DOWNTOWN MASTER PLAN

a framework for the future

★ 2016 UPDATE ★

ACKNOWLEDGEMENTS

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The Master Plan was last updated in 2008 and since then Downtown Durham has experienced rapid growth in the commercial, residential and lodging sectors. Once a master plan has been developed, it is a matter of sound public policy for the community, especially one with such significant growth, to routinely review and revisit the plan.

A great deal has changed in our community. As our day and night time populations grow new stakeholders and demand generators are constantly surfacing. The result is a development process that has become more nuanced than in years past.

This update should provide direction and clarity to the community on public policy issues and guidance for future growth and the resulting new development. Downtown has become a place the regional and national market now recognizes as a sound investment. To this end, it is incumbent upon our stakeholders to paint a clear picture of their vision for downtown.

The outreach component of creating the vision has expanded accordingly in response to this growth. DDI started a yearlong process in 2015 to establish an inclusive diverse community involvement component to the master planning effort.

The 2016 Master Plan Update has included multiple steering committee meetings, stakeholder interviews, focus groups, and community outreach workshops. The participation has been intense and worthwhile. The updated plan had close to one thousand unique engagements with various community members providing feedback.

An outreach of this magnitude has yielded a tremendous amount of information. In sorting through this data, some patterns and community consensuses have emerged. The Connectivity Section of the plan is concerned with how people get to and around downtown. Our city needs to create streets and places that encourage people to park once, get out of their cars and explore our parks, galleries, shops and restaurants.

We need to take streets, like the Downtown Loop, that are currently considered "dead zones" and create spaces that are safe and inviting to pedestrians. If well executed, this improvement will create new spaces attractive for new investments and ripe for shops and offices.

The Logistics Section makes recommendations on how to help downtown function efficiently and in a "customer-friendly fashion. An emphasis on logistics will identify how to best utilize public and private partnerships to promote community benefits and remain cost effective for the Durham taxpayer. This Section considers how to build on our successful events and festivals to bring more and new people to downtown.

Most critically, logistics addresses the importance of finding the right mix and location of parking which poses one of the biggest threats to downtown's growth.

The Design Section is focused on how downtown looks and feels. These choices are not just aesthetic but they affect how we view and use downtown spaces. Design will help tie our activity hubs together by working to reduce the amount of wasted space and creating a cohesive urban fabric to make our streets and public spaces interesting and safe to walk along.

The Diversity Section is by far the most sensitive Section receiving the most passionate of all feedback. Downtown has gone through a dramatic transition over the past 20 years and we need to ensure we protect and nurture the racial and economic diversity and vitality that has attracted so much of the national attention and development to downtown.

Downtown must be deliberate in our actions to ensure we are bringing a wide variety of investments, affordable housing and businesses catering to our diverse community.

It is sound economic development strategy and a benchmark for successful, sustainable cities to pursue the implementation of inclusive redevelopment strategies and explore various development incentives to ensure that the appropriate mix of uses will be incorporated into future projects.

Moving forward, downtown must remain a community priority. Downtown Durham should reflect the identity of the community as a whole. Understanding that downtown is the living room of the entire Durham community, we must be diligent in spreading downtown's vibrancy to our emerging neighborhoods; this includes our commitment to the education system.

As downtown grows, our businesses must become more involved in the community's educational issues. Improved schools will play a critical role in maintaining Durham's upward momentum and is a key piece of an all-encompassing economic development strategy. Increased investments in the early development of skills followed by a career relevant skill set will fortify the broader Durham community's relationship with downtown's prosperity.

Additionally, Downtown Durham has an internal image problem. We too frequently compare our progress to the downtown that existed in the 1990's. Instead, downtown should view itself and recent successes as they compare to those in the Triangle Region, across the State, throughout the Southeastern market and on a national scale.

It is through this lens that Downtown Durham must grow the office sector in the coming years in order to remain relevant. Downtown has made enormous strides in growing its entrepreneurial market, but as the start-ups grow and spinoff to other ventures it has become increasingly challenging to keep this homegrown talent in Durham. Downtown's office market is over 95% occupied; successful retention and recruitment efforts are nearly impossible with this constraint. New inventory must be developed to ensure we retain this market segment that we have worked so hard to foster.

In order for Downtown Durham to remain a thriving community, we must recognize that it is our diverse talent and residents accompanied by our concentration of cultural, educational, employment and commercial opportunities that have separated Durham from our peer cities. Our community distinguishes itself nationally by embracing the authenticity that makes the downtown stand apart.

--DDI Staff

★ 2016 UPDATE ★

DOWNTOWN TODAY

establishing a 2016 baseline

★ 2016 UPDATE ★

DOWNTOWN TODAY

establishing a 2016 baseline

Much has changed in Downtown Durham from the transformation of the built environment to the number of new residents and employees who take advantage of the many new businesses that have popped up since the original Master Plan was completed in 2000. The American Tobacco campus is now an asset, having transformed the southern portions of Downtown into a happening entertainment and employment district. West Village and Brightleaf has grown exponentially from the original Brightleaf development, allowing Downtown to better connect to Duke's East Campus and provide retail and restaurant options to the growing office and residential base on the west end of Downtown. Durham Central Park has been enhanced and is now a focal point of Downtown, allowing the transition of non-compatible warehouse and light industrial uses into small, local businesses and even residential infill.

The extensive rehab and reuse of Durham's historic building stock has led to the need for more infill, new construction and redevelopment of underutilized real estate. This requires the city to be more selective about the quality of new investments. This presents an exciting opportunity for Downtown Durham, but one that must be deliberative in action. According to many people interviewed during the planning process, Durham's undefined authenticity or grittiness is what makes the city so appealing. The ability of new construction to negatively impact this asset is real, but with thoughtful planning and understanding of the community's priorities, it can become an opportunity to expand the assets of Downtown and create an even greater place.

In 2000, Durham was not on any national list for "young entrepreneurs" or "best cities for tech startups" but today that is the case. The national attention combined with an excellent business environment, a vibrant downtown and natural amenities makes Durham attractive to people from across the entire Country, increasing demand for office, small business and residential space in Downtown. While Durham continues to be diverse, there is a need to understand who lives in Downtown, who is coming to Downtown, and how Downtown can continue to be racially and economically diverse.

Clearly much has changed in Downtown Durham. Vacant, deteriorated buildings have been restored and have brought new uses to Downtown. Empty sidewalks and streets have been replaced with an active and energized pedestrian environment supported by street level retail and new businesses. The baseline for Downtown has moved dramatically and how we gauge success has changed dramatically over that 15 year period. Now we must begin to look at what the new opportunities might be. Can Durham continue to be a magnet for business development and talent? How can opportunities be maximized to benefit both a growing population and its long-term residents? The 2016 Master Plan process attempts to provide answers to these questions and point Downtown on a path that will shape the next 15 years.

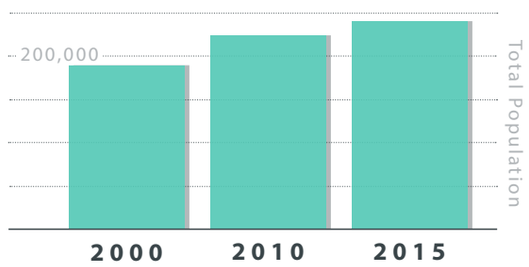
★ UPDATED ★

MARKET CONTEXT

based on recent data, trends and assessments

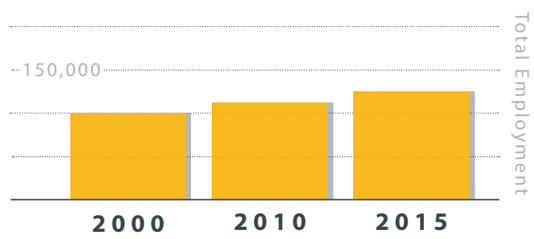
POPULATION GROWTH

Since 2010, the City of Durham's growth has slowed, but only marginally. The average annual growth rate between 2010-2014 was 1.7% compared to 1.8% between 2000-2010. Durham County's population growth has held steady with an approximate 2% increase annually, in contrast to the State's growth rate of 1% and 0.6% annually for the US (2010-2014).



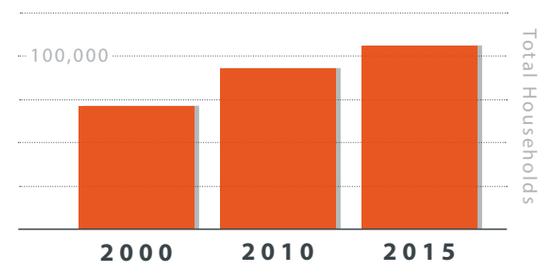
ECONOMIC HEALTH

As stated in the 2000 Master Plan, Durham's economy is one of the strongest in the state and continues to be today. Unemployment rates continue to decline in the years following the recent recession but remain higher than the 2007 low of 3.6%. The City continues to compete regionally for its share of employment, investment and new businesses.



HOUSEHOLD FORMATION

Household formation in the City of Durham is growing at a fast pace, indicating a greater need for additional housing units. One likely culprit of this growth (outside of population growth) is decreasing household size. Lifestyle changes and trends such as delayed marriage, widowhood and a younger workforce contribute to a declining household size and growth in household formation.



DOWNTOWN MARKETS

The health of the Downtown market continues to improve considerably since the original 2000 Master Plan. Office users, like Duke University, local government offices and many of Durham's start-ups, paved the way for growth in the housing and retail markets and the development of several new hotels will further support the tourism and conventioners markets.

Residential Market

The housing market has been slow to respond to the opportunities in Downtown, but recent development activity has created over 1,000 new units since 2010. Even with slowed absorption of new units, the market boast a 99% occupancy rate (Q1, 2015) and several planned developments will continue to add to the Downtown housing supply (400+ planned) over the next 2-5 years.

Retail Market

Retail lags behind the other major markets, but has begun to gain some momentum with restaurants and bars leading the way. Just shy of 100 new businesses have opened in Downtown but (with the exception of Brightleaf) have failed to create a significant concentration that can compete with other retail destinations in the city and region.

Tourism Market

Events / festivals, conventions and business travel are the predominant drivers of the 2.3 million tourism market in Downtown Durham. Additionally regional tourism is supported by the Durham Bulls, DPAC and the Carolina Theatre. The development of several new hotels, which will add 600+ new rooms to the existing 187, is expected to increase the number and type of events that can be held in Downtown.

Office Market

The Downtown office market continues to be the driver for new investment and development with over 3 million square feet currently in place and an overall occupancy rate of 93%. The need for additional Class A office space is driving the construction of several new office, mixed-use and lab-centered developments in and around Downtown.

**data accurate as of November 2016*

★ UPDATED ★

RECENT INVESTMENT

new or expanded offerings in downtown

With over $1.2 billion dollars invested over the past 20 years, Downtown is now seen as an improving climate now able to support additional business, retail and housing growth. Since 1993 Downtown has grown from just 160 residents to more than 1,500; added over 300 new businesses; increased its annual visitors by over 1 million; and added nearly 2 million square feet of new office space. Investments slated for the near future will bring total dollars invested to nearly $2 billion dollars with $300 million under construction and $725 million slated for future investment.

30 NEW RETAIL SHOPS opened since 2010

31 NEW GOODS & SERVICES BUSINESSES opened since 2010

62 NEW RESTAURANTS & BARS opened since 2010

1,600 NEW RESIDENTIAL UNITS created since 2010*

**additionally, 1400+ units are under construction or are planned*
data provided as of November 2016

★ RECENT ★

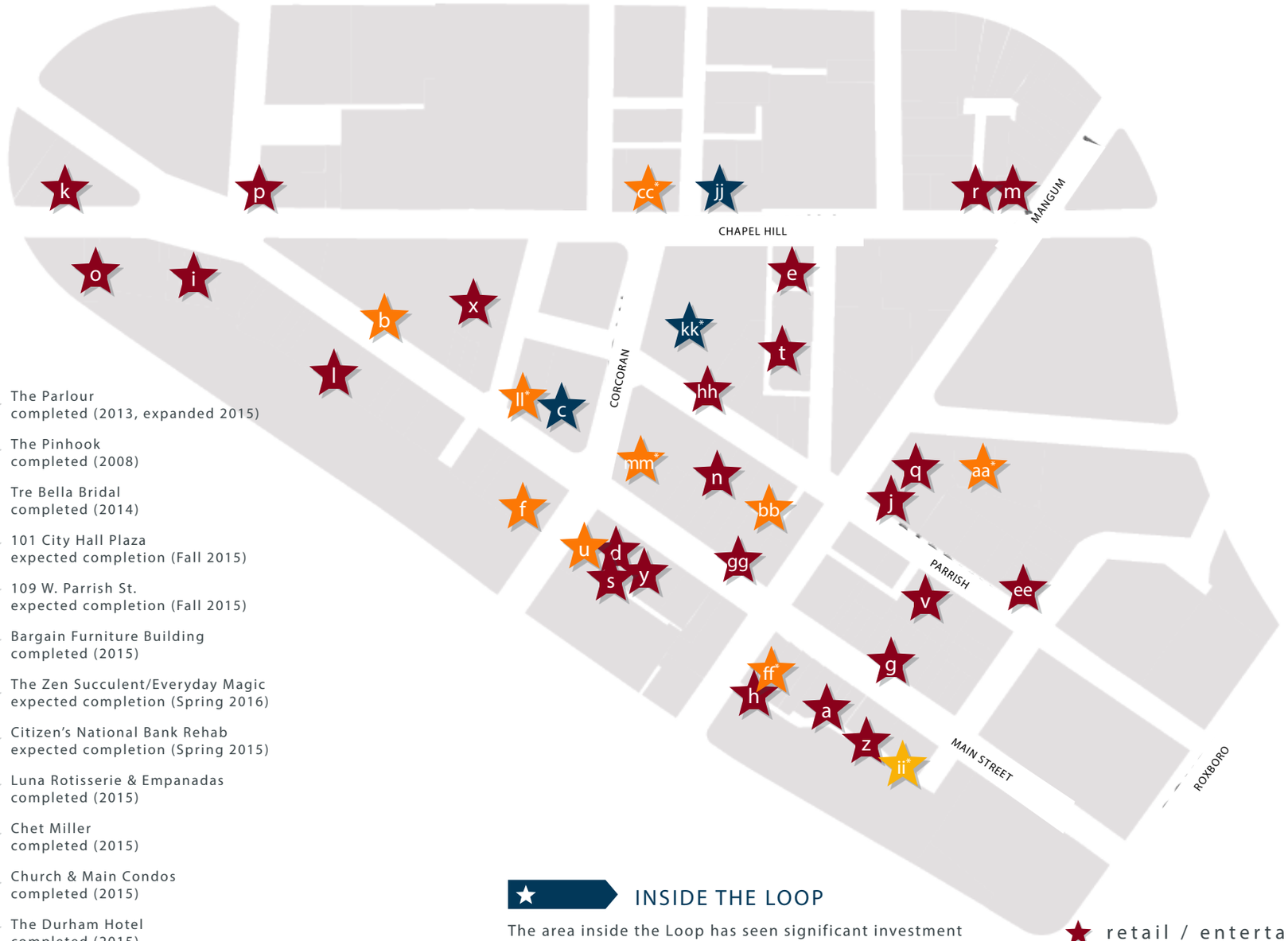
DEVELOPMENT & INVESTMENT

as reported by DDI / DCI Spring 2016

1. BuildSense completed (2012)
2*. Carmichael Building completed (2014)
3. Cocoa Cinnamon completed (2013)
4. Criminal Justice Center completed (2013)
5. Rise Bakery completed (2016)
6. DaVita Dialysis completed (2012)
7*. Diamond View III completed (2014)
8. Durham Athletic Park (DAP) completed (2009)
9. Durham Central Park - Mt. Merrill / Leaf completed (2015/2011)
10. Durham Co-Housing completed (2014)
11. Durham County Human Services completed (2013)
12. Durham Performing Arts Center (DPAC) completed (2008)
13. Durham Station Transportation Center completed (2009)
14. Fullsteam Brewery completed (2010)
15. Geer Street Garden completed (2011)
16*. Golden Belt completed (2008)
17. King's Sandwich Shop completed (2010)
18*. Morris Ridge completed (2012)
19. Motorco Music Hall completed (2010)
20. Old Havana Sandwich Shop completed (2011)
21. Surf Club completed (2011)
22. The Pit Authentic Barbecue completed (2014)
23*. The Whetstone completed (2014)
24. West Village Phase III completed (2015)
25. 539 Foster expected completion (in planning phase)
26. Liberty Warehouse Apartments expected completion (Spring 2017)
27. Police Headquarters expected completion (Fall 2017)
28. The Rickhouse completed (2015)
29. Aloft Hotel completed (2015)
30. Blue Note Grill completed (2015)
31. Durham Distillery completed (2015)
32. McPherson Marriott Residence Hotel completed (2015)
33*. 300 E. Main Street (expected completion 2017)
34. Durham County Library Renovations planned (2019)
35*. The Mark at Durham One expected completion (Fall 2017)
36. Ponysaurus completed (2015)
37. The Chesterfield expected completion (Spring 2017)

data current as of November 2016

- a 106 E. Main completed (2013)
- b 208 W. Main St. / 501 Realty completed (2010)
- c 21c Hotel completed (2015)
- d Rock's Barbershop Expansion completed (2016)
- e Alley 26 completed (2012)
- f American Underground completed (2010)
- g Bar Brunello completed (2016)
- h Bar Virgile completed (2014)
- i Beyu Caffé completed (2009)
- j Bull City Burger and Brewery / Dos Perros completed (2011/2008)
- k Bull McCabe's Beer Garden completed (2014)
- l Dame's Chicken & Waffles completed (2010)
- m Dashi completed (2015)
- n Loaf completed (2011)
- o Mateo Bar de Tapas completed (2012)
- p Pizzeria Toro / Cupcake Bar completed (2012)
- q Pompieri Pizza completed (2014)
- r Rock, Paper, Scissors completed (2009)
- s Rock's Bar and Hair Shop completed (2013)
- t Scratch Bakery completed (2010)
- u Self Help Retail Branch completed (2014)
- v The Atomic Fern completed (2015)
- x The Parlour completed (2013, expanded 2015)
- y The Pinhook completed (2008)
- z Tre Bella Bridal completed (2014)
- aa* 101 City Hall Plaza expected completion (Fall 2015)
- bb 109 W. Parrish St. expected completion (Fall 2015)
- cc* Bargain Furniture Building completed (2015)
- ee The Zen Succulent/Everyday Magic expected completion (Spring 2016)
- ff* Citizen's National Bank Rehab expected completion (Spring 2015)
- gg Luna Rotisserie & Empanadas completed (2015)
- hh Chet Miller completed (2015)
- ii* Church & Main Condos completed (2015)
- jj The Durham Hotel completed (2015)
- kk* Jack Tar Hotel/Unscripted Hotel expected completion (Spring 2017)
- ll* The Trust Building expected completion (Spring 2016)
- mm* One City Center expected completion (Summer 2018)



INSIDE THE LOOP

The area inside the Loop has seen significant investment and development activity; more than any of the Downtown districts. Several new retail and restaurant businesses have emerged along Main Street and portions of Parrish creating new synergy and establishing Downtown as a food and retail destination within the region. CCB Plaza has attracted several new, large-scale redevelopment projects starting with the 21c Hotel, that will bring more people to the area and reinforce the emerging entertainment and hospitality market. Recent investment has been diverse in scale- ranging from small-scale rehab projects to transformative projects like the City Center project. Several key properties are still in play and will have a major impact on the future "feel" of Downtown and how it connects to the adjacent districts.

- retail / entertainment
- institutional / government
- office / commercial
- residential
- hotel / hospitality

* indicates mixed-use, color represents dominant use

data current as of November 2016

★PUBLIC INPUT★

PUBLIC MEETING

strengths, weaknesses, opportunities, threats

Over 200 individuals participated in the May 7, 2015 public meeting facilitated by DDI and the Durham City-County Planning Department. The night started out with a brief overview of where Downtown is today and established a baseline for the night's conversation. Participants were then asked to call out various aspects of Downtown in four categories - strengths, weaknesses, opportunities and threats. Working from that list each attendee wrote down their top five priorities for Downtown, then they narrowed that list down with others at their table to create a small group priority list. By organizing each table's top three priorities, the Durham City-County Planning Department, with help from volunteers, was able to quickly identify the highest priority issues. These issues ranged from physical elements, like streets and lighting, to non-tangible aspects such as culture and "grittiness." The event ended with a discussion on the priority results and allowed participants to provide additional comments and feedback that wasn't captured as part of the priority exercise.

