



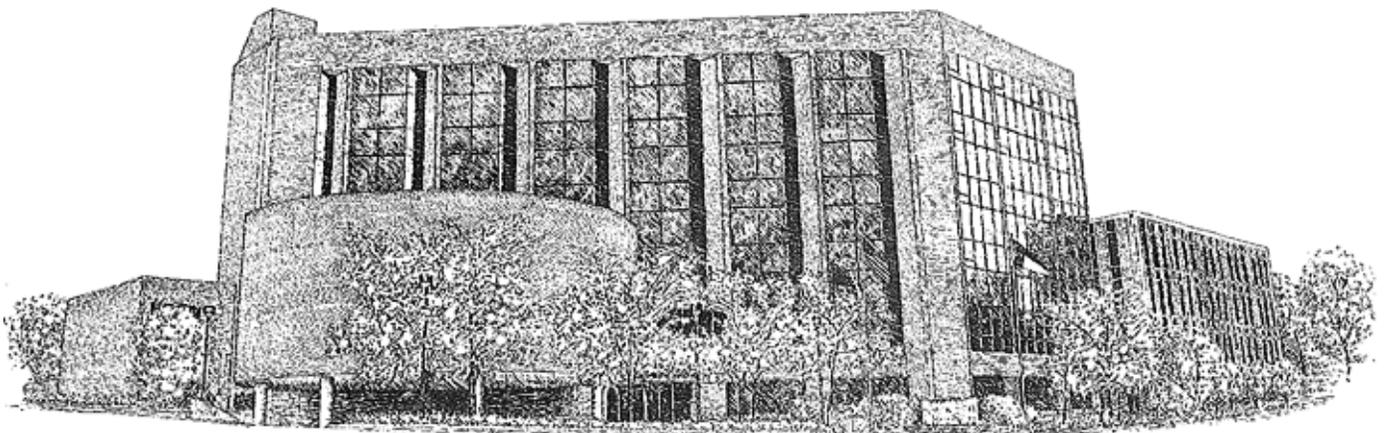
Official Agenda

RALEIGH CITY COUNCIL

Nancy McFarlane, Mayor
Kay C. Crowder, Mayor Pro Tem
Mary-Ann Baldwin
Corey D. Branch
David N. Cox
Bonner Gaylord
Russ Stephenson
Dickie Thompson

TUESDAY, SEPTEMBER 20, 2016
11:30 A.M. LUNCH WORK SESSION
CONFERENCE ROOM 305

Avery C. Upchurch Government Complex



222 West Hargett Street, Raleigh, North Carolina 27602

A. MEETING CALLED TO ORDER BY THE MAYOR**B. AGENDA****1. 2030 Comprehensive Plan Update**

Ken Bowers, City Planning

This item was last discussed during the July 12 work session, and was referred back to work session at the regular City Council meeting on August 2.

Planning staff have completed the first two phases and most of the third of the three-phase scope of work to update the Comprehensive Plan, as set forth in Policy IM 3.1. Work to date includes an initial round of four public workshops to gauge progress and identify issues; input from all relevant City departments; the drafting of a White Paper to summarize proposed revisions to the Comprehensive Plan; and vetting and refining these recommendations through a further round of four public workshops alongside on-line engagement.

Staff seeks authorization to prepare and bring forward Comprehensive Plan amendments consistent with the recommendations of the White Paper.

2. User Fee Policy – Development Services Departmental Fees

Tom Hosey, Development Services

Allison Bradsher, Finance

The City has continued to move forward with work efforts surrounding the Development Services Department User Fee study. Key stakeholders were engaged in a series of sessions in August which focused both on the methodology as well as proposed structural changes to the existing fee schedule. These stakeholder sessions were facilitated by The Azimuth Group, Inc., serving as one of the consultant's in this study. Staff will provide an update on the feedback from the stakeholder engagement sessions, benchmark city fee comparison examples, and proposed next steps.

To: Ruffin L. Hall, City Manager

From: Ken Bowers AICP, Director, Department of City Planning

Date: September 8, 2016

Re: Comprehensive Plan Update

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The work products from this work are enclosed with this memo, and include:

1. A summary report on the results of the first round of public workshops.
2. The White Paper.
3. A summary report on the results of the second round of public workshops, including a complete transcription and staff response to every comment received.
4. A memo containing staff's recommendations regarding comments that merit potential incorporation into the Comprehensive Plan update.

The next phase of the project is to draft specific revisions to the Comprehensive Plan narrative, policies, actions, and maps. These revisions will be brought through the formal adoption process, first with a review and recommendation from Planning Commission, and second with a review and adoption by City Council. Council's review will include a formal public hearing on the proposed revisions. Outstanding public comments can be addressed during this phase.

Staff requests from City Council feedback on the proposed White Paper recommendations and authorization to begin drafting the specific amendments. If given authorization, staff anticipates have the revisions ready for Planning Commission later this Fall. Staff will be prepared to answer any City Council question about the public process and the White Paper recommendations at the meeting.



Comprehensive Plan Update White Paper

2030
Comprehensive
Plan
UPDATE



RALEIGH
DEPARTMENT OF
CITY PLANNING



The City of Raleigh





April 2016 Draft Recommendations for Updates to the 2030 Comprehensive Plan

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Introduction

Raleigh has a tradition of developing comprehensive plans dating back to 1913. When Raleigh adopted a substantially new 2030 Comprehensive Plan in 2009, the plan was based on the latest data and trend analysis, a robust public process, and accepted best practices in comprehensive planning. However, it was recognized that even the best long-range plan will grow stale and less relevant over time unless special effort is made to keep it current and fresh. The plan therefore built into its policies a program for annual updates, as well as more significant reexaminations and updates on a five-year cycle. The City of Raleigh is currently in the midst of the first such major update, and this report sets forth recommendations for how the plan should be updated. The recommendations reflect the input of citizens and both internal and external stakeholders. Summarizing them in report form, provides the opportunity for interested parties to review and comment on the recommendations prior to undertaking the more laborious task of making specific amendments to the plan text and maps.

Comprehensive Plan Policies

The Implementation element includes policy guidance for updating the plan, specifically:

Policy IM 3.1 Five-Year Updates

Update the Comprehensive Plan every five years to remain current and relevant, with a particular focus on the plan's policy actions.

Updating the plan requires an amendment. Guidance regarding amendments includes:

Policy IM 3.3 Internal Consistency

All amendments to the Comprehensive Plan shall be reviewed for consistency against adopted plan policies. Any policies, existing or proposed, found to be in conflict shall be revised or removed to achieve consistency.

Policy IM 3.4 Amendment Criteria

Require the proponent of a Comprehensive Plan amendment to demonstrate its need and justification, as follows:

Significant changes have occurred since the adoption of the Comprehensive Plan and necessitate the proposed amendment; inconsistencies in land use or other plan policies exist in the adopted Comprehensive Plan that affects the city's efficient growth and development.

The city's ability to achieve the goals of the Comprehensive Plan will be increased, or the operations of city government will be enhanced.

The Comprehensive Plan's policies or actions inhibit the ability of the city to achieve other public policy objectives; substantial improvement in the quality of life for city residents will be achieved.

Adoption of the proposed amendment is necessary to incorporate public policies established by the city government that are not reflected in the Comprehensive Plan.

Process Summary

The City Planning Department has organized a three-phase process for updating the plan. The first phase, Due Diligence, was completed in the spring of 2015. Activities in this phase included:

- *Updating the Data Book.*
- *Generating a five-year Comprehensive Plan Progress Report.*
- *Undertaking a policy audit of recently adopted plans relevant to the Comprehensive Plan.*

The second phase, In-Reach and Outreach, has also been completed. Activities in this phase were:

- *Meetings with City Council-appointed Boards and Commissions.*
- *Meetings with departmental representatives citywide.*
- *Public engagement, online survey input, and public meetings.*

The third phase of the update, Plan Drafting, is just getting underway. This white paper is the first product of this phase of work. Other activities in this final phase of the update process will include:

- *Two rounds of public engagement, online survey input, and public meetings.*
- *Physically updating the plan document text and maps, including a graphic redesign.*
- *Planning Commission and City Council review.*
- *Adoption of the updated 2030 Comprehensive Plan.*

Planning Efforts Since 2009

Since the Comprehensive Plan was adopted in 2009, Raleigh has engaged in a number of planning efforts that provide focused strategies for distinct areas, corridors, public spaces, and transportation initiatives. Some of these 15 plans and studies will accompany the preceding 22 small area plans already included in the Comprehensive Plan.

The breakdown of planning efforts since 2009, according to plan type, is as follows:

- *Five Corridor Studies.*
- *Seven Area Plans.*
- *Two Transportation Initiatives.*
- *One Open Space Plan.*

The five Corridor Studies address some of Raleigh’s most prominent transportation and growth corridors and address issues of roadway and streetscape design, development frontage, parks and open space, zoning and land use. Studies completed after the adoption of the Unified Development Ordinance incorporate the tools and regulations contained within the code in their recommendations. The seven Area Plans address areas ranging from prominent intersections to larger districts and neighborhoods. Each of the Area Plans is focused on an area that is experiencing significant growth and development pressure. Two plans, the Downtown Plan and the Cameron Village and Hillsborough Street Small Area Plan, focus on two of the fastest-growing areas of the city. The two Transportation Initiatives are the Raleigh-Cary Rail Crossing Study (RCRX) and the Raleigh Union Station Project. The RCRX study provides strategies for improving safety where roadways cross railroad tracks and analyze how these strategies will affect the surrounding communities. Union Station is a major planning and development effort of local, state, and federal governments to construct a new train station and gateway in downtown Raleigh. The Moore Square Design and Implementation initiative is a multi-year effort that will provide a new design, financing, and programming vision for one of Raleigh’s premier downtown open spaces.

These planning initiatives provide a level of detail and focus for specific geographies and issues that are simply not possible within the larger Comprehensive Plan. However, the Plan should note a number of new issues with respect to area and corridor planning:

- *The Plan’s narrative should clearly articulate how Raleigh uses Area Plans and Corridor Studies to advance the Plan’s vision, themes, and policies.*

- *A map of completed and prioritized planning initiatives should be included.*
- *Completed Area Plans and Corridor Studies should be revisited to determine conformance with UDO and Comprehensive Plan visions, goals, and policies.*

Goals for the Update

This update to the 2030 Comprehensive Plan will refine and revise the existing plan to keep it current and relevant, rather than fully reinvent the plan. A successful update process will achieve these primary goals:

- *Update to the graphic design layout of the Plan document to make it easier to read and use.*
- *Refresh the facts, figures, and maps included in the plan to reflect current information, and to address any new or emerging trends.*
- *Acknowledge and incorporate findings and recommendations of other planning efforts citywide, such as the City of Raleigh Strategic Plan; Raleigh Arts Plan; Parks, Recreation and Cultural Resources System Plan; Nature Preserve Task Force Report; and small area/corridor plans.*
- *Incorporate emerging best practices, such those contained in the American Planning Association’s recent “Sustaining Places: Best Practices for Comprehensive Planning” report.*
- *Revise the Implementation element to maintain a relevant process for tracking progress as the actions of the plan are realized.*



Data Review

Since the adoption of the Comprehensive Plan in 2009, Raleigh has changed in a number of ways. The city's population has continued to swell—both in number and in geographic scope. However, through the combination of new restrictions on annexation and market trends favoring infill development, the city is growing slightly denser over time. In addition, the demographics of Raleigh's citizens have changed in terms of racial composition, socio-economic status, and housing preferences. The update to the Comprehensive Plan must incorporate the effects of important citywide trends related to population, transportation and transit, the economy, and housing.

Population

Since 2009, Raleigh's population has grown from 388,926 to 439,884, a 13 percent overall increase. This rate of growth is among the fastest in the nation among medium to large cities, and the Raleigh metropolitan area has consistently been among the fastest growing in the country. A large proportion of this growth can be attributed to an increase in Hispanic residents who have increased by 26 percent over that timeframe. This overall growth is expected to continue into the future with projections indicating that Raleigh may be home to over 600,000 people by 2035 according to the Capital Area Metropolitan Organization (CAMPO).

This growth has been exhibited in all of the city, although some areas have seen faster increases than others. Specifically, high growth rate areas include the northeast and northwestern portions of Raleigh, as well as around downtown. This new development has increasingly been compact, mixed-use, and multi-family. From 2010-2014, 61 percent of residential units permitted were apartments and 21 percent were single-family homes according to the City of Raleigh Development Services Department. Of these new permits, two-thirds were located within areas identified by the city's Growth Framework Map, meaning that they were either in the downtown area or in a city growth, transit-oriented, or mixed-use center.

Transportation and Transit

In recent years, the concept of multimodal transportation, which allows for and encourages multiple transportation alternatives beyond the automobile, has gained prominence. This concept, known as Complete Streets, has resulted in citywide efforts to encourage greater ability to walk, bike, and use other forms of transportation. However, due to the entrenchment of car commuting in Raleigh, efforts to move beyond it have seen limited success so far. From 2010 to 2014, about 8 in 10 people commuted by car alone, approximately 1 in 10 carpooled, and the majority of the rest worked from home. Those who rode public transit went up slightly from 1.9 percent to 2.2 percent, but the city's proportion of transit riders is still well under the average of other similar cities like Atlanta and Charlotte according to the American Community Survey (ACS), Five-Year Estimates. However, recent efforts have sought to encourage greater public transit ridership. Wake County is widely expected to authorize a referendum vote on a local option sales tax to fund the Wake Transit Plan. If passed, this would dramatically increase funding for bus service, bus-rapid transit, and future rail service. In addition, Raleigh has broken ground on Union Station, which will be a state-of-the-art rail hub to replace the city's existing rail facility.

Economy

Over the course of the past six years, Raleigh has weathered the economic recession and emerged from the worst effects. In 2010, unemployment peaked in Raleigh at 7.8 percent, compared to a statewide average of 10.8 percent, and has gradually decreased to an estimated 4.3 percent in November 2015. The recession hastened a long-term restructuring of the local economy away from goods producing and toward the service sector. In 2008, 57,004 goods-producing jobs in natural resources and mining, construction, and manufacturing comprised 12.6 percent of total Wake County jobs. Six years later, the total number of those jobs had decreased to 50,919, and its proportion had dropped to 10.4 percent of total county jobs. At the

same time, the share of jobs in the service-providing sector grew quickly with particular increases in the arts, entertainment, and recreation sector with a 7.1 percent annual growth in 2014 and in the professional and technical services with a 3.1 percent growth in 2014 according to the North Carolina Division of Employment Security.

In Raleigh, job growth is expected to continue at a 1 percent pace annually through 2040 according to CAMPO, with continued increases in high-tech and medical-service fields. If those projections are accurate, Raleigh will add the most jobs in the region overall, but will lag behind other places in terms of average annual growth, with Wake County, excluding Raleigh, growing at a 1.5 percent rate and Durham County at a 1.6 percent rate. Since projections estimate that Raleigh's population will grow at a faster 1.6 percent annual rate through 2040, this would result in a decrease in the jobs-per-household ratio from 1.75 in 2010 to 1.46 in 2040.

Housing

In recent years in Raleigh and around the country, there has been a growing trend toward multi-family, walkable living. Developers have accommodated this trend, spurred on by changing preferences among millennials and the newly empty-nester baby boom generations. Multi-family permits have been the majority of permits issued in the past five years and urban areas such as downtown have seen a resurgence of interest from residential developers.

While the cost of housing has remained low in Raleigh relative to other major cities, sustained development pressures in established, urban neighborhoods have reduced the affordability of those areas. Among households making less than \$50,000 per year, 63 percent of renters and 58 percent of owners were considered cost burdened in 2006, meaning they paid more than 30 percent of their income for housing. Among that group, 68 percent of renters and 65 percent of owners were cost burdened in 2013, indicating that housing pressures have increased over the past decade.

Additionally, while costs to those who own their own home have declined slightly in recent years, the median monthly cost to renters has gone up by approximately \$100 since 2009 according to ACS, Five-Year Estimates.

In summary, in 2009 when the Comprehensive Plan was adopted, Raleigh was somewhat smaller, less diverse, and moderately less dense than today. In the seven years since then, the city has grown at a rapid pace, become more racially and ethnically diverse, adopted a more urban built-environment, while also becoming somewhat less affordable. In addition, Raleigh has retained and attracted companies in innovative economic sectors, including IT, medical services, and arts, entertainment, and recreation. However, while much has changed, some things have not. Despite initial efforts, Raleigh continues to be an auto-oriented city with a reliance on commuting by personal vehicle. The city and county are making a concerted efforts to encourage other transportation options and it remains to be seen if those efforts succeed in the coming years. The update to the Comprehensive Plan should reflect realities e.g., demographic, economic, and housing which have changed Raleigh over the past decade, while at the same time promoting new policies and ideas to accommodate those trends for the benefit of the city.

Recommendations Affecting All Chapters and Elements

Graphic Design and Document Layout

The 2030 Comprehensive Plan was authored using a hosted publishing software product that used a common library of structured text files and images to produce both Web and print version of the document. While the software included unique features permitting people to comment directly on the draft plan on-line, it imposed some significant constraints on the graphic design and layout of the document. Subsequently, the Comprehensive Plan has been migrated to a page layout program for future maintenance, and is



presented on the Web in a format identical to the print version. This gives much more control over the look of the document and it is proposed that a more streamlined and space-saving redesign of the document be incorporated into this update. While this will require a change to all the page numbers, the short term disruption will lead to simplified and improved future maintenance of the document during the amendment process.

Table of Contents

The Comprehensive Plan has a conventional organization with topical elements at the heart of the plan. No transformative changes to the overall outline of the plan are proposed as part of this update. However, some element and section name revisions are proposed, and some sections moved from one element to another to reflect the city's evolving organization. These changes will be reflected in a revised table of contents. Policy and action item numbers are to be maintained to the maximum extent practical, but may change if moved from one element to another.

Data Updates

The introductory chapters of the plan, as well as the introductions to various elements, contain data points that were drawn from Community Inventory Report, now the Raleigh Data Book, to illustrate key findings driving the policies of the Plan. These data points are now in need of updating. All data citations in the plan—whether in the text, map, tabular, or chart format—will be updated with the latest available numbers.

Narrative

The 2030 Comprehensive Plan was the result of a long and involved planning process, and represented a significant change from the plan it replaced. It had a different format, placed more emphasis on citywide than area-specific policies, was organized by topic rather than department, and included brand new tools like a Future Land Use Map. Accordingly, several

sections contained extensive narrative about how the plan came to be; the process used to create it; how it incorporated what was relevant about the plan it was replacing; the what and why of everything new and different; and how the plan should be used. Now that the plan has been in effect for a number of years, the public is no longer benchmarking it against the prior plan, and much of this narrative can be streamlined and in some cases removed. Doing so implements an overall goal of this update to make the plan less verbose and more approachable.

Key Policies

Immediately following the adoption of the 2030 Comprehensive Plan, staff developed a Zoning and Development Plan Policy Guide to highlight a subset of the 550 policies in the plan having enhanced relevance to the review of rezoning petitions and preliminary development plans. While this document was published on the department's website, it would be more transparent to identify these policies within the plan document itself. It is recommended that these be highlighted as "key policies" and identified with a special symbol and/or formatting so that they stand out from the "guiding" policies of the Comprehensive Plan that, while important, are not typically considered necessary for a determination of plan consistency.

Recommendations for Individual Chapters and Elements of the Plan

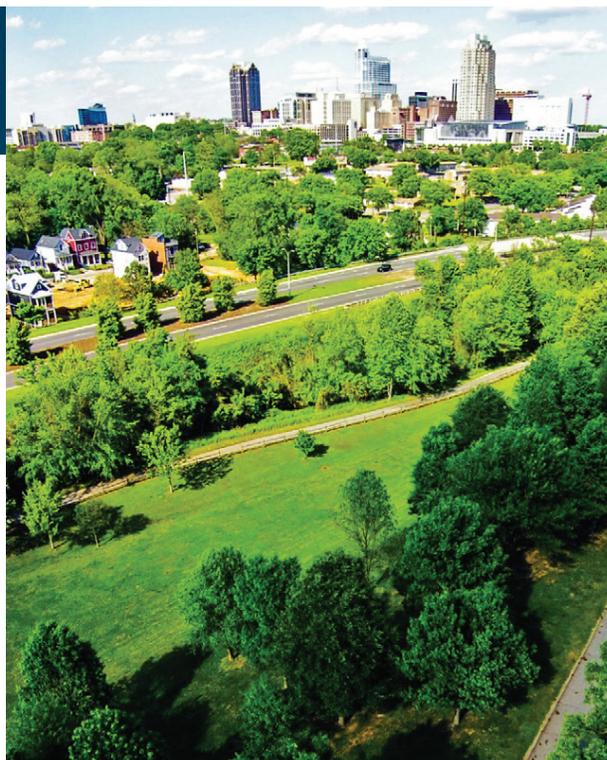
Introduction

The **Introduction chapter** explains what the Comprehensive Plan is, how it was crafted and adopted in 2009, and the history of Planning in Raleigh that preceded and led up to it. This section also emphasizes Raleigh’s overarching commitment to sustainability and briefly explains how that commitment informs the rest of the document. It is organized according to the subsections below.

The Purpose of the Comprehensive Plan section describes the legal basis, role, and content of the plan, the history of planning in Raleigh and the current Comprehensive Plan’s relationship to its predecessor published in 1989, and the plan’s relationship to the city’s Capital Improvement Program.

- *The History of Planning portion of this section should be updated to reflect current population and land use numbers. In addition, historical context should be added describing the transition from urban and walkable development that prevailed up to the mid-twentieth century, the dominance of suburban, auto-centric development that followed it, and how development has begun trending back toward more mixed-use, pedestrian focused development.*
- *The Relationship to the 1989 Comprehensive Plan section can be removed and replaced with a “Relationship to the Strategic Plan” subsection to emphasize the importance of coordinating long-term city initiatives with the shorter-term goals outlined by the Raleigh City Council.*

The How the Comprehensive Plan Is to Be Used section outlines the Comprehensive Plan’s organization into a vision, policies, and specific actions. A minor revision to this section is needed to reflect how the role of the plan in the development review process has



changed with full implementation of the Unified Development Ordinance.

The Organization of the Plan section briefly discusses each of the separate sections that make up the overall plan. The plan is divided into four major divisions. The first consists of the Introduction and Framework chapters. The second contains the 15 elements that focus on specific key issue areas such as Land Use and Transportation. The third houses adopted city Area Plans, and the fourth consists of the Implementation element and the Action Matrix, which is used to track implementation progress.

- *The language related to Raleigh’s Area Plans on page 7 should be revised to reflect the recommendation to rename this section of the plan to “Area-specific Guidance” and to begin incorporating area-specific policies and maps from area plans going forward, including policies and maps from select plans completed since 2009.*

Civic Engagement Process outlines the extensive public participation that contributed to the making of the Comprehensive Plan prior to its 2009 adoption.

