize revenues in the early years. Often the project is turned over to one or more consultants to design, acquire right-of-way (using the authority's power of eminent domain), and construct the entire road on a very tight schedule (three to five years).

Another benefit is that the toll itself can be used as a mechanism to promote public policy concerning transportation alternatives. Public transit vehicles and van pools can be specially authorized to use the facility for free and car pools can be given a reduced rate based on occupancy.

Toll financing forms the most direct user charge for providing revenues based on the costs of travel.

Tolls provide adequate funds for facility maintenance and operation.

The increased attention paid by the toll authority to the highway facility often provides an increased level of service when compared to similar non-toll roadways.

COUNCIL WORKSHOP
AGENDA ITEM SUMMARY

TOPIC: SOUTH DISTRICT PLAN APPROVAL PROCESS

The public hearing for the South District Plan was held on February 23. Due to committed agenda items, the Planning and Public Works Committee can not review the South Plan until at least June and likely later in the summer. This would mean the full Council would not decide on the plan until late summer or early fall, nearly two years since the study group process concluded. This raises the question of whether it is appropriate to wait for review by Planning and Public Works or have the full Council make the decision without the Committee's review.

KEY POINTS: (Issues, Cost, Change in Policy):

- The length of time between the hearing and a decision would be lengthy if not made until late summer, exceeding the timing expectations of citizens involved with the process.
- The County Commission will be deliberating on the plan in April.

OPTIONS:

- Proceed with the process of having Planning and Public Works review and make recommendations on the plan.
- Have the full Council review and consider adopting the plan without the benefit of review by the Committee.

COUNCIL DECISION OR DIRECTION REQUESTED:

Choose one of the above options for the adoption process so that expectations can be communicated to citizens involved and/or interested in the outcome of the plan. Dan Clodfelter, Chairman of the Planning and Public Works Committee, requested that this be an agenda item for Council.

ATTACHMENTS: none