

Blue Ridge Road

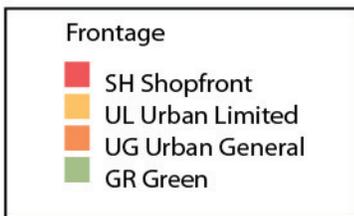
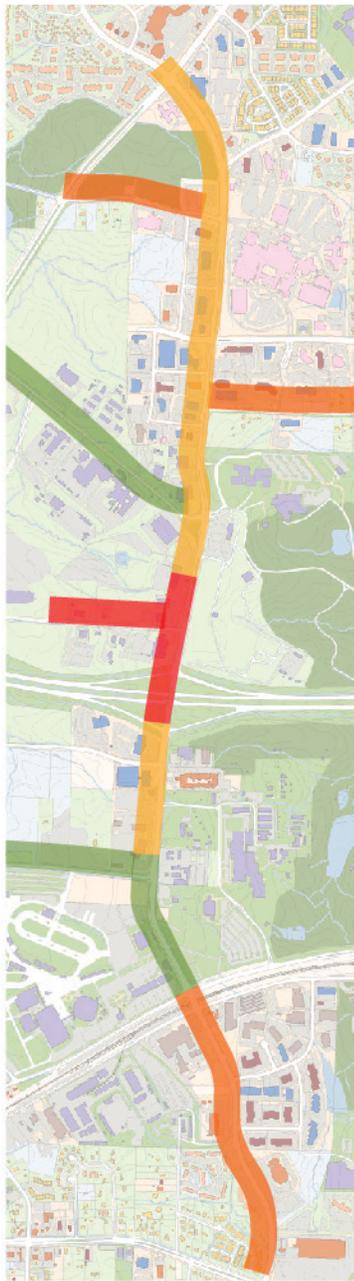
District Study Implementation



IMPLEMENTATION STRATEGY

NOVEMBER 2012

INTRODUCTION



The Blue Ridge Road District study was undertaken to develop a blueprint for collaborative planning and development along the Corridor by linking land use and transportation as a primary tool for long-term economic success. Creating the conditions to fulfill the promise of the conclusions reached and actions identified in the Study begins with establishing a foundation informed by agreement among stakeholders, amendments to master plans already in place, and formulation of action plans for a range of priority projects. The Blue Ridge Road Advisory Group, which includes public and private partners, will strategize an implementation plan that focuses on value capture and coordinating property and business owners to undertake recommendations outlined in the draft study.

The implementation strategy focuses on several Phase I activities including:

Priority Policy Changes

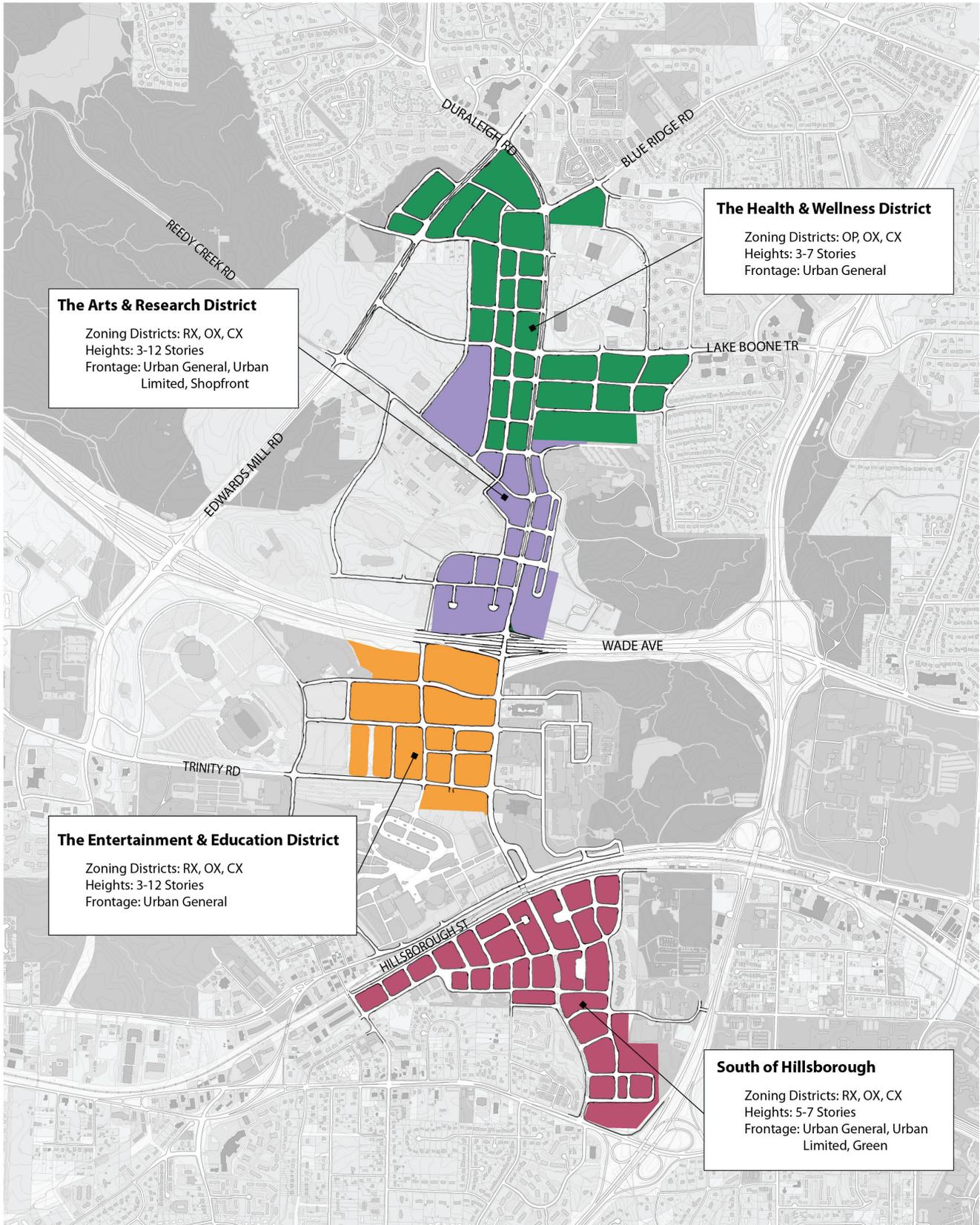
- » City of Raleigh 2030 Comprehensive Plan Amendments
- » Raleigh City Council Adoption
- » CAMPO Review and Long-Range Transportation Plan (LRTP) updates
- » Updates to the State Master Plan
- » Mapping recommendations for the Unified Development Code (UDO)

Priority Projects

- » Quick Fixes
- » Rex UNC Healthcare development
- » NCDOT Complete Streets Model Block
- » Museum of Art development
- » Wade Avenue crossing
- » Wade Avenue Bridge and interchange
- » State Fairgrounds development
- » Transit along the Blue Ridge Corridor
- » NCDOT underpass project at Blue Ridge Road and Hillsborough Street

Organization

- » Action Matrix
- » Funding Tools
- » Value Capture Tools / Benefits District
- » Preliminary Development Pro Forma & Street Network Maps
- » Branding Strategy



The Arts & Research District
 Zoning Districts: RX, OX, CX
 Heights: 3-12 Stories
 Frontage: Urban General, Urban Limited, Shopfront

The Health & Wellness District
 Zoning Districts: OP, OX, CX
 Heights: 3-7 Stories
 Frontage: Urban General

The Entertainment & Education District
 Zoning Districts: RX, OX, CX
 Heights: 3-12 Stories
 Frontage: Urban General

South of Hillsborough
 Zoning Districts: RX, OX, CX
 Heights: 5-7 Stories
 Frontage: Urban General, Urban Limited, Green

**Blue Ridge Road Corridor
 UDO Zoning Recommendations**



06/26/12



PRIORITY POLICY CHANGES

CITY OF RALEIGH 2030 COMPREHENSIVE PLAN AMENDMENTS

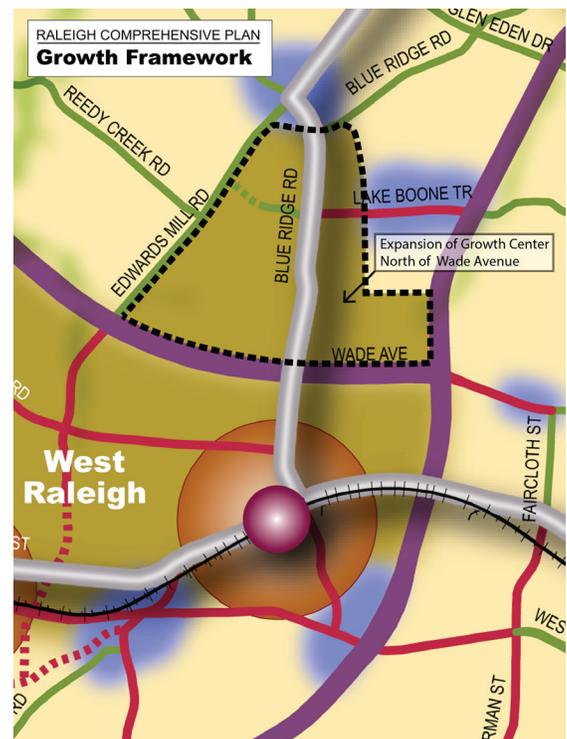
Several amendments to the Comprehensive Plan are recommended in the corridor. The amendments fall into six categories: (1) Growth Framework Map Amendment, (2) Future Land Use Map Amendment, (3) Arterials, Thoroughfares and Collector Streets Amendment, (4) Urban Forum Map Amendment, (5) Bicycles Facilities Map Amendment, and (6) Greenways Map Amendment.

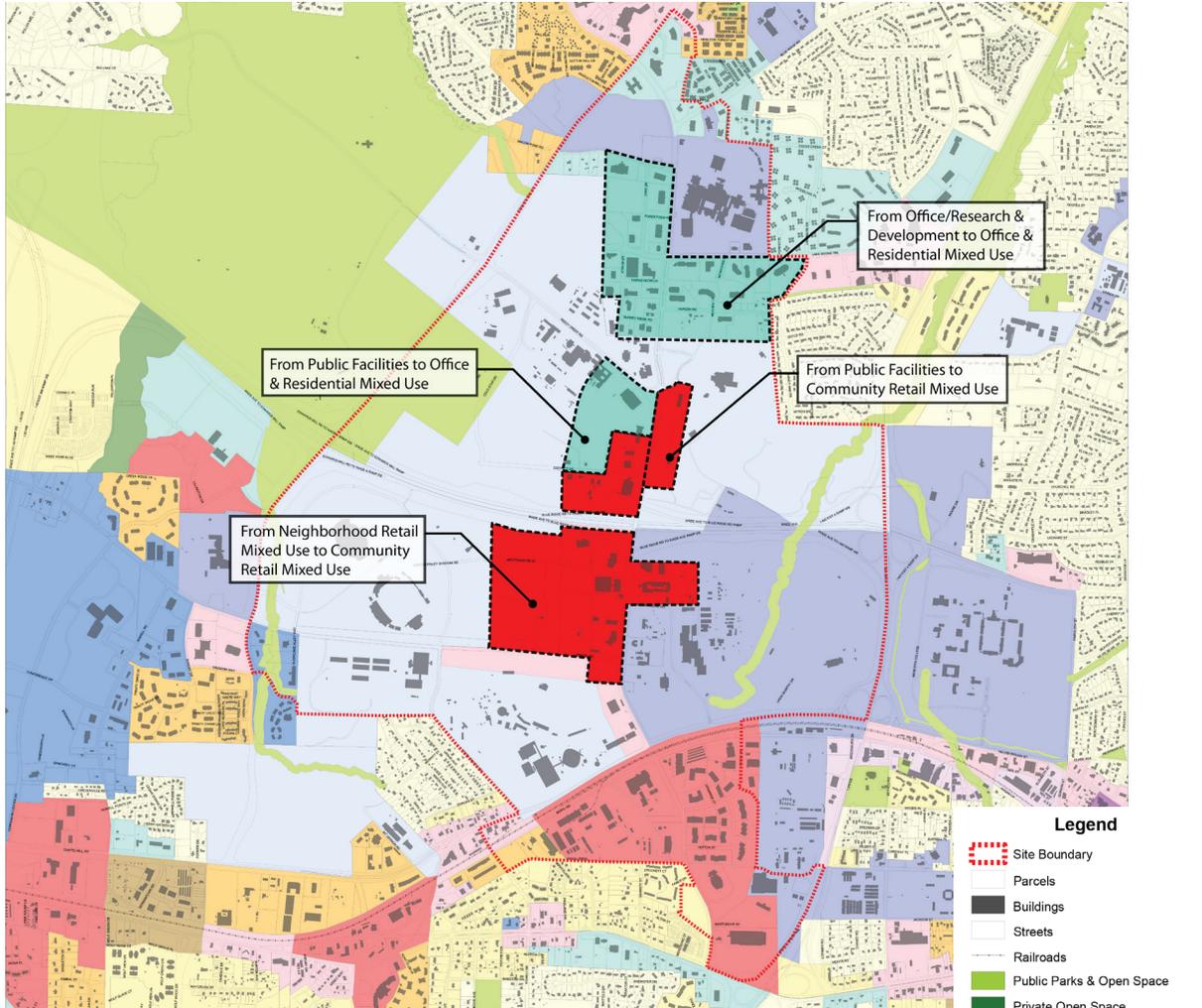
Growth Framework Map Amendment

- » Extend City Growth Center to Reedy Creek Road

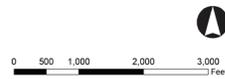
Future Land Use Map Amendments

- » Public Facilities to Office & Residential Mixed Use
- » Neighborhood Retail Mixed Use to community Retail Mixed Use
- » Office/Research & Development to Office & Residential Mixed Use

