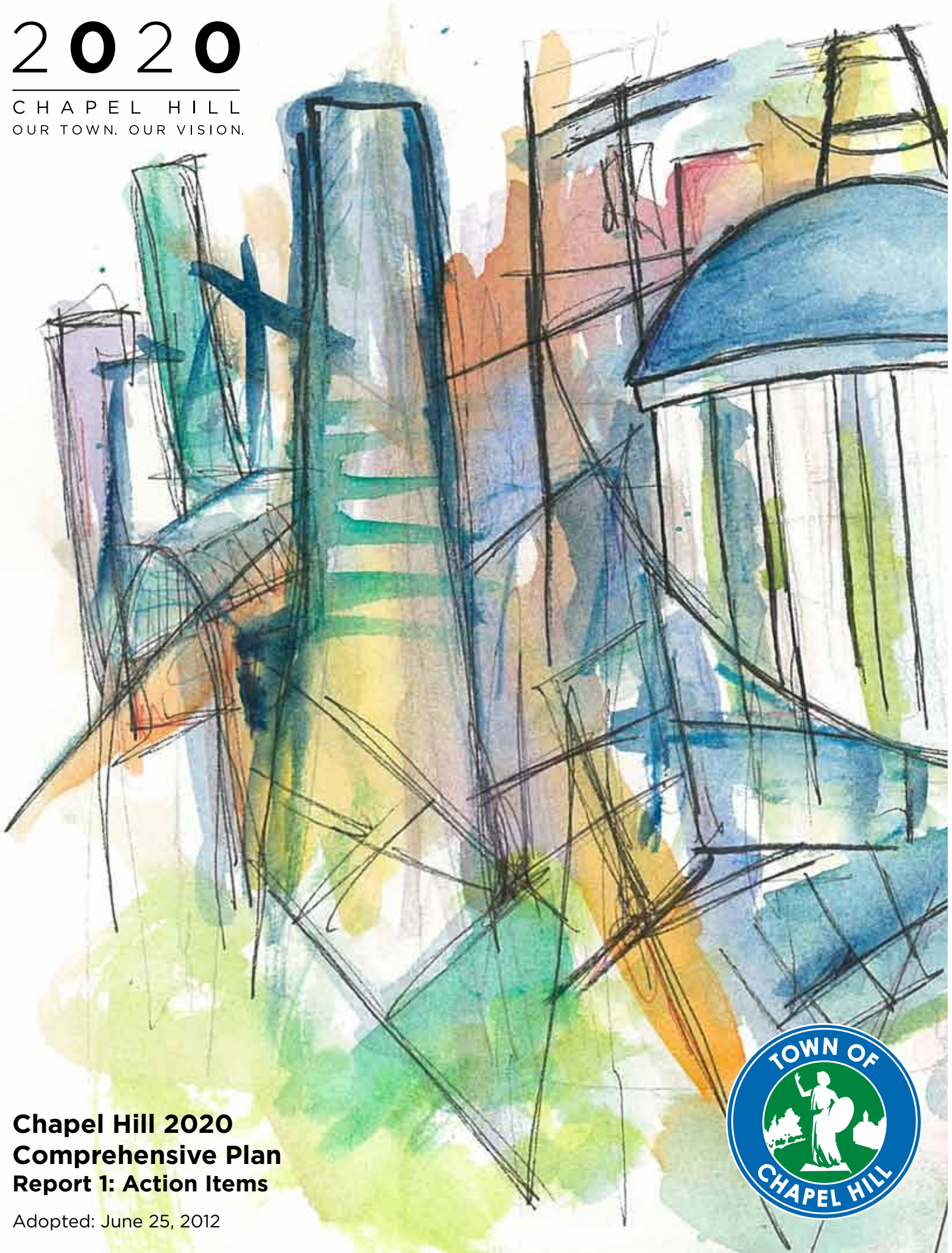


2020

CHAPEL HILL
OUR TOWN. OUR VISION.



Chapel Hill 2020 Comprehensive Plan Report 1: Action Items

Adopted: June 25, 2012



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

2020

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**CHAPTER 1:
EXISTING PLANS AND REPORTS**

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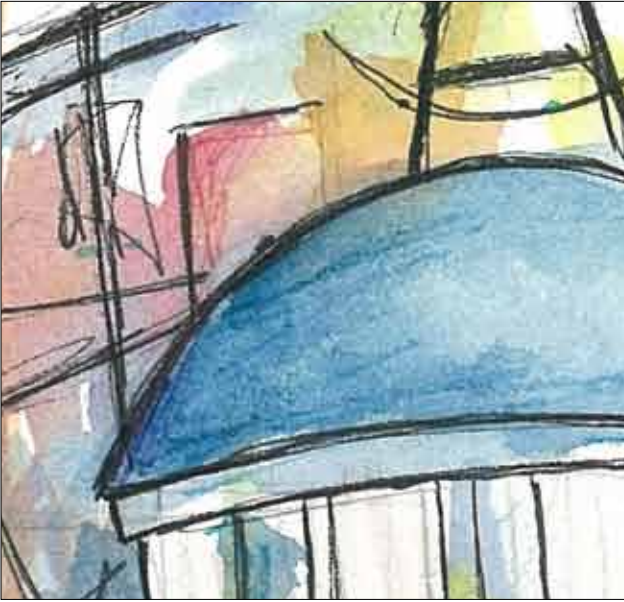
References to Existing Plans and Reports

Some action items that are contained in this report refer to existing plans, reports, and other information. The following list provides information regarding this existing material and where these can be found:

- Affordable Housing Strategy – Adopted by the Town Council on June 13, 2011. For more information, visit: www.townofchapelhill.org/ahs
- Bicycle and Pedestrian Action Plan – Adopted by the Town Council on October 24, 2004. For more information, visit: www.townofchapelhill.org/index.aspx?page=553
- Buy Local Campaign – For more information, visit: <http://webuylocal.org/>
- Campus-to-Campus Connector for Carolina North – One of the requirements of the Carolina North development agreement is for the University and the Town to collaborate on a pathway to connect the main campus and Carolina North. For more information, visit: www.townofchapelhill.org/index.aspx?page=1356
- Carolina North Development Agreement – A joint agreement between the Town and the University of North Carolina at Chapel Hill. Adopted in June of 2009. For more information, visit: www.townofchapelhill.org/carolinanorth and <http://carolinanorth.unc.edu/>
- Chapel Hill-Carrboro Chamber of Commerce – For more information, visit: www.carolinachamber.org/
- “Come Learn With Us” Series – Began in September of 2011. For more information, visit: www.townofchapelhill.org/comelearnwithus
- Community Survey – Conducted in November and December of 2011, by the ETC Institute. For more information, visit: www.townofchapelhill.org/survey
- Draft Downtown Development Framework and Action Plan – A progress report was presented on June 10, 2010, but this plan has not been adopted by Town Council. For more information, visit: www.townofchapelhill.org/economic_development
- Economic Development Strategy – Adopted by the Town Council in June of 2008. For more information, visit: www.townofchapelhill.org/economic_development
- Form-based codes – To view the “Special Topics” presentation regarding this topic, visit: www.townofchapelhill.org/comelearnwithus

