

2020

CHAPEL HILL
OUR TOWN. OUR VISION.

Chapel Hill 2020 Comprehensive Plan

Adopted: June 25, 2012



Cover art by Sarah Mitchell, winner of Chapel Hill
2020 Art Contest, grade 10-12 category.

2020

CHAPEL HILL
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- Board of Adjustment
- Cemeteries Advisory Board
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- Chapel Hill Public Arts Commission
- Community Policing Advisory Committee
- Greenways Commission
- Historic District Commission
- Human Services Advisory Board
- Library Board of Trustees
- Orange Water and Sewer Authority (OWASA) Board of Directors
- Parks & Recreation Commission
- Personnel Appeals Committee
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- Sustainability Committee
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- Dwight Bassett
- Bill Roper
- Brad Wilson
- Dave Godschalk

And thank you to everyone who carried on the daily work at the Town to support the efforts of those who were working on the Chapel Hill 2020 comprehensive plan.

COMMUNITY VISION

Chapel Hill 2020: Connections. Choices. Community.

Chapel Hill will be a multicultural university town where each day celebrates connections and choice; where a dynamic downtown and networked community inspire connections among people, ideas, the region, and the world; where innovation, technology, discovery, learning, and the arts continually animate a town alive with choices, options, and opportunities to live, work, play, and prosper.

Big Ideas for the Future

The Chapel Hill 2020 process drew thousands of people who live, work, study, and play in Chapel Hill to discuss issues vital to the town and build a vision for its future.

The work of the Chapel Hill 2020 participants was conducted in six separate theme groups, but by the time their efforts were complete, several strong ideas had emerged that were common to all of these discussions. These ideas include the following:

- An emphasis on variety and ecological consciousness in transportation;
- The importance of promoting economic development and harnessing the innovative power of the University of North Carolina at Chapel Hill;
- The town's strength as a destination for cultural events, entertainment, and dining; and
- Concern about providing an improved range of housing choices for residents.

In addition, due to the outstanding outreach efforts of the Chapel Hill 2020 process, many people became newly engaged in the town's affairs, attending work sessions and educational presentations, working with people from a variety of backgrounds, lifestyles, interests, and opinions to forge a future vision for the town. This new enthusiasm and experience of the community participants should continue to be harnessed during the implementation of the Chapel Hill 2020 comprehensive plan.

These common themes, and the community involvement that produced them, became the basis for the five "Big Ideas" of the Chapel Hill 2020 process. The Big Idea initiatives embody the essence of the Chapel Hill 2020 goals and will serve as beacons to guide the efforts of the Town and the community as Chapel Hill's future is created. Along with the more specific recommendations and aspirations included in the plan, the Big Ideas will assure that the Town successfully achieves the community's vision.

The Big Ideas

The five Big Ideas are:

- 1. Implement a bikeable, walkable, green communities plan by 2020.**

The goal of this effort is to provide safe connections between neighborhoods, schools, commercial areas, parks, rural bikeways and farms, and business and art/dining/entertainment hubs that promote healthy exercise and environmentally friendly modes of transportation.

Part of this effort would be to identify, protect, and acquire the green infrastructure needed to connect Chapel Hill's built areas and to connect the greenways and trails to others in the region. Secondly, the presence of multiple destinations, such as business and entertainment hubs, must be ensured to encourage people to use the alternative modes of transportation.

- 2. Create an entrepreneurial enterprise hub in the Rosemary Street corridor.**

This initiative would take advantage of the high-speed Internet infrastructure in the area to encourage the development/redevelopment of buildings to house start-up and high-tech businesses. The district would attract and retain the intellectual capital of the University to provide high-quality jobs and bring additional vitality to the Rosemary Street and downtown areas.

This effort should be coordinated with the ongoing Downtown planning efforts.

- 3. Create entertainment/dining/arts hubs to capitalize on Chapel Hill's strengths as a recreational destination.**

Chapel Hill is home to exceptional restaurants, diverse arts and cultural events, and clubs and music venues. The University hosts world-class speakers, dramatic and musical performances, and nationally ranked sports teams. This initiative would consider how to enhance these offerings in new development and redevelopment efforts. New mixed-use entertainment districts could be created at sites such as Ram's Plaza and then linked via shuttle service to other districts such as downtown or the University.

Future hubs could include the Glen Lennox area, Timberlyne/Chapel Hill North, and the Future Focus areas identified in the Chapel Hill 2020 comprehensive plan (see Part 2, Chapter 5 for more information about the Future Focus areas).

4. Increase the ratio of workforce housing by 2020 and develop a plan for student housing in the community.

Residents, the Town, and the University all have an interest in working together to provide a variety of housing types to accommodate the variety of people who work in town. Housing more workers will benefit the town by increasing diversity, reducing traffic congestion, and providing more opportunities to those who wish to live in Chapel Hill.

Because Chapel Hill is a university town, the community benefits from the lively presence of a large student population. Off-campus housing is a good option for many, but can put pressures for change on established neighborhoods, increase car traffic and the need for parking space, and pose challenges in terms of noise and safety. Coordinated discussions between the Town, the University, and residents can help accommodate a reasonable number of off-campus students while ensuring the integrity and livability of the neighborhoods.

5. Establish a structure to support community and neighborhood engagement in a proactive manner.

Community engagement was an integral part of the Chapel Hill 2020 process, and continued community involvement is key for creating a Chapel Hill that adheres to and fosters the Community Vision. This energy that the participants brought to this process should be channeled into community groups that can tackle some of the most difficult issues facing Chapel Hill, such as the town's reliance on automobiles.

One model of engagement could include community committees to continue important discussions identified during the Chapel Hill 2020 process that cannot be addressed by the Town alone.

This structure should embrace a broader definition of neighborhoods to include communities without a geographic border, such as the "community of apartment dwellers," who live in many geographic areas. Other such examples of "community" exist in the greater Chapel Hill community.

Together, these five Big Ideas supplement the Community Vision to create the desired future for Chapel Hill.

HOW TO USE THE CHAPEL HILL 2020 COMPREHENSIVE PLAN

The following is a guide for understanding and using the Chapel Hill 2020 comprehensive plan.

Information Developed During the Chapel Hill 2020 Process:

During the first outreach meetings, six overarching themes were developed that provide definition to the plan and a way to organize the community's conversations about the future. The themes are:



A Place for Everyone:
(PFE)



Community Prosperity and Engagement:
(CPE)



Getting Around:
(GA)



Good Places, New Spaces:
(GPNS)



Nurturing Our Community:
(NOC)



Town and Gown Collaboration:
(TGC)

More information about these themes can be found in Part 2, Chapter 3.



Good Places, New Spaces Theme Group

The community then developed goals and action items for each theme. The goals describe the community's desired future, what the community is striving for.

The action items describe tangible steps and actions that the Town and the community can take to implement these goals. More community involvement will be required to further refine and evaluate these action items.

The following is an example of a goal and its action items:

GPNS.8: Future land use, form, and density that strengthen the community, social equity, economic prosperity, and natural environment

Action items:

- Develop district codes for different areas of town
- Accommodate diverse urban forms
- Agree on preservation areas and development zones
- See Report 1: Action Items for this goal's additional suggested action items

More information about the goals can be found in Part 2, Chapter 3.

More information about the action items can be found in Report 1: Action Items.



Community Prosperity and Engagement Theme Group





Chapel Hill Town Council

Continued Efforts:

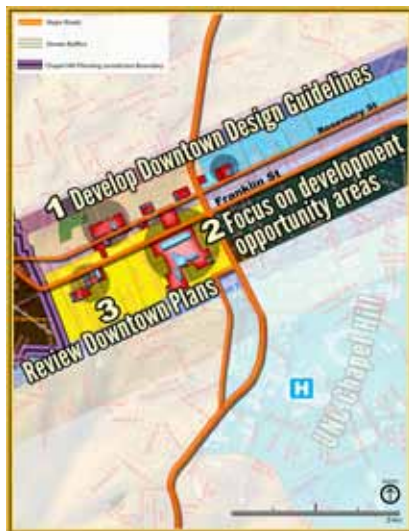
In order to implement the goals and action items described in the Chapel Hill 2020 comprehensive plan, many partners will be involved.

The Town Council will be responsible for directing Town staff in the evaluation and implementation of action items and new ideas.

In addition, the Town staff will be responsible for initiating internal Town improvements to aid with the implementation of the plan.

The community will be an active participant in the evaluation and implementation of the action items.

More information about the implementation of the plan can be found in Part 2, Chapter 4.



Area 1 - Downtown

In addition to the policy initiatives and actions, the Town Council also will use the information gathered during the Future Focus discussions to identify areas for further study. The map to the left illustrates the Future Focus discussions about downtown. Additional maps have been developed for the other Future Focus discussion areas.

More information about the Future Focus discussion areas can be found in Part 2, Chapter 5.

Monitoring and Updating:

A regular system for reporting on the progress and evolution of the Chapel Hill 2020 comprehensive plan is key to maintaining the flexibility and transparency of the plan.

- **Annually:** The Town Council will receive an annual update on implementation of the Chapel Hill 2020 comprehensive plan.
- **In Five Years:** The Council will be asked to consider a more complete update of the plan at least every five years.

More information about monitoring and updating the plan can be found in Part 2, Chapter 4.



Getting Around Theme Group



Reports: Additional Components

In addition to the Chapel Hill 2020 comprehensive plan, other documents have been developed that support the Chapel Hill 2020 comprehensive plan. While these documents are not a part of the adopted Chapel Hill 2020 comprehensive plan, they contain additional information about the process, an overview of data, and other material.

The supporting documents are:

- Report 1: Action Items
- Report 2: Process and Outreach Summary
- Report 3: Data Summary

Report 1: Action Items contains the action items that were developed for the Chapel Hill 2020 goals. While much work has gone into developing these action items, continued community involvement is needed as the Town begins evaluating, refining, and implementing these.

Report 2: Process and Outreach Summary provides an overview of the process and the outreach efforts. In addition, Report 2 contains the community input that was received throughout the process.

Report 3: Data Summary contains four chapters. The first chapter describes the relationship between the Town, the University, and the health-care system. The second chapter provides information about the 2000 Comprehensive Plan and links between that plan and the Chapel Hill 2020 comprehensive plan. This chapter also contains a description of the other components, such as plans, reports, and design guidelines, of the Chapel Hill 2020 comprehensive plan. The third chapter provides information about possible future changes, such as demographic shifts, regional trends, natural constraints, etc.

The final chapter of Report 3 provides basic facts about Chapel Hill and data projections for the future; this information was available to the participants during the Chapel Hill 2020 process.

These three reports provide additional information to support the Chapel Hill 2020 comprehensive plan.



PART 1: THE CHAPEL HILL STORY

The Chapel Hill 2020 comprehensive plan is divided into four parts:

- Part 1: The Chapel Hill Story
- Part 2: The Plan
- Part 3: Closing
- Part 4: Glossary

Part 1: The Chapel Hill Story houses the following chapters:

- Chapter 1: Community Choices and Connections
- Chapter 2: Outreach Efforts

Chapter 1 provides background information about the development of the Chapel Hill 2020 comprehensive plan, and Chapter 2 provides a brief overview of the outreach and engagement efforts.

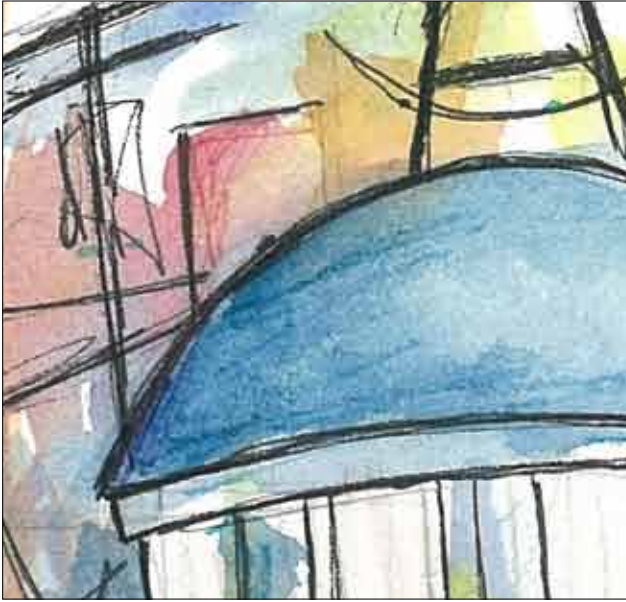
For more information about the process of developing the Chapel Hill 2020 comprehensive plan and for more extensive information about the outreach and engagement process, please see Report 2: Process and Outreach Summary.

Part 2: The Plan is the core of the Chapel Hill 2020 comprehensive plan and provides the policy guidance, themes, and goals that will guide Chapel Hill into the future.

Part 3: Closing provides information about the next steps of the plan, including information about updating and monitoring the plan.

Part 4: Glossary defines the terms that are used throughout the Chapel Hill 2020 comprehensive plan.

Together, all four parts comprise the Chapel Hill 2020 comprehensive plan.



**CHAPTER 1:
COMMUNITY CHOICES AND CONNECTIONS**

CHAPTER 1: COMMUNITY CHOICES AND CONNECTIONS

The Town

Chapel Hill is the proud home of the University of North Carolina at Chapel Hill. The interaction of active and engaged community members, University students, faculty, and staff, and longtime and newly arrived residents creates a vibrant center of culture, academia, diversity, and ideas.

Throughout its history and continuing today, Chapel Hill has retained its small-town friendliness; its sense of place and historic roots; evidence of care for the natural environment; the thoughtful integration of commercial areas with the fabric of the town; and the youthful exuberance and interchange of ideas that are fostered by the University.

Chapel Hill also has a number of tangible assets, such as good schools and vibrant neighborhoods, a robust downtown adjacent to the University, an extensive tree canopy, greenways and open space, and its location in the dynamic Research Triangle Park.

Visionary leadership by the Town over the past two decades has produced policies that are on the leading edge of communities around the nation. For example, the Urban Services Boundary and Rural Buffer agreements have created a compact community surrounded on most sides by green rural areas that minimize sprawl. Within minutes, residents can bike, bus, or drive most places that they need to go within town. Within minutes, residents can be in the Rural Buffer, visiting a working farm, biking through the rolling North Carolina countryside, or appreciating the beauty of the nearby water-supply lakes and watersheds. When looking to the future, Chapel Hill must build on its strengths to maintain its valued sense of place.

Since Chapel Hill, Carrboro, and Orange County developed unique agreements in 1986 to have distinct urban and rural areas, the community's farms, farmers' markets, and restaurants are on the national forefront of the local food and farm-to-table movement. In addition, these agreements allowed the communities to build safeguards for their drinking supplies.

The Town has shown leadership in many other areas as well, such as developing an Inclusionary Zoning Ordinance to encourage affordable and diverse housing types in Chapel Hill; creating Neighborhood Conservation Districts and other plans, such as the Northside and Pine Knolls Community Plan, to help residents preserve and protect the character of their neighborhoods; and working with the University to create and support fare-free bus service throughout town.



