



# 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 Karen Stegman  
Council Member Jessica Anderson  
Council Member Camille Berry  
Council Member Tai Huynh

Council Member Paris Miller-Foushee  
Council Member Michael Parker  
Council Member Amy Ryan  
Council Member Adam Searing

**Wednesday, January 18, 2023 6:30 PM**

**Library Meeting Room B**

### Language Access Statement

For interpretation or translation services, call 919-969-5105.

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Para servicios de interpretación o traducción, llame al 919-969-5105.

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如需口头或  
书面翻译服  
务，请拨打  
919-969-5105.

### In-Person Meeting Notification

#### View the Meeting

- Public attendance is welcome.
- We will not live stream the event, but will provide the Post-Meeting Video  
<https://www.townofchapelhill.org/councilvideo/>
- The Town of Chapel Hill wants to know more about who participates in its programs and processes, including Town Council meetings.
- Participate in a voluntary demographic survey  
<https://www.townofchapelhill.org/demosurvey>.

#### Parking

- Parking is available at the Library lots. The Library is served by CL Route, D Route, and GoTriangle Routes of Chapel Hill Transit

#### Entry and COVID-19 Protocols

- Meeting Room B is to the right from the main entrance.
- Visitors and employees will self-screen. Do not enter if you have these symptoms: Fever, chills, cough, sore throat, shortness of breath, loss of taste

*or smell, headache, muscle pain*

## **ROLL CALL**

## **OPENING**

## **ANNOUNCEMENTS BY COUNCIL MEMBERS**

## **AGENDA ITEM(S)**

1. Shaping Our Future - Transit Oriented Development and Land Use Management Ordinance (LUMO) Update. [\[23-0038\]](#)

PRESENTER: Diedra McEntyre, Principal Planner

The purpose of this item is for the Council to receive the presentation and provide feedback.

2. Update on Planning Systems Evaluation. [\[23-0039\]](#)

PRESENTER: Jennifer Keesmaat, The Keesmaat Group

The purpose of this item is to provide an update on the Planning Systems Evaluation.

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



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Chapel Hill, NC 27514

## Item Overview

**Item #:** 1., **File #:** [23-0038], **Version:** 1

**Meeting Date:** 1/18/2023

### **Shaping Our Future - Transit Oriented Development and Land Use Management Ordinance (LUMO) Update.**

#### **Staff:**

Diedra McEntyre, Principal Planner  
Caroline Dwyer, Transit Planning Manager  
Matt Cecil, Transit Development Manager  
Christopher Hall, Consultant

#### **Department:**

Planning  
Transit  
Transit  
Skidmore, Owings & Merrill

**Overview:** Staff and consultants initiated the Transit Oriented Development (TOD) planning and Land Use Management Ordinance (LUMO) visioning initiative in February 2022. This effort assesses development and redevelopment potential in the future North-South Bus Rapid Transit (NSBRT) corridor, concentrating on Focus Areas identified in the Town's adopted Future Land Use Map (FLUM) with the highest potential for redevelopment over the next 20 years.

The consultant team will present conceptual TOD scenarios for each station area that incorporate a range of housing types; retail, services, and employment; high-quality public realm; enhanced bike and pedestrian connections; and transportation greenways.

The consultant team will introduce recommended implementation strategies that focus on land use and development regulations, affordable housing preservation and creation, economic development, and accessibility and mobility. Equity spans all these categories, and a diverse set of strategies includes programs, funding, policies, regulations, incentives, and partnerships. Once adopted, the TOD Strategy and Implementation Plan will be integrated into the LUMO update's approach and content.

Staff anticipates bringing the final TOD Strategy and Implementation Plan to Council in February 2023.



#### **Recommendation(s):**

That the Council receive the presentation and provide feedback.



#### **Attachments:**

- Draft Staff Presentation
- Draft Implementation Strategy
- Council Decision Points and Work Plan Overview - Update

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

**PRESENTER:** Diedra McEntyre, Principal Planner

The purpose of this item is for the Council to receive the presentation and provide feedback.

# TOD Planning & LUMO Visioning SHAPING OUR FUTURE

## IMPLEMENTATION STRATEGIES TOWN COUNCIL WORK SESSION

January 18, 2023



Draft Meeting Packet



SOM

ORION  
PLANNING+DESIGN

neighboring  
concepts

SRF

SBFRIEDMAN



# Agenda

**RECAP:** *Shaping Our Future* overview, objectives, and alignment  
Council Comments and Feedback

**DISCUSS:** Implementation Recommendations

**REVIEW:** TOD Framework and Site Concepts

Draft

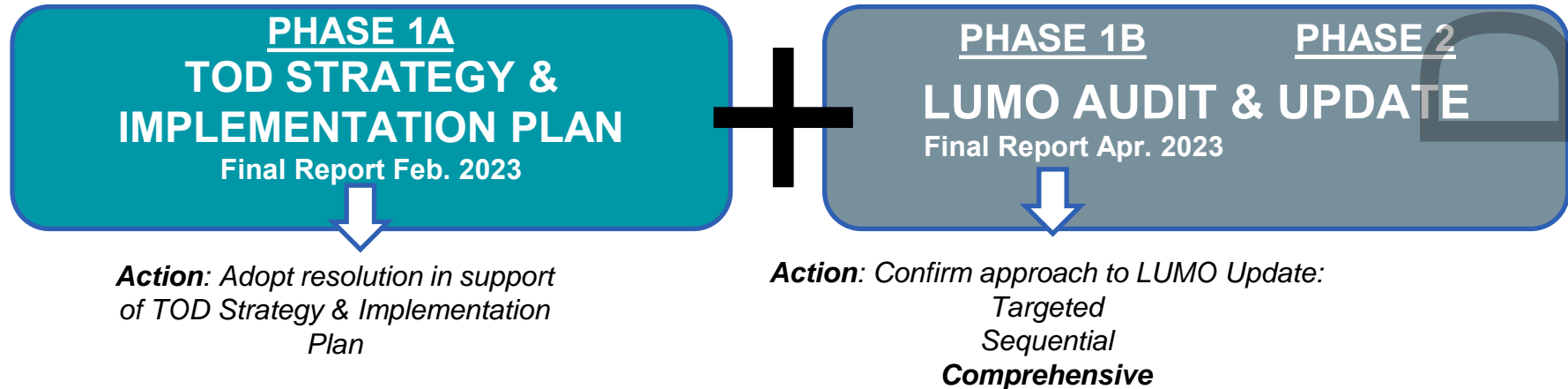
# RECAP: *Shaping Our Future* Overview<sup>6</sup>



**SUMMARY:** A **transportation and land use initiative** supporting vibrant, walkable places in identified growth areas (Focus Areas) across Chapel Hill.

***Shaping Our Future*** will create homes, services and jobs; attract transit riders; connect neighborhoods; and leverage public and private resources to implement the community's vision in identified Focus Areas. ***Shaping Our Future*** has two primary components:

## SHAPING OUR FUTURE =



# RECAP: *Shaping Our Future* Objectives & Outcomes



## PHASE 1A

### TOD STRATEGY & IMPLEMENTATION PLAN

*A refined policy direction for strategic growth and development*

Guides implementation of TOD

Includes:

- Analysis and findings
- Conceptual scenarios
- Recommendations

Establishes a framework and vision for TOD in the NSBRT Corridor



## PHASE 1B, PHASE 2

### LUMO AUDIT & UPDATE

*A regulatory mechanism*

Implements TOD and Complete Community frameworks

Includes:

- Codes
- Regulations
- Standards
- Requirements

Results in a predictable, desirable, supportive built environment in the NSBRT Corridor

Draft

# RECAP: Shaping Our Future Alignment, Consistency, and Scale <sup>8</sup>



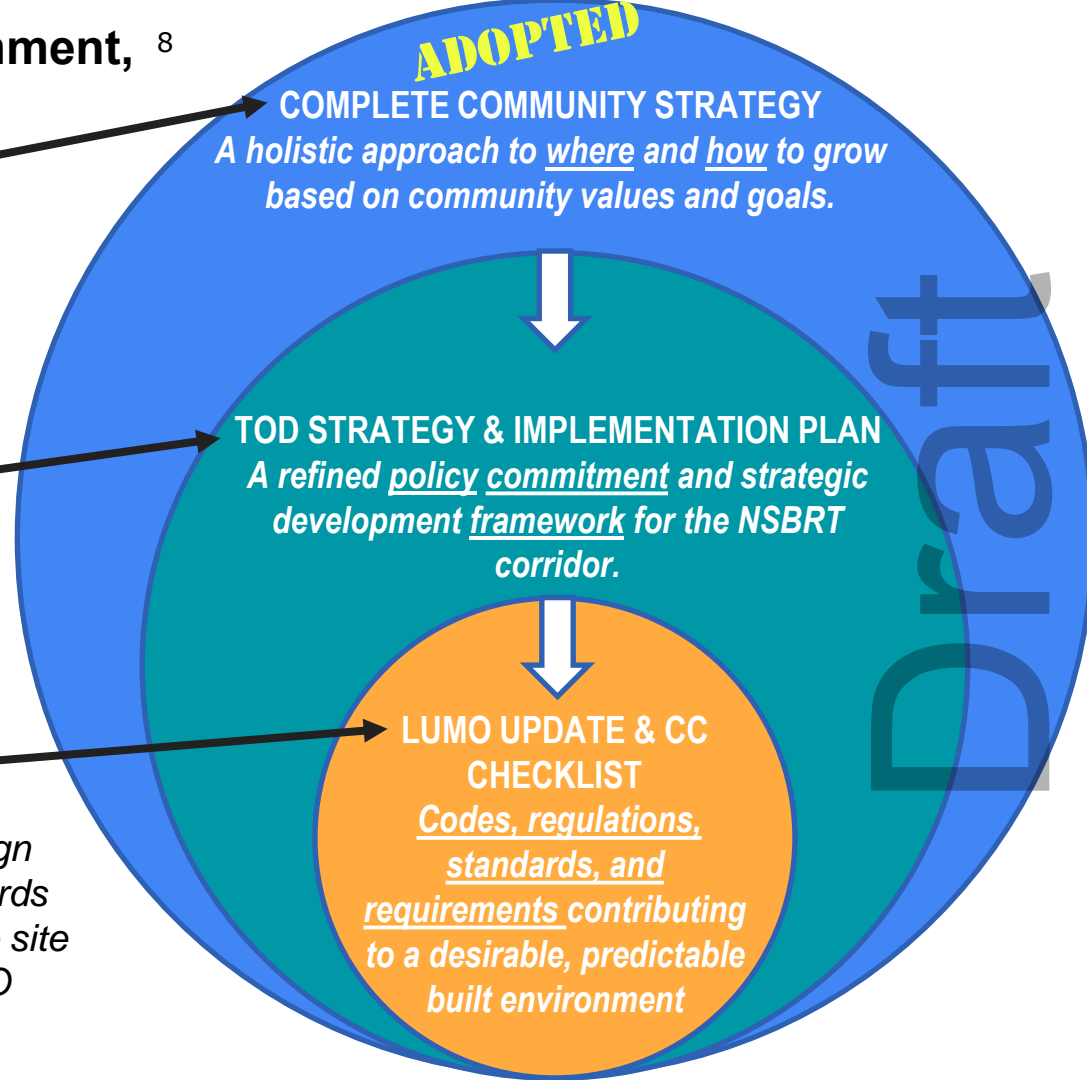
Complete Community is implemented at the Focus Area scale



TOD is implemented at the Station Area scale



Development and design regulations and standards are implemented at the site level through the LUMO



# DISPOSITION OF COMMENTS AND FEEDBACK

Draft



# FOLLOW UP: Disposition of Council Small Group Comments & Feedback

DEFINITIONS & CLARIFICATIONS	DISPOSITION
<b>Relationship of the TOD Plan to the LUMO Update and integration of TOD Plan with LUMO Update</b>	Addressed in Slides 3-5
<b>Missing Middle Housing</b>	Human scaled housing that fills the gap between detached single-family homes and multiunit apartment buildings; includes duplexes (stacked or side-by-side); triplexes (stacked); fourplexes; courtyard buildings; courtyard cottages; townhomes; some forms of live-work buildings
<b>Station area planning: the TOD “Gold Standard”</b>	<b>Station area planning demonstrates TOD potential and establishes an expectation for the highest caliber development at every station area.</b> Successful TOD delivers more than “development near transit. Great TOD raises the bar on design, economic development, placemaking, sustainability, and housing affordability in station areas.
<b>Conceptual representations of buildings are too big, monolithic, and generic</b>	Building representations in the station area concepts are intentionally generic; we are working on visualizations to better visualize scale as compared to other buildings in Chapel Hill
<b>Replace “buffer” with “transition” to highlight blending and connecting instead of separating</b>	In progress
<b>Describe apartments using terms that include ownership models (ex. condos)</b>	In progress
<b>Use appropriate language to describe type and use of public realm in station areas</b>	In progress

# FOLLOW UP: Disposition of Council Small Group Comments & Feedback

KEY MESSAGING	DISPOSITION
The TOD Plan does not advance a zero-sum scenario (i.e., denser development in lieu of land preservation)	All key messaging will be integrated into the final TOD Strategy & Implementation Plan
The TOD plan does not propose redevelopment of existing single-family neighborhoods, but these neighborhoods are still part of the greater community fabric and need to contribute to increased housing supply (ADUs, etc.)	
Confirm how TOD station areas contribute to a Complete Community	
Explicitly define and describe the “why” of TOD Planning: integrating land use planning and transit service to generate excellent placemaking throughout the corridor	
Clearly communicate that the goal of TOD Planning is supporting great land use and placemaking in station areas and along the corridor	
GRAPHICS	DISPOSITION
Label streets, buildings, landmarks	In progress
Provide more context for photographs and conceptual renderings	In progress
Use photographs to tell a story/ better support concept	In progress
Include street view graphics/renderings	In progress (selected locations)

# FOLLOW UP: Disposition of Council Small Group Comments & Feedback

COMMENT OR FEEDBACK	NOTES
<b>Growth &amp; Development</b>	
<b>Direct higher density/intensity growth and development to TOD corridor</b>	TOD plan highlights infill development opportunities in station areas
<b>Include realistic development assumptions and scenarios</b>	Station area concepts are based on expert market analysis and key informant interviews
<b>Focus on development in nodes, not the whole corridor</b>	TOD plan focuses on station areas as development nodes
<b>Ensure adopted TOD station area concepts aren't "binding"</b>	Concepts in the TOD plan are aspirational, not regulatory
<b>Include higher density conceptual scenarios for TOD station areas</b>	A wider range of density scenarios has been incorporated into the TOD concepts
<b>Ensure station area concepts integrate recent housing studies and Complete Community framework</b>	All station area concepts contribute to the implementation of Complete Community
<b>Include a range of conceptual development capacities for station areas</b>	Updated station area concepts will include ranges for units/ square feet rather than absolute numbers
<b>Include a mix of uses at each station area</b>	Station area concepts show a market-feasible mix of uses
<b>Employ TOD best practices, based on staff and consultant expertise, for station area concepts</b>	Concepts and implementation recommendations have been revised based on this feedback
<b>Revise Timberlyne Mall station area concept to provide more options for current retail footprints</b>	Station area concept will be revised to show potential redevelopment of retail spaces

# FOLLOW UP: Disposition of Council Small Group Comments & Feedback

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COMMENT OR FEEDBACK	DISPOSITION
<b>Growth &amp; Development (cont'd)</b>	
<b>Connect TOD Plan to a larger regional development context (i.e., Chatham Park)</b>	A comprehensive treatment of regional connections is beyond the scope of this plan but is captured in the comprehensive plan, FLUM, and local transportation and mobility plans
<b>Everywhere to Everywhere (E2E) Greenways</b>	
<b>Integrate E2E network into TOD plan and concepts</b>	Existing and future greenways are integrated in Focus Area overviews, Station Area concepts, and street level conceptual renderings
<b>Equity</b>	
<b>Equitably distribute benefits of public investment (i.e., community benefits and amenities)</b>	Goals and policy commitment established in TOD plan
<b>Include implementation strategies preserving and promoting diverse, affordable housing options in TOD Station Areas</b>	TOD Plan includes recommendations for promoting and preserving affordable housing
<b>Preserve and promote local businesses</b>	TOD Plan includes policy and program recommendations promoting and preserving small, local, and minority- or woman-owned businesses
<b>Include anti-displacement codes and regulations</b>	The TOD Plan deliberately centers equity; this principle is reflected in the station area concepts and recommendations

## COUNCIL SMALL GROUPS – FEEDBACK & FOLLOW UP<sup>14</sup>

COMMENT OR FEEDBACK	DISPOSITION
<b>Exceptional Public Realm</b>	
<b>Balance desire for parks/ open space with TOD goals/ scale of station area planning; AND Smaller scale public spaces like pocket greens or public lawns at station areas</b>	TOD station area concepts integrate greenways and appropriately-scaled public spaces like pocket parks and vibrant public plazas
<b>Show connections from station areas to Town open space and parks</b>	The TOD plan illustrates connections to community parks/open spaces in Focus Areas
<b>Define the features and characteristics of the public realm in station areas</b>	High-level development and design principles are reflected in the station area concepts
<b>Park &amp; Ride Redevelopment Potential</b>	
<b>Interest in exploring redevelopment opportunities for Eubanks Road P&amp;R and Southern Village P&amp;R and ensuring capacity for future Chatham Park riders</b>	Staff will determine eligibility and requirements for FTA joint development programs



## COUNCIL SMALL GROUPS – FEEDBACK & FOLLOW UP<sup>15</sup>

### COMMENTS BEYOND SCOPE OF TOD PLAN, TO BE ADDRESSED BY LUMO UPDATE OR OTHER REGULATORY MECHANISM

- Reduce or eliminate student parking in station areas
- Adopt low parking minimums in station areas
- Adopt standards or regulations for environmental protection, tree canopy protection, green space
- Define specific development densities for TOD station areas
- Require and/or incentivize higher density/intensity development in TOD station areas
- Adopt exceptional public realm standards, (i.e., wide sidewalks, public greens, plazas) reflecting the Town's [high] expectations for development
- Desired mix of uses is implemented by the LUMO Update
- Define required mix of uses for TOD station areas
- Adopt requirements for community benefits and amenities to more equitably distribute benefits of the Town's investment
- Adopting regulatory and policy tools preserving and promoting diverse, affordable housing options in TOD Station Areas
- Adopting regulatory and policy tools to mitigate displacement of existing residents and businesses in station areas
- Adopt development regulations requiring appropriately-scaled public spaces like pocket parks and vibrant public plazas in station areas
- Adopt greenway connectivity and accessibility standards for station areas

# DISCUSS: IMPLEMENTATION

Draft

# REVIEW: Implementation Recommendations<sup>17</sup>

## FOUR CATEGORIES

### Affordable Housing

- Development
- Programs
- Funding
- Planning/Regulation
- Zoning

### Economic Development

- Office
- Retail
- Downtown

### Equitable Multimodal Accessibility & Mobility

- Sidewalks
- Crossings
- Signage/ wayfinding
- Amenities

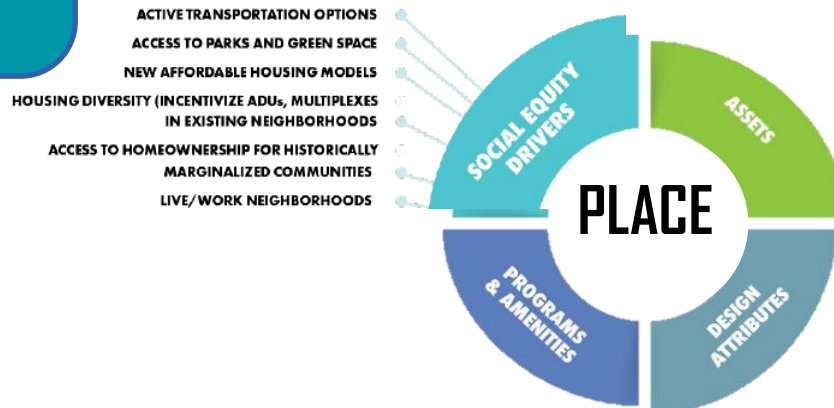
### TOD Land Use Policies

- Modify existing zoning district(s)
- New standalone TOD district(s)
- New TOD Overlay + incentives

# REVIEW: Implementation Recommendations

## Affordable Housing

- Development
- Programs
- Funding
- Planning/Regulation
- Zoning



Draft

# EXISTING AFFORDABLE HOUSING POLICIES & PROGRAMS

## Policies & programs in place to create & preserve affordable housing

### HOUSING DEVELOPMENT

- 336 Town public housing apartments (Chapel Hill & Carrboro)
- Use of publicly-owned land for new, affordable housing

### HOUSING PROGRAMS

- Home Buyer Assistance & Rental Assistance Programs – Town employees
- Transitional Housing Program: transition from public housing to private market

### FUNDING MECHANISMS

- \$10M affordable housing bond approved in 2018
- Affordable Housing Development Reserve – annual funding from general fund
- Federal government CDBG and HOME funds

### PLANNING & REGULATION

- Affordable Housing Development Fund: in-lieu payments from developers towards affordable housing
- Manufactured Homes Action Plan addresses threat to manufactured home communities in Orange County
- Affordable Housing Preservation Strategy Framework: maintaining NOAH units
- Expedited review process for affordable housing projects

### ZONING POLICIES

- Inclusionary Zoning Ordinance: larger for-sale developments set aside 15% of units (10% in downtown)
- Affordable units or in-lieu payment as part of conditional rezoning applications for rental housing developments
- Single-family units with ADUs allowed by right in most districts

### PARTNERSHIPS & COALITIONS

- Orange County Affordable Housing Coalition collaboration
- Northside Neighborhood Initiative: acquires and sells properties for affordable housing, community land bank strategy
- Town operational support to Community Home Trust – inventory of permanently affordable for-sale homes



## EMERGING POLICIES & PROGRAMS

### Chapel Hill piloting or implementing new housing policies & programs

#### HOUSING DEVELOPMENT

- Identifying additional publicly-owned sites that could be used for affordable housing
- Creating a pipeline of affordable housing tax credit projects
- Exploring redevelopment of public housing sites to add density

#### HOUSING PROGRAMS

- Starting a revolving loan fund for affordable housing programs

#### FUNDING MECHANISMS

- Exploring additional funding mechanism for affordable housing preservation and development

#### ZONING POLICIES

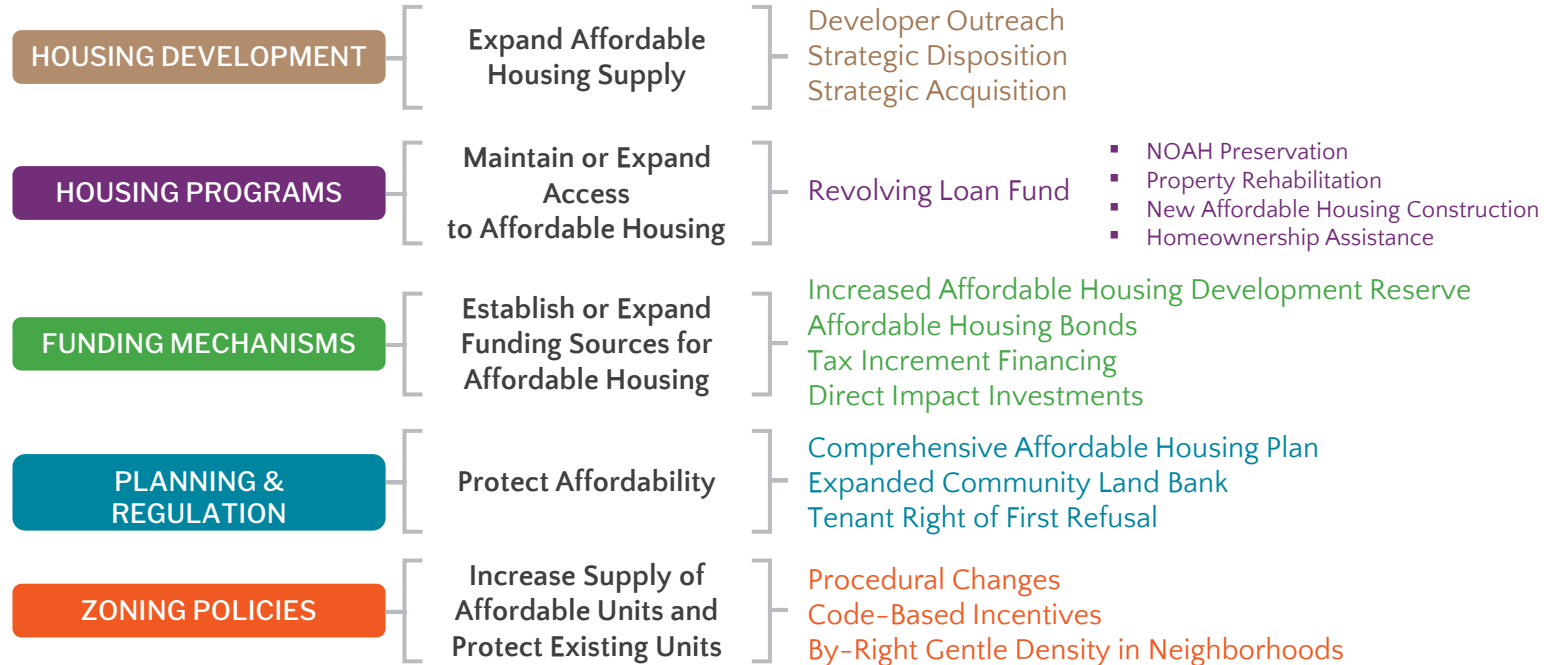
- Consideration of incentives, such as density bonuses
- LUMO update - foster creation and preservation of affordable housing units
- LUMO text amendments to expand housing choices in neighborhoods

#### PARTNERSHIPS & COALITIONS

- Town exploring strategies with UNC, UNC Health, private financial institutions, and other partners.

# PROPOSED AFFORDABLE HOUSING TOOLKIT

Protect, expand, diversify and promote affordability



Draft

# QUESTION

- Are there other Affordable housing implementation priorities to incorporate?

# REVIEW: Implementation Recommendations

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## Economic Development

- Office
- Retail
- Downtown

# DEVELOPMENT STRATEGIES

## Strategies to facilitate equitable growth and development



Draft



# QUESTION

- Are there other economic development priorities to incorporate?

# REVIEW: Implementation Recommendations



## Equitable Multimodal Accessibility & Mobility

- Sidewalks
- Crossings
- Signage/ wayfinding
- Amenities

Draft

# EQUITABLE MULTIMODAL ACCESSIBILITY & MOBILITY STRATEGIES

- Sidewalk gaps in BRT corridor: 43 (20,650 linear feet)
- Sidepath gaps in BRT corridor: 8 (4,500 linear feet)
- Sidewalk gaps in focus areas: 5 (2,740 linear feet)
- Sidepath gaps in focus areas: 16 (46,220 linear feet)
- Mid-block crossings at potential development sites and where traffic calming is necessary
- Accessible signage and wayfinding
- Bike parking (secure) and other user amenities (benches, bike racks, trash receptacles, etc.)



## EQUITY METRICS

- Gaps, barrier types, demographics, cost burden analysis, median income data.
- Populations with greater needs, or preferences for bicycling and walking, including “last mile” trips to access transit.
- Locations with lower incomes and rates of vehicle ownership – indicating transit, bike and pedestrian need.

# REVIEW: Implementation Recommendations

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## TOD Land Use Policies

- Modify existing zoning district(s)
- New standalone TOD district(s)
- New TOD Overlay + incentives

Draft

# QUESTION

- Are there other equitable mobility and accessibility priorities to incorporate?

# LUMO DIAGNOSIS

- Multiple LUMO modifications over many years - losing clarity and direction
- FLUM acting as site guidance, but LUMO does not provide compatible standards
- LUMO not achieving desired land use patterns, affordable housing, TOD, resiliency and equity
- Low threshold for design and development review
- Complex and extensive review and decision making processes
- Update required to:
  - Reflect FLUM update (2020) Focus Area heights and building typologies
  - Achieve North-South BRT TOD objectives
  - Achieve Complete Communities objectives
  - Reflect best practices in land use guidance, regulations and administration

draft

# LUMO Re-write: Recommended Approach – A Comprehensive Rewrite

31

Targeted

Sequential

Comprehensive

Method	Pros	Cons	Examples
Focus on priority content issues.	Focus and speed	Overall clarity / internal conflicts not resolved	Works best where code is updated frequently
Chapter by chapter, plus holistic view on overall organization.	Pre-established framework to work from, organized review and editing	Inefficiencies - updating shared content multiple times, lengthy process, limits flexibility	Oxford, Mississippi; Twin Falls, Idaho, and Hawaii County, Hawaii
Complete overhaul: organization/structure, content, administration, review, and approval processes	Holistic review of land development standards, incentives, processes -, basis for unified development ordinance (LUMO)	Longer process (two years), public engagement, support and training for staff, stakeholders, and elected officials	Raleigh, North Carolina Missoula, Montana.

April 2023 - LUMO Rewrite Kick-Off

July 2023 – LUMO Outline and Complete Community Alignment

October 2023 – District Re-imagination (DRAFT)

January/February 2024 – Preliminary Draft LUMO and Field Testing (public input/outreach)

# QUESTION

- Does Council agree that the LUMO requires a comprehensive re-write



# REVIEW: TOD FRAMEWORK & SITE CONCEPTS

## *Selected Examples*

Draft

# 1. IDENTIFY TOD OPPORTUNITY SITES

## PARKING SITES

Surface parking lots



## RETAIL + COMMERCIAL

Aging retail centers

Office: Low density, smaller, aging

Auto service: wash, tire, oil, gas

Attached parking



## VACANT LAND

Small scale infill

Strategic land reserves (needing larger upfront investment)



## RESIDENTIAL INTENSIFICATION

Surplus lots

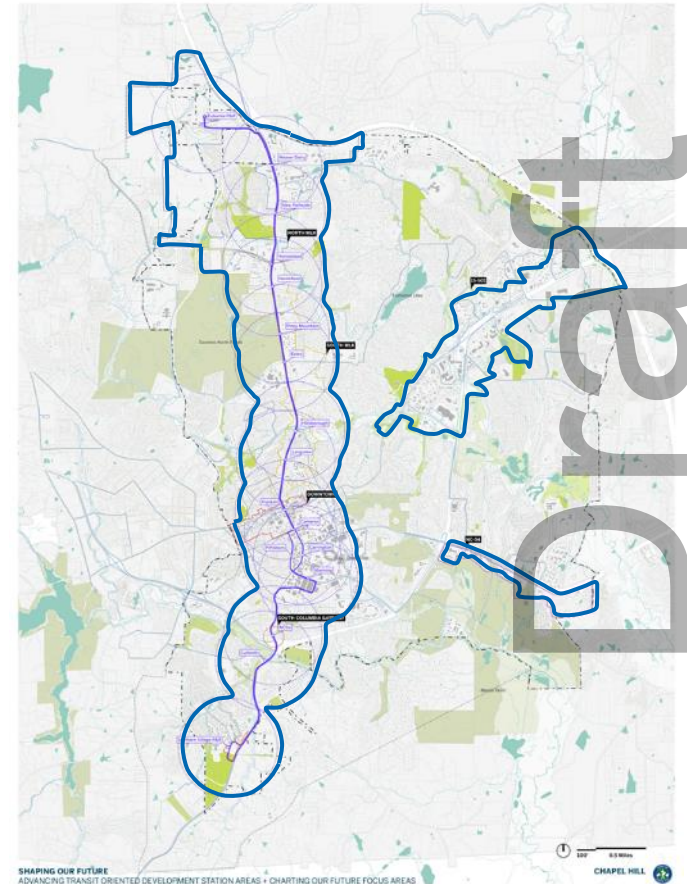
ADU potential

Building conversions

Lot subdivision



TOD Station Areas and + UDO Vision Focus Areas



## 2. APPLY FLUM GUIDING PRINCIPLES

1. Respond to **climate change**, **environmental stewardship** and **resiliency**
2. **Equity**: benefit low-income residents, communities of color, immigrants, historically excluded and at risk of marginalization
3. **Housing diversity** – missing middle, student housing, single family
4. Distinctive, safe and attractive **neighborhoods**
5. Vibrant and **inclusive community and public spaces**
6. Invest in key **transportation corridors**, promote **transit + multi- modal options**
7. **Economic development**, jobs, entrepreneurship, redevelopment and infill
8. **Transitions** between different uses + scales
9. Preserve and maintain **Chapel Hill's appearance**, **quality design** + development
10. **Collaboration** with UNC and UNC Health



# 3. APPLY COMPLETE COMMUNITY FRAMEWORK

## Chapel Hill Complete Community Framework





# NORTH MLK FOCUS AREA

**Potential Uses / Typologies**

- Community Facility
- Office
- Retail
- Townhouse
- Missing Middle
- Apartment
- Podium or Wrap Apartment

**Potential Site Connections**

- Site BRT Path
- Potential Connectivity Enhancements

**Focus Area**

- NMLK Focus Area Boundary

**Transportation**

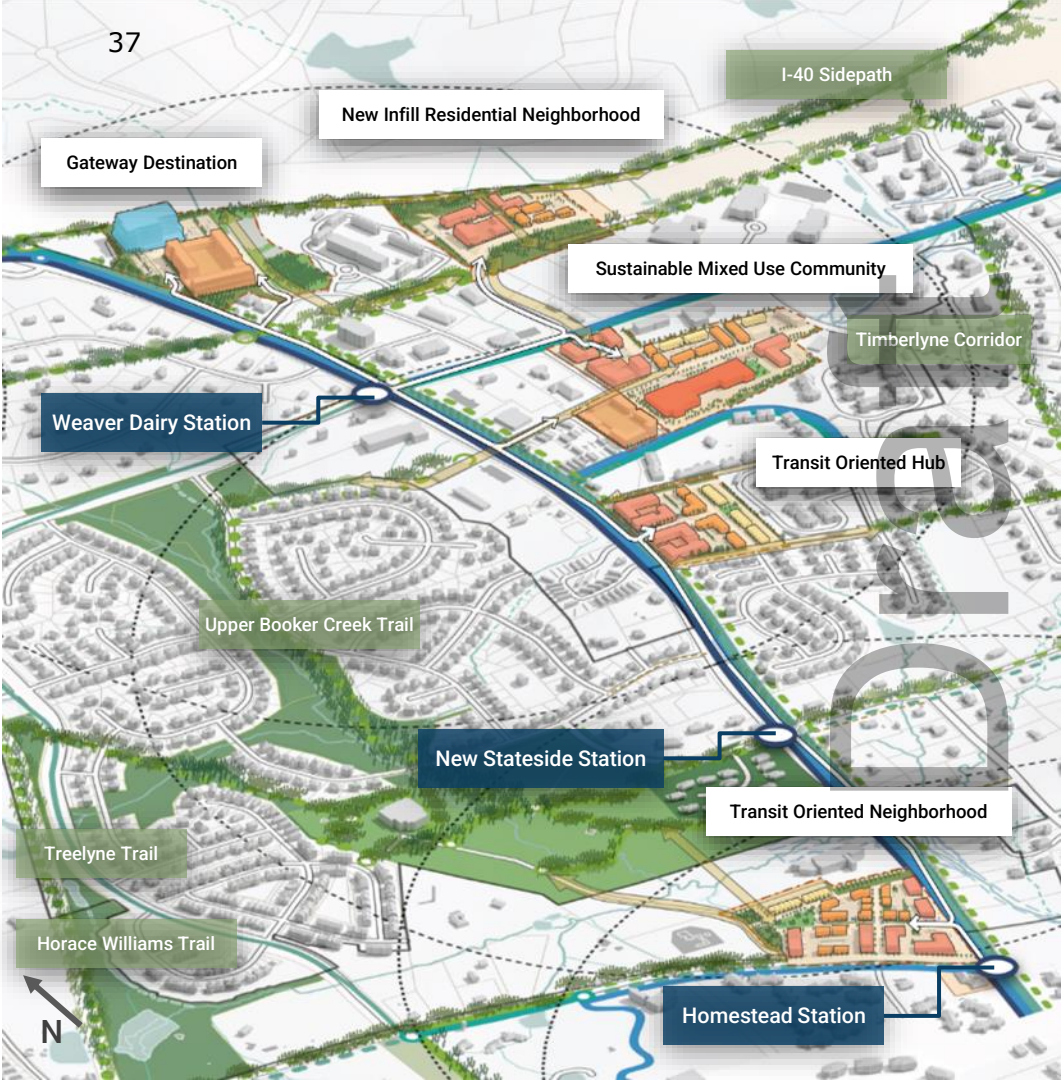
- Bus Route
- BRT Stop
- Station Areas

**Bikeways/Sharrows**

- Existing Bike/Sharrows
- Future Bike/Sharrows

**Greenways/Sidepaths**

- Existing Greenways/Sidepaths
- Future Greenways/Sidepaths

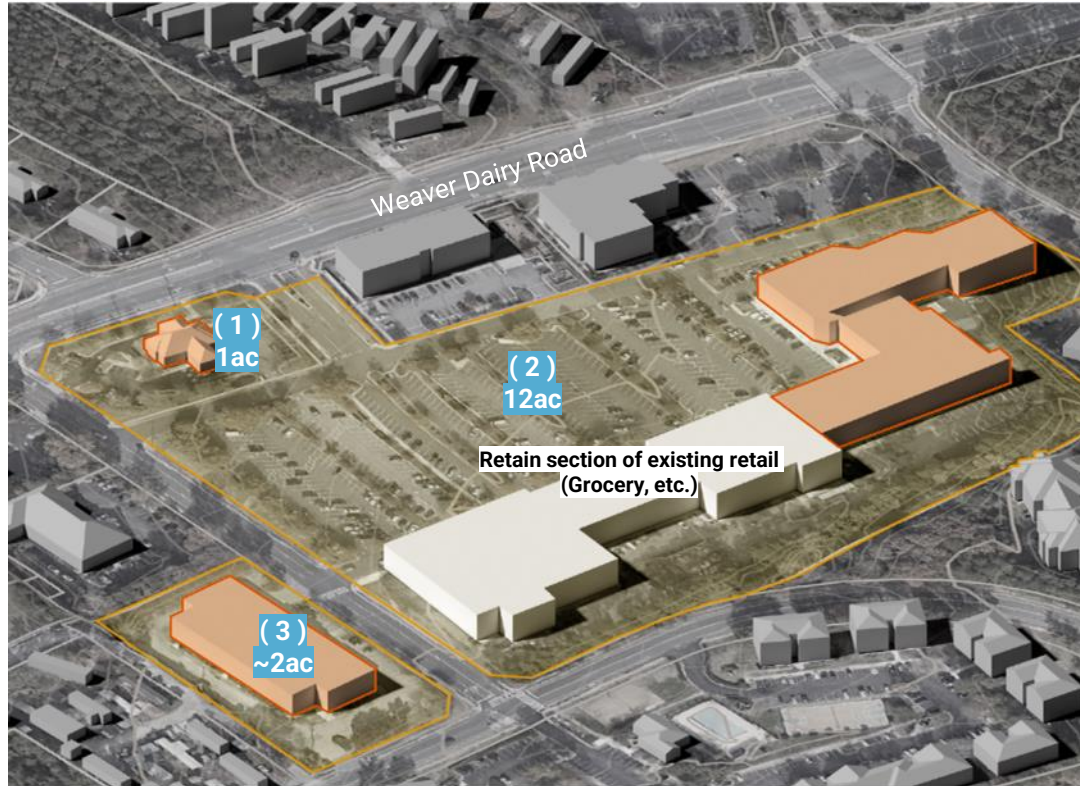


# Potential Site: **Timberlyne Mall**

## Weaver Dairy BRT

38

Draft: Work-in-Progress



## ASSETS

Future Weaver Dairy BRT Station

East-west links

Future bike connections

Surface parking area

Future retail consolidation

Existing Uses: Retail Mall and Business

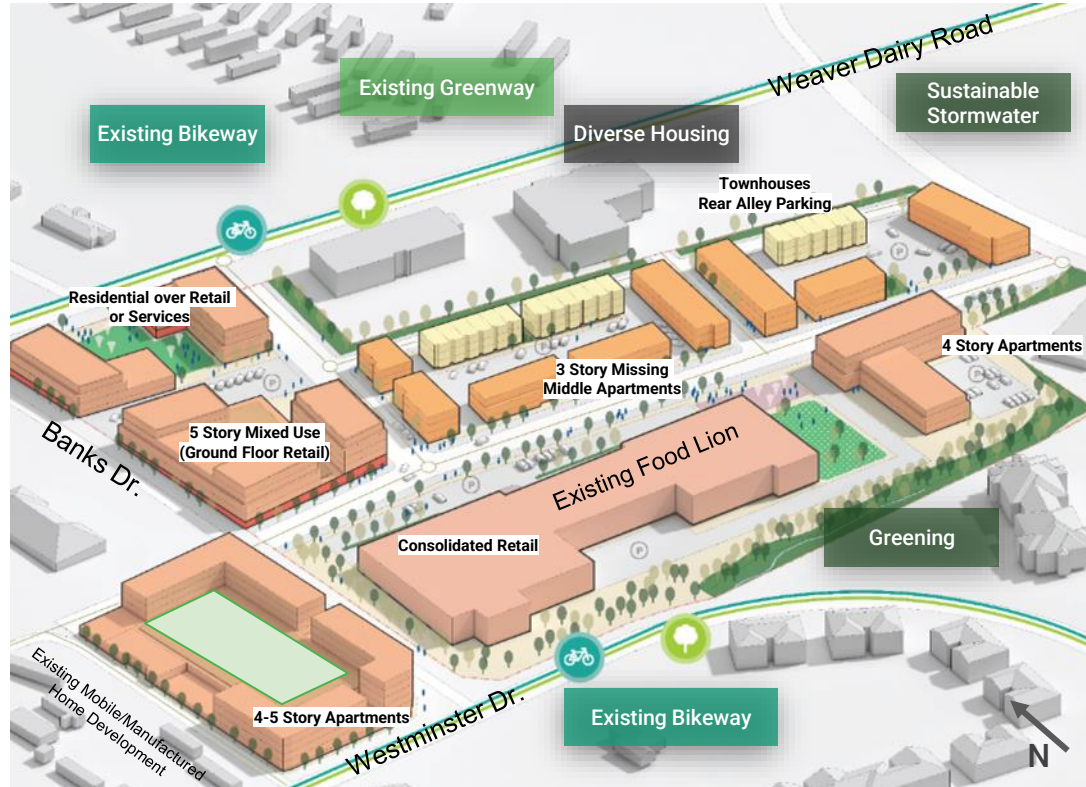
Total Acres: 15ac

Site Factors: existing uses, neighbors, stormwater and topo considerations



# Potential Site: **Timberlyne Mall** A Sustainable Mixed-Use Community

Weaver Dairy TOD



Potential change by 2040: illustrating principles, testing capacity

Draft Meeting Packet



Mix housing, retail, community services



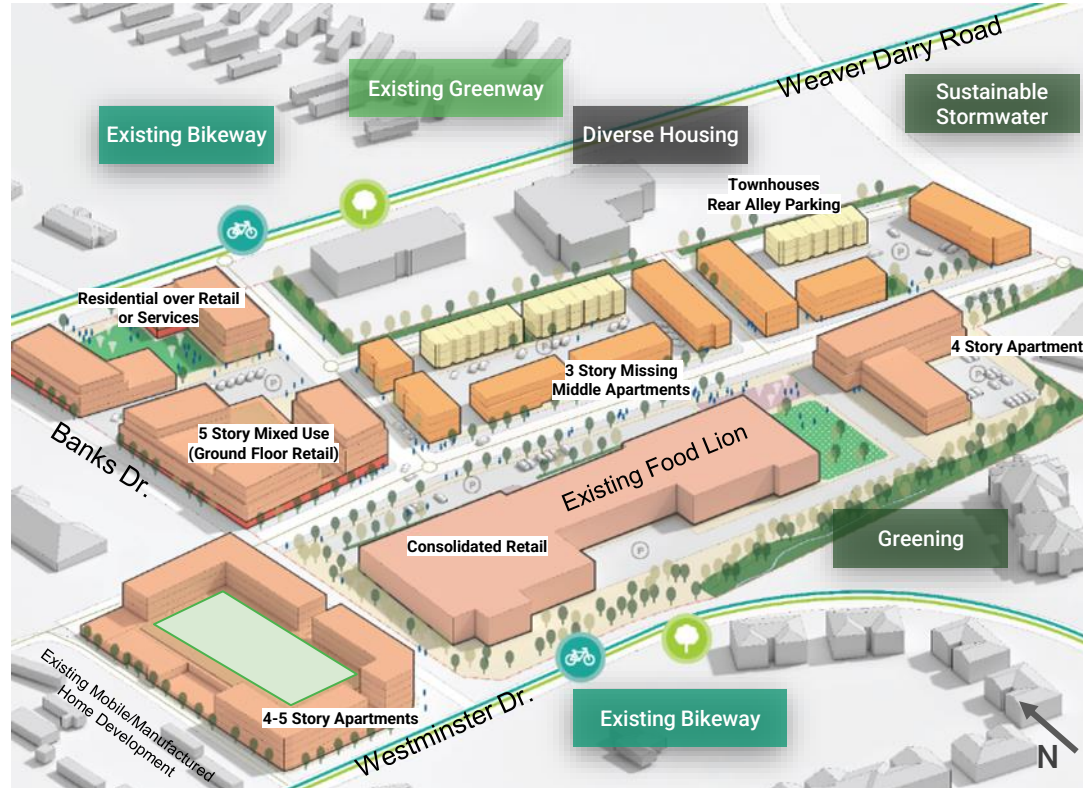
Plan for excellence in the public realm



Provide diverse housing types

# Potential Site: **Timberlyne Mall** A Sustainable Mixed-Use Community

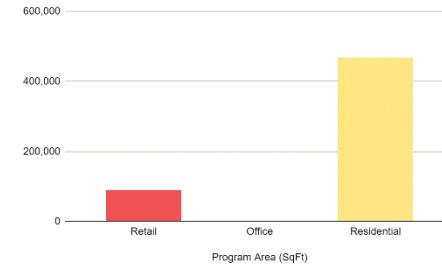
Weaver Dairy TOD



Potential change by 2040: illustrating principles, testing capacity

Draft Meeting Packet

Use Mix (Approx)



Residential Units: 340-360

Retail / Mixed Use GFA: 50-55,000 sq ft

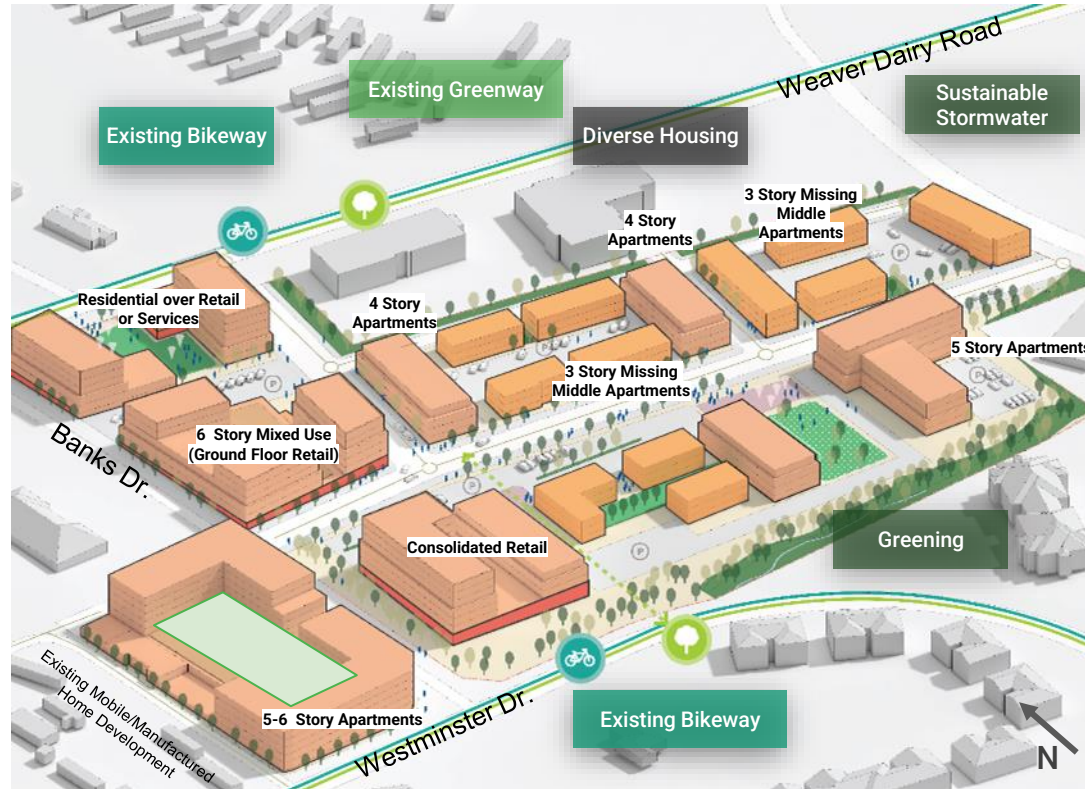
DU/Acre: 20-30





# Potential Site: **Timberlyne Mall** A Sustainable Mixed-Use Community

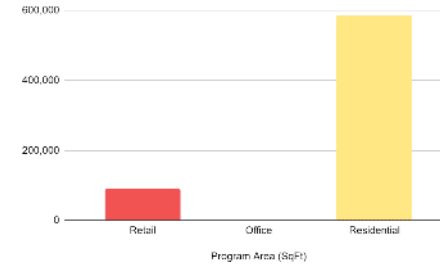
Weaver Dairy TOD



Potential change by 2040: illustrating principles, testing capacity

Draft Meeting Packet

Use Mix (Approx): **Enhanced Outputs**



Residential Units: 470-490

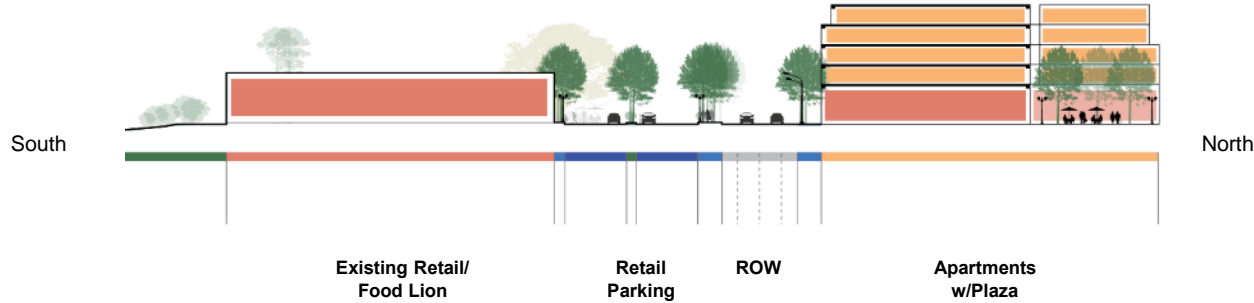
Retail / Mixed Use GFA: 50-55,000 sq ft

DU/Acre: 30-40



# Potential Site: **Timberlyne Mall** A Sustainable Mixed-Use Community

Weaver Dairy TOD

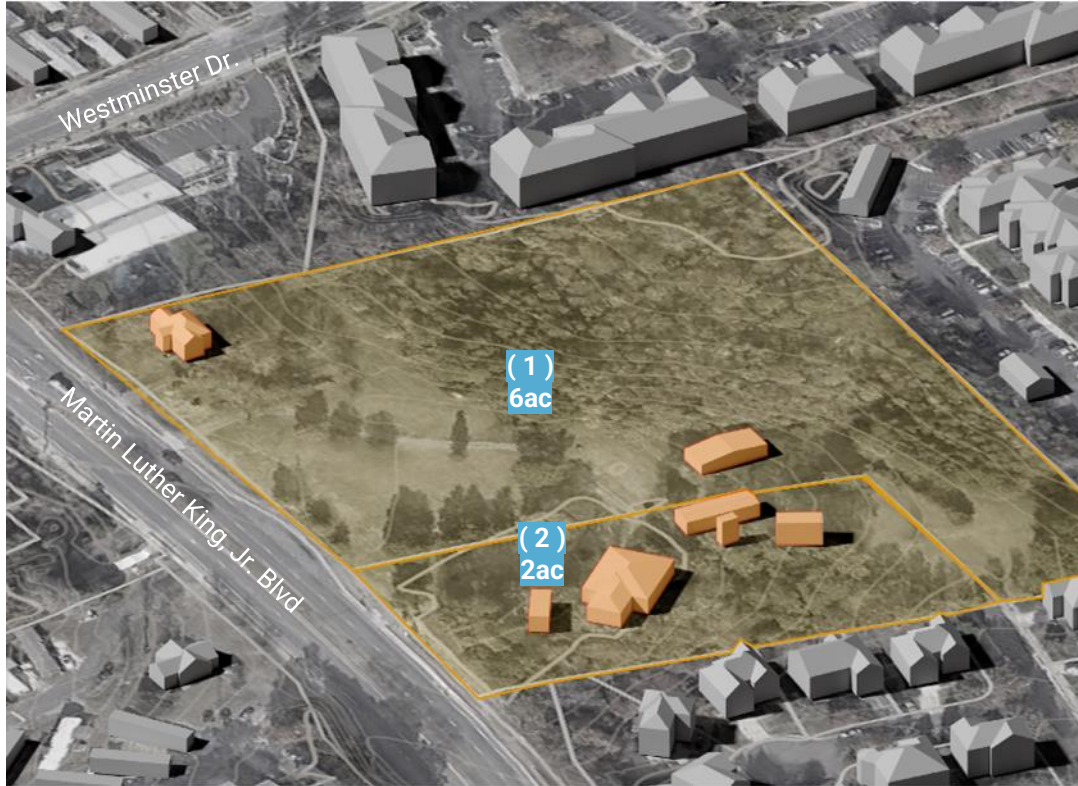


**Section View Looking West: Potential change by 2040**

Draft Meeting Packet

# Potential Site: **MLK and Westminster Drive**

Weaver Dairy/New Stateside BRT



## ASSETS

Future Weaver Dairy BRT Station

Future New Stateside BRT Station

High visibility on MLK

East-west links

Future bike connections

Existing Use: Single Family Residential

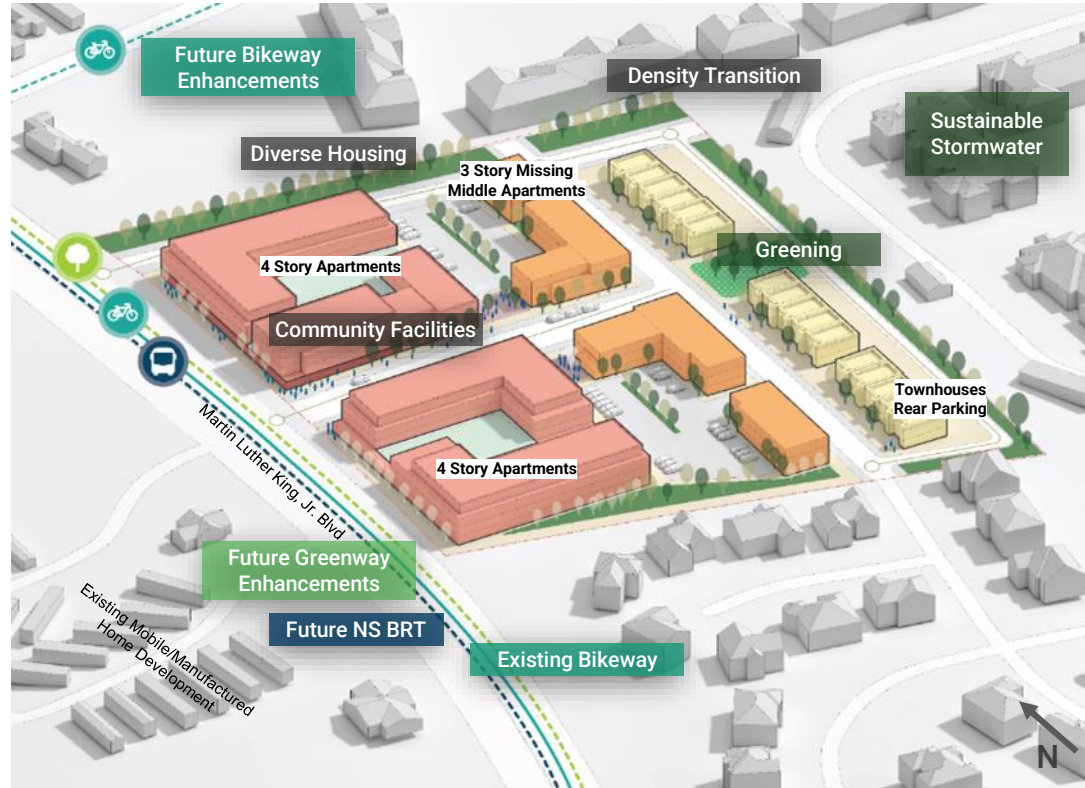
Total Acres: 8ac

Factors: Existing homes and owners aspirations



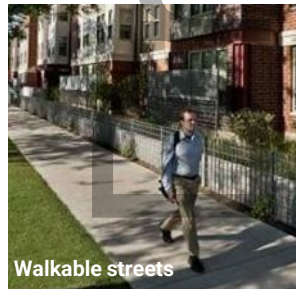
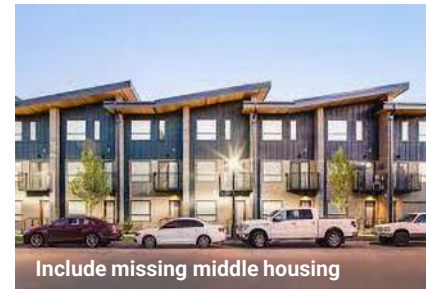
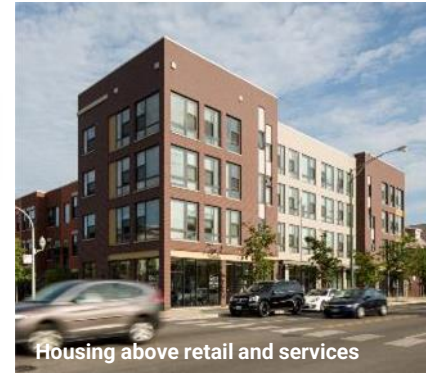
# Potential Site: **MLK and Westminster Drive** A Transit Oriented Hub

