

LIVABLE STREETS

Raleigh Downtown Plan

*BRINGING LIFE AND LIVING
BACK TO THE STREET*



Livable Streets Plan
Adopted: May 6, 2003

For more information:

Raleigh, North Carolina
State Capital

Established 1792

TABLE OF CONTENTS

Executive Summary 1

Process

- Introduction 3
- Organizational Structure 4
- Objectives 5
- Work Sessions 6

Development Plan Framework

- Introduction 7
- Urban Form, Neighborhoods, Places 8
- Connections, Streets, Gateways 9
- Housing, Office, Retail 10
- Fayetteville Street 11
- Glenwood South, Moore Square 15
- Convention Center / BTI 16
- State Government Complex 17
- TTA / Nash Square 18

Five in Five

- Introduction 19
- Fayetteville Street Renaissance 20
- New Convention Center 21
- Improve the Pedestrian Environment 22
- Regulatory Reform 23
- Downtown Management 24

Strategies & Actions

- Introduction 25
- Convention Center & Related Facilities 26
- Downtown Management 27
- Education 28
- Faith / Community / Service 29
- Fayetteville Street 30
- Government & Civic Use 31
- Housing & Neighborhood 32
- Office Market 33
- Pedestrian Environment 34
- Regional Attractors 35
- Regulatory Use 36
- Transportation, Circulation, Parking 37

Acknowledgements 38



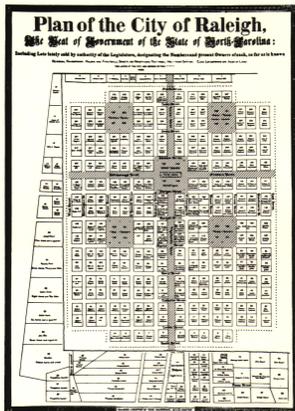


EXECUTIVE SUMMARY

The *Livable Streets* downtown plan involved a partnership of more than 400 persons participating in six monthly topic oriented work sessions held from September 2002 to February 2003. This group, called the *Livable Streets Partnership*, reviewed the rich diversity of resources and explored new concepts and ideas for the downtown area of the Capital City. Participants debated alternatives for a variety of development projects and proposed a series of action steps and strategies.



The year long process concluded with a four day charrette which focused on knitting together and prioritizing hundreds of concepts and ideas into a series of approximately 130 Actions and Strategies assembled into 12 categories detailed in the plan document.



Many of these actions are based upon a physical framework of recommended downtown improvements supporting elements of the historic **1792 William Christmas Plan**. These actions will be considered as the plan progresses over time and are to be considered while undertaking a targeted five part Action Plan. These initial five actions called **Five in Five** will be the initial focus of actions to be accomplished between 2003 and 2008 and are summarized as follows:

Fayetteville Street Renaissance — Goal: Reinvigorate Fayetteville Street as the heart of Raleigh, the ceremonial corridor and the premier Downtown address for office, events and cultural activity.

The top action items:

Make active uses mandatory for ground floors fronting Fayetteville Street and provide incentives to encourage them.

- Fill in development gaps.
- Open available blocks to vehicular activity; in phases, beginning with the 200 and 300 blocks.
- Re-establish the capitol vista
- Develop outdoor festival and performance space.



Convention Center—Goal: Develop and market competitive facilities to attract more national conventions and trade shows, and improve the business environment for hotels, restaurants and other visitor serving facilities.

The top action items:

Get new Downtown Convention Center and Convention Center Hotel adopted and funded.

- Solve lobby access.
- Suggest future expansion to South.
- Investigate mixed-use and rooftop uses.
- Develop strategy for active edge on Cabarrus Street.



Improve the Pedestrian Environment—Goal: Create an attractive, well lit, safe environment that links office and residential areas to amenities such as restaurants, museums and arts venues. Make Downtown accessible to all.

The top action items:

Require pedestrian oriented ground level uses with high level of detail, i.e. doorways, windows, awnings and overhangs, along the sidewalk edge in Downtown.

- Connect existing and emerging neighborhoods to Fayetteville Street.
- Further study converting east / west one-way streets to two-way.
- Investigate federal funding sources.
- Connect TTA Regional Rail station area with pedestrian linkages.



Regulatory Reform—Goal: Improve business environment by removing regulatory impediments; make it at least as easy to do business Downtown as any place else in the region; include incentives in regulations

The top action items:

Centralize approvals: Establish a Downtown team within the city to respond to major project proposals and construction quickly. Develop a parallel strategy for small/mid-sized projects.



- Centralize the approvals process by creating a team within the city to respond to development proposals.
- Provide development incentives for vacant buildings and properties.
- Address issues dealing with outdoor dining, signage and other pedestrian encroachments.

Downtown Management— Goal: Take a “one-stop shopping” approach to the management and marketing of Downtown.

The top action items:

Develop a comprehensive Downtown marketing program, including an expanded website. It should be developed and coordinated with all Downtown resources to promote events and attractions.

Maximize the capitol status.

- Create a Downtown Development Corporation.
- Make Downtown Raleigh Alliance the organization responsible for bringing all parties to the table to oversee implementation of the vision.
- Explore development incentives and options similar to Tax Increment Financing.



It is important to remember that a lot of work still has to be done.



Further, while the recommendation is to focus on “5 in 5”, or the five things that will have the biggest impact on Downtown over the next five years, it is important to note this in no way diminishes the importance of the 130 Actions and Strategies identified during the planning process. The goal is for many of these items to be addressed as progress is made during the next five years as we undertake the **Livable Streets** downtown plan.



INTRODUCTION

The *Livable Streets* downtown plan process is centered around the formation and involvement of an open partnership structure which includes, but is not limited to, the Downtown Raleigh Alliance, the City of Raleigh, State of North Carolina, Wake County and numerous citizen, business interests and public and private agencies represented by the **Livable Streets Partnership**. The process was structured to result in achieving an Action Plan to outline specific projects, strategies and actions to be undertaken during the next five years within a development plan framework for Downtown Raleigh.

The Livable Streets plan focused discussions and comments in a series of six topic oriented monthly work sessions with participants at these sessions drawn from the Livable Streets Partnership composed of approximately 400 participants. Comments from the monthly work sessions, along with mailed and faxed postcard questionnaires and other responses, e-mailed comments and meetings every two weeks of the Livable Streets Steering Committee with stakeholder groups, all generated hundreds of ideas and concepts which were used as a basis for recommendations forming the approximately 130 *Strategies and Actions* and the *Plan Framework* which are outlined in the sections of the report following this Process section.



Raleigh City Council

Comprehensive Planning Committee

Livable Streets Steering Committee
- *Raleigh Planning Commission*
- *Downtown Raleigh Alliance*

Livable Streets Partnership

City of Raleigh
City Boards and Commissions
State of North Carolina
Wake County
Federal Government
Downtown Raleigh Alliance
Chamber of Commerce
Convention & Visitors Bureau
Development Community

Arts and Cultural
Organizations
Social Service and Faith
Based Organizations
Transportation and
Parking Organizations
Major Events / Attractions
Facilities
Colleges, Universities and
Schools

Project Management

City of Raleigh Planning Dept.—Downtown Raleigh Alliance

ORGANIZATIONAL STRUCTURE

The *Livable Streets* downtown plan is focused on partnerships, actively involving numerous public and private agencies represented by the Livable Streets Partnership member organizations. The City of Raleigh and Downtown Raleigh Alliance serve as lead agencies with membership representatives on the Livable Streets Steering Committee. The Steering Committee serves as the coordinating body holding monthly meetings to recommend direction for planning efforts and to meet and discuss issues with stakeholder groups each month. The City Planning Department and Downtown Raleigh Alliance serve as a project management team coordinating the process of monthly meetings and consultant efforts. Regular reports are made to the City of Raleigh Comprehensive Planning Committee and to the Raleigh City Council for overall direction, guidance and support.



Parallel to the Livable Streets planning effort, the City of Raleigh and other agencies contracted three studies which were undertaken and also considered during discussion of components of the Livable Streets work sessions. The studies undertaken included: 1). Streets, parking, wayfinding, and pedestrian needs; 2). Fayetteville Street Conceptual Planning, and: 3) Convention Center and Hotel needs.



PROCESS OBJECTIVES

- DEVELOP AN ACHIEVABLE 5-YEAR STRATEGIC PLAN
- SUPPORT EXISTING DOWNTOWN BUSINESSES, RESIDENTS, INSTITUTIONS AND RESOURCES
- SUSTAIN CURRENT DEVELOPMENT PROJECTS AND REDEVELOPMENT PLANNING EFFORTS
- FOCUS ON THE CORE OF THE DOWNTOWN AREA
- STRENGTHEN INSTITUTIONAL CAPACITY
- MAINTAIN KEY INFRASTRUCTURE
- RECOGNIZE AND FOCUS ON THE SIGNIFICANCE OF THE 1792 WILLIAM CHRISTMAS PLAN
- STRENGTHEN LINKS WITH AREA NEIGHBORHOODS

Key objectives were identified early in the Livable Streets planning process which served to guide and focus efforts as the project moved forward.



WORK SESSIONS

1. *Building on Diversity - Focus on Downtown Resources*— Thursday Sept. 26, 2002 at Exploris / Imax
2. *Putting Life on the Streets—Focus on Cultural, Entertainment, and Visitor Facilities*—Wednesday Oct. 23, 2002 at Raleigh Convention Center
3. *User Friendly Streets - Focus on Parking and Transportation*—Thursday Nov. 21, 2002 at North Carolina Museum of Natural Sciences
4. *Streets That Work - Focus on Downtown Business Plan* Thursday Dec. 19, 2002 -Serentec Warehouse /Martin St.
5. *Public Streets & Public Places - Focus on Thinking Outside The Box*—Thursday Jan. 30, 2003 at Raleigh Urban Design Center
6. *The Livable Streets Plan - Focus on a Vision for Downtown Raleigh*—Monday Feb. 24, 2003 to Thursday Feb. 27, 2003 at Raleigh Urban Design Center & Meymandi Concert Hall

At six monthly work sessions, participants reviewed the rich diversity of resources and explored new concepts and ideas for the downtown area of the Capital City. Participants debated alternatives for a variety of development projects and discussed a series of action steps and strategies. The process concluded with a four day charrette process focused on knitting together hundreds of concepts and ideas into a series of approximately 130 Actions and Strategies to be considered as part of undertaking a targeted 5 part Action Plan to be accomplished between 2003 and 2008. The charrette concluded with a presentation of *The LIVABLE STREETS Plan* at Meymandi Concert Hall.





INTRODUCTION DEVELOPMENT FRAMEWORK

Throughout the process, the community revealed and affirmed its vision for downtown. This Development Framework is a conceptual illustration of shared aspirations. It is intended to render our ideas, goals and objectives into the livable places and communal connections we desire.

The Framework begins with a diagram of downtown's foundation, its urban form, neighborhoods and places, followed by an analysis of the connections, streets and gateways that make it accessible, walkable and compact, ending with an explanation of the importance of uses including housing, office and retail. Small area illustrations develop the Framework for:

Fayetteville Street - restore the vista, focus on the creation and expansion of the downtown retail core, maintain pedestrian priority and the create a great lawn/water feature on the site of the old Civic Center.

Glenwood South and Moore Square - link these emerging districts to Fayetteville Street, develop destination dining and retail niches.

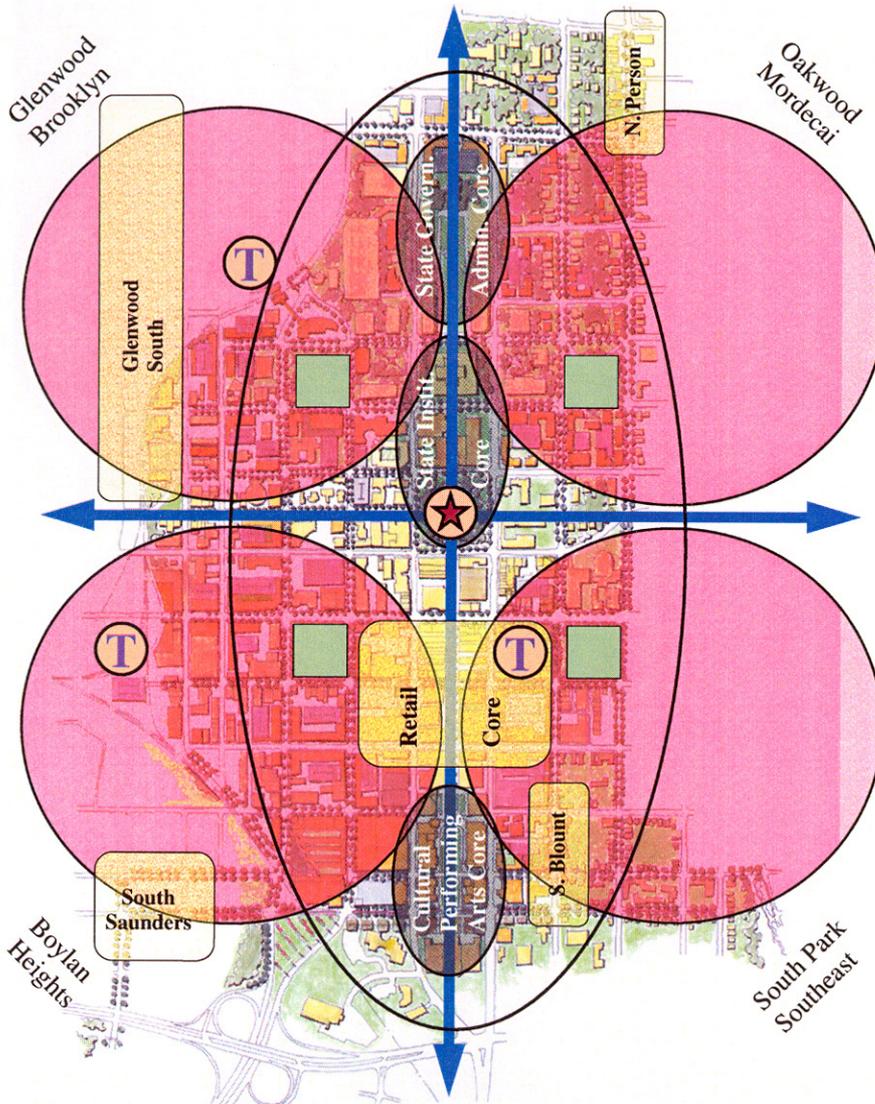
Convention Center/BTI - active street level uses along Cabarrus Street, the Convention Center, roof top uses forming new civic spaces and potential opportunity sites on current surface parking lots.

