



Forward Monroe

Land Use and Transportation Plan

Adopted April 10, 2018

ACKNOWLEDGEMENTS

Forward Monroe is the direct result of the collaborative efforts between residents, business owners, elected officials, and stakeholders. We extend our sincere appreciation to those who participated in the planning process and guided the development of this plan. Everyone's time, input, and energy are greatly appreciated.

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STARTING POINT



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INTRODUCTION

Forward Monroe is the city's blueprint for development, its growth strategy, and the foundation upon which future land use and transportation decisions will be based. The plan responds to existing challenges, anticipates future needs, and prepares the community to accommodate future growth. The plan will guide future city-wide plans, small area plans, land development regulations, capital projects, and other programs and services.

At its core, *Forward Monroe* expresses the community's vision, identifies the community's values, and outlines the plans, programs, policies, and projects that will fulfill the vision over time. As with any plan, *Forward Monroe* will need to be revisited every five years to reflect changing conditions and newly available information.

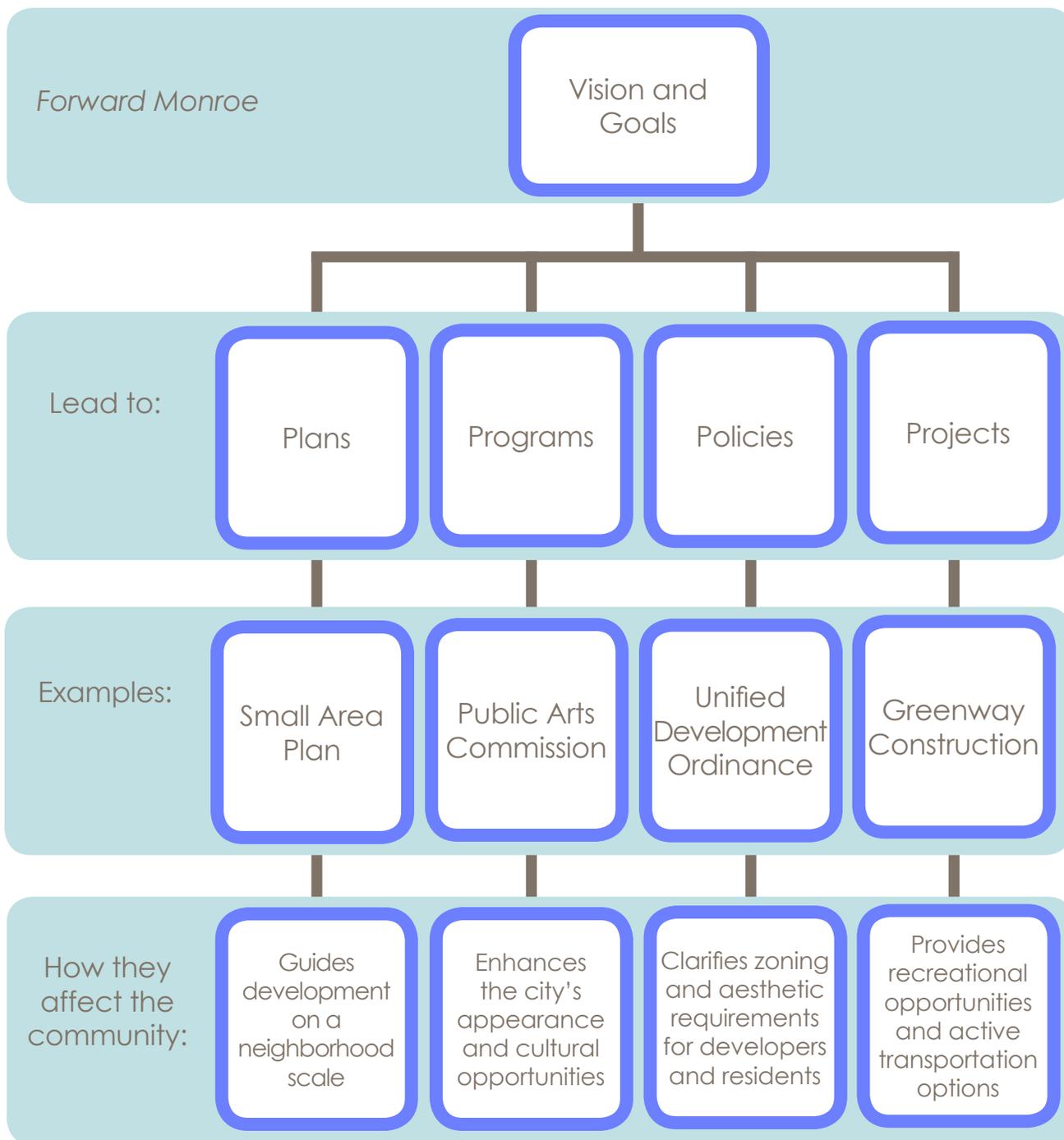
WHY IS A GROWTH STRATEGY IMPORTANT?



A city's growth strategy is crucial when preparing for future growth and emerging challenges such as traffic congestion, housing needs, and economic sustainability. People need a safe and secure place to live, a healthy economy that provides jobs, ways to get around, strong schools, and quality recreational opportunities. It is the responsibility of the city leadership to provide public services and facilities, develop policies, and adopt standards that guide growth in a way that addresses the needs of its people. *Forward Monroe* establishes the community's vision and documents these needs. It also establishes a set of plans, programs, policies, and projects that directly influences how our city will grow and change over time. As Monroe's foundational policy document, *Forward Monroe* sets a course of action for future initiatives to work in unison toward a common goal.

WHY FORWARD MONROE?

Monroe is a city in motion. It's in the path of growth and is responding to changes in the city, county, and region. The name *Forward Monroe* captures the notion that the city is being proactive in establishing a desired vision and the incremental steps to achieve it. *Forward Monroe* is a living document—one that the community can revisit as goals are met or things change.



As an “umbrella” document, *Forward Monroe* guides other city plans, capital projects, regulations, and programs—all of which affect the community in large and small ways.

WHAT IS IN THE PLAN

Forward Monroe is designed to be a readable, functional document that will guide the City's future development and outline the City's transportation priorities. This plan is organized into six chapters.

- ▶ **Chapter 1 | Starting Point:** Provides a foundation for understanding the Plan, how it was developed and how it will be used.
- ▶ **Chapter 2 | Guiding Statements:** Describes how community input yielded a vision and set of community themes that percolate throughout the process.
- ▶ **Chapter 3 | Land Use:** Shows the outcome of a data-driven process that yielded a blueprint for future growth and development.
- ▶ **Chapter 4 | Transportation:** Shows how multimodal transportation strategies and street design respond to and support the community's growth strategy.
- ▶ **Chapter 5 | Demonstration Areas:** Shows how the growth and transportation strategies intersect within selected small areas.
- ▶ **Chapter 6 | Action Plan:** Identifies and prioritizes the necessary plans, programs, policies, and projects to fulfill the community's vision.

HOW THE PLAN WILL BE IMPLEMENTED

Adopting *Forward Monroe* is the first step toward shaping the City's future, and implementing the plan requires a combination of short- and long-term actions. Some of the short-term actions include amending regulations (such as the Unified Development Ordinance) and approving rezoning applications that align with *Forward Monroe's* land use strategy. Long-term actions include neighborhood and small area planning; guiding transportation projects through the construction process; monitoring, evaluating, and amending the plan as conditions change; and allocating local resources to spur the City's development in the direction envisioned in the plan.

WHEN THE PLAN WILL BE UPDATED

Even though *Forward Monroe* is intended as a long term guide, the plan will work best if used as a living document that is periodically revisited and updated to address new challenges and changing circumstances. Monroe's Planning and Development Department will oversee an amendment process that is recommended to occur every five years.

HOW THE CITY USES THE PLAN

As a blueprint for staff and elected officials, *Forward Monroe* is designed as a reference document to inform land use decisions, transportation strategies, and public investment choices. It is anticipated to be used in the following ways:

- ▶ **City Council:** To inform decisions as land use proposals are evaluated without restricting the ability to adapt to changes in the market and community preferences.
- ▶ **City Staff:** To align department policies, budget decisions, and incremental decisions with the community's long-term vision.
- ▶ **Boards and Commissions:** To clarify the community's vision and encourage consistency as decisions are made.

HOW OTHERS USE THE PLAN

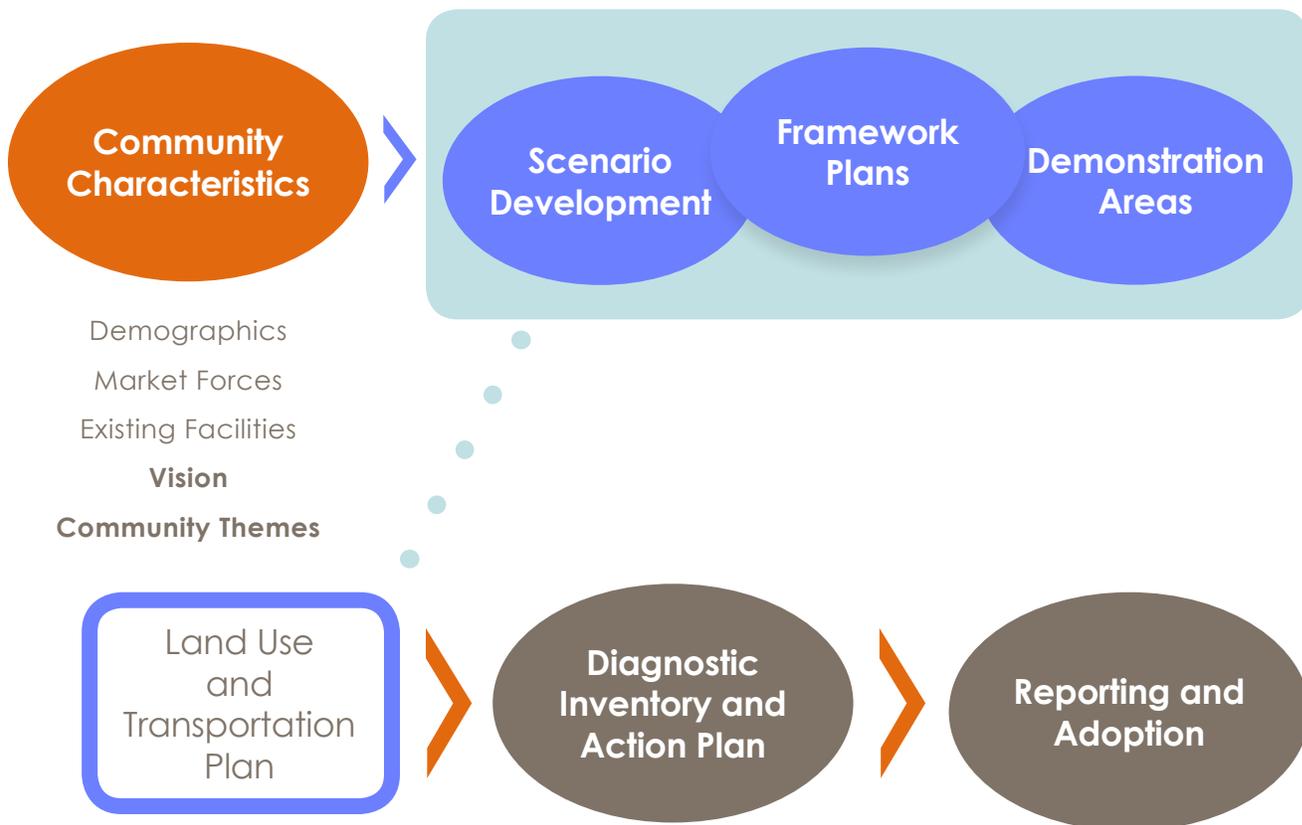
Forward Monroe is intentionally broad and far reaching. It also is designed to be used by a variety of groups and individuals with diverse interests in the City and its future, such as:

- ▶ **Businesses:** To identify where the City is targeting growth and investment and where development decisions may be streamlined.
- ▶ **Residents:** To understand future land use and transportation objectives and policies and how quality of life could be affected.
- ▶ **Community Leaders:** To foster ongoing dialogue that maintains forward progress toward common goals.
- ▶ **Development Community:** To learn what and where certain types of growth are desired and understand expectations for good design and purposeful planning.
- ▶ **Agencies:** To align agency goals and strategies with the community's vision and priorities.

OUR PROCESS

Forward Monroe was initiated to create a plan that best positions the community to achieve success against a set of goals and metrics that are clear, relatable, and important to city leaders and residents. The underlying philosophy is based on the belief that planning should be done by community leaders, citizens, and stakeholders. Participants should not only value the process and support the outcome, but also have a clear understanding of how to execute and achieve desired results.

As illustrated below, *Forward Monroe* followed an intuitive process to arrive at a blueprint for the future. The first phase, **Community Characteristics**, documented existing conditions and identified the vision and community themes introduced in the pages that follow. The **Plan Development** phase balanced technical analysis with framework plans for the community's most important resources. Additional detail for key locations (i.e. catalyst sites) within the city was provided through a set of demonstration area studies. This phase yielded a **Land Use and Transportation Plan**. Once the plan was set, the **Diagnostic Inventory and Action Plan** identified a phased set of strategies to achieve the community's vision. The entire process was communicated and memorialized during the **Reporting and Adoption** phase, the keystone of which is this report.





OUR CITY

The City of Monroe is approximately 25 miles southeast of Charlotte and is the government seat for Union County, one of North Carolina's—and the nation's—fastest growing counties during the past 10 to 20 years. Monroe benefits from its proximity and relative ease of access to the region's core and surrounding activity centers. It enjoys good access via major roadways in the region today, and in the case of the Monroe Expressway, in the near future.

But there's more to Monroe than its proximity to Charlotte and access to major highways. Monroe boasts an appealing downtown surrounded by historic neighborhoods, an abundance of city and county government activities, a growing industrial base, one of the region's most active municipal airports, and a healthcare network that attracts people from well beyond the city's borders. A deep dive into the city's demographic trends as part of *Forward Monroe* showed that the city truly is moving forward. This motion occurs with an understanding that Monroe is...

- ▶ a diverse community.
- ▶ in the path of growth.
- ▶ more than a bedroom community.
- ▶ poised for change.

These characteristics are explored in the pages to come.

The *Forward Monroe* study area includes the city itself and its urban growth area. In total, the study area covers approximately 63 square miles, 30 of which are within the city limits. The area is served by a multi-layered transportation network highlighted by US 74 and US 601, the Charlotte-Monroe Executive Airport, and the CSX railroad. Today, the most workhorse roadway in the city is US 74, which serves as a busy east-west route through the region and remains a common route from Charlotte and points west to popular beach towns from Jacksonville, NC to Myrtle Beach, SC. The Monroe Expressway is expected to greatly affect regional and local travel habits when it opens to traffic in late 2018 as the region's first modern toll road.

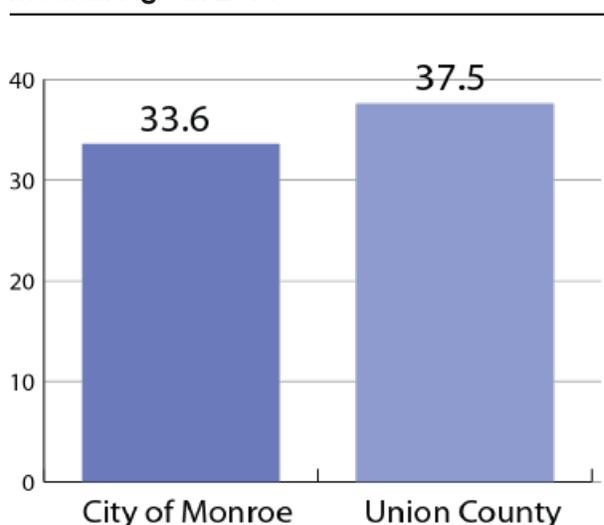
MONROE IS...

A DIVERSE COMMUNITY.

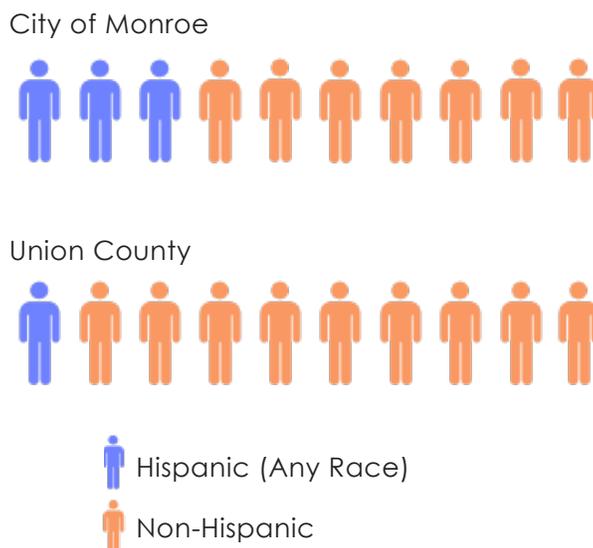
MONROE IS YOUNGER THAN THE REST OF UNION COUNTY, HAS A GROWING HISPANIC POPULATION, AND A BALANCED ECONOMIC BASE.

Diversity in the City of Monroe extends in many directions. With a median age of 33.6 in 2014, the city is comparably younger than the rest of Union County. Likewise, the percentage of Hispanic residents has increased significantly in the past 10 years, growing from 21.4% to 29.4%. Diversity also extends to the employment sector, which reflects a relatively balanced economic base.

Median Age in 2014



Hispanic Residents (Any Race)



WHAT IT MEANS

Monroe's place as the cultural heart of Union County is well-solidified. The diversity of its people and the balance of its economy gives the community something to leverage in a competitive marketplace. In the decades that follow, embracing this diversity will support the various strategies outlined in *Forward Monroe*. The city also will need to be nimble as it seeks ways to address the social needs unique to its growing Hispanic population.

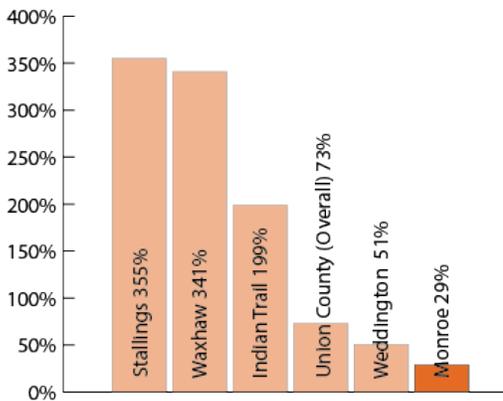
MONROE IS...

IN THE PATH OF GROWTH.

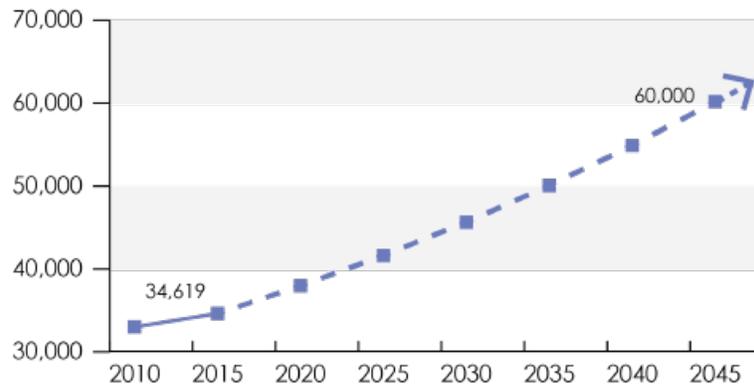
THE CITY OF MONROE'S POPULATION INCREASED FROM 11,300 IN 1970 TO 34,600 IN 2015. THAT'S A 206% INCREASE!

Monroe's central role in Union County and its economy, urban core, historic neighborhoods, and transportation infrastructure are ripe assets to attract and sustain growth. Union County is one of the ten fastest growing counties in the United States, and though Monroe is not growing as rapidly as other area municipalities, the city is still likely to see a population surge in the coming decades. By 2045, Monroe could add up to 25,000 residents to the 34,600 people who lived in the City in 2015. More jobs, shops, restaurants, and activity centers will follow.

Union County Population Growth, 2000-2015



City of Monroe Projected Population



Source: U.S. Census Bureau, CRTPO Projections

WHAT IT MEANS

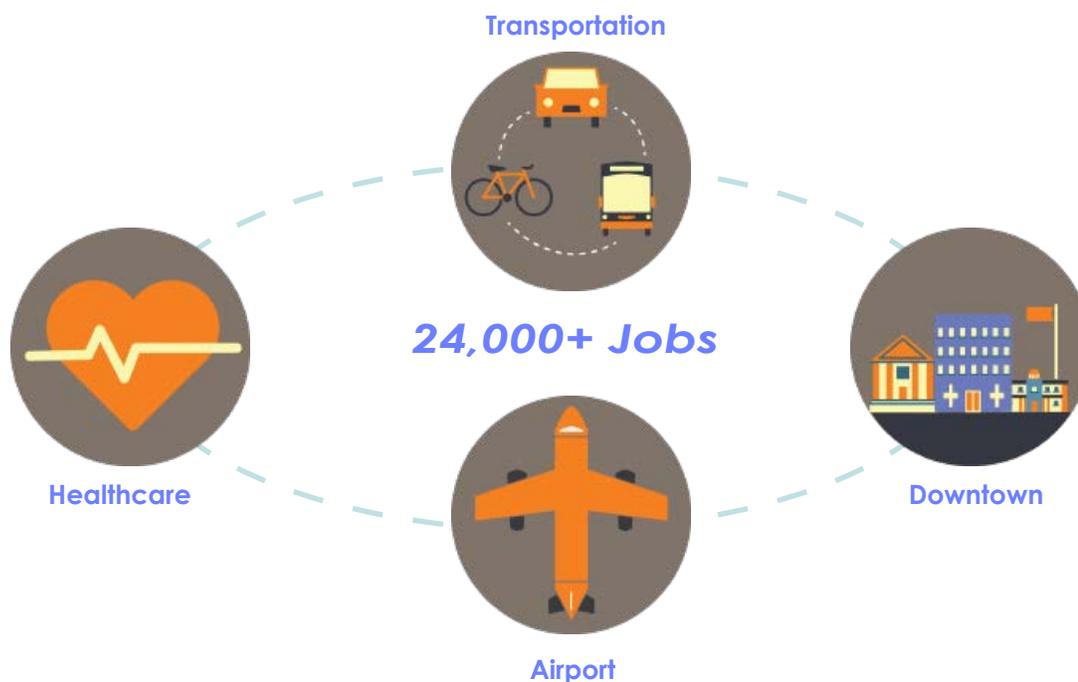
Monroe is expected to grow. If done well, this growth will be an important part of achieving the vision outlined in *Forward Monroe*. The first step is seeing growth as an opportunity to enhance what is uniquely Monroe. The second step is getting ahead of growth by preparing for the increased demands that will be placed on services and infrastructure.

MONROE IS...

MORE THAN A BEDROOM COMMUNITY.

NEARLY HALF OF THE JOBS IN UNION COUNTY ARE LOCATED IN THE CITY OF MONROE.

Although Charlotte is home to the largest concentration of jobs in the region, Monroe has nearly 24,000 jobs that take advantage of an abundance of transportation access, the historic downtown as the county seat, regional healthcare facilities, and the presence of an executive airport.



WHAT IT MEANS

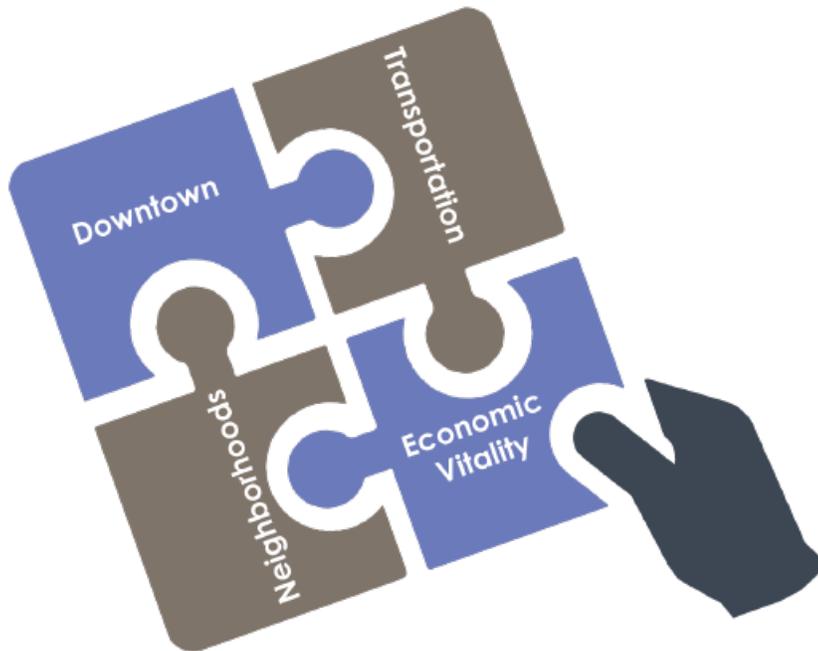
The City of Monroe's robust employment base enables it to make strategic decisions that leverage proximity to established job centers. Monroe is in a position to continue to capture a larger share of the region's jobs by focusing on key features such as improving transportation access to existing and emerging centers. The City should work with Monroe-Union County Economic Development Corporation to prioritize policies and the use of incentives to build the job base and to remain competitive in the regional marketplace.

MONROE IS...

POISED FOR CHANGE.

THROUGH THE FORWARD MONROE AND TRANSFORM MONROE PROCESSES, THE CITY IS SETTING A VISION FOR GROWTH AND PUTTING THE TOOLS IN PLACE TO IMPLEMENT IT.

The people of Monroe, the staff that serves them, and the elected officials that guide them have a vested interest in establishing and achieving a community vision. *Forward Monroe*, which includes the City's future land use map and a set of transportation recommendations, represents one of many initiatives set in motion during the past decade to guide future decisions. *Transform Monroe*, the city's full-scale update to its Unified Development Ordinance, represents the logical next step.



WHAT IT MEANS

The best way to predict the future is to create it. The City of Monroe is setting a process in motion to better achieve a vision that promotes growth without sacrificing the quality of its neighborhoods, the vibrancy of its downtown, or the capacity of its transportation network.

MAP INVENTORY

The deep dive into the city's demographic trends was supplemented with a comprehensive inventory of maps depicting existing conditions. The maps that follow focus on land use, natural resources, built environment, and transportation.

FUNCTIONAL CLASSIFICATION

- Classifies the existing roadway network based on design characteristics.

TRAFFIC AND SAFETY

- Shows 2013 and 2014 average annual daily traffic and locations of reported crashes from August 2011 to July 2014 (NCDOT).

TRAFFIC CONGESTION

- Shows congested corridors based on the Metrolina Regional Travel Demand Model.

GENERALIZED ZONING (EXISTING)

- Shows consolidated zoning districts by parcel for the City's current ordinance, which is in the process of being updated as part of the *Transform Monroe* initiative.

DEVELOPMENT STATUS

- Categorizes the study area into three types of existing development status based on tax data.

NATURAL RESOURCES

- Shows significant natural features in the study area, including conservation land, parks, wetlands, and floodplains.

COMMUNITY RESOURCES

- Shows community resources such as civic buildings, historic sites, major employers, and retail nodes.

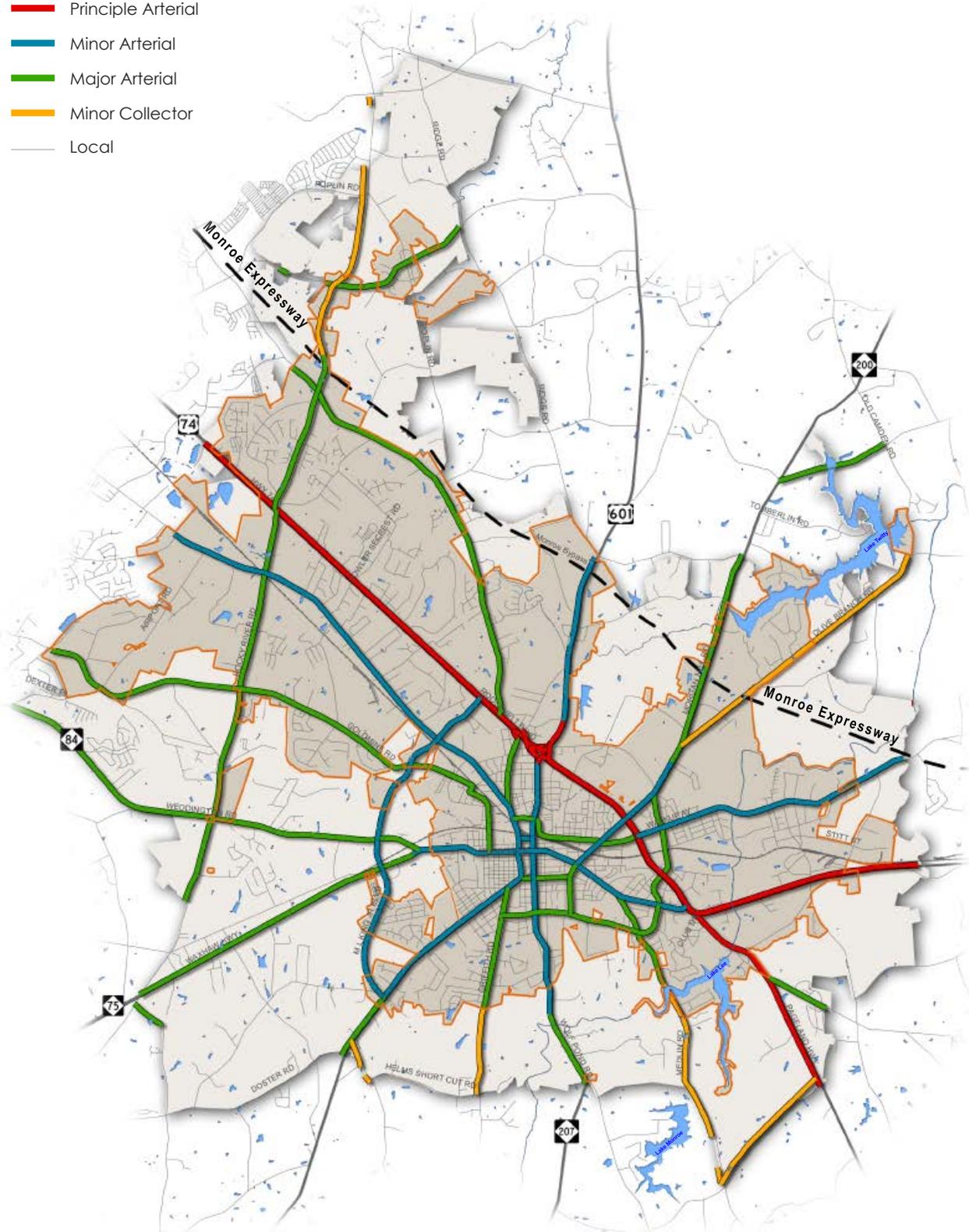
WATER AND SEWER INFRASTRUCTURE

- Highlights existing utility lines, treatment plants, and infrastructure that serves the *Forward Monroe* study area.

Functional Classification

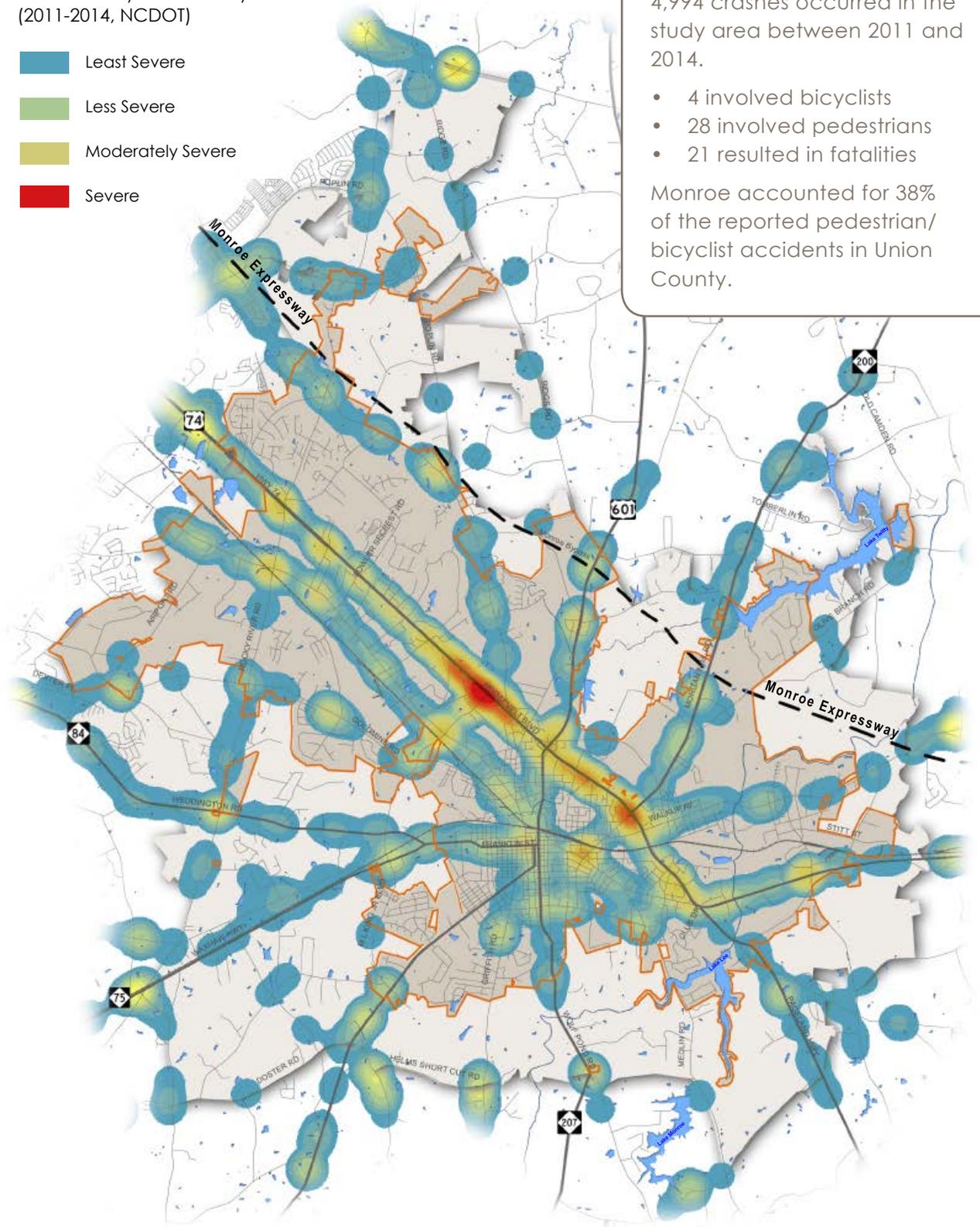
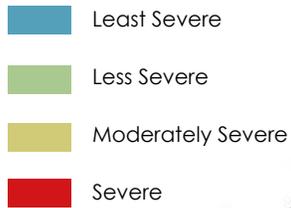
Figure 1.2

- Principle Arterial
- Minor Arterial
- Major Arterial
- Minor Collector
- Local



Traffic Safety Figure 1.3

Crash Density and Severity
(2011-2014, NCDOT)



4,994 crashes occurred in the study area between 2011 and 2014.

- 4 involved bicyclists
- 28 involved pedestrians
- 21 resulted in fatalities

Monroe accounted for 38% of the reported pedestrian/bicyclist accidents in Union County.

Traffic Congestion

Figure 1.4

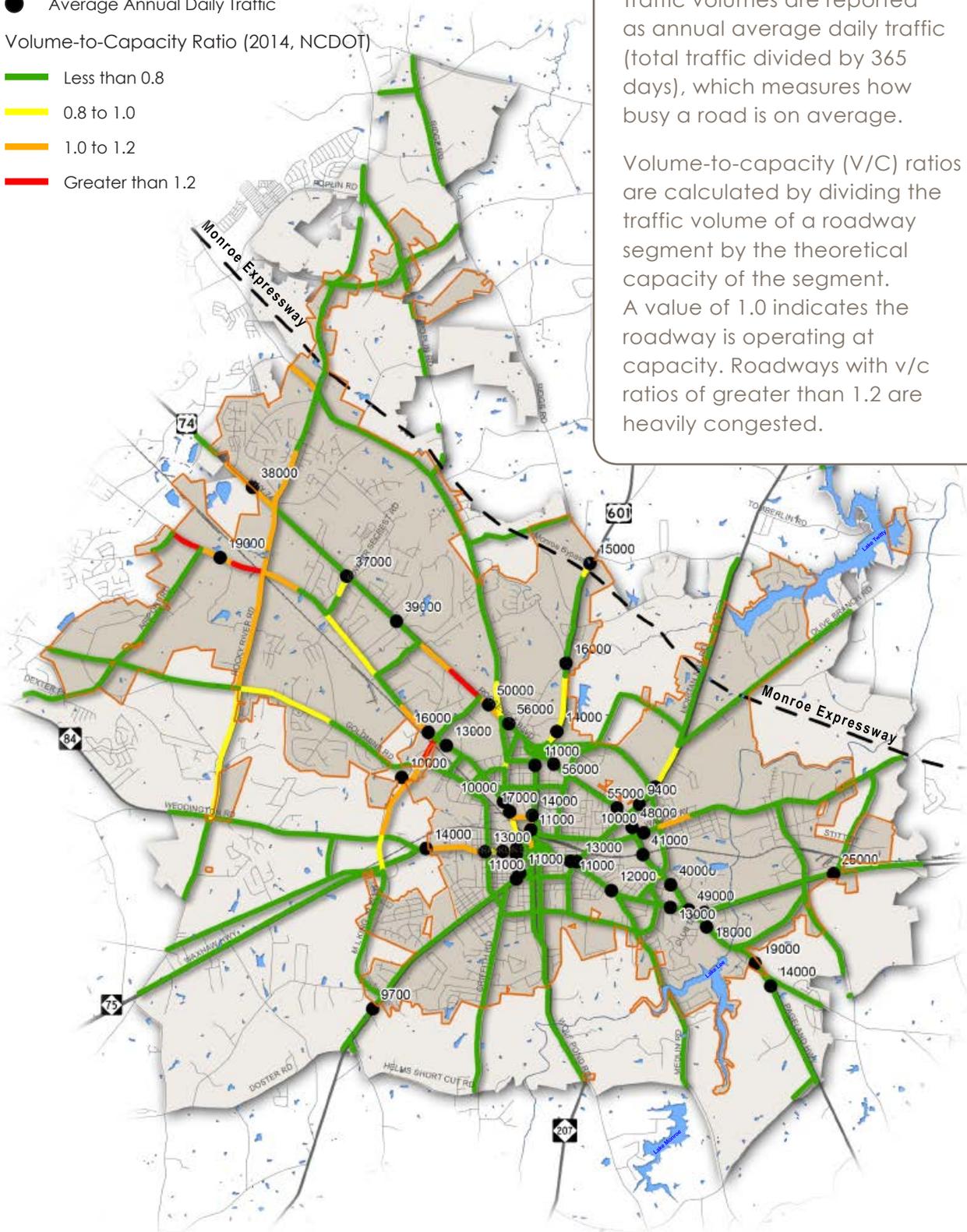
● Average Annual Daily Traffic

Volume-to-Capacity Ratio (2014, NCDOT)

- Less than 0.8
- 0.8 to 1.0
- 1.0 to 1.2
- Greater than 1.2

Traffic volumes are reported as annual average daily traffic (total traffic divided by 365 days), which measures how busy a road is on average.

Volume-to-capacity (V/C) ratios are calculated by dividing the traffic volume of a roadway segment by the theoretical capacity of the segment. A value of 1.0 indicates the roadway is operating at capacity. Roadways with v/c ratios of greater than 1.2 are heavily congested.

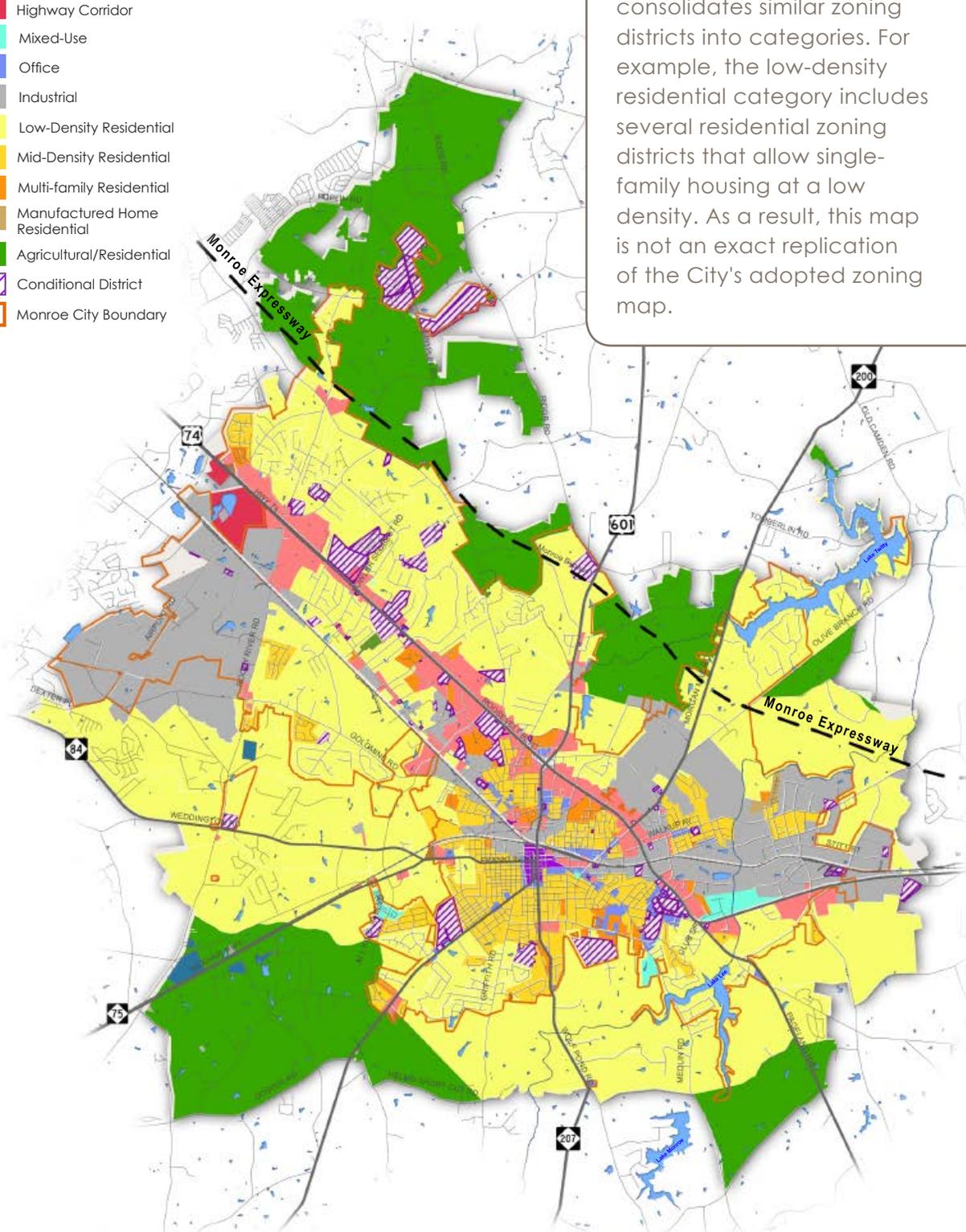


Generalized Zoning (Existing)

Figure 1.5

- Central Business District
- General Business/Commercial
- Highway Corridor
- Mixed-Use
- Office
- Industrial
- Low-Density Residential
- Mid-Density Residential
- Multi-family Residential
- Manufactured Home Residential
- Agricultural/Residential
- Conditional District
- Monroe City Boundary

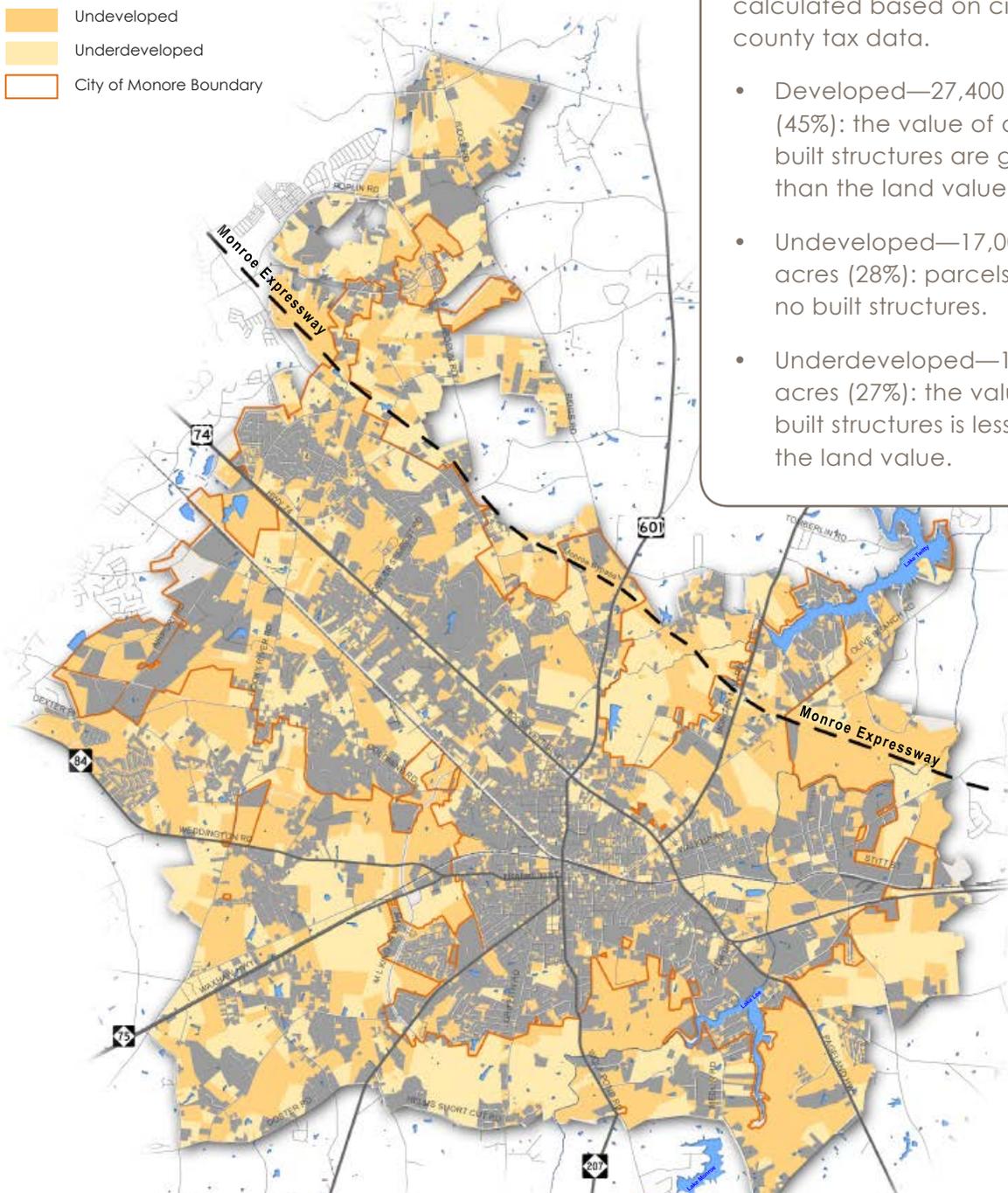
For simplification, this map consolidates similar zoning districts into categories. For example, the low-density residential category includes several residential zoning districts that allow single-family housing at a low density. As a result, this map is not an exact replication of the City's adopted zoning map.



