



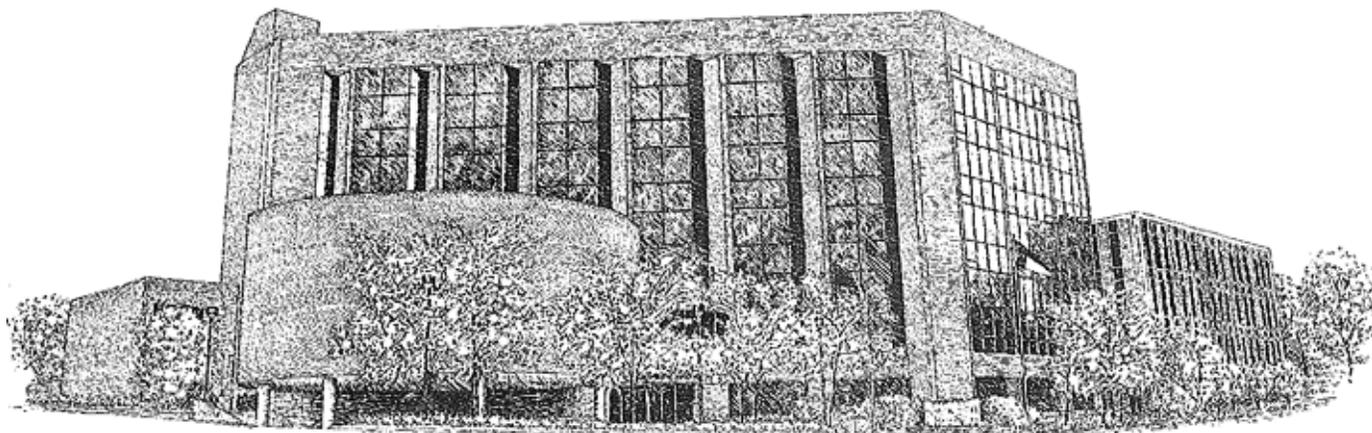
# Official Agenda

**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, JULY 12, 2016**  
**4:00 P.M. 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. Activation of Downtown Plazas**

Derrick Remer,

Office of Emergency Management and Special Events

At the June 7 meeting Council indicated a desire to explore the potential for additional programming and activation options for the three downtown City Plazas, and requested the topic be placed on a work session agenda. Council discussion was a result of recent changes to the outdoor seating ordinance and to ensure that the plazas remain a focal point of downtown for workers, residents and visitors alike.

Staff will present a variety of options as well as potential impacts of each option upon daily operations and financial commitment required from the City. Following discussion staff would take any preferred options that emerge and develop an implementation plan.

**2. Comprehensive User Fee Policy – Development Services User Fees**

Tom Hosey, Development Services

Allison Bradsher, Finance

The City has commenced a multi-year process to develop consistent and comprehensive policies and processes for all City user fees. The Development Services, Finance, and Budget & Management Services departments are partnering on the second initiative of this multi-year process: establishing a comprehensive user fee policy specifically for Development Services.

MGT of America, Inc. and The Azimuth Group, Inc., both national consulting firms, are serving as consultants to this effort. A comprehensive review of each fee is being conducted to establish the time and effort and the associated cost to the City to provide each service. In addition to the costing exercise, the team is reviewing and applying best practice pricing methodology to each of the three functional areas of development services: construction permitting, land development, and development engineering. The effort also includes benchmarking the City to other municipalities in North Carolina as well as nationally. The project plan includes a series of stakeholder engagement sessions. The goal is to ultimately provide the City Council with the opportunity to consider a policy that weighs a fair and equitable taxpayer investment in providing the various services in combination with a viable and fair user fee cost recovery policy.

During the work session staff will provide an update on the user fee project plan and review proposed next steps.

**3. Downtown Property Update**

Ken Bowers, City Planning

Staff will provide a briefing and review the status of the Downtown Land Disposition Strategy that was authorized by City Council as part of the prior year (FY2015-16) adopted budget. The City has retained a team led by HR&A Advisors to conduct the study.

**4. 2030 Comprehensive Plan Updates**

Ken Bowers, City Planning

Following two rounds of public input, staff has prepared recommendations and is ready to commence work on specific amendments to the adopted Comprehensive Plan. During the work session staff will review ten (10) recommended plan changes; staff requests confirmation of direction from the City Council to begin the next phase of work on the Comprehensive Plan Update.



# City of Raleigh

## INTEROFFICE MEMORANDUM

July 6, 2016

**MEMO TO:** Ruffin Hall, City Manager  
**FROM:** Derrick Remer, Emergency and Special Events Manager   
**SUBJECT:** Activation of downtown plazas for Council work session on July 12

At their June 7, 2016 meeting City Council indicated they would like to explore options for the activation of the three downtown plazas (Market, Exchange, and City Plaza). Because of the uniqueness of these spaces the plazas were removed from the regular outdoor seating ordinance with the intention of creating a separate process to manage and program these spaces. The idea is to highlight these spaces as active, focal points of downtown and create spaces that are accessible by the three main downtown user groups: tourists, commercial, and residential.

On July 6, 2016 a group of stakeholders from the Office of Emergency Management and Special Events, the Urban Design Center, the Greater Raleigh Convention and Visitors Bureau (GRCVB), and the Downtown Raleigh Alliance (DRA) met to develop options for Council to consider in the activation of these spaces.

It was first noted that Market and Exchange Plazas were different than City Plaza and the programming of each should be consistent with the uniqueness of each space. Usage of each space was also discussed with the premise being not to replace what is currently being done in the spaces, but to add to that through creative programming during non-peak business hours. Utilizing pedestrian counts recorded by the DRA and information from the CVB on visitor preferences, three general time frames were identified for activation: weekday lunchtime, weekdays 5:00pm-10:00pm, and weekend mornings. Each of these times would provide various benefit levels to the three aforementioned user groups.

Based on research from other cities, the group discussed a number of options that provide different levels of activation to include daily use, sometimes seen in interactive art displays or full service outdoor dining; an intermediate level of activation which is achieved through smaller events like pop-up retail, music, exercise, comedy and art; and the most aggressive level of activation through large-scale special events like the ones commonly seen on weekends.

Staff will bring forth examples of the various methods of activation, as well as the associated costs and impacts for each. Staff will then collect the preferences of Council, and as directed will develop an implementation plan.

Please let me know if you have any further questions.



# DOWNTOWN PUBLIC PLAZAS: ASSESSING ACTIVATION NEEDS

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Office of Emergency Management and Special Events

Downtown Raleigh Alliance

Urban Design Center

Greater Raleigh Chamber of Commerce

# Overview

- Background
- Public Plazas Inventory and Context
- Current Usage
- User Groups
- Programming Technique and Examples
- Options
- Items for Council Consideration
- Next Steps

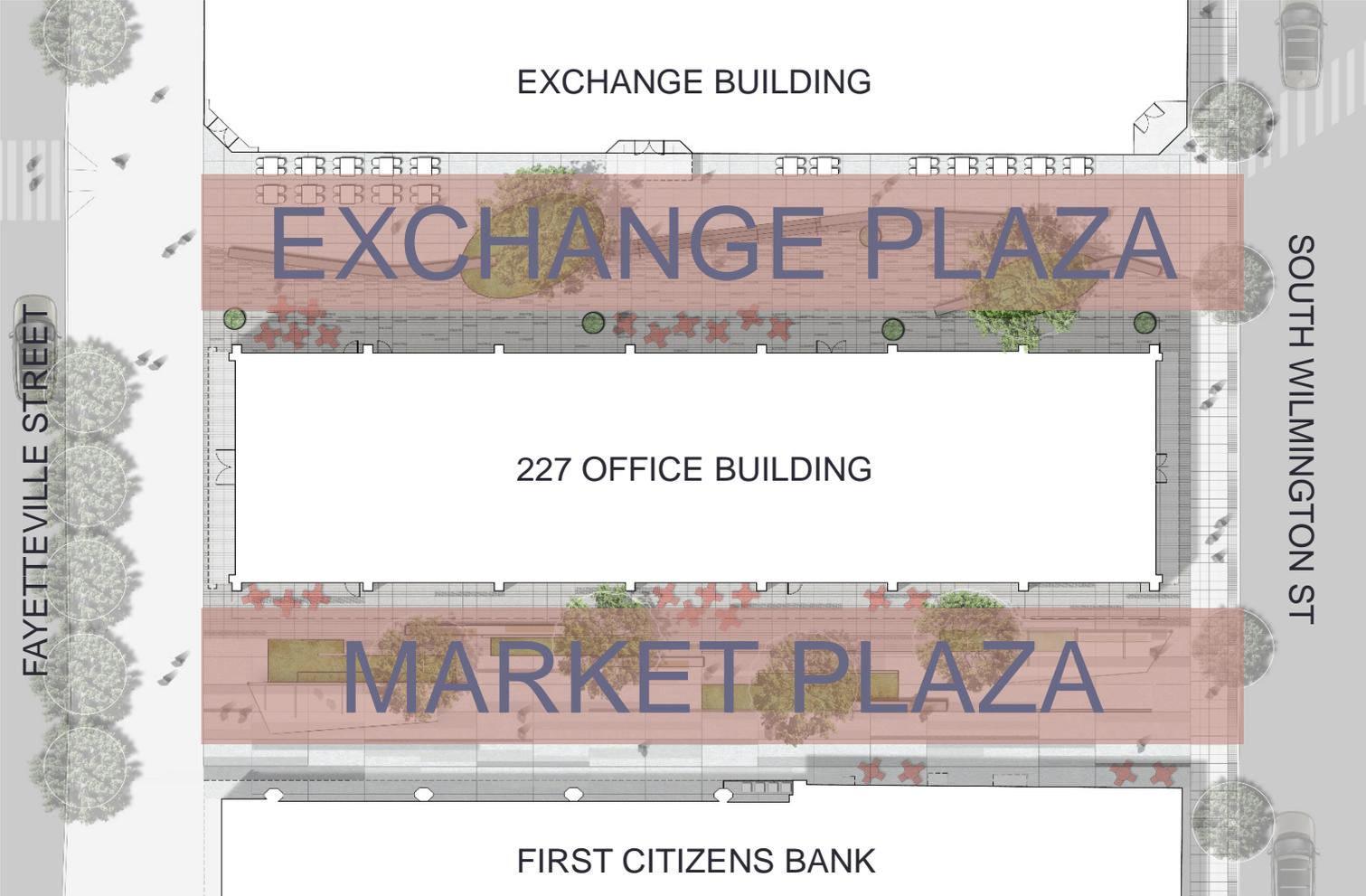
# Background

- At June 7, 2016 meeting Council removed plazas from outdoor dining ordinance
  - Ordinance referenced outdated references to old pedestrian mall
- Council expressed interest in exploring whether additional activation was desired for the three plazas
- Initial stakeholder group reviewed various options and best practices for consideration

