

# WHAT TO DO WITH THE CHANGE?

Council Agenda: Challenges Facing Downtown  
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## Panhandling on the Streets of Downtown Chapel Hill

- Understanding the Issue • Identifying the Stakeholders •
- Exploring the Options • Determining the Course of Action •

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Intended to be used as a working document. Last Updated in May, 2007 by Liz Parham, Executive Director of the Chapel Hill Downtown Partnership.

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# UNDERSTANDING THE ISSUE

## Background of Panhandling in Chapel Hill

Panhandling and making a living on the streets is nothing new in Downtown, but in the last 10 years Chapel Hill has seen a noticeable increase in panhandling—especially in its aggressive form. Complaints from businesses, students, and residents have steadily risen. Panhandling—along with downtown safety, cleanliness, and homelessness—was even named a top concern by a Fall 2005 survey of downtown businesses and consumers. Though the Town Council had responded several years ago by amending the Panhandling Ordinance to ban aggressive panhandling and begging within certain areas and times of the day, this issue continues to trouble local businesses and add to residents' perception that Downtown Chapel Hill simply isn't safe or a place for families.

Yet despite these complaints, people continue to give to panhandlers, perpetuating the market and often someone's personal addiction. Social assistance organizations, businesses, and the city would like to see these impromptu and plentiful donations channeled into the hands of programs and initiatives that serve the homeless and those in need instead, so that spare change can become real change. But how to do it?

**10-60% of general population nationally report that they give to panhandlers when approached.**

**50-60% of students nationally give to panhandlers when approached. (both from Scott, 2002)**



## General Stats & Facts

Panhandlers bring in anywhere from a few dollars a day to a few hundred dollars. Mid-range estimates are \$20 to \$50

Women panhandling with children tend to receive more donations, as do those who have or appear to have physical disabilities.

“The typical profile of a panhandler that emerges from a number of studies is that of an unemployed, unmarried male in his 30s or 40s, with substance abuse problems, few family ties, a high school education, and laborer's skills.” (Scott, 2002, p. 6)

Areas on or around college campuses are known to be more lucrative for panhandlers. (all Stats & Facts information from Scott, 2002)



# UNDERSTANDING THE ISSUE

## Chapel Hill Stats & Facts

There are **4** major panhandling hot spots in Downtown Chapel Hill. **3** are on Franklin Street; **1** by Merritt Mill Road.

While most panhandlers do not reveal how much they've collected in a day, Captain Jackie Cardin has gotten estimations of **\$100** and up.

**80%** of Chapel Hill's panhandlers are from the city itself, the remaining **20%** travel in from places like Raleigh, Carrboro, Pittsboro, and Durham

Are all panhandlers homeless?

*No. Though some panhandlers may actually be homeless, many are not. According to Chris Moran of the Interfaith Council, a few even own their own homes. For many, this is their job, complete with hours, colleagues, and territories.*

## Involvement of the Chapel Hill Downtown Partnership

In September 2005, fed up with the growing incidence and intensity of panhandling on the streets of Downtown, an anonymous Chapel Hill resident stepped forward with a sizable donation to create an alternative donation option for anyone approached for some "spare change." The donor suggested a "Giving Kiosk," much like an ATM, which would be placed on Franklin Street to allow passersby the opportunity to donate funds to local charities and social assistance organization instead of placing their money in the hands of panhandlers. The Downtown Partnership took on the project, involving businesses and residents and inviting artists' bids and proposals. The CHDP received only one bid for the project, which was approved by the Partnership Board of Directors, yet rejected by the Town Council, citing the need for more public participation and a more deliberate process. Further, the Town Council directed the CHDP to establish a Task Force with representatives from the Town Council, the Downtown Partnership, the Public Arts Commission, Charity Organizations and Social Assistance Agencies, Downtown Businesses, and UNC. The Task Force was established in August 2006 to work on the details of the Giving Kiosk project and to involve the public in the decision process for the design and placement of this structure.



# UNDERSTANDING THE ISSUE

**Our primary role** with the Giving Kiosk Task Force, now the Downtown Outreach Work Group, was to gather information about what programs or initiatives other cities had implemented to address the issue of panhandling, as well as any differences in panhandling ordinances from other municipalities. They then summarized these preliminary findings and presented them to the Work Group. They attended the monthly work group meetings and were invited to participate in additional activities of the Chapel Hill Downtown Partnership, including their Annual Meeting/Public Forum and Safety Forum.