- *This section can be summarized and shortened for the most part and an additional paragraph should be added to detail the outreach done as part of the Five-Year Comprehensive Plan update process.*

In addition, the following change should be made to the box titled on page 1, Raleigh's Commitment to Sustainability:

- *Include new language related to the importance of resilience. That concept, which refers to a community's ability to prepare for and recover from adverse events, has gained prominence in recent years and is an important component of sustainability. Raleigh's Office of Sustainability has drafted language in these regards.*

Framework

The Framework chapter contains important features that inform and shape the rest of the Comprehensive Plan. First, this chapter examines trends related to population growth, land use, transportation, environmental resources, and transit, which together undergird the plan's recommendations. Then, the city's Vision Statement and six vision themes are presented, which inform all aspects of the Comprehensive Plan and serve as its overarching goals. Finally, the city presents two maps, which together provide more clarity concerning where priority areas for development are located in the city. The Growth Framework map "shows where the city will encourage infill and mixed-use development, and defines priority corridors." The Future Land Use map "shows the general character and distribution of recommended and planned uses across the city."

The Framework chapter is organized according to the subsections below.

The Planning Context and Key Issues section describes relevant trends, which will affect the city's growth and services in the future. In addition to updating all relevant statistics, tables, and maps within this section, other changes include:

- *Amending the Demographic and Household Trends and Land Use and Zoning sections to reflect the growing population of millennials and empty nest baby boomers who are gravitating toward multifamily, urban-style housing. Over the past five years, multifamily housing construction has consistently outpaced single-family permits and population density has begun to increase after remaining flat since the 1960s. In addition, the*

adoption of a new zoning code which better facilitates mixed-use, pedestrian-friendly development should be added into the Land Use and Zoning section.

- *Amending the Housing and Neighborhoods section to reflect the rising cost of housing in certain low-income neighborhoods and city efforts to mitigate that problem through recent policy commitments.*
- *Amending the Transportation section to reflect a renewed focus on regionally-interconnected public transit as evidenced by the Wake County Transit Plan. A brief outline of the Transit Plan should be added to reflect the direction that the city and county are going in.*
- *Amending the Environmental Resources section to include language about the importance of resiliency in city operations and planning and the potential to implement Green Infrastructure.*
- *Amending the Parks and Recreation section to include a line about the recent historic purchase of the Dorothea Dix property and the need to appropriately incorporate that into the park system for the good of city residents.*

The Growth Forecasts section describes past and projected population growth and the city's current and projected area. All relevant statistics, tables, and maps within this section should be updated.

The Vision and Themes section describes the city's Vision Statement and six accompanying Vision Themes. No changes to this section are necessary.

The Framing Maps section sets the stage for two important framing maps – the Growth Framework map and the Future Land Use map, as previously described. The Growth Framework map is contained in this section, whereas the Future Land Use map is contained in the Land Use element. In addition to updating statistics, changes to this section should include:

- *Amending the wording in the Transit-Oriented Centers on page 19 and Corridors descriptions on pages 19-20 to include the importance of Bus Rapid*

Transit in future planning as outlined in the Wake County Transit Plan.

- *Amending the Growth Framework map to better complement future upgrades to the transit system associated with the Wake County Transit Plan. For example, this may mean modifying the future rail station designations and potentially adding in future BRT stations.*

The Power of Planning section explains that collaborative planning is important to the future of Raleigh. No changes to this section are necessary.

Land Use

The Land Use element is the primary source of policy guidance for the regulation of growth and development in the Comprehensive Plan. Describing the low-density, segregated land use context that characterizes Raleigh's past growth, the element establishes the fundamental policy rationale for a more mixed-use, compact, and sustainable city. Furthermore, the element describes the current land use allocation in the city, as well as the zoning districts that govern these land uses. As the Comprehensive Plan was written before the passage of the Unified Development Ordinance, many of the assumptions made in the introduction will be revised.

A number of development trends and policy changes necessitate alterations to the Land Use element:

- *A primary change will be the updating of land use statistics presented in the Introduction.*
- *A Comprehensive Plan Amendment CP-2-14 was approved in 2014 that included language from the City Attorney's office with respect to evaluating zoning cases for consistency with the Comprehensive Plan. This change should be incorporated into the text box on page 38 titled "Evaluating Zoning Proposals and Consistency with the Comprehensive Plan."*
- *Section A.3 needs updating to reflect current North Carolina annexation law.*
- *Section A.4 will need a narrative and policy update to reflect the new Wake County Transit Plan.*
- *Since the publication of the plan, the Unified Development Ordinance has come into effect, providing new regulations for transitions and buffer yards. These changes affect the policies contained within this section. Refinements to the transition policies and Table LU-2 are recommended.*
- *Many of Raleigh's commercial corridors are underperforming. Section A.7 should include new policies that address the physical retrofit and revitalization strategies for such areas, in a way that complements economic development policies for corridors contained in Section D.1.*
- *Accessory dwelling units, though not permitted in the Unified Development Ordinance, remain a topic of local and national importance. In order to reflect continued support of such dwellings in some communities, Section A.8 should provide policy guidance for the planning and permitting of such uses.*
- *In order to better plan for research and development, as well as institutional uses, Section A.9 should include a map of existing uses.*
- *Small commercial hubs, including limited footprint retail establishments, are needed in many of Raleigh's residential neighborhoods in order to provide commercial services accessible by alternative modes of transportation. Section A.10 should incorporate new policies to address this need.*
- *As Raleigh's industrial landscape continues to shift and formerly industrial lands become targeted for redevelopment for other uses, Section A.11 should include policies that address how the city will manage brownfield redevelopment.*
- *In order to better plan for large site development, Section A. 12 should include a map of large sites.*
- *Section A.12 should include new policies related to a future master planning framework for the Dorothea Dix site.*



Transportation

The Transportation element of the Comprehensive Plan lays out a vision for future development of the city's connectivity network for motorized and non-motorized transportation, including public transit systems, greenways, and bicycle and pedestrian networks. On the whole, the issues that the element's policies and action items are designed to address are still relevant. These include:

- *Sprawling and segregated land use patterns that have led to a high dependency on single-occupancy automobile trips.*
 - *Better coordination of land use and transportation project review.*
 - *The need for new ways – instead of just road widening and new facilities – to address congestion and long commutes.*
 - *Constraints on the future transportation system based on continued growth.*
 - *Population growth that has the potential to transform Raleigh in the center of the region.*
 - *The need for traffic calming solutions in neighborhoods.*
- *A lack of multi-modal facilities that provide transit, bicycle, and pedestrian accessibility and connectivity.*
 - *The need for better coordination among transportation planning partners such as NCDOT, CAMPO, GoTriangle, GoRaleigh, East Coast Greenway Alliance, Mountain to Sea Trail, etc.*
 - *Safety issues, especially for bicyclists and pedestrians.*
 - *The lack of an attractive transit alternative to the automobile due to limited efficiency and coverage of the current transit system.*

There are, however, several planning efforts and developments that necessitate revisions to significant sections of the element:

- *The Wake County Transit Plan will particularly influence this element, specifically the Public Transportation section. Revisions will be made to the introductory text, policies, and action items, as well as Map T-2 Planned Transit Facilities. A more comprehensive update to the plan based on the Wake County Transit Plan will be undertaken following the outcome on the referendum vote anticipated in the fall.*
- *The Office of Transportation Planning is finalizing an update to the city's Bicycle Plan. Once adopted, revisions may be needed, particularly for Section B.5 Pedestrian and Bicycle Circulation, which also include Map T-3 Bicycle Facilities.*
- *The creation of a three-year pilot BikeShare program. Additional policies or action items related to BikeShare should be considered.*
- *The information in Section B.9 Future Street Improvements, including Table T-2 New Location Projects and Map T-5 Future Interchange Locations, should be reviewed and updated as needed based on projects that are underway, completed, or other new information.*
- *The completion of I-540 is a major project on the horizon; discussion of current issues and potential impacts is needed.*

- *Autonomous vehicles were explored as an emerging trend in the Comprehensive Plan Annual Progress Report several years ago. Staff may wish to address the potential impacts and perhaps formulate policies and actions related to this new form of transportation.*
- *Although several amendments to the element have been made since the adoption of the UDO, all sections of the Transportation element should be updated as needed based on full implementation of the UDO and the Street Design Manual.*
- *The Wake County Greenway System Plan focuses on a regional connected multi-modal greenway trail system.*

Environmental Protection

The Environmental Protection element examines Raleigh’s policy priorities and actionable goals that contribute toward the city’s environmental sustainability and resilience. There is an emphasis on retrofitting existing development and encouraging future growth to prepare for and protect against expected climate change impacts. Policies and action items in this section are organized into nine subsections.

The introductory section to the element should be changed to remove outdated references, clarify language, and include new perspectives and programs that have gained relevancy since the initial publication of the Comprehensive Plan. Important changes to make are to:

- *Include language that explains the concept of resilience and how it relates to Raleigh, especially in the context of the expected impacts of climate change.*
 - *Resilience is an operational philosophy that seeks to identify opportunities and challenges before they arise and effectively prioritize strategic investments and community capacity-building to better adapt to, respond, and recover from related shocks and stressors. This theme has gained prominence as an important*

paradigm for city planning and it was identified in the 2014 Progress Report as an emerging issue that should be emphasized in the Comprehensive Plan update.

- *Add information about the Sustainability Tools for Assessing & Rating Communities program, which Raleigh is participating in to better structure its sustainable practices. The Sustainability Office has been spearheading the use of this program in evaluating Raleigh’s sustainability and discovering best practices from other cities. Possible inclusion in the element could be done as a call-out box on page 111.*
- *Better define and describe the concept of green infrastructure. As it is currently written, green infrastructure refers to two separate concepts. The first way it is used is to describe discrete landscaping strategies for reducing and improving the quality of stormwater runoff e.g., rain gardens, and green roofs. However, it is also used to refer to existing natural ecosystems such as forests. In recent years, the term “green infrastructure” has become more closely associated with the former concept—created stormwater solutions. A distinction needs to be made between the two definitions. In places where green infrastructure is used to refer to forests and other natural systems, perhaps a term such as “landscape infrastructure” can be used instead, which affects Introduction to Design with Nature and Water Quality and Conservation, Policy EP 2.1 & AI EP 2.1, and multiple other elements throughout the Comprehensive Plan.*
- *Update references to sustainable development best-practice programs to include important new programs.*
 - *Currently this element focuses on the U.S. Green Building Council’s Leadership in Energy and Environmental Design program. However, other programs have gained prominence in recent years and have made important contributions in quantifying and defining best-practices when it comes to sustainable development. Information about green building rating systems on page 112 should be expanded to include information on*

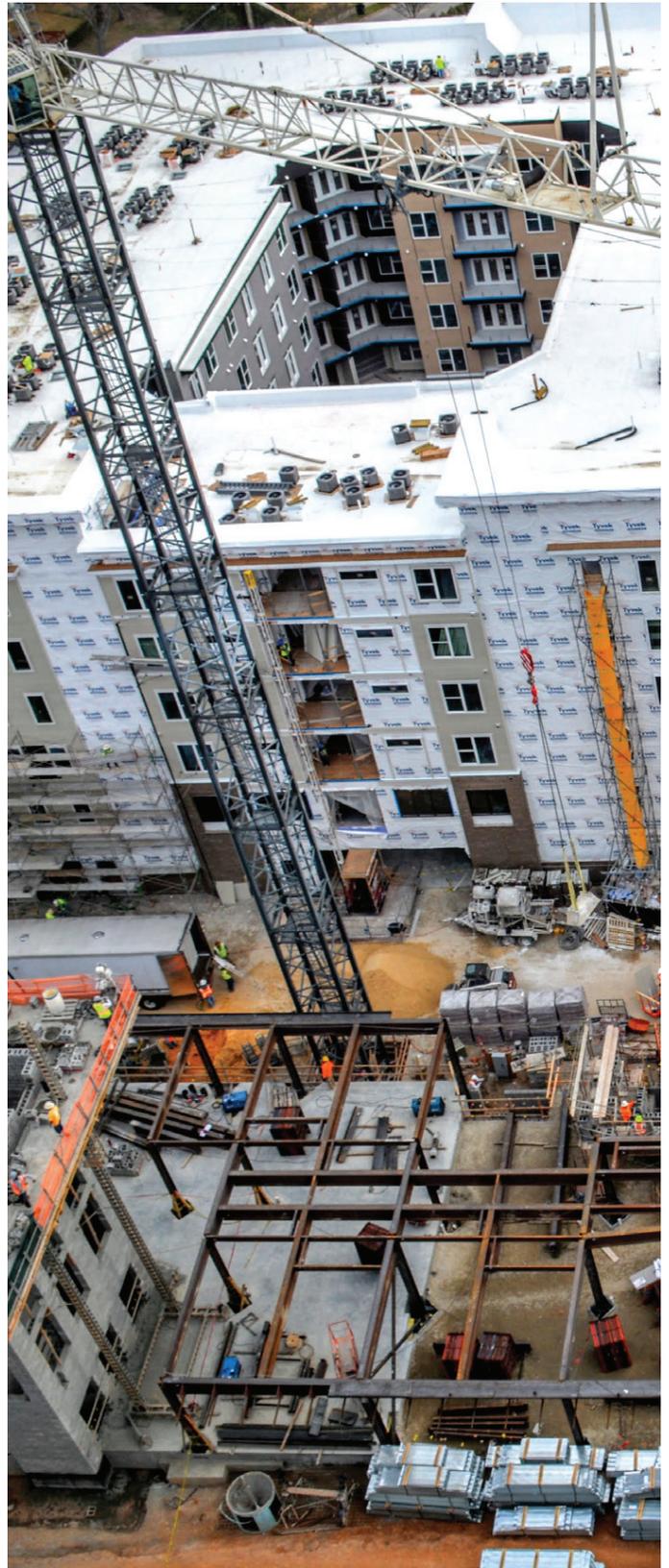
these other programs, such as Energy Star, Better Buildings Challenge, and Passive House.

- *Remove references to specific programs with which we have no affiliation, including the International Council for Local Environmental Initiatives and the Sierra Club's Cool Cities Program.*
- *Add in policies and action items suggested by stakeholders and the Strategic Plan, including:*
 - *A policy in regards to green infrastructure placement in city projects and facilities.*
 - *An action item to "implement the Lower Little Rock Creek Walkable Watershed recommendations" and a sidebar to better explain the effort.*
 - *An action item to "explore programs to dim non-essential parking lot or building lights overnight, which can be reactivated by a motion sensor."*
 - *Additional policies and actions related to the promotion of local food systems and urban agriculture.*

Economic Development

The Economic Development element of the Comprehensive Plan lays out a vision for the future of Raleigh's economy and includes policies and actions designed to enhance the city's competitive advantages and build on its culture of innovation. Many of the key economic development issues that the element's policies and actions are designed to address are still relevant, including:

- *Maintaining a competitive edge in attracting and nurturing key industries that provide much of the area's economic prosperity.*
- *Aging commercial corridors that have difficulties competing with new retail.*
- *Declining neighborhood commercial centers that blight an area and don't serve residents' retail and service needs.*



- *Expanding the city's base of small businesses, particularly minority-owned businesses.*
- *Inadequate employment opportunities for those who have a weak attachment to the labor force; increasing the base employment.*
- *Pressure to convert competitive employment sites to residential and commercial uses.*
- *Opportunities to harness the benefits of culture, arts, entertainment, hospitality and tourism to create jobs and enhance quality of life.*
- *Expanding the base of creative industries, including arts, sciences, research and development, and architecture and engineering.*
- *Targeting the city's resources to areas of identified need that also provides opportunities for economic development.*

Based on changing trends and an updated organizational structure for managing economic development in the city, there are several key updates recommended:

- *The city's economic development efforts are now coordinated through the Office of Economic Development. Narrative on the organizational structure and administration of the city's economic development activities, particularly in Section D.8 Organizational Structure and Functions, should be reviewed and updated accordingly.*
- *The city is working on a plan for the effective disposition of city-owned land. Once this plan is adopted, relevant text, policies and actions should be updated in this element.*
- *The city has completed several corridor studies including Capital Boulevard, New Bern Avenue, and Southern Gateway that relate to policies and actions in Section D.1 Commercial Corridor Reinvestment. Review and update as needed based on adoption of these plans.*
- *City Council has recently discussed creating a dedicated economic development fund and has directed staff to create criteria for ranking/*

prioritizing projects for investment. This effort is related to Section D.5 Economic Development and Land Use and Map ED-1 Target Areas for Economic Redevelopment. This section should be updated as needed based on this effort.

- *The element should be reviewed to make sure that any mention of outdated or discontinued programs like the state's now defunct Urban Progress Zones are removed.*
- *Identify the arts, historic resources, and parks and greenways as contributors to the local economy and incorporate these resources into economic development strategies.*

Housing

The Housing element emphasizes the importance of providing a range of housing types throughout Raleigh, assuring housing opportunities for all segments of the city's population. In the past year, several key planning and policy documents have come forward, each of which include policies and actions which should in turn be reflected in the Comprehensive Plan.

The recently adopted housing Consolidated Plan provides a comprehensive framework for implementation of city housing strategies, setting three priorities for the 2015-2020 period:

- *Increasing the supply of affordable housing in the city.*
- *Enhancement of the homeless-to-housing continuum.*
- *Revitalizing neighborhoods.*

Affordable housing is further addressed by two new documents, The Affordable Housing Improvement Plan and the Affordable Housing Location Plan:

The Affordable Housing Improvement Plan calls for:

- *Expanding the use of the 4 percent tax credit for affordable housing allocated through the North Carolina Housing Finance Agency.*

- *Providing financial resources for site acquisition assistance for affordable rental development.*
- *Providing financial resources for infill homeownership development program.*
- *Preservation or creation of affordable rentals through zero percent forgivable loans to developers.*
- *Creation of downtown neighborhood revitalization plans for focusing city investment.*
- *Creation of a coordinated homeless intake center and provide more permanent supply of supportive housing.*
- *Identifying a permanent, sustaining source of funding for affordable housing.*

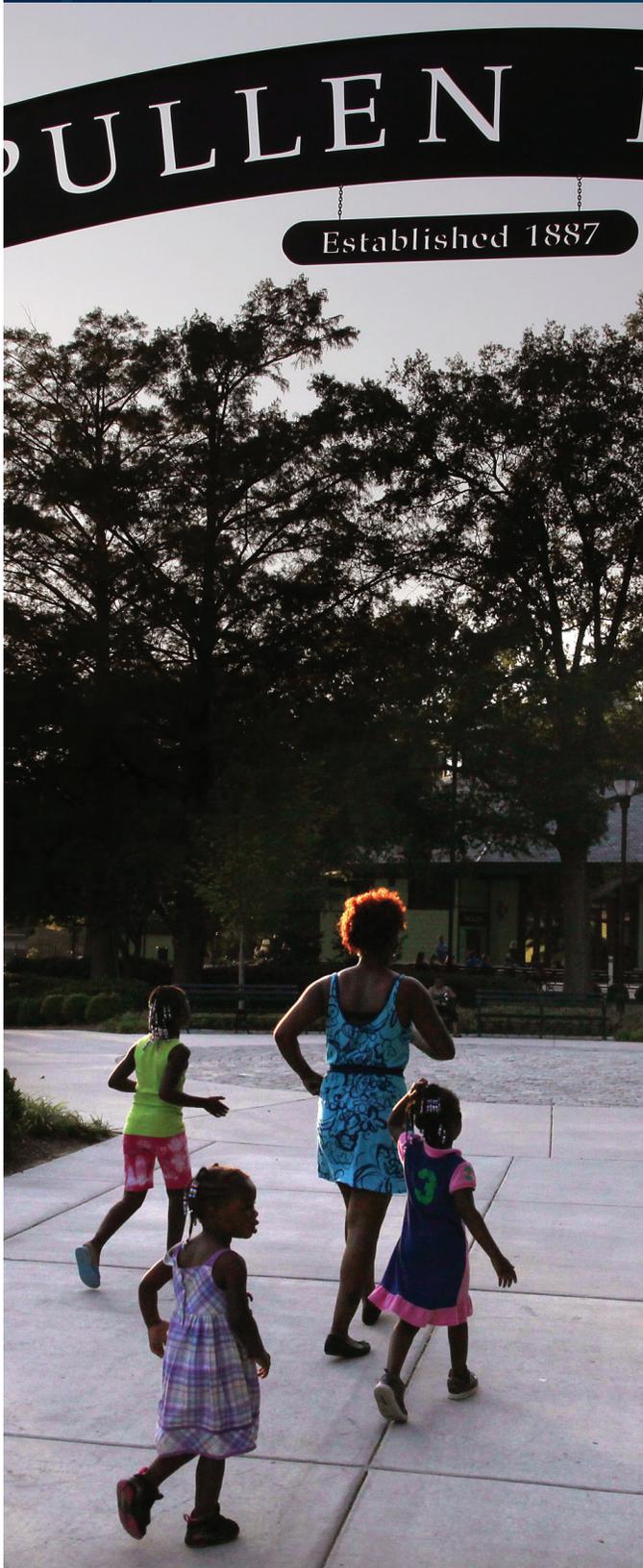
The Affordable Housing Location Plan expands upon those approaches, replacing the present scattered site policy with new locational criteria e.g., near employment areas, near transit services, in downtown, and in areas with approved revitalization plans away from existing concentrations.

Short-term neighborhood revitalization priorities are specified in the FY 2016 Neighborhood Revitalization Strategy Area Plan, adopted by City Council in November 2015, and focused on the areas south and east of St. Augustine’s University.

Other updates to the element should include:

- *New statistical data such as national and local affordability indices.*
- *Note of pending studies such as the regional Analysis of Impediments and Fair Housing Choice.*
- *Reference to pertinent Objectives and Initiatives of the city’s Strategic Plan.*
- *Amendments to existing policies and actions recommended by staff to reflect changes of approach and priority.*





Parks, Recreation, and Open Space

Raleigh's parks provide a wide spectrum of social and environmental benefits. They serve the daily leisure needs of the community, promoting the social, cultural, mental, and physical well being of the community. In a broader sense, they promote a more livable community, a higher quality of life and lend a sense of place and belonging to the community and its residents.