The information gathered at the initial public meeting was combined with the thirty stakeholder interviews, focus groups, small group discussions and the consultant team's analysis to identify key themes based on the community's highest priorities. These themes played a critical role in the development of the next section - Future of Downtown - and the Downtown Framework which includes the key themes identified during the information gathering phase.

★WHAT WE HEARD★

public priorities group exercise

1. TRANSPORTATION
(bikes, peds, cars, transit, connectivity)

2. DIVERSITY
(economic, racial, ownership, uses, cost)

3. AFFORDABILITY
(housing, office, business, entertainment, transit)

4. LOCALLY-OWNED BUSINESSES
(retail, shops, sense of place, uniqueness)

5. ARTS & CULTURE
(design, density)

6. PRESERVATION
(culture, character)

7. SAFETY
(road design, lighting)

★ RECURRING ★

THEMES & DISCUSSIONS

from 2015 community engagement process

Over the course of a nearly six-month engagement process (starting in February and wrapping up in July), the consultant team in partnership with DDI met with over thirty stakeholders, held three focus groups (retail owners/operators, restaurant owners/operators, and arts & entertainment organizations), two additional small group discussions and engaged over 300 individuals at two well-attended public meetings. There were a number of reoccurring themes that emanated from these interactions. These themes are reflected in the adjacent bubble diagram. The larger the circle the more often the theme was mentioned. Organizing the themes helped to guide the Master Plan process as well as helped the consultant team better understand Downtown's development climate as viewed by a diverse group of stakeholders. It also allowed the consultant team to make several assumptions. These assumptions led to a set of questions that would need to answered as part of the planning process.

The health of Downtown is not the issue it once was, but diversity, affordability, scale, density and building typology are now concerns. *How do you guide development to meet the needs of Durham today and in the future without sacrificing the "Durham" feel?*

As Downtown's market improves the need, scale and use of development incentives may change. *What is the role of incentives in increasing and creating new opportunities for art/culture, diversity and affordability?*

The current infrastructure does not support existing or new development. Current parking and transit infrastructure, in addition to connectivity challenges may create hurdles to new investment. *Is there a "bigger picture" solution to addressing these challenges? Can they be addressed incrementally?*

Affordability in Downtown is decreasing, due in part to increased demand and limited supply which has driven up residential and commercial real estate prices. *What opportunities to maintain "affordability" within downtown and adjacent areas exist? Are there opportunities in nearby districts to meet this need?*

Downtown Durham is now a part of the national conversation and successfully competes with Raleigh, RTP and peer cities. *Is there a need to define a Durham narrative or brand to outsiders?*

★UPDATED★

OPPORTUNITY SITES

as identified in 2008 Plan & 2016 analysis

Current Police Headquarters Site 1

new 2016 site

With the police slated to relocate to East Main Street, the current headquarters site will be a prime redevelopment site with the potential to better connect Downtown to the western neighborhoods.

Chapel Hill Triangle Site 2

2008 remaining site

Located along the proposed light rail line, this site is ideally suited for higher density Transit Oriented Development (TOD) that includes a mix of uses and enhances the walkability of the area.

Former Hotel / Condo Site 3

2008 remaining site

A boutique hotel to be developed by Graduate Hotels is planned for the Former Hotel site. This development has the opportunity to jumpstart redevelopment of other sites including the University Ford and the current police headquarters building.

South Bank Building Site 4

2008 Remaining Site

One of the most critical sites to improving east-west connectivity, is the reuse or redevelopment of the South Bank building requiring careful consideration on the development and potential use. Additionally, deconstruction or alterations to the Loop will affect the future of this site.

Ramseur Street Parking Lots 5

2008 Remaining Site

With little progress made on improving connectivity across the railroad tracks, the potential redevelopment of the facing surface lots becomes critical to addressing this long-term issue. There is potential to use these sites to visually connect American Tobacco to the south, with the remainder of Downtown.

Morgan Street Parking Lots 6

2008 Remaining Site

Addressing the challenges with the Loop extend beyond infrastructure. The parking lots facing Morgan Street present an opportunity to change the way the street currently functions by bringing pedestrian-scale development with street-level storefronts that creates new activity along this auto-oriented thoroughfare.

Auto Dealership Lots 7

2008 remaining site

As one of the last large-scale redevelopment opportunities near Downtown, the auto dealerships along Dillard and Jackie Robinson are important to the future direction of Downtown. It is important the redevelopment of these sites reflect the current development pattern and not that of suburban, low-density development.

data current as of November 2016

★ 2016 UPDATE ★

FUTURE OF DOWNTOWN

a guiding vision for downtown

★ 2016 UPDATE ★

FUTURE OF DOWNTOWN

a guiding vision for downtown

All who participated in the 2016 Downtown Durham Master Plan Update expressed pride and enthusiasm about all that has been accomplished in Downtown over the past 15 years. People's concern seemed to transition from how do we bring life back to our Downtown (in 2000), to how do we make sure downtown is inclusive and serves a variety of roles to a diverse set of stakeholders and users. Like Downtown, the Master Plan's mission has changed - primarily serving as a visioning document 15 years ago, to now establishing a framework guiding those individuals and groups charged with and/or involved in, bringing new investment opportunity to downtown Durham.

In this section a vision and key economic development goals have been identified to guide the Future of Downtown. The vision and goals are the by-product of community input during the Master Plan Update over the past 8 months. The vision and economic development goals are not only a response to the opportunities that lie ahead, but also attempt to address the new issues that arise from growth and change. Based on the input from hundreds of community stakeholders, the vision and goals provide a framework from which Downtown can progress and expand the opportunities it can offer to Durham residents, businesses and visitors.

The Downtown Framework identifies the Downtown Themes that support the vision and broader economic development goals. Each theme addresses five functional areas identified by local input, both at the public meeting as well as interviews and focus groups. Objectives were developed for each of these functional areas that serve to identify the challenges and make general, broad suggestions on possible solutions. These are not meant to solve the issue, but act as a starting point for discussions and inform the future direction of these key items. Additional work, investigation and on-going discussions between local leadership and other potential implementation partners will be necessary.

Following this section, Downtown Places will focus on putting these objectives to work by identifying where to start and how the Downtown Themes may be deployed within the existing Downtown environment.

★ 2016 UPDATE ★

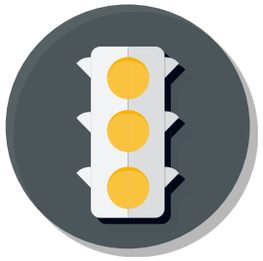
DOWNTOWN FRAMEWORK

fostering & growing economic development opportunities

downtown future vision

+

economic development goals



connectivity

logistics

diversity

design

downtown future vision

Downtown is a thriving neighborhood that attracts diverse talent and residents with its concentration of cultural, educational, employment and commercial opportunities. It continues to distinguish itself nationally by embracing the diversity that makes Downtown Durham stand out among its peers.

COMMUNITY VISIONING EXERCISE | July 11, 2015

As part of the Downtown Community Workshop on July 11, 2015, participants were asked to develop their own future vision for Downtown. A lot of wonderful ideas were shared and on several occassions, complete strangers engaged in meaningful dialogue and developed joint visions. This exercise showed the diverse role of Downtown to its many users, but also reflects the high level of engagement and the community's ability to come together to achieve a common goal. The following are a few examples of the statements created by participants.

Downtown should evolve as an engaging, cultural, walkable mixed-use destination with diverse lifestyle options that serves an eclectic base of residents, employees and visitors.

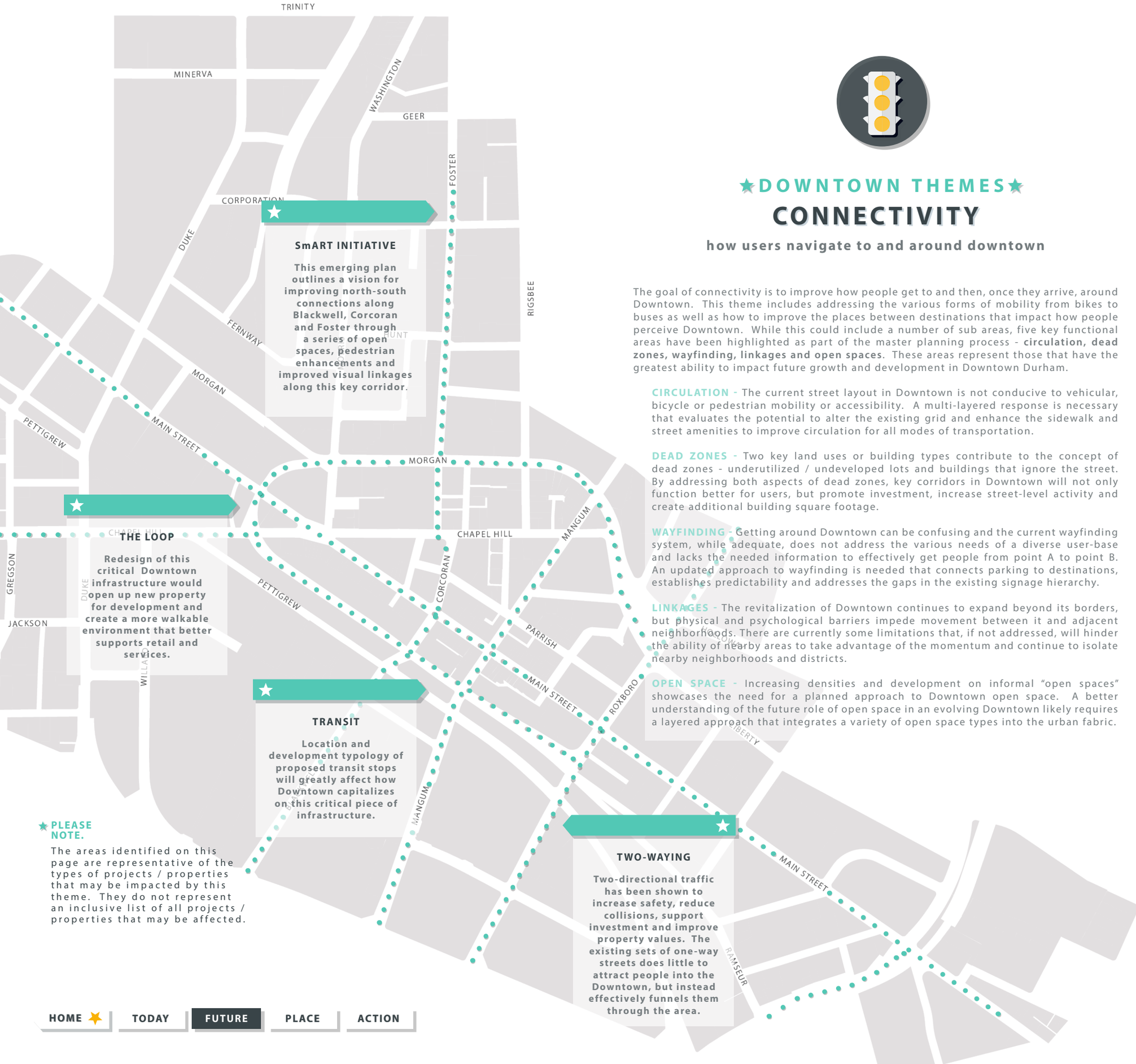
Downtown is a place where partnerships attract inclusive development for residents, employment and one of a kind entertainment while preserving our shared history.

Downtown is a vibrant city that attracts a diverse talent base because of the extraordinary cultural, educational, artistic and commercial opportunities. It distinguishes itself nationally when we put out the welcome mat that promotes inclusion of people from all age groups, races, genders and fields of work.

Downtown is a thriving neighborhood that reflects the diversity of the Durham community and serves as a world class destination.

economic development goals

- increase office space. Jobs require low levels of government services, increase the tax base, and provide employment opportunities for residents
- increase transportation alternatives through public transit, as well as pedestrian & bike infrastructure. Parking infrastructure is expensive, and takes away valuable downtown real estate from higher and better uses. Additionally, higher pedestrian usage attracts retail and makes for a more vibrant downtown
- infill vacant and underutilized sections of streetscapes to increase cohesiveness and walkability of downtown
- use public private partnerships and incentives to ensure development meets the community's goals. Incentives can be used to provide public goods like parks, jobs, and housing
- increase retail offerings at street level in key corridors



SmART INITIATIVE

This emerging plan outlines a vision for improving north-south connections along Blackwell, Corcoran and Foster through a series of open spaces, pedestrian enhancements and improved visual linkages along this key corridor.

THE LOOP

Redesign of this critical Downtown infrastructure would open up new property for development and create a more walkable environment that better supports retail and services.

TRANSIT

Location and development typology of proposed transit stops will greatly affect how Downtown capitalizes on this critical piece of infrastructure.

TWO-WAYING

Two-directional traffic has been shown to increase safety, reduce collisions, support investment and improve property values. The existing sets of one-way streets does little to attract people into the Downtown, but instead effectively funnels them through the area.

PLEASE NOTE.

The areas identified on this page are representative of the types of projects / properties that may be impacted by this theme. They do not represent an inclusive list of all projects / properties that may be affected.

DOWNTOWN THEMES

CONNECTIVITY

how users navigate to and around downtown

The goal of connectivity is to improve how people get to and then, once they arrive, around Downtown. This theme includes addressing the various forms of mobility from bikes to buses as well as how to improve the places between destinations that impact how people perceive Downtown. While this could include a number of sub areas, five key functional areas have been highlighted as part of the master planning process - **circulation, dead zones, wayfinding, linkages and open spaces**. These areas represent those that have the greatest ability to impact future growth and development in Downtown Durham.

CIRCULATION - The current street layout in Downtown is not conducive to vehicular, bicycle or pedestrian mobility or accessibility. A multi-layered response is necessary that evaluates the potential to alter the existing grid and enhance the sidewalk and street amenities to improve circulation for all modes of transportation.

DEAD ZONES - Two key land uses or building types contribute to the concept of dead zones - underutilized / undeveloped lots and buildings that ignore the street. By addressing both aspects of dead zones, key corridors in Downtown will not only function better for users, but promote investment, increase street-level activity and create additional building square footage.

WAYFINDING - Getting around Downtown can be confusing and the current wayfinding system, while adequate, does not address the various needs of a diverse user-base and lacks the needed information to effectively get people from point A to point B. An updated approach to wayfinding is needed that connects parking to destinations, establishes predictability and addresses the gaps in the existing signage hierarchy.

LINKAGES - The revitalization of Downtown continues to expand beyond its borders, but physical and psychological barriers impede movement between it and adjacent neighborhoods. There are currently some limitations that, if not addressed, will hinder the ability of nearby areas to take advantage of the momentum and continue to isolate nearby neighborhoods and districts.

OPEN SPACE - Increasing densities and development on informal "open spaces" showcases the need for a planned approach to Downtown open space. A better understanding of the future role of open space in an evolving Downtown likely requires a layered approach that integrates a variety of open space types into the urban fabric.

★ CIRCULATION ★
vehicular, bike & pedestrian mobility

two-way the Loop/recreate historic street grid. Downtown's lack of a predictable street grid makes vehicular travel difficult. Providing easy directions to visitors and customers was often cited as a significant negative for retailers and restaurateurs in Downtown. By reinforcing the historic grid, vehicular travel will be enhanced and new/expanded development sites will be created.

promote aspects of Complete Streets as a way to improve functionality for all users. Downtown circulation has a heavy emphasis on vehicles, but moving forward more focus should be placed on non-car options like walking, biking and use of public and shared transit options. It is important that these options connect well to existing transit and parking facilities to ensure a high level of ease and usage.

improve access and promote investment by converting some one-way streets to two-way. The remaining one-way streets detract from the pedestrian experience in Downtown and create barriers between districts and nearby neighborhoods. Two-waying of the streets would improve pedestrian connectivity and promote investment.

★ DEAD ZONES ★
infill the in-between space

connect activity areas with high quality infill development and engaging streetscapes. Downtown has created interesting activity nodes like Five Points and the businesses near Rigsbee/Geer intersection, but has failed to create activity and interest in the spaces in-between. This leaves significant gaps that create undesirable areas and decrease connectivity. High quality infill development and streetscapes emphasizing pedestrian-scale details should be used to fill the gaps between existing activity nodes.

create interesting "walks" between destinations. The use of public art, open spaces, streetscape and building designs can create interesting "walks" between places and encourage pedestrian and bike connectivity. Vacant lots, surface parking and buildings that ignore the street create unwelcoming views and experiences that discourage walking as a primary form of transportation. By creating interesting things to see and experience along the way, more people will likely choose to commute via foot.

★ WAYFINDING ★
user-friendly navigation tools

connect the dots between "starting points" and destinations. A system that directs users to their "starting point" - likely parking - is much more effective than one that only directs users to their destination. Current Downtown wayfinding primarily addresses final destinations and misses the mark on getting people, not only to appropriate parking, but then getting them from the parking to their intended destination. This wayfinding gap makes the area less user-friendly and can add to the perceived notion that there is a lack of parking.

utilize landmarks and gateways to direct and orient people Downtown. There is a significant lack of formal gateways Downtown, but informal ones - such as the tower at American Tobacco, 21c Hotel and other key landmarks can help people orient themselves. Utilization of landmarks can be helpful in establishing an effective wayfinding program.

provide signage for multi-modal users. Building off the current wayfinding system to include signage for vehicular, transit, bike and pedestrian users will improve the effectiveness of the existing system. Current signage does a great job of providing detailed information, but much is lost when traveling at a non-pedestrian speeds.

★ LINKAGES ★
near-downtown neighborhoods

improve and expand infrastructure to enhance access to nearby neighborhoods. Near-downtown neighborhoods to the south and east suffer from poor infrastructure that often acts as a barrier to Downtown. Improvements to key corridors - Roxboro, East Main, Fayetteville, Highway 147 - would enhance accessibility and potentially provide new opportunities for investment, revitalization and economic development efforts to expand beyond the traditional boundaries of Downtown.

reinforce neighborhood character and identity as part of larger neighborhood revitalization efforts. Significant opportunity exists to expand the influence and impact of Downtown investment into the nearby neighborhoods. Each neighborhood has unique qualities, development character, residents and re-use opportunities that, if well-defined, can be promoted in an effort to create new options for housing and small business development.

re-establish former neighborhood-scale commercial nodes outside of Downtown. Re-use of existing commercial nodes in near-downtown neighborhoods creates new opportunities for neighborhood-scale retail that may better support the local small business community as demand for limited Downtown spaces continues to increase.

★ OPEN SPACE ★
intentional public spaces

use open space and trails to generate new economic activity. The Duke Beltline could be a game-changer in terms of connectivity and economic activity. It has the ability to bridge the gap between West Village, Durham ID and Five Points. Furthermore, urban trails have been shown to attract investment, improve connectivity, support pedestrian and bike mobility and enhance the overall quality of life in urban environments.

prioritize recommendations from recent plans to add or improve open space. Both the Downtown Open Space Plan and the smART Vision Plan documents the need for open space as a primary Downtown land use. Active and engaging open spaces can become destinations that elevate the Downtown experience for both visitors and residents.

promote diverse public spaces and experiences that meet the needs of Downtown's various users. Currently Downtown's open spaces are somewhat limited, predominately passive parks and plazas with the exception of Durham Central Park which has recently added several active recreational options. New or improved public spaces should provide diverse experiences that meet the needs of a growing customer base.

DURHAM ID

Building off Durham's existing innovation economy, the Durham ID will likely garner National attention and become an effective economic development tool for Downtown Durham over the next five to ten years.

CENTRAL PARK DISTRICT

The growing recreation, food and entertainment district lacks centralized parking. While it adequately functions today, new projects and continued growth over the next five years will increase the parking demand in the near-future.

POLICE HEADQUARTERS

Relocation of the existing headquarters leaves behind an outdated building that does little to interact with the street. Redevelopment of this key parcel will redefine the area and affect future development along this important Downtown gateway street.

PUBLIC-OWNED PROPERTIES

The abundance of City- and County-owned properties provides a unique opportunity to implement public private partnerships to allow for transformational development along the East Main Corridor.

