

# Blue Ridge Road District Study



## A Blueprint for Collaborative, Integrated Planning, and Development Scope of Work

### INTRODUCTION

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The Blue Ridge Road District study (District) is being undertaken to develop a blueprint for collaborative, integrated systematic planning and development along the Blue Ridge Road Corridor. The study is an effort to craft a vision and strategy for sustainable revitalization, redevelopment, and renewal along the Corridor. The study area extends from Edwards Mill Road to Western Boulevard (see Attachment A— *Blue Ridge Road District Study Area* map) and includes properties on either side of Blue Ridge Road as well as the open space beyond the corridor.

The District sits at the nexus of major Triangle area growth over the next 20 years. Centrally located within a regional context, the area of west Raleigh may well represent the single most underutilized district for its potential in the City of Raleigh. In 1919, the State of North Carolina purchased a large tract of land initially established as a temporary military base by the federal government during the First World War. Although numerous State agencies have occupied sites within this tract over the years, development pressure only occurred with the construction of the RBC Arena and extension of Edwards Mill Road over the past decade. The District is home to a number of institutions of regional and national prominence including the NC Museum of Art, NC College of Veterinary Medicine, NC State Fairgrounds, Carter-Finley Stadium, RBC Center, and Rex Healthcare. There is, however, a well-deserved perception in the community that development in the area occurred without comprehensive guidance.

Although the District hosts institutions of regional and statewide importance, planning for its future has historically lacked a cohesive vision. The individual components of the District provide great possibilities for the area as an attractive cultural destination, green recreational venue, and economic engine.

Extensive groundwork has been completed over the past three years by key property owners to organize and engage more than 200 interested parties in the area's future. Once stakeholders formulate a vision and agreement on a process moving forward, the study will begin by engaging an outside consultant with funds secured from stakeholders and the recently awarded Sustainable Communities grant. At a public meeting held on April 2, 2011, participant's comments and discussion provided language for an updated vision statement to help guide the process moving forward:

*The Blue Ridge Corridor District is a 24/7 urban place, with distinct activity areas unified by the corridor. The corridor is beautifully landscaped with wide sidewalks and pedestrian-scaled lighting. Bicyclists and pedestrians have easy access along the corridor to the greenway and open space and to the medical, museum, and university zones. Transit links activity centers, campuses, residential areas, and Downtown. Surrounding the corridor is sustainable, integrated development; the result of the successful partnership among State, City, and private property owners that emphasized collaboration and master plan integration and enhancements. The District supports and encourages mixed-use development (cultural, commercial, academic, retail, entertainment, residential, and office – both private- and State-owned). Surrounding the District is natural landscape and a thriving residential community.*

Supported by all major stakeholders, an inclusive study of this district will provide the City, property owners, and residents a coordinated blueprint to guide future improvements. Given the scope of the undertaking, the size of the study area, and available resources the study will, by necessity, be conceptual. Even still, the identification of realistic, actionable recommendations is the primary intended outcome.

Expected outcomes include using the information in the final report to initiate zoning amendments, comprehensive plan amendments, and transportation related design improvements. Ultimately, the information will provide a placemaking tool for large property owners to accommodate design guidelines relative to frontage, edges, public art, and urban design that will move the district to fulfilling its vision.

To accomplish these objectives, the project is soliciting proposals from a multi-disciplinary consulting firm or team with qualifications and experience in the following areas: Urban design; urban planning, and transit-oriented development planning, complete street design, transportation planning and public/private financing strategies.

## PROJECT GOALS

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On April 2, 2011, property owners, large institutions, State, City, the residential community, and other stakeholders convened at a public visioning workshop. The following conclusions and project goals surfaced as a result of input derived from workshop small-group discussions:

**Create a strong partnership among property owners, large institutions, State, City, and residential community.** The Blue Ridge District group is committed to maintaining and enhancing the quality of development in this part of West Raleigh. Consensus and on-going collaboration ideally will create the conditions for individual organizational success. The result will be a sustainable community and urban place of well-planned, successful development that is accessible to local business enterprises, the communities that border it and the people who drive, bike, walk, or take public transportation to it to work, frequent its services, shop, and recreate. This study would help leverage State and local policies and investments to support coordinated growth. Additional stakeholders to include in the conversation include CAMPO and the Triangle J Council of Governments, both of which participate on the “Building a Regional Framework: Imagine 2040” project.