# Public Plazas Inventory & Context

- 3 Public Plazas all within Downtown limits
  - City Plaza (opened 2009)
    - Evaluation and repairs underway
  - Exchange Plaza (renovated 2016)
  - Market Plaza (renovated 2016)
- Each with unique character and context
- Three main user groups identified:
  - Tourists
  - Commercial
  - Residential

# Market and Exchange Plazas



# Market & Exchange Plazas



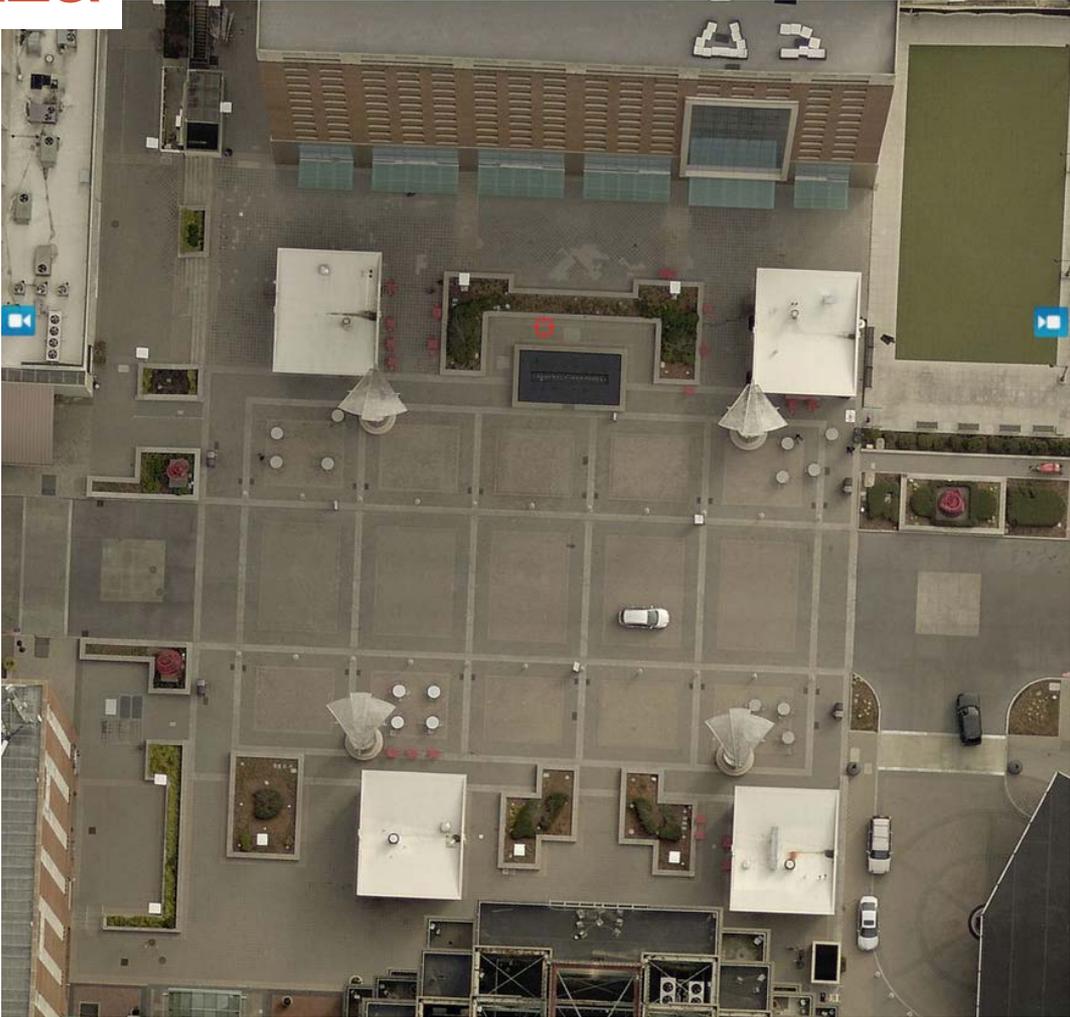
Activation of Downtown Plazas



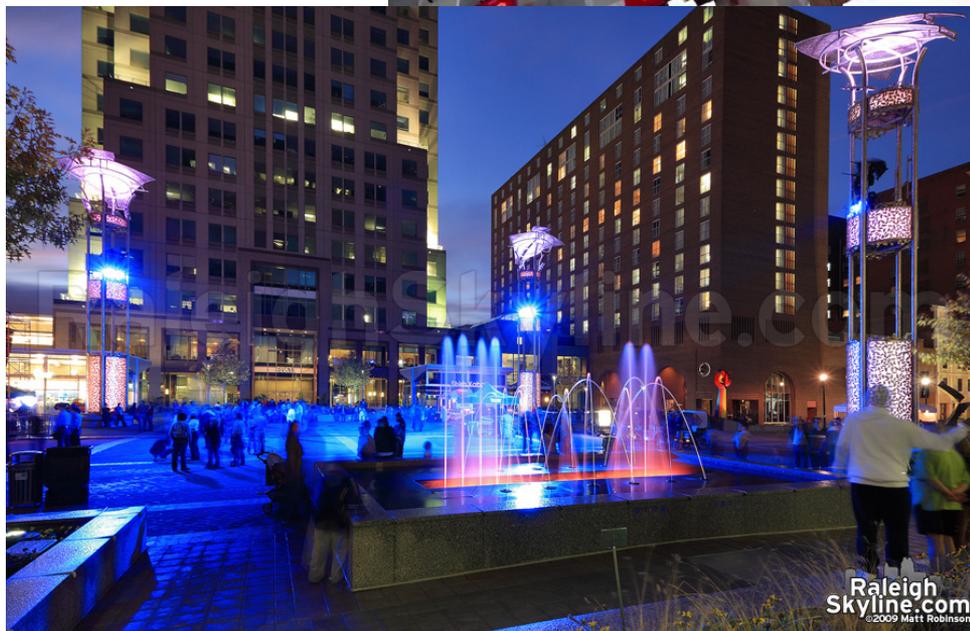
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City Council Work Session - 07/12/2016

# City Plaza



# City Plaza



Activation of Downtown Plazas

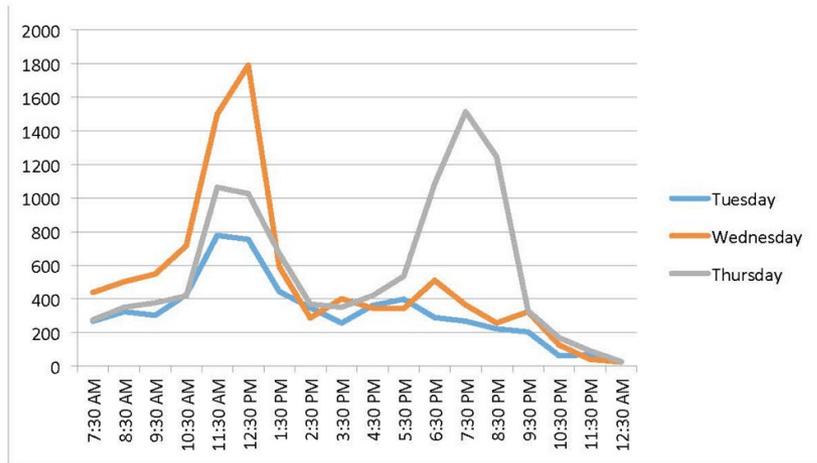
# Current Usage

- Types of events
  - Destination
  - Employee-based
- Programming
  - City plaza has highest programming: 109 days
  - Market and One Exchange: none yet
- Highest activity and pedestrian count recorded
  - During lunch hours (10 a.m. – 2 p.m.)
  - Special events
  - Programmed period (Farmers Market etc.)