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DOWNTOWN THEMES

LOGISTICS

management & functionality of downtown

Logistics aims to organize the various groups and individuals working on Downtown initiatives, projects and programs to improve the overall effectiveness of Downtown and how it functions for its diverse set of stakeholders. The Logistics Theme spans the areas of management, organization to specific physical assets in Downtown that affect how it works for current and future users. While this could include a number of sub areas, five key functional areas have been highlighted as part of the master planning process - **partnerships, parking, communication, promotion and programming**. These areas represent those that have the greatest ability to impact future growth and development in Downtown Durham.

PARTNERSHIPS - Significant investments and improvements to Downtown have allowed priorities to evolve, changing the role of public investments as part of the development process. To respond to these changes, it is necessary to maintain a flexible approach to structuring public-private partnerships that can quickly and effectively respond to a broad spectrum of needs.

PARKING - With growth and increased development, demand for parking is at an all-time high and likely will continue to grow as more square footage is added in greater densities than before. Short-term responses are needed, but within a long-term context that looks at technology, integration of parking into other mobility / infrastructure improvements and changes in parking needs of future Downtown users.

COMMUNICATION - The are considerably more Downtown stakeholders, organizations and users than there were when the 2000 Master Plan was completed. This has broadened the reach and impact of Downtown and now requires a greater level of communication and coordination between various individuals, organizations and departments within the City and County as well as to the broader Durham community.

PROMOTION - Downtown Durham has attracted a significant number of new, innovative businesses creating a culture of start-ups and entrepreneurship that is supported by local leadership and the quality of life the community has to offer. Promotion of start-ups, innovation, research, technology, quality of life and locally-owned businesses allows Downtown to attract economic activity and establish a brand that is competitive nationally.

PROGRAMMING - Events, programming and festivals have greatly added to the vibrancy of Downtown and created opportunities that encourage visitors, employees and residents to experience all that it has to offer. As Downtown becomes even more of a destination, it is important that the programming reflects the brand, opportunities and future that Downtown represents within the region while balancing the everyday needs of the existing business community.

★ PARTNERSHIPS ★
investment in new priorities

identify top priorities for public & private investment, tie priorities to key economic and community development objectives. The public sector's role in attracting new development is on-going. It is important that public investments adapt to meet the changing priorities of a growing and evolving group of downtown stakeholders.

establish defined, but flexible roles for both the public and private sectors. The roles and type of investments made by the public sector should be somewhat predictable to private sector investors, but provide enough latitude to address the changing needs of specific development projects.

ensure public policies reflect Downtown priorities. As Downtown priorities change there is a need to evaluate existing public policies to ensure they support and not hinder these new priorities. It is critical to look at how public policies address investments to ensure affordability, compatible design and scale, public art and intentional open space.

★ PARKING ★
address short/long-term demand

create a unified Downtown parking system that improves the customer experience. A unified parking system addresses several key issues with the existing parking options in Downtown. A unified system would provide consistent hours, operations, pricing and updated technology to enhance the user experience.

strategically locate new parking to service multiple areas. Land availability and desire for greater densities requires the strategic placement of new parking investments. By locating decks in areas that straddle multiple activity centers, Downtown can become a "park once" location and reduce the need for projects to provide their own parking on site. By reducing the constraints that parking places on a development, it is likely that projects will be developed emphasizing the highest and best use, as opposed to how much parking can be supported on site.

promote user-friendly technology. Technology-based applications can greatly improve the user experience and user-friendliness of the existing parking system while increasing efficiencies and revenues for operators.

★ COMMUNICATION ★
community and partner dialogue

improve coordination between Downtown-serving organizations. Since the 2000 Master Plan, more organizations are now championing efforts in various aspects of Downtown. In order to not duplicate efforts, compete for funding and create confusion to users, these organizations need to have an open and on-going dialogue that allows them to understand how best to support and complement one another in their individual efforts to improve Downtown.

increase communication and coordination between public, developers and government agencies. Recent efforts have been launched as part of the Joint Economic Development Plan to improve the efficiencies in the public-sector. Communication between these entities should be a priority to ensure a functioning downtown that benefits public and private interests.

increase public awareness to changes and opportunities in Downtown. The Downtown is changing rapidly and informing the public must be done often and through a variety of communication techniques to ensure all stakeholders are informed.

★ PROMOTION ★
regional and national perceptions

publicize Downtown's vibrant culture and lifestyle to start-ups, entrepreneurs and creative businesses. Use recent development activity, quality of life amenities, local businesses and a strong business environment to promote the opportunities in Downtown to the broader Region with the goal of increasing economic activity.

advertise Downtown's quality of life opportunities. Downtown offers a high quality of life for both daytime employees and residents. Leverage the concentration of local businesses, entertainment and cultural opportunities and the high quality sense of place to showcase the area's quality of life for prospective users.

establish a national brand for Downtown Durham. The rapid growth of the entrepreneurial, innovation and technology-based economy can drive economic development efforts within Downtown and the rest of Durham. Building off current efforts by the Chamber, DCVB, DDI and the American Underground, stakeholders should identify key priorities and messaging that effectively communicates the wealth of social and economic opportunities that Durham has to offer and use this to build an updated branding campaign.

★ PROGRAMMING ★
culture & entertainment

continue current programming, but be mindful of price points, targeted audiences, location and dates. Arts, culture and entertainment organizations have done a good job at offering a number of well attended festivals and events in Downtown. As the customer base for Downtown grows, it will be even more important to ensure a greater diversity in the types of programming that occurs to ensure Downtown remains welcoming and enjoyable for all.

find a balance between programming and the benefits to Downtown residents/businesses. While festivals and events can add to the Downtown environment they can also cause issues for existing residents and brick and mortar businesses. The changes to the Special Events Process is a first step at improving communications and information sharing between organizers and affected businesses. Additional solutions should be pursued to ensure effective cooperation and understanding between these two critical groups in Downtown.

CENTRAL PARK

Recently this area has emerged as a dining and entertainment district that complements the offerings within the Loop and American Tobacco by attracting different, more diverse users to Downtown.

Innovation Projects

Support for new development in the form of public investments creates an opportunity to accomplish broader community objectives and solve issues that improve how Downtown functions for a larger audience.

TRANSIT ORIENTED DEVELOPMENT

The majority of "affordable" units in Downtown tend to be concentrated along East Main. As new units are brought online, it will be important to incorporate them into the broader fabric of Downtown with an emphasis on developing them near future transit stops. The City Council has taken a big step by making a commitment to ensure 15% of all units within 1/2 mile of stops are affordable.

POLICE HEADQUARTERS

The large concentration of government services and institutional uses detract from the street-level activity. Future development in this area should focus on diversifying uses and integrating small-scale retail and restaurants to increase foot traffic and add to a vibrant urban environment.

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★DOWNTOWN THEMES★

DIVERSITY

investments that promote inclusivity

The purpose of Diversity is to intentionally encourage a broad range of economic, housing and cultural investments that promote Downtown's inclusivity and ensure it remains accessible to all potential users. At the heart of diversity is the goal to ensure Downtown does not lose its authentic sense of place and become a homogeneous Downtown that caters to a single group of individuals. While this theme could include a whole host of subareas, five key functional areas have been highlighted as part of the master planning process - **investment, land use, local businesses, housing and culture**. These areas represent those, that if not addressed in the short-term, have the greatest ability to hinder the future success of Downtown Durham.

INVESTMENT - Development opportunities are becoming more scarce as Downtown heads towards full build-out creating greater competition for the remaining development sites. With this competition there is an opportunity to encourage high quality investments that meet the community's needs and objectives.

LAND USE - Downtown has traditionally functioned as the Central Business District (CBD), but recently has started to attract investments with more "neighborhood-building" land uses. As the function of Downtown continues to evolve and attract a larger residential base, there will be an increased need for more diverse land uses - like recreation, residential, etc. that complement the traditional office, retail and institutional uses that exist.

LOCAL BUSINESSES - Local businesses are one of the original keystones to Downtown's revitalization providing both leadership and the building blocks to help re-energize a once inactive Downtown market. A deliberate effort to retain a healthy independent business climate will be needed as demand and the cost of doing business increases.

HOUSING - As a somewhat new land use in Downtown, there is a need to expand both the type of product and residential price points to accommodate a broader Downtown demographic. This must be done in a thoughtful manner.

CULTURE - Downtown has preserved much of its culture and heritage – from the tobacco warehouses to Parrish Street. There is now a concern that this unique aspect of Downtown may be lost as more new investment takes place. There should be a conscious effort to define what makes Durham "Durham" and ensure it remains a critical part of the development conversation.

★ INVESTMENT ★
role in today's Downtown

use master plan to inform both developers and the community of development opportunities. While significant strides have occurred in Downtown, private-sector investment still is not a given. Durham must continue to compete for and attract private investment that supports broader community goals and brings new uses and users into Downtown if it is to remain a player in the regional economy.

link public investments to specific community desires and outcomes. Historically, the public-sector threw out a broad net, attempting to attract partners willing to invest in Downtown. While that need has not been eliminated, the role of public investments has changed. There are now opportunities to create better "win-win" solutions by supporting projects that achieve broader community goals and objectives.

encourage a broad range of investment types. Downtown Durham is the Triangle's most diverse city and has built its culture and brand around that fact. To maintain this feature, it must continue to attract a broad spectrum of investment types from small projects to large-scale mixed-use developments.

★ LAND USE ★
diversify & expand on current uses

create sizable retail nodes that establish Downtown as a retail destination. Downtown currently lacks the density of retail offerings to support it as a retail destination or allow it to compete with other retail areas. Five Points and Brightleaf District have potential, but need additional shops and restaurants to create a concentration that would attract the broader market to Downtown. To better support this effort, retail-like uses should be given priority for all ground level storefronts in these districts.

focus on design components that seamlessly integrate diverse land uses. The exterior design and scale of buildings can affect how its use fits in with other nearby structures and land uses.

reinforce Downtown as a true urban neighborhood. Downtown's predominate function today is as the Central Business District (CBD) and less of a neighborhood. Current land uses, heavy in traditional office, commercial and institutional uses must continue to grow, but do not effectively support the notion of Downtown as a neighborhood. There is a need to expand and diversify land uses to incorporate recreation, everyday services, neighborhood-scale retail and residential offerings to establish a well balanced Downtown environment.

★ LOCAL BUSINESS ★
supportive environment

encourage and promote opportunities for local businesses as Downtown continues to grow. Independent retailers, entrepreneurs, unique entertainment options and one-of-a-kind restaurants all represent a niche market that Durham has been able to capitalize on. As Downtown expands, it is critical to retain these businesses and encourage future opportunities for small and locally-owned businesses to thrive.

create support mechanisms that assist small businesses in navigating the licensing and permitting process. Small businesses often lack the capacity and expertise needed to navigate the complicated process of starting a business and the permitting process. In addition to DDI's small business ombudsman, there may be an additional need for educational and technical support services to assist in creating sustainable businesses in Downtown.

improve cooperative communication with Downtown merchants. A disconnect between the public-sector and Downtown merchants exist and causes unnecessary confusion. By establishing a merchants group, Downtown businesses would be more aware of public projects and their impacts, as well as have a more effective voice in the Downtown conversations.

★ HOUSING ★
broad market appeal

encourage a mix of residential price points which accommodate a broad range of household incomes. To create a true live-work-play-learn environment there must be housing for all economic groups - including service and entry-level workers. There may be a need to work strategically with the private-sector to create high quality housing that allows workers to live near employment opportunities.

expand product type to attract broader market appeal and support a diverse population base. The Downtown housing market is limited by the type of product available. While existing units may appeal to those "pioneering" Downtown as a neighborhood, it does little to attract other market sectors - like families - or retain millennials as their needs change with age.

encourage new development to interact with its surroundings. Modern apartment developments tend to internalize their amenities and activity. This can not be the case if Downtown wants to create an engaging urban environment. New developments should be encouraged to "face out" and place entryways, public spaces and other amenities at street-level with good visibility from the public realm.

★ CULTURE ★
lifestyle and entertainment

focus on Durham's unique qualities - reinforce and build upon. It is critical to retain the cultural charateristics that make Durham unique. As Downtown expands and attracts new users, it is important to gain a better understanding of how to reinforce the culture and ensure it is not lost.

leverage Downtown's lifestyle options to attract and retain high caliber talent. Downtown has the amenities and quality of life that are attractive to today's employees and therefore today's businesses. More and more companies are relocating to downtowns to take advantage of their proximity to shops, restaurants, trails, open space and housing options that appeal to their employees. To take advantage of this shift, Downtown should continue to play a role in the City and County's economic development efforts as a key tool in recruiting new employees and businesses to the City.

continue to build off the history of Downtown as an entertainment destination. Downtown offers a multitude of entertainment options from large-scale productions at DPAC to small galleries and venues. This range of options attracts a broad range of patrons as well as diverse acts, shows and exhibits that reflect the modern culture and heritage of Durham.

★ CLOSER LOOK ★

DEFINING AFFORDABILITY

affordability in the durham context

The Durham community, including its downtown, is growing rapidly creating several housing challenges. From 2010 to 2015 the city's population increased by approximately 25,000 residents. The NC State Office of Budget & Management expects the city to grow in similar fashion through 2035 (latest period for population projections) putting the county's population over 400,000. It will be important for the Durham community to assure that there is an appropriate new housing response to this growth. Current trends would indicate that demand will focus on urban neighborhoods and affordability. Failure to plan accordingly could result in additional sprawl and an increase in new infrastructure spending to connect to now undeveloped areas.

While building for this inevitable increase in population, it is imperative that a plan is put in place for affordable housing. The best models nationally reflect the formation of mixed-income housing versus the older and failed model of concentrating affordable housing in isolated community pockets. Affordable housing that has access to services and jobs and is in a mixed-income context results in long term neighborhood sustainability and often a reduced public cost. City and county owned parcels of land, such as the area surrounding the Durham Transportation Center Station, are prime opportunities for mixed-income housing that also offers quality affordable living options within Downtown. It is important affordable housing is built throughout the city, especially in transit accessible areas.

2015 Durham-Chapel Hill Metro Area Income limits by Household size

AMI Level	1-person	2-person	3-person	4-person	5-person	6-person	7-person	8-person
30% AMI	$14,150	$16,200	$18,200	$20,200	$21,850	$23,450	$25,050	$26,700
50% AMI	$23,600	$27,000	$30,350	$33,700	$36,400	$39,100	$41,800	$44,500
60% AMI	$28,320	$32,400	$36,420	$40,440	$43,680	$46,920	$50,160	$53,400
80% AMI	$37,750	$43,150	$48,550	$53,900	$58,250	$62,550	$66,850	$71,150

AFFORDABLE HOUSING – Housing that is affordable to low-income households (i.e. households earning less than 80% of Area Median Income) based on those households paying no more than 30% of their gross household income for housing-related expenses. There are two categories of affordable housing:

INCOME-RESTRICTED AFFORDABLE HOUSING – Housing that is intentionally developed as affordable housing and is only available to households that meet specific income limits.

MARKET AFFORDABLE HOUSING – Unrestricted housing that is affordable based on price points, but is not restricted to low-income households. Unlike income-restricted housing, prices on market affordable housing can rise based on market conditions, making the housing unaffordable to low-income household.

AREA MEDIAN INCOME (AMI) – Area Median Income, or AMI, refers to the midpoint of the income distribution for a specific geographic area, as defined by HUD using data from the U.S. Census Bureau. HUD calculates AMI levels annually, with adjustments for household size. These AMI levels are frequently used to determine eligibility for housing assistance involving federal funds. For the purposes of HUD's AMI calculations, Durham is part of the Durham-Chapel Hill MSA.

HOUSING COST-BURDENED – Households are considered housing cost-burdened if they are paying over 30% of gross household income for housing-related expenses, which could include rent and utilities, or mortgage, insurance, taxes and utilities. Households are considered severely housing cost-burdened if they are paying over 50% of gross income for housing-related expenses.

LOW-INCOME – Low-income refers to households earning less than 80% of AMI, as defined by HUD.

VERY LOW-INCOME –Refers to households earning 31% to 50% of AMI, as defined by HUD.

EXTREMELY LOW-INCOME – Refers to households earning 30% or less of AMI, as defined by HUD.

LOW-INCOME HOUSING TAX CREDIT (LIHTC) – The Low-income Housing Tax Credit, or LIHTC, is a federal income tax credit for companies that invest in affordable rental housing that meets specific program guidelines. LIHTC is the primary vehicle through which affordable rental housing is financed in the U.S. today. There are two forms of tax-credits: 9% and 4%.

MIXED-INCOME – Mixed-income is a term used to refer to a building or development that contains both affordable and market rate homes. The specific definition of affordable and market rate can vary, depending upon the location, project type and target population.

PRESERVATION – Preservation is a term used to describe a broad range of activities aimed at keeping existing affordable housing affordable for a longer period of time. For rental housing, this could include ensuring that income-restricted housing remains affordable. For homeownership, this could include programs to help existing low-income homeowners remain in their homes.

Source: City of Durham's Affordable Housing Goals 2016-2020

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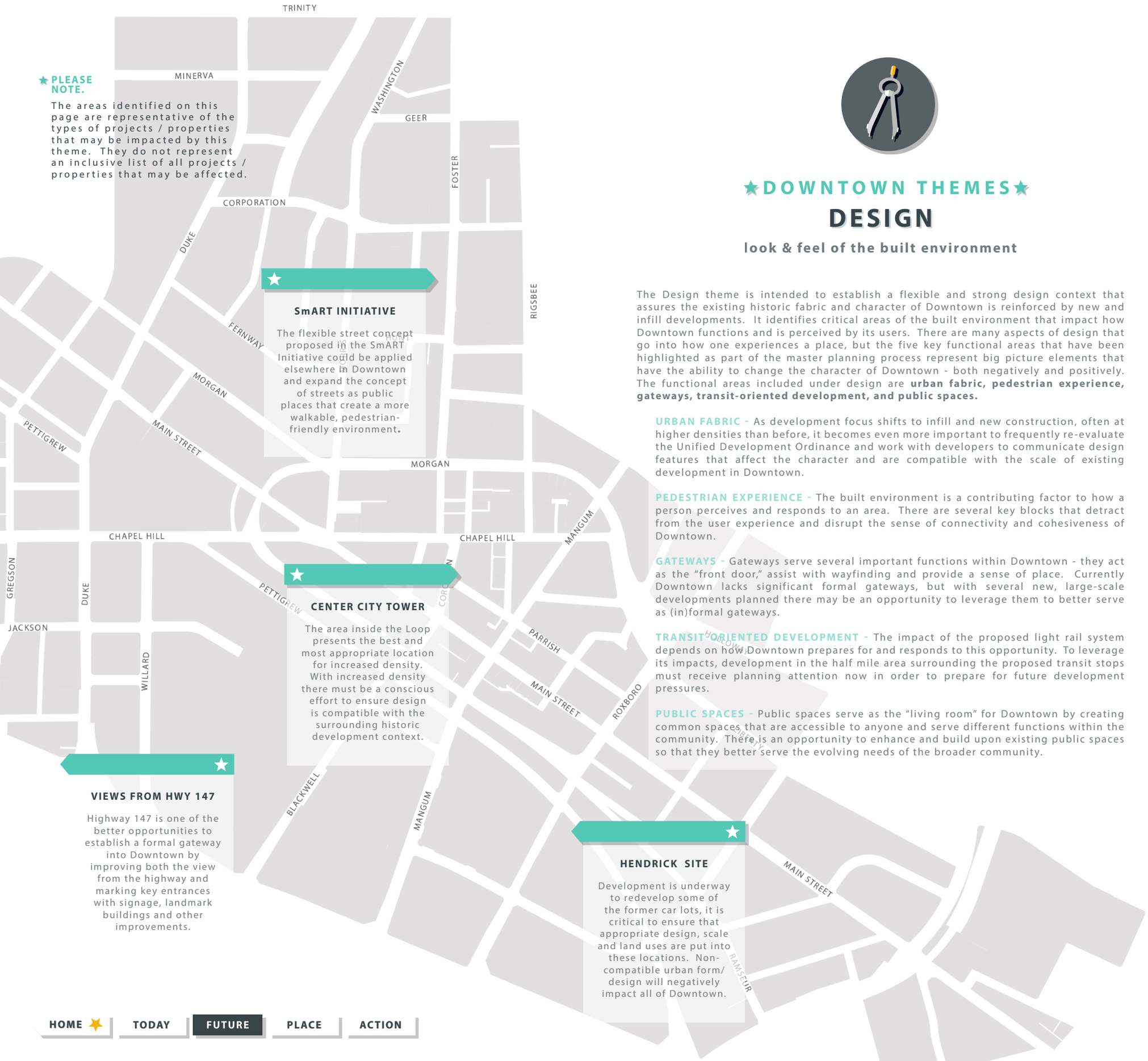


SmART INITIATIVE

The flexible street concept proposed in the SmART Initiative could be applied elsewhere in Downtown and expand the concept of streets as public places that create a more walkable, pedestrian-friendly environment.

