

ATTACHMENT A

**A RESOLUTION DIRECTING STAFF TO CONVEY SOCF EVALUATION
AND COMMENTS TO ORANGE COUNTY**
Resolution No. 105/2001-02

WHEREAS, the Town of Carrboro has participated in the Shaping Orange County's Future project; and

WHEREAS, the SOCF Task Force is scheduled to complete its report in spring of 2002; and

WHEREAS, the Town has prepared an evaluation and compiled comments on this report.

NOW, THEREFORE, BE IT RESOLVED, by the Board of Aldermen of the Town of Carrboro that the SOCF evaluation and resolution be conveyed to Orange County for review by the SOCF Task Force for consideration during the final report preparation.

This is the 12th day of March in the year 2002

Orange County
Hillsborough
North Carolina

Manager's Office

FEB 11 2002

Established 1752

January 17, 2002

Mr. Robert Morgan, Manager
Town of Carrboro
301 W. Main St.
Carrboro, NC 27510

Dear Bob:

SUBJECT: Status Report – Recommendations of the Shaping Orange County's Future Task Force

Earlier this fall, the Orange County Commissioners requested review by county departments of recommendations from the Shaping Orange County's Future (SOCF) Task Force. Following review, department heads prepared brief, bullet-style status reports on their activities toward addressing the recommendations. Many of the recommendations may have been implemented independent of the report. Enclosed are three relevant attachments. Attachment A is a compilation of the county department head reports; Attachment B is the instruction sheet to department heads for preparation of the status reports; and Attachment C is a summary table of action strategies for "Sustainability and Community Building" and "Critical Areas to Maintain or Improve Quality of Life."

My purpose in sending this to you is two-fold: First, I request that you share Attachment A with your elected officials and department heads to indicate the current status of SOCF in Orange County; and second, I hope you will consider a similar process with your department heads (Attachments B and C may prove helpful in this respect). Our goal is to compile the county and municipal comments, share them with Task Force members who may want to make final style/format changes to the Task Force report, and issue the final report with press release as a newspaper insert. We don't have a specific deadline at present, though we are hoping for this spring. Receipt of town comments by February 15 should make it possible to achieve a mid-May publication date.

The Task Force's *Provisional Report and Recommendations* from May 2000 is the source document for recommendations. You should have a copy of this, but if you find that another is needed, please contact Gene Bell (gbell@co.orange.nc.us) in the Orange County Planning Department at 245-2589 who is managing/monitoring the transition of the report to actual implementing policies.

Mr. Robert Morgan, Manager
Page 2
January 17, 2002

Thank you for your attention to this request. As we wrap up the "Shaping" initiative, I think we can all take a great deal of pride in our collaborative efforts and look toward a future in which many of the recommendations will have a positive impact on policy issues and critical decisions.

Sincerely,



John M. Link, Jr.
County Manager

Attachments

Attachment B contains the following documents:

Comments on Recommendations of Shaping Orange County's Future Task Force from the following Orange County Departments:

1. Arts Commission
2. Economic Development
3. Environment & Resource Conservation
4. Health
5. Housing & Community Development
6. Human Rights & Relations
7. Planning & Inspections
8. Recreation & Parks
9. Social Services
10. Soil & Water
11. Solid Waste
12. Process for Completing Shaping Orange County's Future (Orange County Attachment B)
13. Sustainability and Community Building – Summary Table (Orange County Attachment C)

ARTS COMMISSION

Sustainability & Community Building

Task Force Recommendation 1: 1d. Create more all-county shared events.

Response: Working with BOCC, EDC, Visitors Bureau, and others on 250th Anniversary special events.

Task Force Recommendation 1: 4a. Provide and promote gallery space in all public and quasi-public buildings.

Response: Developed proposal for hanging system in Southern Human Services Center.

Task Force Recommendation 1: 4b. Encourage displays of art and arts performances in public spaces and in businesses.

Response: Subcommittee of Arts Commission formed to explore options and invite participation from local businesses.

Task Force Recommendation 1: 4c. Create partnership between high schools and community to create cultural arts centers which are accessible and low-cost for community event use.

Response: No action taken to date.

Task Force Recommendation 1: 4d. Establish a space for arts and community groups to have shared offices/meeting space to plan projects and foster partnerships.

Response: Possibility for meeting space part of county space study and medium-term plan for housing OCAC in the "rock building" on Churton Street.

Task Force Recommendation 1: 4e. Promote the accessibility of space to use for artists' studios and cooperatives.

Response: Working with EDC on this goal.

Task Force Recommendation 1: 5a. Create incentives to support local artists.

Response: Arts Commission continues Grassroots Grants program in support of local artists, open to working with all on other creative incentives.

Task Force Recommendation 1: 5b. Create a public-private partnership to fund arts.

Response: Research underway into models; no action taken to date.

Task Force Recommendation 1: 6a. Develop a county arts incubator.

Response: Arts Commission and EDC have had preliminary discussions with potential funders; no formal action taken to date.

Task Force Recommendation 1:6b. Establish a community arts resources center...

Response: Possibility for community resource center part of county space study and medium-term plan for housing OCAC in the "rock building" on Churton Street.

Task Force Recommendation 1: 6c. Broaden OC Arts Commission database to include rural and immigrant arts.

Response: Small grant has been secured from North Carolina Arts Council to begin research and identification process later this fall.

ECONOMIC DEVELOPMENT COMMISSION

Sustainability & Community Building

Task Force Recommendation 1: 1g. Establish partnerships between urban and rural residents through community support for local farming.

Response: This task is one of the responsibilities in the work plan for the new Agricultural Economic Development Coordinator, and will include the completion of the agricultural guide and promotion of farmers markets and community supported agriculture ventures.

Task Force Recommendation 1: 6a. Develop a county arts incubator.

Response: The EDC and Arts Commission have had preliminary discussions with potential funders; no formal action taken to date.

Task Force Recommendation 5: 1a. Create a set of sustainability indicators using the SOCF Sustainability Committee indicators as a starting point.

Task Force Recommendation 5: 1b. Create a permanent County Database for these key indicators.

Task Force Recommendation 5: 1d. Use the indicators to help determine effectiveness of current policies and identify needed policy changes.

Task Force Recommendation 5: 2b. Establish a general guide of standards and criteria based on resource limits that will help to define parameters of sustainability in Orange County.

Response: The EDC continues to work with ERCD, Planning, and others in creating and tracking the set of sustainability indicators.

Economy

Task Force Recommendation 1: 1. Adopt a set of criteria for supporting current businesses and recruiting new businesses that will support sustainability goals and work off of current and emerging economic strengths.

Response: Work pending formal adoption of sustainability goals.

Task Force Recommendation 1: 2a. Work with the Chambers of Commerce and the EDC to establish and fund a public/private task force to recruit and support desirable businesses that meet the adopted criteria.

Task Force Recommendation 1: 2b. Make development regulations more flexible to accommodate desired businesses.

Task force Recommendation 1: 2c. Have County and Towns construct a shell spec building in order to attract companies needing immediate space. When sold, build another.

Response: No action taken to date.

Task Force Recommendation 1: 2d. Support maintenance and start-up of desirable businesses through a variety of means.

Response: This work continues through:

- a) business retention and expansion program
- b) small business loan program
- c) helping businesses work through various regulatory processes

Task Force Recommendation 1: 3. Seek Federal and State and private funding to support sustainable development initiatives.

Response: This effort is continuous and on-going.

Task Force Recommendation 1: 4. Improve farming viability by support farming – traditional and new – through a public/private partnership.

Response: Consistent with the recommendation, the County was successful in obtaining a commitment from N.C. A&T State University to fund one-half of the cost of an Agricultural Economic Development Coordinator position for two years; the county committed the remaining funds. One hundred percent of the incumbent's time will be devoted to improving farming viability.

Task Force Recommendation 1: 5a. Examine the potential negative impacts of e-commerce on loss of local shopping and business profitability.

Response: No formal study undertaken to date.

Task Force Recommendation 1: 5b. Support local e-businesses.

Response: This work continues through:

- d) business retention and expansion program
- e) small business loan program
- f) helping businesses work through various regulatory processes

ATTACHMENT 3

1

**ORANGE COUNTY
ENVIRONMENT AND RESOURCE CONSERVATION
DEPARTMENT**

MEMORANDUM

To: David Stancil, Environment and Resource Conservation Director
From: Tina Moon, Land Use/Preservation Planner
Date: September 21, 2001
Re: Shaping Orange County's Future Progress Report

The following responses reflect the Environment and Resource Conservation Department and its associated advisory board's (Commission for the Environment, Water Resources Commission, Agricultural Preservation Board, Historic Preservation Commission) new and ongoing efforts to fulfill the recommendations put forth in the Shaping Orange County's Future Report.

Goal 1: Put Community Building First

Action Strategy 1-1g) Establish partnerships between urban and rural residents through community support for local farming.

- *The Agricultural Preservation Board (APB) and the Environment and Resource Conservation Department (ERCD) are active participants in the County's annual agricultural summit and have been involved in the pursuit of an agricultural economic development position. The County recently approved a new two-year position and the candidate is expected to begin in November of 2001. The agricultural developer should serve as a broker to help local growers find markets for their products.*

Action Strategy 1-7a) Increase developer and citizen awareness of significant historic resources and the need to protect them; and offer rewards to developers who successfully incorporate/preserve county history.

- *The Historic Preservation Commission (HPC) has discussed different approaches to educate local residents about the importance of historic and cultural resources and hopes to begin an outreach program in the near future. The County's 250th anniversary celebration will likely be a good opportunity to begin such a program.*

Action Strategy 1-7b) Identify important corridors, areas, and sites of historic and cultural significance.

- *The County sponsored a countywide architectural survey during the early 1990s to document sites of historic and cultural significance. ERCD staff and the HPC continue to update the inventory as they identify additional sites of importance.*

Action Strategy 1-7c) Encourage heritage tourism by protecting historic and archaeological sites and opening selected sites for an Orange historic "trail."

- The ERCD and HPC have developed a new incentive-based program designed to protect important corridors. ERCD has provided non-profit groups such as the Eno River Association with the Little River with information for a driving tour. The HPC plans to produce its own driving tour for display at the 250th anniversary.

Action Strategy 1-7d) Support the preservation and sharing of the County's history through displays, museum exhibits, etc.

- The HPC has discussed options for assembling a display at the Orange County Museum but has not pursued it yet. The Town of Hillsborough has recently hired a new planner dedicated almost entirely to Historic Preservation. The ERCD and HPC hopes to develop some collaborative preservation programs with the Town and the Alliance for Historic Hillsborough in the future.

Action Strategy 1-8b) Fund acquisition of land and easements for future parks, rustic woodland trails, and bikeways.

- ERCD is actively seeking appropriate lands for fee simple purchase or conservation easements through its Lands Legacy program. ERCD staff also participate in the Planning Development Review Committee meetings where subdivision applications are considered. This allows ERCD staff to have some input with regard to the dedication of land for public recreation or the payment in lieu of dedication option for development projects.

Goal 4: Improve Government Efficiency and Effectiveness

Action Strategy 4-4b) Determine carrying capacity of land and decide where to invest resources: water, sewer, landfill, parks, etc.

- While not specifically listed as part of this action strategy, the Water Resources Committee (WRC) has been working with studies from the US Geological Survey to analyze the county's water capacity and soil types. The "Report of the Water Resources Committee" was adopted in March 2001 and has been sent to the Orange County Health Department for comments. The results of this work should be incorporated into the new comprehensive plan.

Action Strategy 4-5a) Do a cost of service study to examine "real" costs of different types of land uses (agriculture, residential, commercial, office, industrial).

- While not specifically listed as part of this action strategy, the APB and CFE have been pursuing cost of service studies to demonstrate the positive economics of local agriculture. The APB recently invited a guest speaker from the American Farmland Trust to discuss this very issue and the costs associated with having such a study completed for Orange County. The CFE has also been reviewing information from the American Farmland Trust regarding the consultant costs for cost of services study.

Goal 5: Adopt Policies to Move the Community Toward Sustainability

Action Strategy 5-1a) Create a set of sustainability indicators using the SOCF Sustainability Committee indicators as a starting point.

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Action Strategy 5-1b) Create a permanent County database for these key indicators.

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Action Strategy 5-c) Track progress toward sustainability with annual reports to the community.

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Action Strategy 5-1d) Use the indicators to help determine effectiveness of current policies and identify needed policy changes.

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Action Strategy 5-2a) Examine status and trends of each natural resource based on a small number of key indicators.

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Action Strategy 5-2b) Establish a general guide of standards and criteria based on resource limits that will help to define parameters of sustainability in Orange County.

•

Action Strategy 5-4f) Have all local governments join the Cities for Climate Protection Campaign.

•

Action Strategy 5-5a) Institute a countywide program administered at the county level to promote concepts of sustainability and educate the public on sustainability.

•

Environment and Land Use Goal 2: Conserve Natural Areas, Farmland and Other Important Open Space

Action Strategy ENV-2-1) Use the Lands Legacy program to develop a comprehensive countywide Natural Areas Conservation/Open Space Plan. That addresses the following:

a) A program to protect important natural areas.

• *ERCD has hired a consultant to update existing natural area inventory documentation to be used as the base of a new Natural Areas Element to the Comprehensive Plan. Once the Element is completed, ERCD staff can massage its existing natural areas/open space plan.*

b) Identify and protect the most important prime farmlands.

• *ERCD GIS staff have prepared maps identifying prime farmlands based on soil productivity standards. Staff are currently drafting new maps delineating active farmlands based on aerial information from the Soil and Water Conservation District. These new maps will serve as the basis for the APB to determine agricultural priority areas to concentrate the farmland protection component of our Lands Legacy program.*

c) Recognize that open space needs vary in different parts of the county.

• *ERCD staff are working with Planning GIS staff to include population or density information as well as the existing district and community service area system when determining county open space and parkland needs.*

d) Set annual goals as benchmarks for preservation of certain natural areas and wildlife habitat (x acres/years).

• *Since its inception, ERCD has been using the Lands Legacy program as its main tool to increase the amount of acreage dedicated for natural areas and wildlife*

preservation. Specific acreage benchmarks have not been established yet.

- e) Integrate all of the above to maintain as best as possible: a viable ecosystem for plants and wildlife, corridors critical for animal migration, critical habitats, an agricultural landscape, and outdoor recreational opportunities.

- A preference for this type of integration or holistic view toward environmental conservation is built-into the Lands Legacy program. ERCD achieved this objective by pursuing projects that serve multiple conservation objectives such as farmland easement in water supply watersheds. In addition, parkland projects such as the Little River Park and Natural Area and the Cates Farm park area designate areas for different levels of activity. Some County parkland will be left undisturbed while other areas will be used for active fields such as baseball and soccer.

