



CAROLINA NORTH

Request for Qualification | Carolina North Mixed-Use Development Partner

September 4, 2026



The University
of North Carolina
at Chapel Hill

northcarolina.unc.edu
carolinanorth@unc.edu



Carolina North | Former Horace Williams Airport



THE UNIVERSITY OF NORTH CAROLINA AT CHAPEL HILL

REQUEST FOR QUALIFICATIONS #: RFQ2026TCM CNDP

Carolina North Mixed-Use Development Partner

Date of Issue: September 4, 2026

Proposal Opening Date: October 16, 2026
at 4:00 PM ET

Direct all inquiries concerning this RFQ to:

Troy C. Morse
Deputy Chief Procurement Officer
Email: troy.morse@unc.edu



THE UNIVERSITY OF NORTH CAROLINA AT CHAPEL HILL

Request for Qualifications #

RFQ2026TCM CNDP

For internal State agency processing, including evaluation of qualifications, provide your company's eVP (Electronic Vendor Portal) Number. Pursuant to G.S. 132-1.10(b) this identification number shall not be released to the public. This page will be removed and shredded, or otherwise kept confidential, before the procurement file is made available for public inspection.

This page shall be filled out and returned with your proposal.
Failure to do so may subject your proposal to rejection.

Vendor Name

Vendor eVP#

Secretary of State ID#

Note: For a contract to be awarded to you, your company (you) must be a North Carolina registered Vendor in good standing. You must enter the Vendor number assigned through eVP (Electronic Vendor Portal). If you do not have a Vendor number, register at <https://evp.nc.gov/SignIn>

Electronic responses ONLY will be accepted for this solicitation.



Carolina North | Former Horace William Airport

THE UNIVERSITY OF NORTH CAROLINA AT CHAPEL HILL	
Refer ALL Inquiries regarding this RFQ to the Procurement Officer:	Request for Qualifications #: RFQ2026TCM CNDP
Troy C. Morse troy.morse@unc.edu Using Agency: UNC Chapel Hill	A list of Respondents who submitted to this RFQ will be published following the submittal due date of: 16 October at 4:00PM ET
Requisition No.:	Commodity No. and Description:

EXECUTION

In compliance with this Request for Qualifications ("RFQ"), and subject to all the conditions herein, the undersigned Vendor offers and agrees to furnish and deliver any or all items upon which prices are bid, at the prices set opposite each item within the time specified herein.

By executing this RFQ, the undersigned Vendor understands that false certification is a Class I felony and certifies that:

- this RFQ is submitted competitively and without collusion (G.S. 143-54),
- none of its officers, directors, or owners of an unincorporated business entity has been convicted of any violations of Chapter 78A of the General Statutes, the Securities Act of 1933, or the Securities Exchange Act of 1934 (G.S. 143-59.2), and
- it is not an ineligible Vendor as set forth in G.S. 143-59.1.

Furthermore, by executing this RFQ, the undersigned certifies to the best of Vendor's knowledge and belief, that:

- it and its principals are not presently debarred, suspended, proposed for debarment, declared ineligible or voluntarily excluded from covered transactions by any Federal or State department or agency.

As required by G.S. 143-48.5, the undersigned Vendor certifies that it, and each of its sub-contractors for any contract awarded as a result of this RFQ and subsequent RFP, complies with the requirements of Article 2 of Chapter 64 of the NC General Statutes, including the requirement for each employer with more than 25 employees in North Carolina to verify the work authorization of its employees through the federal E-Verify system.

As required by Executive Order 24 (2017), the undersigned Vendor certifies will comply with all Federal and State requirements concerning fair employment and that it does not and will not discriminate, harass, or retaliate against any employee in connection with performance of any contract arising from this solicitation.

G.S. 133-32 and Executive Order 24 (2009) prohibit the offer to, or acceptance by, any employee of the State or the University associated with the preparing plans, specifications, estimates for public contracts; or awarding or administering public contracts; or inspecting or supervising delivery of the public contract of any gift from anyone with a contract with the University, or from any person seeking to do business with the University. By execution of this response to the RFP, the undersigned certifies, for Vendor's entire organization and its employees or agents, that Vendor is not aware that any such gift has been offered, accepted, or promised by any employees of your organization.

Failure to execute/sign proposal prior to submittal may render proposal invalid and it MAY BE REJECTED.
Late proposals shall not be accepted.

COMPLETE/FORMAL NAME OF VENDOR:		
STREET ADDRESS:	P.O. BOX:	ZIP:
CITY & STATE & ZIP:	TELEPHONE NUMBER:	TOLL FREE TEL. NO:
PRINCIPAL PLACE OF BUSINESS ADDRESS IF DIFFERENT FROM ABOVE (SEE INSTRUCTIONS TO VENDORS ITEM #21):		
PRINT NAME & TITLE OF PERSON SIGNING ON BEHALF OF VENDOR:		
VENDOR'S AUTHORIZED SIGNATURE*:	DATE:	EMAIL:



CONTENTS

<i>Overview</i>	<i>1</i>
The University of North Carolina at Chapel Hill	2
 <i>1. Development Opportunity</i>	 <i>3</i>
1.1 Strategic Importance of Carolina North to UNC-Chapel Hill	3
1.2 Early Funding for Carolina North's Predevelopment and Infrastructure	4
 <i>2. Development Partnership</i>	 <i>5</i>
2.1 Development Partner.....	5
2.2 Right to Form a Team	5
2.3 Design Team.....	5
2.4 Preferred Partnership Model.....	6
 <i>3. The Project Area</i>	 <i>8</i>
3.1 Project Tracts.....	8
3.2 Existing Conditions	9
3.3 Utilities, Infrastructure, and Transportation	10
3.4 Entitlement Jurisdiction	11
3.5 Existing Permits	11
 <i>4. Questions and Requests for Clarification.....</i>	 <i>12</i>
4.1 Improper Communications	12
 <i>5. Submittal Requirements.....</i>	 <i>13</i>
5.1 Developer Execution Form.....	13
5.2 Cover Letter.....	13
5.3 Developer Past Project Relevance and Successful Experiences	13
5.4 Firm and Team Background and Financial Resources	14
5.5 Project Approach	15
5.6 Exclusions	15



