

TRIANGLE J COUNCIL OF GOVERNMENTS

May 1, 2007

Partnership for Development & Infrastructure

Sponsors (invited)

Chatham County
 Durham County
 Johnston County
 Lee County
 Moore County
 Orange County
 Wake County
 City of Raleigh
 City of Durham
 Town of Cary
 Town of Chapel Hill
 Town of Morrisville
 Research Triangle Foundation
 North Carolina State University
 University of North Carolina - Chapel Hill
 Duke University
 North Carolina Central University
 Triangle Transit Authority
 Regional Transportation Alliance
 Research Triangle Regional Partnership
 Capital Area MPO
 Durham-Chapel Hill-Carrboro MPO
 RDU Airport
 NC DOI
 NC Division of Community Assistance
 Urban Land Institute—Research Triangle
 Community Colleges

Why Do We Need A Partnership?

Faced with complex, costly and conflicting development and infrastructure issues, the region's university, government and business leaders would benefit from a forum to understand, track and address the capital needs so crucial to the success of the region.

The Development & Infrastructure Partnership provides the opportunity for our region's leading institutions to contribute leadership, staff involvement and support to the efforts that will shape our region over the next generation.

The Partnership's work will be driven by its sponsors, but can focus on:

- mapping out our infrastructure future;
- providing the tools and knowledge to make better-informed decisions; and
- providing the means for communities, regional infrastructure authorities, the private sector and universities to resolve issues that arise between them.

It will also include existing work on rural transportation planning, air quality and participation in the planning efforts of partner communities and regional groups.

Partnership Mission

Bring together community and regional partners to work on long-term, regional strategies for:

- development and conservation of land
- infrastructure to support development
- improved mobility

What Do We Ask Of Sponsors?

Unless we change the direction we are going, we may end up where we are headed.

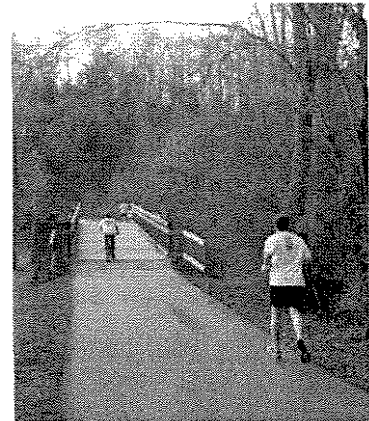
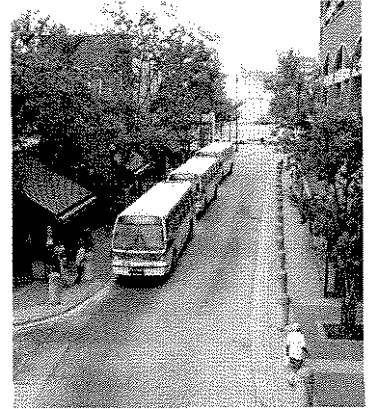
— Chinese proverb

To be successful, the Partnership requires three things:

1. Commitment by senior institutional leadership to come together 2 or 3 times a year with their peers to focus on the most crucial development and infrastructure issues facing the region.
2. Sustained involvement by staff and members from the sponsors in the work of the Partnership.
3. A three- to five-year initial funding commitment to define and carry out the Partnership's work program.

Our target is to gain partner commitments over the next few months and launch the Partnership by August 2007.

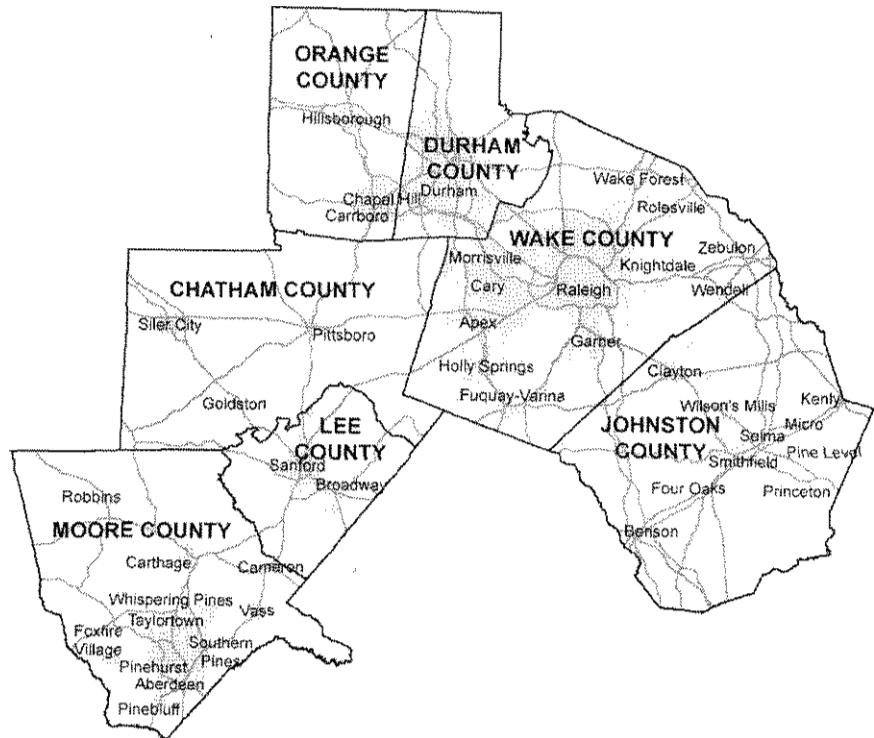
We are committed to making the Partnership a valued use of time and resources. Join us in helping chart a successful development and infrastructure investment future for the Research Triangle Region.



