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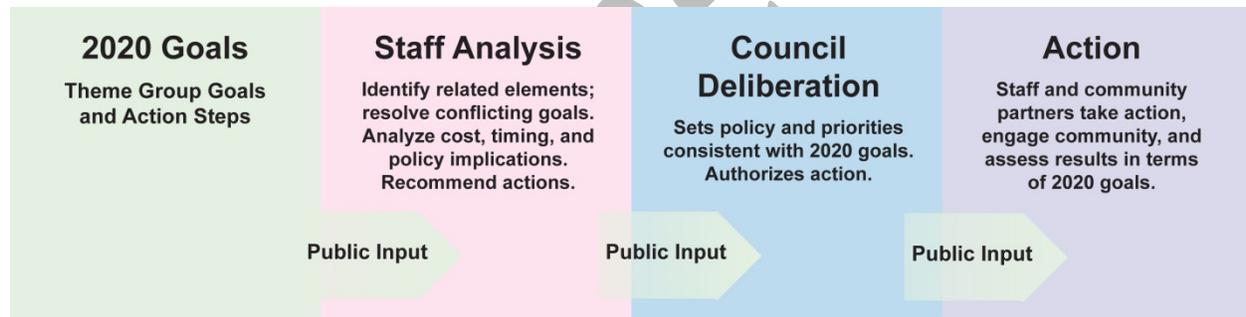
## DRAFT Chapter 3: Council Implementation and Policy Guidance

During the Chapel Hill 2020 process, the community provided a vision of Chapel Hill and a set of aspirational goals for its future. An aspiration is more than a wish because it includes a determination to achieve a goal. Some of these community goals are specific and involve concrete action steps while others are general and reflect an overarching set of values. In either case, the community's aspirational goals will guide the Town's planning, decision-making, and resource allocations.

### Implementation

Implementation actions for Chapel Hill 2020 are organized into three categories: Town Council, Town Management, and Civic Engagement. Town Council items can be initiated immediately by the Council and carried out by Town staff. Town Management items support the Council's actions; civic engagement is part of the entire implementation cycle.

The diagram below illustrates the process for taking items from the Chapel Hill 2020 comprehensive plan through a system of staff analysis, Council deliberation and action, with public involvement supporting each step of the cycle. As new items are identified, they may begin at Staff Analysis; some items have already been through analysis and deliberation and are ready for action, as described in the detailed sections below. When an action is taken, it may generate new ideas for next steps, which should be evaluated against the community's 2020 Goals and cycled through the system.



### Town Council Actions:

The following steps outline the actions that the Council can take to implement the goals and ideas of the Chapel Hill 2020 comprehensive plan.

**Step 1:** Begin activities for which there is a clear consensus that further study or guidance is needed. For several of the Focus Areas where there is current development activity, a planning process will help guide further Council decisions and there are resources already identified to support the activity.

The following actions fall under this “clear consensus” definition:

1. **Focus area studies:** The Future Focus section of the plan includes key considerations and a description of the types of follow-up activities can be used to guide change and policy decisions in each of the focus areas. The descriptions provide guidance and the commitment to community engagement will insure an open and collaborative process that addresses the unique

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needs of each area. With Council endorsement, the Town will initiate a review of the policies and regulations, including land use, for specific areas in Chapel Hill which include:

- a. Estes Drive corridor - immediate priority for summer 2012 with in-house support and external facilitation and/or consultant support
- b. Ephesus-Church/Fordham small area plan – immediate priority for summer 2012 with technical assistance from the Mayor’s Innovation Project
- c. Downtown – short term priority for 2012-13 with emphasis on Downtown Framework Plan, neighborhood plans and coordination with Downtown partners and stakeholders
- d. North Martin Luther King Jr. Blvd. – mid-term priority
- e. South Martin Luther King Jr. Blvd. – mid-term priority
- f. Highway 54 – mid-term priority
- g. N 15-501 – mid-term priority

Implementation Steps:

- Town staff will provide a detailed schedule for beginning and concluding the focus area work and regulatory updates. The schedule will be shared in July 2012 and updated at subsequent Council work sessions.
- An appropriate guiding body will be identified for each process to ensure adequate and community-wide representation of the Chapel Hill 2020 comprehensive plan vision and goals.
- Each process and participating body will have a defined scope and charge.
- The Town Council will receive regular updates from the staff on the progress and recommendations of each process.

