



ROCKY MOUNT, NC  
THE CENTER OF IT ALL

**ROCKY MOUNT CITY COUNCIL**

**COMMITTEE OF THE WHOLE MEETING**

**MONDAY, MARCH 25, 2024**

**CITY COUNCIL  
COMMITTEE OF THE WHOLE**

**MONDAY, MARCH 25, 2024  
2:00 PM**

**AGENDA**

Comprehensive Planning Benefits/Mitchell Silver, McAdams Co.

FY25 Revenue Forecast-Ken Hunter

Capital Improvement Project Update- Elton Daniels

# A Blueprint for Growth Rocky Mount, NC

March 25, 2024

Mitchell Silver, FAICP, Hon. ASLA  
Principal, Urban Planning  
McAdams



# TOP REAL ESTATE MARKETS FOR 2024



1. Nashville, TN
2. Phoenix, AZ
3. Dallas/Fort Worth, TX
4. Atlanta, GA
5. Austin, TX
6. San Diego, CA
7. Boston, MA
8. San Antonio, TX
9. Raleigh/Durham, NC
10. Seattle, WA

# MIGRATION TRENDS FOR 2022

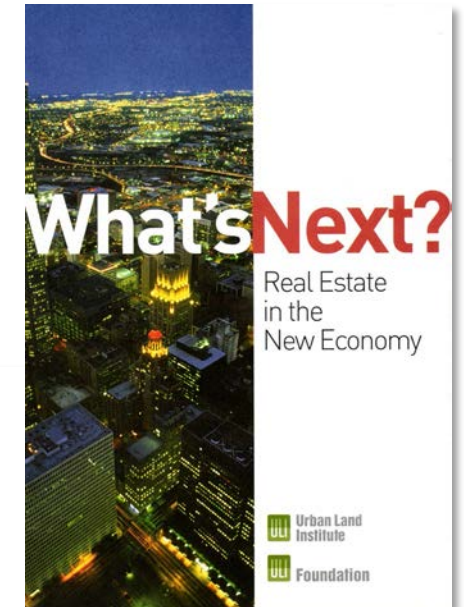
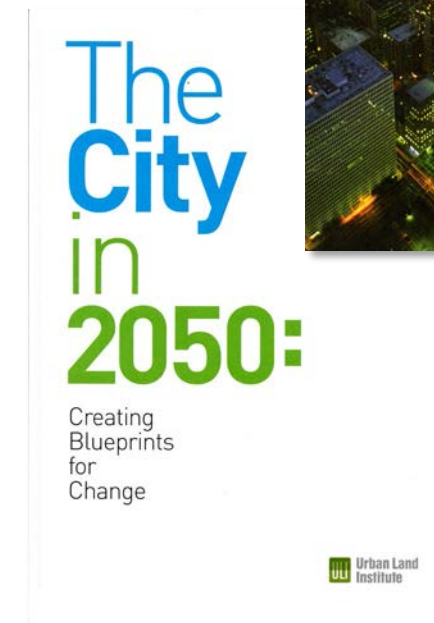
1. Cost of living is the top concern for movers in 2021. **QUALITY OF LIFE** was top concern for 2022. Moving closer to nature with ample **OUTDOOR EXPERIENCES** as well as the **CONTINUATION OF REMOTE WORK**.
2. **LOWERING TAX LIABILITY** (property and income tax) was another reason why people moved.
3. California, Illinois, Michigan, Pennsylvania and New Jersey are the five states with the most outbound moves. Pennsylvania replaced New York in 2022.
4. The top five inbound states in 2020 are South Carolina, **NORTH CAROLINA**, Tennessee, Arizona and Florida. Florida surpassed Idaho in 2022.
5. Many of the moves revolve around **FLEXIBILITY OF REMOTE WORK OR EARLY RETIREMENT**.

# MIGRATION TRENDS FOR 2023

- 1. MOVE VOLUME** (the number of individuals that moved in 2023) **DECREASED 12%** compared to 2022.
- Southern states remained primary draws for those moving, with top destinations including South Carolina, **NORTH CAROLINA**, Tennessee, Arizona and Florida.
- For the fifth year in a row, Illinois has the greatest percentage of individuals moving out of the state.
- Minnesota and Washington replaced Michigan and New Jersey on the list of top outbound states this year, coming in at #4 and #5.
- COVID-19 RESTRICTIONS ARE BECOMING LESS IMPORTANT. INSTEAD, INDIVIDUALS ARE TAKING ADVANTAGE OF HYBRID AND REMOTE WORK OPTIONS TO RELOCATE TO SUBURBS IN THE SOUTH.**

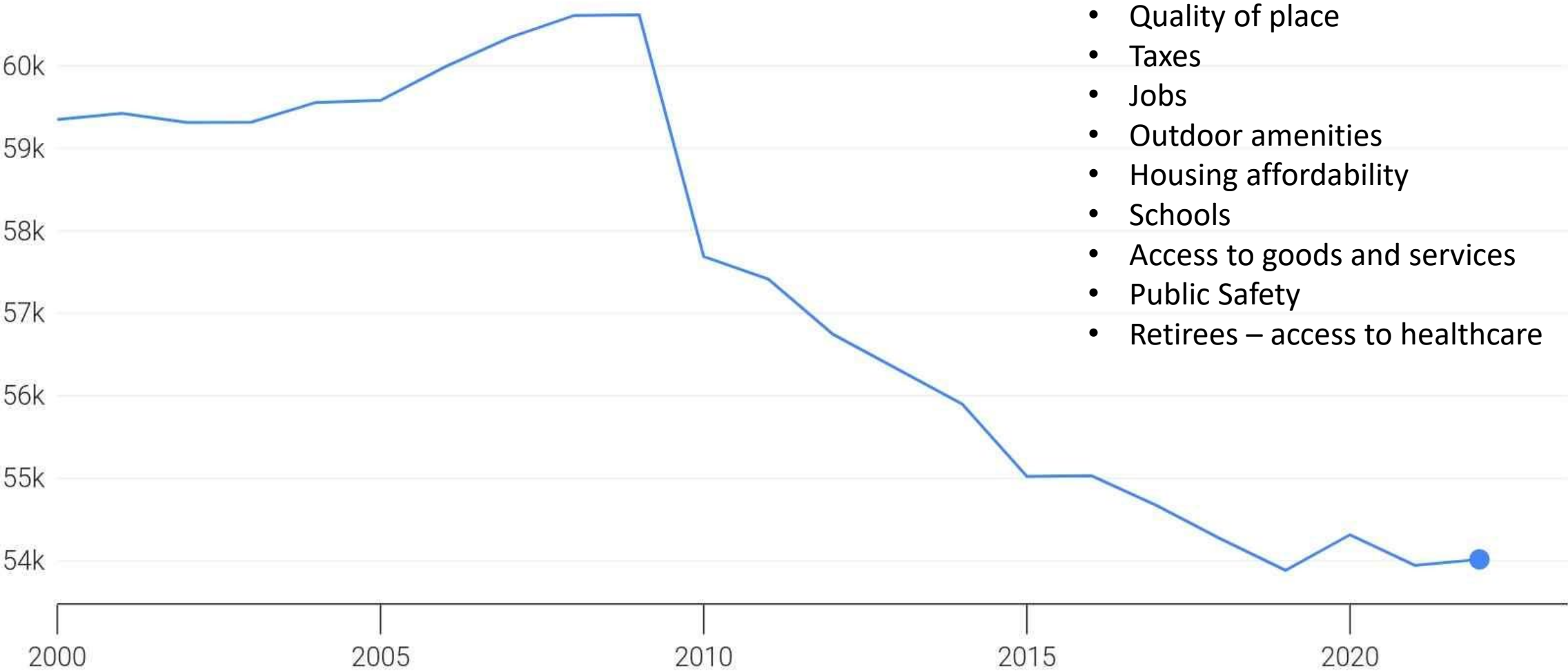
# 21<sup>ST</sup> CENTURY CHALLENGES + EMERGING TRENDS

1. **GRAYING + BROWNING OF AMERICA**
2. **RISE OF THE SINGLE PERSON HOUSEHOLDS**
3. Traditional family is changing
4. Aging infrastructure
5. Urban sprawl, aging suburbs, shrinking rural areas
6. **CLIMATE CHANGE, EXTREME WEATHER EVENTS**
7. Antiquated + exclusionary zoning tools
8. **ATTAINABLE HOUSING**
9. **RACIAL + SOCIAL JUSTICE**
10. **DIVISIVE POLITICS**
11. **POST-COVID ERA**
12. Artificial Intelligence



# Rocky Mount, NC population from 2000 to 2022

Rocky Mount had an official estimated population of 54,013 on July 1, 2022





# WHY IS ROCKY MOUNT LOSING POPULATION?

## Population gained by:

- In-migration – new residents moving in
- Increase household size – marriage, birth, adoption, caring for someone, new tenant or roommate

## Population lost by:

- Out-migration – existing residents leaving
- Decrease in household size – death, family member leaving (i.e., divorce, school, armed services)

## Reasons?

- The comprehensive planning process should offer insight



# LARGEST EMPLOYERS IN ROCKY MOUNT

#	Employer	No. of employees
1.	Pfizer	3,200
2.	Nash-Rocky Mount Public Schools	2,275
3.	Cummins-Rocky Mount Engine Plant	1,800
4.	Nash UNC Health Care	1,600
5.	Edgecombe County Public Schools	1,100
6.	QVC Distribution Center	1,100
7.	Century Link	1,000
8.	Sara Lee Frozen Bakery	950
9.	Alorica	885
10.	City of Rocky Mount	850



# 10 CRITICAL ELEMENTS THAT WILL MAKE TOMORROW'S COMMUNITIES

**DEMOGRAPHIC  
CHANGE: EQUITY +  
INCLUSION**

**HEALTHY LIVING:  
FITNESS FOR LIFE**

**REGIONALISM**

**A BLUEPRINT FOR  
GROWTH**

**TRADITIONAL  
NEIGHBORHOOD  
DEVELOPMENT**

**PLACEMAKING:  
REIMAGINING THE  
PUBLIC REALM**

**ACCESS TO SOCIAL  
GATHERING  
PLACES: PARKS +  
PUBLIC SPACE**

**HOUSING  
AFFORDABILITY +  
ATTAINABILITY**

**UNDERSTANDING  
THE VALUE OF  
LAND**

**DESIGNING FOR A  
CHANGING  
CLIMATE**



**DEMOGRAPHIC  
CHANGE: EQUITY +  
INCLUSION**

1. Graying + browning of America
2. Changing household type
3. Rise of single person households
4. Millennials looking for homes

# THE NEW REALITY IN THE US

1. More older Americans. **LONGER LIFE EXPECTANCY.**
2. More **DIVERSITY + MULTICULTURALISM.**
3. More people with disabilities. More multi-gen households.
4. More single mothers. Fewer couples getting married.
- 5. IMMIGRATION** will continue.
6. By 2030, majority of households will be single persons.
7. By 2045, **NO ONE RACE OVER 50% OF THE OVERALL POPULATION**



# IMPLICATIONS OF THE GRAYING OF AMERICA

1. **BY 2030, ONE IN 5 AMERICANS WILL BE OVER THE AGE OF 65.** Today, 1 in 5 Americans have a disability.
2. Life expectancy will increase from 76.0 years in 1993 to 82.6 years in 2050. **BY 2050, THE NUMBER OF AMERICANS OVER 85 WILL TRIPLE FROM 5.4 TO 19 MILLION.**
3. Land use patterns and transportation choices will change as millions of aging Americans realize they can no longer drive. **600,000 OVER THE AGE OF 70 STOP DRIVING EVERY YEAR.**



# PLAN FOR THE CONSUMERS / USERS

Greatest Generation	1901 – 1924	97 years and older
Silent / Mature Generation	1923 – 1945	76 – 96 years
Baby Boom Generation	1946 – 1964	57 – 75 years
<b>GENERATION X</b>	<b>1965 – 1981</b>	<b>40 – 56 years</b>
<b>GENERATION Y</b>	<b>1982 – 1995</b>	<b>26 – 39 years</b>
<b>GENERATION Z</b>	<b>1996 – 2016</b>	<b>6 to 25 years</b>
<b>GENERATION ALPHA</b>	<b>2017 -</b>	<b>5 years and under</b>

Source: Mitchell Silver adapted from various sources / Photos: NYC Parks



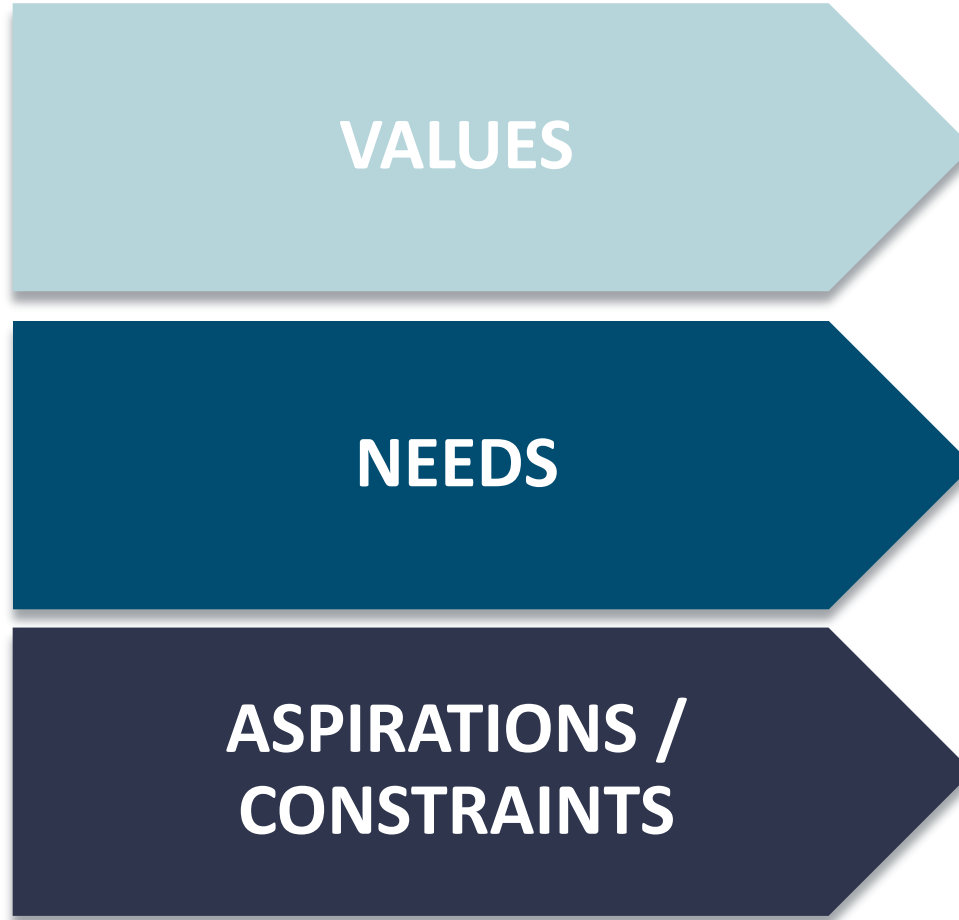
# THE GENERATIONAL FACTOR + RESIDENTS UNDER 40 & 55

