

# PREMISES AND FORMAT

## INTRODUCTION

Andres M. Duany and Thomas E. Low

It is possible that most American towns and city centers suffer from—or perhaps thrive on—an absence of a strong common vision. This is manifested in certain contradictions that have been the planning team's difficult task to resolve where possible, and to adjudicate where not.

Among the typical contradictions are the following:

Dedicating downtown thoroughfares to the expediencies of traffic, while desiring the comfort of the pedestrian;

Granting primacy to the utilitarian, the economic, and the efficient in decisions regarding public infrastructure, while wishing to determine all such matters aesthetically;

Requiring planning policy to be determined on the basis of statistical and legalistic data, while evaluating issues on the basis of anecdotal and empirical observation;

Accordingly, the Master Plans produced by Duany Plater-Zyberk & Company are often eclectic, with proposals buttressed by data and precedent where available, and by observation and professional judgment where not. Those who believe that the evolution of towns is an exact science or a subcategory of case law will feel a measure of discomfort, as some of the recommendations are less than proven. Those who have confidence in the human ability to evolve and resolve situations contingently may be disappointed by any limits set on the vision.

Nevertheless, despite such contradictions, when the Hickory City Center Master Plan recommends a course of action, it does so with confidence. It is a confidence born of the combined experience of a team of consultants who individually and collectively have seen, felt, walked, driven—in a word lived—what is proposed for Hickory.

The planning team's resources are not always technical manuals, legal texts, or academic training, for such, it is sad to say, have created some of the most dysfunctional places that humanity has experienced. Sources are sometimes real places, renowned for the quality of life they provide their citizens. These are places that can be visited and verified by all concerned with this Master Plan.<sup>1</sup>

## PREMISES

Although a singular vision statement is elusive under such contradictory circumstances, it is possible to list some of the premises that have guided the planning team in making recommendations, and that may continue to guide City boards and committees through the wide swaths of discretion democracy grants to its leaders.

This Master Plan is a strategic document for the next 8 years. It is meant to be broad and visionary. Indeed, the depth of detail of this particular Master Plan may blur the fact that it must be followed by a series of tactical studies, designs, events, tests, and partnerships.<sup>2</sup>

It is often difficult for a Master Plan to transcend its enabling political circumstances. History shows that a Master Plan tends to be successful when an individual leader or civic group takes ownership. This leadership is already evident on all fronts in Hickory. However, as time passes and civic leaders change,

this text attempts to compensate for any lapses with a hortatory tone and frank discussion of difficult issues.

The City Center of Hickory, being of sound economic health and well known for the quality of life it offers, will attract investments—both residential and commercial.

Under such circumstances, growth can be held back only with difficulty and, in a free market, only temporarily. The only option for the long-range planning of a place such as Hickory is to assume that growth will come and to channel it in a healthy pattern.

In this Master Plan, that pattern is that of Traditional Town Planning and emphatically not that of Conventional Suburban Design.

Downtown Hickory is to be a regional traffic destination, but not a traffic conduit.

Hickory, which at this moment straddles the attributes of a village, town, and city, intends to evolve gracefully into a small city, and should not be held to the standards of a village or a suburb.

Every decision should lead to the creation of sophisticated mixed-use public spaces uncontaminated by suburban standards for parking and traffic.

The surrounding neighborhoods wish to retain their small-town character. Hickory is able to respect this only at its boundaries, so additional plans are necessary to safeguard the neighborhoods from the forces of degradation both external and internal in origin.

If Hickory is to remain a preeminent arts center of the region, then every aspect of its design must be decided in this spirit, and not diminished by legalisms, technocratic standards, or economic determinism.

Empirical observation and anecdotal evidence are considered to be a valid justification where data is inappropriate or inaccurate. The recommendations of this plan and their subsequent discussion should take observable reality as well as theoretical constructs into account.

*Note: The submitted text may be adopted as a Master Plan; however, it contains little ordinance-ready language. The text must be reviewed and supplemented by the City's Staff Attorney for compliance with State Zoning Act procedures.*

<sup>1</sup> Indeed, the planning team recommends that the Mayor, City Council, and the Downtown Development Association; concerned citizens, and the City's department heads undertake a guided tour that includes Alexandria, Virginia; Georgetown, D.C.; Savannah, Georgia; and Charleston, South Carolina. Such a tour was standard municipal planning practice from 1900 to 1930, and continues to be so in the private sector whenever a large plan is being prepared. Such a fact finding trip may well be the catalyst around which a strong common vision for Hickory coalesces.

<sup>2</sup> For example, traffic studies must follow modifications to verify their effect. Parks and walkways must be designed. Street furniture must be tested. Public-private partnerships must be formed to implement the Special Projects.

## THE PLANNING TEAM

The individual members of this particular consulting team, whatever their specialties, are distinguished from their peers in being generalists. Because all members are capable of making contributions beyond their specialties, this Master Plan shows a degree of overlap. For instance, the pedestrian performance of the sidewalk is discussed from the point of view of architects and planners (DPZ), retail consultants (GPG), traffic engineers (HPE and KTC), and landscape architects (CJS). The various perspectives and the general concurrence of the conclusions give weight to the recommendations, as well as depth to the discussions, which are to guide the implementation of this plan through the next decade.

The members of the planning team are also known for two things. First, they are physical planners in the sense that they spend a great deal of time studying the natural and built environments and their relationship to how people live. Second, they have been successful at writing ordinances and regulations for ensuring the physical form that reinforces the quality of life a community desires. As part of the Master Plan, the planning team is proposing revised ordinances to make development more predictable and to ensure that Hickory grows in a healthy way.

Once adopted, the new code will let people be optimistic about the direction the city is heading, making it a more predictable place for investment.

The planning team urges all who review the City Center Master Plan not to dismiss the entire vision and report if one proposal is found wanting. The planning team is submitting for review many different ideas for Hickory. Some proposals the City and its citizens may not want to do. But there may be a project that ignites the public's interest to move forward with it. Each idea needs someone or some group to champion it. Fresh, new ideas are very fragile; pessimism can easily kill them. The planning team recommends that the concerned citizens of Hickory maintain their natural optimism and nurture as many ideas as possible. Some of the plan's proposals will be controversial, but give each idea a chance.

#### NOTE ON THE FORMAT

The Hickory City Center Master Plan has four parts: Vision, Plates, Report, and Appendices.

The purpose of first part, the Vision, is to provide a vision for the future of Hickory. It includes the planning team's observations, analyses, and recommendations. As an edited, expanded version of the final presentations given by the planning team at the end of the charrette, it is intended to be as accessible to as wide an audience as possible. Though it contains some technical information, its discursive style, conversational tone, and many images are meant to make it a user-friendly document.

The second part, the Plates, includes renderings and plans that depict the Vision.

Part three of the Master Plan, the Report, outlines the planning team's observations, analyses, and recommendations, but includes strategies and actions for implementing the recommendations. It follows a format suggested by the contract with the City, which has proven to be very useful in organizing and clarifying the issues. It consists of the following four levels of presentation:

The Finding identifies an existing condition, specific problem, or insufficiency that needs to be addressed. The findings are derived from direct observation by the planning team, from anecdotal information offered during the charrette, and from specific suggestions by City staff.

The Discussion is a discursive analysis or extended argument and opinion on the condition, problem, or insufficiency identified by the planning team. Most of the discussions are reviewed in Part One of the Master Plan, which Part Two refers to and expands upon when necessary. The discussions are meant to be the foundation for further discussions in the public process.

The Recommendation is the proposal or recommended goal by the planning team to the decision makers of what should be done to correct or affect the condition, ameliorate the problem, or meet the need identified in the Finding.

The Implementation outlines the procedure, strategy, and time frame for achieving the recommendation.

Most of the Findings concern small problems that can be specifically called out. There is also a category of more complex opportunities, which are Specific Projects and General Areas.

The last part of the Master Plan includes the Appendices, which are diagrams and documents referenced in the Report.

Note: Within the categories, the issues are not presented in order of priority.

## STUDY AREA

The Hickory City Center Master Plan uses six terms to identify areas within Hickory: Study Area refers to the entire area for which the Master Plan applies, including the City Center; Union Square, Downtown, or Central Business District; Oakwood, Claremont; Green Park; Ridgeview; and Kenworth.

City Center is synonymous with the Study Area, which is based on the one-mile radius of the original city limits, which is circumscribed Ninth Street SW/NW, Ninth Avenue NW, Sixth Street Drive NW, Seventh Avenue NW, Oakwood Cemetery, Eighth Avenue NW/NE, Lenoir-Rhyne College, Highland Avenue NE, Sixth Street SE, Lenoir-Rhyne Boulevard SE, Sixth Avenue Drive SE, Kiwanis Park, Second Street SE, and US Highway 70 SW.

Union Square, Downtown, or Central Business District refer to the area circumscribed by First Avenue NW, North and South Center Street, First Avenue SW, and Third Street NW/SW.

Oakwood refers to the northwest neighborhood circumscribed by Ninth Street NW, Main Avenue NW, Third Street NW, First Avenue NW, North Center Street, Oakwood Cemetery, Seventh Avenue NW, Sixth Street Drive NW, and Ninth Avenue NW.

Claremont refers to the northeast neighborhood circumscribed by North Center Street, Eighth Avenue NE, Highland Avenue, and Main Avenue NE.

Green Park refers to the southwest neighborhood circumscribed by Fourth Street SW, US Highway 70 West, Ninth Street SW, and Main Avenue SW.

Ridgeview refers to the south-central neighborhood circumscribed by Government Avenue SW, Fourth Street SW, US 70, and NC 127.

Kenworth refers to the southeast neighborhood circumscribed by NC 127, Second Avenue SE, Lenoir-Rhyne Boulevard SE, Seventh Avenue SE, and Kiwanis Park.

Note: Generally, streets referenced as study-area boundaries include lots on both sides.

## Vision

### OVERVIEW OF THE MASTER PLAN

*Thomas E. Low, AIA, CNU*

The planning team was very fortunate to have a giant, highly detailed aerial photograph of Hickory to work from during the charrette (Fig. [1](#)). When Hickory's residents came in for meetings, they would review the aerial photograph looking for their homes, businesses, and shops, which they could easily find. Nearly every resident we met said that he or she got around Hickory by using its visual landmarks. Even though Hickory has an eccentric pattern of one-way streets that makes it hard to get around, residents can easily visualize the places they know. Whenever we asked for directions, they were provided in the form of visual landmarks, such as "go down to the concrete plant and take a right at Piedmont Wagon" and so forth. This map was an important design tool for creating much of the work we did. The planning team always referred to it, because it provided very telling insights into what is really going on in Hickory.

#### The Study Area and Hickory's Original City Limits

The study area is within a one-mile radius circle centered on the train depot (Fig. [2](#)). Hickory's original city limits can be circumscribed by this circle. Kirk Mohny and Laura Phillips' book, *From Tavern to Town*, has some wonderful early maps and photographs of Hickory (Figs. [3](#), [4](#), [5](#), [6](#)). However, the planning team spent four or five days trying to figure out how the incremental growth of the city occurred. Finally, near the end of the charrette, the local nonprofit historic preservation organization brought us Sanborn maps dated from the turn of the century to the 1930s. Each map is incredibly detailed, showing houses, buildings, streets, and all sorts of landmarks, which enabled the planning team to see how the city grew (Figs. [8](#), [9](#), [10](#), [11](#), [12](#)).

For example, we figured out where West Hickory and Highland were originally located, which suggested that the city planning process should eventually include a review of them.

The planning team started with a very good framework, which was the original city limits. At the turn of the century, Hickory had a rapid burst of growth, so that by the 1920s the city was pretty much planned-out as the downtown and five neighborhoods—Claremont, Oakwood, Green Park, Ridgeview and Kenworth—existing today. The neighborhoods are circumscribed by smaller circles, each with a quarter mile radius, which is equivalent to two to four city blocks, depending on their size. From any neighborhood center to its circumference is a five-minute walk, which is a comfortable walk for most people. In today's world, where the overuse of cars leads to congested streets, walking two to four blocks is often easier than having to retrieve and maneuver a car that distance.

#### The Advantage of Pedestrian-Oriented Neighborhoods

When a city is pedestrian friendly, people are willing and wanting to walk more often and longer distances. This is very important both for seniors who at a certain point in time may not feel confident driving, for children who are allowed to get around on foot or bikes as they grow up (rather than always being chauffeured by their parents), and for people who either do not want or cannot afford to own a car. The quarter-mile radius of a neighborhood circle indicates that the neighborhood center is within a five-minute walk for most residents of that neighborhood (Fig. [2](#)). In other words, all of Hickory's neighborhoods are very walkable. When the design team arrived, we were pleased here that the City of Hickory had initiated a program for installing more sidewalks. The city was also concerned about fast-moving cars; slowing them down was an initial directive given the planning team. The high-speed and volume of traffic on the one-way pairs are stressing the neighborhoods and their residents' quality of life,

both economically and socially. These pedestrian-hostile streets are adversely affecting property values as well as the safety of those living and working along them.

### The Benefits of Restoring Traffic to Main Avenue

During one of the planning team's walk-around visits to the five neighborhoods, an important fact was revealed. A local businessman remarked, "I have a business on Main Avenue SW and I would love to get some of this neighborhood traffic on Main Avenue because my businesses would really benefit from it." There is a real disparity in vehicular traffic levels between Main Avenue and the one-way pairs. Traffic analyses indicate that only 500 cars a day are traversing the Main Avenue corridor. In contrast, on the two east–west one-way pairs—one pair north of the Main Avenue, one pair south of the Main Avenue—there are a total of 33,000 cars per day, or between 6,000 and 9,000 cars per day on each one-way.

According to our retail analyses, shifting this traffic to the Main Avenue corridor would help revitalize downtown. Properties along Main Avenue are undervalued. Though it has quality buildings, they have been neglected. Some of the buildings have had marginal uses and some of the warehouses are actually empty. Furthermore, the streetscape has not been improved to the standards of other streets.

The planning team decided that a very important design initiative would be to take the traffic out of the neighborhoods and return it back onto the Main Avenue corridor. In a typical southern town, such as Statesville, North Carolina, there is a grand avenue leading into town, lined with shady trees, wide sidewalks, grand houses, and prominent commercial buildings.

Historically, that is the way one enters a classic southern town—down a main avenue along a rail line that leads into the heart of town. This Master Plan proposes to restore Hickory's grand entry to the downtown along Main Avenue.

### The Historic Ways of Entering Hickory

The following proposal is technical, but it has important social repercussions for Hickory's downtown. In reviewing the 1970s master plan, we realized that its transportation engineers had been very successful at diverting almost all crosstown traffic to the east–west one-way pairs. Our Master Plan proposes to divert some of this traffic down Main Avenue, which turns out to be a very simple and quick thing to do in each of the four sections of the city. From the northeast, coming down Eighth Street NE towards downtown, there is a traffic island that diverts traffic off Main Avenue NE and down one of the one-way pairs (Figs. [13](#) & [14](#)). In effect, Main Avenue NE becomes a one-way road heading out of town. To restore the historic way of entering downtown, the city could simply remove the island and signage and re-stripe the pavement. Motorists would then be able to enter downtown the old way, directed by a new sign that says "Historic Downtown Shopping." This proposal does not require the immediate restoration of the major one-way streets to two-ways; the one-way pairs are still there. The revisions to Eighth Street NE are intended to direct some of the traffic to the downtown.

Before the railroad, the historic southeast entrance to Hickory was along the old wagon route called Highland Avenue, which connected to Lincoln Street. Now called First Avenue SE/Government Avenue SW, this original southeast entrance is still visible on the aerial map (Fig. [15](#)). It extends the entire way into town, except for one block where it is occupied by a large parking lot for a former grocery store and vacant building. The grocery was a great amenity for the area, but its parking lot continues to divert traffic onto the southern one-way pairs (Figs. [16](#) & [17](#)). The Master Plan proposes to restore the historic route into downtown, which can leave the major one-ways untouched. First Avenue SE/Government Avenue SW is the only diagonal street that leads to Union Square, which produces an interesting axial view that terminates on the train depot (Fig. [18](#)). With this landmark building greeting the motorist, this street could be a very distinct and pleasant way of entering the downtown.

In the northwest quadrant of the study area, there is the Oakwood crossover, or what the planning team calls the Oakwood X (ex), which is the means by which Old Lenoir Road's two-way traffic is split into the northern one-way pairs (Figs. [19](#) & [20](#)). The planning team heard over and over again about how dangerous this intersection is and about the tragic accidents that have occurred there. The planning team spent some time with the operator of a gas station located at the corner of the X, who had some solid ideas about how to alleviate this problem (Figs. [21](#) & [22](#)). One way of solving this problem is to direct more incoming traffic down Ninth Street NW, which leads to Main Avenue NW and into town (Fig. [23](#)). This would be a very easy and quick solution. Placing a sign on the corner that says "Historic Downtown Shopping" would be enough to encourage some motorists to make that turn.

The interchange on US 321 at Thirteenth Street SW is the southwest entrance into downtown (Fig. [24](#)). Basically, as the motorist exits US 321 and turns toward town, he or she is automatically dropped onto Second Avenue SW, a one-way street that runs through neighborhoods south of Main Avenue. The planning team went out and walked around the area for quite awhile trying to figure out a way in which these motorists could easily drive onto Main Avenue SW, which we eventually found. Near the solid waste transfer station at the end of Main Avenue SW there is a curve in Second Avenue SW that looks like it was intended to lead onto Main Avenue SW (Fig. [25](#)). If this street is extended, it could be connected to Main Avenue SW. One of the nicest things about this proposal is that the historic Piedmont Wagon Building would greet motorists as they enter town (Fig. [26](#)). With some redevelopment and remodeling, this entrance could become extremely interesting.

Successful gateways have significant landmarks and a processional way of entering town. Right now, because of the one-way pairs, motorists are greeted by the backs of buildings as they enter Hickory. The Piedmont Wagon Building is a very elegant building, with well-pointed brick and attractive details (Fig. [27](#)). It sits upon the hill, and could welcome visitors as they come up the road into Hickory. Directional signage would be unnecessary because it is a landmark building.

## SPECIFIC PROJECTS PROPOSALS

### Main Avenue Corridor

The Master Plan proposes that the streetscape and buildings along the Main Avenue corridor be upgraded and made more in keeping with a traditional gateway into town. Straddling the railroad tracks, each side of the avenue should remain two-way, so that both the north and south sides of Hickory can enter downtown without having to cross the tracks. Norfolk Southern and the North Carolina Department of Transportation (NC DOT) Rail Division are concerned about having a conflict with cars crossing the tracks, so remaining two-way mitigates this problem.

In the proposed plan, the existing buildings are rendered in yellow (or light gray) and the new or potential building sites and building footprints are in orange (or dark gray) (Fig. [29](#)).

Some of the existing buildings along the Main Avenue corridor are big, beautiful houses, a few of which people have rediscovered and begun to renovate. Some of these majestic houses simply need their shrubbery trimmed and new paint (Fig. [28](#)). Also, the avenue's old, elegant brick commercial buildings have great character. Inserting new houses and commercial buildings of the same character in vacant lots—the gaps in the street—would create a powerful entrance into Hickory.

Even though the terminus of Main Avenue SW at US 321 is beyond the City Center study area, the City should meet with the Department of Transportation to discuss the state's plans for widening US 321. When the state widens this highway to six lanes, the City should suggest that they install an urban interchange leading onto Main Avenue SW. Savannah, Georgia provides an analogy. On the highway to Savannah there is an off-ramp simply marked "Downtown," which leads directly into the Historic District. Historic Savannah is a major tourist destination and this ramp lands them right in it. City Center Hickory could have the same type of simple and clear entry.

However, the Main Avenue corridor needs to be improved with street trees, on-street parking, wider sidewalks for strolling, and streetscape furnishings, such as benches and pedestrian-scaled street lights. Expensive materials are unnecessary, just plain concrete and well-designed municipal furnishings. Raising the streetscape standard will give Main Avenue renewed development potential.

A photograph taken from a bucket truck shows Hickory's existing street conditions (Fig. 30). A rendering, from the same perspective, shows what the street could be like (Fig. 32). It includes all streetscape improvements and demonstrates how infill houses and mixed-use buildings could complement historic houses and the old Piedmont Wagon Building. Built out in this way, the Main Avenue corridor could be an incredible gateway into Hickory.

A street-level rendering of the Main Avenue corridor shows new infill buildings and the streetscape they could produce (Fig. 31). The historic houses have front yards or forecourts, which have fences, hedges, or garden walls to define them and provide some security. The infill buildings are shopfront buildings, which are real estate opportunities for small investors or home owners. Only 25 feet wide, this building type allows someone to live on the second floor and to have a workshop, office, or store on the ground floor. It has the advantage of allowing one to combine mortgages for the home and the work space. The planning team feels that this is the wave of the future. With corporate downsizing, more and more people are becoming entrepreneurs or private consultants working out of the third bedrooms of their suburban homes, which can be a lonely situation. With the shopfront building, where people live upstairs and work on the ground floor, one can be connected to the social life of the street just outside the door—to shops, offices, and restaurants within walking distance.

#### A Vehicular Mid-Block Lane From Union Square to Second Avenue

The pedestrian loop around the Union Square and First Avenue NW blocks is twice as long as it should be. Its perimeter is almost a half-mile, when a quarter mile is considered a comfortable walk (Fig. 33) The quarter-mile walk, which we use to calculate the size of neighborhoods, is a figure retail developers use to determine the size of malls. The existing mid-block pedestrian passage shortens the half-mile distance, but it is not lined with shops. Retail research shows that people do not like to walk along blank walls. The plan recommends that the passage be renovated to include a driving lane with sidewalks and shop entrances on both sides (Fig. 34). We are also proposing that this lane extend to Second Avenue NW by using the vacant lot next to and owned by the Hickory Springs Corporation. (Fig. 35). Hickory Springs has been a pioneer in Hickory, a very good corporate resident. To accommodate their growth needs and to contribute to this urban development pattern, Hickory Springs should be encouraged to expand to Second Avenue NW.

Between Second and Third Avenues NW there are two contiguous parking lots many neighborhood residents use as a vehicular cut-through. The Master Plan recommends designing this passage as a proper lane that connects to the mid-block lane leading to Union Square. (Fig. 33). This mid-block lane, a narrow street not intended for heavy traffic, would be great for bicyclists and pedestrians. For both motorists and pedestrians it would be a pleasant way of entering the square. The plan also recommends that infill housing and mixed-use buildings be developed along this lane. It would be an ideal location for affordable housing, especially for seniors who could walk to Union Square.

#### The Harper Ford Building and an Arts and Crafts Gallery Row

The proposal for the Harper Ford Building, designed by TBA2 Architects, shows what it could look like restored (Fig. 36). The proposed design creates a building edge along First Avenue SW and wraps the frontage of the entire block with mixed-use buildings (Fig. 37). In the block's interior there would be ample parking, which could be either surface parking or parking under a courtyard. Small, two-story buildings would be incrementally developed in a manner that complements adjacent buildings and maintains a pedestrian scale (Fig. 38). Rather than one large building with long, horizontal windows, the design proposes a series of small contiguous buildings about 25-feet wide, or in multiples of 25 feet, with square



or vertically proportioned windows. That way, incremental development is possible, and a storefront rhythm and pedestrian scale is created, which is what Hickory has historically been about. These buildings could include shopfront units with arts and crafts galleries or small antique shops, as the team's retail consultant, Robert Gibbs, recommends in Section II.

### Kenworth Four Points

During our walking tour of the Kenworth neighborhood, the planning team visited the bargain store near the Four Points intersection and talked to a woman who has operated a business there for forty years. She showed us an old photograph of the general store that was once there (Fig. 39). It was right on Highland Avenue SE, the southeast route into town, so the area is an historic place. It was the kind of place the community used a lot. Some of the old buildings have been renovated, while others have been replaced by surface parking lots. Many of the buildings are the classic store-fronts Robert Gibbs discusses in Section II. Solidly built in brick, they are buildings just waiting for someone to breathe life into them (Fig. 40). They are also Shopfront Buildings, which the new plan designates for new and infill construction in Four Points.

An aerial view of the area shows the historic way of entering Hickory on the diagonal of Highland Avenue SE (Fig. 41). It also shows the new NC 127 highway which crosses Highland Avenue SE and First Avenue SE. The reason why the planning team believes retail can thrive in Four Points is because of the high volume of traffic on the highway and the rush-hour traffic that traverses the east-west avenues.

The new Master Plan calls for Kenworth Four Points to be intensively developed, as reflected by the large number of infill building sites (Fig. 42). For example, on the southwest corner of First Avenue SE and NC127 the plan proposes a grocery store with parking behind it. The proposal also recommends that new buildings match the size of existing houses the further they extend into the residential neighborhood.

