Shaping Our Future

a transportation and land use initiative.

Public Engagement Report

February 1, 2023

Prepared by Neighboring Concepts and SOM

Transit-Oriented Development Planning and LUMO Rewrite Vision

Project Introduction

The Town of Chapel Hill's North-South Bus Rapid Transit (N-S BRT) Project is a proposed 8.2-mile route with 16 planned station locations that will primarily operate along Martin Luther King Jr. Blvd, South Columbia Street, and US Highway 15-501 South in Chapel Hill, North Carolina. In 2022, the Town of Chapel Hill led a Transit-Oriented Development (TOD) planning study focused on a half-mile radius of the 16 stations in the N-S BRT corridor.

The goals of the TOD study were to do the following:

1. Engage stakeholders including the Town Council, neighborhood interest groups, the general public, and private sector (business owners, real estate developers, etc.) using applicable Racial Equity Community Engagement principles outlined in the One Orange Racial Equity Framework

2. Create an urban design framework along the N-S BRT corridor that facilitates multi-modal connectivity and accessibility and identifies infrastructure improvements to increase pedestrian and bicycle access to the Station Areas by applying nationally recognized complete streets approaches, such as sidewalks, bike lanes (or wide paved shoulders), special bus lanes, comfortable and accessible public transportation stops, frequent and safe crossing opportunities, median islands, accessible pedestrian signals, and curb extensions

3. Identify the types of TOD (re)development opportunities within Station Areas, which include the Opportunity Zone, a federal program designed to spur economic development by providing tax incentives to investors. Chapel Hill has a designated Opportunity Zone along Martin Luther King Jr. Blvd, North Estes Drive, and East Franklin Street be considered for the designation and was approved through this process

4. Articulate corridor and TOD planning principles for integration within the Town's land use planning documents

5. Establish a process to enable mixed-use development that enhances economic development, increases ridership, and implements land use goals within the corridor

6. Develop an implementation plan that assigns responsible parties and timeline to implement the station area plans and accessibility and economic development strategies.

In meeting the goals above, the Town of Chapel Hill (TOCH) undertook public engagement as part of a transportation and land use initiative called "Shaping Our Future", which was conducted from February to December of 2022. The initiative built upon station area planning conducted in 2019 with the Charting Our Future land use initiative. Corridor wide planning for Shaping Our Future on the N-S BRT Corridor bridged the Town's Future Land Use Map (FLUM), the result of Charting Our Future, with station area TOD frameworks. Therefore, the Land Use Management Ordinance (LUMO) Rewrite Vision project for the entire Town overlapped with the proposed TOD work, and all of the Focus Areas identified in the FLUM for future development were comprehensively treated as part of the town-wide scope of study for the initiative.

The goals for Town-wide LUMO Rewrite Vision included community and Council buy-in around a set of physical recommendations that will subsequently be translated into development regulations in the next phase of the LUMO project. At the outset, Town staff identified the following interests to guide the Shaping Our Future initiative:

- Determine how the new Chapel Hill LUMO can meet the project goals for "Charting Our Future" in the creation of a future new ordinance that is predictable, functional, and intentional

- Refine the list of values that Chapel Hill Town Council seeks to incorporate into the new ordinance and identify ways to operationalize them through development regulations, recognizing equity as guiding interest for Town staff and Town Council

- Define the community's physical vision for the built environment in the Station Areas and Focus Areas

- Build community buy-in around the project recommendations.

The Shaping Our Future Public Engagement Process

Encompassing a variety of conditions, character, and types of future opportunities, the N-S BRT Station Areas and Focus Areas of the FLUM will play a key role in shaping Chapel Hill's future growth and defining how it meets community needs and aspirations. Therefore, the scope of the community engagement process was to reach a wide range of community voices in the station areas and Focus Areas, as well as Town-wide.

Chapel Hill, North Carolina is a unique and special place with a wonderfully engaged community. At present, tribal accounting and research shows that the Town resides on the lands of the Eno, Occaneechi, Shakori, and Sissipahaw people. Home to the oldest public university in the nation, Chapel Hill's highly educated, informed, and compassionate community is comprised of 61 thousand friends and neighbors, 15.8% of which are immigrants and refugees. This growing, diverse community, situated in the heart of North Carolina, is a symbol of progress and positive change for communities across the nation. Because it represents a township with a growing diverse population, the engagement strategy targeted a wide range of audiences and resident groups. Through the process, a depth of understanding was built for potential strategies that could directly address the distinct needs of the different communities represented by Chapel Hill's many communities.

A public engagement process was undertaken to seek a wide range of perspectives about how Chapel Hill could grow equitably, particularly among audiences traditionally disconnected from decision-making for the future growth of the Town. The results of the Shaping Our Future Transportation and Land Use Initiative truly reflect the needs and desires of a wide spectrum of community voices in the township. This Public Engagement (PE) Report documents the engagement approaches and audiences, the description of the engagement process, including input gathering methods, and the findings and results of the process.

Contents

1. Town of Chapel Hill Engagement Policies and Objectives

This section provides an overview of, and links to, the guidance on public engagement processes in Chapel Hill. This includes the Community Connections Strategy and community values embedded in Comprehensive Plan documents. These documents provide guidance that was applied to this project. Principles from the recently adopted One Orange County Racial Equity Plan were also reviewed and appropriately incorporated.

1.1 The Town of Chapel Hill - Community Connections Strategy

The Town of Chapel Hill is committed to community engagement and public participation. The Town's Community Connections division of the Affordable Housing and Community Connections department was formed in 2018 to strengthen community engagement. Updated in 2018, the "Community Connections Strategy" is a central guide that is designed to strengthen connections and engage residents in various Town processes while engaging populations that have been historically disengaged and marginalized.

The Town of Chapel Hill's "Community Connections Strategy" outlines a public engagement approach that centers principles of joint design, transparency, reciprocity, compassion, and equity. Through inclusive relationship building, the public engagement process created routes for joint design and collaborative decision-making, allowing communities to steer plan-making more directly.

Key components of the Strategy include the following:

Community Connections Goal

Adopt and sustain a culture and practice of meaningful civic engagement and community partnership to achieve outcomes that reflect our community's concerns, aspirations, and values. Focus on engaging those who have been historically disengaged or disconnected from the Town, with an emphasis on the most impacted and historically marginalized populations.

Objective 1

Increase the diversity of individuals engaged in Town processes and programs to fully reflect the composition of the entire community, with particular focus on engaging populations that have been historically disengaged or disconnected from the Town.

Objective 2

Deepen the Town's connections and engagement with organizations, groups, and populations that historically have been disengaged or disconnected from the Town.

...Community engagement involves the community in decision making processes. The main principle of community engagement is the right for people to have their ideas heard to better inform leaders' decisions. There are various levels of community engagement, including from only sharing information to collaborating on the entire decision making process. The IAP2 Spectrum of Public Participation, an internationally recognized platform, outlines these various levels of engagement. A description and graphic representation of each level follows.

…Provide the community with balanced and objective information to assist them in understanding the problem, alternatives, opportunities, and/or solutions.

- *Consult: Gather community feedback on analysis, alternatives, and/or decisions.*
- *Involve: Work directly with the community throughout the process to ensure that public concerns and needs are consistently understood and considered.*
- *Collaborate: Partner with the community in each aspect of the decision including the development of the alternatives and the identification of the solution.*
- *Empower: To place final decision making in the hands of the public.*

…The Town commits to the following guiding principles for its Community Connections efforts.

- *Joint design: Design and create programs and policies for and with each other. Create an environment to constructively explore ideas, learn, and apply information in ways that generate options collaboratively.*
- *Transparency: Be clear and open about the process and outcomes expected. Share all relevant information.*
- *Reciprocity: Recognize, respect, and value the knowledge, perspective, and resources that each person contributes. Gain benefits by partnering together.*
- *Compassion: Show empathy and care towards others, particularly those who may have a different point of view or lived experience.*
- *Equity: Ensure fair and just treatment of all. Have equal access to opportunities by providing what is needed for everyone to participate.*

1.2 Charting Our Future: Future Land Use Map, Update to Chapel Hill 2020

The following are guiding statements from the Future Land Us Map that are the most relevant to this public engagement process.

Guiding Statements

Ensure equitable planning and development.

Equitable planning and development is a strategy that ensures all current and future community members participate in and benefit from development and economic growth and activity in the Town – especially low-income residents, communities of color, immigrants, and others who have been historically excluded and are at risk of future marginalization. Equitable planning and development entails an intentional focus on eliminating inequities and barriers and making accountable and meaningful investments to assure that community members:

- *Live in healthy, safe, and opportunity-rich neighborhoods;*
- *Connect to economic and ownership opportunities; and,*
- *Have voice and influence in the decisions that shape their neighborhoods.*

Practicing meaningful community engagement.

Ensure local community participation and leadership in decision-making reflects a diversity of voices, including targeted strategies to engage historically marginalized communities. Structure planning processes to be clear, accessible, and engaging.

1.3 One Orange County Racial Equity Plan

Developed in October of 2020, The One Orange County Racial Equity Plan was recently approved by the Orange County Board of Commissioners. It is under consideration by Chapel Hill Town Council. This document seeks to uncover issues of racial biases and inequalities throughout the county, and to address these issues directly ensuring the future of the county is a more equitable place for all residents. This includes the following guidance:

Results - Advancing Racial Equity Improves Our Collective Success

Focusing on racial equity is critical in helping us achieve different outcomes for our communities. The goal is not just to eliminate the inequalities between whites and people of color, but to increase and enhance the success of all groups. To eliminate disparities, we must strategize based on the experiences of communities being underserved by existing institutions, systems, and structures. To understand the experience of those communities they must be included and engaged. In the process, we move past looking at disparities and find racialized systems that are costly, suppress outcomes, and life chances for all groups. Systems that are failing communities of color are failing us all by suppressing life changes and outcomes.

The One Orange Racial Equity Plan has five pillars:

1. Training and Organizational Capacity
2. Community Engagement
3. Racial Equity Index
4. Racial Equity Assessment Lens Pillar
5. Evaluation and Accountability.

The following are pillars from the One Orange Racial Equity Plan that are the most relevant to this public engagement processes:

Pillar 2 – Community Engagement

…Community Engagement, a vital strategy in centering and advancing racial equity in the community, requires the expertise and people of lived experiences. To effectively remove race as a predictor of success, residents and employees of color should also be engaged as subject matter experts on institutional barriers and the strategies to dismantle those barriers. The engagement will make for better procedures, policies and programs.

The sub-committee established the following shared principles for sharing the power dynamics in government to prioritize the perspective of communities most impacted by racism.

- *Commit to change toward a new power dynamic for shared decision-making, working together with the community.*

- *Commit to listen, learn and implement solutions from all communities. Especially impacted communities of color.*

- *Commit to co-design desired results and engagement processes (IAP2 Spectrum of Public Participation) with the community.*

- *Commit to provide training and technical assistance for employees seeking to engage and build partnerships with the community.*

Appendix C: Suggested Community Engagement Strategy

Spectrum of Public Participation				
Inform	**Consult**	**Involve**	**Collaborate**	**Empower**
To provide the public with balanced and objective information to assist them in understanding the problem, alternatives and/or solutions.	To obtain public feedback on analysis, alternatives and/or decisions.	To work directly with the public throughout the process to ensure that public concerns and aspirations are consistently understood and considered.	To partner with the public in each aspect of the decision, including the development of alternatives and identification of the preferred solution.	To place final decision-making in the hands of the public.
We will keep you informed.	*We will keep you informed, listen and acknowledge concerns and aspirations, and provide feedback on how public input influenced the decision.*	*We will work with you to ensure that your concerns and aspirations are directly reflected in the alternatives developed, and we will provide feedback on how public input influenced the decision.*	*We will look to you for advice and innovation in formulating solutions and incorporate your advice and recommendations into the decision to the maximum extent possible.*	*We will implement what you decide.*

Left-side row labels: *Public Partici-pation Goal*, *Promise to the Public*

Increasing impact on decision-making
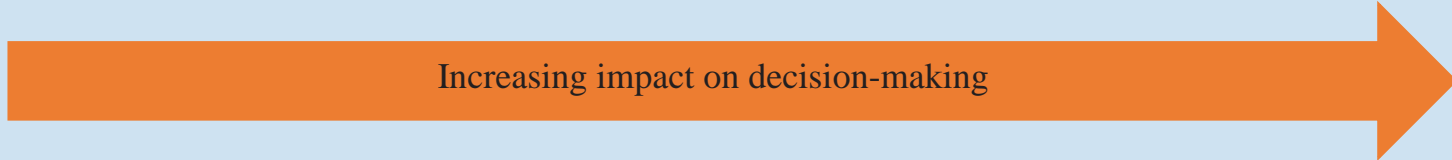
1.4 The Shaping Our Future Engagement Objectives

The TOCH Shaping Our Future initiative was guided by the strategies and goals from the existing TOCH and Orange County documents summarized above.

In gathering public input for the TOD Station Area and Focus Area Specific Plans and for the supporting technical studies, the initiative:

- Sought to engage all voices, especially those who are not already engaged

- Operated with integrity and treated all with respect at each step of the process

- Followed the TOCH planning standards and codes as foundational principles throughout the planning process

- Used clear communication in graphics and language

- Thoughtfully allocated resources to maximize efficiency and leverage assets

- Thought creatively and acted boldly to benefit the larger community

- Created communal ownership of the planning process.

The project team sought to make the public engagement process for this initiative engaging and creative. The goal was to generate excitement, a sense of ownership, and gather input for actionable recommendations. The approach was to be open-minded. It was also to be based on listening and responding to a range of inputs, seeking commonality and consensus, and moving toward a shared direction with transparency.