Chapel Hill derives its name from the highest point where a church (of England) was located in the late 1700s. Called New Hope Chapel hill (where the Carolina Inn stands today), the name was shortened to Chapel Hill (Source: Chapel Hill/Orange County Visitors Bureau).

The University of North Carolina at Chapel Hill is a public research university located in Chapel Hill, North Carolina. Chartered by the North Carolina General Assembly in 1789, the University began instruction in 1795, making it one of the oldest public universities in the United States. The main campus occupies about 730 acres in the center of Chapel Hill. The University of North Carolina Health Care System, a not-for-profit system owned by the State of North Carolina, is also based in Chapel Hill. The UNC Hospitals are located on the University campus.

While Chapel Hill has made many strides, the community must continue to be proactive. The world is changing, and the town will face new challenges in the coming decades. These challenges could include evolving energy production and consumption patterns; threats to climate and natural systems; changing demographics; uncertain economic conditions; and rapidly changing technologies and means of communication.

The focus of the Chapel Hill 2020 comprehensive plan is to map how the community can balance responding to change with protecting what the community values. The community's goal is to purposefully identify and seize opportunities, respond to and correct negative trends, and embrace positive change while preserving the community's fundamental character, values, and identity.

The Neighborhoods

Chapel Hill is a great place to visit and, due to its neighborhoods, a great place to live. The neighborhoods are diverse and meet the needs of a variety of residents, but they also have certain shared qualities that serve as the foundation for making Chapel Hill a desirable place to live. Neighborhoods help to reinforce the community's sense of friendliness, community, safety, and identity.

Chapel Hill always has placed an importance on the principle of neighborhood protection; supporting this value and safeguarding this perception of "home" will play a significant role when planning for future change and development in Chapel Hill. This also will be a critical element in maintaining Chapel Hill's attractiveness to current and future residents.

The new urban neighborhoods in downtown will be intertwined with the University of North Carolina at Chapel Hill. As density increases and the downtown continues to evolve as a vibrant and active hub, energy will be focused on the heart of the community. Downtowns can exemplify the best of mixed-use development, providing a place for diverse populations, from students to professionals and from families to retirees. The downtown allows community members to share in the spectrum of residential, recreational, and commercial opportunities.

Chapel Hill's historic districts showcase its rich history in the homes that have housed residents since the 19th century. As the University expands and more students seek housing near campus, Town and Gown collaboration and joint planning efforts will be vital in preserving the character and stability of these areas.

For many, the neighborhoods provide the respite of more natural settings and a quiet family-oriented atmosphere. Many of the neighborhoods have developed individual identities over time. Other neighborhoods have been established parts

of the community for more than 50 years, helping to define Chapel Hill's sense of place.

The character and quality of life offered by these neighborhoods could be impacted by nearby changes that increase noise, light pollution, and traffic congestion. Sustaining the character and lifestyle that these areas provide, yet allowing them to be flexible to accommodate change, will serve to assure their viability and will demonstrate that the residents' concerns are an important consideration when planning for future changes.

While each neighborhood should maintain its own character, all Chapel Hill neighborhoods should share a number of connecting qualities in order to bring together Chapel Hill's vision for the future, including the following:


- Being served by transit in order to discourage automobile use, reduce congestion, and become more sustainable;
- Being bicycle and pedestrian friendly with safe and accessible greenway and bicycle connections;
- Welcoming to diverse populations, including those in need of affordable, workforce, and senior housing;
- Having protection from the loss of privacy and "shadow effects" that may come with adjacent vertical growth;
- Protecting the town's natural resources, including stream corridors, steep slopes, tree canopies, habitat areas, and air and water quality.

Each part of Chapel Hill will be affected by the community's choices about growth, which could include positive and negative effects. A policy of neighborhood sustainability, a commitment to protecting neighborhood character, and a willingness to be flexible will support the neighborhoods, important Chapel Hill assets.

The Region

Chapel Hill is a part of the rapidly growing Research Triangle Park Region, which includes Chatham, Durham, Franklin, Johnston, Orange, and Wake counties. Population in this region grew from 521,202 in 1950 to break the million mark in 2000 by reaching 1,261,961 residents. By 2010, almost another 370,000 new residents had moved into the Triangle region. The North Carolina Office of Budget and Management projects that approximately 800,000 new residents will move to the region between 2010 and 2030.

While this growth is exciting in that it brings newcomers to the area, Chapel Hill increasingly will be affected by regional issues such as traffic congestion, loss of open space, and increased demand for public services. Without regional



Chapel Hill is located in two counties, Orange County and Durham County.

cooperation, the Town will not be able to implement a number of the key action items developed from the Chapel Hill 2020 discussions. Nor will the Town be able to address many of the pressing issues of the coming decades such as regional transit service; air quality; solid waste; water and sewer service; the Urban Services Area/Rural Buffer; water issues of supply, watersheds, and stormwater; farmland; and affordable housing and economic development.

Cooperation on these and many other issues must take place at two levels. First, the Town must involve its immediate neighbors, primarily Carrboro and Orange County, on working together on issues of mutual concern. Secondly, the Town must work with its partners in the greater Triangle region on planning and development issues; these partners include the Triangle J Council of Governments, Triangle Transit, Durham-Chapel Hill-Carrboro Metropolitan Planning Organization, and the Triangle Land Conservancy.

With attention to planning and developing partnerships, Chapel Hill can continue to maintain its small-town feel and character while balancing future changes.

The Plan

The Chapel Hill 2020 comprehensive plan is a reflection of the values, aspirations, and ideas of the community. Since the first community meeting on September 27, 2011, Chapel Hill 2020 participants have envisioned a town that is accessible, affordable, and sustainable; asserted the importance of protecting the community's natural resources; and emphasized the importance of a vibrant downtown.

The Chapel Hill community also places a strong importance upon its many neighborhoods. The community desires that these valued areas of town remain healthy and cohesive.

The richness of the University—its history; its physical beauty; its intellectual, entrepreneurial and artistic capital; its world class health care enterprise the dynamic idealism of students and faculty—is part of the community's vision.

As the community worked on the Chapel Hill 2020 comprehensive plan during the winter of 2011 and the spring of 2012, two overarching themes emerged—choices and connections—that express the kind of community people desire in Chapel Hill.

Choices: The community would like more choices about where and how people can live and house their families and more choices about how they travel through town. The community also would like more choices about where to shop and how to meet daily needs. Community members also would like choices about where they can work and play in Chapel Hill.

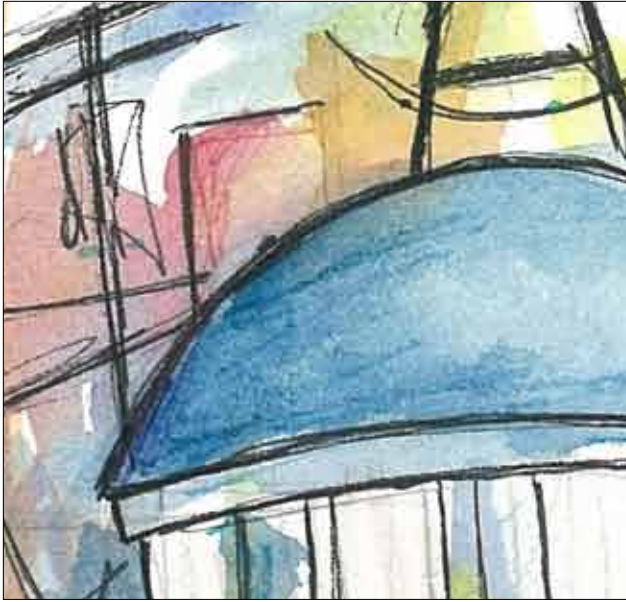
Connections: The community also desires more connections and improved opportunities to meet others and to embrace the diversity of those who live, work, and play in the community. Community members want more connections in how they can get around and a real commitment to safe pedestrian and bicycle transportation. They want real connections between the decisions town leaders make and the ideals that the community has expressed in the Chapel Hill 2020 comprehensive plan. Chapel Hill wants a sense of connectedness from many perspectives.

The community's challenge is to preserve its culture, natural resources, and values, to achieve the goals set forth in this plan, and to do so while addressing the following issues:

- Expectations of strong regional population growth that will bring newcomers to Chapel Hill, including the natural increase in births and enrollment increases at the University of North Carolina at Chapel Hill;
- The charm and challenges of being a University and health-care town;
- The need for creative policy and planning to increase housing choices for all; and
- Prioritization and allocation of scarce public resources.

The Chapel Hill 2020 comprehensive plan describes these and other current conditions and trends and provides goals and action steps for the Town and the community to implement.

The Chapel Hill 2020 comprehensive plan is not an end point, but a beginning. The plan looks to the future while keeping Chapel Hill's history in mind. Implementing the plan will require the Town, the community, other local governments, nonprofits, and many others working collaboratively to achieve the goals set forth in this plan. Building partnerships, thinking creatively, testing, innovating, and protecting what the community values all will be necessary for the success of the Chapel Hill 2020 comprehensive plan.



CHAPTER 2: OUTREACH EFFORTS

CHAPTER 2: OUTREACH EFFORTS

The Chapel Hill 2020 process had a number of initial goals, but foremost among these was for the Chapel Hill 2020 comprehensive plan to be a “people’s plan,” based on extensive public participation. At the beginning of the process, the Initiating Committee set the goal of touching 10,000 people during the Chapel Hill 2020 process. The aspiration of including people who live, work, play, study, invest, or pray in Chapel Hill spoke to the desire to make the Chapel Hill 2020 process one of integrating many voices into one vision.

The Chapel Hill 2020 public participation surpassed any other process of its kind in the Chapel Hill community. The outreach and engagement effort strove to be creative, engaging, and open to innovation and exploration, and through the many working session meetings, outreach efforts, face-to-face discussions, tavern talks, and more, the Chapel Hill 2020 outreach efforts successfully met the goal of touching even more than were expected.



For more information about the outreach efforts and community input, see Report 2: Process and Outreach Summary.





PART 2: THE PLAN

This second part of the Chapel Hill 2020 comprehensive plan, or “Part 2: The Plan,” houses the following chapters:

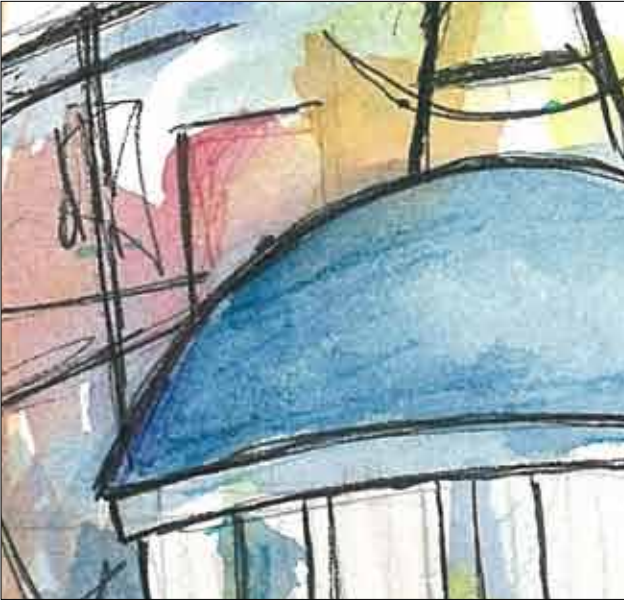
- Chapter 3: Themes and Goals
- Chapter 4: Implementation of the Plan
- Chapter 5: Future Focus Discussion Areas

Chapter 3 provides information about the themes that were developed by the community and under which the goals are organized.

Chapter 4 provides an overview of the steps to evaluate and implement the goals and action items described in the Chapel Hill 2020 comprehensive plan. This chapter also outlines the responsibilities of the Town Council, the Town staff, and the community in regards to implementing the plan.

Action items also were developed for each goal, and these can be found in Report 1: Action Items.

The final chapter, Chapter 5, defines the six Future Focus discussion areas and provides key considerations for each area.



CHAPTER 3: THEMES AND GOALS

CHAPTER 3: THEMES AND GOALS

The Chapel Hill 2020 comprehensive plan is organized around six main themes. These themes highlight which topics are important to the community and are an umbrella under which the goals are organized.

The themes, and the goals associated with these themes, were developed by the community during numerous working sessions and outreach meetings and provided organization for the community's discussions.

The six themes are:

- **A Place for Everyone:** This theme explored diversity and inclusion in a family-friendly, vibrantly creative environment. Participants focused on creating a welcoming community for all with special emphasis on the arts, teens, and the need for affordable housing.
- **Community Prosperity and Engagement:** This group focused on sustaining the financial health of the community by creating a safe, vibrant, and connected community. Participants examined encouraging economic development, supporting existing and new local businesses, and sustaining healthy neighborhoods.
- **Getting Around:** This theme included the study of all modes of transportation needed for an inclusive, connected community. Participants explored the potential for regional partnerships linking to thriving greenways, sidewalks, bicycle amenities, and other options within the town.
- **Good Places, New Spaces:** Exploring what the Chapel Hill of the future should look like, this group focused not only on downtown and also on land use throughout the town including in existing neighborhoods, balancing respect for the old with the prospect of the new. Discussions of development coexisted with consideration of open space and the rural buffer.
- **Nurturing Our Community:** Environmental sustainability is at the core of this theme. Participants examined the many aspects of people's interaction with the natural habitat, from parks and open spaces to locally grown agriculture to protecting water quality and solid waste disposal.
- **Town and Gown Collaboration:** Collaboration with the University of North Carolina at Chapel Hill and the UNC Health Care System on lifelong learning and innovation is the centerpiece of this theme. Participants aspired to use the intellectual and financial capital of the University and the UNC Health Care System to help the town flourish.



Pictorial icons were developed for easy identification of the six themes. The icons, and their associated themes, are listed below:



A Place for Everyone



Community Engagement and Prosperity



Getting Around



Good Places, New Spaces



Nurturing Our Communities



Town and Gown Collaboration



More information about the development of these themes and their corresponding goals can be found in "Report 2: Process and Outreach Summary."

For each theme, goals have been developed, and these describe the aspiration and ideas for each theme. In turn, the community developed action items for each goal.

Action items also were developed for each goal, and these can be found in Report 1: Action Items.

While much work has gone into developing the goals and action items, continued community involvement is needed as the Town begins evaluating and implementing the action items. Some action items will be easy to implement, while other action items may need more consideration. Community members will be asked to share their thoughts and ideas concerning these action items and their implementation.



Theme 1: A Place for Everyone

Chapel Hill is a community that welcomes a diversity of people of all ages, races, sexual orientations, and ethnicities to participate in the creative spirit that makes this University town a unique place in the Triangle.



When the Chapel Hill community welcomes newcomers, the community benefits from their knowledge, skills, and new ideas. The community nurtures the arts, the intellect, and the spirit of diversity.