Since the Comprehensive Plan was adopted in 2009, three major developments have occurred, each of which will likely impact text, policies, and action items within the Parks element:

- *City acquisition of the 308-acre Dorothea Dix Park property, which is poised to become a premier destination, not just for the City, but the wider region. The master planning and implementation process for the site will be a major initiative.*
- *Adoption of the new Parks, Recreation, and Cultural Resources System Plan, which modifies both structure and focus of the department's initiatives. Affected element components will include:*
 - *Section F.1 Planning for Parks, to reflect the new System Plan Guiding Principles, Chapter 4 of the System Plan, connectivity and accessibility, equitable distribution, continuous reinvestment, collaboration and coordination, balanced experience, innovation, and communication and engagement.*
 - *Section F.2 Park System and Land Acquisition, to institute a new level of service approach, moving from the former tiered classification system to experience-based categories.*
 - *Section F.3 Greenways System Land and Trails, based on adoption of the Capital Area Greenway Planning and Design Guide and other connectors and corridors.*
 - *Section F.5 Open Space and Special Landscapes; relocate nature preserve and natural area criteria to this section. Requires coordination with Wake County, state of North Carolina, and other partners.*
- *Departmental reorganization and name change to "Parks, Recreation, and Cultural Resources."*

Other needed changes, as identified by staff, include:

- *Updates to acreage and mileage data for parks and greenways.*
- *Reference to pertinent Objectives and Initiatives of the city's Strategic Plan.*
- *Updates to reflect introduction of the Invasive Species Program.*
- *Reflect adoption of the Raleigh City Tree Manual that replaces previous standards.*
- *Changes to other Elements, related to items noted above e.g., Land Use, Transportation, Environmental Protection, Economic Development, Historic Preservation, and Downtown.*

Public Utilities

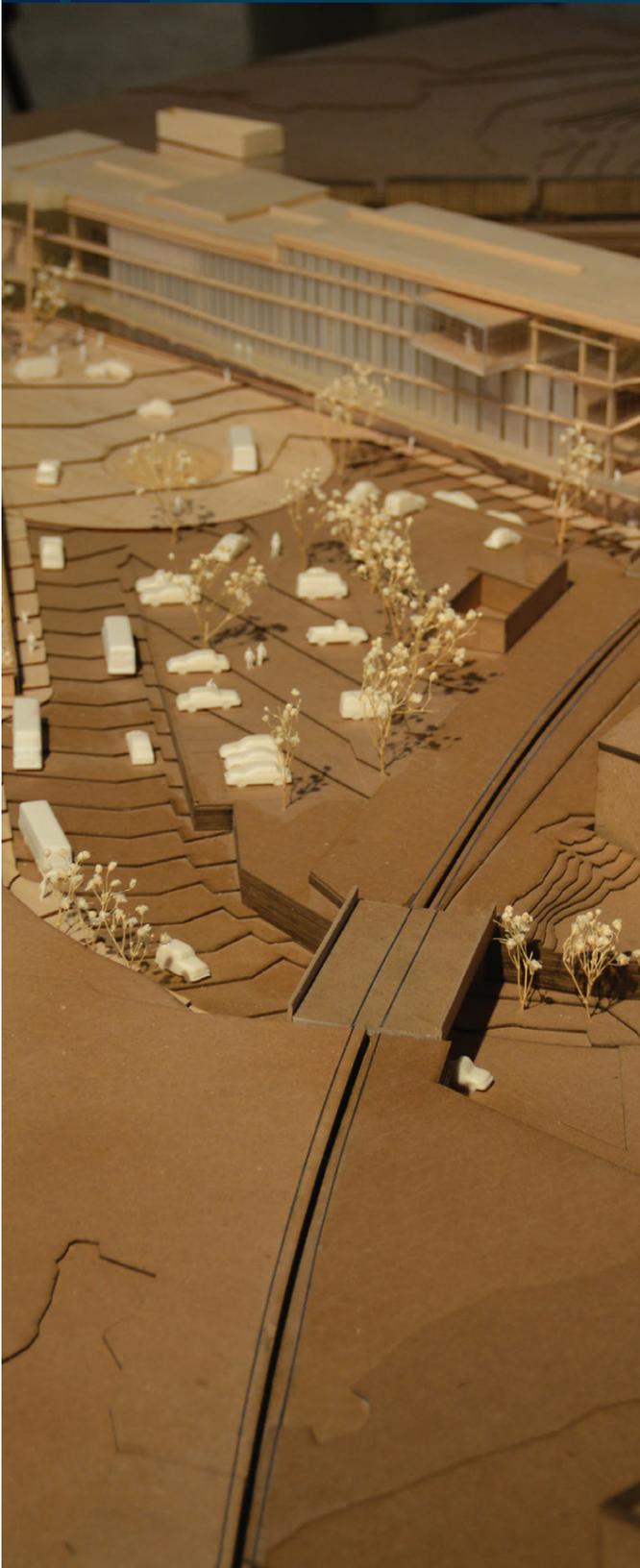
The Public Utilities element of the Comprehensive Plan addresses the city's four publicly provided utility systems such as water, wastewater, stormwater, and reclaimed water, as well as privately provided utilities such as electric and gas. The policies and action items in the element are designed to address several key issues. All of these issues remain relevant six years on from adoption of the Comprehensive Plan:

- *Making efficient use of available water resources and making water conservation an ongoing process.*
- *Planning for water in the face of a changing and uncertain climate.*
- *Providing utility services in the face of rising fossil fuel costs.*
- *Planning for the future in an ever-evolving regulatory environment.*
- *Planning for future water demands in a competitive resource allocation environment.*
- *Providing the utility capacity necessary to accommodate the city's future growth.*
- *Better matching the expansion of utility infrastructure with the city's preferred growth patterns and strategies.*

- *Fully educating and involving the public as informed customers and responsible users of vital natural resources.*

For the most part, the Public Utilities element requires only minor revisions and updates, especially as related to changing water consumption and development trends:

- *Since the Comprehensive Plan was written and adopted in 2008-2009, water consumption trends have changed with lower overall per capita day usage throughout the city's service area. This change in water consumption trends is attributed to the recession, a record drought in 2007-2008, and the implementation of tiered water rates. While this relative lull in water consumption affects the operational and fiscal side of utility service provision; the service area population continues to climb and significant growth is expected in the future. The text of the element should be reviewed to reflect these recent patterns.*
- *The latest Capital Improvement Program (CIP) items for public utilities are geared toward creating a more robust rehabilitation and repair program for aging infrastructure and a wet weather sanitary sewer compliance program. The change in the major types of programmed investments, previously the CIP for public utilities was more focused on extensions to serve nearby towns, needs to be reflected throughout the element.*
- *Water source stability and resiliency remains a major issue. Water flows in the streams and rivers that feed Falls Lake—the city's primary water source—and the river downstream of the lake are estimated to have fallen a billion gallons per year over the last 83 years. Public Utilities staff is exploring options for ensuring a reliable, safe drinking water supply in the future such as an expansion of the reclaimed water system to reuse effluent as a source water for potable water treatment systems, as well as working with partners and other communities in the Upper Neuse Basin to protect drinking water supplies. This work should be reflected as potential new policies and action items in the element.*



- *The Stormwater division recently completed a Green Infrastructure/Low Impact Development Work Plan. Recommendations from this plan should be incorporated into relevant sections of the element.*

Community Facilities and Services

The Community Facilities and Services element describes the city's policies and objectives that will determine how Raleigh allocates related resources to support expected growth. The element is divided into five sections, each relating to a specific service area or topic:

- *Community Facilities and Services, which describes the process by which community facilities are sited, programmed, designed, and constructed. Sustainability is the overarching theme.*
- *Solid Waste, which provides policy guidance based on the city's ten-year Solid Waste Management Plan.*
- *Public Safety, which primarily addresses the planning and locating of police stations*
- *Fire and Emergency Response, which establishes standards for fire protection services as well as policies for locating fire stations.*
- *Health and Human Services, which describes the ways in which Raleigh works with public and private health care providers in ensuring that facilities and services are widely available throughout each of the city's communities.*

The Community Facilities and Services element is narrow in focus and should be expanded to incorporate the work of two new city divisions, as well as a number of emerging trends:

- *Since the Plan's publication, the Office of Sustainability and the Strategic Plan's Growth and Natural Resources chapter have provided expanded guidance with respect to issues of sustainability.*
- *Reflecting trends in sustainable development, emphasize broad energy efficiency initiatives instead of LEED certification.*

- *Reflecting a worldwide focus on resilience, incorporate policies that promote the use of community facilities as disaster response centers.*
- *Incorporate the work of the Solid Waste Reduction Task Force.*
- *Recognizing that environmental design has a large impact on public safety, Section H.3 should include expanded policy guidance for the use of Crime Prevention through Environmental Design (CPTED) techniques.*
- *The Health and Human Services section is focused entirely on health care facilities. The section should recognize the role of environmental planning and design in promoting public health. Specifically, the section should include policies that connect planning for mobile, mixed-use communities with preventive health care vision.*
- *Access to high quality food, especially fruits and vegetables, is important for a community's health. To complement policies contained within the Environmental Protection Element that promote the preservation of natural areas for urban agriculture, Section H.5 should include policy guidance for expanding food options for Raleigh's residents, including urban agriculture and fresh food stores in Raleigh's neighborhoods.*

Urban Design

The Urban Design element of the Comprehensive Plan guides the form of private and public development projects in the City of Raleigh. The narrative introduction defines and describes a number of primary urban design issues and concepts, the incorporation of which will help Raleigh fulfill the six vision themes within the Comprehensive Plan. In addition to the introductory narrative, the Urban Design element includes the Urban Form map, which describes and delineates prominent centers and corridors in the city.

Within this element are seven sections:

- *Raleigh's Identity, which is defined by the city's built environment, historic resources, greenway network, natural landscapes, and suburban residential neighborhoods.*
- *Design of Mixed-Use Developments, which provides policies guiding Raleigh's commitment to mixed-use communities.*
- *Appearance and Function of Raleigh's Corridors, which serve as the iconic gateways into the city.*
- *Creating Inviting Public Spaces, which guides Raleigh's network of streetscapes, squares, plazas, and parks.*
- *Designing Successful Neighborhoods, which provides policies that protect the character, connectivity, and open space within Raleigh's residential neighborhoods.*
- *Pedestrian-Friendly Design, which provides policies aimed at creating safe, comfortable pedestrian environments*
- *Design Guidelines, which incorporates legacy and new standards for Raleigh's built form.*

In order to address gaps in the Comprehensive Plan's design policy guidance, a number of additions and revisions are recommended:

- *The addition of a new Transit-Supportive Design chapter that would provide urban design policies specific to areas planned for high-frequency transit service in the new Wake County Transit Plan. This revision should be made subsequent to the fall referendum on transit funding.*
- *New policies promoting sensitivity to Raleigh's ecological and social identity should be included in Section I.1.*
- *The Urban Form map will need revising based on the new Wake County Transit Plan as well as recent development trends.*
- *In order to update the plan's narrative on Raleigh's identity, Section I.9 should include expanded description of Raleigh's defining characteristics as well as presenting the challenges inherent to a city transitioning toward a denser, more mixed-use profile.*



- *In order to guarantee that large mixed-use developments contain sufficient open space to support on-site and surrounding communities, new policies are recommended that promote public open space provisions in keeping with the Parks, Recreation, and Cultural Resources System Plan and beyond what is required in the UDO.*
- *To improve Section I.3, a corridor study work plan and map are recommended.*
- *“Temporary and Tactical Urbanism” is a recent urban design development with potential for improving urban public space. Section I.4 should include new policies that guide these interventions.*
- *Raleigh’s residential neighborhoods lack community and retail services within walking distance of residences. Section I.5 should expand policy guidance related to siting such facilities in high-profile locations.*
- *Section I.6 Pedestrian-Friendly Design, should be renamed “Active Mobility” in order to reflect Raleigh’s vision for a multi-modal, sustainable transportation network. This section should include policies that address accessibility design in Raleigh’s historic districts and new public spaces.*
- *New design guidelines are recommended in order to promote higher-quality, productive landscapes in mixed-use and urban developments.*

Historic Preservation

The Historic Preservation element offers guidance underscoring the identity of Raleigh as a city with distinctive history. It includes recommendations to promote historic resource preservation, to enhance planning, regulatory and incentive tools, and to improve coordination among stakeholders who impact the preservation of Raleigh’s cultural and architectural heritage.

Since the adoption of the Comprehensive Plan in 2009, the city’s engagement in promoting and preserving local historic resources has evolved considerably in breadth and depth. Amendments to the Historic Preservation Element are recommended accordingly:

- *Design review authority for individually designated Raleigh Historic Landmarks has been transferred back to the city, expanding the city's role and responsibilities regarding design review oversight. Updating the commission name to Raleigh Historic "Development" Commission, formerly the Raleigh Historic Districts Commission, represents an outward manifestation of that change.*
- *The city has adopted a new organizational emphasis on publicly owned and publicly programmed cultural resources with the acquisition of the City of Raleigh Museum, the Pope House, and expanded programming at other sites.*
- *New and amended policies to help bridge city historic resource preservation and affordable housing efforts have been recommended such as directing housing assistance to historic properties or pairing tax incentives, while also expanding opportunities for lifecycle housing and achieving resilient communities based upon the concept of the "greenest" neighborhoods and buildings, being those already built.*
- *Updates to text and maps are needed to highlight new additions to local historic district and landmark designations.*
- *Updates to action items are recommended to reflect completion and current expectations of projected timelines for completion.*

Arts and Culture

The Arts and Culture element provides a consolidated framework to support and integrate the visual, performing and literary arts in Raleigh. Its recommendations address arts issues and opportunities upon which the city should place special focus.

Key to that effort is the new Raleigh Arts Plan, reflecting a shared community vision for the cultural future of the city. Arts Plan development has brought together a cross section of civic partners, public and private organizations, and involved citizens. The Arts Plan looks to the arts as a key component of community enrichment, education, neighborhood revitalization, tourism, and economic development.

The vision of the Raleigh Arts Plan is "Raleigh is a community connected through arts and culture, where every person is empowered to lead the creative life they envision." This vision is highly inclusive and distinguishes Raleigh from nearly all other cities. It is rare for a community to focus so directly on the cultural interests of all citizens. The plan was adopted by City Council in February 2016.

The plan's draft goals and strategies could potentially reshape and refine many policies and action items of the Comprehensive Plan. Goals include:

- *Promote an active arts and culture life throughout the community.*
- *Expand youth arts participation.*
- *Ensure equity, access and inclusion in all cultural programming*
- *Support the work of Raleigh's artists and arts organizations.*
- *Enhance and revitalize Raleigh's neighborhoods and districts through thoughtful placemaking.*
- *Enhance arts leadership and governance*
- *Strengthen marketing, promotion, and valuing of the arts.*
- *Create a system of sustainable arts funding.*

This approach is expected to serve as both foundation and framework to fulfill the City Council's vision that Raleigh becomes a nationally recognized leader in arts and culture.

In addition, several existing element components may be in need of reappraisal and/or amendment, among them:

- *Editing and updating statistical data such as the economic impact of arts and entertainment sector, and note of previously highlighted arts initiatives like the 2007 Action Blueprint for Raleigh Arts.*
- *Reassessing or removing subsection K.2 Arts and Entertainment Districts, including text, related policies, actions, and text boxes Arts and Entertainment Overlay Districts, and Cultural Enterprise Zones.*

- *Amending text to acknowledge historic resources and related events as components of local arts and culture.*
- *Increasing emphasis on the arts and cultural resources as economic engines, as well as being creative outlets and amenities for local residents.*

Regional and Inter-Jurisdictional Coordination

This element of the Comprehensive Plan lays out a vision for enhanced collaboration to address issues of regional importance. Key issues include: managing growth, loss of rural land and character, protection of natural & historic resources, reduction in green spaces, increasing travel times and traffic congestion, adequate public facilities challenges, air quality, stewardship of water resources, and protection of water quality.

- *The introduction to the element is mainly a recap of notable issues of regional importance such as transportation, land use and growth management, diversity of housing choices, economic development, education, protection of natural resources, mitigation of climate change, improvement of air quality, and provision of public services as well as a run-down of current regional planning efforts and agencies like MPOs, Triangle J, non-profits, various task forces, boards, and commissions. This section should be reviewed and updated with any new initiatives or removal of outdated references.*
- *The transportation section should be updated to reflect recent planning developments related to the light rail plans in Durham and Orange Counties and the new Wake County Transit Plan. Any changes in TJCOG, CAMPO or NCDOT planning efforts will be reflected here.*
- *All land use policies and action items should be reviewed to ensure they are still viable or relevant in the current political and regulatory context.*
- *The education investments section and affordable housing policy section should also be reviewed to ensure that policies and action items are still viable and relevant.*

Downtown

The Downtown element of the Comprehensive Plan provides specific policy guidance and action items to address the following topics as related to the city's central business district: land use, transportation, economic development, parks, recreation and open space, community facilities and services, and urban design. Many of the specific issues these policies and action items are designed to address remain relevant:

- *Lack of transportation options to move people into, out of, and around downtown.*
- *Need to accommodate a significant share of the city's anticipated growth.*
- *Inconsistent urban design decision-making.*
- *Inaccessibility to some Raleigh citizens.*
- *Environmental stewardship.*
- *Connectivity challenges.*
- *Insufficient utilization of ground floor buildings for active use.*
- *Need to establish a unique urban identity.*
- *Missed opportunities to grow visitation and tourism.*
- *Jeopardizing cultural identity, legacy and assets.*
- *Ensuring downtown is a place for all Raleigh's citizens.*

While the current iteration of the Downtown element is more focused on kick-starting and supporting development and investment in the area, the updates to the chapter should pivot to how to manage and maintain the successful revitalization and growth of the downtown area.

- *The recently completed Downtown Plan should be reflected in the element. The plan is focused mainly on catalytic, high-impact projects areas and three key initiatives: activating the Warehouse District around Nash Square, developing a framework for building out the Fayetteville Street District at Gateway Center, and strengthening the downtown retail environment. Selected action items should be*



incorporated into the element, and conflicting or redundant actions or policies removed.

- Other relevant issues in the downtown area should be addressed like the private use of public space, paid parking, and quality of life issues as the area becomes home to more residents.*
- The Urban Design section of this element should be reviewed and possibly revised to address historic preservation issues in the downtown area.*
- With increased residential development, the availability of diverse housing options in downtown is a growing issue. The Housing section of the downtown element should be reviewed and*

strengthened with more action items to encourage a broad array of housing types.

- The Parks, Recreation, and Open Space section of the element should be updated based on new information in the recently adopted Parks, Recreation, and Cultural Resources System Plan, as well as the Open Space Inventory effort that is currently underway.*
- With the construction of Raleigh Union Station and increased development interest in the Warehouse District, policies and/or action items related to creating specific design guidelines for the district are recommended.*

- *Increased development and activity downtown also suggests the need for a downtown-specific Streetscape Plan.*
- *The city is currently working on a Downtown Parking Study to assess current inventory, parking demand, and UDO parking requirements. Results and recommendations from this study should be incorporated into the Downtown element.*
- *With implementation of the area's first parklet and growing interest in tactical urbanism, temporary uses of public space, food trucks, and placemaking, the Urban Design section of the Downtown element should incorporate new policies related to these types of uses and activities in the downtown area.*
- *The Downtown Urban Design and Façade Grant Guidelines should be reviewed and updated as necessary based on UDO implementation and/or policy changes.*

Area Plans

The Area Plans element of the Comprehensive Plan addresses “unique issues specific to particular locations within the city that can only be addressed through policies and actions more specific than those proposed citywide.” From 1989 to 2009, City Council adopted plans for numerous areas of the city, ranging from specific neighborhoods and small areas, to transportation corridors and watersheds. Analysis of those plans as part of the 2009 Comprehensive Plan update resulted in the retirement of some outdated plans, or plan components, but many were carried forward to continue to guide area development. Updates to element text and maps are in order to assure Area Plan provisions remain timely and pertinent.

Delete overview of 2009 analysis. The introductory section of the element outlined in detail the process involved in review and analysis of the area plans which was part of the 1989 plan. With adoption of the 2009 plan, a description of that process is no longer needed in the element text.

Update respective policies and actions, as needed, as a result of:

- *UDO adoption.*
- *Modifications to Future Land Use and/or Urban Form maps.*
- *Rezoning.*
- *Site plans.*
- *CIP projects, especially streetscape and roadway improvements.*
- *Adjacent and/or overlapping new area plans e.g., any changes to the Arena Area Plan, needed as a result of the Blue Ridge Road Corridor Study and Jones Franklin Area Study.*
- *Accounting for other studies or projects in plan areas e.g., changes to the South Park Area Plan to include policies and actions from the Walkable Watersheds project.*

Incorporate policies and actions of newly adopted plans in Area Plan element, including those for corridors such as Capital Boulevard, New Bern Avenue, Districts like Blue Ridge Road, and Small Areas such as Buffalo/New Hope.

Amend maps to remove out-of-date annotations or to correct errors.

Implementation

This element addresses how the policies and actions in all elements of the Comprehensive Plan should be carried out.

- *The adoption and implementation of the UDO needs to be reflected throughout this element.*
- *If there are improvements needed to how the Comprehensive Plan informs priorities in the CIP, then this element needs to lie out a new strategy.*
- *Revise the Updates and Amendments section as necessary based on six years of Comprehensive*

Plan amendments and annual reports. Enhance the annual update process to include a strategic theme alongside the customary technical updates.

- *Reflect coordination with the city's Strategic Plan.*
- *The section on Small Area Studies/Area Plans needs to be refreshed based on the department's new vision for how these will be incorporated into the Comprehensive Plan.*



RALEIGH
DEPARTMENT OF
CITY PLANNING



The City of Raleigh

2030 Comprehensive Plan Update



1.0 Introduction

Round II—Public Engagement for the Five-Year Comprehensive Plan Update took place in April, May, and June of 2016. Public meeting dates and locations included:

- April 26, Carolina Pines Park Community Center
- April 28, John Chavis Memorial Park Community Center
- May 2, Brier Creek Park Community Center
- May 5, Millbrook Exchange Park Community Center

1.2 Notice of Public Meeting and Opportunity for Input

The public meetings and call for public input were promoted through the City’s GovDelivery system to 4,287 citizens who had registered their interest in public events and the Comprehensive Plan. Email notifications were sent April 20 and 25 about the public meetings; those two messages were each opened by about 1,700 readers. Thirty six readers clicked through to the web from the first email; 145 readers clicked through to the web from the second. Each of six tweets about the promotional video and public meetings were seen by between 688 and 4,931 people.

Email and Twitter combined notified citizens that the end of the public comment period was approaching. Other publicity included an informational video produced by staff and an April 25 editorial in the News & Observer.

1.2 Public Meeting Format

Meetings were held at four locations in Raleigh. The intent was to rotate venues throughout the city so that each major quadrant of Raleigh’s geography hosted a Comprehensive Plan Update public meeting. The meetings were held on four different nights. All the meetings were conducted using the same format. Each meeting began with a presentation highlighting 10 proposed revisions to the Comprehensive Plan, followed by an opportunity for group question and answer, and finally closing with an open house. The open house featured five information stations highlighting:

- Land Use, Urban Design, and Preservation
- Housing and Economic Development
- Transportation and Public Works
- Environment, Sustainability, Public Utilities, and Community Facilities
- Parks, Recreation, and Cultural Resources Park System Plan and the Raleigh Arts Plan

Meeting handouts included the Comprehensive Plan Update White Paper and comment cards. Attendance on each night ranged from 2 to 30 attendees with the total attendance at approximately 45 people.

1.3 Summary of Public Input

In addition to 20 comment cards collected during the four public meetings, staff also collected input using an online comment tool and via email through June 22; 10 citizens submitted ideas through these modes. All together comments from 30 citizens were received. Public comment touched on these broad themes:

- Communication
- Transportation
- Sustainability
- Quality of Design
- Parks & Public Space
- Economic Development
- Downtown
- Housing and Affordability

Public comment is generally well-aligned with and largely addressed by the recommended revisions described in the White Paper. Opportunities for further revision are identified in the attached memo and table, *Comprehensive Plan Update: Round II Public Meetings & White Paper Public Input*.