Action Strategy ENV-2-2) Achieve Natural Areas/Open Space Plan through:

- a) Fee-simple acquisition of the most important/threatened areas;
 - ERCD staff and the CFE identify critical and threatened areas each year through the Lands Legacy Annual Action Plan. After the Action Plan is approved by the BOCC ERCD staff contacts the owners of identified parcels and pursues different conservation options.
- b) Purchase of conservation easements;
 - ERCD arranged the County's first farmland conservation easement in July of 2001.
- c) Purchase of Development Rights, where appropriate;
 - ERCD essentially purchased development rights as part of the farmland conservation easement.
- d) Transfer of Development Rights;
 - ERCD and the APB continues to pursue this option as part of its agricultural preservation toolkit.
- e) Tax exemptions for actively farmed land and managed forestland;
 - The APB is pursuing certain tax exemptions for actively farmed land as part of the Voluntary Agricultural District program incentives.
- f) Possible development of a forest banking system;
 - ERCD staff have initiated conversations with the Forestry Service regarding this type of program, but little progress has been made to date.
- g) Purchase of timber rights.
 - While a traditional conservation easement approach could be used to essentially purchase timber rights no specific program has been created at this point.

Action Strategy ENV-2-3) Secure & increase funding for acquisition of land and development rights:

- a) Increase local funding through bonds for open space and natural areas.
 - A bond package, currently set for November 2001, would provide funding for parks and open space accessible to the public.
- b) Create a dedicated local funding source for acquisition of these areas.
 - Some dedicated monies are already allotted to the County through the Lands Legacy program administered by ERCD.
- c) Aggressively pursue grants for state and federal agencies to assist in acquisitions.
 - ERCD has established a track record for obtaining grant funding and working in collaboration with other counties and land conservancies. By pursuing projects that achieve multi-objectives ERCD has also been able to piggyback

funding from different sources.

- d) Increase advocacy for state and federal funding for programming, land acquisition, and farmland preservation.
 - *The CFE recently penned a letter to our state elected officials regarding the importance of funding for open space and farmland easement and acquisition programs.*
- e) Maximize purchasing power through use of federal, state, and land trust partnerships.
 - *ERCD has already established a successful partnership with the Eno River Association for the Little River Regional Park and will continue to pursue other partnerships when the opportunity arises.*
- f) Explore development of a land conservation revolving fund.
 - *To date, ERCD has not had an opportunity to pursue a conservation revolving fund at the county level.*

Action Strategy ENV-2-4) Educate and encourage homeowners, landscapers, and nurseries to use native or non-invasive exotic plants in landscaping.

- Will the new Natural Areas Element speak to this issue at all? Will information from the Natural Areas Element get incorporated into the Landscaping section of the new land development code?

Environment and Land Use Goal 3: Create Environmentally Sustainable Transportation Systems that Meet People's Needs

Action Strategy ENC-3-6b) Have the County and Towns take the lead in instituting ozone action plans as models for other local governments and industries.

- *The ERCD has been considering purchasing an alternatively fueled vehicle for departmental use for the last few years. The department hopes to lead by example in this area and gradually provide guidelines for local residents, after establishing its own successful track record.*

Environment and Land Use Goal 4: Pollution Prevention and Waste Reduction

Action Strategy ENV-4-1a) Continue current efforts to guide growth away from public water supply watersheds to prevent new discharges into these watershed.

- *The ERC and Planning & Inspections departments will use the information from the "Report of the Water Resources Committee" to prepare a second report on the status of water protection in the county's ten water supply watersheds. The results of this second report will be incorporated into the new Comprehensive Plan to help direct growth where it can be best accommodated.*

Action Strategy ENV-4-1c) Lobby for state construction projects to come under local authority for sedimentation and erosion control monitoring and enforcement, or lobby state to adopt regulations as stringent as those of Orange County.

Action Strategy ENV-4-1f) Identify wellhead protection areas that should be protected for ground water quality.

- *The "Report of the Water Resources Committee" adopted in March of 2001 touches on this subject and refers to a map prepared by the US Geological Survey during their three*

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studies on Orange County ground water.

Action Strategy ENV-4-1g) Develop an ongoing, long-term groundwater monitoring program.

Environment and Land Use Goal 5: Protect Our Water Supply

Action Strategy ENV-5-1b) Protect groundwater and limit use to recharge rates/carrying capacity, as determined through scientific studies (such as the current Water Resources/USGS effort).

Action Strategy ENV-5-2a) Establish a water conservation program for all water providers within the county.

Action Strategy ENV-5-2b) Develop a water reclamation program for all water providers, identifying possible users of reclaimed water and providing incentives for use.

Action Strategy ENV-5-2c) Permit use of gray-water for landscape watering, flushing toilets and other appropriate uses.

Economy Goal 1: Support a Diverse Economy that Meets Local Needs

Action Strategy ECO-1-4) Improve farming viability by supporting farming—traditional and new—through a public/private partnership.

- *The ERCD and APB are working to improve farming viability through improved incentives to the Voluntary Agricultural District program, participation in the annual agricultural summit, and collaboration with the new agricultural economic developer.*

Shaping Orange County's Future
Progress Report
Orange County Health Department
September 5, 2001

Goal 4: Improve government efficiency and effectiveness

Objective 4-4e) Explore new water/waste water technologies created over time and proven effective.

- Environmental Health Services staff are active in state and national organizations that regularly explore new technologies in depth. Several staff members have been faculty at national meetings in environmental health in the past two years.

Goal 5: Adopt policies to move the community toward sustainability

Objective 5-1a) Create a set of sustainability indicators using the SOCF Sustainability Committee indicators as a starting point.

- The Board of Health discussed potential modeling aspects of growth and public health infrastructure needs during its spring work session in 2001. Invited speakers included the Director of Planning from Orange County and faculty from the UNC School of Public Health.
- The Health Department is currently exploring the possibility of a doctoral student assignment from the UNC Public Health Leadership Program to further develop public health indicators and a model for predicting future needs. May begin in the spring of 2002.

Objective 5-1b) Create a permanent County database for these key indicators.

- No indicators as yet developed for public health.

Objective 5-1d) Use the indicators to help determine effectiveness of current policies and identify needed policy changes.

- No indicators as yet developed.

Objective 5-2b) Establish a general guide of standards and criteria based on resource limits that will help to define parameters of sustainability in Orange County.

- No knowledge of work by ERCD in this regard.

ENVIRONMENT AND LAND USE

Goal 4: Pollution prevention and waste reduction

Objective 4-1b): Fund expanded inspection programs to insure individual water systems are not polluted and individual waste water systems and underground storage tanks are non-polluting.

- Board of Health proposed an expanded Wastewater Treatment Management Program Expansion that included two phases; one primarily educational and the second inspection-based. Commissioners approved concept but no funding provided to implement to date.

Objective 4-1e): Continue to improve well construction methods.

- Board of Health adopted modified local well construction rules in spring of 1999 that are more stringent than the statewide well construction rules. For example, new wells that are constructed are required to be cased to a minimum depth of 63 feet to prevent shallow water source contamination of wells.

Objective 4-1f): Identify wellhead protection areas that should be protected for ground water quality.

- The Wastewater Treatment Management Expansion Proposal included elements of wellhead protection through the effective management of on-site wastewater disposal.

Objective 4-1g): Develop an ongoing, long-term groundwater monitoring program.

- No action to date.

Goal 5: Protect our water supply

Objective 5-1a): Continue current methods and develop new methods to ensure that planned communities have sufficient water.

Objective 5-1b): Protect groundwater and limit use to recharge rates/carrying capacity...

Objective 5-2a): Establish a water conservation program for all water providers in county.

- No activity, however there is some concern about the use of cisterns for water conservation given the potential threat of mosquito-borne viruses on the rise in the nation.

Objective 5-2b): Develop a water reclamation program for all water providers, identifying possible users of reclaimed water and providing incentives for use.

Objective 5-2c): Permit use of gray-water for landscape watering, flushing toilets and other appropriate uses.

- Reclamation is currently allowed by state rules. There are current legal barriers to the reuse of residential graywater.

HUMAN SERVICES

Goal 2: Promote public safety

Objective 2-1a): Develop a major public relations campaign that focuses on eliminating child abuse and spousal abuse and promoting positive family relationships.

- No activity on the major public relations campaign but there are several programs that focus on eliminating child abuse and promote positive family relationships such as the Families in Focus intensive home visiting program (focus on eliminating child abuse) and the Child Service Coordination Program (focus on positive family relationships) at the Health Department.

Objective 2-3b): Develop relationships between the public safety providers and other service providers who have special ties to those populations. See also Goal 1, Objective 1-2c)

- Health Department staff meet regularly with El Centro Board.
- Extensive outreach effort surrounding rubella outbreak in 2000 has led to ongoing relationships with Hispanic community and development of infrastructure for Health Department response to community needs.
- Health Department has an established Spanish Outreach Liaison (SOL) group that meets to advise and recommend program additions and enhancements to the department. Spanish voice mail line added as result of this group. New maternal and child health clinic started in fall 2001 in Chapel Hill because of long waiting times with other providers for services (recommended by this group).

Goal 4: Promote health and mental health

Objective 4-1: Focus local policies, priorities, and funds on creating a healthy environment for residents and on promoting health behaviors. Policies and funding should support: A-F

- Orange County Healthy Carolinians brings together many health, human service, and public safety organizations and citizens to formulate plans for all six of these areas. Notable accomplishments are the implementation of a Youth Behavior Risk Survey in both school systems this year; support for tobacco-free schools policies; eliminating “junk food” in school vending machines; support for tobacco settlement funds being designated for tobacco prevention efforts; beginning project in healthy dining in restaurants.
- Numerous public awareness campaigns mounted throughout year on topics of major interest including: breast cancer awareness, smoking cessation, car seat safety, bike safety, HIV awareness, influenza and pneumonia prevention, West Nile virus awareness to name a few. Efforts have been limited by funding and staff limitations.

Objective 4-2: Evaluate adequacy of health care facilities in northern Orange County.

- No activity.

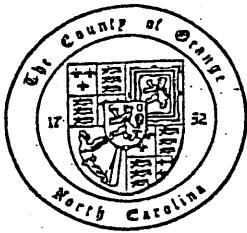
Objective 4-3: Encourage and continue provision and enhancement of community-based services that meet the demand for treatment for mental health, mental illness, and substance abuse for: A-D.

- Health Department continues to provide services for children with developmental disabilities/delays through its Child Coordination Services and offers single portal of entry services for these children. Care is coordinated with a multitude of community agencies for preschool children.

- Health Department and OPC Mental Health are currently in process of exploring stronger ties in the provision of seamless services to clients.

Objective 4-4: Advocate with the legislature and employers to provide adequate coverage/funding for health/mental health services. Particularly address A-C.

- Orange County has been extremely successful in implementing the Health Choice for Children insurance program, exceeding the state target for the county by 136% of enrollment. Moratoriums on re-enrolling children and limiting enrollment are threatening the continuity of coverage for these children. The program was also very successful in increasing the number of children enrolled in Medicaid who had not been covered by any insurance.
- Board of Health is supportive of prescription drug coverage for seniors, however the source of funds projected to be used is from the tobacco settlement and should be used for tobacco prevention programs, not for prescription drug coverage.



**Orange County
Housing and Community Development**

Date: September 10, 2001

To: Dave Stancil, ERCD Director

From: Tara L. Fikes, Director

Subject: Shaping Orange County's Future Status Report

Following are my responses to the recommendations contained in the Shaping Orange County's Future Report as we discussed in July.

Goal 1: 1-1a

Increase opportunities for residents from different geographic areas of the County and different backgrounds to work together.

County Response

- This recommendation is incorporated as protocol for the development of task forces and advisory boards in order to ensure complete representation of Orange County citizens.

Goal 1: 1-1c

Promote neighborhood design that encourages community interaction.

County Response

- Local non-profit developers are encouraged to create "communities" when designing affordable housing developments.

Goal 5: 5-1a, b, d

- Create a set of sustainability indicators using the SOCF Sustainability Committee indicators as a starting point.
- Create a permanent County database for these key indicators.
- Track progress toward sustainability with annual reports to the community.

County Response

- This department has not been involved in any discussion of sustainability indicators.

Housing Goal 1:

- HOU-1-1a) Encourage support of a range of housing options.
- HOU-1-1b) Encourage the University to develop options for UNC employees to have affordable homes on University land.
- HOU-1-1c) Encourage the University to increase considerably the proportion of students housed on campus.

County Response

- This recommendation is consistent with the recommendation of the April 2001 Commissioners Affordable Housing Task Force (CAHTF) and its implementation will be monitored by the newly created Affordable Housing Advisory Board (AHAB).

HOU-1-1d) Work with the legislative delegation to pass legislation on impact taxes, inclusionary zoning, and a real estate transfer tax.

County Response

- No work done in this area during the present legislative session.

HOU1-1e) Examine means to promote affordable housing that will stay affordable in the long-term.

County Response

- Board of County Commissioners approved a Long-Term Housing Affordability Policy in April 2000.
- The Orange Community Housing Corporation completed the first land trust subdivision, Legion Road Townhomes, in 2001. The homes are made more affordable because the Community Land Trust in Orange County holds title to the property and provides a low-cost, long-term lease to homebuyers.

HOU1-1f) Continue to support the development of a land trust to maintain affordability and encourage making public land available to non-profit organizations.

County Response

- The Community Land Trust in Orange County was created in 1999 and completed its first development with Orange Community Housing Corporation in the summer of 2001. The project is known as the Legion Road Townhomes in Chapel Hill.
- The Community Land Trust in Orange County merged with the Orange Community Housing Corporation to form Orange Community Housing and Land Trust in July 2001. This move will provide the opportunity for more efficient operations for both organizations.

HOU1-1g) Develop a dedicated source of revenue from public and private sources or from adequate and substantive bond issues, to provide funding for non-profit ventures for low-income housing for both rural and urban residents.

County Response

- Beginning in fiscal year 2000-2001, the Board of County Commissioners established a local Housing Trust Fund with an initial appropriation of \$250,000. An additional \$250,000 was appropriated for the 2001-2002 fiscal year.
- The Board of County Commissioners included \$4 million for affordable housing in its 2001 Bond Referendum

HOU1-2a) Increase funding for housing rehabilitation and repair programs for seniors, low income and persons with disabilities.

County Response

- The Board of Commissioners approved the creation of a new Housing Rehabilitation Specialist position and appropriated \$75,000 for a County Urgent Repair Program in Orange County for fiscal year 2001-2002.
- The County received a 2001 Community Development Block Grant award of \$400,000 for housing rehabilitation activities in the County.