- Greenways Master Plan – Adopted by the Town Council in 2006. For more information, visit: www.townofchapelhill.org/index.aspx?page=835
 - The Greenways Master Plan is currently being updated. For information about the draft plan, visit: www.townofchapelhill.org/index.aspx?page=2006
- Jordan Lake Rules (also referred to as the Jordan Lake Nutrient Management Strategy) – Passed by the North Carolina General Assembly in August of 2009. For more information, visit: www.townofchapelhill.org/index.aspx?page=1615
- Neighborhood Conservation Districts (also referred to as NCD zoning overlays) – The first NCD zoning overlay was enacted by the Town Council in January of 2003. For more information, visit: www.townofchapelhill.org/index.aspx?page=570
- North Carolina Botanical Garden – A unit of the University of North Carolina at Chapel Hill and located in Chapel Hill. For more information, visit: <http://ncbg.unc.edu>
- North Carolina Department of Transportation (NCDOT) – For more information, visit: www.ncdot.gov/
- Open for Business – Launched by the Town’s Economic Development Department. For more information, visit: www.opentobusiness.biz
- Orange County Solid Waste Management Department – Oversees the recycling programs. For more information, visit: www.co.orange.nc.us/recycling/
- Parks and Recreation Master Plan – Adopted by the Town Council on May 29, 2002. For more information, visit: www.townofchapelhill.org/index.aspx?page=530
 - The Parks and Recreation Master Plan is currently being updated. For information about the draft plan, visit: www.townofchapelhill.org/index.aspx?page=2001
- Rural Buffer – Created in 1987 by the approval of a Joint Planning Agreement between the governments of Orange County, the Town of Chapel Hill, and the Town of Carrboro. For more information, see Report 3: Data Summary, Chapter 4: Facts and Projections, Section II: Land Area.
- Southern Area - Small Area Plan – Adopted by the Town Council in 1992. For more information, visit: www.townofchapelhill.org/index.aspx?page=599
- Stormwater Management Division – For more information, visit: www.townofchapelhill.org/stormwater

- Tree Ordinance - Adopted in December of 2010. For more information, visit: www.townofchapelhill.org/trees
- Triangle J Council of Governments (TJCOG) - For more information, visit: www.tjcog.dst.nc.us/



CHAPTER 2: ACTION ITEMS

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In addition to the themes and goals, action items were developed for each goal by community participants during working session meetings and other outreach meetings. These draft action items provide tangible steps for achieving the goals.

While much work has gone into developing the draft action items, continued community involvement is needed as the Town begins evaluating, refining, and implementing them. Some action items will be easy to implement, while others may need more consideration. Some items are in conflict with one another, while others will be difficult or impossible to implement for legal or fiscal reasons.

The implementation process described in Part 2, Chapter 4, of the Chapel Hill 2020 comprehensive plan will give advisory boards, Town staff, the community, and the Town council the opportunity to discuss these action items, analyze whether they are possible or impossible to accomplish, and decide if and how to implement them as Town policy and land use plans.

The draft action items that were developed by the community participants during the Chapel Hill 2020 process are listed below. See also Report 2: Process and Outreach Summary for community action items.



Theme 1: A Place for Everyone (PFE)

Goal PFE.1: Family friendly, accessible exterior and interior places throughout the Town for a variety of active uses

Action Items regarding exterior spaces:

- Initiate a study/survey to create a master list of activities that the community would like to see happen and identify existing and new spaces where these activities could take place
- Implement the draft Parks and Recreation Master Plan
- Change the open space requirement to include plazas
- Incorporate fruit trees into the Town's landscaping plan
- Create outdoor green spaces for multiple uses
- Create places of vibrancy where people gather and feel safe
- Create facilities where recreation, leisure and the arts can all be accessed
- Create neighborhood parks and playgrounds
- Fully equip the planned playground area on Library grounds in Pritchard Park

Action Items regarding interior spaces:

- Expand awareness and information about current means of achieving a healthy lifestyle (programs, initiatives, etc.)
- Conduct quarterly healthy lifestyle programs at the Library
- Create resident-led, community-wide initiatives that promote healthy lifestyles, such as Michelle Obama's Challenge to the Council of Mayors on obesity
- Partner with the University of North Carolina at Chapel Hill to create health (wellness) fairs and with the school system to bring about cultural changes in eating habits
- Survey of the community to gauge their participation in such events and what types of events they would like to have
- A dedicated facility for youth gathering and activities
- Hire a Teen Librarian to work with community groups to expand teen services

Goal PFE.2: A creative place to live, work, and play because of Chapel Hill's arts and culture

Action Items:

- Expand the existing Public Arts Commission to better promote the brand
- Promote what is already happening at the University, in Carrboro, and in Town
- Create opportunities for housing and space for artists
- Share resources between partners that support artists and creative thinkers
- Create sources of funding
- Create a communications campaign to advertise artists and their work
- Better publicity and agency collaboration
- During the biannual Community Survey, ask if residents are aware of cultural programs and if this is important to them
- Work with the university to identify shared grant applications
- At the Library, conduct programs, lead grant-writing workshops, house installations, host performances, and provide space

- Create a downtown arts district
- Incorporate public art into private development projects
- Identify existing facilities or create a facility for arts programming
- Create new branding for Chapel Hill that identifies the town as a place to creatively work, live and play
- Incorporate the contextual art plan (needs clarification)
- Promote cultural tourism
- A dedicated facility for the arts (exhibit, performance and practice, classroom space)
- Monitor patron attendance during events, Public Art Projects/Bids
- Initiate the “One Town/One Read” concept to facilitate community discussions about difficult topics
- Better collaboration with the University of North Carolina at Chapel Hill and others; build momentum on what exists
- Develop more entertainment options
- Use arts to address social issues.
- Create cultural arts program that celebrates community diversity.
- Integrate public art into the fabric of the community
- Use the library as a venue for artists and to conduct arts programs for all ages
- Nurture creative thinking and attract/retain creative people