To: Ruffin L. Hall, City Manager

From: Bynum Walter AICP, Senior Planner
Ken Bowers AICP, Director, Department of City Planning

Date: July 21, 2016

Re: Comprehensive Plan Update White Paper Public Comment

Based on the first two phases of the Comprehensive Plan Update process, staff has drafted a “white paper” detailing recommended updates to the Plan. This white paper was presented at four public workshops in April and May, and was also available for on-line review and commenting for two months. The public input period closed on June 22. Staff received comments from 30 citizens. Comments were submitted in-person during the public workshops, as well as through an online commenting tool and via email. Full comments included separately for reference.

Staff has reviewed the comments and identified these potential revisions to be made to the white paper and 2030 Comprehensive Plan:

Comment	Response
The city should re-evaluate whether curb-side leaf removal is a sustainable or cost effective service.	Consider policy and/or action in H.2 Solid Waste to address yard waste management.
Not letting our greenways become an ambitious experience (safe during the day and dangerous at night). I would like to see a solution using solar generated lighting solutions.	Consider policy and/or action to address safety in public open spaces.
Include noise pollution connected to special events and nightlife in C.8	Consider revision of C.8 Light and Noise Pollution Controls to address noise other than highway and airport traffic.
Sports should not equate with a downtown sports stadium	Consider policy and/or action to address funding, location of a potential stadium.
Placing a permanent food/drink concession in Nash Square is, in my opinion, is a nonstarter.	Consider removal/revision of Action DT 3.9: addressed by Moore Square Master Plan and Downtown Plan identifies Nash Square as a contemplative space.

Encl: 1

Comprehensive Plan Update: Round II Public Meetings & White Paper Public Input

User	Comment	Potential Change to WP	Received
MS	What about communication strategies for the update, within these goals? How will this be communicated to the public?	4 public workshops held in May; white paper available online for public comment. Planning Commission and City Council review will be public meetings.	Online
MS	I think good graphics are really good communication pieces. Really a one-page infographic providing a summary of the new plan (vs and/or in addition to the white paper) may be a good way to communicate this information effectively w/ the public.	Redline draft will be generated to document specific changes. Summary communication tool, will also be required.	Online
DP	A major issue not addressed here is the current state of most existing moderate-to-high traffic roads in the city. The vast majority are badly degraded and riddled with potholes and bumps, creating dangerous travel conditions that can damage vehicles and lead to accidents. The standard maintenance response seems invariably to be short-term patching, which helps very little, and often results in an equally bumpy, dangerous ride. I would suggest, given that alternate transportation methods seem on the very distant horizon, a comprehensive, well-resourced strategy for long-term repaving repairs throughout the city be prioritized.	Already addressed in Plan by Action T 2.8.	Online
MS	Glad to see Wake Transit, Bike Share, Bike plan here. I think that these may lend to some other sections as well - specifically housing, economic development and the downtown sections?	These plans are highlighted in the Transportation Element section of the white paper. They are relevant and will also be incorporated in other elements of the Comprehensive Plan.	Online
LAB	Regarding the city's aging infrastructure, the city should re-evaluate whether curb-side leaf removal is a sustainable or cost effective service. The equipment outlay and staffing costs are high; curbside leaves/water deteriorate streets and curb faces; and the leaves stray into the street causing public safety concerns for motorists and cyclists. Bagged leaves for pick up and on-site mulching should be considered.	Consider policy and/or action in H.2 Solid Waste to address yard waste management.	Online
MS	What specific efforts will there be for cross-communication/collaboration between regional agencies. How specifically, will they work together? Instead of just incorporating plans produced by each regional agency, perhaps it would be worthwhile to have more coordinated efforts to actually work together on planning efforts, etc.	Already addressed in Element L. Regional & Inter-Jurisdictional Coordination	Online
LT	The big themes for me are sustainable communities through healthy policies that connect impending development in heavily residential communities like in the NE. This means pedestrian traffic as a very high priority (increases property values) over all the bike lanes.	WP proposes that sustainability and resilience be better incorporated throughout the Plan.	Email
LT	Another is design, I lived in a community where design (based on excellence) was part of the culture so that buildings introduced into the environment would become iconic art forms that capture the imagination of the surrounding community or strong emphasis on quality of life that Raleigh wants to promote (in landscaping, public art, etc.)	Design Guidelines proposed to be revised to supplement UDO requirements.	Email

LT	Another thought that comes to mind is not letting our greenways become an ambitious experience (safe during the day and dangerous at night). I would like to see a solution using solar generated lighting solutions that 'pop up through the trees to capture sunlight and bring it into the park at dusk to light the darkest areas. As a single active person I do not like the idea of massive 'non-safe' greenways. This concept of well lighted areas could serve many areas of Raleigh.	Consider policy and/or action to address safety in public open spaces.	Email
LT	Of course a big one is managing change in old communities around downtown. As this plan matures it holds the vision for our potential. It will be important to balancing the desires of those we count on to develop and those we count on to support those developments (the immediate surrounding communities; and those affected by the change in other parts of the city) is an important challenge for shaping the city as livable by staying the course on proper management of Neighborhood Conservation Overlay Districts. There is dividing up land and there is extreme division. If the developer or owner shoots for the most amount of 'bang for the buck' (capitalism versus extreme capitalism) then it may not be the best deal for the community which are partners in establishing what works for Overlay Districts. The changing demographics, the cost of living, the desire for more density, and the economic divisions prevalent in our country, I hope and trust that with this progressive Comp Plan update that a true blending of all important elements will allow for balanced change between 'text changed' development initiatives, and sustainable community quality of life.	Consider revision to A.8 Neighborhood Conservation.	Email
LT	I am very excited about minority business development because, I am one, and this city needs more millionaires to sit at the table without the stress of having to conform to business practices that serve the interests of larger communities at the detriment of their own, no matter where we live in the city. May I add that the updated document was well written and reflected many new ideas. The presentation was good as well. I am glad there is an update every five years. My hope is that Raleigh finds its personality in all this planning to emerge with character and determination to influence development comprehensively as a positive experience for our diverse population. I also recognize that citizens have to embrace this potential and act as welders/forgers of those 'small area plans' as well as this Comp Plan Update.	Addressed by Actions ED 3.6 and 3.7.	Email
WM	Quality of life in the Fayetteville Street District has, at times, been degraded by lax enforcement and over promotion of high-impact commercial uses related to nightlife. Associated negative outcomes are positioned to bleed into outlying neighborhoods where rezoning is poised to accommodate establishments which can function as night clubs in what, prior to the UDO, were strictly residential neighborhoods. For LU 7.5's objectives to be met consistent strict enforcement pertaining to nightlife is suggested. It is also suggested that allowing establishments with bar service till 2:00 AM into formally residential neighborhoods be curtailed.	Downtown Element is proposed to be revised to address how to manage and maintain successful revitalization of the area.	Email

WM	Some initiatives listed in these sections seem to place value on preserving the heritage of and communities associated with of a number of neighborhoods under pressure from gentrification (e.g. South Park). Much language in these sections seems to reflect a desire to blunt the negative outcomes associated with gentrification (e.g. displacement of longtime residents, homogenization of communities, historic overlay districts losing their designations due to historic housing stock being lost). Success with A.8 and D.2 would, in part, be marked by development and revitalization without displacement of so many longtime families in neighborhoods now under pressure. The South Park Heritage Walk (SPHW) was conceived to offer us a way to encourage revitalization without displacement. Phase II of the SPHW is to be the non-street/non-park elements envisioned to help keep people in the neighborhood in place (fighting displacement and gentrification) and protecting opportunities for affordable housing. The SPHW is unfunded. Funding it now would perhaps help preserve communities now being lost despite the measures detailed in the comprehensive plan and be in line with sentiments expressed in A.8 and D.2 relative to neighborhood and community conservation and preservation. To date the community has been told by Parks, Recreation and Cultural Resources staff that elements of the SPHW will be incorporated into the Moore Square project. If Phase II is not funded and implemented we will be in the odd position of remembering and sharing community history through Phase I, but losing the community being remembered and honored. However even for that unappetizing outcome Phase I will need to be implemented.	Funding for individual projects, including South Park Heritage Walk, addressed in annual budget process.	Email
WM	Failure to include noise pollution connected to special events and nightlife in C.8 is an oversight which denies the Fayetteville Street District becoming a more livable neighborhood.	Consider revision of C.8 Light and Noise Pollution Controls to address noise other than highway and airport traffic.	Email
WM	Consider emphasizing battery drop off recycling points, making them more common.	Addressed by C.7 Material Resource Management	Email
WM	Raleigh's water supply is, in part, drawn from lakes where the use of gasoline powered engines is permitted which seems to be at odds with EP 2.5	Boats are prohibited on Lake Benson, limited on Lake Wheeler, and regulated on Falls Lake by multiple agencies.	Email
WM	The positioning promoted in ED 6.1 is at risk due to over programming with events which are not in line with enhancing the Raleigh brand.	Downtown Element is proposed to be revised to address how to manage and maintain successful revitalization of the area.	Email
WM	Sports should not equate with a downtown sports stadium—sports stadiums are well known economic losers and do not contribute to vitality and job creation as boosters typically claim: https://www.stlouisfed.org/Publications/Regional-Economist/April-2001/Should-Cities-Pay-for-Sports-Facilities . Suggest amending ED 6.1 to specifically require any sports stadium to: (a) Be 100% funded by private money and (b) Be placed far from downtown where it will not contribute to urban blight, in town traffic congestion, and displace families.	Consider policy and/or action to address funding, location of a potential stadium.	Email

WM	ED 6.2 has been overdone to the point where Raleigh’s downtown core is challenged living up to the promises made in the Downtown Plan relative to: Living Downtown: The “Living” and “Growing Up & Growing Old” objectives espoused in the downtown plan are not able to be fulfilled because business interests are favored over residents’ interests (e.g. quality of life and public health). Vision (page 11 of the downtown plan): The current Downtown plan calls for a downtown which “works equally well for residents” and “Downtown Raleigh will be an urban neighborhood providing opportunities for households of varied age and incomes, from singles to families, to lead healthy, productive, and fulfilling lives.” Suggest deemphasizing providing programs supporting restaurants and bars—these businesses have done well and are not in need of our support.	Downtown Element is proposed to be revised to address how to manage and maintain successful revitalization of the area. Revisions will be coordinated with other Elements of the Plan, including Economic Development.	Email
WM	For years the Sir Walter has provided Raleigh’s downtown core with diversity called for in numerous sections of city plans—a sentiment echoed in H 1.1. The Sir Walter provides Raleigh’s downtown core with diversity based on age, socioeconomics, and race. These much desired “diversity attributes” will be lost if the Sir Walter’s new owner(s) move out the current residents and utilize the building differently. The Sir Walter represents an opportunity for the city council to develop a plan to preserve the Sir Walter community’s vital contribution to downtown diversity which, in my opinion, the city council should explore. Suggestion: Engage HR&A to study the Sir Walter business and land use model and come up with a proposal which : 1) Sees the city purchase the Sir Walter with the intent of maintaining it as affordable housing. 2) Calls for property improvements focused on apartment upgrades. 3) Yields an ownership and governance model for managing and maintaining the Sir Walter in perpetuity as downtown core affordable housing. 4) Contributes much wanted diversity and affordable housing in our state capital’s downtown core. 5) Has a neutral impact on Raleigh’s balance sheet and leads to a path for the city to exit the enterprise financially neutral or better. Obs.: HR&A is engaged managing the Downtown Disposition Study on behalf of the city council. HR&A’s areas of expertise including real estate, economic development, crafting governance models including public private partnerships, and deep experience working hand in glove with municipal governments shaping policy, suggests HR&A may be up to the task. The recently passed city budget features a property tax hike projected to support approximately 200 new affordable housing units. If the 140 Sir Walter units are lost in the future that is a net gain of approximately 60 affordable housing units. The Sir Walter is well positioned to deliver on city administration stated goals concerning affordable housing and diversity without requiring a property tax hike. HR&A may be able to help define and implement a “use assets already in place” solution.	Sir Walter is privately owned property.	Email
WM	H 2.4’s success is in doubt because displacement of long term residents is spreading through traditionally African American neighborhoods which community members predict is leading to Raleigh completely losing these communities, close to downtown. The South Park Heritage Walk (SPHW) is an initiative envisioned and developed in the gentrification-affected community. The Phase II is envisioned to help neighborhood people maintain their homes (countering displacement associated with gentrification) and protecting opportunities for affordable housing. Perhaps it is time to fund the SPHW.	Funding for individual projects, including South Park Heritage Walk, addressed in annual budget process.	Email

WM	How much programming of public space is judicious? It is increasingly common for public spaces in Raleigh to be positioned as public amenities which will contribute more to the common good when business interests (e.g. professional planners and programmers, event managers, café and restaurant operators) are tied into how public spaces' uses are envisioned, planned, and managed. Moore Square is an example—it is being reimagined because, according to PRCR staff and Sasaki Associates Moore Square has been hurt by use that is “un-orchestrated.” This diagnosis calls for a prescription which includes programming. Caution is urged because it is reasonable to observe Moore Square has suffered from neglect not from being “un-orchestrated.” In this context the word un-orchestrated seems to automatically suggest a need for activities to be managed, orchestrated, or programmed at Moore Square. The perception that Moore Square has suffered because it was “un-orchestrated” is akin to telling community members, for Moore Square to be a successful public space it must be “orchestrated” or “programed” which may be in conflict with the spirit of PR 1.5.	Downtown Element is proposed to be revised to address how to manage and maintain successful revitalization of the area.	Email
WM	PR 5.4 implies parking space is at a premium and is a key to improving park access. The Moore Square Master Plan calls for losing 30 parking spots on the Martin Street edge of Moore Square to an 18 foot granite ribbon which will border the square and fill in the parking spots. The rationale given for losing the 30 parking spaces is to gain the ability to hold Farmer’s Markets and other programmed activities on the Martin Street edge of the square. The rationale shared by Parks, Recreation and Cultural Resources staff is that the benefits gained by adding programmed activities will offset and surpass the benefits enjoyed from the 30 parking spots being lost. Please consider reviewing and commenting on the Parks, Recreation and Cultural Resources Department’s plan to lose 30 parking spots on as it seems to be in opposition to PR 5.4.	Construction documents are in development for Moore Square renovation. The park is anticipated to close for construction in Fall of 2016.	Email
WM	PR 6.1 implies it is important to maintain quality park space to serve the public interest and that fiscal responsibility and budgetary support are necessary to satisfy this public interest. Relative to John Chavis Memorial Park (JCMP) it is reasonable to observe that we have fallen short. To fulfill the imperative of PR 6.1 aggressive financial support for JCMP is necessary now. This observation is underlined by the decades of neglect to which JCMP has been subject. It is hard, perhaps impossible, for the community served by JCMP to view PR 6.1’s mandate “...support of the park system with growth as envisioned in the Comprehensive Plan to provide quantity and quality of programs, facilities, and facilities maintenance expected by citizens.” as being fulfilled in an equitable manner when JCMP is underfunded after decades of neglect.	Funding for individual projects, including John Chavis Memorial Park, addressed in annual budget process.	Email
WM	In the Fayetteville Street District sidewalk space has been public space in transition. The FSD’s sidewalks are being what in academic circles is commonly characterized as “privatized” for the benefit of business owners who offer sidewalk service into the early morning hours and are able to use the public right of way to store their tables, chairs, and benches 24/7 365.	Downtown Element is proposed to be revised to address how to manage and maintain successful revitalization of the area.	Email
WM	Perhaps it is time to consider enhancing the downtown library so it can accommodate more books, a comprehensive selection of periodicals, and more people. Perhaps it is time to invest more into a first class downtown library and less in the ongoing development of the downtown core as a hospitality hub. According to Karen Mann, Marketing and Communications Manager at the North Carolina Lodging and Restaurant Association, 12% of North Carolina’s workforce are employed in the restaurant business. Perhaps this level of workforce penetration suggests we can take our foot off the gas helping restaurants and instead think about helping libraries provide entertainment and leisure to citizens and also help them better prepare themselves for the 21st century educational and workforce opportunities.	Recent renovations to Richard B. Harrison Library and Cameron Village Library have directed resources in the downtown vicinity; currently no plan for expansion or replacement of Fayetteville Street Express Library.	Email

WM	Placing a permanent food/drink concession in Nash Square is, in my opinion, is a nonstarter. Why commercialize this lovely well used space?	Action DT 3.9 addressed by Moore Square Master Plan; Downtown Plan identifies Nash Square as a contemplative space. Consider removal/revision of action.	Email
WM	For DT 4.2, to succeed, the FSD must become and maintain itself as a truly diverse, livable, welcoming area which, over the mid and long term is becoming the home to diversified retail. More effective nightlife and special events management and maintaining the Sir Walter as affordable housing (see page 5) will contribute to the Raleigh "brand promise" associated with downtown being a great place for singles, couples, and families being fulfilled while at the same time achieving city leader stated goals associated with downtown diversity.	Downtown Element is proposed to be revised to address how to manage and maintain successful revitalization of the area.	Email
1	I believe the comprehensive plan should recognize the need to revise zoning regulations so that the intent expressed in an overlay district is achieved not undermined by zoning setbacks that aren't consistent with existing development. I support a limit of 45% impervious surface development.	Revisions to the UDO are made through the Text Change process, rather than modification to the Comprehensive Plan.	In person
2	Programs to help businesses that provide fresh fruits and veggies to the community should be encouraged. How can City funds help established businesses reach more customers, especially in food deserts? Grants? Land? Incentives to convenience stores?	Environmental Protection Element is proposed to be revised to include policies and actions related to the promotion of local food systems and urban agriculture.	In person
3	Concern about clear cutting ITB and destruction of smaller houses to build huge houses that are incompatible in neighborhood contribute to stormwater runoff.	Related issues currently being discussed by Growth & Natural Resources Committee. Consider revision to A.8 Neighborhood Conservation.	In person
4	Infill compatibility Regs - make stronger to meet stated intent. The intent of the res infill compatyibility is to accommodate and encourage compatible development in existing res neighborhoods while enforcing established character of the n'hoods mitigating adverse impacts on adjacent houses.	Related issues currently being discussed by Growth & Natural Resources Committee. Consider revision to A.8 Neighborhood Conservation.	In person
5	Need stronger language to protect neighborhoods. Nothing taller than 3 stories next to single family homes. Use AND instead of OR language	Related issues currently being discussed by Growth & Natural Resources Committee. Consider revision to A.8 Neighborhood Conservation.	In person
6	Need to allocate more green space to off set the higher density of apartments. Not enough green space for all the dogs! At the site!!	Revisions to the UDO are made through the Text Change process, rather than modification to the Comprehensive Plan.	In person

7	Capital Blvd corridor study between I440 - I540	This project is slated to begin during fiscal year 2017.	In person
8	Thanks for your time and talent and talks. Overall, I am impressed with the work of the Planning department, and the expertise going into the study and proposals. Specifically, I have great concerns about the razing of Raleigh. We can find infill tools that help to mitigate the losses of neighborhoods, even within the American capitalistic way. Must make intents of Comp plan match the UDO and Code.	Related issues currently being discussed by Growth & Natural Resources Committee. Consider revision to A.8 Neighborhood Conservation.	In person
9	Distribute low income housing throughout all areas of town, not just the east side where property values are lower.	Housing Elementis proposed to be revised to include Affordable Housing Location Policy recently adopted by City Council.	In person
9	Include solar access as a protection for properties adjacent to development.	Revisions to the UDO are made through the Text Change process, rather than modification to the Comprehensive Plan.	In person
10	Concerns: teardowns/mcMansions, ISB, UDO weakened and allowed; strengthen Infill stds; Affordable housing so important to help people who need it. Does the plan support this? What metrics exist? Will COR commit to provide certain # by year? Public hearings were compressed into 1 week. Not enough time to publicize. Need more sessions. Transition zones. Should favor existing homeowners with transition, green space, etc.	Related issues currently being discussed by Growth & Natural Resources Committee. Consider revision to A.8 Neighborhood Conservation.	In person
10	Transit- make sure it serves those who rely on it.	A more holistic update to the Comprehensive Plan based on the Wake County Transit Plan will be undertaken following the referendum vote anticipated this fall.	In person
11	Transit can't meet Raleigh's needs in the short term - need an emphasis on ride-share & TDM - need circulators in the neighborhoods - City-sponsored push for ridesharing.	A more holistic update to the Comprehensive Plan based on the Wake County Transit Plan will be undertaken following the referendum vote anticipated this fall.	In person
12	Great Plan! Would like to see close relationship between housing and transportation when the language is developed for the amendments.	A more holistic update to the Comprehensive Plan based on the Wake County Transit Plan will be undertaken following the referendum vote anticipated this fall.	In person

13	Traffic on Falls between Strickland and Capital Blvd has dramatically increased over the past 3 years what is being done to prevent another 'six forks' disaster?	Portions of Falls of Neuse have traffic volumes similar to the busier sections of Six Forks. Traffic is significantly higher north of 540 than immediately to the south. Along with Capital Boulevard, Falls of Neuse is a key route connecting Wake Forest and Northeast Raleigh with 540. Capital Boulevard north of 540 is to become a limited access highway, which should provide additional capacity parallel to Falls. In addition, City Council has authorized an update to the Falls of Neuse corridor plan in <u>this year's budget</u>	In person
14	New affordable housing strategy is a very positive thing. Looking for options city wide is important goal for city.	Housing Elementis proposed to be revised to include Affordable Housing Location Policy recently adopted by City Council.	In person
15	Object to new development policy re: residents obtain copies of development plans.	Revisions to the UDO are made through the Text Change process, rather than modification to the Comprehensive Plan.	In person
15	More \$s for HOD & NCOD	Money appropriated in adopted fiscal year 17 budget.	In person
15	Open SR center @ ___ weekends	This is an operations decision for Parks, Recreation and Cultural Resources Department.	In person
16	Very concerned that infill compatibility standards need to be strengthened to match stated intent. Current teardowns being replaced by McMansions negatively impact environmental conservation goals with increased waste in landfill, negative impact on stormwater runoff, without increasing density and leading to less affordability. High density infill does not seem to be meeting goals of affordability and also contributing to traffic because transit infrastructure is not in place.	Related issues currently being discussed by Growth & Natural Resources Committee. Consider revision to A.8 Neighborhood Conservation.	In person
16	I am also concerned about Air BNB and granny flats being co-opted for business interests by speculators rather than truly being part of the sharing economy.	Revisions to the UDO are made through the Text Change process, rather than modification to the Comprehensive Plan. Accessory Dwelling Units are currently being studied by staff at Council direction.	In person