**Present Conditions:**

City Plaza experiences large swings in patrons, depending heavily on when the plaza is hosting an event and the time of day. In June 2015, DRA and the city measured pedestrian counts in City Plaza for four consecutive weekdays. The results are below:

**Table 1: City Plaza Pedestrian Counts**



# City Plaza: Pedestrian Counts

**Table 2: Comparison of City Plaza Pedestrian Counts to Other Downtown Blocks**

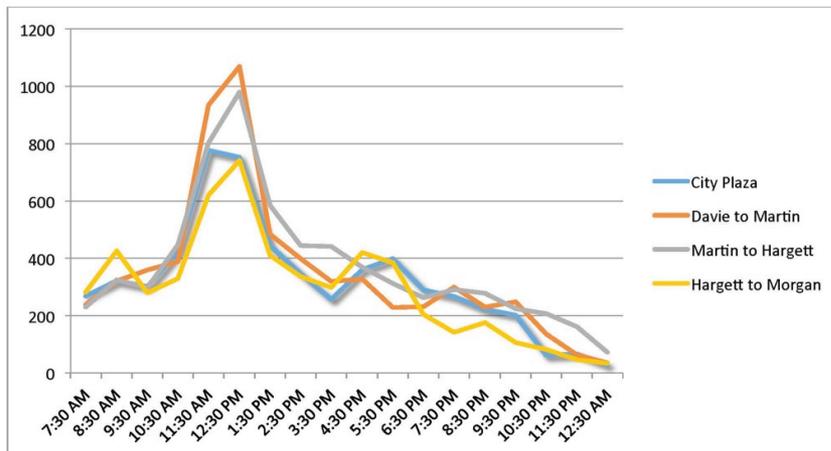


Image Source - DRA

# What are Visitors looking for?

- Engaging activities between buildings and spaces accessible year round
- Walkable and safe environment



# What are Residents looking for?

- Non-disruptive active uses
- More eyes on street for safer environment
- Family oriented activities
- Weekends and Saturday morning activities
- Live, work, play supported



Exchange and Market Plazas – before and after photos illustrate enhanced visibility and safety – Photo Credit: Surface 678

# Programming Techniques



# Programming Examples



Mario the Magician - Brooklyn



Wonderspark Puppets - Brooklyn



Fitness Programming – Times Square

Activation of Downtown Plazas



Escape the Office – Silver Spring

City Council Work Session - 07/12/2016

# Options

- Assess current downtown plaza activation and focus programming efforts to “fill in gaps” and address identified user group needs
- Time frames for additional activation
  - Weekday lunchtime
  - Weekday evenings (M-Th) 5:00 p.m.-10:00 p.m.
  - Weekend mornings
- Varying levels of activation
  - Baseline daily activation
  - Intermediate level (pop-up retail, music, comedy, art)
  - Extensive level (large-scale special events)

# Items for Council Consideration

- What programming techniques are preferred?
- Are programming techniques the same or different in each plaza?
- What is the appropriate amount of activity in the plazas?
- What time constraints are appropriate to manage the needs of different user groups?

# Next Steps

- Develop implementation plan with stakeholder group based on Council's preferences
  - Funding
    - City funded – will require new funds
    - Private funded – to what extent does the City allow private use of a public space and at what level of compensation to the City?
  - Programming
- Further outreach to community for additional input and participation

# City of Raleigh DSD User Fee Study City Council Work Session

July 12, 2016  
DSD User Fee Team



# Agenda

Project Background

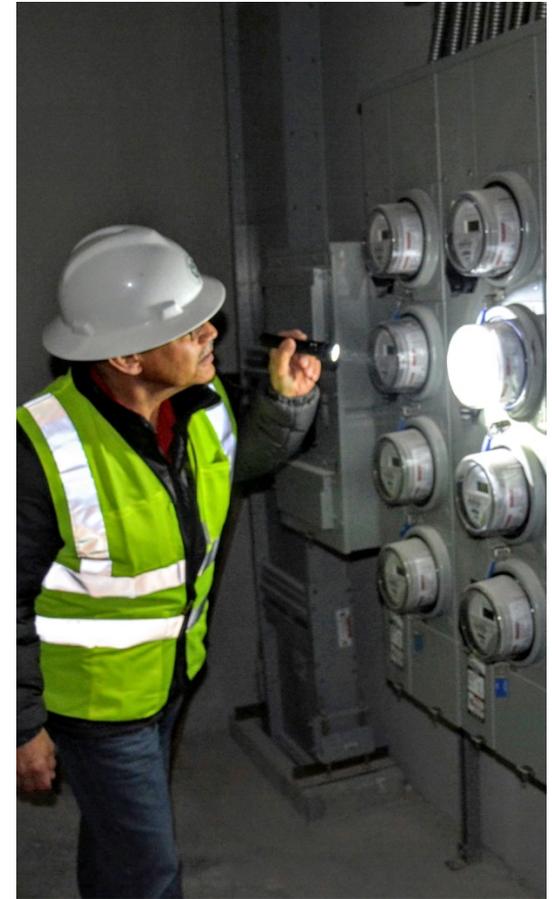
Objectives

Proposed Structural Changes

Key Stakeholder Groups

Policy Philosophy & Options

Proposed Next Steps



# DSD User Fee Team

## Development Services

- Tom Hosey, Hamid Dolikhani, Christine Darges, Paul Kallam

## Finance

- Allison Bradsher, Jennifer Stevens, Matthew Currier

## Executive Steering Committee

- Jim Greene, Perry James, Ben Canada, Beth Stagner

## Consultants

- MGT of America
- Azimuth Group

# Categories of Development Services



## Construction Permitting

- Applies to all properties and includes all trade (Building, Electrical, Plumbing, Mechanical) inspections and reviews



## Land Development

- Review and approval of subdivision and other land uses



## Development Engineering

- Inspection and review of private development in the public right of way

# City of Raleigh Objectives

Best practice review of fee structure

Simplify fee structure

Policy driven fee schedule

Engagement of key stakeholders

# Proposed Structural Changes

Construction Permit Fees

Land and Infrastructure Plan Review

Right of Way – Special Consultation Services

Right of Way - Obstructions

# Construction Permit Fees

*Applies to Building, Mechanical, Electrical and Plumbing fees  
and the Building Plan Review*



## Current

Fee Charged based  
on Square Feet of  
Construction Project

## Proposed

Fee Charged on  
Valuation of  
Construction Project

- *Best Practice Methodology – Denver, Chicago, Houston, Asheville, Austin, Winston-Salem, Durham, Nashville, Char-Meck*
- *Allows for Predictability of Fees*
- *Utilizes nationally recognized tables and cost estimations specific to the local economy*
- *Defendable Approach with less ambiguity*

# Land and Infrastructure Plan Review

*Applies to review and approval of subdivision and other land uses as well as Infrastructure construction plans*



## Current Methodology

### Subdivision & Site Plan

Fees scale with Acreage  
Re-reviews at full Price

### Infrastructure Construction Plans

Flat fee per review  
Re-reviews charged at full price

### Proposed Methodology

Fees Scale with Complexity  
Projects fall into 3 categories  
Flat fee for each category  
Re-reviews charged at reduced Price

- *Best Practice Methodology – Austin, San Antonio, San Jose, Winston-Salem, Asheville*
- *Fee to scale with complexity / work effort*
- *Allows for multiple factors to be considered / analyzed*

# Right of Way – Special Consultation Services

*Customer Initiated staff-coordination for on-site field investigation*



**Current**  
Performing  
consultation services  
with no assessed fee

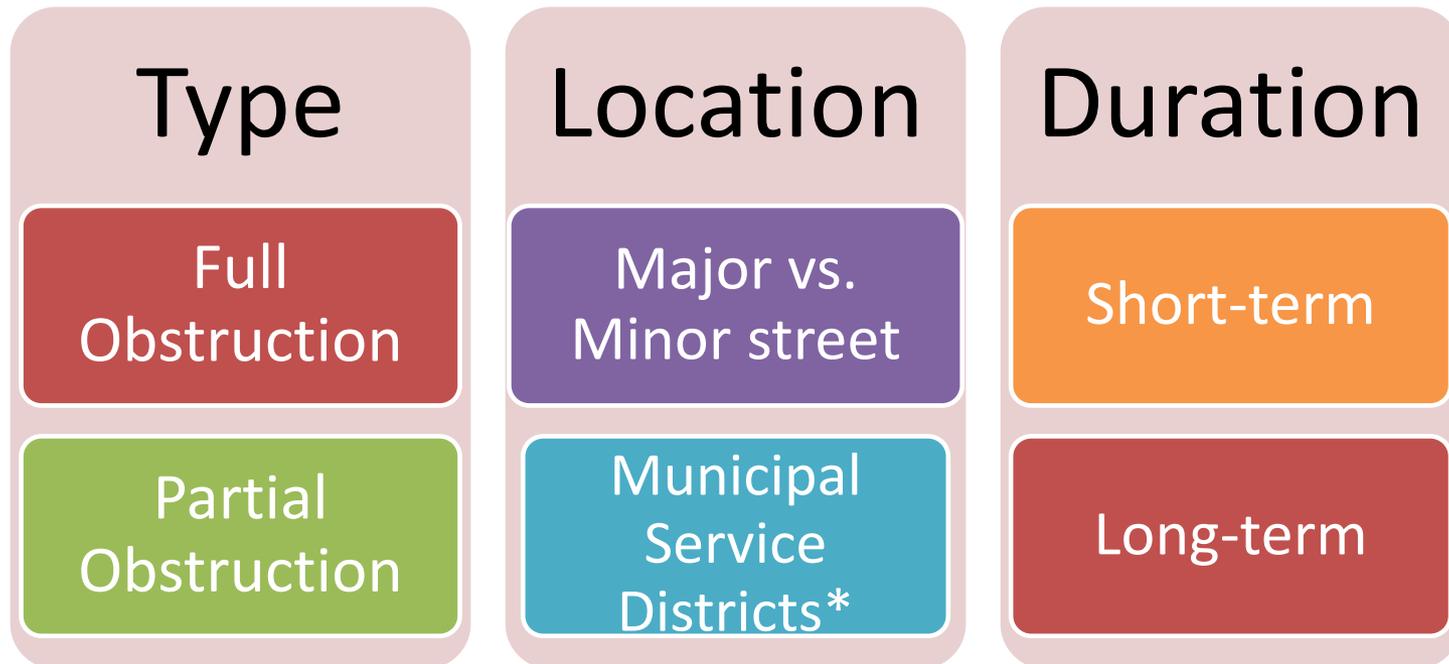


**Proposed**  
Flat rate for each  
visit, based on 3  
hours of staff effort

- *Best Practice Methodology - Austin, Los Angeles, Oakland, Portland, San Antonio*
- *Continue to provide higher level of customer service*
- *Involving City staff in problem solving results in a more predictable inspection activity*

