



## VI. IMPLEMENTATION

There are several policy and funding programs and tools which can be used to implement the recommendations of the Center City Transportation Plan (CCTP). This chapter discusses several implementation tools that may be used to carry out the improvements.

### Dedicated Improvement Programs

Three specific programs are recommended to provide funding support for the key recommendations.

- **Capital Investment Plan (CIP) Line Item**  
As a specific line item in the City's CIP, a "General Annual Center City Improvement Program" would provide an ongoing flow of funds for a variety of smaller improvements, such as conversion of time-restricted parking to full-time use, pedestrian enhancements, complementary improvements associated with a private or public development project or underground electrical installations.
- **General Improvement Fund, Using Specific Funding Sources**  
An annual program similar to the CIP Line Item could be funded by other revenue sources, such as the special Taxing District or On-Street Parking revenues as discussed elsewhere.
- **Collaborative Parking System and Wayfinding System**  
Once implemented, revenues from the Collaborative Parking System should be used to maintain and expand both the parking system and the wayfinding system.

### Established Transportation Plans and Programs

There are a variety of programs and activities through which various modifications as proposed in the CCTS can be implemented.

**2030 Long Range Transportation Plan** (Mecklenburg Union Metropolitan Planning Organization)





This Federally-mandated statewide program defines and prioritizes proposed improvements to major highways and thoroughfares. Projects that are associated with the State Highway System are primary candidates for inclusion in the North Carolina Transportation Improvement Program. Requests have already been made for inclusion of improvements to interchanges on the I-277/I-77 Loop. Once the necessary Interchange Modification Report for the entire loop is prepared, and costs are defined, higher priority designations for these improvements will be sought.

### 2025 Transit System Plan

The 2025 Transit System Plan will play a major role in implementing transportation improvements in Center City. In addition to construction of specific transit projects, there are a variety of non-transit enhancements that will be implemented to support the transit system. Examples include:

- A pedestrian walkway has been constructed along the majority of the LRT line that runs between Brevard and College Streets, from south of I-277 to Ninth Street. The expansion of this line to accommodate the NE Corridor Light Rail Project will include construction of pedestrian ways on both sides of the line.
- Pedestrian streetscapes will be developed on block faces surrounding the new Charlotte Gateway Station on West Trade Street. New streets will be constructed south of Fourth Street to support the inter-city bus service and parking components of the Charlotte Gateway Station.
- A pedestrian/bicycle overpass at Ninth Street when the new North Corridor and NCDOT rail lines are constructed.
- CATS' planning and design for the new streetcar system includes streetscape for Trade Street that meets the "Signature Pedestrian Street" standard recommended by CCTS.

### Capital Investment Plan (CIP)

The City of Charlotte maintains a five-year capital improvements program - called the Capital Investment Plan (CIP) - that is updated annually. The CCTS General Annual Im-

provement Program (above) has been proposed for inclusion in the CIP. Additional specific projects could be funded through the CIP.

### Economic Development Program

The City's economic development program helps attract potential private development activities that are deemed to be important to Charlotte's economic growth. A recent example is the redevelopment of the Old Convention Center. The City of Charlotte is supporting that project by funding enhancements to the street operations and the pedestrian space on the block faces surrounding the site.

### Commitment of Specific Income Sources

City programs produce revenue that could be used for implementing specific programs and projects. There are three special development taxing districts in Center City. The City of Charlotte contracts with Charlotte Center City Partners for the management of special programs in the districts. The maintenance of the Tryon Street Mall (and other streets) is one specific project in this program.

As noted earlier (page 51), the City's on-street parking management program - "ParkIt!" - produces positive net revenue that goes into the General Fund. The CCTP has recommended increasing the number of on-street parking spaces as well as extending operating hours. These actions will increase total revenue and, hopefully, net revenue. Since this revenue is derived specifically from parking, it is possible that it could be designated to implement the Collaborative Parking System or other specific improvements proposed in the CCTP (pages 54-58).

### Private and Governmental Development Projects

The Street Enhancement Standards Map (page 81), has become a major tool in achieving the improvements recommended in this plan. Developers of Center City projects (both private and public) will be responsible for meeting the design standards and, in so doing, will play a role in implementing the CCTP recommendations.



In fact, projects are under construction or moving through the approval process that are providing pedestrian and streetscape improvements that meet most if not all of the standards. Several private projects that are in various stages from planning to construction have also agreed to meet the standards set forth in this plan. The Charlotte Arena, ImaginOn and Metro School are three public projects that have made positive contribution to both the street network and the pedestrian realm. Other significant public projects that are in the planning stage - and will advance the goals of the CCTS - include the Charlotte Gateway Station, Center City Streetcar, and Third Ward Park.

#### Additional Funding Sources

There is a variety of other funding sources and programs that can be used for the implementation of specific projects or to create general funding programs. The following potential sources have been identified. Some of these have been pursued with success. Others need to be explored.