### The New Lenoir-Rhyne X Designed as a Civic and Commercial Center

When the planning team first saw the new Lenoir-Rhyne X or crossover, we were shocked by its large size (Fig. 43). We were also saddened about the loss of beautiful homes destroyed to make it. Because of Hickory's system of one-way pairs, this X is here to stay and the homes are gone forever.

All through the week of the charrette, the planning team continued to study the crossover, trying to figure out what to do. Then we started to get excited about the possibilities. We began to see it as a clean slate, a clean site for something incredible. Our traffic consultant Richard Hall says, "Design the land use first and the transportation second." Here, however, we were given the road and had to see it as an opportunity.

A picture of the planning team forming a circle in the X shows that there is enough room for an actual traffic circle the same size (Fig. 44). Robert Gibbs recognizes that the area has great potential for retail development. The new X will have a high volume of traffic, which means that the crossover has retail and commercial potential, so we started thinking about it in those terms.

Hickory's five neighborhoods were built from the turn of the century through the 1920s. In other cities, older traditional neighborhoods like these often have their own small town center or neighborhood service center. For example, Shaker Heights in Cleveland, Ohio has an octagon-shaped shopping area. The most elegant neighborhood in Birmingham, Alabama, is Mountain Brook, which has at its central crossroads a wagon-wheel shaped town center with shops and parking.

Since this neighborhood is comparable to Hickory's neighborhoods, the planning team saw the X as a potentially new neighborhood center. An aerial photograph shows the block as it looked before its houses were leveled (Fig. 45). The design proposal we are recommending shows the big X, the existing buildings

on its edge, the Lenoir-Rhyne College Campus, and the large factory buildings along the railroad tracks (Figs. 46).

Most Lenoir-Rhyne students have to travel out of the neighborhood for basic goods and services. Creating a town center at the crossover would be a real convenience for them. When we started to draw the site filled with buildings, some people responded, "Oh my gosh, that's ridiculous, you can't do that!" as if it were required to remain an open space. However, the size of the central open space is almost the same size as the large quadrangle at Lenoir-Rhyne. Furthermore, this proposal creates a site for a new gateway to the college.

Its current gateway, a brick-columned entrance to the quadrangle, sits on a side street. Unless directed down that street, most motorists miss it. To capitalize on the opportunities for shopping, there needs to be adequate parking. Fortunately, there already exists diagonal parking on some of the side streets. The proposal merely extends the streets with parking through the block, which makes the X an incredibly humane place. Rather than being an edge, a line dividing communities, it becomes a seam uniting the Claremont neighborhood and the Lenoir-Rhyne campus.

This proposal may not happen immediately, but it is something Hickory should think hard about. The traffic lights are now going in, so pedestrians can cross the X, which this proposal capitalizes on. In its current state it is a huge field, and the planning team recommends that all of Hickory's residents go there and try to imagine two-story buildings defining and enclosing its space, which is an exciting idea.

#### The SALT Block with Neighborhood Service

The planning team also studied the area surrounding the SALT block. An aerial photograph, taken before the new library was built, shows how the school block relates to neighboring houses (Fig. 47). In studying this area, we started to infill the spaces in the manner of a classic American campus, which is as a whole series of buildings and quadrangles. The Lenoir-Rhyne campus is a great example of this, so it was used as a model for the SALT block. The proposed design rebuilds the irregular-shaped buildings with an internal parking structure and an entrance drive off NC 127. If the community wants neighborhood-service retail, such as a coffee or bagel shop, then the museum or art council could have a shop that opens onto a small, corner plaza, which would also be an ideal place for civic art.

#### Expanding Frye Regional Medical Center with the Urban House Type

During the charrette, the planning team spent time with people who had definite opinions about the Frye Regional Medical Center. Claremont residents say they love having it in the neighborhood, but it presents a drastic change in scale from the neighborhood homes.

In addition, when an existing house becomes available, the hospital quickly buys it, backed by coffers other potential buyers cannot compete with. In reviewing this situation, the planning team agrees with the Claremont residents that the medical center is a plus for the neighborhood. We realize it will continue to grow, but we feel it should do so in a healthy way, such that it continues to be an asset to the neighborhood.

A major concern among the residents is simply not knowing what the hospital is going to do next. Apparently, the hospital does not have big plans for growth. Rather, it plans to grow incrementally. So the planning team's job became one of finding a way of providing the hospital a release valve as opposed to letting it boil over in all directions.

The recommended proposal may be the most controversial one in the Master Plan, and it may upset some people. As Andres Duany says, "sometimes you have to break a couple of eggs to make an omelet." This may not apply here. However, we recommend that when the hospital grows, it should grow at the scale of a domestic building—the scale of the large houses in the surrounding neighborhood.

The existing disparity of sizes and scale can be seen in a photograph of a quality, one-story house across the street from a large hospital building, which is an imposing situation for the homeowner (Fig. 48). Recent additions to the hospital do step down to the scale of nearby houses, an indication that the hospital is interested in being a good neighbor.

A block away from the hospital, on the other side of a block of small houses, sits the SALT block. It includes a very large civic building, which houses the new library, that is compatible with the hospital's scale (Fig. 49). When new buildings are needed for the hospital or between the hospital and SALT, they should be built as the Urban House Type proposed in the Overlay Zoning Code (see Appendix A: Urban Regulations).

The Urban House Type is the same size and scale as the neighborhoods' large houses or mansions. It is a type that can accommodate different uses. For a large family, it may have six or seven bedrooms. If affordable housing is needed, it can be divided into two, three, or four apartments. In Hickory's neighborhoods, this type of building is being used for apartments, offices, and restaurants. It can also be used as a storefront building, with people living upstairs and working downstairs. The Urban House is a great building type because it allows for and adapts to demographic and building-use changes in the community. An example of the Urban House Type is the original nurses' residence between the hospital and the SALT Block (Fig. 50). If the hospital is going to expand into the neighborhood, this is the scale and form of buildings it should use. Basically, the planning team is proposing a relief valve for the hospital. With the Urban House Type, the area between hospital and the SALT Block could develop in a healthy way. Although the neighborhood has nice homes, there is a chance it could be redeveloped. With the Urban House Type, development could be done incrementally and at the same scale as neighboring houses, which would benefit homeowners, the hospital, and the community both financially and socially by making future development more predictable.

#### A Front Entrance Drive for Frye Regional Medical Center and the SALT Block

Neighborhood residents expressed concern about the amount of traffic going through the neighborhood to get to the hospital and the SALT Block. Rumors are spreading that motorists are having such a hard time finding the back parking lot that even the houses along NC 127 are going to be replaced with parking lots.

Buildings of civic importance, such as SALT, usually have a front-entrance off a major street. This proposal accomplishes this by providing a mid-block street or entrance to SALT between the library and the school. This would allow motorists to go down NC 127 and turn directly into the SALT complex (Fig. 51). Parking would be hidden in a parking structure behind SALT's buildings. Moreover, installing a mid-block street that leads from SALT to Frye Regional Medical Center parking lot would allow motorists from both institutions to exit at the same place. This would create a busy enough intersection to warrant a traffic light.

However, the control signal would only be necessary during peak periods. Because Fourth Avenue NE is not a through street but an access road for a few houses, it should not be the main entrance drive to SALT. Placing a drive halfway down the block would allow for a median. Traffic would come over the hill and motorists would no longer be confused about which way to turn. This proposal would not only make it easy for motorists to navigate, it would also make it easier for pedestrians to cross the highway by installing a signal, a median, and wide sidewalks.

#### The New Ridgeview Neighborhood Center

Robert Gibbs observed that the Ridgeview neighborhood once had a classic neighborhood center, with such amenities as a café, dance hall, dentist office, and barber shop. Almost all of the old neighborhood center's buildings are gone, but the planning team believes it could be rebuilt based on the amount of

retail the neighborhood could support. An aerial photograph of the plaza shows it as it now exists as a parking lot and a few buildings, one of which houses a barbershop (Fig. 52).

The new plan shows the existing buildings, proposed infill buildings on vacant lots, and a small plaza (Fig. 53). The plaza would be anchored by the old library, which has already been planned to move to this block (Fig. 54). Kitty-corner to it and also anchoring and fronting the plaza is a church. At the end of Fourth Avenue SW at South Center Street, a civic institution such as the corporate office for FACED (Family And Community Enrichment Center), a local nonprofit community development corporation, could terminate the view (Fig. 55). The other vacant lots are great opportunities for new commercial buildings. Street-level retail buildings and a public building terminating the short street should be enough to pull the plan together (Fig. 55). Proposed for the Ridgeview Neighborhood Center are Shopfront Buildings, whose size and scale allow for incremental growth. This plan is something for the neighborhood to decide on, but the planning team believes that it fulfills a need for local retail and offers an opportunity for redeveloping the neighborhood center.

### The Ridgeview Civic Center

The Ridgeview Civic Center includes the Brown-Penn Recreation Center and a new 4,000-square-foot library. Since the center's 1993 Master Plan addressed various needs, the planning team studied how the center relates to its neighborhood. An aerial photograph of the center shows the old library (which will be moved to the Neighborhood Center), the new library, Taft Broom Park, a parking lot, tennis courts, the Brown Penn Center, a day care building, and a baseball field (Figs. 56& 57). The new library building, which is beside the old one, has been completed since the photograph was taken.

The site also includes a building that people have been anxious about. It is a shallow-roofed, U-shaped garden apartment building that is not of the same caliber and quality as most houses in Hickory (Fig. 56). This building could either be replaced by a street or by a couple of homes similar to those in the neighborhood. There may be a need to better link the neighborhood together by installing a pedestrian-scaled street that connects to the center. In either case, there does not seem to be any objection to removing the apartments based on what we heard from residents.

Residents expressed concern about the safety of pedestrians on Third Street SW, the street between the baseball fields and Brown Penn (Fig. 56). The planning team suggested closing the street, which the residents rejected because they like using it. Consequently, the plan proposes to slow or calm traffic down by installing sidewalks with curbs and gutters, and to gate the street when civic events include children (see Section V: Transportation and Traffic Calming).

Proposed plans for the center show how it and nearby lots could be developed (Figs. 58 & 59). In the site plan, the lots, the library, and Brown Penn buildings are in yellow (light gray), while proposed buildings are in brown (dark gray). There is enough room for another large building. If a large house and its three-acre property down the hill could be acquired, then there would be ample land for expanding the center and its community activities.

### The Area South of Ridgeview Civic Center

The planning team also studied the area south of Ridgeview Civic Center, circumscribed by Third Street Place SW, Third Street Court SW, and Eighth Avenue Drive SW. It currently includes a U-shaped road with modest pre-manufactured housing or trailers. We recommend replacing the trailers with houses of wood-frame or modular construction (Fig. 59). U-shaped courts are difficult for residents to monitor for safety. People can walk in and more or less disappear. The U-shaped court could be replaced with a community square flanked by modest houses (Fig. 59). In a square, every activity is visible from front porches or windows. The square creates a safe place because at least one set of resident's eyes are watching it. Moreover, a well-defined square of a dozen houses would create an identifiable place, which would be an asset to the entire Ridgeview community.

## Improving Optimist Park with Adjacent Infill Houses

In the Green Park neighborhood, the planning team studied Optimist Park and Green Park School. As a plat map and aerial view of Optimist Park show, the Optimist Club had a great idea in conceiving the park (Figs. 60 & 61). They saw the need for the park, found a low area of unused land, then created a very pleasant park. Unfortunately, because the park is located on residual space that is partly unbuildable for houses, the park has always had some problems. One of the problems is that the back of houses face the park rather than their fronts, as houses do around Green Park School. Another problem is that a large parking lot was placed in the center of the park, on its most level land. During the charrette, people who drove to the park complained that it was difficult to make the sharp right turn out of the park because of the high-speed, one-way traffic on Second Avenue SW.

To solve these problems and to make the park more pleasant, Brian Jenest and Tedd Duncan of ColeJenest and Stone redesigned the park in two ways (Figs. 62 & 63). Both proposals move the parking lot from the park's center to a large, open track of land near the street, leaving the area below as a large green. To make the entrance more visible and easier to negotiate, the proposals move the entry road to the other side of the cedar trees, allowing motorists to view park before turning into it—a signature landscape.

The planning team also realized that there is a potential development opportunity for infill housing. Right now, because the backs of surrounding houses front on this park, it is not well monitored. Inserting a drive along its east edge and building houses with front porches facing the park would help correct this problem. In the proposed plan, there is enough room for seven houses (Fig. 63). The city owns this land, so adding houses increases value in terms of both tax revenue and security. Behind the Williamsburg apartments there is a large tract of land that, if developed following either proposal, could bring more residents into the neighborhood and make the park a safer place.

## Redeveloping Green Park School

The planning team studied the vacant Green Park School for different redevelopment options (Fig. 64). During the team's Green Park neighborhood walk-around, it became evident that the play fields associated with the school are used by residents as a neighborhood park. A major concern of these residents is the possibility of losing this open space to development. In response, the planning team prepared proposals with different development scenarios. The first reuses the existing buildings and maintains all of the open space as a park (Fig. 65). The second and third retain some of the open space as a park but develop the rest with one-unit or two-unit dwellings using the House Building Type (see "The Master Plan Overlay Map and Four Building Types" (Figs. 66 & 67). Also discussed during the charrette neighborhood meeting was the possibility of the Hickory City School Board, which owns the Green Park School buildings, exchanging some of the park's open space for the newly created marketable lots proposed for Optimist Park. That way, the neighborhood would be assured of having open-park space in two different areas.

## A New Entrance to Kenworth and Infill Sites

The planning team studied an area in southern Kenworth that is difficult to develop because of its creeks and hills. Called Terrace Hills, it was originally platted for detached houses, which were never built because the site was so challenging (Fig. 68). Eventually, a district park with several baseball fields was built there. Because of this district park, a lot of cars traverse the Kenworth neighborhood, upsetting its residents. The planning team sought another outlet for moving traffic from NC 127 to the park. The proposed plan improves the Terrace Hills area by creating an entrance onto NC 127 and by providing space for new housing (Fig. 69). The internal street would be extended to the tail of Fifth Street SE to its west. The new road would have to cross a creek, which would be rather expensive, but the plan offers the opportunity of building infill housing. Kenworth now has a kind of loose tail because of the park, and this

proposal would hem the neighborhood back into Hickory. There could be a stone gateway to match the historic one, which could reinforce the neighborhood's physical identity.

## PLANNING CODES

### Problems with the Existing Zoning Ordinance

Hickory's existing zoning map for the study area graphically identifies its numerous zoning categories (Figs. 70 & 71). A symptom of the current zoning ordinance not working as well as it should is the abundance of blue and green areas (or gray and dark gray) on the zoning map, which are new areas built as planned unit developments (PUDs). This indicates that the codes are not responding well to the needs of the community. The city asked the planning team to review the zoning ordinances for problems and suggest how they could be fixed.

The following situation typifies the problems the current ordinances create. The planning team met with a woman who owns one of the large houses adjacent to the commercial area downtown, about two blocks from Union Square. Around her house are single-family houses, apartments, and businesses. A number of years ago, she converted her house to commercial use. However, she now no longer wishes to have commercial uses and applied to the city for the building's return to single-family use. It is a beautiful house in a great location, perfect for a family. But the current zoning ordinance precludes converting commercial uses back to residential.

These ordinances were written when planners thought the Central Business District was going to expand and would need more commercial buildings.

### The Master Plan Overlay Zoning Ordinance

Rather than categorize land and buildings only by use, as current zoning practice does, the Master Plan's Overlay Zoning Ordinance categorizes buildings by type and scale. In our view, if more of these large houses are built, if more of the older houses are restored, and if they all have a variety of uses, then that would make this area a much more lively and more human-scaled place. So, if a developer wants to erect an office building, then he or she should either convert an existing house or build a large house-type building for office use. And this should be done for apartments, limited-lodging, limited-retail, and mixed uses. In most areas of Hickory the single-family house and the life-style it represents should be preserved and protected. However, in areas near commercial uses, such as two blocks from Union Square, these urban mansions or Urban House Types are practical for all uses.

### The Master Plan Overlay Zoning Map and Four Building Types

The Master Plan's proposed Overlay Zoning Map—The Regulating Plan—for the study area is very simple (Fig. 72). It has four categories, which represent four different building types. The first type is the Urban Building, which has a street-level storefront and office or residential uses above. It is located downtown and is at least two stories high and at most three stories, though a fourth story is permitted if exclusively residential use. The second building type is for storefront locations adjacent to downtown and in neighborhood centers. Called the Shopfront Building, it has mixed uses and can be one-to-two stories high, with a third story permitted for residential use. The third building type is designated for areas within a few blocks of Union Square and in neighborhood centers where there are one-to-three story, detached houses that have a variety of uses. These are the urban mansions or Urban House Type previously discussed. The fourth building type is the House Building Type, a one-to-three story single-family or two-family house, which is designated for most of the study area.

What has just been described needs to be visualized in terms of building types rather than building uses. The building type for neighborhood centers, the live-work town house or Shopfront, is built to the sidewalk edge, has retail or offices on the ground floor, and if it has a second floor, either a residence or an office

above. It is perfect for neighborhood centers because it is mixed use and scaled to the pedestrian. Then there is the Urban House Type based on Hickory's existing large houses. Because most of Hickory has already been built with high-quality houses, this type's compatibility with existing houses makes it perfect for infill building near commercial areas. Because it is at the scale of the neighborhood yet allows for mixed uses, its construction enhances the quality of life both socially and economically.

The intent of the new ordinance is to preserve and protect the high quality of houses and buildings that exist in most of Hickory. Limiting new construction to four building types defined in terms of form is intended to provide a degree of predictability to the City Center's growth. Residents will know the scale and size of future buildings on currently vacant lots. Such predictability not only has a social value in enhancing the quality of life, it also has an economic benefit. In other places where the planning team has written overlay ordinances, property values have risen. More importantly, these four types are compatible with the existing building fabric of City Center and its neighborhoods. Ultimately, the new Overlay Zoning Ordinance is intended to allow Hickory to preserve the benefits and appeal of being a traditional town.

An example of what will be in the new ordinance is an Urban Regulation or code for the Urban House Type (Figs. [73](#) & [74](#)). This code includes diagrams or schematic drawings that show the house's placement on the lot; its building measured in stories, not feet; its minimum roof pitch; and its driveway leading to a parking in the rear. These diagrams and specifications are the kinds of information that will be provided for each building type in the new code. The Urban Regulations are intended to be user-friendly, with everything one needs to know about a building type written on a single page. They are written in plain English for the average citizen, making it entirely unnecessary for an attorney or architect to interpret it.

#### Designs for Two of the Building Types

A model plan and elevation for an apartment building in the Urban House Type shows that in scale and appearance it is similar to a large, single-family house (Figs. [75](#) & [76](#)). As discussed earlier, it would work well as an infill building.

During the charrette, the planning team was invited by the publisher of The Hickory News to look at the upstairs of his building as a potential type (Fig. [77](#)). As it turned out, it is the Urban Building Type. Plans for two apartments above the first-floor store are shown in Fig. [78](#). The building has large front windows that allow light to flood the residential quarters. There is even the possibility of creating a third floor to enable a penthouse to have views of the mountains. The Urban Building is a great building type because of its flexibility in uses, and the planning team believe there is a market for them. If some developer builds only a few, then the market might be revealed. All that is needed is one good model.

Detail images from two renderings looking down Main Avenue NW toward Union Square show the existing homes, remodeled warehouses, and proposed infill buildings—the Urban House and the Shopfront Building (Figs. [79](#) & [80](#)). Along Main Avenue, Urban Houses are shown where densities are lower—away from the center, while Shopfront Buildings are appropriately sited near downtown, where there may be good market for it. The Urban House is a domestic-scale building; the Shopfront, with its contiguous walls and façade set on the sidewalk, is for mixed uses near Union Square.

Ultimately, the purpose of the Master Plan and the building types prescribed in the Overlay Zoning Code is to ensure the humane, small-town scale of architecture, variety of uses, and range of income levels that can fortify Hickory's existing quality of civic life.

#### Two Final Proposals: Street Names and a Municipal Color

There are two final proposals that have to do with reinforcing Hickory's history and identity. One night during the charrette someone borrowed a city street map and returned it the following morning all marked up. Rather than the somewhat confusing system of numbered avenues and streets Hickory now has, this

individual had gone through the map and given a name to each numbered street, which is a great idea. By naming these streets, the uniqueness of each street address and identity of each neighborhood is reinforced. The old Sanborn maps for Hickory have the city's original street names (Figs. [8](#), [9](#), [10](#), [11](#), [12](#)). The planning team recommends that the entire community review these maps and either adopt the old names, propose new ones, or create a combination of the two.

The final recommendation is for the City of Hickory to adopt a municipal color. Most people are familiar with the famous red telephone booths and double-decker buses in London. The reason why these elements are painted red is because they are the Queen's property. Similarly, all of Hickory's municipal furnishings—lampposts, trash receptacles, signage, metal benches, bike racks, etc.—should be painted a color identified with the city. That way, when people arrive in Hickory, they know they are in a special place. The Appearance Commission has not given an opinion of this, but the city's merchants thought it was great idea. The next time you are in a well-managed mall, notice that these elements are the same color—it provides identity and reinforces the fact that it is well run. During the charrette, we started a list of potential municipal colors. We urge all of Hickory's citizens to participate in its selection by either commenting upon these or recommending others.

### Final Comments

In 1886, Hickory had a four-year growth spurt called the Shuller Era. According to the history books, the Shuller Era was marked by a little dash of wildcatting to get things done. Perhaps, there are some Shullers today, who are willing to take the risk to propel Hickory forward. Another growth spurt began in 1921, instigated by a campaign called "Now is the time to start building." Organized by civic leaders, business owners, and concerned citizens, it was a media campaign calling for the city to come together and start building as a means to attract new commerce and people.

The planning team feels it is time for Hickory's citizens to do this again. In eight years it will be the twentieth anniversary of the second time Hickory was bestowed the appellation, "All-American City." Hickory tends to receive this award every twenty years, so we propose that the Hickory have the goal of becoming an All-American City for the third time in 2007. With the new Master Plan, we believe this is possible. Hickory has eight years to put all the elements of the plan in place. The planning team has created Master Plans for other cities that have been implemented faster, so there is no need to hesitate.



# RETAIL AND ECONOMIC DEVELOPMENT

Robert Gibbs, ASLA, CNU

As a member of the planning team I have two roles: first, to advise the city and its planners on what kinds of retail and commercial business are viable downtown and in the neighborhoods; and second, to find ways to help downtown and neighborhood businesses become more profitable by increasing sales and better serving their customers.

During the charrette, I had the pleasure of meeting many downtown business owners and shopkeepers. I spent 45 minutes to three hours in each of their stores talking with them about how the City of Hickory functions economically. For a city of 33,000 people, Hickory is overconsuming in some ways and underconsuming in others. It is a very unusual case. Hickory and its outlining areas have enough retail to meet the needs of a half million people. But while people are willing to drive many miles to shop stores near the highway interchanges surrounding Hickory, they are not going into its City Center.

I have worked with communities smaller than Hickory that have ten times its downtown retail because people shop their downtown regularly. There are a number of ways Hickory can increase its City Center retail sales and improve the quality of life in its neighborhoods.

In our study, we discovered that over 40 million dollars of consumer spending a year is leaving City Center—the Central Business District—and being spent elsewhere. In other words, over 40 million dollars a year of extra spending is possible in the Central Business District and neighborhood centers. I will outline the potential; the Hickory community will have to decide whether they want that much retail in City Center. They will have to decide how much retail they want downtown and how much they want in their neighborhoods. It's a matter of which of the scenarios align with their values.

## The Original Pattern of Hickory's Retail

Hickory's Central Business District is located where it is because of the rail station. In the 1800s, before the advent of the automobile, the railroad brought people and products to Hickory. Businesses that located near the station were able to take advantage of both incoming and outgoing rail service. Also, all roads into Hickory converged in its Central Business District. Businesses prospered by having their storefronts line the road so that people who drove by in horse-drawn carriages, and later cars, could view the merchandise inside. The passersby were only ten feet away from the storefronts, which was close enough to recognize products they may have wanted to buy ([Fig. 81](#)).

Hickory's early business owners were very clever in how they designed storefronts to maximize sales. They often made a building look as big as possible because it would suggest that it is a big store in the shopper's mind ([Fig. 81](#)). The big-box store hadn't been invented, but bigger was also better in the 1800s. Each storefront window was made as big as possible and fitted with clear glass so that merchandise was clearly visible. Tinted glass hadn't been invented, but store-owners knew that clear glass allowed potential consumers to see what items were for sale—what could, in retail parlance, "trigger a sale" ([Fig. 82](#)). Large buildings close to traffic and large storefront windows with clear glass are fundamental retailing principles that worked very well in Hickory's early Central Business District.