CENTER CITY TOWER

The area inside the Loop presents the best and most appropriate location for increased density. With increased density there must be a conscious effort to ensure design is compatible with the surrounding historic development context.

VIEWS FROM HWY 147

Highway 147 is one of the better opportunities to establish a formal gateway into Downtown by improving both the view from the highway and marking key entrances with signage, landmark buildings and other improvements.

HENDRICK SITE

Development is underway to redevelop some of the former car lots, it is critical to ensure that appropriate design, scale and land uses are put into these locations. Non-compatible urban form/ design will negatively impact all of Downtown.

★DOWNTOWN THEMES★

DESIGN

look & feel of the built environment

The Design theme is intended to establish a flexible and strong design context that assures the existing historic fabric and character of Downtown is reinforced by new and infill developments. It identifies critical areas of the built environment that impact how Downtown functions and is perceived by its users. There are many aspects of design that go into how one experiences a place, but the five key functional areas that have been highlighted as part of the master planning process represent big picture elements that have the ability to change the character of Downtown - both negatively and positively. The functional areas included under design are **urban fabric, pedestrian experience, gateways, transit-oriented development, and public spaces.**

URBAN FABRIC - As development focus shifts to infill and new construction, often at higher densities than before, it becomes even more important to frequently re-evaluate the Unified Development Ordinance and work with developers to communicate design features that affect the character and are compatible with the scale of existing development in Downtown.

PEDESTRIAN EXPERIENCE - The built environment is a contributing factor to how a person perceives and responds to an area. There are several key blocks that detract from the user experience and disrupt the sense of connectivity and cohesiveness of Downtown.

GATEWAYS - Gateways serve several important functions within Downtown - they act as the "front door," assist with wayfinding and provide a sense of place. Currently Downtown lacks significant formal gateways, but with several new, large-scale developments planned there may be an opportunity to leverage them to better serve as (in)formal gateways.

TRANSIT-ORIENTED DEVELOPMENT - The impact of the proposed light rail system depends on how Downtown prepares for and responds to this opportunity. To leverage its impacts, development in the half mile area surrounding the proposed transit stops must receive planning attention now in order to prepare for future development pressures.

PUBLIC SPACES - Public spaces serve as the "living room" for Downtown by creating common spaces that are accessible to anyone and serve different functions within the community. There is an opportunity to enhance and build upon existing public spaces so that they better serve the evolving needs of the broader community.

★ URBAN FABRIC ★
appropriate character & scale

establish an early point of contact to engage prospective developers. It is important to document and communicate to developers the components of the built environment that the community feels enhance the fabric of Downtown. By communicating regularly and early on with developers, it provides an opportunity to incorporate these critical design elements into their development plans early in the design process.

build off Downtown's notable development patterns and building designs. Historically there have been predominate building typologies in Downtown - small, historic storefronts and larger, industrial warehouses. More recently, building designs have tended to reflect a more regional aesthetic that does little to add to the vibrancy and uniqueness that, in the past, made Durham standout within the Region.

build and encourage density where it makes sense. Density for the sake of density may lead to haphazard development that lacks a cohesive pattern and scale. Instead, focus density in areas that can logistically and visually support higher concentrations of buildings and activity. Density will create the critical mass needed to support a higher concentration and diversity of retail, restaurants and services.

★ PEDESTRIAN EXPERIENCE ★
street-level activity

establish a continuous building frontage along the sidewalk in key Downtown blocks. Monotonous facades or those that don't provide sufficient visual stimulation create unwelcoming places for pedestrians. It is critical that infill and new developments focus on (re)creating a traditional urban street wall. Small storefronts, entryways and display windows add visual interest to Downtown streets and promote walk-ability and connectivity in addition to good urban form.

promote and support expansion of public space activity. One way to promote activity is to bring indoor dining and retail uses into the pedestrian right-of-way. Outdoor semi-public uses, such as outdoor seating at a restaurant or on-street vendors, add to the vibrancy of Downtown and stimulate activity within the public realm.

create engaging public spaces by ensuring all street-level facades provide transparency. Building transparency is an important component of good urban design and greatly enhances the visual interest at the street-level. Transparency can be achieved with various techniques and materials.

★ GATEWAYS ★
downtown's front door

create visual "landmarks" that enrich Downtown's identity and sense of place. Promote the (re)use of distinguishing features in new and infill projects to enhance the identity of Downtown Durham and provide landmarks that improve connectivity, wayfinding and sense of place. This may include the (re)use of water towers, historic signage or marquees and other distinctive features that are highly visible from the public realm.

leverage new, well-designed development at key entrances to serve as informal gateways into Downtown. Building off the 2008 Update, work with owners of adjacent properties at key intersections to include easily identifiable and distinct building features that assist with marking entrances into Downtown or other districts.

establish formal gateways that enhance the "view from the road" at key intersections. Advance recommendations from the 2009 Central Durham Gateways Plan to provide signage and other design elements along Highway 147 that provide clearly visible entrances to Downtown.

★ TRANSIT-ORIENTED ★
high density mixed-use nodes

support a vertical mix of uses and density in targeted areas near proposed light rail stops. Higher density developments provide the critical mass needed to support additional retail, increase walk-ability and create an attractive urban environment that appeals to the broader market. By clustering density within a half mile of proposed transit stops, Downtown can improve the effectiveness of the proposed system and decrease automobile dependency and land dedicated to parking.

improve infrastructure to encourage walk-ability and connectivity to surrounding destinations. The proposed light rail system has the potential to be a game changer for Downtown. But in order to take full advantage of this opportunity, the infrastructure in and around proposed stops must be improved in a way that effectively connects riders to where they are going as well as to other available forms of transportation.

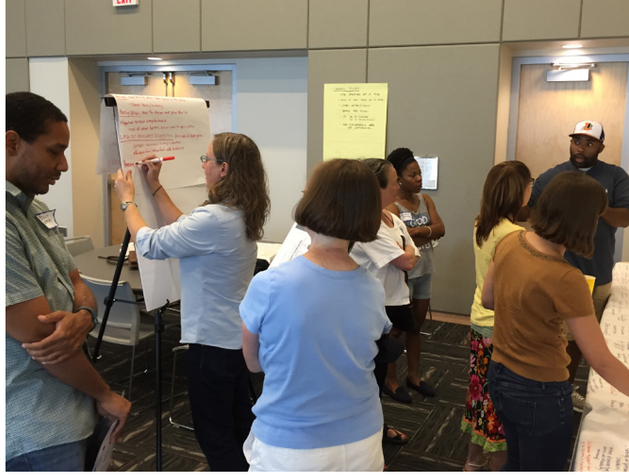
The Durham City-County Planning Department has completed the Station Area Strategic Infrastructure Plan and continued effort to to build upon and implement that work is needed.

★ PUBLIC SPACES ★
functional community places

design public spaces that are multi-functional, year-round destinations. Downtown has several outdoor public spaces that are underutilized. Some of this is due to weather (severe heat, cold) but also to the design of the space. What works well for large community gatherings - outdoor movies for example - is not easily re-purposed for everyday use. This often leaves the spaces vacant and void of activity during off times. By creating spaces that are multi-functional and can operate year-round, Downtown gains valuable 24/7 activity that enhances its vibrancy and does detract from it.

create spaces that encourage interaction and collaboration. Building upon projects like Durham Central Park's farmers market and the Durham Public Library maker space, continues to create public spaces that allow for accidental interaction, meetings of like-minded individuals and places where entrepreneurs can come together for meaningful collaboration will enhance the culture of Downtown.

think of streets as public spaces. With limited right-of-way to expand pedestrian spaces, it may be time to evaluate flexible solutions. "Living streets" provide a level of flexibility and adaptability to change the function of existing right-of-ways to better meet the needs of its users on a case by case basis.



★ PUBLIC INPUT ★

PUBLIC WORKSHOP

input and feedback

The second of the two planned public meetings or workshops was held on July 11, 2015 at the Durham County Human Services campus on East Main Street. Over 100 individuals from a variety of backgrounds attended the 5-hour event which kicked off with a brief overview presentation by the consultant team and a short Q&A session. Participants were asked to visit different "stations" that corresponded with the Downtown Themes and included separate stations for the Downtown Vision and Priority Area exercises. The goal of the workshop was to solicit in-depth input, provide information and an enhanced understanding of the objectives and key components of the Master Plan and provide an opportunity to make sure that the consultant team (and others involved in the process) correctly heard the comments, input and feedback from the first meeting.

Feedback and other input gathered during the public workshop allowed the consultant team to revisit the goals and objectives of the four Downtown Themes and informed the decision-making process and thinking in the later phases of the planning process. The priority area exercise was used to develop the Downtown Places section of the Update and much of the information, objectives and development direction was a direct result of conversations that occurred during the public workshop. Below is a summary overview of the key discussion points, comments and input for each of the Downtown Themes.

connectivity

enhanced bike amenities & better infrastructure

activate storefronts with street-level details & improved pedestrian experience

more open & public spaces

two-way & improve "mean" streets (Roxboro, Loop, etc.)

improve bus system & infrastructure

logistics

parking management, availability & technology improvements

more support for bike/ped/transit infrastructure & solutions

multi-modal solutions to parking

public dollars to support public objectives - diversity, affordability & parking

expand communication types

affordability for small/local biz

diversity

lower price points - businesses, commercial, housing, entertainment, hotels, dining & services

use alternative locations for events & festivals

different types of building & designs

options for more than "hipsters" & millenials - old and young

public investment in smaller projects

design

pedestrian experience & "eye candy"

blend old & new, try to save historic facades & scale

setbacks to create transitional areas that offer flex space to merchants

LEED & other green features

strong involvement & standards by city, engage earlier in design process

more flexilibity on public realm amenities - furniture, lighting, trees

★ 2016 UPDATE ★

MAJOR MOVES AND KEY LOCATIONS

areas that will impact the future of downtown

major moves

west

north

east

★ DOWNTOWN PLACES ★

MAJOR MOVES

downtown-wide solutions and projects

There are a few key place-making decisions, or "major moves," that cut across this plan's themes and can spur greater levels of investment, improving how Downtown functions for its diverse customer base. The Major Moves detailed in this section represent four major challenges Downtown is currently facing that were identified during the master planning process as having the greatest impact on Downtown.

National studies have indicated the negative impacts that one-way streets pose to a downtown's walkability, safety and development potential. Downtown is framed with one-way streets that serve as physical and psychological barriers to nearby neighborhoods and deter business investment due to lack of pedestrian and street-level activity. Conversion of these streets to two-way would serve to improve several aspects of Downtown including connectivity, mobility, accessibility and the ability to attract and retain high quality businesses to underperforming corridors in the Downtown. The Loop includes many of these one-way streets and has served as a long-time barrier to seamlessly connect the center of downtown to areas outside the core. Reconfiguration of this key piece of Downtown infrastructure would serve two primary purposes – first it would improve the safety and accessibility of the transportation aspects of the street and secondly, but just as important, it would create or expand potential re-use sites by the reconfiguration of the rights-of-way.

Thirty-one percent of downtown's land is in public rights-of-way and another quarter is publicly owned. During the course of developing this plan, four key uses for publicly-controlled land surfaced again and again: for parks and greenspace, for affordable housing, for structured parking and for sale to the private sector to increase the tax base and job opportunities -- often represented in individual plans or specific projects. So far, these issues tend to be addressed in separate silos rather than as four pillars that together support the Downtown. Collaborating to ensure all four of these land uses advance is an important opportunity.

Throughout downtown Durham there is a significant amount of public real estate – both in right-of-way (ROW) and land parcels. This property if programmed with forethought and with the end result in mind, will contribute to well-functioning and attractive urban space. The many public stewards of these properties must engage the private sector and local stakeholders to assure such a result. In-fill development, parking and improved connectivity and well programmed open spaces will benefit from focused collaboration led by Durham's public property holders

Parking was identified as a particularly urgent need, and thus a major move in its own right. Lack of parking is already restricting economic development opportunities and should involve close collaboration with the private sector. Making sure parking is provided in the right amounts and the right locations will have long-term impacts on how Downtown functions.

Downtown's lack of a substantial concentration of retailers limits its ability to compete with other, more suburban retail centers that are better organized to capture the existing market. The growth in residential and office development means there are increasingly more people living, working and therefore shopping in Downtown. This growth should be leveraged with a deliberate effort to organize Downtown retailers into designated retail clusters that better define the market opportunities and establish Downtown areas like Brightleaf and Five Points as, not only Downtown retail destinations, but regional attractions that pull in the larger market to Downtown Durham.

The subsequent recommendations related to the four Major Moves are not meant to be the only possible solutions or outcomes, but to provide some initial thinking on possible approaches to these issues. Significant analysis, planning and design discussions will be needed to overcome these challenges and will likely require a joint effort on the part of city and county leadership to understand the most optimal approach given the current budget and limitations of the public-sector.

retail clusters

downtown lacks a critical mass of retail options, with a majority of retail scattered across Downtown, customers need to know where to look

one-ways & the loop

one-ways act as high speed barriers, disconnecting activity in the core to adjacent districts and near-downtown neighborhoods

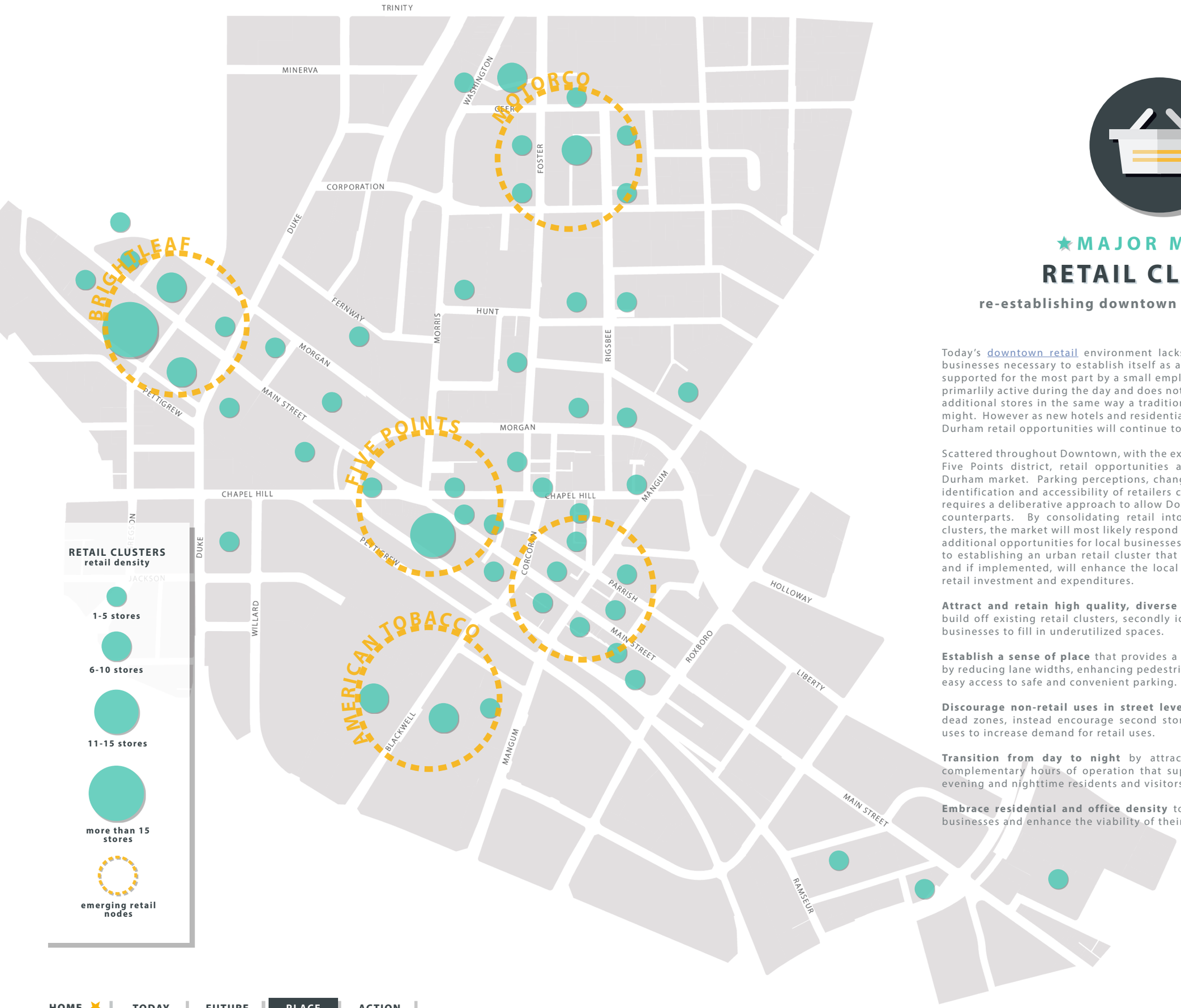
the loop, a long-standing downtown issue, is even more relevant today because of its ability to create/expand development sites

parking

an increasing number of the decks and surface lots reserved for employees and residents has left visitors and other daily users without easy access to parking

collaborative redevelopment

Downtown public property stewards will have a major impact on downtown's appeal as their land is integrated into future development



★ MAJOR MOVES ★

RETAIL CLUSTERS

re-establishing downtown as a retail destination

Today's downtown retail environment lacks the critical concentration of retail businesses necessary to establish itself as a true retail destination. Instead, it is supported for the most part by a small employee and visitor sub-markets that are primarlily active during the day and does not generate enough demand to support additional stores in the same way a traditional suburban mall or shopping center might. However as new hotels and residential units continue to open in downtown Durham retail opportunities will continue to expand.

Scattered throughout Downtown, with the exception of Brightleaf and an emerging Five Points district, retail opportunities are not well-defined to the broader Durham market. Parking perceptions, changes in consumer spending habits and identification and accessibility of retailers create a challenging environment that requires a deliberative approach to allow Downtown to compete with its suburban counterparts. By consolidating retail into smaller, highly concentrated retail clusters, the market will most likely respond in a positive manner which will create additional opportunities for local businesses. There are several broad components to establishing an urban retail cluster that are applicable to Downtown Durham and if implemented, will enhance the local retail market and support additional retail investment and expenditures.

Attract and retain high quality, diverse retailers to targeted locations that build off existing retail clusters, secondly identify complementary or supporting businesses to fill in underutilized spaces.