HOU1-2b) Strengthen and enforce the Housing Code to bring substandard housing up to standards.

County Response

- No activity in this area.

HOU 1-2c) Strive for excellence in product design, and produce homes that are safe, durable, comfortable, cost effective, energy efficient, and appropriate to the existing community.

County Response

- All housing developers are encouraged to incorporate this standard in their project designs.

HOU 1-3) Work with lending institutions to establish innovative financial asset guarantee programs to make it possible for low-income individuals to qualify for loans.

County Response

- No activity in this area.

If you need additional information, please advise.

MEMORANDUM

TO: David Stancil, Director, ERC

FROM: Annette M. Moore, Director

RE: Shaping Orange County Future Status Report

DATE: September 20, 2001

"Task Force Recommendation 1-1a. Increase opportunity for residents of different geographical areas of the County and different backgrounds to work together."

County Response

- Orange County Women's Agenda Assembly - 126 women from Orange County . October 2000
- "Building Bridges from Tolerance to Acceptance" 2-day Youth Summit – attended by more than 130 Orange County youth. February 23-24, 2001
- Outreach Meetings (4) - 75 women in Central and Northern Orange February - April 2001
- Community Unity Gathering – October 4, 2001

"Task Force Recommendation 1-1d. Create more all-county shared events."

County Response

- "Building Bridges from Tolerance to Acceptance" Youth Summit - February 23-24, 2001
- Pauli Murray Awards Ceremony – February 25, 2001
- Southeast Regional Civil Rights Summit - April 23-27
- La Fiesta de Pueblo – County provided funds to co-sponsor La Fiesta – September 8-9, 2001
- Community Unity Gathering - October 4, 2001
- Employment Equity Meetings - August – November 2001

"Task Force Recommendation 1-2a. Form a broad-based coalition lead by the OC Human Rights and Relations Commission to develop a plan to foster multiculturalism."

County Response

- The Department is currently helping to build capacity in organizations such as El Centro Latino, the Triangle Urban League, Community 2000, and Advocacy for North Carolina Asian Pacific Americans (the first advocacy agency for the APA community in the Southeast). Through our capacity building relationship we are working to build the trust necessary to form a broad based coalition to work on multi-cultural collaborative efforts.

"Task Force Recommendation 1-2b. Create a position for a full-time County Disability Services Coordinator."

County Response

Has not been addressed by HRR.

"Task Force Recommendation 1-2c. Continue to improve services for Latinos/Hispanics and other non-English speaking populations."

County Response

- Orange County is currently developing a comprehensive Limited English Proficiency Policy to ensure that persons with limited English proficiency can access core services in Orange County government.
- The Orange County Board of County Commissioners adopted a Multi-Lingual Hiring Policy. November 1999
- Orange County has an on-going intense Spanish language-training program for employees to enable them to assist department with providing assistance to the limited English proficient population. The training program includes sending qualified employees to an immersion language program.
- Orange County is currently conducting Cultural Diversity training for all Orange County employees and has a standing Cultural Diversity Resource Group.
- Continuing to improve services for the Hispanic and other non-English speaking populations key government documents are being translated, a

signage committee is working to translate signs, and departments are coordination translation and interpreter services. Ongoing..

"Task Force Recommendations 1-2d. Encourage diverse citizens participation in local-decision making."

County Response

- Orange County Women's Agenda Assembly - 126 women from Orange County. October 2000
- Outreach Meetings (4) - 75 women in Central and Northern Orange February - April 2001

**Planning & Inspections Comments on
Recommendations of the SOCF Task Force**

(Note: Format is the same as Attachment C)

Sustainability and Community Building - Summary Table of Action Strategies

There are 67 Action Strategies. Strategies are designated as ST = short term (0-3 years); MT = medium term (4-10 years); and LT = long-term (11+ years). Many items may need ongoing action. In these cases the timeframes noted in the table are meant to indicate when substantial action should be taken by.

Abbreviations: BOCC = Board of County Commissioners, CHTC = Chapel Hill Town Council, CBA = Carrboro Board of Aldermen, HC = Hillsborough Commission *Participation of the public in implementing the action strategies is implicit, and citizen participation should be fully encouraged.*

Goals	Page #	Action Strategies	Progress of the Orange County Planning Department
Goal 1: Put Community Building First			
	22	1-1c) Promote neighborhood design that encourages community interaction.	Guidelines for greater community interaction have been approved in Planned Development and flexible development village option.
	23	1-2d) Encourage diverse citizen participation in local decision-making.	Public notice and outreach programs encourage all citizens to engage in local government decision making.
	25	1-7a) Increase developer and citizen awareness of significant historic resources and the need to protect them; and offer rewards to developers who successfully incorporate/preserve county history.	Historic commissions make citizens and developers aware; local legislation for historic district enforce historic guidelines; tax credits for rehabilitation available.
	26	1-8a) Improve/expand park and recreation facilities.	Parks are in process of being expanded in the county, with a number of new parks funded. Programming and league support interactions is necessary.
	26	1-8b) Fund acquisition of land and easements for future parks, rustic woodland trails, and bikeways.	Funding has been provided and is proposed to be expanded in the upcoming bond.
	26	1-8c) Increase community access to parks located in the County.	Park locations have been spread throughout the county in an effort to increase accessibility.
	28	2-1a) Convene a short-term committee for each ETJ to look at making Town elected boards more responsive to citizens residing in ETJ/transition areas.	
	28	2-4a) Continue efforts to make government an open process in full public view.	Progress continuing through web and public newspaper notices.
Goal 2: Address Citizen Concerns about Representation in Government			
	29	3-1a) Create a jointly-funded, countywide intergovernmental Data Center for the purpose of collecting, analyzing and distributing data.	Work in progress; data sharing has taken place in Land Records and Planning and as a base for Adequate Public Facilities.
Goal 3: Create and Maintain a Centralized Information Base for Decision-making			
	31	4-1a) Create a coordinated Government Efficiency Project to build on current efforts and study the feasibility of combining some town and county services to greater efficiency and effectiveness in service provision.	Innovation and Efficiency Committee is reviewing, Planning and Inspections contracts out building to Hillsborough and Erosion Control countywide.
Goal 4: Improve Government Efficiency and Effectiveness			
	32	4-2a) Initiate and support efforts to change state legislation to allow for Home Rule, and local authority to institute desired programs, such as Transfer of Development Rights, Impact Taxes, and Inclusionary Zoning.	Through the Smart Growth Task Force and contact through local representatives, these efforts have been encouraged, but not yet passed by the legislature.

32	4-3a) Research feasibility and impact of creating alternative revenue sources including consideration of a local sales tax, a real estate transfer tax, and increasing impact fees (or taxes).	Several proposals have been studied. Impact fees have been increased.
32	4-4a) Adopt coordinated Adequate Public Facilities Ordinances for entire county.	APFCO currently under consideration in committee
32	4-4b) Determine carrying capacity of land and decide where to invest resources: water, sewer, landfill, parks, etc.	Included in efforts of comprehensive plan. Ongoing in process of updating the comprehensive plan.
32	4-4c) Coordinates local and regional water/sewer boundaries with urban growth boundaries.	Urban growth boundaries have been studied at the county and municipal levels. In some cases, water/sewer limits have been reached.
32	4-4d) Ensure water/sewer extensions to rural areas to address failed systems are designed to serve only the failure area.	Recommendation is followed and noted in yet unadopted Water & Sewer Boundary Management Plan. Rural densities need decrease to reduce likelihood.
32	4-4f) Ask school systems to collaborate up front with local governments in school site selection process.	Collaborative efforts are followed as much as possible. Planning assists in the selection of school sites.
33	4-5a) Do a cost of service study to examine "real" costs of different types of land uses (agriculture, residential, commercial, office, industrial).	Study needs to be funded.
33	4-7a) Examine current extra-territorial and planning jurisdictions to see if boundaries are still consistent with land use patterns and efficient service provision and planning.	Progress is ongoing with new Comprehensive Plan.
33	4-7b) Look at existing MPO boundaries (Durham-Chapel Hill-Carrboro and Burlington (Alamance) to see if they adequately meet needs and involve all stakeholders in transportation planning.	Suggestions have been made to the MPO. No changes are imminent at this time.
33	4-7c) Look at the existing Triangle J Council of Governments boundaries to see if they reflect the Triangle region and meet local needs.	Progress is ongoing
33	4-8a) Institute a mechanism that ensures all local government staffs communicate and are aware of the initiatives and programs of other local governments.	Triangle J Council of Governments is helping in this area.
33	4-9a) Improve and streamline the development review process for commercial and residential development in areas targeted for development.	Expedited review not yet implemented.
34	5-1a) Create a set of sustainability indicators using the SOCF Sustainability Committee Indicators as a starting point.	Sustainability Indicators have been developed but unadopted.
34	5-1b) Create a permanent County database for these key indicators.	To be included in work with the updating of the comprehensive plan
34	5-1c) Track progress toward sustainability with annual reports to the community.	Sustainability process and report to the community has begun with hearings to begin soon for the Board of Commissioners.
34	5-1d) Use the indicators to help determine effectiveness of current policies and identify needed policy changes.	Progress is ongoing. No effectiveness report has yet to be published.
34	5-2a) Examine status and trends of each natural resource based on a small number of key Indicators.	
34	5-2b) Establish a general guide of standards and criteria based on resource limits that will help to define parameters of sustainability in Orange County.	Progress is ongoing. Report to Commissioners to be completed in the near future.
35	5-3a) Work with Durham and Chatham counties and their municipalities to develop a Triangia West regional vision and plan.	Not yet addressed.
35	5-3b) Lobby the NC General Assembly for a statewide planning mechanism that would require regional planning and local government cooperation.	Lobbying is ongoing. Most of the recommendations are integrated into the Smart Growth Task Force report.

Critical Areas to Maintain or Improve Quality of Life - Summary Table of Action Strategies

There are 140 Action Strategies. Strategies are designated as ST = short term (0-3 years); MT = medium term (4-10 years); and LT = long-term (11+ years). Many items may need ongoing action. In these cases the lineitems noted in the table are meant to indicate when substantial action should be taken by. Abbreviations: BOCC = Board of County Commissioners, CHTC = Chapel Hill Town Council, CBA = Carrboro Board of Aldermen, HC = Hillsborough Commission, MCC = Hillsborough City Council. *Participation of the public in implementing the action strategies is implicit, and citizen participation should be fully encouraged.*

Goals	Page #	Action Strategies	Progress of the Orange County Planning Department
Environment and Land Use Goal 1: Promote Land Use Patterns that Meet Our Citizens' Needs While Protecting Natural Resources	42	ENV-1-1a. Develop a countywide plan to focus two-thirds of future growth into Chapel Hill, Carrboro, Hillsborough, Mebane and "transition areas", and limit growth in rural areas. Create an Inter-governmental Growth Management Board to cooperatively develop a growth plan.	Upcoming new comprehensive plan will incorporate these concepts including ultimate and interim urban growth boundaries.
	42	ENV-1-1b. Growth Management Board should explore existing and new ideas for growth management and recommend their findings to local planning boards, including: <ul style="list-style-type: none"> ▪ Evaluate and explore the range of zoning options to use for managing orderly growth. (There are many unique cases that often do not easily and equitably fit this sometimes rigid formulation. It is important to look at zoning theories that are partially based on performance standards and requirements.) ▪ Limit extension of water and sewer, to work together with the county and region to establish boundaries for extending these services. ▪ Evaluate Adequate Public Facilities Ordinances to manage growth and encourage development to pay for its real costs. ▪ Encourage a program for voluntary purchase of development rights and also of lands to preserve contiguous areas of environmental importance (including farmlands) that should not be developed. ▪ Seek to establish a Transfer of Development Rights program. <ul style="list-style-type: none"> ▪ Provide positive incentives to developers who build in targeted areas. ▪ Pursue infill and redevelopment of land in Chapel Hill, Carrboro, Hillsborough and Mebane, but only where appropriate. 	New zoning schemes have been and will be presented to the Board of Commissioners. Water/Sewer service boundaries have been accepted by the county and municipalities. An APFO is currently being considered in committee. PDR programs have been encouraged, and the Smart Growth Task Force has recommended giving authority to implement TDR programs.
	43	ENV-1-2a) Within municipalities and their ETJs promote "compact mixed-use development (CMUD) in areas of Towns targeted for growth. Establish guidelines and design standards for compact mixed-use development.	Guidelines have been established (i.e. Planned Development EDD design guidelines). Updates are necessary. Municipalities are pursuing their own guidelines within their jurisdictions.
	43	ENV-1-2b) In Transition Areas, create "village" style development to focus development in these areas and develop highly diverse communities with a genuine sense of place to live and grow.	Planned development and flexible development village option needs re-evaluations.
	44	ENV-1-2c) In Rural Areas support development of Small Area Plans for the County's five identified rural community centers. Support creation of non water and sewer dependent small "hamlets" in these areas. Explore feasibility of expanding the existing Rural Industrial Node.	Work is ongoing for small area plans for rural nodes
	44	ENV-1-2d) Create a joint land use plan with a focus on preserving and protecting the rural land and farm lands. Ideas must come from citizens working with elected officials and funds must be provided.	Being incorporated into comprehensive plan process

Goals	Page #	Action Strategies	Suggested Entities to be Involved in Strategy Implementation
	44	ENV-1-3) Adopt a process to develop, in small increments, large-scale areas as Hamlets, Villages, or Compact Mixed-Use Developments using a citizen-driven process through the following action steps: a) Identify, with citizen input, relatively undeveloped large-scale areas where planned growth is preferable. b) Create a Small Area Plan designing the layout for each growth area. c) Allow development of relatively small parcels of incrementally over time. d) Within design guidelines and performance standards allow market-driven development.	Work is ongoing using Input from utility providers such as Hillsborough, Durham, Mebane and OAWS.
Environment and Land Use Goal 2: Conserve Natural Areas, Farmland and Other Important Open Space	45	ENV-2-1) Use the Lands Legacy program to develop a comprehensive Countywide Natural Areas Conservation/Open Space Plan that addresses the following: a) A program to protect important natural areas. b) Identify and protect the most important prime farmlands. c) Recognize that open space needs vary in different parts of the county. d) Set annual goals as benchmarks for preservation of certain natural areas and wildlife habitat (x acres/year). e) Integrate all of the above to maintain as best as possible, a viable ecosystem for plants and wildlife, corridors critical for animal migration, critical habitats, an agricultural landscape, and outdoor recreational opportunities.	Incorporate in Comprehensive Plan.
	46	ENV-2-2) Achieve Natural Areas/Open Space Conservation Plan through: a) Fee-simplification of the most important/ threatened areas; b) Purchase of conservation easements; c) Purchase of Development Rights, where appropriate; d) Transfer of Development Rights; e) Tax exemptions for actively farmed land and managed forestland; f) Possible development of a forest banking system; g) Purchase of timber rights.	Many examples such as Little River have taken place, and work is ongoing to create new natural areas element of Comprehensive Plan.
	46	ENV-2-3) Secure & increase funding for acquisition of land and development rights: a) Increase local funding through bonds for open space and natural areas. b) Create a dedicated local funding source for acquisition of these areas. c) Aggressively pursue grants for state and federal agencies to assist in acquisitions. d) Increase advocacy for state and federal funding for programming, land acquisition, and farmland preservation. e) Maximize purchasing power through use of federal, state, and land trust partnerships.	Suggested in the upcoming bond. Work is ongoing in other areas to permit transfer of development rights (TDR).
	46	ENV-2-4) Educate and encourage homeowners, landscapers, and nurseries to use native or non-invasive exotic plants in landscaping.	Landscape code needs revision.