A high volume of vehicular traffic was routed through downtown on the eve of its demise. Probably 15,000 cars drove through or along First Avenue each day. Whether people wanted to or not, they had to drive past its many downtown storefront windows. And up to the late 1960s, one could drive within ten feet of those storefronts.

## The 1970s Master Plan for Union Square and the End of the Retail Loop

In the early 1970s, Hickory hired out-of-town consultants to create a new master plan. Their traffic engineers narrowed the wonderful Union Square down to about 25 or 30 feet wide (Fig. 83). Before that, Union Square must have been very grand. The square also served as a "retail loop," or what is now known in outlet malls as a "retail raceway." The shopper would come downtown, park in front of one store, and then shop the area as a district. That is, he or she would go into the department store, then the apparel store, then the sporting goods store, and before the shopper knew it he or she had returned to the car with more goods than intended. One walked the area as a retail loop. Up until the urban renewal plan of the seventies, the down-town functioned as a shopping district. All retailers benefited from being located in one area, allowing a lot of "cross-shopping" to occur.

The seventies master plan called for removing the green from Union Square and, more significantly, closing the vehicular throughway. The plan eliminated all through traffic by creating two separate parking lots in the center of the square. In 1981, the parking lots were connected, but at distance from the stores. Vehicular traffic is now about 100 feet away from storefront windows, which makes it nearly impossible for motorists to see merchandise on sale. The plan also placed parking at a distance from shops and called for the removal of buildings at both ends. Contrary to its intent, this plan effectively dismantled the existing shopping district, and created a series of individual shops.

The City of Hickory was very good at implementing plans. The city was told what to do and it did it. The city was told to remove buildings and replace them with others, and it did so very efficiently (Fig. 84). Unfortunately, Hickory was left with neither a shopping district nor a Central Business District, but a modified shopping center with parking in front (Fig. 85). The two proposed department stores or office buildings in the center of Union Square were never built. We would have advised the seventies planners that department stores will only locate in a place where there is 40,000 to 50,000 cars passing by per day. Most retailers will not locate where there are less than 10,000 cars per day, which is currently the case in Union Square.

The seventies planners made every effort to stop cars from driving through downtown. That was the thinking of its day: Hickory would be a better shopping district if all cars were pulled out of the Central Business District and all traffic straddled downtown by using newly designated one-way streets. Rather than 10,000 to 20,000 cars per day passing within twenty feet of the Union Square storefronts, the new plan knocked it down to about 500 cars per day passing at about 75 feet and parallel to the railroad tracks. The primary reason why malls were built out of town was that the planners created the busiest roads at the town's out-skirts. The lack of traffic forced many downtown businesses to leave, signaling the beginning of central Hickory's decline.

In spite of this, Hickory City Center has some very tenacious business owners who have managed to stay in business, which is a real credit to them. They have found ways to be strong destinations for shoppers so that even if it is hard to find their store, and even if it is not very easy to park, there are people willing to come in and shop.

#### Neighborhood Retail: Ridgeview and Kenworth Four Points Commercial Centers

In addition to studying the City Center and figuring out ways to revitalize its commerce, the planning team has been assigned the task of proposing ways to improve neighborhood retail without adversely affecting the quality of life in each of Hickory's five neighborhoods.\* (\* Though this section only discusses retail proposals for Ridgeview and Kenworth, Part Three: Report: Section II includes analyses and recommendations for Claremont, Oakwood, and Green Park neighborhoods.)

We believe that successful retail in each neighborhood is very important to its economic viability and community vitality. The Ridgeview neighborhood currently has a barber shop and hair salon within walking distance of neighborhood homes (Fig. 86). Such businesses that service the neighborhood are called "neighborhood retail." Ridgeview had other neighborhood retail businesses, but they have relocated, closed, or been torn down, which we feel has adversely affected its quality of life (Fig. 87). The planning team believes that the Ridgeview community could support an additional 6,500 square feet of

neighborhood businesses. We are proposing that these business be developed around a small square in mixed-use buildings such as this (Fig. 88). The new neighborhood businesses could include an additional hair care or beauty salon, an additional carry-out restaurant, and a convenience market. The neighborhood economy is strong enough to support these new services. If such services locate here, we project that there will be about 800,000 dollars worth of yearly sales per those 6,500 square feet of businesses.

We think the neighborhood would benefit from these services. It is up to the Ridgeview community to decide whether it wants them. However, such services are affordable at this location.

The planning team also studied the Kenworth neighborhood, and concluded it could support an additional 59,500 square feet of retail. At the northwest corner of the neighborhood is Four Points, strategically located along NC 127 South (Fig. 89). Kenworth Four Points has both interesting and not so interesting buildings, but there are remnants of the old commercial shopping district (Figs. 90 & 91). The team's planners have proposed re-creating a village-like neighborhood shopping district, an exciting idea from a retail perspective (Fig. 92). There would be on-street parking and all buildings would be built to the edge of the sidewalk, creating uniquely shaped buildings at the odd angles of the Four Points intersection (Fig. 93). Located and designed this way, the village center could service three neighborhoods: Kenworth, Ridgeview, and Claremont. These neighborhoods could support an old-fashioned grocery store of 25,000 to 30,000 square feet, about the size of an old A&P Market. Safeway, for example, is presently building such smaller grocery stores. The area could also support a coffee shop, bakery, and a 10,000 square foot plant store or garden shop. In terms of office use, it is an area that would attract architects, designers, and artists.

Rather than drive to one of the shopping centers outside of town, a resident of Kenworth, Ridgeview, or Claremont could do his or her basic shopping by foot, bicycle, or a short car ride. Many residents of three neighborhoods are within walking distance of Four Points. This is an unusual civic amenity because it brings together people of different income levels and life-styles to shop in one location. It is also the latest trend in retail planning. Instead of segmenting people by income and life-style, this trend is creating more interesting and vibrant shopping districts. Furthermore, retailers at Four Points can capitalize on the flow of both work-bound and home-bound traffic on NC 127.

Section II of Part Three: Report will include the specific types of business each neighborhood can support, how much money those businesses can expect to make, and how many square feet of retail is supportable. The community can then decide whether or not it wants a bakery, dress shop, convenience store, or other suggested types of shops in its neighborhood.

Now, how does the neighborhood attract such businesses? Though the planning team says they are supportable, new businesses rarely appear overnight. When they appear quickly, it's usually because a savvy entrepreneur recognizes the growth potential of a site and moves in immediately. Rather than wait for such entrepreneurs, the neighborhood associations may have to roll up their sleeves and seek out businesses on their own or work with the Downtown Development Association.

In other master plans we have done, community groups have used our studies to successfully attract businesses to their neighborhoods. Usually businesses go to the easy sites first, taking the more difficult sites later as commerce grows. But once they move into a neighborhood they rarely regret it because sales and profits are often much higher than normal.

#### Hickory's Regional Retail Draw

The planning team also examined retail at a regional level and found that Hickory City Center has primary and secondary trade areas. The large circle on this image shows that the Study Area has roughly a five-mile radius (Fig. 94). It is slightly skewed to the north and east, but the businesses here are getting 50 to 70 percent of their trade from people residing within a five-mile radius. This data was confirmed by nearly

every merchant I met. The merchants also said they had customers who drove one, two, or three hours to shop their stores three, four, or five times a year, which is outstanding.

Even though it's not on a weekly basis, it's unusual for businesses to attract customers from such long distances. The planning team estimates that the number of people moving into the district increases about 400 families a year, which is roughly a one percent growth rate. This means that nearly everyday the Hickory area is getting new residents who have never been downtown or to Union Square. They have no idea what Union Square once was or what kinds of businesses are there now.

The other day, a downtown retailer told me that if one more person came through the door and said she never knew his store was here—even though it's been there six years—he is going to pull his hair out. Apparently, people are visiting and moving to Hickory everyday, but when they think of where the downtown is they think of the malls along interstate highways rather than City Center. The businesses that are downtown, such as the Shade Parlor, are glad to be there (Fig. 95). They are working very hard and are successfully attracting customers from afar. The problem is that people are driving downtown, parking as close as they can to these businesses, going in and making purchases, then immediately leaving downtown. Each store is functioning as a shopping-destination store and, as a result, the downtown loses its competitive edge as a shopping district. During the charrette, we coached businesses on how to promote cross-shopping, which is to encourage customers to shop other stores once they are downtown.

Proprietors can do little things, like display small placards or signs in each other's stores. For example, The Tap Room attracts waves of people to downtown until two o'clock in the morning. Its first wave of diners are finished at seven o'clock, but they cannot shop Union Square because all of its stores are closed. So there are opportunities for shopping downtown later at night, which shop owners could take advantage of.

Union Square could be updated. The sixties street lights should be replaced, though a lot of merchants are quite fond of them (Fig. 95). There are also little things that hinder commerce. Shrubs along the sidewalk, as nice as they are, can block motorists' view of storefront merchandise (Fig. 95). There are other subtle things that could be changed, but I don't think I have seen a downtown maintained as well as Hickory's.

### Two Scenarios for the Central Business District

There are two scenarios for Hickory's City Center: leave it the way it is without major modifications or change the one-way streets to two-way streets. The planning team strongly recommends changing the one-way streets to two-ways in order to increase retail sales down-town.

There are times when motorists have to go nine blocks out of their way to get from one end of City Center to the other. If the current street pattern is changed, we are forecasting that an additional 17,000 square feet of retail and restaurant businesses can be supported in Union Square.

In the first scenario, where the street pattern is not changed, we forecast that Union Square will probably lose about 25 percent of its current businesses because they are too difficult to get to. Moreover, most of the retail businesses that leave will be replaced by restaurants, bars, and offices. Union Square as a food-court district would work very well with offices. In such a scenario, much of Union Square's retail energy would move to First Avenue NW, near the old movie theatres.

Because it is easy to drive to and has easy on-street parking and a deck, First Avenue NW could support 24,000 square feet of additional retail. The market can easily support an old-fashioned hardware store, which Hickory hasn't had in this area for quite some time. However, the planning team believes that the community would be better served if Union Square retained its retail businesses and attracted new ones. In the second scenario, Union Square is modified by adding a street in front of the storefronts, by

increasing the number of parking spaces, and by making other minor changes (Fig. 97). In effect, this proposal calls for the return of a shopping district to City Center.

We forecast that approximately 120,000 square feet of additional retail can be supported downtown, which would include men's and women's apparel stores, a hardware store, restaurants, coffee shops, toy stores, sporting goods stores, and specialty retail stores. In terms of retail, it could be one of the best and strongest small-town shopping districts in this part of the country. The potential is there. We forecast that there could be as much as 14 million dollars of additional sales per year in the Union Square area. In this plan, the Bank of Granite and Duke Power parking lot should be made available for a downtown hotel. It would be supported by business travelers, who, after checking in, could walk to downtown restaurants and shops.

Union Square could support additional restaurants on all four of its sides. There's now a restaurant in the old train station, but the area could support another restaurant on the square's east, west, and north sides. With additional retail on both sides of the train station and at the ends of the square, Union Square would have its old retail shopping loop back (Fig. 97). People could not only shop between businesses, but also window shop as they stroll the sidewalks. The mid-block pedestrian walkway to the north could be enhanced with additional shops to create a very strong shopping district because it is linked to First Avenue NW.

#### The Harper Ford Building and a New Arts and Crafts Gallery Row

The old Harper Ford Building and the buildings on its street form a wonderful collection of brick buildings (Fig. 98). These buildings would make a wonderful center for arts and crafts, which would be within easy walking distance of the Union Square (Fig. 96). Hickory can support almost 20,000 square feet of art and craft galleries, which is extremely high for a market of its size. These galleries would work very well at this location. It could be a "must-see" area for the thousands of people who go to the furniture stores every year.

Hickory City Center could become the place that people want to visit because those furniture stores close at six o'clock. Now, at six o'clock those people are eating at restaurants along the highway and then returning to their hotel rooms to watch television. If available, they would much rather visit Hickory's new, modified Union Square.

A major problem for City Center retail, however, is the area's lack of parking (Fig. 99). Combining the current number of parking lots on Union Square with those in the parking deck and on the streets, downtown retail has less than a third of the of the parking it needs. Downtown merchants told me there is only a parking problem around Christmas, something I don't think I have ever heard merchants say before in any town. This indicates that the people of Hickory are under-shopping this area. The planning team found they could double the number of existing parking stalls on Union Square at the same time they designed it with a green (Fig. 97). Furthermore, First Avenue NW has great potential for revitalization (Fig. 100). Modified or unmodified with new parking, the street is a strong retail area. The designers increased available parking to 78 parking spaces on First Avenue NW by re-striping the street; that many spaces can be added for the price of the paint (Fig. 101).

An aerial perspective of the proposed plan, the second scenario, shows that team's designers and traffic engineers have planned a way of reopening the square with a street (Fig. 102). Rather than 500 cars per day passing through Union Square, the new plan increases traffic to between 6,000 to 8,000 cars per day. While this not a lot in terms of retailing, it is ten times the number of cars now. The one thing I heard over and over again from Hickory's shop owners was that they were trying as hard as they could to draw customers in. And the stores do look great. They have great merchandise and great prices, but they don't have enough people walking through the door. There are simply not enough people driving through Union Square. With a little help we think these businesses can increase their sales and with it their quality and

selection of merchandise and service. With the new Master Plan, Hickory has the opportunity of returning to the pre-consultant days—to the days of having a really wonderful Union Square ([Fig. 103](#)).

## TRAIN DEPOT AND MULTI-MODAL USES

William Lennertz, AIA, CNU

In the near future, people will have the option of arriving in Hickory by rail passenger service. The planning team analyzed the old Union Square Train Station and made design proposals for updating it into a transit station. These stations are now called "multi-modal centers" because they integrate the services of a train depot, bus terminal, and taxi stand into one.

Hickory will be served by Amtrak within the next two years, primarily as a tourist train between Raleigh, Salisbury, and Asheville. As planned, it could be a Flexliner making stops in Hickory at least twice a day and a maximum of six. This service provides residents in Hickory and other towns access to Amtrak's eastern north-south trains running through Raleigh. Furthermore, tourists coming from New York or Florida to visit Asheville and other eastern North Carolina towns will transfer to the Flexliner in Raleigh and go through Hickory, which Hickory could capitalize on.

The actual arrival of the train could become a catalyst, make the station a nexus for coordinated services in other modes of transport—the Greyhound Bus, the Piedmont Wagon, taxi cabs, hotel vans, and airport-service vans. In a sense, this reinstating of the rail station's original function is symbolic—it would link Hickory's past to its future. As the city's inter-modal transit center, it would serve Hickory for years to come, the historic building becoming a "must see" destination (Figs. [104](#) & [105](#)).

Reopening Main Avenue east and west of the station provides the opportunity of creating dramatic rail and vehicular entrances to Hickory. The diagonal approach along Government Avenue SE/First Avenue SE could be a picture-postcard view of the station with the post office in the foreground and Union Square in the background.

However, the historic station is now hidden from this view by evergreen trees and by the rear of the restaurant addition to the station. Removing the restaurant addition would return the station to its original condition of a simple, elegant bar building. It would have a single, large waiting room with windows on both sides so travelers and commuters can see the train, bus, or taxi as it arrives. It would be a porous building with a great public space, allowing people to have coffee while they wait for transport. Removing the addition also makes it possible to insert an access drive along the station's south side ([Fig. 106](#)). This drive would serve as a Piedmont Wagon Bus stop, a taxi stand, and a passenger drop-off, which makes great sense.

Merchants on Union Square told the planning team that when the Piedmont Wagon Bus sits idle in the parking lot, it blocks the view of the station. People cannot see one of Hickory's most historic buildings and future transit center. The plan calls for a new parking garage immediately west of the station, which can also be the location of a rental-car agency whose service counter is in the station. There is also a new building site with underground parking. Because the site sits on a hill that drops down considerably to the west, there is enough of a grade change to place an underground parking entrance near the overpass (Figs. [106](#) & [107](#)).

Although the station will have Amtrak service, Amtrak was unable to provide us a program for it, so both the Wilson and Rocky Mount stations in North Carolina were used as models. Hickory's transit station's space requirement will be quite modest, about 150 square feet. The extra space in the historic station could be used for other programs, such as a coffee bar or museum. It would be great to have fresh coffee and snacks available to commuters awaiting transport. The depot would also be a great location for a history museum, one that could become a destination.

The plan proposes that the Greyhound Bus Terminal be located east of Union Square on First Avenue SE ([Fig. 106](#)). Its program is best suited for a modest building that could be renovated. The proposed location is within easy walking distance of the station and Union Square.

For the train and all transport services to work well and be successful, the station, terminal, and drop-offs must be easy to find and simple to use. Portland, Oregon accomplishes this by using a bus mall and city square system ([Fig. 108](#)). Commuters know that to catch the light rail, they go to the city square, Pioneer Square, and to catch a bus, they go to the mall, which are two downtown streets dedicated to bus service. Because they are in proximity, transfer between the two transit modes is easy and simple. Similarly, locating all of Hickory's transit services along the Main Avenue corridor accomplishes the same thing. If one wants to ride the train, catch a bus, take a taxi, or rent a car, all he or she needs to do is go Union Square on Main Avenue—the center of Hickory.

Portland has begun to build housing near light rail stations ([Fig. 109](#)). It also has older neighborhood centers that have been converted into safe, comfortable places to wait for the bus ([Fig. 110](#)).

The arrival sequence into Hickory by passenger train can be shown with images ([Figs. 104 & 107](#)). As the train enters town, passengers see the houses and storefront buildings along Main Avenue and then the incredible town center—Union Square, a must-see destination. Along Government Avenue, vehicular traffic would arrive at the drop-off across from the post office. By diverting some of the vehicular traffic from the one-way pairs to Main Avenue north and south, the plan hopes to increase traffic in City Center ten-fold. These cars will not be going fast, but slow—at five, ten, fifteen miles an hours—so motorists can see the shops and restaurants.

For Union Square, we propose to move the public bathrooms, which are now in the middle of the square, to one of the new building sites at either of its the ends ([Figs. 106 & 107](#)). From the station, the existing building that houses these rest rooms blocks views of the shops and the square from the station, and likewise blocks views of the historic station from the square and storefronts. The building housing the new rest rooms could also have a coffee shop, whose proprietor could keep an eye on things for added security.



# TRANSPORTATION IN THE HISTORY OF HICKORY

Richard Hall, P.E.

Since its settlement by Palatine Germans in the 1740s, the City of Hickory has enjoyed a rich history. Transportation routes played a key role in this history and in the evolution of the Hickory area.

The first records of government road construction indicate that in 1769 the Forks of the Silver Creek Road was established as an east–west thoroughfare. Also established in 1769 was the Horse Ford Road northwest of Hickory, which served as a major crossing of the Catawba River. Ten years later the southwest road to Charleston was completed. As a major port and trade center, the City of Charleston was vital to Hickory's growth.

In the 1780s, John Bradburn established the Hickory Tavern, the first known building in the area. It initiated Hickory's role as a trading center for the region, while farming in the area continued to grow. In 1860, the establishment of the Western North Carolina Railroad was the catalyst that made Hickory the dominant retail and trading center for the region. By traversing Hickory, the railroad allowed farmers, especially to the north and west, to market their produce and obtain supplies. Moreover, manufacturing grew to be an important economic component as the production of shoes, harnesses, saddles, and tobacco as well as various types of mills flourished in the late 1800s.

As Hickory's economy grew, so did its government. From the 1870s to 1889, Hickory evolved from a trading post to an incorporated city. The city continued to be the region's dominant trading and manufacturing center as industry grew and businesses reinvested ([Fig. 111](#)). It laid the foundation for Hickory to become a bustling and vibrant city.

In Hickory's early days, the downtown area was dominated by the presence of several mainline tracks and the old train depot, later replaced by the current structure in 1912 ([Fig. 112](#)). The heart of commercial district was around Union Square, a tree-lined square with a drive on the north edge serving as the main access to the commercial activity ([Figs. 113, 114 & 115](#)). Subsequent growth in the twentieth century saw the addition of US 70 and eventually I-40. More recently, the concept-master plan of the early 1970s, the era of urban renewal, was never completely built-out, however, it continues to have a significant impact on downtown Hickory ([Fig. 116](#)).

## Thoroughfare Plans and the Metropolitan Planning Organization

The type of thoroughfare planning process that currently guides Hickory's transportation planning and implementation is the product of thoroughfare studies, the first completed in 1966. This study produced a 1985 projection of transportation needs. A second version of this study was finished in 1982. The North Carolina DOT, Statewide Planning Branch, Urban Planning Unit recently completed an impressive 1997 update of the plan resulting in traffic projections for the year 2020. This plan greatly assists the Metropolitan Planning Organization (MPO) and state and local planners to decide future needs and project solutions.

The 1966 long-range forecast for land use in 1985 was quite accurate. It correctly predicted that the area east of Hickory designated for industrial and light industrial use would be used as such ([Figs. 117 & 118](#)). The growth of this industrial area on the city's outskirts has created high volumes of crosstown commuting traffic.

In older reports, origin–destination survey information was indicated on graphs by the width of bands—the thicker the band the higher the traffic volume from city's center to its periphery ([Figs. 119](#)). The projected 1985 traffic levels were not dramatically higher than the existing 1962 traffic levels ([Fig. 120](#)). This indicates that during the 1960s downtown Hickory was largely built out and the number of commuters into

downtown had leveled off. Another type of diagram shows 1962 traffic volumes on specific roads, the heavier the volume the thicker the road (Fig. 121). Since I-40 was built, east–west volumes have increased on the interstate and on US 70, but the traffic downtown has stayed relatively the same (Fig. 122). In other words, suburban traffic is where most of Hickory's growth has occurred, with the I-40 and US 70 carrying a large portion of it.

Current planning recommendations from the MPO Thoroughfare Plan that relate to downtown Hickory are the following: US 321 in the Hickory area, widen to 6 lanes from US 70 to Planning Boundary; Fourth Street SW in Hickory (SR1358), widen to 4 lanes from Second Avenue SW to US 70; and Second Avenue NW, widen to 5 lanes from US 321 to the Second Avenue and Third Avenue NW pair in Hickory.

Considerable discussion is also included on the Northern Crosstown proposal to replace the "incongruous combination of Twelfth Avenue NW, Sixth Street NW and Sixteenth Avenue NW." The report states that this remains "the prime problem for Hickory." The obvious spill over "problem" for downtown is the predicted increase in traffic on east–west roadways in downtown Hickory.

From these MPO data sources we have the following 1997 yearly traffic summary for the study area. On a north–south cut line (the line where car counts are taken) southwest of downtown Hickory and running through Third Avenue North, Second Avenue North, Main Avenue, First Avenue South and Second Avenue South, the east–west traffic totaled about 38,000 vehicles per day in both directions averaged over a 24-hour period.

The 1982 study projected that US 70 and other cross-town routes south of the railroad tracks would carry 31,000 cars per day or about the same traffic count, which is unusual. In such a long-range forecast, many assumptions are made, which need to be questioned.

Peak-hour traffic is a very important part of what we study. If the daily car counts are spread-out over the 24-hour period, meaning drivers are using the road throughout the day, then the peak-hour capacity needs—the design hour—are not very high. Rather than two rush hours, Hickory has five peak periods. There is an early morning surge of traffic caused by employees going to work in the industrial areas north of I-40 and US 70. Then there is a surge between 8 and 9 in the morning, followed by a peak at noon, and then peaks in the opposite direction in the early and late afternoons. Unlike Washington, D.C., or Charlotte, North Carolina, where commuting rush-hours are twice a day, Hickory's commuting traffic is spread-out through the day. This means that there is lower design-hour volume, that the same road can handle more daily traffic than it would with only two peak periods.

### Pedestrian Safety and Traffic Speed

Traffic speed is the primary safety issue, especially when pedestrians are present. There are different speeds between the travel modes, but the key is the relative difference between the modes' speeds. Examples of different modes of travel are walking versus biking or biking versus driving. A person walking will travel about 3 miles an hour. Someone riding a bike usually goes about 12 miles per hour, 20 miles per hour at the most. The speed difference between walking versus biking is small enough that there is a reasonable amount of reaction time. Similarly, the difference between a bike at 12 miles per hour and a car at 35 miles per hour is still within a range of safety in terms of reaction time. But when a pedestrian at 3 miles per hour and a motorist at 35 miles per hour are close, the pedestrian's safety becomes an issue because of the car's stopping distance. At 20 miles per hour a car requires 125 feet to stop. At 35 miles per hour the stopping distance doubles to 250 feet. It increases geometrically, which is why these speed differentials are so important.