6.	<i>Selection Process</i>	16
6.1	Mandatory Qualifications for Submittal	16
7.	<i>Schedule</i>	17
7.1	Optional Pre-Submission Meeting:	18
7.2	Optional Site Visit.....	18
8.	<i>Submittal of Qualifications</i>	19
8.1	Copies, Format and Page Limit.....	19
8.2	Addenda	19
8.3	Withdrawal or Modification of Submittals	19
8.4	Receipt and Opening of Submittals	19
9.	<i>General Information</i>	20
9.1	Reference Documents	20
9.2	Due Diligence Documents	21
9.3	Conflict of Interest	21
9.4	Public Records and Confidential Information	21
9.5	Protest Procedure	21
10.	<i>No Liability</i>	22
11.	<i>Glossary & Abbreviations</i>	23
	<i>Appendix 1: Design Vision & Master Planning</i>	25
	<i>Appendix 2: Preliminary Development Program</i>	27
	<i>Appendix 3: Representation</i>	30



OVERVIEW

The University of North Carolina at Chapel Hill is advancing “Carolina North”, one of the most significant development initiatives in the University’s history. Located on ±240 acres¹, Carolina North is envisioned as a public-facing campus that will expand UNC-Chapel Hill’s capacity for teaching, research, innovation, housing, health, and community interaction, while delivering long-term economic and public benefits to the region and the State of North Carolina. Carolina North will provide a welcoming point of connection between UNC-Chapel Hill and the people it serves across North Carolina, elevating the University’s contributions to education, research, health care, innovation and public service.

A central component of Carolina North is the Mixed-Use District, which is intended to serve as the social and community heart of the Project, and a vibrant gathering place for the University and Chapel Hill-Carrboro communities. Whether it’s working directly with communities to overcome challenges or conducting impactful research in labs to find solutions to pressing issues, the University of North Carolina at Chapel Hill is dedicated to serving the people of North Carolina. As a university built for the people, public service is at the core of Carolina’s mission. Successful implementation will require a long-term Development Partner committed to collaboratively creating the physical spaces that enable Carolina to further its service to the state for the next 200+ years. Successful Development Partners should demonstrate experience in district-scale planning, infrastructure delivery, mixed-use development, collaborating with universities, housing (including student and affordable housing), placemaking, public realm activation, and long-term environmental stewardship.

UNC-Chapel Hill is seeking a Development Partner whose qualifications, prior work, and approach align with the University’s mission and priorities for Carolina North. The ideal Development Partner will have experience delivering high-quality, financially successful, mixed-use environments that are active throughout the day, evening, week, and weekend. They should understand the unique character of the site, including its relationship to the University, surrounding neighborhoods, and the Carolina North Forest, and be capable of delivering development and programming at scale.

For prospective Development Partners, Carolina North presents a rare opportunity to work with the nation’s first public university and the flagship institution of the University of North Carolina System in one of the country’s most dynamic growth markets. Located within the Research Triangle, Carolina North is positioned in a region anchored by research universities, life sciences, technology, healthcare, corporate investment, economic vitality, and sustained population and employment growth.

The selected Development Partner will have the opportunity to help shape and implement the Mixed-Use District, with potential for a sustained pipeline of development activity across residential, retail, commercial, hospitality, entertainment, and other uses, subject to University approvals, market conditions, and continued performance.

The University requests a Development Partner or Development Partner team to demonstrate the technical capacity required to deliver the Mixed-Use District for Carolina North, under the terms of a Pre-Development Agreement and one or more subsequent Development Agreements entered into in accordance with the terms of the Pre-Development Agreement. Both the Pre-Development Agreement and Development Agreement will be negotiated separately with the chosen Development Partner.

A Request for Proposals (“RFP”) will be issued to shortlisted Respondents after this RFQ process is completed. The RFP will further define the University’s transaction structure objectives, detailed proposal requirements, and the University’s process for selecting the Development Partner and executing the pre-Development Agreement and any subsequent Development Agreement(s) with the University.

¹ The Project Area is ±240 acres, with an additional ±60 acres under consideration for inclusion.



THE UNIVERSITY OF NORTH CAROLINA AT CHAPEL HILL

The University of North Carolina at Chapel Hill (the “University”, “UNC-Chapel Hill”, or “Carolina”), the nation’s first public university, serves North Carolina, the United States, and the world through teaching, research, and public service. We embrace an unwavering commitment to excellence as one of the world’s great research universities.

Our mission is to serve as a center for research, scholarship, and creativity and to teach a diverse community of undergraduate, graduate, and professional students to become the next generation of leaders. Through the efforts of our exceptional faculty and staff, and with generous support from North Carolina’s citizens, we invest our knowledge and resources to enhance access to learning and to foster the success and prosperity of each rising generation.

We also extend knowledge-based services and other resources of the University to the citizens of North Carolina and their institutions to enhance the quality of life for all people in the State.

With lux, libertas — light and liberty — as its founding principles, the University has charted a bold course of leading change to improve society and to help solve the world’s greatest problems.





1. DEVELOPMENT OPPORTUNITY

The University is advancing the development of Carolina North—the largest new development initiative at Carolina since the cornerstone of Old East was laid in 1793. This generational investment will advance the University's academic mission, expand its public impact, and strengthen its shared future with the Chapel Hill, Carrboro, the Research Triangle region, and the State.

Carolina North is envisioned as a vibrant, mixed-use environment that includes shared spaces for learning and community, world-class research facilities, student, workforce/affordable and market-rate housing, and a range of retail, dining, and entertainment options. Together, these elements will support academic excellence while fostering meaningful connections between the University, the broader community, and industry partners.

This expansion responds to North Carolina's rapid population growth and positions Carolina North as a powerful economic engine of innovation—helping to meet the state's evolving workforce needs while generating new models for research, education, and industry engagement with impact across the state and nation.

