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Successful implementation of the *Murchison Road Corridor Plan* will depend to a great extent on the ability for local, private, and governmental entities to work together in collaboration. This “Action Plan” provides a summary of the implementation strategy, including a list of specific projects, a phasing plan, planning level cost estimates, available funding sources, and agencies responsible for implementing the vision. However, the nature of the recommendations does not require that all improvements are completed in unison. This should allow the City, FAMPO, and NCDOT the flexibility to implement in several phases while employing multiple funding sources to complete the project.

Many citizens expressed frustration during the charrette process over the lack of funding sources and time for implementation of the proposed improvements. Unfortunately, the planning, design, and construction of publicly-funded transportation projects typically takes ten years in environmentally sensitive areas. Local, state, and private partnerships offer strategic advantages to implementing improvements on a timely basis. The purpose of this implementation plan is to recognize these challenges and suggest strategies to address each challenge.

Some improvements will occur as a result of development and redevelopment opportunities. The majority of responsibility for implementing these recommendations will be a coordinated effort between NCDOT, the City of Fayetteville, and the Fayetteville Urban Area Metropolitan Planning Organization (FAMPO).

action plan

It is not expected that all of the listed items would be completed over the next two to five years; however, the process should be initiated to best take advantage of the momentum gained with the development of this plan. The following recommendations apply to the overall vision for the corridor as expressed by the local citizenry, stakeholders and elected officials. These recommendations can be initiated throughout the planning process and prior to any physical infrastructure improvements.

General Action Items	Time-frame	Responsible Party
Adopt the <i>Murchison Road Corridor Plan</i>	2008	City Council, FAMPO, NCDOT
As the corridor is improved and expanded minimize impacts that negatively affect the character and integrity of adjacent neighborhoods by introducing gateways or traffic calming improvements	2008	City Council, NCDOT
Apply the recommendations of this plan during the development review process. Use this plan as a tool to review proposed development projects as they locate and are implemented within the corridor	2009	City Planning Staff / NCDOT
Integrate the findings and recommendation of this plan into the FAMPO Long-Range Transportation Plan and Fayetteville Comprehensive Plan	2009	City Planning Staff / FAMPO
Work collaboratively with the Citizen Task Force (MRCTF) and NCDOT to secure funding and implement the vision and recommendations of the <i>Murchison Road Corridor Plan</i>	2009	City Council/ FAMPO/NCDOT
Develop a <i>Murchison Road Model Development Overlay Ordinance</i> as a tool to help guide future development/redevelopment activities through established standards thereby promoting consistent development patterns and access management along the corridor	2010	Hired Consultant/ City Council
Work with NCDOT (site plan development process) to construct access management improvements including intersection redesign, driveway consolidation, cross-access between properties, etc.	2010	City Planning/ Engineering Staff/ NCDOT





construction phasing

The timeframe needed for implementation was a consideration for the corridor study. Factors that can affect the timeframe may include:

- Funding availability
- Permitting
- Development/ Redevelopment Activities
- Right-of-way acquisition
- Public support or opposition

With this in mind, not all of the improvements can be made at one time. One of the guiding principles of this study is that the physical improvements to Murchison Road must occur prior to the full implementation of the Bragg Boulevard entrance restrictions or the opening of the new I-295 interchange. That is, the implementation of one of these two events could create a significant increase in traffic along the Murchison Corridor. Therefore, it is imperative that Murchison Road be improved to accommodate this anticipated increase in traffic. Currently, the NCDOT TIP shows the widening of Murchison Road north of US 401 Bypass outside its 2015 horizon year.

When preparing construction documents for the recommended improvements, City and State officials may still want to consider design treatments for select intersections (such as curb-casing around corners) to protect their investment from heavy truck traffic that remains in the corridor serving local destinations (i.e., delivery trucks for downtown businesses) after designation of the alternative route.

The following information provides the proposed timeframe of “phased” implementation. The timeframe of project recommendations is addressed in three phases. Projects in Phases I and II are identified for short to mid-term implementation prior to 2015. Phase III projects are identified for long-range implementation and are required prior to traffic diversion from Bragg Boulevard and/or I-295.