Understanding this, the streetscape should be designed according to the specific speed and lane-distance points. If pedestrian traffic is desired, cars must be slowed down to 35 miles per hour. When an automobile traveling above 35 miles per hour collides with a pedestrian it is almost always fatal to the pedestrian.

## Land Use Must Precede Transportation

One of the principles held by the planning team is "land use first, transportation second," the idea that land use plans must come before transportation plans. The City of Hickory must decide how its City Center, residential areas, commercial districts, and industrial areas should grow—the form they should take—and then the road designers and traffic engineers can figure ways to serve the desired land use with proper transportation and traffic networks. Most of America's suburban sprawl, which Hickory shares, has been the result of the reverse: considering transportation first, then plugging in land use based on newly created accessibility (Fig. [123](#)). The planning team strongly believes that coherently formed communities can be created only by designing the land use first and the transportation second.

# TRANSPORTATION AND TRAFFIC CALMING

Richard Hall, P.E., and Margaret Kubilins, P.E.

## Charrette Issues

During the charrette, transportation analysis and design issues centered on three main topics: the one-way pair traffic patterns; solutions to potential traffic growth through 2020; and traffic calming/management downtown and in surrounding neighborhoods

### The One-Way Pair Streets

In general, pairs of one-way streets are implemented to save money. Often, when traffic demand begins to exceed existing capacity, traffic engineers think first of widening roads. However, one-way operation is frequently considered in areas where buildings or homes exist adjacent to the roadway and widening the road would require the appropriation of houses and land.

Other benefits to one-way operation include ease of signal timing for areas with low side-street volumes. Often the negative side effects of one-way pairs are overlooked. Increased speed, while pleasing to many drivers, harms the livability of residential areas. Other detrimental impacts include inconvenient circulation, reduced safety, and increased noise levels. Commercial property is clearly devalued by the presence of one-way streets. For these reasons, one-way operation should be reserved for roadways where the high volume has already appeared, not where it may appear. One-way operation should only be considered for higher speed environments where walkability is not a desired condition.

The one-way systems to the north and south of downtown and to the east and west of downtown are not high-volume roadways (Figs. [124](#), [125](#) & [126](#)). Volumes measured spring 1998 show that existing traffic on Second and Third Avenues North and on First and Second Avenues South are generally only half of their one-way road capacity. Because measured and observed traffic speeds are consistently above the posted speed limit, these one-way streets are incongruous with the desired ease of circulation and walkability within a one-mile radius of downtown.

Moreover, the crossover or X (ex) pattern of converting two-way streets into one-ways is a real safety issue (Fig. [127](#)). The manager of the gas station at the foot of the Oakwood X explained to the planning team how dangerous the X is at the bottom of the grade (Fig. [128](#)). If there is the least bit of moisture on the road, and a car comes into the intersection from a side street at the wrong time, high-speed traffic coming off the one-way will have a difficult time stopping within two or three hundred feet. The manager has a wrecker for just such a situation. In a sense, he's prepared to help when needed, but he'd rather not be doing it on a regular basis. And, tragically, there have been fatalities at this intersection.

The volume and speed of traffic on these roads are monitored by loop detectors in the pavement, such as this one on Third Avenue NW (Fig. [129](#)). There are wires running across the street connected to a asphalt plate cut out of the roadway. Traffic volumes collected at these loop detectors indicate to the planning team that there is considerable excess capacity in the one-way pairs. The peak use at the Oakwood crossover is 550 cars per hour, which drops off considerably the rest of the day. On Second Avenue NW, the designed road capacity for eastbound traffic is about 1,000 vehicles per hour. Measured over a three-month period in spring 1998, the actual peak-hour road use averages 400 vehicles per hour or less. In other words, the street carries less than half of its traffic capacity.

In the future, higher traffic demand on these downtown streets will only come from increased suburban travel or dramatic increases in downtown retail and office activity. There is only a moderate amount of vacant land downtown. Redevelopment of downtown land at greater than existing levels of development

may cause traffic volumes to increase. If and when this suburban or redevelopment traffic increases, it is best accommodated by the Main Avenue corridor improvements discussed below.

### Potential Future Traffic Growth and Main Avenue

The Main Avenue corridor running along the railroad tracks to US 321 offers a rich source of potential traffic capacity. The Main Avenue corridor comprises two east/west roadways. In the 1970s, the one-way pairs were created to boost east/west capacity. If the one-way pairs were converted back to two-way streets, the capacity of each street would decrease from approximately 1,000 vehicles an hour to 800 vehicles, or about a 15 or 20 percent reduction. This lost capacity could be picked up by the underused capacity of the Main Avenue corridor. Rather than two one-way pairs, this would give motorists the option of using six different two-way streets. This two-way pattern provides a healthy amount of traffic in the center of town, where retail and commerce needs it. It would also decrease the traffic volume near the light industry on the edge of town, where there is the most truck traffic, because commuters would have two more options on each side of the railroad tracks. This is a "win-win" situation. It would be a win for commuters and a win for City Center. It would be a win for the Main Avenue corridor by boosting adjacent real estate values. Robert Gibbs and other retail experts maintain that retail sales improve when streets are switched from one-way to two-ways because proprietors can capture both incoming and outgoing traffic.

Main Avenue north and south of the Norfolk Southern rail line should be upgraded to provide another set of two-way roadways serving east/west travel in town. Existing warehouse-related truck activity could still be accommodated because of the lower speeds of both two-way avenues. When and if extra capacity is needed (caused by either dramatic downtown redevelopment or potential traffic diversion southward if Twelfth Avenue NW is not widened), then both sides of the Main Avenue corridor can be improved as continuous roadways from downtown to US 321. The interchange of Main Avenue SW and US 321 should definitely be part of the upcoming US 321 corridor study.

The key design strategy for downtown access must be more urban in quality. Suburban and rural roadway design requires higher design speeds because of the greater distances separating land uses. The rural and suburban roadway character must yield to the lower speed, multiple roadway environment typical of many well-functioning downtown areas. Only then will the downtown feel comfortable for pedestrians and those drivers seeking parking opportunities for their downtown business and social activities. Better circulation, lower speeds in the 25 to 30 miles per hour range, and detailed care for pedestrian features design will allow this to occur. Downtown traffic should not be focused on a single major facility as has occurred in the suburbs.

The suburbs are a poor model for future downtown design. The rich urban infrastructure afforded by six different two-lane avenues in the east-west direction and many north-south streets will handle both access and capacity needs while preserving the downtown livability and vitality that many enjoy.

Downtown circulation requires a blend of "to" and "through" traffic. People should be encouraged to drive into downtown yet there will always be others who want to go through it. These two forms of traffic can harmoniously coexist. If a motorist goes 30 miles an hour, then it will take four minutes to go through the two-mile-wide study area. The city can decrease the current speed limit a little without unduly discomforting commuters. Crosstown travel time will increase only 30 seconds, or at most a minute. All the benefits from the proposals made by the design team are of far greater value than the half-minute of commuting time saved by the existing one-way streets. Making these streets two-way will slow traffic down and enhance the walkability of Hickory.

### Hickory Rail Crossings Issues

The June 1998 Draft report entitled Western Piedmont Traffic Separation Studies, Volume IV, which the NCDOT Rail Division prepared for Hickory, is thorough in its evaluation of contemporary safety and

mobility issues. Within the limited context of auto-only mobility and suburban design assumptions, the recommendations could be deemed acceptable. However, when viewed from a multi-modal and urban design perspective, the recommended closing of railroad crossings is detrimental to the overall mobility of Hickory.

Multi-modal issues for Hickory include pedestrian and bicycle trips and the influence that increased walkability will have on downtown redevelopment and other modes such as transit and rail. Urban design issues cover the full context of how land use and transportation inter-relationships depend on each other for success. Greater network density (i.e., more streets per mile) help immensely when downtown areas are planned for redevelopment in a pattern that encourages walking. For cyclists and pedestrians, more streets facilitate efficient paths, and pedestrian mobility is vital to efficient, human scale, mixed land use patterns.

When viewed in this broader, town plan context, most of the proposed closures of railroad crossings should not be undertaken. These crossings should remain open to preserve mobility for both motorists and pedestrians. West of downtown, closings at Tenth and Twelfth Streets SW will inhibit the proposed use of Main Avenue as an additional access corridor to downtown from US 321. The Second Street SE crossing will be vital to redevelopment plans for the Four Points area near NC 127 and First Avenue SE. The crossings at Eighth and Twelfth Streets NE and Seventh Avenue NE are less important to downtown, however neighborhood circulation must be reevaluated prior to closures in this area.

Technically, closing Hickory's rail crossings to vehicular and pedestrian traffic lacks adequate justification. The report repeatedly notes the lack of fatalities and low accident levels. Even the few accidents that have occurred could perhaps have been limited with modern crossing gates. Reduced freight service is noted, which further minimizes the need for closings. Potential increases in rail passenger service at potentially higher speeds (although a 35 miles per hour train speed limit ordinance is in force) is the only justification provided for the closings. Low traffic volumes seem to be another reason for some of the recommended closings. These volumes are simply factored forward from old counts and may change dramatically when the down-town plan is implemented. Several of these crossings could have significantly higher future volumes.

In summary, the recommended closures of railroad crossings in downtown Hickory, when viewed in a broader, town planning context, do not appear warranted. They should remain open until future elements of the City Center Master Plan, especially those near the rail line, are implemented. In fact, further study of the Main Avenue corridor to provide additional downtown access may even require additional crossings at key locations.

### Civilizing Downtown Traffic

Cities nationwide are adopting "traffic calming" measures pioneered in other countries. In most cases, specific roadways require lower speed traffic where safety becomes an issue. The safety problem may involve either pedestrians and vehicles or several vehicle movements that conflict. Diversion of traffic to an alternative route is another potential reason for traffic calming devices.

Traffic calming is achieved in two ways: vertical deflection or horizontal deflection. Drivers experience either a rise and fall of their vehicles or a turn to the right or left. These changes in a driver's path can be designed to be comfortable at a specific design speed and uncomfortable at higher than desired speeds. This is the same objective as speed enforcement by law officers.

Traffic calming devices simplify the job of enforcement by making it less comfortable to violate the law. Other roadway design features, such as one-way streets, make enforcement difficult because drivers feel that they should be driving at higher speeds.

### Sample Traffic Calming Measures

Charrette field studies in the surrounding neighborhoods yielded numerous locations in need of traffic calming. The following are examples of some of the existing problems and possible solutions. A complete inventory of existing conditions and their recommended actions and strategies are in Part Three: Report: Section VII.

The first traffic calming proposal is for the intersection of NC 127 South and Eighth Street Drive SE (Fig. [130](#)). Neighborhood residents expressed a great deal of concern about the high-speed traffic on NC 127 South, the related sight-distance problems, and the ability of pedestrians to cross the intersection safely. Sidewalks and crosswalks are proposed, but more information is needed to determine whether the intersection warrants a traffic signal. The planning team figures that the traffic will increase through this section of NC 127 South because of its connection to US 321 and because it will continue to have motorists trying to exit onto NC 127 South. With on-street parking, it is unnecessary to add other traffic calming techniques, which we have proposed for other parts of the study area (Fig. [131](#)). Traffic calming techniques have to be judiciously applied because vehicles must be able to get around town and through it without uncalled for hindrances.

At the corner of Seventh Street SW and Second Avenue SW there is a utility pole in the southwest corner that is causing some problems (Fig. [132](#)). Relocating the utility pole and increasing the corner's curb radius comprise the simplest solution (Fig. [133](#)). The feasibility of placing the utilities underground should also be investigated.

Oakwood neighborhood residents expressed concern about speeding traffic on Fourth Street NW where it crosses the intersection adjacent the elementary school (Figs. [134](#) & [135](#)). To slow traffic down, the planning team is proposing that a speed table be installed at the intersection (Fig. [136](#)). A speed table is a where a section of street is raised four to six inches to create a pedestrian plaza flush with the sidewalks. The up and down movement of their cars forces drivers to slow down. For further pedestrian safety, the pavement could be textured at the crosswalks.

Another way of slowing traffic down, which is a building type and land-use issue, is to place buildings close to the street (Fig. [137](#)). This works because motorists have to be more alert and conscious of the street activity around them. A rendering of the entire block shows street trees, sidewalks, lampposts, and other streetside elements that have the same effect (Fig. [138](#)). This is the intersection of First Avenue NE, Third Street NE, and Main Avenue (Figs. [139](#) & [140](#)). The plan proposes to reconfigure the existing medium so that a two-way Main Avenue would be created (Fig. [141](#)). These images show the proposed buildings and land-scaping for this intersection (Fig. [142](#)).

At the intersection of Third Street NE and Fifth Avenue NE there is also a speed problem, so traffic techniques are required (Fig. [143](#)). As before, we propose to install a speed table, which has the advantage of accommodating both the pedestrian and the motorist (Fig. [144](#)).

# LANDSCAPE AND STREETSCAPE

Brian Jenest, ASLA

Landscaping and streetscaping are important and integral parts of the Hickory City Center Master Plan. Landscaping, such as trees, shrubs, flowers and grass, and streetscaping, such as sidewalks, lamps and benches, are all key ingredients to making a city livable, enjoyable, and economically successful.

In studying prosperous sections of cities, it becomes apparent that landscaping and streetscaping are fundamental to making them great places. For example, in Charlotte, North Carolina, the beautiful tree-lined streets of Myers Park and Dilworth are essential to the livability of these neighborhoods ([Fig. 145](#)). Moreover, successful neighborhoods must have, in addition to well landscaped streets, excellent public spaces in the form of squares and parks, such as Hickory's Union Square and the numerous smaller parks and squares in all five neighborhoods ([Fig. 146](#)). These squares and parks are important public spaces to protect and enhance because they give a sense of openness where it is most needed and provide proper sites for civic uses and retail shopping.

Hickory has abundant natural green space that provides habitats for wild, which is unusual for a built-out city. There also exists a potential to connect the natural green spaces as Greenways (see Appendix D, [Diagram 2](#)).

## Proposed Street and Streetscape Improvements

Although all of Hickory's neighborhoods have beautiful houses, many are not on great streets. We define great streets as streets with curbs and gutters on both sides, planting strips at least six feet wide, sidewalks at least five feet wide on both sides, and street trees in the planting strips. There are pieces of great streets throughout Hickory, but no single great street. The planning team will make proposals for improving Hickory's streets, making some, if not all of them, great streets.

The planning team also recommends improving the landscaping on the major streets that traverse neighborhoods ([Fig. 147](#)). Hickory's neighborhoods have wonderful attributes that make them great places to live, including excellent housing stock and some streets with sidewalks. These details create beautiful streets. However, the major one-way streets need aesthetic enhancements and, for pedestrian safety, traffic-calming measures to slow traffic down.

Throughout the City Center, there are wonderful street trees. Unfortunately, many of these trees are in planting strips that are too narrow ([Fig. 148](#)). In other places, there are majestic trees along the street but no sidewalks ([Fig. 149](#)). Other streets have neither street trees nor sidewalks ([Fig. 150](#)). Then there are sidewalks that stop midway on the block or sidewalks that are too narrow for two pedestrians to pass by each other ([Fig. 151](#)). Many streets are lined with utility poles ([Fig. 152](#)). Some streets are very wide with multiple turning lanes ([Fig. 153](#)). Although lined with street trees, these streets are too wide for pedestrians to cross with any degree of comfort. There are wide streets with utility poles on both sides with no street trees. There are sidewalks, but they are right at the curb edge. These are all examples of environments hostile to the pedestrian.

The City Center Master Plan intends to encourage more pedestrian activity in all of Hickory's neighborhoods, so correcting these problems is of paramount concern.

The first recommendation is for Hickory to create more on-street parking by narrowing the traffic lanes. On many of the two-lane streets, such as First Avenue, Fourth Avenue, and Center Street, the lanes could be narrowed to 11 feet, which would slow traffic down. Installing on-street parking would also calm traffic, which would improve pedestrian safety and benefit retail businesses. If parking on both sides of the street is not possible, then installation on one side should be encouraged.



The second proposed improvement is for Hickory's streets to include planting strips with trees and sidewalks on both sides. The planting strip should be at least six-feet wide, the sidewalks at least five-feet wide. Plantings and sidewalks are not always possible in all locations, but that should be the goal. Most streets have overhead utilities in place. Moving them to accommodate trees is a worthwhile improvement in the long run.

In downtown Hickory there are Japanese Maples, which are beautiful trees, but they are not the best street trees because of their small size (Fig. 154). At maturity, they are just the right height to block the view of storefront merchandise and signage. On streets where utilities cannot be moved, small, maturing trees, such as crepe myrtle or cherry, should be planted. In such a situation, the planting strip could be as narrow as two feet. If the utilities must remain, then there should be minimum-width planting strips, narrow sidewalks, and small trees under the power lines.

Most of NC 127 is not pedestrian friendly. Modifying parts of this highway with a boulevard street section, including a median, would make it more pedestrian friendly. It should have two travel lanes in both directions with, in general, no on-street parking. There should be sidewalks on both sides of the street. Between the street and the sidewalks there should be plantings, which should also be in the median.

Design ideas for improving the City Center streetscape include installing narrower street lanes, on-street parking on at least one side of the street, and street trees. Most downtown street utilities are underground, which is an advantage, but there are either very few trees or the trees that exist are small maturing trees. Most merchants do not like tall trees because they block the motorist's view of storefront merchandise and store signage. However, an example of tall trees that do not harm retail businesses can be found on Tryon Street in Charlotte. Tryon Street has very large trees which have been limbed up to provide a very nice canopy but still allow a view of building signage and storefront merchandise.

A good street has sidewalks on both sides and an adequate amount of pavement to allow cars to move in both directions. Not every street has to have pavement 40 feet wide. If there is little traffic, a pavement width of about 18 feet wide is desirable because of its pedestrian scale.

#### Easily Implemented Streetscape Improvements

There are some improvements that can be readily implemented. Within the Study Area there seems to be an abundance of garbage dumpsters. The area is clean, which is good, but the dumpsters create an unappealing environment for pedestrians and motorists. Screening the existing dumpsters or providing smaller trash receptacles would be a quick fix.

Several of Hickory's neighborhoods have great street-tree programs. Ridgeview has planted maple trees along its streets while Kenworth has planted dogwoods (Fig. 155). By giving character to these streets, these species are great examples of what trees can do for the street in the right locations.

Hickory's "Adopt-A-Spot Program," in which the community provides landscaping and flowers for small areas, is a great program. We encourage the continued implementation of this program.

A pedestrian link from Union Square to the SALT Block could run along the railroad Right-of-Way (Fig. 156). With appropriate landscape improvements, this could be a wonderful pedestrian link between the commercial center and the cultural institution.

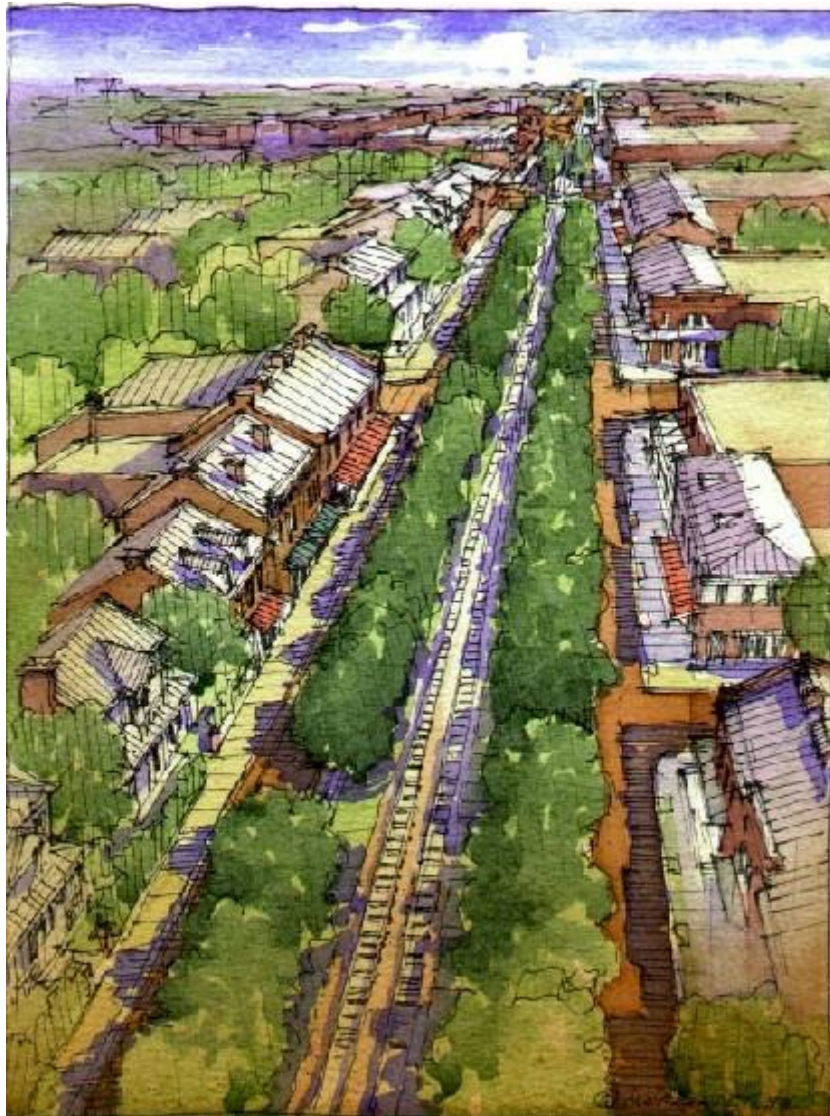
At Shuford Memorial Gardens, a pedestrian link would connect the gardens to residents in the Oakwood neighborhood to the east. Also, this park has very mature trees and would be a great location for a "tot lot" (Plate N).

Hickory has a wonderful history of great public spaces and landscaping. By adopting these proposals, Hickory can augment its existing park and green spaces and enhance its appeal and small-town charm.

**Plate A**



**Plate B**



**Plate C**



**Plate D**



**Plate E**



**Plate F**



**Plate G**



**Plate H**



**Plate I**



**Plate J**



**Plate K**



**Plate L**





**Plate M**



**Plate N**



**Plate O**



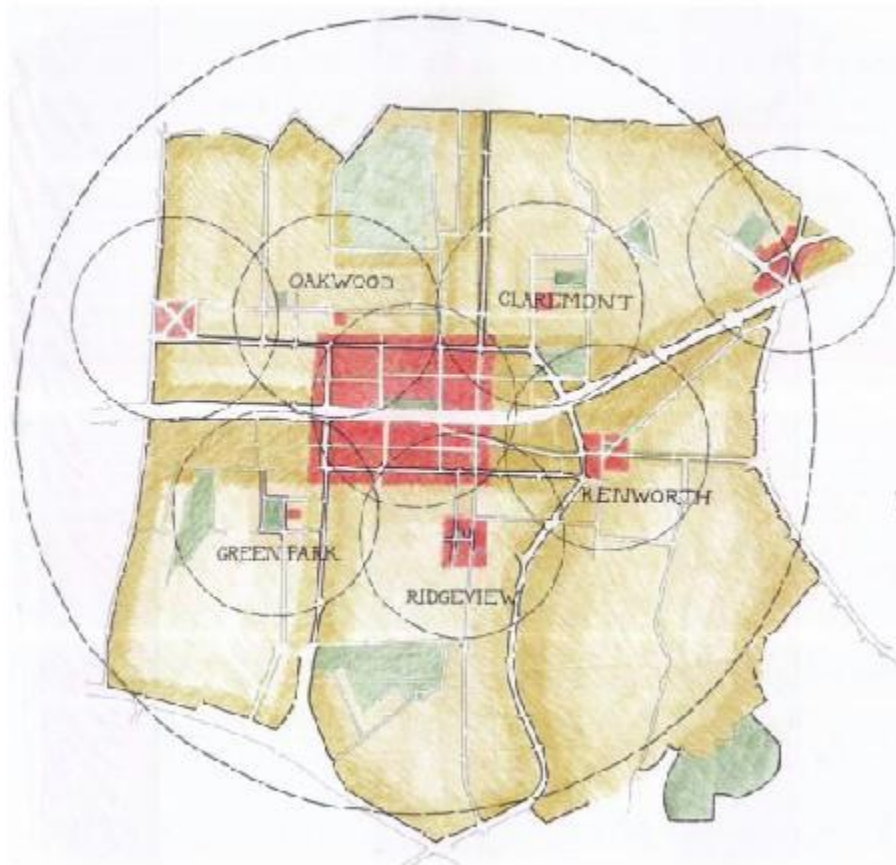
**Plate P**



**Plate Q**



**Plate R**



# APPENDICES

## APPENDIX A

### OVERLAY ZONING DISTRICT

CITY OF HICKORY ORDINANCE NO. \_\_\_\_\_

#### THE HICKORY CITY CENTER OVERLAY ZONING DISTRICT

**An Ordinance to Amend Chapter \_\_\_\_\_, Zoning, of the Code of the City of Hickory, North Carolina, that establishes the Hickory City Center Overlay Zoning District.**

The Zoning Ordinance of the City of Hickory is hereby amended by:

Establishing the boundaries of The Hickory City Center Overlay Zoning District on the Official City Zoning Map.

