



COMPLETE COMMUNITIES STRATEGY

Meeting Chapel Hill's Housing Needs

Transformative change is possible in Chapel Hill.

The Town of Chapel Hill is interested in identifying shared interests around a new approach to housing that clarifies where and how to build to be inclusive, sustainable and an economically competitive community.

Overview

1. Introduction: defining Complete Communities
2. Project and Workshop Objectives
3. Review: Critical Components of this Work
4. Work Plan Overview
5. Hard Truths

A Framework for Complete Communities

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June 21, 2022





TYPICAL SUBURBAN DESIGN

Only single family homes, and low density.

Precincts divvy up academic, social, sport, administrative, and housing uses into separate areas of the city.

Designed for driving to destinations and walking or driving upon arrival: high carbon footprint; leads to traffic congestion.

Precincts experience an intensity of use, and 'dead' times/zones. This compromises safety.

Single uses within buildings.

High transit infrastructure subsidy on a per capita basis due to underutilization of land and buildings.



COMPLETE COMMUNITIES

Diversity of housing types, including missing middle density.

Living, working, learning, and playing occur in the same walkshed.

Designed for walking and cycling, first: 'green' mobility.

"Eyes on the street" in all areas of the community.

Buildings are used for multiple interests - corporate, university + community assets are co-located.

Lower costs for infrastructure and buildings due to higher density, higher use, and lessened need for driving/parking.

Outcomes: Complete Communities

COMPLETE COMMUNITIES

OUTCOMES

Diversity of housing types, including missing middle density.

Inclusive neighbourhoods that are welcoming to all.

Living, working, learning, and playing occur in the same walkshed.

Less driving. More access for seniors and children to amenities.
More sustainability.

Designed for walking and cycling, first: 'green' mobility.

More choice for mobility. More active community. Less GHG emissions. Less costly transportation.

"Eyes on the street" in all areas of the community.

Safer communities. More convivial: know your neighbours. Support systems for children and the elderly.

Buildings are used for multiple interests - corporate, university + community assets are co-located.

Lower costs for owners, tenants. More amenity in neighbourhoods. Better building usage and efficiency.

Lower costs for infrastructure and buildings due to higher density, higher use, and lessened need for driving/parking.

Town can deliver more services with lower taxation.

Prerequisite/Contingencies: Complete Communities

Prerequisite/Contingencies

Sufficient density.

Connections between communities that can mitigate the need to drive, and therefore the need for parking.

Viable models for the delivery of a mix of housing types, and affordable housing.

Strategic infrastructure investments that deliver the highest public good.

Anatomy of a Complete Community



Critical Components *of this work*

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3A. Critical Components of this work

Recruit community leaders to actively engage in a dialogue about how best to grow



3B. Critical Components of this work

Facilitate community
interest leader **Focus
Groups & Council work
sessions**



3C. Critical Components of this work

Conduct technical analysis of housing capacity, demand, and locations for a pilot infrastructure project



3D. Critical Components of this work

Identify a pilot project
that flows from both
community dialogue
and technical analysis