2. **LUMO/other regulations:** With Council endorsement, the Town will initiate a process to update the following guides:

- a. Land Use Management Ordinance
- b. Design Guidelines
- c. Stormwater Regulations

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

Implementation Steps:

- Town staff will provide a detailed schedule for beginning and concluding these processes.
- Some processes may run concurrently with focus area efforts.
- Community input will continue to guide implementation of the Chapel Hill 2020 comprehensive plan vision and goals.
- The Town Council will receive regular updates from the staff on the progress and recommendations of each process.

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3. **The Council's Role in Development:** concurrent with all focus area studies and regulatory guide updates, the Council's role in the development process, and the roles of advisory boards and staff will be reviewed and appropriate changes suggested.
4. **Advisory Boards:** The Council will initiate a review of the advisory board system to ensure greater fidelity to the vision of the Chapel Hill 2020 comprehensive plan.
  - a. Review the existing system and identify strengths and weaknesses.
  - b. Identify desired results from the Town's advisory boards' work.
  - c. Explore alternative advisory board and review systems to meet the desired results.
  - d. Implement changes.

**Step 2:** Evaluate the action items in the plan. The Town staff has the responsibility to identify commonalities and conflicts between the recommended actions items that were identified during the Chapel Hill 2020 process and to propose options for achieving the community's interests. This review will identify resource needs for use in budget planning by the Council.

1. Identify action items that have already been initiated
  - a. Staff will review action items for consistency with the plan.
  - b. Staff will recommend to the Council a level of priority and timing for resource allocation.
2. Identify action items that are new activities.
  - a. Determine level of priority and timing for resource allocation. The initiatives are diverse and each new initiative will require a case-by-case assessment.
    - i. Some will be simple and immediate.
      - Example: An action in NOC.6 recommends posting the schedules for the local farmers' markets on the Town's website. This has been completed.
    - ii. Others will relate to zoning and regulatory updates
      - Example: Action items in GA.4 identify zoning suggestions related to transportation. These items will be referred to the regulatory update activities above.
    - iii. Others will require a process.
      - Example: Actions in CPE.2 recommend programs to attract new businesses through incentive programs and affordable space. Staff will evaluate the proposals and how they relate to existing programs and make recommendations to the Council; the Council will act based on the priority and timing for resource allocation.

**Step 3:** Evaluate new actions referred to the Chapel Hill 2020 comprehensive plan.

The Chapel Hill 2020 comprehensive plan is a living document that will continue to benefit from new ideas. With continued public involvement, the Council and Town staff will evaluate changing conditions and assumptions and will provide updates to the plan. As new ideas are proposed, these will be assessed by the staff for their potential to support the goals of Chapel Hill 2020 comprehensive plan and will be presented to the Council with recommendations.

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- For example: enhancing internet connectivity was suggested at the public hearing and appears to be consistent with theme group recommendations. This item and others should be included in the first evaluation.

**Step 4:** Identify actions that are general and will become criteria for examining larger planning efforts.

- For example, “holistic transportation system” comments should guide Council decisions related to such activities as funding the transit system, connecting with regional plans and enhancing pedestrian and bicycle connections in a “complete streets” system.

**Step 5:** Evaluate other actions that are not directly controlled by the Town but will require partnerships and collaboration.

- Contribute to the joint effort with the University and UNC Health Care System to address the aspirational goals that require town-gown collaboration.
- With Council endorsement, Town staff will work with University staff to identify components of a community-calendar and identify a hosting mechanism (Goal TGC.2). Action will also be taken to collaborate with the University to create a more entrepreneurial business environment for appropriate business development.
- With Council guidance, representatives of the Town, the University, and the UNC Health Care System will meet to consider strategies about topics identified in Chapel Hill 2020 and make recommendations to their respective decision-making bodies.