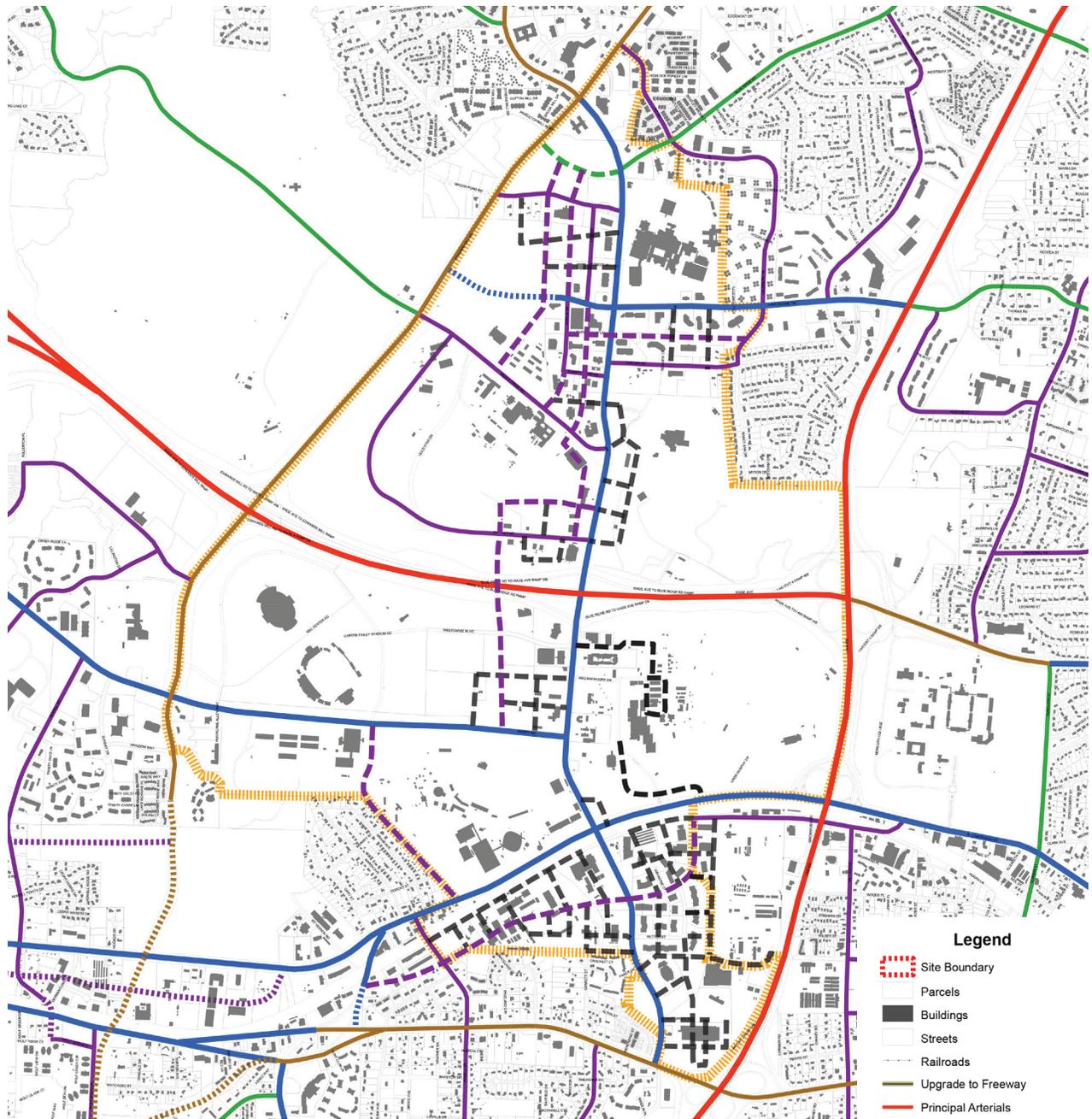




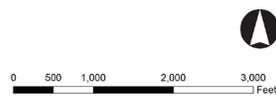
Blue Ridge Road Corridor Future Land Use Map Amendments



PRIORITY POLICY CHANGES



Blue Ridge Road Corridor Thoroughfare Plan Amendment



- Legend**
- ⋯ Site Boundary
 - ▭ Parcels
 - ▭ Buildings
 - ▭ Streets
 - ▭ Railroads
 - Upgrade to Freeway
 - Principal Arterials
 - ⋯ Principal Arterials Proposed
 - Secondary Arterials
 - ⋯ Secondary Arterials Proposed
 - Major Thoroughfares
 - ⋯ Major Thoroughfares Proposed
 - Minor Thoroughfares
 - ⋯ Minor Thoroughfares Proposed
 - Collectors
 - ⋯ Collectors Proposed

- » Public Facilities to Community Retail Mixed Use

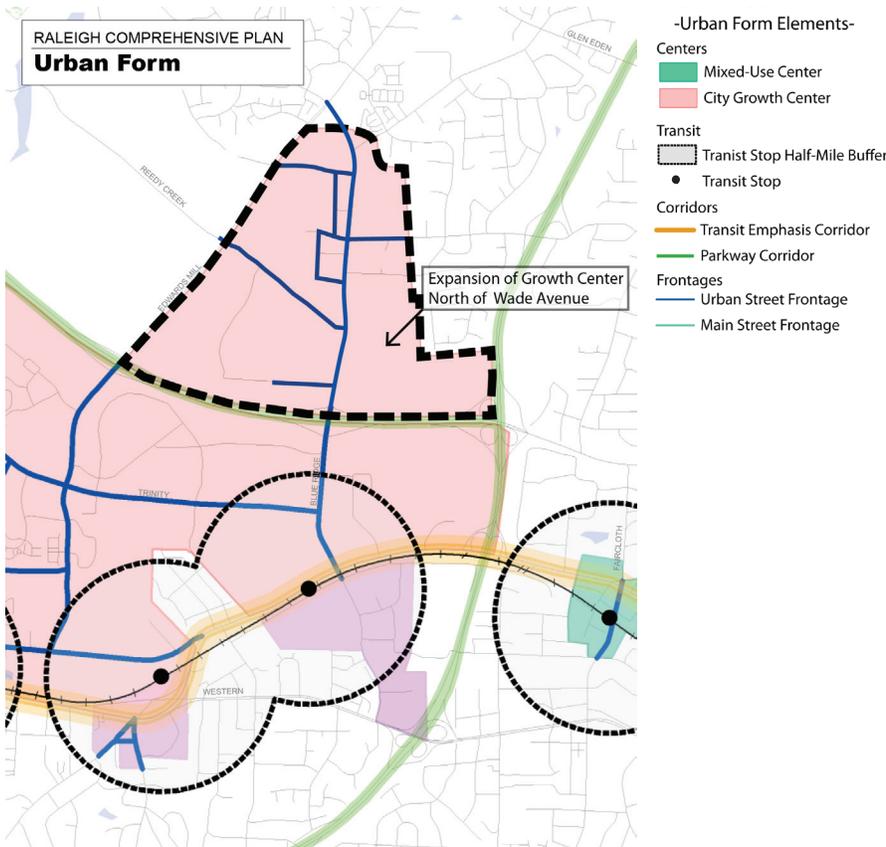
Arterials, Thoroughfares & Collector Streets Amendment

- » Reflect the Blue Ridge Road District Study Streets Framework and Streets Hierarchy maps

Urban Form Map Amendment

The Urban Form map, not part of the 2030 Plan, requires an extension of ‘Urban Street Frontage’ along Reedy Creek Road and also requires the City Growth Center to be extended. See the BRR Frontage map for special approach to frontage recommendations

Council may wish to instruct staff to revise the draft Urban Form Map, a



PRIORITY POLICY CHANGES

part of CP-2-12, to reflect the urban form recommendations of the study.

Currently, the City of Raleigh Unified Development Code (UDO) is under review. The UDO is a primary action item listed in the 2030 Comprehensive Plan, adopted in November 2009 by Raleigh City Council. Once approved, the UDO will initiate a series of comprehensive plan amendments related to the thoroughfare plan and roadway system designations and classifications. It also will integrate into the Comprehensive Plan NCDOT Complete Street design standards, which will lead to changes in roadway construction, a redefinition of level of service (LOS), and overall better accommodations for all modes of transit.

List of additional maps that may be under consideration for revision:

Bicycles Facilities Map Amendment

- » Update the Bicycles Facilities Map to reflect recommendations made in the study, including new roads and side paths

Greenways Map Amendment

- » Update the Greenways Map to reflect recommendations made in the study

Update Table T-2 New Location Projects

The following table assumes that an enhanced connector street network will require an amendment prior to construction:

ROAD NAME	SEGMENT DESCRIPTION	ULTIMATE FUTURE CROSS SECTION	CLASSIFICATION*
Blue Ridge Road	Duraleigh Road & NCMA parking lot	4 lanes, vegetative median, parking on two sides, sidewalks	Major Street
Blue Ridge Road	NCMA, Wade Avenue, Beryl Road, & Western Boulevard	4 lanes, vegetative median, sidewalks	Major Street
Blue Ridge Road	Wade Avenue & Hillsborough Street	5 lanes, turn lane, sidewalks	Major Street

*Classifications to be confirmed through the UDO process

RALEIGH CITY COUNCIL ADOPTION

The Urban Design Center submitted the Study to City Council for consideration at its September 4, 2012 meeting.

The agenda item read:

'A district study and summary report have been completed for Blue Ridge Road. The study was conducted by a consultant team led by Urban Design Associates and directed by the Blue Ridge Road Advisory Group and the City of Raleigh Urban Design Center. This study seeks to provide a coordinated blueprint to guide future development within this district that will be implemented over time, spur economic development, and establish a true sense of place. Staff is prepared to present a brief overview of the study.

Recommendation:

Receive and endorse the Blue Ridge Road District Study report and direct staff to initiate implementation of the recommended action items, including associated Comprehensive Plan amendments to the Land Use and Transportation Elements for the January 2013 Public Hearing.'

On September 4, 2012, Raleigh City Council received and endorsed the Blue Ridge Road District study. City Council directed staff to initiate implementation of the recommended action items, including associated Comprehensive Plan amendments to the Land Use and Transportation Elements for the January 2013 Public Hearing.

CAPITAL AREA METROPOLITAN PLANNING ORGANIZATION (CAMPO) REVIEW & INTEGRATION

Following City Council adoption of the Study recommendations and acceptance of the Comprehensive Plan amendments, the study will be forwarded to City of Raleigh Transportation Planning, Department of Planning and Development. Transportation Planning prioritizes recommendations and determines State and Federal or local funding options. Recommendations that require State and Federal funding are forwarded to the Capital Area Metropolitan Planning Organization (CAMPO) for incorporation into future transportation plans. CAMPO is the federally required Metropolitan Planning Organization responsible for carrying out an annual work program that includes updating the Metropolitan Transportation Improvement Program (a seven-year project programming schedule) and the Long-Range Transportation Plan (a minimum twenty year forecast of projects and programs). Recommendations earmarked for local funding are made part of the City of Raleigh Capital Improvement Program (CIP) update.