Weaver Dairy/New Stateside TOD



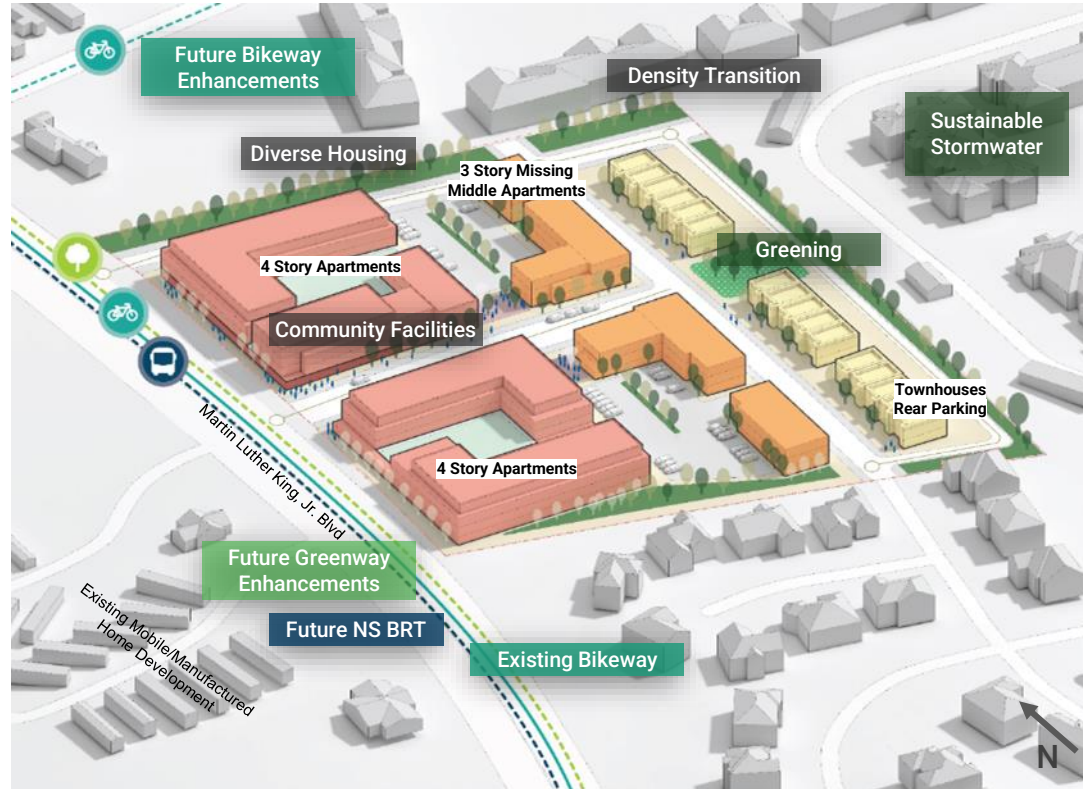
Potential change by 2040: illustrating principles, testing capacity

Draft Meeting Packet



# Potential Site: **MLK and Westminster Drive**

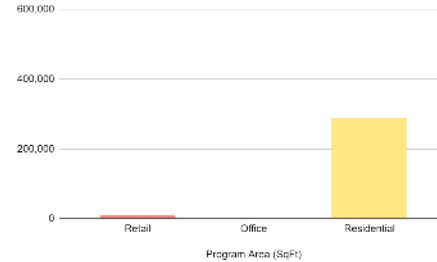
Weaver Dairy/New Stateside TOD



Potential change by 2040: illustrating principles, testing capacity

Draft Meeting Packet

## Use Mix (Approx)



Residential Units: 200-220

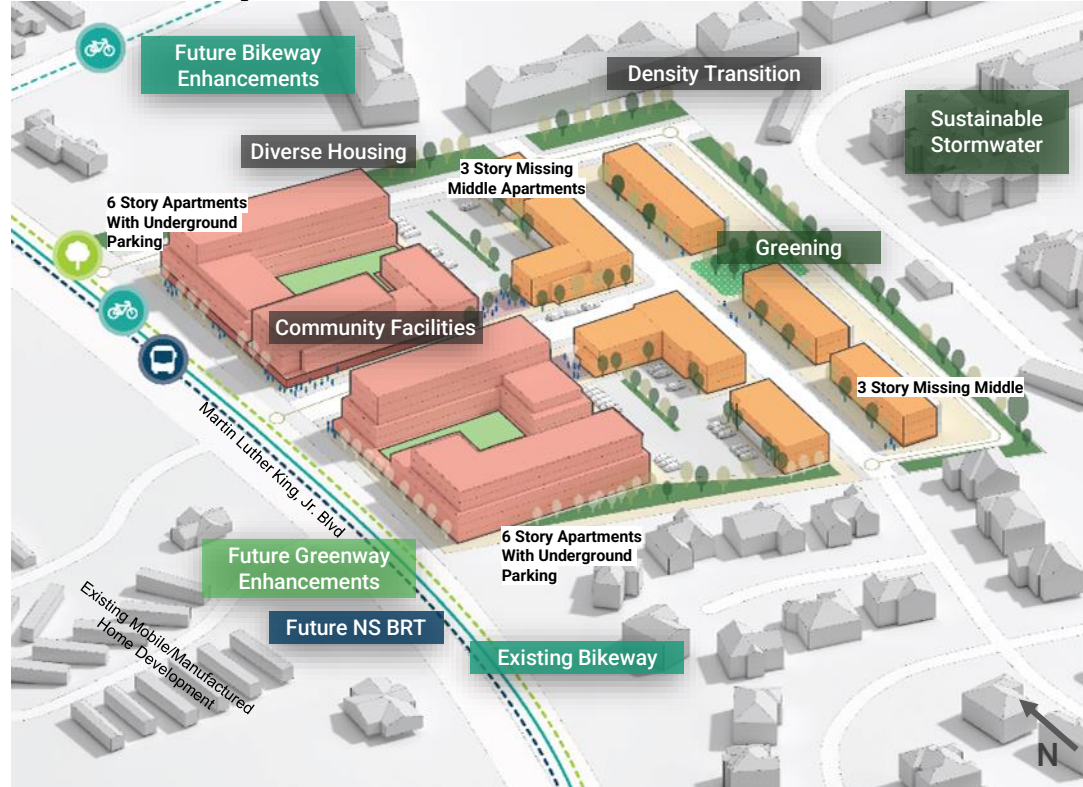
Retail / Mixed Use GFA: 8-10,000 sq ft

DU/Acre: 20-25



# Potential Site: **MLK and Westminster Drive 2**

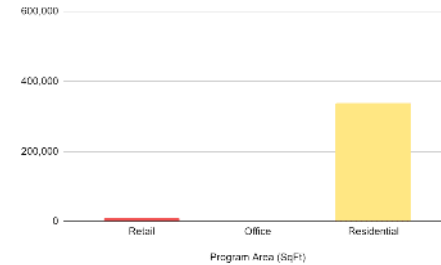
## Weaver Dairy/New Stateside TOD



Potential change by 2040: illustrating principles, testing capacity

Draft Meeting Packet

### Use Mix (Approx): **Enhanced Outputs**



Residential Units: 260-280

Retail / Mixed Use GFA: 8-10,000 sq ft

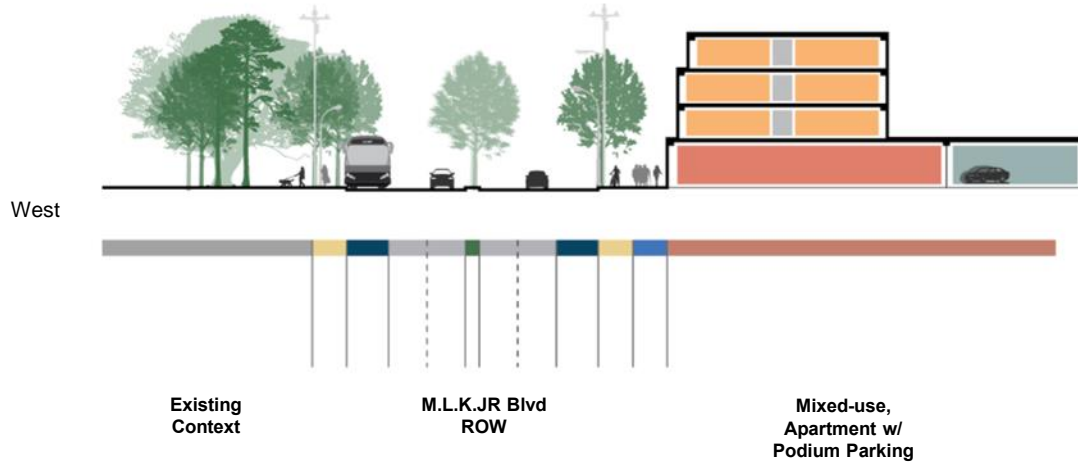
DU/Acre: 25-30 Approx



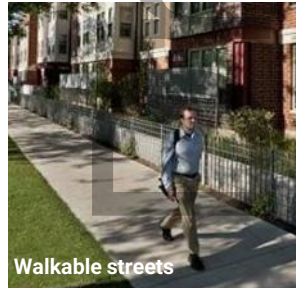
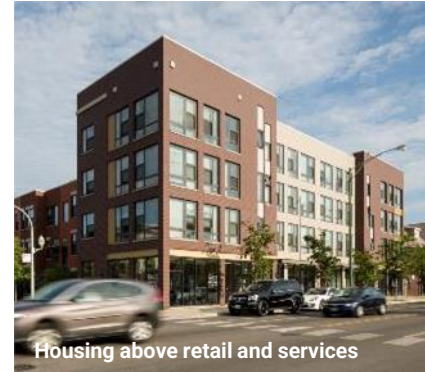


# Potential Site: **MLK and Westminster Drive**

Weaver Dairy/New Stateside TOD



## A Transit Oriented Hub



## Section View Looking North: Potential change by 2040

Draft Meeting Packet

# Potential Site: **Homestead Road**

Homestead BRT



## ASSETS

Gateway location

Future New Stateside BRT Station

Existing local retail hub

Future bike / greenway connections

Site: Low density industrial

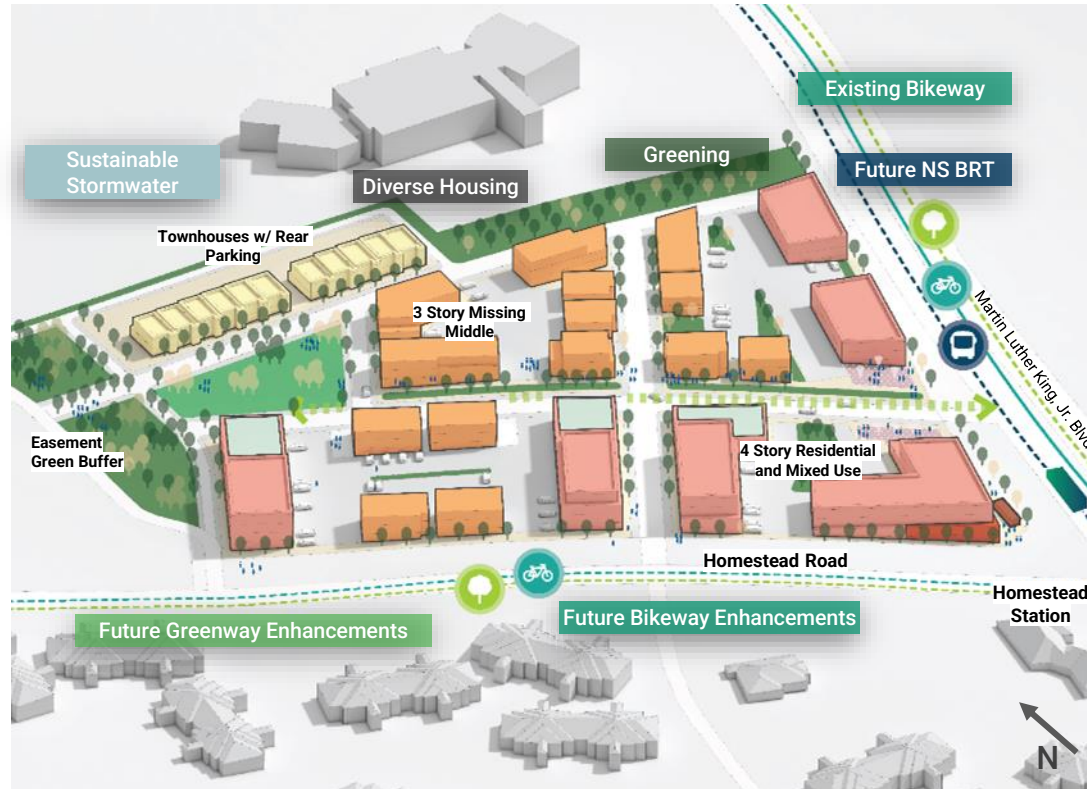
Total Acres: 11ac

Factors. Existing uses, owner aspirations



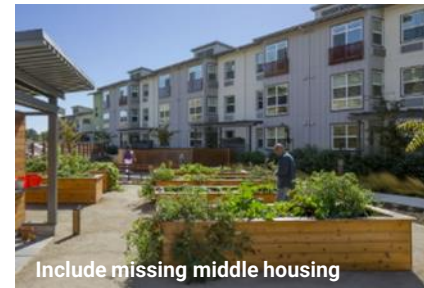
# Potential Site: **Homestead Road** A TOD Neighborhood

## Homestead TOD



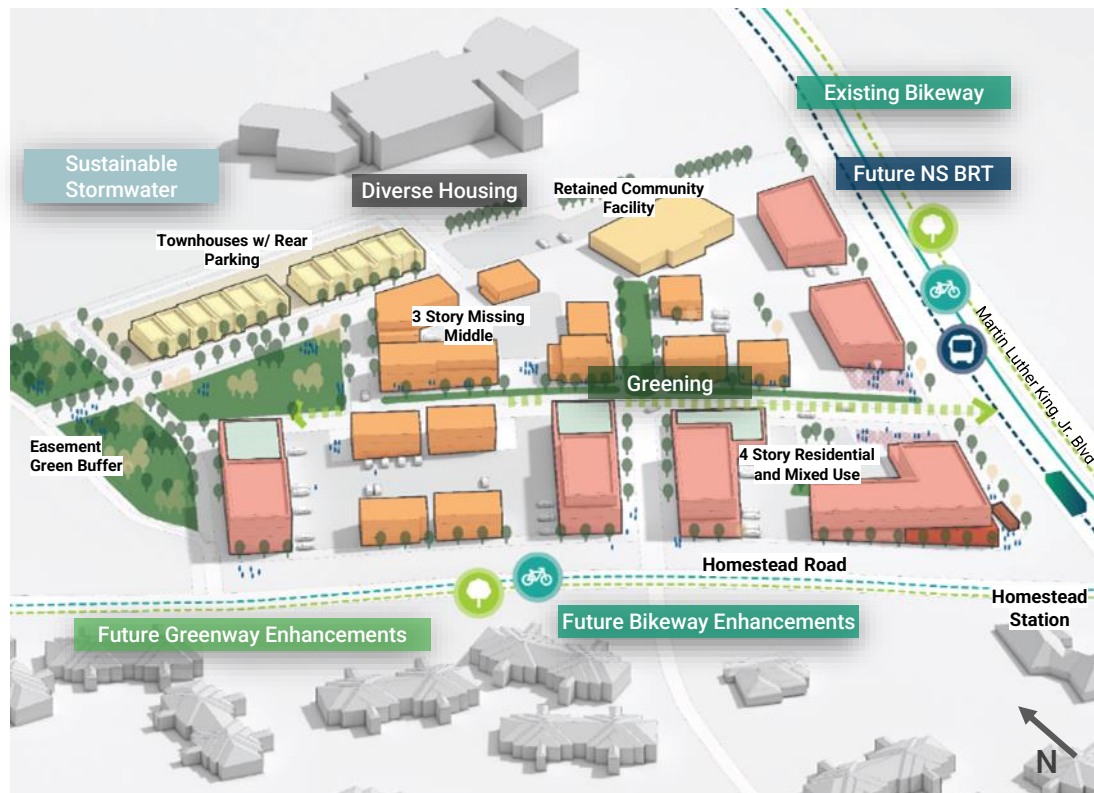
Potential change by 2040: illustrating principles, testing capacity

Draft Meeting Packet



# Potential Site: **Homestead Road** A TOD Neighborhood

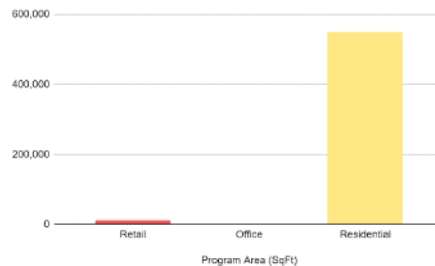
## Homestead TOD



Potential change by 2040: illustrating principles, testing capacity

Draft Meeting Packet

### Use Mix (Approx)



Residential Units: 230-250

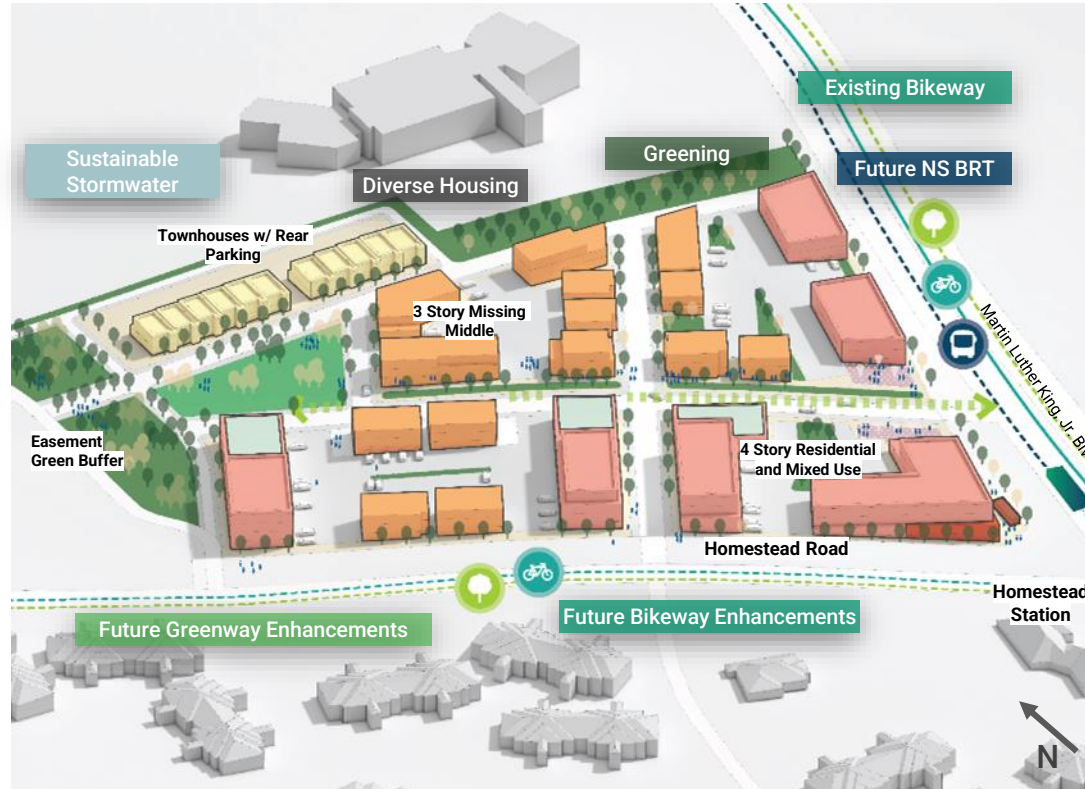
Retail GFA: 8-10,000 sq ft

DU/Acre: 20-25



# Potential Site: **Homestead Road** A TOD Neighborhood

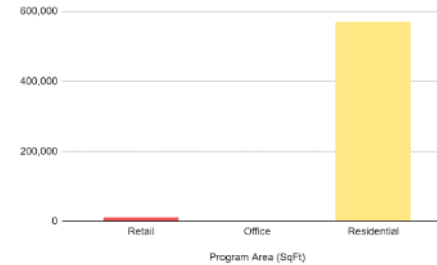
## Homestead TOD



Potential change by 2040: illustrating principles, testing capacity

Draft Meeting Packet

Use Mix (Approx): **Enhanced Outputs**



Residential Units: 250-270

Retail GFA: 8-10,000 sq ft

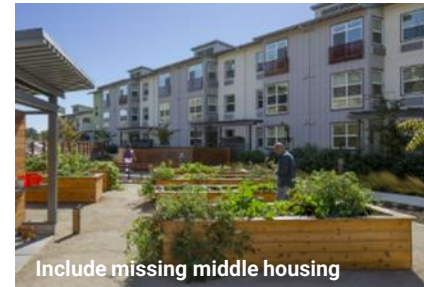
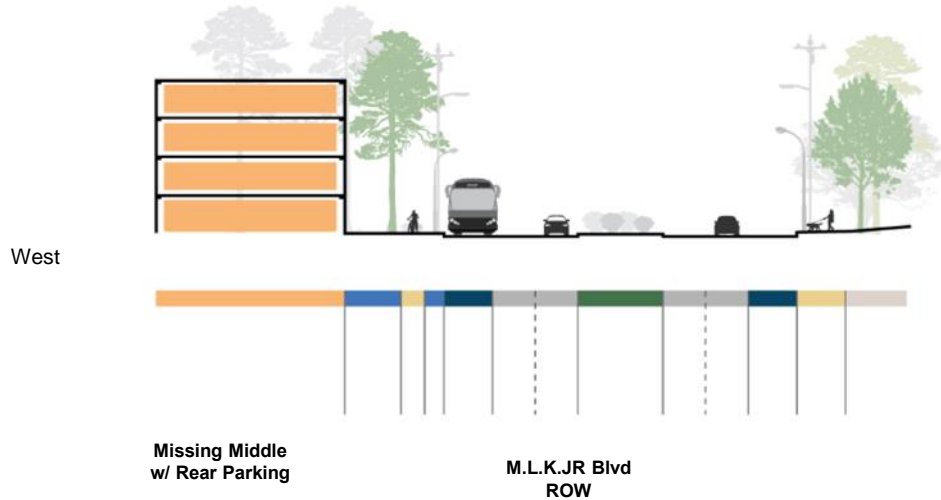
DU/Acre: 25-30 Approx





# Potential Site: **Homestead Road**    **A TOD Neighborhood**

Homestead TOD



**Section View Looking North: Potential change by 2040**

Draft Meeting Packet

# DOWNTOWN FOCUS AREA

## Potential Uses / Typologies

- Community Facility
- Office
- Retail
- Townhouse
- Missing Middle
- Apartment
- Podium or Wrap Apartment

## Potential Site Connections

- Site BRT Path
- Potential Connectivity Enhancements

## Focus Area

- NMLK Focus Area Boundary

## Transportation

- Bus Route
- BRT Stop
- Station Areas

## Bikeways/Sharrows

- Existing Bike/Sharrows
- Future Bike/Sharrows

## Greenways/Sidepaths

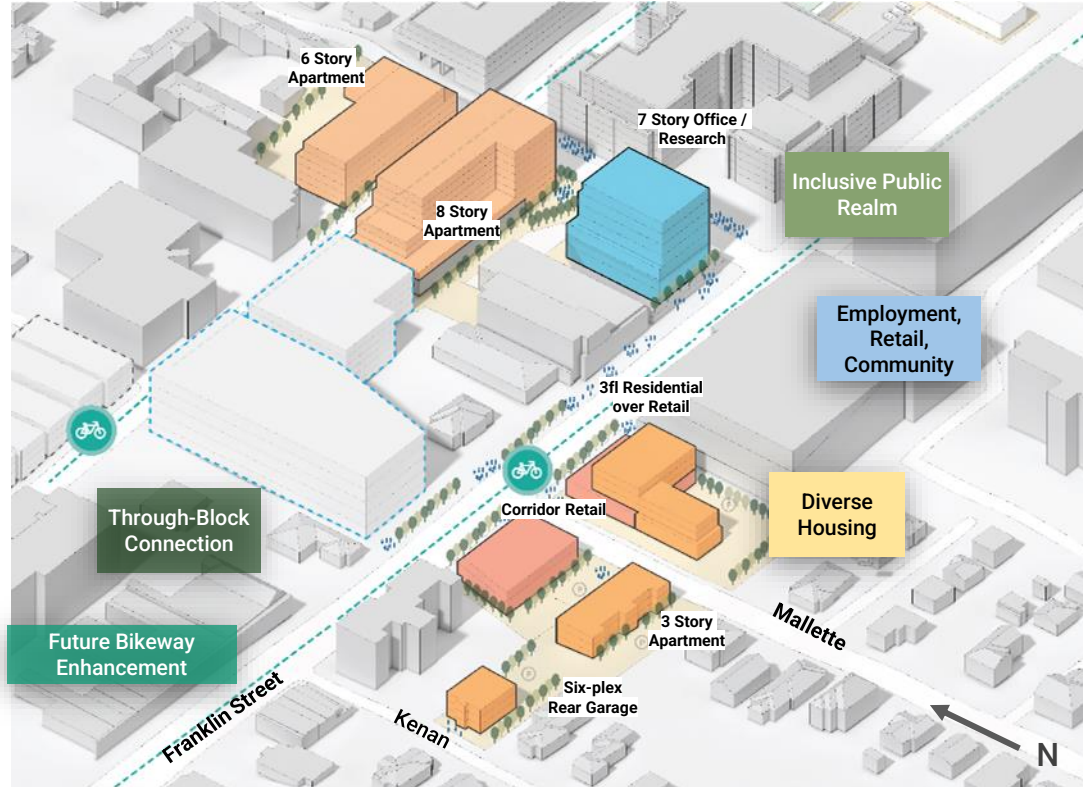
- Existing Greenways/Sidepaths
- Future Greenways/Sidepaths





# Potential Sites: **West of Church St**

## Downtown TOD



Potential change by 2040: illustrating principles, testing capacity

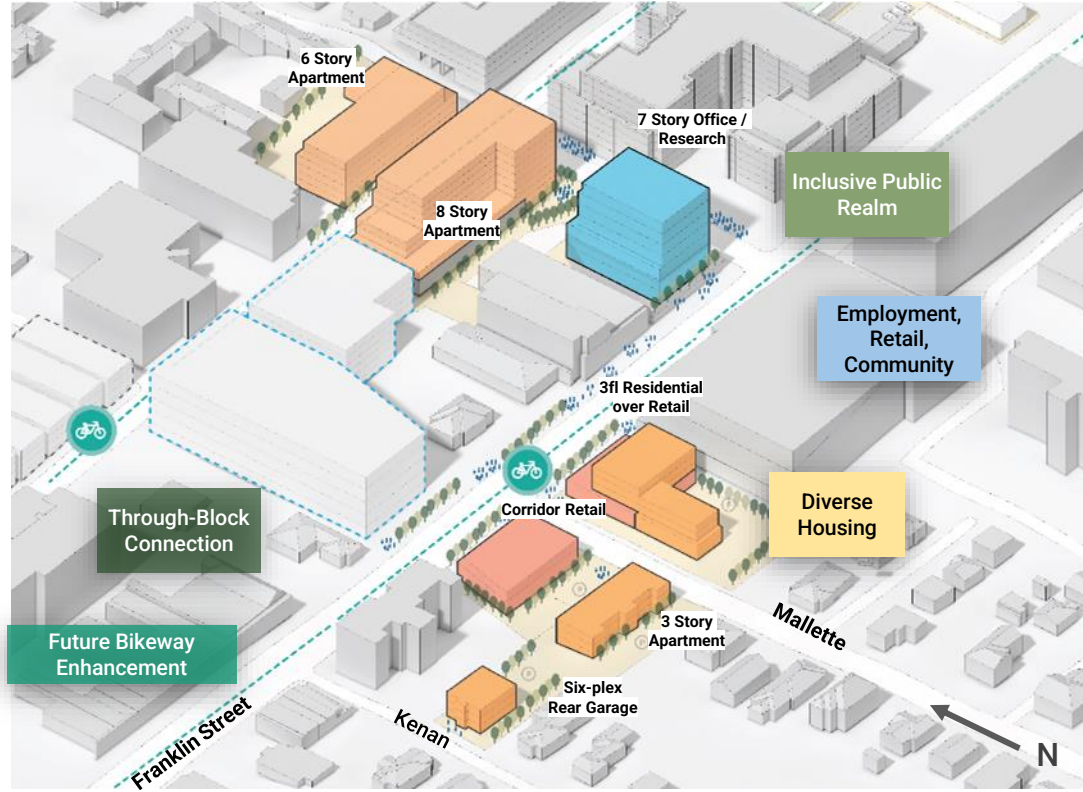
Draft Meeting Packet

## A Dynamic Downtown District



# Potential Sites: **West of Church St**

## Downtown TOD

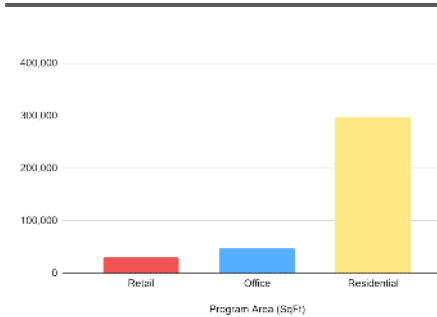


Potential change by 2040: illustrating principles, testing capacity

Draft Meeting Packet

## A Dynamic Downtown District

Use Mix (Approx)



Residential Units: 200-225

Retail GFA: 50-65,000 sq ft

Office GFA: 45-50,000 sq ft

Active Transportation Options  
New Affordable Housing Models  
Housing Diversity

Local Independent Retailers  
Inclusive Public Realm  
Research & Development



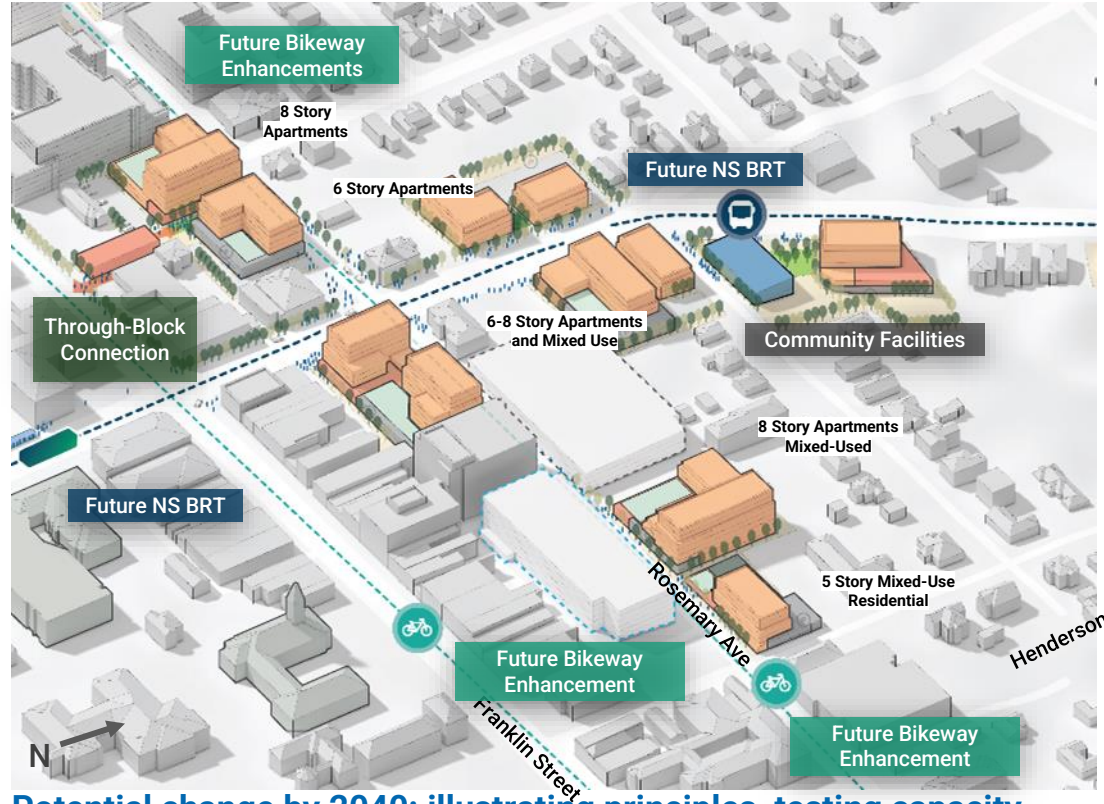
Opportunity to Add Density  
Built Heritage  
UNC Presence

Walkable  
Oriented to Active Transportation & Transit



# Potential Sites: East of Church St

## Downtown TOD



Potential change by 2040: illustrating principles, testing capacity

Draft Meeting Packet

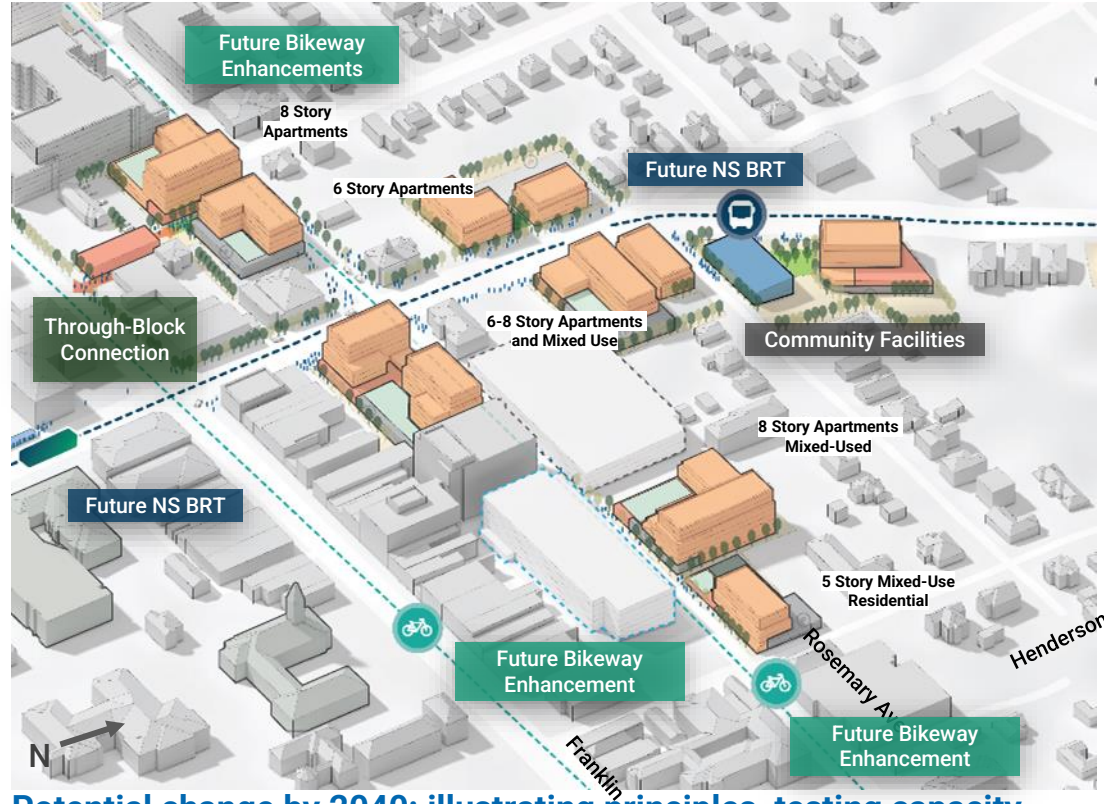
## Extend Downtown Living





# Potential Sites: East of Church St

## Downtown TOD

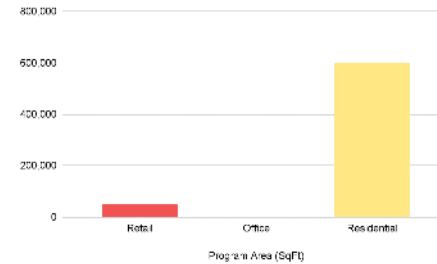


Potential change by 2040: illustrating principles, testing capacity

Draft Meeting Packet

## Extend Downtown Living

### Use Mix (Approx)



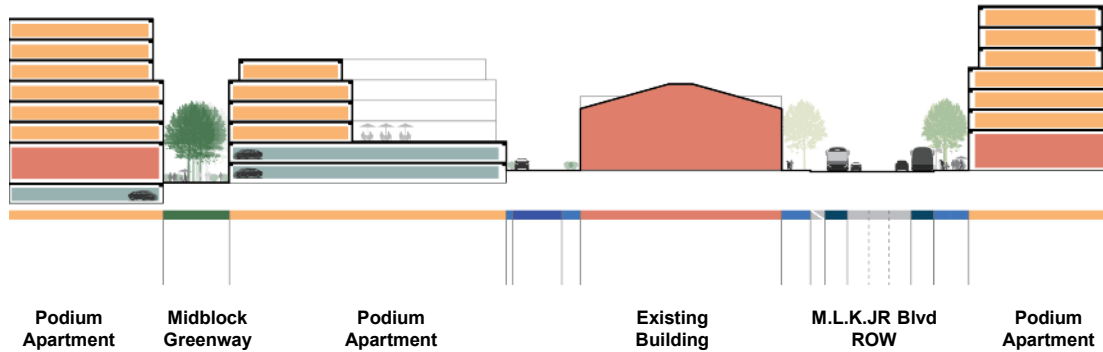
Residential Units: 450-500

Retail/ service GFA: 50-55,000 sq ft



# Potential Sites: **East of Church St**

## Downtown TOD



## Section View Looking North: Potential change by 2040

Draft Meeting Packet

## Extend Downtown Living



# QUESTION

- Are there additional components, or elements to prioritize in Station and Focus Areas?

# NEXT STEPS

- **Questions/clarification of connections between TOD Plan and LUMO Update and/or objectives of *Shaping Our Future* project phases**
- **Questions, concerns, clarifications about disposition of comments and feedback**
- **Questions, concerns, or clarifications about any implementation recommendations**
- **Clarification of next steps/ what to expect**



# APPENDIX

# Implementation Management

Draft

# Implementation Management: Affordable Housing

Action Area	Strategy	Program, Policy, Investment	Timetable: 2023-24	Timetable: 2025-30	Lead Department or Division	Implementation Partners	Implementation Partners
<b>Affordable Housing</b>							
Town Policies and Programs in Development							
	<b>Housing Development</b>						
		Exploring redevelopment of public housing sites to add density			Public Housing	Planning	
		Identifying additional publicly-owned sites for affordable housing			Public Housing	Planning	
		Establishing a pipeline of affordable housing tax credit projects			Affordable Housing	Planning	Private and non-profit developers
	<b>Housing Programs</b>						
		Establishing a revolving loan fund for affordable housing programs			Affordable Housing	Planning	Private and non-profit developers
	<b>Funding Mechanisms</b>						
		Exploring additional funding mechanisms and partnerships			Affordable Housing	Public Housing	Private and non-profit developers
	<b>Planning and Regulation</b>						
		"Gentle density" ordinance, to increase densities in the lowest density zoning districts.			Planning	DEI	
	<b>Zoning Policies</b>						
		Re-examining affordable housing incentives, such as density bonuses			Planning	Affordable Housing	DEI
		Updating the LUMO to better foster the preservation and creation of affordable housing			Planning	Affordable Housing	DEI
		Exploring LUMO text amendments to expand housing choices in neighborhoods			Planning	Affordable Housing	DEI
	<b>Partnerships and Coalitions</b>						
		Expanding acquisition and development strategies to include partnerships			Affordable Housing	Town Manager	

Draft

# Implementation Management: Affordable Housing

Action Area	Strategy	Program, Policy, Investment	Timetable: 2023-24	Timetable: 2025-30	Lead Department or Division	Implementation Partners	Implementation Partners
<b>Affordable Housing</b>							
Potential Future Policies and Programs							
	<b>Developer Outreach</b>						
		Promoting Town opportunities to affordable housing developers			Affordable Housing	Town Manager	DEI
	<b>Strategic Disposition</b>						
		Existing TOCH land inventory			Affordable Housing	Town Manager	Planning
		UNC / UNC Health Partnerships			Affordable Housing	UNC / UNC Health	Planning
		Mission driven landowners			Affordable Housing	Town Manager	Planning, DEI
		Developer RFP Processes			Planning	Affordable Housing	Town Manager, DEI
	<b>Strategic Acquisition</b>						
		Vacant parcels, aging commercial centers.			Planning	Town Manager	Economic Development, DEI
		Preservation of Naturally Occurring Affordable Housing (NOAH) units			Affordable Housing	Town Manager	Planning, DEI
	<b>Revolving Loan Fund</b>						
		Naturally Occurring Affordable Housing (NOAH) Preservation.			Affordable Housing	Town Manager	
		Property Rehabilitation.			Affordable Housing	Town Manager	DEI
		New Affordable Home Construction			Affordable Housing	Town Manager	DEI
		Homeownership Assistance.			Affordable Housing	Town Manager	

Draft



# Implementation Management: Affordable Housing

Action Area	Strategy	Program, Policy, Investment	Timetable: 2023-24	Timetable: 2025-30	Lead Department or Division	Implementation Partners	Implementation Partners
<b>Affordable Housing</b>							
Potential Future Policies and Programs							
	<b>Funding Mechanisms</b>						
		Increased Affordable Housing Development Reserve			Affordable Housing	Town Manager	
		Affordable Housing Bonds			Affordable Housing	Town Manager	
		Tax Increment Financing			Affordable Housing	Town Manager	DEI
		Direct Impact Investments			Affordable Housing	Town Manager	DEI
	<b>Planning and Regulation</b>						
		Comprehensive Affordable Housing Plan			Affordable Housing	Planning	Town Manager, DEI
		Expanded Community Land Bank			Affordable Housing	Planning	Town Manager, DEI
		Tenant Right of First Refusal			Affordable Housing	Town Manager	
	<b>Zoning Policies</b>						
		Procedural Changes			Planning	Town Manager	
		Code-Based Incentives			Planning	Affordable Housing	DEI
		By-Right Gentle Density in Neighborhoods			Planning	Affordable Housing	DEI
	<b>Partnerships</b>						
		Work with UNC to Expand Housing Options			Affordable Housing	Town Manager	

Draft

# Implementation Management: Economic Development

Action Area	Strategy	Program, Policy, Investment	Timetable: 2023-24	Timetable: 2025-30	Lead Department or Division	Implementation Partners	Implementation Partners
<b>Economic Development</b>							
	<b>Office Implementation Strategies</b>						
		Continue Corporate Attraction and Retention Efforts			Economic Development	Chamber of Commerce	
		Cluster Office Development			Economic Development	Planning	
		Capture Commercialization from UNC-Based Incubators			Economic Development	UNC	
	<b>Retail Implementation Strategies</b>						
		Activate Ground Floor at Key Locations			Economic Development	Downtown Partnership	Chamber of Commerce
		Encourage Retail that Reflects Community Needs or Emerging Typologies			Economic Development	Downtown Partnership	Chamber of Commerce
		Support Local Small and Minority-Owned Businesses			Economic Development	Downtown Partnership	Chamber of Commerce
	<b>Downtown Implementation Strategies</b>						
		Add More Residential Downtown			Planning	Affordable Housing	
		Provide Support and Incentives to Property Owners with High Visibility Retail Vacancies			Economic Development	UNC	
		Expand Shared Parking Solutions			Economic Development	UNC	

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# Implementation Management: Accessibility

Action Area	Strategy	Program, Policy, Investment	Timetable: 2023-24	Timetable: 2025-30	Lead Department or Division	Implementation Partners	Implementation Partners
<b>Pedestrian and Bike Enhancements</b>							
	N-S BRT Station ADA improvements				Chapel Hill Transit	Public Works	
	N-S BRT Station Area improvements				Public Works	Chapel Hill Transit	Transportation Planning, DEI
	N-S BRT Station last mile connections				Public Works	Chapel Hill Transit	Transportation Planning, DEI
	15-501 Focus Area				Public Works	Transportation Planning, DEI	
	NC-54 Focus Area				Public Works	Transportation Planning, DEI	
	Transportation Greenways				Public Works	Transportation Planning, DEI	

Draft

# Implementation Management: LUMO

Action Area	Strategy	Program, Policy, Investment	Timetable: 2023-24	Timetable: 2025-30	Lead Department or Division	Implementation Partners	Implementation Partners
<b>Land Use Management Strategies</b>							
	Complete LUMO Audit				Planning		
	Complete Town of Chapel Hill Planning Assessment				Planning	Town Manager	
	Establish technical team: staff and consultants				Planning	Town Manager	
	Confirm LUMO Vision and Objectives				Planning	Town Manager	
	Establish design guidelines				Planning	Town Manager	Sustainability
	Prepare technical draft: Comprehensive LUMO rewrite				Planning	Town Manager	Sustainability, Affordable Housing
	Draft administrative and development review process				Planning	Town Manager	
	Engagement and review				Planning		
	Final draft: Comprehensive LUMO rewrite				Planning	Town Manager	
	Final consultation				Planning		
	Adoption: Comprehensive LUMO rewrite				Planning		
	Zoning map / atlas update				Planning	Town Manager	

Draft

# GROWTH FORECASTS

Draft



# CHAPEL HILL CAPTURE OF HOUSING DEMAND

Chapel Hill could capture between 6,410 and 8,910 new housing units by 2040

## HISTORIC TREND CAPTURE

6,410 total units by 2040  
320 units annually

910

Single Family, Detached

1,710

Multifamily, 2-19 Units

310

Single Family, Attached

3,480

Multifamily, 20+ Units

- The majority of units are in multifamily buildings of varying size.

## DEMAND DRIVEN CAPTURE

8,910 total units by 2040  
446 units annually

1,140

Single Family, Detached

2,250

Multifamily, 2-19 Units

530

Single Family, Attached

4,990

Multifamily, 20+ Units

- Relative to the “Historic Trend” scenario, a larger share are in large multifamily buildings (20+ units)

# CHAPEL HILL PIPELINE RECONCILIATION

Beyond pipeline developments, Chapel Hill will need 5,785 additional homes by 2040

## HISTORIC TREND CAPTURE

	SF, Detached	SF, Attached	MF, 2-19	MF, 20+	Total
Net Demand	910	310	1,710	3,480	6,410
SBF Pipeline Projection	88	192	133	2,712	3,125
Demand Net of Pipeline	822	118	1,577	768	3,285

- Under the "Historic Trend" scenario, there is demand for an additional 3,285 units beyond the current Town pipeline.

## DEMAND DRIVEN CAPTURE

	SF, Detached	SF, Attached	MF, 2-19	MF, 20+	Total
Net Demand	1,140	530	2,250	4,990	8,910
SBF Pipeline Projection	88	192	133	2,712	3,125
Demand Net of Pipeline	1,052	338	2,117	2,278	5,785

- Under the "Demand Driven" scenario, there is demand for an additional 5,785 units beyond the current Town pipeline.