The Development & Infrastructure Challenge

In the early years of the new Millennium, the Research Triangle Region is faced with unprecedented growth challenges:

- The metro areas of Raleigh, Durham and their surrounding 8 counties have passed the 1.5 million population mark; another 1 million people are expected over the next 25 years.
- Building continues apace at our major universities: UNC-Chapel Hill is planning the new Carolina North, Duke is planning a new Central Campus, NC State is building Centennial Campus and NC Central has opened its new West Campus and is developing a new master plan.
- Triangle public school systems face building needs of more than \$6 billion over just the next 10 years, yet are limited in the revenue sources they have to repay bonds and build schools.
- Triangle transportation planning organizations have adopted long range plans calling for \$14 billion of new investment over 25 years, with \$2 billion coming from new revenue sources.
- RDU is rebuilding and expanding Terminal C for \$570 million and has planned a third runway.
- NCDOT's Statewide Transportation Plan contains \$122 billion in project needs over 25 years and anticipates \$57 billion in available revenues to meet



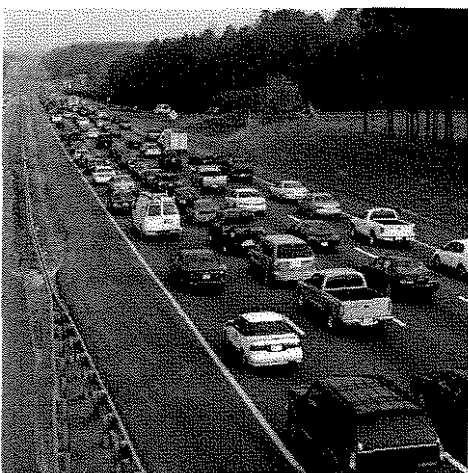
those needs, resulting in a gap of \$65 billion. Two years ago, the estimates were \$84 billion in needs, \$55 billion in revenues, and a \$30 billion gap.

- The Triangle Transit Authority's \$800 million regional transit system to link the centers of our three largest cities of Raleigh, Durham and Cary with the Research Triangle Park, NC State and Duke — with a second phase to Chapel Hill, UNC and RDU — has not been able to secure federal funding.
- The Triangle GreenPrint Project estimates that we need to double the current land protection rate—at a cost of up to \$5 billion over the next 25 years—to protect the backbone of a linked regional greenspace network.
- The NC Rural Center's *Water 2030* report identified about \$3 billion in Triangle water, wastewater and stormwater system needs by 2030.
- Wake County alone has estimated its primary infrastructure needs (roads, wa-

ter & sewer, schools, community college, parks & open space and criminal justice facilities) over the next 25 years at \$26 billion; current funding plans and the county's baseline borrowing capacity can fund \$15 billion of this amount.

Responsibility for funding and providing infrastructure is fragmented: each school system seeks funding independently, there are two regional transportation planning organizations plus a regional transit authority plus the NCDOT plus a regional council of governments; despite years of effort, communities have been unsuccessful in attempts to diversify revenue sources to provide the schools, transportation facilities, parks and greenways and other infrastructure their citizens want and a successful region requires.

It is time for the region's leaders to come together to develop new, effective strategies to address our burgeoning development and infrastructure challenges.



Partnership Results

The strength of the partnership will be its ability to draw on the experience, knowledge and creativity of the partners to develop and guide responses to the Triangle's development and infrastructure challenges. Here are six examples of specific activities on which the partners could focus. But step #1 will be to engage the partners in what *they* think are the most valuable uses of the partnership's time, talents and resources.

Neutral Ground

Provide a clear way for partners to raise concerns about development and infrastructure issues or projects that affect more than one institution, whether a community, university, state agency, regional organization, etc. Design a process to share information about the issue or project and to communicate concerns. If warranted, provide guidance to interested partners on how they can work together to resolve an issue.

How it might work: Model the program on Developments of Regional Impact programs used elsewhere.

Related TJCOG current or prior examples: CORE Communities Work Group. Eno Drive Alternatives Facilitation.

