

2020

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*CHAPEL HILL 2020 PLAN - DRAFT  
ISSUED APRIL 5, 2012*

## NOTE FROM THE CO-CHAIRS

April 5, 2012

Dear 2020 Stakeholders,

Please recognize that this draft of the 2020 Vision and Framework Plan is an early draft. We promised to keep lines of communication open, so the revisions and “cleaning up” are still underway, but our progress is here for your review. Several important sections remain under development, such as the UNC/UNC Health Chapter, the Sustainability Chapter, and the Downtown Chapter.

New to this version are the Future Focus areas; maps are not included, but we do offer descriptions of the areas and a summary of potential opportunities for growth and redevelopment. This information can be found in the Chapter titled, “Areas for Potential Opportunities for Growth and Redevelopment.”

We have placed high value on community input; we also want to have a well-written, complete plan that the entire community can be proud of. To help us move from this draft stage to a final draft that will look more like a true comprehensive vision plan, we will be getting advice on format and scope from David Godschalk, a nationally recognized expert on comprehensive plans, and Roger Waldon, a planning consultant who writes comprehensive plans for communities across the United States. We are extremely fortunate that they have volunteered their services for this project.

Keep the constructive comments coming.

Rosemary and George

Chapel Hill 2020 Co-Chairs

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NOTES AND COMMENTS

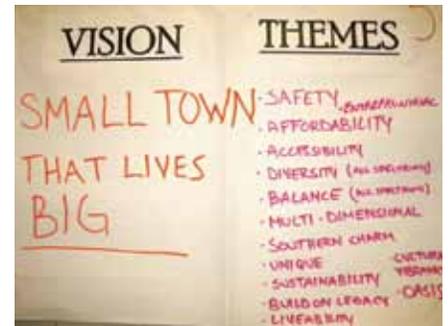
**PART 1: OVERVIEW OF THE PROCESS**

Everyone needs goals and a philosophy of life—and that goes for towns and cities, too. Without these, we carom blindly from decision to decision, without any consensus on who or what we want to be.

Chapel Hill is at a crucial stage in its history. Our region is becoming more urban and is feeling greater economic stresses. We face change whether we like it or not. The only question is whether we will proactively manage that change to become a better community or whether we will spend our future reacting.

The Comprehensive Plan is our guide to managing that change, our statement of our collective vision about who we are, where we want to go, and how we get there. A good plan, created with wide community input and vetted by us as residents, will serve as our guide to the future.

—Mike Collins, Planning Board member



**Chapter 1: Background**

**NOTE: Chapter to be revised.**

The Council agreed in February 2011 to initiate the comprehensive planning process and identified a committee of community members to design the process. The direction given to that committee was, with guidance provided by the National Civic League and Deliberative Democracy, to design a broadly inclusive community-based planning process to develop a new comprehensive plan. The Council asked that this plan help inform policy decisions and provide guidance on measurable community goals, objectives and implementation steps.

Chapel Hill 2020 is about both outreach and input. The visioning process was one that welcomed comments and opinions from every community, every corner, every race, every age and every culture. Chapel Hill 2020's goal was to engage a broad spectrum of the community and to articulate



## NOTES AND COMMENTS

neighborhoods.

**Getting Around:** This theme included the study of all modes of transportation needed for an inclusive, connected community. Participants explored the potential for regional partnerships linking to thriving greenways, sidewalks and other local options within the town.

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

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

**Town & Gown Collaboration:** Collaboration with UNC/ UNC Healthcare on life-long learning and innovation is the centerpiece of this theme. Participants aspired to use the intellectual and financial capital of the University and UNC Healthcare to help the town flourish.

### Connectivity

Connectivity is an idea that surfaced frequently during the 2020 process. In most cases connectivity referred to neighborhoods and transportation. It became clear however that connectivity is also the lens through which we view our goals. There is no goal nor objective emerging in the Comprehensive Plan that isn't, in some way, interrelated to another. That seemingly disparate goals are all linked has become apparent and highlights the need to view these goals as interconnected.

The demands on the town must be managed in all areas: the Natural Environment, the Built Environment, and the People's Environment: The Community.

- Chapel Hill 2020 participants have emphasized several goals for the town's Natural Environment including maintaining and adding open space, managing and safeguarding our natural resources.
- When envisioning the town's Built Environment, participants discussed design, infrastructure, economic development, and land use as priorities.
- For The Community, people envisioned a healthy, sustainable, affordable, diverse and artistic Chapel Hill.



NOTES AND COMMENTS

**Council Goal: Champion Downtown**

Adopt a comprehensive Plan that defines the vision of Downtown as a key element in economic vitality, social justice, and environmental protection.



Compare alternative approaches from successful peer communities and modify ordinances and policies as appropriate in key downtown policy areas



**Council Goal: Focus on Economic Development, Land Use and Transportation for a Balanced and Sustainable Future**

Adopt a Comprehensive Plan based on the principles of economic vitality, social justice, and environmental protection with measurable implementation steps to guide all activities of the Town



Identify policy aspects of the development review process for revision and adopt timetable for review and action



Define Town role in transportation



Make best effort to coordinate Comprehensive Plan with UNC, UNC Healthcare and Chapel Hill Carrboro school system



**Council Goal: Maintain and Improve Community Facilities and Services**

Adopt a Comprehensive Plan that will guide public investments and the delivery of community services





## NOTES AND COMMENTS

**CHAPTER 2: PROJECTIONS FOR THE FUTURE**

Demographic projections predict that the Triangle region, including Chapel Hill, is expected to grow. This is evident in the projection that over the next thirteen years, Chapel Hill's population is expected to grow by more than one third.

All residents of Chapel Hill, including those who recently moved to the community, will need housing, clean water, and jobs in the coming years. This growth, and these growing needs, will happen against a backdrop of tighter budgets and increasing demands. Therefore, balancing the Town's finances, new growth, and the desire for Chapel Hill to maintain its character and remain an attractive place in which to live, work and play will be a difficult, but achievable and exciting task.

The participants in the Chapel Hill 2020 process based their discussions upon the following assumptions and projections. This information was gathered from a variety of sources, including the US Census, the UNC-CH Office of Institutional Research and Assessment, the Chapel Hill Data Book, and others.

**NOTE: This chapter is still in progress. For more information, please see the "Snapshot of the Town of Chapel Hill" available at: <http://2020buzz.wordpress.com/2012/02/07/snapshot-of-assumptions/>**

This chapter includes information about the following topics:

1. Population growth
2. Employment projections

**Population growth**

- Chapel Hill population in 2010: 57,233 (Source: 2010 US Census)
  - Question: Does the Chapel Hill population include UNC students?
  - Answer: Yes, it includes students who live in Chapel Hill. A student living in a dormitory or in an off-campus apartment in Chapel Hill counts as a resident. A UNC student living in Chatham County, for example, does not.
- UNC-Chapel Hill student population: 29,137 (Source: UNC-CH Office of Institutional Research and Assessment, September 2011)
- From 1970 to 2008, the over-65 age group increased the most relative to all other age groups (from 4.5% to 9.5%) (Source: 2011 Chapel Hill Data Book)
- From 2005 to 2035, the population for Orange, Durham and Chatham counties is projected to increase by





































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## Attachment 1

# *Theme Group Goals*

Issued: 4/5/2012



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## A Place for Everyone (PFE) Goals Chart



Issued: 4/5/2012

	Goal	Why (objective)	How (strategy)
PFE.1.0	<p><u>Encourage and support family friendly accessible exterior and interior spaces located throughout for a variety of activities</u></p> <p>PFE.1.0 Revised Public Spaces Goal— Family friendly, accessible exterior and interior spaces located throughout CH that encourage a healthy life style, provide for recreation and leisure, and protect the environment (Parks, Greenways, squares, facilities, urban gathering spaces near commercial zones) attractively designed to provide for a variety of activities.</p>	<p>PFE.1.1 Why – So people from different cultures, ages and economic groups can interact and learn from each other.</p> <p>A place for everyone to go for leisure and to gather to provide a better quality of life. promoting healthier lifestyle added to the quality of life for all ages. They also recognized a monetary benefit (lower personal and community health costs. Reducing the carbon foot print and protecting the environment were other reasons for having a goal for healthy lifestyles.</p> <p>Need for protection of greenways and parks Connect the community together</p>	<p>PFE.1.2 A dedicated facility for youth gathering and activities</p> <p>Outdoor green spaces for multiple uses</p> <p>Make better use of what we have</p> <p>Seek partnerships</p> <p>Address parking issues and transportation issues so that facilities and green spaces are more accessible.</p> <p>The “whys” and “hows” for environment, healthy lifestyle and recreation are incorporated.</p> <p>-</p> <p>Expand the greenway system to provide better connectivity around town thus promoting alternative forms of transportation other than cars</p> <p>Expand and reconfigure bike lanes away from traffic</p> <p>Expand awareness and information about current means of achieving a healthy lifestyle (programs, initiatives, etc.</p> <p>Create community wide initiatives (citizen led) that promote healthy</p>

A Place for Everyone (PFE) Goals Chart – 4/5/2012

			<p>lifestyles, e.g. Michelle Obama's Challenge to the Council of Mayors on obesity</p> <p>Expand the community garden program and promote more locavore and organic food facilities</p> <p>Create facilities where recreation, leisure and the arts can all be accessed</p> <p>Partner with UNC to create health fairs and with the school system to bring about cultural changes in eating habits</p> <p>Create places of vibrancy where people gather and feel safe</p> <p>Incorporate fruit trees into the Town's landscaping plan</p> <p>Current parks and greenways are great, but safety in those space is an issue (lighting, safety patrol)</p> <p>Neighborhood parks and play grounds</p>
<p>PFE.2.0</p>	<p>PFE.2.0  <a href="#">To encourage and promote the arts and culture to brand Chapel Hill as a creative place to live, work, and play. Through a sharing of resources (UNC, municipalities, County, etc.) provide venues, a facility, programs, events, and places for artists to exhibit, work, and live to encourage creative citizens, and support diversity and economic vibrancy. Use Public art and community design, as well as the above, to brand Chapel Hill as a Creative place to work, live and play.</a></p>	<p>PFE.2.1          Nurture creative thinking and attract/retain creative people (multiple people said this is different ways)</p> <p>Celebrate diversity</p> <p>Encourage dialog and conversation</p> <p>Facilitate economic development and cultural tourism</p> <p>Arts enrich lives</p> <p>Make the community more inviting and livable</p> <p>Use the arts as a tool to address social and community challenges and issues</p> <p>Provide support for local artists and other creatives</p>	<p>PFE.2.2          A dedicated facility for the arts (exhibit, performance and practice, classroom space)</p> <p>Create sources of funding          Create opportunities for housing and spaces for artists</p> <p>Better collaboration with UNC and others</p> <p>Build momentum on what exists</p> <p>Develop more entertainment options</p> <p>Better publicity and agency collaboration</p> <p>Use arts to address social issues</p> <p>Create cultural arts program that celebrates community diversity</p> <p>Integrate public art into the fabric of</p>