State Government Complex - new gateway into downtown formed by the TTA Station/Bridge, active street level uses fronting infill sites along Peace Street, compact/sensitive infill in the North Blount Street property redevelopment area, improved connections along Jones/Lane Streets

TTA/Nash Square - improved connections along Hargett/Martin Streets, an extended Cabarrus Street links the TTA Station and the Convention Center, potential Transit Oriented Development sites and active street level uses



View from the Capitol down Fayetteville Street



URBAN FORM, NEIGHBORHOODS, PLACES

The urban form of downtown is built around the strength of the Christmas Plan. Raleigh has a compact, walkable downtown that should be strengthened and expanded to meet adjacent neighborhoods, making the heart of the city—everyone’s second neighborhood.

All four quadrants of the downtown reach out and connect to active and vibrant neighborhoods—Oakwood /Mordecai, South Park/ Southeast, Boylan Heights and Glenwood/Brooklyn each with its own small retail center, at North Person, South Blount, South Saunders and Glenwood South.

New Train Stations attract development that creates new downtown neighborhoods that should be well integrated into the existing fabric.

The city’s Ceremonial axis divide the heart of downtown into four distinct quadrants. The Fayetteville Street axis forms the backbone of downtown, linking major activity centers—the State Government Administrative Core, the State Government Intuitional Core, the Retail Core and the Cultural & Performing Arts Core. Together, Hillsborough and Fayetteville host parades and commemorations that celebrate our community.

The existing retail core expands to fill in opportunities along the opened sections of Fayetteville Streets—forming a active bridge that links the Warehouse District to City Market and the TTA Stations on the west to the offices and neighborhoods on the east.

The new Convention Center anchors the south end. New performing arts venues coupled with the BTI Center create a recognizable Cultural/Performing Arts Core



CONNECTIONS, STREETS, GATEWAYS

The strength of any Framework is tested in its connections—how it is brought together? Downtown is an understandable pedestrian friendly destination. Better ties to existing neighborhoods and carefully located new housing opportunities position downtown as the next hot neighborhood.

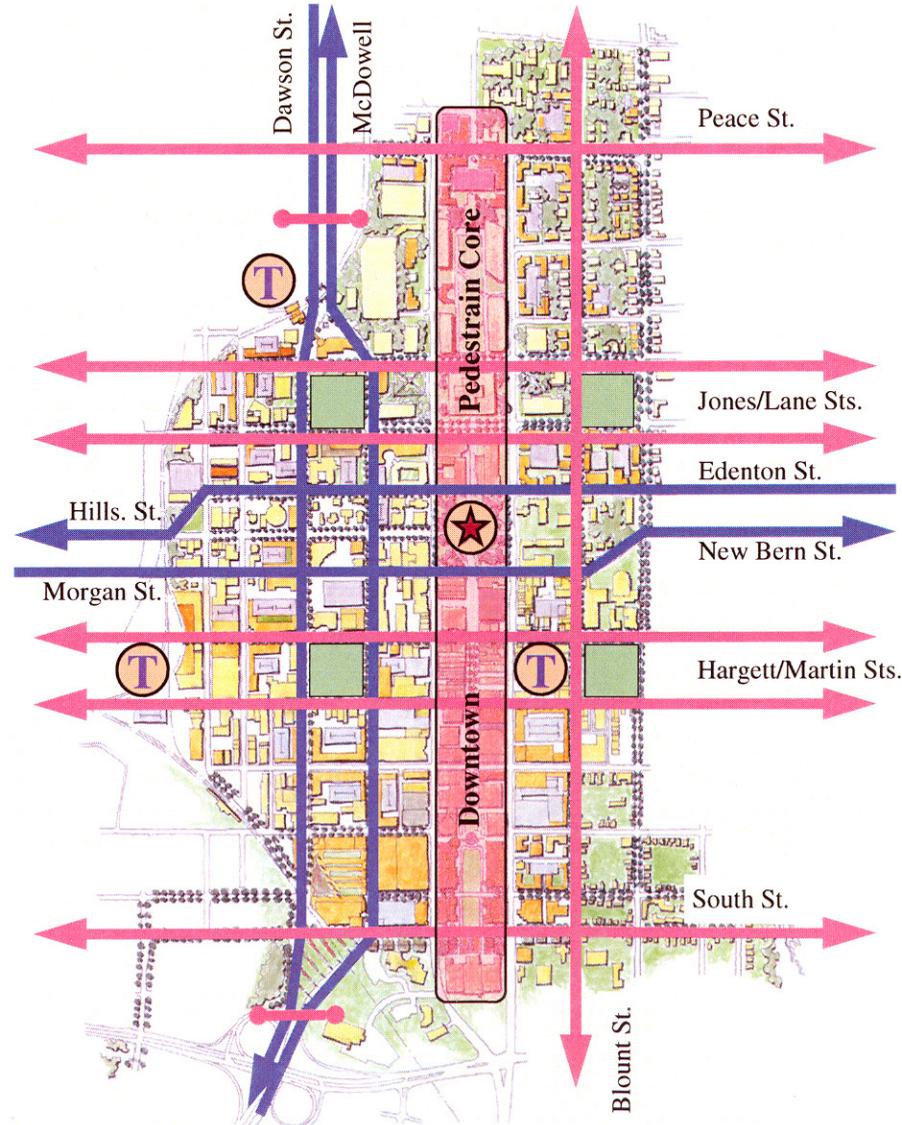
Fayetteville Street, Bicentennial Plaza and the State’s Halifax Mall form the heart of our north/south pedestrian core, linking retail, housing, government and visitor attractions.

Strong east/west connections through the retail heart and state institutional complex converge on the pedestrian core. The TTA Stations in downtown afford workers and residents a choice of how to come into the city . Conversion of key one way streets expands vehicular access. First to explore are the Jones/Lane and the Hargett/Martin pairs, recognizing the special constraints near the N&O.

Blount Street is a symbolic north/south connection, uniting our shared history and forming a direct link between our downtown colleges—Peace and Shaw. Its design treatment should reflect its importance.

Dawson/McDowell, Hillsborough/Morgan and Edenton/New Bern are fixed one way workhorse pairs. They form the major gateways and primary vehicular connections into the heart of downtown.

Peace and South Streets skirt the edges of downtown and adjacent neighborhoods. The Convention Center and North Blount - State Re-development projects anchor the developing north and south ends .



HOUSING, OFFICE AND RETAIL USES

More people living, working and shopping downtown are crucial to its revitalization as a 24 hour place of activity. Developments that integrate mixed uses are thriving.

Housing opportunities exist in all four of the quadrants defined by the Christmas Plan. Urban lofts, live/work units, mixed use buildings, affordable apartments and historic rehabs are fulfilling the needs of every slice of the market.

Downtown is the location for new corporate headquarters, high tech enterprises and innovative entrepreneurs. Unique attractions, activities and amenities are attracting creative investments and people. Belks, the Wachovia Building, the Sir Walter Hotel, the old post office and many other key properties have all been renovated and now offer mixed use space with character.

Compact neighborhood service retail centers ring the downtown at S. Blount, N. Person, S. Saunders and Glenwood. Most downtown residents are within a short walk of an expanding offering of daily goods and services.

Downtown has developed a strong retail heart along Fayetteville Street and Moore Square. New cafes, shops and services have filled the streets, continuous street level activity now greets passers by and visitors along a five block core.





FAYETTEVILLE STREET

Fayetteville Street is the heart of downtown. To strengthen its position in the regional market, make it the address for mixed use developments and a home for events and cultural activity, the framework reestablishes the visual and pedestrian link between the BTI Center and the State Capitol.

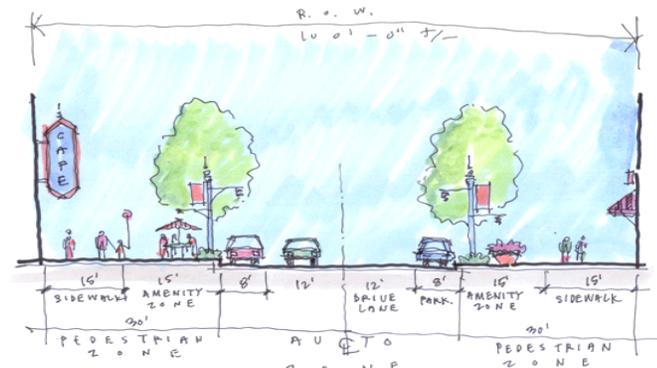
Recognizing the five year horizon of this plan coupled with the pending resolution of the convention center issue, the conceptual plan reintroduces travel lanes and parallel parking in the 200 and 300 blocks and partially into the 100 and 400 blocks. Detailed engineering analysis will explore the costs, options, obstacles to the complete the opening.

The reintroduction of traffic positions these blocks to build off existing retail activity. Animated ground level uses provide the life of the street. The plan targets the blocks with the most intact historic fabric and the strongest pedestrian activity, filling a critical link between the emerging TTA Station/ Warehouse District and the City Market/ Moore Square District.

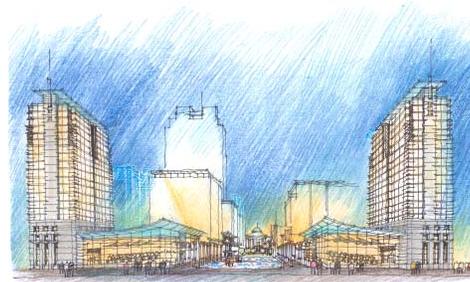
The design maintains an emphasis on the pedestrian. Well over half of the street width is devoted to people on foot. It has a 15' unobstructed sidewalk next to the shop fronts and a 15' active aisle for cafes, lighting, seating, public art etc. on the curb side of the street. Intersections favor the pedestrian with shortened crossing distances and beneficial signalization. Existing street trees are preserved where possible. New trees are moved to the edges to open the view and shade the sidewalk. Every pedestrian comfort is attended and satisfied.



Fayetteville St.
Looking South from
Hargett St.



Street Section.



View north from the
BTI Center



View north from
Lenoir Street.



View north between the Hanover Towers

FAYETTEVILLE STREET

The 500, 600 and 700 blocks hold the promise of a completely open Fayetteville Street. A final solution is contingent on further engineering investigation and a determination of the Convention Center proposal.

In the Hanover 500 block, a green roof spans the underground parking deck. The lawn edge is activated by resourceful vendors and small restaurants in affordable kiosks. People can choose between a shaded courtyard or sunny spot on the lawn to sit and enjoy their lunch.

The current Civic Center block will remain our meeting place. The great lawn beckons residents to festivals and concerts. The new Convention Center welcomes visitors. The fountain is a favorite rendezvous for couples. The bars and restaurants lining the lawn host high powered business lunches. Part of the old Civic Center was saved and converted to civic uses, galleries, shops and studios.

The 700 block, bounded by Lenoir and South Streets, represents a significant development opportunity. The plan envisions an expanded Cultural Core that builds off and frames the BTI Center. New theaters open onto the plaza and add drama to the street. Mixed uses above the performance venues add new residents and office space to a twenty four hour Fayetteville Street.

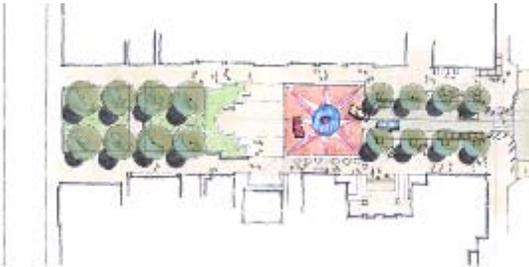
Opened up, linked together and anchored at either end, the entire length of Fayetteville is alive and flourishing. It's not just everybody's second neighborhood, but their first choice for living, working and playing.



