



TOWN OF CHAPEL HILL

Town Council

Meeting Agenda

Town Hall
405 Martin Luther King Jr.
Boulevard
Chapel Hill, NC 27514

Mayor Pam Hemminger
Mayor pro tem Jessica Anderson
Council Member Donna Bell
Council Member Allen Buansi
Council Member Hongbin Gu

Council Member Nancy Oates
Council Member Michael Parker
Council Member Rachel Schaevitz
Council Member Karen Stegman

Wednesday, September 18, 2019 6:30 PM

Library Meeting Room B

AGENDA ITEMS

- 1.** Presentation: Overview of Technology in the Town. [\[19-0754\]](#)

PRESENTER: Scott Clark, Executive Director for Technology

The purpose of this item is for staff to present information related to projects and events involving technology in Chapel Hill.

- 2.** Receive Update on Building Integrated Communities Initiative and Provide Input on Draft Language Access Plan. [\[19-0755\]](#)

PRESENTER: Sarah Osmer Viñas, Assistant Director
Megan Peters, Community Connections Coordinator
Dr. Hannah Gill, University of North Carolina at Chapel Hill

The purpose of this item is to provide an update on the Building Integrated Communities Initiative and provide input on the draft Language Access Plan.

- 3.** Discuss Affordable Housing Prioritized Sites Analysis. [\[19-0756\]](#)

PRESENTERS: Nate Broman-Fulks, Affordable Housing Manager
Emily Holt, Affordable Housing Development Officer

This report provides an update to the Council on the feasibility analysis conducted on three Town-owned sites prioritized by the Council for affordable housing development. The update includes potential next steps.

REQUEST FOR CLOSED SESSION TO DISCUSS ECONOMIC DEVELOPMENT, PROPERTY ACQUISITION, PERSONNEL, AND/OR LITIGATION MATTERS



TOWN OF CHAPEL HILL

Town Hall
405 Martin Luther King Jr.
Boulevard
Chapel Hill, NC 27514

Item Overview

Item #: 1., **File #:** [19-0754], **Version:** 1

Meeting Date: 9/18/2019

Presentation: Overview of Technology in the Town.

Staff:

Scott Clark, Executive Director for Technology

Department:

Technology Solutions

Overview: Town staff will present information on technology projects and events in Chapel Hill. Technology is connected to most services provided by the Town, including cyber security, fiber-related construction, and community outreach.



Recommendation(s):

That the Council receive the report and provide feedback.



Attachments:

- Draft Staff Presentation

The Agenda will reflect the text below and/or the motion text will be used during the meeting.

PRESENTER: Scott Clark, Executive Director for Technology

The purpose of this item is for staff to present information related to projects and events involving technology in Chapel Hill.



DRAFT

TECHNOLOGY SOLUTIONS

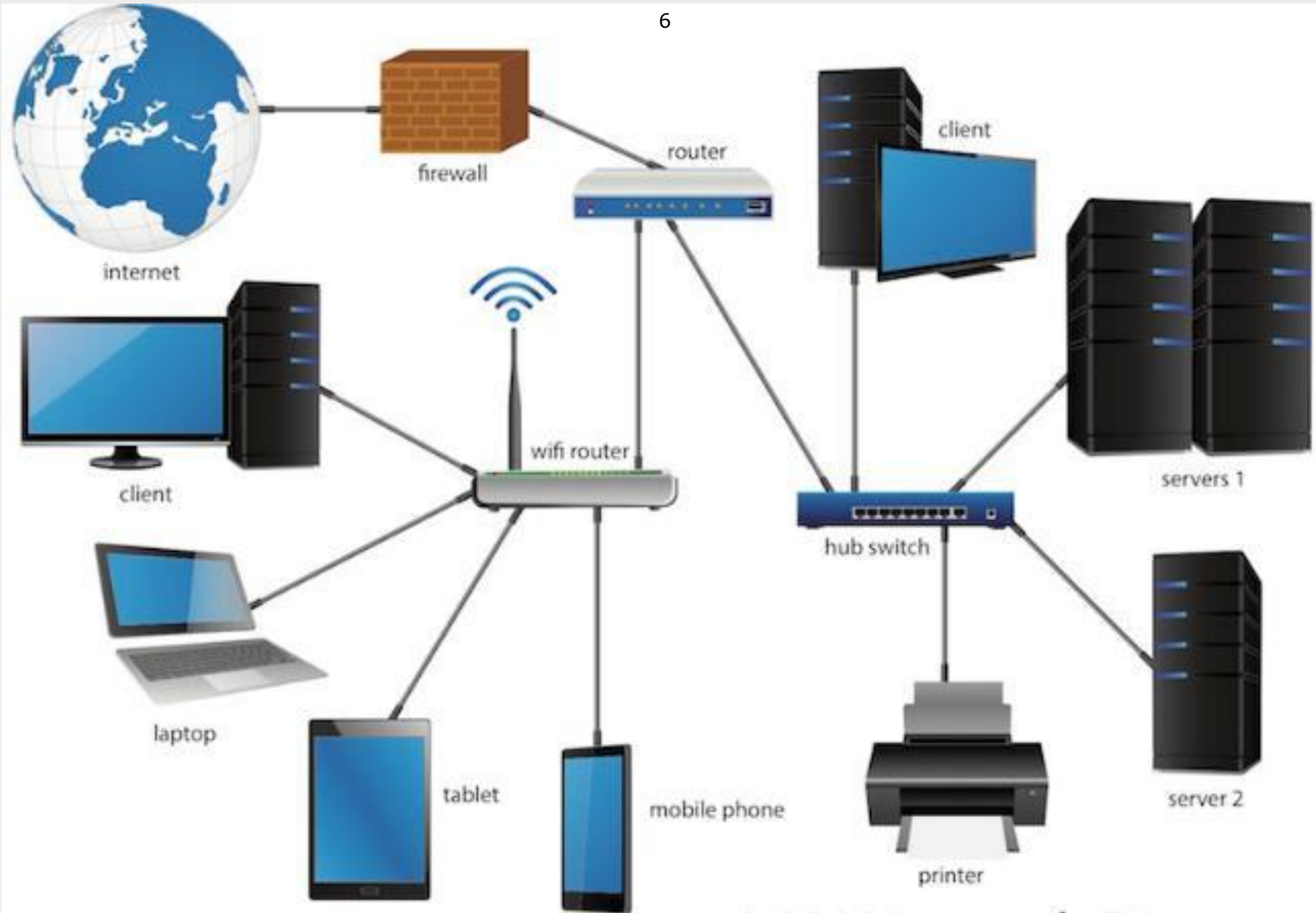
Provision and Support Technology Tools to Town Staff
Partner with Town Departments to Include Digital in Solutions
Support and Promote Public, Businesses and the Region

DRAFT

DATA CENTERS

Three Data Centers in Town
Cloud Services
WIFI and Mobile Connection Points

DRAFT



DRAFT

Equipment connecting staff and the community to Town services



Equipment racks in facilities



Mobile public safety connection

WORKSPACES

Wide Variety of Town Services Requires a
Wide Variety of Workspaces for Staff and the Public

DRAFT



Traditional office plus many workers able to work remotely from home and in the field



Customer Service Area in Town Hall, the Police HQ, Parks and Recreation, the Library



Secure remote access from a police car – access to Town network, BMV, Criminal Justice information

DRAFT



Fire Stations and Fire Trucks – Connection to County 911 dispatch, radio systems, building information

Transit – Next Bus, Demand Response, Security, WIFI at Major Stops



Public Works – Vehicle Maintenance, Dispatching, Automated Vehicle Location

DR



Council Chamber Construction (Several Years Ago)

DRAFT



DRAFT

STOP

Before you use the Internet, take time to understand the risks and learn how to spot potential

THINK

Take a moment to be certain the path ahead is clear. Watch for warning signs and consider how your actions online could impact your safety, or your family's.

CONNECT

Enjoy the Internet with greater confidence, knowing you've taken the right steps to safeguard yourself and your computer.

STOPTHINKCONNECT.ORG

STOP | THINK | CONNECT
TIPS FOR PARENTS ON RAISING PRIVACY-SAVVY KIDS

In today's world, digitally connected families must think about safety and security both online and offline. Every child is taught basic safety and security, like not talking to strangers and looking both ways before crossing the street. Teaching young people easy-to-learn life lessons for online safety and privacy begins with parents leading the way.

The first step is to teach children how to STOP. THINK. CONNECT.: take safety measures, think about the consequences of your actions and connect knowing you have taken steps to safeguard yourself and your family when online.

SHARE WITH CARE - WHAT YOU POST CAN LAST A LIFETIME:
 Help your children understand that any information they share online can easily be copied and is almost impossible to take back. Teach them to consider who might see a post and how it might be perceived in the future.

PERSONAL INFORMATION IS LIKE MONEY. VALUE IT. PROTECT IT.:
 Information about your kids, such as the games they like to play and what they search for online, has value - just like money. Talk to your kids about the value of their information and how to be selective with the information they provide to apps and websites.

POST ONLY ABOUT OTHERS AS YOU WOULD LIKE TO HAVE THEM POST ABOUT YOU:
 Remind children and family members about the golden rule and that it applies online as well. What they do online can positively or negatively impact other people.




OWN YOUR ONLINE PRESENCE:
 Start the conversation about the public nature of the Internet early. Learn about and teach your kids how to use privacy and security settings on their favorite online games, apps and platforms.

REMAIN POSITIVELY ENGAGED:
 Pay attention to and know the online environments your children use. In the real world, there are good and bad neighborhoods, and the online world is no different. Help them to identify safe and trusted websites and apps. Encourage them to be cautious about clicking on, downloading, posting and uploading content.

STAY CURRENT. KEEP PACE WITH NEW WAYS TO STAY SAFE ONLINE:
 Keep up with new technology and ways to manage privacy. Visit staysafeonline.org or other trusted websites for the latest information about ways to stay safe online. Talk about what you discovered with your family, and engage them on a regular basis to share what they know about privacy.

Created by the National Cyber Security Alliance
 Made possible in whole by a grant from the Digital Trust Foundation.

STOPTHINKCONNECT.ORG

 @STOPTHNKCONNECT  STOPTHINKCONNECT  STOPTHINKCONNECT

Email

Mailboxes 1077
Individual Users 750

Random 30 days of email
490,000+ emails

197,918	allowed through to mailbox
288,797	blocked
8,039	quarantined for review

Averaging 6-7 million emails per year.

DRAFT

CONSTRUCTION

Town Facilities

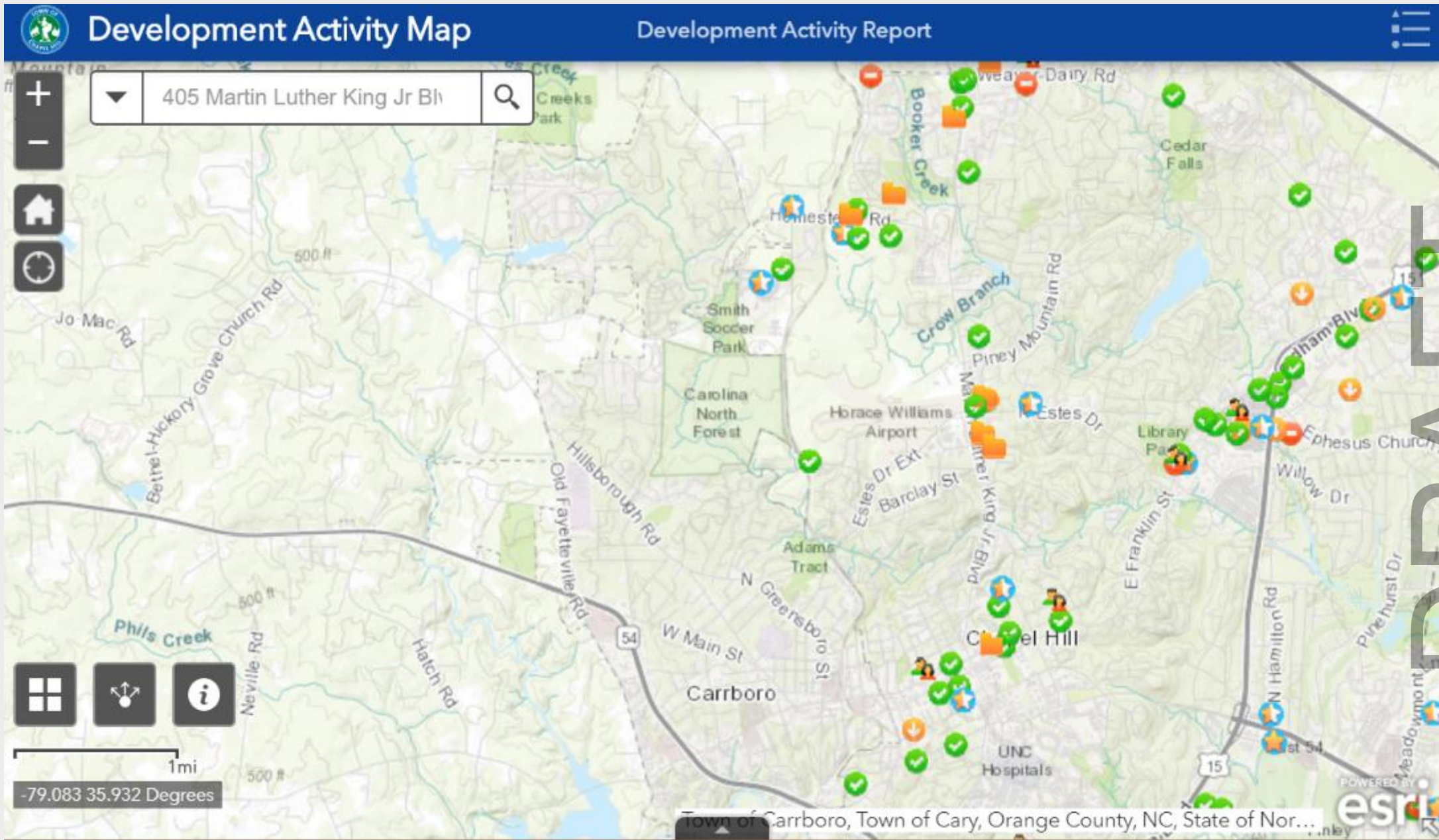
Vendors (AT&T, Google, Verizon etc)



Commercial Fiber Booster



Town and Traffic Fiber Move for Commercial Development



Geospatial mapping and databases for development, stormwater, emergency management . . .



← 811 Locates marking underground Town Fiber in construction areas

Guidance and monitoring of commercial Fiber to the Home (FTTH) installers →





Worksite for New Installation Method - Shallow Depth
Less Risk, Cleaner, Faster



Shallow Depth – Cutting and the Resulting Trench





Shallow Depth – Laying in the Fiber

DRAFT

Fiber Damage, Repairs and Moves



DIGITAL TRANSFORMATION

Partnership with Departments
Service Improvements
Strategy for Systems
Inter-system Operability
Data Governance – Collecting and Utilizing

Projects and Partnerships in FY20



DRAFT

Projects and Partnerships in FY20

1. Cybersecurity and Risk Avoidance

2. Project Partnerships

- Improve data quantity and quality to improve services
- Improve community services with data and technology
- Productivity/Collaboration – shared processes and data

3. Resilience, Sustainability, Upgrades

- Physical - Servers, Switches, Fiber routes
- Smart City data collection and decision making

4. Regional Partnerships

- Regional Smart City – Transportation, Clean Cluster etc.

DRAFT

Your One-Stop Shop for the Town's Internal Services



Explore Our Shared Services

Learning, serving and working together to build a community where people thrive!



Human Resource Development

Explore the Human Resource Development Catalog for policies, benefits information and other topics related to employment.



Technology Solutions

Discover the many other services your Technology Solutions team has to offer from IT management to process improvement.



Business Management

Learn how to navigate through key business processes including purchases, travel, and manage budgetary items.



Communications & Public Affairs

People are employed by the same company does not mean that they see themselves as a team or that they engage.