Goal PFE.3: A range of housing options for current and future residents

Action Items:

- Define the full spectrum of affordable housing needs
- Review Town polices intended to create affordable housing
- Review barriers to access affordable housing
- Encourage the University to become a partner in providing affordable housing
- Take advantage of every strategic opportunity to leverage funding for affordable and work place housing
- Conduct an affordable housing analysis for Chapel Hill,

evaluate a range of alternatives and their impacts on the community

- identify regulatory changes that could support further affordability of housing
- Support multi-pronged efforts to providing affordable housing in Chapel Hill
- Financially support affordable housing partners and the Town's Affordable Housing Strategy
- Expand providers and means of providing affordable housing
- Establish relationships with organizations such as Builders of Hope, etc.
- Provide housing for the community, including students, the elderly, and low income residents; encourage socio-economic diversity through affordable housing
- Lower/maintain the tax rate
- Expand the range of public programs and private incentives for affordable housing
- Develop more affordable housing
- Identify barriers to developing affordable housing and address these barriers
- Increase percent requirements for new development
- Connect greenways to Town and university destinations; promote alternatives including electric cars
- Provide diversity of housing opportunities including workforce housing
- Make affordable housing information available to students and graduates
- Affordable housing should be built to be environmentally sustainable (weatherization, fire suppression, etc.)
- Public transportation needs to be made available through accessible locations and accessible scheduling
- Promote a range of housing options: rental, owner-occupied, use of existing

Goal PFE.4: A welcoming and friendly community that provides all people with access to opportunities

Action Items:

- Enhance communication system between the Town and the public

- Provide “wayfinding system” to communicate with residents such as signage, advertising, and investment in technology
- Encourage neighborliness – encourage neighbors to get to know each other
- Help tell the town’s story and who the community members are as residents
- Actively recruit a diverse group of people to serve on Boards and Commissions and to be involved in town planning processes
- Review existing and future Town volunteering and public participation opportunities to ensure that their purpose is clearly identifiable and achievable
- Survey advisory board members and those who participate in Town planning processes to see if they feel that the purpose of their activity has identifiable and achievable goals and outcomes
- Review advisory board membership statistics to see if they reflect the demographic diversity of the Town
- Continue programs and community events which incorporate the arts and active living and champion downtown
- Expand civic engagement to include all community members

Goal PFE.5: A community of high civic engagement and participation

Action Items:

- Identify a way to provide special topics sessions; use existing models such as the Chapel Hill 2020 process and “Come Learn With Us” as starting points
- Have special topic sessions related to Chapel Hill 2020 implementation steps
- Identify new audiences for the sessions
- Develop a system for information exchange between town departments and partners in the community to enhance data sharing and communication efficiencies



Theme 2: Community Prosperity and Engagement (CPE)

Goal CPE.1: Balance and sustain finances by increasing revenues and decreasing expenses

Action Items Regarding Increasing Revenues:

- Integrate tourism into the economic development strategies and continue to boost tourism as a way to generate revenue
- Bring business and retail to Chapel Hill, whatever it takes without endangering the environment
- Renew conversations about treating a portion of the University event ticket sales as “entertainment tax”
- Continue to consider development types that generate significant tax revenue such as dense projects
- Rezone to support changes in the tax base and housing stock
- Expand or use the Rural Buffer
- Add warehousing/industrial zoning
- Build up/encourage vertical integration if there is not enough horizontal space

Action Items Regarding Decreasing Expenses:

- Find ways to make the government and planning infrastructure more efficient
- Maximize the community’s use of resources
- Partner with Carrboro and others
- Cooperation/collaboration/consolidation with Carrboro, Orange County, and the region
- Explore and educate the community on how the University offsets any tax-free status that it may have via economic development, payment in lieu, etc.
- Continue to look for opportunities for the University of offset costs/expense to the town
- Infrastructure improvements and public safety costs must be known before major (100,000 square foot and up) new development has been approved
- All infrastructure improvement and public safety expenses incurred by the Town for major developments need to be paid back in seven years or less via increases in property and sales tax

- Continue the discussion of possible cost savings by stating that the Town should seek to integrate/share services with adjacent governmental agencies, such as Carrboro, the University, and Orange County, when service delivery quality/quantity can be maintained for less cost

Goal CPE.2: Foster success of local businesses

Action Items regarding fostering the success of existing businesses:

- Develop, implement, and fund strategies to increase visitor spending
 - Attract more tourists by allowing Bed and Breakfasts and increasing entertainment venues
- Increase customer spending locally
 - Develop new campaign(s) to reinvigorate Orange County's Buy Local campaign to attract patrons to local retail
- Develop and implement successful strategies to retain and help existing enterprise thrive
 - Stay in touch/aware of changing needs to that the community can help existing businesses stay in business in Chapel Hill
 - Identify funding to support business retention
 - Help existing businesses connect with new commercial development and space
- Develop infrastructure to connect the community to retailers and employers and to meet the needs of local enterprise
 - Make businesses more accessible (bike, walkable, train stop)
 - Develop cut-through roads wherever possible to connect roads for greater walkability, neighborhood transportation, and ease of traversing business areas
 - Make these pedestrian walkways
 - Extend transit hours and routes
 - Address shortage of parking
 - Identify funding for infrastructure
- Revise the Land Use Management Ordinance and other related ordinances to make the development review process, inspections, and permitting less uncertain, less expensive, and faster

- Better signage – allow more and streamline approval process
- Encourage existing businesses to reconfigure existing parking (e.g., Whole Foods)
- Streamline and make more predictable the process for business expansion/growth of existing business
- Educate the public regarding the costs that businesses incur in preparing and making presentations to the Town/Town Council
- Implement technology strategies to connect customers to enterprise and to connect employers to the community
 - Training
 - Increase mobile applications related to business information and parking
 - GPS tags

Action Items regarding attracting new businesses:

- Develop, implement, and fund strategies to increase visitor spending
 - Attract small hotels and bed & breakfasts
- Develop a menu of diverse recruitment and retention incentives to support job growth and economic development
 - Incentivize (or penalize) landlords who keep commercial property vacant through surcharges or tax breaks
 - Allow/encourage construction of more affordable space, like flex, warehouse, and business/commercial office space
 - Offer low interest revolving loans
 - Offer tax credits/incentives to new businesses
- Market Chapel Hill as a great place to start and grow enterprise
 - Market better
 - Build on strengths through a cluster-based economic development strategy (arts, food, farms, healthcare)
 - Attract unique businesses
 - Attract small hotels and bed & breakfasts (for tourism)
 - Attract destination businesses like Costco

