Six Best Practices for Creating a Comprehensive Plan

Mitchell Silver, FAICP
Memphis, TN
2.1.17
1. Purpose of a comprehensive plan
2. Be clear on the problems you are solving
3. Setting the framework
4. Understand the value of land
5. Engagement process
6. Adoption and Implementation
Purpose of a comprehensive plan
Role of planning

- **Manage growth and change.** Planning deals with **risk and uncertainty about the future**. Plans for present and future generations. Planning is about place, but also about people.

- Planners shall have **special concern** for the long-term consequences of present **actions**. There are also **consequences for no action**!

- Have **ONE** comprehensive plan and not many fragmented and diassocated plans.

- When you say **no** to something, you are saying **yes** to something else. What are you saying yes to?
Plan vs. Code

- The **Comprehensive Plan** is a public policy document – a blueprint. It should represent your city’s **vision and values** for the future. **A plan helps local government manage growth or change, decision-making, public improvements and capital investment.**

- The **Development Code** “codifies” part of the vision and values to ensure the future is predictable. The purpose of zoning is to **protect the public health, safety and welfare.**
Be clear on the problems you are solving
21st Century Issues and Challenges

- Graying and browning of America
- Rise of the single person households
- Traditional family is changing
- Aging infrastructure
- Climate change
- Water
- Energy
- Obesity, public health, food security
- Jobs and the economy

- **Equity, Income Inequality**
- **Affordable places, Gentrification**
The “Planning Raleigh 2030” Challenge

How will Raleigh manage growth over the next 20 years?

Raleigh must find where to place:

- **120,000 dwellings units (270,000 people)**
- **170,000 jobs (85 million s.f. of non-residential)**
- Land for infrastructure and open space

As of 2010, Raleigh has about:

- **19,000 acres to develop within Raleigh’s jurisdiction**
- 20,000 acres outside our ETJ

- Low density and sprawl was no longer an option!
Selected List of Challenges

- Not everyone believed proactive planning was vital to our competitiveness
- **Had a small town identity. Had to transition from “Mayberry to Metro”**
- Growing fast – 12,000 to 15,000 newcomers a year
- **Would run out land to develop in 20 years. Running out of water.**
- Sprawl was fiscally irresponsible and too expensive to maintain
- **Was not aware demographics shifts and its implications**
- Did not offer housing, transportation and lifestyle choices for new markets
The New Reality in the U.S.

- More diversity and multiculturalism.
- More people with disabilities. More multi-gen households
- More single mothers. Fewer couples getting married
- Immigration and migration will continue.
- By 2030, majority of households will be single persons.
- By 2044, no majority race.
## Household Change in the U.S (1960-2025)

<table>
<thead>
<tr>
<th></th>
<th>1960</th>
<th>2000</th>
<th>2025</th>
</tr>
</thead>
<tbody>
<tr>
<td>Households with children</td>
<td>48%</td>
<td>33%</td>
<td>28%</td>
</tr>
<tr>
<td>Households without children</td>
<td>52%</td>
<td>67%</td>
<td>72%</td>
</tr>
<tr>
<td>Single person households</td>
<td>13%</td>
<td>26%</td>
<td>28%</td>
</tr>
</tbody>
</table>

Implications of an Aging Population

- Land use patterns and transportation choices will change as millions of aging Americans realize they can no longer drive.

- **600,000** over the age of 70 stop driving every year. Visits to friends will drop by **65%**.

- NIMBYism may grow.