**Create an urban place that supports physical activity and is welcoming to visitors, employees, and residents.** Future land use discussions and plans will be guided by a vision of a 24/7 urban place that serves people whether they be residents, employees, students, or visitors with outdoor physical activities on the Blue Ridge Road and its adjacent greenways and properties. As highlighted at a previous meeting, NCSU College of Design professor, Kofi Boone, and his students argued in a presentation that the dramatic increase in obesity in this country in recent years is correlated to the increase in sprawl, with major public health implications regarding walkability. Major property owners along the District have an opportunity to model a 21<sup>st</sup> century urbanism that presents a win-win proposition for them and the communities they serve. The Blue Ridge District group envisions bicycle and pedestrian-friendly access along the District as a primary short-term goal within the context of physical activity and a welcoming environment.

**Examine transportation conditions and emphasize multimodal transportation.** As identified in the City of Raleigh 2030 Comprehensive Plan, the District is a focal point in the West Raleigh Growth Center and a multi-modal District with direct linkage to future regional rail transit system plans. The nexus of these three elements could easily make the District one of the most accessible in the region.

Designed exclusively for cars, the District needs better transit service and quality facilities for bikes and pedestrians. Through the ‘Capital Area Bus Transit Development Plan,’ the City and its partners will

provide a long-range capital investment and bus operating service plan to implement improvements for new and/or expanded commuter bus, as well as local and in-fill bus service. The system could connect with the transit system currently being evaluated in the Triangle Transit analysis of alternatives for the region. Connections between the Rex Healthcare Campus-Crabtree Valley Mall and Downtown Raleigh are among the heaviest potential ridership for such a light rail system.

The Bus Development Plan is designed to complement the rail service plan within Wake County. Enhanced bus service will provide high frequency transit on non-rail corridors, as well as connections to all rail stations permitting residents and workers from all areas to easily access the regional rail system. Currently, there is a planned a rail stop at the intersection of Blue Ridge Road and Hillsborough Street. Additionally, sidewalks, bus stop amenities and intersection improvements, ideally, will be an element of all updated master plans and the City's CIP budget.

**Make roadway and accessibility improvements.** North Carolina's Department of Transportation Complete Streets policy is an approach to interdependent, multi-modal transportation networks that safely accommodate access and travel for all users. Complete Streets recognizes the significant influence that street design has on safety, environmental integrity, public health, economic vitality and community livability. The project scope will incorporate recommendations that help fulfill goals established by stakeholders, including landscaping, lighting, wayfinding, and innovative low impact stormwater management systems.

**Link and integrate current land use and future master plans.** The 2030 Comprehensive Plan's future land use scenario for the District is generally aligned with participant concerns and helps pave the way for future development in the study area. The new Unified Development Ordinance, currently being drafted, will provide a new suite of mixed-use districts and frontage standards to implement land use recommendations.

**Attract new uses.** There may be opportunities to envision underutilized land not currently under development to align with future plans. Bringing new uses and investment to the District may require incentives in addition to other investments. These incentives could target existing property owners and properties. Appropriate funding mechanisms will be needed.

The District's central location within Raleigh and proximity to the Research Triangle Park create ideal opportunities for transit-oriented development. The District will continue to increase its capacity as a major economic generator over the next 20 years creating greater employment opportunity.

**Examine housing options.** The 2030 Comprehensive Plan’s housing element is aligned with suggestions offered at the workshop. The quality of housing in Raleigh is fundamental to the quality of life for all City residents and the city’s economic competitiveness. Raleigh enjoys a large and diverse base of well-maintained housing. New housing choices in coordination with land use and transportation will accommodate a variety of housing styles in the City’s growth centers offering a model for Blue Ridge Road stakeholders to evaluate moving forward.