A Place for Everyone (PFE) Goals Chart – 4/5/2012

			the community
PFE.3.0	<p>PFE.3.0  <a href="#">To ensure an availability of housing for a variety of economic levels so that all citizens who wish to live and work in Chapel Hill can do so.</a>  <a href="#">Available housing for a variety of economic levels so that all citizens who wish can live and work in Chapel Hill.</a></p>	<p>PFE.3.1                      Keep those educated here, living here prevent brain drain)</p> <p>There is a diversity of income, there should be a diversity of housing opportunities</p> <p>Encourages businesses and economic vibrancy</p> <p>Leads to a higher quality of services</p> <p>Housing diversity leads to a better quality of life</p> <p>More resilient and adds to tax base</p> <p>Need to address the haves and have nots</p>	<p>PFE.3.2                      Make affordable housing info available to students and graduates</p> <p>Increase percent requirements for new development</p> <p>Address have and have nots through land ordinances and design, etc.</p> <p>Provide workforce housing</p> <p>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.</p>
See GA & PFE.3.0	<p>Goal to be transferred to transportation with notation related to transportation embedded in remaining goals</p>	<p>Create a more healthier citizenry</p> <p>Reduces carbon foot print and protects the environment</p>	<p>Connect greenways to Town and UNC destinations</p> <p>Increase safe bike lanes on streets</p> <p>Promote those alternatives including electric cars</p> <p>Address parking and bus scheduling issues</p>
PFE.4.0	<p>PFE.4.0                      The diversity goal was not well defined like the other goals, but the words inclusivity, vibrancy, accessibility and opportunity were placed on the big paper. (This goal should be worked on to create a goal statement in the coming meetings).</p>	<p>PFE.4.1                      TBD</p>	<p>PFE.4.2                      Actively recruit a diversity of people to serve on boards and commissions and to be involved in town planning processes.</p>



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## Community Prosperity & Engagement (CPE)

### Goals Chart



Issued: 4/5/2012

	Goal	Why (Objective)	How (Strategy)
CPE.1	Balance & sustain finances	We do not have unlimited resources; need to save money, be more efficient, more self-sufficient; reduce reliance on residential property taxes because it disproportionately impacts young people and seniors, decreases affordability of housing and reduces desirability of living in Chapel Hill; we need to afford our current services and provide additional services in a fiscally constrained future	<p>Increase revenues by: rezoning to support changes in tax base and housing stock, expanding or using the rural buffer, adding warehousing/industrial zoning; build up/encourage vertical integration if there is not enough horizontal space</p> <p>Decrease expenses by: finding ways to make our government and planning infrastructure more efficient; maximizing our use of resources; partnering with Carrboro and others</p>
CPE.2	Foster success of local business	sustainability; provides basic needs for residents; provides job diversity and higher-paying jobs; retains a creative youthful population; if local businesses fail, greater leakage will occur out of Chapel Hill; more prosperous business means less reliance on residential property tax; Town must protect UNC and UNC hospitals employees over 20,000 and is a precious resource that must be sustained & protected since it (students) help drive the local economy	<p>Foster success of current business with: better signage; address perceived shortage of parking; make businesses more accessible (bike, walkable, train stop); encourage existing businesses to reconfigure existing parking (e.g. Whole Foods); attract more tourists; identify funding; stay in touch/aware of changing needs; help them connect with new commercial development and space; enhance what we have</p> <p>Attract new business: make start-up easier; offer low-interest revolving loans; offer tax credits/incentives to new businesses &amp; community oriented developer; allow/encourage lower cost</p>

Community Prosperity & Engagement (CPE) Goals Chart – 4/5/2012

			<p>construction to more affordable commercial/individual space</p> <p>Build on what we have (reworded for goal): maximize current space and add more affordable areas/warehousing sites; redevelop large hubs (Ran’s Plaza, U Mall); creative, innovative forms of development</p> <p>Partner with UNC to foster innovation, create incubator/startup space and support – keep businesses in Chapel Hill</p> <p>Attract innovation (like 505 W. Franklin St.); market better; attract unique businesses; attract small hotels &amp; B&amp;Bs (for tourism); attract destination businesses like Costco</p>
CPE.3	Promote a safe, vibrant, and connected (physical and person) community	(reworded from goals chart) A community where people can play, experience diverse neighborhoods, feel comfortable, enjoy energy on the streets and a sense of community increases participation in the community, generates more business for merchants and attracts residents who want to and can afford to live, play, work, and spend in Chapel Hill ; A community where people can play, experience diverse neighborhoods, feel comfortable, enjoy energy on the streets and a sense of community increases participation in the community, generates more business for merchants and attracts residents who want to and can afford to live, play, work, and spend in Chapel Hill	<p>Improve lighting; address panhandling; emphasis on public safety (more boots on the street); free wi-fi and gathering spaces</p> <p>Improve walkways (quality, safety and routing); safe bikeways, alternative forms of movements, transit-oriented development</p> <p>Promote a balanced land-use mix at different scales; offer a range of housing types (affordable); Avoid areas prone to natural disasters; include gathering spaces, tree lined streets, shops open later in the evening, energy on the street with good night life (arts, music, food) diversity in neighborhoods</p>



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## Getting Around (GA) Goals Chart



Issued: 4/5/2012

	Goal	Why (Objective)	How (Strategy)
GA.1	<p>Provide a balanced transportation system; provide high-quality alternative to the car that are attractive to the public;</p> <p>Provide a high quality, holistic transportation system that encourages the use of all modes of transportation</p>	<p>The current system is not sustainable (requires too much parking, services, roads, etc.); reduces congestion; makes it easy for people to get around and increases mobility; supports an active and healthy lifestyle; for environmental and sustainability reasons; better accommodates growth; reduces the need for fuel consumption</p>	<p>Have more user-fees; have more creative ways of raising revenue; identify initial projects that are easier to achieve, such as connectors; ask for input from front-line workers (bus drivers, users) regarding what needs to be addressed first. <a href="#">Ride share.</a> <a href="#">Creative parking solutions.</a></p>
GA.2	<p>Connect neighborhoods with greenways and sidewalks that also access businesses and schools</p>	<p>Makes travel safe and easy; promotes active lifestyles; provides access to business and schools; enables bicyclists of all skills levels to cycle; pulls non-motorized vehicles off the street</p>	<p>Create greenways that connect places and are not only for recreation; Have better connections between existing residential street networks</p>
GA.3	<p>Connect neighborhoods with greenways and sidewalks</p>	<p>Makes travel safe and easy; promotes active lifestyles; provides access to business and schools; enables bicyclists of all skills levels to cycle; pulls non-motorized vehicles off the street; expands the ability for our community to get to nearby places and to meet their needs</p>	<p>Create transportation systems that are convenient and easy to use; provide a high-quality level of service</p>

Getting Around (GA) Goals Chart – 4/5/2012

GA.4	Connect to a comprehensive regional transit network	Partnerships can save money; Chapel Hill is in a regional economy and people from around the Triangle need access to work, recreational and health centers	Provide well-lit, attractive, and patrolled hubs; have hubs that support multiple modes of transportation through providing bike racks and other amenities; create more <u>efficient convenient</u> bus routes
GA.5	Make an adaptable transportation network to support both dense and suburban development	Contributes to an environmentally sustainable community	Coordinate with zoning; include holistic transportation plans in zoning requirements
GA.6	Connect neighborhoods to businesses and schools	Makes travel safe and easy; promotes active lifestyles; expands the ability for our community to access nearby places and to meet their needs; allows access for all students to schools and activities	Build connectors between existing (isolated) residential street systems (bicycle and pedestrian only)
GA.7	<u>Have a comprehensive transportation system that provides everybody reasonable access to all our community offers</u>	Promotes social justice by allowing access for all members of the community to get to businesses, activities, etc. <u>Reduce parking pressure on downtown.</u>	Develop holistic plan and incorporate in zoning and budget plans. <u>Develop handicapped-accessible infrastructure.</u> <u>Offer transit services for seniors and others with special needs.</u> <u>Provide parking as part of new development (University Square and others)</u> <u>Connect regional and local systems by: providing well-lit, attractive, and patrolled hubs; having hubs that support multiple modes of transportation through providing bike racks and other amenities; creating more convenient bus routes</u>
GA.8	<u>Provide a transportation system that reduces peak congestion</u>		
GA.9	<u>Incorporate street planning into zoning code</u>		
GA.10	<u>(discuss parking needs of community at next meeting)</u>		



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## Good Places New Spaces (GPNS)

### Goals Chart



Issued: 4/5/2012

	Goal	Why (objective)	How (strategy)
GPNS.1.0	<p>GPNS.1.0</p> <p>Support the Rural Buffer, acknowledging its impacts on the nature of the town, such as forcing higher density development within the Town.</p> <p><u>Low density, green Rural Buffers that contain urban development and minimize sprawl.</u></p>	<p>GPNS.1.1</p> <p><u>TBD Maintain the Rural Buffers, while allowing for consideration of compatible supporting services within them.</u></p>	<p>GPNS.1.2</p> <p>We should evaluate and reexamine the Rural Buffers in light of other goals of the 2020 Plan for the town taking into consideration changing population demographics and other needs. Possible exceptions to the Rural Buffer limitations could be park and ride lots, or train corridors and stations, neither of which require extension of town water/sewer services.</p>
GPNS.2.0	<p>GPNS.2.0</p> <p>Make downtown CH a vibrant, diverse, pedestrian-friendly area.</p> <p><u>A vibrant, diverse, pedestrian-friendly, and accessible downtown with opportunities for growing office, retail, residential, and cultural development and activity.</u></p>	<p>GPNS.2.1</p> <p>Build on what's working and stabilize those values.</p> <p><u>Increase automobile and pedestrian connections between Franklin and Rosemary Streets.</u></p> <p><u>Provide incentives for public and private infill development and redevelopment in downtown.</u></p>	<p>GPNS.2.2</p> <p>In order to redevelop the downtown, we need more Rosemary Street incentives and more cross-streets. We need to thoroughly review and adopt relevant parts of the consultant study for downtown redevelopment. Additionally, we need to provide more/better activity centers and shopping, restaurant opportunities for a variety of age groups throughout Chapel Hill. Generate a clear vision and guidance regarding building height downtown and along transportation corridors Be creative in our design.</p>
GPNS.3.0	<p>GPNS.3.0</p> <p>A development code that gives us more certainty than the</p>	<p>GPNS.3.1</p> <p>This will provide a less capricious</p>	<p>GPNS.3.2</p> <p>TBD</p> <p><u>The current Land Use Management</u></p>

Good Places, New Spaces (GPNS) Goals Chart – 4/5/2012

	<p>development we get will be what was worked out in the plan.  <a href="#">A development decision-making process that provides certainty that the goals of the plan will be implemented.</a></p>	<p>process for all.  <a href="#">Adopt a development code that that guides growth toward the specific, form-based visions of the plan.</a></p>	<p><a href="#">Ordinance fails to provide guidance on the future form of development, causing uncertainty for residents and developers alike.</a></p>
GPNS.4.0	<p>Promote UNC; Entrepreneurship should be environmentally and transport friendly.  <a href="#">A joint Town/University development strategy that aligns initiatives for transportation, housing, environmental protection, and entrepreneurial programs.</a></p>	<p>GPNS.4.1                      [provide a] Range of housing options for all income levels, Integrated, Barrier free, Accessible and Open the community  <a href="#">Collaborate with the University on a joint development strategy.</a></p>	<p>GPNS.4.2                      Small area plan for areas surrounding CN Should be catalyst for enhanced opportunities (i.e. educational, commercial, &amp; residential development Property tax neutral</p>
GPNS.5.0	<p>GPNS.5.0                      TBD – Affordable housing  <a href="#">Affordable housing for all segments of the current and future population.</a></p>	<p>GPNS.5.1                      [provide housing for the community, including] Students, Elderly, Low Income. Encourage socio-economic diversity through affordable housing.  <a href="#">Expand the range of public programs and private incentives for affordable housing.</a></p>	<p>GPNS.5.2                      Financially support the affordable housing strategy.                      Promote a range of housing options: rental, owner-occ, use of existing.                      Financially support affordable housing partners                      Lower/maintain tax rate.</p>
GPNS.6.0	<p>GPNS.6.0                      TBD – Existing Neighborhoods  <a href="#">A range of livable neighborhood types that embody the character of Chapel Hill while accommodating needs of future residents.</a></p>	<p>GPNS.6.1                      Preserve history. Maintain character.  <a href="#">Maintain the character of existing neighborhoods while assisting in renovation and redevelopment to accommodate the</a></p>	<p>GPNS.6.2                      Assist seniors with gaining in place and renovation of properties.                      Encourage connectivity with alternative transportation.                      Promote rental housing in all neighborhoods.                      Re-evaluate the application of Neighborhood Conservation Districts (NCD's).</p>