Source: Transportation for America, Center for Neighborhood Technology and Mitchell Silver
Plan for the Generations

Greatest Generation 1901-1924
Silent/Mature Generation 1923-1945
Baby Boom Generation 1946-1964
Generation X 1965-1981
Generation Y 1982-1995
Generation Z 1996-today
Future Consumer Demand

Future consumer preferences and market demands

VALUES

NEEDS

ASPIRATIONS/CONSTRAINTS
## The “XYZ Factor”

<table>
<thead>
<tr>
<th></th>
<th>Raleigh</th>
<th>Nashville</th>
<th>Memphis</th>
<th>Tenn.</th>
<th>United States</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Greatest</strong></td>
<td>1.1%</td>
<td>1.4%</td>
<td>1.5%</td>
<td>1.7%</td>
<td>1.8%</td>
</tr>
<tr>
<td><strong>Silent/Mature</strong></td>
<td>6.7%</td>
<td>8.9%</td>
<td>9.0%</td>
<td>12.0%</td>
<td>11.5%</td>
</tr>
<tr>
<td><strong>Boomer</strong></td>
<td>20.8%</td>
<td>23.8%</td>
<td>24.4%</td>
<td>27.0%</td>
<td>26.5%</td>
</tr>
<tr>
<td><strong>Gen X</strong></td>
<td>25.1%</td>
<td>22.7%</td>
<td>20.7%</td>
<td>19.9%</td>
<td>19.7%</td>
</tr>
<tr>
<td><strong>Gen Y</strong></td>
<td>26.2%</td>
<td>24.4%</td>
<td>23.7%</td>
<td>20.1%</td>
<td>20.9%</td>
</tr>
<tr>
<td><strong>Gen Z</strong></td>
<td>20.1%</td>
<td>18.8%</td>
<td>20.7%</td>
<td>19.2%</td>
<td>19.6%</td>
</tr>
<tr>
<td><strong>Median Age</strong></td>
<td>32.2</td>
<td>33.6</td>
<td>33.6</td>
<td>38.3</td>
<td>37.3</td>
</tr>
<tr>
<td><strong>XYZ Gen Split</strong></td>
<td>71.4%</td>
<td>65.9%</td>
<td>65.1%</td>
<td>59.2%</td>
<td>60.2%</td>
</tr>
</tbody>
</table>

Source: Methodology developed by Mitchell Silver based on 2011 American Community Survey
Implications of the Generational Shift

• It’s not just about “What’s Next” but “Who’s next”

• There will be tension between over the next 10 years as generations transform attitudes and values. Generation X and Y will begin to influence laws and public policy.

• 20th Century belongs to us. 21st Century belongs to them. Let them own it.

Source: Mitchell Silver
Setting the framework
Comprehensive Plan
2030 Comp Plan Is Defined by Six Themes

- Economic Prosperity & Equity
- Expanding Housing Choices
- Managing Our Growth
- Coordinating Land Use & Transportation
- Greenprint Raleigh—Sustainable Development
- Growing Successful Neighborhoods & Communities
Policy LU 7.5
High Impact Commercial Uses

Ensure that the City’s zoning regulations limit the location and proliferation of fast food restaurants, specialty-oriented businesses, late night alcohol beverages establishments, 24-hour mini-marts, and convenience stores, and similar high impact commercial establishments that generate excessive late night activity noise, or otherwise affect the quality of life in nearby residential neighborhoods. (3, 6)

- More effectively control the uses that are permitted as a matter of right in commercial zones.
- Avoid the excessive concentration of particular uses with the potential for adverse effects, such as convenience stores, fast food establishments, and liquor licensed establishments.
- Consider performance standards to reduce potential conflict between certain incompatible uses.

Action LU 7.2
Height and Bulk limit

Review the City’s Zoning Ordinance to differentiate the height and bulk requirements for commercial and residential development based on its location within a designated center.

Policy LU 7.6
Pedestrian-friendly Development

New commercial developments and redeveloped commercial areas should be pedestrian-friendly. (4, 5, 6)

Action LU 7.1
Zoning Changes to Reduce Land Use Conflicts in Commercial Zones

As part of the update of the zoning regulations, consider text amendments that...