Chapel Hill Farmers Market Pop-up Event, September 17, 2022

Image: Grayson Sands

2. Public Engagement Approach

2.1 "Inreach" Approach

Using the guiding principles laid out in The Town of Chapel Hill's Community Connections Strategy and the One Orange County Racial Equity Plan, an "inreach" approach to engagement was used to tap into established outlets where communities and their leaders could be active agents of the Shaping Our Future process. The goal was to increase community-wide agency in the plan and vision-making process through active partnership, directly enabling community members to shape the process itself by setting the terms of engagement for input in their communities and spheres of activity.

2.2 Multi-Layered Inclusion

Our approach intentionally addressed geographic and demographic representation to build connections with groups that have had less influence on growth decisions and directions in the past. This effort was designed to develop a wide range of perspectives about equitable growth and lend a depth of understanding for potential strategies that directly address the distinct needs of different communities. The effort also offered compensation to those communities and community organizations representing vulnerable and disengaged constituencies less able to dedicate their time and expertise to the process.

Robust public input was intended to ensure this process reflected the needs and desires of all the community. This inclusive approach was informed by the guiding documents of the Town for equitable engagement (see Section 1 above), and it provided the project team benchmarks and a toolbox of methods to gather input for the TOD Station Area and Focus Area Plans, along with views on the operation of the Land Use Management Ordinance for the LUMO Rewrite Vision. Before and as we gathered this input, the Town of Chapel Hill first acknowledged the burdens and inequitable outcomes enacted by past decisions and regulatory frameworks.

The public engagement strategy was intended to reach multiple communities and thus required a multi-pronged and multi-lingual approach. The public engagement approach for this initiative included a transparent outreach, stakeholder interviews, online interactive surveys, pop-up informational and educational exhibits to engage people where they are at, and meetings with community organization partners. The project team also made provisions for limited English-speaking populations.

Draft Spectrum of Public Participation & Compensation Overlay					
	Inform	**Consult**	**Involve**	**Collaborate**	**Empower**
Goal	To provide the public with balanced and objective information to assist them in understanding the problem, alternatives and/or solutions.	To obtain public feedback on analysis, alternatives and/or decision.	To work directly with the public throughout the process to ensure that public concerns and aspirations are consistently understood and considered.	To partner with the public in each aspect of the decision, including the development of alternatives and identification of the preferred solution.	To place final decision-making in the hands of the public.
Example Engagement Methods	1. Website 2. Open House 3. Fact Sheet	1. Public Comment 2. Focus Groups 3. Surveys	1. Workshops 2. Deliberate Polling	1. Advisory Committees 2. Participatory Decision Making (Task Force & Work Group)	1. Citizen Juries 2. Town Council 3. Delegated Decisions
Commitment & Compensation	⏱	⏱$	⏱$$	⏱$$$	⏱$$$$

2.3 Public Participation Compensation Plan

In order to address geographic and demographic representation and build connections with groups that have had less influence on growth decisions in the past, the Shaping Our Future engagement process utilized a Public Participation Compensation Plan. The funds for the plan were dedicated as part of the Neighboring Concepts consultation fees to compensate members of traditionally disengaged and disconnected communities whose valued consultation comes at a personal and/or organizational cost. Members of these communities, as well as the organizations that most directly represent their stakes and interests, typically shoulder the burdens of public participation at little to no cost to the planning effort that seeks to include their input, apply their community consultation contributions, and build their ongoing participation. In addition, since they are the expert constituents who often are called repeatedly to provide their work and expertise to represent their community or group, their cumulative commitments to stay involved will inevitably perpetuate cycles of marginalization due to their comparable lack of time, personnel, and resources needed to sustain their authentic engagement. The compensation framework is designed to ease the burden of these costs, particularly to vulnerable community members.

Based on the IAP2 Spectrum of Public Participation and its recommended compensation overlay framework, the Shaping Our Future Community Engagement process acknowledged the volunteered contributions provided by in staff time, attention, "sweat equity" and constituency outreach assistance by the service and equity seeking organizations listed in the following table. Besides contributing direct input to Shaping Our Future, these organizations have provided incredible assistance to the project at the level of informing, consulting and involving their constituents. They became partners of the community engagement process. They disseminated project information to their constituents and provided important consultation on effective outreach to their constituents.

While these participatory contributions were volunteered by the organizations during the community engagement process, Neighboring Concepts is monetarily compensating, at the rate of $15 per hour, the person hours of each organization's staff and/or constituent donated time during the initiative's engagement processes in 2022. Neighboring Concepts tracked and estimated the number of person hours each organization likely contributed and is reaching out to each organization to confirm the estimated hours spent by their personnel and constituents.

It should be noted that the list of organizations contacted was more extensive (see Section 3, following, for the list of contacted organizations). Due to their existing capacity and commitments, some service and racial equity-seeking organizations contacted were not able to volunteer staff time to consultation, a factor that demonstrates a good reason for their historic underutilization.

TABLE 2.1 - Equitable Public Participation Partnering Organzations
Roger-Eubanks Neighborhood Association
Marian Cheek Jackson Center
Women of the Movement
Chapel Hill-Carrboro NAACP
Chapel Hill Carrboro Area Alumnae Delta Sigma Theta Sorority, Inc.
Chinese American Friendship Association
St. Thomas More Hispanic Ministries
El Centro Hispano Inc.
El Futuro
Club Nova Community Inc.
Charles House Association
Senior Care of Orange County
The Inter-Faith Council
Orange County Affordable Housing Coalition
EmPOWERment NC
The ReCYCLEry
Friends of Chapel Hill Parks & Recreation
The Refugee Community Partnership
Freedom House Recovery Center

Group Meeting with Women of the Movement at Chapel Hill Public Library, December 6, 2022

Image: Eric Orozco

3. Public Engagement Audiences

To ensure ideas were solicited from vast range of stakeholders, audiences sought out for the Shaping Our Future process included but were not limited to the following groups:

- Residents of all income levels, genders and ages
- Black, Latinx, Asian, BIPOC residents and organizations
- Residents whose first language is not English and/or who are immigrants or refugees
- Residents of all mobility abilities
- Residents with limited internet access
- Residents who are part of the educational system, students, teachers, administrators, and
- Residents who are part of the local arts community
- Local religious organizations
- Community and neighborhood organizations
- Local businesses
- UNC-Chapel Hill students, faculty and administration
- Employees, including University and Hospital system employees
- Civic organizations and advocacy groups
- Institutions
- Transit, access, and connectivity interest groups
- Commuters
- Youth, students, and young adults
- Families.

Community and neighborhood organizations are key constituents in providing representation for all. The project team engaged with a wide range of community and neighborhood organizations through direct engagement, including presentations to their organizational gatherings as well as promoting engagement opportunities to residents.

The project team connected with major institutions, local public schools, churches, popular local businesses, and cultural outlets. UNC and UNC Health stakeholders were reached through Kristen Smith Young, UNC's Director of Community Relationships, who coordinated meetings with the project team and members of facilities, real estate, public affairs offices, and other UNC affiliated offices. Business and property interests were reached through business and development organizations, and directly through participation in engagement events.

TABLES 3.1-3.9 - Stakeholder Groups. The following is a list of organizations that participated in the public engagement process (see Section 4.4 and Table 4.1 for participation touchpoints):

3.1 Resident and Neighborhood Organizations
Marian Cheek Jackson Center
Northside Neighborhood Initiative
Rogers-Eubanks Neighborhood Association
Chapel Hill-Carrboro NEXT
CHALT
Preservation Chapel Hill

3.2 Community Organizations
3.2 a. Community Advocates
Community Empowerment Fund
Chapel Hill-Carrboro NAACP
Justice in Action Committee Members
Reimagining Community Safety Task Force
HOPE NC
El Centro Hispano Inc.
Advocacy in Action, Inc.
Chinese American Friendship Association
The Refugee Community Partnership
St Thomas More Hispanic Ministries
Women of the Movement
3.2 b. Community Service Providers
El Futuro
The Arc of the Triangle
Charles House Association
Carolina Outreach
Senior Care of Orange County
Club Nova Community Inc.
Freedom House Recovery Center
El Futuro
NC ABLE
Orange County Rape Crisis Center
The Inter-Faith Council
UNC Health
Orange County Health Department - Family Success Alliance

3.3 Youth & Family Events
Justice In Action Youth Liaison
Chapel Hill-Carrboro NAACP Youth Council
Chapel Hill-Carrboro City Schools Youth Leadership Institute
Trunk or Treat at the Chapel Hill Community Center
Juneteenth Celebration at the Hargraves Community Center
Chapel Hill Farmers Market

3.4 Business Organizations
3.4 a. Business owners and leaders
Chapel Hill Carrboro Chamber of Commerce
Chapel Hill Downtown Partnership
Orange County Visitors Bureau
Chapel Hill Leads Group
NAACP Economic Development Committee
3.4 b. Real Estate Organizations
Urban Land Institute – Triangle
Home Builders Association
Capkov Ventures
Grubb Properties
Ram Reality
Rockwood Development LLC
Trinsic Residential Group (TRG)

3.5 Housing Providers and Interest Groups

Town of Chapel Hill Affordable Housing
Town of Carrboro Affordable Housing
CASA
UNC Student Housing
UNC Facilities (Services and Planning)
UNC Real Estate
DHIC
Community Home Trust
emPOWERment, Inc
Self-Help Housing Inc.
Community Housing Partners
The Inter-Faith Council
Chapel Hill-Carrboro NAACP Housing Committee
The Jackson Center
Habitat for Humanity of Orange County
Orange County Affordable Housing Coalition
OCAHC Manufactured Housing Committee
Housing Advisory Board
Home Builders Association of Durham, Orange and Chatham Counties
Pee-Wee Homes

3.6 Bike and Pedestrian Mobility Advocacy Groups

Bike Alliance of Chapel Hill
Carrboro Bicycle Coalition
EZ Rider Advisory Committee members
BikeWalk NC
Tar Heel Bikes
UNC Commuter Alternative Program
Highway Safety Research Council
The ReCYCLEry
Queer Ride / LGBTQ Pop-up Center
Spoke n Revolution / Triangle BikeWorks
Transportation and Connectivity Advisory Board
Special Olympics
Chapel Hill-Carrboro NEXT
Resident Volunteers

3.7 Open Space and Natural Resource Groups

Environmental Stewardship Advisory Board
Friends of Chapel Hill Parks & Recreation
NC Wildlife Resources Commission, Div. of Habitat Conservation
Friends of Bolin Creek
Sierra Club Orange-Chatham
Strowd Roses Foundation

3.8 Developers and Consultants

Pennoni
CJT
McAdams
Ballentine
Northwood Ravin
Beechwood
White Oak Properties
Lock7 Development

3.9 Staff, Council, and Advisory Board Members

Planning
Building and Development Services
Public Works
Economic Development
Parks and Recreation
Transit
Board of Adjustment
Planning Commission
Community Design Commission
Historic District Commission
Chapel Hill Downtown Partnership
Environmental Stewardship Advisory Board
Stormwater Management Utility Advisory Board
Orange County Climate Council
Transportation and Connectivity Advisory Board
Parks, Greenways, and Recreation Commission
Housing Advisory Board

Chapel Hill Farmers Market, September 17, 2022

Image: Grayson Sands

4. Description of the Engagement Process and Methods

4.1 Aims of the Shaping Our Future Process and Methods

With the goal of including the public in the decision-making process, the project sought to:

- Implement a scheduled program of engagement using multiple methods to engage the public and a wide range of stakeholders and interest groups

- Facilitate conversations that bring forth meaningful input

- Establishes a comfortable environment for expressing different viewpoints

- Demonstrate responsiveness to feedback

- Acknowledge all viewpoints

- Implement consensus-building to reconcile opposing viewpoints

- Build agreement around a shared vision

- Proactively engage and compensate traditionally disengaged and disconnected organizations and constituent groups.

4.2 Overview of the Shaping Our Future Process

The engagement effort began in February of 2022 and concluded in December of 2022. In February, the project team began the process by conducting site tours, individual meetings with the Town's partners and stakeholders, and recruiting membership for the "Inreach" body of community representatives for the public engagement process – a role taken up by the Town's Justice in Action Committee (See Section 4.3).

In April, the project was branded as "Shaping Our Future: A Transportation and Land Use Initiative" to better facilitate messaging for the process, thus emphasizing the continuity with Charting Our Future as the implementation path for that land use planning initiative. A web presence for the initiative was created through the PublicInput.com platform, which the project team pioneered as an engagement platform for the Town of Chapel Hill. Thereupon, the project team began reaching out to a diverse set of stakeholders and constituent groups for a series of one-on-one interview sessions. These interviews provided stakeholders an introductory overview of the initiative and its goals. The sessions explored ways to engage these stakeholders in group sessions convened throughout the process, including special meetings to directly reach their constituents by joining their organizational meetings or events. The interviews also explored the potential to create joint events with the interviewed organization. Correspondence with these groups continued throughout the process, and the project team continued interfacing one-to-one with the organizations as engagement opportunities arose.

Following the initial round of input from stakeholder interviews, three focused public engagement periods comprising three rounds of stakeholder meetings and community events were held in June, September, and December of 2022. These engagement rounds provided a multi-pronged cluster of events and meetings associated with each period, ensuring diverse engagement channels for public input. These included pop-ups, invitation group sessions, and advertised open house events held in diverse locations throughout the Town, including a virtual webinar option in September and

December. In the round of September engagement, the Shaping Our Future initiative held joint events with the Town of Chapel Hill's Complete Community Strategy, a sister initiative.