	Rocky Mount	Nash County	Edgecombe County	North Carolina	Raleigh
Greatest/Silent	8.0%	7.1%	7.9%	6.6%	4.6%
Boomer	25.3%	25.9%	26.9%	23.0%	17.4%
Gen X	16.9%	19.0%	17.1%	19.2%	19.6%
Gen Y	18.2%	17.7%	17.5%	19.8%	26.2%
<b>Gen Z</b>	<b>26.5%</b>	<b>24.7%</b>	<b>24.9%</b>	<b>25.8%</b>	<b>26.7%</b>
Alpha	5.1%	5.6%	5.7%	5.6%	5.5%
<i>Median Age</i>	<i>40.4</i>	<i>41.7</i>	<i>41.6</i>	<i>39.1</i>	<i>34.6</i>
<b>Under 40</b>	<b>49.7%</b>	<b>48.0%</b>	<b>48.1%</b>	<b>51.2%</b>	<b>58.4%</b>
<b>Under 55</b>	<b>66.7%</b>	<b>67.0%</b>	<b>65.2%</b>	<b>70.4%</b>	<b>78.0%</b>

Source: Methodology developed by Mitchell Silver based on 2022, 1-year Estimate, American Community Survey



# FUTURE CONSUMER DEMAND + MIGRATION



**FUTURE CONSUMER  
PREFERENCES +  
MARKET DEMANDS**

# FUTURE CONSUMER DEMAND

1. The values, needs + lifestyle preferences will change. It will drive consumer preferences, market demand. It's not just about **“WHAT'S NEXT”** but **“WHO'S NEXT”**
2. **THERE WILL BE TENSION OVER THE NEXT 10 YEARS AS GENERATIONS TRANSFORM ATTITUDES + VALUES.** Generation X, Y + Z (55 and under) will begin to influence laws + public policy.
3. **CLASH OF VALUES IN THE 2020s – 20<sup>TH</sup> CENTURY VS. 21<sup>ST</sup> CENTURY**

Source: Mitchell Silver



**HEALTHY LIVING:  
FITNESS FOR LIFE**



1. 55 + over **STAYING ACTIVE**
2. **LIFE EXPECTANCY WILL INCREASE** to 82.6 by 2050
3. Walking, biking. **ACCESS** to greenways, trails + sidewalks will remain in high demand
4. **PICKLEBALL** continues to grow as a sport







# REGIONALISM

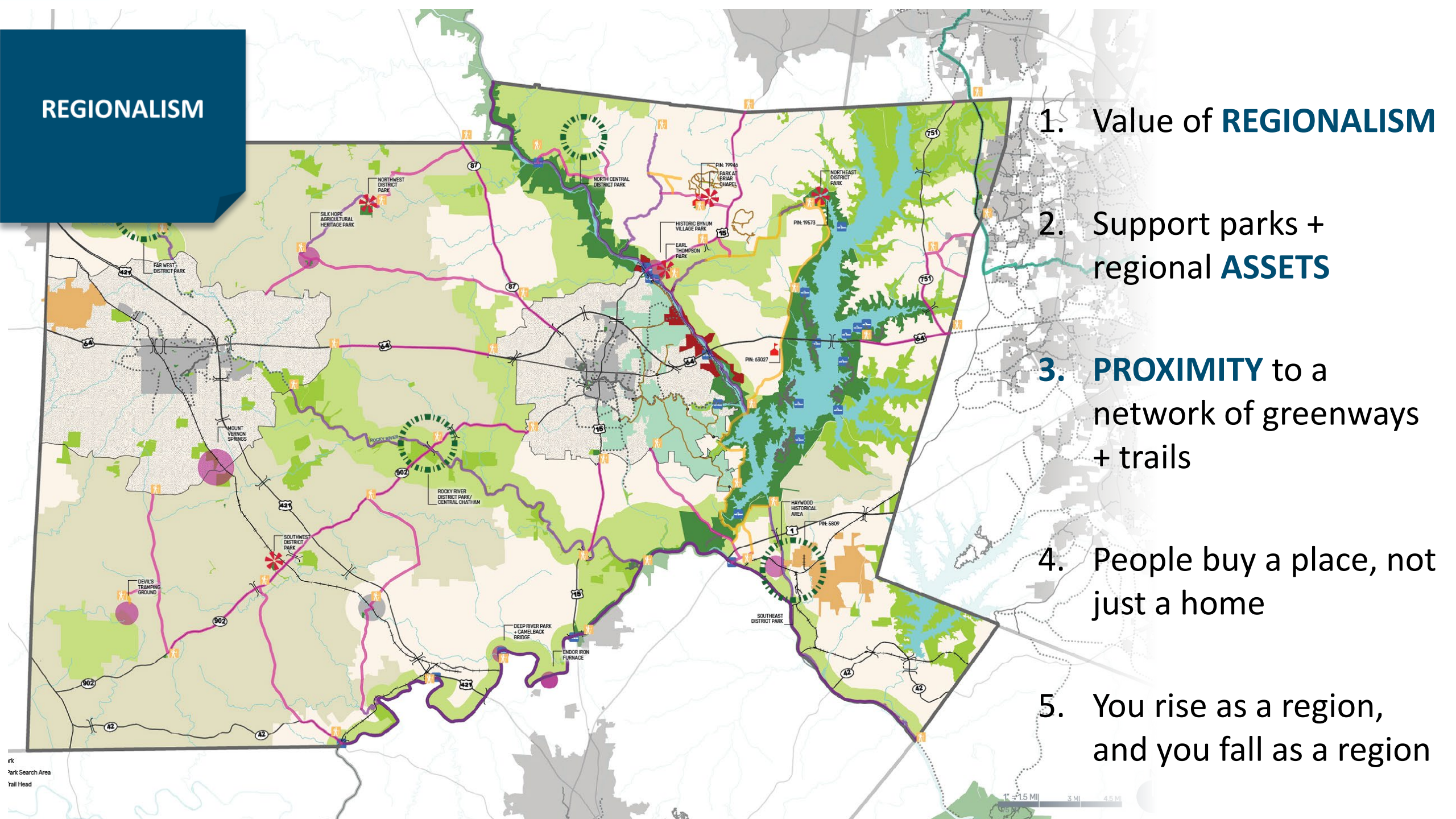
1. Value of **REGIONALISM**

2. Support parks + regional **ASSETS**

3. **PROXIMITY** to a network of greenways + trails

4. People buy a place, not just a home

5. You rise as a region, and you fall as a region



rk  
Park Search Area  
Trail Head

1" = 1.5 MI  
3 MI 4.5 MI



## Guiding Principles for **QUALITY GROWTH**



**transit**

Improve regional transit, matching land use decisions with transit investments.



**vibrant centers**

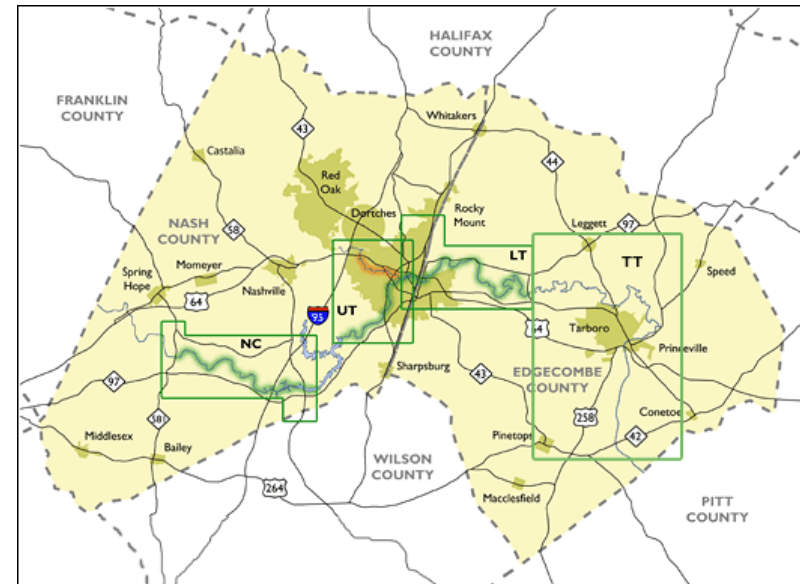
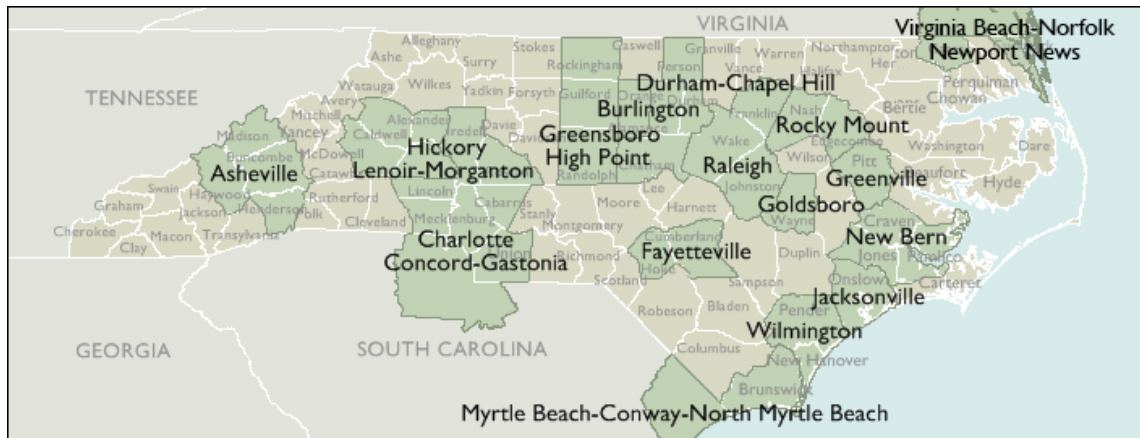
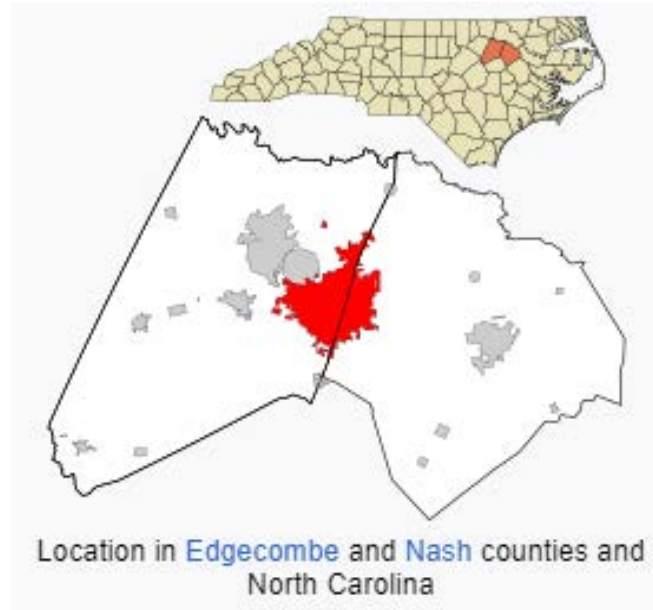
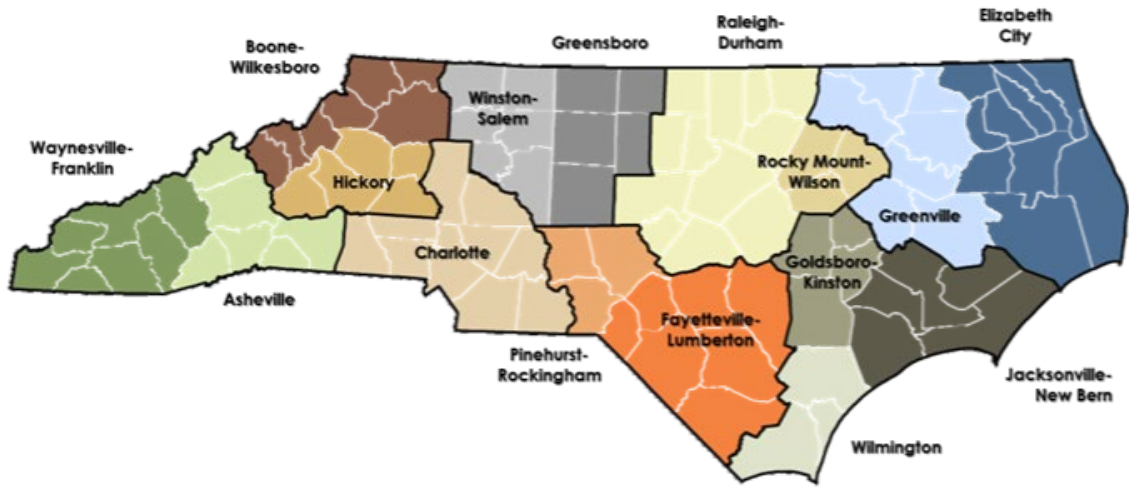
Reinvest in city and town centers, promote compact development, density and mixed use, and a balance of jobs and housing.



