O'Brien/Atkins Associates, PA
Architecture/Engineering
Landscape Architecture/Planning
Interior Design

Jay W. Smith, RLA, ASLA
Principal
Director, Landscape Architecture/Planning

Post Office Box 12037
Research Triangle Park, NC 27709

Durham 919/941-9000
Raleigh 919/755-1032
Chapel Hill 919/968-4571
Fax 919/941-9006
www.obrienatkins.com

OBrienAtkins

January 30, 2008

Mr. Britt Cobb
Secretary
North Carolina Department of Administration
116 West Jones Street
Raleigh, NC. 27601

Re: 2007 State Government Facilities Master Plan

Dear Secretary Cobb:

O'Brien Atkins Associates, PA is pleased to submit this Master Plan for the State of North Carolina's land holdings in Wake County. This Plan builds upon the 1995 State Government Master Plan and is the continuation of planning that has occurred over many years by the leaders of the State. This Master Plan is distinguished from previous planning efforts in that it takes into account State owned land within Wake County and establishes districts of land uses for its largest campuses. While the planning horizon for this study is 2022, the report makes projections and planning recommendations at years 2012 and 2017 as well.

This Master Plan has been the collaborative effort of many. The planning teams goal was to create a document for the State of North Carolina to use as a tool in making informed strategic decisions for its growth and utilization of its land resources.

Sincerely,
O'BRIEN/ATKINS ASSOCIATES, PA

Jay W. Smith, RLA, ASLA
Principal
Director of Landscape Architecture and Planning

cc: John L. Atkins III, FAIA

ADVISORY TEAM

Speros Fleggas ..... Deputy Secretary, Department of Administration
Gregory Driver..... State Construction Office
Michael Hughes ..... State Construction Office
William Davis ..... State Construction Office
Cindy Browning..... State Construction Office
James Lora..... State Budget Office
June Michaux..... State Property Office
Eric Tjalma ..... State Property Office
Terry Hatcher..... Department of Health and Human Services
Bob Fraser ..... Centennial Campus Development Coordinator
Martin Stankus..... City of Raleigh Planning Department
Kent Yelverton..... Department of Agriculture and Consumer Services
Michael Schumsky ..... Department of Transportation
Jim Klingler..... General Assembly Fiscal Research

STATE PROPERTY OFFICE

John Cox..... State Property Office

PLANNING TEAM

O'Brien Atkins Associates, PA – *Master Planning*
John Atkins
Jay Smith
Jonathan Parsons
Barbara Beechwood
David Josephus
Christina Nguyen
Leslie Titchner
Betsy Cump

Carter Goble Lee Companies – *Space Planning*
Steve Carter
Chloe Jaco
Anders Kaufmann
Dawn Catalano

Walker Parking Consultants – *Parking and Transportation Planning*
John Dorsett
Jon Efroymson

Giving Leadership Opportunity, Inc – *Technical Writing*
Amy Etheridge

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SENATE BILL 1741

SECTION 23.10.(a) Funds are appropriated in this act to the Department of Administration to develop a new master plan for State facilities. In developing this master plan, the Department shall address the following as it relates to State operations in Wake County:

(1) Inventory existing State real property, including land, buildings, and land allocations to State agencies.
(2) Inventory lease space occupied by State agencies.
(3) Survey State agencies' capital improvement needs, including the State's Six Year Capital Improvement Plan.
(4) Project the growth in personnel needed to support State operations.
(5) Analyze State agencies' existing facilities and requested capital improvements against program missions, goals, and operations.
(6) Recommend a facilities master plan for State operations that meets the facilities needs of State agencies and makes efficient use of State land and buildings.
(7) Recommend State agency operations that should be relocated from the City of Raleigh to achieve subdivision (6) of this subsection.
(8) Recommend a transit plan for State operations that may include the use of parking structures, public transit, and park and ride facilities.
(9) Recommend an implementation plan for the facilities master plan. The implementation plan shall include the sequencing of proposed capital improvement projects and a proposal for financing the facilities master plan. The implementation plan shall be consistent with capital planning efforts in the Office of State Budget and Management.

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SECTION 23.10.(b) To the extent that funds are available to do so, the Department of Administration shall expand the scope of the facilities master plan to include State operations outside of Wake County.

SECTION 23.10.(c) The Department of Administration shall deliver the facilities master plan to the Joint Legislative Oversight Committee on Capital Improvements by October 1, 2007.

SECTION 23.10.(d) Of the funds appropriated in this act to the General Assembly, Legislative Services Commission, the sum of sixty thousand dollars ($60,000) shall be allocated to the Dorothea Dix Hospital Property Study Commission to be used to contract for land use consultant services to review, analyze, and make recommendations regarding the following in relation to the Dorothea Dix Hospital Property:

(1) Funding options for compatible uses of open space, the adaptive re-use of existing facilities, and continued support for mental health services;
(2) The financial feasibility of the uses under subdivision (1) of this subsection;
(3) An assessment of financial mechanisms for the implementation and maintenance of the uses under subdivision (1) of this subsection; and
(4) Administrative or governance structures to implement the uses under subdivision (1) of this subsection.

The consultant shall submit its work product to the Dorothea Dix Hospital Property Study Commission no later than November 1, 2006. The Commission shall review the plan and make recommendations upon the convening of the 2007 Regular Session of the 2007 General Assembly.

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SCOPE OF THE PLAN

The goal of the 2007 State Government Facilities Master Plan is to provide the State of North Carolina with a planning tool that enables the State government to plan facilities to meet their projected space needs over the next five, ten and fifteen years. The master plan combines physical land planning and detailed space planning. Through an examination of the space needs and an evaluation of the land's capacity, this master plan provides an illustration of physical planning for the State's key land holdings in wake county.

Unlike previous state government facilities master plans, this document inventories all land owned by the State of North Carolina in Wake County. Large land holdings that comprise the four main campuses and land holdings of more than ten acres outside the beltline are the primary focus of the physical planning within this report.

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Downtown Complex – State Government

The primary land holdings total 4,853 acres. They are identified as:

- **Agricultural lands**, 2,022 acres, comprising the Academic Agricultural Research District
- **Downtown property,** 112 acres, comprising the Administrative District
- **Dorothea Dix property**, 531 acres, comprising the Health Care and Wellness Center District
- **Blue Ridge Road and Fairgrounds property**, 1,486 acres, comprising the Research and Development District
- **Garner Road property**, 341 acres, comprising the Public Safety and Training District
- **NCSU Centennial Campus and Central Campus**, comprising the Academic Core and Business Development District (acreages not included in study area)
- **Satellite Tracts**
  - Cary Towne Tract, 262 acres
  - Old Farmers Market, 21 acres
  - Poole Road, 78 acres

The need for a facilities master plan is a reflection of the growing number of residents within Wake County and across the State. A primary factor in determining the numbers of State government employees is the population base and the related demand for State services. The State of North Carolina had an estimated population of 8.86 million residents in 2006. This is a 10.0% increase since the 2000 U.S. Census. It is projected that this population will increase by 21.3% by the year 2020[1]. Land values are also continuously increasing within Wake County and across the state as a result of this growth rate.

Dorothea Dix Campus – Adams Building

To meet the obligations of serving this growing population and balancing the State's financial resources, the State continues to rely on a significant amount of leased space in Wake County. The State currently leases **26.4%** of its space inventory in Wake County, an estimated $23 million annual expense. This is an increase since the 1995 Master Plan when the State leased **21.4%** of its space. Lease spaces are distributed widely around the beltline, with many located a significant distance from State-owned properties. This distribution has distanced a number of agencies from one another.

While the 1995 Master Plan proposed several new buildings to meet growth needs, the State has generally opted to lease space rather then build new space. Where the State has committed capital resources to build new space, it has looked to the larger campuses of

1 U.S. Census Bureau, Population Division, Interim State Population Projections, 2005

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Dorothea Dix, Garner Road and Blue Ridge Road for undeveloped building sites. In general, the remaining buildable areas within the State property inventory are being impacted due to stricter regulatory requirements as well as new projects that have been sited within these areas since the 1995 Master Plan. In order to maximize the remaining buildable areas, the State will need to alter its approach to development. This development approach would look to creating higher density development within the campuses by redeveloping under-utilized sites, solving parking demand through structured parking, identifying opportunities for shared facilities, and constructing buildings with highly efficient space layout.

Garner Road Campus - SBI Laboratory

PLAN GOALS AND OBJECTIVES

As directed by legislation cited in the preface of this report, the 2007 State Government Facilities Master Plan provides a planning tool for the State to direct its growth in an efficient manner, whether that space is owned or leased.

The advisory team developed goals to address the requirements established in the legislation:

- Inventory all property owned by the State of North Carolina in Wake County
- Forecast space needs across all departments
- Establish a long-range planning strategy that looks at the 5, 10, and 15 year horizons
- Provide for community and civic engagement
- Employ sustainable design practices
- Recognize historical significance and context in relationship to future development

The objectives required to meet these goals include:

- Preparation of detailed space needs to determine the existing efficiencies and forecast the long-range space requirements
- Development of a physical master plan that directs growth and satisfies space needs
- Development of a strategic planning vision that is connected to utility and transportation infrastructure systems

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Within this document the reader will find recommendations on which sites may be utilized to meet space needs and which sites may be reserved for future development.

Supporting documentation includes:

- Property inventory of existing land and facilities
- Detailed space projections for each State department
- Identification of State agencies' facility needs
- Department profiles describing existing space with qualitative and quantitative assessments
- General disposition of leased space
- Analysis of natural features on the land and determination of building sites
- An overall physical planning strategy that establishes the character of the primary land holdings

PLANNING STRATEGY

The planning study was accomplished in three phases: data collection, space planning and master planning. A complete inventory of owned property and leased space was collected. This data was then put through a space planning analysis that included direct interviews with department heads and their key personnel. Profiles of existing departments identified current staffing, space and operational needs. Statistical projections of space requirements were then determined. In regard to the physical land holdings, a macro level planning analysis determined districts of compatible and similar land uses. This master plan attempts to strengthen the identity of these districts by organizing their land use approach. These districts include:

- **Academic Agricultural Research District** – NCSU Agricultural Research Farm and Yates Mill County Park, located southwest of Downtown Raleigh along Lake Wheeler Road.
- **Academic Core and Business Development District** – NCSU Centennial Campus and Central Campus host business incubators, research and development, training and community outreach, and deployment of current technology.

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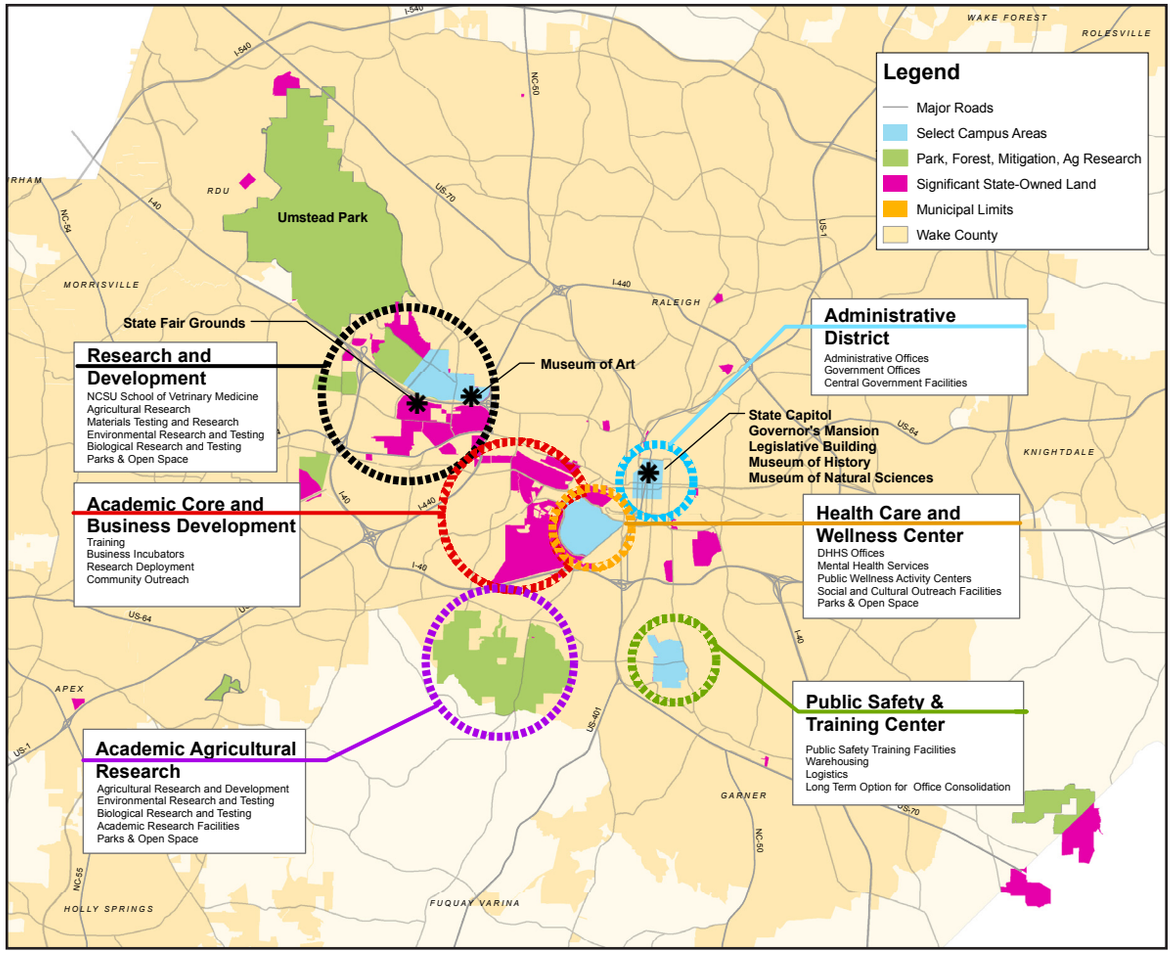
- **Administrative District** – Downtown Raleigh Campus is the heart of State government and is its administrative core. It also includes many visitor attractions.
- **Health Care and Wellness Center District** – Dorothea Dix Campus is the State's historic home for mental health services and is the site of the Department of Health and Human Services main administrative offices.
- **Research and Development District** – Blue Ridge Road Campus serves as a research hub and is well positioned to nearby Research Triangle Park. Existing and proposed facilities will continue to specialize in biological, environmental and materials testing and research.



District Strategy for Wake County

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General Assembly from pedestrian mall

- **Public Safety and Training Center District** – Garner and Tryon Roads Campus is home for the State Highway Patrol Training Academy and the State Bureau of Investigation. It also provides light industrial facilities for service training, logistics and warehousing.

CURRENT PLANNING BASE AND SPACE PROJECTIONS

The space planning projections forecast space needs in terms of a department's space requirements to accomplish its mission. This is noted as Departmental Gross Square Footage (DGSF). Chapter 3 of this report contains the space planning methodology and the comprehensive space planning inventory and projections. The following is a partial summary of those tables:

2007 / Current State Employee Base

Statewide	71,845
Wake County	19,912

State Employee Projections in Wake County

Wake County 2012	21,815
Wake County 2017	23,480
Wake County 2022	25,198

2007 / Current Distribution of Staff

Blue Ridge Road & Fairgrounds Area	1,872
Dorothea Dix Campus	1,216
Downtown Complex	9,951
Garner Road Campus	406
Other Satellite Locations	6,467

Staff Projections / Distribution for the Year 2022

Blue Ridge Road & Fairgrounds Area	2,272
Dorothea Dix Campus	3,524
Downtown Complex	12,147
Garner Road Campus	527
Other Satellite Locations	6,331

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2007 / Current Net Square Feet (NSF), including Owned and Lease Space

Blue Ridge Road & Fairgrounds Area	1,253,895 NSF
Dorothea Dix Campus	1,008,367 NSF[1]
Downtown Complex	2,992,121 NSF
Garner Road Campus	361,870 NSF
Satellite Locations	2,734,963 NSF

Space Need Projections for the Year 2022

Blue Ridge Road & Fairgrounds Area	1,364,332 DGSF
Dorothea Dix Campus	850,840 DGSF
Downtown Complex	3,649,437 DGSF
Garner Road Campus	401,511 DGSF
Other Satellite Locations	2,517,192 DGSF
Other / Future	117,520 DGSF

State Government Percentage of Lease Space (DGSF)

2007 Total Owned Space	5,668,603 DGSF
2007 Total Lease Space	2,034,408 DGSF
Percentage Lease	26.4 %

Gateway into Dorothea Dix

DISTRICT DEVELOPMENT RECOMMENDATIONS

Based on the forecast of space needs and an understanding of the land's development capabilities, the master plan makes recommendations for future development within each district. These recommendations are summarized as follows:

ACADEMIC AGRICULTURAL RESEARCH DISTRICT

These rural land holdings are critical to the mission of North Carolina State University. They serve as field classrooms for active research in agriculture, farming, animal husbandry, turf grass management and other related programs. This 2,000-acre green space serves as a rural buffer between East Cary, Southwest Raleigh and West Garner. It also enhances the open space between Umstead State Park to the north and Lake Wheeler and Lake Benson to the south. Should the State wish to develop this property more intensively, the completion of the East Cary Parkway extension may present an opportunity at the northwest corner of the tract, as water and sewer services follow the Parkway's corridor.

Agricultural Research District - NCSU Agricultural Land

1. This includes Dorothea Dix Hospital space

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Academic Core & Business Development District - NCSU Centennial Campus

The planning approach for the Academic Agriculture Research District includes:

- Preservation of the existing character and continuation of its current uses
- Continued expansion of NCSU's academic programs and facilities that support those efforts
- Continued expansion of Yates Mill County Park

ACADEMIC CORE AND BUSINESS DEVELOPMENT DISTRICT

North Carolina State University has current master plans that prescribe the growth for both the Centennial Campus and Central Campus. The 2007 State Government Facilities Master Plan acknowledges these plans and incorporates the University's objectives into the State's plan.

ADMINISTRATIVE DISTRICT

The Downtown Complex is the primary site for the State's core administrative functions. In addition, key visitor attractions are clustered here. The concept for future development is to build in an urban manner with civic architecture that continues to strengthen the State's presence Downtown. Exterior public spaces and streetscapes should be improved to enhance the visitor's experience. With a high concentration of employees, the Downtown Complex is currently challenged to provide building needs while meeting the increasing parking demand. In the future, the State should consider alternatives to its current parking policies to meet these parking demands as land values continue to increase. The Downtown Complex is well suited for high density office; this should be considered as the State evaluates the potential consolidation of lease space.

The planning approach for the Downtown Complex includes:

- The Jones Street Corridor enhancement for visitor services such as museums, Visitor Center, parking, plaza and streetscape improvements
- Utilization of existing surface parking lots for building sites
- Meeting parking needs in structured parking decks rather than surface parking lots

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- Enhancement projects for promoting connectivity and integration with the City of Raleigh while preserving a civic presence and creating formal open spaces within the complex
- Recreating Caswell Square park by relocating users and razing several buildings
- Future consideration of an alternative parking policy that includes non-designated parking methods

Spring Hill House

HEALTH CARE AND WELLNESS CENTER DISTRICT

The continued strategy for the Dorothea Dix Campus is to provide the facilities necessary to support the State's commitment to the mental health and well being of its citizens. This strategy requires both new facilities as well as adaptive reuse of existing facilities. The development approach to the campus will also preserve open space, preserve historic structures and create new public recreation areas.

The planning approach for the Dorothea Dix Campus includes:

- The option of consolidating DHHS facilities within Wake County
- Creation of parkland and open space for the public and the continued use of the soccer fields
- Adaptive reuse and restoration of the historic core of the Dorothea Dix Hospital to create mixed-use opportunities
- Improved linkage to the State Farmers Market, NCSU Centennial Campus and the surrounding neighborhoods to transition large portions of the Dorothea Dix Campus into a public destination

Blue Ridge Road Campus - Biological Control Laboratory

RESEARCH AND DEVELOPMENT DISTRICT

The Blue Ridge Road Campus will continue to develop as the State's primary laboratory and research zone. It will provide state-of-the-art training and laboratory facilities that fulfill the State's needs. The North Carolina Museum of Art will continue to develop into a regional and national cultural amenity. The land fronting Blue Ridge Road offers a potential for mixed-use development partnerships including services such as food and retail activities. The development

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of a special development district along the Blue Ridge Road Corridor or medium density offices can factor into the State's long-range leasing strategy.

The planning approach for the Blue Ridge Road Campus includes:

- Relocation of the Textbook Warehouse and the State Motor Pool and related maintenance facilities to the Garner Road Campus allowing for redevelopment opportunities
- The development of the North Carolina National Guard Joint Force Headquarters and Emergency Operations Center
- The development of the DHHS State Laboratory and Office of the Chief Medical Examiner
- Development of a laboratory campus at the intersection of Edwards Mill Road and Reedy Creek Road to serve the Department of Agriculture and Consumer Services and the Department of Environment and Natural Resources
- The expansion of the Museum of Art and its grounds, including a cultural arts center
- Creation of a campus-wide greenway system
- Gateway features to be developed at the major campus intersections
- Improvement of transportation and parking options
- Alternative for locating the DHHS Administrative campus. This alternative would allow for long-term lease consolidation and the relocation of non-hospital related services from the Dorothea Dix Campus.

Garner Road Campus - ABC Office Complex

PUBLIC SAFETY AND TRAINING CENTER DISTRICT

The Garner Road Campus will provide for the proposed consolidation of the State Bureau of Investigation units into a new facility adjacent to the existing SBI Laboratory Building. A new facility for the State Highway Patrol Training Academy and the relocated Motor Fleet and Textbook Warehouse is also planned. Future goals include a special development district that links the Campus to the City's proposed Neighborhood Center with building sites suitable for office and community service facilities development along Tryon Road.

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The planning approach for the Garner Road Campus includes:

- Construction of a new multipurpose building at the State Highway Patrol Training Academy, providing dormitories and classrooms
- Creation of a pedestrian spine along Tryon Road and Garner Road that includes streetscape enhancements and site lighting
- Reservation of land for a future mass transit station with land available for park-and-ride services and a connection to existing public transportation
- The ultimate relocation of the Highway Patrol Test Precision Driving Facility (also known as the "Test Track")
- Development of a campus-wide stormwater management plan
- Alternative for locating the DHHS Administrative campus. This alternative would allow for long-term lease consolidation and the relocation of non-hospital related services from the Dorothea Dix Campus.

State Highway Patrol Training Academy

CONCLUSION

The State of North Carolina has significant land holdings within Wake County. Through the creation of districts responding to existing campus utilization, the State has a tool to organize future land allocations. There is sufficient land to accommodate the space needs while allowing for land to be reserved beyond this report's planning horizon. By commissioning this study, the State has created a tool that guides the planning of its physical resources over the next 15 years.

NCSU Vet School

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Southeast Quadrant Map 21

Southeast Quadrant Data Table 23

Southwest Quadrant Map 27

Southwest Quadrant Data Table 29

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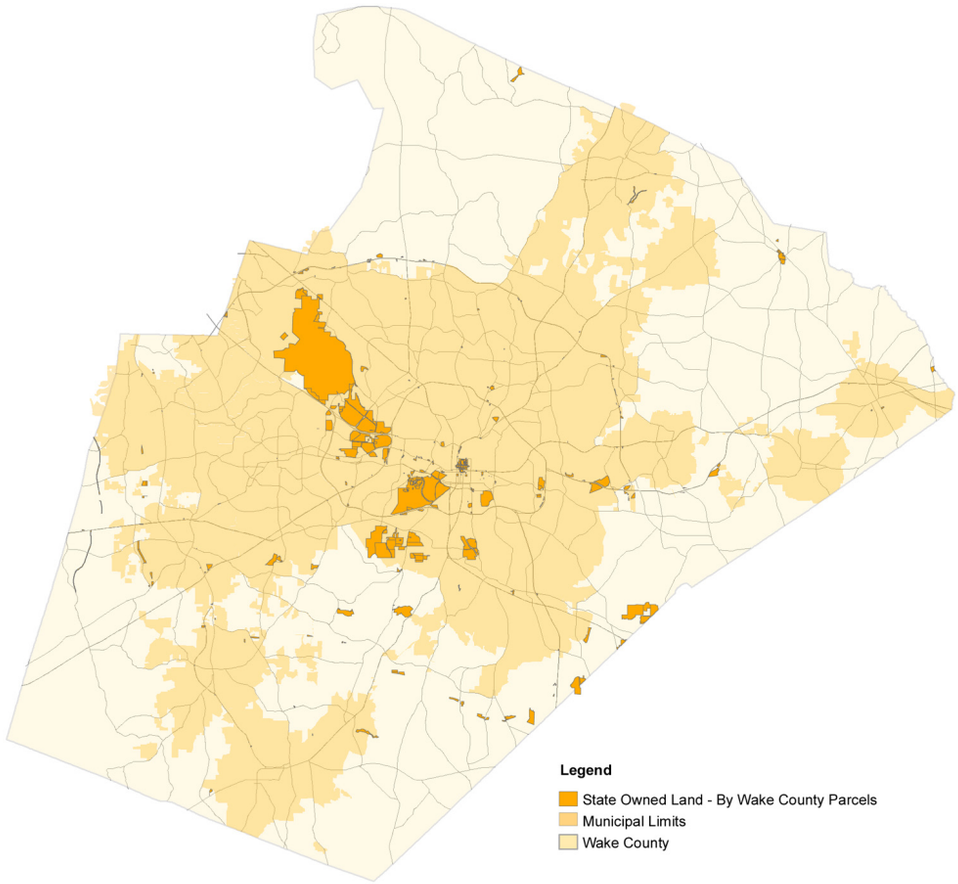
OVERVIEW

The 2007 Facilities Master Plan includes all State-owned property within Wake County. There are approximately 450 parcels totalling more than 13,670 acres. To map and assess State properties for the inventory, the State Property Office Facilities Information System (FIS) and the Wake County Geographic Information System databases had to be compared and integrated. The maps generated from this integration became the base information for the physical master plans that follow.

The challenge to the property inventory was focusing in on specific sites that are suitable for solving space needs. To make the site selections, a process of categorization and evaluation was developed and reviewed by the advisory team.



State Owned Property - Wake County

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CATEGORIZATION PROCESS

The categorization process filters the properties by ownership, use, size and location to focus in on the key properties for solving space needs. A detailed analysis is then applied to these focus properties in regard to natural and contextual factors. The natural factors, such as steep topography and hydrologic features running through the site, place limits on the buildable area within a property. Contextual issues would limit a properties usage, such as residential areas around a site being considered for a prison or warehouse facility. The result of this analysis is an understanding of the focus properties' building capacity.

PROPERTIES EXCLUDED FROM STUDY

Sites with the following uses were excluded first as they have current plans or are not suitable for other uses:

- State Wildlife Areas
- State Greenways and Dedicated Wildlife Easements
- Dedicated Open Space
- State Parks
- School Sites
- Hospital Sites (does not include Dorothea Dix)
- State Prisons
- State University Property
- NC DOT Service Areas (outside of Fairgrounds and Blue Ridge Road)
- Rights of Way for Roads and Rail
- Utility and Service Easements

DETAILED ANALYSIS FACTORS

Further classification of the remaining properties included a detailed analysis of:

- Environmental Systems – known wildlife conservation areas, endangered or threatened species habitat
- Soils – surveyed to determine suitability for building
- Hydrology – surveyed to assess streams or ponds, flood zones, buffering requirement and known wetlands
- Topography – surveyed to evaluate type and severity of slope

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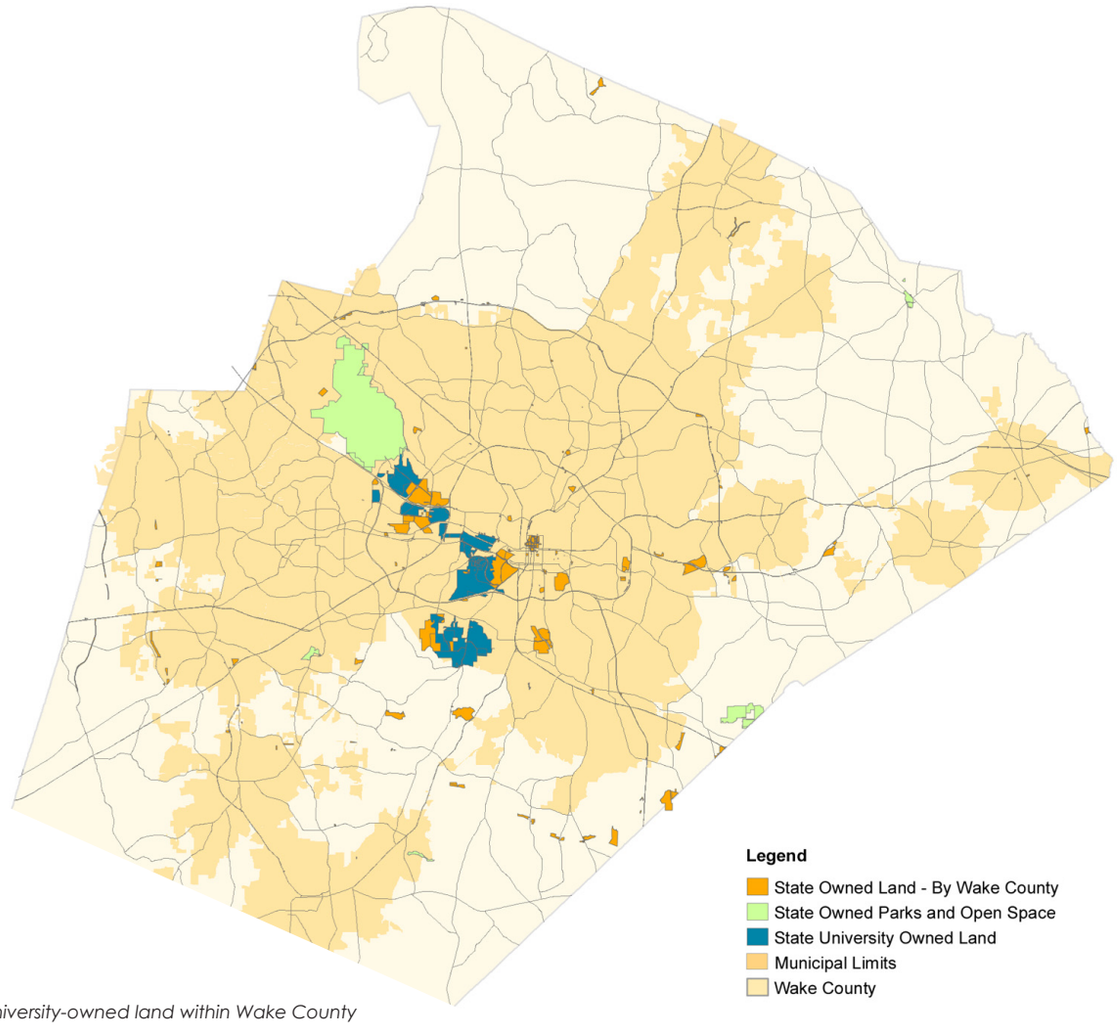
- Land Cover – surveyed to establish conditions including known areas of significant open space
- Geographical Factors
- Transportation – surveyed to appraise connectivity to existing and proposed transportation infrastructure as well as existing parking facilities and options
- Zoning – surveyed to determine required buffers, setbacks and height restrictions as well as all known plans for the City of Raleigh, Wake County and local municipalities where applicable
- Existing Facilities – surveyed to assign a unique identifier to all known existing and proposed facilities currently under design and development
- Cultural and Social Context – historic neighborhoods, culturally significant sites



University-owned land within Wake County

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OPEN SPACE

The State has long been a responsible steward of the land it owns through the creation of public and open spaces. Of the total 550,000 acres in Wake County, over 55,700 acres are protected open space.[1] This open space acreage is devoted to:

- The preservation of natural resources and habitat
- The managed production of resources – forest and farm land
- Outdoor recreation – both passive and active
- Preservation of historic and cultural property
- Protection of scenic landscapes
- Protection of water supplies and water quality

Open space, as defined in the Wake County Open Space Master Plan, is protected lands and waters that are owned and managed by the County, its public and private sector partners (such as non-profit land trusts), the municipalities within Wake County, the State of North Carolina, and the United States government. These lands can be used for parks, greenways, environmental research, as well as passive green space dedicated for protecting and restoring natural habitat.

The State of North Carolina owns 13,671 acres within Wake County. By the current inventory, over 7,452 acres of this land, or 55% of the total holdings within Wake County, can be defined as open space. These lands are split between North Carolina State University (NCSU), N. C. Department of Transportation (NCDOT), and the other agencies.

DEFINITIONS OF THE TYPES OF OPEN SPACE OWNED BY THE STATE:

PARK- A PARK IS A BOUNDED AREA OF LAND, USUALLY IN ITS NATURAL OR SEMI-NATURAL (LANDSCAPED) STATE AND SET ASIDE FOR SOME PURPOSE, USUALLY TO DO WITH RECREATION.

GREENWAY- A CORRIDOR OF REPURPOSED LAND RUNNING THROUGH AN URBAN OR SUBURBAN AREA PROVIDING FOR RECREATION AND IN SOME CASES, HABITAT RESTORATION

RESEARCH LANDS - AREAS OF LAND RESERVED FOR FARMING, FORESTRY RESEARCH, AND ENVIRONMENTAL RESEARCH WITH NO PLANS FOR DEVELOPMENT WITHIN THE HORIZON OF THIS STUDY.

PASSIVE GREENSPACE- AREAS OF HABITAT RESTORATION, WILDLIFE REFUGES, AND WATER QUALITY BUFFERS, NOT GENERALLY ACCESSIBLE FOR RECREATIONAL ACTIVITIES

TABLE 2.1 - OPEN SPACE WITHIN WAKE COUNTY

Open Space within Wake County in Acres				
	Total Acreage	Open Space Acreage	% of Open Space	% of Wake County Open Space Owned by State
Wake County	550,000	55,700	10%	--
State Land within Wake County	13,671	10,181	74%	18%

1. Statistical information from the Wake County Open Space Master Plan.

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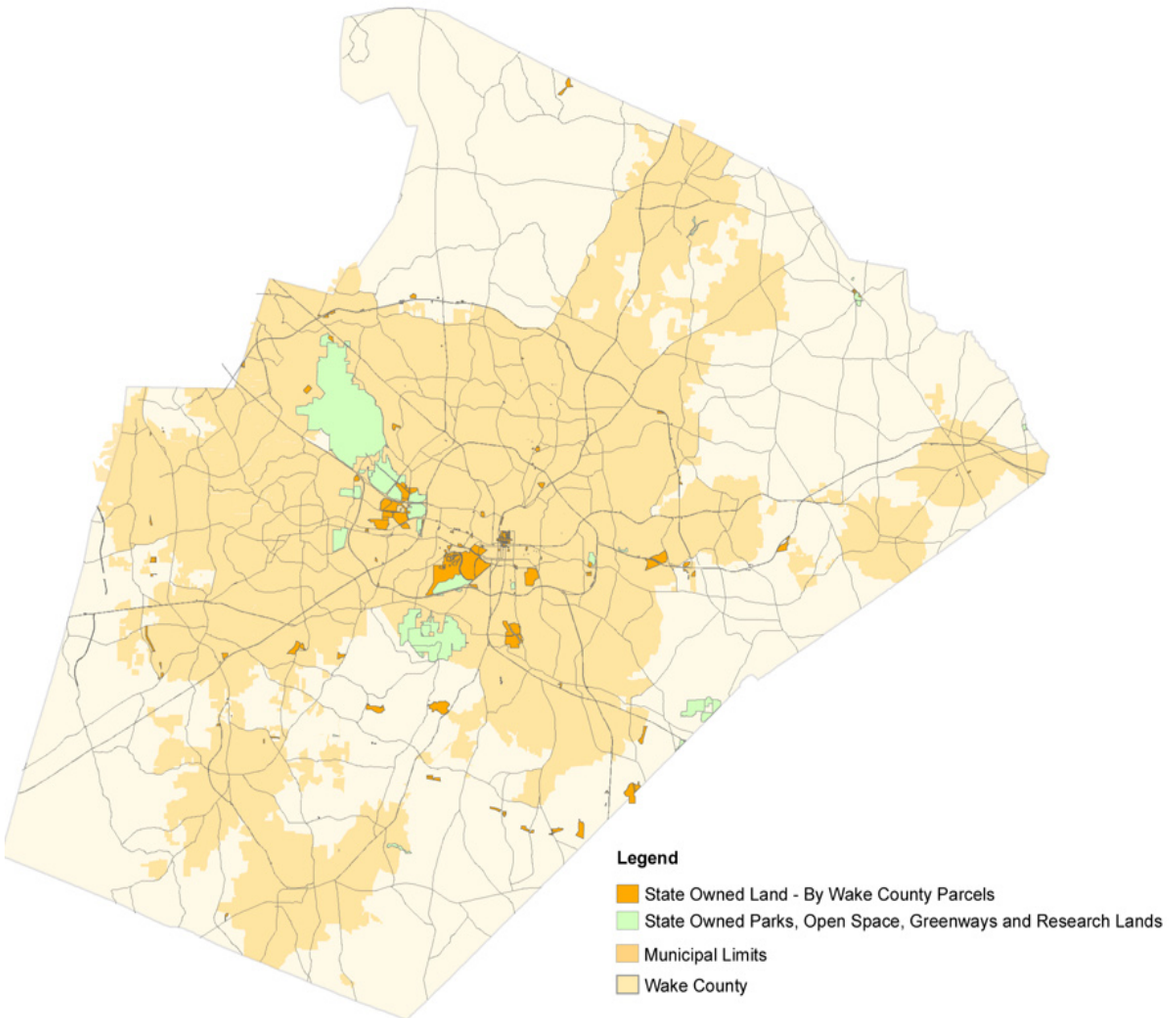
TABLE 2.2 - BREAKDOWN OF STATE-OWNED OPEN SPACE

Distribution of State Open Space within Wake County		
	Total	% of Total
Parks	6,740	66%
Greenways	572	6%
Passive Green Space	714	7%
Research Lands	2,155	21%
Total*	10,181	100%

* Total open space does not include NCDOT rights of way parcels and environmental mitigation areas.



State Owned Open Space within Wake County

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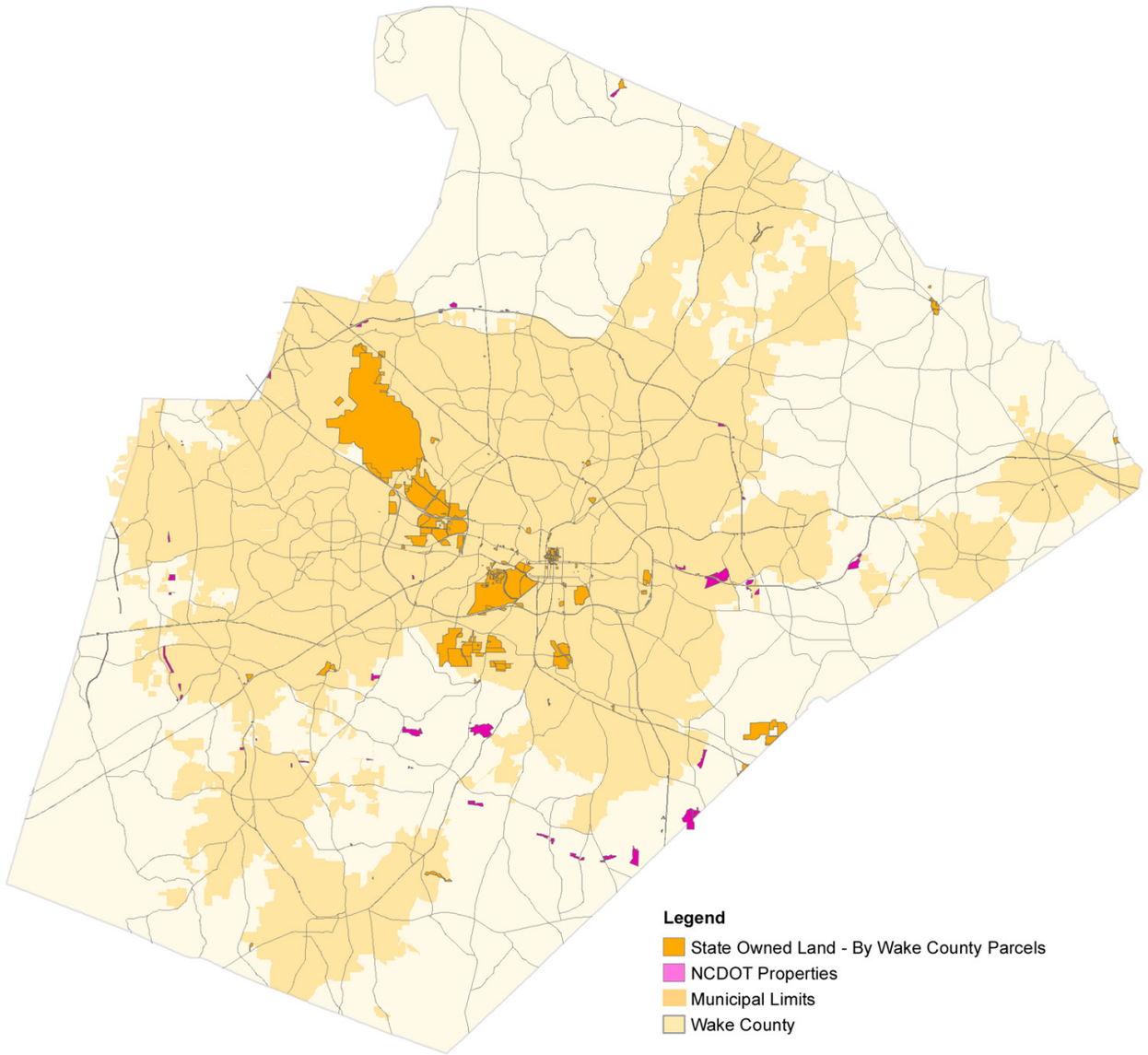
Map of NC DOT Properties within Wake County



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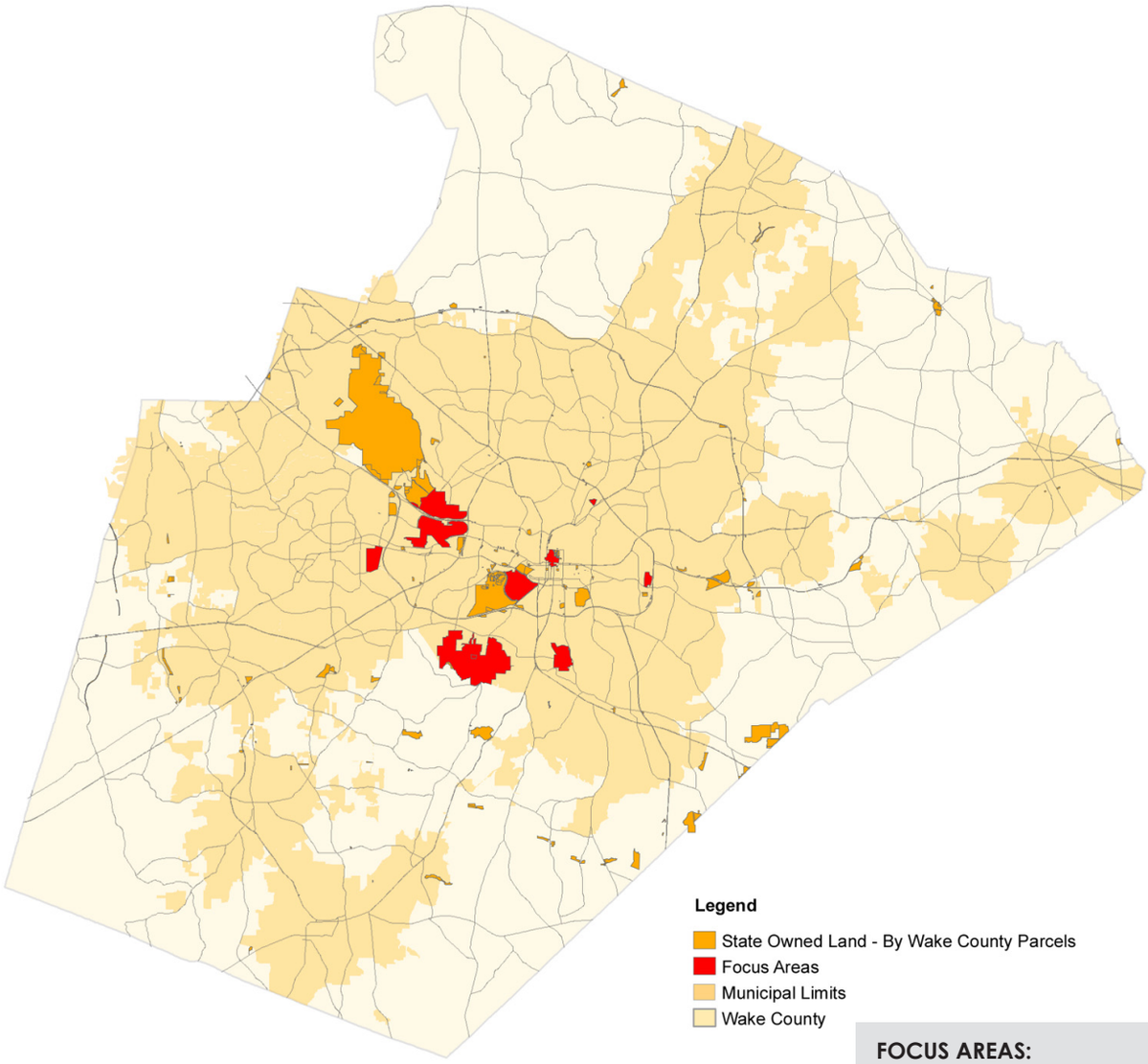
Map of Focus Areas within Wake County



FOCUS AREAS

The focus areas are properties that were identified as suitable for development by the categorization and analysis process. These properties include both the original four campuses noted in the 1995 Master Plan along with several additional areas of land. Districts have been created in order to organize the future development of these focus areas. An overview to this strategy is discussed in the physical planning section.

FOCUS AREAS:

- **BLUE RIDGE ROAD CAMPUS**
- **DOROTHEA DIX CAMPUS**
- **DOWNTOWN CAMPUS**
- **GARNER ROAD CAMPUS**
- **AGRICULTURAL RESEARCH LANDS**
- **POOLE ROAD TRACT**
- **CARY TOWNE BLVD. PROPERTY**
- **OLD FARMERS MARKET**

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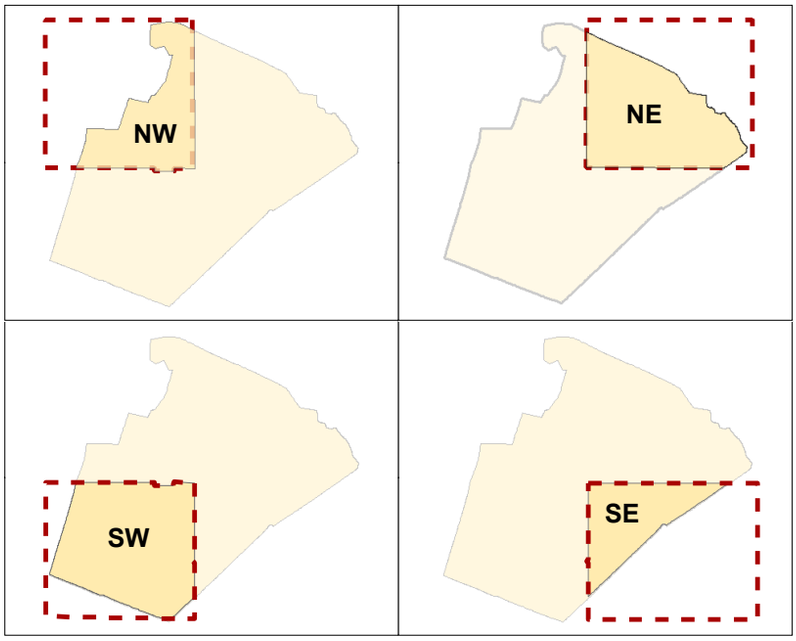
PROPERTY INVENTORY DATABASE

The following pages contain a listing of properties owned by the State within Wake County excluded from the defined focus areas. This information is based on the Wake County Tax Records (GIS System) and the State Property Office. The planning sections of this report provide detailed information on the land area.

The county maps are broken down into quadrants to assist in organizing the information. An electronic copy of the tables is included within the property inventory section of the Volume II - appendix.

QUAD KEY MAP FOR PROPERTY INVENTORY



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View from Dix Hill

METHODOLOGY

The space needs forecasts were developed using a two-part process of inventorying the existing condition and projecting future needs using space standards and the projected personnel growth.

The inventory is both a physical-based and personnel-based inventory in order to provide a standardized view of the existing condition for all of the departments. Using a direct approach, the personnel data was gathered through interviews with the department heads and their key personnel and the physical data was collected through the assistance of the State Property Office and analysis of Geographic Information System databases. Together these inventories are the generalized basis for the space forecast.

The space forecast is calculated by personnel growth, determined by using official State population projections and future workload indicators, and space use standards. This space forecast represents the required square footage necessary to accommodate employees in high efficiency facilities and can serve as a guide to facility development.

The planning horizon for this study is 2022 as the projection accuracy beyond this range is greatly diminished. Future needs are projected for each district by branch and by department. The one exception is the Administrative Office of the Courts which did not have staff figures readily available for the space needs assessment, and therefore, no resulting staff projections were available. Additionally, the space projections for this department are based solely on their own data. The districts are defined in chapter 4 of this report.

Table 3.1 – State Population Growth

Year	Population	Annual % Chg.
1997	7,655,524	--
1998	7,809,051	2.0%
1999	7,951,151	1.8%
2000	8,078,909	1.6%
2001	8,199,541	1.5%
2002	8,313,494	1.4%
2003	8,415,710	1.2%
2004	8,531,040	1.4%
2005	8,672,459	1.7%
2006	8,856,505	2.1%
Average		*1.6%*

Source: NC State Data Center, March 2007.

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Example of a flexible office space - an alternative to fixed office standards, allowing for higher building efficiency

Table 3.2 – State Population Projection

Year	Population	Annual % Chg.
2006	8,856,505	--
2012	9,621,281	1.4%
2017	10,301,545	1.4%
2022	10,985,780	1.3%
Average		*1.5%*

Source: NC State Data Center, March 2007.

DEPARTMENTAL GROSS SQUARE FOOTAGE

In this master plan, the unit of measure for space is departmental gross square footage (DGSF). DGSF is the sum of the areas required for personnel, support, public, storage, equipment and circulation. When planning for buildings, an additional 15% building grossing is added for facility planning purposes. This additional building grossing factor incorporates shared lobbies, mechanical spaces, fire egress, rest rooms, and service spaces.

PERSONNEL-BASED INVENTORY

Future personnel projections provide an objective basis for estimating the probable magnitude of building space needs in future years. Four different models were employed to establish the personnel-based inventory; models 3 and 4 were used extensively as several departments were not able to provide historic staff data by location.

Insights revealed in the survey, personal interviews and the outcomes from the models were compared with the historic staff growth to develop a personnel projection.

- **Historical Number Change (model 1**) estimates future growth based on average historical number growth of a department.
- **Linear Regression (model 2)** calculates the slope and intercept from historical personnel data and then uses these data to forecast the future number of employees along a regression line. That is, the best possible straight line through a series of data points, projecting the line forward.
- **Constant Staff to Projected Population (model 3)** applies the current ratio of departmental staff to State population to future population projections. State population data for 2006 and population projections for 2012, 2017 and 2022 were obtained from the North Carolina State Data Center. Refer to table 3.2.
- **Department's Recommendation (model 4)** shows the department's recommendation for future staff growth.