A.8 Neighborhood Conservation and Development

One of Raleigh’s major assets is its tree-lined, historic residential neighborhoods and street-car suburbs within and adjacent to downtown Raleigh. The City also has a number of historic districts. The inner-ring suburbs of the 1930s and 1940s are also well regarded due to their housing stock, mature trees, and connectivity to surrounding...
New direction: 60% to 70% of all new growth will be directed to 8 growth centers and 12 multi-modal corridors.

Source: City of Raleigh
Understand the value of land
Strategic planning adds value

- It would take 600-single family homes on a 150-acre subdivision to equal the tax value of the Wells Fargo Capital Center, which sits on 1.2 acres of land.

- Wells Fargo Capital Center in downtown Raleigh has 90 times the tax value per acre than the average suburban acre.

Source: Kristopher Larson and Mitchell Silver, 2008
Return on Investment

- **Downtown high rise residential on 3-acre site** pays off its infrastructure in **3 years**. The return on infrastructure investment is **35%**.

- **Suburban multi-family complex on a 30-acre site** pays off its infrastructure in **42 years**. The return on infrastructure investment is **2%**.

Source: Public Interest Projects, Inc.
<table>
<thead>
<tr>
<th></th>
<th>Asheville Wal Mart</th>
<th>Downtown</th>
</tr>
</thead>
<tbody>
<tr>
<td>Land Consumed (Acres):</td>
<td>34.0</td>
<td>0.5</td>
</tr>
<tr>
<td>Real Estate Taxes/Acre:</td>
<td>$6,500</td>
<td>$640,000</td>
</tr>
<tr>
<td>Total City Taxes/Acre:</td>
<td>$50,800</td>
<td>$414,000</td>
</tr>
<tr>
<td>Residents per Acre:</td>
<td>0.0</td>
<td>90.0</td>
</tr>
<tr>
<td>Jobs per Acre:</td>
<td>5.9</td>
<td>73.7</td>
</tr>
</tbody>
</table>
Annual tax yield per acre: Asheville, North Carolina

- County residential — $1,236*
- City residential — $1,716*
- City commercial — $2,406*
- Asheville Mall — $7,995
- 1-2 story office buildings — $7,059
- 4-story apartments — $18,109
- 4-story mixed-use condos — $44,887
- 6-story mixed-use condos — $250,125

Outside central business district
Central business district

New Urban News; Source: Joe Minicozzi, Public Interest Projects.
*Average values as per Board of Realtors
Leveraged Public Investment

Target Areas for Economic Development

1. Glenwood Ave. NW from Pleasant Valley to Ebenezer Church Rd.
2. Falls of Neuse Rd from Lynn Rd. to Newton Rd.
3. Min-City
4. Atlantic Ave. from I-440 to Spring Forest Rd.
5. Capital Blvd. from I-440 to Min-City
6. Wade Ave. from I-440 East
7. Capital Blvd. from Downtown to I-440
8. Saunders North
9. Washington St. from Tryon Rd. to I-440
10. Hillsborough St. / University North
11. Downtown East
12. Poole Rd. South
13. I-440 Southeast
14. Auburn Church
15. I-440 South from Lake Wheeler Rd. to S. Saunders St.
16. Oberlin Village
17. University West
18. NC 54 / James Franklin Rd.
The engagement process
Engaging Generations

• Greatest Generation  Public Meetings, direct mail, votes
• Silent/Chosen/Mature Public Meetings, direct mail, votes
• Baby Boom   Public Meetings, Social Media, web, votes
• **Gen. X**  **Public & Interactive Meetings, Social Media, web**
• **Gen. Y**  **Social media, web, interactive meetings**
• **Gen. Z**  **Social media, web, interactive meetings**

Sources: Mitchell Silver
DESIGNING 21ST CENTURY CITY

Urban designers, planners, policy makers and interested citizens—join us to consider, discuss and understand the implications of decisions made today that affect our city’s future.

**November 2, 2006**

**February 8**

**May 10**

**September 20**

**November 8**

**Dr. Donald Shoup:**

What Are the Hidden Costs of Free Parking?