Adding a special map entitled the "Regulating Plan of the Hickory City Center Overlay Zoning District" to the Comprehensive Development Code.

Adding to the Zoning Ordinance, Chapter \_\_\_\_ of the City Code, the following text entitled "The Hickory City Center Overlay Zoning District."

The City of Hickory Ordains:

#### **ARTICLE \_\_\_\_ . SCHEDULE OF REGULATIONS DIVISION 2. CITY CENTER OVERLAY ZONING DISTRICT**

##### **Article \_\_\_\_ Purpose.**

The purposes of this section are to:

Encourage and direct development within the boundaries of the Hickory City Center Overlay Zoning District and implement the Hickory City Center Master Plan.

Encourage a form of development that will achieve the physical qualities necessary to maintain and enhance the economic vitality of Hickory City Center and maintain the desired character of the City of Hickory as stated in the Hickory City Center Master Plan.

Encourage the renovation of buildings; ensure new buildings are compatible with their context and the desired character of the City; that all uses relate to the pedestrian; that retail be safeguarded along specific street frontages; that renovation be equitable for all scales of ownership; and that the permitting process be simplified and facilitated.

Promote the renovation of historic buildings; and ensure that new buildings are compatible with and enhance the historic districts which reflect the City's cultural, social, economic, political and architectural heritage.

For applicants that elect to develop under the standards of the Hickory City Center Overlay Zoning District, the design of buildings and sites shall be regulated under the provisions of this section.

##### **Article 2.2 Definitions**

Note: Terms used throughout this subsection shall take their commonly accepted meaning unless herein defined or defined in Article 2, Definitions. When there are conflicts between the definitions herein and definitions as provided in Article 2.2, Defined Words, the definitions of this section shall take precedence.

*Artisan Use:* Premises used principally for the repair, manufacture and sale of domestic furniture, arts and crafts. The work must take place entirely within an enclosed structure using only hand-held and/or table-mounted manual and electrical tools.

*Building Heights:* A limit to the vertical height of a building that is measured in number of stories. The vertical distance from the mean elevation at the finished grade at the frontage line to the highest point of the roof surface in a flat roof, to the deck line for mansard roofs, and to the eaves for gable, hip and gambrel roofs. Height limits do not apply to parapet walls, belfries, steeples, flagpoles, skylights, chimneys or roof structures for the housing of elevators, stairways, tanks, ventilating fans, or similar equipment required to operate and maintain the building.

*Community Building:* Building used principally for education, worship, cultural performances and gatherings administered by non-profit cultural, educational, and religious organizations. Building used principally for local, state, and Federal government, administration, provision of public services, education, cultural performances, and gatherings.

*Commercial Use:* Premises used generally in connection with the purchase, sale, barter, display, or exchange of goods, wares, merchandise or personal service.

*Facade:* The vertical exterior surface of a building which is set parallel to a frontage line.

*Frontage Line:* All lot lines that abut a public street. A corner lot or a through lot has two frontage lines.

*Office:* A building or portion of a building wherein services are performed, including professional; financial, including banks; clerical; sales; administrative; or medical services.

*Outbuilding:* A separate ancillary building in addition to, and in the rear yard of the principal building. Outbuildings may have a maximum net interior area of 900 sq. ft. and maximum habitable area of 450 sq. ft.

*Retail Frontage Line:* All lot lines abutting a public street which are required to be retail, as designated on the regulating plan.

*Retail Use:* Any of the following uses: artisan, civic, commercial, cultural, entertainment or restaurant uses.

*Storefront:* The portion of the building at the first story of a retail frontage line.

*Screenwall:* An opaque freestanding wall aligned with the facade of an adjacent building with the purpose of masking off-street parking from view from the street. Screenwalls shall be between two and one-half (2 ½) and three and one-half (3 ½) feet in height and made of brick, stone or other masonry material matching the building.

*Terminated Vistas:* A building or a portion thereof which terminates a view as designated on the Regulating Plan, with architectural features of enhanced character and visibility.

*Transition Line:* A horizontal line the full width of a facade expressed by (1) a material change, by (2) a trim line, or by (3) a continuous balcony a maximum of 2.5 feet deep.

#### **Article 15.4-15.15.7 Permit Approval Process**

All construction activity within the Hickory City Center Overlay Zoning District, including the construction, reconstruction, alteration, demolition, and rehabilitation of new and existing buildings and appurtenances, shall be required to follow the review and approval standards contained in Division 2, Site Plan Review and Division 3, Design Review, as applicable, of Article XX, General Provisions.

#### **Article \_\_\_ General Standards.**

This subsection shall govern the design of all publicly and privately owned land within the Hickory City Center Overlay Zoning District where the applicant elects to apply under the standards of this overlay zone.

Where an applicant elects to comply with the standards of this overlay zone, the provisions of this overlay zone, when in conflict with other sections of the Zoning Ordinance, shall take precedence. Where application is made following the standards of the overlay zone, the provisions of this section shall specifically supersede the floor area ratio, maximum height and minimum setback regulations contained in Article 5, Schedule of District Regulations and Article 6 Application of Area, Height, and Placement Regulations; and the signage regulations specified in Article 8, Signs.

The provisions of the Building and Building Regulations Chapter (6) of the City Code and the Historic Preservation Chapter (62) of the City Code, when in conflict with this overlay zone, shall take precedence.

The design of civic buildings and improvements shall not be subject to the specific standards of this subsection, but shall be subject to negotiated design by the Planning Commission.

All site, building and sign improvement standards contained in the Hickory City Center Master Plan shall be complied with on all site approval applications.

Where an applicant elects to comply with the standards of this overlay zone, the applicant will qualify for Appearance Improvement Incentive Grants as appropriated in the city's budget.

Locations designated on the Regulating Plan for new parking garages and civic buildings shall be reserved for such development.

Designated Landmark buildings shall be renovated and may not be demolished.



## APPENDIX A

### HICKORY TYPE I: URBAN BUILDING

**1. Building Height.** The height of the building shall be measured in stories as follows:

1.1 Buildings shall be a maximum of 4 stories above grade and a minimum of 2 stories.

1.2 A transition line shall be provided at the top of the first story.

**2. Building Placement.** Buildings, outbuildings and their elements shall be placed on their lots as follows:

2.1 Facades, no less than 2 stories high, shall be built on the frontage lines along a minimum of 90 percent of their length with no setback permitted.

2.2 In the absence of buildings, a screenwall shall be built along their frontage.

2.3 Side setbacks are not required.

2.4 Rear setbacks for principal buildings shall be a minimum of 35 feet from the centerline of the alley. In the absence of alleys, the rear setback shall be 20 feet for principal buildings and 5 feet for outbuildings.

2.5 Loading docks and service areas shall not be permitted on frontages.

2.6 Surface parking lots shall not be permitted on Frontage Lines.

2.7 All buildings shall have their principal pedestrian entrance on a frontage line.

**3. Building Use.** Buildings shall accommodate the following range of uses:

3.1 Stories one, two, and three may be for Commercial, Office, or residential uses. The fourth story may be residential use.

3.2 Commercial or residential uses are required for a minimum of 20 feet of depth from the Frontage Line. The remaining depth may also be used for parking.

3.3 On retail frontages, 70 percent of the facade at the sidewalk level shall be permanently assigned to retail use to a minimum depth of 30 feet.

3.4 Parking exposure on a frontage shall be an opening not wider than 22 feet.

**4. Parking.** The disposition of parking spaces shall be as follows:

4.1 All parking areas shall be behind the building. Enclosed garages shall be no less than 20 feet from the building facade of the principal frontage.

4.2 Lots under 45 feet in width shall have their parking areas accessed from a rear alley.

4.3 Parking may be provided but is not required.

4.4 On-street parking along the corresponding frontage lines shall be counted toward the parking needs.

**5. Architectural Standards.** Buildings shall be subject to the following physical requirements:

5.1 The exterior finish material on all facades shall be limited to brick, stone, cast stone, or stucco (no Exterior Insulation Finish Systems – EIFS).

5.2 Balconies and porches may be wood, metal, brick, stone, concrete, or stucco (no EIFS).

5.3 Flat roofs shall be enclosed by parapets no less than 42 inches high or as required to enclose equipment.

5.4 Window glazing shall be 100 percent transparent.

5.5 The glazed area and all other openings of a facade shall not exceed 40 percent of the total area of such facade with each facade being calculated independently.

5.6 The facades on retail frontages at sidewalk level shall not be less than 70 percent glazed.

**6. Signage Standard.** Signage, when provided, shall be as follows:

6.1 A single external sign band may be applied on the facade of each building providing that it shall not exceed 3 feet in height by any length.

6.2 Additional pedestrian signs may be attached perpendicular to the facade extending up to 4 feet from the frontage line and not exceeding 2 feet in height, 7 feet clear.

6.3 External signs shall not be translucent except signs on the inside of glazed openings which may be neon.





## APPENDIX A

### HICKORY TYPE II: SHOPFRONT

**1. Building Height.** The height of the building shall be measured in stories as follows:

1.1 Principal buildings shall be a maximum of 3 stories above grade. A fourth story may be added for residential use only. Outbuildings shall be a maximum of 2 stories.

1.2 A Transition line shall be provided at the top of the second story.

**2. Building Placement.** Buildings, outbuildings, and their elements shall be placed on their lots as follows:

2.1 Facades, no less than 2 stories high, shall be built on the frontage lines along a minimum of 90 percent of their length with no setback permitted.

2.2 In the absence of buildings, a screenwall shall be built along their frontage.

2.3 Side setbacks are not required.

2.4 Rear setbacks for principal buildings shall be a minimum of 35 feet from the centerline of the alley. In the absence of alleys, the rear setback shall be 20 feet for principal buildings and 5 feet for outbuildings.

2.5 Loading docks and service areas shall not be permitted on frontages.

2.6 Surface parking lots shall not be permitted on Frontage Lines.

2.7 All buildings shall have their principal pedestrian entrance on a frontage line. Handicapped entrances may be at a different place.

**3. Building Use.** Buildings shall accommodate the following range of uses:

3.1 Stories one, two, and three may be for Commercial, Office, Hotel or residential uses. The fourth story may be residential use.

3.2 Commercial or residential uses are required for a minimum of 20 feet of depth from the Frontage Line. The remaining depth may also be used for parking.

3.3 On retail frontages, 70 percent of the facade at the sidewalk level shall be permanently assigned to retail use to a minimum depth of 30 feet.

3.4 Parking exposure on a frontage shall be an opening not wider than 22 feet.

**4. Parking.** The disposition of parking spaces shall be as follows:

4.1 Parking may be provided as needed but is not required. There may be a recommended minimum of 2 off-street parking spaces for each 1000 square feet of commercial or retail use and 1 parking space for each residential unit. These parking requirements shall be calculated from the net interior area. There shall be no parking requirement for outdoor dining use.

4.2 On-street parking along the corresponding block frontage shall be made available to the property owners at the time of approval of new construction at no cost at a first come basis. The spaces on each block frontage may be used towards the fulfillment of any building parking needs on that block frontage. Once the reserve is exhausted, the City may create and provide additional parking spaces at a fee sufficient to cover the construction of parking garages at the sites designated on the regulating plan.

4.3 The needed parking may be provided on sites within 1320 feet (1/4 mile).

4.4 Pedestrian entrances to all parking lots and parking structures shall be directly from an adjacent frontage line. Only underground parking structures may be entered directly from a building.

**5. Architectural Standards.** Buildings shall be subject to the following physical requirements:

5.1 The exterior finish material on all facades shall be limited to wood clapboard, hardyplank, brick, stone, cast stone, or stucco (no Exterior Insulation Finish Systems – EIFS).

5.2 Balconies and porches may be wood, metal, brick, stone, concrete, or stucco (no EIFS).

5.3 Flat roofs shall be enclosed by parapets no less than 42 inches high or as required to enclose equipment.

5.4 Window glazing shall be 100 percent transparent.

5.5 The glazed area and all other openings of a facade shall not exceed 40 percent of the total area of such facade with each facade being calculated independently.

5.6 The facades on retail frontages at sidewalk level shall not be less than 70 percent glazed.

**6. Signage Standards.** Signage, when provided, shall be as follows:

6.1 A single external sign band may be applied on the facade of each building providing that it shall not exceed 2 feet in height by any length.

6.2 Additional pedestrian signs may be attached perpendicular to the facade extending up to 4 feet from the frontage line and not exceeding 2 feet in height, 7 feet clear.

6.3 External signs shall not be translucent except signs on the inside of glazed openings which may be neon.



## APPENDIX A

### HICKORY TYPE III: URBAN HOUSE

**1. Building Height.** The height of building shall be measured in stories as follows:

1.1 Principal buildings shall be a maximum of 3 stories above grade. Outbuildings shall be a maximum of 2 stories.

**2. Building Placement.** Buildings and their elements shall be placed on their lots as follows:

2.1 Facades shall be built parallel to the frontage line along a minimum of 50% of its length with a set back of 25 feet from the frontage line. In the case of an infill lot, the front setback shall match one or the other of the existing adjacent setbacks. In the absence of building there shall be a screenwall built along the frontage line.

2.2 Side setbacks shall be a total of 20% of the lot width with a minimum of 5 feet to each side.

2.3 Rear setbacks for principal buildings shall be a minimum of 35 feet and outbuildings shall be setback a minimum of 15 feet from the centerline of the alley. In the absence of alleys the rear setback shall be 20 feet.

2.4 In the event of adjacent pre-existing setbacks, adjustments may be allowed or required.

2.5 Open porches may encroach up to 50% of the depth of the setbacks.

**3. Building Use.** Buildings shall accommodate the following range of uses:

3.1 All stories shall be for Commercial, Office, Bed and Breakfast or Residential uses.

**4. Parking.** The disposition of parking spaces shall be as follows:

4.1 All parking areas shall be behind the building. Enclosed garages shall be no less than 20 feet behind the building facade of the principal facade.

4.2 Lots under 45 feet in width shall have their parking areas accessed from a rear alley.

4.3 Buildings shall provide a minimum of 2 parking spaces for each 1,000 square feet of commercial or retail use and 1 parking space for each residential unit. These parking requirements shall be calculated from the Net Floor Area.

4.4 On-street parking along the corresponding frontage lines shall be counted towards the parking requirements.

**5. Architectural Standards.** Buildings shall be subject to the following physical requirements:

5.1 The exterior finish material on all facades shall be limited to wood clapboard, wood shingle, hardyplank, brick, stone, or stucco (no Exterior Insulation Finish Systems – EIFS).

5.2 Balconies and porches may be wood, metal, brick, stone, concrete, or stucco (no EIFS).

5.3 Two or more wall materials may be combined on one facade only horizontally with the stucco below the wood.

5.4 Sliding doors and windows are permitted at back yard locations only.

5.5 Buildings shall have flat roofs with parapets, symmetrical pitched roofs with slopes no less than Except that porches may be shed with pitches no less than 2:12.

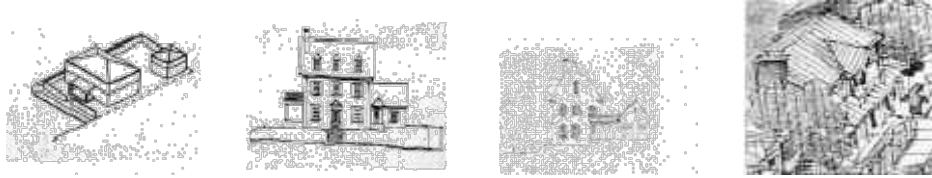
5.6 Openings, including porches, windows, and arches shall be square or vertical in proportion.

**6. Signage Standards.** Signage, when provided, shall be as follows:

6.1 Address numbers are permitted.

6.2 Additionally, external signage may be applied on the facade of each building, providing that it shall not exceed 2 feet in height and a total area of 20 square feet.

6.3 External signs shall be front-lit only (not translucent).



## APPENDIX A

### HICKORY TYPE IV: HOUSE

**1. Building Height.** The height of building shall be measured in stories as follows:

1.1 Principal buildings shall be a maximum of 2 ½ stories above grade. Outbuildings shall be a maximum of 2 stories.

**2. Building Placement.** Buildings and their elements shall be placed on their lots as follows:

2.1 Facades shall be built on the frontage line along a minimum of 50% of its length with a set back of 25 feet from the frontage line. In the case of an infill lot, the front setback shall match one or the other of the existing adjacent setbacks. Side setbacks shall be a total of 20% of the lot width with a minimum of 5 feet to each side (or evenly divided to each side.)

2.2 Rear setbacks shall be a minimum of 35 feet except outbuildings which shall be setback a minimum of 14 feet from the centerline of the alley. In the absence of alleys the rear setback shall be 20 feet for principal buildings and 5 feet for outbuildings.

2.3 In the event of adjacent pre-existing setbacks, adjustments may be allowed or required.

2.4 Open porches, stairs, and ramps may encroach up to 50% of the depth of the front or side setbacks.

**3. Building Use.** Buildings shall accommodate the following range of uses:

3.1 All buildings shall be for single dwelling and two dwelling residential uses.

**4. Parking.** The disposition of parking spaces shall be as follows:

4.1 All parking areas, including garages, shall be no less than 20 feet behind the building facade of the principal facade.

4.2 Lots under 45 feet in width shall have their parking areas accessed from a rear alley, if such exists.

4.3 There shall be off-street parking provided at a minimum of 2 spaces per dwelling unit with an additional 4 spaces required in case of limited lodging or limited office use.

**5. Architectural Standards.** Buildings shall be subject to the following physical requirements:

5.1 The exterior finish material on all facades shall be limited to wood clapboard, wood shingle, hardyplank, brick, stone, or stucco (no Exterior Insulation Finish Systems – EIFS).

5.2 Balconies and porches may be wood, metal, brick, stone, concrete, or stucco (no EIFS).

5.3 Two or more wall materials may be combined on one facade only horizontally with the heaviest below.

5.4 Sliding doors and windows are permitted at back yard locations only.

5.5 Buildings shall have symmetrical pitched roofs with slopes no less than 5:12. Openings, including porches, windows, and arches shall be square or vertical in proportion.

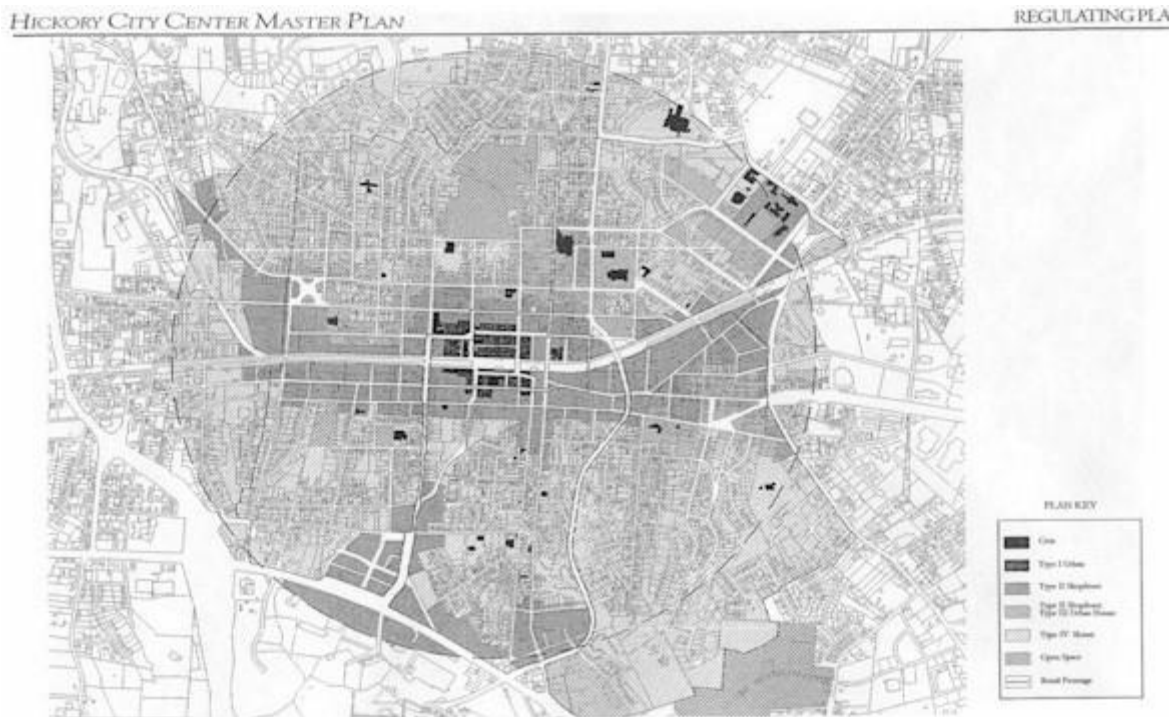
**6. Signage Standards.** Signage, when provided, shall be as follows:

6.1 Address numbers are permitted.

6.2 In the event of an accessory use, a sign may be permanent installed in the front yard. Such a sign shall not exceed 4 feet square, nor be higher than 5 feet, nor internally or externally lit.

## APPENDIX A

### REGULATING PLAN



## APPENDIX B

### LANDSCAPE STANDARDS

#### INSTRUCTIONS FOR THE PUBLIC LANDSCAPE

**Soil preservation:** Grades for thoroughfares and open spaces that follow existing topography and drainage patterns. Open places shall remain fenced and undisturbed during construction. The deep soil structure of wide planting strips shall be protected from compaction with stakes and standards of access; soil movement shall be established for deep utilities and manholes. The topsoil of construction areas shall be moved, stored, and amended with organic matter and coarse sand for later use.

**Compaction:** All planting strips shall be rototilled with 3 inches of recycled fine organic matter. Deeply compacted strips shall be trenched to a depth of 3 feet and backfilled with an addition of loose topsoil, coarse sand, and compost. Expanded slate and young peat shall be added to compensate for compaction and root displacement under the cobbled planting strips of Commercial Streets. Playing fields shall be underlain with a mix of coarse sand and sintered fly ash.

**Hydrology:** All planting strips shall find lower drainage outlets in preference to high placement of the root ball. Playing fields shall be carefully graded to a 1 percent slope. Hydrological permeability shall be assumed by grass or by placing cobble over coarse sand incised into the trenched strip without further compaction.

**Cover:** Squares shall be carefully graded, leveled, and planted with a dwarf bluegrass species mix. Playing fields and high-use areas shall include appropriate fescue varieties in the mix. Greens and Rural Greens shall be planted or managed with appropriate low care and drought tolerant turf grasses cut high. Fertilization shall be yearly, in spring, with a full spectrum balanced tree fertilizer with 100 percent water soluble organic nitrogen. The cover in park shall be meadow types, which shall remain unfertilized except for the initial seeding stage.

**Nursery:** Stated cultivars shall be searched by a plant broker before consideration of alternative cultivars. Public trees of in the Neighborhood Center and Edge shall range from 10 to 16 feet high, with lower branches pruned one month before planting. Scarce cultivars and native trees are exempted from the height requirement. Extra trees shall be planted at an on site field nursery for replacement.

**Planting procedures:** All transplanted trees shall be sprayed with anti-transpirant before movement in late winter. No planting hole amendment other than the area amendment of de-compaction procedures shall be permitted. Otherwise, follow the highest industry standards.

#### INSTRUCTIONS FOR THE PRIVATE LANDSCAPE

**Soil Preservation:** Existing topsoil from the building footprint shall be reserved. The remaining soil profile shall be protected from deep compaction during building construction by mandating and staking alley or lane access during construction. Compact soil areas shall be de-compacted and hydrological permeability assured by mechanically breaking up remnant basement soil and rototilling 2 to 3 inches of recycled organic matter, before the addition of a mix of organically amended topsoil.

**Planting Code:** One species or cultivar of tree from the following lists shall be planted for every 24 feet of frontage or fraction. Planting other tree species is permitted, but shall not count toward the fulfillment of

the code requirements or the objectives of establishing a visually coherent long term spatial structure for the microclimate and wildlife supportive of the public landscape.

**Size:** Acceptable tree heights on planting shall vary according to species and availability and shall be determined by the town architect.