# HOUSING DEMAND 2040 – NET OF PIPELINE

72

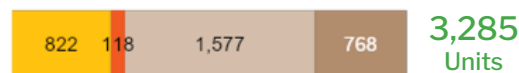
- **Demand Driven: higher share of regional housing**
  - Diverse housing for local residents and workforce
  - Mitigate upward price pressure
  - Transit supportive densities
  - Densities supporting viability of services and public realm
  - Meeting the Town's Guiding Principles (FLUM)
  - Reflecting Complete Communities principles
- **Historic Rate: historic share of regional housing**
  - Falling share of the regional population
  - Increased competition between students and long-term residents for lower cost housing.
  - Housing less affordable for low and moderate-income households

## REMAINING UNITS TO MEET HOUSING DEMAND

### DEMAND DRIVEN CAPTURE RATE



### HISTORIC TREND CAPTURE RATE

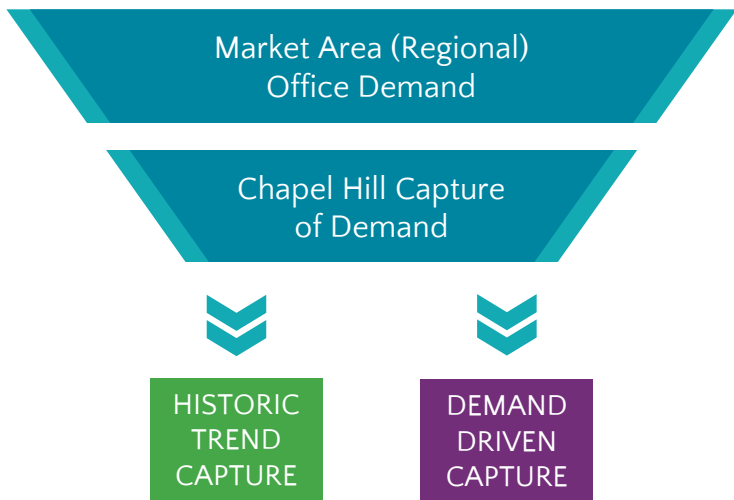


0 1,000 2,000 3,000 4,000 5,000 6,000

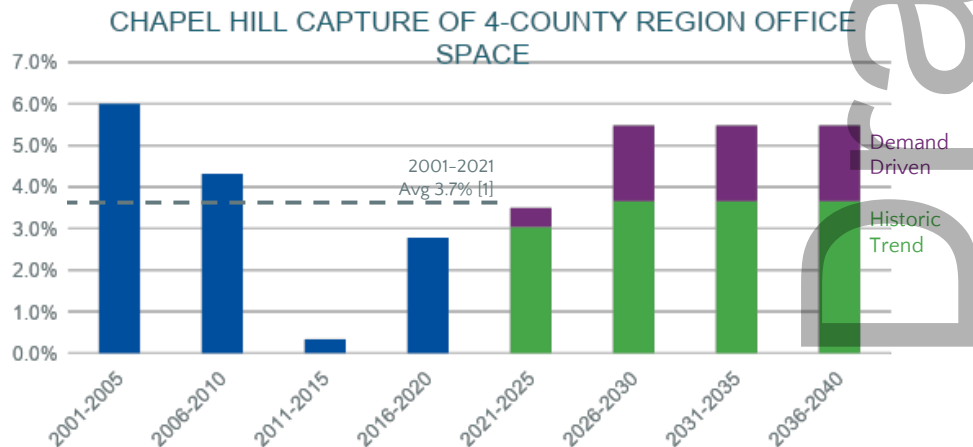
- Single Family, Detached
- Single Family, Attached
- Multifamily, 2-19 Units
- Multifamily, 20+ Units

# CHAPEL HILL CAPTURE OF OFFICE DEMAND

SB Friedman evaluated office demand under historic & enhanced capture rates



- 2001 and 2020, Chapel Hill captured 3.7% of new regional office space
- "Historic Trend" scenario: Chapel Hill Town continues to capture 3.7%
- "Demand Driven" scenario: Chapel Hill increases regional office capture to 5.1%.



# CHAPEL HILL CAPTURE OF OFFICE DEMAND

Chapel Hill could capture between 770K and 1.2M SF of new office by 2040

## HISTORIC TREND CAPTURE

**700–800K SF**

Larger-Scale Corporate  
Office Space by 2040

**70–75K SF**

Professional  
Office Space by 2040

- Chapel Hill could support between 770K and 875K SF of new office through 2040.
- Given recent tenant profile, the majority of space will be in larger-scale corporate office buildings.

## DEMAND DRIVEN CAPTURE

**1.0–1.1M SF**

Larger-Scale Corporate  
Office Space by 2040

**80–85K SF**

Professional  
Office Space by 2040

- Chapel Hill could support between 1.0M and 1.2M SF of new office through 2040.
- A greater share of space would be in larger-scale corporate office buildings

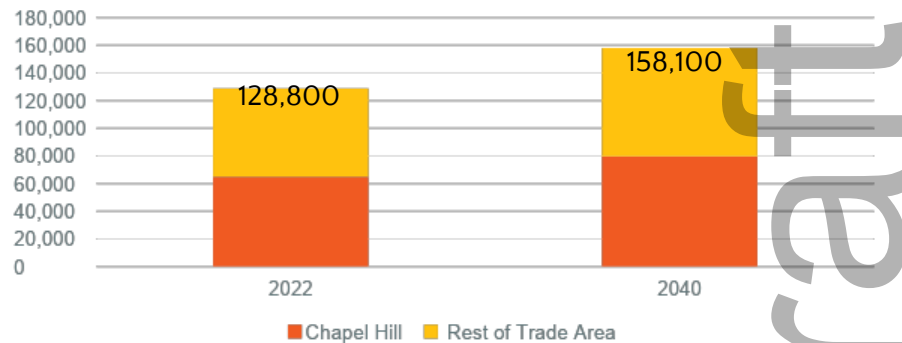
# POPULATION GROWTH & RETAIL SPENDING

## Primary Trade Area extends west from Chapel Hill

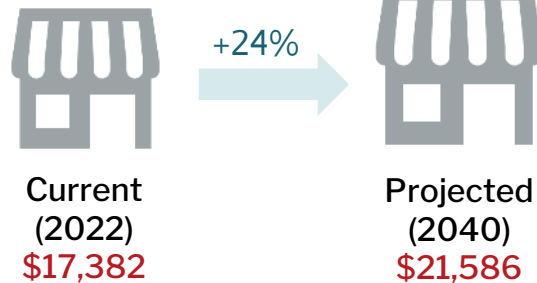
- Chapel Hill trade area: 128,800 residents
- Approx half of live in Chapel Hill itself
- “Demand Driven” scenario: trade area’s population will increase to 158,100 by 2040.
- Trade area projected to become more affluent
- Trade area per capita retail spending is projected to increase by 24% by 2040 in real terms.

Source: Business Analyst, ESRI, SB Friedman

TRADE AREA PROJECTED POPULATION



TRADE AREA PER CAPITA RETAIL SPENDING



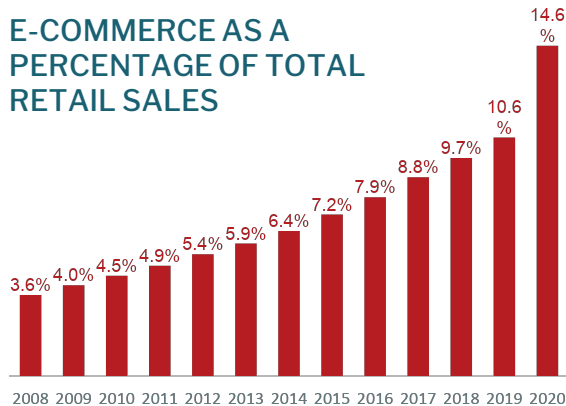


# RETAIL TRENDS

## Recent trends are impacting bricks & mortar retail nationally

- Growth of e-commerce is impacting brick & mortar retail development
- Accelerated by the COVID-19 pandemic.
- Traditional retailers repositioning brick & mortar stores to accommodate multi-channel & omni-channel shopping.
- Some retail sectors declining, others expanding.

### E-COMMERCE AS A PERCENTAGE OF TOTAL RETAIL SALES



Source: SB Friedman, US Census Bureau



### DECLINING RETAIL SECTORS









Big box “category killer” retailers  
Traditional retailers

### EXPANDING RETAIL SECTORS

Value- and convenience-focused retailers  
Experiential retailers, food & beverage  
Clicks-to-bricks

# DEMAND PROJECTIONS

Chapel Hill could support an additional  $\pm 660K$  SF of retail space by 2040

Retail Category	Trade Area Demand Change 2022-2040	Trade Area Demand Potential (2040)	Typical Sales PSF (2040)	Chapel Hill Capture of Demand	Chapel Hill Supportable SF
Furniture and home furnishings stores		\$96M	\$320	25%	75,000
Electronics and appliance stores	 *2040 Demand Lower Than Current Demand	\$7M	\$1,120	66%	4,000
Building materials and garden equipment and supplies stores		\$168M	\$510	10%	33,000
Health and personal care stores		\$39M	\$930	66%	28,000
Clothing and clothing accessories stores	 *2040 Demand Lower Than Current Demand	\$18M	\$490	50%	18,000
General Merchandise Stores		\$262M	\$340	25%	192,000
Miscellaneous Store Retailers		\$38M	\$500	50%	38,000
Food Services & Drinking Places		\$136M	\$670	66%	134,000
<b>Total Occupied Retail SF</b>					<b>522,000 SF</b>
<i>Non-Retail SF % (Services, Medical &amp; Professional Office, etc.)</i>					15.0%
Total Occupied SF					614,000 SF
Vacancy Rate					7.0%
<b>Total Supportable SF</b>					<b>660,000 SF</b>

# CHAPEL HILL CAPTURE OF OFFICE DEMAND

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# RETAIL DEMAND PROJECTIONS

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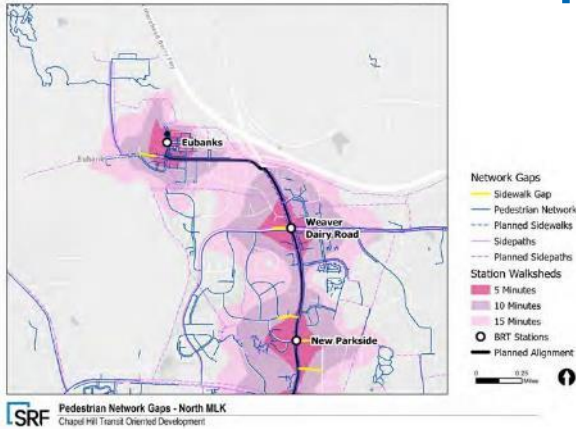
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<b>Total Supportable SF</b>					<b>660,000 SF</b>

# ACCESSIBILITY AUDIT

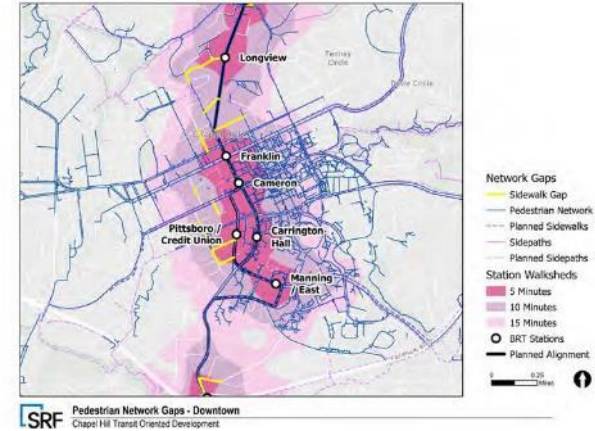
## Supplimental Information

Draft

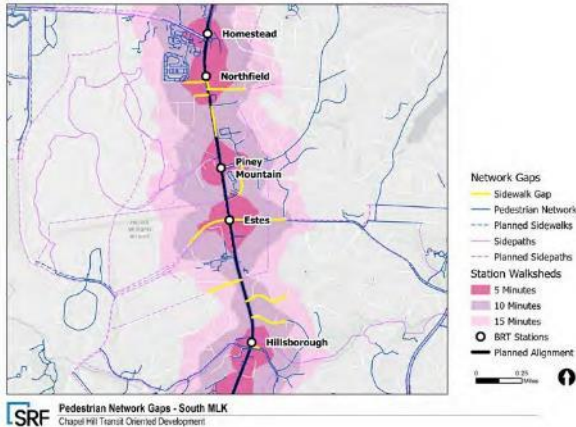
# N-S BRT Pedestrian Network Gaps



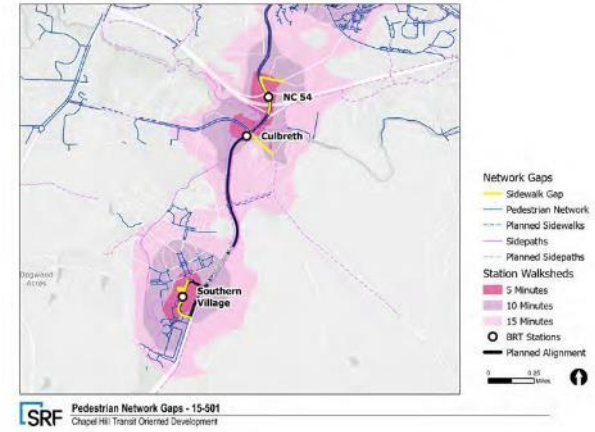
Pedestrian Network Gaps- MLK North



Pedestrian Network Gaps- Downtown



Pedestrian Network Gaps- MLK North and South

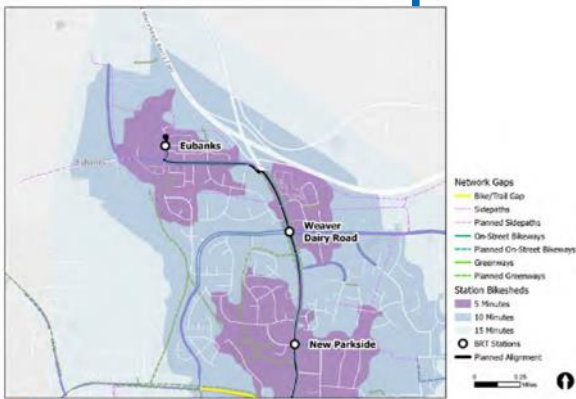


Pedestrian Network Gaps- South Columbia

Draft

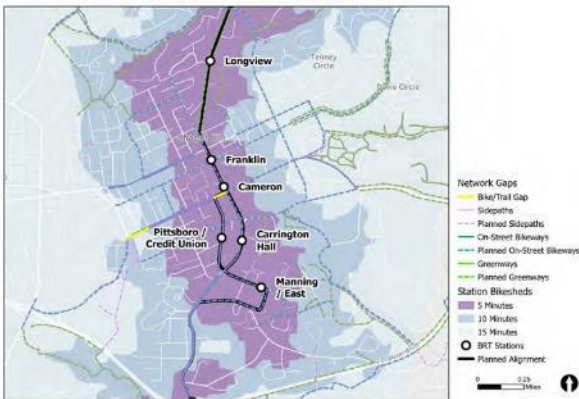


# N-S BRT Bike Network Gaps



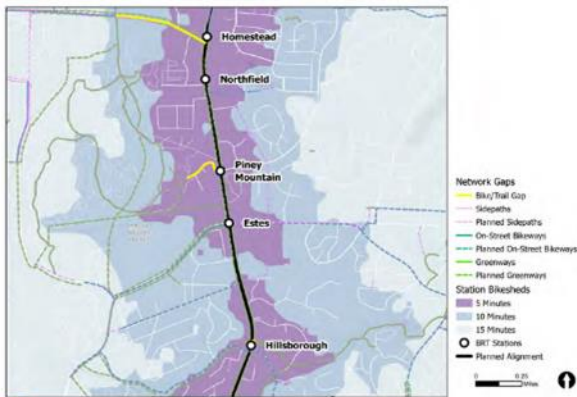
SRF Bike Network Gaps - North MLK  
Chapel Hill Transit Oriented Development

Bike Network Gaps- MLK North



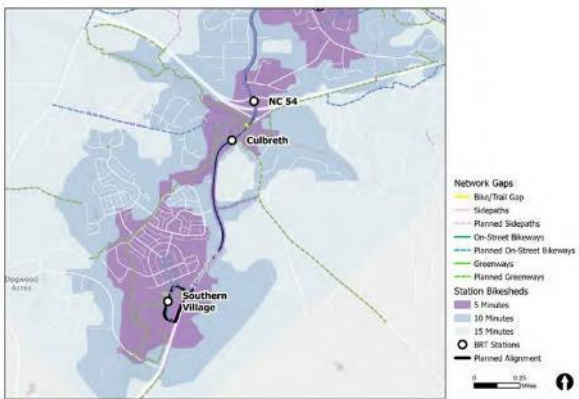
SRF Bike Network Gaps - Downtown  
Chapel Hill Transit Oriented Development

Bike Network Gaps- Downtown



SRF Bike Network Gaps - South MLK  
Chapel Hill Transit Oriented Development

Bike Network Gaps- MLK North and South



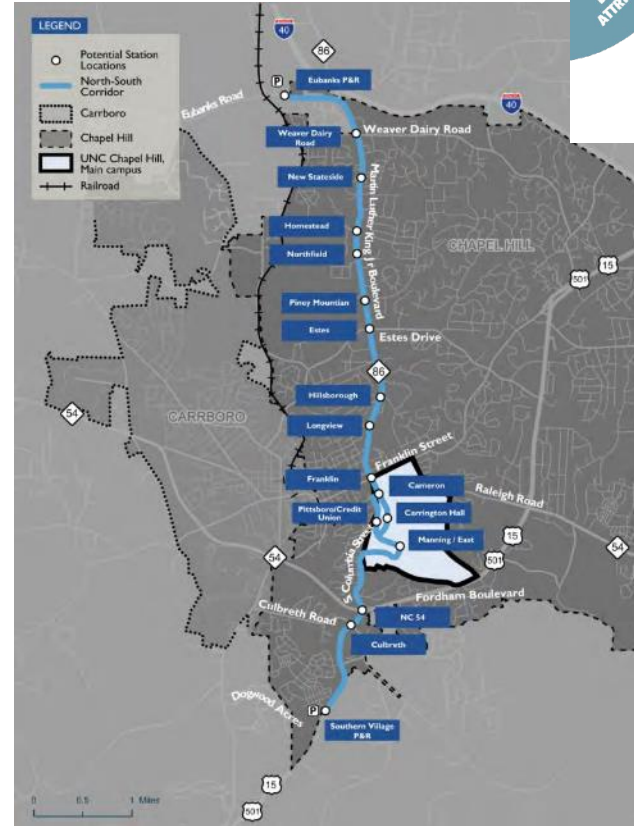
SRF Bike Network Gaps - 15-501  
Chapel Hill Transit Oriented Development

Bike Network Gaps- South Columbia

Draft

# Importance of Equitable Investments<sup>83</sup>

- Promote fairness in mobility and accessibility for ALL community members.
- Support community goals: inclusive, sustainable and competitive community and “Complete Community”
- Accessibly designed streets: wider sidewalks, enhanced curbs and intersections, enhanced signaling
- Complete Streets: walking, bicycling, transit use, mobility devices or driving - improving health and safety
- Development occurring in transit-served locations can benefit all Chapel Hill residents



- FRIENDLY TO CHILDREN AND SENIORS
- MITIGATE CLIMATE RISKS: GREEN INFRASTRUCTURE
- WALKABLE
- HUMAN-SCALE
- ORIENTED TO ACTIVE TRANSPORTATION AND TRANSIT
- IDENTIFIABLE & DISTINCT
- EVERYWHERE TO EVERYWHERE GREENWAYS
- WATERSHEDS AS PEDESTRIAN AND CYCLING CONNECTORS

# Role of Transportation Equity Analysis<sup>84</sup>

## TOD Accessibility Analysis Context

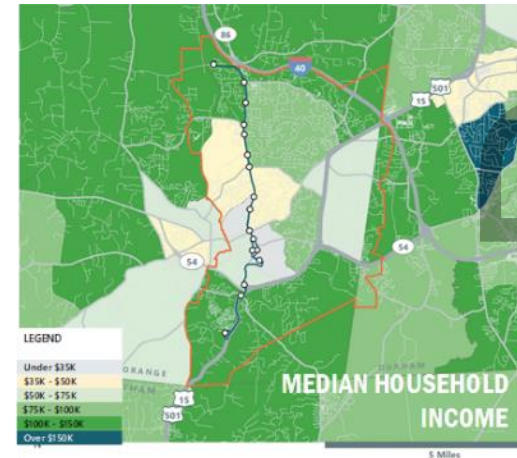
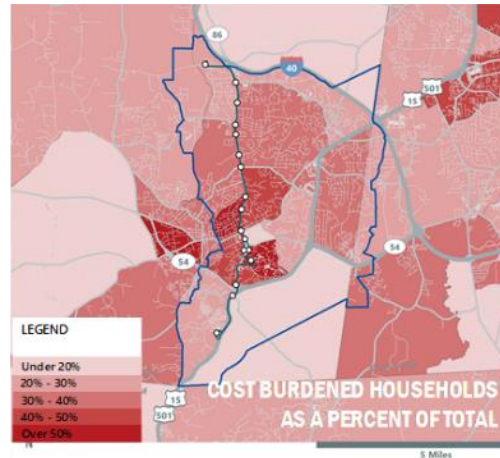
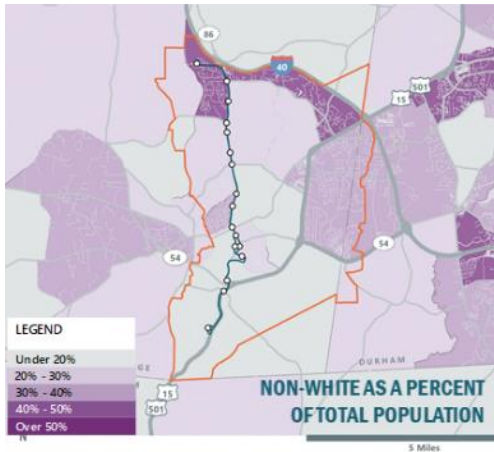
- Existing conditions along N-S BRT Corridor station areas and Focus Areas
- Reviewing studies addressing Mobility and Accessibility
- Walking + Biking + Rolling Audits with stakeholders and interested residents –gaps/barriers, safety
- Accessibility Recommendations for Station Areas and Focus Areas and infrastructure features

## Equity Overlay

- Advance racial equity, community wealth building, climate resilience and public health goals
- Transportation Equity can support more vibrant, prosperous, and resilient neighborhoods connected to opportunities
- Mobility/infrastructure to build capacity, and future policies to support equitable projects and developments.

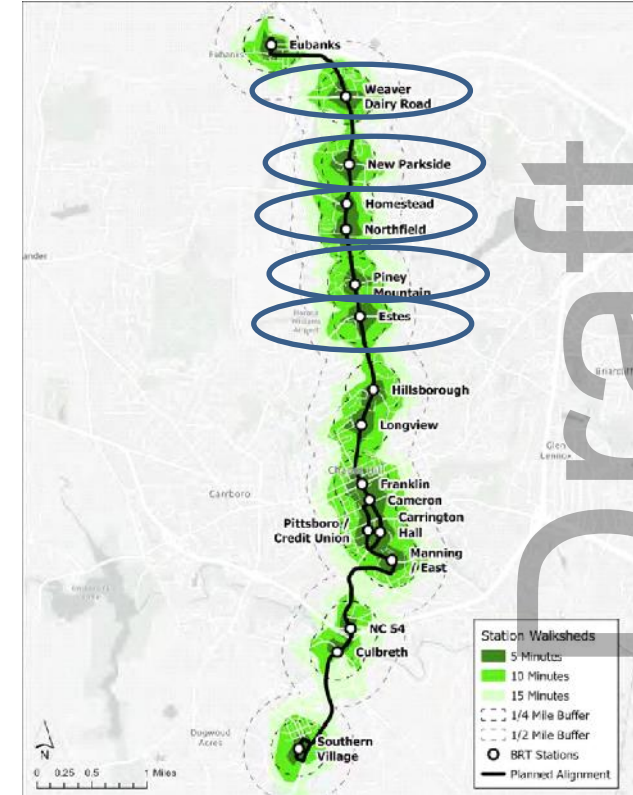
# Strategies for Equitable Investments<sup>85</sup>

- Improve pedestrian infrastructure in TOD Station Areas
- ADA inventory of sidewalk infrastructure with an equity lens
- Transit signage and wayfinding: people with disabilities, non-English first language
- Increase micro-mobility options, bike-share and e-bikes
- Prioritize high-quality bicycle infrastructure
- Enhancing First and Last-Mile Connections to Transit
- Include an equity analysis to benefits and burdens of future investment.



# Equity Priority Station Area Improvements<sup>86</sup>

- ❑ Gaps, barrier types, demographics, cost burden analysis, median income data.
- ❑ Populations with greater needs, or preferences for bicycling and walking, including “last mile” trips to access transit.
- ❑ Locations with lower incomes and rates of vehicle ownership – indicating transit, bike and pedestrian need.



Priority Accessibility Locations—  
based on equity

# STATION AREA CONCEPT UPDATES

- Scale Comparisons
- In-Progress Eye Level Views

Draft



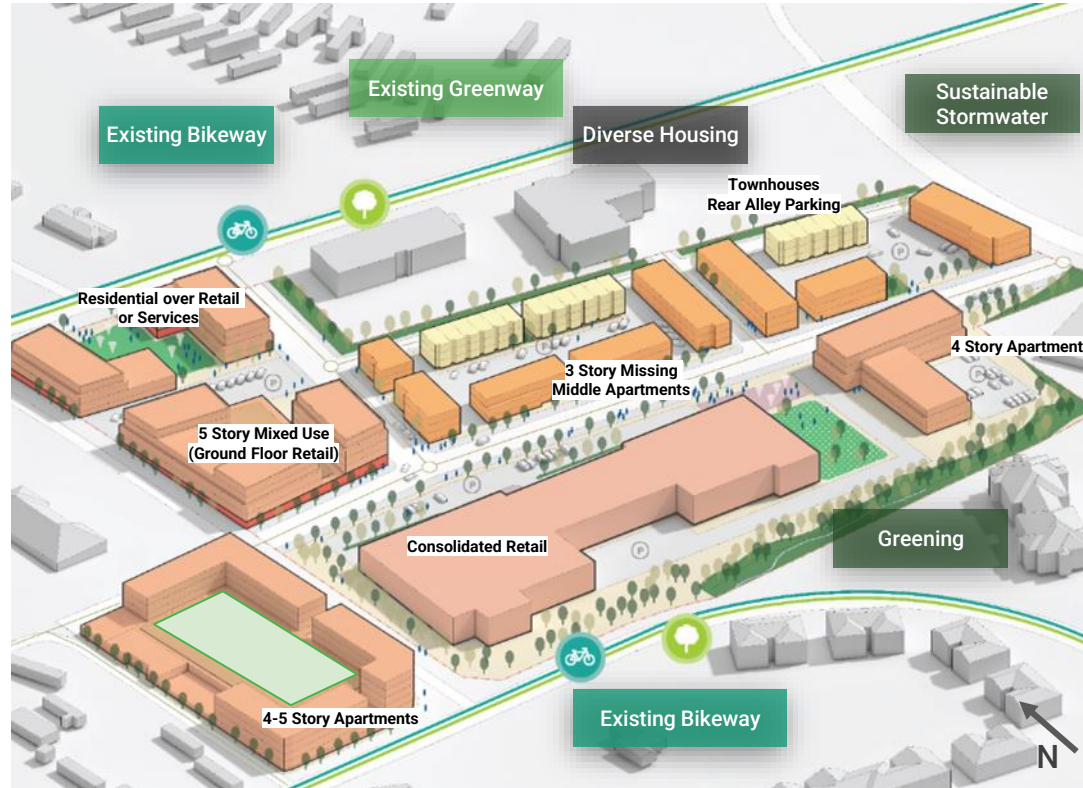
# Potential Site: **Timberlyne Mall** A Sustainable Mixed-Use Community

Weaver Dairy TOD



# Potential Site: **Timberlyne Mall** A Sustainable Mixed-Use Community

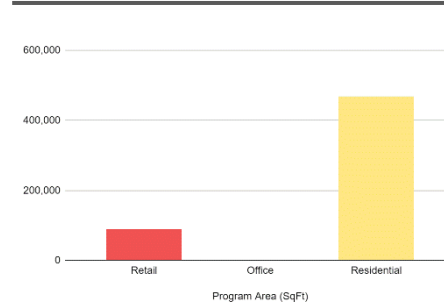
Weaver Dairy TOD



Potential change by 2040: illustrating principles, testing capacity

Draft Meeting Packet

## Use Mix (Approx)



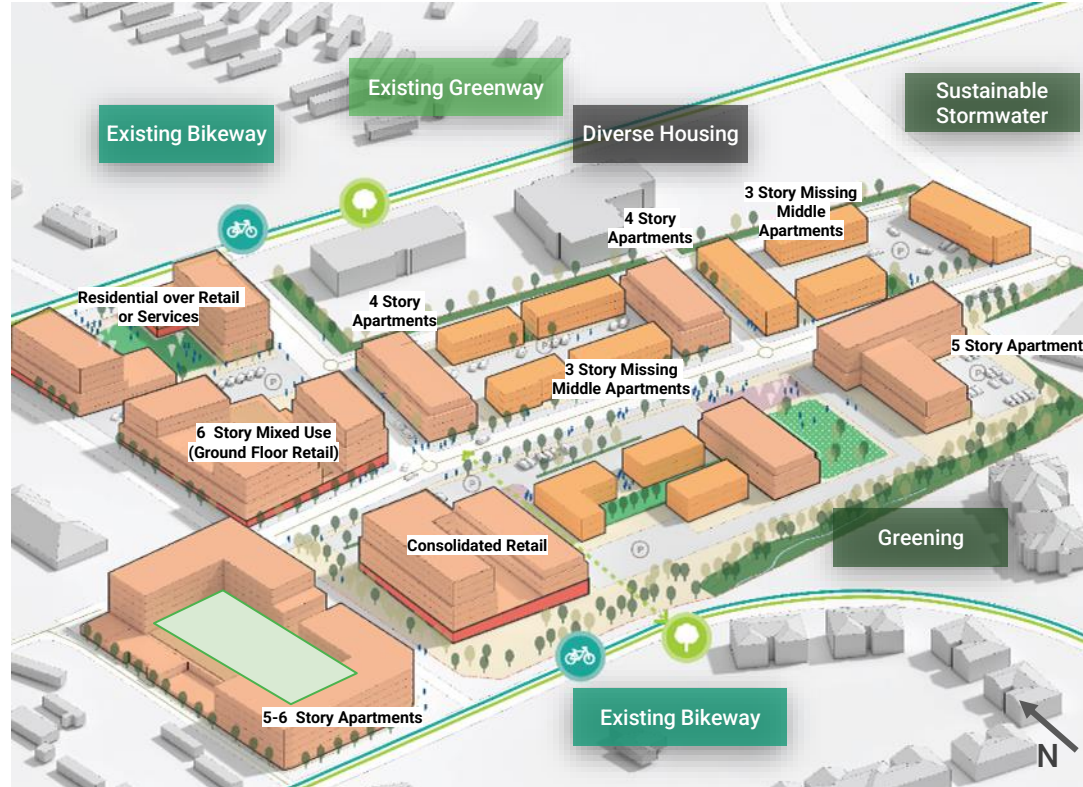
Residential Units: 340-360

Retail / Mixed Use GFA: ~50-55,000 sq ft

DU/Acre: 20-30

# Potential Site: **Timberlyne Mall** A Sustainable Mixed-Use Community

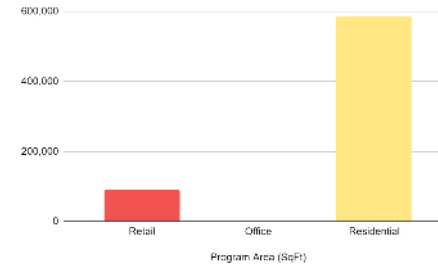
Weaver Dairy TOD



Potential change by 2040: illustrating principles, testing capacity

Draft Meeting Packet

Use Mix (Approx): **Higher Density Scenario**



Residential Units: 470-490

Retail / Mixed Use GFA: ~50-55,000 sq ft

DU/Acre: 30-40

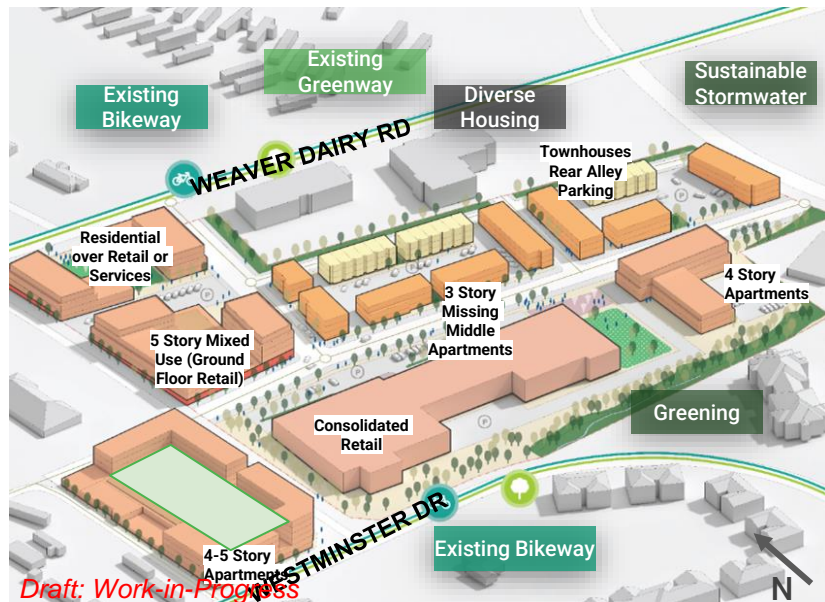


# DEVELOPMENT SCALE COMPARISON<sup>1</sup>

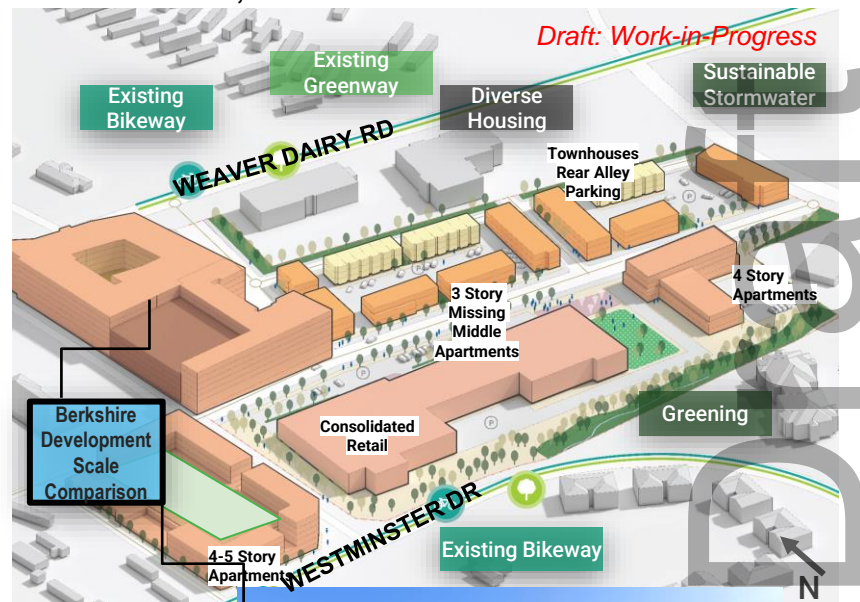
## Timberlyne Mall **DRAFT** TOD Concept

Weaver Dairy BRT Station Area

← TO MLK, JR. BLVD



← TO MLK, JR. BLVD



- Varied, human-scaled blocks and buildings
- Porous, walkable grid
- Diverse building and housing types
- Height and density transitions

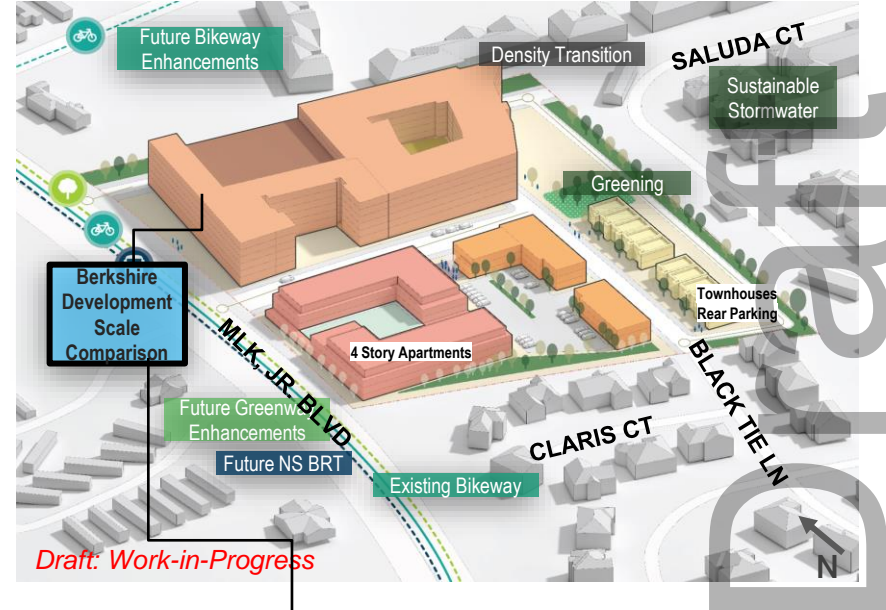
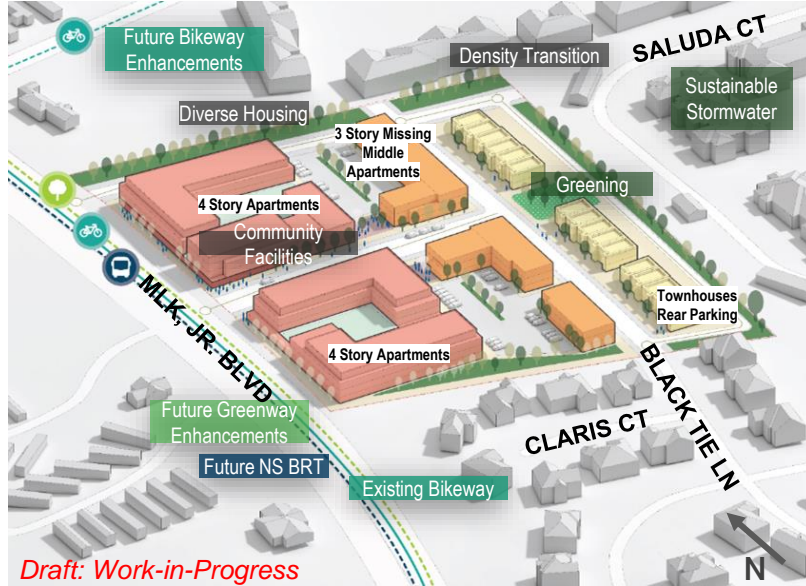


# DEVELOPMENT SCALE COMPARISON

92

## MLK at Westminster Drive **DRAFT** TOD Concept

Weaver Dairy and New Stateside BRT Station Areas



- Varied, human-scaled blocks and buildings
- Porous, walkable grid
- Diverse building and housing types
- Height and density transitions







**TIMBERLYNE MALL TODAY**





**TIMBERLYNE MALL FUTURE**

***DRAFT – IN PROGRESS***





**MLK JR BLVD / WESTMINSTER DR TODAY**





**MLK JR BLVD / WESTMINSTER DR FUTURE**



# COMPLETE COMMUNITY DESIGN ELEMENTS

- Transition and distribute building mass through smaller, connected buildings
- Greenery fully integrated into site design (street trees, medians, bioswales, public lawns, etc.)
- Minimal building setbacks create engaging street edges
- Vertical and horizontal exterior articulation breaks up monolithic buildings
- Human-scaled, active uses on ground floor of building frontages
- Buildings bound and define public outdoor spaces
- Complete Streets provide safe and comfortable routes to BRT stations and E2E greenway network
- Station area and streets connected to adjoining neighborhoods



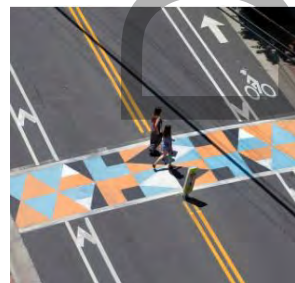
# TOD Planning & UDO Visioning SHAPING OUR FUTURE

## DRAFT IMPLEMENTATION STRATEGIES

December 6-7, 2022



Draft



SOM

ORION  
PLANNING+DESIGN

neighboring  
concepts

SRF

SBFRIEDMAN

# Draft Implementation Strategies Discussion

1. **LUMO Audit update and emerging recommendations**
2. **Housing forecasts and affordable housing strategies**
3. **Office, retail and hotel forecasts and strategies**
4. **Accessibility and equity strategies**



# Implementation Strategies Overview

For Discussion

Draft

# CHAPEL HILL PLANNING: 2012-2020<sup>101</sup>

2020  
CHAPEL HILL  
OUR TOWN. OUR VISION

## Town of Chapel Hill Land Use Management Ordinance

### Critique & Technical Report

#### LUMO REWRITE PROJECT INITIATION FINAL REPORT

Provided by Tamara Osley, Project Initiation Consultant and Coordinator  
September 15, 2017

#### PROJECT INITIATION PROCESS

In April 2017, the Chapel Hill Town Council adopted a resolution to update the Land Use Management Ordinance (LUMO) so that users have a better understanding of the community's vision for growth and development. The project was initiated as a response to this resolution. The project was initiated as a response to this resolution. The project was initiated as a response to this resolution.

key priorities and outcomes of the project initiation process.

- 28 in-person and online interviews with Chapel Hill residents, business owners, and community stakeholders.
- An online survey of residents and business owners.
- An online survey of residents and business owners.

#### Chapel Hill 2020 Comprehensive Plan

Adopted: June 25, 2012

Stakeholder interviews were conducted with the current LUMO, the community, and community stakeholders. The online survey of residents and business owners was also conducted. The online survey of residents and business owners was also conducted.

Resident = 87  
Property owner = 64  
Town Advisory Board member = 24  
Local business employee = 18  
Local business owner = 16

#### North-South BRT Transit-Oriented Development Framework

##### Introduction

Chapel Hill Transit is pleased to present the Chapel Hill Transit North-South BRT Transit-Oriented Development Framework. This framework is designed to provide a vision for the future of the North-South BRT corridor and to guide the development of the corridor.

- Provide a vision for the future of the North-South BRT corridor and to guide the development of the corridor.
- Provide a vision for the future of the North-South BRT corridor and to guide the development of the corridor.
- Provide a vision for the future of the North-South BRT corridor and to guide the development of the corridor.

#### Community Workshops (July 2019)

This memo documents the results of the community workshops held in July 2019. The memo provides a summary of the workshop findings and recommendations.

#### TOD Framework

The document begins with a short "cheat sheet" on TOD, providing a brief overview of the concept and its benefits. It then discusses the various types of TOD and the factors that influence their success. The document concludes with a list of recommendations for the development of the North-South BRT corridor.



TOWN OF CHAPEL HILL  
Future Land Use Map  
Update to Chapel Hill 2020 (Phase 1)  
ADOPTED DECEMBER 9, 2020

## CHAPEL HILL Charting Our Future A Land Use Map

## Projected Housing Needs 2020-2040 Town of Chapel Hill

October 12, 2021



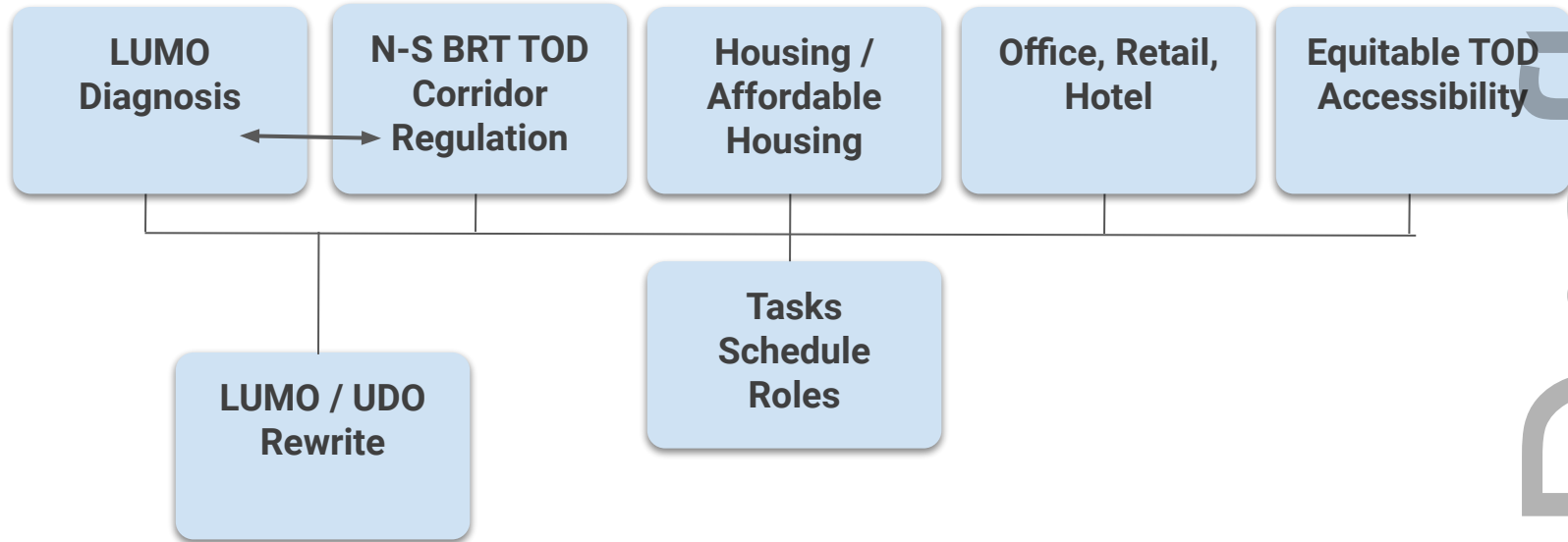
# N-S BRT TOD Context

102

- Town has big picture values and goals
  - Equitable housing and development
  - Equitable mobility and accessibility
- Goal is to Raise FTA Project Rating Score
  - Land-use, Economic Development criteria
- FTA is seeking
  - Implementation techniques and mechanisms
  - Appropriate transit supportive policies and regulatory mechanisms

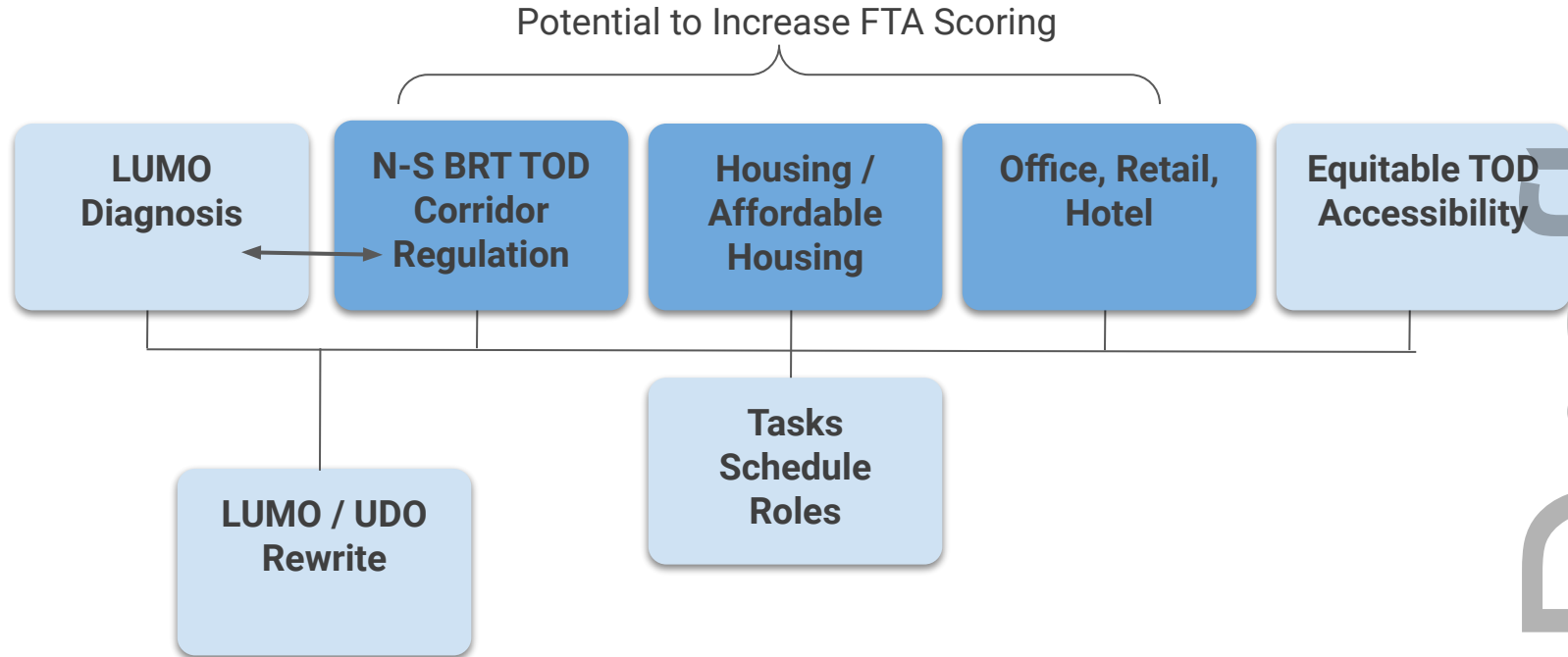


# Implementation Strategy: Key Components<sup>103</sup>



# Implementation Strategy: Key Components

104





# Draft Implementation Strategies Discussion

1. **LUMO Audit update and emerging recommendations**
2. **Housing forecasts and affordable housing strategies**
3. **Office, retail and hotel forecasts and strategies**
4. **Accessibility and equity strategies**

# LUMO Audit Update

**For Discussion**

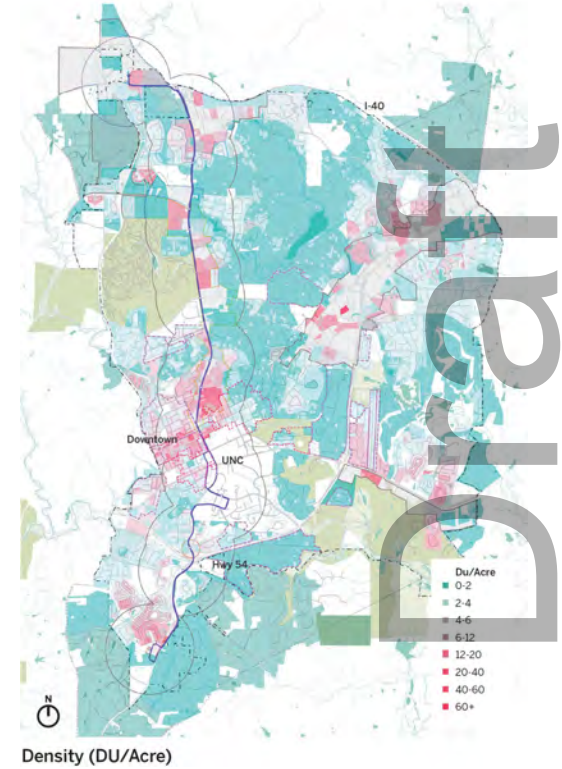
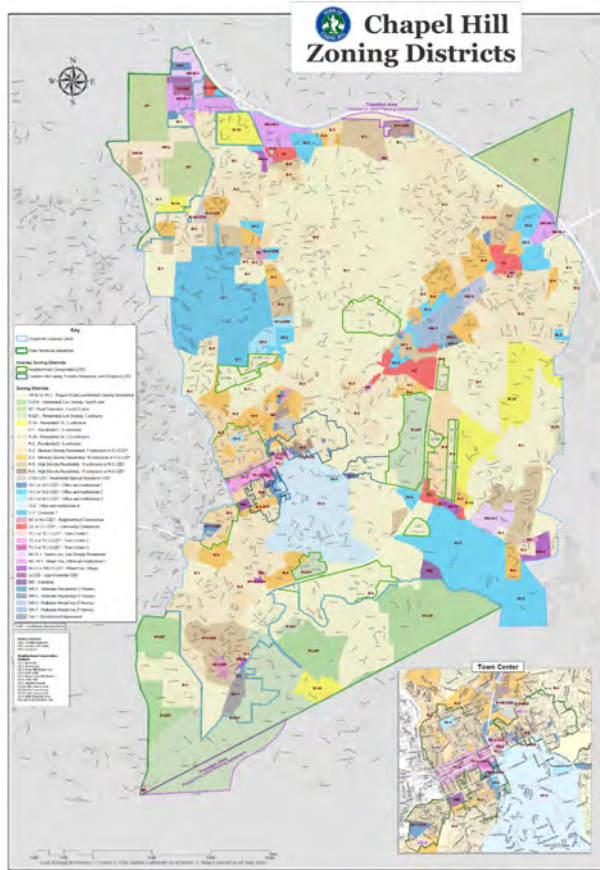
Draft

# UDO Visioning-Code Diagnostic Memo: Purpose<sup>107</sup>

- Comprehensive analysis: plans, LUMO, codes, land use tools
- Staff, stakeholder, community engagement
- Identify best practices
- Explain how the UDO can be improved overall
- TOD and Focus Area zoning options and recommendations
- Outline options for LUMO rewrite
- Set direction for re-write (2023-24)

Draft

# LUMO Diagnosis: Zoning, TOD and Focus Areas, Current Densities



# LUMO Diagnosis: Engagement to Date <sup>109</sup>

- Scoping meetings
  - Planning, Building and Development, Enforcement, Town Attorney, Town Managers
- Town staff interviews: staff about content, process, and perception
- Survey: internal LUMO users - Staff, Advisory Boards, Council
- Survey: external LUMO users - Developers, Representatives, Design Community
- Benchmark NC municipalities: zoning approach, process, staffing, timing
- Stakeholder roundtables with internal and external LUMO users:
  - Development Community, Applicant Representatives, Architects and Engineers, Environmental Groups, Large Landowners, Realtors, Town Staff, Advisory Committee Representatives

Draft



## LUMO Diagnosis: Comprehensive Plan and the LUMO

- Wide ranging and aspirational Comprehensive Plan
- Lacks prioritization needed to steer LUMO administration
- Multiple LUMO modifications over many years - losing clarity and direction
- FLUM acting as site guidance, but LUMO does not provide compatible standards
- LUMO not achieving desired land use patterns, affordable housing, TOD, resiliency and equity
- Update required to:
  - Reflect FLUM update (2020) Focus Area heights and building typologies
  - Achieve North-South BRT TOD objectives
  - Achieve Complete Communities objectives
  - Reflect best practices in land use guidance and regulations

## LUMO Diagnosis: Decision-Making Process

- Survey respondent concerns:
  - Predictability, consistency, flexibility, clarity, and efficiency
- 20,000-sq.ft. land disturbance for design review is a low threshold
- Zoning and development review and engagement has lengthy process
- Multiple advisory boards, confusion over formal/legal vs. advisory status
- Review processes are linear, little concurrent review or coordination
- Conditional zoning used too often: absence of standards, conditions unpredictable
- Administration of concept plans has become onerous and expensive

Draft

- Antiquated uses and structure: missing contemporary range of uses and definitions
- Residential densities generally low across districts
- Suburban approach to dimensions: lot sizes, setbacks, frontages
- Disconnects between density and height regulations
- Absence of design standards to provide predictability and consistency
- Few incentives for desired development types or community benefits
- Environmental, sustainability standards to be updated
- Fragmented structure hinders user navigation

Draft

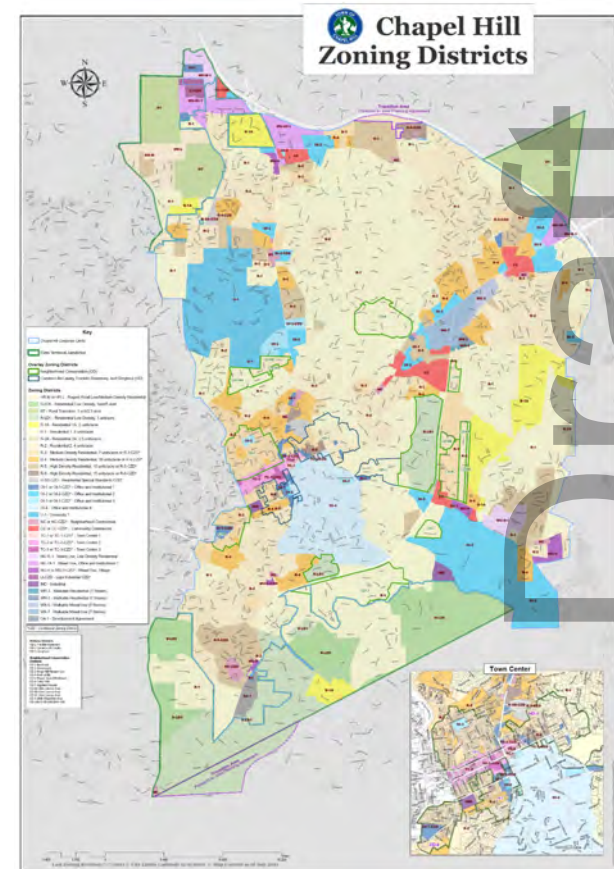
# Emerging LUMO Recommendations

For Discussion, Review and Future Decision Making

Draft

# LUMO Recommendations: Potential Content Changes

- Consolidate use districts - fewer, more relevant
- Up-date use district standards and regulations
  - Set minimum densities across districts
  - Min and max setbacks
  - Parking locations and requirements
  - Walkable, bikeable, transit oriented forms
- Incentivize affordable housing and community benefits
  - Density bonuses
  - Reduced parking standards in TOD areas
  - Fee reduction or waivers





# LUMO Recommendations: Potential Use District Adjustments

- Existing zoning district palette is complex
- Many districts have similar standards - potential consolidation
- LUMO rewrite goal: identify where differentiation does not impact outcome, and consolidate

Zoning District	R-3	R-4	R-5	R-6	CC	N.C.	OI-1	OI-2
Lot Size (square feet min)	5,500	5,500	5,500	5,500	5,500	5,500	5,500	5,500
Density (units per acre max)	7	10	15	15	15	10	10	15
Frontage (min feet)	40	40	40	40	40	40	40	40
Lot Width (min feet)	50	50	50	50	50	40	50	40
Building Height, Setback (max feet)	29	34	39	39	34	34	29	34
Building Height, Core (max feet)	60	60	60	60	60	60	60	60
Street Setback (min feet)	24	22	20	20	22	24	24	22
Interior Setback (min feet)	8	8	6	6	8	8	8	8
Solar Setback (min feet)	11	9	8	8	9	11	11	9
Impervious Surface Ratio (max)*	.5/.7	.5/.7	.5/.7	.5/.7	.5/.7	.5/.7	.5/.7	.5/.7
Floor Area Ratio (Max)	0.162	0.23	0.303	0.303	0.429	0.264	0.264	0.264
Street Setback (max feet)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A

# **N-S BRT TOD Possible Zoning strategies**

**For Discussion, Review and Future Decision Making**

Draft

# LUMO TOD Diagnosis: Achieving N-S BRT Transit Oriented Development

- Multiple use districts across the N-S BRT Corridor
- Multiple use districts within individual station areas
- Generally with densities below TOD best practices
- Most relevant zoning districts:
  - Mixed-Use Villages (arterial, connector)
  - R4, R-5, R-6
- Wider LUMO issues apply within N-S BRT Corridor
  - Densities, heights, lot sizes, setbacks, frontages
  - Incentives for affordable housing, community benefits



# LUMO TOD Options: Achieving N-S BRT Transit Oriented Development

## 1. Modify and Apply Existing Use Districts

- Mixed-Use Villages (arterial, connector)
- Town Center
- R4, R-5, R-6

## 2. Create New stand alone TOD Use District(s)

- Town Center / Downtown TOD
- Campus / Institution TOD
- TOD Hub (housing, retail, services, office, institution)
- Corridor (housing, local retail, local services)

## 3. Create TOD Overlay Incorporating Incentives

- Existing zoning limits near term applicability - integrate into LUMO rewrite.