**Urban Trends and the Urban Age:**

How Do We Design a 21st Century City?

**Transit-Oriented Development:**

How Do We Get There from Here?

**Public Realm:**

How Do We Create a Pedestrian-Friendly City?

**A Model For Urban Form:**

Traditional Codes versus Form-Based Codes?

By 2028 Raleigh will emerge as one of the top 50 cities in America and the southern anchor of the Atlantic Piedmont megalopolis.

**GET ANSWERS TO YOUR QUESTIONS:**

What are the top issues that Raleigh faces as the 21st century unfolds?

How can we accommodate growth?

How can cities position themselves in the new global economy?

What can Raleigh learn from other emerging 21st century cities? What are their best practices?

How are other megalopolis planning for sustainability, multifunctional cities, transit, demographic trends and density?

What is the roadmap to the future?

**ALL LECTURES ARE FREE AND OPEN TO THE PUBLIC**

Register now for the February 9 Lecture!

**February 8, 2007**

6:00-8:30 p.m.

The Progress Energy Center for the Performing Arts in Raleigh, NC

**Paul Farmer**, Executive Director & CEO, American Planning Association—Opening Remarks

**OUR PRESENTER**

**Bruce Katz** is the Vice President at the Brookings Institution and Founding Director of the Brookings Metropolitan Policy Program. The Metro Program seeks to redefine the challenges facing cities and metropolitan areas. Mr. Katz regularly advises leaders and policy makers on the competitiveness of metro areas. His recent publications include Redefining Urban and Suburban America, Volumes 1-3, ed. with Robert E. Lang.

To access Mr. Katz’s publications and presentations, see www.brookings.edu/metro.

To attend the lecture, please register at www.raleighnc.gov.

For more information on the lecture and to sign up for the lecture series mailing list, email trisha.hausch@ci.raleigh.nc.us or call 919-807-8480.

A special thank you to our sponsors for The Art of Downtown Living Home Tour.

Join us for the next tour May 18.
What should Raleigh look like in 2030?

We want your ideas on the city's future.
Imagine Raleigh without sprawl

BY BOB GEARY

For the run-up to this week's public hearing on Raleigh's draft comprehensive plan, the advice to city leaders from a stream of visiting experts has been remarkably unified. Success, experts say, depends on taking city life "back to the future."

The era of suburban sprawl is ending, those planners maintain, not simply because of high gas prices, but because it is fundamentally unsustainable. As Christopher Leinberger, a fellow at the Brookings Institution in Washington, D.C., put it in a recent talk, the more "divisible suburban" neighborhoods a city allows, the lower the quality of life becomes for everyone living in them. The fastest-growing market now, said Leinberger, is for "walkable urban" places: the kind Raleigh doesn't have, yet needs to create, that are modeled on what cities were before cars took them over.

Such places are far more complicated to build and manage than the suburbs, Leinberger says. But done right, these areas improve as they grow. They have more cultural diversity and housing options—and with public transit, the chance for people to save money by owning fewer cars, or none. If Raleigh fails to create them, Leinberger warned, "You will be left in the 20th century."

The question for Raleigh is where these walkable urban places should be.

Leinberger's analysis and the other experts' jobs with the basic goal of the comprehensive plan to curb sprawl and guide development into design.

However, Raleigh Planning Director Mitch Silver, who will present a revised draft of the comprehensive plan at a joint public hearing of the City Council and Planning Commission Thursday, doesn't think the highway and rail-transit locations conflict. He says Raleigh will grow fast enough over the next 20 years to fill the space of the comprehensive plan for both to develop successfully.

Silver argues that given the number of strip malls in Raleigh, the city must encourage their redevelopment, using "very robust" bus service and a new zoning code for highway spaces. But Silver is aware of the question, and posed thoroughfares and skinny or missing sidewalks to be asked.