## **In the first few months...**

that we've worked with the CHDP's Downtown Outreach Work Group, the committee went through some changes. In the fall of 2006, the committee recommended disbanding the idea of the Giving Kiosk, at least in its original form, proposing instead, an educational campaign that was designed to help people understand how they enable the problem when they give to individuals. The giving kiosk donor decided to bow out of the project since the giving kiosk in its original form was not going to be created. The work group has moved forward with developing a plan of work and is meeting monthly to develop the initiatives outlined in the plan. Once initiatives can be clearly defined, funding can be solicited.

## **Work Group Membership**

Liz Parham, CHDP Staff Liaison  
Chris Moran, Interfaith Council  
Kate Flory, Public Arts Commission  
Sally Greene, Town Council  
Linda Convissor, CHDP  
Missy Julian-Fox, Downtown Business and Property Owner  
Tatiana Hodapp, UNC Student Government Representative  
Jeff Clark, Chapel Hill Police—Downtown Unit  
Jackie Carden, Chapel Hill Police—Captain, Downtown Unit  
Amanda Scholl, Downtown Business Manager  
Jamie Dervin, Chamber of Commerce  
Lori Tucker, Interfaith Council  
Frank Ryan, Downtown Business Owner  
Tara Fikes, 10-Year Plan to End Homelessness  
Catherine Lazorko, Town of Chapel Hill Information Officer



# IDENTIFYING STAKEHOLDERS

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## Downtown Businesses & Proprietors

Panhandling threatens health of businesses by potentially scaring away customers, who can otherwise choose to shop or dine at other nearby locations like SouthPoint or Southern Village. Panhandling may also discourage further Downtown development or business expansion.

## Residents & Shoppers

Panhandling seems to be increasingly aggressive and prevalent, fueling the perception that Downtown is unsafe. Why would someone want to drive to Downtown and hunt for parking only to be solicited for money as they shop with their children when they could go elsewhere where panhandling is not.

## Chapel Hill Police

Enforcement is a challenge: according to the ordinance, violations must be observed by an officer. Further, because panhandling is a misdemeanor, these offenders are the first to be released from the county jail in the morning by the DA. Even if they are caught in the act, only so much can be done.

## UNC Students & Parents

Students often give to panhandlers since they solicit near bars, the Varsity, and other student hangouts. Panhandlers can be quite persistent towards and intimidating to students and a turn off to perspective students and parents evaluating both the university and the area, including its safety.

## Social Assistance Agencies, Organizations, & Advocates

Our approach to panhandling must be comprehensive. Not only must we educate the public about why they should not give to panhandlers, but we must also encourage them to donate to programs that target the specific needs of this population—drug rehab, counseling, and housing assistance.

## Panhandlers

With UNC nearby, Chapel Hill can offer a decent day's pay for a panhandler. Panhandlers greatly benefit from students' generosity, sympathy, and the social services provided by IFC and others.

## Chapel Hill Town Council

Panhandling is a tricky political issue, trying to balance the concerns of business, the safety of residents, and the legal rights of panhandlers and the homeless (which are often lumped into one group). Ordinances can only go so far before issues of constitutionality and enforcement appear.

# EXPLORING OPTIONS

## ORDINANCES



### Definitions

**Passive Panhandling:** soliciting without threat or menace, often without any words exchanged at all- just a cup or a hand held out.

**Aggressive Panhandling:** soliciting coercively, with actual or implied threats, or menacing actions. If a panhandler uses physical force or extremely aggressive actions, the panhandling may constitute robbery. (COPS—Panhandling)

### Chapel Hill, NC:

The current Town ordinance on aggressive panhandling, Section 11-170, includes various manner and place restrictions, including that begging shall not be repeated, persistent, obstructive, or intimidating, and that begging shall not take place near ATMs, banks, bus stop signs, or on public transportation.

### Burlington, Vermont:

Burlington's panhandling ordinance is much stricter and more defined when compared to Chapel Hill's ordinance. Solicitation is not permitted near many public locations such as phones, public parking lots, and entrances to buildings. Also violations of the law can be punishable by fine from \$50 to \$500.

### Akron, Ohio:

While similar in form to restrictions on areas near certain public amenities such as financial institutions, ATM, and sidewalk cafes, the principal difference is the provision that requires panhandlers to register with the police and wear an ID badge at all times while panhandling.