Information was gathered through direct interviews and surveys with department heads and their key personnel. Organizational charts for the departments were collected when available. Full-time employees or full-time equivalent staff position totals per year from 1996 to 2006 by Wake County location and by division were tabulated along

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Table 3.3 – Historic Comparison of Personnel

Item	93-94	94-95	95-96	96-97	97-98	98-99	99-00	00-01	01-02	02-03	03-04	04-05	05-06	06-07
State Population[1]	7,037	7,181	7,336	7,491	7,656	7,809	7,951	8,079	8,200	8,313	8,416	8,531	8,672	8,856
Annual Population Number Change		144	155	155	165	153	142	128	121	113	103	115	141	184
Average Annual Population % Change		2.0%	2.2%	2.1%	2.2%	2.0%	1.8%	1.6%					1.7%	2.1%
Average % Change	2.0%													
Total State Government Employment[2]	66,313													71,845
Average % Change	0.6%													
Total State Budget[3]	10,259	11,085	10,998	12,299	13,060	14,101	15,102	14,856	16,377	16,978	18,552	20,119	22,520	24,417
Annual Budget Increase		826	-87	1,301	761	1,041	1,001	-246	1,521	601	1,574	1,567	2,401	1,897
Average Annual Budget Increase		8%	-1%	12%	6%	8%	7%	-2%	10%	4%	9%	8%	12%	8%
Average % Change	10.6%													
Total Employment/100,000 Population	9.42													8.11
Total Budget/100,000 Population	1.46	1.54	1.50	1.64	1.71	1.81	1.90	1.84	2.00	2.04	2.20	2.36	2.60	2.76
Total Employment/$1,000,000 Budget	6.46													2.94

Source: US Census for population, Office of State Budge and Management for employment and budget, compiled by CGL; September 2007.
[1] State population presented in millions.

with the non-department staff such as interns and seasonal help. Current facility conditions, including parking and security, and the facility's ability to serve the program were discussed for each location. This information is compiled into department profile sheets located in Volume II Appendix.

Table 3.3, Historic Comparison of Personnel, tracks the State government growth compared to State population growth. The projected percent change in personnel from 2006 reflects an increase of 10%, 18% and 27% for the years 2012, 2017, 2022, respectively. The historic staff growth was used in the personnel-based inventory process to project long-term personnel needs. A summary of the personnel projections for all State departments in Wake County is presented in Table 3.4.

Table 3.4 – Staff Trends

Location	Year			
	2007	2012	2017	2022
Blue Ridge Road	1,592	1,714	1,823	1,929
Dorothea Dix	1,216	3,083	3,299	3,524
Downtown Raleigh	9,951	10,452	11,285	12,147
Fairgrounds	280	303	323	343
Garner Road	406	451	489	527
Satellite	6,467	5,470	5,893	6,331
Future		342	368	396
Grand Total[1, 2]	**19,912**	**21,815**	**23,480**	**25,198**
Number Change		1,903	1,665	1,718
Percent Change		9.56%	7.63%	7.32%

Source: CGL; August 2007.
Notes:
[1] Total **does not include** existing and projected staff for Judicial.
[2] Future includes Administrative Hearings, Juvenile Justice, and Personnel departments.

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Entry areas that allow for visibility and display of services

Incorporating borrowed light into conference rooms

PHYSICAL-BASED INVENTORY

The physical-based inventory was completed through an inventory of existing space resources managed by State Property Office and comparing this information with the Wake County Tax Information. A qualitative assesment of the space was completed during the staff interview process and is summarized within the department profile sheets located in Volume II Appendix.

The physical inventory addressed:

- Total existing square footage per department by location
- Total existing square footage per facility
- Total area of State-owned land within Wake County
- Total square footage of leased property within Wake County
- Identification of vacant State-owned land within Wake County
- Assessment of each facility's ability to successfully deliver mission critical needs

The physical address, DGSF, own or lease status and lease term and cost were collected by department location in Wake County and are found in the Existing Condition Worksheet within the Volume II Appendix.

The DGSF currently occupied by each department and division, including "office" (staff driven) and "other/storage/warehouse" (non-staff driven) spaces was calculated according to staff allocation for each department based on:

- Department function
- Present space deficiencies
- Projected personnel growth derived from the alternative projection models
- Planned or anticipated functional or operational changes
- Space standards based on generally accepted planning and design guidelines; both General Services and State standards were applied

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Table 3.5 shows the breakout of the space by department for office, warehouse, and other. "Other" collects all of the other non-office and non-warehouse uses into one summary category. The "other" space types are identified as garage, lab, multiple, office, office/lab, office/other, office/storage, office/training, office/warehouse, other, storage, storage/shop, training or warehouse. All of the inventoried space types are defined within the space planning glossary Volume II Appendix.

Waiting areas integrated with open lobby

A summary of the staff projections for all State departments in Wake County is presented in Table 3.7. Table 3.8 projects space for all departments. The projected percent change in space requirements from 2006 reflects an increase of 5%, 10% and 15% for the years 2012, 2017, 2022, respectively. Again, the exception to this is the Administrative Office of the Courts. This department is meeting its space needs through its own leasing arrangements; the space calculations represented for this department are based solely on information provided by Administrative Office of the Courts.

Also considered are the own or lease status and lease terms and costs by department. In response to continued growth, the State government is relying significantly on leased space to accommodate space needs. The 2007 lease rate is 26.4% at an annual expense of $23 million. This expense represents an increase of over 61.4% since the 1995. Many of these leased spaces (75.2% office space) are located a significant distance from State-owned properties and, as such, have distanced a number of interagency departments from one another, thereby creating operational inefficiencies. A map located in the rear of this section documents the current distribution of leased space within Wake County.

Team meeting space integrated into work areas

Table 3.9 identifies the total amount of DGSF by department and categorizes the space as owned or leased. There are eight State departments that are carrying much of the lease space burden. Currently the Department of Juvenile Justice and Delinquency Prevention, Office of the State Controller and the State Board of Elections are housed almost entirely by lease. The five other units that occupy between 42.4% and 55.0% leased space are: Department of Correction, Department of Environment and Natural Resources, Department of Health and Human Services (excluding patient/non-office space), Department of Insurance and Secretary of State.

The use of lease space is not unusual. Table 3.10 identifies other capital cities and their respective own-to-lease ratios.

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Table 3.5 – Existing Owned Space by Type (in DGSF)

Branch/ Department	Space Type			
	Office	Other	Warehouse	Total
Executive				
Administration	143,155	26,519	61,314	230,988
Administrative Hearings	10,288			10,288
Agriculture & Consumer Services[1]	105,380	140,660	18,505	264,545
Auditor	30,508			30,508
Commerce	125,010		231,690	356,700
Community College System	59,687			59,687
Correction[2]	115,222		174,700	289,922
Crime Control & Public Safety	64,962	442,688		507,650
Cultural Resources	5,078	676,937		682,015
Environmental & Natural Resources	133,147	7,500		140,647
Governor	24,168			24,168
Health & Human Services[3]	487,355	180,000		667,355
Insurance	52,424			52,424
Justice	128,272	131,932		260,204
Labor	71,144			71,144
Lieutenant Governor	5,478			5,478
Personnel	36,500			36,500
Public Instruction	175,671		64,999	240,670
Revenue	290,000			290,000
Secretary of State	40,000			40,000
Transportation	619,159	255,404		874,563
Treasurer	58,822			58,822
Subtotal	*2,781,430*	*1,861,640*	*551,208*	*5,194,278*
Judicial				
Judicial	*168,000*	*52,500*		*220,500*
Legislative				
General Assembly	*253,825*			*253,825*
Grand Total	**3,203,255**	**1,914,140**	**551,208**	**5,668,603**

Source: CGL; August 2007.

Notes:

[1] Existing space total for Agriculture & Consumer Services does not include all non-office facilities at the State Fair or Fairgrounds sites.

[2] Existing space total for DOC for office functions only and does not include the Central Prison Complex.

[3] Existing space total for DHHS facilities at Dorothea Dix does not include 648,205 SF of patient/non-office space included in the existing inventory.

[4] Existing space total for DJJS for office functions only and does not include juvenile detention facilities.

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Table 3.6 – Existing Total Space[1] by Location (in DGSF)

Branch/ Department	Location Node						
	Blue Ridge Road	Dorothea Dix	Downtown Raleigh	Fairgrounds	Garner Road	Satellite	Grand Total
Executive							
Administration	50,239		143,155			59,227	252,621
Administrative Hearings			10,288			4,146	14,434
Agriculture and Consumer Services[2]	121,939	4,296	98,745	2,339		41,614	268,933
Auditor			30,508				30,508
Commerce			137,261		231,690	41,692	410,643
Community College System			59,687				59,687
Controller						57,754	57,754
Correction[3]			74,244			508,288	582,532
Crime Control & Public Safety	256,636		58,752		81,071	222,502	618,961
Cultural Resources	271,901		449,692			17,000	738,593
Elections			8,800				8,800
Environmental & Natural Resources			251,654			61,205	312,859
Governor			24,168				24,168
Health & Human Services[4]	180,000	1,004,071	176,634			523,399	1,884,104
Insurance			96,596			13,495	110,091
Justice			83,026		45,246	156,544	284,816
Juvenile Justice & Delinquency Prevention[5]			27,692			7,298	34,990
Labor			82,347				82,347
Lieutenant Governor			5,478				5,478
Personnel			36,500			2,297	38,797
Public Instruction	79,299		172,046			42,040	293,385
Revenue			297,400			20,979	318,379
Secretary of State			69,465				69,465
Transportation	85,258		224,136	206,284	3,863	692,036	1,211,577
Treasurer			64,722			14,008	78,730
Subtotal	*1,045,272*	*1,008,367*	*2,682,996*	*208,623*	*361,870*	*2,485,524*	*7,792,652*
Judicial							
Judicial			*55,300*			*249,439*	*304,739*
Legislative							
General Asembly			*253,825*				*253,825*
Grand Total	**1,045,272**	**1,008,367**	**2,992,121**	**208,623**	**361,870**	**2,734,963**	**8,351,216**

Source: CGL; August 2007.

Notes:

[1] Existing total space includes own and lease space.

[2] Existing space total for Agriculture & Consumer Services does not include all non-office facilities at the State Fair or Fairgrounds sites.

[3] Existing space total for DOC for office functions only and does not include the Central Prison Complex.

[4] Existing space total for DHHS facilities at Dorothea Dix **does include** campus inventory of 1,004,071 DGSF; note that all space or 648,205 SF is not usable.

[5] Existing space total for DJJS for office functions only and does not include juvenile detention facilities.

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Table 3.7 – Staff Projections

Branch/ Department	Year			
	2007	2012	2017	2022
Executive				
Administration	744	785	838	889
Administrative Hearings	43	47	50	53
Agriculture & Consumer Services	715	774	826	880
Auditor	152	174	192	210
Commerce	732	795	851	908
Community College System	211	239	256	273
Controller	141	170	180	200
Correction	1,185	1,335	1,445	1,560
Crime Control & Public Safety	1,055	1,143	1,219	1,293
Cultural Resources	492	522	547	570
Elections	62	71	79	86
Environmental & Natural Resources	1,212	1,409	1,607	1,833
Governor	67	72	78	83
Health & Human Services	3,870	4,198	4,493	4,799
Insurance	422	448	468	489
Justice	861	935	1,001	1,067
Juvenile Justice & Delinquency Prevention	157	184	203	224
Labor	237	257	276	294
Lieutenant Governor	12	13	14	15
Personnel	106	111	115	119
Public Instruction	822	894	957	1,019
Revenue	975	1,059	1,134	1,209
Secretary of State	258	287	310	334
Transportation	4,143	4,502	4,821	5,140
Treasurer	388	451	505	559
Subtotal	*19,062*	*20,876*	*22,465*	*24,106*
Judicial				
Judicial				
Legislative				
General Assembly	*850*	*939*	*1,015*	*1,092*
Grand Total[1, 2]	**19,912**	**21,815**	**23,480**	**25,198**

Source: CGL; August 2007.

Notes:

[1] Total **does not include** existing and projected staff for Judicial.

[2] Future includes Administrative Hearings, Juvenile Justice, and Personnel departments.

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Table 3.8 – Total Space Projections without Dorothea Dix Hospital (in DGSF)

Branch/ Department	Year			
	2007	2012	2017	2022
Executive				
Administration	252,621	261,998	270,738	278,418
Administrative Hearings	14,434	17,750	20,000	22,250
Agriculture & Consumer Services [2]	268,933	302,205	320,785	340,545
Auditor	30,508	36,540	40,320	44,100
Commerce	410,643	429,571	442,361	455,311
Community College System	59,687	59,750	64,000	68,250
Controller	57,754	63,390	63,390	63,390
Correction[3]	582,532	622,548	647,078	672,708
Crime Control & Public Safety	618,961	678,323	689,383	700,283
Cultural Resources	738,593	793,907	797,617	801,327
Elections	8,800	14,910	16,590	18,060
Environmental & Natural Resources	312,859	359,160	408,220	464,240
Governor	24,168	25,400	27,200	28,700
Health & Human Services[4]	1,235,899	1,129,240	1,192,440	1,257,790
Insurance	110,091	109,840	114,440	119,270
Justice	284,816	317,682	330,682	343,682
Juvenile Justice & Delinquency Prevention[5]	34,990	42,320	46,690	51,520
Labor	82,347	67,397	72,163	76,956
Lieutenant Governor	5,478	5,611	5,887	6,166
Personnel	38,797	41,750	42,750	43,750
Public Instruction	293,385	315,670	329,700	343,730
Revenue	318,379	321,570	338,820	356,070
Secretary of State	69,465	82,599	88,499	94,629
Transportation	1,211,577	1,327,855	1,403,450	1,478,470
Treasurer	78,730	101,243	113,290	125,356
Subtotal	*7,144,447*	*7,528,229*	*7,886,493*	*8,254,970*
Judicial				
Judicial	*304,739*	*255,500*	*255,500*	*255,500*
Legislative				
General Assembly	*253,825*	*352,112*	*371,112*	*390,362*
Grand Total[1]	**7,703,011**	**8,135,841**	**8,513,105**	**8,900,832**

Source: CGL; August 2007.

Notes:

[1] Existing total space includes own and lease space.

[2] Existing space total for Agriculture & Consumer Services does not include all non-office facilities at the State Fair or Fairgrounds sites.

[3] Existing space total for DOC for office functions only and does not include the Central Prison Complex.

[4] Existing space total for DHHS facilities at Dorothea Dix does not include 648,205 SF of patient/non-office space included in the existing inventory.

[5] Existing space total for DJJS for office functions only and does not include juvenile detention facilities.

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Table 3.9– Existing Ratio of Own Versus Lease Space

Department	Own		Lease		Total DGSF	Lease Cost 2006-07
	DGSF	%	DGSF	%		
Administration, Department of	230,988	91.4%	21,633	8.6%	252,621	$310,624
Administrative Hearings, Office of	10,288	71.3%	4,146	28.7%	14,434	$50,239
Agriculture & Consumer Services, Department of[1]	264,545	98.4%	4,388	1.6%	268,933	$52,026
Auditor, Office of the State	30,508	100.0%	0	0.0%	30,508	$0
Commerce, Department of	356,700	86.9%	53,943	13.1%	410,643	$351,698
Community College System, NC	59,687	100.0%	0	0.0%	59,687	$0
Controller, Office of the State	0	0.0%	57,754	100.0%	57,754	$955,952
Correction, Department of[2]	289,922	49.8%	292,610	50.2%	582,532	$2,700,780
Crime Control & Public Safety, Department of	507,650	82.0%	111,311	18.0%	618,961	$919,818
Cultural Resources, Department of	682,015	92.3%	56,578	7.7%	738,593	$286,750
Elections, State Board of	0	0.0%	8,800	100.0%	8,800	$123,340
Environment & Natural Resources, Department of	140,647	45.0%	172,212	55.0%	312,859	$3,082,886
General Assembly	253,825	100.0%	0	0.0%	253,825	$0
Governor, Office of the	24,168	100.0%	0	0.0%	24,168	$0
Health & Human Services, Department of[3]	667,355	54.0%	568,544	46.0%	1,235,899	$6,835,977
Insurance, Department of	52,424	47.6%	57,667	52.4%	110,091	$691,452
Judicial Branch	220,500	72.4%	84,239	27.6%	304,739	$679,998
Justice, Department of	260,204	91.4%	24,612	8.6%	284,816	$275,024
Juvenile Justice & Delinquency Prevention, Department of[4]	0	0.0%	34,990	100.0%	34,990	$402,018
Labor, Department of	71,144	86.4%	11,203	13.6%	82,347	$156,504
Lieutenant Governor, Office of the	5,478	100.0%	0	0.0%	5,478	$0
Personnel, State Office of	36,500	94.1%	2,297	5.9%	38,797	$25,000
Public Instruction, Department of	240,670	82.0%	52,715	18.0%	293,385	$300,951
Revenue, Department of	290,000	91.1%	28,379	8.9%	318,379	$257,118
Secretary of State	40,000	57.6%	29,465	42.4%	69,465	$491,140
Transportation, Department of State	874,563	72.2%	337,014	27.8%	1,211,577	$4,115,150
Treasurer, Department of State	58,822	74.7%	19,908	25.3%	78,730	$256,900
Grand Total	**5,668,603**	**73.6%**	**2,034,408**	**26.4%**	**7,703,011**	**$23,321,344**

Source: CGL; September 2007.

Notes:

[1] Existing space total for Agriculture & Consumer Services does not include all non-office facilities at the State Fair or Fairgrounds sites.

[2] Existing space total for DOC for office functions only and does not include the Central Prison Complex.

[3] Existing space total for DHHS facilities at Dorothea Dix does not include 648,205 SF of patient/non-office space included in the existing inventory.

[4] Existing space total for DJJS for office functions only and does not include juvenile detention facilities.

Table 3.10 – comparison of owned to lease space at sister cities (in DGSF)

Capital Location	Own	Lease	Total	Ratio O/L	Range	Date
Raleigh, NC	5,668,603	2,034,408	7,703,011	73.6%	Wake Co	2007
Richmond, VA	935,143	2,264,993	3,200,136	29.2%	Metro Richmond	2003
Tallahassee, FL	5,271,650	2,988,676	8,260,326	63.8%	Leon Co	2007
Columbia, SC	3,083,673	929,371	4,013,044	76.8%	Richland/Lexington Co	2004
Springfield, IL	1,000,000	3,000,000	4,000,000	25.0%	Metro Springfield	2007
Des Moines, IA	1,464,260	482,276	1,946,536	75.2%	Polk Co	2000
Helena, MT	850,000	301,982	1,151,982	73.8%	Helena	1997
Source: CGL; June 2007.						

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An analysis of existing space needs, regardless of ownership or lease status, is needed in order to identify current deficiencies. Table 3.11 illustrates the existing space needs and the total deficiency of space by department. While there is a gross deficiency of 327,990 square feet, the excess square footage (73.32% of that is the Dorothea Dix property) yields a total net deficiency of approximately 101,133 square feet.

Flexible office spaces allow for nimble reorganization of workspaces

This excess space for DHHS at Dorothea Dix is a relationship of the existing gross building square footage over the calculated space requirements. The buildings at the Dorothea Dix campus are inefficient due to larger corridors and patient spaces. Newer more efficient construction is needed to limit gross square footage in the future. This approach is reflected in the physical planning section of the Dorothea Dix Campus.

The General Assembly has the largest deficiency of existing space at a deficit of 74,038 square feet. Other large deficiencies exist for the Department of Cultural Resources (50,394 SF) and the Department of Crime Control and Public Safety (46,863 SF).

Separation of individual departments through partitions and partial walls

With the existing physical-based inventory there is a current shortage of space; this shortage will only increase with the projected personnel growth represented in Table 3.7.

A summary table identifying the growth projections of space and staff by department, including location and space type, is included here. The largest projected growth in space requirements by 2022 is in the Administrative Headquarters District. The Downtown Campus will need an additional 657,316 DGSF to accommodate the 28.05% projected increase in staff. Over 88% of the space needed is office. The Public Safety and Training Center District has the next largest space need and will require an additional 39,641 DGSF to accommodate the 29.90% projected increase in staff. Of the total space required at the Garner Road Campus, office space represents 85.09% of the need.

While the Research and Development District's space needs are projected only to grow by 8.26% by the year 2022, the staff growth is projected at 21.17%. It is important to note that the majority of the needed space is office (44.59%), office/lab (21.52%) and lab (15.00%). By comparison, the Health and Wellness District is projected to experience a 13.11% decline in space needs in the short-range but an increase of 24.01% in long-range staff needs.

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Table 3.11 – Comparison of Existing Total Space[1] to Existing at Recommended Standard (in DGSF)

Branch/ Department	Currently Assigned	Currently Required	Differences		
			Deficiency	Excess	Net
Executive					
Administration	252,621	258,029	-5,408		-5,408
Administrative Hearings	14,434	16,750	-2,316		-2,316
Agriculture & Consumer Services [2]	268,933	286,545	-17,612		-17,612
Auditor	30,508	31,920	-1,412		-1,412
Commerce	410,643	415,511	-4,868		-4,868
Community College System	59,687	52,750		6,937	6,937
Controller	57,754	63,390	-5,636		-5,636
Correction[3]	582,532	588,988	-6,456		-6,456
Crime Control & Public Safety	618,961	665,824	-46,863		-46,863
Cultural Resources	738,593	788,987	-50,394		-50,394
Elections	8,800	13,020	-4,220		-4,220
Environmental & Natural Resources	312,859	314,683	-1,824		-1,824
Governor	24,168	23,900		268	268
Health & Human Services[4]	1,235,899	1,059,091		176,808	176,808
Insurance	110,091	103,861		6,230	6,230
Justice	284,816	303,322	-18,506		-18,506
Juvenile Justice & Delinquency Prevention[5]	34,990	36,110	-1,120		-1,120
Labor	82,347	62,040		20,307	20,307
Lieutenant Governor	5,478	5,300		178	178
Personnel	38,797	42,797	-4,000		-4,000
Public Instruction	293,385	299,570	-6,185		-6,185
Revenue	318,379	302,250		16,129	16,129
Secretary of State	69,465	74,419	-4,954		-4,954
Transportation	1,211,577	1,243,245	-31,668		-31,668
Treasurer	78,730	87,040	-8,310		-8,310
Subtotal	*7,144,447*	*7,139,342*	*-221,752*	*226,857*	*5,105*
Judicial					
Judicial	*304,739*	*336,939*	*-32,200*		*-32,200*
Legislative					
General Assembly	*253,825*	*327,863*	*-74,038*		*-74,038*
Grand Total	**7,703,011**	**7,804,144**	**-327,990**	**226,857**	**-101,133**

Source: CGL; August 2007.

Notes:

[1] Existing total space includes own and lease space.

[2] Existing space total for Agriculture & Consumer Services does not include all non-office facilities at the State Fair or Fairgrounds sites.

[3] Existing space total for DOC for office functions only and does not include the Central Prison Complex.

[4] Existing space total for DHHS facilities at Dorothea Dix does not include 648,205 SF of patient/non-office space included in the existing inventory.

[5] Existing space total for DJJS for office functions only and does not include juvenile detention facilities.

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Table 3.12 – Existing Lease Space by Type (in DGSF)

Branch/ Department	Space Type			
	Office	Other	Warehouse	Total
Executive				
Administration	21,633			21,633
Administrative Hearings	4,146			4,146
Agriculture & Consumer Services	4,388			4,388
Commerce	34,412	7,878	11,653	53,943
Controller	57,754			57,754
Correction	158,592		134,018	292,610
Crime Control & Public Safety	26,097	85,214		111,311
Cultural Resources		56,578		56,578
Elections	8,800			8,800
Environmental & Natural Resources	150,146	22,066		172,212
Health & Human Services	517,791		50,753	568,544
Insurance	57,667			57,667
Justice	24,612			24,612
Juvenile Justice & Delinquency Prevention	34,990			34,990
Labor	11,203			11,203
Personnel	2,297			2,297
Public Instruction	21,044	6,171	25,500	52,715
Revenue	19,184	9,195		28,379
Secretary of State	23,419	6,046		29,465
Transportation	297,655	39,359		337,014
Treasurer	19,908			19,908
Subtotal	*1,495,738*	*232,507*	*221,924*	*1,950,169*
Judicial				
Judicial	33,329		50,910	84,239
Grand Total	**1,529,067**	**232,507**	**272,834**	**2,034,408**
Source: CGL; August 2007.				

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Table 3.13 – Existing Staff by Location[1] (in FTE)

Branch/ Department	Location Node						
	Blue Ridge Road	Dorothea Dix	Downtown Raleigh	Fairgrounds	Garner Road	Satellite	Grand Total
Executive							
Administration	108		516			120	744
Administrative Hearings			29			14	43
Agriculture and Consumer Services	258	21	340	57		39	715
Auditor			152				152
Commerce			576		43	113	732
Community College System			211				211
Controller						141	141
Correction			305			880	1,185
Crime Control & Public Safety	446		245		93	271	1,055
Cultural Resources	87		404			1	492
Elections			62				62
Environmental & Natural Resources			1,011			201	1,212
Governor			67				67
Health & Human Services	400	1,195	821			1,454	3,870
Insurance			377			45	422
Justice			384		262	215	861
Juvenile Justice & Delinquency Prevention			130			27	157
Labor			237				237
Lieutenant Governor			12				12
Personnel			100			6	106
Public Instruction	48		702			72	822
Revenue			900			75	975
Secretary of State			258				258
Transportation	245		954	223	8	2,713	4,143
Treasurer			308			80	388
Subtotal	*1,592*	*1,216*	*9,101*	*280*	*406*	*6,467*	*19,062*
Judicial[2]							
Judicial							
Legislative							
General Asembly			850				850
Grand Total	**1,592**	**1,216**	**9,951**	**280**	**406**	**6,467**	**19,912**

Source: CGL; August 2007.

Notes

[1] Location based on department function by location.

[2] Total **does not include** existing and projected staff for Judicial.

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Table 3.14 – Existing Location of State Agencies (in number of facilities)

Branch/ Department	Location Node (Based on Department Function)						
	Blue Ridge Road	Dorothea Dix	Downtown Raleigh	Fairgrounds	Garner Road	Satellite	Grand Total
Executive							
Administration	3		12			6	21
Administrative Hearings			2			2	4
Agriculture and Consumer Services	7	1	3	1		4	16
Auditor			1				1
Commerce			3		4	7	14
Community College System			1				1
Controller						2	2
Correction			5			24	29
Crime Control & Public Safety	28		4		16	15	63
Cultural Resources	1		11			2	14
Elections			1				1
Environmental & Natural Resources			4			6	10
Governor			2				2
Health & Human Services	1	31	7			27	66
Insurance			3			1	4
Justice			2		2	5	9
Juvenile Justice & Delinquency Prevention			1			1	2
Labor			4				4
Lieutenant Governor			1				1
Personnel			2			1	3
Public Instruction	2		1			4	7
Revenue			2			4	6
Secretary of State			4				4
Transportation	13		4	39	7	38	101
Treasurer			3			2	5
Subtotal	*55*	*32*	*83*	*40*	*29*	*151*	*390*
Judicial							
Judicial			*3*			*5*	*8*
Legislative							
General Assembly			*2*				*2*
Grand Total	**55**	**32**	**88**	**40**	**29**	**156**	**400**

Source: CGL; August 2007.

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Table 3.15 – Projections for All Owned & Leased Space (in DGSF)

Location	Year			
	2007	2012	2017	2022
Blue Ridge Road	1,045,272	1,107,468	1,121,388	1,135,728
Dorothea Dix	360,162	744,370	796,530	850,840
Downtown Raleigh	2,992,121	3,248,746	3,445,549	3,649,437
Fairgrounds	208,623	219,884	224,244	228,604
Garner Road	361,870	385,441	393,591	401,511
Satellite	2,734,963	2,328,112	2,422,363	2,517,192
Future		101,820	109,440	117,520
Grand Total	**7,703,011**	**8,135,841**	**8,513,105**	**8,900,832**
Number Change		432,830	377,264	387,727
Percent Change		5.62%	4.64%	4.55%

Source: CGL; August 2007.

Notes:

1 Existing space total for Agriculture & Consumer Services does not include all non-office facilities at the State Fair or Fairgrounds sites.

2 Existing space total for DOC for office functions only and does not include the Central Prison Complex.

3 Existing space total for DHHS facilities at Dorothea Dix based on campus inventory of 1,004,071 DGSF and **does not include** all patient and other non-office spaces of 648,205 SF.

4 Existing space total for DJJS for office functions only and does not include juvenile detention facilities.

5 Future includes Administrative Hearings, Juvenile Justice, and Personnel departments.

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Table 3.16 – Fairgrounds Space by Type & Ownership (in DGSF)

Department	Space Type	Own/ Lease	Space Projection			
			Existing	2012	2017	2022
Agriculture & Consumer Services	Office	Own	2,339	9,000	9,450	9,900
Transportation	Other	Own	206,284	210,884	214,794	218,704
Fairgrounds Total		Own	**208,623**	**219,884**	**224,244**	**228,604**
Source: CGL; August 2007.						

Table 3.17 – Garner Road Space by Type & Ownership (in DGSF)

Department	Space Type	Own/ Lease	Space Projection			
			Existing	2012	2017	2022
Commerce	*Warehouse*	*Own*	*231,690*	*231,690*	*231,690*	*231,690*
Crime Control & Public Safety			*81,071*	*86,078*	*89,708*	*93,108*
	Office	Own	12,623	14,250	16,500	18,750
	Other	Own	68,448	71,828	73,208	74,358
Justice	*Office*	*Own*	*45,246*	*63,810*	*68,330*	*72,850*
Transportation	*Office*	*Own*	*3,863*	*3,863*	*3,863*	*3,863*
Garner Road Total			**361,870**	**385,441**	**393,591**	**401,511**
Office Subtotal		*Own*	*61,732*	*81,923*	*88,693*	*95,463*
Other Subtotal		*Own*	*68,448*	*71,828*	*73,208*	*74,358*
Warehouse Subtotal		*Own*	*231,690*	*231,690*	*231,690*	*231,690*
Source: CGL; August 2007.						

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Table 3.18 – Downtown Raleigh Space by Type & Ownership (in DGSF)

Department	Space Type	Own/ Lease	Space Projection			
			Existing	2012	2017	2022
Administration	*Office*	*Own*	*143,155*	*154,275*	*160,945*	*166,735*
Administrative Hearings	*Office*	*Own*	*10,288*			
Agriculture & Consumer Services	*Office*	*Own*	*98,745*	*92,250*	*98,750*	*105,500*
Auditor	*Office*	*Own*	*30,508*	*36,540*	*40,320*	*44,100*
Commerce			*137,261*	*152,370*	*163,340*	*174,060*
	Office	Lease	21,515	25,000	26,750	28,500
	Office	Own	115,746	127,370	136,590	145,560
Community College System	*Office*	*Own*	*59,687*	*59,750*	*64,000*	*68,250*
Correction			*74,244*	*78,840*	*84,840*	*91,320*
	Office	Lease	7,022	8,000	8,250	8,750
	Office	Own	67,222	70,840	76,590	82,570
Crime Control & Public Safety			*58,752*	*70,580*	*75,160*	*80,270*
	Office	Own	44,252	53,890	57,780	62,200
	Other	Own	14,500	16,690	17,380	18,070
Cultural Resources			*449,692*	*505,006*	*508,716*	*512,426*
	Office	Own	5,078	5,670	5,880	6,090
	Other	Lease	53,578	56,488	56,738	57,238
	Other	Own	391,036	442,848	446,098	449,098
Elections	*Office*	*Lease*	*8,800*	*14,910*	*16,590*	*18,060*
Environmental & Natural Resources			*251,654*	*285,750*	*325,750*	*371,750*
	Office	Lease	118,507	132,500	151,000	172,500
	Office	Own	133,147	153,250	174,750	199,250
Governor	*Office*	*Own*	*24,168*	*25,400*	*27,200*	*28,700*
Health & Human Services			*176,634*	*159,160*	*170,430*	*181,930*
	Office	Lease	45,145			
	Office	Own	131,489	159,160	170,430	181,930
Insurance	*Office*	*Own*	*96,596*	*109,840*	*114,440*	*119,270*
Justice	*Office*	*Own*	*83,026*	*95,690*	*102,170*	*108,900*
Juvenile Justice & Delinquency Prevention	*Office*	*Lease*	*27,692*			
Labor			*82,347*	*67,397*	*72,163*	*76,956*
	Office	Lease	11,203	11,993	12,841	13,694
	Office	Own	71,144	55,404	59,321	63,261
Lieutenant Governor	*Office*	*Own*	*5,478*	*5,611*	*5,887*	*6,166*
Personnel	*Office*	*Own*	*36,500*			
Public Instruction	*Office*	*Own*	*172,046*	*191,590*	*204,010*	*216,430*
Revenue			*297,400*	*301,145*	*317,015*	*332,885*
	Office	Own	290,000	293,745	309,615	325,485
	Other	Lease	7,400	7,400	7,400	7,400
Secretary of State			*69,465*	*82,599*	*88,499*	*94,629*
	Office	Lease	23,419	25,509	27,659	29,809
	Office	Own	40,000	50,250	53,750	57,250
	Other	Lease	6,046	6,840	7,090	7,570
Transportation			*224,136*	*273,729*	*290,289*	*307,079*
	Office	Lease	3,342			
	Office	Own	181,435	234,370	250,930	267,720
	Other	Lease	39,359	39,359	39,359	39,359
Treasurer			*64,722*	*81,701*	*91,423*	*101,160*
	Office	Lease	5,900	7,328	8,200	9,073
	Office	Own	58,822	74,373	83,223	92,087
Judicial			*55,300*	*52,500*	*52,500*	*52,500*
	Office	Lease	2,800			
	Other	Own	52,500	52,500	52,500	52,500
Legislative	*Office*	*Own*	*253,825*	*352,112*	*371,112*	*390,362*
Downtown Raleigh Total			**2,992,121**	**3,248,746**	**3,445,549**	**3,649,437**
Office Subtotal		*Own*	*2,152,357*	*2,401,380*	*2,567,694*	*2,737,816*
Office Subtotal		*Lease*	*275,345*	*225,240*	*251,290*	*280,387*
Other Subtotal		*Own*	*458,036*	*512,038*	*515,978*	*519,668*
Other Subtotal		*Lease*	*106,383*	*110,087*	*110,587*	*111,567*
Source: CGL; August 2007.						

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Table 3.19 – Dorothea Dix Space by Type & Ownership (in DGSF)

Department	Space Type	Own/ Lease	Space Projection			
			Existing	2012	2017	2022
Agriculture & Consumer Services	Office	Own	4,296	5,290	5,520	5,980
Health & Human Services	Office	Own	355,866	739,080	791,010	844,860
Dorothea Dix Total	Office	Own	**360,162**	**744,370**	**796,530**	**850,840**
Source: CGL; August 2007.						

Table 3.20 – Future Space by Type & Ownership (in DGSF)

Department	Space Type	Own/ Lease	Space Projection			
			Existing	2012	2017	2022
Administrative Hearings	Office	Lease		17,750	20,000	22,250
Juvenile Justice & Delinquency Prevention	Office	Lease		42,320	46,690	51,520
Personnel	Office	Own		41,750	42,750	43,750
Future Total				**101,820**	**109,440**	**117,520**
Office Subtotal		*Own*		*41,750*	*42,750*	*43,750*
Office Subtotal		*Lease*		*60,070*	*66,690*	*73,770*
Source: CGL; August 2007.						

Table 3.21 – Blue Ridge Road Space by Type & Ownership (in DGSF)

Department	Space Type	Own/ Lease	Space Projection			
			Existing	2012	2017	2022
Administration			*50,239*	*50,239*	*50,239*	*50,239*
	Other	Own	26,519	26,519	26,519	26,519
	Warehouse	Own	23,720	23,720	23,720	23,720
Agriculture & Consumer Services	*Other*	*Own*	*121,939*	*148,139*	*156,739*	*165,739*
Crime Control & Public Safety			*256,636*	*284,578*	*284,878*	*285,178*
	Office	Own	8,087	10,950	11,250	11,550
	Other	Own	248,549	273,628	273,628	273,628
Cultural Resources	*Other*	*Own*	*271,907*	*271,901*	*271,901*	*271,901*
Health & Human Services	*Other*	*Own*	*180,000*	*180,000*	*180,000*	*180,000*
Public Instruction			*79,299*	*79,989*	*80,679*	*81,369*
	Office	Lease	14,300	14,990	15,680	16,370
	Warehouse	Own	64,999	64,999	64,999	64,999
Transportation			*85,258*	*92,622*	*96,952*	*101,302*
	Office	Own	44,172	49,466	51,956	54,466
	Other	Own	41,086	43,156	44,996	46,836
Blue Ridge Road Total			**1,045,278**	**1,107,468**	**1,121,388**	**1,135,728**
Office Subtotal		*Own*	*52,259*	*60,416*	*63,206*	*66,016*
Office Subtotal		*Lease*	*14,300*	*14,990*	*15,680*	*16,370*
Other Subtotal		*Own*	*890,000*	*943,343*	*953,783*	*964,623*
Warehouse Subtotal		*Own*	*88,719*	*88,719*	*88,719*	*88,719*
Source: CGL; August 2007.						

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Table 3.22 – Satellite Space by Type & Ownership (in DGSF)

Department	Space Type	Own/ Lease	Space Projection			
			Existing	2012	2017	2022
Administration			*59,227*	*57,484*	*59,554*	*61,444*
	Office	Lease	21,633	19,890	21,960	23,850
	Warehouse	Own	37,594	37,594	37,594	37,594
Administrative Hearings	*Office*	*Lease*	*4,146*			
Agriculture & Consumer Services			*41,614*	*47,526*	*50,326*	*53,426*
	Office	Lease	4,388	4,800	5,100	5,700
	Other	Own	18,721	23,721	25,721	27,721
	Warehouse	Own	18,505	19,005	19,505	20,005
Commerce			*41,692*	*45,511*	*47,331*	*49,561*
	Office	Lease	12,897	15,500	16,690	17,880
	Office	Own	9,264	10,080	10,710	11,550
	Other	Lease	7,878	8,278	8,278	8,478
	Warehouse	Lease	11,653	11,653	11,653	11,653
Controller	*Office*	*Lease*	*57,754*	*63,390*	*63,390*	*63,390*
Correction			*508,288*	*543,708*	*562,238*	*581,388*
	Office	Lease	151,570	183,990	199,990	216,610
	Office	Own	48,000	51,000	53,530	55,830
	Warehouse	Lease	134,018	134,018	134,018	134,018
	Warehouse	Own	174,700	174,700	174,700	174,930
Crime Control & Public Safety			*222,502*	*237,087*	*239,637*	*241,727*
	Office	Lease	26,097	28,532	29,932	31,102
	Other	Lease	85,214	87,364	88,514	89,434
	Other	Own	111,191	121,191	121,191	121,191
Cultural Resources			*17,000*	*17,000*	*17,000*	*17,000*
	Other	Lease	3,000	3,000	3,000	3,000
	Other	Own	14,000	14,000	14,000	14,000
Environmental & Natural Resources			*61,205*	*73,410*	*82,470*	*92,490*
	Office	Lease	31,639	37,210	42,770	48,540
	Other	Lease	22,066	28,200	31,450	35,200
	Other	Own	7,500	8,000	8,250	8,750
Health & Human Services			*523,399*	*51,000*	*51,000*	*51,000*
	Office	*Lease*	*472,646*			
	Warehouse	*Lease*	*50,753*	*51,000*	*51,000*	*51,000*
Insurance	*Office*	*Lease*	*13,495*			
Justice			*156,544*	*158,182*	*160,182*	*161,932*
	Office	Lease	24,612	26,250	28,250	30,000
	Other	Own	131,932	131,932	131,932	131,932
Juvenile Justice & Delinquency Prevention	*Office*	*Lease*	*7,298*			
Personnel	*Office*	*Lease*	*2,297*			
Public Instruction			*42,040*	*44,091*	*45,011*	*45,931*
	Office	Lease	6,744	7,590	8,050	8,510
	Office	Own	3,625	4,600	4,830	5,060
	Other	Lease	6,171	6,401	6,631	6,861
	Warehouse	Lease	25,500	25,500	25,500	25,500
Revenue			*20,979*	*20,425*	*21,805*	*23,185*
	Office	Lease	19,184	18,630	20,010	21,390
	Other	Lease	1,795	1,795	1,795	1,795
Transportation			*692,036*	*746,757*	*797,552*	*847,522*
	Office	Lease	294,313	313,913	334,578	354,648
	Office	Own	389,689	424,810	454,940	484,840
	Other	Own	8,034	8,034	8,034	8,034
Treasurer	*Office*	*Lease*	*14,008*	*19,541*	*21,867*	*24,196*
Judicial			*249,439*	*203,000*	*203,000*	*203,000*
	Office	*Lease*	*30,529*			
	Office	*Own*	*168,000*	168,000	168,000	168,000
	Warehouse	*Lease*	*50,910*			
	Warehouse	*Own*		35,000	35,000	35,000
Satellite Total			**2,734,963**	**2,328,112**	**2,422,363**	**2,517,192**
Office Subtotal		*Own*	*618,578*	*658,490*	*692,010*	*725,280*
Office Subtotal		*Lease*	*1,195,250*	*739,236*	*792,587*	*845,816*
Other Subtotal		*Own*	*291,378*	*306,878*	*309,128*	*311,628*
Other Subtotal		*Lease*	*126,124*	*135,038*	*139,668*	*144,768*
Warehouse Subtotal		*Own*	*230,799*	*266,299*	*266,799*	*267,529*
Warehouse Subtotal		*Lease*	*272,834*	*222,171*	*222,171*	*222,171*

Source: CGL; August 2007.

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OVERVIEW

The goal of the 2007 State Government Facilities Master Plan is to provide the State of North Carolina with a planning document that enables the various departments of State government to plan facilities to meet their projected space needs over the next five, ten and fifteen years.

The future development shown in this master plan is a function of the space needs applied to the available land over the planning horizon. To guide this planning process, the advisory team and planners developed a planning strategy that organized the region into districts, established guiding principles that defined the goals of future development, and outlined an overall vision for the districts. An implementation approach is outlined for each district and illustrated through the planning maps. The planning strategy will allow the State to forecast the phasing for future projects.

View of Museum of History from Edenton Street

PLANNING STRATEGY

To understand how best to direct future development, an evaluation of the existing organization of State facilities was completed by type and location, which allowed for the creation of land use districts. The districts will serve as the framework and vision of the State-owned land in Wake County.

- **Academic Agricultural Research District** – the lands near NCSU Agricultural Research and Yates Mill Park, located southwest of Downtown.
- **Academic Core and Business Development District** – NCSU Centennial Campus and Central Campus hosts business incubators, research and development, training, community outreach and deployment of current technology.
- **Administrative Headquarters District** – Downtown Campus is the heart of State government and remains a committed anchor to Downtown.
- **Health Care and Wellness Center District** – The Dorothea Dix Campus is the State's historic home for mental illness services, which continues its health care legacy through mental health services, public wellness activity centers and the Department of Health and Human Services headquarters.

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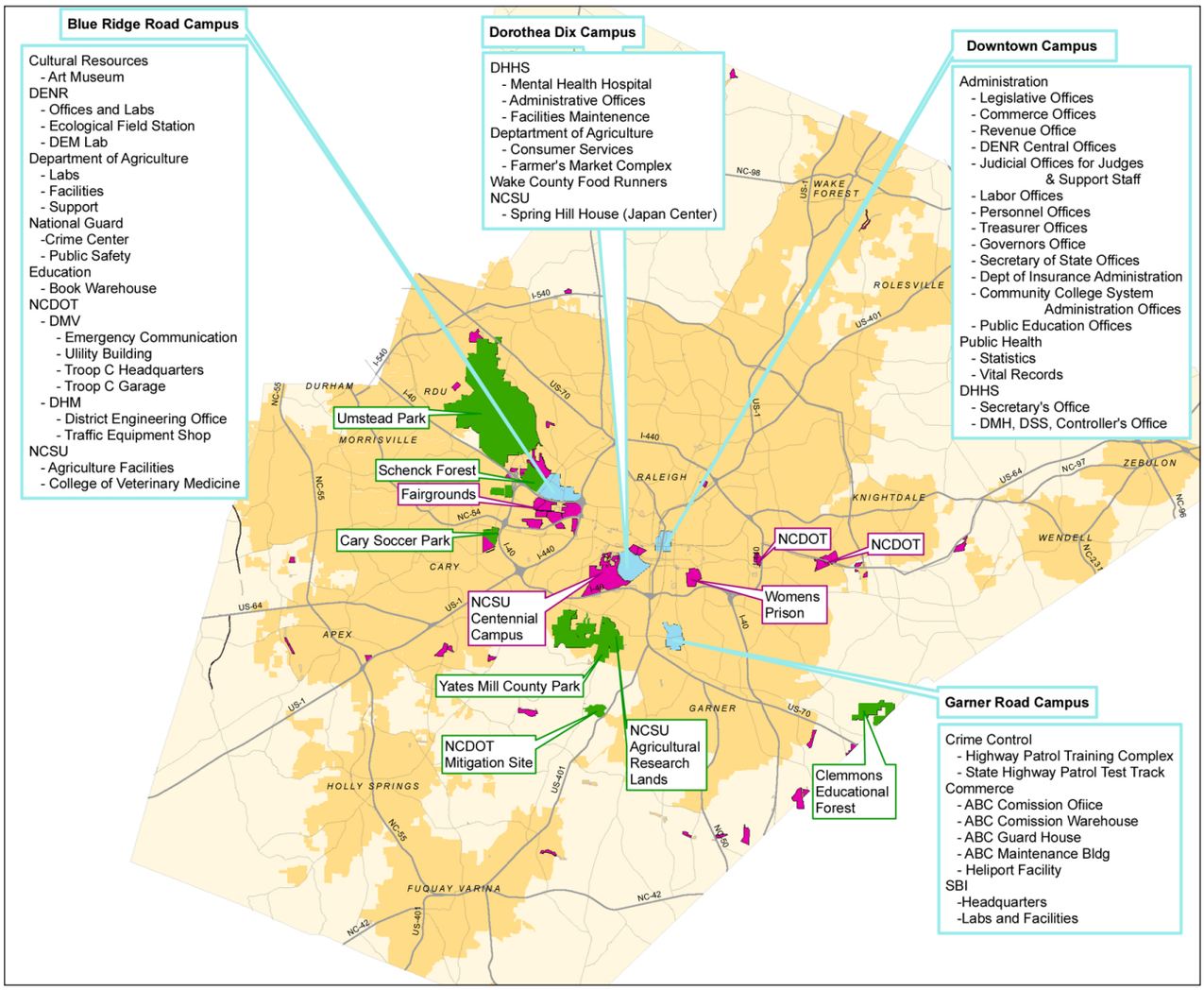
- **Public Safety and Training Center District** – The Garner Road Campus is south of the Downtown Campus and is home to the State Highway Patrol Training Academy and the State Bureau of Investigation. The campus provides logistics and services through light industrial facilities, and provides reserve land for future development.

- **Research and Development District** – The Blue Ridge Road Campus bridges Downtown to the Research Triangle Park through facilities specialized in biological, environmental and materials testing and research; it is immediately adjacent to the NCSU School of Veterinary Medicine, allowing for a strong tie to academic innovation.



Existing Distribution of Space

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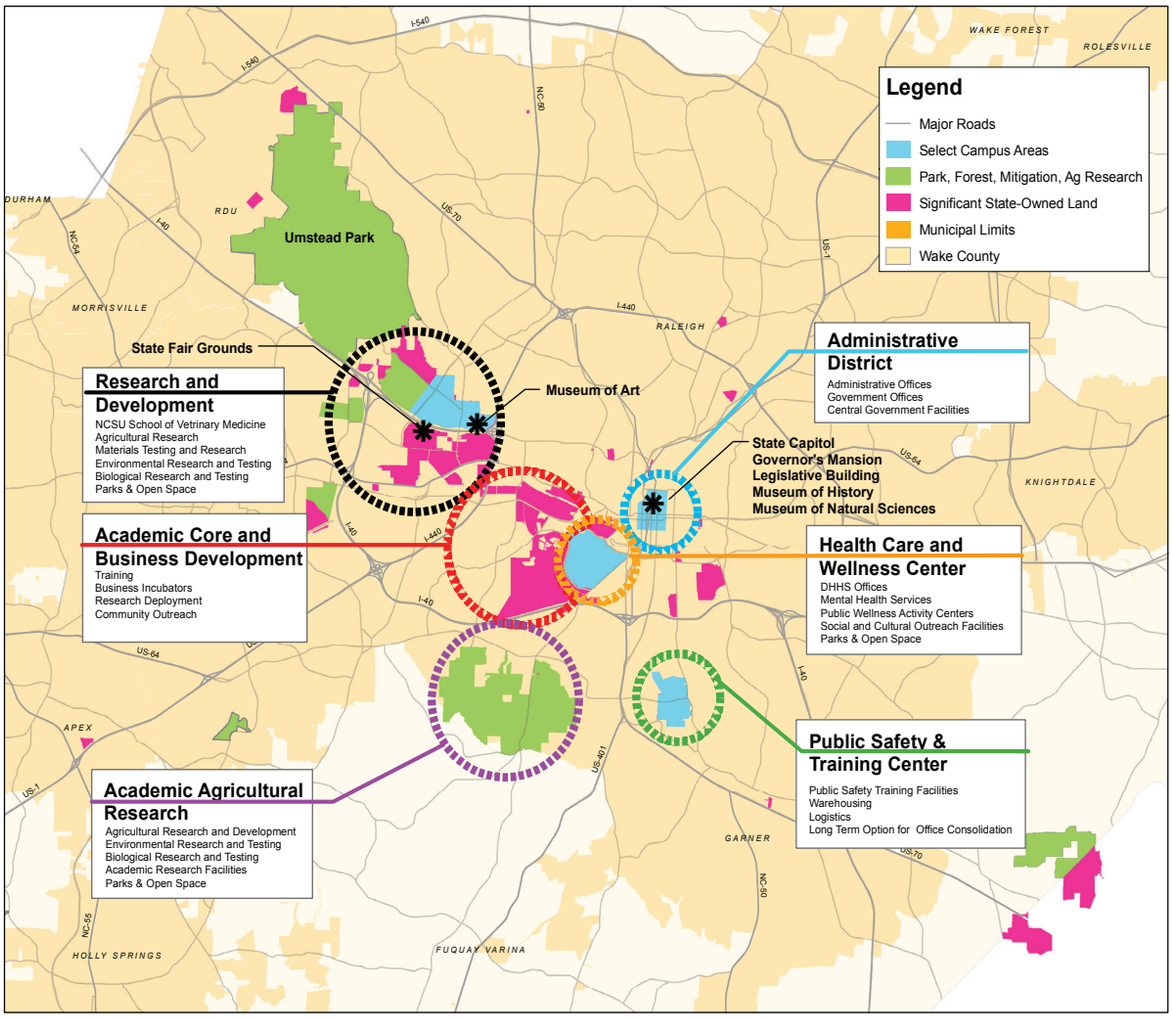

District Approach to Planning

The strategic recommendations within this document consider how the properties within each district have developed since the 1995 Master Plan:

- Space needs have been met through a dispersed facility arrangement: dispersed within State-owned properties because of space needs and dispersed geographically with leased properties
- Space needs have been increasingly accommodated through leased properties in lieu of constructing or purchasing new buildings
- Leased properties have been chosen on availability more than by proximity to other State facilities

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Civic presence through formal entries

Pedestrian access through natural areas

GUIDING PRINCIPLES

The master planning process is an ongoing effort requiring updating and oversight. The planning team developed the following ten guiding principles for the 2007 State Government Facilities Master Plan that should be used as recommendations in directing future planning decisions:

1. Commitment to the Master Planning Process
The master planning process should be the basis for decisions about growth, design of the built environment, space needs and future space allocations.

2. Coordination of Programmatic and Physical Planning
The 2007 State Government Facilities Master Plan is a dynamic tool and should be updated, along with program refinements, as necessary. This should be based on the continual assessment of the services the State provides and trends driving the region and the needs of the citizens of North Carolina.

3. Sustainable Design
Projects should be designed as part of a sustainable environment. Sustainable design practices should be employed throughout the planning and facilities design process. Best management practices should be used to integrate the natural environment with the built environment.

4. Mixed Use Development
To extend the life and vitality of the environment beyond the standard workplace, mixed land use practices should be employed where possible. Service areas should be integrated with the work environment.

5. Efficient and Responsible Development
Land should be developed efficiently by maintaining appropriate densities for its context and zoning regulations. The existing land resources will continue to increase in value. Development should follow a pattern of growth that achieves the best uses for the State's goals.

6. Contextual Relationships and Responses
Planning and design solutions should be collaborated with neighboring communities and the local governments having jurisdiction on matters of mutual concern and opportunities

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for the improvement of the region and community. With the approval of Senate Bill 1313, the Downtown Complex is not required to meet local planning requirements allowing for greater flexibility in future development.

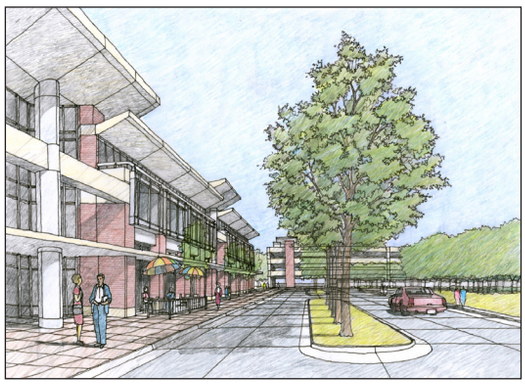
7. Universal Design
State facilities should be universally accessible for all users and staff, meeting all applicable building codes and Americans with Disability Act compliance regulations.