Internal Services information to employees

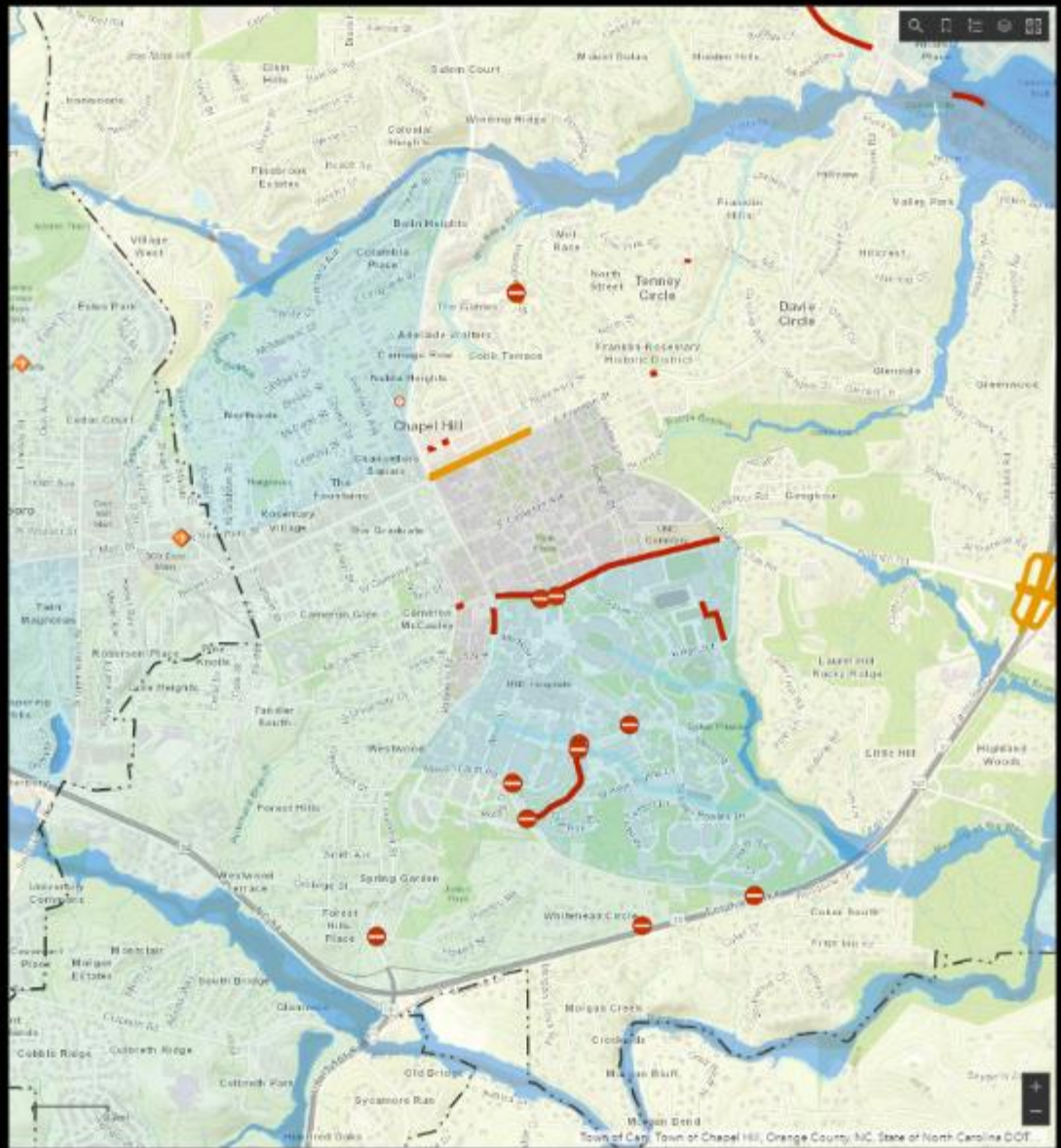


Total Population
29,142

Population 0-4 Years
919

Population Over 55 Years
262

- Road Closures**
- S Columbia St., Right Lane Closed**
Reason: Incident
Full Closure: No
Direction: North
Alternate Route:
 - Lane Closure**
Reason: Incident
Full Closure: No
Direction: South
Alternate Route:
 - Lane Closure**
Reason: Incident
Full Closure: No
Direction: South
Alternate Route:
 - Lane Closure**
Reason: Incident
Full Closure: No
Direction: North/South
Alternate Route:
 - Sink Hole Repair**
Reason: Maintenance
Full Closure: No
Direction: West
Alternate Route: Via Columbia St to W Cameron Ave to Pittsboro St.
 - Lane Closure**
Reason: Maintenance
Full Closure: No
Direction: East/West
Alternate Route:
 - Lane Closure**
Reason: Event
Full Closure: No
Direction: West
Alternate Route:
 - Sidewalk Closed**
Reason: Other
Full Closure: Yes
Alternate Route:



National Weather Service
Watches, Warnings, and Advisories

! **0**

Previous: 0

Last update: a few seconds ago

National Weather Service Alerts by Urgency and Severity

No Data

Last update: a few seconds ago

Windspeed (mph)

4.3

Current measurement at RDU International Airport

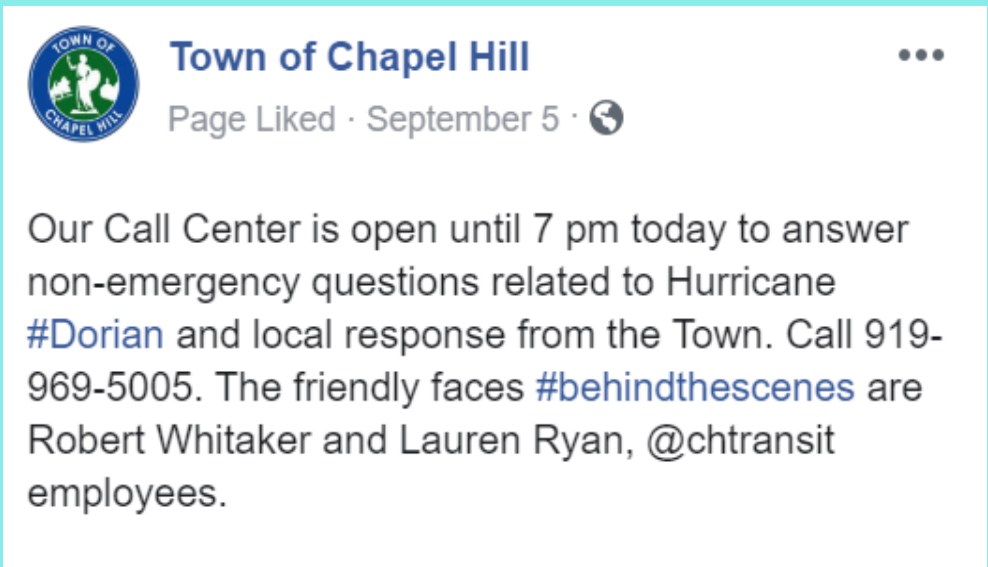
Last update: a few seconds ago


DRAFT

Prototype Situational Awareness Dashboards

Emergency Operations Center Support

Logistics
Maps
Dashboards
Call Center



 **Town of Chapel Hill** Page Liked · September 5 · 🌐

Our Call Center is open until 7 pm today to answer non-emergency questions related to Hurricane #Dorian and local response from the Town. Call 919-969-5005. The friendly faces #behindthescenes are Robert Whitaker and Lauren Ryan, @chtransit employees.

DRAFT

SMART CITIES

Preparing for the Future
Managing Limited Resources with Analytics
OpenData and Public Engagement

Parking Management



Sensor Docks and Attachments





Traffic Analysis Camera



Array of Things Sensor Cluster

DRAFT

Next Tech Showcase with CHCCS



Code for Chapel Hill Civic Hack-A-Thon Pitches





1st Annual (?) Town of Chapel Hill Donation and Recycle Event



Download Chapel Hill Connect

to submit and track requests, access local information, and much more!

<http://www.townofchapelhill.org/>

 Download on the App Store

 GET IT ON Google play

powered by SeeClickFix

DRAFT

Questions ?

DRAFT



TOWN OF CHAPEL HILL

Town Hall
405 Martin Luther King Jr.
Boulevard
Chapel Hill, NC 27514

Item Overview

Item #: 2., File #: [19-0755], Version: 1

Meeting Date: 9/18/2019

Receive Update on Building Integrated Communities Initiative and Provide Input on Draft Language Access Plan.

Staff:

Loryn Clark, Executive Director
Sarah Osmer Viñas, Assistant Director
Megan Peters, Community Connections Coordinator

Department:

Housing and Community



Overview: Tonight, we are providing Council an update on the Building Integrated Communities (BIC) Initiative and seeking input on the draft Language Access Plan. BIC is a multi-year collaboration with the University of North Carolina at Chapel Hill dedicated to strengthening the Town's engagement of immigrant and refugee residents.

Recommendation:

That the Council receive this update on the BIC initiative and provide input on the draft Language Access Plan.

Overview of the Building Integrated Communities (BIC):

BIC is a multi-year planning process that helps North Carolina local governments successfully engage with immigrant and refugee residents to improve relationships, enhance communication, and promote civic participation and leadership in local government. The BIC project aligns with the Town's goal to make Chapel Hill a *Place for Everyone*.



Project Process & Progress to Date: Since the summer of 2017, an interdepartmental team led by our Housing and Community staff worked with the UNC BIC Team on the three-phase project.

1. Community Assessment

<https://www.townofchapelhill.org/home/showdocument?id=40713>

(September 2017 - August 2018)



- In the first phase of BIC, staff established a steering committee to guide the project, conduct research, and engage immigrant and refugee residents to deepen our understanding of the experiences and key issues for immigrants and refugees in Chapel Hill.
- The [Community Assessment](https://www.townofchapelhill.org/home/showdocument?id=40829) <https://www.townofchapelhill.org/home/showdocument?id=40829> summarizes what we learned, including a demographic profile and key issues.

2. **Action Planning** <<https://www.townofchapelhill.org/home/showdocument?id=41909>> (August 2018 - January 2019)



- In the second phase of BIC, the Steering Committee developed a detailed plan for the five key issue areas in the Community Assessment: public transportation, housing, public safety and law enforcement, leadership, and government communication. Town staff shared the [Action Plan](https://www.townofchapelhill.org/home/showdocument?id=41909) <<https://www.townofchapelhill.org/home/showdocument?id=41909>> with the Council and community in [February 2019](https://chapelhill.legistar.com/LegislationDetail.aspx?ID=3863864&GUID=21E074E6-B13E-463C-9457-A0E64D05A508&FullText=1) <<https://chapelhill.legistar.com/LegislationDetail.aspx?ID=3863864&GUID=21E074E6-B13E-463C-9457-A0E64D05A508&FullText=1>>.

3. **Implementation** (February 2019 - onward)



- In this final phase of BIC, the Implementation Team prioritized the strategies from the Action Plan and began executing the short-term strategies. Our timeline and progress are described in the attached BIC Action Plan Implementation Report.

Language Access Plan (LAP):

- Over the past six months, the BIC Implementation Team prioritized the development of a Town-wide Language Access Plan (LAP), consistent with Strategy 10.1 of the Action Plan: *Create a Town-wide Language Access Plan, in partnership with community organizations serving residents with low English proficiency, with particular focus on language justice and legal compliance.*
- A LAP outlines policies and procedures to provide the most effective services for limited English proficient (LEP) residents. The federal government requires that organizations that receive federal funding take reasonable steps to ensure access to services for LEP individuals, which is typically articulated through a LAP.
- The BIC Implementation Team developed a draft LAP that includes language access policies and procedures related to: 1) language assistance services, and 2) employee training and incentive.
- Staff proposes Town-wide implementation of the LAP.

Fiscal Impact/Resources: Staff estimate the total cost of LAP implementation to be: \$23,600 in FY20, \$26,500 in FY21, and \$28,500 in FY22 (see attachment). There are sufficient resources available in this year's budget (FY20) within Housing and Community and Police to implement the proposed LAP. Resource needs for LAP implementation in FY21, FY22, and beyond could be considered during the budget process. Staff will continue to explore opportunities for leveraging funding from private foundations to support LAP implementation, should the Town move forward with implementation.



Attachments:

- Draft Staff Presentation
- Draft Town of Chapel Hill Language Access Plan
- LAP Draft Budget
- BIC Action Plan Implementation Timeline and Progress Report

Item #: 2., File #: [19-0755], Version: 1

Meeting Date: 9/18/2019

The Agenda will reflect the text below and/or the motion text will be used during the meeting.

PRESENTER: Sarah Osmer Viñas, Assistant Director
Megan Peters, Community Connections Coordinator
Dr. Hannah Gill, University of North Carolina at Chapel Hill

The purpose of this item is to provide an update on the Building Integrated Communities Initiative and provide input on the draft Language Access Plan.



UPDATE ON BIC INITIATIVE & DRAFT LANGUAGE ACCESS PLAN

Council Work Session
September 18, 2019

DRAFT



Agenda

1. BIC Update

2. Language Access Plan Overview & Council Input



Council Considerations

- Provide input on the draft Language Access Plan
 - Language Assistance Services
 - Employee Incentive & Training



DRAFT

Building Integrated Communities (BIC)



1. Community Assessment



2. Action Planning



3. Implementation



BIC Action Plan



PUBLIC TRANSPORTATION



HOUSING



PUBLIC SAFETY & LAW ENFORCEMENT



LEADERSHIP



GOVERNMENT COMMUNICATION

DRAFT

LANGUAGE ACCESS



Key Definitions

- **Limited English Proficiency (LEP):** Describing people with limited ability to communicate effectively in English.
- **Meaningful Access:** Ability to use resources without significant restriction from language barriers.
- An **interpreter** converts **oral messages** from one language to another.
- A **translator** converts **written text** from one language to another.

DRAFT

What is a Language Access Plan?

- Action-oriented plan to guide organizations to language justice
- Establishes policies and procedures to ensure access to Town resources and services for LEP residents



DRAFT

Why develop a Language Access Plan?

- Ensure residents can communicate with the Town in their preferred language
- Comply with federal requirements
- Align with Town values
- Respond to the highest priority of immigrant and refugee residents



Chapel Hill's current situation

- We most often receive language assistance requests in Burmese, Karen, Mandarin Chinese and Spanish
- Several Town departments receive federal funding
- Varied levels of language access provided across departments

ချာပါလ်ဟီးလ် အကြောင်း
★ RAD ★
အားလာရောက် လေ့လာပါ!

အနာဂတ်မြို့သူသားများအတွက် ချာပါလ်ဟီးလ်အား ပြင်ဆင်ရန် ကူညီပါ!

အားလုံးအား ဖိတ်ခေါ်အပ်ပါသည်။ ကလေးထိန်းစီစဉ်ပေးသည်။ သွားရည်စာပြင်ဆင်ပေးမည်။

ပြည်သူ့အိမ်ယာအား မွန်းမံမှုများ ပြုလုပ်နိုင်ရေးနှင့် အခြားဈေးနှုန်းသက်သာသော အိမ်ယာများတိုးချဲ့နိုင်ရေးအတွက် RAD (Rental Assistance Demonstration) အိမ်ငှားထောက်ပံ့သည့် ဖော်ထုတ်ချက်အစီအစဉ်အကြောင်းကို ဆွေးနွေးရန် ချာပါလ်ဟီးလ် ပြည်သူ့အိမ်ယာ ဝန်ထမ်းများနှင့်အတူ လာရောက်ပါဝင်ပါ။

ကြောင်းအရာ ပိုမိုသိရှိရန်နှင့် မေးခွန်းများမေးရန် အစည်းအဝေးသို့ လာရောက်ပါဝင်

Hargraves ကော်မြူနီတီ စင်တာ
ကြာသပတေး၊ ဇူလိုင်လ ၁၇၊ ညနေ ၆း၃၀-၈နာရီ
ကြာသပတေး၊ ဇူလိုင်လ ၂၄၊ ညနေ ၆း၃၀-၈နာရီ

ချာပါလ်ဟီးလ် ပြည်သူ့ စာကြည့်တိုက်၊ အခန်း B*
စနေနေ့၊ ဇူလိုင်လ ၁၉၊ နံနက် ၁၀-ညနေ ၁၂း၃၀ နာ
*ကရင်နှင့် ဗမာ စကားပြန် ရှိမည်။

Our Proposed Language Access Plan (LAP)



Key Components

- Needs Assessment
- Policies & Procedures
- Implementation Plan

DRAFT

Needs Assessment

FACTORS	CHAPEL HILL DATA
# or proportion of LEP individuals in the community	<ul style="list-style-type: none"> ▪ 20% of residents speak languages other than English ▪ 6% of residents are LEP ▪ Most common languages: Spanish, Chinese, Korean, Other Asian languages, and French
Frequency of contact with LEP individuals	<ul style="list-style-type: none"> ▪ Several departments have frequent contact ▪ 35% of public housing residents have a preferred language other than English
Nature & importance of services	<ul style="list-style-type: none"> ▪ Town provides many vital services
Resources available and costs	<ul style="list-style-type: none"> ▪ Existing resources within FY20 Budget ▪ Evaluation of costs ongoing

DRAFT

Needs Assessment



- **What we heard from residents:**
Make Town communications language accessible.