3E. Critical Components of this work

**Position Council
for a stake-in-the-
ground vote** that
moves the pilot
project forward



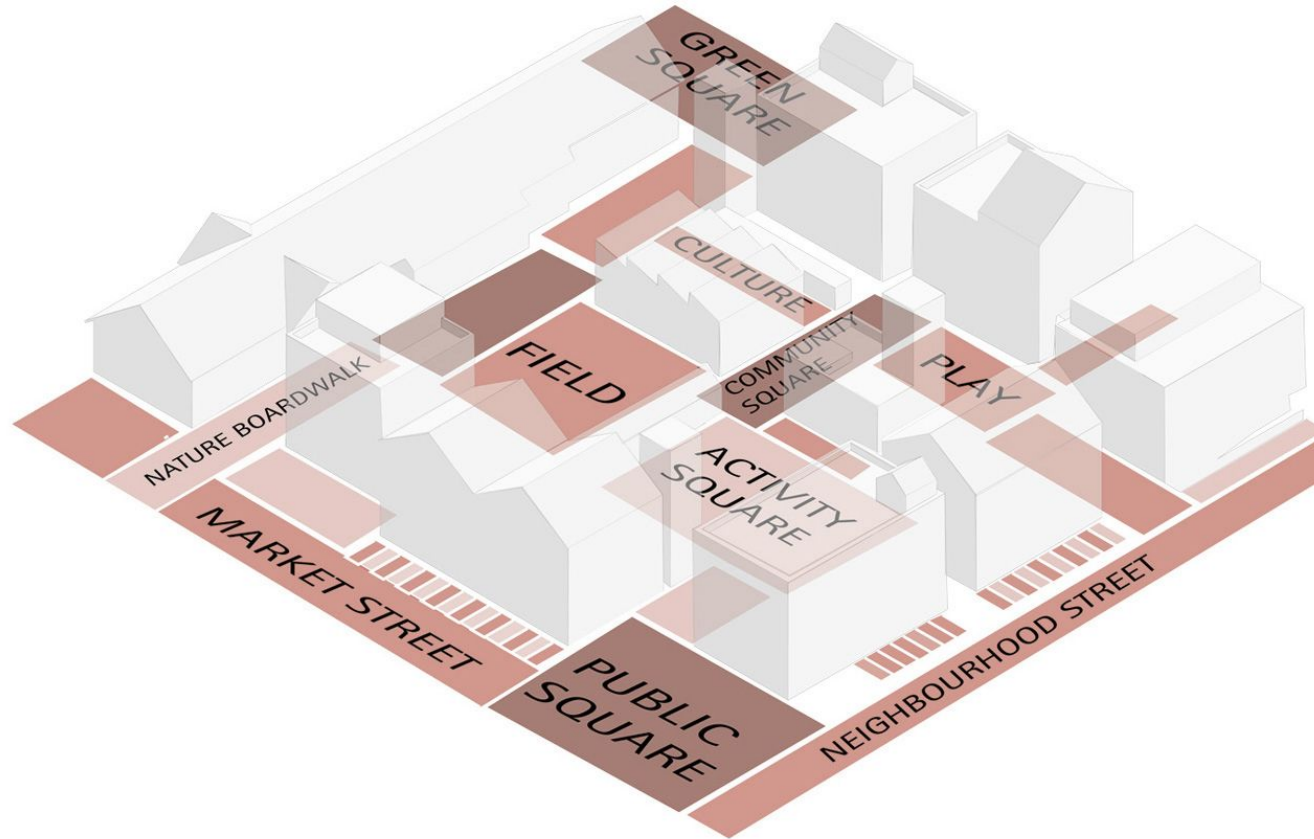
Project Objectives

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1A. Project Objectives

To begin the process of identifying our shared interests about where and how to build



1B. Project Objectives

To determine where complete communities can be advanced, exploring trade-offs and opportunities



1C. Project Objectives

To identify a viable pilot project



Workshop Objectives

what we are doing today

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2a. Workshop Objectives

Further refine and clarify the work plan,
to set it up for success

2b. Workshop Objectives

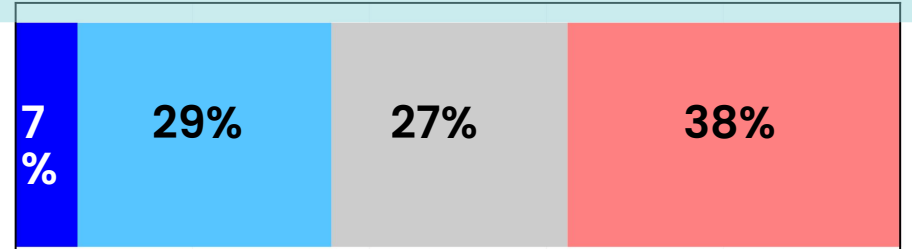
Begin the process of building consensus about what needs to change to deliver new outcomes in Chapel Hill, through a discussion of *Hard Truths*



2c. Workshop Objectives

Discuss 'Hard Truths' – and what to do about them

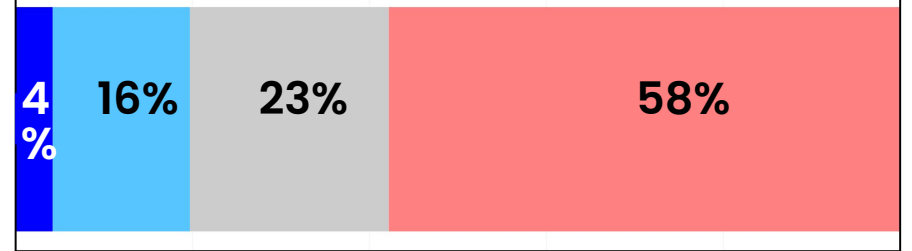
Availability of a range of housing types



Quality of Town's affordable housing programs



Availability of housing options by price



0% 20% 40% 60% 80% 100%

Very Satisfied (5) Satisfied (4) Neutral (3) Dissatisfied (1/2)