### To Update

- Uses, use-mix
- Setbacks
- Densities, heights
- Frontages
- Massing
- Parking

# LUMO rewrite options and next steps

For Discussion, Review and Future Decision Making

Draft

# Possible Future LUMO Re-write: Approaches

**Targeted**

**Sequential**

**Comprehensive**

Method	Pros	Cons	Examples
Focus on priority content issues.	Focus and speed	Overall clarity / internal conflicts not unresolved	Works best where code is updated frequently
Chapter by chapter, plus holistic view on overall organization.	Pre-established framework to work from, organized review and editing	Inefficiencies - updating shared content multiple times, lengthy process, limits flexibility	Oxford, Mississippi; Twin Falls, Idaho, and Hawaii County, Hawaii
Complete overhaul: organization/structure, content, administration, review, and approval processes	Holistic review of land development standards, incentives, processes -, basis for unified development ordinance (UDO)	Lengthy process (two years), significant public engagement, support and training for staff, stakeholders, and elected officials	Raleigh, North Carolina Missoula, Montana.



# Resource Appendix

## Possible Existing Use District TOD Modifications

## LUMO TOD Options: Possible Existing Use-Districts to Apply

- Mixed-use districts (MU-OI-1, MU-R-1, and MU-V/MU-V-CZD)
  - Policy restricting expansion of MU-OI-1, MU-R-1 districts [3.5.1(a)] may need to be revisited
- Selected Residential (R-5 and R-6), Residential Conditional R-SS-CZD
- Town Center (TC-1, TC-2, TC-3)

TOD Station/Focus Area	Existing Zoning Supporting TOD (with modifications)
<b>MLK North</b>	MU-OI-1, MU-V/MU-V-CZD (C, A, and L), R-5, R-6
<b>MLK South</b>	R-5, R-6
<b>Downtown</b>	R-5, R-6, R-SS-CZD, TC-1/TC-1-CZD, TC-2/TC-2-CZD, TC-3/TC-3-CZD
<b>South Columbia</b>	R-5, MU-V-CZD (C, A, and L)
<b>15-501</b>	MU-R-1, MU-V-CZD (C, A, and L)
<b>NC-54</b>	R-5, MU-OI-1, MU-R-1

## Potential TOD Modifications: MU-V/MU-V-CZD; collector and arterial

- Increase density:
  - By-right, residential density - collector and arterial contexts
  - Increase FAR
  - Density bonus incentives for affordable units, parking reductions, connection to transit stop
- Reduce parking
  - Lowering parking space requirements (from current 50% of the standard )
  - Add parking maximum
- Frontages: set minimum build- to and max setbacks
- Reconcile impervious surface ratios and LID treatments
- Increase tree canopy retention
- Integrate TOD streetscape, connectivity, safety design standards

Draft

## Potential TOD Modifications: Mixed-use Residential (MU-R-1)

- Adjust mixed-use ratios and minimum requirements for non-residential uses
- Address heights:
  - Set min and max heights
  - Address primary and secondary structure heights
- Reduce parking area setback requirements (from 75 feet)
- Reduce parking
  - Lowering parking space requirements (from current 80% of the standard )
  - Add parking maximum

Draft

## Potential TOD Modifications: Mixed-use Office/Institution (MU-OI-1)

- Review Perimeter setbacks (50 feet from street, interior)
- Adjust mixed-use ratios, increase minimum requirements for non-residential uses
- Address heights:
  - Set min and max heights
  - Address primary and secondary structure heights
- Reduce parking area setback requirements (from 75 feet)
- Reduce parking
  - Lowering parking space requirements (from current 80% of the standard )
  - Add parking maximum

Draft

## Potential TOD Modifications: Town Center 1, 2, and 3

- Consolidation – Town Center (TC) with additional individual height subdistricts
- Increase FAR - above 2 minimum for TC-1 and TC-2
- Consider adding density minimums
- Consider density bonus incentives when affordable units exceed existing minimum set-aside (10%)
- Integrate TOD streetscape, connectivity, safety design standards

Draft



## Potential TOD Modifications: Residential (R) 5, 6

- Consider density increase to 15-20 DU/AC when district located along corridor
- Increase FAR (above 1 minimum)
- Increase core height allowance
- Reduce minimum street setbacks
- Add maximum setback

Draft

## Internal Survey Overview: Participants

- 7 planning staff and related departments
- 5 administrators
- 5 planning board members
- 1 Advisory Board member
- 1 Board of Adjustment member
- 4 Town Council members

Draft

## Internal Survey: Key Takeaways

129

- More than half of the staff respondents struggle with timely reviews
- The three highest-rated factors: process, staff capacity, timing of groups other than staff in the public process
- At least 50% of Staff and Town Council respondents felt decisions took too long
- 50% of the Planning Board respondents felt review took appropriate amount of time.
- None felt decisions were made too quickly
- 50% of Town Council respondents felt it is too much regulation
- 40% of staff felt it is too much regulation
- 40% of staff and Planning Board felt the LUMO is an appropriate level of regulation
- Single area of agreement among 50% of respondents: LUMO protects existing neighborhoods
- High levels of disagreement on other LUMO topics

Draft

## Internal Surevy Key Takeaways: ranking characteristics of a code:

- Town Council ranked **consistency** the highest (very high)
- Planning Board ranked **clarity** the highest
- The administrator group ranked **predictability** the highest
- Administrator group ranked **efficiency** the highest
- Staff ranked **community support** the highest
- Town Council ranked **efficiency** the lowest
- Town Council ranked **community support** the lowest
- Town Council and Planning Board ranked **predictability** the lowest
- Staff and the administrator group ranked **clarity** the lowest
- The administrator group ranked **consistency** lowest (very low)

Draft

## External Stakeholders: Survey Overview

- 24 total
- 3 residents
- 2 design professionals
- 7 builders/developers
- 6 community/interest group members
- 3 small business owners
- 3 other (downtown partnership, affordable housing developer, informed resident)

Draft

## External Survey: Key Takeaways

132

- More than 80% felt it took too long to reach a conclusion on a permit/decision.
- None felt it was too fast or an appropriate amount of time
- The three highest-rated factors for lengthy reviews:
  - Process
  - Rules and standards
  - Timing of groups in the public process
- 31% felt the LUMO represented too much regulation
- 50% thought it was an appropriate amount.
- Areas cited as causing the most conflict or misunderstanding (Q16):
  - Some future planning maps
  - Length of time it takes to update
  - Poor definitions
  - Stormwater management
  - Dimensional standards (density, floor area ratio, setbacks)
  - Inclusionary zoning
  - Zoning districts
  - Setbacks and lot minimums
  - Rezoning
  - Special use permits

draft



## External Survey: Key Takeaways

133

- Equal percentages felt staff “interprets the code too much” vs. “interprets a reasonable amount” (Q17)
- The three highest rated roles of the LUMO were (Q18):
  - To enable people to build housing and businesses that serve the needs of the community
  - To support a strong business environment
  - To protect the land, air, and water from damage or pollution
- Respondents felt the code needs to be, in order:
  - Predictable, efficient, clear, consistent, supported by the community
- When asked to rate the LUMO on these factors, respondents nearly uniformly rated it poor (Q20)
- The planning issues that caused the most concern were (Q21):
  - Housing affordability, housing choice, lack of pedestrian facilities

draft

# External Stakeholder Roundtable Discussions

## Process

- If everything is a priority, is anything a priority?
- Can't rely on plans because everything is a discussion/negotiation
- Perceived goal is process rather than outcome
- Length of time and level of uncertainty stifles development
- More by-right development should be allowed
- Concept plan process is well-intended but requires too much up front
- Need concurrent reviews with fewer committee meetings

## Content

- LUMO needs to be explicit and clear
- There are things in the ordinance that aren't standards but could be
- There are standards in the ordinance that don't make sense
- There are standards that aren't standards because they're changeable
- Rethink, revise, and/or remove the 20,000 sq. ft. review trigger

## Respondents

- 12 total
- Representation from:
  - City of Asheville
  - City of Charlotte
  - Town of Kernersville
  - City of Wilson
  - City of Wilmington
  - Durham City/County
  - Orange County

Draft

- All respondents have a unified development ordinance (UDO)
- Over 80% of respondents' codes include form-based districts and elements
- 2/3 of respondents feel these districts successfully implement plan elements
- All or nearly all codes are online, as either a PDF or in HTML with search functionality
  - 1/3 of respondents use Municode
  - 1/3 of respondents self-host
  - 1/3 are using an alternative (Code Publishing Company or CodeHUB)

Draft

## Benchmarking Takeaways

137

- All respondents have an online application process for permits and allow online/digital reviews and approvals
- Most conditional rezonings and all special use permits take between 2-4 months, on average, to reach a decision
- 2/3 of respondents use a technical advisory committee at some point in the process
- 1/3 include an expedited review process in exchange for community benefits
- All respondents' codes regulate accessory dwelling units
- 1/3 regulate distributed energy, 5G wireless facilities, EV charging spaces

Draft

# Draft Implementation Strategies Discussion

1. LUMO Audit update and emerging recommendations
2. **Housing forecasts and affordable housing strategies**
3. Office, retail and hotel forecasts and strategies
4. Accessibility and equity strategies



# HOUSING DEMAND FORECAST

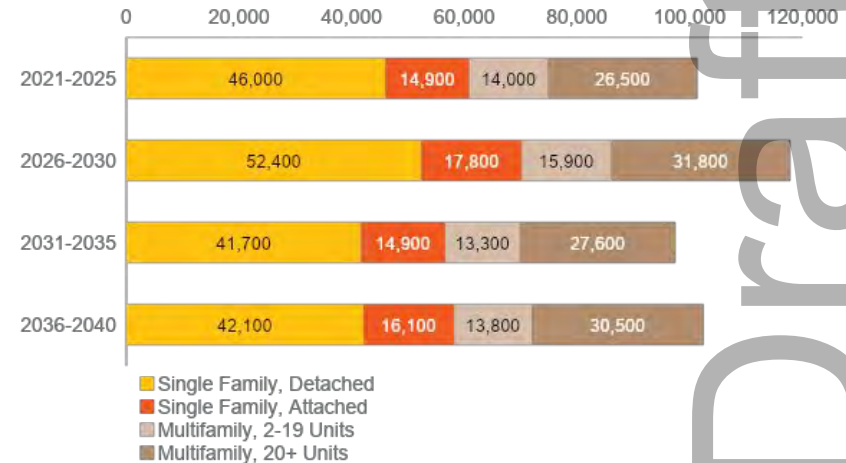
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# MARKET AREA HOUSING DEMAND

Significant production is needed to accommodate growth in the market area

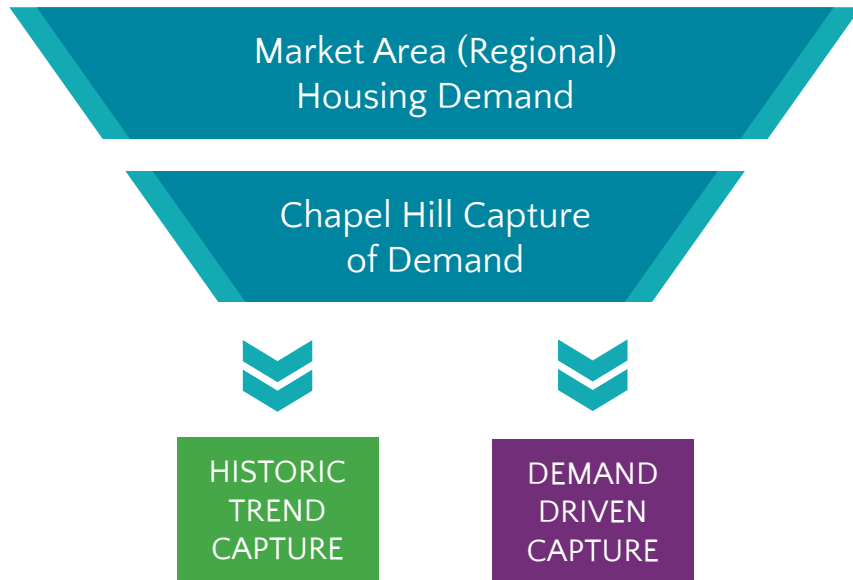
- 5-County market area needs to build ±20,800 units per year.
- Demand for ±6,000 “missing middle” housing units per year.
- Single family homes will make up a large part, but diminishing share of new housing supply
- New product should reflect evolving household composition and preferences:
  - More attached housing accessible to new homebuyers
  - Alternative housing for baby boomers and seniors seeking to downsize and age in place
  - Housing to accommodate growth in multigenerational households and desire for rental single-family homes

PROJECTED HOUSING DEMAND FOR  
5-COUNTY REGIONAL MARKET AREA



# CHAPEL HILL CAPTURE OF HOUSING DEMAND

Recent efforts could position Chapel Hill for an increased capture of demand



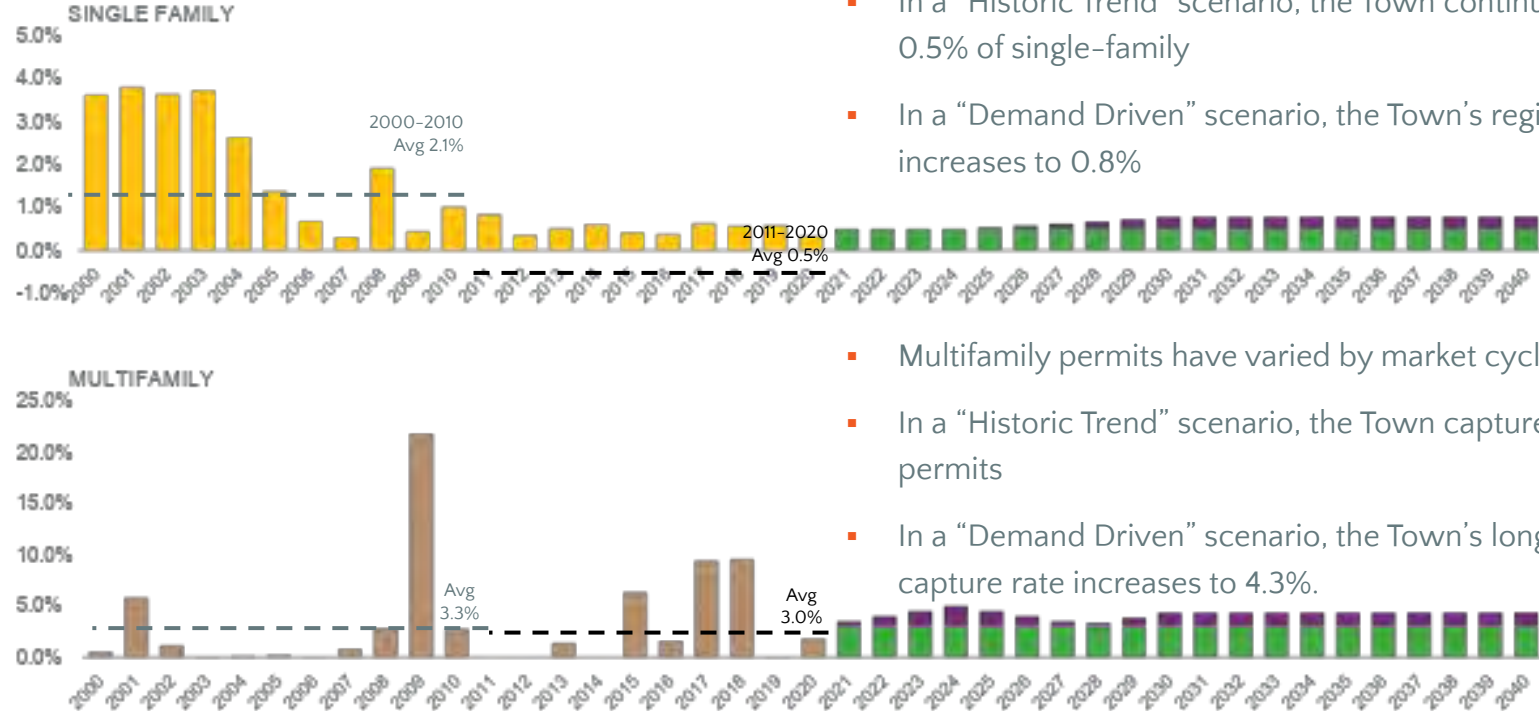
Several efforts could increase the Town's capture of regional housing demand:

- A market response to the historic undersupply of housing via the many projects currently in the pipeline
- Opportunities within the TOD & Focus Areas to increase density
- Proactive affordable housing production within the Town
- A streamlined entitlement process, which would reduce some of the barriers to development
- Use of publicly-owned land for housing, particularly in transit-rich areas
- The complete communities planning process

# CHAPEL HILL CAPTURE OF HOUSING DEMAND

2011-2020: 0.5% of single-family permits & 3.0% of multifamily units

## TOWN CAPTURE 5-COUNTY PERMITS



- In a “Historic Trend” scenario, the Town continues to capture 0.5% of single-family
- In a “Demand Driven” scenario, the Town’s regional capture rate increases to 0.8%
- Multifamily permits have varied by market cycle
- In a “Historic Trend” scenario, the Town captures 3.0% of multifamily permits
- In a “Demand Driven” scenario, the Town’s long-term regional capture rate increases to 4.3%.

# CHAPEL HILL CAPTURE OF HOUSING DEMAND

Chapel Hill could capture between 6,400 and 8,900 new housing units by 2040

## HISTORIC TREND CAPTURE

6,410 total units by 2040  
320 units annually

910

Single Family, Detached

1,710

Multifamily, 2-19 Units

310

Single Family, Attached

3,480

Multifamily, 20+ Units

- The majority of units are in multifamily buildings of varying size.

## DEMAND DRIVEN CAPTURE

8,910 total units by 2040  
446 units annually

1,140

Single Family, Detached

2,250

Multifamily, 2-19 Units

530

Single Family, Attached

4,990

Multifamily, 20+ Units

- Relative to the “Historic Trend” scenario, a larger share are in large multifamily buildings (20+ units)

# CHAPEL HILL CAPTURE OF HOUSING DEMAND

## New housing product should be accessible to all income cohorts

- 25% of new units would be needed for net new households earning below 60% AMI
- 29% for households earning 60–120% AMI
- 47% for households earning above 120% AMI.
- Chapel Hill's recent housing production has been heavily weighted to higher price points.
- Deliberate efforts needed to increase supply of new housing for low- and moderate- income households.
- A diversity of housing product at different price points will help increase affordability.
- Chapel Hill: estimated current unmet need of 3,280 homes for households earning less than 60% AMI
- The majority of these units (60–70%) are for non-student households.

REGIONAL NEW HOUSING DEMAND DISTRIBUTION,  
2021-2040

	Affordable <60% AMI	Workforce and Mid-Range Market Rate 60-120% AMI	Higher-Price Market Rate 120%+ AMI
Owner-Occupied	11%	22%	66%
Renter-Occupied	39%	35%	26%
Total	25%	29%	47%

[1] AMI categories correspond roughly to 2019 AMI levels for a four-person household (\$84,800 = 100% AMI).

Source: SB Friedman

SB Friedman Development Advisors



# CHAPEL HILL NET ENTITLED PIPELINE

3,498 net entitled homes are projected to generate 3,125 homes

- Residential projects take 3–4 years on average to reach completion following entitlement.
- Of the 2,262 net residential units entitled 2013–2017, 1,896 units (84%) were built within five years of being entitled.
- 3,125 units will be built in the next five years.
- Uncertainties about near-term deliveries can relate to the following:
  - Development program no longer makes financial sense
  - Project gets postponed by the developer
  - Developers ultimately build less than the maximum
  - Later phases get delayed or produce fewer units

CHAPEL HILL NET UNITS IN PIPELINE

	SF, Detached	SF, Attached	MF, 2–19	MF, 20+	Total
Entitled	9	90	12	657	768
Final Review	–	54	54	1,332	1,440
Construction	85	70	82	1,053	1,290
Net Units in Pipeline	94	214	148	3,042	3,498
	DEVELOPMENT UNCERTAINTY		DEVELOPMENT UNCERTAINTY		
SBF Pipeline Projection	88	192	133	2,712	3,125

[1] For the purpose of this analysis, SB Friedman did not evaluate projects in the Concept Plan stage or those currently under review.

# CHAPEL HILL PIPELINE RECONCILIATION

Long-term, more projects will need to be entitled to meet housing demand

## HISTORIC TREND CAPTURE

	SF, Detached	SF, Attached	MF, 2-19	MF, 20+	Total
Net Demand	910	310	1,710	3,480	6,410
SBF Pipeline Projection	88	192	133	2,712	3,125
Demand Net of Pipeline	822	118	1,577	768	3,285

- In the “Historic Trend” scenario, there is demand for an additional 3,285 units beyond the current Town pipeline.

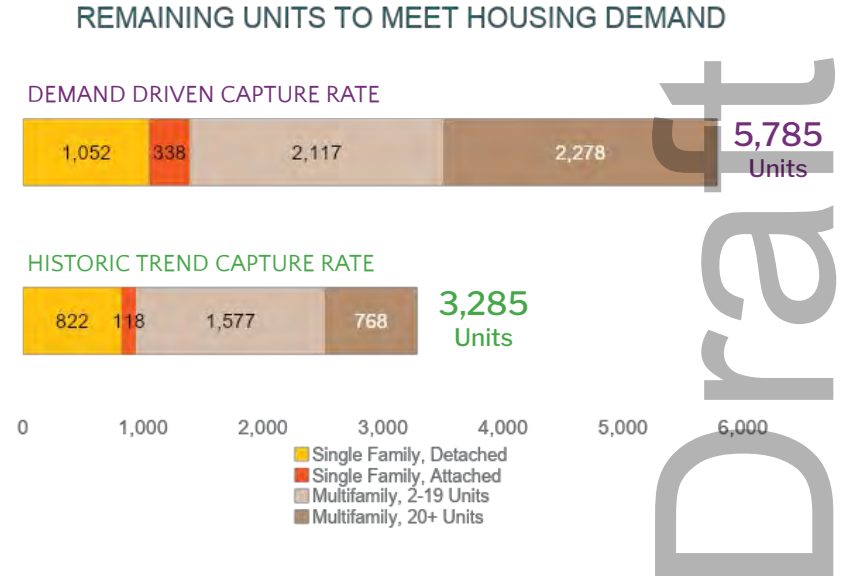
## DEMAND DRIVEN CAPTURE

	SF, Detached	SF, Attached	MF, 2-19	MF, 20+	Total
Net Demand	1,140	530	2,250	4,990	8,910
SBF Pipeline Projection	88	192	133	2,712	3,125
Demand Net of Pipeline	1,052	338	2,117	2,278	5,785

- In the “Demand Driven” scenario, there is demand for an additional 5,785 units beyond the current Town pipeline.

# HOUSING DEMAND 2040 – NET OF PIPELINE

- Demand Driven higher share of regional housing production:
  - More diverse housing opportunities for local residents and people in workforce;
  - The Town will reduce the upward price pressure;
  - More high-quality places can be created: TOD density is linked to increased viability of resident services and a quality public realm; and
  - The Town will take a step towards meeting the Town's Guiding Principles (FLUM).
- If Chapel Hill continues to capture its historic rate of housing:
  - Falling share of the regional population
  - Housing will likely become less affordable for low- to moderate-income households;
  - Competition will likely increase between students and long-term residents over lower cost housing.



# POTENTIAL DEVELOPMENT STRATEGIES

Draft

# POTENTIAL DEVELOPMENT STRATEGIES

## Strategies to facilitate equitable growth and development

There are additional strategies that Chapel Hill could consider to support market-rate and commercial development. These development strategies will be assessed and implemented with a focus on equity. Recommendations are currently under review and should be further vetted by Town staff and Council.



# POTENTIAL AFFORDABLE HOUSING TOOLKIT

Draft

# POTENTIAL DEVELOPMENT STRATEGIES

## Residential

### Encourage Density in Areas Around Transit

- Continue facilitating residential development around the proposed BRT stations – reducing housing and transportation costs.
- A diversity of housing is required to meet different age, life stage and income needs.
- Encourage a variety of residential typologies and tenures, while also supporting greater affordable housing production.

### Add More Residential Downtown

- This area will benefit from N-S BRT improvements
- Encourage market segments beyond student housing
- Leverage proximity to jobs, transit and retail

### Work with UNC to Expand Housing Options

- Encourage workforce and affordable housing underutilized UNC land holdings.
- Explore public-private partnerships to build investment-grade mixed-use residential projects.

draft



# TRANSIT & AFFORDABLE HOUSING

## Affordable housing near transit reduces two largest expenditures for most households

- Almost 60% of renter households in Chapel Hill are cost-burdened.
- The North-South BRT and TOD work along the Corridor is an opportunity to address ongoing affordability challenges experienced in Chapel Hill.
- Affordable housing and transit reduce housing and transportation costs.
- Savings can increase spending on good and services, plan for large or unexpected expenses, and/or build household wealth.
- TOD programs, policies and strategies could be extended Town-wide

### CHAPEL HILL COST BURDENED HOUSEHOLDS

#### OWNER HOUSEHOLDS



19%

Owner Households  
Cost Burdened

#### RENTER HOUSEHOLDS



58%

Renter Households  
Cost Burdened

#### HOUSEHOLDS EARNING <\$35K



89%

Households Earning <\$35K  
Cost Burdened

Draft

# EXISTING AFFORDABLE HOUSING POLICIES & PROGRAMS

## Policies & programs in place to create & preserve affordable housing

### HOUSING DEVELOPMENT

- 336 Town public housing apartments (Chapel Hill & Carrboro)
- Use of publicly-owned land for new, affordable housing

### HOUSING PROGRAMS

- Home Buyer Assistance & Rental Assistance Programs – Town employees
- Transitional Housing Program: transition from public housing to private market

### FUNDING MECHANISMS

- \$10M affordable housing bond approved in 2018
- Affordable Housing Development Reserve – annual funding from general fund
- Federal government CDBG and HOME funds

### PLANNING & REGULATION

- Affordable Housing Development Fund: in-lieu payments from developers towards affordable housing
- Manufactured Homes Action Plan addresses threat to manufactured home communities in Orange County
- Affordable Housing Preservation Strategy Framework: maintaining NOAH units

### ZONING POLICIES

- Inclusionary Zoning Ordinance: larger for-sale developments set aside 15% of units (10% in downtown)
- Affordable units or in-lieu payment as part of conditional rezoning applications for rental housing developments
- Single-family units with ADUs allowed by right in most districts

### PARTNERSHIPS & COALITIONS

- Orange County Affordable Housing Coalition collaboration
- Northside Neighborhood Initiative: acquires and sells properties for affordable housing, community land bank strategy
- Town operational support to Community Home Trust – inventory of permanently affordable for-sale homes

# EMERGING POLICIES & PROGRAMS

## Chapel Hill piloting or implementing new housing policies & programs

### HOUSING DEVELOPMENT

- Identifying additional publicly-owned sites that could be used for affordable housing
- Creating a pipeline of affordable housing tax credit projects
- Exploring redevelopment of public housing sites to add density

### HOUSING PROGRAMS

- Starting a revolving loan fund for affordable housing programs

### FUNDING MECHANISMS

- Exploring additional funding mechanism for affordable housing preservation and development

### PLANNING & REGULATION

- Reviewing expedited review process for affordable housing projects

### ZONING POLICIES

- Consideration of incentives, such as density bonuses
- LUMO update – foster creation and preservation of affordable housing units
- LUMO text amendments to expand housing choices in neighborhoods

### PARTNERSHIPS & COALITIONS

- Town exploring strategies with UNC, UNC Health, private financial institutions, and other partners.

# POTENTIAL HOUSING TOOLKIT – FOR REVIEW

Protect, expand, diversify and promote affordability



Draft

# POTENTIAL HOUSING TOOLKIT

## Housing Development

### Developer Outreach

- Reintroduce Chapel Hill to the regional housing development community
- Connecting developers, funders, and service providers.
- Identifying local affordable or missing middle developers, promoting opportunities, and incentives.

### Strategic Disposition

- Explores partnerships with UNC and UNC Health
- Explore partnerships with churches and nonprofits
- Town leading requests for proposals (RFP) that require a preferred type of development – affordable, senior, or missing middle

### Strategic Acquisition

- Town acquisition of sites in the Station and Focus Areas
- Long-term preservation of any NOAH units acquired
- RFP process

Draft

# POTENTIAL HOUSING TOOLKIT

## Housing Programs

### Revolving Loan Fund

- **Naturally Occurring Affordable Housing (NOAH) Preservation.**
  - Property owners and/or renters rent or property tax increase mitigation
  - Acquisition of NOAH projects for long-term preservation (Durham and Wake County examples)
- **Property Rehabilitation.**
  - Financing tool for major property improvements, including ADU construction or accessibility improvements.
  - Rehab of older properties
  - Greensboro- low-interest owner loans rehabilitation, and landlords for rental housing improvements.
- **New Affordable Housing Construction.**
  - Bridge loans for affordable housing developers.
  - Finance land acquisition, repaid via tax credits or other project financing.
- **Homeownership Assistance.**
  - Additional gap financing for purchasers
  - To more effectively expand homeownership, RLF paired with community land bank strategy.

draft

# POTENTIAL HOUSING TOOLKIT

## Funding Mechanisms

### Increased Affordable Housing Development Reserve

- Increase Affordable Housing Development Reserve allocation

### Affordable Housing Bonds

- Additional bond – beyond 2018 \$10 million bond

### Tax Increment Financing

- (TIF, often called project development financing in North Carolina)
- Support for housing for people of low or moderate income is an authorized use of TIF revenues in North Carolina
- Perceived complexity, statutory limitations, and availability of alternative types of project financing have limited use
- State law limits the amount of a jurisdiction's land area placed in a TIF to 5% max.

### Direct Impact Investments

- Potential sources: large employers, financial institutions, philanthropic foundations.

Draft



# POTENTIAL HOUSING TOOLKIT

## Planning & Regulation

### Comprehensive Affordable Housing Plan

- Building on: *Housing Needs and Market Assessment* (2017), *Affordable Housing Gap and Economic Analysis* (2017), *Projected Housing Needs, 2020-2040* (2021), N-S TOD planning study
- Undertake a comprehensive affordable housing planning effort

### Expanded Community Land Bank

- Build on Northside Neighborhood Initiative land bank funded via \$10M loan from UNC
- Northside land bank could be expanded
- A new land bank could be established
- Town led inventory of vacant property / with funds to acquire and prepare parcels – addressing TOD Station and Focus Areas

### Tenant Right Of First Refusal

- Explore allowing tenant right of first refusal where NOAH properties are subject to redevelopment where allowed by state law
- Potential to negotiate as part of project rezoning agreements (Glen Lennox example)

# POTENTIAL HOUSING TOOLKIT

## Zoning Policies

### Procedural Changes

- Piloting an expedited review process for affordable housing projects
- Increasing the threshold that triggers the Town Council review processes to levels comparable with other municipalities.

### Code-Based Incentives for Affordable Housing

- Reduced parking requirements
- Height and density variances
- Option to link to TOD Station areas or specific zoning districts

### By-Right Gentle Density in Neighborhoods

- Introduce duplexes, triplexes, or small multifamily buildings in single family only districts (Durham example).

Draft

# Draft Implementation Strategies Discussion

1. LUMO Audit update and emerging recommendations
2. Housing forecasts and affordable housing strategies
3. Office, retail and hotel forecasts and strategies
4. Accessibility and equity strategies

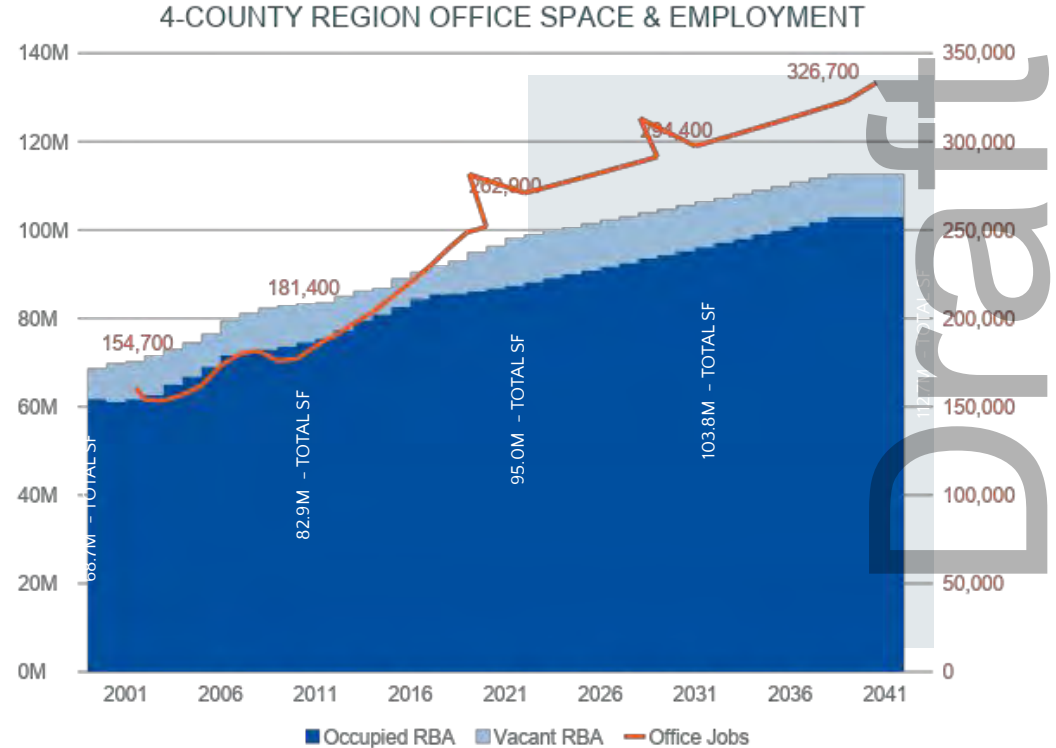
# OFFICE CHARACTERISTICS & DEMAND FORECAST

Draft

# REGIONAL OFFICE FORECAST

## 4-County Region will need to add 17.7M net SF by 2040

- Accounting for the trends in space needs, the 4-County region will need to add approximately net 17.7M SF of office space by 2040 to accommodate the growth in office job sectors and maintain a controlled level of vacancy.
- Some existing, older office space will be demolished. To account for demolitions, the region will need to add approximately 21.6M SF of gross office space.
- About 15.3M SF of the gross office space (71%) should be larger space suitable for corporate users. The remaining 6.3M SF (29%) should be in smaller buildings more suitable for professional users (e.g., dentists, lawyers).
- New office space should reflect evolving user preferences:
  - More flexible layouts, with high-quality building amenities
  - Largely positioned in walkable, mixed-use environments



# CHAPEL HILL CAPTURE OF OFFICE DEMAND

Chapel Hill can capture a greater share of new office development

The 4-County region has been competitive in attracting and keeping national companies



## Lower Cost of Living

The Raleigh-Durham metro area's cost of living is below the national average, and housing costs are lower than in most peer metros.



## Highly Educated, Young Talent Pool

Benefitting from the presence of multiple major universities, the region has a large and quickly growing pool of young, college-educated professionals



## Diversified Economy

Multiple sectors, such as tech, healthcare and professional services, have a strong presence in the region, contributing to a dynamic economy



## Low Personal & Corporate Income Tax Rates

North Carolina has low personal and corporate tax rates, which attract national companies to the state

Recent trends & efforts position Chapel Hill for a greater capture of new office development in the region



## Flight to Quality

Chapel Hill has newer, highly amenitized office space available with more space entitled



## Walkable, Mixed-Use Environments

Chapel Hill has prioritized walkable, mixed-use development



## Growth of Life Sciences

Chapel Hill is positioning itself to capture a portion of this growth & leverage the proximity to UNC

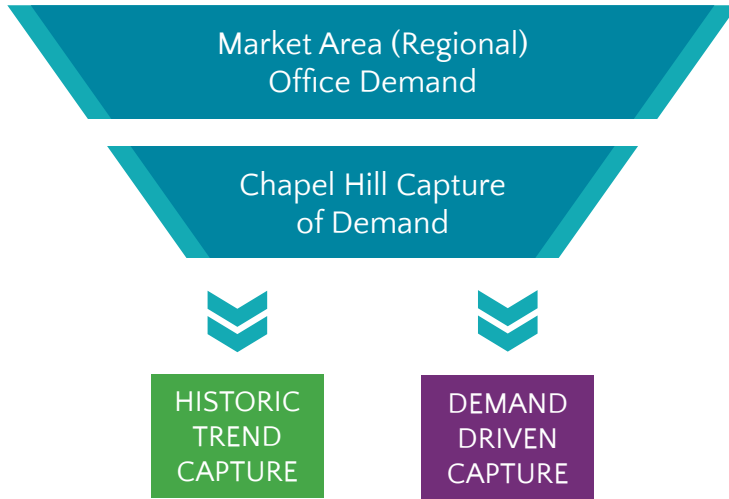


## Innovation District

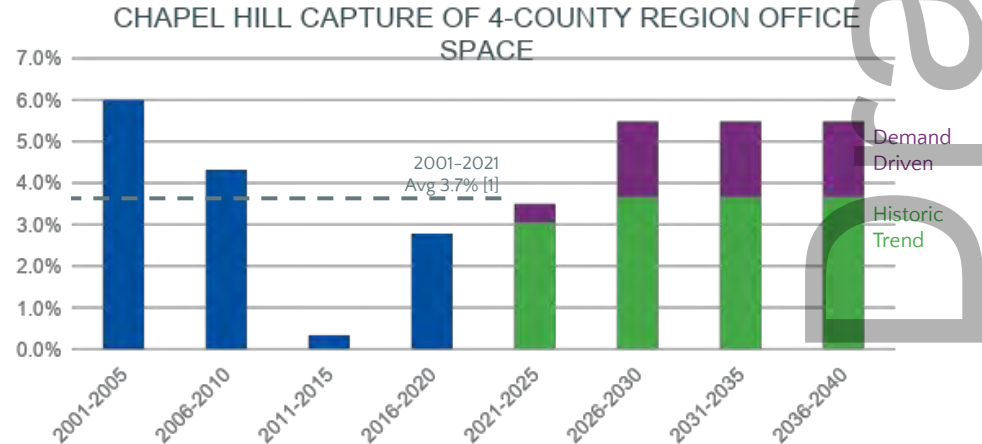
Chapel Hill is outlining a vision & strategy to develop an Innovation District downtown

# CHAPEL HILL CAPTURE OF OFFICE DEMAND

SB Friedman evaluated office demand under historic & enhanced capture rates



- Between 2001 and 2020, Chapel Hill captured 3.7% of the office space built in the region, on average.
- In the “Historic Trend” scenario, the Town continues to capture 3.7% of new office space built regionwide. In the “Demand Driven” scenario, the Town’s regional capture rate gradually increases to 5.1%.



[1] Historic capture rate reflects Chapel Hill’s capture of all office space—including smaller projects and owner-occupied space—developed in the 4-County region from 2001-2021. This analysis considers major renovations (i.e., Parkline) as comparable to new development.  
Source: CoStar, SB Friedman



# CHAPEL HILL CAPTURE OF OFFICE DEMAND

Chapel Hill could capture between 770K and 1.2M SF of new office by 2040

## HISTORIC TREND CAPTURE

**700–800K SF**

Larger-Scale Corporate  
Office Space by 2040

**70–75K SF**

Professional  
Office Space by 2040

- Under the “Historic Trend” scenario, Chapel Hill could support between 770K and 875K SF of new office through 2040.
- Given recent tenant profile, the majority of space will be in larger-scale corporate office buildings.

## DEMAND DRIVEN CAPTURE

**1.0–1.1M SF**

Larger-Scale Corporate  
Office Space by 2040

**80–85K SF**

Professional  
Office Space by 2040

- In the “Demand Driven” scenario, Chapel Hill could support between 1.0M and 1.2M SF of new office through 2040.
- Relative to the “Historic Trend” scenario, a much larger share of space is in larger-scale corporate office buildings in the “Demand Driven” scenario.

# OFFICE STRATEGIES

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# POTENTIAL DEVELOPMENT STRATEGIES

## Office

### Continue Corporate Attraction & Retention Efforts

- Reverse Orange County's declining share of regional jobs
- Promote Town and County incentives
- Promote national and regional growth sectors: life sciences, engineering, and information technology
- Leverage proximity to UNC's research, facilities and talent pool.

### Cluster Office Development

- Recognize demand for higher-quality, Class A space, which is leading to declining occupancy in older buildings.
- Leverage mixed use, walkable character which remain popular office locations
- Respond to desires for both downtown and campus environments
- Proactively identify areas with a concentration of older or vacant office buildings that would benefit from redevelopment

### Capture Commercialization from UNC-Based Incubators

- Facilitate the downtown innovation district
- Proactively retaining commercial users that have been incubated locally by assisting with relocation efforts.

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# RETAIL CHARACTERISTICS & DEMAND FORECAST

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# RETAIL TRADE AREA

## Primary Trade Area extends west from Chapel Hill

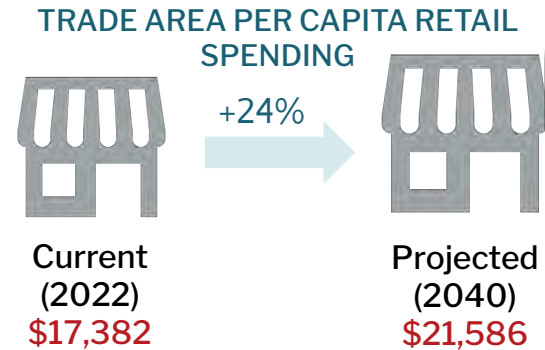
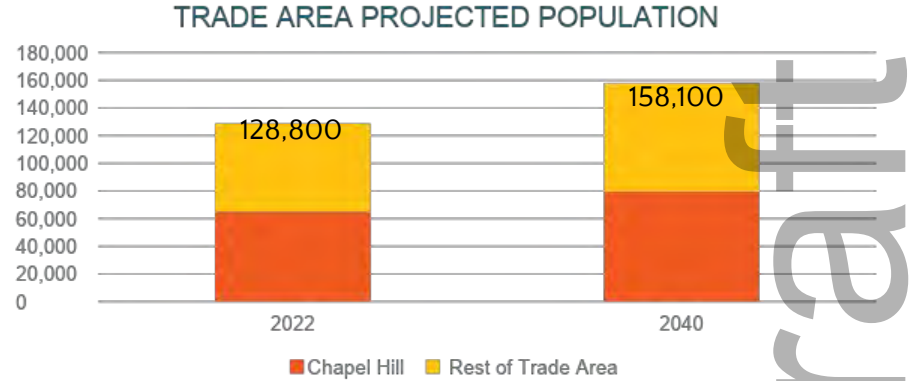
- To project demand, SB Friedman conducted an analysis of competitive retail clusters to delineate the geography from which Chapel Hill attracts most of its retail customers.
- Trade areas across the MSA were defined by the presence of a regional cluster: a concentration of over 1M SF of rentable retail space. Chapel Hill is home to one regional cluster, located along NC 15-501. This cluster encompasses both the University Place and Eastgate shopping centers.
- Other more community-serving retail is present throughout the region, but smaller retail nodes do not affect trade area boundaries.
- After clusters were identified, trade areas were drawn based on drive times and Thiessen polygons. The Chapel Hill Trade Area, presented to the right, covers most—but not all—of the Town, and extends into Orange and Chatham counties.



# POPULATION GROWTH & RETAIL SPENDING

## Primary Trade Area extends west from Chapel Hill

- The Chapel Hill trade area is home to 128,800 residents, about half of which live in Chapel Hill proper.
- Under the “Demand Driven” residential demand scenario, the trade area’s population is projected to increase to 158,100 by 2040.
- The trade area is projected to become more affluent over the next two decades. After controlling for inflation, trade area per capita retail spending is projected to increase by 24% by 2040.

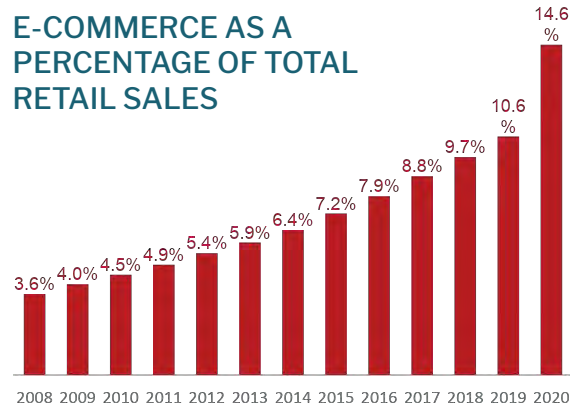


# RETAIL TRENDS

## Recent trends are impacting bricks & mortar retail nationally

- Growth of e-commerce is impacting brick & mortar retail development and was accelerated by the COVID-19 pandemic.
- Traditional retailers are repositioning brick & mortar stores to accommodate multi-channel & omni-channel shopping.
- Some retail sectors are declining, while others are expanding.

### E-COMMERCE AS A PERCENTAGE OF TOTAL RETAIL SALES



### DECLINING RETAIL SECTORS

Big box “category killer” retailers  
Traditional retailers

### EXPANDING RETAIL SECTORS

Value- and convenience-focused retailers  
Experiential retailers, food & beverage  
Clicks-to-bricks



# NET SPENDING POTENTIAL

## Shifts are expected in per-capita retail spending

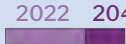

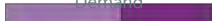





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Retail Category	2022 Retail Spend per Capita (Net of Omni-Channel)	2022-2040 Change in Retail Spend per Capita (Net of Omni-Channel)
Food services & drinking places	\$1,776	760
Building materials and garden equipment and supplies stores	\$1,077	343
Grocery stores	\$2,647	329
Furniture and home furnishings stores	\$612	121
Health and personal care stores	\$956	108
Miscellaneous store retailers	\$629	(24)
Clothing and clothing accessories stores	\$743	(108)
Sporting goods, hobby, book, and music stores	\$407	(179)
Electronics and appliance stores	\$483	(234)
General merchandise stores	\$2,657	(243)

- After accounting for the various retail trends described on the previous page, we projected per capita retail spending in the Chapel Hill trade area net of e-commerce and omni-channel sales.
- Several sectors, including Food Services & Drinking Places and Grocery Stores, are projected to have higher per capita demand in 2040. On the other hand, sectors like General Merchandise Stores and Electronics & Appliance Stores are projected to have lower per capita demand in 2040.

# DEMAND PROJECTIONS

Chapel Hill could support an additional  $\pm 660\text{K}$  SF of retail space by 2040

Retail Category	Trade Area Demand Change 2022-2040	Trade Area Demand Potential (2040)	Typical Sales PSF (2040)	Chapel Hill Capture of Demand	Chapel Hill Supportable SF
Furniture and home furnishings stores		\$96M	\$320	25%	75,000
Electronics and appliance stores	 *2040 Demand Lower Than Current Demand	\$7M	\$1,120	66%	4,000
Building materials and garden equipment and supplies stores		\$168M	\$510	10%	33,000
Health and personal care stores		\$39M	\$930	66%	28,000
Clothing and clothing accessories stores	 *2040 Demand Lower Than Current Demand	\$18M	\$490	50%	18,000
General Merchandise Stores		\$262M	\$340	25%	192,000
Miscellaneous Store Retailers		\$38M	\$500	50%	38,000
Food Services & Drinking Places		\$136M	\$670	66%	134,000
<b>Total Occupied Retail SF</b>					<b>522,000 SF</b>
<i>Non-Retail SF % (Services, Medical &amp; Professional Office, etc.)</i>					15.0%
Total Occupied SF					614,000 SF
Vacancy Rate					7.0%
<b>Total Supportable SF</b>					<b>660,000 SF</b>

# RETAIL STRATEGIES

Draft

# POTENTIAL DEVELOPMENT STRATEGIES

## Retail

### Activate Ground Floor at Key Locations

- Support vibrant pedestrian environments.
- Prioritize new, walkable retail and service development at TOD station areas along the N-S BRT with the highest projected ridership.
- Prioritize new, walkable retail and service development in Downtown

### Encourage Retail that Reflects Community Needs or Emerging Typologies

- Attract additional retail development in in value-, convenience-, and experience-focused sectors, which are all growing nationally.
- Explore unmet local needs such as general merchandise, furniture & home furnishings, and building materials.