DRAFT

Proposed Language Access Plan Policies

1

Language Assistance Services

2

Employee Training & Incentive

DRAFT

1

Language Assistance Services

Town will provide interpretation and translation services free of charge:

- Across the organization
- Use a variety of methods to notify residents
- Translate vital documents and emergency communications into primary languages
- Provide on-demand interpretation for public meetings, one-on-one interactions, and small group meetings
- Use competent, trained, and culturally sensitive interpreters and translators

DRAFT

1

Language Assistance Services

Translations

- In the Town's primary languages
 - Burmese
 - Karen
 - Mandarin Chinese
 - Spanish
- For vital documents and emergency communications

Interpretation

- For any language available
 - Public meetings: in-person
 - One-on-one/small group interactions: in-person or telephone
- Residents requested to provide 48 hour notice

DRAFT

2

Employee Training & Incentive

Town will offer training and pay incentive to bilingual employees

- Available to employees who:
 - fluently speak Town's primary languages
 - successfully complete training and language assessment
 - commit to using their skills on an as-needed basis
- Pay incentive equivalent to existing Police Department incentive (2.5% per language annually)
- Evaluate need for dedicated staff to serve as interpreters and translators

DRAFT

Estimated Resource Needs

- Sufficient resources identified for current year estimated costs
- Evaluate future year resource needs as part of FY21 budget process

	Fiscal Year 2020	Fiscal Year 2021	Fiscal Year 2022
Interpretation Services	\$7,000	\$5,000	\$5,000
Translation Services	\$5,000	\$2,500	\$2,500
Employee Training	\$2,000	\$2,000	\$2,000
Employee Pay Incentive	\$9,600	\$17,000	\$19,000
TOTAL	\$23,600	\$26,500	\$28,500

DRAFT

What's Next

- Continue to develop LAP based on Council & community input
- Present revised LAP to Council for approval in November



Council Considerations

- Provide input on the draft Language Access Plan
 - Language Assistance Services
 - Employee Incentive & Training



DRAFT



UPDATE ON BIC INITIATIVE & DRAFT LANGUAGE ACCESS PLAN

Council Work Session
September 18, 2019

DRAFT





TOWN OF CHAPEL HILL

LANGUAGE ACCESS PLAN



2019

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Introduction

Why Does Chapel Hill Need Language Access?

The Town's mission is to create a community where people thrive.¹ As part of that commitment, the Town Council established a [goal](#) to *Create a Place for Everyone* and build a *Vibrant and Inclusive Community*.² One crucial step to achieve this goal is ensuring meaningful access to Town information and services, regardless of language.

The Town of Chapel Hill is increasingly aware of the communication gap with limited English proficient (LEP) residents. Through extensive community engagement during the Town's [Building Integrated Communities](#)³ Initiative, immigrant and refugee residents identified language access as a key strategy for the Town to more effectively reach them. Communications that are accessible to the whole community will help Chapel Hill be more inclusive and welcoming to all.

In addition to advancing the Town's goal, language access is also required for legal compliance with federal regulations, which require organizations that receive funding from the Federal Government to take reasonable steps to ensure meaningful access to services for LEP individuals.

These regulations ensure that no person – on the ground of race, color, or national origin – are excluded from, denied benefits of, or be subjected to discrimination under any services receiving federal financial assistance. The regulations include, but are not limited to [Title VI of the Civil Rights Act of 1964, the 1987 Civil Rights Restoration Act, and Executive Order 13166](#). Refer to the Appendix for additional details on legal compliance and requirements.

Purpose

The Town of Chapel Hill's Language Access Plan (LAP) is an action-oriented implementation plan to guide the Town towards language justice. More specifically, the LAP establishes policies and procedures to ensure access to Town resources and services for LEP residents. These policies and procedures will apply to all Town programs and services, unless otherwise indicated in the LAP. Through consistent monitoring and updating of this LAP, the Town will better serve and understand the needs of residents and improve the accessibility of services and resources. Further, the Town will ensure it moves towards policies and procedures supporting the right of all residents to communicate with the Town in the language in which they prefer.

¹ <https://www.townofchapelhill.org/town-hall/departments-services/human-resource-development/mission-and-values>

² <https://www.townofchapelhill.org/town-hall/mayor-and-council/town-strategic-goals-objectives>

³ <https://www.townofchapelhill.org/town-hall/departments-services/housing-and-community/community-programs/chapel-hill-bic-project-proyecto-chapel-hill-bic-3532>

Town of Chapel Hill Language Access Plan

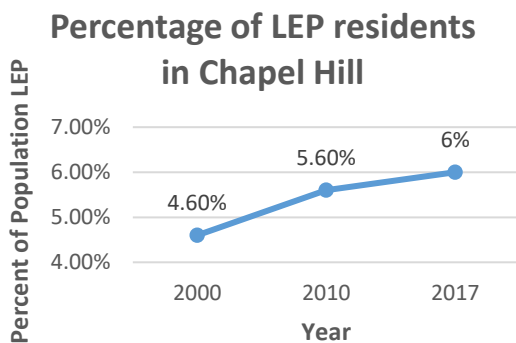
Demographics

Chapel Hill is diverse: Chapel Hill has experienced an influx of immigrants and refugees in recent years. From 2000 to 2017, the percentage of Chapel Hill residents born outside of the U.S. steadily increased from 11.2% to 15.7%, an increase of over 40%. Chapel Hill has a variety of living, learning, and working opportunities that contribute to the Town’s increasing international diversity.

Chapel Hill residents are from all over the world. Here are just a few places:



Chapel Hill residents come from many countries across the world: In 2017, Chapel Hill’s population of 59,234 included 9,307 (16%) people born in over 78 countries outside of the U.S.⁴ The top five countries of origin are China, India, South Korea, Mexico, and the United Kingdom. In addition, since 2005, 1,177 refugees have arrived in Orange County, primarily from Burma/Myanmar, Cameroon, and the Democratic Republic of Congo.



Chapel Hill residents speak languages other than English: Among Chapel Hill residents age 5 and over, 20% (11,611) report speaking languages other than English. In Chapel Hill, 6% (3,465) of residents report their English-speaking ability as “less than very well”⁵. This number has gradually increased over time from 4.6% in 2000 and 5.6% in 2010. For this LAP, we identify LEP individuals as those who describe their English-speaking ability as “less than very well.”

More LEP residents are foreign-born: Among Chapel Hill’s foreign-born population, nearly 34% reported having “less than very well” English-speaking ability, compared to only 0.8% of those who are native of the United States. The top non-English languages spoken by residents of Chapel Hill are Spanish, Mandarin Chinese, Korean, and other Asian languages, including Burmese and Karen. With such a large number of LEP individuals, it is essential for Chapel Hill to develop a LAP to better serve its people.

⁴ U.S. Census Bureau, 2013-2017 American Community Survey 5-Year Estimates.

⁵ U.S. Census Bureau, 2013-2017 American Community Survey 5-Year Estimates.

Town of Chapel Hill Language Access Plan

Definitions

Interpretation: The process of adapting oral speech from one language to another, either simultaneously or delayed (consecutive), without loss or change in meaning.

Language Access Plan (LAP): A set of policies and procedures established to provide the most effective services for those with limited English proficiency.

Limited English Proficiency (LEP): Describing persons with limited ability to communicate (e.g. speak, read, write, or understand) effectively in English. When reviewing data, we will follow the U.S. Census Bureau classification for LEP individuals.⁶ According to the bureau, an LEP individual is anyone above the age of 5 who reported speaking English less than “very well.” The Bureau’s classifications are ‘very well’, ‘well’, ‘not well’, and ‘not at all.’

Language Justice: The right for all people to communicate in the language they prefer.

Meaningful Access: Ability to use resources without significant restriction from language barriers.

Primary Language: The non-English language groups most commonly used in Chapel Hill. For this current Plan, the languages are Burmese, Karen, Mandarin Chinese, and Spanish.

Translation: The process of adapting written text in one language to other language(s), with consistent and accurate meanings.

Vital Document: Document that is necessary or significant towards using or receiving any activity, service, program, or other resource offered by the Town.

⁶ <https://www.lep.gov/>

Town of Chapel Hill Language Access Plan

Developing the Language Access Plan

In developing the LAP, Chapel Hill Town staff completed a needs assessment, identified resources available to support the LAP, and gathered information from community and stakeholder groups. Our process for developing the LAP is outlined below.

Needs Assessment: Completing a Four Factor Analysis

As a starting point to creating a LAP, the U.S. Department of Justice recommends completing a [Four Factor Analysis](#)⁷. The Four Factor Analysis helps the Town plan and provide language access based on:

1. Number or proportion of LEP individuals in the community
2. Frequency with which LEP individuals come in contact with Town services
3. Nature and importance of the services
4. Resources available and costs

These factors create a picture of the needs in the community. The greater a number of LEP individuals, the greater a frequency of contact with the Town, and the greater the importance of the service, the more likely language services will be needed. Findings can change over time based on changing community demographics.

Factor 1: Number or proportion of LEP individuals in the community

Data for this analysis was gathered from U.S. Census Bureau's American Community Survey.⁸

6% of Chapel Hill residents are defined as LEP individuals: LEP residents are those who reported an English speaking ability of less than "very well" in the U.S Census Bureau's American Community Survey (See Table 1). HUD provides guidance for providing accommodations to language groups.⁹ For certain Town services, such as Public Housing, we surpass HUD's threshold (5%), highlighting the importance of implementing this LAP.

Table 1. Language Spoken at home by Chapel Hill residents

Languages	Population Estimate	Percent
Total Population	57,402	--
Speak only English	45,791	79.8%
Speak languages other than English	11,611	20.2%
Number of LEP residents	3,465	6.0%

Source: ACS 2017 (5 Year Estimates)

According to the 2017 American Community Survey (ACS), resident speaking Asian and Pacific Islander languages make up Chapel Hill's largest LEP group (Table 2). The U.S. Census groups several languages into subgroups outlined in Table 2. Examples of Asian and Pacific Island

⁷ https://ojp.gov/fedregister/fr_2002-06-18.pdf

⁸ <https://www.census.gov/>

⁹ https://www.hud.gov/sites/documents/DOC_9880.PDF

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languages include Chinese, Vietnamese, Hmong, Korean, Burmese, and Karen. Examples of “other” Indo-European languages spoken (besides Spanish) include French, Haitian, Portuguese, Hindi, Russian, and German.

Table 2. Language Spoken at home by Chapel Hill residents

Language and English speaking ability	Population Estimate	Percent
Speak Spanish	3,079	5.36%
Speak English “very well”	2,253	3.92%
(LEP) Speak English less than “very well”	826	1.44%
Speak other Indo-European languages	3,202	5.58%
Speak English “very well”	2,741	4.78%
(LEP) Speak English less than “very well”	461	0.80%
Speak Asian and Pacific Islander languages	4,934	8.60%
Speak English “very well”	2,775	4.83%
(LEP) Speak English less than “very well”	2,159	3.76%
Speak other languages	396	0.69%
Speak English “very well”	377	0.66%
(LEP) Speak English less than “very well”	19	0.03%

Source: ACS 2017 (5 Year Estimates)

Examples of Asian and Pacific Island languages include: Chinese, Vietnamese, Hmong, Urdu, Bengali, Korean, Iloko, Nepali, Burmese, and Chuukese.

Examples of “other” Indo-European languages spoken (besides Spanish) include: French, Haitian, Gujarati, Portuguese, Polish, Hindi, Russian, German, and Persian.

For the purposes of this LAP, we also looked at data to identify which specific languages are most prominent. Chapel Hill residents’ top languages are Spanish, Chinese, Korean, Other Asian Languages, and French. From our community partners and interactions with residents through Town services and programs, we know that the Other Asian Languages most often encountered in Chapel Hill are Burmese and Karen - the common Asian languages spoken by refugee residents in the community.

Table 3. Top 5 of non-English languages and percent of LEP population in Chapel Hill

Non-English Language	Estimated Number of Speakers	Percent of Total Population	Percent LEP of Total Population
Spanish or Spanish Creole	3,206	5.63%	1.92%
Chinese	2,727	4.79%	2.15%
Korean	987	1.73%	1.06%
Other Asian languages	852	1.50%	0.61%
French (incl. Patois, Cajun)	613	1.08%	0.14%

Source: ACS 2015 (5 Year Estimates), Table B16001

Town of Chapel Hill Language Access Plan

Refugee arrival data further informs our understanding of the most common languages spoken in Chapel Hill. Since 2005, 1,177 refugees have arrived in Orange County (See Table 4). Burma (Myanmar) is one of the most common countries of arrival, with many of those residents speaking Burmese or Karen.

Table 4. Refugee Direct Arrivals in Orange County, Trends 2005-2019

Fiscal Year (July 1- June 30)	Refugee Arrivals	Countries of Origin
2005-2006	19	Burma, Cuba, Iran
2006-2007	55	Burma
2007-2008	255	Burma, Iran, Colombia
2008-2009	194	Burma, Bhutan, Iran, Iraq
2009-2010	57	Burma, DRC (Congo), Haiti
2010-2011	86	Burma, Laos
2011-2012	53	Burma
2012-2013	83	Burma, DRC, Iraq
2013-2014	80	Burma, Iran, Cameroon
2014-2015	54	Burma, Iraq, Iran, DRC
2015-2016	83	DRC, Burma, Iraq, Russia
2016-2017	102	Burma, Syria, DRC, El Salvador
2017-2018	22	Burma, DRC, Nepal
2018-2019 (as of Sept 2019)	34	Burma, DRC, Syria, El Salvador

*Data and chart provided by the Orange County Health Department in September, 2019. *NOTE: Unable to measure in and out migration. These data reflect direct arrivals to Orange County, NC.*

Factor 2: Frequency of Contact

Several Town departments, such as Public Housing, Housing and Community, Police, Fire, and Parks and Recreation have frequent contact with LEP residents. For example, approximately 35% of public housing residents have a preferred language other than English. The largest non-English preferred language was Burmese, consisting of over 17% of the 283 total public housing households (See Table 5 on next page). Police and Fire regularly interact with LEP residents through routine traffic stops, emergency response calls, etc. where communication is critical. Housing and Community and Parks and Recreation also have frequent contact with LEP residents through their various program offerings.

Town of Chapel Hill Language Access Plan

Table 5. Chapel Hill Public Housing Households Preferred Language (July, 2019)

Language	Number	% of Total
English	183	64.7%
Burmese	50	17.6%
Karen	27	9.5%
Rohingya	8	2.8%
Spanish	7	2.5%
Arabic	3	1.1%
Chin	2	0.7%
French	1	0.4%
Mandarin	1	0.4%
Swahili	1	0.4%

Source: Chapel Hill Public Housing

Factor 3: Nature and importance of the services

The Town of Chapel Hill offers many services and programs to residents, such as public safety services, ownership and management of public housing, management of a public transit system and infrastructure where communication with residents is critical to effective delivery of services. The nature of these services are important to an individual's day-to-day quality of life. By improving language access for Town services we can improve the quality of life of our residents.

Factor 4: Resources Available and Costs

The Town will continually assess the resources available for interpretation and translation. Assessment includes identifying appropriate documents for translation, assistance in implementing the LAP, developing contracts with local language service organizations, and more. For professional translation, the cost is per-word and rates can vary by language, turnaround times, and specialized content. For a drafted LAP budget, refer to the Appendix.

Stakeholder Engagement

Through the Building Integrated Community (BIC) Initiative, Chapel Hill engaged with over 250+ immigrant and refugee residents beginning in 2018 to understand their experiences and develop recommendations for the Town Council to consider that support their integration, wellbeing, and leadership development. The BIC team gathered data from community meetings with 160 immigrant and refugee residents, the U.S. Census, analysis of 25+ oral histories, 13 interviews with organizations and businesses that work with immigrant and refugee residents, and surveys of 74 refugees.