Implementation steps:

- Staff will provide Council with a list of priority items and progress updates at bi-monthly Council work sessions that will begin in September 2012 and continue to June 2013.
- Use blog, web, and online tools to distribute bi-monthly updates to the public and to solicit comment.
- Hold bi-annual community meetings to update the community about the actions taken to implement the Chapel Hill 2020 comprehensive plan and to gather public feedback and ideas.
- Goal: Complete evaluation of all action items by June 2013.

#### **Town Management Actions:**

The following steps will be taken by the Town to support the Council’s action items.

**Step 6:** Concurrent with the evaluation of the action items, the Town will initiate internal improvements to support the action items of the Chapel Hill 2020 comprehensive plan.

During the Chapel Hill 2020 discussions, sustainability emerged as a primary value. Sustainability requires decision-making that is socially, environmentally, and economically sound. Consistent with this principle, the Town will create a management structure that brings coherence and oversight to planning and policy recommendations from the Town staff as the plan is implemented. The actions below will help coordinate the work of town departments:

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- Develop Town-wide communications to ensure that all Town staff are fluent with and understand the goals of the Chapel Hill 2020 comprehensive plan and understand their role in its implementation.
- Create a decision-making process for use Town-wide. Achieving the Community Vision requires a thoughtful decision-making process by the Town Council and the community. One of the important next steps is the creation of a decision-making process built on the following elements:
  - Continued high levels of civic engagement;
  - Systems thinking that highlights the connections between decisions - When the community says yes to one thing, it might be saying no to another;
  - Learning from experience and adjusting decisions based on that learning;
  - Actively encouraging innovation and collaboration;
  - Accountability through performance measurement;
  - Strategic thinking; and
  - Adequate and focused allocation of resources.
- Continue and expand the priority-based budgeting process.
  - Include community input in the budgeting process;
  - Connect fiscal decisions with the Community Survey and the Chapel Hill 2020 comprehensive plan goals; and
  - Identify priorities for each fiscal year.
- Proposals for new activities and progress reports on ongoing activities will be reviewed and evaluated for fidelity with the plan.
  - Suggestions for new activities or implementation steps will be considered relative to the work of the theme groups and incorporated into the cycle of reviews and reports to the Council to allow for adequate public and staff input.
- Align the Town department work plans with the goals of the Chapel Hill 2020 comprehensive plan.
  - The Town Manager will work with department heads to integrate goals into department work plans.

Implementation steps:

- Communicate improvements to the Council at bi-monthly work sessions.
- Gather community input on priority-based budgeting for FY13-14 cycle.
- Have consistent reference to the Chapel Hill 2020 comprehensive plan in Council presentations beginning in September 2012.

#### **Civic Engagement Actions:**

The Town will support physical and social connections in the community through its investments in assets and public services. In addition, the Town will encourage continued community engagement with the Chapel Hill 2020 goals and updates.

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This will be achieved by the following steps:

- With Council endorsement, staff will solicit community engagement on new goals and actions, focused studies and related plans
- The Town will continue to use communication tools appropriate to the task (web, emails, blog, other media, face-to-face meetings etc.) to engage the community in meaningful dialogue.
- The Town will explore new technologies to continue increasing transparency of communications with the community.
- The Council and community will be engaged in meaningful civic discourse on topics of town-wide importance during implementation of the plan.
- The Town will continue the Special Topic presentations as a method to share information of interest to the community.

### **Monitoring and Updating**

To remain relevant, the Chapel Hill 2020 comprehensive plan must respond reasonably and effectively to changing conditions. A regular system for reporting on the progress and evolution of the plan is key to maintaining its open and adaptable nature.

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

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

This update will be an opportunity to test the assumptions underlying the plan, such as significant shifts in demographics, economics, employment or other conditions as well as learn from experience to consider adjusting course if need be. In addition, the Council will be asked to consider a more complete update of the Chapel Hill 2020 comprehensive plan at least every five years.