# Right of Way – Obstructions

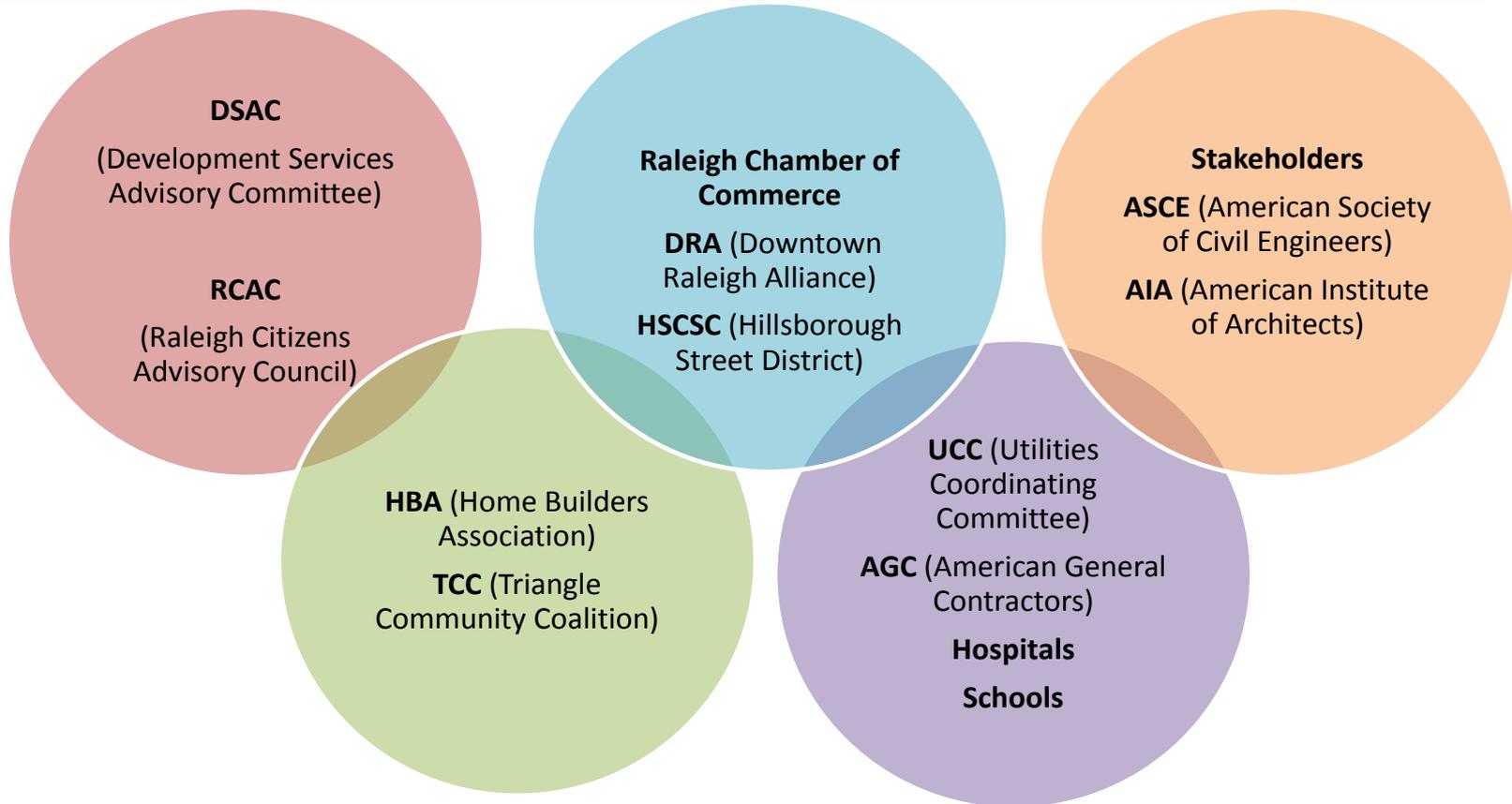
*No fees currently charged for right of way obstructions which block/impede public access*



\*Downtown / Hillsborough St

- *City staff currently reviews and inspects obstructions*
- *Best Practice Methodology - Greensboro, Philadelphia, Denver, Portland, Tucson, Norfolk, Houston, Milwaukee, Nashville*
- *Allows for predictability of fees*

# Key Stakeholder Groups



*Invitations to be sent requesting stakeholder groups to identify members to attend an initial informational meeting on the methodology the week of 8/8*

# Customer Service Enhancements

## Completed

- Cross departmental collaboration (DMT) & stakeholder engagement
- ADA Best Practices Manual
- Strategic retention & recruitment emphasizing high level staff expertise
- Expanded & Enhanced Services:
  - Inspection fleet & scheduling efficiency
  - Automated Permit Notification Program
  - Stocking Permits
  - Express Review Services
  - Call Center reduced customer wait times

## In Progress

- Departmental Reorganization
- Project Advocacy program
- Pilot Programs:
  - Special projects team
  - Bundling of Site Approvals
- Streamlining legal document approval
- Revised Infrastructure Acceptance policy
- Technology & Innovation:
  - Mobile version of the Online Development Center (ODC)
  - Electronic Plan Review
  - Express Online Scheduling Software

## Future

- Expanded & Enhanced Services:
  - Express After Hours review
  - Streamline Surety Agreement
- Technology upgrades:
  - Electronic Plan Submittal, Review, & Approval
  - Remote conferencing in Express
  - Interactive Development Citizen notification map
  - Energov implementation
- Inspections & Acceptance process upgrades