Development Status

Figure 1.6

- Developed
- Undeveloped
- Underdeveloped
- City of Monroe Boundary



Development status is calculated based on city and county tax data.

- Developed—27,400 acres (45%): the value of any built structures are greater than the land value.
- Undeveloped—17,000 acres (28%): parcels with no built structures.
- Underdeveloped—16,700 acres (27%): the value of built structures is less than the land value.

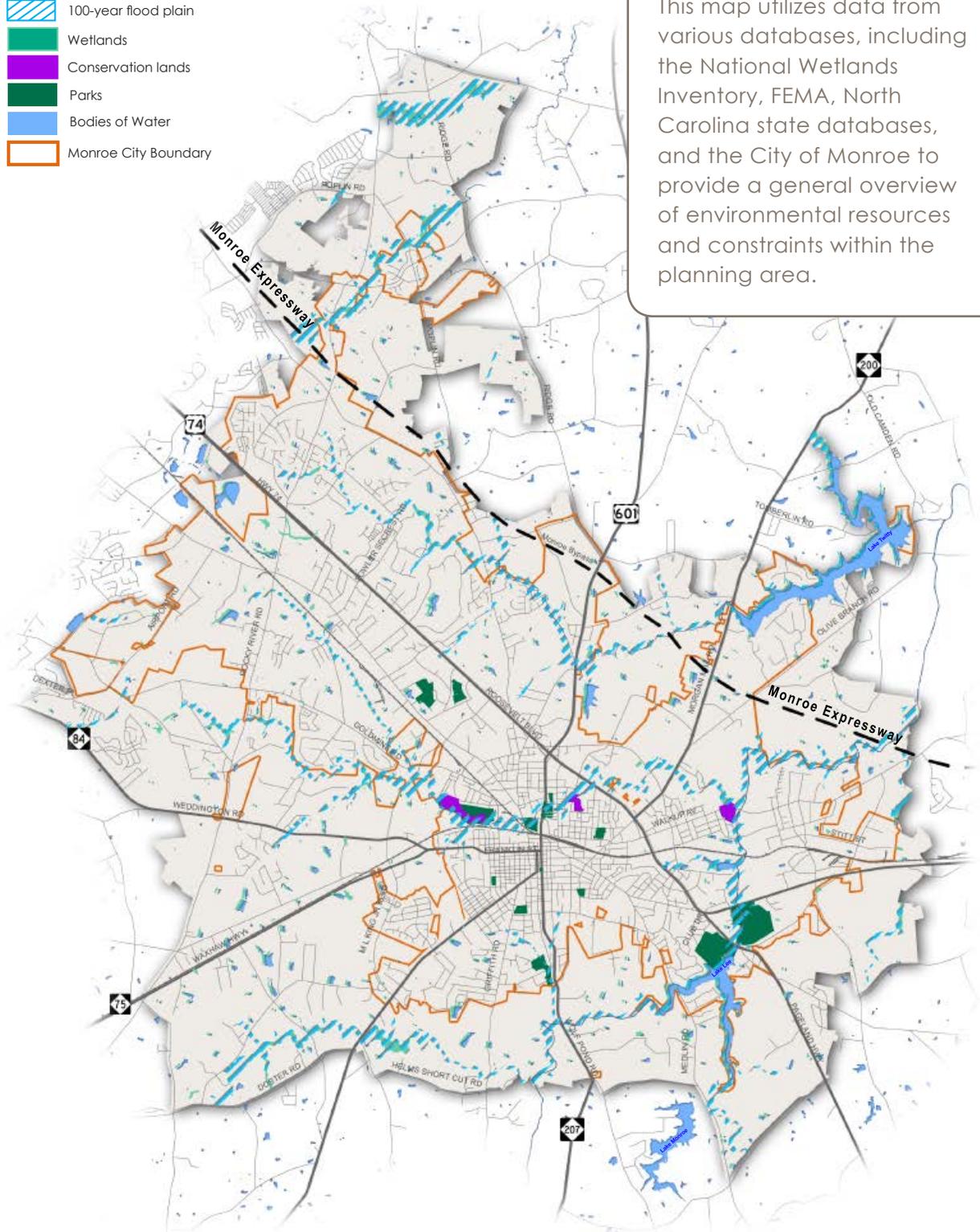
The intent of a land use plan is to guide development based on an understanding of current development status, likely development trends, and desired development patterns. *Forward Monroe* communicates development status in three categories using tax parcel data. The digital growth model used to evaluate land use alternatives only assigns new growth to parcels that can receive it, namely undeveloped and underdeveloped parcels.

Natural Resources

Figure 1.7

-  100-year flood plain
-  Wetlands
-  Conservation lands
-  Parks
-  Bodies of Water
-  Monroe City Boundary

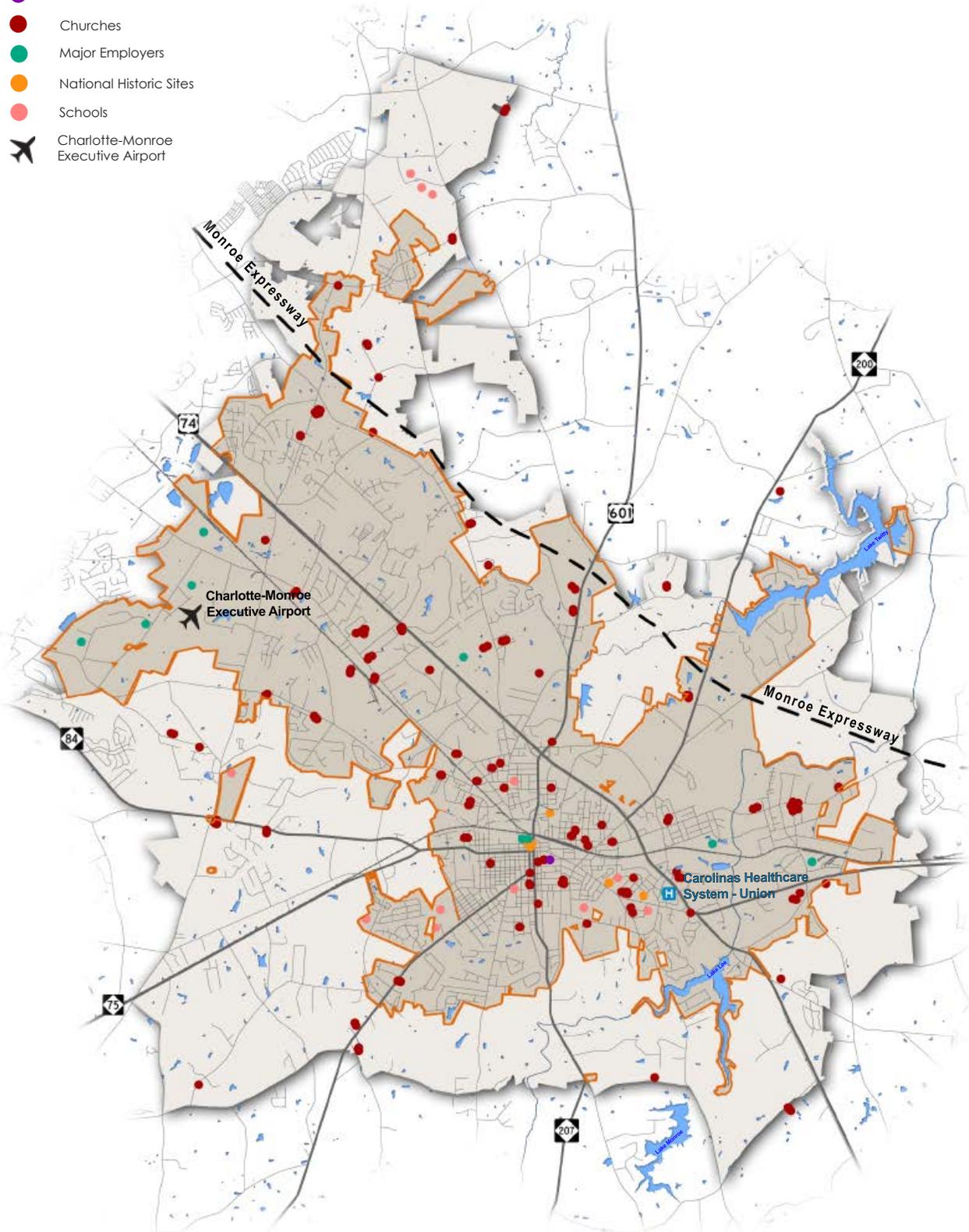
This map utilizes data from various databases, including the National Wetlands Inventory, FEMA, North Carolina state databases, and the City of Monroe to provide a general overview of environmental resources and constraints within the planning area.



Community Resources

Figure 1.8

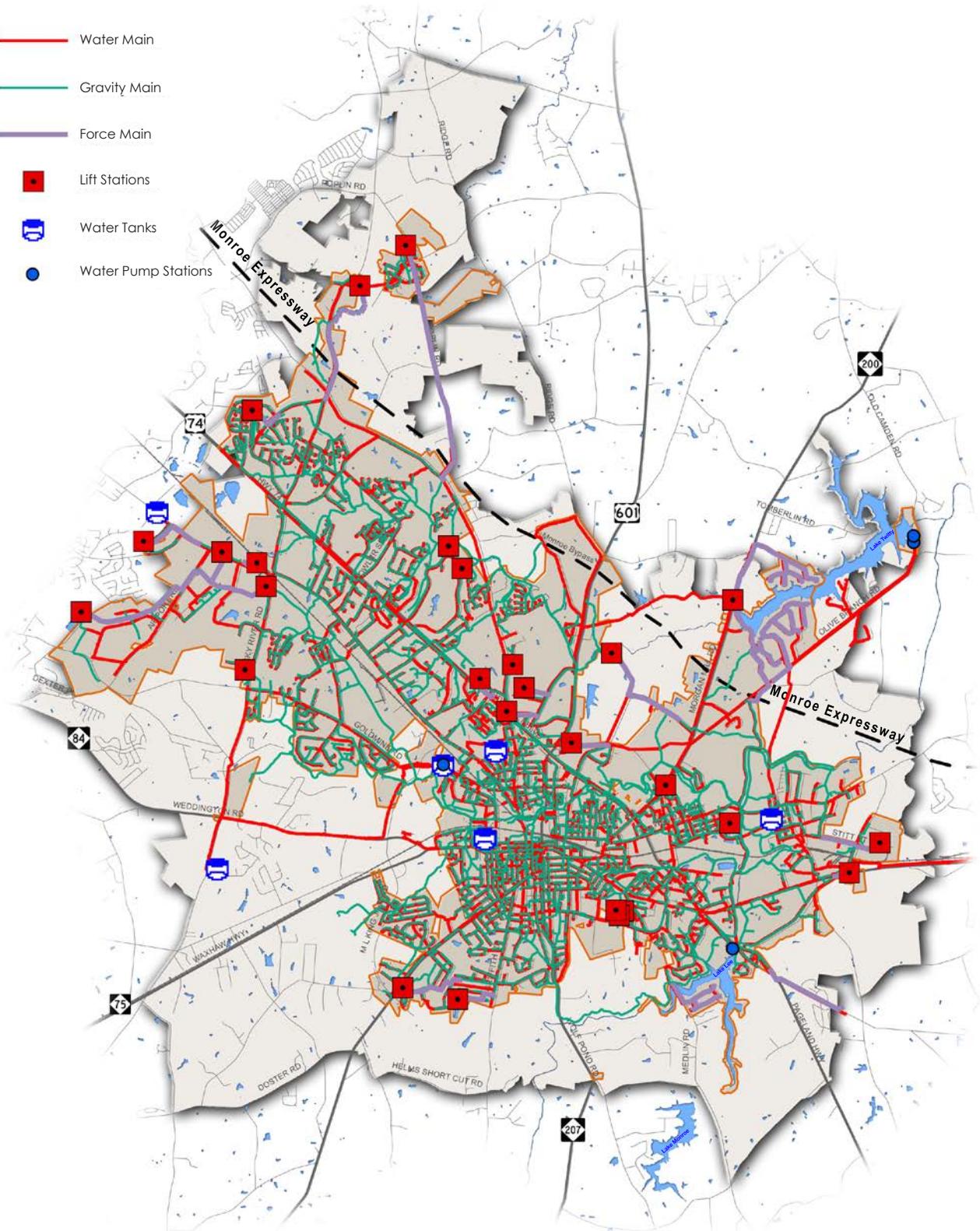
- Libraries
- Churches
- Major Employers
- National Historic Sites
- Schools
- Charlotte-Monroe Executive Airport



Water and Sewer Infrastructure

Figure 1.9

-  Water Main
-  Gravity Main
-  Force Main
-  Lift Stations
-  Water Tanks
-  Water Pump Stations



RELATED PLANS AND STUDIES

As an umbrella document intended to guide future plans, programs, policies, and projects, it is no surprise that *Forward Monroe* will touch a variety of related plans and studies. These initiatives include previous, ongoing, and future efforts by the city, county, region, and state.

PREVIOUS

A high-level review of previous plans that influenced growth, economic development, and transportation offered insight into forces affecting the location and form of development. This review focused on vision statements and recommendations that could help shape the direction of *Forward Monroe*. While not all of these plans and studies were adopted by the City of Monroe, the process and outcomes were relevant for consideration as part of the *Forward Monroe* process:

- ▶ Concord Avenue Area Master Plan
- ▶ Parks, Recreation and Open Space Master Plan Update
- ▶ Greenway Master Plan
- ▶ Downtown Master Plan
- ▶ Land Development Plan
- ▶ US 74 Corridor Revitalization Study

ONGOING/RECURRING

To maximize its effectiveness, *Forward Monroe* needs to be coordinated with other local and regional plans taking shape as well as plans regularly updated. Planning for an area experiencing growth and development pressures puts additional weight on the need to strategically vet, blend, and leverage ongoing processes.

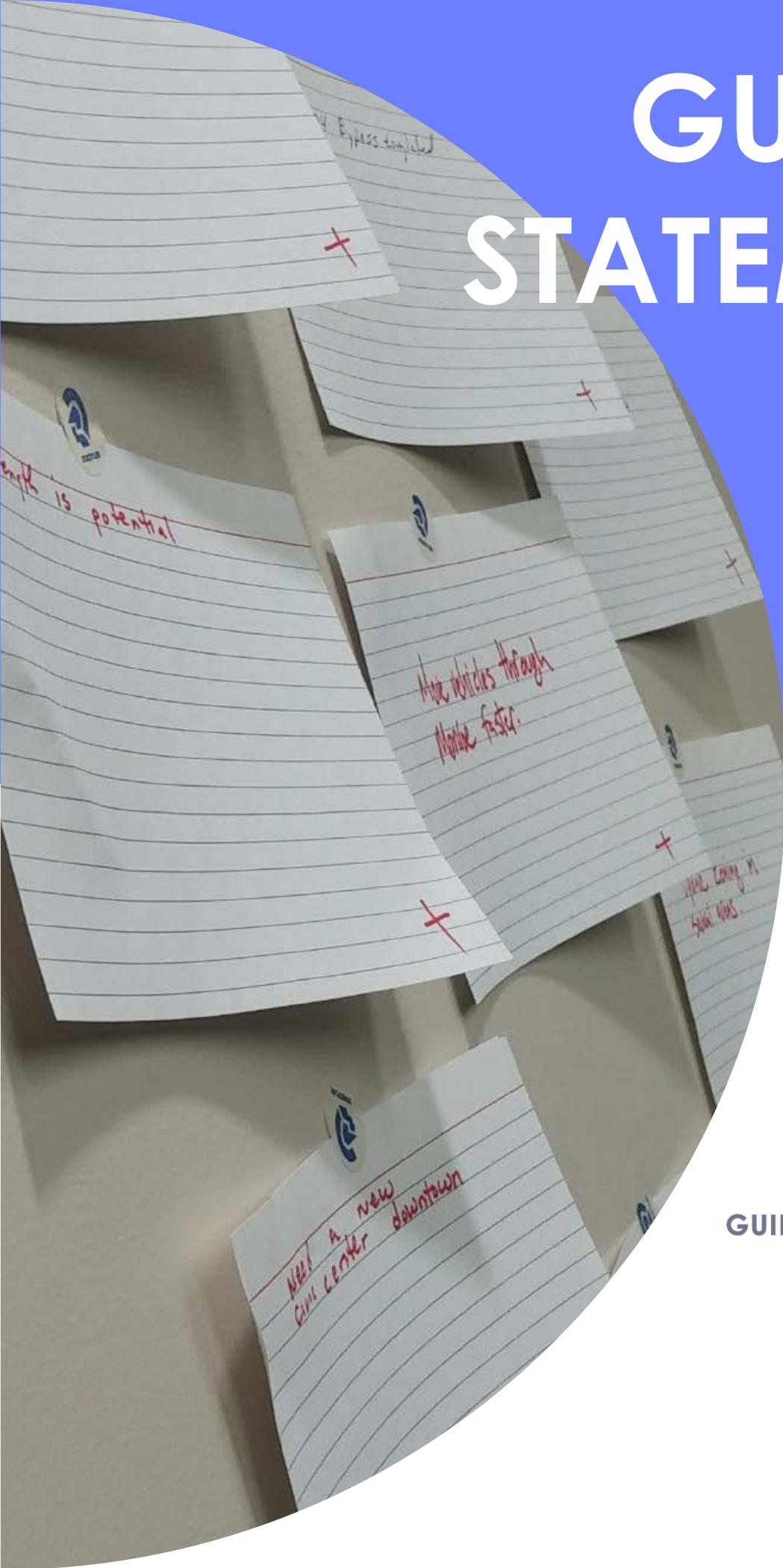
- ▶ Transform Monroe – Unified Development Ordinance and Zoning Map Update
- ▶ Union County Comprehensive Plan
- ▶ Charlotte Regional Transportation Planning Organization Metropolitan Transportation Plan
- ▶ CRTPO Bicycle Suitability Map

FUTURE

The various strategies created, vetted, and prioritized as part of *Forward Monroe* will have far reaching implications on where the city grows and how it responds to the challenges that growth will create. Future planning efforts for the city and other partners in the region need to be appropriately coordinated.

- ▶ Small Area Plans
- ▶ Corridor Studies
- ▶ Mode-Specific Plans
- ▶ Regional Transportation Plans

GUIDING STATEMENTS



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INTRODUCTION

Creating a vision is a planning step that should not be taken lightly. For most communities, the opportunity to set forth a vision only comes every so often. The process requires a thoughtful approach to engaging the community and empowering its stakeholders. Community engagement was a critical part of Forward Monroe. Input from the public encouraged aspirational plans while giving an understanding of the potential tradeoffs inherent in each decisions made toward achieving those aspirations. In doing so, four fundamental questions were asked:

- **What challenges does Monroe face today and in the future?**
- **What does Monroe want to be...in 5 years and beyond?**
- **What assets can be leveraged to help achieve this vision?**
- **What steps do we need to take for Monroe to be successful?**

Asking these questions allowed the visioning process to generate a set of desired outcomes and a preliminary list of action items that align with community values. The questions were asked in a variety of ways at numerous events during the visioning phase.

Three main groups were identified and consulted throughout the planning process. The Technical Committee, Advisory Committee, and several key interest groups were targeted through outreach events. These outreach events are summarized on the pages that follow.

TECHNICAL COMMITTEE

The Technical Committee included staff from planning, engineering, economic development, and city management. The committee offered direction and input throughout the planning process.

ADVISORY COMMITTEE

The Advisory Committee, which included elected officials, board members, committee representatives, property owners, major employers, agency representatives, and other stakeholders, weighed in at major milestones, refined concepts, and confirmed direction toward final recommendations.

KEY INTEREST GROUPS

Key interest groups targeted and invited to participate in outreach activities include:

- ▶ Residents
- ▶ Elected officials
- ▶ City staff
- ▶ Agency representatives
- ▶ Neighborhood advocates
- ▶ Environmental groups
- ▶ Civic organizations and schools
- ▶ Charlotte Regional Transportation Planning Organization
- ▶ Union County Chamber of Commerce
- ▶ Downtown Advisory Board
- ▶ Economic development groups
- ▶ Major employers

WHAT WE HEARD

Throughout the *Forward Monroe* planning process, the community stepped forward to identify local challenges facing the city and the community assets that were most important to them.

In addition to ongoing dialogue with the Technical and Advisory Committees, three public workshops, an online survey, and ForwardMonroe.com allowed the community to participate in purposeful activities relevant to specific phases in the planning process.

An initial step for outreach was to offer the community the opportunity to provide input on a draft set of planning themes and comment on existing conditions to inform the creation of the plan's guiding statements.

These sessions brought forward several key themes that influenced the creation of the guiding statements and framework plans.

COMMON THEMES

The Forward Monroe outreach process included a variety of events to allow the public and targeted stakeholders opportunities to weigh in on existing conditions and establish future desires. This process yielded several common themes:

- ▶ While some people are embracing growth and others are apprehensive, most people agree that the City must prepare accordingly.
- ▶ Monroe aspires to be progressive and more vibrant without losing touch with its historic neighborhoods and unique role in the larger region.
- ▶ Creating a strong and sustainable local economy is critical to address broader community initiatives related to quality of life.
- ▶ Downtown Monroe and the historic neighborhoods that surround it should remain the center of the community.

PUBLIC WORKSHOP

June 6, 2015

The first *Forward Monroe* workshop occurred on June 6, 2015. The drop-in workshop allowed attendees to participate in a series of interactive stations. More than 50 people attended the workshop and provided input that was used to develop the project's planning themes.



Priority Pyramid and Thought Wall

The Priority Pyramid exercise asked participants to prioritize a preliminary list of seven planning themes. Participants were challenged to select the theme that they deemed most important, followed by a ranking of those they deemed less important.

In the Thought Wall, participants were given five pieces of paper and asked to write one issue or concern on each sheet. They then placed each sheet under the relevant planning theme.

Throughout both of these exercises, Economic Vitality was selected as the most important planning theme.



Arts and Culture



Downtown



Economic Vitality



Historic Preservation



Neighborhoods



Parks and Open Space



Transportation

PRIORITY PYRAMID



Economic Vitality



Neighborhoods



Downtown

THOUGHT WALL

- Gap between home ownership and rental properties needs to be addressed.
- Livability and quality of life would improve if more residents took more pride in their property and kept neighborhoods clean.
- More jobs and places to shop are needed in Monroe.
- Better transportation options needed (better sidewalks, safer bicycle facilities, and convenient public transportation).
- Transportation needs are most evident for youth, older adults, persons with disabilities, and those who simply cannot afford to own and operate a personal vehicle.

METROQUEST ONLINE INTERACTIVE SURVEY

June - October 2015

To broaden the range of perspectives on the plan, an interactive, web-based questionnaire was launched. Approximately 160 members of the Monroe community participated between June 2015 and September 2015. The customized survey yielded a robust dataset of community preferences, opinions, and issues that ultimately contributed to the development of alternative growth strategies.

160

PARTICIPANTS

247

WRITTEN COMMENTS

563

LOCATIONS NOTED AS STRONG AND WEAK PLACES IN THE COMMUNITY

2,456

INDIVIDUAL DATA POINTS

WHAT'S IMPORTANT?

Most important



Economic
Vitality



Downtown



Neighborhoods



Transportation



Arts & Culture



Historic
Preservation



Parks & Open
Space

Important

WHAT WOULD MAKE DOWNTOWN MORE VIBRANT?

When participants were asked to select the top three things that would make Downtown Monroe a more vibrant place to live, work, and play, the top three chosen were:



**Restaurants
(32%)**



**Retail
(29%)**



**Community Events
(19%)**

WHAT IS OUR TRANSPORTATION SYSTEM'S MOST IMPORTANT NEED?

Participants said that one of the most significant transportation challenges in and around Monroe was traffic on major roadways. Participants also mentioned a need for transit service as well as sidewalk and bicycle facilities around the community.

Generally in Monroe:

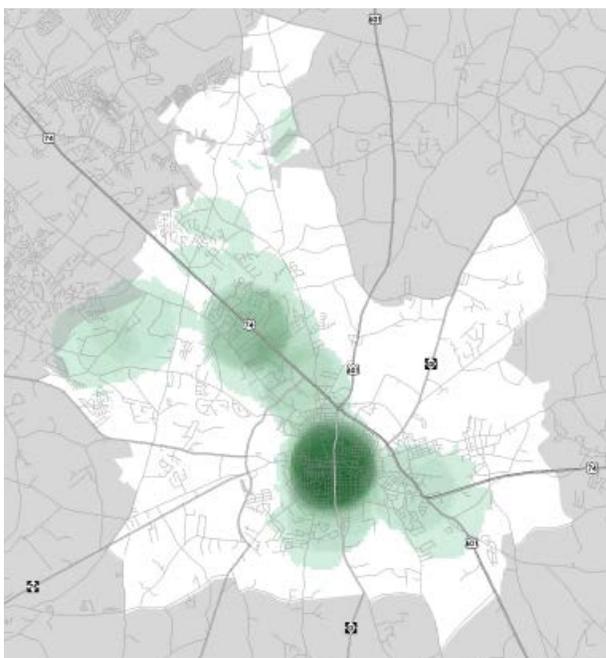
1. Expanded transit service
2. Better sidewalks and crosswalks
3. New greenway trails and multi-use paths

In Monroe's Downtown:

1. Parking
2. Traffic Improvements
3. Sidewalks

WHERE ARE MONROE'S STRONG AND WEAK PLACES?

Participants were asked to use an interactive web-based map to show specific locations of strong and weak places in the study area. Nearly 570 markers were placed on the map by 132 participants. The data was then used to create a "heat map" that shows locations with higher densities for strong and weak places.

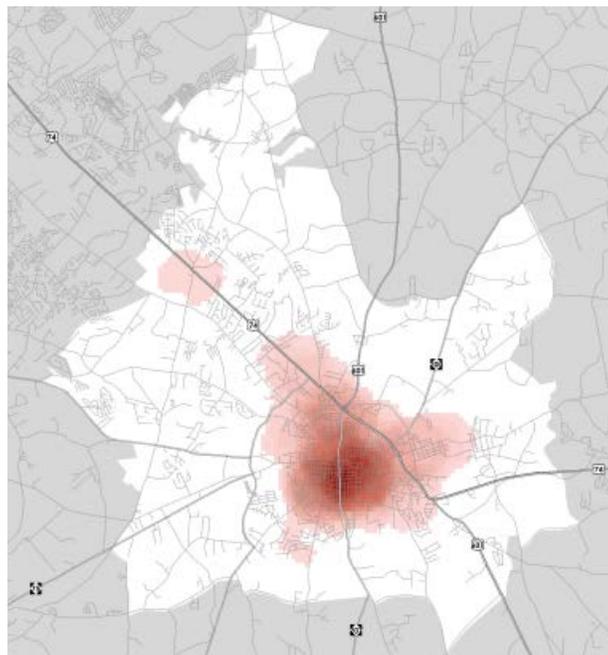


STRONG

Downtown Monroe and the US 74 corridor are viewed as strong anchors for the surrounding areas...

WEAK

...but many also viewed the historic core of Monroe as a weak spot. During the public workshop, many spoke about the need for the downtown to further establish an identity and become an exciting destination.



STAKEHOLDER INTERVIEWS

February 2015

A series of stakeholder interviews were conducted as a deeper dive into some of the themes heard in earlier outreach events. The interviews confirmed that the residents value Monroe as a quiet, small town that is open to growth if properly executed. In general, comments centered on the following themes:

- **Neighborhoods:** The City should continue to invest in existing neighborhoods and create new neighborhoods that appeal to diverse demographics.
- **Transportation:** The City should create a balanced transportation system that makes it easier to move around the city.
- **Downtown:** The City should continue to find ways to make downtown a destination for residents and the larger region.
- **Schools:** The City should continue to focus on school performance as a way to retain residents and attract new jobs and households.
- **Parks and Community Events:** The City should continue to invest in local parks and offering events and activities for residents.

ADVISORY COMMITTEE WORK SESSION

April 2, 2015

At their first meeting, committee members participated in several activities to help identify issues and establish a preliminary list of planning themes. In one activity, they posted four thoughts on a wall, each categorized as a community opportunity or challenge.

Opportunities

- Monroe has a **small town feel** with access to big city amenities.
- The community's **diversity** should be viewed as an asset not a liability.
- With more investment (public and private), **downtown can thrive.**
- A **diversity of housing** can accommodate existing and future residents.
- Monroe's economy includes a **variety of industries.**

Challenges

- Monroe needs more balance in its **home ownership rate.**
- A **lack of transportation options** makes it difficult to move around the city.
- The City needs to **protect downtown** and **rescue older neighborhoods.**
- It needs to be **easier to invest** in the City for private developers.
- Monroe needs **more housing and cultural resources.**

GUIDING STATEMENTS

A common theme in the planning process is the community's understanding that the physical environment of the city—its neighborhoods, buildings, streets, utilities, and natural resources—have a far-reaching impact on economic vitality and cultural heritage. *Forward Monroe* is taking shape around a set of guiding statements that aim to leverage physical assets to achieve a common vision.

VISION

Forward Monroe led the community through a process that explored growth options and identified a preferred strategy. As options were evaluated and supplemented with supportive transportation measures, it was important to establish a vision based on direct input from the community. The vision for *Forward Monroe* is aspirational and intentionally broad and non-limiting.

Monroe will be a dynamic and progressive city that promotes growth that boosts our economy, protects our neighborhoods, and enhances our downtown. Our vibrant community will be a great place to live and work, highlighted by safe and attractive neighborhoods, quality parks and open spaces, and transportation options that make it easy to travel throughout the city.

COMMUNITY THEMES

Forward Monroe includes six Community Themes to recognize that implementation of the plan must be balanced, integrated, and multi-disciplinary. The influence of the Community Themes is seen throughout the Plan as they shape many of the individual policies and projects. The six themes (presented alphabetically) reinforce Monroe's vision and serve as *Forward Monroe's* overall goals. These themes are drawn from initial outreach events (e.g. Advisory and Technical Committee meetings, Community Workshop #1, interactive online survey, and stakeholder interviews) summarized in the previous section. The Community Themes reflect the key challenges facing the city as well as the opportunities and assets that can be leveraged in a competitive marketplace. The six themes reinforce the core issues and needs that the community and stakeholders have identified to be addressed during the *Forward Monroe* planning process.

COMMUNITY CULTURE



DOWNTOWN VIBRANCY



ECONOMIC VITALITY



HEALTHY NEIGHBORHOODS



PARKS & RECREATION



TRANSPORTATION & MOBILITY





COMMUNITY CULTURE

VISION STATEMENT

Monroe will preserve and promote its history and culture as defining characteristics that contribute to what makes our community unique and desirable.

OBJECTIVES

- Protect and promote the community's history and historic places.
- Celebrate and elevate the diversity and culture of Monroe.
- Increase accessibility to community features that highlight arts, history, and culture.



DOWNTOWN VIBRANCY

VISION STATEMENT

Monroe will encourage quality growth downtown and in turn reinforce the city's core as a local destination with regional recognition.

OBJECTIVES

- Retain and recruit a variety of businesses and services within downtown.
- Promote a mixture of uses with strong connections to surrounding neighborhoods.
- Make downtown more attractive through public and private investments and partnerships.



ECONOMIC VITALITY

VISION STATEMENT

Monroe will embrace innovation and promote economic opportunities through programs, policies, and investments.

OBJECTIVES

- Grow the local economy through recruitment and entrepreneurship.
- Encourage reinvestment in underperforming commercial sites
- Facilitate strategic industrial growth that builds on Monroe's competitive advantages.



HEALTHY NEIGHBORHOODS

VISION STATEMENT

Monroe will be a city of distinctive, safe, and attractive neighborhoods.

OBJECTIVES

- Preserve and enhance established residential neighborhoods.
- Promote a diversity of quality housing and home ownership.
- Enhance the connection between and within neighborhoods and promote the creation of quality places.



PARKS AND RECREATION

VISION STATEMENT

Monroe will promote health and quality of life through an integrated system of parks and open spaces.

OBJECTIVES

- Connect parks, neighborhoods, schools, and other activity centers through a coordinated system of safe on-road facilities and protected off-road trails.
- Offer a variety of recreation, athletic, social, and education programs.
- Maintain parks and facilities in a way that ensures long-term attractiveness and full use of the asset.



TRANSPORTATION AND MOBILITY

VISION STATEMENT

Monroe will enhance mobility through a transportation system that promotes safe and attractive transportation choices within and through the city.

OBJECTIVES

- Make the best use of existing streets to efficiently move people and goods.
- Ensure the transportation network provides mobility for all travel modes and accommodates the needs of a diverse population.
- Integrate land use and transportation decisions to reduce congestion and improve mobility through compact and connected places.

An aerial photograph of a town, showing a mix of commercial and residential buildings. A prominent feature is a large, multi-story red brick building with a white steeple, likely a church or a school. The town is laid out in a grid pattern with streets and parking lots. The image is partially obscured by a grey circular graphic on the right side of the page.

LAND USE

INTRODUCTION

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ALTERNATIVE
GROWTH SCENARIOS

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EVALUATION

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PREFERRED
GROWTH STRATEGY

52

INTRODUCTION

Successful places often demonstrate the ability to deal with competing interests in ways that allow them to make informed, strategic choices. These choices need to occur through an analytical process that is balanced with vision and creativity. *Forward Monroe* included ways to:

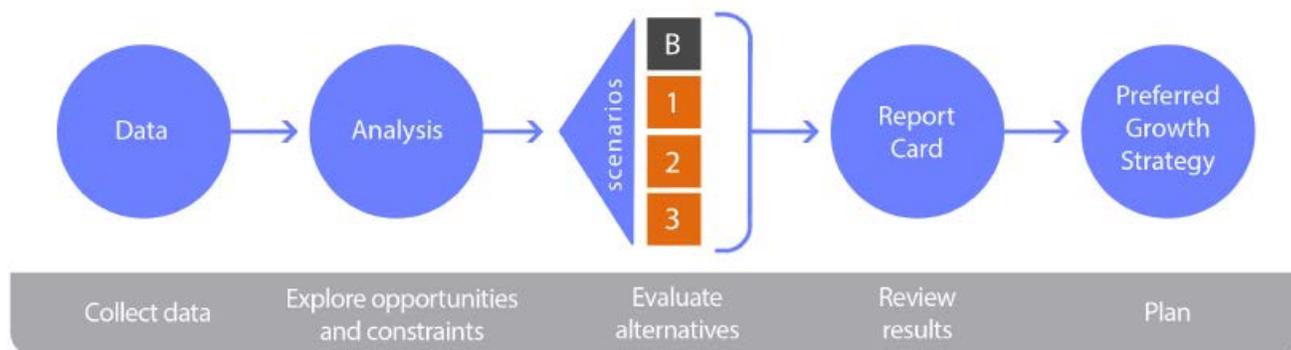
- ▶ **Identify** what the community values;
- ▶ **Create** and test alternative approaches to accommodating growth; and
- ▶ **Align** a future land use strategy with supportive transportation initiatives.

The result of this process is a land use strategy that invests in downtown, maximizes economic development, encourages walkable centers, and protects existing neighborhoods.

SCENARIO PLANNING PROCESS

The scenario planning process included the use of a digital growth model designed to test the performance of different growth patterns. The purpose of this test was to generate information to help identify a preferred growth strategy and, ultimately, the creation of a future land use plan for the city. This chapter summarizes the scenario modeling process and the resulting Future Land Use Map.

- ▶ **Step 1:** *Identify what we want to test.* The community selected three growth alternatives and metrics based on the guiding statements to compare the alternatives to existing plans.
- ▶ **Step 2:** *Run the model and communicate results.* The outcome helped determine characteristics of each alternative that should yield a blended preferred growth strategy.
- ▶ **Step 3:** *Create the land use plan.* The high-level approach established in the preferred growth strategy was translated into a more detailed future land use map organized around a set of land use character areas.



The future land use plan that forms the core of *Forward Monroe* builds on a preferred growth strategy that emerged from an evaluation of various ways the city could develop over time.

PLACE TYPE DEVELOPMENT

Create a place type palette that describes existing development patterns, types, and intensities and communicates the appearance, mixture of uses, design, and structure of different context areas.



MODEL DEVELOPMENT

Use existing GIS data to create a trend land use condition that reflects current policies and establishes a basis of comparison for the alternative scenarios.



ALTERNATIVES DEVELOPMENT

Allocate place types to estimate future development patterns for the three additional growth alternatives.



ALTERNATIVES EVALUATION

Evaluate the alternatives by comparing each scenario against a set of performance metrics created in response to the guiding statements and communicate the results using an easy-to-read report card.



PREFERRED GROWTH STRATEGY

Establish a high-level approach to growth based on elements from one or more of the growth alternatives.

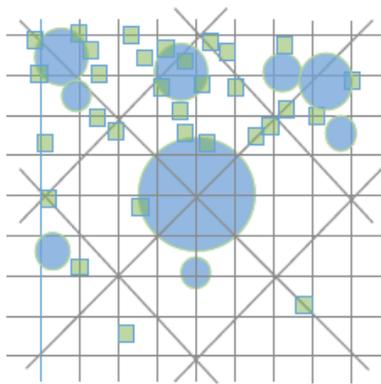


FUTURE LAND USE MAP

ALTERNATIVE GROWTH SCENARIOS

Three alternative scenarios for use in the digital growth model were created and compared against a baseline scenario that reflected Monroe's current plan for growth. The three alternative scenarios shown conceptually below were developed by assigning model place-types throughout the study area to simulate future development patterns. The following pages describe each scenario and include a corresponding map that represents the scenario's conceptual growth pattern.

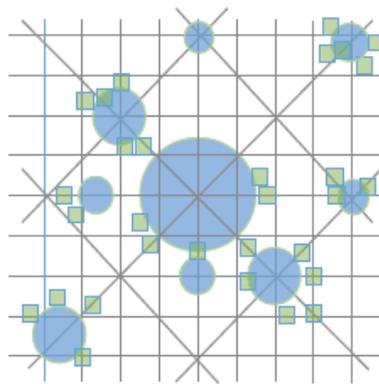
Monroe Expressway



Focuses growth to the north with an emphasis on the new access provided by the Monroe Expressway.

1

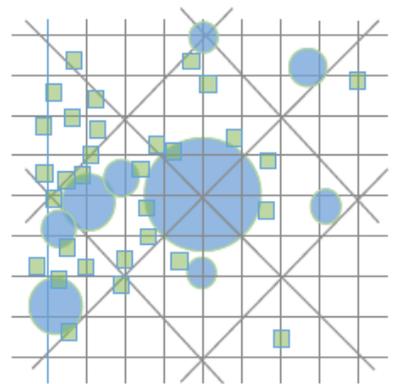
Multiple Centers



Limits outward growth by creating clusters of residential, employment, and mixed-use growth.

2

Westward Growth



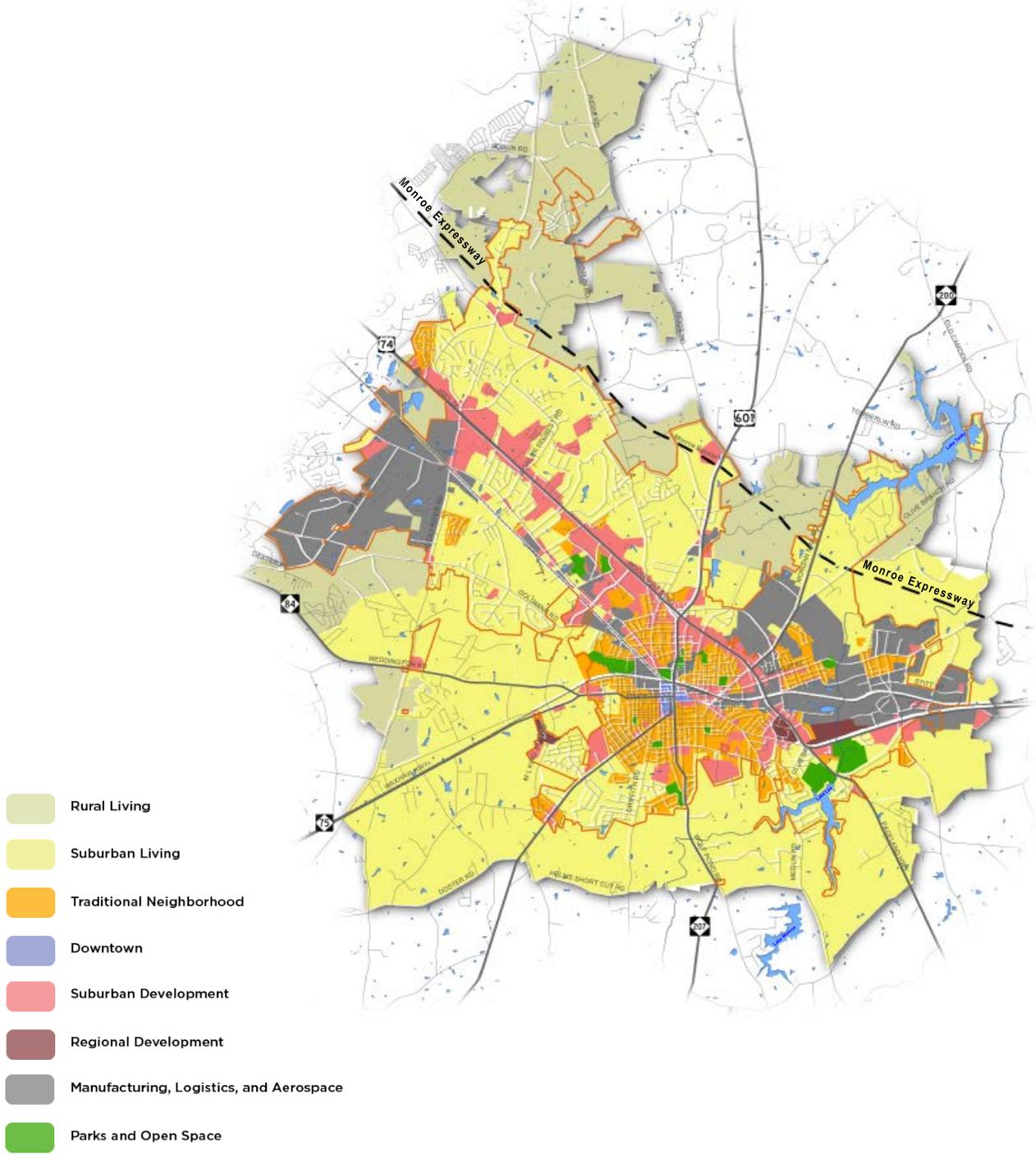
Accommodates growth in new locations with a focus on the western side of the study area.

3

Each scenario provides for the same amount of growth (an additional 11,700 jobs and 23,000 households). What differs between scenarios is the form and pattern and geographic distribution of growth.

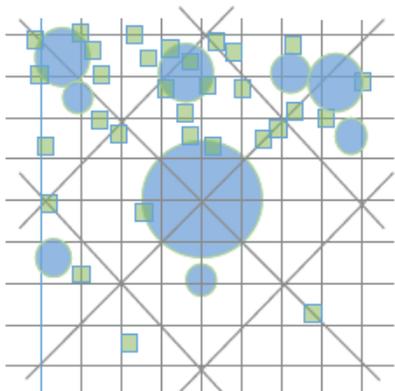
B BASELINE SCENARIO (CURRENT TRENDS)

This scenario maintains current development trends, reflects existing plans and policies, and considers current market conditions. The resulting development pattern includes primarily decentralized residential growth, targeted employment growth in existing nodes, and continued commercial development concentrated along US 74. The other alternatives are compared against this baseline condition.