Good Places, New Spaces (GPNS) Goals Chart – 4/5/2012

		<a href="#">changing needs of current and future residents.</a>	
GPNS.7.0	<p>GPNS.7.0 Actively welcome, plan for, recruit, nurture, and retain, new ideas and entrepreneurial activity with supporting infrastructure and services. <a href="#">A community that welcomes and supports change and creativity.</a></p>	<p>GPNS.7.1 TBD <a href="#">Open new areas for growth of entrepreneurial activities through changes in public programs, regulations, and infrastructure provision.</a></p>	<p>GPNS.7.2 Providing for clustered incubator space, a regulatory strategy, entrepreneurial zones, high-speed, access and financial support.</p>
GPNS.8.0	<p>GPNS.8.0 Recognize outdoor space as a valuable community asset for connectivity, healthy living, growing the economy, and creating a sense of community (i.e. community sustainability). <a href="#">Open and accessible commons spaces for community gathering and community development.</a></p>	<p>GPNS.8.1 TBD <a href="#">Encourage public and private provision of new commons spaces through capital investment and development incentives.</a></p>	<p>GPNS.8.2 Plan for spaces that create destinations for residents and visitors; provide fixed community spaces for gathering, mobile gathering spaces, music, and food trucks.</p>
GPNS.9.0	<p>GPNS.9.0 Land use, form, density and sustainability are all critical to maintaining the character of Chapel Hill. <a href="#">A sustainable vision of future land use, form, density based on the unique character of Chapel Hill.</a></p>	<p>GPNS.9.1 There are different visions of appropriate urban form for Chapel Hill and our task is to recognize and appropriately accommodate diverse forms <a href="#">Match appropriate urban forms with needs of diverse areas of the community so that overall Town character is maintained while growth and change occur.</a></p>	<p>GPNS.9.2 By developing district codes for different areas of town.</p>

Good Places, New Spaces (GPNS) Goals Chart – 4/5/2012

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Under Review



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## Nurturing Our Community (NOC) Goals Chart



Issued: 4/5/2012

This group identified the many ways in which the town and its citizens can create and maintain the conditions, programs and policies needed for the natural and built environments to co-exist in harmony with one another, ensuring that present and future generations of Chapel Hillians live within the limits of the natural resources found in our geographical footprint.

We have identified seven (7) major goals, some with subgoals, and associated objectives to define our strategy for accomplishing this vision. Education is a key component of each and every goal and subgoal.

### Waste Reduction

**Goal NOC.1:** Chapel Hill will be a model for all North Carolina (and beyond) cities in wisely and justly reducing of its waste in a way that minimizes environmental impact without imposing upon the environmental and social rights of others.

#### Objectives:

- Aim to recycle 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
- Adoption waste management requirements for all construction companies that do business in Chapel Hill
- Educate all citizens about the importance of waste reduction, recycling, and alternative disposal techniques such as composting.
- 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
- (see pharmaceutical goal in water quality)

## Sustain Our Water and Air Resources

**Goal NOC.2:** Maintain and improve air and water quality

**SubGoal:** Heal our local waterways and conserve our biological ecosystems (each depends on the other)

**Objectives:**

- Maintain and improve creek 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 conforming uses
- Develop an invasive species eradication program; replace invasive species with live stakes and native vegetation
- Map wildlife corridors to ensure we maintain our biodiversity to ensure healthy ecosystems
- Adopt an integrated pest management policy and purchasing policies that reduce or eliminate the use of hazardous and/or toxic products in town operations. Educational programs will be developed to share strategies for using non-toxic products with town citizens and business owners
- 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 our sewer system

**SubGoal:** Maintain a robust storm water utility to manage storm water and water quality

**Objectives:**

- Develop and implement a comprehensive Stormwater Management Program Master Plan
- Address stormwater quantity and quality as an integral component in plan implementation
  - Develop program to mitigate storm water problems in developed areas of town
  - Develop new development standards to keep storm water on site
  - Detect and eliminate illicit discharges
  - Control post construction site stormwater runoff
  - Monitor and enforce post construction stormwater for new development and redevelopment
- Monitor water quality and volumes
- Partner with local non-profits to lead a storm water public education program in the schools and in the community
- Ensure the town complies with or exceed all federal and state mandates
- Showcase yard programs that practice good watershed practices.

**SubGoal:** Maintain and improve our air quality (flesh out later)

## Open Spaces

**Goal NOC.3:** Protect, acquire, and maintain natural/undeveloped open spaces and historic sites for parks, greenways, community gardens, etc. 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.

**SubGoal:** Create a green print map

**Objectives:**

- 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 (OC Natural Inventory)
- Determine vulnerable habitats and spaces/places for preservation such as SNHA and other areas within the city necessary to maintain and uphold Chapel Hill's distinct balance between people and the natural landscape
- Develop a map of current and planned greenway sites, historical sites, and unique open spaces for use by landowners, planners, hikers, and potential developers.

**SubGoal:** Support the Parks and Recreation master plan

**Objectives:**

- Support the Department of Parks and Recreation 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 guided by the parks and recreation masterplan.

**SubGoal:** Adopt a greenway master plan

**Objectives:**

- Adopt Greenways Master Plan with specific dates
- Develop a north-south greenway/bicycling/walking corridor from Southern Community Park to Homestead Road

**SubGoal:** Protect, acquire, and maintain natural/undeveloped spaces for parks, greenways, community gardens and to protect the quality of our waterways and air resources

**Objectives:**

## Nurturing Our Community (NOC) Goals Chart – 4/5/2012

- Protect the rural buffer established through the Orange County Land Use plan
- 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
- 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 greenway 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.
- Develop programs for new development that encourage natural landscaping

### **Sustainable Development Review Process**

**Goal NOC.4:** Develop a development review process that is fair, transparent and encourages a sustainable process outcome.

#### **Objectives:**

- Integrate environmental protection measures identified in other NOC goals into development review;
- Engage robust citizen input through citizen advisory committees
- Develop a process that allows affected parties and neighborhoods to participate in Town decisions
- 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 all projects through a “sustainability filter.”
  - Develop a sustainability filter unique to Chapel Hill  
(see <http://olympiawa.gov/community/sustainability/sustainability-and-sam-a-decision-making-tool.aspx>)

- Green Print Your Community is a program developed by the Public Trust. It 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.

### Local Foods

**Goal NOC.5:** Chapel Hill will support local food producers and access to local foods by encouraging community and backyard gardens, farmers' markets, and community supported agriculture and by supporting through non-encroachment working farms within or adjacent to the Chapel Hill planning district.

#### Objectives:

- Continue to support the use of designated open space for community gardens.
  - 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 (e.g., SEEDS in Durham)
- Include gardening and food preparation in Parks and Recreation programming
  - Sponsor an annual seed-savers swap and educational program
  - Work with the NC Botanical Gardens to identify heirloom and landrace seed sources that are compatible with local growing conditions
  - Offer a series of cooking classes through Parks and Recreation to promote the healthy preparation and preservation of fresh grown foods
- Include the locations and hours of operations for local farmers' markets on the town website
- Work with Orange County to identify all working farms within or adjacent to town boundaries
  - Consider the impact on these farms for any development activities located in their vicinity.
- Partner with local government 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
- Develop a recognition program for local restaurants that use locally grown foods

### Carbon Footprint

**Goal NOC.6:** 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 citizens in minimizing their personal footprints. At a minimum, the town will maintain a footprint not larger than that determined in the 2009 ICLEI assessment.

**Objectives:**

- 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.
  - Develop a residential and commercial rubric for determining carbon footprint to be used for assessing all new development.
- 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
- 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 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 UNC to promote and fund fiber to the home in support of telecommuting and home businesses in order to reduce vehicular use and the need for parking.
- Adopt a lighting standard for all new residential and commercial developments, effective January 1, 2014. This standard should require all outdoor lighting to be LED and all interior lighting to be no greater than T-8. This standard should also apply to all town-owned or managed properties and should be retroactive.
  - Require (support/enforce/practice?) environmentally responsible outdoor lighting that appropriately directs and focuses light - to reduce energy waste, facilitate better seeing by reducing glare, prohibit light trespass, and protect dark skies. The Town of Chapel Hill will model wise use of such lighting installations.
- Adopt a heat island standard for all new residential and commercial developments, effective January 1, 2014.
  - Provide incentives for green roofs, light-colored reflective roofs, etc.
  - 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

**Neighborhood Protection**

**Goal NOC.7:** Protect neighborhoods from the impacts of development: stormwater runoff, light and noise pollution, and traffic.



# 2020

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## Town and Gown Collaboration (TGC) Goals Chart



Issued: 4/5/2012

	Goal	Why (objective)	How (strategy)
TGC.1	<p>TG&amp;C.1.0 <u>Take full advantage of our ideas and resources to create a thriving economy.</u></p> <p>Take full advantage of ideas and resources of our world-class University and to create a diverse economy locally, regionally, and globally.</p>	<p>TG&amp;C.1.1 Provide jobs and capture revenue. Enhance Town services. Conserves resources.</p>	<p>TG&amp;C.1.2 <u>Collaborate with the University to create more opportunities to create a thriving community</u> TBD</p>
TGC.2	<p>TG&amp;C .2.0 <u>Arts, culture, and intellectual pursuits</u></p> <p>Create access to the arts, culture, and intellectual pursuits.</p>	<p>TG&amp;C .2.1 Easy public access Public safety</p>	<p>TG&amp;C.2.2 <u>Create a “clearing house” for activities</u> TBD</p>
TGC.3	<p>TG&amp;C .3.0 The University, Health Care system, and Town will development property and help each other to manage development in ways that respect history, traditions, and the environment while fostering revitalization and innovation.</p>	<p>TG&amp;C.3.1 <u>Development and Preservation</u> <u>The University, Health Care System, and Town will develop property and help each other to thrive in ways that respect history, traditions, and the environment while fostering revitalization and innovation.</u></p>	<p>TG&amp;C.3.2 TBD</p>
TGC.4	<p>TG&amp;C .4.0 Improve access for all citizens to health care centers, public services and active lifestyle opportunities</p>	<p>TG&amp;C .4.1 Active lifestyle Public safety</p>	<p>TG&amp;C.4.2 TBD</p>

2020

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## Attachment 2

# *Action Chart*

*(Previously titled the "Goals Chart")*

Issued: 4/5/2012

To Do:

- Review all goals/objectives for opportunities to coordinate between theme groups – collapse and join ideas where possible
- Continue to insert community input that pertains to goals
- Incorporate comments from March 20 theme group meeting and online/other comments
- Insert implementation steps from future focus sessions (corridor study, zoning analysis etc.)
- Describe graphic (to be developed) that indicates relative time/priority/cost

DRAFT

## Acronyms Key:

- PFE: A Place for Everyone
- CPE: Community Prosperity and Engagement
- GA: Getting Around
- GPNS: Good Places, New Spaces
- NOC: Nurturing Our Community
- TGC: Town and Gown Collaboration

## Short-Term Goals: 1 year

The following goals and implementations are to occur along with the adoption of the Chapel Hill 2020 Comprehensive Plan. The goals listed under “Short-term goals” are considered “in the works,” and steps have been taken to implement these goals. The timeline for implementation of these goals is one year.