Chapel Hill is changing to reflect the world around it. When all are welcomed to the community, community members have more opportunities to share, spark innovation, and understand each other. Chapel Hill's school children are an essential resource, and the community seeks to nurture them while they are here and to nourish a community that will remain attractive to them as they learn, grow, and develop new ideas that will shape the community's future successes.

Chapel Hill includes arts destinations and enticing places to gather and play. The town nurtures educational partnerships, community partnerships, and new ideas. Chapel Hill is a place for youth, students, singles, families, retirees, and people at every life stage.

Goals:

- Family-friendly, accessible exterior and interior places throughout the town for a variety of active uses (PFE.1)
- A creative place to live, work, and play because of Chapel Hill's arts and culture (PFE.2)
- A range of housing options for current and future residents (PFE.3)
- A welcoming and friendly community that provides all people with access to opportunities (PFE.4)
- A community of high civic engagement and participation (PFE.5)

These goals relate to Community Prosperity and Engagement as well as Town and Gown Collaboration.

For more information about the proposed action items associated with these goals, see Report 1: Action Items.





These goals relate to Nurturing Our Community as well as Town and Gown Collaboration.

For more information about the proposed action items associated with these goals, see Report 1: Action Items.



Theme 2: Community Prosperity and Engagement

Chapel Hill is a place that supports its existing businesses and institutions and welcomes opportunities to support and improve its economic vitality.

Chapel Hill is home to a preeminent University and the state's most comprehensive health-care facility. Chapel Hill is also the home of world-class entrepreneurs and creative thinkers. As the community grows, it seeks opportunities to welcome and attract new, complementary employers, businesses, and residents by nurturing the business community.

As Chapel Hill continues to attract new thinkers and new money, the community continues to expand its options to maintain the high quality of life and civic institutions that make this community a connected, exciting, and welcoming place to be.

Key opportunities include actively recruiting innovation and spin-off businesses related to the University of North Carolina at Chapel Hill and the UNC Health Care System, supporting the newest entrepreneurs and start-up businesses, and nurturing the retail, commercial, and arts and culture economies that enrich the community.

The broader and more diverse the community is, the more sustainable all parts of the community will be.

Goals:

- Balance and sustain finances by increasing revenues and decreasing expenses (CPE.1)
- Foster success of local businesses (CPE.2)
- Promote a safe, vibrant, and connected (physical and person) community (CPE.3)



Theme 3: Getting Around

Chapel Hill is a connected community where people of all ages, incomes, and ability have options for getting from place to place within the community and within the Triangle.

A holistic transportation system that includes connected pedestrian, bicycle, recreation, automobile, and transit systems with supportive, flexible strategies and policies that include parking, transit, and bikeways is key to minimizing the congestion that can come with growth.

The key features of this system include expanded bicycle and pedestrian connections, public transportation opportunities such as bus rapid transit, light rail, and park-and-ride options. These features provide connections between neighborhoods and link neighborhoods to shopping, employment, and recreation destinations as well as connections within the region.

The benefit to the community is that enhanced mobility increases the vitality, the diversity, and the ability to access what community members need.

Goals:

- A well-conceived and planned, carefully thought-out, integrated, and balanced transportation system that recognizes the importance of automobiles, but encourages and facilitates the growth and use of other means of transportation such as bicycle, pedestrian, and public transportation options (GA.1)
- A connected community that links neighborhoods, businesses, and schools through the provision of greenways, sidewalks, bike facilities, and public transportation (GA.2)
- Connect to a comprehensive regional transportation system (GA.3)
- Make an adaptable transportation system to support both dense and suburban development (GA.4)
- Create a comprehensive transportation system that provides everybody safe and reasonable access to all the community offers (GA.5)
- A transportation system that accommodates transportation needs and demands while mitigating congestion and promoting air quality, sustainability, and energy conservation (GA.6)



 These goals relate to Nurturing Our Community as well as Town and Gown Collaboration.

 For information about bicycle recommendations, see Report 2: Process and Outreach Summary.

For more information about the proposed action items associated with these goals, see Report 1: Action Items.



- Incorporate street planning into zoning code (GA.7)
- A community that has a parking system based on strategies that support the overall goals of a holistic transportation system (GA.8)



Theme 4: Good Places, New Spaces

Chapel Hill comprises many different places, each with its own special character and identity. Historic districts and neighborhoods, shopping centers and cultural destinations all benefit from careful planning, protection of natural features, and integration with other parts of town.

When different parts of the community are encouraged to meet different needs, the community increases its ability to serve many interests. By identifying places for people to study, work, shop, live, and convene, the community maximizes its ability to grow in ways that meet the needs of many different people.

Chapel Hill balances areas of activity with open gathering spaces. The community provides choices and connections that are able to tie the community together into one place.

Supporting and promoting areas of focus such as downtown, the Rural Buffer, and areas for growing office, retail, residential and cultural amenities result in a vibrant community that is reflective of the many residents and choices they enjoy.

Goals:

- Low density, green Rural Buffers that exclude urban development and minimize sprawl (GPNS.1)
- A vibrant, diverse, pedestrian-friendly, and accessible downtown with opportunities for growing office, retail, residential, and cultural development and activity (GPNS.2)
- A development decision-making process that provides clarity and consistency with the goals of the Chapel Hill 2020 comprehensive plan (GPNS.3)
- A joint Town/University development strategy that aligns initiatives for transportation, housing, environmental protection, and entrepreneurial programs (GPNS.4)
- A range of neighborhood types that addresses residential, commercial, social, and cultural needs and uses while building and evolving Chapel Hill's character for residents, visitors, and students (GPNS.5)
- A community that welcomes and supports change and creativity (GPNS.6)
- Open and accessible common spaces for community gathering, cultural uses, and community development (GPNS.7)



These goals relate to Community Prosperity and Engagement, Getting Around, and Town and Gown Collaboration.

For more information about the proposed action items associated with these goals, see Report 1: Action Items.



- Future land use, form, and density that strengthen the community, social equity, economic prosperity, and natural environment (GPNS.8)



Theme 5: Nurturing Our Community

Chapel Hill strives to live in harmony with the natural world, sustaining its present community, and preserving its quality of life for the future. Its commitment to preserve and maintain its natural beauty, recreational opportunities, and environment are understood and supported by the community.

The key features of Chapel Hill's natural stewardship philosophy include close attention to water quality, environmentally sensitive growth, and continued attempts to live within its natural footprint. Chapel Hill benefits from a commitment to stewardship through a healthier ecosystem and the many opportunities to enjoy natural areas and recreation communities for all ages and abilities within the community. When Chapel Hill demonstrates its commitment to living within its natural limits, Chapel Hillians are responsible global citizens.

Goals:

- Become a model for North Carolina and beyond in wisely and justly reducing waste in a way that minimizes local environmental impact without imposing upon the environmental and social rights of others (NOC.1)
- Maintain and improve air quality and water quality, and manage stormwater to heal local waterways and conserve biological ecosystems within the town boundaries and the Extra Territorial Jurisdiction (NOC.2)
- Protect, acquire, and maintain natural/undeveloped open spaces and historic sites in order to protect wildlife corridors, provide recreation, and ensure safe pedestrian and bicycle connections. These spaces could include, among other things, Significant Natural Heritage Areas (SNHA) lands adjacent to and connecting various properties such as riparian lands, etc. (NOC.3)
- Support the Parks and Recreation Master Plan and the Greenways Master Plan to provide recreation opportunities and ensure safe pedestrian and bicycle connections (NOC.4)
- Adopt an integrated development review process that is fair and transparent and that incorporates the Chapel Hill 2020 environmental goals (NOC.5)
- Support local food producers and access to local foods by encouraging community and backyard gardens, farmers' markets, and community-supported agriculture without encroaching on working farms within or adjacent to the



These goals relate to A Place for Everyone as well as Community Prosperity and Engagement.

For more information about the proposed action items associated with these goals, see Report 1: Action Items.



Chapel Hill planning district (NOC.6)

- Reduce the carbon footprint of all Town-owned or managed services and properties; require that all new development meets standards; and support residents in minimizing their personal footprints (NOC.7)
- Protect neighborhoods from the impact of development such as stormwater runoff, light and noise pollution, and traffic (NOC.8)



Theme 6: Town and Gown Collaboration

Home to the University of North Carolina at Chapel Hill and the UNC Health Care System, Chapel Hill is a community where creativity, innovation, and traditions thrive. Students bring energy and vitality to the community and push the town to the forefront of learning, technology, and environmental stewardship. In return, Chapel Hill provides the University students, faculty, and staff with a progressive environment and an excellent quality of life.

The key features of this university town are choices in where the residents live and how they travel from campus to work and from home to downtown. Complementary futures will include more cultural opportunities, more partnerships, more innovation, and more integrated thinking about the place in which Chapel Hill residents call home.

The campus meets the community downtown, on Franklin Street, where the historic academic quad leads to the shops and restaurants, where stone walls define its edges and link its paths.

Chapel Hill and the University are connected by people and places. The Town's partnership with the University is critical to the continued growth and success of Chapel Hill. Faculty and students, medical professionals and patients, employees and residents all share an interest in a community that meets their diverse needs, and the Town should continue to involve the University while implementing the Chapel Hill 2020 comprehensive plan.

When the University, the UNC Health Care System, and residents work together toward a common future, they bring out the best in the Chapel Hill community.

Goals:

- Take full advantage of ideas and resources to create a thriving economy and incorporate and utilize the intellectual capital that the University and Town create (TGC.1)
- Improve and expand access to the arts, culture, and intellectual pursuits for both the University and the Town (TGC.2)
- The University and Town will collaborate to improve downtown parking options that support business, cultural, and academic purposes (TGC.3)
- Housing for students that is safe, sound, affordable, and accessible and meets a demonstrated need conducive



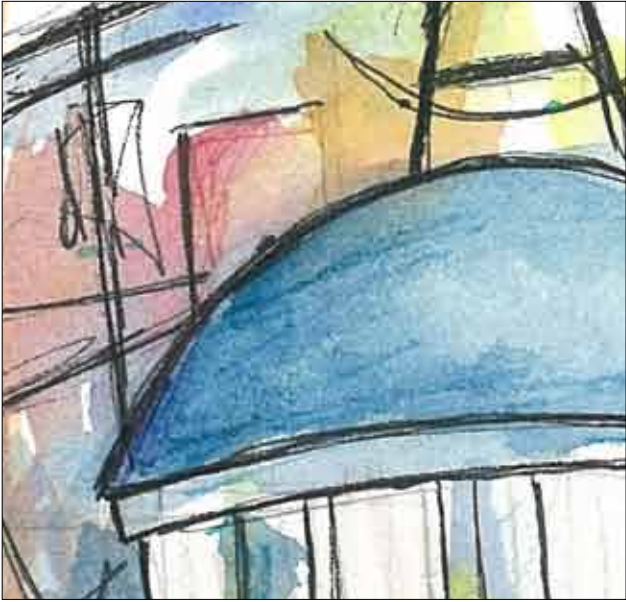
These goals relate to A Place for Everyone, Community Prosperity and Engagement, and Good Places, New Spaces.

For more information about the proposed action items associated with these goals, see Report 1: Action Items.



to educational and maturational needs of students, and housing for Town, University, and the Health Care System employees that encourages them to reside in the community (TGC.4)

- The University, the UNC Health Care System, and the Town will coordinate closely to manage development in ways that respect history, traditions, and the environment while fostering revitalization and innovation (TGC.5)
- Promote access for all residents to health-care centers, public services, and active lifestyle opportunities (TGC.6)



**CHAPTER 4:
IMPLEMENTATION OF THE PLAN**

CHAPTER 4: IMPLEMENTATION OF THE PLAN

The following steps will be taken, using the Implementation System Diagram, to implement the Chapel Hill 2020 comprehensive plan. Some steps can be taken at the same time that others are going on. The next sections describe each step in more detail.

Section 1: Implementation System Diagram

Section 2: Town Council

Step 1: Initiate clear consensus activities

Step 2: Evaluate action items

Step 3: Evaluate new ideas

Step 4: Identify actions for larger planning efforts

Step 5: Evaluate action items for partnership possibilities

Section 3: Town Management

Step 6: Initiate internal Town improvements

Section 4: Community

Step 7: Gather community input

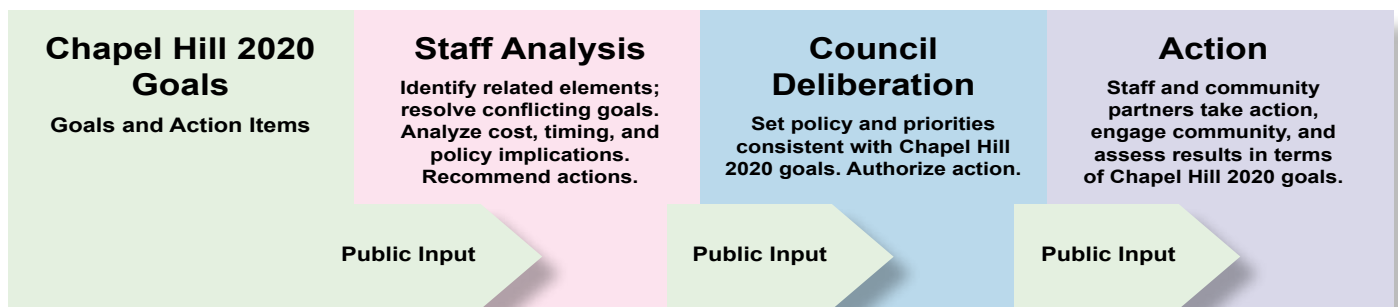
Section 5: Monitoring and Updating

Step 8: Monitor and update the plan

Section 1: Implementation System Diagram

During the Chapel Hill 2020 process, the participants created a Community Vision for the future of Chapel Hill; in addition, the participants provided goals that will help attain this vision. Some goals are specific and involve concrete action steps, while others are general and reflect an overarching set of values. Together, these goals describe the community's aspirations and will guide the Town's planning, decision-making, and resource allocations.

The following Implementation Diagram illustrates the system to implement the action items identified during the Chapel Hill 2020 process. In addition, new action items could enter this system at any point and would be evaluated against the goals in the Chapel Hill 2020 comprehensive plan.



Chapel Hill 2020 Goals – This step was conducted during the Chapel Hill 2020 process when the community developed the goals and action items for the Chapel Hill 2020 comprehensive plan.

Staff Analysis – Each goal and action item will be analyzed and evaluated by Town staff who will identify any possible overlap between items. Some goals and action items may have conflicting aims, and Town staff will work with the community to resolve these conflicts. In addition, the Town staff will analyze the following information about each goal and action item: the cost of implementation; the time frame for implementation of each goal and action item; and any possible policy implications. Once this analysis is complete, the Town staff will provide the Town Council with staff recommendations. A complete evaluation of all action items will occur by June 2013 (see the following Town Council Actions for more information about this step).