# EXPLORING OPTIONS

## ORDINANCES

### Dayton, Ohio:

Dayton has a similar registration program to Akron. “Dayton officials have told Akron that downtown visitors now feel more at ease walking the streets with the registration provision in place.” (Curbing Panhandlers, 2006 City of Akron NEWS Release)

### Madison, Wisconsin:

Madison’s ordinance is fairly similar to Chapel Hill’s as well. However some differences are specific distances from ATM and intersections (see Table). Madison also forbids panhandling while sitting or reclining on a public sidewalk. Madison does not mention panhandling on public transportation.

### Evanston, Illinois:

Evanston’s ordinances are also similar to Chapel Hill. Some distinct differences are the definitions of aggressive panhandling which include a 15 second time buffer from people leaving ATM’s, and people seated on public benches.





# EXPLORING OPTIONS

## Regulated Buffer Zones for Panhandling

<i><b>Ordinance Features</b></i>	<i><b>Chapel Hill, NC</b></i>	<i><b>Burlington VT</b></i>	<i><b>Madison, WI</b></i>	<i><b>Dayton, OH</b></i>	<i><b>Evanston, IL</b></i>	<i><b>Akron, OH</b></i>
entrance to building		15 feet	20 feet			
public toilets		15 feet				
entrance to financial institution	20 feet	15 feet		20 feet	20 feet	20 feet
ATM	20 feet	15 feet	50 feet	20 feet	20 feet	20 feet
handicapped parking space		15 feet				
public parking lot		15 feet				
valid vendor location		15 feet				
pay telephone, public info booth		15 feet				
side walk café's			25 feet		prohibited	prohibited
intersection			25 feet			
bus stop/sign	6 feet			prohibited	prohibited	prohibited
on public transportation	prohibited	prohibited	not addressed	prohibited	prohibited	prohibited
registration with police	no			Yes		Yes
financial penalty	\$1 - \$50	\$50 - \$500	\$10 - \$200	N/A	Judges Discretion	N/A

Refer to Appendix for more complete ordinance information

# EXPLORING OPTIONS

## ORDINANCES: CHALLENGES

### Enforcement:

Although there are rules and restrictions placed upon panhandlers about when, how, and where they can panhandle, it is quite difficult for the police to impose these regulations upon the panhandlers. The majority of courts see panhandling as a constitutionally protected activity. If aggressive or unlawful panhandling occurs it is seen as a misdemeanor, and even when convicted in most cases the panhandler is back on the streets the very next day. “Police can reasonably conclude that, absent citizen complaints, their time is better spent addressing more serious problems.” (Panhandling Guide no. 13, Michael Scott).

**Chapel Hill Enforcement:** The district attorney states that due to the lack of room in the town’s jails, people convicted of panhandling offenses are released the next morning so as to make room for federal prisoners. Also, if arrests are made, unless the police officer is present or a witness is willing to take the time to go to court and testify that he/she observed the offense, the panhandler’s actions are dismissed and he/she is given a warning.

**Madison Enforcement:** In Madison police must give the violators a chance to explain his or her actions. If brought to trial and the explanation is true then no one shall be convicted. Violators can be subject to fines, but usually the people who are panhandling don’t have the money to pay the fines.

Community Service, jail time, and fines may curtail panhandling. For the most part, however, the time spent trying to enforce the community service, jail time, and fines is a waste of the police’s time and community’s money. Thus, enforcement is a troubling issue for communities effected by panhandling.

## ORDINANCES: CHALLENGES

### Constitutionality

**Panhandling is a controversial subject when you talk about limiting ones individual liberties. Laws that prohibit people from asking for money after a certain time of day can be seen as a violation of the 1<sup>st</sup> Amendment. Also, preventing people from panhandling in certain areas of public space can also be seen as a violation of personal rights.**

- There are two broad views on panhandling: Sympathetic and unsympathetic.**

**Sympathetic: Usually civil libertarians and homeless advocates, panhandling necessary for survival and should not be prohibited. Reflects who needs help and where the most help is needed.**

**Unsympathetic: people see panhandling as a contributor to further crimes and unrest in the community, feelings of being unsafe and having apprehension when walking in downtown areas, want panhandling to be regulated.**

- Other legal issues with panhandling: registration by name and photo ID, finger printing, and obtaining a license.**

**Although begging in public places is permitted by the First Amendment, the courts have upheld regulation of aggressive panhandling, which includes such actions as repeated requests, intimidation, installing fear, and crowd disorder. The U.S. Supreme Court has stated that regulation of solicitation is “a content-neutral ground” because “confrontation by a person asking for money disrupts passage and is more intrusive and intimidating than an encounter with a person giving out information.” U.S. v. Kokinda, 497 U.S. 720, 734 (1990). (Memorandum)**