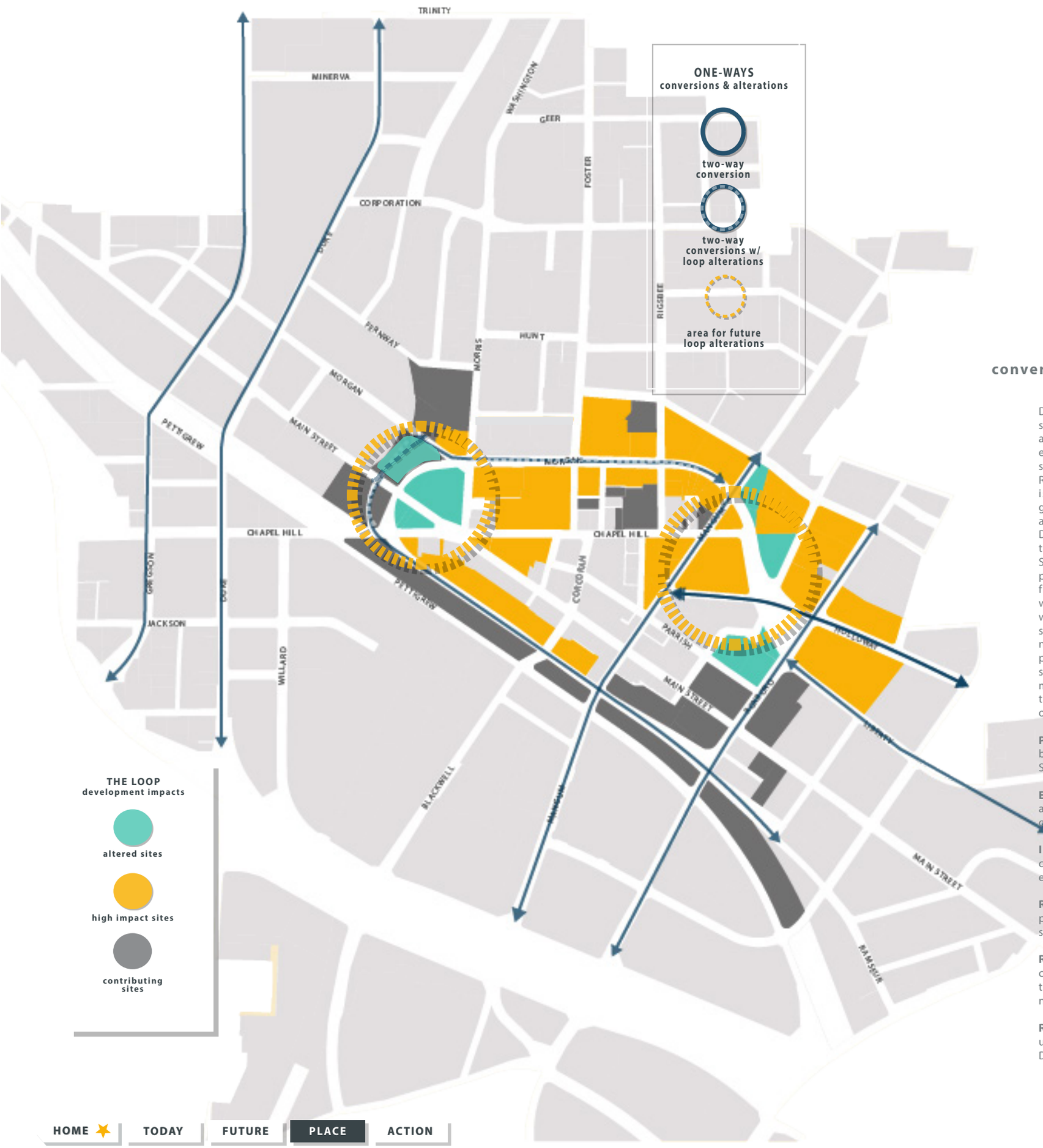
Establish a sense of place that provides a high quality experience for shoppers by reducing lane widths, enhancing pedestrian and bike amenities and identifying easy access to safe and convenient parking.

Discourage non-retail uses in street level storefronts to eliminate potential dead zones, instead encourage second story (and above) office and residential uses to increase demand for retail uses.

Transition from day to night by attracting a diverse business base with complementary hours of operation that support day-time employees as well as evening and nighttime residents and visitors.

Embrace residential and office density to support a greater concentration of businesses and enhance the viability of their success.

data current as of November 2016



★MAJOR MOVES★

ONE-WAYS & THE LOOP

convert to two-way traffic with urban-appropriate development

Downtown is the Heart of the City. For the heart to be healthy, the circulatory system must enrich it. Today, it does not. The loop and other one-way streets are designed to encourage people to speed through downtown on their way elsewhere, not to serve downtown as a destination. At one time, this made sense, when there were no alternatives to link other parts of Durham to the RTP, Cary, Raleigh and beyond. But not anymore. When the East End Connector is completed in the next couple of years, people will have better alternatives to get from North Durham or points west to the RTP and Raleigh, using I-85, US70 and the East End Connector to have a high speed, signal-free way to get to the Durham Freeway. Transforming high-speed one-way streets to calmer two-way traffic will make sure downtown streets serve downtown, not detract from it. Street and rail rights-of-way account for 30% of downtown's land. These are public assets that should support broad public goals. There will still be a role for one-way streets in downtown. In fact, Pettigrew Street through downtown will become one-way for car traffic as part of it is transformed into a transit way to serve buses and planned light rail trains. But for the most part, one-way streets should be rare and short -- like Market Street where one-way traffic is needed to ensure that the rights-of-way can accommodate sidewalks, curb-side parking and bicycle travel. As the East End Connector is completed, the Loop should become two-way and help to restore more of a grid street pattern that makes a downtown lively. Other one-way streets should transition to two-way traffic as well, creating "complete streets" that better serve the transformation of Downtown.

Promote the conversion of one-way streets to include safe, accessible use by pedestrians, cyclist, transit riders and vehicles in line with local Complete Streets recommendations and guidelines

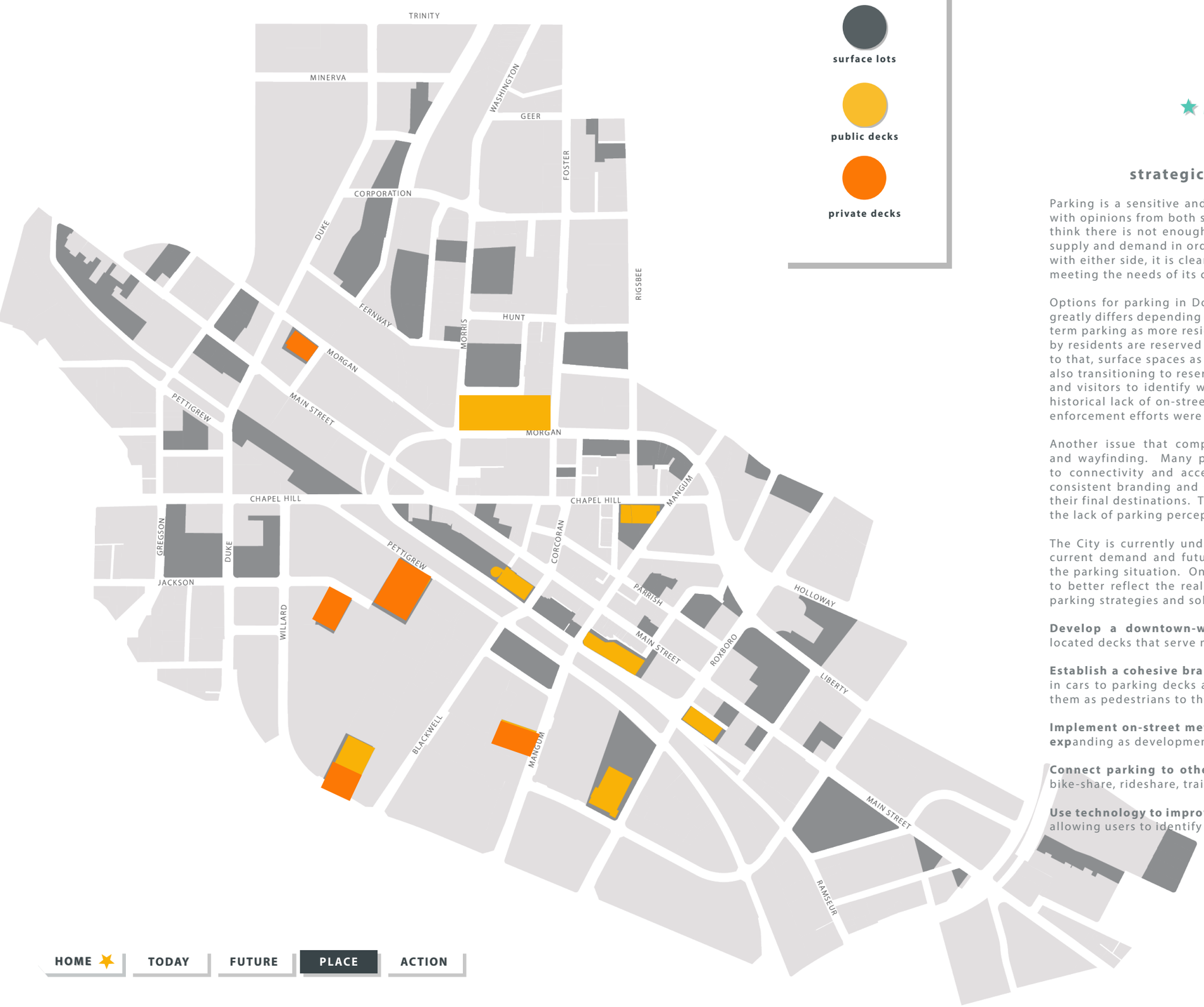
Expand the pedestrian right-of-way to allow for an enhanced pedestrian amenity zone or flexible public realm to be utilized by local businesses for outdoor seating, displays and other types of gathering spaces

Integrate natural amenities and greenscapes into redesign of key one-way corridors to improve pedestrian experience, mitigate negative environmental effects and reduce impact of heat island effect on Downtown

Reconfigure the West Loop to create better sized/shaped development parcels at the critical Five Points intersection and still retain the critical north/south connections that Great Jones Street provides

Remove the East Loop to eliminate underutilized or wasted real estate, creating new or expanded development sites that bridge the gap between the Downtown core, East Main and the transitioning Cleveland Holloway neighborhood

Restore the historic street grid, where applicable, to create smaller, more urban blocks that allow for intimate street-level activity and are better support Downtown retail and restaurant investment



★ MAJOR MOVES ★

PARKING

strategic location of shared-use parking

Parking is a sensitive and somewhat controversial subject in Downtown Durham with opinions from both sides – those who think there is too much and those that think there is not enough – indicating a need to better understand the current supply and demand in order to formulate a future plan. Whether or not you agree with either side, it is clear that current parking is not being effectively utilized or meeting the needs of its current users.

Options for parking in Downtown are somewhat limited and parking availability greatly differs depending on your intended destination. There is a need for longer-term parking as more residential development occurs and as spaces formerly used by residents are reserved for the increasing number of office tenants. In contrast to that, surface spaces as well as those in some of the publically-owned decks are also transitioning to reserved spots making it more difficult for by-the-hour users and visitors to identify where they are able to park. Adding to the issue is the historical lack of on-street parking enforcement, although as of July 1, 2015 new enforcement efforts were deployed to address these issues.

Another issue that complicates the parking challenge is the lack of signage and wayfinding. Many people identified this as one of the greatest obstacles to connectivity and accessibility of Downtown, citing a need for a cohesive, consistent branding and signage system that directs visitors to parking, then to their final destinations. This lack of signage and wayfinding is likely exacerbating the lack of parking perception.

The City is currently undertaking a comprehensive look at the existing parking, current demand and future demand projections to provide a clearer picture of the parking situation. Once this is complete, the Master Plan should be amended to better reflect the reality of Downtown parking, but until then some general parking strategies and solutions are provided.

Develop a downtown-wide solution to parking that leverages deliberately located decks that serve multiple activity centers, destinations and districts

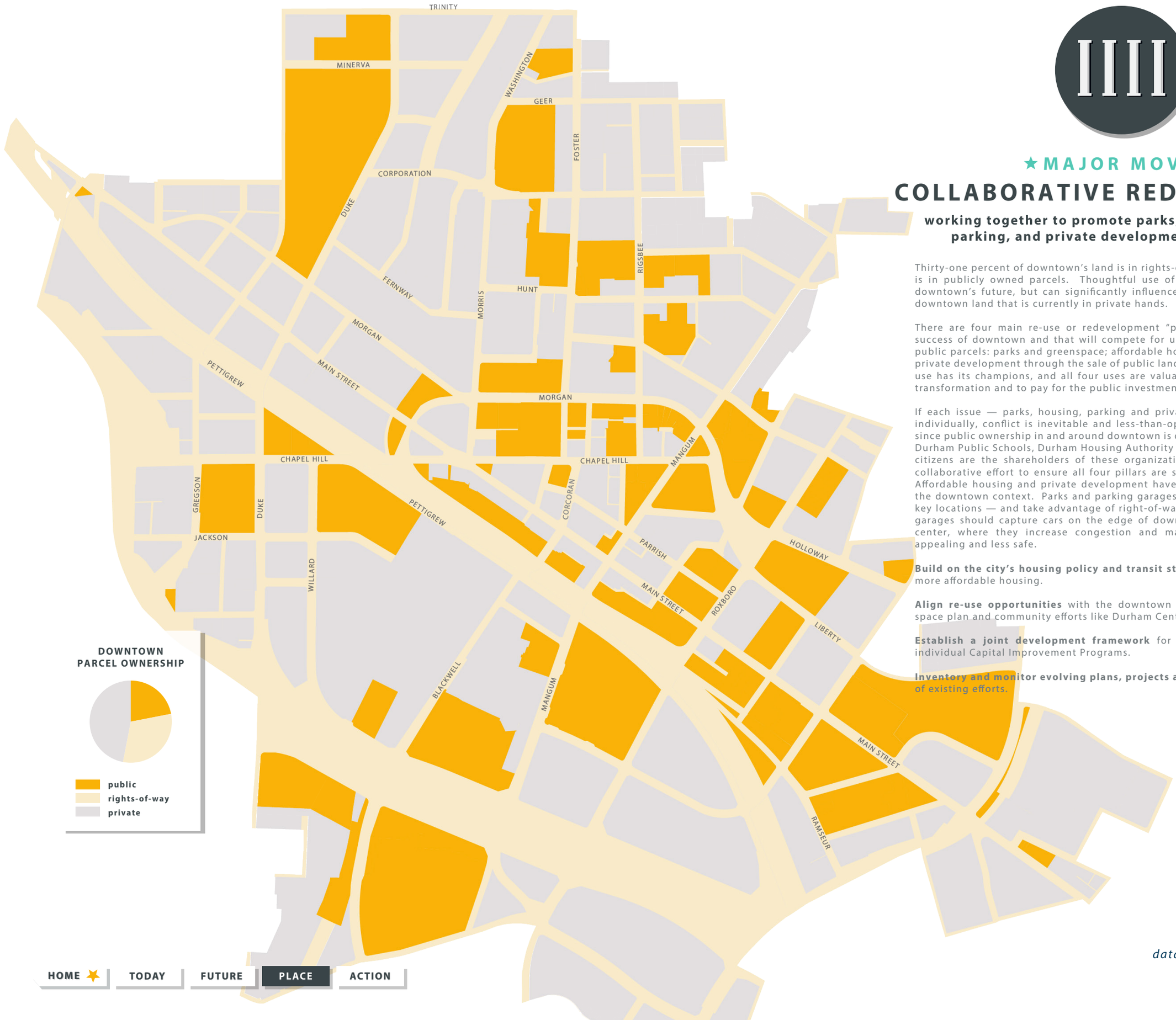
Establish a cohesive brand and wayfinding system that directs visitors arriving in cars to parking decks and lots, then provides subsequent signage that directs them as pedestrians to their final destination

Implement on-street meters throughout the Downtown starting in the core **and exp**anding as development and activity dictates the need to regulate **park**i**ng**

Connect parking to other non-vehicular modes of travel such as transit, car/bike-share, rideshare, trails and other forms of improved pedestrian infrastructure

Use technology to improve the logistics and functionality of existing parking by allowing users to identify available spaces, decks and lots as well as pay by phone.

data current as of November 2016



IIII

★ MAJOR MOVES ★

COLLABORATIVE REDEVELOPMENT

working together to promote parks, affordable housing, parking, and private development opportunities

Thirty-one percent of downtown's land is in rights-of-way, and another 22 percent is in publicly owned parcels. Thoughtful use of this land will not only shape downtown's future, but can significantly influence the use of the 47 percent of downtown land that is currently in private hands.

There are four main re-use or redevelopment "pillars" that are critical to the success of downtown and that will compete for use on vacant or redevelopable public parcels: parks and greenspace; affordable housing; structured parking; and private development through the sale of public land to increase the tax base. Each use has its champions, and all four uses are valuable for downtown's continued transformation and to pay for the public investments that are needed.

If each issue — parks, housing, parking and private development — is tackled individually, conflict is inevitable and less-than-optimal results likely, especially since public ownership in and around downtown is divided among the city, county, Durham Public Schools, Durham Housing Authority and other public agencies. But citizens are the shareholders of these organizations, and what is needed is a collaborative effort to ensure all four pillars are strong and appropriately sited. Affordable housing and private development have a high degree of flexibility in the downtown context. Parks and parking garages less so. Parks should connect key locations — and take advantage of right-of-way opportunities — and parking garages should capture cars on the edge of downtown, not draw cars into the center, where they increase congestion and make walking and cycling less appealing and less safe.

Build on the city's housing policy and transit station area planning to create more affordable housing.

Align re-use opportunities with the downtown open space plan, urban open space plan and community efforts like Durham Central Park.

Establish a joint development framework for publicly owned sites, linking individual Capital Improvement Programs.

Inventory and monitor evolving plans, projects and land, promoting alignment of existing efforts.

data current as of November 2016

★ REVIEW ★

TRANSPORTATION ALTERNATIVES

implications of technology and transportation

Downtown Durham is growing rapidly with over 1.2 million square feet of office space and over a 1000 housing units in the pipeline as of summer 2016. The city's current reliance on one passenger car trips will gradually change to trips to work, shopping and leisure. Related costs such as additional parking, and expanding roadways, and environmental concerns will threaten Durham's quality of life and ability to manage in an effective manner its growth. Alternative modes of transportation offer a number of benefits and will become more practical as we add density. There are options available today that can influence future decision making and help to inform our policy leaders and our residents. Listed below are several options.

Light-Rail: The Durham Orange Light Rail will connect Durham to Chapel Hill on a 17-mile line with at least 17 stations (19 if the NCCU and Center City stations are added). This is important long term infrastructure, but the best case scenario for construction completion is 2025.

Car-Sharing: This model was pioneered by Zip Car in the mid-2000's as a way to rent a car hourly to do short errands such as grocery shopping. Zip Car, and Enterprise, both have limited offerings in Durham through Duke University. Audi is offering a pilot program through American Underground. This can be a cost effective program for those that only need a car for an occasional errand. General Motors recently pushed forward its new car-sharing start-up, Maven, which is currently operating in eight cities.

Autonomous Vehicle Systems: It is likely that cities will experience the introduction of autonomous vehicles (self-driving cars, buses and trucks) within the next 3 years. From that point on there is likely to be an increase in these types of vehicles thus changing the driving and car-owning habits of local households in a noticeable way over the next 10 years. There are several demonstration programs already established nationally that focus on the impact such systems have on travel habits, infrastructure including roads and parking, and local regulations. Durham is an excellent potential candidate for early introduction of such a system given its compactness and large millennial population. A proactive approach to this certain new transportation option should be considered.

Ride-Sharing: (Taxis, Uber, Lyft) Larger cities have been using Uber & Lyft in response to what was seen as sub-par taxi service. Both services have been operating in Durham for around two years. Ride-sharing like this are most typically used to get to and from the airport and to go out at night. These services are excellent ways to reduce the need for parking spaces, as well as reduce the risk of drunk driving.

Walking & Biking: With the increase in housing units in and around downtown, improving our bicycle and pedestrian infrastructure is an excellent way to allow people to move around our city without having to provide parking spaces. A desire for these projects ranked very high in the 2015 Durham Citizen Satisfaction Survey.

Bike Share: After Durham has increased its dedicated bicycle infrastructure, a bike share could become a way for people to quickly and easily travel from Duke to Downtown, American Tobacco to Central Park, or NCCU to Brightleaf. In order for this to become a reality we need to build the infrastructure first.

above information sourced from: CityLab, written by Eric Jaffe, @e_jaffee. "How the Microtransit Movement is Changing Urban Mobility: The good and the bad of all these new flexible ride services." (April 27, 2015)

west

north

east

★ DOWNTOWN PLACES ★

TRANSFORMATIONAL ZONES

short-term development, long-term impacts

The 2000 and 2008 plans focused heavily on catalytic projects as a key component of the master planning process. With the significant amount of investment, national attention and development momentum, the idea of "catalyst" projects no longer seems relevant. Instead the 2016 Update takes a different approach and focuses on transformational zones. As Downtown projects transistion from predominately adaptive reuse and rehabilitation projects to redevelopment and new construction, it is necessary that each transformational zone has a well-defined vision for its future. It's essential that residents, local leadership and the private-sector all buy into this vision and work towards a common end goal that allows each area to meaningfully contribute to the overall health and vibrancy of Downtown in their own way.

The West Zone is likely to be an expansion area that allows the American Tobacco campus and its associated entertainment uses to grow. The area's market is somewhat stagnant, due in large part to a limited availabilty of projects and real estate, but the transition of several key properties will likely change how this area is viewed by the private-sector. The planned developments – The University Ford site, 600 Willard Street, Chesterfield and the Transit Property – are likely to jumpstart development momentum. That development momentum is likely to be led by the large University Ford/Kia site just west of American Tobacco. Because of the scale and need for redevelopment in this area, what that development looks like, its role and how it impacts Downtown is yet to be determined. Its proximity to Brightleaf/West Village, Five Points and American Tobacco heightens the need for a thoughtful and deliberate plan for redevelopment of these sites to ensure that the transition of this key Downtown gateway complements and enhances adjacent uses.