#### Intergovernmental Grants or Funding

The City of Charlotte will pursue the use of State and Federal intergovernmental grant and funding sources wherever possible. Funding is currently being sought from two such sources: (1) the Congestion Mitigation and Air Quality (CMAQ) program for the parking and way-finding programs, and (2) State special economic development funds for the reconfiguration of the I-277/Caldwell Street/South Boulevard Interchange. The latter project is tied to the City's bid for the NASCAR Hall of Fame. Other programs will be investigated and pursued as identified. CMAQ funding from the Federal government comes through NCDOT and MUMPO. The City listed the Collaborative Parking System and Wayfinding System in the request list for fiscal year 2006 and has received notice that the project made the funding list. This funding will be adequate to implement the CPS and a large first phase of the wayfinding program.

#### Special Taxing Districts

The City has established Municipal Services Districts in Center City to support a variety of improvement and promotional activities. Charlotte Center City Partners provides administration of most of these programs under a City contract. The revenues from increasing the levy rate could be used to fund specific improvements or to make improvements in concert with specific development projects.

#### Self-Financing Bonds

North Carolina recently authorized the use of "Self-Financing Bonds" to channel future tax revenues from specific development projects to public improvements that will support that project. Since the program is relatively new, there is not an experience base to cite. However, the City is exploring its use on projects in Center City. Enhancements to the street and pedestrian system, development of parking facilities and the placement of overhead power lines underground would all be valid uses of the incremental tax revenues.

#### Parking Revenue

The City of Charlotte's "ParkIt!" on-street parking program generates significant revenue that could be used to service new debt. The on-street revenue can be monetized over a 20 to 30 year period which would generate significant capital for use today, much like an authority or utility. The capital generated by monetizing the revenue stream could be used to improve and support the parking system with the debt serviced by the revenue.

#### TMA Funding

A Transportation Management Association (TMA) is a federally created and supported association that is usually established through a partnership between the public and private sector in non-attainment air quality and congestion management areas. The TMA is used to develop a program to manage and improve various aspects of the transportation system, including parking. A TMA has stringent guidelines developed by the federal government but, more importantly, is a common mechanism which affords the ability to qualify for and obtain federal funding to support the program.





### Lease-Back

There may be an opportunity to create a parking entity that could purchase and lease back a portion of the parking system in an effort to unify the overall parking system. The funding for the acquisition typically comes from a third party investor such as a real estate investment trust (REIT), pension fund or banking institution. The acquisition price is set by the ability of the existing parking revenue to service the debt or by the credit strength of the leasing entity.

### Adopted Policies, Codes and Ordinances

The Zoning Ordinance is a key ordinance through which the streetscape and pedestrian recommendations can be implemented because the standards affect the curblines and building setback lines. Additionally, the Uptown Streetscape Guidelines, which currently focuses on the Tryon Street Mall and Transit Corridor, will be expanded to include all of Center City to implement the detailed recommendations of the pedestrian street hierarchy.

### Center City Street Enhancement Standards Map

As potentially the most significant product of this *Center City Transportation Plan*, the "Street Enhancement Standards Map" (page 81) was adopted as City policy and serves a similar purpose as the Major Thoroughfare Plan and the Urban Street Design Guidelines. The map provides the basis for codifying the recommendations related to pedestrian and vehicular circulation, on-street parking and other functions that occur in the street rights-of-way and adjoining property frontage. It is a single document that concisely states the function, operations and streetscape character of every street block in Center City.

One important characteristic that is not defined by the map is the geometric baseline for each block. There is such a wide variation of existing conditions - centerlines, curblines, building setbacks, etc. - that definition of the geometric baseline for application of the standards on the map will have to be determined on a case-by-case basis, or through preparing an improvement plan for specific streets through several

blocks. Similarly, the map does not define recommended operational modifications such as the removal of curbside turn lanes and high speed connectors.

The Street Enhancement Standards Map is being used by the City to define the detail of specific street improvement projects, as well as the improvements to be provided in connection with the development of properties abutting the street, be they private or public. During the preparation of this *Center City Transportation Plan*, the draft version of the map has been used in the review of several private development projects. In most of these cases, the required improvements illustrated on the map have been well-received.

### Zoning Code

There are two zoning classifications that cover the majority of the property in Center City - Uptown Mixed Use District (UMUD) and Urban Residential District (UR). Both emphasize a mixture of uses and contain provisions, such as building setbacks and references to the Uptown Streetscape Guidelines, that affect the quality of the pedestrian realm.

The text defining the standards of the districts also contains references to more recently adopted studies or regulations. Therefore, upon adoption of the recommendations of this *Center City Transportation Plan*, the street and pedestrian space enhancement standards will be supported by the zoning.

The Charlotte-Mecklenburg Planning Commission is planning to undertake a full review of the UMUD and UR district language in the near future. At that time, it would be appropriate for the changes in the text that stem from the recommendations of this Plan to be incorporated.