PRIORITY PROJECTS

QUICK FIXES—(short-term 1st year) includes installation of temporary sidewalks, upgrading landscaping, and reducing the speed limit.

REX UNC HEALTHCARE DEVELOPMENT—Rex Hospital will expand west across Macon Pond Road (5-7 years). Currently, Rex is expanding overflow parking and prioritizing Macon Pond Road infrastructure. The Hospital will grow towards Edwards Mill Road in the future. Expansion includes \$300 million investment over the upcoming 5 years that includes a new cancer center, patient bed tower, ambulatory surgery center, and medical offices.

NCDOT COMPLETE STREETS MODEL BLOCK—the model block will extend along Blue Ridge Road from Reedy Creek Road to Wade Avenue. Funding for the project will set the standard for future Complete Streets projects. Once the plan is adopted it will be integrated into NCDOT prioritization 3.0 set for 2013.

NC MUSEUM OF ART DEVELOPMENT—currently, planning the Polk Youth Center site, street design and aesthetics, and infrastructure. Eventually, plans include creating a mixed-use development along Blue Ridge Road with the potential for a hotel.

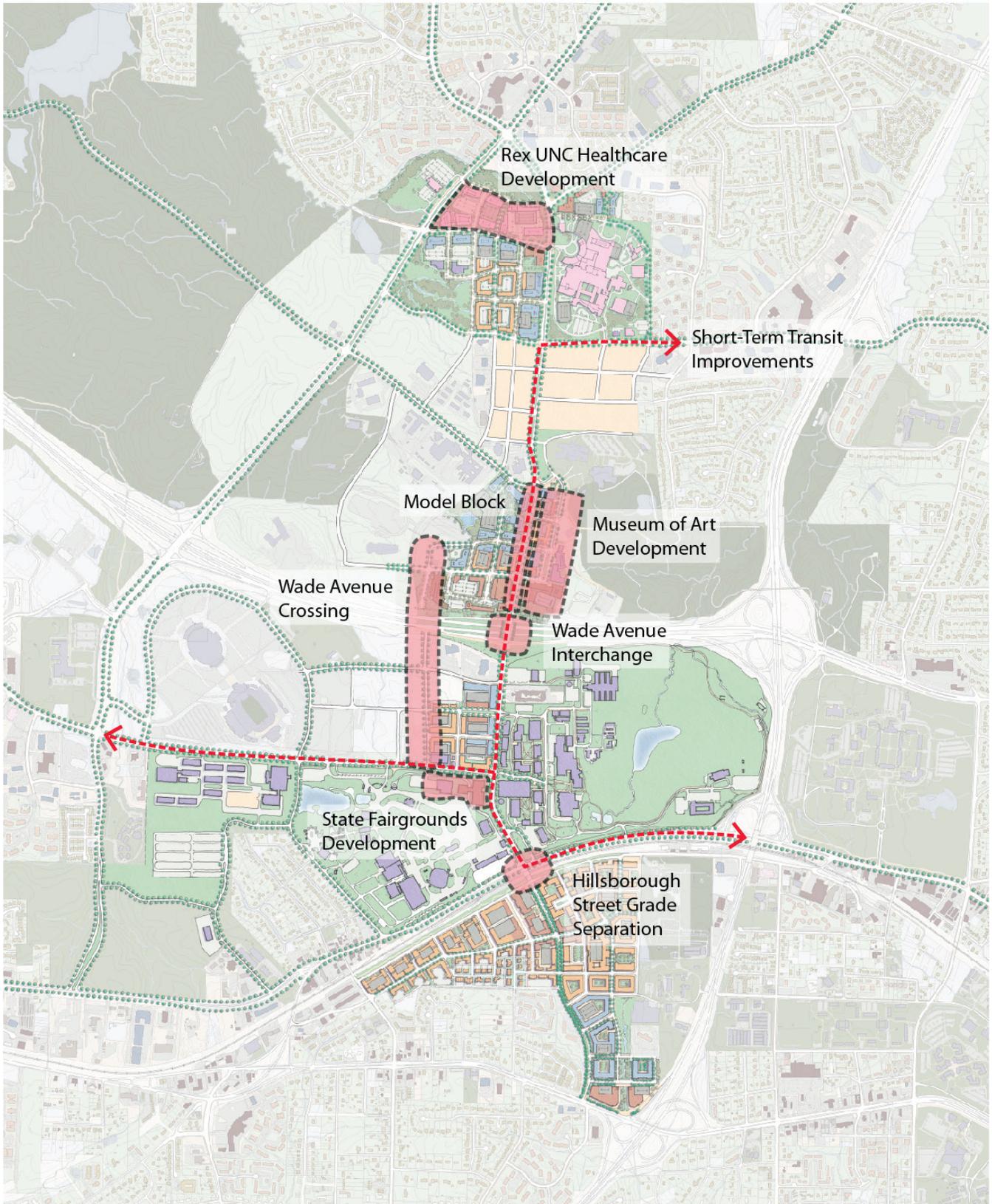
WADE AVENUE CROSSING—the crossing will expand local transportation options. This critical connection will require City/State funding.

WADE AVENUE BRIDGE & INTERCHANGE IMPROVEMENTS—Evaluate options for a more compact interchange at the Wade Avenue Bridge, which will provide better access and maximize developable land. Need to insure that this makes it into NCDOT priority projects.

STATE FAIRGROUNDS DEVELOPMENT—Add a hotel conference facility associated with the Fairgrounds. The hotel will serve as an economic generator while fulfilling a crucial need in the area. Market demand for hotel development creates an immediate opportunity for this to occur in the near future.

TRANSIT IMPROVEMENTS (CAT & TTA)—Bus service is required all along the corridor from Rex Hospital, to the NCMA, to the State labs, to the Fairgrounds, and to the PNC arena. Between the 9 million visitors throughout the year, to the thousands of employees along the corridor, bus service would be welcomed and well used.

NCDOT UNDERPASS PROJECT AT BLUE RIDGE ROAD & HILLSBOROUGH STREET—Planning for the underpass is ongoing.



**Blue Ridge Road Corridor
Priority Projects**



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Blue Ridge Road District Study

Action Matrix as of November 19, 2012 – supersedes November 16, 2012 update

The action matrix is derived from the final Blue Ridge Road District Study and recommendations from the Blue Ridge Road Advisory team on priority projects to be undertaken in the short and long term. The action matrix will be fine-tuned and formalized as a business plan in the future. Implementation of actions are based on available resources, most specifically funding, which is allocated through yearly priority allocations by the State, City, and Core Stakeholder processes. The action matrix will be reviewed, updated, and publicized on a quarterly basis.

Timeframe/Action	Responsible Entities	Necessary Tools/Resources*	Status/Actions
Near-Term Goal 1-3 Years			
PRIORITY POLICY CHANGES			
Update the City of Raleigh 2030 Comprehensive Plan with priority policy changes: - Growth Framework Map - Future Land Use Map - Bicycles Facilities Map - Greenways Map - Connector Street Network - Arterials, Thoroughfares & Collector Streets - Urban Form Map	City of Raleigh Planning and Development	Implementation Strategy	Anticipated: Raleigh City Council Adoption – January 13, 2013.
CAMPO Review and Long-Range Transportation Plan (LRTP) Update	City of Raleigh – Planning and Development & Office of Transportation Planning & CAMPO	N/A	Will be conveyed following Raleigh City Council approval. NCDOT Prioritization 3.0
State Master Plan Update	NC Department of Administration City of Raleigh – Planning and Development	N/A	Complete. Study recommendations will guide city-wide mapping exercise following approval of the UDO by Raleigh City Council.
Mapping recommendations for the Unified Development Code (UDO)	City of Raleigh-Planning and Development & Urban Design Center	N/A	Complete. Study recommendations will guide city-wide mapping exercise following approval of the UDO by Raleigh City Council.

*Necessary Tools include DOA approvals, funding, zoning

Timeframe/Action	Responsible Entities	Necessary Tools/ Resources*	Status/Actions
PRIORITY PROJECTS			
- Quick Fixes Reduce speed limit Landscape median Put in temporary sidewalks	NCDOT & City of Raleigh	Update plans & Capital Funds	Landscape on 5-week maintenance schedule. NCDOT and City agree that speed limit remains the same, but could change as development occurs. Temporary sidewalks discussion on hold.
Rex HealthCare Development	Rex HealthCare		Rex is expanding overflow parking and prioritizing Macon Pond Road infrastructure.
North Carolina Museum of Art Development	NCMA		Ongoing-Planning the Polk Youth Center site, street design and aesthetics, and infrastructure. Eventually, plans include creating a mixed-use development along Blue Ridge Road.
NCDOT underpass project at Blue Ridge Road and Hillsborough Street	NCDOT	Capital Funds	Planning for the underpass is ongoing.
Transit Improvements (CAT & TTA)	City of Raleigh Transit & Triangle Transit (TTA)	Update Plans & Funding Allocations	Bus service is required all along the Corridor.
State Fairgrounds Development	State	TBD	Add a hotel facility associated with the Fairgrounds. The hotel will serve as an economic generator while fulfilling a critical need in the area. Market demand for hotel development creates an immediate opportunity for this to occur in the near future.
TRANSPORTATION PROJECTS			
Upgrade Ligon Street connection	City of Raleigh, NCDOT, NCSU	Capital Funds	TBD

*Necessary Tools include DOA approvals, funding, zoning

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Timeframe/Action	Responsible Entities	Necessary Tools/Resources*	Status/Actions
Extend Lake Boone Trail to Edwards Mill Road	City of Raleigh	Capital Funds	TBD
Evaluate options for a more compact interchange at the Wade Avenue bridge to provide better access and maximize developable land	NCDOT	Design Engineering	TBD
Provide wide sidewalks near the State Fairgrounds, PNC Arena, and the Carter-Finley Stadium, as well as along the thoroughfares that link these institutions with parking resources	City of Raleigh & NCDOT	Capital Funds	To be included in City of Raleigh Transportation Planning and NCDOT 3.0
Maintain a signalized intersection at Trinity Road and Blue Ridge Road.	NCDOT	N/A	TBD
GREEN INFRASTRUCTURE PROJECTS			
Develop a comprehensive District Stormwater strategy that is integrated into infrastructure and development in innovative ways	City of Raleigh – Stormwater Management & Urban Design Center	Work Program Amendment	TBD
Provide an improved loop on the NCMA greenway	NCMA	NCMA Funds	Complete as of October 29, 2012
Incorporate a comprehensive public art program to unify the District that integrates the natural resources, water features, and other environmental assets of the area	City of Raleigh – Stormwater Management, Urban Design Center, Arts Commission & NCMA	Capital Funds	TBD
DEVELOPMENT PROJECTS			
Create a mixed-use development on the NCMA side of Blue Ridge Road	TBD	TBD	Future planning TBD

*Necessary Tools include DOA approvals, funding, zoning

Timeframe/Action	Responsible Entities	Necessary Tools/Resources*	Status/Actions
Design a strategy for creating affordable workforce housing in the district	City of Raleigh – Planning and Development & Community Development	Private Developer	TBD
Locate practice facilities to take advantage of parking access during non-event hours and activate the Entertainment District	Private Developer	Private Developer	TBD
Develop branding and theming for districts. - Prepare comprehensive, district-wide map for wayfinding and theme loops	City of Raleigh Urban Design Center & Stakeholder Advisory Team	TBD	NCSU School of Design studio will undertake study and create a plan.
Mid-Term Goal 4-7 Years			
PRIORITY PROJECTS			
REX UNC HealthCare Development	Rex HealthCare		Rex Hospital will expand west across Macon Pond Road (5-7 years). Currently, Rex is expanding overflow parking and prioritizing Macon Pond Road infrastructure. The Hospital will grow toward Edwards Mill Road in the future.
NCDOT Complete Streets Model Block	NCDOT Capital Funds	TBD	The model block will extend along blue Ridge Road from Reedy Creek Road to Wade Avenue. Funding for the project will set the standard for future Complete Streets projects. Once the plan is adopted it will be integrated into NCDOT Prioritization 3.0 set for 2013.