17	Really looking forward to seein the capital area improvement plan implented. West St & Devereux Park	Funding for individual projects addressed in annual and capital budget process.	In person
18	Rezoning proposals should include a neighborhood compatibility scale, when the proposal/property is adjacent to residential neighborhoods. For example, a rezoning for a gas station or destination shopping center is not good for residential neighborhoods	Comprehensive Plan provides policy guidance for all rezonings; key policies are proposed to be more clearly identified as part of the Update.	In person
19	Cohousing coming to Raleigh specifically Active Adult Communities who want to age in place in community. May need zoning identification website: raleigh-cohousing.com	Addressed by E.4 Fair Housing, Universal Design, and Aging in Place.	In person
20	Implementation of impervious surface limits not to exceed 45%. Set backs for overlay districts.	Revisions to the UDO are made through the Text Change process, rather than modification to the Comprehensive Plan.	In person
SM	Residential Infill Compatibility standards need to be tightened up to meet their stated intent. Because they are not accomplishing those objectives as currently written. I would like to see the City Council appoint a task force to study how to make these standards more effective, similar to how there have been task forces to address airbnb, bikes, outdoor dining downtown, etc. This needs to happen quickly before more teardowns and McMansions make it impossible to preserve the unique character of our neighborhoods	Related issues currently being discussed by Growth & Natural Resources Committee. Consider revision to A.8 Neighborhood Conservation.	Email
SM	I would like to see mass transit options in place BEFORE more high density building is approved in areas where traffic is already a problem so that the traffic doesn't spill over into neighborhood streets	A more holistic update to the Comprehensive Plan based on the Wake County Transit Plan will be undertaken following the referendum vote anticipated this fall.	Email
SM	I would like to see more protection of Raleigh's tree canopy, including on lots smaller than two acres. I wrote the following op-ed that recently appeared in the N&O and it pretty well summarizes why I feel these issues are important:	Extent of municipal regulation is limited by NC enabling legislation.	Email

SM	<p>In a March 24 N&O article about stormwater fees, Mayor McFarlane was quoted as saying that she believed Raleigh residents were most concerned about drivers speeding through neighborhoods and about stormwater drainage. I agree that those are serious problems, but I think if we look at the root causes of both of those issues, in many cases they can be traced back to what I consider to be inappropriate development. When multi-story apartment complexes are built in areas (Hillsborough Street, Clark Avenue, Oberlin Road) where existing infrastructure can't handle the increased volume of traffic, drivers start cutting through neighborhood streets that were never designed for that kind of traffic or for that volume of traffic. I have heard members of the City Council say that Raleigh needs to have more high-density infill to prevent sprawl, but in my opinion Raleigh needs to have appropriate transit infrastructure in place first. (Also in my opinion, it would have made more sense to spend money on adding and improving bus shelters rather than putting in bike lanes and supporting bike share programs – bus shelters would have been a bigger benefit to a larger group of citizens and would have had a more significant impact on traffic congestion.)</p>	<p>A more holistic update to the Comprehensive Plan based on the Wake County Transit Plan will be undertaken following the referendum vote anticipated this fall.</p>	Email
SM	<p>As far as stormwater drainage, a huge problem in my opinion is the increasing practice, especially in older neighborhoods inside the belt line, of tearing down small houses, clear-cutting lots, and building huge houses with huge driveways that overwhelm their lots and tower over nearby houses, contributing not only to stormwater runoff (real-life examples recently on my street – Oak Grove Circle – of this runoff causing serious property damage to neighbors), but to increased waste to landfill when entire houses and huge trees are scrapped in favor of this kind of development (which causes great environmental harm to entire communities while benefiting only a few developers).</p>	<p>Related issues currently being discussed by Growth & Natural Resources Committee.</p>	Email
SM	<p>Additionally, this kind of development will contribute to sprawl because when \$300k-\$500k homes are torn down inside the belt line, many developers insist they must replace them with \$1M+ homes in order to make a profit. That means that pretty soon only multi-millionaires will be able to afford homes (or apartments) inside the belt line. Our teachers, sanitation workers, restaurant staff, and other middle class workers will be forced further out into the suburbs and will need to commute to their jobs in the city, further contributing to sprawl. I implore our City Council and City Planners to PLEASE take a closer look at the multi-story apartment development that is running rampant in Raleigh and that will turn us into gridlocked cities like Atlanta if we don't act soon. And I also implore them to PLEASE take a closer look at the UDO's Infill Compatibility Regulations -- let's make them stronger to meet the stated intent: The intent of the residential infill compatibility standards is to accommodate and encourage compatible development in existing residential neighborhoods, while reinforcing the established character of the neighborhood and mitigating adverse impacts on adjacent homes. All you have to do is drive around Raleigh to find many examples of this infill that illustrate exactly what I'm talking about. Several like-minded Raleigh residents have been discussing these issues recently with Russ Stephenson and at both Kay Crowder's District D Neighborhood meetings and Bonner Gaylord's District E Neighborhood meetings, but I think it is imperative for the entire council and city planning and transportation staff to act quickly before we destroy what we love most about our City of Oaks.</p>	<p>Related issues currently being discussed by Growth & Natural Resources Committee. Consider revision to A.8 Neighborhood Conservation.</p>	Email

TG	<p>1) The referendum has officially been set for transit - this can be updated on page 9. 2) Since the transit plan was drafted with a lot of public engagement and has been adopted by CAMPO and GoTriangle with City representation the thinking is that the Transit Plan is the Plan regardless of the vote. As such it may make sense to not finalize related sections until after the vote, but It doesn't make sense to think about the corridors separately in the Comp plan update. This is especially true since there is a close relationship between the Wake Plan and the COR corridor plans (New Bern, South Gateway). Recommend tweaking the language on page 15 (second column). 3) Growth Framework Map - Page 13 - The update here is going to take a dialogue to determine exactly what needs to be shown on this map. Most of the TOD's shown on the existing map will need to be changed. What is written (required changes) is accurate but understates the extent of change. Recommend adding language regarding a public process to vet the framework map to show intent to change and evolve but respect existing communities. To me, it makes sense to focus on corridors rather than nodes (but we need a larger process to determine what is actually helpful). This was a controversial issue in the original plan.</p>	A more holistic update to the Comprehensive Plan based on the Wake County Transit Plan will be undertaken following the referendum vote anticipated this fall.	Email
JHC	I agree with the types of updates and improvements that are proposed for the Regional and Inter-Jurisdictional Coordination section of the plan update, as outlined on page 26 of the white paper. When you reach the stage where you would like Triangle J COG staff to suggest appropriate language, please let us know. The Center Of the Region Enterprise (CORE), the Triangle Development & Infrastructure Partnership and our work with the MPOs on regional development scenarios, along with several water resource, alternative fuels and Transportation Demand Management projects, have all included significant Raleigh involvement, and can be expected to continue to do so in the future.	Staff will continue to engage Triangle J COG staff as the Update progresses	Email
JKH	#1 CAVE dwellings. In our 70s w've thought about downsizing to an apartment, convenient to a grocery, etc. But so many apartment projects in Raleigh, brand new or older, in DT or Cameron Village, are caves, i.e. apts with windows on only one wall. Is there a way the 2030 Comp plan update can offer incentives for developers to design and build affordable apartments with windows spanning at least two (2) walls, and preferably three (3) walls?	Extent of municipal regulation is limited by NC enabling legislation.	Post
JKH	#2 is LOW density neighborhoods. At CAC meetings and elsewhere, we repeatedly hear elected officials talk about 'defending' single family dwellings in our neighborhoods. But we want to see Raleigh become a truly dense and mixed-use city. Is there a way the 2030 Comprehensive Plan Update can provide incentives for City Council, for Raleigh's Planning staff and for developers to participate in modern urban design workshops along the lines of Patrick Condon's Seven Rules for Sustainable Communities: Design Strategies for the Post-Carbon World? Vancouver has successfully used 'granny cottages' to meet its affordable housing needs, while avoiding urban sprawl, loss of home values and increased road construction costs.	Accessory Dwelling Units are currently being studied by staff at Council direction.	Post
JKH	#3 is FAST traffic fixations. We reside on Kaplan Drive and love the traffic calming Raleigh brought to this street in the last year. We would love to see 20 mile-per-hour zones around all our schools. We would love to see money spent now on sidewalks near all our schools and libraries. We would love to see the Melbourne Road exit and entrance ramps at the 440 eliminated from our neighborhood. We would love to see effective traffic calming and protected bike lanes on Avent Ferry Road. Is there a way the 2030 Comprehensive Plan can aggressively prioritize street use by pedestrians and bike riders over fast cars?	Already addressed by B.3 Complete Streets: Hierarchy and Design.	Post

WF	<p>One of the most misunderstood and misused words in the English language is “greenways.’ Coined in the 1950s, it has no precise and agreed upon definition. As a consequence it is applied to: (1) single, unconnected, and even isolated corridors, as well as systems, (2) site scale, local & regional scales, state & national scales, (3) natural habitats, restoration projects, designed/constructed landscapes and urban hardscapes, (4) hiking trails, bicycle paths, and motor roads with narrow corridors; all for example. Thus, for the foreseeable future it is important for Raleigh to be alert and diligent to the need to protect its ‘brand” of greenways. At this point in its evolution, the Capital City Greenway system is almost entirely a natural habitat based corridor system, with small areas of restored landscape. If its greenway-brand is to be recognizable in the future, and its dilution avoided, then attention and diligence will be required. I am convinced that Raleigh’s brand can be shown to yield the greatest combination of positive public purposes, but the final documentation has not yet been prepared. Those steps were recommended by Councilor Crowder, ratified by the Council, and included in the 2030 Comprehensive Plan. A multi step Green Infrastructure study, policy, planning, implementation process awaits attention; as does a proposed amendment to the City Code definition of “Public Infrastructure” to include greenways along with roads, water, and sewer systems that must be interconnected and continuous in order to properly function. As a result of those sequential steps, new insights into the public value of the greenway system will emerge, as well as how it can best be optimized. This in turn will inform how the greenway-brand can best be pursued. The attached article presents Houston for brand-comparison [see file copy: Architects Newspaper]. Their bayou based ‘East to West’ system is previously channelized and nearly shadeless. [Raleigh cancelled proposed channelization projects on Crabtree & Walnut Creeks in the 1970s, so its topography and vegetation still reflect its pre-colonial character.] As the US approaches having a majority-urban population, this can be a powerful branding consideration. But, that</p>	<p>Consider revision to F.3 Greenway System Land and Trails.</p>	Post
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2030 Comprehensive Plan Update



1 Introduction

Round I—Public Meetings for the Five-Year Comprehensive Plan Update took place in March and May of 2015. The meetings were promoted through the City’s Govdelivery system to all citizens who had registered their interest in public events and the Comprehensive Plan. Buildup for the workshops began with the social media site, MindMixer, through which viewers were asked pertinent questions related to the Plan based on their involvement in the development of the original plan and their perspective since. Viewers were also encouraged to discuss issues that would be presented at the public meetings.

Round I—Public Meeting Dates and Locations

- March 17, Brier Creek Community Center
- March 19, Millbrook Community Center
- March 25, John Chavis Memorial Community Center
- May 6, Carolina Pines Community Center

1.1 Public Meeting Overview

Meetings were held at four locations in Raleigh. The intent was to rotate venues throughout the city so that each major quadrant of Raleigh’s geography hosted a Comprehensive Plan Update public meeting. The meetings were held on four different nights. All the meetings were conducted using the same format that included wall displays listing information for voting and discussion. Each meeting began with a presentation touching on the past five years of trends and plan implementation. The session was followed by a one-hour breakout session, report out, and general discussion. Meeting handouts included Comp Plan Update: Workshop Discussion Questions; a listing of the six themes from the Plan; and a listing of the 13 City Wide elements from the Plan. Attendance on each night ranged from 2 to 40 attendees with the total attendance at approximately 100 people.

1.2 Public Meeting Format

Each workshop consisted of a 20-minute presentation that included an overview of growth and development trends since 2009, progress in implementing the six vision themes of the Plan, and emerging trends in comprehensive planning. At the end of the presentation, instructions were given for the breakout session that participants were asked to attend and an overview of wall displays that attendees would review, discuss, and then indicate their top choices with colored dots. The wall displays posed three questions: 1) rankings on the importance of the vision themes; 2) the City's progress implementing the vision themes; and 3) the relative importance of each of the trends outlined in the meeting handout.

1.3 Major Findings from the Public Workshops

In general, attendees voted that all the vision themes are 'very important' and the City has made progress on them all. In particular, Economic Prosperity and Equity received some high marks, while Expanding Housing Choices, Managing our Growth, and Growing Successful Neighborhoods and Communities received a proportional number of votes ranging from 'some progress' to 'minimal progress.' The displayed trends and issues as well received a proportional number of votes ranging from 'very important' to 'somewhat important.' Autonomous Vehicles, Local Food Systems and Resilient Communities received a few 'not important' votes.

Attendees were then given an opportunity to participate in facilitated small-group discussions and to rank the Comprehensive Plan vision themes, trends, and development actions relative to the City's growth matrix. Attendees were also given the opportunity to discuss issues with the group at large at the conclusion of each meeting. The full notes from those conversations are contained in section 2. Based on a review of those notes, the following major themes emerged:

1. A strong emphasis on social equity and inclusion. The City of Raleigh has a healthy economy and a growing downtown, but the benefits are not as broadly shared as they could be. Some respondents raised issues regarding how rising downtown values are leading to gentrification in nearby neighborhoods. Affordable housing and access to jobs are two equity issues that got frequent mention.

2. The need for better transit, with particular emphasis on making improvements to bus service, including better frequencies, span of service, and passenger information and amenities. Improved transit service is seen as key to providing better access to jobs for those who need them. The discussion dovetails nicely with the Wake County Transit Strategy process currently underway.
3. A strong desire to protect Raleigh's neighborhoods from the impacts of growth and infill development. Growth trends have been meeting the Comprehensive Plan goal for accommodating a majority of new development in centers and corridors, but this has resulted in significant changes in intensity at the edge of some neighborhoods.
4. While environmental issues got less play during the discussions than some other issues, preserving water quality remains a major concern of meeting participants.

1.4 Implications for the Comprehensive Plan Update

Based on the results of the small group discussions, the following implications for the Comprehensive Plan Update have been identified. Key implications involve Housing, Transit & Buses, Social Equity & Gentrification, Neighborhoods, Water Quality, and Communication.

- **Housing:** The Housing element of the plan should continue to emphasize policies that support increasing affordable housing throughout the city. Diversity of housing continues to resonate with people, but they questioned how the Plan addresses people who don't have choices. The challenge of homelessness will continue to grow in the future.
- **Transit Service & Investment:** The Land Use, Transportation, and Housing elements all can include policies that promote sustainable, transit-accessible development. Key for participants is more connectivity and equitable distribution of the transit system. There is a need to address how people are supposed to get around, get to their jobs, or have access to the things they need to survive if they can't afford a car or have aged out of driving. Commenters emphasized that improvements to the bus system are as important as fixed-guideway investments.

- **Social Equity & Gentrification:** The Economic Prosperity and Equity, along with Growing Successful Neighborhoods and Communities, vision comments provide feedback in support and for improvement of all City Wide Elements of the Plan. Participants agreed that while Raleigh has been economically prosperous, that prosperity has not spread to everyone. The City might address inequities through encouraging development and job creation in less prosperous areas, particularly Southeast Raleigh. In addition to creating more mixed income housing, there is a need to protect and balance making neighborhoods more vibrant without them becoming too expensive for people who currently live there.
- **Water Quality:** The Environmental and Public Utilities elements can address how to protect the city's watershed and environment generally for future generations, including more policies and action items to incorporate green infrastructure in future developments throughout the city.
- **Communication:** Communication might be reinforced, particularly in the Implementation element. It may need a stronger presence. Collaboration among departments was a stated goal, as was greater transparency in the decision-making process. People want more information on how rezonings work and they encourage the City to get ahead of development rather than being in a reactionary position.

2 Public Meeting Discussion Questions and Responses

The following is an outline and summary of the questions posed to the discussion groups and include:

- How do you rank each vision theme in importance and how much progress has Raleigh made in realizing these themes since 2009?
- The presentation highlighted a number of emerging trends and issues impacting the future development of Raleigh. How would you rank these trends and issues in importance (consider your top 3 trends and top 3 issues)?
- The City has set a goal of directing 60 percent of its future growth into centers and corridors, rather the sprawling further out onto undeveloped land. Recent development trends have been meeting this goal. Is the goal still valid?

Generally, attendees considered all of the themes of the Plan to be important. Transportation, Affordable Housing and Growing Successful Neighborhoods were high priorities in the discussions.

Question 1

The Comprehensive Plan is organized around six vision themes:

- *Economic Prosperity & Equity*
- *Expanding Housing Choices*
- *Managing our Growth*
- *Coordinating Land Use & Transportation*
- *Greenprint Raleigh—Sustainable Development*
- *Growing Successful Neighborhoods and Communities*

How do you rank each vision theme in importance? How much progress has Raleigh made in realizing these themes since 2009?

One group’s rankings included the following:

1. Expanding Housing Choices
2. Coordinating Land Use and Transportation
3. Economic Prosperity and Equity
4. Growing Successful Neighborhoods and Communities
5. Greenprint Raleigh—Sustainable Development\
6. Managing our Growth

Another group’s rankings included the following:

1. Growing Successful Neighborhoods and Communities
2. Economic Prosperity and Equity
3. Expanding Housing Choices
4. Coordinating Land Use and Transportation
5. Managing our Growth
6. Greenprint Raleigh

Following are the comments as transcribed by note takers in each small group for each of the six themes.

1. Economic Prosperity & Equity

- We should support a living wage for all. One participant noted that many low-wealth residents survive on less than \$30,000/year (family of four).
- One participant noted that the magnet school system saved the city.
- Raleigh has been economically prosperous but it hasn’t been spread around to everyone, specifically to those in South Raleigh.
- City might address it through encouraging development in those underdeveloped areas and provide incentives for development in those areas.

- Those who live in SE Raleigh complain that they have to travel outside it to do any shopping (i.e. go to Knightdale for Target).
- One participant had the idea that we should give good PR to developers who choose to develop in those underserved areas like SE Raleigh.
 - Ensure better transit for those areas – transit and equity are linked!
 - Specifically an issue is that transit doesn't reach Barwell Rd and Battle Ridge. It needs to expand past Poole Rd in SE Raleigh.

2. Expanding Housing Choices

- My highest priority among these is housing choices and affordable housing. The apartments which are being built are geared toward high-income people. This is the start of a process of gentrification, where putting in new development does not necessarily guarantee that quality of life will be maintained for the people who live in these areas now. I understand that growth is coming, and it needs to be planned for, but we also need to plan for affordable housing in conjunction with that.
- What can we do? Can we set aside a particular number of units, or percentage of new units, designated as affordable housing? I see rent control in Raleigh's future. Because you have to ask yourself, will everyone have a chance to live in these new places that are being created? You have to remember the communities that already exist. How are they going to be priced out? Are they going to have to move? Will more people of their similar income level be able to live in the same area, or will it be only accessible to people of a much higher income level?
- We need more affordable housing:
 - Possibly bonuses to incentivize. Currently, the availability of housing is not equitable. Developers should back housing for lower-wealth residents.
 - Safe and successful neighborhoods require housing diversity including affordable housing.
 - Incorporating affordable housing in growth centers is vitally important. Must include mixed use AND mixed income.
 - Consider affordability not just in terms of housing cost, but housing + transportation costs.
- Create more mixed income housing. A better mix would allow people to live in Raleigh in affordable housing. What are the metrics used for measuring the need, construction, and preservation of affordable housing?

- Need to balance making neighborhoods more vibrant without making them too expensive for people who already live there
- Regional perspective: many people who can't afford to live in Raleigh still work here; be aware of the suburbanization of poverty.
- We need to follow UDO/ zoning issues.

3. Managing our Growth

- We haven't started with one perspective. The land use side is going well. Note rush hour traffic is better now than it was 20 years ago! The problem is there are no alternatives to RTP. Raleigh's plan should recognize that the center of the region is Morrisville.
- There's been rapid growth – it needs to be better managed to ensure that it doesn't harm existing neighborhoods, their character/charm (participant specifically cited 7-story Hillsborough building). The majority of one group agreed with this sentiment.
- Participant noted that we're in a turning point for development where there is so much in pipeline and we can either get it right and integrate it well or ruin a lot.
- Participant stated that City seems to react to development rather than "get ahead of it." They implement good rules, but then the developers find a way around them.
- If the City wants neighborhoods to accept development, it needs to be vibrant, not staid/boring.
- Concerns about limiting undesirable uses concentrating in certain areas of the City (i.e. pawn shops, dollar stores, etc.).
- Residents recognized the City's progress overall in achieving vision themes, but had concerns that their area of the city (South Raleigh) was lagging behind.

4. Coordinating Land Use & Transportation

- Participants indicated that coordinating land-use and transportation is the foundation for everything else and that coordinating land use and transportation is key to future sustainability.
- Transportation is an overarching issue that needs a lot of work, though great so much is being thought about.
 - There needs to be more connectivity and it needs to be comprehensive.

- Transportation is a big topic. People would like to see a better bus system, with better headways, and bus shelters where there are none currently. Must meet fundamental needs (like benches) first, before tackling “high-quality service” aspirations.
- We need a network of high quality bus services. There is a big need to have bus benches and shelters across the system.
- We need transit connections to public facilities and parks.
- There needs to be transparency and accountability related to implementation. Case in point: 16 new shelters are announced on the City website, but where are they going to go? There is no map.
- Moving further and further out, workers are moving to surrounding communities in the county, outside of Raleigh’s boundaries. This leads to less efficient transportation options.
- It’s important to look at the right of ways and plan better to avoid future congestion.
- Length of time infrastructure projects take, in particular, Tryon Road in SW Raleigh.
- Coordination between NCDOT and City
 - Budget: The surrounding area, the people in neighborhoods, should have input in how impact fees get spent. How are these improvement projects prioritized? People should know where this money is going, and should be able to weigh in on how it gets spent before the development occurs. We know where these projects are going to have an impact, and which are the areas that need help.
 - Part of the issue is the coordination between NCDOT and Raleigh Transportation. Is there coordination there? Is there coordination between these other governments—Cary, Durham, Raleigh?

5. Greenprint Raleigh – Sustainable Development

- Water quality is a top priority. We need to keep it clean. Participants were divided on how much of a priority this should be.
- One participant said it’s important but not as important as other themes like “economic prosperity and equity.” Others argued that it is very important and stated that given how much development is happening, if we don’t really focus on sustainability right now then we’ll be stuck with a lot of unsustainable development.

- Doesn't want focus to be on sustainability for nice areas when other areas languish.
- One participant argued for need mandate for gray water management and green infrastructure and that voluntary program won't be enough.
- We need to focus on watershed protection and environmental protection. No development in the water shed. We need to think as part of a bigger region.