Throughout the process, the project team consulted with the Town's Plain Language team to develop the messaging for the project. Flyers and other collateral materials were translated directly into Spanish and Karen with the assistance of the TOCH Community Connections staff.

4.3. The Inreach Approach with the Justice In Action Committee

The primary purpose of the "inreach" approach, in support of a community wide outreach for the Shaping Our Future initiative, was to seek advice on the public engagement process and to identify organizations, partners and events that could maximize participation. This inreach feedback channel was created through the aegis of the existing Justice In Action Committee (JIAC), a public body well-suited and recurringly meeting for such a role.

The JIAC, comprised of participants representing various Town constituencies, helped guide the consultant team and Town staff in applying Town and County's equitable engagement principles, guidance, and objectives by acting as a sounding board for the community engagement process. Before critical outreach times of engagement process, the project team met with the JIAC on five separate occasions in 2022 by attending the JIAC's standing monthly meetings (typically held the first Thursday of the month).

The JIAC assisted in coordinating community outreach by identifying established communications infrastructure and routes, key audiences, engagement practices, and channels of leadership and participation already active in the Town. The JIAC also advised on tailoring public engagement to each community, the engagement methods for reaching target groups, and provided direct feedback on methods of getting the word out and gathering input.

The JIAC also served as advisors and ambassadors to their respective organizations and constituencies. Members were encouraged to play a lead role in instigating dialogue or planned activities among their organizations and/or communities to actively source input through their existing engagement channels in communities. JIAC member Clara Brody facilitated our dialogues with the Chapel Hill Youth Council, for example. Rev. Robert Campbell, who served on the JIAC during 2022, was instrumental in connecting the project team to members of Roger-Eubanks Neighborhood Association (RENA) by convening a two-hour meeting with constituents to discuss the Town of Chapel Hill's initiatives.

4.4. Stakeholder Interviews and On-going Engagement

A series of one-to-one interviews were held with community and stakeholder organizations throughout the process, establishing an on-going channel of partnership and dialogue with each organization. The list of organizations and groups contacted for these interviews includes the organizations listed in Section 3, above.

Before the first round of small group meetings and public events was held in June, the engagement process began with these one-to-one interview meetings to first draw in ideas, test concepts and gauge local aspirations and sensitivities. All stakeholder representatives who participated in one-on-one interviews were invited to participate in group discussions and open house events. They were also invited to participate as partners of the process itself by coordinating and facilitating meetings with their constituents and audiences. To reach these audiences effectively, it was critical to sustain one-to-one dialogue channels with the contributing organizations (see Table 4.1, following, for the touchpoints with stakeholder groups throughout the process). Interviewed organizations whose constituents represent members of the public traditionally disconnected from the Town's planning processes were offered compensation for the organizational person hours they contributed to the process; see Section 2.3 above for the list of these organizations and for a description of the compensation plan.

TABLE 4.1 - Stakeholder Group Touchpoints During the Process

WHO WE ENGAGED	HOW WE ENGAGED	Kick Off Meetings (2/15/2022-2/16/2022)	Mobility Audit (DATE)	June Group Meetings (6/9/2022)	September Group Meetings (6/9/2022)	Individual Stakeholder Meetings (July-October)	LUMO External Stakeholder Roundtables (August-September 2022)	LUMO Internal Stakeholder Roundtables (August 2022)	Project Team Attended Community Event/Meeting	September Open House Events (9/15/2022 - 9/17/2022)	December Group Meetings (12/6/2022 - 12/7/2022)	Internal, External, and Benchmarking Surveys (June/July 2022)	Open House Events (9/15/2022 - 9/17/2022)	Public Event Webinar (10/11/2022)	Public Event Webinar (12/8/2022)
3.1. Resident and Neighborhood Organizations	**HOW WE ENGAGED**					X = ATTENDED EVENT						X = INVITED TO EVENT			
Marian Cheek Jackson Center	Participated In Stakeholder Meetings & Attended Open House				X	X							X	X	X
Northside Neighborhood Initiative	Participated In Stakeholder Meetings & Attended Open House				X	X				X			X	X	X
Rogers-Eubanks Neighborhood Association	Participated In Stakeholder Meetings					X			X			X	X	X	X
Chapel Hill-Carrboro NEXT	Participated In Stakeholder Meetings & Attended Open House	X		X	X	X				X	X	X	X	X	X
CHALT	Participated In Stakeholder Meetings & Attended Open House					X				X		X	X	X	X
Preservation Chapel Hill	Participated In Stakeholder Meetings											X	X	X	X
3.2. Community Organizations															
3.2 a. Community Advocates	**HOW WE ENGAGED**					X = ATTENDED EVENT						X = INVITED TO EVENT			
Community Empowerment Fund	Participated In Stakeholder Meetings			X									X	X	X
Chapel Hill-Carrboro NAACP	Participated In Stakeholder Meetings					X					X	X	X	X	X
Justice in Action Committee Members	Participated In Stakeholder Meetings	X				X							X	X	X
Reimagining Community Safety Task Force	Participated In Stakeholder Meetings					X							X	X	X
HOPE NC	Participated In Stakeholder Meetings					X							X	X	X
El Centro Hispano Inc.	Participated In Stakeholder Meetings & Attended Open House			X	X	X				X	X		X	X	X
Advocacy in Action, Inc.	Participated In Stakeholder Meetings			X									X	X	X
Chinese American Friendship Association	Participated In Stakeholder Meetings			X									X	X	X
The Refugee Community Partnership	Participated In Stakeholder Meetings					X							X	X	X
St Thomas More Hispanic Ministries	Participated In Stakeholder Meetings & Focus Group Meeting					X		X					X	X	X
Women of the Movement	Project Team Attended Community Meetings								X		X				X
3.2 b. Community Service Providers	**HOW WE ENGAGED**					X = ATTENDED EVENT						X = INVITED TO EVENT			
El Futuro	Participated In Stakeholder Meetings					X							X	X	X
The Arc of the Triangle	Participated In Stakeholder Meetings					X							X	X	X
Charles House Association	Participated In Stakeholder Meetings			X		X							X	X	X
Carolina Outreach	Participated In Stakeholder Meetings					X							X	X	X
Senior Care of Orange County	Participated In Stakeholder Meetings			X		X							X	X	X
Club Nova Community Inc.	Participated In Stakeholder Meetings & Attended Open House			X		X				X	X		X	X	X
Freedom House Recovery Center	Participated In Stakeholder Meetings					X							X	X	X
El Futuro	Participated In Stakeholder Meetings					X							X	X	X
NC ABLE	Participated In Stakeholder Meetings					X							X	X	X
Orange County Rape Crisis Center	Participated In Stakeholder Meetings					X							X	X	X
The Inter-Faith Council	Participated In Stakeholder Meetings					X					X	X	X	X	X
UNC Health	LUMO External Stakeholder Roundtables						X				X		X	X	X
Orange County Health Department - Family Success Alliance	Participated In Stakeholder Meetings & Attended Open House			X	X					X			X	X	X
3.3. Youth & Family Events	**HOW WE ENGAGED**					X = ATTENDED EVENT						X = INVITED TO EVENT			
Justice In Action Youth Liaison	Project Team Attended Community Meeting									X	X		X	X	X
Chapel Hill-Carrboro NAACP Youth Council	Project Team Attended Community Meeting (Pending)									X			X	X	X
Chapel Hill-Carrboro Youth Initiative Leadership	Project Team Engaged									X			X	X	X
Trunk or Treat at the Chapel Hill Community Center	Project Team Attended and Engaged Families (Scheduled)									X			X	X	X
Juneteenth Celebration at the Hargraves Community Center	Project Team Attended and Engaged Families									X			X	X	X
Chapel Hill Farmers Market	Project Team Attended and Engaged Families									X			X	X	X

WHO WE ENGAGED	HOW WE ENGAGED	STAKEHOLDER MEETINGS & PUBLIC EVENTS													
Stakeholders identified in the public engagment planning process:	Methods the Project Team used to engage stakeholders:	Kick Off Meetings (2/15/2022-2/16/2022)	Mobility Audit (DATE)	June Group Meetings (6/9/2022)	September Group Meetings (6/9/2022)	Individual Stake Holder Meetings (July-October)	LUMO External Stakeholder Roundtables (August-September 2022)	LUMO Internal Stakeholder Roundtables (August 2022)	Project Team Attended Community Event/Meeting	September Open House Events (9/15/2022 - 9/17/2022)	Decemebr Group Meetings (12/6/2022-12/7/2022)	Internal, External, and Benchmarking Surveys (June/July 2022)	Open House Events (9/15/2022 - 9/17/2022)	Public Event Webinar (10/11/2022)	Public Event Webinar (12/8/2022)

3.4. Business Organizations

3.4 a. Business owners and leaders	HOW WE ENGAGED	X = ATTENDED EVENT										X = INVITED TO EVENT			
· Chapel Hill Carrboro Chamber of Commerce	Participated In Stakeholder Meetings	X			X		X						X	X	X
· Chapel Hill Downtown Partnership	Participated In Stakeholder Meetings & Attended Open House	X		X	X		X						X	X	X
· Orange County Visitors Bureau	Participated In Stakeholder Meetings	X									X		X	X	X
· Chapel Hill Leads Group	Participated In Stakeholder Meetings	X											X	X	X
· NAACP Economic Development Committee	Participated In Stakeholder Meetings	X		X									X	X	X

3.4 b. Real Estate Organizations	HOW WE ENGAGED	X = ATTENDED EVENT										X = INVITED TO EVENT			
Urban Land Institute – Triangle	Participated In Stakeholder Meetings	X									X		X	X	X
Home Builders Association	Participated In Stakeholder Meetings												X	X	X
Capkov Ventures	Participated In Stakeholder Meetings & Attended Open House	X		X	X		X			X			X	X	X
Grubb Properties	Participated In Stakeholder Meetings	X		X									X	X	X
Ram Reality	Participated In Stakeholder Meetings	X			X								X	X	X
Rockwood Development LLC	Participated In Stakeholder Meetings	X			X		X						X	X	X
Trinsic Residential Group (TRG)	Participated In Stakeholder Meetings	X		X									X	X	X

3.5. Housing Providers and Interest Groups

Housing Providers and Interest Groups	HOW WE ENGAGED	X = ATTENDED EVENT										X = INVITED TO EVENT			
Town of Chapel Hill Affordable Housing	Participated In Stakeholder Meetings & Attended Open House	X		X				X	X				X	X	X
Town of Carrboro Affordable Housing	Participated In Stakeholder Meetings					X		X					X	X	X
CASA	Participated In Stakeholder Meetings			X									X	X	X
UNC Student Housing	Participated In Stakeholder Meetings & Attended Open House			X		X			X	X		X	X	X	X
UNC Facilities (Services and Planning)	Participated In Stakeholder Meetings & Attended Open House			X		X			X	X		X	X	X	X
UNC Real Estate	Participated In Stakeholder Meetings & Attended Open House			X		X			X	X		X			X
DHIC	Participated In Stakeholder Meetings & Attended Open House			X		X			X			X			X
Community Home Trust	Participated In Stakeholder Meetings					X						X	X	X	X
EMPOWERment, Inc	Participated In Stakeholder Meetings			X		X	X		X			X	X	X	X
Self-Help Housing Inc.	Participated In Stakeholder Meetings			X		X			X			X	X	X	X
Community Housing Partners	Participated In Stakeholder Meetings			X					X			X	X	X	X
The Inter-Faith Council	Participated In Stakeholder Meetings					X					X	X	X	X	X
Chapel Hill-Carrboro NAACP Housing Committee	Participated In Stakeholder Meetings			X					X			X	X	X	X
The Jackson Center	Participated In Stakeholder Meetings & Attended Open House				X	X				X		X	X	X	X
Habitat for Humanity of Orange County	Participated In Stakeholder Meetings					X	X		X		X	X	X	X	X
Orange County Affordable Housing Coalition	Participated In Stakeholder Meetings			X		X			X		X	X	X	X	X
OCAHC Manufactured Housing Committee	Participated In Stakeholder Meetings					X							X	X	X
Housing Advisory Board	Participated In Stakeholder Meetings			X									X	X	X
Home Builders Asso. of Durham, Orange & Chatham Cos.	Participated In Stakeholder Meetings			X									X	X	X
Pee-Wee Homes	Participated In Stakeholder Meetings & Attended Open House					X			X	X			X	X	X

3.6. Bike & Ped. Mobility Interest Groups

Bike & Ped. Mobility Interest Groups	HOW WE ENGAGED	X = ATTENDED EVENT										X = INVITED TO EVENT			
Bike Alliance of Chapel Hill	Participated In Stakeholder Meetings & Attended Open House		X	X	X					X			X	X	X
Carrboro Bicycle Coalition	Participated In Stakeholder Meetings		X										X	X	X
EZ Rider Advisory Committee members	Participated In Stakeholder Meetings												X	X	X
BikeWalk NC	Participated In Stakeholder Meetings		X										X	X	X
Tar Heel Bikes	Participated In Stakeholder Meetings		X										X	X	X
UNC Commuter Alternative Program	Participated In Stakeholder Meetings		X										X	X	X
Highway Safety Research Council	Participated In Stakeholder Meetings												X	X	X
The ReCYCLEry	Participated In Stakeholder Meetings & Attended Open House									X			X	X	X
Queer Ride / LGBTQ Pop-up Center	Participated In Stakeholder Meetings & Attended Open House									X			X	X	X
Spoke n Revolution / Triangle BikeWorks	Participated In Stakeholder Meetings & Attended Open House				X					X			X	X	X
Transportation and Connectivity Advisory Board	Participated In Stakeholder Meetings		X										X	X	X
Special Olympics	Participated In Stakeholder Meetings		X										X	X	X
Chapel Hill-Carrboro NEXT	Participated In Stakeholder Meetings & Attended Open House		X	X	X					X	X	X	X	X	X
Resident Volunteers	Participated In Stakeholder Meetings		X							X					X