*Necessary Tools include DOA approvals, funding, zoning

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Timeframe/Action	Responsible Entities	Necessary Tools/Resources*	Status/Actions
TRANSPORTATION PROJECTS			
Connect the Arts District to the Entertainment District via a new connection across Wade Avenue	NCSU & City of Raleigh	Funding	TBD
Establish a street pattern between NCSU and the Stadium/Arena that facilitates expansion	City of Raleigh & State	Capital Funds	TBD
Improve intersection at Blue Ridge Road and Forest View Road	NCDOT	Prioritization 3.0	TBD
Reconfigure street connections to accommodate an interconnected and pedestrian-friendly district as redevelopment occurs	City of Raleigh & Private Developers	Capital Funds	TBD
Connect the NCSU campus to the facilities across Blue Ridge Road via a new east/west pedestrian connection	NCSU & City of Raleigh	Funding	TBD
Improve connectivity with additional north/south streets parallel to Blue Ridge Road	City of Raleigh & Private Developers	Design Engineering & Capital Funds	TBD
GREEN INFRASTRUCTURE			
Connect the existing trails to the north around the Rex Hospital expansion and west to Schenk Forest	City of Raleigh & NCDOT	Updated Plans & Capital Funds	TBD—Included in BRR Implementation Strategy for consideration
Connect greenway at the NCMA under Wade Avenue to NCSU College of Veterinary Medicine campus	City of Raleigh, NCMA, and NCSU	Updated Plans & Capital Funds	
Capitalize on linkages to the JC Raulston Arboretum as a neighborhood amenity	NCSU & City of Raleigh	N/A	TBD
Locate mixed-use development, including affordable workforce housing, along Blue Ridge Road	Private Developers	Private Funding	TBD

*Necessary Tools include DOA approvals, funding, zoning

Timeframe/Action	Responsible Entities	Necessary Tools/Resources*	Status/Actions
Complement existing neighborhoods with residential uses	Private Developers	Private Funding	TBD
DEVELOPMENT PROJECTS			
Continue with previously identified development initiatives			
Long-Term Goal 8-12 Years			
PRIORITY PROJECTS			
Wade Avenue Crossing	City of Raleigh & State	City of Raleigh & State Funding	The crossing will expand local transportation options.
TRANSPORTATION PROJECTS			
Continue implementation of short- and mid-term goals	TBD	TBD	TBD
GREEN INFRASTRUCTURE PROJECTS			
As development comes on line, evaluate recreation needs of new population and incorporate localized green spaces and facilities for active pursuits such as trails, playgrounds, indoor multi-purpose spaces, and open-turf areas	City of Raleigh & Private Developers	Capital Funds	TBD
DEVELOPMENT PROJECTS			
Redevelop K-Mart site as a mixed-use center which could also include a regional storm water management facility	Private Developers & City of Raleigh Stormwater Division	Private Funding	TBD
Site larger office and commercial footprints more closely to the proposed transit station	Private Developers	TBD	TBD

*Necessary Tools include DOA approvals, funding, zoning

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Funding Tools

The government resource pool is broad. While not exhaustive, the following table provides an at-a-glance summary of tax credits and bond resources, along with several standard year-to-year government grant programs. The listed grant opportunities include an overview, eligibility requirements, and typical amounts that have been allocated previously or are currently available.

RESOURCE	PRIVATE SECTOR	FEDERAL GOVERNMENT	STATE GOVERNMENT	LOCAL GOVERNMENT
GENERAL				
City of Raleigh Go Bonds				X
Tax-Exempt Bonds				X
Value Capture Mechanisms	X		X	X
New Market Tax Credits		X		X
Historic Tax Credits		X		
Low-Income Housing Tax Credits		X		
Home Investment Partnership Program		X	X	
Housing & Community Development				
Community Block Grant Program (CDBG)		X		X
National Endowment for the Arts		X		
Transportation & Infrastructure				
Build America Bonds		X		
Federal Highway Administration Transportation, Community, and System Preservation Program		X		X
Federal Department of Transportation, Tiger Grants		X		
North Carolina Department of Transportation Enhancement (TE) Program			X	
Federal Highway Administration, Office of Planning, Environment & Realty, Congestion Mitigation and Air Quality (CMAQ) Improvement		X	X	X

RESOURCE	PRIVATE SECTOR	FEDERAL GOVERNMENT	STATE GOVERNMENT	LOCAL GOVERNMENT
Parks & Greenspace				
North Carolina Department of Environment and Natural Resources Ecosystem Enhancement Program (EEP)			X	
Federal Land and Water Conservation Fund (LWCF)		X	X	X
The Parks and Recreation Trust Fund (PARTF)			X	X
North Carolina Trails Program			X	
Water Resources Management				
U.S. Department of Homeland Security Federal Emergency Management Agency (FEMA) Grant Program		X	X	X
North Carolina Department of Environment and Natural Resources (NCDENR), Division of Water Resources		X	X	
North Carolina Department of Environment and Natural Resources (NCDENR), Clean Water Management Trust Fund (CWMTF)		X	X	

General

City of Raleigh Go Bonds

In recent years, the City of Raleigh has put before the voters General Obligation (GO) bond packages for parks and greenways, transportation, and affordable housing, all of which have been approved. The most recently package of parks bonds passed in 2007, and the latest transportation and housing bonds passed in 2011. GO bond financing, which is backed by the full faith and credit of the City's taxing power, is the lowest-cost form of financing available. At the time of writing, the City can incur GO debt at about four percent interest.

The projects in this plan were not known at the time these bonds passed, and were therefore not included as part of the project lists that went to the voters along with the bond authorization. However, it is likely that components of this plan will be eligible for both parks and transportation bond financing as part of future bond packages.

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Tax-Exempt Bonds

Provide low-interest loans for industrial and low-income housing projects.

New Market Tax Credits

Funds are provided to municipalities, which offer them to equity and loan providers to increase their returns.

Historic Tax Credits

Credits are sold by the federal government for purposes of rehabilitating certified historic structures. When corporations purchase these credits, they become equity investors and receive a 20 percent federal income tax credit.

Low-Income Housing Tax Credits

Credits are offered to those who rent houses to families with incomes less than 60 percent of the area median income. The United States Departments of the Treasury, Housing and Urban Development, and Justice enter into this memorandum of understanding (MOU) in a cooperative effort to promote enhanced compliance with the Fair Housing Act (ACT), 42 U.S.C. §§ 3601 et seq., for the benefit of residents of low-income housing tax credit properties and the general public. The Low Income Housing Tax Credit is a dollar-for-dollar tax credit created under the Tax Reform Act of 1986 (TRA86) that gives incentives for the utilization of private equity in the development of affordable housing aimed at low-income Americans. LIHTC accounts for the majority - approximately 90 percent - of all affordable rental housing created in the United States today. The credits are also commonly called Section 42 credits in reference to the applicable section of the Internal Revenue Code. The tax credits are more attractive than tax deductions as they provide a dollar-for-dollar reduction in a taxpayer's federal income tax, whereas a tax deduction only provides a reduction in taxable income. The "passive loss rules" and similar tax changes made by TRA86 greatly reduced the value of tax credits and deductions to individual taxpayers. As a result, almost all investors in LIHTC projects are corporations.

Home Investment Partnership Program

<http://www.hud.gov/offices/cpd/affordablehousing/programs/home/>

Overview: HOME is the largest Federal block grant to State and local governments designed exclusively to create affordable housing for low-income

households. Each year it allocates approximately \$2 billion among the States and hundreds of localities nationwide. Funds are offered to municipalities through the state for purposes of building affordable housing. HOME provides formula grants to States and localities that communities use—often in partnership with local nonprofit groups—to fund a wide range of activities that build, buy, and/or rehabilitate affordable housing for rent or homeownership or provide direct rental assistance to low-income people.

Eligibility: States are automatically eligible for HOME funds. Households for HOME assistance varies with the nature of the funded activity. For rental housing and rental assistance, at least 90 percent of benefiting families must have incomes that are no more than 60 percent of the HUD-adjusted median family income for the area. In rental projects with five or more assisted units, at least 20% of the units must be occupied by families with incomes that do not exceed 50% of the HUD-adjusted median. The incomes of households receiving HUD assistance must not exceed 80 percent of the area median. HOME income limits are published each year by HUD.

Typical Funding: States receive either their formula allocation or \$3 million, whichever is greater. Local jurisdictions eligible for at least \$500,000 under the formula (\$335,000 in years when Congress appropriates less than \$1.5 billion for HOME) also can receive an allocation.

Housing & Community Development

Community Block Grant Program (CDBG) HUD/Treasury

http://portal.hud.gov/hudportal/HUD?src=/program_offices/comm_planning/communitydevelopment/programs

Overview: HUD awards grants to entitlement community grantees to carry out a wide range of community development activities directed toward revitalizing neighborhoods, economic development, and providing improved community facilities and services. Entitlement communities develop their own programs and funding priorities. However, grantees must give maximum feasible priority to activities which benefit low- and moderate-income persons. A grantee may also carry out activities which aid in the prevention or elimination of slums or blight. Additionally, grantees may fund activities when the grantee certifies that the activities meet other community development needs having a particular urgency because existing conditions pose

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a serious and immediate threat to the health or welfare of the community where other financial resources are not available to meet such needs. CDBG funds may not be used for activities which do not meet these broad national objectives. HUD awards grants to entitlement community grantees to carry out a wide range of community development activities directed toward revitalizing neighborhoods, economic development, and providing improved community facilities and services.

Eligibility: HUD determines the amount of each entitlement grant by a statutory dual formula which uses several objective measures of community needs, including the extent of poverty, population, housing overcrowding, age of housing and population growth lag in relationship to other metropolitan areas. Eligible grantees are as follows:

- » principal cities of Metropolitan Statistical Areas (MSAs);
- » other metropolitan cities with populations of at least 50,000; and
- » qualified urban counties with populations of at least 200,000 (excluding the population of entitled cities) are entitled to receive annual grants.
- » CDBG funds may be used for activities which include, but are not limited to:
 - » acquisition of real property;
 - » relocation and demolition;
 - » rehabilitation of residential and non-residential structures;
 - » construction of public facilities and improvements, such as water and sewer facilities, streets, neighborhood centers, and the conversion of school buildings for eligible purposes;
 - » public services, within certain limits;
 - » activities relating to energy conservation and renewable energy resources; and
 - » provision of assistance to profit-motivated businesses to carry out economic development and job creation/retention activities.

Typical Funding: The program provides annual grants on a formula basis to entitled cities and counties to develop viable urban communities by providing decent housing and a suitable living environment, and by expanding economic opportunities, principally for low- and moderate-income persons. The program is authorized under Title 1 of the Housing and Community

Development Act of 1974, Public Law 93-383, as amended; 42 U.S.C.-5301 et seq.

National Endowment for the Arts

www.nea.gov/

Overview: The National Endowment for the Arts (NEA) is an independent agency of the United States federal government that offers support and funding for projects exhibiting artistic excellence. The NEA offers grants in the categories of: 1) Grants for Arts Projects, 2) National Initiatives, and 3) Partnership Agreements. Grants for Arts Projects support exemplary projects in the discipline categories of artist communities, arts education, dance, design, folk and traditional arts, literature, local arts agencies, media arts, museums, music, musical theater, opera, presenting (including multidisciplinary art forms), theater, and visual arts. The NEA also grants individual fellowships in literature to creative writers and translators of exceptional talent in the areas of prose and poetry. The NEA is the largest grantmaker to arts organizations in the nation. Blue Ridge Road projects likely would come under the auspices of ‘Our Town Grant for Placemaking’ through the Raleigh Arts Commission.

Eligibility: The NEA has partnerships in the areas of state and regional, federal, international activities, and design. The state arts agencies and regional arts organizations are the NEA’s primary partners in serving the American people through the arts. Forty percent of all NEA funding goes to the state arts agencies and regional arts organizations.

Typical Funding: In general individual grants are in the \$10,000-\$20,000 range, specified to specific activities and programs.