One of the key recommendations that the Town heard was to improve accessibility to Town communications. A first step in this process is creating a LAP. Resident recommendations to consider when developing the LAP included:

Town of Chapel Hill Language Access Plan

- Translate Town resources such as bus schedules, public housing applications and materials, public meeting materials, permits, and the Town website
- Provide interpretation for public meetings
- Hire more bilingual staff

Staff also surveyed all Town departments to learn about their experiences engaging with LEP residents and language access needs.

The BIC Implementation Team, comprised of immigrant and refugee residents, community organization representatives, and Town staff, provided significant input into the policies and procedures of the LAP and will continue to play a central role in evaluating the plan's effectiveness should we move forward with implementation.

[The LAP Policies and Procedures begin on the next page]

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Language Access Policies and Procedures

This section outlines key policies and procedures that the Town of Chapel Hill will implement to improve the language access for LEP residents for Town programs, processes, and services. These policies and procedures are based on the recommended policy directives put forth in the [Language Access Assessment and Planning Tool for Federally Conducted and Federally Assisted Programs](#)¹⁰, a document prepared by the U.S. Department of Justice Civil Rights Division. Additionally, the four-factor analysis described above informed our approach to the policies and procedures, as well as review of model LAPs from local governments across the nation (See Appendix).

[Policies for Notice of Availability of Language Assistance Services](#)

The Town will notify LEP individuals of their right to language assistance services.

- Town departments and staff will let LEP individuals know they have the right to language services at no charge to the resident requesting assistance. Notices will include information about available language services.
- Notices will be translated into the Town's identified primary languages.

Language assistance notices will be provided in a variety of ways, including, but not limited to:

- Flyers or posters in appropriate Town reception areas and other points of entry at facilities.
- Notice of free language services on the Town website.
- Standard translated notice in Town outreach documents for public meetings.
- Using a telephone voice mail menu in the most common languages encountered.
- Including notices in local newspapers in languages other than English.
- Airing notices on non-English language radio and television stations.
- Working with cultural community organizations and other stakeholders to inform Chapel Hill residents of their right to language access services.

What are the Town's primary languages?

The Town's primary languages are Burmese, Mandarin Chinese, Karen, and Spanish. From the American Community Survey data, Town service data, and information gathered through Building Integrated Communities community engagement, we have identified these are the most common language groups in Chapel Hill.

The U.S. Department of Health and Human Services has translated notices that the Town will use as templates found at <https://www.hhs.gov/civil-rights/for-individuals/section-1557/translated-resources/index.html>

¹⁰ https://www.lep.gov/resources/2011_Language_Access_Assessment_and_Planning_Tool.pdf

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Policies for Interpretation & Translation**Interpretation and translation will be offered free of charge.**

- The Town will provide interpreters at no charge to the resident requesting interpretation for Town services or programs.
- The Town will provide translation of vital documents and emergency communications at no charge to the resident requesting translation.
- The Town will make its best effort to ensure timely access to interpretation and translation services.

The Town will translate vital documents and emergency communications into the Town's identified primary languages.

- Vital documents are those that are necessary to use or receive Town services or programs. The Town will create and maintain an inventory of vital documents.
- The Town will distribute key messages in the identified primary languages during emergency situations, such as natural disasters, wide-spread utility service outages, etc.
- Not all documents can be translated and available in every language. When possible, the Town will use cost effective free language services, such as Google Translate, for website content, etc.

Town departments will be responsible for securing interpretation and translation services. Assistance in securing services will be provided by Housing & Community staff.

- Interpretation and translation requests should be submitted in as far advance as possible to allow adequate time for language assistance services to be arranged.
- If departments need assistance setting up language services, Housing & Community staff can provide guidance.

On-demand interpretation will be available for public meetings, and small group and one-on-one interactions.

- LEP individuals may request interpretation for public meetings, small group meetings, or one-on-one interactions with Town staff. Such requests should be made 48 hours in advance to ensure adequate time to make arrangements for interpreters.
- Public meeting notices will include statements in the Town's primary languages announcing on-demand interpretation for public meetings.

The Town will use competent, trained, and culturally sensitive interpreters and translators.

- For the provision of language services, the Town will use professional interpreters and translators who abide by a code of ethics and professional practice standards and are trained in their field.
- The Town commits to *not* using untrained interpreters and translators to assist with language services, such as residents' family members or friends or persons under the age of 18.
- Interpretation and translated materials will be randomly evaluated for accuracy.

What is the difference between interpretation and translation?

The difference is in how messages are delivered.

An **interpreter** is trained to convert **oral messages** from one language to another. They are often used for meetings.

A **translator** is trained to convert **written text** from one language to another. They help with converting text in documents to another language.

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The Town will support the training of bilingual staff as interpreters and translators and offer a pay incentive to those who satisfy criteria for serving as an interpreter or translator for the Town.

- The Town will offer language service training and assessments to multi-lingual staff who speak the Town's priority languages and are willing to use their language skills as an interpreter or translator for the Town on an as needed basis.
- Employees who successfully complete the required training and assessment to serve as an interpreter or translator for the Town on an as needed basis will receive an annual pay incentive.
- The pay incentive will be equivalent to that currently offered in the Chapel Hill Police Department (2.5% per language annually).
- The Town will regularly evaluate the need for dedicated staff to serve as interpreters and translators and coordinate LAP implementation.

Procedures for determining the need for language assistance

At point of first contact with LEP individual

- Staff will make reasonable efforts to assess the need of language assistance. Staff can determine language assistance needs in several ways, including:
 - Self-identification by the LEP individual
 - Inquiring as to the primary language of the individual if they have self-identified as needing language assistance services
 - Use the US Census "I Speak" language identification cards (see Appendix).
- Staff should notify the individual of the right to an interpreter at no charge.

At public meetings

- Free, demand-based interpretation for public meetings will be advertised in notices prior to the meeting. LEP individuals will be asked to give 48 hour notice to allow adequate time for scheduling interpreters for the requested meeting.
 - If an LEP individual arrives to a public meeting without providing notice to the Town, staff will make their best effort to provide access to language assistance. However, due to limited notice, service may not be available in such cases.
 - If a Town department is planning a community meeting where they expect community members from a LEP population to attend, staff will secure appropriate language services in advance of the meeting. For these meetings, staff should advertise availability of language services in multilingual outreach materials.
- If the language requested is not available through a local language service, Town staff will work with the requesting individual to determine what options are available.
- To request interpretation for a public meeting, residents should call Housing and Community (insert phone number) or email [\(insert\)](#).

For one-on-one and small group interactions

- The Town requests that LEP individuals give 48 hour notice to allow adequate time for scheduling interpreters for the requested meeting. If the language requested is not available through a local language service, Town staff will use a phone-based language line.

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- If a LEP resident does not provide notice 48 hour notice, Town staff will use a phone-based language line.
- The Chapel Hill Police and Fire departments will continue to provide interpretation services through a phone-based language line Tele-language (<https://teletlanguage.com>).

Procedures for scheduling interpretation & translation

How to request interpretation or translation services

- Housing & Community staff will assist departments in scheduling interpretation & translation services as needed (insert phone and email).
- The Town will utilize a variety of interpretation and translation services, including:
 - Professional interpretation and translation through contract services with local language service organizations
 - Professional telephone interpreters
 - Trained Town staff
- Town staff should allow as much time as possible in advance of needed language services to secure interpretation and translation services.

Identifying the type of interpretation service needed

- There are two types of interpretation services – simultaneous and consecutive. The format of interpreting services is dependent on the context.
 - Consecutive language interpretation: Suitable for one-on-one or small group meetings in which the speakers will pause after each sentence to allow the interpreter to communicate their statement.
 - Simultaneous language interpretation: Suitable for large group meetings in which the speaker does not pause for the interpreter. Typically, simultaneous interpretation is provided through interpretation equipment (radio headsets).

Reserving the Town's interpretation equipment *[procedure under development]*

Procedures for training

Town-wide Staff Training

- The Town will provide periodic training for all current Town staff to familiarize departments with the LAP policies and procedures.
- This training offerings may include topics such as:
 - Language Access Plan Overview
 - Skill building on how to identify individual's primary language, how to respond to LEP callers, how to obtain language assistance services, etc.
- All new employees will receive the language access and assistance training as part of orientation.
- Language assistance training will be updated with the Plan, regarding changes in demographic and community data.

Additional Staff Training

- Additional training may be provided for staff and employees who:
 - have frequent interaction with residents or LEP individuals

Town of Chapel Hill Language Access Plan

- are multilingual staff and provide translation or interpretation services as part of their job
- These trainings may be more focused on topics that will assist staff in effectively interacting with LEP individuals.

Carrying Out the Language Access Plan – (to be developed)

Implementation Timeline

Monitoring and Updating the LAP

Monitoring and Oversight

Resident Evaluation

Staff Support

DRAFT

Town of Chapel Hill Language Access Plan

References (to be developed)

1. Executive Order 13166. (2019, March 10). Retrieved from <https://www.justice.gov/crt/fcs/T6manual5>
2. Section V - Defining Title VI. (2017, February 10). Retrieved from <https://www.justice.gov/crt/executive-order-13166>
3. Town of Chapel Hill. General Policies. Retrieved from <https://www.townofchapelhill.org/town-hall/government/policies/general-policies>
4. United States Census Bureau American FactFinder. Retrieved from <https://factfinder.census.gov>

Appendix (to be developed)

Sample Language Access Plans

Minneapolis 2015 Language Access Plan:

<http://www.minneapolismn.gov/www/groups/public/@ncr/documents/webcontent/wcmstp-172695.pdf>

City of Madison, Wisconsin Language Access Plan:

<https://bloximages.chicago2.vip.townnews.com/madison.com/content/tncms/assets/v3/editorial/a/76/a768f98d-e61f-5658-bb64-6db36de4537d/5a970d56432a7.pdf.pdf>

Atlanta Regional Commission Limited English Proficiency Plan: <https://cdn.atlantaregional.org/wp-content/uploads/lep-plan-final-2017.pdf>

City of Cleveland Language Access Plan:

<http://www.city.cleveland.oh.us/CityofCleveland/Home/Government/LanguageAccessPlan#definitions>

City of Detroit Limited English Proficiency Plan: <https://detroitmi.gov/document/limited-english-proficiency-plan>

City of San Francisco Language Access: <https://sfgov.org/oceia/language-access>

NYC Department of Citywide Administrative Services: <https://www1.nyc.gov/site/dcas/about/language-access-plan.page>

Orange County, NC Limited English Proficiency Policy: <http://orangecountync.gov/1920/LEP-Policy>

Winston-Salem LEP Policy and Procedures: <http://www.cityofws.org/Portals/0/pdf/human-relations/LEP%20Policy%20and%20ProceduresR.pdf>

City of Durham draft Language Access Plan:

<https://cityordinances.durhamnc.gov/OnBaseAgendaOnline/Documents/ViewDocument/WS-Published%20Attachment%20-%2013238%20-%20OTHER%20-%20PROPOSED%20LANGUAGE%20ACCESS%20PLAN%20-%206 .pdf?meetingId=310&documentType=Agenda&itemId=11421&publishId=52347&isSection=false>

City of Greensboro Language Access Program: <https://www.greensboro-nc.gov/departments/human-relations/education-and-outreach/language-access-program>

Town of Chapel Hill Language Access Draft Budget			
	Fiscal Year 2020	Fiscal Year 21	Fiscal Year 22
Item			
<p align="center">Interpretation Service</p> <p><i>Assumes interpretation services for 15 public meetings (\$5,000), and 40 individual meetings with Town staff (\$2,000) by language service contractor; cost estimated to decrease over time as internal capacity increases for the provision of language services.</i></p>	\$7,000	\$5,000	\$5,000
<p align="center">Translation Services</p> <p><i>For translation of vital documents, meeting notices, etc by language service; cost estimated to decrease over time as internal capacity increases for the provision of language services and most vital documents are translated in first year of implementation.</i></p>	\$5,000	\$2,500	\$2,500
<p align="center">Employee Training</p> <p><i>Most training would be led by Town employees, with one offering by an outside contractor.</i></p>	\$2,000	\$2,000	\$2,000
<p align="center">Employee Pay Incentive</p> <p><i>Current year incentive only available in Police Department, 7 employees receiving incentive; Proposed budget assumes 5 additional employees (not in Police) receive incentive in FY21 year and 2 additional employees (not in Police) in subsequent years.</i></p>	\$9,600	\$17,000	\$19,000
TOTAL	\$ 23,600	\$ 26,500	\$ 28,500

** We have sufficient resources to cover the costs associated with LAP implementation in Fiscal Year 2020 through the Town's General Fund budget and the recent Duke Energy grant award.

		Strategy	Timeline
		<p>The BIC team completed a prioritization activity to help identify short, medium, and long term strategies. Members of the team reviewed each strategy and scored each on the following criteria:</p> <ol style="list-style-type: none"> Impact: Scope and reach to which the solutions improve one's (or community's) quality of life Value: The importance of the strategy to the community Cost: staff time, equipment needed for this strategy <p>The BIC Team reviewed scores, with most scores in agreement, and prioritized strategies as seen above.</p>	<p><i>Short: 0-2 years, Medium: 2-5 years Long: 5+years</i></p>
	1.4	Provide information to immigrant and refugee residents in their preferred language highlighting their ability to use CHT services and future public transit (e.g. Bus Rapid Transit, Light Rail).	Short
	6.3	CHPD continues to present <i>Know Your Rights</i> sessions at events like Faith ID Drives and in neighborhoods with large immigrant and refugee populations including Public Housing.	Short
	10.1	Create a Town-wide Language Access Plan, in partnership with community organizations serving residents with low English proficiency, with particular focus on language justice and legal compliance.	Short
	2.1	Non-governmental affordable housing providers amend policies to allow residents without documentation status to be eligible for homeownership and rental housing.	Short
	10.2	Town establishes a contract for interpretation and translation services for identified critical languages.	Short
	10.4	Establish a standardized message about language accessibility and other information (e.g. all are welcome, no identification required, this is a safe space, etc.) to include on all publicity for Town meetings.	Short
	1.1	Collaborate with Chapel Hill Transit (CHT) on short-term transit planning process. ☑Extend service to neighborhoods with immigrant and refugee residents whose primary method of transportation is public transit	Short
	4.1	Translate critical public housing documents into key identified languages, including application process and application form.	Short
	4.2	Provide interpretation for critical public housing appointments with staff.	Short
	5.2	Update Chapel Hill manufactured home resident engagement efforts to include legal education related to housing resources for home ownership and rental housing options, etc.	Short
	6.1	Chapel Hill Police Department (CHPD) creates a more centralized and intentional outreach request process.	Short
	2.2	Support the Town's Public Housing Master Plan project to facilitate the involvement of immigrant and refugee residents in the Plan process.	Short
	4.3	Provide housing education and outreach opportunities for immigrant and refugee residents. Suggested topics include: housing rights, power of attorney, homeownership lending options	Short
	8.1	Engage immigrant and refugee youth in the Town's current Youth Initiative.	Short
	9.1	Strengthen the Peoples Academy recruitment and curriculum to include immigrant and refugee residents through 1) more targeted and intentional outreach in multiple languages at community events, 2) outreach to immigrant and refugee focused community organizations, and 3) testimonials of Peoples Academy graduates so that the composition of participants reflects the diversity of the community.	Short
	8.4	Expand Town Hall visits to a broader range of schools (public, private, charter, homeschool), grade-levels, and classes, with particular focus on recruitment of groups with a large number of immigrant and refugee students.	Short
	8.2	Develop and launch a Youth Peoples Academy.	Short
	7.2	Establish a liaison to welcome and guide immigrant and refugee born residents as they participate in boards, commissions, and committees. The liaison can also provide support for translation, answer questions, etc.	Short
	10.3	The Town supports community organizations to develop solutions to existing language access issues among low English proficient communities that the Town does not currently reach.	Medium
	8.3	Engage youth to participate in Town decision-making processes (i.e. public comment at Council meetings, participation in advisory board meetings, emails to Council, etc.).	Medium
	7.1	Create and launch a recruitment process to Town boards, commissions, and committees that is strategic, intentional, iterative, and accessible to immigrant and refugee residents. A focus will be given to bilingual residents while the Town builds capacity to accommodate low English proficient residents.	Medium
	3.1	Continue to focus on increasing the capacity of existing public housing maintenance staff and improving maintenance efforts of the Town's Public Housing inventory.	Medium
	3.2	Continue to increase the Town's capacity to address and enforce code compliance in all areas within the town's limits, with a focus on communities serving immigrant and refugee residents.	Medium
	6.4	Jointly design a series of presentations on gun violence, youth drug abuse, etc. with local organizations that serve immigrants and refugees and offer them to their clients. Provide presentations in multiple languages.	Medium
	2.3	Continue implementation of the Town's Affordable Housing Strategies ^[1] and identify national best practices for affordable housing that serves immigrant and refugee populations.	Long
	12.3	Expand the Town's collaboration with local government and institutions across Orange County to implement the BIC Action Plan.	Long
	11.1	Further develop a cohort of multi-lingual and multi-cultural Town employees.	Long
	12.2	Strengthen the Town's connections to community organizations that serve immigrant and refugee residents through more extensive partnerships and increased financial support when needed.	Long
	1.2	Engage Chapel Hill employers with a significant immigrant and refugee workforce in improving transportation options for their 2 nd and 3 rd shift workers.	Long
	12.1	Develop Town staff and appointed board, commission, committee, and council members to work effectively with diverse groups of people including immigrants and refugees.	Long
	5.1	Continue implementation of the Town's Manufactured Home Strategy ^[1] . ☑Engage immigrant and refugee residents of manufactured home park communities in jointly designing solutions.	Long
	6.2	CHPD increases its attendance at events and meetings where there are opportunities to interact and build relationships with immigrant and refugee residents and organizations, with particular focus on immigrant and refugee populations to which the CHPD has not historically had strong connections.	Long
	11.2	Town continues to explore cross-cultural learning opportunities for employees to deepen their understanding of different cultures and languages.	Long
	1.3	Pilot a CHT demand based transportation solution.	Long

Building Integrated Communities Action Plan Implementation Timeline

Note: This is a implementation timeline for the short-term (0-2 years) strategies identified in the BIC Action Plan.