8. Safety
The State should provide a safe environment through security features, effective lighting, landscape design and pedestrian directing elements.

9. Pedestrian Orientation
Pedestrian circulation should be central to campus planning allowing for open spaces and facilities to be integrated. These pedestrian spaces should be human-scaled and serve as connections to the surrounding neighborhoods, existing and new facilities, and multi-modal transit systems where available.

10. Integrated Multi-Modal Transit Systems
The State is committed to supporting a multi-modal transportation network ranging from light-rail, carpooling, bus systems, bike paths and pedestrian walks. The 2007 Facilities Master Plan should promote systems of movement that encourage alternatives to single-occupancy vehicles.

Clustering of buildings to promote campus character



Streetscape enhancements and street level activities promote a pedestrian environment

PLANNING VISION

The physical planning vision for this plan is to apply sustainable design and smart-growth development techniques to all of the districts. By collecting similar uses within the same district, balanced with a mixed use of services, facilities can be designed to share resources, combine access and parking, and build with higher densities.

Existing buildings should be redeveloped to provide the most efficient use of facilities when feasible. Where applicable, brown field sites and existing surface parking areas should be considered for new building sites. Public plazas and landscapes should be designed for water efficiency, with an integrated stormwater management plan.

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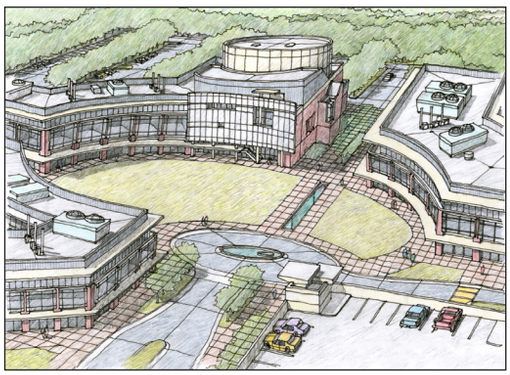

Public spaces central to clusters of buildings with parking in the rear

In planning for the future with regard to technology infrastructure, spaces should be organized to promote the sharing of resources among agencies, departments and the community. In addition, physical connections with the community should be encouraged with pathways and links to multi-modal transit systems. When necessary, campus-wide and site specific security enhancements should be made to include staff protection standards and enhanced parking deck security techniques.

Some highly sensitive State government facilities may require security elements such as stand-off distances, physical barriers, controlled building courtyards, surveillance and guard-post positions. Campuses requiring a public interface will consist of the highest security essentials without restricting its approachability and accessibility.

Integral to planning are the issues of growth, land use and transportation systems. These issues are related to population growth and the overall development of the region. According to the NC Office of State Planning, Wake County's population was 517,667 in 1995. By 2020, the Wake County Planning Department projects the population to grow to 1,235,718. Statewide, the U.S. Census projects that the total state population will increase to more than 10.7 million (21.3%) people over the next 13 years. The 2007 State Government Facilities Master Plan responds to this growth with a vision that focuses on the built environment of both urban and suburban areas.

URBAN VISION

The urban area, primarily the Downtown Campus, is the Administrative Headquarters District and supports the highest density of construction for all sites. Primary uses for new facilities in this campus would be for offices and conference space. These uses can take advantage of the urban grid through taller buildings that have small foot prints. Urban projects should have coordinated expansion plans, locate public and customer service centers at street level and have entries adjacent to major transportation pathways and parking facilities. With this high density, parking decks should be considered for integration into new buildings and serve multiple facilities.

Departments are made more efficient through interconnected locations within the same or adjacent buildings with service and support areas centrally located. Open spaces and urban plazas are integrated with the buildings to provide circulation, gathering spaces

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and to build a cohesive civic identity. If development trends continue, the Blue Ridge and Garner Road Campuses may become increasingly urban in character along their main thoroughfares. Areas for special development consideration have been identified on these plans in anticipation of future needs.

Bicentennial Mall between Legislative Building and Capitol

SUBURBAN VISION

Within suburban area districts, low- to mid-rise buildings should be arranged in a campus to promote efficiencies in services and development costs. Pedestrian pathways should interconnect buildings and link the properties to local amenity areas. Like the urban area, related departments and services are located adjacent to each other to maximize efficiency. To maximize land use, vehicular circulation is limited to the periphery of the campus with parking decks and surface parking oriented off main arrival points and/or to the back of the campus where applicable.

These suburban districts include the Agricultural Research District, the Academic Care and Business Development District, the Health Care and Wellness Center District, the Public Safety and Training Center District and the Research and Development District.

PLANNING OVERSIGHT: IMPLEMENTATION

The 2007 State Government Facilities Master Plan identifies the best use of land resources to achieve the State's space needs and to enhance efficiency. The plan is phased in three five-year ranges. This arrangement was chosen to align with the State's funding cycles, the approved 2006 budget and the resulting physical planning projects that will be in place. The personnel growth projection considered four models using a combination of historic staffing levels from 1997 to 2006. Past and projected State population, and data gathered through department interviews were also utilized, as discussed in Section 3.

The physical planning vision of State Government's space needs and land resources is illustrated in a physical master plan. In the sections that follow, each district and campus are described through site specific historical perspective, context and issues, growth projections, site impact and site analysis.

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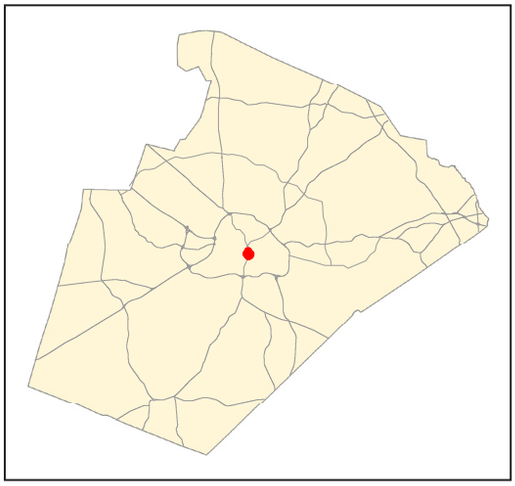
OVERVIEW

The Administrative District is defined as the Downtown Campus where the State government was first established and serves as one of the anchors for the City of Raleigh. This campus serves as the historic center for public engagement and enrichment as well as the urban hub for State government administration, statewide policy development and program oversight. It is here that laws of the State are debated and ratified; it is where these laws are upheld by the North Carolina Supreme Court System; it is here that people come to learn about the State government and culture.



Downtown Campus Context Map

The challenge facing this campus is accommodating the required building and parking program while maintaining the State's civic presence. Contextual issues include historic districts and neighborhoods, as well as the evolving Central Business District of the City of Raleigh.

In lieu of constructing the buildings envisioned in the 1995 Master Plan, many of the State's space needs were solved by leasing spaces in and around Downtown with the largest concentrations of sites north, south and east of town. As a result, departments are isolated from one another creating operational inefficiencies including an increased daily demand for vehicle use and parking.

DISTRICT GOALS

To improve operational efficiency and allow for the best use of Downtown land resources, the following goals have been recommended:

- Renovate or replace existing facilities to increase building density within the Downtown Campus
- Consolidate departments that are currently dispersed beyond the Downtown Campus
- Create development plans compatible with the surrounding urban fabric and coordinate these plans with work conducted by the City of Raleigh
- Look to alternative methods to solve the campus parking needs

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Capitol Building

N. C. Attorney General's Office Building

METHODOLOGY & LOCATION CRITERIA

The plans for future development in the Administrative Headquarters District began with an assessment of existing facilities. Primary to this assessment were the following factors:

- Proximity to similar uses and organization of departments
- Accessibility
- Existing parking and vehicular infrastructure
- Pedestrian connections
- Service areas for employees
- Security
- Historical significance and aesthetics
- Impact on the Blount Street Historic District, Governor's Mansion, Museums of History and Natural Sciences, and the Capitol building
- Location of the historic squares as defined in the original Downtown Plan by William Christmas
- Functionality

These factors were presented to the Advisory Team and served as guidelines in focus planning sessions to determine building sites for redevelopment and sites that should remain as is. Input and suggestions were solicited prior to finalizing recommendations for the physical master plan. Future project opportunities were also reviewed by members of the Advisory Team.

The criteria for locating government agencies within the Administrative Headquarters District are fundamental. If it provides consolidation and removes dependency on lease space, any State department or agency that is involved in statewide policy development, program oversight or State government administration should be accommodated within the Downtown Campus.

Additionally, any State department or agency that serves as a hub for civic engagement through State government and enrichment through discovery of the State's heritage, would be recommended for location within the Downtown Campus.

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Priority would be given to:

- Agencies that regularly interact with elected officials
- Agency officials directly involved with the legislative process
- Agencies that interact daily with non-state agencies, both public and private, located in or around the Downtown Campus
- Programs requiring a Downtown location

Incompatible facilities include large-scale laboratory space, warehouse space, large areas of surface parking, large storage facilities, and buildings that are not historically significant and easily renovated for solving current space needs. Incompatible descriptions include:

- Agencies, currently located beyond the Downtown Campus, that have specialized functions better met outside of an urban environment
- Agencies that have direct support or integral relationships with another agency located outside of the Downtown Campus
- Agencies that have considerable staff movement from headquarters to locations throughout the State and statewide service requirements
- Laboratories, communication arrays and arms training facilities or firing ranges

New technologies and continuous advances in communication systems will reduce the need for face-to-face connections for those staff who do not benefit from physical adjacencies. This allows for the regional land holdings to play a part in solving space needs.

View at Lane and Wilmington Streets, NE

Plaza between Legislature Building & Capitol

HISTORICAL & CONTEMPORARY PERSPECTIVE

The City of Raleigh was organized around the William Christmas Plan of 1792 that called for a street grid with the State Capitol (circa 1840) as its centerpiece in Union Square. Four outlying squares served as public open spaces; Moore and Nash Squares still exist today and serve their original purpose, while Burke Square is home to the Governor's Mansion and Caswell Square has been occupied by State buildings.

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Over the years, several State buildings were constructed facing the State Capitol: Highway; Education; Revenue; Justice; Court of Appeals; Labor; Agriculture. Victorian residential homes, along with four major churches, comprised the surrounding neighborhood along Blount and Peace streets. The City of Raleigh continued to evolve south of Union Square along Fayetteville Street and around Moore and Nash Squares.

In 1964, State government ventured away from Union Square with the construction of the Legislative Building one block north of the State Capitol on old Halifax Street, thus beginning the linear orientation of the State Government complex as it appears today. One year later, a master plan called for several vertical buildings and the replacement of the street grid by a meandering landscape for pedestrian use. This plan was unresponsive to the historical context, isolated the Government complex from the City of Raleigh and suggested the destruction of surrounding neighborhoods. The 1971 plan furthered the linear orientation through a mall concept, pushing the Government complex north to Peace Street with a high-rise office building terminus (Archdale Building).

Building on the 1971 plan, the 1986 plan located future buildings along the mall and central axis. Major visitor attractions, including the North Carolina Museum of History, North Carolina Museum of Natural Sciences, and Visitors Center, were proposed for Jones Street. With the exception of the Visitors Center, these attractions have been built and are successful destinations.

Museum of History – Wilmington Street at Edenton Street

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While the State Capitol remains the City's symbolic center, the Legislature Building functions as the geographic center of today's government complex with significant buildings and a major parking facility around the mall and along Jones and Lane streets. The central axis that defines the State government complex continues south to the newly reconstructed Fayetteville Street. Much of the State-owned property along Blount Street has recently been sold and is in the process of being vacated. Both staff and parking will be displaced during this transition. Some of the historic facilities within the Blount Street corridor will remain under State ownership.

The City of Raleigh continues to evolve from a work environment to a combined work, culture, entertainment and living environment. Energized by the Fayetteville Street renovation, several high-rise residential projects are currently underway along with a new convention center and conference hotel. Future State plans should strengthen the connections to these projects to take advantage of meeting and conference space and service opportunities.

PARKING ANALYSIS AND PLANNING

The Downtown Campus, of the State's various land holdings, has the greatest number of employees within the smallest land area. This places a great deal of pressure on the available land and the manner in which parking is regulated and provided. In recognition of this, a detailed parking study that evaluated the existing parking conditions, utilization of land and current parking policy and surveyed commuting patterns and habits was conducted for the Downtown Campus.

CURRENT SITUATION

The current estimate of parking adequacy is shown in Table 5.1. This includes an adjustment to meet peak demand for increased visitor and volunteer parking. To accommodate this demand, visitor parking is adjusted upward by 20%, and volunteer parking demand is adjusted upward by 100%.

While there is an overall surplus of parking spaces, there is a shortage of visitor and volunteer parking capacity. Volunteers and pages that displace public visitors amplify this deficiency at times. Based on headcount projections for the departments located in Downtown, State Government is expected to grow significantly. Parking conditions also will be impacted in the near term by the following

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projects: Blount Street Redevelopment; Green Square; and the new parking garage recently approved by the Legislature.

TABLE 5.1: ADJUSTED 2007 PARKING ADEQUACY

2007 current situation	Supply	Demand	Adequacy
Employee	7,426	7,048	**378**
Bus	20	20	**0**
Service	43	43	**0**
Visitor	671	805	**-134**
Volunteer	10	20	**-10**
Total	8,170	7,936	**234**

TABLE 5.2: ADJUSTED 2012 PARKING ADEQUACY

2012 projection	Supply	Demand	Adequacy
Employee	6,179	7,753	**-1,574**
Bus	0	22	**-22**
Service	40	47	**-7**
Visitor	527	886	**-359**
Volunteer	0	22	**-22**
Green Square	418	560	**-142**
Museum Visitors	0	100	**-100**
YMCA Bldg Displacement	-245	0	**-245**
New Parking Garage	900	0	**900**
New Garage Displacement	-130	0	**-130**
Total	7,689	9,390	**-1,701**

TABLE 5.3: ADJUSTED 2022 PARKING ADEQUACY

2022 projection	Supply	Demand	Adequacy
Employee	6,179	9,021	**-2,842**
Bus	0	26	**-26**
Service	40	55	**-15**
Visitor	527	1,031	**-504**
Volunteer	0	26	**-26**
Green Square	418	560	**-142**
Museum Visitors	0	100	**-100**
YMCA Bldg Displacement	-245	0	**-245**
New Parking Garage	900	0	**900**
New Garage Displacement	-130	0	**-130**
Total	7,689	10,819	**-3,130**

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FUTURE PLANNING

With the current policy of reserved-space employee parking, increases in general employment head count from 2007 to year 2012 will result in an equivalent increase in employee parking demand. The same increases are also applied to the adjusted parking demand for buses, service vehicles, visitors and volunteers. The resulting future system adequacy is shown in the following table:

Despite the increased parking supply to be built in conjunction with the Green Square project and new parking garage, overall available parking will decline from the loss of the Blount Street parking lots, old YMCA building parking and projected increases in parking demand.

As this analysis assumes that the current reserved-space employee parking policy will remain in force, the overall parking deficit is expected to increase to approximately 1,700 spaces.

Projected increases in employment head count from 2007 to year 2022 will result in a proportional increase in employee parking demand. The same percentage increase is also applied to the adjusted parking demand for buses, service vehicles, visitors and volunteers. The resulting future system adequacy is shown in Table 5.3.

As seen in the table, the overall parking deficit is expected to increase to approximately 3,130 spaces. Future parking space deficits are projected for all user groups.

Bus parking is ultimately accommodated outside the Downtown Campus area, and the remaining visitor, volunteer and service vehicles are accommodated within the existing and known projects, it will be necessary to construct about 3,100 new employee parking spaces within the State Government downtown complex by 2022.

CURRENT POLICY OVERVIEW

A review of the "State of North Carolina Rules and Regulations Governing State-Owned Parking Facilities" was conducted. Based on our analysis of this document and our understanding of the building requirements for the Downtown Campus, the State's leadership may want to consider changes to the current parking policy in the future. Some of these potential changes will require legislative action and appropriation of funds. The parking policy changes for consideration

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include the following:

- **Reduce Reserved Parking** – As possible, reduce the use of reserved spaces for employees and introduce the use of unreserved space permits at various parking facilities. Oversell of parking allows more efficient use of parking capacity and lower costs.

- **Add Carpool/Vanpool and Bus Pass Incentives** – Incentives of preferred parking locations and increased subsidy should be added to the policy. The State should consider participation in guaranteed ride home and emergency parking provisions to help overcome some of the objections to ride sharing and buses and to reduce the objections to surrendering a parking permit to receive carpool/vanpool incentives or subsidized bus pass.

- **Add Provisions for Parking Tickets** – The State Parking Division should be authorized to issue parking tickets with an appropriate schedule of citation categories and monetary fines.

- **Increase Employee Permit Pricing** – Provisions should be added to increase the cost of parking permits with the goal of being closer to market value based on a survey of local non-subsidized parking facilities or a selection of comparable state government employee parking rates.

- **Allow Parking Cash Out** – Allow an employee to receive a continuing monthly payment for removing a vehicle from the parking system and not receiving a carpool/vanpool or bus pass subsidy or other incentive.

The Downtown Campus has an aggressive building program and as a result will be challenged to meet the parking demands. These challenges and expected parking deficit may be resolved through parking policy changes that better manage the State's parking supply.

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SITE ANALYSIS AND EVALUATION

An analysis was completed for the Downtown Campus considering the following factors:

- Soils – surveyed to determine suitability for building
- Hydrology – surveyed to assess streams or ponds, flood zones, buffering requirement and known wetlands, in an urban setting, the historical locations of these elements helps identify areas likely to have ground water issues
- Topography – surveyed to evaluate type and severity of slope
- Land Cover – surveyed to establish conditions including known areas of significant open space
- Geographical Factors, if known
- Transportation – surveyed to appraise connectivity to existing and proposed transportation infrastructure as well as existing parking facilities and options
- Zoning – surveyed to determine required buffers, setbacks and height restrictions as well as all known plans for the City of Raleigh
- Existing Facilities – surveyed to assign a unique identifier to all known existing and proposed facilities currently under design and development
- Cultural and Social Context – historic neighborhoods, culturally significant sites

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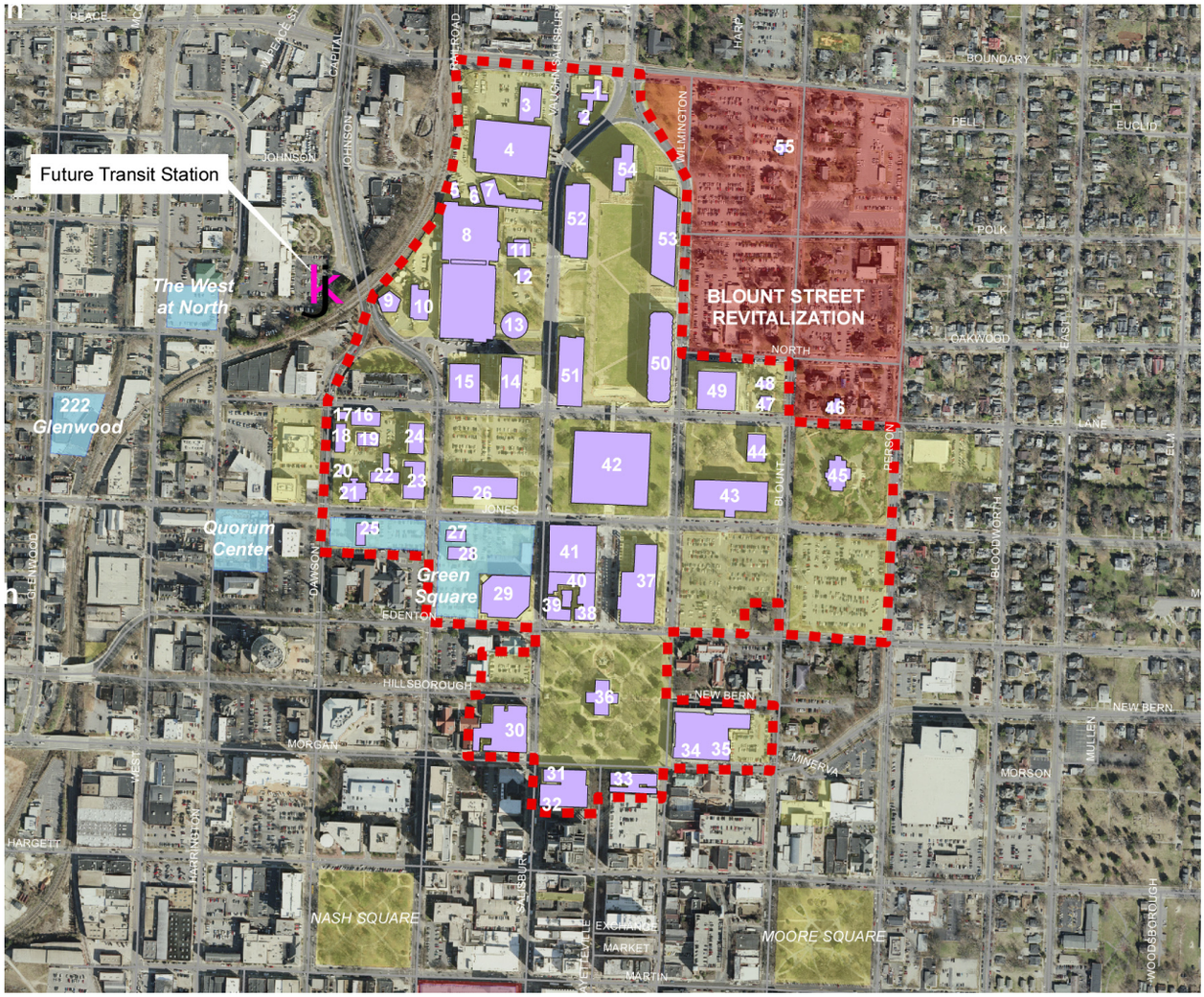
DOWNTOWN CAMPUS: EXPECTED FUTURE DEVELOPMENT



Legend

- Campus Boundary
- State Owned Land
- NCSU Spring Hill Precinct
- State Government Facilities
- New Project Areas
- New Buildings in Design and Construction

Many proposals for new development are planned around the Downtown Campus. The State has immediate plans for a new parking deck and visitors' center as well as an expansion, called Green Square, to the Museum of Natural Sciences. The Blount Street area will continue to be developed by the private sector. Many other private proposals around the Downtown Government Complex are being put forth, including a potential light rail transit station.

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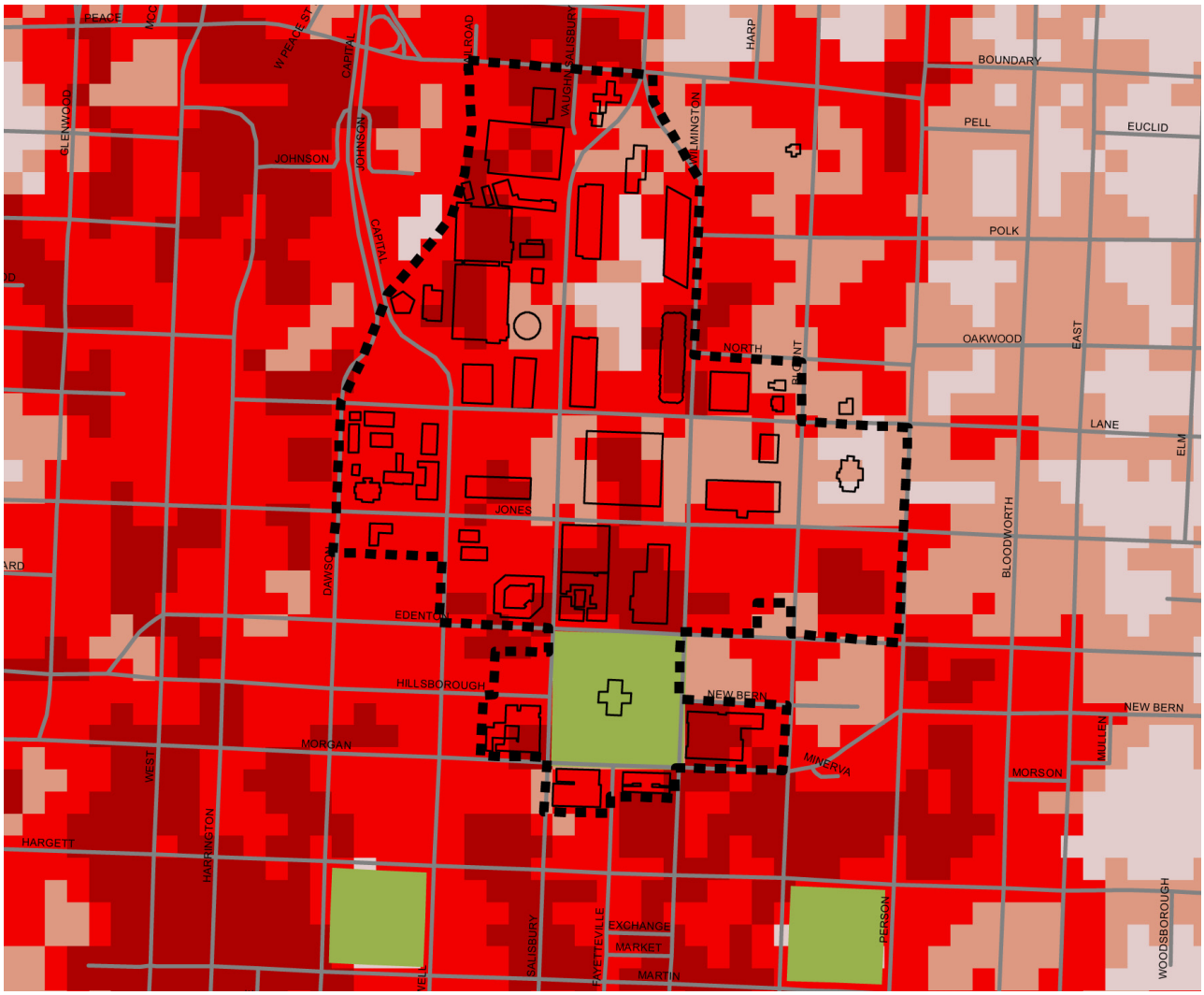
DOWNTOWN CAMPUS: LAND COVER



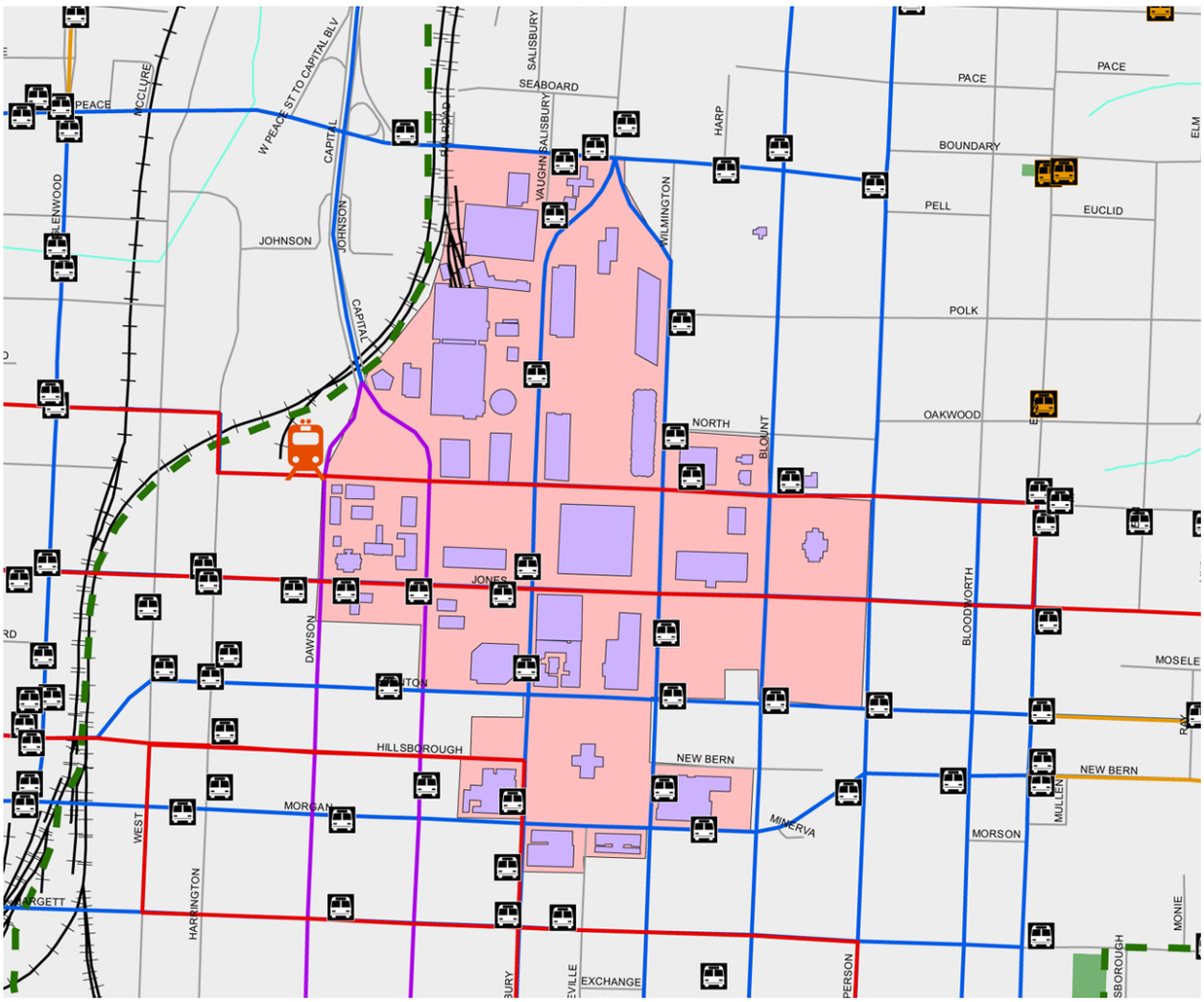
The urban form of Raleigh continues to increase in density. Many of the new proposals under consideration are high-rise buildings and parking structures contained within and below their footprints. The State will need to consider these same building techniques to meet its space and parking needs.

As the State builds in an urban manner, plans should protect existing urban parks and create new open space areas when possible. To support this higher density, more emphasis will need to be placed on alternative transportation methods, including the pending light rail transit plans, bus systems, cycling and pedestrian connectivity.

Legend

- Property Boundary
- Streams
- Open Water
- Developed, Open Space
- Developed, Low Intensity
- Developed, Medium Intensity
- Developed, High Intensity
- Baren Land
- Deciduous Forest
- Evergreen Forest
- Mixed Forest
- Scrub
- Grasslands
- Pasture/Hay
- Cultivated Crops
- Woody Wetlands
- Emergent Herbaceous Wetlands

DOWNTOWN CAMPUS: TRANSPORTATION



Legend

- Campus Boundary
- State Government Facilities
- Greenways
- Streets
- Streams
- Lakes

CAMPO CTP Bicycle Facilities

- Existing Bike Facilities
- Facilities Needing Improvement
- Facilities Recommended

CAMPO CTP Roadways

- Existing Roadways
- Roadways Needing Improvement
- Recommended
- TTA Park-Ride
- TTA / CAT / Wolfline Bus Stops
- Additional CAT Bus Stops
- Additional Wolfline Stops

Adequate bus service coverage is provided by Capital Area Transit (CAT) and the Triangle Transit Authority (TTA) within the core of Raleigh. While the light rail proposals remain a long-range goal, plans have identified several Downtown stations, one immediately adjacent to the Downtown Government Complex. A few blocks east, the City of Raleigh is making improvements to the Moore Square multi–modal transit station. Amtrak passenger rail service is available for regional commuter connections as well as linkages to the east coast of the United States.

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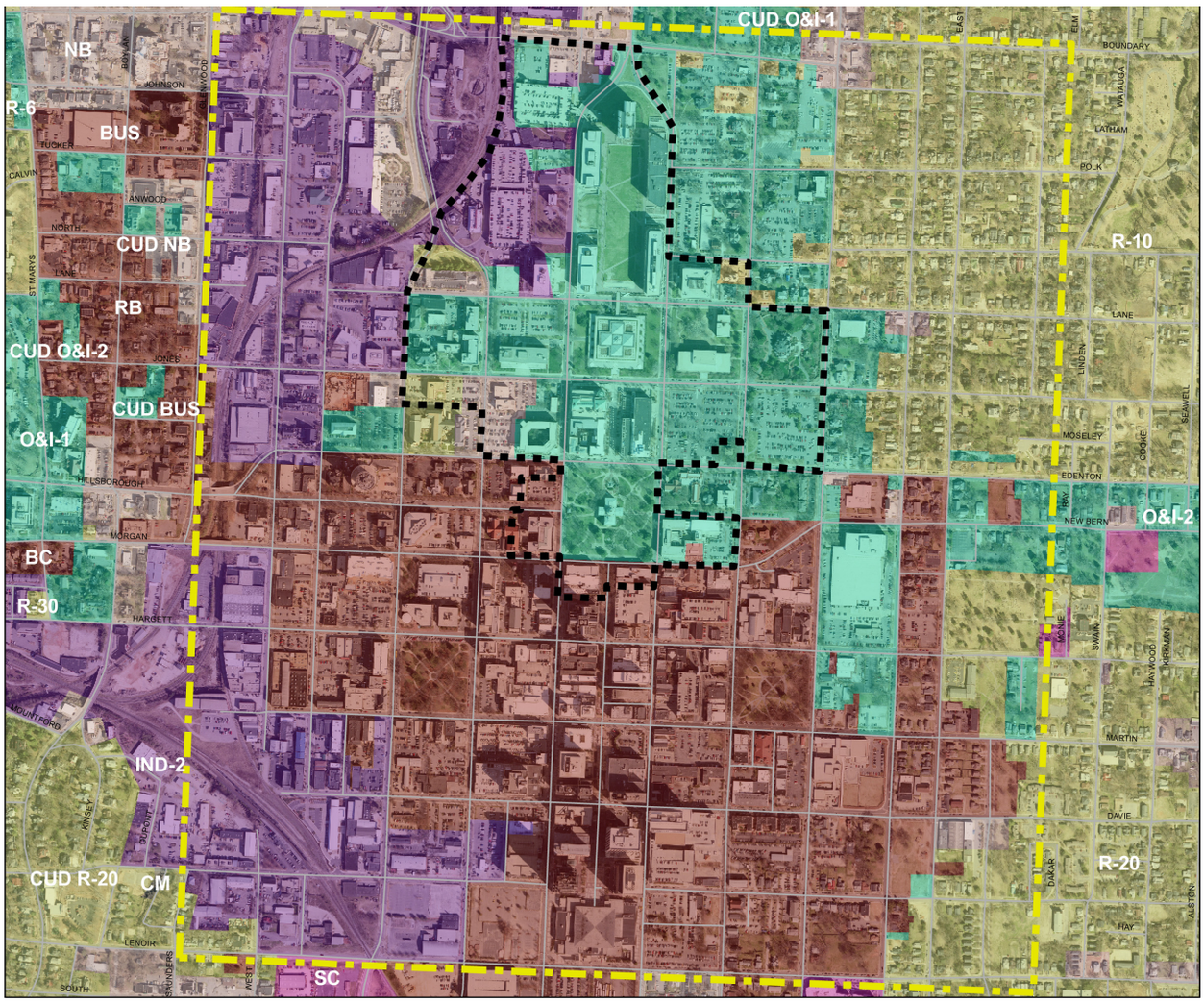
DOWNTOWN CAMPUS: EXISTING ZONING



The zoning of the Downtown Campus land is primarily Office and Institutional – 1 (O&I-1) and Industrial – 2 (IND-2). While these zones are generally compatible with the State's development goals, the Legislature recently ratified Senate Bill 1313 that the State may build in a manner it chooses within a 6-block distance of the Capitol without direct zoning compliance or review by the City of Raleigh.

Legend

- Campus Boundary
- Raleigh Zoning
- Agricultural Productive - AP
- Rural Residential - RR
- Conservation Management - CM
- Business - BUS
- Shopping Center - SC
- Neighborhood Business District - NB
- Thoroughfare District - TD
- Industrial District - IND
- Office and Institutional - O&I
- Residential - R

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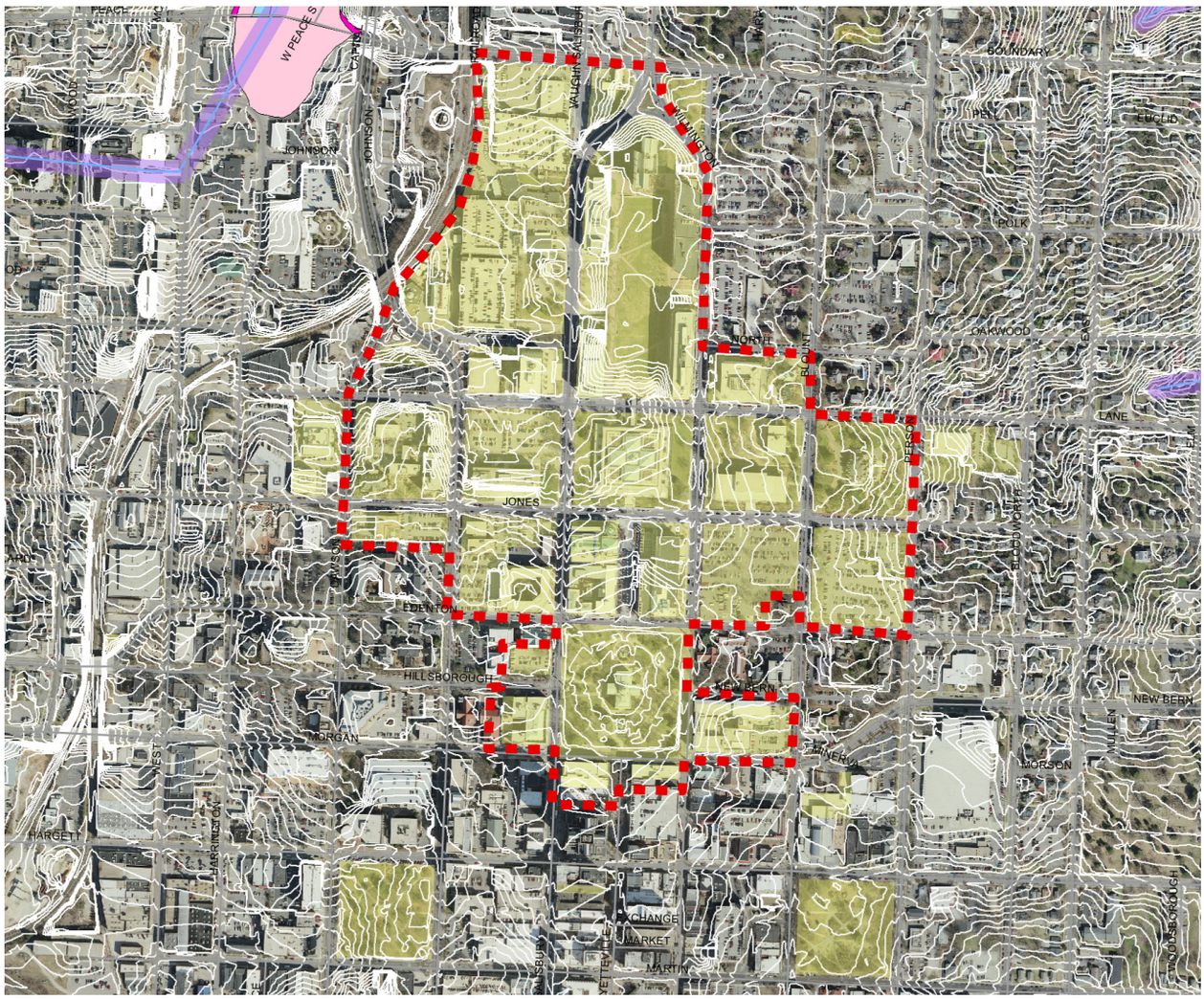
DOWNTOWN CAMPUS: TOPOGRAPHY & HYDROLOGY



Legend

- Campus Boundary
- State Owned Land
- Lakes
- Streams
- 50 ft Buffers
- Floodway
- 100 Year Flood
- 500 Year Flood

The landform of the Downtown Campus is relatively flat and poses no limitations to development. However, the hydrology of the area can be limiting with groundwater within 20 to 30 feet below the surface. Excavating below these levels requires significant de-watering systems during construction and permanent pumping systems thereafter.

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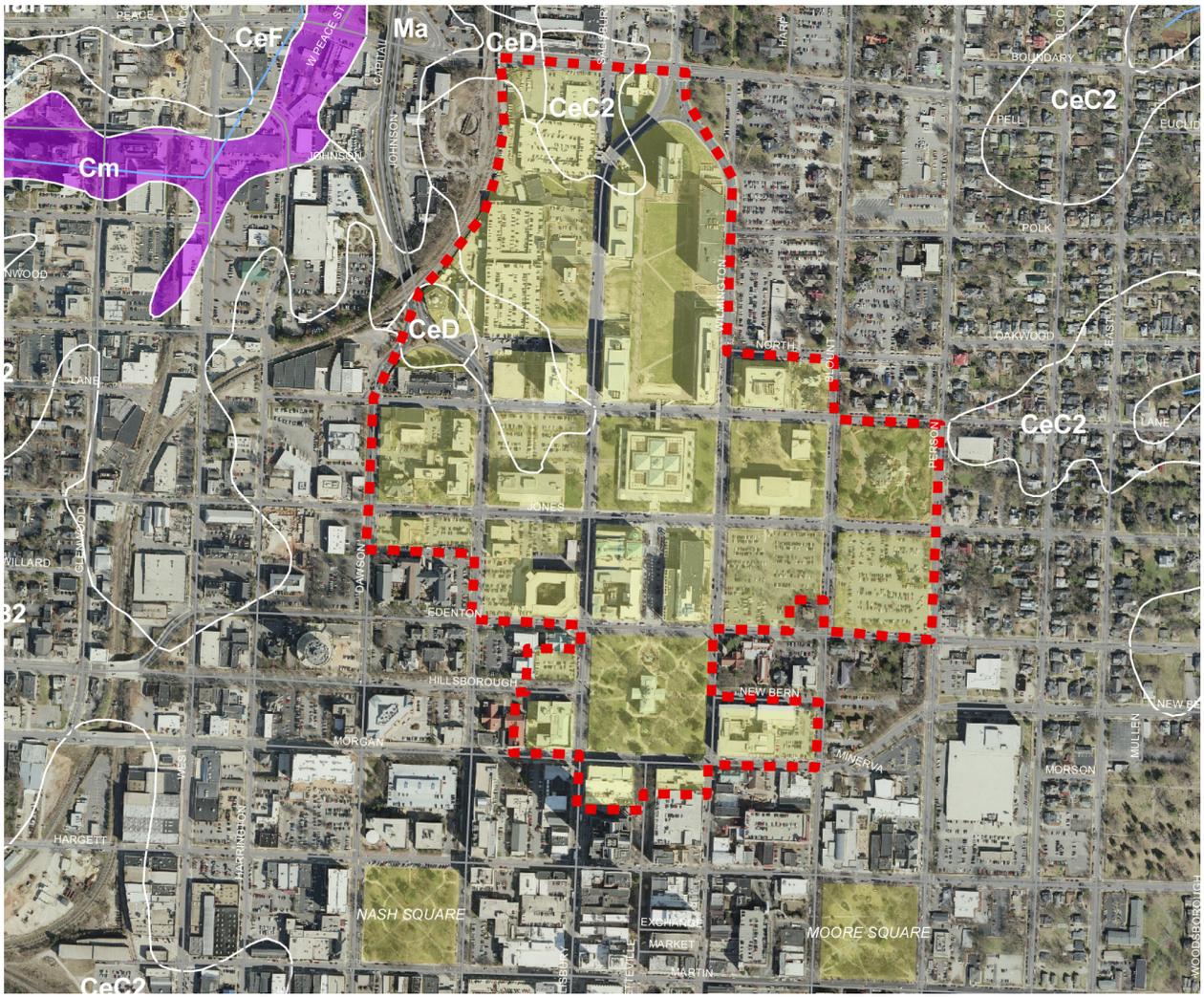

The soils downtown are typical to the region and do not generally pose any limitations for development. Projects downtown have encountered bedrock at levels between 20' and 30' below grade. The soils found in the downtown area generally do not pose any limitations to development and standard footings and construction practices are common for typical office building projects. A subsurface investigation of individual project sites should be prepared by a geotechnical engineer prior to their design and development.

Legend

- Campus Boundary
- State Owned Land
- Lakes
- Streams
- Hydric Soils - Moist
- Hydric Soils - Wet

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DOWNTOWN CAMPUS – CONTEXT AND INVENTORY

Many changes have occurred in the area around the State government complex since 1995. The most significant change was the sale of approximately 32 acres of State-owned land known as the Blount Street property and formerly home to the motor pool vehicles. The private sector, led by a master developer, is advancing plans for mixed-use commercial space and additional residential units on this property. Both State employees and parking will be displaced during this transition.

While the State has not built new buildings Downtown since 1995, private development in the City has increased as shown on the plan. The State has constructed a thermal storage tank along Salisbury Street as a response to energy usage of its facilities.

DOWNTOWN CAMPUS - BUILDABLE AREA

New projects in the Downtown Campus will require redevelopment of existing surface parking lots, redevelopment of buildings, or securing of new land. The map on page 21 shows areas that should be considered for redevelopment, allowing for the opportunities to replace the existing facilities with higher density.

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A VISION FOR 2022

The long-range vision for the Administrative Headquarters District focuses on the Downtown Campus to remain the administrative center of State government. Expansion is needed to support the existing facilities while new buildings are needed to relieve lease demand.

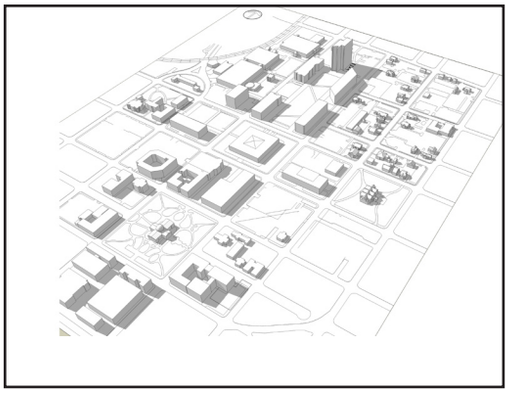
The core concept of the plan focuses on the ability to construct maximum density within the existing campus boundaries, limited only by parking and transportation infrastructure. This density will meet the long-range needs of space while providing opportunities for departments to consolidate currently leased space around Downtown Campus. This consolidation of lease space will create cost savings through operational efficiencies in facility management and direct communication.

Proposed in-fill sites and re-development opportunities will be sited on existing surface parking lots and the redevelopment of existing buildings that cannot be renovated to fulfill specific space needs. The plan also recognizes that the Downtown Campus is a major visitor destination that should fit in with the local context while providing the public face of state government.

The diversity of the user groups requires unique responses to the functional and aesthetic character of the Downtown campus. These users include:

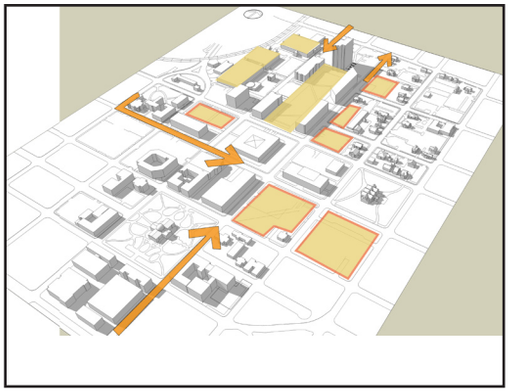
- State employees
- Members of State boards and commissions
- Citizens with government business
- Visitors to the Capital area for cultural, educational and entertainment purposes
- Citizens of Raleigh
- Citizens of North Carolina

Another challenge of the Administrative Headquarters District is to create a clear sequence of arrival to the Downtown Campus and to develop a wayfinding strategy. Jones Street plays a key role in this approach. It is the central access where four of the five main visitor attractions of State government are anchored: the Governor's



Existing building mass

Existing open space



Existing primary vehicular circulation

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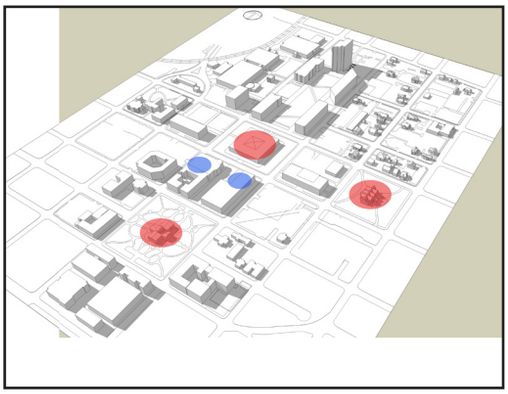
Major pedestrian connections



State attractions

Mansion, Museum of History, Museum of Natural Sciences and the General Assembly. In addition, the main visitors' parking lot is reached from Jones Street.

LAND USE CONCEPT PLAN

The land use concept plan organizes the future development of the Downtown Campus. This plan will allow for site decisions, density and types of development to be located appropriately, and independently from a fixed time line. Issues that are addressed by this concept plan focus on the creation of the public face of State government while preserving and enhancing the existing office campus.

Key elements for consideration with this plan are:

- Visitors' Corridor along Jones Street
- Office Core, located northwest of the General Assembly building
- Continuation of Peace Street and Blount Street improvements
- Create a park on a portion of Caswell Square
- Enhancement of the government mall and various small plazas

PROJECT SUMMARY

THE JONES STREET CORRIDOR

New projects that are located along Jones Street should be developed in a way that reinforces the visitor experience to the Downtown Campus through continued clustering of visitor services and enhancing the formal approach into the complex.

- **Green Square**, a joint office and museum expansion, will occupy the blocks between Dawson and Salisbury Streets.
- **Visitors' Center**, to be located between Wilmington and Blount Streets, this site will include bus off-loading and a ceremonial plaza.
- **Multi-Agency Complex**, will include a low-rise office

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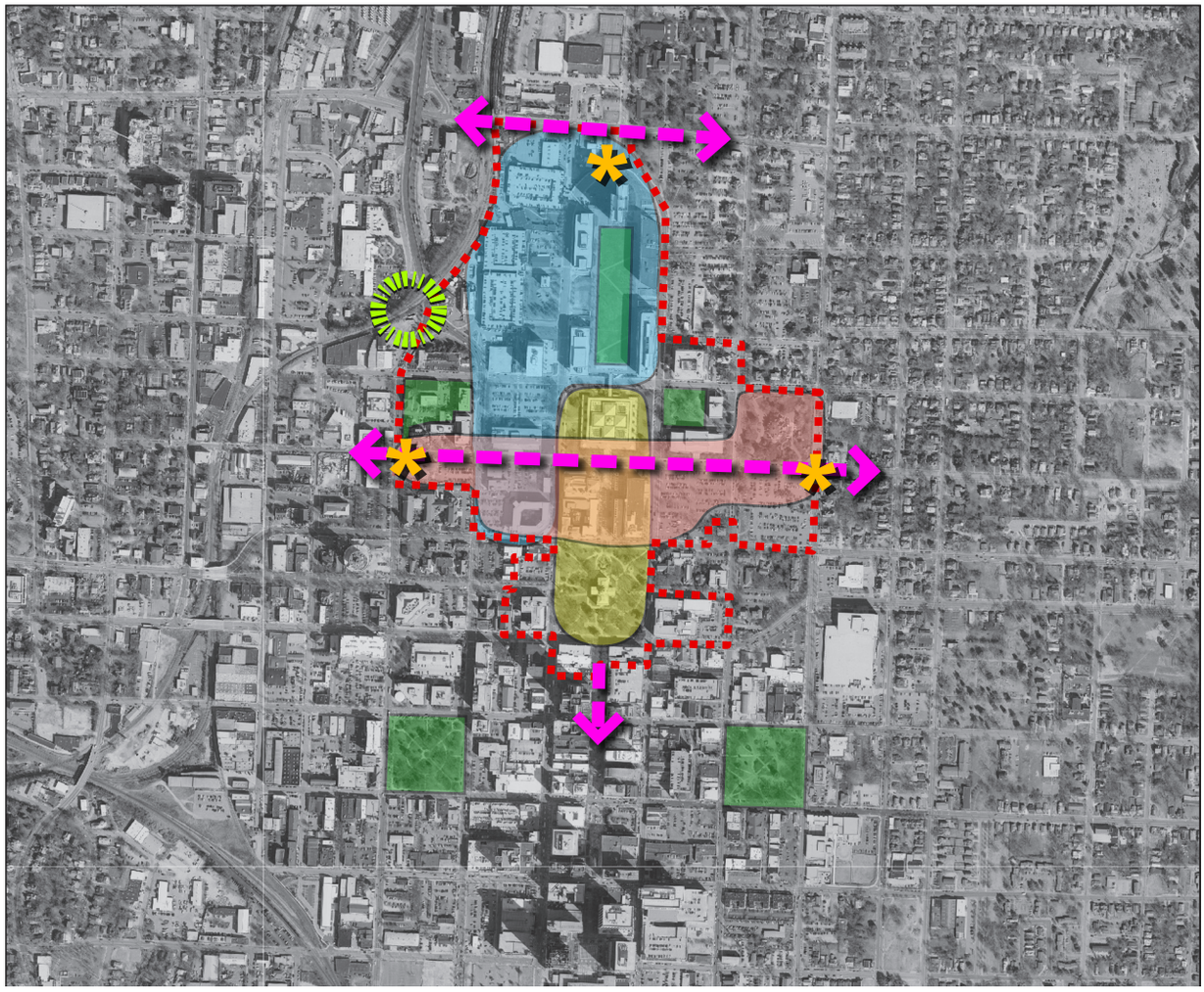
DOWNTOWN CAMPUS: LAND USE CONCEPT PLAN



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building and integrated parking deck to the south of the Governor's Mansion. This will provide parking for visitors and staff in addition to office and ground level services such as commerce and economic development activities.