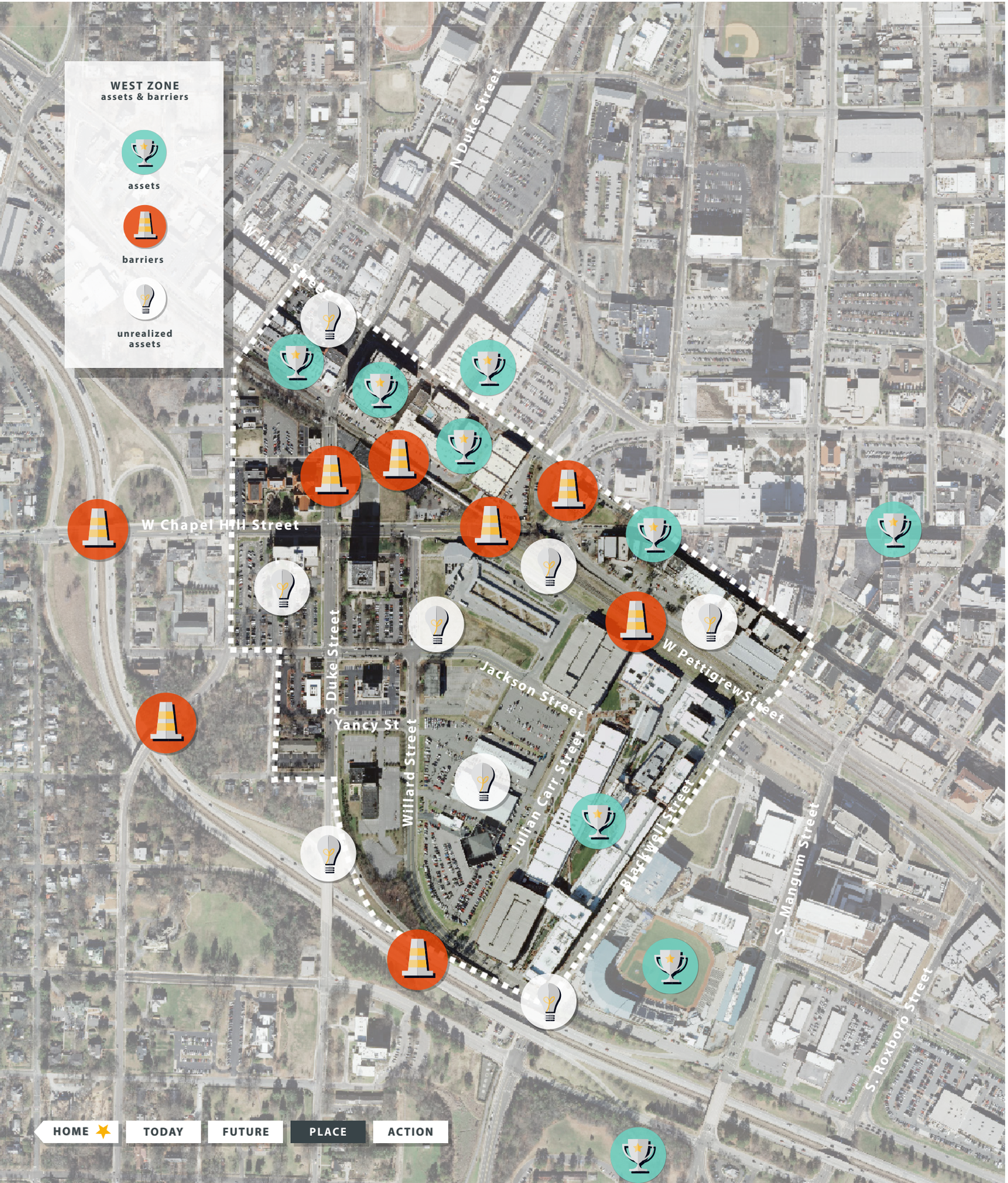
It may seem odd that the North Zone is included as a Transformational Zone, with its plans for the innovation district and some of Downtown's newest businesses, it seems certain that development and investment will occur. But even with these planned investments the area still lacks a cohesive vision – one that unites the entertainment, residential and employment opportunities to create a true urban neighborhood. While functioning as a mixed-use district, individual buildings and planned developments have, for the most part, been single-use. This is not inherently bad and will not likely deter people from investing, residing or spending money in the area, but with some planning and forethought this area could be elevated to the next level. Add in some public sector amenities like the smART trail along Foster, beefed up pedestrian amenities, access to multi-modal transit options and better connections to the core and the North Zone's potential to attract talent to not only work in Downtown but live and play there also is exponentially increased.

The "government services district" envisioned in both the 2000 and 2008 Update has not created the critical mass of people and 24/7 activity needed to support new businesses, vibrant street life or significant private-sector investment. Intensifying the issue, is the large amount of publicly-owned land, much of which is underutilized and does little to contribute to the area's activity that is crucial to a healthy and vibrant downtown. This inactivity – both in new investment and day-to-night activity – creates a psychological barrier isolating East Durham from the opportunities and amenities in Downtown. The need to jumpstart private-sector investment and diversify uses is critical to re-establishing the urban context that has been lost on East Main. The amount of underutilized land that could potentially be available for redevelopment is a true asset to the East Zone, but without proper planning and a unified vision for the various sites, there is some concern that improper redevelopment – suburban in nature, lacking street-level activity and poor urban design – will do more harm than good.

The following section discusses possible development direction for each of the three Transformational Zones as well as broader (re)development objectives that may inform future land use, development, investment and design decisions as build-out occurs. In each zone, a targeted development has been identified. These are critical areas within the zone that are likely to establish the appropriate character or create momentum that will affect how surrounding real estate is developed.

TRANSFORMATIONAL ZONES

The Transformational Zones identified on the map represent three areas undergoing increased interest for development which necessitates a cohesive vision with substantial buy-in from both the public- and private-sectors. Their adjacency to the well-established core of Downtown and the American Tobacco campus provides them with an unique opportunity to expand Downtown activity to areas that have experienced little to no private investment over the last ten years. Both public and private investments are likely needed to change the perception and direction of these areas, especially as it relates to larger infill and redevelopment sites. The identified short-term development opportunity sites will change the character of these zones and a well-defined vision paired with short-term development projects aimed at re-establishing an urban context is needed. The exception being the North Zone, which has become an active restaurant and entertainment district but lacks the public infrastructure and a vision for cohesive future development. The need to link to the proposed Durham Innovation District is critical to the health and viability of this zone.



★TRANSFORMATIONAL ZONES★

WEST ZONE

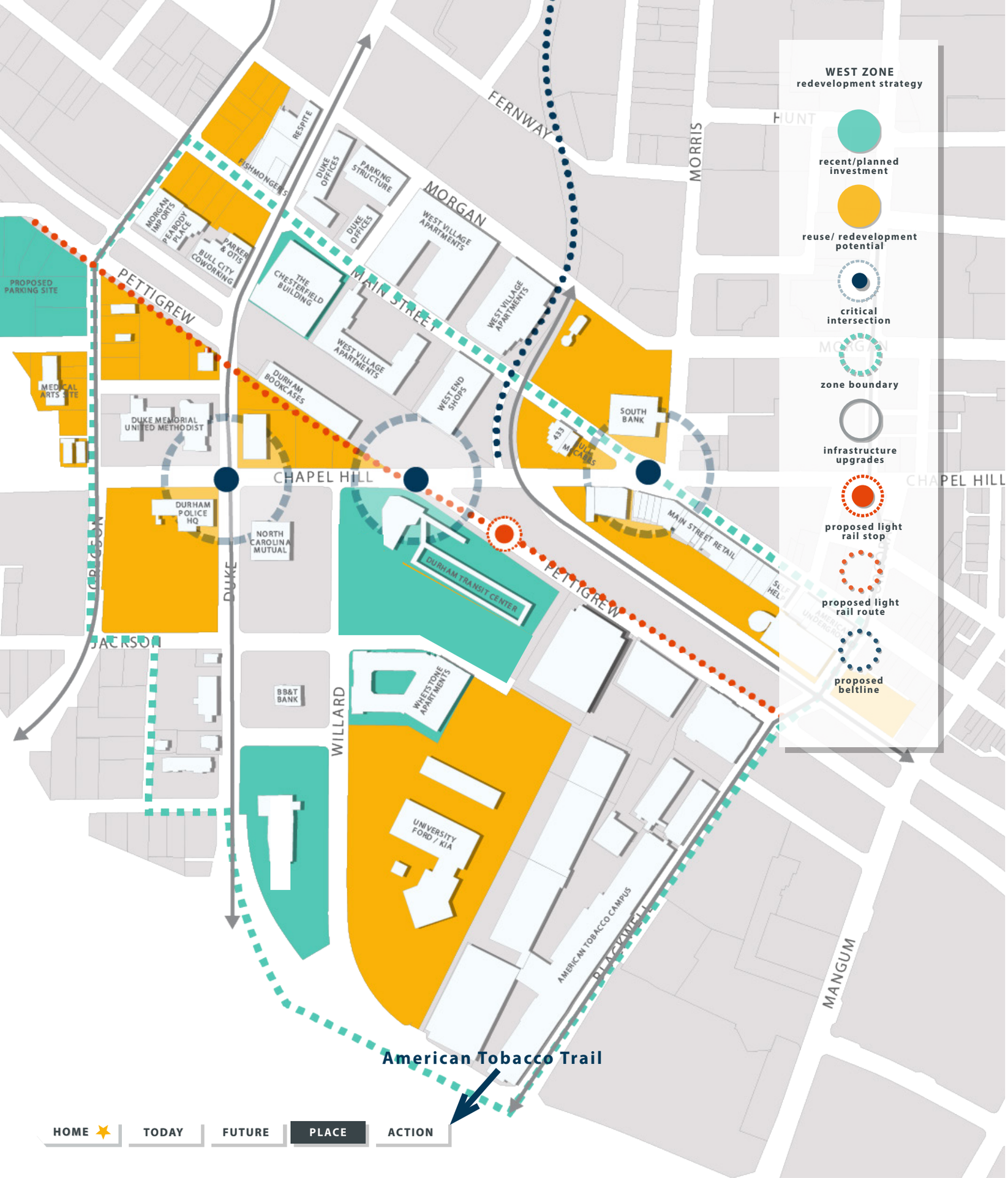
expanded regional hospitality and entertainment

Similar to the East Zone, the West Zone is not well-defined and contains several large-scale redevelopment parcels that will have an enormous impact on Downtown, for good or bad. Anchored by the American Tobacco campus, DPAC, Bulls Stadium, Five Points, West Village and Brightleaf, the zone has the opportunity to become a key connection in Downtown that links existing opportunities and enhances the entertainment choices for local and regional visitors.

The area today is a mix of unrelated uses and underutilized land. The suburban development pattern along Chapel Hill and Willard provide little to no street level activity or engagement with the street. This critical gateway into Downtown is poorly defined and lacks a visual connection due to the elevated rail corridor that spans Chapel Hill Street. Additionally, the railroad bisects the zone and creates a disconnect between the active Brightleaf and West Village developments and the remainder of the area. Similar issues exist on the northeast side and are exacerbated by the lack of development on Ramseur Street.

The location of the existing transit center, proposed light rail stop and large-scale development opportunities makes this zone critical to reinforcing true Transit Oriented Development (TOD) that integrates a variety of land uses, services, retail and housing products and price points. How you design and take advantage of these opportunities will be critical to establishing an aesthetic and well-defined edge to Downtown that links people to key destinations.

data current as of November 2016



★ WEST ZONE ★

DEVELOPMENT DIRECTION

short-term opportunities

The West Zone is anchored to the east by the American Tobacco Campus and adjacent entertainment district which includes DPAC and Bulls Stadium and to the north by West Village and the Brightleaf developments. The area is well on its way to transitioning from a former industrial and business center to a regional entertainment and hospitality hub. Several potential redevelopment sites present an ability to seamlessly expand upon the already strong entertainment investment that has occurred over the past 10 to 15 years. Proposed development of the Duke Beltline creates the opportunity to connect the American Tobacco Trail through this zone. The Durham Freeway provides local and regional visitors excellent access to the West Zone and also acts as one of the two key Downtown gateways. The projected light rail stop and existing transit station combined with more traditional vehicular traffic on the Freeway and Chapel Hill Street will effectively bring thousands of people to the West Zone. Thought should be given to how this area could become the "launching pad" for visitors. As the area continues to expand its role in supporting the entertainment and hospitality choices in Downtown, several key development directions should be considered.

Activate the intersection of Chapel Hill and Duke Streets: At least two corners of this critical intersection present strong redevelopment potential. Chapel Hill is currently an understated western gateway into Downtown. Its serves a critical east-west function connecting development near Duke's campus to the emerging retail and restaurant node at Five Points. In order to entice new investment, improvements to the area's right-of-way must reduce the perceived distance to Downtown and visually connect to activity at Five Points and Brightleaf.

Purposely integrate redevelopment of University Ford/Kia Site with adjacent development: It is clear that this site is in transition and likely to house a mix of uses in the coming years. Its location between the transit center and the American Tobacco Campus warrants careful consideration as to the role it plays in connectivity and design of the West Zone. Ideally, the site will be redeveloped in a manner that both, attracts visitors as well as creates new connections that enhance mobility and connectivity within the zone and to other key destinations in Downtown.

Establish reconfiguration of Chapel Hill – Pettigrew – West Loop connections: It is time to determine how the connectivity, traffic patterns and real estate will be reconfigured and redeveloped. Development pressures in this area are increasing and have begun to restrict the options for optimizing the opportunities within one of Downtown's most dynamic activity centers. It is clear that portions of the Loop must be reconfigured and that the role of Pettigrew Street must change with the proposed light rail investment plans. Both occurrences – the Loop reconfiguration and the light rail - if carefully programmed, will enhance the development potential in and around this part of the West Zone.

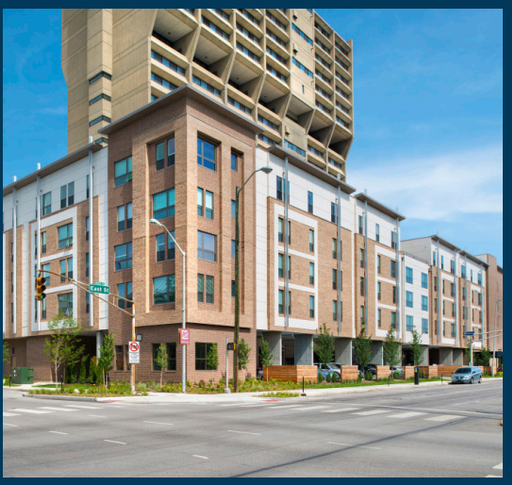
data current as of November 2016

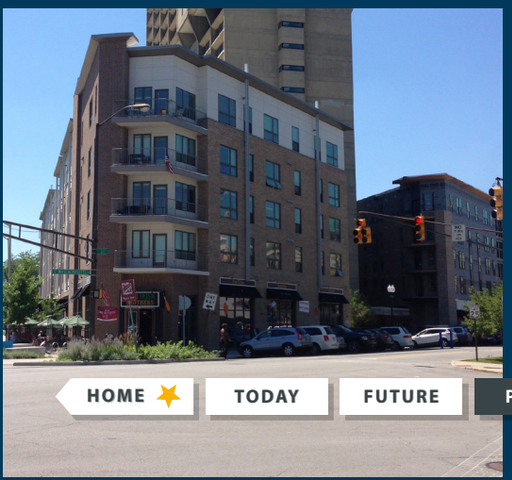
★ WEST ZONE ★

TARGETED DEVELOPMENT

short-term development program

Short-term development focused on 3 out of 4 quadrants at the intersection of Duke & Chapel Hill Streets. Redevelopment of these critical sites should emphasize bringing development to the street and creating engaging storefronts and street level activity - outdoor seating, public spaces and possibly some linkage between the proposed Beltline and the existing American Tobacco Trail that enhances the railroad bridge over Chapel Hill Street. In the short-term it is unlikely that this area will house a high concentration of retail because of its proximity to emerging retail nodes at Brightleaf and Five Points, so alternative street-level operations must be identified that still engage the street and provide transparency and activity. Currently, the area serves primiarly office uses, but redevelopment should attempt to establish a vertical mix of uses in urban-appropriate buildings that complement the existing scale of Downtown buildings. The key elements of this targeted development are parking, establishing a gateway into downtown, infill development and/or redevelopment that incorporates a mix of uses - residential, office, retail and services, pedestrian amenities and streetscapes as well as an attempt to establish higher densities in proximity to the proposed transit stop.





★ CASE STUDY ★

SUBURBAN RETROFIT

Millikan on Mass - Indianapolis, IN

Barton Towers is an older, suburban style affordable housing site along Mass Ave - a trendy, neighborhood retail destination adjacent to Downtown Indianapolis. The outdated tower and its underutilized site created a dead block that effectively cut the retail street into two sections. This disconnect affected how the northern portion developed and functioned - the lack of pedestrian traffic created significant hardships for the local businesses and reduced connectivity between the two.

The Millikan on Mass redevelopment project retrofitted the suburban style site with new urban-appropriate infill. Instead of taking the tower down and replacing it, they opted to retain the affordable housing tower and develop the outer ring of the site with a more appropriate urban infill development that significantly enhanced the character and activity on that block. The infill project includes additional affordable residential units and urban storefronts that line the Mass Ave frontage, boosting street activity and enticing shoppers to walk the entire length of the avenue.