**green space**

Define growth and preservation areas to protect open space, agricultural land and natural resources, especially water supply and quality.





**BLUEPRINT FOR  
GROWTH**



# ROLE OF PLANNING

- **MANAGE GROWTH AND CHANGE.** Planning deals with **RISK AND UNCERTAINTY ABOUT THE FUTURE.** Plans for present and future generations.
- Two types of places: **PLAN-MAKING** places or **DEAL-MAKING** places
- Planning shall have **SPECIAL CONCERN** for the long-term consequences of present **ACTIONS.** There are also **CONSEQUENCES FOR NO ACTION!**
- When you say **NO** to something, you are saying **YES** to something else. What are you saying yes to?



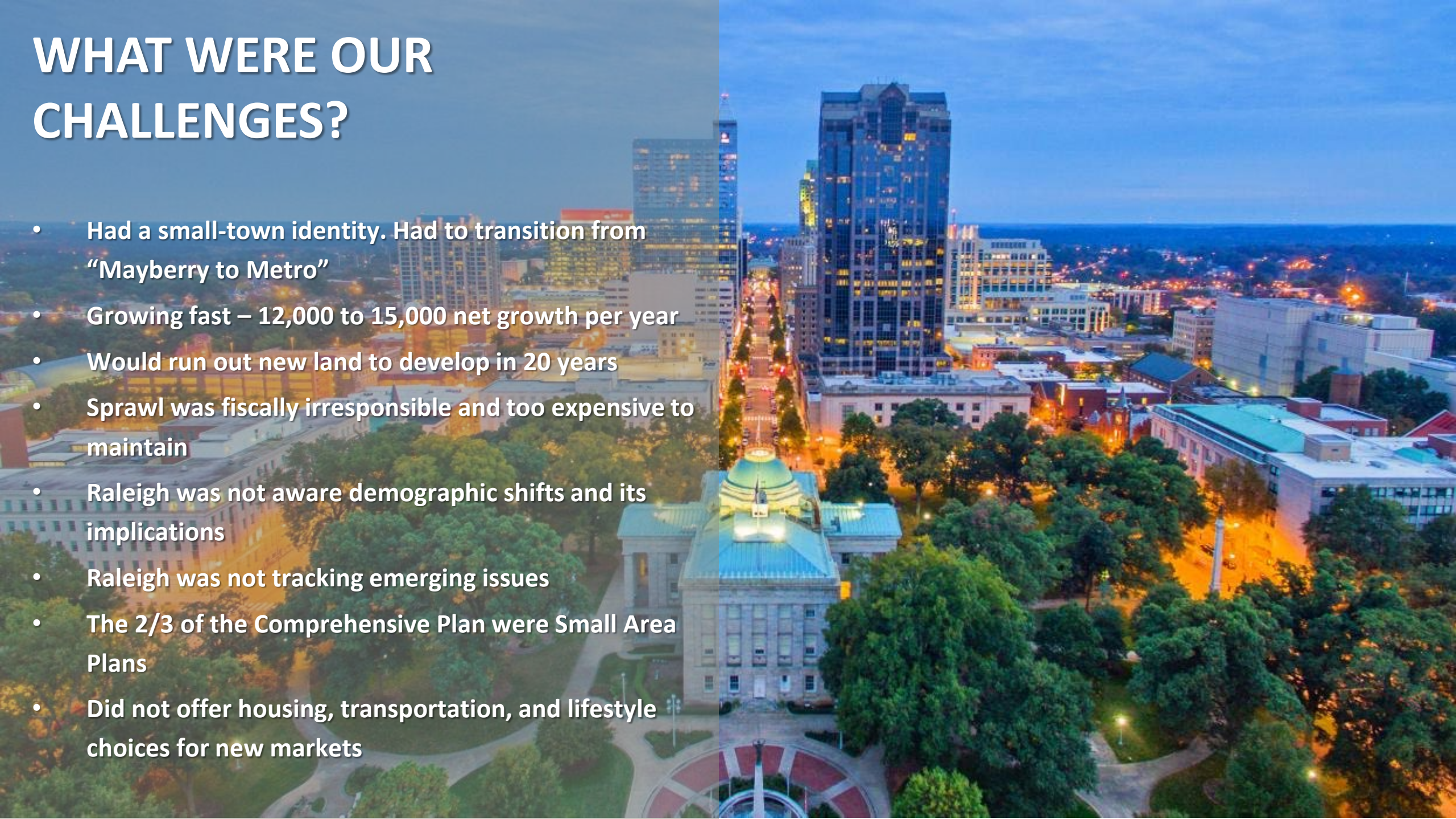
# PURPOSE OF A PLAN

- Blueprint for growth
- Be clear on the problems you are solving
- Set the vision and framework
- Understand the value of land
- Preserve your authentic places
- Focus on implementation



# WHAT WERE OUR CHALLENGES?

- Had a small-town identity. Had to transition from “Mayberry to Metro”
- Growing fast – 12,000 to 15,000 net growth per year
- Would run out new land to develop in 20 years
- Sprawl was fiscally irresponsible and too expensive to maintain
- Raleigh was not aware demographic shifts and its implications
- Raleigh was not tracking emerging issues
- The 2/3 of the Comprehensive Plan were Small Area Plans
- Did not offer housing, transportation, and lifestyle choices for new markets





The Raleigh Department of City Planning PRESENTS

## DESIGNING A 21<sup>ST</sup> CENTURY CITY

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

November 2, 2006

Dr. Donald Shoup:  
**What Are the Hidden Costs of Free Parking?**

February 8

Urban Trends and the Urban Age:  
**How Do We Design a 21<sup>st</sup> Century City?**

May 10

Transit-Oriented Development:  
**How Do We Get There from Here?**

September 20

Public Realm:  
**How Do We Create a Pedestrian-Friendly City?**

November 8

A Model For Urban Form:  
**Traditional Codes versus Form-Based Codes?**

By 2008 Raleigh will emerge as one of the top 50 cities in America, and the northern anchor of the Atlantic-Piedmont megaregion.

### GET ANSWERS TO YOUR QUESTIONS:

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

How can we accommodate growth?

How can cities position themselves in the new global economy?

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

How are other megaregions planning for sustainability, multinucleated cities, transit, demographic trends and density?

What is the roadmap to the future?

ALL LECTURES ARE FREE AND OPEN TO THE PUBLIC. REGISTER NOW FOR THE FEBRUARY 8 LECTURE!

**February 8, 2007**

**6:00-8:30 p.m.**

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

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

OUR PRESENTER

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

To access Mr. Katz's publications and presentations, see [www.brookings.edu/metro](http://www.brookings.edu/metro).

A special thank you to our sponsors for **The Art of Downtown Living Home Tour**. Join us for the next tour **May 18**.

To attend the lecture, please register at [www.raleighnc.gov](http://www.raleighnc.gov).

For more information on the lecture and to sign up for the lecture series mailing list, email [trisha.hasch@ci.raleigh.nc.us](mailto:trisha.hasch@ci.raleigh.nc.us) or call 919-807-8480.



# 10 CRITICAL ELEMENTS THAT WILL MAKE TOMORROW'S DOWNTOWN PUBLIC ENGAGEMENT

WE ARE  
MAKING  
NEW  
HISTORY

# BIG ideas RALEIGH



18

## DOWNTOWN 24/7

**The Vital Center of the Region**

High rise, mid rise, exciting districts, high speed heavy rail, regional commuter rail, downtown, express and local buses, walkability, shopping—the list is endless and counting our way. Downtowners new life and exciting future are a tribute to the people who worked together to fulfill a vision. They and the countless investors have put Raleigh on the map as world-class city for business and quality of life.

- Extend the downtown grid southward. Replace freeway aspects of Martin Luther King, Jr. Boulevard with walkable streets. Designate a location for a new arena.
- Build a feris wheel or the world's first feris wheel (roller coaster combination).
- Re-establish a downtown library and grocery store.
- Implement arts initiatives which might include installations and murals.
- Create distinct downtown districts.
- Install a giant digital screen announcing all cultural events.
- Install a giant digital screen for outdoor video gaming competitions. Raleigh should join World Cyber Games organization.
- Retain the edges of downtown.
- Avenues should connect downtown with neighborhoods.
- Strengthen and expand the original Christmas Plan by adding eight new full-block squares.

WE ARE  
MAKING  
NEW  
HISTORY

THE BIG ISSUE

What course should Raleigh chart for future growth?

MORE IDEAS INSIDE

OVERHEARD

What did Wil Shriner send to U.S. troops in Iraq and Afghanistan?

You'll never guess.

Page 27A

A windshield tour of development in Eastern Wake County. **BLOG BITS 28A**

Readers respond: What happened to thrift? **FINAL WORD 28A**

Illegal immigrants and the ire they provoke. **SUNDAY FORUM 29A**

Are journalists in Iraq covering what's really going on there? **PUBLIC EDITOR 31A**

[www.newsobserver.com/news/q](http://www.newsobserver.com/news/q)

What should  
**Raleigh**  
look like in  
**2030?**

We want your ideas on the city's future.

Take a drive along the edges of Raleigh. You'll see some of

**FROM NOW TO 2030**

Where do you stand on these



Fayetteville Street, as seen from the Capitol. The tallest structure at the time was the Citizens National Bank. It was demolished in 1964. The Grand Theatre, at left, burned down in 1928.

NEWS & OBSERVER FILE PHOTO





# KEY THEMES FOR THE PLAN



Economic Prosperity & Equity



Expanding Housing Choices



Managing Our Growth



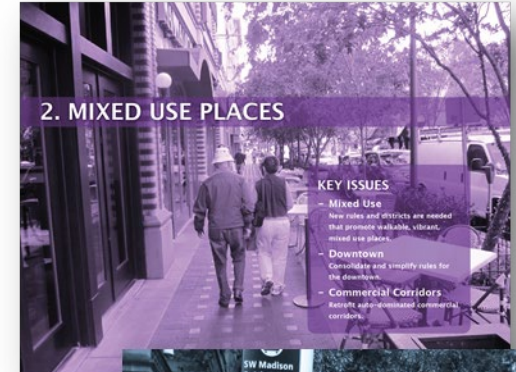
Coordinating Land Use & Transportation



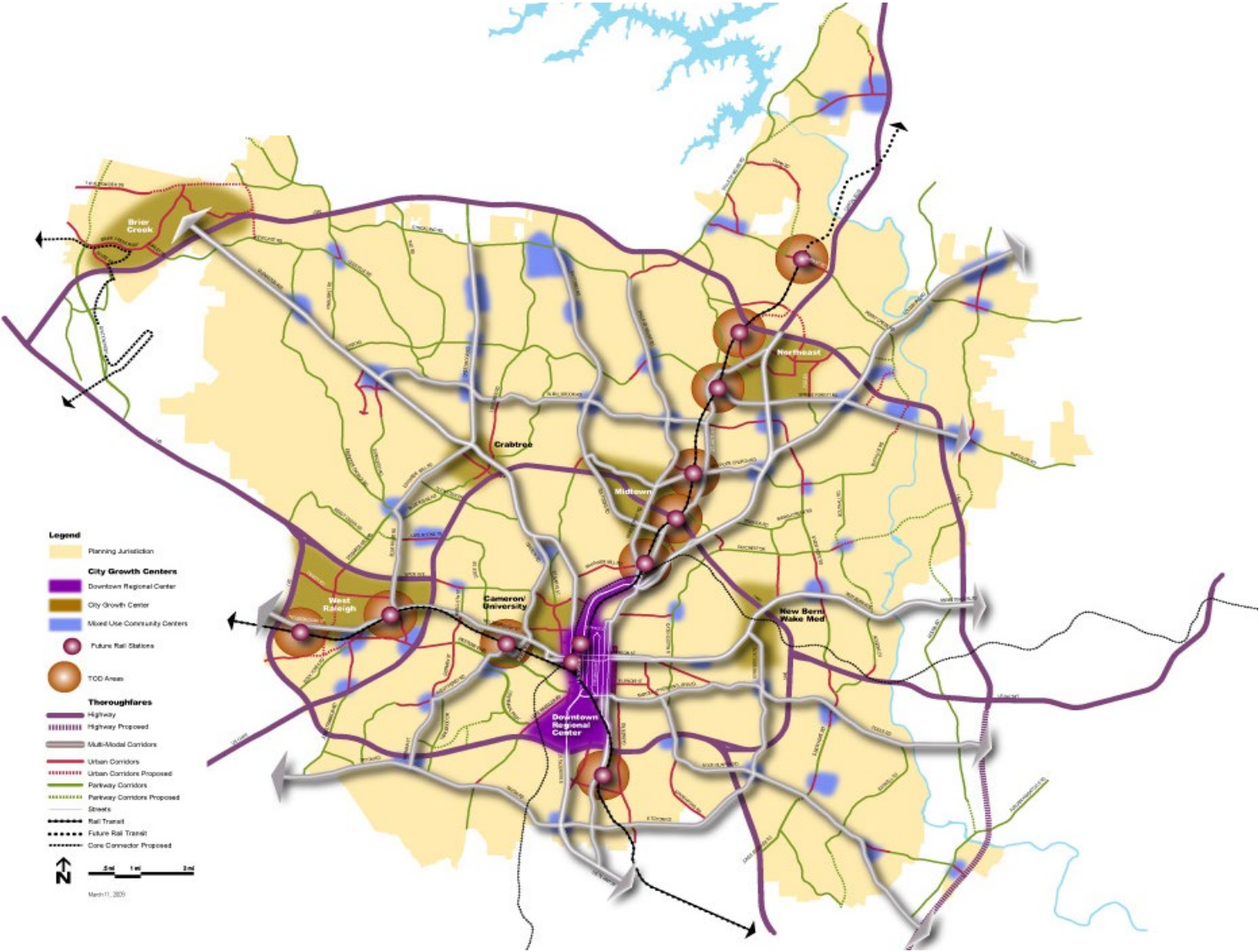
Greenprint Raleigh—Sustainable Development



Growing Successful Neighborhoods & Communities



# BLUEPRINT - GROWTH FRAMEWORK MAP



# HOW TO IMPLEMENT A PLAN

## Comprehensive Plan

## Policy Guidance & Actions

## Development Code

## Capital Projects



### Sec. 7.2.2. Protective Yards

#### A. Transitional Protective Yards

A transitional protective yard may be required along perimeter lot lines for specific uses as set forth in [Chapter 6](#) and other sections of this code.