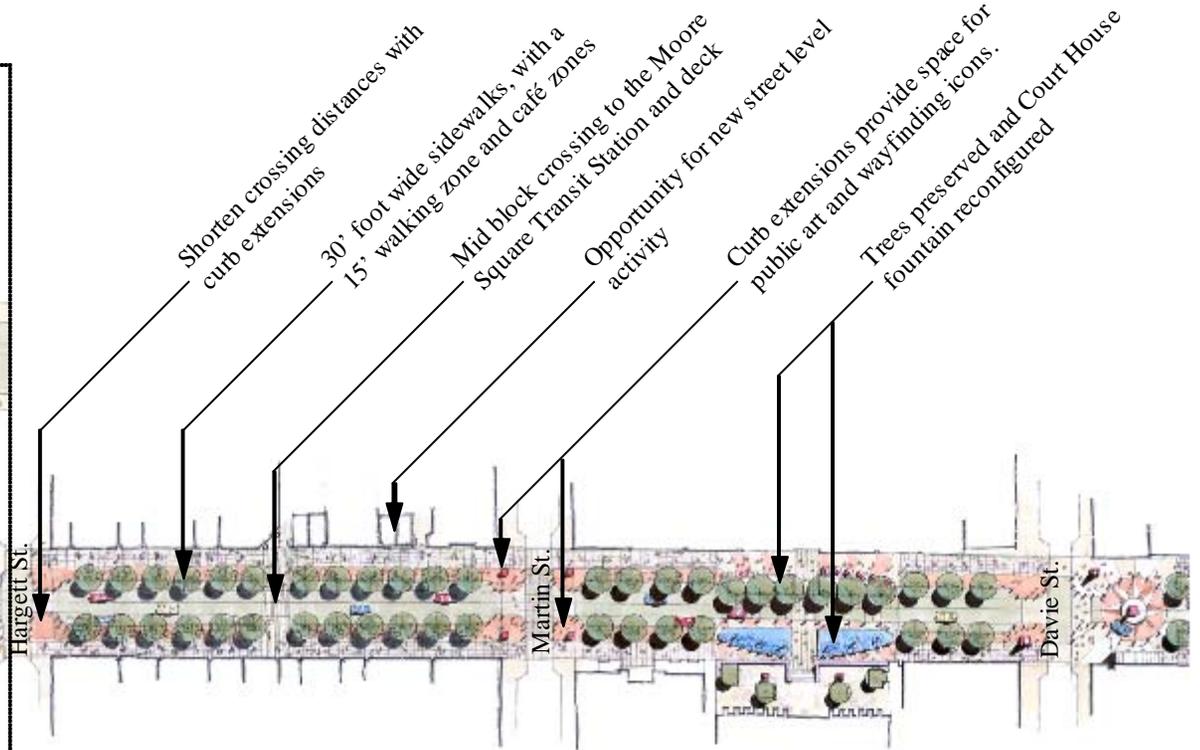
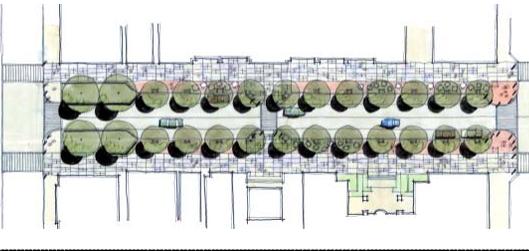
FAYETTEVILLE STREET - NORTH

100 Block Phasing Options

Interim Phase 100 block partially opened to traffic with turn around and preserved grove of trees around Sir Walter statue.

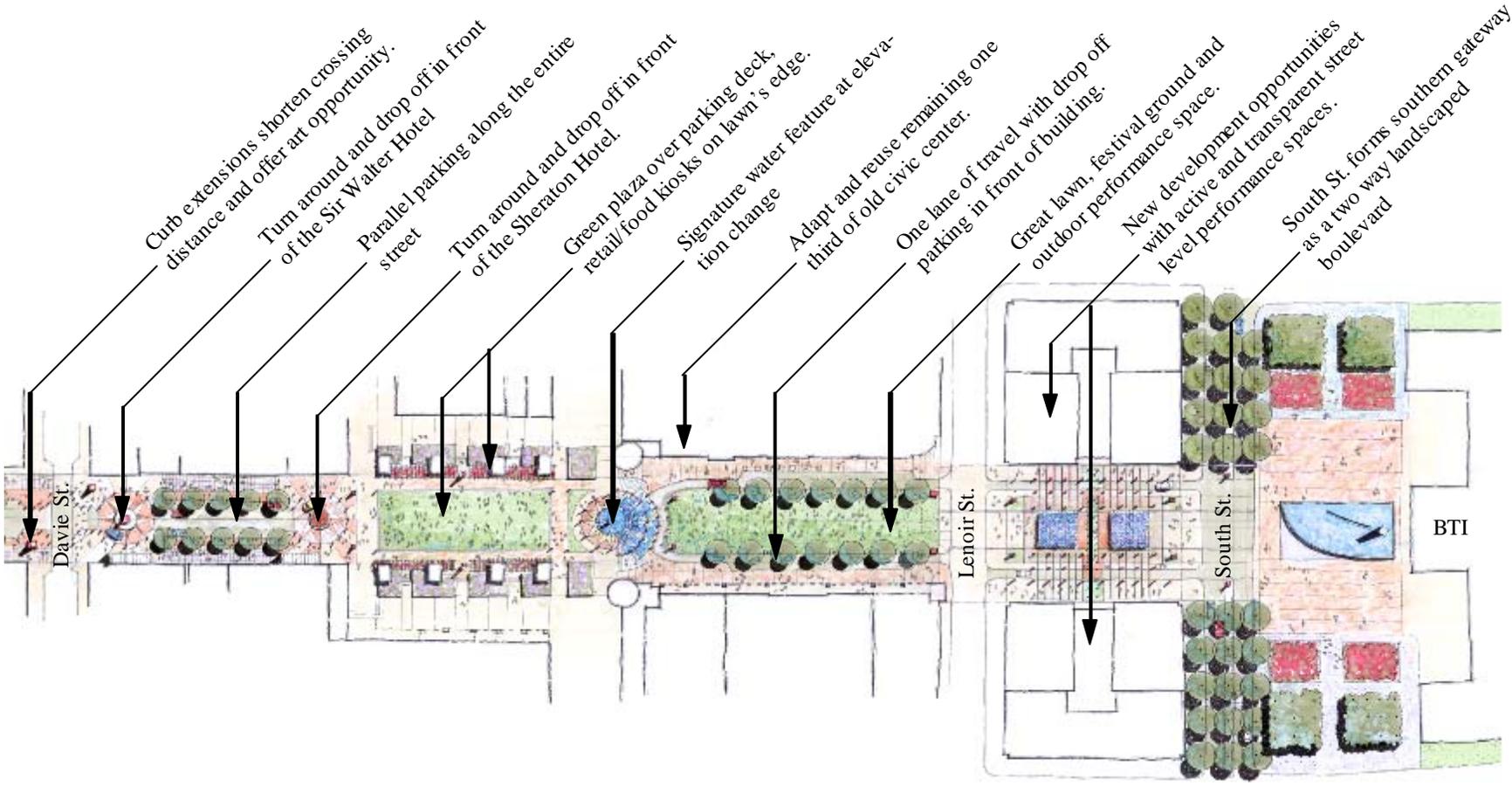


Final Phase 100 block fully opened to traffic and designed to match the 200 and 300 blocks





FAYETTEVILLE STREET - SOUTH





GLENWOOD SOUTH AND MOORE SQUARE

Glenwood South and Moore Square have emerged as lively destinations for dining, living, entertainment and shopping.

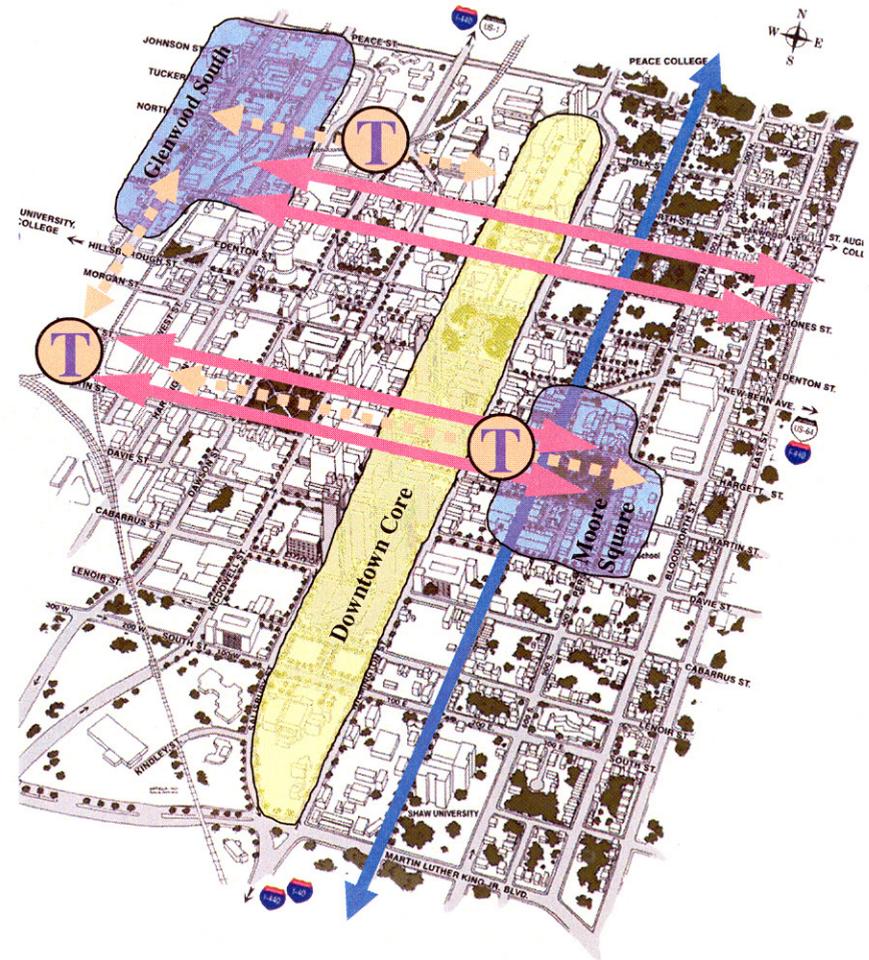
The new look of Glenwood South is brighter, greener and cleaner. Recent streetscape improvements include new lighting, trees, sidewalks and undergrounding utilities.

Glenwood is accessible. Both downtown TTA Stations border the district. A converted, two way Jones Street forms a stronger connection to Oakwood, the museums and the Capitol. Glenwood Avenue terminates at the Downtown Station.

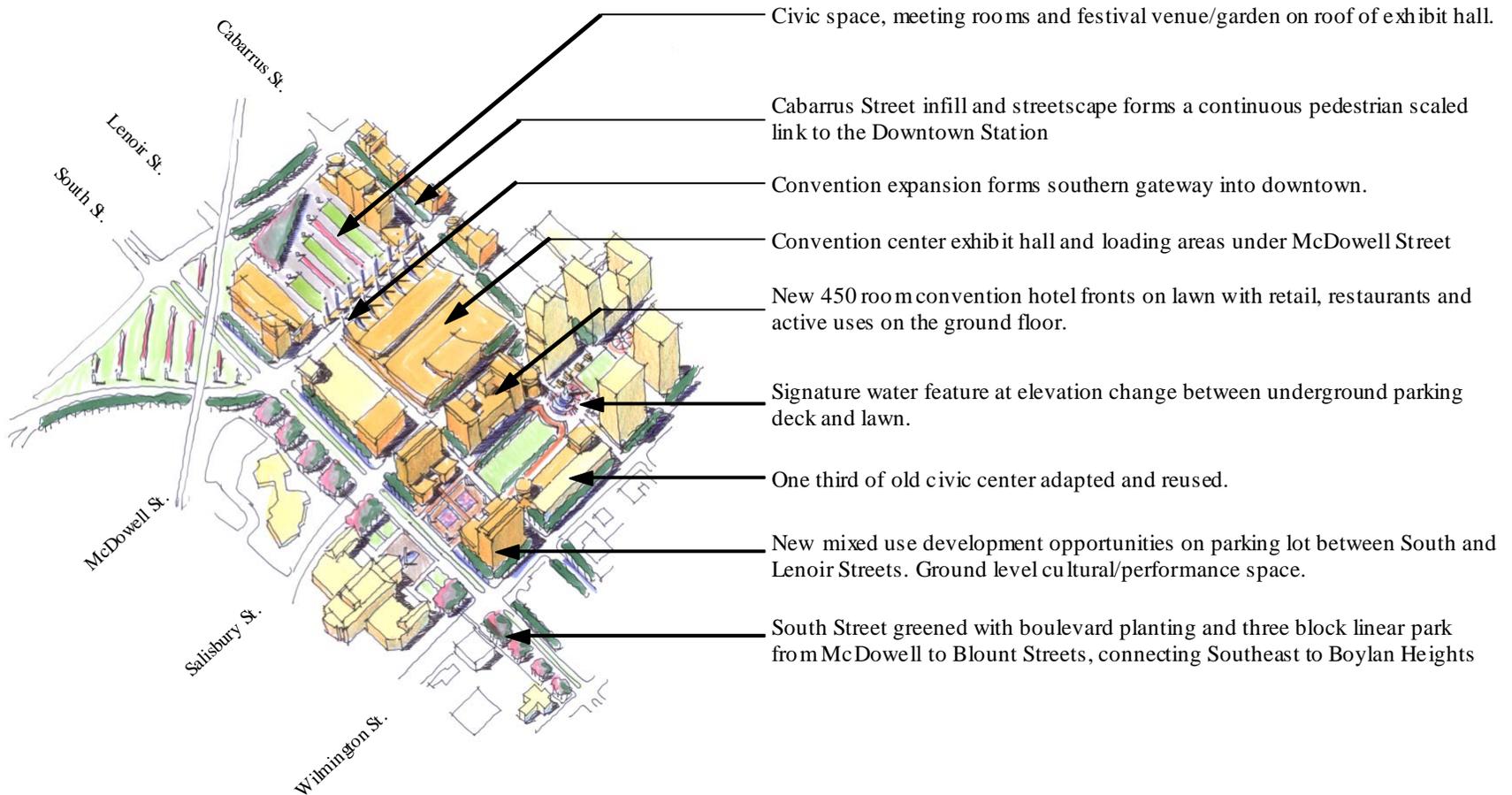
Moore Square is seeing energetic development. Progress Energy's mixed use projects, the Middle School, Exploris and the Transit Station make the square an active civic crossing that attracts a broad cross section of the community.