WHO WE ENGAGED	HOW WE ENGAGED	STAKEHOLDER MEETINGS & PUBLIC EVENTS													
Stakeholders identified in the public engagment planning process:	Methods the Project Team used to engage stakeholders:	Kick Off Meetings (2/15/2022-2/16/2022)	Mobility Audit (DATE)	June Group Meetings (6/9/2022)	September Group Meetings (6/9/2022)	Individual Stake Holder Meetings (July-October)	LUMO External Stakeholder Roundtables (August-September 2022)	LUMO Internal Stakeholder Roundtables (August 2022)	Project Team Attended Community Event/Meeting	September Open House Events (9/15/2022 - 9/17/2022)	Decemebr Group Meetings (12/6/2022 - 12/7/2022)	Internal, External, and Benchmarking Surveys (June/July 2022)	Open House Events (9/15/2022 - 9/17/2022)	Public Event Webinar (10/11/2022)	Public Event Webinar (12/8/2022)
3.7. Open Space and Natural Resource Groups	**HOW WE ENGAGED**	X = ATTENDED EVENT										X = INVITED TO EVENT			
Environmental Stewardship Advisory Board	Participated In Stakeholder Meetings			X	X								X	X	X
Friends of Chapel Hill Parks & Recreation	Participated In Stakeholder Meetings & Attended Open House			X						X	X	X	X	X	X
NC Wildlife Resources Commission, Div. of Habitat Cons.	Participated In Stakeholder Meetings								X				X	X	X
Friends of Bolin Creek	Participated In Stakeholder Meetings & Attended Open House			X						X			X	X	X
Sierra Club Orange-Chatham	Participated In Stakeholder Meetings								X	X			X	X	X
Strowd Roses Foundation	Participated In Stakeholder Meetings												X	X	X
3.8 Developers and Consultants	**HOW WE ENGAGED**	X = ATTENDED EVENT										X = INVITED TO EVENT			
Pennoni	Invited to Participate in Internal, External, and Benchmarking Surveys											X			X
CJT	Participated in LUMO External Stakeholder Roundtables						X					X			X
McAdams	Participated in LUMO External Stakeholder Roundtables						X					X			X
Ballentine	Participated in LUMO External Stakeholder Roundtables						X					X			X
Northwood Ravin	Invited to Participate in Internal, External, and Benchmarking Surveys											X			X
Beechwood	Invited to Participate in Internal, External, and Benchmarking Surveys											X			X
White Oak Properties	Invited to Participate in Internal, External, and Benchmarking Surveys											X			X
Lock7 Development	Benchmarking Surveys											X			X
3.9 Staff, Council, and Adv. Board Members	**HOW WE ENGAGED**	X = ATTENDED EVENT										X = INVITED TO EVENT			
Planning	Participated in LUMO Internal Stakeholder Roundtables							X				X			X
Building and Development Services	Participated in LUMO Internal Stakeholder Roundtables							X				X			X
Public Works	Participated in LUMO Internal Stakeholder Roundtables							X				X			X
Economic Development	Participated in LUMO Internal Stakeholder Roundtables							X				X			X
Parks and Recreation	Participated in LUMO Internal Stakeholder Roundtables							X				X			X
Transit	Participated in LUMO Internal Stakeholder Roundtables							X			X	X			X
Board of Adjustment	Invited to Participate in Internal, External, and Benchmarking Surveys										X	X			X
Planning Commission	Participated in LUMO Internal Stakeholder Roundtables							X			X	X			X
Community Design Commission	Participated in LUMO Internal Stakeholder Roundtables							X				X			X
Historic District Commission	Invited to Participate in Internal, External, and Benchmarking Surveys											X			X
Chapel Hill Downtown Partnership	Invited to Participate in Internal, External, and Benchmarking Surveys											X			X
Environmental Stewardship Advisory Board	Participated in LUMO Internal Stakeholder Roundtables							X			X	X			X
Stormwater Management Utility Advisory Board	Invited to Participate in Internal, External, and Benchmarking Surveys											X			X
Orange County Climate Council	Invited to Participate in Internal, External, and Benchmarking Surveys											X			X
Transportation and Connectivity Advisory Board	Invited to Participate in Internal, External, and Benchmarking Surveys											X			X
Public Housing	Participated in LUMO Internal Stakeholder Roundtables										X				
Parks, Greenways, and Recreation Commission	Participated in LUMO Internal Stakeholder Roundtables							X				X			X
Housing Advisory Board	Participated in LUMO Internal Stakeholder Roundtables							X				X			X

4.5. Group Discussions

Group discussions with stakeholders provided a platform for collaboration and shared decision making that was essential to a well-rounded and equitable engagement approach. This included facilitated conversations relating to market and affordable housing conditions, connectivity and mobility around the station areas, development potential, and views on the features and operation of the Land Use Management Ordinance. Through small group and focused group meetings the project team engaged topic area experts, public, civic, and business sector leaders, including Chapel Hill Town Council members. Successive rounds of small/focus group meetings addressed the following:

- Project Introduction: project overview; sharing the experience of Chapel Hill development; transit-oriented development; Focus Area goals; and listening to aspirations, needs, and issues

- TOD Station Area and Focus Area Ideas: development, public realm, accessibility, housing strategies – affordable housing, anti-displacement, and missing middle concepts

- TOD Station Area and Focus Area Concepts: framework plans and strategies; uses and scale of potential development; key areas of preservation, strengthening, and change; LUMO update implications

- Draft TOD Station Area and Focus Area Plans: solutions and proposals

- Implementation Strategies and Potential LUMO Updates: proposals for implementing and adopting the plan frameworks in 2023 and beyond.

Stakeholder meetings were held in preparation for public open houses/workshops. Group discussions convened throughout the process and were adapted to fit existing or desired engagement structures of targeted engagement groups, such as community and

neighborhood organizations. In general, four kinds of stakeholder focus sessions were held in each round, convening (1) housing/housing affordability stakeholders, (2) Town service/advocacy organizations and community groups, (3) economic development and business sector stakeholders, and (4) transportation stakeholders and mobility interest groups. In addition, some group sessions were held separately with UNC and UNC Health representatives, and the project team provided various updates to the Town's advisory committees.

FIGURE 4.1 - Study Phases of the TOD Planning and LUMO Rewrite Vision

Planning Foundation	Joint Baseline	Station + Focus Areas / UDO Vision	Impact Assessment	Implementation
Review of past initiatives that influence current policy.	Examine existing conditions to inform the baseline; market analysis, accessibility analysis, and engagement strategies.	**Station + Focus Areas** — Development, Public Realm, Accessibility, Equity · **UDO Vision** — Area Plan Reviews, Best Code Practices, UDO directions	Costs, Revenues	Incentives, Code Diagnosis, Planning Tools, Phasing
Winter 2022	Spring 2022	Summer- Fall 2022	Fall 2022	Winter -Spring 2023

4.6 Engagement Rounds and Open Houses

A series of stakeholder meetings, open houses, and public workshops were held in three rounds of engagement throughout 2022. These coincided with the main transition points between each phase of the study following the Joint Baseline analysis, as depicted on the timeline above: late Spring and early Summer 2022, early Fall 2022 and December 2022. The project team designed each engagement round with a range of opportunities to engage the community and stakeholders in a hands-on and equitable way. A variety of interactive engagement tools were implemented at Open Houses to create a multi-pronged approach to gathering public input.

Feedback handouts, presentation boards, and links to online surveys captured input at in person events and allowed participants to ask questions and interact more informally with team members and project experts. Open Houses and pop-up events were marketed broadly to the public and held in thoughtfully selected locations such as the Hargraves Community Center and the Chapel Hill & Orange County Welcome Center. In general, meetings and pop-up events were deployed to meet the public where they were already convening as much as possible in times ideally suited for their leisure for feedback.

Engagement for input was incentivized with giveaway items, coffee and refreshments, and, in one case, $2 discounts for patrons of Epilogue Books Chocolate Brews (see section 4.7 below). Settings for open houses were selected equitably and complemented civic and community efforts already underway to source public input effectively, limiting unnecessary duplications of effort and mitigating "meeting fatigue." The strategy to secure meeting participants included communication through community-based organizations and TOCH social media channels.

Below is a detailed description of the three rounds of engagement:

4.6 a. Engagement Round 1: Validate Values and Set Directions (April to June 2022) - Small Group Meetings and Stakeholder Meetings

This first round of public meetings introduced the project to identified stakeholders and constituent groups and summarized the purpose of the project, provided an overview of existing conditions, and presented diverse and locally relevant examples of transit-oriented development types for the Station Areas and Focus Areas.

The project team designed engagement activities based initial input from one-on-one interviews, group discussions, the Justice In Action Committee and engagement with the Town Council. During these stakeholder meetings the project team used a variety of methods to gather feedback to capture what participants would like to see in specific TOD Station Area locations as well as gather any other feedback able to inform the project and next steps in the engagement process.

Following this round of meetings, feedback was assembled and synthesized for each Station Area and Focus Area. Directions for the next stage of work were identified.

The outcome of this stage was validation of project values, vision objectives and requirements for TOD Station Areas and Focus Areas, including relevant feedback for the LUMO Rewrite Vision process.

More stakeholder meetings and meetings with community organizations, including a pop-up station set up at the Juneteenth Celebration, took place between the first and second rounds of engagement, which informed the next phase of the project and the engagement methods for the second engagement round.

4.6 b. Engagement Round 2: Station Area and Focus Area Plans (September 2022) - Stakeholder Meetings, Open Houses, Pop-up events and Webinar

For the second round of engagement the project team designed a week of activities to meet people where they were at and engage them in-person and online. Included were Open House events, pop-up events, stakeholder meetings and a webinar where the project team engaged community members and stakeholders on emerging directions for Station Area and Focus Area Concept Plans. Engagement components included:

- Vision concept for Station Area development

- Refined urban design principles for the development areas

- Equity objectives

- Development and market analysis

- Accessibility, mobility, and connectivity recommendations.

Presentation and engagement tools included draft framework plans, initial 3D digital modeling, and reference images that addressed frameworks, urban form, streetscape, the public realm, and public spaces.

Input was sought on plan components, preferences on the mix of building uses, heights, density, connectivity proposals, and local context factors for each station. The outcome of this task was an agreed direction for Station Area Concepts, land use and development objectives, multi-modal access, and public realm strategies.

During this round a set of "Equity Dialogue" surveys were also deployed by the project team to poll members of the public through the PublicInput.com survey platform for the project. This assisted the project team to assess public values for equity and assess how members of the public weigh the burdens and benefits of past and current planning practices.

4.6 c. Engagement Round 3: Implementation Strategies of TOD Station Area and Focus Area Plans and the LUMO Update (December 2022) - Stakeholder Meetings, Pop-up event and Webinar

A final round of engagement was comprised of stakeholder and focus group meetings, a pop-up event at the Chapel Hill Welcome Center and a webinar. Draft final TOD Station Area and Focus Area Plans and associated implementation strategies were presented and discussed. The outcome of this task was an agreed direction for final reports. Engagement components included:

- Urban design forms and character; public realm and open space framework

- Housing affordability and market analysis

- Missing middle housing opportunities

- Retail and office demand analysis and recommendations

- Accessibility, mobility, and connectivity analysis and recommended improvements

- LUMO update and recommendations.

Plans, diagrams, and refined digital 3D Modeling were used to communicate recommendations. Visualizations of future concepts represented a range of locations determined by research and synthesized community input heard throughout the process.

This round of engagement addressed implementation strategies including affordable housing preservation and development, economic development strategies/tools, capital development and areas for regulatory ordinance/code revisions.

4.7 Pop-up Events

A series of pop-up events were organized, both during Open House weekends and other special times, that were designed to reach people where they were at. Input at these events was gathered through conversation with community members and through web-based surveys tied to the event.

Local community existing events proved to be great opportunities to connect with user groups, particularly those who were already engaged in public life but would not typically attend public meetings. These events successfully reached a wide spectrum of the public, reaching residents, students and workers. These sessions were deployed to interact with special audiences such as shoppers, youth, and attendees of community and cultural events. The project team, for instance, participated in the Juneteenth Celebration and the Haunted Hill and Trunk or Treat. They also held pop-up events in September at an ideal time to interact with UNC students. These included an engagement table set up at midday at "The Pit" in front

of the bookstore on the UNC Campus and a special evening session in the Epilogue book shop where polled participants received a $2 discount on beverages.

The timing for pop-ups was critical to disseminating project information and gaining input, and the most successful of these for passers-by interactions was the early Saturday morning deployment at an entrance to the Chapel Hill Farmers Market. The UNC pop-up at the Pit, held during the midday class transition period, was similarly successful. For polling, the drink discount at Epilogue on a Thursday evening proved effective to garner online poll engagements.

4.8 Meetings with Other Organizations

In addition to and parallel to the engagement rounds of focused engagement, update presentations were made at meetings of local stakeholder organizations at various points in the process. These included the standing meetings of the Justice In Action Committee as a central partner helping to steer the engagement. The project team attended Rev. Robert Campbell's arranged RENA meeting

on July 13th, the August 6th General Body meeting of the Chapel Hill-Carrboro NAACP, the Orange County Health Department's Family Success Alliance meeting on September 1st (discussing outreach strategies to mobile home residents), the Orange County Affordable Housing Coalition's group meetings on October 12th and November 8th, and Bridging the Gap's monthly convenings in October through December for Women of the Movement. These meetings and others like them provided critical opportunities to draw in feedback from Chapel Hill area organizations who could connect the project team directly to their constituents to gain direct input and prescient advice for Shaping Our Future from their network of community connectors and activists.