	Type A1	Type A2	Type B1	Type B2
Width (sq. ft.)	0	10	20	30
Screen height (feet)	Not allowed	6'	Not allowed	6'
Wall height (feet)	0	0	0	0
Shade trees (one per 100 <sup>2</sup> )	Not required	4	4	6
Shrubs (one per 100 <sup>2</sup> )	4	4	4	6
Shrubs (one per 100 <sup>2</sup> )	Not required	Not required	40	60

Notes:  
None  
In lieu of planting shrubs, a screen may be installed.  
In lieu of planting shrubs, a screen may be installed.



**TRADITIONAL  
NEIGHBORHOOD  
DEVELOPMENT**

1. Traditional neighborhood development
2. **WALKABLE** neighborhoods, walkable blocks + streets
3. Housing + shopping in **CLOSE PROXIMITY**
4. **HUMAN-SCALED** urban design
5. Mix of land uses
6. Compact design
7. **RANGE OF HOUSING** opportunities + choices
8. Distinctive, attractive communities with a **STRONG SENSE OF PLACE**
9. **PRESERVE OPEN SPACE**, farmland, natural beauty + critical environmental areas







Woodstock, GA, Placer Maker Design



504



**PLACEMAKING:  
REIMAGINING THE  
PUBLIC REALM**



1. Creating an experience
2. Authentic + memorable
3. Power of 10
4. Not a project, but a place
5. Not just a district, but a destination
- 6. PEOPLE CENTERED**



A public square with a red and green photo booth structure. The photo booth has a large window and the text "#MOORE SQUARE" on its sides. In the background, people are sitting at tables under blue umbrellas. In the foreground, there are red metal chairs and a table. The scene is outdoors with trees and a paved area.

people may eat + sleep in their homes or apartments,  
but **THEY LIVE IN THE PUBLIC REALM.**

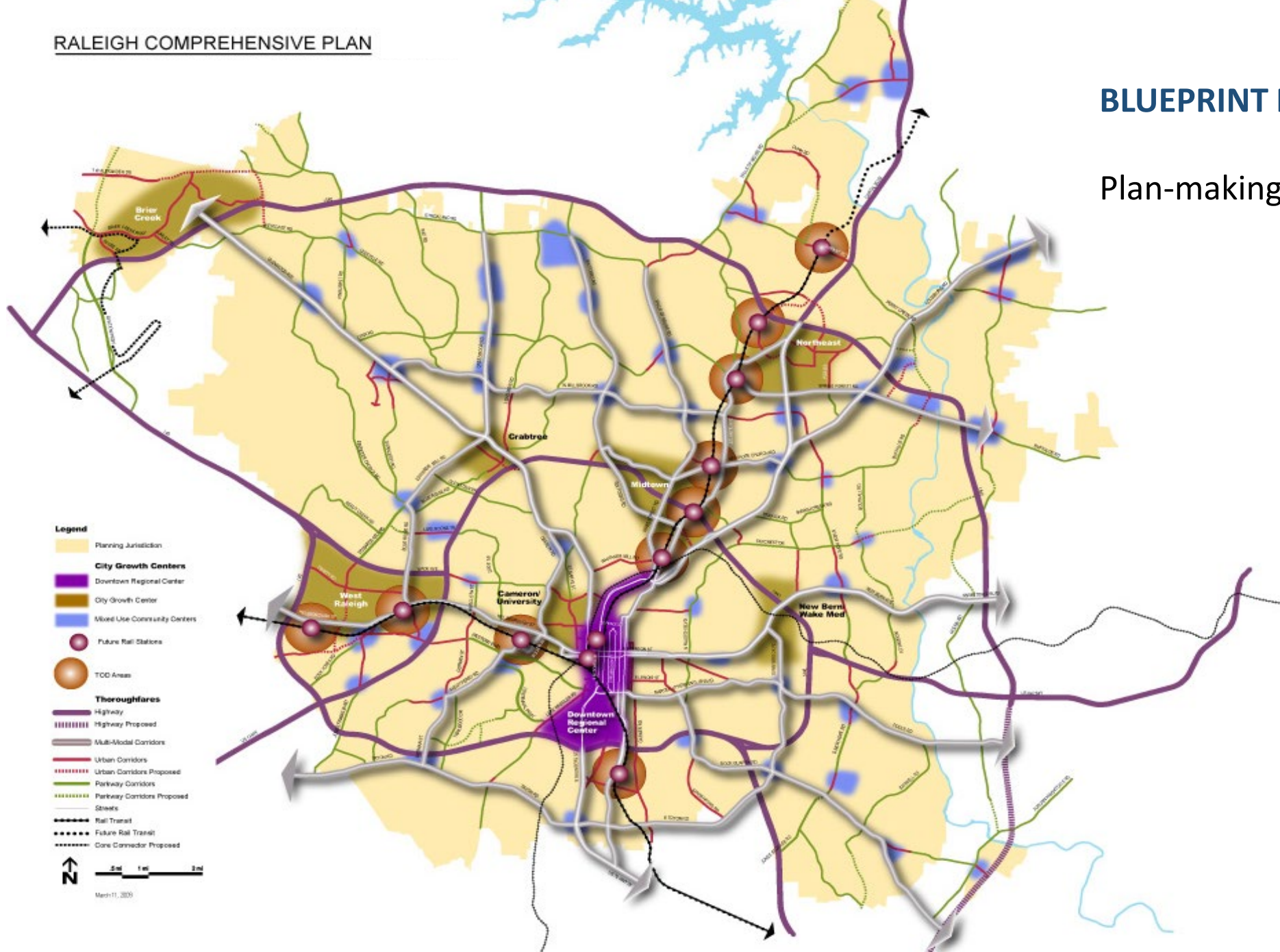
# CONSUMER PREFERENCES

1. Previous generations were **CONSUMERS OF GOODS.**
2. New generations are **CONSUMERS OF EXPERIENCES.**
3. We should not be just designers + planners, **BUT EXPERIENCE BUILDERS**



# BLUEPRINT FOR GROWTH

Plan-making city



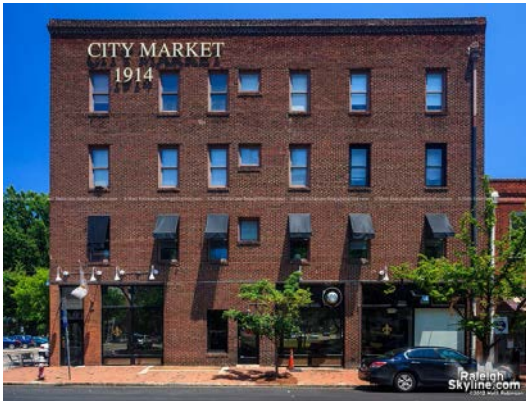
# PLAN TO ACTION – GREAT STREETS, PLACES AND SPACES



Glenwood South



Midtown/  
North Hills



City Market



Hillsborough St.



Moore Square



City Plaza





Red Hat



# Smokey Hollow & The Line

Source: Kane Realty



# Downtown South

Source: 10 Design



# Innovation District, North Hills

Source: Kane Realty



# THE FIVE MOST POPULAR ATTRACTIONS

1. Rocky Mount Children's Museum and Science Center
2. Tar River Trail
3. Rocky Mount Mills
4. Battle Park
5. Rocky Mount City Lake and Park





• Auto  
• Home  
• Commercial  
• Mobile Home

Mobile Home  
2  
Ultra Space, Big Value

• Auto  
• Home  
• Commercial  
• Mobile Home

202 SW Main Street  
252-212-5027  
Fax: 252-212-5029



ROCKY  
MOUNT  
- MILLS -

ROCKS AND BEANS

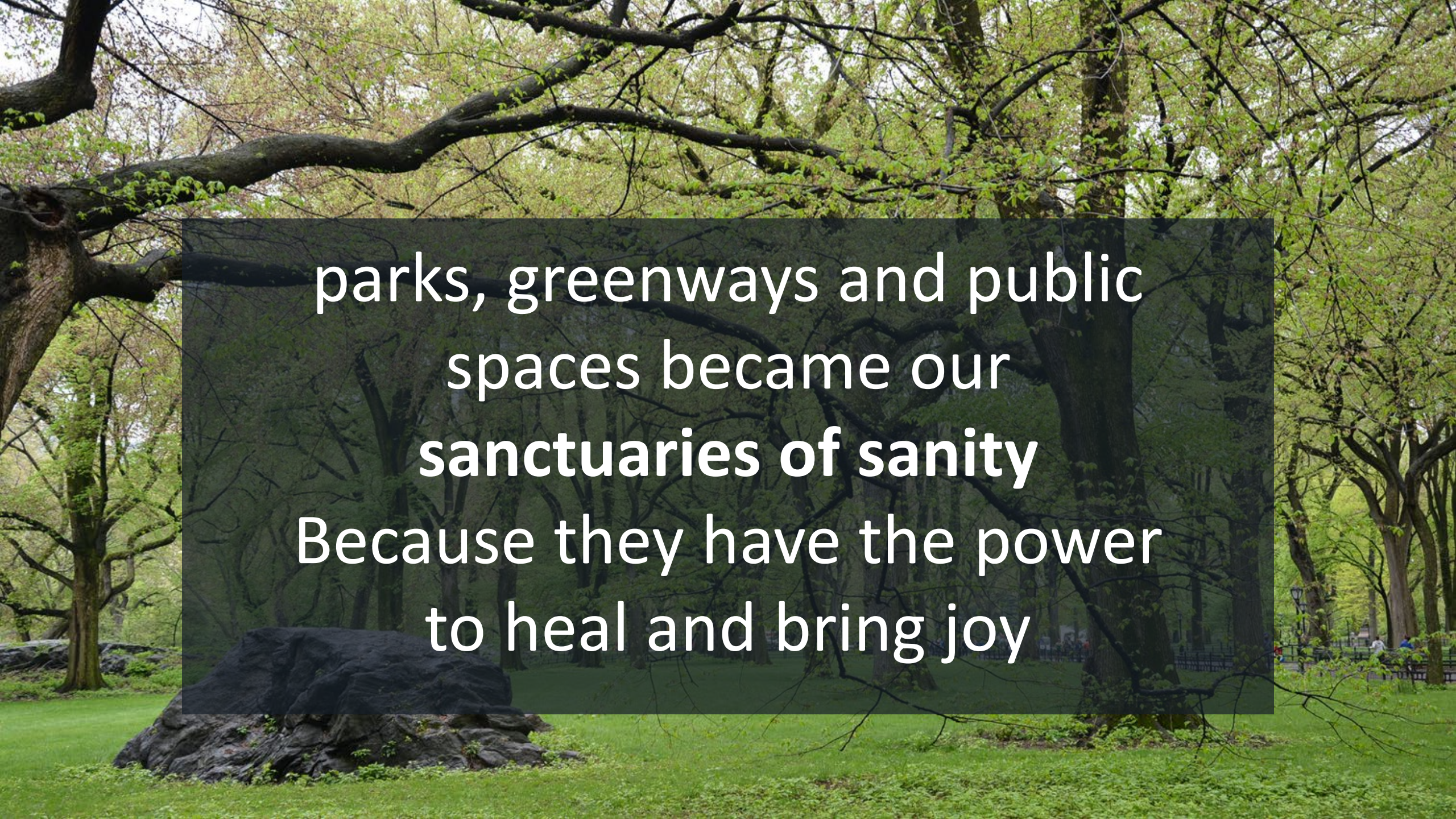
ROCKY MOUNT MILLS  
EST. 1919  
COTTON YARNS





**ACCESS TO SOCIAL  
GATHERING PLACES**  
**(Private Realm)**



A lush green park scene with large trees and a large rock in the foreground. The text is overlaid on a dark semi-transparent rectangle in the center of the image.

parks, greenways and public  
spaces became our  
**sanctuaries of sanity**  
Because they have the power  
to heal and bring joy





30 Lunch Items Under \$10!  
NEW LUNCH MENU

Play

Play

Play

Play

Play





# Strategic Investments in Parks Can Spark Economic Vitality Downtown

*Homing in on people-centered places may be our best bet for reviving struggling city centers.*

**INTERSECTIONS** ECONOMIC DEVELOPMENT





Downtown Cary Park, OJB Landscape  
Source: The Architect's Newspaper



open streets  
shared streets  
play streets  
allies

Runway  
BILE BOUTIQUE  
Runway.com 019.278.599

DADDY BOB'S BARBEQUE  
N \* C  
Always Fresh. Always Local. No Compromise.