6. Growing Successful Neighborhoods and Communities

- We need to protect neighborhoods.
 - For instance, intelligent infill in Five Points. Several historic homes being demolished for McMansions. The massing and height seem off. It seems teardowns are everywhere. In five points a 100-year-old tree was cut down.
 - Other areas need to be vibrant, not just the downtown. Don't just focus energies on downtown.
- Maybe more economic incentives for basic services. For instance, the food coop in SE Raleigh, a known food desert.
- City needs to focus communication efforts
 - Help communities organize and make decisions for themselves
 - Need more of a focus for City to work together and join forces with local groups/non-profits to combine knowledge and resources for more effective project.
- Zoning and Development
 - You need to plan for parking to go along with new development.
 - You need to plan for infrastructure, to prioritize infrastructure surrounding new development. Not just the streets and sidewalks right outside an apartment building, but what about the whole area around there, the neighborhoods which have to bear the burden of that increased traffic.
 - My neighborhood was told that if we wanted our road re-paved, we would have to pay for the sidewalks to be built, through a homeowner assessment. Nobody would ever do that, that's not a feasible thing.
 - The Comp Plan should zero in on what is there now, what we already have, what the development is like, and cater toward that, encourage it to be the same. Can we do property entitlement in these areas? Historic preservation is an important tool the city can use.

- The Planning department signs off on this new development in North Raleigh, near Falls of Neuse and Dunn Road. The only access points will be residential streets to this new mixed-use stuff. The City will NOT allow access off of Falls of Neuse. That road is state owned. The solution for them is to put all of that traffic onto residential streets. And these are streets, some of them, that don't have sidewalks as it is. It is unsafe. There are already four grocery stores in this area. We don't need one more. You talked about homogeneity of development—why isn't the City doing more to fill the blight that's there, the unoccupied buildings that are already available, that are empty now? Why add new buildings?
- Within a few weeks, the City is going to see 50,000 new re-zoning cases.
- The City took notifications out of the newspaper. I see what's going on there.
 - People will still get notifications mailed directly to them, if their address is being affected.
 - We were told, with this development at Falls of Neuse and Dunn Road: If this doesn't get approved, you might get something even worse.
 - Currently, the neighborhood mixed use designation is supposed to serve the community within a half-mile. But the UDO allows for anything that fits on site. It would allow a Walmart, a regional attraction, or anything else that fits. That's what destroys neighborhoods.
- How are we doing when it comes to the balance of encouraging compact development and protecting neighborhoods? If you further gentrify apartments in the city center, middle-class people are going to have to move out. They are going to go a bit farther out, and rehab old buildings there. These areas, in South Raleigh, Southeast, they are going to be yuppified, just like the Warehouse District. Except then there's pressure on the people who live there now, who currently live there, they are going to be pushed farther out. You can't let that happen. You need to encourage mixed-income development in ALL of these areas. It can't just be more housing for new people moving to the city who are prosperous on their own. You need to make sure you provide options, real options, for the people who live in these areas now, and who are going to be forced out by newcomers. It's this cascading effect of gentrification that you need to plan for.

- Frankly, NO, the city is NOT striking that balance well. Raleigh is really two cities. North Raleigh is not about intensity, about transit. North Raleigh is the antithesis of those things. You can't force it to be something it isn't.
- Older neighborhoods have no sidewalks.
- North Hills, that is dense. It's getting denser. You can't have your cake and eat it too. You can move there and not have to have a car.
- We are dying a death by 1000 cuts right now. Water bill goes up a little bit. Gas goes up a little bit. Taxes increase a little bit. It is easy to get priced out of somewhere when you take all of those things into account, too.
- One place to focus on is in West Raleigh along Ridge Road. There are so few left turning arrows there, it creates a real problem with all the new traffic. Especially for buses. These buses need to make left turns, and they cannot get through the lights, which causes the whole system to back up.

Question 2

The presentation highlighted a number of emerging trends and issues impacting the future development of Raleigh. How would you rank these trends and issues in importance (consider your top 3 trends and top 3 issues)?

One group ranked the trends as follows:

1. Sharing Economy
2. Return on Investment
 - Discussion centered on sharing economy and concerns about ROI and making sure the City gets quality development
3. Citizen Engagement

Other participants in other groups and nights did not necessarily rank the trends but, as the following illustrates, discussion points indicate some of the priorities that emerged and replicate the priorities of Question 1.

1. Economic Prosperity and Equity

- **Innovation Districts**
 - Innovation Districts and tech, cutting edge, need to maintain and build those sectors and businesses
- **Sharing Economy**
 - No comments

2. Expanding Housing Choices

- **Affordable Housing**

- These issues and trends are nice, but they do not address or apply to working class people. The Comp Plan has not adequately addressed affordable housing.
- Densification addresses some of the problems, provides some benefits, by increasing the supply of housing. But unless you are in that \$300,000 bracket, you can't really afford to live downtown. Where are people supposed to go?
- How does the Comp Plan address gentrification? There are a lot of great things that come along with that. But how do you mitigate the effects?
- Take Moore Square. It'd be great to see it redeveloped. A lot cleaner. A great space for the city, for all the development around it. But where are those people going to go? Because somebody has to lose in that situation.
- When you force people to move farther away from downtown, farther away from your jobs, then transit becomes an issue right along with that.
- Economic trends indicate that poverty levels are not going the way we would all like to see. They are going to increase. Even if the percentage goes down, the actual number of people living in poverty is going to go up. There is going to be a demand for affordable housing, and I don't see that addressed here.
- The city pushed healthcare farther outside downtown when it closed down Jones Warehouse.
- All of these things, they all come back to transportation. How are people supposed to get around, get to their jobs, or have access to the things they need to survive if they can't afford a car or have aged out of that? And how do we provide neighborhoods that aren't homogenized, because that is not where I want to retire. Being stuck in a place like that, "age in place" in a place like that, would be hell. Somewhere that everything is homogenized by a developer, enabled by this kind of planned development, where he has a captive audience and can plop down whatever he wants even if it isn't authentic to the neighborhood.
- The City talks a lot about providing choices. Different housing types, etc. So how is the Comp Plan addressing people who don't have choices?
- NE Durham (Hope 6) development—has that been successful? (mixed responses from discussion group). Does Raleigh's Housing & Neighborhoods department finance that sort of thing?
 - Response: some Federal and State funding involved

- What can the City do when it comes to subsidized housing? I'd like to see rehabilitation of old buildings for affordable housing.
 - What happened to Builders of Hope? They are gone now.
 - **Lifecycle Housing**
 - Life-cycle housing, aging in place, is also something the comp plan should consider. How do growth centers play into this? Can a different housing model be provided?

3. Managing our Growth

- **Implementation Models**
 - Implementation needs to be communicated to the community and how those decisions are made regarding priorities.
 - Communication / Priorities / Implementation.
 - Need benchmark for all city programs and plans; not just the Comp Plan.
 - Need standard metrics to measure it. How it impacts financially on neighborhoods. Evaluate issues before and after.
 - How do we communicate the challenges and barriers to implementation that are special to each part of the city? For instance: large, slow-moving landholders; floodplains; railroads; NCDOT; relying on development where/when there is little development.
- **Return on Investment**
 - No comments.
- **Scenario Planning**
 - You need to evaluate changes and monitor new needs that get created (scenario planning). You have to remember that even if you're doing infill downtown, that still affects the existing neighborhoods outside of downtown.

4. Coordinating Land Use and Transportation

- **Autonomous Vehicles**
 - Transit Plan and autonomous vehicles (need to tie in).
 - Energy efficiency.
 - Lot of development (Transportation first and then Land Use).

- Transportation in coordination with Affordable Housing; maintain the AH stock.
- Encourage Affordable Housing Mix along Transit Lines.
- Mixed Income neighborhoods are important along Transit lines.
- Mixed Income neighborhood – transit corridor.
- **Complete streets**
 - Blount / Person: Very desirable areas
- **Multi-modal Transit**
 - Multi Modal Transit for comprehensive equitable system will also make the City more able to adjust to change (oil prices, new transit modes, etc.)
 - Transit/ multi-modal options is proportional to Affordable Housing and neighborhoods stability
 - I lived in San Francisco, and Bay Area Regional Transit was great.
 - But no transit system in the country has ever made a **profit**. They all lose money.
 - But roads don't make a profit either. All of these things require tax money. It all comes from somewhere, whether it's taxes or user fees.
 - Most people, you saw in the presentation, most people drive 35 miles per day.
 - Transit system would be great, but you have to choose between ridership and accessibility. Do you have poor service, but you reach everybody? Or do you provide excellent service, but only between a few places? You can't have it all with these sorts of things.
 - How could we use vans or small buses, to fill those gaps in service? They could act as shuttles between places.
 - But nobody in the county is asking for that. Nobody wants bus service. Nobody uses it.
 - When it comes to choosing between rail or bus / Bus Rapid Transit, what happens when jobs move away from infrastructure?
 - Do you build good, flexible buses instead of laying down infrastructure that can't move?
 - The City has tried to predict where growth is going to happen before, and it has gotten it wrong. Everyone says it's happening downtown, and then it happens out on 540.
 - Roads don't make money. Potholes don't fill themselves. No transit systems are profitable. Buses make money. Light rail does not.
 - The City needs to target a transit system at those people who need to get moved around—aging population, low-income population. How can people without cars still maintain a good quality of life?
 - What the city needs to do is make it (the bus system) idiot-proof. I'd love to become more of a user of the bus system, but I don't know where to start. You

- need to make it hard to mess up. People don't know how to use it. We don't know where the routes go, or how much it costs, how much cash we should have on us. You need to put out a guide, a guided tour, to introduce people to using the bus system. There aren't enough people using it that you can just watch people, and pick it up. Like when you go to a new city and use the subway for the first time, you might be lost, but you can watch other people and see how it's done. It doesn't work like that here. If all you do is drive a car, that's all you know. You should put out a guide that tells me exactly what to do and what to expect from taking the bus downtown. Make it part of a fun thing. Part of a festival. Encourage people, make it part of the marketing for a festival, and have a guide that goes along with it that makes it impossible for us to mess it up.
- As a driver, I hate roundabouts. I will avoid those at all costs. 3 roundabouts within a half-mile are going in on Hillsborough street, trying to make it a complete street and bike friendly. They have pedestrian crosswalks planned there, but no lights. How are you supposed to get across the road?
 - Not everyone has a problem with roundabouts
 - You can't take Hillsborough Street anywhere. It's a mess. And it's only getting worse.
 - That's the idea with smaller block sizes. You make it so that all streets are connected. You can use wade avenue, use something else.
 - Clark, places like that, is getting more and more congested because of this idea. You can't keep dumping traffic onto secondary streets. It's becoming more and more of a problem.
 - When we displace traffic, what are the unintended consequences? You have to think about that. It affects the residents that live here.
 - Everett gets thousands of cars every day. It's this tiny two-block stretch of road, in a neighborhood, but it gets hundreds or probably thousands of cars per day, form people cutting through, to avoid the main intersections.
 - What is the City's long-term plan for getting rid of cars?
 - The City doesn't want to get rid of cars.
 - Bus system is part of it.
 - Bus plan update ongoing is good. Better coordination between existing different transit systems and providers.
 - Increasing access to transit is important.
 - Frequency is important to increase transit usage.
 - Balance ridership and coverage for SE Raleigh; coverage and frequency issues.
 - ROI n transit takes a lot of time. Subsidize public transit for the needy.
 - Bus system first focus, regional connection next.

5. Greenprint Raleigh—Sustainable Development

- **Local Food Systems**

- Why is it so hard for people to have a little personal farm? Like irregardless?
- That was an issue because the neighbors came out and opposed it.
- How can you object to something like a small personal farm? Even if it is in the city.
- It depends on the zoning. Residential zoning, it's not allowed. It's more of a process. Commercial zoning it is allowed. Or maybe it's the other way around. It's a different standard.
- Food can be grown almost anywhere. It is such an important community builder. The city needs to think about zoning as a way to encourage that kind of thing. To remove all the barriers.
- There is nothing like this going on in North Raleigh. Needing to get in a car to go drive to a community farm totally defeats the purpose. That should be addressed.
- How can you facilitate that sort of development? What tools does the city have?
- Will we eventually end up with a valuation that asks, is the best use of this land really as a farm? A garden? Or is it better as a 5-story office building? How are we going to answer that question?
- Local food system should be encouraged and policies considered.

- **Resilient Communities**

- SE Raleigh, this is a lower income area. What kind of businesses can locate there? Something that is not factories that will destroy those areas. But something that fits in, that would help that area prosper without destroying the environment and without pushing people out.
- Traditionally, the City has not acted as developer. It doesn't select the businesses that move into a place. Through zoning it can direct some of that, but not in the particulars. What it can do is, through the Economic Development Office, it can help identify sites for developers and businesses that have expressed an interest in locating in Raleigh. It can provide them with options of sites that might be suitable for their location.
- Does the City have funds to invest in job development? Green collar jobs are a trend that the city should get on. You are killing two birds with one stone in that situation. You are providing jobs to workers, working class people, and

you are being environmentally responsible as a city at the same time. People would rehab their houses, solar panels, etc., if the City would subsidize that.

Successful Communities are Resilient Communities

- There is not an equitable response to cleanup after storm events
- See-click-fix does not get responses
- Small things cannot be completed, so how can we have confidence in the City Stormwater falls into that too. Green infrastructure. Low impact development. That creates jobs, and that is a better way to manage water. Rather than letting everything collect and becoming a big problem farther downstream, farther down the process, you deal with those things on site.
- I think we should think of the Comp Plan, rather than dictating exactly what gets done, you should think of it as bumpers on a bowling alley lane. It doesn't say "you are going to score a 6, or you are going to score a 9" it just has the bumpers there to make sure you head in the right direction. They are not going to tell you exactly what to do, but they do provide buffers.
- When we talk about Resilient Communities, is the city looking into Aquaponics at all? Hydroponics? There are a lot of techniques out there than can be done anywhere, that are very efficient in terms of resources and they don't take up much space. You can have a farm on a semi-trailer, or a shipping container.

6. Growing Successful Neighborhoods and Communities

• Citizen Engagement

- CAC's – less input; development/ neighborhoods, community engagement has been reduced.
- We appreciate forums to allow citizens to know and give input and participate.
- Continue concern with how to reach people who do not have online access.
- Collaboration between departments needs to be a goal for the city.
- Desire for more inter-departmental coordination.
- Need for more transparency in the decision-making process, and how priorities are determined.
- Need for more follow-through in implementation: getting things accomplished increases confidence in the planning process.
- Foster new innovation to sustain Raleigh's growth and reputation as a city of opportunity.

- **Healthy Communities**

- Prosperity coming to the city, but it is not being felt by those who have been here waiting for it for a long time. Same people in the community who have been left out in the past are still being left out.

Question 3

The City has set a goal of directing 60 percent of its future growth into centers and corridors, rather the sprawling further out onto undeveloped land. Recent development trends have been meeting this goal.

(Recall that in 2014 that growth consisted of nearly 5,000 housing units and over 5 million square feet of non-residential floor space—60 percent of this would be 3,000 units and 3 million square feet.)

Is the goal still valid, or should it be revisited?

- Good goal for now, but further concentration in those areas could reduce neighborhood quality and character.
It is important to continue to have this goal.
- A lot of growth, but frustration. UDO re-mapping... the number of re-zoning cases is shocking!
- There are limitations from the State level.
- UDO and Comp Plan working together.
- How is the future land use affecting people today?
- Yes, the goal is still valid, but....
- Need to do a better job of balancing adverse impacts of tall buildings and dense development. I have concerns about preserving neighborhood character – tall buildings often don't mesh well with existing neighborhoods
- New buildings often lack interesting and/or compatible design
- Desire for step backs with taller buildings to eliminate 'canyon' effect.
- Also more, smaller parks to serve new compact developments.
- More emphasis on historic and character preservation of neighborhoods needed more coordination w/ CACs.
- We've lost our ability to 'land grab' (annex).
- Growth is probably going to happen in SE/SW Raleigh.
- We should disincentivize teardowns.
- There was a split in opinion regarding the further subdivision/infill in less-dense single-family neighborhoods. Some wanted the option from a financial point of view.

- A concern about the potential for high-rise development in the warehouse district that would block views of the skyline from Dix. John Kane's proposal for the Dillion Supply block was cited.

Is the City striking the right balance between encouraging compact development and protecting neighborhoods from adverse impacts?

- Density is developing high quality living and includes affordable housing.
- Balance density and neighborhood protection.
- Right balance is needed. Student housing, other types of housing is needed and should tie in to demographic needs
- SF-MF mix is ok Southern Corridor has been neglected.
- Corridor Plans are well thought out.
- Hillsborough Street is built out.
- Six Forks Corridor Study – great plan and recommendations. Have concern about traffic impacts on the roads.

What actions would you recommend the City take to help achieve your preferred balance?

- Reevaluate Zoning/ FLUM interaction.
- Density cap for mixed-use districts is needed. No cap has resulted in increase in four bedroom apartment buildings on Hillsborough Street. I don't want a monoculture of student housing on Hillsborough Street.
- Incentives are not enough to create affordable housing.
- Find ways to incorporate housing for all levels of wealthier and mixed incomes.
- What are appropriate incentives for inclusionary zoning?
- Need a percentage of property tax increases to off-set cost to allow for low income housing.
- More information on how rezonings work. There is not a larger community understanding of how rezoning will affect them.
- Maintain character; use the growth to offer jobs to local community members.

2030 Comprehensive Plan Update



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Adopted Policies on Updates

Policy IM 3.1

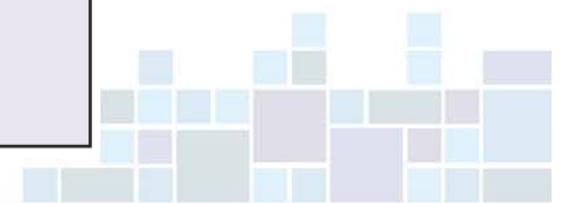
Five-Year Updates

Update the Comprehensive Plan every five years to remain current and relevant, with a particular focus on the Plan's policy actions. (3, 6)

Policy IM 3.2

Annual Amendments

Amend the Comprehensive Plan on a yearly basis so the Plan may address changes in demography, economic markets, and public priorities. (1, 3, 6)



Three Phase Scope of Work

1. Due diligence

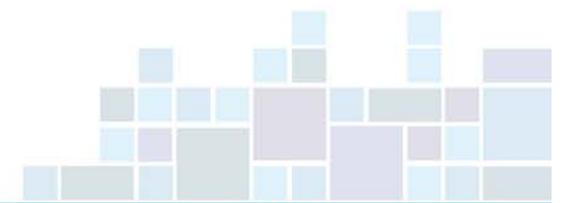
- Updated Data book & Policy Audit

2. Outreach and In-reach

- Boards & Commissions
- Departmental Focus Groups
- Public Workshops & On-line Engagement

3. Plan Drafting

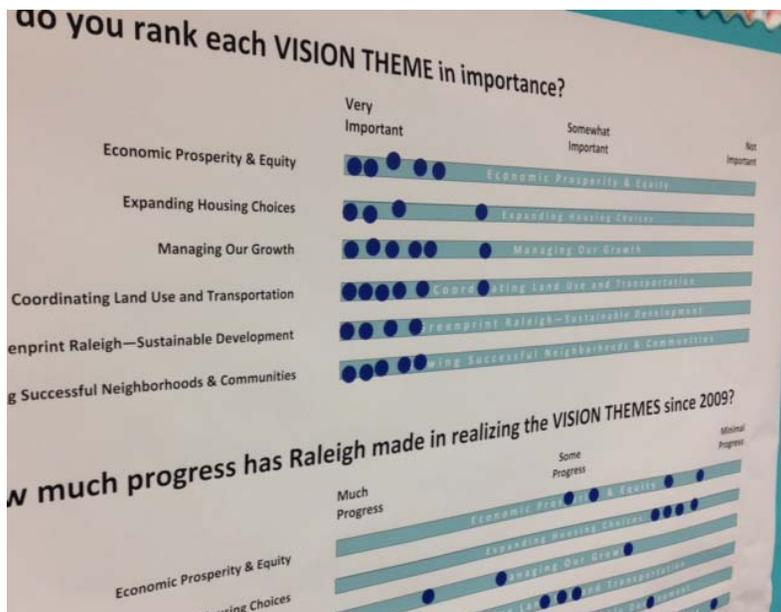
- Recommendations White Paper
- Public Open House
- Draft Plan



Round I Public Workshops

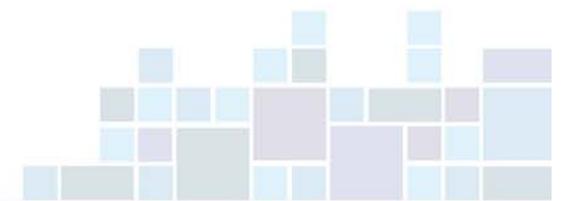


- 4 meetings
- Publicized by GovDelivery, Twitter, project page/ MindMixer
- Presentation, breakout, discussion
- Approximately 100 attendees
- Summary report posted to website



Round I Public Input Themes

- Sustainable, transit-accessible development
- Increased affordability throughout Raleigh
- Resiliency reflected in policies on transportation, infrastructure, local food, and neighborhood conservation
- Watershed protection and environmental quality
- Great urban design
- Communication & transparency



Round II Public Engagement



- 4 meetings
- Publicized by GovDelivery, Twitter, N&O, project page/ video
- Presentation, group Q&A, open house
- Approximately 45 attendees
- 65 comments from 30 individuals, including on-line
- 3 CAC presentations to 71 attendees

Round II Public Input Themes

- Communication
- Transportation
- Sustainability
- Quality of Design
- Parks & Public Space
- Economic Development
- Downtown
- Housing and Affordability



Goals for the Update

- Respond to the latest trends
- Integrate recent planning initiatives, including the Strategic Plan
- Incorporate new & emerging best practices
- Refresh stale policies & actions

10 Significant Changes

1. Graphic redesign
2. Key Policies
3. Height & Transitions
4. Transit Plan
5. Resiliency
6. Affordable Housing
7. Water Supply
8. Local Food Systems
9. Downtown Element
10. Area Plans

1. Redesign

- Streamline and modernize the document for print & online display
- Renumber pages for easier updating

1.1 Purpose of the Comprehensive Plan

Legal Basis, Role, and Content

Although the State's zoning enabling statute establishes that "zoning regulations shall be made in accordance with a comprehensive plan," North Carolina's cities are not required by state law to prepare a comprehensive land use plan, and the nature of such a plan is not defined by statute. However, Raleigh has a long history of using a comprehensive planning document to establish policies that respond to the requirements and aspirations of the City's residents, and accordingly influence social, economic, and physical development. Past comprehensive plans have been used to promote economic growth and jobs and guide private and public investment. To achieve its vision for the future, Raleigh needs a revised and updated Plan that will promote sustainability, while maintaining and enhancing the natural and architectural assets of the City, and promoting the social and economic welfare of its residents.

History of Planning in Raleigh

Raleigh has a tradition of developing comprehensive plans dating back to 1913. The City's last plan, adopted in 1989 and subsequently amended, is 20 years old. Much has changed in that time, with the most significant change being the rate at which the City's land area has grown, exceeding the rate of population growth. Since 1980, the City's population has more than doubled from approximately 150,000 to nearly 390,000, and the City's land area has almost tripled in size from approximately 55 to 140 square miles. This 2030 Comprehensive Plan strives to ensure that green and sustainable principles such as improved transit and transportation, the coordination of land use and infrastructure, the conservation of existing neighborhoods and thoughtful development of new



communities, and the renaissance and growth of downtown, are incorporated into the City's plans and actions for the next twenty years.