Strategy	FY19		FY20		FY21				Current Status		
	Apr - Jun	Jul-Sep	Oct-Dec	Jan-Mar	Apr - Jun	Jul-Sep	Oct-Dec	Jan-Mar	Apr - Jun	(as of September 2019)	
10.1 Create a Town-wide Language Access Plan, in partnership with community organizations serving residents with low English proficiency, with particular focus on language justice and legal compliance.	←		→							Plan under development, anticipated to be presented to Council for consideration in November 2019.	
10.2 Town establishes a contract for interpretation and translation services for identified critical languages.										Contract under development and being reviewed internally.	
10.4 Establish a standardized message about language accessibility and other information (e.g. all are welcome, no identification required, this is a safe space, etc.) to include on all publicity for Town meetings.										Multi-lingual Town Hall welcome signage designed and being printed; general message under development.	
4.1 Translate critical public housing documents into key identified languages, including application process and application form.		←		→						Resident notices routinely translated; translation of additional vital documents anticipated with LAP implementation.	
4.2 Provide interpretation for critical public housing appointments with staff.										Demand-based interpretation provided by outside contractor.	
5.2 Update Chapel Hill manufactured home resident engagement efforts to include legal education related to housing resources for home ownership and rental housing options, etc.		←						→		Workshops under development in partnership with Empowerment and other community partners.	
1.4 Provide information to immigrant and refugee residents in their preferred language highlighting their ability to use CHT services and future public transit (e.g. Bus Rapid Transit).		←						→		Interpretation and multi-lingual outreach flyers provided for BRT community input meetings.	
6.3 CHPD continues to present Know Your Rights sessions at events like Faith ID Drives and in neighborhoods with large immigrant and refugee populations including Public Housing.	←							→		CHPD supported an estimated 15 Know Your Rights sessions as of September 2019, with additional workshops scheduled for remainder of the year.	
2.1 Non-governmental affordable housing providers amend policies to allow residents without documentation status to be eligible for homeownership and rental housing.				←		→				To begin in FY20 3rd Quarter.	
1.1 Collaborate with Chapel Hill Transit (CHT) on short-term transit planning process. Extend service to neighborhoods with immigrant and refugee residents whose primary method of transportation is public transit										Interpretation and multi-lingual outreach flyers provided for BRT community input meetings.	
6.1 Chapel Hill Police Department (CHPD) creates a more centralized and intentional outreach request process.		←						→		Process under development.	
2.2 Support the Town's Public Housing Master Plan project to facilitate the involvement of immigrant and refugee residents in the Plan process.										Interpretation and multi-lingual outreach flyers provided for master plan input meetings.	
4.3 Provide housing education and outreach opportunities for immigrant and refugee residents. Suggested topics include: housing rights, power of attorney, homeownership lending options		←						→		Workshops under development in partnership with community partners.	
8.1 Engage immigrant and refugee youth in the Town's current Youth Initiative.	←							→		Partnered with local community groups and community members serving immigrant and refugees to help recruit youth for the Town's Youth Design Team.	
9.1 Strengthen the Peoples Academy recruitment and curriculum to include immigrant and refugee residents.						←		→		To begin in FY20 4th Quarter for 3rd People's Academy Cohort.	
8.4 Expand Town Hall visits to a broader range of schools (public, private, charter, homeschool), grade-levels, and classes, with particular focus on recruitment of groups with a large number of immigrant and refugee students.							←		→		To be implemented in FY21 2nd Quarter.
8.2 Develop and launch a Youth Peoples Academy.						←		→		To be implemented in FY20 4th Quarter.	
7.2 Establish a liaison to welcome and guide immigrant and refugee born residents as they participate in boards, commissions, and committees. The liaison can also provide support for translation, answer questions, etc.										In development. Currently drafting materials to support welcoming and inclusive Town meeting spaces.	

Icons: Building Integrated Communities Logo with 5 key issue areas





TOWN OF CHAPEL HILL

Town Hall
405 Martin Luther King Jr.
Boulevard
Chapel Hill, NC 27514

Item Overview

Item #: 3., **File #:** [19-0756], **Version:** 1

Meeting Date: 9/18/2019

Discuss Affordable Housing Prioritized Sites Analysis.

Staff:

Loryn B. Clark, Executive Director
Sarah Osmer Viñas, Assistant Director
Nate Broman-Fulks, Affordable Housing Manager
Emily Holt, Affordable Housing Development Officer

Department:

Housing and Community

Overview: This update provides Council with the feasibility analysis for the three Town-owned sites Council prioritized for affordable housing development. The attached "Affordable Housing on Public Owned Land Strategy Report" outlines key factors for direction on next steps, including:

- Project Size
- Project Impact
- Town Resources
- Funding Source
- Town Staff Capacity

Staff will present their recommendations for next steps at each of the three sites, including how to move forward with development at the Jay Street and Bennett Road sites. Staff will also share suggestions for additional analysis on the suitability of development at the Dogwood Acres Drive site.



Recommendation(s):

That the Council receive the update and provide guidance to staff on next steps.

Fiscal Impact/Resources: There is no immediate fiscal impact for this item. Fiscal impact and staff resources will vary significantly based on the chosen pathways for moving forward with each site.



Attachments:

- Staff Presentation (forthcoming)
- Affordable Housing Feasibility Report
- Affordable Housing Development on Public Land Strategy Report

The Agenda will reflect the text below and/or the motion text will be used during the meeting.

PRESENTERS: Nate Broman-Fulks, Affordable Housing Manager
Emily Holt, Affordable Housing Development Officer

This report provides an update to the Council on the feasibility analysis conducted on three Town-owned sites prioritized by the Council for affordable housing development. The update includes potential next steps.



Affordable Housing Feasibility Report

Prioritized Affordable Housing Sites



Overview

In [June 2018](#), the Town Council prioritized three Town-owned sites for affordable housing development. They are on Jay Street, Bennett Road, and Dogwood Acres Drive. A local engineering consultant, Ballentine Associates, completed a feasibility analysis to gain a better understanding of whether development was possible on each site and to what degree. This report outlines the analysis.

Key Findings

- Affordable housing development is possible on all three sites.
- There are no apparent site issues that would make development cost-prohibitive.
- The development potential varies by site, with the lowest potential unit count on Jay Street (50 units) and the highest at Dogwood Acres Drive (170 units).

Jay Street Property Evaluation

Evaluation Category	Finding
Development Potential	✓
Feasible Number of Units	~50
Unit Types	Apartments, community building on large site Duplex on adjacent small site
Existing Plans/Recommendations Town Properties Task Force Recommendation: <ol style="list-style-type: none"> 1. Three small parcels (.55 acres total) <ul style="list-style-type: none"> ▪ Partner with a non-profit provider and offer the lots on Jay Street as potential affordable housing. 2. Large parcel (7.34 acres) <ul style="list-style-type: none"> ▪ Due to potentially difficult access, continue to manage portions of the property as open space and preserve the corridor of the future campus-to-campus bike trail and planned Town greenway. 	<ul style="list-style-type: none"> ▪ One small parcel could be used for a duplex. Steep slopes on other two small parcels make development difficult but could be used for sewer/water access to large parcel. ▪ Address access issues with improvements to Jay Street ▪ Preservation of planned greenway corridors can be accommodated along with affordable housing development
Additional Findings/Considerations	Development would need to be on the northern half of site due to steep slopes on southern half

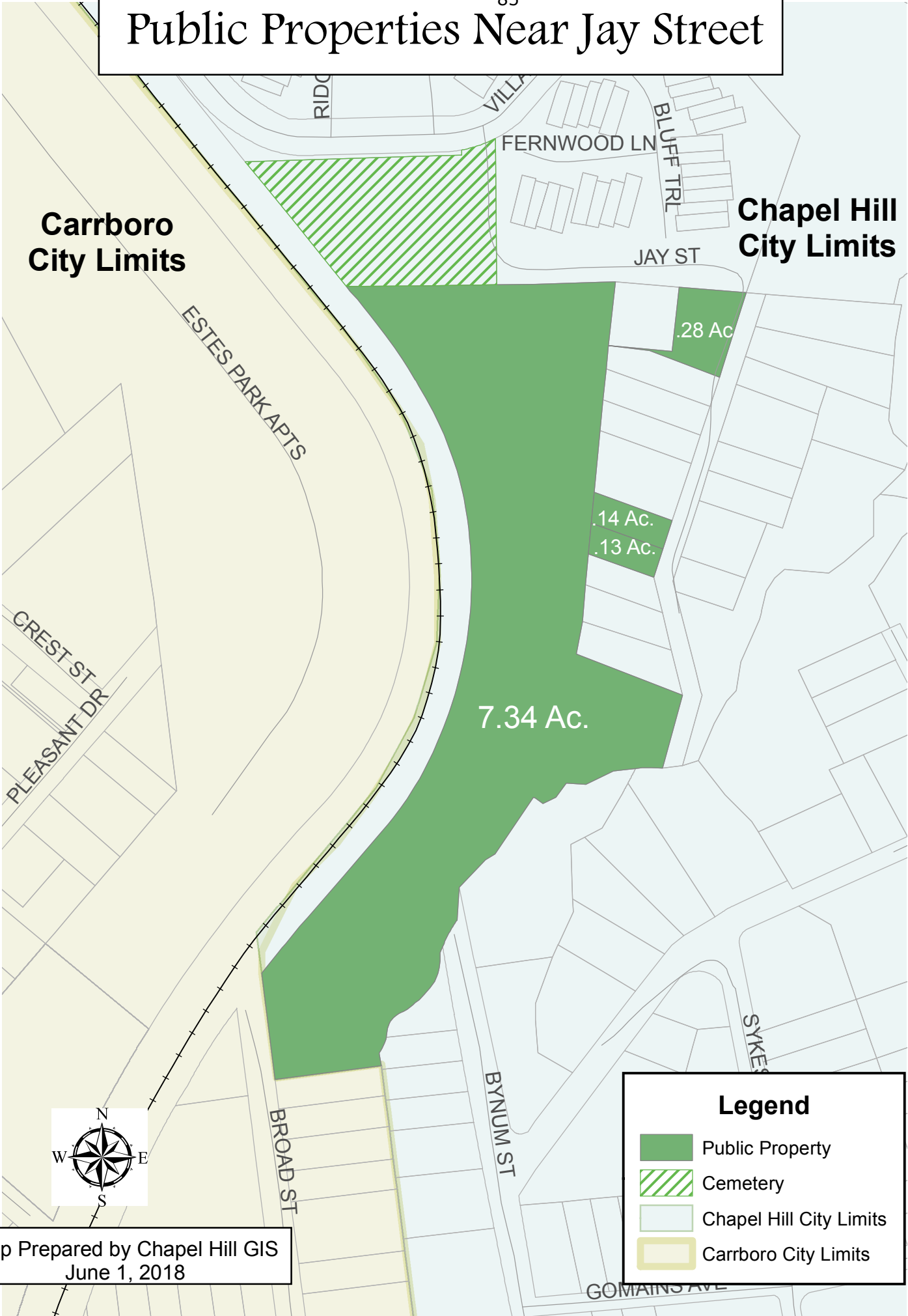
Bennett Road Property Evaluation

Evaluation Category	Finding
Development Potential	✓
Feasible Number of Units	~60 or more
Unit Types	Townhomes and Apartments
Existing Plans/Recommendations Town Properties Task Force Recommendation: <ul style="list-style-type: none"> ▪ Land-bank property for possible future consideration unless a compelling proposal is made. 	<ul style="list-style-type: none"> ▪ Town Council identified site for affordable housing development. Evaluation has shown affordable housing development is feasible.
Additional Findings/Considerations	Steep slopes introduce development challenges on southern portion of site

Dogwood Acres Drive Property Evaluation

Evaluation Category	Finding
Development Potential	✓
Feasible Number of Units	~100 or more North Parcel ~70 South Parcel
Unit Types	Townhomes, Apartments, and Community Facilities
Existing Plans/Recommendations <ul style="list-style-type: none"> ▪ Currently preserved as open space, walking trails and disc golf course as part of Southern Community Park. 	<ul style="list-style-type: none"> ▪ Affordable housing development would be a change from the existing use of the site.
Additional Findings/Considerations	Could be a competitive Low-Income Housing Tax Credit property.

Public Properties Near Jay Street



Carrboro City Limits

Chapel Hill City Limits

7.34 Ac.

.28 Ac.

.14 Ac.

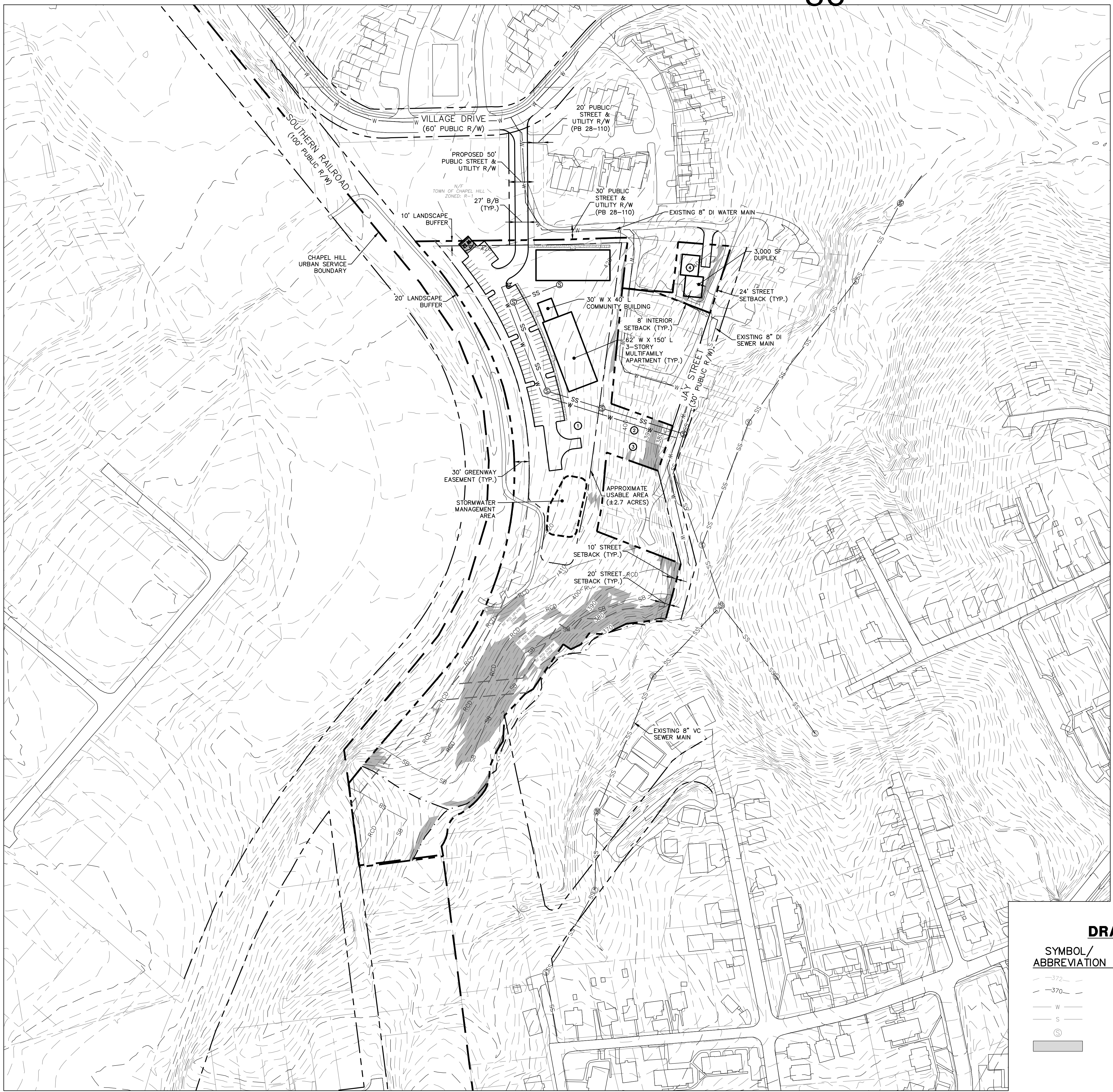
.13 Ac.