Council Deliberation – The Town Council will consider the staff's recommendations and will determine the policy and priorities for implementing the goals and actions items. These decisions about the policy and priorities will be consistent with the Chapel Hill 2020 comprehensive plan. Also, the community will have opportunities to comment about the policy and priorities. The Council will then authorize the implementation of the goals and action items.

Action – The goals and action items in the Chapel Hill 2020 comprehensive plan will be implemented by the Town staff at the direction of the Council and in partnership with the community and local agencies and organizations. Town staff will engage the community during the implementation of the goals and action items and will assess the results of the implementation in terms of the Chapel Hill 2020 comprehensive plan.

New Information – New action items could enter this system at any point and should be evaluated against the goals in the Chapel Hill 2020 comprehensive plan.

Section 2: Town Council

While some action items need further evaluation, other action items are ready to be implemented. The steps to implement the latter type of action items have been identified. These steps can be initiated immediately by the Town Council and can be carried out by the Town staff.

These steps are:

Step 1: Initiate clear consensus activities

Step 2: Evaluate action items

Step 3: Evaluate new ideas

Step 4: Identify actions for larger planning efforts

Step 5: Evaluate action items for partnership possibilities

More information about each of these steps can be found below.

Step 1: Initiate Clear Consensus Activities

Begin activities for which there is a clear consensus that further study or guidance is needed. The following actions fall under this “clear consensus” definition:

- Focus area studies
- Regulatory guide updates
- Defining the Council’s role in the development review process
- Advisory boards

More information about each of these topics can be found below.

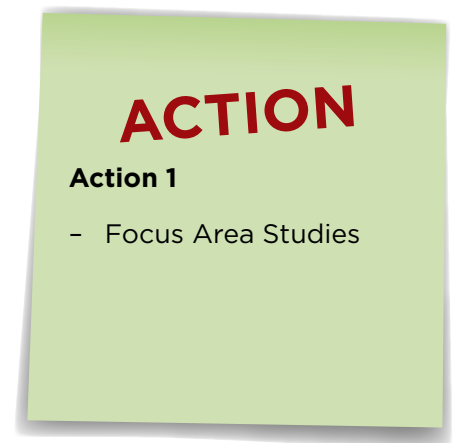
1. Focus Area Studies

During the Future Focus Workshops, which were held in February 2012, the community provided feedback and input about initial policy guidance and land-use proposals for six specific areas of town. More information about these discussions can be found in Chapter 5: Future Focus Discussion Areas.

For each focus area, key considerations have been identified as well as possible next steps. These possible next steps provide guidance for change and policy areas and commit to continuing community involvement in the decisions about these areas. The Town will ensure an open and collaborative process that addresses the unique needs of each area.

With Council endorsement, the Town staff will initiate a review of the policies and regulations, including land use, for the following specific areas in Chapel Hill:

- Estes Drive Corridor—An immediate priority for the summer of 2012 with in-house support and external facilitation and/or consultant support
- Ephesus-Church/Fordham Small Area Plan—An immediate priority for the summer of 2012 with technical assistance from the Mayor’s Innovation Project
- Downtown—A short-term priority for 2012-13 with emphasis on the Draft Downtown Development Framework and Action Plan, neighborhood plans, and coordination with downtown partners and stakeholders
- North Martin Luther King Jr. Blvd.—A midterm priority
- South Martin Luther King Jr. Blvd.—A midterm priority
- Highway 54—A mid-term priority
- North 15-501—A mid-term priority



Implementation:

- Town staff will provide a detailed program for beginning and concluding the focus-area studies, which will be shared in July 2012 and will be updated at subsequent Town Council work sessions.
- The program will include guidance on the scope and charge for each focus area and guiding body; it also will include public participation.
- Town staff will provide regular updates to the Town Council on the progress of and recommendations for each focus area.

2. Regulatory Guide Updates

With the Town Council endorsement, the Town staff will initiate a process to review and update the following:

- Land Use Management Ordinance
- Design Guidelines
- Stormwater Regulations

The Town staff will provide a detailed schedule for implementing these updates and will build on the experience of the Mayor's Innovation Project pilot and the 2011 LUMO Critique and Technical Report. The schedule will be shared in July 2012 and will be updated at subsequent Town Council work sessions.

Implementation:

- Town staff will provide a detailed schedule for beginning and concluding these updates. (Some processes may run concurrently with the focus-area studies.)
- Town staff will solicit community input, which will continue to guide implementation of the Chapel Hill 2020 comprehensive plan.
- Town staff will provide regular updates to the Town Council on the progress and recommendations of the regulatory guide updates.

3. Defining the Council's Role in the Development Review Process

Concurrent with the focus-area studies and the regulatory-guide updates, an analysis of the Council's role in the development review process will be conducted. In addition, the roles of the advisory boards and Town staff in the development review process will be reviewed and appropriate changes suggested.

ACTION

Action 2

- Update regulatory guides

ACTION

Action 3

- Define Council role in development

Implementation:

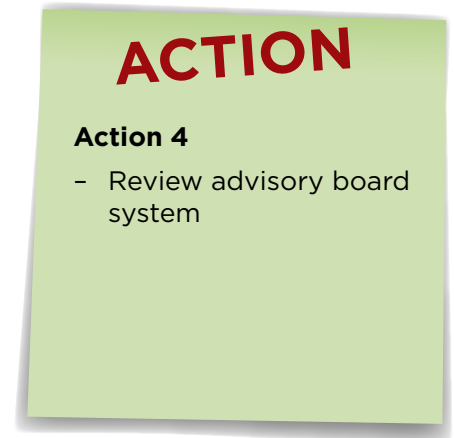
- Town Council will review its role in the development review process and identify desired results.
- Town Council will explore alternative models for its role to meet the desired results.
- Town staff will solicit community input to support the analysis.

4. Advisory Boards

The Town Council will initiate a review of the advisory board system to ensure greater alignment with the Chapel Hill 2020 comprehensive plan.

Implementation:

- Town Council will review the existing advisory board system and identify its strengths and weaknesses.
- Town Council will define desired results from the Town's advisory boards' work.
- Town Council will explore alternative advisory board and review systems to meet the desired results.
- Town staff will solicit advisory board and community input to support the analysis. Town Council will implement the changes.



ACTION

Action 5

- Evaluate action items

Step 2: Evaluate Action Items

The Town staff has the responsibility to identify the commonalities and conflicts between the action items that were identified during the Chapel Hill 2020 process. The Town staff also will identify what financial resources will be needed, and this will aid the Council in planning for the future years' budgets.

The following steps will be taken by Town staff in order to evaluate the action items:

- Identify action items that have already been initiated
- Identify action items that are new activities

More information about each of these topics can be found below.

1. Identify action items that have already been initiated.

The Town staff will be responsible for identifying action items that have already been initiated or that the Town already conducts as a part of its business.

Implementation:

- The Town staff will review the action items and consider each item's consistency with the plan.
- Town staff will use blog, Web, and online tools to distribute bimonthly updates to the public and to solicit comment.
- Town staff will hold biannual community meetings to update the community about the actions taken to implement the Chapel Hill 2020 comprehensive plan and to gather the community's feedback and ideas.
- The Town staff will recommend to the Town Council a level of priority and timing for resource allocation for implementation of the action items.

2. Identify action items that are new activities.

The Town staff will be responsible for identifying the action items that are new activities that the Town does not currently conduct. The action items that came from the Chapel Hill 2020 process are diverse, and each new action item will require a case-by-case assessment.

Some action items will be simple and can be implemented immediately. (For example, an action item under NOC.6 recommends posting the schedules for the local farmers' markets on the Town's website; this was a simple action and has already been completed.)

ACTION

Action 6

- Identify actions taken

ACTION

Action 7

- Identify actions that are new activities

Other action items will relate to zoning and regulatory updates. (For example, action items under GA.4 identify zoning suggestions related to transportation.) These action items will be referred to the regulatory guide updates outlined above.

And still other action items will require a process to be developed in order to implement the action. (For example, action items under CPE.2 recommend programs to attract new businesses through incentive programs and affordable space.) Town staff will evaluate these action items and will analyze how these relate to existing programs and will make recommendations to the Town Council. The Town Council then will act based on the priority and timing for resource allocation.

Implementation:

- The Town staff will recommend to the Town Council a level of priority and timing for resource allocation for implementation of the action items.

ACTION

Action 8

- Evaluate new ideas

Step 3: Evaluate New Ideas

The Chapel Hill 2020 comprehensive plan is a living document that will continue to benefit from new ideas. Throughout the process, the Town Council and Town staff will continue to evaluate changing conditions and assumptions and will provide updates to the plan. Throughout this continued evaluation, the Town will solicit and provide opportunities for community involvement.

As new ideas are proposed, these will be assessed by the Town staff for their potential to support the goals of the Chapel Hill 2020 comprehensive plan, and the Town staff will present their assessment to the Council.

For example, the idea of enhancing Internet connectivity was suggested at the May 21, 2012, Public Hearing and appears to be consistent with recommendations in the Chapel Hill 2020 comprehensive plan. This item, and others that may be proposed, should be included in the first evaluation.

Implementation:

- Town staff will work with Council during bimonthly work sessions to establish a process for accepting, evaluating and prioritizing new ideas on a periodic basis in concert with the Town's budget cycle.
- Town staff will evaluate new ideas that are proposed and assess their potential to support the goals of the Chapel Hill 2020 comprehensive plan.

Step 4: Identify Actions for Larger Planning Efforts

The Town staff will be responsible for identifying actions that are general and could become criteria for examining larger planning efforts.

For example, the Getting Around theme group identified a desire for a “holistic transportation system” (goal GA.8). These comments should guide Town Council decisions related to such activities as funding the transit system, connecting with regional plans, and enhancing pedestrian and bicycle connections in a “complete streets” system.

Implementation:

- Town staff will identify actions that are general and can become criteria for examining larger planning efforts within specific departments.



ACTION

Action 10

- Identify partnerships

Step 5: Evaluate Action Items for Partnership Possibilities

The Town staff will evaluate the action items that require and support partnerships and collaboration with the University and the UNC Health Care System as well as area businesses, business organizations, nonprofits, and funding agencies.

Examples could include the following:

- Town staff will work with University staff to identify components of a community calendar and identify a hosting mechanism (Goal TGC.2).
- Town Council, together with Town staff, will collaborate with the University to create a more entrepreneurial business environment for appropriate business development.
- Actions that identify a community partner such as the Chapel Hill-Carrboro City Schools, Orange County, or the Town of Carrboro will be shared with those partners for feedback and suggestions about feasibility or implementation.

Implementation:

- Town staff will provide the Town Council with a list of priority items and progress updates regarding the partnership possibilities at the bimonthly Council work sessions that will begin in September 2012 and continue through June 2013.
- Town staff with Council guidance will meet with representatives of the community, the University, and the UNC Health Care System to consider strategies regarding the topics identified in the Chapel Hill 2020 comprehensive plan and make recommendations to their respective decision-making bodies.
- Goal: Complete evaluation of all action items by June 2013.

Section 3: Town Management

The following step, Step 6: Initiate Internal Town Improvements, will be taken by the Town staff to support the Town Council's action items.

Step 6: Initiate Internal Town Improvements

Concurrent with the evaluation of the action items, the Town will initiate internal improvements to support the implementation of the action items.

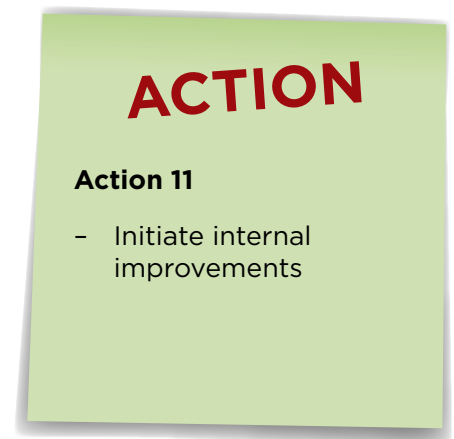
One example of an internal improvement revolves around the issue of sustainability. During the Chapel Hill 2020 process, sustainability emerged as a primary value. Sustainability requires decision-making that is socially, environmentally, and economically sound. The Town can better implement the sustainability aspects of the Chapel Hill 2020 comprehensive plan if it has a system of decision-making that identifies performance measures, continuous communication, and mutually reinforcing actions between departments.

Consistent with this principle, the Town will create a management structure that brings coherence and oversight to planning and policy recommendations from the Town staff as the plan is implemented.

The goal of this step is to coordinate the work of the Town departments so that all departments operate with the value of sustainability and under the goals of the Chapel Hill 2020 comprehensive plan.

Implementation:

- Develop Town-wide communications to ensure that all Town staff are fluent with and understand the goals of the Chapel Hill 2020 comprehensive plan and understand their role in its implementation.
- Create a decision-making process for use Town-wide that is built on the following elements:
 - Continued high levels of civic engagement;
 - Systems thinking that highlights the connections between decisions (when the community says yes to one thing, it might be saying no to another);
 - Decision-making based on and adjusted to experiential learning;
 - Active encouragement of innovation and collaboration;
 - Accountability through performance measurement;
 - Strategic thinking; and
 - Adequate and focused allocation of resources.



- Continue and expand the priority-based budgeting process and implement the following:
 - Include community input in the budgeting process;
 - Gather community input on priority-based budgeting for FY 2013-14 cycle;
 - Connect fiscal decisions with the Community Survey and the goals of the Chapel Hill 2020 comprehensive plan; and
 - Identify priorities for each fiscal year.
- Review and evaluate proposals for new activities and progress reports on ongoing activities for adherence with the plan.
 - See Step 3: Evaluation of New Ideas, under Town Council Actions, for more information.
- Align the Town department work plans with the goals of the Chapel Hill 2020 comprehensive plan.
 - The Town Manager will work with the department heads to integrate goals into department work plans.
- Communicate these internal improvements to the Town Council at bimonthly work sessions.
- Have consistent reference to the Chapel Hill 2020 comprehensive plan in Council presentations beginning in September 2012.

Section 4: Community

In order to successfully evaluate the action items and implement the Chapel Hill 2020 comprehensive plan, continued community involvement will be necessary. The following step, Step 7: Gather Community Input, will be taken in order to solicit and fold in the community's comments about the next steps for the Chapel Hill 2020 comprehensive plan.

Step 7: Gather Community Input

The Town staff will continue to ask for and encourage community engagement with the Chapel Hill 2020 goals and updates.

Implementation:

- With Council endorsement, Town staff will solicit community input during the implementation steps and with the focus-area studies and regulatory-guide updates.
- The Town staff will continue to use appropriate communication tools (such as Web, email, blogs, other media, face-to-face meetings, etc.) to engage the community in meaningful dialogue.
- The Town staff will explore new technologies such as document-sharing platforms, or improved tools, such as neighborhood newsletter and direct email, to continue transparent and effective communication during implementation of the Chapel Hill 2020 comprehensive plan.
- The Town Council and the community will be engaged in meaningful civic discourse on topics of town-wide importance during implementation of the Chapel Hill 2020 comprehensive plan.
- The Town staff will continue the "Special Topic" presentations as a way to share information of interest to the community.