Questions and Comments on today's Objectives

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Work Plan Overview

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Six Phases over Five Months

PHASE 1
Project
Initiation



PHASE 2
Laying the
Foundation



PHASE 3
Technical
Analysis and
Testing



PHASE 4
Evaluating and
Defining Housing
Priorities



PHASE 5
Building
Capacity for
Change



PHASE 6
Advancing a
Pilot Project

JUNE

JULY

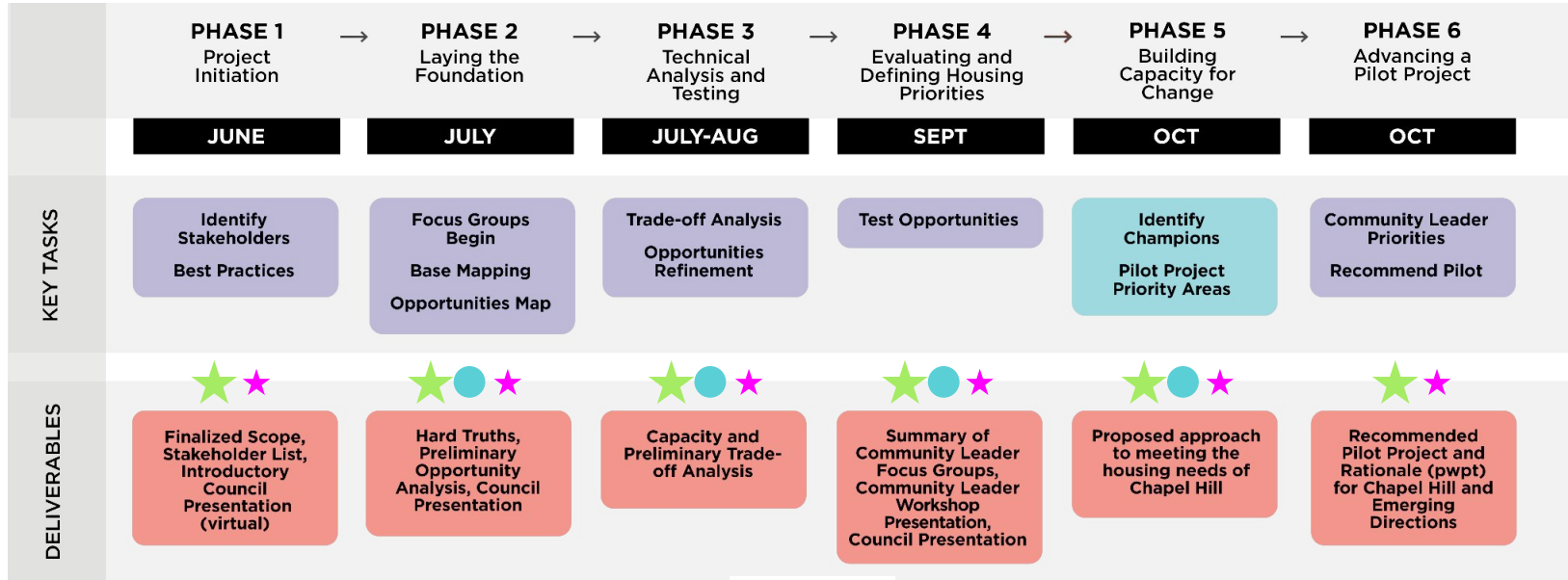
JULY-AUGUST

SEPTEMBER

OCTOBER

OCTOBER

Further refine and clarify the work plan, to set it up for success



 Council engagement

 Community Leader Engagement

 Collaboration with SOM

 Deliverables

MEETING THE NEED / APPENDIX ONE

A Strategy for Where and How to Build Complete Communities

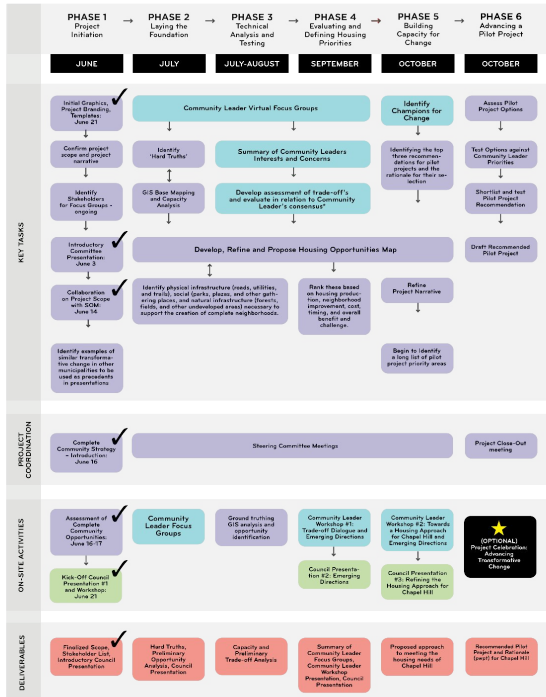
TOWN OF CHAPEL HILL — RFP Q22-149



Critical Components of this Work

1. Recruit community leaders to actively engage in a dialogue about how best to grow
2. Facilitate community interest leader Focus Groups & Council work sessions
3. Conduct technical analysis of housing capacity, demand, and locations for a pilot infrastructure project
4. Identify a pilot project that flows from both community dialogue and technical analysis
5. Position Council for a stake-in-the-ground vote that moves the pilot project forward

LAST UPDATED: JUNE 15, 2022



* Capacity and Preliminary Trade-off Analysis

- Update target housing needs with the latest Triangle J projections.
- Review GIS database and modify it as necessary.
- Identify locations and settings for housing development, including urban centers, transit-oriented development, neighborhood infill, arterial development, commercial redevelopment, residential upzoning, the expansion of master planned neighborhoods like Southern Village, "missing middle" development, and accessory dwelling units.
- Develop housing models for each setting and create a spreadsheet showing how these translate into housing supply by location.
- Project development of significant sites by 5-year periods, based on ease of development, evolution in market demand, competing locations, and cumulative supply.
- Prepare a spreadsheet, GIS layers, and opportunities map showing type, capacity, and challenges for housing production.
- Summarize the options for "low," "medium," and "high" achievement of 20-year housing needs and summarize the trade-offs in achieving these.
- Prepare a concise summary of these findings in layman's language and distribute it to Interest Leaders and Council.

- Council engagement
- Community Leader Engagement
- Collaboration with SOM
- Deliverables

Stakeholder Interviews

GOALS:

1. Get beyond the “usual suspects” and widen the circles of influence;