Goal	Description of Action	Responsible Party
 PFE.4  The diversity goal was not well defined like the other goals, but the words inclusivity, vibrancy, accessibility, and opportunity were placed on the big paper. (This goal should be worked on to create a goal statement in the coming meetings.)	Actively recruit a diversity of people to serve on boards and commissions and to be involved in town planning processes	Communications and Public Affairs
	Review and amend all existing and future Town volunteering and public participation opportunities to ensure that their purpose is clearly identifiable and achievable	Communications and Public Affairs
	Survey advisory body members and those who participate in Town planning processes to see if they feel that the purpose their activity has identifiable and achievable goals and outcomes	Communications and Public Affairs
	Review advisory body membership statistics to see if they reflect the demographic diversity of the Town	Communications and Public Affairs
	Create and execute strategies to attract public participation from those of different economic, social, age, gender and ethnic groups to serve on Town advisory bodies and to be involved in Town planning processes	
	Continue programs and community events which incorporate the arts and active living and champion downtown	Parks and Recreation
Expand civic engagement to include all community members	Communications and Public Affairs	

Goal	Description of Action	Responsible Party
 <p>PFE.5 Staff Goal</p> <p>Continue to share educational opportunities and timely information about topics related to Town activities</p>	Identify a way to provide special topics sessions; use existing models such as Chapel Hill 2020 and “Come Learn With Us” as starting points	Communications and Public Affairs
	Have special topic sessions related to Chapel Hill 2020 implementation steps	Library
	Identify new audiences	
	Develop a system for information exchange between town departments and partners in the community to enhance data sharing and communication efficiencies	All Town Departments  <i>Other partners:</i> Counties Carrboro Hillsborough Chapel Hill- Carrboro School System OWASA

Goal	Description of Action	Responsible Party
 <p>PFE.6 Staff Goal</p> <p>Ensure safety of all residents and visitors</p>	Identify best practices and standards to measure our public safety infrastructure in the community	
	Develop and attract the workforce best able to respond to Chapel Hill's vision for the future	
	Continue to implement the Police department's strategic plan	

Goal	Description of Action	Responsible Party
 <p>PFE.7 Staff Goal</p> <p>Engage in workforce planning for the Town of Chapel Hill to ensure that the residents are served in an efficient and cost-effective manner</p>	Consider project management and property management in the Town's workforce planning	Manager Council
	Identify a way to support the transit fleet, modernize the equipment and match investments in technology and tools with investments in professional staff	Business Management Transit

Goal	Description of Action	Responsible Party
 GA.1 Provide a high-quality, holistic transportation system that encourages the use of all modes of transportation	Implement Ride Share	
	Creative parking solutions	
	identify initial projects that are easier to achieve, such as connectors	
	Provide additional infrastructure and facilities, such as park & ride capacity, bike lanes, sidewalks, local and regional transit programming and connections	Transit Public Works Planning  <i>Other partners:</i> Regional and Other Local Transit Agencies
	Create a communications campaign to increase the education about outreach about alternative transportation modes	Transit Communications and Public Affairs
	Define corridors for high quality transit services (7days a week, 16-20 hours a day)	Transit  <i>Other partners:</i> Regional and Other Local Transit
	Develop coordination with regional transit services	Transit Other partners: Regional and Other Local Transit
	Have alternative ways of raising revenue to support all modes of transportation	BMD Transit
	Ask for input from front-line workers (bus drivers, users) regarding what needs to be addressed first	Transit
	Measure baseline and future usage to track trends	Transit
Promote use of alternatives, such as electric cars	Sustainability	

Goal	Description of Action	Responsible Party
 GA.9 Incorporate street planning into zoning code	Incorporate transit into zoning and land use discussions	Planning Transit Economic Development
	Consider complete streets in all zoning, development and land use processes	Planning Economic Development

Goal	Description of Action	Responsible Party
 GA.10  (Discuss parking needs of community at next meeting)		Planning Parking Economic Development

Goal	Description of Action	Responsible Party
 GPNS.6  A range of livable neighborhood types that embody the character of Chapel Hill while accommodating needs of future residents	Evaluate the application of Neighborhood Conservation Districts  <i>Require higher percentage of support for NCD petitions</i>	Planning Inspections
	Maintain the character of existing neighborhoods while assisting in renovation and redevelopment to accommodate the changing needs of current and future residents	Planning
	<i>Integrate open spaces and smaller parks into neighborhoods</i>	Parks and Recreation
	<i>Examine the effectiveness of the Northside and Pine Knolls Community Plan pilot programs and determine whether these programs and enforcement measures could be effective Town-wide</i>	Planning Inspections Police
	<i>Evaluate neighborhoods for specific needs related to preservation and identify best tools to achieve goals</i>	Planning
	<i>Support student-oriented developments in appropriate areas and along transportation corridors</i>	Planning Economic Development
	<i>Create a contact list for each neighborhood so that information can be easily disseminated and people can be reached</i>	Planning

Goal	Description of Action	Responsible Party
 <p>NOC.1</p> <p>Chapel Hill will be a model for all North Carolina (and beyond) cities in wisely and justly reducing of its waste in a way that minimizes environmental impact without imposing upon the environmental and social rights of others</p>	<p>Ensure that all electronics and construction waste are disposed of safely</p>	
	<p>Adoption waste management requirements for all construction companies that do business in Chapel Hill</p>	

Goal	Description of Action	Responsible Party
 <p>NOC.5</p> <p>Chapel Hill will support local food producers and access to local foods by encouraging community and backyard gardens, farmers' markets, and community supported agriculture and by supporting through non-encroachment working farms within or adjacent to the Chapel Hill planning district</p>	<p>Include the locations and hours of operations for local farmers' markets on the town website</p>	<p>Communications and Public Affairs</p>
	<p>Develop a recognition program for local restaurants that use locally grown foods</p>	<p>Economic Development</p>

Note: No short-term goals were provided for Theme 2: Community Prosperity and Engagement; Theme 5: Nurturing Our Community; or Theme 6: Town and Gown Collaboration.

### Near-Term Goals: 1 - 3 years

The following goals and implementations are to occur along with the adoption of the Chapel Hill 2020 Comprehensive Plan. The timeline for implementation of the “Near-Term Goals” is one to three years.

Goal	Description of Action	Responsible Party
 PFE.1 Encourage and support family friendly accessible exterior and interior spaces located throughout for a variety of activities	Change the open space requirement to include plazas; refer to the Parks & Recreations Comprehensive Plan	Planning Economic Development Parks and Recreation
	Incorporate the use of form-based codes  Survey developers to see if form-based codes have created a smoother process for development in Chapel Hill  Survey the community to see if the form of new development is more appropriate than before form-based codes were used	Planning
	Rewrite the Land Use Management Ordinance	Planning
	Expand awareness and information about current means of achieving a healthy lifestyle (programs, initiatives, etc.)	Communications and Public Affairs Parks and Recreation
	Conduct quarterly healthy lifestyle programs at the Library	Library

Goal	Description of Action	Responsible Party
 CPE.1 Balance and sustain finances	Implement Priority-Based Budgeting	Business Management Manager Council
	The Town has a fiduciary responsibility to maintain assets in a way that supports the public's interest	Business Management
	Develop an asset management planning system that focuses on providing current service needs or planning for future services in a sustainable manner	Business Management Manager Council Sustainability
	Develop a strategic plan for investments in technology, assets and capital projects that supports current services or planned-future services	Business Management Manager Council Sustainability

	Continue to advance the Priority Based Budgeting process for the Town	Town Council Business Management
	Identify appropriate community based visioning process for following areas: <ul style="list-style-type: none"> <li>• 54 East Corridor – rezoning and transit analysis</li> <li>• 15-501 N – rezoning and transit/transportation analysis</li> <li>• Martin Luther King Jr. Blvd. N. – rezoning and transportation analysis</li> <li>• Martin Luther King Jr. Blvd. S. – Corridor analysis of Estes Drive; rezoning analysis for area closer to downtown</li> </ul> <i>15-501 S – TBD, based on ongoing land use discussions</i>	Planning Economic Development
	Initiate focused land use and rezoning analysis of transportation corridors  <i>Also see input from community partners for land use/zoning goals</i>	Council Manager Town Departments Community
	Initiate focused land use and development analysis of Downtown  <i>See input from community partners for downtown goals</i>	Council Manager Town Departments Community
	Review and revise the Land Use Management Ordinance (LUMO)	Council Manager Town Departments Community
	Increase revenues by rezoning to support changes in tax base and housing stock, expanding or using the rural buffer, and adding warehousing/industrial zoning	Council Manager Planning Community
	Identify new sources of funding for services  <i>Note: relates to priority based budgeting</i>	Business Management Department  Other partners: All Departments
	Continue to seek private funding for community events and transit advertisements through sponsorships	Parks and Recreation Transit
	Decrease expenses by finding ways to make the Town’s government and planning infrastructure more efficient and by maximizing our use of resources  <i>Note: relates to priority based budgeting</i>	Business Management All Departments
	Review the LUMO and advisory board roles with the intention to lower the barriers for development approval	Planning Communications and Public Affairs
	Develop a fund balance policy to maintain adequate savings for times of reduced revenues and/or increased capital needs	BMD Manager

		Council
	Implement a fee for false alarm activation after responding to the third false alarm	Police Fire Manager  <i>Other partners:</i> Orange County Public Safety EMS
	Reduce the reliance on residential property taxes	
	Increase the public's awareness and participation in the decision making process	Communications and Public Affairs
	Create new structure/process for development review by advisory bodies	Communications and Public Affairs Council

Goal	Description of Action	Responsible Party
 <p>CPE.2 Foster the success of local businesses</p>	Have better signage for businesses by creating new signage ordinance	Planning Parking Downtown partners
	Offer grant writing classes and develop classes and lecture series for local start-ups	Library
	Provide meeting rooms for start-up businesses	Library
	Address perceived shortage of parking by developing a communications strategy to increase community and visitor awareness of parking options  Administer surveys about parking and use the data to calculate the Economic Impact by tourists, and Economic Surge by local citizens  Survey merchants to measure the increased business downtown during events	Communications and Public Affairs Parking Economic Development
	Foster businesses that focus on arts and creativity through arts education and the development of attractive spaces	Economic Development Planning Public Arts
	Identify funding sources or models, such as recapitalizing the existing Small Art Business Loan Program and exploring creative art spaces	Economic Development Public Arts
	Create a business incubator space that caters to small, start-up businesses and locate this downtown and help businesses connect with new commercial development and space	Economic Development Planning