Simon Atkinson, a professor of planning at the University of Texas School of Architecture, shook his head. "The suburban was designed not to have a public realm. The whole point of suburban. Atkinson added, a privacy.

In contrast, the walkable urban places that the planners describe are typically located on a grid of city streets, not highway thoroughfares. They feature sidewalks, storefronts, public plazas and parks that help to offset the mass of high-density housing developments. They usually

Most such places are accessible by transit or by car, bicycle and on foot, said James Chadd, a Boulder, Colo., transportation planner who spoke at the conference. Once people arrive, though, there are "pedestrian districts" where people can hang out, have fun, shop and live while the cars are parked.

Chadd calls them pedestrian districts to distinguish the real pedestrian places from the new fad of "pedestrian-friendly" roadways that, despite changes, continue to function as "traffic scorns" hostile to walkers.

The only way to turn a highway mall into an urban place is to tear it down, start over on a street grid and connect it to the adjoining neighborhoods, he said.

At the same conference, Mindy Fullilove, professor of clinical psychology at Columbia University Medical Center in New York, said urbanism is characterized by a sense of connectedness that allows people of diverse backgrounds and incomes to nonetheless feel that they live in the same community and share an identity with the same "great place."

At a time of rapid surburban sprawl in the world, Fullilove said, people yearn for the kind of stability and belonging that existed—before urban renewal cut through it—in the Hillsborough District of Pittsburgh where her parents grew up. It was a relatively poor, predominantly African-American community of row houses, storefronts and apartments. There were no high-rises, nothing fancy. But it was a place where people believed "whatever problems you have … you can get together and solve them."

Studies show that in such neighborhoods, the incidence of mental illness even for the poorest people is less than it is for the well-off who live
What will Raleigh look like in 2030 and how will the plan affect me?

While it may not be obvious how the Plan affects the average person, it will impact every resident of Raleigh by shaping how the City grows and develops. Below are 20 predictions derived from how the Plan identifies and addresses the challenges and opportunities of the City’s future growth.

1. Raleigh’s population should be approximately 400,000 (about the size of Charlotte or Baltimore today).
2. Raleigh will emerge as the central city in the Triangle metropolitan region.
3. More places like North Hills will emerge. The Comprehensive Plan lists six such centers in addition to Downtown Raleigh.
4. Downtown Raleigh will emerge as a major transportation hub for rail along the east coast.
5. The size of the downtown will grow in size southwest toward I-40 with new office buildings, residential buildings, shops, parks and entertainment venues.
6. Raleigh will have public transit such as high-speed rail, commuter rail, streetcars, bus and express bus routes that connect the entire City and region. Getting around the region without a car will be much easier.
7. Raleigh will have more affordable housing options accessible to transit corridors and new transit areas.
8. Raleigh will have sufficient water capacity to handle future growth.
9. Pedestrian and bike-friendly networks will be more prevalent in subdivisions, neighborhoods and along key thoroughfares.
10. Sprawling development patterns will cease.
11. Growth in downtown and in other centers and corridors around the City will help keep taxes stable.
12. Green building design and sustainable planning will become standard business practice.
13. Water conservation will become part of our everyday lifestyle.
14. The City’s vision for the future will be more predictable.
15. The City will hold itself accountable by updating the public on the plan’s progress annually.
16. The comprehensive plan establishes a framework for a growing economy that will maintain jobs, protect assets such homes while sustaining the outstanding quality of life.
17. The number of people per household will get smaller, the average square footage of a housing unit will get smaller, the average age of a Raleigh resident will be older, and the City will be more ethnically and racially diverse.
18. More neighborhoods will be protected through Historic Preservation, Neighborhood Conservation or other tools.
19. There will be more arts and cultural districts and avenues for the public to enjoy.
20. Raleigh and the surrounding jurisdictions will break the bad habit of Atlanta-style development patterns and work together as a region.
Implementation
How to implement a Plan

- Comprehensive Plan
  - Policy Guidance
  - Public and/or Private Investment
  - Development Code
  - Capital, Equity or Incentives
Focus on implementation!