# Policy Philosophy



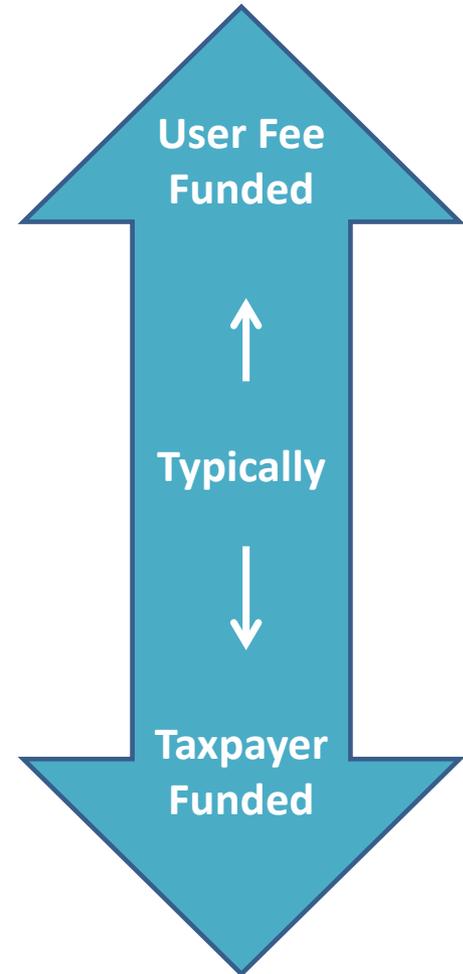
Mostly Individual Benefit



Varying Levels of Individual and Community Benefit



Mostly Community Benefit



# Costing and Policy Methodology

## FY17 Budget

Revenue: \$9.8m

Cost: \$15.7m



## Time Estimates by Fee

Time and costs to perform each fee

Inclusive of all work efforts and associated costs



## Time and Motion Study

Consultant performed on selected fees

Validation of time estimates



## Cost Recovery Policy Options

Amount of taxpayer investment vs. user fee

Implementation time

# Proposed Next Steps

August

- Stakeholder Engagement
- Structural Changes

September

- City Council Work Session
- Recommended Policy Options
- Examples of Fees

Fall 2016

- Stakeholder Engagement
- City Council Adoption
- Policy Implementation Date

# Key Takeaways

Policy Driven User Fees

Sustainable Best Practice Model

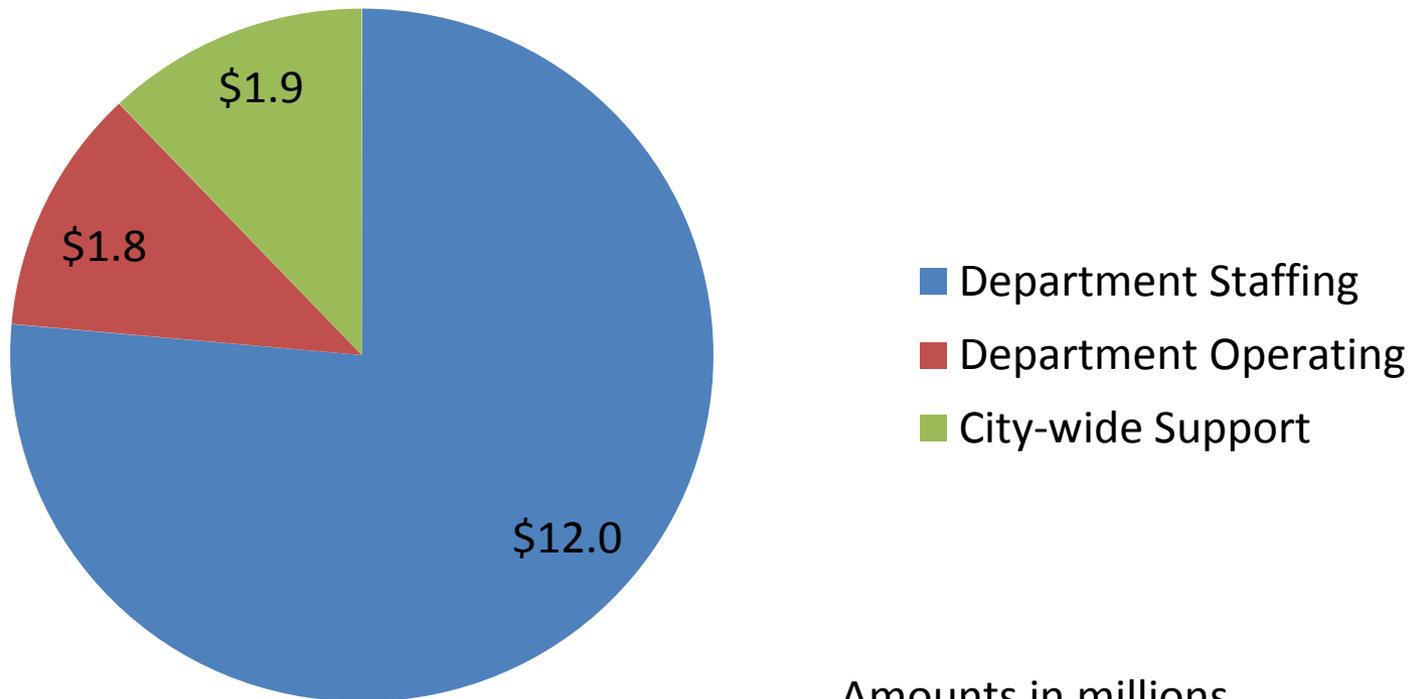
Stakeholder Engagement

# Extra Slides



# Cost Components

## FY 17 Budget



Amounts in millions

# Right of Way – Obstructions





## *City of Raleigh* *North Carolina*

To: Ruffin Hall

From: Ken Bowers, AICP

Date: July 7, 2016

Re: Downtown Property Study

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This memo provides an update to the status of the Downtown Land Disposition Strategy that was authorized by City Council in the FY16 budget. The City has retained a team led by HR&A Advisors to conduct the study.

The strength of the downtown land market has led to increasing private sector interest in downtown property generally and city-owned property specifically. The City Council recently adopted a new Downtown Plan that identified five Catalytic Project Areas critical to the downtown's future development and vibrancy. The City owns substantial real property in or adjacent to four of the five areas. The vision set forth in the Downtown Plan requires for its fruition that new uses be brought to these properties, many of which are vacant lots or surface parking. As property owner, the City can significantly influence the future development of these properties to ensure that the goals set forth in the Downtown Plan, the Strategic Plan, and the Comprehensive Plan are met.

The scope of work for the project has four major phases. The first phase, consisting of due diligence and policy review, is complete. The Phase 1 deliverable is enclosed in this memo. The second phase is where the bulk of the public and stakeholder outreach is to take place. The internal and external stakeholder focus groups are complete, but the public meeting and City Council engagement has yet to take place. A key decision to be made in the second phase is to choose a subset of up to five sites for more detailed study.

The third and fourth phases include the analysis of detailed development alternatives—including market, fiscal, and physical design analysis—and the development of a strategy for utilizing the properties in a way that furthers the City's goals. Items to be addressed for each property in the strategy are whether to sell, how to sell, when to sell, and what conditions should be placed on the sale.

A presentation will be made by staff at the July 12 work session, and the consultant team will also be available to answer any questions.

Encl: HR&A Advisors Scope of Work;  
Phase 1 Deliverable dated April 14, 2016



# Downtown Land Strategy

Update to the City Council  
July 12, 2016



# Study Origin

- The rising market for downtown real estate has led to increasing inquiries regarding city-owned property
- In early 2015, Council members inquired about a strategic study of city-owned property assets downtown
- A supplemental request for a Downtown Land Study was submitted and approved with the FY16 budget
- Staff led a consultant selection process and kicked-off the study in early 2016.



# Strategic Plan



**Objective 3:** Establish a strong economic development program that utilizes strategic policies and a comprehensive tool kit of resources to strengthen Raleigh and encourages business investment in all parts of the City.

- **Initiative 3:** Develop a policy for strategic property disposition and acquisition.



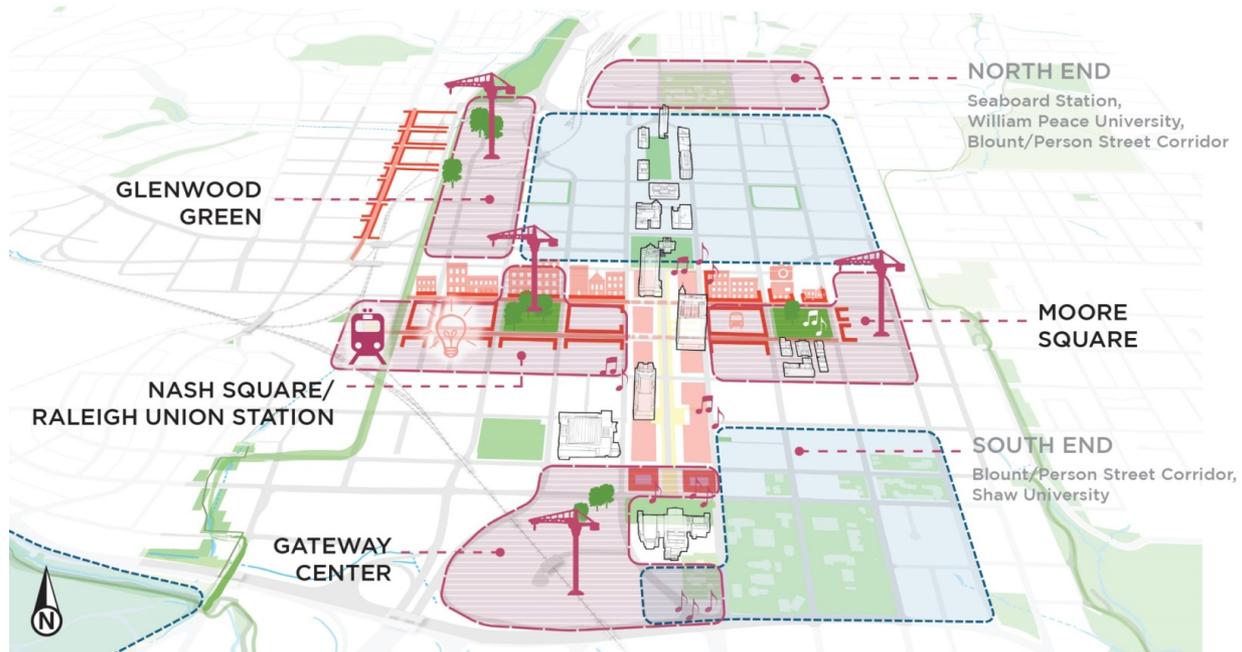
# Comprehensive Plan: DT Element

## **Action DT 1.7—Disposal of City-Owned Land**

Develop criteria and a strategy for disposing of City-owned lands within the downtown. Explore the formation of partnerships between multiple public entities to master develop and maximize the utility of publicly-controlled land.



# Downtown Plan





# Questions for Specific Properties

- Is the property “for sale” or should it be held for public use?
- What specific public objectives are there for the future use of the property (e.g. affordable housing, economic development)?
- Based on the forgoing, what is the best method that accomplishes City Council goals for each property?



# Four Phase Scope of Work

- 1. Kick-off and Due Diligence:** inventory, valuation, policy & plan review.
- 2. City, Stakeholder, Council, & Community**  
**Priorities:** focus groups, interviews, workshop
- 3. Site Redevelopment Options:** market & physical design factors
- 4. Coordinated Property Strategy**



# Phase 1: Due Diligence

- ✓ Kick-off Conference Call
  - ✓ Inventory & Preliminary Valuation
  - ✓ Legal Review
  - ✓ Policy Review
- 
- ✓ **Deliverable:** Technical Memorandum



## Phase 2: Priorities

- ✓ Site Tour & City Agency Engagement
- Downtown Stakeholder (✓) & City Council Engagement
- Community Engagement
- Site Prioritization: up to 5 focus sites
- **Deliverable:** Technical Memorandum



## Phase 3: Site Redevelopment

- Definition of Focus Site Redevelopment Scenarios
- Refined Analysis of Focus Site Alternatives
- Development Framework Prioritization
- **Deliverable:** Interim report including alternatives analysis, value generation, fiscal benefits, and policies advanced



## Phase 4: Coordinated Strategy

- Formulation of Disposition Strategy
  - Future uses; method of disposition; site assembly; timing; value
- Stakeholder Presentation & Final Strategy
- City Council Presentation
  
- **Deliverables:** Draft & final strategy



# City Council Involvement

## IN SCOPE

- Task 2.2: Stakeholder & Council Engagement
- Task 4.3: Presentation of final strategy

## OPTIONAL ADDS

- Task 2.4: Site Prioritization
- Task 3.3: Development Framework Prioritization

# Next Steps

1. Task 2.2 Public Meeting
2. Task 2.2 City Council Work Session
3. Feedback on additional touch points
4. Feedback on overall schedule



[raleighnc.gov/planning](http://raleighnc.gov/planning)



## *City of Raleigh* *North Carolina*

To: Ruffin Hall

From: Ken Bowers, AICP

Date: July 7, 2016

Re: Update on the Comprehensive Plan Update

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Policy IM 3.1 in the Comprehensive Plan calls for periodic updates of the Plan to keep it current and relevant. Staff began the process of amending the Plan in early 2015, and after two rounds of public input, is preparing to commence work on specific amendments to the plan. Staff requests a confirmation of direction from the City Council to begin this work, recognizing that these amendments must be reviewed by both the Planning Commission and City Council prior to adoption.