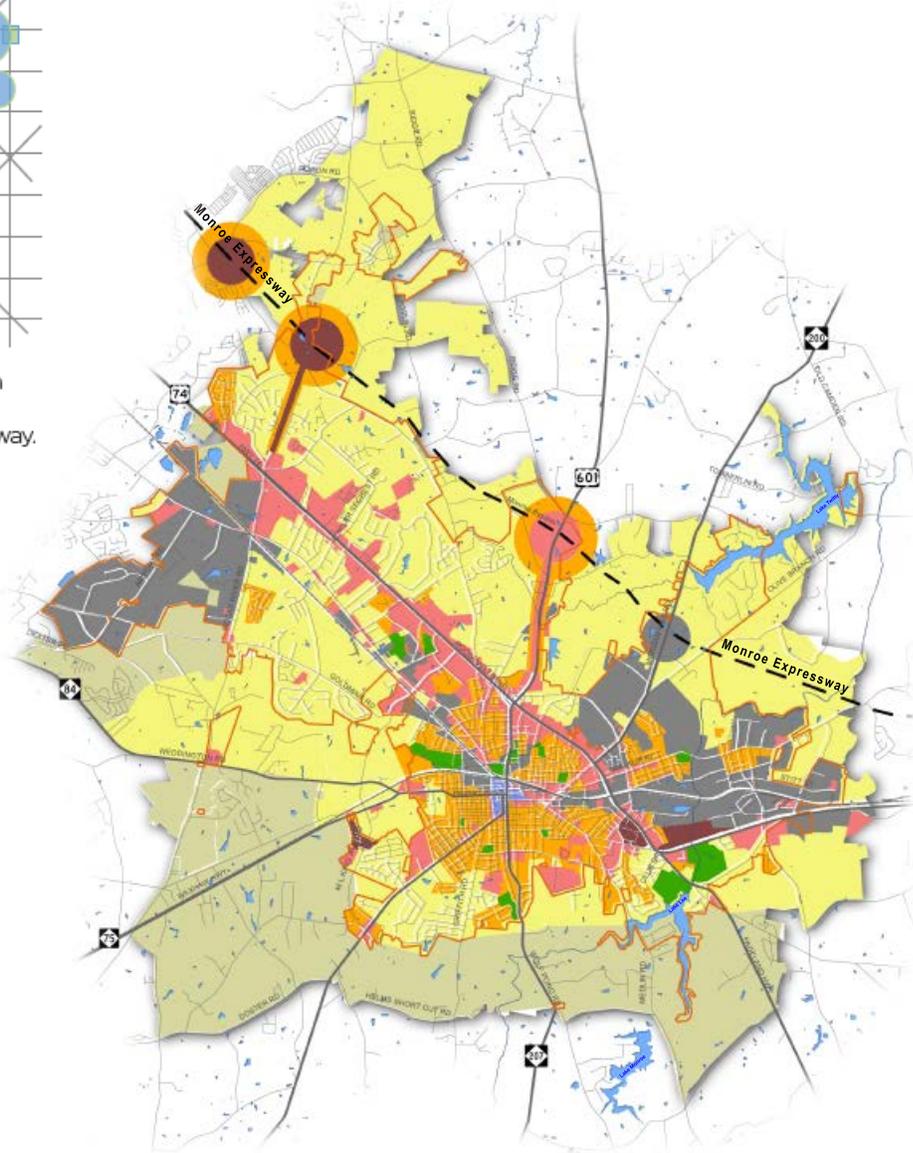
1 MONROE EXPRESSWAY

This scenario shows the increment of new growth primarily migrating in the direction of the future Monroe Expressway with modest levels of infill development in the remainder of the community. This scenario results in dispersed growth with the greatest amount of land area affected. The scenario evaluates outcomes when policies and the real estate market direct growth to new interchanges of the Expressway and the corridors that lead to it.



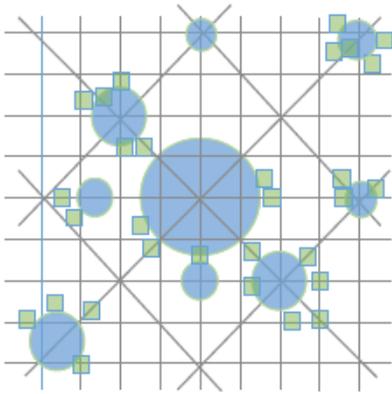
Focuses growth to the north with an emphasis on the new access provided by the Monroe Expressway.

- Rural Living
- Suburban Living
- Traditional Neighborhood
- Downtown
- Suburban Development
- Regional Development
- Manufacturing, Logistics, and Aerospace
- Parks and Open Space

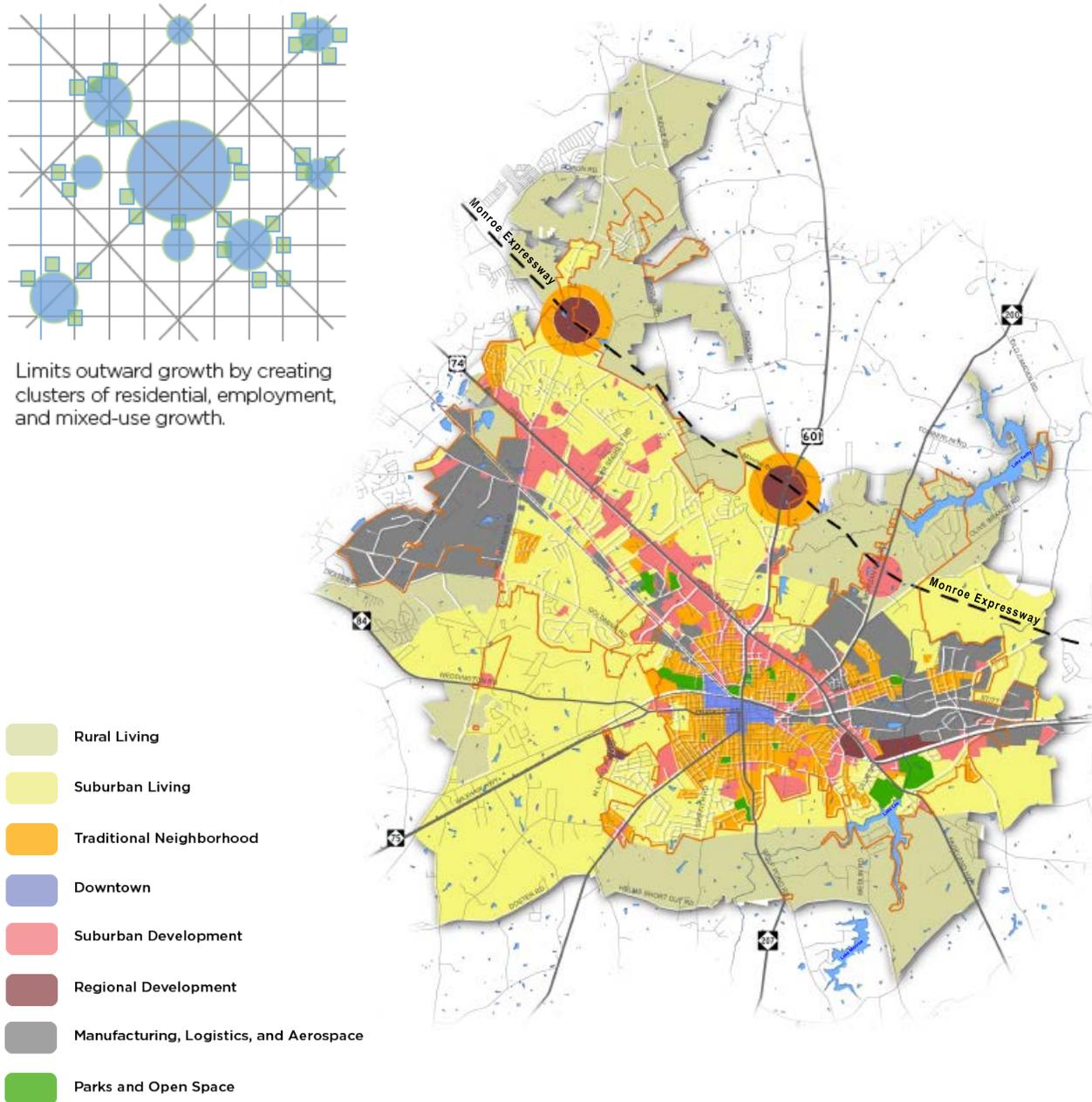


2 MULTIPLE CENTERS

This scenario identifies specific development centers to receive concentrations of new growth. Policy intentionally limits the attractiveness of growth outside existing city limits and identified centers, resulting in the clustering of residents and jobs. The concentration of growth offers greater diversity in housing and reduced distance between uses. Existing business centers including downtown, the airport area, hospital area, and industrial parks absorb much of the employment growth.



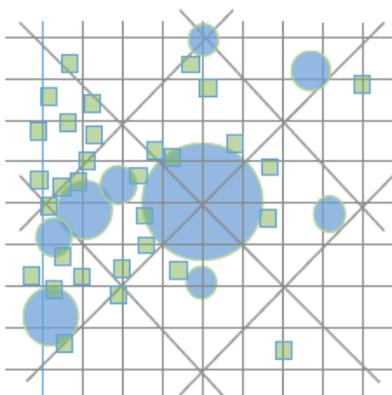
Limits outward growth by creating clusters of residential, employment, and mixed-use growth.



- Rural Living
- Suburban Living
- Traditional Neighborhood
- Downtown
- Suburban Development
- Regional Development
- Manufacturing, Logistics, and Aerospace
- Parks and Open Space

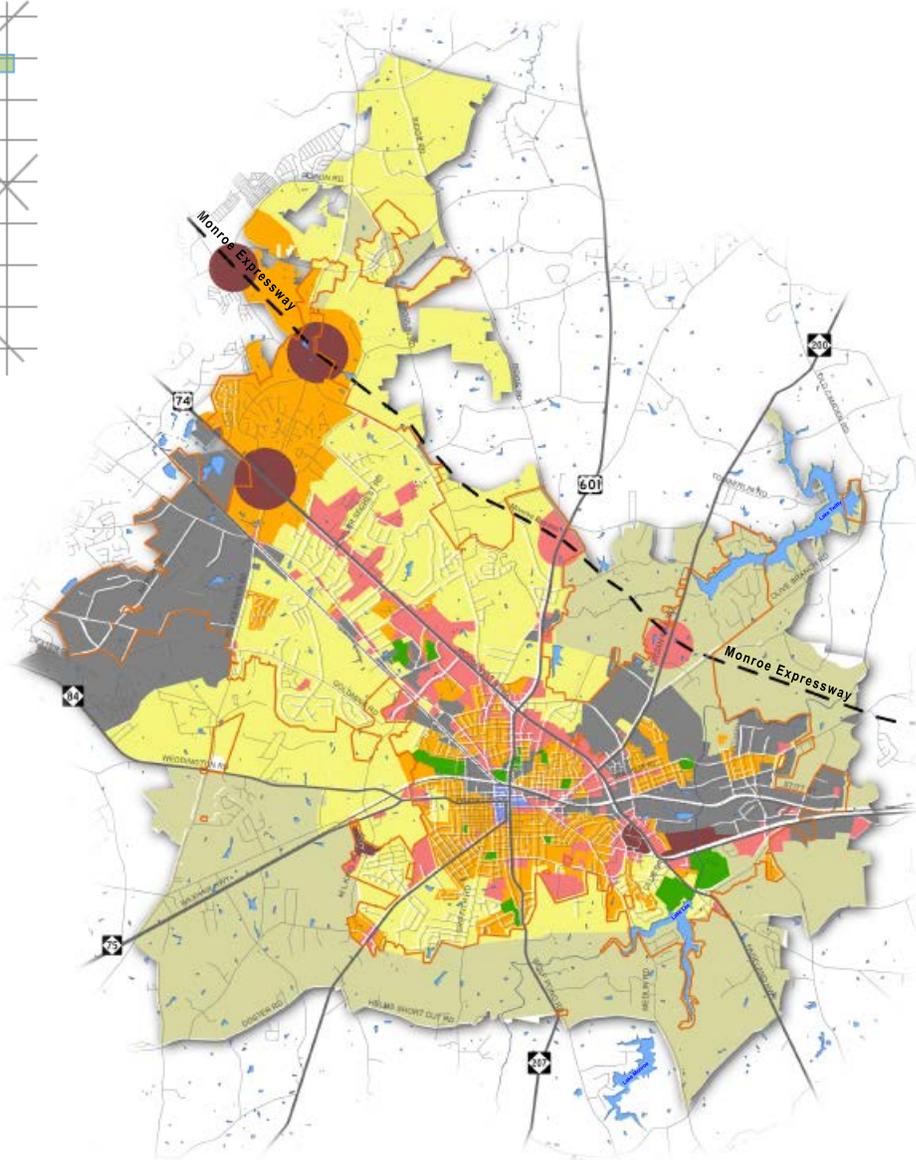
3 WESTWARD GROWTH

This scenario directs a greater share of quality growth to the western edge of the study area (with greater proximity to the Charlotte metro area). The scenario tests the likely outcomes of a development pattern that absorbs more growth at the edge of the community, thereby reducing the distance from neighboring communities and the City of Charlotte. These new centers accommodate higher quality mixtures of uses and housing types. Under this scenario, the remainder of the city absorbs only modest amounts of new growth.



Accommodates growth in new locations with a focus on the western side of the study area.

- Rural Living
- Suburban Living
- Traditional Neighborhood
- Downtown
- Suburban Development
- Regional Development
- Manufacturing, Logistics, and Aerospace
- Parks and Open Space





EVALUATION

PERFORMANCE MEASURES

A set of quantitative performance measures based on public input were needed to ensure the preferred growth strategy and future land use plan reflect the community's vision. As described in Chapter 2, *Forward Monroe* includes six Community Themes that reinforce the city's vision and serve as the plan's overall goals. The digital growth model tested how the growth alternatives performed relative to these themes. The performance measures were created based on the Community Themes and availability of data in the digital model to evaluate the relative performance of the growth alternatives. The performance matrix on this page shows how each measure relates to the *Forward Monroe* Vision and Community Themes. Each Community Theme includes at least one primary indicator and several secondary indicators.

Table 3.1

		Community Themes					
		Community Culture	Downtown Vibrancy	Economic Vitality	Healthy Neighborhoods	Parks and Recreation	Transportation and Mobility
Performance Measures	Historic district Promotion	●	○		○		
	Access to schools	●			○	○	○
	Downtown growth	○	●	○			
	Mixed-use potential		●	○	○		○
	Growth in existing centers		○	●			○
	Industry mix			●			
	Utility cost to serve			●			
	Housing choices	○			●		
	Transit readiness		○		●		○
	Access to parks and open space				○	●	
	Access to proposed multimodal facilities			○	○		●
	Travel choice			○			●
	Distance to jobs			○	○		●
	Walkable potential	○	○	○	○		●

- Primary
- Secondary

REPORT CARD

The digital growth model allocated growth based on the location of place types throughout the study area. When the allocation process was complete, the performance of the scenarios was summarized in a consolidated report card. The report card below shows how the three alternative scenarios performed relative to the baseline (current trends) scenario. A green arrow indicates positive performance, while a red arrow indicates negative performance. A black line indicates no change from the baseline.

Table 3.2

Performs WORSE than Current Plans ← — — — → Performs BETTER than Current Plans

Community Culture			Healthy Neighborhoods		
Multiple Centers	Monroe Expressway	Westward Growth	Multiple Centers	Monroe Expressway	Westward Growth
Historic District Promotion			Housing Choice/Alternatives		
→	—	—	→	→	→
Access to Schools			Transit Readiness		
→	—	—	→	→	→
Downtown Vibrancy			Parks and Recreation		
Multiple Centers	Monroe Expressway	Westward Growth	Multiple Centers	Monroe Expressway	Westward Growth
Downtown Growth			Access to Parks and Open Space		
→	—	—	→	→	—
Mixed Use Potential					
→	→	→			
Economic Vitality			Transportation & Mobility		
Multiple Centers	Monroe Expressway	Westward Growth	Multiple Centers	Monroe Expressway	Westward Growth
Growth in Existing Centers			Access to proposed multimodal facilities		
→	→	→	→	→	←
Industry Mix			Travel Choice		
0% Industrial, 45% Service, 33% Retail, 22% Office	9% Industrial, 40% Service, 29% Retail, 22% Office	18% Industrial, 38% Service, 25% Retail, 19% Office	→	→	→
Cost to Serve			Distance to Jobs		
→	—	→	→	→	←
			Walkable Potential		
			→	→	→

PREFERRED GROWTH STRATEGY

The preferred growth strategy resulted from a process that compared the performance of three alternative growth scenarios to a baseline condition. The Advisory Committee was tasked with selecting the starting point for the creation of the preferred growth strategy with the understanding that none of the three alternatives were a perfect fit to serve as the strategy. At its second meeting, the Advisory Committee reviewed the results of the scenario analysis and participated in a keypad polling exercise and facilitated discussion to develop a wish list for the preferred growth strategy. Based on this exercise, the Advisory Committee selected the Multiple Centers alternative as the starting point for the preferred growth strategy. The Committee agreed that this alternative most closely aligned with the community vision and addressed each item on the wish list. The Advisory Committee and city staff helped refine this scenario to yield the preferred growth strategy.

The preferred growth strategy provided a framework upon which the more detailed future land use map was based. Key elements of the preferred growth strategy include:

- ▶ Investments in downtown
- ▶ Maximizing economic development (e.g. job creation)
- ▶ Encouraging walkable centers
- ▶ Protecting existing neighborhoods

In particular, the strategy leverages new growth to expand access to jobs and enhance existing and future neighborhoods. The preferred growth strategy also promotes the city's current economic development strategy by providing ample locations to accommodate new employment and creates places that attract private investment. Finally, it guides growth to existing and emerging centers.

Identifying a growth strategy is important. It offers the City a greater opportunity to achieve stated goals and contributes to the creation of quality places. Focusing growth and investments in centers also makes good use of existing infrastructure capacity and encourages efficiency in new infrastructure investments such as streets, sidewalks, water and sewer lines, and parks.

FROM COMMUNITY VISION TO PREFERRED STRATEGY

Community outreach directly informed the creation of the preferred growth strategy. When summarized, the feedback received through the first workshop, online survey, stakeholder interviews, and advisory committee meetings revealed a wish list for how to accommodate future growth.

MONROE'S WISH LIST

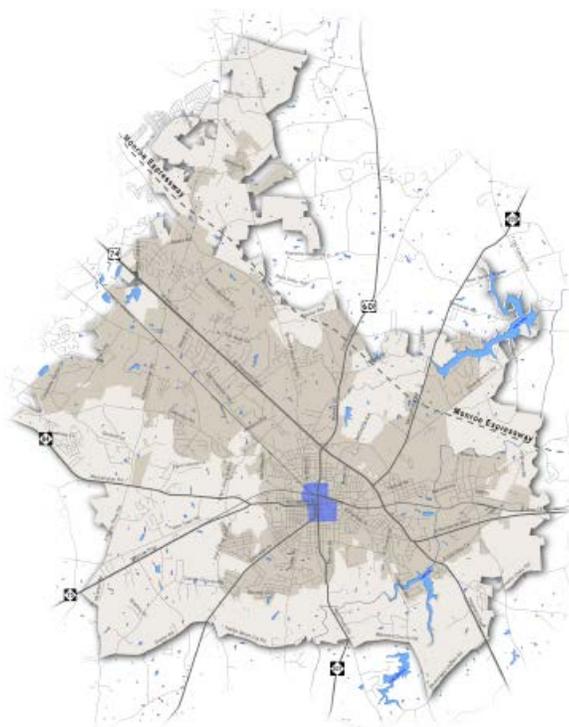
- Prepare for growth
- Maintain and attract new jobs
- Create walkable mixed-use areas
- Enhance housing diversity
- Improve conditions for biking and walking
- Strike a balance between attracting new residents and capturing more of the region's jobs
- Accommodate growth in existing downtown and activity centers

LAND USE CHARACTER AREAS

The preferred growth strategy makes use of ten “character areas,” which broadly describe the shape and form of future development intended for each area. Some judgements are made about the types of uses best suited to each area. Additional emphasis is placed on density, scale, and the prevailing transportation choices, and the way these choices shape the surrounding area.

DOWNTOWN MASTER PLAN

The downtown area advances the intent of the Downtown Master Plan, which embraces a vision for downtown growth, development, and redevelopment. This area represents the civic, entertainment, and cultural heart of the community. At its core, small blocks and streets designed to encourage pedestrian activity promote walkability. Residential units above storefronts are prevalent, and higher-density residential blends with retail, services, and office. To preserve historic neighborhoods, additional housing acts as a transitional use between the core and existing neighborhoods. Overall, the compact, walkable environment and mix of residential and non-residential uses supports multiple modes of transportation.

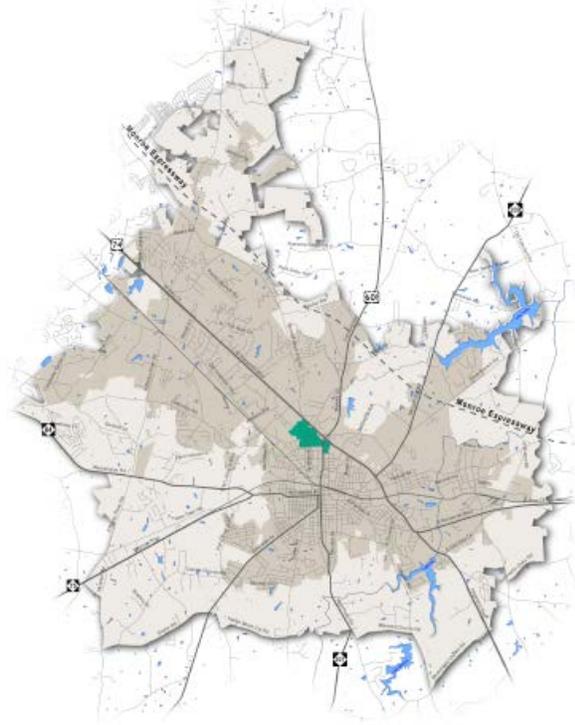


PRIORITY USES

- | | | | |
|-------------------------------------|---------------------------|-------------------------------------|------------|
| <input checked="" type="checkbox"/> | single-family residential | <input checked="" type="checkbox"/> | civic |
| <input checked="" type="checkbox"/> | multi-family residential | <input checked="" type="checkbox"/> | mixed-use |
| <input checked="" type="checkbox"/> | commercial | <input type="checkbox"/> | industrial |
| <input checked="" type="checkbox"/> | office | <input checked="" type="checkbox"/> | open space |
| <input checked="" type="checkbox"/> | medical | | |

CONCORD AVENUE AREA

The Concord Avenue Area is a special district established through the Concord Avenue Area Master Plan, which was approved in August 2015 as a revitalization initiative by the City of Monroe. This area provides an attractive place for private investment and promotes a walkable, mixed-use environment that contributes in a positive way to surrounding neighborhoods and nearby downtown Monroe. A compact and connected system of multimodal streets supports new development, including a diversity of residential types and small-scale retail, office, and service-related uses.

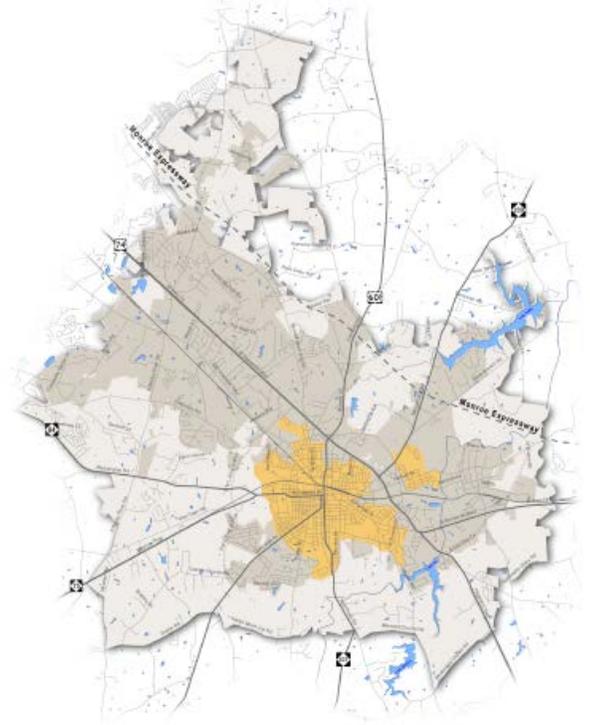


PRIORITY USES

- | | |
|---|--|
| <input checked="" type="checkbox"/> single-family residential | <input checked="" type="checkbox"/> civic |
| <input checked="" type="checkbox"/> multi-family residential | <input checked="" type="checkbox"/> mixed-use |
| <input checked="" type="checkbox"/> commercial | <input type="checkbox"/> industrial |
| <input checked="" type="checkbox"/> office | <input checked="" type="checkbox"/> open space |
| <input checked="" type="checkbox"/> medical | |

TRADITIONAL DEVELOPMENT

Traditional Development, which surrounds the downtown core, is anchored by the city's most historic neighborhoods. This designation allows some small-scale commercial and service uses that support surrounding residences. The dense transportation network offers easy access to downtown. The design and scale of neighborhoods encourages active living and affords residents the ability to live, work, shop, and play within a walkable community. Buildings are generally oriented toward a comprehensive network of walkable streets. Cul-de-sacs should be limited to the extent possible, such as locations where topography, natural features, or existing development makes other street connections prohibitive. Requiring pedestrian connections and designating stubouts for future street connections is encouraged.



PRIORITY USES

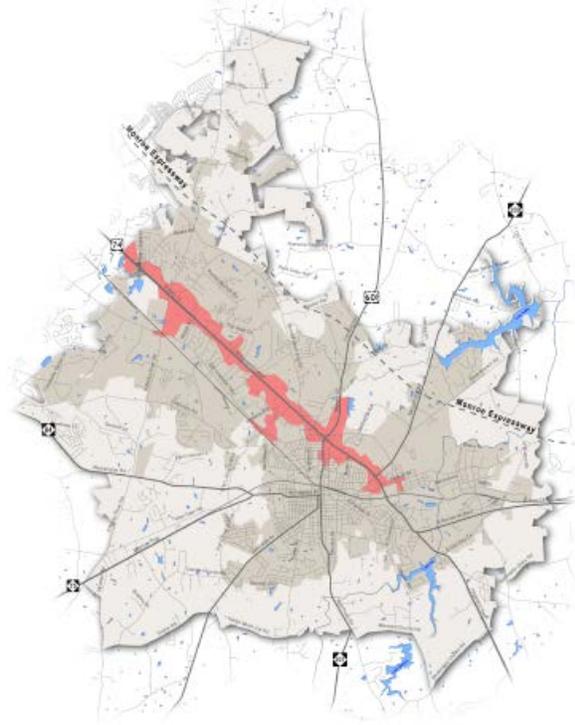
- single-family residential
- multi-family residential
- commercial
- office
- medical
- civic
- mixed-use
- industrial
- open space

Land Use Characteristics

Land Use Mix	mixed uses (residential focus)
Typical Lot Coverage	35% to 60%
Residential Density	4 to 10 dwelling units per acre
Non-Residential Density	0.35 to 1.00 floor-area ratio (FAR)
Prevailing Building Height	1 to 3 stories
Total Acreage	3,100 acres
Percent of Study Area	8%

COMMUNITY CORRIDOR

The Community Corridor area generally covers most of US 74 and areas adjacent to intersecting major streets. The area serves as a primary conduit to downtown, epicenter of the city's commercial activity, and the spine of the community with critical connections to major employers and activity centers. For this reason, the area's design and performance is important to the entire community. Currently, the corridor is characterized by uncoordinated visual design, uncontrolled curb cuts, and disinvestment. In response, this designation encourages a more unified approach to improving the area's physical environment and economic viability. While linear due to its orientation on US 74, the vision for the Community Corridor is for redevelopment to occur as nodes of activity (preferred with a mixture of uses). This may be achieved by focusing more intense commercial/mixed-use nodes at key intersections with transitional uses as a buffer to adjacent residential areas. The FLUM emphasizes mixed-use nodes at the intersections of US 74 and Rocky River Road and Dickerson Boulevard.



The Community Corridor area is distinguished from the Medical District by the emphasis on development style (node-based versus campus-style) and dominant land uses (commercial or mixed-use versus medical-based).

PRIORITY USES

- single-family residential
- multi-family residential
- commercial
- office
- medical
- civic
- mixed-use
- industrial
- open space

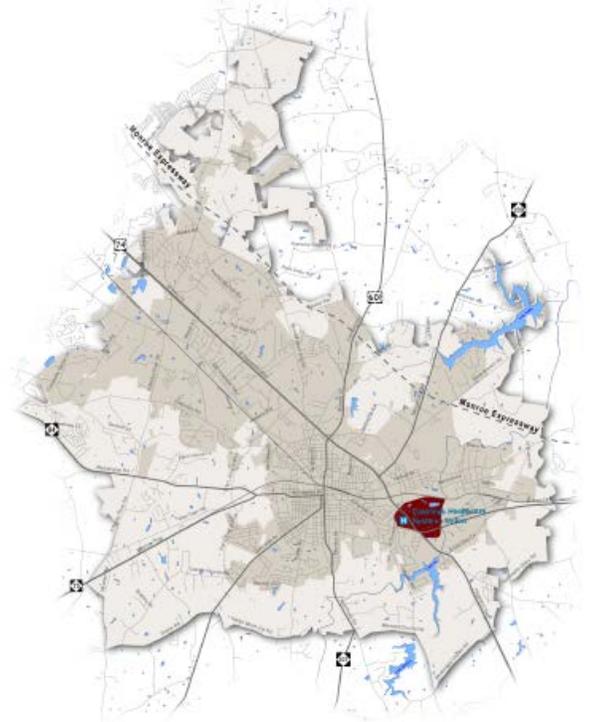
Land Use Characteristics

Land Use Mix	mixed uses (residential focus)
Typical Lot Coverage	35% to 75%
Residential Density	4 to 10 dwelling units per acre
Non-Residential Density	0.35 to 1.00 FAR
Prevailing Building Height	1 to 4 stories
Total Acreage	1,800 acres
Percent of Study Area	4%

MEDICAL DISTRICT

The Medical District area is anchored by Carolinas Healthcare System – Union and includes various uses such as primary care, outpatient surgery, and other specialty services. This area should address the needs of the hospital, including research and development and other medical activities. The inclusion of land uses that support the medical focus of this area such as hotels, service-oriented businesses, child care, assisted living, and long-term care facilities are suitable. Ideally, buildings are oriented in a campus setting, with large buildings connected via walkways, structured parking, or an internal network of streets for circulation.

The Medical District is distinguished from the Community Corridor by its emphasis on medical-related land uses and emphasis on a campus-style development pattern, but a campus setting is not a requirement for approval within this place type.



PRIORITY USES

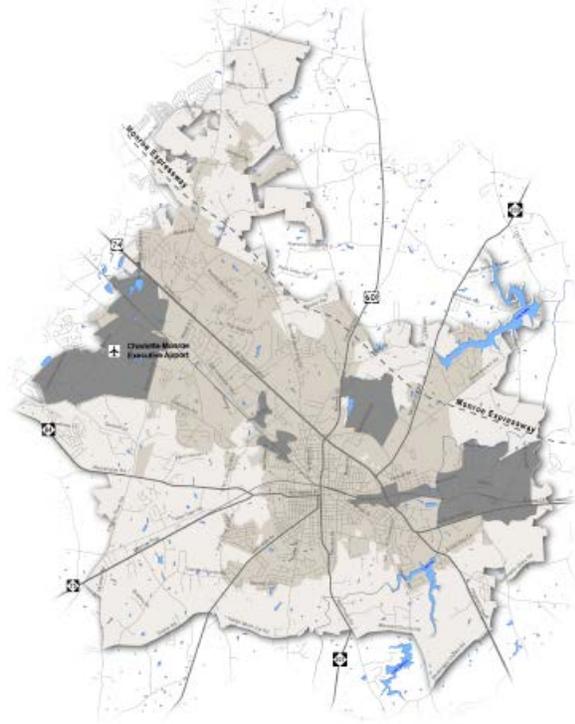
- single-family residential
- multi-family residential
- commercial
- office
- medical
- civic
- mixed-use
- industrial
- open space

Land Use Characteristics

Land Use Mix	non-residential
Typical Lot Coverage	40 to 60%
Residential Density	n/a
Non-Residential Density	0.25 to 1.00 FAR
Prevailing Building Height	1 to 4 stories
Total Acreage	350 acres
Percent of Study Area	>1%

MANUFACTURING, LOGISTICS AND AEROSPACE

The Manufacturing, Logistics, and Aerospace designation includes the city's existing base of industrial centers. These areas support manufacturing and production at a variety of scales, including assembly and processing, warehousing and distribution, bulk storage, and utilities. Manufacturing, Logistics, and Aerospace areas are found near major transportation assets (e.g., highway, rail, and/or air) and generally are buffered from surrounding development. Clusters of uses that support or serve similar industrial uses typically locate nearby.



PRIORITY USES

- single-family residential
- multi-family residential
- commercial
- office
- medical
- civic
- mixed-use
- industrial
- open space

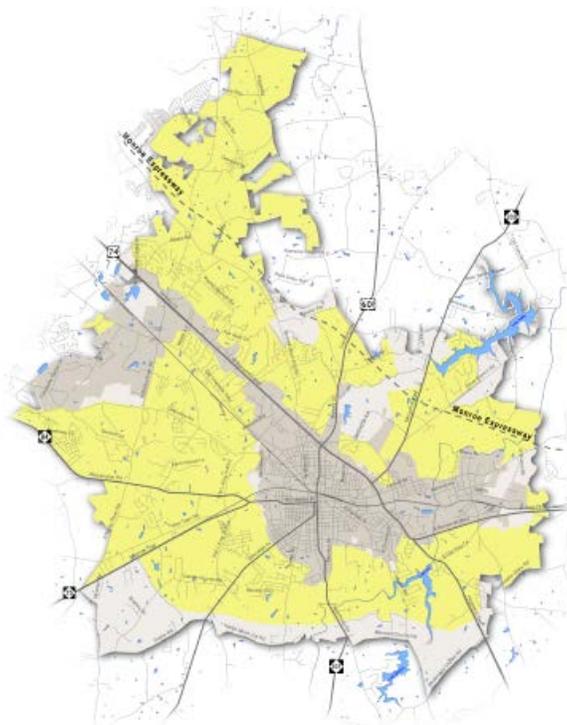
Land Use Characteristics

Land Use Mix	non-residential
Typical Lot Coverage	10% to 60%
Residential Density	n/a
Non-Residential Density	0.10 to 0.20 FAR
Prevailing Building Height	1 to 2 stories
Total Acreage	4,900 acres
Percent of Study Area	12%

SUBURBAN

While residential uses typically take the form of neighborhoods with uniform housing types and densities, a mix of housing types and lot sizes is preferred in Suburban locations. Attached and multi-family housing is suitable in mixed-housing neighborhoods and activity centers. Commercial development mostly serves the needs of nearby residents and often locates along corridors with higher traffic volumes and near prominent intersections. Emphasis should be placed on integrating the design of commercial centers with surrounding neighborhoods.

Multimodal connectivity between neighborhoods and to nearby centers also should be emphasized. Strategic connections to the off-street multi-use trail network are preferred and open space should be preserved in both active and passive forms within neighborhoods.



PRIORITY USES

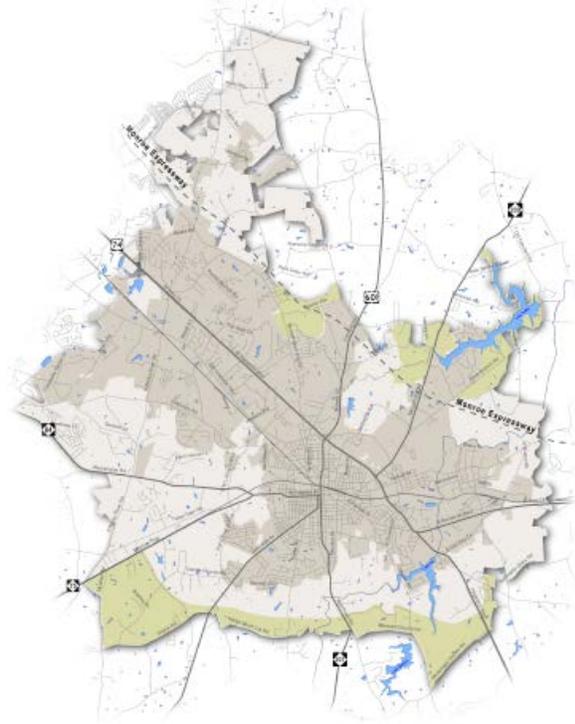
- single-family residential
- multi-family residential
- commercial
- office
- medical
- civic
- mixed-use
- industrial
- open space

Land Use Characteristics

Land Use Mix	separate uses (residential focus)
Typical Lot Coverage	25% to 60% residential, 20% to 40% non-residential
Residential Density	2 to 4 dwelling units per acre
Non-Residential Density	0.20 to 0.50 FAR
Prevailing Building Height	1 to 2 stories
Total Acreage	26,000 acres
Percent of Study Area	63%

RURAL

Rural areas include mostly residential land uses and abundant open space with limited small-scale commercial at some crossroads. While homes may be widely separated with larger lots, cluster developments or conservation-based subdivisions that set aside large areas for permanent open space are appropriate to minimize environmental impacts and disruption of the landscape. The intent of this character area is to maintain rural character. Large suburban-style subdivisions with small lots and limited common open space should be discouraged. A multi-use trail system should be integrated into the landscape where possible.



PRIORITY USES

- single-family residential
- multi-family residential
- commercial
- office
- medical
- civic
- mixed-use
- industrial
- open space

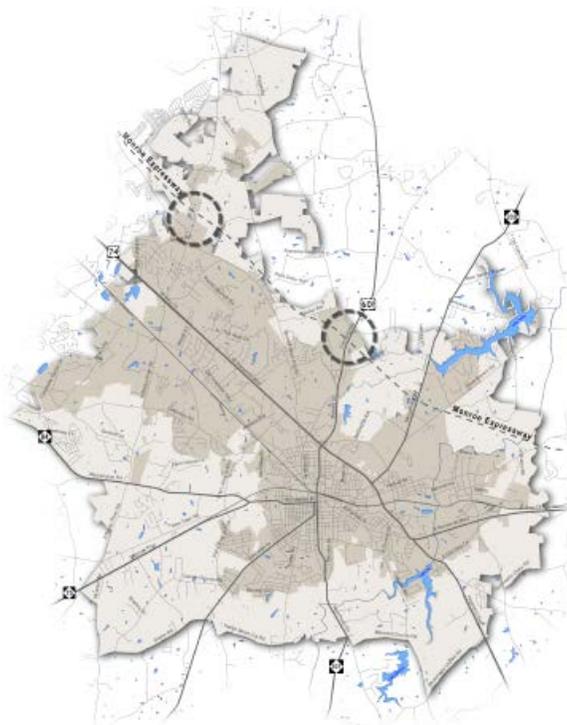
Land Use Characteristics	
Land Use Mix	separate uses (residential focus)
Typical Lot Coverage	5% to 10% residential, 10% to 20% non-residential
Residential Density	1-2 dwelling units per acre
Non-Residential Density	1 to 2 stories
Prevailing Building Height	1 to 2 stories
Total Acreage	4,800 acres
Percent of Study Area	12%



REGIONAL MIXED-USE CENTERS

Regional Mixed-Use Centers attract people beyond Monroe for shopping, entertainment, employment, or recreation. These centers are usually large-scale, measuring one mile in diameter that represents approximately a 20-minute walking distance. These centers are master-planned areas that are built in phases with a mix of non-residential, residential, and civic uses. It is likely that Regional Mixed-Use Centers will support the most intense concentrations of retail, employment, high-density residential, and other mixed uses. These areas typically locate near major highways to ensure ease of access for longer trips. Single-family residential should typically be discouraged within the center, but can be located to the periphery of the center as a transitional use.

The FLUM designates two future interchanges of the Monroe Expressway as Regional Mixed Use Centers; however, the FLUM does not specify a dominant land use (or uses) for the center to respect market conditions and allow flexibility.



PRIORITY USES

- single-family residential
- multi-family residential
- commercial
- office
- medical
- civic
- mixed-use
- industrial
- open space

Two Regional Mixed-Use Centers:

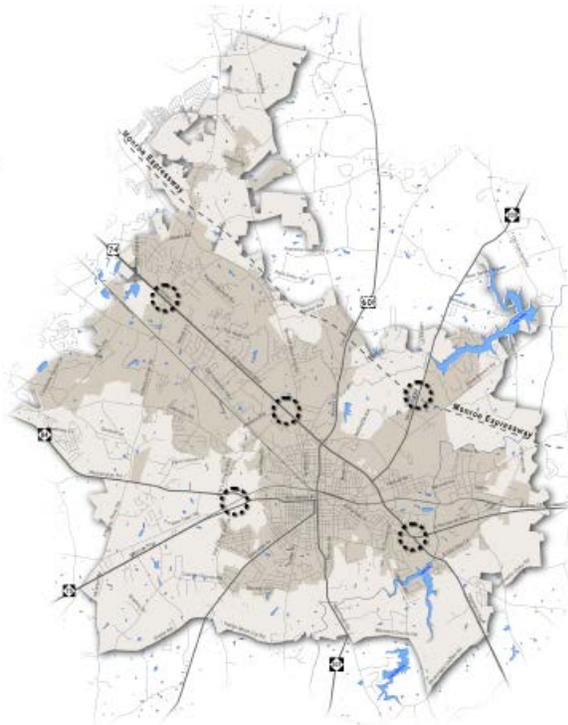
- ▶ Monroe Expressway at Rocky River Road
- ▶ Monroe Expressway at US 601



NEIGHBORHOOD MIXED-USE CENTERS

Neighborhood Mixed-Use Centers provide neighborhood retail, professional office, service, and other community-oriented activities and uses for surrounding residential areas. In general, these centers are smaller in scale than Regional Mixed-Use Centers. The center's proximity to residential areas requires design to be integrated with and at a scale compatible with nearby residential development.

These centers measure half-a-mile across, representing approximately a 10-minute walking distance. The design transitions effectively between residential and nonresidential uses, and includes safe and convenient pedestrian and bicycle access for nearby residents. While commercial uses are likely to be prominent, these centers should emphasize a mixture of uses and residential housing units where possible. Single-family residential should be discouraged but may be used as a transition between land uses or to maintain continuity between the surrounding neighborhoods. For some centers, housing may include upper story residential and office uses. Site designs should minimize the impact of cut-through traffic on nearby neighborhood streets by orienting vehicle access and circulation away from surrounding neighborhoods.



PRIORITY USES

- single-family residential
- multi-family residential
- commercial
- office
- medical
- civic
- mixed-use
- industrial
- open space

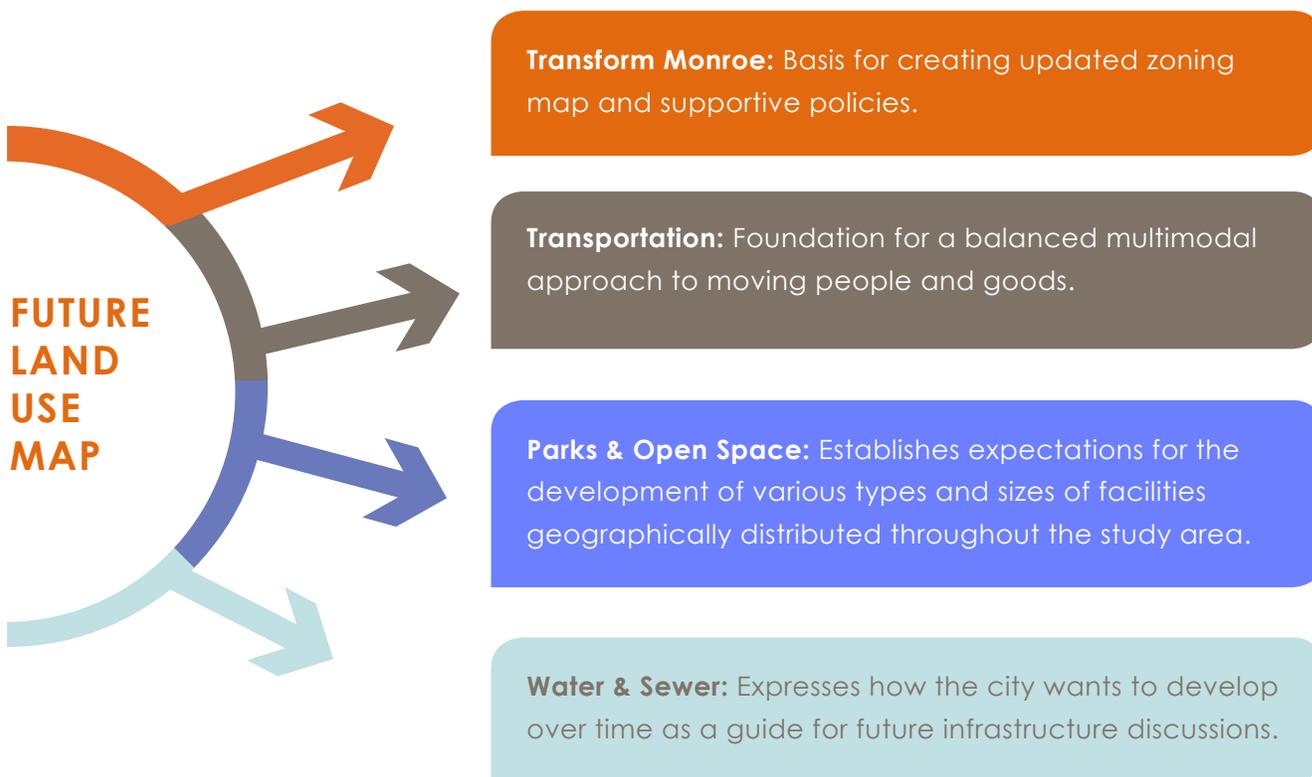
Five Neighborhood Mixed-Use Centers:

- US 74 at Rocky River Road
- US 74 at Dickerson Boulevard
- US 74 at the US 601 south split
- Monroe Expressway at NC 200
- Intersection of Monroe-Weddington Road, Waxhaw Highway, and Martin Luther King Jr. Boulevard

FUTURE LAND USE MAP

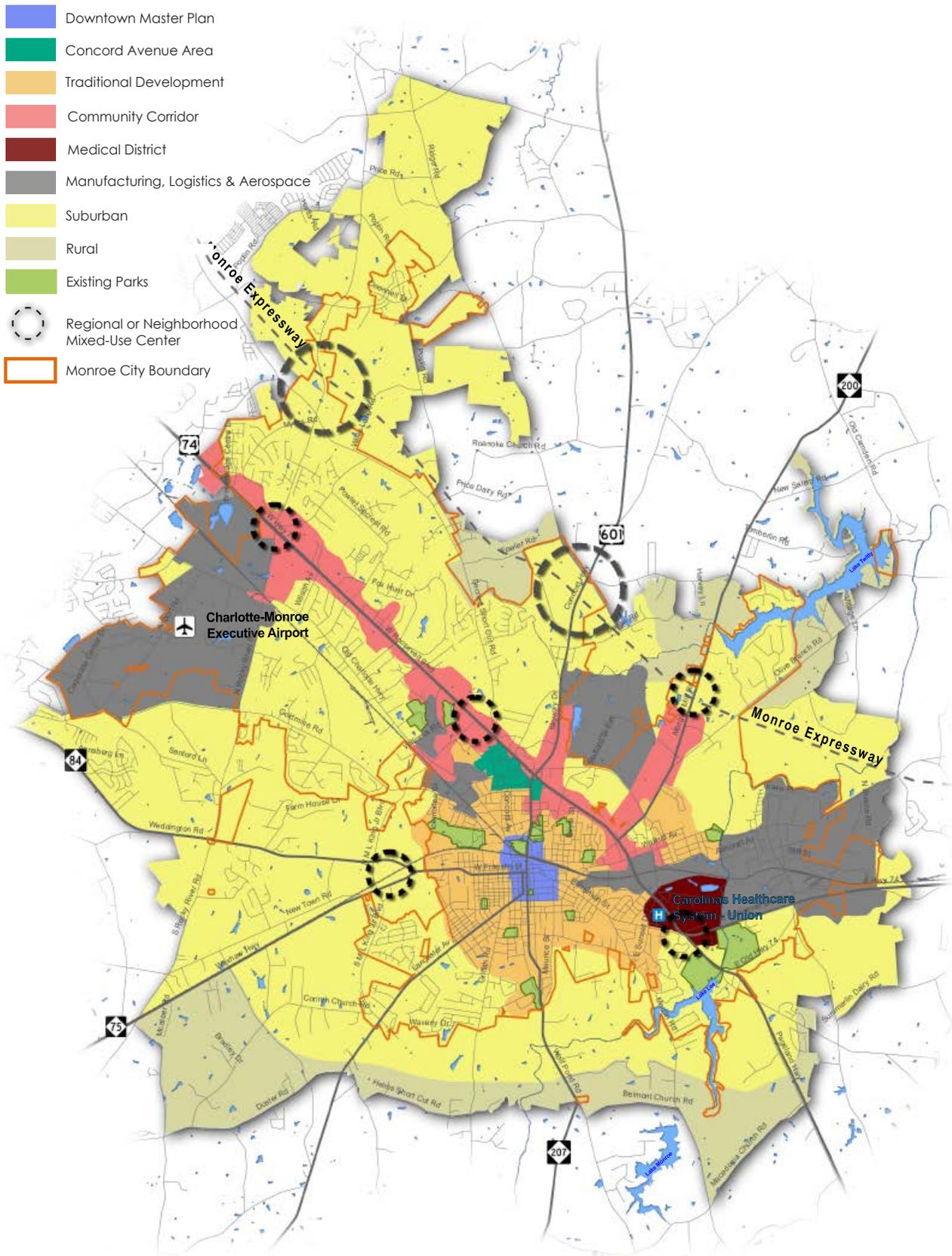
While the preferred growth strategy communicates in general terms how Monroe will grow, the Future Land Use Map (FLUM) provides more detail for what is appropriate and where. The FLUM illustrates the pattern, location, and character of future land uses within the study area. The FLUM should be consulted during the development approval process. It is intended to guide future decisions with the necessary flexibility to respond to shifting trends that can be expected for a city in the path of growth.