Short-Term Action Items*	Time-frame	Responsible Party
Fund a Street Tree Program. The City could develop a “volunteer” program and provide street trees to property owners. The program would require an agreement (easement) between the City and the adjacent land owners allowing the City to utilize this portion of the property. The concession should require the City to maintain the facilities after implementation	2011	City Planning Staff/ City Council
Integrate future bikeways, greenway, and trail networks (i.e., Cross Creek greenway) with the Murchison Road Corridor Plan to create an interconnected network	2011	City Planning Staff/ FAMPO
Create tax incentives and grant opportunities for property owners and potential developers to invest in the redevelopment of the two catalyst projects at Murchison Road/Pamalee Drive commercial center and the Washington Drive/High School site	2012	City Planning Staff/ Community Development/ City Council
Work with the development community/ property owners to install “at-grade” square loop design intersection improvements at Murchison Road/Pamalee Drive	2014	City Council/ NCDOT
Develop a wayfinding/signage program and implement along the entire Murchison Road corridor to guide visitors and limit driver confusion	2014	City-hired Consultant/ City Planning Staff/ NCDOT
Install intersection treatments at Murchison Road/Jasper Street including left-turns bays, sidewalks, crosswalks, transit pullouts, lighting, landscaping and signal upgrades in accordance with the concept design plans and NCDOT standards. Probable construction cost is \$500,000	2016	City Council/ NCDOT

* Project costs reflect construction costs as estimated at the start of construction. Estimate includes preliminary engineering, utilities, contingency, and inflation. ROW costs not included

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policy measures

The City/FAMPO should work with the NCDOT to ensure that the Murchison corridor is enhanced as development applications are considered. During the last 20 years, the neighborhood community was impacted by a limited number of new development projects, primarily due to the community neglect. This trend is expected to improve “inward” toward the neighborhoods as infill and redevelopment projects become more prevalent. The City and FAMPO should work cooperatively with the NCDOT by providing combined review and comment on proposed development applications. Additional policy-related recommendations include:

- Work with the Fayetteville Economic Development Administrator to actively pursue Community Development grant and Housing Assistance programs including Historically Underutilized Business (HUB) zone, Downtown Loan Program, Business Assistance Loan Program, and Facade Improvement Grant Program.
- Promote alternative modes of transportation through better street design for “complete streets” and developer participation.
- Adopt a land development ordinance that requires developers to implement the “intent” of recommended improvements for the **Murchison Road Corridor Plan**, building in flexibility for access and design to fit their individual development schemes.
- Promote the FAST Route #12 in the city through enhanced transit amenities including bus “pull-outs”, pedestrian-level lighting, decorative bus shelters, and highly-visible crosswalks.
- Adopt an access management overlay ordinance. The ordinance will provide a legal framework for the City to administer and enforce consistent access management standards along the corridor. The ordinance should contain rules and requirements for the “core” components of a comprehensive access management strategy, including minimum spacing standards for traffic signals, median openings, and driveways; and provisions for corner clearance. The ordinance also should require cross access between adjacent commercial properties, consolidation/elimination of excessive driveways, and retrofitting site access to the side and rear portions of the site.

Mid-Term Action Items*	Time-frame	Responsible Party
Widen Murchison to 6-lane with plantable median (15' wide), sidewalks and street trees from Bernadine Street to Pamalee Drive (TIP # U-4900). Construct quadrant intersection system and signals at Murchison and Pamalee Drive. Median breaks should be spaced according to the concept design plans and NCDOT standards. Probable construction cost is \$26,450,000	2017-2018	City Council/ NCDOT
Change the posted speed limit along Murchison Road as “phased improvements” are implemented. From I-295 to Pamalee, change speed limit to 45 mph. Change speed limit from Pamalee to Langdon to 35 mph and from Langdon to MLK to 30 mph.	2016	City Council/ NCDOT
Install gateway/landscape treatments at key transition areas including Cumberland Street, future I-295 interchange and Murchison Rd/Pamalee Drive	2016	City Planning/ City Council
Construct a 10' greenway from Rowan Park to Langdon. This new bike and pedestrian facility should connect the MLK Park, Bronco Square, Glenville Lake, and FSU Campus. Probable construction cost is \$850,000	2017	City Council/ NCDOT
Improve Murchison to 4-lane with brick median (7' wide), sidewalks and street trees from Langdon Street to just south of Cumberland Street. Median breaks should be spaced according to the concept design plans and NCDOT standards. Probable construction cost is \$5,100,000	2020	City Council/ NCDOT
Improve Murchison to 4-lane with plantable median (12' wide), sidewalks and street trees from Pamalee Dr. to Langdon St. Median breaks should be spaced according to the concept design plans and NCDOT standards. Probable construction cost is \$9,350,000	2020	City Council/ NCDOT