**Connect the greenway.** Enhanced open space and recreational amenities could attract new uses to the study area.

## **CURRENT CONDITIONS AND OPPORTUNITIES**

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- Raleigh has been ranked by the US Census Bureau within the top 10 fastest growing national urban centers over the past decade. Raleigh’s population is projected to increase from the current 405,000 to approximately 600,000 in 20 years.
- The site south of Wade Avenue through to Hillsborough and west to I-40 from the District has been identified in the recently adopted 2030 Raleigh Comprehensive Plan as one of several potential regional centers designated to accommodate transit-oriented infill development.
- The District’s location within 15 minutes of both Downtown Raleigh and the Research Triangle Park would likely result in the area becoming a magnet for a broad population mix. The District already has the component parts to attract a diverse population including the medical, museum and university zones, greenway and open space, and East-West recreational District.
- Mixed-income housing could well be accommodated within walking distance of the proposed rail station. Several major economic generators within a several mile radius of the region (including Rex Healthcare and Crabtree Valley Mall) already employ thousands, but there is currently a lack of affordable housing within this employment-rich area.
- The District is experiencing mounting traffic circulation and congestion problems. The lack of pedestrian and bicycle accessibility has resulted in a worsening threat to public health and safety of individuals. Blue Ridge Road currently operates at LOS D (level of service D or minimum acceptable level of service for urban roadways) at peak PM conditions.
- Triangle Transit is looking towards a local referendum in 2012 for a ½ cent sales tax to fund a 51-mile light rail system to connect the region from Raleigh to Durham through RTP with connections to Chapel Hill. Several rail stations are envisioned along the existing rail line on Hillsborough Street, and

both the City of Raleigh and Triangle Transit have identified the Fairgrounds (Blue Ridge Road and Hillsborough Street) station as a major hub.

- NC DOT is currently working on a required grade separation at Blue Ridge Road and Hillsborough Street to accommodate an approximately \$500 million federal investment in high-speed inter-city rail. The area is also slated by Triangle Transit for eventual local commuter light rail. The ultimate design has major potential to influence the long-term nature of transit-oriented development.
- Both Triangle Transit and the City of Raleigh have proposed a circulator to provide regular service from the Fairgrounds transit center through to Crabtree and North Hills.
- As early as 1995, the State of North Carolina identified a number of long-standing facilities which still remain along the corridor as inappropriate due to use, condition and/or location, including the Motor Fleet Management, Textbook Warehouse, Troop “C” Headquarters, and DMV Facility.
- The 2007 State Government Facilities Master Plan suggests possible expansion by up to 765,000 square feet on currently State-owned land off Blue Ridge Road, including a possible consolidation of Department of Health and Human Services (DHHS). However, current plans are for low-density structures without significant consideration of the possibilities of transit-oriented development.
- The National Guard and Division of Public Health are currently constructing their primary facilities in the area, planned without consideration for the broader context of the corridor. Stakeholders from both institutions have expressed concerns about the impact of sprawl on the fitness of their staff.
- The opening of the new NCMA building in April 2010 has dramatically increased attendance and programming at the State’s cultural gem, now hosting an estimated 500,000 visitors annually. Furthermore, the Museum Park is an unparalleled space for nature and art, and already a popular site for residents and visitors.
- Rex Healthcare has long-term plans to essentially double the size of the hospital by 2025, including new Heart and Cancer centers within their existing land holdings in the District.
- The Fairgrounds’ master plan identifies major growth over the next 20 years including a State agricultural museum, as well as a greater emphasis on year-round use of its facilities.
- NC State University plans to transform the College of Veterinary Medicine site to the Centennial Biomedical Campus, with an additional 2.5 million square feet over the next 20 years to

accommodate private-public partnerships with high quality technology partners including pharmaceutical industry who wish to engage in cooperative Research and Development.

- The RBC Center and Carter-Finley Stadium are major area sports and entertainment venues, but suffer from inadequate regional infrastructural and transportation support.
- Raleigh has the unenviable distinction of a #3 listing for sprawl in the nation (according to *Smart Growth America*). Existing growth patterns within Raleigh contribute to increased pollution, motor vehicle and pedestrian fatalities, and obesity, as well as higher transportation costs for individuals and families.

## SCOPE OF WORK

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The scope proposed below follows a traditional planning process: inventory and analysis, public outreach and visioning, plan preparation, refinement and adoption. However, it also includes the following modifications:

- The public and property owners are consulted up front to establish a vision, define the study area, identify key questions, and refine the scope.
- The plan contents will work backwards from implementation to ensure that the recommendations can realistically be carried forward.
- Intra- and inter-governmental (and business interests) coordination is built into the process given the overlapping jurisdictions along the corridor, public ownership patterns, and interrelated nature of the issues.

The scope for the Blue Ridge Road District Study relies on the expertise of planning and urban design staff across several City departments and divisions. City staff will be largely responsible for providing base information, production, public meeting implementation, and compiling the Inventory produced in Phase 2.

The consultant team will be responsible for analysis and recommendations in all phases in addition to public meeting facilitation and summary reports and production of the *Issues, Opportunities, and Constraints Report*.