The FLUM also serves as a foundation upon which to build other strategies. By understanding where and what type of growth is expected in the future, the FLUM enhances the ability to plan for the transportation system, parks and open space, and economic development opportunities. Within the *Forward Monroe* planning process, the FLUM informs the creation of framework plans for transportation and parks, the development of design concepts for demonstration areas, and the prioritization of action items that align with community initiatives. The FLUM includes a variety of colors representing various character areas (similar to land use categories used in past plans). The map and associated descriptions can be found in the remainder of this chapter.



Future Land Use Map

Figure 3.1



PRIORITY LAND USES

Priority land uses offer broad categories of desired types of development for each land use character area. While the table below provides more detail on each character area, it is not intended to be an exhaustive list of all permitted or conditional uses. It is important to note that the land use character areas with the greatest diversity and highest rate of mixed use are those with the most shaded cells indicated in the table. These character areas include Downtown, Concord Avenue, Traditional Development, Community Corridor, and the two mixed-use centers. Uses not listed in the table may be allowed on a case-by-case basis during the city's permitting process.

Table 3.3

	Downtown	Concord Avenue	Traditional Development	Community Corridor	Medical District	Manufacturing, Logistics & Aerospace	Suburban	Rural	Regional Mixed Use	Neighborhood Mixed Use
Residential										
single-family residential										
single-family detached home, modular home, mobile home										
multi-family residential										
apartment, condominium, townhome, duplex, senior housing										
Non-Residential										
Commercial										
multi-tenant commercial, big box commercial, small scale retail, gas station, sit-down restaurant, fast food restaurant, convenience store, movie theatre, hotel, motel, bed & breakfast										
office										
professional office, multi-tenant office, corporate campus, call center, research & development										
medical										
hospital, outpatient clinic, primary care, medical office, rehabilitation center, research center										
civic										
school, library, government, fire/police/EMS, post office, church, community center										
industrial										
light manufacturing and assembly, heavy manufacturing and assembly, warehouse/storage, distribution, airport										
Other										
mixed-use										
residential, commercial, office, service, medical, civic, hospitality										
open space										
city parks, neighborhood parks, athletic fields, pocket parks, plazas, natural areas, farmland										

TRANSPORTATION CHARACTERISTICS

Each land use character area is defined by a variety of transportation characteristics. These characteristics include:

- ▶ **Transportation Options** – The design, intensity, and mixture of uses within the land use character areas affect the number of travel choices that can be offered. These choices include personal automobiles, bicycling, walking, and taking transit.
- ▶ **Street Connectivity** – Street connectivity is defined by the street pattern and the frequency of intersections. Grid networks with high connectivity are mostly straight and parallel, accommodate more travel modes and disperse traffic throughout the network. In contrast, curvilinear streets typically have low connectivity, take circuitous routes, and sometimes end in cul-de-sacs. Modified grids include characteristics of both but maintain the grid system where possible.
- ▶ **Parking Provision** – Parking can be accommodated in a variety of ways, with the options typically determined by land use characteristics. More urban areas may include structured parking in decks, while the economics of suburban areas lend themselves to surface parking lots. Many residences and some smaller businesses may use private driveways.

Table 3.4

	Transportation Options	Street Connectivity	Parking Provision
Downtown	auto, bicycle, pedestrian, transit	grid (high connectivity)	surface lot, on-street, parking deck
Concord Avenue Area	auto, bicycle, pedestrian, transit	modified grid (high connectivity)	surface lot, on-street, private driveways
Traditional Neighborhood	auto, bicycle, pedestrian, transit	modified grid (high connectivity)	surface lot, on-street, private driveways
Community Corridor	auto, bicycle, pedestrian, transit	modified grid (medium connectivity)	surface lot, on-street, parking deck
Medical District	auto, bicycle, pedestrian, transit	curvilinear (low connectivity)	surface lot, parking deck
Manufacturing, Logistics, and Aerospace	auto, trucks, rail	curvilinear (low connectivity)	surface lot
Suburban	auto, bicycle, pedestrian	curvilinear (low connectivity)	private driveways, surface lot
Rural	auto	curvilinear (low connectivity)	private driveways
Regional Mixed-Use	auto, bicycle, pedestrian, transit	modified grid (high connectivity)	surface lot, on-street, parking deck
Neighborhood Mixed-Use	auto, bicycle, pedestrian, transit	modified grid (high connectivity)	surface lot, on-street, private driveways

WHAT COMES NEXT?

Creating the preferred growth strategy and finalizing the Future Land Use Map was an important milestone in the *Forward Monroe* process. Once this step was completed, the planning process pivoted to focus on creating a transportation strategy that responded to the land use approach. The transportation strategy, presented in detail in Chapter 4, gives more depth to how roadway, bicycle, and pedestrian recommendations respond to and help achieve the land use vision.

TRANSPORTATION



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INTRODUCTION

A balanced and functional transportation system is a key element of any vibrant community. A well-planned system links residents to jobs, shops, and recreation activities while managing congestion and promoting healthy lifestyles. The transportation strategy featured in this chapter was developed in tandem with the preferred growth strategy and was designed to respond to and help promote the Future Land Use Map. The *Forward Monroe* transportation strategy elevates broader community initiatives expressed through the plan's guiding statements by preserving Community Culture, encouraging Downtown Vibrancy, promoting Healthy Neighborhoods, and advancing Economic Vitality.

ELEMENTS OF THE TRANSPORTATION STRATEGY

The Transportation Strategy outlines a multimodal approach based on the Future Land Use Map with additional focus on the City's critical corridors. It is expressed through three main components:

Coordinated System-Level

Recommendations: This series of maps shows an inter-related set of mode-specific transportation recommendations.

Demonstration Corridors: This section provides a higher level of detail to address multimodal needs and tie the transportation strategy to broader community initiatives at the corridor-level.

Street Design Priorities: This section simplifies the relationship between land use context and transportation into a unique street typology that sets forth design priorities.

HOW THE CHAPTER SHOULD BE USED

As the city's blueprint for growth and development, *Forward Monroe* lays out a transportation philosophy backed by projects and strategies to achieve it. This plan is one way the city is stressing the importance of a balanced and efficient transportation system to reinforce the livability of its neighborhoods.

The chapter offers a guide for the city's corridors, intersections, bicycle infrastructure, and pedestrian network. The recommendations should be referenced during the development approval process and advanced through regional transportation planning processes when possible. The physical projects align with a general prioritization process for street design elements presented at the chapter's conclusion. These projects also align with programs and policies in the Action Plan to create a well-connected, multimodal transportation network.

COMMUNITY VISION

The *Forward Monroe* planning process included a multi-layered community engagement process to identify challenges facing the city and the positive characteristics that should define its future. It's no surprise that many of the thoughts expressed touched on transportation. Each of the overarching outreach themes described in Chapter 2 relate to the city's ability to enhance the traveling experience.

While some people are embracing growth and others are apprehensive, most people agree that the City must prepare accordingly.



One of the most tangible ways to prepare for growth is to establish a vision for transportation and communicate a step-by-step approach to achieve it.

Monroe aspires to be progressive and more vibrant without losing touch with its historic neighborhoods and unique role in the larger region.



Vibrancy is tied to three overlapping characteristics of a balanced transportation system—mobility, accessibility, and connectivity.

Economic vitality's place as a critical priority was broad-based and deep seated.



Transportation projects that provide greater access and mobility foster economic investment to create vital communities.

Downtown Monroe and the historic neighborhoods that surround it should remain the center of the community.



Connections—especially those on foot or by bike—between downtown and the city's oldest residences are a key consideration for the vitality of the center city.

TRANSPORTATION PLANNING PROCESS

A transportation plan can fall short of its potential due to ineffective communication of its vision, process, outcome, and recommendations. The *Forward Monroe* transportation element weaves the guiding statements and understanding of existing conditions throughout the description of recommendations. In general, the transportation planning process occurred in five steps:

1. Document existing conditions for various travel modes.
2. Listen to residents and business owners through various outreach events.
3. Catalogue the universe of projects from previous plans.
4. Establish a land use strategy expressed through a map and associated land use descriptions.
5. Identify and prioritize transportation solutions that align with the land use strategy.

The outcome of this process is described in the pages that follow.

COORDINATED SYSTEM-LEVEL RECOMMENDATIONS

With an active transportation focus, *Forward Monroe* acknowledges that local decisions can enhance mobility and safety for motorists, cyclists, and pedestrians. Developing the system-level recommendations began with a review of previous plans, followed by discussions with stakeholders and feedback from the community. These sources indicate that, even as the need persists to move traffic more efficiently, demand for bicycle and pedestrian facilities for users of all levels and types is growing. Underlying concepts of modal integration, livability, and connectivity are consistent themes in the coordinated transportation strategies that follow. The plan for roadways coordinates closely with other elements, notably through an emphasis on incidental projects for cyclists and pedestrians and the general notion that improvements to the roadway network benefit future transit opportunities.

The health, vibrancy, and economy of a community largely depends on its transportation network, for better or worse. Monroe already enjoys good roadway connections to the larger region via US 74 (and the future Monroe Expressway), proximity to the Charlotte-Monroe Executive Airport, and access to a Class I railroad. Each *Forward Monroe* engagement activity showed the community recognized the importance of a balanced transportation system. The community spoke in favor of a transportation system that:

- ▶ Improves congestion on key roadways.
- ▶ Offers safe and convenient opportunities to bike and walk.
- ▶ Moves people and goods without sacrificing the context of place.
- ▶ Makes future fixed route transit more of a possibility.
- ▶ Protects the economic interests of the city, including those associated with air service, rail access, and truck freight.

This community input was brought together with recommendations from previous area plans and the *Forward Monroe* guiding statements to form a comprehensive set of transportation strategies for a growing community. These strategies are illustrated on the maps that follow.



MAP INVENTORY — RECOMMENDATIONS

The coordinated system-level recommendations are presented in a series of maps for the various modes. While presented as separate maps, special consideration was made to ensure recommendations for one mode leveraged potential synergies with other modes.

ROADWAY RECOMMENDATIONS

Offers coordinated roadway projects in response to the Future Land Use Map with consideration for associated bicycle and pedestrian recommendations where possible.

BICYCLE RECOMMENDATIONS

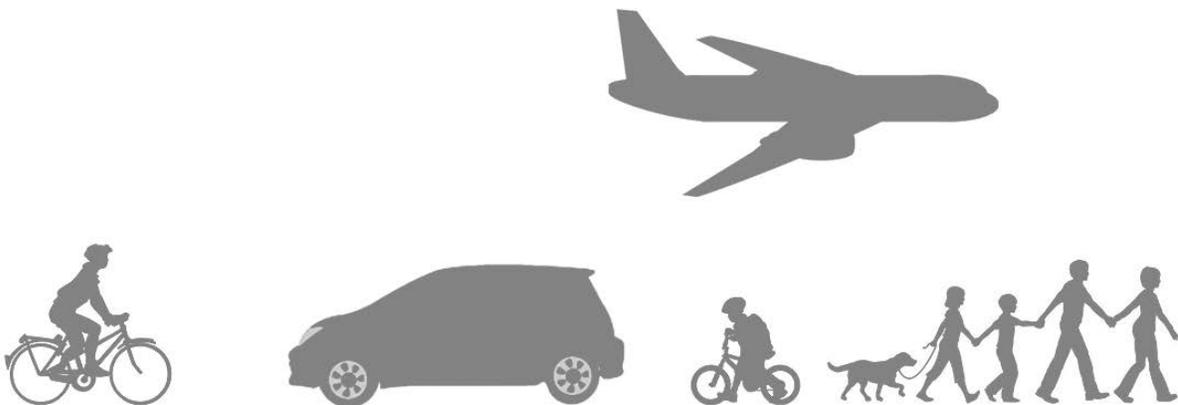
Illustrates a variety of on-street bicycle facilities and off-street trails drawn from previous community plans and vetted through the *Forward Monroe* process.

STRATEGIC SIDEWALK CONNECTIONS

Focuses on strategic connections that enhance connectivity of the overall pedestrian network with special consideration for the greenway connectors identified in the 2015 Greenway Master Plan.

TRANSIT PRIORITY ZONES

Identifies transit opportunities by aligning characteristics of the Future Land Use Map with areas most likely to be suitable for future fixed-route service.



ROADWAY RECOMMENDATIONS

As residential, commercial, and industrial growth occurs and more vehicles take to the road, roadway improvements are needed to reduce traffic congestion and improve safety. One of the unique demands in creating and sustaining a successful transportation system is blending access and connectivity functions while preserving mobility. This blending begins with the roadway recommendations.

The roadway recommendations also provide a starting point for advancing complete streets. From here, bicycle, pedestrian, and transit strategies provide balance to create a well-rounded network. Recommendations for the future multimodal system consider roadways at a corridor level and provide improvements for all travel modes along the corridor in a way that is compatible with surrounding land use. While not explicitly stated, these projects also improve freight movement as well as the safety and security of the network.

TYPES OF IMPROVEMENTS

CORRIDORS

New Location	The construction of new roadways to create new connections and alleviate congestion
Widening	The addition of at least one lane of travel in each direction, usually to address congestion or safety concerns
Road Diet	Reducing the number of vehicle lanes to reclaim road space for bicyclists and pedestrians or liveable space throughout the corridor
Two-Way Conversion	Physical changes to convert the travel pattern from one- to two-way travel
Access Management	Restricting certain turning movements, consolidating driveways, and the addition of medians to reduce the amount of cross traffic and improve safety
General Improvement	Regularly scheduled improvements to the corridor that do not change the width of the right-of-way, such as repaving and restriping. (Note: bicycle facilities may be added as part of a general improvements project)

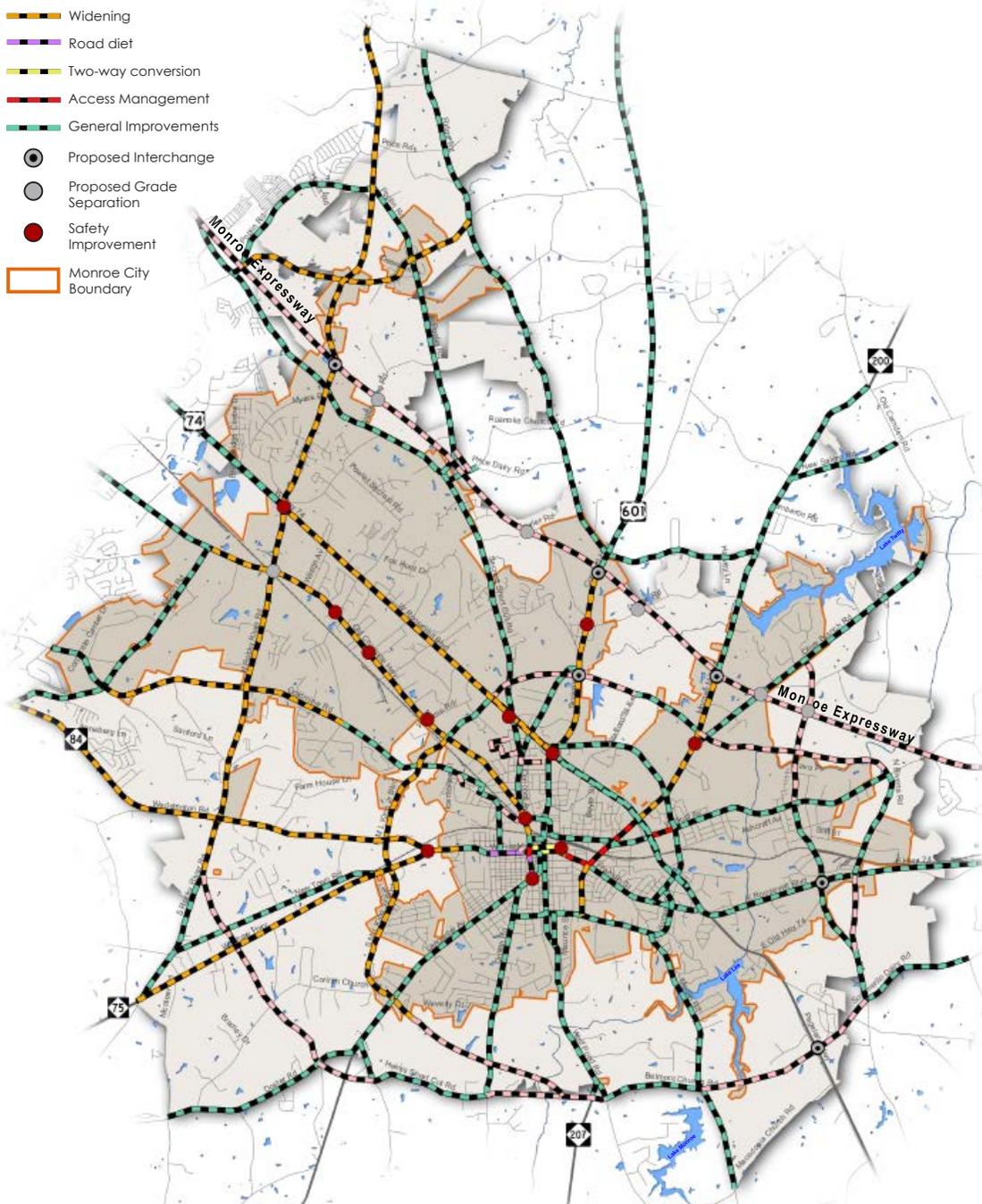
NODES

Proposed Interchange	Suggested interchanges based on proposed new road locations
Proposed Grade Separation	Locations where new roadway locations should be constructed as an overpass, based on existing topography
Safety Recommendations	Improvement recommendations based on crash data and previous transportation plans

Roadway Recommendations

Figure 4.1

-  New location
-  Widening
-  Road diet
-  Two-way conversion
-  Access Management
-  General Improvements
-  Proposed Interchange
-  Proposed Grade Separation
-  Safety Improvement
-  Monroe City Boundary



The recommendations shown here respond to the Future Land Use Map and have been developed in concert with the bicycle and pedestrian recommendations that follow. This coordinated approach addresses anticipated travel needs while resulting in numerous incidental improvements to the bicycle and pedestrian network. Recommendations for corridors outside the current city limits are included to plan for future growth.

FORWARD MONROE ROADWAY PROJECTS

ACCESS MANAGEMENT

ROAD NAME	EXTENTS	LENGTH (MILES)
N Charlotte Av	W Jefferson St to Morgan St	0.1
E Franklin St	Morgan Mill Rd to E Jefferson St	0.3
Morgan Mill Rd	E Franklin St to US 74	0.8
Walkup Av	US 74 to McIntyre St	0.4

GENERAL IMPROVEMENTS

ROAD NAME	EXTENTS	LENGTH (MILES)
Airport Rd	Old Charlotte Hwy to Weddington Rd	3.0
Baucom Deese Rd	US 601 to Morgan Mill Rd	1.7
Belmont Church Rd	Stack Rd to Medlin Rd	1.1
N Bivens Rd	Walkup Av to US 74	1.2
N Charlotte Av	W Jefferson St to Church St	0.1
N Church St	Charlotte Av to E Crowell St	0.2
S Church St	S Hayne St to Sunset Dr	0.4
Concord Av	Charlotte Av to US 601	1.8
Doster Rd	Lancaster Hwy to S Rocky River Rd	2.3
E East Av	US 74 to Stafford St Ext	0.8
Engleside St	Goldmine Rd to Iceman St	0.1
E Franklin St	Morgan Mill Rd to US 74	1.4
W Franklin St	Colony Rd to S Johnston St	0.3
Goldmine Rd	Stevens Rd to Engleside, Airport Rd W	2.6
Griffith Rd	Lancaster Av to Helms Shortcut Rd	2.4
S Hayne St	Maurice St to N Church St	1.7
Helms Short Cut Rd	Plyler Mill Rd to Griffith Rd	1.4
I B Shive Dr	Skyway Dr to Charlotte Av	0.2
Iceman St	Future Goldmine Rd Ext to W Franklin St	0.3
N Johnson St	Future Goldmine Rd Ext to W Franklin St	0.5
Lancaster Av	MLK Jr Blvd to Charlotte Av	2.2
Lancaster Hwy	Davis Rd to MLK Jr Blvd	0.8
N Main St	Lancaster Av to Franklin St	0.2
Medlin Rd	Sunset Dr to planning boundary	3.1
Morgan Mill Rd	Monroe Expressway to Old Camden Rd	3.7

ROAD NAME	EXTENTS	LENGTH (MILES)
New Salem Rd	Morgan Mill Rd to Old Camden Rd	1.3
New Town Rd	Rocky River Rd to Waxhaw Hwy	2.5
Old Charlotte Hwy	Airport Rd to Wesley Chapel Rd	5.5
Old Pageland Monroe Rd	Summerlin Dairy Rd to future Northern Loop	1.5
Olive Branch Rd	Morgan Mill Rd to Old Camden Rd	3.4
Plyler Mill Rd	Helms Shortcut Rd to Lancaster Hwy	0.5
Poplin Rd	Secret Short Cut Rd to Secret Shortcut Rd	5.4
Ridge Rd	US 601 to Lawyers Rd	6.1
Roanoke Church Rd	Secret Short Cut Rd to Monroe Expressway	0.4
Rocky River Rd	Future Southern Loop to Lancaster Ave	1.5
N Secret Av	US74 to Walkup Ave	0.9
Secret Short Cut Rd	Indian Trail-Fairview Rd to US 74	8.9
Skyway Dr	N Church St to US 74	1.0
Stack Rd	Southern Loop to Wolf Pond Rd	0.2
Stafford St Ext	Stafford St to Morgan Mill Rd	0.9
Summerlin Dairy Rd	Old Pageland Monroe Rd to Walkers Grove Rd	1.3
Sunset Dr	S Hayne St to Griffith Rd	2.2
N Sutherland Av	E Franklin St to Stafford St Ext	2.2
US 74	Rocky River Rd to Faith Church Rd	7.4
US 74	US 601 to planning boundary	7.9
US 601	Monroe Expressway to Cabarrus County limits	12.1
Walkup Av	McIntyre St to Bivens Rd	2.5
Walkup Av	Morgan Mill Rd to US 74	0.5
Winchester Av	Hayne St to Morgan Mill Rd	0.9
Wolf Pond Rd	planning boundary to Maurice St	1.4

NEW LOCATION

ROAD NAME	EXTENTS	LENGTH (MILES)
Avery Parker Ext Rd	Avery Parker Rd to Monroe southern loop	1.9
Fletcher Broome Rd	New Town Rd to Lancaster Hwy	1.8
Jefferson St Realignment	Jefferson St to Franklin St	0.1
Monroe Expressway	Monroe Bypass	18.8
Monroe Northern Loop	Dickerson Blvd to Stafford St Ext	1.7
Monroe Northern Loop	Bivens Rd to Morgan Mill Rd	2.2
Monroe Outer Loop	Old Pageland Monroe Rd to Bivens Rd	0.9
Monroe Outer Loop	Belmont Church Rd to Old Pageland Monroe Rd	2.2

ROAD NAME	EXTENTS	LENGTH (MILES)
Monroe Southern Loop	Helms Shortcut Rd to Belmont Church Rd	1.3
Monroe Southern Loop	Rocky River Rd to New Town Rd	0.7
Plyler Mill Road	Fletcher Broome Rd to Helms Shortcut Rd	0.7
Poplin Ext Rd	Poplin Rd to Roanoke Church Rd	0.3
Secrest Av Extension	N Secrest Av to Olive Branch Rd	1.7
Unnamed	Icemorlee St to Charlotte Av	0.3
Unnamed	Concord Ave identified roads	1.0
Unnamed	Goldmine Rd to Iceman St	0.1

WIDENING

ROAD NAME	EXTENTS	LENGTH (MILES)
Avery Parker Rd	Lancaster Av to terminus	0.3
Charles St	Sunset Dr to Franklin St	0.6
Goldmine Rd	Airport Rd to Stevens Rd	2.8
Morgan Mill Rd	US 74 to Monroe Expressway	1.9
N Charlotte Av	Seymour St to Dickerson Blvd	1.5
N Charlotte Av	N Church St to Seymour St	1.5
Old Charlotte Hwy	Dickerson Blvd to Airport Rd	5.5
Rocky River Rd	US 74 to Old Charlotte Hwy	0.7
Rocky River Rd	Lawyers Rd to US 74	5.6
Rocky River Rd	Old Charlotte Hwy to Future Southern Loop	10.1
S MLK Jr Blvd	N Charlotte Av to Lancaster Av	3.4
Skyway Dr	US 74 to future Northern Loop	1.0

ROAD NAME	EXTENTS	LENGTH (MILES)
US 601	Future Northern Loop to Monroe Expressway	1.2
US 74	Rocky River Rd to Hanover Drive	2.8
US 74	Hanover Drive to Concord Hwy	2.0
W Franklin St	Weddington Rd to Colony Rd	0.3
W Unionville Indian Trail Rd	Secrest Shortcut Rd to Ridge Rd	3.0
Waxhaw Hwy	Franklin St to Airport Rd	3.7
Weddington Rd	W Franklin St to Rocky River Rd	5.3

OTHER RECOMMENDATIONS

RECOMMENDATION	ROAD NAME	EXTENTS	LENGTH (MILES)
Road Diet	W Franklin St	N Charlotte Ave to N West St	0.5
Road Diet	S Charlotte Av	Morgan St to Lancaster Av	0.3
Two-Way Conversion	W Jefferson St	Depot St to N Charlotte Av	0.3
Two-Way Conversion	Franklin St	E Jefferson St to N Charlotte Av	0.4

BICYCLE RECOMMENDATIONS

Throughout the *Forward Monroe* engagement process, the community identified a well-functioning bicycle and pedestrian network as one of the City's top transportation needs. To integrate the bicycle network into the overarching vision for the transportation system, the types of users and facilities must be understood. Types of users can be described in terms of trip purpose and skill level. Different reasons for traveling by bicycle, combined with the varying levels of skill, require a flexible and responsive approach to bicycle planning.

THE E'S OF BICYCLE PLANNING

Successful bicycle planning requires consideration of the following interrelated components.

ENGINEERING	Refers to on- and off-road facilities that must be planned and designed
EDUCATION	Refers to the resources available to teach all users to safely and confidently ride
ENCOURAGEMENT	Refers to various ways to promote a culture that embraces bicycling
ENFORCEMENT	Refers to intentional actions that protect the safety of all users
EVALUATION	Refers to the periodic review of existing and planned facilities
EQUITY	Refers to fairness in decision-making to ensure the needs of all community members are met, particularly populations that are traditionally underserved
ECONOMICS	Refers to the economic returns, including those associated with health, safety, the environment, tourism, and property values

TYPES OF USERS

Types of bicycle users can be described in terms of trip purpose and skill level. Both types of trip purposes and all three types of skill levels require a complete network of on- and off-street bicycle facilities supplemented with programs that educate and encourage current and future users.

TRIP PURPOSE

Utilitarian

- ▶ Non-discretionary travel where the user is traveling to a specific destination such as work, school, grocery store, or home
- ▶ Those without access to or ability to drive motor vehicles
- ▶ Often includes the elderly, children, and persons with disabilities
- ▶ Varying skill level

Recreational

- ▶ Discretionary travel where the user is using alternative modes (i.e., biking, walking) to travel just for fun
 - ▶ Those who prefer a healthy, active lifestyle regardless of access to personal vehicles
 - ▶ Typically includes persons of all ages and abilities
 - ▶ Varying skill level
-

SKILL LEVEL

Advanced Cyclists

- ▶ Typically the most experienced on the road
- ▶ Can safely ride on typical arterials that have higher traffic volumes and speeds
- ▶ Most prefer shared roadways in lieu of striped bike lanes and paths
- ▶ Represent about 20% of adult cyclists but account for nearly 80% of annual bicycle miles traveled

Basic Adult Cyclists

- ▶ Less experience on the road
- ▶ Less secure in their ability to ride in traffic without special accommodations
- ▶ Casual or new adult and teenage riders
- ▶ Typically prefer multi-use paths or bike lanes that reduce their exposure to fast-moving and heavy traffic
- ▶ Represent approximately 80% of adult cyclists

Child Cyclists

- ▶ Little to no experience on the road
- ▶ Limited field of vision while riding
- ▶ Generally keep to neighborhood streets and greenways
- ▶ Likely will ride on sidewalks along busier streets

Types of Facilities

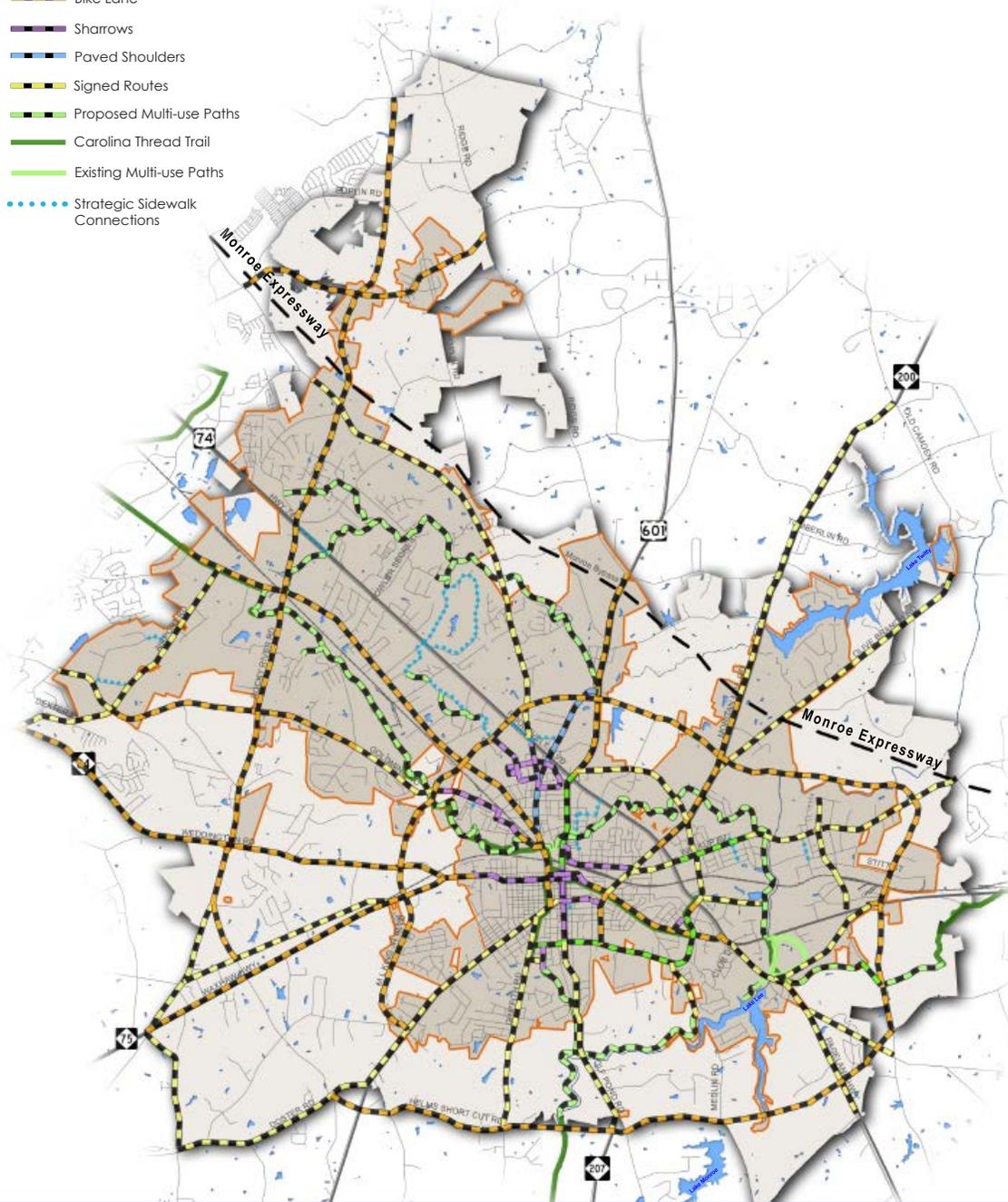
Careful attention must be given to each facility type, particularly how each type and its users fit into the overall system-wide multimodal transportation network.

BIKE LANE		
<ul style="list-style-type: none"> Exclusive-use area adjacent to the outer most travel lane Typical width: 4' to 5' (preferred) May be added as part of a general improvements or road diet project if width is sufficient. Otherwise, often created as part of a road widening. 	<p>Target User</p> <p>Basic and Advanced</p> <p>Estimated Cost</p> <p>\$2,000 per mile (striping only)</p>	
SHARROW (SHARED LANE MARKINGS)		
<ul style="list-style-type: none"> Pavement markings on lanes to indicate shared space for bicyclists and motorists Should be used on roads where bicycle lanes are desirable but impossible due to pre-existing constraints Typical spacing: 100-250 feet along corridor 	<p>Target User</p> <p>Basic and Advanced</p> <p>Estimated Cost</p> <p>\$175 per marking (recommended every 150 ft)</p>	
PAVED SHOULDER		
<ul style="list-style-type: none"> Additional pavement adjacent to travel lane Extends service life of road and provides greater safety and comfort for bicyclists Typical width: 4' (no minimum width required) 	<p>Target User</p> <p>Advanced</p> <p>Estimated Cost</p> <p>\$500,000 per mile (assumes 4 feet)</p>	
SIGNED ROUTE		
<ul style="list-style-type: none"> Uses signs to increase driver awareness of bicycles on a roadway Connects destinations in areas where no special bicycle facilities are needed (due to lower traffic speeds and volumes) 	<p>Target User</p> <p>Basic and Advanced</p> <p>Estimated Cost</p> <p>Varies</p>	
MULTI-USE PATH		
<ul style="list-style-type: none"> Separated from traffic and located in open space (greenway) or adjacent to road with more setback and width than sidewalks (sidepath) Typical width: 10-14' preferred 	<p>Target User</p> <p>All Cyclists; Pedestrians</p> <p>Estimated Cost</p> <p>\$220,000 per mile</p>	

Bicycle Recommendations

Figure 4.2

- Bike Lane
- Sharrows
- Paved Shoulders
- Signed Routes
- Proposed Multi-use Paths
- Carolina Thread Trail
- Existing Multi-use Paths
- Strategic Sidewalk Connections



The recommendations shown here were drawn from previous community plans or identified through the *Forward Monroe* process. The recommendations have been reviewed to ensure they address the guiding statements and have been coordinated with roadway recommendations to allow most bicycle improvements to occur as part of the widening or reconstruction of the roadway. The city is encouraged to complete a standalone bicycle plan to identify and further prioritize specific improvements.

FORWARD MONROE BICYCLE PROJECTS

BIKE LANES

ROAD NAME	EXTENTS	MILES
Allen Street Ext	S Jonston St to N Charlotte Av	1.6
Belmont Church Rd	Stack Rd to Medlin Rd	1.7
Charles St	Sunset Dr to Franklin St	0.3
Dickerson Blvd	US 74 to N Charlotte Av	2.3
E Franklin St	US 74 to McCauley St	2.3
Goldmine Rd	Love Rd to Airport Rd	2.2
Helms Short Cut Rd	Plyler Mill Rd to Griffith Rd	1.6
Monroe Northern Loop	US 74 to Stafford St Ext	0.3
Monroe Northern Loop	US 74 to Stafford St Ext	0.6
Monroe Northern Loop	Morgan Mill Rd to Walkup Av	3.9
Monroe Outer Loop	Medlin Rd to Old Pageland-Monroe Rd	9.2
Monroe Outer Loop	US 74 to Old Pageland-Monroe Rd	0.2
Monroe Southern Loop	Griffith Rd to Stack Rd	0.7
Monroe Southern Loop	Rocky River Rd to New Town Rd	0.3
Morgan Mill Rd	N Sutherland Ave to Monroe Expressway	2.0

ROAD NAME	EXTENTS	MILES
Morgan Mill Rd	US 74 to N Sutherland Av	0.6
N Bivens Rd	railroad to Walkup Av	1.1
N Charlotte Av	Church St to Dickerson Blvd	1.0
N Charlotte Av	Dickerson Blvd to planning boundary	0.2
N MLK Jr Blvd	Weddington Rd to N Charlotte Av	0.3
Old Pageland Monroe Rd	Summerlin Dairy Road to Monroe northern loop	1.3
Plyler Mill Road	Doster Rd to Plyler Mill Rd	1.4
S Bivens Rd	US 74 to railroad	1.5
S MLK Jr Blvd	Lancaster Av to Weddington Rd	1.2
S Rocky River Rd	Lawyers Rd to future Monroe Southern Loop	0.9
S Sutherland Av	US 74 to Sunset Dr	3.7
Skyway Dr	US74 to Future Northern Loop	5.1
Skyway Dr	Future Northern Loop to study area boundary	1.3
Stafford St Ext	Stafford St to Morgan Mill Rd	0.7
US 74	E Franklin St to Pageland Hwy	0.7
W Franklin St	Weddington Rd to Colony Rd	2.2
W Unionville Indian Trail Rd	Poplin Rd to Ridge Rd	0.9

MULTI-USE PATHS

ROAD NAME	EXTENTS	MILES
Greenway Connector	Old Pageland Monroe Rd to proposed greenway	1.0
Bearskin Creek Greenway	Belk-Tonawanda Park to Skyway Drive	0.2
Bearskin Creek Greenway	Belk Tonawanda Park to Icemorelee Street	1.2
Bearskin Creek Greenway	Sanlee Dr to Winthrop Ln	2.2
Bearskin Creek Greenway	Icemorelee Street to Sanlee Dr	3.5
Bearskin Creek Greenway	Winthrop Ln to just past Rocky River	0.8
Bearskin/Richardson Creek	Creff Park to Sutton Park	1.2
Country Club Trail	Existing Trail to Lake Lee	0.2
Dry Fork Creek Connection	Greenway to Winthrop Ln	2.8
E Sunset Dr	S Sutherland Av to Griffith Rd	1.0
Jesse Helms Regional Park	Monroe Outer Loop to planning boundary	0.6

ROAD NAME	EXTENTS	MILES
Monroe Country Club	Country Club to Old Pageland Monroe	1.5
Old Charlotte Highway Connector	Bearskin Creek to Old Charlotte Highway	0.3
Parker Haynes Parcel Connector	Crescent St to Richardson Creek Greenway	1.0
Parks Williams Greenway	Nelda Dr to Aquatic Center	0.3
Parks Williams Greenway	Arnold Dr to Nelda Dr	0.3
Richardson Creek Greenway	Sutton Park to Country Club	0.7
Richardson Creek Greenway	Carolina Thread Trail to Medlin Rd	0.3
Rolling Hills Connector	Stewart Creek to Rolling Hills Dr	1.0
Rolling Hills Country Club	Fowler Secrest to connector	4.4
Skyway Dr	N Church St to East Av	3.4
Steward Creek Greenway	Charlotte Highway Connector to Myers Rd	0.3

MULTI-USE PATHS (CONT.)

ROAD NAME	EXTENTS	MILES
Stewart Creek Connector	Hunt Club Dr to Greenway	1.25
Stewart Creek Greenway	Old Charlotte Highway to Greenway	0.25

ROAD NAME	EXTENTS	MILES
Stewart Creek Greenway	Concord Ave to Fowler Secret	0.14
Walkup Av	US 74 to Alda Rd	0.31

SHARROWS

ROAD NAME	EXTENTS	MILES
Commerce Dr	Dickerson Blvd to Patton Av	0.3
Concord Ave	Pedro St to Secret Shortcut Rd	0.2
Crescent St	Sunset Dr to proposed greenway	0.4
E Franklin St	McCauley St to Charlotte Av	0.0
E Jefferson St	N Hayne St to E Franklin St	1.0
E Morrow Av	N Hayne St to Maurice St	0.2
Engleside St	Goldmine Rd to Iceman St	0.3
Everette St	Maurice St to Charles St	0.3
Goldmine Rd	MLK Jr Blvd to Engleside St	0.3
Iceman St	Engleside St to Icemorelee St	0.1
Kerr St	Concord Av to Skyway Dr	0.6
Lomax St	Concord Av to Commercial Av extension	0.8

ROAD NAME	EXTENTS	MILES
Lomax St Extension	Concord Av to Kerr St	0.0
Maurice St	Morrow Av to Everette St	0.3
N Hayne St	E Windsor St to N Church St	0.2
Patton Ave	Selis St to Concord Av	0.6
S Hayne St	Sunset Dr to E Windsor St	0.1
S Sutherland Av	E Franklin St to Sunset Dr	0.1
Secret Shortcut Rd	US 74 to Concord Av	0.2
W Franklin St	Weddington Rd to S Johnson St	0.3
W Jefferson St	N Hayne St to Charlotte Av	0.2
W Morrow Av	N Hayne St to Lancaster Av	0.3
Winchester Av	Skyway Dr to Morgan Mill Rd	0.4

SIGNED ROUTES

ROAD NAME	EXTENTS	MILES
Airport Rd	Old Charlotte Hwy to Goldmine Rd	2.2
Doster Rd	Rocky River Rd to Lancaster Hwy	2.4
E East Av	Stafford St Ext to Skyway Dr	0.6
E Old Hwy 74	Pageland Hwy to US 74	1.9
Goldmine Rd	Love Rd to MLK Jr Blvd	0.8
Goldmine Rd	Airport Rd to planning boundary	1.4
Griffith Rd	Lancaster Av to Helms Shortcut Rd	0.6
Lancaster Av	N Hayne St to MLK Jr Blvd	1.2
Lancaster Hwy	MLK Blvd to planning boundary	1.3
Medlin Rd	Sunset Dr to proposed greenway	2.4
Monroe Ansonville Rd	Monroe Northern Loop to planning boundary	4.9
Morgan Mill Rd	E Franklin St to US 74	1.8
Morgan Mill Rd	Monroe Expressway to planning boundary	2.3

ROAD NAME	EXTENTS	MILES
N Secret Av	railroad to Bravo Pl	0.6
N Sutherland Av	Stafford St Ext to railroad	3.7
New Town Rd	Waxhaw Hwy to Rocky River Rd	3.4
Olive Branch Rd	Morgan Mill Rd to planning boundary	0.9
Pageland Hwy	US74 to planning boundary	0.4
Quarry Rd	S Sutherland Ave to proposed greenway	0.6
S Hayne St	Maurice St to Sunset Dr	0.2
S Rocky River Rd	Doster Rd to Deertrack Ln	3.0
S Secret Av	US 74 to railroad	1.0
S Sutherland Av	US 74 to railroad	0.8
Secret Short Cut Rd	US 74 to Haywood Rd	0.8
Victoria Av	Griffith Rd to Crescent St	0.5
Walkup Av	Morgan Mill Rd to US 74	2.5
Walkup Av	Alda Rd to planning boundary	3.0
White Store Rd	Pageland Hwy to Old Pageland-Monroe Rd	0.0
Wolf Pond Rd	Southern Loop to Maurice St	1.1

PAVED SHOULDER

ROAD NAME	EXTENTS	MILES
Concord Ave	Charlotte Highway to Concord Hwy	1.8

PEDESTRIAN RECOMMENDATIONS

Walking is a key element to a healthy community's transportation system. Every trip begins and ends as a walking trip, yet walking often remains a lower priority mode during the planning process. When a proper pedestrian environment exists, walking offers a practical transportation choice with benefits for both individuals and the community. Many community features contribute to making communities more walkable and should play an important part in the planning and design process, including a healthy mix of land uses, appropriately sized sidewalks, buffers between the edge of the pavement and the sidewalk, and trees to shade walking routes. Slowing traffic, narrowing streets to reduce pedestrian crossing distance, and incorporating pedestrian infrastructure (e.g., signage, crosswalks, and adequate pedestrian phasing at signals) into future roadway design plans also enhances walkability. Paying special attention to all of these features plays an important role in encouraging the use of active modes of transportation.