ACTION

Action 12

- Continue civic engagement

Section 5: Monitoring and Updating

The Chapel Hill 2020 comprehensive plan will be a guide to decision-making in Chapel Hill. To remain relevant, the Chapel Hill 2020 comprehensive plan must respond reasonably and effectively to changing conditions. A regular system for reporting on the progress and evolution of the plan is key to maintaining its open and adaptable nature.

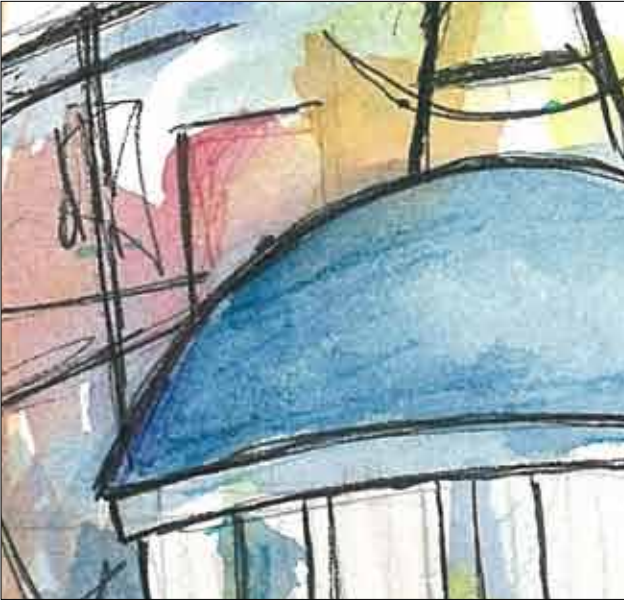
Step 8: Monitor and Update the Plan

The Council will receive an annual update on implementation of the Chapel Hill 2020 comprehensive plan that will include the following information:

- The way the goals have been assigned to and evaluated by Town departments;
- Implementation steps that have been taken;
- Initiatives that relate to the goals and actions of the plan;
- Recommendations on the allocation of Town resources to achieve the plan's goals; and
- A measurement of progress toward achieving the identified performance goals.

This update will be an opportunity to recommend course adjustments based on changes in economics, demographics, employment, or other conditions. And it will provide feedback on what is working well and what needs correction as action items are implemented.

The Council will solicit community and staff input for revisions and updates at least every five years.



**CHAPTER 5:
FUTURE FOCUS DISCUSSION AREAS**

CHAPTER 5: FUTURE FOCUS DISCUSSION AREAS

During the Chapel Hill 2020 process, the community discussions focused on all aspects of life in Chapel Hill. As the Chapel Hill 2020 process continued and evolved, focused discussions were held about six specific areas of town, which are referred to as the “Future Focus Discussion Areas.”

These preliminary discussions by the community centered on the portions of Chapel Hill most likely to change in the future due to vacant land, underdeveloped sites, and their locations along transportation and transit corridors. In total, these areas represent about 24 percent of the land in Chapel Hill, and they do not include the predominately single-family areas and neighborhoods of Chapel Hill.

Land-use decisions are a major factor in determining the future evolution of Chapel Hill, and the Future Focus discussions recognized this. Therefore, the purpose of these discussions was to provide initial policy guidance and land use proposals for the six identified areas of town. Each Future Focus area is different in character; thus, the policy and land use guidance in each area will vary.

The Future Focus discussion areas are:

- Area 1: Downtown
- Area 2: North Martin Luther King Jr. Blvd./I-40
- Area 3: South Martin Luther King Jr. Blvd./Homestead Road to Estes Drive
- Area 4: Highway 54
- Area 5: North 15-501
- Area 6: South 15-501

An overview about each area can be found in this chapter. The overview includes primary or changing conditions in the areas that should inform future land-use decisions.

Next Steps

During the Chapel Hill 2020 process, the community was able to begin preliminary discussions about the Future Focus areas, and for the next steps, the community will engage in a more focused discussion for each area. For more information about these focused discussions, see Chapter 4: Implementation of the Plan, Section 2: Town Council.

Chapel Hill Land Use Plan

This following map is a composite of the Adopted Land Use Plan from 2000, with the addition of the six Chapel Hill 2020 Future Focus Discussion Areas displayed as overlay areas.

Chapel Hill Land Use Plan Legend

Land Use Categories

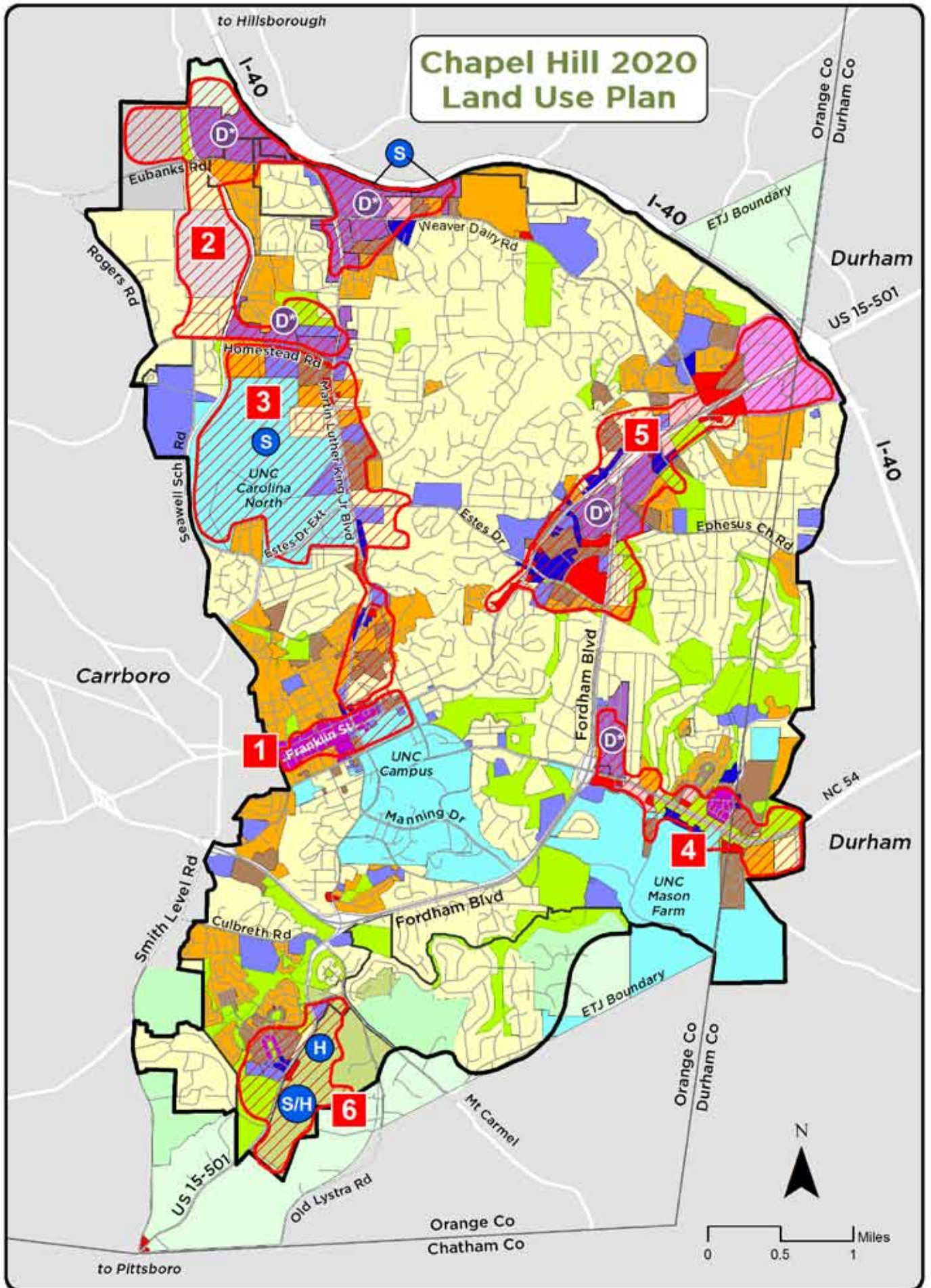
- Rural Residential, 1 unit/5 ac.
- Rural Residential, 1 unit/2 to 5 ac.
- Low Residential, 1 unit/ac.
- Low Residential, 1-4 units/ac.
- Medium Residential, 4-8 units/ac.
- High Residential, 8-15 units/ac.
- Commercial
- Mixed Use, Office/Com. Emphasis
- Mixed Use, Office Emphasis
- Town/Village Center
- Institutional
- Office
- University
- Parks/Open Space
- Landfill Activities

Special Areas

- D **Development Opportunity Areas**
*Refer to the Northern Area TF Report, the Ephesus-Fordham Small Area Plan, & the Glen Lennox Area Neighborhood Conservation District Plan for CD-8C
- 1 **CH 2020 Future Focus Discussion Areas:**
 - Area 1. Downtown
 - Area 2. North Martin Luther King Jr Blvd/I-40
 - Area 3. South Martin Luther King Jr Blvd/Homestead Rd to Estes Dr
 - Area 4. Highway 54
 - Area 5. North 15-501
 - Area 6. South 15-501
- S Potential School Site
- H Potential Affordable Housing Site

Boundaries

- Chapel Hill Town Limits
- Urban Services Boundary



Future Focus Area Map

The following map provides an overview of the six future focus areas in Chapel Hill. Additional information about each area and the designated next steps are provided in this chapter.

Future Focus Areas



Area 1: Downtown



Area 1: Downtown

Approximately located between Rosemary Street (north) and Cameron Avenue (south), Carrboro town limits (west), and Boundary Street along the University of North Carolina at Chapel Hill historic campus frontage (east)

Key Considerations:

- Franklin Street is the center of Chapel Hill's historic downtown.
- Parking continues to be important.
- The University of North Carolina at Chapel Hill campus and Franklin Street converge at the McCorkle Place quadrangle.
- Downtown contains opportunity areas for new development as identified in the Draft Downtown Development Framework and Action Plan (2010).
- Connections to downtown, improved circulation and new amenities to support a vibrant economy downtown will require focused attention.

Opportunities Identified in Draft Downtown Development Framework and Action Plan (2010):

- "Compact, Connected, Anchored and Green" improvements
- New pedestrian and vehicle connections to improve walkability
- Infill with transit and redevelopment opportunities
- Infill underutilized sites
- Room to provide green spaces with new projects

For more information about the Draft Downtown Development Framework and Action Plan, visit www.townofchapelhill.org/Modules/ShowDocument.aspx?documentid=6806.

Next Steps:

- 1 and 2. In partnership with property owners in the area, advisory boards, and community members, develop new downtown design guidelines or form-based zoning with a specific emphasis on development opportunity areas identified in the "Future Focus" work sessions and the Draft Downtown Development Framework and Action Plan. Include Rosemary Street opportunities.
3. Focus additional effort on reviewing the Draft Downtown Development Framework and Action Plan with the community and identifying actions and implementation schedule. Consider the sensitivity of adjacent residential areas including Neighborhood Conservation District and Historic District designations.



Area 1 Community Comments:

Downtown could primarily support 4-6 stories with some 8-12 story buildings on Franklin and Rosemary streets

Needs include new retail, office, housing, and civic facilities

Improve the zoning/development review process for downtown

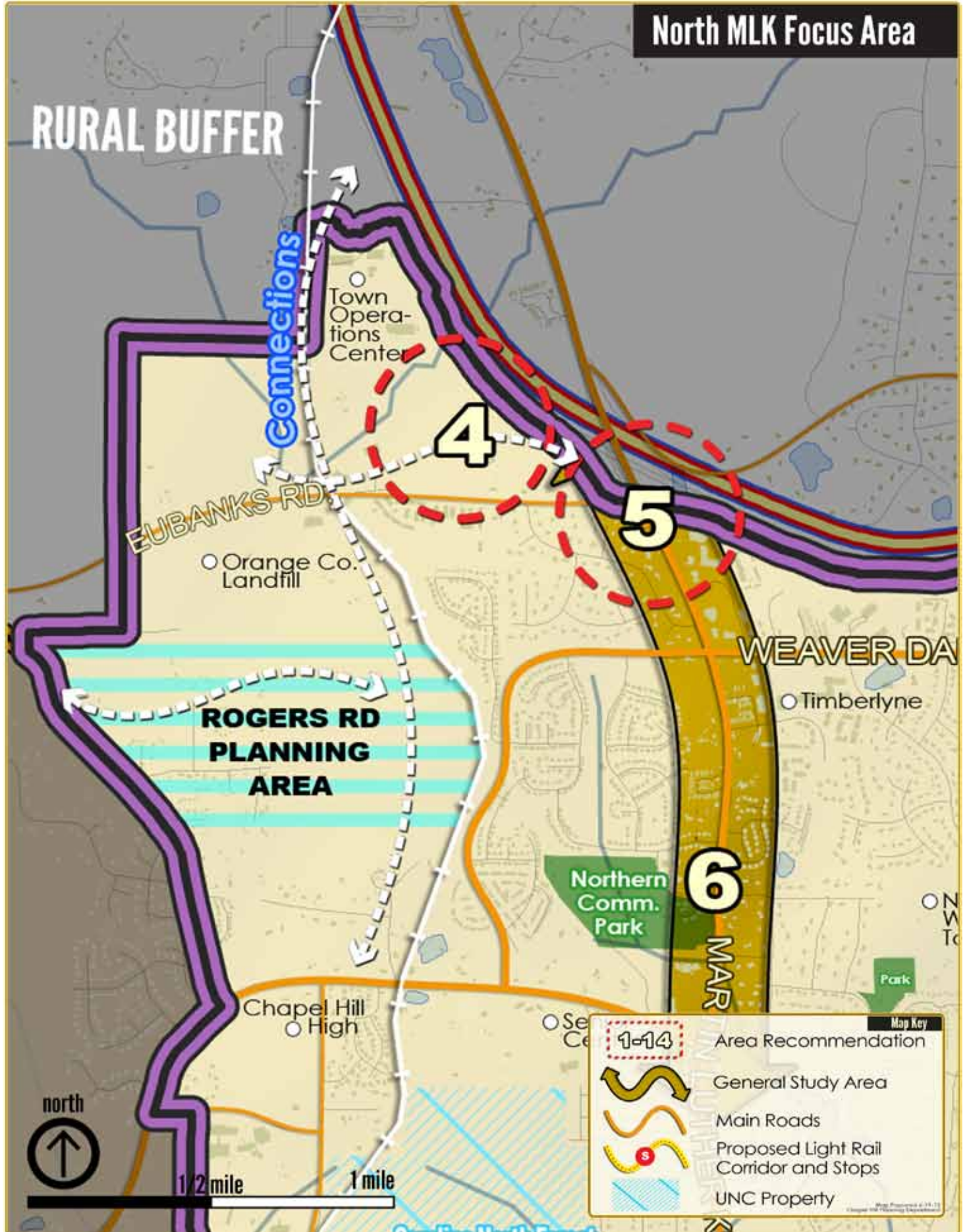
Downtown needs new parks and plazas, outdoor event space, public art and signage/wayfinding

(Another) post office and recreation center are needed downtown

Key issues are traffic congestion, streetscapes, pedestrian and bicycle access, safety, and parking

Preserve the historic/small-town character and McCorkle Place, energy/activity, and relationship to campus

These comments are examples of the early input received about this area. Further planning and discussion will provide more complete information.



