Downtown Durham Master Plan



Seven Year Review & Updated Work Plan

December 2007

Downtown DURHAM

★ Find Your Cool ★

Downtown Durham, Inc., the City of Durham and the County would like to thank the following organizations and foundations for their generous financial support which made this Downtown Master Plan Update possible

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Durham County

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And, most importantly

to the more than 1,100 Durham citizens who took the time to participate in the Downtown Master Plan Update process.

THANK YOU

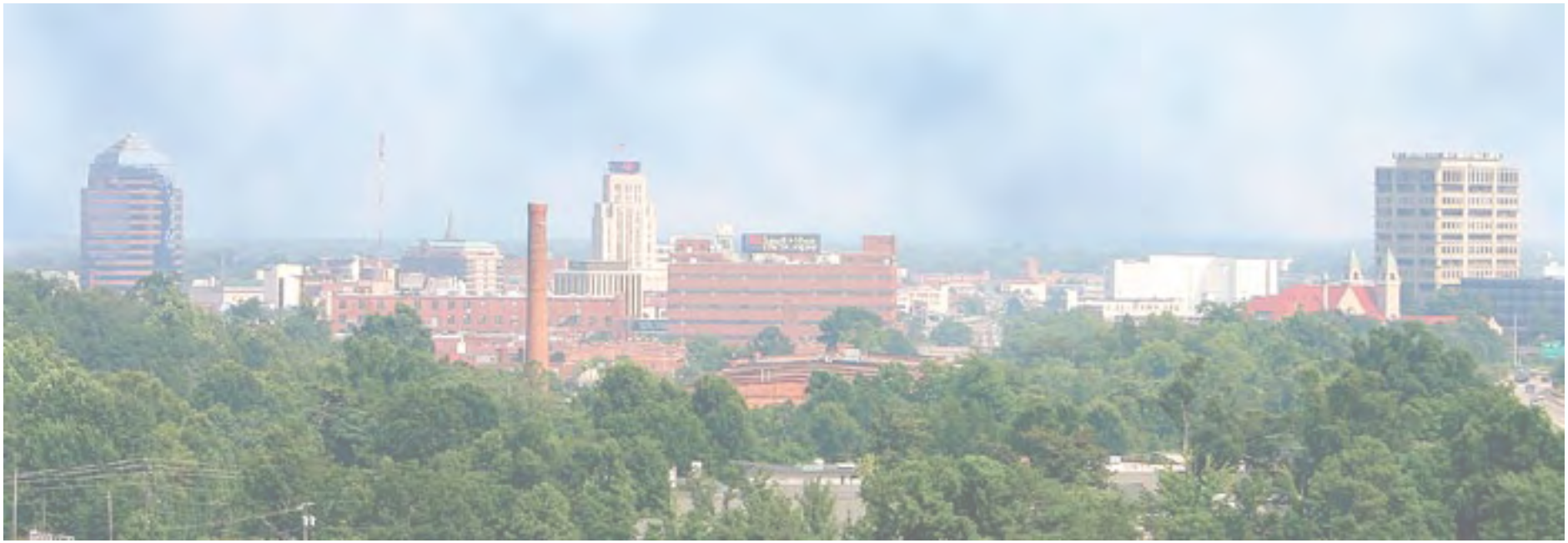


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Downtown Durham Master Plan: 7-year Review & Updated Work Plan

Our rapidly growing downtown has been guided by the Downtown Durham Master Plan, adopted by the City Council and County Commission in 2000.

By the end of 2010, within downtown's very small geographic area (.751 square miles -- or -- a 12 x14 block area), private investment projects completed, those currently under development, and those in the planning stages will result in private investment that is projected to be $700 million. These include such significant projects as American Tobacco and West Village.

Public sector projects completed, and planned, will amount to approximately $300 million of investment by 2012. These include parking decks, the new Performing Arts Center, the streetscape improvements, The Durham Transportation Center, renovations to the DAP, and the new Courthouse and Human Services Center.

The above investments represent a combined total of over $1 Billion

Our community has much to be proud of thanks to our very successful public-private downtown partnership. We have accomplished many of the goals recommended in the Downtown Master Plan.

The Plan was intended to be a living document that evolves with the changes and opportunities in Durham. Today, the Plan no longer fully accounts for the current physical landscape of downtown, current market trends, or the new constituents who have come to downtown in the last six years. As a result, Downtown Durham, Inc., the City and the County believe it is time to assess the Master Plan objectives and to ensure that the Plan continues to be relevant to the Durham of today and tomorrow.

In addition, as will be discussed briefly in Section iii, we understand that "downtown is not an island unto itself." Downtown exists in the broader reality of the entire Durham community and the Triangle region. Decisions made in downtown affect the entire Durham community and Triangle Region, and vice versa. However, while acknowledging this reality, this Update is focused on the particular downtown geographic area defined by the City Council and County Commission in 1992 and adopted by DDI when it began operations in 1994.

The purpose of this Master Plan Update is to provide direction for our community on those specific public policy issues and development projects that should guide downtown's revitalization efforts over the next 2 – 7 years.

Why now?

Once a community has developed a master plan, we believe it is good public policy for the community to review that plan every 5 – 7 years.

It is important to recognize who was not in our community when the original Master Plan was developed. Major private investors such as Scientific Properties, Greenfire Development, Alliance Architecture, Streuver Brothers Eccles and Rouse, and others were not developing properties in downtown in 2000.

The public sector has also seen new people come on the scene. In addition to turnover on the City Council and County Commission, the following key city officials were not in their current positions: Patrick Baker, Alan DeLisle, and others. Mike Ruffin had just started his job as County Manager.

Finally, there are many more downtown residents, employees, and visitors who were not part of the downtown scene 7 years ago.

Revisiting the Master Plan is essential to ensure that downtown represents the citizens who live and work in Durham, encompasses the unique history and culture of the city, and develops our economic potential. We designed our process to include broad public participation. Since Durham is such a diverse community, the key to downtown Durham's success will be growth that does not bypass anyone. A conversation and planning process with the community can make that happen.



Bill Kalkhof

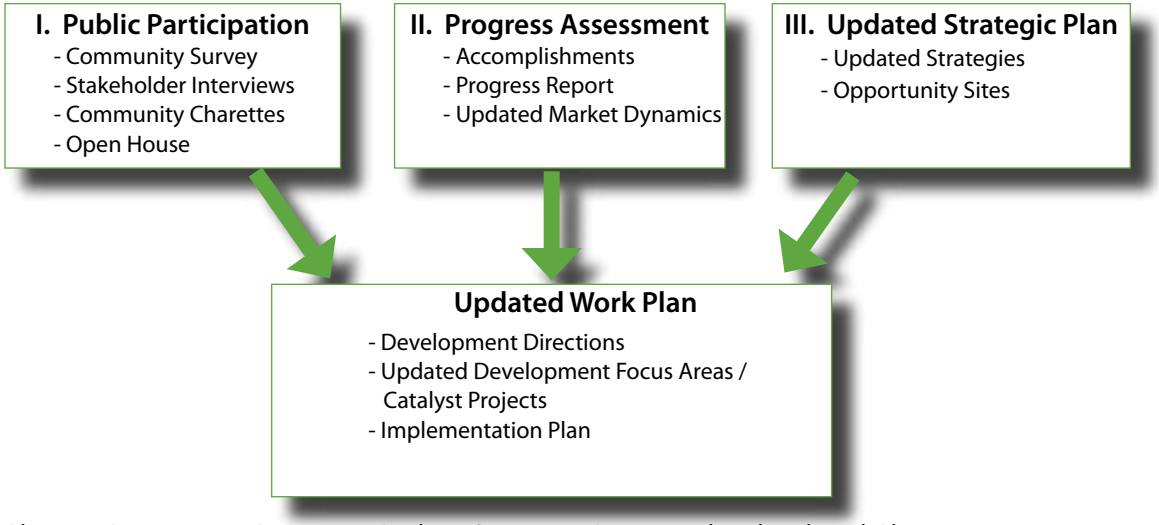
President
Downtown Durham, Inc.

i. Executive Summary

The 2007 Downtown Durham Master Plan – Seven Year Review and Updated Work Plan, is the result of a year-long planning process. The purpose of this report is to provide an update to the Downtown Durham Master Plan, which has guided the growth of Downtown since its adoption in 2000. This new work plan assesses the growth that Downtown Durham has experienced over the past seven years and, along with guidance from new market analysis and public participation, seeks to provide an updated series of strategies to continue to foster and direct development growth in Downtown over the next 13 years.

The development and revitalization activity that Downtown Durham has experienced since the adoption of the original Master Plan is covered in Chapter 1. Measurement of progress against the original goals, objectives and principles are discussed in Chapter 2. Broadly speaking, Downtown Durham has experienced a significant amount of activity, with over $1 billion in public and private investment since 1994. Downtown has seen the renovations of its major historic tobacco factories; representing over 2 million square feet of formerly vacant space. It has seen a significant growth in employees – over 3,000 – while maintaining low vacancy rates, and significant destinations and amenities have been added, or are under construction, such as the Farmer's Market and Durham Performing Arts Center.

In order to sustain this growth in Downtown, as well as to maintain growth, the Updated Work Plan outlines a number of strategies that primarily revolve around six overarching themes;



Planning Process; 2007 Downtown Durham Seven Year Review and Updated Work Plan

(1) The City Center as a Focal Point

Though the City Center district has seen significant reinvestment in terms of renovations, retail recruitment and streetscape projects, it needs to be clearly established as the "hub" or "centerpiece" of Downtown, which is necessary to solidify its overall development and revitalization of Downtown. This involves looking at the opportunities presented by eight major development sites that offer potential to provide a significant concentration of residents, workers, visitors and businesses, components that have proven to create an active, vital and economically sustainable Downtown.

(2) Connectivity

Easy movement between Downtown districts, as well as between Downtown and surrounding neighborhoods, needs to be a focus. This includes movement for both automobiles and pedestrians, as well as bikes, buses and other modes of transit. Converting the primary streets of the City Center District to two-way traffic was a significant accomplishment, but major obstacles remain. First and foremost of these is the 'Loop', which provides an opportunity not only to address the awkward movement of automobiles through and around Downtown, but also one to promote development opportunities along it. Also important is the transition from the American Tobacco District to the City Center District over the rail tracks – which currently serve as a barrier between these two rapidly emerging activity centers in Downtown. Another component of connectivity is activating the street-level and the storefronts with interesting shops and venues; and continuing streetscape improvements including public art, throughout downtown.

(3) Residential In-Fill Development

A key strategy to achieve the level of activity and economic sustainability that the Durham community desires for Downtown is to dramatically increase the rate of growth of residential units in Downtown. In particular, this will help support the growth of retail and commercial services that existing Durham

residents already demand. A good benchmark to achieve is the population required to support a grocery store Downtown, which is approximately 10,000 total residents.

(4) Continue Public Sector Investment

Though much has been invested by both public and private sectors, and many significant projects have borne fruit – it is important to note that Downtown is not "complete." Continued efforts by the public sector will likely be required in order to sustain the success of Downtown, especially if it is to "spill" positively into surrounding neighborhoods. Public-Private partnerships are an integral component to such efforts in Downtown.

(5) Enhance the Capacity of Downtown Organizations

Downtown is admittedly only one part of the very diverse Durham community. Public sector entities naturally have much more on their plate in regards to community development than just Downtown. This is where the community should organize around an enhanced Downtown entity to facilitate improvements, development and other vital activities related to Downtown. Downtown Durham, Inc. has played a significant leadership role in the revitalization of Downtown. However, the resources available to Downtown Durham, Inc. are not keeping pace with growth and expansion of Downtown. Though no one specific solution is suggested, other communities have successfully used Business Improvement Districts (BIDs) or Downtown Development Authorities (DDAs) which accomplish these tasks through a special taxation system intended to be benefit Downtown property owners.

In addition to these themes, the Updated Work Plan presents a number of development focus areas that complement the overall strategies of the plan. Amongst these are "Catalyst Projects" – opportunities that could bring the highest level of positive impact to Downtown. These projects include;

(A) The South Bank Site

A major development site currently occupied by a bank and office building, this site presents an excellent opportunity to introduce new residents or employees, as well as retail, on a site that would help link the Brightleaf and Warehouse Districts with the City Center, as well as "anchor" the western end of the City Center District.

(B) Church / Parrish Street Site:

A city owned lot on the east end of the historic CBD, this site is one of the largest open sites located inside of the 'Loop'. It is the opportunity to anchor the east side of the City Center District, as well as the Parrish Street Redevelopment Area.

(C) The 'Loop' and Associated Development Parcels



A continued focus on the revitalization of the City Center District into the "hub" of Downtown is essential.

Improving the series of streets that make up the 'Loop' should help general circulation through Downtown, provide better access to businesses in the City Center District, and facilitate development on a number of city-owned parking lots that carry high potential for redevelopment.

(D) The Former Elkins Site

A former automobile sales lot, this site is a sizeable piece of land located not only on a major gateway site on the southern end of Downtown, adjacent to the 147 expressway, but also just to the east of American Tobacco, the Durham Bulls Athletic Park, and the Durham Performing Arts Center.

(E) An "Intentional Open Space" Strategy

When Downtown went into decline, it was left with a series of vacant parcels that formerly held buildings. Many of these parcels were turned into temporary green space that looked better than a vacant lot and provided an amenity to the Downtown population. With the market now responding to Downtown growth, many of these sites – the Woolworth property being the most prominent – are better utilized as development sites. Recognizing that open space is beneficial to quality urban environments, a strategy to reinforce existing open space and determine opportunities for new open space and pedestrian oriented connections is necessary.

(F) 212 Corcoran Site

An underutilized building that consists of an old hotel, parking deck and a number of businesses, this site is now a pivotal development opportunity to leverage the investment in CCB Plaza and introduce activity in the very heart of Downtown. This site should be identified as an existing and future mixed-use building site that somehow continues to incorporate parking.

Downtown Durham should be proud of its success and recognize that this creates a solid foundation for moving forward. In order to maintain momentum and truly create a successful Downtown, the Durham community must remain vigilant in bringing resources to the table, organize around opportunities when they present themselves, and generate continued, widespread and sustained investment from the development community and public sector.

Downtown in the Broader Context

"Downtown is not an island unto itself."
- Bill Kalkhof, President, DDI

"Downtowns are truly the heart and soul of a community"
- Mayor Joe Riley, Charleston, SC

The focus and resources for this updated work plan are limited to the geographic boundaries of downtown: Freeway on the South, DAP area on the north, Brightleaf District on the west, and Dillard Street on the east. This designation of downtown was approved by City Council and County Commission in 1992, and adopted by Downtown Durham, Inc. in 1994 when it began operations. However, the authors of this report understand that what happens in the neighborhoods around downtown, in the broader Durham community, and in the Triangle Region, has a profound impact on the revitalization and future health of Downtown Durham—and vice versa.

While more than 1,100 Durham citizens participated in this update to the Downtown Master Plan, we did not ask people to consider the future of downtown in the broader context of surrounding neighborhoods, Durham County or the Triangle Region. We recommend that the political, business and community leaders of Durham consider conducting such a broad-based study in the near future. Having stated this recommendation, we are also aware that such a study would require far greater resources, and more community partners than joined together for this Master Plan Update. This broad-based study needs to bring together the much broader Durham and Triangle community as partners in the discussion and planning process.

It is understood that the neighborhoods around Downtown must be stable and healthy if Downtown is to reach its revitalization goals. People will not visit or live, nor will businesses locate in, Downtown if it is reached through neighborhoods that are challenged by boarded up homes, vacant storefronts, unkempt streetscape, and crime.

Growth is already expanding beyond downtown's current geographic boundaries. Neighborhoods around Downtown are seeing a re-birth with projects that include Heritage Square, Rolling Hills, and St. Theresa. These projects will add hundreds of employees and residents, and hundreds of thousands of square feet of retail and office space to the greater Downtown area. Combined with what is happening in Downtown, the growth in the greater Downtown area offers unique opportunities for our community.

Established neighborhoods around downtown continue to grow stronger and healthier, including Forest Hills, Morehead Hill, Trinity Park, and Old North Durham. Neighborhoods such as Cleveland-Holloway are demonstrating the positive impact that neighborhoods can have when neighbors unite to take back the neighborhood.

When you look at Downtown in the context of a five or ten minute drive from City Center, current and future employees and residents in this broader area would support, according to proprietary research, more than 200,000 square feet of retail space. As Downtown and Durham continues to grow, this number will likely increase.

But what of the future?

Last May, DDI sponsored a road trip to Baltimore for 35 political, business and community leaders. A clear message brought back from that visit is our need to "think big." In downtown and the surrounding area, we need to be planning for:

- 10,000 or more residential units (both market-rate and workforce housing),
- More than a 1,000 hotel rooms,
- 1,000,000 square feet of additional office space,
- Open/recreational space opportunities for those who live, work and visit downtown's greater area to enjoy.

To accommodate this type of opportunity,

- Who must be "at the table" and how should we work together to plan for this future?
- What are the vehicles for this planning?
- How does the community plan and finance the infrastructure (parking, roads, and utilities) that will be necessary to support this type of growth in the broader downtown area?
- Where in the broader downtown area should the various types of residential, retail, hotel and office space be located to make sure development opportunities compliment rather than compete with each other?
- How do we provide the necessary public and private financing to meet these goals?

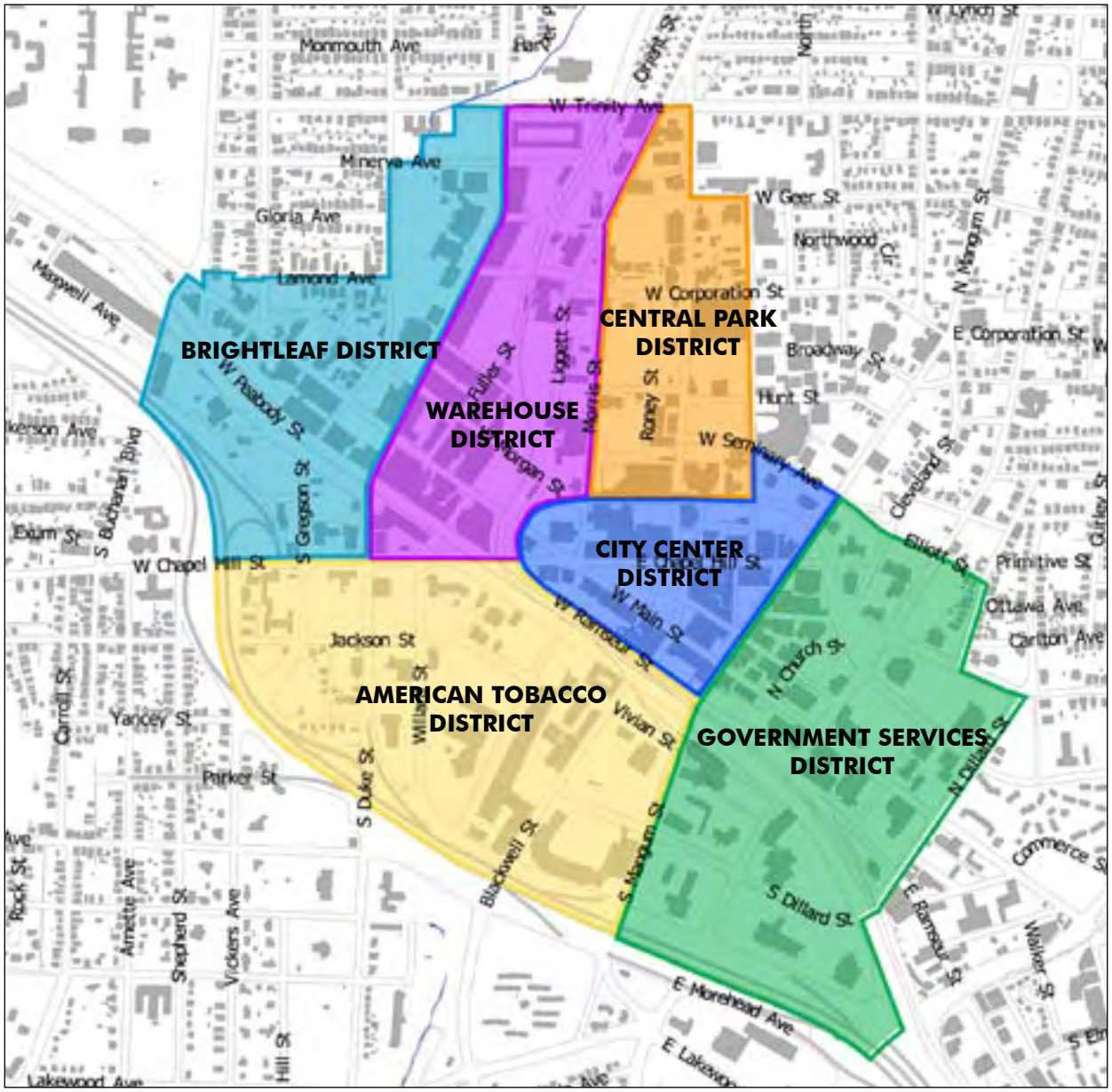
And, when we expand our vision beyond the immediate Downtown and its adjacent neighborhoods to the Triangle area:

- How will future decisions be made that grow Downtown strategic assets related to geography, history, culture, and business in a way that benefits the greater Durham community and Triangle region?
- What will be downtown's future relationship to NCCU? To Duke? To RDU? To Research Triangle Park? To Chapel Hill?
- What are the future regional, county and city public infrastructure needs for roads, light rail, buses, public services, utilities, high speed internet, and open space that will have a positive impact on downtown and the broader Durham and Triangle area?

Some would say Durham's 2020 plan addresses the broader context. We believe a more focused economic development / public infrastructure planning efforts addressing the issues we have raised above would serve our community well. We trust that our political, business, and community leaders will give serious though to the essential need for a broader area planning effort.

Bill Kalkhof

President
Downtown Durham, Inc.



Downtown Durham Boundaries and District as established in 1992





A. Seven-Year Review

1. Accomplishments
2. Progress Report
3. Conclusions from Progress Report

1 Accomplishments

OVERVIEW

Downtown Durham has seen a compelling amount of investment and growth over the past 10 years. When the Downtown Master Plan was adopted in 2000, a 20 year time frame was established to achieve a number of revitalization goals and objectives. Only seven years into that time frame, Downtown Durham has made large strides towards these goals, many of which have already been completed.

This section examines the success stories that have occurred since 2000.

PROGRESS 2000 - 2007

DOWNTOWN ECONOMY

✔ Downtown's total tax revenues grew by 16% between 2000 and 2005. They are expected to nearly double by 2008.

✔ Completed, In-Progress and Announced projects total over $1 billion in investment by the public and private sectors.

✔ Over 5,000 new jobs are estimated to have been created in Downtown since 2000.

DOWNTOWN ACTIVITIES

✔ A new entertainment district has been added at the American Tobacco Campus to complement existing entertainment in the City Center and Brightleaf Districts.

✔ Durham Central Park has continued to improve and expand with the addition of the Downtown Farmer's Market

✔ A new civic plaza in the heart of Downtown was established with the construction of CCB Plaza.

DOWNTOWN DEVELOPMENT

✔ The Master Plan called for adding over 2.2 million square feet of office by 2020. As of 2007, over 1.5 million square feet have been added, with more than 400,000 coming over the next two years, and possibly another 500,000 over the next 10 years.

✔ The Master Plan called for 350,000 square feet of County government facilities. Projects on the drawing board will likely meet this goal. They include the planned 277,590 SF Human and Health Services Center and the 265,000 SF Judicial Center.

✔ The vacant Sun Trust Building is slated to be converted into a high-end boutique hotel and condominiums.

✔ Significant amounts of previously vacant property have been renovated, notably the old American Tobacco and Liggett-Myers / West Village complexes. They stand as the two largest historic rehabilitations in State history.

✔ Construction has begun on the Durham Performing Arts Center (DPAC), expected to be a major destination for Downtown, Durham and the Triangle.

✔ Plans are underway for the revitalization of Parrish Street, one of Durham's strongest centers of heritage.

DOWNTOWN CIRCULATION

✔ Main Street and Chapel Hill Streets have been converted to two-way traffic to better facilitate vehicular and pedestrian movement throughout Downtown.

✔ A new north/south connector has been created with the Blackwell / Corcoran / Foster Street Realignment.

"We felt Durham had great potential to grow and . . . we haven't been disappointed."

DURHAM RISING!

In June, 2007, over 12,000 people gathered to celebrate the completion of the city's $16 million Downtown streetscape project. The project improved Downtown sidewalks adding lighting, signs and various other amenities. It also realigned several one-way streets to allow two-way traffic. Included in the celebration was the unveiling of "Major" a bronze bull that sits at the newly construction CCB Plaza in the heart of Downtown.







Photo Credit: Stewart Waller & Downtown Convention and Visitors Bureau

Major Success Stories: The following is an overview of major accomplishments that Downtown has achieved since 2000.

American Tobacco

American Tobacco has been the most significant development project in Downtown Durham in recent years. The renovation of the old tobacco warehouses, previously vacant, accounts for over one million square feet of new office space, 3,000 new Downtown jobs, and a new entertainment center across from the Durham Bulls Athletic Park that includes several popular restaurants and concert venues.

Crucial to this development's success, a public / private partnership between the developer, the city and the county was used to leverage over $318 million of public and private investment. This includes phases 1 and 2 and two new parking garages, one municipal, one county-owned built to support the new uses. This figure does not include the 67 million of private investment for phase 3.

Many businesses chose to move to American Tobacco rather than other locations within the Triangle. Overall, it has clearly changed the paradigm about how people view Downtown Durham, especially as an office and entertainment location.

American Tobacco Phase II is currently underway north of Phase I. It will consist of additional office space, which has already been leased, and residential units which may be condominiums, apartments, or both. To the east, across Blackwell / Corcoran Street is a proposed Phase III, which will include more office and residential space.





Views of American Tobacco Campus

"We can all take pride in downtown's dawning renaissance."

Streetscape Improvements

The city's $16 million investment in the streets of City Center were completed in the summer of 2007 to much fanfare (see page 13). The project not only improved several key Downtown streets, but realigned several one-way streets to two-way traffic, vastly improving traffic circulation and retail opportunity within the City Center. The patience of residents and business owners is already paying off, with multiple leases being signed, and residents raving about Downtown's "new face".

Streetscape projects in Downtown are slated to continue. The City has already approved $4 million for improvements on public right of way for the West Village Project.

Durham Performing Arts Center (DPAC)

Durham's 2,800 seat Performing Arts Center will be a huge addition to Downtown that will attract people from all over the Triangle. Slated to be open in 2008, construction is currently ahead of schedule. 100 shows per year, on average, are scheduled for the venue. Combined with the entertainment uses in American Tobacco and the Durham Bulls Athletic Park, the south end of the Downtown will be a significant visitor destination.

West Village

West Village is the renovation of the previously vacant Liggett-Myers facility. Phase One, completed in 2000, added 241 luxury apartments to Downtown, which have proven to be extremely popular. Phase Two, when complete will add 900,000+ square feet of space to the market in the form of 340+ additional loft apartments, 100,000 SF of Office, 50,000+ SF of Retail 52,000 SF of Research Lab Space.

Just as American Tobacco changed the landscape for office space in Downtown, West Village will do the same for Downtown housing. The 600+ residential units the project creates will go a long way towards the residential population Downtown needs to stay a vital and active place.



Construction of the Durham Performing Arts Center



The New CCB Plaza and Streetscape Improvements



Interior of West Village Apartment

" We are so glad that we caught hold to the spirit and energy of Downtown Durham. A place that seemed to be forgotten has now come back to life."



Map of Parrish Street Plan Boundaries



View down Parrish Street to the East

Parrish Street

Prepared in 2004, A New Era on Parrish Street laid out plans to capitalize on Parrish Street's rich cultural heritage. Its goals are to communicate and celebrate the history of "Black Wall Street", while infusing economic development in a Downtown corridor in need of reinvestment. These efforts hope to play off of the notable rehabilitation of historic properties in Downtown within the past few years. A primary goal was established: Have the United States Congress designate Parrish Street as a National Heritage Area.

Since the adoption of the plan a Historic Black Wall Street Marker was unveiled at the corner of West Parrish Street and Mangum Street in 2004. In 2006, Banners were hung along the street, and the Durham City Council approved enhanced incentives for businesses and property owners in the Parrish Street project area, including doubling the Facade Grant from $4000 to $8000 and a merchandise-based retail grant up to $15,000. Recently, a series of traveling banners was unveiled that tell the story about "Black Wall Street". Currently, the Parrish Street Advocacy Group is working with a consultant to figure out a process for public art on Parrish Street, and is working with a local artist to create historic markers that will be placed along Parrish Street. In recent years and months many new businesses have decided to locate on Parrish Street.