### Support Local Small & Minority-Owned Businesses

- Encourage local small and minority-owned businesses to fill vacant spaces by connecting potential tenants with property owners and available resources.
- Encourage property owners to test alternative tenancing strategies, such as short-term leases or pop-ups
- Promote incentive resources.

draft

# HOTEL CHARACTERISTICS & DEMAND FORECAST

Draft

# DEMAND PROJECTIONS

The existing pipeline is likely adequate to meet demand through 2040

- SB Friedman's projections show demand for an additional net 61-92 keys in Chapel Hill by 2040 as the result of population and employment growth.
- There are currently 97 keys under construction (Tarheel Lodging), and an additional 589 entitled. Assuming typical downcycling and redevelopment in the hotel market, this pipeline will meet our demand projections.
- For Chapel Hill to support further hotel development beyond the current pipeline, one or more of the following would likely need to occur:
  - Growth in tourism to Chapel Hill
  - Significant increase in the size of the UNC student body
  - Increase in the number of major events (conferences, sports, concerts, etc.) in Chapel Hill or hosted by UNC
  - Increase in the pace of hotel downcycling and redevelopment in Chapel Hill

## CHAPEL HILL ENTITLED HOTEL PIPELINE



Project	Address	Keys	Stage
Tarheel Lodging	1740 Estes	97	In Construction
West Rosemary	108 W Rosemary	135	Entitled
Glen Lennox	5 Hamilton	150	Entitled
University Place	201 Estes	250	Entitled
Summit Place	101 Erwin	54	Entitled

# DOWNTOWN STRATEGIES

Draft



# POTENTIAL DEVELOPMENT STRATEGIES

## Downtown

### Increase Service and Retail Offerings

#### Provide Support and Incentives to Property Owners with High Visibility Vacancies

- Provide supportive services or incentives to businesses and property owners to fill high visibility vacancies
- Add retail to meet resident and worker needs: dry cleaners, yoga/fitness studios, urban format general merchandise stores and pharmacies.
- Develop new retail within in transit-supportive mixed-use formats, where possible.
- Continue working with the Downtown Partnership on programming and to attract and support businesses.

#### Expand Shared Parking Solutions

- Promote shared and flexible parking arrangements
- Free up surface parking lots for more productive uses.
  - Quantify current inventory and demand for parking.
  - Assess future demand based on study area development projections.
  - Recalibrate the employee and visitor parking strategy within the downtown core.
  - Develop a joint use parking policy to optimize use of available parking downtown.
  - Allow and facilitate joint use parking arrangements in public and private garages to minimize construction of new parking spaces.

Draft

# **TOD Accessibility: Transportation Infrastructure Equity**

# Draft Implementation Strategies Discussion

1. LUMO Audit update and emerging recommendations
2. Housing forecasts and affordable housing strategies
3. Office, retail and hotel forecasts and strategies
4. **Accessibility and equity strategies**

# Recommendations From Other Studies

## Mobility & Connectivity Plan

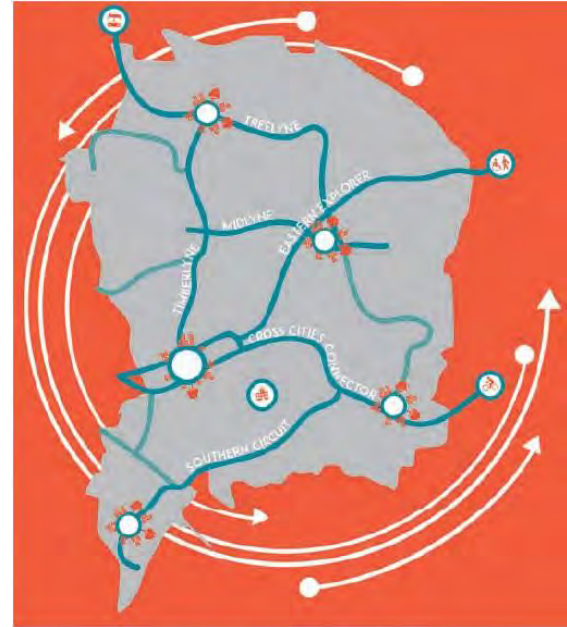
- Provide... “a comprehensive transportation system that provides everyone safe and reasonable access to all that the community offers”.
- Follow “Complete Streets” best practices.
- Specific corridor recommendations identified including Martin Luther King Jr. Blvd and US Highway 15- 501 South.
- Implement greenway connectors.



Draft

# Interconnecting Greenways

- Timberlyne
- Treelyne
- Eastern Explorer
- Cross Cities Connector
- Southern Circuit
- Homestead Connector
- Barclay Connector
- Pritchard Connector



Draft

# Complete Communities - Transportation Greenways

- Timberlyne
- Treelyne
- Eastern Explorer
- Cross Cities Connector
- Southern Circuit
- Homestead Connector
- Barclay Connector
- Pritchard Connector



Draft

# Martin Luther King Jr. Blvd. Review

186

## Short-Term Recommendations

- Upgrade and widen sidewalks along corridor.
- Add pedestrian crossings and improve bike lane markings at key intersections.
- Improve bicycle signal actuation at all major intersections.
- Improve connections with existing and planned greenways, trails and side paths.

## Long-term Recommendations

- Provide separated bicycle facilities (i.e., shared-use path) along both sides of the roadway.



Draft



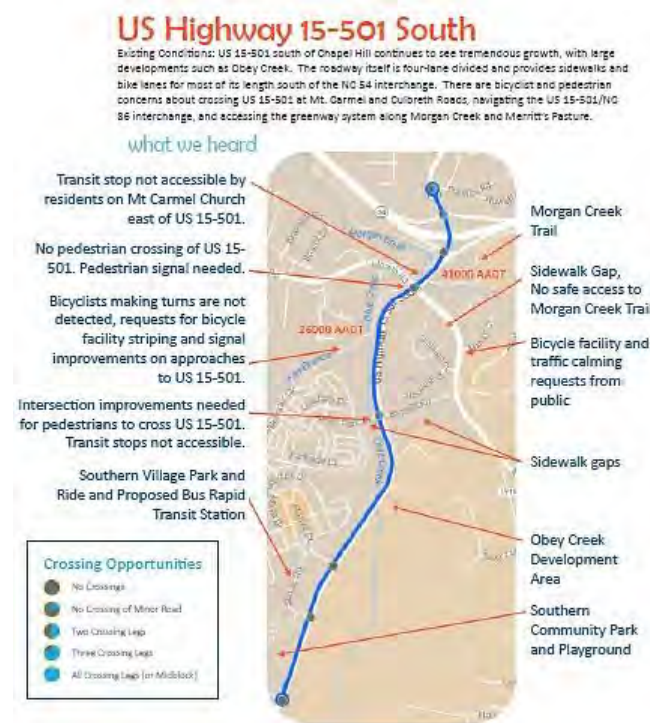
# US Highway 15-501 South Review

## Short-Term Recommendations

- Improve bike lanes and markings at the key intersection.
- Construct a greenway connecting Mt. Carmel Church Road to the Fan Branch Trail.

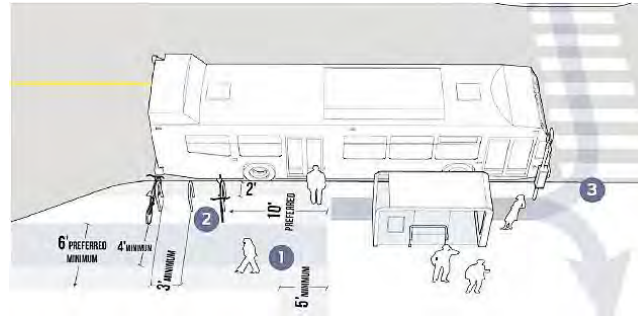
## Long-term Recommendations

- Provide separated bicycle facilities (i.e., shared-use path) along both sides of the roadway.



# Bike Parking at BRT Stations

- Short-term: Minimum of 6 covered spaces
- Long-term: 5% of auto spaces or minimum of 8 covered spaces
- Secure parking especially important for more expensive bikes (i.e., e-bikes)
- Well-designed and accessible unsecure bike parking is also important



Draft

## Bike Share

- Town is procuring bikeshare with UNC and Carrboro
- Consideration of bike share parking at all BRT stations
- Key to attracting riders in an accessible way for first/last mile as they will be e-bikes



# Overarching Gaps and Deficiencies

## **Bike Parking, Bikeshare, Wayfinding**

- Limited bike parking outside of downtown/UNC and park 'n' rides.
- Bikeshare only within the UNC campus, though this will change soon via the existing RFP for town-wide service.
- Limited wayfinding outside of the Greenway system.

Draft

# NS-BRT Corridor: Summary of Input and Findings

## Segment 1 (north): Eubanks, Weaver Dairy Road, & New Parkside

- Key sidewalk gaps adjacent to planned stations
- Upgrade connections to planned developments
- Improve uncontrolled and signalized crossings



Draft



# NS-BRT Corridor: Summary of Input and Findings

## Segment 2 (central): Homestead, Northfield, Piney Mountain, Estes, & Hillsborough

- Upgrade connections to planned developments (e.g., homeless/supportive housing near Homestead)
- Key sidewalk gaps adjacent to planned stations.
- Improve E/W bicycle connections (e.g., Estes corridor, Bolin Creek Greenway)
- Improve uncontrolled and signalized crossings (maintain RRFB mid-block crossings)



Draft

# NS-BRT Corridor: Summary of Input and Findings

## Segment 3 (downtown): Longview, Franklin, Cameron, Pittsboro, Carrington Hall, Manning/East

- Key sidewalk gaps adjacent to planned stations
- Upgrade connections to planned developments (e.g., future UNC hospital development)
- Improve uncontrolled and signalized crossings (i.e., all ped phase or improved signal timing)
- Improve bicycle connections (on- street and off-street, e.g., Cameron)
- Increased bike parking, specifically covered/secured
- Traffic calming opportunities, speed identified as a concern



# NS-BRT Corridor: Summary of Input and Findings

## Segment 4 (south): NC 54, Culbreth, Southern Village

- Key sidewalk gaps and ADA deficiencies (high-level) adjacent to planned stations and at overpasses/ bridges
- Improve connections to the greenway



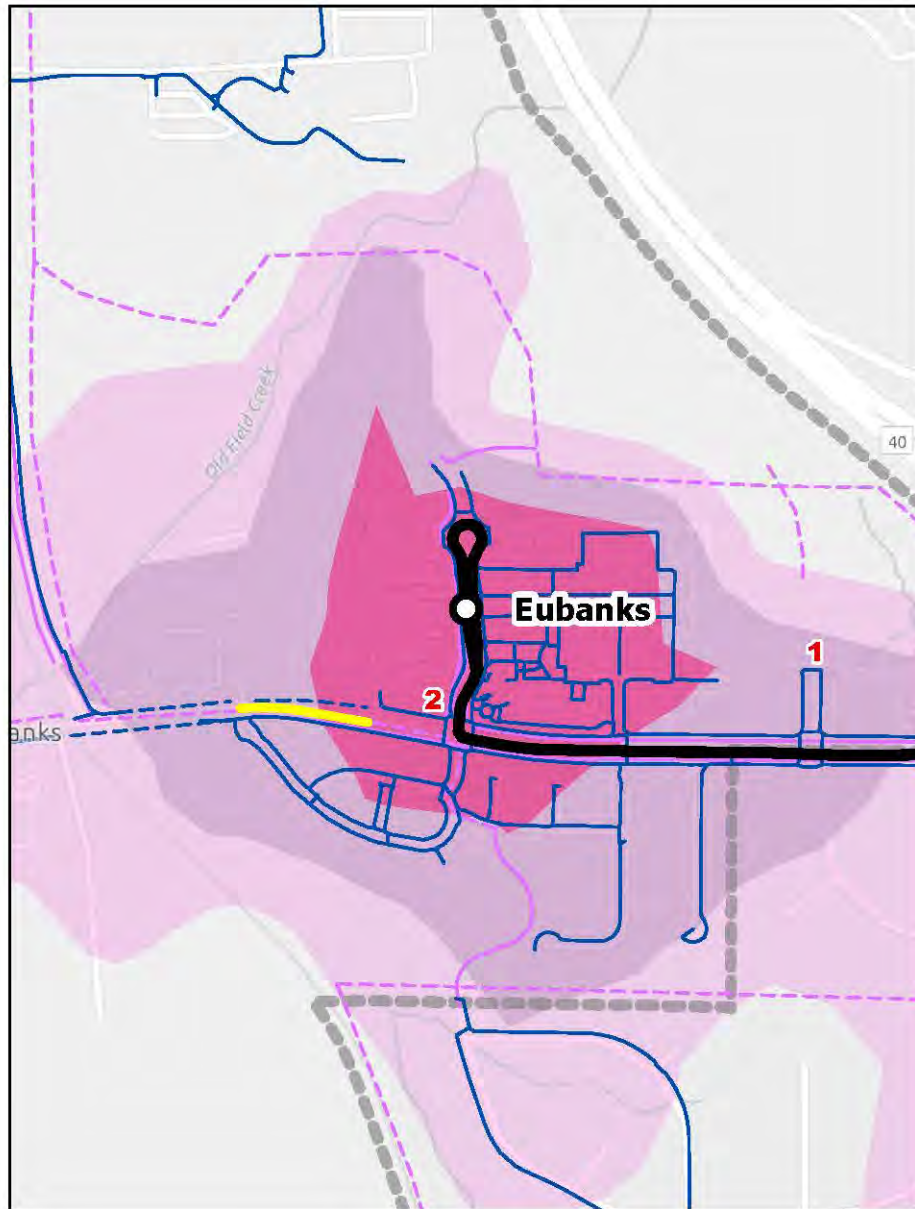


# Recommendations Summary

- Sidewalk gaps in BRT corridor: 43 (20,650 linear feet)
- Sidepath gaps in BRT corridor: 8 (4,500 linear feet)
- Sidewalk gaps in focus areas: 5 (2,740 linear feet)
- Sidepath gaps in focus areas: 16 (46,220 linear feet)
- Mid-block crossings at potential development sites and where traffic calming is necessary
- Accessible signage and wayfinding
- Bike parking (secure) and other user amenities (benches, bike racks, trash receptacles, etc.)



# Recommendations/Transit Equity Recommendations

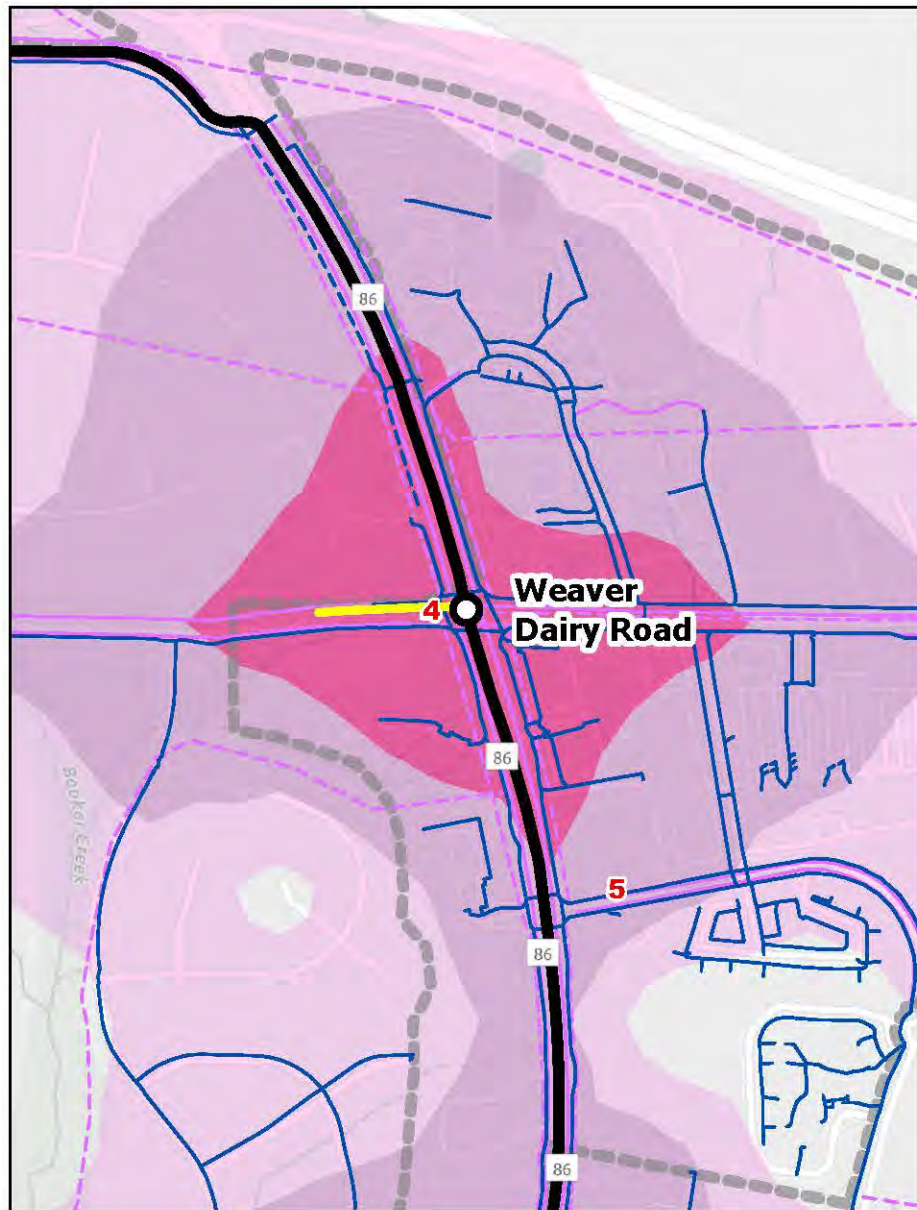


No	Station	Description	Recommendation
1	Eubanks	No sidewalk south side of Carraway Crossing east of lot	250 LF Sidewalk Extension
2	Eubanks	Sidewalk on north side of Eubanks Road ends west of park and ride.	Min 140 LF Sidewalk Extension
3	Eubanks	No sidewalk north side of Eubanks Road from Village Center Drive to MLK	150 LF Sidewalk Extension



Network Gaps - Eubanks





No	Station	Description	Recommendation
4	Weaver Dairy Road	Sidewalk ends north side of Weaver Dairy Road.	Min 200 LF Sidewalk Extension - If development occurs on north side of WDR
5	Weaver Dairy Road	Noncompliant, narrow sidewalk along Westminster Drive.	Min 350 LF Sidewalk Widening to Compliance

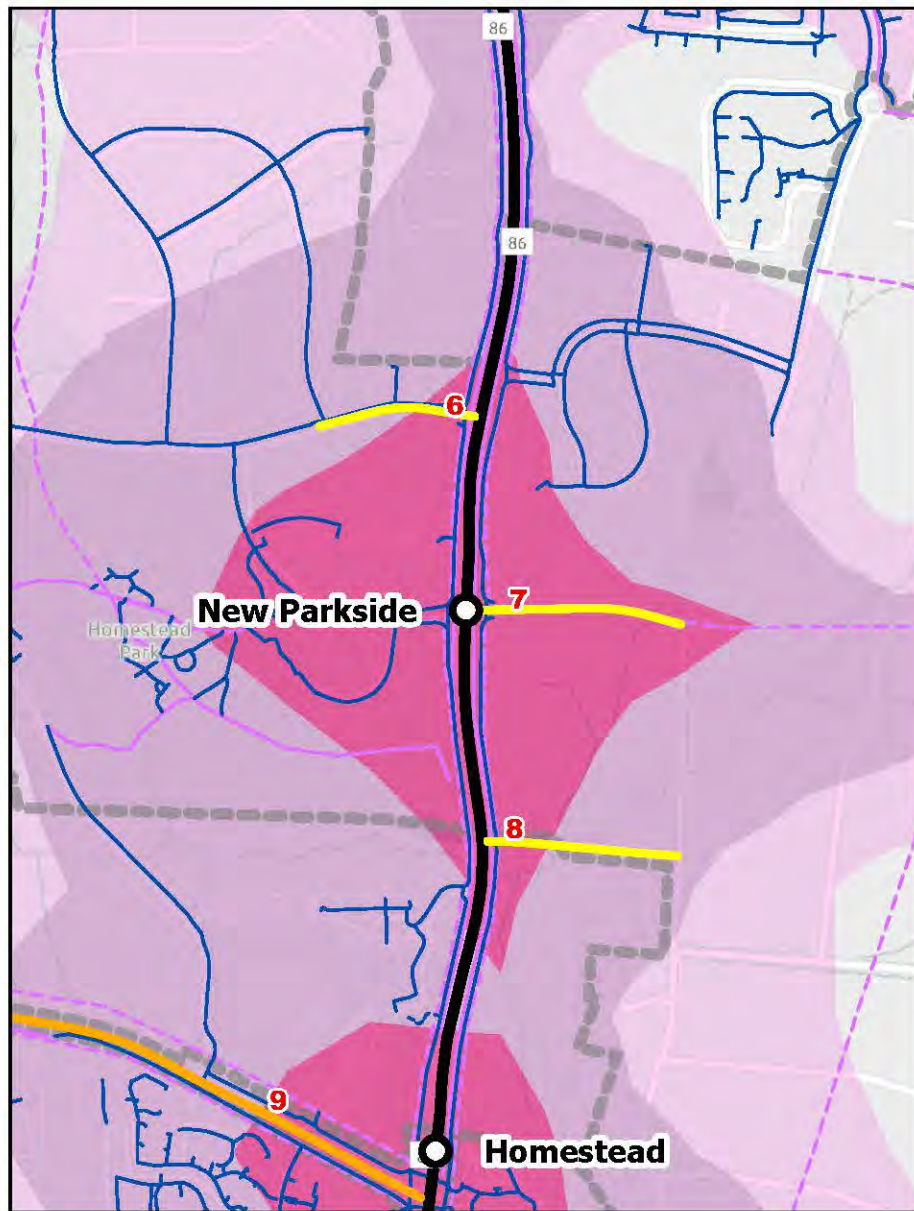
### Network Gaps

- Bike/Sidepath Gap
- Sidewalk Gap
- Existing Sidewalks
- - - Planned Sidewalks
- Existing Sidepaths
- - - Planned Sidepaths

### Station Walksheds

- 5 Minutes
- 10 Minutes
- 15 Minutes
- BRT Stations
- Planned Alignment

Network Gaps - Weaver Dairy Road



No	Station	Description	Recommendation
6	New Parkside	No sidewalk south side of New Parkside Drive	750 LF Sidewalk Extension
7	New Parkside	No sidewalk either side of Stateside Dr.	Min 700 LF Sidewalk Extension
8	New Parkside	No sidewalk either side of Dixie Ln.	660 LF Sidewalk Extension

### Network Gaps

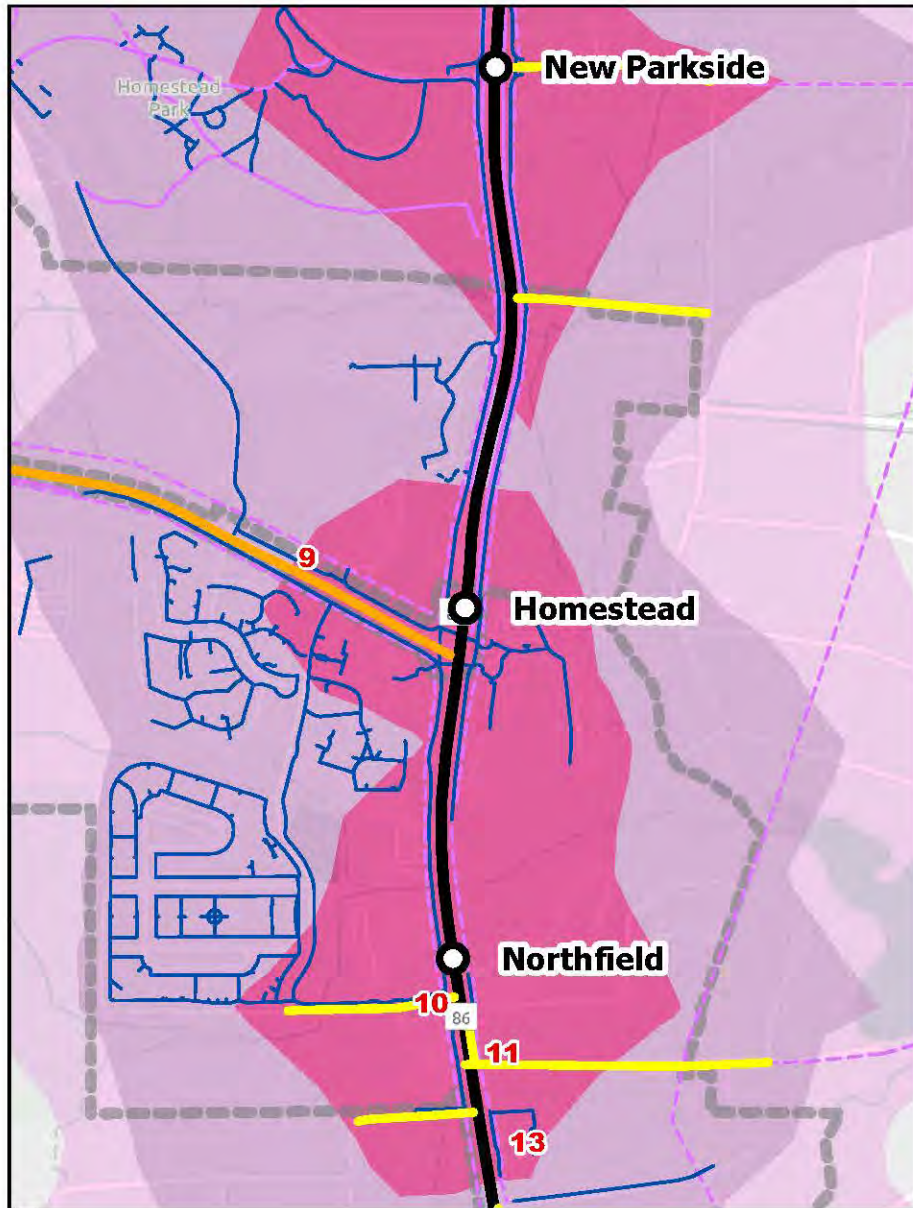
- Bike/Sidepath Gap
- Sidewalk Gap
- Existing Sidewalks
- - - Planned Sidewalks
- Existing Sidepaths
- - - Planned Sidepaths

### Station Walksheds

- 5 Minutes
- 10 Minutes
- 15 Minutes
- BRT Stations
- Planned Alignment

Network Gaps - New Parkside





Network Gaps - Homestead

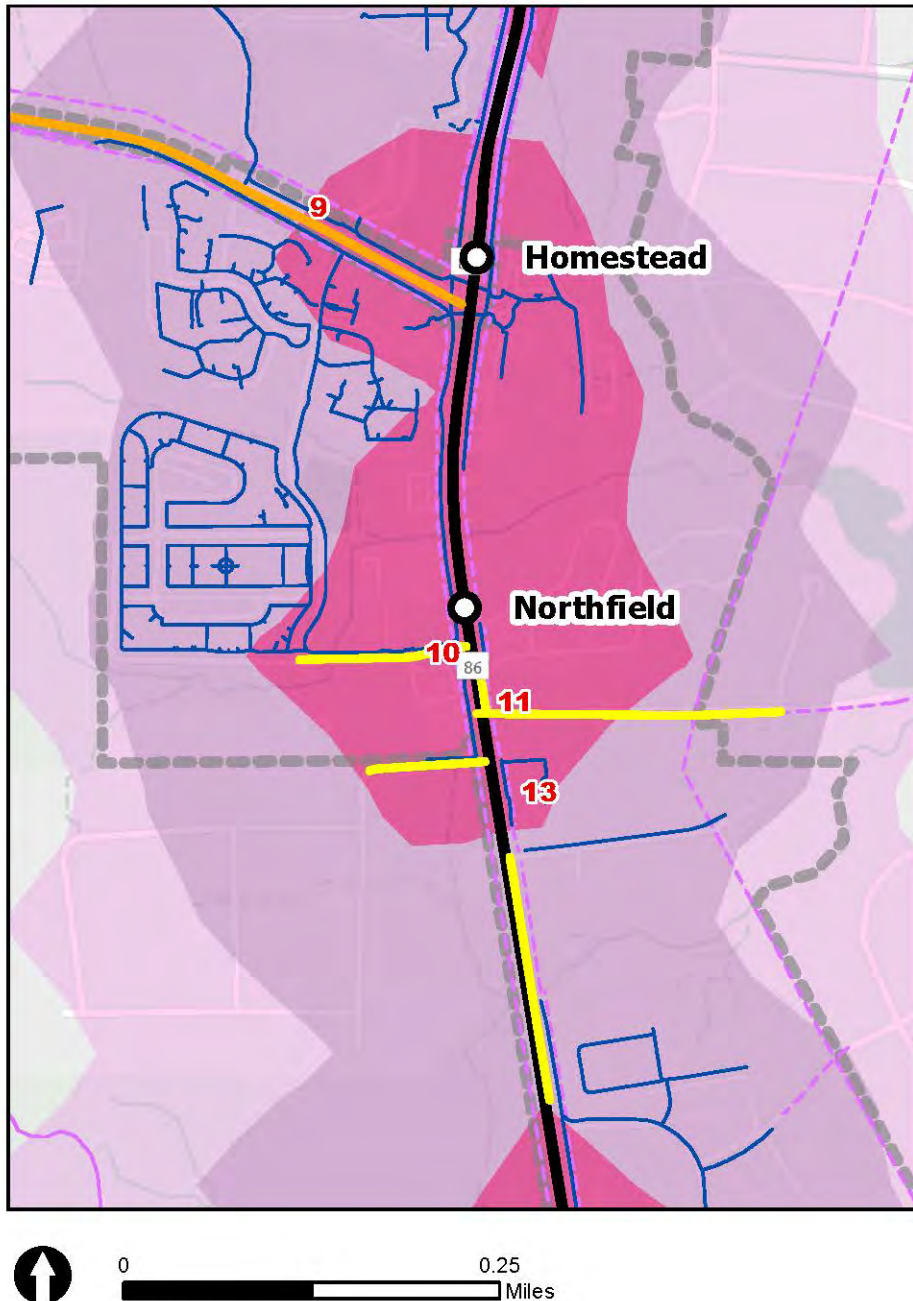
No	Station	Description	Recommendation
9	Homestead	No dedicated bike facilities along Homestead from MLK to trail entrance	2,500 LF sharrow or bikeable road conversion

#### Network Gaps

- Bike/Sidepath Gap
- Sidewalk Gap
- Existing Sidewalks
- - - Planned Sidewalks
- Existing Sidepaths
- - - Planned Sidepaths

#### Station Walksheds

- 5 Minutes
- 10 Minutes
- 15 Minutes
- BRT Stations
- Planned Alignment



No.	Station	Description	Recommendations/Transit Equity Recommendations
10	Northfield	No sidewalk south side of Northfield Drive.	Min 500 LF Sidewalk Extension - If development occurs on south side of Northfield Drive
11	Northfield	No sidewalk either side of Taylor + No sidewalk along side of MLK, goat path visible.	150 LF Sidewalk Extension on MLK + Min 1,000 LF Extension on Taylor Street
12	Northfield	No sidewalk either side of Critz Dr.	Min 400 LF Sidewalk Extension
13	Northfield	MLK sidewalk ends south of Ashley Forest Road, goat path visible.	950 LF Sidewalk Extension

### Network Gaps

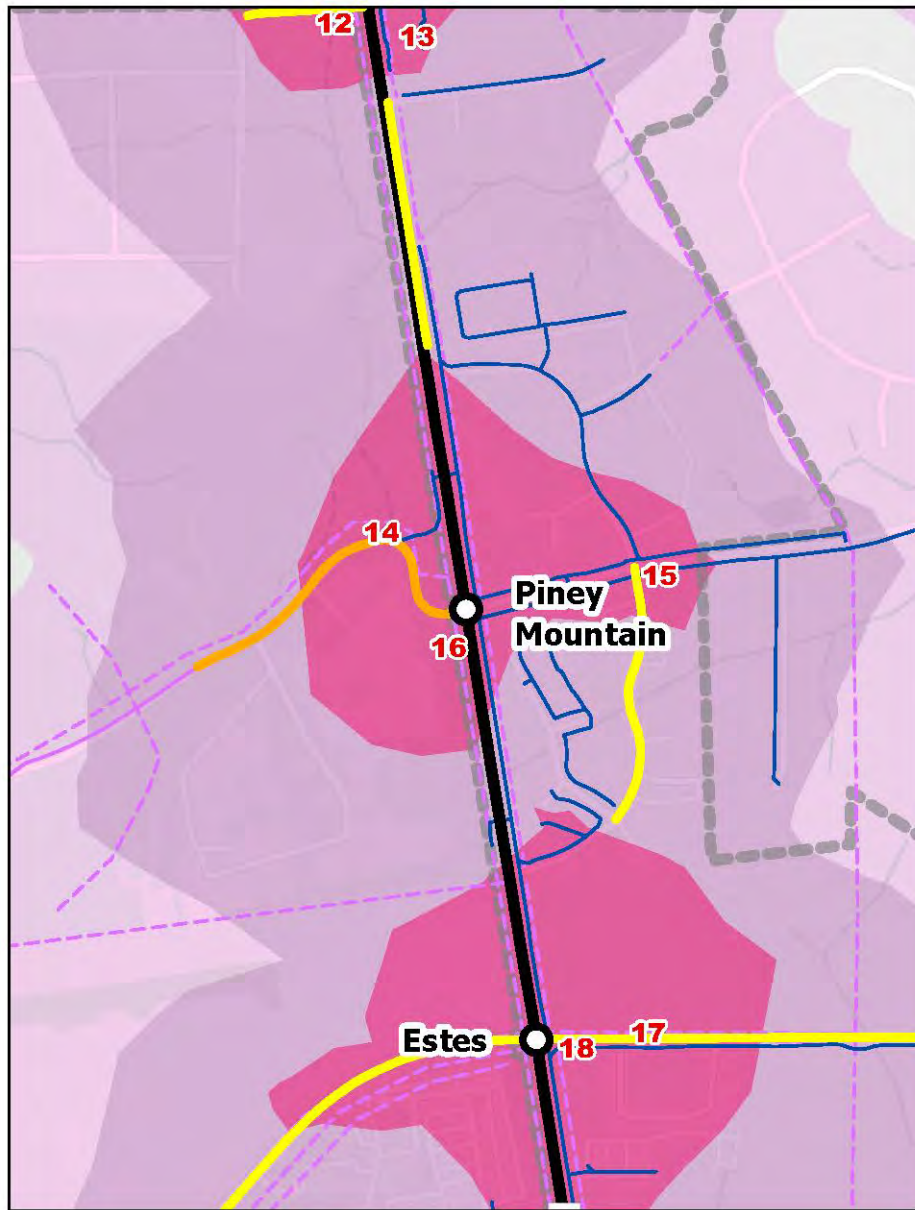
- Bike/Sidepath Gap
- Sidewalk Gap
- Existing Sidewalks
- Planned Sidewalks
- Existing Sidepaths
- Planned Sidepaths

### Station Walksheds

- 5 Minutes
- 10 Minutes
- 15 Minutes
- BRT Stations
- Planned Alignment

Network Gaps - Northfield





Network Gaps - Piney Mountain

No.	Station	Description	Recommendations/Transit Equity Recommendations
14	Piney Mountain	No dedicated bike facility along Municipal Drive connecting MLK to nearby greenway.	Min 1,500 LF sharrow or bikeable road conversion
15	Piney Mountain	No sidewalk down south side of Shadowood Dr.	Min 350 LF Sidewalk Extension
16	Piney Mountain	No bike facilities on MLK.	Add bike facilities

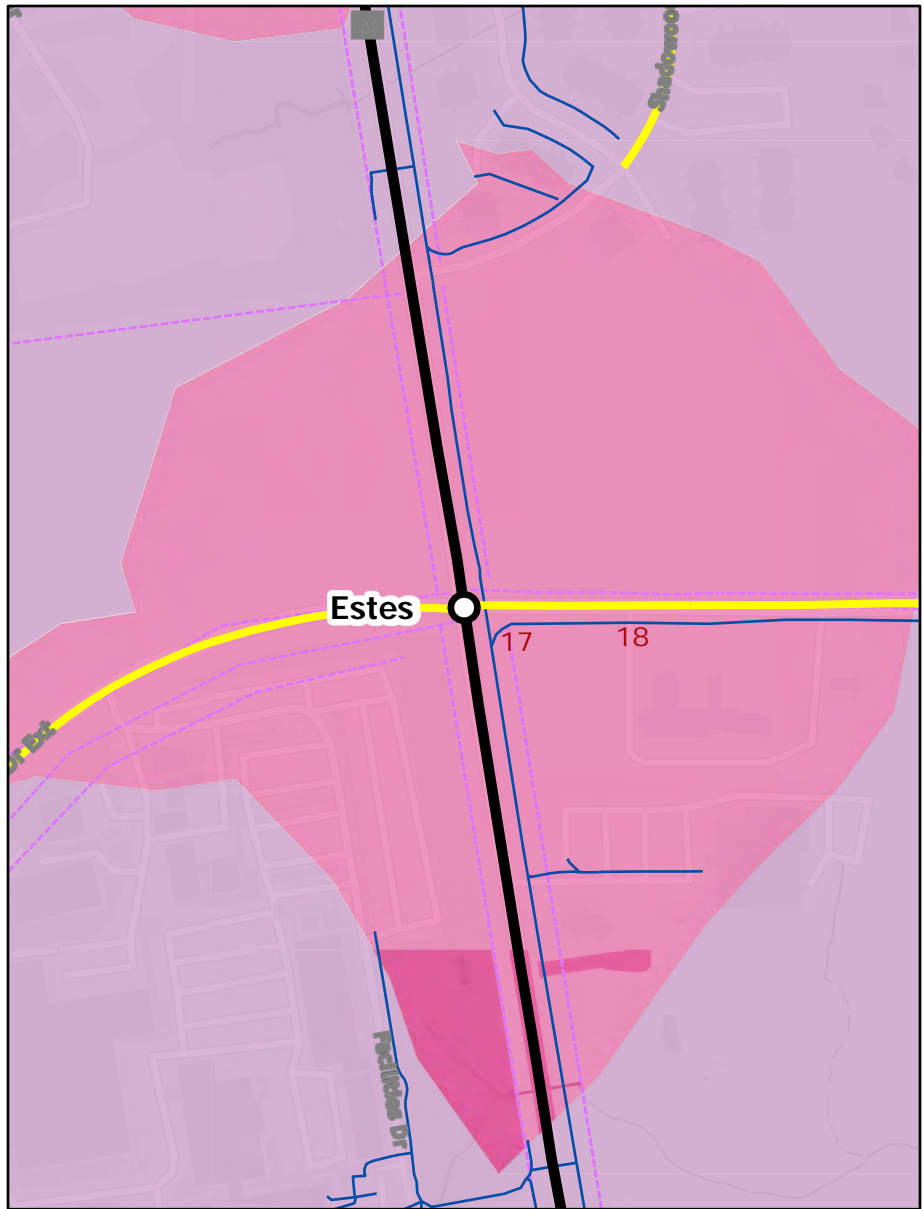
#### Network Gaps

- Bike/Sidepath Gap
- Sidewalk Gap
- Existing Sidewalks
- - - Planned Sidewalks
- Existing Sidepaths
- - - Planned Sidepaths

#### Station Walksheds

- 5 Minutes
- 10 Minutes
- 15 Minutes
- BRT Stations
- Planned Alignment





No.	Station	Description	Recommendations/Transit Equity Recommendations
17	Estes	3-4 foot, not compliant, asphalt walkway along east side of Estes Drive.	Min 1,500 LF Sidewalk Widening to Compliance
18	Estes	No sidewalk along west leg of Estes.	Min 700 LF Sidewalk Extension

### Network Gaps

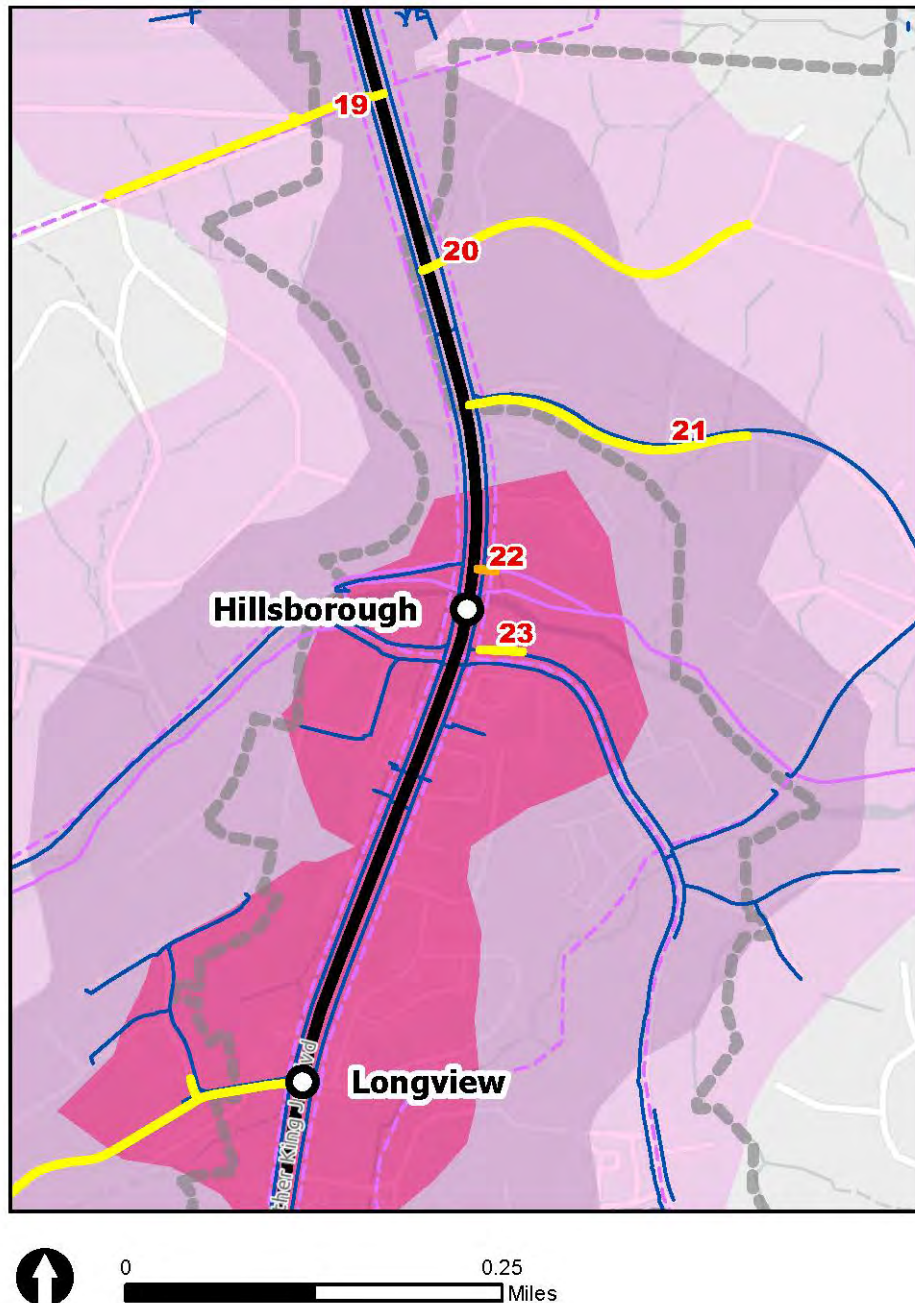
- Bike/Sidepath Gap
- Sidewalk Gap
- Existing Sidewalks
- Planned Sidewalks
- Existing Sidepaths
- Planned Sidepaths

### Station Walksheds

- 5 Minutes
- 10 Minutes
- 15 Minutes
- BRT Stations
- Planned Alignment



Network Gaps - Estes



No.	Station	Description	Recommendations/Transit Equity Recommendations
19	Hillsborough	No sidewalk down Barclay St, No crossing over MLK.	Min 1,000 LF Sidewalk Extension down Barclay St and Justince - Consider dedicated pedestrian crossing over MLK
20	Hillsborough	No sidewalk down Mt Bolus Rd + no crossing over MLK.	Min 1,200 LF Sidewalk Extension
21	Hillsborough	Noncompliance, narrow sidewalk along Bolinwood Drive.	Min 1,500 LF Sidewalk Widening to Compliance
22	Hillsborough	No curb cut or dedicated access from MLK bike shoulder to greenway entrance.	Installation of accessible curb cut and integration with MLK bike shoulder
23	Hillsborough	Sidewalk on Hillsborough Street ends at gas station with ADA issues along the property.	Min 900 LF Sidewalk Extension + 100 LF Sidewalk Widening to Compliance

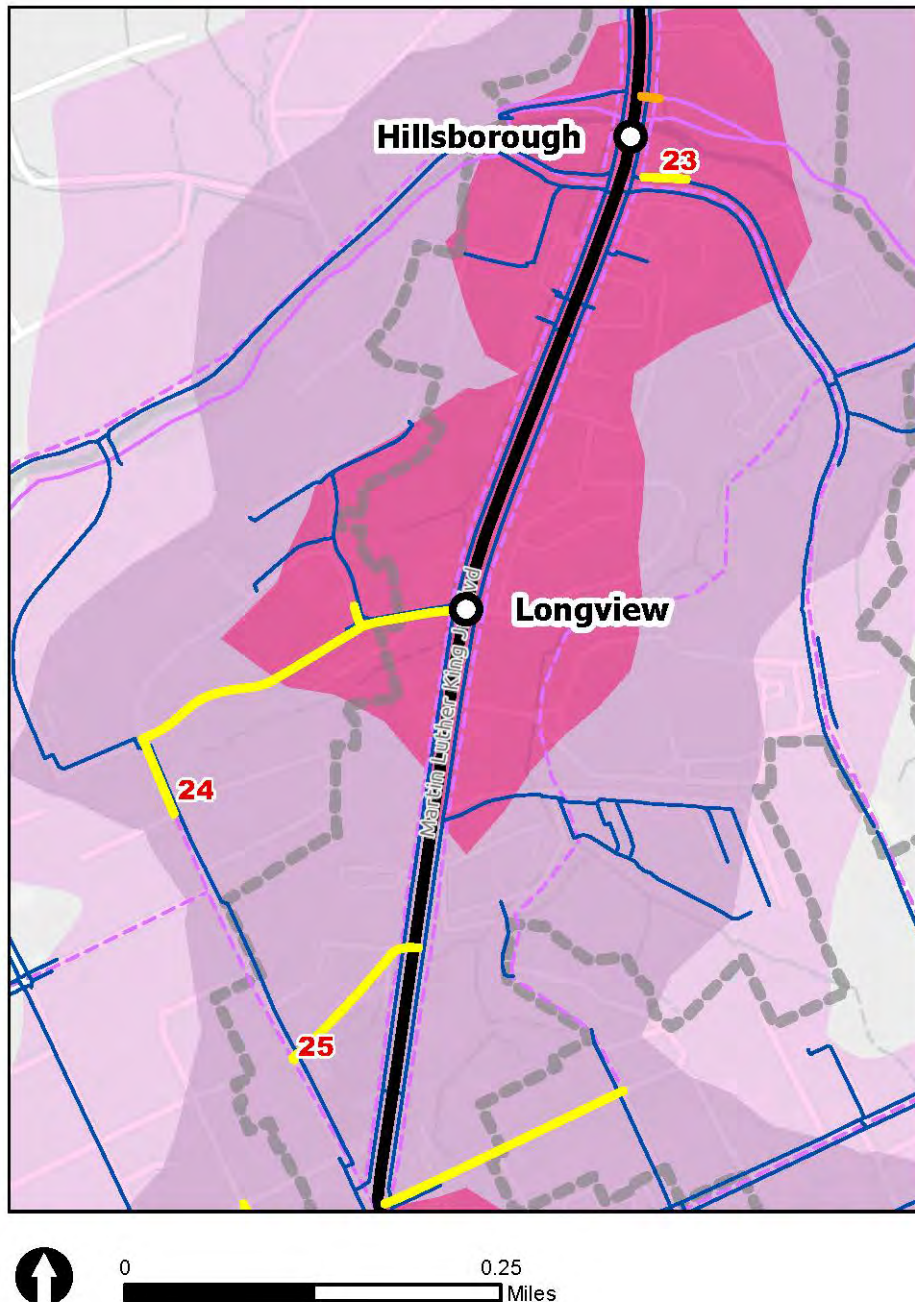
### Network Gaps

- Bike/Sidepath Gap
- Sidewalk Gap
- Existing Sidewalks
- - - Planned Sidewalks
- Existing Sidepaths
- - - Planned Sidepaths

### Station Walksheds

- 5 Minutes
- 10 Minutes
- 15 Minutes
- BRT Stations
- Planned Alignment

Network Gaps - Hillsborough



No.	Station	Description	Recommendations/Transit Equity Recommendations
24	Longview	Sidewalk inconsistent along North Columbia Street.	Sidewalk Extension or Dedicated Pedestrian Crossing where Sidewalks Change Sides
25	Longview	No sidewalk, goat path on south side of west leg of East Longview Street.	350 LF Sidewalk Extension

### Network Gaps

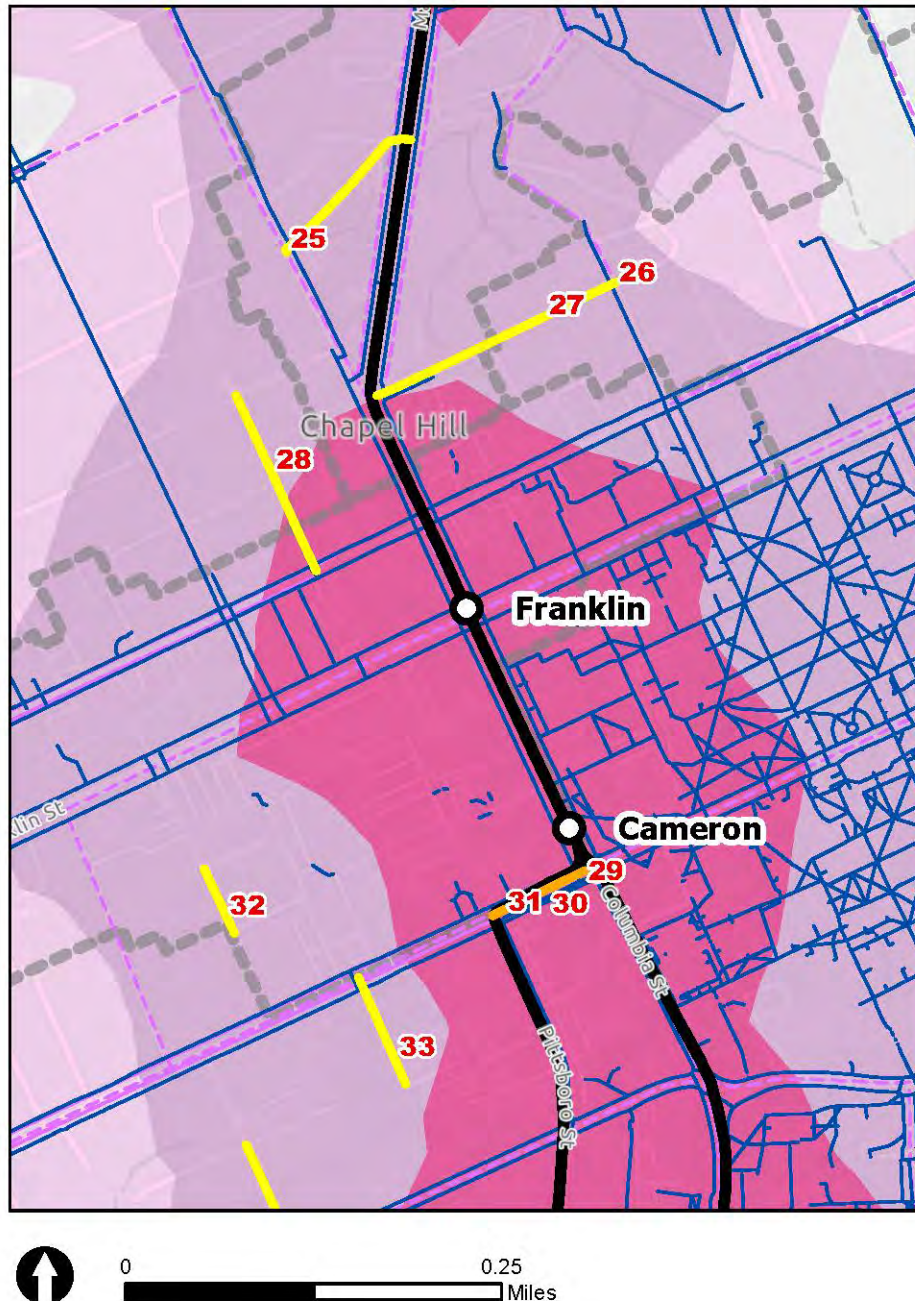
- Bike/Sidepath Gap
- Sidewalk Gap
- Existing Sidewalks
- - - Planned Sidewalks
- Existing Sidepaths
- - - Planned Sidepaths

### Station Walksheds

- 5 Minutes
- 10 Minutes
- 15 Minutes
- BRT Stations
- Planned Alignment

Network Gaps - Longview





Network Gaps - Franklin

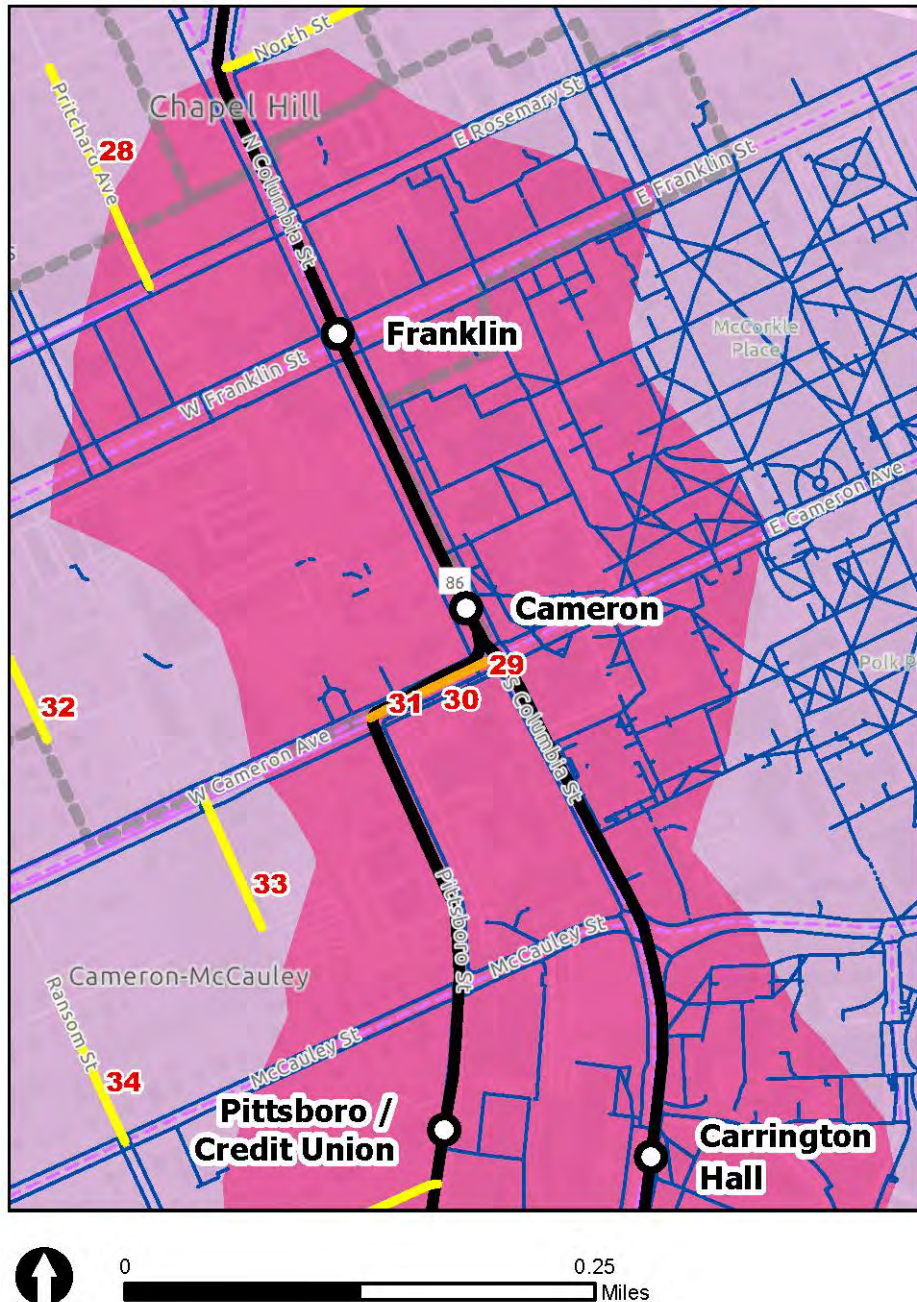
No.	Station	Description	Recommendations/Transit Equity Recommendations
26	Franklin	Sidewalk ends around corner of Columbia Street and Stephens Street, sidewalk only on one side of Stephens.	Min 500 LF Sidewalk Extension
27	Franklin	Curb ramps blocked and inaccessible at corner of North Street and Henderson Street.	Reconstruct to Compliance
28	Franklin	No sidewalk either side of North Street.	Min 900 LF Sidewalk Extension
29	Franklin	No sidewalk either side of Pritchard Ave.	Min 650 LF Sidewalk Extension

## Network Gaps

- Bike/Sidepath Gap
- Sidewalk Gap
- Existing Sidewalks
- - - Planned Sidewalks
- Existing Sidepaths
- - - Planned Sidepaths

## Station Walksheds

- 5 Minutes
- 10 Minutes
- 15 Minutes
- BRT Stations
- Planned Alignment



No.	Station	Description	Recommendations/Transit Equity Recommendations
30	Cameron	Missing bricks, steep slope along West Cameron Ave.	Redesign sidewalk or provide accessible alternate route on north end of Cameron
31	Cameron	Sidewalk on West Cameron not compliant though tree important.	Redesign sidewalk or provide accessible alternate route on north end of Cameron
32	Cameron	Bike lane/shoulder gap on West Cameron Avenue, ends abruptly across Pittsboro.	380 LF Bikeable Road Conversion
33	Cameron	Noncompliant, narrow and inaccessible sidewalk along Mallette Street.	Min 250 Sidewalk Redesign to Compliance
34	Cameron	Inconsistent sidewalk along Wilson Street, goat path present.	400 LF Sidewalk Extension
35	Cameron	No perpendicular crossing for bikes over RR crossing at Cameron & Merritt Hill Road.	Re-align bike lane to approach RR crossing at perpendicular angle
36	Cameron	No dedicated bike facility on eastbound side of Cameron, clearly well used.	2,000 LF bike lane or Bikeable Road Conversion along south side of West Cameron Ave.