Area 2: North Martin Luther King Jr. Blvd./I-40

Approximately located between I-40 (north), Homestead Road (south), Carrboro town limits (west), and to the east beyond Martin Luther King Jr. Blvd.

Area 2 Key Considerations:

- Development opportunities exist in this area near the I-40 interchange.
- Development opportunities in this area currently are constrained by circulation and access limitations.
- Existing transit service along Martin Luther King Jr. Blvd. and anticipated development of higher capacity bus service could support new development opportunities.
- The draft Rogers Road Small Area Plan and the Northern Area Task Force Report should be considered with future changes.
- Consider opportunities to make best use of the Greene Tract.
- Because the North and South Martin Luther King Jr. Blvd. areas constitute a single transit corridor, the cumulative effects of the recommendations should be assessed.

Next Steps:

4. Evaluate improved access to I-40 and well-designed improvements to access and circulation; consider impacts north of I-40.
5. Focus additional efforts, in partnership with property owners in the area, to identify sections to rezone and to provide enhanced connectivity for bicycles, transit, pedestrians, and vehicles using the complete streets approach.
6. Use a community-based process to identify areas for new uses and areas where walkable development can enhance the area. Consider design guidelines or a form-based approach to selected sections of the area.



Area 2 Community Comments:

Consider area north of I-40 towards Hillsborough

I-40 exit critical to the development potential

Area west of railroad and south of landfill - Light Industrial/Research Park

Mixed use in area of Lakeview Mobile Home Park

Mixed use at Timberlyne from Martin Luther King Jr. Blvd. - low density

Protect green areas/Rural Buffer

Balanced walkable scale and responsive development, not stand-alone retail

Low-medium density around Weaver Dairy Road

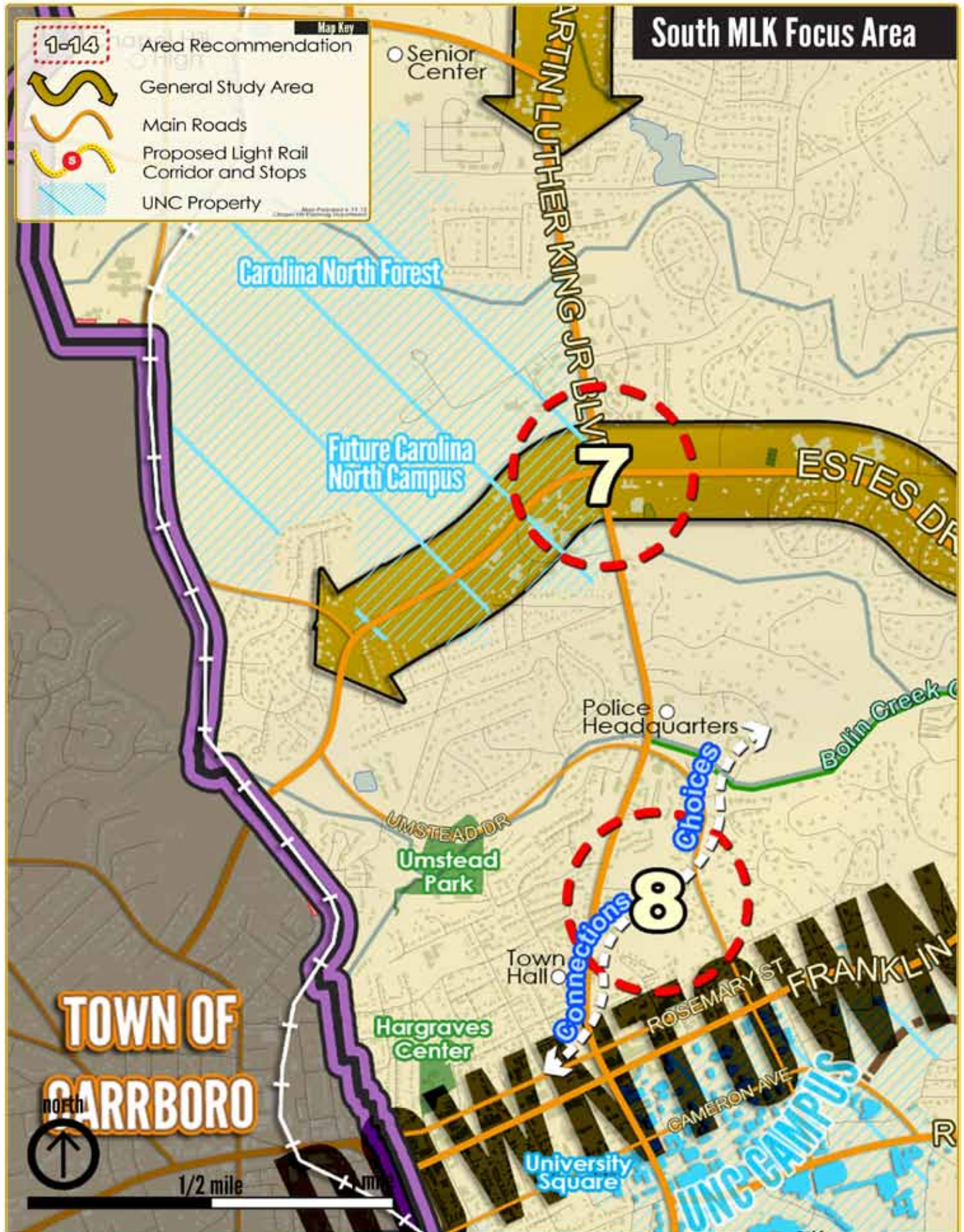
These comments are examples of the early input received about this area. Further planning and discussion will provide more complete information.

Complete streets are designed and operated to enable safe access for all users. Pedestrians, bicyclists, motorists, and transit riders of all ages and abilities must be able to safely move along and across a complete street.



Like to learn more? Visit: www.townofchapelhill.org/completestreets.

Area 3: South Martin Luther King Jr. Blvd./Homestead Road to Estes Drive



Area 3: South Martin Luther King Jr. Blvd.

Approximately located between Homestead Road (north), Rosemary Street (south), Carolina North Campus (west), and Hillsborough Street (east)

Area 3 Key Considerations:

- Development pressures exist along Estes Drive, which connects Chapel Hill to Carrboro, the schools on Estes Drive, and shopping areas to the east.
- The Town has an opportunity to proactively plan for the character of this area.
- Proximity to campus provides unique opportunities for non-vehicular connections.
- Because the North and South Martin Luther King Jr. Blvd. areas constitute a single transit corridor, the cumulative effects of the recommendations should be assessed.
- High levels of transit service along Martin Luther King Jr. Blvd. and anticipated future investment in higher capacity bus service should be coordinated with the potential development.
- The Carolina North Forest and Carolina North campus will be important features in this area.

Next Steps:

7. The highest priority is a community-based process to identify the future form of new uses in and near Estes Drive and Martin Luther King Jr. Blvd. That process should evaluate Estes Drive as a complete street that is accessible to bicycles, transit, pedestrians, and vehicles.
8. Support the potential for redevelopment of the southern end of this corridor with better connections to downtown and the University by encouraging community-based discussion of form, access, environmental conditions, and connectivity.

General: Coordinate future development with investment in an expanded transportation network including sidewalks, greenways, bike paths, streets, and transit.



Area 3 Community Comments:

Concern about future needs on Estes Drive

Estes Drive should include bike paths and transit opportunities

Need more detail on the environmental impacts

Development should be well-transitioned, not imposing

Compact urban forms are desirable

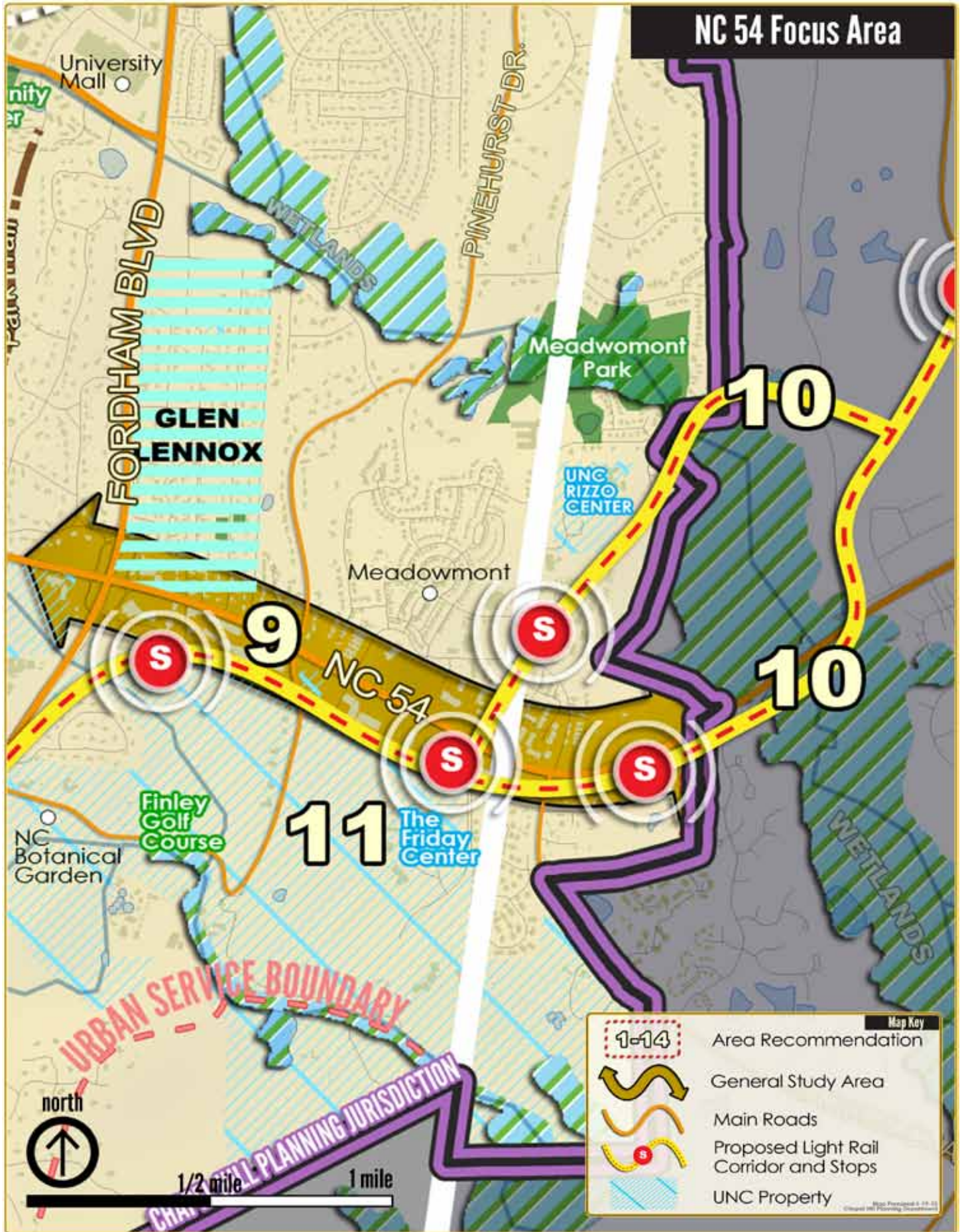
Preserve gateway character of Chapel Hill

Include green space south of Bolinwood

More connectivity to downtown and UNC Chapel Hill

These comments are examples of the early input received about this area. Further planning and discussion will provide more complete information.

Area 4: Highway 54



Area 4: Highway 54

Approximately located between Meadowmont and Glen Lennox (north), the Friday Center and Finley Golf Course (south), Highway 15-501 (west), and Durham (east)

Area 4 Key Considerations:

- Highway 54 is one of the town's major connections to I-40, Research Triangle Park, and the greater Triangle region with access to health care, shopping, downtown, the University, and UNC Hospitals.
- Future transportation improvements should consider the proposed light rail connection between Chapel Hill and Durham.
- Investments in the transportation system, including all types of circulation, and land-use decisions should be coordinated in this corridor.

Next Steps:

9. Use a community-based process to study the capacity for development and change; consider using design guidelines or a form-based code approach to identify thresholds for development and appropriate uses.
10. Focus additional efforts, in partnership with property owners in the area, to identify sections to rezone and to provide enhanced connectivity for bicycles, transit, pedestrians, and vehicles using the complete streets approach.
11. Develop a partnership with the University and UNC Health Care System to identify shared needs in this corridor for transit, services, and growth.