Consultant Deliverables (to be confirmed following awarding of the contract and a kick-off meeting with the consultant team):

- Issues, Opportunities, and Constraints Report

- Public Design Workshop Presentation and Summary
- Set of Conceptual Designs
- Draft Final Report
- Public Meeting Presentation
- Final Report
- City Council Presentation

Trisha Hasch, project manager, Urban Design Center, will serve as the City’s primary contact for the selected firm. The project will have four phases that involve research and analysis, report writing, map making, public meetings that include presenting (including creating PPT files), facilitating, creating displays, maps, and display boards.

| Phases                                    | City of Raleigh | Consultant Team | Founding Stakeholders<br>Advisory Committee |
|---|-----------------|-----------------|---|
| Phase 1: Project Scoping                  | Primary         | N/A             | Secondary                                   |
| Phase 2: Inventory                        | Primary         | Secondary       | Secondary                                   |
| Phase 2: Analysis                         | Secondary       | Primary         |   |
| Phase 3: Options                          | Secondary       | Primary         | Secondary                                   |
| Phase 4: Final Recommendations and Report | Secondary       | Primary         | Secondary                                   |

## **Phase 1: Project Scoping**

### **Task 1.1: Submit Application for the Sustainable Communities grant**

### **Task 1.2: Conduct a Public Visioning Workshop**

The outcome of the workshop will be (1) a list of study priorities, and (2) approval of the study area. The results of the workshop also will be compiled in a summary report, which will be available on the project web site and distributed to stakeholders. Throughout the study, staff will keep the RCAC and the local CAC apprised.

### **Task 1.3: Conduct an Internal Working Group Brainstorming**

Upon completion of the Public Visioning Workshop summary City of Raleigh staff will convene a meeting of the internal working group to review the scope and desired outcomes of the study. This information,

along with conclusions surmised from the public visioning workshop and stakeholder input, will inform a request-for-proposal to contract with a consultant to assist with the study.

**Task 1.4: Prepare a Request-for-Proposal**

The request-for-proposal will be advertised and used to contract with a consultant to assist with the study.

**Task 1.5: Compile a Briefing book**

City of Raleigh staff will prepare a booklet of background information on the study area. This book will include a detailed inventory of existing conditions and will include base maps and general information about the District, its history, and the overall project. This compendium will be further augmented in Phase 2 of the project as outlined in Task 2.

**Task 1.6: Conduct Blue Ridge Road Founding Stakeholder Group Advisory Committee roundtable**

Representatives from Rex Healthcare, NC Museum of Art and NC State University Centennial Biomedical Campus; City of Raleigh Office of Transportation and State Department of Transportation (DOT) ; Centennial Authority (RBC Center) and other parties with jurisdiction in the study will be convened for purposes of introducing the project, reviewing the request-for-proposal, and preliminarily identifying known issues and concerns. This meeting also will be used to discern a sense of the “bottom line” for each agency and organization.

**Task 1.7: Publish a revised scope, request-for-proposal (RFP), and consultant selection**

A revised scope of work will be published and will serve as the scope for the remainder of the project. The revised scope, derived from the results of the public visioning workshop and reviewed by the stakeholder group, will serve as the basis for the RFP. The RFP will be made available online at the City of Raleigh web site and be available for review for one month. The selection process will occur four weeks following its advertisement.

*Meetings: Public Visioning Workshop, Internal Working Group Brainstorming, Stakeholder Advisory Committee*

*Deliverables: Refined scope and study area, public visioning workshop summary report, Request-For-Proposal, Selection of Consultant*

## **Phase 2: Inventory and Analysis**

### ***Inventory***

The Inventory and Analysis phase is intended to provide the factual and analytical basis for the remainder of the planning effort. It is informed by the scoping process, but can be assumed to cover the major physical systems comprising the District. The Raleigh Urban Design Center will coordinate the inventory, which will be conducted by City resource and GIS staff. Sources for the inventory will be GIS, existing maps, plans and studies; interviews with officials at NCDOT and elsewhere; and Wake County property records. The consultant team will conduct the analysis with support from City staff and produce an *Issues, Opportunities, and Constraints Report*.

An interdepartmental team of City staff will conduct the inventory phase of the project. As the inventory is completed (timeline tbd), it will be forwarded to the consultant team for analysis.

The inventory will include:

- Transportation conditions
- Environmental conditions
- A snapshot of recent and current market conditions
- Physical condition of existing uses
- Urban design features
- Social, cultural and historic resources

#### **Task 2.0 Study Area Profile**

City staff will prepare an existing conditions profile of the study area to include public policy considerations, land use and development pattern characteristics, zoning, demographics, business trends, and real estate market conditions.