4.9 Surveys, Input Mechanisms and Feedback Tracking Systems

The project team posted key project information to inform the public with a series of project infographics and visualizations that were deployed on the project webpage, in project handout format, and presented at stakeholder meetings and community events with exhibits and presentations. Key components such as project updates, meeting schedules, online surveys, an archive of presentations, and other project resources were included.

The project team surveyed the community and convened key stakeholders to gather public feedback and to chart and highlight items to be resolved during upcoming plan phases. Feedback was gathered through public meetings, the project's online PublicInput.com web surveys, and events and conversations with community groups and stakeholder meetings. After each milestone of focused engagement, feedback was synthesized to inform the project.

On-line surveys were used in parallel with public engagement milestones. These included broader questions about aspirations and vision, and specific questions about concepts and proposals for TOD Station Area and Focus Area Plans. Equity was a primary focus of community surveying throughout the initiative, including a series of three survey rounds called "Equity Dialogues". Surveys were deployed primarily through PublicInput.com.

Online polling was tracked with a dynamic reporting system provided by the community engagement platform of PublicInput.com. PublicInput.com also provided the project team with demographic and geographic polling inputs as well as a dashboard for equity mapping data that could lend context to the input received. An interesting feature is the "Data Insights" builder within the Participant Relationship Management engine that could create anonymized comparative crosstabs between the responses for different poll questions.

4.10. Publicity and Announcements

The project team utilized existing Town of Chapel Hill on-line communication outlets. These included the Town website, Town calendar, official Town social media outlets, and Chapel Hill Transit's bus posters and online / social media outlets. Announcements were coordinated and communicated using these Town of Chapel Hill public information routes to drive public awareness of the project and opportunities for engagement.

The following techniques were employed:

- Posting information online to official TOCH websites including official TOCH social media pages as well as through the TOCH Shaping Our Future project website.

- Direct promotion to local organizations via email and printed materials

- Direct email and phone communication to stakeholders invited to stakeholder meetings and town lead events

- Distribution of flyers (with translations) to mobile home park sites, churches, and other venues, as well as posters on CH Transit buses.

A series of project infographics and visualizations/flyers that communicated key project information were deployed on social media, on the project webpage, and in printed handout format. Key components such as project updates, meeting and event schedules, an archive of presentations, and a virtual discussion board were included.

FIGURE 4.2 - Example Bus Advertisement Poster

Franklin and Columbia Streets, Downtown Chapel Hill

Image: Grayson Sands

5. Public Engagement Findings

Through the tools and mechanisms used in each engagement round, the project team synthesized feedback from the public for the direction of TOD Station Area and Focus Area Plans and LUMO Rewrite Vision. These informed each progressive phase of the Shaping Our Future Initiative. Through documentation of engagement data, milestone engagement summary reports, including meeting notes of stakeholder dialogues conducted throughout the engagement effort, the project team provided the Town of Chapel Hill with a comprehensive package of public feedback geared to inform the project.

Many themes arose through the public engagement process that shaped the project's direction. The themes centered around growth potential, development density, single family zoning, affordable housing, mobile home parks, workforce housing, student housing, supportive housing, downtown, office market, retail market, development approval processes and decision-making, design character, connectivity, and parks. The main points of feedback for each of these themes are summarized below.

5.1 Engagement Feedback Themes and Main Points of Feedback

Growth Potential

- Chapel Hill has a mature town framework, which is substantially built out.
- High growth means the low hanging fruit in terms of land supply has been tapped.
- The nature of remaining sites is shifting as the town has built out.
- Increase the supply of development to benefit the community and achieve community goals.
- A strategy for high quality re-use and in-fill is needed.

Development Density

- "Density" – not a dirty word, as long as there is good design.
- Missing middle / gentle density has different meanings in different parts of the town
- Headline dwelling units per acre are a starting point – site buffers and lower density floor area ratios (FAR) reduce the actual output.
- You can't even get the identified density because of restrictions in the ordinance. There isn't even a Townhome application in the process, so you get shifted into Multi-Family.
- Unless you have favorable rules that allow you to build higher densities, it will stay low in single family categories. We can't stack Townhomes, they become condos, which are expensive and impractical if you want to build 20.
- Development that enriches people's quality of life – density developed with equitably.
- With increased density – increase community services - build communities that supports community services/zoning that is inclusive.

Single Family Zoning

- Single family-only zoning should be eliminated.

- We need to avoid previous harms.

- People need to understand the historic burdens imposed by this type of zoning.

- It's exclusionary.

- People value their low-density, treed lots.

- Single family that close to TOD - need people to understand the history of inequity.

- There is a need to understand the effect of luxury housing on Single Family lots. There is opportunity for conversion, subdivision of big homes and big lots. They are not pulling their weight. This should include a fiscal impact analysis.

- Eliminate Single Family Zoning in the TOD area – it's best practice. Very hard direction to get to.

Affordable Housing

- Tremendous need for affordable housing.

- Affordability challenges are being exacerbated.

- Higher income residents are back filling units below their price point.

- Need for all housing types across the board; high percentage of cost-burdened renters.

- People are being displaced.

- There is risk of gentrification and displacement from the near Northside

- Entitlement process is burdensome, drives away many affordable housing developers.

- Inclusionary zoning ordinance – applies only to for-sale product, not rentals, which is where the need is.

- General lack of awareness statewide about state LIHTC.

- Delineate between affordable, low-income, market rate and luxury housing.

- Affordable housing is key in the areas near transit stops on MLK corridor.

- Need inclusive housing - housing for all types of income levels – rental and ownership opportunities.

- There is a need for transitional housing – for those dealing with homelessness/halfway housing/recovering facilities.

- Chapel Hill- housing needs increased dramatically during the pandemic.

Mobile Home Parks

- A lot of Naturally Occurring Affordable Housing – particularly mobile home parks – is under threat.

- Stay away from the mobile home parks.

- The mobile home parks should be on the table – owners will make their own plans.

- Factor in the possibility that these properties will be sold and there will be a need for affordable places for these communities to go along the MLK corridor.

Workforce Housing

- People drive to the hospital and university from other communities to work.

- The shortage of locally affordable housing impacts nursing, medical support, maintenance, admin and academic staff.

- The downtown service sector is also supporting the institutions, but its workers also cannot afford to live here.

- Lots of people are working in the service industry or are "third shift" employees.

- A lot of families are moving out of the area because they can't afford to live here anymore.

- We are seeing a lot of people with rent increases of like $200 and they have a fixed income.

- Many are forced to move to more rural areas and that cuts them off services – hospitals, psychiatric care, etc.

Student Housing

- Larger-scale, purpose-built commercial student housing not arriving in the market.

- Larger new residential developments are tapping into the student housing market.

- The university needs to allocate land to student housing and workforce housing.

- Some neighborhoods are seeing issues with over occupation of regular homes.

Supportive Housing

- We have an aging population, more housing that supports senior lifestyles will be needed.

- Many people will need direct support as they age.

- There is a need to support people with mental illnesses to live in the community.

Downtown

- It's not as strong as other college town downtowns.

- It needs a stronger experience.

- There are gaps in services typically found within Downtowns – experiences, fitness, heath, personal services workers and residents will seek.

- Downtown does not have an overarching placemaking strategy.

- Too many parking lots are in the hands of unmotivated owners

- Downtown has a distinctive character, which should be preserved.

- Downtown businesses don't succeed because not enough people come in to support the retail. We need the residential density to change.

- Businesses/restaurants can't stay open (or open full hours) because they don't have the staffing- work force housing- can't afford to live here.

- Need good signage for retail Downtown – even if it's on the street people can miss it.

- Tall buildings could block retail visibility – should fit in with the local character if going to be tall.

- Recycling center downtown or other easily accessible city resources would be nice to have centrally located for those without automobile transportation.

- Replace surface parking with housing – "We desperately need all types of housing downtown."

Office Market

- Biggest challenge is perception – developers and companies don't view CH as a place to site a new office. Many are working hard to change this.

- Local priority to attract office uses, competing more in the regional market, allowing people to work closer to home, supporting the tax base.

- Pandemic has impacted new leases and occupancy.

- Office development should be directed to Downtown first, not edge sites by highway interchanges.

Retail Market

- Retail comes in large segments: downtown and shopping centers or malls. Smaller, local provision is limited. Station areas create possibilities for this.

- Has been hard to attract certain brands, missing some national and regional retailers.

- Over-supplied in grocery; Wegmans is a recent addition.

- Food away from home does well.

- Look at specific small business development opportunities – design with small business in mind – support minority owned businesses.

- Difficulty of rezoning scares away prospective developers/buyers

  o Zoning compliance permit process 1-year (+)

  o Also tends to be obscure.

- Parking is always an issue- getting downtown.

  o Cost, accessibility, time it takes.

- Having outdoor seating along Franklin was a huge improvement.

- Include community services in planning Downtown.

- Increase # of stories Downtown – we can go higher on Franklin Street.

- Love the idea of housing on top of retail.

Development Decision-Making

- The Development review process needs to be streamlined.

- The Town has extra review layers that other communities do not – impacting market led and affordable housing.

- The size threshold for Council involvement in development decision making is too low, in development and land terms.

- Where a Form Based Code has been used, the overall outcome has been a concern – in massing and scale of development.

- The Advisory Board system is extensive, must be consulted, but not all have a formal role or legal authority.

- Culture of extensive input and discourse.

- The council has become the de-facto plan decision makers for anything above what are low-bar thresholds.

- Effect is perceived to be one of development suppression – applications do not come in.

- The extended process delays or suppresses developments that can achieve Town objectives – such as affordable housing.

- Entitlement process is burdensome, drives away many affordable housing developers.

- Recommend expedited review process for affordable housing developments

- The nature of developers is shifting, with more from across or outside the region.

- They have different expectations of the process.

- Clarity is the developer's love language. Speak truthfully – more developers will be attracted to the area.

- Set goals- 500 units/year – clear goals and expectations for development.

- Have more idea meetings for transparency – share the process in many ways to residents.

- Making it easier to build for community opportunities through zoning code.