Transportation & Infrastructure

Build America Bonds

<http://www.treasury.gov/initiatives/recovery/Pages/babs.aspx>

Overview: The existing tax-exempt bond market has faced significant challenges over the past two years. Build America Bonds (BABs) address that

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by providing state and local governments with a new, direct federal payment subsidy for a portion of their borrowing costs on taxable bonds. BABs provide a deeper federal subsidy to state and local governments (equal to 35 percent of the taxable borrowing cost) than traditional tax-exempt bonds which leads to lower net borrowing costs for state and local governments. This feature also makes Build America Bonds attractive to a broader group of investors than typically invest in more traditional state and local tax-exempt bonds.

Eligibility: The capital projects these bonds fund include work on public buildings, courthouses, schools, transportation infrastructure, government hospitals, public safety facilities and equipment, water and sewer projects, environmental projects, energy projects, government housing projects and public utilities.

Typical Funding: Among the Triangle-area issuers are the University of North Carolina at Chapel Hill, \$113 million for various improvements and the refinancing of prior bond issues; the North Carolina Municipal Power Agency, \$69 million for nuclear power plants; the North Carolina Turnpike Authority, \$353 million for highway projects; and North Carolina State University, \$60 million for various improvements.

Federal Highway Administration Transportation, Community, and System Preservation Program

<http://www.fhwa.dot.gov/discretionary/tcsp2012selc.htm>

Overview: The Transportation, Community, and System Preservation Program provides funding for a comprehensive initiative including planning grants, implementation grants, and research to investigate and address the relationships among transportation, community, and system preservation plans and practices and identify private-sector-based initiatives to improve those relationships. Grants may be used to plan and implement strategies that improve the efficiency of the transportation system; reduce environmental impacts of transportation; reduce the need for costly future public infrastructure investments; ensure efficient access to jobs, services, and centers of trade; and examine development patterns and identify strategies to encourage private sector development patterns that achieve these goals.

Eligibility: Eligibility is broadly defined as a project eligible for assistance under Title 23 or Chapter 53 of Title 49, or any other activity the Secretary determines to be appropriate to implement transit-oriented development plans, traffic calming measures, or other coordinated TCSP practices.

Typical Funding: As of this writing, \$29 million is available in grant funding. The federal share generally is 80 percent.

Federal Department of Transportation, TIGER Grants

<http://www.dot.gov/tiger/index.html>

Overview: The Transportation Investment Generating Economic Recovery, or TIGER Discretionary Grant program, provides a unique opportunity for the U.S. Department of Transportation to invest in road, rail, transit and port projects that promise to achieve critical national objectives. Congress dedicated \$1.5 billion for TIGER I and \$600 million for TIGER II to fund projects that have a significant impact on the Nation, a region or a metropolitan area. TIGER's highly competitive process, galvanized by tremendous applicant interest, allowed DOT to fund 51 innovative capital projects in TIGER I, and an additional 42 capital projects in TIGER II. TIGER II also featured a new Planning Grant category and 33 planning projects were also funded through TIGER II. Each project is multi-modal, multi-jurisdictional or otherwise challenging to fund through existing programs. The TIGER program enables DOT to use a rigorous process to select projects with exceptional benefits, explore ways to deliver projects faster and save on construction costs, and make investments in our Nation's infrastructure that make communities more livable and sustainable.

Eligibility: TIGER grants are awarded to transportation projects that have a significant national or regional impact. Projects are chosen for their ability to contribute to the long-term economic competitiveness of the nation, improve the condition of existing transportation facilities and systems, increase energy efficiency and reducing greenhouse gas emissions, improve the safety of U.S. transportation facilities and enhance the quality of living and working environments of communities through increased transportation choices and connections. The Department also gives priority to projects that are expected to create and preserve jobs quickly and stimulate increases in economic activity.

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Typical Funding: In 2009 and 2010, the Department received a total of 2,400 applications requesting \$76 billion; greatly exceeding the \$2.1 billion available in the TIGER I and TIGER II grant programs. In the previous two rounds, the TIGER program awarded grants to 126 freight, highway, transit, port and bicycle/pedestrian projects in all 50 states and the District of Columbia.

North Carolina Department of Transportation Enhancement (TE) Program

<http://www.ncdot.org/programs/enhancement/>

Overview: Federal Transportation Enhancement funding is administered by the Enhancement Unit and serves to strengthen the cultural, aesthetic, and environmental aspects of the Nation's intermodal transportation system. Transportation Enhancement (TE) activities are awarded through the North Carolina Call for Projects process.

Eligibility: Transportation Enhancement (TE) activities must benefit the traveling public and help communities increase transportation choices and access, enhance the built or natural environment, and create a sense of place. All TE projects must meet the following TWO federal requirements: (1) have a relationship to surface transportation and (2) be one of twelve qualifying activities. Factors for determination include the project's proximity to a highway or a pedestrian/bicycle corridor; whether the project enhances the aesthetic, cultural, or historic aspects of the travel experience; and whether the proposed project serves a current or past transportation purpose.

Qualifying activities include:

- » Bicycle and Pedestrian Facilities
- » Bicycle and Pedestrian Safety
- » Acquisition of Scenic Easements, Scenic or Historic Sites
- » Scenic or Historic Highway Programs (including tourist or welcome centers)
- » Landscaping and other Scenic Beautification
- » Historic Preservation
- » Rehabilitation of Historic Transportation Facilities
- » Preservation of Abandoned Rail Corridors
- » Control of Outdoor Advertising

-
- » Archaeological Planning and Research
 - » Environmental Mitigation
 - » Transportation Museums

Typical Funding: Allocation decisions regarding Federal enhancement funding are on hold pending Congressional action on surface transportation program reauthorization.

Federal Highway Administration, Office of Planning, Environment & Realty, Congestion Mitigation and Air Quality (CMAQ) Improvement Program

<http://www.fhwa.dot.gov/environment/airquality/cmaq/>

Overview: The Congestion Mitigation and Air Quality (CMAQ) Improvement Program funds transportation projects to improve air quality and reduce traffic congestion in areas that do not meet air quality standards. Jointly administered by FHWA and the Federal Transit Administration (FTA), the CMAQ program was reauthorized under the Transportation Equity Act for the 21st Century (TEA-21) in 1998, and, most recently in 2005 under the Safe, Accountable, Flexible, and Efficient Transportation Equity Act: A Legacy for Users (SAFETEA-LU). Under SAFETEA-LU, the program has provided just under \$9 billion in authorizations to State DOTs and metropolitan planning organizations, and their project sponsors for a growing variety of transportation-environmental projects, including bicycling and walking.

Eligibility: Fundable projects must show that they will reduce emissions and be cost effective. Project proposals can be submitted by government and non-government agencies, through rules vary by region. States that have no nonattainment or maintenance areas can still receive a minimum apportionment of CMAQ funding. An apportioned program, each year's CMAQ funding is distributed to the States via a statutory formula based on population and air quality classification.

Typical Funding: Funding runs the gamut of amounts, with the grant requiring matching funds of 20, 30, 50 percent depending on the grantee organization and the project.

ORGANIZATION

Parks & Greenspace

North Carolina Department of Environment and Natural Resource
Ecosystem Enhancement Program (EEP)

<http://portal.ncdenr.org/web/eep/>

Overview: The NC Ecosystem Enhancement Program's mission is to restore and protect North Carolina's natural resources for future generations while supporting responsible economic development. EEP offers four In-Lieu Fee mitigation programs designed to assist private and public entities comply with state and federal compensatory mitigation for streams, wetlands, riparian buffers, and nutrients. EEP utilizes receipts from the programs to restore streams and wetlands where the need is greatest by working with state and local partners, including willing landowners. The NC Department of Transportation and other developers voluntarily use EEP to move projects forward in a timely and affordable manner.

Eligibility: EEP offers four voluntary In-Lieu Fee (ILF) mitigation programs to the public and private sectors to satisfy compensatory-mitigation requirements in state and federal laws and regulations. The initiatives offset unavoidable environmental damage from transportation-infrastructure improvements and other economic development, and help to prevent harmful pollutants from endangering water quality in sensitive river basins.

Typical Funding: In-State Fiscal Year 2009-10, payments to vendors totaled \$22,904,012.69. More than 60 percent of payments during the fiscal year were made to private full-delivery firms that worked towards implementing high-quality EEP mitigation projects.

In addition, about 18 percent of payments were made to vendors working on completing restoration designs, and about 20 percent were made to construction contractors implementing mitigation projects. EEP has more than 560 restoration, enhancement and preservation projects in North Carolina.

Federal Land and Water Conservation Fund (LWCF)

http://www.ncparks.gov/About/grants/lwcf_main.php

Overview: The land and water conservation fund (LWCF) has historically been a primary funding source of the US Department of the Interior for

outdoor recreation development and land acquisition by local governments and state agencies. In North Carolina, the program is administered by the department of environment and natural resources. The National Park Service, U.S. Department of the Interior, administers the program on behalf of the federal government. Authority for the program at the state level is vested in the N.C. Department of Environment and Natural Resources and the State Liaison Officer (SLO) appointed by the Governor.

Eligibility: To be eligible for LWCF assistance, every state must prepare and regularly update a Statewide Comprehensive Outdoor Recreation Plan (SCORP). The SCORP includes inventories or assessments of current recreation resources (local, state and federal) within a state, identifies needs and new opportunities for outdoor recreation improvements and sets forth a five-year action agenda to meet the goals identified by its citizens and elected leaders.

Typical Funding: Historically, North Carolina's LWCF annual allocation has been split 60/40 between local governments and state agencies. In North Carolina alone, the LWCF program has provided more than \$75 million in matching grants to protect land and support more than 875 state and local park projects. More than 38,500 acres have been acquired with LWCF assistance to establish a park legacy in North Carolina.

The Parks and Recreation Trust Fund (PARTF)

http://www.ncparks.gov/About/grants/partf_main.php

Overview: The North Carolina General Assembly established the PARTF on July 16, 1994 to fund improvements in the state's park system, to fund grants for local governments, and to increase the public's access to the state's beaches. The Parks and Recreation Authority, a fifteen-member appointed board, was also created to allocate funds from PARTF to the state parks and to the grants program for local governments. PARTF is the primary source of funding to build and renovate facilities in the state parks as well as to buy land for new and existing parks. Recipients use the grants to acquire land and/or to develop parks and recreational projects that serve the general public.

Eligibility: North Carolina counties and incorporated municipalities are eligible for PARTF grants. Public authorities, as defined by NC General Stat-

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ute 159-7, are also eligible if they are authorized to acquire land or develop recreational facilities for the general public. A public authority that is considering a PARTF grant should provide its regional consultant with proof of eligibility as soon as possible. Two or more local governments may apply jointly. One government must serve as the primary sponsor. If approved, both parties will be jointly responsible for compliance with all rules pertaining to operation and maintenance of the project. Applicants can buy land to use as recreational projects for the public or to protect the natural or scenic resources of the property. Applicants can also request money to build or renovate recreational and support facilities. A project must be located on a single site. Sports equipment, maintenance equipment, office equipment and indoor furniture cannot be purchased with PARTF grants.

Typical Funding: The PARTF provides dollar-for-dollar matching grants to local governments for parks and recreational projects to serve the public. Between 1995-2011 grant amounts have ranged from \$7,000 to \$400,000 (this does not include the local match which, typically, is 50 percent).

North Carolina Trails Program

http://www.ncparks.gov/About/trails_main.php

Overview: The State Trails Program is a section of the NC Division of Parks and Recreation. The program originated in 1973 with the North Carolina Trails System Act and is dedicated to helping citizens, organizations and agencies plan, develop and manage all types of trails ranging from greenways and trails for hiking, biking and horseback riding to river trails and off-highway vehicle trails.

The four-person staff of the State Trails Program and the North Carolina Trails Committee work together to enable volunteers, nonprofit organizations, and government agencies to develop trail plans, preserve land and develop and manage trails for all trail users. Staff is working toward a goal of a system of trails across North Carolina by providing technical assistance, offering grant opportunities and developing successful partnerships with local conservation and recreation advocates.

Eligibility: The North Carolina Division of Parks and Recreation and its State Trails Program offer two (2) grant programs: (1) Adopt-a-trail grant program; and (2) Recreational trails grant program. Governmental agen-

cies and non-profit organizations are encouraged to apply for grants for trail construction and maintenance projects, for trail side facilities and land acquisition projects.

Typical Funding: Grants typically are in the range of \$5,000.