Located on a ±240-acre² University-owned site along Martin Luther King Jr. Boulevard, just 1.6 miles north of UNC Chapel Hill's main campus, Carolina North offers exceptional regional access. Its proximity to I 40 and I 85 connects the site to the Triangle, the Triad, and Raleigh-Durham International Airport. With its strategic location and forward-looking vision, Carolina North is poised to become a transformative hub for education, innovation, and community life for generations to come.

1.1 STRATEGIC IMPORTANCE OF CAROLINA NORTH TO UNC-CHAPEL HILL

Carolina North is envisioned as a major expansion of the University's research and applied academic footprint – designed to support emerging industries, translational research and deep partnerships with the private sector. The campus is intended to be outward facing, integrated with industry, and focused on fields of study that grow talent, and drive job creation and economic development in North Carolina.

Expanding Academic, Research & Partnership Opportunities

The University has committed to increasing enrollment among both undergraduate and graduate students. Historically, the University enrolled approximately five percent of North Carolina's graduating high school class as freshman. However, due to the state's rapid population growth, that percentage has declined to approximately three percent. In response, the University has committed to increasing undergraduate student enrollment by 5,000 students over a 10-year period. The 2026/27 academic year marks the second year of that decade-long commitment. Carolina North provides the University with the opportunity to thoughtfully and strategically address the physical needs associated with this growth across both campuses, including the need for student housing, academic and research space, athletics and recreation facilities, and student support services.

Broadening Impact across the State

UNC-Chapel Hill continues to be at the forefront of research, discovery and public impact. The University growth areas, in particular STEM disciplines, are under continued pressure to meet student demand, while also building a skilled workforce and driving economic development across North Carolina. Carolina North represents a generational opportunity to extend the University's academic mission. More than a physical expansion, Carolina North is envisioned as a catalytic setting and an academic and innovation engine, that propels Carolina's most ambitious ideas, advanced capacities, private-public collaborations, and emerging talent.

² The Project Area is ±240 acres, with an additional ±60 acres under consideration for inclusion.



Academic programs and facilities will be focused on solution-driven, team-based, interdisciplinary research, actively stimulating collaboration, bringing together scientists, engineers, clinicians, social scientists, humanists, data experts and even artists in ways that compress the path from insight to application.

The academic and research focus areas identified herein are conceptual and reflect the University's current planning considerations only. Programmatic needs, priorities, and facility requirements for Carolina North remain subject to change. The University reserves sole and absolute discretion to determine the academic and research programs and facilities located at Carolina North, and nothing in this RFQ shall be construed to limit or obligate the University with respect to current or future academic or research uses.

Addressing Housing Constraints

Both the University and surrounding towns of Chapel Hill and Carrboro experience housing pressure, in particular housing options for undergraduate and graduate students, as well as affordable and workforce housing options for members of the broader community. As a significant land holding in proximity to a proposed rapid bus transit ("RBT") network, and within close proximity to the University, Carolina North presents an opportunity for the University to help address these housing challenges.

1.2 EARLY FUNDING FOR CAROLINA NORTH'S PREDEVELOPMENT AND INFRASTRUCTURE

In January 2026, the University's Board of Trustees authorized \$8M to the University for Advanced Planning for Carolina North. Advanced Planning funds pre-development design and studies, including site analysis, utility and energy investigations, feasibility studies, master planning, preliminary engineering, and cost estimation.

In July 2026 the North Carolina General Assembly approved an additional \$35M to the University for the 2026-2027 FY for early infrastructure works at Carolina North. This includes the design and delivery of infrastructure to serve future development parcels, including:

- Site mitigation and remediation;
- Site preparation and grading;
- Centralized parking;
- Major roads and streets;
- Water, sewer, stormwater, and centralized detention;
- Power and telecommunications; and
- Parks, plazas and landscaping.



2. DEVELOPMENT PARTNERSHIP

Through this RFQ process, the University is soliciting a Development Partner with the best qualifications, experience, financial capacity, and proven track records of executing projects similar to Carolina North, specifically for the delivery of the Mixed-Use District. A selection committee designated by the University will evaluate all materials submitted as part of this RFQ process and will shortlist Respondents based on the criteria stated herein.

The University may select, at its sole discretion, a short list of the Respondents it deems most qualified to partner with the University to undertake the Project. Those Respondents will receive the designation of being “prequalified” and will be invited to participate in an RFP process following the evaluation of the Statements of Qualifications (“SOQs”). Participation in this RFQ is a prerequisite to participating in the RFP process and subsequent steps of the selection process, but in no way guarantees a Respondent’s prequalification status. The University reserves the right to modify the RFP award criteria.

2.1 DEVELOPMENT PARTNER

The University seeks an experienced Development Partner that can demonstrate its capability to partner with UNC-Chapel Hill on determining the most feasible strategy to implement the University’s priorities set forth in Appendices 1 & 2. This includes a willingness to assume at-risk development responsibility and to source and invest private capital into the appropriate mixed-use components.

The Development Partner should have demonstrated experience developing large-scale, mixed-use, urban environments over multiple phases; incorporating place-making strategies; integrating a variety of housing typologies, including market-rate, student, workforce, and affordable housing; and working with a university or other institutional partner with various priorities and stakeholders to accommodate.

2.2 RIGHT TO FORM A TEAM

For the procurement process and subsequent execution of any contractual agreements, any individual or company, together with other individuals or companies, may form a consortium that may eventually form a joint venture to enter into the contractual agreement with the University.

Respondents are encouraged to assemble teams that provide the full range of expertise required to successfully deliver the anticipated development program. Firms whose primary expertise does not include specialized product types, such as student housing, workforce housing, or other targeted uses, are encouraged to partner with other development firms with demonstrated expertise in those specialized areas.

Development firms who are not identified as the Lead Developer of a Development Partner team are permitted to be part of multiple teams. A development firm that is identified as the Lead Developer of a Development Partner team, may only be part of the team for which they are the lead. For clarity, each team must identify a Lead Developer.