### Network Gaps

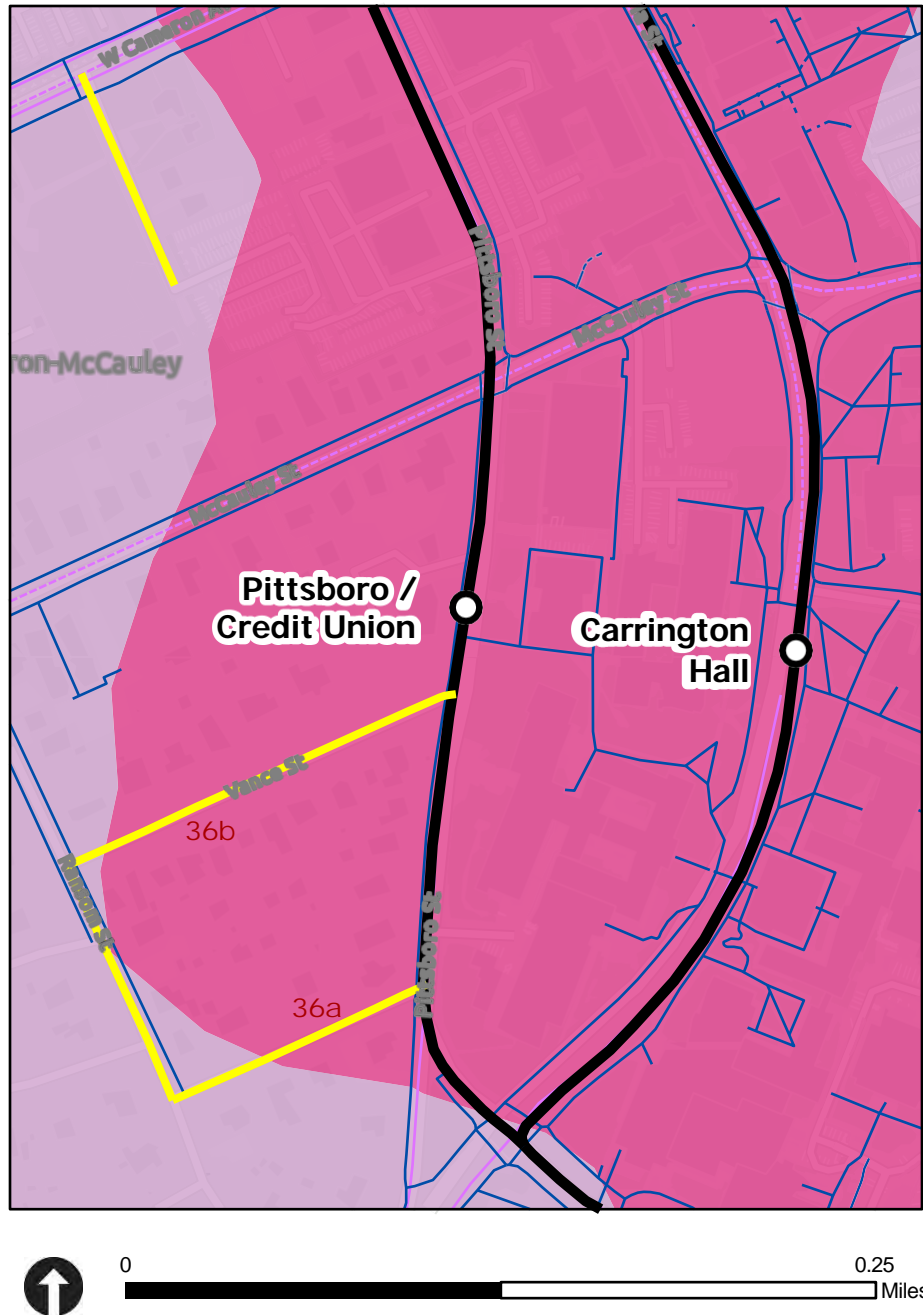
- Bike/Sidepath Gap
- Sidewalk Gap
- Existing Sidewalks
- Planned Sidewalks
- Existing Sidepaths
- Planned Sidepaths

### Station Walksheds

- 5 Minutes
- 10 Minutes
- 15 Minutes
- BRT Stations
- Planned Alignment

Network Gaps - Cameron





No.	Station	Description	Recommendations/Transit Equity Recommendations
36a	Pittsboro/ Credit Union	Sidewalk gaps along University.	450 LF Sidewalk Extension
36b	Pittsboro/ Credit Union	Sidewalk gaps, well-worn goat path present along Vance and Ransom.	430 LF Sidewalk Extension on Ransom St. 700 LF Sidewalk Extension on Vance St.

### Network Gaps

- Bike/Sidepath Gap
- Sidewalk Gap
- Existing Sidewalks
- - - Planned Sidewalks
- Existing Sidepaths
- - - Planned Sidepaths

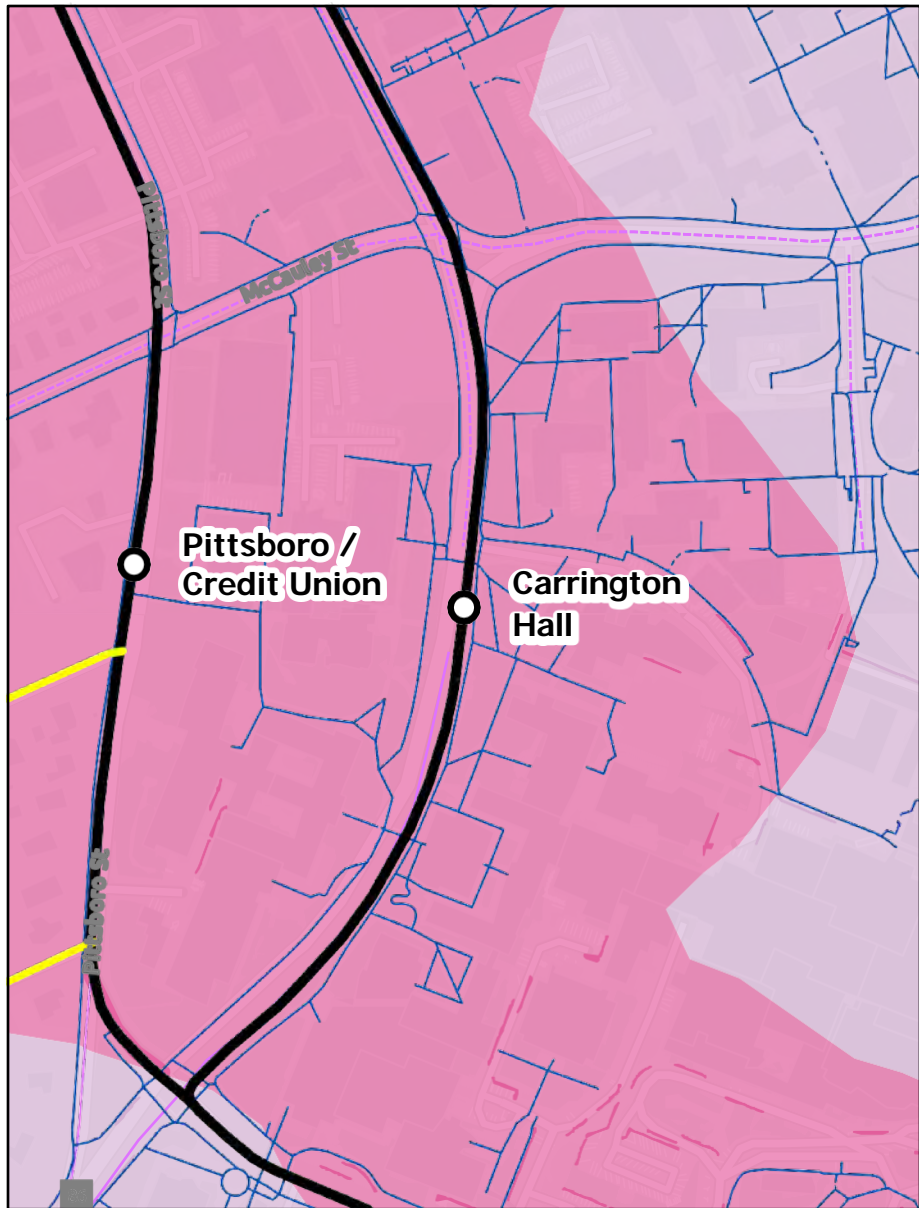
### Station Walksheds

- 5 Minutes
- 10 Minutes
- 15 Minutes
- BRT Stations
- Planned Alignment

Network Gaps - Pittsboro / Credit Union

No.	Station	Description	Recommendations/Transit Equity Recommendations
-----	---------	-------------	------------------------------------------------

No gaps identified at this station.



0

0.25

Miles

Network Gaps - Carrington Hall

#### Network Gaps

- Bike/Sidepath Gap
- Sidewalk Gap
- Existing Sidewalks
- - - Planned Sidewalks
- Existing Sidepaths
- - - Planned Sidepaths

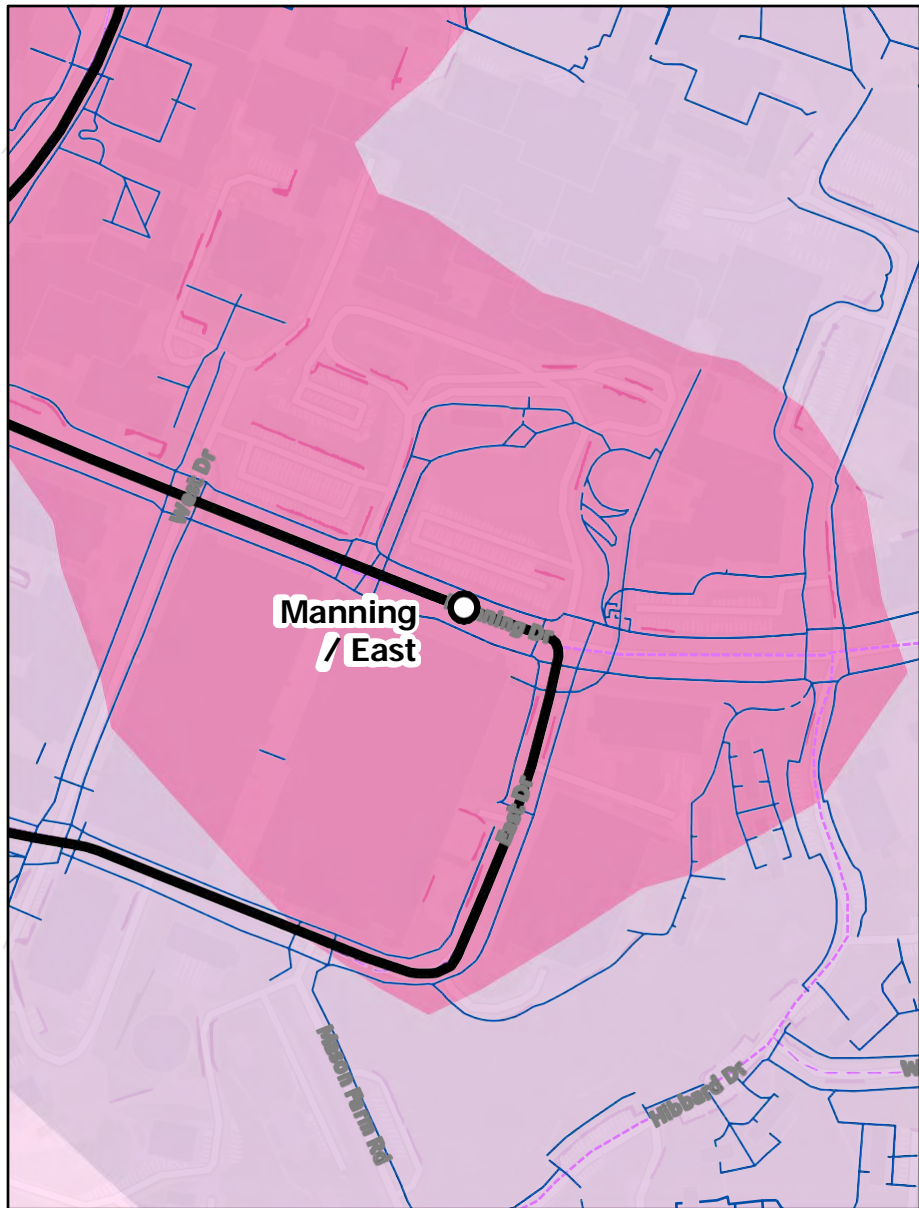
#### Station Walksheds

- 5 Minutes
- 10 Minutes
- 15 Minutes
- BRT Stations
- Planned Alignment



No.	Station	Description	Recommendations/Transit Equity Recommendations
-----	---------	-------------	------------------------------------------------

No gaps identified at this station.



0

0.25

Miles

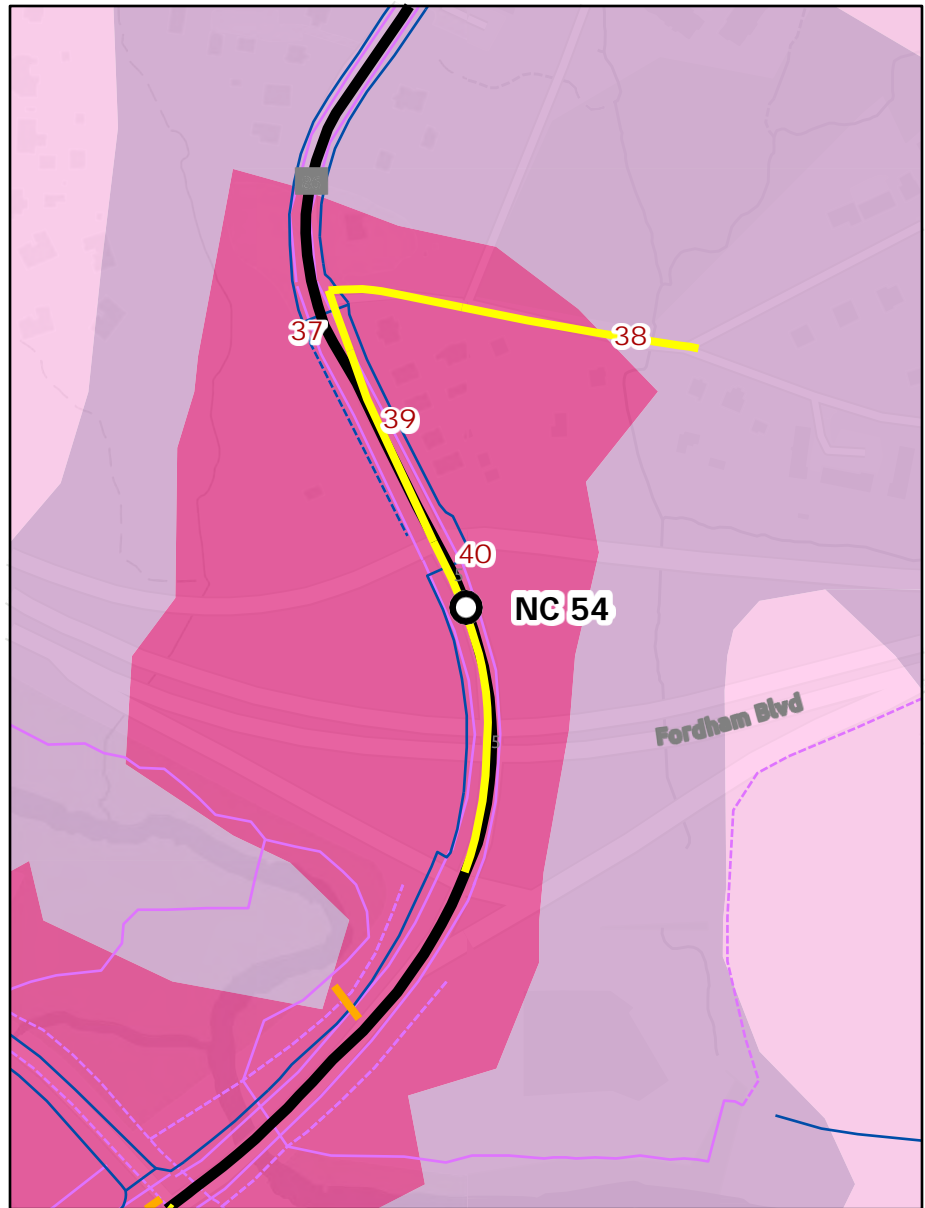
Network Gaps - Manning / East

#### Network Gaps

- Bike/Sidepath Gap
- Sidewalk Gap
- Existing Sidewalks
- - - Planned Sidewalks
- Existing Sidepaths
- - - Planned Sidepaths

#### Station Walksheds

- 5 Minutes
- 10 Minutes
- 15 Minutes
- BRT Stations
- Planned Alignment



No.	Station	Description	Recommendations/Transit Equity Recommendations
37	NC 54	No sidewalk on west side of MLK, goat path present.	Min 500 LF Sidewalk Extension
38	NC 54	No sidewalk either side of Purefoy Road.	Min 650 LF Sidewalk Extension
39	NC 54	Noncompliance, 4 foot wide sidewalk on MLK.	Min 500 LF Sidewalk Widening to Compliance
40	NC 54	East side gap at MLK & NC 54 Offramp must cross twice.	Solved with new sidewalk on west side of MLK

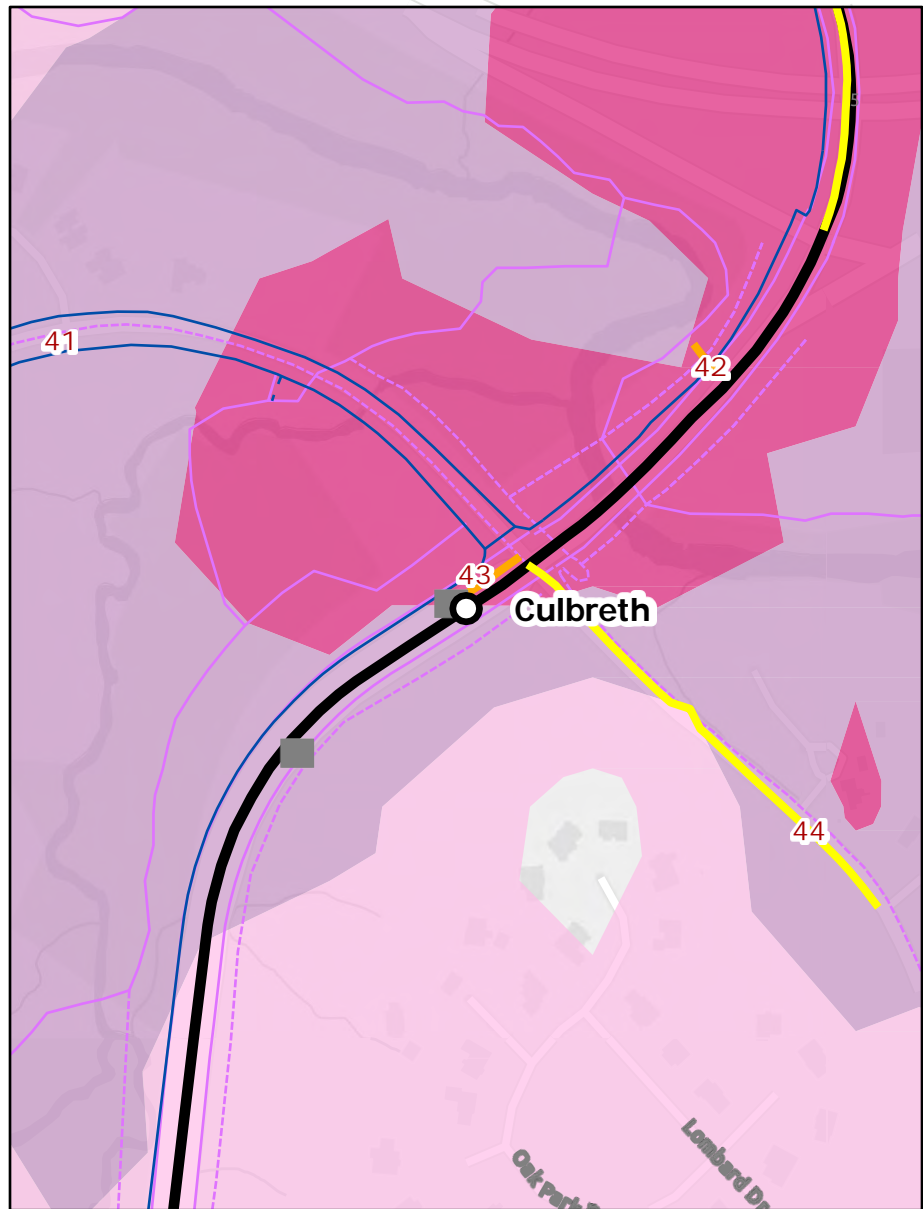
### Network Gaps

- Bike/Sidepath Gap
- Sidewalk Gap
- Existing Sidewalks
- - - Planned Sidewalks
- Existing Sidepaths
- - - Planned Sidepaths

### Station Walksheds

- 5 Minutes
- 10 Minutes
- 15 Minutes
- BRT Stations
- Planned Alignment

Network Gaps - NC 54



No.	Station	Description	Recommendations/Transit Equity Recommendations
41	Culbreth	Non-Compliance: 4-foot sidewalk on Culbreth Road.	Min 400 LF Sidewalk Widening to Compliance
42	Culbreth	No curb ramp for MLK bike lane access to greenway.	Installation of accessible curb cut and integration with MLK bike lane
43	Culbreth	No real access to sidepath direct from MLK bike lane, cyclists must cut into Culbreth to access sidepath curb ramp	Installation of accessible curb cut and integration with MLK bike lane
44	Culbreth	No sidewalk either side of Mt Carmel Church Road.	Min 650 LF Sidewalk Extension
45	Culbreth	No sidepath connection over Morgan Creek Bridge between greenways.	Widen bridge to accommodate pedestrians and bikes

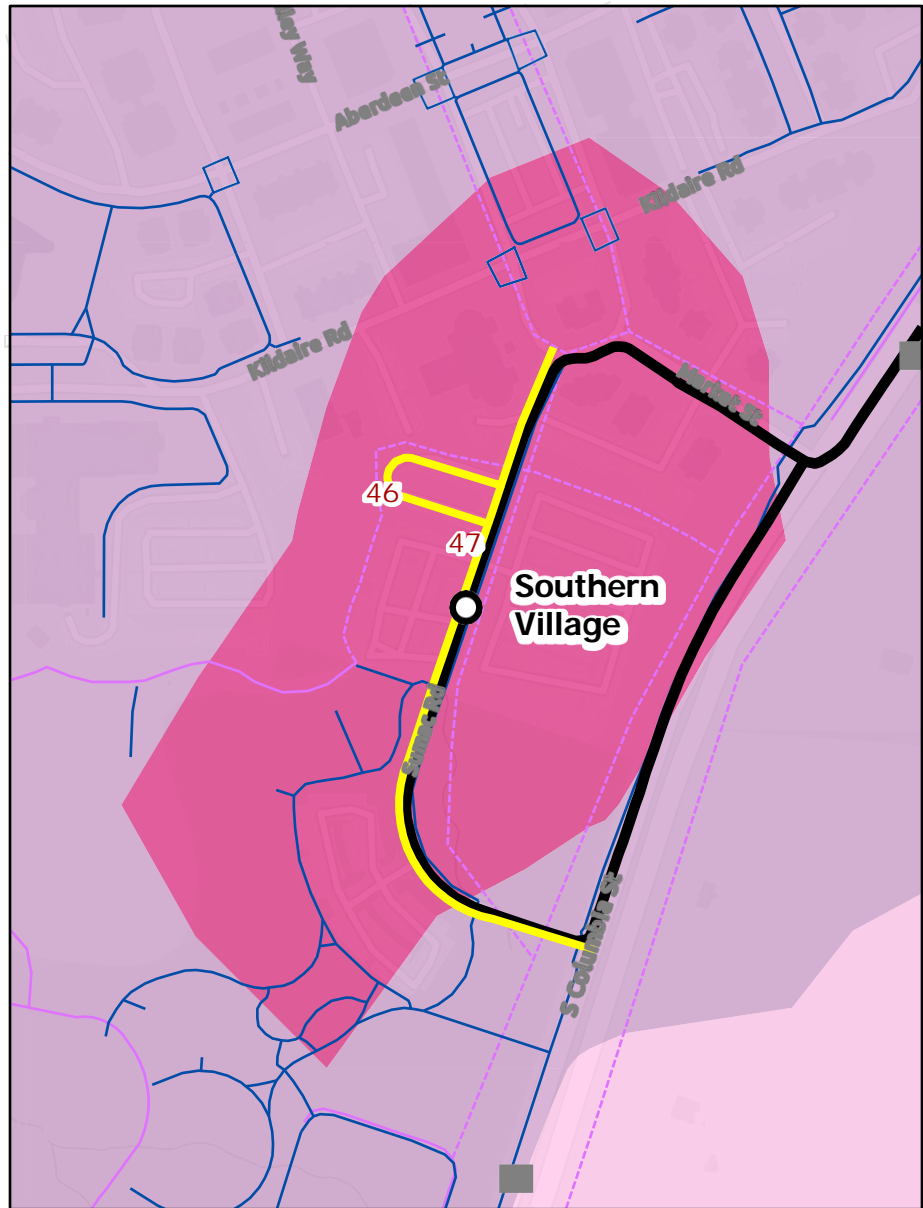
### Network Gaps

- Bike/Sidepath Gap
- Sidewalk Gap
- Existing Sidewalks
- - - Planned Sidewalks
- Existing Sidepaths
- - - Planned Sidepaths

### Station Walksheds

- 5 Minutes
- 10 Minutes
- 15 Minutes
- BRT Stations
- Planned Alignment

Network Gaps - Culbreth



No.	Station	Description	Recommendations/Transit Equity Recommendations
46	Southern Village	Non-compliant sidewalk connection off Sumac Road.	Redesign to Compliance
47	Southern Village	Key sidewalk gap along all west side of Sumac Road and lack of curb ramps.	1,000 LF Sidewalk Extension

### Network Gaps

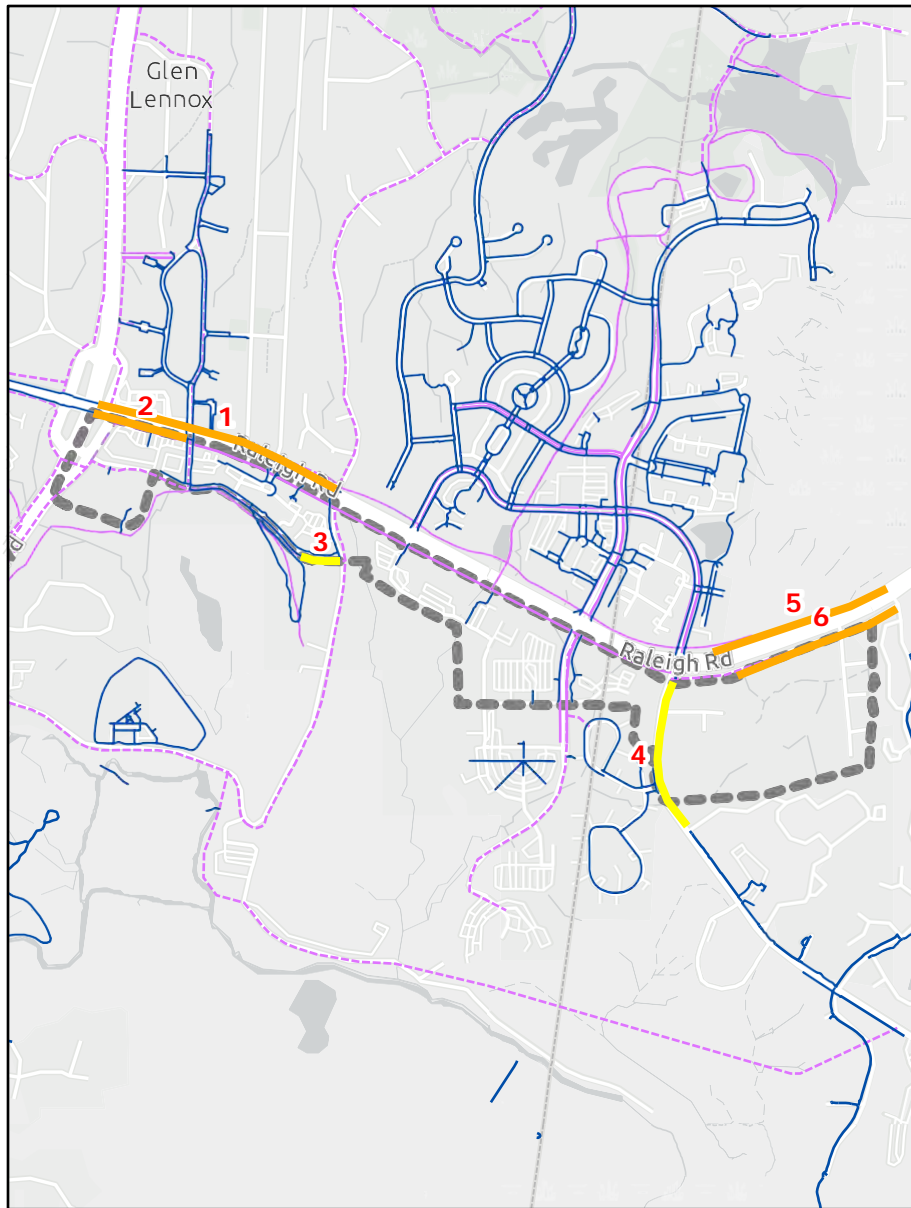
- Bike/Sidepath Gap
- Sidewalk Gap
- Existing Sidewalks
- - - Planned Sidewalks
- Existing Sidepaths
- - - Planned Sidepaths

### Station Walksheds

- 5 Minutes
- 10 Minutes
- 15 Minutes
- BRT Stations
- Planned Alignment



Network Gaps - Southern Village



No.	Description	Recommendations/Transit Equity Recommendations
1	No sidepath along north side of NC 54/Raleigh Road from Barbee Chapel Road west to Fordham Blvd.	2,553 LF sidepath extension
2	No sidepath along south side of NC 54/Raleigh Road from Hamilton Road west to Fordham Blvd.	970 LF sidepath extension
3	No sidewalk connection to Finley Golf Course Road on the south side of Prestwick Road.	396 LF sidewalk extension
4	No sidewalk on the east side of Barbee Chapel Road north of Spring Meadow Drive.	1,546 LF sidewalk extension
5	Existing sidepath along north side of NC 54/Raleigh Road ends just east of E. Barbee Chapel Road.	1,860 LF sidepath extension to Downing Creek Parkway
6	Existing sidepath along south side of NC 54/Raleigh Road ends 640 LF east of E. Barbee Chapel Road.	1,740 LF sidepath extension to Downing Creek Parkway

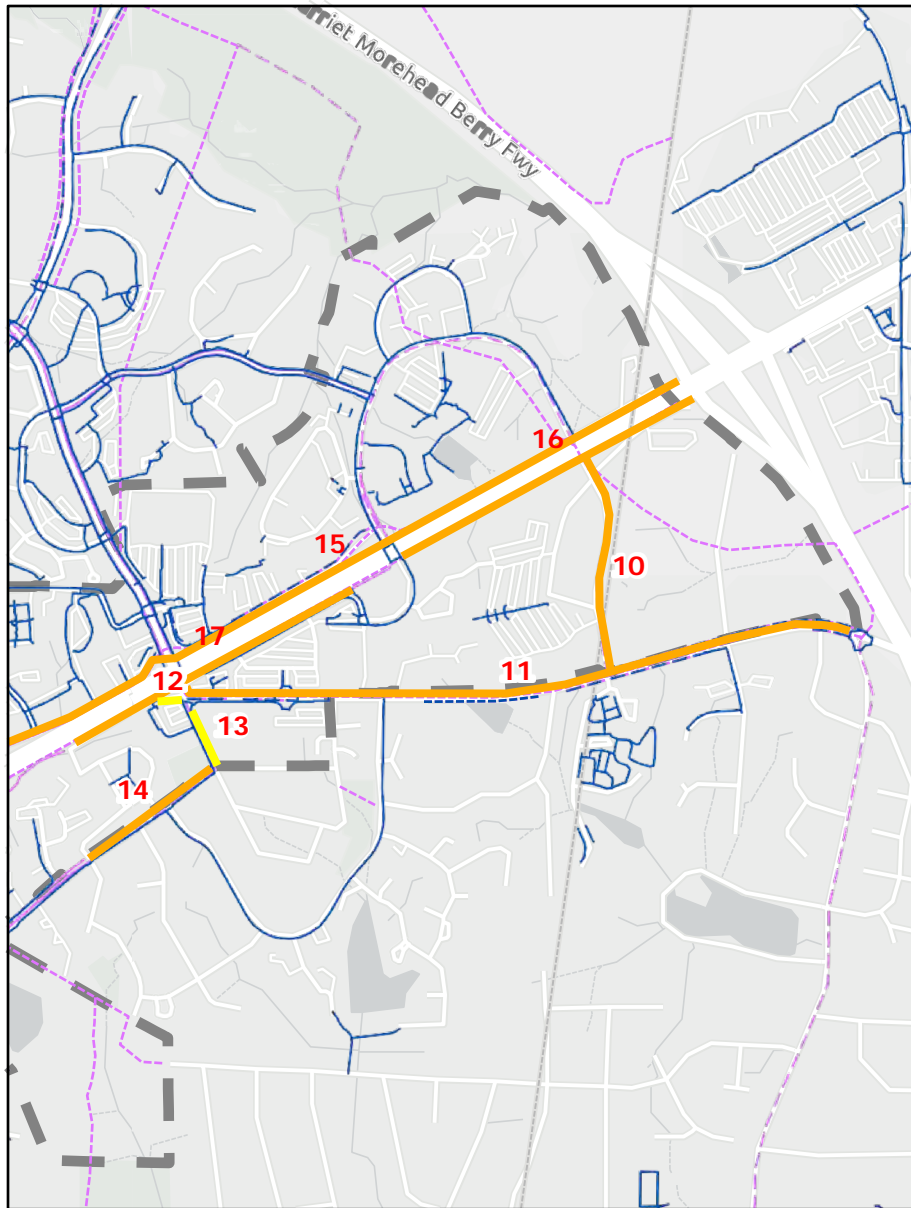
- Focus Areas
- Bike/Sidepath Gap
- Sidewalk Gap
- Existing Sidewalks
- Planned Sidewalks
- Existing Sidepaths
- Planned Sidepaths
- BRT Stations
- Planned Alignment

\*Walksheds not Represented as there are no confirmed BRT stations within the Focus Area



## Network Gaps - Focus Area NC-54





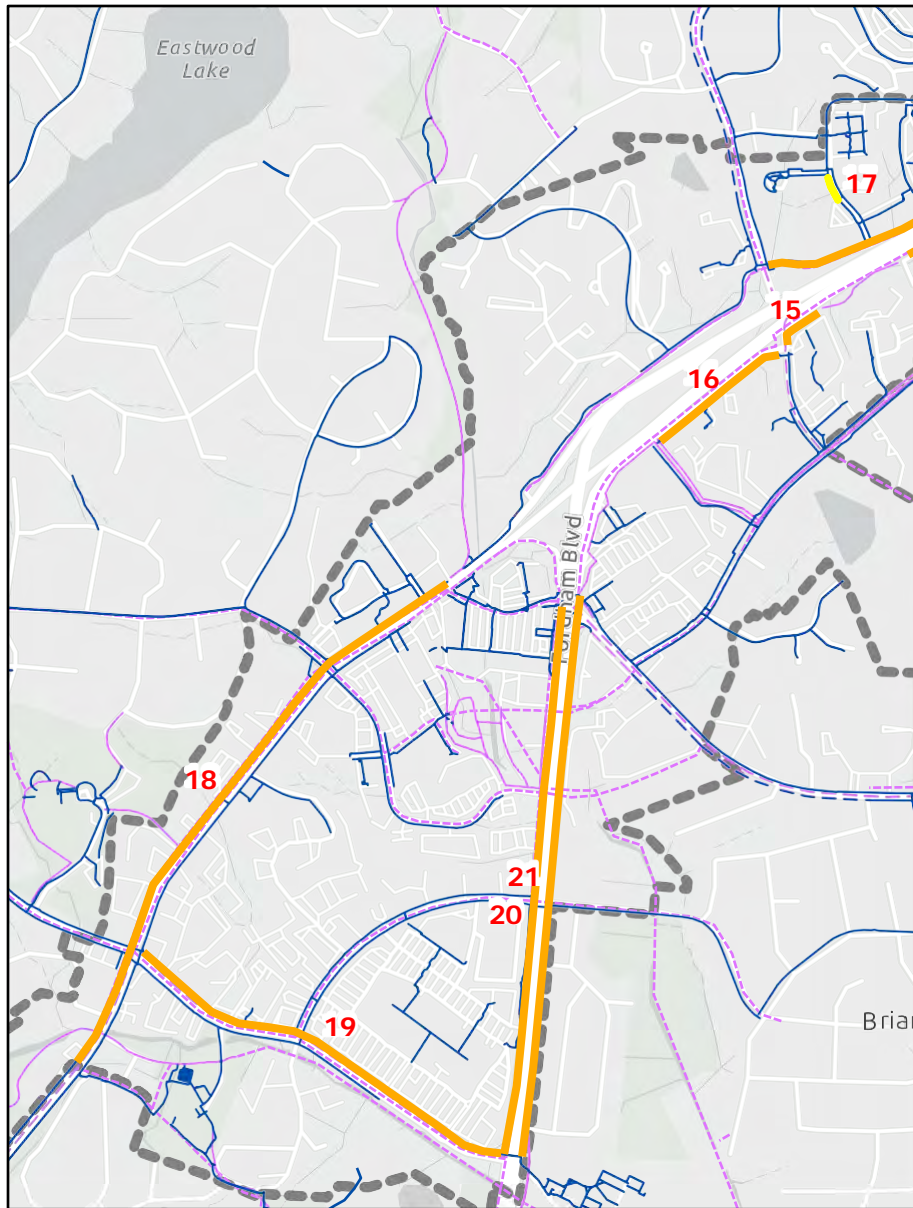
No.	1Description	Recommendations/Transit Equity Recommendations
10	No sidepath along east side of Eastowne Drive from Durham- Chapel Hill Blvd. to Old Chapel Hill Road.	Construct 1,635 LF of sidepath
11	No sidepath along north side of Old Chapel Hill Road from Pope Road west to Scarlett Drive.	Construct 4,970 LF of sidepath
12	No sidewalk on the south side of Fordham Blvd. Service Road from Old Durham Road to frontage road	Construct 180 LF of sidewalk
13	No sidewalk on the east side of Scarlett Drive from Old Durham Road to Legion Road Extension.	Construct 440 LF of sidewalk
14	No sidepath on the north side of Legion Road from Scarlett Drive to Jackie Robinson Street.	Construct 1,110 LF of sidepath
15	No sidepath along north side of NC 501/Durham-Chapel Hill Blvd. from I-40 to Erwin Road.	Construct 6,174 LF sidepath
16	No sidepath along south side of NC 501/Durham-Chapel Hill Blvd. from I-40 to Eastowne Drive.	Construct 2,429 LF sidepath
17	No sidepath along south side of NC 501/Durham-Chapel Hill Blvd. from 430 LF west of Eastowne Drive to Greenfield Commons.	Construct 2,322 LF sidepath

- Focus Areas
- Bike/Sidepath Gap
- Sidewalk Gap
- Existing Sidewalks
- Planned Sidewalks
- Existing Sidepaths
- Planned Sidepaths
- BRT Stations
- Planned Alignment

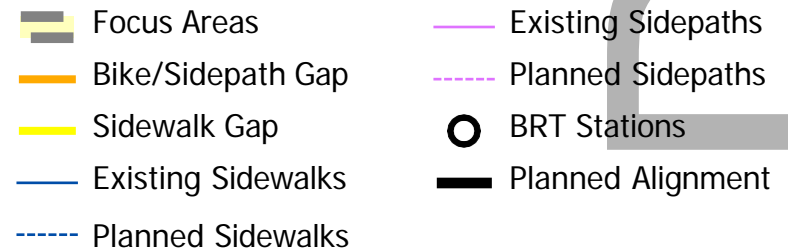


Network Gaps - Focus Area 15-501 North (A)

\*Walksheds not Represented as there are no confirmed BRT stations within the Focus Area



No.	Description	Recommendations/Transit Equity Recommendations
15	No sidepath east of Europa Drive on the south side of Durham-Chapel Hill Blvd.	Construct 360 LF of sidepath
16	No sidepath on the south side of the Service Road between Europa Drive and Novus Lane.	Construct 1,090 LF of sidepath
17	No sidewalk on the west side of Cosgrove Avenue between Turvey Court and Cosgrove Avenue.	Construct 180 LF of sidewalk
18	No sidepath on the west side of East Franklin Street from Eastgate Crossing to Dickerson Ct.	Construct 4,540 LF of sidepath
19	No sidepath on the north side of South Estes Drive from East Franklin Street to Fordham Blvd.	Construct 3,080 LF of sidepath
20	No sidepath on the west side of Fordham Blvd from Ephesus Church Road to S Estes Drive.	Construct 4,027 LF of sidepath
21	No sidepath on the east side of Fordham Blvd from Ephesus Church Road to S Estes Drive.	Construct 4,130 LF of sidepath



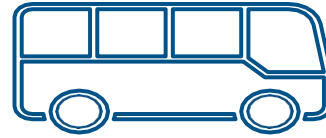
\*Walksheds not Represented as there are no confirmed BRT stations within the Focus Area

## Network Gaps - Focus Area 15-501 North (B)



# Chapel Hill TOD Planning & UDO Visioning

## TOD Accessibility – Transportation Infrastructure Equity



draft

# Role of Transportation Equity Analysis

## TOD Accessibility Analysis Context

- Existing conditions along N-S BRT Corridor station areas and Focus Areas
- Reviewing studies with focus on Mobility and Accessibility
- Walking + Biking + Rolling Audits with stakeholders and interested residents –gaps/barriers, safety
- Provide Accessibility Recommendations for Station Areas and Focus Areas and infrastructure features

## Equity Overlay

- Advance racial equity, community wealth building, climate resilience and public health goals
- Transportation Equity can be a driver of positive transformation for more vibrant, prosperous, and resilient neighborhoods connected to opportunities throughout the Town and region
- Outline mobility/infrastructure recommendations to build Town's capacity and future policies to support equitable projects and developments.

# Importance of Equitable Investments

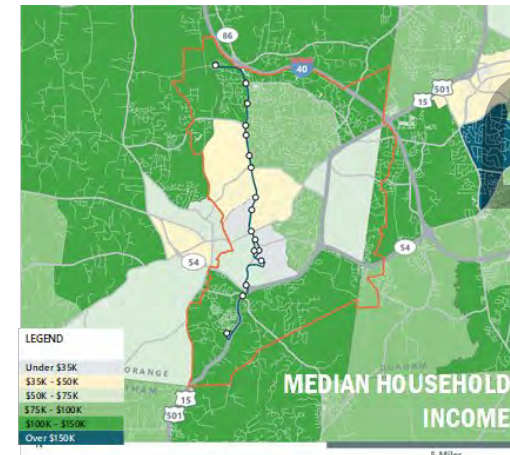
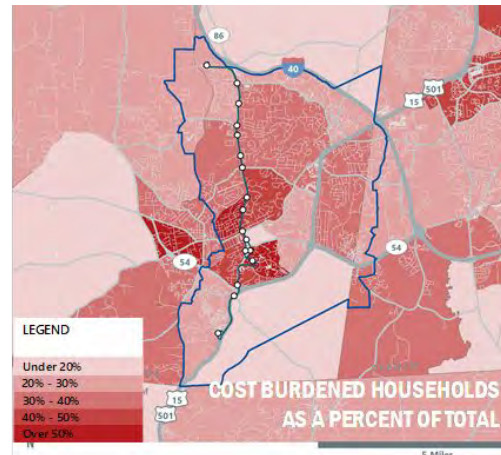
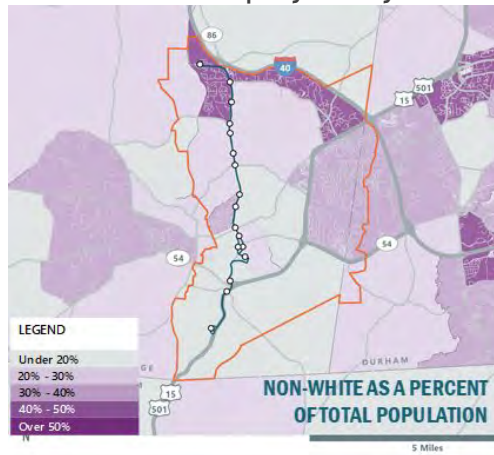
- Promotes fairness in mobility and accessibility to meet needs of ALL community members.
- Development occurring in transit-served locations can benefit all Chapel Hill residents
- Supports Town's community goals: building inclusive, sustainable and competitive community and "Complete Communities"
- Accessibly designed streets, wider sidewalks, enhanced signaling for individuals with impaired vision or hearing, create opportunities for pedestrians and those with disabilities.
- Complete Streets supports walking, bicycling, transit use, mobility devices or driving - improving health and safety



Draft

# Strategies for Equitable Investments

- Improve pedestrian infrastructure in TOD Station Areas
- Prioritize resources based on need
- ADA project of inventory of sidewalk infrastructure with an equity lens
- Improve accessibility of transit signage and wayfinding: for people with disabilities or with a non-English first language
- Increase access to shared micro-mobility options, including bike-share and e-bikes
- Prioritize high-quality bicycle infrastructure to/from/within TOD Station Areas and Focus Areas
- Enhancing First and Last-Mile Connections to Transit - focusing on intersection improvements
- Include an equity analysis to benefits and burdens of future investment.



Draft

# Equitable Investment Checklist

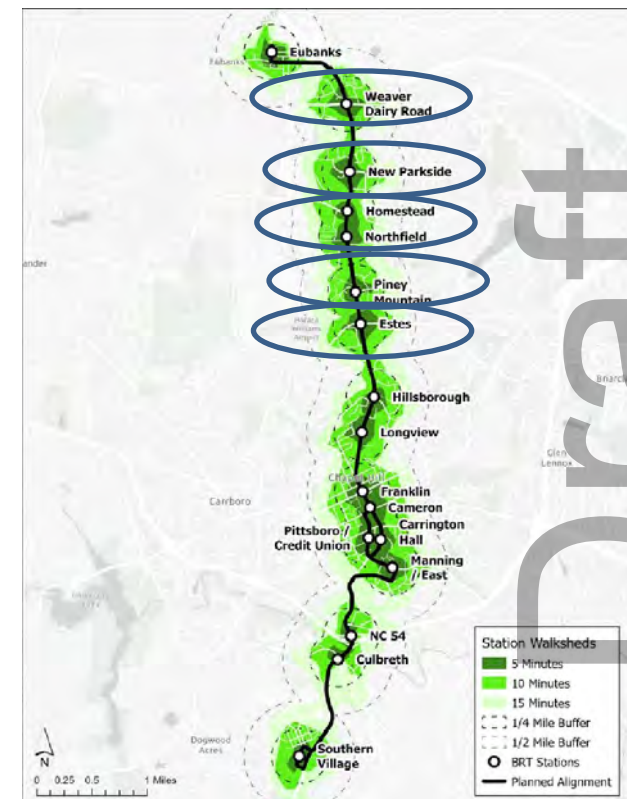
- ☐ Demographics, income levels, housing cost burdened household, vehicle ownership
- ☐ Bike and Ped Crash Data
- ☐ Mobility Audit (April 2022)
- ☐ Pedestrian and Bike Network gaps and barriers
- ☐ Chapel Hill Mobility and Connectivity Plan
- ☐ Easy access to services within 5–10-minute walk or bike ride
- ☐ Multi-modal connectivity, to and between, transit modes
- ☐ Incorporation of Complete Streets Principles
- ☐ Enhanced accessibility and universal design

- To be aligned to local socio-demographic data

Draft

# Equity Priority Station Areas

- ❑ Priorities based on gaps, barrier types, demographics, cost burdened analysis, median income data.
- ❑ Priorities focused on populations along N-S BRT Corridor and Focus Areas with greater needs, or preferences for bicycling and walking, including “last mile” trips to access transit.
- ❑ Priorities recommended on N-S BRT corridor locations with lower incomes and rates of vehicle ownership, may be more transit reliant and where bike and pedestrian connections to transit are needed.