- Create systems for building w/ equity- not just talking about it.
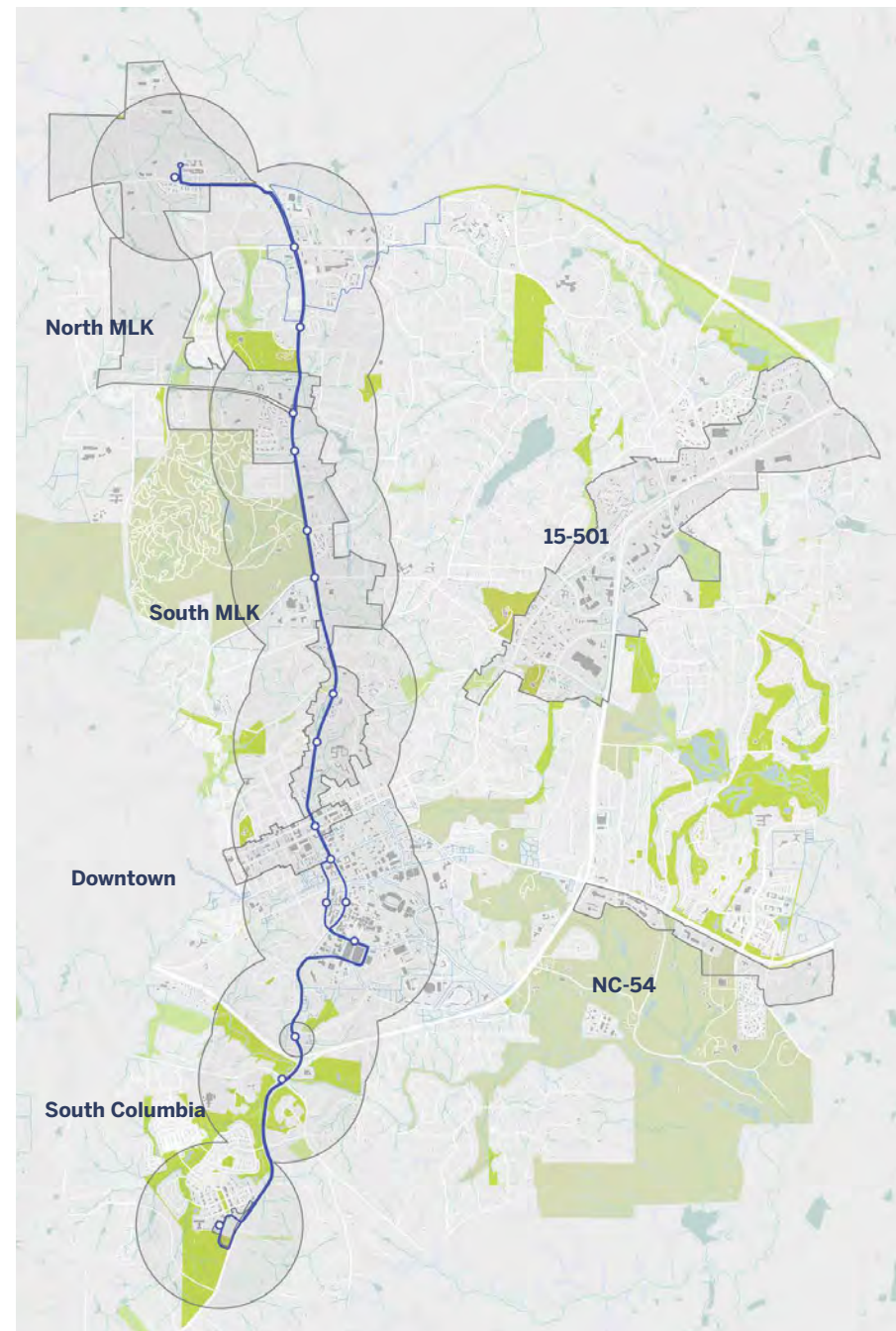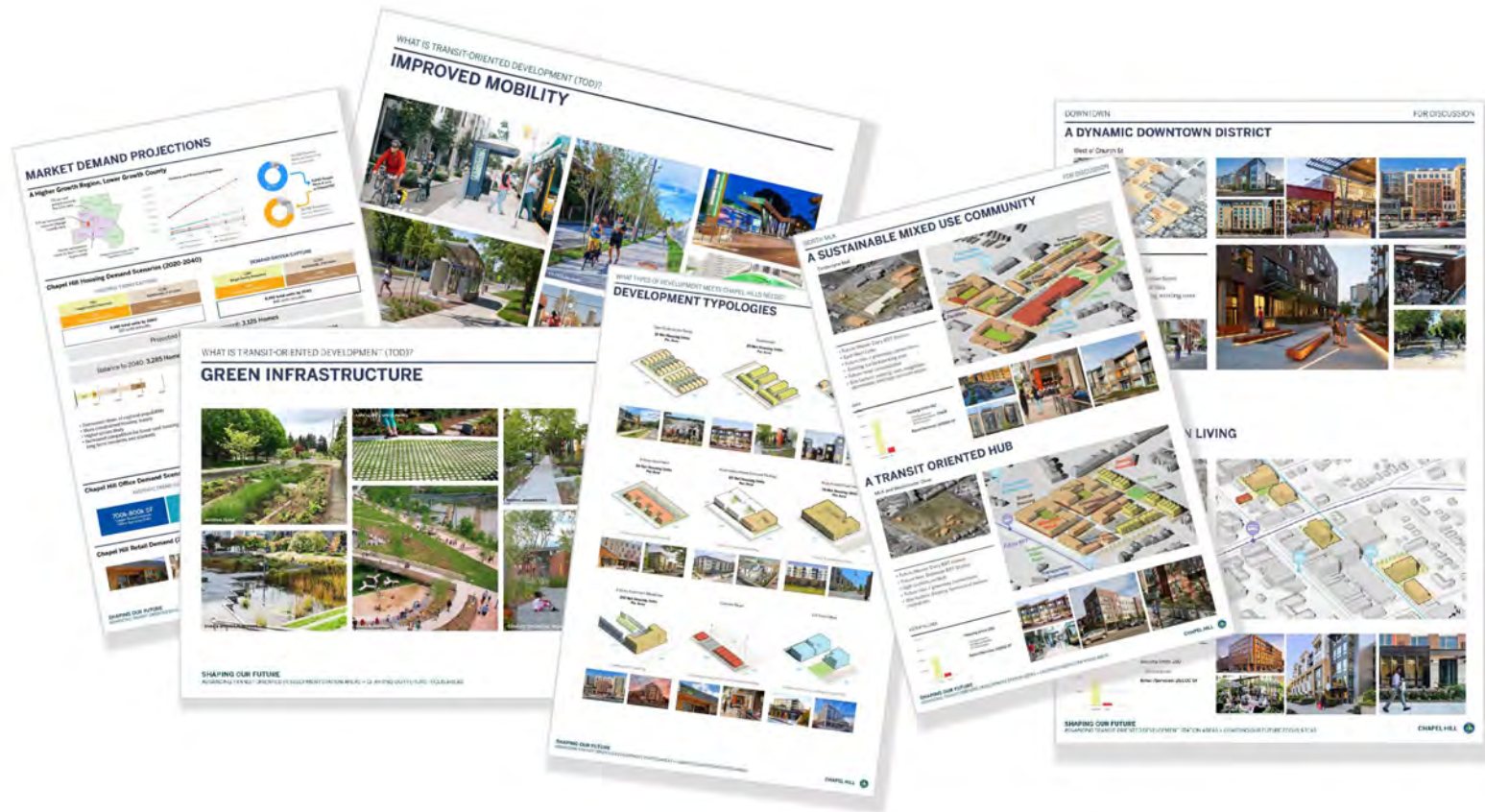
FIGURE 5.1 - The North-South BRT TOD and FLUM Focus Areas

North MLK

South MLK

15-501

Downtown

NC-54

South Columbia

FIGURE 5.2 - *Exhibition Engagement Boards*

Design Character

- There is a series of developments that are touchstones for local understanding of development types– both positive and negative views that inform how they respond to new proposals.

- People are concerned about the character of development – individual buildings, often in isolation, not relating to surroundings, not creating a complete environment.

- We can't repeat what happened at Blue Hill with the form-based code.

- Bring well defined values and principles to ground in a practical, specific way that people can understand.

- Chapel Hill has a distinctive character that should be maintained

- The intention to keep it "historic". Are we considering the fact that large pockets of people want to keep it the way it is?

- The essential character is a town in the trees.

- Tree cover and habitat corridors should be maintained.

- Recognize the character of Chapel Hill, and the uniqueness of individual places.

- Define new typologies that respond to this context.

- Need streets that provide shade – improve tree canopy on existing streets.

- Need better "green avenues" more trees with new development.

- "Stonewall threads" that's the character of Chapel Hill's historic streets.

- Increasing green infrastructure is healthy for communities – Include rooftop gardens and green medians.

- Quality BRT stations – visually attractive locations make transportation a more visible part of the community- makes it more of a quality place.

- Well-lit transit stops/covering shade - Well-lit paths to the well-lit station.

- Importance of places for people to gather – indoor and outdoor shared spaces.

Connectivity

- An equitable approach to movement is needed.

- Create transit stations that are accessible to everyone.

- This can reinforce the roles of Station Areas.

- Intersections across the Town need to become more pedestrian friendly – they are not designed for people on foot or on bikes.

- The possibilities for new street networks may be constrained, but opportunities for walking, biking and electric bike connections can provide a new framework.

- Bike and walking corridors, passive bike routes, will be more acceptable than new connecting streets.

- Bikes are a great way to get around Chapel Hill.

- Electric bikes will extend the distance that people will be prepared to bike to transit stations, as well as the hills they will be prepared to tackle. This may increase the demand for new connections.

- Shaded, screened pedestrian and bike routes are needed.

- Love the proposed greenways and increased connectivity! Would like more parks connected by greenways as well.

- Look at health & fitness programs to drive greenway development & how people use the shares spaces.

- Mobility needs of seniors in particular at BRT areas.

- Needs public map for bike routes – raise awareness of existing and future bus routes.

- "I wouldn't ride my bike on franklin St. – It's not safe." – increase safety for cyclists downtown.

- More bus cross connections between MLK and E Franklin/ NE/ university place.

- The NC- S4 area needs to have more crosswalks.

Parks

- Public space- so important to community health and wellbeing – especially since the pandemic – more valued by families.

- Improve park and greenway access across the town – everyone should be able to walk to a park - "I don't want to have to travel far to get to a neighborhood park."

- Create parks with lots of amenities - If there is not a bench or no greenway connector people are less likely to recreate- community health decreases.

- Homestead Park is a great local success – "I really enjoy Homestead Park - I have space for myself on a nice park bench while my kids play."

- "It would be really nice to have new Town-owned public spaces for activities and recreation."

- Drive, walk, ride safely to the park is key.

- Educational plant identifier/community gardens - so children can learn about native plants while playing at local parks.

- Transforming formerly green spaces to green in recreation/ green infrastructure.

For the history of this initiative, please see: https://publicinput.com/shapingourfuture

Contact Information: email Future@townofchapelhill.org or call 919-969-5082.

APPENDIX

Shaping Our Future Public Process Poll Results

Shaping Our Future - A Transportation and Land Use Initiative.
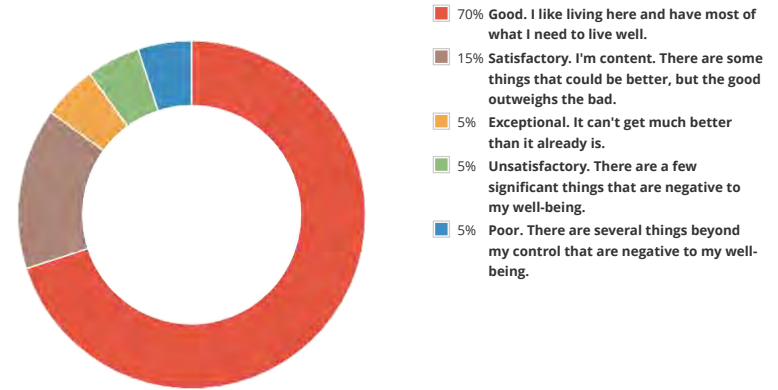
Project Engagement

VIEWS
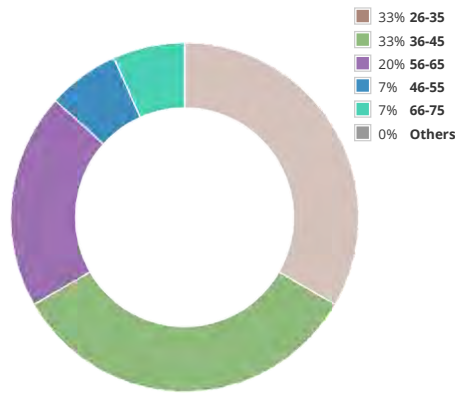2,467

PARTICIPANTS
99

RESPONSES
678

COMMENTS
50

SUBSCRIBERS
107

* The term quality of life usually refers to your sense of well-being and how it is influenced by the community around you. In general, how would you rate your quality of life in our town?

- 70% **Good. I like living here and have most of what I need to live well.**
- 15% **Satisfactory. I'm content. There are some things that could be better, but the good outweighs the bad.**
- 5% **Exceptional. It can't get much better than it already is.**
- 5% **Unsatisfactory. There are a few significant things that are negative to my well-being.**
- 5% **Poor. There are several things beyond my control that are negative to my well-being.**

20 respondents

What is your age?

- 33% **26-35**
- 33% **36-45**
- 20% **56-65**
- 7% **46-55**
- 7% **66-75**
- 0% **Others**

15 respondents

What is your marital status?

- 92% **Married or Domestic Partnership**
- 8% **Never Married**
- 0% **Others**
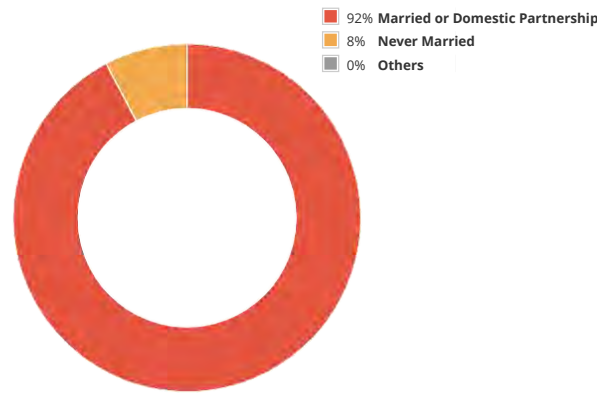
13 respondents

What is your highest formal education level?

- 69% **Graduate or Professional Degree**
- 25% **Bachelor's Degree**
- 6% **Some College**
- 0% **Others**
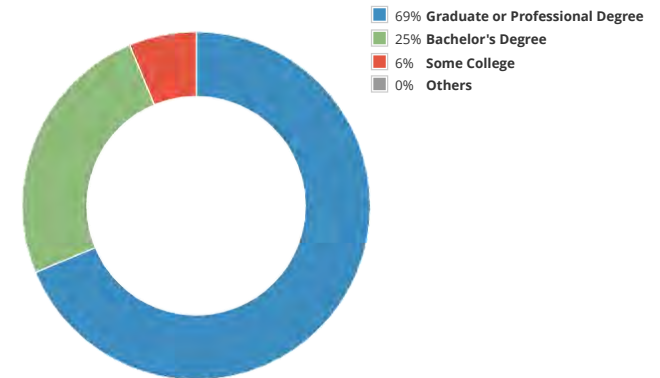
16 respondents

* What community factors have the greatest POSITIVE impact on your quality of life?
Please rank your answers by clicking on the most important factor, and then the next, so they appear in order of importance.

71%	Sense of community or connections with neighbors	Rank: 2.92	12 ✓
53%	Financial well-being of my household	Rank: 3.22	9 ✓
65%	Housing (where I live, or housing opportunities)	Rank: 3.36	11 ✓
59%	Neighborhood quality	Rank: 3.40	10 ✓
24%	Other (please use comment box below to explain)	Rank: 4.00	4 ✓
59%	Recreational opportunities (indoors or outdoors)	Rank: 4.50	10 ✓
59%	Access to health care or other critical services	Rank: 4.90	10 ✓
65%	Sense of personal safety and security	Rank: 5.00	11 ✓

17 Respondents

Access to nature.

2 months ago

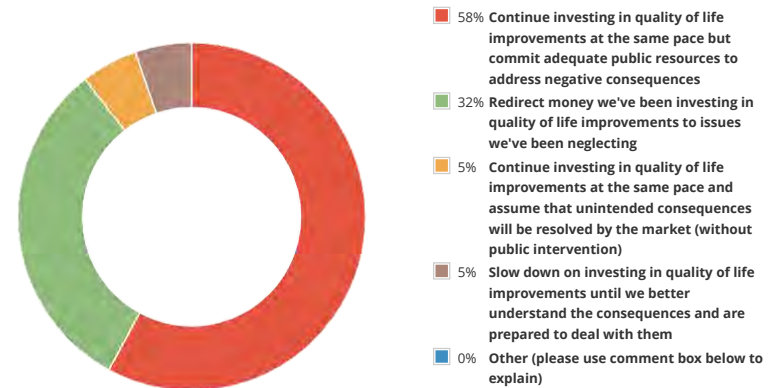Town staff's professionalism and dedication

2 months ago

Town staffs work ethic and professionalism

2 months ago

* Improving our quality of life will make it a more desirable place to live and visit. While this can benefit existing residents, it can also put pressure on housing prices, traffic and other aspects of the community.