**Placement:** Frontage trees shall be placed within 10 feet of the lot frontage lines and its extension. Alley trees shall be placed 4 feet on either side of the back lot line. Yard trees in the Neighborhood Edge can be placed anywhere in the property, except one species must be placed within 8 feet of the back lot line, on either side, to constitute the lane.

**Substitution:** One required tree may be substituted by a hedge along the side of the property lines.

**Availability:** The landscape supervisor shall provide lists of approved and available trees for homeowners and manage a yearly buying system of 20 gallon material from wholesale nurseries or ball and burlap from the site field nursery.

**Prohibited Species:** American Plum, Currants, Gooseberries, Junipers, Lilacs, Red Cedars are alternative tree disease vectors and are prohibited.

**Fertilization and Stewardship:** Fertilization shall be yearly with a balance of full-spectrum tree fertilizer with 100 percent water soluble organic nitrogen, spread on turf. Stewardship areas shall be covered with a meadow mix similar to abutting park and shall remain unfertilized.

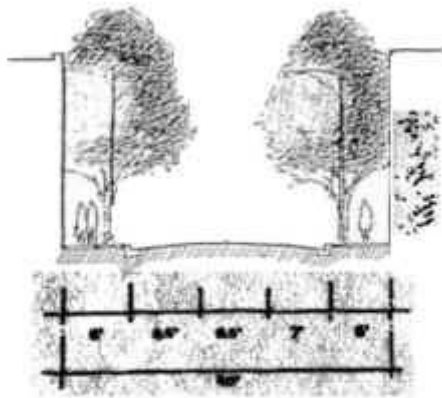
| <b>CITY CENTER LANDSCAPE STANDARDS</b>  |   |
|---|---|
| <i>Without Utility Obstructions</i>   | <i>With Utility Obstructions</i>  |
| <b>Commercial Avenue</b>  |   |
| Sugar Maple<br>Red Maple<br>American Linden<br>Tulip Tree<br>Sycamore   | Trident Maple<br>American Hornbeam<br>Crepe Myrtle<br>Pyramidal English Oak |
| <b>Commercial Street</b>  |   |
| Lacebark Elm<br>Green Ash<br>Purple Ash<br>Little Leaf Linden   | American Hornbeam<br>Kwansan Cherry<br>Amur Maple<br>Golden Rain Tree       |
| <b>Large Greens</b>   |   |
| Southern Magnolia<br>Sugar Hackberry<br>Mockernut Hickory<br>Chestnut<br>Tulip Tree<br>American Beech<br>Willow Oak |   |



|   |   |
|---|---|
| <b>Small Greens</b>   |   |
| Lacebark Elm<br>European Hornbeam<br>English Oak<br>Little Leaf Linden<br>Crepe Myrtle  |   |
| <b>Streets</b>  |   |
| Willow Oak<br>Sycamore<br>Fraser Balsalm Fir<br>Hawthorne<br>Sugar Maple<br>Virginia Pine<br>Pignut Hickory<br>Shummard Oak<br>Canadian Hemlock<br>Southern Magnolia<br>American Linden | Service Berry<br>Crepe Myrtle<br>Washington<br>Sancer Magnolia<br>Sweet Bay Magnolia<br>Crab Apple<br>Kousa Dogwood |

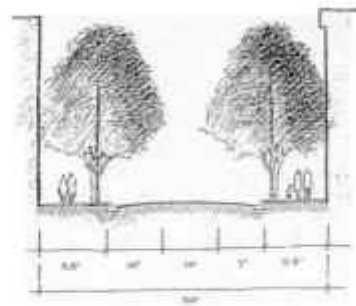
## APPENDIX B

### LANDSCAPE STANDARDS



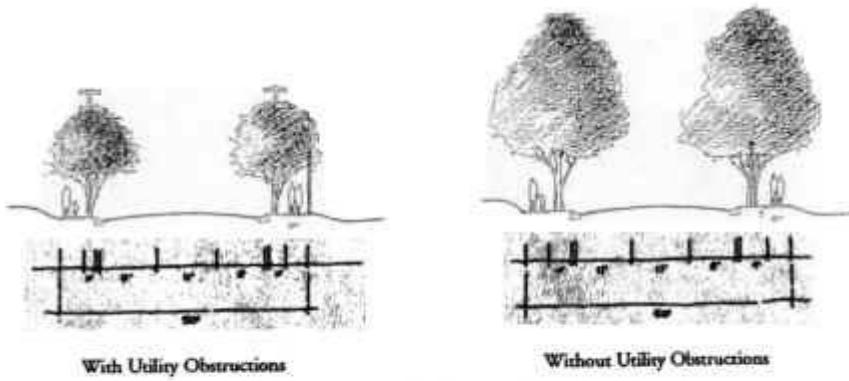
COMMERCIAL STREET

40-24



COMMERCIAL STREET

50-27

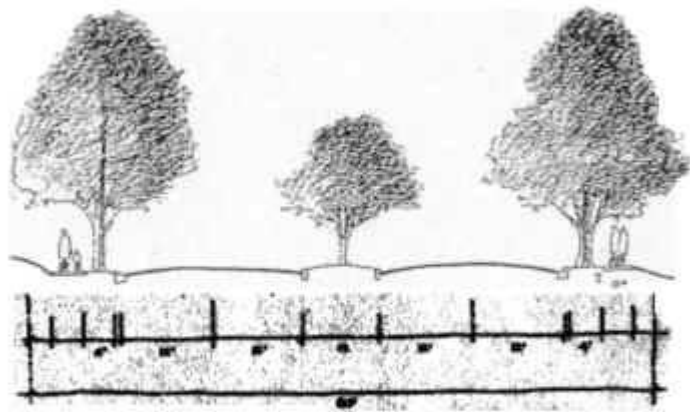


With Utility Obstructions

Without Utility Obstructions

**RESIDENTIAL STREET**

50-28

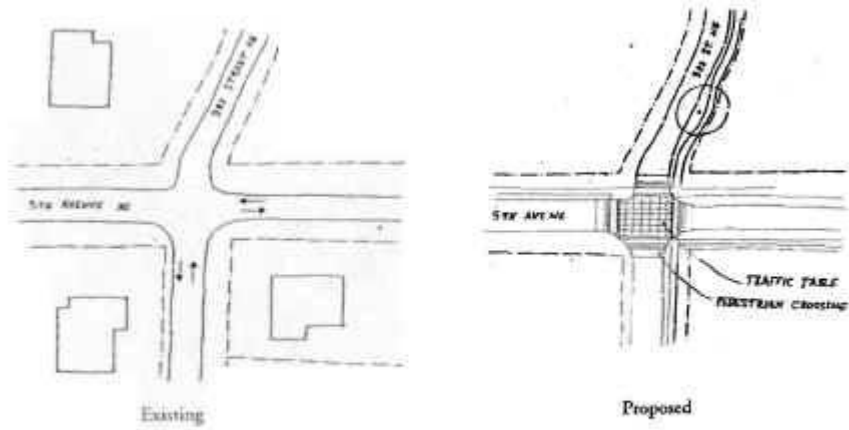


**BOULEVARD**

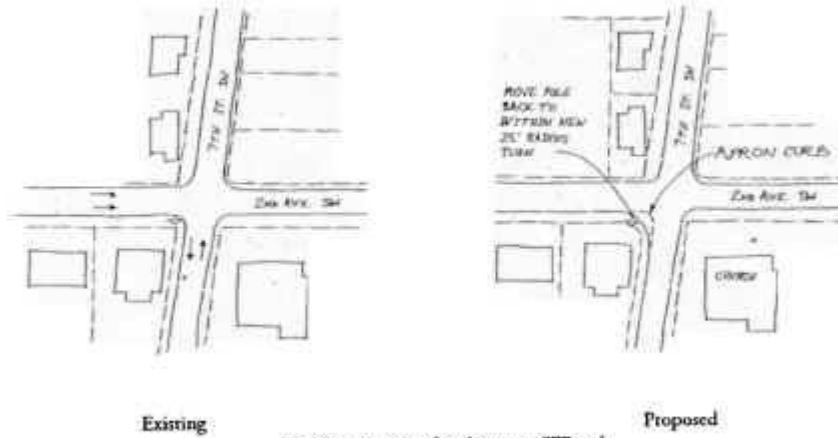
80-48

# APPENDIX C

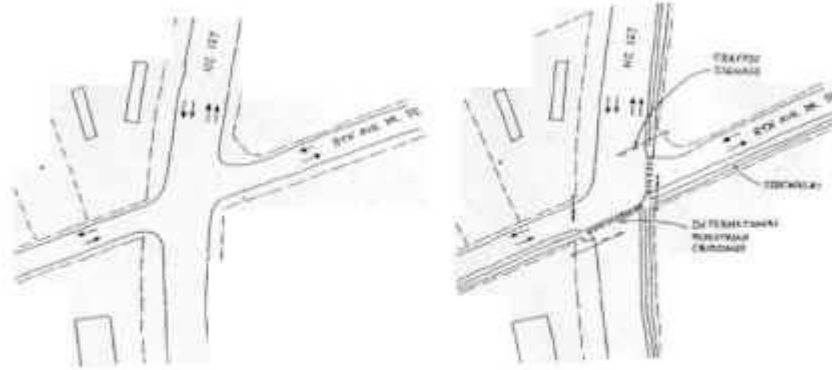
## TRAFFIC CALMING



C-1 Intersection of 5th Avenue NE and 3rd Street NE



G-4 Intersection of 2nd Avenue SW and 7th Street SW



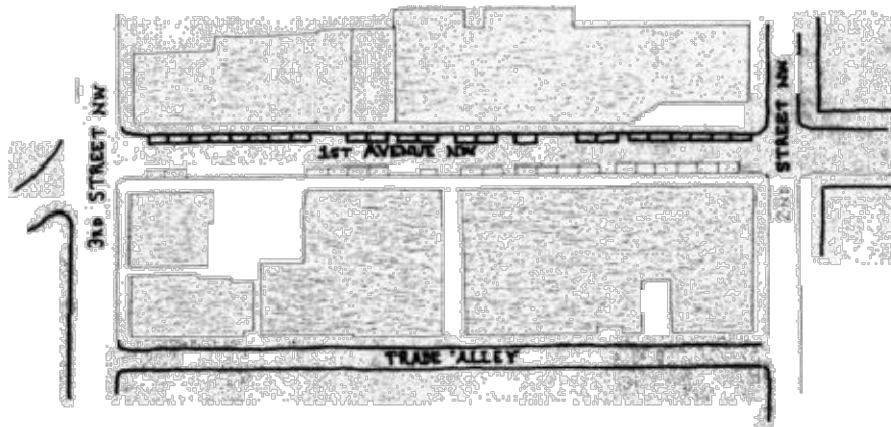
Existing

Proposed

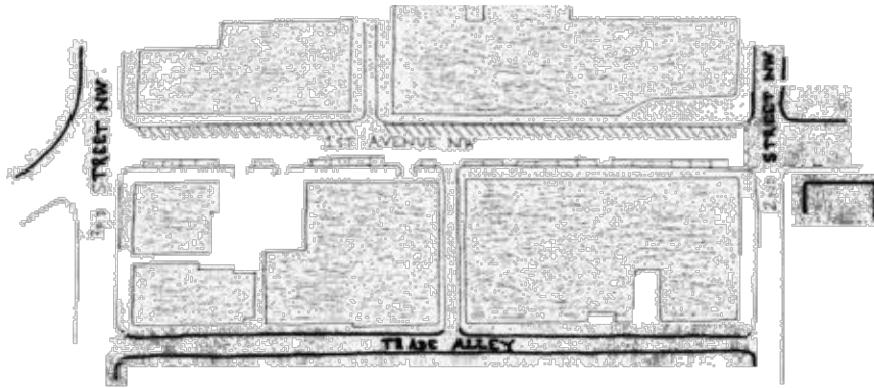
K-3 Intersection of NC 127 and  
8th Avenue Drive SE

## APPENDIX C

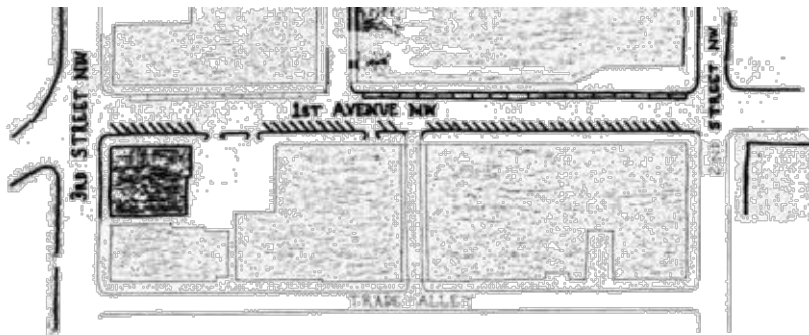
### PARKING AND CIRCULATION



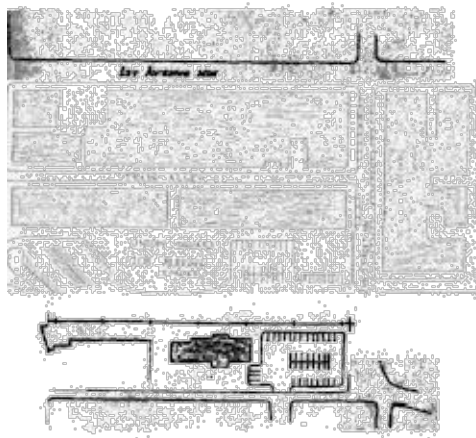
Existing Parking Layout - 1st Avenue NW 42 Spaces



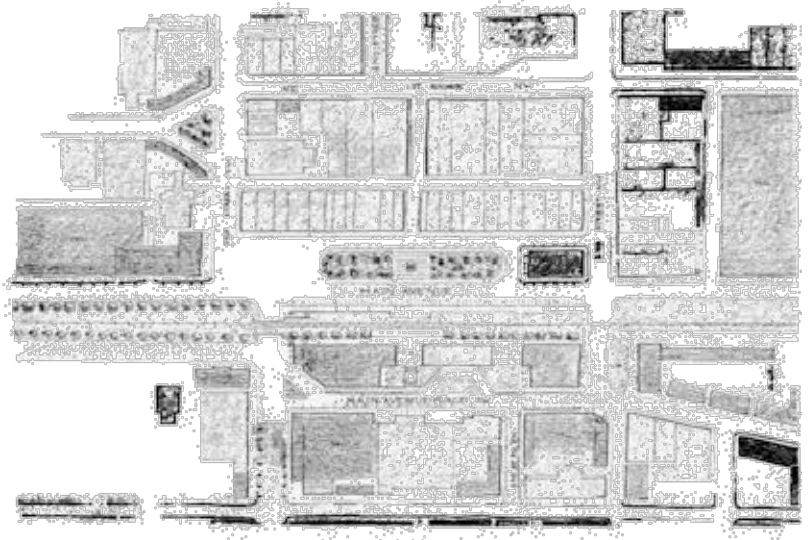
Proposed Parking Layout 1st Avenue NW 78 Spaces



Proposed Parking Layout 1st Avenue NW 72 Space



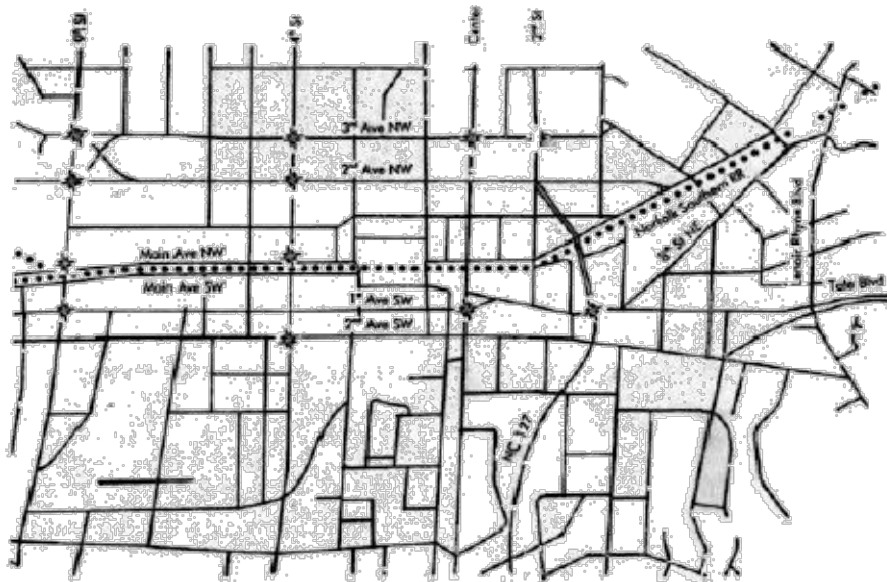
Existing Parking Layout  
Union Square  
108 Spaces



Proposed Parking Layout  
Union Square  
132 Spaces

## APPENDIX C

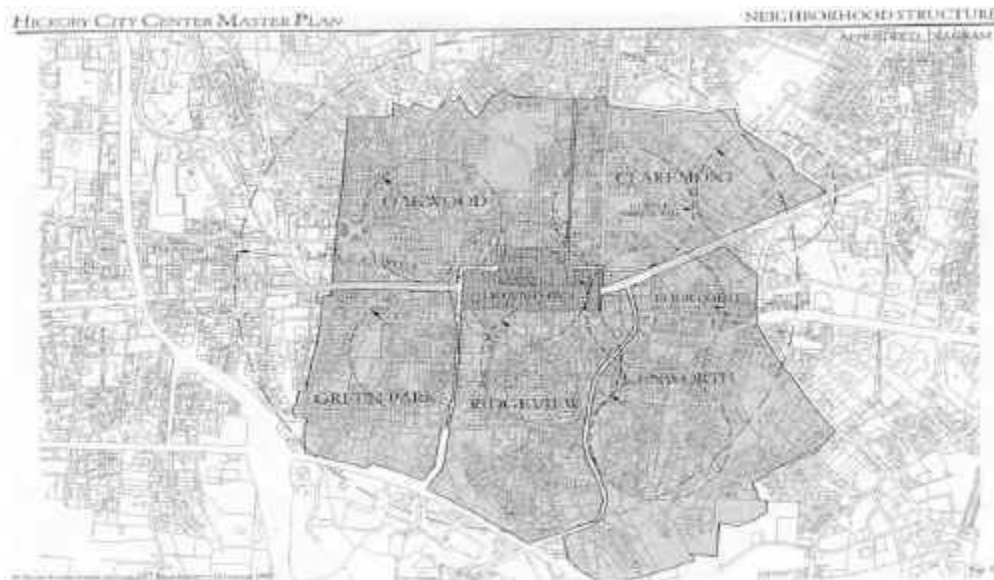
### LEFT TURN LANE ANALYSIS



LEFT TURN LANE ANALYSIS: TWO-WAY STREETS  
Hickory, North Carolina



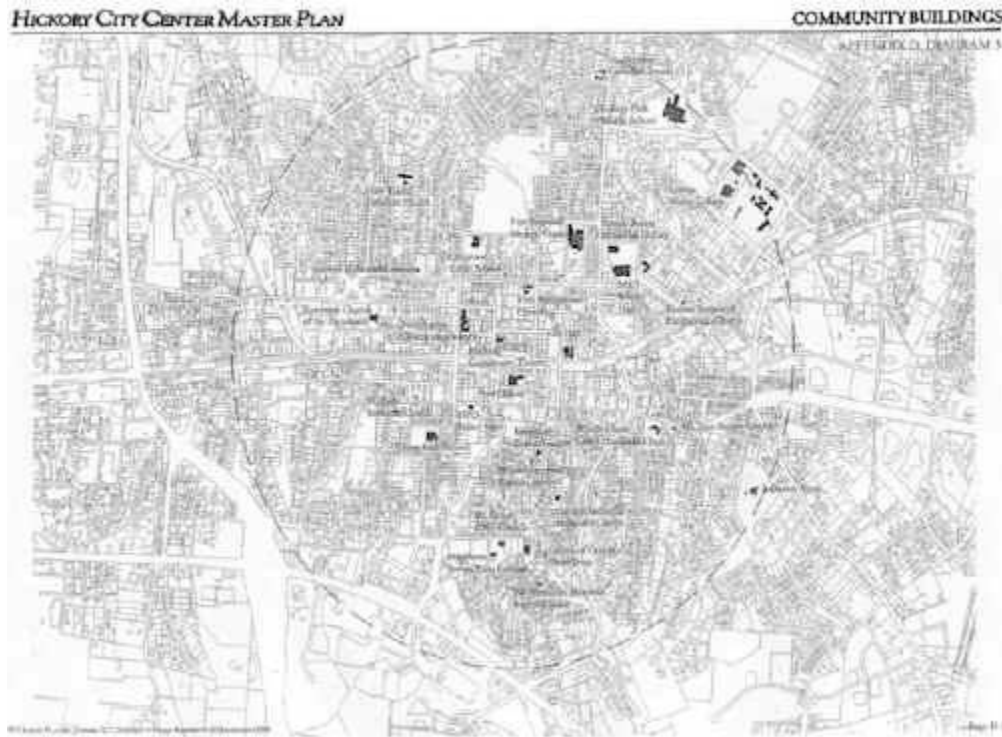
**APPENDIX D: DIAGRAM 1**  
**NEIGHBORHOOD STRUCTURE**



**APPENDIX D: DIAGRAM 2**  
**GATEWAYS, CORRIDORS, OPEN SPACE**



**APPENDIX D: DIAGRAM 3  
COMMUNITY BUILDINGS**



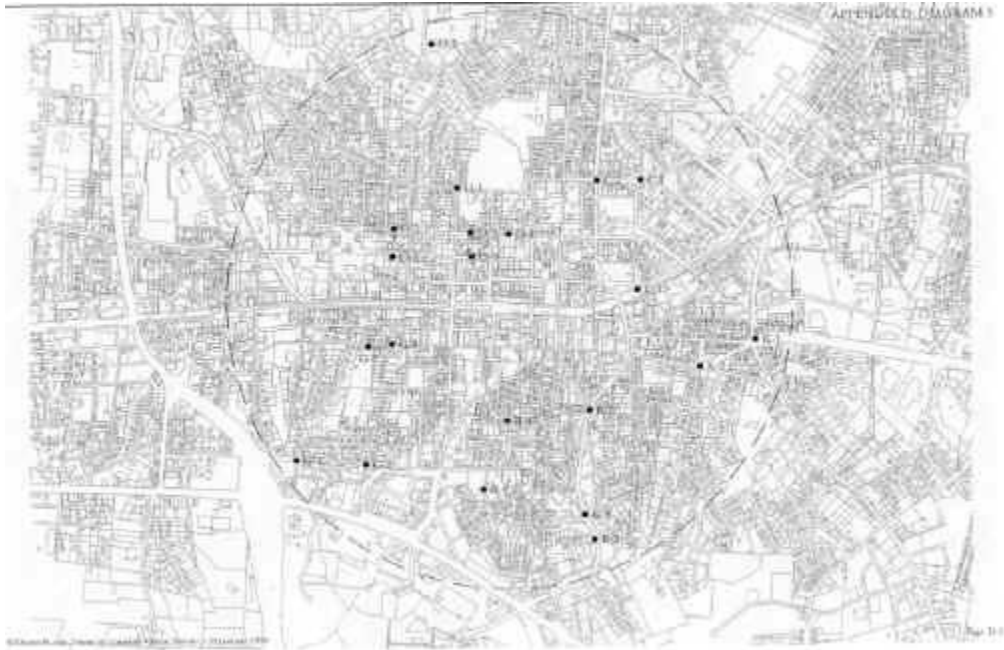
**APPENDIX D: DIAGRAM 4  
SPECIFIC PROJECTS**