Downtown Durham has several similar sites, especially in the West Zone, that would benefit from this type of redevelopment thinking. This allows the buildings to continue to function and serve their current purpose while bringing much needed street level activity, retail and new housing options to transitioning areas of Downtown. Potential sites may include:

- Durham Police Headquarters Site
- BB & T Bank Site
- NC Mutual Site

photos top to bottom: Barton Towers before redevelopment efforts, redevelopment plans for Millikan on Mass, parking and residential faces of Millikan on Mass Phase 1, Millikan on Mass retail storefronts Phase 1

★ WEST ZONE ★

(re)DEVELOPMENT OBJECTIVES

projects, programs & policies

connectivity

W-Co: **Use development and infrastructure to connect to nearby destinations**
W-Co1: Improve visibility and access across railroad with new development
W-Co2: Improve streetscapes and use art to reduce impact of Chapel Hill bridge "deadzone"
W-Co3: Reduce impacts of "mega-blocks" with re-established grid and infrastructure
W-Co4: Enhance pedestrian, bike and car access under/over the freeway
W-Co5: Enhance infrastructure around transit center and proposed light rail station
W-Co6: Promote holistic mobility options at transit center and connect to key destinations

logistics

W-Lo: **Ensure development of large sites meet broader community objectives**
W-Lo1: Locate parking to serve both new development and Brightleaf/West Village
W-Lo2: Identify underserved entertainment sub-markets and what is needed to attract them
W-Lo3: Communicate importance of density and urban character to large site developers
W-Lo4: Emphasize/support a variety of price points in developments near transit station

diversity

W-Di: **Support development that attracts a mix of uses and users**
W-Di1: Clearly define what development opportunities exist – scale, character, mix of uses
W-Di2: Utilize public-sector investments to encourage a mix of price points and mobility
W-Di3: Limit single-use structures and developments especially near transit
W-Di4: Expand entertainment options that complement nearby uses

design

W-De: **Promote urban-appropriate infill & (re)development**
W-De1: Increase density with redevelopment of suburban office and commercial sites
W-De2: Bring buildings up to the street – re-establish urban street fronts
W-De3: Establish strong Downtown gateway at Duke and Chapel Hill intersection
W-De4: Incorporate public spaces into design of new development
W-De5: Limit single-use buildings and encourage vertically mixed-use development
W-De6: Transition suburban sites with urban infill and suburban retrofitting

★TRANSFORMATIONAL ZONES★

NORTH ZONE

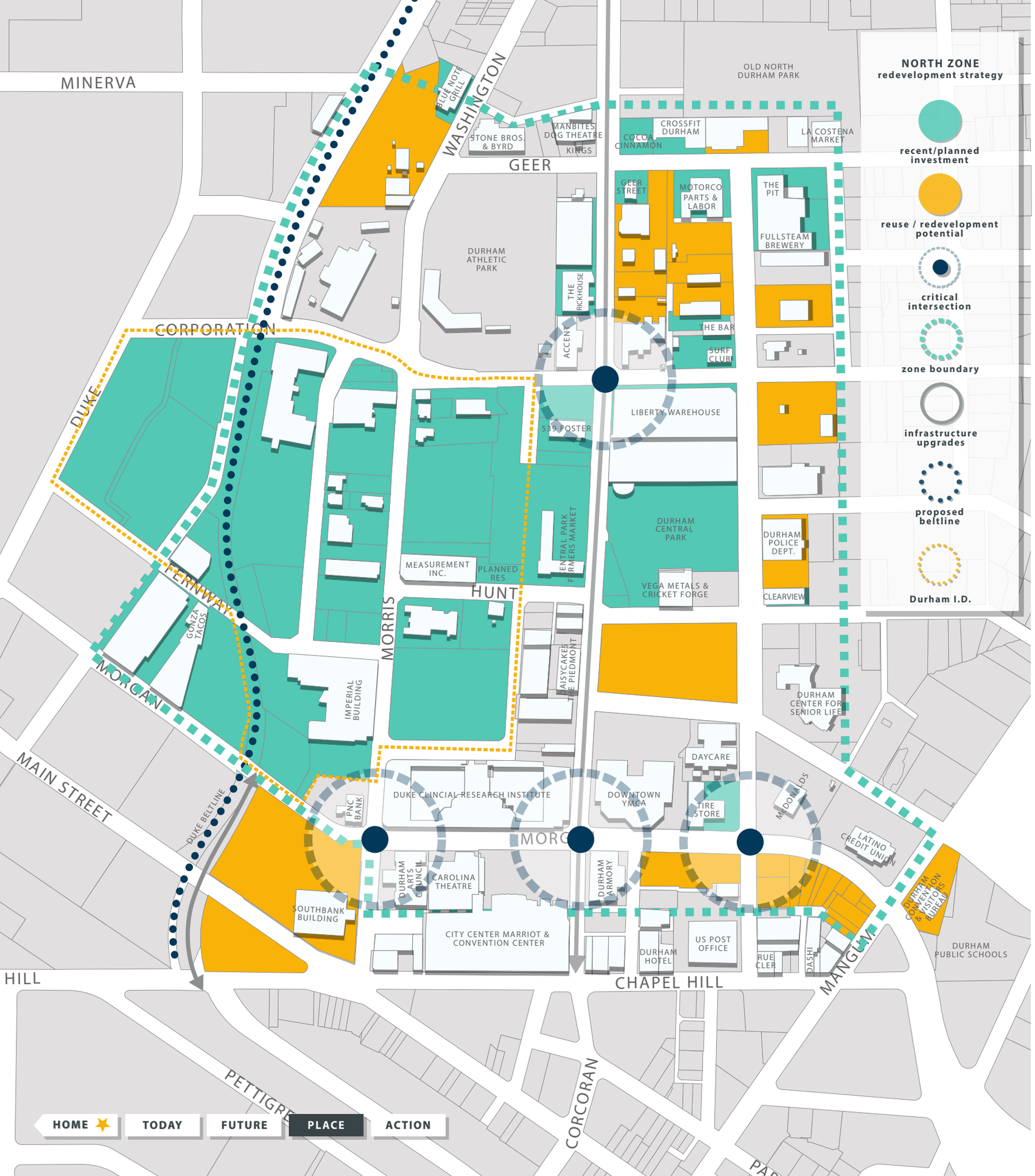
new live-work neighborhood

The North Zone is experiencing significant development interest - both in commercial / office as well as residential development. The planned development of the Durham Innovation District (ID) combined with recently announced plans for several residential developments creates an excellent opportunity for the North Zone to become a new live-work destination. With a variety of lifestyle choices and some of the Downtown's best recreational options, this zone is poised to capture much of Downtown's near-future growth.

Now that Millennials make up a large portion of the workforce, it is important to understand what they are looking for when it comes to housing, recreation and entertainment. The Durham ID provides Downtown with a unique opportunity to leverage the anticipated one million square feet of research, lab and office space to attract new talent to live and work in Downtown. This will require that, in addition to the investment inside the Durham ID, a significant placemaking initiative be undertaken that links high paying employment opportunities to attractive lifestyle and housing choices in and around Durham Central Park.

With a significant amount of undeveloped and underutilized properties, the design of this zone becomes critical to ensuring an uninterrupted flow between the North Zone and the core. The scale of new development should strive to reinforce the traditional urban fabric while maintaining compatibility and cohesiveness with surrounding character of the single-family neighborhoods.

data current as of November 2016



★NORTH ZONE★

DEVELOPMENT DIRECTION

short- and long-term opportunities

The North Zone has experienced a significant amount of organic and institutional investment over the last few years with even more planned and underway. The 2008 Master Plan Update referred to the Central Park Area as "perhaps the least developed Downtown District." Seven years later this is no longer applicable, but major opportunity remains in the North Zone and adjacent areas. The recently proposed Innovation District (ID), which dominates much of the western half of the zone, could be a regional economic development driver for decades to come. As it evolves it will serve to attract young professionals who find the jobs, urban environmental and the eclectic Central Park Area an attractive place to live and work. With a healthy momentum already in place, there is additional need for public and private investments which combine to create a "highly amenitized" zone designed to serve the innovative companies and their employees as well as a community looking for an unconventional downtown experience. With a projected increase in employment, residential units and visitor traffic, new demands will be placed on this area. Issues including public safety, parking and placemaking will require some level of attention by both the private and public sectors.

Strategically locate and share parking: As the North Zone develops, perhaps more than any other part of Downtown, there will be multiple types of parking needed. Residents, non-traditional work schedules, evening and weekend visitors will all require parking support. Evaluating the types, as well as timing, of parking demand will assist in developing a strategic shared parking management solution. Metered street parking is a likely first step, but only in conjunction with a well throughout structured parking plan that will support the increase in employees and residents over the next five to ten years. Given the zone's proximity to the City Center, it makes sense to evaluate locations that may serve both areas.

Improve public safety through building and public space design: The increase of visitors and foot traffic in the area may attract criminal activity, but can be deterred through appropriate design of buildings and public spaces. The concept of "eyes on the street" suggests well designed buildings will attract more users, thus increasing "natural surveillance" or "eyes on the street" that have the ability to reduce criminal activity. Key elements of safe design should be incorporated in both public and private spaces - ample lighting, inviting pedestrian spaces, visibility of entrances and windows that create unobstructed views of the street from inside.

Use mobility and wayfinding infrastructure to enhance placemaking: Given the North Zone's scale of development and diversity of uses, the ability to access various destinations by foot, bicycle, car or other alternative forms of transit will be increasingly critical to ensuring the area functions for its various user groups. With limited infrastructure already in place to support mobility other than by car, the area has an opportunity to leverage these improvements to define the area through unique placemaking related to transportation and wayfinding infrastructure. Amenitized pedestrian zones, multi-modal paths, strategically located parking structures, uber-like transit options and shared-use streets will complement and enhance the proposed uses and be distinctive amenities that attract employees and residents to the zone.

data current as of November 2016

★NORTH ZONE★

TARGETED DEVELOPMENT

short-term development program

The North Zone is experiencing strong development pressures for both office and residential development. Additionally, smaller infill and reuse projects in the northeast portion of the zone have created a small, but attractive concentration of retail activity. Infill development and development of underutilized sites is likely to occur organicially, but attention should be paid to the type, design and use of new projects to ensure they are compatible with the goals and objectives of estalishing the North Zone as a new live-work neighborhood. Because of the existing development momentum, targeted short-term development should focus on creating vibrant, engaging public spaces. The smART Initiative recommends redesigning Foster Street as a shared space that benefits pedestrians as much as cars. Establishing this strong pedestrian spine through the zone will ehance development opportunities and create a distinct character for the area. One key aspect of this public space enhancment is to bridge the development in the Durham ID with the existing amenities in the Central Park District to create a cohesive neighborhood feel with easily accessible amenities, recreational, retail and employment options for the people who choose to live and work in the North Zone. While the focus of the targeted development is on public spaces, these improvements are meant to spur development of high quality, urban mixed-use development along this stretch of Foster Street. Promoting inclusion of retail or other ground-level, non-residential uses will be critical to establishing a vibrant mixed-use neighborhood.

★ CASE STUDY ★

PLACEMAKING

Indianapolis Cultural Trail, Indianapolis, IN

The $63 million Indianapolis Cultural Trail (ICT) developed through a public-private partnership has changed the landscape of Downtown Indianapolis and its nearby cultural districts. Just two years after its completion, properties within one block of the trail have increased in value by over $1 billion dollars - a 148% increase in value since 2008. The trail has spurred significant new residential and commercial investment in both high performing and under-performing areas of Downtown.

The combination of recreational opportunities mixed with urban-like pedestrian amenities attracts a diverse a mix of users to Downtown. The trail has brought increased activity to every area of Downtown, expanding the existing customer base, inreasing revenues of businesses and creating new jobs. Because of the increased spending, businesses located on the trail have been able to add staff and expand their business hours.

The smART initiative's plan for the Foster Street redesign could provide a similar boost to Downtown Durham. One of the key factors in the ICT is in the design - one that focuses on creating an environment that promotes safety, accessibility for a variety of users and interesting things to do and see. The Foster Street redesign must be accompanied by urban-appropriate development that supports a mix of retail, restaurant, residential and office uses along the proposed pedestrian spine.

above information taken from "Assessment of the Impact of the Indianapolis Cultural Trail: A Legacy of Gene and Marilyn Glick." Indiana University Public Policy Institute (2015).

★ NORTH ZONE ★

(re)DEVELOPMENT OBJECTIVES

projects, programs & policies

connectivity

N-Co: **Enhance the public realm with improved pedestrian/bike infrastructure**
N-Co1: Foster Street as main pedestrian spine and connection to the core
N-Co2: Integrate Durham.ID development seamlessly into Central Park neighborhood
N-Co3: General need for enhanced pedestrian / bike infrastructure in area
N-Co4: Morgan Street as a two-way Complete Street and connector to the core
N-Co5: Duke Beltline as an urban trail with development frontage where appropriate

logistics

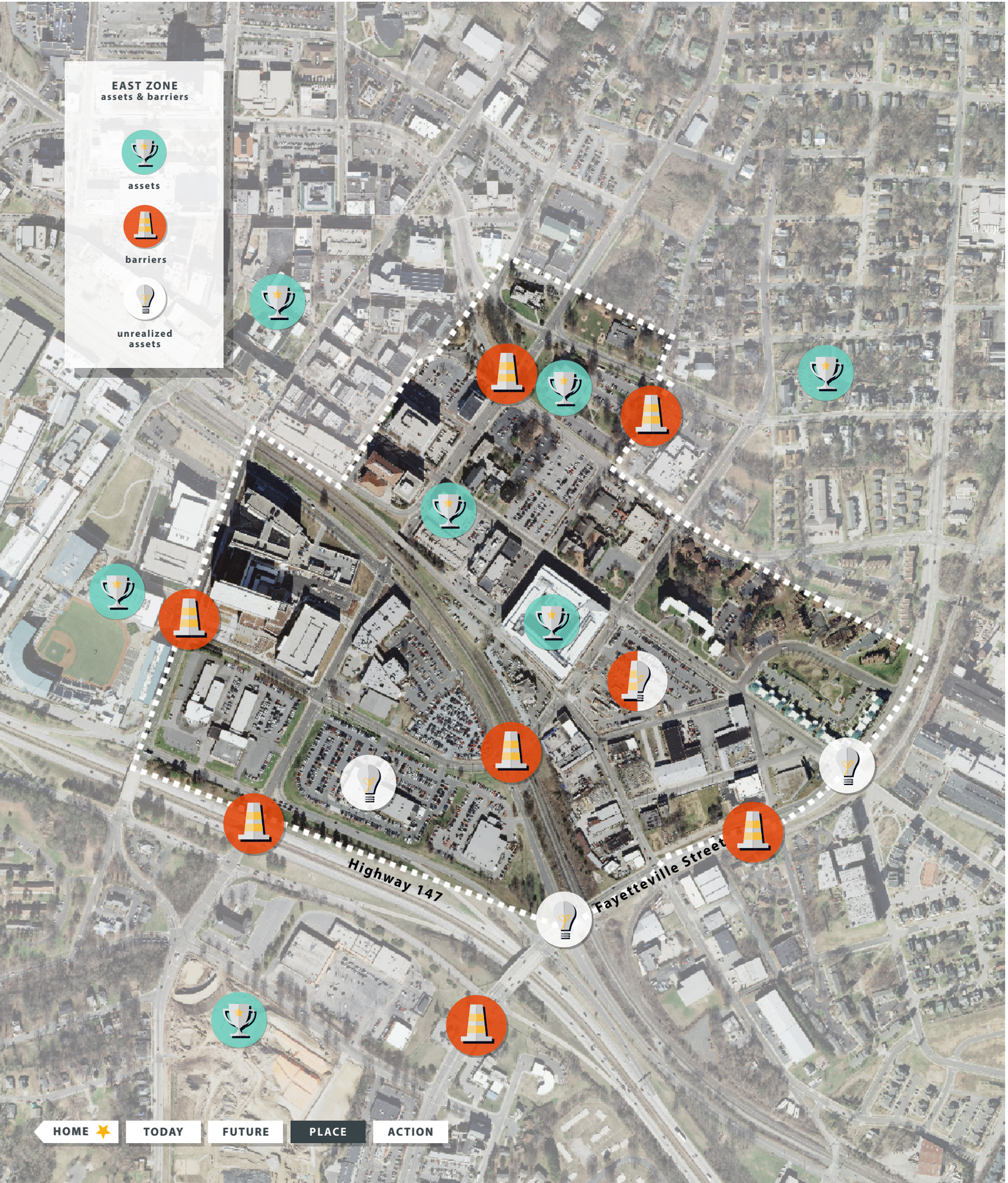
N-Lo: **Leverage public-private partnerships to advance community objectives**
N-Lo1: Public-private partnerships to advance parking objectives with new infill projects
N-Lo2: Public-private partnerships to advocate for variety of residential price points
N-Lo3: Shared parking solution for Durham.ID and Central Park Area (day vs. night users)
N-Lo4: Identify locations that could serve parking needs for both the core and north zone

diversity

N-Di: **Support multi-use development that enhances live-work concept**
N-Di1: Tie public investments to key area objectives – parking, affordability, jobs
N-Di2: Integrate office/lab uses (Durham.ID) with entertainment/retail (Central Park)
N-Di3: New infill development must be multi-use, limit large, single-use developments
N-Di4: Medium- to higher-density housing is appropriate nearer to the core
N-Di5: Ground floor space in new development must engage the street and provide activity
N-Di6: Utilize Central Park's culture as selling point for Durham.ID and other nearby jobs

design

N-De: **Ensure new development design supports urban lifestyle options**
N-De1: Higher density and intensity of uses more appropriate near the core
N-De2: New development should be compatible and complement existing structures
N-De3: Foster and Washington Streets are ideal locations for potential Downtown gateways
N-De4: Infill to include café and outdoor spaces, may require additional setbacks
N-De5: Foster Street as public space – pedestrian focused infrastructure
N-De6: Understand the future role and use of DAP in live-work concept



★TRANSFORMATIONAL ZONES★

EAST ZONE

high density, traditional mixed-use center

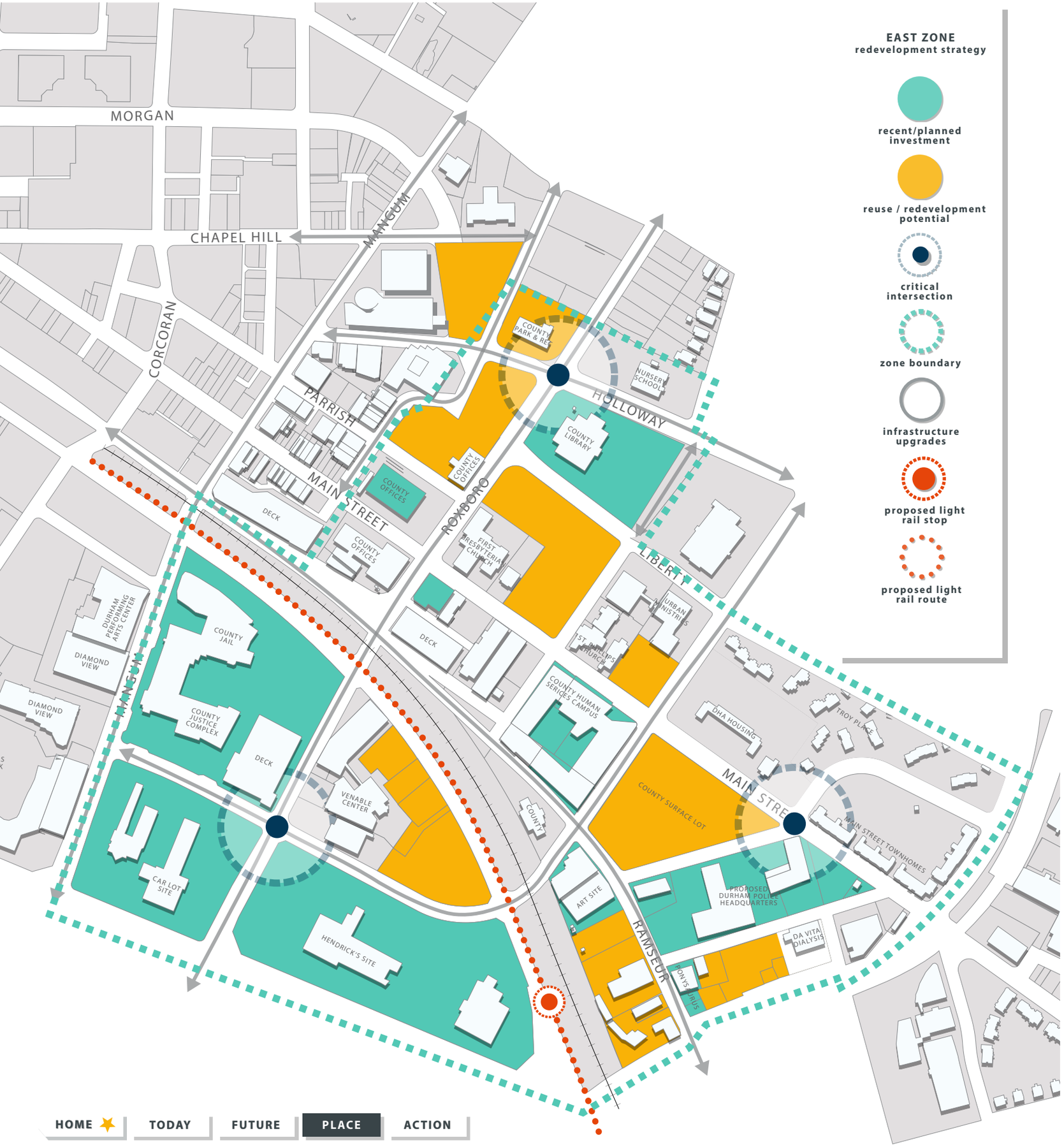
The eastside of Downtown lacks a mix of uses that generate enough activity to attract people to the area. With several large parcels under development - Hendrick's and Elkin's dealership sites, proposed Durham Police headquarters site, Durham Public Library reconfiguration and the County Human Services parking lot - this area is likely to attract significant mixed-use investment in the coming years. The numerous infill development sites along East Main and south of the railroad tracks offer an unique opportunity to establish the future role of the East Zone within the broader context of Downtown. The ability for these large-scale redevelopment parcels to impact the overall character of both the eastside as well as portions of Downtown, warrant the development of a well-defined vision that guides future investments on critical sites.

As the zone exist today, it functions primarily as a government services cluster. This creates an opportunity to leverage the County and City's presence and recent investments to guide and generate new activity and investment. There is an ability, with the County and City at the table, to leverage publically-owned properties as a way to incentivize private investment to meet broader Downtown objectives, service existing and future residents as well as create a dense, walkable extension to the City Center.

Heavily traveled one-way streets (Roxboro and Mangum) create significant obstacles to connecting the East Zone to the more developed core. Conversion of these streets to two-way in conjunction with upgraded pedestrian amenities would serve as a bridge between the two zones.