Goals	Page #	Action Strategies	Suggested Entities to be Involved in Strategy Implementation
<i>Environment and Land Use</i>	47	ENV-3-1a) Conduct a scientifically-valid survey of a representative sample of residents to determine interest and willingness to use various alternative forms of transportation.	UNC is evaluating campus expansion and modes of access.
<i>Goal 3: Create Environmentally Sustainable Transportation Systems that Meet People's Needs</i>	47	ENV-3-2a) Designate specific locations for public transportation nodes through the county. Nodes will accommodate pedestrians, parking and bicycle racks, and be interconnected by dedicated public transportation corridors.	Some nodes have been acknowledged, such as downtown Hillsborough, and Hillsborough EDD, downtown Chapel Hill, and the Meadowlands development. Rail lines need focus.
	47	ENV-3-2d) Expand the public and special transportation network, both in frequency and location.	TTA buses now run to Chapel Hill and Hillsborough, with planned rail expansion in the future.
	47	ENV-3-2e) Place park and ride lots at appropriate locations.	Park and ride lots exist throughout the county and in all municipalities but an adopted map would be helpful.
	48	ENV-3-3c) Encourage Hillsborough to explore the possibility of creating an auto-limited zone in a portion of the downtown areas.	Study conducted by Hillsborough but courthouse expansion needs to be considered.
	48	ENV-3-4a) Build bicycle lanes on all major thoroughfares within urban areas of the county.	Many bicycle lanes have been built in Chapel Hill and Carrboro. Lanes in the northern part of the county are in the planning stages.
	48	ENV-3-4b) Include paved shoulder (4' wide) for all upgrades to major and minor thoroughfares (re-paving or widening).	Must work with NCDOT.
	48	ENV-3-4c) Require all urban thoroughfares to have sidewalks and all rural thoroughfares to have shoulders for bicyclists and pedestrians.	Sidewalks now required in new developments in municipalities. Orange County needs to set new standards differentiating between rural and suburban.
	48	ENV-3-4d) Build sidewalks between schools and residential areas.	Code revision necessary.
	48	ENV-3-4e) Create safe pedestrian crossings to transverse major highways where needed.	Progress ongoing
	48	ENV-3-5) Encourage use of additional transportation demand management strategies for large employers including carpools/vanpools, compressed work weeks, flexible work schedules, telecommuting, provision of HOV lanes (if judged efficient), and mixed use development.	Suggestions have been made through the MPO to achieve these objectives.
	49	ENV-3-7a-b) Reduce congestion and pollution with minimal new road construction by making development of multi-modal alternatives and redesign of congested intersections primary goals in the Transportation Improvement Program (TIP).	Comprehensive Plan housing density could help.
	49	ENV-3-8a) Develop a new relationship between NC DOT and local governments to build a more creative and authoritative role for local governments.	Ongoing meetings.
	49	ENV-3-8b) Encourage inter-governmental cooperation and facilitate greater citizen interest and participation in evaluating transportation plans and planning	Public knowledge of development gained through outreach programs and public notice. Increased governmental cooperation taking place (courtesy review agreements, joint councils, i.e.).
<i>Environment and Land Use</i>	50	ENV-4-1a) Continue current efforts to guide growth away from public water supply watersheds to prevent new discharges into these watersheds.	Work ongoing in the planning stages as part of Comprehensive Plan.
<i>Goal 4: Pollution Prevention and Waste Reduction</i>	50	ENV-4-1c) Lobby for state construction projects to come under local authority for sedimentation and erosion control monitoring and enforcement, or lobby state to adopt regulations as stringent as those of Orange County.	County erosion control has expanded and authority grown. Lobbying continues.

		USGS study needs evaluation and then its effect on sustainable lot size.
50	ENV-4-1(j) Identify wellhead protection areas that should be protected for ground water quality.	Planning & Inspections to work with Environmental Health.
50	ENV-4-1(b) Develop an ongoing, long-term groundwater monitoring program	
51	ENV-4-2(a) Provide fast-track approval for subdivisions and commercial buildings using environmentally friendly design standards	Code revision necessary.
51	ENV-4-2(b) Achieve legislation to allow a local property tax break for solar houses/green built houses and commercial buildings.	Benefits for solar panel use have been approved in Chapel Hill
51	ENV-4-2(c) Adopt low impact development design standards for management of stormwater runoff.	Evaluate existing and amend to update.
51	ENV-4-2(d) Modify development standards to reduce the amount of impervious surfaces created.	Code revision necessary.
51	ENV-4-2(e) Create the structure for stormwater management based on property size and with reductions for smaller percentages of property consisting of lawns or high maintenance vegetation.	Evaluation necessary.
51	ENV-4-2(f) Improve tree-planting requirements for parking lots in order to reduce pollution from auto gas evaporation.	Landscape Code revision necessary.
51	ENV-4-2(g) Establish environmental standards that all development proposals must meet for approval.	Code review necessary.
51	ENV-4-3(a) Initiate simple energy accounting studies in all new major construction projects to monitor trends in energy use, particularly per capita use.	Building Code partially addresses.
52	ENV-4-4(b) Develop and enforce standards for non-toxic building materials.	Building Code partially addresses.
52	ENV-4-4(c) Encourage building reuse rather than demolition.	Progress ongoing.
53	ENV-5-1(a) Continue current methods and develop new methods to ensure that planned communities have sufficient water.	Location of Planned Development is critical.
53	ENV-5-1(b) Protect groundwater and limit use to recharge rates/carrying capacity, as determined through scientific studies (such as the current Water Resources/USGS effort).	Zoning requirements altered in critical water areas. Watershed under studies for further needs.
53	ENV-5-2(a) Establish a water conservation program for all water providers within the county.	Multi-utility coordination is necessary.
55	ECO-1-2(b) Make development regulations more flexible to accommodate desired businesses.	EDD standards and process was revamped.
56	ECO-1-2(d) Support maintenance and start-up of desirable businesses through a variety of means.	Process acknowledged and ongoing.
Housing Goal 1: Ensure Availability of Affordable, Quality Housing	58 HOU-1-1(a) Encourage support of a range of housing options, including: (see text on page 56-59).	Courtesy review process allowing for greater diversity in housing stock through work with the municipalities and utility providers.
Economy Goal 1: Support a Diverse Economy that Meets Local Needs	59 HOU-1-1(d) Work with the legislative delegation to pass legislation on Impact taxes, Inclusionary zoning, and a real estate transfer tax.	New Impact fees passed. Other progress pending legislative approval.
	59 HOU-1-1(e) Examine means to promote affordable housing that will stay affordable in the long-term.	Affordable Housing Task Force has put forth its recommendations and they are being followed by all appropriate agencies.
Human Services Goal 2: Promote Public Safety	59 HOU-1-2(b) Strengthen and enforce the Housing Code to bring sub-standard housing up to standards.	Possibly set Orange County standard to enhance state Building Code.
	62 HUM-2-2(a) Expand community policing.	Police forces increased in manpower.
	62 HUM-2-2(b) Encourage neighborhood watch programs in all neighborhoods.	

		Adopt Crime Prevention through Environmental Design (CPTED).
62	HUM-2-3a) Develop crime prevention programs serving minority populations as well as especially vulnerable populations.	Recommendation is followed and efforts are ongoing Evaluate growth optimum overlay design (GOOD) model.
62	HUM-2-4a) Pursue inter-jurisdictionally coordinated (among towns and rural areas), long-range planning that considers rationalizing fire protection through cooperative agreements, or rationalization of service areas around stations, in order to send the closest truck to the fire.	Disaster preparedness program in process.
63	HUM-2-5a) Incorporate disaster preparedness education into community policing, neighborhood watch, and school programs.	Evaluate telecommunication system.
63	HUM-2-6a) Create a county-wide, integrated communications system for emergency management which enables inter-departmental communication among jurisdictions.	Recommendation is followed
67	HUM-4-4 Advocate with the legislature and employers to provide adequate coverage/funding for health/mental health services. Particularly address <ol style="list-style-type: none"> A. Health care coverage for those not on a health plan B. Prescription drugs coverage for seniors, and C. Mental health services. 	

Orange County Recreation & Parks Department

SHAPING ORANGE COUNTY'S FUTURE

Task Force Recommendations - County Response

Page 26

1-8a) Improve/expand park and recreation facilities.

- Efland-Cheeks Community School Park opened in June, 2000 with the completion of Phase I which includes athletic fields, basketball courts, walking track and picnic shelter.
- Forty acres of land acquired at the Northern Human Services Center to improve septic situations at the Center and to expand the park facilities.
- Improved baseball field site at Fairview Park and opened for use September, 2001.

1-8b) Fund acquisition of land and easements for future parks, rustic woodland trails, and bike ways.

- In conjunction with ERCD, land was acquired at several locations in the County from the 1997 Bond and from several grant funds.

1-8c) Increase community access to parks located in the County.

- Park facilities that have been opened by the County in the last 2 years are available for public use during day light hours and can be reserved for special activities.

1-8d) Provide more outdoor education services including nature interpretation and lessons in outdoor skills and sports.

- County Recreation and Parks Department utilizes the services of the State Parks rangers to provide nature interpretative programs at Eno River State Park and Occaneechi Mountain for the summer camp program.
- Youth sports is the largest program area in the department; offering soccer, football, softball, wrestling and a variety of clinics.

SHAPING ORANGE
DSS EFFORTS
SEPTEMBER 2001

1-2b Create a position for a full-time County Disability Services Coordinator

No action by DSS

1-2c Continue to improve services for Latinos/Hispanics and other non-English speaking populations

- *DSS staff have been identified who can provide translation services*
- *Translators are available through contract as needed for Spanish translation*
- *DSS is working with other departments to improve access for all persons with Limited English proficiency by identifying available county resources and other available resources (e.g. telephone translation)*
- *DSS is working with community groups to find ways to meet needs (e.g. outreach, cross-training)*
- *Some DSS staff are participating in the Spanish classes*

5-1a, 5-1b, 5-1d, 5-2b Sustainability

No action by DSS

HUM 1-1a Ensure provision of childcare for county families in high quality, safe facilities with educated childcare providers supervising all young children

- *Orange County has a child care reimbursement system based on the Rated License System. This system reimburses childcare facilities that meet a higher license level at a higher rate of reimbursement.*
- *Training for childcare providers is planned and coordinated each year because teacher credentials are directly related to quality childcare programs for children.*
- *Technical assistance is offered to childcare providers to enable them to participate in the DSS Child Care Subsidy Program.*
- *DSS makes site visits to all new providers who enroll in the program to assure quality programs*

HUM 1-1b Involve parents in total process through classes and hand on experience

- *The DSS Day Care Unit makes face-to-face contacts with parents to assist them with childcare subsidy and to offer them a variety of social work services.*
- *Parents receiving childcare subsidy are surveyed each year for their satisfaction with the Child Care Subsidy Program and their Day Care Social Worker.*

HUM 1-1c Create additional affordable (sliding scale) after-school and summer programs, available to all children, including those with disabilities, using highly trained, well-paid staff with trained high school students as assistants

- *DSS contracts with both the Orange County Schools and the Chapel Hill-Carrboro Schools to provide after school care for children. Both school systems have multiple programs.*
- *Some childcare centers and homes offer school-age care, including one new home facility in northern Orange and one new center based program in Chapel Hill.*
- *DSS encourages programs to expand to serve school-age children and provides subsidy for these services.*
- *Coordinated efforts to maximize resources occurs between Child Care Services Association and DSS*

HUM 1-1d Develop strategies to ensure that early childhood specialists (teachers) are compensated fairly, including benefits

- *Programs at Child Care Services Association and through Smart Start funds such as T.E.A.C.H and the Wages Program address compensation*

HUM 1-1e Encourage businesses to adopt parental leave policies to make it possible for parents to care for their children at home in their first year. Encourage governments to establish model policies. Resolve conflict between such policies and the Work First program. Search for ways to encourage small businesses to adopt policies, and establish a public awareness campaign.

Work First allows parents to care for children for the first year. Some parents volunteer to begin training during that time but it is not a program requirement.

HUM 1-2a Work with legislative delegation to encourage public funding for child care, similar to K-12 levels; and in the mean time create a plan with identified money source to ensure that all families are able to access affordable child care

- *County staff continue to advocate for more day care funds and funds have increased*
- *DSS and Child Care Services Association work together to maximize the available funds*

- County has appropriated funds to encourage private-public effort to provide more care
- Even though over \$4 million in public funds is spent annually for subsidized day care in the county, not all eligible families can be served. There are waiting lists for subsidy.

HUM 1-2b Share child care costs with private sector through on-site day care

- UNC has an on-site program and contracts with DSS for subsidy for low income employees. No other businesses have such care at this time
- Orange County has appropriated funds to use as seed money to encourage private sector involvement in the provision of day care.

HUM 2-a Develop a major public relations campaign that focuses on eliminating child abuse and spousal abuse and promoting positive family relationships.