Historic Durham Athletic Park (DAP)

Durham City Council approved an Operating Agreement with Minor League Baseball as the Operator and approved a $5 million renovation budget for the DAP on August 20, 2007.

Minor League Baseball will be programming the DAP with its laboratory concept of training baseball professionals. Minor League Baseball is also looking at the possibility of building a Minor League Baseball Museum and Fan Experience in an area around the DAP and moving its headquarters to Durham.



Festival at the Historic Durham Athletic Park

Completed Major Development Projects

The following are projects that have been completed since the adoption of the Downtown Master Plan in 2000. Selected Project summaries are below.

American Tobacco (Map #1)
Completion Date: 2003
See Page 15

Streetscape Improvements (Map #5)
Completion Date: 2007
See Page 16

CCB Plaza (Map #4)
Completion Date: 2007
This new public plaza is located in the heart of Downtown Durham in the City Center district. The plaza will be programmed with live music and events throughout the year. It will also contain public art and generally be a place for Durham residents to congregate.

Triangle Biotechnology Center (Map # 10)
Completion Date: 2002
This building serves as a small biotechnology business incubator (18,0000 SF of office and lab space), developed by Scientific Properties. It is the corporate headquarters of Serenex.

Measurement Incorporated Renovations (Map #11, 12) Completion Date: 2006
A private business, Measurement Inc. has renovated several structures in Downtown. The most significant are the Imperial Tobacco Warehouse and the Brodie-Duke Building. Over $16 million of investment has renovated 270,000 SF of space to house over 400 employees.

Center for Senior Life (Map #8)
Completion Date: 2006
Located in proximity to Durham Central Park, the 35,180 SF center is operated by the Council for Senior Citizens, and is an activity center for senior citizens from around the city. It is also the new center for Meals on Wheels and Senior PharmAssist.

Self Help Credit Unions Renovations (Map #25)
Completion Date: 2003/04
Several properties have been renovated by City Center developer and property owner Self Help Credit Union. The City Center Building contains 65,326 SF of office and commercial space, while the City View Building contains 41,251 SF of office space.

Baldwin Building (Map #3)
Completion Date: March 2005
One of a number of properties owned by private Greenfire Development, the Baldwin Building has been converted into loft-style condominiums.

Pavilion @ Durham Central Park (Map #9)
Completion Date: 2007
The new home of the Durham Farmers Market is located in Central Park, with the ability to accommodate 47 trucks in covered stalls. The pavilion has the capability of hosting other events as well.

Eleanor Apartments & Rigsbee Hall (Map #6)
Completion Date: 2007
A series of buildings renovated by John Warasila & Partners and Empire Alliance Projects, this project includes a restaurant (Rue Cler), condominiums, office and meeting / event space.

Major Development Projects In Progress

The following are projects that have been initiated since the Master Plan, and which were funded at the time of the completion of the Master Plan Update.

West Village Phase 2 (Map #13)
See Page 16

Durham Performing Arts Center (Map #14)
See Page 16

Parrish Street Heritage Development
See Page 17

Justice Building (Map #17)
Durham County will build a new courthouse facility next to the County Jail, replacing an older facility. The 265,000 SF building is located to the east of the new Performing Arts Center and will include an 800 space parking garage.

Human Services Complex (Map #18)
Another major new Durham County facility, the 277,590 SF building will house the County Social Services Department and the Public Health Department. The 277,590sf building will house the Durham Center along with the Department of Social Services and the Public Health Department. This project includes a 433 space parking facility.

American Tobacco Phase 2 (Map # 15)
The second phase of the American Tobacco Campus will include office space for tenants Motricity and Duke Corporate Education, as well as residential units.

Venable Center: (Map # 19)
A new mixed-use campus to the east of the Bulls Athletic Park, the Venable Center, when complete, will add 90,000 SF of space to Downtown. It is already the new home for The Independent, a local newspaper.

Diamond View 2 (Map #16)
A second phase of the office complex adjacent to Durham Bulls Athletic Park in 1998, this new office building will be built along the left outfield wall of the ball park. SmithBreeden and Key Source Bank will be key tenants. Construction started in the summer of 2007.

Historic Durham Athletic Park (DAP) (Map #22)
See Page 17

Police Sub Station (Map #23)
A new Downtown district police station will be located just to the east of Central Park.

Durham Station (Map #24)
A modern facility to replace the existing Bus Depot, the Transportation center will be a multi-modal facility that can also handle future mass transit systems such as trolleys or a regional rail system.

PROJECTS COMPLETED OR IN-PROGRESS - 2007



Future Projects

The diagram on the following page shows projects proposed to be constructed in Downtown Durham. Much of this upcoming activity is due to the progress made since the Master Plan.

PRIVATE SECTOR

American Tobacco Phase 3 (Map #1)

A third phase of the successful American Tobacco project will likely take place on the east side of Blackwell Street from the original project area. It will also front Pettigrew street. Programming for Phase 3 has not yet been discussed with the City or DDI.

Diamond View 3 (Map #2)

The third phase of the successful Diamond View office buildings will be built just north of Phase 2 on Blackwell Street. Together, Phases 2 and 3 will account for an additional 250,000 square feet of office space.

Elkins Lot (Map #3)

Recently a Car Sales Lot, the Elkins property, directly east of the Durham Bulls Athletic Park, was recently purchased by a local developer already active in and around Downtown. It is likely the site was purchased with the intent to construct mixed-use development.

Greenfire Development (Map #4)

This local developer (owner of SunTrust Building), has amassed a number of properties, primarily along Main Street and Parrish Street in the City Center District, with which it hopes to spur the revitalization of that district.

Sun Trust Building (Map #5)

Recently acquired by a Greenfire Development, which plans on introducing new uses to the vacant office building, one of Downtown's most recognizable structures.

Civic Center Expansion (Map #6)

Plans to expand and renovate the Downtown Civic Center have been discussed for some time, including elements of the 2000 Master Plan. There are several different options on the table, including simple renovation to expansion - presumably to the north or west.

McPherson Redevelopment (Map #7)

Located at the far west end of Downtown, the McPherson Redevelopment project proposes to add a national chain hotel to Downtown.

DAP Development (Map #8)

There is a significant amount of interest in land surrounding Durham Central Park and the old Durham Athletic Park. Proposals for residential and mixed-use infill lead the discussion of what the vision of this area will become.

Renaissance at Durham Centre (Map #9)

Meant originally as a complementary office tower to the present Durham Centre tower that was never built, the new twin tower at Durham Centre is slated to consist of 200,000 SF of residential condominiums.

PUBLIC SECTOR

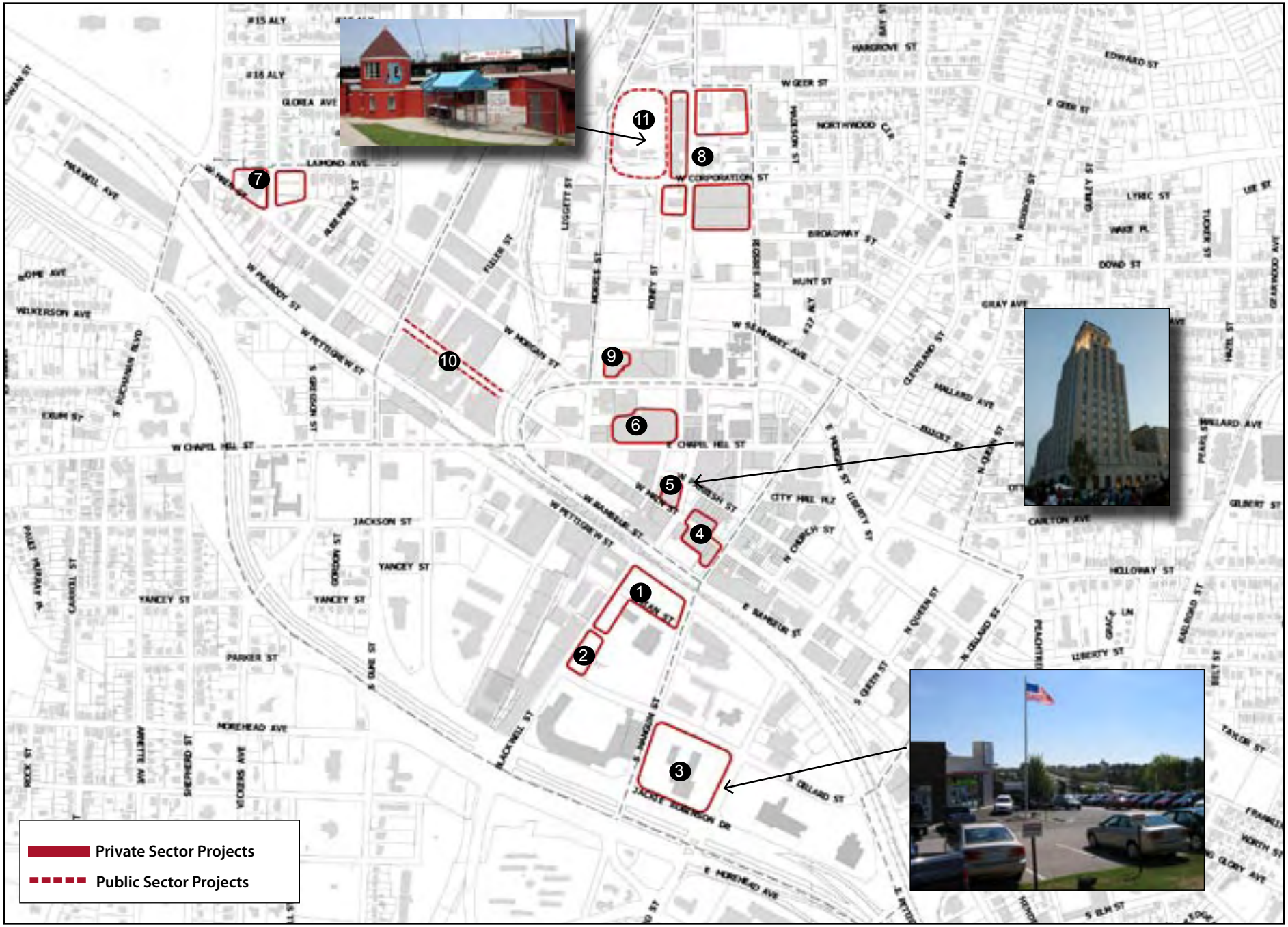
West Village Streetscape (Map #10)

To support the renovations and improvements being made to the Ligget-Myers facility in the form of West Village Phases I and II, the City of Durham has pledged to spend $4 million for streetscape improvements along Main Street between Brightleaf Square and The Loop.

Historic Durham Athletic Park Renovations (Map #11)

The City of Durham has committed $5 million dollars to the renovation of the historic ballpark into a mixed use facility (see page 17).

FUTURE PROJECTS - 2007 -2015



2 Progress Report

OVERVIEW

This section measures the progress of the Goals, Objectives, and Strategic Principles of the 2000 Master Plan. This allows the Update to move the Master Plan process forward with new and updated strategic directions, as well as new steps needed to accomplish the Goals of the Master Plan within the original 20 year horizon. The results of this section will be compiled and analyzed in Section 3: Continuing Forward.

GUIDE TO THE PROGRESS REPORT

(1) The ***2000 Master Plan Goals*** section (page 23) reviews the goals established by the original Downtown Master Plan and measures them against the accomplishments discussed in Chapter 1.

(2) The ***2000 Master Plan Objectives*** section (page 24) examines the objectives for Downtown laid out in the original master plan. Each objective is rated by the progression towards completion of that objective: **Significant**, **In Progress**, or **Limited**. The comments section provides an explanation as to why a certain objective got a particular rating. A final column provides recommendations as to how Downtown can move forward to accomplish that particular objective.

(3) ***The 2000 Master Plan Strategies*** section (page 28) reviews the Principles/Strategies established in the original plan. Each strategy is reviewed in a manner similar to the objectives. The process notes if the strategy needs to be revised or not.

Investment to Date:

The following numbers are estimates of investment dollars that have been spent or promised to be spent in Downtown since 2000.

PRIVATE INVESTMENT

American Tobacco Phase 1:	$150+ million
American Tobacco Phase 2:	$125 million
American Tobacco Phase 3:	$67 million
Greenfire Development Projects:	$150+ million
Alliance Architecture Projects:	$10+ million
West Village Phase I:	$36 million
West Village Phase II:	$148 million
Venable Warehouse Complex:	$12 million
Diamond View 2:	$28 million
East Parking Deck:	$13 million
Measurement Inc. Warehouses:	$16.5 million
Self Help Projects:	$12.3 million
Brightleaf Square Renovations:	$3+ million
Church Investments:	$6.1+ million
TOTAL	*$775+ million*

PUBLIC SECTOR INVESTMENT

Durham Performing Arts Center:	$44 million
Durham Station:	$11.8 million
Durham Central Park Projects:	$850,000
Center for Senior Life:	$5.6 million
Downtown Police Station:	$1.5 million
Historic Durham Athletic Park:	$5 million
Streetscape Construction:	$16 million
Justice Building	$109+ million
Human Services Complex	$102+ million
American Tobacco Parking Decks:	$43 million
TOTAL	*$340 million*

Progress Report: 2000 Master Plan Goals

Goal 1: To implement the 2020 Plan goal of establishing Downtown as the pivotal activity center in Durham and the region.

Downtown has made large strides towards this goal, primarily through the addition of entertainment, office, residential and cultural destinations. American Tobacco helped establish a second Downtown entertainment focus area, and the soon to be completed Performing Arts Center promises to be a major attraction. The addition of large amounts of office space has also significantly increased activity. Downtown still has to work on overall cohesiveness and inter-district connectivity, as well as adding more residents.

Goal 2: To promote a vibrant, compatible, well connected mix of uses to increase the density and activity of the area, as well as to increase jobs, residences and the tax base.

The Downtown tax base has grown notably since 2000, and it is projected to grow even more by 2008. Jobs are also on the rise, but to create a true vibrant mix of uses, more residents must be added.

Goal 3: To make Downtown more pedestrian, bicycle and overall transportation friendly.

The Downtown streetscape project will go a long way towards making the City Center more pedestrian friendly, as well as assist in the movement of vehicles. Some thought has been put into a local and regional bus system that would better connect Downtown districts. Despite this, more thinking needs to go into the capacity of transportation systems to handle the continued growth Downtown is likely to see. The planned Durham Transportation Center will likely be a vital new central transportation station, but it is uncertain whether it will ever handle transit other than buses. The status of regional rail projects, which would link areas of the Triangle, is unknown at this time but currently under study.

Goal 4: To provide for marketing Downtown for future development including guidance for development incentives.

Judging by the amount of private sector investment thus far in Downtown, it is clear that DDI, the City of Durham and the County of Durham have been successful in marketing Downtown for development. The City has provided or is set to provide funding for key streetscape improvements and development assistance in the City Center and West Village.

The success of recent Public-Private Partnerships also sends a positive message to the development community - that the city and county are willing partners to ensure that development happens in Downtown.

Goal 5: To create building and streetscape design standards for development in the area that highlight and accent Durham's existing wealth of historic architecture, spaces, places and views are compatible with traditional planning and defensible space concepts.

The City of Durham has added two major tools that will greatly assist in reaching this goal. The first is the Downtown Durham Design Guidelines, adopted in 2003. The guidelines will help steer Downtown development through urban design standards established by the City. Second, the Downtown Design Overlay District (DDO) creates a specialized zoning district encourages high density, urban type development best suited for Downtowns.

Goal 6: To allow flexibility in the plan in order to take advantage of future development opportunities as they arise.

The framework of the original plan was such that new opportunities could be addressed while the time line of the plan remains stable. This flexibility manifests itself in this updated work plan. Many of the components of the 2000 Master Plan are still relevant. Significant growth in the first 5-7 years of the plan's overall horizon may have led to the production of an update, but it did not require the production of an entirely new master plan.

Goal 7: To examine, identify and program costs for infrastructure changes that promote the above goals.

Multiple efforts have gone into identifying funding sources and implementation tools for existing and future Downtown projects. These include Bonds, Economic Incentive and Downtown Revitalization Funds, Tax Credits, Tax Deferrals, Facade Grants and Job and Capital Investment incentives. The city's 2005 Bond Referendum was essential in helping to address Downtown infrastructure, identifying almost $30 million for overdue capital maintenance of Downtown infrastructure.

Progress Report: 2000 Master Plan *Objectives*

The matrix below measures the progress of 2000 Master Plan Objectives in three categories: "Significant" means that major steps have been taken towards the objective, but it does not imply that the task is complete. "In Progress" means that tangible progress has been made on the objective, but more work is needed. Categories under the "Limited" category require the most effort, though it does not imply that zero progress has been made on an objective. The "Comment" column provides an overview of why the progress selection was made for each objective. For most objectives, recommendation steps for completion of that objective are provided in the right hand column

OBJECTIVE	SIGNIFICANT	IN PROGRESS	LIMITED	COMMENTS	RECOMMENDED STEPS TO COMPLETE OBJECTIVE
Downtown Character					
Encourage and Facilitate Historic Preservation	X			One of the visions for downtown real estate was the conversion of historic buildings into active, mixed-use properties. With three million square feet of redeveloped space, our vision has been or will soon be completed.	Continue to pursue this vision
Initiate a Comprehensive Streetscape Program	X			Streetscape Projects in City Center and at West Village are slated to be implemented.	Continue streetscape on Loop and other streets to encourage development
Encourage Compatible and Quality Design in New Building and Streetscape Recommendations	X			Completion of Downtown Durham Overlay District (DDO) as well as Downtown Durham Design Guidelines.	Form-Based Zoning
Design Appropriate Transitions Between The Core Area and the Surrounding Neighborhoods		X		Transitions between the DDI boundaries and surrounding neighborhoods still need to be addressed. In many cases, there is no clear indication once you have left one area and entered Downtown. Downtown signage has begun to address this.	Development of Key Gateway Sites, Completion of Downtown Signage Program
Utilize Image and Gateway Features to Establish a Unique Downtown Identity		X		Downtown Signage Program, Renovations of Historic Buildings, "Find Your Cool" Downtown Marketing Campaign	Continue Marketing Campaign, Development of Key Gateway Sites, Completion of DT Signage Program
Mitigate Impacts From Incompatible Uses		X		Change of zoning uses, Downtown Master Plan	Increase and coordinate recruitment effort of desired development and businesses between DDI & Private Sector
Introduce and / or Improve Lighting Character		X		The Downtown Streetscape Project included lighting improvements to various City Center streets. This is likely to continue in other parts of Downtown with additional projects in West Village and the DAP.	Continue streetscape throughout Downtown.
Promote Effective Business Storefront Signage, Graphics and Window Displays			X	Newer businesses are doing a much better job, but there is no coordinated plan	Work with property owners and businesses in a business storefront signage program.
Provide Additional User-Friendly Amenities (drinking fountains, downtown directories, etc.)		X		Wayfinding elements such as district signage have greatly improved the user-friendliness to Downtown, but as the residential and visitor population is slated to increase over the next 10-15 years, there is still room for improvement.	Complete Signage program, Install information kiosks, Improve Downtown Public Spaces.

OBJECTIVE	SIGNIFICANT	IN PROGRESS	LIMITED	COMMENTS	RECOMMENDED STEPS TO COMPLETE OBJECTIVE
Downtown Circulation					
Identify New Transportation Links		X		Studies on new transportation systems such as bus and regional rail are underway, but realistically a new transportation system is unlikely to appear in Downtown Durham in the short term	Trolley System crossing the rail tracks
Introduce Multi-Modal Transportation Options			X	Pedestrian oriented amenities were improved via the City Center streetscape project, but better pedestrian and bicycle infrastructure and connections are needed to begin to make Downtown's transportation options truly multi-modal. A defined bike route has been established along Blackwell / Corcoran / Foster streets.	Trolley System, activate storefronts, Public Art. Development of Rail Road spur as pedestrian & bike amenity.
Improve Functional Circulation		X		(see above)	Improve the Loop
Convert unnecessary One-Way Streets to Two-Way		X		The City Center streetscape project converted three one-way streets into two way traffic. However, important right of ways such as The Loop that were recommended for conversion have not yet been undertaken.	Improve the Loop, work w/ NCDOT to make Roxboro, Mangum, Duke and Gregson 2 way streets.
Organize and Provide Adequate Parking Facilities		X		Maintenance of existing parking structures will be addressed through the recent Bond Referendum and Capital Plan. If goals of increased businesses, office workers, visitors and residents are to be realized, however, a strategy to accommodate potential growth will need to be formalized.	Strategic Parking Plan, Public Private Partnerships to match public investment in parking to serve private interests.
Balance Pedestrian and Vehicular Traffic Demands		X		Streetscape improvements and two-way streets have respected both pedestrian and vehicular requirements.	Continue Streetscape Improvements
Downtown Experience					
Encourage "Destination" Uses That Can Serve The Entire Region to Locate Downtown	X			DBAP, DPAC, Renovation of DAP, Farmer's Market	Excellent destination uses are already being planned. Secondary uses that support primary destinations are now a goal.
Encourage Day and Night Activities Through All Seasons	X			Durham Performing Arts Center, DAP Renovation, Festivals, Programming of Brightleaf, American Tobacco, West Village and City Center	Activate street level retail in City Center
Facilitate A Series of Community Events	X			Festivals, Concerts, Films have all been organized in Downtown	Program CCB Plaza and Durham Central Park with art
Provide Public Space to Support Large Public Functions Festivals		X		CCB Plaza, American Tobacco, Brightleaf, Durham Central Park, etc.	Expand Civic Center

OBJECTIVE	SIGNIFICANT	IN PROGRESS	LIMITED	COMMENTS	RECOMMENDED STEPS TO COMPLETE OBJECTIVE
Provide Public Space to Support Large Public Functions Festivals		X		CCB Plaza, American Tobacco, Brightleaf, Durham Central Park, etc.	Expand Civic Center
Introduce / Provide Variety of Housing Options		X		Existing and planned residential units in Downtown are primarily rental units with some condominium flats. A variety of unit types - as well as prices - can provide an excellent opportunity to more rapidly increase the Downtown population.	Workforce / Affordable Housing Units; Provision of balance of equity and rental housing; variety of housing types (flats, townhomes, etc.)
Provide Additional Recreational Opportunities		X		Some recreational opportunities - primarily surrounding Durham Central Park - have been created, but a growing Downtown residential population will require more.	Improve Durham Central Park, Multi-Use Trails connecting to the neighborhoods, additional park space. Rail Road Spur
Downtown Economics					
Support Private / Public Reinvestment in Downtown to Decrease Vacancy Rates	X			There has been significant support and provision of resources to spur private investment in Downtown Durham. However, this needs to continue to guarantee the success of Downtown.	Retail recruitment, use retail to activate street level in City Center
Encourage Business Recruitment, Retention and Development	X			City and County DDI programs have had success in recruiting businesses and Development to Downtown. This is another element that needs to continue.	Continue partnership approach and programs.
Diversify Tax Base			X	While the Downtown tax base has increased, it is still primarily reliant upon commercial uses for revenue.	Increase residential & retail development, Expand Civic Center and Hotel Rooms to encourage conventions
Invest Public Dollars Strategically to Leverage Private Investment		X		Important public investment projects such as streetscape improvements and parking garages have contributed to an environment that encourages development. However, there are still many opportunities remaining for strategically invested public money to leverage sustained private investment.	Continue Public Private Partnerships, Create County Economic Development Policy, Consider Creation of Development Authority

OBJECTIVE	SIGNIFICANT	IN PROGRESS	LIMITED	COMMENTS	RECOMMENDED STEPS TO COMPLETE OBJECTIVE
Downtown Management					
Expand and Improve Technology and Infrastructure		X		Vital technological amenities such as Wi-Fi and Cable Television have not yet made their way to Downtown. Such elements are important to growing a Downtown population base.	Cable Television, high speed internet, adequate utility service, investigate possibility of WI-FI service throughout Downtown
Create Efficient and Effective Management Structure of Existing Organizations		X		Positive partnerships among City, County, DDI, Chamber and DCVB	Grow DDI financial and staff resources to match growth of Downtown
Formulate and Maintain a Downtown Improvement Budget		X		Created Downtown Revitalization Fund	Need to grow Downtown Revitalization fund, explore creation of Development Authority and BID
Maintain Physical Improvements			X	Maintenance of public infrastructure is becoming just as important an issue as the provision of new infrastructure and structures.	Full time Downtown appearance crew, Police resources to match Downtown Growth, Improve system of solid waste collection.
Prepare Marketing Materials for Downtown Sites to Aid in the Recruitment of New Investment		X		DDI, Chamber, OEWD and private sector partner for marketing and business recruitment	Continue these partnerships
Enhance and Build Upon Downtown Marketing Program	X			Economic Development and marketing activities of private sector along with DDI / Chamber/ DCVB have created good "buzz" about Downtown	Need to better coordinate efforts., Allocate increased funding to marketing, Make Downtown an 18 hour Downtown, Keep Downtown safe.
Foster Partnerships with Business and Non-Profit Groups	X			Very strong public private partnerships among City, County, DDI and the private sector	Good partnerships need to continue.
Identify Roles and Responsibilities for Achieving Development Goals		X		Partnership is doing a good job so far	Continue doing this!

Progress Report: 2000 Master Plan *Principles / Strategies*

The matrix below measures the progress of the 10 strategic principles of the 2000 Downtown Framework Plan. Each of these strategies represents the guiding force for physical and organizational development in Downtown. Strategies listed as "Significant" suggests that a particular principle /strategy has been very effective in revitalization efforts in Downtown Durham. "In Progress" implies that a particular principle / strategy is currently being implemented and categories under the "Limited" category indicates that few steps have been taken to implement that principle / strategy, or that particular principle / strategy has not been effective. A brief overview of the progress of each strategy is included in the "Comments" section.

The rapid transformation that Downtown has seen over the past seven years means that some of the following strategies require updating selective re-wording or significant alteration. Those that require this are marked in the "New Strategy" column. These updated strategies, as well as newly introduced strategies, will be discussed in *4 Updated Strategies*

STRATEGIES	SIGNIFICANT	IN PROGRESS	LIMITED	COMMENTS	NEW STRATEGY?
A revitalized Main Street that accommodates two-way traffic and functions as an entertainment corridor.		X		The Downtown Streetscape Project re-oriented Main Street to two-way traffic. $4 million more is to be invested on Main Street in conjunction with the West Village Project. However, few businesses have emerged along the street to establish it as a entertainment corridor. Strategizing for a Main Street Entertainment Corridor is still an important objective. How the retail component of West Village is built-out will be an important step.	No
A north / south connector that includes a realigned Blackwell / Corcoran / Foster Street corridor serving not only as a major vehicular thoroughfare, but also as a principal pedestrian spine in Downtown.	X			The Blackwell / Corcoran / Foster street vehicular connection is now complete with the conversion of the streets into two-way traffic in the City Center District. North / South connections are still important to the overall success of Downtown, however, and a strategy needs to focus on how Downtown can build on investments to date to create a broader "Ballpark to Ballpark" connection for both vehicles and especially pedestrians.	Yes
The 'crossroads' of the two major thoroughfares and heart of Downtown is the City Center that serves as a traditional focal point, concentration of pedestrian-oriented amenities, and the densest assemblage of historic architectural resources.		X		An active City Center District that connects the various Downtown Districts remains vital to the overall success of Downtown. Several "catalyst" development sites may be the key to furthering the activity of the district that has been created after the completion of the streetscape and street re-alignments. While a lot of property is poised for development, particularly on parking lots, a parking problem may manifest itself if not addressed	No
A newly created Civic and Arts District (CAD) that better links the Brightleaf District with the City Center and other areas to the south.		X		Arts and cultural attractions remain a focus for Downtown revitalization efforts. With the reorganization of Downtown Districts, the Civic and Arts District proposed by the Master Plan is now synonymous with the City Center District, and the CCB plaza will be programmed for concerts and arts oriented events. Retail space will also be oriented towards these types of functions.	Yes
Improvements to the south end that are more strongly linked to the core area. The railroad tracks, which currently serve as a barrier, provide an opportunity to link areas rather than to separate them.			X	Connections between the American Tobacco District and the City Center have remained elusive. The fact that American Tobacco's "front door" is located on the southern end of the site has not helped. Anticipated development activity on either side of the rail track may assist in connectivity.	No

STRATEGIES	SIGNIFICANT	IN PROGRESS	LIMITED	COMMENTS	NEW STRATEGY?
A newly created mixed-use entertainment district at the site of the former American Tobacco Warehouse adjacent to the Durham Bulls Athletic Park on the south side of Downtown	X			American Tobacco as an entertainment destination has been realized with the creation of dining and music venues. Future efforts should focus on continuing mixed-use style development around the American Tobacco complex, as well as sustaining the entertainment energy created through the project and its vicinity to the Durham Bulls Athletic Park and Performing Arts Center.	Yes
A reconfigured 'loop' that allows for two-way traffic and is significantly altered to improve connectivity between districts, overall circulation and development potential			X	The Loop is a significant hindrance to overall Downtown revitalization. Focus on reconfiguration as well as how the street can be used to spur development opportunities should be a priority for Downtown.	No
Major new gateway opportunities at key intersections in all directions		X		Downtown has implemented a good wayfinding system. Several development opportunities exist at key gateway sites that will help improve the image and functionality of Downtown, such as the DAP, Human and Health Services Building, West Main Street and West Chapel Hill Street.	No
An expanded Durham Central Park on the north side of Downtown that extends further west and southeast and connects adjacent residential neighborhoods while providing new residential opportunities.		X		Central Park's growth has become somewhat limited due to the park becoming essentially landlocked. Its future as a community amenity rests in optimizing existing land and adding impact programming, such as the Farmer's Market.	Yes
Stronger emphasis on preserving and enhancing outlying residential neighborhoods to make them integral parts of the Downtown Community			X	Connections to outlying residential neighborhoods remains a strong goal. Opportunities need to be taken advantage of to improve Downtown's linkages with surrounding neighborhoods when they present themselves.	No

3 Conclusions from Progress Report

The primary lesson that can be taken from the Master Plan Progress Report is that while there have been significant achievements in Downtown well in advance of previously set goals, the work on Downtown is not yet complete. Downtown leaders should not be complacent with quickly achieved success, as there are many essential components to the success of Downtown Durham that have yet to be realized.