- **Jones Street Streetscape Enhancements**, will provide improvements to the pedestrian experience along this main axis to include landscaping, site amenities and improved pedestrian crossings. Long-range plans include potential for overhead connections between buildings to further integrate the museums and visitors' attractions.

- **Caswell Square Restoration**, the relocation of existing facilities to new buildings will allow the northern half of the historic square to return to open space, enhancing the arrival into the City and connecting to the future transit station.

THE OFFICE CORE

This area is concentrated around the existing Government Mall located between the General Assembly and the Archdale Building. Building sites are located over existing surface parking lots and existing buildings that are candidates for re-development.

- **Training Center and General Office Building** – Located on the main mall, this will be a focus point for all of the surrounding facilities.

- **Office in-fill at Albemarle and Administration Buildings** – New buildings would be proposed over the existing surface lots and Old Records Building. Underground parking would be integrated into the design of this facility to offset loss in existing parking inventory.

- **Preservation and enhancement of the existing pedestrian mall** – Provides connections between the parking deck and the Administration Building.

- **General Services Complex** – This new facility would allow for the consolidation of the general services units.

- **Redevelopment of the Bath Building** – Short-range, the Bath Building provides temporary space; the long-range vision should look to redevelop this corner to be in keeping of character and style of the new Blount Street Revitalization.

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OVERALL DISTRICT ENHANCEMENTS

- **Wayfinding system** – Consideration of a signage system that helps direct, identify and describe the buildings and areas of the campus. Sign design should be coordinated with the City of Raleigh sign systems.

- **Pedestrian circulation improvements** – consideration should be given for streetscape enhancements along the main pedestrian corridors bordering the Government Mall, connecting the museums and State Capitol, and connections to the surrounding neighborhoods.

- **Transportation** – Bus routes should be increased for connectivity to the outlying campus areas to provide a transportation alternative to personal vehicles.

- **Parking** – Alternative methods for solving the parking demand in the Downtown Campus should to be explored. The existing deficit in parking will continue to increase through the long-range. As new facilities are added to the campus, new projects should include parking where feasible. Connections to area park-and-rides should also be explored.

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IMPLEMENTATION

Implementation of the Administrative District recommendations begins with the acknowledgement that the master plan's long-range vision serves as an integral part of the decision-making process. The plans contained in the following pages establish the location of new buildings, describe a general size and mass for building projects and provide additional recommendations to enhance the campus.

The implementation process can be completed in phases that respond to the priority of specific needs and available funding. While this study does not propose a comprehensive plan for prioritizing the capital improvement projects, it does make recommendations in overall phasing through the short-, mid-, and long-range plans that respond to the projected space needs.

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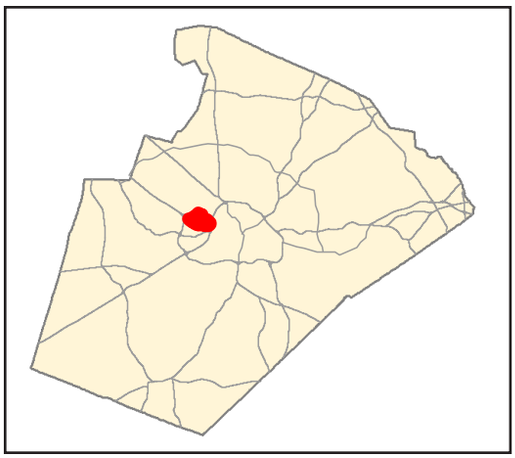
OVERVIEW

The Research and Development District is largely comprised of the Blue Ridge Road Campus and the State Fairgrounds. The Wade Avenue corridor, which runs along the south side of the campus, is a gateway to the City of Raleigh and the Administrative Headquarters District (Downtown Campus.) Additionally, the area has direct access to Interstates 40 and 440. The district is bordered on the east by Blue Ridge Road and the west by Edwards Mill Road, with the final extension of Edwards Mill to Hillsborough Street under construction review.



Blue Ridge Road Context Map

Development of the Blue Ridge Road Campus in recent years has resulted in a site that accommodates a diversity of uses. The primary goal for this campus is to maximize the existing land resources by increasing the density of development in a more efficient manner. In-fill and redevelopment projects can take advantage of the existing services, support facilities and build upon the current employee base.

The Blue Ridge Road Campus should continue to be the center for agricultural and environmental research and will providing sites for future lab projects. Long term, the goal for this campus is to provide sites for office consolidation that are focused around the State government sectors of research, science and outreach.

It is recommended that the Text Book Warehouse and the State Motor Fleet be considered for redevelopment, allowing for buildings to be developed that complement the North Carolina Museum of Art expansion, creating a civic presence along Blue Ridge Road. Employee services should be incorporated into the existing campus to build a pedestrian friendly environment for its employee base.

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Laboratory at Reedy Creek Road

Agricultural Department Equipment Facilities

METHODOLOGY & LOCATION CRITERIA

To determine the development opportunities in the Research and Development District, several main factors were considered:

- **Current and proposed projects** based on land availability, including areas of allocation currently assigned to specific funded projects
- **Natural systems and the related restrictions** that are placed on remaining greenfield sites
- **Condition and location of existing buildings** (specifically those along the Blue Ridge Road corridor)

    1. Facilities nearing end of their functional life
    2. Service facilities that are candidates for relocation off campus
    3. Facilities that are inefficient for operation are candidates for consolidation on-site or relocation to another campus, for example:

        - N. C. Department of Transportation (NCDOT) engineers' offices, the State Highway Patrol district office and the Department of Motor Vehicles office
        - Relocate communications tower to the N. C. National Guard Joint Force Headquarters complex
        - Relocate Meteorological and Standards Laboratory off District Drive to the interior of one of the Agricultural Department sites north of Reedy Creek Road

These evaluations were presented to the Advisory Team and discussed in focus sessions. Input and suggestions were solicited prior to finalizing recommendations for consolidation and development.

The criteria for locating government agencies within the Research and Development District reinforce it as a laboratory complex. Advances in technology and telecommunications will allow for separation from departmental administrative functions located at other campuses.

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The primary functions of the Blue Ridge Road Campus are:

- Laboratories
- Research offices and resource centers (i.e., libraries and data centers)
- Conference and training facilities
- Exhibit and demonstration facilities

National Guard Campus

Secondary functions of this campus include facilities that have specialized needs only able to be satisfied at the Blue Ridge Road Campus, such as the National Guard facilities. The Labs and Medical Examiner's Office meet most of the criteria and require specific setbacks and security access.

Arts Complex Master Plan

Additional secondary functions include:

- General office (beyond those offices that require location in the Downtown Campus)
- Support offices for N. C. Department of Environment and Natural Resources (NCDENR), Department of Agriculture, Division of Water Quality (DWQ) and NCDOT
- Offices targeted for long-term lease consolidation
- Employee services and mixed use:
    1. Retail, commercial and food service
    2. Day care
    3. Medical clinics
    4. Hotel and event space
    5. Storage space, only if vital to existing development on campus

Incompatible uses would include non-vital warehouse space and storage facilities, large areas of surface parking, buildings that are not historically significant and are not easily renovated or up-fitted for solving current space needs.

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Wade Avenue and Edwards Mill Road

Biological Control Laboratory

HISTORICAL & CONTEMPORARY PERSPECTIVE

The Polk Youth Institution was built as a military facility; years later it was relocated to Butner, NC, and the North Carolina Museum of Art (NCMA) moved from Downtown to the old Polk facility property. The NCMA opened its present location in 1983 and now occupies the entire property. This land is now the site of the NCMA addition currently under construction. A future site within this new arts complex has been identified as a location for a performing arts center.

Another major shift has occurred since 1990 when there were warehouses along the Wade Avenue portion of the Campus. In the 1995 Master Plan, the Blue Ridge Road Campus was seen largely as a land reserve for the State.

Land allocations have been assigned to:

- **Department of Health and Human Services (DHHS) Public Health Laboratory and the Office of the Chief Medical Examiner (OCME)**
- **N. C. National Guard Joint Force Headquarters and Emergency Operations Center** – This facility has expanded the land needs of the National Guard south, leaving an unallocated site along Wade Avenue.
- **Prairie Ridge Nature Center** – Wetland sites and test plots have created a challenge for future redevelopment per new State regulations regarding restored habitats and wetlands.

Neighboring development around the RBC Center has contributed to rising land values in the surrounding vicinity with the following circumstances that impact the future development of the Research and Development District:

- Mid- and high-density office complexes to the north and south of the campus along Blue Ridge Road
- Edwards Mill Road is complete and provides a secondary thoroughfare to access the west half of the Campus
- Development pressure associated with being a short distance to Downtown will continue to drive this entire area towards redevelopment

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SITE ANALYSIS AND EVALUATION

An analysis was completed for the Blue Ridge Road Campus and the Fairgrounds Area considering the following factors:

- Soils – surveyed to determine suitability for building
- Hydrology – surveyed to assess streams or ponds, flood zones, buffering requirement and known wetlands
- Topography – surveyed to evaluate type and severity of slope
- Land Cover – surveyed to establish conditions including known areas of significant open space
- Geographical factors, if known
- Transportation – surveyed to appraise connectivity to existing and proposed transportation infrastructure as well as existing parking facilities and options
- Zoning – surveyed to determine required buffers, setbacks and height restrictions as well as all known plans under review by the City of Raleigh
- Existing facilities – surveyed to assign a unique identifier to all known existing and proposed facilities currently under design and development
- Cultural and Social Context – historic neighborhoods, culturally significant sites

The following pages provide maps and summaries reflecting these factors. They were then used to develop a buildable area map that is used as a base for the master plan.

NCDOT Maintenance Facility

NCSU College of Veterinary Medicine Campus

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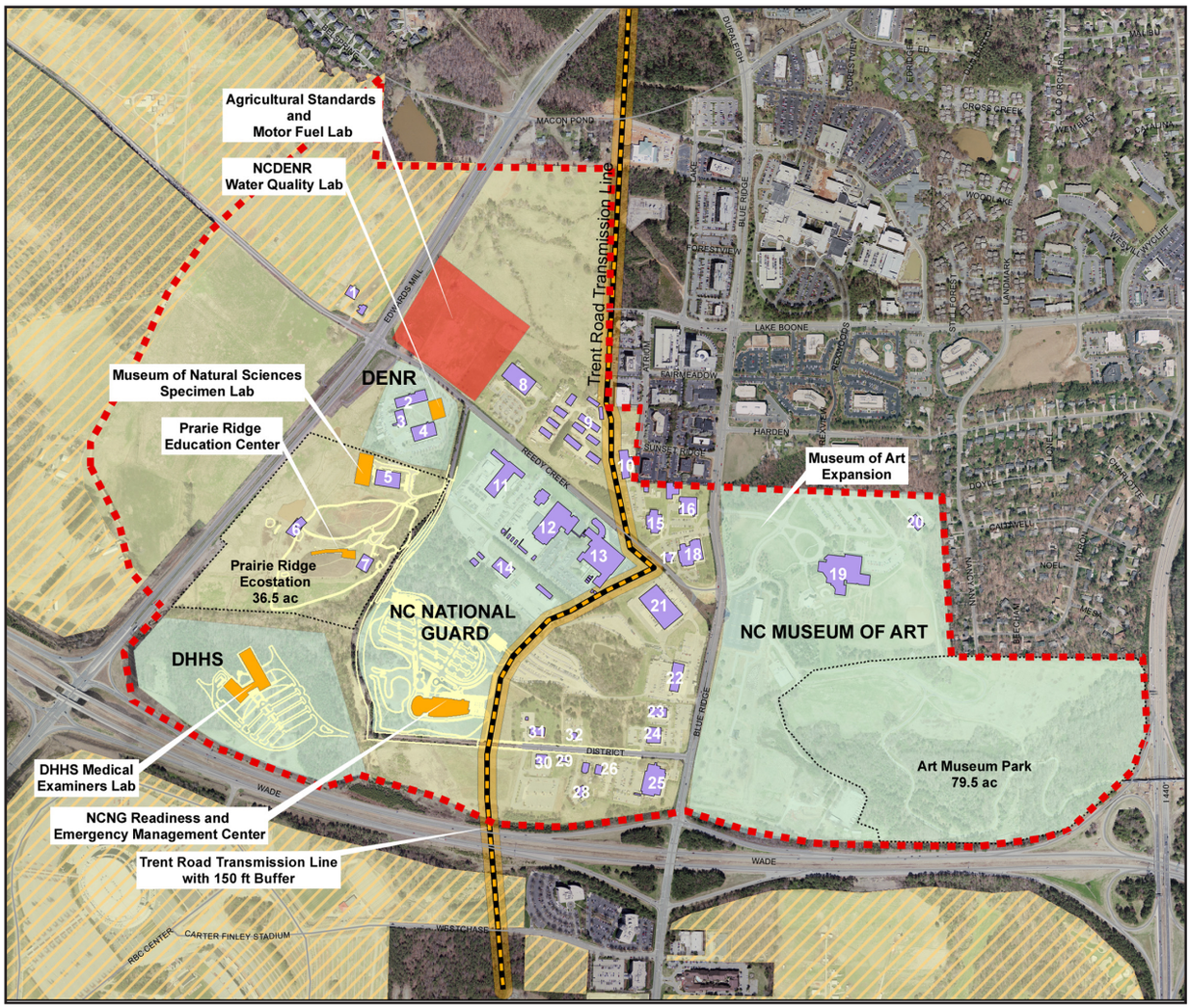
BLUE RIDGE ROAD CAMPUS: NEW DEVELOPMENT



Legend

- State Owned Land
- NCSU Lands
- State Government Facilities
- Known Allocations
- New Development
- New Buildings

Development activity is high on and around the Blue Ridge Road Campus. The NCDENR has established an environmental education facility called Prairie Ridge. Two significant State projects are currently under development: the National Guard Joint Force Headquarters and the DHHS Public Health Laboratory and Office of the Chief Medical Examiner. The NCMA is undergoing a major expansion, with a reserve site for a future cultural arts center. Further, NCDOT plans an extension of District Drive to join with Reedy Creek Road. Edwards Mill Road extends to Trinity Road at the Fairgrounds with future plans that connect it to Hillsborough Street. The private sector is also active with the continued growth of Rex Hospital and a thriving medical office district around the Blue Ridge Road Campus perimeter.

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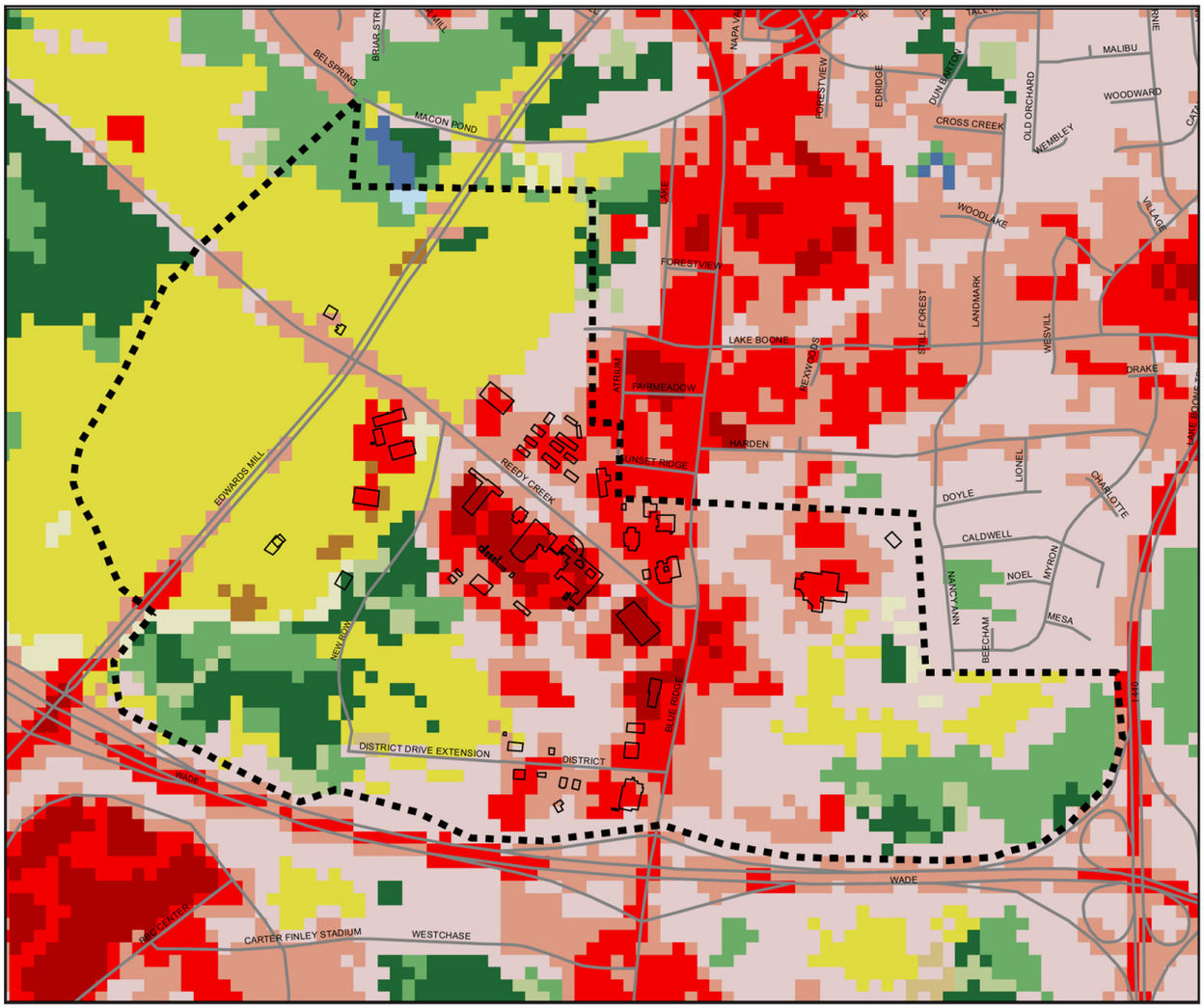
BLUE RIDGE ROAD CAMPUS: LAND COVER



The land at the Blue Ridge Road Campus has remained essentially unchanged since the 1995 Master Plan. However, the corridor along Blue Ridge Road is quickly urbanizing.

Legend

- Property Boundary
- Streams
- Open Water
- Developed, Open Space
- Developed, Low Intensity
- Developed, Medium Intensity
- Developed, High Intensity
- Baren Land
- Deciduous Forest
- Evergreen Forest
- Mixed Forest
- Scrub
- Grasslands
- Pasture/Hay
- Cultivated Crops
- Woody Wetlands
- Emergent Herbaceous Wetlands

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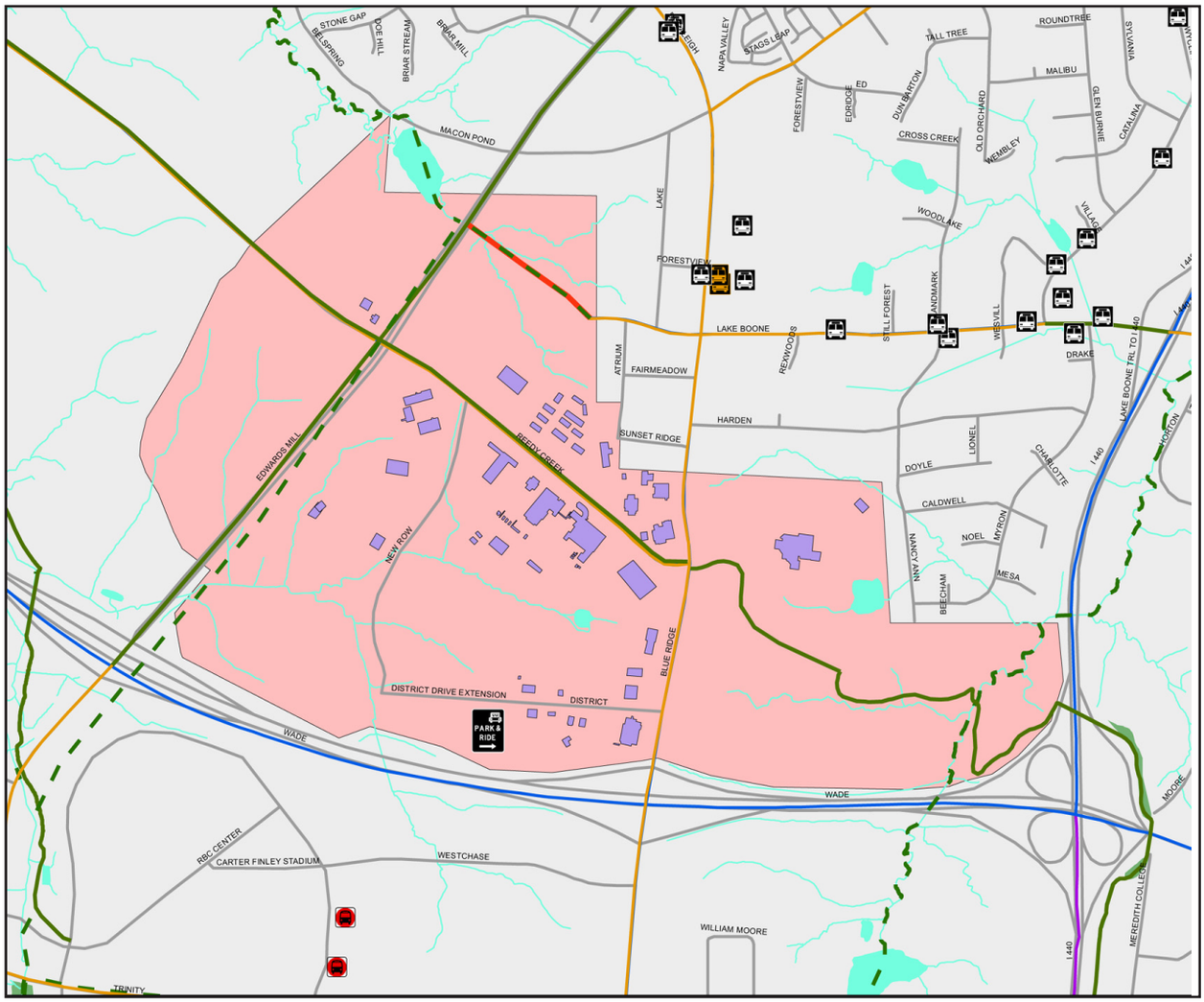
BLUE RIDGE ROAD CAMPUS: TRANSPORTATION



Legend

- Campus Boundary
- State Government Facilities
- Greenways
- Streets
- Streams
- Lakes

CAMPO CTP Bicycle Facilities

- Existing Bike Facilities
- Facilities Needing Improvement
- Facilities Recommended

CAMPO CTP Roadways

- Existing Roadways
- Roadways Needing Improvement
- Recommended
- TTA Park-Ride
- TTA / CAT / Wolfline Bus Stops
- Additional CAT Bus Stops
- Additional Wolfline Stops

The Blue Ridge Road Campus is served by CAT and TTA Bus Routes, specifically on the north end of the campus near Rex Hospital. The internal areas of the State's facilities are somewhat under-served at this time. A TTA park-and-ride lot is located on District Drive and provides bus access to Research Triangle Park. While major road improvements have been made with the Edwards Mill extension, the overall road system quickly becomes congested during events at the RBC Center and the Fairgrounds.

A greenway trail is present on the campus connecting the Museum of Art with Schenck Forest and Umstead Park; it is a combination of on-road and off-road systems. The crossing of Blue Ridge Road needs to be improved to maintain safe pedestrian access in the future.

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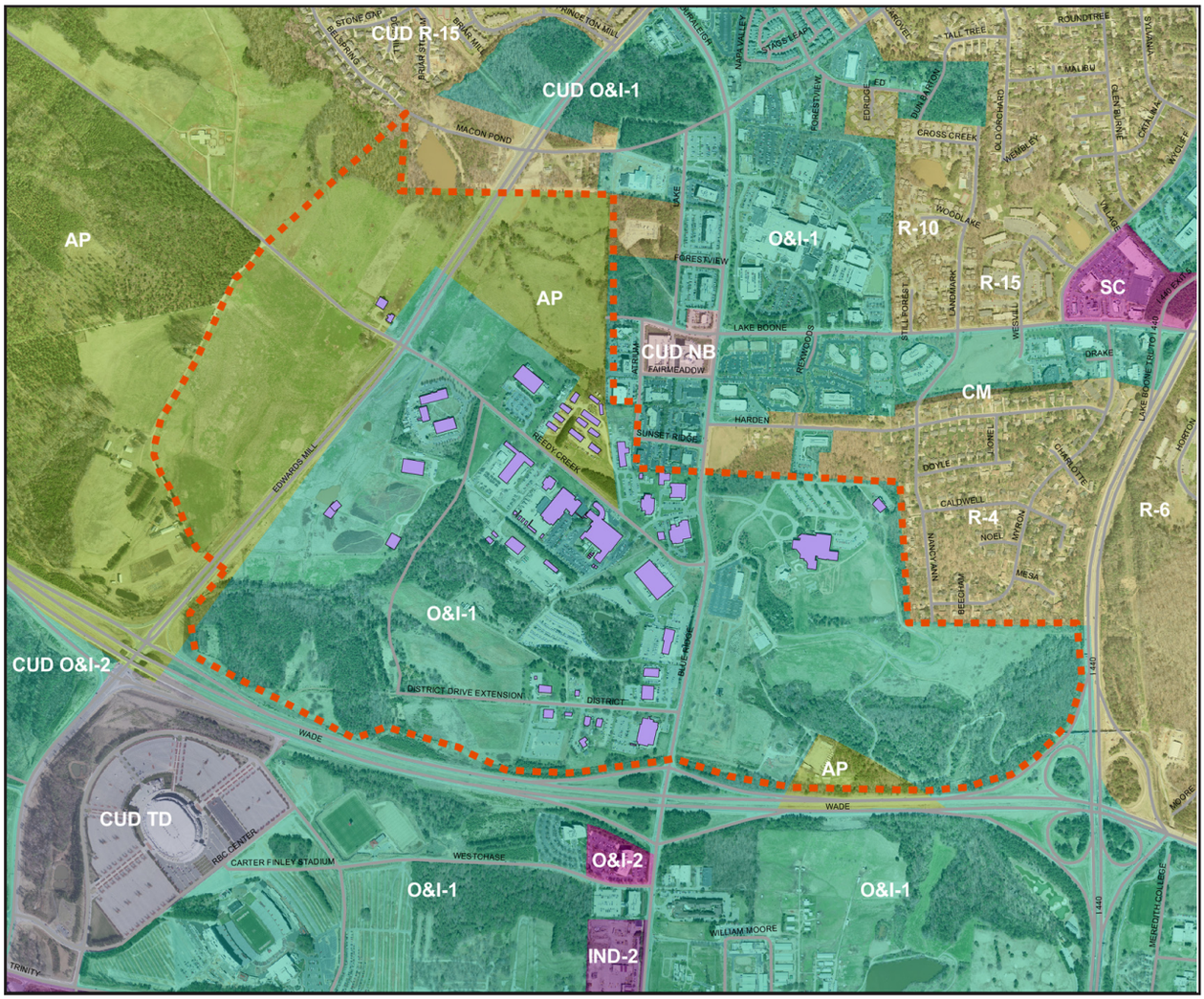
BLUE RIDGE ROAD CAMPUS: EXISTING ZONING



The land is primarily zoned Office and Institutional – 1 (O&I-1) with some of the land zoned Agricultural Production (AP). The City of Raleigh has zoning jurisdiction across this area and the State will need to meet zoning requirements established in the City's Unified Development Ordinance (UDO). The current zoning is conducive to the State's development goals.

Legend

- Campus Boundary

Raleigh Zoning
- Agricultural Productive - AP
- Rural Residential - RR
- Conservation Management - CM
- Business - BUS
- Shopping Center - SC
- Neighborhood Business District - NB
- Thoroughfare District - TD
- Industrial District - IND
- Office and Institutional - O&I
- Residential - R

Garner Zoning
- Residential - R40
- Office & Institutional - O&I
- Service Business - SB
- Light Industrial - L-1

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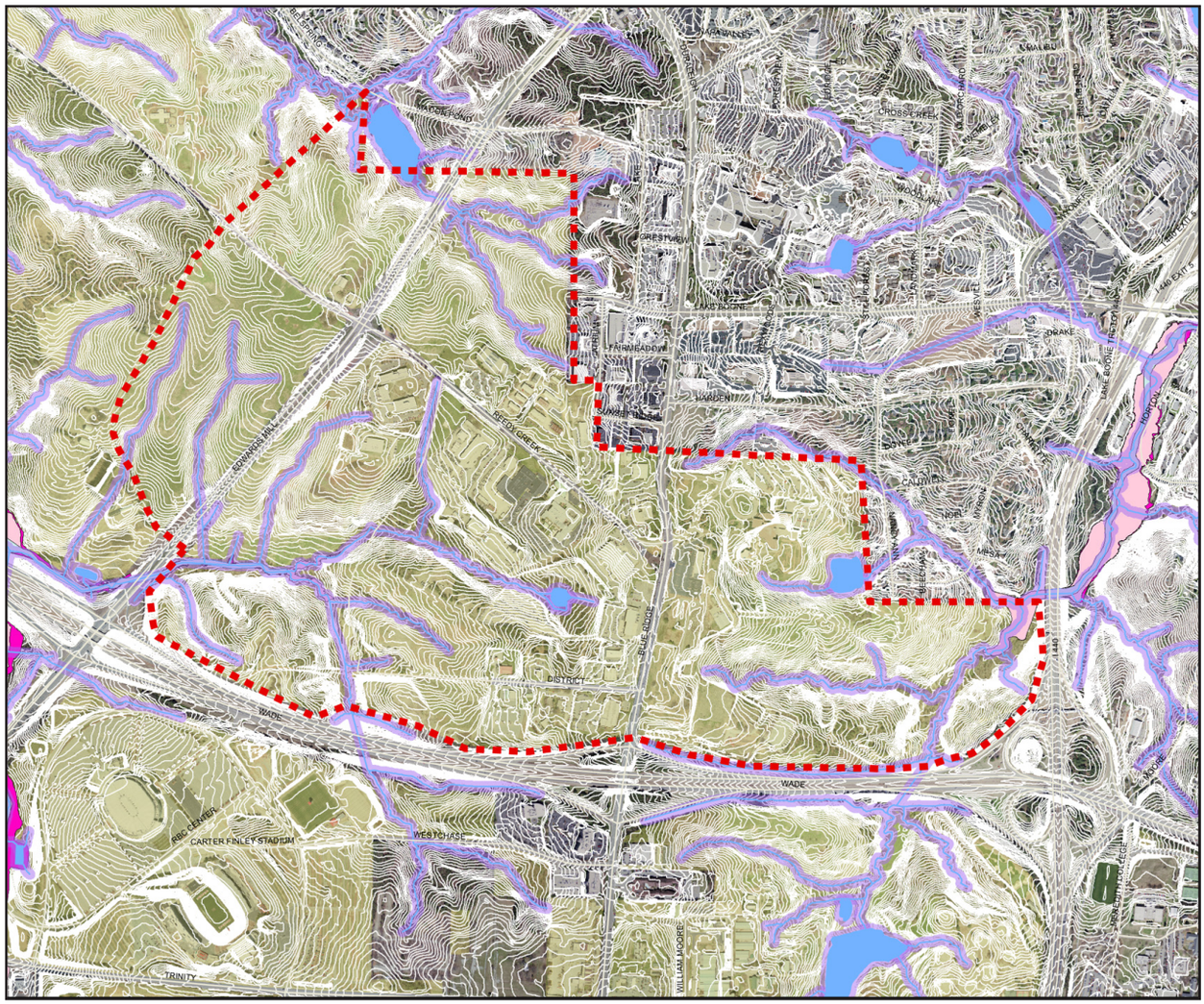
BLUE RIDGE ROAD CAMPUS: TOPOGRAPHY & HYDROLOGY



Legend

- Campus Boundary
- State Owned Land
- Lakes
- Streams
- 50 ft Buffers
- Floodway
- 100 Year Flood
- 500 Year Flood

The land at the Blue Ridge Road Campus is a rolling terrain with broad ridge lines. Several streams cross the land flowing east and west away from the ridge that describes Blue Ridge Road. The urban growth in the area has impacted the streams with higher velocities of runoff from the increase of impervious surfaces, such as parking lots and buildings. The stream channels are deeply incised which is a characteristic of the soil types in this urban area. The terrain does not pose any limitations to the development envisioned for this area.

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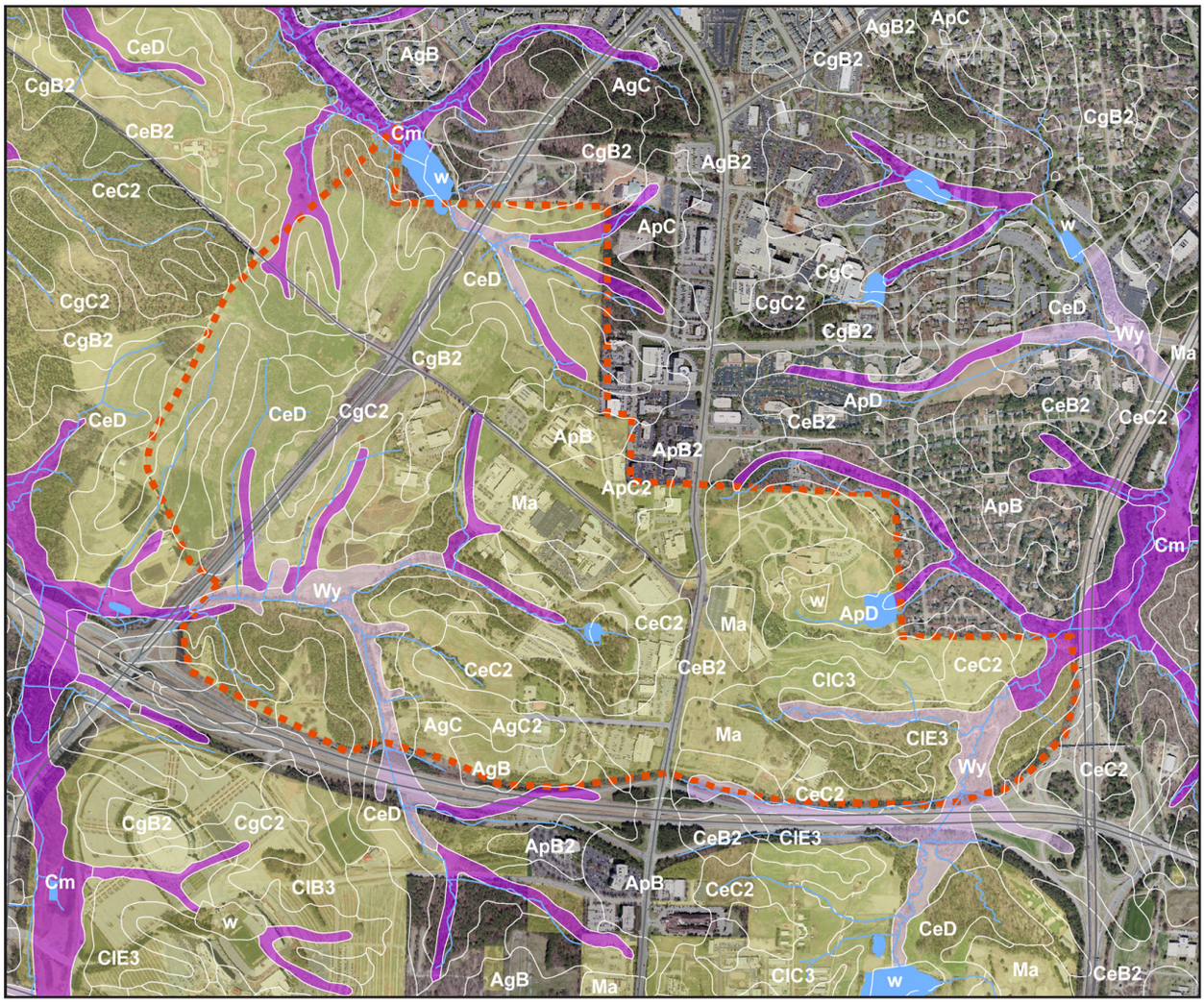
BLUE RIDGE ROAD CAMPUS: SOILS



The soils in the upland areas are typical to the region and do not generally pose any limitations for development. Perched water tables are not uncommon. The soils found in and around the stream channels and floodways are considered hydric soils and are highly plastic. These soils should be avoided and any development that borders them may require special construction techniques.

Legend

- Campus Boundary
- State Owned Land
- Lakes
- Streams
- Hydric Soils - Moist
- Hydric Soils - Wet

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BLUE RIDGE ROAD FACILITIES AND CONTEXT

This map provides the detailed accounting of all listed facilities within the Blue Ridge Road campus. The known allocations are also provided to document the total demand for land within the campus.

BLUE RIDGE ROAD BUILDABLE AREA MAP

Building sites were identified by evaluating the information gathered during the site analysis process. While Blue Ridge Road appears to have a surplus of open land, the current construction projects and known allocations limit the overall amount of greenfield development sites to approximately 44 acres.

By looking to the relocation of the existing utilitarian services located along Blue Ridge road, the campus would have 54 acres of street frontage for development. This map can be found on page 17.

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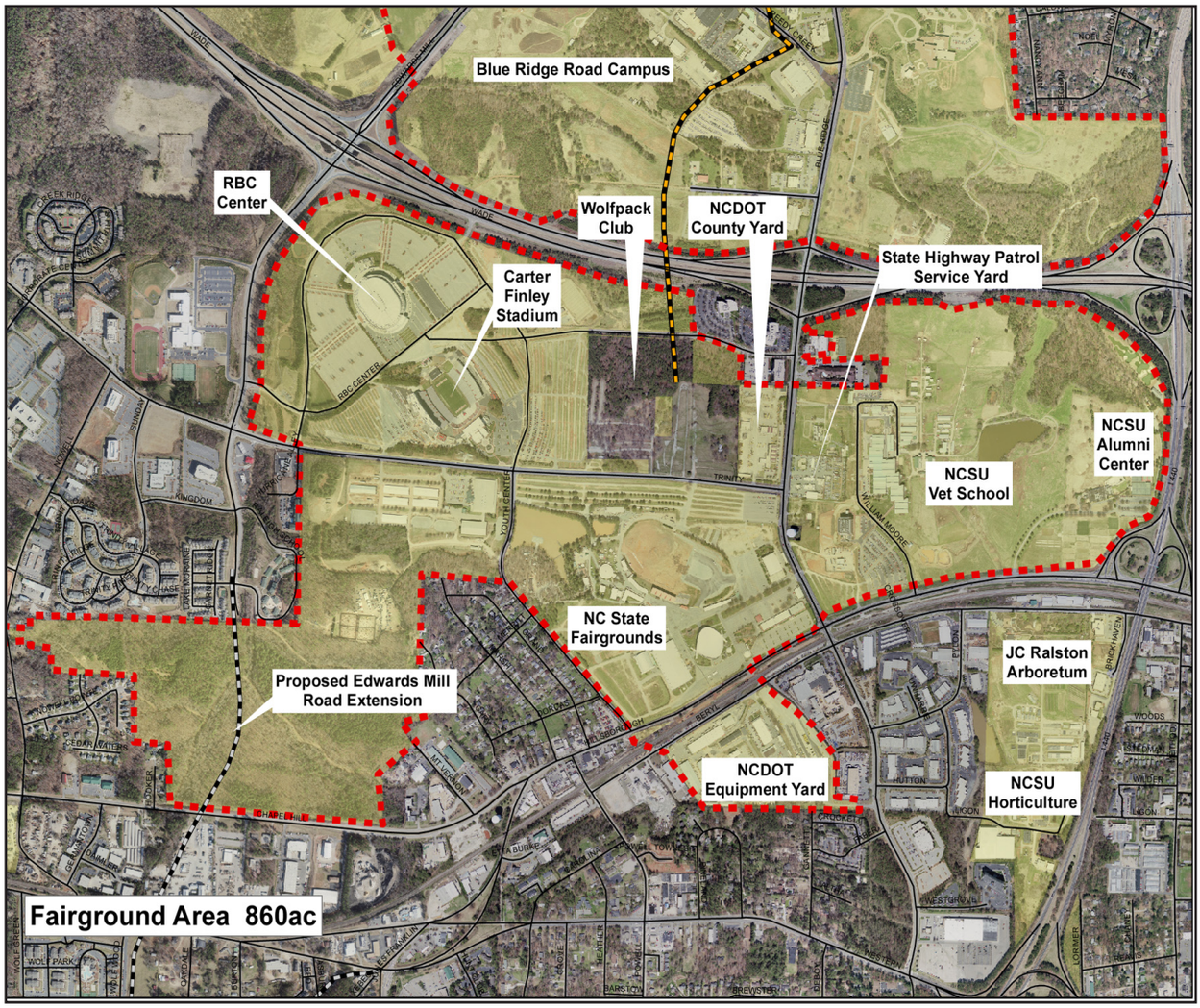
FAIRGROUNDS AREA: STATE PROPERTY & FACILITIES



The land south of Wade Avenue was not examined as part of the previous 1995 Master Plan. Identified as a location node, the Fairgrounds area is home to many functions including: the North Carolina State Fairgrounds; NCSU Veterinary School; RBC Center; Carter Finley Stadium; State Highway Patrol; and, NCDOT service yards. The JC Raulston Arboretum and NCSU Horticultural Laboratory are located to the southeast. The NCSU Veterinary School has constructed a new laboratory off Blue Ridge Road. While small businesses are present along Hillsborough Street, the majority of the surrounding land use is residential.

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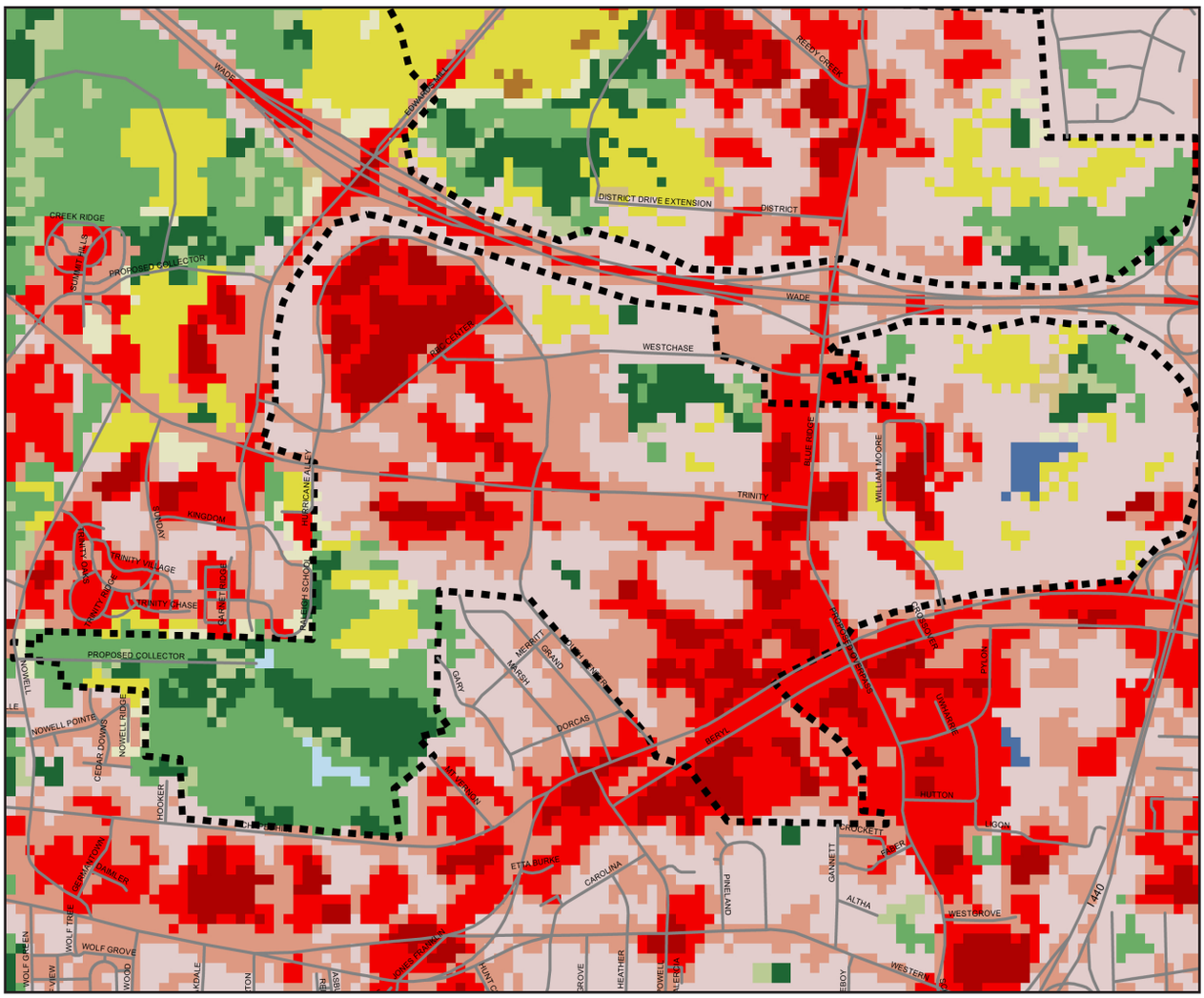
FAIRGROUNDS AREA: LAND COVER



Legend

- Property Boundary
- Streams
- Open Water
- Developed, Open Space
- Developed, Low Intensity
- Developed, Medium Intensity
- Developed, High Intensity
- Baren Land
- Deciduous Forest
- Evergreen Forest
- Mixed Forest
- Scrub
- Grasslands
- Pasture/Hay
- Cultivated Crops
- Woody Wetlands
- Emergent Herbaceous Wetlands

While a large part of the property is open space, much of it is paved for the events at the Fairgrounds and parking requirements at the RBC Center and Carter Finley Stadium. Grasslands are prevalent in and around the NCSU College of Veterinary Medicine, and a large area of undeveloped land west of the Fairgrounds remains as woodland. The corridors along Blue Ridge Road and Hillsborough Street are becoming more densely developed.

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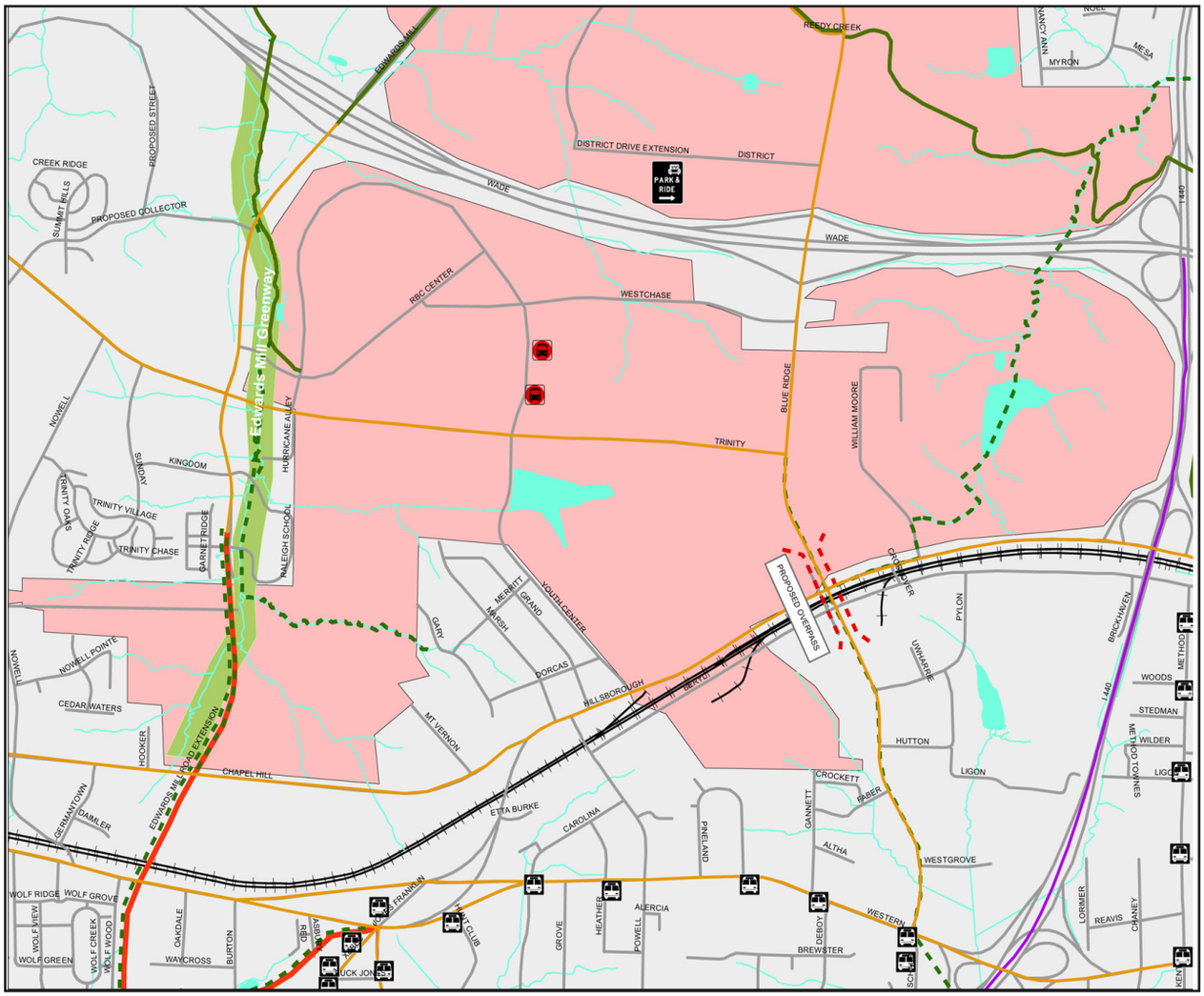
FAIRGROUNDS AREA: TRANSPORTATION



The NCSU Wolfline provides bus service at two stops central on the property. Extensive service is provided by CAT along Western Boulevard and Method Road, south and east of the property. A park-and-ride lot is located nearby on the Blue Ridge Road Campus. Edwards Mill Road has recently been extended to Trinity Road and will be extended further southward to Hillsborough Street. This area experiences heavy traffic and congestion during the State Fair and events at the RBC Center and Carter Finley Stadium. A future light rail transit station is proposed at Hillsborough Street on the south side of the property and intersection improvements are being planned at Hillsborough Street and Blue Ridge Road to include a fly over intersection.