The conversion of Hargett and Martin to two way has made the square more accessible and tied it directly to a reinvigorated Fayetteville Street and the Downtown TTA Station. The Blount Street Historic Corridor is attracting heritage tourists and links our downtown institutions of higher learning and common culture.

New housing in or next to both districts has established downtown as a vibrant, well connected neighborhood. Residents take advantage of all that downtown has to offer and keep its streets pulsing around the clock.



CONVENTION CENTER/BTI





STATE GOVERNMENT COMPLEX

New State parking deck and Capitol Police Offices. Peace Street edge lined with offices and active uses.

Signature bridge details define the northern gateway to downtown. State Train Station connects to a new Visitors' Center @ Caswell Square

New State offices line Peace Street and wrap parking garage at the base of the Archdale Building. Salisbury and Wilmington converted to two way.

Peace College expansion opportunity on existing surface parking.

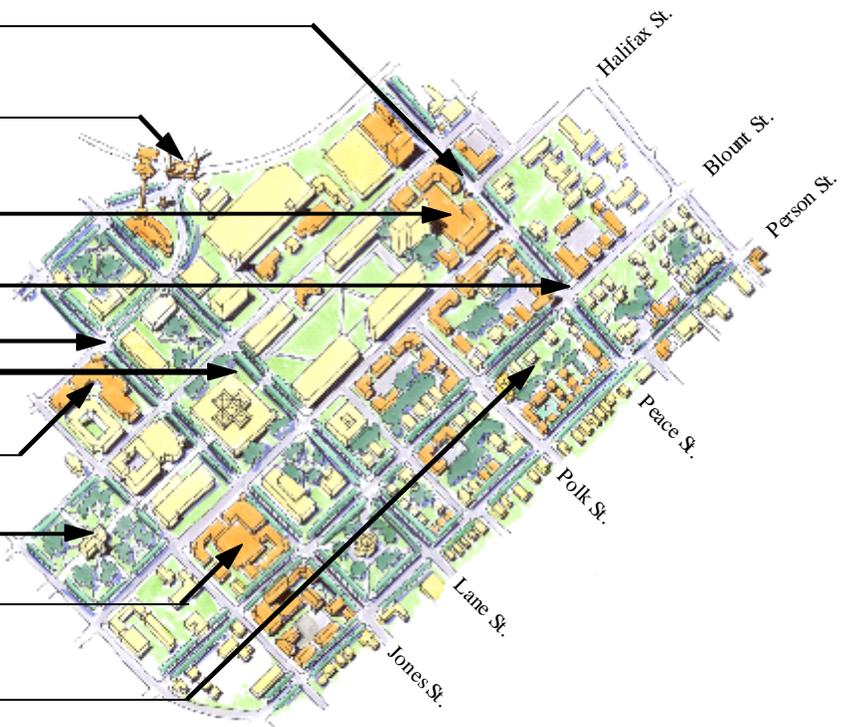
Jones and Lane converted to two way with improved pedestrian connections, linking historic Oakwood to the emerging attractions in Glenwood South.

Jones Street Partnership. Expansion of the NC Museum of Natural Sciences, new offices of DENR and the Credit Union. New Parking deck.

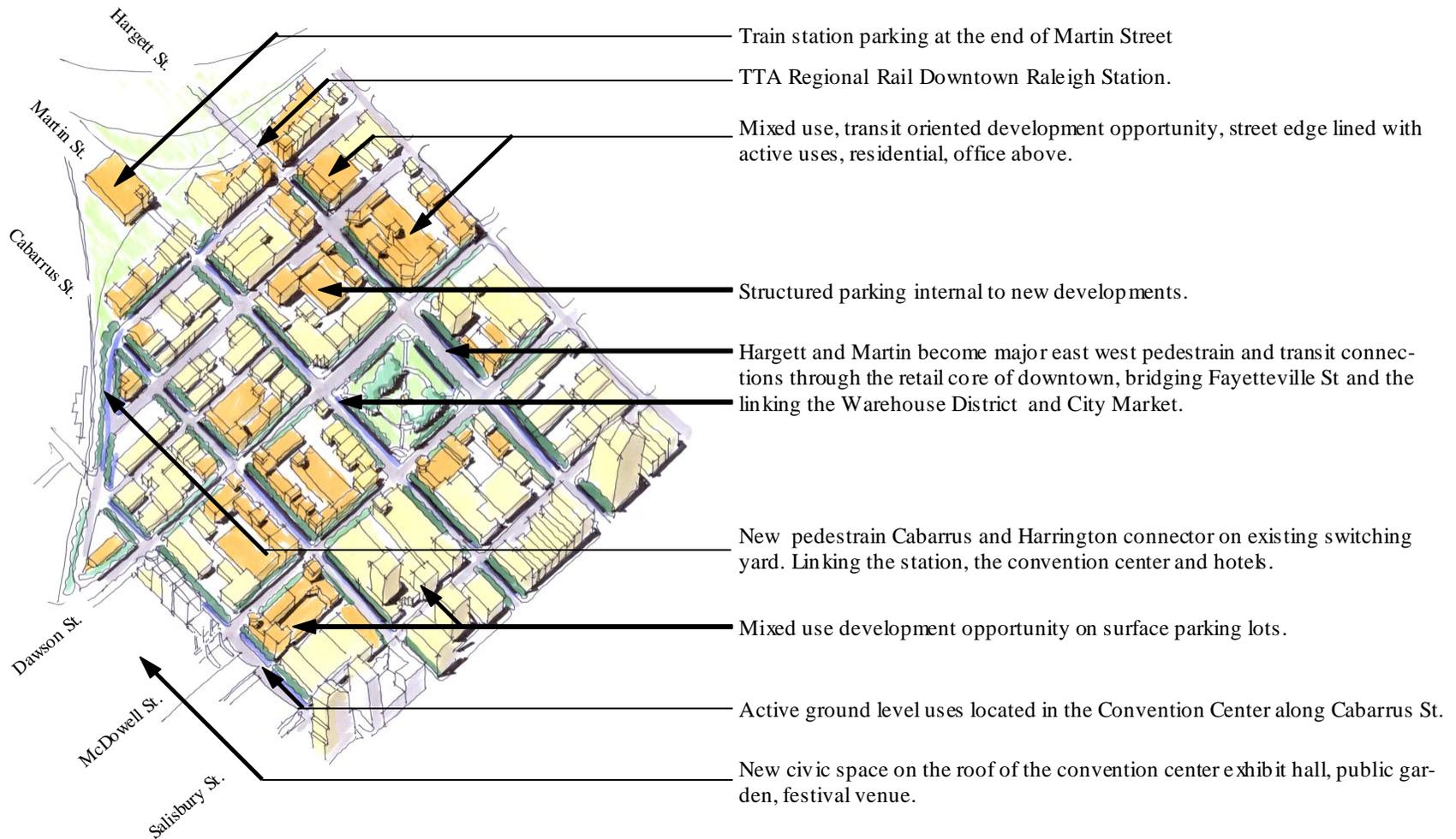
Historic Capitol forms the bridge to a revitalized Fayetteville Street

State Master Plan indicates the potential for office infill on existing surface parking areas. New parking decks on the interior of the block.

Private development opportunity on disposed State Property. Master planned mixed use infill, sensitive to the historic context.



TTA/NASH SQUARE





FIVE IN FIVE INTRODUCTION

After months of meetings, attended by hundreds of people, proposing thousands of initiatives the Livable Streets Framework Plan and Action Strategy has identified five key strategies to undertake in the next five years—**The 5 in 5.**

1. **Complete a Fayetteville Street Renaissance** to reinvigorate the Street as the heart of Raleigh, our ceremonial corridor and the premiere address for office, events and cultural activity.
2. **Fund and build a new Convention Center & Hotel** to attract conventions and trade shows and improve the business environment for hotels, restaurants and other visitor services.
3. **Improve the pedestrian environment** making downtown accessible to everyone. Balance the needs of pedestrians against those of the car. Create an attractive, well lit, safe environment that links office and residential uses to amenities such as restaurants, museums and other venues.
4. **Under take regulatory reform** to improve the business climate by removing regulatory impediments, making it just as easy to do business downtown as any place in the region. Explore adding incentives in the regulations.
5. **Expand downtown management** to take a one stop approach to management and advocacy.

There are a total of over 130 strategies proposed in the Action Plan under twelve headings. These five were chosen because of their ability to catalyze the others, to build momentum and to excite all members of the community. One or more of the Livable Streets Partners has agreed to accept responsibility for each of the five. Each has already begun moving toward completion. As one is finished, others will be undertaken until we have the vibrant, active and livable streets that we all desire.





View looking south from Hargett St.



View looking north from the existing Civic Center

A Fayetteville Street Renaissance

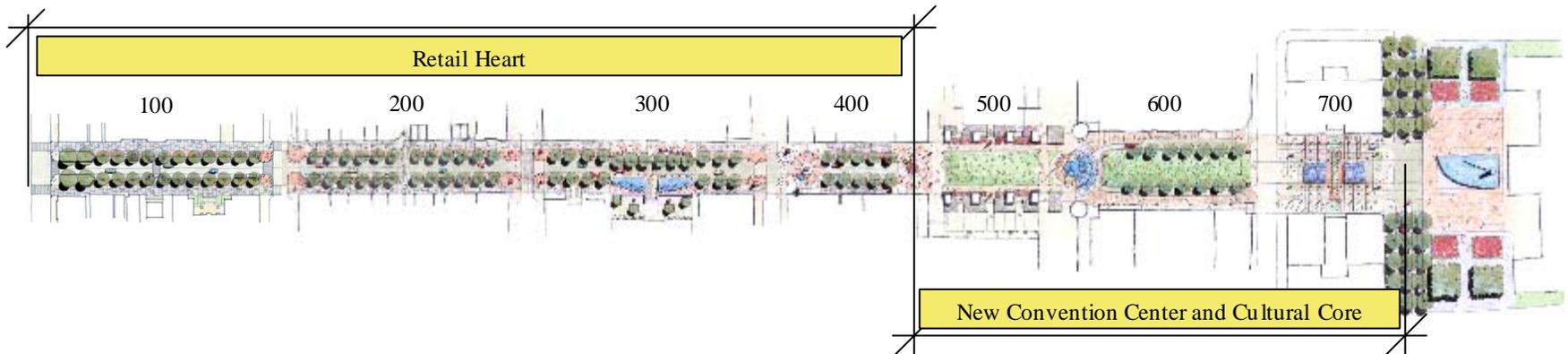
Fill in the development gaps. Encourage and incent ground floor active uses, including destination retail, cafes, bookstores and theaters. Create a six block continuous active street face.

Conduct the required engineering investigation and open available blocks to vehicular activity, beginning with the 200 and 300 blocks.

As part of the planning for the new Convention Center, explore options to re-establish the Capitol vista.

Develop new outdoor festival and performance spaces around the Cultural/Performance Core

Develop a retail strategy for five block heart of downtown, whose center is the 200 and 300 blocks of Fayetteville Street





Fund and Build New Convention Center & Hotel

TTA Regional Rail Downtown Raleigh Station.