Priority Accessibility Locations—  
based on equity



# Plan Making Foundations

# CHAPEL HILL PLANNING: 2012-2020

223

2020  
CHAPEL HILL  
OUR TOWN. OUR VISION

## Town of Chapel Hill Land Use Management Ordinance

### Critique & Technical Report

#### LUMO REWRITE PROJECT INITIATION FINAL REPORT

Provided by Tamara Osley, Project Initiation Consultant and Coordinator  
September 15, 2017

#### PROJECT INITIATION PROCESS

In April 2017, the Chapel Hill Town Council adopted a resolution to update the Land Use Management Ordinance (LUMO) so that users have a better understanding of the community's vision for growth and development. The project was initiated as a response to this request. The project was initiated as a response to this request. The project was initiated as a response to this request.

key priorities and outcomes of the project initiation process.

- 28 in-person and online surveys
- 10 interviews with community, business, and development stakeholders
- An online survey
- Interviews; when

#### Chapel Hill 2020 Comprehensive Plan

Adopted: June 25, 2012

Stakeholder interviews were conducted with the current LUMO, the community, and community stakeholders interviewed and the survey respondents were offered Chapel Hill (and were able to choose)

Resident = 87
Property owner = 64
Town Advisory Board member = 24
Local business employee = 18
Local business owner = 16

#### North-South BRT Transit-Oriented Development Framework

Introduction  
The purpose of this project is to respond to the needs of the community and to provide a framework for the development of a TOD framework plan. The project was initiated as a response to this request. The project was initiated as a response to this request.

- Provide effective and functional transit along the BRT corridor
- Establish a comprehensive planning process for TOD development
- Understand the needs of the community and the needs of the community
- Establish a framework for TOD development
- Establish a framework for TOD development

This memo documents the findings of the project, developing a TOD plan and providing a framework for the development of a TOD framework plan. The project was initiated as a response to this request. The project was initiated as a response to this request.



#### TOD Framework

The document begins with a short 'road show' on TOD, providing a brief overview of the concept and the goals of the project. The project was initiated as a response to this request. The project was initiated as a response to this request.

Transit-oriented development (TOD) is a concept that involves the development of a community around a transit station. The project was initiated as a response to this request. The project was initiated as a response to this request.

Community Workshops (July 2019) showing a group of people sitting around a table, engaged in a discussion.



TOWN OF CHAPEL HILL  
Future Land Use Map  
Update to Chapel Hill 2020 (Phase 1)  
ADOPTED DECEMBER 9, 2020

## CHAPEL HILL Charting Our Future A Land Use

## Projected Housing Needs 2020-2040 Town of Chapel Hill

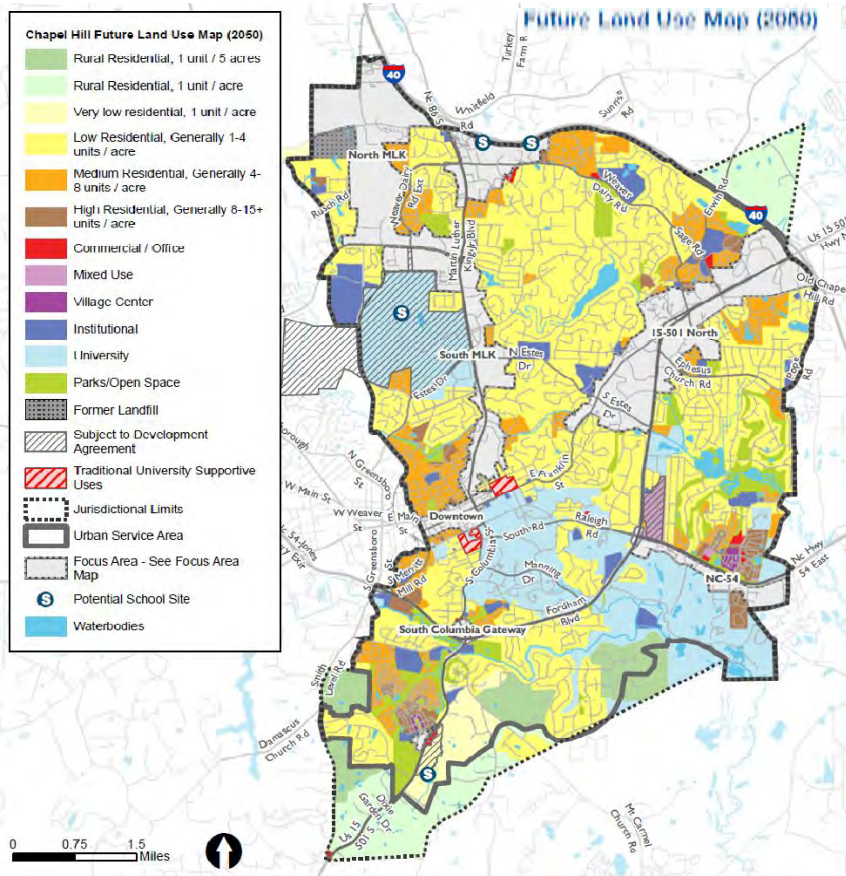
October 12, 2021



draft

# CHARTING OUR FUTURE: FUTURE LAND USE MAP (FLUM)

Update to Chapel Hill 2020 (Phase 1) December 2020



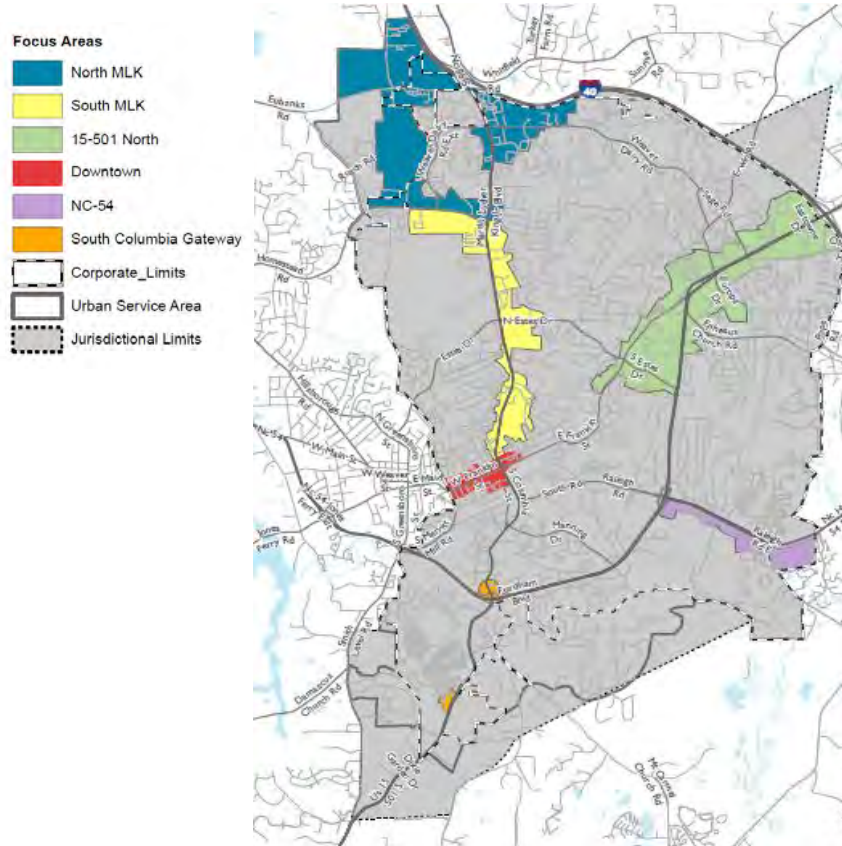
“The Future Land Use Map depicts a snapshot into the future of the Town’s preferred future mix of land uses... generally guide the Town as to where shopping, houses, apartments, townhomes, offices, and parks should be located”



# FLUM FOCUS AREAS

225

Update to Chapel Hill 2020 (Phase 1) 2020: Focus Areas



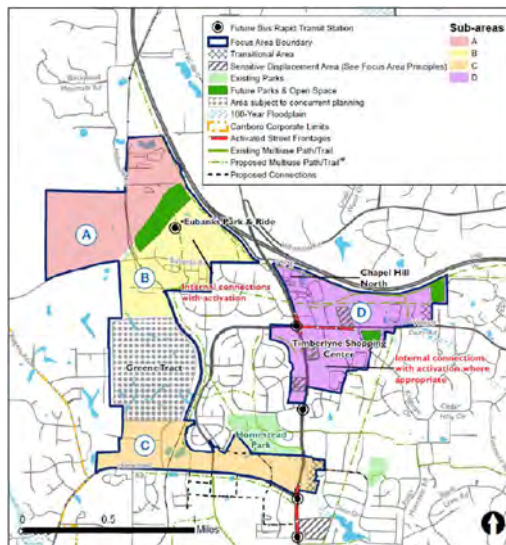
“a vision for the area, a matrix of the preferred and discouraged land uses (described as Character Types) and desirable building heights, a description of the desired form of development, and a set of Focus Area Principles tailored to the unique circumstances of the area.”

draft



# FLUM FOCUS AREAS: MLK CORRIDOR + DOWNTOWN

226

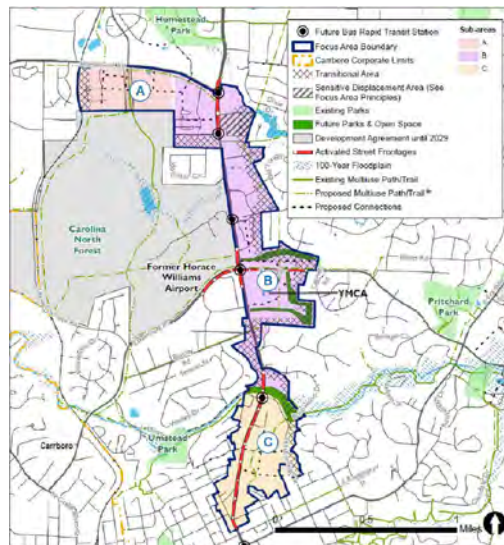


Character Types and Height in 2050: North MLK Boulevard

● Primary (predominant land uses) ● Secondary (appropriate, but not predominant) ⊖ Discouraged

	Sub-Area A	Sub-Area B	Sub-Area C	Sub-Area D
Multifamily, Shops & Offices	⊖	●	●	●
Multifamily Residential	⊖	●	●	●
Commercial/Office	●	●	⊖	●
Parks and Green/Gathering Spaces	●	●	●	●
Townhouses & Residences	⊖	●	●	●
Institutional/University/Civic	●	●	●	⊖
Light Industrial	●	●	⊖	⊖
Typical Height	4-5 stories	6 stories	4-5 stories	4-5 stories
Transitional Area Height	N/A	Up to 4 stories	2-4 stories	Up to 4 stories
Activated Street Frontage Height	N/A	N/A	5 stories	5 stories

Note: Each story is approximately 12 feet tall, but height may vary based on many factors. While suggested heights are noted above, determining the appropriate height for each site will require careful examination of the site and its surrounding context.



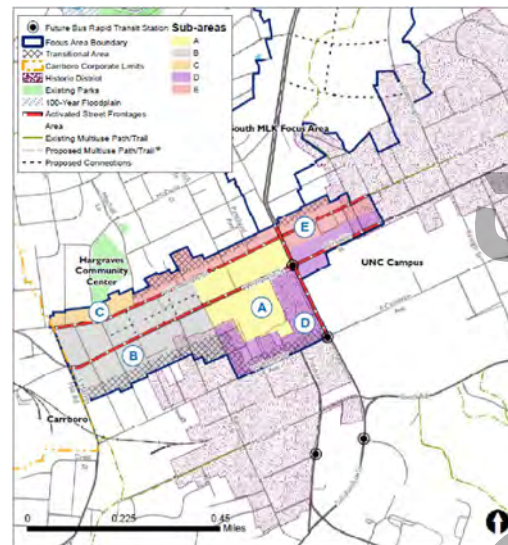
\* See Mobility Plan for more information about proposed multi-modal improvements

Character Types and Height in 2050: South MLK Boulevard

● Primary (predominant land uses) ● Secondary (appropriate, but not predominant) ⊖ Discouraged

	Sub-Area A	Sub-Area B	Sub-Area C
Multifamily, Shops & Offices	●	●	●
Multifamily Residential	●	●	●
Commercial/Office	⊖	●	●
Parks and Green/Gathering Spaces	●	●	●
Townhouses & Residences	●	●	●
Institutional/University/Civic	●	●	●
Typical Height	4-6 stories	4-6 stories	4-6 stories
Transitional Area Height	2-4 stories	2-4 stories	2-4 stories (Adjacent to lower scale residential uses, step-backs or other transitional methods are necessary to ensure harmonious transitions.)
Activated Street Frontage Height	N/A	6 stories	8 stories, 4 stories at the front setback line

Note: Each story is approximately 12 feet tall, but height may vary based on many factors. While suggested heights are noted above, determining the appropriate height for each site will require careful examination of the site and its surrounding context.



\* See Mobility Plan for more information about proposed multi-modal improvements

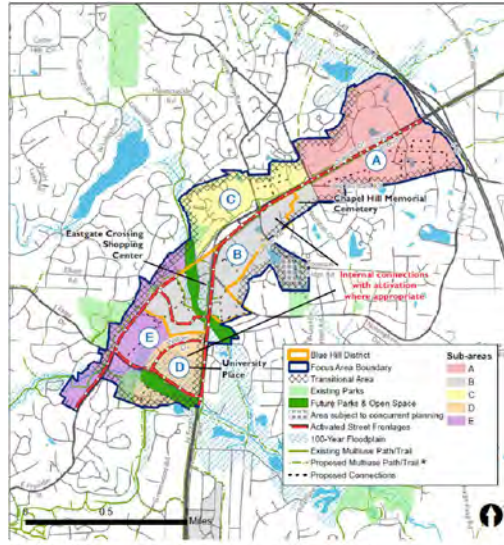
Character Types and Height in 2050: Downtown

● Primary (predominant land uses) ● Secondary (appropriate, but not predominant) ⊖ Discouraged

	Sub-Area A	Sub-Area B	Sub-Area C	Sub-Area D	Sub-Area E
Multifamily, Shops & Offices	●	●	●	●	●
Multifamily Residential	●	●	●	●	●
Commercial/Office	●	●	●	●	●
Parks and Green/Gathering Spaces	●	●	●	●	●
Townhouses & Residences	⊖	⊖	⊖	●	⊖
Institutional/University/Civic	●	●	●	●	●
Typical Height	Setback height of up to 8 stories with a core height of up to 8 stories allowed. No more than approximately 4 stories allowed in the transitional area.	Setback height of up to 8 stories with a core height of up to 8 stories allowed. No more than approximately 4 stories allowed in the transitional area.	No more than 4 stories.	Core height of up to 8 stories. Core height of 8 stories allowed on the south side of E. Rosemary and 5 stories on the north side of E. Rosemary and along Third Street. No more than approximately 4 stories allowed in the transitional area.	Up to 4 stories at the front setback. Core height of 8 stories allowed on the south side of E. Rosemary and 5 stories on the north side of E. Rosemary and along Third Street. No more than approximately 4 stories allowed in the transitional area.

Note: Each story is approximately 12 feet tall, but height may vary based on many factors. While suggested heights are noted above, determining the appropriate height for each site will require careful examination of the site and its surrounding context.

# FLUM FOCUS AREAS: 15-501 + NC54<sup>227</sup>



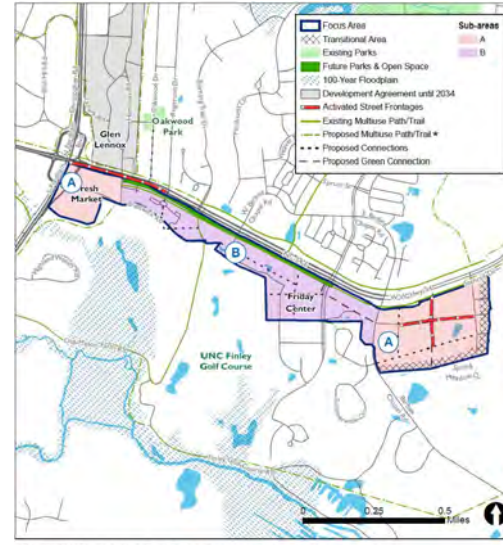
\* See Mobility Plan for more information about proposed multi-modal improvements

## Character Types and Height in 2050: North 15-501 Corridor

● Primary (predominant land uses) ● Secondary (appropriate, but not predominant) ⊖ Discouraged

	Sub-Area A	Sub-Area B	Sub-Area C	Sub-Area D	Sub-Area E
Multitask, Shops & Offices	●	●	●	●	●
Multitask Residential	●	●	●	●	●
Commercial/Office	●	●	●	●	●
Parks and Green/Gathering Spaces	●	●	●	●	●
Townhouses & Residences	●	●	●	●	●
Institutional/University/Civic	●	●	●	●	●
Typical Height	4-6 stories	4 stories	4 stories	4-6 stories	4-6 stories
Transitional Area Height	Up to 4 stories	Up to 4 stories	Up to 4 stories	Up to 4 stories	Up to 4 stories
Activated Street Frontage Height	6 stories	6 stories	6 stories	6 stories	6 stories

Note: Each story is approximately 12 feet tall, but height may vary based on many factors. While suggested heights are noted above, determining the appropriate height for each site will require careful examination of the site and its surrounding context.



\* See Mobility Plan for more information about proposed multi-modal improvements

## Character Types and Height in 2050: NC 54 Corridor

● Primary (predominant land uses) ● Secondary (appropriate, but not predominant) ⊖ Discouraged

	Sub-Area A	Sub-Area B
Multitask, Shops & Offices	●	●
Multitask Residential	●	●
Commercial/Office	●	●
Parks and Green/Gathering Spaces	●	●
Townhouses & Residences	●	●
Institutional/University/Civic	●	●
Typical Height	6 stories	6 stories
Transitional Area Height	Up to 4 stories	N/A
Activated Street Frontage Height	6 stories	N/A

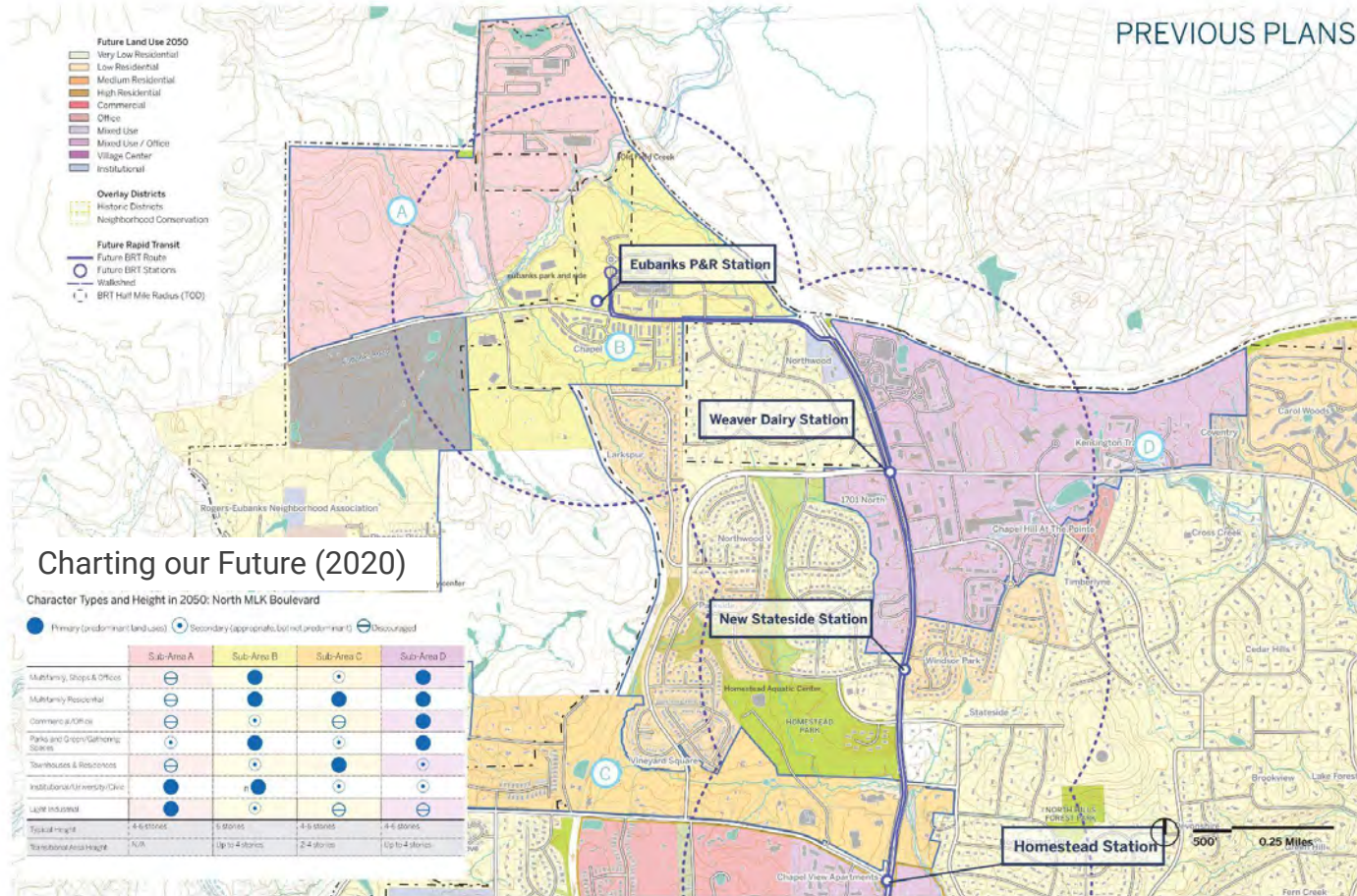
Note: Each story is approximately 12 feet tall, but height may vary based on many factors. While suggested heights are noted above, determining the appropriate height for each site will require careful examination of the site and its surrounding context.

Draft



MLK North

# MLK NORTH: RECENT PLANS AND PROPOSALS



## TOD Assessment (2020)

### Eubanks Road Park & Ride

#### Typology:

##### Regional Crossroads

- Emerging center of development due to high transportation accessibility
- Significant ridership
- Medium-high density with further development expected
- Balance between auto-access transit and emerging mixed-use TOD

#### Readiness:

##### Emerging

#### Scoring:

Connectivity	Low
Market Strength	Low
Development Opportunity	High
Government Support	Medium

### Weaver Dairy

#### Typology:

##### Regional Crossroads

- Emerging center of development due to high transportation accessibility
- Significant ridership
- Medium-high density with further development expected
- Balance between auto-access transit and emerging mixed-use TOD

#### Readiness:

##### Ready

#### Scoring:

Connectivity	Medium
Market Strength	Medium
Development Opportunity	Medium
Government Support	Medium

### New Stateside

#### Typology:

##### Neighborhood TOD

- Local node primarily serving nearby residential population
- Moderate density
- Neighborhood-scale commercial uses supporting residents

#### Readiness:

##### Long-Term

#### Scoring:

Connectivity	Low
Market Strength	Medium
Development Opportunity	Low
Government Support	Low

### Homestead

#### Typology:

##### Neighborhood TOD

- Local node primarily serving nearby residential population
- Moderate density
- Neighborhood-scale commercial uses supporting residents

#### Readiness:

##### Emerging

#### Scoring:

Connectivity	Medium
Market Strength	Low
Development Opportunity	Medium
Government Support	Medium

# POTENTIAL FUTURE CHANGE LOCATIONS

## SHAPING OUR FUTURE

- Bikes and Greenways**
  - Future Bike
  - Existing Bike
  - Future Paths
  - Existing Paths
- Bus Routes**
- Future Rapid Transit**
  - Future BRT Route
  - Future BRT Stations
  - Walkshed
  - BRT Half Mile Radius (TOD)
- Sites with Potential to Change**
  - Parcels Selected

## NORTH MLK

## Opportunity Types

### RETAIL + COMMERCIAL

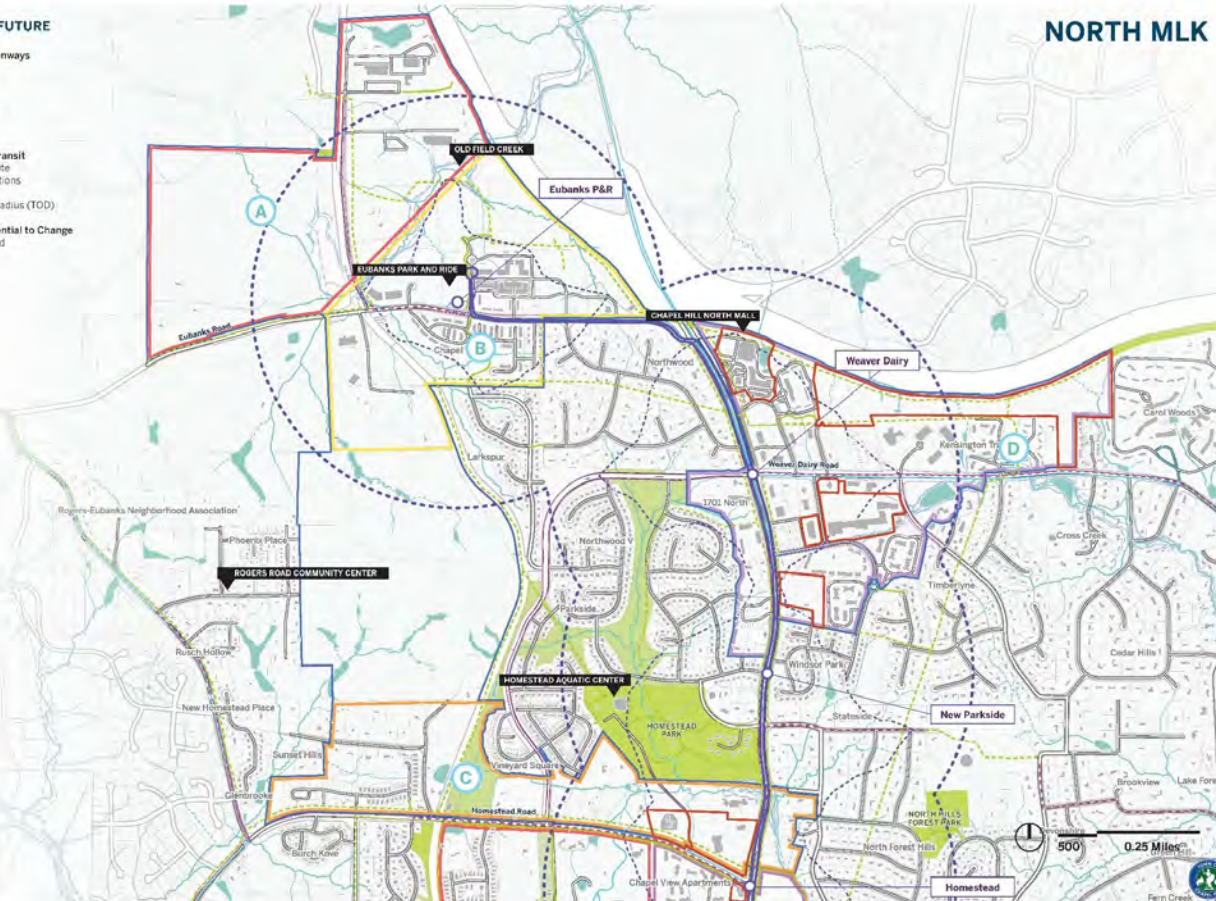
Aging retail centers  
Office: Low density, smaller, aging  
Auto service: wash, tire, oil, gas  
Attached parking

### VACANT LAND

Small scale infill  
Strategic land reserves

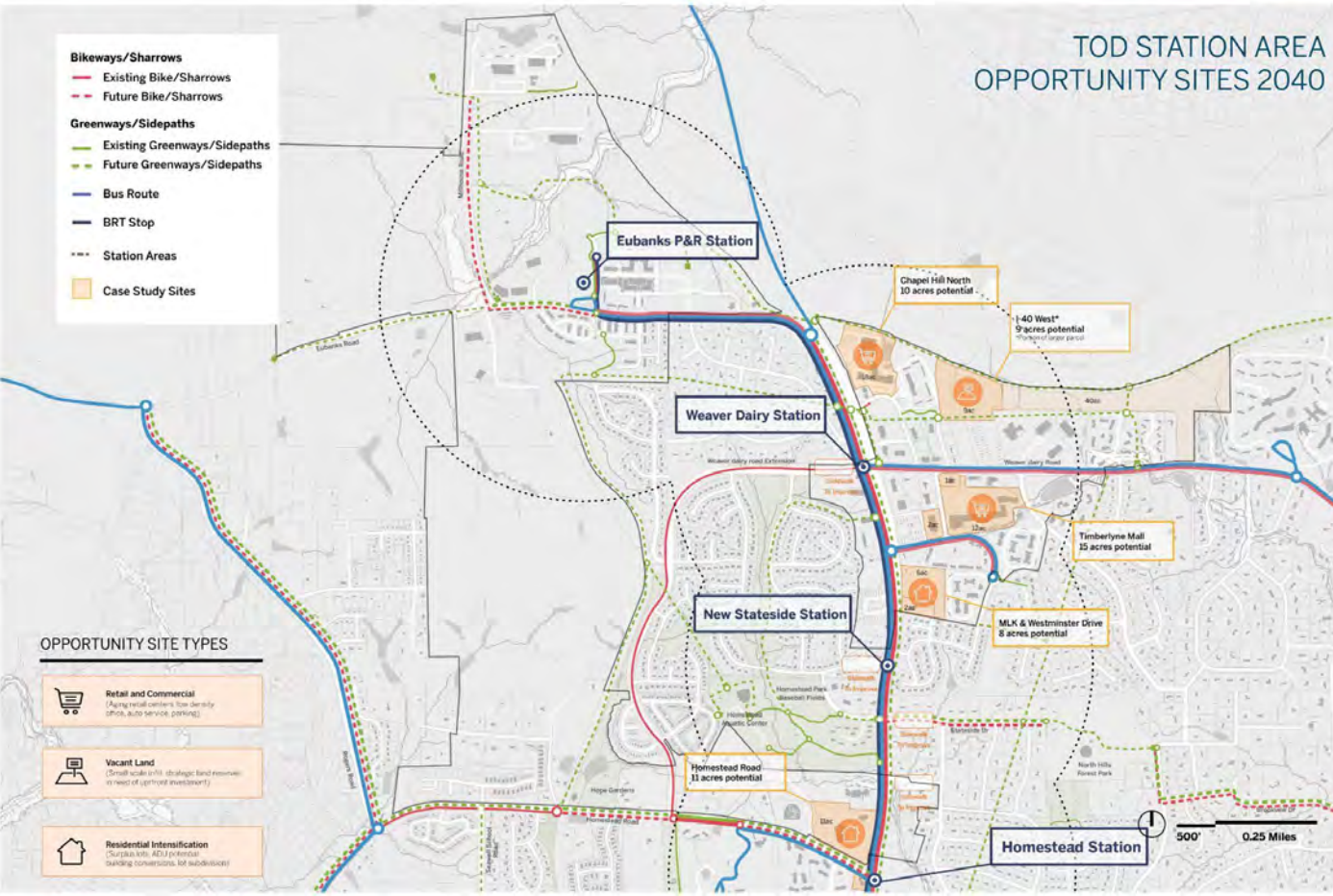
### RESIDENTIAL INTENSIFICATION

Surplus lots  
ADU potential  
Building conversions  
Lot subdivision





# POTENTIAL FUTURE CHANGE LOCATIONS



## Opportunity Types

### RETAIL + COMMERCIAL

Aging retail centers  
Office: Low density, smaller, aging  
Auto service: wash, tire, oil, gas  
Attached parking

### VACANT LAND

Small scale infill  
Strategic land reserves

### RESIDENTIAL INTENSIFICATION

Surplus lots  
ADU potential  
Building conversions  
Lot subdivision

MLK South

rat



Connectivity	Medium
Market Strength	High
Development Opportunity	Low
Government Support	Medium



# POTENTIAL FUTURE CHANGE LOCATIONS



## Opportunity Types

### RETAIL + COMMERCIAL

Aging retail centers  
Office: Low density, smaller, aging  
Auto service: wash, tire, oil, gas  
Attached parking

### VACANT LAND

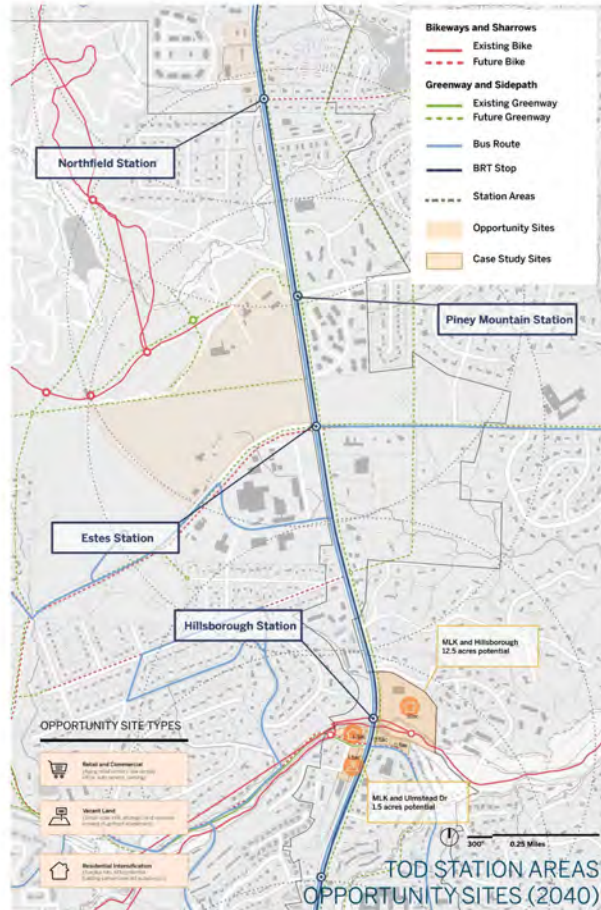
Small scale infill  
Strategic land reserves (needing larger  
upfront investment)

### RESIDENTIAL INTENSIFICATION

Surplus lots  
ADU potential  
Building conversions  
Lot subdivision

Draft

# POTENTIAL FUTURE CHANGE LOCATIONS



## Opportunity Types

### RETAIL + COMMERCIAL

Aging retail centers  
Office: Low density, smaller, aging  
Auto service: wash, tire, oil, gas  
Attached parking

### VACANT LAND

Small scale infill  
Strategic land reserves (needing larger upfront investment)

### RESIDENTIAL INTENSIFICATION

Surplus lots  
ADU potential  
Building conversions  
Lot subdivision

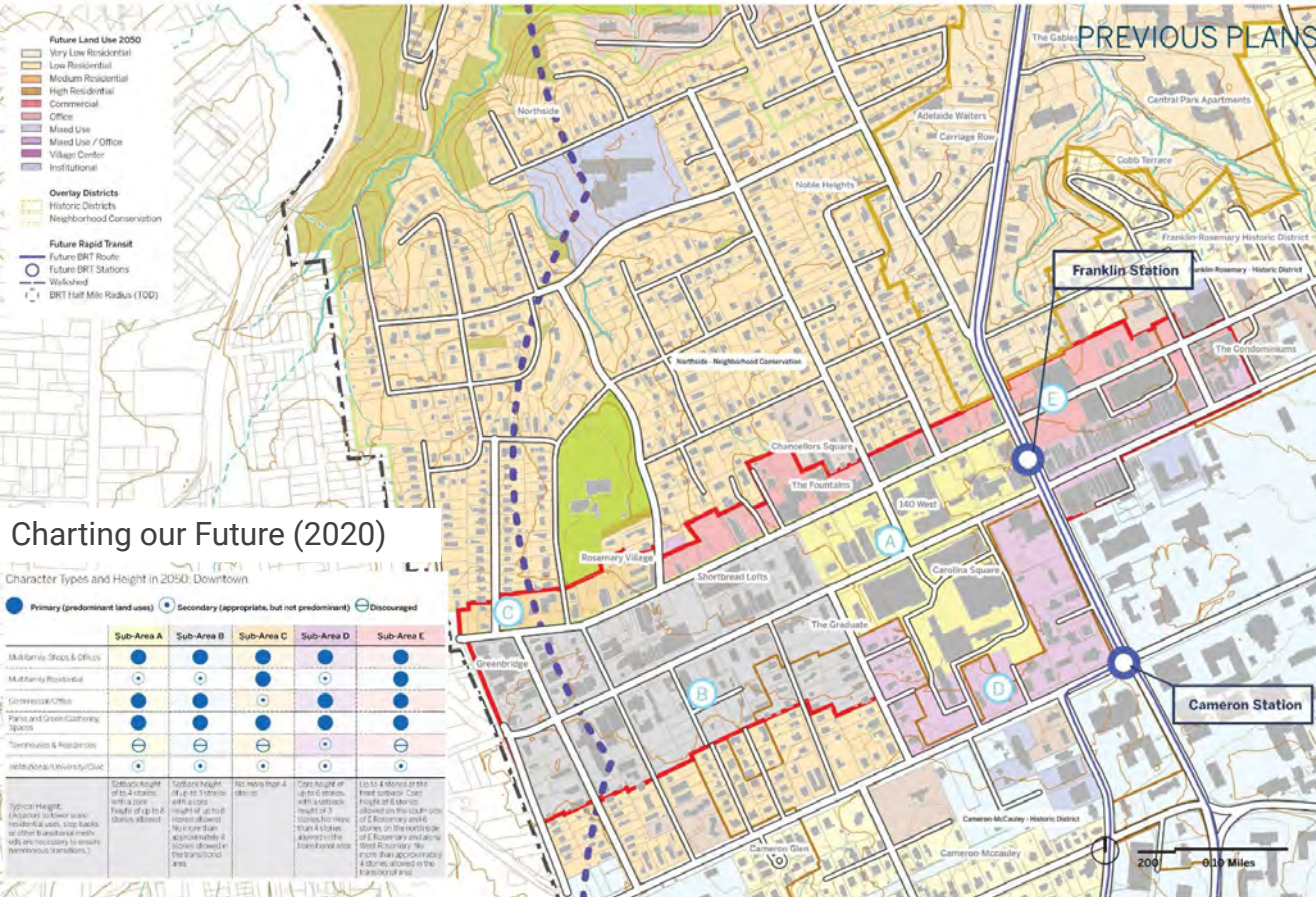
Draft

## Downtown TOD Station Areas and Focus Area



# DOWNTOWN: RECENT PLANS AND PROPOSALS

## TOD Assessment 2020



Franklin

Typology:

Central Core

- Primary urban center
- Highest density
- High ridership
- Greatest diversity of land uses

Readiness:

Arrived

Scoring:

Connectivity

High

Market Strength

High

Development Opportunity

Medium

Government Support

High

Cameron

Typology:

Central Core

- Primary urban center
- Highest density
- High ridership
- Greatest diversity of land uses

Readiness:

Arrived

Scoring:

Connectivity

High

Market Strength

High

Development Opportunity

Low

Government Support

High

Carrington Hall / Pittsboro / Credit Union

Typology:

Central Core

- Primary urban center
- Highest density
- High ridership
- Greatest diversity of land uses

Readiness:

Ready

Scoring:

Connectivity

Medium

Market Strength

High

Development Opportunity

Medium

Government Support

High

Manning / East

Typology:

Medical Center

- Predominant single-use destination
- Regionally significant trip generator, driving high ridership
- Generally unsuited to mixed-use TOD

Readiness:

Ready

Scoring:

Connectivity

Medium

Market Strength

Medium

Development Opportunity

High

Government Support

High





## PARKING SITES

## Surface parking lots

## RETAIL + COMMERCIAL

Aging retail centers  
Office: Low density, smaller, aging  
Auto service: wash, tire, oil, gas  
Attached parking

# DOWNTOWN: POTENTIAL FUTURE CHANGE

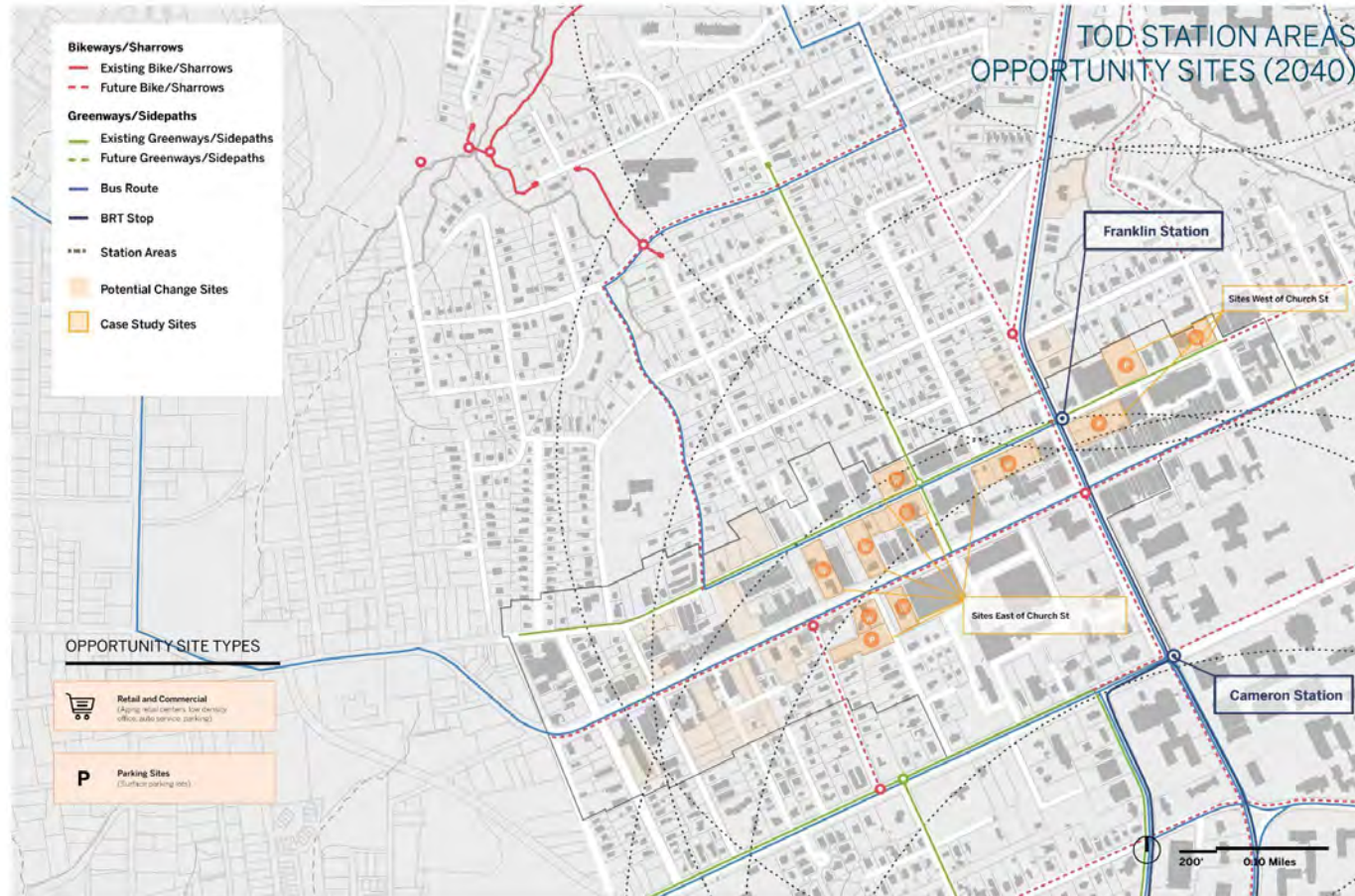
## Opportunity Types

### PARKING SITES

Surface parking lots

### RETAIL + COMMERCIAL

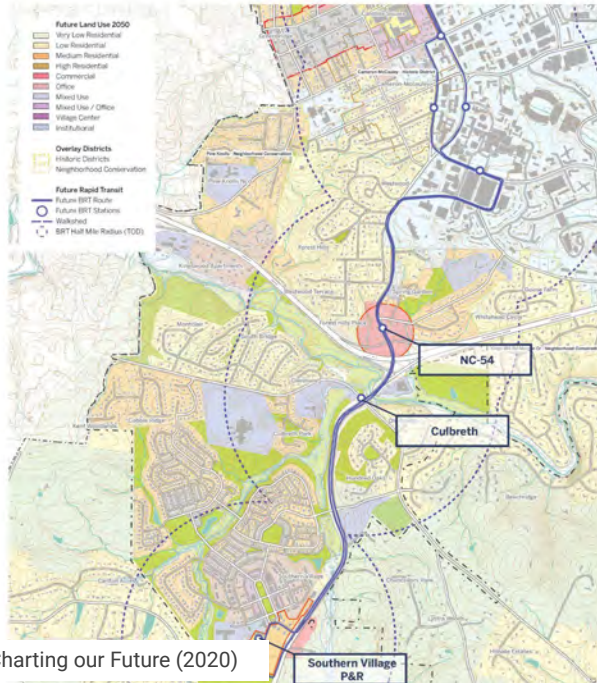
Aging retail centers  
Office: Low density, smaller, aging  
Auto service: wash, tire, oil, gas  
Attached parking





## South Columbia Focus Area

# SOUTH COLUMBIA: RECENT PLANS AND PROPOSALS



Charting our Future (2020)

Major retail and commercial center

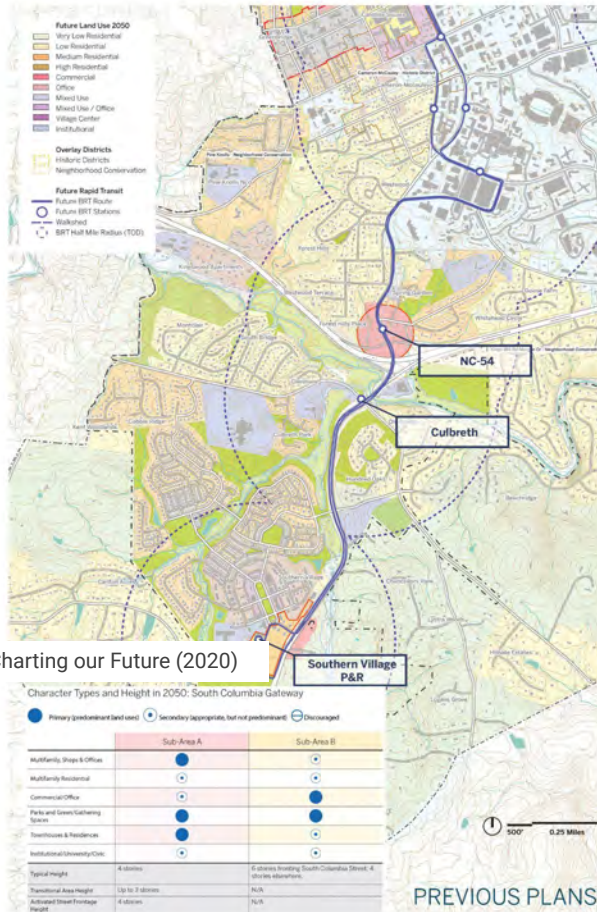
Important gateway from I-40

Higher density housing, commercial, and mixed-use developments

Active development interest

Surrounded by single family neighborhoods

# SOUTH COLUMBIA: RECENT PLANS AND PROPOSALS



## TOD Assessment 2020

### NC 54

#### Typology:

##### Regional Crossroads

- Emerging center of development due to high transportation accessibility
- Significant ridership
- Medium-high density with further development expected
- Balance between auto-access, transit and emerging mixed-use TOD

#### Readiness:

##### Emerging

#### Scoring:

Connectivity	Medium
Market Strength	Medium
Development Opportunity	Low
Government Support	Low

### Culbreth

#### Typology:

##### Neighborhood TOD

- Local node primarily serving nearby residential population
- Moderate density
- Neighborhood-scale commercial uses supporting residents

#### Readiness:

##### Long-Term

#### Scoring:

Connectivity	Low
Market Strength	Low
Development Opportunity	Low
Government Support	Low

### Southern Village Park & Ride

#### Typology:

##### Regional Crossroads

- Emerging center of development due to high transportation accessibility
- Significant ridership
- Medium-high density with further development expected
- Balance between auto-access, transit and emerging mixed-use TOD

#### Readiness:

##### Ready

#### Scoring:

Connectivity	High
Market Strength	Low
Development Opportunity	High
Government Support	Medium

Draft

# POTENTIAL FUTURE CHANGE LOCATIONS



## Opportunity Types

### VACANT LAND

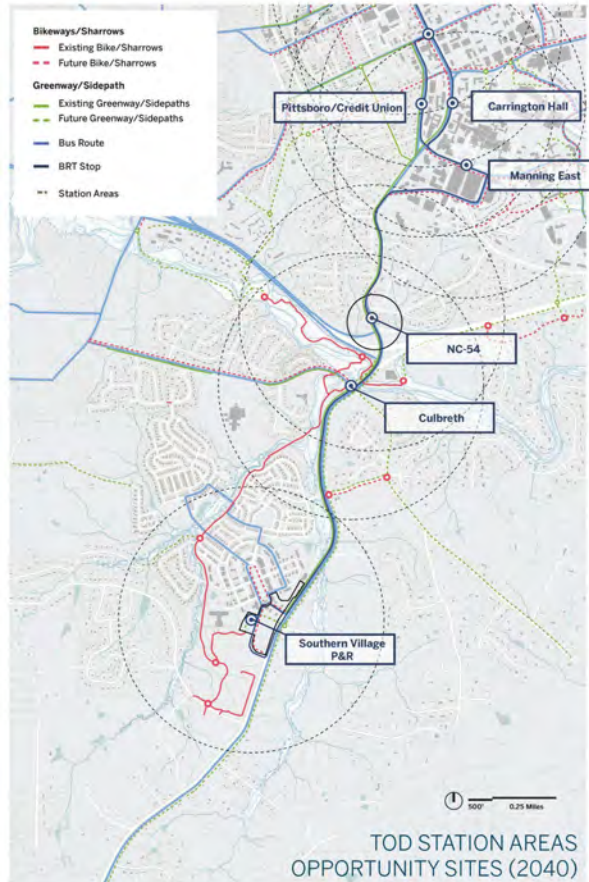
Small scale infill  
Strategic land reserves