Please select the response that best matches how you think Chapel Hill should handle this:

- 58% **Continue investing in quality of life improvements at the same pace but commit adequate public resources to address negative consequences**
- 32% **Redirect money we've been investing in quality of life improvements to issues we've been neglecting**
- 5% **Continue investing in quality of life improvements at the same pace and assume that unintended consequences will be resolved by the market (without public intervention)**
- 5% **Slow down on investing in quality of life improvements until we better understand the consequences and are prepared to deal with them**
- 0% **Other (please use comment box below to explain)**

19 respondents

We need green space in the Blue Zone. It has been eliminated by the development.

one month ago

The Town has a tendency (politically and culturally) to follow the new "shiny" thing in the news. We form guilt ridden policies and practices on the fly without thinking through the consequences or adequately backing their success. We have a number of "boutique" positions in Town Management that reflect that behavior. We also need to stop catering to the Universities needs at our expense.

2 months ago

We need to think both locally about externalities and regionally. If we make Chapel Hill a single family, detached dwelling enclave, we are merely exporting affordability to Chatham and Alamance County while creating significant environment problems.

2 months ago

What is your race/ethnicity?

80%	White	8 ✓
20%	Hispanic, Latino, or Spanish	2 ✓
10%	I prefer not to answer	1 ✓
0%	Black or African-American	0 ✓
0%	Asian	0 ✓
0%	American Indian or Alaska Native	0 ✓
0%	Native Hawaiian or Other Pacific Islander	0 ✓
0%	Other	0 ✓

10 Respondents

What is your gender?

- 50% **Male**
- 50% **Female**
- 0% **Others**

12 respondents

What is your racial identity?

79%	White	15 ✓
16%	Black/African American	3 ✓
5%	Asian	1 ✓
5%	Hispanic/Latino	1 ✓
0%	American Indian/Alaskan Native	0 ✓
0%	Native Hawaiian/Pacific Islander	0 ✓

19 Respondents

What is the race/ethnic identity of all the people in your household?

79%	White	15 ✓
21%	Black or African-American	4 ✓
16%	Hispanic, Latino, or Spanish	3 ✓
11%	Asian	2 ✓
0%	American Indian or Alaska Native	0 ✓
0%	Native Hawaiian or Other Pacific Islander	0 ✓
0%	Other	0 ✓
0%	I prefer not to answer	0 ✓

19 Respondents

How much do you personally worry about racial equity in Chapel Hill?

- 47% **Fair amount**
- 37% **Great deal**
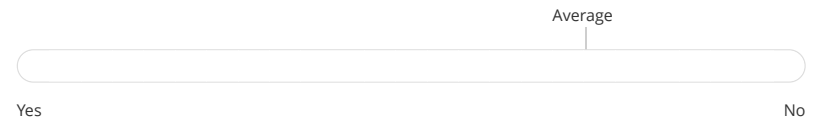- 16% **Only a little**
- 0% **Others**
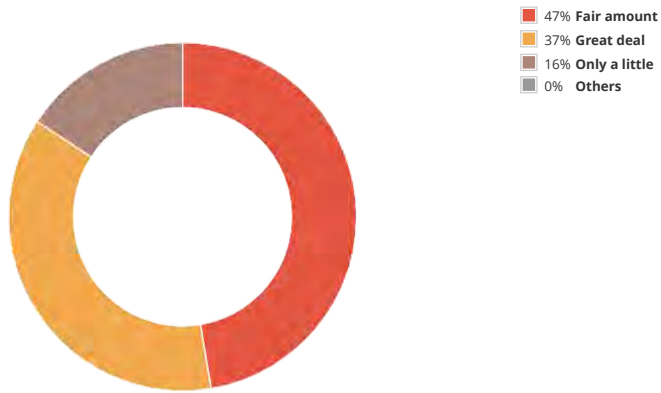
19 respondents

My main worry is that most of the non-white populations have increased, but the African American population has decreased, As an employee of the town I have noticed a "bleaching" of the racial make-up of our workforce.

2 months ago

Think of the 10 people you spend the most time with. How many of those are People of Color?

5% 10
11% 7-9
16% None
47% 1-3
21% 4-6

19 respondents

My neighborhood was almost entirely made up of white households when we moved in 20 years ago. Now it is about 25% diverse.

2 months ago

Is the Town of Chapel Hill as racially and ethnically diverse as it could be?

Average

Yes   No

"as it could be" is an infinite horizon, but even so the town feels like it could be more diverse

one month ago

While it seems as though our African American population is shrinking, the Asian, Hispanic and Native-American populations are increasing significantly.
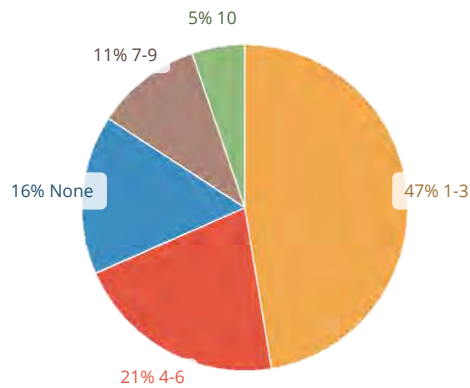
2 months ago

Diversity shouldn't be skin-deep. We need to involve people of diverse social, economic, cultural, educational and vocational background into our economy and government

2 months ago

Do you think, in general, Black/African Americans and other systematically non-dominant residents have as good a chance as White residents in the Town of Chapel Hill to get any kind of housing they can afford?
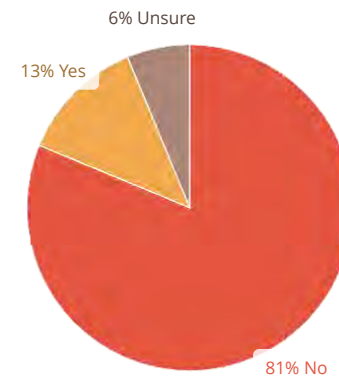

6% Unsure
13% Yes
81% No

16 respondents

I think there is a major lack of affordable housing for all races and ethnicities. I don't think this is about Black/White. I think this is about rich/poor. We need to cap high end construction. Period. No more construction of units over $750,000. At all. Until the affordable housing crisis is addressed. We also need to prevent the loss of family housing for rental housing. The real problem is affordable housing for families of 3+ residents - Black, White, Hispanic, Asian -- all races. We need fewer high end apartments and more houses for families of 4, 5, 6 people.

one month ago

Chapel Hill provides almost no homeownership opportunities for people at 60% and below AMI.

4 months ago

* What community factors have the greatest NEGATIVE impact on your quality of life?
Please rank your answers by clicking on the most important factor, and then the next, so they appear in order of importance.

82%	High housing costs	Rank: 1.29	14 ✓
59%	Transportation issues; trouble getting around	Rank: 2.50	10 ✓
71%	Poor quality housing	Rank: 2.92	12 ✓
59%	No or low sense of community	Rank: 3.00	10 ✓
29%	Other (please use comment box below to explain)	Rank: 3.80	5 ✓

17 Respondents
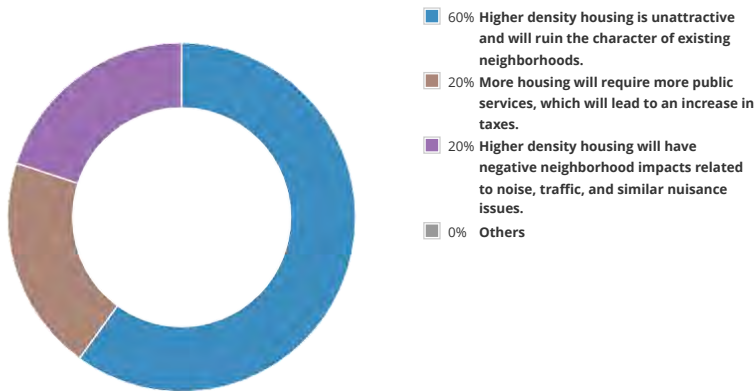
Lack of green space

one month ago

University controlling Town growth, politics and revenue allocation.

2 months ago

Very high density of new apartments behind Ram's Head Plaza.

2 months ago

What concerns you the most about providing more diverse types of housing to choose from in the Station and Focus areas? Choose one.
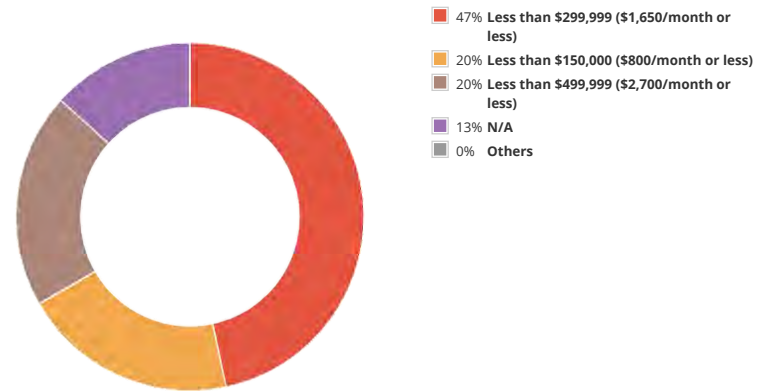

- 60% **Higher density housing is unattractive and will ruin the character of existing neighborhoods.**
- 20% **More housing will require more public services, which will lead to an increase in taxes.**
- 20% **Higher density housing will have negative neighborhood impacts related to noise, traffic, and similar nuisance issues.**
- 0% **Others**

5 respondents

What price range would make renting in Chapel Hill affordable for you? If you are not interested in renting please check N/A.

- 47% **Less than $1,100/month**
- 33% **N/A**
- 20% **$1,100/month - $1,600/month**
- 0% **Others**
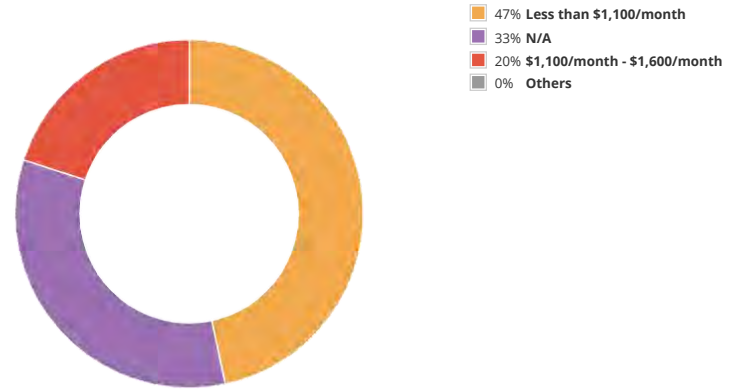
15 respondents

What price range would make home ownership affordable for you? If you are not interested in home ownership please check N/A.

- 47% **Less than $299,999 ($1,650/month or less)**
- 20% **Less than $150,000 ($800/month or less)**
- 20% **Less than $499,999 ($2,700/month or less)**
- 13% **N/A**
- 0% **Others**

15 respondents

* The number of Black residents in the city declined by 1% between 2000 and 2020. If recent population trends remain steady, the black population will continue to decline by 2040.

Please select up to two responses that best match how you think the Town should respond to this trend:

94%	Housing should be addressed. The Town should ensure that a wider range of housing opportunities and choices are available.	15	✓
38%	Chapel Hill has changed culturally in ways that are less welcoming to Black residents. The Town should be more sensitive about this and mindful of the consequences of other Town priorities.	6	✓
19%	Neighborhoods should be addressed. The Town should invest more heavily in neighborhood livability so that existing residents will want to stay.	3	✓
19%	There isn't much the Town can do about this. If there are more housing options in the county, or if another city offers better opportunities, we can't stop people from moving.	3	✓
13%	Other (please use comment box below to explain)	2	✓

16 Respondents

Too much development of expensive apartments, without any effort to produce mixed income housing. Developers have taken over.

one month ago

We need to protect affordable neighborhoods where houses are less than the median price for a single family home. No apartments, no duplexes, no residences designed for 1-2 residents. We need family housing, not housing for people retiring to the area or singles. We need homes with 3+ bedrooms for families who can pay less than $2,000 per month. When we price out families, especially families with several children or multi generational families, we are pricing out many Black and Hispanic families disproportionally.

one month ago

A majority of Town employees do not (and would not) live in the Town limits. Many of our Black property owners see the future and are taking this opportunity to sell the family property while the possible profit is high and move to a more welcoming and affordable place.

2 months ago

Do you see yourself or someone in your household relocating for employment or financial reasons in the next two years?

38% No
63% Yes
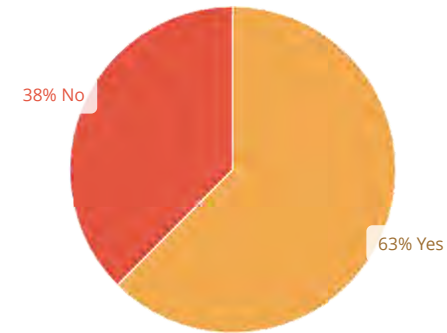
8 respondents

If so, what would be the reason(s) for relocating? Please select all that apply.