Area 4 Community Comments:

Include the intersection with 15-501 and the area surrounding the Friday Center

Focus density and mixed use (with parking included) around the Friday Center proposed station

Maintain "green gateway" along 54

Focus intensity and a mix of uses around proposed LRT and BRT stops

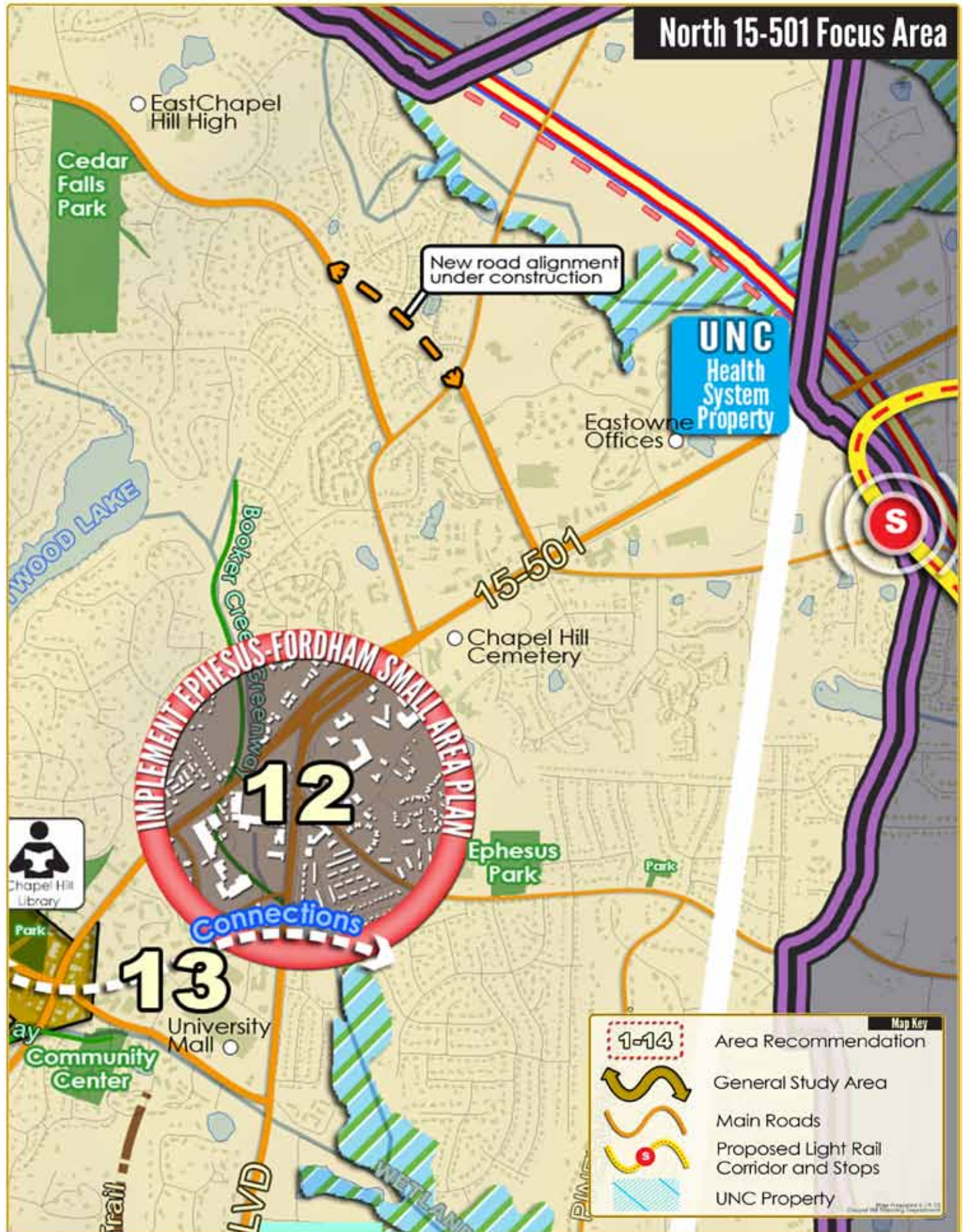
For the most part, the highest density that should be reached is 4-6 stories

Step down density away from transit stops and toward existing residential

Focus growth within Orange County limits

Include UNC's plans for its properties in future development strategies

These comments are examples of the early input received about this area. Further planning and discussion will provide more complete information.



Area 5: North 15-501

Approximately located between I-40 (north), Estes Drive (south), and surrounding U.S. 15-501 and East Franklin Street (east and west)

Area 5 Key Considerations:

- Enhanced bicycle and pedestrian connections could link existing and new residential and commercial uses in this area.
- Redevelopment opportunities exist in this area, which currently has underutilized commercial capacity.
- The Ephesus Church Road/Fordham Blvd. Small Area Planning and Traffic Analysis was adopted in 2011 and will affect development in this area.
- The area has been identified for investment of expanded transit services to provide improved mobility within and along U.S. 15-501 and Fordham Blvd.
- The area also includes access to the proposed light rail transit service between Durham and Chapel Hill.

Area 5 Actions:

12. As a first priority, consider a form-based code approach for the Ephesus Church-Fordham section of the corridor to support connectivity and redevelopment as identified in the adopted Small Area Plan.
13. Focus additional efforts, in partnership with property owners in the area, to identify sections to rezone and to provide enhanced connectivity for bicycles, transit, pedestrians, and vehicles using the complete streets approach.



Area 5 Community Comments:

Acknowledged high development potential

Preference for light rail and bus rapid transit

Gateway site (southwest corner of 15-501 and I-40 intersection) and University Mall major development potential—high-density mixed use/commercial/residential

High Density towards 15/501 transitioning to medium density towards the neighborhoods and medium density along Franklin Street

American Legion developed as public open space

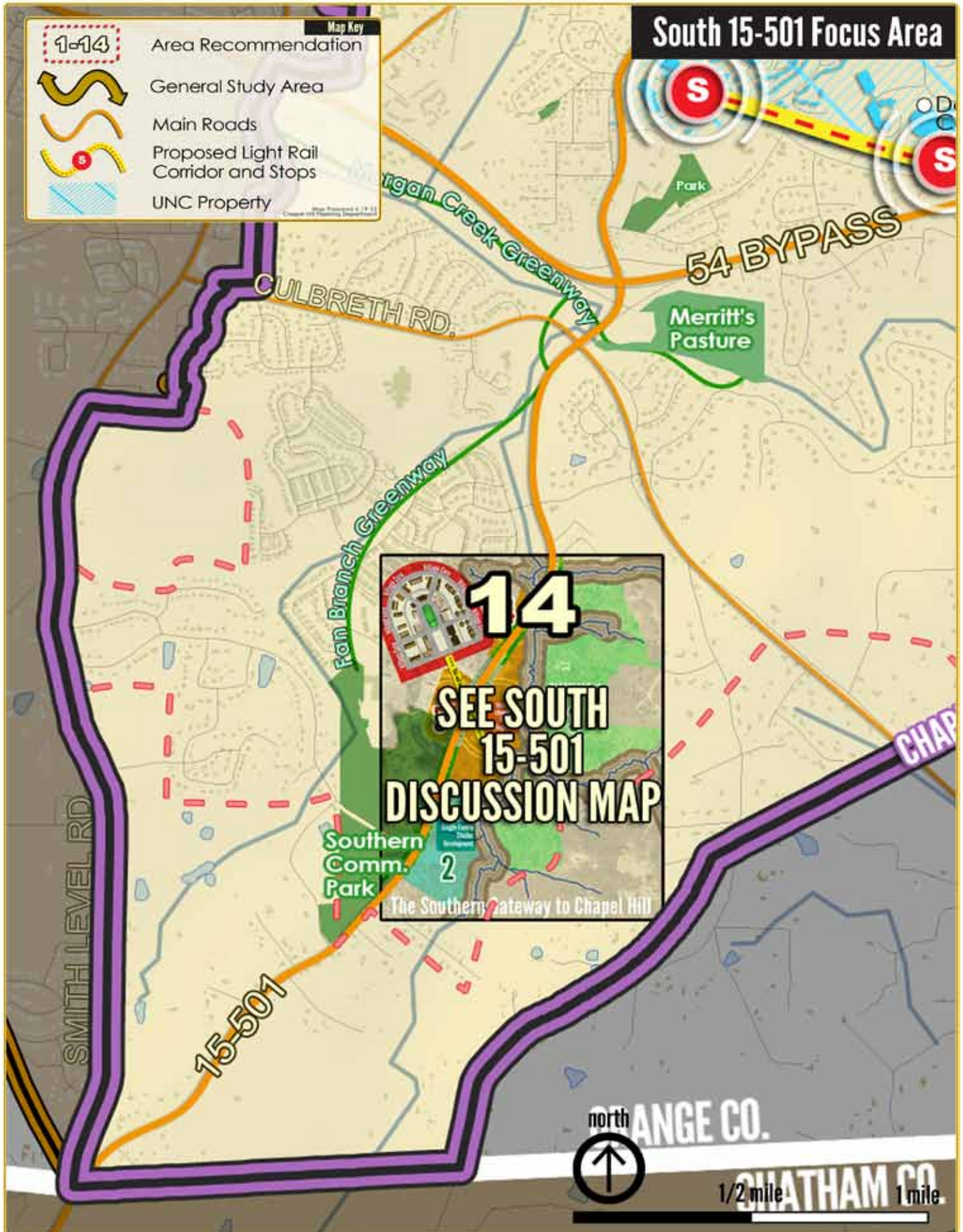
Enhance Connectivity - Circulator road, east-west streets between Franklin Street and 15/501, Connect Legion & Old Chapel Hill

Greenways connecting open spaces, existing trails and major development areas

Include Blue Cross Blue Shield (and UNC) in discussion about potential collaboration and development.

These comments are examples of the early input received about this area. Further planning and discussion will provide more complete information.

Area 6: South 15-501



Area 6: South 15-501

Approximately located between Bennett Road (north), Edgewater Circle (west), and the urban services boundary (south and east)

Area 6 Key Considerations:

- A discussion group met to identify principles for this area that should be considered in future development proposals.
- The area is identified as a retail development opportunity by the Town.
- Future growth must address traffic, connectivity, environmental, school, and design concerns.

Next Steps:

14. Projects requiring concept plan review should respond to the general principles and relevant area-specific principles and discussion group map identified by the 15-501 South Discussion Group.

South 15-501 Discussion Group Principles:

General Principles

- Preserve and enhance natural resources (make public) including water quality and stormwater
- Recognize and honor the spirit of the Southern Small Area Plan from the early 1990s
- Ensure that there is significant community process and community benefit in all future development plans
- Minimize traffic impact on neighborhoods surrounding the study area and along 15-501
- Minimize the impact of development on schools
- Plan collaboratively for the 15-501 corridor with Orange County and Chatham County (including transit planning)
- Improve bicycle and pedestrian connectivity among neighborhoods, schools, community facilities, parks, and across 15-501
- Plan for increased use of transit
- Preserve and enhance the “Green Gateway”
- Respond to demonstrated needs of the greater Chapel Hill community

Area-Specific Principles



- Meet community needs with new development (mixed use) focused on commercial rather than residential (Area 1)
- Promote architectural diversity and quality with design guidelines (Area 1)
- Emulate design principles of market area of Southern Village, including building height restrictions (Area 1)
- Promote greenways, particularly along and near creeks (Areas 1, 2, and 3)
- Utilize clustered, compact development to maximize open space preservation (Areas 1 and 2)
- Evaluate increased transit use at park-and-ride lot (Area 5)

- Promote possibility of workforce housing or accommodations for other identified community needs, such as senior citizen housing (Areas 4 and 5)
- Provide corridor buffer along 15-501, allowing for visibility and access to retail or commercial development (All areas)
- Encourage clustered retail development including any new development toward the county line (Area 1 and county line)
- Maximize permanent preservation of open space (Areas 2 and 3)



PART 3: CLOSING

PART 3: CLOSING

Thank you to everyone who participated in the Chapel Hill 2020 process and to all who gave their time, energy, and ideas to this process. The Town of Chapel Hill greatly appreciates all that you have done.

Continued Involvement

The adoption of the Chapel Hill 2020 comprehensive plan is not an end point, but a beginning. Now that the community's ideas have been pulled together and thoroughly discussed and enhanced, these ideas must be put into place. The community will be asked to continue its involvement as the Town begins evaluating and implementing the goals and action items for the goals and takes other steps towards implementing the plan.

Monitoring and Updating

In order for the Chapel Hill 2020 comprehensive plan to remain relevant, a regular system for reporting on the progress and evolution of the plan is key to maintaining its open and adaptable nature. Each year, the Council will receive an update on the plan, and this update will include the following information:

- How the goals have been assigned to and evaluated by Town departments;
- Implementation steps that have been taken;
- Initiatives that relate to the goals and actions of the plan;
- Recommendations on the allocation of Town resources to achieve the plan's goals;
- Measurement of progress towards achieving the identified performance goals; and
- Any additional information that is necessary.

The Council will be asked to consider a more complete update of the Chapel Hill 2020 comprehensive plan at least every five years.

Thank you for helping to plan for Chapel Hill's future. The Town looks forward to your continued involvement with the plan.



PART 4: GLOSSARY

CHAPEL HILL 2020 GLOSSARY



: Icon for the A Place for Everyone theme



: Icon for the Community Engagement and Prosperity theme



: Icon for the Getting Around theme



: Icon for the Good Places, New Spaces theme



: Icon for the Nurturing Our Communities theme



: Icon for the Town and Gown Collaboration theme

Affordable Housing: Housing in which the occupants pay no more than 30 percent of their gross income for overall housing expenses, including utilities. Affordable housing programs are generally targeted to households earning 80 percent or less of the area’s median income.

A Place for Everyone (Theme): This theme explores diversity and inclusion in a family-friendly, vibrantly creative environment. Participants in this theme group focused on creating a welcoming community for all with special emphasis on the arts, teens, and the need for affordable housing.

Built Environment: Refers to human-made surroundings that provide the setting for human activity ranging from housing and buildings to neighborhoods and cities, which can include infrastructure such as water supply.

Capital Improvements: Permanent additions to the Town’s physical assets including structures, infrastructure such as sewer and water lines and streets, and other facilities such as parks and playgrounds. Capital improvements may include new construction or renovation that extends the useful life of these assets. The cost of land acquisition, design, construction, renovation, demolition, and equipment are included when calculating capital expenditures.

Capital Improvements Program: A multiyear scheduling of public physical improvements, based on studies of available financial resources.

Carrying Capacity: The amount of use an area, resource, facility, or system can sustain without deterioration of its quality.

Community Character: The distinguishing identity or elements of a place, neighborhood, or any other part of the town. See also “Sense of Place.”

Community Facilities Plan: A plan, prepared in coordination

with outside service providers, to set forth comprehensive policy and strategies regarding programming, cost, management, and performance measures of existing and planned community facilities, including infrastructure.

Community Prosperity & Engagement (Theme): This theme focuses on sustaining the financial health of the community by creating a safe, vibrant, connected community. Participants in this theme group examined economic development, affordability, and existing neighborhoods.

Comprehensive Plan: A comprehensive plan provides a vision, goals, and action steps for the future of a community. In this document, the term “comprehensive plan” may refer to this plan, or any portion thereof, as adopted by the Chapel Hill Planning Board and Town Council to manage the quantity, type, cost, location, timing, and quality of development and redevelopment in the Chapel Hill community.

Concept Plan: Typically submitted by developers, a concept plan illustrates the assessment and possible suitable development of a site. It also considers the impact of a major development proposal on the character of the area in which it is proposed to be located.

Congestion: Characterized by traffic demand being great enough that the interaction between vehicles slows the speed of the traffic stream; also refers to how the prevalence of vehicle usage impacts the ease of travel between neighborhoods and points of interest.

Connectivity: In general, the state or capability of being connected. Can refer to physical connections (such as sidewalks, streets, transportation, or transit systems), social connections (such as neighborhoods and civic groups), and technology (such as the internet or social media).

Conservation Easement: A voluntary legal agreement entered into between a landowner and a qualified conservation organization, such as the Land Trust, or a government entity. The easement permanently limits a property’s uses in order to protect the land’s natural resource values.

Density: Gross density refers to the average number of families, persons or housing units allocated per gross unit of land. Net density is the maximum density permitted to be developed per unit of land after deducting any required open space, easements and publicly dedicated rights-of-way.

Design Standards: A set of criteria established to guide certain aspects of site development, such as site planning (see below) and building design, in order to protect and enhance the character of the area where the development is taking place, as well as of the town as a whole. Also referred to as Design Guidelines.

Development Pattern: The configuration or organization of the built environment.

Development Timing: Related to the provision of public services and facilities to keep pace with and support growth as it occurs.