Relationship to the 1989 Comprehensive Plan

The 1989 Comprehensive Plan introduced new tools to manage and shape growth, including Urban Form elements, various guidelines, and Small Area Plans. However, the 1989 Plan grew cumbersome over time, as numerous amendments and additions added length and complexity. The Plan's framework, focused heavily on the specific issues of suburban commercial corridors, did not adequately address new growth challenges. Area-specific plans grew to account for two-thirds of the plan's length, containing very detailed guidance for specific areas while the citywide policies remained far more general. Given its age and these considerations, the City decided the 1989 Plan no longer met the present and future challenges facing the City. In addition, the 1989 Plan did not articulate a set of priorities or specific actions that were to be undertaken to implement its recommendations.

As part of this comprehensive planning process, a "policy audit" of Raleigh's long-range plans, including the 1989 Comprehensive Plan and related Area Plans, District Plans, Corridor Plans, and System



Introduction

major roadway, and by protecting and preserving significant stands of existing trees along or adjacent to major roadways. (3, 4, 5) *See also C.6: 'Tree Canopy Conservation and Growth' in Element C: 'Environmental Protection'.*

Develop special gateway design treatment for focus areas, such as the three crossings of the Neuse River: Capital Boulevard, Louisburg Road, and New Bern Avenue.

Policy UD 1.9

Skyline Views

Views of the evolving downtown skyline from downtown gateway corridors should be preserved. Public and private investments should take advantage of opportunities to create new skyline views. (3, 4)

Action UD 1.3

U.S. 401 Corridor

Preserve and protect the visual resources associated with the historic, residential, and rural atmosphere of the U.S. 401 corridor through the use of tools such as frontage standards.

Policy UD 1.9 Skyline Views

Views of the evolving downtown skyline from downtown gateway corridors should be preserved. Public and private investments should take advantage of opportunities to create new skyline views. (3, 4)

Action UD 1.5 New Bern Avenue Planting Guidelines

Use tree types and planting locations on New Bern Avenue that avoid obscuring the view of the Capitol.

Policy UD 1.10

Frontage

Coordinate frontage across multiple sites to create cohesive places. Encourage consistency with the designations on the Urban Form Map. Development in centers and along corridors targeted for public investment in transit and walkability should use a compatible urban form. *See the text box on the Urban Form Map in the Overview section for more guidance.* (3,4,6)

Action UD 1.4

Gateway Design in Focus Areas

Develop special gateway design treatment for focus areas, such as the three crossings of the Neuse River: Capital Boulevard, Louisburg Road, and New Bern Avenue.

Policy UD 1.10 Frontage

Coordinate frontage across multiple sites to create cohesive places. Encourage consistency with the designations on the Urban Form Map. Development in centers and along corridors targeted for public investment in transit and walkability should use a compatible urban form. *See the text box on the Urban Form Map in the Overview section for more guidance.* (3,4,6)

Action UD 1.6 Using Zoning to Achieve Design Goals

Explore zoning and other regulatory techniques to promote excellence in the design of new buildings and public spaces.

Action UD 1.1

Downtown Wayfinding Improvements

Implement the recommendations of the Downtown Raleigh Wayfinding Study, and expand its scope to incorporate other mixed-use areas in the City.

Action UD 1.5

New Bern Avenue Planting Guidelines

Use tree types and planting locations on New Bern Avenue that avoid obscuring the view of the Capitol.

Action UD 1.1 Wayfinding Improvements

Explore and coordinate wayfinding strategies for mixed use areas in the City to enhance identity and wayfinding.

Action UD 1.2

Falls of Neuse Corridor

Maintain and protect the character of the Falls of Neuse corridor adjacent to the Falls Lake watershed north of Durant Road by preserving the extensive roadside vegetation, the Falls Lake dam, and Falls Community.

Action UD 1.6

Using Zoning to Achieve Design Goals

Explore zoning and other regulatory techniques to promote excellence in the design of new buildings and public spaces.

Action UD 1.2 Falls of Neuse Corridor

Maintain and protect the character of the Falls of Neuse corridor adjacent to the Falls Lake watershed north of Durant Road by preserving the extensive roadside vegetation, the Falls Lake dam, and Falls Community.

1.4.2 Design of Mixed-Use Developments

Walkable mixed-use developments are critical to the future of Raleigh and cities around the world. They are efficient in terms of land use and urban service delivery. They encourage the use of mass transit and help in the preservation of open space.

They create active and vibrant urban spaces. By encouraging new mixed-use neighborhoods to also be mixed-income neighborhoods, the City can ensure that low- and moderate- income residents have equal access to all the advantages and opportunities of urban living.

Good urban design helps promote and implement the ideals of mixed-use neighborhoods. Residential uses should be connected to retail uses and transit through safe and attractive sidewalks that are universally accessible. Shared open spaces should be welcoming, well-lit, and equipped to serve a diverse group of users. Transit stops should function efficiently and

Action UD 1.3 U.S. 401 Corridor

Preserve and protect the visual resources associated with the historic, residential, and rural atmosphere of the U.S. 401 corridor through the use of tools such as frontage standards.

Action UD 1.4 Gateway Design in Focus Areas

1.2 Design of Mixed-Use Developments

Walkable mixed-use developments are critical to the future of Raleigh and cities around the world. They are efficient in terms of land use and urban service delivery. They encourage the use of mass transit and help in the preservation of open space.

2. Highlighting Key Policies

- Key Policies are relevant to determining zoning consistency
- Projects violating one or more key policies may be found inconsistent

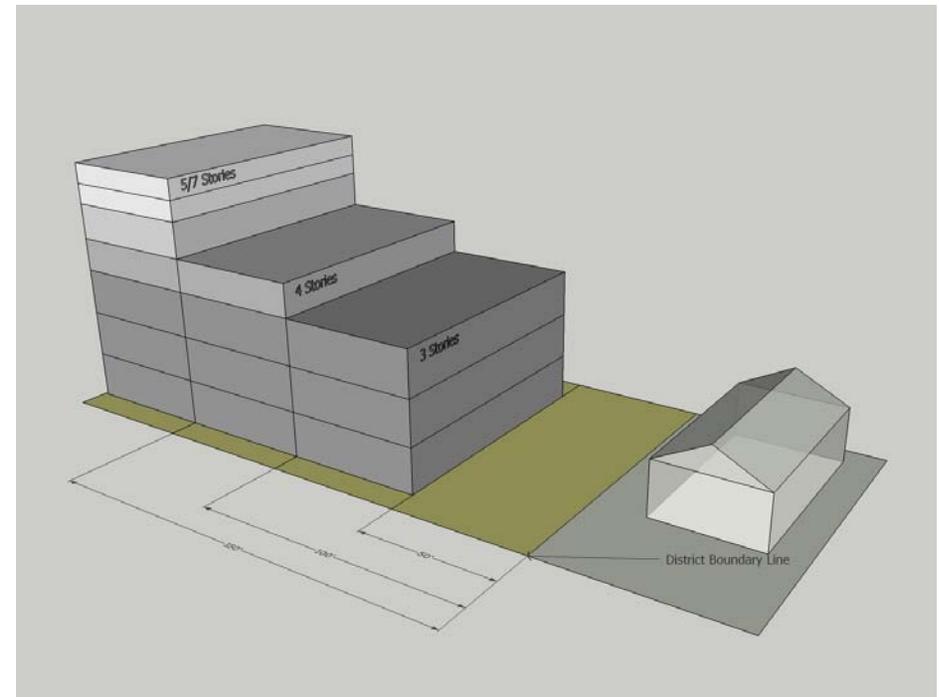
Policy LU 10.4

Siting of Regional Retail

Regional retail uses—including big box, power centers, and regional malls—should be located where access is available from at least two roadways providing a minimum of four-lanes each. Access should be obtained from both roadways. (3, 4)

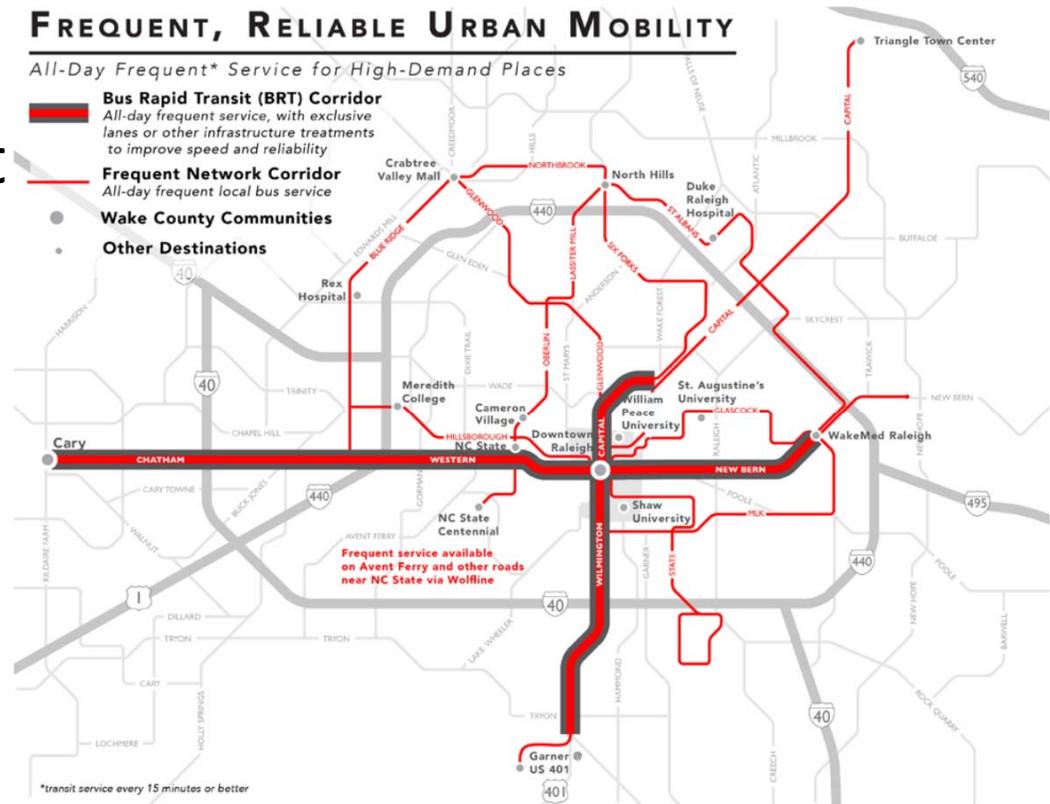
3. Height & Transitions

- Resolve conflict between Edge & Transit locations in favor of General + transition
- Add additional transition policies to expand on UDO transitions



4. Transit

- Update Key Maps:
 - T-2: Planned Transit Facilities
 - Urban Form Map
 - Growth Framework Map
- Amend Transit Policies



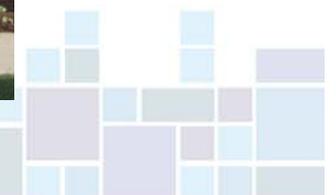
5. Resiliency

- Enhance capacity & infrastructure to:
 - Identify trends, threats & opportunities
 - Acquire and use resources efficiently
 - Adapt/respond/withstand/recover from shocks & stressors



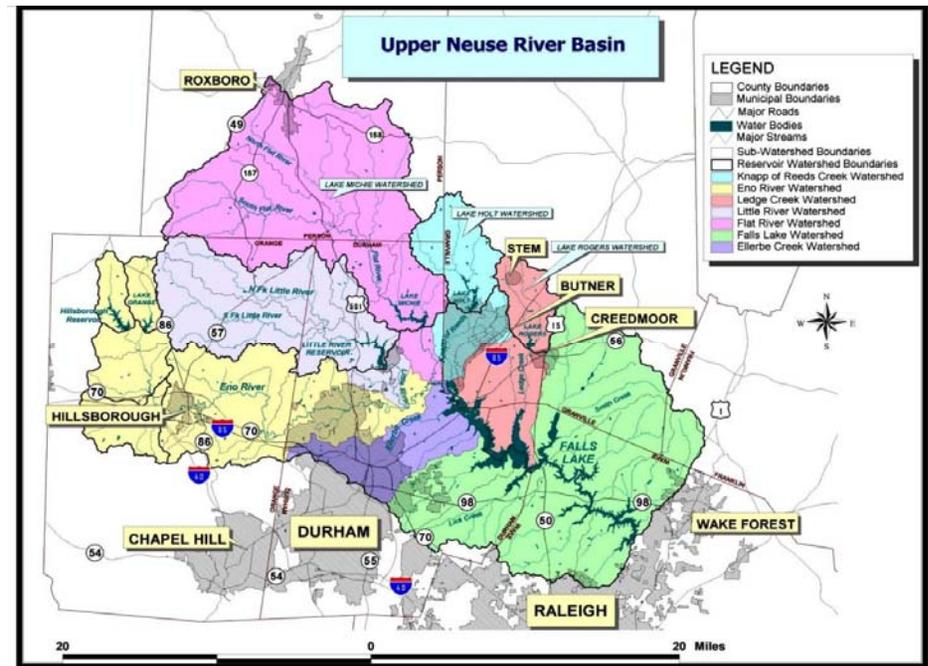
6. Affordable Housing

- Incorporate new Affordable Housing Strategy
- Incorporate new Affordable Housing Location Policy



7. Water Supply

- Reduction in per capita use
- Stronger focus on rehabilitation & repair
- New supply options
- Green Infrastructure & Low Impact Development



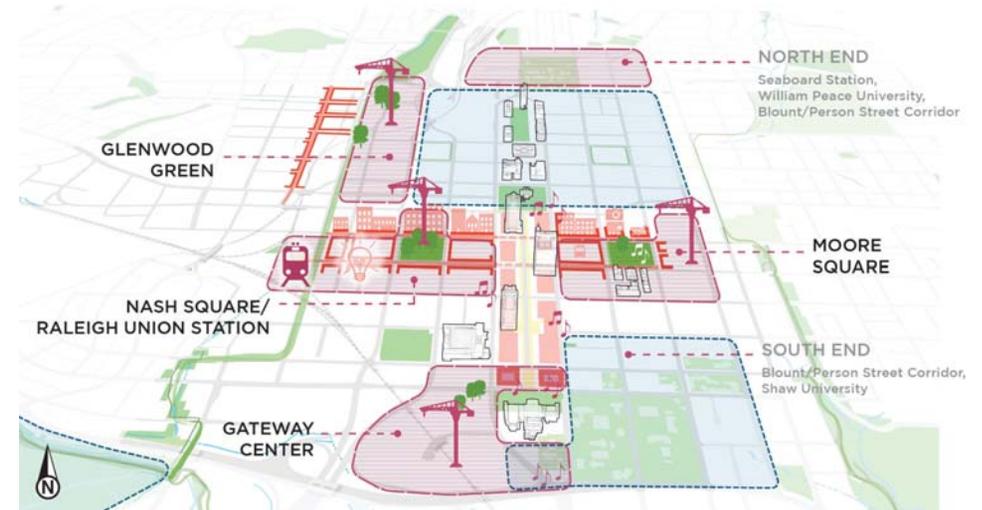
8. Local Food Systems

- Expanded access to quality foods
- Updated policies for urban agriculture



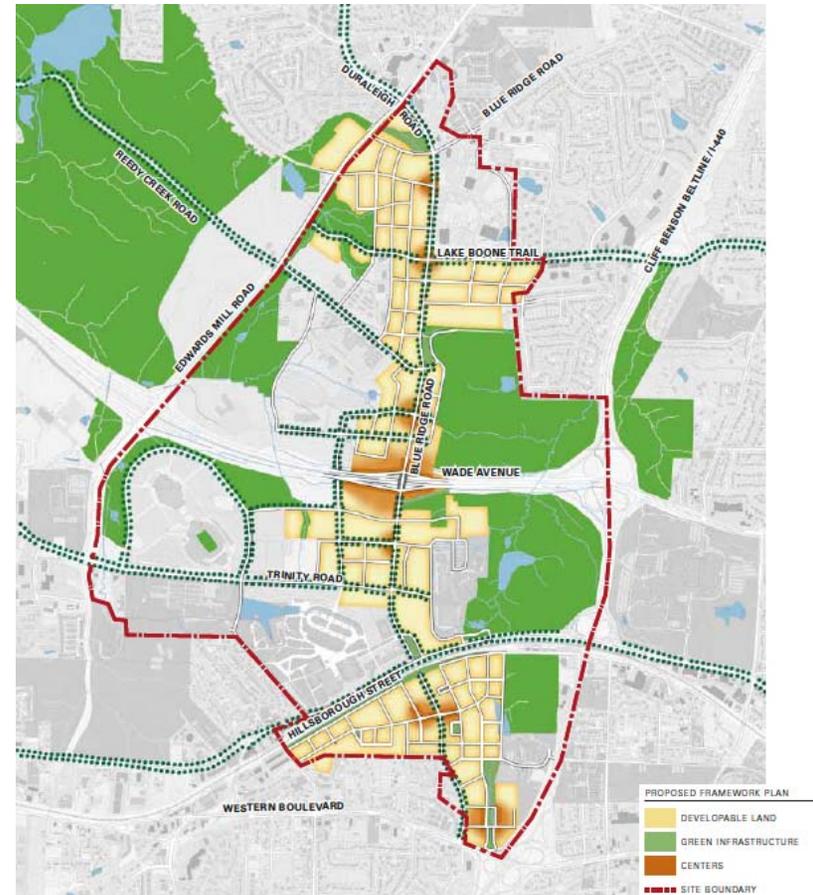
9. Downtown Element

- Incorporate Catalytic Project Areas
- Parklets, food trucks, temporary uses, tactical urbanism
- Housing diversity



10. Area Plans

- Renamed to “Area Specific Guidance”
- Provides a location for area-specific policies and maps
- Incorporate selected post-2009 area plans



Next Steps

- ✓ Public Workshops
- ✓ On-line Review of White Paper
- White Paper presented to City Council
- Drafting of Specific Changes
- Planning Commission Review & Recommendation
- City Council Review & Adoption

2030 Comprehensive Plan Update



RaleighPlanning.com

City of Raleigh Development Services Department User Fee Study City Council Work Session

September 20, 2016
Development Services
User Fee Team



Key Topics

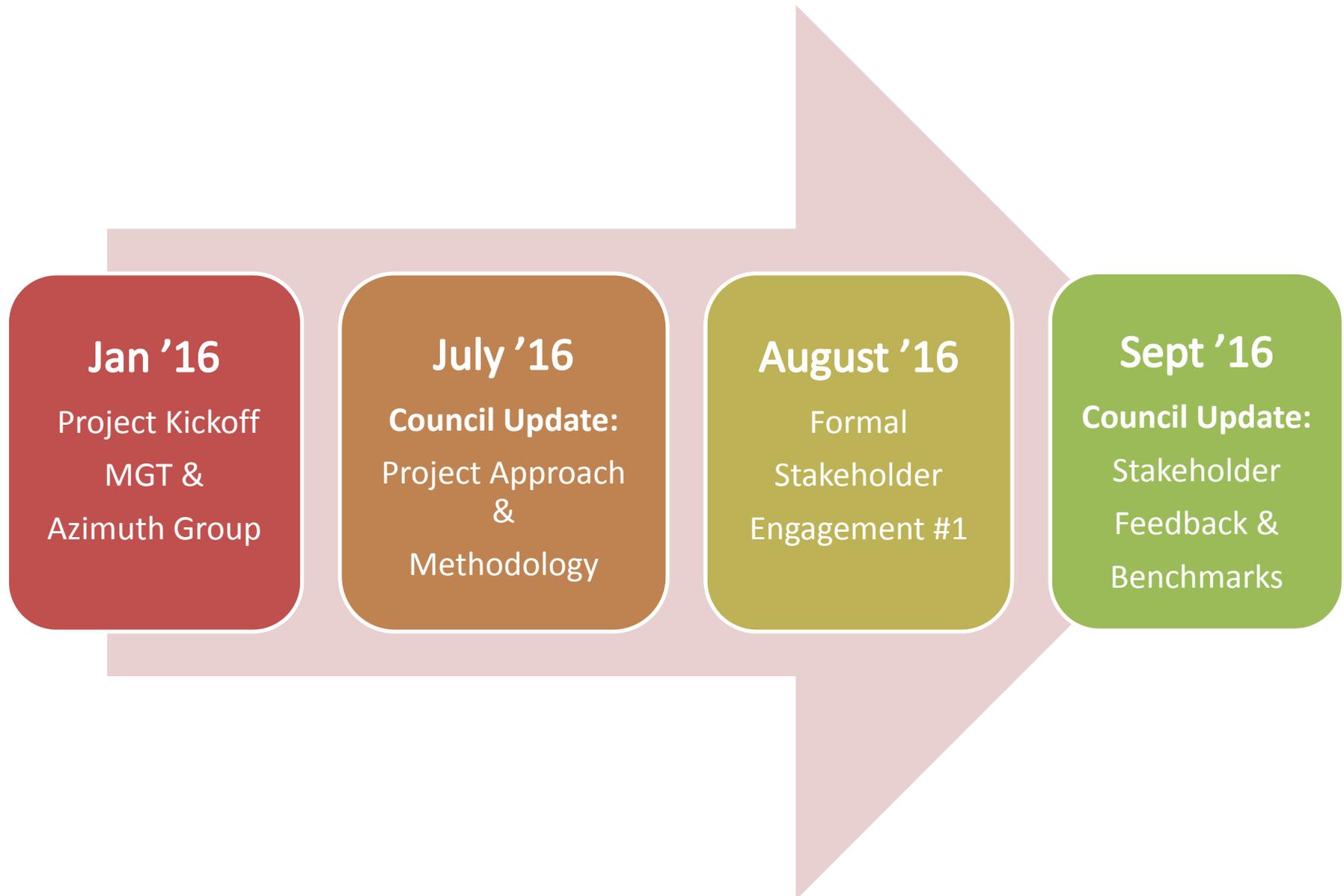
Stakeholder Engagement

Fee Benchmarking

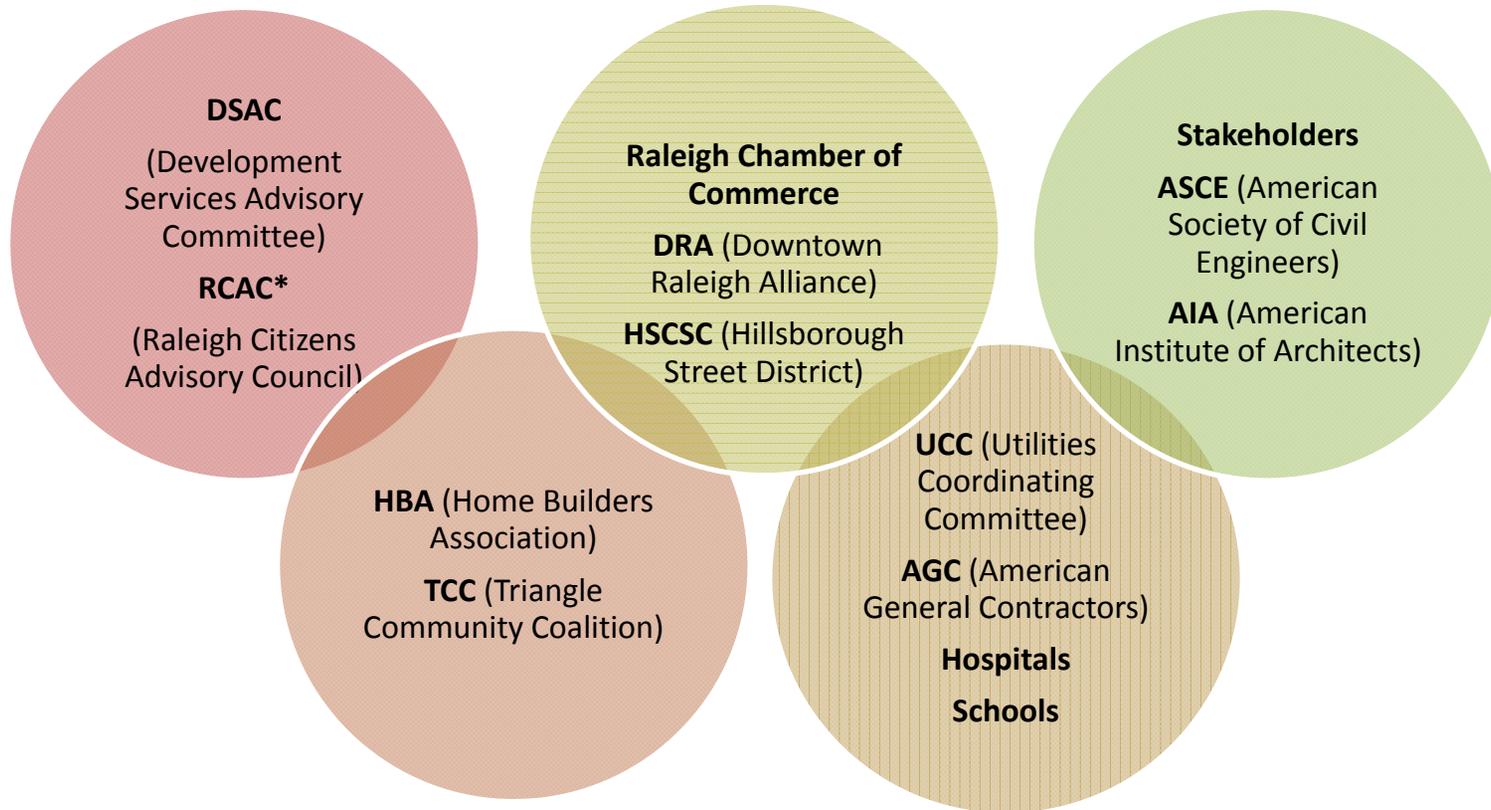
Proposed Next Steps



Project Timeline



Key Stakeholder Groups



Approximately 60 leaders attended 5 stakeholder engagement sessions.