# EXPLORING OPTIONS

## ORDINANCES: CHALLENGES

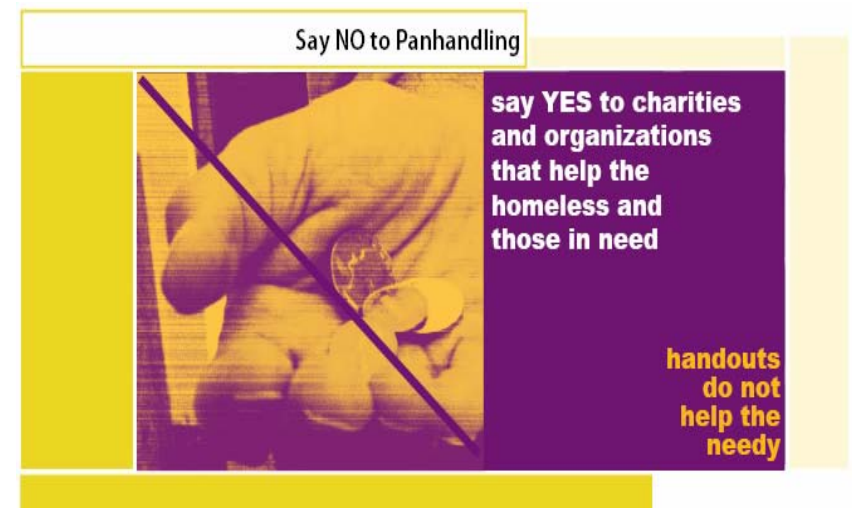
### Constitutionality

#### Court Decisions relevant to Panhandling:

**Loper v. New York City Police Department**, 999 F.2d 699 (2d. Cir 1993), which held that begging is a form of First Amendment protected expressive activity and could not be prohibited from the public sidewalks, which are a traditional public forum.

**Seattle v. Webster**, 802 P.2d 1333 (Wash. 1990), cert. denied 500 U.S. 908 (1991), which upheld laws prohibiting aggressive panhandling on grounds that they regulated specific conduct that extended beyond expressive activity and included elements of criminal intent.

**Gresham v. Peterson**, 225 F.3d 899 (7<sup>th</sup> Cir. 2000), which upheld an Indianapolis ordinance that banned verbal panhandling (but not written signs requesting donations) between sunset and sunrise, as well as near cafes, banks, and bus stops any-time, on grounds that sufficient alternatives existed.