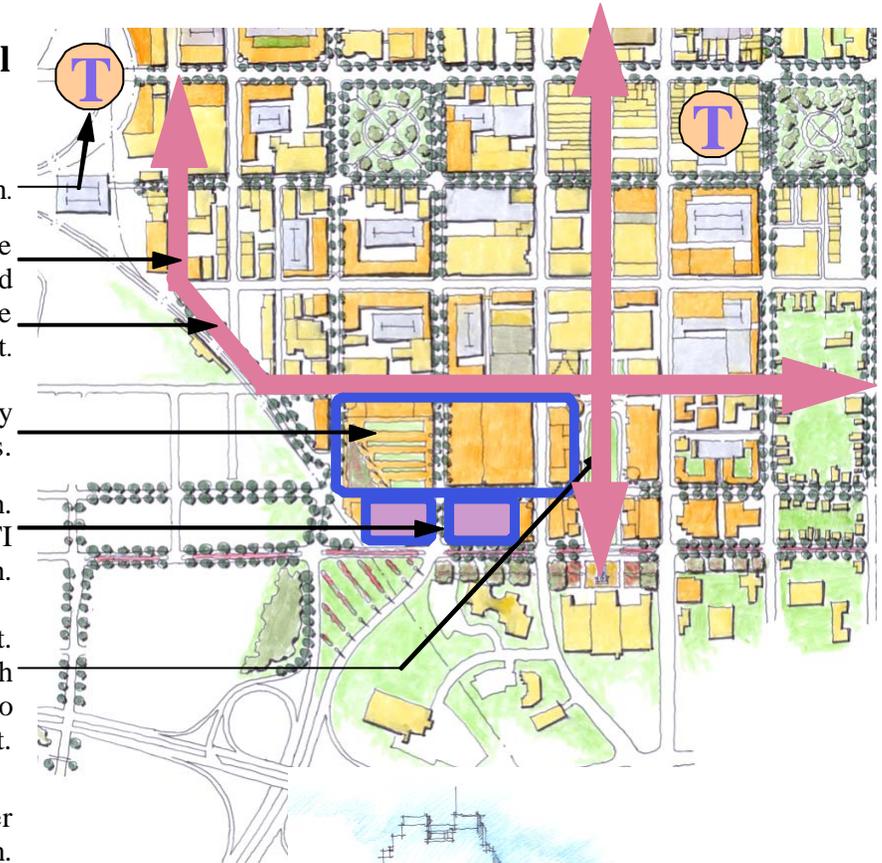
Extend Cabarrus St. to connect the Center and Fayetteville St. to the Downtown Rail Station, the Warehouse District and to Glenwood South. The new connection offers an opportunity to develop an active edge and pedestrian focus to the part of the Center facing Cabarrus St.

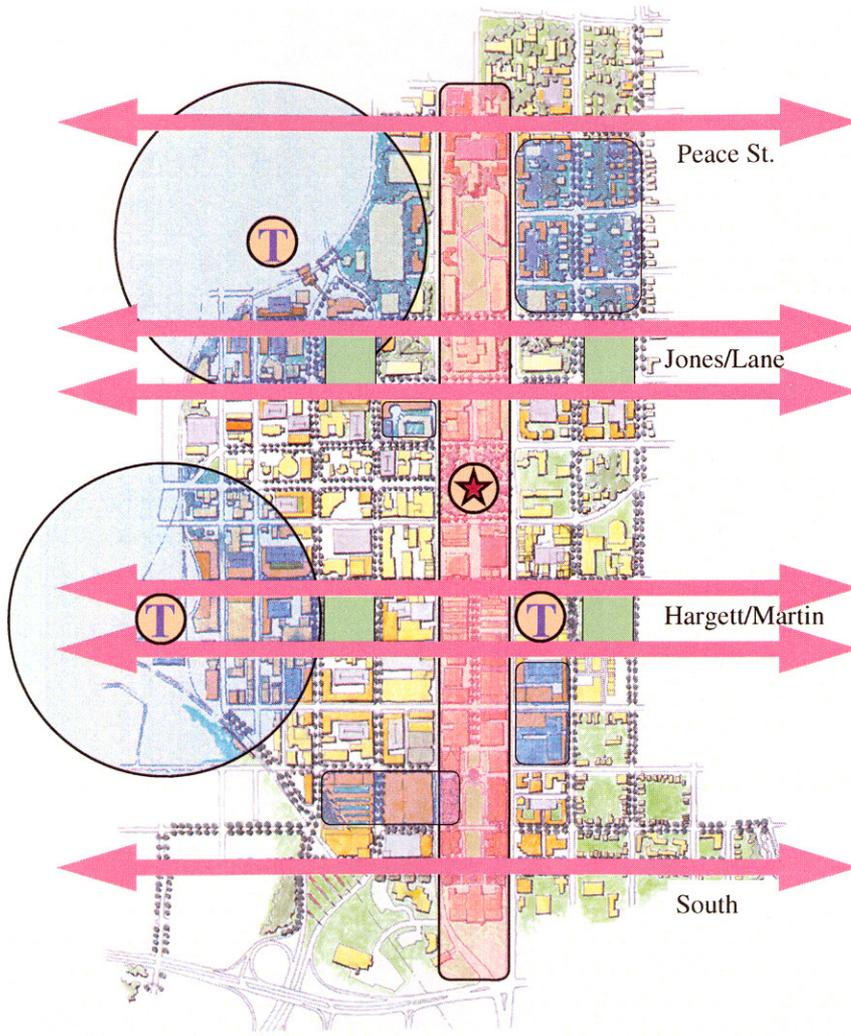
The roof of the Convention Center exhibit hall offers an opportunity for a public garden, new festival venue or other civic uses.

The Center can form a southern gateway into the heart of downtown. Potential expansion of civic uses to the south, paired with the BTI parking deck, could create a dramatic sense of arrival into downtown.

The Center and companion hotel need a front door on Fayetteville St. The Center's plan will have to solve lobby access issues and establish a strong connection to the hotel, ultimately opening itself on to Fayetteville St.

To make the Center a place of constant activity, explore mixing other uses, like retail activity, a visitors' center or civic uses into its design.





Improve the Pedestrian Environment

Study the conversion of critical East/West Streets to pedestrian friendly streets. Some may be converted from one to two way. Others will just need design adjustments that will make evident a new focus on the needs of pedestrians.

Peace St. is a major east west connection at the north end of downtown —linking the College, Capitol Park, State Offices, Oakwood and Glenwood. It also forms the northern boundary of the six block property the State is proposing to redevelop privately.

Jones/Lane connects the institutional core of the State Complex and the Government Center TTA Station to Fayetteville, Glenwood, Oakwood and holds many of our most visited sites. It forms the southern boundary of the six block property the State is proposing to redevelop privately.

Hargett/Martin will become a major pedestrian transit connection, linking the Downtown TTA Station with the Moore Square Bus Station. These two streets will also bisect the opened Fayetteville St., forming the 5 block retail heart of downtown. In addition, they link the emerging Warehouse and City Market Districts with South Park and Boylan Heights

South/Lenoir will form the southern gateway into downtown and bisect the cultural core of downtown. It connects the proposed Convention Center to Shaw and offers an urban link to the Greenway System that can connect Boylan Heights to South Park and beyond.

Along all these connective streets we should require/incent ground level uses with a high level of detail, including doorways, windows, awnings and overhangs along the sidewalk edge in downtown. To accomplish this effort we should investigate Federal and State funding sources to complete transportation improvements.



Undertake Regulatory Reform

Centralize the approvals process by creating a team within the city to respond to development proposals. Explore best practices from other cities to tailor an approach for Raleigh.

Provide development incentives for vacant buildings and properties in downtown.

Implement Rehab and International Codes, train inspectors on Rehab Code, include them in initial plan review. Be proactive in its application.

Address issues dealing with outdoor dining, signage and other pedestrian encroachments. Simplify the approval process.





Expand Downtown Management

Create and fund a singularly focused downtown development corporation to initiate and undertake economic development projects.

Develop a comprehensive and coordinated downtown marketing program to promote events and attractions. Strengthen our identity as the State Capitol and promote downtown as a destination.

Make the Downtown Raleigh Alliance the organization responsible for bring all parties to the table to oversee implementation of the Framework Action Plan.

Assemble a dedicated team to program, manage and initiate new downtown events. This group will keep and coordinate the Master Calendar.

Explore a program of development incentives. Model a program similar to Tax Increment Financing to fund Livable Streets Initiatives and other public improvements downtown.



INTRODUCTION — ACTIONS & STRATEGIES

Over the course of almost a year, citizens of the city of Raleigh shared and refined their vision of what they would like downtown to be, as well as ideas on how we can get there. Citizens shared ideas through postcard responses, essays and messages sent by mail and by email. Ideas and direction were received through group discussion, drawings, and thoughtful priority setting at multiple Livable Streets work sessions and at Steering Committee meetings with a variety of targeted stakeholder groups throughout the process.

Early and significant citizen input during the Livable Streets planning process shaped the categories used to organize and refine the strategies and actions outlined in this section. The following section details over 130 specific actions and strategies that came out of the Livable Streets process. During the final charrette, 12 one-hour long round table sessions were held to discuss each major category of actions and strategies. The sessions were open to the public and Livable Streets Partnership members and all participants of previous work sessions were asked to attend. During each of the individual round table sessions groups of interested citizens and Livable Streets Partnership members reviewed and discussed the comprehensiveness and accuracy of the strategies and actions targeted during that session. The list was then revised to reflect the statements made. The revised lists were then voted on by the group to recommend priority actions and strategies. Voting on recommended priorities was also open to all individuals attending and participating in the round table sessions.

The actions and strategies listed in this section which were generated based upon comments received during the entire Livable Streets public participation process are listed in order of their priority as determined at the final charrette round table sessions. The first few actions and strategies in each category are in bold print indicating the high priority they received as recommended by round table participants.



CONVENTION CENTER & RELATED FACILITIES

GOAL: Develop and market competitive facilities to attract more national conventions and trade shows and improve business environment for hotels, restaurants and other visitor serving facilities.



- 1 **Get new Downtown convention center plan adopted and funded.**
- 1A **Develop another major convention hotel Downtown as close to the planned convention center as possible.**
- 2 **Design the convention center with engaging edges and vibrant street level activity along major pedestrian ways and street frontages. Explore possibilities for private uses including coffee shops, theater, residential or office uses.**
- 3 **Improve linkages** between and among Convention Center and surrounding attractions to encourage extended stays.
- 4 **Reopen visual gateway** from Capitol to the BTI Center.
- 5 **Investigate** the need for and location of **other civic uses** and their relationships to the convention center, i.e. visitors' center, library, museum, council/commission meeting hall etc. Explore **possibilities for private uses** including coffee shops, theater, residential or office uses.
- 6 **Increase collaborative marketing and track results** as well as taxable revenue growth, increases in visitor serving businesses, etc.
- 7 **Expand choice in accommodations.** Explore market for other classes of hotels, including best locations in Downtown.
- 8 **Explore potential to keep eastern portion of existing convention center** and redevelop portions into some other use.
- 9 **Minimize truck loading dock exposure** along the street edge of the convention center.



- 1 A comprehensive Downtown marketing program, including an expanded web site, should be developed and coordinated with all Downtown resources to promote events and attractions. Maximizing Downtown status as the State Capitol. (see cultural)
- 2 Make DRA THE organization responsible for bringing all parties to the table to oversee implementation of the vision.
- 3 Explore Development Incentives and options similar to Tax Increment Financing.
- 4 Establish benchmark data, data bases and maps needed for economic development; have much of it on Downtown web site.
- 5 Establish and fund a Downtown development corporation.
- 6 Expand DRA structure to encourage input from a broad sector of the Downtown commercial, residential, faith based and community service organizations.
- 7 Maintain Clean and Safe programs undertaken with BID funds, and expand as necessary to maintain Downtown's image. Expand to include maintenance of lighting, parks, etc.
- 8 Downtown Lighting – Coordinate public / private efforts to set standards and improve light levels, including lighted path from neighborhoods.
- 9 Assist city in identifying federal funding sources.
- 10 Encourage Downtown banks and other financial institutions to form loan pools and create financial incentives to fund public and private projects. Explore Foundation grants and other funding sources.
- 11 Downtown Audit - Review Direction of the DRA and Other Downtown Organizations - to be sure all issues are addressed by some established organization and funding is available to achieve objectives.
- 12 Contract with an organization to program, coordinate and manage events Downtown. (see cultural)

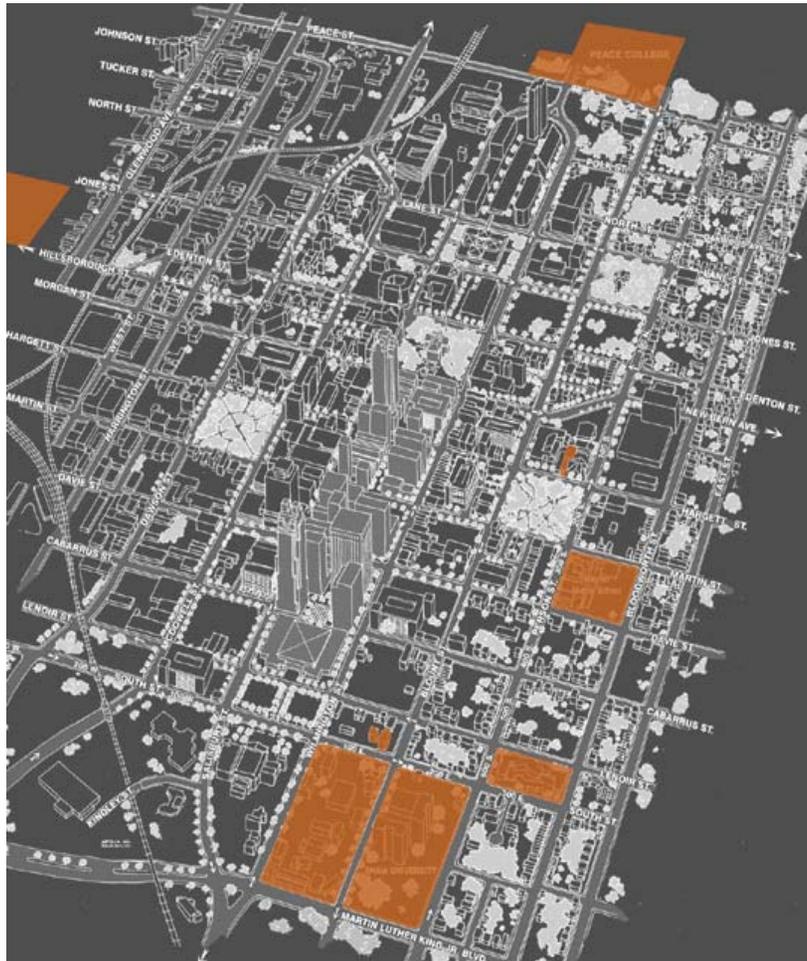
DOWNTOWN MANAGEMENT

GOAL: Take a one-stop shopping approach to Downtown management & advocacy



EDUCATION

GOAL: Increase quality educational opportunities within Downtown for people of all ages