The scope for this effort has had three main phases:

1. The Phase 1, staff updated all the data and trendline analysis, and reviewed plans adopted since 2009, such as the new Parks System Plan.
2. In Phase 2, staff presented to appointed boards and commissions, conducted interviews and focus groups with city department leadership, and conducted four public workshops presenting progress on Plan implementation to date and obtaining feedback on potential plan enhancements.
3. Based on the first two phases, staff has drafted a "white paper" detailing recommended updates to the Plan. This white paper was presented to the public at four public workshops in May, and was also available for on-line review and commenting for two months. The public input period closed on June 30, and staff has reviewed and responded to the comments received.

Enclosed in this memo is the white paper document presented to the public, and staff's analysis of the public comments on the white paper, noting any modifications to the white paper recommendations necessary to respond to the comments. Staff will present to the Council 10 highlighted recommendations of the white paper and answer any questions regarding the update.

Encl: 2



To: Ruffin L. Hall, City Manager

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

Date: July 6, 2016

Re: Comprehensive Plan Update White Paper Public Comment

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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 May, and was also available for on-line review and commenting for two months. The public input period closed on June 30. Staff received comments from five citizens. Comments were submitted using an online commenting tool, as well as 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 curbside leaf removal is a sustainable or cost effective service.	<b>Consider policy and/or action in H.2 Solid Waste to address yard waste management.</b>
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.	<b>Consider policy and/or action to address safety in public open spaces.</b>
Include noise pollution connected to special events and nightlife in C.8	<b>Consider revision of C.8 Light and Noise Pollution Controls to address noise other than highway and airport traffic.</b>
Sports should not equate with a downtown sports stadium	<b>Consider policy and/or action to address funding, location of a potential stadium.</b>
Placing a permanent food/drink concession in Nash Square is, in my opinion, is a nonstarter.	<b>Consider removal/revision of Action DT 3.9: addressed by Moore Square Master Plan and Downtown Plan identifies Nash Square as a contemplative space.</b>

Encl: 1



## Comprehensive Plan Update: White Paper Comments

User	Comment	Page	Potential Change to WP
MS	What about communication strategies for the update, within these goals? How will this be communicated to the public?	7	4 public workshops held in May; white paper available online for public comment. Planning Commission and City Council review will be public meetings.
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.	7	Redline draft will be generated to document specific changes. Summary communication tool, will also be required.
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.	15	Already addressed in Plan by Action T 2.8.
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?	15	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.
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.	21	<b>Consider policy and/or action in H.2 Solid Waste to address yard waste management.</b>
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.	26	Already addressed in Element L. Regional & Inter-Jurisdictional Coordination
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.
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.

<b>LT</b>	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.	<b>Consider policy and/or action to address safety in public open spaces.</b>
<b>LT</b>	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.	Addressed by A.8 Neighborhood Conservation.
<b>LT</b>	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.
<b>WM</b>	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.

<b>WM</b>	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.
<b>WM</b>	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.	<b>Consider revision of C.8 Light and Noise Pollution Controls to address noise other than highway and airport traffic.</b>
<b>WM</b>	Consider emphasizing battery drop off recycling points, making them more common.	Addressed by C.7 Material Resource Management
<b>WM</b>	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.
<b>WM</b>	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.
<b>WM</b>	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: <a href="https://www.stlouisfed.org/Publications/Regional-Economist/April-2001/Should-Cities-Pay-for-Sports-Facilities">https://www.stlouisfed.org/Publications/Regional-Economist/April-2001/Should-Cities-Pay-for-Sports-Facilities</a> . 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.	<b>Consider policy and/or action to address funding, location of a potential stadium.</b>

<b>WM</b>	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.
<b>WM</b>	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.
<b>WM</b>	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.

<b>WM</b>	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.
<b>WM</b>	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.
<b>WM</b>	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—the 2/3s bond money budgeted for JCMP Phase I represents but about 25 % of what is needed to get this historic park’s master plan implemented. 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.
<b>WM</b>	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.
<b>WM</b>	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.

<p><b>WM</b></p>	<p>Placing a permanent food/drink concession in Nash Square is, in my opinion, is a nonstarter. Why commercialize this lovely well used space?</p>	<p><b>Action DT 3.9 addressed by Moore Square Master Plan; Downtown Plan identifies Nash Square as a contemplative space. Consider removal/revision of action.</b></p>
<p><b>WM</b></p>	<p>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.</p>	<p>Downtown Element is proposed to be revised to address how to manage and maintain successful revitalization of the area.</p>



# 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

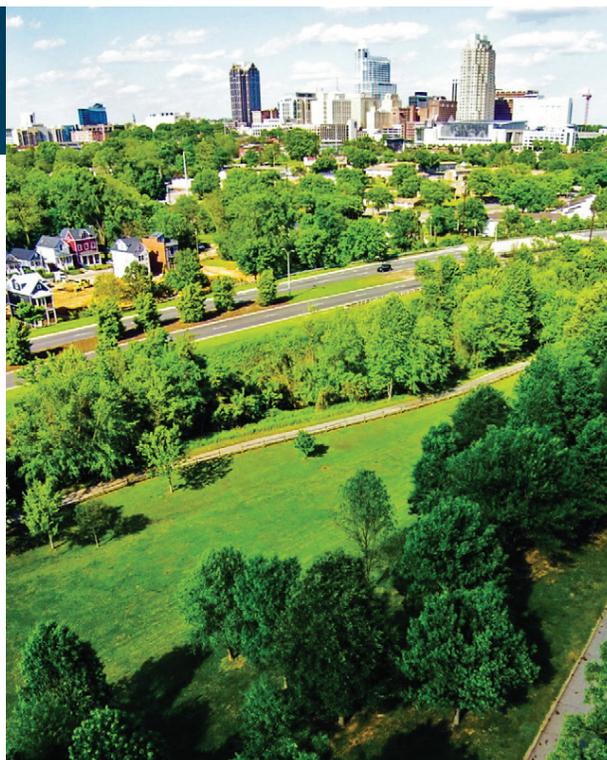
The **Introduction chapter** explains what the Comprehensive Plan is, how it was crafted and adopted in 2009, and the history of Planning in Raleigh that preceded and led up to it. This section also emphasizes Raleigh’s overarching commitment to sustainability and briefly explains how that commitment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

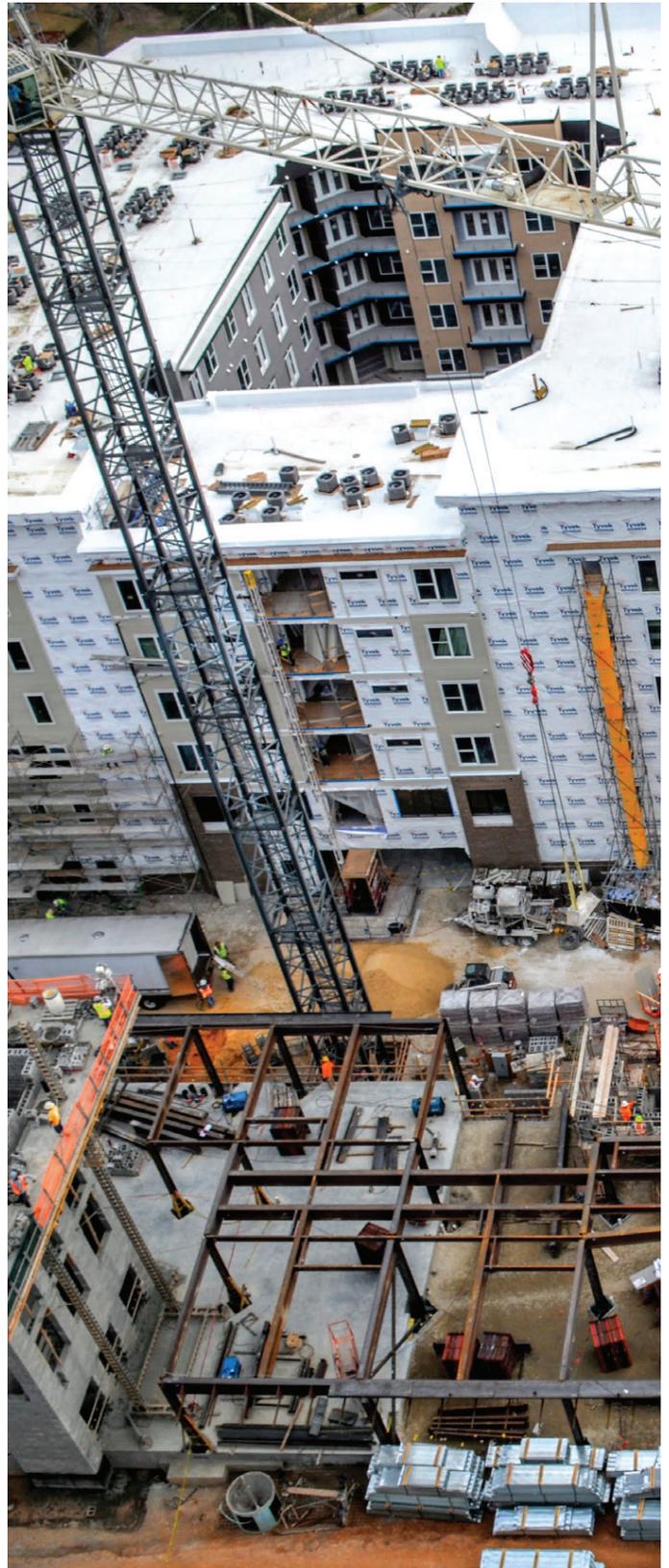
*these other programs, such as Energy Star, Better Buildings Challenge, and Passive House.*