- Develop infrastructure to connect the community to retailers and employers and to meet the needs of local enterprise and new businesses
 - Promote interconnectivity of business and commercial zones – make movement from area to area easier
 - Open up signage rules to allow better business identification
 - Improve lighting in business zones
- Develop, implement, and fund strategies to attract, incubate, and accelerate startups
 - Use vacant stores/office space/buildings as incubator opportunities
 - Market better
 - Attract innovation (like 505 W. Franklin St.)
 - Make start-ups easier
 - Offer low interest revolving loans
 - Partner with the University to foster innovation and to create incubator/startup space and support to keep businesses in Chapel Hill
- Revise the Land Use Management Ordinance and other related ordinances to make the development review process, inspections, and permitting less uncertain, less expensive, and faster
 - Maximize current space and add more affordable areas/warehousing sites
 - Redevelop large hubs, such as Ram's Plaza and University Mall
 - Develop brownfield sites first
 - Streamline the process for approving construction, possibly through form-based zoning
 - Allow/encourage lower cost construction of more affordable commercial/individual space like flex space, warehouse, and business/commercial office space
 - Encourage creative, innovative forms of development
 - Attract businesses like Costco
 - Streamline a new business permitting process
 - Open up signage rules to allow better business identification
 - Seek people for Boards and Commissions who have expertise in planning

Goal CPE.3: Promote a safe, vibrant, and connected (physical and person) community

Action Items:

- Improve lighting
- Improve walkways (quality, safety and routing)
- Bikeways
- Alternative forms of movement
- Transit-oriented development
- Increase police presence
- Resources for public safety
- Avoid areas prone to natural disasters
- Promotion of a balanced land use mix at different scales
- Renewable energy system
- Offer range of housing types (affordable)
- Offer incentives for affordable housing
- Respond to regional retail and employment competition
- Offer competitive wages
- Partner with educational institutions
- Foster an innovative, entrepreneurial atmosphere
- Sites for schools
- Build on partnership with the University and the UNC Health Care System
- Enhance what the community has
- Question assumptions
- Quality versus quantity
- Best use of property
- Maintain the Town's reputation (distinction between maintenance and restoration)



Theme 3: Getting Around (GA)

Goal GA.1: A well-conceived and planned, carefully thought out, integrated, and balanced transportation system that recognizes the importance of automobiles, but encourages and facilitates the growth and usage of other means of transportation such as bicycle, pedestrian, and public transportation options

Action Items:

- Identify initial projects that can easily be achieved such as connectors
- Provide additional infrastructure and facilities, such as park and ride capacity, bike lanes and greenways, sidewalks and pedestrian crosswalks, local and regional transit programming and connections
- Support new technologies such as charging stations for electric cars
- Create a campaign using education and incentives to increase use of alternative modes of transportation
- Have alternative ways of raising revenue to support all modes of transportation and ensure the long-range financial viability of the transportation system that addresses both operating and capital needs
- Incorporate a transparent and fact-driven process for decision-making that includes input from front-line workers, users, and advisory boards regarding what needs to be addressed and prioritized
- Measure baseline and future usage to track trends
- Incorporate equity indicators and household or lifecycle analysis into a comprehensive planning matrix when determining transportation priorities or deciding on such measures as user-fees, to ensure that the system meets the needs of all individuals. For more information, see “Evaluating Transportation Equity” by Victoria Transport Policy Institute (February 2012) (<http://www.vtppi.org/equity.pdf>)
- Update and revise past Town Boards and Commissions recommendations to reflect current conditions (short-term)

Goal GA.2: A connected community that links neighborhoods, businesses, and schools through the provision of greenways, sidewalks, bike facilities, and public transportation

Action Items:

- Create greenways, sidewalks, and bikeways that connect places and are not only for recreation and neighborhoods that are not currently served
- Use existing bikeways, walkways, and transit to connect neighborhoods and commercial districts and expand those networks
- Build connectors between existing (isolated) residential street systems (specifically bicycle and pedestrian connections)
- Have better connections between existing residential street networks
- Expand bike and walkway paths so that they better connect with each other and provide a complete system
- Use the Resource Conservation Districts and existing utility easements to create more bicycle and pedestrian connections and greenways
- Create striped bike lanes or separated bike paths that enable bicyclists of all skills levels to cycle

Goal GA.3: Connect to a comprehensive regional transportation system

Action Items:

- Provide well-lit, attractive, and patrolled hubs
- Have hubs that support multiple modes of transportation through providing bike racks and other amenities
- Create more convenient bus routes
- Identify areas outside Chapel Hill that generate a need for expanded transit connections to Chapel Hill and align the investments in land use, community infrastructure, and the transit system
- Coordinate with regional agencies, particularly with Triangle Transit and the Durham-Chapel Hill-Carrboro Metropolitan Planning Organization, with the goal of providing better integration between Chapel Hill's system and those in surrounding communities such as Durham, Raleigh, RDU airport, Chatham County, Hillsborough, and other regional destinations
- Ensure that as part of any rapid transit system, users can conveniently and efficiently reach their final destination (with accessible transit stops, minimal transfers, and efficient routes); this may require significant expansion/reorientation of the current bus system, and funding for these needs should be explicitly included and protected/

guaranteed in any financial plans

- Improve safe cycling connections between Chapel Hill and Carrboro, particularly on Estes Drive
- Work with other organizations in the Triangle to connect bikeways and greenways in the greater Triangle area
- Provide safe bicycle infrastructure from Chapel Hill to the American Tobacco Trail, the RTP greenway system, and other destinations

Goal GA.4: Make an adaptable transportation system to support both dense and suburban development

Action Items:

- Coordinate with zoning and include holistic transportation plans in zoning requirements
- Define corridors for high quality transit services (7 days a week, 16-20 hours a day)
- Planning and implementation of new development must include the appropriate infrastructure to support all modes of transportation and connectivity
- Change the zoning requirements to require holistic transportation options
- Continually monitor and reassess the bus route system to ensure that the needs of all stakeholders/users (such as residents, students, workers, and visitors) are met

Goal GA.5: Create a comprehensive transportation system that provides everybody safe and reasonable access to all the community offers

Action Items:

- Develop holistic plan and incorporate in zoning and budget plans
- Develop handicapped-accessible infrastructure
- Offer transit services for seniors and others with special needs
- Develop strategy for and create a campaign which makes the public aware of what the community offers and how they can access it
- Transit schedule should be conducive to both night and weekend travel
- Provide bus service to all town parks and recreational facilities
- Plan for and address the needs of under-served

populations, low-income residents, and night-time workers who are dependent on the transit system