- Policy recommendations
- Action items
- Development code
- Design Guidelines or standards
- Incentives
- Special assessment districts
- Tax increment financing
- Capital improvement program
- Bonds or General Fund
- Referenda (sales tax, property tax)
- Public Private Partnerships
- Grants
New Implementation Team

- **Moving from plan to action**
- Oversee Comprehensive Plan implementation
- Ensures consistency with other department plans
- Creates a matrix for all plan recommendations
- **Cost estimates in area plans and/or studies**
- **Annual reports to City Council about progress**
- Identify funding options
- Capital Improvement Program, GIS mapping
<table>
<thead>
<tr>
<th>Number</th>
<th>Action</th>
<th>Responsible Agency</th>
<th>Time Frame</th>
<th>Action Type</th>
<th>Priority Level</th>
<th>Capital Funds Needed (Y/N)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Action T 4.10</td>
<td>Local Financing for Transit</td>
<td>DCP, DOF, ASD, CMO</td>
<td>Mid-term</td>
<td>Program/ organization</td>
<td>Y</td>
<td></td>
</tr>
<tr>
<td>Action T 4.11</td>
<td>Bench and Shelter Standards</td>
<td>PW</td>
<td>Mid-term</td>
<td>Systems/ support</td>
<td>N</td>
<td></td>
</tr>
<tr>
<td>Action T 4.12</td>
<td>Bench and Shelter Siting</td>
<td>PW</td>
<td>Mid-term</td>
<td>Coordination/ outreach</td>
<td>N</td>
<td></td>
</tr>
<tr>
<td>Action T 4.13</td>
<td>Transit Stop Design</td>
<td>PW</td>
<td>Short-term</td>
<td>Program/ organization</td>
<td>N</td>
<td></td>
</tr>
</tbody>
</table>

**B.5 Pedestrian and Bicycle Circulation**

<table>
<thead>
<tr>
<th>Number</th>
<th>Action</th>
<th>Responsible Agency</th>
<th>Time Frame</th>
<th>Action Type</th>
<th>Priority Level</th>
<th>Capital Funds Needed (Y/N)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Action T 5.1</td>
<td>Sidewalk Inventory</td>
<td>PW</td>
<td>Mid-term</td>
<td>Study/ plan</td>
<td>N</td>
<td></td>
</tr>
<tr>
<td>Action T 5.2</td>
<td>Updating Sidewalk Standards</td>
<td>DCP, CAO, PW</td>
<td>Short-term</td>
<td>Development Regulations</td>
<td>N</td>
<td></td>
</tr>
<tr>
<td>Action T 5.3</td>
<td>Sidewalk Requirements</td>
<td>DCP, CAO, PW</td>
<td>Short-term</td>
<td>Development Regulations</td>
<td>N</td>
<td></td>
</tr>
<tr>
<td>Action T 5.4</td>
<td>Sidewalk Funding</td>
<td>PW</td>
<td>Short-term</td>
<td>Program/ organization</td>
<td>Y</td>
<td></td>
</tr>
<tr>
<td>Action T 5.5</td>
<td>Trail and Path Width</td>
<td>P&amp;R</td>
<td>On-going</td>
<td>Systems/ support</td>
<td>Y</td>
<td></td>
</tr>
<tr>
<td>Action T 5.6</td>
<td>Bicycle Plan Implementation</td>
<td>PW</td>
<td>On-going</td>
<td>Systems/ support</td>
<td>N</td>
<td></td>
</tr>
<tr>
<td>Action T 5.7</td>
<td>Reserved</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Action T 5.8</td>
<td>Pedestrian and Bicycle Facilities in Development Regulations</td>
<td>DCP, CAO, PW</td>
<td>Short-term</td>
<td>Development Regulations</td>
<td>N</td>
<td></td>
</tr>
<tr>
<td>Action T 5.9</td>
<td>Personal Motorized Modes</td>
<td>PW, P&amp;R</td>
<td>Long-term</td>
<td>Study/ plan</td>
<td>N</td>
<td></td>
</tr>
<tr>
<td>Action T 5.10</td>
<td>Pedestrian Crossing Standards</td>
<td>DCP, CAO, PW</td>
<td>Short-term</td>
<td>Development Regulations</td>
<td>N</td>
<td></td>
</tr>
<tr>
<td>Action T 5.11</td>
<td>Crosswalk Safety</td>
<td>PW</td>
<td>Long-term</td>
<td>Systems/ support</td>
<td>Y</td>
<td></td>
</tr>
<tr>
<td>Action T 5.12</td>
<td>Pedestrian Signals</td>
<td>PW</td>
<td>On-going</td>
<td>Systems/ support</td>
<td>Y</td>
<td></td>
</tr>
<tr>
<td>Action T 5.13</td>
<td>Pedestrian Plan</td>
<td>PW</td>
<td>Short-term</td>
<td>Study/ plan</td>
<td>N</td>
<td></td>
</tr>
<tr>
<td>Action T 5.14</td>
<td>Railroad Greenway Trails</td>
<td>P&amp;R, DCP</td>
<td>Mid-term</td>
<td>Systems/ support</td>
<td>Y</td>
<td></td>
</tr>
</tbody>
</table>