#### **Task 2.1: Transportation Conditions**

City staff will compile traffic count and accident statistics for the corridor. The ages of existing bridges and interchanges will be obtained, along with any replacement schedules. Transit data will include ridership, the locations of all CAT stops, and board and alighting data, where available. Sidewalk conditions will be inventoried.

#### **Task 2.2: Environmental Conditions**

City staff will summarize environmental conditions in narrative and map form. These will include any known or suspected contaminated sites, tree canopy, and ecology and habitat.

#### **Task 2.3: Infrastructure**

City staff will prepare maps of water, sewer, and stormwater infrastructure. The narrative will discuss any known deficiencies as well as planned or needed projects.

#### **Task 2.4: Economic and Market Analysis**

City staff will prepare a snapshot of recent and current market conditions. These will include an analysis of 2008 property valuations, a review of recent transaction data, and summaries of recent development activity. City staff will use a combination of property data and field surveys to identify “soft sites” within the study area. Soft sites are properties likely to be profitably redeveloped through private-sector initiative. They include under-built sites, vacant sites, and sites occupied by vacant and/or deteriorated buildings. Soft sites may persist for considerable periods of time if market conditions are not sufficiently favorable to spur redevelopment.

#### **Task 2.5: Physical Condition of Existing Uses**

City staff will create an inventory, including photographs, of existing land uses and the condition of properties. Staff will document the condition of landscaping and street trees along the corridor.

#### **Task 2.6: Urban Design Inventory**

Staff at the Urban Design Center will produce a qualitative assessment of urban design features in the study area, including public realm inventory, landscape typology, viewshed, transit, cognitive mapping, and built-environment characteristics.

#### **Task 2.7: Social, Cultural, and Historic Resources**

City staff will work with district major property owners, the State Historic Preservation Office, and the City of Raleigh Historic Districts Commission to produce a qualitative assessment of social, cultural, and historic resources. As part of the ‘social’ resources section, a survey will be developed of current housing options and potential housing that could be integrated with future plans.

### ***Analysis***

The Raleigh Urban Design Center will forward to the consultant team all Task 2.0-2.7 deliverables for the analysis phase including base maps. City staff also will provide production support by outputting all final maps, diagrams and other illustrative content leading up to finalizing the *Issues, Opportunities, and Constraints Report* and the public design workshop.

The consultant team will complete the following tasks:

### **Task 2.8: Issues and Opportunities Report**

The consultant team will produce a report summarizing the Tasks 2.0 – 2.8. Based on the inventory results, a set of issues, opportunities, and constraints will be identified by the consultants working with staff. This report will be the Phase 2 work product.

**Analysis will include economic support and/or feasibility for transit-oriented development in the District.**

### **Task 2.9: Public Design Workshop**

A public design workshop will be held to present the results of the *Issues, Opportunities, and Constraints Report* and to brainstorm options. The public design workshop will begin with a summary presentation of the report. Participants will be organized into breakout groups to discuss potential improvements and solutions to issues identified in the report. Base maps, aerial photos, and trace paper will be available for sketching. Groups will present their recommendations to the other attendees.

The Raleigh Urban Design Center will organize the workshop. The consultant team will facilitate the workshop and compile a summary of results for use during Phase 3: Options.

*Meetings: City of Raleigh and consultant team; interdepartmental team; and public meeting*

*Deliverables: Issues, Opportunities, and Constraints Report; public presentation, and summary report of feedback collected at the public design workshop.*

## **Phase 3: Options**

At the conclusion of Phase 2, the consultant team will begin work on a set of conceptual solutions for the District that include:

- Land use scenarios
- Transportation improvements
- Environment, open space, and public realm enhancements
- Social, cultural, and historic identification
- Implementation options
- Phasing options

### **Task 3.1: Land Use Scenarios**

Using the currently adopted Future Land Use designations as a point of departure, more detailed land use scenarios will be developed for the study area. Major property owner master plans will be included

in the detailed land use scenarios. Redevelopment scenarios may result for the soft sites. The scenarios will address use mix, proposed building heights, frontages, transitions, and parking policy.