To address overall pedestrian needs in Monroe, several prevailing overarching strategies emerged:

- **Close gaps in the pedestrian network to promote greater use of the existing network.**
- **Focus on connectors identified in the 2015 Greenway Master Plan**
- **Enhance pedestrian access to activity centers from residences or other activity centers with an emphasis on schools and parks**
- **Advocate for pedestrian improvements, including sidewalks and crossings, to be implemented as part of larger roadway projects**
- **Perform regular maintenance of existing and future pedestrian facilities to maximize the effectiveness of the infrastructure.**

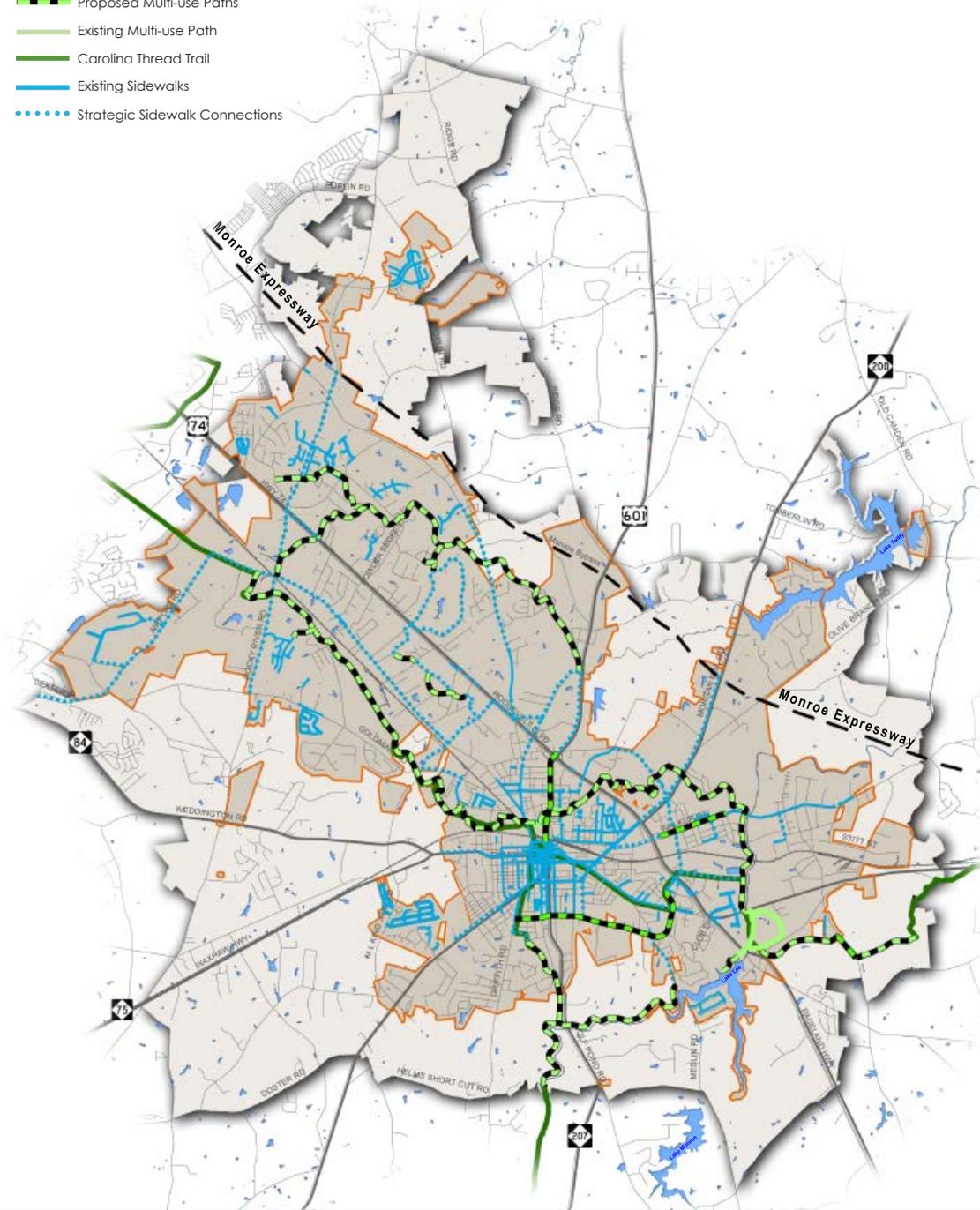
Carolina Thread Trail

The Carolina Thread Trail (CTT) is a regional network of greenways, trails, and water trails that reaches 15 counties in North Carolina's south-central piedmont and the north-central portion of South Carolina. The CTT preserves natural areas and provides a place for exploring nature, culture, science, and history. More than 220 miles of trails currently are open to the public and link people, places, cities, towns, and attractions. The CTT provides a variety of public and community benefits, including enhancing the local and regional economy. In Monroe and Union County, the conceptual CTT stretches 100 miles through the county and connects to other CTT sections in Mecklenburg and Anson Counties in North Carolina and Lancaster County in South Carolina. The CTT is a central component of a broader strategy to encourage people to take trips on foot or on bike.

Strategic Sidewalk Connections

Figure 4.3

- Proposed Multi-use Paths
- Existing Multi-use Path
- Carolina Thread Trail
- Existing Sidewalks
- Strategic Sidewalk Connections



The recommendations shown here focus on strategic pedestrian connections, including select sidewalk segments and proposed multi-use paths based on the 2015 Greenway Master Plan. These recommendations are not intended to be a comprehensive set of sidewalk recommendations. The city is encouraged to complete a standalone pedestrian plan to identify and further prioritize specific improvements.

TRANSIT RECOMMENDATIONS

Most people agree that they would use transit if service was fast, frequent, dependable, and easy to use. While these service characteristics typically are reserved for locations with very high densities and a strong mix of uses, places with relatively lower densities can support some level of transit. Transit simply needs to exist within a coordinated land use and transportation framework that connects people to the places they need or want to go in a timely manner. During the planning phase, a key consideration is setting realistic expectations and advancing transit-ready environments that can evolve over time.

The future of transit in Monroe includes the following factors:

ROADWAY CONNECTIVITY

At both the city and regional scales, the connectivity of the road network has a profound impact on the viability of transit—now and in the future. Therefore, any improvements to the overall transportation network enhance the viability of future transit.

DEMAND RESPONSE SERVICE

Although primarily used by the elderly and disabled, demand response transit rides are offered to all eligible residents in the county by Union County Transportation. The service is provided through a grant-funded program or through sponsorship by local human service agencies. Union County Transportation will continue to play a role in the city's transit service, particularly in the short term.

TRANSIT-READY DEVELOPMENT

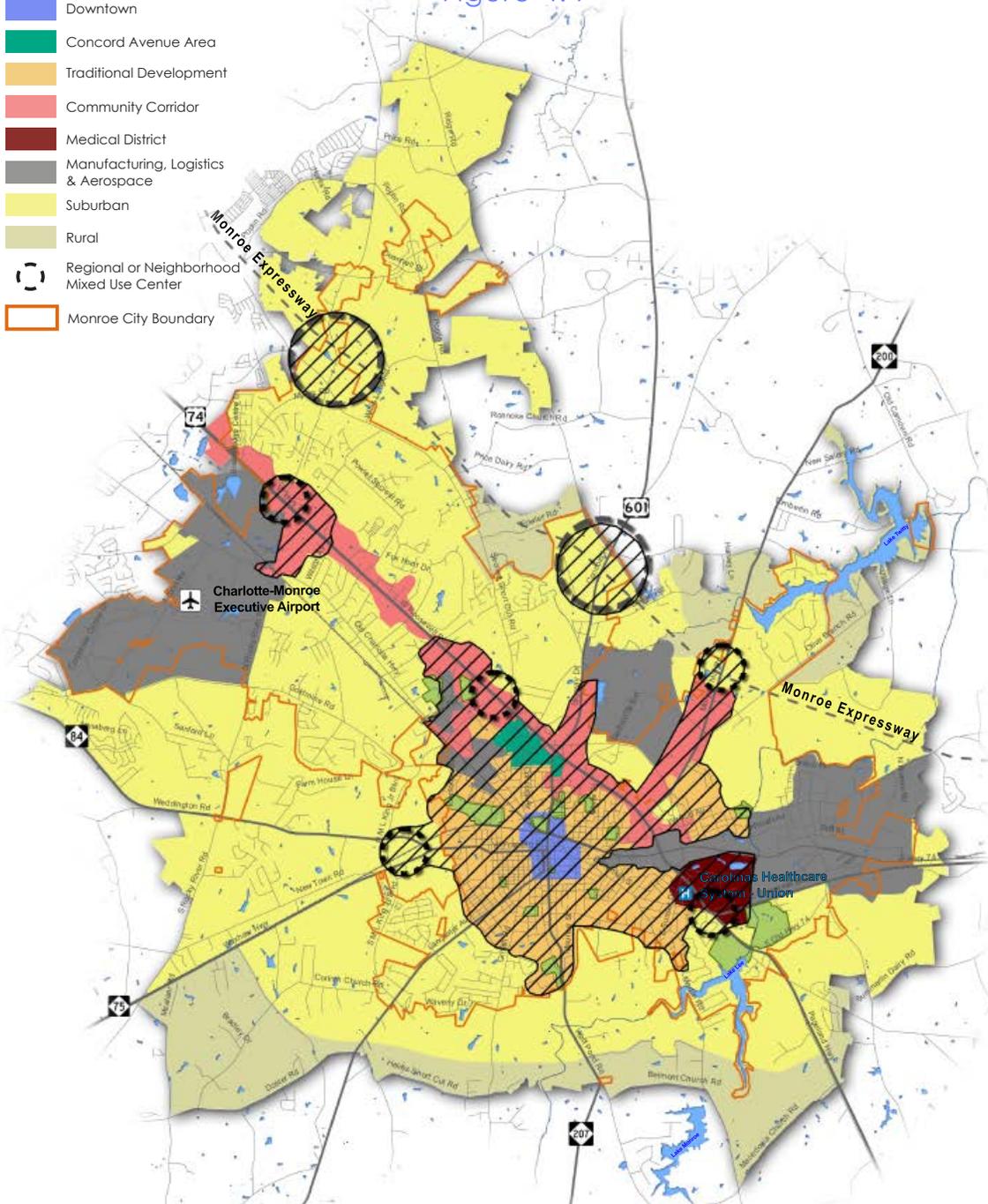
In locations that lack existing transit facilities or market demand to support more intense transit-oriented developments, regulations and guidelines that support transit-ready development should be enforced. Transit-ready development describes the coordinated design of new neighborhoods and activity centers that support future transit expansion. Transit-ready developments include a mixture of land uses, pedestrian-friendly design, appropriate locations and/or routes for transit, an interconnected network of internal streets, and appropriate densities supportive of future transit use. The Regional and Neighborhood Mixed-Use Centers present excellent opportunities to guide the form of development and set policies that are conducive to a transit-ready environment.

Suburbs and small cities do not need to exclusively rely on personal automobiles. To emphatically state that transit depends on density offers little hope to cities such as Monroe and the people who need scheduled transit service for daily trips. Relying solely on density as a determination of transit viability also puts sizeable stress on portions of the city that are developed and unlikely to significantly redevelop in the future. Most importantly, the statement continues to suppress development that could lead to practical transit service in the future.

Transit Priority Zones

Figure 4.4

-  Transit Priority Zones
-  Downtown
-  Concord Avenue Area
-  Traditional Development
-  Community Corridor
-  Medical District
-  Manufacturing, Logistics & Aerospace
-  Suburban
-  Rural
-  Regional or Neighborhood Mixed Use Center
-  Monroe City Boundary



The recommendations shown here are organized around the concept of transit priority zones. These zones are the most likely places to support future fixed route transit based on a combination of expected population and employment densities. These zones align with the land use character areas that emphasize more intensity and a diversity of uses.

DEMONSTRATION CORRIDORS

As described in Chapter 1, Monroe is in the path of growth. While the effect of this growth will have far-reaching impacts, the city's most vulnerable assets are among the driving factors behind the growth—major transportation corridors. In the future, the demonstration corridors will serve as the backdrop for strategies associated with transportation, land use, urban design, and economic development.

Monroe's ability to provide its residents and visitors with choices in how they travel—by building complete streets and leveraging development and redevelopment to yield context-sensitive designs—is critical to the city's economic vitality. This approach to street design requires systematically improving the city's road network, focusing attention on the bicycle network, enhancing trails, and positioning the city to be “transit ready.”

ELEMENTS OF CORRIDOR ANALYSIS

Profiles for the city's strategic corridors were designed to provide more detail for these important assets, including a deeper understanding of existing conditions and an assessment of growth and development along and adjacent to the corridors. This information helped shape potential solutions to ease congestion, increase safety, and reflect the vision and goals for a balanced transportation system. The information for each corridor is organized into two parts:

CORRIDOR CONTEXT

A corridor profile is offered, which describes the corridor's role in the city's transportation system. This role is expressed in a brief narrative supplemented with a snapshot of crash history, traffic volumes, and major destinations. Notable features also have been captured. The intent is to provide additional detail ahead of demonstrating how these strategies can be applied more broadly throughout the study area.

CORRIDOR VISION

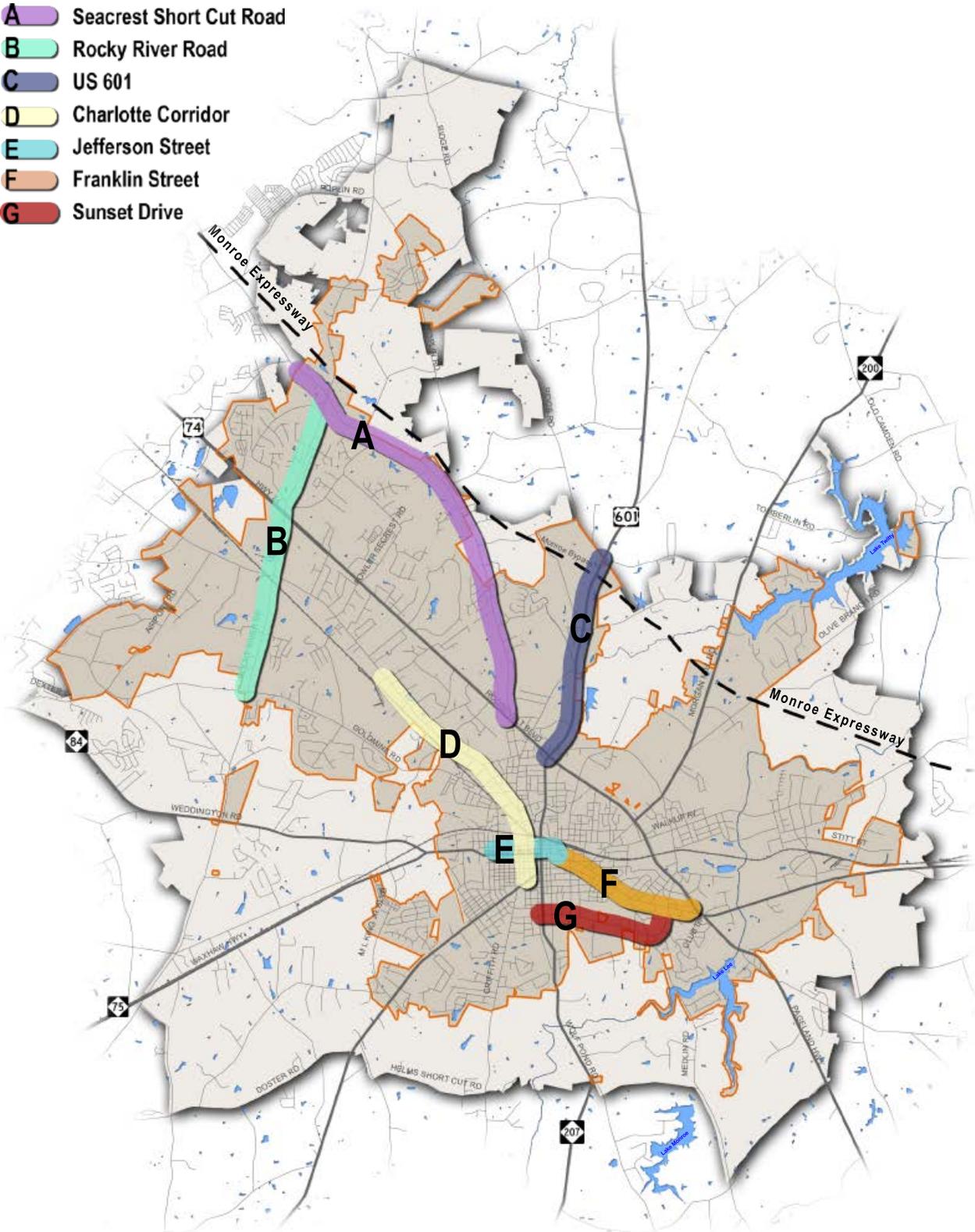
The preferred vision for each corridor is defined by its context (based on land use character area from the Future Land Use Map) and street priorities (as established by the community during Community Workshop #2). The vision is expressed in a typical cross section that illustrates multimodal solutions tailored to the unique dynamics of the corridor.

The demonstration corridors respond to the unique street typology presented at the end of this chapter that links land use context with transportation decision-making. By taking the proper steps now, these corridors can promote new growth, accommodate increases in traffic, and contribute to the success of the overall transportation system.

Demonstration Corridors

Figure 4.5

- A** Seacrest Short Cut Road
- B** Rocky River Road
- C** US 601
- D** Charlotte Corridor
- E** Jefferson Street
- F** Franklin Street
- G** Sunset Drive



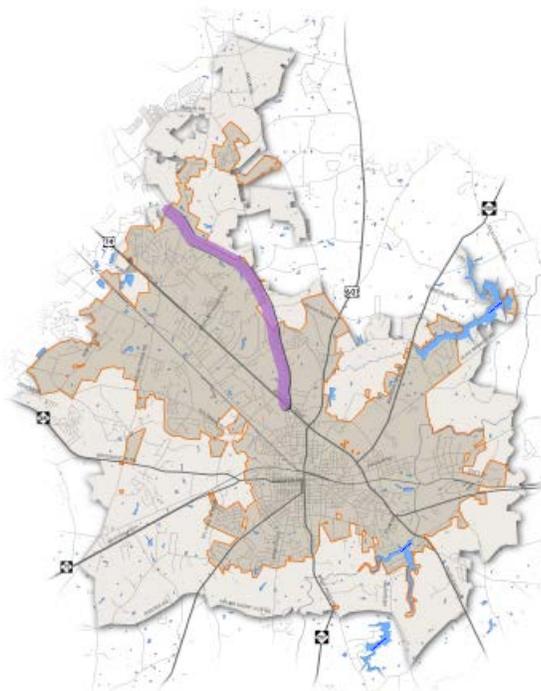
A SECREST SHORT CUT ROAD

HAYWOOD ROAD TO US 74

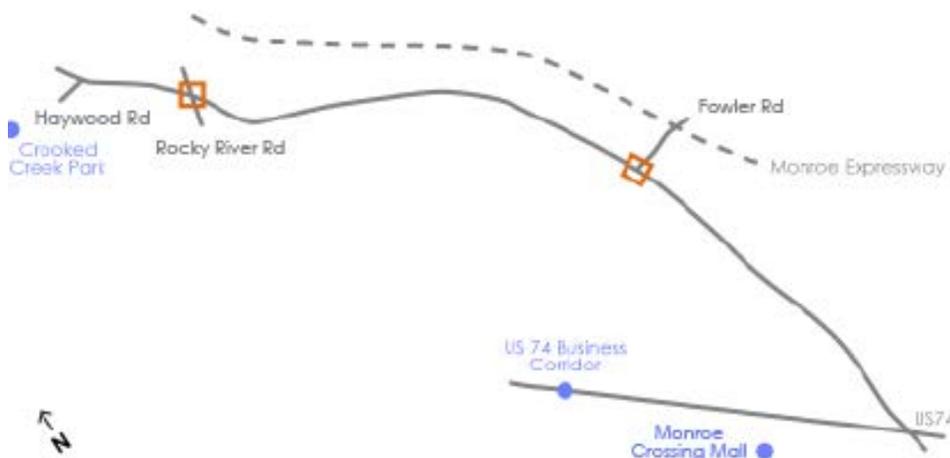
CORRIDOR CONTEXT

4.91 MILES | MAJOR COLLECTOR

Secrest Short Cut Road extends north from downtown Monroe parallel to US 74. The corridor primarily serves suburban residential land uses while connecting downtown to points west. The existing cross section is two lanes with left-turn lanes provided in some areas. Neither bicycle nor pedestrian accommodations currently exist. Reported crashes occur along the entirety of the corridor with notable hotspots at intersections with Rocky River Road, Fowler Road, and US 74. With mixed-use development expected at both ends of the corridor, general improvements such as turn lanes and intersection enhancements are needed to ensure the corridor functions efficiently. Strategic sidewalk connections and a signed bicycle route also are recommended. Special consideration should be given to this corridor's role in connecting people to and making people aware of downtown Monroe.



MAJOR DESTINATIONS



 Crash Hot Spots

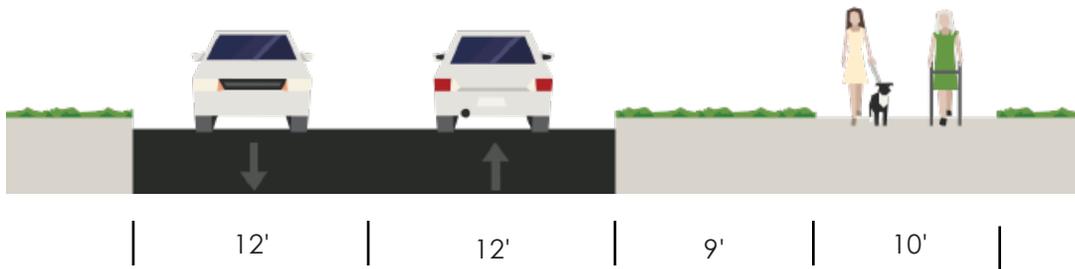
2014 NCDOT Traffic Volumes:

8,500-13,000
vehicles per day

Existing Right-of-Way
60 feet

CORRIDOR VISION

TWO LANES WITH WIDE SIDEWALK ON NORTH SIDE



60' Preferred Right-of-Way (ROW)

Preferred cross section for the corridor is similar to the corridor's existing cross section near Secret Hill Drive and Red Fox Run Road.

CONTEXT

- ▶ 80% Suburban
- ▶ 12% Rural
- ▶ 6% Community Corridor

STREET PRIORITIES

1. Congestion
2. Safety
3. Bike

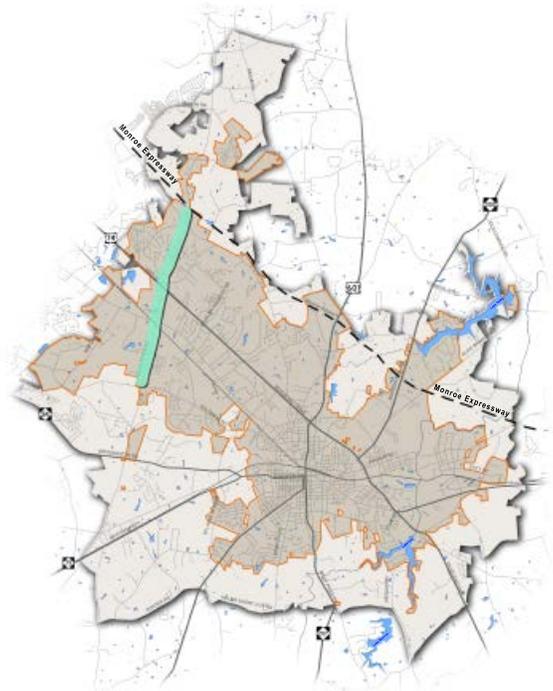
TRANSPORTATION RECOMMENDATIONS

- ▶ Turn Lanes/ Intersection Improvements
- ▶ Signed Bike Route
- ▶ Strategic Sidewalk Connections

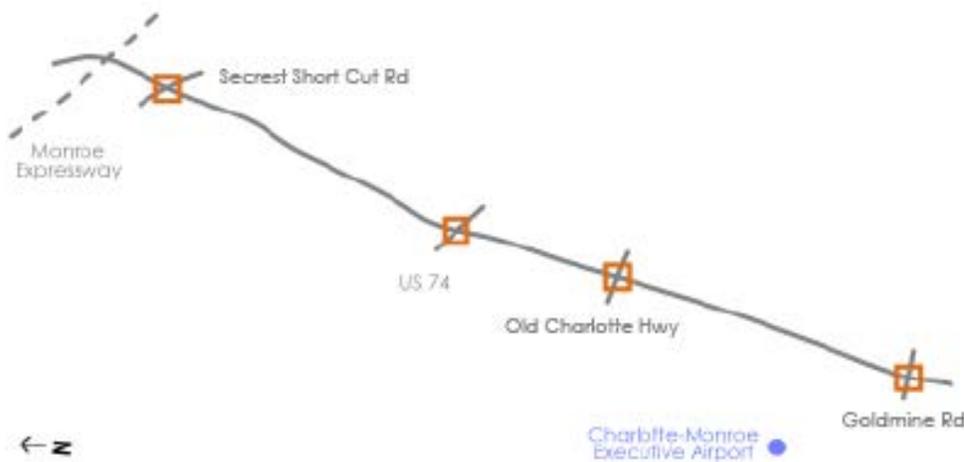
B ROCKY RIVER ROAD MONROE EXPRESSWAY TO GOLDMINE ROAD

CORRIDOR CONTEXT 3.70 MILES | MAJOR COLLECTOR

With the completion of the Monroe Expressway, Rocky River Road will serve as an important connection between the regional highway and Charlotte-Monroe Executive Airport. It also will provide important regional access to one of the city's most important industrial bases. The corridor currently operates as a vehicular thoroughfare with little-to-no pedestrian or bicycle accommodations. However, non-motorized uses are expected to increase in the future, particularly if a Neighborhood Mixed-Use Center develops at the intersection of Rocky River Road and US 74. Reconfiguration of this intersection is funded for construction. Widening the corridor to four lanes with bicycle lanes and sidewalks will allow the corridor to address anticipated transportation needs while encouraging economic investment.



MAJOR DESTINATIONS



Crash Hot Spots

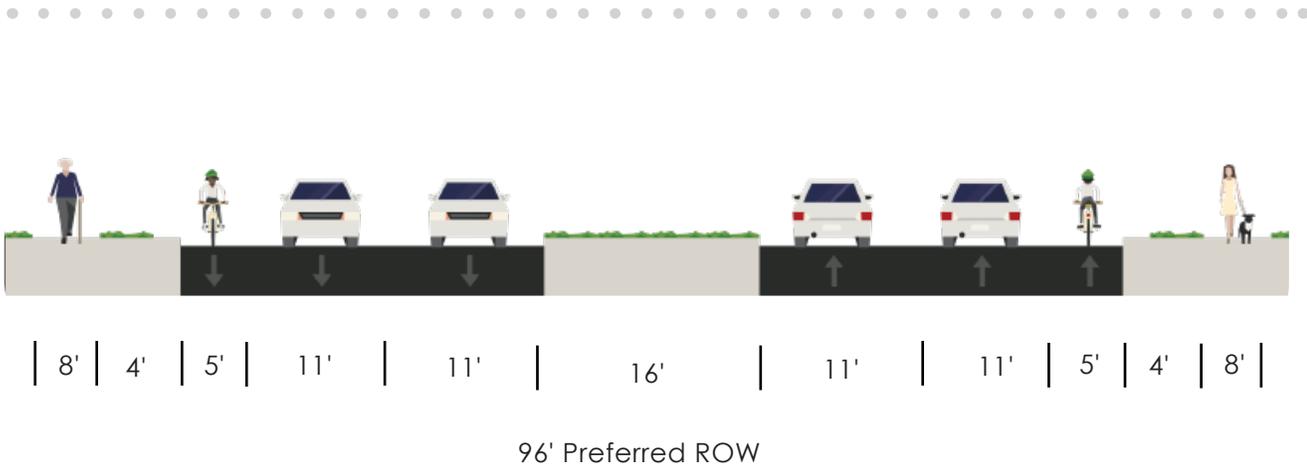
2014 NCDOT Traffic Volumes:

9,300-13,400 vehicles per day

Existing Right-of-Way
60 feet

CORRIDOR VISION

FOUR LANE DIVIDED WITH BIKE LANES AND SIDEWALK



CONTEXT

- ▶ 43% Industrial
- ▶ 30% Suburban
- ▶ 26% Community Corridor

STREET PRIORITIES

1. Congestion
2. Land Use
3. Bike

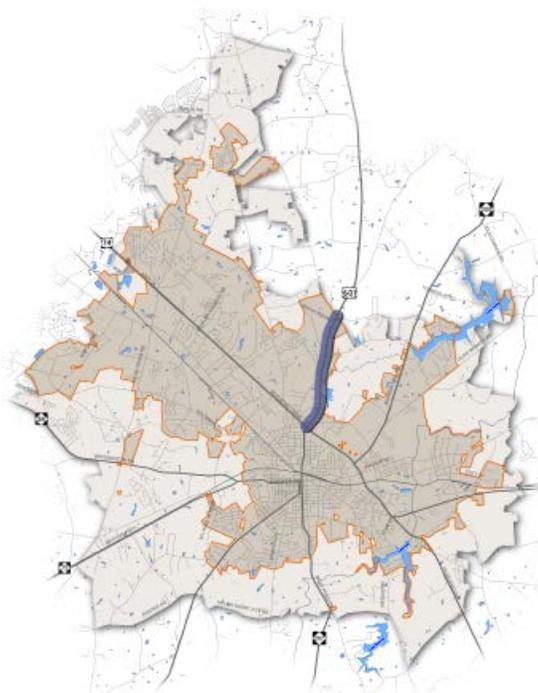
TRANSPORTATION RECOMMENDATIONS

- ▶ Widening to 4 Lanes
- ▶ Superstreet at US 74 (funded)
- ▶ Bike Lanes and Sidewalks

C US 601
US 74 TO RIDGE ROAD

CORRIDOR CONTEXT
2.43 MILES | MAJOR COLLECTOR

For years, US 601 has been a gateway to downtown Monroe. This role will become even more important when the corridor connects the core of the city to the Monroe Expressway. The two-lane road currently serves several industrial facilities and lower density residential neighborhoods. No pedestrian or bicycle accommodations are present. The Future Land Use Map designates the intersection of US 601 and the Monroe Expressway as a Regional Mixed Use Center. The resulting development and general increase in traffic supports the need to widen the corridor to four lanes from US 74 to the new expressway, creating a regional traffic draw that the existing facilities will likely be unable to accommodate. Widening the corridor to four lanes from US 74 to the new expressway, with changes to all intersections in the corridor, will improve safety and the ability to handle increased traffic volumes.



MAJOR DESTINATIONS



 Crash Hot Spots

2014 NCDOT Traffic Volumes:

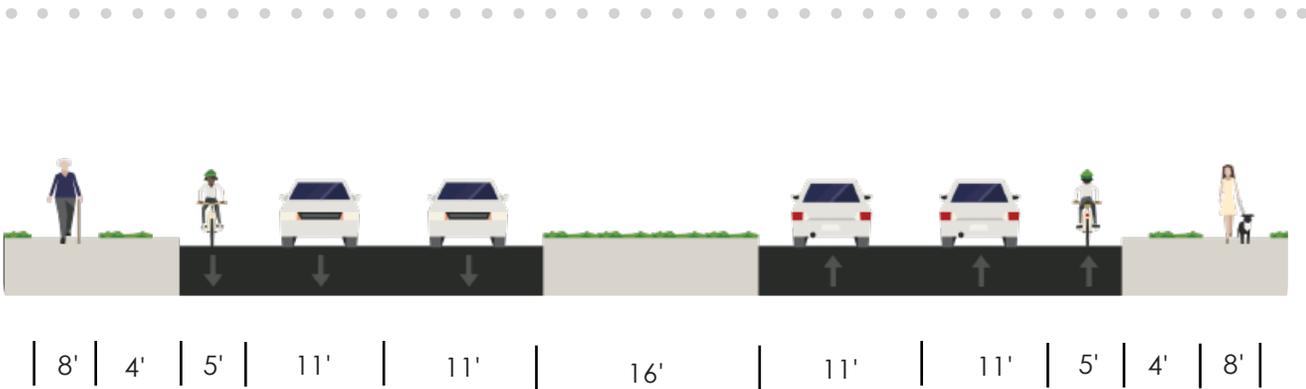
14,300-15,400 vehicles per day

Existing Right-of-Way

150 feet S of Timbercrest Circle;
100 feet N of Timbercrest Circle

CORRIDOR VISION

FOUR LANE DIVIDED WITH BIKE LANES AND SIDEWALK



96' Preferred ROW

CONTEXT

- ▶ 53% Suburban
- ▶ 27% Community Corridor
- ▶ 10% Industrial

STREET PRIORITIES

1. Safety
2. Land Use
3. Appearance

TRANSPORTATION RECOMMENDATIONS

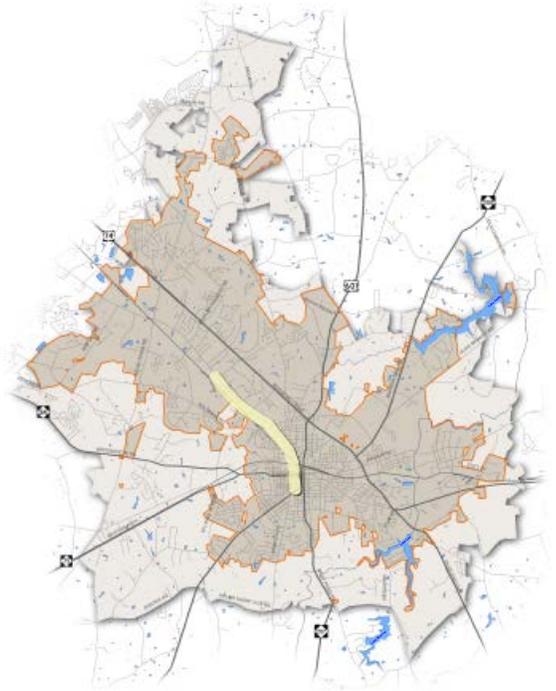
- ▶ Widening to 4 Lanes
- ▶ Intersection Improvements
- ▶ Bike Lanes and Sidewalks

D CHARLOTTE CORRIDOR LANCASTER AVENUE TO ROLAND DRIVE

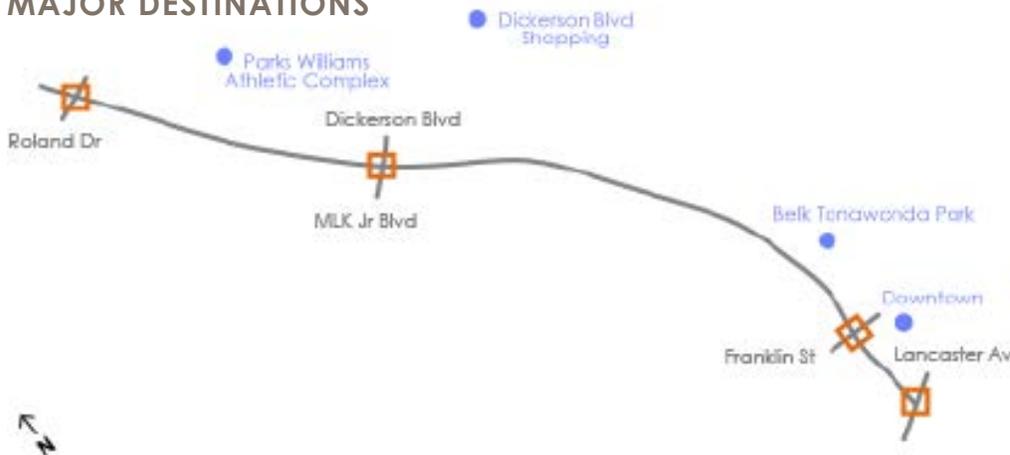
CORRIDOR CONTEXT

3.02 MILES | MINOR ARTERIAL

The Charlotte Corridor includes portions of Charlotte Avenue and Old Charlotte Highway. It connects downtown Monroe with lower density neighborhoods to the north, while also serving as a major gateway to Downtown Monroe. In general, the existing land uses along the corridor transition to commercial uses as it approaches downtown. The corridor is mainly two lanes with a three-lane section east of Dickerson Boulevard and a four-lane section south of Church Street. Small portions of the corridor have sidewalks. In the future, traffic volumes are expected to rise as Monroe grows toward the north and west. Two sections of the corridor are recommended to be widened with access management improvements recommended in other sections. Streetscape improvements and a roundabout at Lancaster Avenue would enhance appearance and contribute to improved functionality of the corridor.



MAJOR DESTINATIONS



 Crash Hot Spots

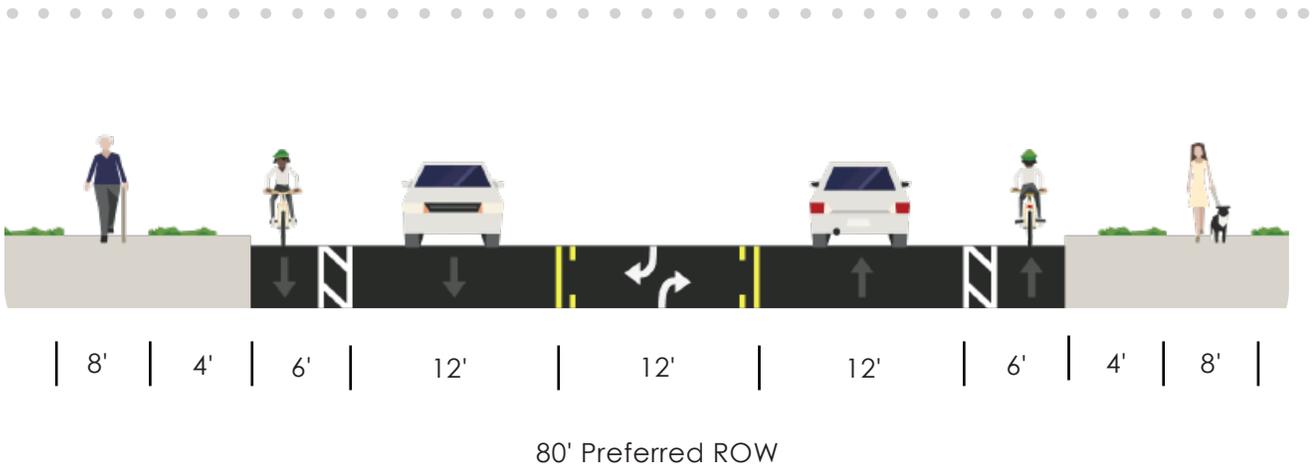
2014 NCDOT Traffic Volumes:

7,100-13,000
vehicles per day

Existing Right-of-Way
60 feet N of railroad
75-80 feet S of railroad

CORRIDOR VISION

DIVIDED FOUR-LANE ROAD, NARROW MEDIAN, BIKE LANES AND SIDEWALKS



This diagram shows the preferred cross section for the segment of Charlotte Avenue between Morgan Street and Lancaster Avenue recommended for a road diet. A corridor study for Old Charlotte Highway and Charlotte Avenue is recommended to examine opportunities and constraints for land use, urban design, and transportation for this gateway to downtown from the west.

CONTEXT

- ▶ 46% Traditional Development
- ▶ 36% Suburban
- ▶ 15% Industrial

STREET PRIORITIES

1. Appearance
2. Safety
3. Congestion

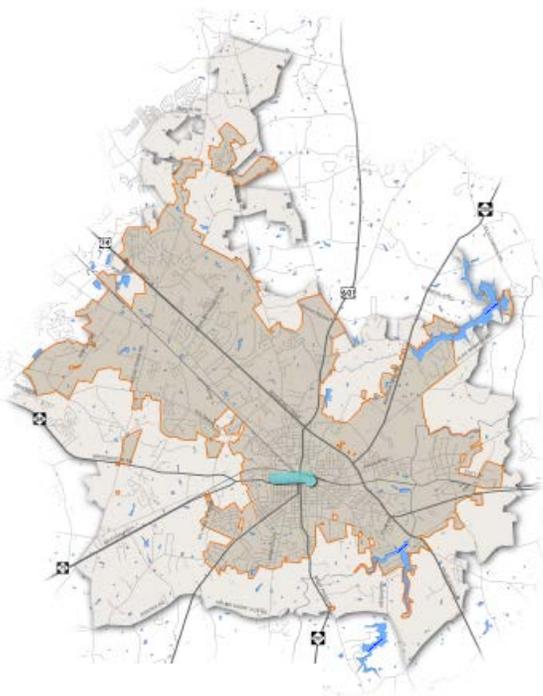
TRANSPORTATION RECOMMENDATIONS

- ▶ Widening/General Improvements
- ▶ Bike Lanes
- ▶ Strategic Sidewalk Connections

E JEFFERSON STREET JOHNSON STREET TO FRANKLIN STREET

CORRIDOR CONTEXT 0.77 MILES | MINOR ARTERIAL

Jefferson and Franklin Streets currently operate as one-way pairs in downtown Monroe. Jefferson Street carries westbound traffic and Franklin Street carries eastbound traffic. Jefferson Street sits at the northern end of downtown and provides access to a variety of city and county government buildings. A 2009 traffic study recommended converting the corridors to two-way travel with reconfiguration of the intersection of Jefferson, Crow, and Franklin Streets. A new roadway connecting Jefferson and Franklin Streets at the end of the two-way travel sections would facilitate this new travel pattern. The preferred cross section includes two travel lanes, on-street parking, and an enhanced pedestrian zone. These improvements would calm traffic and offer a safer, more attractive street for all modes.



MAJOR DESTINATIONS



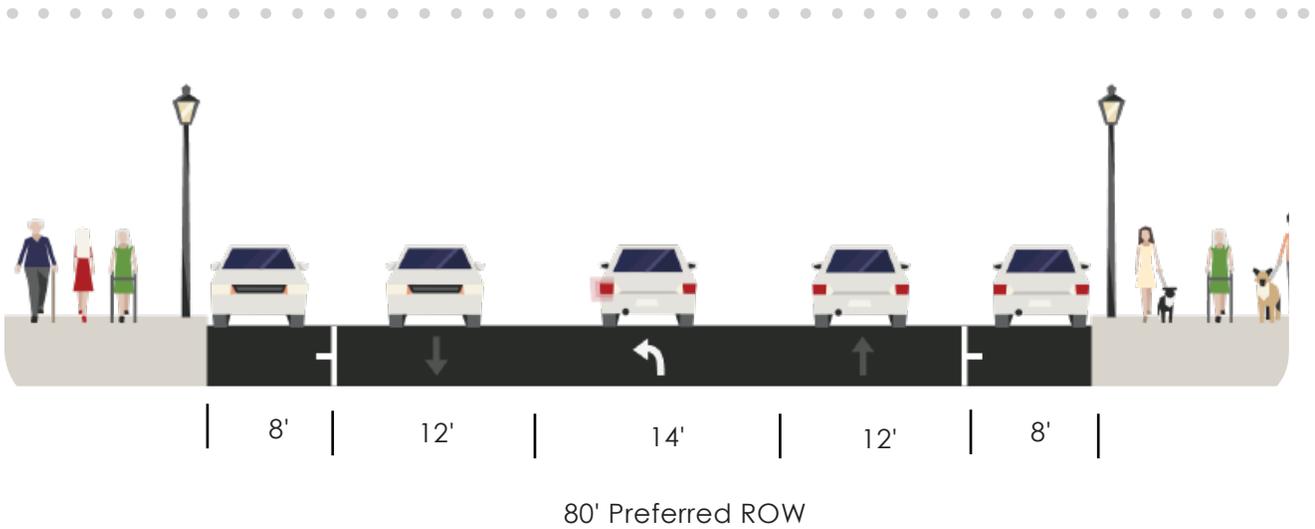
 Crash Hot Spots

2014 NCDOT Traffic Volumes:
4,600-12,000
vehicles per day

Existing Right-of-Way
75 feet E of Charlotte Ave;
35-40 feet W of
Charlotte Avenue

CORRIDOR VISION

TWO LANE DIVIDED WITH ON-STREET PARKING AND SIDEWALKS



Center lane will include intermittent left turn lanes at intersections, and decorate pavement treatments and planters where turn lanes are not needed.

CONTEXT

- ▶ 51% Traditional Development
- ▶ 49% Downtown

STREET PRIORITIES

1. Appearance
2. Walk
3. Safety/Bike

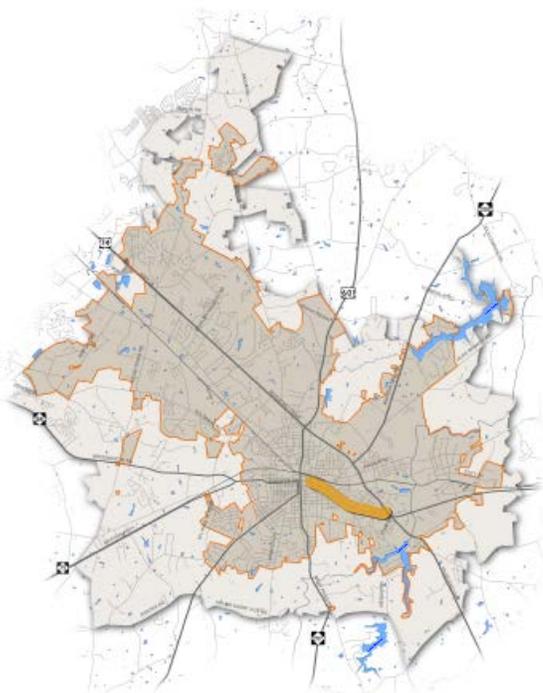
TRANSPORTATION RECOMMENDATIONS

- ▶ Conversion to Two-Way
- ▶ Enhanced Pedestrian Zone
- ▶ Sharrows

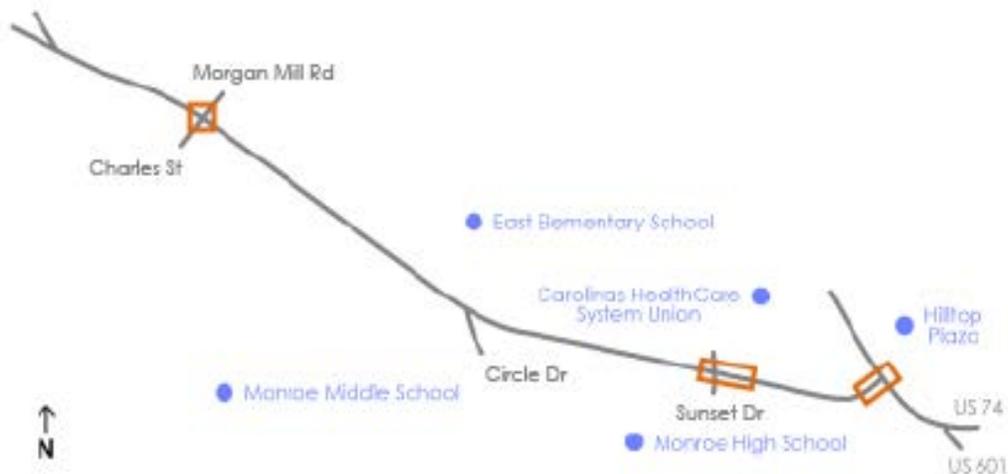
F FRANKLIN STREET JEFFERSON STREET TO US 74

CORRIDOR CONTEXT 1.68 MILES | MINOR ARTERIAL

Franklin Street is a gateway corridor into downtown Monroe, connecting the medical district and US 74 to the city's central business district. East Elementary and Monroe High School also rely on Franklin Street for access. The two-lane corridor includes disjointed sidewalks and lacks accommodations for bicyclists. General improvements (e.g., repaving and re-striping) with the addition of a bike lane would enhance east-west travel and provide safer conditions for a variety of travel modes. Access management to improve safety, sidewalk connections to improve walkability, and streetscaping to improve appearance would enhance this gateway to downtown Monroe.