		Other partners: UNC UNC H Chamber Downtown partners
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Goal	Description of Action	Responsible Party
 CPE.3  Promote a safe, vibrant, and connected (physical and person) community	Improve lighting  Conduct a lighting survey to identify locations that need additional lighting or tree pruning to enhance existing light	Public Works Police Sustainability  <i>Other partners:</i> Duke Energy
	Develop new or improve existing gathering spaces in downtown and throughout the community	Planning Parks and Recreation
	Create Design Guidelines or Appearance Overlays for Downtown and Entranceways (see map exercises for entranceway locations)	Planning
	Ensure that new development, such as University Square and 140 West, include attractive and useful gathering spaces	Planning Parks and Recreation  <i>Other partners:</i> Downtown partners
	Develop more affordable housing	Planning Housing
	Identify barriers to developing affordable housing and address these barriers	Planning Housing  <i>Other partners:</i> Affordable Housing Providers
	Free Wi-Fi and gathering places  Survey businesses to determine if their business has increased due to the free Wi-Fi	IT BMD Communications and Public Affairs
	Create a 3-1-1 telephone hot line that provides information about the town	Communications and Public Affairs

Goal	Description of Action	Responsible Party
 GA.5 Make an adaptable transportation network to support both dense and suburban development	Coordinate with zoning and include holistic transportation plans in zoning requirements	Planning Transit Public Works Economic Development Sustainability

Goal	Description of Action	Responsible Party
 GA.6 Connect neighborhoods to businesses and schools	Use existing bikeways, walkways, and transit to connect neighborhoods and commercial districts and expand those networks	Transit Parks and Recreation Planning Public Works School system
	Build connectors between existing (isolated) residential street systems (bicycle and pedestrian only)	

Goal	Description of Action	Responsible Party
 GPNS.1 Low density, green Rural Buffers that contain urban development and minimize sprawl	Maintain the Rural Buffers, while allowing for consideration of compatible supporting services within them.	Planning Economic Development Sustainability  <i>Other Partners:</i> OWASA
	Evaluate and reexamine the Rural Buffers in light of other goals of the 2020 Comprehensive Plan, taking into consideration changing population demographics and other needs	
	Possible exceptions to the Rural Buffer limitations could be park and ride lots, or train corridors and stations, neither of which require extension of town water/sewer services	
	Assess the objectives of the Rural Buffer and determine if they need to be adjusted in order to ensure protection of that area	Planning Manager Council
	Enhance protections in the Rural Buffer Area	Planning Economic Development Sustainability
Create new medium to high-density zoning districts and/or opportunity areas in defined corridors	Planning	
Determine where higher-density urbanized areas, such as major transit-oriented corridors and downtown are	Planning	

	appropriate	
	Amend the Land Use Management Ordinance to allow for more infill residential development in the form of accessory units in certain areas; significantly reduce the current requirement that accessory units must have twice the land area of a single-family unit.	Planning
	Reduce sprawl in town by allowing more infill residential development	Planning

Goal	Description of Action	Responsible Party
 <p>NOC.4</p> <p>Develop a development review process that is fair, transparent, and encourages a sustainable process outcome</p>	Integrate environmental protection measures identified in other NOC goals into development review	Planning Economic Development Sustainability
	Ensure that administrative rules (which by-pass development review) meet minimum standards and include an appeals process	Planning Sustainability
	Simplify the RCD requirements by normalizing with Jordan Buffer (e.g. a known buffer width on intermittent and perennial streams)	Planning
	Map the RCD throughout Town, thereby removing its case-by-case status	Planning
	Consider and plan for enforcement of new rules and regulations in a systematic manner	Planning Public Works
	Ensure that development that incorporates sustainability in its design, materials, and use	Planning Sustainability
	Integrate environmental protection measures identified in other NOC goals into development review	
	Engage robust citizen input through citizen advisory committees	
	Develop a process that allows affected parties and neighborhoods to participate in Town decisions	
	For administrative rules that by-pass development review, ensure they meet minimum environmental standards and include appropriate notification of neighbors and an appeals process	

Goal	Description of Action	Responsible Party
 <p>NOC.5</p> <p>Chapel Hill will support local food producers and access to local foods by encouraging community and backyard gardens, farmers' markets, and community supported agriculture and by supporting through non-encroachment working farms within or adjacent to the Chapel Hill planning district</p>	<p>Include gardening and food preparation in Parks and Recreation programming</p> <ul style="list-style-type: none"> <li>• Sponsor an annual seed-savers swap and educational program</li> <li>• Work with the NC Botanical Gardens to identify heirloom and landrace seed sources that are compatible with local growing conditions</li> <li>• Offer a series of cooking classes through Parks and Recreation to promote the healthy preparation and preservation of fresh grown foods</li> </ul>	

*Note: No near-term goals were provided for Theme 6: Town and Gown Collaboration.*

### Mid-Term Goals: 3 -5 years

The following goals and implementations are to occur along with the adoption of the Chapel Hill 2020 Comprehensive Plan. The timeline for implementation of the “Mid-Term Goals” is three to five years.

Goal	Description of Action	Responsible Party
 <p>PFE.1</p> <p>Encourage and support family friendly accessible exterior and interior spaces located</p>	<p>Create citizen-led, community-wide initiatives that promote healthy lifestyles, such as Michelle Obama’s Challenge to the Council of Mayors on obesity</p> <p><a href="#">Survey of the community to gauge their participation in such events and what types of events they would like to have</a></p>	<p>Parks and Recreation Library Communications and Public Affairs</p> <p><i>Other partners:</i> Existing community gardens Senior Center Farmer’s Markets</p>

throughout for a variety of activities		UNC Grounds Dept Orange County Solid Waste Management
	Expand the community garden program and promote locavore and organic food facilities	Economic Development Parks and Recreation Library Communications and Public Affairs
	Incorporate fruit trees into the Town's landscaping plan	Public Works Parks and Recreation
	Increase safety in parks and greenways through lighting and safety patrol  <i>CHPD Strategic Plan</i>	Police Parks and Recreation
	<i>Use the RCD and existing utility easements to create more pedestrian connections and greenways</i>	Planning Stormwater Parks and Recreation
	Expand and reconfigure bike lanes away from traffic	Planning Public Works

Goal	Description of Action	Responsible Party
 PFE.2 Encourage and promote the arts and culture to brand Chapel Hill as a creative place to live, work, and play	Create opportunities for housing and space for artists	Economic Development Public Art  <i>Other partners:</i> UNC Downtown partners
	Share resources between partners that support artists and creative thinkers  Create sources of funding	Public Art Economic Development  <i>Other partners:</i> UNC (and the Ackland) Orange County Carrboro FRANK

	<p>Create a communications campaign <a href="#">to advertise artists and their work</a></p> <p>Better publicity and agency collaboration</p>	<p>Communications and Public Affairs Library Parks and Recreation Public Art</p> <p><i>Other partners:</i> UNC (and the Ackland) Orange County Carrboro FRANK</p>
	<p>During the bi-annual Community Survey, ask if residents are aware of cultural programs and if this is important to them</p>	
	<p>Work with UNC to identify shared grant applications</p>	<p>Public Art</p> <p><i>Other partners:</i> UNC The Ackland</p>
	<p>At the Library, <a href="#">conduct programs, lead grant-writing workshops, house installations, host performances, and provide space</a></p>	<p>Library Public Art</p>
	<p><a href="#">Create a downtown arts district</a></p>	<p>Parks and Recreation Economic Development</p> <p><i>Other partners:</i> UNC Downtown partners</p>
	<p><a href="#">Incorporate public art into private development projects</a></p>	<p>Economic Development Planning Public Art</p>
	<p><a href="#">Identify existing facilities or create a facility for arts programming</a></p>	
	<p><a href="#">Create new branding for Chapel Hill that identifies the town as a place to creatively work, live and play</a></p>	<p>Communications and Public Affairs Public Art Economic Development</p>
	<p><a href="#">Incorporate the contextual art plan (needs clarification)</a></p>	
	<p>Promote cultural tourism</p>	<p>Visitor's Bureau</p>

	A dedicated facility for the arts (exhibit, performance and practice, classroom space)	Parks and Recreation Library
	Monitor patron attendance during events, Public Art Projects/Bids	Parks and Recreation Public Art Library
	Initiate the "One Town/One Read" Concept to facilitate community discussions about difficult topics	Library Communications and Public Affairs  <i>Other partners:</i> Employee Forum Ombudsman

Goal	Description of Action	Responsible Party
 CPE.1  Balance and sustain finances	Build up/encourage vertical integration if there is not enough horizontal space	Planning Economic Development Sustainability
	Actively seek joint partnership and funding opportunities with Carrboro and other municipalities and organizations	Parks and Recreation Police Fire Library Housing  <i>Other partners:</i> Carrboro Orange County Chapel Hill- Carrboro Schools
	Complete staff review of options for library services interoperability with Orange County Park Development, school facility usage afterhours, UNC Facilities	Library

Goal	Description of Action	Responsible Party
 CPE.2  Foster the success of local businesses	Revise the LUMO to allow Bed & Breakfasts and short-term (i.e. by the day) rentals of rooms and houses	Planning Economic Development Sustainability
	Remove barriers to entrepreneurship by identifying public funds to support community goals and maintaining a solid public infrastructure that support private investments in the community	Police Fire Economic Development

		Planning Sustainability
	Partner with UNC to foster innovation, create incubator/startup space and support – keep businesses in Chapel Hill	Planning Economic Development Sustainability UNC Chamber Downtown partners Council Library
	Consider Carrboro’s model of providing grants/loans for start-ups (not necessarily the best tool for this. Incubation, acceleration and other facilities can do more to encourage than a loan program.)	Economic Development
	Attract more tourism through collaborating and cooperative marketing planning between the Visitor’s Bureau, Downtown Partnership, Chamber of Commerce, and the Town of Carrboro to pool resources and funds effectively and to market events regionally	Visitor’s Bureau Parks & Rec Public Arts
	Foster Creative businesses through arts education, attractive spaces, and a focus on arts and creativity	Economic Development Public Art Planning
	Maximize available retail and office space	Planning Economic Development Sustainability
	Add more creative, innovative forms of development that are affordable	Economic Development
	Attract innovative people and unique businesses	Communications and Public Affairs Economic Development Visitor’s Bureau Council Historic District Commission Parks & Rec Public Arts
	Attract destination businesses like Costco	Economic Development
	Develop a strategic communications campaign to attract new businesses to Chapel Hill	Communications and Public Affairs Economic Development

Goal	Description of Action	Responsible Party
 CPE.3 Promote a safe, vibrant, and connected (physical and person) community	Provide more connectivity between residential and retail areas which allow people to walk to businesses and restaurants	Planning Transportation Board Bike and Ped Board Parks & Rec
	Foster neighborhood gathering places	Planning
	Create more neighborhood commercial zoning that allows for small commercial establishments close to or within residential zoning	Planning
	Emphasis on public safety	Police Fire Public Works
	Safe bikeways, alternative forms of movements, transit-oriented development	Planning Transportation Board Bike and Ped Board
	Improve walkways (quality, safety and routing)	Planning

Goal	Description of Action	Responsible Party
 GA.1 Provide a high-quality, holistic transportation system that encourages the use of all modes of transportation	Have more user-fees (This goal may be conflicting with other goals: such as to <u>not</u> have user-fees for the buses.)	BMD Transit
	Use Priority Based Budgeting process to identify new revenue sources	BMD

Goal	Description of Action	Responsible Party
 GA.2 Connect neighborhoods with greenways and sidewalks that also access businesses and schools  <i>Should this be combined with GA.3?</i>	Create greenways, sidewalks, and bikeways that connect places and are not only for recreation	Public Works Planning Parks & Rec Transportation Board Bike and Ped Board
	Have better connections between existing residential street networks	Public Works Planning Parks & Rec
	Provide striped bike lanes	Public Works Planning Transit Parks & Rec