Map Prepared by Chapel Hill GIS
June 1, 2018

Legend

- Public Property
- Cemetery
- Chapel Hill City Limits
- Carrboro City Limits



NOTES

1. THIS PLAN IS CONCEPTUAL ONLY AND IS NOT TO BE USED FOR CONSTRUCTION. EXISTING CONDITIONS SHOWN ARE BASED UPON GIS INFORMATION FROM PUBLICLY AVAILABLE GIS SOURCES AND MUST BE CONFIRMED.
2. THIS PLAN HAS NOT BEEN REVIEWED BY THE AUTHORITIES HAVING JURISDICTION OVER THE DEVELOPMENT ON THIS SITE. BALLENTINE ASSOCIATES DOES NOT GUARANTEE THAT THE DEVELOPMENT INTENSITY OR LAYOUT DEPICTED ON THIS PLAN WOULD BE APPROVED AS SHOWN. FURTHER STUDY IS REQUIRED.

SITE DATA (PARCELS #1-3)

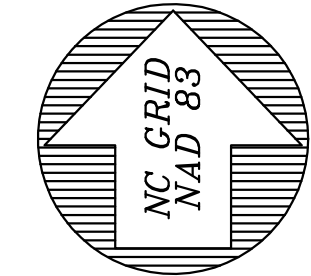
APPLICANT:	TOWN OF CHAPEL HILL
PROPERTY OWNER:	TOWN OF CHAPEL HILL
PROPERTY ADDRESS:	JAY STREET, CHAPEL HILL, NC
PIN NUMBERS:	9778-99-9279, 9788-09-1257, 9788-09-1232
EXISTING ZONING:	R3
PROPOSED ZONING:	R-SS-C
EXISTING USE:	WOODED/VACANT
PROPOSED USE:	MULTIFAMILY, OVER 7 DWELLING UNITS
PROPOSED USE GROUP:	A
SETBACKS:	N/A' (SOLAR) 0' (INTERIOR) 10' (STREET)
NET LAND AREA:	331,438 SF (7.61 AC)
CREDITED STREET AREA:	33,144 SF (0.76 AC)
GROSS LAND AREA:	364,582 SF (8.37 AC)
FLOOR AREA SUMMARY:	
UPLAND RCD ZONE	AREA: 38,864 FAR: 1.10 ALLOWABLE FAR: 42,750 SF
MANAGED USE RCD ZONE	40,928 .019 778 SF
STREAMSIDE RCD	54,561 .010 546 SF
NON-RCD	230,229 SF 1.10 253,252 SF
TOTAL	364,582 SF 297,326 SF
UNIT SUMMARY:	
DWELLING UNITS ALLOWED (R-SS-C)	N/A
EXISTING UNITS	0
PROPOSED UNITS	48
PARKING SUMMARY:	
PARKING SPACES REQUIRED (2 BR):	1.4/UNIT (MIN) 1.75/UNIT (MAX)
PARKING SPACES PROVIDED:	68 SPACES (1.4/UNIT)
RECREATION SPACE SUMMARY:	
REQUIRED (0.170 X GLA)	18,230 SF
PROPOSED -	XX,XXX SF

SITE DATA (PARCEL #4)

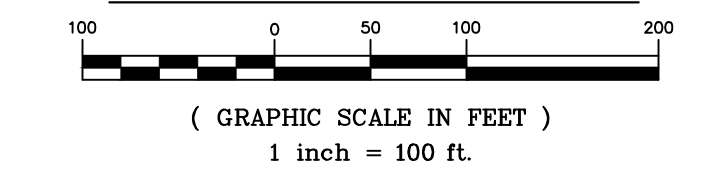
APPLICANT:	TOWN OF CHAPEL HILL	
PROPERTY OWNER:	TOWN OF CHAPEL HILL	
PROPERTY ADDRESS:	JAY STREET, CHAPEL HILL, NC	
PIN NUMBERS:	9788-09-2556	
EXISTING ZONING:	R-3	
PROPOSED ZONING:	R-3	
EXISTING USE:	WOODED/VACANT	
PROPOSED USE:	DUPLEX	
PROPOSED USE GROUP:	A	
SETBACKS:	11' (SOLAR) 8' (INTERIOR) 24' (STREET)	
NET LAND AREA:	12,379 SF (0.28 AC)	
CREDITED STREET AREA:	1,238 SF (0.03 AC)	
GROSS LAND AREA:	13,617 SF (0.31 AC)	
FLOOR AREA SUMMARY:		
AREA	FAR	ALLOWABLE FAR
13,617 SF	0.4	5,446 SF
UNIT SUMMARY:		
DWELLING UNITS ALLOWED (R3)	1 (MAX 3,000 SF)	
EXISTING UNITS	0	
PROPOSED UNITS	1	
PARKING SUMMARY:		
PARKING SPACES REQUIRED:	4 SPACES (MAX)	
PARKING SPACES PROVIDED:	4 SPACES	

DRAWING LEGEND

SYMBOL/ABBREVIATION	DESCRIPTION
-372-	MINOR CONTOUR
-370-	MAJOR CONTOUR
W	SEWER LINE
S	SEWER MANHOLE
⊙	SLOPES GREATER THAN 25%

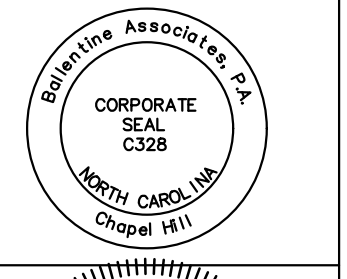


FINAL CONCEPTUAL SITE PLAN - JAY STREET



REVIEW DRAWING NOT FOR CONSTRUCTION

BALLENTINE ASSOCIATES, P.A.
 1000 SOUTH CAROLINA AVENUE, SUITE 200
 CHAPEL HILL, NC 27514
 (919) 999-0404
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NOT FOR CONSTRUCTION
 029127
 ENGINEER
 GEORGE J. REARDON

DATE	REVISIONS
14 JUN 19	SECOND ACCESS ISSUE
26 AUG 19	REFINED PREFERRED OPTION

OWNER INFORMATION
 TOWN OF CHAPEL HILL
 405 MARTIN LUTHER KING JR BLVD
 CHAPEL HILL, NC 27514
 OWNERS REPRESENTATIVE:
 XXX XXXXX
 PH: (000) 000-0000
 FAX: (000) 000-0000
 EMAIL:

DATE	ISSUED
14 JUN 19	PRELIM TO TOCH
11 JUN 19	TEST FITS TO TOCH
14 JUN 19	TEST FITS TO TOCH
16 JUN 19	TEST FITS TO TOCH
26 AUG 19	FINAL TEST FITS TO TOCH

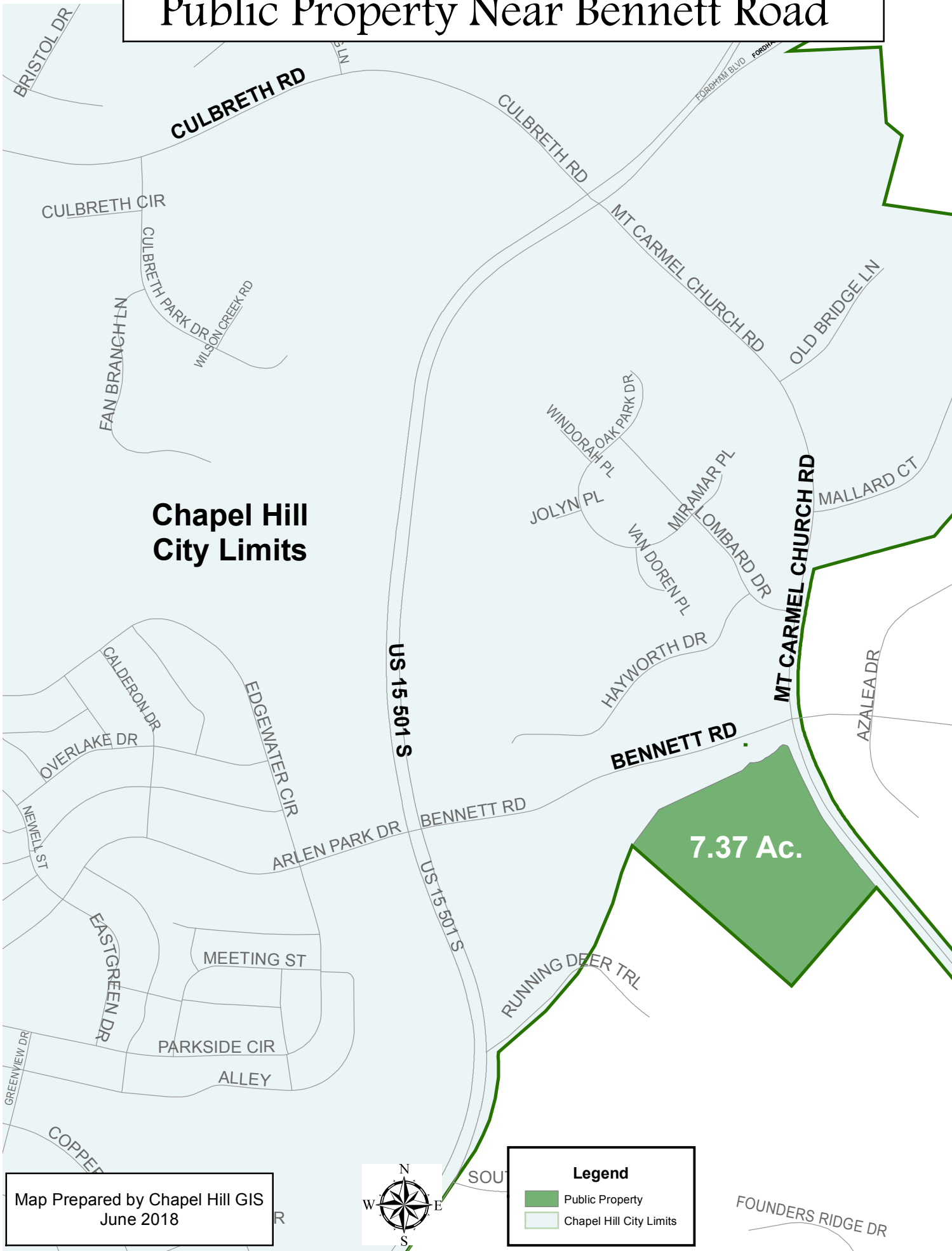
TOWN OF CHAPEL HILL AFFORDABLE HOUSING SITE ANALYSIS
 CHAPEL HILL, NORTH CAROLINA
BA SCHEMATIC DESIGN DRAWINGS

JOB NUMBER: 119004.00
 DATE: 14 MAY 19
 SCALE: AS SHOWN
 DRAWN BY: J.B.M.
 REVIEWED BY: G.J.R.

SHEET C1001

N:\Projects\19004.00 Chapel Hill AH1 - Dwg\BA_Model\Final\C1001-SchChapel Hill AH1.dwg 8/22/2019 4:28:58 PM JohnM

Public Property Near Bennett Road



**Chapel Hill
City Limits**

7.37 Ac.

Legend

- Public Property
- Chapel Hill City Limits



Map Prepared by Chapel Hill GIS
June 2018



NOTES

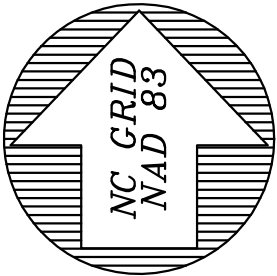
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SITE DATA

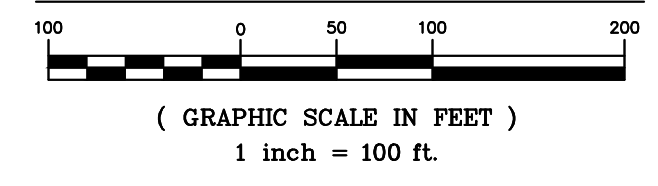
APPLICANT:	TOWN OF CHAPEL HILL		
PROPERTY OWNER:	TOWN OF CHAPEL HILL		
PROPERTY ADDRESS:	BENNETT ROAD, CHAPEL HILL, NC		
PIN NUMBERS:	9787-27-9166		
EXISTING ZONING:	R-LD-1 W/ WATERSHED PROTECTION DISTRICT		
PROPOSED ZONING:	R-SS-C		
EXISTING USE:	WOODED/VACANT		
PROPOSED USE:	MULTIFAMILY, OVER 7 DWELLING UNITS		
PROPOSED USE GROUP:	A		
SETBACKS:	N/A' (SOLAR)	0' (INTERIOR)	10' (STREET)
NET LAND AREA:	172,115 SF (3.95 AC)		
CREDITED STREET AREA:	17,211 SF (0.40 AC)		
GROSS LAND AREA:	189,326 SF (4.35 AC)		
FLOOR AREA SUMMARY:	AREA	EAR	ALLOWABLE FAR
	189,326 SF	1.10	208,259 SF
UNIT SUMMARY:			
DWELLING UNITS ALLOWED (R-1)	N/A		
EXISTING UNITS	0		
PROPOSED UNITS	59		
PARKING SUMMARY:			
PARKING SPACES REQUIRED (2 BR):	1.4/UNIT (MIN)	1.75/UNIT (MAX)	
PARKING SPACES PROVIDED:	98 SPACES (1.66/UNIT)		
RECREATION SPACE SUMMARY:			
REQUIRED (0.050 X GLA)	9,466 SF		
PROPOSED -	XX,XXX SF		

DRAWING LEGEND

SYMBOL/ABBREVIATION	DESCRIPTION
-372-	MINOR CONTOUR
-370-	MAJOR CONTOUR
W	WATER LINE
S	SEWER LINE
⊙	SEWER MANHOLE
[Hatched Box]	SLOPES GREATER THAN 25%

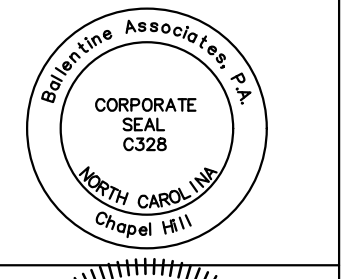


FINAL CONCEPTUAL SITE PLAN - BENNETT ROAD



REVIEW DRAWING NOT FOR CONSTRUCTION

BALLENTINE ASSOCIATES, P.A.
 1001 SOUTH MAIN STREET, SUITE 200
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 FAX: (704) 943-2701
 WWW.BALLENTINEASSOCIATES.COM