MAJOR DESTINATIONS



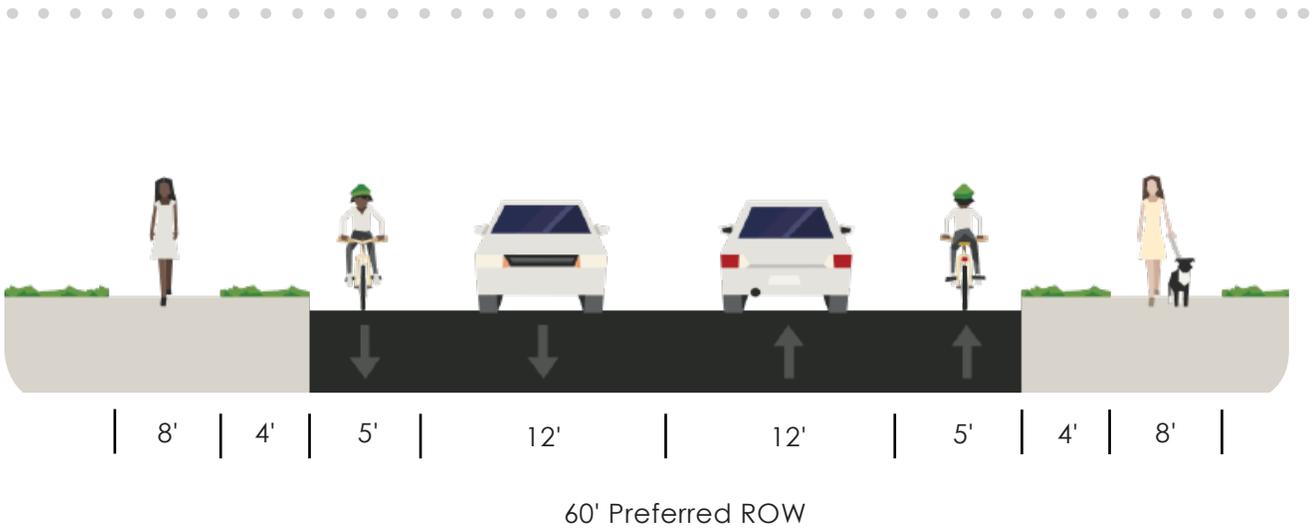
 Crash Hot Spots

2014 NCDOT Traffic Volumes:
6,400-11,700
vehicles per day

Existing Right-of-Way
50-60 feet

CORRIDOR VISION

TWO-LANE ROAD, BIKE LANES AND SIDEWALKS BOTH SIDES



CONTEXT

- ▶ 60% Traditional Development
- ▶ 15% Downtown
- ▶ 15% Medical District

STREET PRIORITIES

1. Appearance
2. Safety
3. Walk

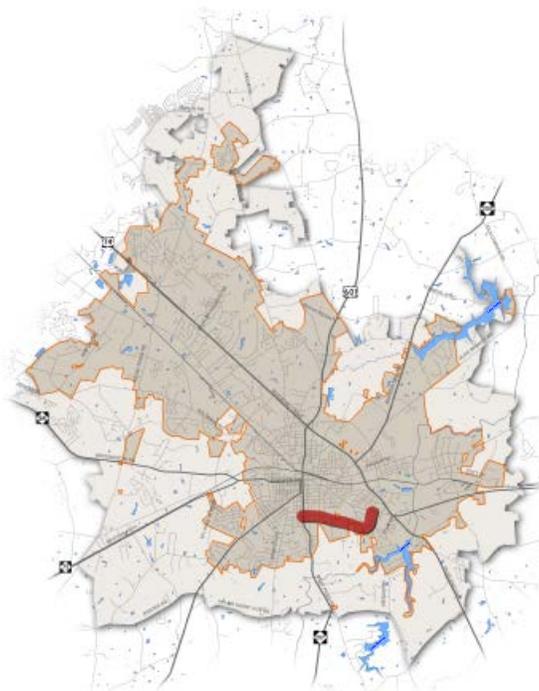
TRANSPORTATION RECOMMENDATIONS

- ▶ Repaving/Restriping/ Access Management
- ▶ Bike Lanes and Sidewalks
- ▶ Streetscaping/ Gateway Treatments

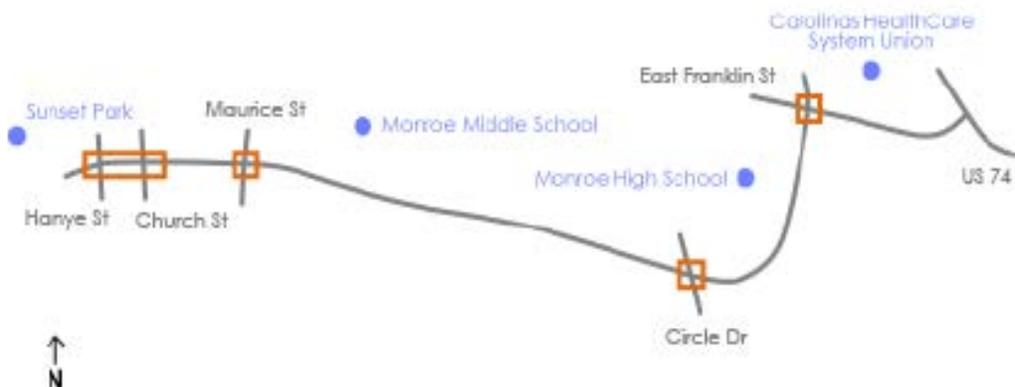
G SUNSET DRIVE HAYNE STREET TO FRANKLIN STREET

CORRIDOR CONTEXT 1.66 MILES | MAJOR COLLECTOR

Sunset Drive is an important connector south of downtown. The corridor serves the dual purpose of providing east-west mobility and access to numerous destinations. Sunset Drive serves various office and retail uses, residential neighborhoods, and several schools. As an important connection south of downtown and parallel to Franklin Street, traffic volumes are expected to increase over time. Access management improvements, such as consolidating driveways and restricting left turns, aim to improve traffic flow during peak travel times and enhance safety at intersections. A proposed multi-use path will provide accommodations for bicycle and pedestrian travel with an emphasis on connections to and from other areas of the city.



MAJOR DESTINATIONS



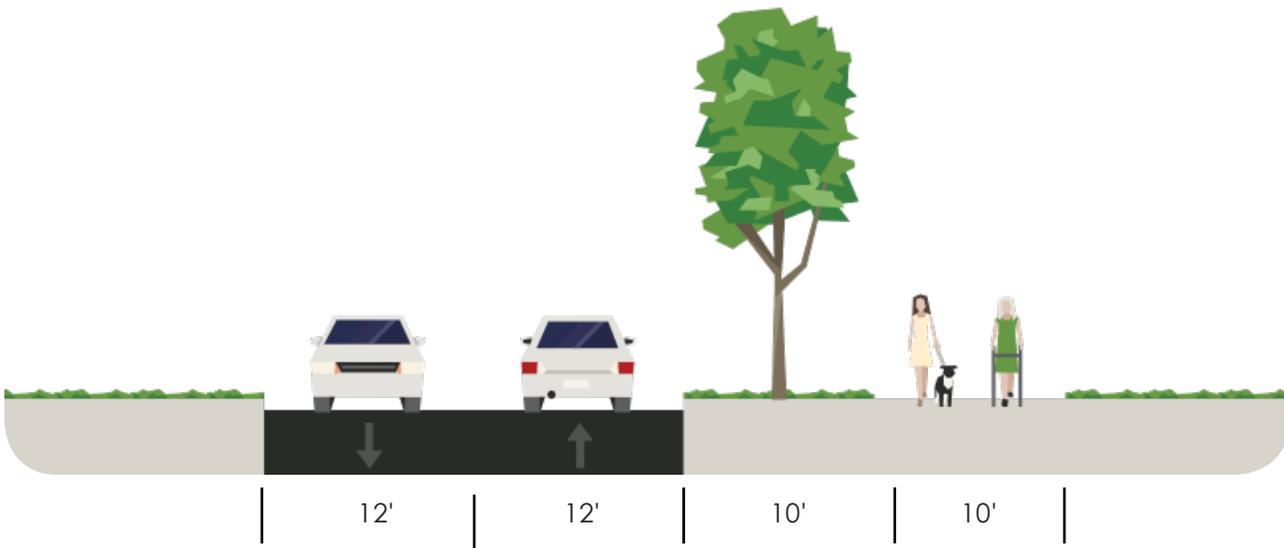
 Crash Hot Spots

2014 NCDOT Traffic Volumes:
7,000-8,500 vehicles per day

Existing Right-of-Way
75-80 feet

CORRIDOR VISION

TWO-LANE WITH MULTI-USE PATH ON NORTH SIDE



80' Preferred ROW

CONTEXT

- ▶ 80% Traditional Development
- ▶ 14% Suburban
- ▶ 6% Medical District

STREET PRIORITIES

1. Safety
2. Walk
3. Appearance

TRANSPORTATION RECOMMENDATIONS

- ▶ Curb and Gutter
- ▶ Multi-Use Path
- ▶ Landscaping

STREET DESIGN PRIORITIES

In the past, streets have been classified by state and federal departments of transportation based on operational characteristics and design elements. The classifications naturally prioritized moving vehicles, resulting in streets focused on capacity with little consideration of walking and bicycling.

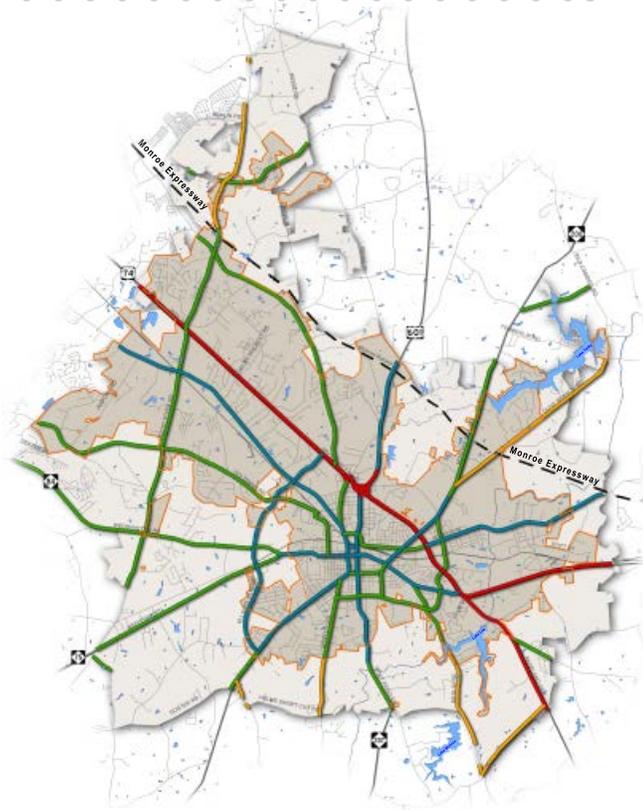
Through *Forward Monroe*, the City is advocating for more balance between functional classification, land use context, and the competition among travel needs. This balance is expressed in a street typology that relates the destinations served by the road (the character expressed in the preferred growth strategy) to how people should travel on the roads (by bike, foot, or vehicle). This typology is translated into a matrix that prioritizes a variety of street design elements.

While *Forward Monroe* includes coordinated system-level recommendations expressed in a series of maps for each mode, understanding how street design elements should be prioritized is helpful. The street design priorities that follow help illustrate how these recommendations took shape and show how other streets in the network should be designed should improvements be needed in the future.

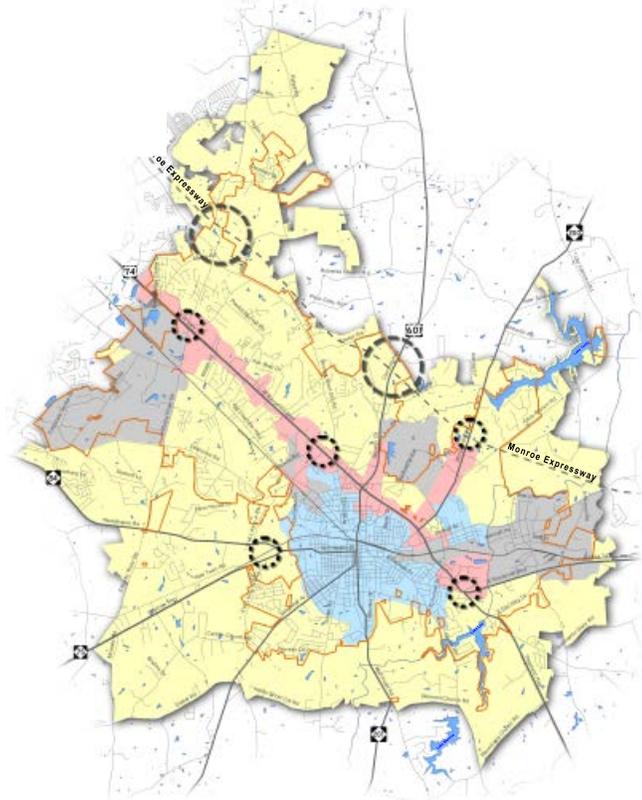
The interest in creating “complete streets” continues to grow—in Monroe and across the nation. Complete streets enable all users (pedestrians, bicyclists, motorists, and transit riders) of all ages and abilities to safely move along and across a street. Roadways with lower travel speeds and greater access points (e.g., local streets and collectors) provide the greatest opportunities for developing complete streets. However, all streets warrant consideration of multimodal users even if only for motorists and regional transit (such as on expressways and freeways). NCDOT has reaffirmed this approach through the development of Complete Streets Planning and Design Guidelines in 2012, and more recently in May 2014 through the development of expanded highway cross sections.

Federal Functional Classifications

Functional classifications categorize roadways based on speeds and vehicular capacities with consideration for access control. Federal funding programs use roadway functional classification to help determine eligibility for funding under the Federal-aid program. While useful at the regional scale, this classification lacks local detail and does not consider context.



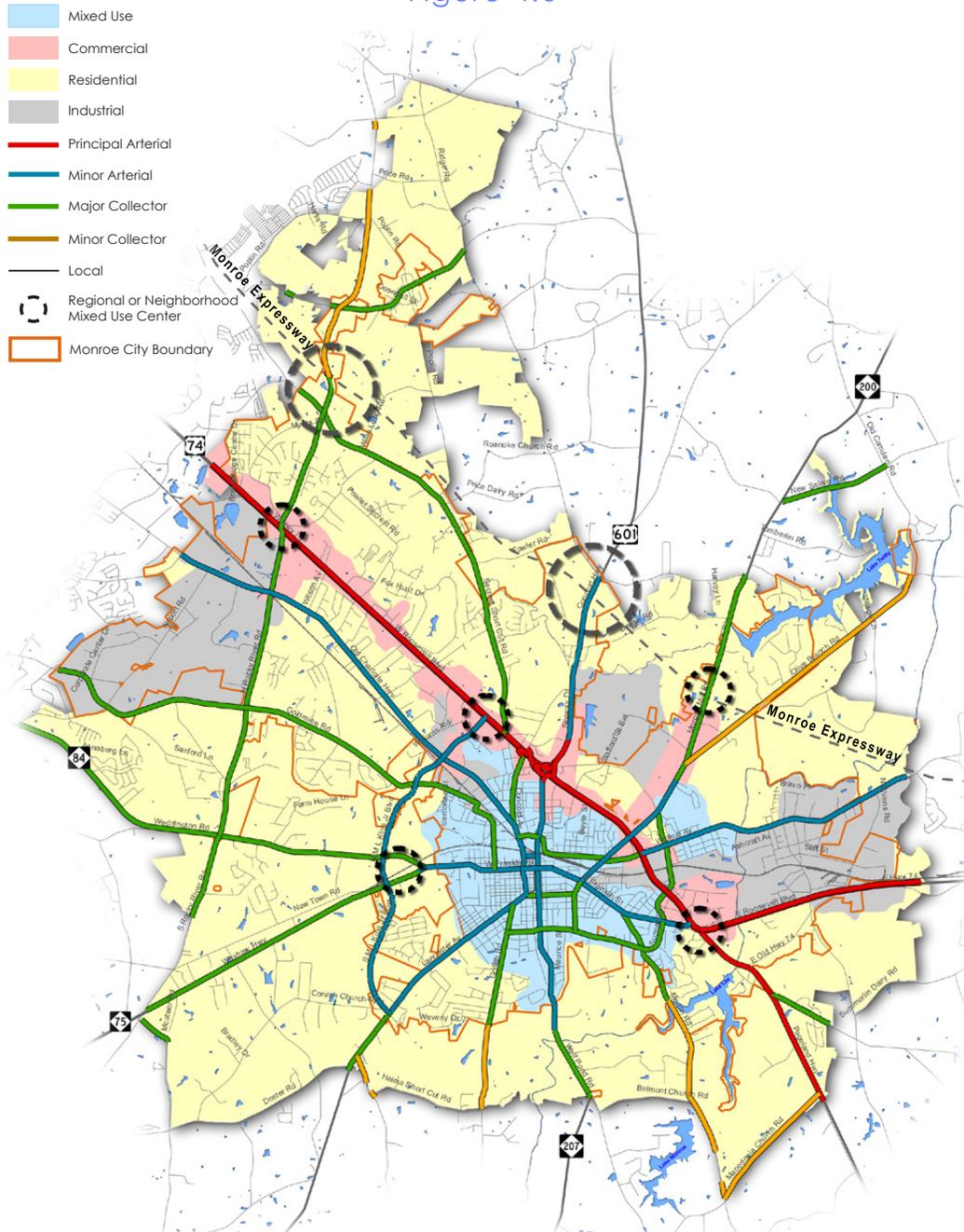
Consolidated Land Use



The building blocks of the future land use map is a set of land use character areas that represent the different land use types and development patterns existing or envisioned for Monroe. The ten land use character areas have been consolidated into four categories of street types: Mixed-Use, Commercial, Residential, Industrial and Centers.

Street Typology Map

Figure 4.6



To determine the street type, planners and officials should determine the adjacent land use based on the consolidated land use character area categories. Then, they should reference the federal functional classification. Once the street type is determined, they should reference the Street Design Priority Matrix.

STREET DESIGN TYPOLOGY MATRIX

The Future Land Use Map drives decisions regarding street design. By combining future land use with functional classification, the Street Design Priority Matrix establishes priorities for tradeoffs that must be debated when dealing with limited right-of-way and competing interests. In the matrix, land use character areas from the Future Land Use Map are categorized by their predominant street type. Each street type is then broken down by functional classification to reveal the priorities (high, medium, and low) for a variety of design characteristics. Future street improvements should be referenced against the Street Typology Matrix to ensure that the design of the transportation network aligns with the needs of the intended land use context.

Table 4.1

PRIORITIES CHART FOR TRADE OFFS IN LIMITED RIGHT-OF-WAY

		Principal Arterials	Minor Arterials	Collectors	Locals	Principal Arterials	Minor Arterials	Collectors	Locals	Principal Arterials	Minor Arterials	Collectors	Locals	Principal Arterials	Minor Arterials	Collectors	Locals	Principal Arterials	Minor Arterials	Collectors	Locals
		Mixed-Use Streets				Commercial Streets				Residential Streets				Industrial Streets				Centers			
Travelway	Narrow travel lanes	High	High	High	High																
	Higher vehicle capacity at intersections	High	High	High	High																
	Design for large vehicles	High	High	High	High																
	Multimodal intersection design	High	High	High	High																
	On-street parking	High	High	High	High																
Pedestrian Zone	Landscaping / street trees	High	High	High	High																
	Buffer zone	High	High	High	High																
	Street furniture	High	High	High	High																
	Wide sidewalks	High	High	High	High																
Other	Standard sidewalks	High	High	High	High																
	Medians	High	High	High	High																
	Access management	High	High	High	High																

Street Types	Land Use Character Area
Mixed-Use	Downtown
	Concord Avenue Area
	Traditional Development
Commercial	Community Corridor
	Medical District
Residential	Suburban
	Rural
Industrial	Manufacturing, Logistics, and Aerospace
Centers	Regional Center
	Neighborhood Center

Priority Designation	
High	Blue
Medium	White
Low	Orange

DEMONSTRATION AREAS



INTRODUCTION

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DEMONSTRATION
AREAS

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INTRODUCTION

Forward Monroe has set forth a vision to be a dynamic and progressive city. To promote growth that boosts the local economy, protects neighborhoods, and enhances downtown. Making Monroe a great place to live, work, recreate, visit, and invest will require identifying areas uniquely suitable to demonstrate preferred growth and development. In response, *Forward Monroe* includes five demonstration area studies to illustrate how land use strategies and transportation recommendations intersect with best development practices. Demonstration areas are one tool to show how recommendations could shape growth over time

FORWARD MONROE VISION

Monroe will be a dynamic and progressive city that promotes growth that boosts our economy, protects our neighborhoods, and enhances our downtown. Our vibrant community will be a great place to live and work highlighted by safe and attractive neighborhoods, quality parks and open spaces, and transportation options that make it easy to travel throughout the city.

PURPOSE OF THE DEMONSTRATION AREAS

The design elements highlighted in the demonstration areas are intended to serve as guidelines for future development activity throughout the study area. Each demonstration area represents leading areas for implementing the broader vision for *Forward Monroe*. The demonstration areas help articulate how policy and projects can spur private investment toward the highest and best use of a potential site. In return, those sites are positioned to catalyze ongoing private investment. The demonstration areas:

- Identify sites and strategies critical to Monroe's continued growth and redevelopment.
- Illustrate design and land use principles that can guide future development decisions.
- Show public investments that can catalyze preferred development.

It is important to note that the type of land uses or development patterns assumed in the site design study are for illustrative purposes only and likely will vary based on landowner interests, development approvals, and/or infrastructure decisions. However, property owners with similar vision or with sites sharing similar characteristics should consider the best practices demonstrated in this chapter when developing their land.

ELEMENTS OF DEMONSTRATION AREA PROFILES

The demonstration areas blend two elements of community development that have the greatest influence on each other—land use and transportation. By focusing slightly more detail on selected areas most likely to develop, the areas create an opportunity to demonstrate—and in time achieve—a unified strategy for growth and mobility. The profiles for each demonstration area feature two maps with supporting text.

CONTEXT

Each area's context is shown graphically with an aerial map overlaid with the land use character areas outlined in the Future Land Use Map (see Chapter 3). A brief narrative supports the graphic by providing an overview of existing land uses and explaining key considerations in the selection and execution of the demonstration area concept. The map and narrative emphasize landmarks and roadway characteristics:

- 📍 **Landmarks:** Key features of the natural and built environment
- 📍 **Roadway Characteristics:** Existing and recommended roadway features that help shape the concept design

DEMONSTRATION

The demonstration areas show how a coordinated land use and transportation program can achieve site-specific goals and advance the mission of *Forward Monroe*. A brief narrative describes reasons for the selection of the demonstration area and how its vision is expressed. A land use program shows potential land uses and how the area might develop to support the city's vision. This information is supplemented with callouts organized in a few categories:

- 📍 **Key Features:** Emphasizes the most important attributes of the demonstration area
- 📍 **Connections:** Streets and paths that improve connectivity within and external to the concept
- 📍 **Design Elements:** Key urban design features
- 📍 **Bicycle and Pedestrian Facilities:** On- and off-street facilities that provide multimodal connectivity

DEMONSTRATION AREAS

The Advisory Committee started to identify the demonstration areas at their first meeting. Their input, combined with feedback from the Technical Committee and public, led to the selection of locations uniquely capable of receiving future growth and likely to draw development interest based on current transportation and land use characteristics. The Future Land Use Map includes Regional and Neighborhood Mixed-Use Centers to leverage existing and emerging growth patterns and expected shifts in travel patterns due to the Monroe Expressway. The Future Land Use Map identifies seven centers—two Regional Mixed-Use Centers and five Neighborhood Mixed-Use Centers. With an understanding that market conditions and best practices are shared among some of the centers, the demonstration areas focus on five of the seven centers.

A: MONROE EXPRESSWAY AT ROCKY RIVER ROAD

The intersection of the Monroe Expressway and Rocky River Road is expected to be a prime location for a larger scale, master planned development. While the FLUM designates the area as Regional Mixed Use Center, it does not specify a dominant land use to respect market conditions and allow flexibility. The demonstration area represents one alternative future for what should be a mixture of regional-scale uses.

B: MONROE EXPRESSWAY AT US 601

The intersection of the Monroe Expressway and US 601 offers a unique opportunity to serve as both a gateway to Monroe and a regional draw that ties the center to the community corridor envisioned for US 74.

C: US 74 AT ROCKY RIVER ROAD

As travel patterns change due to the Monroe Expressway, US 74 is envisioned to become a more livable corridor with pockets of mixed-use activity. The intersection of Rocky River Road will be the first indication of eastbound travelers that they have arrived in Monroe.

D: US 74 AT DICKERSON BOULEVARD

With proximity to downtown and the Concord Avenue Area, the intersection of US 74 and Dickerson Boulevard can leverage its strong existing retail base with a mixture of uses and greater attention to walkability.

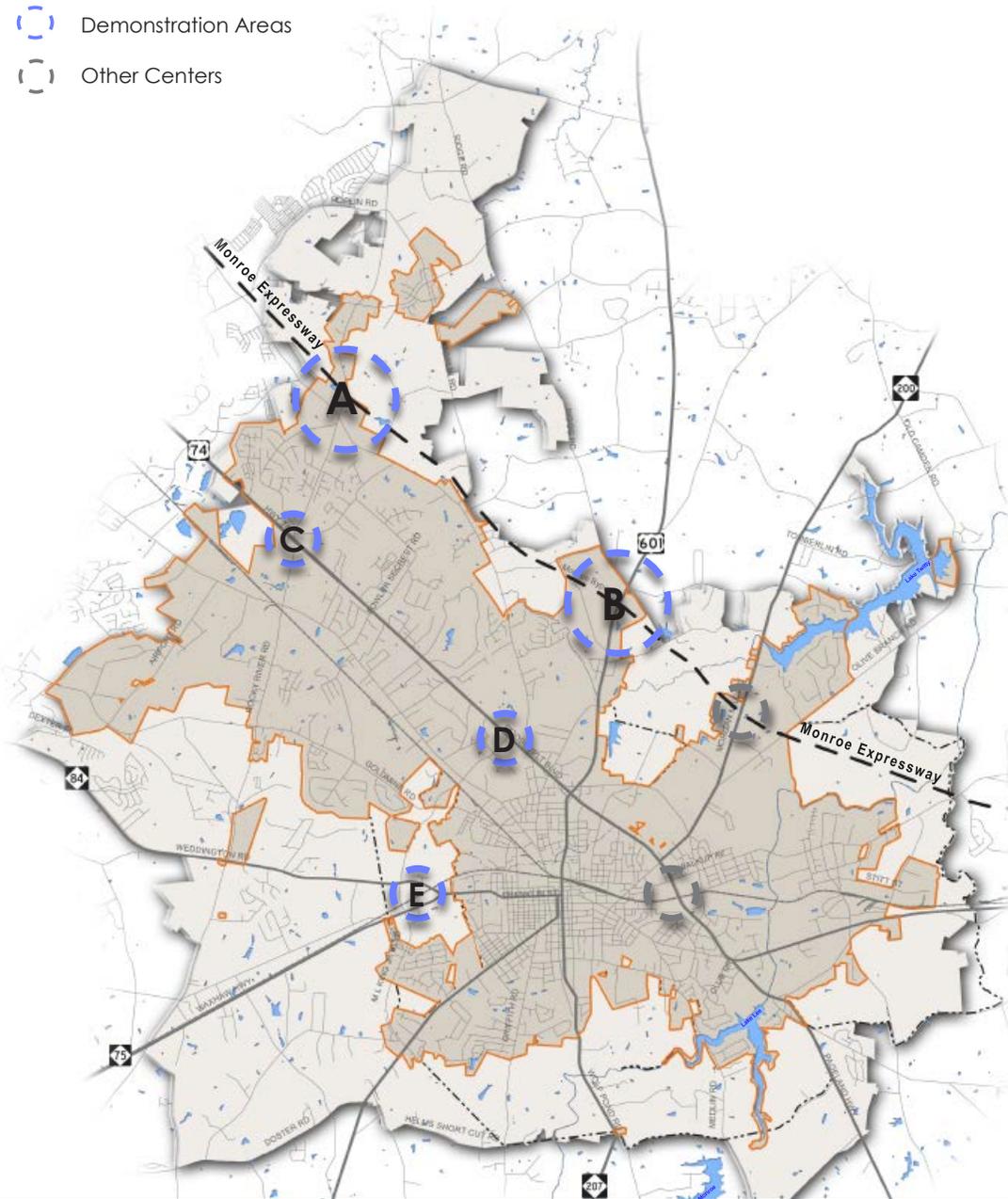
E: INTERSECTION OF WEDDINGTON ROAD, WAXHAW HIGHWAY, AND MARTIN LUTHER KING JR. BOULEVARD

As a key Neighborhood Mixed-Use Center southwest of downtown, this location's development interest is expected to be a combination of retail and service uses that serve surrounding residences.

Demonstration Areas

Figure 5.1

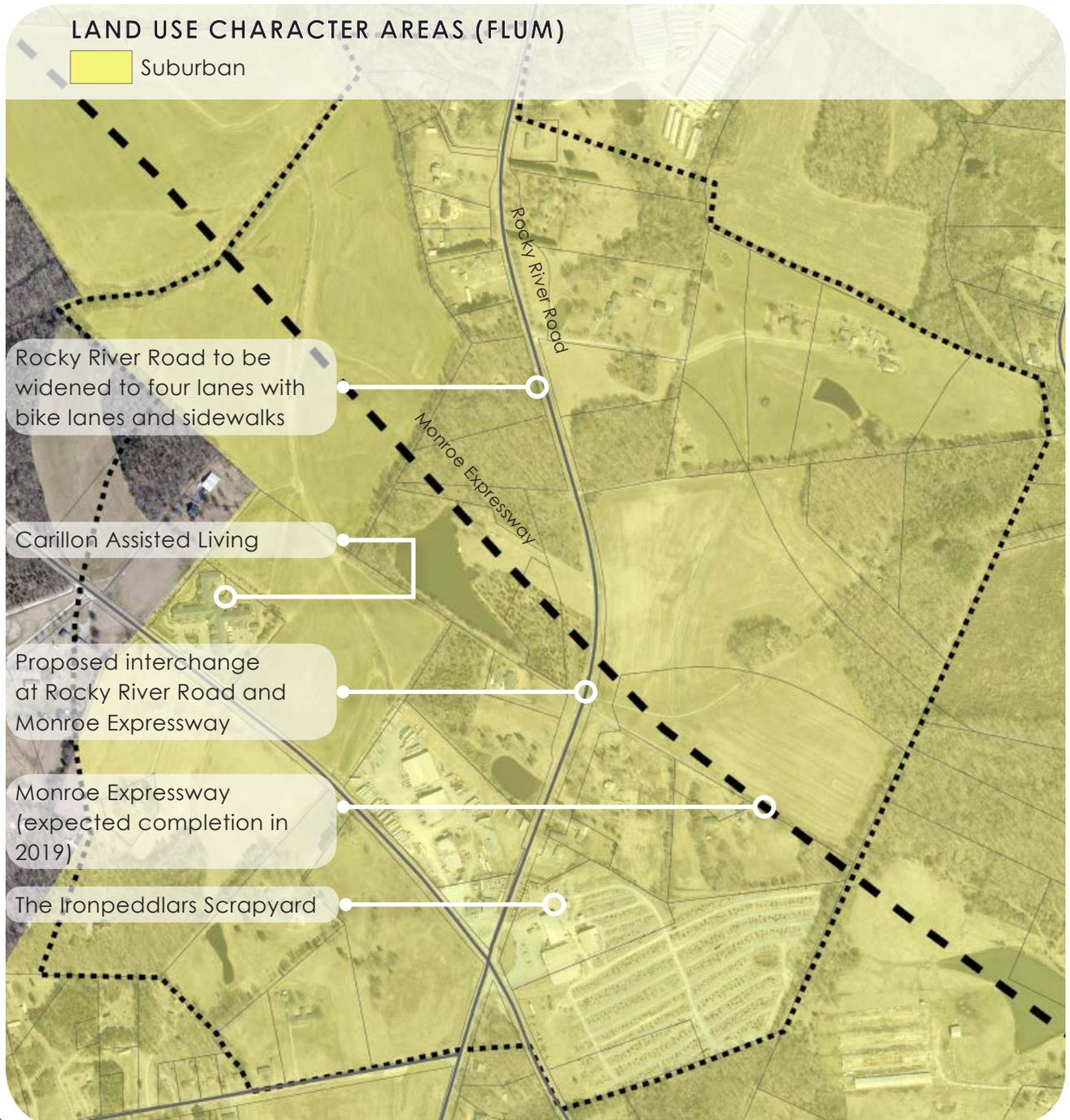
-  Demonstration Areas
-  Other Centers



As described in Chapter 3, the Future Land Use Map identifies two tiers of centers. Neighborhood Mixed Use Centers are smaller in scale and serve nearby neighborhoods with an integrated design. Regional Mixed-Use Centers are large master planned developments that support more intensity of land uses and draw from a wider market area. The demonstration areas represent three Neighborhood Mixed-Use Centers and two Regional Mixed-Use Centers. These areas represent thematic challenges found throughout the study area, including transitional land uses, changing traffic patterns, gateways, and open space. Criteria considered in the selection of the five locations included geographic distribution, diversity of issues, and opportunities to illustrate multiple land use character areas.

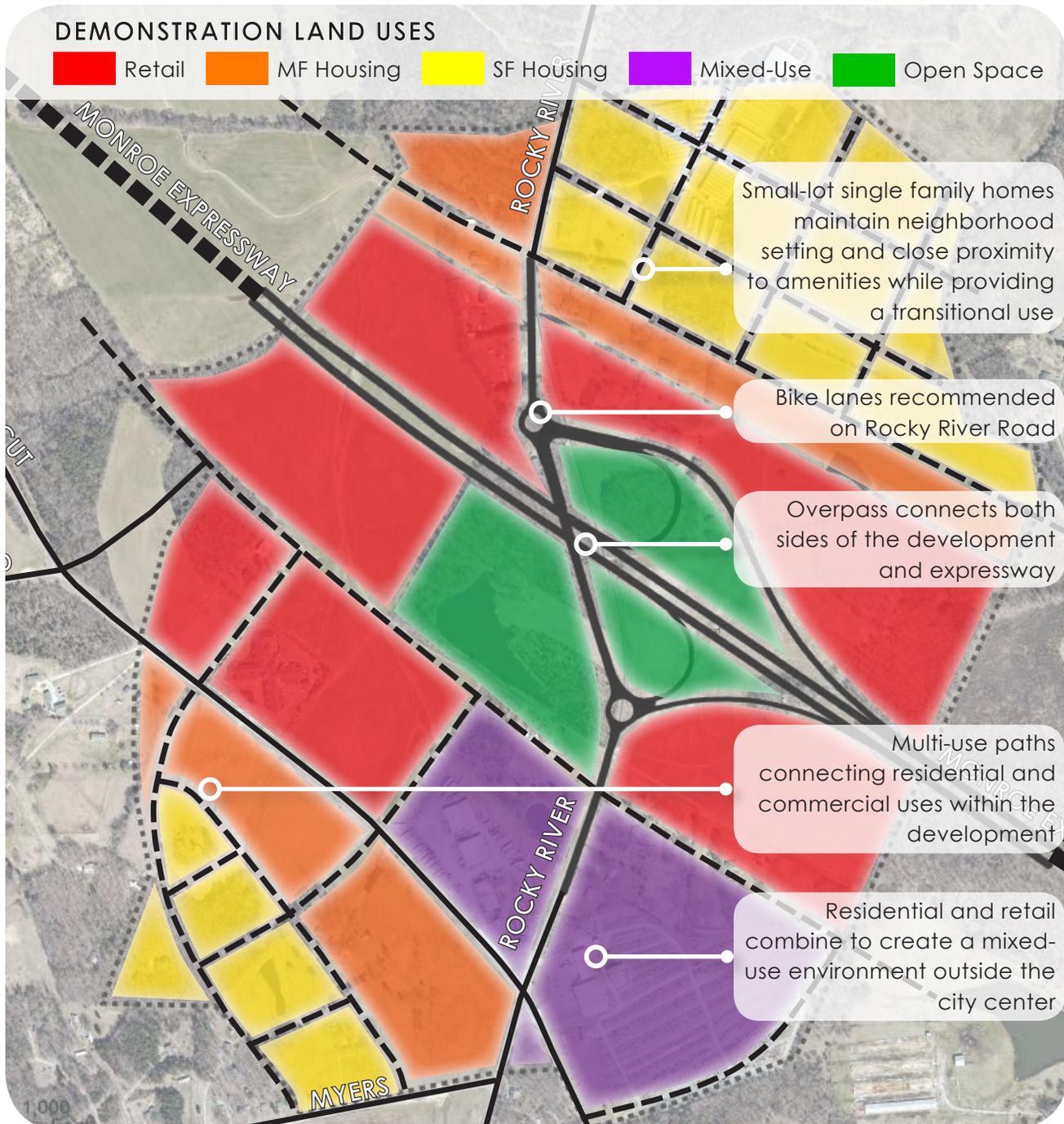
CONTEXT

As one of the city's designated Regional Mixed-Use Centers, the future interchange of the Monroe Expressway and Rocky River Road represents an important development opportunity. The surrounding land is largely underdeveloped, with single-family residential, agricultural, and some industrial uses present at lower densities. The largest single use is a scrap yard on the far south side of the demonstration area. The new Monroe Expressway will intersect with a widened Rocky River Road here, creating opportunities for the Regional Mixed-Use Center and a major gateway to the city's northwest side (including the airport and associated industrial uses).



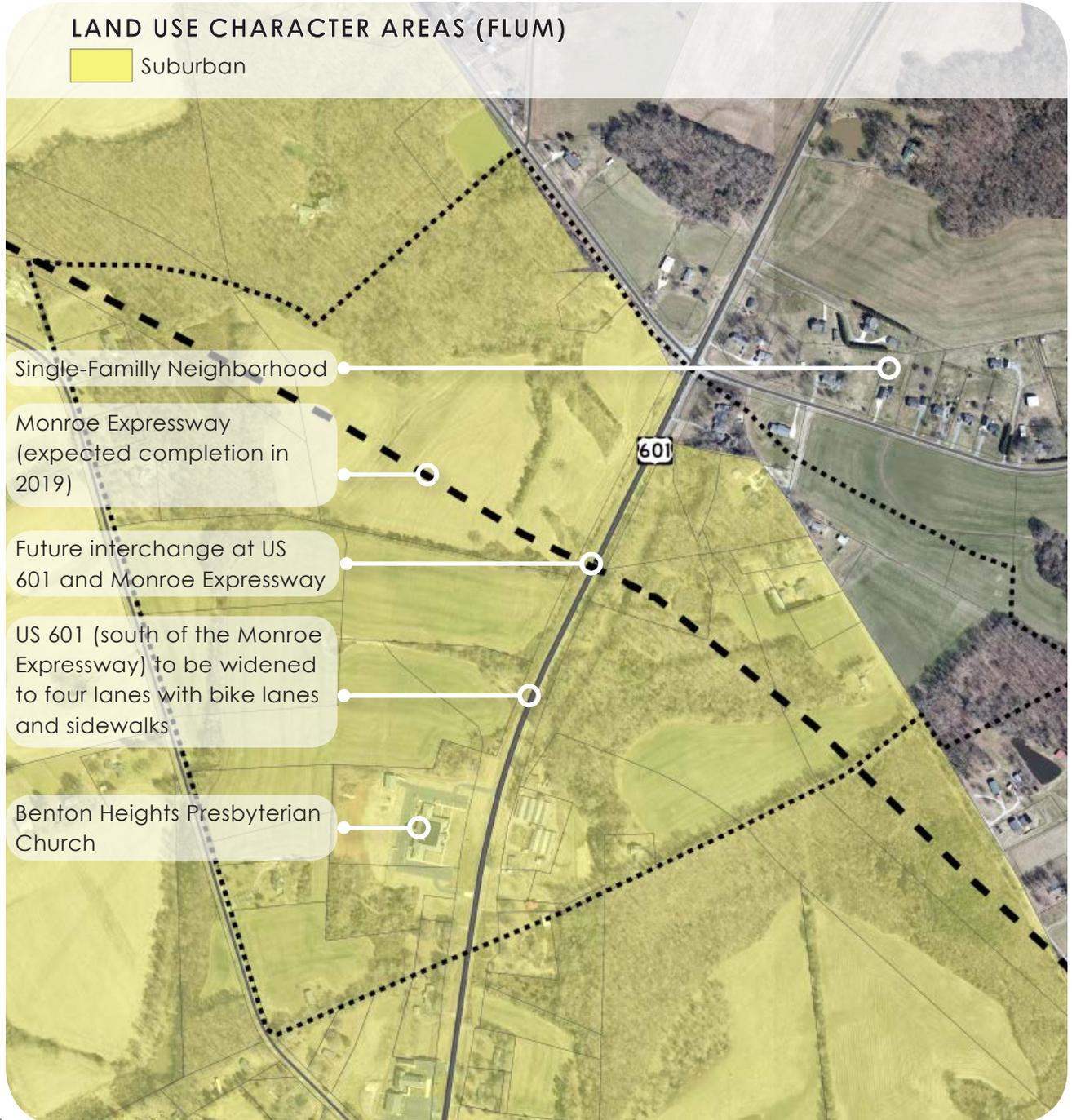
DEMONSTRATION

It's noted that the Future Land Use Map does not specify uses for the mixed-use centers. Instead the map identifies locations for integrated development while offering flexibility to guide future uses during the land development process. The demonstration area focuses on a mixture of uses with non-residential and some single- and multi-family housing in the vicinity. The concept emphasizes connectivity to all four quadrants of the interchange and an integrated network of internal trails. If market-supportive, single-family homes should feature a more traditional development pattern.



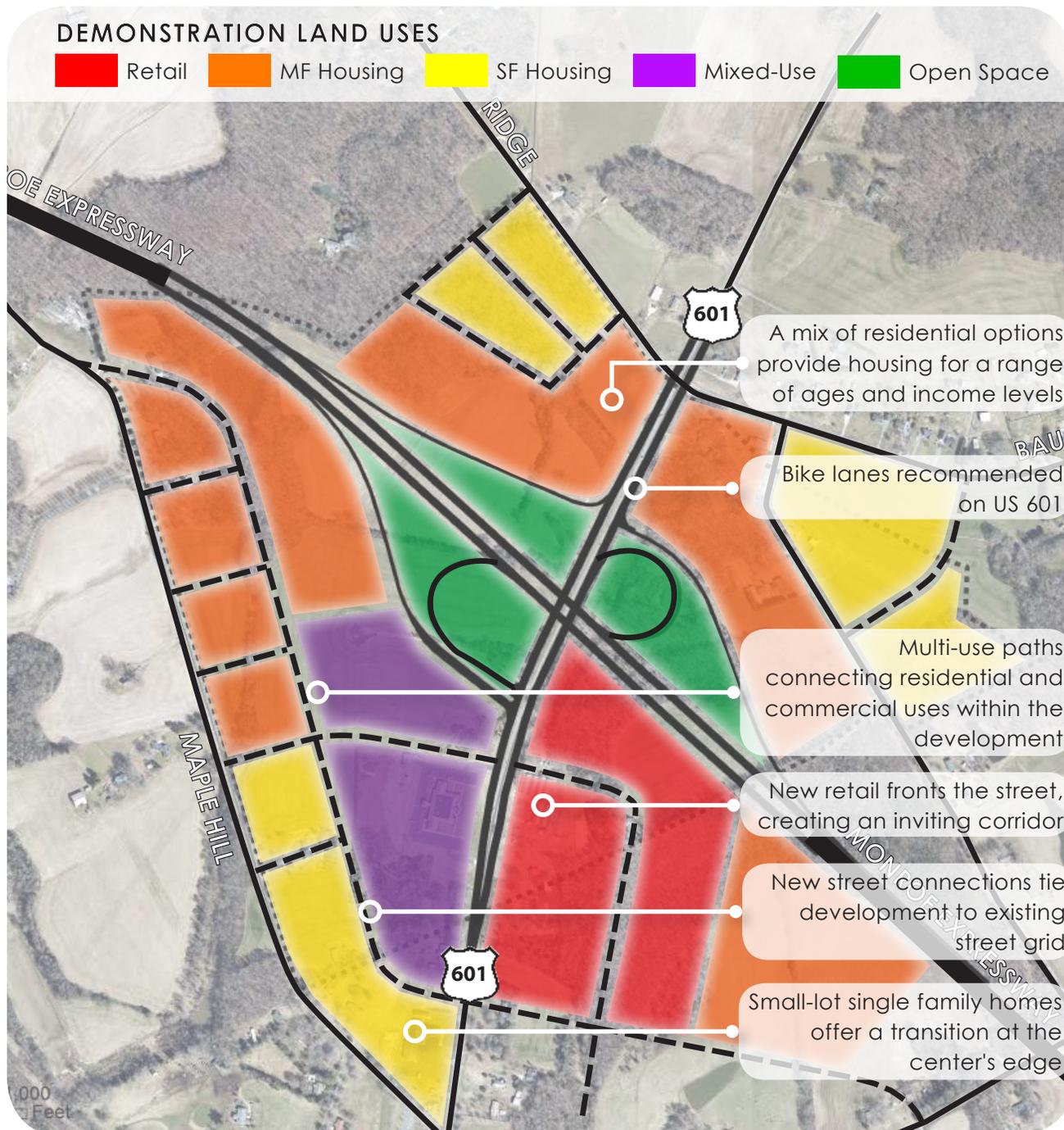
CONTEXT

US 601 continues to be an important connection to the core of Monroe. With the construction of the Monroe Expressway, the corridor is expected to serve the dual purpose of moving traffic from the limited-access toll road to US 74 and downtown Monroe and increasing access to land. These factors contribute to the expected increase in development potential for the location. As a result, the corridor in general, and this interchange in particular, offers an opportunity to create a gateway and a regional draw to the city and yield a development pattern sensitive to the context of surrounding land uses.