Legend

- Campus Boundary
- State Government Facilities
- Greenways
- Streets
- Streams
- Lakes

CAMPO CTP Bicycle Facilities

- Existing Bike Facilities
- Facilities Needing Improvement
- Facilities Recommended

CAMPO CTP Roadways

- Existing Roadways
- Roadways Needing Improvement
- Recommended
- TTA Park-Ride
- TTA / CAT / Wolfline Bus Stops
- Additional CAT Bus Stops
- Additional Wolfline Stops

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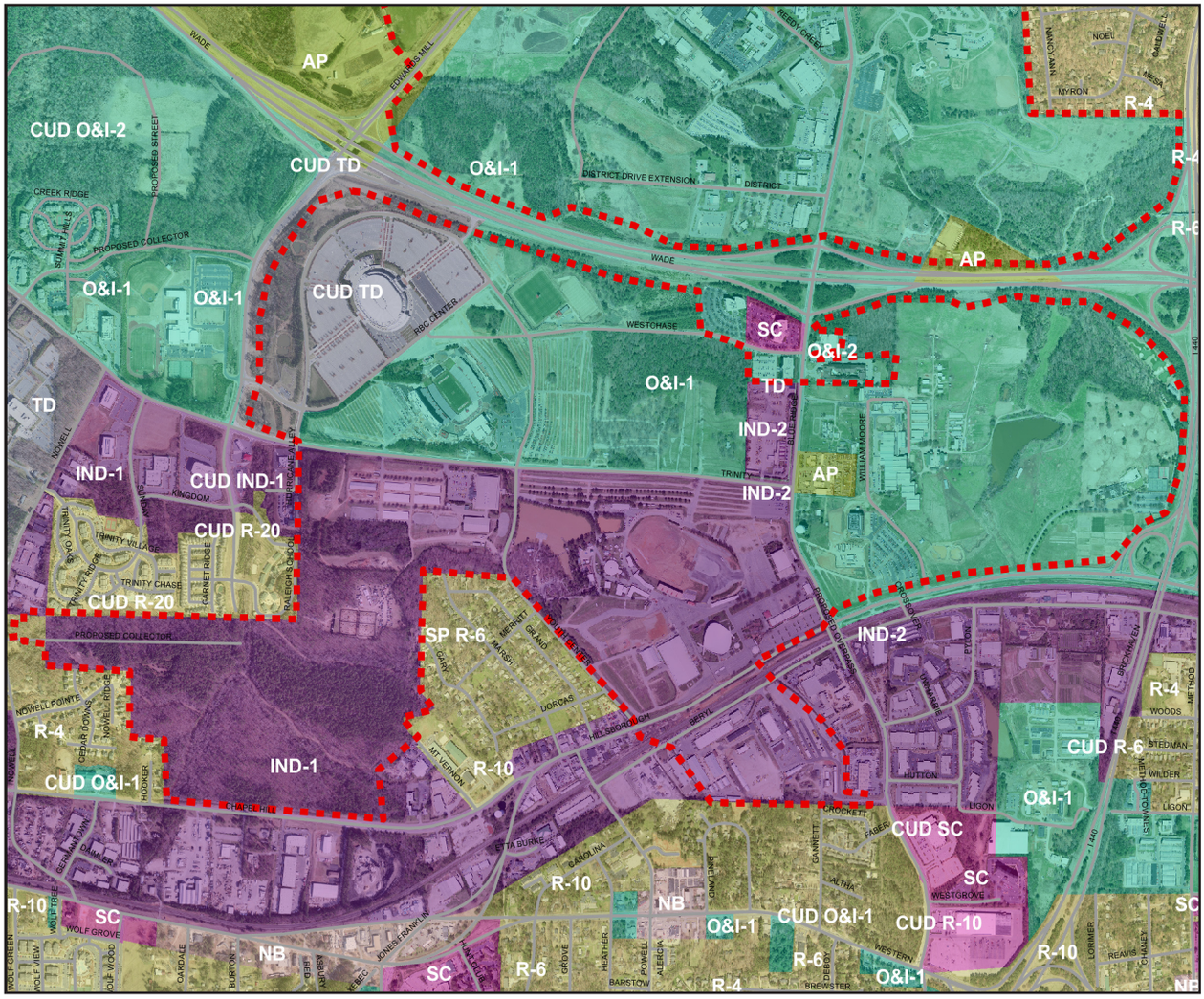
FAIRGROUNDS AREA: EXISTING ZONING



Legend

- Campus Boundary

Raleigh Zoning
- Agricultural Productive - AP
- Rural Residential - RR
- Conservation Management - CM
- Business - BUS
- Shopping Center - SC
- Neighborhood Business District - NB
- Thoroughfare District - TD
- Industrial District - IND
- Office and Institutional - O&I
- Residential - R

Garner Zoning
- Residential - R40
- Office & Institutional - O&I
- Service Business - SB
- Light Industrial - L-1

The land north of Trinity Road is zoned Office and Institutional – 1 (O&I1). The land south of Trinity is zoned Industrial – 2 (IND-2). The land at the RBC Center is a Conditional Use Thoroughfare District (CUD TD) and a small area of land is zoned Agriculture Production (AP) at the NCSU Veterinary School along Blue Ridge Road. The City of Raleigh has zoning jurisdiction across this area and the State will need to meet the zoning requirements established in the city's Unified Development Ordinance (UDO). The current zoning is conducive to the State's development goals.

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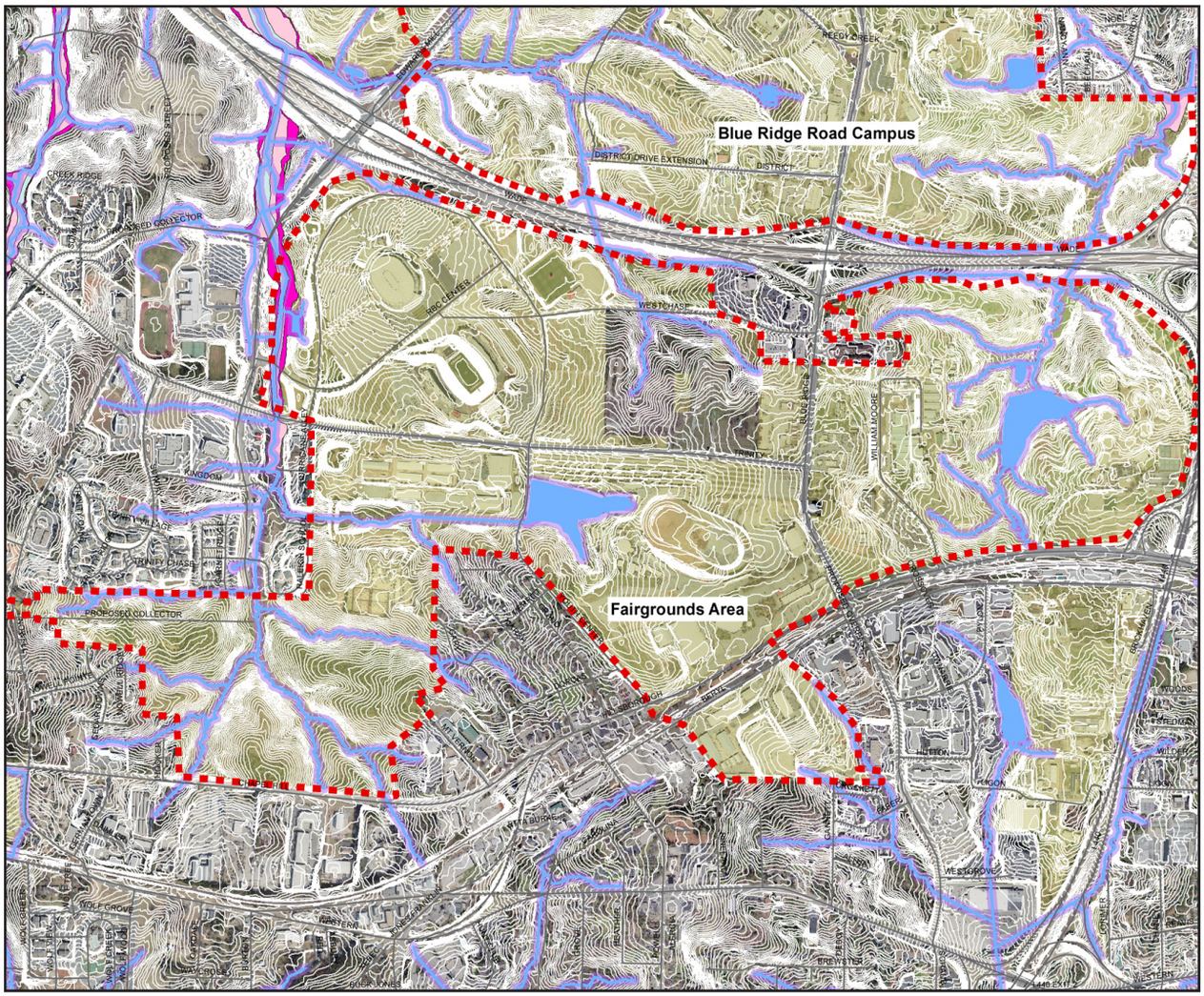
FAIRGROUNDS AREA: TOPOGRAPHY & HYDROLOGY



The landform is gently rolling terrain that slopes primarily to the west and east away from Blue Ridge Road. Several streams are on the property and the increased impervious surface has impacted the streams with higher velocities of runoff from parking lots and buildings. The stream channels west of Blue Ridge Road are deeply incised which is a characteristic of the soil types in this urban area. The terrain does not pose limitations to the development envisioned for this area.

Legend

- Campus Boundary
- State Owned Land
- Lakes
- Streams
- 50 ft Buffers
- Floodway
- 100 Year Flood
- 500 Year Flood

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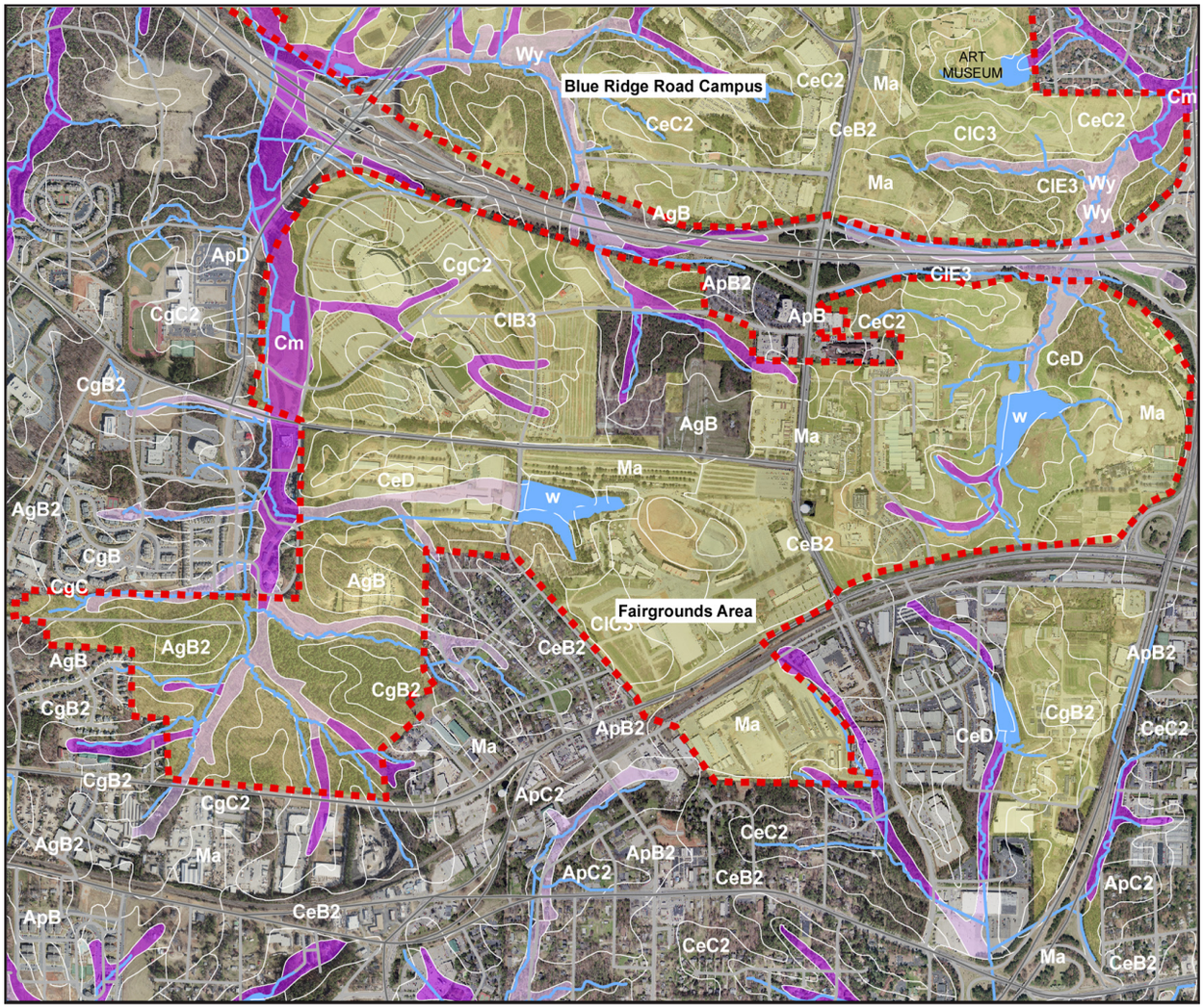
FAIRGROUNDS AREA: SOILS



The majority of the site soils do not generally pose limitations for development. The soils found in and around the stream channels and floodways are considered hydric soils and are highly plastic. These soils should be avoided and any development that borders them may require special construction techniques. Perched water tables are not uncommon.

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A VISION FOR 2022

The Research and Development District is defined by the Blue Ridge Road Campus and the State Fairgrounds property. The overall vision for this district is to provide state-of-the-art training and laboratory facilities that fulfill the needs of state agencies, while serving as a platform to educate the businesses and citizens of North Carolina.

Blue Ridge Road & Harden North

This District also should continue to develop into a cultural amenity where one can learn about the arts, natural ecology and attend a major venue. These easily accessible services help create a multifaceted destination and help solidify the campuses by providing an employee service center area for food services and potential retail activities. The Blue Ridge Road corridor is also well suited for the development of medium density offices to facilitate a gradual lease consolidation for the State.

Goals of the Research and Development District are:

- Reinvest in the Blue Ridge Road corridor through redevelopment and renovation of existing facilities
- Provide laboratory and research office in-fill at the vicinity of Edwards Mill and Reedy Creek roads
- Develop a service center at the interchange of Blue Ridge Road and Wade Avenue
- Continue to develop the North Carolina Museum of Art complex into a cultural center
- Integrate a pedestrian network that connects different areas of this district without sacrificing security to the National Guard complex
- Provide public outreach centers that display and educate visitors on State-funded research and consumer services

Blue Ridge Road at District Drive, looking south

LAND USE CONCEPT PLAN

A land use concept plan outlines the future development of the Blue Ridge Road portion of this district while providing for connections to the Fairgrounds and surrounding context. This concept plan illustrates how the relocation of several facilities could serve as a catalyst for future redevelopment of the Blue Ridge Road corridor. It also illustrates the potential for creating a dense laboratory site that will serve the Department of Agriculture and Consumer Services and the Department of Environment and Natural Resources. Prairie Ridge, an existing nature facility, is also incorporated into this vision. The 1995 Master Plan Concept diagram is provided as a comparison documenting the change in this area over the last 12 years.

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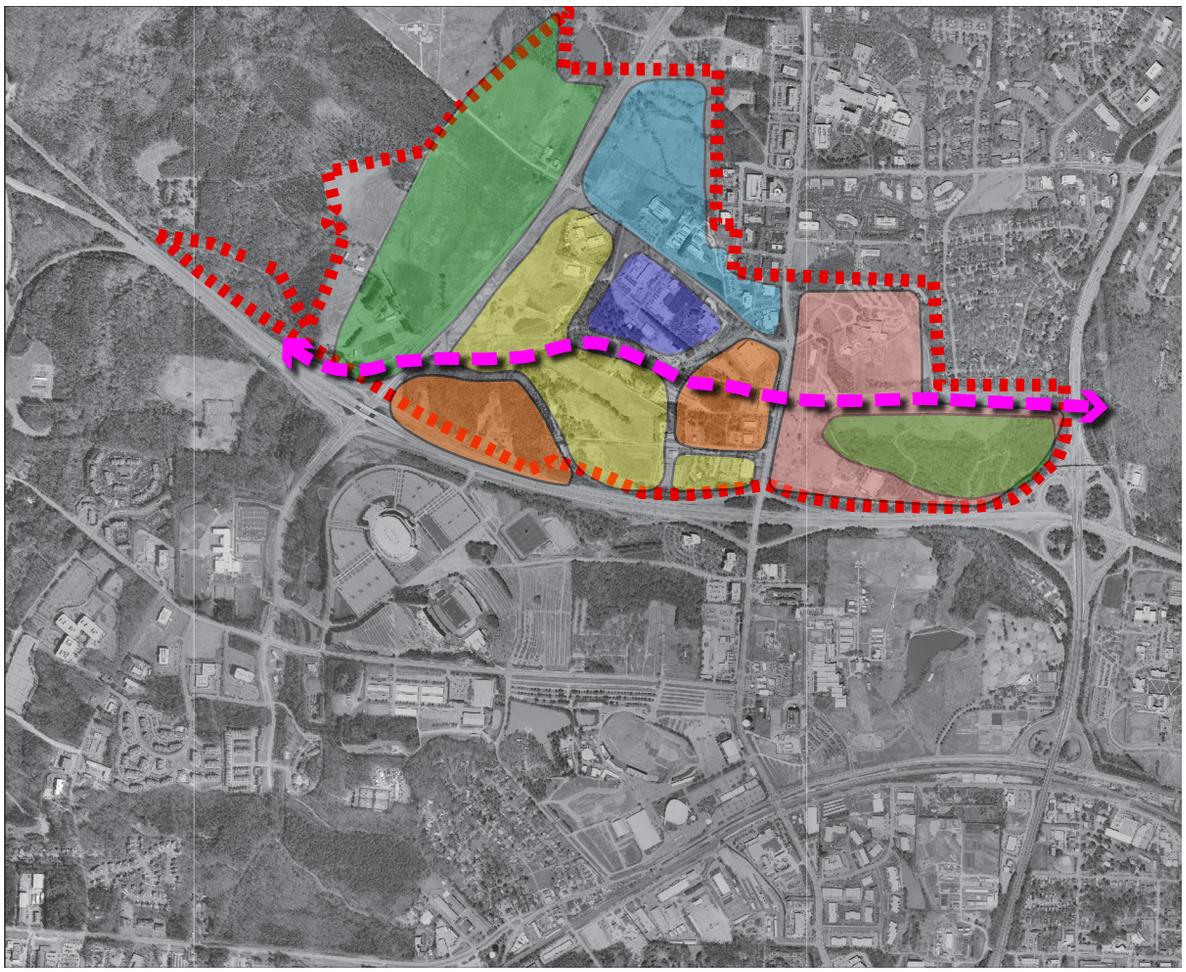
BLUE RIDGE ROAD CAMPUS: 1995 MASTER PLAN
LAND USE CONCEPT PLAN



Open Space

Department of Agriculture
Lab Expansions, Greenhouses

Art Complex

Department of Natural Resources
Lab and Offices Expansion

Special Development District

NC National Guard

Pedestrian Corridor

Feet
0 800 1,600

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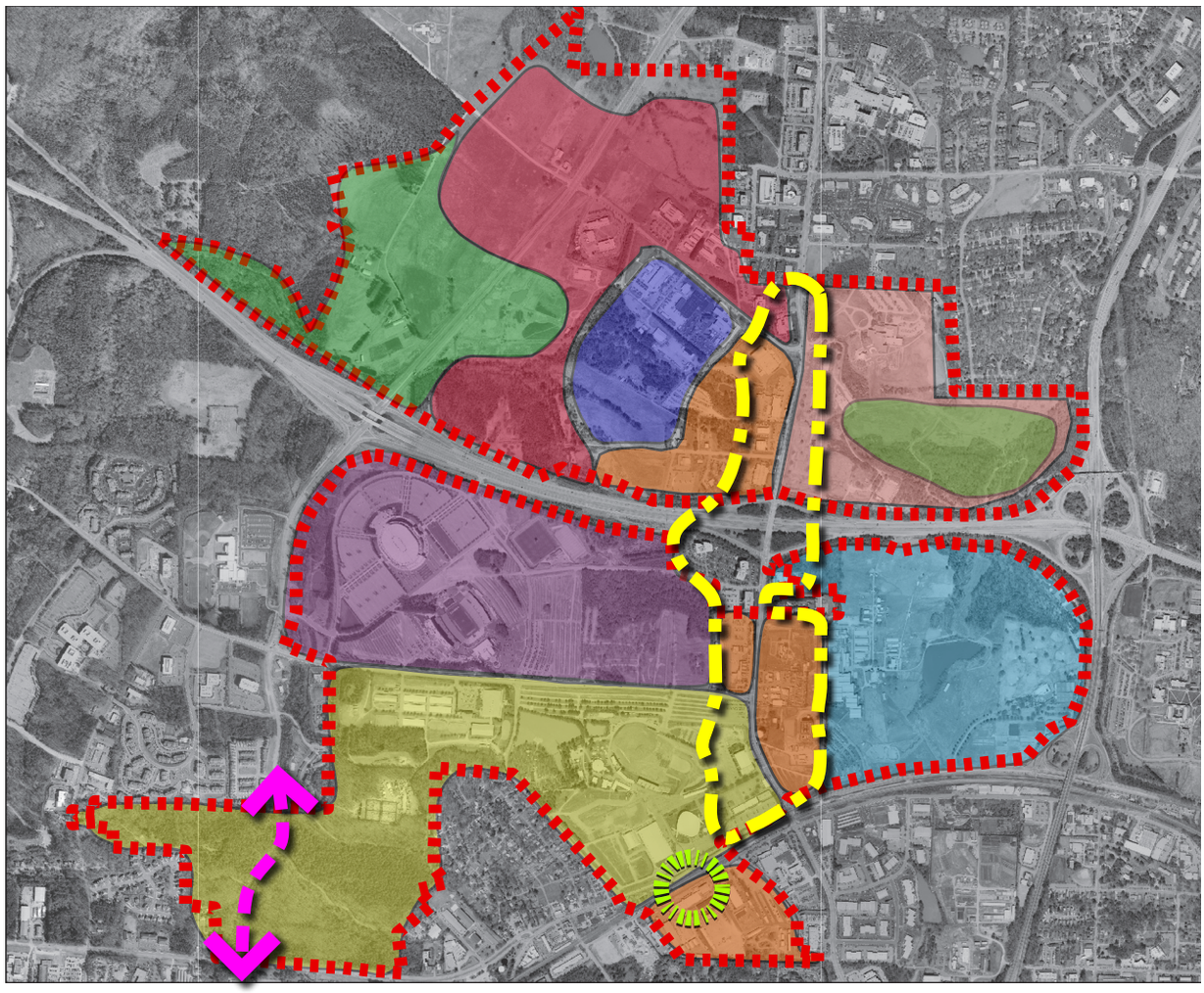

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Key elements of the 2007 plan are:

- Creation of a special development district along Blue Ridge Road
- Agriculture and environmental research corridor for laboratory campus development at the intersection of Edwards Mill and Reedy Creek roads to serve the Department of Agriculture and Consumer Services and NCDENR
- Enhance pedestrian connections between Prairie Ridge, the RBC Center, State Fairgrounds, Carter Finley Stadium and the NCMA complex
- Develop an employee service center within the special development district at Blue Ridge Road and Wade Avenue with office spaces to be developed on upper floors of the buildings
- Gateway features to be developed at the major intersections surrounding the campus
- Relocation of the Textbook Warehouse and State Motor Fleet facilities to the Garner Road Campus

Prairie Ridge Trail

Prairie Ridge Trail

PROJECT SUMMARY

THE AGRICULTURE AND ENVIRONMENTAL RESEARCH CORRIDOR

With the existing lab complexes for the NC Department of Environment and Natural Resources and the NC Department of Agriculture and Consumer Services located along the northern boundary of the Blue Ridge Road Campus, it is recommended that future lab projects continue to in-fill the sites clustered around the intersection of Reedy Creek and Edwards Mill Road to promote a campus style of development.

- **Agricultural Research Lab Complex** locates new facilities at the corner of Edwards Mill Road and Reedy Creek Road. Sites should be developed in a campus character that incorporates the North Carolina Agriculture and Consumer Services Standards Laboratory, the existing greenhouses and provides for shared resources with the NCDENR complex located to the south. As the laboratory buildings along Blue Ridge Road approach the end of their functional life, their replacements would be integrated into this new campus.

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- **NCDENR Laboratory Complex** will continue to grow at the southeast corner of Reedy Creek and Edwards Mill Road. Through organized planning and an integrated approach toward Prairie Ridge, in-fill development of this complex will provide for the immediate space needs. Future needs are recommended to be coordinated with the NC Department of Agriculture and Consumer Services to consider joint multi-story lab buildings that would provide an economy of scale in regard to services and facilities. These buildings would continue to develop at this intersection and along the northern side of Reedy Creek Road.

Fairgrounds Area - NC DOT

SPECIAL DEVELOPMENT DISTRICT

This area has shifted from the 1995 Master Plan vision in response to changing development trends and current projects located within the Blue Ridge Road Campus. The focus of this district is along the western side of Blue Ridge Road.

Fairgrounds Area - Carter-Finley Stadium

- **Employee Service Complex Services** would include health care, food service and child care. These facilities could be developed as a joint public private venture or provided for under long-term ground leases. Second story spaces could be used for office.

- **Office Campus** – Although the forecasted space needs do not specifically identify large office needs within the campus, the amount of new lease space required around the County warrants the consideration of office buildings in this area. Users for these buildings would be those department functions whose programs may require a high level of public interaction, support regional services that require access to the interstate, or are short-term program offices that cannot be accommodated in the Downtown Campus. These buildings would be developed in the character of the offices located to the north of the Campus.

- Alternate Option for consolidation of DHHS Administrative Offices.

ARTS COMPLEX

The North Carolina Museum of Art is the centerpiece of this complex. An expansion of the existing gallery space is currently under construction and a master plan has been developed that includes a site for a future cultural arts center. As these projects move forward, the

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Edwards Mill Road & Reedy Creek Road

complex will continue to grow into a regional cultural destination. Access to this site needs to evolve in regard to pedestrians, mass transit linkages and improved visual connectivity. Services that support this complex also need to be developed to continue to improve visitors' experiences in regard to food service, additional arts and cultural activities, and educational opportunities.

FAIRGROUNDS AREA

This section of the Research and Development District is a major activity hub. Challenges that face this area are in regard to improved parking and transportation for major events while still providing for facility expansion. A master plan for the Fairgrounds is currently underway. The vacant parcel along Hillsborough Street establishes additional in-fill opportunities within the Fairgrounds' core.

- **NCSU College of Veterinary Medicine Campus Expansion** would be provided through the relocation of the State Highway Patrol vehicle maintenance yard located on the east side of Blue Ridge Road. Planning studies have been completed that show how this parcel would be integrated into the new complex of lab/classroom buildings along the road frontage.

Agricultural Land

TRANSIT STATION

The TTA and City of Raleigh Planning Department have identified a potential future transit stop south of the Fairgrounds at Beryl Road. This stop would be at the site of the current NC DOT Equipment Storage Yard. At the time this station becomes a reality, it is recommended that the equipment storage yard be redeveloped into a mixed use development that would support office and residential use complementary to the station.

Fairgrounds Area - Dorton Arena

LANDSCAPE IMPROVEMENTS AND AMENITIES

Recommendations include:

- Develop design guidelines that specify a unified architecture, landscape design standards and gateway features at the major access points to promote campus identity
- Improved street and pedestrian lighting along the existing greenways and pedestrian walks
- Create new pedestrian pathways that connect isolated parts of the campus to the existing greenway system

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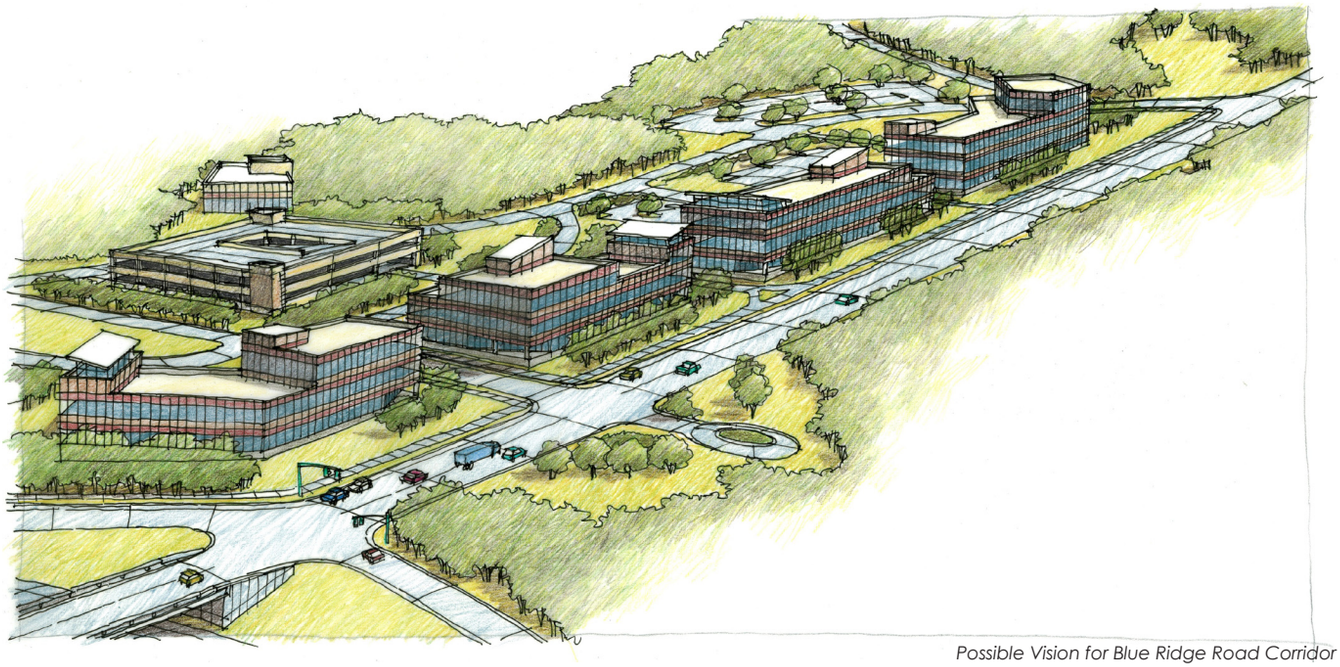
- Develop a pedestrian mall that links the northern office development to the future service center and to the NCMA
- Integration of park-and-ride facilities that would support the Downtown Campus parking needs
- Security enhancements that are integrated into the campus landscape
- Develop a campus-wide stormwater management plan to allow higher density campus development
- Infrastructure improvements that seek to reroute utilities underground to improve the visual character of the campus

Reedy Creek Road

MASTER PLAN ILLUSTRATION

The master plan of Blue Ridge Road is centered on redeveloping the Blue Ridge Road corridor. The following illustration shows how this campus could gain density through selective redevelopment of the existing sites while preserving the open character of the western side of the campus straddling Edwards Mill Road.

While schematic in character, it is assumed that the buildings would match the scale and mass of those buildings found north along Blue Ridge Road near the Rex Hospital vicinity. Parking is accommodated in both structured and surface parking lots.


Possible Vision for Blue Ridge Road Corridor

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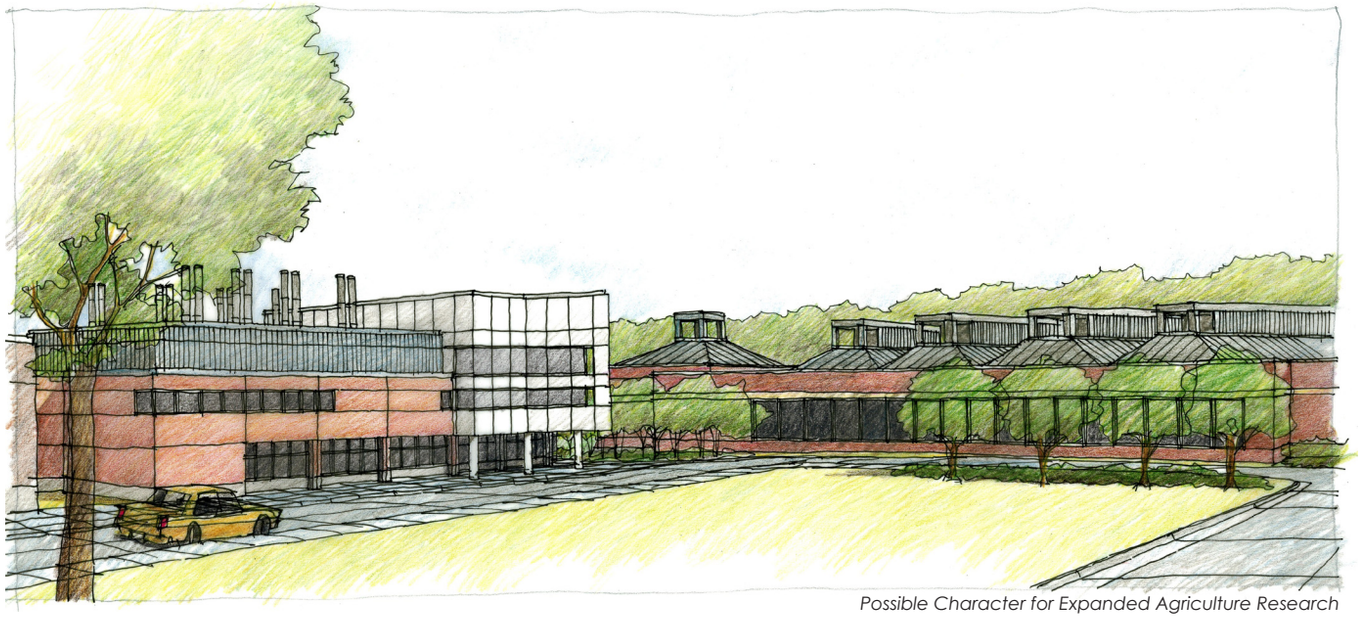
IMPLEMENTATION

Implementation of the Research and Development District recommendations begins with the acknowledgement that the master plan's long-range vision serves as an integral part of the decision making process. The plans contained in the following pages establish the location of new buildings, describe a general size and mass for building projects and provide additional recommendations to enhance the district.

The implementation process can be completed in phases that respond to the priority of specific needs and available funding. While this study does not propose a comprehensive plan for prioritizing the capital improvement projects, it does make recommendations in overall phasing through the short-, mid-, and long-range plans that respond to the projected space needs.



Possible Character for Expanded Agriculture Research Complex

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BLUE RIDGE ROAD: 2017 VISION

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BLUE RIDGE ROAD: 2022 VISION

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BLUE RIDGE ROAD: PROJECT SUMMARY TABLE

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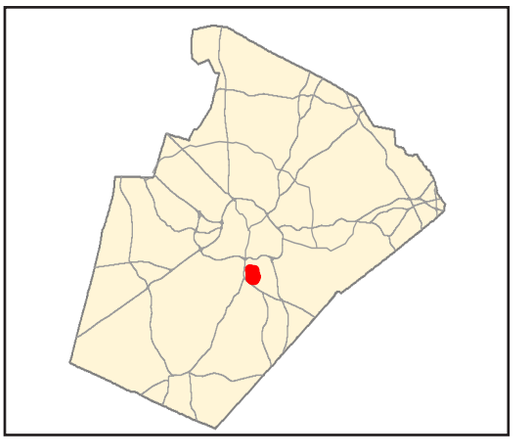
OVERVIEW

The Garner Road Campus is just south of the City of Raleigh. In proximity to the Downtown Campus, it provides facilities for the training and support of law enforcement and public safety units. Garner Road also is the home of the State Bureau of Investigation (SBI) and State Highway Patrol.

The goals and objectives for the Garner Road Campus include expansion of the existing Public Safety Training Facility. Through strategic redevelopment, new technologies and training requirements will be integrated into the current system. Infill and redevelopment will preserve the character of the former Governor Morehead School and buildings of no historical significance.



Garner Road Context Map

The 2007 Facilities Master Plan vision for this campus is to include improvement of operational efficiencies through:

- Relocating Motor Fleet Management and Text Book Warehouse from the Blue Ridge Road Campus to Garner Road Campus, given its proximity to Downtown and the completion of Hammond Road extension
- Locate office development and infill to the State Highway Patrol and the State Bureau of Investigation
- Reserving land to reduce lease space by providing facilities for those departments that need space near the Downtown Campus
- The relocation of the State Highway Patrol Test Track

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SBI Campus Entrance

SBI Laboratory

METHODOLOGY & LOCATION CRITERIA

An assessment of the campus determined the development opportunities for the Public Safety and Training Center District, and, of particular interest, were the SBI Campus and the State Highway Patrol Training Academy. A physical analysis determined the remaining greenfield sites and in-fill opportunities.

Primary factors in this analysis were:

- Location within a suburban area
- Accessibility
- Existing parking and vehicular circulation
- Pedestrian pathways to interconnect buildings
    1. Service areas for employees
    2. Security
    3. Historical significance and aesthetics
    4. Impact on the old Morehead School Campus
- Functionality in relationship to the surrounding community

These concepts were presented to the Advisory Team and discussed in focus sessions to determine candidate sites for redevelopment and sites that should remain as they are. Input and suggestions were solicited prior to finalizing recommendations for consolidation and redevelopment.

The location criteria for the Public Safety and Training Center District focused on solving specific mission critical service needs while improving the overall context of the surrounding area. The long-range goal is to consolidate lease space through the use of buildable sites owned by the state within the Garner Road Campus. These future State government facilities will serve the following functions:

Primary Functions

- Law Enforcement Training
- Forensic Laboratory/Research
- Public Safety Support Facilities
- Service and Logistics Specific to the Downtown Campus

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Secondary Functions

- General Office
- Interdepartmental Warehouse Space
- Archives and Record Storage

Exclusions to the criteria are any uses that would negatively impact the redevelopment of the immediate community surrounding the Garner Road Campus. This supports the guiding principle that the State will collaborate with local governments to ensure planning and design solutions sensitive to existing environments.

ABC Commission Office Complex

HISTORICAL & CONTEMPORARY PERSPECTIVE

The Garner Road Campus' early historical use included its selection in 1879 as the site for a branch of the Governor Morehead School for the Blind, on the northeast corner of the property. This facility later served as a school for African-Americans in the time of segregation and continued this service until 1929.

Governor Morehead School

Since that time much of the property has been redeveloped to serve a variety of purposes. In 1989, nearly half of the school property site was cleared for construction of the State Highway Patrol Test Track. The SBI has completed construction of its facility across the railroad tracks from the training academy. As a result of improved transportation access, the land surrounding the campus is attracting potential residential development and office infill.

At the time of the 1995 Master Plan, the Garner Road Campus was seen as the service hub to State Government and was promoted for light industrial usage. Over the last decade, pressure from the Triangle area population growth has spread housing, retail and office space development south of Raleigh. This change was recognized by the City of Raleigh Planning Department which identified the intersection of Garner and Tryon Roads to be a neighborhood center. Other development includes office buildings to the north and housing projects to the south, east and west of campus.

While the 1995 Master Plan showed a concentration of warehousing and Motor Fleet Management following the removal of the State Highway Patrol Test Track, buffering and stream channel protection requirements segment this part of the campus into several large pods capable of medium density development. As a result, a different approach to the utilization of this land is required.

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NC State Highway Patrol

NC State Highway Patrol

Transportation improvements include the completion of the Hammond Road extension as a primary thoroughfare with Garner and Tryon Roads remaining as secondary thoroughfares. While buses do not directly service this campus, residential densities in the immediate area will help create rider pressure to add additional stops.

SITE ANALYSIS AND EVALUATION

An analysis was completed for the Blue Ridge Road Campus and the Fairgrounds Area considering the following factors:

- Soils – surveyed to determine suitability for building
- Hydrology – surveyed to assess streams or ponds, flood zones, buffering requirement and known wetlands
- Topography – surveyed to evaluate type and severity of slope
- Land Cover – surveyed to establish conditions including known areas of significant open space
- Geographical Factors, if known
- Transportation – surveyed to appraise connectivity to existing and proposed transportation infrastructure as well as existing parking facilities and options
- Zoning – surveyed to determine required buffers, setbacks and height restrictions as well as all known plans under review by the City of Raleigh
- Existing Facilities – surveyed to assign a unique identifier to all known existing and proposed facilities currently under design and development
- Cultural and Social Context – historic neighborhoods, culturally significant sites

The following pages provide maps and summaries reflecting these factors. They were then used to develop a buildable area map that is used as a base for the master plan.

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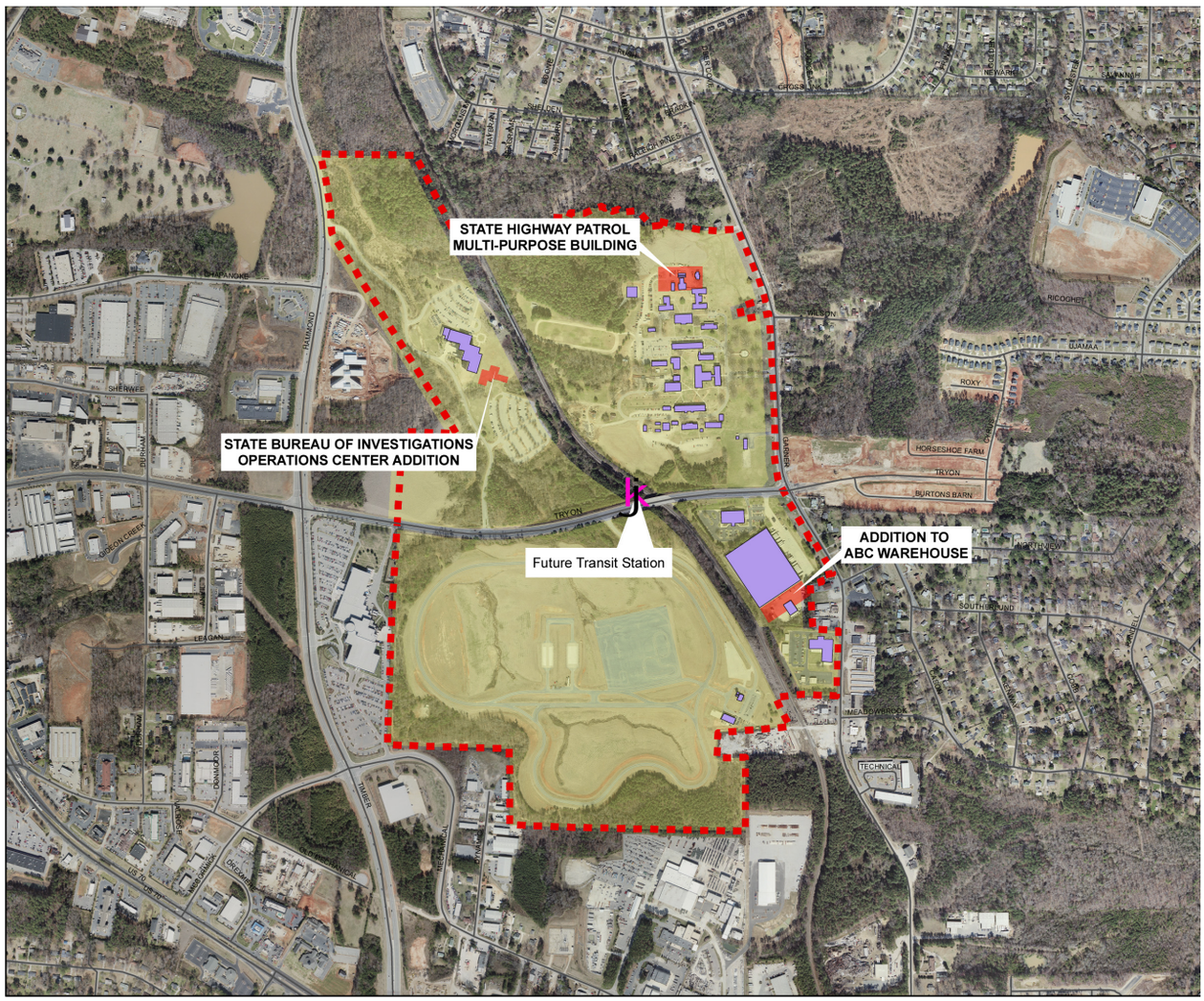
GARNER ROAD CAMPUS: NEW DEVELOPMENT AND CONTEXT



While the Garner Road Campus itself has essentially remained unchanged since the 1995 Master Plan, development has occurred around the campus. Hammond Road has been extended and improved to make the connection to the Downtown Campus quick and convenient. On the east side of this road, Wake County has built the first phase of a detention center, with future expansions being planned. The State Employees' Credit Union constructed a branch facility here as well. A change in land use, from warehouse and industrial to an increase in residential and commercial business, is also apparent south of Raleigh. The City of Raleigh is proposing a neighborhood activity center at the intersection of Tryon Road and Garner Road as part of a new residential development. This will make available many services and conveniences to the employees at the Garner Road Campus.

Legend

- Campus Boundary
- State Owned Land
- State Government Facilities
- New Buildings in Design and Construction

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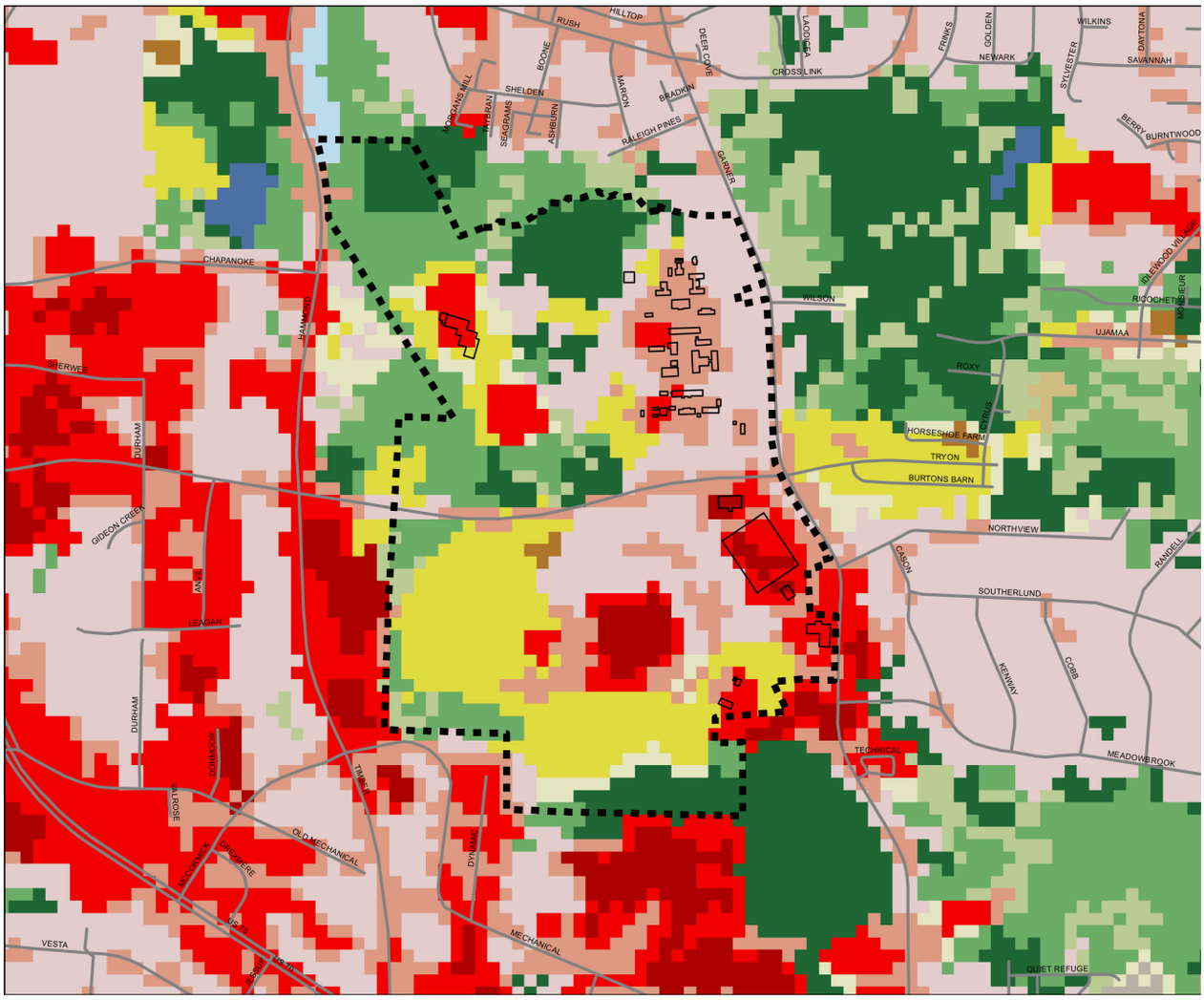
GARNER ROAD COMPLEX: LAND COVER



Legend

- Property Boundary
- Streams
- Open Water
- Developed, Open Space
- Developed, Low Intensity
- Developed, Medium Intensity
- Developed, High Intensity
- Baren Land
- Deciduous Forest
- Evergreen Forest
- Mixed Forest
- Scrub
- Grasslands
- Pasture/Hay
- Cultivated Crops
- Woody Wetlands
- Emergent Herbaceous Wetlands

The land at the Garner Road Campus has remained essentially unchanged since the 1995 Master Plan. However, the area south of Raleigh is experiencing south growth. The area will continue to shift toward urban densities with the infrastructure improvements to Hammond Road. On the campus, large areas of land remain as open space and woodland.

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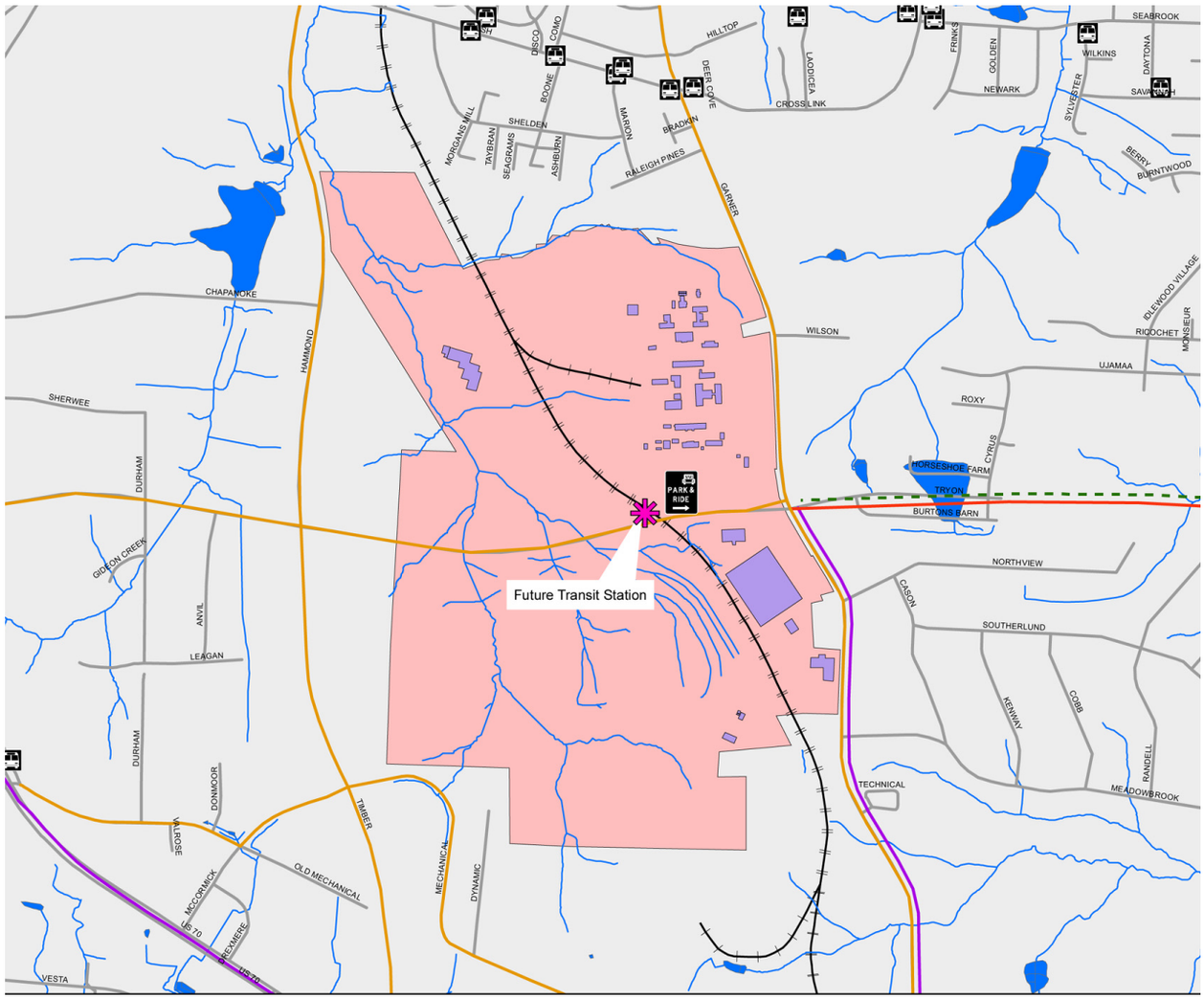

The campus and immediate surroundings are not directly served by any bus system. Bus service is available at Rush Street to the north and at US 70 to the west. A park-and-ride lot exists along Tryon Road and a future light rail stop is planned at Tryon Road as well.