*Staff and RCAC chair coordinating information share

Consultant General Observations



Participating members were appreciative of the opportunity to have their voices heard.

Attendees were active and attentive participants in the dialog.

The tone of the conversations were constructive, positive, and issue-driven versus personality focused.

The relationships among participants and staff were respectful and professional.

The City staff attendees added significant value to Q&A sessions.

Stakeholder Theme 1

Policy and Pricing

- **Expect** that the City will **consider** the totality of the **beneficial impact** that **development** has on the tax base when **setting new fees**.
- **Concerned** that a move to **100% recovery** of both **direct and indirect** cost does not account for the **increase in general revenues** growth.

Stakeholder Feedback

- “Consider tax base value-additions and economic impact produced by development”
- “Don’t forget the community benefit provided by development”
- “Ensure that fee revenue is used to support quality development services”

Stakeholder Theme 2

Customer Service

- *Positive cultural change is **underway** within Development Services.*
- *While the sense that top level leaders are approachable, accessible and helpful, the shift has yet to fully permeate throughout.*

Stakeholder Feedback

- *“Provide opportunities for more face-to-face interaction between applicant and staff”*
- *“Need to invest in staff training”*

Stakeholder Theme 3

Quality Service

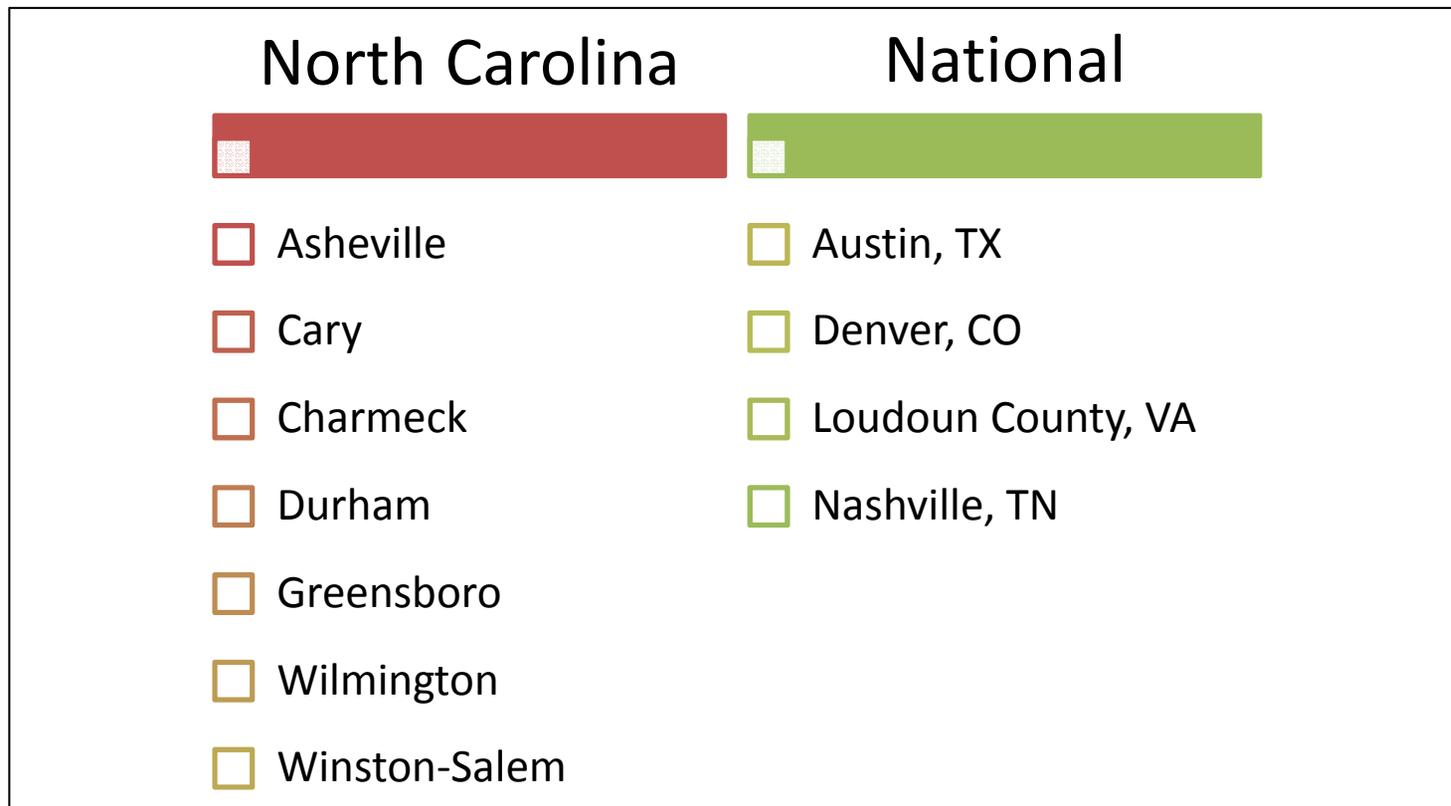
- Means **timeliness, predictability** and **consistency** of the development review and approval processes.
- **Less concern** about potential **fee increase** when tied to the **improvement** of service levels.

Stakeholder Feedback

- “No fee increases **without more services.**”
- They want to see the nexus between any fee increases and service level improvements

User Fee Benchmarking

Benchmark locations chosen based on geographic proximity or population size and were limited to no larger than twice the size of Raleigh. Many of the locations have fee structures similar to Raleigh.



User Fee Benchmarking

Pricing & Cost Components

- Development Services operating budget - \$13.9M
- Cost applied to all fees
 - 3rd party time and motion validation
- Fees recovery 100% operating budget
 - Exception: Market competitiveness
- Technology adder -> 4%

Benchmarking

- Raleigh – Current
- Raleigh – FY17
- Potential Fee Range

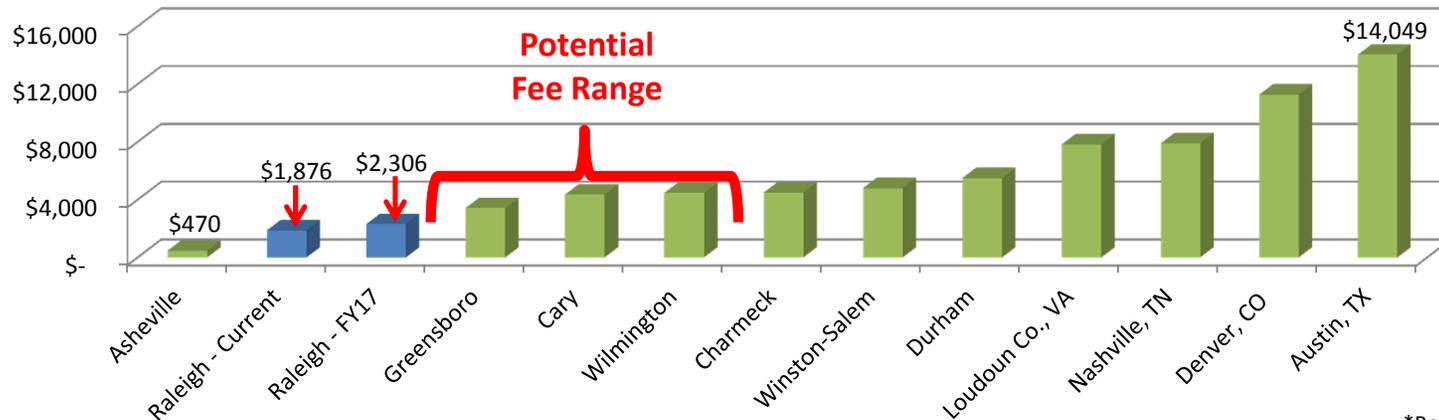
Land Development Examples

The following examples display the fees to perform land site plan review for a three-lot subdivision and an office building.

Three Lot Subdivision



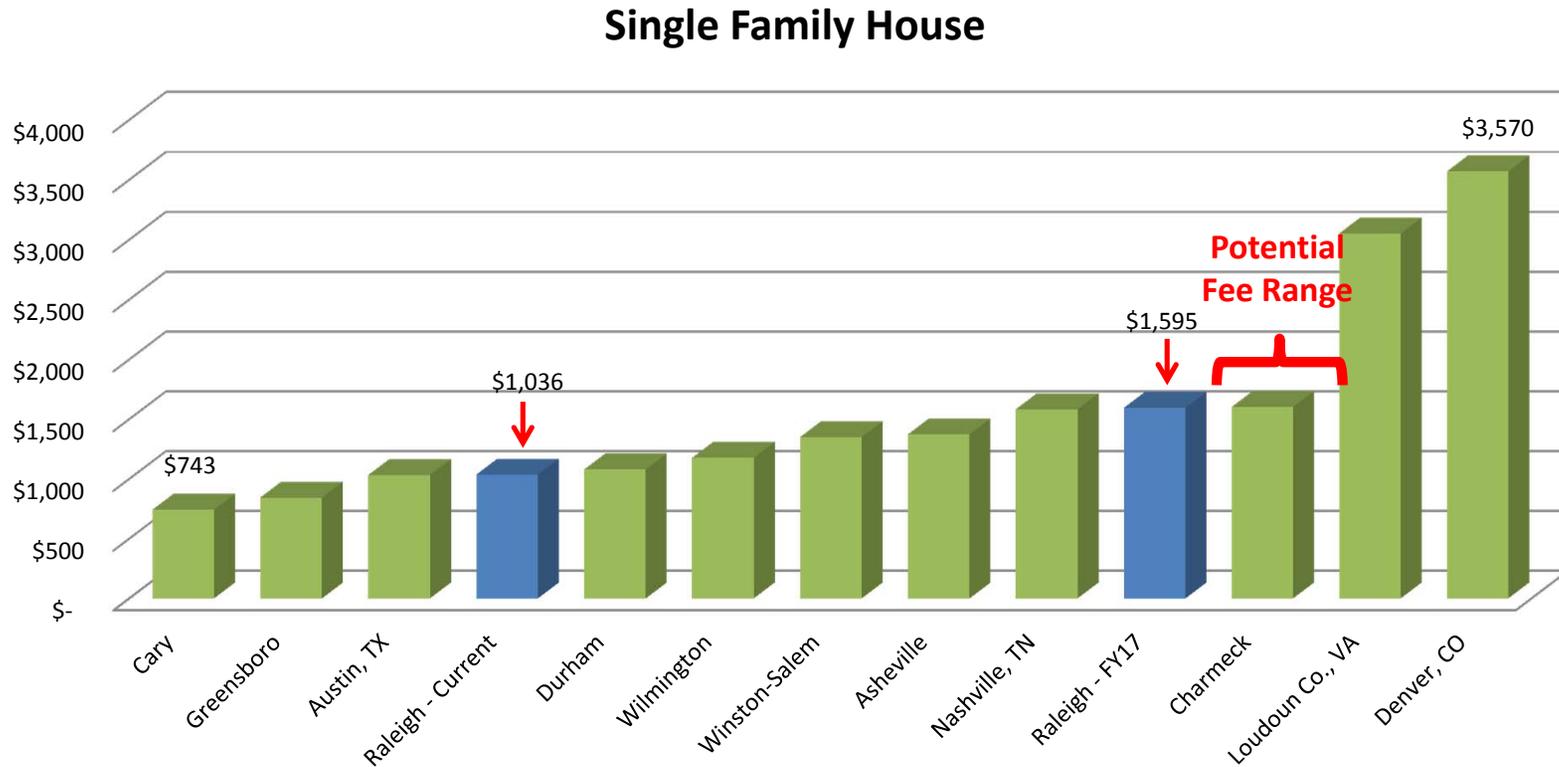
Office Building



*Represents 3 Review Cycles

Single Family House Example

The following example displays the fees associated with construction permitting of a 2,500 ft. single family dwelling. Fees shown include plan review and all four trades.

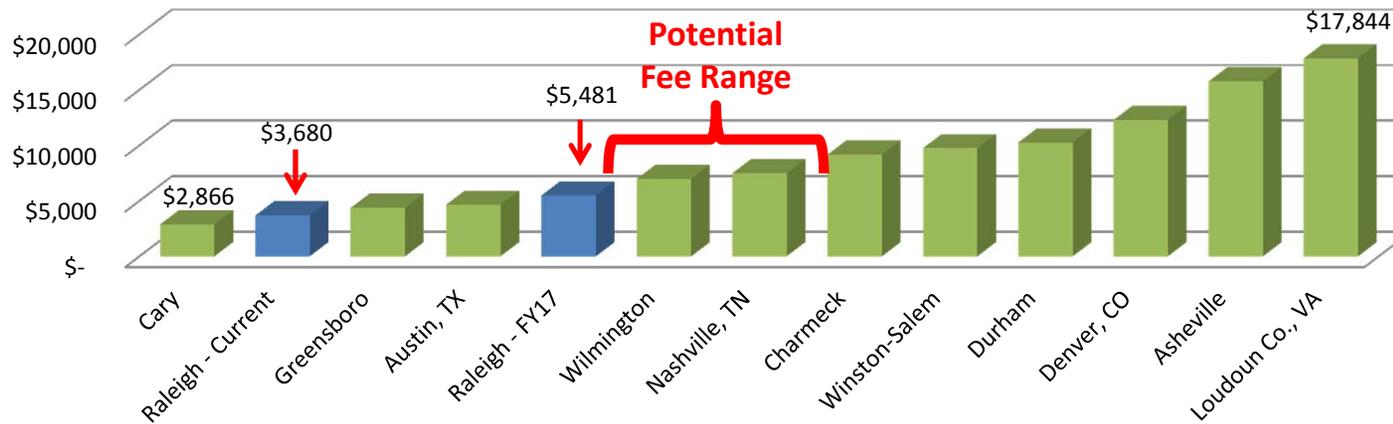


**Policy Consideration* – Raleigh FY17 Fee held to 70% cost recovery*

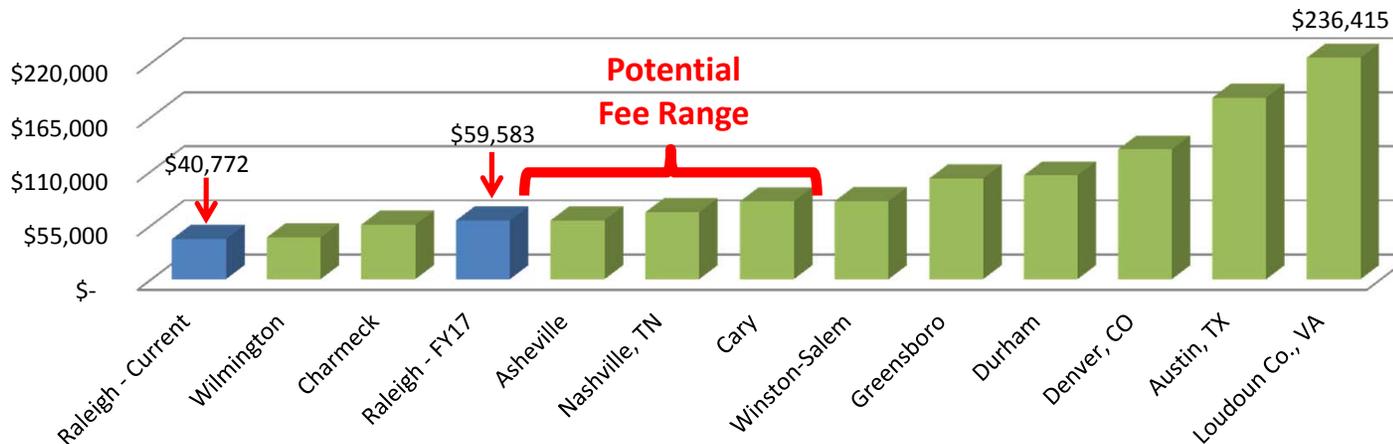
Commercial Permitting Example

The examples shown below display the fees to construct a large restaurant and a large apartment complex. Fees shown include plan review and all four trades.

Large Restaurant



Large Apartment Building

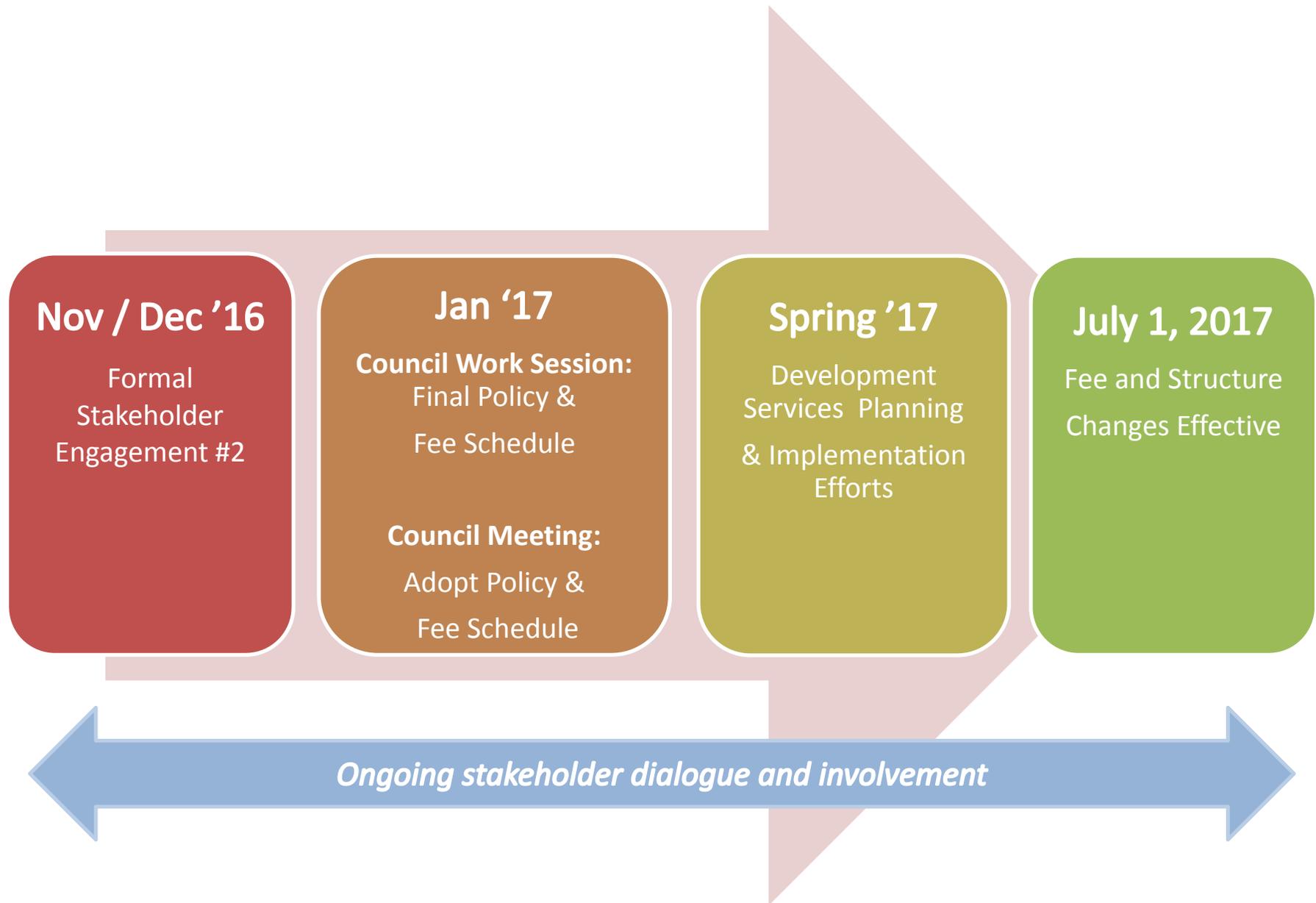


Staff Recommendation

In response to the stakeholder sessions and acknowledgement of the additional time needed to price and cost potential service enhancements staff recommends:

- July 1, 2017 effective date for fee and structural changes
 - Longer lead time for stakeholders
 - Aligns changes with annual budget process
 - Connects enhancements with price changes

Proposed Next Steps



Thank You

September 20, 2016
Development Services
User Fee Team