- DSS and other community organizations work well together to provide information to the public about family issues
- Healthy Carolinians focuses on some of these issues
- DSS provides information and speakers at numerous community events
- Community Child Protection Team provides information on prevention to the public
- Special events such as the Blue Ribbon campaign also increase awareness

HUM 2-3b Develop relationships between the public safety providers and other service providers who have special ties to those populations

DSS has strong and effective working relationships with all public safety providers, particularly as related to the protection of children and vulnerable adults

HUM 3-5 Provide appropriate work opportunities for seniors to re-enter the labor market

No action by DSS

HUM 4-1 Focus local policies, priorities and funds on creating a health environment for residents and on promoting health behaviors. Policies and funding should support:

- D. Provision of age-appropriate family life education to address problem of teen pregnancies and teen abortion, HIV, poor parenting, child abuse/neglect and sexual assault

Adolescent Parenting program has been expanded in the school system. Parenting Education Collaborative is active and effective with families throughout the county

HUM 4-3 Encourage and continue provision and enhancement of community-based services that meet the demand for treatment for mental health, mental illness and substance abuse for:

- A. Children with developmental disabilities and behavioral issues
 - B. Adults with physical or mental disabilities or mental illness
 - C. Victims of abuse or trauma
 - D. Teen or adult substance abusers
- *DSS and community agencies have worked together to find solutions to the demand for community services*

HUM 4-4 Advocate with the legislature and employers to provide adequate coverage/funding for health/mental health services. Particularly address

- A. Health care coverage for those not on a health plan
- B. Prescription drugs coverage for seniors, and
- C. Mental health services

DSS has provided outreach and enrollment for all Medicaid and Health Choice programs. Whenever legislative increases occur, the DSS repeats those efforts to assure that all families are aware of these services

**Orange Soil and Water Conservation District**

306 Revere Road • P.O. Box 8181
Hillsborough, NC 27278 • Phone: (919) 732-8181 • Ext. 2750
Fax: (919) 732-7559

TO: John Link, County Manager

FROM: Brent Bogue *BB*
Soil and Water Conservation District

RE: Status Report on – Recommendations of the Shaping Orange County's Future Task Force

Orange Soil and Water Conservation office has accomplished or plans to accomplish the following items:

Put Community Building First

Goal 1: (1-1g) Establish partnerships between urban and rural residents through community support for local farming.

- Assist students and landowners with information and educational activities about farming activities, such as farmers' markets, locally grown produce, farm tours, and educational activities on farms.
- Encourage farmers to participate in local Boards, and promote their farming activities.
- Educate urban and non-agricultural rural landowners about the environmental benefits of farming and the normal activities that occur on a farm (including the odors and noises).

Environment and Land Use

Goal 2:: Conserve Natural Areas, Farmland and Other Important Open Space:

(ENV-2-4) Educate and encourage homeowners, landscapers, and nurseries to use native or non-invasive exotic plants in landscaping.

- Continue to work with Duke Forest, (Duke University) on collection/harvest of native warm-season grasses along road right-of-ways, and to encourage planting of these species on road bank, power line right-of-ways, and private property.
- Continue to work with UNC Botanical Gardens and the Niche Gardens on native plant species that will be used on a wetland restoration site in southern Orange County.
- Encourage landowners to plant native wildlife plantings that will increase/enhance wildlife habitat.

Hours for Life

Status: continued

Goal 5: Protect Our Water Supply

(ENV-5-1b) Protect groundwater and limit use to recharge rates/carrying capacity, as determined through scientific studies (such as the current Water Resources/USGS effort).

- Continue to work with farmers/landowners to install Best Management Practices (BMP's) that increase water infiltration rates into the soil and reduce soil erosion, therefore, reducing sediment/surface run-off into streams and lakes.
- Continue to work closely with farmers and landowners in all watersheds (with special emphasis on the Neuse River Basin) to install BMP's and develop nutrient management plans that will reduce nitrogen levels in the groundwater.

Economy:

Goal 1: Support a Diverse Economy that Meets Local Needs

(ECO-1-4) Improve farming viability by supporting farming-traditional and new-through a public/private partnership.

- Work with OC Environment and Resource Conservation and other Federal and State agencies to locate and develop conservation easements on properties.
- Participate and assist in planning the Annual Agriculture Summit.
- Participate in the expanded Forest Stewardship committee to improve total forest management.

Memorandum

To: David Stancil, ERC Director
From: Gayle Wilson, Solid Waste Management Director
Subject: Status Report – Shaping Orange County
Date: September 14, 2001

Please find below the status report requested by the Manager:

Goal 5: Adopt Policies to Move the Community Toward Sustainability

Recommendation #4

A. Adopt green building standards for all new government construction.

Status – SW Department routinely provides information and advocates for using materials containing recycled content. No standards have been developed.

B. Adopt a policy to systematically replace older government vehicles with new low/no emissions vehicles that are alternatively fueled and/or fuel-efficient.

Status – No policy yet adopted.

E. Have each local government establish a comprehensive reduction, reuse, and recycle program.

Status – SW Department has primary responsibility county-wide for promotion/education regarding waste reduction, reuse, and recycling, provision of recyclables collection and processing services, and providing assistance in development of such sustainable policies. In February 2001 SW Department conducted a regional "Buy Recycled" workshop on developing policies giving preference to purchasing products containing recycled content. Orange County government has an informal buy-recycled policy.

Goal 4: Pollution Prevention and Waste Reduction

Recommendation 4

A. Continue and enhance efforts to promote reduction, reuse and recycling of solid waste and elimination of the use of toxic chemicals; meet Orange County's adopted goals of 45% solid waste reduction by 2001 and 61% by 2006.

Status – Solid Waste Advisory Board examining ways to finance implementation of adopted Orange County Solid Waste Management Plan that will provide means by which 61% goal will be met. Current waste reduction rate is approximately 36%.

SW Department will introduce new "Toxicity Reduction Improvement Program" proposal to BOCC at next work session. Department currently has adopted numerous programs/practices whose goal is to reduce/limit toxicity of Orange County wastes. Our household hazardous waste program is part of a region-wide effort in the Triangle.

Promotion and enhancement of waste reduction, reuse and recycling is a fundamental countywide responsibility of the SW Department.

B. Develop and enforce standards for non-toxic building materials.

Status – No such policy is currently under development.

C. Encourage building reuse rather than demolition.

Status – SW Department advocates and provides technical and market assistance for deconstruction. Proposed ordinance currently under consideration by BOCC encourages consideration of deconstruction vs. demolition. SW Department has also facilitated building relocation (moving) as an alternative to demolition.

D. Require manufacturers to be responsible for taking back packaging to encourage reuse and internalize the cost of disposal.

Status – SW Department has no authority to require this action.

E. Raise solid waste tipping fees and institute a “pay as you throw” system.

Status – PAYT fee systems typically are implemented in conjunction with garbage collection systems. SW Department does not collect garbage. The adopted Solid Waste Management Plan includes an element that recommends that Orange County governmental garbage collection agencies adopt PAYT fee systems (or other regulatory alternatives) once the recycling infrastructure recommended in the Plan is developed.

Arbitrarily raising tipping fees, absent consideration of regional pricing structures and waste stream flows, is not a policy the SW Department supports. We believe this concept to be counterproductive and contrary to progressive solid waste management practices and responsible administration of a solid waste enterprise fund. The SW Department recommends the BOCC reevaluate the benefits of this Task Force recommendation. Tipping fees are adjusted to meet solid waste management budget needs and are now among the highest in the region/state.

F. Encourage more regional planning regarding recycling and management of solid waste, including locating a materials transfer site that would include C&D building materials.

Status – Considerable effort has been expended regarding identification of regional opportunities for recycling and management of solid waste. SW Department participates in the Triangle J Regional Council of Governments Solid Waste Planning Committee, with SW Director Gayle Wilson being the current Chair. Outside the Triangle J context, various staff level meetings and discussions have taken place with Alamance, Durham, Chatham and Wake Counties. The pursuit of regional opportunities is ongoing.

The concept of a regional transfer operation is not being actively pursued due to various operational, economic, and siting factors. Each regional opportunity must be thoroughly evaluated to ascertain risks, benefits, etc.

Process for Completing Shaping Orange County's Future

1. County department heads to prepare bullet-style status report that identifies how recommendations from Task Force in their area have been/are being addressed (By September 10)
2. Status reports from department heads compiled into report, presented to Board of Commissioners in September
3. Board reviews and adds to report, before sending to Carrboro, Chapel Hill and Hillsborough with a request that Towns likewise add to status report.
4. Send status reports to Task Force, with instructions to reconvene for 1-2 meetings to address only omissions from Provisional Report and Recommendations and items from County/Town status reports.

Purpose of Status Reports

- Task Force did not distinguish between recommended new actions and continuation of actions already underway – make sure they are aware of what's being done toward this end
- Recognize and publicize activities that already exist
- Point out economic/financial consequences of recommendations, where known

Example of Status Report Format

"Task Force Recommendation 1-C. Promote mountain-climbing and rappelling at Occoneechee Mountain"

County Response

- *New recreation program established September 1999 – "Eno River Edge-Climbing". Program served 200 citizens in first year with six weekend climbing sessions.*

Sustainability and Community Building - Summary Table of Action Strategies

There are 67 Action Strategies. Strategies are designated as ST = short term (0-3 years); MT = medium term (4-10 years); and LT = long-term (11+ years). Many items may need ongoing action. In these tables the timeframes noted in the table are meant to indicate when substantial action should be taken by.

Abbreviations: BOCCC = Board of County Commissioners, CHTC = Chapel Hill Town Council, CBA = Carrboro Board of Aldermen, HC = Hillsborough Commission *Participation of the public in Implementing a action strategies is implicit, and citizen participation should be fully encouraged.*

Goals	Page #	Action Strategies	Suggested Entities to be involved in Strategy Implementation	Suggested Timeframe
Goal 1: Out Community-building First				
	22	1-1a) Increase opportunities for residents from different geographic areas of the County and different backgrounds to work together.	BOCC, CHTC, CBA, HC,	ST
	22	1-1b) Create multi-use community facilities.	BOCC, CHTC, CBA, HC, relevant government departments	LT
	22	1-1c) Promote neighborhood design that encourages community interaction.	BOCC, CHTC, CBA, HC, town and county planning departments	ST
	22	1-1d) Create more all-county shared events.	BOCC, CHTC, CBA, HC, relevant government entities, such as the OC Arts Commission	ST
	22	1-1e) Improve relations between the University and County residents.	UNC Department of Community Relations, representatives from the towns and county elected boards	ST
	22	1-1f) Publish an Orange County community handbook/calendar.	OC Manager's Office, Clerk to BOCCC office, UNC-CH	ST
	22	1-1g) Establish partnerships between urban and rural residents through community support for local farming.	Agriculture Districts Advisory Board, OC Environment and Resource Conservation, OC Cooperative Extension, OC Economic Development, OC Soil and Water District, agriculture advocacy groups	ST
	23	1-2a) Form a broad-based coalition lead by the OC Human Rights and Relations Commission to develop a plan to foster multiculturalism.	OC Human Rights and Relations Commission, existing local organizations that address multiculturalism, other interested citizens.	ST
	23	1-2b) Create a position for a full-time County Disability Services Coordinator	OC Human Rights and Relations Dept., Dept. of Social Services, BOCC.	ST
	23	1-2c) Continue to improve services for Latinos/Hispanics and other non-English speaking populations.	All governmental departments dealing with the public, local non-profits dealing with human services and advocacy for Latinos/Hispanics.	ST
	23	1-2d) Encourage diverse citizen participation in local decision-making.	BOCC, CHTC, CBA, HC, OC Board of Education, CH-C Board of Education, all town and county advisory boards and relevant staff	ST
	24	1-3a) Have all elected boards adopt an ordinance to integrate community-building into their procedures.	BOCC, CHTC, CBA, HC, and the school boards	ST
	24	1-3b) Have elected officials support and commit to participate in ongoing community-building training.	BOCC, CHTC, CBA, HC, OC Board of Education, CH-C Board of Education	ST
	25	1-4a) Provide and promote gallery space in all public and quasi-public buildings.	OC Arts Commission, all local governments	ST
	25	1-4b) Encourage displays of art and arts performances in public spaces and in businesses.	OC Arts Commission, local businesses	ST
	25	1-4c) Create partnership between high schools and community to create cultural arts centers which are accessible and low-cost for community event use.	OC Arts Commission, OC Board of Education, CH-C Board of Education, Interested local arts non-profits	MT
	25	1-4d) Establish a space for arts and community groups to have shared offices/meeting space to plan projects and foster partnerships.	OC Arts Commission, local arts non-profits	MT
	25	1-4e) Promote the accessibility of space to use for artists' studios and cooperatives.	OC Arts Commission, local realtors	MT

Goals	Page #	Action Strategies	Suggested Entities to be Involved in Strategy Implementation	Suggested Timeframe
	25	1-5a) Create incentives to support local artists.	OC Arts Commission, BOCC, CHTC, CBA, HC	ST
	25	1-5b) Create a public-private partnership to fund arts.	OC Arts Commission, local arts non-profits, BOCC, CHTC, CBA, HC	MT
	25	1-6a) Develop a county arts incubator	OC Arts Commission, Economic Development Commission, BOCC	ST
	25	1-6b) Establish a community arts resources center to be a central place for information provision and sharing, a resource library for artists to build skills in marketing, etc., and to serve as a meeting place.	OC Arts Commission, BOCC	MY
	25	1-6c) Broaden OC Arts Commission database to include rural and immigrant arts.	OC Arts Commission, BOCC	ST
	25	1-7a) Increase developer and citizen awareness of significant historic resources and the need to protect them; and offer rewards to developers who successfully incorporate/preserve county history.	Town and county historic preservation commissions and supporting departments	ST
	25	1-7b) Identify important corridors, areas, and sites of historic and cultural significance.	Town and county historic preservation commissions and supporting departments	ST
	25	1-7c) Encourage heritage tourism by protecting historic and archaeological sites and opening selected sites for a County historic "trail".	Town and county historic preservation commissions and supporting departments, Economic Development Department	MT
	25	1-7d) Support the preservation and sharing of the County's history through displays, museum exhibits, etc.	Town and county historic preservation commissions and supporting departments	MT
	26	1-8a) Improve/expand park and recreation facilities.	BOCC, CHTC, CBA, HC, Mebane Town Board, town and county parks and recreation departments, OWASA	ST
	26	1-8b) Fund acquisition of land and easements for future parks, rustic woodland trails, and bikeways.	BOCC, CHTC, CBA, HC, town and county parks and recreation departments, OC Environment and Resource Conservation Department, OC Commission for the Environment, OWASA	ST
	26	1-8c) Increase community access to parks located in the County.	BOCC, CHTC, CBA, HC, School Boards, town and county parks and recreation departments, OWASA	ST
	26	1-8d) Provide more outdoor education services including nature interpretation, and lessons in outdoor skills and sports.	Town and county parks and recreation departments, BOCC, CHTC, CBA, HC	ST to MT
Goal 2: Address Citizen Concerns about Representation In Government	27	2-1a) Convene a short-term committee with geographical representation and racial/gender/ethnic diversity charged to come up with recommended options for changing the elective process for the County Commission to choose from and put on a referendum for County vote.	BOCC and study committee	ST
		2-1b) Make sure any new electoral systems options address diversity and look at previous work and other types of reform voting methods.		
	28	2-2a) Convene a short-term committee for each ETJ to look at making Town elected boards more responsive to citizens residing in ETJ transition areas.	CHTC, CBA, HC, Mebane City Council, and study committees	ST
	28	2-3a) Continue to ensure all advisory boards have broad-based representation.	BOCC, CHTC, CBA, HC	ST
	28	2-4a) Continue efforts to make government an open process in full public view.	BOCC, CHTC, CBA, HC	ST
Goal 3: Create and Maintain a Centralized Information Base for Decision-making	29	3-1a) Create a jointly-funded, countywide intergovernmental Data Center for the purpose of collecting, analyzing and distributing data.	BOCC, CHTC, CBA, HC, a newly created joint, county-wide Data Center, planning departments and other relevant staffs	MT