Goal GA.6: A transportation system that accommodates transportation needs and demands while mitigating congestion, promoting air quality, sustainability, and energy conservation

Action Items:

- Expeditiously identify and pursue funding for the campus-to-campus connector
- Create a campaign using education and incentives to increase use of alternative modes of transportation
- Implement Ride Share
- Promote the use of electric cars and the use of alternative fuels through supportive infrastructure
- Consider new areas of development and redevelopment be built as neighborhoods that combine residential and light commercial uses such that many needs of everyday life can be addressed by walking
- Create more bicycling infrastructure to accommodate all comfort levels and preferences for transportation and recreation: bike lanes, cycle tracks, separated paths.
- Support bicycling at businesses by providing incentives for investment (such as high quality/covered bicycle parking)
- Consider incentives for businesses to apply for the Bicycle Friendly Business designation.
- Provide bicycle parking, including covered bike parking at strategic locations, such as parking garages, park-and-ride lots and where possible at bus stops.
- If possible, synchronize investment in bicycle facilities with NCDOT Division of Bicycle and Pedestrian Transportation improvements, as detailed in the NCDOT Project Prioritization document
- Work with TJCOG, NCDOT and other partners, using the connectivity index and bicycle and pedestrian improvements prioritization scheme, to achieve the goal of creating one mile of new bicycle infrastructure each year
- Adding bike lanes should be considered in every routine repaving by NCDOT
- Encourage intermodal (bike-bus, bus-train, etc.) connections
- Increase bicycle carrying capacity of buses

Goal GA.7: Incorporate street planning into zoning code

Action Items:

- Incorporate all forms of transportation (bike lanes, street and trail design standards, way-finding, etc.) into zoning and land use discussions
- Consider complete streets in all zoning, development and land use processes
- Any Small Area Development Plan or large development independent of Small Area Development Plans should include triggers for transportation improvements to insure that infrastructure is in place to support proposed development before occupancy (as done in section 5.8.14 of the Carolina North development agreement)

Goal GA.8: A community that has a parking system based on strategies that support the overall goals of a holistic transportation system

Action Items:

- Implement creative parking solutions
- Provide parking as part of new development (University Square and others)
- Conduct a joint University-Town comprehensive study of the downtown parking needs
- Study appropriate locations for additional park-and-ride capacity



Theme 4: Good Places, New Spaces (GPNS)

Goal GPNS.1: Low density, green Rural Buffers that exclude urban development and minimize sprawl

Action Item:

- Evaluate and re-examine the effectiveness of Rural Buffers in light of the other goals of the Chapel Hill 2020 comprehensive plan

Goal GPNS.2: A vibrant, diverse, pedestrian-friendly, and accessible downtown with opportunities for growing office, retail, residential, and cultural development and activity

Action Items:

- Evaluate Streetscape Plan and Downtown plans to consider this (downtown) goal
- Increase automobile and pedestrian connections between Franklin and Rosemary Streets
- Review and adopt relevant parts of the draft Downtown Framework for redevelopment opportunities
- Be creative with design; generate a clear vision and guidance regarding building height downtown and along transportation corridors
- Implement form-based codes in Downtown
- Provide more Rosemary Street incentives and more cross-streets; thoroughly review and adopt relevant parts of the consultant study for downtown redevelopment

Goal GPNS.3: A development decision-making process that provides clarity and consistency with the goals of the Chapel Hill 2020 comprehensive plan

Action Items:

- Adopt a development code that guides growth toward the specific, form-based visions of the Plan and provides predictability for community and land owners

Goal GPNS.4: A joint Town–University development strategy that aligns initiatives for transportation, housing, environmental protection, and entrepreneurial programs

Action Items:

- Provide housing options for range of income levels
- Collaborate with the University on a joint development strategy
- Develop a plan for areas surrounding Carolina North

Goal GPNS.5: A range of neighborhood types that addresses residential, commercial, social, and cultural needs and uses while building and evolving Chapel Hill's character for residents, visitors, and students

Action Items:

- Evaluate and re-examine the application of Neighborhood Conservation Districts
- Integrate open spaces and smaller parks into neighborhoods
- Support student-oriented developments in appropriate areas and along transportation corridors
- Assist seniors with aging in place and renovation of properties
- Encourage connectivity with alternative transportation
- Revise the Land Use Management Ordinance to allow bed & breakfast houses and short-term (i.e. by the day) rentals of rooms and houses in town

Goal GPNS.6: A community that welcomes and supports change and creativity

Action Items:

- Provide for clustered incubator space
- Open new areas for growth of entrepreneurial activities through changes in public programs, regulations, and infrastructure provision
- Provide supporting infrastructure, and services to support entrepreneurial activity

Goal GPNS.7: Open and accessible common spaces for community gathering and community development

Action Items:

- Plan spaces that create destinations for residents and visitors
- Work with local businesses to encourage outdoor dining, street vending, and the like to nurture community spaces, a la Weaver Street Market
- Encourage public and private provision of new common spaces through capital investment and development incentives
- Protect, acquire, and maintain natural spaces green spaces for parks, greenways, entranceways, and bikeways to protect wildlife corridors, to provide recreation and connections to schools, and to promote a healthier community

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

Action Items:

- Develop district codes for different areas of town
- Accommodate diverse urban forms
- Agree on preservation areas and development zones
- Create new medium to high-density zoning districts and/or opportunity areas in defined corridors
- Determine where higher-density, urbanized areas, such as major transit-oriented corridors and downtown are appropriate
- Amend the Land Use Management Ordinance to allow for more infill residential development in the form of accessory units in certain areas
- Allow more infill residential development



Theme 5: Nurturing Our Community (NOC)

Goal NOC.1: Become a model for North Carolina and beyond in wisely and justly reducing waste in a way that minimizes local environmental impact without imposing upon the environmental and social rights of others

Action Items:

- Adopt a goal of reducing 80% of all waste by 2020
 - Adopt curbside recycling of all plastics
 - Increase the number of items accepted at central recycling centers in town
 - Encourage the creation of a re-use center for household, construction, and commercial waste
 - Ensure that all electronics and construction waste are disposed of safely
- Educate all community members about the importance of waste reduction, recycling, and alternative disposal techniques such as composting
- Work collaboratively with Orange County and other regional partners to identify a waste disposal strategy that does not impose upon the environmental and social rights of others
- Adopt waste management requirements for all construction companies that do business in Chapel Hill
- Provide a tax incentive for businesses that adopt strategies that minimize packaging, including groceries and other carry out services that do not offer plastic or paper bags
- Support entrepreneurial opportunities around re-use, such as extending Tar Heel Treasures and consignment shops
- Sponsor a quarterly pharmaceutical take-back program to eliminate the availability of unused drugs in the community and to ensure that excess drugs are not flushed into the sewer system; partner with the UNC Health Care System and commercial pharmacies