This section is a discussion of key points regarding what needs to occur next in the context of the 2000 Master Plan 20 year Horizon. The points are organized into six primary categories that represent the most important areas for the updated work plan to focus upon:

A) Public Policy
B) Public Infrastructure & Services
C) Connectivity
D) Open Space
E) Programming Downtown
F) Downtown Management

A. PUBLIC POLICY

A Continuation of Public - Private Partnerships is Needed

While it is important to acknowledge key Public-Private Partnerships that have occurred to bring about major projects like American Tobacco, as well as the notable public-sector investment that has occurred over the past 7-10 years, there is a need for partnerships and public-sector investment to continue in order to encourage continued private sector investment and development. Vigilance in working with developers to develop open land in congruence with Downtown development goals is essential to the success of Downtown to become a pivotal activity center in Durham and the region.

Previous and existing PPPs include:

1) American Tobacco
2) West Village Phase I and II
3) Durham Performing Arts Center
4) Venable Revitalization
5) Woolworth Site
6) Durham Athletic Park Renovations (DAP)
7) Parrish Street Project
8) Downtown Revitalization Fund

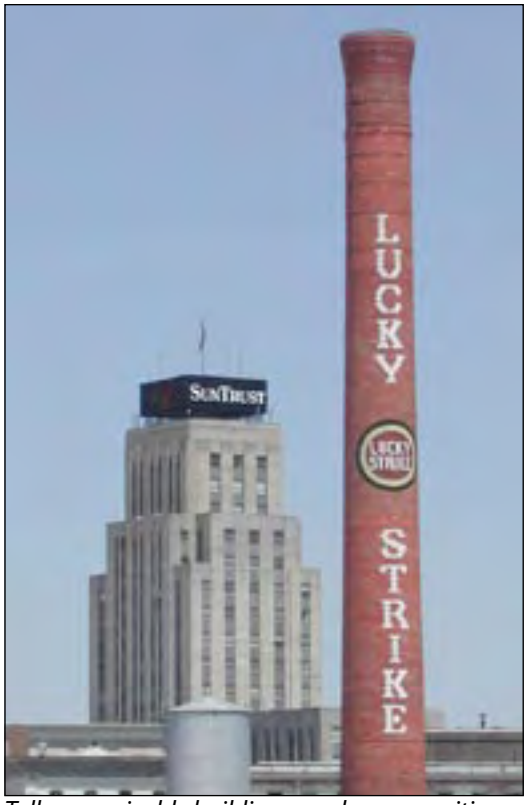
An Increased Residential Population is Important to Downtown.

Downtown must make plans around the inclusion of a significant addition of residents, who provide a crucial third market segment after Downtown employees and visitors. Suggestions from stakeholders about Downtown residential targets have ranged from 2,500 to 5,000 and even as high as 10,000. With an existing resident base of approximately 900, meeting even the lowest goal (2,500) means adding many more residential projects than are currently being planned for Downtown. High density, multi-story development is likely to be more of a priority than single family homes or townhouses, at least in the short term. Increasing the number of residents also helps diversify the local tax base, which is currently dominated the commercial market.

Important to the overall residential mix will be the provision of affordable and workforce units that provide Downtown housing opportunities to those with low to middle range incomes. Not only will the City and interested Downtown entities need to strategize about how this need should be addressed, but partnerships between the public and private sectors will likely need to



Residential In-Fill is a significant component to bringing activity and increased market to Downtown.



Tall, recognizable buildings can have a positive impact on downtowns. These buildings act as visual landmarks that contribute to a sense of place.



One of the elements that made American Tobacco so successful was the public private partnership that helped construct two parking garages for the project. Similar infrastructure investments in new and existing facilities will likely be key to supporting Downtown growth in terms of residents, workers and visitors.



The Downtown community should engage in a discussion as to whether the current DDI boundaries are still appropriate in the context of the significant growth Downtown has seen.

exist to help meet this goal.

The Regulatory Process For Development Must be Efficient and Clear to Developers and Property Owners

Downtown has a variety of underlying zones in addition to 2 overlay zones. How all of these zones work together can be very difficult for the development community and the average citizen to understand. This confusion can be costly both in terms of time and money for both developers and city staff. Therefore, there is a clear need for the City and County to simplify the zoning in downtown through the use of concepts such as form-based zoning.

There is also a need to improve the efficiency of the Development Review Process in partnership with the City and County so that it is predictable, fair, streamlined, and becomes a process that provides Durham with a competitive edge in the development marketplace. One way this can be achieved is by enacting the recommendations of the Development Review Process Task Force

Signature Building Development Improves Downtown Durham's Presence.

Where opportunities exist, development - either commercial or residential - that can achieve certain height or massing that has a positive aesthetic and programmatic impact should be encouraged, especially within the City Center. Taller buildings not only provide enough population in workers or residents to make a huge market impact on retail businesses, but contribute to the massing of the Downtown Durham skyline, helping to draw visitors into the area.

The Geographic Boundaries of Downtown May Have to be Re-Considered.

The 2000 Master Plan, as well as this Updated Work Plan, deals with Downtown Durham is regards to the boundaries established in 1992. However, as Downtown continues to grow, consideration of whether the existing boundaries are still relevant is a topic that the Downtown community should discuss. Expanding Downtown boundaries could have positive impact upon the neighborhoods that surround it, but it could also create an area that, because of its size, becomes unmanageable from an organizational standpoint.

B. PUBLIC INFRASTRUCTURE & SERVICES

Adequate Infrastructure Needs to Be Put Into Place to Accommodate Growth

If Downtown continues to grow at the pace it has experienced over the last seven years, then strategies are going to have to be put into place to accommodate a larger Downtown population base in terms of residents, workers and visitors. This primarily includes transportation concerns (adequate parking facilities, street capacity, bike lanes etc.) safe and attractive pedestrian realms (sidewalks, lighting, benches etc), and technological considerations (Cable, High Speed Internet, Fiber Optics, and possibly WI-FI connections).

Day to day services run by the city are important as well. An increased population will have impacts on waste management, safety and maintenance of facilities and infrastructure. How Downtown should address these concerns is an important step in moving forward with the growth of Downtown.

C. CONNECTIVITY

Downtown Districts Need to be Better Connected

Significant growth in several focused areas (American Tobacco, Brightleaf / Warehouse District) is generally beneficial for Downtown, but there is a danger that these areas will turn into disconnected "pods" of development that lack good connectivity between each

other. Solutions to these problems include physical development, pedestrian-scale street improvements and programmatic expansions (new businesses). West Village Phase II, for example, will go a long way towards connecting the Brightleaf and Warehouse Districts to the City Center District through building renovations, city investment in streetscape and retail leasing.

A specific solution may be addressing The Loop. The conversion of several Downtown streets into two-way traffic has proven to be a successful initial step in addressing Downtown's cumbersome circulation system. Designed to facilitate traffic movement through Downtown (but *around* the City Center), The Loop has instead served to divert vehicular traffic from retail growth areas and detach the City Center from surrounding districts. Several options exist that could address this series of streets, from conversion to two-way traffic all the way to completely removing the streets.

While the City is working on all of these strategies, it needs to make sure the issue is moved forward to unite the Downtown districts and activity centers rather than each activity center existing independently of each other. Communication with NCDOT will be a crucial element to this topic.

Good Connectivity to Surrounding Neighborhoods Still Needs to be Addressed

In addition to connectivity within Downtown Districts, how Downtown Durham connects to its surrounding neighborhoods is important to how Downtown fits into the existing city fabric on the whole. Downtown's revitalization is not meant to serve just Downtown, but is an enormous opportunity to improve adjacent neighborhoods - some of which have struggled economically in the past.

One method by which to accomplish this, other than transportation related linkages, is the development of key Gateway sites that serve as beacons into Downtown, but also physically and programmatically connect Downtown to surrounding neighborhoods. This would work best on key corridors such as Main Street, Chapel Hill Street and Morgan Street. Thus, Downtown growth can be used to link growth and planning efforts in areas like the East Main Street Neighborhood, Hayti, West Main Street and Old North Durham rather than each area functioning independent of one another.

D. OPEN SPACE

Expanded Recreational Opportunities are Essential for the Growing Downtown Residential Population.

Recreation opportunities are an important amenity, particularly for residents, who look for open space, recreation trails and other amenities to complement their choice for a high-density lifestyle. In several locations around downtown, open space exists on parcels that are more appropriate for in-fill development. Downtown planners therefore need to seek out new opportunities for open / green space to replace that which may be lost, as well as to complement the overall aesthetic and appeal of Downtown. Durham Central Park has a lot of potential to be an important driver of development in the Central Park District, but expansion options for the park have become limited. Programming the park with events and destinations, like the recently completed Farmer's Market, will be more important in the future if Central Park is to live up to its potential not only as a major recreation space for Downtown, but also the Durham community on the whole.

Two likely options for expansion of recreation corridors are; (1) the railroad spur leading north through the Warehouse District, which is not currently used and presents an excellent opportunity for a multi-use trail; and (2) Downtown Alleys, which connect various destinations via short corridors that add character to the overall Downtown experience. It should be noted that almost all of the buildings on the railroad spur - save for the county owned building and parking lot - have already



Barriers, such as the rail tracks that run through the middle of Downtown, remain formidable problems to the overall goal of Downtown connectivity.



Exercising in Durham Central Park, an important recreational space in Downtown.



An active City Center District is vital to the overall success of Downtown.



The dining & entertainment energy focused within the Brightleaf District should be expanded across areas of Downtown to create a base of retail from which the Downtown retail landscape can grow.

been developed or improved.

E. PROGRAMMING DOWNTOWN

The City Center District is a Vital Focal Point for Downtown Growth

The City Center District is the hub of the spoke-like transportation system that emanates from the historic Central Business District. Its revitalization is crucial not only because it helps connects all of the Downtown Districts (see above), but because many residents think of the City Center District as Downtown Durham. Turning the City Center into a vital, active urban center will truly mark the Downtown's renaissance.

There has already been a great deal of activity in the City Center District, from local developers purchasing and rehabilitating properties to the City's streetscape program and the construction of CCB Plaza. Achieving true revitalization will consist of continuing to support private investment in the City Center, as well as leveraging investments that have already been made into major, catalyst type development that helps all of Downtown.

Arts, Cultural and Entertainment Destinations have the potential of being an important niche market for Downtown.

The renovation of Brightleaf Square in the 1990s and 2004, as well as subsequent growth of retail and dining in and around it created the first major entertainment-related destination in Downtown. Since then, dining and entertainment uses have grown in the Brightleaf District, but with the addition of many new destinations within Downtown, such as American Tobacco and the Durham Performing Arts Center combined with existing cultural and entertainment destinations like the Carolina Theater, Durham Arts Council, and new retail and restaurants, Downtown is beginning to emerge as a major regional entertainment destination. Supporting growth and sustainability of existing businesses and destinations should be a priority. There is also a need to grow existing cultural, arts and retail businesses throughout downtown especially in the City Center District.

Entertainment oriented uses are important in Downtown revitalization efforts because they often "lead" retail back into the urban core. Existing trends in many cities show that dining, nightlife and performing arts uses start to activate downtowns or other core areas, with other retail opportunities following once a certain activity and customer base has been established.

Arts and cultural related destinations and businesses should be a focus, particularly in the City Center District, where they could assist in connecting dining and entertainment businesses in the Brightleaf and American Tobacco Districts.

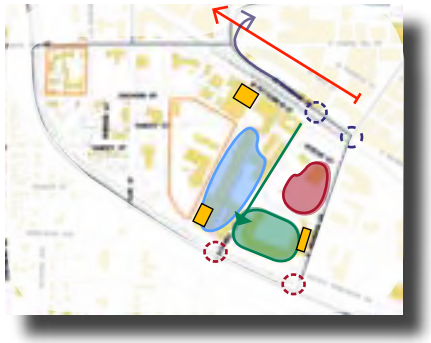
F. DOWNTOWN MANAGEMENT

Downtown needs an expanded, more financially viable organization to guide its growth.

Most successful Downtown organizations utilize tools that come from a guaranteed funding source. DDI, as a non-profit entity that raises funding for its initiatives is limited in its capacity by not having a guaranteed funding source. An example would be a Business Improvement District (BID) that levees a tax on downtown property owners in order to organize and create improvements that benefit those property owners.

Downtown Durham Inc. and the City of Durham should investigate possibilities for the growth of DDI's role as facilitator and arbiter of Downtown development, events and marketing. Increased monetary resources can go a long way towards a unified and directive approach to Downtown revitalization and growth.





C. Updated Strategic Plan

4. Updated Strategies
5. Physical Development Directions
6. Focus Areas

4 Updated Strategies

OVERVIEW

This section organizes an updated series of strategies that are intended to guide the Downtown Durham Master Plan through the next 2-7 years. The strategies listed in this section represent updates of strategies from the 2000 Master Plan, as well as many new ones that address issues that were considered important next steps after the Chapter 2: Progress Report.

The strategies are organized into six topical areas - the same six that were introduced in the previous Chapter 3: Conclusions from the Progress Report:

A) Public Policy
B) Public Infrastructure & Services
C) Connectivity
D) Open Space
E) Programming Downtown
F) Downtown Management

GUIDE TO UPDATED STRATEGIES SECTION

STRATEGY TOPIC AREA: →

STRATEGY TITLE →

DESCRIPTION / POLICY STATEMENT →

DETAILED SUB-TOPIC (if necessary) →

A. PUBLIC POLICY

A2. Increased Residential Development

Downtown Durham and the City of Durham should establish a goal of 5,000+ residential units in the immediate downtown geographic area and 10,000+ units in the greater Downtown area.

Affordable Housing - Both the City and the Development community should seek to provide an appropriate mix of residential units classified as "workforce" or "affordable" housing in relation to the high number of market-rate units planned for Downtown.

A. PUBLIC POLICY

A1. Strong Public-Private Partnerships

Push for continued Public - Private Partnerships to support overall Downtown revitalization.

A2. Increased Residential Development

Downtown Durham and the City of Durham should establish a goal of 5,000+ residential units in the immediate downtown geographic area and 10,000+ units in the greater Downtown area.

Affordable Housing - Both the City and the Development community should seek to provide an appropriate mix of residential units classified as "workforce" or "affordable" housing in relation to the high number of market-rate units planned for Downtown.

A3. Sustainable / Green Development

Strive to make Downtown the "green development leaders" in North Carolina, and support City and County goals to reduce carbon emissions in Durham.

"Smart Growth" - Investment in Downtown Durham focuses development in an existing urban context rather than on the periphery of the community, saving the need for new infrastructure and

preserving the rural landscape to be used for agricultural or natural uses. This is a key principle in the practice of Smart or Sustainable Growth strategies.

A4. Regulatory Issues

Zoning in Downtown is difficult to understand, navigate and often unclear to those seeking in invest. The efficiency of the Development Review Process and Zoning needs to be improved in partnership with the City and County so that it is predictable, fair, streamlined, and becomes a process that provides Durham with a competitive edge in the development marketplace.

Form Based Zoning - Growing in popularity, form based zoning codes are proving to be effective tools to facilitate urban growth in Downtown or Center City geographies. Durham should consider creating such a code to complement and/or replace existing zoning tools, as it is a code that focuses more on the urban form of development rather than what specific uses are allowed or prohibited. This allows for more flexibility in the marketplace without sacrificing flexibility in the built form.

A5. Geographic Boundaries of Downtown

The City of Durham should consider whether it is worth re-examining the current geographic boundaries of Downtown as significant development projects move outward from the immediate Downtown area such as Golden Belt, Heritage Square, Rolling Hills, etc.

A6. Future Development of Signature Buildings That Provide Greater Density and Critical Mass

With strong residential and office markets, encourage tall, signature style in-fill buildings should be encouraged in Downtown, especially in the City Center district, an element that will build a true Downtown skyline.

A7. Downtown's Relation to the Broader Context of Durham and Triangle Communities

Downtown does not exist in a vacuum. The community must consider how it should plan for the future of downtown in the broader context of its surrounding neighborhoods, the City of Durham and even the Triangle region.

B. PUBLIC INFRASTRUCTURE & SERVICES

B1. Adequate Infrastructure

In order to accommodate future residential growth in Downtown Durham, new hotel rooms, and additional retail, office and recreational space, Downtown and the City of Durham must plan and finance the necessary public infrastructure (Parking, high speed internet, streets and sidewalks, power grid, intra downtown transportation, etc.) to support this growth.

Maintenance - Just as important as providing needed infrastructure is maintenance. Efforts need to be focused on how new and existing infrastructure, such as streets, sidewalks, parking etc. can be maintained so as to provide a safe and attractive Downtown, as well as to reap long-term fiscal benefits from not having to replace facilities and infrastructure in the future.

B2. Day to Day Services

As downtown continues to attract more residents, businesses and visitors, the demand for a higher level of day to day services will increase.

C. CONNECTIVITY

C1. Connectivity Amongst Downtown Districts and Adjacent Neighborhoods

There needs to be a stronger emphasis on preserving and enhancing outlying residential neighborhoods to make them integral parts of the Downtown community.

"Ballpark to Ballpark" Connectivity - A vital route within Downtown is the north - south Blackwell / Corcoran / Foster Street connection that links the new Durham Athletic Park with Central Park and the Historic Athletic Park. Now that it is easier for vehicles to span the distance vias streetscape improvements, thought must be given to the obstacles that continue to prevent easy movement for pedestrians and other commuters. First and foremost amongst these obstacles would be the rail track, which separates the City Center District from the

American Tobacco District.

Traversing the Rail Tracks - The rail tracks within Downtown currently serve as a barrier between key activity centers. How pedestrians and automobiles can more easily move across the tracks needs to be addressed through development, landscaping and possibly engineering solutions.

Main Street Corridor - A revitalized Main Street can be a crucial east-west link not only within Downtown but to the East and West Main Street neighborhoods. Entertainment and retail uses bring the potential to programmatically link much of the Main Street corridor from Brightleaf to the planned Human and Health Services Building.

C2. Activate Street-Level Store Fronts Into a Mix of Restaurants, Entertainment and Retail

Cities must not have any more than 25 linear feet of "dead" space along their sidewalks. In order to connect districts, Downtown should strive to have interesting shops occupying the street-level storefronts and public art on the streets.

C3. Gateway Entrances Into Downtown

Leverage gateway sites at key intersections in all directions into development that contributes positively to Downtown's image and physically and programmatically links Downtown with surrounding neighborhoods.

C4. Fix The Loop

Downtown should strive to reconfigure the "loop" into a signature street that significantly improves connectivity between districts, overall circulation and development potential in Downtown.

C5. Examine Potential for Traffic Calming and General Improvement of Circulation on Downtown Arterials.

With the success of converting select Downtown streets into two-way traffic, a study should examine the possibilities and benefits of addressing other arterials in Downtown with the goal of calming traffic and encouraging people to engage Downtown rather than drive through it.

D. OPEN SPACE

D1. Expanded Recreational Opportunities

As downtown enjoys growth in residents, employees and visitors, additional recreational opportunities will be required.

Completing Central Park - With several popular attractions, most notably the new Farmer's Market, Central park has begun to offer true urban recreational offerings to Downtown. As the largest open space in Downtown, methods as to how it can expand programming need to be made a priority.

Active Recreation - Connecting Downtown with surrounding neighborhoods with multi-modal trails or access will not only help the overall connectivity of Downtown, but provide a vital amenity to downtown residents who would be able to run, jog or bicycle to and from major county-wide trails such as the American Tobacco Trail.

Railroad Spur - Efforts should be put into place to transform the railroad spur running through the Warehouse District into a multi-use trail which encourages walking, running and bicycling, amongst other activities.

D2. Intentional Open Space

Utilize a strategy of intentional open space, redeveloping key properties where informal green space currently exists, while organizing new open space throughout downtown in a manner that complements pedestrian movement and provides an amenity to Downtown workers, residents and visitors.

E. PROGRAMMING DOWNTOWN

E1. City Center as a Focal Area

The 'crossroads' of the two major thoroughfares and the heart of Downtown is the City Center District that serves as a traditional city center, has a concentration of pedestrian oriented amenities, and the most dense assemblage of historic architectural resources. The City Center District should serve as a civic and arts district that helps link surrounding districts and creates a unique regional destination.

E2. Niche Market of Arts, Culture, and Entertainment Destinations and Events.

Continue to invest in entertainment uses and programming in key areas to grow an overall Downtown Entertainment District which includes Brightleaf, Central Park, American Tobacco and the City Center.

E3. Increase Special Events, Festivals, Gatherings and Public Art.

Grow the number of small special events and festivals in Downtown in order to make Downtown a destination for visitors and to provide increased clientele for Downtown storefront merchants and restaurants. There should be a focus on the Central Park and CCB Plaza.

F. DOWNTOWN MANAGEMENT

F1. Downtown Self Management

Determine what additional Downtown management services might be needed, and how these resources should be organized to maximize the strong public-private partnerships that have driven Downtown's revitalization efforts.

BID / SID, or Development Authority - Durham's Downtown organization requires additional resources to implement revitalization programs, as well as to sustain and program efforts already under way and experiencing success. Therefore, a special taxing district such as a Business Improvement District (BID), Special Improvement District (SID) or Development Authority should be investigated for potential application to Downtown Durham.

5 Physical Development Directions

OVERVIEW

This section provides an overview of the physical development direction that Downtown Durham should move towards to support the strategies of the Master Plan. The chapter organizes the assessment by Downtown Districts, which consist of the Brightleaf, Warehouse, Central Park, City Center, Government Services and American Tobacco Districts.

For each district, sections discuss:

1) **Completed Projects** - an overview of the development projects that have been completed with in that particular district. This reviews information provided in Chapter 1: Accomplishments, but examined in the context of the separate Downtown districts.

2) **Planned / Proposed** - an overview of the planned development projects for each district.

3) **Opportunity Sites** - particular sites that have opportunities for development / redevelopment are identified for each district.

4) **Key Issues** - Bullet points provide an overview of how work plan strategies that have physical planning and development related context relate to each particular district.

GUIDE TO PHYSICAL DEVELOPMENT DIRECTIONS DIAGRAM

The Physical Development Directions Diagram is intended to graphically represent the future direction for Downtown based on the Updated Strategies of this Work Plan. It focuses upon Physically related initiatives such as (1) Land Use; (2) Transportation / Connections; and (3) Focus Areas / Corridors for Development.



FUTURE DEVELOPMENT CHARACTER

The diagram shades areas that represent the future development "character" for Downtown, suggesting the preferred land use, or mixture of land uses for a particular area. These include residential, commercial, entertainment, recreation, etc.



GATEWAYS

These symbols represent major gateway opportunities into all of Downtown (red) and into the City Center (Blue). They should act as connecting nodes that make positive statements about Downtown, assist in bringing people into Downtown, and successfully connect Downtown with surrounding neighborhoods.



MAIN STREET CORRIDOR

The Main Street Corridor is an important focus area for connectivity and development. Its prominent location connecting various Downtown districts has the high potential for the introduction of retail which will help connect activity points such as Brightleaf and West Village with the City Center and the East Main Street Neighborhoods. - Dots represent primary retail intersections.



PARRISH STREET CORRIDOR

The Parrish Street Redevelopment Plan created the framework with which to facilitate revitalization along one of the most important streets in Durham in terms of Heritage. How planning efforts along this street impact overall revitalization efforts of Downtown and vice-versa is an important element to consider.



THE LOOP

The negative characteristics of the Loop impact nearly every district, particularly how each district connects with each other. How the Loop impacts each district is an important discussion point in this section. How right of way enhancements and physical development can be used to improve the Loop is discussed in Chapter 7: Updated Focus Areas.



BALLPARK TO BALLPARK CORRIDOR

Continued development in and around American Tobacco, the planned renovations to the Historic Durham Athletic Park and the expansion of Central Park will create major anchors at either end of Downtown. How successfully residents and visitors will be able to transition the Blackwell / Corcoran / Foster street linkage is important - especially in the context of its perceived long distance.



CONNECTIONS TO THE NEIGHBORHOODS

Sooner rather than later, the success Downtown has achieved in recent years needs to be transferred to surrounding neighborhoods, especially those in most need. This will require better connections and the spread of development energy outside of Downtown. However it is cautioned that without an established Downtown in terms of economic vitality, transfer of growth to the neighborhoods will be difficult.



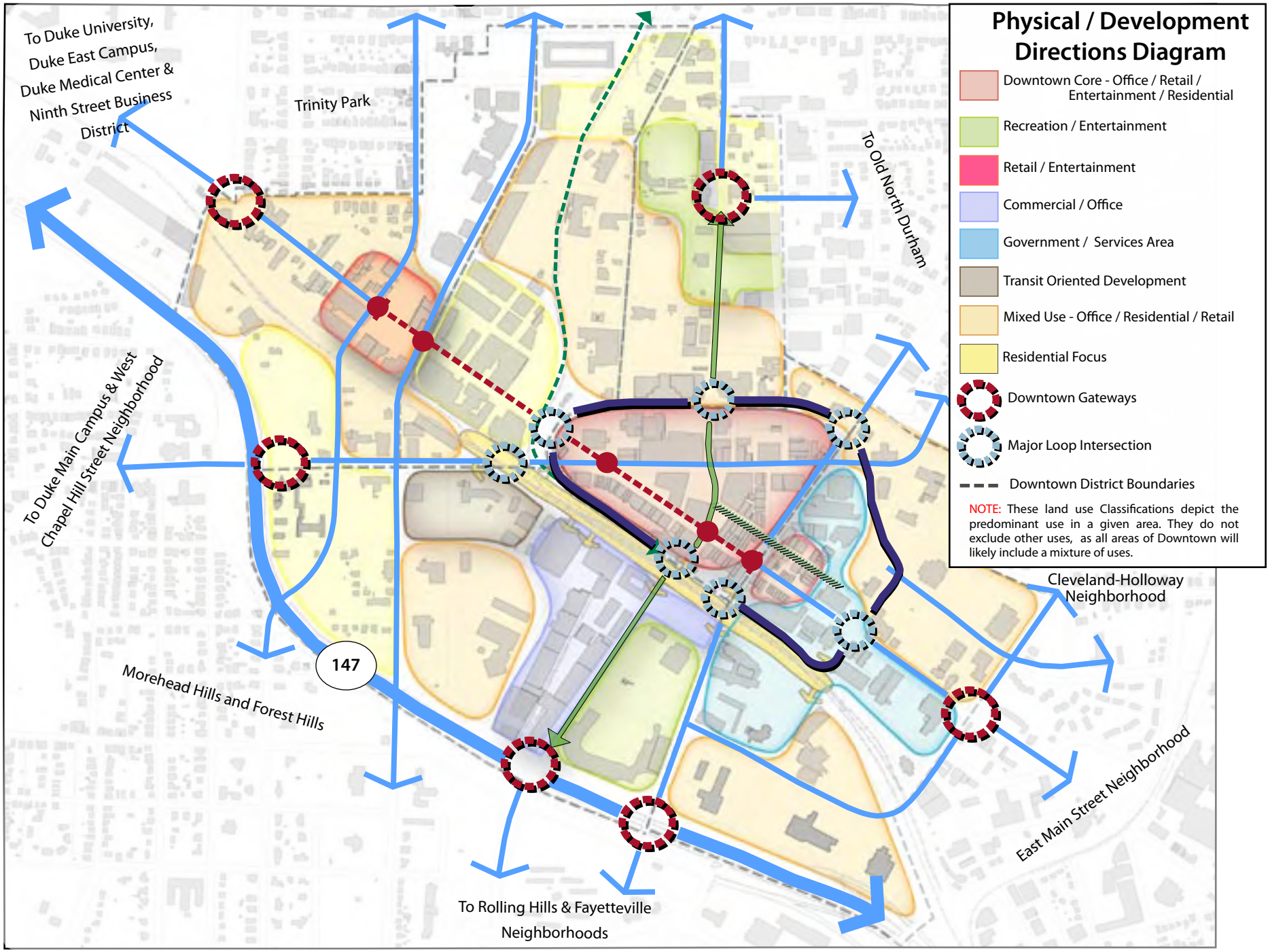
CROSSING THE RAIL TRACKS

Rail tracks essentially split Downtown in half. Bold attempts were made in the past to think of ways to span the tracks, and seven years after the 2000 Master Plan, the relevance of how to address the tracks is as important as ever in terms of linking Downtown together into a cohesive area.