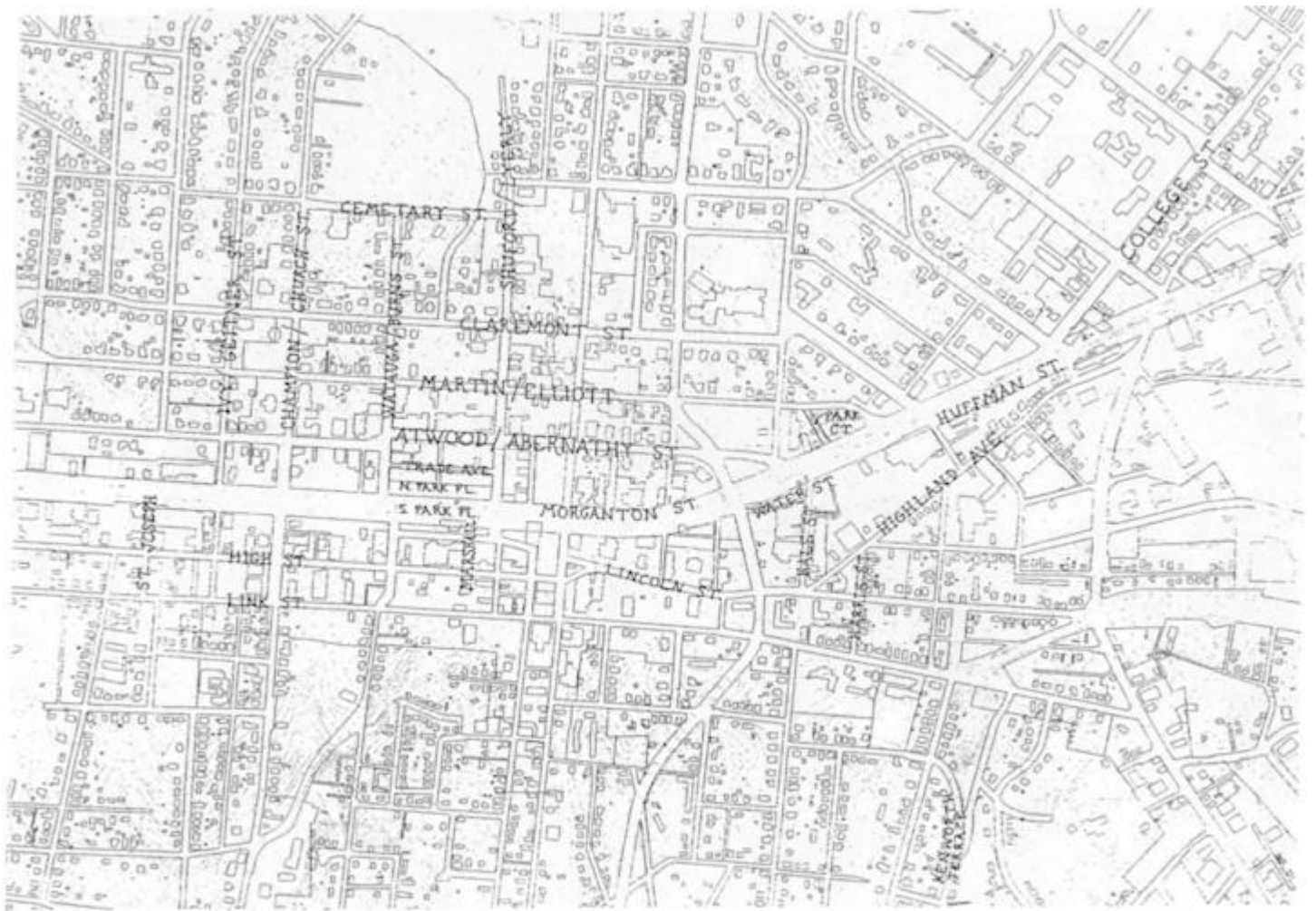
## APPENDIX D: DIAGRAM 5

### TRAFFIC CALMING



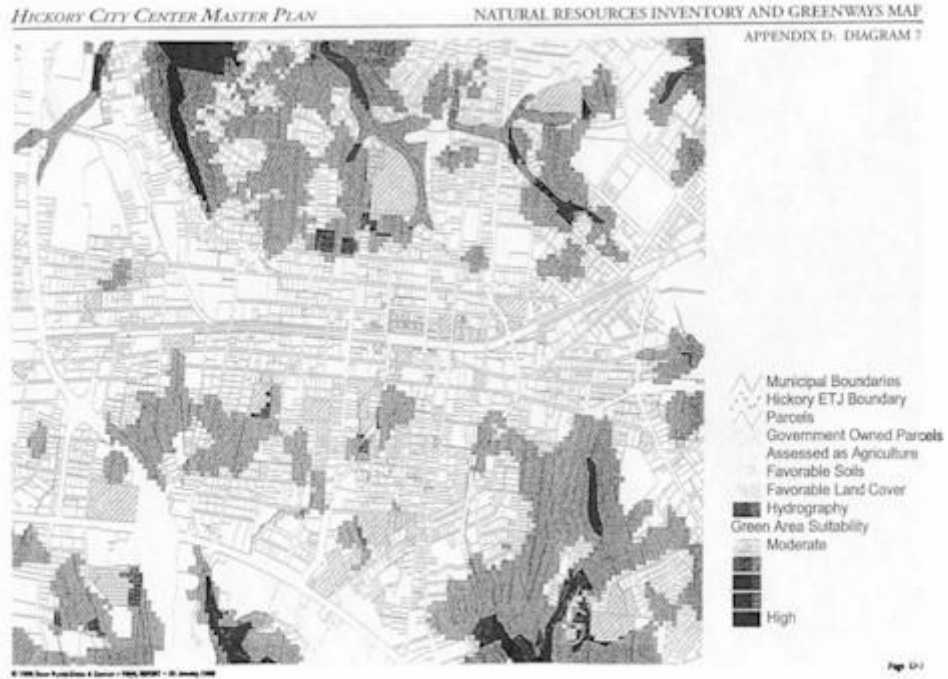
## APPENDIX D: DIAGRAM 6

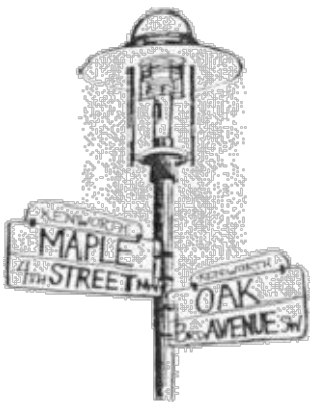
### HISTORIC STREET NAMES



# APPENDIX D: DIAGRAM 7

## NATURAL RESOURCES AND GREENWAYS





## APPENDIX D: DIAGRAM 8

### SHOPFRONT DETAILS

#### PROPOSED MODIFICATIONS

##### LIGHTING

Exterior lighting.  
Wash signage in light.

##### SIGNAGE

Signboard or painted sign on building wall  
Blade or hanging sign shall be perpendicular to building wall.

##### CANVAS AWNING

Extending over sidewalk.  
Signage permitted on valance.

#### SIDEWALK, CURB, AND STREET UPGRADE

##### STREET FURNITURE UPGRADE

Benches shall be set with backs to the storefront where possible.

##### LANDSCAPE UPGRADE



## APPENDIX D

### DIAGRAM 8.1

|                             |  |  |
|-----------------------------|--|--|
| <b>1. Streetlights</b>      |  |  |
| 1.1                         | Manufacture:   | Staff Sales, Inc.<br>PO Box 1020<br>Highland, NY 12528<br>(800) 932-0633   |
| 1.2                         | Types  | For Union Square and Hickory Station – HS210-SP-2 (Double Fixture)/11 ft. pole<br>For Urban Buildings – SA1-SP-2 (Double Fixture)/11 ft. pole<br>For Urban House and Shops – SA2-SP (Single Fixture)/10 ft. pole<br>For House – SA2-SP-W (Single Fixture)/9 ft. pole.<br>For Alleys – SA2-SP-W (Single Fixture)/9 ft. pole @ wall mount<br>Lamp type: 175W – Mercury Vapor |
| 1.3                         | Finish   | Color: "Hickory Green"   |
| 1.4                         | Dimensions:  | 4-inch diameter pole (untapped)  |
| <b>2. Street Name Signs</b> |  |  |
| 2.1                         | Manufacture  | (to be determined)   |
| 2.2                         | Type:  | Painted aluminum, double faced sign  |
| 2.3                         | Finish:  | Green background; white reflective letters   |
| 2.4                         | Lettering:   | (to be determined)   |
| 2.5                         | Dimensions:  | (to be determined)   |
| 2.6                         | Hardware:  | Painted aluminum to match street light pole  |
| 2.7                         | <i>These specifications are intended for sign installation on the street light pole above.</i>       |  |
| <b>3. Trash Receptacles</b> |  |  |
| 3.1                         | Manufacturer:  | White Mop Wringer Company<br>10701 N. 46 <sup>th</sup> Street<br>Tampa, FL 33617<br>(813) 971-2223   |
| 3.2                         | Type:  | "Smartbasket"  |
| 3.3                         | Dimensions:  | 23 inches high – 15.75 inches diameter; capacity – 17 gallons  |
| 3.4                         | Material:  | Basket – type 304 stainless steel<br>Bracket – heavy gauge welded steel plate  |
| 3.5                         | Finish:  | Zinc electroplate undercoat; polyester powdercoat<br>Color – "Hickory Green"   |
| 3.6                         | <i>These specifications are intended for receptable installation on the street light pole above.</i> |  |
| <b>4. Benches</b>           |  |  |
| <b>4A Stone</b>             |  |  |
| 4A.1                        | Manufacturer:  | Dura Art Stone<br>100 Lees Mill Rd.<br>Forest Park, GA 30050<br>(800) 232-0332   |
| 4A.2                        | Type:  | Campobella Bench 6Q  |

|                 |   |   |
|-----------------|---|---|
| 4A.3            | Dimensions:   | Overall height: 42 inches Seat height: 17 inches<br>Overall depth: 27.5 inches Overall length: 73 inches                              |
| 4A.4            | Material:   | Cast stone  |
| 4A.5            | Finish:   | Limestone   |
| <b>4B Wood</b>  |   |   |
| 4B.1            | Manufacturer:   | Landscape Forms, Inc.<br>431 Lawndale Ave.<br>Kalamazoo, MI 49001<br>(800) 290-6236   |
| 4B.2            | Type:   | TS 3005-BS-72   |
| 4B.3            | Dimensions:   | Overall height: 35 inches Seat height: 17 inches<br>Overall depth: 23 inches  |
| 4B.4            | Material:   | Jarrah  |
| 4B.5            | Finish:   | LF-20 (exterior)  |
| <b>4C Metal</b> |   |   |
| 4C.1            | Manufacturer:   | DuMor, Inc.<br>Dept. 4, PO Box 142<br>Mifflintown, PA 17059-0142<br>(800) 598-4018<br>(717) 436-9839                                  |
| 4C.2            | Type:   | Bench model #59   |
| 4C.3            | Dimensions:   | Overall height: 33 inches Seat height: 14 inches<br>Overall depth: 26 inches Arm height: 26 inches<br>Lengths are in 1-foot intervals |
| 4C.4            | Material:   | Punched and painted aluminum to match trash receptacles   |
| 4C.5            | Finish:   | Powdercoat; Color: "Hickory Green"  |
| 4C.6            | <i>An alternative metal bench would be similar to the suggested one with a metal basket weave material instead of the punched aluminum.</i> |   |

## APPENDIX D

### DIAGRAM 8.2

|                                   |               |  |
|-----------------------------------|---------------|--|
| <b>5. Bicycle Racks</b>           |               |  |
| 5.1                               | Manufacturer: | Landscape Forms, Inc.<br>431 Lawndale Ave.<br>Kalamazoo, MI 49001<br>(800) 290-6236                        |
| 5.2                               | Type:         | PI Rack  |
| 5.3                               | Dimensions:   | Height: 43 inches Depth: 21.5 inches   |
| 5.4                               | Materials     | Heavy-duty, high-quality steels  |
| 5.5                               | Finish        | Powdercoat: Color: "Hickory Green"   |
| <b>6 Tree Grates</b>              |               |  |
| 6.1                               | Manufacturer: | Urban Accessories, Inc.<br>PO Box 310<br>Woodinville, WA 98072<br>(206) 487-0488                           |
| 6.2                               | Type:         | OT Title 24  |
| 6.3                               | Dimensions:   | 4 feet square  |
| 6.4                               | Material:     | Cast Ductile Iron  |
| 6.5                               | Finish:       | Powdercoat   |
| <b>7 Trench Drains</b>            |               |  |
| 7.1                               | Manufacturer: | Urban Accessories, Inc.<br>PO Box 310<br>Woodinville, WA 98072<br>(206) 487-0488                           |
| 7.2                               | Type:         | OT Title 24  |
| 7.3                               | Dimensions:   | 6 inches x 18 inches as necessary  |
| 7.4                               | Material:     | Cast Ductile Iron  |
| 7.5                               | Finish:       | Powdercoat   |
| <b>8. Cafe Chairs</b>             |               |  |
| 8.1                               | Manufacturer: | Hauser Contract Seating<br>PO Box 186<br>Waterloo, Ontario, Canada N2J 3Z9                                 |
| 8.2                               | Type:         | SCC Series, custom design  |
| 8.3                               | Dimensions:   | Seat height: 15 inches   |
| 8.4                               | Material:     | Steel  |
| 8.5                               | Finish:       | Powdercoat: Color "Hickory Green"  |
| <b>9. Newspaper Vending Boxes</b> |               |  |
|                                   |               | <i>DPZ does not recommend the use of on-street vending. Ideally, all vending would occur within cafes.</i> |
| <b>10. Public Telephones</b>      |               |  |

|  |  |   |
|--|--|---|
|  | <i>DPZ does not recommend the use of on-street public telephones. Ideally, all public telephones would be located within cafes or public buildings.</i>          |   |
| <b>11. Drinking Fountains</b>                                    |  |   |
|  | <i>DPZ does not recommend the use of on-street public drinking fountains. Ideally, all drinking fountains would be located within cafes or public buildings.</i> |   |
| <b>12. Clocks</b>  |  |   |
| 12.1   | Manufacturer:  | Columbia Cascade Company<br>1975 SW Fifth Avenue<br>Portland, OR 97201-5293 |
| 12.2   | Type:  | determined by location  |
| 12.3   | Dimensions:  | determined by location  |
| 12.4   | Material:  | determined by location  |
| 12.5   | Finish:  | Color: "Hickory Green"  |
| <b>13. Transit Shelters</b>                                      |  |   |
| <b>14. Applicable Americans with Disabilities Act Guidelines</b> |  |   |

## APPENDIX E

### RETAIL

The Retail Background Data Report is Available in the City of Hickory Planning Department.

## APPENDIX F

### HOUSING

The Housing Background Data Report is Available in the City of Hickory Planning Department.

## APPENDIX G

### HISTORIC PRESERVATION





## Historic Districts and Property Values

Historic preservation encourages reinvestment in existing neighborhoods, enhancing property values and local tax bases. Sometimes opponents of historic designation voice a concern that creating local historic districts to protect those neighborhoods will have an adverse effect on property values. Let's set the record straight: 1. Studies show absolutely no evidence of decline in property values from historic district designation. 2. Indeed, designation consistently encourages reinvestment.

For the vast majority of Americans, their homes are their biggest financial assets. When we allow older neighborhoods to deteriorate, not only do local governments lose tax revenues, we are literally stealing the savings of our citizens. And in too many communities, city governments are allowing that to happen. And then, in addition to the neglect of older neighborhoods, the city may at the same time be encouraging sprawl at the edges, usually subsidized with taxpayers' dollars.

Any competent industrial developer understands that the top priority is retaining the industries you already have, followed by encouraging the expansion of existing firms, and only then focusing on trying to attract new companies. Absolutely the same priorities ought to apply to neighborhoods. The Urban Land Institute (hardly the foe of development) has reported that the life-time public costs of servicing dispersed development is between 30% and 300% more than meeting the needs of more compact development. **Any public official who allows the continued deterioration of older neighborhoods while at the same time providing the public infrastructure for suburban sprawl simply cannot claim to be fiscally responsible.** There is no more flagrant waste of local taxpayers dollars than this combination of neglected neighborhoods and subsidized sprawl!



Whenever the creation of a historic district is proposed, the question is asked, "Will the creation of a local historic district hurt my property values?" A number of analyses have been conducted in North Carolina to examine that question. Here are the highlights of some of those studies:

**"It is clear from the data presented that property values in the historic Oakwood District are increasing at faster rates than the city overall."**

*The Effects of Districting on Property Values in the Historic Oakwood District – Raleigh, North Carolina,*  
James David Tassos, 1991



**"The Findings indicate that there is a tendency for property value increases to become more pronounced in the core areas of the historic districts than in their fringe areas. This tendency suggests that the district aesthetic regulations promoted investor confidence to a greater extent in the core areas of Greensboro's historic districts"**

*Local Historic District Designation and The Spatial Distribution of Assessed Property Value Increases,*  
Kaye Graybeal, 1995

**"I looked at fifty-seven homes in the historic district which had been restored since 1970...the total appraised value of the fifty-seven homes was \$790,276 in 1970, and the total value in 1986 was \$6,115,968, an appreciation of almost eight hundred percent."**

*The Impact of Historic Preservation on New Bern, North Carolina,* Colin W. Barnett, 1993

**"The property values after local historic district designation ('80-'88) increased more in the local districts than in the paired (non-designated older) neighborhoods."**

*Summary of Greensboro Historic District Property Values Study,* Jo Ramsay Leimenstoll, 1994



**"In 1978 the property values in downtown New Bern were \$8,700,000. In 1994, the values were \$42,300,000, which represents a 486% increase. That's \$196,560 in increased yearly revenue to the county. During this same period, the entire county experienced a 260% increase in property values."**

*Swiss Bear Newsletter, 1995*

**"Today, New Bern is a thriving city with a population of approximately 21,000. When all factors are examined together, one compelling conclusion will clearly stand out: historic preservation has played a significant part in the city's economic growth."**

*The Impact of Historic Preservation on New Bern, North Carolina, Colin W. Barnett, 1993*

## **APPENDIX H**

### **COMMUNITY RELATIONS**

*[Note: Names listed in this draft may not have corrected spelling.]*

The City of Hickory hired the town planning firm of Duany Plater-Zyberk & Company and a team of consultants to bring their expertise to Hickory's City Center, a one mile radius from the corner of Main and Center Streets. This team includes TBA2 Architects; Cole Jenest & Stone; Zimmerman/Volk Associates, Inc.; Gibbs Planning Group; Hall Planning and Engineers; Kubilins Traffic Consulting; Lennertz Coyle & Associates; and Warren Design & Engineering. They have been charged to develop a master plan, special projects within the five identified neighborhoods, business development, transportation corridor studies, and an overlay code and accompanying regulating plan. Recognizing that community involvement and input is necessary, Civic Communications was engaged to implement and coordinate a community relations plan. The following is a record of the community relations efforts completed before and during the City Center Design Charrette, held July 13 through July 20, 1998 at the Duke Power Building, 127 First Avenue NW, Hickory, North Carolina

#### **Notifying the Community**

##### *Advertisements*

Hickory Daily Record; June 24th

##### *Announcements*

Robert Gibbs' Presentation: How Modern Retail Trends Affect Main Street  
Invitations sent

##### *Staff Transportation Meeting*

Phone Calls

##### *Housing Meeting*

Phone calls to City Employees  
Neighborhood Walkabouts  
Postcard Announcements Sent

#### **PRESENTATIONS**

Thomas Low Presentation to Downtown Development Association - June  
Robert Gibbs Presentation - June 17 at the Community Theater; 71 people

Opening Presentation - July 13, 6:30-8:00 pm at City Hall; 45 people  
Closing Presentation - July 20, 6:30-8:00 pm at City Hall; 52 people

## **GETTING NEIGHBORHOOD INPUT**

### *Walkabouts*

Ridgeview Walkabout - June 29, 5:30-8:30 pm; 25 people  
Kenworth Walkabout - June 30, 6:30-9:30 pm; 20 people  
Green Park Walkabout - July 1, 6:30-9:30 pm; 37 people  
Oakwood Walkabout - July 2, 11:00am-12:30pm; 37 people  
Claremont Walkabout - July 2, 6:30-9:30 pm; 23 people

### *Design Reviews*

City Center Design Review - Friday, July 17, 1:00 - 3:00 pm  
Claremont Design Review - Saturday, July 18, 9:00 - 10:30 am; 14 people  
Oakwood Design Review - Saturday, July 18, 11:00 - 12:30 pm; 16 people  
Green Park Design Review - Saturday, July 18, 1:30 - 3:00 pm; 19 people  
Kenworth Design Review - Saturday, July 18, 3:30 - 5:00 pm; 16 people  
Ridgeview Design Review - Saturday, July 18, 6:00 - 7:30 pm; 18 people

## **ISSUE MEETINGS**

Staff Housing Meeting with Lori Volk  
Staff Traffic Meeting with Richard Hall, Margaret Kublins, and Bill Lennerz  
Tuesday, June 30; 9 people  
Transit Meeting with Bill Lennerz and Richard Hall  
Wednesday, July 15, 9:00 - 10:30 am; 16 people  
Traffic/Transportation Meeting with Richard Hall  
Wednesday, July 15, 11:00 am - 12:30 pm; 20 people  
Retail/Commercial Meeting with Robert Gibbs and Richard Hall  
Thursday, July 16, 9:00 - 10:30 am; 20 people  
Housing with Todd Zimmerman and Thomas Low  
Thursday, July 16, 11:00 am - 12:30 pm; 20 people  
Historic Preservation with Historic Preservation Commission with Thomas Low and Zach Rice  
Thursday, July 16, 7:30 - 9:00 pm  
Parks and Recreation with Thomas Low and Tedd Duncan  
Friday, July 17, 9:00 - 10:30 am; 8 people  
Utilities and Sidewalks with Thomas Low and Tedd Duncan  
Friday, July 17, 11:00 am - 12:30 pm; 7 people  
Civic Art with Thomas Low (Jennifer Murphy was unable to attend due to illness)  
Friday, July 17, 7:30 - 9:00 pm; 10 people

## **INDIVIDUAL MEETINGS**

Austin M. Allran - State Senator (Low)  
Dennis Phillips - Frye Regional (Low)  
Paul Fogelman, Jr. - Inform (Low)  
Jay Adams - Adams Wells (Purnell)  
Charles Dixon - Hickory by Choices (Low/Zimmerman)  
Dr. LaHurd and Skip Dubstone (CFO) - Lenoir Rhyne (Duncan)  
Steve Ikerd (Low)  
Charles Deal - The Hickory News (Low)

Charles Snipes - Bank of Granite (Low/Zimmerman)  
Judy Shepler - SHEPLER/CODA (Low)  
Carroll Holland - Carolinas Insur. & Realty (Low)  
Dale Hall - NationsBank (Low)  
Don Coleman - Hickory Springs (Low, TBA2)  
Buzz - Dad's Place (Rackley)  
Richard Greathouse (Rice)  
Wilfred Wells (Low)  
Meg Jenkins Locke (Low)  
Boyd George - MDI (Purnell)  
Al Spainhour - Spainhour's (Gibbs)  
Allen Hemphill - West Deal (Gibbs)  
Marvin Zerden - Zerden's (Gibbs)  
Tim Cline - Bisanar Company Jewelers (Gibbs)  
Beemer Harrell - DDA (Purnell, Gibbs)  
Julia Rush - Julia Rush (Gibbs)  
Phillip Razor - Gem Masters Jewelers (Gibbs)  
John Clark - Clark's Tire (Gibbs)  
Bob Warmuth - The Shade Parlor (Gibbs)  
Ron Berndt - Berndt's Inc. (Gibbs)  
Phillip Greene - Cook's (Gibbs)  
Angelo Emanuel - Angelo's (Gibbs)  
Lindy Hudson - Lindy's Furniture (Gibbs)

## **PHONE CALLS**

Barbara Cole - BB&T  
Eddie Edwards - Alcatel - talked to his assistant - Mr. Edwards was out of town  
Hunt Shuford - Shuford Mills - out of town first of the week and busy second half  
David Zagaroli - Zagaroli & Co. - Im  
Bonnie Mitchell - The Prudential  
Julian Whitener - former Mayor  
Murray Tate - Im

## **MEDIA COVERAGE**

Sent Press Releases -

## **ARTICLES**

### *Hickory News*

"What City Study Needs is Participation" - Editorial - Thursday, June 11, 1998  
"Plans for community's future" - Letter to the editor from Julia Rush  
"Change key to downtown vitality?" - Editorial - Thursday, June 25, 1998  
"Better Times Ahead for Heart of Hickory" - Thursday, June 4, 1998  
"Improving neighborhoods, business" - Schedule Thursday, July 16, 1998  
"City Study is underway" - Thursday, July 16, 1998

### *The Hickory Daily Record*

"Experts Discuss Hickory Revitalization Efforts" - Tuesday, July 18, 1998  
"What 'Experts' Did to Hickory" - Editorial - Sunday, June 21, 1998  
"Ideas Sought for Downtown's Future" - Sunday, June 28, 1998

"Area Residents Offering Ideas for Community" - Tuesday, June 30, 1998  
 "Kenworth Citizens, Officials Discuss Concerns" - Wednesday, July 1, 1998  
 "Residents Speak Out" - Thursday, July 2, 1998  
 "Traffic Key Concern for Oakwood Neighbors" - Friday, July 3, 1998  
 "Hickory's Future at Stake" - Saturday, July 18, 1998