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funding opportunities

The construction of corridor-wide improvements can occur through adoption of local policies and programs and state programs, as well as through the receipt of private contributions. With this in mind, it will be important for the City of Fayetteville, FAMPO and NCDOT to identify funding sources to implement the recommendations of this plan. While some projects and programs will be funded by the City or NCDOT, alternatives are available to provide financial support for implementing corridor recommendations. The following funding opportunities should be considered to implement the recommendations presented in this plan:

- Lobby NCDOT and members of the State Board of Transportation (BOT) to include partial funding of the design and implementation of recommended improvements in the next Transportation Improvement Program (TIP).
- Leverage NCDOT District funding allocations for “spot safety” improvement monies to implement safety improvements at key intersections along the Murchison Road corridor.
- Pursue NCDOT STP-Enhancement Grant funding to install greenways and pedestrian and bike provisions along the corridor and at key signalized intersection locations (e.g., pedestrian lighting, crosswalks, and pedestrian countdown signals). These funds are administered through a grant program with a 20% local match requirement.
- Pursue Economic Development funding through NCDOT Division 6 for recommended improvements near the Pamalee Crossroads district.
- Solicit NCDOT Division Hazard Elimination, Governor’s Highway Safety Program (GHSP), Small Construction and Contingency funds improvement monies to implement corridor access and safety improvements at key intersections along the Murchison corridor beginning with the Cumberland, Langdon and Jasper Street intersections.

Long-Term Action Items*	Time-frame	Responsible Party
Construct a 10’ greenway along the Little Cross Creek from Glenville Lake to the proposed Shaw Mill Road Community Park. This new bike and pedestrian facility should connect the Glenville Lake, Mintz Pond, and Kornbow Lake. Probable construction cost is \$2,275,000	2018	City Council/ NCDOT
Construct a 10’ greenway along the Cross Creek from Cumberland Street gateway to Country Club Drive. This new bike and pedestrian facility should connect the FSU Campus, and the Holly Springs and Lakecrest communities. Probable construction cost is \$ 2,640,000	2023	City Council/ NCDOT
Construct a 10’ greenway along the Cross Creek from Country Club Drive to Fort Bragg. This new bike and pedestrian facility should connect the Country Club, Rose Lake and Shaw Mill communities. Probable construction cost is \$1,765,000	2025	City Council/ Fort Bragg

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CHAPTER 4

LOCAL PROGRAMS

Local funds should be used for improvements identified by the plan as being necessary to improve the safety, mobility, and aesthetics of the Murchison Road corridor. Usually these projects are most successful when additional funding can be secured to help lessen the burden to the City. Local funding sources tend to be flexible and in some communities can include general revenue expenditures, local bond programs, and proceeds from bond programs.

Powell Bill – Powell Bill funds are collected by the state in the form of a gasoline tax. The amount of these funds distributed to a municipality is based on the number of street miles to be maintained and the City's population. These monies can be used for maintenance-related improvements or sidewalk construction.

Transportation Bonds – Fayetteville and other NC cities have had a successful history of utilizing transportation bonds in the strategic implementation of local roadways, transit, and non-motorized travel throughout the region. Voters in communities both large and small regularly approve the use of bonds in order to improve their transportation system. Some improvements identified in this plan could be candidates for funding from a future transportation bond program.

If the Murchison Road improvements are implemented as part of the city's Capital Improvement Program with special local funding, the following sources may also be applicable:

Community Development – A vast array of community assistance programs are provided by the Community Development Department within the City of Fayetteville. Several programs apply to HUB (Historically Underutilized Business Zone) districts such as the Murchison Road corridor. Programs specifically tailored to supporting local businesses include Historically Underutilized Business (HUB) zone, Downtown Loan Program, Business Assistance Loan Program, and Facade Improvement Grant Program. Housing assistance programs include Owner-Occupied Housing Rehabilitation Program, Investor/Owner Housing Program and the Acquisition/Demolition Program.

Adequate Public Facilities Ordinances (APFOs) – Also referred to as Concurrency Regulations, adequate public facilities ordinances allow local governments to deny or delay new developments if existing government services (water and sewer, roads, schools, fire and police) cannot support it. APFOs place the burden on developers to ensure adequate services are in place for new developments they propose, fund such improvements or postpone plans until such services are in place. State legislation allows municipalities to enact such regulations.