Water Resources Management

U.S. Department of Homeland Security Federal Emergency Management Agency (FEMA) Grant Program

<http://www.fema.gov/government/grant/hma/index.shtm>

Overview: The FEMA grant program exists to remove structures, and therefore people, from floodplain areas through an application process which analyzes the frequency and severity of damages to the structure. Ideally, structures are removed from harm's way and the land is restored to its natural function (green space and open space).

Eligibility: The property owner must be willing to participate. The project must display a benefit cost analysis ration of one or greater. The program is voluntary for property owners who can walk away from the program at any time during the process, even after the grant is awarded and the offer is on the table.

Typical Funding: There is usually a 75/25 cost share associated with the grant project. The City is required to commit 25 percent of the project cost, which includes not only purchase of the property, but demolition and property restoration costs.

North Carolina Department of Environment and Natural Resources (NCDENR), Division of Water Resources

www.ncwater.org/Financial_Assistance/

Overview: This program is designed to provide cost-share grants and technical assistance to local governments throughout the State. Applications for grants are accepted for seven purposes: General Navigation, Recreational Navigation, Water Management, Stream Restoration, Beach Protection, Land Acquisition and Facility Development for Water-Based Recreation, and Aquatic Weed Control. There are two grant cycles per fiscal year; the application deadlines are July 1st and January 1st.

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Eligibility: Units of local government and local political subdivisions are eligible for assistance. In the case where projects provide broad regional benefits, or where assignment of non-federal responsibilities to local government is not appropriate in the opinion of the department, the department may assume sponsorship on behalf of the state and may pay up to 100 percent of the total (or the non-federal share of the costs) of planning, construction, or operation of said water resources project.

Typical Funding: Spring 2011 grant awards ranged from \$20,000 to \$150,000, totaling \$979,000.

North Carolina Department of Environment and Natural Resources (NCDENR), Clean Water Management Trust Fund (CWMTF)

www.cwmtf.net/

Overview: To carry out the mandate set by legislation, CWMTF provides grant funds for five primary activities: (1) acquisition of Riparian Buffers (fee simple or conservation easements); (2) acquisition of Riparian Greenway Corridors (includes regional trails); (3) restoration and Stormwater projects; (4) Wastewater Infrastructure; (5) planning (for acquisition, greenway, restoration, stormwater, or wastewater infrastructure projects. In addition, CWMTF has several “mini-grant” programs to help recipients plan and prepare for larger projects. Mini-grants do not follow the same application or review process and are awarded as funds are available. There is no deadline for mini-grants. Click the link below to see if your proposal may qualify for a mini-grant:

Eligibility: A state agency, a local government, or a nonprofit corporation whose primary purpose is the conservation, preservation, and restoration of North Carolina’s environmental and natural resources is eligible to apply for a grant.

Typical Funding: Overview of CWMTF 2011 Awards: 46 awards made in 26 different counties across the state; CWMTF funds will leverage an overall 65% in matching funds; 76% of wastewater awards made to economically distressed communities; Infrastructure awards focus on projects that are construction ready; 17 awards will help to protect downstream water supplies serving over 1.8 million people in 26 different communities, with 3 communities serving over 250,000 each. The grant provides matching funds between 20 percent and 59 percent.

VALUE CAPTURE TOOLS/BENEFITS DISTRICT

One resource allocation funding option is the creation of a ‘Benefits District’ which could enable the organization to support infrastructure development for the benefit of all property owners (parity) in the district. The first step in the process is to identify key beneficiaries and their potential contributions to infrastructure in the right-of-way.

The benefits district could utilize value capture tools to support the necessary infrastructure development. ‘Value capture’ is a term used to describe public-private partnership arrangements whereby the increase in real estate value attributable to a public project is used to pay all or part of the cost of the public project. The most common forms of value capture are Tax Increment Financing (TIF), Special Assessment Districts, and joint development agreements.

Tax Increment Financing

Tax Increment Financing (TIF) (known as Project Development Financing in the North Carolina General Statutes) is a financing mechanism by which a portion of tax revenues associated with new development within a designated district is diverted from the general fund and dedicated to servicing bonds for capital improvements within the TIF district. Using TIF bonds does not result in greater revenues or lesser costs than undertaking the same activities with an alternative financing mechanism. Rather, it differs from more traditional bond financing in that the security for the bonds consists of future revenues generated by the TIF district, and the full faith and credit of the local government’s taxing power is not pledged.

The power of TIF to finance public infrastructure in Raleigh should not be overestimated. With a combined City-County tax rate of less than one percent, and assuming a debt-coverage ratio of at least 1.5 or better, a private investment of \$15 to \$20 is necessary to support one dollar of public debt. Therefore, the public infrastructure costs to be underwritten by a TIF district can be no more than five-to-seven percent of the total project costs. A \$5 million public project would need to catalyze \$100 million in new investment to fully pay for itself using TIF bonds. As a result, TIF financing cannot fund the large projects, such as new parks, but could fund smaller supportive investments, such as streetscapes.

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Special Assessment District

While TIF arrangements redirect tax receipts otherwise destined for the general fund to fund infrastructure investments in a specific area, Special Assessment Districts (SAD) generate new revenue by imposing an additional assessment on top of the normal property tax.

Under North Carolina law, formation of a SAD requires a petition of a majority of property owners within the proposed district, representing at least 66 percent of the total assessed value within the district. The petition must include a description of the project to be financed, estimated project cost, and an estimate of the portion of the project cost to be financed through the SAD.

Compared to TIF, a SAD could theoretically finance a larger proportion of the total project costs. The assessment applies to the total project value, not just the increment, with the upper limit determined by the size of the assessment the petitioning property owners are willing to accept. The assessment can be used to secure general revenue bonds or used as additional security for Project Development Financing (TIF) bonds. In this way, a SAD can be combined with TIF to provide additional public financing. The combination of TIF and a SAD may make the use of TIF more politically acceptable by reducing the revenue forgone by the general fund and giving the benefiting property owners more “skin in the game.”

From the standpoint of a developer, shifting a portion of project costs onto a SAD carries two major benefits: (1) the cost of capital is lower, as municipal revenue bonds will carry a lower rate than private loans; and (2) the assessment runs with the land, meaning that if the project is sold before the debt is retired, the new owner assumes the assessment payments. This reduces the risks involved with refinancing 10-year debt (such as higher interest rates).

Joint Development Agreement

A joint development agreement is generally defined as a real estate development project that involves coordination among multiple parties to develop a site, usually on publicly-owned land. A joint development agreement typically involves the financing and development of a project that incorporates both public infrastructure and amenities and private development. Such an agreement could include a cost-sharing agreement to pay for infrastructure,

a revenue-sharing agreement to divide profits from increased real estate values, or a combination of the two. Cost-sharing agreements usually involve cooperation to pay for infrastructure that supports surrounding development. Revenue-sharing agreements distribute the revenues that result from development among joint development partners. Examples of revenue-sharing agreements include ground lease revenues, air rights payments or, in some cases, direct participation in rents or other revenues from development.

Similar to TIFs and SADs, joint development agreements provide another value capture mechanism to fund transit without requiring a direct outlay of government funding. However, joint development agreements are more flexible than the other tools and can be tailored to a particular situation.

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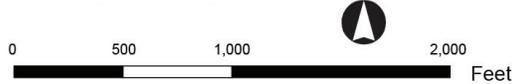


Preliminary Development Pro Forma and Street Network Maps

Pro Forma Categories	Grand Totals
Development Area (Acres)	487.3
Total Land Value	\$86,997,410 – \$164,765,945
Facility Relocation Costs	\$114,750,000
Water and Sewer Costs (\$150 lf)	\$8,551,200
Street Infrastructure Costs (20.45 total miles)	\$100,100,000
Range – Tax Yield Per Acre (City/County combined Rate of .9166)	\$110,569.90 – \$181,352.40
Range – Post-Development Tax Revenue	\$703,017.66 – \$815,286.46



**Blue Ridge Road Corridor
Health & Wellness District**



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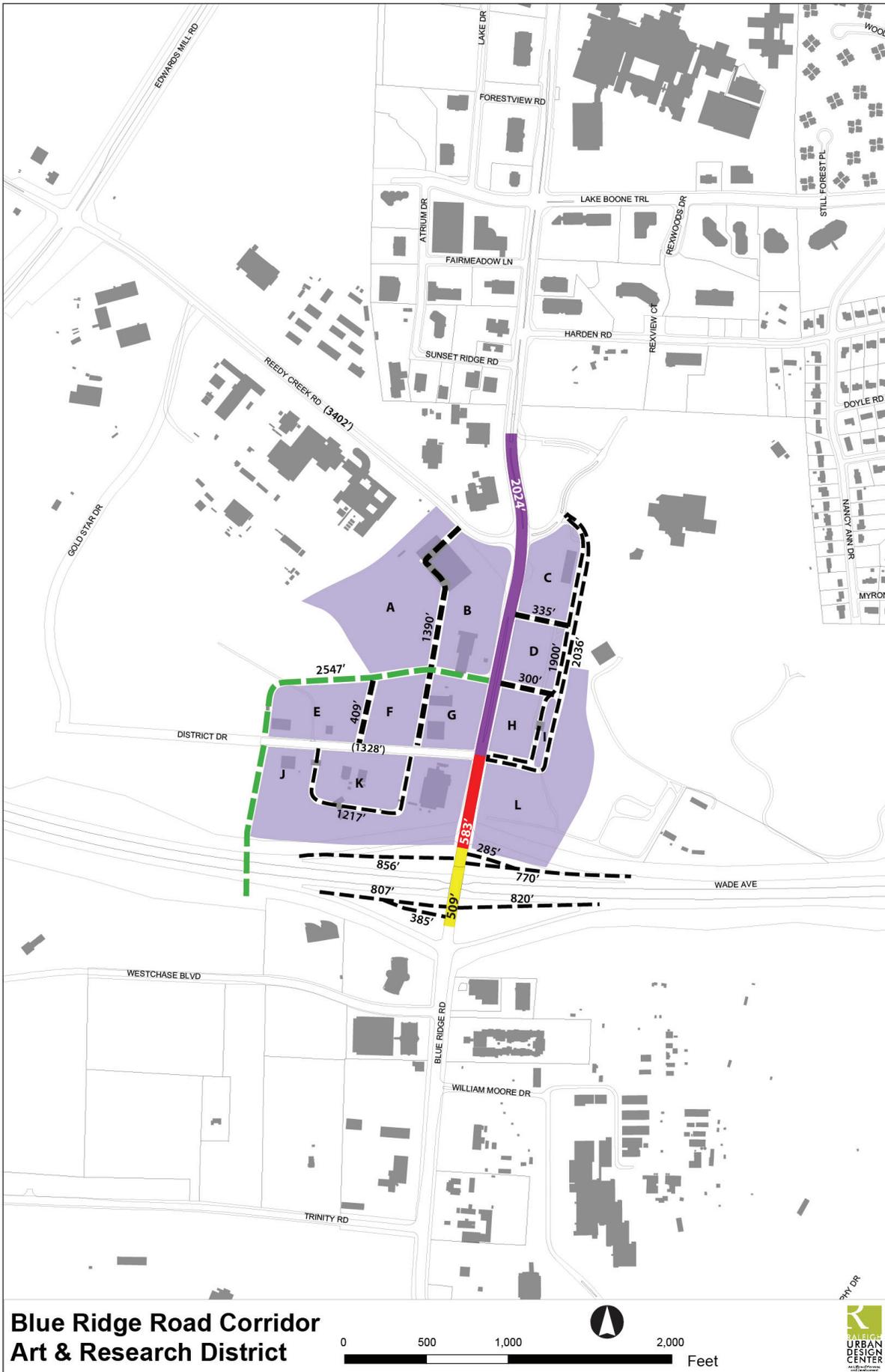
PRO FORMA - HEALTH & WELLNESS DISTRICT