Goals	Page #	Action Strategies	Suggested Entities to be Involved in Strategy Implementation	Suggested Timeframe
Goal 4: Improve Government Efficiency and Effectiveness	31	4-1a) Create a coordinated Government Efficiency Project to build on current efforts and study the feasibility of combining some town and county services to greater efficiency and effectiveness in service provision.	BOCC, CHTC, CBA, HC, staff from relevant departments	MT
	32	4-2a) Initiate and support efforts to change state legislation to allow for Home Rule, and local authority to institute desired programs, such as Transfer of Development Rights, Impact Taxes, and Inclusionary Zoning.	BOCC, CHTC, CBA, HC, local legislative delegation, and work with other local governments to lobby legislature as well	ST to MT
	32	4-3a) Research feasibility and impact of creating alternative revenue sources including consideration of a local sales tax, a real estate transfer tax, and increasing impact fees (or taxes).	BOCC, CHTC, CBA, HC, local legislators	ST
	32	4-4a) Adopt coordinated Adequate Public Facilities Ordinances for entire county.	BOCC, CHTC, CBA, HC, OC Board of Education, CH-C Board of Education, town and county planning departments	ST
	32	4-4b) Determine carrying capacity of land and decide where to invest resources: water, sewer, landfill, parks, etc.	BOCC, CHTC, CBA, HC, Mebane Town Board, local planning and environmental departments	ST
	32	4-4c) Coordinate local and regional water/sewer boundaries with urban growth boundaries.	BOCC, CHTC, CBA, HC, OWASA	ST
	32	4-4d) Ensure water/sewer extensions to rural areas to address failed systems are designed to serve only the failure area.	BOCC, CHTC, CBA, HC, OWASA, water and sewer providers in Orange County	ST
	32	4-4e) Explore new water/waste water technologies created over time and proven effective.	OC Environmental Health Department, OC Board of Health	MT to LT
	32	4-4f) Ask school systems to collaborate up front with local governments in school site selection process.	BOCC, CHTC, CBA, HC, OC Board of Education, CH-C Board of Education	ST
	32	4-4g) Provide equal funds per sq. ft. building space to city and county school systems for building of new schools and remodeling or renovating old ones.	BOCC, CHTC, CBA, HC, OC Board of Education, CH-C Board of Education	MT
	33	4-5a) Do a cost of service study to examine "real" costs of different types of land uses (agriculture, residential, commercial, office, industrial).	Local planning departments or an outside planning consultant	ST
	33	4-6a) Follow up on recommendations of the joint UNC and Town of Chapel Hill Task Force on Fiscal Relationships to examine in more detail the positive and negative tax revenue implications of future University and UNC Health Care System growth.	Representatives from the University, UNC Health Care System, and Chapel Hill, Camboro and Orange County elected boards	ST to MT
	33	4-6b) Continue efforts to achieve and maintain fiscal equity between the University and UNC Health Care System and the Orange County community.	Representatives from the University, UNC Health Care System, and Chapel Hill, Camboro and Orange County elected boards	ST
	33	4-7a) Examine current extra-territorial and planning jurisdictions to see if boundaries are still consistent with land use patterns and efficient service provision and planning.	BOCC, CHTC, CBA, HC, Mebane City Council	ST
	33	4-7b) Look at existing MPO boundaries (Durham-Chapel Hill-Camboro and Burlington Alamance) to see if they adequately meet needs and involve all stakeholders in transportation planning.	Governments of each area within the MPO's, NC DOT	ST
	33	4-7c) Look at the existing Triangle J Council of Governments boundaries to see if they reflect the Triangle region and meet local needs.	Triangle J governments	MT
	33	4-8a) Institute a mechanism that ensures all local government staffs communicate and are aware of the initiatives and programs of other local governments.	BOCC, CHTC, CBA, HC, Mebane City Council	ST
	33	4-8b) Improve and streamline the development review process for commercial and residential development in areas targeted for development.	BOCC, CHTC, CBA, HC, town and county planning departments	ST

Goals	Page #	Action Strategies	Suggested Entities to be Involved in Strategy Implementation	Suggested Timeframe
Goal 5: Adopt Policies to Move the Community Toward Sustainability	34	5-1a) Create a set of sustainability indicators using the SOCF Sustainability Committee Indicators as a starting point.	BOCC, CHTC, CBA, HC, OC Commission for the Environment, OC Economic Development Commission, Chapel Hill Sustainability Committee, Carrboro Environmental Committee, and departments of Environment and Resources Conservation, Economic Development, Social Services, Health, Housing, Planning (both town and county)	ST
	34	5-1b) Create a permanent County database for these key indicators.	BOCC, CHTC, CBA, HC, OC Commission for the Environment, OC Economic Development Commission, Chapel Hill Sustainability Committee, Carrboro Environmental Committee, and departments of Environment and Resources Conservation (ERC), Economic Development, Social Services, Health, Housing, Planning (both town and county) w/ OC ERC taking lead in creating the database	ST
	34	5-1c) Track progress toward sustainability with annual reports to the community.	OC Environment and Resource Conservation Department in conjunction with above departments and boards.	ST
	34	5-1d) Use the indicators to help determine effectiveness of current policies and identify needed policy changes.	BOCC, CHTC, CBA, HC, OC Commission for the Environment, OC Economic Development Commission, Chapel Hill Sustainability Committee, Carrboro Environmental Committee, and departments of Environment and Resources Conservation, Economic Development, Social Services, Health, Housing, Planning (both town and county)	ST to MT
	34	5-2a) Examine status and trends of each natural resource based on a small number of key indicators.	OC Environment and Resource Conservation Department in conjunction with above departments and boards.	ST to MT
	34	5-2b) Establish a general guide of standards and criteria based on resource limits that will help to define parameters of sustainability in Orange County.	BOCC, CHTC, CBA, HC, OC Commission for the Environment, OC Economic Development Commission, and departments of Environment and Resources Conservation, Economic Development, Social Services, Health, Housing, Planning (both town and county) w/ OC Environment and Resource Conservation taking lead in developing the guide	ST to MT
	35	5-3a) Work with Durham and Chatham counties and their municipalities to develop a "Triangle West" regional vision and plan.	BOCC, CHTC, CBA, HC, boards of Durham and Chatham County, town and county planning dep'ts and boards, and committee members	ST to MT
	35	5-3b) Lobby the NC General Assembly for a statewide planning mechanism that would require regional planning and local government cooperation.	BOCC, CHTC, CBA, HC, and work with boards from other jurisdictions to lobby as well	ST to MT
	35	5-4a) Adopt green building standards for all new government construction.	BOCC, CHTC, CBA, HC, town and county planning departments	ST to MT
	35	5-4b) Adopt a policy to systematically replace older government vehicles with new low/no emissions vehicles that are alternatively fueled and/or fuel-efficient.	BOCC, CHTC, CBA, HC	ST to MT
	35	5-4c) Establish program to reduce vehicle miles driven by government employees.	BOCC, CHTC, CBA, HC	ST
	35	5-4d) Establish government policies to purchase products made using fair labor practices.	BOCC, CHTC, CBA, HC, town and county purchasing departments	MT
	35	5-4e) Have each local government establish a comprehensive reduction, reuse, and recycle program.	BOCC, CHTC, CBA, HC town and county solid waste/public works departments	ST
	36	5-4f) Have all local governments join the Cities for Climate Protection Campaign.	BOCC, CHTC, CBA, HC, town and county planning departments, O.C. Environment and Resource Conservation Department	ST
	36	5-5a) Institute a county-wide program administered at the county level to promote concepts of sustainability and educate the public on sustainability.	BOCC, CHTC, CBA, HC, O. C. Environment and Resource Conservation Department	ST to MT

Critical Areas to Maintain or Improve Quality of Life - Summary Table of Action Strategies

There are 140 Action Strategies. Strategies are designated as ST = short term (0-3 years); MT = medium term (4-10 years); and LT = long-term (11+ years). Many items may need ongoing action. In these cases the timeframes noted in the table are meant to indicate when substantial action should be taken by. Abbreviations: BOCC = Board of County Commissioners, CHTC = Chapel Hill Town Council, CBA = Carrboro Board of Aldermen, HC = Hillsborough Commission, MCC = Mebane City Council. *Participation of the public in implementing the action strategies is implicit, and citizen participation should be fully encouraged.*

Goals	Page #	Action Strategies	Suggested Entities to be Involved in Strategy Implementation	Suggested Timeframe
Environment and Land Use	42	ENV-1-1a. Develop a countywide plan to focus two-thirds of future growth into Chapel Hill, Carrboro, Mebane and "transition areas", and limit growth in rural areas. Create an Inter-Governmental "Growth Management Board" to cooperatively develop a growth plan.	BOCC, CHTC, CBA, HC, MCC, Durham City, UNC, planning departments and boards, and other relevant departments and boards	ST to MT
Promote Land Use Patterns that Meet Our Citizens' Needs While Protecting Natural Resources	42	ENV-1-1b. Growth Management Board should explore existing and new ideas for growth management • Evaluate and explore the range of zoning options to use for managing orderly growth, rigid formulation. It is important to look at zoning theories that are partially based on performance standards (and requirements.) • Limit extension of water and sewer, to work together with the county and region to establish boundaries for extending these services. • Evaluate Adequate Public Facilities Ordinances to manage growth and encourage development to pay for its real costs. • Encourage a program for voluntary purchase of development rights and also of lands to preserve contiguous areas of environmental importance (including farmlands) that should not be developed. • Seek to establish a Transfer of Development Rights program. • Provide positive incentives to developers who build in targeted areas. • Pursue infill and redevelopment of land in Chapel Hill, Carrboro, Hillsborough and Mebane, but only where appropriate.	BOCC, CHTC, CBA, HC, MCC, Durham City, UNC, planning departments and boards, and other relevant departments and boards • also OVASA, Orange Alamance Water Systems	ST to MT
	43	ENV-1-2a) Within municipalities and their ETJs promote "compact mixed-use development (CMUD) in areas of Towns targeted for growth. Establish guidelines and design standards for compact mixed-use development.	CHTC, CBA, HC, MCC, town planning boards and departments	ST
	43	ENV-1-2b) In Transition Areas, create "village" style development to focus development in these areas and develop highly diverse communities with a genuine sense of place to live and grow.	BOCC, CHTC, CBA, HC, MCC, town and county planning boards and departments	MT
	44	ENV-1-2c) In Rural Areas support development of Small Area Plans for the County's five identified rural community centers. Support creation of non water and sewer dependent small "hamlets" in these areas. Explore feasibility of expanding the existing Rural Industrial Node.	BOCC, county planning board and planning department	ST to MT
	44	ENV-1-2d) Create a joint land use plan with a focus on preserving and protecting the rural and farm lands. Ideas must come from citizens working with elected officials and funds must be provided.	BOCC; CHTC, CBA, HC, MCC, Durham City Council, town and county planning boards and departments	ST to MT

Goals	Page #	Action Strategies	Suggested Entities to be Involved in Strategy Implementation	Suggested Timeframe
	44	ENV-1-3) Adopt a process to develop, in small increments, large-scale areas as Hamlets, Villages, or Compact Mixed-Use Developments using a citizen-driven process through the following action steps: a) Identify, with citizen input, relatively undeveloped large-scale areas where planned growth is preferable. b) Create a Small Area Plan designing the layout for each growth area. c) Allow development of relatively small parcels of incrementally over time. d) Within design guidelines and performance standards allow market-driven development.	BOCC, CHTC, CBA, HC, MCC, town and county planning boards and departments	ST to MT
Environment and Land Use Goal 2: Conserve Natural Areas, Farmland and Other Important Open Space	45	ENV-2-1) Use the Lands Legacy program to develop a comprehensive Countywide Natural Areas Conservation/Open Space Plan that addresses the following: a) A program to protect important natural areas. b) Identify and protect the most important prime farmlands. c) Recognize that open space needs vary in different parts of the county. d) Set annual goals as benchmarks for preservation of certain natural areas and wildlife habitat (x acres/year). e) Integrate all of the above to maintain as best as possible: a viable ecosystem for plants and wildlife, corridors critical for animal migration, critical habitats, an agricultural landscape, and outdoor recreational opportunities.	BOCC, CHTC, CBA, HC, MCC, OC Commission for the Environment, OC Environment and Resource Conservation Dept., recreation and parks departments	ST
	46	ENV-2-2) Achieve Natural Areas/Open Space Conservation Plan through: a) Fee-simple acquisition of the most important/ threatened areas; b) Purchase of conservation easements; c) Purchase of Development Rights, where appropriate; d) Transfer of Development Rights; e) Tax exemptions for actively farmed land and managed forestland; f) Possible development of a forest banking system; g) Purchase of timber rights.	BOCC, CHTC, CBA, HC, MCC, OC Commission for the Environment, OC Environment and Resource Conservation Dept., local legislative delegation	ST to MT
	46	ENV-2-3) Secure & Increase funding for acquisition of land and development rights: a) Increases local funding through bonds for open space and natural areas. b) Create a dedicated local funding source for acquisition of these areas. c) Aggressively pursue grants for state and federal agencies to assist in acquisitions. d) Increase advocacy for state and federal funding for programming, land acquisition, and farmland preservation. e) Maximize purchasing power through use of federal, state, and land trust partnerships. f) Explore development of a land conservation revolving fund.	BOCC, CHTC, CBA, HC, MCC, OC Commission for the Environment, OC Environment and Resource Conservation Dept., appropriate federal, state and non-profit groups	ST
	46	ENV-2-4) Educate and encourage homeowners, landscapers, and nurseries to use native or non-invasive exotic plants in landscaping.	OC Commission for the Environment, OC Environment and Resource Conservation Department, UNC Botanical Garden	ST