### **Task 3.2: Transportation Improvements**

A package of roadway improvements and transit enhancements will be prepared based on Complete Streets. The emphasis on this study should be on a network of streets and paths that is pedestrian-oriented, and that provides for safe and effective movement of all transportation modes. The model will be derived from transit-demand estimates, but also will be balanced with a land-use plan that is designed to reduce transit-demand in and out of the area.

The transportation options will address the following goals:

- Controlling access along the corridor
- Resolving unsafe or substandard conditions at intersections and interchanges
- Facilitating pedestrian and bicycle movement along and across the District
- Improving transit service and facilities
- Providing better access and connections to and from adjacent neighborhoods and Downtown
- Linking new forms of rail service with transit services and transit-oriented development

### **Task 3.3: Environment, Open Space, and the Public Realm Options**

There is a call to connect the greenway and preserve open space. How environment, open space, and the public realm are treated in the future will have a large impact on the appearance and function of the District, as well as the type of investment that can be attracted. This task will explore options for connecting the greenway in the study area, preserving open space, and enhancing the public realm. It also will explore the potential for environmental enhancements related to stormwater management.

### **Task 3.4: Social, Cultural, and Historic Resources Assessment**

The consultant team, working with staff at City of Raleigh Community Development, State Historic Preservation Office, City of Raleigh Historic Districts Commission, and the Urban Design Center, will produce a qualitative assessment of social, cultural, and historic resources. In addition, a survey of current housing options and potential housing that could be integrated with future plans.

### **Task 3.5: Implementation Options**

In concert with the development of the land use, transportation, and public realm options, a suite of implementation tools also will be explored to ensure that the proposed regulations and public investments are feasible. For example, what zoning tools will likely be available to implement the land

use vision? What sources of funding might be available to offset the costs of transportation investments and public realm improvements, including value capture?

The consultant team will evaluate public facility needs based on pipeline and projected development, and recommend specific traditional and nontraditional public financing strategies to ensure that recommended public facilities are timed to serve this development.

### **Task 3.6: Phasing Options**

The projects identified for the District will likely require years if not decades to fully implement. In collaboration with the founding stakeholders advisory committee, identify which projects and actions should be undertaken first is a critical to the success of the undertaking. In collaboration with the founding stakeholders advisory committee, the phasing options should identify at least one catalytic project that will create an example of success, as well as the general priority for future improvements.

### **Task 3.7: Public Presentation and Input**

A public presentation will be held to present the various options to the stakeholder community and confirm consensus on the desired alternatives developed in the draft report. Based on input received at the meeting, a preferred land use scenario and set of public improvements will be finalized for the final report.

*Meetings: Blue Ridge Road Founding Stakeholders Advisory Committee; interdepartmental team; and public meeting*

*Deliverables: A set of conceptual solutions, summary of public feedback, preferred land use scenario, set of public improvements*

## **Phase 4: Final Recommendation and Report**

The final phase of the project will result in a detailed report summarizing all the work and findings from the prior three phases. The report will set forth a concept plan for the study area, but may also include specific recommendations necessary to move the concept plan forward, such as the following items:

- Land use scenarios
- Future transportation studies and projects
- Identification of other important capital projects
- An open space / greenprint plan
- Zoning recommendations
- Renderings and sketches of proposed improvements and development scenarios
- A list of desired regulatory, policy and master plan changes to adopt. State level plans and policies

- Related Comprehensive Plan amendments, including changes to the Future Land Use Map, Arterial, Thoroughfare and Collector Streets map, Future Transit Services map, and Park Search Areas map

The final report will be presented to the City Council for approval. The Council may refer the report to the Planning Commission for review and recommendation. As the report is not a formal policy plan, a public hearing is not anticipated. The specific Comprehensive Plan amendments and any future City-initiated rezonings, however, would go through the normal public hearing process.

*Meetings: City Council presentation*

*Deliverables: Draft and Final Reports; and Presentation to City Council*

**Responsibility Matrix**

The City of Raleigh will provide the consultant team with base map information. Resource staff listed in the matrix will be available to answer questions, provide additional information, and review consultant team submissions. The Raleigh Urban Design center will provide production support.