Location	Square Feet - R.O.W.	Acres	LAND VALUE				Facility Relocation Costs
			Range - Potential Price per Acre		Total Range		
HEALTH & WELLNESS DISTRICT							
A	664800	2.87	UNDER DEVELOPMENT				
B	267350	6.14	\$250,000.00	\$350,000.00	\$1,535,000.00	\$2,149,000.00	\$0.00
C	129600	2.97	\$250,000.00	\$350,000.00	\$742,500.00	\$1,039,500.00	\$0.00
D	75800	1.74	\$200,000.00	\$500,000.00	\$348,000.00	\$8,700,000.00	\$0.00
E	388725	8.92	\$200,000.00	\$500,000.00	\$1,784,000.00	\$4,460,000.00	\$0.00
F	201987	4.63	\$250,000.00	\$350,000.00	\$1,157,500.00	\$1,620,500.00	\$0.00
G	209800	4.81	\$250,000.00	\$350,000.00	\$1,202,500.00	\$1,683,500.00	\$0.00
H	135625	3.11	\$250,000.00	\$350,000.00	\$777,500.00	\$1,088,500.00	\$0.00
I	122535	2.81	\$250,000.00	\$350,000.00	\$702,500.00	\$983,500.00	\$0.00
J	264700	6.07	\$250,000.00	\$350,000.00	\$1,517,500.00	\$3,463,495.00	\$0.00
K	88775	2.04	\$300,000.00	\$450,000.00	\$612,000.00	\$918,000.00	\$0.00
L	127875	2.93	\$300,000.00	\$450,000.00	\$879,000.00	\$1,319,500.00	\$0.00
M	111657	2.56	\$300,000.00	\$450,000.00	\$768,000.00	\$1,152,000.00	\$0.00
N	114313	2.62	\$300,000.00	\$450,000.00	\$786,000.00	\$1,179,000.00	\$0.00
O	175487	4.02	\$250,000.00	\$350,000.00	\$100,500.00	\$1,407,000.00	\$0.00
P	87400	2	\$250,000.00	\$300,000.00	\$500,000.00	\$600,000.00	\$0.00
Q	92250	2.11	\$250,000.00	\$350,000.00	\$527,500.00	\$738,500.00	\$0.00
R	108150	2.48	\$200,000.00	\$300,000.00	\$496,000.00	\$744,000.00	\$0.00
S	97500	2.24	\$250,000.00	\$350,000.00	\$560,000.00	\$784,000.00	\$0.00
T	85800	1.97	\$200,000.00	\$300,000.00	\$394,000.00	\$591,000.00	\$0.00
U	112000	0.26	\$250,000.00	\$350,000.00	\$65,000.00	\$91,000.00	\$0.00
V	92100	2.11	\$200,000.00	\$300,000.00	\$422,000.00	\$633,000.00	\$0.00
W	147700	3.39	\$250,000.00	\$350,000.00	\$847,500.00	\$1,186,500.00	\$0.00
X	283100	6.5	\$250,000.00	\$350,000.00	\$1,625,000.00	\$2,275,000.00	\$0.00
Y	251750	5.78	\$250,000.00	\$350,000.00	\$1,445,000.00	\$2,023,000.00	\$0.00
Z	163000	0.37	\$250,000.00	\$350,000.00	\$92,500.00	\$129,500.00	\$0.00
AA	244950	5.62	\$250,000.00	\$350,000.00	\$1,405,000.00	\$1,967,000.00	\$0.00
BB	197200	4.53	\$200,000.00	\$300,000.00	\$906,000.00	\$1,359,000.00	\$0.00
CC	152775	3.5	\$200,000.00	\$300,000.00	\$700,000.00	\$1,050,000.00	\$0.00
DD	629000	14.44	\$250,000.00	\$350,000.00	\$3,600,000.00	\$5,054,000.00	\$0.00
Local Collectors							
Subtotal	3079029	115.54	NA	NA	\$26,498,000.00	\$50,388,995.00	\$0.00

Water & Sewer (\$150/lf)	Street Infrastructure Costs	Range - Tax Yield Per Acre (City/County Combined Rate of .9166)		Range - Post-Development Tax Revenue	
16032 lf					
		\$956.50	\$1,339.10	\$14,069.80	\$19,697.73
		\$956.50	\$1,339.10	\$8,100.59	\$9,528.10
		\$765.20	\$1,913.00	\$3,189.77	\$3,328.62
		\$765.20	\$1,913.00	\$16,352.14	\$40,880.36
		\$956.50	\$1,339.10	\$10,609.65	\$14,848.92
		\$956.50	\$1,339.10	\$11,022.11	\$15,430.96
		\$956.50	\$1,339.10	\$7,126.57	\$9,977.19
		\$956.50	\$1,339.10	\$2,687.77	\$9,014.77
		\$956.50	\$1,339.10	\$13,909.41	\$31,746.40
		\$1,147.80	\$1,721.70	\$5,609.59	\$8,414.39
		\$1,147.80	\$1,721.70	\$8,056.91	\$8,414.39
		\$1,147.80	\$1,721.70	\$7,039.49	\$10,559.23
		\$1,147.80	\$1,721.70	\$7,204.48	\$10,806.71
		\$956.50	\$1,339.10	\$9,211.83	\$12,896.56
		\$956.00	\$1,339.10	\$4,583.00	\$5,499.60
		\$956.00	\$1,339.10	\$4,835.07	\$6,769.09
		\$956.00	\$1,339.10	\$4,546.34	\$6,819.50
		\$1,147.80	\$1,721.70	\$5,132.96	\$7,186.14
		\$956.00	\$1,339.10	\$3,611.40	\$5,417.11
		\$1,147.80	\$1,721.70	\$595.79	\$834.11
		\$956.00	\$1,339.10	\$3,868.06	\$5,802.08
		\$1,147.80	\$1,721.70	\$7,768.19	\$10,875.46
		\$1,147.80	\$1,721.70	\$14,894.75	\$20,852.65
		\$1,147.80	\$1,721.70	\$13,244.87	\$9,951.43
		\$1,147.80	\$1,721.70	\$847.86	\$1,186.98
		\$1,147.80	\$1,721.70	\$12,878.23	\$18,029.52
		\$956.00	\$1,339.10	\$8,304.40	\$12,456.59
	\$975,000.00	\$956.00	\$1,339.10	\$6,416.20	\$9,624.30
	\$4,900,000.00	\$1,147.80	\$1,721.70	\$32,997.60	\$46,324.96
	\$20,655,211.00				
\$2,404,800.00	\$26,530,211.00	\$16,642.10	\$21,425.60	\$248,714.83	\$373,173.85

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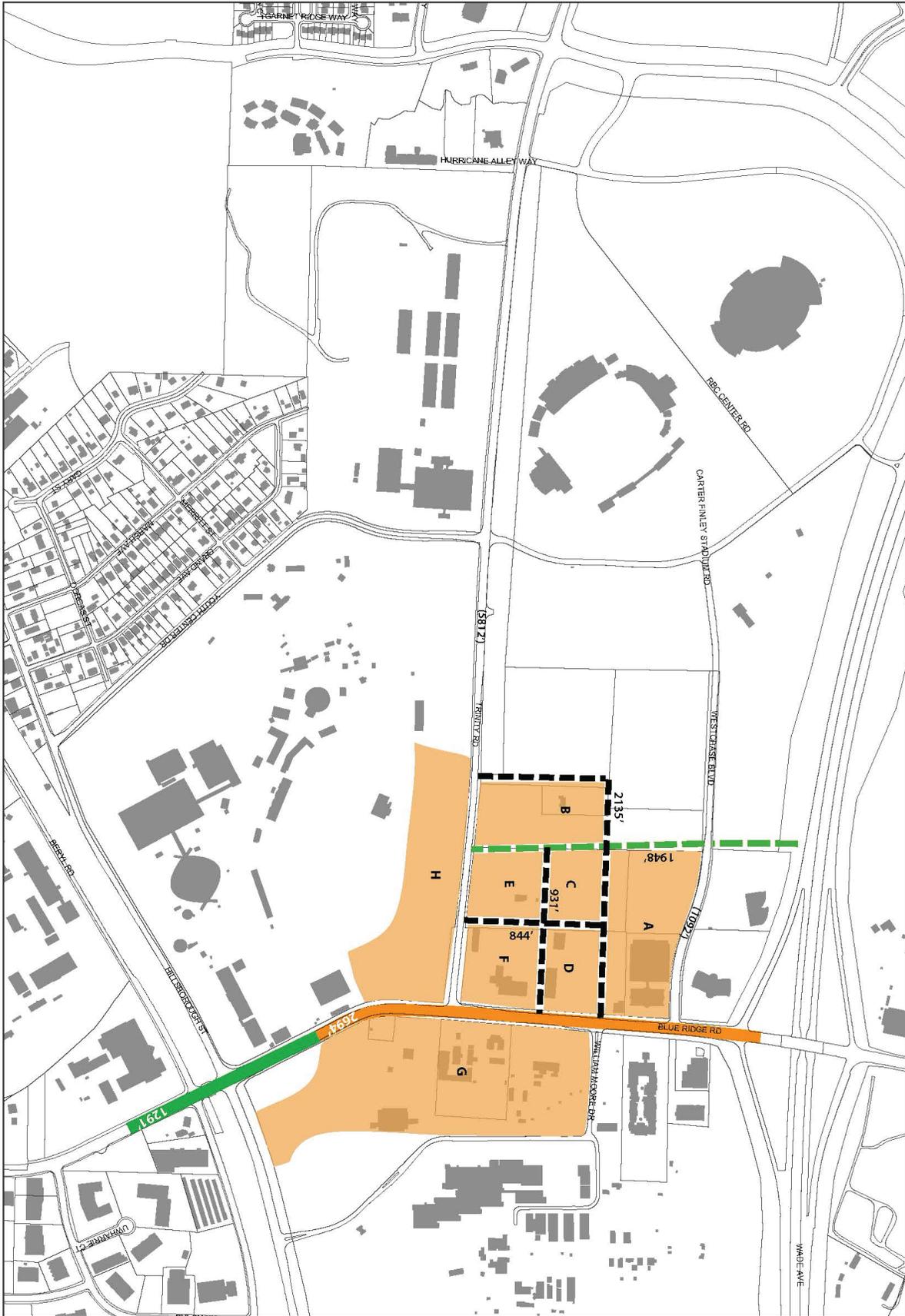
PRO FORMA - ART & RESEARCH DISTRICT

Location	Square Feet - R.O.W.	Acres	LAND VALUE				Facility Relocation Costs
			Range - Potential Price per Acre		Total Range		
ART & RESEARCH DISTRICT							
A	436387	10	\$250,000.00	\$350,000.00	\$2,500,000.00	\$3,500,000.00	\$0.00
B-NC Textbook Warehouse	286000	6.6	\$250,000.00	\$350,000.00	\$1,650,000.00	\$2,310,000.00	\$8,000,000.00
C	156950	3.6	\$250,000.00	\$350,000.00	\$900,000.00	\$1,260,000.00	\$0.00
D	109500	2.5	\$250,000.00	\$350,000.00	\$625,000.00	\$875,000.00	\$0.00
E	172350	4	\$300,000.00	\$450,000.00	\$1,200,000.00	\$1,800,000.00	\$0.00
F	110700	2.5	\$300,000.00	\$450,000.00	\$750,000.00	\$1,125,000.00	\$0.00
G-NC Motor Fleet Management	131200	3	\$300,000.00	\$450,000.00	\$900,000.00	\$1,350,000.00	\$10,000,000.00
H	88550	2	\$300,000.00	\$450,000.00	\$600,000.00	\$900,000.00	\$0.00
I	20160	0.46	\$300,000.00	\$450,000.00	\$138,000.00	\$207,000.00	\$0.00
J - NC Materials and Test Unit	570789.6	13.1	\$400,000.00	\$600,000.00	\$5,241,410.00	\$7,860,000.00	\$8,375,000.00
K	116100	13.1	\$300,000.00	\$450,000.00	\$798,000.00	\$1,197,000.00	\$0.00
L	414800	9.5	\$400,000.00	\$600,000.00	\$3,800,000.00	\$5,700,000.00	\$0.00
Local Collectors							\$26,375,000.00
SUBTOTAL	2613486.6	70.36	NA	NA	\$19,102,410.00	\$28,084,000.00	