Goals	Page #	Action Strategies	Suggested Entities to be involved in Strategy	Suggested Timeframe
Environment and Land Use Goal 3: Create Environmentally Sustainable Transportation Systems that Meet People's Needs	47	ENV-3-1a) Conduct a scientifically-valid survey of a representative sample of residents to determine interest and willingness to use various alternative forms of transportation.	Town and county planning departments, possibly an outside transportation consultant	ST
	47	ENV-3-2a) Designate specific locations for public transportation nodes through the county. Nodes will accommodate pedestrians, parking and bicycle racks, and be interconnected by dedicated public transportation corridors.	BOCC, CHTC, CBA, HC, MCC, relevant MPOs, Triangle Transit Authority, Orange Public Transit, town and county planning departments and boards	ST
	47	ENV-3-2b) Increase bus service between Hillsborough and Chapel Hill/Carboro.	BOCC, CHTC, CBA, HC, MCC, relevant MPOs, Triangle Transit Authority, Orange Public Transit, town and county planning departments and boards	ST
	47	ENV-3-2c) Lobby for increased federal and state funding for public transportation.	BOCC, CHTC, CBA, HC, MCC, relevant MPOs, Triangle Transit Authority, NC DOT, UNC-CH	ST
	47	ENV-3-2d) Expand the public and special transportation network, both in frequency and location.	BOCC, CHTC, CBA, HC, MCC, relevant MPOs, Triangle Transit Authority, Orange Public Transit, town and county planning departments and boards, UNC-CH	ST to MT
	47	ENV-3-2e) Place park and ride lots at appropriate locations.	BOCC, CHTC, CBA, HC, MCC, relevant MPOs, Triangle Transit Authority, Orange Public Transit, town and county planning departments and boards, UNC-CH	ST
	48	ENV-3-3a) Work with UNC to make the main UNC campus an auto-limited zone.	UNC-CH, BOCC, CHTC, Triangle Transit Authority, CH Transit, relevant town and county planning depts and boards	ST
	48	ENV-3-3b) Conduct an analysis of potential areas and a way to transition to auto-limited zones in downtown Chapel Hill and Carrboro.	CHTC, CBA, town planning boards and departments	ST
	48	ENV-3-3c) Encourage Hillsborough to explore the possibility of creating an auto-limited zone in a portion of the downtown areas.	HC, Hillsborough and county planning boards, and departments, BOCC	ST to MT
	48	ENV-3-3d) Provide frequent shuttle service from park and ride lots to the University and downtown.	UNC-CH, BOCC, CHTC, CBA, Triangle Transit Authority, relevant town and county planning departments and boards	ST
	48	ENV-3-3e) Provide dedicated bus-only lanes to shuttle people from park and ride lots to UNC campus, downtown discharge nodes and other frequently visited destinations.	UNC-CH, BOCC, CHTC, CBA, HC, MCC, relevant MPOs, Triangle Transit Authority, NC DOT, town and county planning departments and boards	MT
	48	ENV-3-3f) Encourage phasing out of use of private auto lots at high schools.	BOCC, CHTC, CBA, HC, MCC, school boards	MT
	48	ENV-3-4a) Build bicycle lanes on all major thoroughfares within urban areas of the county.	CHTC, CBA, HC, MCC, NC DOT, MPOs, town planning departments and boards	MT
	48	ENV-3-4b) Include paved shoulder (4' wide) for all upgrades to major and minor thoroughfares (re-paving or widening).	BOCC, CHTC, CBA, HC, MCC, NC DOT, MPOs, town and county planning departments and boards	ST
	48	ENV-3-4c) Require all urban thoroughfares to have sidewalks and all rural thoroughfares to have shoulders for bicyclists and pedestrians.	BOCC, CHTC, CBA, HC, MCC, NC DOT, MPOs, town and county planning departments and boards	ST
	48	ENV-3-4d) Build sidewalks between schools and residential areas.	BOCC, CHTC, CBA, HC, MCC, town and county planning departments and boards	ST
	48	ENV-3-4e) Create safe pedestrian crossings to transverse major highways where needed.	CHTC, CBA, HC, MCC, NC DOT, town planning departments	ST to MT

Goals	Page #	Action Strategies	Suggested Entities to be involved in Strategy Implementation	Suggested Timeframe
	48	ENV-3-5) Encourage use of additional transportation demand management strategies for large employers including carpools/vanpools, compressed work weeks, flexible work schedules, telecommuting, provision of HOV lanes (if judged efficient), and mixed use development.	BOCC, CHTC, CBA, HC, MCC, relevant MPOs, Triangle Transit Authority, NC DOT, town and county planning departments and boards, UNC-CH and other large employers	ST to MT
	49	ENV-3-6a) Promote ownership of low emission motor vehicles. Seek legislative approval to grant local tax incentives for this.	BOCC, CHTC, CBA, HC, schools, local legislative delegation	ST
	49	ENV-3-6b) Have the County and Towns take the lead in instituting ozone action plans as models for other local governments and industries.	BOCC, CHTC, CBA, HC, MCC, OC Commission for the Environment, OC Env't and Resource Conservation Dept.	ST
	49	ENV-3-6c) Institute hourly monitoring of air quality in central districts of the four towns.	CHTC, CBA, HC, MCC, NC Division of Air Quality	ST
	49	ENV-3-6d) Lobby for more stringent state inspection of heavy-duty trucks.	BOCC, CHTC, CBA, HC, MCC, local legislative delegation	ST
	49	ENV-3-7a-b) Reduce congestion and pollution with minimal new road construction by making development of multi-modal alternatives and redesign of congested intersections primary goals in the Transportation Improvement Program (TIP).	BOCC, CHTC, CBA, HC, MCC, MPOs	MT to LT
Environment and Land Use Goal 4: Pollution Prevention and Waste Reduction	49	ENV-3-8a) Develop a new relationship between NC DOT and local governments to build a more creative and authoritative role for local governments.	BOCC, CHTC, CBA, HC, MCC, NC DOT, MPOs, local legislative delegation, state associations of county officials, and state municipal associations	ST
	49	ENV-3-8b) Encourage inter-governmental cooperation and facilitate greater citizen interest and participation in evaluating transportation plans and planning	BOCC, CHTC, CBA, HC, MCC, NC DOT, MPOs, Citizens' Roundtable	ST
	50	ENV-4-1a) Continue current efforts to guide growth away from public water supply watersheds to prevent new discharges into these watersheds.	BOCC, CHTC, CBA, HC, MCC, town and county planning departments and boards, OC Comm. for the Env't, OC Env't and Res/ Conserv Dept.	ST
	50	ENV-4-1b) Fund expanded inspection programs to insure individual water systems are not polluted and individual waste water systems and underground storage tanks are non-polluting.	BOCC, OC Board of Health, OC Division of Environmental Health	ST
	50	ENV-4-1c) Lobby for state construction projects to come under local authority for sedimentation and erosion control monitoring and enforcement, or lobby state to adopt regulations as stringent as those of Orange County.	BOCC, CHTC, CBA, HC, MCC, local legislative delegation, OC Erosion Control state erosion control office, OC Comm. for the Env't, OC Env't & Resource Conservation Dept.	ST
	50	ENV-4-1d) Push state to develop and release information about stream assimilative capacity.	BOCC, CHTC, CBA, HC, MCC, local legislative delegation, NC Div. of Water Quality, OC Water Resources Committee	ST
	50	ENV-4-1e) Continue to improve well construction methods.	OC Board of Health, OC Environmental Health Dept.	ST
	50	ENV-4-1f) Identify wellhead protection areas that should be protected for ground water quality.	OC Water Resources Committee, OC Env't and Resource Conservation Dept., OC Environmental Health Dept.	ST to MT
	50	ENV-4-1g) Develop an ongoing, long-term groundwater monitoring program	OC Water Resources Committee, OC Env't and Resource Conservation Dept., OC Environmental Health Dept.	ST to MT
	51	ENV-4-2a) Provide fast-track approval for subdivisions and commercial buildings using environmentally friendly design standards	BOCC, CHTC, CBA, HC, MCC, town and county planning boards and departments	ST
	51	ENV-4-2b) Achieve legislation to allow a local property tax break for solar houses/green built houses and commercial buildings.	BOCC, CHTC, CBA, HC, MCC, local legislative delegation, NC General Assembly	ST to MT
	51	ENV-4-2c) Adopt low impact development design standards for management of stormwater runoff.	BOCC, CHTC, CBA, HC, MCC, town and county planning boards and departments	ST
	51	ENV-4-2d) Modify development standards to reduce the amount of impervious surfaces created.	BOCC, CHTC, CBA, HC, MCC, town and county planning boards and departments	ST

Goals	Page #	Action Strategies	Suggested Entities to be Involved in Strategy Implementation	Suggested Timeframe
	51	ENV-4-2a) Create fee structure for stormwater management based on property size and with reductions for smaller percentages of property consisting of lawns or high maintenance vegetation.	BOCC, CHTC, CBA, HC, MCC, town and county planning boards and departments	ST to MT
	51	ENV-4-2b) Improve tree-planting requirements for parking lots in order to reduce pollution from auto gas evaporation.	BOCC, CHTC, CBA, HC, MCC, town and county planning boards and departments	ST
	51	ENV-4-2c) Establish environmental standards that all development proposals must meet for approval.	BOCC, CHTC, CBA, HC, MCC, town and county planning boards and departments	ST to MT
	51	ENV-4-3a) Initiate simple energy accounting studies in all new major construction projects to monitor trends in energy use, particularly per capita use.	BOCC, CHTC, CBA, HC, MCC, town and county planning boards and departments	ST
	51	ENV-4-3b) Conduct a study to consider subsidizing alternative electrical production.	BOCC, CHTC, CBA, HC, MCC, outside consultant to do study	ST to MT
	52	ENV-4-4a) Continue and enhance efforts to promote reduction, reuse and recycling of solid waste and elimination of the use of toxic chemicals; meet Orange County's adopted goals of 45% solid waste reduction by 2001 and 61% by 2006.	BOCC, CHTC, CBA, HC, MCC, OC Solid Waste Dept.	ST to MT
	52	ENV-4-4b) Develop and enforce standards for non-toxic building materials.	BOCC, CHTC, CBA, HC, MCC, town and county planning boards and departments, environmental health departments	ST to MT
	52	ENV-4-4c) Encourage building reuse rather than demolition.	BOCC, CHTC, CBA, HC, MCC, town and county planning boards and departments	MT
	52	ENV-4-4d) Require manufacturers to be responsible for taking back packaging to encourage reuse and internalize the cost of disposal.	BOCC, CHTC, CBA, HC, MCC	MT
	52	ENV-4-4e) Raise solid waste tipping fees and institute a pay as you throw system.	BOCC, CHTC, CBA, HC, MCC, OC Solid Waste Dept.	ST
	52	ENV-4-4f) Encourage more regional planning regarding recycling and management of solid waste, including locating a materials transfer site that would include C&D building materials.	BOCC, CHTC, CBA, HC, MCC, OC Solid Waste Dept., governing boards of Durham, Chatham, Alamance and Wake counties and relevant staff	ST to MT
	52	ENV-4-4g) Support regional efforts to prevent Shaaron Harris from becoming a statewide site for storing used fuel rods.	BOCC, CHTC, CBA, HC, MCC	ST
Environment and Land Use Goal 5: Protect Our Water Supply	53	ENV-5-1a) Continue current methods and develop new methods to ensure that planned communities have sufficient water.	BOCC, CHTC, CBA, HC, MCC, OWASA, Orange Alamance Water Systems, town and county planning departments	ST to MT
	53	ENV-5-1b) Protect groundwater and limit use to recharge rates/carrying capacity, as determined through scientific studies (such as the current Water Resources/USGS effort).	BOCC, OC Water Resources Committee, OC Environment and Resource Conservation Dept., OC Environmental Health Dept., OC Commission for the Environment	ST
	53	ENV-5-2a) Establish a water conservation program for all water providers within the county.	BOCC, CHTC, CBA, HC, MCC, OWASA, Orange Alamance, OC Water Resources Committee, OC Env't and Resource Conservation Dept., OC Comm. for the Environment	ST
	53	ENV-5-2b) Develop a water reclamation program for all water providers, identifying possible users of reclaimed water and providing incentives for use.	BOCC, CHTC, CBA, HC, MCC, OWASA, Orange Alamance, OC Water Resources Committee, OC Environment and Resource Conservation Dept., OC Commission for the Environment, OC Env'l Health Dept.	MT
	53	ENV-5-2c) Permit use of gray-water for landscape watering, flushing toilets and other appropriate uses.	BOCC, CHTC, CBA, HC, MCC, town and county planning departments and boards, OC Environment and Resource Conservation Dept., OC Comm. for the Environment, OC Env'l Health Dept.	MT
	53	ENV-5-2d) Use cisterns to collect rainwater on public buildings to provide gray-water and lessen impact on stormwater runoff.	BOCC, CHTC, CBA, HC, MCC, OWASA	ST

Goals	Page #	Action Strategies	Suggested Entities to be involved in Strategy Implementation	Suggested Timeframe
Economy Goal 1: Support a Diverse Economy that Meets Local Needs	55	ECO-1-1) Adopt a set of criteria for supporting current businesses and recruiting new businesses that will support sustainability goals and work off of current and emerging economic strengths (suggested criteria are on pg. 55).	BOCC, CHTC, CBA, HC, MCC, OC Economic Development Commission and Dept.	ST
	55	ECO-1-2a) Work with the Chambers of Commerce and the Economic Development Commission to establish and fund a public/private task force to recruit and support desirable businesses that meet the adopted criteria.	Local Chambers of Commerce, OC Economic Development Commission, BOCC, CHTC, CBA, HC, MCC	ST
	55	ECO-1-2b) Make development regulations more flexible to accommodate desired businesses.	CHTC, CBA, HC, MCC, town planning departments	ST
	55	ECO-1-2c) Have County and Towns construct a shell spec building in order to attract companies needing immediate space. When sold, build another.	BOCC, CHTC, CBA, HC, MCC	ST
	56	ECO-1-2d) Support maintenance and start-up of desirable businesses through a variety of means.	BOCC, CHTC, CBA, HC, MCC, OC Economic Development Commission, local Chambers of Commerce, local lending institutions	ST
	58	ECO-1-3) Seek Federal and State and private funding to support sustainable development initiatives.	BOCC, CHTC, CBA, HC, MCC, OC Economic Development Commission	ST
	56	ECO-1-4) Improve farming viability by supporting farming – traditional and new – through a public/private partnership.	BOCC, CHTC, CBA, HC, MCC, OC Cooperative Extension Service, OC Agricultural Districts Advisory Board	ST to MT
	56	ECO-1-5a) Examine the potential negative impacts of e-commerce on loss of local shopping and business profitability.	BOCC, CHTC, CBA, HC, MCC, OC Economic Development Commission, local Chambers of Commerce	ST
	56	ECO-1-5b) Support local e-businesses.	BOCC, CHTC, CBA, HC, MCC, OC Economic Development Commission, local Chambers of Commerce	ST
	57	ECO-1-6) Encourage local Chambers of Commerce to appoint a group to address housing affordability and diversity as an economic/business issue, and get the business community more involved in seeking solutions.	Local Chambers of Commerce, local developers and business people, housing advocates	ST
Housing Goal 1: Ensure Availability of Affordable, Quality Housing	57	ECO-1-7a) Make the Skills Development Center a comprehensive classroom skills training and job placement center.	BOCC, Durham Technical Community College, Town of Chapel Hill	ST
	57	ECO-1-7b) Develop a center with facilities for hands on technical skills application.	BOCC, CHTC, CBA, HC, Skills Development Center, Durham Technical Community College	ST to MT
	57	ECO-1-8) Develop a partnership involving the Skills Development Center, high schools, and higher education institutions with the business community to train workers and provide job opportunities.	Skills Development Center, local high schools, Durham Technical Community College, UNC-CH, local Chambers of Commerce, local businesses	ST to MT
	57	ECO-1-9) Lobby legislature to locate a branch of Durham Technical Community College in Orange County.	BOCC, CHTC, CBA, HC, local legislative delegation	ST
	58	HOU-1-1a) Encourage support of a range of housing options, including: (see text on page 58-59).	BOCC, CHTC, CBA, HC, UNC-CH, non-profits involved in housing issues, local legislative delegation, local housing departments	ST
	59	HOU-1-1b) Encourage the University to develop options for UNC employees to have affordable homes on University land.	UNC-CH, BOCC, CHTC, CBA, HC, non-profits involved in housing issues, local housing departments	ST to MT
	59	HOU-1-1c) Encourage the University to increase considerably the proportion of students housed on campus.	UNC-CH, BOCC, CHTC, CBA, HC, non-profits involved in housing issues, local housing departments	ST to MT