**B.6 Parking Management**

<table>
<thead>
<tr>
<th>Number</th>
<th>Action</th>
<th>Responsible Agency</th>
<th>Time Frame</th>
<th>Action Type</th>
<th>Priority Level</th>
<th>Capital Funds Needed (Y/N)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Action T 6.1</td>
<td>Large Surface Lots</td>
<td>DCP, CAO</td>
<td>Short-term</td>
<td>Development Regulations</td>
<td>N</td>
<td></td>
</tr>
<tr>
<td>Action T 6.2</td>
<td>Shopping Center Park and Ride</td>
<td>DCP, CAO, PW</td>
<td>Short-term</td>
<td>Development Regulations</td>
<td>N</td>
<td></td>
</tr>
<tr>
<td>Action T 6.3</td>
<td>Parking Study Implementation</td>
<td>DCP, CAO</td>
<td>Short-term</td>
<td>Development Regulations</td>
<td>N</td>
<td></td>
</tr>
<tr>
<td>Action T 6.4</td>
<td>Criteria for Changing On-Street Parking Regulations</td>
<td>PW</td>
<td>Mid-term</td>
<td>Program/ organization</td>
<td>N</td>
<td></td>
</tr>
<tr>
<td>Action T 6.5</td>
<td>Parking Lot Landscaping</td>
<td>DCP, CAO</td>
<td>Short-term</td>
<td>Development Regulations</td>
<td>N</td>
<td></td>
</tr>
</tbody>
</table>

**B.7 Transportation Safety Improvements**

<table>
<thead>
<tr>
<th>Number</th>
<th>Action</th>
<th>Responsible Agency</th>
<th>Time Frame</th>
<th>Action Type</th>
<th>Priority Level</th>
<th>Capital Funds Needed (Y/N)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Action T 7.1</td>
<td>Street Lighting</td>
<td>PW</td>
<td>On-going</td>
<td>Systems/ support</td>
<td>N</td>
<td></td>
</tr>
<tr>
<td>Action T 7.2</td>
<td>Crash Analysis</td>
<td>PW</td>
<td>Mid-term</td>
<td>Systems/ support</td>
<td>N</td>
<td></td>
</tr>
</tbody>
</table>
Annual Progress Reports

- Emerging issues
- Policies or actions implemented
- Policies or actions to be added or removed
Right Rules, Right Places

Next generation coding

Rethink purpose of codes

Meet demands of future markets

Raleigh’s New Development Code

Building a 21st Century City
Article 2.4. Additional Housing Patterns

Sec. 2.4.1. Cottage Court

A. Description
A cottage court is a group of small houses centered around a common open space or courtyard. The cottage court limits the scale of each house, providing an opportunity for more affordable units. The central court enhances the character of the area through the provision of consolidated open space. Cottage courts are built on infill sites in established residential neighborhoods or in new neighborhoods. Residents may share common facilities such as open space, parking and storage areas.