2.3 DESIGN TEAM

It is not a submittal requirement for this RFQ that Respondents identify a design team(s).



2.4 PREFERRED PARTNERSHIP MODEL

The University is contemplating a phased partnership consisting of (i) the master plan stage, in which the Development Partner would initially operate under a Pre-Development Agreement with the University as a development and strategy advisory to support the master planning, feasibility analysis, and implementation strategy; and, upon completion of the master plan stage and subject to mutual agreement and negotiation of a Development Agreement, (ii) this partnership would transition into a traditional at-risk development model, under which the Development Partner would be responsible for capital formation, financing, construction, delivery, management, and risk for the delivery of Phase 1 of the District.

For clarity, the Development Partner's anticipated responsibilities for the Mixed-Use District include, but are not limited to:

- Supporting master planning;
- Programming;
- Design and construction;
- Financing; and
- Operation and maintenance.

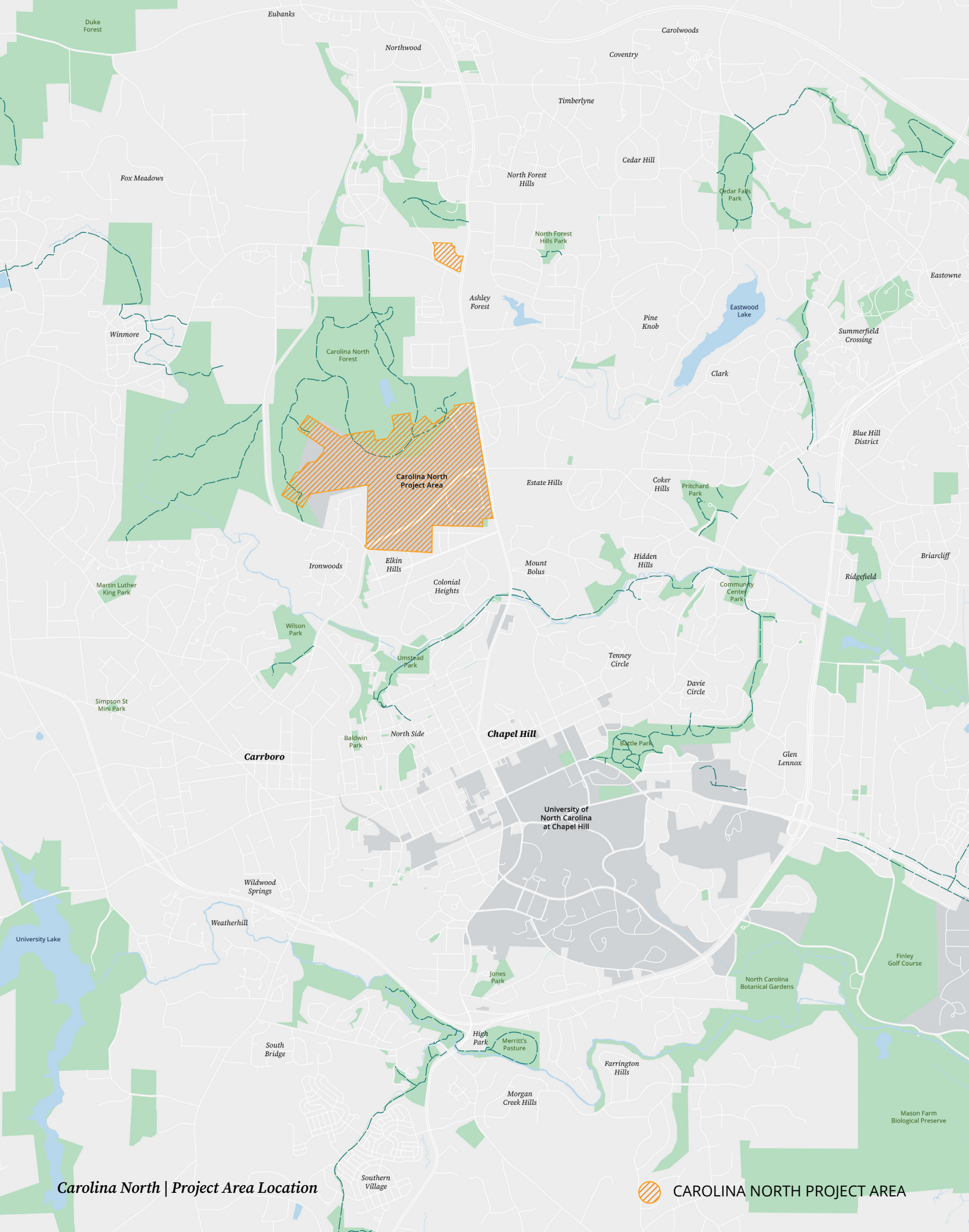
A pre-development term sheet shall be negotiated and is expected to include, at a minimum, the following general concepts:

Real Estate Framework (State Owned Land)

- The State of North Carolina, or an instrumentality or institution thereof, will retain fee ownership of all land at all times;
- Development will occur under long term, unsubordinated ground lease/leases;
- Leasehold interest only (no developer interest in fee interest);
- No developer sale right or developer option to purchase rights;
- Anticipated term: up to 99 years; and
- At the end of the lease term, or upon termination all improvements revert to the State at no cost and free of liens (subject to approved lender protections).

Financial Principles

- The Development Partner will fund all development costs with private equity and debt that is non-recourse to the University (including, but not limited to, vertical predevelopment stage design costs);
- No pledge of State credit, no University debt, financial guarantee, or other forms of University financial support;
- University consideration may include:
 - Ground rent;
 - Revenue participation; or
 - In kind delivery of facilities or infrastructure.
- The University retains audit and inspection rights;
- No lien against State fee ownership; and
- Lender protections (e.g., non-disturbance agreements) will be limited and consistent with State law and sovereign immunity.