Entranceway/Entranceway Corridor/Gateway: Refers to any major points or course of arrival into the town or into a particular area of the town, such as a neighborhood or business district. Entranceways can mark the physical entrance to the area or the location where most people would feel they have entered an area.

Extra Territorial Jurisdiction (ETJ): The jurisdictional area, located in Orange County and outside the Chapel Hill corporate limits, covered by Chapel Hill zoning and planning regulations.

Fiscal Impact Assessment: An analytical technique used to determine the effects of a particular proposal on the local government's revenues and expenditures.

Fixed Guideway Transit: A fixed-route transit system (see below) that makes use of rails within a street or dedicated right-of-way to transport passengers.

Fixed Route Transit: Any portion of the transportation system, such as bus routes, that provides service from the same origins and destinations, along specified routes, with the vehicles stopping to pick up and deliver passengers at specific locations.

Focus Area: An area within Chapel Hill that has been identified as in need of special attention due to a combination of unique characteristics, susceptibility to change, and importance to the future of the town.

Form-based Codes: Also known as "form-based zoning." A form of zoning that regulates development to achieve a specific urban form by providing standards for the appearance of buildings, such as the architecture, landscape, signage, environmental resource standards, etc. With traditional form-based codes, the physical form of buildings is regulated and not the use of the building (which traditional zoning regulates). In hybrid codes of form-based zoning, both the form and the use can be regulated.

Getting Around (Theme): This theme includes the study of all modes of transportation needed for an inclusive, connected community. Participants in this theme group explored the potential for regional partnerships linking to thriving greenways, sidewalks, and other local options within the town.

GIS (Geographic Information System): Software that combines layers of spatial and demographic information to guide growth management efforts.

Goal: Refers to statement of the community’s aspirations that identify opportunities or addresses problems. A goal describes the desired state or outcome.

Good Places, New Spaces (Theme): An exploration of what Chapel Hill of the future should look like, this theme focuses on downtown but also on land use throughout the town including in existing neighborhoods, balancing respect for the old with the prospect of the new. Discussions of development coexisted with the importance of open space and the rural buffer.

Greenprinting: Relates to the conservation of land; creation of conservation scenarios that help communities make informed conservation decisions and often involves use of state-of-the-art maps and models.

Greenway: A continuous corridor of open (green) space that is preserved and not developed (except for construction of walking/biking paths or utilities). Greenways usually are connected in a network of open space that links different activities and uses, offering benefits such as recreation, bicycle/pedestrian movement, and natural resource preservation.

Greenways Master Plan: A master plan prepared and adopted by the Town, intended to establish and maintain a system of linear open spaces in Chapel Hill.

Historic District: An area defined by its historic, prehistoric, architectural and/or cultural significance. In Chapel Hill, the term refers to a National Historic Register-listed district that includes Battle Park and portions of the UNC campus and downtown, or to one of three locally designated historic areas: the Cameron-McCauley Historic District; the Gimghoul Historic District, and the Franklin/Rosemary History District. The Historic District designation is an overlay zoning that carries special requirements pursuant to Article 3 of the Town’s Development Ordinance.

Household: All the persons who are current residents of a housing unit. The occupants may be a single family, one person living alone, two or more families living together, or a group of related or unrelated persons who share living arrangements.

Housing Choice: Refers to the availability of a variety of types and locations of housing. Housing can vary according to size (number of rooms or stories), styles (construction frame, etc.), type (single-family versus duplex or multifamily), location, price, and other characteristics.

Housing Unit: A house, an apartment, a manufactured home, a group of rooms or a single room occupied as separate living quarters or, if vacant, intended for occupancy as separate living quarters.

Incentive: An inducement provided by the Town or other government agency to encourage development of a certain type or in a certain area. Examples include special status for processing applications, providing land, paying for infrastructure, density bonuses, etc.

Inclusionary Zoning Ordinance: May refer to either a mandatory requirement or voluntary objective to set aside a percentage of all housing units in new residential developments as affordable housing for rent or purchase by low- and moderate-income households. The Town enacted an Inclusionary Zoning Ordinance that mandates a set-aside percentage for affordable housing for new developments that propose five or more units to provide 15 percent (10 percent in the Town Center) of the units at prices that are affordable to low- to moderate-income households.

Indicator: A measurement of particular conditions or specific actions that reflect the status of a larger system's operation. Indicators are commonly used to monitor progress in achieving sustainable development objectives.

Infill Development: Development of vacant or underutilized properties within a predominantly built-up neighborhood or commercial area.

Infrastructure: The basic facilities and equipment necessary for the effective functioning of the town, such as the means of providing water service, sewage disposal, electric and gas connections, and the street network.

In-Lieu Payment: Refers to a regulatory provision whereby a developer of a project may make a financial contribution to meet the goals of certain Town programs, instead of constructing the project itself to meet these goals.

Intensity: The degree to which land is used, generally measured by a ratio of the type of land use to the amount of land devoted to that use.

Landfill: A parcel of land upon which solid waste material is deposited.

Land Use: A description and classification of how land is occupied or utilized, e.g., residential, office, parks, industrial, commercial, etc. Land use can be described generally in terms of the size of a lot, location of structures on a lot, and the activities that take place within the structure or on the land. Land use can have an impact on activities such as housing construction, population growth, traffic, and employment.

Land Use Map: A map that guides policy decisions by illustrating different categories of land use such as residential, commercial, office, institutional, industrial, and recreational. A Land Use Map typically indicates whether the categories show current conditions (existing land use) or desired conditions

(future land use).

Land Use Ordinance: See Land Use Management Ordinance.

Land Use Plan: See Land Use Map.

Level of Service: The quality and quantity of existing and planned public services and facilities, rated against an established set of standards to compare actual or projected demand with the maximum capacity of the public service or facility in question.

Low-Income Housing: Housing which is affordable to households with incomes 80 percent or less of the median income of a given area, as determined by the Department of Housing and Urban Development (HUD).

Low Impact Development: An approach to managing stormwater runoff that minimizes disturbance of natural areas, reduces the amount of impervious surfaces (buildings and pavement), and, to the extent possible, filters stormwater on site. (See also Stormwater Management.)

Land Use Management Ordinance (LUMO): Specifies standards for land use and development in Chapel Hill and serves to implement provisions of the Chapel Hill Comprehensive Plan.

Materials Recovery Facility: A facility designed to allow for the recovery of recyclable materials from the waste stream and their return to the manufacturing stream. (See also Transfer Station.)

Median Family Income: The median income of any group of two or more people who are related by birth, marriage, or adoption, and who reside together in one housing unit.

Median Household Income: The median income of an individual or a group of people, whether related or not, who share a housing unit.

Median Income: Income distribution that is divided into two exactly equal parts, one having incomes above the median and the other having incomes below the median. For households and families, the median income is based on the distribution of the total number of units including those with no income.

Mitigation: Actions or measures taken to lessen, alleviate, or decrease the impacts or effects of certain development activities.

Mixed Use: Refers to development projects or zoning classifications that provide for more than one use or purpose within a shared building or development area. Mixed use allows the integration of commercial, retail, office, medium- to high-density housing, and in some cases light industrial uses.

These uses can be integrated either horizontally or vertically in a single building or structure.

Mode: Refers to each of the various forms of transportation, such as automobile, mass transit, ship, bicycle, and walking.

Multimodal Transportation: A transportation system that uses a variety of modes to transport people and goods. Components of the system may include vehicular roadways, transit (bus, rail), bikeways, pedestrian paths (sidewalks, trails), freight railways, and airplanes.

Natural Environment: A geographical area not strongly influenced by people.

Neighborhood Policing: Program linking police with neighborhoods and social service agencies in an effort to increase positive and preventive citizen-police contact and interaction, reduce crime, and increase visibility and service.

Nurturing Our Community (Theme): Environmental sustainability is at the core of this theme. Participants in this theme group examined the many aspects of people's interaction with our natural habitat from parks and open spaces to protecting water quality and solid waste disposal.

Objective: A clear and specific statement of planned results, derived from a goal, to be achieved within a stated time period.

Open Space: Land devoted to uses characterized by vegetative cover or water bodies, such as agricultural uses, pastures, meadows, parks, recreational areas, lawns, gardens, cemeteries, ponds, streams, etc.

Peak Hour: Morning and afternoon time periods when traffic and transit riding is heaviest.

Policy: A high-level overall plan embracing the general goals and acceptable procedures of a governmental body. A course of direction or method of action selected in light of given conditions to guide and determine present and future decisions.

Public Housing: The Town's Housing Department provides affordable, quality housing for low-income families. The department manages 336 public-housing apartments in 13 neighborhoods throughout Chapel Hill and Carrboro.

Public Land: Refers to land owned by the Town of Chapel Hill, or any other governmental entity or agency thereof.

Public Transportation: Transportation by bus, rail, or other conveyance, either publicly or privately owned, which provides to the public general or special services on a regular and continuing basis. Also known as "mass transportation," "mass transit," and "transit."

Recycling: Process of separating, collecting, processing, marketing, and ultimately reusing materials, such as newspapers, aluminum cans, and glass or plastic containers that would have been thrown away otherwise.

Redevelopment: Refers to public and/or private investment made to re-create the fabric of an area, replacing old buildings or structures with new ones. Redevelopment can help meet market needs for residential and/or commercial development in older parts of the town, but needs to be managed carefully.

Regional: Pertains to activities or economies beyond those of Chapel Hill's borders and affecting a broader geographic area which, for the purposes of the Comprehensive Plan, include the following jurisdictions: Town of Carrboro, City of Durham, Town of Hillsborough, and Orange, Durham, and Chatham counties.

Resource Conservation District: A designation applied to areas within and along watercourses within the Town's planning jurisdiction for a variety of environmental and social purposes, such as water quality protection, air and noise buffering, and preservation of open space. (Refer to Article 5 of the Town's Development Ordinance.)

Rezoning: Process by which the authorized uses of a property are changed or modified.

Right of Way: Right to access a route regardless of land ownership or any other legality; strip of land that is granted, through an easement or other mechanism, for transportation purposes, such as for a trail, driveway, rail line or highway.

Rural Buffer: Established by the 1987 Joint Planning Agreement between Carrboro, Chapel Hill, and Orange County, the Rural Buffer identifies accepted land use and development patterns within its boundary.

Sense of Place: The sum of attributes of a locality, neighborhood, or property that give it a unique and distinctive character.

Site Plan: A site plan is a set of construction drawings that a builder or contractor uses to make improvements to a property.

Site Plan Review: A review of site plans for specific types of development to ensure compliance with all appropriate land development regulations and consistency with the comprehensive plan.

Solid Waste: Commonly known as trash or garbage, consisting of everyday items that are discarded.

Special Use Permit: Allows a specific exception to the zoning regulations from a list of acceptable exceptions for a particular parcel of land in a district of a particular zoning character. The local zoning authority reviews and grants special use permits.

Stormwater: Water that originates during precipitation events. Stormwater that does not soak into the ground becomes surface runoff, which either flows directly into surface waterways or is channeled into storm sewers, which eventually discharge to surface waters.

Stormwater Management: Refers to the natural and/or constructed features of property that function to treat, collect, convey, channel, hold, inhibit, or divert the movement of surface water.

Strategy: The approach and/or methods through which problems are solved or minimized and objectives are achieved.

Sustainability/Sustainable Development: A concept that encourages responsible management of human use of the natural and built environments to yield the greatest sustainable benefit to present generations while maintaining its potential to meet the needs and aspirations of future generations.

Theme: The Chapel Hill 2020 comprehensive plan is organized around several main themes. The themes were developed from the community's input at the visioning sessions and form the basis of the working-group discussions. Themes are a way to organize the conversation, the goals, and the action steps of the Chapel Hill 2020 comprehensive plan. The Chapel Hill 2020 comprehensive plan includes the following themes, which are defined in this glossary: A Place for Everyone; Community Prosperity and Engagement; Getting Around; Good Places, New Spaces; Nurturing Our Community; and Town and Gown Collaboration.

Theme Group: The organizing groups of community leaders and stakeholders that addressed the main categories of goals and actions during the Chapel Hill 2020 planning process.

TOPO: Short for topography. The topography of an area can also mean the surface shape and feature itself. It can be concerned with local detail in general, including not only relief but also vegetative and artificial features, even local history and culture.

Town Advisory Committee: The Chapel Hill Town Council appoints community members to serve on a number of advisory boards and commissions. Most of these boards and commissions participate in the Town's policy decisions by making recommendations to the Town Council. The Board of Adjustment, Historic District Commission, and Planning Board have the legal authority to approve or deny certain construction or development-related applications.

Town and Gown: The relationship between the Town of Chapel Hill and the University of North Carolina at Chapel Hill.

Town and Gown Collaboration (Theme): Collaboration with the University of North Carolina at Chapel Hill on lifelong learning and innovation is the centerpiece of this theme. Participants in this theme group aspired to use the intellectual and financial capital of the University to help the town flourish.

Traffic Calming: A holistic, integrated approach to traffic planning that seeks to maximize mobility while reducing the undesirable effects of that mobility. To achieve this goal, Traffic Calming applies a variety of techniques such as altering road design to change the psychological feel of the road and reduce travel speed; providing incentives for more people to use public transportation; and focusing planning on the creation of viable, compact communities.

Traffic Impact Analysis: A study that assesses the effects that a particular development's traffic will have on the transportation network in the community.

Transit/Transportation Corridor: A passageway that focuses on creating high-quality public transportation connections.

Transportation Demand Management (TDM): Refers to employer-based programs that promote shared-ride and alternative mode transportation for employees, in order to reduce single-occupancy vehicle trips.

Urban Services Area: Defined as the area within which public utilities and services are available currently or will be provided in the future. The Urban Services Area includes not only the urban area of Chapel Hill, but also of Carrboro and several "transition areas" that are in the process of changing from rural to urban character.

Use: The specific activity or function for which land, a building, or a structure is designated, arranged, occupied or maintained.

Viewshed: The most visible locations in an area from a sequence of observation points, such as along a road. Viewshed analysis is a useful tool for identifying valuable visual resources and defining guidelines for protecting or enhancing these resources.

Vision: A general, wide-ranging description of a desired future condition. The new planning and visioning document will create a framework for the community to guide the Town Council in managing Chapel Hill's future over the next 20 years.

Watershed: A catchment area defined by the topography of the ground surface that drains to a watercourse or contributes flow to a body of water.

Workforce Housing: Housing affordable to households earning between 80 and 120 percent of the area median

income for a defined area such as a municipality.

Zone: Any continuous tract or area that differs in some way, or is distinguished for some purpose, from adjoining tracts or areas.

Zoning: Regulatory mechanism through which the Town regulates the location, size, and use of the properties and buildings. Zoning regulations are intended to promote the health, safety, and general welfare of the community and to lessen congestion, prevent overcrowding, avoid undue concentration of population, and facilitate the adequate provision of transportation, water, sewage schools, parks, and other public services.



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