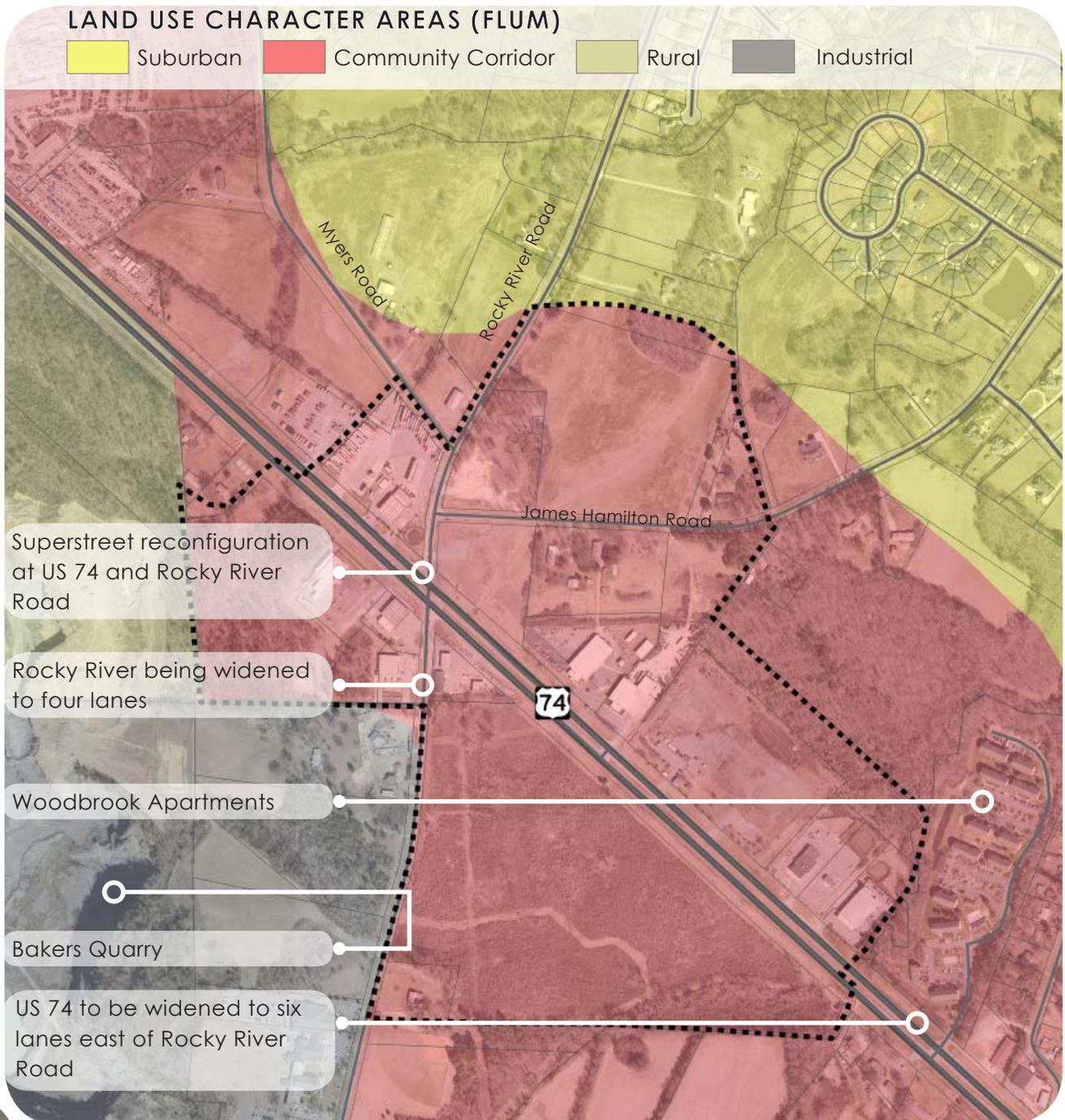
DEMONSTRATION

The land use demonstration in this area capitalizes on the increased access afforded by the Monroe Expressway with enhanced residential neighborhoods connected to the retail center south of the interchange. A diversity of housing types is integrated into the design with strategic multimodal connections to non-residential nodes. These more compact neighborhoods provide housing options for Monroe's growing population. The design is punctuated with several road connections that introduce a modified street grid to what has traditionally been a suburban or rural road network design. Finally, landscaping shields residences from the Expressway.



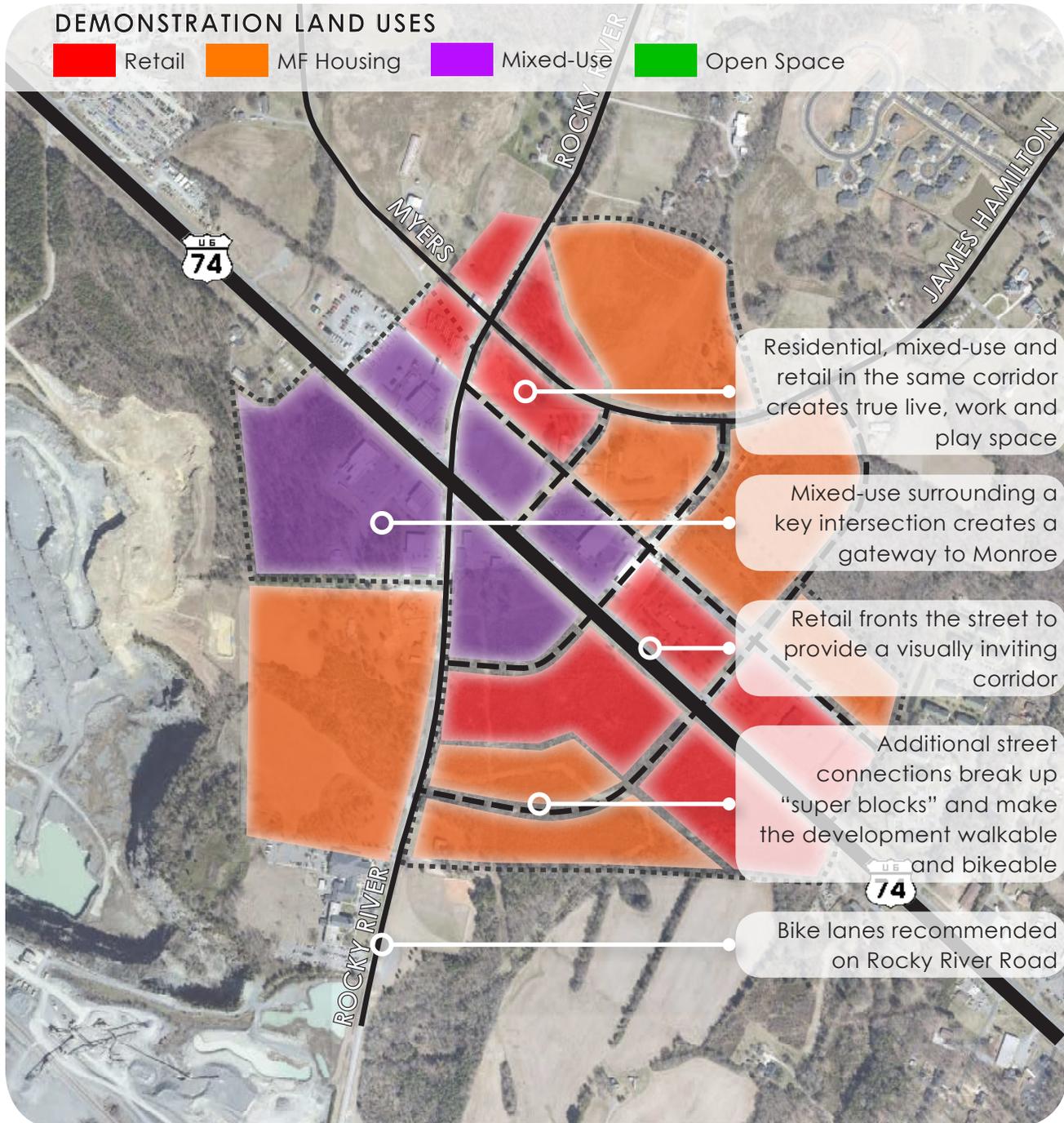
CONTEXT

US 74 is a workhorse road in Monroe. At times, it struggles under the weight of providing regional mobility (to Charlotte and points east) and local accessibility (as the major retail corridor in the city). At its intersection with Rocky River Road, US 74 transitions into one of the most crowded and congested segments east of Charlotte, and the corridor was consistently identified in outreach efforts as needing improvement. Funded improvements to the intersection include a superstreet concept. The Monroe Expressway will shift local and regional travel patterns and create an opportunity to reimagine US 74 as a “community corridor” that blends multimodal transportation with a land use approach that emphasizes activity centers and nodal growth.



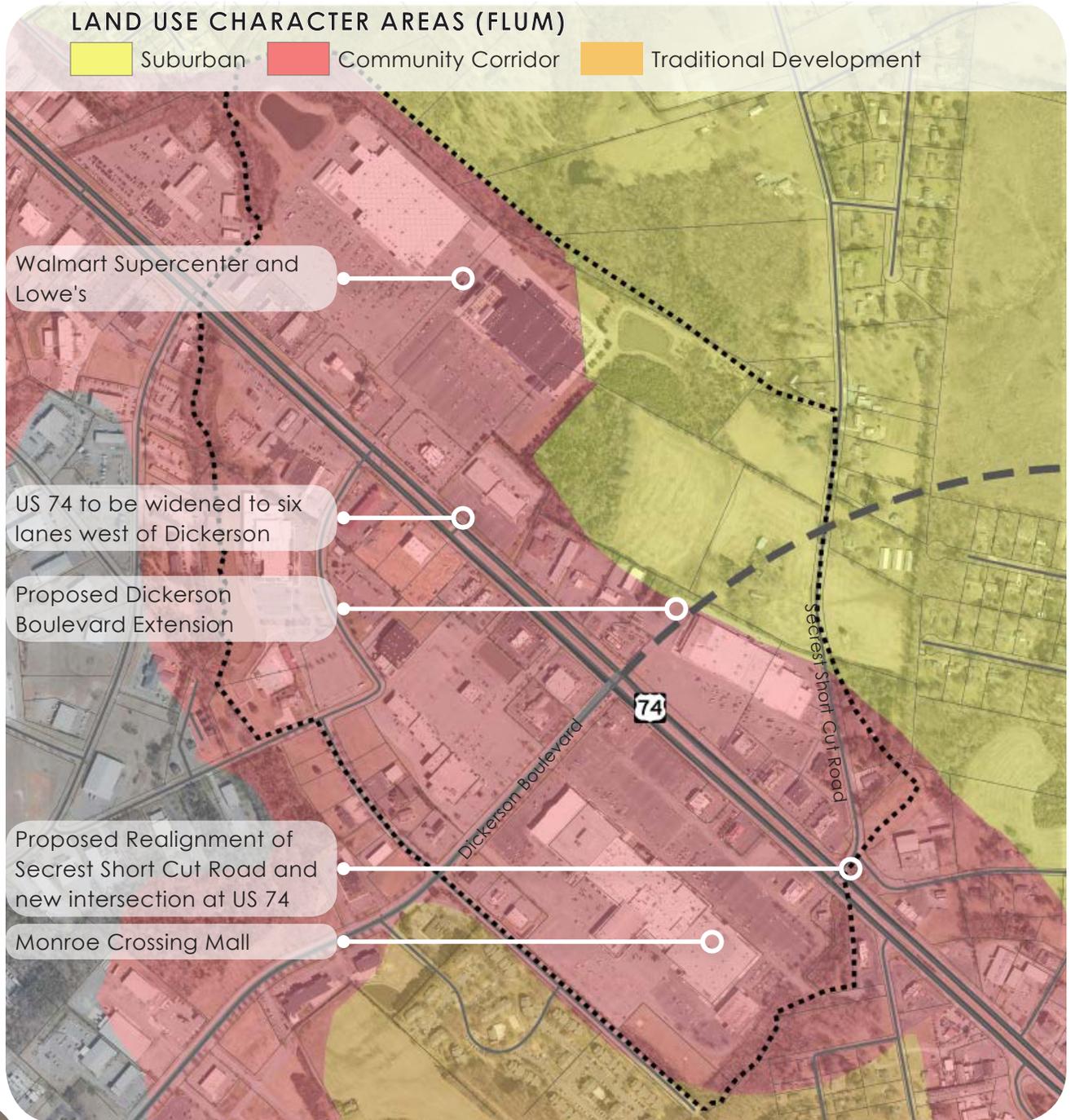
DEMONSTRATION

The demonstration area concept focuses on more efficient use of land surrounding the intersection. Key features include a mixture of land uses framing the intersection and creating a formal gateway to the City of Monroe. By dividing large parcels to create a grid street pattern and fronting the corridor with mixed-use buildings, the auto-oriented intersection becomes an activity node on the city's northwest side. In addition, streetscape enhancements along US 74 create a visually interesting corridor and satisfies the community's desire for aesthetic improvements. Special consideration will need to be given to the effect the superstreet will have on land access and opportunities for street connections.



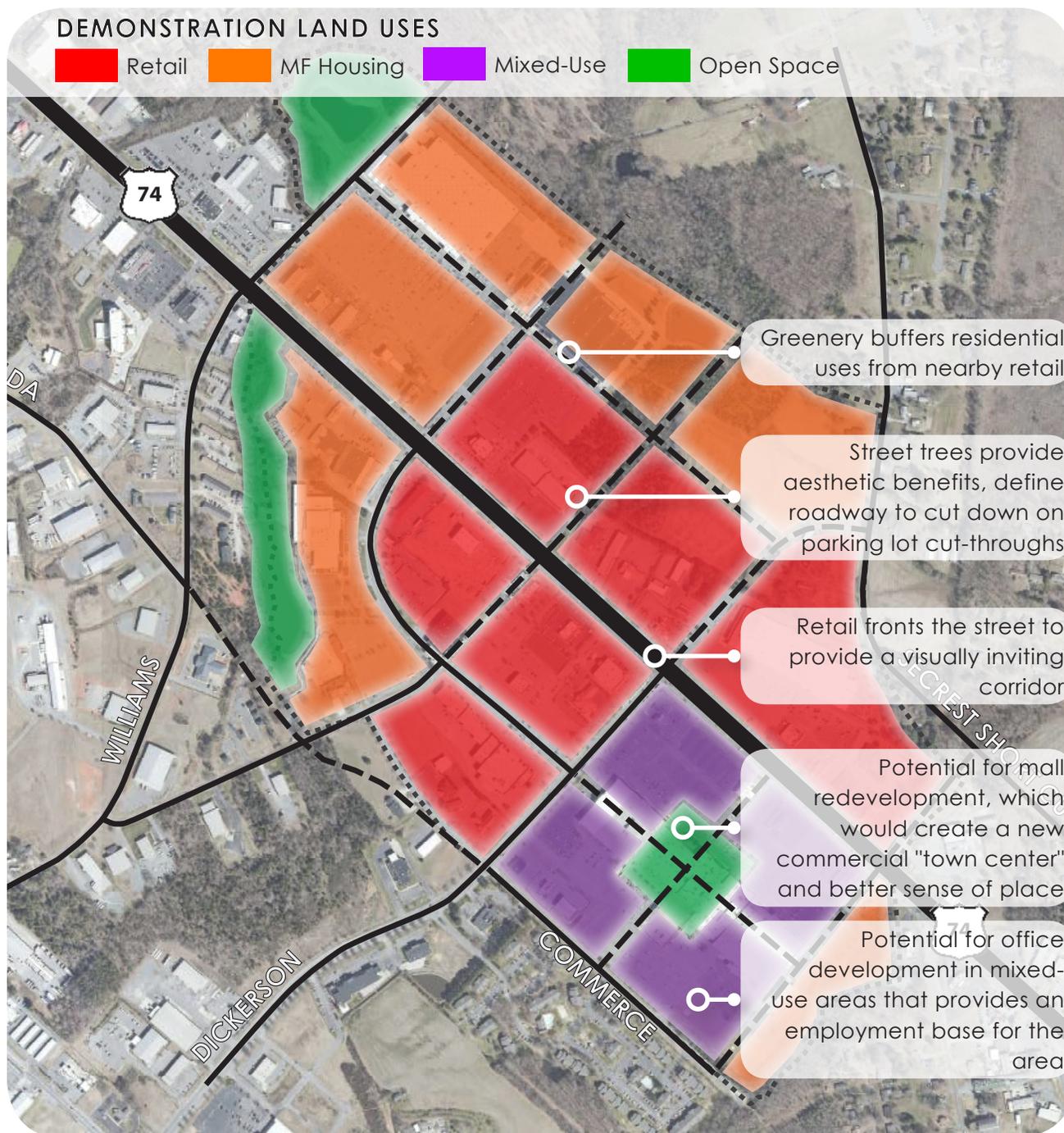
CONTEXT

US 74 at Dickerson Boulevard is heavily developed with auto-oriented commercial and limited surrounding residential. The often-congested highway serves as a barrier, making circulation in this area difficult, and the disconnected pattern of development discourages travel by any mode other than an automobile. The transformation of the area into a community corridor requires a combination of land use and transportation initiatives with intentional focus on creating activity nodes. An extension to Dickerson Boulevard helps break up the pattern of "superblocks" and the addition of bike lanes will help improve multimodal connections to the rest of the city.



DEMONSTRATION

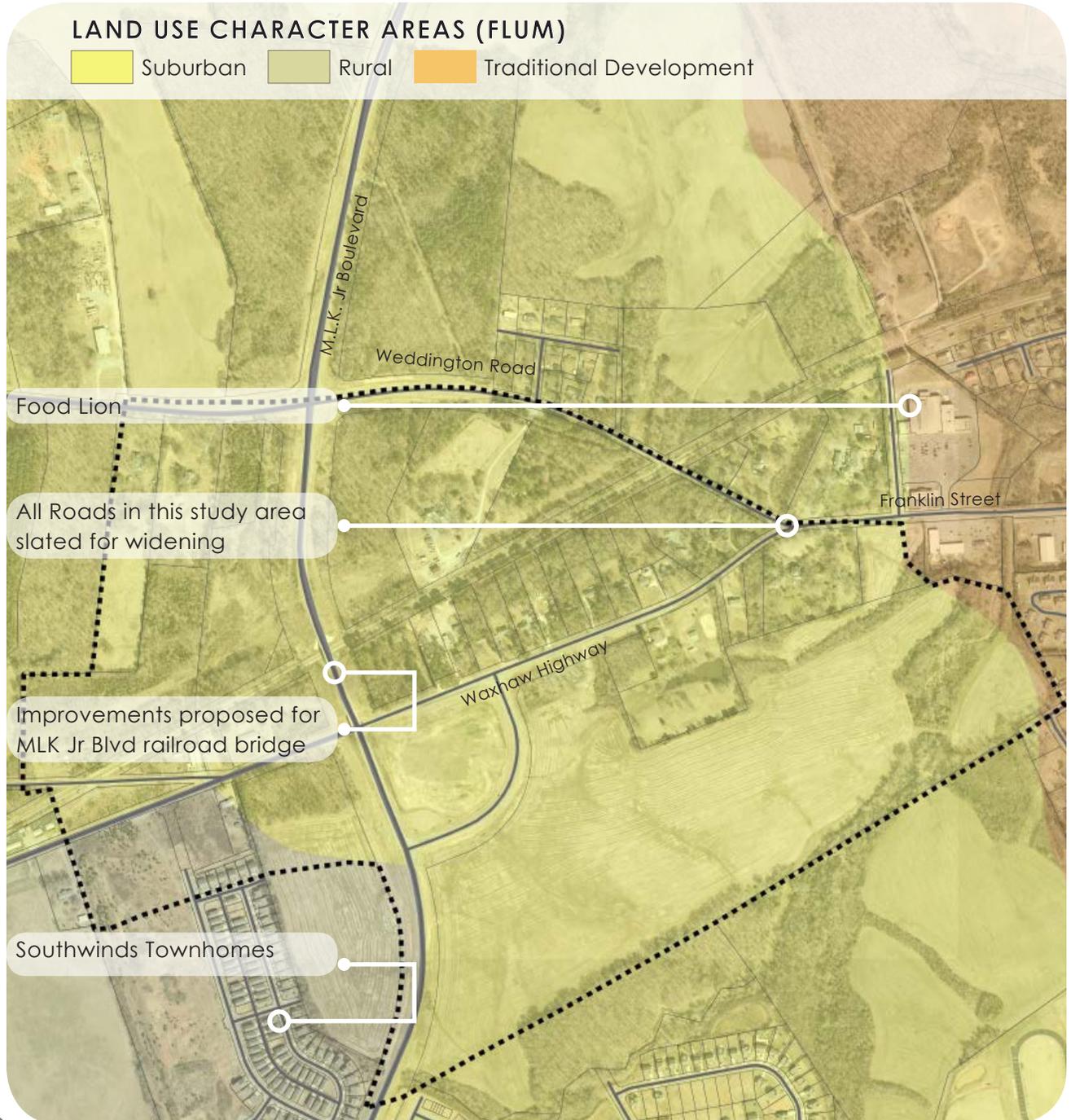
The demonstration area creates a mixed-use center mostly through infill and redevelopment. Existing retail centers are reoriented, and multifamily housing is added in the form of apartments and townhomes. The Monroe Crossing Mall and large shopping centers remain to anchor the development, while an office development adds an employment base. Multi-family housing on both sides of the highway are connected to the nearby retail and neighborhood parks. This demonstration area supports initiatives to revitalize the Concord Avenue Area.



E: WEDDINGTON ROAD, WAXHAW HIGHWAY, AND MLK JR. BOULEVARD NEIGHBORHOOD CENTER

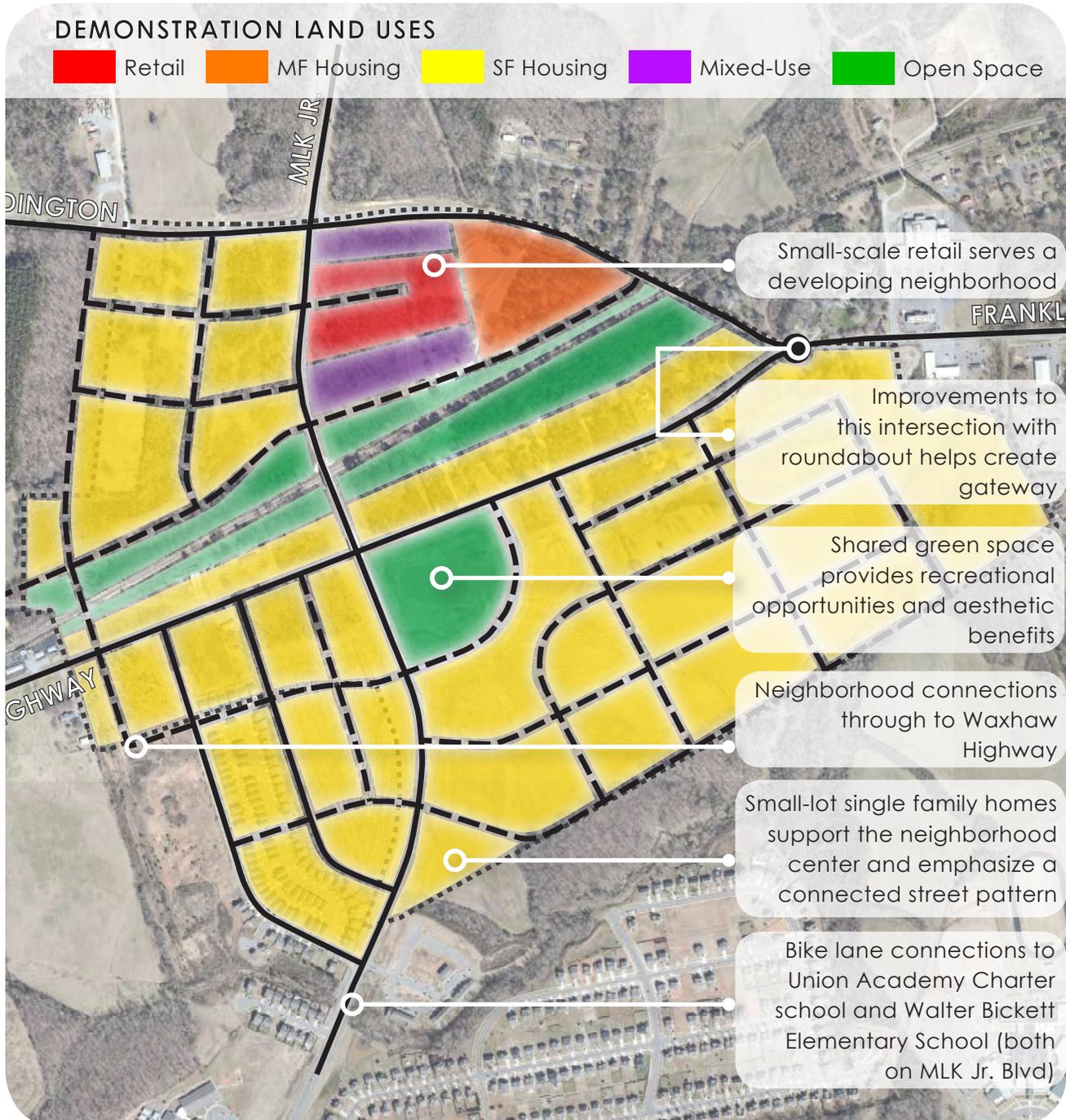
CONTEXT

This area sits at the confluence of three major roads on the city's west side: NC 84 (Monroe-Weddington Road), NC 75 (Waxhaw Highway), and Martin Luther King Jr Boulevard. The area is currently largely residential, with some small-scale commercial development serving the needs of the surrounding neighborhood. All three major roads in this area are recommended to be widened by *Forward Monroe*, creating a potential new hub of activity where they come together. The addition of bike lines will connect the area to the rest of the city and the surrounding rural area, providing recreational and practical multimodal routes.



DEMONSTRATION

This demonstration area shows a neighborhood-scale commercial center with connections to enhanced single-family neighborhoods. These neighborhoods feature a grid street network with multiple connections to the surrounding transportation network. New housing stock integrates well with existing neighborhoods, with shared green space throughout and bike lanes providing multimodal connections to local schools and parks. The diversity of housing and a small retail center offers key amenities for Monroe's less developed south side, and streetscape improvements help define the area as part of the city.



ACTION PLAN



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INTRODUCTION

Forward Monroe represents a vision for the city's future and is the result of the coordinated efforts of city staff, community members, city leadership, and the plan's advisory committee. The success of this vision hinges on continued collaboration among community partners to implement the plan's recommendations. Completing the plan is a crucial first step toward implementing the *Forward Monroe* vision but a set of defined actions is needed to guide the plan from this point forward. The first action in fulfilling *Forward Monroe* is the formal adoption of the plan. Adoption by the Monroe City Council will signify the acceptance of the plan's vision and recommendations by the city.

ORGANIZATION

In this chapter, recommendations are grouped into four broad categories—plans, programs, policies, and projects. In total, *Forward Monroe* identifies 48 actions and hundreds of infrastructure recommendations. The action items are presented in a strategy board that shows how each action relates to the plan's Community Themes and provides more detail on potential phasing and responsibilities. The strategy board identifies several featured actions for which more detail is provided. These actions were selected to highlight coordination opportunities and provide helpful background information about the action's intent and how it could be implemented. Finally, a unique prioritization process was developed to identify the most important roadway and bicycle facility improvements. The prioritization process and outcome is described in this chapter.

Forward Monroe was created as a long-term approach to achieving identified community goals and objectives. Failure to implement an action in its identified timeframe is not failure of the plan as a whole. Likewise, success does not necessarily require the completion of every recommendation. As a long-term plan, the recommendations outlined in this chapter should be completed as opportunities arise and incremental implementation should continue through partnership, leveraging new development, and as funding allows. A key component of the action plan is the strategy board, which outlines critical information such as lead agencies, potential funding sources, planning themes addressed, and phasing.



STRATEGY BOARD

Creating a blueprint for implementing *Forward Monroe* was a multi-step process. The first step was to identify potential strategies (plans, programs, policies, and projects) during the development of the preferred growth strategy and preliminary transportation recommendations. The second step was to establish more manageable, concrete tasks and steps. The strategy board that follows organizes the plan's critical recommendations with consideration for how each strategy addresses one or more of the guiding statements. The strategy board also identifies who is responsible for implementation and when the action should occur. Laid out graphically, the board identifies:

- ▶ **Phasing:** Specifies the timing of implementation and whether ongoing action is required
- ▶ **Featured Actions:** Identifies strategies with additional narrative and detail in the action plan
- ▶ **Community Themes:** Shows how strategies align with one or more of the guiding statements
- ▶ **Responsible Entities:** Identifies agencies or organizations that will lead action implementation

PHASING

Many factors will affect when an action can or should be implemented. For some actions, funding availability or staff time allocation will dictate when implementation can occur. Other actions may require completing a different plan, program, policy, or project before it can be implemented. The recommended phasing described in the strategy board was developed with these considerations. Other factors that contributed to the phasing include relative importance to the vision, opportunity to establish momentum, and ease of implementation. The phasing shown in the strategy board is a best guess suggestion and implementation likely will occur outside of the order shown in the matrix. The phases categories include **Short-term** (0 to 5 years), **Mid-term** (6 to 10 years), and **Ongoing** (recurring throughout plan horizon).

FEATURED ACTION

The strategy board organizes the 48 actions into four categories—plans, programs, policies, and projects—with 12 actions for each category. To provide more detail on selected strategies, a total of 16 actions (four from each category) are featured in the document. These actions are identified in the strategy board for ease of reference.

COMMUNITY THEMES

The six Community Themes established early in the process guided development of the recommendations. The themes represent the overarching goals of the plan and community priorities.



Healthy
Neighborhoods



Parks and
Recreation



Downtown
Vibrancy



Community
Culture



Economic
Vitality



Transportation
and Mobility

RESPONSIBLE ENTITIES

Implementing the *Forward Monroe* vision will require coordination by city departments, elected officials, and agencies and organizations. Many of the larger transportation projects cannot be realized without the cooperation of regional, state, and federal agencies. Likewise, private developers will play a role in advancing several elements of the land use plan. The strategy board identifies responsible entities to spearhead each action but most actions will require strategic cooperation across levels of government.

- ▶ **CC:** City of Monroe—City Council
- ▶ **DT:** Downtown
- ▶ **ED:** City of Monroe Engineering Department
- ▶ **NCDOT:** North Carolina Department of Transportation
- ▶ **P&R:** City of Monroe Parks and Recreation Department
- ▶ **Planning:** City of Monroe Department of Planning and Development

FUNDING SOURCES

Competition for public resources is intense and it is likely that implementing actions in the strategy board will require city revenue sources, grants, public-private partnerships, and state and federal funds. While funding needs are associated with many of the transportation projects, the cost to implement many of the policy and programming recommendations focus more on staff time, which also is limited. While not specified for each action in the strategy board, funding and time allocation will be necessary to advance the land use and development vision of the plan. Possible funding sources include:

- ▶ **Capital Improvements Program:** The City of Monroe's 5-year capital improvement program assigns funding for equipment and facilities within the city.
- ▶ **General Fund:** Some action items can be funded through existing city budgets and departmental responsibilities and therefore do not add to the operating expenses of the city.
- ▶ **Grants:** A variety of grants are available to advance. Some grants will require a local match, and staff time will be necessary to apply for and administer grants.
- ▶ **Public-Private Partnerships:** This type of financing uses private financing to build public infrastructure, and including transportation projects and public amenities.
- ▶ **Transportation Funding:** Competitive federal and state funding programs through CRTPO can provide additional funding for transportation improvements and planning processes.

Phasing	Featured	Description	Community Themes						Responsible Party
			CC	DV	EV	HN	PR	TM	
PLANS									
Short-term		Adopt <i>Forward Monroe</i> .							CC
Short-term		Conduct a wayfinding study to develop design guidelines for downtown gateways, signage, and destination markers.							Planning
Short-term		Consider establishing a community advocacy group to monitor the ongoing implementation of <i>Forward Monroe</i> recommendations.							CC/ Planning
Short-term		Complete a Bicycle and Pedestrian Plan through NCDOT's Bicycle and Pedestrian Planning Grant Program that builds on the framework of <i>Forward Monroe</i> and the city's existing Parks, Recreation, and Open Space Plan.							Planning
Short-term		Partner with Union County, Unionville, and Indian Trail to develop a strategic plan focused on land use, urban design, and connectivity for the designated centers located along the Monroe Expressway.							Planning
Short-term		Complete a Medical District Small Area Plan with additional consideration for enhancements to corridors connecting the district to Downtown.							Planning
Short-term		Work with the North Carolina State Historic Preservation Office to create an updated inventory of historic assets and an action plan to protect at-risk historic properties and districts and promote potential opportunities for adaptive re-use.							Planning
Mid-term		Complete a study for Old Charlotte Highway and Charlotte Avenue that examines opportunities and constraints for land use, urban design, and transportation for the western gateway.							
Mid-term		Explore ways to advance the concepts behind Crime Prevention Through Environmental Design (CPTED), which contends that community safety can improve by designing a physical environment that influences positive human behavior.							Planning
Mid-term		Conduct a data-driven market absorption study to identify areas most likely to capture non-residential growth as well as areas with potential for future absorption that should be protected							Planning
Ongoing		In cooperation with Monroe-Union County Economic Development, publish a bi-annual snapshot of local land development and transportation trends with a focus on implications to the vision and recommendations of <i>Forward Monroe</i> .							Planning/ ED
Ongoing		Continue to monitor progress and make necessary periodic adjustments to the Downtown Master Plan.							Planning/ DT

Phasing	Featured	Description	Community Themes						Responsible Party
			CC	DV	EV	HN	PR	TM	
PROGRAMS									
Short-term		Create a checklist to aid in comparing development applications for compliance with the Future Land Use Plan.							Planning
Short-term		Evaluate, improve, and expand the City's new Community Maintenance program.							Planning
Short-term		Elevate the importance of bicycling and walking in Monroe by becoming a Watch For Me NC partner community, creating a local bicycle-friendly business program, and establish a local safe routes to school program.							Planning
Short-term, then Ongoing		Consider establishing a property acquisition program and monitor the status of key parcels necessary for implementing elements of <i>Forward Monroe</i> .							Planning
Mid-term		Develop a neighborhood assessment program to track neighborhood health, safety, and stability.							Planning
Mid-term		Consider incorporating an Open Streets demonstration as a part of a larger community event where a temporary street closure is used to demonstrate enhanced pedestrian and bicycle infrastructure.							P&R
Mid-term, then Ongoing		Consider establishing a Revitalization Task Force of community stakeholders, coordinated by the Community Development Director, that focuses on community-wide revitalization initiatives.							Planning
Mid-term		Forge a partnership with Wingate University and Downtown Monroe as part of a more coordinated program to help students and young professionals view Monroe an option for long-term investment.							DT
Mid-term		Strengthen the City's housing financial assistance program to continue to promote homeownership opportunities and programs to assist low to moderate income owner occupied households to achieve and maintain safe and healthy homes.							Planning
Mid-term, then Ongoing		Consider establishing a bicycle and pedestrian advisory committee to ensure coordination and continuity among City departments, CRTPO, NCDOT, and local advocacy groups.							Planning
Ongoing		Task the Community Development Office to focus on neighborhood revitalization and assembling and marketing parcels for redevelopment.							Planning
Ongoing		Under the direction of the Community Development Coordinator, inventory, assemble, and re-develop non-contributing, functionally obsolete, abandoned, and condemned properties in targeted areas.							Planning

Phasing	Featured Action	Description	Community Themes						Responsible Party
			CC	DV	EV	HN	PR	TM	
POLICIES									
Short-term		Complete <i>Transform Monroe</i> to codify and adopt zoning policies that assist in implementing the Future Land Use Plan.	■	■	■	■	■	■	Planning
Short-term		Institute connectivity requirements into <i>Transform Monroe</i> to ensure new development projects enhance the community's transportation network.						■	Planning
Short-term		Establish policy that ensures the preservation and extension of the grid network found downtown and the historic neighborhoods that surround it.		■		■		■	Planning/ ED
Short-term		As part of <i>Transform Monroe</i> , update regulations to promote quality design with traditional neighborhood features.		■	■	■		■	Planning
Short-term		As part of <i>Transform Monroe</i> , require new developments to include bicycle facilities and parking as well as pedestrian connections between private property and the public right-of-way for all new developments.					■	■	Planning
Short-term		Consider developing a local Complete Streets policy that references the <i>Forward Monroe Street Design Priority Matrix</i> to ensure the planning, design, and operation of transportation improvements on local and state maintained roadways address all users.		■	■	■	■	■	Planning/ ED
Short-term		As part of <i>Transform Monroe</i> , ensure consistency of new or rehabilitated housing units with the character of surrounding neighborhoods and remove barriers to adaptive reuse of buildings.	■	■		■			Planning
Short-term		Incorporate transit-ready development into <i>Transform Monroe</i> by incentivizing density and mixed-uses within transit priority zones.		■	■	■		■	Planning
Short-term		As part of <i>Transform Monroe</i> , seek ways to encourage mixed-income developments that increase economic diversity of existing and new neighborhoods.	■	■		■			Planning
Short-term		As part of <i>Transform Monroe</i> , remove barriers to implement adaptive reuse of buildings.	■	■					Planning
Mid-term		Revise existing traffic calming policy to align eligible streets to the <i>Forward Monroe street typology</i> and consider more techniques such as vertical deflections (e.g., speed humps), horizontal shifts (e.g., chicanes), and roadway narrowings (e.g., chokers).				■		■	ED
Ongoing		Continue to review and revise the permitting and development process as needed.			■	■		■	Planning

Phasing	Featured Action	Description	Community Themes						Responsible Party
			CC	DV	EV	HN	PR	TM	
PROJECTS									
Short-term		Implement lower cost bicycle network improvements (e.g., sharrows or signage) while planning for higher cost facilities such as bicycle lanes and multi-use trails.							ED
Short-term		Prioritize the improvement of gateway intersections and strategic corridors in Downtown Monroe to help catalyze redevelopment.							Planning/DT
Short-term		Prioritize the use of the City's sidewalk funds to construct or repair strategic sidewalk connections identified in the Concord Avenue Area Master Plan, 2015 Greenway Master Plan, and <i>Forward Monroe</i> .							Planning
Short-term		Pursue grants and other outside funding sources to implement smaller transportation improvements to enhance safety and efficiency of all modes.							Planning
Short-term		Enhance pedestrian access to activity centers from residences or other activity centers with an emphasis on schools and parks.							Planning
Mid-term		Seek Transportation Alternatives Program through CRTPO for high priority pedestrian and bicycle projects and programs.							Planning
Mid-term		Identify potential private partners and donors to assist in the construction of greenways, gateway projects, and other community enhancements.							Planning/ED/DT/P&R
Ongoing		Continue to partner with the Catawba Lands Conservancy to plan, design, and construct Carolina Thread Trail segments through the study area.							P&R
Ongoing		Coordinate with local, state, and regional entities to construct facilities that enhance mobility to-and-from underserved areas.							Planning
Ongoing		Continue to advocate for enhancements to and increased use of Charlotte–Monroe Executive Airport.							Airport/ED
Ongoing		Promote transit-supportive design with transit priority zones as identified in the Future Land Use Plan.							Planning
Ongoing		Continue coordinating with regional transit partners to explore the possibility of a local circulator route and expanded transit options between Monroe and Charlotte.							Planning

FEATURED ACTIONS

To guide the initial implementation of the plan, a subset of the full list of actions are identified as featured actions. These actions were selected to highlight additional detail on the purpose and intent, coordination opportunities, crossover with other initiatives, and potential benefit.

PLANS

Conduct a wayfinding study to develop design guidelines for downtown gateways, signage, and destination markers. Cities can encourage private investment through strategic public investments in gateways and streetscaping improvements. In Monroe, the city could prioritize funds for improvements along strategic corridors and at key gateway intersections along the Monroe Expressway and near downtown. Improvements at these locations signal to developers that these areas are city priorities and lay the groundwork for future investment.

Consider establishing a community advocacy group to monitor the ongoing implementation of *Forward Monroe* recommendations. The citizen advocacy group could perform a critical role of monitoring and advising the policy-making bodies on citizen's views to important issues. The group also can help build public consensus on difficult issues facing the community. These groups typically are structured to allow individual citizens to share their opinions and perspectives and to formulate recommendations in a focused, small group format. In Monroe, the group should represent the demographic profile of the community and provide a voice for wide-ranging interests. Ideally, the advocacy group would bring together citizen views that might not otherwise be heard. The citizen advocacy group would be overseen by a staff member and report to governing boards and councils, though the group is not expected to have formal powers.

Partner with Union County, Unionville, and Indian Trail to develop a strategic plan focused on land use, urban design, and connectivity for the designated centers located along the Monroe Expressway. The Monroe Expressway, currently under construction, will fundamentally change the nature of Monroe's transportation network and bring new development pressures. To prepare for this major shift, the city should work with its partners in neighboring communities to develop policies and strategies to guide a unified vision for this corridor.

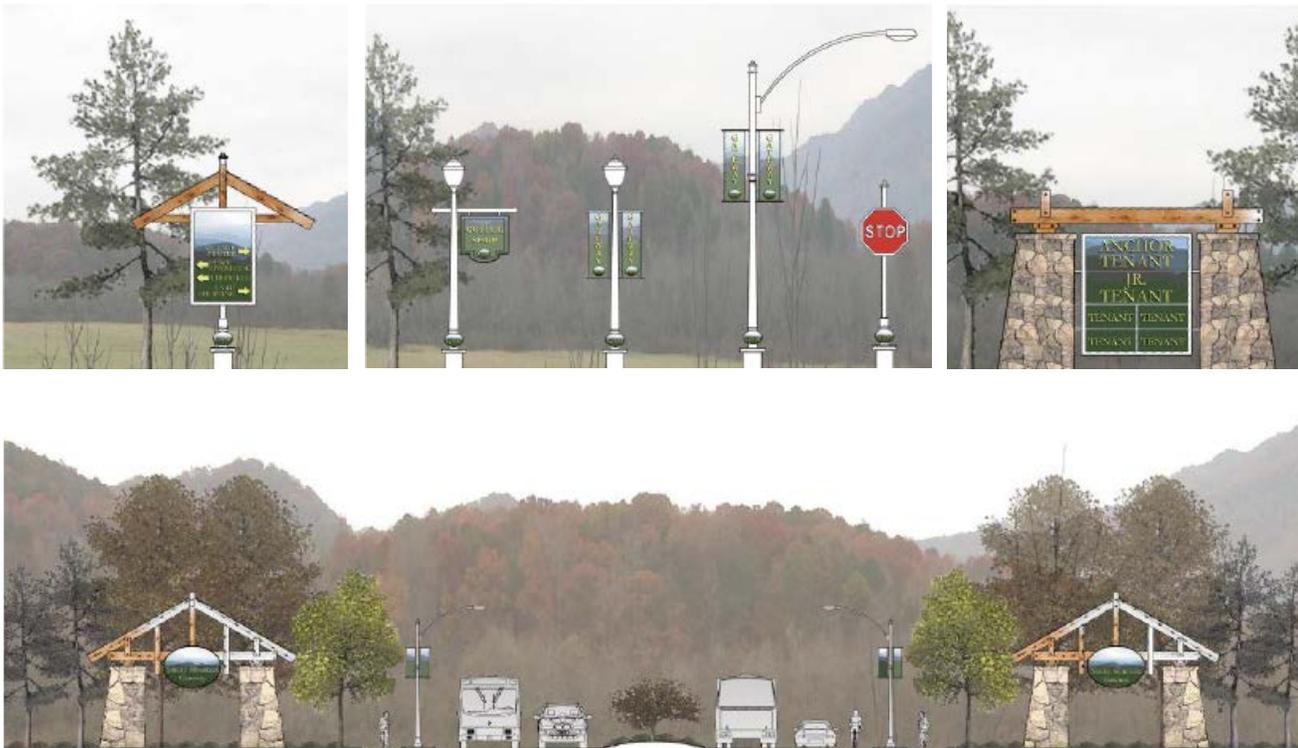
Work with the North Carolina State Historic Preservation Office to create an updated inventory of historic assets and an action plan to protect at-risk historic properties and districts and promote potential opportunities for adaptive re-use. Monroe's historic downtown is an asset to the community and often cited as one of the city's greatest strengths. However, numerous stakeholders and community members acknowledged its under-utilization and the need to protect and preserve historic resources. Working with strategic partners to develop downtown as a community gathering point and showcase its history could develop community pride and a renewed interest in Monroe's historic neighborhoods.