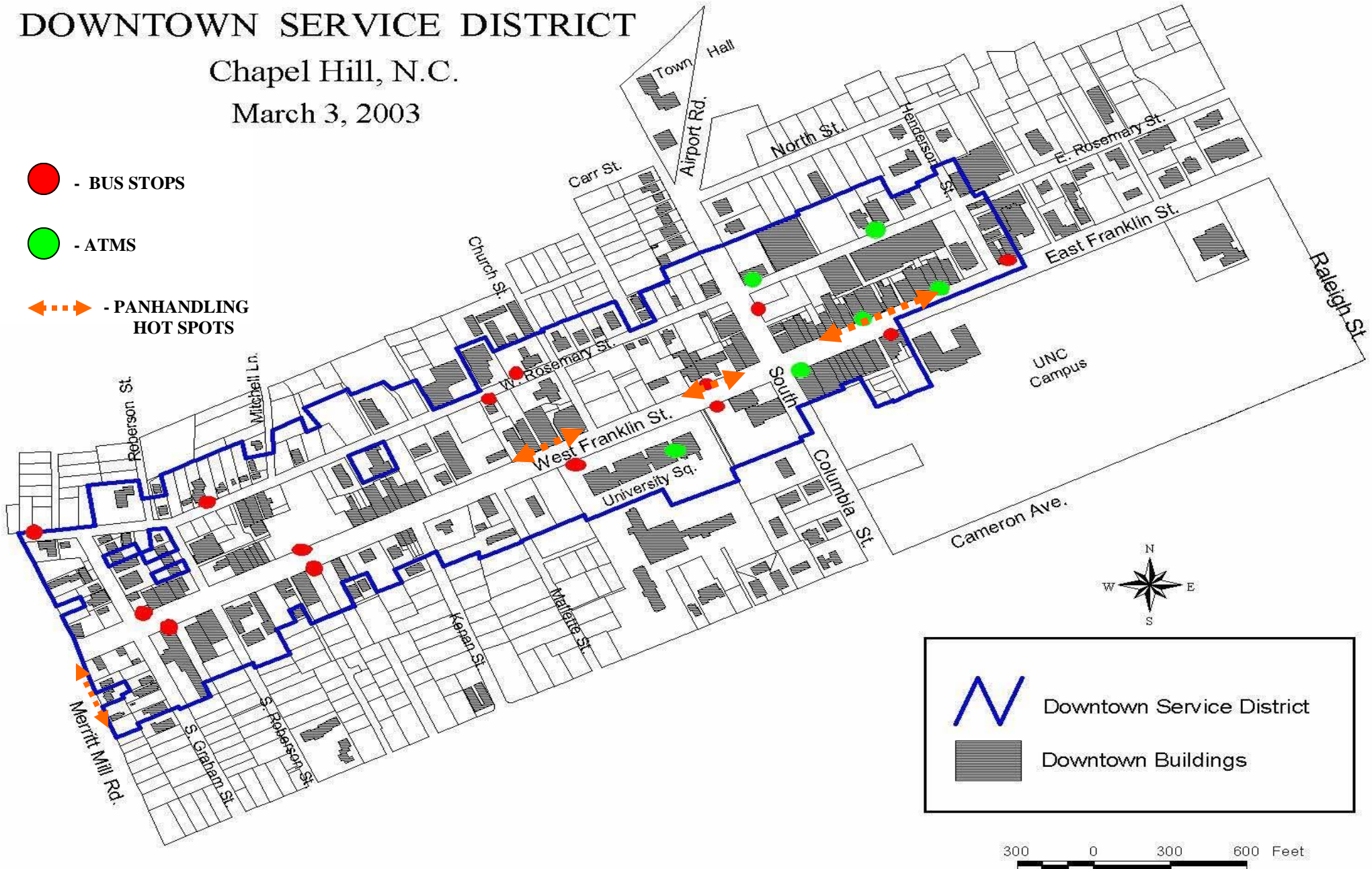


# EXPLORING OPTIONS

## DOWNTOWN SERVICE DISTRICT

Chapel Hill, N.C.

March 3, 2003



# EXPLORING OPTIONS



## ALTERNATIVE GIVING PROGRAMS

**Giving Meters:** Refurbished parking meters collect coin donations of passersby who give to the meter (and hence the charity recipient) instead of the panhandler. Meters are placed along a section of downtown streets where panhandling occurs regularly, usually painted differentiate from traditional meters, and labeled with a sign detailing its purpose and the receiving organization.

*So, what cities have tried the Giving Meter? Their Results?*

Cities	# of Meters	\$ Collected/Time	Recipient
Athens, GA	4	\$1500 in 3 years	voucher program for homeless/panhandler
Baltimore, MD	9	Began in Nov. 2006	Baltimore Homeless Services
Vancouver, BC	10	\$4000 in 2 years	United Way
Seattle, WA	5	Initially several hundred a week, within a year dwindled to ~ \$10 (per meter)	U-District Youth and Community Project
Nashville, TN	"a few"	—	United Way

# EXPLORING OPTIONS

## ALTERNATIVE GIVING PROGRAMS

**Donation Boxes:** Collection boxes placed in local establishments—often restaurants, shops, and hotels—to collect spare change that would otherwise end up in the hands of panhandlers. Box is labeled with a sign detailing its purpose and the receiving organization. Not a very popular or effective measure from our research.

*Spokane, WA, placed 30 boxes around the city and only collected \$124 in one year, less than the cost of the collection boxes.*

*Baltimore, MD, just began a new program in November 2006 to complement their Giving Meters program.*

**Coupons or Vouchers:** Purchased to hand out instead of monetary donation, can be exchanged for pre-determined variety of goods and services within a set area



### Example of University-Based Program @ Yale University:

Based on the idea that a Educational Campaign focused on students should not discourage charitable giving, simply redirect it through a constructive outlet. Yale students are able to purchase these vouchers for a set amount per unit to give out to panhandlers instead of spare change. Vouchers can be used for public transit, grocery stores, homeless shelters, pharmacies, hair salons, and other vital services. The vouchers cannot be accepted for alcohol or tobacco products and will not be exchanged for their cash value.