### RESIDENTIAL INTENSIFICATION

Surplus lots  
ADU potential  
Building conversions  
Lot subdivision

Draft

# POTENTIAL FUTURE CHANGE LOCATIONS



## Opportunity Types

### VACANT LAND

Small scale infill  
Strategic land reserves

### RESIDENTIAL INTENSIFICATION

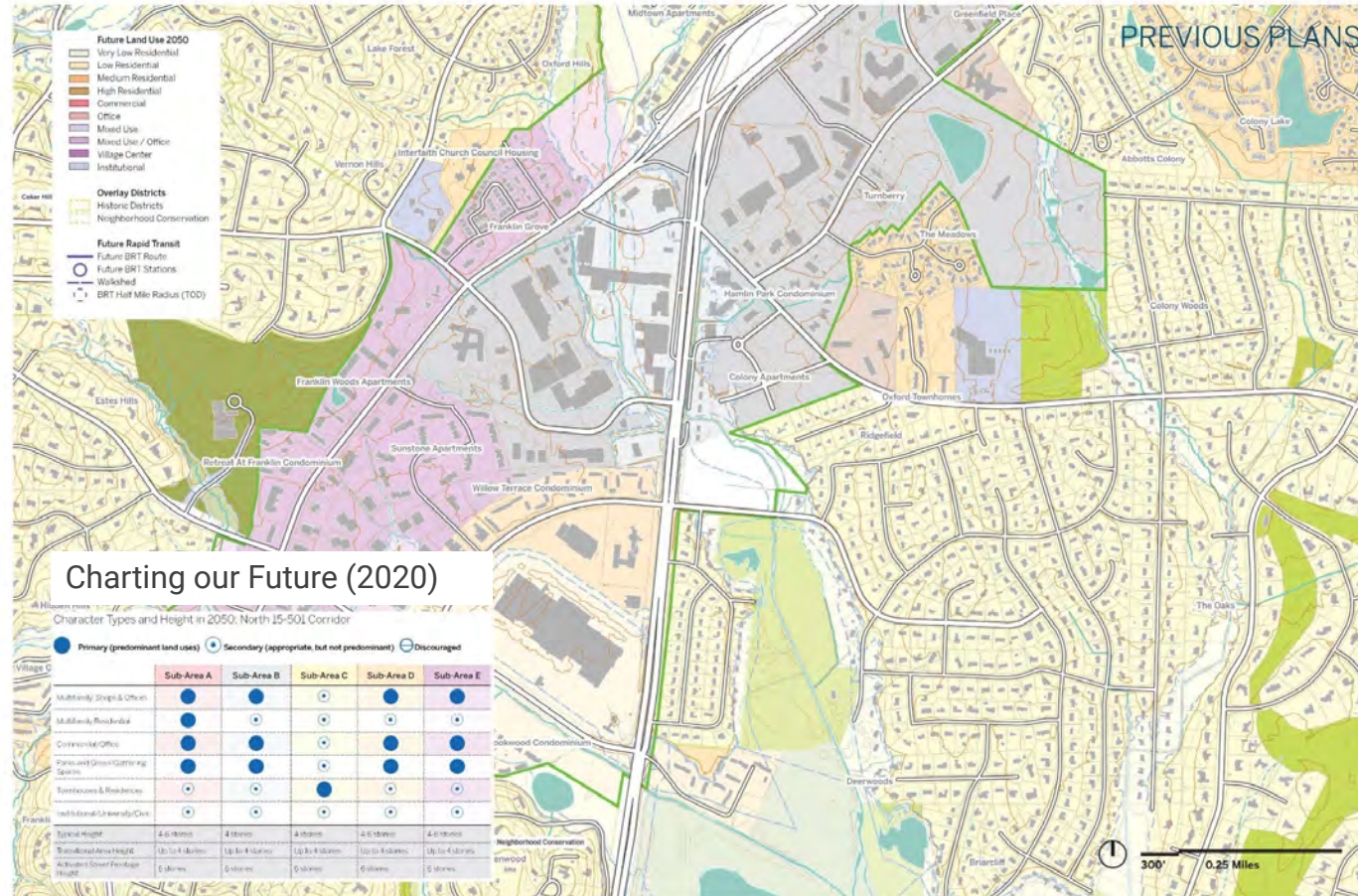
Surplus lots  
ADU potential  
Building conversions  
Lot subdivision

Draft

15-501 Focus Area



# 15-501 SOUTH: RECENT PLANS AND PROPOSALS



Major retail and commercial center

Important gateway from I-40

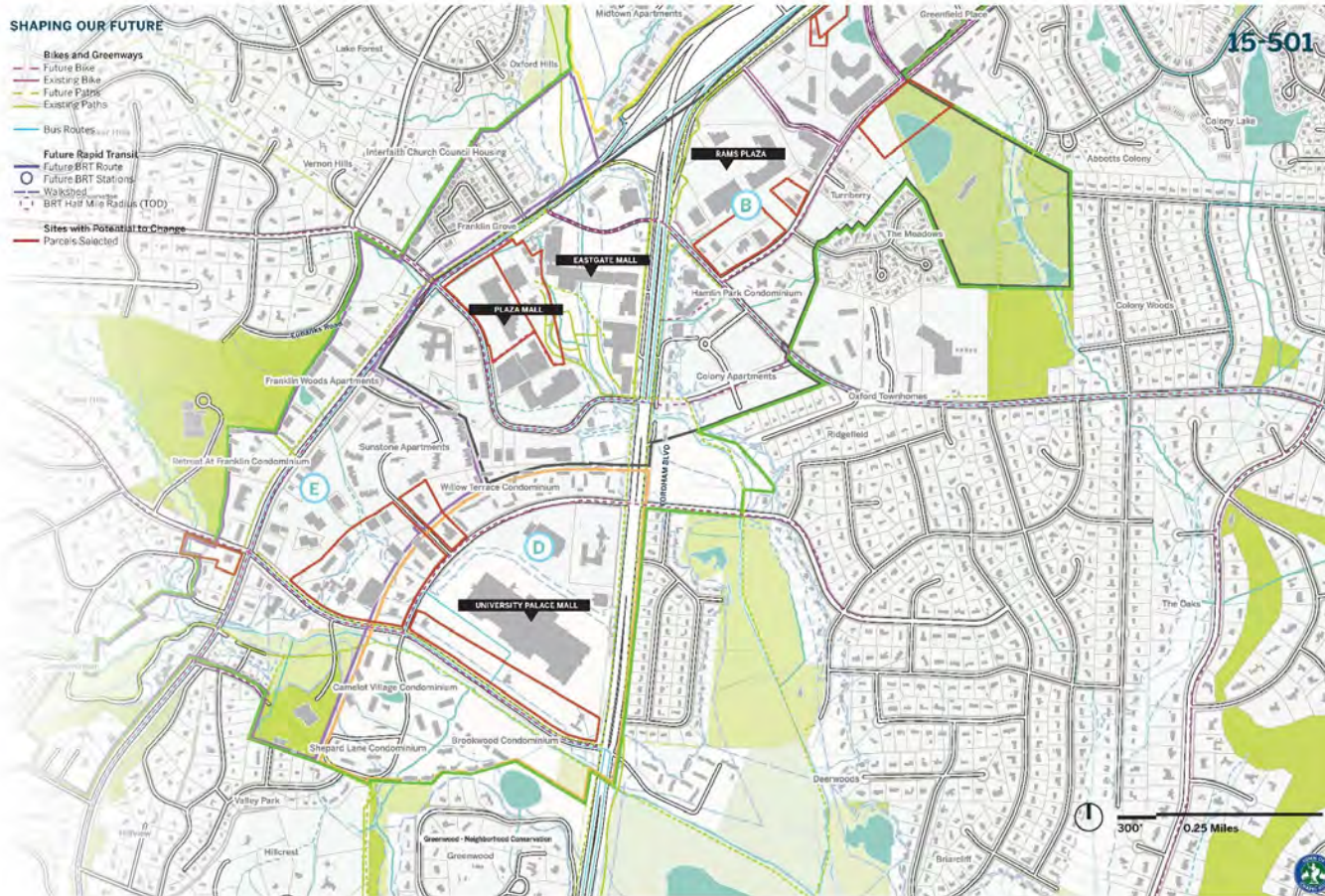
Higher density housing, commercial, and mixed-use developments

Active development interest

Surrounded by single family neighborhoods



# 15-501 SOUTH: POTENTIAL FUTURE CHANGE



## Opportunity Types

### RETAIL + COMMERCIAL

Aging retail centers  
Office: Low density, smaller, aging  
Auto service: wash, tire, oil, gas  
Attached parking

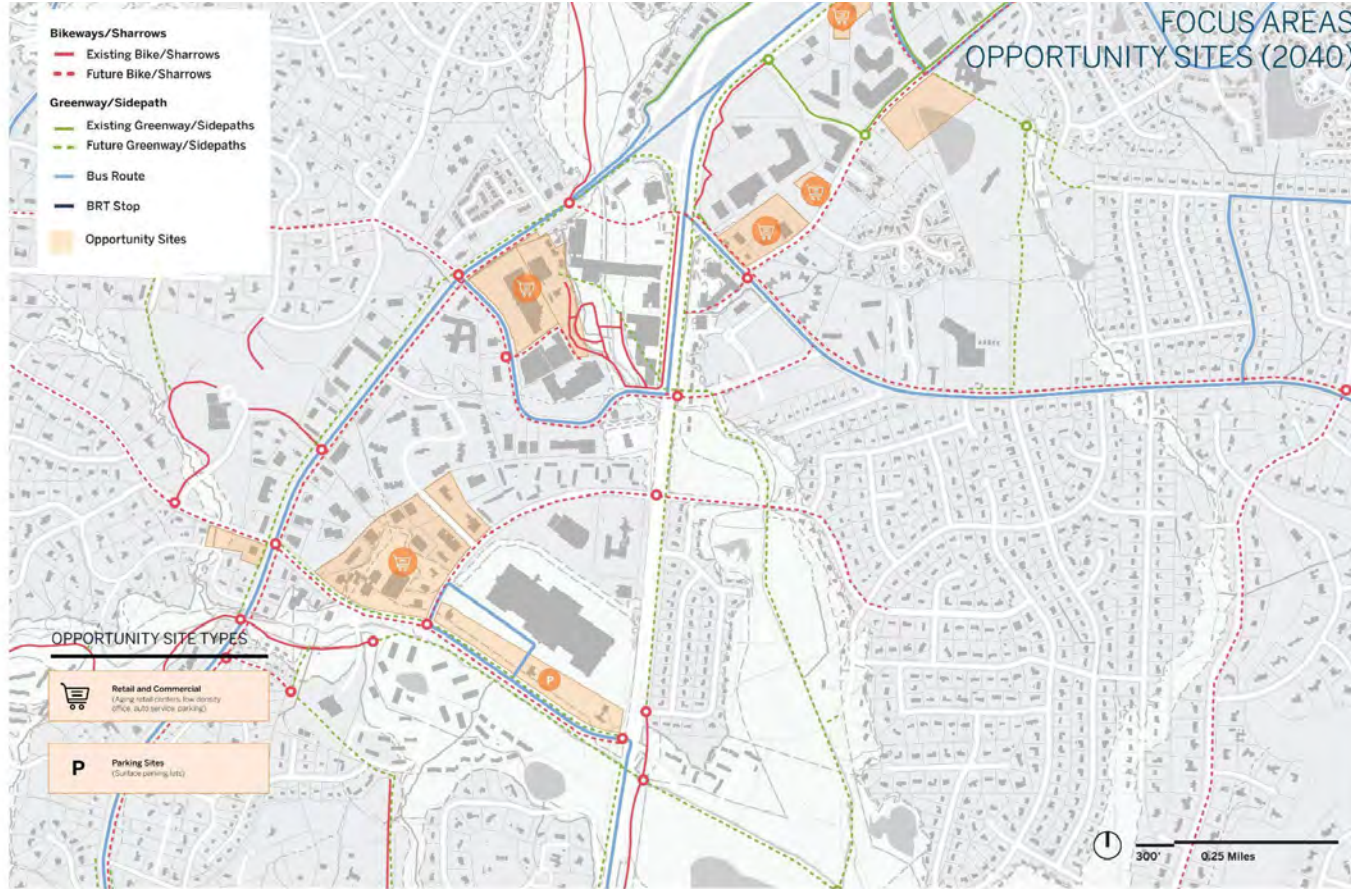
### VACANT LAND

Small scale infill  
Strategic land reserves

### RESIDENTIAL INTENSIFICATION

Surplus lots  
ADU potential  
Building conversions  
Lot subdivision

# 15-501 SOUTH: POTENTIAL FUTURE CHANGE



## Opportunity Types

### RETAIL + COMMERCIAL

Aging retail centers  
Office: Low density, smaller, aging  
Auto service: wash, tire, oil, gas  
Attached parking

### VACANT LAND

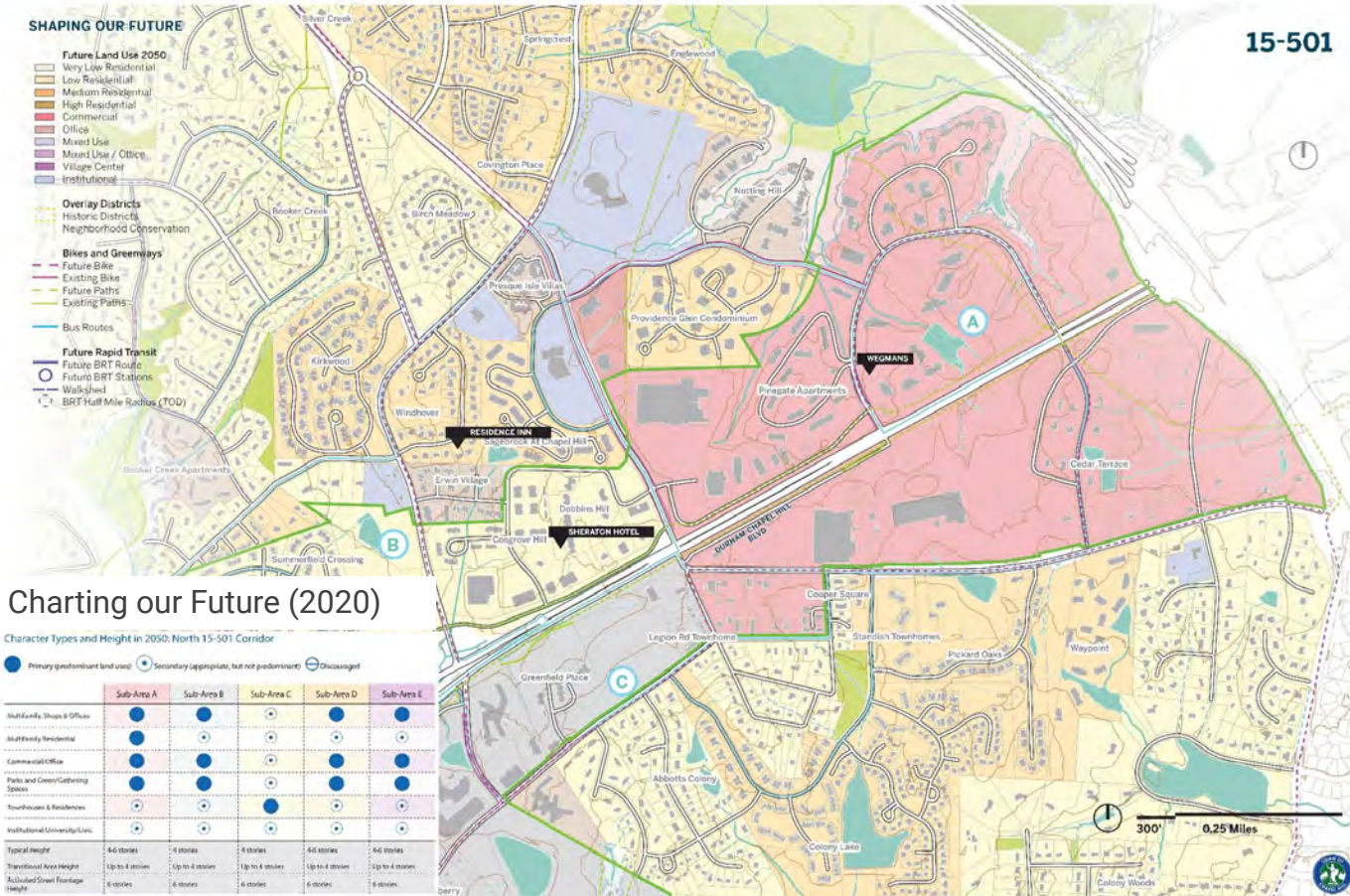
Small scale infill  
Strategic land reserves

### RESIDENTIAL INTENSIFICATION

Surplus lots  
ADU potential  
Building conversions  
Lot subdivision



# 15-501 EAST: RECENT PLANS AND PROPOSALS



Major retail and commercial center

Important gateway from I-40

Higher density housing, commercial, and mixed-use developments

Active development interest

Surrounded by single family neighborhoods



# 15-501 EAST: POTENTIAL FUTURE CHANGE LOCATIONS

## Opportunity Types

### RETAIL + COMMERCIAL

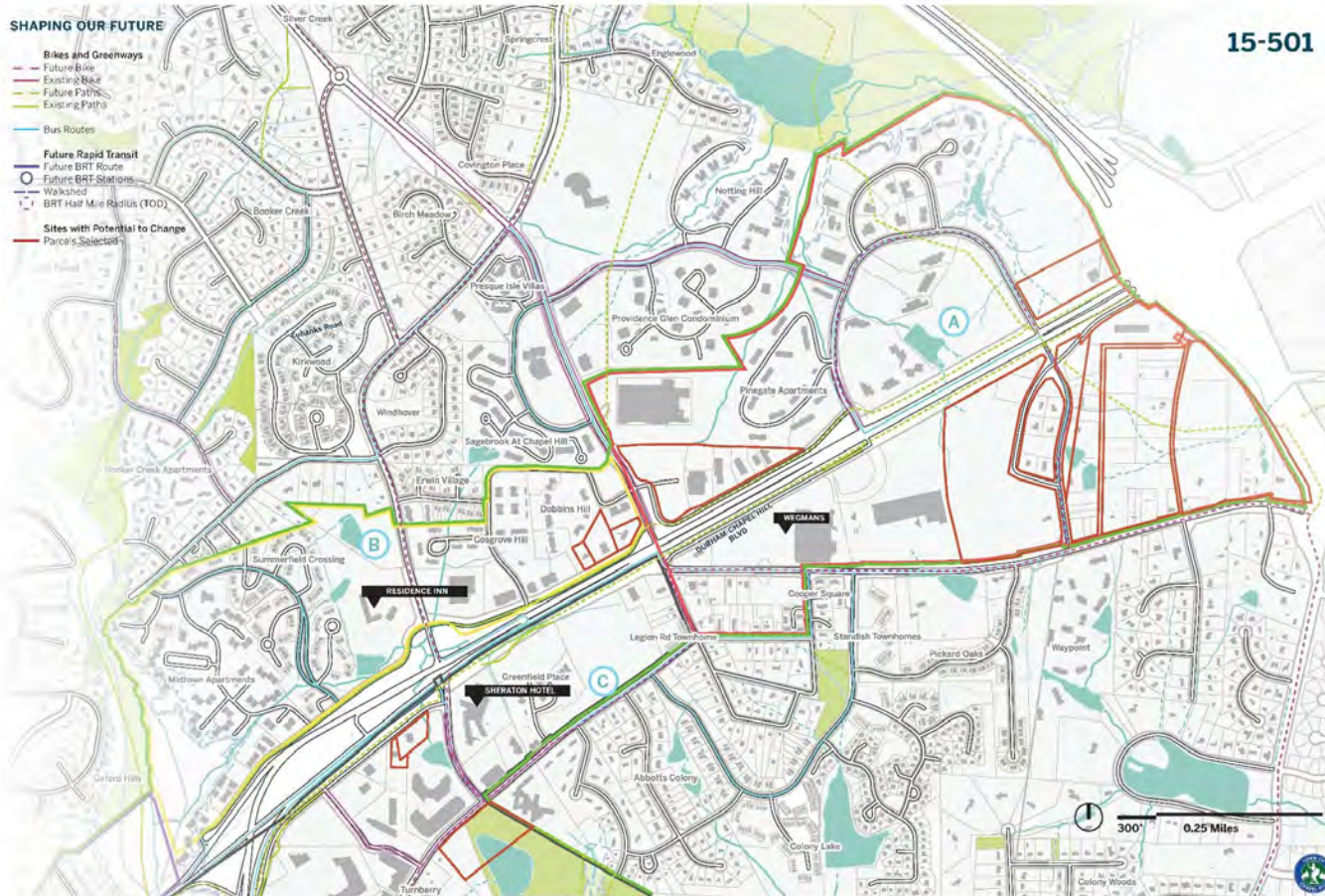
Aging retail centers  
Office: Low density, smaller, aging  
Auto service: wash, tire, oil, gas  
Attached parking

### VACANT LAND

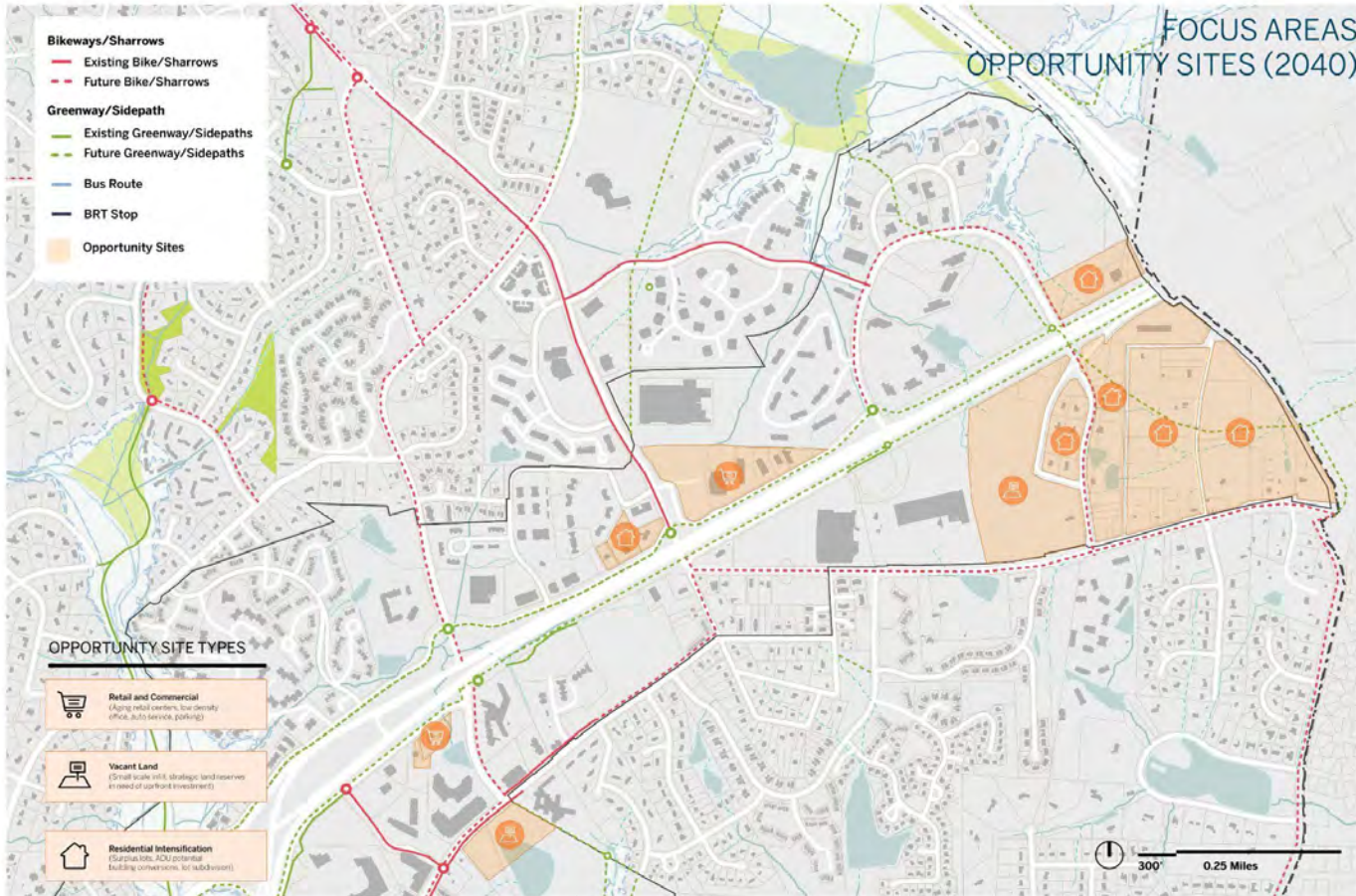
Small scale infill  
Strategic land reserves

### RESIDENTIAL INTENSIFICATION

Surplus lots  
ADU potential  
Building conversions  
Lot subdivision



# 15-501 EAST: POTENTIAL FUTURE CHANGE LOCATIONS



## Opportunity Types

### RETAIL + COMMERCIAL

Aging retail centers  
Office: Low density, smaller, aging  
Auto service: wash, tire, oil, gas  
Attached parking

### VACANT LAND

Small scale infill  
Strategic land reserves

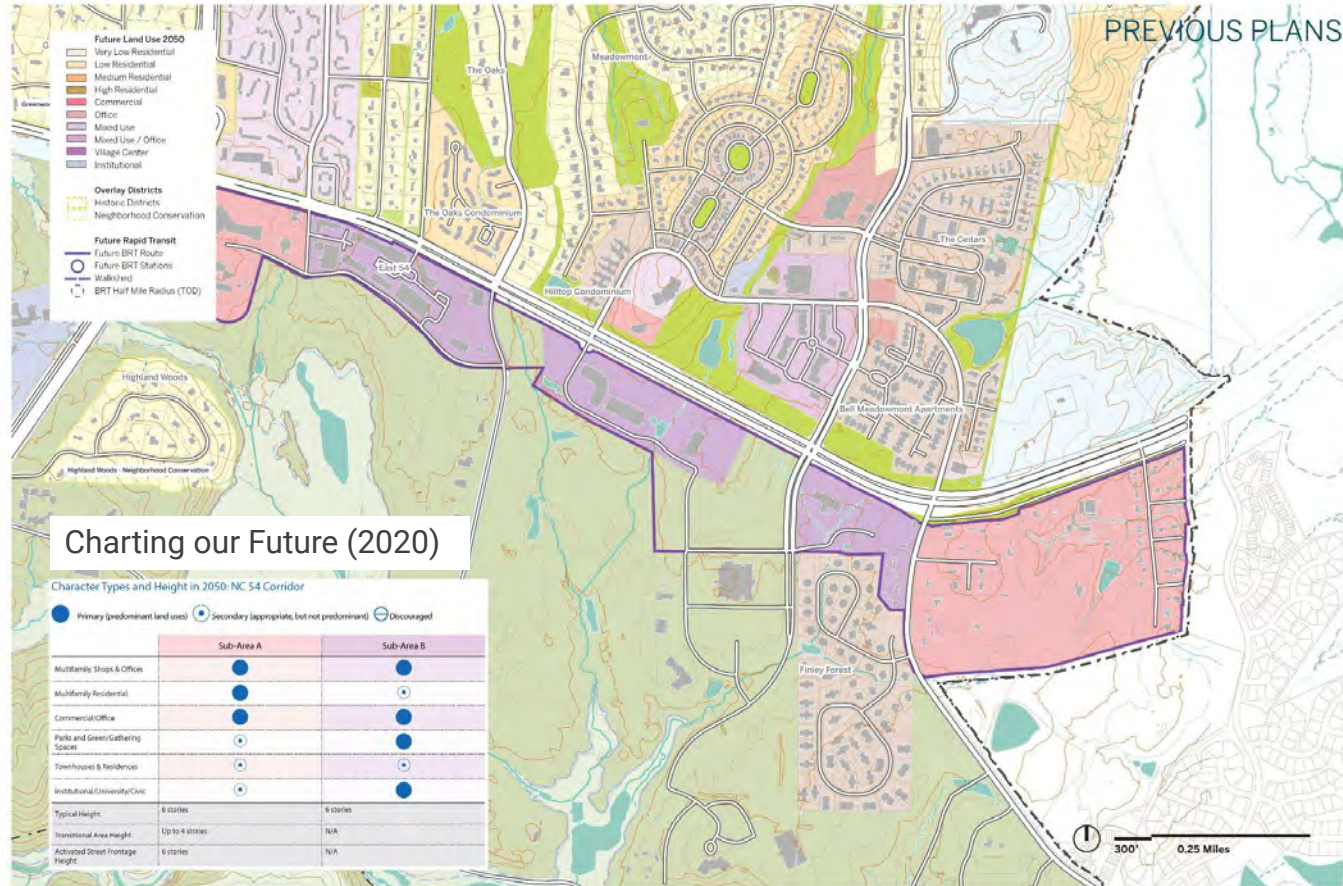
### RESIDENTIAL INTENSIFICATION

Surplus lots  
ADU potential  
Building conversions  
Lot subdivision



NC-54 Focus Area

# NC54: RECENT PLANS AND PROPOSALS



Established and anticipated employment centers

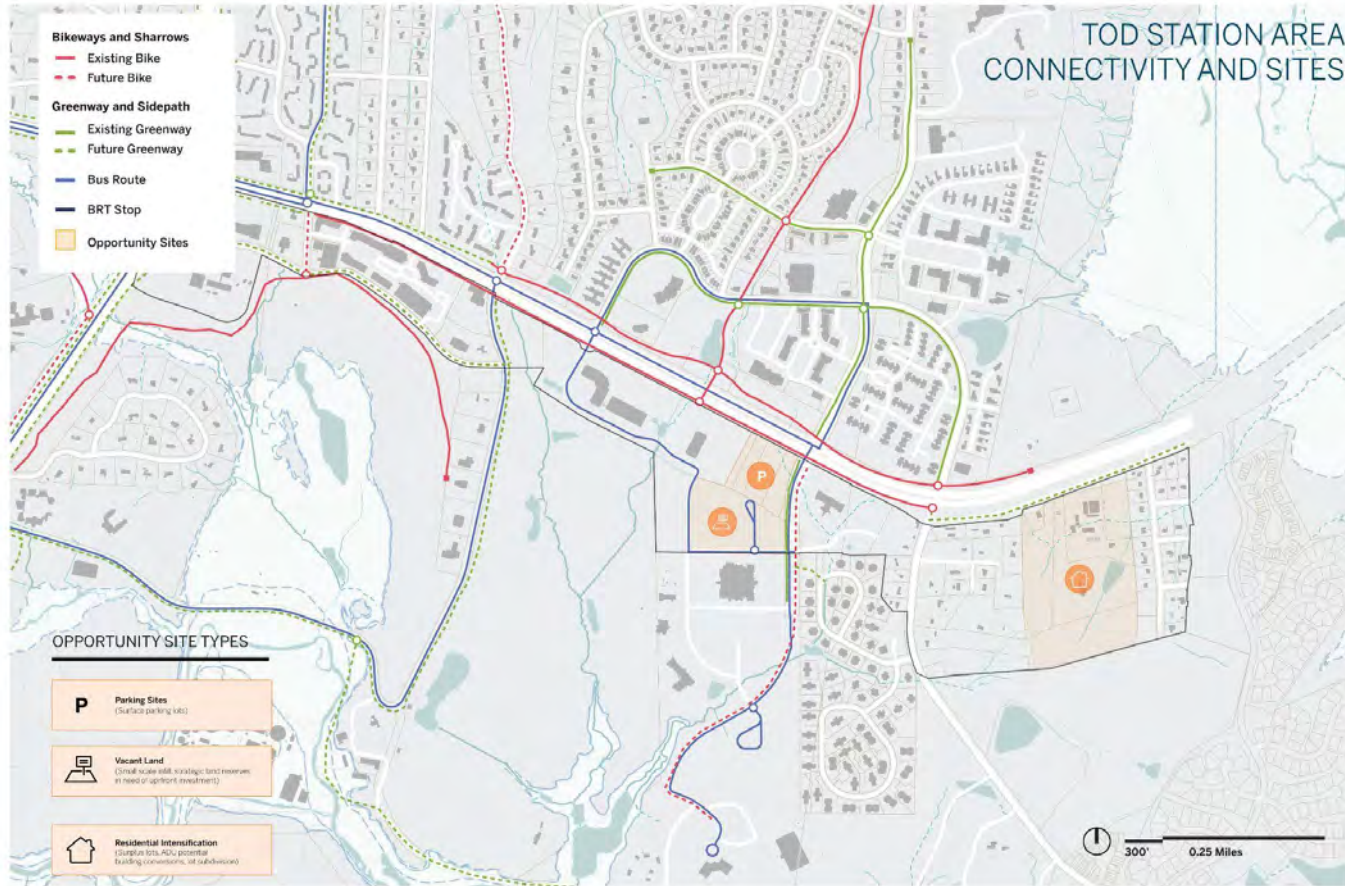
Major gateway to the Town from the east

Several office and commercial centers.

Draws patrons from across community and beyond

Potential redevelopment and intensification of existing uses

# NC54: POTENTIAL FUTURE CHANGE LOCATIONS



## Opportunity Types

### PARKING SITES

Surface parking lots

### RETAIL + COMMERCIAL

Aging retail centers  
 Office: Low density, smaller, aging  
 Auto service: wash, tire, oil, gas  
 Attached parking

### VACANT LAND

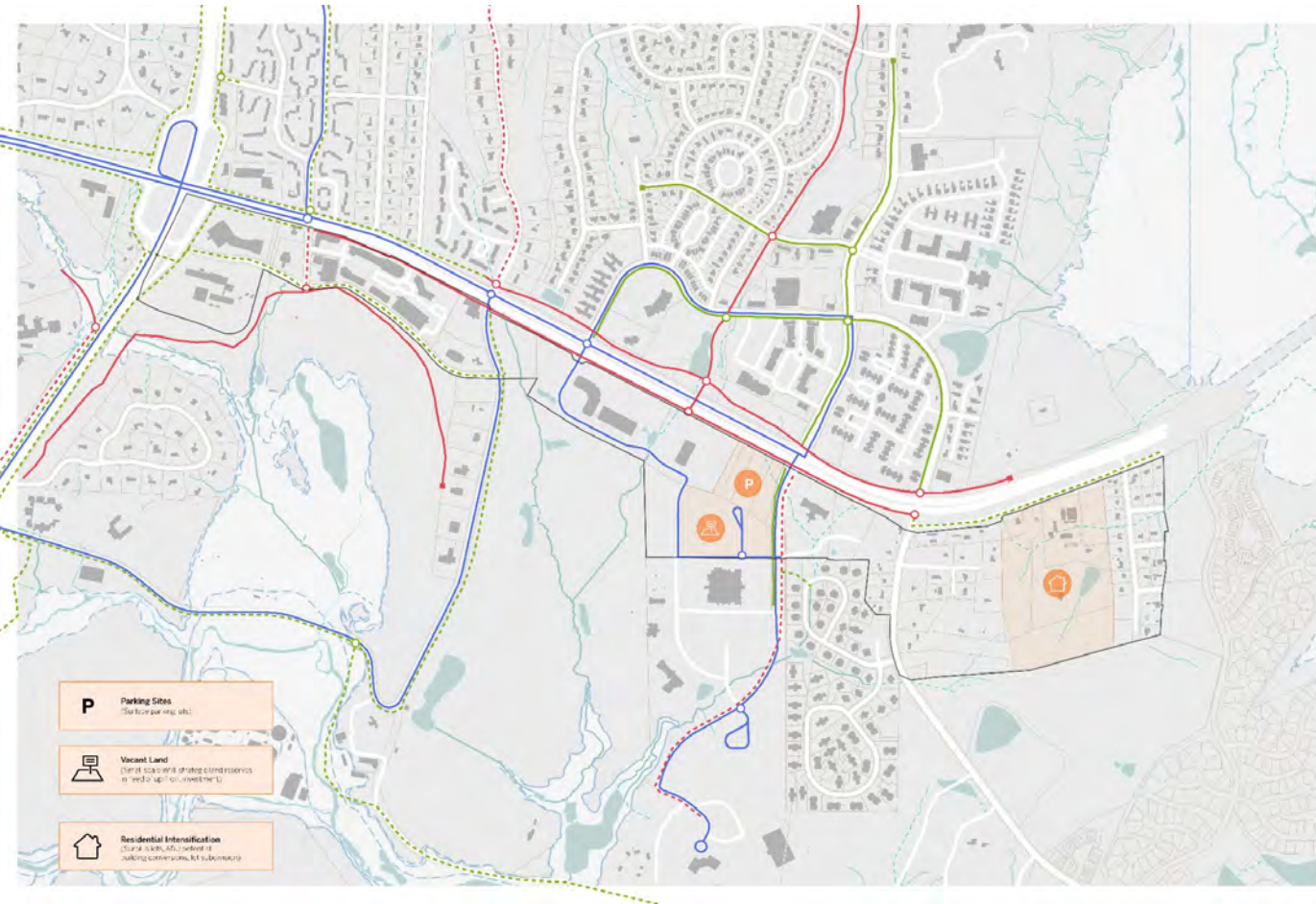
Small scale infill  
 Strategic land reserves

### RESIDENTIAL INTENSIFICATION

Surplus lots  
 ADU potential  
 Building conversions  
 Lot subdivision



# NC54: POTENTIAL FUTURE CHANGE LOCATIONS



## Opportunity Types

### PARKING SITES

Surface parking lots

### RETAIL + COMMERCIAL

Aging retail centers  
Office: Low density, smaller, aging  
Auto service: wash, tire, oil, gas  
Attached parking

### VACANT LAND

Small scale infill  
Strategic land reserves

### RESIDENTIAL INTENSIFICATION

Surplus lots  
ADU potential  
Building conversions  
Lot subdivision

Council Engagement

	November 2022	December 2022	January 2023	February 2023	March 2023
COUNCIL INFORMATION	November 2 RM Complete Community Proposed decision points and pilot project approach. ✓	December 7 RM TOD/LUMO LUMO updates that will support TOD and LUMO rewrite approaches. ✓	January 18 WS PSE Present emerging directions. TOD Present TOD Concepts and Implementation Plan.	February 8 WS LUMO Rewrite Discussion February 15 RM Stormwater Regulations Technical Report - DRAFT LUMO Present Draft Code Diagnosis Report.	March 8 RM LUMO Present Draft LUMO Rewrite Road-map
COUNCIL DECISIONS	November 16 RM NS-BRT Update TOD/LUMO Update ✓  November 30 Council Special Meeting Planning Systems Evaluation Update ✓	December 7 RM Complete Community Resolution Pilot Project Complete Community framework ✓	January 25 RM Accept PSE emerging directions and revised development review process.	February 22 RM TOD <b>Resolution</b> - adopt Implementation Plan/Final Report as a part of the Comp Plan.	March 22 RM LUMO Accept Final Code Diagnosis Report

Work Plan Overview

COMPLETE COMMUNITY	Focus Group Meetings Identify Pilot projects ✓	Resolution for Complete Community framework. Acceptance of the Pilot project. ✓			
TRANSIT ORIENTED DEVELOPMENT (TOD)	Final accessibility audit, market analysis, draft recommendations for Station Areas Plan. ✓	Recommendations for Station Area and Focus Area Plans. ✓	Incorporate Complete Community framework and Council comments into Station Area and Focus Area Plans. ✓	Finalize Station Area and Focus Area Plans and Final Report.	
PLANNING SYSTEMS EVALUATION (PSE)	Test draft recommendations, create new methodologies, use case studies. 1. How can culture change be achieved? 2. Process improvements to code, policy, and development re-view. ✓	Recommend new processes, new systems, tools for culture change. Report a proposed system for high-level, long-term, vision-driven planning.			
LUMO EVALUATION	Present best practices to improve Chapel Hill's process and outcomes. Generate consensus on priority improvements among diverse users. ✓	Present strategic approaches to the LUMO rewrite. ✓	Draft Code Diagnosis Report	Incorporate PSE findings and Council comments into Code Diagnosis Report.	Finalize Code Diagnosis Report. Draft LUMO Rewrite Road-map.

April 2023 - Initiate LUMO Rewrite



# TOWN OF CHAPEL HILL

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

## Item Overview

**Item #:** 2., **File #:** [23-0039], **Version:** 1

**Meeting Date:** 1/18/2023

### Update on Planning Systems Evaluation.

#### Staff:

Chris Blue, Interim Town Manager  
Dwight Bassett, Director of Economic Development and Parking Services  
Mary Jane Nirdlinger, Interim Planning Director/Deputy Town Manager  
Jennifer Keesmaat

#### Department:

Manager's Office

The Keesmaat Group

**Overview:** In September 2022, the [Council engaged The Keesmaat Group](https://chapelhill.legistar.com/LegislationDetail.aspx?ID=5838676&GUID=11A58A75-A260-45D2-AA61-15129A92E7D2&Options=&Search=>) to conduct a Planning Systems Evaluation to achieve better outcomes in our planning processes and land use decisions.

The overall purpose of this assessment is to improve the efficiency and outcomes in all aspects of land use planning and project review by learning lessons from our past and considering best practices being used in other communities.

The general approach for the proposed process review is to conduct interviews, evaluate key projects and identify lessons learned, clarify drivers for change (i.e. culture, climate, etc.), identify efficiencies and new process options, and ultimately position the Town to change to achieve better outcomes. The consultant is scheduled to meet with advisory board chairs on January 16<sup>th</sup>.

At the Work Session, the Council will receive an update on the overall Planning Systems Evaluation, the Complete Communities Checklist, and a proposed expedited process. The Council will also receive an update on the Longfellow project as a case study for this approach.

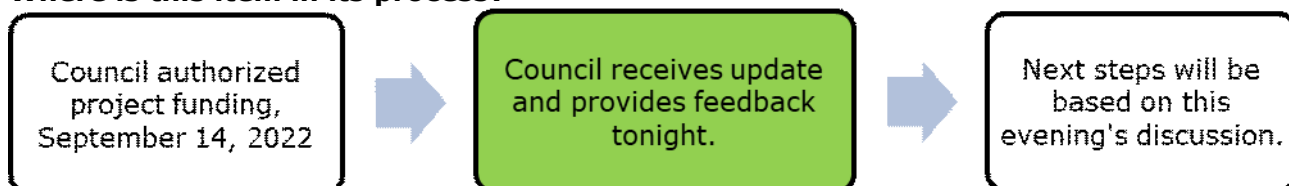


#### Recommendation(s):

That the Council receive tonight's update from Jennifer Keesmaat and provide their feedback on the initial findings and recommendations.

**Fiscal Impact/Resources:** There are no fiscal impacts to this update.

#### Where is this item in its process?



#### Attachments:

- Draft Consultant Presentation



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**Item #: 2., File #: [23-0039], Version: 1**

**Meeting Date: 1/18/2023**

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

PRESENTER: Jennifer Keesmaat, The Keesmaat Group

The purpose of this item is to provide an update on the Planning Systems Evaluation.

# Planning Systems Evaluation (PSE)

Advancing Complete Communities through  
Development Review in Chapel Hill

Planning Systems Evaluation  
Council Working Group Session  
THE KEESMAAT GROUP

January 18th, 2023

Draft

The  
Keesmaat  
Group.



COMPLETE  
COMMUNITIES  
STRATEGY

## Laying the foundations: what we know

1. Development review is **not** delivering desired outcomes.
2. Current processes are the primary **disincentive** to investment in Chapel Hill.
3. **Efficiencies are required** to streamline processes and mitigate confusing iterations.
4. **Role clarification is required.**
5. An unclear process creates **an emotional toll** for everyone involved.
6. The **time is right for change**: a key success factor for change is having a clear vision. The Complete Community Framework provides critical guidance.

# The opportunity – what we heard

## 1. Eliminate Duplication

- i. Decisions are revisited by multiple parties
- ii. Expectations are not clear
- iii. Review is 'siloed'
- iv. Adjacent municipalities have better processes that are precedents (Asherville, Raleigh)

## 2. Better use staff expertise

- i. Staff are underutilized: facilitators vs experts
- ii. Generate responsibility for recommendations by defining their role more in keeping with professional expectations
- iii. Add clarity to where decisions are being made

## 3. Acknowledgement that there is no 'silver bullet'

- i. And yet the aspiration to do better exists
- ii. Find the low-hanging fruit: begin with process changes
- iii. Concern that even if 'processes' are fixed, people will still behave the same

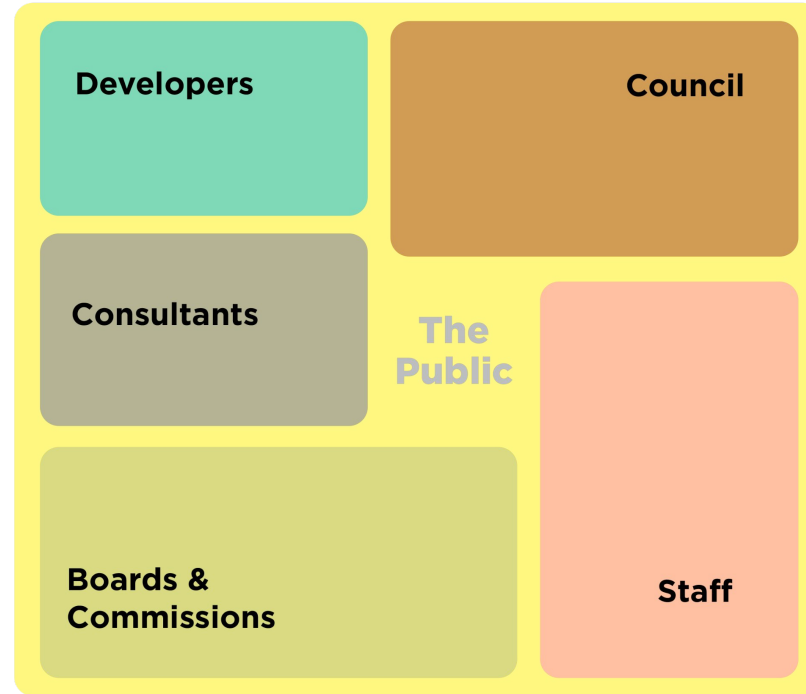
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# Project Principles

PROJECT PRINCIPLES	Implications
Build on existing work-to-date	Review and consider the new expedited review process for affordable housing
Collect diverse perspectives and inputs	Council, staff, developers, boards, consultants, public
Maintain momentum	Manage the PSE to key dates with clear outcomes
Build trust in Council's commitment to change	Implement a trial alternative review mechanism
Deliver tangible outcomes	Propose a revised development review process
Ensure deliverability	Work closely with Planning Staff to ensure alignment

Draft

# Key Inputs



Draft

*Key Inputs of the Planning Systems Evaluation*



# Objectives

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## Planning Systems Evaluation Objectives

1. Re-establish planning culture expectations
2. Ensure future outcomes align with the vision of Chapel Hill
3. Focus on successful implementation
4. Align work underway with Complete Communities Strategy objectives
5. Position development for to deliver on city building outcomes versus a culture of regulation
6. Assess the Role of Boards and Commissions to find efficiencies
7. Create developer participation in the review to build confidence/trust
8. Assess/use information that Orion has collected to date

## How will change take place?

1. **Alignment with a vision is new:** Complete Community Framework sets the stage for process change.
2. **Culture change requires clear roles:** But people need to work within the bounds of their role.
3. **New Processes are a tool:** They will not deliver the outcome. People will.

Draft

# In and Out of Scope

In Scope	Out of Scope (follows approval)
Evaluate Development Review	Implement changes in the process
Assess Roles in the Review Process	Monitor implementation
Review Role of Boards and Commissions	Build consensus on these roles
Recommend a revised process to Council based on due diligence	Revise internal processes
Understanding the level of detail in the LUMO	Rewriting the LUMO
A summary deck of recommendations that is usable to staff	A traditional report
Re-establish planning culture expectations	Changing the culture

# Critical Questions to be explored

#	Question	Focus
1	How can we reduce the time it takes to approve new developments?	Consolidating processes
2	How can we deliver better outcomes?	Understanding what is working today, what is not
3	How can we ensure Boards and Commissions are appropriately used?	Ensuring clear roles
4	How should Council best participate in the review process?	Ensuring appropriate roles
5	What Planning Systems will best deliver a complete community?	Aligning Planning Systems with desired outcomes

# The Checklist

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Draft

# Checklist Goals

## Goal One

To incentivize Applicants to evaluate their own proposals based on Complete Community Objectives.

## Goal Two

To reward Applicants who achieve high levels of conformity with the Complete Community Framework, as determined through the Checklist process. Resembles as-of-right.

## Goal Three

To equip Staff with a clear mechanism for evaluating, discussing and refining Applications in a collaborative manner, with Applicants.

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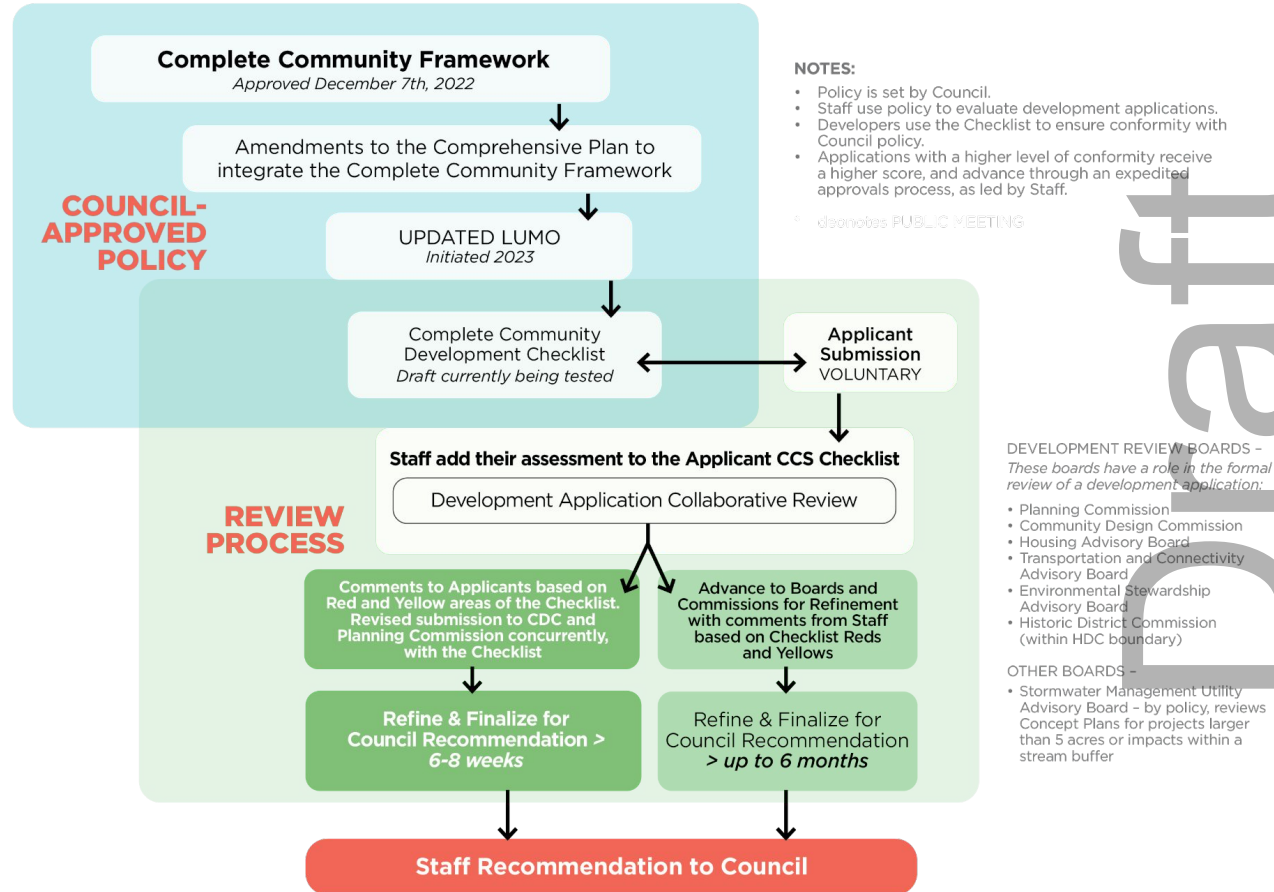


## The Checklist is a tool.

1. **It builds on the Complete Community Framework**, and is a mechanism for executing that framework.
2. It sits with a revised overall development review process as captured in the **PSE Expedited Process graphic**.
3. It is intended to assist in delivery of outcomes consistent with regulatory frameworks: both the Comprehensive Plan and the LUMO (both to be updated).
4. It will lead to a **shorten review process** – applicants now have clarity as to the measures being used to evaluate their application.
5. It puts **greater emphasis on the role of Staff** in administering the policies of Council. This move closer to an as-of-right approach.
6. Like any tool it does not deliver an outcome – **the people using it do**.

# Planning Systems Consolidated and Expedited Approach Town of Chapel Hill

Last updated:  
Jan. 12, 2023



Subject Area	Expectation	N/A	Red	Yellow	Green
1. Development Program	a. Compliant with Future Land Use Map				
	b. Compliant with Comprehensive Plan				
	c. Developer experience				
	d. Neighborhood Amenities				
	e. Appeal to or accommodation of all ages				
	f. Relationship to neighborhood context	i. Opportunities for synergies ii. Adjacencies (at edges, what uses abut?)			
	Advance to B/G or to Staff?				
2. Location	a. Within Focus Area				
	b. Proximity to neighborhood community facilities (schools, day care, community center, and recreation facilities/parks) (Red = >2 mi.; Yellow = 1-2 mi.; Green <1 mi)				
	c. Proximity to other neighborhood centers (commercial, employment)				
	d. Proximity to greenways				
	e. Walk Score metric				
	Advance to B/G or to Staff?				
3. Revenue	a. Tax efficiency				
	b. Job Creation				
	c. Sales Tax Generator				
	Overall score				
4. Design	a. Site placement, design, and building disposition	i. Buildings front or create engaging street edges with no parking located between building and street			
		ii. Provision of open spaces in a purposeful and composed manner, no "left over" spaces			
		iii. Create scale, break down large masses into smaller related sub-components			

# How does the Checklist promote culture change?

Establishes Roles and responsibilities

## **Council**

- Sets Policy
- Decision-maker

## **Developers**

- Collaborates with staff
- Refines based on feedback

## **Staff**

- Delegated to lead review & assess
- Makes recommendation to council

## **Boards and Commissions**

- Comments based on conformity to Council Policy
- Mostly Advisory

Makes these roles clear and public

All parties will require guidance and accountability to ensure conformance to roles.

Council meetings, and Boards and Commissions, should be governed by Robert's Rules. Chairs, upon appointment, should be trained to implement the rules to ensure the body does not stray from its role.

Provides incentives to follow roles

## **Council**

- Stated objective of 'getting out of the weeds'
- Provide a more respectful work environment for existing staff
- Attract and retain qualified staff

## **Developers**

- Shorter process, better outcomes

## **Staff**

- Use & development of expertise
- Meaningful work; shape outcomes

## **Boards & Commissions**

- Meaningfully contribute expertise

## How does the Checklist promote culture change?

**Council:** incentivized to focus on policy, and to empower staff to implement policy on their behalf

**Developers:** incentivized to work collaboratively with staff

**Staff:** incentivized to work collaboratively with developers

**Boards and Commissions:** incentivized to comment on their area of expertise

**Public:** incentivized to engage in appropriate public meetings

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Draft

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