*The Charlotte Observer*

"Making Changes could sell council on new Wal-Mart", Sunday, June 21, 1998  
 "Join planners in ideas walks through downtown Hickory" - Sunday, June 28, 1998  
 "On a stroll for solutions, neighbors point out needs" - Sunday, July 5, 1998  
 "Street savvy may boost retail" - Sunday, July 19, 1998  
 "What Neighborhoods Can Do - Accompanying box to above article" - Sunday July 19, 1998

**OVERALL CHARRETTE ATTENDANCE**

|  |                                      |                                      |
|--|--------------------------------------|--------------------------------------|
| 1. Brian Adams                         | 80. Guy Joseph Guarino Jr.           | 159. Candice S. Peterson             |
| 2. Jay Adams                           | 81. Hank L. Guess                    | 160. Graham Phelps                   |
| 3. Donna T. Adams                      | 82. Mearl Hamilton                   | 161. Dennis Phillips                 |
| 4. Ruth Adams, Jr.                     | 83. Chuck Hanson                     | 162. Jerry Phillips                  |
| 5. Sharon Thomas, Lillie Ray Alexander | 84. David Hardaway                   | 163. June Phillips                   |
| 6. Donna Andrews                       | 85. Lena Hardaway                    | 164. Larry Pope                      |
| 7. Buzz Atwood                         | 86. Beemer Harrell                   | 165. Bill Post                       |
| 8. Paula Atwood                        | 87. Joe Hart                         | 166. Brendan Pritchard               |
| 9. L.D. Austin                         | 88. Clarence Hartsoe                 | 167. Dean Proctor                    |
| 10. Reed Baer                          | 89. Drusilla Hartsoe                 | 168. Jim Rand                        |
| 11. Rebecca Bartlowe                   | 90. Gene Haynes                      | 169. Philip Razor                    |
| 12. Helen Beach                        | 91. Phillip Heffner                  | 170. Juanita Reid                    |
| 13. Rex Beach                          | 92. Jennifer Helton                  | 171. Sean Reid                       |
| 14. Eric Ben-Davies                    | 93. Lyndon Helson                    | 172. Michael Robbins                 |
| 15. HBD Blackwell                      | 94. Brian Hiatt                      | 173. Larry Robinson                  |
| 16. Freda Bolick                       | 95. Deanie Hilton                    | 174. Alex Rooker                     |
| 17. Bill & Kay Bond                    | 96. Ann & John Hinson                | 175. Jennifer Rothacker              |
| 18. Ed Bowman                          | 97. Jerry Hodge                      | 176. Linda Rowe                      |
| 19. Michael Bradshaw                   | 98. Fred Hollar                      | 177. Julia Rush                      |
| 20. Lynn Braswell                      | 99. Johnny Hollar                    | 178. Deborah D. Rush                 |
| 21. Kent Brendle                       | 100. Doug & Diane Holman             | 179. Deloris Sanders                 |
| 22. Linda Burch                        | 101. Rob Hord                        | 180. Joey Schaaople                  |
| 23. Beth Busemeyer                     | 102. Roberta E. Horton               | 181. Yvonne Setzer                   |
| 24. George Byers                       | 103. Harriette A. Houser             | 182. Pastor Bob Shoffner             |
| 25. Gwendolyn Mahoney Candler          | 104. James L. Houser                 | 183. David Shuford                   |
| 26. Deb Caywood                        | 105. Ray Houston                     | 184. Vera S. Shuford                 |
| 27. John D. Clark                      | 106. Maxine Carpenter Hovis          | 185. Alie Sigmon                     |
| 28. Renie Claine                       | 107. David Hoyle                     | 186. Leslie Sigmon                   |
| 29. Tim Claine                         | 108. Mary Hoyle                      | 187. Ernie Sills                     |
| 30. Robert E. Claine                   | 109. Z. Ann Hoyle                    | 188. Bob Sinclair                    |
| 31. Nora Coffey                        | 110. Lanny Huffman                   | 189. Carolyn Sinclair                |
| 32. Arnold Cogswell                    | 111. Mark Richard & Shawn B. Huggins | 190. Jennifer Smith                  |
| 33. David Cohen                        | 112. Tim Inch                        | 191. Linda YJ Smith                  |
| 34. John Connet                        | 113. Michael Isenhour                | 192. Jan Smithson                    |
| 35. Albert Cooke                       | 114. David Jarrett                   | 193. Al Spainhour                    |
| 36. Pat Couch                          | 115. Tina Jeffers                    | 194. Mandi Spainhour                 |
| 37. Cheryl Crawford                    | 116. Charles E. & Suzanne E. Jeffers | 195. Amelia Stafford                 |
| 38. Roy Crawford                       | 117. Tamara Jenkins                  | 196. Darrell Stafford                |
| 39. David Crosby                       | 118. Caldwell Jerch                  | 197. J. R. Steigerwald               |
| 40. Sharon Crosby                      | 119. Janet Jerch                     | 198. Anne Starnes                    |
| 41. Herbert Crutchfield                | 120. Jerry Jewell                    | 199. Eric Starnes                    |
| 42. Karen Dahlstrum                    | 121. Al Kale                         | 200. Pastor Paul Starnes             |
| 43. Patrick Daily                      | 122. Olive Kaylor                    | 201. Lana Stephens                   |
| 44. Charles Deal                       | 123. Virginia Kenney                 | 202. Ginger Stevens                  |
| 45. William Deitz                      | 124. Albert Keiser, Jr.              | 203. Dorothy R. Suddereth            |
| 46. Beulah Mae Detter                  | 125. Jeanette Killian                | 204. Wayne Sumpter                   |
| 47. Charles D. Dixon                   | 126. Linda Kimbal                    | 205. Rachel Swink                    |
| 48. Art Drumheller                     | 127. Jennifer Kiziah                 | 206. Michael S. Talbert              |
| 49. Barbara Dugan                      | 128. Janice Knotts                   | 207. Sarah M. W. Talbert             |
| 50. Michael Dugan                      | 129. Robert & Patricia Kraay         | 208. Pat Tallent                     |
| 51. Michelle Dula                      | 130. Brad Lail                       | 209. Bebe Taylor                     |
| 52. Lisa C. Dyer                       | 131. Ernest Lippard                  | 210. Albert H. & Vivian Z. Templeton |

|                                       |                                    |                                     |
|---------------------------------------|------------------------------------|-------------------------------------|
| 53. Gerri M. Edwards                  | 132. Muriel Lippard                | 211. Robert Thomas                  |
| 54. Dr. John Eldridge                 | 133. Meg Jenkins Locke             | 212. Mercal Lee & Janet B. Thompson |
| 55. Doug Eller                        | 134. Guy Long, III                 | 213. John Tippet                    |
| 56. David Ellis                       | 135. F. W. Lucas                   | 214. Forrest Toms                   |
| 57. Da Jr. Espey                      | 136. Neta Luckey                   | 215. Bill Treadwell                 |
| 58. Martha K. Espey                   | 137. Claudia Main-Pless            | 216. June Treadwell                 |
| 59. Gloria Farr                       | 138. Kerri B. McCullough           | 217. Amy Trexler                    |
| 60. Ed Farthing                       | 139. Ray McCurdy                   | 218. Corky Upchurch                 |
| 61. Becky Ferrell                     | 140. Bill McDonald                 | 219. Susan Vanderbloemen            |
| 62. Fidelity Professional Partnership | 141. Gary McGee                    | 220. Nathan Vannoy                  |
| 63. Jean V. & Ann B. Fitzsimmons      | 142. Mack McLeod                   | 221. Bob Walker                     |
| 64. John P. Fogarty                   | 143. Lanny Lee & Evelyn L. McNeely | 222. Bobby W. Walker                |
| 65. Paul F. Fogleman III              | 144. Joy Mease                     | 223. Beth Warmuth                   |
| 66. M. Y. Folger Jr.                  | 145. Bob Meek                      | 224. Bob Warmuth                    |
| 67. Ross & Patricia Fox               | 146. Nancy Meek                    | 225. Andy Wells                     |
| 68. Sally Fox                         | 147. Carolyn Miller                | 226. Ruby McDown Wendt              |
| 69. Paul Frye                         | 148. Steve Miller                  | 227. Kevin & Shelly White           |
| 70. Bob & Wanda Fullbright            | 149. Bernice Mitchell              | 228. Betty Jean White               |
| 71. Avis Ann Oehlbeck Gachet          | 150. Edward A. Mitchell            | 229. Anna Wise                      |
| 72. Frank Garriga                     | 151. Allen Mitchell, Sr.           | 230. Warren M. & Amy B. Wood        |
| 73. Mary Elizabeth Geitner            | 152. Pat Moss                      | 231. Rusty Woy                      |
| 74. Mary George                       | 153. Gary Mullis                   | 232. Jim Wright                     |
| 75. Graham Gilley                     | 154. Tam Nguyen                    | 233. Agnes T. Wright                |
| 76. Mark Girone                       | 155. Max and Mary B. Padgett       | 234. Rev. Alfred Wright             |
| 77. Jon Goldberg                      | 156. Joan Patterson                | 235. Julia & Arthur Young Sr.       |
| 78. Esther Greene                     | 157. Walter E. Patterson           | 236. Howard Zerden                  |
| 79. Bonnie Grigg                      | 158. Willie Dean Patterson         | 237. Judy Zetner                    |

## MEETING ATTENDANCE

| Retail - June 17     |                        |                         |
|----------------------|------------------------|-------------------------|
| Jay Adams            | Frank Garriga          | Den Mare                |
| Lillie Ray Alexander | Jon Goldberg           | Bill McDonald           |
| Buzz Atwood          | Esther Greene          | Gary McGee              |
| Paula Atwood         | Beemer Harrell         | Edward A. Mitchell      |
| L. O. Austin         | Brian Hiatt            | Allen Mitchell, Sr.     |
| Rebecca Barlowe      | Jerry Hodge            | Jim Rand                |
| Gene Beach           | Fred Hollar            | Alex Rooker             |
| HDB Blackwell        | Ray Houston            | Jennifer Rothacker      |
| Kent Brendle         | David Hoyle            | Julia Rush              |
| Tim Cline            | Michael Isenhour       | Alie Sigmon             |
| Nora Coffey          | David Jarrett          | Al Spainhour            |
| John Connet          | Tina Jeffers           | Mandi Spainhour         |
| Albert Cooke         | Charles Edward Jeffers | JR Steigerwald          |
| Pat Couch            | Suzanne Jeffers        | Anne Starnes            |
| Cheryl Crawford      | Tamara Jenkins         | Lana Stephens           |
| Karen Dahlstrum      | Jerry Jewell           | Rachel Swink            |
| Charles Deal         | Al Kale                | Bebe Taylor             |
| William Dietz        | Virginia Kenney        | Sharon Alexander Thomas |
| Charles D. Dixon     | Albert Keiser, Jr.     | Corky Upchurch          |
| Dr. John Eldridge    | Jennifer Kiziah        | Bobby W. Walker         |
| David Ellis          | Janie Knotts           | Beth Warmuth            |
| Paul F. Fogleman III | Brad Lail              | Bob Warmuth             |
| M. Y. Folger Jr.     | Meg Jenkins Locke      | Andy Wells              |
| Sally Fox            | Guy Long, III          | Anna Wise               |
| Paul Frye            | F. W. Lucas            | Howard Zerden           |

| Housing - June 17  |
|--|
| JR Steigerwald<br>Jay Adams<br>Tom Carr<br>Todd Hefner<br>Tricia Reynolds<br>Greg Schauble<br>Andy Wells |

### Transportation - June 30

Mike Bradshaw  
Eric Ben-Davies  
Tom Carr  
Chuck Hansen  
Brian Hiatt  
James Rand  
Tricia Reynolds  
John Tippett  
Nathan Vannoy

### Opening - July 13

Jay Adams  
Paula Atwood  
Beth Busemeyer  
Gwendolyn Mahoney Candler  
Robert Cline  
Charles Deal  
William Deitz  
Charles D. Dixon  
Barbara Dugan  
Michael Dugan  
Gloria Farr  
Sally Fox  
Chuck Hansen  
Beemer Harrell  
Drucella Hartsoe  
Jennifer Helton

Lyndon Helton  
Brian Hiatt  
James L. Houser  
Ray Houston  
Lanny Huffman  
Caldwell Jerch  
Janet Jerch  
Meg Jenkins Locks  
Kerri B. McCullough  
Bill McDonald  
Joy Mease  
Carolyn Miller  
Edward A. Mitchell  
Gary Mullis  
Tam Nguyen  
Max & Mary B. Padgett  
Jerry Phillips

June Phillips  
Larry Robinson  
Jennifer Rothacker  
Robert Rowe  
Julia Rush  
Bob Sinclair  
Al Spainhour  
Darrell Stafford  
Dorothy R. Suddreth  
Wayne Sumpter  
Michael S. Talbert  
Sarah Talbert  
June Treadwell  
Susan Vanderbloemen  
Betty Jean White  
Jedy Zetner

### Transportation - July 15

Eric Ben-Davies  
Michael Bradshaw  
Lisa C. Dyer  
Sally Fox  
Avis Ann Eohlbeck Gachet  
Chuck Hansen  
Beemer Harrell  
Brian Hiatt  
Claudia Main-Pless  
Pat Moss  
Joan Patterson  
Jim Rand  
Jennifer Rothacker  
Julia Rush  
John Tippett  
Susan Vanderbloemen

### Traffic & Transportation - July 15

Jay Adams  
Eric Ben-Davies  
Lynn Braswell  
George Byers

Pat Moss  
Brendon Pritchard  
Jim Rand  
Jennifer Rothacker



|   |   |
|---|---|
| Roy Crawford<br>Gloria Farr<br>Becky Farrell<br>Forrest Farrell<br>Mary George<br>Chuck Hansen<br>Brian Hiatt<br>Harriette A. Houser<br>James L. Houser | Linda Rowe<br>Robert Rowe<br>Julia Rush<br>Joey Schaople<br>Jennifer Smith<br>Michael S. Talbert<br>Sarah M. W. Talbert<br>Susan Vanderbloemen<br>Nathan Vannoy |
|---|---|

### Retail - July 16

|  |   |
|--|---|
| Rebecca Barlowe<br>Lynn Braswell<br>John D. Clark<br>Sally Fox<br>Avis Ann Eohlbeck Gachet<br>Beemer Harrell<br>Deanie Hilton<br>Johnny Hollar<br>Mary Hoyle<br>Tina Jeffers | Charles Edward & Suzanne E. Jeffers<br>Lanny Lee & Evelyn L. McNeely<br>Philip Razor<br>Jennifer Rothacker<br>Julia Rush<br>Al Spainhour<br>Mandi Spainhour<br>Beth Warmuth<br>Bob Warmuth<br>Rusty Woy |
|--|---|

### Housing - July 16

|   |
|---|
| Buzz Atwood<br>Paula Atwood<br>Avis All Oehlbeck Gachet<br>Mitzi Gellman<br>Hank L. Guess<br>Howard Eugene and Ollie Mae Heard<br>Larry Pope<br>Brendon Pritchard<br>Yvonne Setzer<br>Wayne Sumpter<br>Bill Treadwell<br>Joe Tripp<br>Susan Vanderbloemen<br>Agnes Wright<br>Rev. Alfred Wright |
|---|

### Historic Preservation - July 16

|  |
|--|
| Donna T. Adams<br>Kent Brendle<br>Patrick Daily<br>Gloria Farr<br>John P. Fogarty<br>Sally Fox<br>Avis Ann Oehlbeck Gachet<br>David Hardaway<br>Lena Hardaway<br>Phillip Hefner<br>Brian Hiatt<br>Albert Keiser, Jr.<br>Meg Jenkins Locke<br>Joy Mease<br>Pat Tallent<br>Amy Trexler<br>Betty Jean White |
|--|

### Parks and Recreation - July 17

Donna Andrews  
Roy Crawford  
Michelle Dula  
Mary George  
Linda Kimbrel  
Mack McLeod  
Eric Starnes  
Susan Vanderbloemen

### Utilities - July 17

Jay Adams  
Ed Bowman  
John Connet  
Graham Gilley  
Gene Haynes  
Lyndon Helton  
Harriette A. Houser  
James L. Houser  
Tim Inch  
Meg Jenkins Locke  
Carolyn Miller  
Steve Miller  
Amelia Stafford  
Darrell Stafford

### Civic Art - July 17

Buzz Atwood  
Paula Atwood  
Arnold Cogswell  
Brian Hiatt  
Albert Keiser, Jr.  
Janice Knotts  
Meg Jenkins Locke  
Joy Mease  
Pat Moss  
Alie Sigmon  
Ernie Sills  
Jan Smithson

## NEIGHBORHOODS

#### Claremont Walkabout - July 3

Deb Caywood  
Charles D. Dixon  
Ross & Patricia Fox  
Hank L. Guess  
Mearl Hamilton  
Joe Hart  
Brian Hiatt  
Caldwell Jerch  
Janet Jerch  
Virginia Keeney  
Nancy Meek  
Pat Moss  
Graham Phelps

#### Claremont Design Review - July 18

David Crosby  
Sally Fox  
James L. Houser  
Charles Edward & Suzanne E. Jeffers  
Caldwell Jerch  
Janet Jerch  
Janice Knotts  
Meg Jenkins Locke  
Pat Moss  
Leslie Sigmon  
Michael S. Talbert  
Sarah M. W. Talbert  
Bill Treadwell

|  |   |
|--|---|
| <p>Leslie Sigmon<br/> Amelia Stafford<br/> Darrell Stafford<br/> Pastor Paul Stames<br/> Bill Treadwell<br/> June Treadwell</p>  | <p>June Treadwell<br/> Susan Vanderbloemen</p>  |
| <p><b>Green Park Walkabout - July 1</b><br/> Buzz Atwood<br/> Paula Atwood<br/> Helen Beach<br/> Rex Beach<br/> Freda Bolick<br/> Bill &amp; Kay Bond<br/> David Cohen<br/> Beulah Mae Detter<br/> Charles D. Dixon<br/> Ed Farthing<br/> Ross &amp; Patricia Fox<br/> Bob &amp; Wanda Fullbright<br/> Bonnie Grigg<br/> Brian Hiatt<br/> Ann &amp; John Hinson<br/> Maxine Carpenter Hovis<br/> Jerry Jewell<br/> Oliver Kaylor<br/> Ernest Lippard<br/> Muriel Lippard<br/> F.W. Lucas<br/> Gary McGee<br/> Bob Meek<br/> Nancy Meek<br/> Pat Moss<br/> Graham Phelps<br/> Juanita Reid<br/> Jennifer Rothacker<br/> Wayne Sumpter<br/> Kevin &amp; Shelly White</p> | <p><b>Green Park Design Review - July 18</b><br/> Bryan Adams<br/> Buzz Atwood<br/> Paula Atwood<br/> Helen Beach<br/> Rex Beach<br/> Gloria Farr<br/> Sally Fox<br/> Bonnie Grigg<br/> Joe Hart<br/> Brian Hiatt<br/> Mark Richard &amp; Shaun B. Hudgins<br/> Jerry Jewell<br/> Olive Kaylor<br/> Muriel Lippard<br/> Meg Jenkins Locke<br/> Nancy Meek<br/> Vera Shuford<br/> Kevin &amp; Shelly White</p> |
| <p><b>Kenworth Walkabout - June 30</b><br/> Lynn Braswell<br/> Charles D. Dixon<br/> Dan Espey Jr.<br/> Mearl Hamilton<br/> Brian Hiatt<br/> Jeanette Killian<br/> F. W. Lucas<br/> Ray McCurdy<br/> Gary McGee<br/> Joy Mease<br/> Michael Robbins<br/> Jennifer Rothacker<br/> Yvonne Setzer<br/> David Shuford<br/> Bob Sinclair<br/> Carolyn Sinclair<br/> Albert H. &amp; Vivian Z. Templeton<br/> Jim Wright<br/> Julia &amp; Arthur Young Sr.</p>   | <p><b>Kenworth Design Review - July 18</b><br/> Kent Brendle<br/> Linda Burch<br/> Art Drumheller<br/> Barbara Dugan<br/> Michael Dugan<br/> Dan Espey, Jr.<br/> Martha K. Espey<br/> Sally Fox<br/> Brian Hiatt<br/> Meg Jenkins Locke<br/> Joy Mease<br/> Yvonne Setzer<br/> Carolyn Sinclair<br/> Betty Jean White<br/> Jim Wright</p>   |
| <p><b>Oakwood Walkabout - July 2</b><br/> Red Baer<br/> Lynn Braswell<br/> Gwendolyn Mahoney Candler<br/> Renie Cline<br/> John Connet<br/> Sharon Crosby<br/> Geri M. Edward<br/> Doug Eller<br/> Gloria Farr<br/> Becky Ferrell<br/> Jean V. &amp; Ann B. Fitzsimmons<br/> Sally Fox<br/> Mary Elizabeth Geitner<br/> Guy Joseph Guarino, Jr.<br/> Hank L. Guess</p>   | <p><b>Oakwood Design Review - July 18</b><br/> Gwendolyn Mahoney Candler<br/> Gloria Farr<br/> Sally Fox<br/> Meg Jenkins Locke<br/> Nancy Meek<br/> Candice S. Peterson<br/> Dennis Phillips<br/> June Phillips<br/> Michael S. Talbert<br/> Ruby McDow Wendt</p>  |

|   |   |
|---|---|
| <p>Lena Hardaway<br/>         Brian Hiatt<br/>         Doug &amp; Diane Holman<br/>         Rob Hord<br/>         Linda Kimbrel<br/>         Robert &amp; Patricia Kraay<br/>         Meg Jenkins Locke<br/>         F.W. Lucas<br/>         Gary McGee<br/>         Nancy Meek<br/>         Pat Moss<br/>         Bill Post<br/>         Dean Proctor<br/>         Sean Reid<br/>         Larry Robinson<br/>         Robert Rowe<br/>         Deborah D. Rush<br/>         Pastor Bob Shoffner<br/>         Linda YJ Smith<br/>         Ginger Stevens<br/>         Susan Vanderbloemen<br/>         Ruby McDow Wendt<br/>         Warren M &amp; Amy B. Wood</p> |   |
| <p><b>Ridgeview Walkabout - June 29</b><br/>         Lynn Braswell<br/>         Charles D. Dixon<br/>         Mark Girone<br/>         Mearl Hamilton<br/>         Brian Hiatt<br/>         F.W. Lucas<br/>         Bernice Mitchell<br/>         Allen Mitchell, Sr.<br/>         Walter E. Patterson<br/>         Larry Pope<br/>         Jennifer Rothacker<br/>         Wayne Sumpter<br/>         Robert Thomas<br/>         Bob Walker</p>  | <p><b>Ridgeview Design Review - July 18</b><br/>         Ruth Adams, Jr.<br/>         Herbert Crutchfield<br/>         Clarence Hartsoe<br/>         Drucella Hartsoe<br/>         Roberta Horton<br/>         Willie Dean Patterson<br/>         Deloris Sanders<br/>         Dorothy R. Suddreth<br/>         Mercal Lee &amp; Janet B. Thompson<br/>         Forrest Toms<br/>         Agnes T. Wright<br/>         Rev. Alfred Wright</p> |

| Final Presentation - July 21   |   |   |
|--|---|---|
| <p>Doug Adams<br/>         Buzz Atwood<br/>         Paula Atwood<br/>         Frieda Caldwell<br/>         Tom Carr<br/>         Florence Carter<br/>         Robert E. Cline<br/>         Tim Cline<br/>         Barbara Deagan<br/>         Michael Deagan<br/>         Charles Dixon<br/>         Richard Faires<br/>         Gloria S. Farr<br/>         Becky Hart<br/>         P. Hefner</p> | <p>Jennifer Helton<br/>         Lyndon Helton<br/>         Suzanne Jeffers<br/>         Karen Johnson<br/>         Grover Linebargh<br/>         Warren McAlpine<br/>         Joy Mease<br/>         Nancy Meek<br/>         Kathy Merrill<br/>         Carolyn Miller<br/>         Dorothy Patterson<br/>         Willie Dean Patterson<br/>         Mark Riddle<br/>         Larry Robinson<br/>         Robert Rowe<br/>         Deloris Sanders</p> | <p>Bob Shoffner<br/>         Leslie Sigmon<br/>         Bob Sinclair<br/>         Al Spainhour<br/>         Wayne Sumpter<br/>         Sarah Talbert<br/>         Meaghan Texer<br/>         Janet Thompson<br/>         Bill Treadwell<br/>         June Treadwell<br/>         Susan Vanderbloemen<br/>         Elaine Witherspoon<br/>         Agnes Wright<br/>         Jim Wright<br/>         Pearl Young</p> |