Legend

- Campus Boundary
- State Government Facilities
- Greenways
- Streets
- Streams
- Lakes

CAMPO CTP Bicycle Facilities

- Existing Bike Facilities
- Facilities Needing Improvement
- Facilities Recommended

CAMPO CTP Roadways

- Existing Roadways
- Roadways Needing Improvement
- Recommended
- TTA Park-Ride
- TTA / CAT / Wolfline Bus Stops
- Additional CAT Bus Stops
- Additional Wolfline Stops

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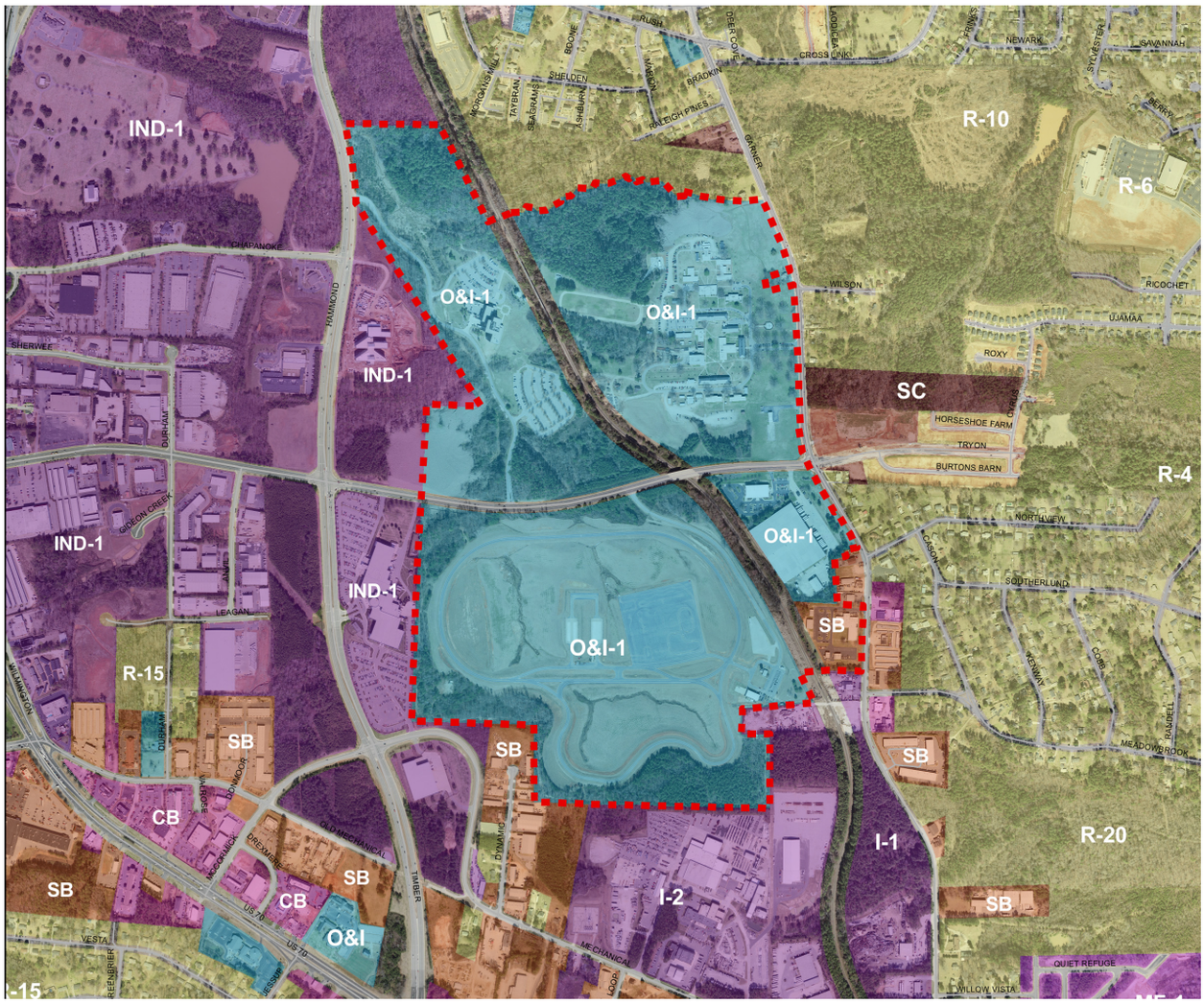
GARNER ROAD COMPLEX: EXISTING LAND USE



Legend

- Campus Boundary

Raleigh Zoning

- Agricultural Productive - AP
- Rural Residential - RR
- Conservation Management - CM
- Business - BUS
- Shopping Center - SC
- Neighborhood Business
- District - NB
- Thoroughfare District - TD
- Industrial District - IND
- Office and Institutional - O&I
- Residential - R

Garner Zoning

- Residential - R40
- Office & Institutional - O&I
- Service Business - SB
- Light Industrial - L-1

The land is primarily zoned Office and Institutional – 1 (O&I1) with a small area along Garner Road zoned Service Business (SB). The City of Raleigh has zoning jurisdiction across this area and the State will need to meet zoning requirements established in the City's Unified Development Ordinance. The current zoning is conducive to the State's development goals for the area.

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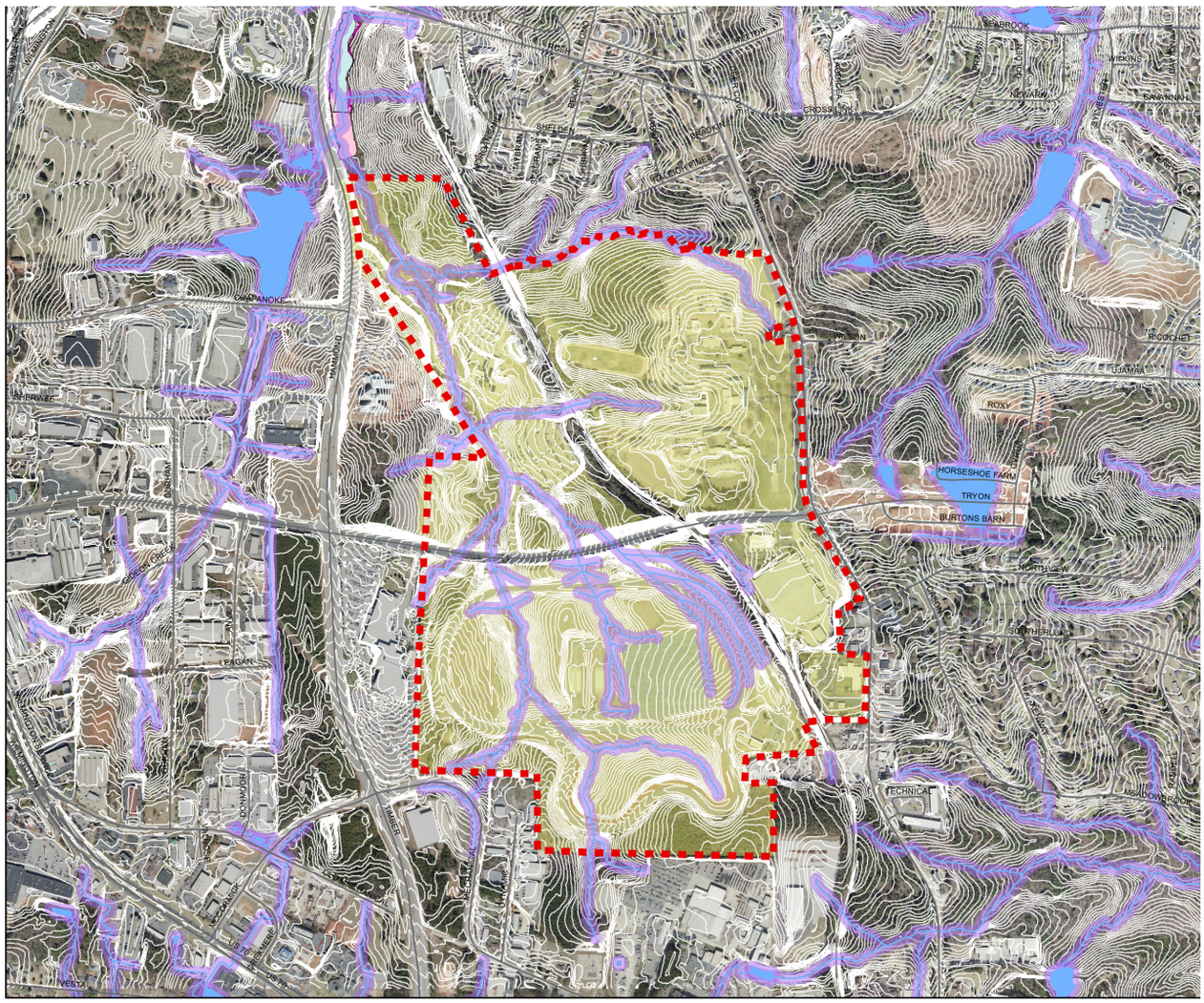
GARNER ROAD CAMPUS: TOPOGRAPHY/HYDROLOGY



The Garner Road Campus is split into quadrants by Tryon Road running east-to-west and the railroad corridor running north-to-south. It is the campus west of the railroad corridor that is most impacted by topography and hydrology. The construction of the Highway Patrol Test Track shaped this portion of the campus into a very gently rolling series of hills split by drainage courses and the main stream channel. The drainage courses will require the campus to be developed in a segmented approach.

To the north of Tryon, the western portion of the campus is severely impacted by steep slopes bordering the stream channel and its drainage courses. The east side of the railroad corridor is gently sloping.

Legend

- Campus Boundary
- State Owned Land
- Lakes
- Streams
- 50 ft Buffers
- Floodway
- 100 Year Flood
- 500 Year Flood

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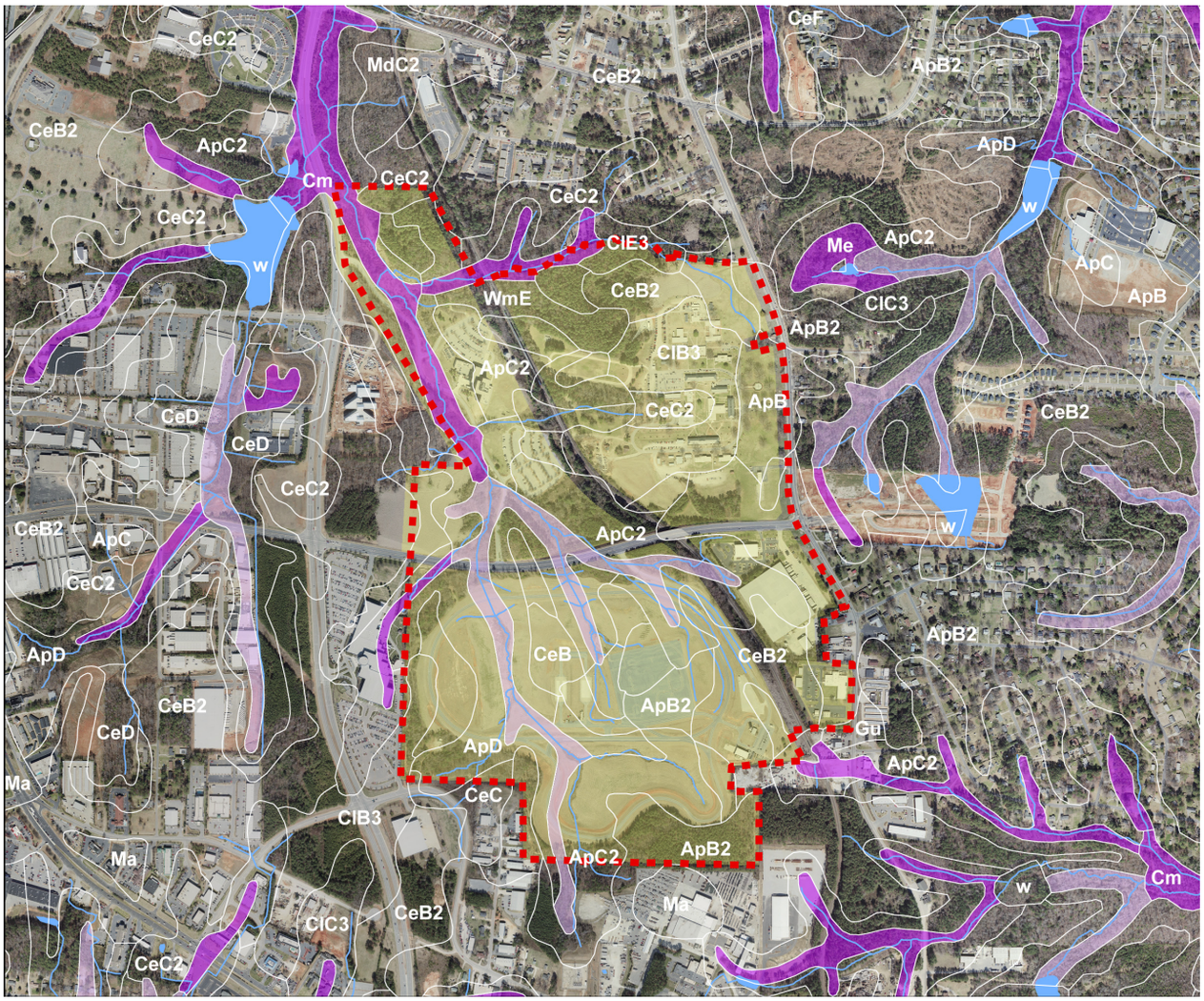
GARNER ROAD COMPLEX: SOIL



Legend

- Campus Boundary
- State Owned Land
- Lakes
- Streams
- Hydric Soils - Moist
- Hydric Soils - Wet

The soils in the upland areas of the campus do not generally pose limitations for development. However, the soils found in and around the stream channels and floodways are considered hydric soils and are highly plastic. These soils should be avoided and any development that borders them may require special construction techniques. Perched water tables are not uncommon.

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GARNER ROAD FACILITIES AND CONTEXT

This map provides the detailed accounting of all listed facilities within the Garner Road Campus. The known allocations are also provided to document the total demand for land within the campus. Square footages are gross values as listed within the State Property Office database.

GARNER ROAD BUILDABLE AREA MAP

Building sites were identified by evaluating the information gathered during the site analysis process. The relocation of the Highway Patrol Test track should be considered to allow for approximately 140 acres of buildable land located close to downtown Raleigh. The existing campus facilities to the north of Tryon Road are clustered in a manner that allows for further infill development.

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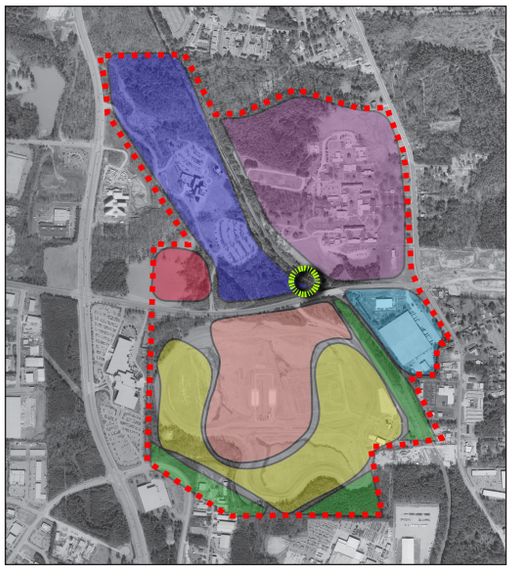
VISION FOR 2022

The 1995 Master Plan vision for the Garner Road Campus was to provide a central location for the consolidation of warehousing and the Motor Fleet Management. Responding to the goals and objectives of the 2007 Facilities Master Plan and an evolved set of location criteria, the Garner Road Campus is positioned as a valuable asset in regard to the Public Safety and Training Center District as well as providing for future expansion needs.



Land use proposed in 1995 master plan

While the short- and mid-range projections depict the immediate space needs of the campus, the long-range vision depicts building sites suitable for future office development. Immediate goals are the consolidation of the State Bureau of Investigations (SBI) units in a new facility adjacent to the SBI Laboratory Building and a new facility for the State Highway Patrol Training Academy. Relocation of the State Highway Patrol Test Track would provide the catalyst necessary to allow for maximizing the southern half of the campus as well as beginning the relocation process of the Motor Fleet and Textbook Warehouse from the Blue Ridge Road Campus.

LAND USE CONCEPT PLAN

Respective of the future development potential of Southeast Raleigh, the land use concept plan for the Garner Road Campus provides an organizing logic to the short-range needs of the campus and the long-range vision of the State.

The 1995 Master Plan concept, shown to the right, documented the use of this campus as a potential warehousing center. Reflecting the changes to this area driven by the extension and improvement of Hammond Road, and the City of Raleigh's plans to create a neighborhood center at the intersection of Garner Road and Tryon road, the 2007 Land Use concept looks at creating an office corridor along Tryon Road. The diagram is found on the following page with a brief explanation listed below.

Key elements of this plan are:

- State Highway Patrol Training Academy expansion
- SBI Complex expansion
- Creation of a special development district for future office and outreach facilities along Tryon Road that ties the Campus to the City's proposed neighborhood center
- Identification of reserve sites within the Highway Patrol Test Track parcel for future development

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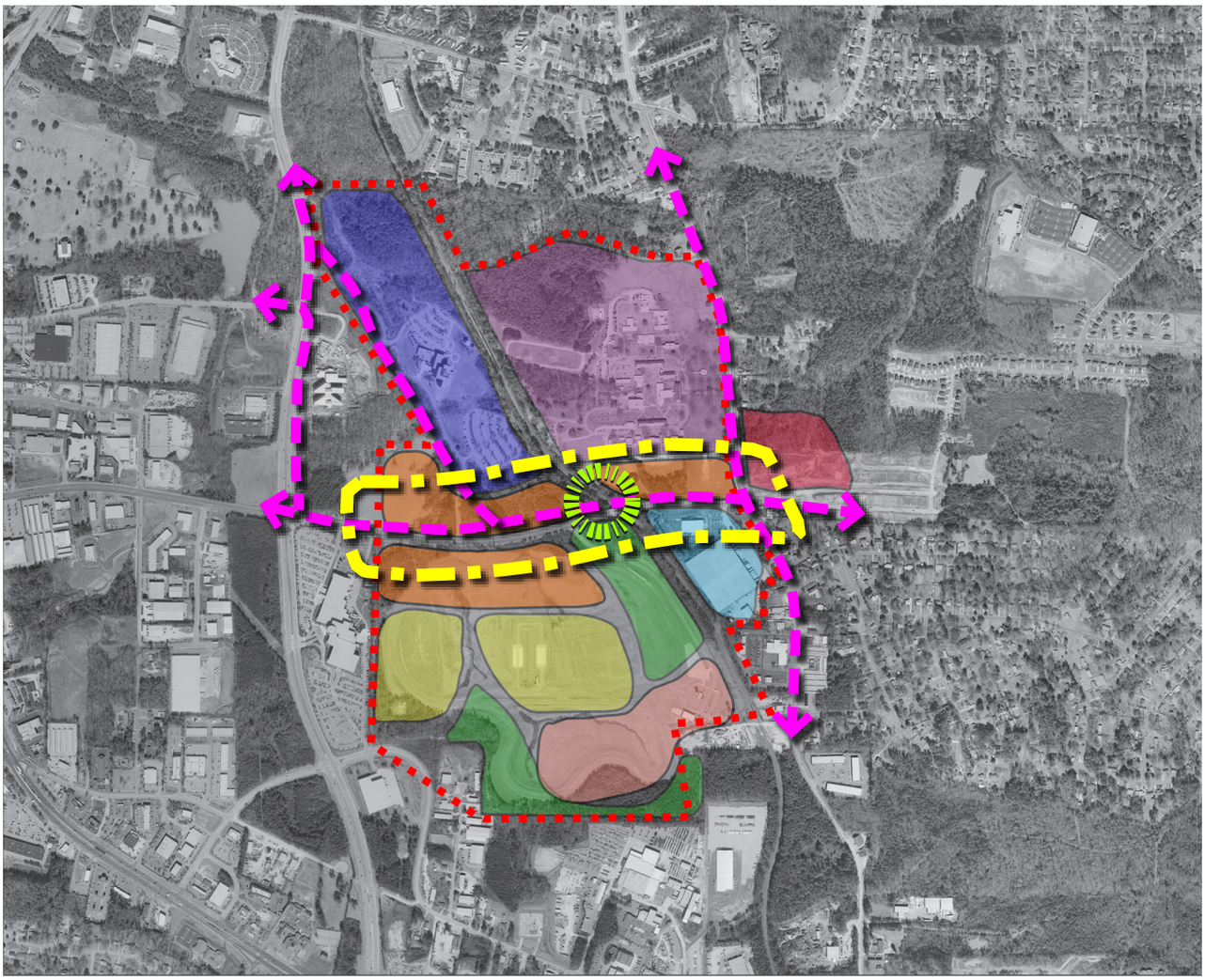
GARNER ROAD: 2022 LAND USE CONCEPT



- Open Space
- ABC Commission
- General Services / Motorpool
- Book Warehouse, Records Expansion
- State Highway Patrol Facilities
- Special Development District
- Neighborhood Center
- State Bureau of Investigation
- Transit Station
- Pedestrian Corridor
- Development Corridor

0 600 1,200 Feet

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- Site identification for the Textbook Warehouse relocation
- Site identification for the Motor Fleet Management relocation
- Reserve sites identified for additional warehouse needs; potential tenants would be ABC Commission, DHHS and Archives and Records
- Creation of a pedestrian spine along Tryon Road and Garner Road that includes streetscape enhancements and site lighting
- Identification of a site for the future mass transit station with land reserved for park-and-ride services and a connection to existing public transportation

PROJECT SUMMARY

SPECIAL DEVELOPMENT DISTRICT

Located along Tryon Road, this area is identified as an opportunity zone to promote an institutional presence in southeast Raleigh and to encourage increased redevelopment of the surrounding context. This area would be suited for office and customer service facilities that are medium density. Buildings would be oriented toward Tryon Road with entries accessible from the public right of way. Parking and employee entries would be located at the rear of the building accessed from a new road.

This district should also be considered as a location for the consolidation of the DHHS administrative offices located within Wake County.

GOVERNMENTAL SERVICE FACILITIES

- **Motor Fleet** – New Motor Fleet garages and storage yard to be located at the southeast corner of the test track site, adjacent to the existing fuel station and State Highway Patrol Test Track. This allows for the Blue Ridge Road frontage to be redeveloped in line with the Research and Development District goals.
- **Textbook Warehouse** – Located at the rear of the test track, this allows for a new and expanded facility while providing access to additional sites for future warehouse facilities via a shared access road.
- **ABC Warehouse Expansion** – This expansion is planned for the existing warehouse located on Garner Road.

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STATE HIGHWAY PATROL TRAINING ACADEMY

- **Multi-purpose Building** – Construction of supplemental dormitories, classroom and office space at the north end of the historic core of the old Governor Morehead School.

- **K-9 Animal Support Facilities** – Located at the interior of the site near the railroad corridor, two buildings would be constructed to support K-9 operations and training for the academy and local law enforcement agencies.

OVERALL DISTRICT ENHANCEMENTS

- **Way finding system** – Develops signage that helps direct, identify and describe the buildings and areas of the Garner Road Campus.

- **Gateway features** are recommended at the intersections of Garner and Tryon Roads and Hammond and Tryon Roads. Additional signage is recommended along Hammond Road to help with way finding from I-440 and the Downtown Campus.

- **Streetscape improvements** – Provide streetscape enhancements along the main corridors accessing the District. A pedestrian walk along both sides of Tryon Road and along the west side of Garner Road is recommended as part of these enhancements to promote inter-campus and community connectivity.

- **Pedestrian circulation** – A greenway master plan is recommended that identifies walking and fitness trails to connect the SBI complex with the Training Academy and also tie into the sidewalk at Hammond Road.

- **Transportation** – Bus routes need to be evaluated for connectivity to the outlying campus areas, providing alternatives to personal vehicles between campuses. A future mass transit station should be considered at the north of Tryon Road allowing for additional park-and-ride facilities and a sheltered bus stop.

- **Parking** – Garner Road should be considered as a potential satellite parking facility for the Downtown Campus. This would tie into the new Motor Fleet facilities allowing employees to park personal vehicles in place of State vehicles.

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- **Campus storm water management plan** – Includes development of a strategy that improves and enhances the existing drainage courses traversing the site. This will maximize buildable sites by centrally locating storm detention devices.

MASTER PLAN ILLUSTRATION

The Garner Road master plan looks at reinvesting in Southeast Raleigh as an area for long-term space needs. The following illustration shows how this campus could develop in a density that would allow for long-term lease consolidations while maintaining current SBI and State Highway Patrol functions. This is accomplished through the redevelopment of the Highway Patrol Test Track to make use of valuable buildable land located within Wake County.

While schematic in character, it is assumed that the buildings would be constructed in a low to mid-rise character with parking accommodated through both structured and surface parking lots.

View of Possible Campus Cluster, Tryon Road in Foreground

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IMPLEMENTATION

Implementation of the Public Safety and Training Center District recommendations begins with the acknowledgement that the master plan's long-range vision serves as an integral part of the decision making process. The plans contained in the following pages establish the location of new buildings, describe a general size and mass for building projects, and provide additional recommendations to enhance the district.

The implementation process can be completed in phases that respond to the priority of specific needs and available funding. While this study does not propose a comprehensive plan for prioritizing the capital improvement projects, it does make recommendations in overall phasing through the short-, mid-, and long-range plans that respond to the projected space needs.

Possible Massing of Garner Road Development

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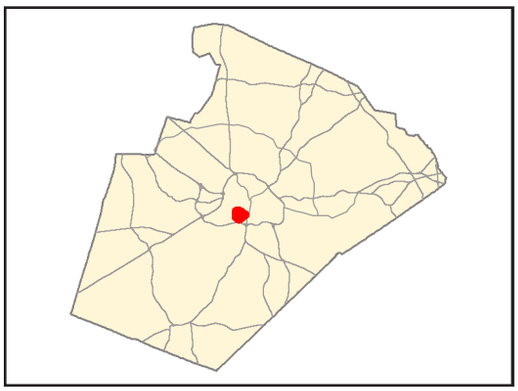
OVERVIEW

In excess of 500 acres, the Dorothea Dix Campus is the historic home of the Dorothea Dix Hospital. Its legacy continues today through mental health services, public wellness administrative facilities and the Department of Health and Human Services (DHHS) headquarters.

The mission of the Health and Wellness Center District should continue to honor this legacy by providing facilities for mental, physical and social wellness, while providing a public destination that enhances the surrounding context through the creation of parkland and open space.

Commonly referred to as "Dix Hill," the property has a beautiful pastoral quality composed of hardwood groves, rolling open spaces and dramatic views of Downtown Raleigh.

The historical character of the central core of the Campus should be preserved through adaptive reuse and serve as a guideline for the character of new development.



Dorothea Dix Context Map

The goals for the Dorothea Dix Campus include:

- To provide for consolidation of other State government facilities that work closely with DHHS
- To preserve and enhance historically significant buildings within the campus
- To reinforce the connections between the campus and the surrounding neighborhoods through public greenways, bikeways and visual ties
- To enhance the State Farmers Market as a destination by providing for expansion
- To serve as a transition to the land uses of NCSU Centennial Campus and the residential areas to the east and south

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The "Big Field"

Raleigh Farmers' Market

Raleigh Farmers' Market

PLANNING STRATEGY

These goals were used as framework to develop a set of planning parameters for the physical planning of the Dorothea Dix Campus as well as the Health Care and Wellness District. These parameters should serve as recommendations for future development. They have been developed by the Department of Administration, North Carolina State University (NCSU) and DHHS. The parameters are described in the following section.

PHYSICAL PLANNING PARAMETERS FOR THE DOROTHEA DIX PROPERTY

The land known as the Dorothea Dix Campus is property owned by the State of North Carolina and is uniquely positioned in proximity to Downtown Raleigh and NCSU. Under the stewardship of the State of North Carolina, the land and its facilities have been the State's headquarters for mental health services for over 150 years. Representing many stakeholders for this land, the State of North Carolina, through the leadership of the Department of Administration, NCSU and the DHHS commit to the following general planning parameters:

- The State of North Carolina should remain the owner of the property and continue its stewardship of the land. However, the State should evaluate partnership opportunities for re-development and preservation of campus assets.
- Large areas of public park lands should be established within the Dorothea Dix Campus. Both passive and active recreation areas should be planned for the park areas.
- Opportunities for mixed-use development to create a live-work-play environment should be part of the planning vision.
- Current and future space needs for DHHS have been established and DHHS will remain located at the Dorothea Dix Campus. In addition, land should be reserved to allow for consolidation of other state government agencies that need to be associated with DHHS.
- The land area identified by the 2002 Spring Hill Master Plan should remain allocated to NCSU. Further, the Spring Hill Planned Density Development and Spring Hill Master Plan should remain.

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- New development located in or near the original Dorothea Dix Hospital Historic Core should complement the existing campus character preserving the cultural heritage of the property.
- Existing buildings that are suitable for re-use should be utilized by DHHS.
- Sustainable design techniques and open-space preservation should be fundamental components of the planning for the Dorothea Dix Campus.
- The Farmers' Market should be integrated into the Dorothea Dix Property planning vision through improved connectivity and expansion of retail facilities.
- Existing long-term leases with the City of Raleigh, Food Runner's Collaborative and the Healing Place should be incorporated into plans for the Dorothea Dix Campus.
- A transportation plan and pedestrian network should be developed connecting the property to the region. These plans should be coordinated with NCSU, the surrounding neighborhoods and Raleigh.

NC Department of Agriculture and Consumer Services

Dorothea Dix - Specimen tree at entry drive

NC Department of Agriculture and Consumer Services

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Dorothea Dix - Early building currently used for Information Services

METHODOLOGY & LOCATION CRITERIA

The formulation of plans for future development opportunities in the Health and Wellness District began with a physical analysis to review completed past planning work and to assess the remaining overall quality of the Dorothea Dix Campus. The following steps were taken:

- An analysis of the previous planning to date was completed to compare and summarize the vision, goals and implementation strategies of each plan
- An overall listing of the previous plans' shared goals was determined and applied to the State's vision
- Plans from the NCSU Centennial Campus for the Spring Hill Tract were integrated

This planning analysis was presented to the Advisory Team and discussed in focus sessions to determine candidate sites for redevelopment, areas for public spaces, and sites that should be protected. Input and suggestions were solicited prior to finalizing the planning parameters and the master plan recommendations for consolidation and development.

The criteria for locating government agencies are critical in the creation of the Health Care and Wellness District.

Primary functions include:

- Office facilities for DHHS
- Office facilities for departments that need to be close to DHHS
- Parkland and recreational facilities to service the surrounding communities
- Expanded retail facilities for the State Farmers Market

Secondary functions of the Health and Wellness District include land reserves for future projects that cannot be met elsewhere and general office space with limited density.

Dorothea Dix - A house located on the campus

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Exclusions to the Health and Wellness District include:

- Uses that do not serve to enhance the mission of DHHS
- Facilities that are not compatible with the Health Care and Wellness District mission and are more appropriately associated with one of the other districts
- Warehouse, storage and other large functions requiring an extensive footprint, impacting the campus environment

Lake Wheeler Road at the entry to Dorothea Dix

HISTORICAL & CONTEMPORARY PERSPECTIVE

The property now occupied by the Dorothea Dix Hospital, the State Farmers Market and Centennial Campus was once a plantation owned by Colonel Theophilus Hunter. Col. Hunter built his home, Spring Hill, in the mid-1700s on the property's highest knoll. The present house was constructed in 1816. The plantation evolved through many people and events (including occupation by General Sherman) to become the campus as we know it today.

Dorothea Dix - Spring Hill House

Paramount to this development was Dorothea Lynde Dix who came to Raleigh in 1848 with a mission to ensure humane treatment of the mentally ill. Having cared for the ailing wife of Representative James C. Dobbin of Fayetteville, Ms. Dix found a champion for her cause. On December 23, 1848, Representative Dobbin successfully presented his full support of the "Memorial Bill" to establish a mental hospital and the bill received an overwhelming majority vote.

Construction of the hospital began after the site, now known as Dix Hill, was chosen by Ms. Dix. The first unit of the hospital formally opened on February 1, 1856. After working tirelessly and valiantly on behalf of the mentally ill, Ms. Dix died in 1887. Her efforts were recognized in 1959 by the General Assembly when it was decreed that the hospital should bear her name.

Dorothea Dix - Cherry building, currently transitioning to NCSU

As late as the 1940's, the hospital property functioned as a sustainable working farm with patients caring for crops and livestock. In 1985, a large portion along the western edge of the property was given to NCSU by Governor James B. Hunt, Jr., for the development of Centennial Campus and to the Department of Agriculture for the construction of the State Farmers Market. The Dorothea Dix Campus currently comprises over 500 acres.

The 1995 Master Plan identified the Dorothea Dix Campus as the site to consolidate the Department of Human Resources (predecessor to DHHS) facilities and to be reserved for the future psychiatric

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Old residences used as office space on the Campus

hospital. Park and open space reserves around the grove and the big field were also identified.

Since that time, soccer fields have been developed along Western Boulevard and the facilities for Food Runners and the Healing Place have been established through long-term leases.

Other factors impacting the Dorothea Dix Campus include:

- Completion of the new psychiatric hospital in Butner, NC; hospital staff and patients are in the process of relocating to this new facility
- DHHS continues to lease over 40% of its general office space in multiple locations around Raleigh
- DHHS is one of the fastest growing departments within the government system due to ever increasing population and expanded services to the outlying counties
- Public citizen mental health groups have taken a social and cultural interest in preserving the character of land along Western Boulevard

View of Downtown from the Campus

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SITE ANALYSIS AND EVALUATION

An analysis was completed for the Dorothea Dix Campus considering the following factors:

- Soils – surveyed to determine suitability for building
- Hydrology – surveyed to assess streams or ponds, flood zones, buffering requirement and known wetlands
- Topography – surveyed to evaluate type and severity of slope
- Land Cover – surveyed to establish conditions including known areas of significant open space
- Geographical Factors, if known
- Transportation – surveyed to appraise connectivity to existing and proposed transportation infrastructure as well as existing parking facilities and options
- Zoning – surveyed to determine required buffers, setbacks and height restrictions as well as all known plans under review by the City of Raleigh
- Existing Facilities – surveyed to assign a unique identifier to all known existing and proposed facilities currently under design and development
- Cultural and Social Context – historic neighborhoods, culturally significant sites

The following pages provide maps and summaries reflecting these factors. These factors were then used to develop a buildable area map that is used as a base for the master plan.

View of the entry to the McBryde Building - only part of the entire building is suitable for office space in its current configuration

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DOROTHEA DIX CAMPUS: NEW DEVELOPMENT

Legend

- Campus Boundary
- State Owned Land
- NCSU Spring Hill Precinct
- Historic District
- Known Allocations
- New Project Areas
- New Buildings in Design and Construction

Owned by the State of North Carolina, the Dorothea Dix Campus is in proximity to Downtown Raleigh and adjacent to the NCSU Centennial Campus. Under the stewardship of the State, the land and its facilities have been the State's headquarters for mental health services for over 150 years. Many different stakeholders have recently prepared diverging planning scenarios for the property.

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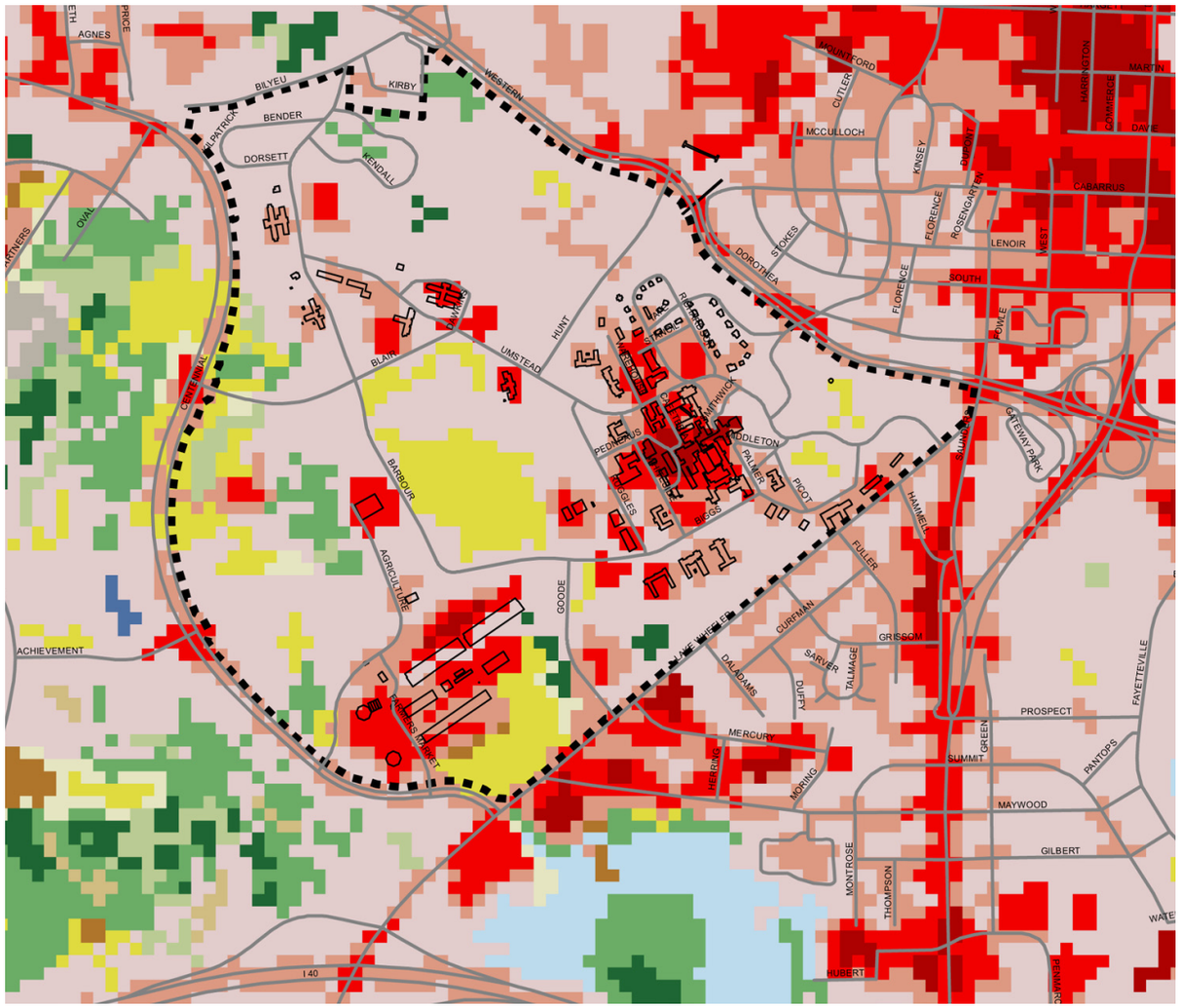
DOROTHEA DIX CAMPUS: LAND COVER



Large expanses of the land at the Dorothea Dix Campus have remained pastoral in character, as the land surrounding it has continued to urbanize. While the original hospital core is densely developed, the outlying fringes of the Campus are “park like” in character. Some of the best views to Raleigh’s Downtown skyline are available from the upper areas on the western side of the property.

Legend

- Campus Boundary
- Raleigh Zoning
  - Agricultural Productive - AP
  - Rural Residential - RR
  - Conservation Management - CM
  - Business - BUS
  - Shopping Center - SC
  - Neighborhood Business District - NB
  - Thoroughfare District - TD
  - Industrial District - IND
  - Office and Institutional - O&I
  - Residential - R
- Garner Zoning
  - Residential - R40
  - Office & Institutional - O&I
  - Service Business - SB
  - Light Industrial - L-1

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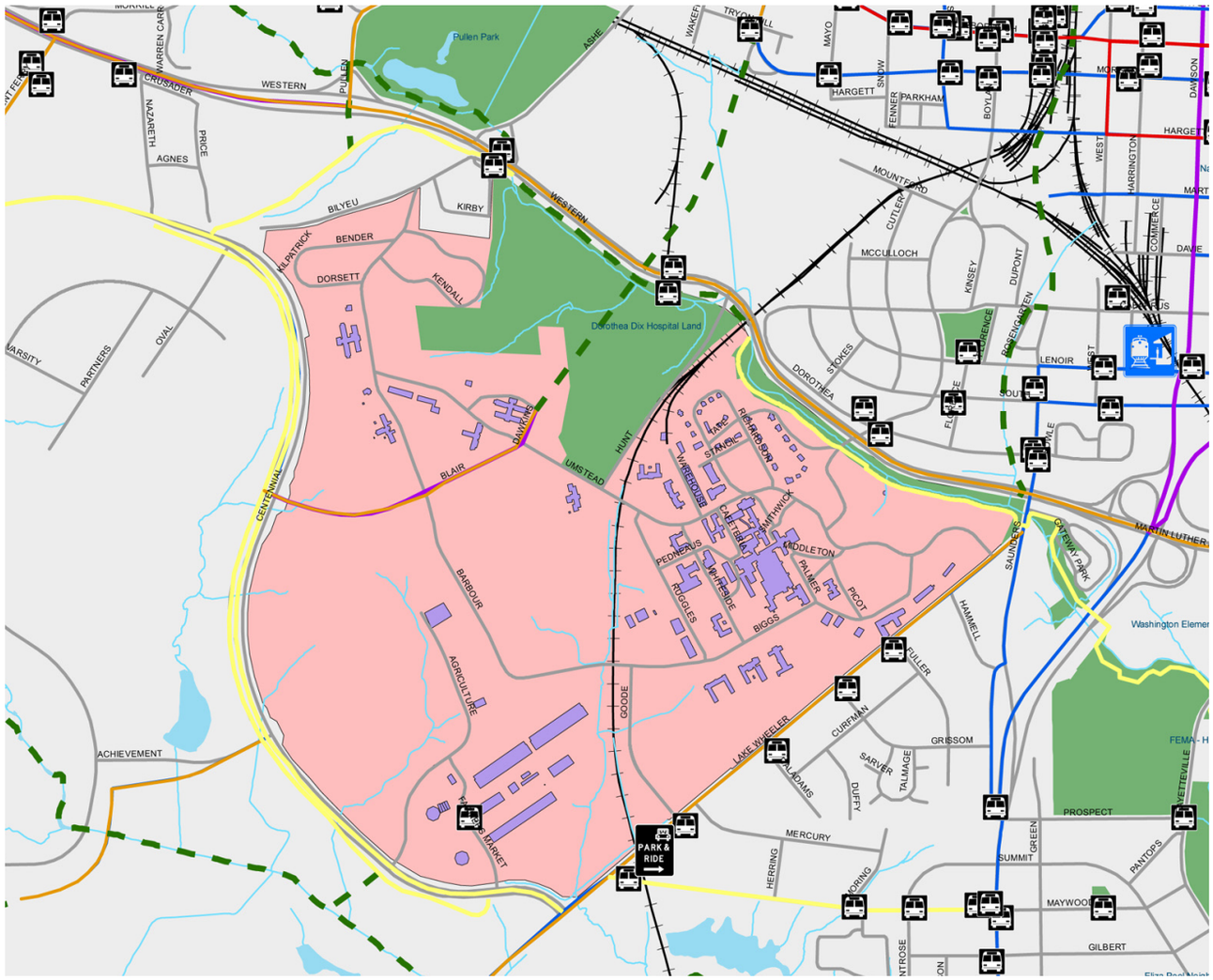
DOROTHEA DIX CAMPUS: TRANSPORTATION



Legend

- Campus Boundary
- State Government Facilities
- Greenways
- Streets
- Streams
- Lakes

CAMPO CTP Bicycle Facilities

- Existing Bike Facilities
- Facilities Needing Improvement
- Facilities Recommended

CAMPO CTP Roadways

- Existing Roadways
- Roadways Needing Improvement
- Recommended
- TTA Park-Ride
- TTA / CAT / Wolfline Bus Stops
- Additional CAT Bus Stops
- Additional Wolfline Stops

The Campus has good bus service with Triangle Transit Authority (TTA), Capital Area Transit (CAT) and the NCSU Wolfline all providing service. A network of narrow two-lane roads allows circulation within the campus and a park-and-ride lot is located along Lake Wheeler Road. A recently widened Western Boulevard marks the northern edge of the Campus and Centennial Parkway is the western boundary. Norfolk-Southern Railway's active rail shipping line bisects the site north to south. With busy roads on all sides of the property, pedestrian access into the Campus is difficult.

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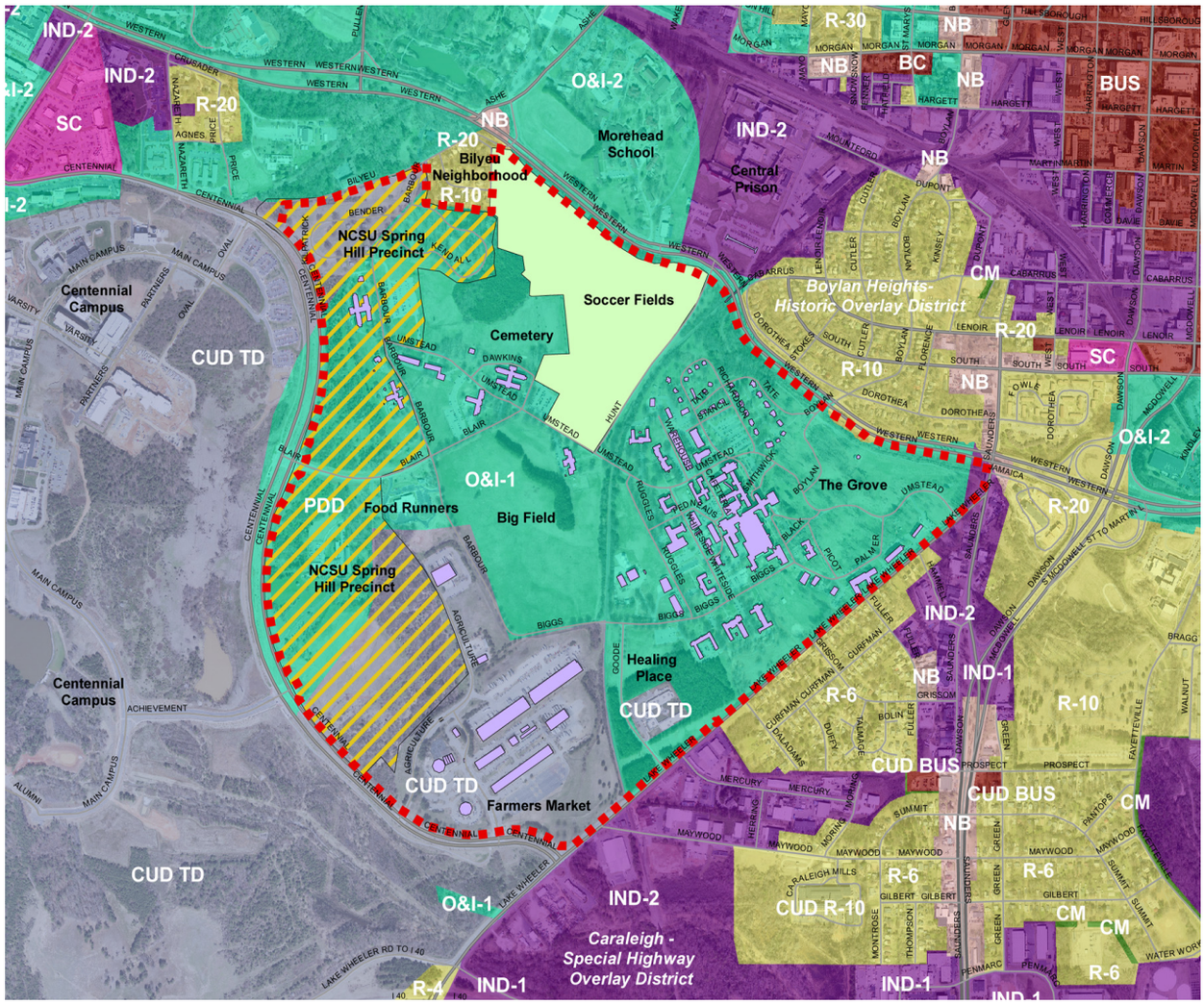
DOROTHEA DIX CAMPUS: EXISTING ZONING



The Dorothea Dix Campus land is primarily zoned Office and Institutional – 1 (O&I-1) with some of the land, at the NCSU Spring Hill Precinct, zoned Planned Density Development (PDD). The City of Raleigh has zoning jurisdiction across this area and the State will need to meet zoning requirements established by the City of Raleigh's Unified Development Ordinance. The current zoning is conducive to the State's development goals.

Legend

- Campus Boundary

Raleigh Zoning

- Agricultural Productive - AP
- Rural Residential - RR
- Conservation Management - CM
- Business - BUS
- Shopping Center - SC
- Neighborhood Business District - NB
- Thoroughfare District - TD
- Industrial District - IND
- Office and Institutional - O&I
- Residential - R

Garner Zoning

- Residential - R40
- Office & Institutional - O&I
- Service Business - SB
- Light Industrial - L-1

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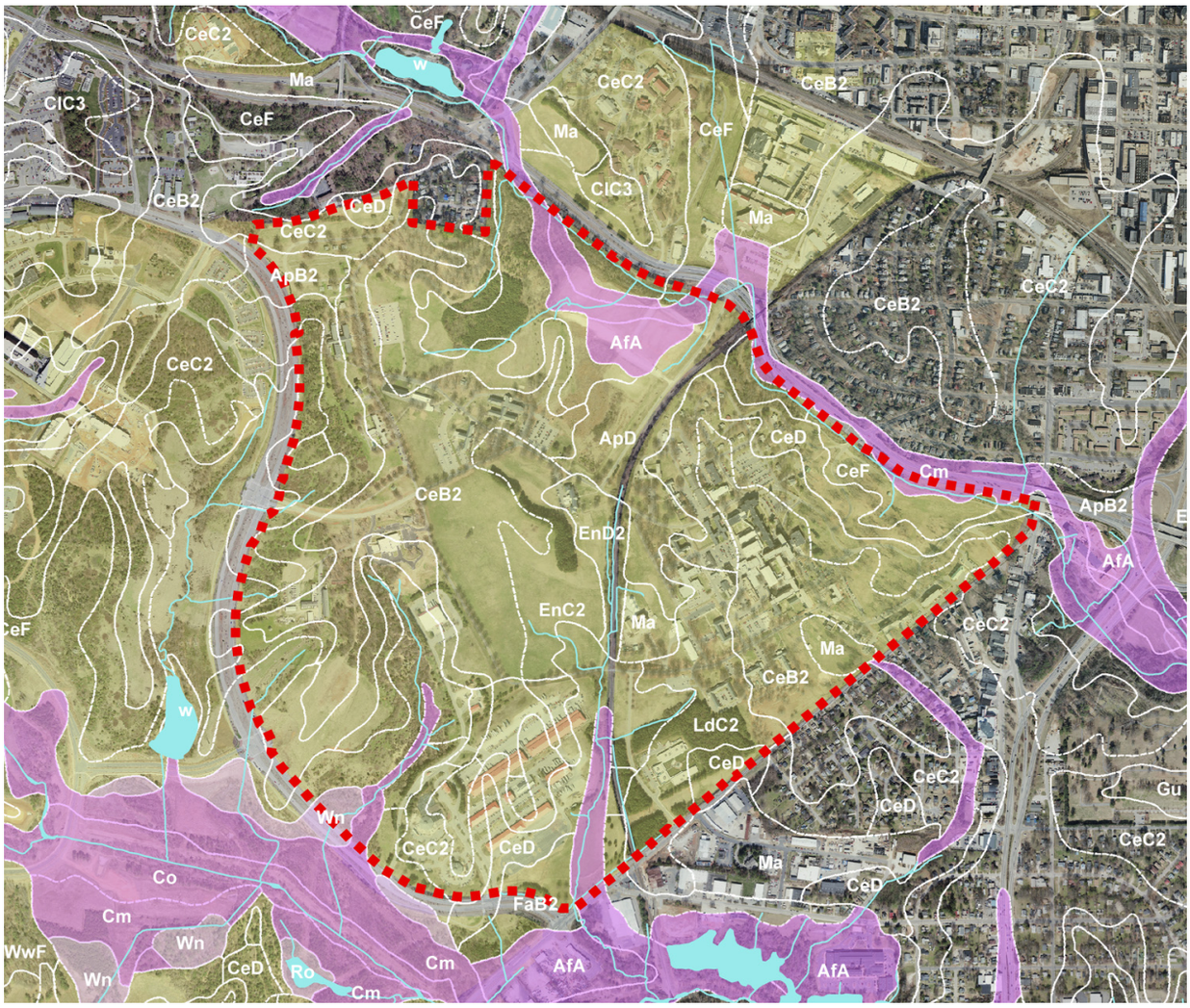
DOROTHEA DIX CAMPUS: SOILS



Legend

- Campus Boundary
- State Owned Land
- Lakes
- Streams
- Hydric Soils - Moist
- Hydric Soils - Wet

The soils in the upland areas are typical to the region and do not generally pose any limitations for development. Perched water tables are not uncommon and each building site will need careful examination. An area of contaminated soils exists on the site in its northwest corner. A final determination of the extent and impact of this contamination has not been made. The soils found in and around the stream channels and floodways are considered hydric soils and are highly plastic. These soils should be avoided and any development that borders them may require special construction techniques.