Goal	Description of Action	Responsible Party
 GA.7 Have a comprehensive transportation system that provides everybody reasonable access to all our community offers	Develop holistic plan and incorporate in zoning and budget plans	BMD Planning
	Develop handicapped-accessible infrastructure	Public Works
	Offer transit services for seniors and others with special needs	Transit
	Provide parking as part of new development (University Square and others)	Planning Economic Development
	<i>Develop strategy for and create a communications campaign which makes the public aware of what the community offers and how they can access it</i>	Communications and Public Affairs
	<i>Resident College - create an active network of residents available and able to volunteer for the Town's advisory boards, festivals, and other activities. These individuals would act as Ambassadors for the Town and would receive training in history, fun facts, and council plans.</i>	Manager Communications and Public Affairs Parks and Recreation Human Resources
	<i>Annual review of number participating and their level of activity. Include Council recognition, certificates, and Ambassador badges</i>	
Grow the non-University and non-Healthcare components of the transit system to complement our strengths and ability to serve the broader community	Transit Planning Economic Development  <i>Other partners:</i> UNC UNC-H Carrboro	

Goal	Description of Action	Responsible Party
 GA.8 Provide a transportation system that reduces peak congestion		Planning Transit

Goal	Description of Action	Responsible Party
 GPNS.1 Low density, green Rural Buffers that contain urban development and minimize sprawl	Possible exceptions to the Rural Buffer could be park and ride, or train corridors and stations, neither of which requires extensive Town water/sewer services (Cross-over with Transportation)	Planning Economic Development Sustainability Transit

Goal	Description of Action	Responsible Party
 GPNS.2 A vibrant, diverse, pedestrian-friendly, and accessible downtown with opportunities for growing office, retail, residential, and cultural development and activity	Consider implementing a “road diet” on Franklin Street: would make the area more pedestrian-friendly, safer, and would provide more parking  Evaluate Streetscape Plan and Downtown plans to consider this goal	Planning Economic Development Sustainability  <i>Other partners:</i> UNC UNCH BMD
	Increase automobile and pedestrian connections between Franklin and Rosemary Streets	Planning Economic Development
	Review and adopt relevant parts of Downtown Framework for redevelopment opportunities  <a href="#">Image of downtown street network before and as redevelopment alters network</a>  Longitudinal Study: Measure 1) commercial activity, 2) density of people on the street, 3) survey how people on the street feel about their downtown, as development pattern changes – must be controlled for broader changes in the economic conditions	Planning Economic Development Sustainability Downtown Partnership Parks and Recreation Public Arts BMD  <i>Other partners:</i> UNC

		UNCH Chamber of Commerce
	Be creative with design; generate a clear vision and guidance regarding building height downtown and along transportation corridors	Planning
	Implement form-based codes	Planning
	Enhance cross streets and activity centers with more retail and non-retail activities appealing to various age groups	Planning Economic Development
	Improve downtown development pattern wherever possible	Planning Economic Development Downtown partners
	Encourage downtown on-street activities with existing development pattern wherever possible	Planning Parking Economic Development

Goal	Description of Action	Responsible Party
 GPNS.3 A development decision-making process that provides certainty that the goals of the plan will be implemented	Adopt a development code that guides growth toward the specific, form-based visions of the Plan and provides predictability for community and land owners	Planning

Goal	Description of Action	Responsible Party
 GPNS.4 A joint Town/University development strategy that aligns initiatives for transportation, housing, environmental	Provide housing options for range of income levels	UNC Manager Council Planning
	Collaborate with the University on a joint development strategy	UNC Manager Council
	Promote barrier free and accessible campus open to the community	UNC Manager Council
	Develop Small Area Plan for areas surrounding Carolina North	UNC Manager

protection, and entrepreneurial programs		Council
	Promote enhanced development opportunities for areas surrounding Carolina North	UNC Manager Council
	Small area plan for areas surrounding Carolina North; should be catalyst for enhanced opportunities (i.e. educational, commercial, & residential development); property tax neutral	UNC Manager Council Planning

Goal	Description of Action	Responsible Party
 GPNS.5 Affordable housing for all segments of the current and future population	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	Planning BMD Council
	Support multi-pronged efforts to providing affordable housing in Chapel Hill	Planning Other Partners
	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	

Goal	Description of Action	Responsible Party
 GPNS.6 A range of livable neighborhood types that embody the character of Chapel Hill while accommodating needs of future residents	Assist seniors with aging in place and renovation of properties	Planning Senior Center Orange County Department on Aging
	Encourage connectivity with alternative transportation	Planning Transit
	Promote rental housing in all neighborhoods	
	Develop strategy for and create a communications campaign involving news releases, marketing, advertising, education and outreach to make seniors aware of the resources available to them such as special financing for renovations, in-home care and transportation options	Communications and Public Affairs

Goal	Description of Action	Responsible Party
 GPNS.7  A community that welcomes and supports change and creativity	Provide for clustered incubator space	Planning Economic Development Sustainability  <i>Other partners:</i> UNC UNCH BMD
	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	Economic Development
	Create conditions whereby the Town promotes and advertises more interesting activities, architecture, night life, etc. to attract the kind of people who are entrepreneurial	Economic Development Communications and Public Affairs  <i>Other partners:</i> Visitor's Bureau Chamber of Commerce
	Consider a new digital media lab at the new library	Library IT

Goal	Description of Action	Responsible Party
 GPNS.9  A sustainable vision of future land use, form, and density based on the unique character of Chapel Hill	Developing district codes for different areas of town	Planning Economic Development Sustainability Parks & Rec Public Arts  <i>P&amp;R Master Plan Guides in the process</i>
	Match appropriate urban forms with the needs of diverse areas of the community so that overall Town character is maintained while growth and change occur	Planning
	Accommodate diverse urban forms	Planning
	Establish variable development review processes (slower/faster) that correspond to differences in districts (i.e. preservation code vs. development corridor code)	Planning
	Agree on preservation areas and development zones	Planning

Goal	Description of Action	Responsible Party
 GPNS.8 Open and accessible common spaces for community gathering and community development	Plan spaces that create destinations for residents and visitors	Parks and Recreation Planning Public art Library  Visitor's Bureau
	Provide fixed community spaces for gathering, mobile gathering spaces, music, and food trucks	Parks and Recreation Planning
	Work with local businesses to encourage outdoor dining, street vending, and the like to nurture community spaces, aka Weaver Street Market	Economic Development Parks and Recreation
	Develop & implement plan for use of plaza at Library in Pritchard Park	Library Parks and Recreation
	Encourage public and private provision of new common spaces through capital investment and development incentives	Economic Development

Goal	Description of Action	Responsible Party
 NOC.2 Maintain and improve air and water quality	Implement stormwater measures to address and manage current and future problems	Stormwater Sustainability OWASA
	Highlight educational partnerships with the County, cooperative extension and others  Conduct programs and classes at the library	Stormwater Sustainability Orange County Solid Waste Management Library <i>And other partners</i>
	<i>Subgoal: Heal our local waterways and conserve our biological ecosystems (each depends on the other)</i>	
	Maintain and improve creek buffers in the Resource Conservation District <ul style="list-style-type: none"> <li>- Conserve forested lands near streams</li> <li>- Keep retention ponds out of stream buffers</li> <li>- Reduce impervious surfaces for new development</li> </ul> Reduce conforming uses	
	Develop an invasive species eradication program; replace invasive species with live stakes and native vegetation	

	Map wildlife corridors to ensure we maintain our biodiversity to ensure healthy ecosystems	
	Adopt an integrated pest management policy and purchasing policies that reduce or eliminate the use of hazardous and/or toxic products in town operations. Educational programs will be developed to share strategies for using non-toxic products with town citizens and business owners	
	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 our sewer system	
	Ensure that the water quality remains high by monitoring the water quality	Stormwater Sustainability OWASA
	<i>Subgoal: Maintain a robust storm water utility to manage storm water and water quality</i>	
	Develop and implement a comprehensive Stormwater Management Program Master Plan	
	Address stormwater quantity and quality as an integral component in plan implementation <ul style="list-style-type: none"> <li>- Develop program to mitigate storm water problems in developed areas of town</li> <li>- Develop new development standards to keep storm water on site</li> <li>- Detect and eliminate illicit discharges</li> <li>- Control post construction site stormwater runoff</li> </ul> Monitor and enforce post construction stormwater for new development and redevelopment	
	Monitor water quality and volumes	
	Partner with local non-profits to lead a storm water public education program in the schools and in the community	
	Ensure the town complies with or exceed all federal and state mandates	
	Showcase yard programs that practice good watershed practices	

Goal	Description of Action	Responsible Party
 <b>NOC.3</b>  Protect, acquire, and maintain natural/undeveloped open spaces and historic sites for	<i>Subgoal: Create a green print map</i>	
	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 (OC Natural Inventory)	
	Determine vulnerable habitats and spaces/places for preservation such as SNHA and other areas within the city	

<p>           parks, greenways, community gardens, etc. 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.         </p>	necessary to maintain and uphold Chapel Hill’s distinct balance between people and the natural landscape	
	Develop a map of current and planned greenway sites, historical sites, and unique open spaces for use by landowners, planners, hikers, and potential developers	
	<i>Subgoal:</i> Support the Parks and Recreation Master Plan	
	Support the Department of Parks and Recreation 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 guided by the parks and recreation master plan	
	<i>Subgoal:</i> Adopt a Greenway Master Plan	
	Adopt Greenways Master Plan with specific dates	
	Develop a north-south greenway/bicycling/walking corridor from Southern Community Park to Homestead Road	
	<i>Subgoal:</i> Protect, acquire, and maintain natural/undeveloped spaces for parks, greenways, community gardens and to protect the quality of our waterways and air resources	
	Protect the rural buffer established through the Orange County Land Use plan	
	<p>Ensure that the spaces identified in the Green Print Map are protected when development is proposed in surrounding areas.</p> <ul style="list-style-type: none"> <li>• Work with Orange County to preserve significant historic sites, landscapes and trails</li> <li>• Require developers to protect and preserve historic sites, buildings, and landscapes</li> <li>• Educate the public on the existence and importance of these natural and historic sites</li> <li>• Develop a physical and fiscal plan for protecting and preserving these sites</li> </ul>	
	<p>Identify areas for use as future parks and greenways</p> <ul style="list-style-type: none"> <li>• Initiate a reserve fund to be used for acquiring ownership of historical sites, open space, and future greenway sites</li> </ul>	
	<p>Continue to encourage the use of native plant species for all governmental landscaping projects and new development landscaping (see water quality)</p> <ul style="list-style-type: none"> <li>• Work with the Botanical Garden and/or garden clubs to develop showcase plantings of native plants in the parks</li> <li>• Work with the Botanical Garden or other organizations to develop volunteer programs to remove exotic plants and maintain gardens (both</li> </ul>	

	for native plants and food gardens) <ul style="list-style-type: none"> <li>• Develop programs for new development that encourage natural landscaping</li> </ul>	
	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	
	Develop programs for new development that encourage natural landscaping	