33%	To move to a bigger urban area with more job opportunities	1	✓
33%	To move somewhere else in our region to be closer to a job	1	✓
33%	To move somewhere else in our region for better housing options	1	✓
33%	To move somewhere else in the state or country to live less expensively	1	✓
0%	I'm only in the Town as a step on my career ladder and don't plan on being here for very long	0	✓
0%	Other (please use comment box below to explain)	0	✓

3 Respondents

Increasing property taxes increase the burden of living in Chapel Hill (and Orange Couhty) with few services and basic amenitites like sidewalks and bus shelters and a bus system that only works for people connected to UNC. One example: Senior Center fees are very high (yes there are subsidies availble but they are needed because fees are so high. The cut off for qualifying for the county property tax break is far too low. I don't feel I am getting my money's worth by living in CH/OC.
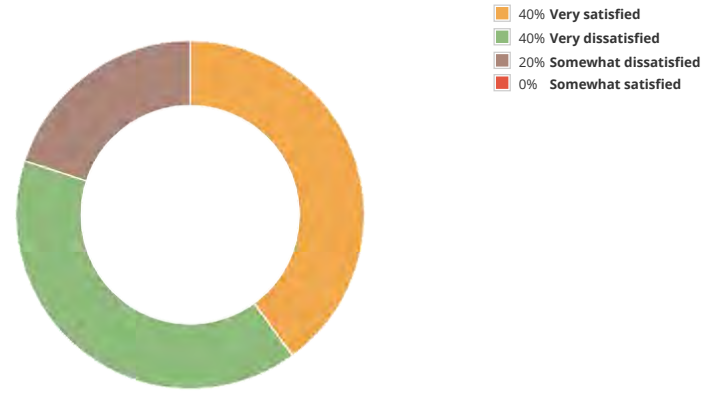
4 months ago

* Do you rent or own your current home?

43% Rent
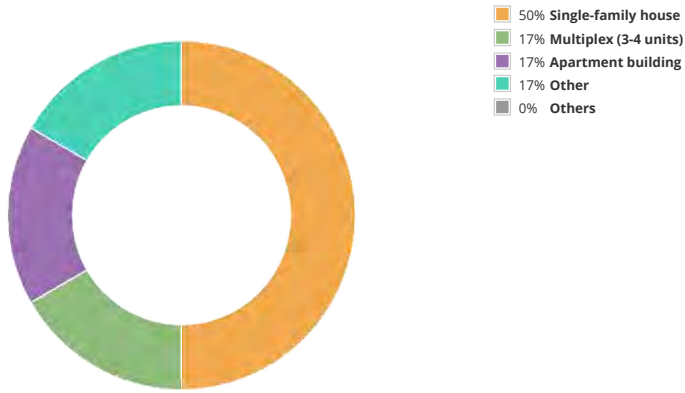
57% Own
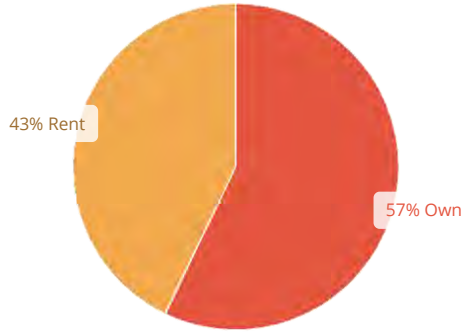
7 respondents

How satisfied are you the housing choices currently available to you?

- 40% **Very satisfied**
- 40% **Very dissatisfied**
- 20% **Somewhat dissatisfied**
- 0% **Somewhat satisfied**

5 respondents

Too m any HOAs, homes made of wood and poor quality construction--and inspections are laughable.

4 months ago

Which of the following best describes the type of housing you currently live in?

- 50% **Single-family house**
- 17% **Multiplex (3-4 units)**
- 17% **Apartment building**
- 17% **Other**
- 0% **Others**

6 respondents

Do you think increased density (the number of housing units in a certain amount of space) should be allowed to improve housing affordability?

40% No

60% Yes
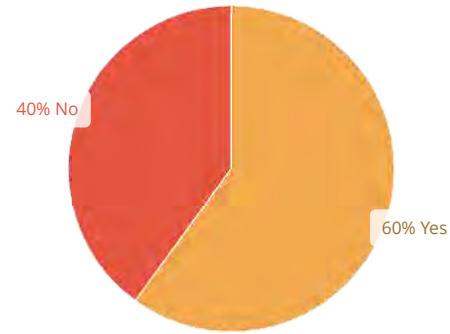
5 respondents

What new types of housing could be added to your neighborhood as a good way to address the housing shortage?

50%	Townhouses	5 ✓
30%	4-6 unit condos (for sale)	3 ✓
30%	Triplexes	3 ✓
20%	Duplexes	2 ✓
20%	None	2 ✓
10%	4-6 unit apartments (for rent)	1 ✓
10%	Mid-rise (4-10 floors) apartments for rent complex	1 ✓
0%	Mid-rise (4-10 floors) condo for sale complex	0 ✓
0%	High-rise (10 or more floors) condo for sale complex	0 ✓
0%	High-rise (more than10 floors) for rent complex	0 ✓

10 Respondents

Availability of open space within existing neighborhoods is a frankly a challenge. I do believe that adding new housing stock should be viewed with how it will fit within existing neighborhood housing stock. Separate note - would like to know more about the mix of rental vs. owner-occupied for any vision of expanded housing stock. Does any current vision plan for expanding housing stock prioritize rental or owner-occupied? Understanding that mix is critical.

2 months ago

What is the greatest challenge to attracting development (growth) in Chapel Hill? *Please rank your answers by clicking on the most important factor, and then the next, so they appear in order of importance.*

83%	Lack of housing choices	Rank: 2.20	5 ✓
83%	Escalating cost of living/cost of housing	Rank: 2.60	5 ✓
33%	Codes and regulations (too many)	Rank: 3.50	2 ✓
67%	Increasing gap between the "haves" and the "have nots"	Rank: 4.25	4 ✓
83%	Infrastructure that needs maintenance or expansion	Rank: 4.40	5 ✓
50%	Slow development review and approval process	Rank: 4.67	3 ✓
83%	Worsening traffic congestion	Rank: 5.20	5 ✓
67%	Types, availability, and location of jobs	Rank: 5.50	4 ✓
50%	Retaining sense of place	Rank: 7.00	3 ✓
33%	Codes and regulations (not enough)	Rank: 9.00	2 ✓
0%	Other (please use comment box below to explain)		0 ✓

6 Respondents

We are overly reliant on Universities and UNC Healthcare as an employment source. To be blunt, this town risks becoming nothing more than a high priced bedroom community populated with people who work elsewhere with a narrow tax base built on property taxes. Appears to be a low priority in driving startups (partnering with UNC) or attracting companies from elsewhere to take advantage of the high skill/educated work force here.

What business development I have seen appears limited to UNC Healthcare offices, which have been sited everywhere. We have a downtown that appears empty with unused retail space and a general lack of density along Franklin/Rosemary Streets. Frankly we appear to be risking building a town that is a "donut" - a hollow core with development pushed outwards and a downtown that is a Potemkin Village - allowing residents to have the image of a bucolic college town with the development and density pushed out.

2 months ago

Thinking about development in Chapel Hill over the next 10-20 years, are you concerned about any of the following?

	I'm very concerned	I'm a little concerned	I'm not concerned	I'm mostly unconcerned	I'm not at all concerned
Rising housing prices	74% I'm very concerned	23% I'm a little concerned	2% I'm not concerned	- I'm mostly unconcerned	- I'm not at all concerned
Availability of open/green space in the Town	33% I'm very concerned	36% I'm a little concerned	24% I'm not concerned	5% I'm mostly unconcerned	2% I'm not at all concerned
Downtown parking (availability, pricing, and location of spaces)	42% I'm very concerned	21% I'm a little concerned	16% I'm not concerned	7% I'm mostly unconcerned	14% I'm not at all concerned
Racial inequality	64% I'm very concerned	29% I'm a little concerned	5% I'm not concerned	2% I'm mostly unconcerned	- I'm not at all concerned
Types, availability, and location of jobs	48% I'm very concerned	29% I'm a little concerned	17% I'm not concerned	7% I'm mostly unconcerned	- I'm not at all concerned
Design quality and character	31% I'm very concerned	26% I'm a little concerned	26% I'm not concerned	14% I'm mostly unconcerned	2% I'm not at all concerned
Traffic/roadways/mobility	33% I'm very concerned	31% I'm a little concerned	26% I'm not concerned	10% I'm mostly unconcerned	- I'm not at all concerned
Bike/pedestrian/connections	47% I'm very concerned	26% I'm a little concerned	21% I'm not concerned	- I'm mostly unconcerned	5% I'm not at all concerned
Accessibility	38% I'm very concerned	45% I'm a little concerned	12% I'm not concerned	2% I'm mostly unconcerned	2% I'm not at all concerned

43 respondents

The Town has many competing priorities. How would you fund the following community priorities ? *Please rank your answers in order of importance with the highest priority at the top of the list.*

100%	Provide more affordable housing and/or subsidized	Rank: 1.29	7 ✓
43%	Provide incentives for diverse housing (different mix of housing types)	Rank: 2.33	3 ✓
57%	Improve connectivity and mobility to existing neighborhoods (sidewalks, greenways, multiuse trails)	Rank: 4.25	4 ✓
57%	Provide incentives for economic development (attract new jobs and business)	Rank: 4.50	4 ✓
71%	Neighborhood revitalization (empower residents to help improve their neighborhoods)	Rank: 4.60	5 ✓
57%	Enhance and/or provide parks and recreation facilities	Rank: 5.25	4 ✓
57%	Expand/upgrade multi-modal transportation options (public transit, pedestrian and cycling facilities)	Rank: 5.50	4 ✓
57%	Purchase open space/natural lands for preservation or conservation	Rank: 6.50	4 ✓

7 Respondents

What types of sites do you think will most likely change in the next 10 or 20 years?

|		
75%	Outdated retail or commercial buildings (redevelopment/adaptive reuse)	6 ✓
50%	Previously developed land, now vacant (infill)	4 ✓
50%	Underused surface parking lots	4 ✓
38%	Undeveloped land (never developed)	3 ✓
0%	Other	0 ✓

8 Respondents

I-40 W

Area along the northern portion of Martin Luther King, Jr. Blvd.

What activities, development, or building types could be right for this site?

Choose all responses that apply.

100%	Taller buildings (add more floors) to allow for affordable housing opportunities	3 ✓
67%	More diverse missing middle housing (duplexes, triplexes, 4-6 unit apartment homes)	2 ✓
67%	More multimodal connections and infrastructure (pedestrian, cycling, greenways, etc.)	2 ✓
33%	Taller buildings (add more floors) to allow for retail opportunities	1 ✓
33%	Space for community services, amenities, public spaces, green spaces	1 ✓
33%	Reduced parking requirements (close to transit and multimodal connections)	1 ✓
33%	Concepts provided are good examples for future growth in Chapel Hill.	1 ✓
0%	Other	0 ✓

3 Respondents

Map data ©2022 Google
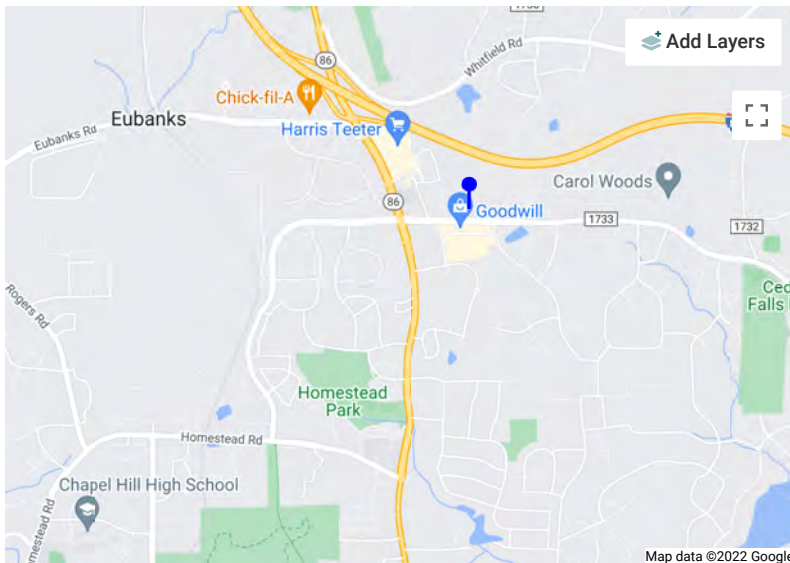
I-40 W

Area along the northern portion of Martin Luther King, Jr. Blvd.

What features of a complete community are currently missing in this location? This will help identify gaps to fill.

Choose all responses that apply.

33%	Taller buildings (add more floors) to allow for affordable housing opportunities	1 ✓
33%	Taller buildings (add more floors) to allow for retail opportunities	1 ✓
33%	Reduced parking requirements (close to transit and multimodal connections)	1 ✓
33%	Nothing else needs to be added at this location.	1 ✓
0%	More diverse missing middle housing (duplexes, triplexes, 4-6 unit apartment homes)	0 ✓
0%	Space for community services, amenities, public spaces, green spaces	0 ✓
0%	More multimodal connections and infrastructure (pedestrian, cycling, greenways, etc.)	0 ✓
0%	Other	0 ✓

3 Respondents

Do you live, work, or attend school in the North MLK area (see map)?

- 60% **No.**
- 40% **Yes, live.**
- 0% **Others**

5 respondents

Shaping Our Future

a transportation and land use initiative.

For the history of this initiative, please see: https://publicinput.com/shapingourfuture

Contact Information: email Future@townofchapelhill.org or call 919-969-5082.

Transit-Oriented Development Planning and LUMO Rewrite Vision