Goal NOC.2: Maintain and improve air quality, water quality, and manage stormwater to heal local waterways and conserve biological ecosystems within the town boundaries and the Extra Territorial Jurisdiction

Action Items:

- Heal local waterways and conserve the biological ecosystems

- Maintain and improve creek and wetland buffers in the Resource Conservation District
 - Conserve forested lands near streams
 - Keep retention ponds out of stream buffers
 - Reduce impervious surfaces for new development
 - Reduce non-conforming uses
- Develop an invasive species eradication program and replace invasive species with native plantings
- Formally adopt an integrated pest management policy and purchasing policies that reduces or eliminates the use of hazardous and/or toxic products in Town operations
- Develop educational programs with town residents and business owners to share strategies for using non-toxic products
- Develop and implement a comprehensive Stormwater Management Master Plan
 - Support the Town's Stormwater Management Utility in its mission to manage stormwater quantity and quality
 - Revise Town codes to include progressive stormwater practices
 - Develop program to mitigate stormwater problems in developed areas of town
 - Adopt new development standards to keep stormwater on site
 - Detect and eliminate illicit discharges
 - Review impervious surface limits
 - Incentivize methods to reduce the use of pesticides and fertilizers on private property
 - Control construction site stormwater runoff
 - Monitor and enforce construction stormwater for new development and redevelopment
 - Monitor water quality and volumes
 - Partner with local non-profits to lead a stormwater public education program in the schools and in the community
 - Ensure compliance with all federal and state mandates
 - Showcase yard programs that practice good watershed practices
 - Add two staff people – an environmental enforcement officer and an environmental monitor to keep public

record of violators, punish violators and enforce the corrective measures

- Analyze the current state of air quality within the town and adopt a comprehensive air quality plan
 - Adopt a formal green procurement program for the town
 - Sponsor a “Buy Green Month” to encourage local businesses and residents to adopt similar practices
 - Provide public education materials on healthy times of day to exercise
 - Sponsor a Smoke-Free Home Pledge Campaign to encourage people to designate their homes as smoke-free
 - Promote awareness of the risk from radon and actions to reduce those risks
 - Collaborate with the Chapel Hill-Carrboro City Schools to expand school walk zones
 - Enforce the current anti-idling ordinance and work with Parent and Teacher associations to educate parents about idling at schools
 - Sponsor an integrated pest management awareness campaign in conjunction with local non-profit organizations
 - Collaborate with local fireplace and wood-burning stove businesses to sell Environmental Protection Agency-approved stoves and educate residents about the health effects of wood fires

Goal NOC.3: Protect, acquire, and maintain natural/undeveloped open spaces and historic sites in order to protect wildlife corridor, provide recreation and ensure safe pedestrian and bicycle connections. These spaces could include, amongst other things Significant Natural Heritage Areas (SNHA) lands adjacent to and connecting various properties like riparian lands, etc.

Action Items:

- Create a comprehensive conservation plan that includes a green print map, addressing streams, floodplains, wildlife corridors, natural heritage areas, open space, steep slopes, entranceways and scenic views, tree cover, and farmland
 - An example can be found in Green Print Your Community, a program developed by the Public Trust that helps communities choose their preferred environmental values, such as endangered habitat,

water quality, and by using GIS mapping to identify the best short term actions to reach a long term vision for land conservation, recreational choices. For more information, visit: www.tpl.org/about/

- Determine priority areas for riparian protection and restoration
- Work with Orange County to develop an inventory of natural/undeveloped spaces, especially those that serve as wildlife corridors
- Develop wildlife area map including known endangered species
- Determine vulnerable habitats and spaces/places for preservation such as Significant Natural Heritage Areas and other areas within the town necessary to maintain and uphold Chapel Hill's distinct balance between people and the natural landscape
- Protect, acquire, and maintain natural/undeveloped spaces for parks, greenways, and community gardens and protect the quality of the community's waterways and air resources
 - Protect the rural buffer established through the Orange County Land Use plan
 - Encourage conservation easements to ensure permanent protection
 - Ensure that the spaces identified in the Green Print Map are protected when development is proposed in surrounding areas
 - Work with Orange County to preserve significant historic sites, landscapes and trails
 - Require developers to protect and preserve historic sites, buildings, and landscapes
 - Educate the public on the existence and importance of these natural and historic sites
- Develop a physical and fiscal plan for protecting and preserving these sites
- Continue to encourage the use of native plant species for all governmental landscaping projects and new development landscaping (see water quality)
 - Work with the Botanical Garden and/or garden clubs to develop showcase plantings of native plants in the parks
 - Work with the Botanical Garden or other organizations to develop volunteer programs to remove exotic plants

and maintain gardens (both for native plants and food gardens)

- Develop programs for new development that encourage natural landscaping
- Support an education program on the negative impacts of invasive species
- Adopt a town-wide tree planting program to continue the town tradition of beautiful spaces and to reduce urban heat islands

Goal NOC.4: Support the Parks and Recreation Master Plan and the Greenways Master Plan to provide recreation opportunities and ensure safe pedestrian and bicycle connections.

Action Items:

- Support the Parks and Recreation Department in its mission to enhance the quality of life of the people of Chapel Hill by expending public resources for maintenance of existing parks, greenways, and playgrounds and by planning for future recreation facilities and lands for parks and greenways, guided by the master plan
- Adopt the 2012 Parks and Recreation Master Plan and the 2012 Greenways Master Plan as components of the Chapel Hill 2020 comprehensive plan
- Complete a north-south greenway/bicycling/walking corridor from Southern Community Park to Homestead Road and make east-west greenway corridor connections during the Chapel Hill 2020 planning process
- Protect, acquire, and maintain natural/undeveloped spaces for parks, greenways, community gardens
- Identify areas for use as future parks and greenways
- Initiate a reserve fund to be used for acquiring ownership of historical sites, open space, and future parks and greenway sites
- Build indoor tennis courts

Goal NOC.5: Adopt an integrated development review process that is fair and transparent, and that incorporates the Chapel Hill 2020 environmental goals

Action Items:

- Develop a “sustainability filter” unique to Chapel Hill and use it to evaluate all projects; for more information, visit <http://olympiawa.gov/community/sustainability/sustainability-and-sam-a-decision-making-tool.aspx>

- Utilize the conservation plan and the green print maps (data sets) to evaluate future development applications and area plans
- For administrative rules that by-pass development review, ensure they meet minimum environmental standards and include appropriate notification of neighbors and an appeals process
- Evaluate current regulatory and enforcement systems and identify opportunities to improve education and enforcement of current environmental standards including stormwater regulations
- Create a single stream buffer ordinance that combines the Jordan Lake stream buffers with the Resource Conservation Districts ensuring no loss of stream buffers
- Promote collaboration among Town departments in order to maintain the community's environmental goals
- Adopt an appeals process for residents and/or neighbors of new development
- Involve residents in the review process

Goal NOC.6: Chapel Hill supports local food producers and access to local foods by encouraging community and backyard gardens, farmers' markets, and community supported agriculture and not encroaching on working farms within or adjacent to the Chapel Hill planning district

Action Item:

- Work with Orange County to identify all working farms within or adjacent to town boundaries and consider the impact on these farm for any development activities located in their vicinity
- Partner with the Visitors' Bureau, the Chamber of Commerce, and the Downtown Partnership to develop a recognition program for local restaurants that use locally grown foods
- Encourage agencies such as Chapel Hill-Carrboro City Schools, Meals on Wheels, Farmer Food Share, etc. to increase the amount of locally grown and prepared foods used for meals
- Allocate space within public parks and public housing developments for community gardens
 - Work with OWASA to site community gardens where water is easily available
 - Develop strategically located demonstration gardens to help non-gardeners learn gardening and composting

skills

- Partner with local and national non-profit organizations that teach a variety of gardening skills, especially for children and public housing residents
- Incorporate gardening and food preparation into Parks and Recreation Department programming
 - Sponsor an annual seed-savers swap and educational program
 - Work with the North Carolina Botanical Garden to identify heirloom and landrace seed sources that are compatible with local growing conditions
 - Offer a series of cooking classes through the Parks and Recreation Department to promote the healthy preparation and preservation of fresh grown foods
- Post the locations and hours of operations for local farmers' markets on the Town's website

Goal NOC.7: Chapel Hill will reduce the carbon footprint of all Town-owned or managed services and properties; will require that all new development meets standards; and will support its residents in minimizing their personal footprints

Action Items:

- Adopt tree canopy standards for all new residential and commercial developments, effective January 1, 2014; these standards should promote the use tree canopies over any impervious surface as a means of mitigate the heat and smog effect caused by superheated pavement
 - Adopt carbon footprint standards for all new residential and commercial developments, effective January 1, 2014; these standards should apply to all Town-owned or managed properties; at a minimum, the Town will maintain a footprint not larger than that determined in the 2009 International Council for Local Government Initiatives assessment
 - Develop a residential and commercial checklist for determining carbon footprint to be used for assessing all new development
- Adopt a utility standard for all new residential and commercial developments, effective January 1, 2014; this standard should require buried lines as a means of protecting the tree canopy
- Partner with the University to promote and fund high-speed connectivity to homes in support of telecommuting and home businesses in order to reduce vehicular use and the need for parking

- Develop a partnership with local energy companies to conduct free or low-cost energy audits of existing homes or businesses along with funding sources for implementing the recommendations from the audits
 - Insure that low-wealth people and renters have access to energy efficiency programs
- Provide incentives for green roofs, light-colored reflective roofs, and other green-building improvements
- Adopt a lighting standard for all new residential and commercial developments that maximizes daylighting and requires all indoor and outdoor lighting to be of maximum efficiency and effectiveness (e.g. LED technology, no greater than T-8); this standard should also apply to all Town-owned or managed properties
 - Require environmentally responsible outdoor lighting that appropriately directs and focuses light to reduce energy waste, facilitate better visibility by reducing glare, prohibit light trespass, and protect dark skies; the Town will model wise use of such lighting installations
- Adopt a heat island standard for all new residential and commercial developments, effective January 1, 2014
 - Require or incentivize light-colored concrete surfaces, pavers for entrance plazas, walkways, parking lots, and all other impervious surfaces for new development
 - Increase the required percentage of trees and plantings;
 - Reduce ratio of pervious surface in new development

Goal NOC.8: Protect neighborhoods from the impacts of development: stormwater runoff, light and noise pollution, and traffic

Action Items:

- This goal currently has no action items.



Theme 6: Town and Gown Collaboration (TGC)

Goal TGC.1: Take full advantage of ideas and resources to create a thriving economy and incorporate and utilize the intellectual capital that the University and Town create

Action Items:

- Create formal and informal processes and structures for collaboration; engage citizens, Town, University, and UNC Health Care system in both creation of the big picture and actions to accomplish collaboration
- Work collaboratively to develop innovative, new ideas and concepts to support start-ups and encourage retention of intellectual capital in the community
- Expand the Community Workshop Series computer classes in partnership with the University
- Create point persons to guide social networking between the Town, the University, and the UNC Health Care System to better communicate and collaborate

Goal TGC.2: Improve and expand access to the arts, culture, and intellectual pursuits for both the University and the Town

Action Items:

- Identify needs and resources for gathering spaces, tree-lined streets, shops open later in the evening, energy on the street with good night life (arts, music, food) and diversity in neighborhoods
- Develop a public spaces master plan that identifies locations, resources, and partnerships to maintain spaces over time; establish a planning team; design a community process; establish a schedule for the plan
- Broadcast University lectures on the Community Channel or at the Chapel Hill Library for public viewing
- Create a Community Calendar for activities and include the following sources: University News Service, Tarheel News, Chapel Hill News, and Town's Communication and Public Affairs Department

Goal TGC.3: The University and Town will collaborate to improve downtown parking options that support business, cultural, and academic purposes

Action Items:

- Provide good signage and lighting for safe and easy access
- Improve the parking and transit infrastructure in

downtown and provide more information about the locations of parking

- Explore creative public/private financing possibilities for expanded parking downtown (such as 140 West and the redevelopment of University Square; sharing lots by day and by night)
- Create an inventory of possible downtown areas for parking lots

Goal TGC.4: Housing for students that is safe, sound, affordable, and accessible that meets a demonstrated need conducive to educational and maturational needs of students, and housing for Town, University, and the UNC Health Care System employees that encourages them to reside in the community

Action Items for Student Housing:

- Explore commercial dorm use standard for off-campus student housing
- Collaborate with the University to increase awareness and develop accurate data and projections about student housing trends and demand, including University plans for campus housing and assessment of student needs and student life
- Enforce housing code standards for student housing regarding safe living conditions that include differentiation of these qualities based on building type (apartment, new development, rental properties, homes, etc.)
- Develop safety standards (lighting, call boxes, etc.) for neighborhoods in which students live
- Increase education and outreach efforts to the students about housing code standards, being a good neighbor, and how to assess available housing options

Action Items for Housing Options for Town, University, and UNC Health Care System Employees (Workforce Housing):

- Encourage employees to reside in the community
- Increase the communication between the University, the UNC Health Care System, and the Town regarding predicted workforce growth in order to facilitate the Town's planning for development of appropriate housing options with requisite associated parking.
- Explore feasibility of high-density housing options near downtown and campus for segments of University and the UNC Health Care System workforce
- Explore the feasibility of the UNC Health Care System

and/or University (or their affiliated entities) and Town working with private parties to develop affordable and convenient workforce housing

Goal TGC.5: The University, the UNC Health Care System, and the Town will coordinate closely to manage development in ways that respect history, traditions, and the environment while fostering revitalization and innovation

Action Items:

- Establish a joint Town-Gown group responsible for sharing information about property and development in Chapel Hill
- Explore creative ways to communicate, such as through the use of QR codes on the Town's development signs and collaborate with the University's Communication Studies Department
- Continue the regular forum between the Town, the University, and the UNC Health Care System to share information and exchange ideas

Goal TGC.6: Promote access for all residents to health care centers, public services, and active lifestyle opportunities

Action Items:

- Develop strategy for and create a communications campaign involving news releases, marketing, advertising, education and outreach which makes residents aware of how to access health care centers, public services and active lifestyle opportunities

Joint Planning Board/Sustainability Committee Action Items

1. Develop and adopt a decision-making process that ensures consideration of sustainable outcomes in all Town deliberations. This process would focus attention on how each decision supports the goals of a sustainable community.
2. Promote high-quality green space. Explore the feasibility of green area ratio (Washington DC) or Green Factor (Seattle) systems to help produce higher quality green space throughout town, including neighborhood parks, community gardens, greenways, bikeways, and wildlife corridors.
3. Create a system so that Council and advisory boards will receive more specific information on the potential impacts of proposed development, such as area-wide traffic congestion, Town revenue, waste and water, and infrastructure and service requirements. Modeling tools such as CommunityViz can play an important part in providing such information to support Council and advisory board decisions.
4. Add bed and breakfasts in the historic district to foster Chapel Hill as a travel destination.
5. Review required submission materials for developments – identify what’s helpful in making decisions, eliminate unhelpful requirements.
6. Review design guidelines with public works for streets, sidewalks, and bicycle amenities. Update road sections to produce more high-quality green space. Incorporate “human scale” into design standards.
7. Consider ways to have successful transit while maintaining a physical character that is true to Chapel Hill:
 - Review parking standards to support transit and walking. Transit-oriented development should have significantly reduced parking compared to other development.
 - Consider giving developers who minimize on-site parking an option for later parking build-out, only if needed.
 - Balance buses and parking – consider transitioning parking lots into parks as bus system matures.
 - Think of transit as an evolving system. Building transit-oriented development before transit service is assured may result in unacceptable outcomes. Consider the option of density banking – assign density (through zoning and LUMO dimensional standards) today, but do not approve actual projects at that density until the transit component of the project is assured. Plan for the interim phase of the development of possible hub areas, to make them appropriate for current use and capable of being scaled up when and if transit service arrives.

8. Action items regarding the Future Focus Discussion Areas:

General Actions

- Ensure that the cumulative effect of development does not result in crowding and congestion
- Transit accessibility, routes, and hours should be expanded to reflect non-student needs; this will support decreased vehicular impact on neighborhoods
- Fund improved bikeways, greenways, and sidewalks in order to encourage connectivity between neighborhoods
- A range of affordable housing, including workforce housing, should be integrated into all new developments
- Environmentally sensitive land should be developed sparingly and added to green space where appropriate

Downtown

- Insure adequate recreational opportunities within more dense and vertical development
- Provide accommodations targeted at seniors, such as “aging in place” initiatives
- Support a mix of neighborhood oriented commercial uses that decrease automobile reliance
- Continue to work with UNC to support “a bed for every head”

Historic Area

- Maintain the integrity of the Historic Area by supporting strict design guidelines
- Coordinate with the Chapel Hill Preservation Society in promoting the Historic Area through tours, events, and information talks
- Support the establishment of bed and breakfast opportunities
- Coordinate with UNC to avoid infringement on the area by academic uses or student housing

Suburbs

- Protect existing neighborhoods with ample buffers that minimize the noise and visual impacts of new development
- Commit to enforcing Dark Sky initiatives
- Limit height of new buildings adjacent to existing residential development to not more than one story above

adjacent development in order to protect privacy, provide transition areas, and avoid shadow effects

- Establish design guidelines that encourage pedestrian-oriented human scale development

Other Neighborhoods

- Continue to partner with community groups to address the problems of homeless residents
- Recognize that redeveloping trailer parks will produce a need for new affordable housing for displaced residents

Other Action Items for Evaluation

- Adoption of an open technology policy – Adopt an open data policy
- Adoption of a town technology policy – Determine where technology could enhance theme group goals and actions, including the design and implementation of a fiber-optic network
- Consider the Community Policing Advisory Board’s following vision statement:

A 2020 vision for public safety, health and welfare reflects a commitment to Community Policing by the Town of Chapel Hill.

Community policing, at its heart, is collaboration between the Chapel Hill Police Department and the community to create, connect, and sustain safe environments for all citizens. The Chapel Hill Police Department works to address the community’s concerns about the safety of people, property and neighborhoods, and support and promote citizen participation efforts such as neighborhood listservs and Community Watch to make themselves and their neighborhoods safer.

- As our community changes, the Chapel Hill Police Department stands prepared with adaptive and flexible incident responses with residents, community and University partners, and other Town departments, to identify and resolve safety, public health, and quality-of-life challenges.
- Consider the following comments from the Parks and Recreation Commission:
 - Under Goal GA.2’s action item “Use existing bikeways, walkways, and transit to connect neighborhoods and commercial districts and expand those networks,” increasing safety of the current and future networks should be included.

- Under Goal GPNS.5, with the action item “integrate smaller parks into neighborhoods,” we would like clarification that these parks (if owned/operated by the Town) are in accordance with the Parks Comprehensive Plan, which stresses slightly larger “neighborhood parks” over “mini parks.”



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