2. Identify potential Community Champions.



Stakeholder Interviews

- (1) understand all of the different perspectives and opinions about the issues, including opinions people might not want to hear, and;
- (2) reach people who would not generally show up for a typical public meeting.



Stakeholder Interviews

For **Meeting the Need**, important perspectives to understand include:

- employers who are hurt by their employees not being able to afford to live near their work
- developers who could potentially build missing middle housing but are not doing it
- people who oppose more housing development or housing density, and;
- anyone who represents the kinds of people and families that want to live in Chapel Hill but cannot because of affordability



Stakeholder Interviews

In consultation with staff, we have identified about 15 people to start our interviews with, and one question we will ask everyone is *“who else should we talk to?”*

Questions and comments on the Stakeholder Interview Process

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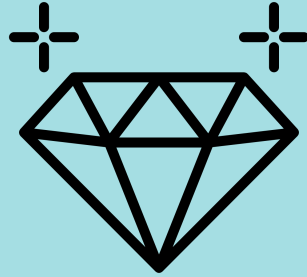


HARD TRUTHS

early observations

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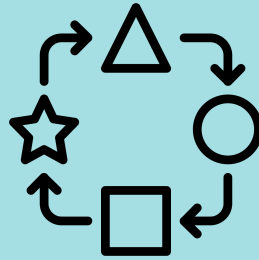
Chapel Hill is already an exclusive place.

**It won't be easy, but you can be the council
that puts a stake in the ground and resets
the trajectory for the future.**

HARD TRUTHS

An unaffordable place is an inherently exclusive place.

Chapel Hill has an insufficient supply of affordable housing and an inadequate array of housing options.



**No one is happy with the planning process,
or planning outcomes.**

Missteps on consultation (2020 Chapel Hill) combined with an over-representation of voices that resist and reject change, has lead to a lose/lose dynamic that is driving the best developers – who you need – away.

HARD TRUTHS

Attracting best-in-class residential developers is an imperative to delivering better communities.

The current planning and development climate is driving or keeping them away.

HARD TRUTHS

Public consultation tends to be dominated by a specific array of voices in the community, not all of whom have the long term interests of the Town in mind.



**Chapel Hill has a difficult urban form
to remediate.**

**If the goal is to create an inclusive and walkable
Town, where and how to grow will need to focus
on a multi-centered approach.**

HARD TRUTHS

The distance between developed nodes and destinations is a strong headwind against the delivery of complete communities.

Action-oriented solutions need to be properly oriented within the frame of this existing context.

Discussion of the Hard Truths, and Implications

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