Inspired by Australia's Laneways





Makers Alley, Wilmington, NC

Source: WDEL



Source: City of Morgantown, NC

# HOUSING AFFORDABILITY + ATTAINABILITY

1. **DIVERSITY OF PRODUCT TYPE**
2. Variety of housing types
3. Address “renter” fear and stigma



-ADOPTED: FEBRUARY 18, 2013-



RALEIGH, NORTH CAROLINA

## **PART 10A: UNIFIED DEVELOPMENT ORDINANCE**

INCLUDES 4TH SUPPLEMENT, SEPTEMBER 2017



EFFECTIVE DATE: SEPTEMBER 01, 2013



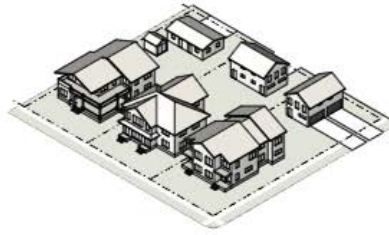
# 10 CRITICAL ELEMENTS THAT WILL MAKE TOMORROW'S DOWNTOWN

## BUILDING TYPES: CONTEXT-BASED CODE



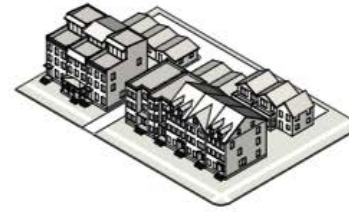
### A. Detached House

A building type designed primarily to accommodate a one dwelling unit on an individual lot. In more intense districts, a detached house allows more than one dwelling unit and in certain settings may be used for nonresidential purposes.



### B. Attached House

A building type designed primarily to accommodate two dwelling units on an individual lot. In more intense districts, an attached house may be used for nonresidential purposes.



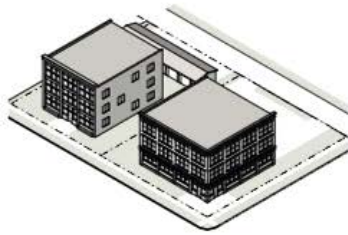
### C. Townhouse

A building type designed primarily to accommodate two or more dwelling units consolidated side-by-side into a single structure. In more intense districts, a townhouse may be used for nonresidential purposes.



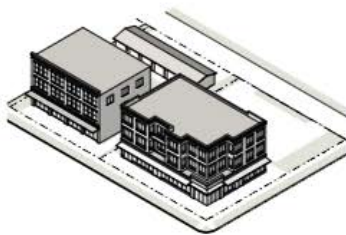
### D. Apartment

A building type containing three or more dwelling units consolidated into a single structure. Units must be either situated wholly or partially over or under other units, or back to back with other units in the same structure.



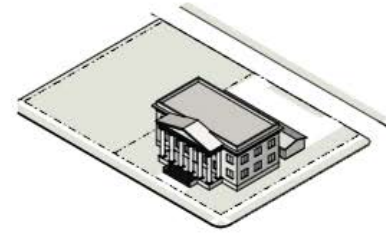
### E. General Building

A building type intended primarily for commercial, office, manufacturing and employment uses.



### F. Mixed Use Building

A building type intended primarily for ground floor commercial uses with upper-story residential or offices uses.



### G. Civic Building

A building type intended primarily for civic, institutional or public uses.



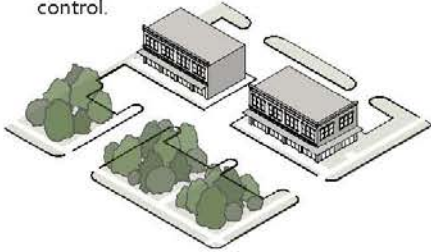
### H. Open Lot

Open lots are used to accommodate uses with large outdoor or open areas. An open lot can also accommodate open space or natural areas worthy of preservation.

## Article 3.4. Frontage Requirements

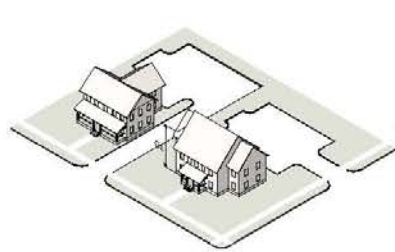
### Sec. 3.4.1. Purpose and Intent

Frontages link a desired development pattern with specific form requirements that mandate the type of development desired along the street edge. Frontages place different requirements from the base dimensional standards. Where there is a conflict between the base dimensional standards and the frontage requirements, the frontage requirements control.



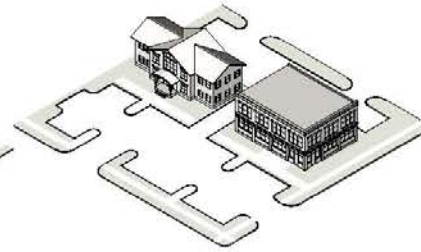
#### A. Parkway (-PK)

The -PK Frontage is intended to provide a heavily landscaped buffer between the roadway and adjacent development to ensure a continuous green corridor along the street right-of-way.



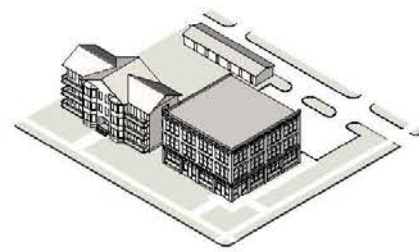
#### B. Detached (-DE)

The -DE Frontage is intended for areas adjacent to roadways transitioning from residential to commercial. Accommodates neighborhood-scaled, low intensity commercial uses while maintaining the residential character of the street right-of-way.



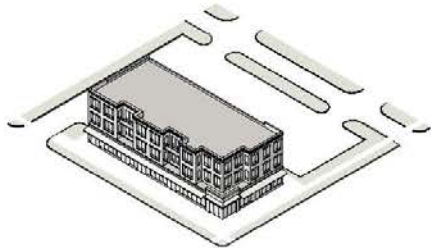
#### C. Parking Limited (-PL)

The -PL Frontage is intended for areas where access to buildings by automobile is desired but where some level of walkability is maintained. Permits a maximum of 2 bays of on-site parking with a single drive aisle between the building and the street right-of-way.



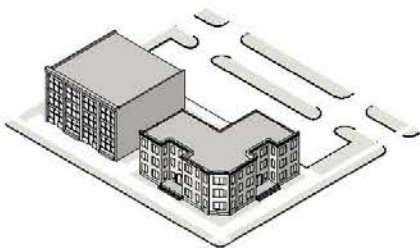
#### D. Green (-GR)

The -GR Frontage is intended for areas where it is desirable to locate buildings close to the street, but where parking between the building and street is not permitted. Requires a landscaped area between the building and the street right-of-way.



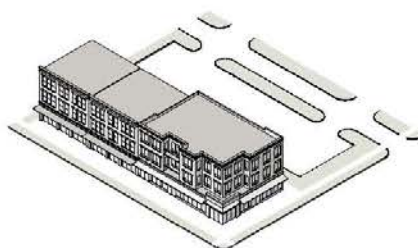
#### E. Urban Limited (-UL)

The -UL Frontage is intended for areas where parking between the building and street is not allowed. Buildings abut the street and sidewalk but to balance the needs of both the pedestrian and automobile lower street wall continuity is required.



#### F. Urban General (-UG)

The -UG Frontage is also intended for areas where parking between the building and street is not allowed. Buildings abut the street and sidewalk but higher street wall continuity is required than the -UL Frontage.

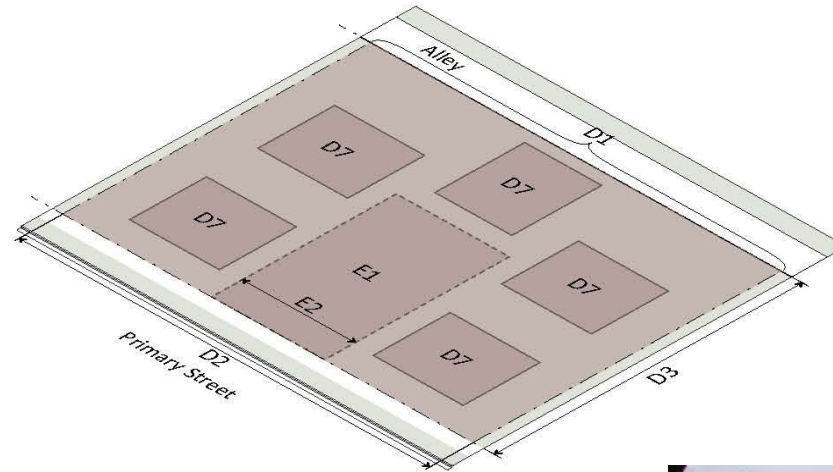
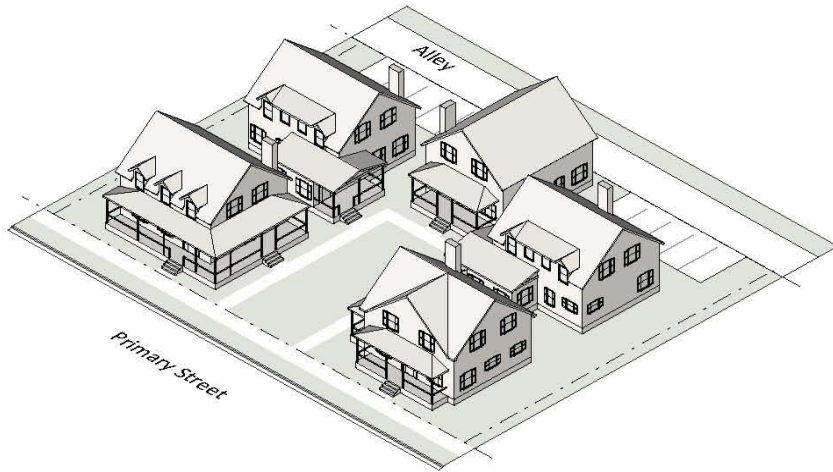


#### G. Shopfront (-SH)

The -SH Frontage is for intended for areas where the highest level of walkability is desired. The -SH Frontage is intended to create a "main street" type of environment; therefore, mixed use buildings are the primary building type allowed.

## Article 2.4. Additional Housing Patterns

### Sec. 2.4.1. Cottage Court



#### A. Description

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

#### B. Districts Allowed In

R-10, RX-, OX-, NX-, CX-

#### C. Building Types Allowed

Detached house, attached house

#### D. Site Dimensions

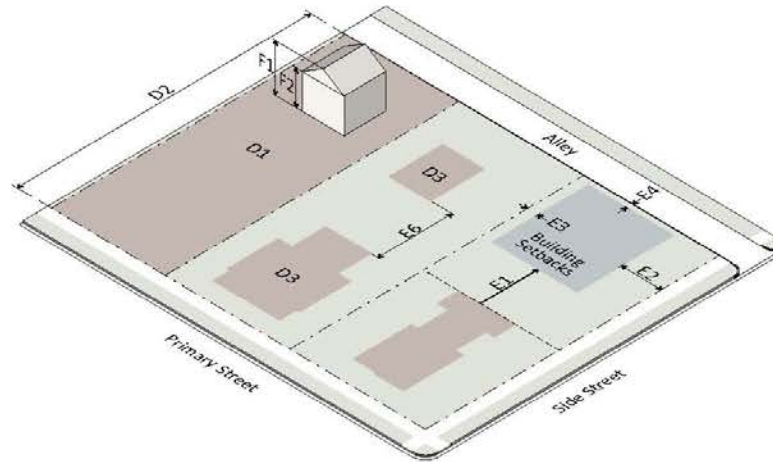
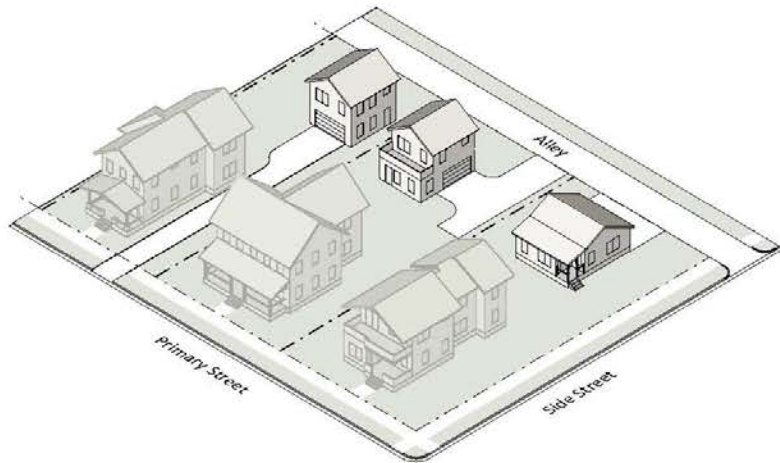
- D1 Area (min)
- D2 Width (min)
- D3 Depth (min)
- D4 Dwelling units per min site area (max)
- D5 Lot area per dwelling unit (min)
- D6 Dwelling units per project (max)
- D7 Building footprint (max)
- D8 Detached accessory structure footprint (max)

#### E. Internal Courtyard

- E1 Area (min)
- E2 Width (min)
- E3 Additional area per unit (min)



Sec. 2.4.2. Backyard Cottage



**A. Description**

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

**B. Districts Allowed In**

R-1, R-2, R-4, R-6, R-10, RX-, OX-, NX-, CX-

**C. Building Types**

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

LOT SIZE 20,000 to >40,000 sf 10,000 to 39,999 sf 6,000 to 19,999 sf 4,000 to 9,999 sf 5,999 sf

**D. Lot Specifications**

	>40,000 sf	20,000 to 39,999 sf	10,000 to 19,999 sf	6,000 to 9,999 sf	4,000 to 5,999 sf
D1 Area (min)	40,000 sf	20,000 sf	10,000 sf	6,000 sf	4,000 sf
D2 Depth (min)	150'	150'	150'	120'	100'
D3 Dwellings units per lot (max)	2	2	2	2	2
D4 Additional on-site parking	1 space	1 space	1 space	1 space	1 space
D5 Living area (max)	800 sf	800 sf	700 sf	550 sf	450 sf