3. THE PROJECT AREA

Carolina North is a uniquely situated University-owned site located north of main campus, offering a rare opportunity to create a new district closely connected to the academic core.

The Project Area consists of two non-contiguous parcels, with a third parcel under consideration for inclusion.

<i>Carolina North Campus "Project Area" Acreage:</i>	±230 acres Horace Williams Airport Tract +11 acres Homestead Drive Tract (non-contiguous) +62 acres Facilities Drive Tract (contiguous, under consideration)
<i>Mixed-Use District Acreage:</i>	±30-50 acres
<i>County:</i>	Orange County
<i>Municipality:</i>	Town of Chapel Hill
<i>Current Zoning:</i>	Not applicable
<i>Zoning Jurisdiction:</i>	North Carolina State Construction Office
<i>School District:</i>	Chapel Hill-Carrboro City Schools District
<i>Water & Sewer Provider:</i>	Orange Water & Sewer Authority (OWASA)
<i>Energy Provider:</i>	Duke Energy

All acreages are approximate and are subject to change during the master planning process.

3.1 PROJECT TRACTS

Horace Williams Airport Tract

The cornerstone of Carolina North is the former Horace Williams Airport and surrounding facilities, located at the intersection of Martin Luther King Jr. Boulevard (NC 86) and Estes Drive Extension. The airport, which closed in 2018, is largely cleared with negligible grade change, with new growth vegetation around the perimeter. The remaining ±4,000 foot runway is located east-west through the site, with several airport hangars and other outbuildings located on-site, all of which are proposed to be demolished.

The University's Grounds Services operations are located off Municipal Drive, and the University is currently studying options to relocate.

The Project Area also includes the ±1,130-space surface parking lot, and ±3.7-acre demonstration solar farm. The solar farm will be relocated elsewhere within Carolina North. The parking lot could potentially be relocated by the University as part of the redevelopment of the Project Area in a subsequent phase.

Carolina North Forest abuts the Project Area to the north and west. Within this mix of pine and old wood forest are 20+ miles of multi-use recreational trails used heavily by the University and Chapel Hill/Carrboro community. This much beloved forest offers ecological, wellness, recreational, and community benefits. Combined with its proximity to campus, strong transit connections, and the Carolina North Forest, the Project Area offers an exciting foundation for a mixed-use district that integrates campus life, natural landscapes, and future development potential.

For clarity, the Carolina North Forest is outside of the Project Area.



Homestead Drive Tract

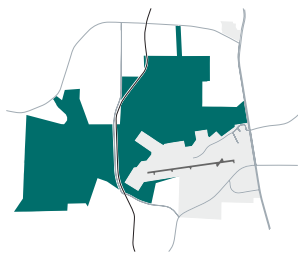
An ±11-acre tract of university-owned land at 2700 Homestead Rd, while not contiguous to the former airport, is part of the Carolina North Project Area. While this tract is outside of the Mixed-Use District, the University is open to considering the development of this tract in partnership with the Development Partner.

Facilities Drive Tract

The University is also considering the inclusion of a combined ±62-acre tract of University-owned land, located south of Estes Drive and MLK Jr Boulevard, on both sides of Airport Drive. Collectively, these two tracts are occupied by a range of University Facilities Services operations, distributed across multiple buildings, as well as a wooded area behind the Elkin Hills neighborhood. Consideration regarding the inclusion of all or part of these tracts within the Project Area, and the Mixed-Use District is within the scope of the master planning effort.

3.2 EXISTING CONDITIONS

The University has commenced discussions with the North Carolina Department of Environmental Quality ("DEQ") in relation to historic uses that were undertaken within the Project Area. The University will be working with DEQ in a collaborative manner to identify on-site environmental conditions and responsible remediation and/or mitigation strategies to be addressed in a comprehensive agreement, establishing a path forward for redevelopment, potentially using a Brownfield Agreement through DEQ's 'Ready for Reuse' Brownfields Program. More information regarding the DEQ Brownfields Program can be found here: <https://www.deq.nc.gov/about/divisions/waste-management/brownfields-redevelopment-section/program-information>



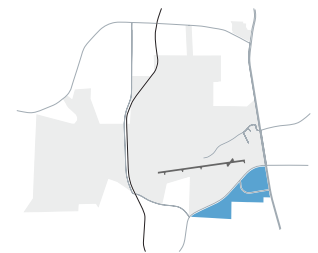
Carolina North Forest
±750 acres



Horace William Airport Tract
±230 acres



Homestead Ops Center Tract
±11 acres



Facilities Drive Tract
±62 acres
Under consideration for inclusion in Project Study Area

Carolina North Project Area



3.3 UTILITIES, INFRASTRUCTURE, AND TRANSPORTATION

Stormwater Detention

The master planning exercise will include a Project-wide drainage study to evaluate a systems-based approach to stormwater detention and reuse within the Project boundaries. This may include a recommendation for a centralized or shared detention infrastructure in lieu of site-specific facilities where feasible. Should a regional detention strategy be pursued, the Development Partner will be expected to contribute proportionally to the implementation of the agreed-upon regional stormwater solution. All stormwater improvements will need to comply with UNC-Chapel Hill Stormwater Design Guidelines and the State's Uniform Floodplain Management Code.

Water, Sewer & Streets

The Project Area is serviced by OWASA. Trunk water lines are located along MLK Jr Boulevard and Estes Drive Extension, with an 8-inch trunk sewer line located along MLK Jr Boulevard. OWASA's 2026-2035 Capital Improvement Program includes a proposed 2,800 linear foot upgrade, increasing pipe diameter to 12 inches. Initial capacity studies indicate no additional trunk infrastructure upgrades are required to facilitate the Project.

The Project Area is currently accessible via Municipal Drive and Estes Drive Extension. The master planning exercise will include a Project-wide transportation impact analysis that will study the potential for additional access points. MLK Jr Boulevard and Estes Drive Extension are State-owned roads.

The University will provide the infrastructure for connections to water, sewer, drainage and streets to the Mixed-Use District parcel boundary. The Development Partner will be responsible for installing utilities, connecting to the proposed infrastructure, and constructing streets within the boundaries of the Development Partner's awarded phase of the District.