The availability of large redevelopment sites and public ownership of key development parcels will allow the East Zone to play a critical role in the creation of a true Transit Oriented Development (TOD). The vision of this transformational area should incorporate traditional elements of a TOD - high quality infrastructure, higher residential and employment densities, vertically-mixed use buildings and a mix of services, housing and jobs.

data current as of November 2016



★ EAST ZONE ★

DEVELOPMENT DIRECTION

short-term opportunities

The East Zone is currently dominated by several "institutional anchors" with County government being the most prominent among them. The singularity of land uses, while serving a critical role, does little to attract private investments that would diversify land uses and support the 24/7 activity needed to transform the East Zone into a vibrant extension of the Downtown core. While this zone has several long-term tenants as well as more recent large-scale County investments, there still remains 3 distinct types of redevelopment opportunities. Diversification of land uses should be a priority in the East Zone, while transitioning vacant and outdated properties into current market opportunities. The outcomes generated from these steps will activate the zone and increase its relevance, not only to its current users, but the rest of Downtown and adjacent neighborhoods.

Plan for holistic development on large-scale redevelopment sites: There are several key large-scale redevelopment opportunities within the East Zone that will impact how the area looks and functions in the coming decades. South of the railroad tracks are two former car dealerships that are likely to transition into mixed-use developments in the near future. Integrating these into the broader fabric of nearby developments and ensuring they are truly mixed-use, will be critical to supporting smaller-scale investments in the future. Adjacent to the Human Services Campus are a series of underutilized or outdated sites that, if redeveloped, would enhance the vibrancy and aesthetics of East Main Street. Both the county parking lot to the east, as well as the Durham Public Housing site directly across the street, represent an opportunity over time to redefine over a thousand linear feet of East Main Street. Updating these sites will provide a better and safer, built environment for the Durham Housing Authority tenants, while at the same time creating new, diverse land uses that are more inline with the development character and function of a Downtown Main Street.

Re-establish urban character with smaller infill sites: In addition to the large-scale sites there are several smaller-scale infill opportunities that will help re-establish the urban character in the East Zone. Current parking lots along East Main Street are ideal candidates for urban infill development. Commercial or mixed-use development should be considered at a scale appropriate to the current urban context – 2 to 5 stories in height. The proximity of these sites to larger redevelopment sites offers an opportunity to coordinate parking needs on a broader multi-parcel or zone-wide scale. Additionally, infill or adaptive reuse should be encouraged along Ramseur Street. After experiencing some organic growth and likely impact from development of the larger redevelopment sites and the proposed transit stop, this area is positioned to transition underperforming properties to further support the zone's goal of diversifying uses.

Reconfigure the East Loop to support redevelopment: The Holloway-Liberty-Roxboro reconfiguration, if designed well, will create additional development areas and simplify traffic patterns in and around that area. The reconfiguration is another incremental step in eliminating the Downtown Loop in an area that is poised for reinvestment. If reconfigured a sizable, well-positioned development pad at the southwest corner of Roxboro and Holloway will be created that will support and compliment the County Library's redevelopment plans.

data current as of November 2016

★ EAST ZONE ★

TARGETED DEVELOPMENT

short-term development program

The East Zone is the Gateway to Downtown from East Durham and is a vital connection to these revitalizing neighborhoods. The City and the Durham Housing Authority have invested significant amounts of money in reshaping low-income housing into quality, safe, and attractive units. Golden Belt has long been an anchor on this side of town, and the Cordoba Arts Center immediately adjacent to Golden Belt has plans for a significant redevelopment. Ponysaurus has recently opened as another anchor in this area, and the City is currently in the process of building a new police station in this area.

Even with these significant investments, there are very large swaths of surface parking an un-activated street fronts that make this an uninteresting walk, and with the lack of people on the street, it can make this area feel unsafe. It is vital that future development on the County's surface parking lots be programmed at street level with uses that will provide activity and amenities for the residents. These additions will help draw people Downtown on foot and by bike, and will eventually provide a retail and entertainment corridor stretching from Duke's East Campus, all the way to Alston Avenue in East Durham.

★ REVIEW ★

OLDER, SMALLER, BETTER

the case for architectural character and diversity

Jane Jacobs observed that "Cities need old buildings so badly it is probably impossible for vigorous streets and districts to grow without them." The 2014 study conducted by the National Trust for Historic Preservation set out to test this famous hypothesis and found that blocks of older, smaller and mixed-vintage buildings greatly enhanced a City's ability to foster new investment and support urban vitality. In some cases these dynamic blocks have been lost to the wrecking ball, but moving forward, these ideals should guide the design of new infill development and speak to the need of smaller-scale, urban appropriate design that complements the existing built environment in Downtown Durham. The key findings from the 2014 study are provided below, access to full study is available on the National Trust for Historic Preservation's website.

Older, mixed-use neighborhoods are more walkable. Blocks with small, mixed-age buildings have a significantly higher "Walk Score" and "Transit Score" than neighborhoods with large, new buildings.

Young people love old buildings. The median age of residents in areas with a mix of small, old and new buildings is lower than in areas with larger, predominately new buildings.

Nightlife is most alive on streets with a diverse range of building ages. City blocks with mixed-vintage buildings have been found to have more cellphone activity on Friday nights indicating more people and activity in the area.

Older business districts provide affordable, flexible space for entrepreneurs from all backgrounds. Neighborhoods with smaller-scale mix of old and new buildings have a significantly higher proportion of new businesses, as well as more women and minority-owned businesses than areas with predominately larger, newer buildings.

The creative economy thrives in older, mixed-use neighborhoods. Older, smaller buildings house significantly greater concentrations of creative jobs per square foot of commercial space.

Older, smaller buildings provide space for a strong local economy. Streets with a combination of small, old and new buildings have a significantly higher proportion of non-chain restaurants and retailers.

above information sourced from: National Trust for Historic Preservation. "Older, Smaller, Better: Measuring how the character of buildings and blocks influence urban vitality." (May 2014)

★ EAST ZONE ★

(re)DEVELOPMENT OBJECTIVES

projects, programs & policies

connectivity

E-Co: **Remove barriers with pedestrian upgrades to existing infrastructure**
E-Co1: Redevelopment of "dead zones" along Main Street must re-establish urban context
E-Co2: Reconfiguration of Loop at Roxboro will ehance development opportunities
E-Co3: Enhance Dillard with pedestrian amenities to improve connection across tracks
E-Co4: Redesign Roxboro and Main as two-way Complete Streets
E-Co5: Improve Durham Freeway on/off ramp to establish attractive downtown gateway
E-Co6: Infrastructure upgrades around planned Dillard Street transit stop

logistics

E-Lo: **Leverage numerous publicly-owned properties to drive development**
E-Lo1: Publicly-owned properties create opportunities to meet community objectives
E-Lo2: Reduce surface lots, develop shared use decks on publicly-owned lots
E-Lo3: Establish open process for development of publicly-owned properties and public uses

diversity

E-Di: **Expand mix of uses as part of larger redevelopment plan**
E-Di1: Encourage large-scale projects to support broader community goals and uses
E-Di2: Diversify land uses –retail/commercial uses, residential, office (non-government)
E-Di3: Increase small business retail/office space
E-Di4: Promote dense urban-appropriate infill where applicable redevelopment occurs
E-Di5: Retain character through adaptive reuse of existing buildings

design

E-De: **Re-establish historic patterns with increased density and urban design**
E-De1: Encourage higher density development near planned transit stop
E-De2: (re)Create historic development patterns along Roxboro and Main Streets
E-De3: Design of new infill and redevelopment is critical (scale, transparency, activity levels)
E-De4: Durham Freeway exit identified as gateway, additional ones on Main and Roxboro
E-De5: Integration of usable public spaces with new infill developments
E-De6: Density and vertically mixed-use development at Dillard Street stop is critical

★ 2016 UPDATE ★

DOWNTOWN ACTIONS

steps and tools to advance downtown

★EARLY ACTION★

CONNECTIVITY

urban areas encourage walkability

Successful urban areas encourage walkability and with it, economic development. Multiple ways to get around downtown decreases congestion and creates more viable areas for street level businesses. Successful street level businesses can have an exponential effect on attracting more businesses and customers through the process of agglomeration.

★CIRCULATION★

Convert one-way street to two-way.

Convert the Loop to two-way, and reintegrate the street grid.

Complete streets: Build and rehab roadways to equally consider the needs of cars, transit users, pedestrians, and bicyclists.

Use art or landscaping to help connect Downtown across the train tracks at Chapel Hill Street, Mangum, Roxboro, and Corcoran.

DDOT, NCRR

DDI, OEWD, NCDOT, GO TRIANGLE,

DEVELOPMENT COMMUNITY

★★★ HIGH IMPACT

$ $ $ HIGH COST

LONG-TERM

PUBLIC POLICY, INFRASTRUCTURE

★ DEAD ZONES ★

Update the UDO to require retail on the ground floor along certain high-traffic corridors.

Identify areas to utilize public art and placemaking tools to create interest in dead zones.

Create interest across "The Great Divide" of the railroad tracks.

Work with private property owners in town to create interest and activity at the street level.

Develop vertically on surface parking lots, and minimize new surface parking.

CCPD NCRR

DDI, OEWD, DDOT, NCRR

DEVELOPMENT COMMUNITY

★★ MEDIUM IMPACT

$ $ MEDIUM COST

MEDIUM TERM

PUBLIC POLICY, PROMOTE

★ PARKS ★

The Duke Beltline should be purchased and developed as a linear park for active recreation and creating a further connection to the neighborhoods.

Prioritize recommendations from the Downtown Open Space Plan and the smART Vision Plan to create better civic places Downtown.

CITY OF DURHAM, DPR, CCPD PROPERTY OWNERS

DDI, DAC, OPEN SPACE GROUPS,

RAIL TRAIL GROUPS

★★★ HIGH IMPACT

$ $ $ HIGH COST

MEDIUM/LONG-TERM

PUBLIC POLICY

★ LINKAGES ★

Infill development, crosswalks, landscaping, wayfinding and public art should be used to help stitch the nearby neighborhoods into the fabric of Downtown and create gateways between the areas.

Create linkages across "the Great Divide" of the railroad tracks (art or landscaping could be used).

OEWD, CD, DEVELOPERS, NCRR

DDOT, NCDOT, DPW, GS, DDI,

NEIGHBORHOODS, GOTRIANGLE

★★★ HIGH IMPACT

$ $ $ MED/HIGH COST

LONG TERM

PUBLIC POLICY

★ WAYFINDING ★

Update vehicular and pedestrian signs to assist a park once and walk mindset.

(Walk Your City signage is a good temporary option).

Gateway signage from Highway acccess (I-85, Highway 147, I-40, 15/501) needs to be improved

DDI, DCVB DDOT

DCC

★★ MEDIUM IMPACT

$$ MEDIUM COST

MEDIUM TERM

INFRASTRUCTURE

★EARLY ACTION★

LOGISTICS

Downtown's day-to-day operations

The section of recommendations focuses on the day-to-day operations for Downtown. Finding the right mix and location of parking, utilizing public and private partnerships to promote community benefits, and promoting Downtown are all crucial for building a successful Downtown.

★PARKING★

Continue to build upon the recommendations of the Downtown Parking Study (2013) and use the Park + software to determine needs and location of future decks based on planned development.

Conduct a curb-lane management study, as recommended in the City's Parking Study, to ensure that curb-lanes and on-street parking are being managed efficiently. It would study valet parking and parking meters, loading zones, bus stops and taxi/ride share lanes.

Prioritize ease of access for short-term parking to support retail and service businesses.

DDOT, OEWD, GS, PRIVATE DEVELOPERS

DDI, DCC

HIGH IMPACT
MEDIUM COST
CONTINUING
INFRASTRUCTURE

★PARTNERSHIPS★

When appropriate, use publicly owned land to provide public benefits and achieve community goals.

Use Public-Private Partnerships to incentivize agreements for Downtown projects to create jobs, grow tax base, require better design, and better enhance the goals stated in this Report, the City/County Joint Economic Development Plan, and in the recently updated City Strategic Plan and County Strategic Plan.

DDI, OEWD, CITY OF DURHAM, DURHAM COUNTY

DCC

HIGH IMPACT
VARIES
CONTINUING
PUBLIC POLICY

★PROGRAMMING★

Develop and recruit events and programs that bring diverse groups of people Downtown and benefit existing businesses or activate dead zones.

Increase use of Durham Convention Center, the Armory, and hotels for events.

Promote events at the Durham Athletic Park including NCCU baseball games.

DPR, DCP, EVENT PRODUCERS, DURHAM CONVENTION CENTER, DCVB

DDI

MEDIUM IMPACT
MEDIUM COST
CONTINUING
PUBLIC POLICY, STAFFING

★COMMUNICATION★

Utilize new and current technologies to communicate with community members and Downtown serving organizations.

Broaden and diversify Downtown related information to better inform a growing Downtown audience about what is happening in our community.

Additional staff resources are necessary in order to continue to build relationships with the rapidly growing number of businesses and residents.

DDI, DCVB, DCC, PUBLIC AFFAIRS

CITY OF DURHAM, DURHAM COUNTY

MEDIUM IMPACT
MEDIUM COST
CONTINUING
PUBLIC POLICY, STAFFING

★PROMOTION★

Develop and partner on a regional and national marketing campaign with Downtown serving organizations.

Advertise and publicize Downtown's diversity, vibrant culture, quality of life and lifestyle to entrepreneurs, creative businesses, visitors, and potential new residents.

DDI, DCVB, CHAMBER OF COMMERCE

CITY OF DURHAM, DURHAM COUNTY, PRIVATE SECTOR, UNIVERSITIES

MEDIUM IMPACT
MEDIUM COST
CONTINUING
PUBLIC POLICY, STAFFING

★EARLY ACTION★

DIVERSITY

Downtown's is our living room

Downtown should intentionally encourage a broad range of economic, housing, and cultural investments that promote Downtown's inclusivity and ensure it remains Downtown's living room. We explicitly want Durham to be inclusive for everyone regardless of gender, sexual orientation, race, religion, or economic status.

★RACIAL & CULTURAL★ DIVERSITY

Encourage racially diverse events to locate Downtown.

DDI should create a diversity focused working group with the express purpose of increasing communications to a broad array of community memebers about what is happening Downtown.

Proactively reach out to racially diverse community groups to present information on Downtown, and invite to explore opportunities downtown.

DDI, DCVB, CITY & COUNTY

COMMUNITY GROUPS

HIGH IMPACT

N/A

CONTINUING

PROMOTE, PUBLIC POLICY

★INVESTMENT★

Pursue the implementation of inclusive redevelopment strategies and explore various development incentives to ensure the appropriate mix of uses will be incorporated into future projects.

Recruit and retain racially diverse businesses that include tech entrepreneurs, services, and street-level businesses.

DDI, OEWD, DEVELOPERS, REAL ESTATE BROKERS, SELF HELP, PRIVATE INVESTMENT

COMMUNITY GROUPS

HIGH IMPACT

LOW/MEDIUM COST

CONTINUING

PROMOTE, PUBLIC POLICY

★LAND USE★

To support a mix of building uses and types, developers should be encouraged to provide an array of retail and office bay sizes. These are "affordable by design" options.

UDO changes to encourage retail clusters including requiring retail/commercial space at ground level in dedicated areas. Increasing supply will help mitigate cost increases.

OEWD, DEVELOPERS, CCPD

DDI

HIGH IMPACT

LOW COST

CONTINUING

PROMOTE, PUBLIC POLICY

★HOUSING★

Encourage developers to develop units at a number of sizes and price points.

Use Public Private Partnerships to develop mixed-income projects.

Implement recommendations from City's Affordable Housing report commissioned by the City Council and completed by Karen Lado and Enterprise.

CD, OEWD, CITY OF DURHAM, DURHAM COUNTY

DDI, COMMUNITY GROUPS, CITIZENS

HIGH IMPACT

N/A

CONTINUING

PROMOTE, PUBLIC POLICY

★LOCAL BUSINESS★

Provide technical assistance for local businesses.

Explore financial assistance programs like: community development revolving loan funds, small business grants, and targeted financial assistance.

DDI should continue assisting small businesses interested in locating downtown by providing information about available spaces, providing downtown market information, connecting them with small business technical assistance service providers and helping to navigate permitting/regulatory processes.

OEWD, FINANCIAL INSTITUTIONS, DURHAM TECH, SBA, SCORE, CITY'S SMALL BUSINESS ADVISORY COUNCIL

DDI

HIGH IMPACT

MEDIUM COST

CONTINUING

PROMOTE, PUBLIC POLICY

★EARLY ACTION★

DESIGN

how Downtown is designed effects its use

How our Downtown is designed effects how it is perceived by visitors and residents alike. We need to ensure our design choices make this a place we want to live for many years to come.

★PEDESTRIAN EXPERIENCE★

Work with the Planning Department to update the UDO to require street level business frontage on new developments.

Increase street level outdoor dining, entertainment, and retail opportunities.

Increase awareness of crosswalks to protect pedestrians.

Encourage street level office users to convert space to retail or commercial where appropriate.

Improve the sidewalks and connection across "The Great Divide" of the rail tracks

CCPD, DDOT

DDI, BPAC

HIGH IMPACT
LOW COST
CONTINUING
PROMOTE, PUBLIC POLICY

★URBAN FABRIC★

Promote the Master Plan and Downtown Design District regulations to developers as a way to express the community's design values.

Return streets to two-way, and reintegrate the Loop into the Urban Fabric to make Downtown easier to navigate and reduce barriers between centers of activity.

The Durham Centre Deck, and, where appropriate, other future decks should be wrapped with commercial uses to ensure continuous urban fabric.

DDI, CCPD, DDOT, OEWD

CITY OF DURHAM, DURHAM COUNTY, DEVELOPMENT COMMUNITY

HIGH IMPACT
VARIES
CONTINUING
PROMOTE, PUBLIC POLICY

★PUBLIC SPACES★

CCB Plaza and Convention Center Plaza are underutilized, the smART Initiative and the Downtown Open Space Plan both make recommendations for improvements. These areas should be focal points of Downtown activity.

Placemaking Initiatives should be used to activate and create interest in public spaces. *The Project for Public Spaces* includes resources for ideas.

DPR, CCPD, GS

DDI, DAC, DAD, COMMUNITY GROUPS

HIGH IMPACT
VARIES ON PROJECT
CONTINUING
INFRASTRUCTURE

★GATEWAYS★

Encourage developers to maintain unique features of buildings undergoing rehabilitation. American Tobacco, West Village, and the Chesterfield are three examples of successes.

Work with property owners at areas identified as gateways to ensure new development at these locations takes advantage of opportunities.

DDI, CCPD, OEWD, DEVELOPERS

HPC

HIGH IMPACT
LOW COST
CONTINUING
PROMOTE, PUBLIC POLICY

★TRANSIT-ORIENTED★

Support the City Council's initiative and the Planning Department's current plan for TOD. It will be many years before light rail is built, but planning must start.

Downtown Durham's roads must be built for multiple modes, and needs to prioritize the safety of pedestrians and cyclists.

DDOT, GOTRIANGLE, PLANNING DEPARTMENT

DDI, BPAC

HIGH IMPACT
MEDIUM COST
CONTINUING
PROMOTE, PUBLIC POLICY

LEGEND

BPAC	BIKE AND PEDESTRIAN ADVISORY COMMITTEE
CCPD	CITY/COUNTY PLANNING DEPARTMENT
DCC	DURHAM CHAMBER OF COMMERCE
GS	GENERAL SERVICES
DDOT	DURHAM TRANSPORTATION DEPARTMENT
OEWD	OFFICE OF ECONOMIC AND WORKFORCE DEVELOPMENT
NCDOT	NORTH CAROLINA DEPARTMENT OF TRANSPORTATION
CD	COMMUNITY DEVELOPMENT
NCRR	NORTH CAROLINA RAILROAD
DCVB	DURHAM CONVENTION AND VISITOR'S BUREAU
DPW	DEPARTMENT OF PUBLIC WORKS
DPR	DURHAM PARKS AND RECREATION
DAC	DURHAM ARTS COUNCIL
DCP	DURHAM CENTRAL PARK
DAD	DURHAM AREA DESIGNERS
HPC	HISTORIC PRESERVATION COMMISSION
UNIVERSITIES	DUKE UNIVERSITY, DURHAM TECH, NORTH CAROLINA CENTRAL UNIVERSITY