RAIL SPUR CONVERSION

If discussions on converting this spur into a multi-use trail are realized, this trail could link key development sites with the unique residential pocket of Downtown.


To Duke University,
Duke East Campus,
Duke Medical Center &
Ninth Street Business
District
Trinity Park
To Old North Durham
To Duke Main Campus & West
Chapel Hill Street Neighborhood
147
Morehead Hills and Forest Hills
Cleveland-Holloway
Neighborhood
East Main Street Neighborhood
To Rolling Hills & Fayetteville
Neighborhoods
Physical / Development
Directions Diagram
Downtown Core - Office / Retail /
Entertainment / Residential
Recreation / Entertainment
Retail / Entertainment
Commercial / Office
Government / Services Area
Transit Oriented Development
Mixed Use - Office / Residential / Retail
Residential Focus
Downtown Gateways
Major Loop Intersection
Downtown District Boundaries
NOTE: These land use Classifications depict the predominant use in a given area. They do not exclude other uses, as all areas of Downtown will likely include a mixture of uses.

The Central Park District is perhaps the least developed Downtown District. The district is characterized by (i) buildings addressing The Loop on the southern edge; (ii) significant open space in the middle, including both Central Park and numerous parking lots; and (iii) underutilized industrial buildings on the northern third of the district.

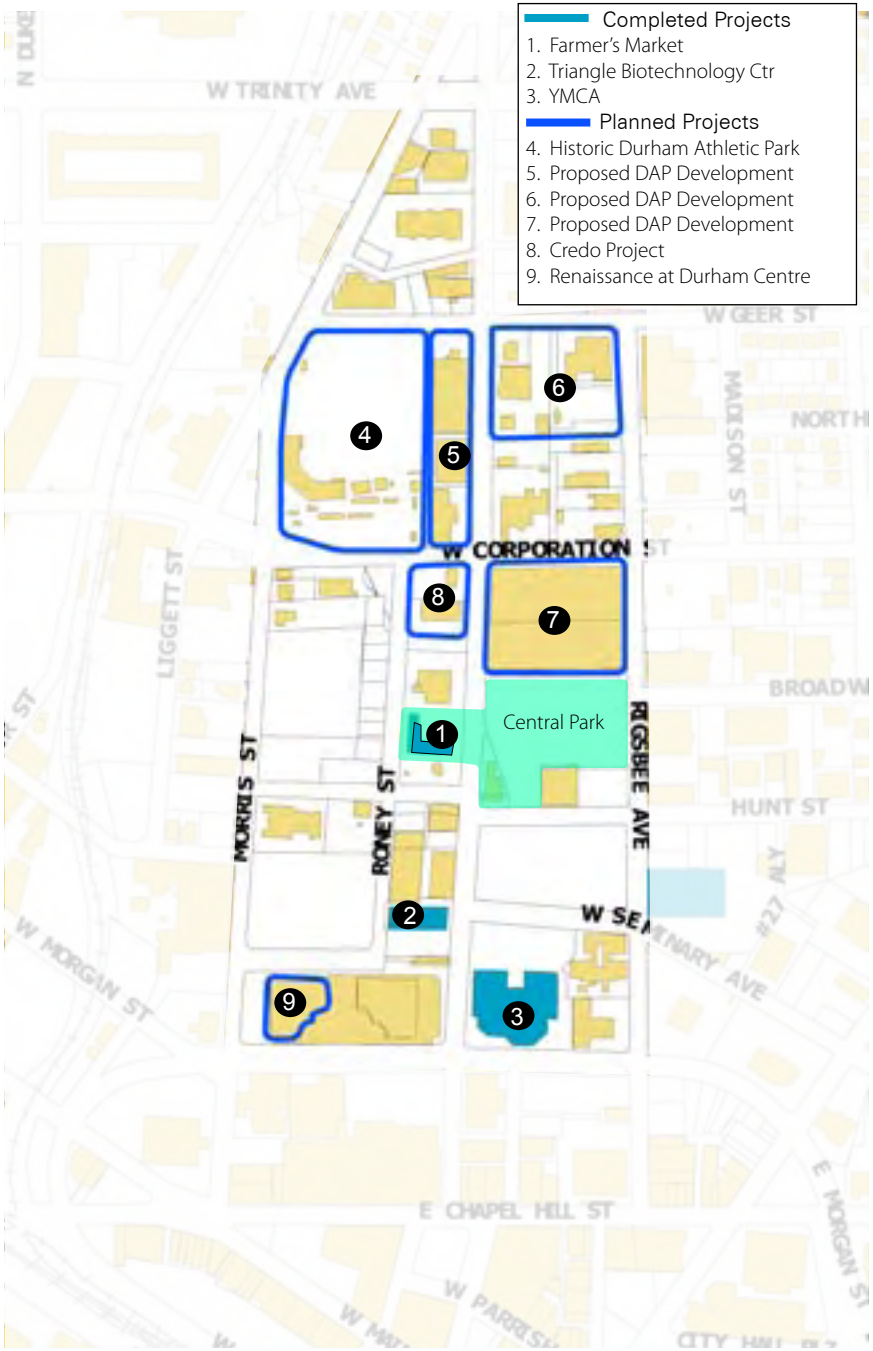
Completed Projects

Several projects of note were completed since the 2000 Master Plan. The first is the Triangle Biotechnology Center, an important technology related addition to Downtown. The second is the building of a new YMCA, which offers Downtown workers and residents a close-by physical fitness facility. The Farmer's Market, located in Central Park, has been a huge success since its opening in the summer of 2007.

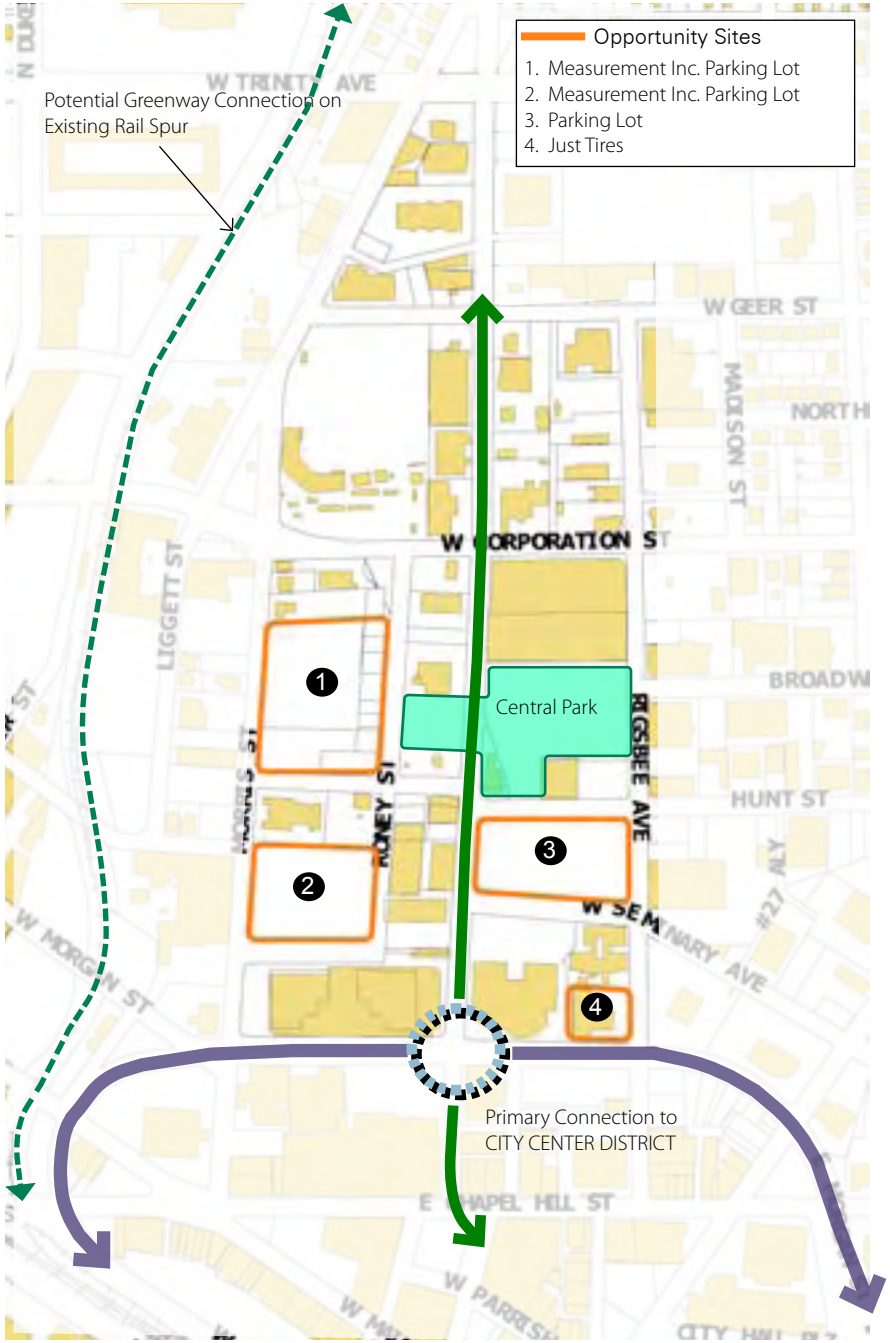
Planned / Proposed Projects

Research for the Master Plan update found that there is significant private sector activity currently underway within the Central Park District. The former Durham Athletic Park (4) is planned to be upgraded to a multi-use facility and event venue. Part of this upgrade is a partnership with Minor League Baseball who will manage and operate the DAP for festivals and baseball games. Discussions have also led to the possibility of MLB moving its operations from Florida, as well as the construction of a Minor League, "Fan Experience." If all this were to materialize, it would represent a major addition to Downtown as a visitor destination, and greatly assist the development efforts within the district

Surrounding the Athletic Park, many proposals have been put forward for development (5-8). The proposals have primarily been for residential, with the intent of taking advantage of the numerous existing and potential amenities in and near the district. The largest residential proposal is Renaissance at Durham Centre, the never built twin tower opposite of Durham Centre (9). If built on the scale of Durham Centre, Renaissance at Durham Centre could add as many as 200 residential units to Downtown.



Completed, Planned & Proposed Projects: ***Central Park District***



Development Directions & Opportunity Sites: ***Central Park District***

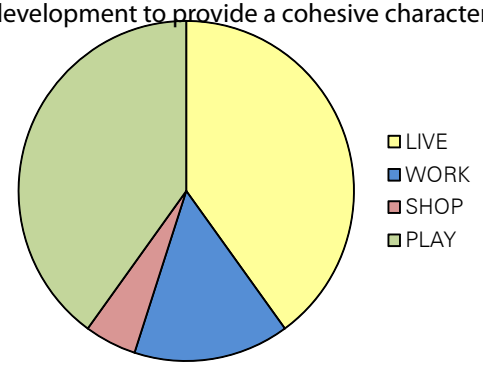
Development Opportunities

The growth and evolution of Central Park is a huge community asset that can assist in driving forward development opportunities. The large number of underutilized buildings and developable parcels in the district suggests that a significant amount of residential or office space could be added to the district.

Presently, the large number of amenities in the area suggest a primary land use balance of residential, office and recreation uses. If Downtown Durham is to realize a significant addition of residents over the next 15-20 years, it is likely that the Central Park district will bear a large percentage of those new residents. It should be noted that after certain areas in the American Tobacco and City Center districts are built-out, the Central Park District may be one of the few areas left for major office space.

Key Issues

- How the district connects to the City Center via the Ballpark to Ballpark corridor (Foster Street) as well as the Loop
- Completion of the DAP project to create an anchor destination at the north end of Downtown.
- -Parking is a key market drive issues, and therefore must be incorporated into any development plans in the district. Parking could be built solely by the public sector, private sector, or in public-private partnerships.
- Expanding programming in Central Park to grow its role as a hub of recreation
- Multiple infill sites offering opportunity for significant addition of residential unit.
- Leveraging amenities (Central Park, possible rail-trail) to attract new residents.
- Organizing development to provide a cohesive character to the district.



Potential Future Mixture of Markets / Land Use - ***Central Park District***

The Brightleaf District is one of the most active parts of Downtown Durham. It is one of the premiere dining and entertainment destinations for all of Durham and the Region.

Completed Projects

Both Brightleaf Square and the nearby Peabody Place have seen notable face lifts since the 2000 Master Plan. Restaurants have been filling former retail spaces in Brightleaf Square, helping to sustain the area as a major dining and entertainment destination.

Planned / Proposed Projects

McPherson Square is a re-use project on the west end of Downtown near Duke's East Campus. The project incorporates both residential units and a hotel. A successful hotel product may help to pave the way for additional hospitality opportunities in Downtown.



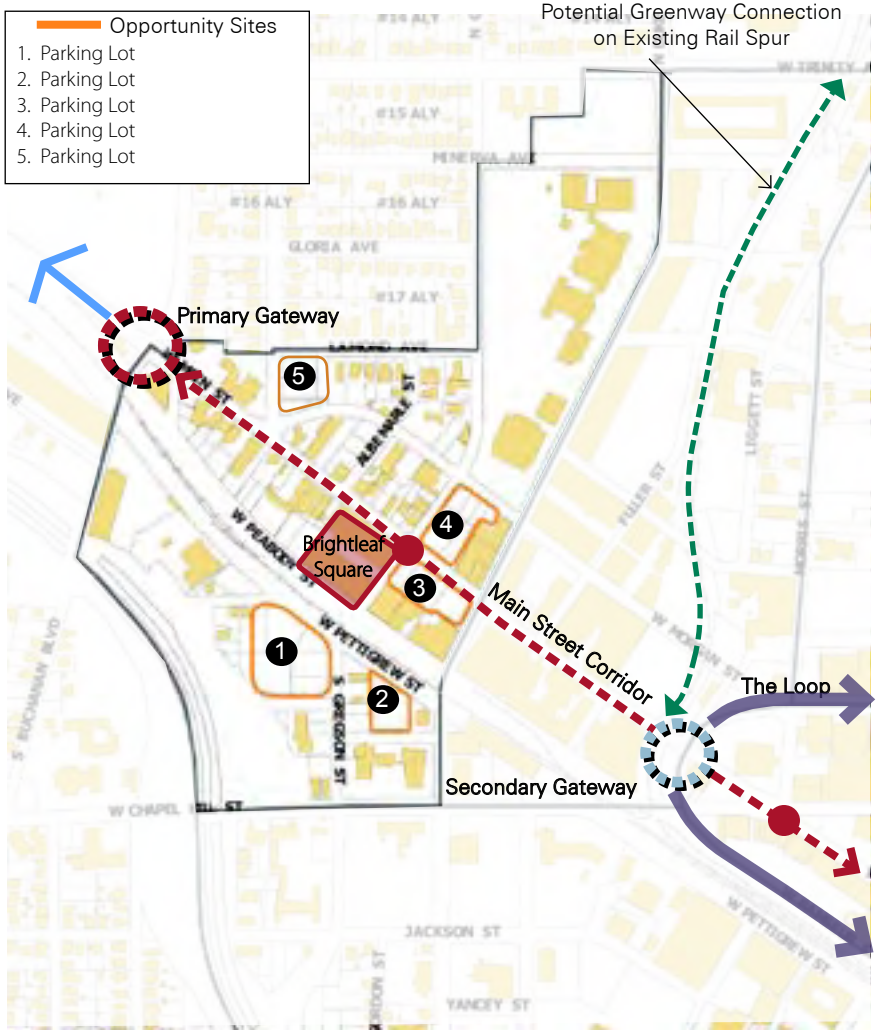
Brightleaf Square



Dining & Beverage Establishments in the Brightleaf District



Completed, Planned & Proposed Projects: ***Brightleaf District***



Development Directions & Opportunity Sites: ***Brightleaf District***

Development Opportunities

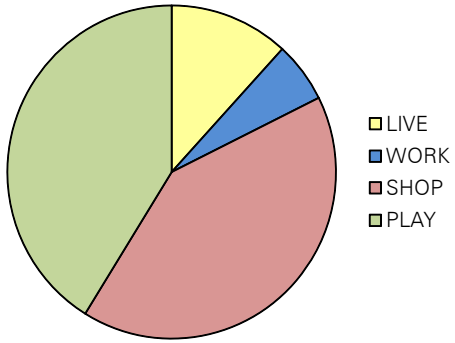
A couple of parking lots (1,2) currently used for employee parking are within short walking distance of Brightleaf Square, but their short-term development potential is limited as they are located on the south side of the railway, a major perceived barrier. Currently, they relate more to development sites to the south in the American Tobacco District.

Other parking lots (3 and 4) are good development sites along Main Street, but are currently the primary lots used to serve Brightleaf Square and surrounding businesses, and are therefore unlikely to be developed in the short-term. However, as Downtown continues to grow and densify, these two sites will make excellent mixed-use parking garage opportunities to serve the Brightleaf area.

Future land uses within the district are likely to be primarily retail and entertainment, with smaller amounts of residential and office.

Key Issues

- Connecting the district to the City Center, both physically and programmatically, so that customers of Brightleaf Square feel comfortable engaging in other areas of Downtown.
- Infrastructure projects such as sidewalk improvements and burying power lines.
- Parking is a key market drive issues, and therefore must be incorporated into any development plans in the district. Parking could be built solely by the public sector, private sector, or in public-private partnerships.



Potential Future Mixture of Markets / Land Use - ***Brightleaf District***

The Warehouse District is largely characterized by the former Liggett Myers Tobacco Facility, which has been rehabilitated as "West Village" in two phases, the first of which involves apartments that are currently occupied, the second of which is under construction and will also include residential uses, as well as some retail and office.

Completed Projects

The Warehouse District, in addition to the Brightleaf District, has seen a limited number of major redevelopment projects since the renovation of West Village Phase 1, an apartment complex. However, this has a lot to do with the gradual completion of the West Village Phase 2 project, discussed in the following section.



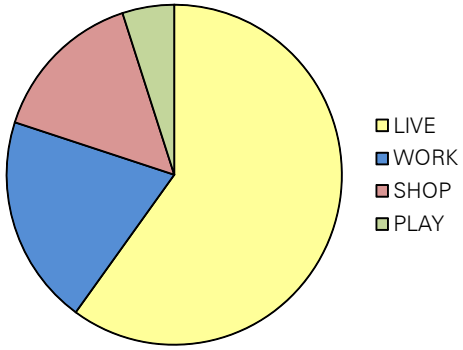
Potential View of West Village Project

Measurement Incorporated, a local education related business has made significant investments in Downtown. Of particular note is its renovation of the Imperial Tobacco Warehouse and the Brodie-Duke Building.

Planned / Proposed Projects

With a projected completion date of 2008-09, West Village Phase 2 is likely to be one of the largest additions to the Downtown landscape since the completion of American Tobacco in 2003. A more detailed description of the West Village project can be found on page 10.

Trinity Lofts is a residential condominium project at the northern end of the district. Though technically within the boundaries of the Warehouse district, it is linked much more with the proposed development in the Central Park District.



*Potential Future Mixture of Markets / Land Use - **Warehouse District***

*Completed, Planned & Proposed Projects: **Warehouse District***

Development Opportunities

There are numerous redevelopment options within the district. A number of sites exist between West Village and the northern end of the district. Of note is the position of an underutilized rail spur that connects these properties (3 - 8). If discussions on converting this spur into a multi-use trail are realized, this trail could link these development sites into a unique residential pocket of Downtown.

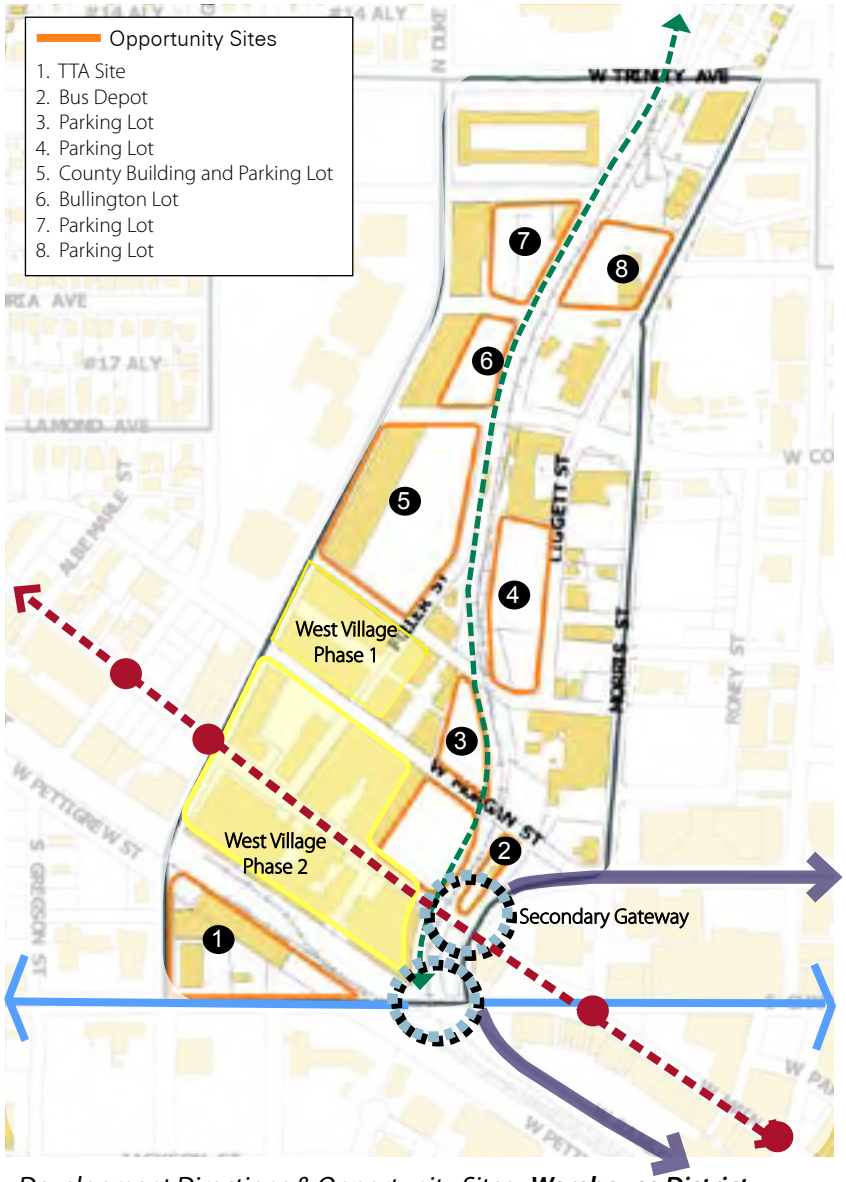
Amenities such as the Historic Durham Athletic Park and Central Park also suggest that residential development is a strong option. The district also holds opportunities for office expansion. As one of the few remaining development sites along the rail spur, the County owned building and parking lot presents an excellent residential development opportunity that may be able to take advantage of its proximity to the rail spur if the latter is converted into a multi-use trail.

West Village is likely to place retail along Main Street. There are limited options for additional retail space despite the high traffic counts of arterials like North Duke Street which borders the district to the west.

The TTA site is an area waiting for redevelopment, but its location on the south side of the tracks from West Village Phase 2 limits its impact on the Warehouse district. If Durham Station to the southeast is successful, perhaps this site would be an opportunity for Transit Oriented Development.

Key Issues

- Connections to the City Center District along the Main Street Corridor
- A gateway to Downtown along Chapel Hill street that improves connectivity to the neighborhoods west of Downtown.
- Potential rail-trail that could activate development -especially residential - in the northern parts of the district.
- Potential Transit Oriented Development (TOD) opportunity for the TTA Site
- Improved connections - either through infrastructure or development -towards the east and the Central Park District.
- Future development of West Village parking lots, as the parking needs of both district residents and visitors increase.
- Utilizing the bus depot site for improvements to the Loop right of way.



Development Directions & Opportunity Sites: ***Warehouse District***

American Tobacco and the Durham Bulls Athletic Park draw hundreds of thousands of people to the district, and the new Durham Performing Arts Center, slated to be open in 2008, will be another huge addition.

Completed Projects

The most significant project within this district is the American Tobacco Campus. Since completion in 2003, the renovation of the American Tobacco complex has been an enormous boost to Downtown. A successful public-private partnership greatly assisted the renovation of the facility, and helped build two parking garages to support the complex. Furthermore, with the addition of dining and entertainment space, American Tobacco has also become a major entertainment hub for downtown,. A more detailed description of the American Tobacco Campus can be found on Page 9.

Another notable project, Diamond View, east of the Ballpark, added over 90,000 SF of office space to Downtown.

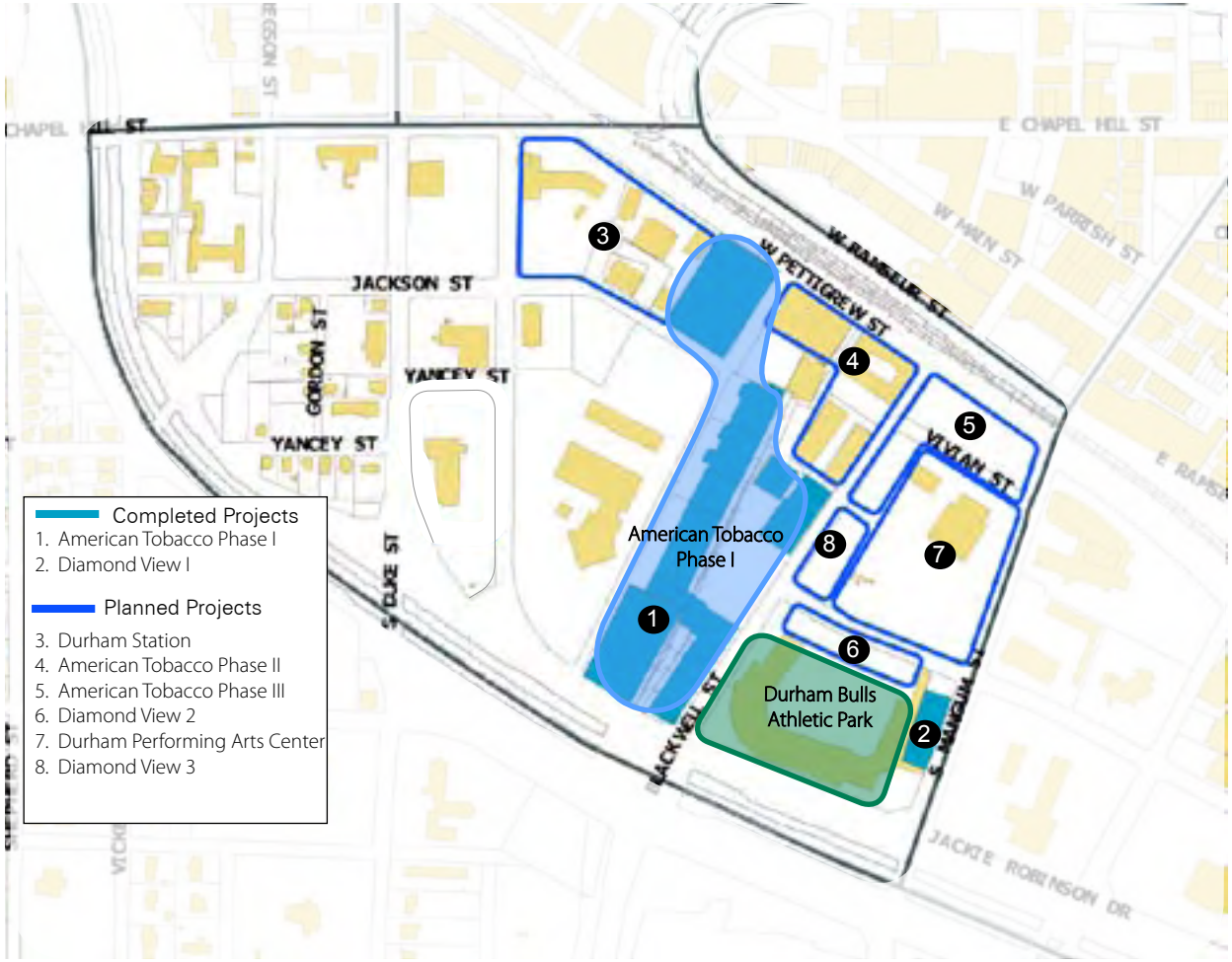
Planned / Proposed Projects

American Tobacco and Diamond View have both been so successful, that each is planning two additional phases. Phase II of American Tobacco is under construction, utilizing still more historic buildings from the original tobacco factory (5). Phase II will include both office and residential tenants. A Phase III is proposed to the east (6).