- *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.*

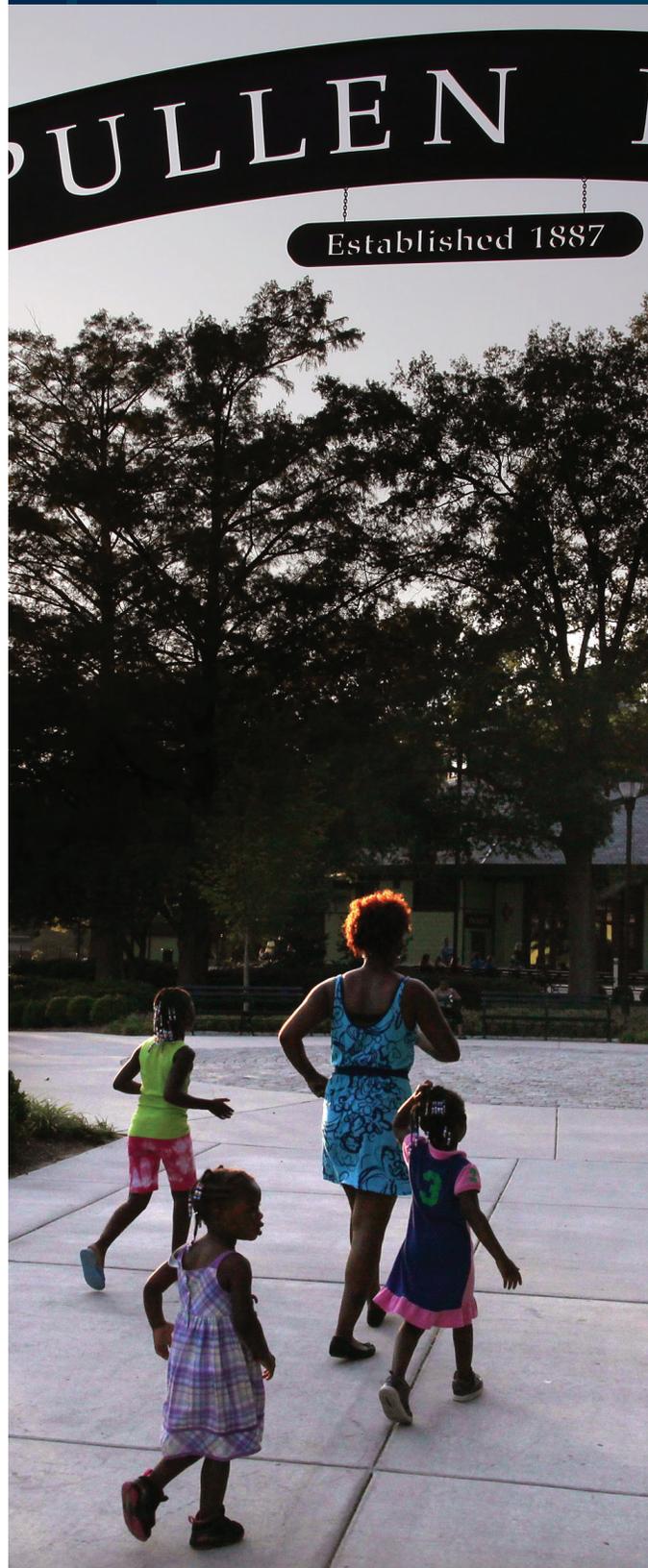
The Affordable Housing Location Plan expands upon those approaches, replacing the present scattered site policy with new locational criteria e.g., near employment areas, near transit services, in downtown, and in areas with approved revitalization plans away from existing concentrations.

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

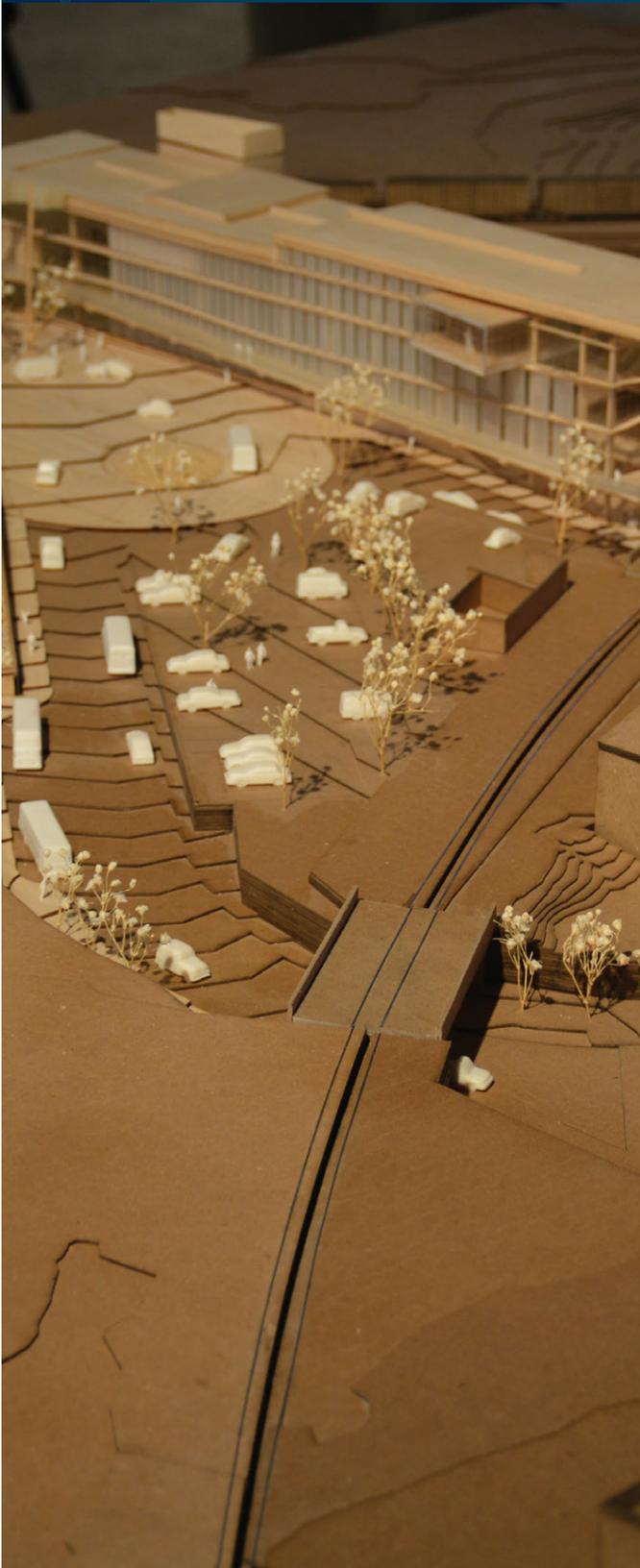
The Public Utilities element of the Comprehensive Plan addresses the city's four publicly provided utility systems such as water, wastewater, stormwater, and reclaimed water, as well as privately provided utilities such as electric and gas. The policies and action items in the element are designed to 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



RaleighPlanning.com

# 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

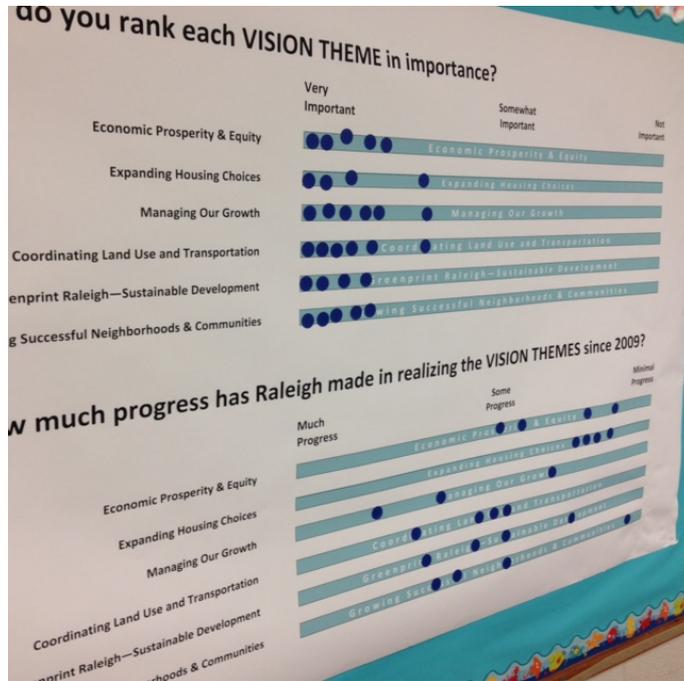
- Boards & Commissions
- Departmental Focus Groups
- Public Workshops & On-line Engagement

## 3. Plan Drafting

- Recommendations White Paper
- Public Open House
- Draft Plan



# Public Workshops



# Public Workshop 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



# 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

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.