Transit

The street network adjoining Carolina North is served by Chapel Hill Transit – a free bus service within Chapel Hill and Carrboro, and frequent services to main campus.

The Town of Chapel Hill is planning a future BRT line – called “NS RAPID” – along MLK Jr Boulevard and Columbia St, which is expected to begin construction in 2027 and be completed by 2030. Three stations are proposed adjacent to Carolina North: Estes @ MLK and Piney Mountain @ MLK adjacent to the Airport and Facilities Drive Tracts, and Homestead @ MLK adjacent to the Homestead Tract. With multiple, dedicated stations in between, NS RAPID will provide a convenient and direct connection between main campus and Carolina North. More information can be found at engage.chapelhillnc.gov/nsbrt.

Power

The Project Area is served by Duke Energy. To support the power needs for Carolina North, the University is currently in discussions with Duke Energy for a new substation to be located within the Project Area. The University intends to utilize geothermal-based heating and cooling as a Project-wide energy solution. The University is currently evaluating the feasibility of this approach.

Telecommunications

For University occupied/tenanted buildings (e.g. student housing, academic, research, UNC Health), the University will require the provision of communication conduits to facilitate University fiber optical infrastructure.

3.4 ENTITLEMENT JURISDICTION

The property subject to this proposed development is exempt from local zoning and other land development regulations under N.C.G.S. § 160D-913(b). The precise regulatory framework for guiding development will be determined during the RFP process. Inquiries shall be directed to the University.

3.5 EXISTING PERMITS

USACE s404 Permit

As part of previous master planning efforts over Carolina North, in 2012 the University obtained a s404 Permit from the US Army Corps ("USACE") – Permit # SAW-2010-01840 regarding potential impacts to on-site wetlands in support of the anticipated redevelopment of the Horace Williams Airport for mixed used development.



Carolina | Morehead-Patterson Bell Tower



4. QUESTIONS AND REQUESTS FOR CLARIFICATION

It is the responsibility of each Respondent to examine the entire RFQ, seek clarification in writing, and review their submission for accuracy before submitting their submittal. Once the submission deadline has passed, all submissions will be final. The University will not request clarification from individual Respondents relative to their submission but reserves the right to ask for additional information from all parties who have submitted qualifications. Questions about any aspect of the RFQ, or the Project, shall be submitted in writing (via email) to the University's primary point of contact as noted above.

The deadline for submission of questions relating to the RFQ, is the time and date as outlined in Section 7.0. All relevant questions and requests for clarification received by the University in writing prior to the deadline will be compiled, and answers will be posted on the State of North Carolina's eVP site as an addendum to the original solicitation for services. For clarity, questions will not be responded to upon receipt. Any proposed exceptions to the RFQ requirements or requests for submittal deadline extensions must include the reason(s) for such a request. The University reserves the right to approve or reject such requests as it deems necessary.

The University will not respond to questions identified as "confidential", "proprietary", or otherwise intended to limit the response to the submitting Respondent, or preclude the University from addressing the question in an addendum.

4.1 IMPROPER COMMUNICATIONS

To promote a fair procurement process, the following requirements apply from issuance of this RFQ through the execution of any Pre-Development Agreement. The University may update these requirements upon written notice. As used below, "communication" includes face-to-face, telephone, facsimile, e-mail, text, or any other communication by an actual or potential Respondent (whether direct or indirect or through an agent, representative, or advocate).

- The Procurement Officer, Troy Morse, shall be the sole point of contact for the University. All communications concerning this procurement shall be directed to the Procurement Officer. Any information regarding the Project will be disseminated by the University.
- During the procurement process, no Respondent shall have any ex parte communication concerning the Project with any of the University's governing bodies, trustees, officers, employees, agents, advisors, contractors, or consultants except for communications expressly permitted by the University in writing. The foregoing shall not preclude communications unrelated to the procurement or limit participation in public events or events held by the University for Respondents.
- During the procurement, Respondents shall not communicate with the following stakeholders regarding the Project: Orange County; Town of Chapel Hill; environmental, regulatory, or permitting agencies; or utility owners. The University will arrange for any necessary coordination.
- After submittal of its response to this RFQ, no Respondent or its team members may communicate with another Respondent or its team members; provided that firms that are part of multiple teams (as allowed per Section 2.1.2) may communicate with their respective colleagues so long as each Respondent firm establishes reasonable protocols to ensure they will not act as a conduit of information between teams.
- Any Respondent engaging in prohibited communications may be disqualified at the sole discretion of the University.



5. SUBMITTAL REQUIREMENTS

To ensure equitable evaluation and optimize the Selection Committee's review process, Respondents are required to provide the following information as part of their submittal.

5.1 DEVELOPER EXECUTION FORM

Complete, execute and include Execution Form at the beginning of the submittal. The form must be signed by an individual authorized to bind the Respondent. Failure to execute and include the form may render the submittal non-responsive.

5.2 COVER LETTER

Provide a cover letter addressing the Respondent's interest in Carolina North's Mixed-Use District opportunity, and if submitting as a proposed partnership/team, identifying key team members and the Project's Lead Developer where part of a Development Partner team.

5.3 DEVELOPER PAST PROJECT RELEVANCE AND SUCCESSFUL EXPERIENCES

Statement of Qualifications and Experience

Provide a statement of qualifications and experience. The statement should demonstrate executed development experience that aligns with the University's goals for Carolina North, including:

- Vertical mixed-use development experience (preference for projects of a similar scale);
- Large multi-phase projects requiring land use planning and infrastructure delivery at a district scale (preference for projects of a similar scale);
- Experience working with universities or higher education institutions;
- Experience in public-private partnerships;
- Experience in developing brownfield sites;
- Experience in student-, affordable-, and workforce housing development;
- Experience in placemaking, activation, and district identity creation; and
- Development experience in the Research Triangle, the Carolinas, or the broader region.