| Task   | Inventory and Resources Staff  | Analysis        |
|--|--|-----------------|
| 2.0 Study Area Profile   | Urban Design Center  | Consultant team |
| 2.1 Transportation Conditions  | Office of Transportation Planning  | Consultant team |
| 2.2 Environmental Conditions   | Scott Bryant, Sally Thigpen, DENR  | Consultant team |
| 2.3 Infrastructure   | Robert Massengill, Scott Bryant  | Consultant team |
| 2.4 Economic and Market Analysis, including soft site analysis   | Ken Bowers, Trisha Hasch, Grant Meacci, Carter Pettibone   | Consultant team |
| 2.5 Urban Design Inventory<br>Public Realm Inventory<br>Landscape Typology, Viewshed, Transit,<br>Built environment characteristics<br>Cognitive Mapping | Urban Design Center<br><br>Elizabeth Alley<br>Grant Meacci<br><br>Roberta Fox, David Eatman<br>Grant Meacci, Dhanya Sandeep<br><br>Trisha Hasch, Sharon Felton | Consultant team |

|   |  |                                   |
|---|--|-----------------------------------|
|   |  |                                   |
| 2.6 Social, Cultural, and Historic Resources Analysis | City of Raleigh Community Development Shawn McNamara/ SHPO / Martha Hobbs / Dhanya Sandeep | Consultant team                   |
| 2.7 Issues, Opportunities, and Constraints Report     | Trisha Hasch, Grant Meacci (collect / compile / review)                                    | Consultant team (analyze / draft) |

**PROJECT STAFFING**

This will be a large and complex study, and will require a full complement of staff resources to complete it on schedule.

**Consultant Team**

The scope for the Blue Ridge Road District Study relies on the expertise of planning and urban design staff across several City departments and divisions. City staff will be largely responsible for providing base information, production, public meeting implementation, and compiling the Inventory produced in Phase 2.

The consultant team will be responsible for analysis and recommendations in all phases in addition to public meeting facilitation and summary reports, production of the *Issues, Opportunities, and Constraints Report* and final report, and the final City Council presentation.

Consultant Deliverables:

- Issues, Opportunities, and Constraints Report
- Public Design Workshop Presentation and Summary
- Set of Conceptual Designs
- Draft Final Report
- Public Meeting Presentation
- Final Report
- City Council Presentation

**Blue Ridge Road Founding Stakeholder Group Advisory Committee**

The Advisory Committee will meet with the consultant team and City staff for regular updates and feedback sessions. Meeting schedule and Advisory Committee to be confirmed: Stuart Levin, Gene Bressler, NCSU College of Design; Wesley Wyatt, NC State Fairgrounds; Lisa Schiller, Rex Healthcare; Dan

Gottlieb, NC Museum of Art; Tom Skolnicki, NCSU Centennial Biomedical Campus; and Jessie Taliaferro, Centennial Authority/RBC Center, Highlands, Blue Ridge Realty, and NCDOT.

## **Raleigh Urban Design Center Staff**

Project lead: Grant Meacci

Project manager: Trisha Hasch

Transit station scenario planning: Roberta Fox

Urban design inventory support: Grant Meacci, Roberta Fox, Elizabeth Alley, Trisha Hasch

Economic development and market analysis support: Ken Bowers, Trisha Hasch

GIS support: Carter Pettibone, Stan Wingo

Design Technical Support: Rachel Stark

General Support: Rotonda McKoy

Communications Design, Outreach, and Web: Sharon Felton

## **Interdepartmental Working Group**

Transportation: Eric Lamb

Transportation: Mike Kennon, Jed Niffeneger

Transit: David Eatman

Environmental Conditions: Sally Thigpen, Charles Falls

Infrastructure: Robert Massengill, Scott Bryant

Economics: Ken Bowers, Trisha Hasch

Urban Design: Grant Meacci, Roberta Fox, Trisha Hasch, Elizabeth Alley, Dhanya Sandeep

Social, Cultural, and Historic Resources: COR Community Development, Martha Hobbs, Dhanya Sandeep, State Historic Preservation Office, State Historical Commission