Goal	Description of Action	Responsible Party
 <p>NOC.4</p> <p>Develop a development review process that is fair, transparent, and encourages a sustainable process outcome</p>	<p>Evaluate all projects through a “sustainability filter”</p> <ul style="list-style-type: none"> <li>• Develop a sustainability filter unique to Chapel Hill</li> <li>• (For example: <a href="http://olympiawa.gov/community/sustainability/sustainability-and-sam-a-decision-making-tool.aspx">http://olympiawa.gov/community/sustainability/sustainability-and-sam-a-decision-making-tool.aspx</a>)</li> </ul>	

Goal	Description of Action	Responsible Party
 <p>NOC.5</p> <p>Chapel Hill will support local food producers and access to local foods by encouraging community and backyard gardens, farmers' markets, and community supported agriculture and by supporting through non-encroachment</p>	<p>Continue to support the use of designated open space for community gardens.</p> <ul style="list-style-type: none"> <li>• Allocate space within public parks and public housing developments for community gardens</li> <li>• Work with OWASA to site community gardens where water is easily available</li> <li>• Develop strategically located demonstration gardens to help non-gardeners learn gardening and composting skills</li> <li>• Partner with local and national non-profit organizations that teach a variety of gardening skills, especially for children and public housing residents (e.g., SEEDS in Durham)</li> </ul>	<p>Parks and Recreation Communications and Public Affairs</p> <p><i>Other partners:</i> Existing community gardens, such as HOPE gardens Senior Center Farmer’s Markets UNC Grounds Dept Orange County Solid Waste Management</p>
	<p>Work with Orange County to identify all working farms within or adjacent to town boundaries</p> <p>Consider the impact on these farms for any development activities located in their vicinity</p>	

working farms within or adjacent to the Chapel Hill planning district	Partner with local government 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	
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Goal	Description of Action	Responsible Party
 NOC.7  Protect neighborhoods from the impacts of development: stormwater runoff, light and noise pollution, and traffic		Planning UNC

Goal	Description of Action	Responsible Party
 TGC.1  Take full advantage of our ideas and resources to create a thriving economy	Collaborate with the University to create more opportunities to create a thriving community	Town UNC
	Provide jobs and capture revenue	Planning Economic Development Sustainability  <i>Other partners:</i> UNC UNCH BMD
	Expand Community Workshop Series computer classes in partnership with UNC	Library UNC

## Long-Term Goals: 5 – 10 years

The following goals and implementations are to occur along with the adoption of the Chapel Hill 2020 Comprehensive Plan. The timeline for implementation of the “Long-Term Goals” is five to ten years.

Goal	Description of Action	Responsible Party
 PFE.1  Encourage and support family friendly accessible exterior and interior spaces located throughout for a variety of activities	A dedicated facility for youth gathering and activities; Outdoor green spaces for multiple uses; Create places of vibrancy where people gather and feel safe	Parks and Recreation Library
	<a href="#">Hire Teen Librarian to work with community groups to expand teen services</a>	Library
	Expand the greenway system to provide better connectivity around town thus promoting alternative forms of transportation other than cars	Planning
	Create facilities where recreation, leisure and the arts can all be accessed; Partner with UNC to create health fairs and with the school system to bring about cultural changes in eating habits	Parks and Recreation Library UNC
	Neighborhood parks and play grounds  <a href="#">Fully equip the planned playground area on Library grounds in Pritchard Park</a>	Parks and Recreation
	Address parking issues and transportation issues so that facilities and green spaces are more accessible	Planning Parking Parks and Recreation

Goal	Description of Action	Responsible Party
 PFE.2  Encourage and promote the arts and culture to brand Chapel Hill as a creative place to live, work, and play	Better collaboration with UNC and others; Build momentum on what exists	Parks and Recreation UNC
	Develop more entertainment options	Parks and Recreation Library
	Use arts to address social issues; Create cultural arts program that celebrates community diversity; Integrate public art into the fabric of the community	Parks and Recreation Library
	<a href="#">Use the library as a venue for artists and to conduct arts programs for all ages</a>	Library
	Nurture creative thinking and attract/retain creative people	

Goal	Description of Action	Responsible Party
 PFE.3  Ensure an availability of housing for a variety of economic levels so that all people who wish to live and work in Chapel Hill can do so	Increase percent requirements for new development	Planning
	Connect greenways to Town and UNC destinations; promote alternatives including electric cars	Planning UNC
	Provide diversity of housing opportunities including workforce housing	Planning  <i>Other partners:</i> Affordable housing providers
	Make affordable housing information available to students and graduates	Planning
	Affordable housing should be built to be environmentally sustainable (weatherization, fire suppression, etc.)	Sustainability
	Public transportation needs to be made available through accessible locations and accessible scheduling.	Transit

Goal	Description of Action	Responsible Party
 CPE.2  Foster success of local business	Redevelop large hubs (Ram's Plaza, University Mall)	Planning Manager Council
	Make businesses more accessible (bike, walkable, train stop)	Economic Development Planning
	Attract new business: make start-up easier; offer low-interest revolving loans; offer tax credits/incentives to new businesses & community oriented developer; allow/encourage lower cost construction to more affordable commercial/individual space	Economic Development UNC Downtown partners
	Encourage existing businesses to reconfigure existing parking (e.g. Whole Foods)	

Goal	Description of Action	Responsible Party
 CPE.3  Promote a safe, vibrant and connected (physical and person) community	Address panhandling  <a href="#">Enforcement of existing ordinances while working with stakeholders (i.e. Downtown Partnership) to identify creative strategies</a>	Downtown partners Police
	Promote a balanced land-use mix at different scales; offer a range of housing types (affordable);  Avoid areas prone to natural disasters;  Include gathering spaces, tree lined streets, shops open later in the evening, energy on the street with good night life (arts, music, food) diversity in neighborhoods	Planning Economic Development

Goal	Description of Action	Responsible Party
 GA.2  Connect neighborhoods with greenways and sidewalks that also access businesses and schools  <i>Should this be combined with GA.3?</i>	Create transportation systems that are convenient and easy to use	Transit Planning
	Create greenways that connect places and are not only for recreation	Planning Parks and Recreation
	Have better connections between existing residential street networks	Planning
	Provide a high-quality level of service	Planning Transit Parks and Recreation
	Transit schedule should be conducive to both night and weekend travel	Transit Planning
	Provide bus service to all town parks and recreational facilities	Transit Planning Parks and Recreation
	Create striped bike lanes or separated bike paths that enable bicyclists of all skills levels to cycle	Planning Sustainability

Goal	Description of Action	Responsible Party
 GA.4  Connect to a comprehensive regional transit network	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	Police Transit Planning
	Identify areas outside Chapel Hill that generate a need for expanded transit connections to Chapel Hill and align our investments in land use, community infrastructure and the transit system	Transit

Goal	Description of Action	Responsible Party
 GPNS.2  A vibrant, diverse, pedestrian-friendly, and accessible downtown with opportunities for growing office, retail, residential, and cultural development and activity	Provide more Rosemary Street incentives and more cross-streets; Thoroughly review and adopt relevant parts of the consultant study for downtown redevelopment	Economic Development Planning Downtown partners Manager Council
	Provide more/better activity centers and shopping, restaurant opportunities for a variety of age groups throughout Chapel Hill	Economic Development Downtown partners

Goal	Description of Action	Responsible Party
 GPNS.5 Affordable housing for all segments of the current and future population	Financially support the affordable housing strategy	BMD Council
	Provide housing that is affordable to students, the elderly, and low income residents; encourage socio-economic diversity	Planning <i>Other partners:</i> Affordable Housing Providers
	Promote a range of housing options: rental, owner-occupied, use of existing	Planning Affordable Housing partners
	Lower/maintain tax rate	Orange County Chapel Hill- Carrboro City Schools

Goal	Description of Action	Responsible Party
 GPNS.6 A range of livable neighborhood types that embody the character of Chapel Hill while accommodating needs of future residents	Promote rental housing in all neighborhoods	Planning Affordable Housing partners
	Consider neighborhood form/massing standards (applicable to all housing stock, including single-family homes) rather than Neighborhood Conservation Districts	Planning
	Revise LUMO to allow Bed & Breakfast Houses and short-term (i.e. by the day) rentals of rooms and houses in Town	Planning

Goal	Description of Action	Responsible Party
 GPNS.7 A community that welcomes and supports change and creativity	A regulatory strategy, entrepreneurial zones, high-speed, access and financial support	Economic Development UNC

Goal	Description of Action	Responsible Party
 GPNS.8  Open and accessible common spaces for community gathering and community development	Plan for spaces that create destinations for residents and visitors	Planning Visitors' Bureau
	Develop wildlife area map (OC Natural inventory)	Stormwater Public Works
	Develop a physical and fiscal plan	Parks and Recreation
	Protect, acquire and maintain natural spaces green spaces for parks, greenways, entranceways to protect wildlife corridors and to provide recreation and connections to schools	Parks and Recreation Planning

Goal	Description of Action	Responsible Party
 NOC.1  Chapel Hill will be a model for all North Carolina (and beyond) cities in wisely and justly reducing of its waste in a way that minimizes environmental impact without imposing upon the environmental and social rights of others	Educate all citizens about the importance of waste reduction, recycling, and alternative disposal techniques such as composting	Communications and Public Affairs Orange County Solid Waste
	<a href="#">Develop strategy for and create a communications campaign involving news releases, marketing, advertising, education and outreach which encourages residents to minimize their production of waste</a>	
	Aim to recycle 80% of all waste by 2020. <ul style="list-style-type: none"> <li>• Adopt curbside recycling of all plastics</li> <li>• Increase the number of items accepted at central recycling centers in town</li> <li>• Encourage the creation of a re-use center for household, construction, and commercial waste</li> </ul>	
	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	

Goal	Description of Action	Responsible Party
 NOC.2  Maintain and improve air and water quality	Conserve land near streams (include forested buffers) – buffers to meet/exceed Jordan Lake rule guidelines	Planning Stormwater
	Implement stormwater measures to address and manage current and future problems	Stormwater
	Plan for functional habitat systems and combat invasive species	Planning Stormwater
	Determine priority areas for riparian protection and restoration; consider ephemeral stream protection for new construction projects; ensure that new or existing development maintain wellhead protection area integrity or	Planning Stormwater OWASA

	provide OWASA water to affected residents	
	Implement strict stormwater reduction regulations and incentives	Stormwater
	<i>Subgoal: Maintain and improve our air quality (flesh out later)</i>	

Goal	Description of Action	Responsible Party
 <p>NOC.4</p> <p>Develop a development review process that is fair, transparent, and encourages a sustainable process outcome</p>	<p>Green Print Your Community is a program developed by the Public Trust. It 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</p>	<p>Planning Economic Development Sustainability Stormwater</p>