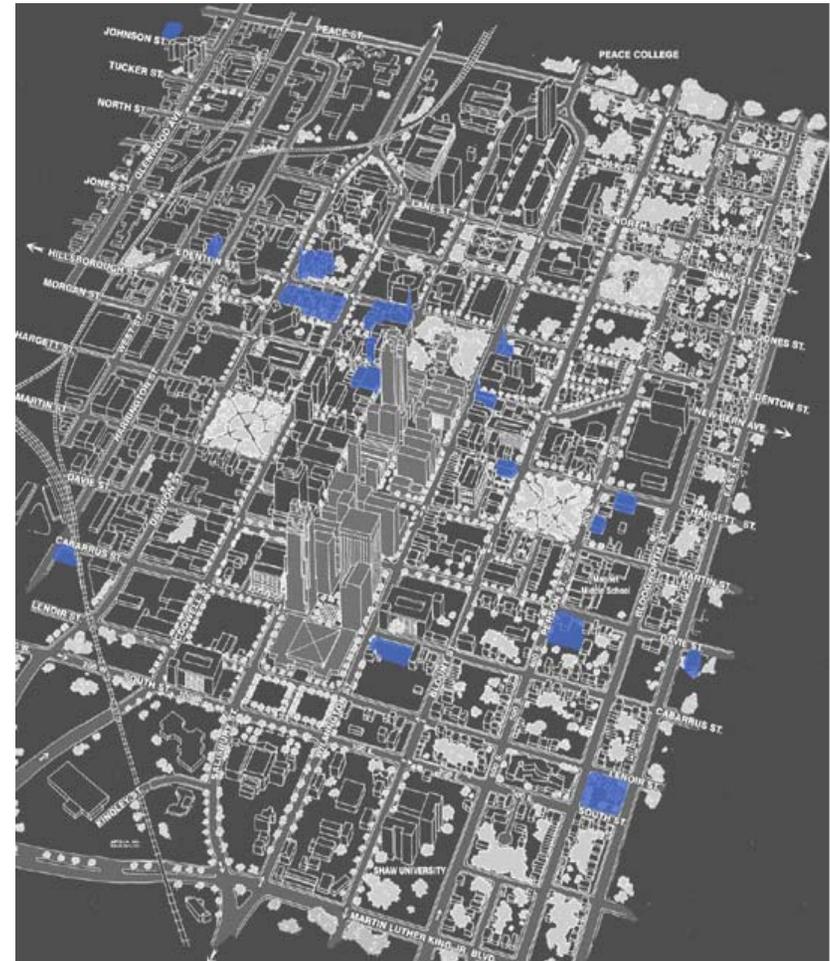
- 1 **Support Shaw University's offer to partner, study and potentially develop additional affordable housing in the Downtown area.**
- 2 **Develop summer job and intern opportunities for young adults from neighborhoods abutting Downtown.**
- 3 **Promote partnerships between Downtown businesses and education.**
- 4 **Increase partnerships and collaboration between colleges located within or nearby Downtown, - Peace, Shaw, NC State, St. Augs.**
- 5 **Strengthen and support Downtown schools** including development needs, play space, field trips, learning experiences and classroom projects linked with Downtown tenants and adjacent neighborhoods.
- 6 **Encourage Wake Tech programs and facilities Downtown** including potential for a Downtown branch campus.
- 7 **Support sensitive expansion of Shaw and Peace.** Develop better connections to and from all colleges into Downtown.
- 8 **Support organizations responsible for job training, retraining and workforce development** programs.
- 9 **Encourage curriculum links of colleges with Downtown resources** such as potential Shaw Univ. Cultural and Performing link with BTI Center.



FAITH / COMMUNITY / SERVICE

GOAL: Use collaborative resources to humanely help those in need and maintain Downtown as a place of worship, service and cultural diversity.

- 1 **Address ways to sensitively plan for provision of services to the working poor and homeless.**
- 2 **Daycare provided by these organizations should be supported as a good resource for Downtown employees.**
- 3 **Encourage Shared Parking resources within Downtown during the week with facilities open for church use on weekend.**
- 4 **Assist Faith, Community and Service based organizations with forming an organizational structure to hold regular meetings and recommend programs to meet needs of Downtown area such as affordable housing and services for persons who are needy, poor and homeless.**
- 5 **Explore more ways to link people in need with available services.**
- 6 **Work with service providers** to address challenges/issues raised by neighbors and businesses.
- 7 **Encourage Faith Based Initiatives** to develop programs which will **strengthen the cultural diversity** of the Downtown area.
- 8 **Expand access to the DRA board** to give these organizations a voice in decision making.
- 9 **Give Faith and Service Organizations a clear role in Downtown decision making** reflective of the property, membership and value of services provided.



FAYETTEVILLE STREET

GOAL: Reinvigorate Fayetteville Street as the heart of Raleigh; the ceremonial corridor and the premier Downtown address for office, events and cultural activity.



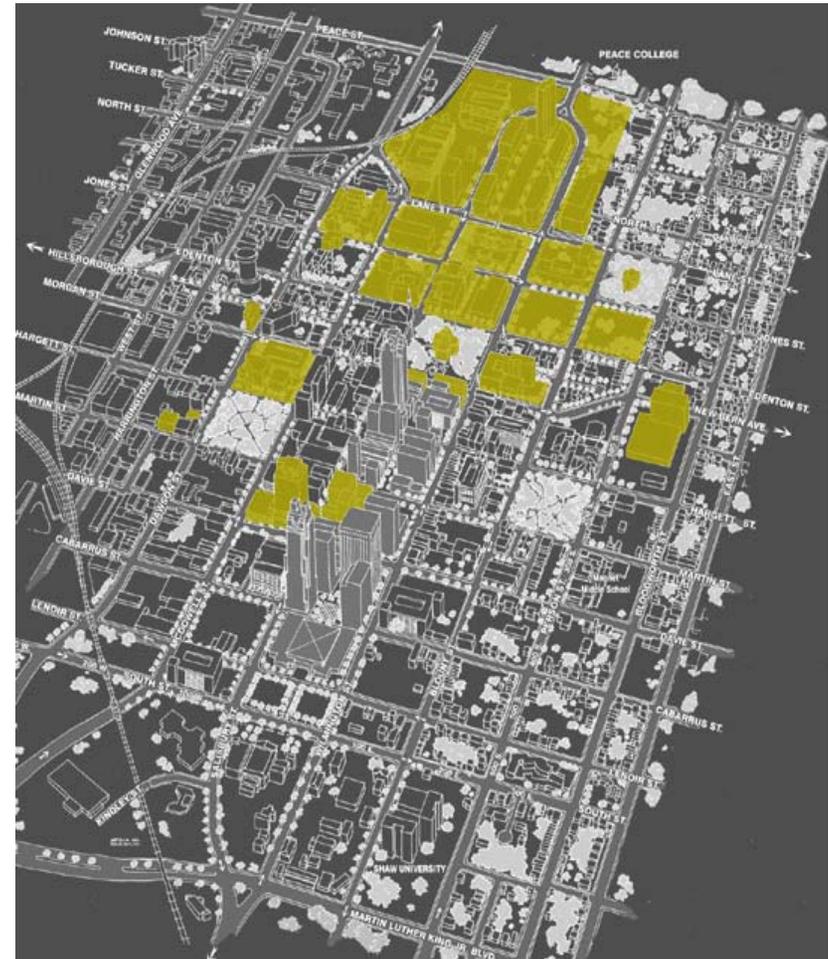
- 1 **Make active uses mandatory for ground floors** fronting Fayetteville Street.
- 1A **Create incentives which encourage ground floor retail, outdoor dining, book stores, cafes, movie theater and destination retail.**
- 2 **Maximize Pedestrian Space and Use, provide spaces for seating, events, exhibit, vending, reading, gathering and performing along the street. Explore options for ease of closing street during special events or times of day. Make sure emphasis is on pedestrians, not autos or delivery vehicles.**
- 3 **Explore potential for new creative uses along the Mall, perhaps in conjunction with existing Post Office, Sir Walter Hotel, Belks or other spaces.**
- 4 **Consider Fayetteville Street as the potential centerpiece of overall marketing effort as “ceremonial corridor”.**
- 5 **Reopen view corridor** from Capitol down to BTI Center. (see convention center)
- 6 **Complete design and Construction Drawings** for opening 100, 200 and 300 blocks to traffic; **get council approval** to bid work.
- 6A **Confirm schedule for construction;** do it all at once, construct as **quickly as possible;** to lessen impact on existing tenants and users.
- 6B **Plan grand reopening,** including announcement of programmed events for upcoming months to keep people coming back.
- 7 **Maintain and preserve historic character** and fabric where it still exists.
- 8 **Allow outdoor dining** by right.
- 9 **Ensure landscaping, streetscape, shop fronts and all other elements** designed and maintained to the **highest possible standard.**
- 10 **Target specific key properties** along the Mall for redevelopment opportunities. Wachovia, Post Office, Sir Walter, Belks.
- 11 **Encourage banners, signage** on ground floor.
- 12 **Address blight created by Belks Building;** work with current owner on viable re-use; mixed use preferred.
- 13 **Maintain “Green Corridor” along the Street** to maximize pedestrian and dining comfort and soften impact of automobile and traffic introduction.



GOVERNMENT AND CIVIC USE

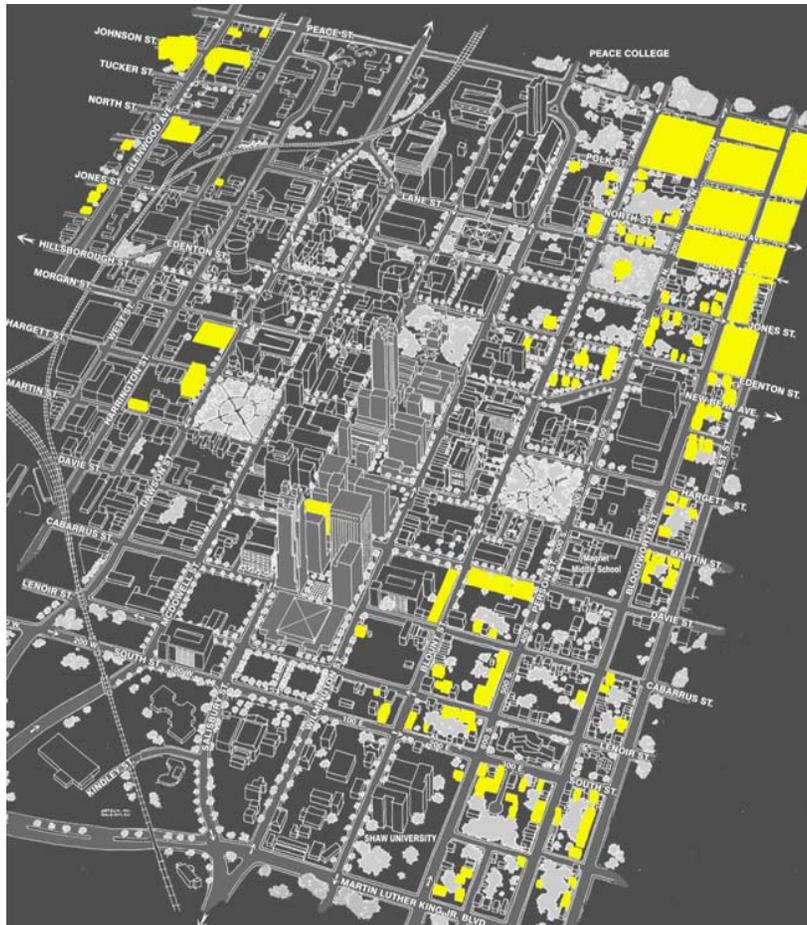
GOAL: Strengthen Downtown's role as a Government Center for city, county, state and federal uses

- 1 Support conversion of state property along North Person / Blount Streets to residential uses, stimulate reuse of historic structures and infill sensitive to the character of the surrounding historic and residential neighborhoods.
- 2 Support Downtown Library development by Wake County including options for location as part of mixed use projects. (see Fayetteville Street and Convention Center)
- 3 Work with Federal GSA and its client agencies on federal space Downtown and explore alternatives for the Century Post Office and the Federal Property on New Bern Avenue including mixed use parking and residential on the southern edge.
- 4 Support the public policy that city, county, state and federal agencies build new offices Downtown and continue Downtown as the focus of their activity.
- 5 Work to integrate the State Government center and employees into Downtown. Connect state facilities to Downtown by improved streetscapes and transit to restaurant, retail and business connections.
- 6 Develop a new "civic" square at the end of a reopened Fayetteville Street fronting BTI Ctr.
- 7 Maintain and improve existing open spaces, including squares and parks.
- 8 When feasible, integrate active uses, such as cafes, retail or community meeting space on street frontages of all new and renovated government buildings.
- 9 Make visitor parking convenient to locate.
- 10 Seek alternative revenue sources to compensate for lack of tax base and/or return lands to taxable status.
- 11 Evaluate sites for future neighborhood centers.