Goals	Page #	Action Strategies	Suggested Entities to be Involved In Strategy Implementation	Suggested Timeframe
	59	HOU-1-1d) Work with the legislative delegation to pass legislation on impact taxes, Inclusionary zoning, and a real estate transfer tax.	BOCC, CHTC, CBA, HC, local legislative delegation, non-profits involved in housing issues, local housing departments	ST
	59	HOU-1-1e) Examine means to promote affordable housing that will stay affordable in the long-term.	BOCC, CHTC, CBA, HC, town and county planning boards, non-profits involved in housing issues, local housing departments	ST
	59	HOU-1-1f) Continue to support the development of a land trust to maintain affordability and encourage making public land available to non-profits.	BOCC, CHTC, CBA, HC, non-profits involved in housing issues, local housing departments	ST
	59	HOU-1-1g) Develop a dedicated source of revenue from public and private sources or from adequate and substantive bond issues, to provide funding for non-profit ventures for low-income housing for both rural and urban residents.	BOCC, CHTC, CBA, HC, non-profits involved in housing issues, local housing departments, local lending institutions	ST to MT
	59	HOU-1-2a) Increase funding for housing rehabilitation and repair programs for seniors, low income, and persons with disabilities.	BOCC, CHTC, CBA, HC, local housing departments	ST
	59	HOU-1-2b) Strengthen and enforce the Housing Code to bring sub-standard housing up to standards.	BOCC, CHTC, CBA, HC, local housing departments	ST
	59	HOU-1-2c) Strive for excellence in product design, and produce homes that are safe, durable, comfortable, cost effective, energy efficient, and appropriate to the existing community.	BOCC, CHTC, CBA, HC, local housing departments, housing non-profits	ST
	59	HOU-1-3) Work with lending institutions to establish innovative financial asset guarantee programs to make it possible for low-income individuals to qualify for loans.	BOCC, CHTC, CBA, HC, local housing departments, housing non-profits, local lending institutions	ST
Human Services Goal 1: <i>Ensure Availability of Affordable, Quality Child Care</i>	60	HUM-1-1a) Ensure provision of child care for county families in high quality, safe facilities with educated child care providers supervising all young children.	BOCC, CHTC, CBA, HC, local child care advocacy organizations, OC Dept. of Social Services	MT
	60	HUM-1-1b) Involve parents in total process through classes and hands on experience.	Local child care advocacy organizations, OC Social Services	ST
	60	HUM-1-1c) Create additional affordable (sliding scale) after-school and summer programs, available to all children, including those with disabilities, using highly trained, well-paid staff with trained high school students as assistants.	BOCC, CHTC, CBA, HC, local child care advocacy organizations, OC Dept. of Social Services, School Boards	ST
	60	HUM-1-1d) Develop strategies to ensure that early childhood specialists (teachers) are compensated fairly, including benefits.	BOCC, CHTC, CBA, HC, local child care advocacy organizations, OC Dept. of Social Services	ST
	60	HUM-1-1e) Encourage businesses to adopt parental leave policies to make it possible for parents to care for their children at home in their first years. Encourage governments to establish model policies. Resolve conflict between such policies and the WorkFirst program. Search for ways to encourage small businesses to adopt policies, and establish a public awareness campaign.	BOCC, CHTC, CBA, HC, local child care advocacy organizations, OC Dept. of Social Services, local Chambers of Commerce and local businesses	ST
	61	HUM-1-2a) Work with legislative delegation to encourage public funding for child care, similar to K-12 levels; and in the mean time create a plan with identified money sources to ensure that all families are able to access affordable child care.	BOCC, CHTC, CBA, HC, local child care advocacy organizations, local legislative delegation	MT
	61	HUM-1-2b) Share child care costs with private sector through on-site day care.	Local businesses, local child care advocacy organizations, OC Dept. of Social Services, local Chambers of Commerce	ST
	62	HUM-2-1a) Develop a major public relations campaign that focuses on eliminating child abuse and spousal abuse and promoting positive family relationships.	OPC Area Programs, OC Dept. of Social Services, OC Health Dept., local public safety departments, BOCC, CHTC, CBA, HC	ST
	62	HUM-2-1b) Improve treatment for victims of abuse.	OPC Area Programs	ST
	62	HUM-2-1c) Provide appropriate treatment and punishment for abusers.	OPC Area Programs, local police, local legislative delegation	ST

Goals	Page #	Action Strategies	Suggested Entities to be Involved in Strategy Implementation	Suggested Timeframe
	62	HUM-2-2a) Expand community policing.	Town and County public safety offices	ST
	62	HUM-2-2b) Encourage neighborhood watch programs in all neighborhoods.	Town and County public safety offices	ST
	62	HUM-2-2c) Discuss safety issues in a common-sense, non-alarmist manner with children in schools and adults in other venues.	Town and County public safety offices, local school staff	ST
	62	HUM-2-3a) Develop crime prevention programs serving minority populations as well as especially vulnerable populations.	Town and County public safety offices	ST
	62	HUM-2-3b) Develop relationships between the public safety providers and other service providers who have special ties to those populations.	Town and County public safety offices, county health and social services dep'ts, local advocacy groups for Hispanic/Latino, and other populations	ST
	62	HUM-2-3c) Encourage public safety internships with youth from these populations.	Town and County public safety offices	ST
	62	HUM-2-3d) Recruit officers with foreign language capability, as needed.	Town and County public safety offices	ST
	62	HUM-2-4a) Pursue inter-jurisdictionally coordinated (among towns and rural areas), long-range planning that considers rationalizing fire protection through cooperative agreements, or rationalization of service areas around stations, in order to send the closest truck to the fire.	OC EMS, fire departments, BOCC, CHTC, CBA, HC	ST to MT
	63	HUM-2-5a) Incorporate disaster preparedness education into community policing, neighborhood watch, and school programs.	Town and County public safety offices and OC EMS	ST
	63	HUM-2-6a) Create a county-wide, integrated communications system for emergency management which enables inter-departmental communication among jurisdictions.	Town and County public safety and emergency management offices, BOCC, CHTC, CBA, HC	MT
<i>Human Services</i> Goal 3: <i>Support Seniors Quality of Life</i>	64	HUM-3-1) Maintain Seniors in the least restrictive environment through a continuum of readily available care. (see page 64 for services needed)	BOCC, CHTC, CBA, HC, OC Dept. on Aging, all relevant service providers	MT to LT
	64	HUM-3-2) Establish Senior Centers in communities throughout the county as a focus for integrated services for seniors.	BOCC, CHTC, CBA, HC, OC Dept. on Aging, all relevant service providers	MT
	64	HUM-3-3a) Lobby the legislature to raise the income cap under the Homestead Exemption Act to a higher percent of median income.	BOCC, CHTC, CBA, HC, OC Dept. on Aging, local legislative delegation	ST
	64	HUM-3-3b) Look into the feasibility of allowing seniors on fixed incomes the option to defer local property taxes until either their house is sold or their death. Look into possibility of changing interest on deferrals.	BOCC, CHTC, CBA, HC, OC Dept. on Aging	MT
	64	HUM-3-4) Provide tax and other financial incentives to encourage families to provide in-home care of the elderly.	BOCC, CHTC, CBA, HC, OC Dept. on Aging, all relevant service providers, local legislative delegation	ST
	65	HUM-3-5) Provide appropriate work opportunities for seniors to re-enter the labor market.	OC Dept. of Aging, BOCC, Dept. of Social Services	ST
<i>Human Services</i> Goal 4: <i>Promote Health and Mental Health</i>	66	HUM-4-1) Focus local policies, priorities and funds on creating a healthy environment for residents, and on promoting health behaviors. Policies and funding should support:	BOCC, CHTC, CBA, HC, OC departments of Health and Social Services, OPC Area Programs, health care providers, all relevant governmental departments and non-profits	ST to LT
		A. Public awareness campaigns on the prevention of major diseases;		
		B. Provision of ample safe sites for physical activity;		
		C. Provision of nutrition education;		
		D. Provision of age-appropriate family life education to address problem of teen pregnancies and teen abortions, HIV, poor parenting, child abuse/neglect and sexual assault;		
		E. A public awareness and education campaign informing the public about mental illness;		
		F. A public awareness/education campaign informing public on substance abuse prevention.		

Goals	Page #	Action Strategies	Suggested Entities to be Involved in Strategy Implementation	Suggested Timeframe
	66	HUM-4-2 Evaluate adequacy of health care facilities in northern Orange County.	BOCC, CHTC, CBA, HC, OC Dept. of Health	ST to MT
	66	HUM-4-3 Encourage and continue provision and enhancement of community based services that meet the demand for treatment for mental health, mental illness, and substance abuse for: <ul style="list-style-type: none"> A. Children with developmental disabilities and behavioral issues. B. Adults with physical or mental disabilities, or mental illness. C. Victims of abuse or trauma. D. Teen or adult substance abusers. 	BOCC, CHTC, CBA, HC, OC departments of Health and Social Services, OPC Area Programs, health care providers, all relevant governmental departments and non-profits	ST
	67	HUM-4-4 Advocates with the legislature and employers to provide adequate coverage/funding for health/mental health services. Particularly address: <ul style="list-style-type: none"> A. Health care coverage for those not on a health plan B. Prescription drugs coverage for seniors, and C. Mental health services. 	BOCC, CHTC, CBA, HC, OC departments of Health and Social Services, OPC Area Programs, health care providers, all relevant governmental departments and non-profits, local legislative delegation, local businesses and Chambers of Commerce	MT
Education Goal 1: Provide Quality K-12 Education	68	EDU-1-1) Have schools be part of multi-use facilities.	BOCC, CHTC, CBA, HC, school boards and administrations, town and county planning departments	MT
	68	EDU-1-2) Encourage the school boards to look at the feasibility of making reduced class sizes and smaller schools, while maintaining diversity.	School boards and administrations	ST to MT
	68	EDU-1-3a) Foster cooperation between the two school system administrations.	School boards and administrations	ST
	68	EDU-1-3b) Streamline provision of certain functions where appropriate by combining services of the two systems.	School boards and administrations	ST to MT
	68	EDU-1-3c) Foster interaction among the schools so that children can build community with each other across systems.	School boards and administrations	ST
	68	EDU-1-3d) Determine whether school merger would be appropriate.	School boards and administrations	ST to MT
	69	EDU-1-4) Continue developing a long-range technology plan, encouraging cooperation between the two school systems and the University.	School boards and administrations	ST
	69	EDU-1-5a) Enhance opportunities for inclusion practices in school districts for student w/disabilities.	School boards and administrations	ST
	69	EDU-1-5b) Add additional resources for Exceptional Education Support Services and early education services.	School boards and administrations	ST
	69	EDU-1-5c) Continue and enhance programs to provide families with advocates for special needs children to help the family negotiate the system.	School boards and administrations	ST
	69	EDU-1-6a) Continue to improve the teaching of English as a Second Language (ESL) in all schools.	School boards and administrations	ST
	69	EDU-1-6b) Provide basic skills training for those ESL students who need additional help.	School boards and administrations, SmartStart	ST
	69	EDU-1-7a) Continue and Improve special programs that prepare at-risk pre-K children (i.e. four year olds) for school.	School boards and administrations, SmartStart	ST
	69	EDU-1-7b) Continue and Improve remediation programs for older students.	School boards and administrations	ST
	69	EDU-1-8a) Continue and enhance vocational training in all schools which prepares students for technical schools. Enlist participation of local businesses.	School boards and administrations	ST to MT
	69	EDU-1-8b) Continue and enhance skill development opportunities available in apprenticeships and on-the-job training.	School boards and administrations, local businesses and Chambers of Commerce	ST

Goals	Page #	Action Strategies	Suggested Entities to be Involved in Strategy Implementation	Suggested Timeframe
Education				
Goal 2: <i>Support Lifelong Learning and Adult Education</i>				
	69	EDU-1-8c) Continue and enhance mentor programs at the high school level exposing students to the nature of careers and career preparation in a variety of fields, such as business, teaching, law, medicine, and research.	School boards and administrations, local businesses and Chambers of Commerce	ST
	70	EDU-2-1a) Develop and circulate a calendar of community-based lifelong learning opportunities.	UNC-CH, Durham Technical Community College, county and town schools	ST
	70	EDU-2-1b) Seek involvement of the University's Continuing Education Division in planning and developing a range of non-credit, campus-based enrichment programs.	UNC-CH Continuing Education Division, county and town schools	ST to MT
	70	EDU-2-2a) Ensure English as a Second Language (ESL) classes and literacy education are available for all adults who need them.	BOCC, CHTC, CBA, HC, Skills Development Center, Durham Technical Community College, non-profits teaching ESL and literacy education	ST
	70	EDU-2-2b) Ensure citizenship education is available for immigrants seeking to become citizens and for young people as they approach voting age.	BOCC, CHTC, CBA, HC, Skills Development Center, local high schools	ST