Triangle Infrastructure Finance Center

Develop and maintain an information resource on costs and financing mechanisms for all types of major infrastructure. Establish relationships with related organizations like the Environmental Finance Center at the School of Government

How it might work: Establish a structured process to track infrastructure projects in the region, the sources and uses of their funds, and the mechanisms used to finance them. Collect and synthesize information on infrastructure finance and conduct panels on finance topics of interest.

Related TJCOG current or prior examples: Annual Triangle water, sewer and stormwater rate and fee survey.

Regional Clearinghouse & Decision-support Metrics

Provide a user-friendly, one stop shop for independent information, standards and benchmarks on complex and controversial regional development and infrastructure issues.

How it might work: Work with the partners to identify the most critical information needs, then use existing research, peer reviews and regional data sources to address selected topics each year.

Related TJCOG current or prior examples: Smart Growth Committee Issue Summary and Presentations web site. Planning Directors' Land Use & Development Standards to Support Transit.

Infrastructure Blueprint

Develop, publish and continually update an inventory of existing and planned public infrastructure investments that delineates not only where and when planned investments will be made, but helps communities understand their role in the regional picture and provides critical information for private firms considering investment in the region.

How it might work: Work with the partners to develop the overall framework for the blueprint based on examples from other regions, then build it element by element.

Related TJCOG current or prior examples: Triangle GreenPrint. Transit Infrastructure Blueprint Technical Analysis.

Key Opportunities

Identify and develop or support plans for key opportunities in the region: areas or issues of critical regional importance or shared responsibility.

How it might work: Work with the partners to develop a process to identify key regional-scale opportunities, and techniques to either develop plans for these opportunities or to support others in doing so.

Related TJCOG current or prior examples: CORE Communities Workshop Report.

Joint Project Planning

Provide guidance and tools for institutions to use in working together on potential projects of mutual benefit, including the joint siting or use of infrastructure (e.g. combining a city park with a county library and a school).

How it might work: Develop a central repository of examples within the region and nationwide, administrative mechanisms that have been developed, and processes used for the early identification of candidate projects.

Related TJCOG current or prior examples: Durham City-County-Public Schools Joint Capital Improvements Project.

TRIANGLE J COUNCIL OF GOVERNMENTS

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**Existing programs to be included in the Partnership for
Development & Infrastructure**

- Joint Land Use-Transportation-Air Quality Program
- Center Of the Region Enterprise (CORE)
- Smart Growth Committee
- Triangle Area Rural Transportation Planning Organization (TARPO)
- Triangle Data Center
- Community Participation and Assistance Program



TRIANGLE J COUNCIL OF GOVERNMENTS

World
Class
Region

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December 1, 2006


As community leaders in the Triangle Region, we are convinced that the time is ripe to bring together the leadership, knowledge and resources we are so fortunate to have in our region to address the complex development and infrastructure issues that will influence our future economic success and quality of life.


As we prepare to welcome another 1 million residents over the next generation, it falls to us to create and preserve the neighborhoods, safeguard the natural resources and provide the schools, transportation systems and parks on which a successful region depends.

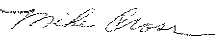
Each of us, as individuals, as members of communities and as leaders within organizations, will be greatly affected by the development and infrastructure challenges we face, and by the responses we choose to make in the face of these challenges.

Please join with us in a focused, cooperative partnership to ensure that our choices are well-informed, broadly-considered and future-oriented.

Marla Dorrel
Cary Town Council
Chair, Triangle J Council of Governments


Thomas Crowder
Raleigh City Council
2nd Vice Chair, Triangle J COG


Barry Jacobs
Orange County Commission
1st Vice Chair, Triangle J COG


Mike Cross
Chatham County Commission
Secretary/Treasurer, Triangle J COG

**Triangle Development, Conservation and
Mobility Principles — 2000**

As a result of the *Regional Development Choices Project*, the Triangle J Council of Governments, Greater Triangle Regional Council and Triangle Smart Growth Coalition—a group of business, civic and environmental representatives—all endorsed the following principles. They can serve as a framework for the Partnership.

SMART PATTERN OF DEVELOPMENT

Define lands that are appropriate for development, as well as environmentally sensitive, historic, natural or recreational lands that need protection. Pursue policies and strategies that are both equitable and consistent with these designations.

WALKABLE COMMUNITIES

Design neighborhoods and communities to foster walkability, safety and a sense of place.

AFFORDABLE LIVING

Ensure the costs associated with living in the region are affordable for all.

GREEN SPACE

Preserve more natural areas and open space, and provide for their local and regional interconnection.

INTEGRATED TRANSPORTATION

Create a seamless, regional, multimodal transportation system which links residential, employment, commercial and recreational areas.

ENHANCED CIVIC REALM

The civic realm should be viewed as a legacy to future generations.

MIXED-USE ACTIVITY CENTERS

Promote different, mixed-use centers of various scales for each city, town and crossroads in the Triangle to serve as centers of civic, social, educational, cultural and economic life, and as transportation hubs.

SHARED BENEFITS

Share the region's resources to improve the quality of life for all citizens.