# EXPLORING OPTIONS

## EDUCATIONAL CAMPAIGNS

Recent campaigns have utilized websites, fliers, posters, mailings, signs, and more—but no matter the medium, these programs are centered around memorable slogans with an underlying message that encourages people to refrain from giving money to panhandlers and instead give to charity organizations or social assistance agencies working to create real, positive change in the lives of those in need.



<b>CITY</b>	<b>CAMPAIGN SLOGAN</b>	<b>NOTABLE MEDIUM</b>
Raleigh, NC	Real Change, Not Spare Change	Sign/Flier Distribution and Posting Website Website
Denver, CO	Please Help, Don't Give	
Memphis, TN	Say No to Panhandling, Say Yes to Charities that Help the Homeless and Needy	
Ann Arbor, MI	Loose Change for Real Change	—
Burlington, VT	Giving Change to Panhandlers Does Not Help Them. The Best Answer is a Firm NO.	Pocket-sized fliers to hand out when approached by a panhandler
Spokane, WA	Change for the Better	—

## UNIVERSITY PROGRAMS

UPenn:	panhandling demonstration with collections drive, proceeds go to local shelter
Vanderbilt:	Urban Plunge where students experience homelessness and panhandling for two days
Rutgers:	Act, Serve, Change—hunger clean-up drive
U Wisconsin:	“Spare Change: To Give or Not to Give”—Student Forum on Panhandling



## ACTION AND INTERVENTION ACTIVITIES

### **“Street Social Worker” or Intervention Counselor:**

In Madison, Wisconsin, a program called Reach Out has placed intervention counselors on the streets of the downtown to work directly with the panhandling and homeless population. Chris Moran, IFC representative to the Downtown Outreach Work Group, recently visited Madison with Chapel Hill’s delegation and observed this program in action: “The Madison program has four people constantly doing intervention work, and they are plugging people into programs through these efforts” (Minutes 10/14). Burlington, Vermont has adopted a similar effort and this type of programming appears to be growing throughout the country.

### **Citizen Patrols:**

Evanston, Illinois: Unarmed citizen volunteers who patrol downtown areas watching out for aggressive panhandling and other crimes. They communicate with local police via radio contact and inform local officers of any aggressive panhandling infractions. Other areas that have developed similar programs are Baltimore, MD and Portland, ORE.

## ACTION AND INTERVENTION ACTIVITIES

### **Day Centers:**

**Gastonia, NC:** In the fall of 2004, One Ministries in the heart of Gastonia opened a day center for the city's homeless, vagrant, and panhandling population. The One Center offers workshops on self-sufficiency and personal interviews to connect clients with job skills training, substance abuse treatment, mental health services, GED courses, and job placement. A mid-day meal is also provided several days a week. The day center also provides access to phones, computers, and recreational activities. Since the opening of the One Center, police have "noticed a significant decrease" in the number of "various crimes like panhandling or soliciting money from customers of the downtown businesses." Further, the Center began its own community watch group to "emphasize the positive relationship that is needed between the staff, police, and the homeless." This Community Watch Group gives these individuals—who are normally overlooked by society—"a voice to communicate their concerns and needs to others...and make them feel like a viable part of the community—that their comments are taken seriously and are used to make a difference in the city" (*Homeless Day Center Opens*).

### **Boomtown Café:**

**Seattle, Washington;** Beginning in 1995, Boomtown Café offered cheap, healthy meals to the homeless and needy. What sets Boomtown apart from other feeding programs is that it offers "value exchange" to its customers. If they are not able to fully pay for the meal customers may use food stamps or work in the kitchen to pay for food. Top chefs from surrounding restaurants donate their time at the Boomtown Kitchen to raise funds at events called "Evening at Boomtown," which use the proceeds to fuel the daily operations for the homeless ([boomtowncafe.org](http://boomtowncafe.org)).

## BENEFITS AND CHALLENGES

### Alternative Giving Programs:

**Benefits:** Meters and boxes raise awareness of alternative to donating to panhandlers and provide opportunities for impromptu charitable contributions. Vouchers allow people to donate to panhandlers with greater peace of mind.

**Challenges:** Panhandlers may actually congregate around meters to ask for spare change (hot spots), meters may be vandalized, installation and maintenance may be quite costly compared to revenue, meters may attract very few donations

### Educational Campaigns:

**Benefits:** Challenge people to think about why they give to panhandlers and how their even small donations could go to produce real change in the lives of those in need. May lessen stereotypes of all homeless as panhandlers or vice versa.