STATE & FEDERAL PROGRAMS

In comparison with local funds, state and federal funds are not as flexible in terms of their use. Projects funded by these programs usually focus on the needs required by vehicles, either in terms of capacity or safety — for example, widening projects. It can be difficult to secure these funds for alternative transportation projects (i.e., streetscape, safety or bike/pedestrian).

On August 10, 2005, the President signed into law the Safe, Accountable, Flexible, Efficient Transportation Equity Act: A Legacy for Users (SAFETEA-LU). With guaranteed funding for highways, safety, and public transportation totaling \$244.1 billion, SAFETEA-LU represents the largest surface transportation investment in our nation's history. Provisions address specific safety issues, including pedestrian and bicycle safety.

Other than the programs listed previously, additional state and federal funding programs include:

NCDOT Transportation Improvement Program (TIP) – The state's Transportation Improvement Program (TIP) supports communities through an array of funding resources including Federal Aid Construction Funds and State Construction Funds. As part of the application process, strict criteria must be met before project selection. Criteria include providing right-of-way information, meeting a set of design standards, showing a need for a project, local support of the project, and the inclusion of the project in the community's planning processes.



NCDOT Hazard Elimination Program – These funds are a subset of the State Transportation Improvement Program (STIP) funding, constituting 10% of a state’s funds. This program is intended to inventory and correct the safety concerns of all travel modes.

Tax Increment Financing (Self-Financing Bonds) - A new way to fund public involvement in private development projects became available in 2004 when North Carolina voters approved self-financing bonds, also known as tax increment financing (TIF). To qualify for self-financing bonds, a development must include private and public expenditures that will result in job creation and an expansion of a local government tax base. The development must create more than \$150 million increment or increase in property value in a defined district. The location of the new development must be in a section of a community that is deteriorated, undeveloped, underdeveloped or in need of rehabilitation. Examples of eligible projects are new manufacturing plants, reuse of abandoned or vacant facilities, affordable housing, commercial developments in inner-city areas and redevelopment of areas damaged by environmental pollution or natural disasters.

Public participation is financed through bond issuances. The bonds are based on and paid back by the difference in the incremental value and the base value. Over the lifetime of the district, bonds can be issued at different times to fund a number of projects. In other words, the net gain in property tax values created by new investment in the district generates additional revenue without raising the property tax rate. The estimated increase in property values provides the basis for bonds to be issued. The sale of the bonds provides the cash for public improvements in the district such as road enhancements, water and sewer lines, sidewalks, curb and gutter, drainage systems, street lights or parks. The additional property tax revenue from the district then pays back the bonds. When the bond debt is retired, the property tax revenues return to the city.

Governor’s Highway Safety Program (GHSP) – The Governor’s Highway Safety Program is committed to enhancing the safety of North Carolina roadways. To achieve this, GHSP funding is provided through an annual program, upon approval of specific project requests, to undertake a variety of safety initiatives. Communities may apply for a GHSP grant to be used as seed money to start a program to enhance highway safety. Once a grant is awarded, funding is provided on a reimbursement basis and evidence of reductions in crashes, injuries, and fatalities is required.

Other funding options such as Grant Anticipation Revenue Vehicles (GARVEE bonds) and funding from the Transportation Infrastructure Finance and Innovation Act of 1998 (TIFIA) were reviewed but are not applicable to this project due to the project size and type.

PUBLIC/PRIVATE INITIATIVES

Developer Contributions – Through diligent planning and early project identification, regulations, policies, and procedures could be developed to protect the Murchison Road study area and require contributions (mainly landscaping, cross-access and connectivity improvements) from developers when property is subdivided, developed or redeveloped. To accomplish this goal, it will take a cooperative effort between local planning/engineering staff, NCDOT planning staff, and the development community.

Impact Fees – Developer impact fees and system development charges are another funding option for communities looking for ways to pay for transportation infrastructure. They are used most commonly for water and wastewater system connections or police and fire protection services, but they have been used recently to fund school systems and pay for the impacts of increased traffic on existing roads. Impact fees place the costs of new development directly on developers and indirectly on those who buy property in the new developments. Impact fees free other taxpayers from the obligation to fund costly new public services that do not directly benefit them. Although other states in the country use impact fees, they have been controversial in North Carolina and only a handful of communities have approved the use of impact fees. The use of impact fees requires special authorization by the North Carolina General Assembly.