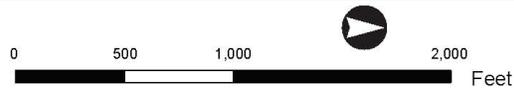
Water & Sewer (\$150/lf)	Street Infrastructure Costs	Range - Tax Yield Per Acre (City/County Combined Rate of .9166)		Range - Post-Development Tax Revenue	
11910 lf					
		\$956.50	\$1,339.10	\$9,565.00	\$13,391.00
		\$956.50	\$1,339.10	\$6,312.90	\$8,838.06
		\$956.50	\$1,339.10	\$3,443.40	\$4,820.76
		\$956.50	\$1,339.10	\$2,391.25	\$3,347.75
		\$1,147.80	\$1,721.70	\$4,591.20	\$6,886.80
		\$1,147.80	\$1,721.70	\$2,869.50	\$4,304.25
		\$1,147.80	\$1,721.70	\$15,036.18	\$5,165.10
		\$1,147.80	\$1,721.70	\$2,295.60	\$3,443.40
		\$1,147.80	\$1,721.70	\$527.99	\$791.98
	\$975,000.00	\$1,147.80	\$1,721.70	\$15,036.18	\$22,554.27
	\$2,800,000.00	\$1,147.80	\$2,295.60	\$10,904.10	\$21,808.20
	\$17,282,932.00				
\$1,786,500.00	\$21,057,932.00	\$11,860.60	\$17,982.20	\$72,973.30	\$95,351.57

ORGANIZATION

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**Blue Ridge Road Corridor
Entertainment District**



ORGANIZATION

PRO FORMA - ENTERTAINMENT & EDUCATION DISTRICT

Location	Square Feet - R.O.W.	Acres	LAND VALUE				Facility Relocation Costs
			Range - Potential Price per Acre		Total Range		
ENTERTAINMENT & EDUCATION DISTRICT							
A	454400	10.4	\$250,000.00	\$350,000.00	\$2,605,000.00	\$3,647,000.00	\$0.00
B	262700	6.03	\$300,000.00	\$450,000.00	\$1,806,000.00	\$2,709,000.00	\$0.00
C	116000	2.66	\$250,000.00	\$350,000.00	\$665,000.00	\$931,000.00	\$0.00
D	151500	3.48	\$200,000.00	\$500,000.00	\$696,000.00	\$1,740,000.00	\$0.00
E	161500	3.7	\$250,000.00	\$350,000.00	\$925,000.00	\$1,295,000.00	\$0.00
F-NCDOT Road Maintenance	206400	4.74	\$250,000.00	\$350,000.00	\$1,185,000.00	\$1,659,000.00	\$10,000,000.00
G	1183613	27.17	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
H	564600	12.95	\$400,000.00	\$600,000.00	\$5,180,000.00	\$7,770,000.00	\$0.00
Local Collectors							\$10,000,000.00
SUBTOTAL	3100713	71.13	NA	NA	\$13,062,000.00	\$19,751,000.00	\$10,000,000.00

Water & Sewer (\$150/lf)	Street Infrastructure Costs	Range - Tax Yield Per Acre (City/County Combined Rate of .9166)		Range - Post-Development Tax Revenue	
3910 lf					
		\$956.50	\$1,339.10	\$9,947.60	\$13,926.64
		\$1,147.80	\$1,721.70	\$6,921.23	\$10,381.85
		\$956.50	\$1,339.10	\$2,544.29	\$3,562.01
		\$765.20	\$1,913.00	\$2,662.90	\$6,657.24
	\$1,250,000.00	\$956.50	\$1,339.10	\$3,539.05	\$4,954.67
		\$956.50	\$1,339.10	\$4,533.81	\$6,347.33
	\$975,000.00				
	\$4,350,000.00	\$1,530.40	\$2,295.60	\$30,148.88	\$45,829.74
	\$9,948,224.30				
\$586,500.00	\$16,523,224.30	\$7,269.40	\$11,286.70	\$30,148.88	\$45,829.74

ORGANIZATION

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ORGANIZATION

PRO FORMA - SOUTH OF HILLSBOROUGH DISTRICT

Location	Square Feet - R.O.W.	Acres	LAND VALUE				Facility Relocation Costs
			Range - Potential Price per Acre		Total Range		
SOUTH OF HILLSBOROUGH DISTRICT							
A	111900	0.27	\$300,000.00	\$450,000.00	\$81,000.00	\$121,500.00	\$0.00
B	112200	2.57	\$200,000.00	\$500,000.00	\$514,000.00	\$1,440,000.00	\$0.00
C	125400	2.88	\$200,000.00	\$500,000.00	\$576,000.00	\$1,440,000.00	\$0.00
D - NCDOT Bridge Maintenance	297600	6.83	\$200,000.00	\$500,000.00	\$1,366,000.00	\$3,415,000.00	\$16,000,000.00
E	132750	3.04	\$200,000.00	\$500,000.00	\$608,000.00	\$1,520,000.00	\$0.00
F	136350	3.13	\$200,000.00	\$500,000.00	\$626,000.00	\$1,565,000.00	\$0.00
G	221200	5.08	\$200,000.00	\$500,000.00	\$1,016,000.00	\$2,540,000.00	\$0.00
H	236575	5.43	\$200,000.00	\$500,000.00	\$1,086,000.00	\$2,715,000.00	\$0.00
I	4000	0.09	\$200,000.00	\$500,000.00	\$18,000.00	\$45,000.00	\$0.00
J	63000	1.44	\$200,000.00	\$500,000.00	\$288,000.00	\$720,000.00	\$0.00
K	78120	1.79	\$200,000.00	\$500,000.00	\$358,000.00	\$895,000.00	\$0.00
L	201212	32.55	\$200,000.00	\$500,000.00	\$6,510,000.00	\$16,275,000.00	\$0.00
M	86100	1.97	\$200,000.00	\$500,000.00	\$394,000.00	\$985,000.00	\$0.00
N	162667	3.73	\$200,000.00	\$500,000.00	\$746,000.00	\$1,865,000.00	\$0.00
O	93000	2.13	\$200,000.00	\$500,000.00	\$426,000.00	\$1,065,000.00	\$0.00
P	275975	6.33	\$200,000.00	\$500,000.00	\$1,266,000.00	\$3,165,000.00	\$0.00
Q	159775	3.67	\$200,000.00	\$500,000.00	\$734,000.00	\$1,835,000.00	\$0.00
R	150000	3.44	\$200,000.00	\$500,000.00	\$688,000.00	\$1,720,000.00	\$0.00
S	105800	2.86	\$200,000.00	\$500,000.00	\$572,000.00	\$1,430,000.00	\$0.00
T	124600	2.86	\$200,000.00	\$500,000.00	\$572,000.00	\$1,430,000.00	\$0.00
U	76050	1.74	\$200,000.00	\$500,000.00	\$348,000.00	\$870,000.00	\$0.00
V	231875	5.11	\$200,000.00	\$500,000.00	\$1,022,000.00	\$2,555,000.00	\$0.00
W	152800	3.51	\$200,000.00	\$500,000.00	\$702,000.00	\$1,755,000.00	\$0.00
X	216750	4.97	\$200,000.00	\$500,000.00	\$994,000.00	\$2,485,000.00	\$0.00
Y	103950	2.38	\$200,000.00	\$500,000.00	\$476,000.00	\$1,190,000.00	\$0.00
Z	75625	1.73	\$200,000.00	\$500,000.00	\$346,000.00	\$865,000.00	\$0.00
AA	62000	1.42	\$200,000.00	\$500,000.00	\$284,000.00	\$710,000.00	\$0.00
BB	77000	1.77	\$200,000.00	\$500,000.00	\$354,000.00	\$885,000.00	\$0.00
CC	183600	4.21	\$250,000.00	\$350,000.00	\$1,052,000.00	\$1,473,500.00	\$0.00
DD	167100	3.83	\$250,000.00	\$350,000.00	\$957,500.00	\$1,340,500.00	\$0.00
EE	102950	2.36	\$250,000.00	\$350,000.00	\$590,000.00	\$826,000.00	\$0.00
FF	33350	0.76	\$250,000.00	\$350,000.00	\$190,000.00	\$266,000.00	\$0.00
GG	81200	1.86	\$250,000.00	\$350,000.00	\$465,000.00	\$651,000.00	\$0.00
HH	303050	6.96	\$200,000.00	\$500,000.00	\$1,392,000.00	\$3,480,000.00	\$0.00
Local Collectors							\$16,000,000.00
SUBTOTAL	4745524	69.6	NA	NA	\$27,617,500.00	\$65,538,500.00	
TOTAL		487.28					\$114,750,000.00

Water & Sewer (\$150/lf)	Street Infrastructure Costs	Range - Tax Yield Per Acre (City/County Combined Rate of .9166)		Range - Post-Development Tax Revenue	
25156 lf					
		\$1,147.80	\$1,721.70	\$309.91	\$464.86
		\$765.20	\$1,913.00	\$1,966.56	\$5,509.44
		\$765.20	\$1,913.00	\$2,203.78	\$5,509.44
		\$765.20	\$1,913.00	\$5,226.31	\$13,065.79
		\$765.20	\$1,913.00	\$2,326.21	\$5,815.52
		\$765.20	\$1,913.00	\$2,395.08	\$5,987.69
		\$765.20	\$1,913.00	\$3,887.22	\$9,718.04
		\$765.20	\$1,913.00	\$4,155.04	\$10,387.59
		\$765.20	\$1,913.00	\$68.87	\$172.17
		\$765.20	\$1,913.00	\$1,101.89	\$2,754.72
		\$765.20	\$1,913.00	\$1,369.71	\$3,424.27
		\$765.20	\$1,913.00	\$24,907.26	\$62,268.15
		\$765.20	\$1,913.00	\$1,507.44	\$3,768.61
		\$765.20	\$1,913.00	\$2,854.20	\$7,135.49
		\$765.20	\$1,913.00	\$1,629.88	\$4,074.69
		\$765.20	\$1,913.00	\$4,843.72	\$12,109.29
		\$765.20	\$1,913.00	\$2,808.28	\$7,020.71
		\$765.20	\$1,913.00	\$2,632.29	\$6,580.72
		\$765.20	\$1,913.00	\$2,188.47	\$5,471.18
		\$765.20	\$1,913.00	\$2,188.47	\$5,471.18
		\$765.20	\$1,913.00	\$1,331.45	\$3,328.62
		\$765.20	\$1,913.00	\$3,910.17	\$9,775.43
		\$765.20	\$1,913.00	\$2,685.85	\$6,714.63
		\$765.20	\$1,913.00	\$3,803.04	\$9,507.61
		\$765.20	\$1,913.00	\$1,821.18	\$3,309.49
		\$765.20	\$1,913.00	\$1,323.80	\$3,309.49
		\$765.20	\$1,913.00	\$1,086.58	\$2,719.46
		\$765.20	\$1,913.00	\$1,354.40	\$3,386.01
		\$956.50	\$1,339.10	\$4,026.87	\$5,637.61
		\$956.50	\$1,339.10	\$3,663.40	\$3,160.28
	\$1,250,000.00	\$956.50	\$1,339.10	\$2,257.34	\$3,160.28
	\$975,000.00	\$956.50	\$1,339.10	\$726.94	\$1,017.72
	\$4,350,002.70	\$956.50	\$1,339.10	\$1,779.09	\$2,490.73
	\$3,700,000.00	\$765.20	\$1,339.10	\$5,325.79	\$9,320.14
	\$25,713,630.00				
\$3,773,400.00	\$35,988,632.70	\$27,355.90	\$61,407.30	\$105,666.49	\$243,547.05
\$8,551,200.00	\$100,100,000.00	\$110,569.90	\$181,352.40	\$703,017.66	\$815,286.46

ORGANIZATION

BRANDING STRATEGY

Working through the newly formulated organizational structure, develop branding and theming for the district as a whole and individual sub-districts. Currently, branding encompasses the following:

- » Central West (one suggestion for the overall district)
- » Health & Wellness District—Centered around wellness, health and connections to the environment capitalizing on the proximity to Schenck Forest and local waterways by providing multi-use trail connections. The district will attract health and wellness services and businesses to round out the mix of uses such as alternative medicine, fitness training and facilities, physical therapy, yoga, local/organic restaurants and shops, all in addition to the mix of medical offices already attracted to this area.
- » Arts & Research District—The NCMA is a core attraction for artist studios, a performing arts center, and a walkable district where every space and streetscape can be an “urban gallery.”
- » Entertainment & Education District—The State Fairgrounds, PNC Arena, and the stadium create a 24-hour, mixed-use district, anchored by a commercial main street. It will attract and retain event patrons – bars, restaurants, and sports-related entertainment are a focus, including a practice/public-use ice rink.
- » South of Hillsborough—The future proposal for light rail and commuter rail will create opportunities for housing, commercial, and retail development throughout the area that will support an exponential increase in the numbers of residents, workers, and visitors.