**E. Building Setbacks**

	>40,000 sf	20,000 to 39,999 sf	10,000 to 19,999 sf	6,000 to 9,999 sf	4,000 to 5,999 sf
E1 From primary street (min)	Must be located to the rear of the house				
E2 From side street (min)	20'	20'	20'	20'	20'
E3 From side lot line (min)	10'	5'	5'	5'	5'
E4 From rear lot line (min)	10'	5'	5'	5'	5'
E5 From alley (min)	4' or 20'	4' or 20'	4' or 20'	4' or 20'	4' or 20'
E6 Building separation (min)	35'	35'	20'	16'	16'

**F. Height**

	>40,000 sf	20,000 to 39,999 sf	10,000 to 19,999 sf	6,000 to 9,999 sf	4,000 to 5,999 sf
F1 Overall height (max)	25'	25'	25'	25'	25'
F2 Wall plate height (max)	15'	15'	15'	15'	15'

**G. Vehicular Access**

From alley; or street when no improved alley present



**Missing Middle Housing** is a range of house-scale buildings with multiple units—compatible in scale and form with detached single-family homes—located in a walkable neighborhood. – Daniel Parolek

## The Missing Middle



**Detached Home**



**Heritage Conserving Infill**



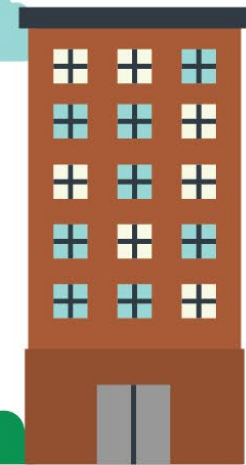
**Duplex, Triplex, Fourplex, etc.**



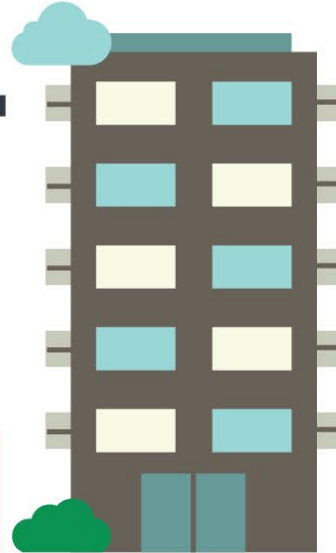
**Townhouse**



**Small Apartment Building**



**Low to Mid-Rise Apartments**





# AFFORDABLE HOUSING OPTIONS

- “Attainable” is being used instead of “Affordable”
- Increase housing supply
- Density bonus
- Affordable Housing Bonds
- Streamlining zoning ordinance/permitting processes
- Missing-Middle Housing
- Accessory Dwelling Units/Backyard Cottages
- Cottage Courts
- Preservation of existing housing stock
- Homeowner repair and rehabilitation programs
- Homebuyers assistance
- Housing Trust Fund
- Low-income Housing Tax Credits
- Community Land Trust
- Tax Abatement



UNDERSTANDING  
THE VALUE OF  
LAND

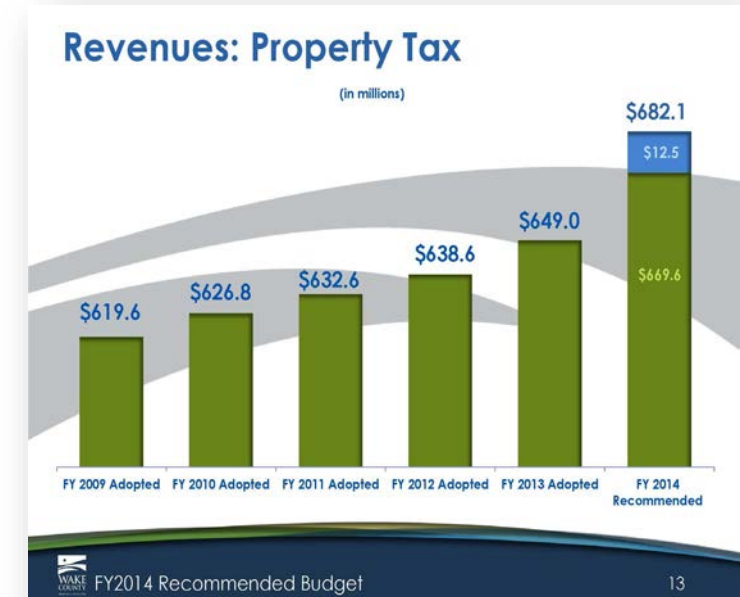




10 CRITICAL ELEMENTS THAT WILL MAKE TOMORROW'S DOWNTOWN

# LAND HAS VALUE/VALUE CAPTURE

- **LAND = PROPERTY AND SALES TAX REVENUE**
- **LAND IS A FINITE RESOURCE – A COMMODITY**
- Planning policy and zoning affects and controls the value and the revenue it generates
- Must be smarter about how we create land value



10 CRITICAL ELEMENTS THAT WILL MAKE TOMORROW'S DOWNTOWN

# STRATEGIC PLANNING ADDS VALUE

It would take **600-SINGLE FAMILY HOMES** on a **150-ACRE** subdivision to equal the tax value of the Wells Fargo Capital Center, which sits on **1.2 ACRES OF LAND.**

Wells Fargo Capital Center in downtown Raleigh has **90 TIMES THE TAX VALUE PER ACRE** than the average suburban acre.



## RETURN ON INVESTMENT

**DOWNTOWN HIGH-RISE RESIDENTIAL ON 3-ACRE SITE** pays off its infrastructure in **3 YEARS**. The return on infrastructure investment is **35%**.



**SUBURBAN MULTI-FAMILY COMPLEX ON A 30-ACRE SITE** pays off its infrastructure in **42 YEARS**. The return on infrastructure investment is **2%**.

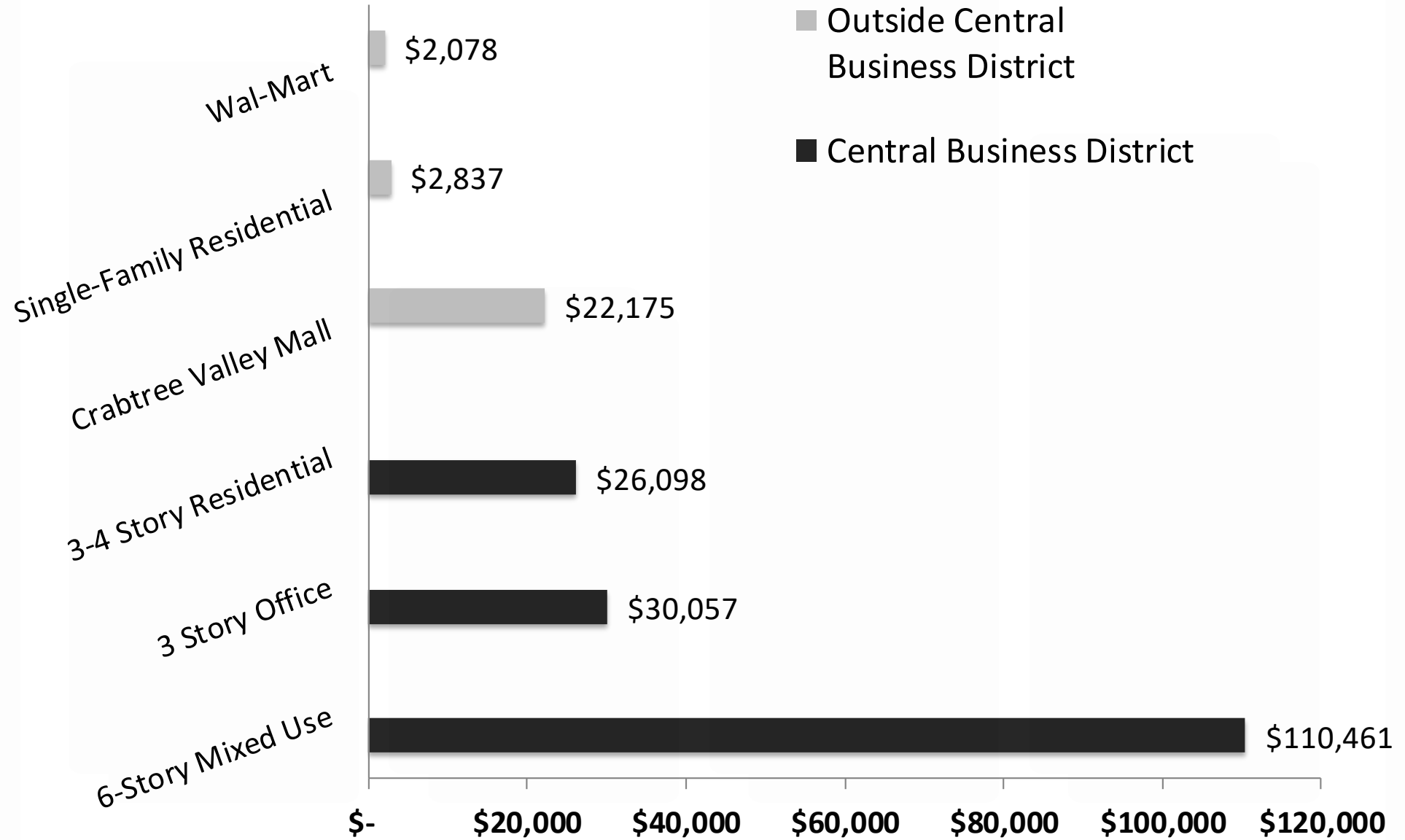


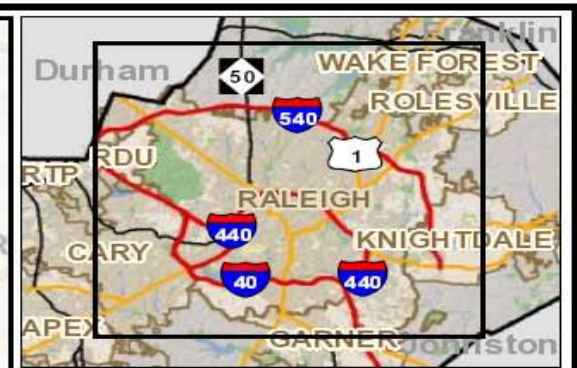
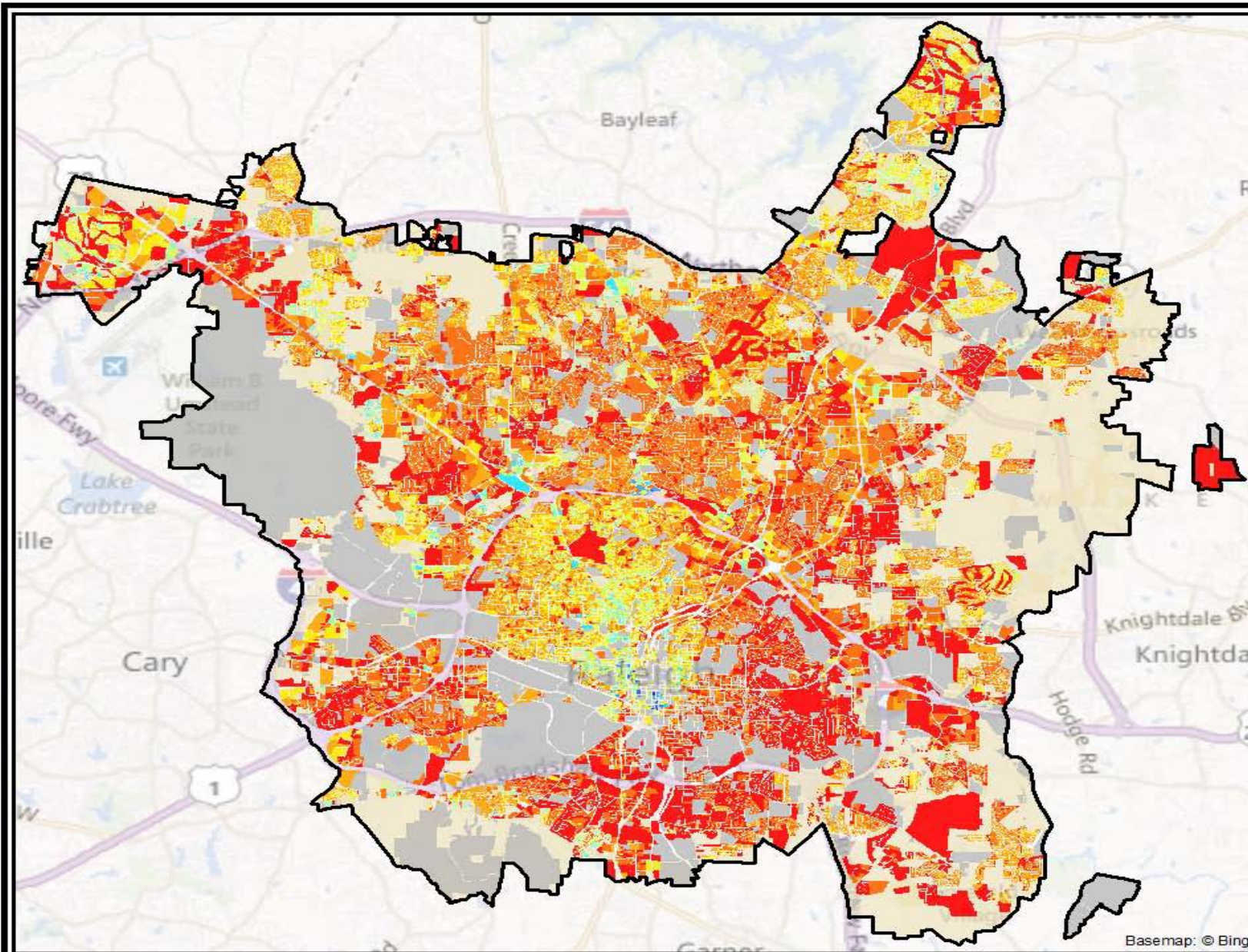