**Challenges:** Issues of funding and expense—a well-done educational campaign can be costly. Time-frame is important for effectiveness: is this a one time event or (for example) will one week each Fall be designated for the purpose of public education on this issue?

### Action and Intervention Activities:

**Benefits:** Counselors build trust and relationships with folks on the streets and are better able to connect them with services that could meet their needs. Day shelters are effective in moving people off the streets and helping them to adjust to a treatment program, housing facility, self-sufficiency.

**Challenges:** The programs are costly and often some of the first to be cut from the budget in times of financial hardship. The stress of street counseling may result in high turnover for this type of position, so real trust and knowledge of who's on the streets could be difficult to achieve.

# DETERMINING COURSE OF ACTION

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## IMPORTANT QUESTIONS

**What types of public education initiatives would best speak to the Chapel Hill Audience?**

**Media: Posters, Fliers, Mailings, Newsletters, Websites, Local News**

**Public Forums, Meeting with Church Congregations/Civic Groups/Local Schools**

**How will you obtain the funding for educational campaigns?**

**Fundraisers, Campaigns, Donations**

**How do you get students involved?**

**Is there a better time to educate incoming freshmen about panhandling than Orientation?**

**Student forum, newspaper**

**Do you want to utilize alternative giving programs?**

**Meters, Donation Boxes, Coupons or Vouchers**

**Do you want to employ intervention programs?**

**Street Social Workers, Citizen Patrol, Day Center**

**Do you have the right people on the committee?**

**Have we accurately assessed all points of view from people in the community?**

**What are the goals of the committee?**

**Short term, Long Term**

## PREPARING THE PLAN

It is our hope that this compilation on panhandling and the initial work of this committee will provide a primer for any new member joining the Work Group and serve as an easily-accessible review for existing members as they move towards establishing goals, timelines, priorities, or an overall plan for addressing panhandling in this community.



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# Chapel Hill Downtown Partnership Plan of Work: January 2007-June 2008

**Vision:** Downtown Chapel Hill is a sustainable mixed-use district that builds community as the *Center of Education*, the *Center of Arts, Culture, and Entertainment*, and the *Center of Urban Living*. Council Agenda, Challenges Facing Downtown Chapel Hill, October 15, 2008 Attachment 3

**Mission:** The mission of the Chapel Hill Downtown Partnership is to bring the resources of the Town, University and downtown community together to maintain, enhance and promote downtown as the social, cultural, and spiritual center of Chapel Hill through economic development. Page 43

**Implementation Strategy:** The Chapel Hill Downtown Partnership utilizes the National Main Street Center's Four Point Approach as tools for growth of the downtown:

(1) Organization to build consensus and cooperation among many groups and individuals with an interest in downtown; (2) Design to enhance the physical appearance of historic buildings, encourage supportive new construction and develop sensitive design management systems; (3) Promotion to market the traditional district's assets to customers, potential investors, new businesses, local citizens and visitors; and (4) Economic Restructuring to strengthen the district's economic base while exploring new opportunities and meeting new challenges.