NOT FOR CONSTRUCTION
 ENGINEER
 GEORGE J. REARDON

DATE	REVISIONS
14 JUN 19	1. SECOND ACCESS ISSUE
16 JUL 19	2. MIXED OPTION
26 AUG 19	3. REFINED PREFERRED OPTION

OWNER INFORMATION
 TOWN OF CHAPEL HILL
 405 MARTIN LUTHER KING JR BLVD
 CHAPEL HILL, NC 27514
 OWNERS REPRESENTATIVE:
 XXX XXXXX
 PH: (000) 000-0000
 FAX: (000) 000-0000
 EMAIL: XXX@XXX.COM

DATE	ISSUED
14 MAY 19	PRELIM TO TOCH
11 JUN 19	TEST FITS TO TOCH
14 JUN 19	TEST FITS TO TOCH
16 JUL 19	TEST FITS TO TOCH
26 AUG 19	FINAL TEST FITS TO TOCH

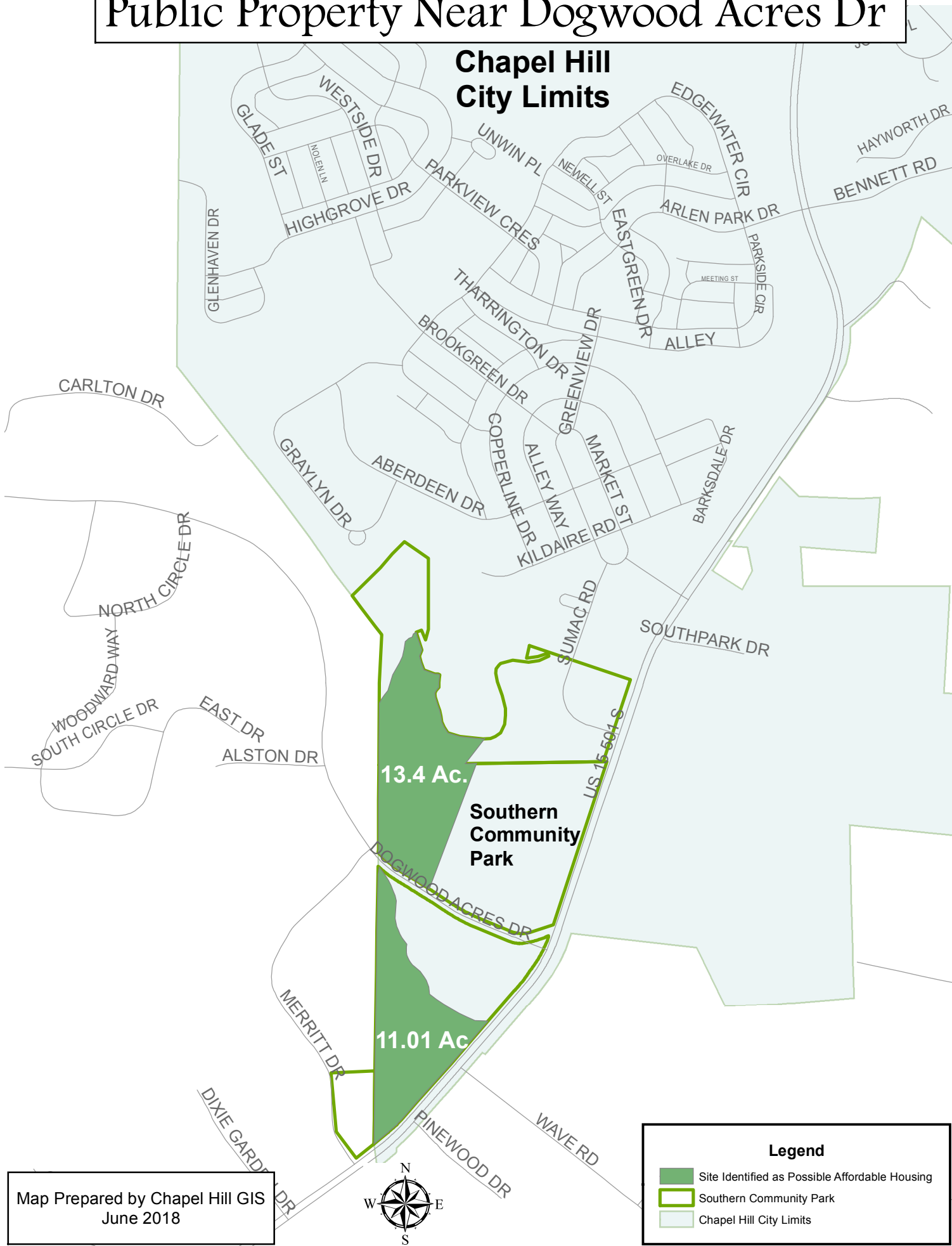
TOWN OF CHAPEL HILL
AFFORDABLE HOUSING SITE ANALYSIS
 CHAPEL HILL, NORTH CAROLINA
BA SCHEMATIC DESIGN DRAWINGS

JOB NUMBER: 119004.00
 DATE: 14 MAY 19
 SCALE: AS SHOWN
 DRAWN BY: J.B.M.
 REVIEWED BY: G.J.R.

SHEET C1002

Public Property Near Dogwood Acres Dr

Chapel Hill City Limits



13.4 Ac.

**Southern
Community
Park**

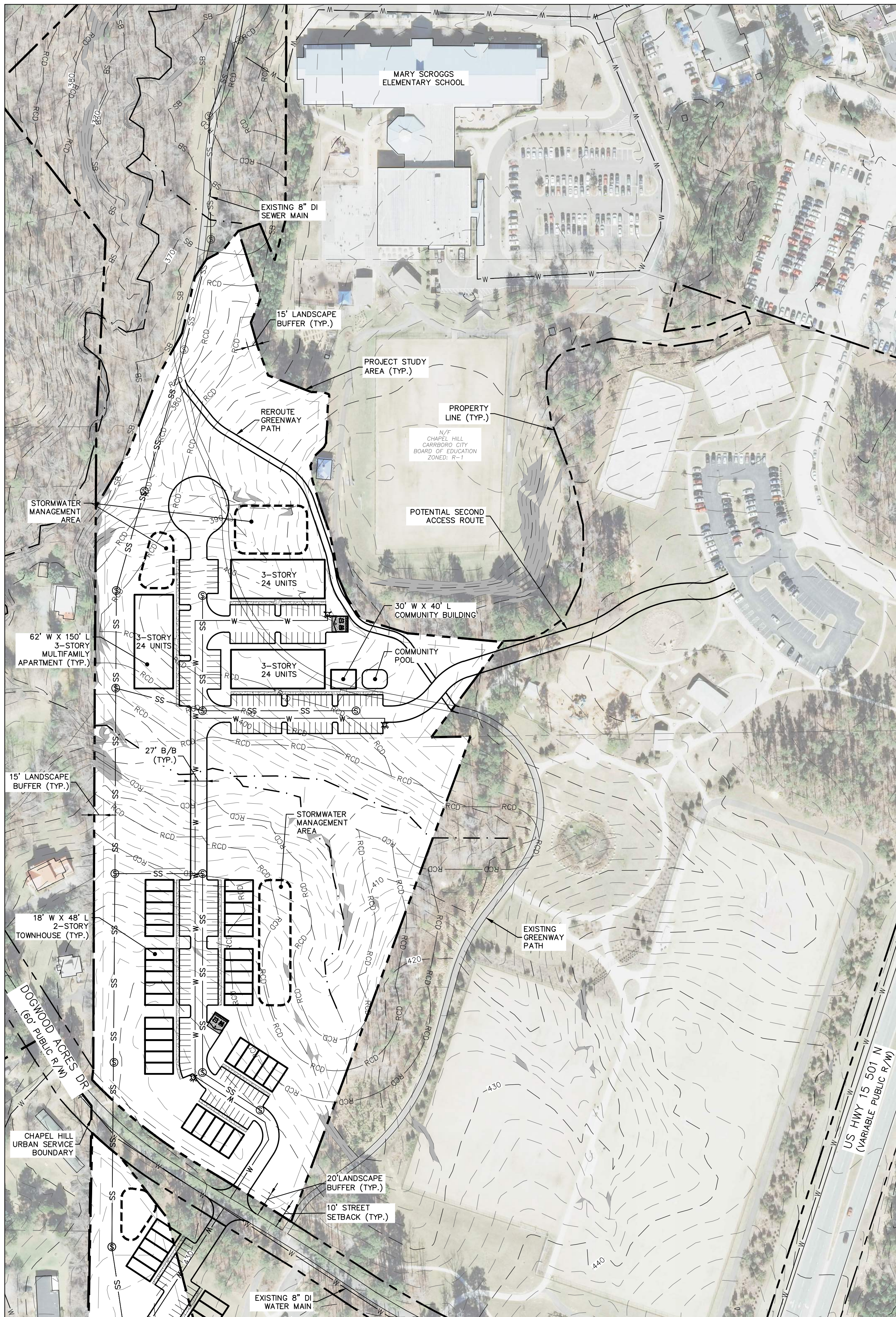
11.01 Ac

Legend

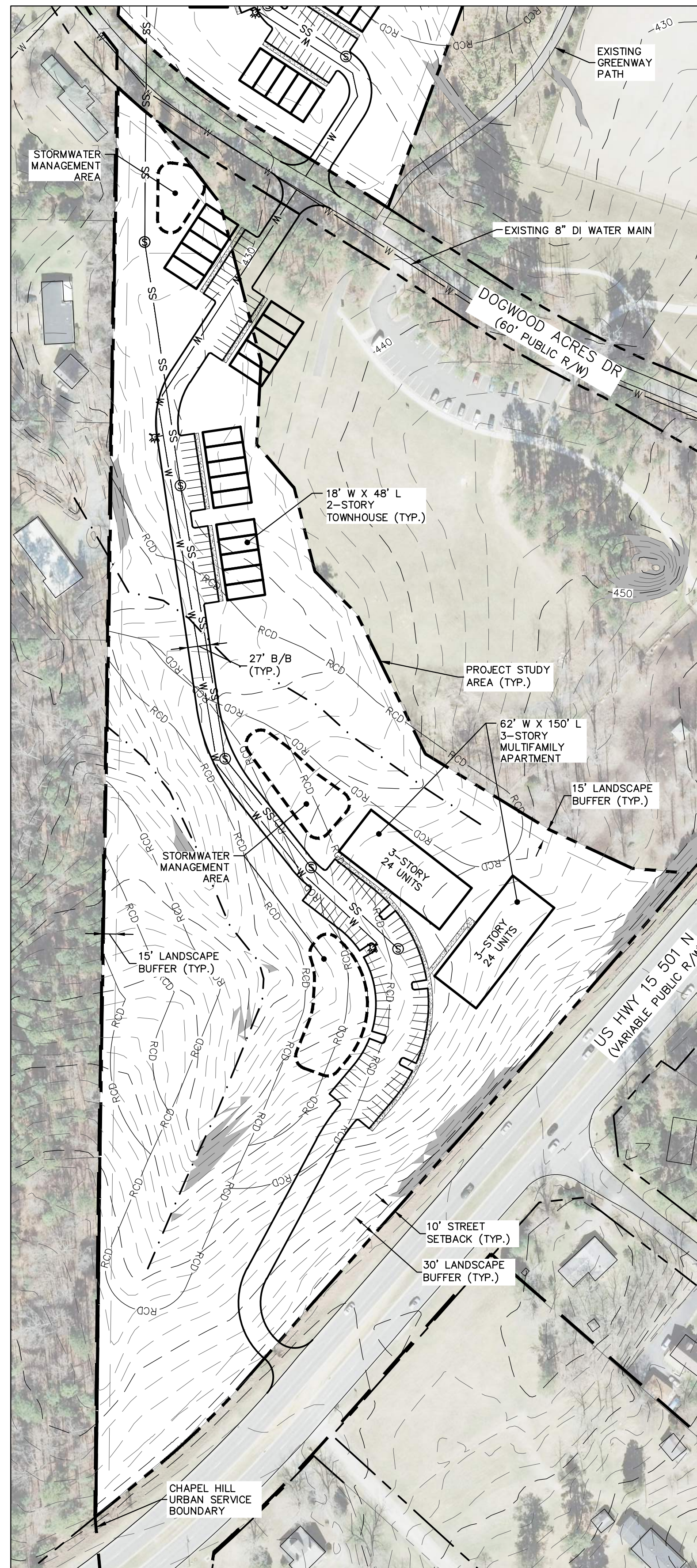
- Site Identified as Possible Affordable Housing
- Southern Community Park
- Chapel Hill City Limits



Map Prepared by Chapel Hill GIS
June 2018



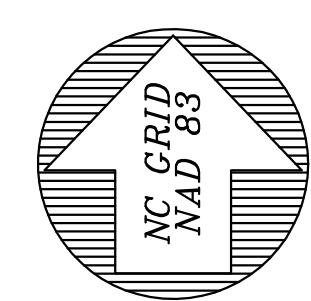
A5 DOGWOOD ACRES DR NORTH PARCEL
SCALE: 1" = 100'



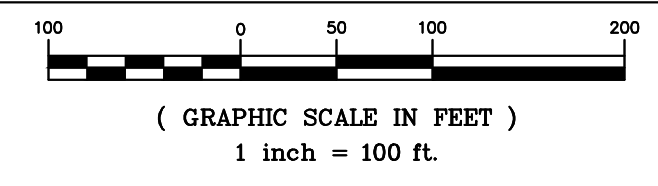
A3 DOGWOOD ACRES DR SOUTH PARCEL
SCALE: 1" = 100'

DRAWING LEGEND

SYMBOL/ABBREVIATION	DESCRIPTION
-372-	MINOR CONTOUR
-370-	MAJOR CONTOUR
— W —	WATER LINE
— S —	SEWER LINE
⊙	SEWER MANHOLE
▭	SLOPES GREATER THAN 25%



FINAL CONCEPTUAL SITE PLAN - DOGWOOD ACRES DRIVE



NOTES

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SITE DATA (NORTH PARCEL)

APPLICANT:	TOWN OF CHAPEL HILL
PROPERTY OWNER:	TOWN OF CHAPEL HILL
PROPERTY ADDRESS:	DOGWOOD ACRES DRIVE, CHAPEL HILL, NC
PIN NUMBERS:	9777-93-7092, 9777-93-7966
EXISTING ZONING:	R1 W/ WATERSHED PROTECTION DISTRICT
PROPOSED ZONING:	R-SS-C
EXISTING USE:	WOODED/VACANT
PROPOSED USE:	MULTIFAMILY, OVER 7 DWELLING UNITS
PROPOSED USE GROUP:	A
SETBACKS:	N/A' (SOLAR) 0' (INTERIOR) 10' (STREET)
NET LAND AREA:	587,032 SF (13.48 AC)
CREDITED STREET AREA:	58,703 SF (1.35 AC)
GROSS LAND AREA:	645,735 SF (14.82 AC)
FLOOR AREA SUMMARY:	
	AREA FAR ALLOWABLE FAR
UPLAND RCD ZONE	187,271 SF 1.10 205,998 SF
MANAGED USE RCD ZONE	90,665 SF .019 1,723 SF
STREAMSIDE RCD	101,563 SF .010 1,016 SF
NON-RCD	266,236 SF 1.10 292,860 SF
TOTAL	645,735 SF 501,597 SF
UNIT SUMMARY:	
DWELLING UNITS ALLOWED (R-SS-C)	N/A
EXISTING UNITS	0
PROPOSED UNITS	107
PARKING SUMMARY:	
PARKING SPACES REQUIRED (2 BR):	1.4/UNIT (MIN) 1.75/UNIT (MAX)
PARKING SPACES PROVIDED:	160 SPACE (1.6/UNIT)
RECREATION SPACE SUMMARY:	
REQUIRED (0.05 X GLA)	32,287 SF
PROPOSED -	XX,XXX SF

SITE DATA (SOUTH PARCEL)