No more than five projects should be identified.

For each referenced project, include sufficient information to assess relevance, such as:

- Size and scale of development;
- Mix of uses;
- Estimated project value/cost;
- Key stakeholders and partners;
- Project start and completion dates;
- Infrastructure funding and/or public finance strategies;
- A narrative describing your firm's specific role in the planning, development, and execution of the project, and whether your firm had a decision-making role, or was participating as a co-developer;
- The project's relevance to Carolina North e.g. institutional context, development scale, governance structure, infrastructure scope, environmental setting, place creation and activation, multi-phase project, project timeline etc.;
- Where projects were delivered over multiple phases or extended timeframes (10+ years), how phasing, market changes, and evolving priorities were managed; and
- Transaction/ownership structure, agreement length (term), and key institutional support provisions.

References

A minimum of three (3) references, for projects that are relevant to Carolina North, are to be provided. A member of the Respondent's team must have been or be the Lead Developer for each reference. A minimum of one (1) of the above-mentioned references shall be for a project where the Respondent was involved in a public-private partnership.

Where a Respondent is proposing a team with two or more developer firms (see Section 2.1.2 Right to Form a Team), at least two (2) references must be provided for each firm.

References must include current contract information, including contact name, company name, email address and phone number.



5.4 FIRM AND TEAM BACKGROUND AND FINANCIAL RESOURCES

Respondent Overview

Provide an overview of your firm (or each firm if proposing a partnership), including:

- Firm overview, including organizational structure, history, and core areas of expertise;
- The Respondent's principal place of business (city and state), and whether the Respondent has paid unemployment taxes or income taxes in North Carolina. This information is requested solely to administer the reciprocal resident preference and is not a scored evaluation criterion;
- Identification of the Lead Developer(s) if proposing a team. Clearly distinguish the Lead Developer from any co-developers, advisors, or execution partners, and identify the entity that will hold primary decision-making authority and responsibility for Project delivery;
- Resume and individual qualifications for key team members, including:
 - Professional background and relevant experience;
 - Proposed project role and responsibilities; and
 - The city and state of the office from which the team member would primarily work on the Project.
- Identify the individual(s) who would have primary day-to-day responsibility for representing the Development Partner to the University, and describe their anticipated level of involvement over the life of the Project;
- Describe how and when specialized expertise (e.g. infrastructure delivery, student housing, place management, academic building, or research facilities, etc.) would be introduced as the Project advances; and
- Describe how your firm typically ensures continuity of leadership and institutional knowledge on long-term, multi-phase development projects.

For this RFQ, Respondents are encouraged to focus on the Lead Developer role(s) for the firm overview. Additional firms or individuals may be identified but are not required for this phase. The University recognizes that the full Project team will evolve as the Project progresses.

Statement of Financial Resources and Relationships

Provide a statement of financial resources and relationships that demonstrates your firm's ability to source capital and successfully execute on the Mixed-Use District, including:

- Describe your firm's overall financial strength and capacity, including the scale and types of development projects the firm typically undertakes and manages;
- Identify capital relationships and sources typically utilized by the firm (e.g. equity partners, debt providers, joint venture partners, institutional investors), and describe how those relationships support large, complex, and multi-phase developments;
- Describe your firm's typical approach to capital structuring for large-scale, mixed-use developments, including the use of equity, debt, joint ventures, etc.; and
- Where applicable, describe experience utilizing public financing mechanisms, shared-cost infrastructure models, or other innovative funding approaches in coordination with public or institutional partners.

Disclosure of Litigation

- Disclose Lead Developer and any Development Partners involvement in any litigation and any bankruptcy details as follows: (i) any on-going litigation relating to real estate or development projects or prior litigation over the past five (5) years; (ii) any on-going litigation involving a public institution, government entity or quasi-government entity or prior litigation over the past five (5) years; (iii) pending or active disqualifications or suspensions from performing work for any governmental entity within the past ten (10) years; and (iv) any efforts to seek bankruptcy protection under any available bankruptcy act within the past ten (10) years. Routine claims, such as "slip and fall", or similar claims need not be included.

Where the Respondent's submittal of qualifications includes multiple firms, a statement must be provided for each entity.



5.5 PROJECT APPROACH

Qualitative Project Approach & Narrative

Provide a narrative describing your approach to serving as the master developer of the Mixed-Use District of Carolina North. Conceptual site plans, market studies, design work, or financial pro formas are not required at this stage. At a minimum, address the following topics at a high-level:

- Describe what role the University should play in the partnership and what governance or collaboration model you would recommend to support a long-term, mission-aligned relationship;
- Describe how roles and responsibilities should be allocated between the Development Partner and the University during master planning, entitlement, and horizontal infrastructure development, including coordination, sequencing, and decision-making;
- Articulate your overarching vision of the Mixed-Use District, and how that vision aligns with the University's priorities and goals;
- The anticipated area of the Mixed-Use District is ± 30 -50-acres, to be determined collectively with the preferred Development Partner(s). While detailed plans are not requested, describe your perspective on whether this represents an appropriate and manageable scale for the proposed development, and why;
- Provide your initial assessment of an appropriate land use mix, development program, and general phasing strategy for the Mixed-Use District;
- Describe your approach to integrating student housing with non-student housing, including operational, design, ownership, and management considerations;
- Identify types of non-University anchors, tenants, or programmatic uses you believe could be successful at Carolina North; and
- Describe your approach to identifying your preferred design and construction partners for each building typology.

5.6 EXCLUSIONS

When addressing the submission requirements outlined in this Section, Respondents shall not include any specific fees, costs, anticipated profits, and/or revenue estimates when outlining proposed financing structures, partnership arrangements, ownership structures, profit-sharing arrangements, compensation, or other financial proposition. The inclusion of such information may be grounds for disqualification. Evaluation of the RFQ is based exclusively on the qualification and capabilities of the Respondent.