Diamond View 2 and 3 will frame the Durham Bulls Athletic Park with more office space - Phase 2 alone will have over 150,000 sq. ft.

The next major project is he Durham Performing Arts Center (DPAC) (16). This 2,800 seat performance center will be a huge entertainment related addition, not only for the district, but for all of Downtown and Durham. A more detailed description of the DPAC project can be found of Page 8.

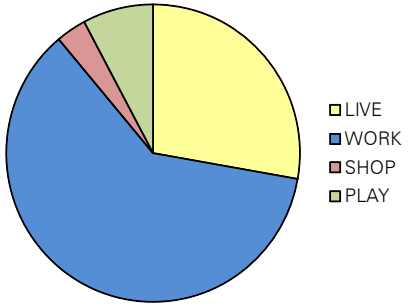
Durham Station (3) will initially act as a mixed-use, transit oriented development and a bus depot, but will also potentially act as a rail station if regional mass transit plans are ever implemented.



Completed, Planned & Proposed Projects: ***American Tobacco District***

Development Opportunities

Once all the planned development within the district is completed, the east side - between Julian Carr St. and Mangum St. - will be a fairly densely built area. That leaves the west side of the district as the next place to turn for development. Many properties in this area are at a distance from general Downtown activity, and might not be ready to redevelop within a short-term time frame (~10 yrs). There are two properties with significant potential, however. The first is a collection of parcels on the far west of the site (1) These parcels are currently used for light industrial purposes and are generally underutilized. They sit at an important location, a gateway site to/from residential neighborhoods along Chapel Hill Street.

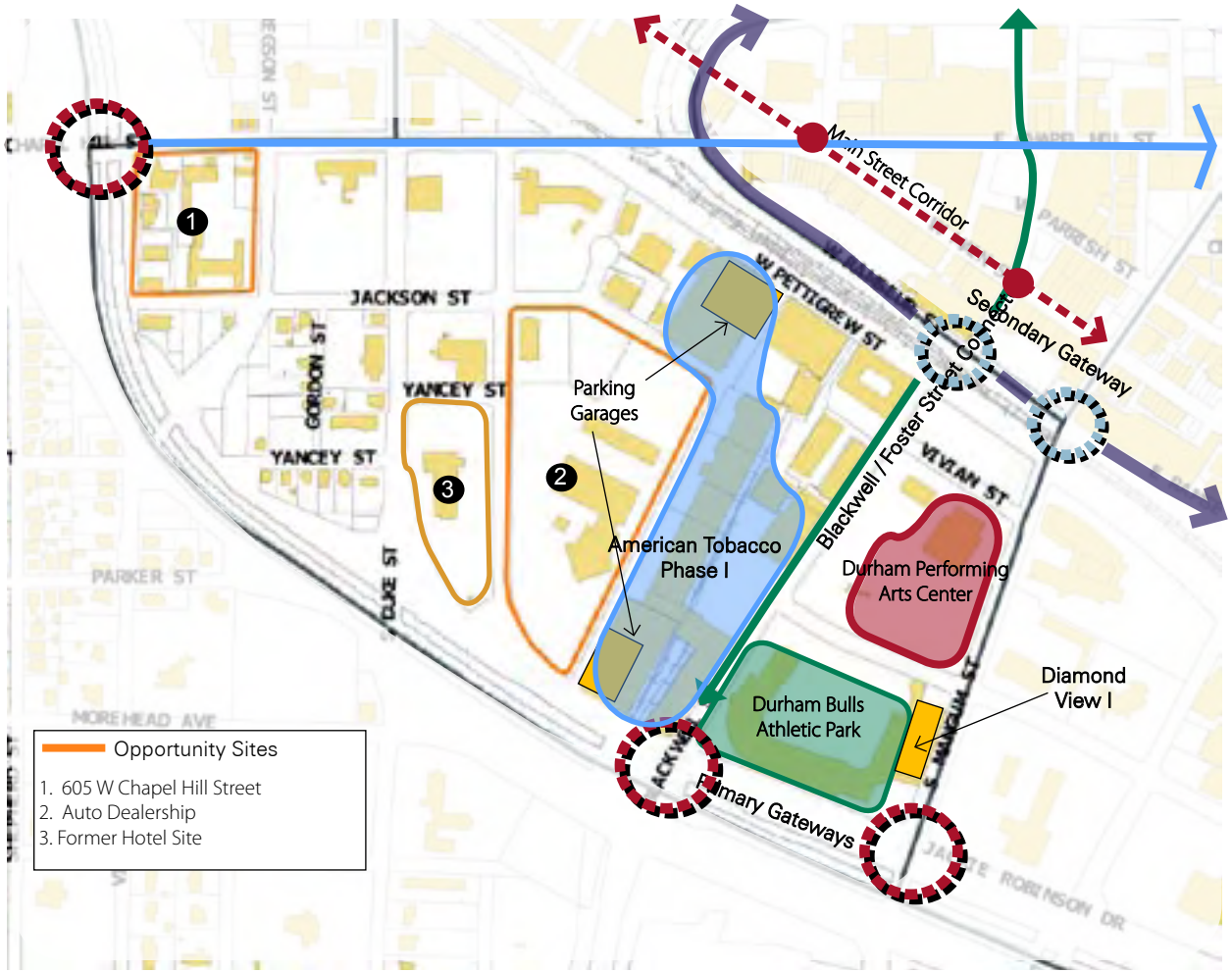


*Potential Future Mixture of Markets / Land Use - **Brightleaf District***

Site (2), a car dealership, was slated in the Master Plan to be mid-density residential development. This is still a viable option for the site. However, the site's connections to the remainder of Downtown are limited. American Tobacco largely disconnects the site to the east, and the rail track and roadways limit connections into the City Center District to the north. Excellent connections to Route 147 make this site viable as office space or mixed-use development that incorporates office, residential and retail that complements the entertainment theme of the district.

Key Issues

- Connectivity of future development to other areas of Downtown.
- Connectivity over the rail tracks and the Loop into the City Center District.
- Development sites related to Durham Station
- A gateway between the district and neighborhoods to the west that encourages traffic into Downtown via Chapel Hill Street.
- Gateway sites into / out of Downtown via Blackwell and Mangum Streets to Route 147 as well as neighborhoods to the south.
- Study of whether key streets - Mangum & the Loop should be converted to two-way traffic.
- Redevelopment of the Heart of Durham Site.



*Development Directions & Opportunity Sites **American Tobacco District***

The Government Services District encompasses the eastern end of Downtown Durham, and though it accurately describes the area of Downtown where Durham City and County offices and services are located, the district is essentially split into two sub districts by the rail tracks. The southern half is related much more to American Tobacco, while the northern half relates more fluidly with the City Center, bridging the historic downtown core with East Durham neighborhoods.

Completed Projects

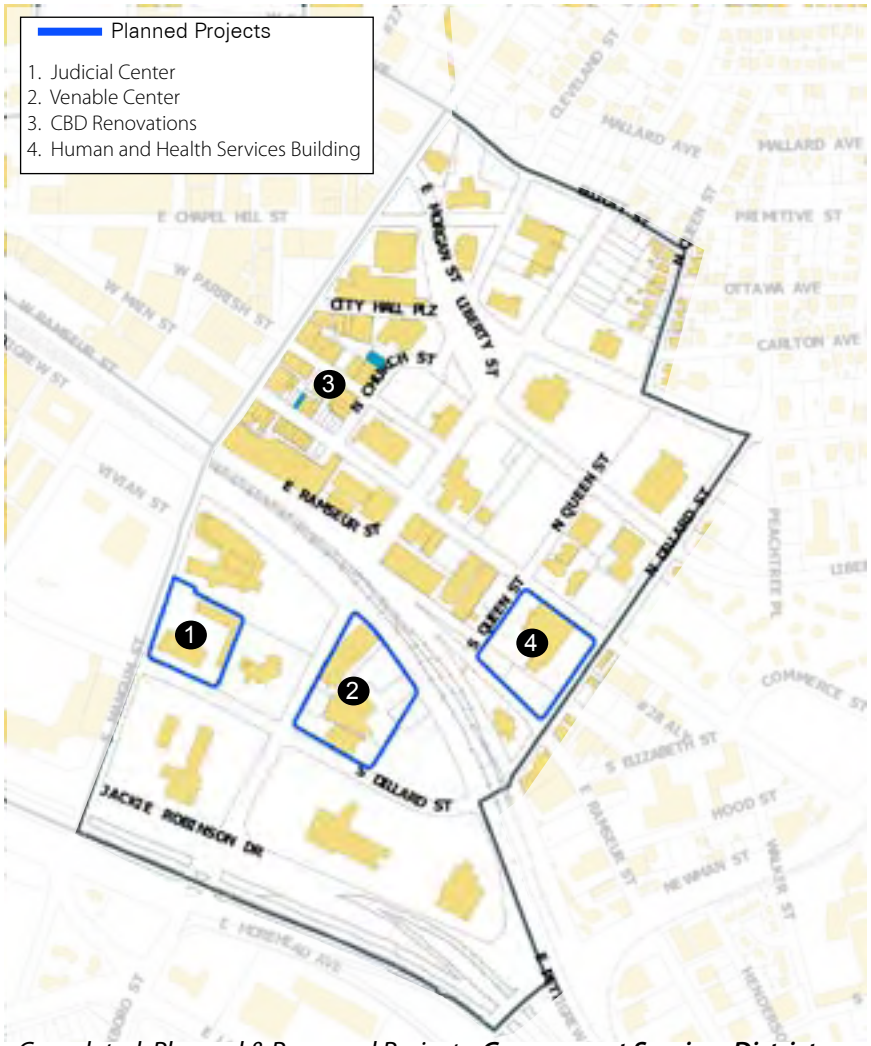
There have been a limited number of completed projects within the district. Some small scale rehabilitation projects have occurred in the western end of the district, inside of The Loop.

Planned / Proposed Projects

Two major government-related projects are planned within the district. The first is the Judicial Center (1), which will replace the existing County Courthouse. It is to be located adjacent to the County Detention Center. A 800 space parking deck will be part of this project. The existing Courthouse, located to the north at Main and Church Streets, will be used as county office space.

The second major public sector improvement is the new Human and Health Services Building (4) , which will be located at the eastern end of Downtown on Main Street. The building will be approximately 277,590 square feet and include a 433 space parking lot. Both of these facilities are slated for completion around 2011.

The Venable Center (2), a 90,000 square foot office center has some space open and more being developed. It supports the concentration of office space found south of the rail tracks in the American Tobacco District.



Completed, Planned & Proposed Projects: ***Government Services District***

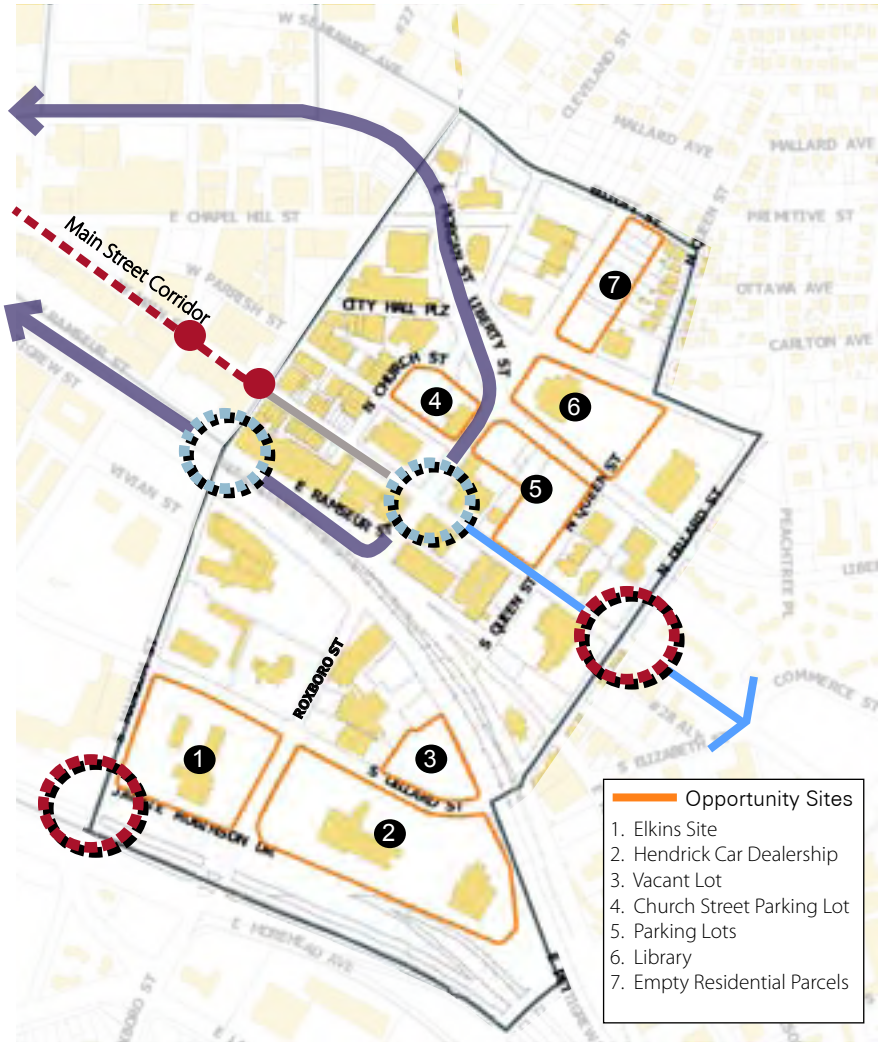
Development Opportunities

There are different development opportunities for each sub district. The southern half has good connections with the American Tobacco District, and also has several large parcels of land available for redevelopment. One of them, the former Elkins Auto Dealership, is already slated for new development after recently being purchased. Development that is best suited for these sites is mixed-use in nature, mostly with residential or office uses. The retail / dining activity in the area is a block to the west at American Tobacco, but some related retail supporting the ballpark and/or the Durham Performing Arts Center may be possible along Mangum St. (Site #1). Otherwise, a build-out of this sub-district as residential may provide enough market to support locally oriented businesses.

Significant development opportunities exist on the northern half as well. The Library (6) is a major visitor destination in Downtown which is presently disconnected with the City Center via The Loop. Its site could be used for redevelopment purposes, moving the facility to a more prominent site, or the construction of a new library. Two nearby parking lots (4, 5) also carry significant development potential. Site 4, in particular, anchors the east end of Parrish Street and could have major impact in the area inside of The Loop, including the City Center District.

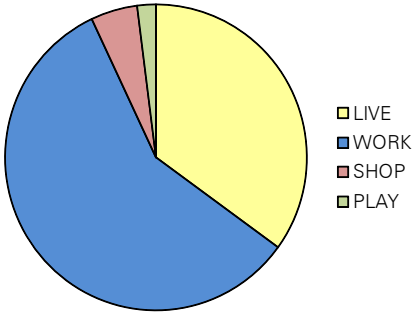
Key Issues

- The split of this district by the rail tracks and the Loop. Discussion is needed as to whether the district's boundaries need to be redefined.
- Major development opportunities on existing / former car dealerships sites (Elkins, etc.)
- Connecting the district - and Downtown - to the East Main Street neighborhood through the larger Main Street Corridor.
- Introducing mixture of uses in addition to existing government / office uses.
- Development opportunities on sites that provide growth within the center of Downtown and support key initiatives such as the Parrish Street project.
- Study of whether key streets - Mangum, Roxboro and the Loop should be converted to two-way traffic.



Development Directions & Opportunity Sites: ***Government Services District***

Potential Future Mixture of Markets / Land Use - ***Government Services District***



The City Center district has seen a notable amount of development activity since the Master Plan. However, until the completion of the streetscape and road realignments in June, 2007, it was difficult for residents to see the impact of investments in this area. This district is a keystone area of Downtown due to its strategic location connecting all Downtown districts. It is also the area many residents think of as Downtown.

Completed Projects

With the exception of the Streetscape Project (page 16), the progress within this district has been made in small increments, with the renovation of numerous individual buildings. These properties are too numerous to mention in this section, but there has been more than $200 million invested by the private sector, and over 350,000 square feet of office and residential space has been introduced to the market.

Planned / Proposed Projects

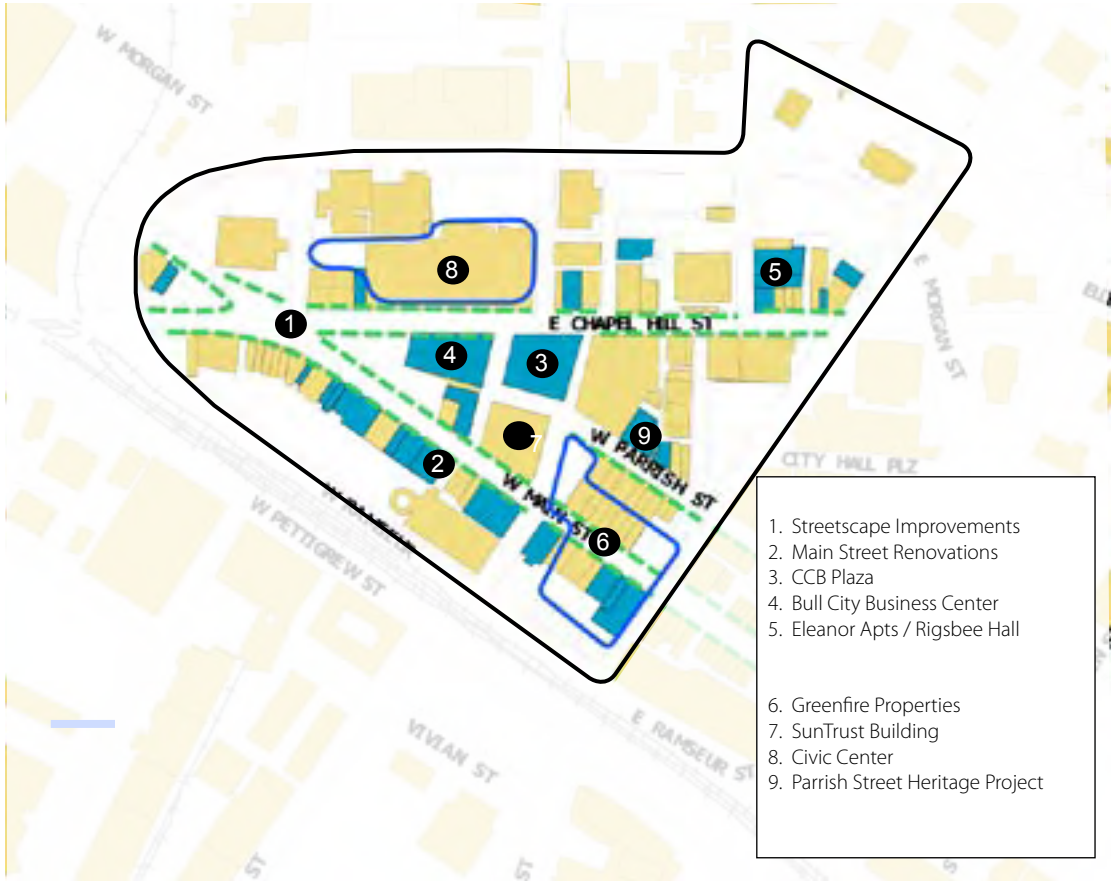
Many properties in this district were bought with the intention of activating them as mixed-use residential, office and retail space. Prior to the completion of the streetscape improvements and road realignments, many downtown property owners held off on leasing these properties, leading to the perception that there was limited general activity in the City Center.

In the short time that the streetscape has been complete, it is clear that it is becoming a major amenity to attract businesses to Downtown. Already, Downtown has seen growth in the number of businesses interested in moving to the City Center. Many of these are along Main Street (2, 6), where several local developers are working to renovate existing buildings and attract new tenants.

A major landmark, the SunTrust Building (7) will be converted into a high-end boutique hotel. Combined with the Marriott across the plaza, it is hoped that this can be the beginning of a stronger hotel market in Downtown. An expansion of the Civic Center (8) has been proposed to help Downtown better compete in the meetings / conference market.

An important element of the revitalized Downtown Durham is CCB Plaza, completed in the summer of 2007. It provides a crucial public space, centrally located, that will host festivals, concerts and other events.

The Parrish Street Redevelopment Plan laid the groundwork for revitalization efforts along that street, a major heritage site for the community.



1. Streetscape Improvements
2. Main Street Renovations
3. CCB Plaza
4. Bull City Business Center
5. Eleanor Apts / Rigsbee Hall
6. Greenfire Properties
7. SunTrust Building
8. Civic Center
9. Parrish Street Heritage Project

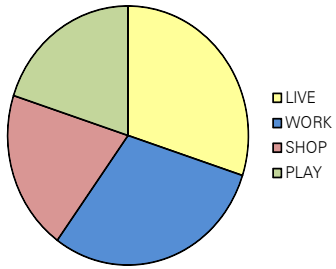
Development Opportunities

The City Center District has a number of sites with "catalyst" potential. Once developed, these sites will significantly assist in spurring growth in the surrounding areas. Some of these are already controlled by local developers instrumental in previous City Center improvements.

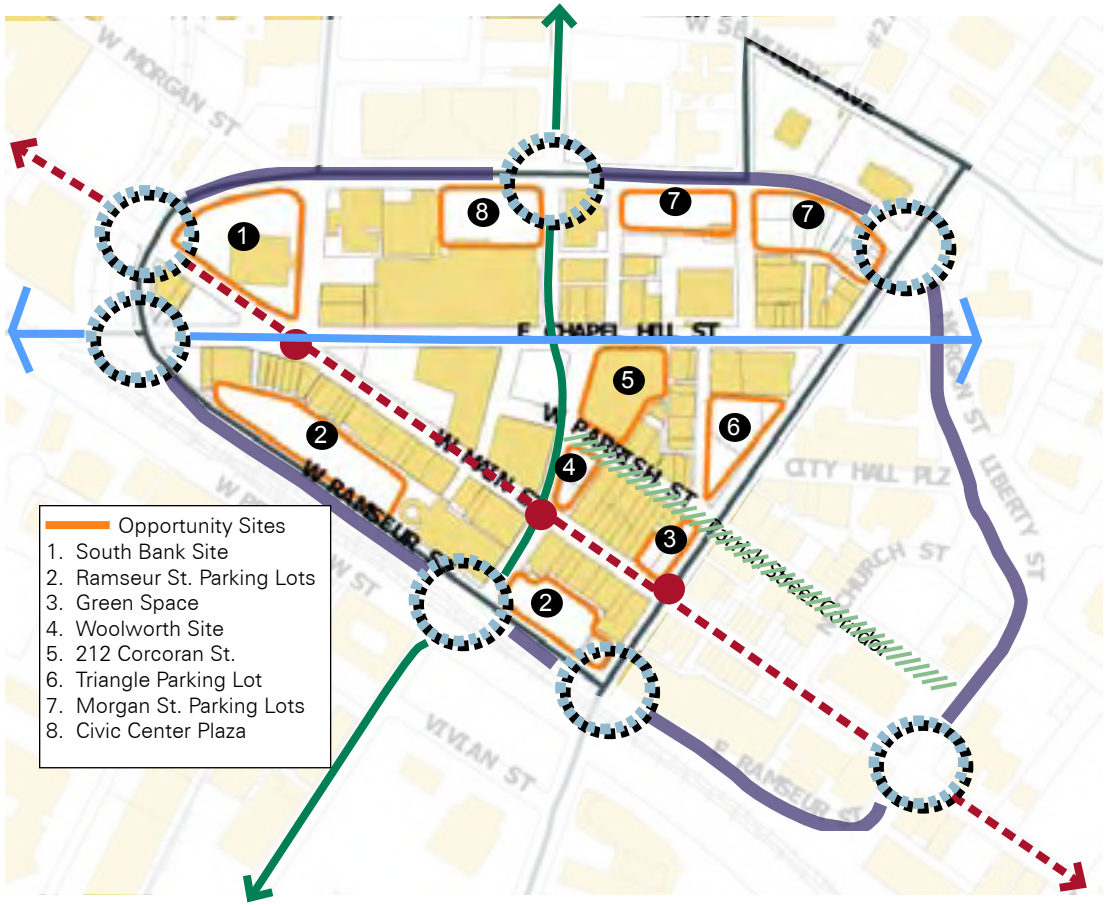
The South Bank Site (1) is an important link between the Warehouse and City Center Districts, and would be excellent for a mixed-use development that could include office, residential or even a hotel. The Woolworth Property (4) is highly central to all that is going on both in the City Center and Downtown. There is an opportunity to develop this parcel as a high rise building that could contribute positively to the Downtown skyline.

212 Corcoran Street (5) is also an important development site. The building is an underutilized structure facing the renovated CCB plaza. This building could be redeveloped, but it could also be renovated, as a parking structure is part of the existing building.

Development on several city owned parking lots (2, 7) on the periphery of Downtown could greatly assist the problems of connectivity and The Loop, particularly the site on Ramseur and Corcoran, which is a vital link between American Tobacco District and the City Center.



Potential Future Mixture of Markets / Land Use - City Center District



Development Directions & Opportunity Sites: ***City Center District***

With the addition of CCB Plaza, the Civic Center Plaza is now probably best suited for redevelopment, as it was largely underutilized even prior to the construction of CCB Plaza. Several other sites (3, 6) also offer potential for in-fill development.

Key Issues

- Need for discussion about the future of the Civic Center site and city owned properties at 5 Points.
- The Loop needs to be a priority project to re-connect the City Center to surrounding districts, as well as to focus people into the City Center rather than around it.
- Retail and Entertainment businesses - including arts and cultural uses - should be recruited to create an active Downtown core as well as to grow the general retail landscape of Downtown.
- City owned land adjacent to the Loop is ripe for development.
- Methods need to be found to introduce higher numbers of residents into the district to help support businesses as well as provide activity. A small number of sites exist for this opportunity.
- Discussion regarding the Parrish St. Redevelopment and the Greenfire pubic/private partnership
- Parking is a key market drive issues, and therefore must be incorporated into any development plans in the district. Parking could be built solely by the public sector, private sector, or in public-private partnerships.

6 Updated Development Focus Areas

Overview

The Master Plan Update process found considerable private sector activity throughout Downtown Durham, both by local and national developers and investors. Therefore, in regards to specific development scenarios presented in the Update, this section will discuss opportunities for six primary ***Focus Areas*** (labeled ***Development Components*** in the 2000 Master Plan") intended to be catalyst projects for Downtown, and attempt to avoid duplicating existing development planning.

It is also important to note that, with the exception of one, these Focus Areas discuss sites within the City Center District and Historic Core of the city. This is because throughout the Master Plan Update process, it has become clear that while there are numerous development and growth possibilities around Downtown Durham, the key to the overall success of Downtown still remains within the City Center. This is due to numerous factors, including its location at the center of the Downtown transportation network, perception of the area as the traditional Downtown, and so on. Therefore, this section centers primarily upon what can be done to make the City Center for Durham an active, vibrant place that grows and sustains the Downtown economy.