Wayfinding and Gateways

Monroe may consider creating a comprehensive wayfinding strategy that includes primary and secondary gateways, vehicular trailblazers, district gateway signage, banners, destination markers, lighting, and other directional signage. This effort would contribute to:

- ▶ Enhancing key gateways into the city,
- ▶ Revitalizing underserved neighborhoods,
- ▶ Communicating a quality brand to visitors, residents, and employees,
- ▶ Enhancing navigation within the city; and
- ▶ Promoting key destinations like downtown, community facilities, and emerging destinations.

Community leaders could build on the momentum from this plan to complete a master signage and lighting program that includes agreed upon branding and design guidelines, identification of key locations, creation of construction documents where necessary, and identification of funding opportunities. A phased approach would allow for incremental installation to occur in a manner consistent with community priorities. For example, the city may want to prioritize implementation along the Forward Monroe strategic corridors and at key gateway intersections along the Monroe Expressway and near/within downtown.



Examples of uniform wayfinding, trailblazing, banner, lighting, and gateway monumentation. A design theme tailored to Monroe will offer a consistent brand image throughout the community.

PROGRAMS

Create a checklist and compare development applications for compliance with the Future Land Use Plan. *Forward Monroe* includes a combination of land use and transportation recommendations to boost the local economy, protect neighborhoods, and enhance downtown. Many of the recommendation strategies will see success or experience pressure during the land development process. To help staff ensure development applications comply with *Forward Monroe* and other plans, a simple checklist is recommended for use by staff when reviewing and making recommendations to city boards and commissions. The checklist should go beyond a minimum submission checklist and include a development's applicability to the vision and guiding statements, demonstration area concepts, and strategies.

Consider incorporating an Open Streets demonstration as a part of a larger community event where a temporary street closure is used to demonstrate enhanced pedestrian and bicycle infrastructure. Open Streets started as a way to temporarily close city streets to motor traffic and let people on bikes ride safely and easily. In the last few years, the Open Streets movement has evolved into community celebrations that include people moving in any way that is non-motorized—walking, jogging, rollerblading, skateboarding, or dancing. In the most successful examples regionally and nationally, Open Streets occur as part of or to anchor larger community events that include booths, classes, demonstrations, food, and activities for kids and adults of all ages. In Monroe, an Open Streets demonstration could allow people to experience public space in a new way and could promote potential on-street bicycle projects recommended in *Forward Monroe*.

Strengthen the City's housing financial assistance program to continue to promote homeownership opportunities and programs that assist low- to moderate-income owner households to achieve and maintain safe and healthy homes. Many in the community are concerned about the quality of the city's housing stock. The Community Development Office should continue to make housing revitalization a priority by promoting loans and/or grants to correct code violations; facilitating public-private partnerships to revitalize existing housing stock; promoting homeownership opportunities; and conducting workshops on fair housing, property management, and home maintenance issues to elevate the quality of both owned and leased properties. Prioritizing housing revitalization could also help diversify the city's homeownership population.

Task the Community Development Office to focus on neighborhood revitalization and assembling and marketing parcels for redevelopment. Many parcels in the City are underutilized and ripe for redevelopment. The Community Development Office should focus on assembling developable parcels, removing barriers to their development, facilitating workshops, identifying resources, promoting public and private partnerships, and actively marketing the opportunity through the region.

Open Streets

Open Streets is a concept and a movement that has allowed communities large and small to engage in low cost demonstration projects. The Open Streets concept promotes possibilities for an enhanced bike and pedestrian realm along a specific segment of a corridor. Open Streets often accomplishes this demonstration without disruption to existing traffic by creating a larger community event (fair-like activity) or incorporating the demonstration into an existing community festival or event. Often, an existing travel lane is repurposed in a temporary way using available and donated materials to demonstrate ideas like protected bike lanes, sidepaths, or outdoor dining and enhanced walkable main street concepts. Several organizations partner with local community members to help plan and execute these events. Also, regional partners and agencies are available to help with the funding, planning, and design of these activities. A key benefit of Open Streets is using the event to promote a healthy, safe, and vibrant option to transportation infrastructure while generating interest, helping educate, and making the connection between vibrancy and place-making.



National and regional resources include:

- ▶ <http://openstreets704.com/>
- ▶ <http://www.sustaincharlotte.org/>
- ▶ <http://peopleforbikes.org/blog/the-summer-of-demos-one-day-protected-bike-lanes-sweep-across-america/>



POLICIES

Complete *Transform Monroe* to codify and adopt zoning policies that help implement the Future Land Use Plan. *Transform Monroe*, the city's unified development ordinance rewrite, will be the main vehicle that advances the land use vision outlined in *Forward Monroe*. Coordination between these two plans and an alignment of the density, allowable uses, and building size and transportation standards between the two plans will create a legally binding way to enforce the future land use vision.

As part of *Transform Monroe*, update regulations to promote quality design with traditional neighborhood features. As Monroe developed in the late twentieth century, many of its neighborhoods took on a characteristic post-war suburban development pattern with curvilinear streets and low-density, single-family, detached housing options. The resulting vehicle-dependent environment has a strong dependence on arterial streets and a generally unsustainable growth pattern. *Forward Monroe* envisions a return to traditional neighborhood design features in identified areas; however, the regulations and development procedures specified in *Transform Monroe* will need to offer the necessary structure and support.

As part of *Transform Monroe*, require new developments to include bicycle facilities and parking as well as pedestrian connections between private property and the public right-of-way for all new developments. One of the easiest and most cost-effective ways for a city to expand its active transportation network is by capitalizing on private development opportunities. By implementing connectivity requirements, the city can begin to realize the benefits of a coordinated transportation that serves high growth areas and provides necessary recreational and functional facilities.

Consider developing a local Complete Streets policy that references the *Forward Monroe Street Design Priority Matrix* to ensure the planning, design, and operation of transportation improvements on local and state maintained roadways address all users. Complete Streets policies require that all streets be designed to enable safe access where possible by users of all modes, including pedestrians, cyclists, motorists, and transit riders. Monroe does not currently have a Complete Streets policy, but adopting one would provide guidance for future street improvement projects to consider the context of each street and provide accessible facilities for each mode as required and as space, travel speed, and the surrounding land use allows.

• Traditional Neighborhood Design

Through *Transform Monroe*, the city can establish design standards and connectivity expectations that over time will help return the city to a more connected development pattern. The benefits span increased transportation choice, improved emergency response times, greater sense of community, improved safety, greater housing diversity, and better quality affordable housing options that are integrated rather than concentrated. Provision for quality open space, enhanced connectivity, and housing diversity offers developments with lasting value to our community and creates a greater variety of housing opportunities for our aging population and millennials. In essence, traditional neighborhood design typically includes:

- ▶ A network of streets and paths suitable for pedestrians, bicyclists, and vehicles
- ▶ Residences with narrow front setbacks, front porches, and detached rear garages or alley-loaded parking
- ▶ Parks, schools, civic buildings, and stores within walking distance of homes
- ▶ Narrower streets with crosswalks, streetscaping, and other traffic-calming measures
- ▶ Buildings oriented to the street with parking behind
- ▶ In-scale development that fits the local context



These drawings illustrate elements of traditional neighborhood design, including compact centers, human-scale, mix of uses, various housing styles, interconnected multimodal transportation features, and quality open space.



PROJECTS

Prioritize the use of the city's sidewalk funds to construct or repair strategic sidewalk connections identified in the *Concord Avenue Area Master Plan* and *Forward Monroe*. Expansion of the city's current sidewalk network should be completed through the priority connections identified in the framework plans. These connect orphan segments within the larger pedestrian network to achieve the largest impact to the city's walkability at the lowest cost.

Implement lower cost bicycle network improvements (e.g., sharrows or signage) while planning for higher cost facilities such as bicycle lanes and multi-use trails. While bicycle lanes and multi-use trails are the ultimate desired outcome of the framework plans, incremental improvements can provide short-term usable facilities until these large-scale projects are feasible. Sharrows and signed routes not only help mark priority routes for cyclists, but also educate drivers and can prepare a community to accept shared space on the city's roads. These low-cost investments also allow the city to "test drive" more costly investments to ensure the success or future higher order facilities.

Continue to advocate for enhancements to and increased use of Charlotte-Monroe Executive Airport. *Forward Monroe* seeks to maintain continued investment in the development of industry and creation of jobs in the city. Existing assets such as the Charlotte-Monroe Executive Airport will anchor economic growth in the decades to come. To ensure these assets are positioned for success, the city should continue to seek ways to enhance the airport. These efforts should include partnership with government entities (regional, state, and federal) and the private sector.

Promote transit-supportive design with transit priority zones as identified in the *Future Land Use Plan*. As the city responds to increased demands for workforce mobility and development trends continue to favor more walkable environments, an increased focus is needed to promote more transit supportive designs. Even in the absence of a fixed-route transit system, the mixture of uses and walkability of transit supportive design better positions the city for future service and provides pulses of vibrancy that otherwise would not occur. Identifying locations in the community to focus these efforts are shown in the transit priority zone map. In many cases, these places already are active and include major shopping areas (e.g., US 74 Corridor), major employment areas (e.g., Carolinas HealthCare Union area), mixed-use and community service areas (e.g., downtown), and industrial/specialty employment nodes (e.g., Charlotte-Monroe Executive Airport and major industrial parks). Offering guidance to the infill development and continuing investments in these areas to promote pedestrian safety, quality urban design, compact development, and mixture of uses are ways to advance a variety of community priorities while enhancing the prospects of future mobility for residents, employees, and visitors.

Charlotte–Monroe Executive Airport

The fact that Monroe has a successful, general aviation airport provides a competitive edge not enjoyed by most communities. The city has been the beneficiary of recent investments associated with the airport, including new industry investments that translate to more jobs and increased revenues for the city. Air travel logistics and related air industries continue to outpace the rest of our economy and represent unique opportunities for Monroe. To fully leverage this community asset, continued partnership and investments at and around the airport remains a priority. Investments that promote the increased use of the airport, landside economic development initiatives, and opportunities to enhance wayfinding and transportation to and from the airport represent shared opportunities with shared benefits. To learn more about the airport, visit <http://www.charlottemonroeairport.com/>



"The network connectivity of civil air transportation provides a dynamic and real-time infrastructure that keeps our nation competitive on the global stage."

-The Economic Impact of Civil Aviation on the U.S. Economy, June 2014

PROJECT PRIORITIZATION

In total, Forward Monroe contains 93 roadway corridor recommendations and 114 bicycle recommendations. Identifying the need and selecting alignments and strategies is important; the reality of budget constraints and competitive funding cycles makes wholesale implementation impossible and places additional pressure on identifying priority improvements that align with stated community goals. The project prioritization process described below allows the City to pursue recommendations with noticeable effect on Monroe's future.

PRIORITY ROADWAY RECOMMENDATIONS

The roadway prioritization process includes qualitative factors based on the plan's Community Themes. The Community Themes, which were drawn from community outreach activities, provide an ideal organizing structure for the prioritization process because they reflect the issues and needs identified by the public to be addressed in the plan. The prioritization criteria include ten factors, each of which address one or more of the Community Themes. Each roadway project received a score on a scale of 1-5 based on its performance in each category, with its total cumulative score in all ten categories determining its overall ranked order.

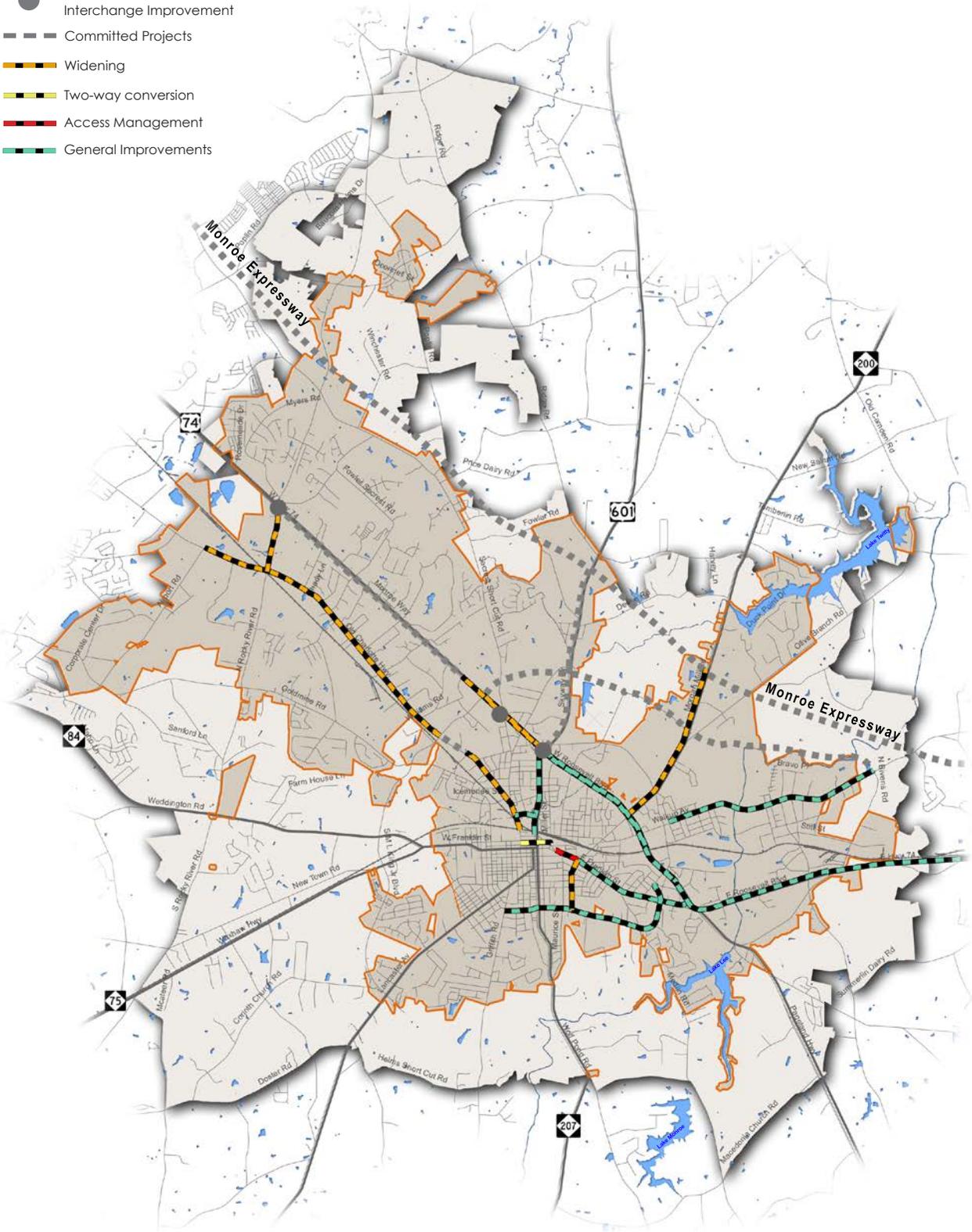
Following the scoring, the top scoring projects were identified and categorized as the plan's Tier 1 recommendations. These projects provide the biggest "bang for the buck," with the most benefit to the community as defined by the plan's community themes. Other projects are shown as Tier 2 recommendations. While these projects did not score as high, they should be re-evaluated periodically and considered as implementation opportunities develop.

		CC	DV	EV	HN	PR	TM
Bicycle and Pedestrian	Includes bicycle and pedestrian accommodations						●
Community Features	Improves accessibility to community features (e.g., historic districts and sites, community centers, health department, etc.)	●					●
Downtown	Improves corridors or intersections within Downtown or along a direct gateway to downtown		●				●
Employment Centers	Improves access to industrial areas and employment centers (e.g., Medical District; Manufacturing, Logistics, and Aerospace)			●			●
Neighborhoods	Improves local and collector street access to existing neighborhoods	●			●		●
Parks and Open Space	Improves access to parks and open space	●				●	●
Schools	Improves access to existing schools	●			●		●
Traffic Congestion	Improves segments with traffic volumes at or over roadway capacity						●
Traffic Safety	Improves areas with existing crash severity and frequency concerns						●
Transit	Improves corridors or intersections within the Transit Priority Zone	●			●		●

Priority Roadway Projects

Figure 6.1

- Committed Intersection or Interchange Improvement
- Committed Projects
- ▬ Widening
- ▬ Two-way conversion
- ▬ Access Management
- ▬ General Improvements



COMMITTED PROJECTS

The following projects have been programmed for funding and were not prioritized.

IMPROVEMENT TYPE	NAME	EXTENTS	LENGTH (MILES)	TIP
New Location	Monroe Northern Loop	Dickerson Blvd to Stafford St Ext	1.7	U-2549
General Improvements	Stafford St Ext	Stafford St to Morgan Mill Rd	0.9	U-2549
New Location	Monroe Northern Loop	Bivens Rd to Morgan Mill Rd	2.2	U-2549
Widening	Skyway Dr	US 74 to future Northern Loop	1.0	U-4024A
New Location	Monroe Expressway	Monroe Bypass	18.8	R-3329/ R-2559
Widening	N Charlotte Ave	Seymour St to Dickerson Blvd	1.5	U-6301
Widening	US 74	Rocky River Rd to Hanover Dr	4.9	U-5764
Widening	US 601	Future Northern Loop to Monroe Expressway	1.2	U-4024

TIER 1

The Tier 1 projects are listed in order of priority ranking.

IMPROVEMENT TYPE	NAME	EXTENTS	LENGTH (MILES)
Widening	Charles St	Sunset Dr to Franklin St	0.6
General Improvements	E Franklin St	Morgan Mill Rd to US 74	1.4
General Improvements	Skyway Dr	N Church St to US 74	1.0
General Improvements	Walkup Ave	McIntyre St to Bivens Rd	2.5
Widening	N Charlotte Ave	N Church St to Seymour St	1.5
General Improvements	Concord Ave	Charlotte Ave to US 601	1.8
General Improvements	Sunset Dr	Concord Hwy to Griffith Rd	2.2
Widening	Old Charlotte Hwy	Dickerson Blvd to Airport Rd	5.5
Widening	US 74	Hanover Drive to Concord Hwy	2.0
Access Management	E Franklin St	Morgan Mill Rd to E Jefferson St	0.3
General Improvements	I B Shive Dr	Skyway Dr to Charlotte Ave	0.2
General Improvements	US 74	US 601 to planning boundary	7.9
Two-Way Conversion	W Jefferson St	Depot St to N Charlotte Ave	0.3
Widening	Morgan Mill Rd	US 74 to Monroe Expressway	1.9
Widening	Rocky River Rd	US 74 to Old Charlotte Hwy	0.7

TIER 2

The Tier 2 projects are listed in alphabetical order.

IMPROVEMENT TYPE	NAME	EXTENTS	LENGTH
General Improvements	Airport Rd	Old Charlotte Hwy to Weddington Rd	3.0
New Location	Avery Parker Ext Rd	Avery Parker Rd to Monroe southern loop	1.9
Widening	Avery Parker Rd	Lancaster Ave to terminus	0.3
General Improvements	Baucom Deese Rd	US 601 to Morgan Mill Rd	1.7
General Improvements	Belmont Church Rd	Stack Rd to Medlin Rd	1.1
General Improvements	Doster Rd	Lancaster Hwy to S Rocky River Rd	2.3
General Improvements	E East Ave	US 74 to Stafford St Ext	0.8
General Improvements	Engleside St	Goldmine Rd to Iceman St	0.1
New Location	Fletcher Broome Rd	New Town Rd to Lancaster Hwy	1.8
General Improvements	Goldmine Rd	Stevens Rd to Engleside, Airport Rd W	2.6
Widening	Goldmine Rd	Airport Rd to Stevens Rd	2.8
General Improvements	Griffith Rd	Lancaster Ave to Helms Shortcut Rd	2.4
General Improvements	Helms Short Cut Rd	Plyler Mill Rd to Griffith Rd	1.4
General Improvements	Iceman St	Future Goldmine Rd Ext to W Franklin St	0.3
New Location	Jefferson St Realignment	Jefferson St to Franklin St	0.1
General Improvements	Lancaster Ave	MLK Jr Blvd to Charlotte Ave	2.2
General Improvements	Lancaster Hwy	Davis Rd to MLK Jr Blvd	0.8
General Improvements	Medlin Rd	Sunset Dr to planning boundary	3.1
New Location	Monroe Outer Loop	Old Pageland Monroe Rd to Bivens Rd	0.9
New Location	Monroe Outer Loop	Belmont Church Rd to Old Pageland Monroe Rd	2.2
New Location	Monroe Southern Loop	Helms Shortcut Rd to Belmont Church Rd	1.3
New Location	Monroe Southern Loop	Rocky River Rd to New Town Rd	0.7
Access Management	Morgan Mill Rd	E Franklin St to US 74	0.8
General Improvements	Morgan Mill Rd	Monroe Expressway to Old Camden Rd	3.7
General Improvements	N Bivens Rd	Walkup Ave to US 74	1.2
Access Management	N Charlotte Ave	W Jefferson St to Morgan St	0.1
General Improvements	N Charlotte Ave	W Jefferson St to Church St	0.1
General Improvements	N Church St	Charlotte Ave to E Crowell St	0.2
General Improvements	N Johnson St	Future Goldmine Rd Ext to W Franklin St	0.5
General Improvements	N Main St	Lancaster Ave to Franklin St	0.2
General Improvements	N Secrest Ave	US74 to Walkup Ave	0.9
General Improvements	N Sutherland Ave	E Franklin St to Stafford St Ext	2.2
New Location+A30:D90	New Location	Icemorlee St to Charlotte Ave	0.3
New Location	New Location	Concord Ave identified roads	1.0
New Location	New Location	Goldmine Rd to Iceman St	0.1
General Improvements	New Salem Rd	Morgan Mill Rd to Old Camden Rd	1.3
General Improvements	New Town Rd	Rocky River Rd to Waxhaw Hwy	2.5
General Improvements	Old Charlotte Hwy	Airport Rd to Wesley Chapel Rd	5.5
General Improvements	Old Pageland Monroe Rd	Summerlin Dairy Rd to future Northern Loop	1.5
General Improvements	Olive Branch Rd	Morgan Mill Rd to Old Camden Rd	3.4

TIER 2 (CONTINUED)

The Tier 2 projects are listed in alphabetical order.

IMPROVEMENT TYPE	NAME	EXTENTS	LENGTH
General Improvements	Plyler Mill Rd	Helms Shortcut Rd to Lancaster Hwy	0.5
New Location	Plyler Mill Road	Fletcher Broome Rd to Helms Shortcut Rd	0.7
New Location	Poplin Ext Rd	Poplin Rd to Roanoke Church Rd	0.3
General Improvements	Poplin Rd	Secrest Shortcut Rd to Secrest Shortcut Rd	5.4
General Improvements	Ridge Rd	US 601 to Lawyers Rd	6.1
General Improvements	Roanoke Church Rd	Secrest Shortcut Rd to Monroe Expressway	0.4
Widening	Rocky River Rd	Lawyers Rd to US 74	5.6
Widening	Rocky River Rd	Old Charlotte Hwy to Future Southern Loop	10.1
General Improvements	Rocky River Rd	Future Southern Loop to Lancaster Ave	1.5
Road Diet	S Charlotte Ave	Morgan St to Lancaster Ave	0.3
General Improvements	S Church St	Maurice St to Sunset Dr	0.4
General Improvements	S Hayne St	Maurice St to N Church St	1.7
Widening	S MLK Jr Blvd	N Charlotte Ave to Lancaster Ave	3.4
New Location	Secrest Ave Extension	N Secrest Ave to Olive Branch Rd	1.7
General Improvements	Secrest Short Cut Rd	Indian Trail-Fairview Rd to US 74	8.9
General Improvements	Stack Rd	Southern Loop to Wolf Pond Rd	0.2
General Improvements	Summerlin Dairy Rd	Old Pageland Monroe Rd to Walkers Grove Rd	1.3
General Improvements	US 601	Monroe Expressway to Cabarrus County limits	12.1
General Improvements	US 74	Rocky River Rd to Faith Church Rd	7.4
Road Diet	W Franklin St	N Hayne St to S West St	0.5
Two-Way Conversion	W Franklin St	E Jefferson St to N Charlotte Ave	0.4
General Improvements	W Franklin St	Colony Rd to S Johnston St	0.3
Widening	W Franklin St	Weddington Rd to Colony Rd	0.3
Widening	W Unionville Indian Trail Rd	Secrest Shortcut Rd to Ridge Rd	3.0
Access Management	Walkup Ave	US 74 to McIntyre St	0.4
General Improvements	Walkup Ave	Morgan Mill Rd to US 74	0.5
Widening	Waxhaw Hwy	Franklin St to Western Union School Rd	3.7
Widening	Weddington Rd	Lake Forest Dr to W Franklin St	12.4
General Improvements	Winchester Ave	Hayne St to Morgan Mill Rd	0.9
General Improvements	Wolf Pond Rd	planning boundary to Maurice St	1.4

PRIORITY BICYCLE RECOMMENDATIONS

Similar to the roadway projects, the *Forward Monroe* bicycle recommendations include more than 100 bicycle projects throughout the study area. To define what projects should be implemented first, the bicycle prioritization process was designed to determine the projects that provide the most benefit to the community and the overall transportation network. The bicycle prioritization also includes ten factors, each of which address one or more of the Community Themes. The factors emphasized connectivity, level of service, and ease of implementation to elevate projects that provide higher utility and allow more feasible projects to rise to the top. Projects that are aligned with roadway projects are considered to be the most likely to be implemented as incidental improvements, and are highlighted in the project lists that follow.

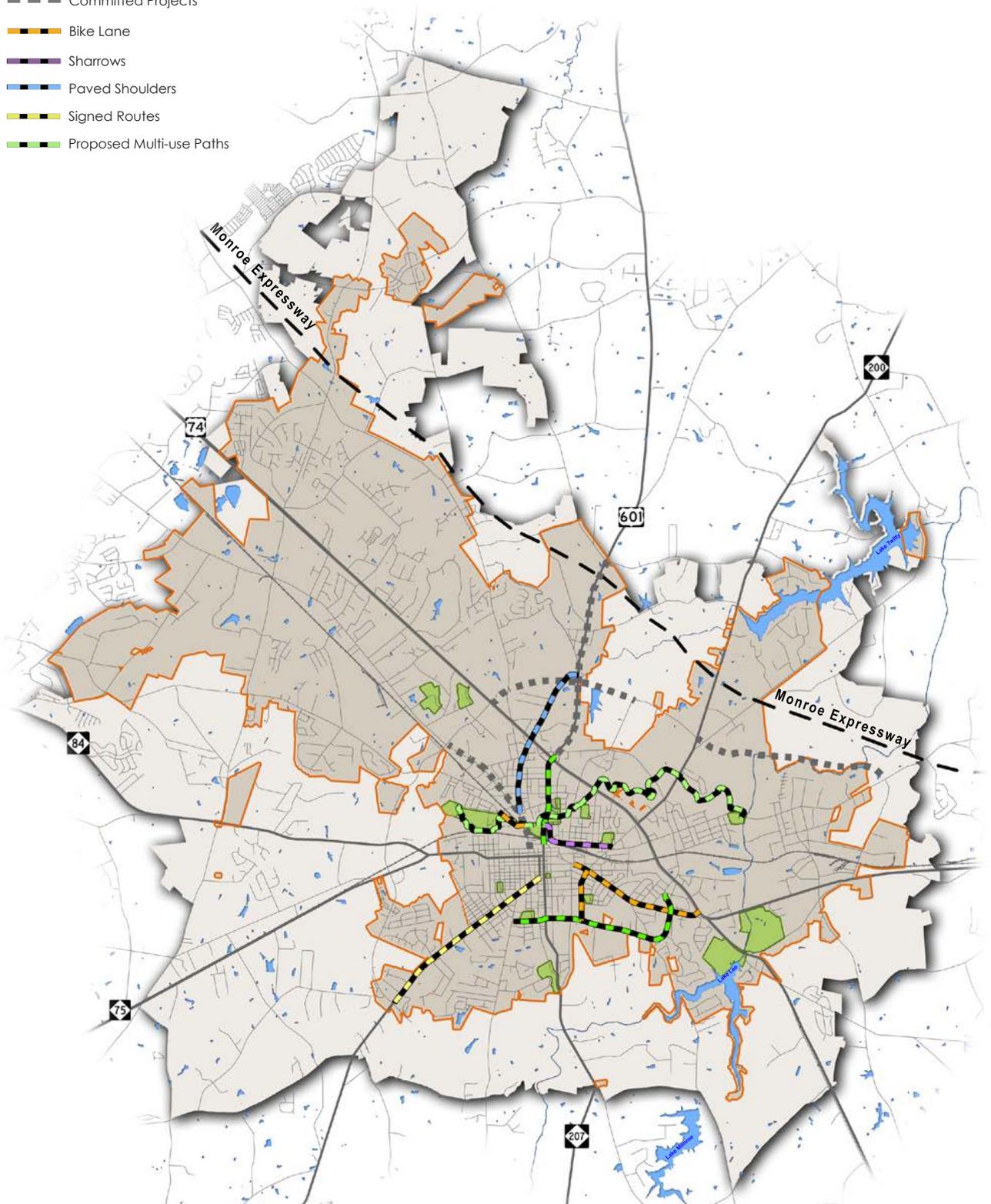
Following the scoring process, the top ranked projects were identified and categorized as the Tier 1 recommendations. Other projects are shown as Tier 2 recommendations. While not scoring as high, many of these projects align with identified roadway recommendations and could be implemented sooner than their priority ranking indicates as an incidental improvement.

		CC	DV	EV	HN	PR	TM
Community Features	Improves accessibility to community features (e.g., historic districts and sites, community centers, health department, etc.)	●					●
Concurrence	Is also recommended in another plan						●
Connectivity	Connects to another planned or existing bicycle facility or the Carolina Thread Trail				●		●
Downtown	Improves corridors or intersections within Downtown or along a direct gateway to downtown		●				●
Ease of Implementation	Can be constructed as an incidental project						●
Multimodal	Level of improvement (on-street shared facility vs. separated multi-use path)				●		●
Neighborhoods	Improves local and collector street access to existing neighborhoods or serves as an off-street neighborhood connector				●		●
Parks and Open Space	Improves access to parks and open space				●	●	●
Schools	Improves access to existing schools				●		●
Transit	Improves corridors or intersections within the Transit Priority Zone	●		●	●		●

Priority Bicycle Projects

Figure 6.2

- Committed Projects
- █ Bike Lane
- █ Sharrows
- █ Paved Shoulders
- █ Signed Routes
- █ Proposed Multi-use Paths



COMMITTED PROJECTS

The following projects have been programmed for funding and were not prioritized.

IMPROVEMENT TYPE	NAME	EXTENTS	LENGTH (MILES)	TIP
Bike Lane	N Charlotte Ave	Church St to Dickerson Blvd	1.59	U-6301
Bike Lane	Monroe Northern Loop	US 74 to Stafford St Ext	1.73	U-2549
Bike Lane	Monroe Northern Loop	US 74 to Stafford St Ext	0.27	U-2549
Bike Lane	Skyway Dr	US74 to Future Northern Loop	2.31	U-4024A
Bike Lane	Skyway Dr	Future Northern Loop to study area boundary	2.31	U-4024A
Bike Lane	Monroe Northern Loop	Morgan Mill Rd to Walkup Ave	2.23	U-2549

TIER 1

The Tier 1 projects are listed in order of priority ranking with projects that align with roadway improvements highlighted.

IMPROVEMENT TYPE	NAME	EXTENTS	LENGTH (MILES)
Multi-Use Path	Skyway Dr	N Church St to East Ave	1.03
Sharrows	Winchester Ave	Skyway Dr to Morgan Mill Rd	0.90
Bike Lane	E Franklin Stw	US 74 to McCauley St	1.57
Multi-Use Path	Bearskin Creek Greenway	Belk-Tonawanda Park to Skyway Drive	0.20
Multi-Use Path	Bearskin Creek Greenway	Belk Tonawanda Park to Icemorelee St	1.24
Bike Lane	Allen Street Ext	S Jonston St to N Charlotte Ave	0.34
Bike Lane	Charles St	Sunset Dr to Franklin St	0.58
Multi-Use Path	E Sunset Dr	S Sutherland Ave to Griffith Rd	2.25
Paved Shoulders	Concord Ave	Charlotte Highway to Concord Hwy	1.80
Multi-Use Path	Bearskin/Richardson Creek	Creff Park to Sutton Park	3.48
Signed Routes	Lancaster Ave	N Hayne St to MLK Jr Blvd	2.18

TIER 2

The Tier 2 projects are listed in alphabetical order with projects that align with roadway improvements highlighted.

IMPROVEMENT TYPE	NAME	EXTENTS	LENGTH (MILES)
Signed Routes	Airport Rd	Old Charlotte Hwy to Goldmine Rd	3.04
Multi-Use Path	Bearskin Creek Greenway	Sanlee Dr to Winthrop Ln	2.78
Multi-Use Path	Bearskin Creek Greenway	Icemorelee Street to Sanlee Dr	0.27
Multi-Use Path	Bearskin Creek Greenway	Winthrop Ln to just past Rocky River	1.01
Bike Lane	Belmont Church Rd	Stack Rd to Medlin Rd	1.11
Sharrows	Commerce Dr	Dickerson Blvd to Patton Ave	0.60
Sharrows	Concord Ave	Pedro St to Secret Shortcut Rd	0.07
Multi-Use Path	Country Club Trail	Existing Trail to Lake Lee	0.27
Sharrows	Crescent St	Sunset Dr to proposed greenway	0.27

TIER 2 (CONTINUED)

IMPROVEMENT TYPE	NAME	EXTENTS	LENGTH (MILES)
Bike Lane	Dickerson Blvd	US 74 to N Charlotte Ave	0.69
Signed Routes	Doster Rd	Rocky River Rd to Lancaster Hwy	2.26
Multi-Use Path	Dry Fork Creek Connection	Greenway to Winthrop Ln	0.25
Signed Routes	E East Ave	Stafford St Ext to Skyway Dr	0.59
Sharrows	E Franklin St	McCauley St to Charlotte Ave	0.36
Sharrows	E Jefferson St	N Hayne St to E Franklin St	0.28
Sharrows	E Morrow Ave	N Hayne St to Maurice St	0.31
Signed Routes	E Old Hwy 74	Pageland Hwy to US 74	1.34
Sharrows	Engleside St	Goldmine Rd to Iceman St	0.12
Sharrows	Everette St	Maurice St to Charles St	0.11
Sharrows	Goldmine Rd	MLK Jr Blvd to Engleside St	0.75
Bike Lane	Goldmine Rd	Love Rd to Airport Rd	2.82
Signed Routes	Goldmine Rd	Love Rd to MLK Jr Blvd	1.02
Signed Routes	Goldmine Rd	Airport Rd to planning boundary	0.78
Multi-Use Path	Greenway Connector	Old Pageland Monroe Rd to proposed greenway	0.31
Signed Routes	Griffith Rd	Lancaster Ave to Helms Shortcut Rd	2.35
Bike Lane	Helms Short Cut Rd	Plyler Mill Rd to Griffith Rd	1.33
Sharrows	Iceman St	Engleside St to Icemorelee St	0.28
Multi-Use Path	Jesse Helms Regional Park	Monroe Outer Loop to planning boundary	0.72
Sharrows	Kerr St	Concord Ave to Skyway Dr	0.24
Signed Routes	Lancaster Hwy	MLK Blvd to planning boundary	0.77
Sharrows	Lomax St	Concord Ave to Commercial Av extension	0.33
Sharrows	Lomax St Extension	Concord Av to Kerr St	0.33
Sharrows	Maurice St	Morrow Ave to Everette St	0.03
Signed Routes	Medlin Rd	Sunset Dr to proposed greenway	0.64
Signed Routes	Monroe Ansonville Rd	Monroe Northern Loop to planning boundary	0.52
Multi-Use Path	Monroe Country Club	Country Club to Old Pageland Monroe	0.95
Bike Lane	Monroe Outer Loop	Medlin Rd to Old Pageland-Monroe Rd	2.18
Bike Lane	Monroe Outer Loop	US 74 to Old Pageland-Monroe Rd	0.87
Bike Lane	Monroe Southern Loop	Griffith Rd to Stack Rd	1.35
Bike Lane	Monroe Southern Loop	Rocky River Rd to New Town Rd	0.66
Signed Routes	Morgan Mill Rd	E Franklin St to US 74	1.18
Bike Lane	Morgan Mill Rd	N Sutherland Ave to Monroe Expressway	1.50
Bike Lane	Morgan Mill Rd	US 74 to N Sutherland Ave	1.18
Signed Routes	Morgan Mill Rd	Monroe Expressway to planning boundary	3.69
Bike Lane	N Bivens Rd	railroad to Walkup Ave	1.05
Bike Lane	N Charlotte Ave	Dickerson Blvd to planning boundary	3.89
Sharrows	N Hayne St	E Windsor St to N Church St	0.23
Bike Lane	N MLK Jr Blvd	Weddington Rd to N Charlotte Ave	1.38
Signed Routes	N Secrest Ave	railroad to Bravo Pl	0.93
Signed Routes	N Sutherland Ave	Stafford St Ext to railroad	1.82
Signed Routes	New Town Rd	Waxhaw Hwy to Rocky River Rd	2.47

IMPROVEMENT TYPE	NAME	EXTENTS	LENGTH (MILES)
Multi-Use Path	Old Charlotte Highway Connector	Bearskin Creek to Old Charlotte Highway	0.28
Bike Lane	Old Pageland Monroe Rd	Summerlin Dairy Road to Monroe northern loop	0.59
Signed Routes	Olive Branch Rd	Morgan Mill Rd to planning boundary	3.37
Signed Routes	Pageland Hwy	US74 to planning boundary	2.39
Multi-Use Path	Parker Haynes Parcel Connector	Crescent St to Richardson Creek Greenway	1.06
Multi-Use Path	Parks Williams Greenway	Nelda Dr to Aquatic Center	0.17
Multi-Use Path	Parks Williams Greenway	Arnold Dr to Nelda Dr	0.25
Sharrows	Patton Ave	Selis St to Concord Av	0.19
Bike Lane	Plyler Mill Road	Doster Rd to Plyler Mill Rd	0.68
Signed Routes	Quarry Rd	S Sutherland Ave to proposed greenway	0.62
Multi-Use Path	Richardson Creek Greenway	Sutton Park to Country Club	1.16
Multi-Use Path	Richardson Creek Greenway	Carolina Thread Trail to Medlin Rd	4.43
Multi-Use Path	Rolling Hills Connector	Stewart Creek to Rolling Hills Dr	0.32
Multi-Use Path	Rolling Hills Country Club	Fowler Secrest to connector	0.60
Bike Lane	S Bivens Rd	US 74 to railroad	0.19
Signed Routes	S Hayne St	Maurice St to Sunset Dr	0.83
Sharrows	S Hayne St	Sunset Dr to E Windsor St	0.61
Bike Lane	S MLK Jr Blvd	Lancaster Av to Weddington Rd	2.03
Bike Lane	S Rocky River Rd	Lawyers Rd to future Monroe Southern Loop	9.17
Signed Routes	S Rocky River Rd	Doster Rd to Deertrack Ln	3.04
Signed Routes	S Secrest Ave	US 74 to railroad	0.37
Bike Lane	S Sutherland Ave	US 74 to Sunset Dr	0.18
Sharrows	S Sutherland Ave	E Franklin St to Sunset Dr	0.17
Signed Routes	S Sutherland Ave	US 74 to railroad	0.01
Signed Routes	Secrest Short Cut Rd	US 74 to Haywood Rd	4.91
Sharrows	Secrest Shortcut Rd	US 74 to Concord Ave	0.42
Bike Lane	Stafford St Ext	Stafford St to Morgan Mill Rd	0.85
Multi-Use Path	Steward Creek Greenway	Charlotte Highway Connector to Myers Rd	1.25
Multi-Use Path	Stewart Creek Connector	Hunt Club Dr to Greenway	0.14
Multi-Use Path	Stewart Creek Greenway	Old Charlotte Highway to Greenway	1.46
Multi-Use Path	Stewart Creek Greenway	Concord Ave to Fowler Secrest	3.45
Bike Lane	US 74	E Franklin St to Pageland Hwy	0.29
Signed Routes	Victoria Ave	Griffith Rd to Crescent St	0.17
Sharrows	W Franklin St	Weddington Rd to S Johnson St	0.98
Bike Lane	W Franklin St	Weddington Rd to Colony Rd	0.33
Sharrows	W Jefferson St	N Hayne St to Charlotte Ave	0.16
Sharrows	W Morrow Ave	N Hayne St to Lancaster Ave	0.05
Bike Lane	W Unionville Indian Trail Rd	Poplin Rd to Ridge Rd	3.00
Multi-Use Path	Walkup Ave	US 74 to Alda Rd	0.78
Signed Routes	Walkup Ave	Morgan Mill Rd to US 74	0.59
Signed Routes	Walkup Ave	Alda Rd to planning boundary	1.94
Bike Lane	Waxhaw Hwy	Western Union School Rd to W Franklin St	3.68
Bike Lane	Weddington Rd	Lake Forest Dr to W Franklin St	5.14
Signed Routes	White Store Rd	Pageland Hwy to Old Pageland-Monroe Rd	1.07
Signed Routes	Wolf Pond Rd	Southern Loop to Maurice St	1.38

COORDINATION WITH OTHER PLANS

As an umbrella document intended to guide future plans, programs, policies, and projects, *Forward Monroe* relates to a variety of plans and studies such as previous, ongoing, and future efforts by the city, county, region, and state. As a foundational step, *Forward Monroe* included reviewing previous planning efforts that laid the groundwork for many of the recommendations and action items found in this chapter and throughout the plan. Where possible, recommendations from these efforts have been incorporated into the plan and key steps have been included to guide the community's momentum as it moves forward with a single, coordinated vision that incorporates current and former planning efforts.

CONCORD AVENUE AREA MASTER PLAN

The Concord Avenue Area Master Plan was completed in 2015 to outline specific strategies to revitalize a 135-acre study area northwest of downtown. *Forward Monroe's* intent to advance the process and outcomes of the master plan is clear, most notably by the inclusion of the Concord Avenue Area land use character area. Key components of the master plan's land use and transportation strategies advanced through *Forward Monroe* include:

- ▶ Support for private investment
- ▶ A compact and connected system of multimodal streets, including the extension of Lomax St
- ▶ Improvements to intersections and the re-establishment of a grid street network
- ▶ A diversity of residential types and small-scale retail, office, and service-related uses
- ▶ Gateway enhancements at US 74
- ▶ Improved connectivity to adjacent neighborhoods

DOWNTOWN MASTER PLAN

The Downtown land use character area advances the intent of the Downtown Master Plan. In this way, *Forward Monroe* embraces the master plan's vision for downtown growth and advocates for the way the master plan positions the area to capitalize on downtown's role as the civic, entertainment, and cultural heart of the community. Elements of the master plan prioritized in *Forward Monroe* include:

- ▶ Maintaining small blocks and allowing street design to encourage pedestrian activity
- ▶ Increasing residential uses, including units above storefronts
- ▶ Preserving historic neighborhoods
- ▶ Transportation strategies, including improvements to Jefferson and Franklin Streets

US 74 CORRIDOR REVITALIZATION STUDY

The US 74 Corridor Revitalization Study addresses the changing landscape of US 74 through Union County with a land use and transportation vision that shifts the focus from passing motorists to one that supports community development and investment. *Forward Monroe* advances many of recommendation from the US 74 Corridor Study and carries forward its vision for node-based land development, multimodal transportation, unified character, and market-based economic strategies. The following recommendations from the US 74 Corridor Revitalization Study are included in *Forward Monroe*:

Land Use

The Future Land Use Plan developed as part of *Forward Monroe* recommends several land use characteristics that correspond to the land use strategy proposed in the US 74 Corridor Revitalization Study. In general, *Forward Monroe* supports diversifying land uses along US 74 and emphasizing mixed-use centers at key intersections. Other ways that *Forward Monroe* aligns with the corridor study include:

- ▶ Mixed-use centers at Rocky River Road and Dickerson Boulevard
- ▶ Building form and orientation that addresses US 74
- ▶ Inclusion of more residential throughout the corridor
- ▶ Infill development as part of the renewal of existing commercial properties

Transportation

Forward Monroe recommends numerous transportation improvements that were addressed as part of the US 74 Corridor Revitalization Study. These measures include:

- ▶ Improvements to US 74, including access management and widening
- ▶ Improvements to approaches and cross access where possible
- ▶ Widening US 601 (Skyway Drive)
- ▶ Expansion of bicycle and pedestrian infrastructure, especially as part of larger roadway improvements
- ▶ Gateway improvements at US 74 and Concord Avenue

Urban Design

The US 74 Corridor Revitalization Study includes an aesthetics and urban design strategy. The strategy focuses on improvements within the public right-of-way. *Forward Monroe* supports the intent of these improvements and recommends that design guidelines for gateways, signage, and destination markers be explored in more detail as part of the wayfinding study recommended in the action plan. Urban design recommendations from the corridor study include:

- ▶ Gateway and aesthetic treatments at major intersections along US 74, including Rocky River Road, Morgan Mill Road, and US 601
- ▶ Intersection improvements, including wayfinding signage, landscaping, lighting, and pedestrian access
- ▶ Corridor enhancements along the length of US 74 through the city, including trees, landscaping, lighting, signage, and public art
- ▶ Bridge enhancements at Concord Avenue and Skyway Drive

CONCLUSION

Forward Monroe is the city's blueprint for growth and development, a guide for future transportation decisions, and the foundation for future land use and transportation decisions. *Forward Monroe* expresses the community's vision, identifies the community's values, and outlines the plans, programs, policies, and projects that over time will fulfill the vision. The plan was developed with significant input and participation by residents, stakeholders, staff, and elected officials. The plan took shape with the understanding that Monroe is...



As the community strategy for growth and development, preparing for future growth and emerging challenges such as traffic congestion, housing needs, and economic sustainability is critical. Likewise, allocating sufficient public services and facilities, developing policies, and adopting standards to guide growth in a community-supported way is essential for the continued investment in the city. *Forward Monroe* establishes the community's vision and documents these needs. Most importantly, it sets forth the plans, programs, policies, and projects that will influence how the city grows and changes. *Forward Monroe* provides the framework for ongoing and future planning efforts. In the future, plans should reference the outcomes and recommendations of this plan to demonstrate their alignment with the community's vision and goals. *Forward Monroe* also should guide more detailed planning efforts such as land use recommendations as part of future small area plans and serve as a starting point for future transportation investments.