**1.2 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.

**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 1.4 Gateway Design in Focus Areas**

**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.

## 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

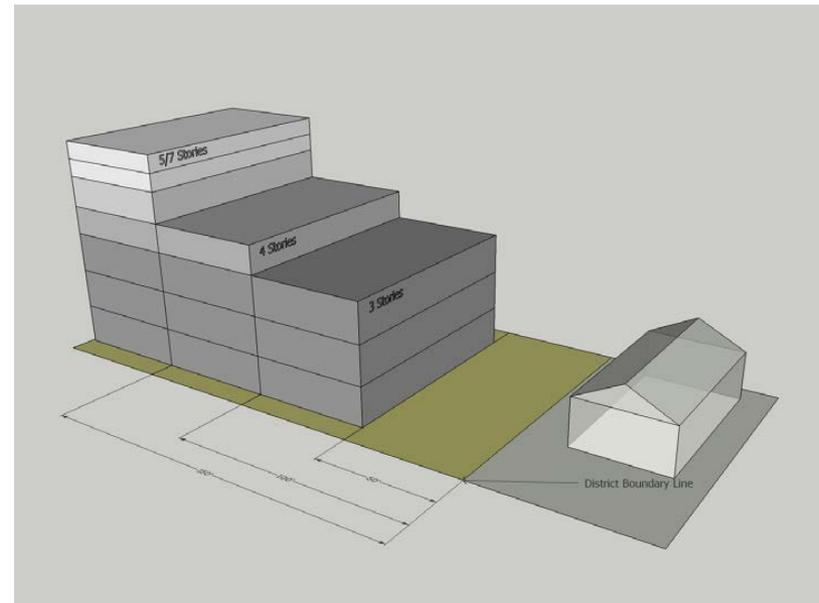
#### Siting of Regional Retail

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)



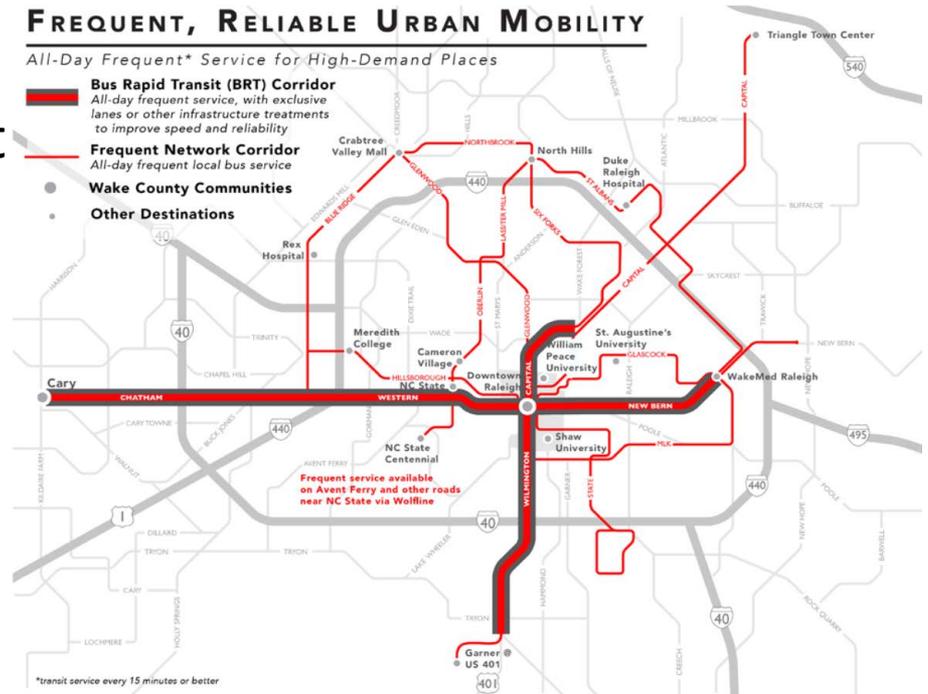
## 3. Height & Transitions

- 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



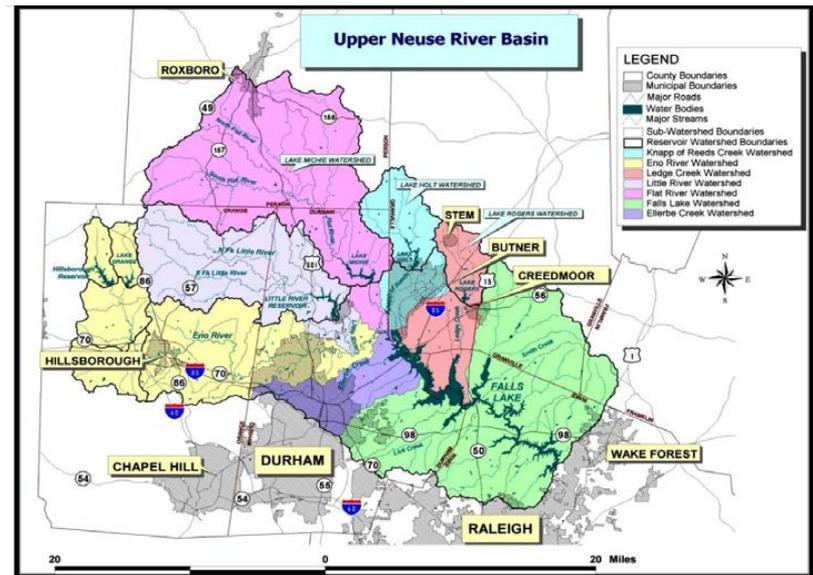
## 6. Affordable Housing

- 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



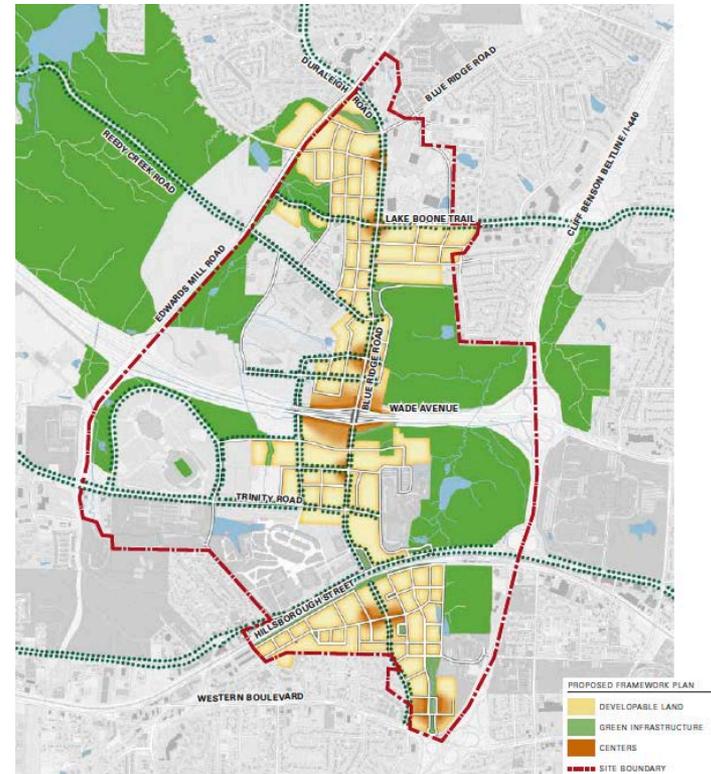
# 9. Downtown Element

- 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

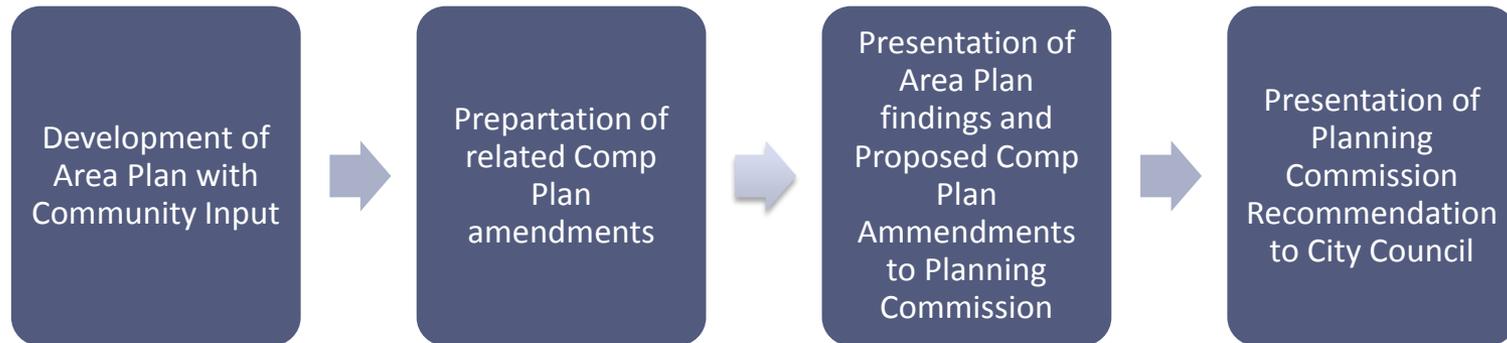


# Area Plan Adoption

- Process area plan adoption like a Comprehensive Plan amendment.
- Bring any related Comprehensive Plan amendments forward alongside the Area Plan, rather than as an extra, subsequent step.
- Include an Area Specific Guidance summary for any detailed land use policies which cannot find a home in the citywide elements.



# Proposed Adoption Process



# 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



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