Parks & Recreation: Vic Lebsack, Ivan Dickey

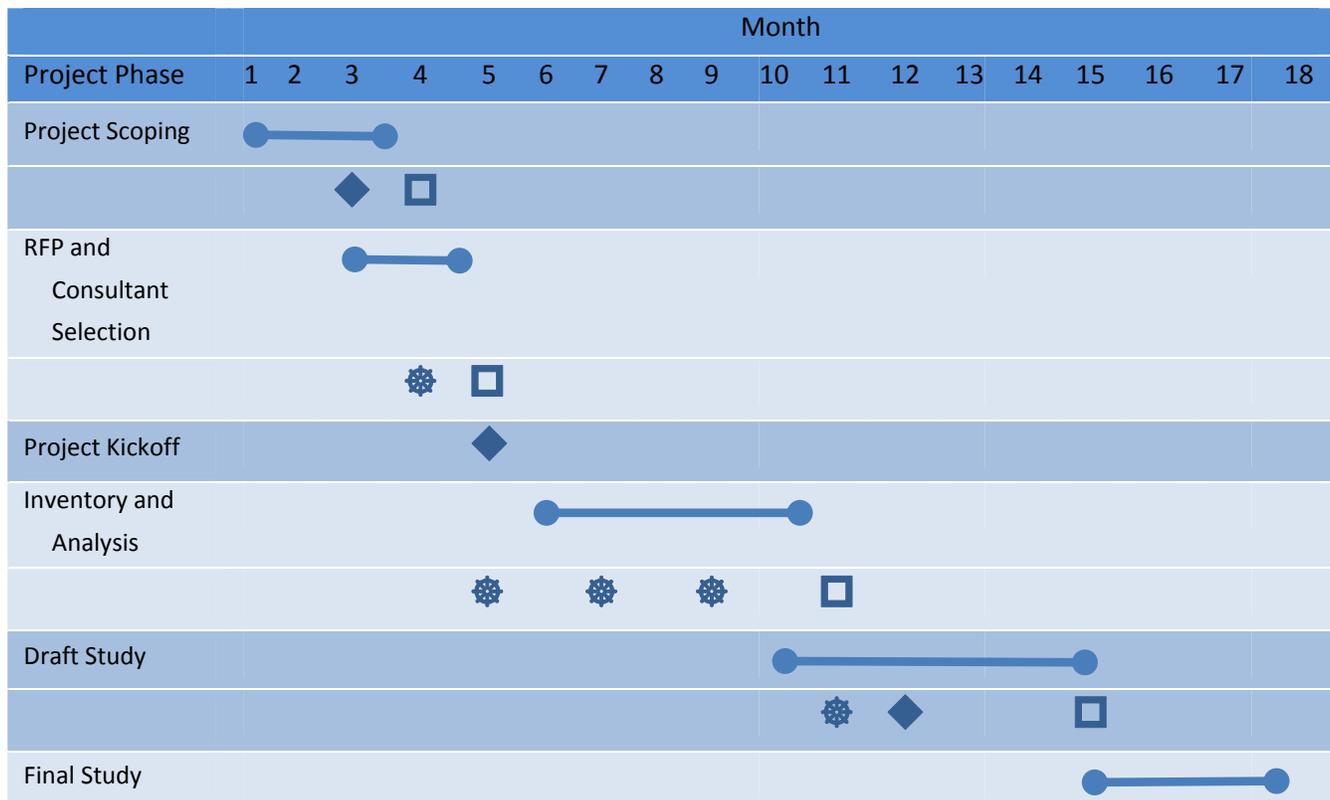
Communications design and logistics, project web site, and public outreach: Sharon Felton, Jorge Gao, Jayne Kirkpatrick, and RTN Community Cable

## **PROJECT TIMELINE**

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A full 12 months is proposed to complete the study, from project initiation to delivery of a draft report to the City Council and Planning Commission. In this case, time is not of the essence—the District is experiencing few development pressures, and in the current economy there is little money available for new large-scale capital projects. The longer time frame for this study should permit ample time for both in-reach within City departments, and outreach to the public and affected property owners. The consultant team will determine the final project timeline. Following is a draft project timeline scenario.

|                           |  |
|---------------------------|--|
| April 2, 2011             | Public Workshop (Meeting #1)   |
| June, 2011                | Scope and RFP review – Staff and Blue Ridge Advisory Committee                           |
| June, 2011                | Final Scope / RFP  |
| August, 2011              | Internal Workgroup Meeting   |
| September, 2011           | Consultant selection   |
| September, 2011           | Recommendation to City Council   |
| October / November, 2011  | Award Contract / Consultant team on board  |
| November - February, 2011 | Inventory and Analysis   |
| March, 2012               | Publish IOC report   |
| March, 2012               | Public Design Workshop (Meeting #2)  |
| April - May, 2012         | Options development  |
| June, 2012                | Options Public Presentation (Meeting #3)   |
| June – July, 2012         | Draft Final Report development including recommended Comp Plan, FLUM, and UDO amendments |
| July, 2012                | Final Study Presentation, (Meeting #4)   |
| August, 2012              | Recommendation to City Council   |





**Denotes external meeting**



**Denotes internal meeting**



**Denotes deliverable**