ORGANIZATION	DESIGN	PROMOTION	ECONOMIC RESTRUCTURING
<b>I. Goal</b> GROW THE HUMAN, FINANCIAL, & KNOWLEDGE BASE RESOURCES of CHDP for continued growth as the organization charged with leading and managing downtown Chapel Hill.	<b>II. Goal</b> IMPROVE the physical appearance of downtown Chapel Hill for renewed community pride and increased private investment.	<b>III. Goal</b> IMPROVE AND INCREASE COMMUNICATION; EDUCATE ON THE ISSUES; AND PROMOTE THE ASSETS of downtown Chapel Hill.	<b>IV. Goal</b> POSITION Downtown Chapel Hill for greater business retention and expansion, and targeted new investment that furthers the vision.
<b>A. Strategy –HUMAN RESOURCES:</b> Increase opportunities for more volunteers to participate in the revitalization of downtown Chapel Hill.	<b>A. Strategy –CLEANLINESS:</b> Improve the cleanliness of downtown as a “basic need” for business retention and new investment.	<b>1. Strategy – COMMUNICATION:</b> Establish regular communication venues that inform target audiences about the role of CHDP and the progress being made to achieve the vision.	<b>A. Strategy – SAFETY &amp; PARKING:</b> Improve the safety and parking of downtown as “basic needs” for business retention and new investment.
1. Develop volunteer “job” opportunities. 2. Expand the CHDP Work Groups. 3. Market Volunteer Opportunities. 4. Train Volunteers and Board Members.	a. Continue to grade the cleanliness of downtown. b. Work closer with groundkeeper on public areas. c. Continue to grow partnerships for private clean up efforts. d. Gain better understanding and explore new programming for problem areas.	a. Maintain and expand website. b. Produce an e-newsletter. c. Produce a quarterly printed newsletter. d. Produce PSA on Downtown Assets. e. Coordinate opportunities for networking & input. f. Host Annual Meeting & produce Annual Report.	1. Monitor Daily Crime logs. 2. Complete Safety Survey Analysis and develop action steps accordingly. 3. Review the Town's Parking Report and adopt appropriate action strategies for CHDP. 4. Continue coordination of Valet Parking Service.
<b>B. Strategy –FINANCIAL RESOURCES:</b> Maintain strong nonprofit planning, financial and reporting activities and expand funding.	<b>B. Strategy –THE BUILT ENVIRONMENT:</b> Improve the visual appearance of the built environment.	<b>A. Strategy – EDUCATION/MARKETING:</b> Educate the community on the social issues surrounding Panhandling.	<b>2. Strategy –ORDINANCES:</b> Review & make recommendations for change to the Town Ordinances that may hinder economic vitality.
A. Manage CHDP books, budget, and appropriate filings. B. Expand programming through grants, donations, and sponsorships. C. Define the geographic scope of downtown Chapel Hill and the services needed. D. Plan annually for the future of downtown.	B. Offer FREE design assistance to ownership interested in making improvements. C. Incent owners to make good choices through the Façade Incentive Grant Program. D. Improve Amber Alley. E. Develop a plan for the planters, coordinate more uniformity and manage the planters.	1. Define the “message” about panhandling. 2. Develop a PR Campaign to address the issue of panhandling and raise funds for implementation. 3. Educate merchants on how they can address the social issues in downtown. 4. Educate Downtown Visitors (locals or out-of-towners) not to give to panhandlers.	1. Review and determine recommendations for amendments to the panhandling ordinance. 2. Review and determine recommendations for amendments to the street vendor/sidewalk sale/ outdoor dining ordinances.
<b>C. Strategy –KNOWLEDGE BASE:</b> Manage and expand the knowledge, data and information that has already been collected about downtown.	<b>1. Strategy –THE DOWNTOWN EXPERIENCE:</b> Enhance the Downtown Experience through attention to the details.	<b>B. Strategy – SPECIAL EVENTS:</b> Create and expand reasons for people to come downtown.	<b>3. Strategy – OUTREACH INTERVENTION:</b> Establish an Outreach Intervention Program to address the social concerns of downtown.
2. Manage existing data collected. 3. Continue growing downtown relationships through one-on-one communication. 4. Maintain statistical data. 5. Maintain availabilities and knowledge of the condition of availabilities. 6. Develop internal mapping capabilities to plan more effectively.	a. Utilize local artists to develop a plan for new holiday decorations / special events banners, etc. b. Fundraise for implementation of the holiday decorations / special events banners plan. c. Encourage the Town's Wayfinding Proposal to become a branding opportunity and coordinate a collaborative effort to achieve this.	1. Explore ways to organically grow more music in downtown. 2. Assist as needed with <i>Franklin 5000</i> . 3. Expand 5 <sup>th</sup> Quarter to the full football season. 4. Expand winter holiday events. 5. Continue the Holiday Tree lighting celebration.	a. Determine funding needed and sources for program. b. Research other communities programming. c. Gain understanding of population on our streets. d. Gain understanding of how other communities are developing programming for newly released ex-offenders and support for businesses that hire them. e. Explore day shelter options.
	<b>Chapel Hill Downtown Partnership</b> 308 West Rosemary Street, Suite 202 Chapel Hill, NC 27517 (T) 919-967-9440 (F) 919-967-9440 Email – Partnership@DowntownChapelHill.com Web – www.DowntownChapelHill.com	<b>Board of Directors</b> Tom Tucker, Chair Steve Allred, Vice-Chair Andrea Rohrbacher, Secretary/Treasurer Kevin Foy Linda Convissor George Draper Lex Alexander  Liz Parham, Executive Director	<b>D. Strategy – THE MASTERPLAN:</b> Define the downtown Chapel Hill market and develop implementation strategies with the emphasis on business retention and expansion first, then recruitment.
			1. Collect market data. 2. Define the Downtown Profile. 3. Define niche markets to create “community”. 4. Conduct market analysis /feasibility of key properties.