Most of the focus areas include specific parcels of land, but this section also discusses right-of-way improvements and development concepts. Each Focus Parcel has been determined to have significant development opportunity, and while some sites are in the control of local developers, this section is meant to assist in development programming and implementation.

PUBLIC SECTOR

In the next 2 – 7 years, the City and County need to take the lead in bringing the following public development projects to completion:

1 - DAP Renovation & Minor League Baseball Agreements

Just as the DBAP was the economic catalyst for the renaissance of the American Tobacco District, Durham needs to strive to make the renovation of the DAP and the operational management and programming of the DAP by Minor League Baseball a similar catalyst for private development in this area.

2 - Finish Durham Central Park

With the opening of the Farmers' Market Pavilion, Durham Central Park has become a destination location for the community. Continue to build out the master plan vision for the park that has been developed by Durham Central Park, Inc.

3 - Railroad Spur to Become Pedestrian & Bike Amenity and Open Space

With the significant development projects which have now been developed on either side of the downtown railroad spur, strive to partner with the railroad companies to create a pedestrian and bike trail, and open space amenity, along the tracks in downtown.

4 - Chapel Hill Street Railroad Underpass as an Entranceway

The Chapel Hill Street Railroad Underpass is a very



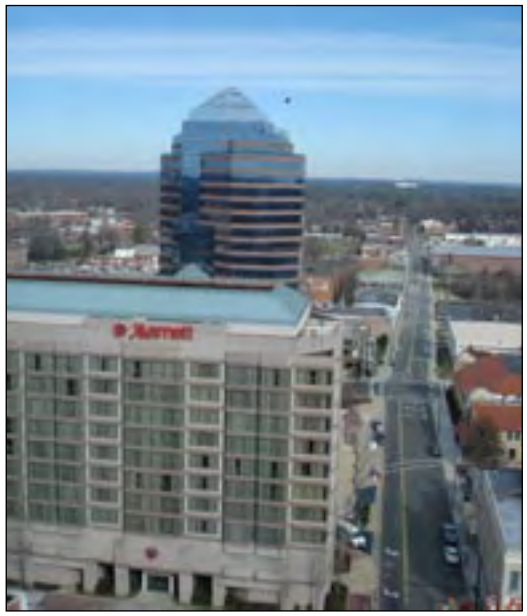
Historic Durham Athletic Park



Concert in Central Park



View down the Rail bed and Loop separating the City Center and American Tobacco District.



The Marriott and Civic Center



Downtown Grocery Store in Portland, OR

visible gateway into the City Center District which will see increased car and pedestrian traffic as a result of the downtown street improvements.

5 - Connectivity Across Railroad Tracks at Mangum and Blackwell Streets

Movement of residents, workers and visitors across the tracks between the American Tobacco District and the City Center District is critical for future economic health of downtown.

6 - Future Expansion / Development of the Civic Center

As downtown continues to grow as a destination location with additional entertainment venues and hotel rooms, expand the Civic Center into a convention center, or replace it with a competitive facility.

7 - Streetscape and Infrastructure Expansion Throughout the Downtown

As private development projects increase the downtown property tax base, the City must continue its improvements to the streetscape and sidewalks through the entire downtown area.

8 - Recruit a Grocery Store to Downtown

According to the survey for this updated work plan completed by members of the Durham community, the recruitment of a grocery store is THE major retail business needed in downtown. Since a grocery store will benefit all private residential development in downtown, the downtown community should work as a team to recruit a grocery store.

PRIVATE SECTOR

As has been the model in many other cities throughout the country, the private and public sectors must continue to form the public/private partnerships that have guided the Durham community's successful downtown revitalization efforts.

In particular, the public sector should continue to fund public infrastructure improvements (such as parking and streets), and providing "gap financing." In return, the private sector investment in any development project must provide an immediate incremental property tax revenue increase for the City and County which is greater than the funds needed to finance any bond on the public infrastructure improvements.

These partnerships should continue use of current incentive programs, and look to expand the partnerships through such programs as Project Development Financing.

The reality is that the cost of development in any downtown is very expensive and is only getting more so due to material and construction cost increases. For example, the cost of a structured parking space in Downtown is $15,000 - $20,000 per space. If Downtown Durham is to remain competitive for business and residential recruitment with our Triangle neighbors, lease and sales prices must be competitive. To remain competitive, just as water, roads and sewer are necessary public infrastructure investments to encourage suburban development projects, so are public investments in parking and street improvements for downtown.

The leadership in Durham has done an excellent job of making sure that its public/private partnerships provide a formula that produces benefits for each of the partners. As a result, public/private partnerships

should continue to be a needed "tool" for the foreseeable future in order to continue and expand downtown's renaissance.

9 - Development of Properties in the City Center District

- City Surface Parking Lots
- South Bank Property
- 212 Corcoran Street:

The development of these properties can bring a critical mass of people to the City Center District, energizing the street-level activity, linking to other districts, reenergizing current underutilized properties, and creating the opportunity for a landmark skyline for downtown.

10 - Development of Property/Buildings in the DAP and Durham Central Park area

The development of these properties offers the opportunity for the DAP and Durham Central Park area to become a regional destination for businesses, residents and visitors much like the American Tobacco District.

11 - Development of County building and parking lot in Warehouse District

Once the County has built its new Human Services Center on East Main Street, it will be able to sell this property to the private sector for development.

12 - Development of West Village parking lots

Following the completion of phase 2 of West Village, Blue Devil Partners has the opportunity to bring higher use to its surface parking lots by developing residential and commercial buildings that will continue the growth of the critical mass of people in downtown, and the linkage between the Brightleaf District and City Center District.

13 - Development of Car Dealership Properties

The Elkins car dealership is now under the new ownership of Scientific Properties with preliminary plans for a major mixed-use development project. The University Ford and Hendrick car dealerships continue to successfully operate in downtown. While the car dealerships are successful retail business operations, the future redevelopment of these downtown properties could allow for higher density, mixed-use development projects which would grow the downtown tax base, employment base, residential base and variety of retail businesses.

14 - Development on Pads around Durham Station

The City will shortly solicit the private sector with RFP's seeking development projects for the development pads alongside the Durham Transportation Center.

15 - Development of Adjacent Neighborhood Projects including

- Heritage Square
- Rolling Hills
- Golden Belt, etc.

The neighborhoods adjacent to downtown are beginning to benefit from the positive momentum of downtown revitalization. These development opportunities have the potential to re-define the boundaries of downtown. When combined with the revitalization of the immediate downtown area, these projects will provide for the critical mass of development that can make downtown Durham a state-wide destination for living, working and visiting.



Elkins Car Dealership



City Owned Parking Lot

Catalyst Projects

This section is a detailed assessment of six "catalyst" projects that offer the greatest positive impact for Downtown. They are development oriented and include a review of several individual sites, existing buildings as well as a development-oriented strategy, and right of way improvements that will impact development opportunities.

Each project includes an overview of its relevance, as well as some development / urban design principles that the City of Durham should have development on each site adhere to. Based on the size of the site, its location and its potential for "impact" within Downtown, conceptual development programs are included in this section. These are not meant to be prescriptive, but merely intend to show the level of impact in terms of physical square footage, residential units, parking spaces or office workers. Final development results will ultimately rely upon the developer's will and the marketplace.



Past or planned "catalyst" projects in Downtown Durham include American Tobacco, Brightleaf Square, the Center for Performing Arts, West Village, the Parrish Street Redevelopment Plan, and the Durham Athletic Park.

Catalyst:

(1) a substance that causes or accelerates a chemical reaction without itself being affected.

(2) a person or thing that precipitates an event or change

Updated Development Focus Areas

Project	Project Type	Owner
1- SOUTH BANK SITE	REDEVELOPMENT	PRIVATE
2- CHURCH / PARRISH ST. SITE	IN-FILL	PUBLIC (CITY)
3- THE LOOP AND RELATED LAND	RIGHT OF WAY / IN-FILL	PUBLIC (CITY)
4 - INTENTIONAL OPEN SPACE	DEVELOPMENT STRATEGY	VARIOUS
5 - 212 CORCORAN	REDEVELOPMENT	PRIVATE
6 - ELKINS SITE	IN-FILL	PRIVATE

ZONING

The Downtown District Overlay 1 (DDO-1) applies to all of the projects discussed in the following section. DDO-1 consists of a number of requirements, including:

Maximum Height:	300 to 330 Feet
Maximum Residential Units per Acre:	100
Minimum Floor to Area Ratio (FAR)	2.5

The conceptual development programs presented in the chapter attempt to comply with Design Overlay requirements. However, there are some requirements that the Updated Work Plan suggest be re-examined in order to bring the most impactful development to Downtown. Where the program differs from existing zoning requirements represents an alteration to accommodate the proposed development.

South Bank Site

Connectivity between districts and potential for significant residential in-fill that impacts the City Center are the driving opportunities for the South Bank site, which consists of a 4-5 story bank building and drive-through on a 1.83 acre site. The site is a sizeable piece of real estate in an important area of Downtown. The site has been purchased by a local developer during the production of this report.

The existing structure does not address the street well, for either pedestrians or automobiles, and has dated aesthetics. Two development options have potential for this site, depending on cost. Either one, however, should include the following components:

(1) **Build to the Sidewalk**

A physical presence on Main Street, bringing building frontage up to the sidewalk both physically and programmatically. Similar treatment on The Loop is preferred but optional depending on the long-term prospect for the street. This not only helps establish and reinforce a physical "path" along Main Street between the Brightleaf District, Warehouse District and the City Center, but provides opportunity for retail, arts or dining businesses to draw people between districts.

2) **Significant Amounts of New Space - Office or Residential**

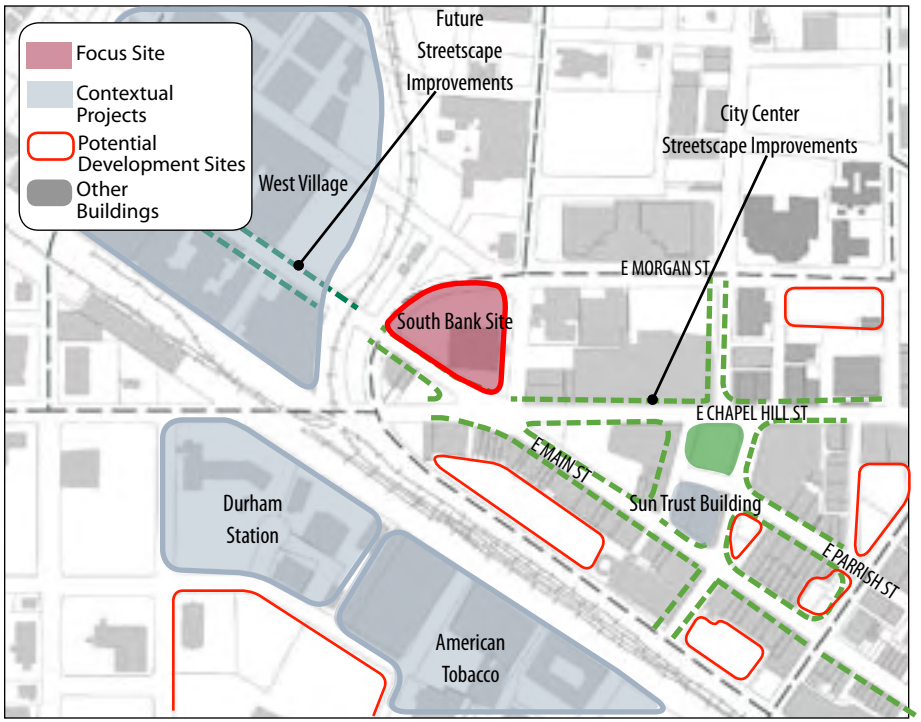
Include enough office or residential space to attract a notable population to the west end of the City Center District. This population - preferably residential - would assist in supporting new retail opportunities in and near this area of Downtown.

3) **Parking**

Incorporate internal parking - either surface or (preferred) structured.







South Bank Site - Local Context

CONCEPTUAL DEVELOPMENT SCENARIOS - South Bank Site

Scenario (A) - Add on and Re-Use Existing Structure

The lowest level of investment involves re-using the existing building tower and constructing a 1-2 story addition on the southern part of the site that is built out to Main Street. Usage of the existing structure would most likely be office, though a study would have to be conducted to assess the ability to convert to residential. While relatively cost-effective, this strategy may not result in the maximum amount of "impact" to downtown. It also maintains a building that has limited aesthetic value, though there may be opportunities to re-face the facade.

CONCEPTUAL DEVELOPMENT PROGRAM

DEVELOPMENT COMPONENTS

Existing Building:	65,000 GSF
Stories:	5
New Building	20,500 GSF
Stories:	2

DEVELOPMENT PROGRAM

Building Size	85,000 GSF
	68,000 NSF
Program Components:	
	17,000 NSF Retail
	170 Employees

Scenario (B) - Mid-Rise, Mixed Use

This strategy involves complete redevelopment of the site; demolishing the existing structure, and constructing one or more new mixed-use buildings. A mid-rise scale of 3-5 stories would fit into the surrounding context, both within the City Center to the east and West Village to the west. Office, residential or hotel uses are all possibilities in the upper floors.



CONCEPTUAL DEVELOPMENT PROGRAM

DEVELOPMENT COMPONENTS

New Building	300,000 GSF
Stories:	5

DEVELOPMENT PROGRAM

Building Size	240,000 NSF
Program Components:	
	20,000 NSF of Retail
	160 - 240 Residential Units
	or
	650 Employees
	180 Parking Spaces

Scenario (C) - High-Rise, Mixed Use

The opportunity to create the most impact also carries the highest costs. There is enough real estate to potentially build a mid to higher rise structure (10-12 stories) that would bring a significant amount of people to Downtown in terms of residents, workers, or even visitors. This size structure could hold retail, office, residential and hospitality uses within it, with retail preferably on the ground floor. It is an opportunity to positively contribute to the Downtown skyline, and though it would be somewhat out of scale with the surrounding buildings, this could be mitigated through its base "podium".



CONCEPTUAL DEVELOPMENT PROGRAM

DEVELOPMENT COMPONENTS

New Building	480,000 GSF
Stories (Podium)	3
Stories (Tower)	9

DEVELOPMENT PROGRAM

Building Size (Base)	150,000 NSF
Building Size (Tower)	230,000 NSF
Program Components:	
	45,000 NSF of Retail
	70 Employees
	130 - 200 Residential Units
	150 Hotel Rooms
	500 Parking Spaces

Church / Parrish Street Site

This site is a city-owned parking lot and adjacent office building. The western boundary is Church Street, the southern boundary is Parrish Street and the existing Judicial Center, the eastern boundary is The Loop, and the northern boundary is the Trinity United Methodist Church.

This site represents one of the largest areas of undeveloped land in the City Center / Government Services District. Not only does it have excellent potential to diversify the uses found in the Government Services District, but like the South Bank site, it represents a major residential in-fill opportunity.

Goals for this site include:

(1) **Expanded Retail Opportunities**

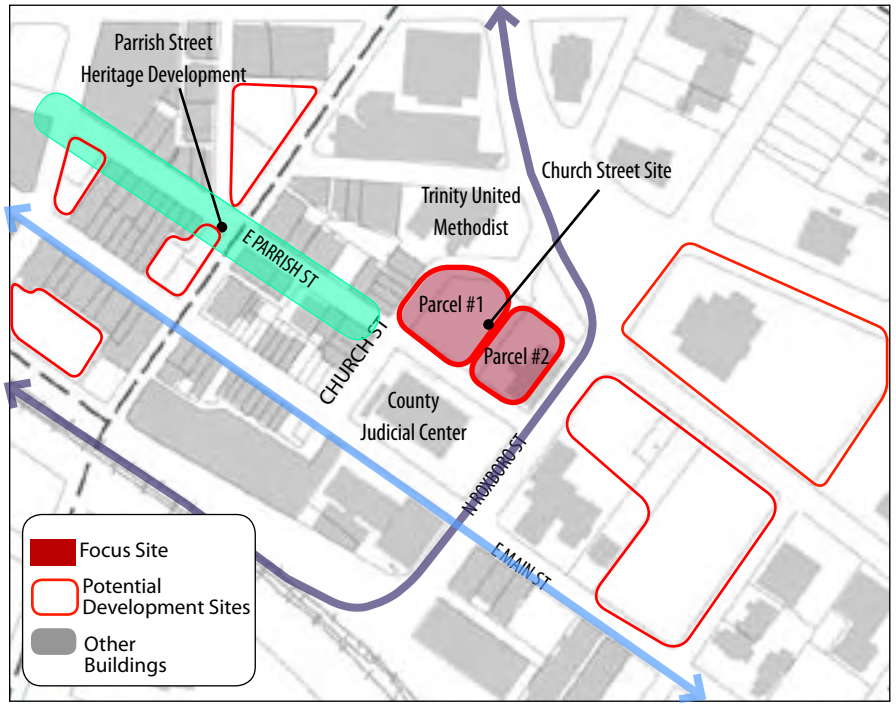
With retail space on the ground floor of new development, Church Street could become a double-loaded retail street, thus improving its chances of success. The existing retail spaces are mostly used as Bail Bonds businesses, Those will likely move to a location closer to the new Judicial Center.

(2) **Anchor Parrish Street**

This site is located at the eastern end of Parrish Street, and could bring enough new population - via residents, retail or office - to "anchor" one end of Parrish Street and assist in efforts to revitalize the historic right-of-way.

(3) **Create Vistas**

With development on the east side of Church Street, the Trinity United Methodist church itself will be framed by buildings, thus creating a visual terminus, or vista, that contributes to the overall character of Downtown.



Church Street Site - Local Context





CONCEPTUAL DEVELOPMENT SCENARIOS - Church Street Site

Strategy (A) - **Existing Parking Lot (Parcel #1)**

This initial strategy would be to place a mixed-use, mid-rise building with ground-floor retail or office, and residential on the upper floors. Parking would be structured. This would be placed only on parcel #1, keeping the existing office building that fronts Roxboro Street.

CONCEPTUAL DEVELOPMENT PROGRAM

Parcel Size 35,000 SF

DEVELOPMENT COMPONENTS

New Building 250,000 GSF
Stories (Podium) 4
(Tower) 6

DEVELOPMENT PROGRAM

Building Size 195,000 NSF
Program Components:
20,000 SF Retail
120 - 175 Residential Units
or
450 Employees
190 Structured Parking Spaces

Strategy (B) **Parking Lot + Existing Office Building (Parcels #1&2)**

Adding the second parcel to the development mix allows for additional space for either residential or office, as well as a chance to physically address N Roxboro St. (The Loop) in a manner consistent with an urban thoroughfare. It also could help link potential development sites to the east on the Library Site (A) and nearby Parking Lots (B). Instead of a mid-rise tower, which maximizes development on one of the parcels in question, the conceptual development program below shows a building with a larger footprint but of more modest height so as to be more comparable with its existing context.

CONCEPTUAL DEVELOPMENT PROGRAM

Parcel Size 64,000 SF

DEVELOPMENT COMPONENTS

New Building 250,000 GSF
Stories 5

DEVELOPMENT PROGRAM

Building Size 200,000 NSF
Program Components:
20,000 SF Retail
130 - 200 Residential Units
140 Structured Parking Spaces





Mid-Rise, Mixed-Use building can be prominent buildings in smaller downtowns. With the right uses on the first floor, they can be designed so as not to be out of context with surrounding buildings of more modest height, especially with an upper story setback (above).

The 'Loop'

The Loop, as a Development Focus Area, has two main parts. The first is the right-of-way itself, and how it can be reconfigured in a manner so as to assist in Downtown development, particularly on a number of parcels that front on the street. The second are those parcels themselves, four parking lots on the north and south ends of the City Center District that are prime sites for development. These parts will be addressed in turn.

Right of Way

The Loop essentially acts as a large roundabout, with the City Center as an "island" in the middle. The structure of the loop allows most traffic to bypass the City Center district altogether. However, with the realignment of key east-west streets like Main Street and Chapel Hill Street into two-way traffic, Downtown Durham now has the opportunity to re-examine the possibilities of the Loop.

The 2000 Master Plan called for The Loop to be reconfigured to two-way traffic, similar to Main, Chapel Hill and Foster streets. Converting one-way streets - meant to facilitate traffic movement through a potentially congested area - to two-way traffic movement has gained momentum in recent years. Many communities have found that in certain areas of their downtowns, they would prefer slower, more focused traffic rather than faster arterial movements.

The 'Loop' impacts Downtown negatively in a number of ways. First, it shifts a significant portion of Downtown vehicular traffic away from primary retail streets in the City Center District, thus preventing those streets from achieving enough traffic to become viable retail corridors. Second, it detaches the City Center District from outlying districts. The width of the street and speed of the traffic along it creates a significant pedestrian barrier. The goal of converting The Loop to two-way traffic, therefore, would not only allow better overall access throughout downtown, but also remove arterial traffic, making the street more pleasant to both motorists and pedestrians.

Though a more detailed transportation / right-of-way study will be required to investigate what can be done with regard to The Loop, there are two general strategies the City could take to make improvements. Since the right of way is owned by the State of North Carolina, both would require extensive negotiations for control.

■ Reconfigure

This approach would attempt to better balance the needs of vehicles and pedestrians along The Loop. The Loop could be reconfigured to two-way traffic, as recommended by the 2000 Master Plan. This would assist in general navigation around Downtown, as well as lower the speed of the traffic on The Loop, thus creating a more desirable pedestrian environment. Along with a two-way configuration, other features such as widened sidewalks, street trees, and on-street parking could be incorporated to make The Loop a more effective and impactful urban street.

■ Remove

Another approach involves removing The Loop, or at least parts of it, so that the Downtown Street grid is re-connected as it used to be. This would make Downtown right of ways such as Main Street and Chapel Hill Street extremely important cross-Downtown thoroughfares. Increased traffic on these streets would likely increase retail opportunities that look for higher traffic counts



The Loop - looking east along W Morgan Street (above) and west along Ramseur Street, (below)





The Loop - looking west along W Morgan Street (above) and east along Ramseur Street (below)



than currently exist. Removal of a section of The Loop could also create additional development pads to assist in overall Downtown growth and viability.

The Loop as an Amenity

For purposes of discussion, this section will focus on development scenarios for a Reconfiguration of the existing Loop. How the Loop can be reconnected with the existing grid will require a transportation and right of way study that is beyond the scope of the master plan.

Converting The Loop into a two-way traffic configuration is likely to be a primary goal in addressing the limitations of The Loop. However, there is an opportunity to think "bigger" in regard to The Loop. Instead of simply focusing on addressing the negative impacts of The Loop, there exist opportunities to make The Loop a positive for Downtown Durham.

It is important to note that many parts of The Loop are actually not particularly wide. The streets that comprise The Loop (Roxboro, Morgan, Great Jones & Ramsuer) typically range between 50 and 80 feet of right-of-way (ROW); sidewalk edge to sidewalk edge. The most narrow area is Ramsuer Street, and the widest is Roxboro Street. Many boulevards are typically wider than this; Avenue Montaigne in Paris, France has 120 ft of ROW, Monument Avenue in Richmond, Virginia has 140 ft of ROW, while Commonwealth Avenue in Boston, Massachusetts is 180 ft wide.

Lack of ROW has varying constraints depending on the goals of the street reconfiguration. The Master Plan Update recommends the following considerations for Loop reconfiguration.

(1) **On-Street Parking.**

At least one side of the street, and preferably both, should consist of on-street parking. Street parking acts as a vital buffer between moving vehicles and pedestrians and provides proximate parking to ground-floor businesses without dedicated parking. Converting traffic lanes over to street parking also has an effect of slowing traffic down by removing multiple lanes.

The location of on-street parking could differ along The Loop. Two lanes of street parking could be handled on Roxboro and Morgan streets, which would reduce the number of traffic lanes to 3 and 2 respectively. On Ramsuer Street, however, one parking lane is more likely, allowing at least two lanes for traffic.

It should be noted that some areas of The Loop presently have on-street parking.

(2) **Multi-Modal Options**

Reconfiguring a major street such as The Loop provides an excellent opportunity to provide multi-modal amenities in Downtown. One of the best examples of this would be the provision of dedicated right of ways for bicycles.

(3) **Right of Way Enhancement**

Perhaps the most important improvement that could be made to the Loop is the addition of trees and landscaping. "Green" treatments make a street more attractive to all that interact with it while encouraging private investment - especially in terms of residential development.

Potential Loop Elements



Street Trees add character, sound buffering and generally enhance the "experience" of a street - for both pedestrians and motorists.



Street "furniture" such as benches, bike racks, street lighting, landscaping and sidewalks offer amenities to pedestrians to make them feel safe, as well as encourage them to walk.



The addition of bicycle lanes adds a multi-modal transportation component to a major street, allowing it to handle various types of transport - cars, bicycles and pedestrians.



Center Medians help shorten the distance pedestrians have to travel across wide streets, and bring opportunities to add additional aesthetic elements.



Visual landmarks and terminating vistas on curvilinear roads assist in general wayfinding and aesthetics as well as potentially advertising a building or series of buildings for a motorist to stop at.

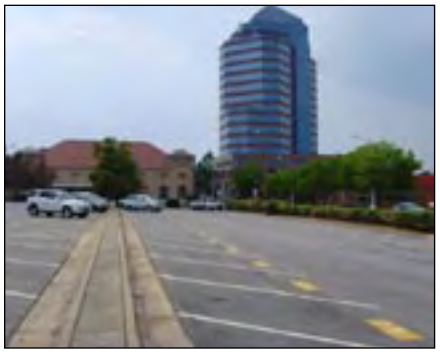


On-street parking helps buffer the Pedestrian from moving traffic

Loop Development Parcels

There are a number of parcels available for development that front on The Loop. This section will discuss the development potential for four city-owned parking lots on the northern and southern ends of the City Center District. Each of these parcels has the potential to assist in improving The Loop, just as reconfiguring and improving The Loop has the potential to increase the attractiveness of these development sites.





Sites 1 (above) and 2 (right) looking west.





Site 3 looking west



Site 4 looking west

CONCEPTUAL DEVELOPMENT SCENARIOS - The Loop

Sites 1 & 2 - North Loop Condos / Apartments
These sites are excellent in-fill residential possibilities. The width of The Loop at these areas suggests that a building design of 3-4 stories would be an appropriate context for the street. Though retail on the ground floor is a possibility, the primary retail energy in the City Center District is likely to be found in the several blocks to the south on Chapel Hill, Parrish and Main Streets. Building retail space in this location may begin to oversaturate the market.

Site 3 - Corcoran Street Connector
This site is perhaps the most important of the four in terms of accomplishing the strategies set forward in Chapter 4: Updated Strategies. Located on the corner of Corcoran and Ramseur Streets, it represents an open parcel that could greatly assist in connecting the City Center District with the American Tobacco District across The Loop and the rail tracks. Presently, pedestrians and vehicles looking north into the City Center District see only the back end of buildings. A new building facing south would help visually and physically connect the two districts, especially after the planned American Tobacco Phase 3 is constructed opposite of this site on the rail tracks. Ground floor retail would also assist in connecting the areas programmatically.

Sites 4- South Loop Infill
Due to the position of The Loop and the rail tracks, this site finds itself in a less trafficked area of Downtown. Parking is appropriate for this site, possibly structured, but office or residential in-fill is also a possibility.

CONCEPTUAL DEVELOPMENT PROGRAM

Site #1

Parcel Size 30,500 SF

DEVELOPMENT COMPONENTS

New Building 73,000 GSF
Stories 3

DEVELOPMENT PROGRAM

Building Size 58,000 NSF
Program Components:
50 - 75 Residential Units

Site #2

Parcel Size 48,500 SF

DEVELOPMENT COMPONENTS

New Building 116,500 GSF
Stories 3

DEVELOPMENT PROGRAM

Building Size 92,000 nSF
Program Components:
80 - 120 Residential Units

CONCEPTUAL DEVELOPMENT PROGRAM

Parcel Size 32,500 SF

DEVELOPMENT COMPONENTS

New Building 145,000 GSF
Stories 5

DEVELOPMENT PROGRAM

Building Size 117,000 NSF
Program Components:
80 - 120 Residential Units

CONCEPTUAL DEVELOPMENT PROGRAM

Parcel Size 61,300 SF

DEVELOPMENT COMPONENTS

New Building 145,000 GSF
Stories 3

DEVELOPMENT PROGRAM

Building Size 117,000 NSF
Program Components:
100 - 150 Residential Units
or
300 Employees
230 Parking Spaces

Former Elkins Site

This site is a former car lot purchased by a private developer for the purpose of development. Located just east of the Durham Bulls Athletic Park, the site is technically in the Government Services District, but it much more linked with the American Tobacco District.