<b>Land Consumed (Acres):</b>	<b>34.0</b>	<b>0.5</b>
<b>Real Estate Taxes/Acre:</b>	<b>\$ 6,500</b>	<b>\$640,000</b>
<b>Total City Taxes/Acre:</b>	<b>\$ 50,800</b>	<b>\$414,000</b>
<b>Residents per Acre:</b>	<b>0.0</b>	<b>90.0</b>
<b>Jobs per Acre:</b>	<b>5.9</b>	<b>73.7</b>

# MUNICIPAL PROPERTY TAX YIELD (PER ACRE) 2011

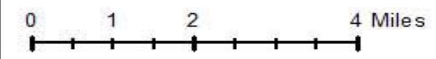
## RALEIGH, NC





**Taxes Billed (Per Acre)**

- Red: \$0.01 - \$1,500.00
- Orange: \$1,500.01 - \$3,000.00
- Yellow-Orange: \$3,000.01 - \$5,000.00
- Yellow: \$5,000.01 - \$7,500.00
- Light Green: \$7,500.01 - \$10,000.00
- Green: \$10,000.01 - \$15,000.00
- Cyan: \$15,000.01 - \$20,000.00
- Light Blue: \$20,000.01 - \$30,000.00
- Blue: \$30,000.01 - \$75,000.00
- Dark Blue: \$75,000.01 - \$200,000.00
- Dark Blue: \$200,000.01 - \$413,832.02
- Grey: Tax Exempt Parcels
- Light Yellow: Outside Raleigh City Limits
- Black Outline: Raleigh ETJ



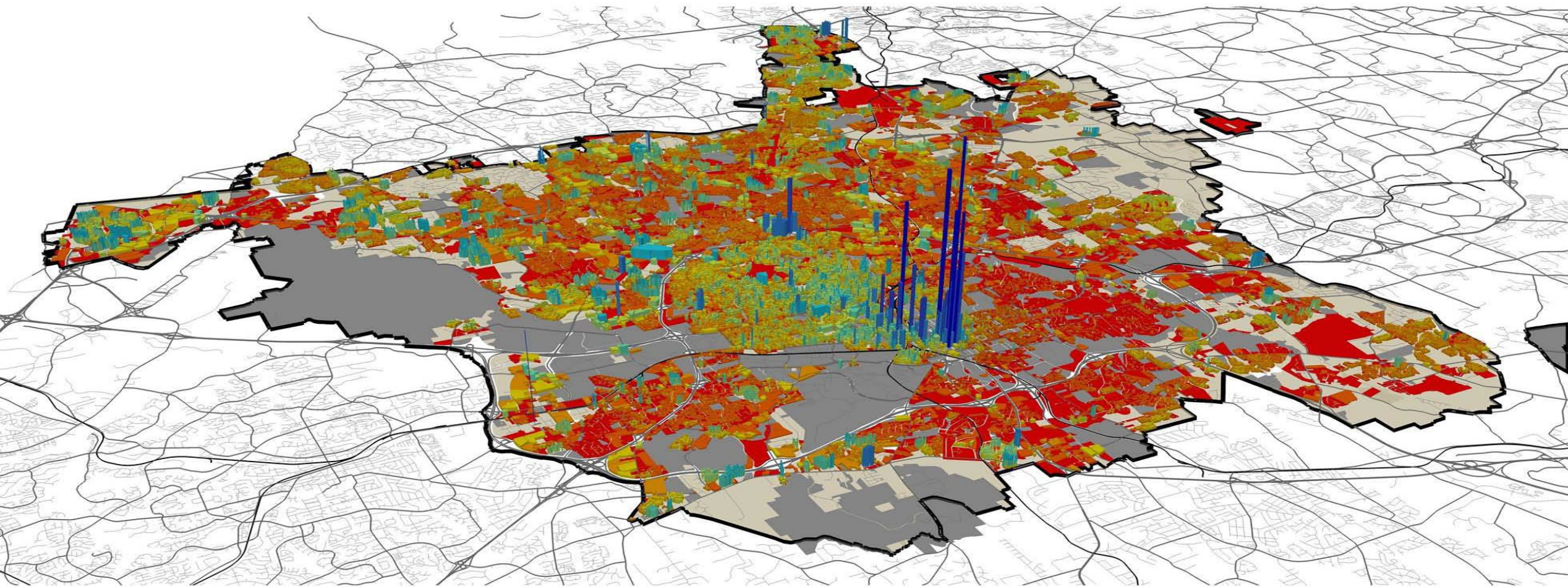
Basemap: © Bing

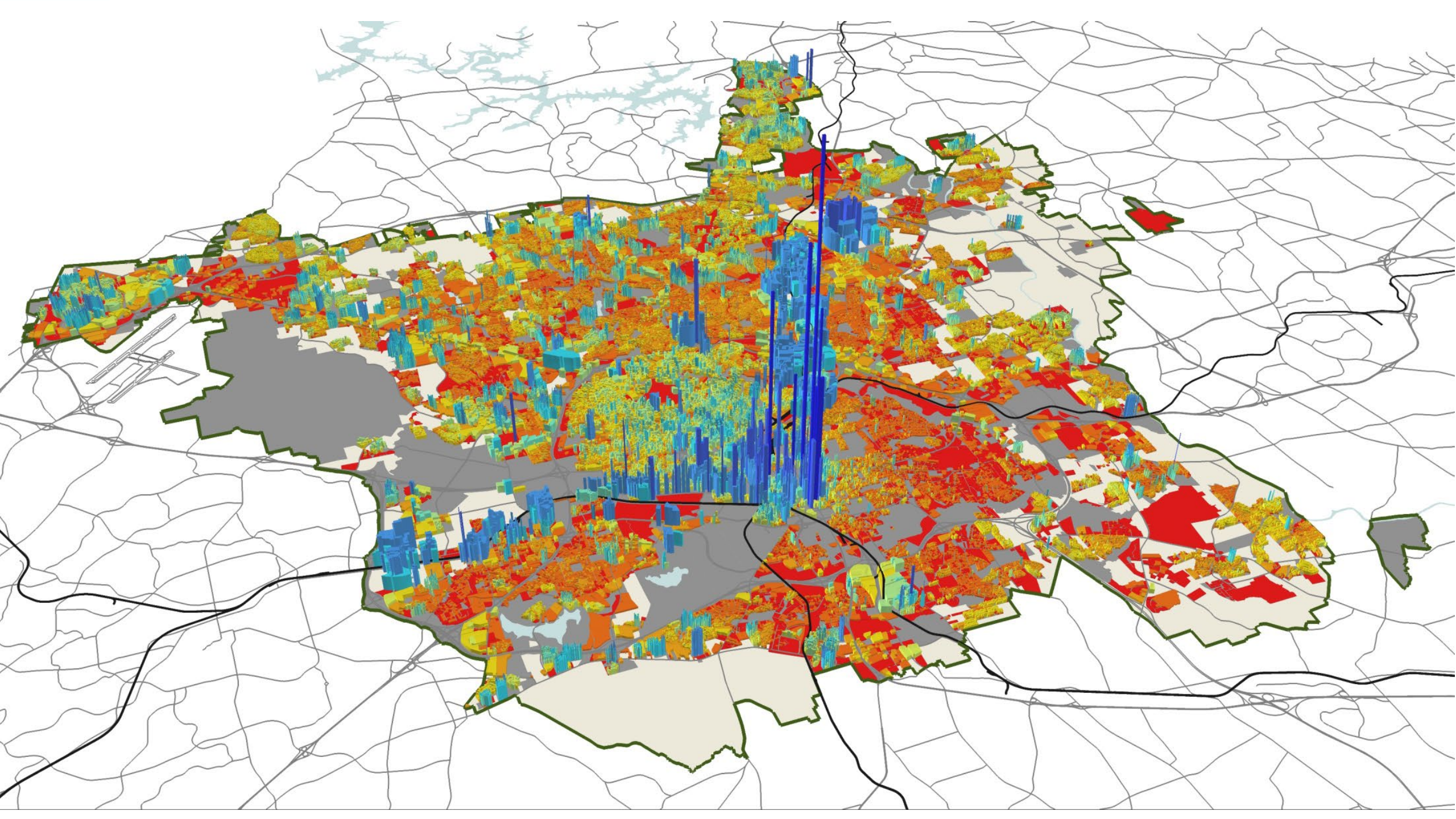
**Raleigh Property Tax Yield Per Acre, 2011**



The City of Raleigh

Map by Ray Aull  
10 April 2012









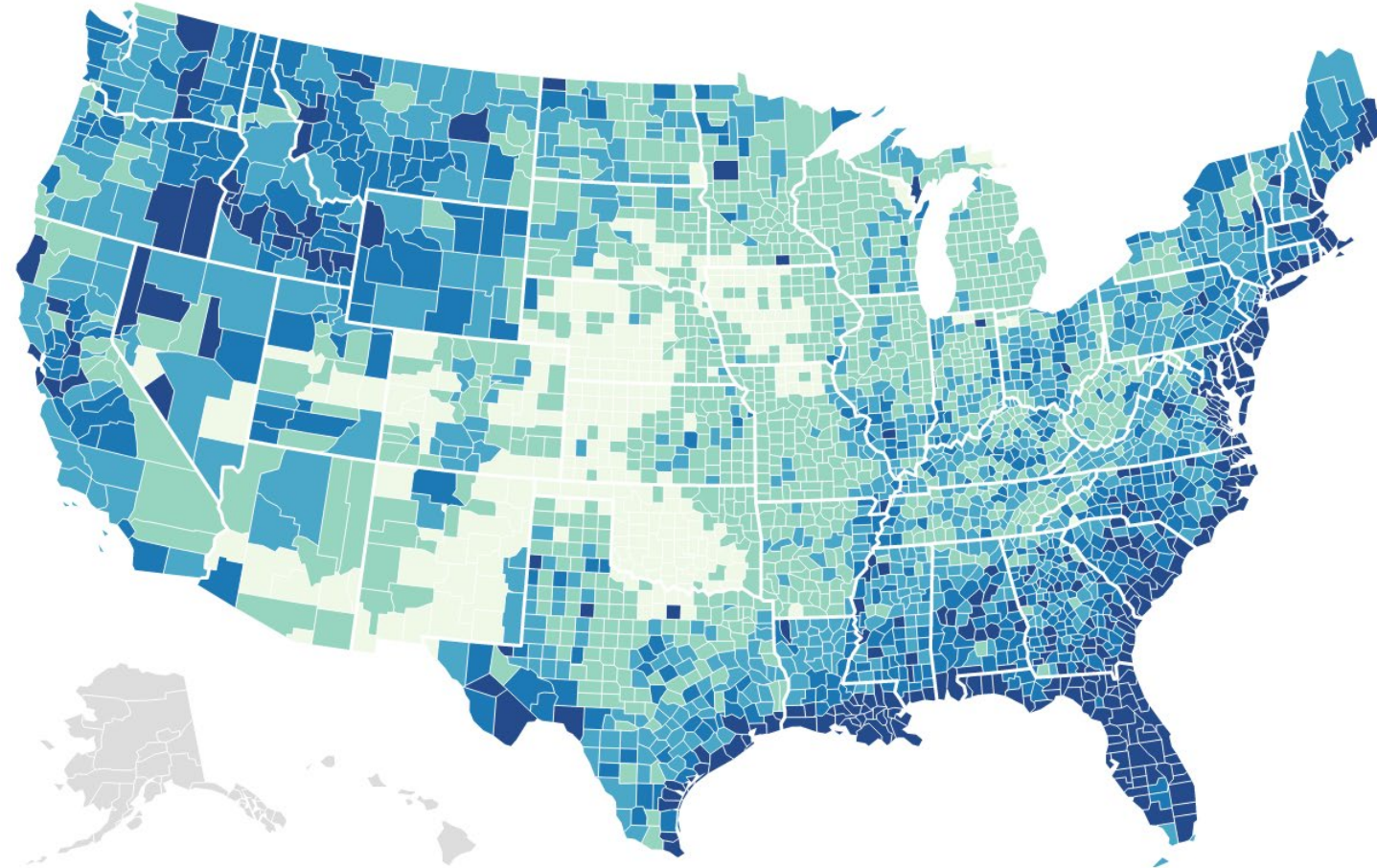
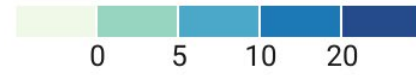
**DESIGNING FOR A  
CHANGING  
CLIMATE**



# Where flood risk is projected to rise fastest in the US

A new analysis projects changes in flood risk between 2020 and 2050 by zooming in on every neighborhood across the U.S. The map shows county-level data on the average annual loss due to flood damage.