HOUSING AND NEIGHBORHOOD

GOAL: Increase residential opportunities for all people in and around Downtown Expand neighborhood support retail. Over the long term, expand the success of Downtown revitalization to the adjacent neighborhoods



- 1 **Support a mix of quality housing in all price ranges to address the current Downtown shortage of rentals, mid range condos, and affordable housing.**
- 2 **Increase housing options Downtown; i.e. lofts, live/work, condos townhouses, historic reuse and apartments. Make sure a mixture of affordable and mixed income housing is provided.**
- 3 **Streamline approval process for converting or rehabbing historic buildings. Expand use of the new rehab code for older structures.**
- 4 **Respect existing neighborhoods; be conscious of scale & type of development close to existing residential.**
- 5 **Revamp and expand façade improvement program to include incentives for buildings with ground floor commercial and residential above.**
- 6 **Develop neighborhood supportive retail, i.e. grocery store, dry cleaners, etc.**
- 7 **Provide incentives and support residential uses being integrated into projects Downtown.**
- 8 **Offer incentives for high density housing throughout Downtown, and specifically around transit stations Downtown.**
- 9 **Support Redevelopment efforts** such as Chavis Heights Hope VI grant, Community Devp. and Affordable Housing projects and strengthen their connection to Downtown.
- 10 **Address parking for housing** so it is secure, safe and reasonably priced.
- 11 **Maintain parks; capture impact fees generated within Downtown to create new parks and open space** as part of new residential developments.



OFFICE MARKET

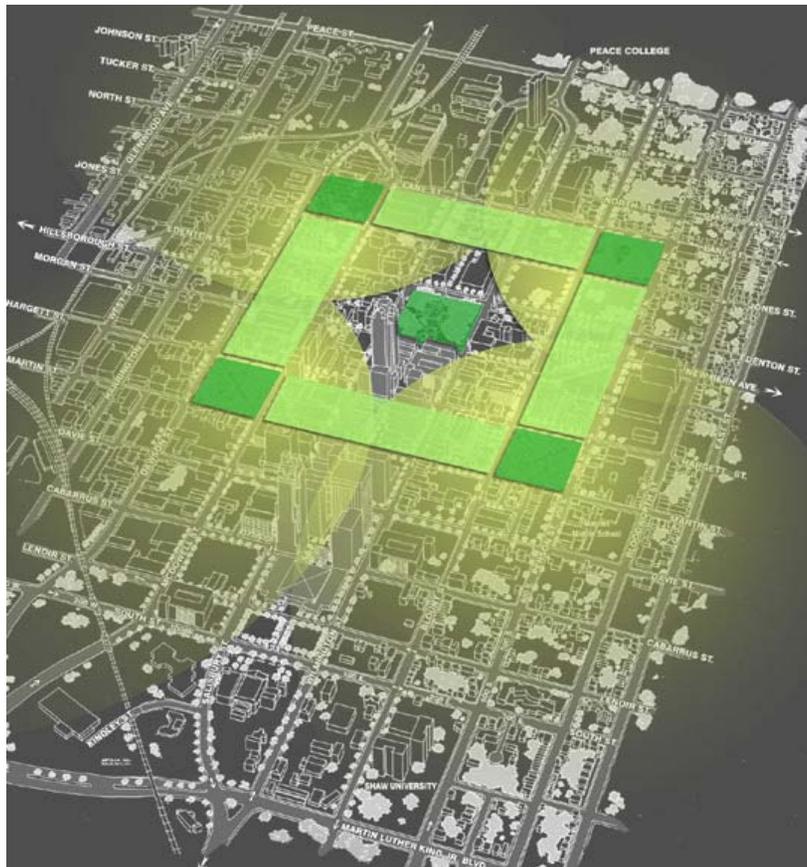
GOAL: Make Downtown THE location for corporate headquarters, major office tenants, creative and high-tech firms, incubator businesses, etc.

- 1 Encourage mixed use projects with street level active use and integration of residential into office projects.
- 2 Develop high-quality amenities to attract and serve major employers.
- 3 Adopt an aggressive economic development and marketing strategy to **recruit corporate headquarters** and **major office tenants**.
- 4 Develop more **creative office design** alternatives i.e. live/work space, rehab/reuse of older buildings, and warehouses.
- 5 Explore new **office building sites** at or adjacent to the site of the existing Convention Center and at the new rail/transit sites.
- 6 Institute a retention program to **keep existing employers & employees Downtown**.



PEDESTRIAN ENVIRONMENT

GOAL: Downtown is accessible to everyone. The well being of people on foot is recognized as a top priority and essential to success. Balance pedestrian needs against the car. Create an attractive, well lit, safe environment that links office and residential areas to amenities such as restaurants, museums and arts venues.



- 1 **Require pedestrian oriented ground level uses with high level of detail doorways, windows, consider awnings and overhangs along the sidewalk edge in Downtown.**
- 2 **Convert one way streets to two-way, reduce conflicts between cars, bicycles and people, slow traffic, minimize left turn lanes and improve the perception of safety.**
- 3 **Install and fund high quality, well maintained trash cans, benches, bathrooms, newspaper vending, bus shelters and other street furniture that is attractive & integrated part of the streetscape.**
- 4 **Focus lighting improvements on sidewalks, paths and crossings. Encourage dramatic lighting at entrances and in street level windows. Downtown lighting in general needs to be improved for the pedestrian.**
- 5 **Set minimum streetscape standards** that have trees on curb edge of sidewalk & streets with quality paving materials, separating pedestrians from moving traffic.
- 6 Designate and **improve bicycle routes** into Downtown. Reserve areas for **bike parking** in convenient locations.
- 7 **Improve pedestrian comfort levels at key intersections and mid-block crossings** through curb extensions, refuges, crossing treatments and paving treatments.
- 8 **Make it easy to discover Downtown with improved building signage and street address numbers**, implement the recommendations of the Way Finding Study to improve pedestrian signage.
- 9 Designate and **improve the primary pedestrian ways from every adjoining neighborhood.**
- 10 **Improve pedestrian signals.** Use new devices such as countdown signals and other advances in pedestrian signalization.
- 11 **Enliven greenways and pedestrian areas** with public art, umbrellas, landscaping, banners, kiosks and fountains creating an oasis for pedestrians.
- 12 **Provide a variety of seating areas** near common gathering places and resting areas.



- 1 **Create a Blount Street Historic Corridor from Peace to Shaw. Present a cross section of our shared cultural history and link key institutions.**
- 2 **Increase collaborative marketing effort to promote Downtown as a destination. Develop cross marketing programs between venues, programs and Downtown restaurants.**
- 2A **Assemble a team to program, manage, coordinate and encourage Downtown events. Keep Master Calendar.**
- 2B **Design an entity to fast track, coordinate and concentrate on needed approvals for festivals and events.**
- 3 **Explore the need to create a new festival venue Downtown capable of accommodating 4000+ people with strong links to the convention ctr. A place to celebrate and commemorate important events in the city.**
- 4 **Promote, protect and designate Downtown Historic Districts.**
- 5 **Make sure the redesign of Fayetteville Street provides the infrastructure and spaces necessary to support existing and expanded events, festivals and public art.**
- 6 **Prepare a new policy in support of public art in Downtown, target locations that link attractions via pedestrian connections.**
- 7 **Bring a traditional screen movie theater to Downtown.**
- 8 **Support the development of the Contemporary Art Museum, the Pope House, Raleigh City Museum and other attractions.**
- 9 **Support the plans of Green Square: Jones Street Partnership currently being explored by the NC Museum of Natural Sciences.**
- 10 **Explore the possibility of creating an annex of the North Carolina Museum of Art Downtown.**
- 11 **Encourage Funding and Implementation of Creative Ideas and Artworks which bring a broad cross section of participants to Downtown.**

REGIONAL ATTRACTORS

GOAL: Promote existing and new facilities to attract residents and visitors from around the community, the region and the nation to Downtown.



REGULATORY ISSUES

GOAL: Improve business environment by removing regulatory impediments; make it at least as easy to do business Downtown as anyplace else in the region; include incentives in regulations.



- 1 **Centralize approvals.** Establish a Downtown team within the city to respond to major project proposals and construction quickly. Develop a parallel strategy for small/mid-size projects. Explore best practices of other cities for best approach.
- 2 **Create incentives for the development of vacant buildings & properties, including Downtown projects facilitation.**
- 3 **Implement Rehab and International codes, train Field Inspectors on Rehab Code and have them be part of initial plan review. Be pro-active in its application.**
- 4 **Address trash pick up** for businesses with no room for dumpsters.
- 5 **Review design guidelines**, including sign regulations, and update where necessary.
- 6 Explore potential for creation of **local historic districts**.
- 7 **Expand vendor regulations** to all areas of Downtown; ensure vendors cannot locate in front of competing businesses; explore potential for incubator carts for start-up businesses.
- 8 Make **outdoor dining** available by right; simplify city process.
- 9 **Reevaluate Fire District** to limit impact on Downtown revitalization.
- 10 **Expedite and simplify sidewalk easements and other encroachment agreements.**
- 11 Allow **identity & parking banners** Downtown on an ongoing basis.

Livable Streets Actions and Strategies



- 1 **Convert Downtown east-west streets to 2-way with appropriate engineering analysis (potential exception of N&O block of W. Martin Street).**
- 2 **Reduce number & visibility of surface parking lots Downtown.**
- 3 **Implement the new city centralized on and off-street parking management program to coordinate overall Downtown parking program policies.**
- 4 **Use currently “closed” or restricted parking on nights and weekends for attractions while addressing security concerns for county, state and federal government and private operators.**
- 4A **CAT should consider alternative modes** including smaller buses, unique trolleys or alternative fuels for Downtown; consider free or reduced rate service at lunch and dinner hours.
- 5 **Conduct a detailed engineering analysis and consider the conversion of Blount/Person and Wilmington/Salisbury Streets to two-way if recommended.**
- 5A **Coordinate parking programs** with City, County, State, Federal governments & private lot & deck owners throughout Downtown.
- 6 **Improve signage & wayfinding** to assist pedestrians and motorists in locating their destination. **Link venues and entertainment districts** through way finding along improved pedestrian connections.
- 6A **Identify various on-street parking zones** in the City using **color-coded zones and increase availability** of on-street parking for short-term parking.
- 6B **TTA Multimodal Center - Explore public/private partnership** to encourage mixed use development around new transit center to be built in Downtown.
- 6C **Support regional rail and all public transit** in Downtown and develop incentives for ridership.
- 7 **Develop easily recognizable system of building identification signs** for municipal, state, and county buildings for way finding.
- 8 **Adjust parking violation fines** for on-street parking to encourage turnover in spaces for short-term parking needs.
- 9 **Promote parking** via Dtown maps, websites, & parking banners.
- 10 **Develop parking banner program** to be installed to help the public identify parking options.

TRANSPORTATION, CIRCULATION, AND PARKING

GOAL: Improve access to and within Downtown, creating efficient vehicular and pedestrian circulation, adequate, convenient, cost effective parking on street and in lots and garages.