B. Districts Allowed In
R-10, R1X, OX, NX, CX

C. Building Types Allowed
Detached house, attached house

D. Site Dimensions
D1 Area (min)
D2 Width (min)
D3 Depth (min)
D4 Dwelling units per min site area (max)
D5 Lot area per dwelling unit (min)
D6 Dwelling units per project (max)
D7 Building footprint (max)
D8 Detached accessory structure footprint (max)

E. Internal Courtyard
E1 Area (min)
E2 Width (min)
E3 Additional area per unit (min)
Sec. 2.4.2. Backyard Cottage

A. Description
A backyard cottage is a small self-contained dwelling unit located on the same lot as a detached house but is physically separated from the main house. Backyard cottages typically include a living room, sleeping area, kitchen, and bathroom and have a lockable entrance door. A backyard cottage may be located above garage.

B. Districts Allowed In
R-1, R-2, R-4, R-6, R-10, R-X, NX, CX

C. Building Types
A backyard cottage is allowed on a lot associated with a detached house provided the lot is at least 4,000 square feet in size.

D. Lot Specifications

<table>
<thead>
<tr>
<th>LOT SIZE</th>
<th>&gt;40,000 sf</th>
<th>39,999 sf</th>
<th>19,999 sf</th>
<th>9,999 sf</th>
<th>5,999 sf</th>
</tr>
</thead>
<tbody>
<tr>
<td>D1 Area (min)</td>
<td>40,000 sf</td>
<td>20,000 sf</td>
<td>10,000 sf</td>
<td>6,000 sf</td>
<td>4,000 sf</td>
</tr>
<tr>
<td>D2 Depth (min)</td>
<td>150'</td>
<td>130'</td>
<td>150'</td>
<td>120'</td>
<td>100'</td>
</tr>
<tr>
<td>D3 Dwellings units per lot (max)</td>
<td>2</td>
<td>2</td>
<td>2</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td>D4 Additional on-site parking</td>
<td>1 space</td>
<td>1 space</td>
<td>1 space</td>
<td>1 space</td>
<td>1 space</td>
</tr>
<tr>
<td>D5 Living area (max)</td>
<td>800 sf</td>
<td>800 sf</td>
<td>700 sf</td>
<td>550 sf</td>
<td>450 sf</td>
</tr>
</tbody>
</table>

E. Building Setbacks

| E1 From primary street (min) | Must be located to the rear of the house |
| E2 From side street (min) | 20' | 20' | 20' | 20' | 20' |
| E3 From side lot line (min) | 10' | 5' | 5' | 5' | 5' |
| E4 From rear lot line (min) | 10' | 5' | 5' | 5' | 5' |
| E5 From alley (min) | 4' or 20' | 4' or 20' | 4' or 20' | 4' or 20' | 4' or 20' |
| E6 Building separation (min) | 35' | 35' | 20' | 16' | 16' |

F. Height

| F1 Overall height (max) | 25' | 25' | 25' | 25' | 25' |
| F2 Wall plate height (max) | 15' | 15' | 15' | 15' | 15' |

G. Vehicular Access
From alley; or street when no improved alley present.
• Ensure everyone understands the purpose of a comprehensive plan
• Make sure you know the problems you are solving
• Have a vision, communicate your values and set a framework
• You must understand the value of land
• Have a diverse, creative and inclusive engagement process
• Implementation is the most important part of the plan