Percentage rise, 2020-2050



*Flood damage measured in 2020 U.S. dollars.*

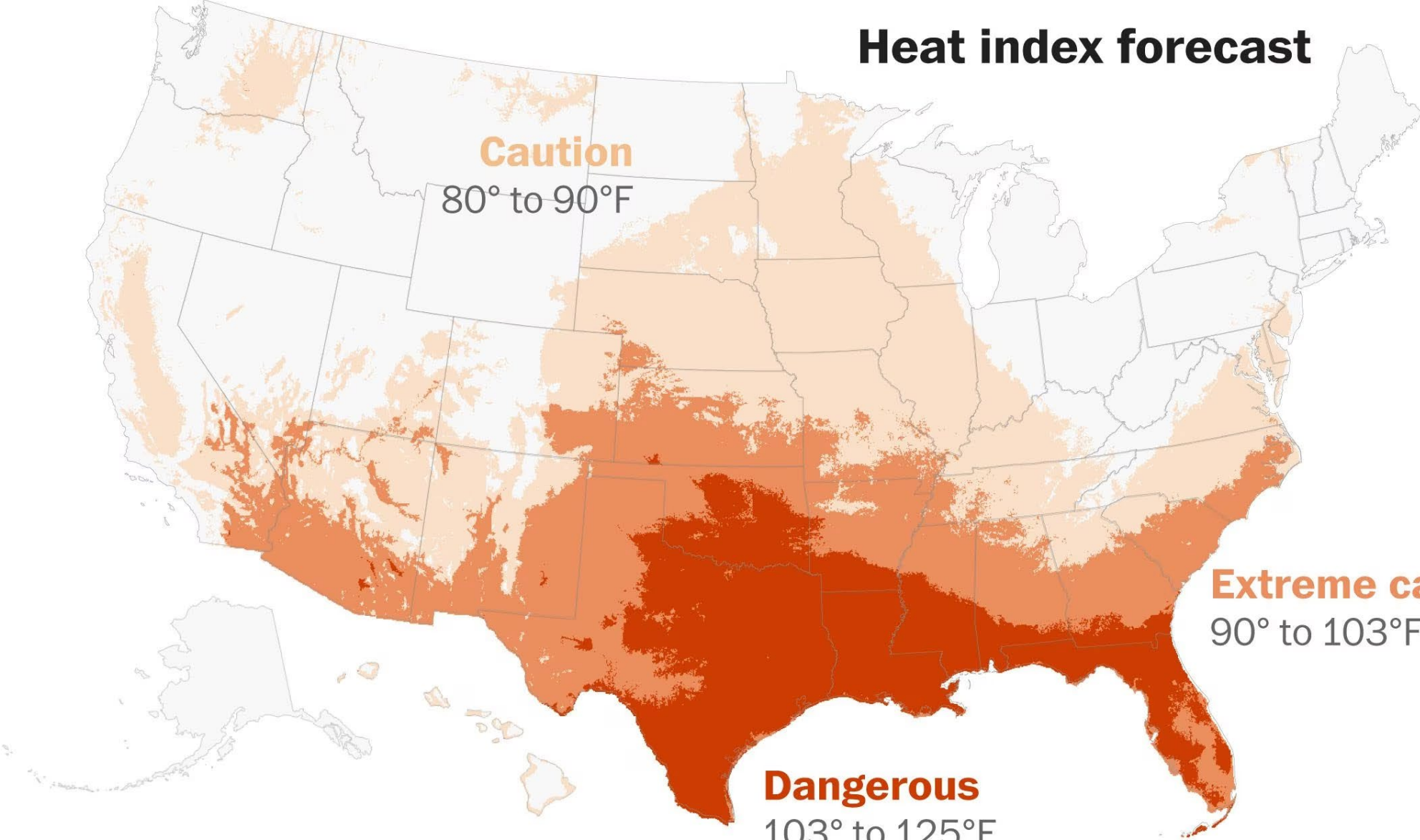
Map: The Conversation/CC-BY-ND • Source: Wing, et al. 2022





Source: Weather Underground

# Heat index forecast



**Caution**  
80° to 90°F

**Extreme caution**  
90° to 103°F

**Dangerous**  
103° to 125°F



# PARKS AND PUBLIC SPACE SERVE MANY ROLES

Parks are not just green spaces, but **public spaces for people**

Not just an amenity, but a vital part of the community's **essential infrastructure**

Access to nature and helps **clean the air and water, cool places**

**First line of defense** against climate change

**Physical and mental well being**

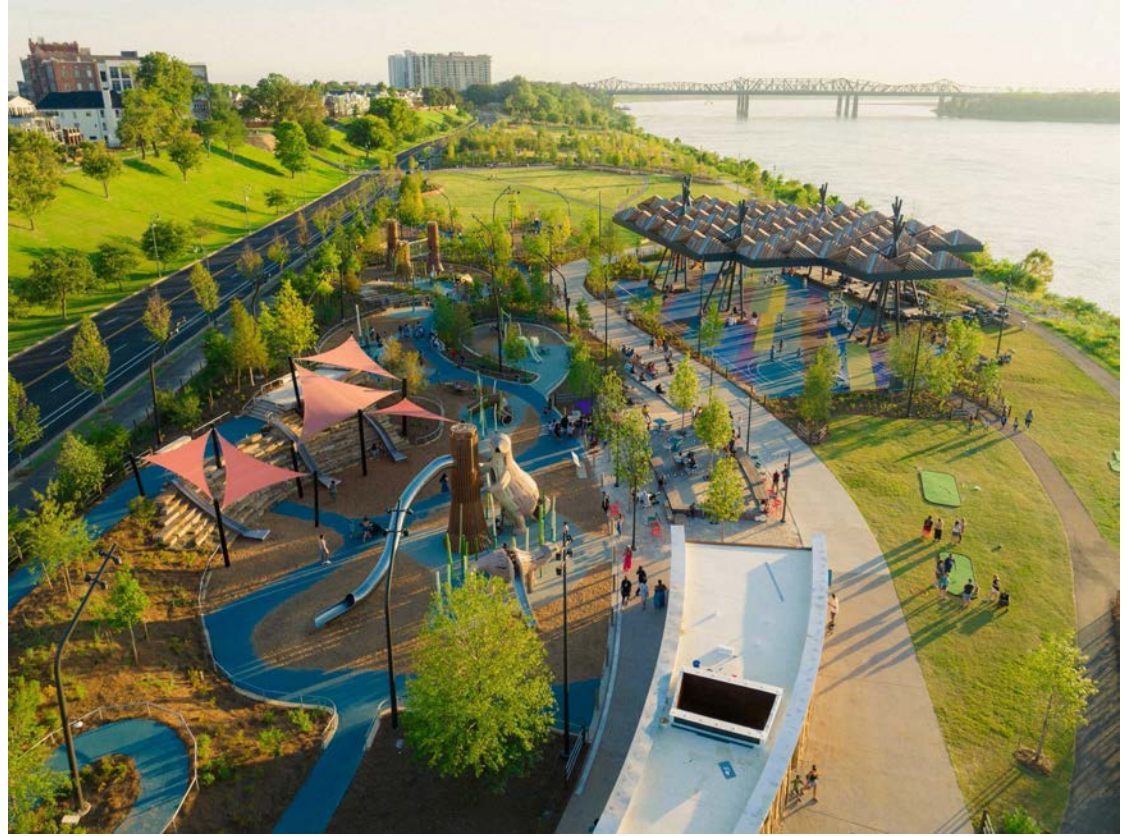
**Economic driver for creating great places and increasing value**





# GREEN INFRASTRUCTURE





Smart places know their sense  
of urgency 10 years before it's  
urgent

It's time for a plan – a blueprint  
for growth

Thank you





ROCKY MOUNT, NC  
THE CENTER OF IT ALL

**REVENUE FORECASTS**  
**FY 2024 END OF YEAR**  
**FY 2025 PROPOSED**



- FY 2024 Projected ~\$1.75 Million More than Adopted for General Fund
- Strong Ad Valorem (Property Tax) Growth
  - Consistent with FY 2023 Collection Rate (98%)
- Sales Tax Consistent with Expectations
  - Growth Slowing
- Interest Investments remain Consistent
  - Yields Remaining Stable
- FY 2024 Powell Bill Higher than Budgeted (+7%)
- Utility Revenues Improving, Margins Stable



- \$2.44 Million increase in Current Revenues from FY 2024 Adopted
- Project ~25% Increase in Total Taxable Property Values
  - More Significant Increases for Residential Property
    - ~40% in Nash County
    - ~30% in Edgecombe County
  - Projected Revenue-Neutral Rate: \$0.55 to \$0.57
  - Value per Cent: ~\$540,000
- Growth Slowing in Other Current Revenues
  - Sales Tax
  - Interest Earnings

# CAPITAL IMPROVEMENT PROJECTS

## PUBLIC WORKS

### Dirt Street Paving: Coral, Emerald, Topaz, Lewy Ln

*Estimated Cost: \$2.2M*

- Project Overview: Improve safety and quality of life for adjacent development and the traveling public.
- Anticipated date of completion: April 2024

### Transit Vehicle Acquisition

*Estimated Cost: \$1.251M*

- Project Overview: Replacement of 13 rural para-transit vehicles.
- Anticipated date of completion: June 2024

## FISCAL YEAR 2024



## PARKS & RECREATION



### Renovation of Senior Center Locker Rooms

*Estimated Cost: \$225K*

- Anticipated date of completion: June 2024

### Imperial Centre Roof Replacement

*Estimated Cost \$1.4M*

- Anticipated date of completion: Fall 2024



### Thelonius Monk Park Renovation

*Estimated Cost: \$375K*

- Project Overview: New playground, new basketball court surface and amenities.
- **Completed: March 2024**

### Eastern Avenue Park Renovation

*Estimated Cost: \$500K*

- Project Overview: New playground, adult exercise equipment, new court surface and park amenities.
- Anticipated date of completion: June 2024

### Booker T. Theater Lights/Projection Improvements

*Estimated Cost: \$140K*

- Project Overview: Replacement of theater lights, sound, and projection equipment that will allow the space to function as a theater again.
- Anticipated date of completion: Summer 2024

### Sunset Park Renovations

*Estimated Cost: \$1.3M (\$1M Grant funded)*

- Project Overview: Replacement of playground, miniature train and canoe launches. Updates to tennis courts, spray park, carousel, and restroom facility. Installation of new pollinator garden and natural surface trails.
- Anticipated date of completion: Fall 2026



ROCKY MOUNT, NC  
THE CENTER OF IT ALL

# CAPITAL IMPROVEMENT PROJECTS

## FIRE

### Sprinkler Installation Fire Station 4 & 5

*Estimated Cost: \$200K*

- Anticipated date of completion: June 2024
- These two projects will complete the sprinkler installation for all fire stations, except for station 2\*.

### Self-Contained Breath Apparatus (SCBA) Replacement

*Estimated Cost: \$454K (Fully grant funded)*

- A self-contained breathing apparatus (SCBA) is a device worn to provide breathable air in environments with oxygen deficiency, smoke, dangerous gases, and other airborne contaminants that may be otherwise dangerous to breathe. The department's SCBA gear was becoming obsolete due to discontinued replacement parts.
- **Completed: February 2024**

## FISCAL YEAR 2024



## WATER RESOURCES

### Rectangular Clarifiers Festoon

*Project Cost: \$213K*

- Project Overview: Replace electrical cables that power the traveling bridge that supports the rectangular clarifiers and tertiary filters
- Project Justification: The festoon cables were badly worn and showed signs of cracking and weathering due to 40 years of exposure to the elements.
- **Completed: November 2023**

### Replacement of Gearbox for screw pump

*Estimated Cost: \$241.8K*

- Project Overview: Replace the 40-year-old gearbox on a screw pump at the wastewater treatment plant (WWTP)
- Project Justification: The screw pumps are used to pump raw water to the head of the WWTP, and the gearboxes experience a significant amount of torque. Over the years, they have experienced the wear of internal components that cannot be repaired.
- Anticipated Completion Date: May 2024



ROCKY MOUNT, NC  
THE CENTER OF IT ALL

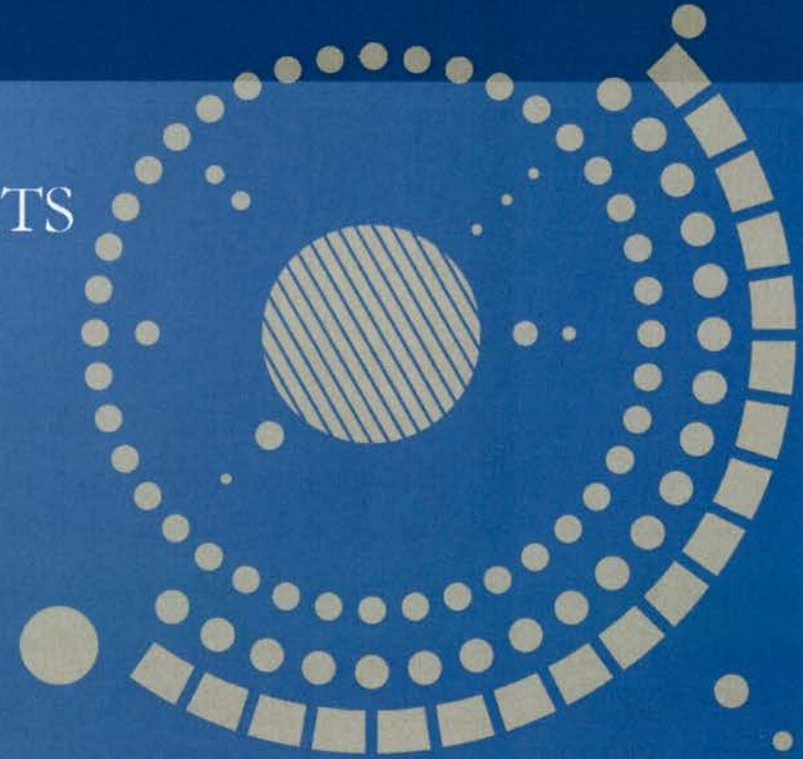




ROCKY MOUNT, NC  
THE CENTER OF IT ALL

CAPITAL IMPROVEMENT PROJECTS  
Fiscal Year 2024

March 25, 2024, Assistant City Manager Elton Daniels





## PUBLIC WORKS

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  - *Estimated Cost: \$2.2M*
  - Anticipated date of completion: April 2024
- **Transit Vehicle Acquisition**
  - *Estimated Cost: \$1.251M*
  - 13 para-transit vehicles
  - Anticipated Date of Completion: June 2024

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- **Imperial Centre Roof Replacement**
  - *Estimated Cost; \$1.4M*
  - Anticipated date of completion: Fall 2024
- **Booker T. Theater Lights/Projection Improvements**
  - *Estimated Cost: \$140K*
  - Anticipated date of completion: Summer 2024
- **Sunset Park Renovations**
  - *Estimated Cost: \$1.3M (\$1M Grant funded)*
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