APPLICANT:	TOWN OF CHAPEL HILL
PROPERTY OWNER:	TOWN OF CHAPEL HILL
PROPERTY ADDRESS:	DOGWOOD ACRES DRIVE, CHAPEL HILL, NC
PIN NUMBERS:	9777-92-6176
EXISTING ZONING:	R1
PROPOSED ZONING:	R-SS-C
EXISTING USE:	WOODED/VACANT
PROPOSED USE:	MULTIFAMILY, OVER 7 DWELLING UNITS
PROPOSED USE GROUP:	A
SETBACKS:	N/A' (SOLAR) 0' (INTERIOR) 10' (STREET)
NET LAND AREA:	498,756 SF (11.45 AC)
CREDITED STREET AREA:	49,876 SF (1.14 AC)
GROSS LAND AREA:	548,632 SF (12.59 AC)
FLOOR AREA SUMMARY:	
	AREA FAR ALLOWABLE FAR
UPLAND RCD ZONE	47,703 SF 1.10 52,473 SF
MANAGED USE RCD ZONE	51,502 SF .019 979 SF
STREAMSIDE RCD	133,414 SF .010 1,334 SF
NON-RCD	316,013 SF 1.10 347,614 SF
TOTAL	548,632 SF 402,400 SF
UNIT SUMMARY:	
DWELLING UNITS ALLOWED (R-SS-C)	N/A
EXISTING UNITS	0
PROPOSED UNITS	68
PARKING SUMMARY:	
PARKING SPACES REQUIRED (2 BR):	1.4/UNIT (MIN) 1.75/UNIT (MAX)
PARKING SPACES PROVIDED:	105 SPACES (1.54/UNIT)
RECREATION SPACE SUMMARY:	
REQUIRED (0.05 X GLA)	27,432 SF
PROPOSED -	XX,XXX SF

BALLENTINE ASSOCIATES, P.A.
CORPORATE SEAL
SECURITY CAROL HILL
CHapel Hill, NC
REGISTERED PROFESSIONAL ENGINEER
NO. 029127
GEOGE J. REYNOLDS

NOT FOR CONSTRUCTION
DATE: 14 JUN 19, 16 JUL 19, 26 AUG 19, 05 SEP 19
REVISIONS: SECOND ACCESS ISSUE, POTENTIAL ACCESS OPTIONS ADDED, REFINED PREFERRED OPTION, REROUTE GREENWAY PATH

DATE	REVISIONS
14 JUN 19	PRELIM TO TOCH
16 JUL 19	TEST FITS TO TOCH
26 AUG 19	TEST FITS TO TOCH
05 SEP 19	FINAL TEST FITS TO TOCH

OWNER INFORMATION
TOWN OF CHAPEL HILL
405 MARTIN LUTHER-KING JR BLVD
CHAPEL HILL, NC 27514
OWNERS REPRESENTATIVE:
XXX XXXXXX
PH: (000) 000-0000
FAX: (000) 000-0000
EMAIL:

DATE	ISSUED
14 JUN 19	PRELIM TO TOCH
16 JUL 19	TEST FITS TO TOCH
26 AUG 19	TEST FITS TO TOCH
05 SEP 19	FINAL TEST FITS TO TOCH

TOWN OF CHAPEL HILL AFFORDABLE HOUSING SITE ANALYSIS
CHAPEL HILL, NORTH CAROLINA
BA SCHEMATIC DESIGN DRAWINGS

JOB NUMBER: 119004.00
DATE: 14 MAY 19
SCALE: AS SHOWN
DRAWN BY: J.B.M.
REVIEWED BY: G.J.R.

SHEET C1003

REVIEW DRAWING NOT FOR CONSTRUCTION



Affordable Housing Development on Public Land

Strategy Report - September 2019



Purpose: This report highlights key factors for the Council to consider when designing the planning process for developing affordable housing on public land.

Overview: The use of publicly owned land for affordable housing is a promising strategy to ease the barriers to development. For example:

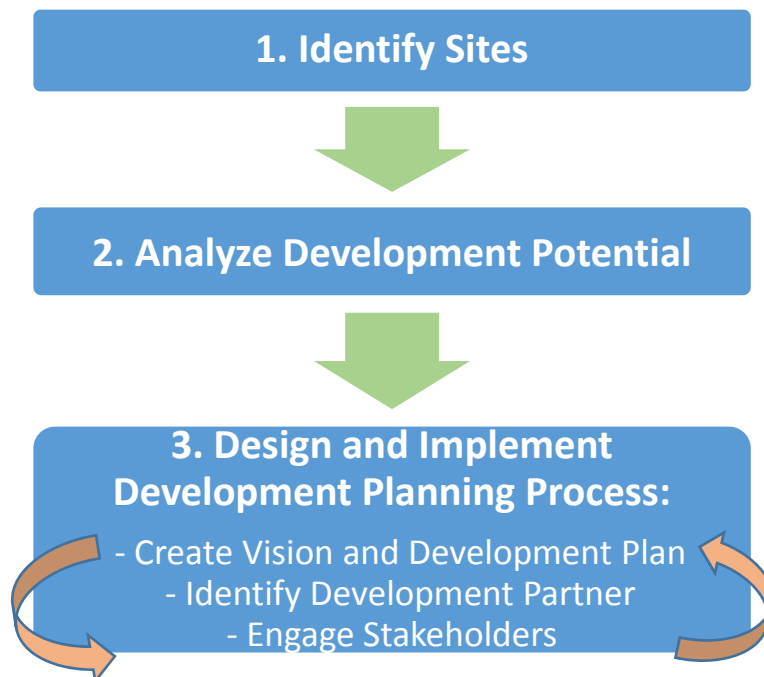
- Eliminating or reducing the cost of land for developers, particularly in areas with high land costs, can increase the feasibility of affordable development
- Offering public land for development is often accompanied by enhanced regulatory support and political will from municipalities

As a Town it is helpful to determine what role we should play and our capacity to manage the development process. This report describes the key factors for us to consider in evaluating our role in the development of public land and offers case studies to demonstrate the process other communities have followed.

I. Community Planning Process Overview

Development typically follows a multi-step process to progress from site selection to an initial site plan, beginning with site identification and an analysis of development potential on those site(s). However, how a municipality chooses to design and implement their planning process may vary, particularly the timing of when a development team is selected, which impacts the role a municipality plays during the planning process.

Outline of Development Planning Process





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II. Outline of Pathways for Development Planning Process

The two pathways outlined below demonstrate alternatives to consider in terms of when to engage a developer partner and the role the Town may play in a project's planning process:

Pathway 1: Town leads detailed site analysis, community engagement, and initial visioning; then procures developer to finance and implement initial plan.

In this scenario a municipality typically works independently or with a planning, design, and/or engineering team to select the project site, conduct initial analysis to determine site constraints and initial cost, engage the community in shaping the vision for the site, and garnering support for the project from the community. While the scope and actors in this scenario may vary, **the common goal is to develop an initial plan for the site that can be communicated during developer solicitation.**

Potential Benefits:

- Reduces uncertainty around what will be proposed for the site, may increase quality of development proposals
- Increases public control of process
- May increase support for project
- Developer Feedback: helpful if developer solicitations are not overly prescriptive in terms of site and design specifications

Case Study 1: Redevelopment of Durham County-Owned Downtown Parking Lots (See Attachment 1)

Pathway 2: Town procures development team early to lead planning and visioning process from beginning.

In this scenario a municipality typically determines one or several sites it wants to consider for development, collects preliminary information on the site(s), and issues a solicitation for a developer. An agency may indicate general development principles it has established either for the municipality overall or for a specific site – e.g., minimum percentage of affordability, energy efficiency standards, design principles. While the level of detail included in the solicitation may vary in terms of project goals and site details, **the common goal is to engage a developer early so that agency staff can transition leadership of the project in the initial stages of planning.**

Potential Benefits:

- Invites creativity and expertise from developer
- Minimizes staff resources for managing project
- Decreases Town pre-development expenses
- Proven developer could increase community trust in the project
- Developer Feedback: helpful if developer solicitations provide clear goals and/or policy objectives

Case Study 2: City of Charlotte – Affordable Housing Development on City-Owned Parcels (See Attachment 1)



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III. Factors to Consider When Determining Town Role in Development Process

The Town should consider a variety of factors related to characteristics of the organization and the site when evaluating its preferred role in the development planning process:¹

- **Project Size:** A project's yield (i.e., # of units) may or may not justify the up-front investment of time and cost required when leading a robust planning and community engagement process.
- **Impact on Surrounding Community:** Projects that will substantially impact the surrounding community – e.g., transform the use of the site, strain existing infrastructure – may face barriers to obtaining public and political support. The level of control and visibility an agency wants to maintain may depend on the level of community trust and controversy surrounding a project.
- **Town Resources:** Consider the amount of funding available to dedicate to a project. Leading the planning process without a development partner requires an up-front investment that otherwise could be written into the overall development budget and potentially paid for with other funding sources.
- **Funding Source:** The application process and regulatory timelines associated with a funding source may impact the Town's role. For example, both the application for and implementation of Low Income Housing Tax Credits require that projects follow a strict development schedule. When applying for tax credits or other specific funding source, consider early engagement of a developer that meets the eligibility requirements and understands the regulatory parameters of that source.
- **Staff Capacity:** If real estate development is not a core competency of the agency, or the agency has a full pipeline of properties slated for development, consider turning over leadership of a project quickly and early in the development process.

¹ Source: <https://www.enterprisecommunity.org/download?fid=3257&nid=3739>



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IV. Application of Factors to Town-Owned Parcels

The table below is intended to serve as a guide to help the Town determine the best pathway forward for a project based on the evaluation of factors described above.

Project Factor		Considerations
What is Anticipated Project Size?	Small=<40 units Medium=40-80 units Large=80+ units	<ul style="list-style-type: none"> ▪ Up-front investment of time and cost vs. project yield ▪ If staff capacity insufficient, developer may be better equipped to lead ▪ Developers may not be interested in high investment for low yield
What is estimated Project Impact?	Transformative vs Not Transformative	<ul style="list-style-type: none"> ▪ Level of desired agency control and visibility, community trust, and controversy ▪ Anticipated level of community opposition
Are up-front Town Resources available?	Likely vs Not Likely	<ul style="list-style-type: none"> ▪ Town-led pathway requires up-front investment that could be written into the overall development budget ▪ Consider funding availability for development projects overall.
What is anticipated Funding Source(s)?	Tax Credit or Flexible	<ul style="list-style-type: none"> ▪ Eligibility requirements, application process, and regulatory timelines associated with a funding source ▪ Developer's tax credit experience likely to improve chances of award
What Level of Staff Capacity is needed?	Higher vs Lower Level	<ul style="list-style-type: none"> ▪ Capacity in light of pipeline of development projects



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Attachment 1

Town staff conducted extensive research to explore the role various municipalities have chosen to play and the process they have followed in the development of affordable housing on public land. Using national best practice reports, local tools and policies, and interviews with local project managers, staff have chosen to highlight two exemplary case studies that illustrate the pathways described in the body of this report.

Case Study 1: Redevelopment of Durham County-Owned Downtown Parking Lots²

Pathway 1: Municipality leads detailed site analysis, community engagement, and initial visioning; then procures developer to finance and implement initial plan.

Background: Durham County engaged the Development Finance Initiative (DFI) out of the UNC School of Government to provide pre-development services for two County-owned parking lots on Main Street in Downtown Durham. DFI’s scope included community engagement, analyses of current conditions, site-specific market analysis, site planning, and a financial feasibility analysis. DFI was charged with creating a final development program that meets both public and private sector interests and then finding a development partner to realize that vision.

Outcomes: DFI and its architect partner implemented the predevelopment scope resulting in two [conceptual plans](#) for each site and a list of community-informed public interests to guide developer selection.

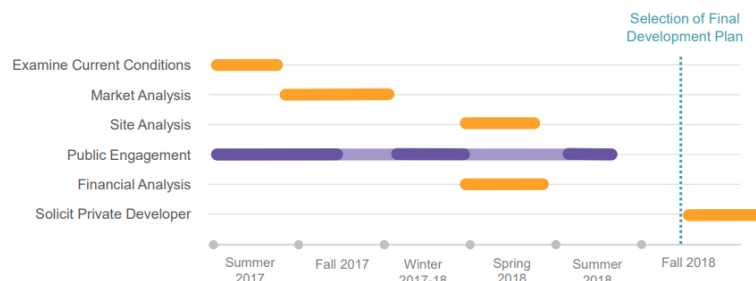
Developer Selection: the developer solicitation sought proposals for one or both sites that adhered to the public interests established by the Board of County Commissioners and the community. The Team received nine responses and made a recommendation for a developer partner to the Board of Commissioners in July 2019.

Other similar examples of Pathway 1 include:

- City of Asheville – Strategic Investment Sites: http://legacy.ashevillenc.gov/departments/community/community_development/affordable_housing/redevelopment_of_city_owned_land/redevelopment_sites.htm

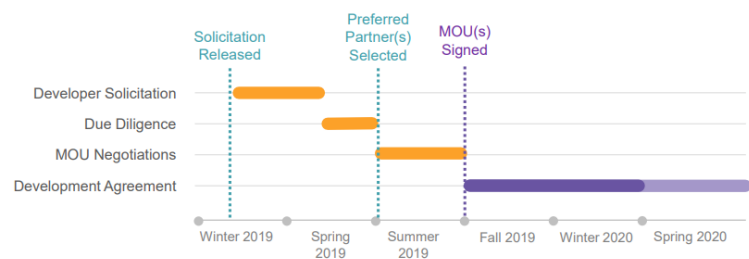
² Source: <https://www.dconnc.gov/county-departments/departments-a-e/engineering-and-environmental-services/project-management-division/current-projects/300-and-500-e-main-redevelopment>

Pre-Development Project Timeline



Note: Timeline subject to change due to market conditions, timing, type and scale of public interest process desired, as well as response during private developer outreach.

Post-Solicitation Project Timeline



Note: Timeline subject to change due to scale of due diligence required, negotiations with development partners and timing, type and scale of any additional public engagement.



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- Durham Housing Authority (DHA) - Downtown Neighborhood Planning: <http://www.durhamhousingauthority.org/development/ddnp/>
- Town of Chapel Hill – 2200 Homestead Road: <https://www.chapelhillaffordablehousing.org/2200-homestead>

Case Study 2: City of Charlotte – Affordable Housing Development on City-Owned Parcels³

Background: The City Real Estate Group worked with the Department of Housing & Neighborhood Services to identify parcels with potential for substantial affordable housing.

Developer Selection: The city issued an RFQ for affordable housing development on 9 parcels of city-owned land. The RFQ included basic information on the sites (see table) as well as the established City objectives for the construction of affordable housing on those sites, including:

- Provide a mix of affordable units;
- Be attractive and compatible with the character of the neighborhood and larger community, both aesthetically and functionally;
- Utilize environmentally-friendly and sustainable principles in project design and construction; and
- Incorporate community input on the proposed development unit mix, affordability and physical design.

8. CITY PROPERTIES UNDER CONSIDERATION FOR AFFORDABLE HOUSING USAGE

	Address	Tax ID Number	Acres	Zoning	Use
1	7619-7631 North Tryon Street	047-221-22 047-221-23	4.02	I-2(CD)	Vacant
2	Toomey Ave	145-016-12	0.77	R-22MF	Vacant
3	West Tyvola Road	143-051-01	5.016	R-22MF	Vacant
4	4209 Freedom Drive	059-041-05	3.718	R-4	Vacant
5	3801, 3807, 3821 Freedom Drive	059-012-16 059-012-17 059-012-18	2.83	R-4	Vacant
6	3924-3932 Freedom Drive	063-052-05 063-052-04	1.25	R-22MF	Vacant
7	Idlewild Road North	133-251-20	1.68	O-1	Parking Lot
8	1654 Newland Road	077-061-13	1.34	R-12MF	Vacant
9	2135 LaSalle Street	075-036-69 075-036-70 075-036-74 075-036-75 075-036-73 075-036-72 075-036-71	2.4	UR-2	Vacant

Outcomes: Five developers responded and were asked to submit formal proposals for their sites of interest. Three teams were approved as development partners for three of the sites. The selected developers will carry full responsibility for concept planning/visioning for site. The City will provide support during entitlement process.

Other similar examples of Pathway 2 include:

- City of Durham – Southside Lofts: <https://durhamnc.gov/487/Southside-Revitalization>; Willard Street Apartments: https://durhamnc.gov/DocumentCenter/View/12530/FINAL_COD_Jackson-Street-Property-RFQ_Oct_5_16?bidId=249

³ Sources: [Affordable Housing Development RFQ](#); [Charlotte Looks at Selling or Donating Land for Affordable Housing](#); [Affordable Housing Overview Publicly Owned Land](#); Interview with Zelleka Biermann, Housing Development Manager, City of Charlotte