Goal	Description of Action	Responsible Party
 <p>NOC.6</p> <p>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 citizens in minimizing their personal footprints. At a minimum, the town will maintain a footprint not larger than that determined in the 2009 ICLEI assessment.</p>	<p>Offer incentives for green buildings with town as example</p> <p><a href="#">Track number and type of “green building” developments in Town</a></p>	<p>Sustainability Planning Economic Development</p>
	<p>Green space preservation and other actions that reduce greenhouse gas production</p> <p><a href="#">Track number and type of green spaces Town</a></p>	<p>Sustainability Parks and Recreation</p>
	<p>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.</p> <ul style="list-style-type: none"> <li>Develop a residential and commercial rubric for determining carbon footprint to be used for assessing all new development</li> </ul>	
	<p>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.</p> <ul style="list-style-type: none"> <li>Insure that low-wealth people and renters have access to energy efficiency programs</li> </ul>	
	<p>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.</p>	
	<p>Adopt a utility standard for all new residential and commercial developments, effective January 1, 2014. This</p>	

	standard should require buried lines as a means of protecting the tree canopy.	
	Partner with UNC to promote and fund fiber to the home in support of telecommuting and home businesses in order to reduce vehicular use and the need for parking.	
	<p>Adopt a lighting standard for all new residential and commercial developments, effective January 1, 2014. This standard should require all outdoor lighting to be LED and all interior lighting to be no greater than T-8. This standard should also apply to all town-owned or managed properties and should be retroactive.</p> <ul style="list-style-type: none"> <li>Require (support/enforce/practice?) environmentally responsible outdoor lighting that appropriately directs and focuses light - to reduce energy waste, facilitate better seeing by reducing glare, prohibit light trespass, and protect dark skies. The Town of Chapel Hill will model wise use of such lighting installations.</li> </ul>	
	<p>Adopt a heat island standard for all new residential and commercial developments, effective January 1, 2014.</p> <ul style="list-style-type: none"> <li>Provide incentives for green roofs, light-colored reflective roofs, etc.</li> <li>Require or incentivize light-colored concrete surfaces, pavers for entrance plazas, walkways, parking lots, and all other impervious surfaces for new development.</li> <li>Increase the required percentage of trees and plantings</li> <li>Reduce ratio of pervious surface in new development</li> </ul>	

Goal	Description of Action	Responsible Party
 TGC.2 Arts, culture, and intellectual pursuits	<p>Develop a public spaces master plan that identifies locations, resources and partnerships to maintain spaces over time</p>	Public Arts Parks and Recreation Planning Transit Economic Development  <i>Other partners:</i> UNC Downtown and Business partners
	<p>Improvement in parking and transit infrastructure Downtown and tell people where it is</p>	
	<p>Identify needs and resources for gathering spaces, tree lined</p>	

	streets, shops open later in the evening, energy on the street with good night life (arts, music, food)and diversity in neighborhoods	
	Establish a planning team; design a community process; establish a schedule for the plan	
	Create a “clearing house” for activities	

Goal	Description of Action	Responsible Party
 TGC.3  The University, Health Care system, and Town will develop property and help each other to manage development in ways that respect history, traditions, and the environment while fostering revitalization and innovation	Establish a joint Town-Gown group responsible for sharing information about property and development in Chapel Hill	Town UNC UNC Health Care
	Establish a regular forum to share information and exchange ideas	Town UNC UNC Health Care

Goal	Description of Action	Responsible Party
 TGC.4  Improve access for all citizens to health care centers, public services, and active lifestyle opportunities	Share and coordinate information about existing services	Town Council UNC UNC Healthcare
	Establish regular dialogue between providers	Town Council UNC UNC Healthcare
	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.	Communications and Public Affairs

--- End of Action Chart ---



2020

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CHAPEL HILL  
OUR TOWN. OUR VISION.

## Attachment 3

# *Glossary*

Issued: 4/5/2012

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

**Built Environment:** Refers to manmade surroundings that provide the setting for activity, ranging from housing and buildings to neighborhoods and cities, which can include infrastructure like water supply.

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

**Capital Improvements Program:** A multi-year (usually for five years) scheduling of public physical improvements, based on studies of available *financial* resources.

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

**Cluster Development:** Refers to a residential development designed to preserve open space by grouping *homes on a specific portion of a property*, while leaving the remainder of *surrounding area(?)* as open space. Clustering also allows a developer to develop lots that are smaller than those specified in the zoning ordinance, provided that the land saved is reserved for permanent common uses such as open space or recreation.

**Code Standards:**

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

**Community Development Block Grant (CDBG):** A Federal funding program that provides annual funding to eligible local governments for housing, community revitalization, development programs and social services, particularly in low-and-moderate-income areas.

**Community Development Corporation (CDC):** A non-profit development organization established to develop, redevelop, and/or revitalize housing or commerce that provide services in a particular area of the Town.

**Community Facilities Plan:** A plan, prepared in coordination with outside service providers, to set forth comprehensive policy and strategies regarding programming, cost, management, and performance measures of existing and planned community facilities, including infrastructure.

**Comprehensive Plan:** Refers to this plan, or any portion thereof, as adopted by the Chapel Hill Planning Board and Town Council to manage the quantity, type, cost, location, timing, and quality of development and redevelopment in the Chapel Hill community.

**Concept Plan:** Illustrates the assessment and possible suitable development of a site. It also considers

the impact of a major development proposal on the character of the area in which it is proposed to be located.

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

**Connectivity:** How different municipalities are connected; how transit services bridge the gaps between residents and services around town (???)

**Conservation Development:** An innovative form of residential development that reduces lot sizes so as to set aside a substantial amount of the property as permanently protected open space. Differs from Cluster Development in several ways, particularly in its higher standards for the quantity, quality and configuration of the resulting open space.

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

**Critical Natural Areas:** Areas containing or having resources that are exceptional examples of their type or that perform a vital function in maintaining the environmental integrity and quality of a larger area.

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

#### **Design Guidelines:**

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

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

**Development Timing:** Related to the provision of public services and facilities to keep pace with and support growth as it *becomes necessary(?)* or *comes into being(?)*

**Diversity:** Refers to the differences among groups in terms of age, gender, culture, race, ethnicity, income, religion, or disability.

**Entranceway/Entranceway Corridor/Gateway:** Refers to any major points or course of arrival into the Town or into a particular area of the Town, such as a neighborhood or business district. Entranceways

can mark the physical entrance to the area, or the location where most people would feel they have entered an area. The Town's *Master Landscape Plan for Entranceway Corridors* was completed in 1988.

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

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

**Fixed Route Transit:** Any portion of the transportation system, such as bus routes, that provides service from the same origins and destinations, along specified routes, with the vehicles stopping to pick up and deliver passengers at specific locations. As opposed to this, non-fixed route transit is demand-responsive.

**Focus Area:** An area within Chapel Hill that has been identified as in need of special attention due to a combination of unique characteristics, susceptibility to change, and importance to the future of the Town. The Comprehensive Plan identifies four such areas: Downtown, the Northwest Area, the Northside Neighborhood, and the Cameron-McCauley Neighborhood.

**Form-based Zoning:**

**Gateways= Entranceway/Entranceway Corridor:**

**General Obligation Bond:** A type of bond that has been used by the Town to finance capital projects including park and recreation facility development, open space and greenway acquisition, and sidewalk and bikeway improvements.

**GIS:**

**Goal:** Refers to a concise but general statement of a community's aspirations in addressing a problem or an opportunity, in terms of a desired state or process toward which implementation programs are oriented.

**Greenprinting:**

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

**Greenways Master Plan:** A master plan prepared and adopted by the Town in 1998, intended to establish and maintain a system of linear open spaces to protect Chapel Hill's environment, provide recreational opportunities, and offer alternatives to automobile transportation.

**Growth Management Protocol:** A framework developed to address the provision of public facilities and services to support development. The growth management protocol will be closely linked to the Community Facilities Plan.

**High Density Commerical/office:**

**High Density Mixed-Use:**

**High Density Residential:**

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

**Historic Resource:** Sites or structures that are important to the cultural heritage of the community.

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

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

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

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

**Inclusionary Zoning:** Regulatory mechanism that requires that new development projects include affordable housing or provide in-lieu payments.

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

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

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

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

**Institutional:**

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

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

**Land Use:** A description and classification of how land is occupied or utilized, e.g., residential, office, parks, industrial, commercial, etc.

**Land Use Map:**

**Land Use Ordinance:**

**Land Use Plan:**

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

**Low Density Commercial/Office:**

**Low Density Mixed-Use:**

**Low Density Residential:**

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

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

**LUMO, Master land use plan:**

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

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

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

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

**Medium Density Commercial/Office:**

**Medium Density mixed-use:**

**Medium Density residential:** The predominant land use in Chapel Hill is residential use, comprising nearly 53% of the Town. Low density residential use is the largest component at 41%, medium density residential at 4.5 % and high density residential at 7%.

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

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

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

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

**Natural Environment:** The natural environment is contrasted with the built environment, which comprises the areas and components that are strongly influenced by humans. A geographical area is regarded as a natural environment.

**Neighborhood-Serving Center:** A node of development and activity that is designed to serve adjacent neighborhood needs by providing services such as a grocery store, pharmacy, convenience shopping, banking, and small to medium-sized office space.

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

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

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

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

**Policy (from Council perspective):** A definite course of action adopted for the sake of expediency and facility.

**Public Housing:** Housing owned by the local public housing authority, and dedicated to households with incomes generally below 80% of the median income level.

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

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

**Purchase of Development Rights (PDR):** A voluntary program typically used by governmental jurisdictions to maintain land in agricultural or conservation uses by compensating private landowners for the value of the development rights on the property. PDRs allow properties to remain in private ownership without being developed in the future.

**Raw Water Reservoirs:** Any retention structure that is used to hold water prior to treatment.

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

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

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

**Residential Conservation Area:** A policy designation in the Comprehensive Plan, applied to neighborhoods surrounding the downtown and central campus of the University of North Carolina at Chapel Hill that have an established character that is potentially threatened by change. Town policies for these areas will emphasize neighborhood protection.

**Resource Conservation District (RCD):** In 1985, Chapel Hill established the Resource Conservation District as an overlay zoning district. Underlying general-use zoning (e.g., Residential-1, Neighborhood Commercial, etc.) establishes what uses are permitted on a property, along with dimensional standards for structures. Overlay zones, such as the Historic Districts, Airport Hazard District, and Resource Conservation District, place additional restrictions on properties because of special considerations.

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

**Right of Way:** *Public* right of way is not restricted by land ownership and grants travel access to all.

**Rural Buffer:** Established by the 1987 Joint Planning Agreement between Carrboro, Chapel Hill and Orange County, the Rural Buffer is defined as a belt of land surrounding the Towns of Chapel Hill and Carrboro, that will remain rural in character, contain low density residential uses (1 dwelling unit per two acres of land), and not require urban services (public water and sewer).

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

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

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

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

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

**Sprawl:** Refers to the unplanned or uncontrolled development of open/vacant land.

**State Shared Revenues:** The sharing of profits and losses among the State and the Town.

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

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

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

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

**Theme:** Chapel Hill 2020 is organized around several main themes. The themes were developed from the community's input at our visioning sessions and form the basis of the working-group discussions. Themes are a way to organize the conversation and the goals and action steps of the Chapel Hill 2020 plan.

**Theme Group:** The theme groups meet in separate classrooms during the *working sessions* and then meet together at *reporting out sessions* to discuss their work and reconcile differences as the plan progresses.

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

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

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

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

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

**Transfer Station:** A solid waste facility designed to compact, sort and/or temporarily store municipal-type refuse prior to delivery to a permanent disposal site, or shipment to others for reuse and/or processing into new products (See also Materials Recovery Facility.)

**Transit Corridor:** A passageway that focuses on creating high quality public transit services.

**Transit Oriented Development:** A mixed-use residential or commercial area designed to maximize access to public transportation incorporating features to encourage transit ridership.

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

**Transportation Equity Act for the 21<sup>st</sup> Century (TEA-21):** Enacted by Congress in June 1998, TEA-21 continues and expands a wide range of federal-aid programs that have encouraged trails, as well as other elements of the transportation policies begun in 1991's Intermodal Surface Transportation Equity Act (ISTEA)

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

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

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

**Vision:** The new planning and visioning document will create a framework for the community to guide the Town Council in managing Chapel Hill's future over the next 20 years.

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

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

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