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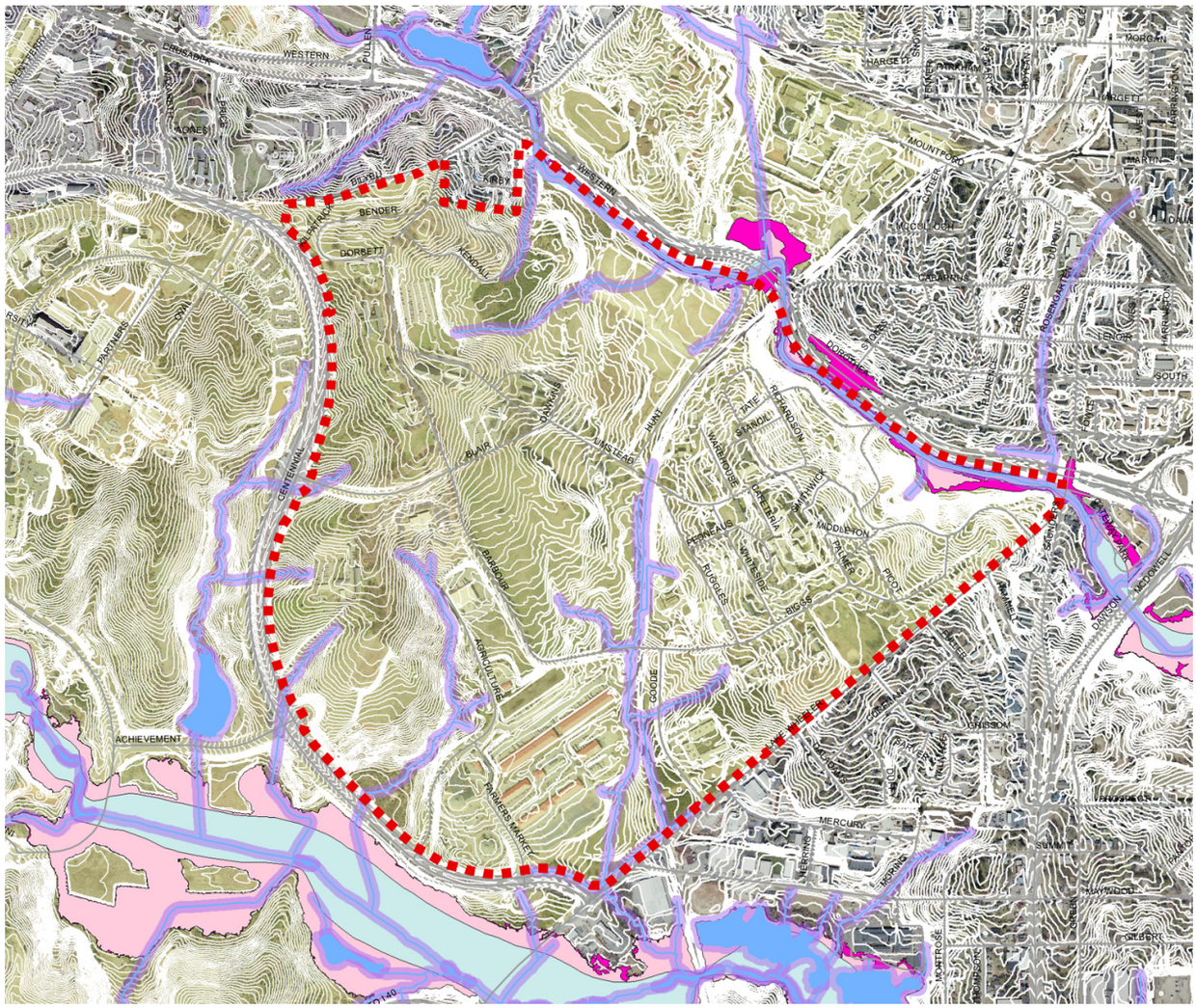
DOROTHEA DIX CAMPUS: TOPOGRAPHY AND HYDROLOGY



The land at the Dorothea Dix Campus is a high point relative to its surroundings. The terrain is rolling with many knolls and plateaux. Slopes oriented to the north and south direct surface water to streams along Western Boulevard and beneath Centennial Parkway. The terrain does not pose limitations to the development envisioned for this area.

Legend

- Campus Boundary
- State Owned Land
- Lakes
- Streams
- 50 ft Buffers
- Floodway
- 100 Year Flood
- 500 Year Flood

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DOROTHEA DIX CAMPUS – CONTEXT AND INVENTORY

Since the 1995 Master Plan a few notable changes are evident at the Dorothea Dix Campus. The Healing Place, located off Lake Wheeler Road, was constructed and the Spring Hill Precinct along Centennial Parkway was established. The Healing Place is a leased condition with Wake County and the Spring Hill precinct reserves approximately 130 acres for the growth of NCSU's Centennial Campus. Other additions to note are the leased reservation for soccer fields by the City of Raleigh, Food Runners Collaborative, the Healing Place and a major hospital expansion across Western Boulevard at Central Prison.

DOROTHEA DIX CAMPUS BUILDABLE SITES

With the allocation of the Spring Hill Precinct to NCSU and long-term leases to the City of Raleigh, Food Runners, and The Healing Place, the remaining developable areas of Dorothea Dix are limited to in-fill and redevelopment of the existing campus facilities or expansion into areas of existing open space.

Several options are proposed for consideration, which concentrate new development to within areas of existing buildings in order to minimize impact on the existing open space. The total acreage of this open space fluctuates slightly between both options, with a gross of approximately 200 acres. Further removal of existing structures not solving the State's space needs would allow for additional open space to be reclaimed.

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A VISION FOR 2022

The legacy of the Dorothea Dix campus is focused on the provision of mental health within the state of North Carolina. This campus also serves as the headquarters for the Department of Health and Human Services, the stewards of health and social welfare across the state. With the relocation of the mental health hospital to Butner, the future of this campus has a number of opportunities for the State and its citizens.

Dorothea Dix - Character of internal, core streets

During the space planning portion of this project, DHHS administrators made the request for a consolidated campus to solve their future needs. This master plan looks at several options for solving the DHHS space needs within Wake County. Two options illustrate how Dorothea Dix could continue to serve the Department of Health and Human Services (DHHS), while options have also been illustrated at the Garner Road Campus and at the Blue Ridge Road Campus.

Both of the long range plans for the Dorothea Dix Campus accomplish the goals of the 2007 Facilities Master Plan while reflecting the specific location criteria. The land use concepts provide approaches that will consolidate all of the DHHS facilities within Wake County; create parkland desired by citizens of North Carolina, and provide an approach that will promote the adaptive re-use and restoration of the historic core portions of the Dorothea Dix Hospital.

LAND USE CONCEPT PLAN A

"THE UMSTEAD COMPLEX"

"The Umstead Campus" concept locates the DHHS core adjacent to the Spring Hill Precinct and in-fills the land between the Kirby, Adams, and Williams buildings. The new buildings would be located off the ridge, minimizing the impact on views from Raleigh. This location also locates the new development immediately adjacent to the Spring Hill Precinct, an area allocated for the future expansion of the NCSU Centennial Campus.

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The advantage of this concept is that it allows the public area to flank the southeast of the campus, creating a contiguous buffer of public space adjacent to the residential areas along Western Blvd. and Lake Wheeler Road. This public area could continue to provide park and open space while also providing the opportunity for the re-vitalization of the historic core into a mixed use village.

Key elements of this concept plan are:

- DHHS complex located along Umstead Drive
- Park and open space
- Mixed-use village
- Spring Hill Precinct
- State Farmers Market
- Connections to the surrounding context

PROJECT SUMMARY - THE UMSTEAD ROAD COMPLEX

New DHHS Complex

Centered on the intersection of Blair Drive and Umstead Drive, this new complex would integrate the Kirby, Adams and Williams buildings into a new complex that fulfills the existing and future space needs of DHHS. This complex also identifies additional building sites that would allow for the consolidation of all DHHS lease sites located within Wake County as well as the Department of Juvenile Justice and Delinquency Prevention. The operations at the Governor Morehead School and several service centers outside of the campus would remain in place.

Low-rise buildings would be oriented around a new campus quad that would integrate surface parking and structured parking to the edges of the campus while preserving the pastoral nature of this portion of the greater Dorothea Dix Campus. Mid-range plans illustrate the space build-out needed to fulfill the 1,295 staff currently on-site plus the additional space to fulfill the growth projection of 1,500 additional personnel.

A long-range vision illustrates how an additional 500,000 gross

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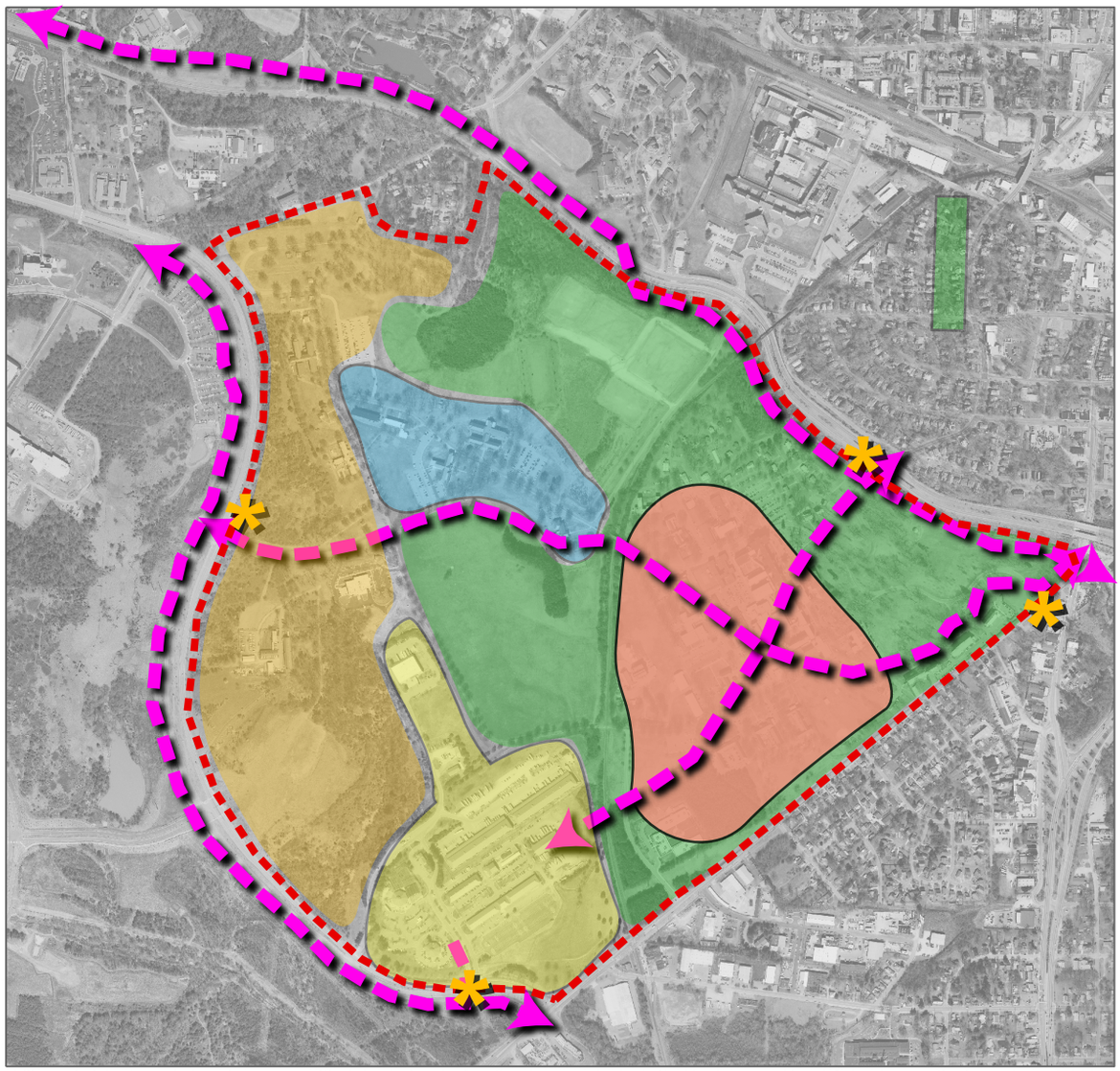
DOROTHEA DIX CAMPUS: LAND USE CONCEPT PLAN A
THE UMSTEAD COMPLEX



Open Space

Office Complex

Village/ Adaptive Re-use

Farmers Market

Spring Hill Precinct

Pedestrian Corridor

Gateway

Dorothea Dix Campus Concept A

0 600 1,000 Feet

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square feet can be integrated into this new campus to consolidate the projected lease needs required by 2022. Buildings in this portion of the campus would be between four- and five-stories in height complementing the surrounding context of three to four-stories envisioned in the long-range vision of the Spring Hill Precinct.

OFFICE OF JUVENILE JUSTICE AND DELINQUENCY PREVENTION (OJJDP)

The mission of the OJJDP requires its staff to work closely with the DHHS staff to understand the influence of social and mental health. Currently OJJDP has a high ratio of lease-to-owned space and the continued presence of this department and its growing mission require a permanent facility with room for expansion adjacent to DHHS.

PUBLIC SPACE

One of the goals of the land use concept is to provide a public destination at the Dorothea Dix Campus. Public space is reserved on this property in excess of 340 acres, split among the following:

- **Redeveloped Historic Core -** This is a concept approach for the reuse of significant historic buildings in the central core of the Dorothea Dix Campus. Proposed uses could include studio space, commercial and retail facilities that complement and enhance the State Farmers Market, residential and office space. Opportunities for museum, institutional and educational facilities could also be considered.

  New building improvements in this area would be developed in character to the historic nature of the site and be complementary in scale to the surrounding context. Plazas, open space and park areas should be integrated into the existing campus core through removal of insignificant structures and structures that are beyond restoration.

- **Park land and open space** in excess of 200 acres could be designated and protected. These areas would take advantage of the existing pastoral quality of the property found in "the grove," soccer fields and "the big field."

- **The State Farmers Market** would continue to be a retail destination for the area with expanded facilities and connections to the surrounding campus.

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LAND USE CONCEPT PLAN B
"THE LAKE WHEELER ROAD COMPLEX"

"The Lake Wheeler Road Complex" concept locates the DHHS core north of Lake Wheeler Road and to the west of the existing hospital complex locating the development along Biggs Drive between Palmer Drive and Goode Street. The Healing Place will not be impacted by this development, allowing them to remain for the life of their lease. A public area could be created that runs around the north of this complex and connects up to the Farmers Market, separating DHHS and NCSU Spring Hill Precinct.

Key elements of this concept plan are:

- DHHS complex located along Biggs Drive
- Park and open space
- Mixed-use village
- Spring Hill Precinct
- State Farmers Market
- Connections to the surrounding context

PROJECT SUMMARY- THE LAKE WHEELER ROAD COMPLEX

DHHS Offices
Centered between Goode Street and Palmer Drive, this new complex would integrate the Clark, Brown, Broughton, Hoey, and Haywood buildings into a new complex that fulfills the existing and future space needs of DHHS. Several additional buildings would be required to supplement the current space need and to fulfill the future needs. These facilities could also be sized to allow for the integration of the Department of Juvenile Justice and Delinquency Prevention. The operations at the Governor Morehead School and several service centers outside of the campus would remain in place.

Low-rise buildings would be oriented around a new campus quad that would integrate surface parking and structured parking to the edges of the campus. The building sites should be held off Lake Wheeler Road to minimize visibility of the new facilities from the residential areas to the south.

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Mid-range plans illustrate the space build-out needed to fulfill the 1,295 staff currently on-site plus the additional space to fulfill the growth projection of 1,500 personnel.

A long-range vision illustrates how an additional 500,000 gross square feet can be integrated into this new campus to consolidate the projected lease needs required by 2022. Buildings in this portion of the campus would be between four- and five-stories in height that would complement the surrounding context of three to four-stories envisioned long-range for the Spring Hill Precinct.

PUBLIC SPACE

One of the goals of the land use concept is to provide a public destination at the Dorothea Dix Campus. Public space is reserved on this property, with the following uses for consideration:

- **Redeveloped Historic Core -** This is a concept approach for the reuse of significant historic buildings in the central core of the Dorothea Dix Campus. Proposed uses could include studio space, commercial and retail facilities that complement and enhance the State Farmers Market, residential and office space. Opportunities for museum, institutional and educational facilities could also be considered.

  New building improvements in this area would be developed in character to the historic nature of the site and be complementary in scale to the surrounding context. Plazas, open space and park areas should be integrated into the existing campus core through removal of insignificant structures and structures that are beyond restoration.

- **Park land and open space** with approximately 200 or more acres available for consideration. These areas would take advantage of the existing pastoral quality of the property found in "the grove," soccer fields and "the big field."

- **The State Farmers Market** should continue to be a retail destination for the area with expanded facilities and connections to the surrounding campus.

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DOROTHEA DIX CAMPUS: LAND USE CONCEPT PLAN B
THE LAKE WHEELER ROAD COMPLEX

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OVERALL DISTRICT ENHANCEMENTS, NON-CONCEPT SPECIFIC

- **Way finding system** – Develops signage that helps direct, identifies and describes the buildings and areas of the campus.
- **Streetscape improvements** – Provide streetscape enhancements along the main corridors accessing the Health and Wellness District, would include lighting and improved road cross sections
- **Pedestrian circulation** – Provide access to the campus and enhance existing connections through the development of safe pedestrian crossings between the Campus at Western Boulevard and Lake Wheeler Road. An existing greenway along Western Boulevard ties the eastern portion of the campus to NCSU and to Pullen Park. It is recommended that a greenway master plan for this campus be completed to tie into Centennial Campus and to the residential areas to the south and west of the campus.
- **Transportation** – The new campus core and the historic core needs to be integrated into a regional bus system to promote its accessibility and help improve the fulfillment of the mission of DHHS and OJJDP. This integration will also allow state employees and visitors access to the surrounding campuses, specifically the Downtown Campus, to maintain the level of contact necessary for interdepartmental communication.
- **Parking** – While there is significant green space available for the development of surface parking, a combined strategy of surface and structured parking is recommended to improve campus density, and preserve existing campus quality. This higher density approach would minimize the requirements of storm water management by reducing the total impervious area. It is recommended that new parking facilities be coordinated with NCSU as they develop Spring Hill Precinct and continue to develop Centennial Campus to allow for potential sharing of these facilities.

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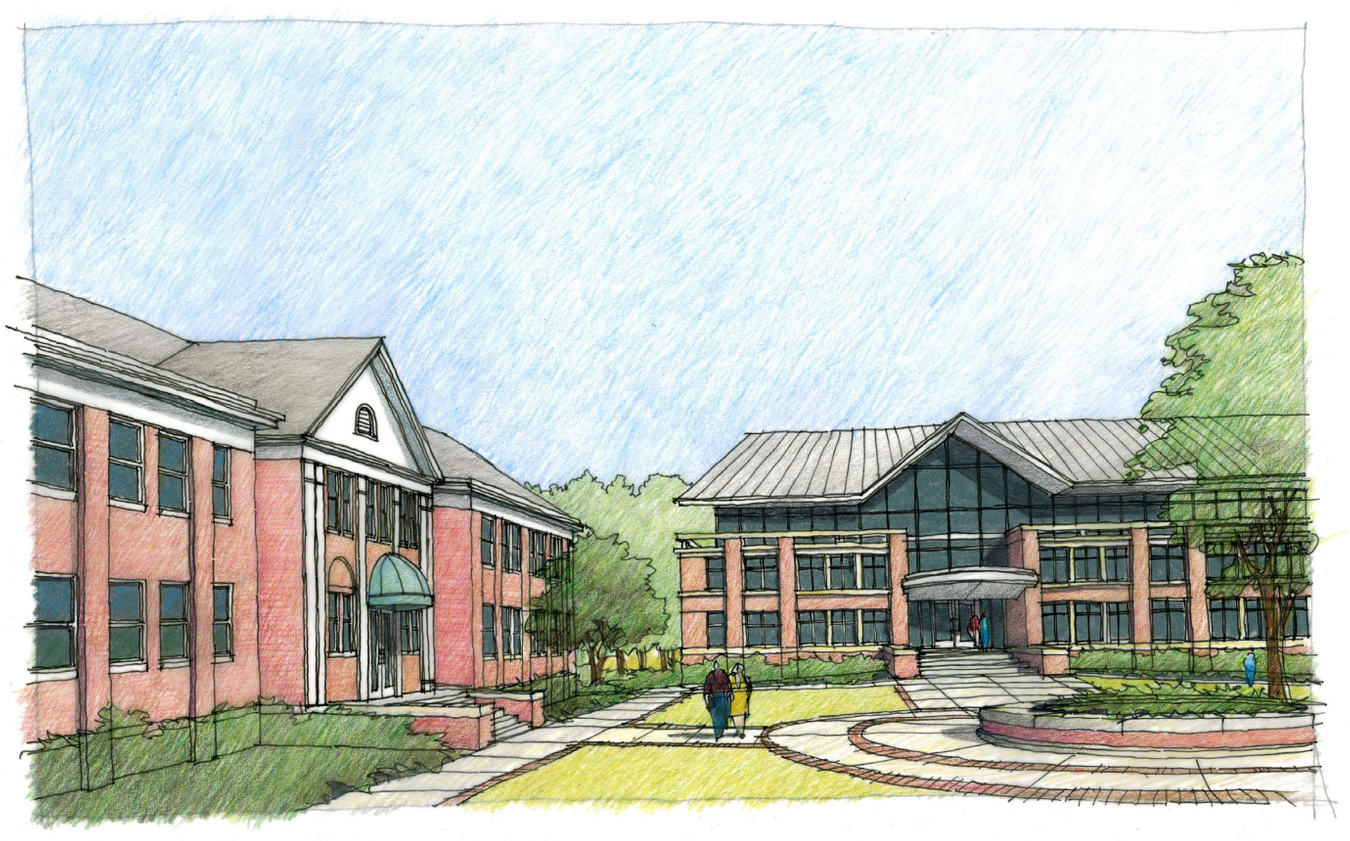
MASTER PLAN A - "THE UMSTEAD COMPLEX"

The master plan on page 31 illustrates the Umstead Complex concept, by showing the extent of buildings needed to meet the DHHS space needs, including lease consolidation. The implementation section following shows how phased development could build out this complex.

MASTER PLAN B- "THE LAKE WHEELER ROAD COMPLEX"

The master plan on page 33 illustrates the Umstead Complex concept, by showing the extent of buildings needed to meet the space needs of DHHS, including the lease consolidation. The implementation section following shows how phased development could build out this complex.



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IMPLEMENTATION

Implementation of the Health Care and Wellness District recommendations begins with the acknowledgement that the master plan's long-range vision serves as an integral part of the decision making process. The plans contained in the following pages establish the location of new buildings, describe a general size and mass for building projects and provide additional recommendations to enhance the district. Recommendations are also made for large areas to be reserved for:

- The creation of a park
- Visitor amenities
- Mixed-use opportunities
- Areas for active recreation

The implementation process can be completed in phases that respond to the priority of specific needs and available funding. While this study does not propose a comprehensive plan for prioritizing the capital improvement projects, it does make recommendations in overall phasing through the short-, mid-, and long-range plans that respond to the projected space needs.

For both Schemes, the 2012 vision is the same, as the existing buildings needed to solve the short-range space needs would be the same. It is the mid-range and long-range visions that differ. Please refer to the following maps and tables.

Open Space Serving Integrated with Development

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OVERVIEW **3**

SITE ANALYSIS AND EVALUATION **4**

AGRICULTURE RESEARCH LANDS: LAND COVER 6
AGRICULTURE RESEARCH LANDS: TRANSPORTATION 7
AGRICULTURE RESEARCH LANDS: EXISTING LAND USE 8
AGRICULTURE RESEARCH LANDS: TOPOGRAPHY & HYDROLOGY 9
AGRICULTURE RESEARCH LANDS: SOILS 10

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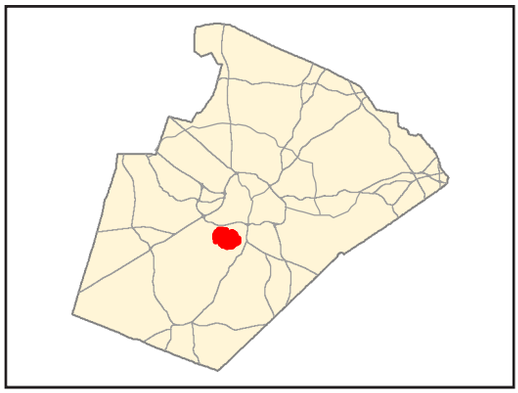
OVERVIEW

In excess of 2,000 acres, this rolling green open space serves as a rural buffer between East Cary, Southwest Raleigh and West Garner. At a regional scale, it enhances the public open space connections between Umstead State Park to the north and Lake Wheeler and Lake Benson to the south. The present zoning of the land is conducive to the State's current needs and uses for the property as an agricultural research area. Should the State wish to develop this property, the completion of the East Cary Parkway may present a limited opportunity in the northwest corner of the tract, as municipal services follow the new connector.



Agricultural Research Lands Context Map

The broad, rolling terrain provides generous building sites outside of the stream buffers and hydric soils areas. It is important to note, however, these lands are covered by the Swift Creek Land Management Plan that is designed to protect water quality in nearby Lakes Wheeler and Bensons water supply reservoirs. The lack of available infrastructure will limit the intensity of development across this land.

Yates Mill County Park

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SITE ANALYSIS AND EVALUATION

An analysis was completed for the Agriculture Research Lands considering the following factors:

- Soils – surveyed to determine suitability for building
- Hydrology – surveyed to assess streams or ponds, flood zones, buffering requirement and known wetlands
- Topography – surveyed to evaluate type and severity of slope
- Land Cover – surveyed to establish conditions including known areas of significant open space
- Geographical Factors, if known
- Transportation – surveyed to appraise connectivity to existing and proposed transportation infrastructure as well as existing parking facilities and options
- Zoning – surveyed to determine required buffers, setbacks and height restrictions as well as all known plans under review by the City of Raleigh
- Existing Facilities – surveyed to assign a unique identifier to all known existing and proposed facilities currently under design and development
- Cultural and Social Context – historic neighborhoods, culturally significant sites

The following pages provide maps and summaries reflecting these factors. The limits observed during this analysis process revealed limited opportunities for solving the State's space needs.

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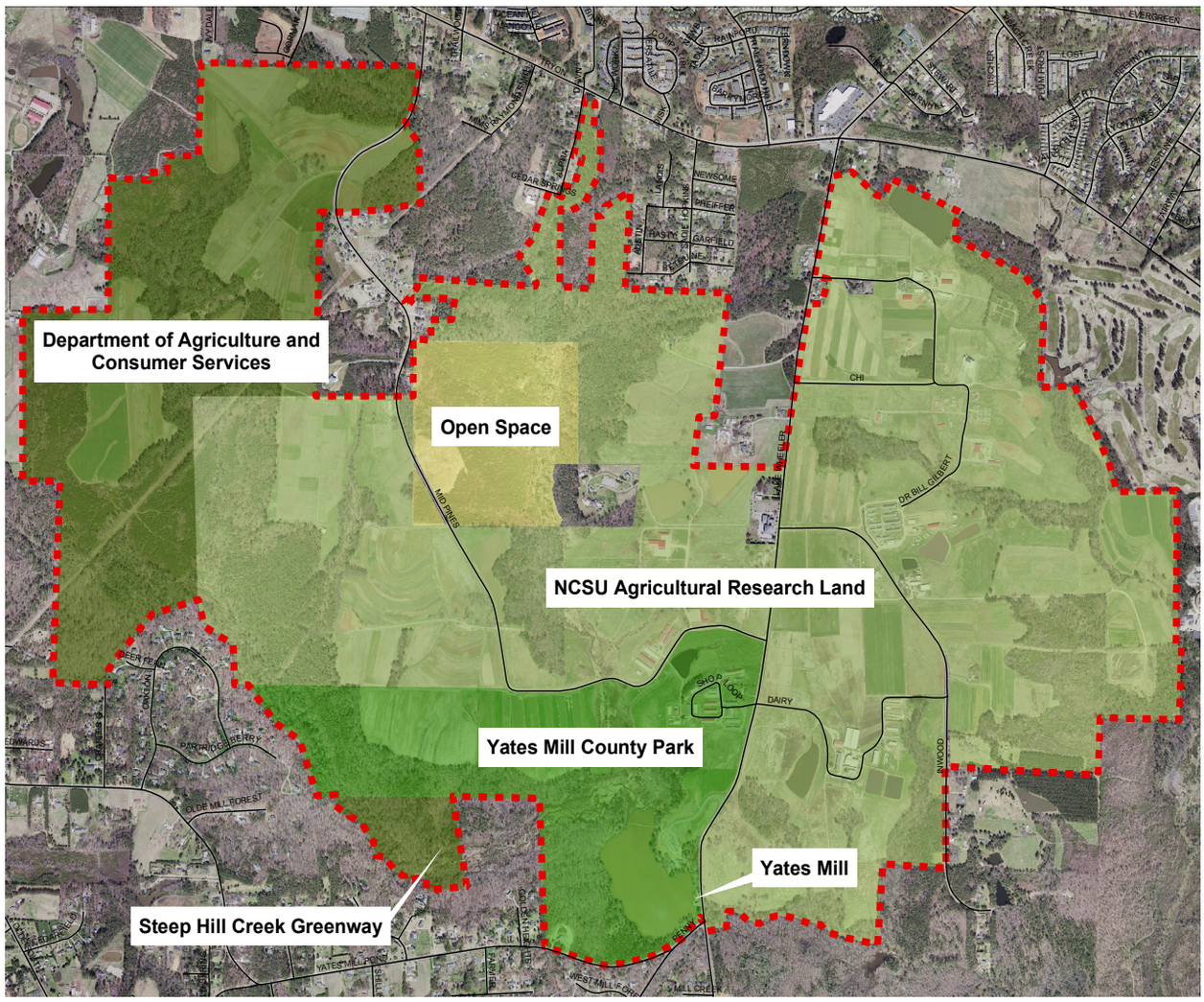

This rural land is known as the NCSU Agricultural Research Station and comprises over 2,000 acres of primarily open pasture land with some pockets of woodland to the south and west sides of the property. Small developments have occurred over recent years in support of the agricultural programs to include sheds, barns and maintenance facilities. The majority of the land is under active NCSU agricultural research including the Dairy Farm Unit, Turf Grass Management and Crop Studies. Wake County has recently renovated the historic Yates Mill and has developed Yates Mill County Park.

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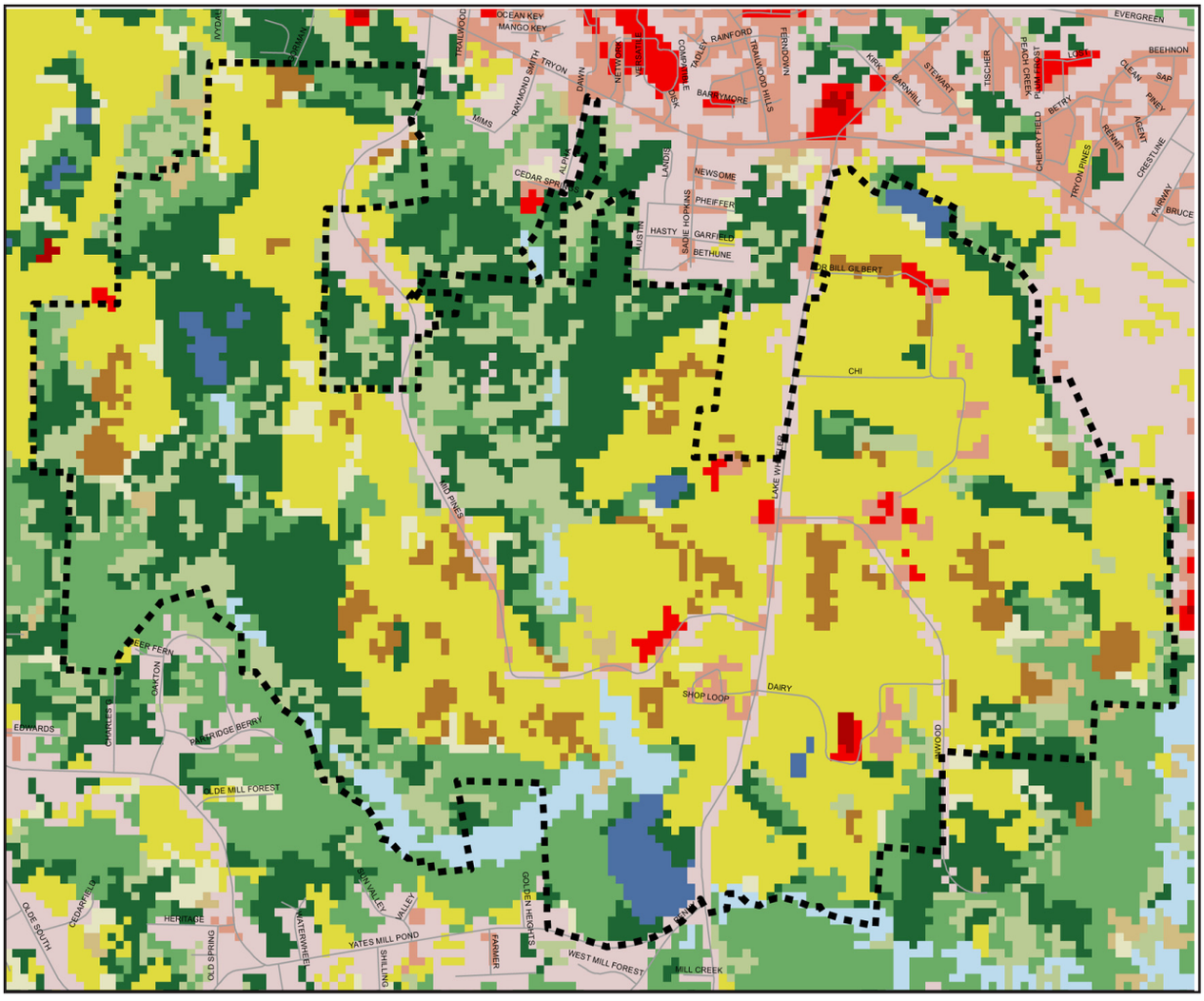
AGRICULTURE RESEARCH LANDS: LAND COVER



Legend

- Property Boundary
- Streams
- Open Water
- Developed, Open Space
- Developed, Low Intensity
- Developed, Medium Intensity
- Developed, High Intensity
- Baren Land
- Deciduous Forest
- Evergreen Forest
- Mixed Forest
- Scrub
- Grasslands
- Pasture/Hay
- Cultivated Crops
- Woody Wetlands
- Emergent Herbaceous Wetlands

Primarily pasture and woodland, higher density developments could be located along Tryon Road to the north as municipal water and sewer are available to those areas. Because water and sewer have not been extended south of the Tryon Road ridgeline, intensive development in this area of the County has not occurred.

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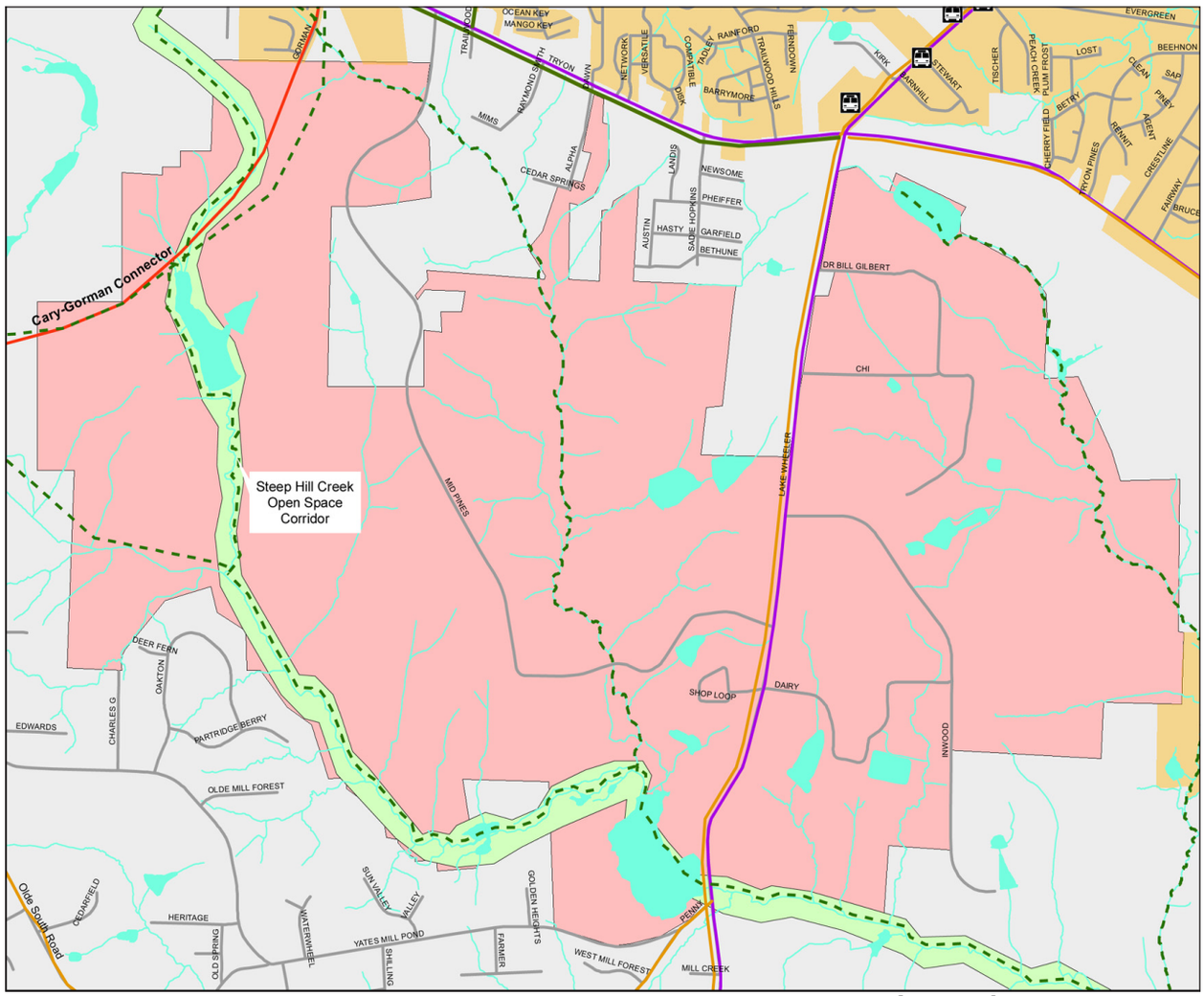

Legend

- Campus Boundary
- State Government Facilities
- Greenways
- Streets
- Streams
- Lakes

CAMPO CTP Bicycle Facilities

- Existing Bike Facilities
- Facilities Needing Improvement
- Facilities Recommended

CAMPO CTP Roadways

- Existing Roadways
- Roadways Needing Improvement
- Recommended
- TTA Park-Ride
- TTA / CAT / Wolfline Bus Stops
- Additional CAT Bus Stops
- Additional Wolfline Stops

No municipal bus service is available in this area. The road systems experience significant congestion during morning and afternoon peak traffic times. The Capitol Area Metropolitan Planning Organization, CAMPO, has recommended a connector road across the northwestern portion of the research lands between the southeast Cary Parkway and Gorman Street at Tryon Road. Bicycle lanes have been proposed for this parkway extension and improvements to Lake Wheeler and Penny roads are also planned. An open space corridor currently follows Steep Hill Creek around the southern and western boundaries of the area. Several off-road trails that follow creeks through the property have been suggested, including one along the corridor that connects Lake Johnson to Lake Wheeler.

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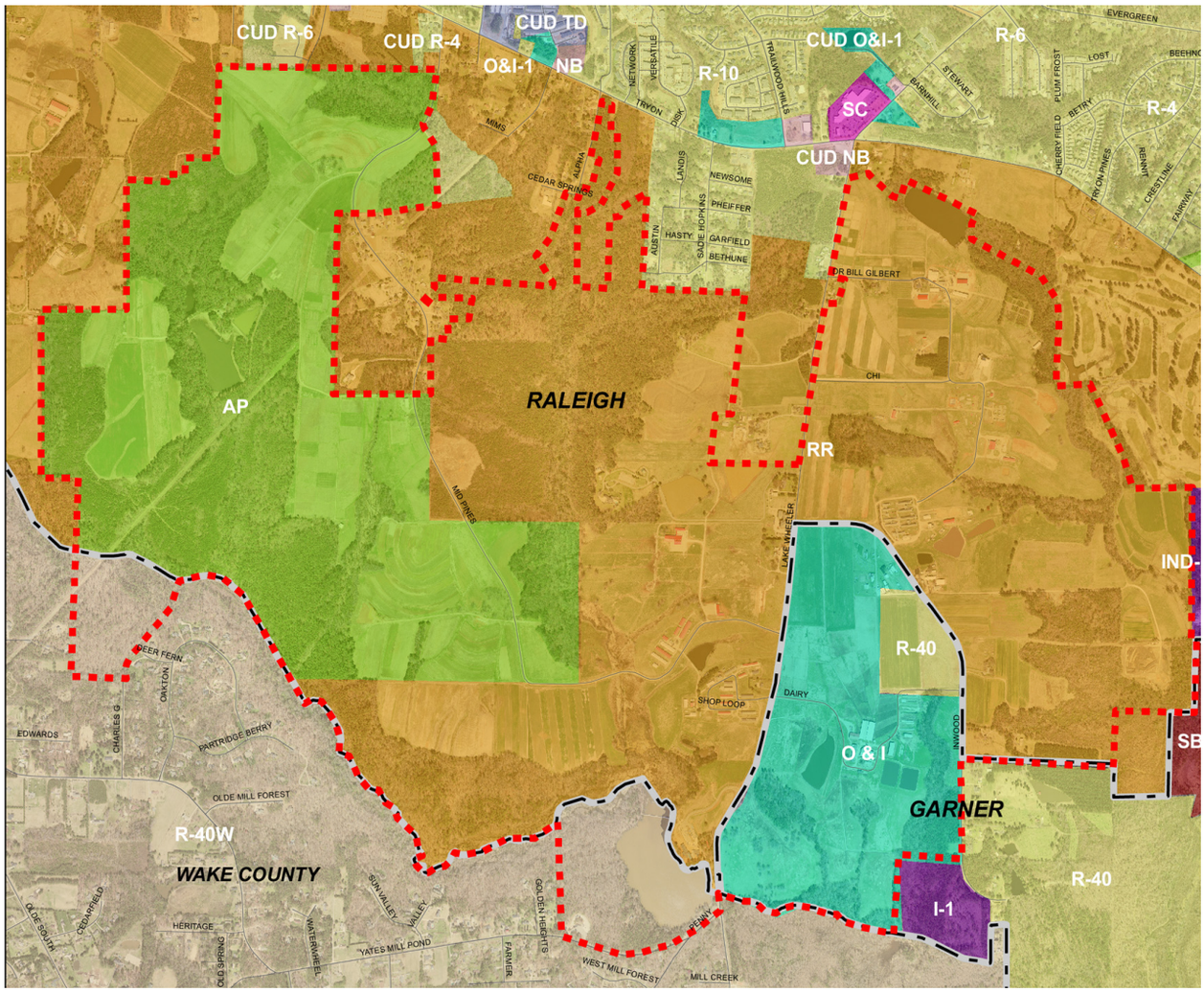
AGRICULTURE RESEARCH LANDS: EXISTING LAND USE



Legend

- Campus Boundary

Raleigh Zoning
- Agricultural Productive - AP
- Rural Residential - RR
- Conservation Management - CM
- Business - BUS
- Shopping Center - SC
- Neighborhood Business District - NB
- Thoroughfare District - TD
- Industrial District - IND
- Office and Institutional - O&I
- Residential - R

Garner Zoning
- Residential - R40
- Office & Institutional - O&I
- Service Business - SB
- Light Industrial - L-1

Three municipalities share jurisdiction over the land use of this property. Its use is primarily rural residential and agricultural productive. The Garner portion brings in office and institutional and some light industrial use in the extreme southern area east of Lake Wheeler Road.

The entire agriculture research land area is contained within the Swift Creek Land Management Plan (SCLAMP), which is designed to protect water quality in nearby Lakes Wheeler and Benson's water supply reservoirs. The SCLAMP is divided into critical and non-critical areas, and regulates stream buffers, maximum densities, impervious surface, impoundments, and private/municipal sewers within its boundaries. The current zoning of the land is supportive of agricultural research and limited development.

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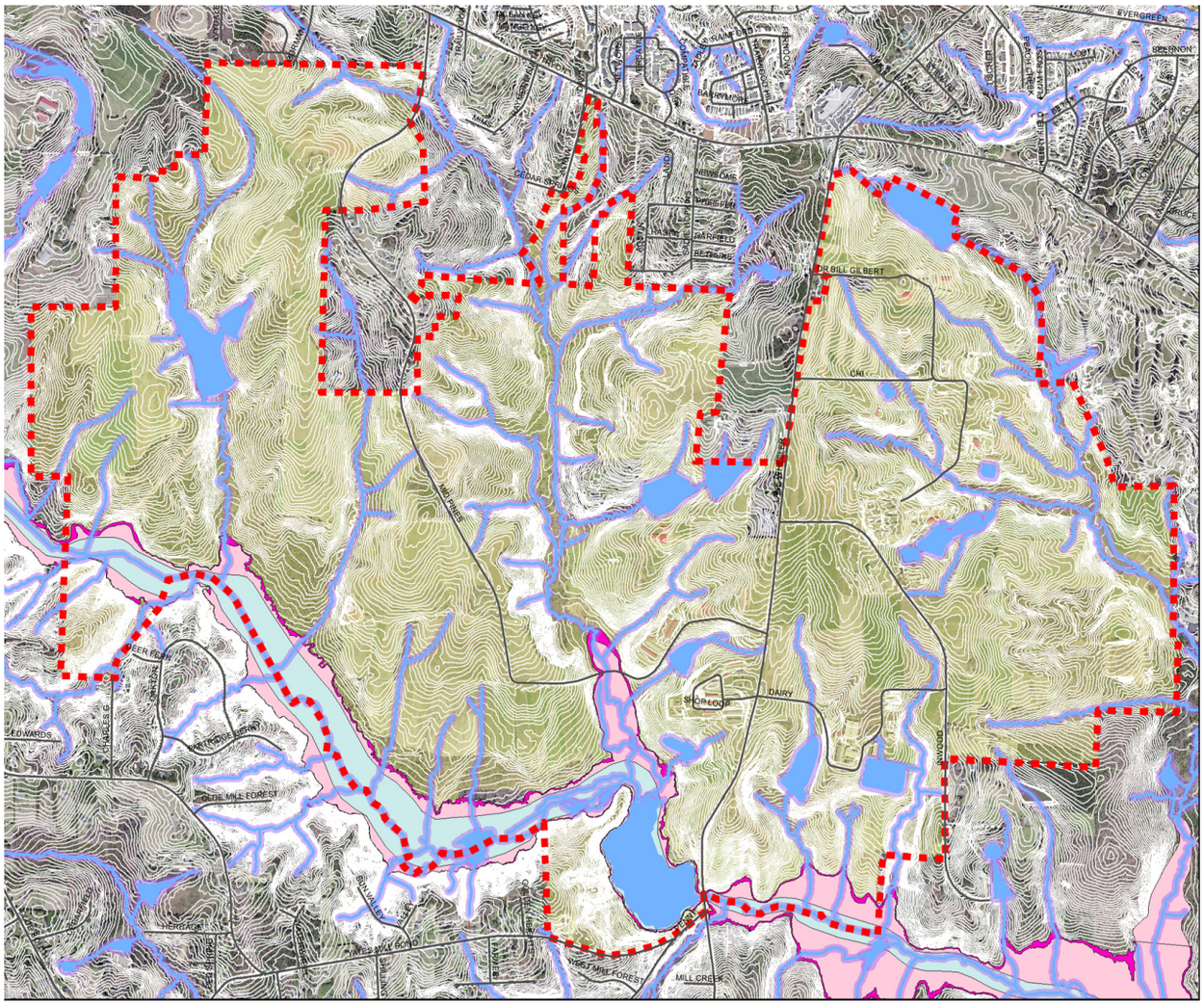
AGRICULTURE RESEARCH LANDS: TOPOGRAPHY & HYDROLOGY



One of the highest points in the Wake County, the terrain of the land is moderately sloping with broad flat ridges. Tryon Road to the north is a primary ridgeline and the land across the property primarily slopes southward. Many streams are located on the property and tree hedgerows describe them. A few small ponds also exist with Yates Mill Pond being the largest.

Legend

- Campus Boundary
- State Owned Land
- Lakes
- Streams
- 50 ft Buffers
- Floodway
- 100 Year Flood
- 500 Year Flood

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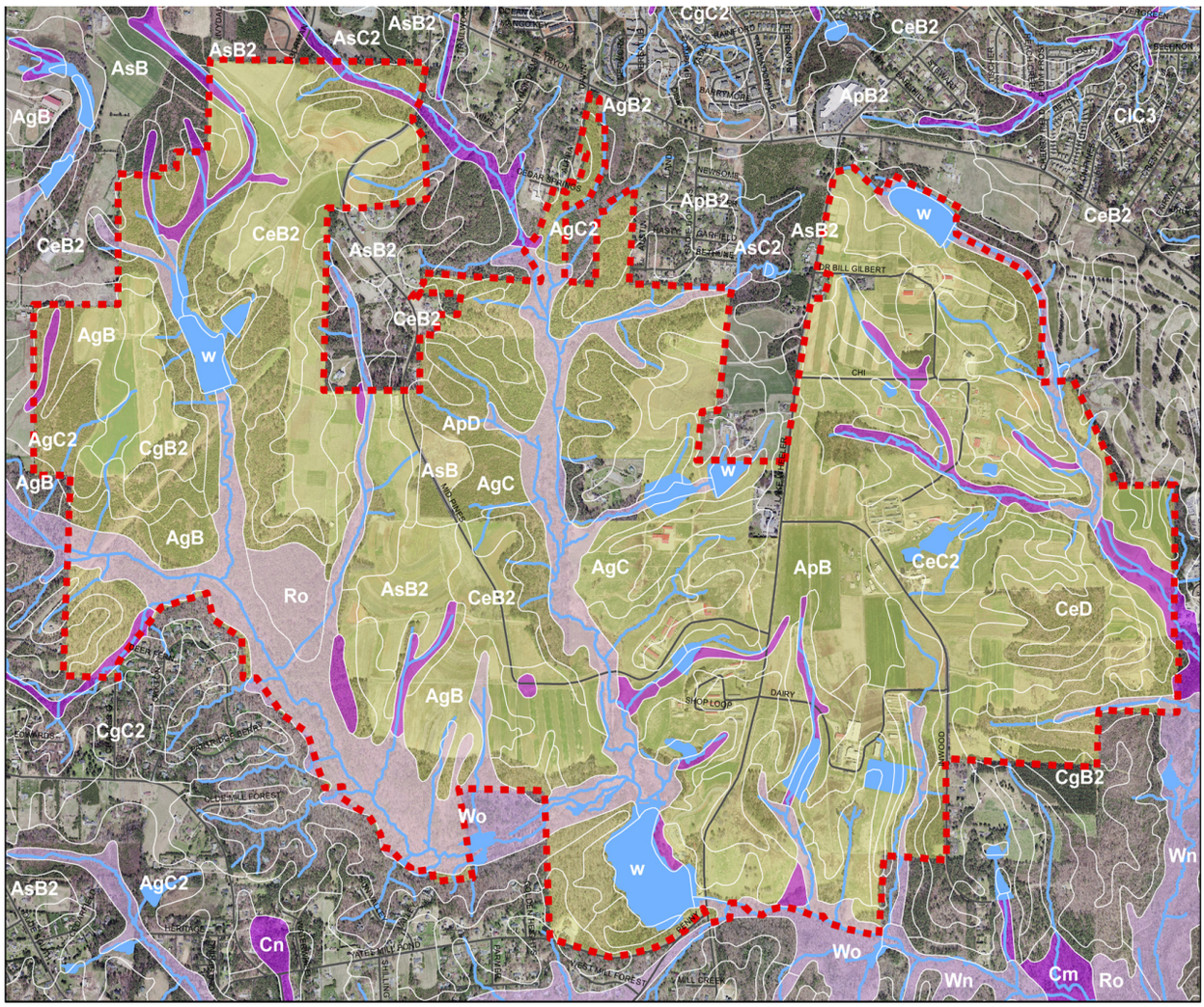
AGRICULTURE RESEARCH LANDS: SOILS



Legend

- Campus Boundary
- State Owned Land
- Lakes
- Streams
- Hydric Soils - Moist
- Hydric Soils - Wet

The soils on the property pose no restrictions to the intended uses for the land. Soils located in the floodways and stream bottoms are considered hydric and are extremely difficult to develop, as well as to farm; these soils should be avoided.