Livable Streets Partnership

- **City of Raleigh**
- **City Boards and Commissions**
- **State of North Carolina**
- **Wake County**
- **Federal Government**
- **Downtown Raleigh Alliance**
- **Chamber of Commerce**
- **Convention and Visitors Bureau**
- **Development Community**
- **Social Service and Faith Based Organizations**
- **Arts and Cultural Organizations**
- **Transportation and Parking Organizations**
- **Major Events / Attractions Facilities**
- **Colleges, Universities and Schools**
- **Office & Retail Tenants and Property Owners**
- **Downtown Residents and Area Neighborhoods**
- **Urban Design Partners**

LIVABLE STREETS PARTNERSHIP

Hugh Allen	Neal Coker	Barbara Goodman
Frank Anderson	Danny Collins	Julie Graw
Richard Averitt	David Cooke	Wallace Green
Frank Baird	Thomas Crowder,	Stanley Green, Jr.
Jim Baker	Scott Cutler	Gary Greenshields
Betty Baker	Bob Cutlip	Crystal Hall
Melinda Baran	Frank Daniels, Jr.	Douglas Hall
M. D. Battle	Jeffrey Davis	Jo Hardy
Ann-Cabell	William Davis	Margaret Hargrove
Baum Andersen	Mary Carol Day	Greg Hatem
Steve Beam	Jeff DeBellis	David Heinl
Betsy Bennett	Ashley Delamar	Roger Henderson
James Benton	Denise Dickens	Tom Hendrickson
Laura Bingham	Janet Dignazio	Suzanne Hinde
Pamela Blizzard	Rhody Dillon	Paul Hocutt Sr.
John Boylan	Darnell Dixon	Juanda Holley
Harlan Boyles	Brian Dobson	John Holmes
Jim Bradley	Settle Dockery	Brad Hurley
Ed Brandle	Gregory Edmond	Bob Inskeep
Beth Briggs	Kurt Eichenberger	Laura Jackson
Skip Browder	Blanche Ellison	Kay Johnson
Anne Bryan	Geoff Elting	John Alan Jones
Elizabeth Buford	Van Eure	"Ed" Jones
Charles Bullock	Charles Felmy	Eleanor Jordan
Anne Burke	Lisa Finaldi	Loren Kennedy
Robert Bush	John Florian	K. D. Kennedy, Jr.
Steve Cadwallader	David Forbes, Sr.	Eleanor Kinnaird
Ralph Campbell	Sammy Foster	Jennifer Kulikowski
Christopher Carroll	Anne Franklin	Dudley Lacy
Raymond Champ	Jim Galloway	Mary Langdon
Louis Cherry	Roland Gammon	JeanLaughlin Davis
John Church	Bob Geolas	James Laurie III

An organizational meeting and briefing of the Livable Streets Partnership was held on Tuesday October 6, 2002. As work sessions progressed over the coming months additional membership organizations and members were appointed to the Livable Streets Partnership by the Raleigh City Council and others were added as Partnership Participants.



LIVABLE STREETS PARTNERSHIP *continued*

Andrew Leager	Nancy Novell	Juanita Shearer-	Susan Wiggs-
Ron Leedy	Dave Otterson	Swink	Folkemer,
Stephen Lewis	Doyle Parrish	Tom Slater	Jim Wiley
Mack&Susan Little	Michael Patterson	Gordon Smith	Shirley Wilkins-
James Lofton	Barry Pennell	Arthur Sperry Jr.	Nimmons
Doug Longhini	Michael Phillips	Joey Stansbury	James Williams
Michael Lowder	Ernest Pickens	Brian Starkey	Jean Williams
Alex MacFadyen Jr.	Steve Player	Russ Stephenson	Mark Williard
Charlie Madison	Philip Poe	Kim Stone	Margarett Wilson
Joni Madison	Phil Poe	Dianne Suber	Carl Wilson
Jay Mahan	Paul Pope	Nicole Sullivan	Robert Winston, III
Jeff Mann	Orange Quarles III	Rodney Swink	Carter Worthy
Marianne Mansour	Octavia Rainey	Gwynn Swinson	George York
Wayne Marshall	Billie Redmond	Eric Tannery	Smedes York
James Massengill	Eric Reeves	Helen Tart	Larry Zucchini
David Maurer	Samuel Reynolds	Doro Taylor	
Greg May	David Reynolds	Jeanne Tedrow	
George McCanless	Ted Reynolds	James Thiem III	
Carole McGovern	Milt Rhodes	Richard Thompson	
Tom McGuire	Edna Rich Ballentine	Bobby Upchurch	
Steve McLaurin	Jeff Roberts	Ted Van Dyk	
Doug McMillan	Fran Robertson	Larry Vanover	
James Mettrey	Sarah Roholt	Ibis Villegas-Pagels	
Paul Meyer	James Ross	Byron Wade	
H. C. Miller	Peter Rumsey	Bill Wagenseller	
RickMiller Haraway	Gregg Sandreuter	Don Walston	
T. H. Mitchell	Harvey Schmitt	Thomas Ward	
Tom Moore	Steve Schuster	John Ward	
Sonny Mountcastle	Dan Sears	Gregory Warren	
Barbara Mulkey	Brenda Seligmann	Hardy Watkins	
Elliott Murnick	R. W. Shaw	Jennifer Weiss	
Gilliam Nicholson	Talbert Shaw		

PARTNERSHIP PARTICIPANTS

Russell Allen	John Carlton
Todd Allen	Angela Carter
Martin Armes	George Chapman
Amanda Arnold	Roxanne Coffey
Jannice Ashley	Dan Coleman
Bob Austin	Alena Cook
Dick Bailey	Doug Corbett
Brian Baker	W Rawls Costenbader
Wayne Baker	Dale Cousins
Gary Barnes	Kim Crawford
George Barnes	Wendell Crenshaw
Cynthia Barrett	David Cristeal
Greg Batchelor	Andy Curliss
Dan Becker	Kara Curtis
Dawn Becker	David Custack
Jimmie Beckom	Pam Davison
Debbie Behnke	Carl Dawson
Nicole Bennett	Jeff Dennie
Ann Berry	Denise Dickens
Doug Bethune	Terri Dollar
Richard Bostic	Dan Douglas
Shawn Braden	Jack Duncan
Jim Bradley	Jim Dunlop
Lynn Bradley	George Eck
John Broker	Mark Edwards
John Brooks	Gene Ellis
Mike Bruff	Gail Ellwa
Allen Burris	Richard Epps
Bud Burton	Chris Eseman
Matthew Busch	Irma Estrada
Roy Campbell	Jackie Evrard
Kevin Cantley	Tris Ford

PARTNERSHIP PARTICIPANTS continued

Vickie Foster	Chris Johnson	Cynthia McGaff	Tommy Rhodes	Billy Sweet	Jonathan Young
Jill Gammon	Ed Johnson	Regina McLaurin	Edna R. Rich-	Nina Szlosberg	Peter Zambito
Tim Gardiner	Gil Johnson	Brenda McLean	Ballentine	Debra Taiwo	Katie Zeller
Carol Gault	Ken Johnson	Michael Mesnard	Bill Riddick	Helen Tart	Charles Zevenhuizen
Ladd Gibson	Nancy Johnson	Jared Mestler	Drew Robinson	Ray Thompson	
Diane Gilboa	Drew Jones	Beau Mills	Besty Ross	Jane Thurman	
Kathryn Gillis	Russ Jones	Lavine Mitchell	Paul Sajovec	Eric Tjalma	
Lori Gioningu	Sharon Kanter	Bryan Monahan	Art Samberg	Valerie Tower	
Jesse Green	Iris Kapil	Bob Mosher	Stuart Samberg	Scott Townsend	
Doug Grisson	Manisha Kapil	Margaret Mullen	Larry Sams	Lee Tripi	
John Halifax	Curtis Kasefang	Scott Murray	Bernestine and	Tom Trocheck	
Crystal Hall	Mike Kennan	John Neilson	A.E. Sanders	Shirley Tucker	
Linda Rae Hall	Parker Kennedy	Dan Nelson	Bobby L. Sanders	Bobby Upchurch	
Justin Hammond	John Kilmartin	Tom Norman	Joseph Sansom	Heidi Walters	
Rossie Harkon	Jayne Kirkpatrick	Robert Olason	Mari Shimada	Gregg Warren	
Terry Harper	Bob Klaus	Lyle Overcash	Paul Siceloff	Bee Weddington	
Shari Harris	Kevin Kolbel	Doyle Parrish	Paul Siler	Bill Werdel	
Robb Harrison	Michele Krakowski	Greg Paul	Pat Simmons	Joyce White	
Ben Hart	Roger Krupa	Ernest Pecounis	Lee Simon	J. E. Williams	
Jeremy Hauch	Jeff Kurtz	Olga Pecounis	Tom Skolnicki	Jeff Williford	
Susanne Hayes	Joe Lada	Dave Permar	Mara Smith	Ed Willis	
Chris Hazel	Eric Lamb	Mary Persson	Steve Smith	Jon Wilson	
Thomas Hazinski	Kirsten Larson	Bob Peter	Scott Snavely	Lewis Wilson	
Joseph Henderson	Stuart Levin	Brad Phelps	Susan Snavely	Melanie Wilson	
Doug Hill	William Lowden	Willie Pilington	Mark Sowell	W. P. Wimberly	
Chris Hinton	Mort Lurie	Mary Poole	Daniel Speller	John Wood	
Paul E. Hocutt	Fernando Magallanes	Robert Poole	Dwight Spencer	Julie Wood	
Art Howard	Ken Maness	Steve Popson	David Spitz	David Worters	
Mark Hubbard	Marianne Mansour	Julian Prosser	David Stein	Brett Wylie	
Neal Hunt	Bill Martin	Richard Raskin	Andrew Stewart	Bob Yelverton	
Marcus Jackson	Matt Martin	Ralph Reardon	Phil Stout	Jeffrey York	
Perry James	James McDavid	Terry Rekeweg	Hannah Sullivan	Debra Young	



Adopted May 6, 2003

Raleigh City Council

Charles Meeker, Mayor
W. Benson Kirkman, Deputy Mayor
John H. Odom, Deputy Mayor
Janet Cowell
Neal Hunt
Philip Isley
Kieran J. Shanahan
James West

Raleigh Planning Commission

Richard (Dickie) Thompson, Chairman
Ed Brandle, Vice-Chairman
Jim Baker Thomas Crowder
Scott Cutler Mark Everett
David Mallette Jack Reed
Jessie Taliaferro Claude R. Trotter, Jr.
Charles R. Walker, III

Livable Streets Steering Committee

Planning Commission Representatives

Thomas Crowder (Co-chair)
Ed Brandle
Scott Cutler

Downtown Raleigh Alliance Representatives

Frank Baird (Co-chair)
John Boylan
Roland Gammon
Greg Hatem
Jean Laughlin Davis

Project Management

City of Raleigh

Russell Allen, City Manager

Raleigh Planning Dept.

George B. Chapman, Planning Director
Ken Maness, Central Area Planner
Dan Douglas, Raleigh Urban Design Center Director
Andrew Stewart, Technical Support

Downtown Raleigh Alliance

Margaret Mullen, President and CEO
Roxanne Coffey, Executive Assistant

Study Consultants

Cooper Carry: Livable Streets

Richard J. Flierl, Principal, Center for Connective Architecture
Jonathan Young, Landscape Architect/Urban Designer
Brett Wylie, Landscape Architect/Urban Designer
Mark Schnell, Urban Designer
Nicolia Cox, Urban Designer
Jun Li, Sketch Artist

Martin, Alexiou, Bryson: Transportation and Parking Study

Bill Martin, Principal
Nicole Bennett, Senior Associate

Sub-Consultants

Toole Design Group, LLC
Thinkframe
Walker Parking

LMN & HVS: Convention Center Study

Thomas Hazinski, Managing Director, HVS International
Paul Sajovec, Senior Vice-President, HVS International
Bethany Cronk, Vice-President, HVS International
Chris Eseman, LMN Architects



**Livable Streets
Actions and
Strategies**

Financial Contributors to Livable Streets

Progress Energy
 Josephus Daniels Charitable Fund of the Triangle Community Foundation
 A. J. Fletcher Foundation
 Bank of America
 BellSouth
 BB&T
 First Citizens Bank
 Wachovia Bank
 Spectrum Properties

Additional Downtown Raleigh Alliance Contributors

42nd Street Oyster Bar & Seafood Grill
 Bailey & Dixon, LLP
 Bryan Properties, Inc.
 Capital Associates
 Capital City Club
 Carter Worthy Commercial Inc.
 Cline Design Associates, P.A.
 Dillon Commercial Real Estate Services
 Rufus L. Edmisten Law Offices
 Empire Properties
 Fidelity National Title Insurance Company
 Greater Raleigh Chamber of Commerce
 Greater Raleigh Convention & Visitors Bureau
 Hamilton Merritt, Inc.
 Havana Deluxe
 Helms Mulliss & Wicker, PLLC
 International Minute Press
 John Montgomery, Inc. Violin Maker, Dealer
 Kilpatrick Stockton, LLP
 Lloyd's Register Serentec
 Market Force, Inc.
 McDonald's
 Mechanics & Farmers Bank
 Metro Powersports, LLC

Mort's Inc.
 News & Observer
 North Carolina Community Foundation Inc.
 OBS Landscape Architects Land Planners
 Owens Roofing, Inc.
 Paragon Commercial Bank
 Peace College of Raleigh Inc.
 Pearce, Brinkley, Cease & Lee, P.A.
 Price Waterhouse Coopers
 Pylon, Inc.
 Raleigh Rescue Mission, Inc.
 Reliable Loan Company of Wake County Inc.
 Rogers Realty & Ins. Co.
 Sheraton Capitol Center
 Snoopy's
 Sperry & Associates
 United Arts Council of Raleigh and Wake County
 White Oak Properties
 William Thomas House B&B
 Smedes York

Meeting Space Contributors

Exploris / IMAX
 Raleigh Convention Center
 North Carolina Museum of Natural Sciences
 Raleigh Urban Design Center
 BTI Center for the Performing Arts

Special Thanks

Napro Communications

Nina Szlosberg
 Art Howard
 Video production

Raleigh News and Observer

Danny Collins
 Photography Department
 Video Stills

Raleigh City Museum

Dusty Wescott
 Historic Postcards