This site in an important one for Downtown for several reasons. It is a major gateway site along Roxboro Street, a one-way access into the City Center from Route 147, as well as Mangum St., and the primary access point to Route 147 from the City Center District and North Durham. It is also one of the last open parcels of land available in an area booming with growth. Located just to the east of the Athletic Park, it is also just south of the new Judicial Center and southeast of the DPAC.

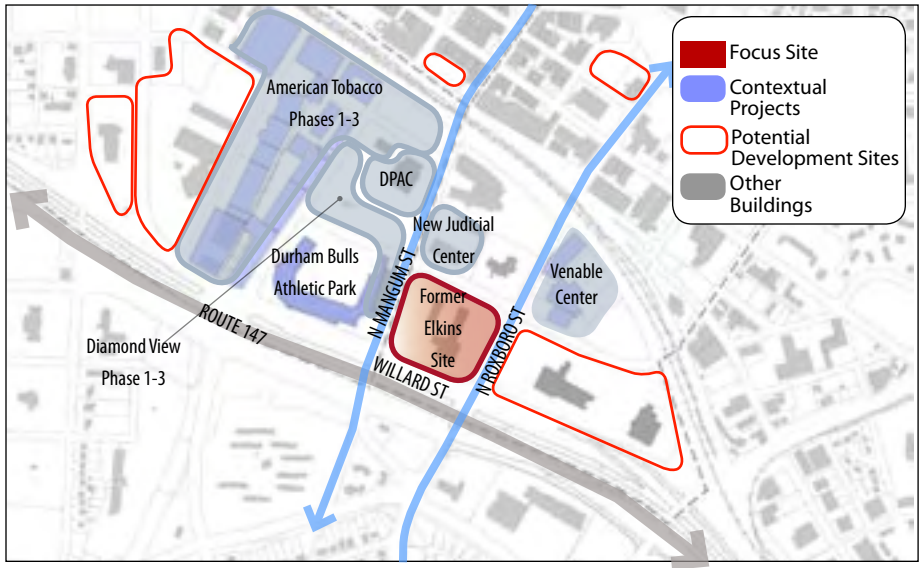
Development / Design considerations for this site include:

(1) **Gateway Opportunities**

A building of reasonable height on this property would be one of the most visible structures to drivers on the well-trafficked Route 147. Engaging architecture and design could help assist the overall image of Downtown.

(2) **Introduce Large Numbers of Office / Residential**

This site is adjacent to a number of existing and planned amenities, including American Tobacco, the Ballpark and the DPAC. It makes an engaging location for residential. However, its location virtually adjacent to Route 147 also makes office use appropriate.



Former Elkins Site - Local Context





Views of Elkins Site

Intentional Open Space

There are a number of sites within Downtown that are currently used as open / green spaces, but whose "highest and best use" is most likely physical development. The best two examples are the former Woolworth site, which has frontage on Corcoran, Main and Parrish Streets, and the open parcel at the other end of the same block with frontage on Mangum, Parrish and Main Streets.

Both of these sites previously had structures on them, but when Downtown fell into decline, demolitions and lack of market opportunity worked together to make these, and other parcels vacant land. Over the years, residents have worked hard to convert these parcels into usable sites as small "pocket" parks.

The open space that exists on these and other sites in Downtown is essentially informal. They weren't planned, but were the best options for use of the space at the time. With Downtown burgeoning with development options, land is starting to become scarce - especially in the City Center District. Many of these parcels are likely to become development sites. The Woolworth site, for example, has already been purchased by a private entity for the purpose of development. This site was never intended to be open space

It is not the intention of the Master Plan update to propose that in-fill development be placed on all these sites with little regard for Downtown green space. Far from it. Parks are an essential amenity for Downtowns, particularly for residents, who typically give up opportunities to live in houses with lawns for a more urban environment with less open space. This, however, does not necessarily mean that Downtown residents do not want to experience parks or open space on a regular basis.

Instead, the Update Work Plan proposes a strategy of "Intentional Open Space". While recognizing that some open land in downtown is best used as development pads, a focused strategy should be put into place that looks to convert other areas of downtown in green space, replacing the space lost with development. Furthermore, attempts to link these spaces through Downtown, especially through pedestrian friendly corridors, would also be effective.



The former Woolworth site is an excellent example of a vacant parcel - currently utilized as open space, that has much higher value as a developed piece of land.

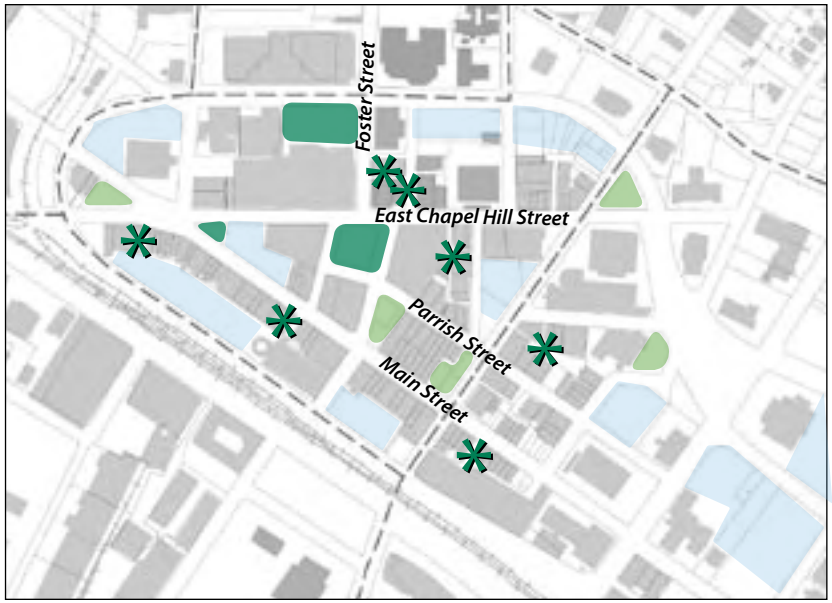
Elements of "Intentional Open Space" Strategy

- Seek to replace active or passive green space that is removed for development with new green space, possibly incorporated into new development. As there are sites of open land better used for development, so there may be ones that are better suited for open space (i.e. parking lots).

- "Intentional" open space that meets local needs. Opportunities to eat lunch, walk dogs, picnic, or see live performances all work together to fulfill the needs of the 24 hour Downtown population.

- Maintain and enhance existing open space improvements.

- Utilize existing pedestrian oriented opportunities throughout Downtown to create unique pedestrian oriented corridors- alleys and tertiary right of ways - that link open spaces, parking, businesses and important destinations.

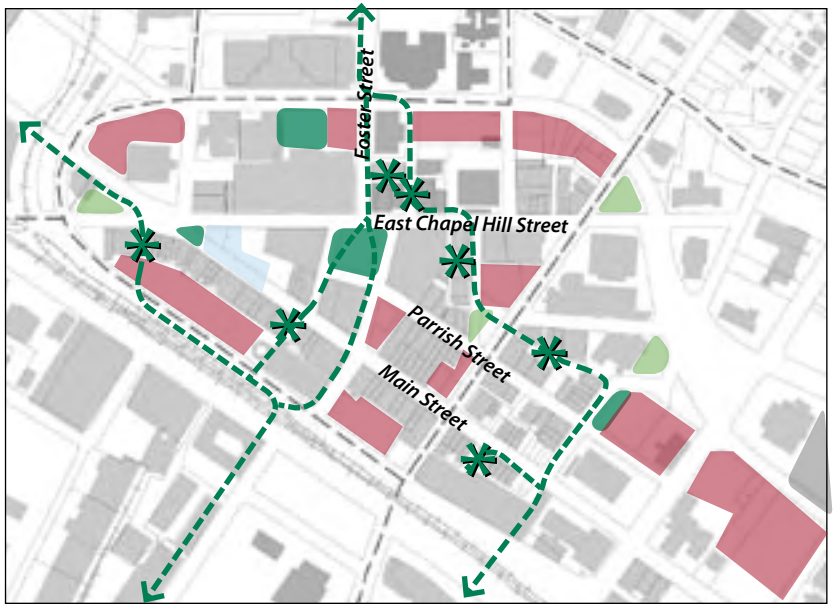


Green Space
Hardscape
Parking Lots
Alleys



The vacant lot at the corner of Parrish, Main and Roxboro Streets makes another attractive green space, but its location in the middle of Downtown and the City Center is better utilized for development. The green space this parcel provides, however, should be replaced in other areas in either green or hardscape form.

Existing Open Space - City Center



Green Space
Hardscape
Parking Lots
Development
Separated Pedestrian Linkages
Alleys



Downtown Durham is full of interesting, pedestrian oriented streets and paths. Linking them together across existing streets can create a unique and enjoyable pedestrian experience to both improve the appeal of Downtown as well as serve as development amenities.

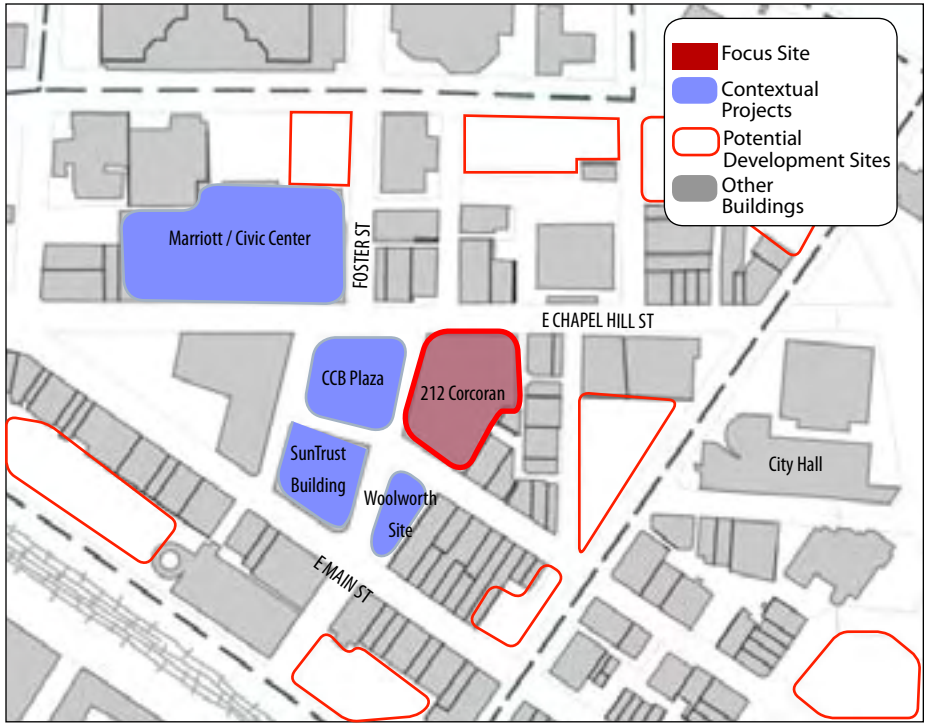
Future Open Space - City Center

212 Corcoran

The 212 Corcoran Building has frontage on the CCB plaza, now renovated into a major Downtown public space. The building was once a hotel, but much of its upper stories are presently vacant. It has retail space for 4-5 businesses on the first floor and a parking garage is incorporated in the structure.

This building is too centrally located in Downtown to be underutilized. With activity on all other sides of the square (the Marriott / Civic Center to the north, future SunTrust Building renovations to the south and the renovated Bull City Business Center to the west) , not to mention the planned redevelopment of the Woolworth site to the south, this site presents a huge opportunity to improve the aesthetics of the plaza while introducing population into the center of Downtown. Development / Design considerations for this site include:





(1) **Ground Floor Retail**

Any strategy concerning this site should maintain ground floor retail space. Retail space on CCB plaza is limited, with most of it, aside from a three building stretch of storefronts on the north side of Chapel Hill Street, located within 212 Corcoran. Ground Floor retail is a huge contributor to activity on the plaza.

(2) **Maintain Parking Supply**

With parking lots across downtown being prime development sites, it is crucial to include a parking garage on this site. As downtown continues to grow in both office and residential population, it is essential to provide as much parking to handle this growth as possible. Losing a garage so proximate to City Center District destinations, retail and office buildings would not be advantageous.

DEVELOPMENT SCENARIO OVERVIEW

Scenario (A) - Re-Use (Office & Parking Garage)
The most affordable option would be to rehabilitate the existing structure, which already has a parking garage and has been used for office space in the past. However, to get the best impact out of a re-use scenario on this site, several aesthetic and functional items will likely be needed. The first is a new facade that is more engaging from both the ground level as well as the upper levels. The second is a full conversion of the former hotel space on floors 3-4 into office space. This would require removing the pool and filling out a full 4th floor.

Scenario (B) - Mixed-Use Redevelopment
A costly option due to the prospect of the high initial costs of demolition in addition to the purchase of the land. However, being located in the center of the Downtown, there are opportunities to more than double existing space for a variety of uses. This scenario explores replacing the existing structure with one that is 10 stories high - contextual with both the Marriott and SunTrust Building. This building could hold office or residential uses, but also a new and expanded parking garage. Another option is space for a hotel, which along with the Marriott and the planned Hotel in the SunTrust Building would begin to create a hotel cluster in Downtown, which would in turn help support the civic center. Ground Floor Retail space facing CCB Plaza would also be a key component.



212 Corcoran has an important frontage on CCB Plaza. A rehabilitation strategy would likely renovate and expand the upper floor, which was formerly used as a hotel pool.

CONCEPTUAL DEVELOPMENT PROGRAM

Parcel Size		45,000
DEVELOPMENT COMPONENTS		
Existing Building		150,000 GSF
Stories	(Parking Garage)	3
	(Office)	4
DEVELOPMENT PROGRAM		
Building Size		122,000 NSF
Program Components:		
	20,000 SF Retail	
	325 Structured Parking Spaces	
	200 - 200 Employees	

CONCEPTUAL DEVELOPMENT PROGRAM

Parcel Size	45,000
DEVELOPMENT COMPONENTS	
New Building	440,000 GSF
Stories	10
DEVELOPMENT PROGRAM	
Total Built SF	350,000 NSF
Program Components:	
470 Structured Parking Spaces	
200 - 220 Hotel Rooms	
450 Employees	
or	
120 - 180 Residential Units	



A taller structure, more in context with neighboring Marriott and SunTrust Buildings, would bring an opportunity to introduce larger numbers of office and / or residential, as well as a hotel to expand a potential hotel cluster on CCB plaza. Maximizing the amount of leasable space will also assist the development economics of the site, as this location is likely to be expensive to purchase.





C. Implementation Plan

7 Implementation Plan

Overview

The Implementation program is a critical piece of any truly effective Downtown improvement strategy. The plan is just the beginning of the process. It is through implementation that the community must come together to move the recommendations and strategies forward from concepts to reality. The implementation program is a series of action steps that outlines what is necessary to accomplish the goals, objectives and strategies outlined in both the Downtown Durham Master Plan and the Updated Work Plan.

The following implementation program provides the "next steps" for implementation of the Updated Work Plan strategies. Each strategy contains a set of actions which represent steps in the implementation process. This structure provides each implementing group with a clear and well-defined path to begin executing the Plan's strategies. The successful implementation of the following strategies will rely on the determined coordination and collaboration of the various public and private sector entities outlined below each Strategy and subsequent actions steps. Durham is fortunate to have a significant number of individuals and groups interested in and committed to improving Downtown. Adoption of the Updated Work Plan and collaborative spirit among the many entities and groups will focus all of the interested parties on achieving the strategies outlined herein.

This Implementation plan outlines Action Steps for both the Work Plan Strategies discussed in Chapter 4 and Public Sector Focus Areas discussed in Chapter 6.

GUIDE TO THE IMPLEMENTATION PLAN

STRATEGY TOPIC AREA:
The same topic areas are discussed in Chapter 3 and 4

STRATEGY TITLE

DESCRIPTION / POLICY STATEMENT

ACTION STEP:
A key step towards implementing a particular strategy

SUB ACTION STEP (if necessary)
A more detailed step related to the original action step.

LEADERSHIP
Groups or organizations that have ownership of organizing capacity and resources to meet strategy / goal

SUPPORT
Groups or organizations that provide capacity and resources for achieving the goal.

B. PUBLIC INFRASTRUCTURE & SERVICES

Strategy B1. Adequate Infrastructure

In order to accommodate future residential growth in Downtown Durham, new hotel rooms, and additional retail, office and recreational space, Downtown and the City of Durham must plan and finance the necessary public infrastructure (Parking, high speed internet, streets and sidewalks, power grid, intra downtown transportation, etc.) to support this growth.

ACTION 1 - Organize City, County, DDI and private sector committee to determine future parking requirements

- SUB-ACTION A - Identify future parking needs
- SUB-ACTION B - Identify public parking structure locations

LEADERSHIP: City of Durham, County of Durham

SUPPORT: DDI, Development Community, Property Owners, Neighborhood Associations, Local Universities (Duke & NCCU)

WORK PLAN STRATEGIES

A. PUBLIC POLICY

Strategy A1. Strong Public-Private Partnerships

Push for continued Public - Private Partnerships to support overall Downtown revitalization.

ACTION 1 - Continue current City incentive programs, including City partnership based on incremental property and sales tax increases created by development
ACTION 2 - Increase funding of Downtown Revitalization Fund to 1½% of property tax revenues
ACTION 3 - Create Neighborhood Revitalization Fund, modeled after the Downtown Revitalization Fund, for use in targeted central city development zones.
ACTION 4: - Work with County to develop a formal incentive program for downtown and central city development projects based on incremental property and sales tax revenues created by new development for public infrastructure

LEADERSHIP: DDI, City of Durham, County of Durham
SUPPORT: Development Community

Strategy A2. Increased Residential Development

Downtown Durham and the City of Durham should establish a goal of 5,000+ residential units in the immediate downtown geographic area and 10,000+ units in the greater Downtown area.

ACTION 1 - Develop City and County incentive programs, targeted to home ownership, that promotes the development of market rate and workforce housing
ACTION 2 - Research what other cities use in the way of incentives for residential development and choose an incentive(s) that makes sense for Durham.
ACTION 3 - Identify potential sites for residential in-fill in addition to those discussed in this Work Plan
ACTION 4 - Explore the highest and best residential use for these sites
ACTION 5 - Review residential development goals for compliance with current planning and zoning standards
ACTION 6 - Evaluate in-fill opportunities with overall downtown residential strategies and goals

LEADERSHIP: Development Community, City of Durham
SUPPORT: DDI, County of Durham

Strategy A3. Sustainable / Green Development

Strive to make Downtown Durham the world's first sustainable hub focused on the "triple bottom line" of innovations that combine social, economic and environmental objectives.

Strive to make Downtown the "green development leader" in North Carolina, and support City and County goals to reduce carbon emissions in Durham.

ACTION 1 - Work with so-called "fourth sector" (businesses, foundations, non-profits, financial institutions, universities, government, etc.) to develop a Social Innovation Research Park (SIR Park) in downtown Durham.
ACTION 2 - Provide educational seminars for developers to use green development techniques
ACTION 3 - Develop incentive programs which promote green development
ACTION 4 - Develop "carbon offsets" program partnership with Clean Energy Durham to link institutions and people seeking carbon offsets with Downtown green building projects.
ACTION 5 - Make energy efficiency a primary goal of all new Downtown projects.

LEADERSHIP: City of Durham, Development Community
SUPPORT: **DDI,** County of Durham, Property Owners

Strategy A4. Regulatory Issues

Zoning in Downtown is difficult to understand, navigate and often unclear to those seeking to invest. The efficiency of the Development Review Process and Zoning needs to be improved in partnership with the City and County so that it is predictable, fair, streamlined, and becomes a process that provides Durham with a competitive edge in the development marketplace.

ACTION 1 - Enact the recommendations of the Development Review Process Task Force
ACTION 2 - Complete a Form-Based Zoning code for Downtown Durham.

LEADERSHIP: City of Durham, County of Durham
SUPPORT: DDI, Development Community

Strategy A5. Geographic Boundaries of Downtown

The City of Durham should consider whether it is worth re-examining the current geographic boundaries of Downtown as significant development projects move outward from the

immediate Downtown area such as Golden Belt, Heritage Square, Rolling Hills, etc.

ACTION 1 - Implement a City and County led community-based planning effort to determine if the geographic boundaries, approved in 1992, need to be revised.

LEADERSHIP: City of Durham, County of Durham,
SUPPORT: Property Owners, Neighborhood Associations, DDI

Strategy A6. Future Development of Signature Buildings That Provide Greater Density and Critical Mass

With strong residential and office markets, tall, signature style in-fill buildings should be encouraged in Downtown, especially in the City Center district, an element that will build a true Downtown skyline.

ACTION 1 - Make architectural excellence and innovative design a priority for all future development.
ACTION 2 - Complete an urban design form / massing study.
ACTION 3 - Evaluate study against highest and best use of land
ACTION 4 - Evaluate compliance with current planning standards
ACTION 5 - Identify tools and programs to achieve proposed outcome allowing signature buildings

LEADERSHIP: Development Community, City of Durham
SUPPORT: County of Durham, Property Owners, DDI

Strategy A7. Downtown's Relation to the Broader Context of Durham and Triangle Communities

Downtown does not exist in a vacuum. The community must consider how it should plan for the future of downtown in the broader context of its surrounding neighborhoods, the City of Durham and even the Triangle region.

ACTION 4 - Implement a City and County led effort to examine and plan the role of downtown as it relates to public infrastructure, transit, and public policy decisions for the broader Durham and Triangle region.

LEADERSHIP: City of Durham, County of Durham
SUPPORT: DDI, Convention & Visitors Bureau, Chamber of Commerce, Neighborhood Associations, Local Universities (NCCU & Duke)

B. PUBLIC INFRASTRUCTURE & SERVICES

Strategy B1. Adequate Infrastructure

In order to accommodate future residential growth in Downtown Durham, new hotel rooms, and additional retail, office and recreational space, Downtown and the City of Durham must plan and finance the necessary public infrastructure (Parking, high speed internet, streets and sidewalks, power grid, intra downtown transportation, etc.) to support this growth.

ACTION 1 - Organize City, County, DDI and private sector committee to determine future parking requirements
SUB-ACTION A - Identify future parking needs
SUB-ACTION B - Identify public parking structure locations
SUB-ACTION C - Determine feasibility of parking structure as part of a mixed-use development project
SUB-ACTION D - Determine possibility of public/private partnerships for parking needs

ACTION 2 - Organize a standing infrastructure committee composed of representatives from the City, County, DDI, private sector and utility providers to outline long term plans for adequate infrastructure for power grid, high speed internet, cable TV, Wi-Fi, etc,.
SUB-ACTION A - Develop strategies for infrastructure development
SUB-ACTION B - Prioritize strategies

ACTION 3 - Organize advocacy/expert group composed of representatives from City, DATA, NCCU, Duke, DDI and the private sector to research intra- and inter-downtown transportation studies
SUB-ACTION A - Complete study to explore transportation systems that are appropriate for downtown with connections to NCCU and Duke
SUB-ACTION B - Develop strategies for transportation systems
SUB-ACTION C - Prioritize transportation strategies

LEADERSHIP: City of Durham, County of Durham
SUPPORT: DDI, Development Community, Property Owners, Chamber of Commerce, Neighborhood Associations, Local Universities (Duke & NCCU)

Strategy B2. Day to Day Services

As downtown continues to attract more residents, businesses and visitors, the demand for a higher level of day to day services will increase.

ACTION 1 - City establish a full-time Downtown

Appearance Crew
ACTION 2 - City, DDI and private sector research a new system for solid waste management for downtown
ACTION 3 - Establish a City, DDI and private sector committee to develop a long term plan for the policing of downtown
SUB-ACTION A - Develop strategies
SUB-ACTION B - Identify resource needs
SUB-ACTION C - Identify a timeline for incremental achievement of the plan

LEADERSHIP: City of Durham
SUPPORT: DDI, Development Community, Property Owners

C. CONNECTIVITY

Strategy C1. Connectivity Amongst Downtown Districts & Adjacent Neighborhoods

There needs to be a stronger emphasis on preserving and enhancing outlying residential neighborhoods to make them integral parts of the Downtown community.

ACTION 1 - Establish advocacy/expert group of representatives from City, County, DATA, DDI, NCCU, Duke and neighborhoods to study and recommend tools related to streetscape, transportation, public art, and other methods to connect downtown to its adjacent neighborhoods.
SUB-ACTION A - Complete study to recommend strategies
SUB-ACTION B - Prioritize strategies
SUB-ACTION C - Implement strategies

LEADERSHIP: City of Durham
SUPPORT: DDI, County of Durham, Chamber of Commerce, NCCU, Duke University, Convention & Visitors Bureau, Development Community, Neighborhood Associations, Arts Council

Strategy C2. Activate Street-Level Store Fronts Into a Mix of Restaurants, Entertainment and Retail

Cities must not have any more than 25 linear feet of "dead" space along their sidewalks. In order to connect districts, Downtown should strive to have interesting shops occupying the street-level storefronts and public art on the streets.

ACTION 1 - Developers, City, DDI and commercial Realtors identify the types of local, regional and national retail, restaurant, and entertainment type businesses that downtown would like to occupy storefronts
ACTION 2 - Once the types of business have been identified, develop marketing effort among DDI, City, major developers, and commercial Realtors to develop research and informational marketing materials to recruit street-level, retail, restaurant, and entertainment store front businesses that connect and activate the downtown street level

LEADERSHIP: DDI
SUPPORT: Realtors, City of Durham, Development Community

Strategy C3. Gateway Entrances Into Downtown

Leverage gateway sites at key intersections in all directions into development that contributes positively to Downtown's image and physically and programmatically links Downtown with surrounding neighborhoods.

ACTION 1 - Identify and prioritize sites for gateway opportunities
ACTION 2 - Complete City streetscape projects embarked upon for West Chapel Hill Street, Old Five Points, East Main Street, Fayetteville Street, Angier Avenue and Driver Street.
ACTION 2 - Develop list of goals and expectations for each gateway site
ACTION 3 - Encourage public and private improvements centered around these expectations

LEADERSHIP: City of Durham, Development Community
SUPPORT: DDI, County of Durham, Convention & Visitors Bureau, Chamber of Commerce

Strategy C4. Fix The Loop

Downtown should strive to reconfigure the "loop" into a signature street that significantly improves connectivity between districts, overall circulation and development potential in Downtown.

ACTION 1 - Conduct a feasibility study evaluating opportunities to reconfigure the Loop
ACTION 2 - Choose a strategy to implement
ACTION 3 - Determine funding source for the implementation
ACTION 4 - Identify and prioritize development opportunities around the Loop

LEADERSHIP: City of Durham
SUPPORT: County of Durham, DDI, Neighborhood Associations, Property Owners, Development Community, NCDOT

Strategy C5. Examine Potential for Traffic Calming and General Improvement of Circulation Through Downtown Arterials.

With the success of converting select Downtown streets into two-way traffic, a study should examine the possibilities and benefits of

addressing other arterials in Downtown with the goal of calming traffic and encouraging people to engage Downtown rather than drive through it.

ACTION 1 - City, DDI, and adjacent neighborhood representative's work with NCDOT to advocate for traffic calming and other goals along Roxboro, Mangum, Duke and Gregson streets.

LEADERSHIP: City of Durham
SUPPORT: County of Durham, DDI, Neighborhood Associations, Property Owners, Development Community

D. OPEN SPACE

Strategy D1. Expanded Recreational Opportunities

As downtown enjoys growth in residents, employees and visitors, additional recreational opportunities will be required.

ACTION 1 - Complete development of Durham Central Park
ACTION 2 - Develop railroad spur into a pedestrian and open space amenity
ACTION 3 - Identify new recreational opportunities for downtown

LEADERSHIP: City of Durham, Durham Central Park
SUPPORT: DDI, Neighborhood Associations, Property Owners

Strategy D2. Intentional Open Space

Utilize a strategy of intentional open space, redeveloping key properties where informal green space currently exists, while organizing new open space throughout downtown in a manner that complements pedestrian movement and provides an amenity to Downtown workers, residents and visitors.

ACTION 1 - Based on recommendations of this Update, identify and market current underutilized land for development
ACTION 2 - Allocate new development revenue for open space opportunities
ACTION 3 - Develop programmatic use for open space
ACTION 4 - Design and build open space program

LEADERSHIP: City of Durham
SUPPORT: County of Durham, DDI, Development Community, Property Owners

E. PROGRAMMING DOWNTOWN

Strategy E1. City Center as a Focal Area

The 'crossroads' of the two major thoroughfares and the heart of Downtown is the City Center District that serves as a traditional city center, has a concentration of pedestrian oriented amenities, and the most dense assemblage of historic architectural resources. The City Center District should serve as a civic and arts district that helps link surrounding districts and creates a unique regional destination.