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POOLE ROAD AREA:
LONG RANGE MASTER PLAN **11**

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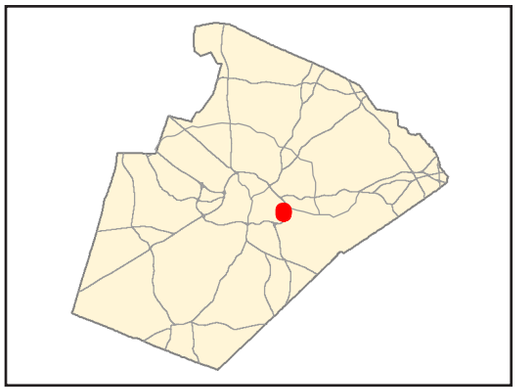
OVERVIEW

With rezoning to Office and Institutional (O & I) and consideration for the areas of hydric soils, this 78-acre greenfield tract is scheduled to support the NCDOT development envisioned by the state. The Century Center across the street from the Poole Road property is currently a NCDOT staff hub with plans to join additional operations within the center. Further expanding the campus onto the property at Poole Road facilitates continued consolidation of NCDOT services and creates program efficiencies.

The Poole Road tract provides a unique opportunity for the NCDOT. Currently their design and environmental impact units are located in separate buildings from the highway design unit and the pre-construction unit. Through a consolidated campus, these units can be brought together to promote greater operational efficiency while still remaining close to the administrative core of NCDOT in Downtown Raleigh. While there are short-term obstacles to this long-range consolidation, current plans are in progress to relocate the DMV Customer Services to the southwest corner of the tract.



Poole Road Context Map

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POOLE ROAD AREA: CONTEXT

Legend

- Campus Boundary
- State Owned Land

The Poole Road property is a 78-acre greenfield tract located at the northwest corner of Poole Road and Interstate 440. It is surrounded to the north and west by residential subdivisions and bounded on the east by the interstate. A church shares the Poole Road frontage with the property. Across Poole Road, a shopping center and some suburban retail buildings separate this tract from the NCDOT Century Center.

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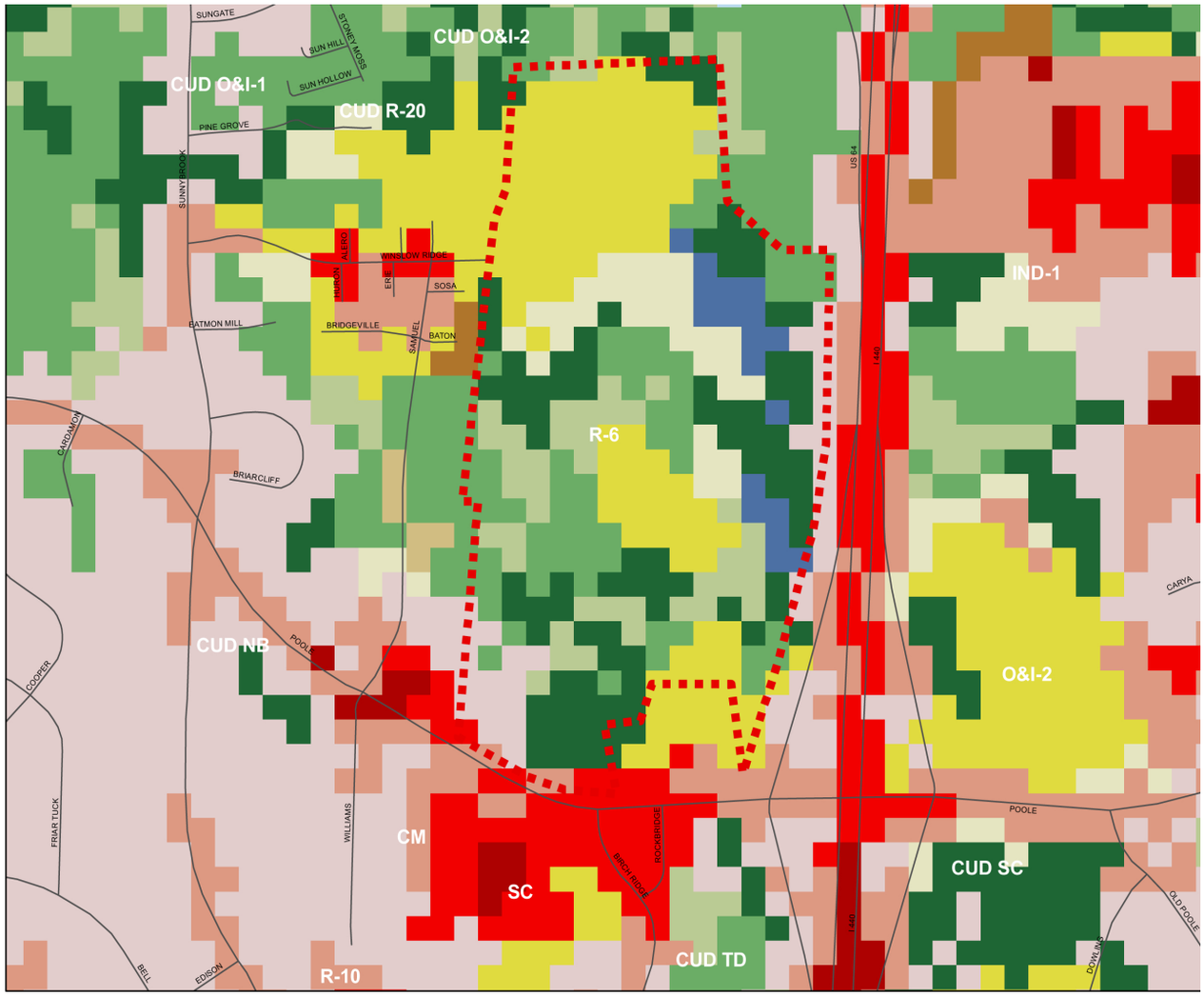
POOLE ROAD AREA: LAND COVER



The property consists of grass pasture and shrubs with limited mixed deciduous and evergreen groves. Two small manmade ponds are in the center of the site. There is no existing development on this parcel.

Legend

- Property Boundary
- Streams
- Open Water
- Developed, Open Space
- Developed, Low Intensity
- Developed, Medium Intensity
- Developed, High Intensity
- Baren Land
- Deciduous Forest
- Evergreen Forest
- Mixed Forest
- Scrub
- Grasslands
- Pasture/Hay
- Cultivated Crops
- Woody Wetlands
- Emergent Herbaceous Wetlands

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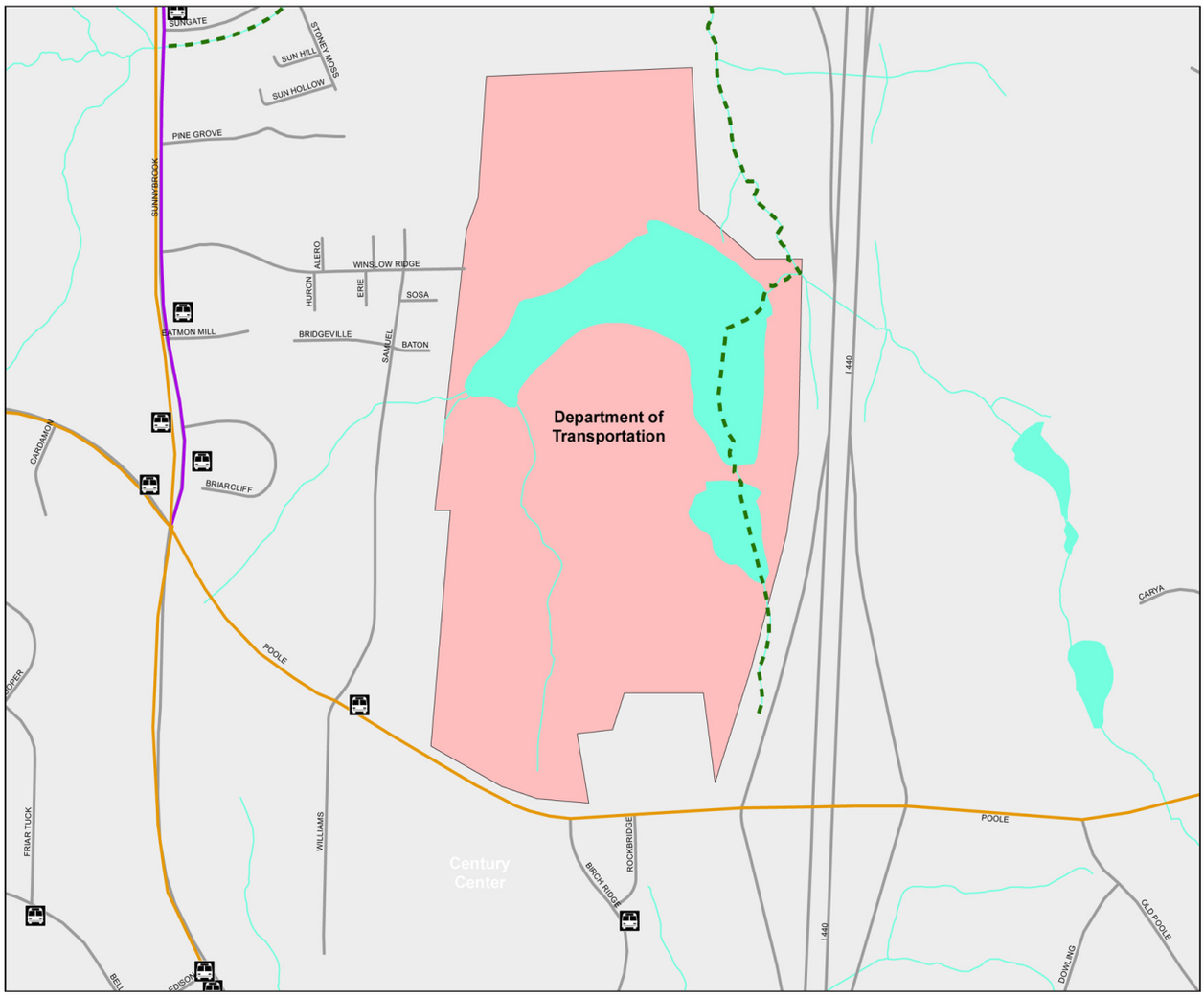
POOLE ROAD AREA: TRANSPORTATION



Legend

- Campus Boundary
- State Government Facilities
- Greenways
- Streets
- Streams
- Lakes

CAMPO CTP Bicycle Facilities

- Existing Bike Facilities
- Facilities Needing Improvement
- Facilities Recommended

CAMPO CTP Roadways

- Existing Roadways
- Roadways Needing Improvement
- Recommended
- TTA Park-Ride
- TTA / CAT / Wolfline Bus Stops
- Additional CAT Bus Stops
- Additional Wolfline Stops

Bus service by both TTA and CAT serve this area of Poole Road. Although there is no park-and-ride lot in the vicinity, proximity to Interstate 440 makes this future option promising. The Capitol Area Metropolitan Planning Organization, CAMPO, recommends improvements to the bicycle facilities on both Poole and Sunnybrook roads. CAMPO also proposes an off-road trail across the property to follow a creek that parallels the interstate.

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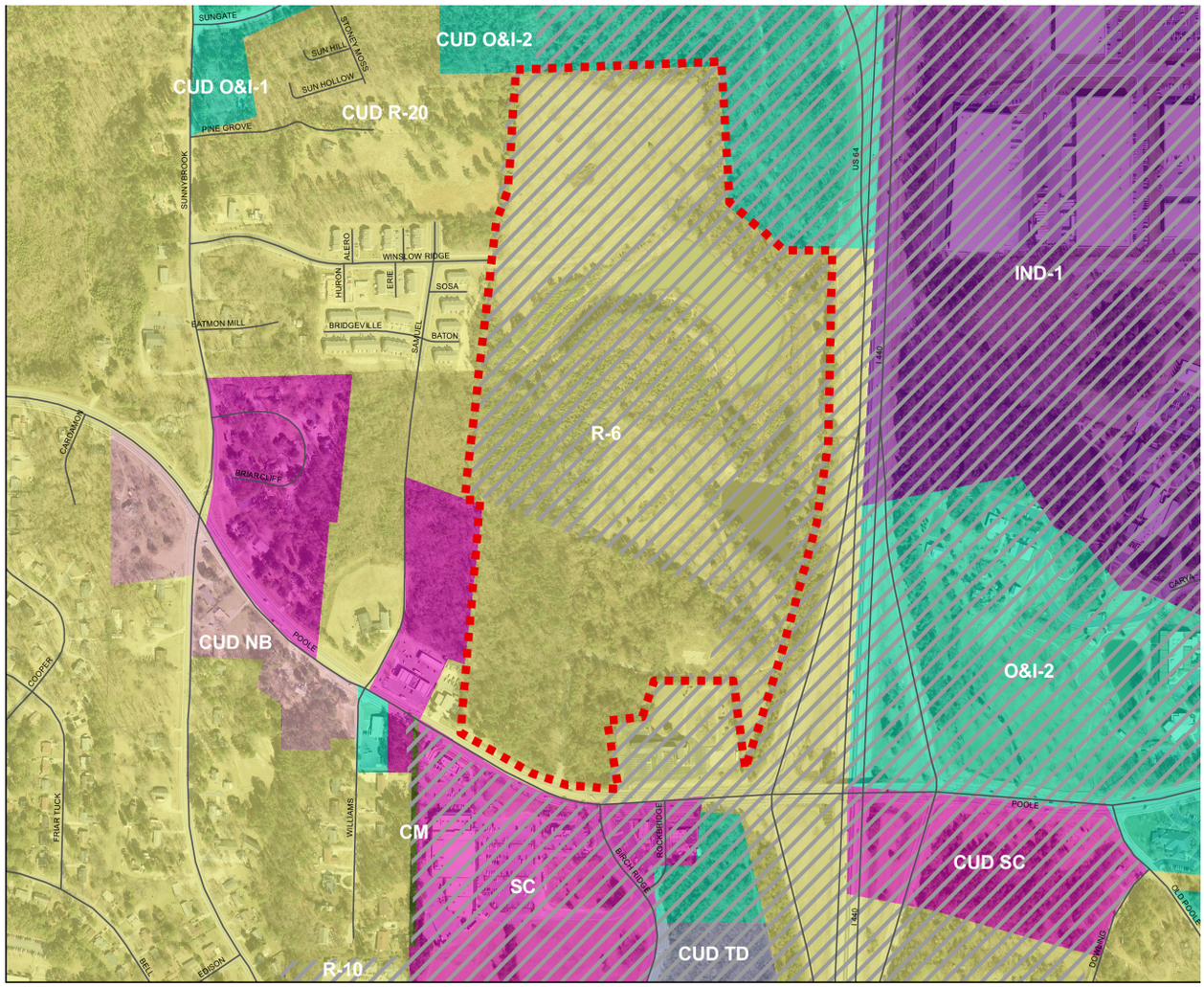
POOLE ROAD AREA: EXISTING ZONING



The tract is zoned residential with a Special Highway Overlay District occupying almost all of the site. It will require rezoning to Office and Institutional in order to be conducive with the Department of Transportation's development goals for the area. There are existing O & I zones in proximity, including one directly to the north and another across Interstate 440 to the east, which may support this rezoning. A shopping center zone separates NCDOT's Century Center from the larger Poole Road tract.

Legend

- Campus Boundary

Raleigh Zoning
- Agricultural Productive - AP
- Rural Residential - RR
- Conservation Management - CM
- Business - BUS
- Shopping Center - SC
- Neighborhood Business District - NB
- Thoroughfare District - TD
- Industrial District - IND
- Office and Institutional - O&I
- Residential - R

Garner Zoning
- Residential - R40
- Office & Institutional - O&I
- Service Business - SB
- Light Industrial - L-1

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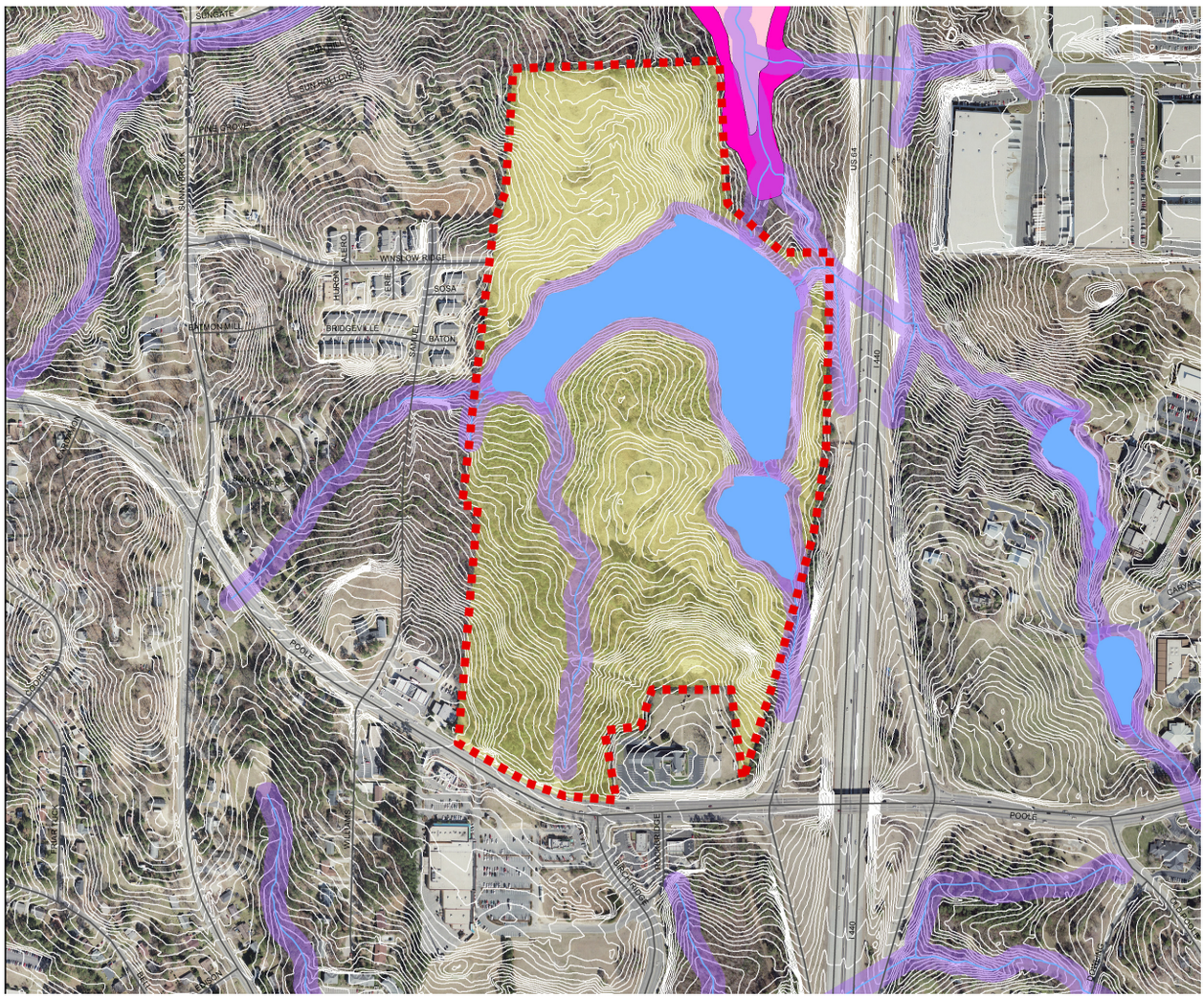
POOLE ROAD AREA: TOPOGRAPHY & HYDROLOGY



Legend

- Campus Boundary
- State Owned Land
- Lakes
- Streams
- 50 ft Buffers
- Floodway
- 100 Year Flood
- 500 Year Flood

The tract is moderately sloping, with several streams flowing north and west away from the ridge. The stream channels are deeply incised which is a characteristic of the soil types in this area. Two small lakes bisect the property. Access to the northern part of the site will need to be accomplished as part of a new dam road or stream crossing.

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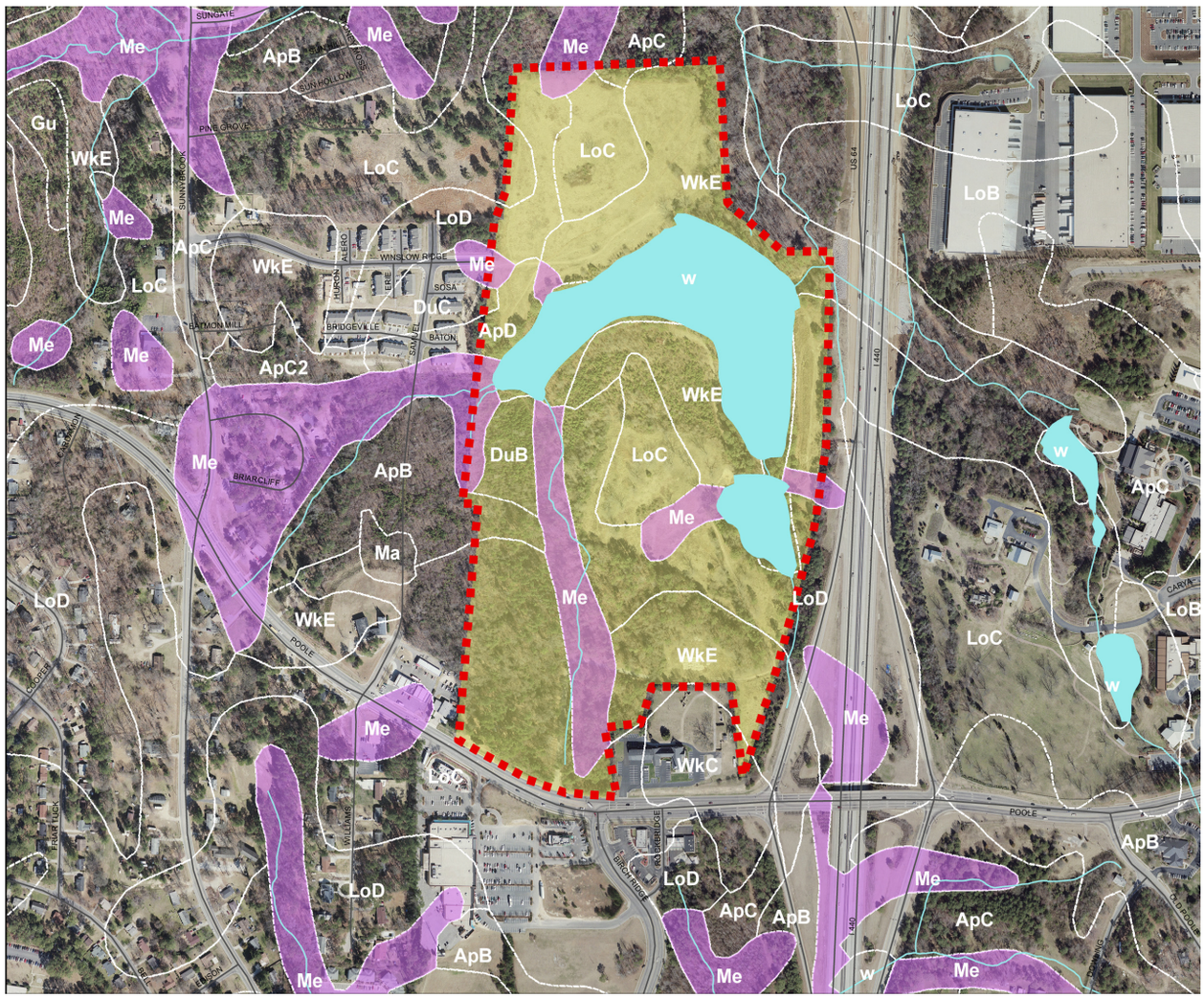

The soils in the upland areas are typical to the region and do not generally pose any limitations for development. Exposed rock is evident across the site. Perched water tables are not uncommon and each site will need careful examination. The soils found in and around the stream channels and flood ways are considered hydric soils and are highly plastic. These soils should be avoided and any development that borders them may require special construction techniques.

Legend

- Campus Boundary
- State Owned Land
- Lakes
- Streams
- Hydric Soils - Moist
- Hydric Soils - Wet

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OVERVIEW **3**

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BUILDABLE AREA **10**

Cary Towne Tract: Buildable Area Map 11

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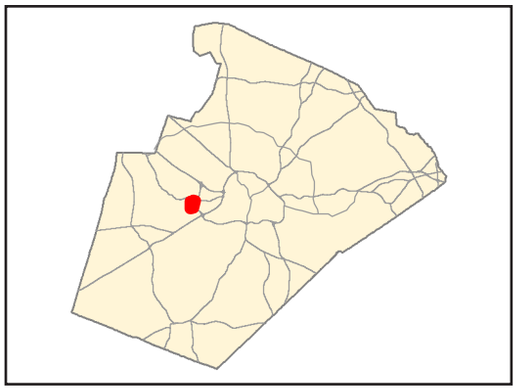
OVERVIEW

Located at the eastern gateway to Cary, this site is bounded by two local arterial streets and Interstate 40, providing regional connectivity. While the total property is 249 acres, a long-term lease to the SAS Soccer Complex occupies the northern half of the property. The southern half of the property, 103 acres, is vacant.

The property is impacted by the streams that geographically separate the north and south halves, with both steep slopes and the required stream buffer setbacks. Several drainage courses further bisect the southern half.

The southern portion also has a 250-foot highway overlay setback along Cary Towne Boulevard, leaving approximately 64 acres of land for potential development. Potential uses should be assessed for compatibility with the residential development to the west, the proximity to Cary Towne Boulevard and the visibility of Interstate 40.



Cary Towne Area Context Map

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CARY TOWNE TRACT: STATE PROPERTY

Legend

- Campus Boundary
- State Owned Land
- Lease Allocations

The northern portion of the land is developed with the Cary SAS Soccer Park and NC Agriculture and Consumer Services. Both of these facilities are accessed from Chatham Street. A narrow strip of land with small business separates the site from Interstate 40 to the west. Light industrial businesses front Chatham Street north of the property. Residences and Adams Elementary School are along the western boundary. Cary Towne Center shopping mall and an aquatics facility, now under construction, are to the south of the property, across Cary Towne Boulevard. Approximately 97 acres of land on the southern portion of the property is undeveloped and has frontage on Cary Towne Boulevard.

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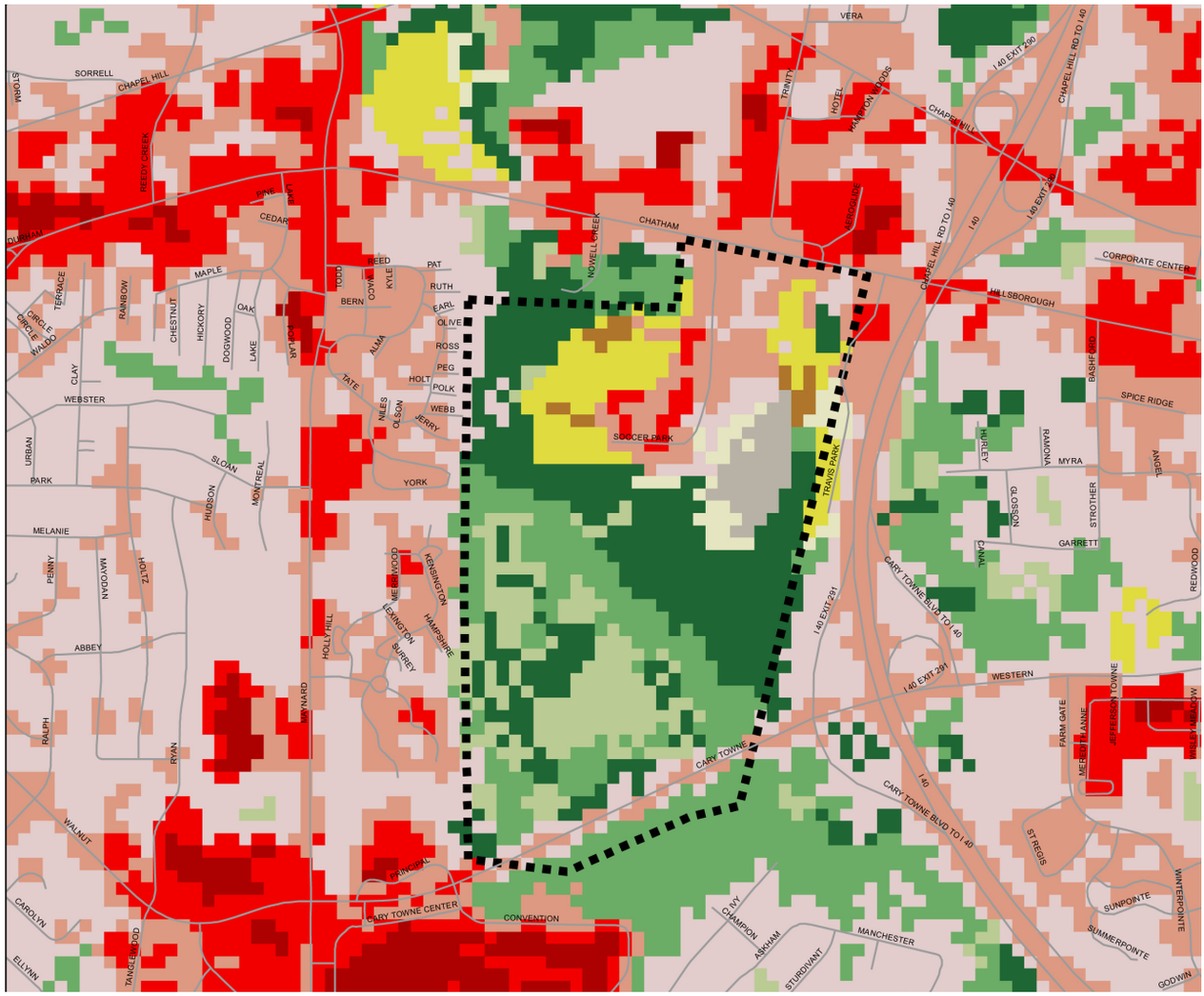
CARY TOWNE TRACT: LAND COVER



The northern portion of the land is essentially an island of open grasslands and mixed deciduous and evergreen forest to the south in the midst of higher density development.

Legend

- Property Boundary
- Streams
- Open Water
- Developed, Open Space
- Developed, Low Intensity
- Developed, Medium Intensity
- Developed, High Intensity
- Baren Land
- Deciduous Forest
- Evergreen Forest
- Mixed Forest
- Scrub
- Grasslands
- Pasture/Hay
- Cultivated Crops
- Woody Wetlands
- Emergent Herbaceous Wetlands

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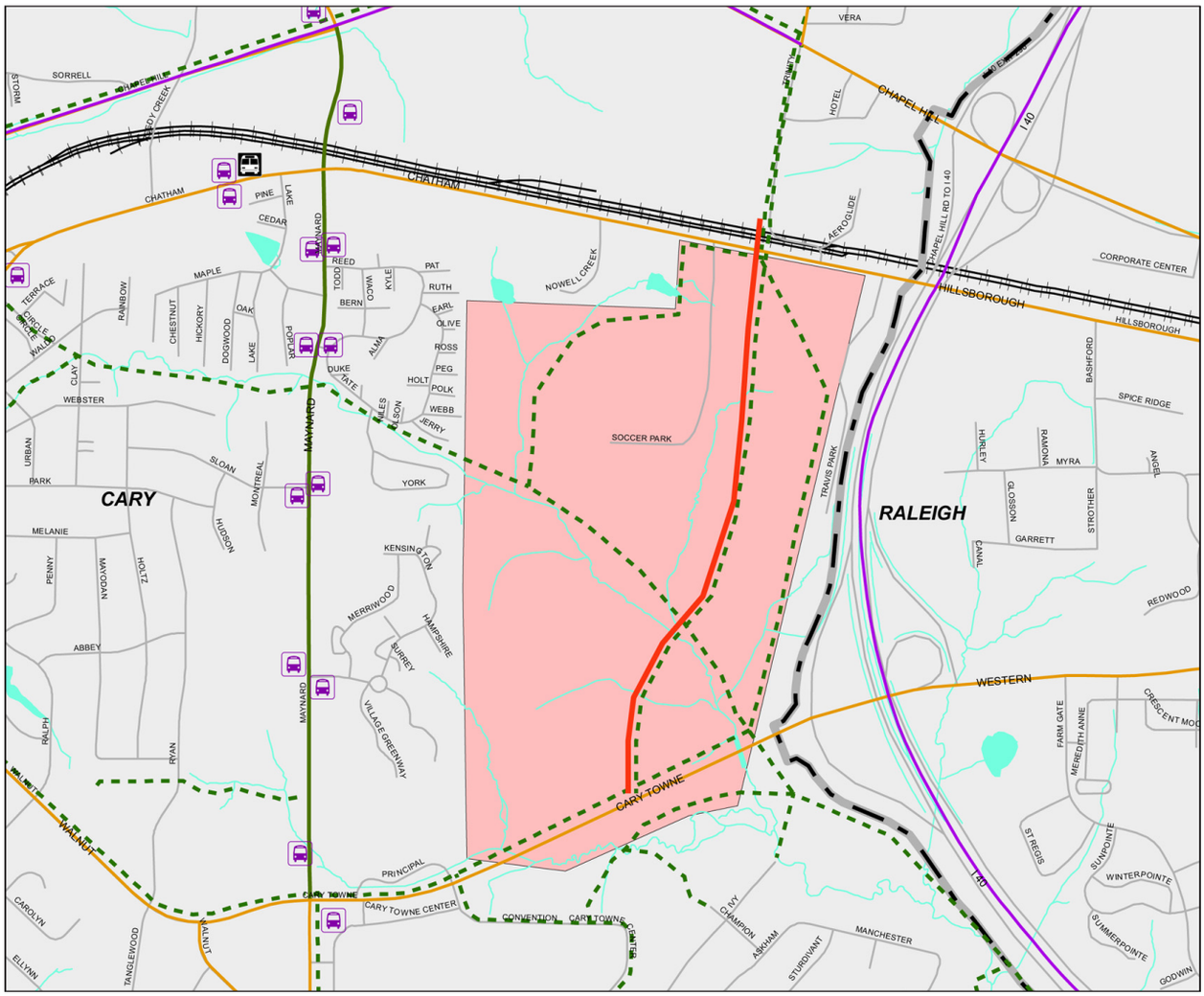
CARY TOWNE TRACT: TRANSPORTATION



Legend

- Campus Boundary
- State Government Facilities
- Greenways
- Streets
- Streams
- Lakes

CAMPO CTP Bicycle Facilities

- Existing Bike Facilities
- Facilities Needing Improvement
- Facilities Recommended

CAMPO CTP Roadways

- Existing Roadways
- Roadways Needing Improvement
- Recommended
- TTA Park-Ride
- TTA / CAT / Wolfline Bus Stops
- Additional CAT Bus Stops
- Additional Wolfline Stops

No municipal bus service is available along Chatham Street and Cary Towne Boulevard, which serve as the north and south boundaries of this tract. C-Tran serves adjacent Maynard Road with a TTA transfer point nearby on Chatham Street. It also serves the Cary Towne Center directly to the south.

The Capitol Area Metropolitan Planning Organization, CAMPO, has recommended a north-south connector, with bicycle lanes, between Chatham Street and Cary Towne Boulevard that would bisect the property. Improvements to bike lanes on Chatham Street and Cary Towne Boulevard are also planned. Several off-road trails have been proposed that will follow creeks through the property, including one parallel to Interstate 40.

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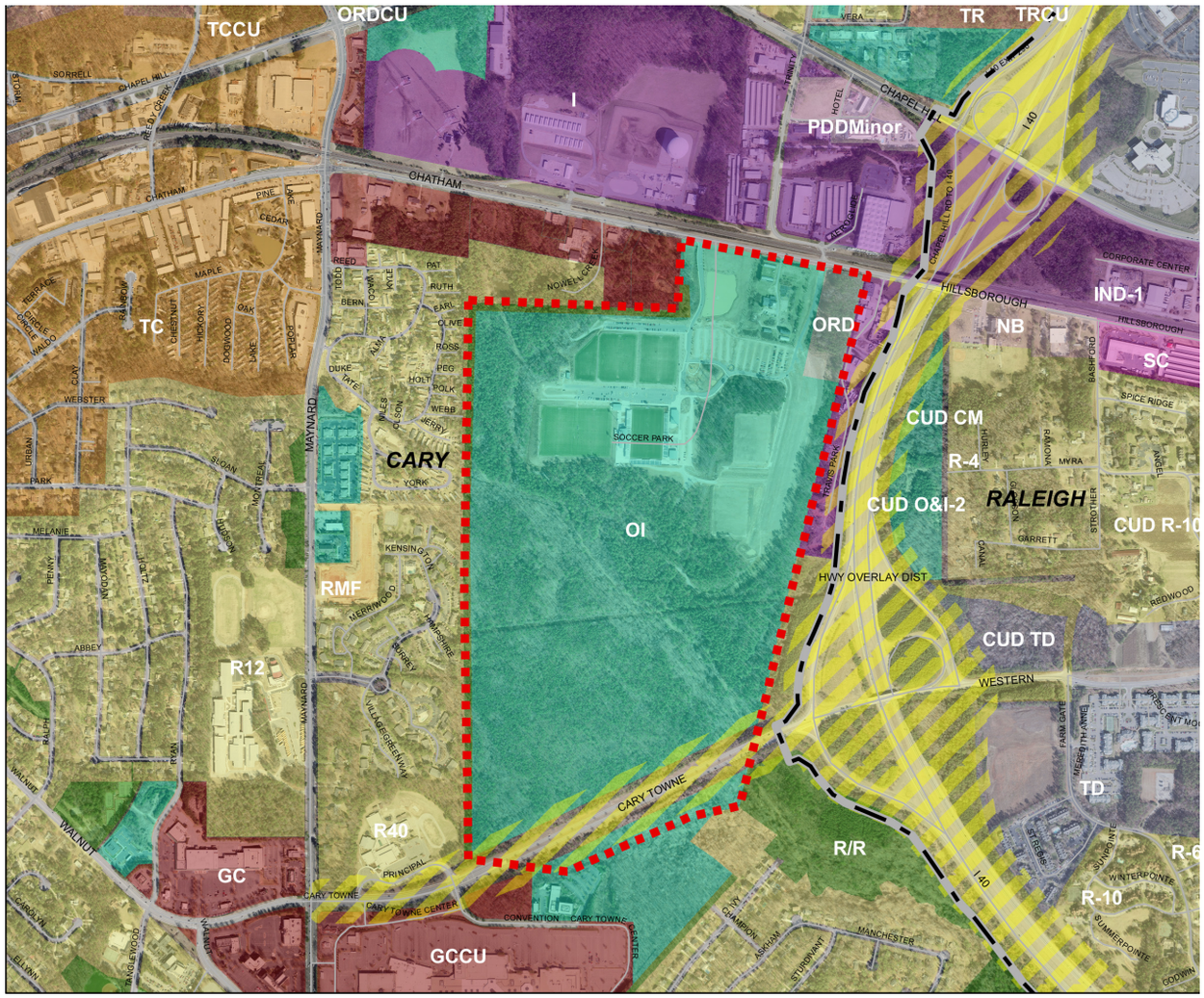

The tract is on the west side of the Cary/Raleigh municipal boundary near the intersection of Cary Towne Boulevard and Interstate 40; it is zoned entirely office and institutional. It is bound on the south and west by Cary residential use and has some general commercial use along its Chatham Street frontage. There is a thin strip of light industrial acreage sandwiched between the eastern edge of the property and the interstate.

The Chatham Street corridor in this area is occupied by light industrial, small businesses, and limited retail in both the Cary and Raleigh jurisdictions. Cary has established a Highway Overlay Zone along Cary Towne Boulevard that establishes a 250-foot minimum building setback along this frontage.

Legend

- Campus Boundary

Raleigh Zoning
- Agricultural Productive - AP
- Rural Residential - RR
- Conservation Management - CM
- Business - BUS
- Shopping Center - SC
- Neighborhood Business District - NB
- Thoroughfare District - TD
- Industrial District - IND
- Office and Institutional - O&I
- Residential - R

Garner Zoning
- Residential - R40
- Office & Institutional - O&I
- Service Business - SB
- Light Industrial - L-1

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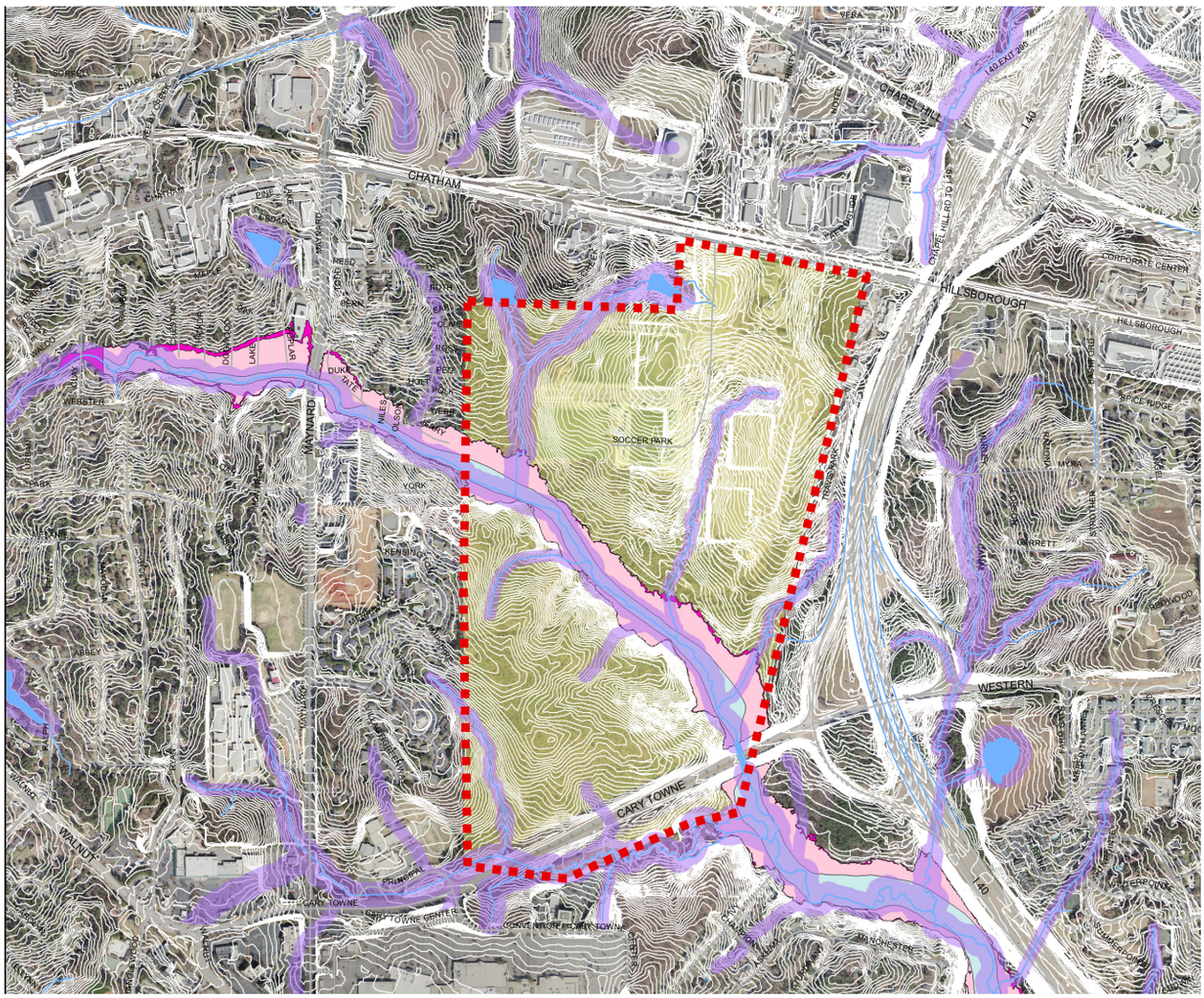
CARY TOWNE TRACT: TOPOGRAPHY & HYDROLOGY



Legend

- Campus Boundary
- State Owned Land
- Lakes
- Streams
- 50 ft Buffers
- Floodway
- 100 Year Flood
- 500 Year Flood

The landform is moderately rolling terrain with broad ridgelines and knolls. The steepest terrain occurs along the stream running northwest and southeast, which is channelized with poor soils. Several smaller drainage features join this stream, three of these occur on the southern portion of the tract and will impact its developable area.

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The soils in the upland areas are typical to the region and do not generally pose any limitations for development. A detailed subsurface examination will need to be undertaken to determine if any perched water tables are located on the site. The soils found in and around the stream channels and flood ways are considered hydric soils and are highly plastic; these soils drain poorly and should be avoided. Any development that borders these streams may require special construction techniques.

Legend

- Campus Boundary
- State Owned Land
- Lakes
- Streams
- Hydric Soils - Moist
- Hydric Soils - Wet

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BUILDABLE AREA

While the total area of the Cary Towne Tract is 262 acres, there is approximately 64 acres of buildable land located in the southern half. This is due to the constraints placed on the site by environmental and regulatory requirements documented during the analysis process. The long term lease to the SAS Soccer complex impacts 152 acres of the northern half. The map on the following page illustrates these areas.

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OVERVIEW **3**

Old Farmers Market: State Property 4
Old Farmers Market: Flood Zone Profile 5

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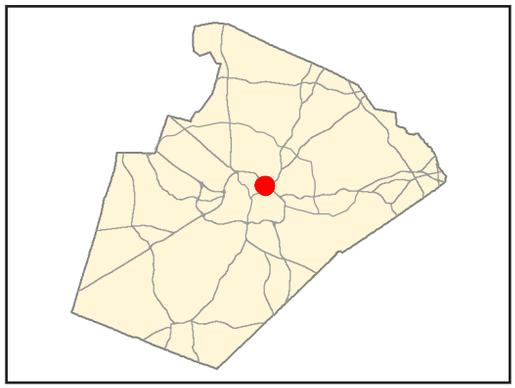
OVERVIEW

This 21-acre property is located at the northwestern corner of Capital Boulevard and Interstate 440. It once was the home of the Old Farmers Market from its construction in 1957 until the market was moved to new facilities off Agricultural Drive and Lake Wheeler Road in 1991. This parcel was re-assigned from the Department of Agriculture to the Department of Correction, which is currently using the facilities for its engineering staging operations.

The Old Farmers Market property is an isolated parcel of land, accessible from Hodges Road. While the existing facilities fulfill a functional need for the Department of Correction, the long-term value of this site is limited due to the flood zone issues and existing environmental impacts to Crabtree Creek.



Old Farmers Market Context

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OLD FARMERS MARKET: STATE PROPERTY

Legend

- Campus Boundary
- State Owned Land

This 21-acre property is located at the northwestern corner of Capital Boulevard and Interstate 440.

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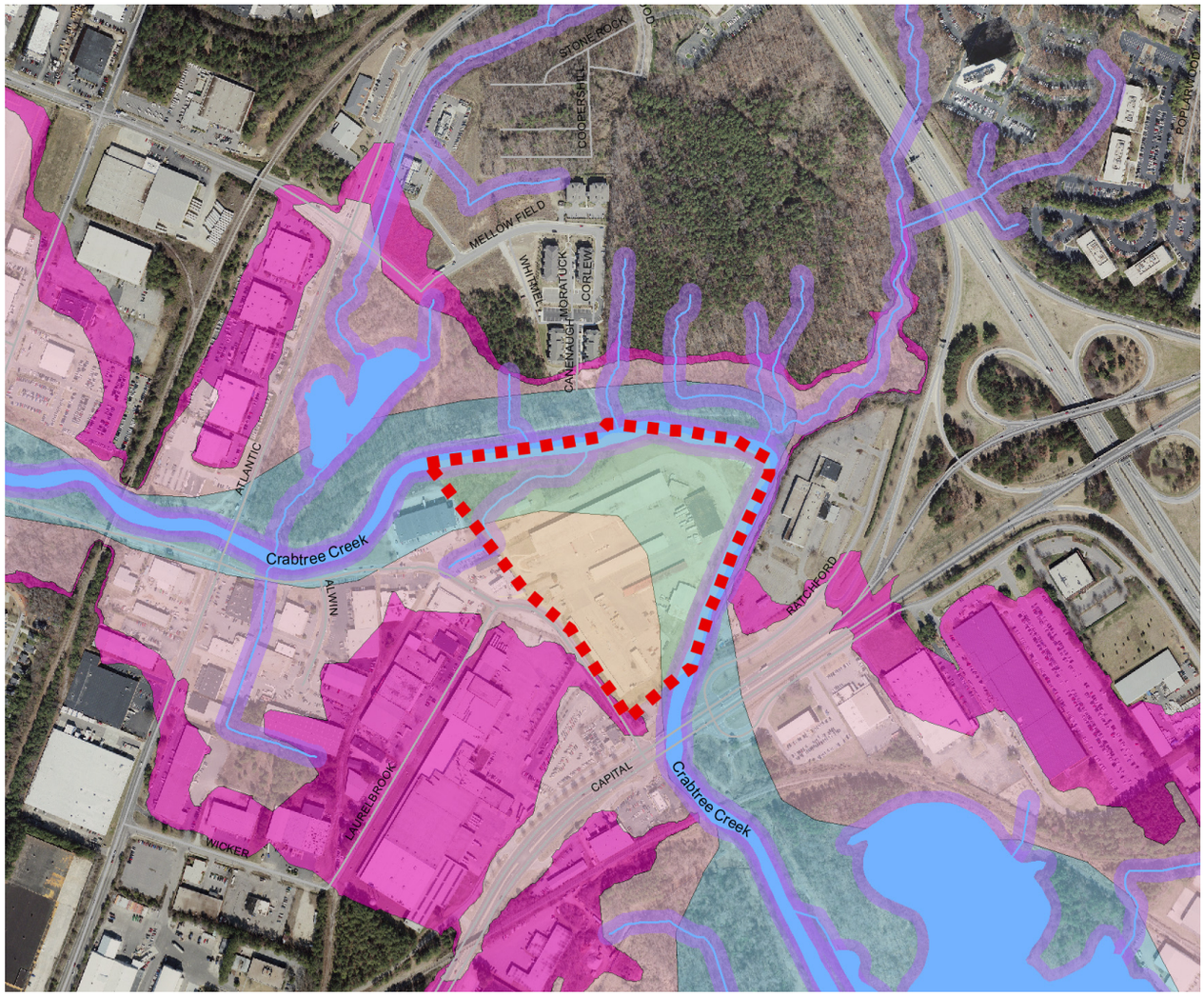
OLD FARMERS MARKET: FLOOD ZONE PROFILE



The property is entirely contained within a loop of Crabtree Creek and is either within the floodway or 100-year flood zone. The development of the site is not feasible.

Legend

- Campus Boundary
- State Owned Land
- Lakes
- Streams
- 50 ft Buffers
- Floodway
- 100 Year Flood
- 500 Year Flood

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