ACTION 1 - Main Street, Foster Street and City Center District
- SUB-ACTION A - Identify sites for catalyst projects
- SUB-ACTION B - Transfer public sites to private ownership willing to invest
- SUB-ACTION C - Define branding identity and niche markets
- SUB-ACTION D - Identify key sites for infill development or redevelopment
- SUB-ACTION E - Develop urban design guidelines for public and private land
- SUB-ACTION F -Develop and initiate a marketing campaign
- SUB-ACTION G - Activate street-level with retail, service, restaurant, entertainment, and art-related businesses

ACTION 2 - Cultural Heritage of Parrish Street
- SUB-ACTION A - Implement recommendations of the Parrish Street Advocacy Group

LEADERSHIP: City of Durham, Development Community
SUPPORT: Property Owners, DDI, County of Durham, Convention & Visitors Bureau, Local Arts Organizations, Chamber of Commerce

Strategy E2. Niche Market of Arts, Culture, and Entertainment Destinations and Events.

Continue to invest in entertainment uses and programming in key areas to grow an overall Downtown Entertainment District which includes Brightleaf, Central Park, American Tobacco and the City Center.

ACTION 1 - Create a downtown advocacy group as part of Durham's Cultural Master Plan Organization
ACTION 2 - Create an organization which coordinates the programming and funding of the CCB Plaza and other downtown public venues
ACTION 3 - Work with private developers to recruit art and cultural based retail businesses for downtown, particularly to the City Center and Foster Street leading to Durham Central Park
ACTION 4 - Mobilize the Durham community to develop History and Black Wall Street museums

LEADERSHIP: Local Arts Organizations, City of Durham, Convention & Visitors Bureau
SUPPORT: Development Community, DDI, City of Durham, Cultural Master Plan Committee

Strategy E3. Increase Special Events, Festivals, Gatherings and Public Art.

Grow the number of special events and festivals in Downtown in order to make Downtown a destination for visitors and to provide increased clientele for Downtown storefront merchants and restaurants. There should be a focus on the Central Park and CCB Plaza.

ACTION 1 - Create an organization which coordinates the programming and funding of events on the CCB Plaza and other downtown public venues
ACTION 2 - Provide for smaller special events throughout the year on the CCB Plaza which compliment Durham's larger festivals, and the private sector sponsored events at American Tobacco and Brightleaf Square
ACTION 3 - Develop a process for the funding and placement of public art in downtown
ACTION 4 - Actively recruit, through the Cultural Master Plan Group and Durham Arts Council, public art in downtown

LEADERSHIP: City of Durham
SUPPORT: Development Community, Cultural Masterplan Committee, Duke, NCCU, DDI, County of Durham, Convention & Visitors Bureau, Local Arts Organizations

F. DOWNTOWN MANAGEMENT

Strategy F1. Downtown Self Management

Determine what additional Downtown management services might be needed, and how these resources should be organized to maximize the strong public-private partnerships that have driven Downtown's revitalization efforts.

ACTION 1 - Determine the future role of Downtown Durham, Inc. in a growing downtown environment
ACTION 2 - Study the feasibility of a Business Improvement District for downtown
ACTION 3 - Study the feasibility of a development authority for downtown

LEADERSHIP: City of Durham, DDI, Property Owners
SUPPORT: Neighborhood Associations, Development Community, County of Durham, Downtown Businesses, Convention & Visitors Bureau

WORK PLAN FOCUS AREAS

PUBLIC SECTOR

Focus Area 1. DAP Renovation & Minor League Baseball agreements:

Just as the DBAP was the economic catalyst for the renaissance of the American Tobacco District, Durham needs to strive to make the renovation of the DAP and the operational management and programming of the DAP by Minor League Baseball a similar catalyst for private development in this area.

ACTION 1 - Complete renovation of the DAP by SBER and the City
ACTION 2 - Sign operating agreement with Minor League Baseball
ACTION 3 - Plan and execute and agreement to build the Minor League Baseball Fan Experience in Durham
ACTION 4 - Plan and execute an agreement to move the headquarters of Minor League Baseball to Durham
ACTION 5 - Continue to grow the festival offerings at the DAP

Focus Area 2. Finish Durham Central Park:

With the opening of the Farmers' Market Pavilion, Durham Central Park has become a destination location for the community. Continue to build out the master plan vision for the park that has been developed by Durham Central Park, Inc.

ACTION 1 - Prioritize parks implementation projects as planned by Durham Central Park, Inc.
ACTION 2 - Durham Central Park, Inc. raise private funds, and partner with City to solicit capital improvement funds or bond funds, to complete park projects

Focus Area 3. Railroad Spur to become Pedestrian & Bike Amenity and Open Space.

With the significant development projects which have now been developed on either side of the downtown railroad spur, strive to partner with the railroad companies to create a pedestrian and bike trail, and open space amenity, along the tracks in downtown.

ACTION 1 - City political and administrative leaders, DDI, and private sector leaders form a high-level committee to enter into negotiations with Railroad stakeholders for right for Durham to develop the spur as a downtown open space amenity.

Focus Area 4. Chapel Hill Street Railroad Underpass as an Entranceway

The Chapel Hill Street Railroad Underpass is a very visible gateway into the City Center District which will see increased car and pedestrian traffic as a result of the downtown street improvements.

ACTION 1 - City political and administrative leaders, DDI, and private sector leaders form a high-level committee to begin negotiations with NCDOT and Railroad stakeholders for the replacement of the Underpass Bridge.

Focus Area 5. Connectivity across railroad tracks at Mangum and Blackwell Streets

Movement of residents, workers and visitors across the tracks between the American Tobacco District and the City Center District is critical for future economic health of downtown.

ACTION 1 - Continue the forum of representatives from the City, NCDOT, railroad stakeholders, DDI and the private sector to develop a plan for the safe movement of cars and people across the railroad tracks.
ACTION 2 - Develop alternative solutions.
ACTION 3 - Select a solution.
ACTION 4 - Forum representatives' work together to seek the necessary funding to implement the selected solution.

Focus Area 6. Future expansion/ Development of Civic Center

As downtown continues to grow as a destination location with additional entertainment venues and hotel rooms, expand the Civic Center into a convention center, or replace it with a competitive facility.

ACTION 1 - Durham has completed a consultant report for the phased expansion of the Civic Center.
ACTION 2 - The City, County, management of the Marriott Hotel and the Durham Civic Center Authority should review the consultant's report and develop a plan for the phased expansion, or replacement, of the Civic Center.
ACTION 3 - Prioritize the phases of the expansion.
ACTION 4 - Seek funding for the implementation of the expansion.

Focus Area 7. Downtown streetscape and infrastructure expansion throughout the downtown

As private development projects increase the downtown property tax base, the City must continue its improvements to the streetscape and sidewalks through the entire downtown area.

ACTION 1 - The City, DDI and private sector developers should develop timelines for future private investment in downtown.
ACTION 2 - The City should seek funds for the future improvements using its current incentive programs, Project Development Financing, the Downtown Revitalization Fund and/or capital or bond funding to provide for the streetscape and sidewalk improvements as private investment comes on line.

Focus Area 8. Recruit a Grocery Store to Downtown

According to the survey for this updated work plan completed by members of the Durham community, the recruitment of a grocery store is THE major retail business needed in downtown. Since a grocery store will benefit all private residential development in downtown, the downtown community should work as a team to recruit a grocery store.

ACTION 1 - City, DDI, private sector developers, and commercial Realtors form a committee to determine what are the demographics and building/property specs that are required to recruit a grocery store to downtown.
ACTION 2 - This committee determines several locations in downtown that would be ideal for a grocery store.

ACTION 3 - City prepares an incentive package to assist the recruitment effort.

ACTION 4 - Committee develops a list of potential prospects to recruit.

ACTION 5 - Committee work with commercial Realtors to visit and sell clients on a downtown Durham location.

PRIVATE SECTOR

Focus Area 9 - Development of Properties in the City Center District

- City Surface Parking Lots
- South Bank Property
- 212 Corcoran Street:

The development of these properties can bring a critical mass of people to the City Center District, energizing the street-level activity, linking to other districts, reenergizing current underutilized properties, and creating the opportunity for a landmark skyline for downtown.

Focus Area 10 - Development of Property/ Buildings in the DAP and Durham Central Park area

The development of these properties offers the opportunity for the DAP and Durham Central Park area to become a regional destination for businesses, residents and visitors much like the American Tobacco District.

Focus Area 11 - Development of County Building and Parking Lot in Warehouse District

Once the County has built its new Human Services Center on East Main Street, it will be able to sell this property to the private sector for development.

Focus Area 12 - Development of West Village Parking Lots

Following the completion of phase 2 of West Village, Blue Devil Partners has the opportunity to bring higher use to its surface parking lots by developing residential and commercial buildings that will continue the growth of the critical mass of people in downtown, and the linkage between the Brightleaf District and City Center District.

Focus Area 13 - Development of Car Dealership Properties

The Elkins car dealership is now under the new ownership of Scientific Properties with preliminary plans for a major mixed-use development project. The University Ford and Hendrick car dealerships continue to successfully operate in downtown. While the car dealerships are successful retail business operations, the future redevelopment of these downtown properties could allow for higher density, mixed-use development projects which would grow the downtown tax base, employment base, residential base and variety of retail businesses.

Focus Area 14 - Development on Pads around Durham Station

The City will shortly solicit the private sector with RFP's seeking development projects for the development pads alongside the Durham Transportation Center.

Focus Area 15 - Development of Adjacent Neighborhood Projects including

- Heritage Square
- Rolling Hills
- Golden Belt, etc.

The neighborhoods adjacent to downtown are beginning to benefit from the positive momentum of downtown revitalization. These development opportunities have the potential to re-define the boundaries of downtown. When combined with the revitalization of the immediate downtown area, these projects will provide for the critical mass of development that can make downtown Durham a state-wide destination for living, working and visiting.





D. Appendix

A1. Public Participation
A2. Updated Market Dynamics

Appendix 1 Public Participation

Overview

The Master Plan Update involved extensive community involvement to assist in guiding the planning process. The Durham public was engaged throughout this process through:

1) A Steering Committee made up of key Downtown representatives who acted as a sounding board and overall guiding force for the Update.

2) Interviews with almost 30 Downtown stakeholders, which were used to gather important "on the ground" knowledge of Downtown.

3) A publicly accessible web-based survey designed to elicit opinions on the progress of Downtown development to date, and what elements citizens would like to see play an important role in the future of Downtown.

4) Two design-based charettes, managed by the Durham Area Designers Group (DADs) which were open to the public. These allowed interested citizens to directly engage in the planning process, sharing various independent design and planning related ideas for Downtown development.

Downtown Community Survey

The web-based community survey yielded 1,092 responses over a two month period, the majority of whom (85%) did not live in Downtown and had lived more than six years in the Durham area (65%). These numbers contrast with the survey administered in the Master Plan, in which 53% of the respondents resided either in Downtown or immediately outside.

A summary of the key findings from the community survey is below:

- *81.6% stated that Downtown was Good to Average as a place to work. 42.8% rated it as Good.*
- *66.3% rated Downtown as an Unsatisfactory place to shop. Only 7.6% said it was Good.*
- *The most common activities that people came to Downtown to engage in once a week or more were: Dining (30.4%), Recreation (20.9%) Government (16.6%) and Entertainment (13%).*
- *All four market elements (Live, Work, Play, Shop) were identified as having the potential to benefit Downtown, with improvements in Shop and Play (84%, 81,9%) yielding the highest response, and Work the lowest (64.5%).*
- *The most common destinations in Downtown were Restaurants (25.5%), Brightleaf Square (23.9%) and the Farmer's Market (20%).*
- *27.3% indicated a preference for an attached housing product (townhome, condominium) if they were looking for a new home. 37.3% said they would definitely consider living Downtown if the housing product they preferred was available.*
- *37.6% of respondents worked Downtown. 43.7% would consider working Downtown.*
- *With the exception of Festivals (54%), and Nightlife (38%) survey respondents indicated they largely seek entertainment and recreation options outside of Downtown Durham. Respondents went to other parts of Durham for Movie Theaters and Fitness Recreation destinations, while Raleigh was a destination for Museums and Performing Arts.*
- *Half of respondents indicated general satisfaction with Downtown Cleanliness, Convenience and Attractiveness.*
- *A majority indicated that they were very dissatisfied with Merchandise Selection in Downtown.*
- *46.6% said a Grocery Store would bring them Downtown Considerably More.*
- *80% said that Apparel would bring them to Downtown More or Considerably More. Housewares / Home Improvement rated 70%.*
- *60-65% of respondents said that Jewelry and Watches, Hair and Nail Care, Financial Services, Professional Services and Business Services would attract them to Downtown at the same frequency they visit now.*
- *89% reported that more Casual Dining businesses would change the frequency with which they visit downtown. Specialty Foods (85.2%) Fine Dining (69.1%) Nightlife (67.4), and Art Galleries (66.2%) also rated highly.*
- *24.1% said that they Strongly Agree that it*





is difficult to find a parking space in Downtown. Another 32.7% Mildly Agree, while 21.8% Mildly Disagree.

▶ *84.5% indicated a need for Downtown Durham to be walkable between Downtown Districts.*

▶ *90.6% said that Perception of Crime was the largest Potential Threat to the growth of Downtown Durham, while only 50.5% reported that actual Crime was a threat. Automobile Dependence and Regional Shopping Centers were also indicated as major Threats.*



Downtown Stakeholder Interviews

Close to 30 Downtown Durham "Stakeholders" were interviewed during the Update Process. These interviewees included Government Officials, Business Owners, Developers, and other people who had a virtually everyday role in Downtown. The survey administered to the stakeholders intended to gather opinions on the progress Downtown Durham has made since the Master Plan, and comment on potential directions in order to improve Downtown.

Though responses varied, there were several common themes that emerged:

1) There is a lack of consistent activity currently in Downtown.
2) More Downtown residents are needed to bring both activity, and a solid economic base.
3) There is a *perception* of Downtown as being unsafe.
4) Durham has unique dining, arts and cultural opportunities that do not exist elsewhere within the triangle.
5) The Public Sector's role in Downtown growth needs to be consistent, and be cognizant of difficulties that developers face in working in urban environments.
6) Durham has historic assets other communities do not have.

Of note were several opportunities that interviewees identified for Downtown growth:

A) American Tobacco has created a significant paradigm shift in Downtown's favor concerning Office and Commercial space. This should continue in the near future.
B) Provide constant police presence to make people feel safer.
C) Small, independent arts and retail boutiques are not found elsewhere in Durham or The Triangle, and could make Downtown Durham unique within the region.
D) The Loop needs to be addressed in regards to both navigation around Downtown, as well as visual perception of the area.

Community Charettes

Two public charettes were held that were open to community members to develop ideas about how to move forward with the Master Plan. The Durham Area Designers (DAD) group hosted and facilitated the charettes. 83 people participated in the 2 charettes.

Participants were asked to focus on four ideas and solutions primarily involving the City Center: (i) how development at Five Points can assist in connecting the Warehouse and City Center Districts (ii) how city owned land can be used to develop a mixed-use activity center east of Parrish street (iii) what should become of the 'Loop' in terms of future economic and physical development; and (iv) how can overall north/south and east/west connectivity be improved throughout Downtown.













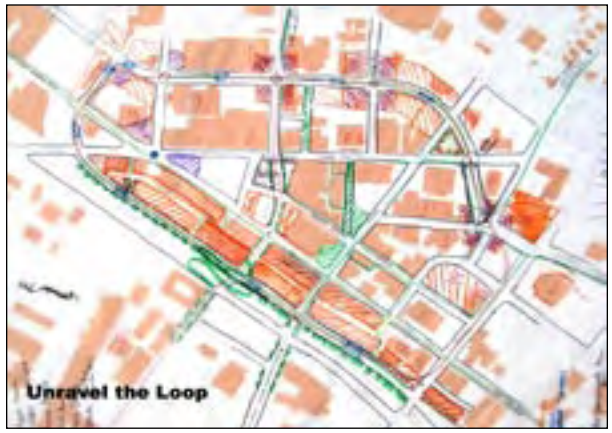
FIVE POINTS



CHARRETTE COMMENTS:

- Get rid of the vast waste land created by South Bank parking lot, the Loop, and the railroad spur
- Get rid of loop from Roney to Main Street. Reconnect Great Jones Street to Morgan.
- Create vista between the Imperial Building and the new multimodal center; take the form of an esplanade
- Railroad spur will become a greenway; take out the spur bridge and bring the greenway down to grade crossing Chapel Hill.
- Flat iron buildings to re-establish a strong sense of the five points.
- Pedestrian bridge from Five Points to American Tobacco.
- Rebuild railroad bridge over Chapel Hill Street to create a signature piece of architecture.
- Build out to the street in all cases.
- Create more building area by elimination of the curve of The Loop

The Loop & Connectivity



CHARRETTE COMMENTS:

- Create signature architecture on the north side of the intersection with the loop and Blackwell.
- The railroad tracks, Peabody and Pettigrew become a boulevard or a promenade
- Loop becomes two-way
- Monument Avenue treatment.
- The third Five Points configuration which is a combination of the old street patterns at Church and Holloway while still connecting Holloway to the Loop



EAST END



CHARRETTE COMMENTS:

- Redesign/relocate City Hall.
- Eliminate the loop from Mangum to Roxboro
- Re-establish the historic street pattern for Cleveland and Holloway
- Introduce housing (row housing, housing over businesses)
- Plaza in front of library
- Turn Mangum and Roxboro into two-way streets
- Add to Library, bringing the front façade to Roxboro Street

Appendix 2 - Updated Market Conditions

Downtown Durham Market Trends

- **American Tobacco has created a shifting paradigm in the Triangle region, establishing Downtown Durham as a full regional sub-market with potential to grow. To emphasize this, office vacancy in Downtown Durham remains low at 9-10%, the majority of which is located in vacant buildings - soon to be converted to other uses. Conversely, Research Triangle Park's is up to a vacancy rate of 17.2%.**

- **Southpoint Mall and the surrounding area has emerged as a major retail force within Durham and the entire Triangle region. Southpoint incorporates a major enclosed regional shopping mall with an entertainment oriented "lifestyle center" as well as numerous "big box" stores. Downtowns across the country are battling similar retail growth on the periphery of their urban areas, and are increasingly turning to entertainment and boutique oriented retail to create a niche within the overall marketplace.**

- **Despite a nation-wide slowing of the housing construction market, all sources indicate a high demand for more "urban" housing in the form of higher density condominiums or apartments. Supply throughout the Triangle is limited for this type of housing unit.**

- **Even with an apparent demand for Downtown housing, developers have been reluctant to place significant equity housing on the market.**

The 2000 Downtown Durham Master Plan identified the Raleigh-Durham-Chapel Hill Metropolitan Statistical Area as one of the healthiest regional economies in the United States, and little has changed since that assessment. This section of the Master Plan Update examines the seven key market trends discussed in the original Master Plan, and uses more recent data to determine if each of these key elements is still relevant to redevelopment efforts in Downtown Durham.

#1 The populations of the City of Durham, Durham County, and the entire MSA are growing.

This is still true. It is estimated that the City of Durham grew by 8.6% between 2000 and 2005. This was a more rapid pace than even fast growing North Carolina, which grew by an estimated 7.4%. The city ranked 60th in population growth out of all United States incorporated places. The Raliegh-Durham-Cary Consolidated Metropolitan Area grew by 14% during the same period.

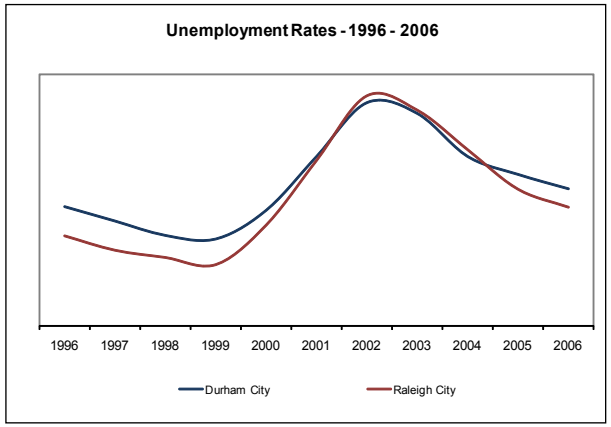
However, of note is the fact that when the 2000 Master Plan was produced, it came at the end of a decade where Durham's population growth outpaced its larger neighbor - Raleigh. Since the turn of the millennium, Raleigh has grown by rates more than double that of Durham, at 18%. The Raleigh-Cary Metropolitan Area (which excludes Durham and Chapel Hill) was the 12th fastest growing MSA in the county between 2000 and 2005. Durham ranked 105th (out of 361). The 1999 Downtown Durham Market study predicted Durham's population to be 228,000 by 2010. Current estimates put that number at 222,500.

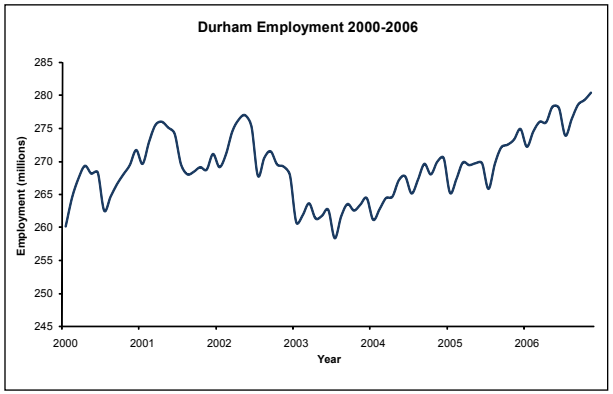
Raleigh's resurgence continues to provide a major regional competitor for Durham in the terms of residents and businesses. The emergence of the city of Cary (pop. 94,000) as a major suburb shifts the "Triangle" of Raleigh-Durham-Chapel Hill into a larger geography, with Raleigh and Durham at the top.

#2 The Durham County economy is one of the strongest in the state and in the entire country.

The Triangle area economy is in a recovery period following the recession of 2002-03, which hit the region particularly hard due to the collapse of the "tech bubble." Unemployment doubled between 2000 and 2002, with Raleigh generally harder hit than Durham. North Carolina overall experienced negative impacts during the period, with a 2.5% swing in unemployment rate between 1996 and 2002 (2.9% for Durham) and the Southeast region experiencing only a 0.5% upturn in unemployment.

Fortunately for Raleigh-Durham, the economy seems to be back on track, with employment rising and unemployment dropping. Unlike harder hit cities like Seattle, San Francisco and Boston, Durham's economy had several strong industrial sectors that put it at the forefront for both the metropolitan region as well as the state. These include Manufacturing, Education, Health Care, Finance and Biotechnology.







Southpoint Mall

#3 Residential areas around Downtown are growing.

The population of Downtown Durham and adjacent neighborhoods has grown, but not significantly. Since 2000, Downtown neighborhoods have grown by 2.5%. The 2000 Master Plan predicted that Downtown and its neighborhoods would grow by 450 people and 250 households by 2005. Current estimates put these numbers at 315 people and 76 households (up to 2005).

This is likely to change, at least within the core Downtown area, as numerous residential projects come on-line over the next 5 years. West Village phase 2 and American Tobacco phase 2 are likely to produce over 400 units between them, and there is potential for another 500-1000 units in various other projects currently planned or proposed.

Population growth in adjacent neighborhoods, however, is difficult to gauge. These neighborhoods are split between the higher incomes areas of the west (Trinity Park, Forest Hills), lower income areas to the East, and a upward transitional area to the north (Old North Durham). Some new projects, such as a HOPE VI project on East Main Street, have been built since the 2000 plan, but the HOPE VI program seeks to improve existing affordable housing, and tends to yield fewer units on the whole. Overall, it is yet to be determined whether planned developments in the downtown area will have a positive impact on the surrounding downtown neighborhoods, or whether they will create a schism that separates high-income downtown residents from their lower income neighbors.

#4 The demand for new retail development in Downtown is limited

General retail, as in that found in regional and convenience shopping centers, is likely not to be a market from which Downtown can grow unless a larger Downtown population consisting of new residents, office workers, and visitors is realized.

The overall Raleigh-Durham retail market shows that it is largely oversupplied for retail businesses. On one hand this is good, showing that existing businesses are able to yield sales greater than that which the region's residents are estimated to demand. However, it also means there are few opportunities for future retail growth in the short term.

Taking up a huge portion of the market is the recently built Super Regional Mall at Southpoint, in southern Durham off of I-40. This mall and its surrounding area, one of the most popular in the country, absorbs an enormous amount

In the Downtown context, speciality types of retail, similar to those thriving in many downtown environments across the country, carry significant potential due to their ability to compete against regional mall retailers.

#5 The demand for office space will be strong Downtown

Downtown Durham has added almost 1 million square feet of office space since the 2000 Master Plan, with proposals to add another 850k. Despite this impressive growth, the downtown occupancy rate remains at 89-90% - the same as seven years ago.

American Tobacco brought over 3,000 employees to Downtown Durham with one development, and according to local commercial real estate sources, has single-handedly shifted how many feel about the Raleigh-Durham office market, which in Durham had previously been dominated by the suburban office parks of Research Triangle Park. Demand for urban office projects with character and design attached to them is accelerating in Durham with additional American Tobacco phases, as well as two new Diamond View buildings. Previously a regional

sub-market, Downtown Durham has established itself as a full regional office market, though still behind Downtown Raleigh and the RTP.

#6 Housing holds strong development potential for Downtown

Both regional and national trends point to continued interest in Downtown housing, despite the recent slowdown of the national housing market. Virtually the only factor keeping the Downtown population growing is supply, which at present is limited. However, as previously mentioned, West Village phase 2 and American Tobacco phase 2 plan to put over 400 housing units on the market within the next year, and they are eagerly awaited. West Village phase 1 is a highly successful project with high-end rental units that phase 2 intends to emulate.

Future housing opportunities also impact other markets - particularly retail and entertainment markets. Downtown businesses presently survive off of daytime office traffic and nighttime after hours traffic (in certain areas), but attracting residents has proven across the country to positively impact Downtown retailers, who can then rely upon increased nighttime and weekend market base. The adage "retail follows rooftops" proves true virtually everywhere - it is just how many rooftops will be created that will ultimately impact the future landscape of Downtown retail.

#7 Downtown Durham has a strong tourist market

For this section, it is important to distinguish a difference between a downtown "tourist" and a "visitor." *Tourists* can be described as those who live outside of the Metropolitan Area who travel for a purpose of leisure, and would often stay in hotels overnight. *Visitors* come from a more local area - anywhere from the next neighborhood to anywhere within the Metropolitan Area, that would visit an area or destination for purposes of leisure, dining, recreation, etc. Downtown Durham currently has many existing and planned Visitor destinations but not a significant number of Tourist destinations.

Downtown Durham has several major visitor attractions. The Durham Bulls Athletic Park, home to the Triple-A Durham Bulls minor league baseball team, is one of the most popular minor league venues in the country. Brightleaf Square and American Tobacco draw significant visitors due to their entertainment offerings, and the Carolina Theater adds to Downtown as a cultural destination. The Durham Performing Arts Center, when complete, is expected to be a significant destination for Downtown. It will likely draw people from all over the Triangle for performances.

Downtown Durham's future as a tourist destination may carry some potential as destinations like the Durham Performing Arts Center are built to complement existing attractions. Other potential future additions include a Parrish Street Museum and History Museum. A planned attraction expected to be one of the larger draws in Downtown is the proposed Minor League Baseball museum at the historic Durham Athletic Park.

One hindrance to growing the tourist market has been the inventory of hotel rooms Downtown, which was expected to grow since the 2000 Master Plan, but as of 2007, only the Civic Center Marriott carries Downtown hotel rooms. This, however, is changing; two new hotels are planned for the Downtown area, one 'boutique' hotel in the SunTrust Building, right next to the Marriott and in the center of Downtown. The other is likely a national chain in the McPherson Square Project on the west end of the Brightleaf District. The expansion of the Civic Center in its capability of hosting conventions and meetings has been discussed, and could help to assist the hospitality market. However, the Civic Center faces stiff competition from other regional and local convention destinations particularly related to Duke University.







American Tobacco (above) brought 3,000 employees to Downtown Durham, and largely redefined the Downtown marketplace. Conversely, more traditional office towers like Durham Centre have struggled, accounting for the lion's share of vacant office space in Downtown.