6. SELECTION PROCESS

Respondents will first undergo an initial technical review to confirm compliance with the RFQ requirements. Submissions that do not meet the minimum qualifications, and/or adequately respond to the RFQ may be disqualified and removed from further consideration. Responsive submittals will then be evaluated based on the following criteria in order of importance:

- Firm and team qualifications, background & financial resources;
- Past project relevance and successful experiences;
- Project approach; and
- Development Partners team's commitment to North Carolina.

Based on these evaluations, Respondents may be invited to participate in the first round of interviews. Not all Respondents will be invited to interview. The subsequent selection of the teams advancing to the RFP (Stage 2) will be based on a combination of the written submissions and interview performance.

6.1 MANDATORY QUALIFICATIONS FOR SUBMITTAL

Without limiting the requirements set forth in Section 5.0 Submittal Requirements or elsewhere in this RFQ, Respondents must not be ineligible, disqualified, removed, debarred, or suspended from performing or bidding on work for the University, the State or any other state or territory of the United States, or any governmental entity, instrumentality, or authority.



7. SCHEDULE

The University will conduct a two-stage solicitation process to select the preferred Development Partner. The selection phase and preliminary overall Project schedule shown below represents the University's best estimate at the time of publication. The University reserves the right to make adjustments to the schedule as required. Notice to any change in schedule will be communicated via an addendum. All times are noted in Eastern Time ("ET").

RFQ/P Process Milestone	Deadline
<i>Issue RFQ Stage 1 for Development Partner</i>	September 4, 2026
<i>Pre-Submission Meeting (ZOOM) (Optional)</i>	September 16, 2026 at 11:00am ET
<i>Site Visit (Optional – registration required)</i>	September 22, 2026 at 11:00am ET
<i>RFQ Stage 1 Questions Deadline</i>	September 25, 2026 at 4:00pm ET
<i>Issue Response to Questions Addendum</i>	October 2, 2026
<i>RFQ Stage 1 Qualification Submission Deadline</i>	October 16, 2026 at 4:00pm ET
<i>Interviews with potential shortlist candidates³</i>	Week of November 2, 2026
<i>Announce Prequalified Shortlist</i>	Week of November 13, 2026
<i>Issue RFP Stage 2 to Shortlist</i>	Week of November 23, 2026
<i>RFP Stage 2 Questions Deadline</i>	This information will be included in the RFP Stage 2 information packet.
<i>Issue Response to Questions Addendum</i>	
<i>RFP Stage 2 Proposal Submission Deadline</i>	
<i>RFP Stage 2 Shortlist Interviews</i>	
<i>Select Preferred Development Partner</i>	
<i>Board of Trustee's Approval</i>	
<i>Preferred Development Partner Pre-Development Agreement Contract Negotiation</i>	

Changes to the anticipated schedule will be communicated by an addendum(s) published on eVP website.

³ Not every Respondent who submits to the RFQ will be asked to attend an interview. Respondents will be notified in writing if an interview is requested. Receiving a request for an interview does not mean a Respondent has been shortlisted, only that they are being considered for the shortlist to progress to Stage 2.



7.1 OPTIONAL PRE-SUBMISSION MEETING:

The University will hold an online optional pre-submission meeting. This meeting will provide an opportunity to ask questions of University staff and representatives. Attendance for this meeting is optional.

<i>Date/Time</i>	September 16, 2026 at 11:00am
<i>Meeting Link</i>	https://unc.zoom.us/j/96118368807?from=addon
<i>Media</i>	Press/reporters may be present on this call.

7.2 OPTIONAL SITE VISIT

The University will host an in-person site visit. While attendance is optional, due to the restricted nature of the majority of Project Area, this will be the only opportunity for potential Respondents to participate in the site visit of the former Horace Williams Airport.

<i>Date/Time:</i>	September 22, 2026 at 11:00am
<i>Meeting Location</i>	Giles Horney Building Magnolia Meeting Room 103 Airport Drive Chapel Hill NC 27599
<i>Registration</i>	Registration: Attendees will be required to RSVP in advance and sign a liability waiver in order to participate in the site visit. To RSVP for the site visit, please complete the registration form at: https://forms.cloud.microsoft/r/myVFhud8ww
<i>Parking</i>	Attendees should park in R2 Parking Lot (Administrative Office Building, 104 Airport Drive, Chapel Hill) or R1/R2 Overflow Parking Lot (gravel lot) at the end of Facilities Drive. No visitor parking permit will be required for these lots for the duration of the site visit. No visitor parking permit will be required for these lots. Please do not park in the visitor parking lot in front of the Giles Horney Building or the on-street visitor parking spaces along Facilities Drive.
<i>Media</i>	Press/reporters may be present at this event.



8. SUBMITTAL OF QUALIFICATIONS

Submittals are limited to forty (40) pages in total. All materials must be submitted via the State's eVP and Portal clearly reference the Carolina North Mixed-Use Development Partner RFQ. The electronic submission should consist of a single optimized PDF file, submitted via the State eVP Portal. File size must not exceed 25MB. It is the Respondent's responsibility to ensure electronic submittal by the stated deadline. The University cannot assume responsibility for delivery mishaps under any circumstance. No submissions will be accepted past submission deadline as noted in the schedule above.

8.1 COPIES, FORMAT AND PAGE LIMIT

Respondents shall submit via the State's eVP Portal A forty (40) page limit applies to the substantive response to Section 5.0 Submittal Requirements. Execution Form, the cover letter, front and back covers, tab dividers, and the table of contents are not counted against the page limit. Resumes and reference information are counted against the page limit. Pages shall be 8½" x 11", with type no smaller than 11-point; a page printed on both sides counts as two pages. Tabloid (11" x 17")-sized sheets count as two pages each.

The University will not accept submittals delivered by physical mail, electronic mail (email), facsimile, or through any web portal or file-sharing service other than the eVP Portal.

8.2 ADDENDA

The University may modify this RFQ only by written addendum issued by the Procurement Officer on the procurement website. No other statement, whether oral or written, and whether made by University staff, the selection committee, or any University advisor, shall modify this RFQ or be relied upon by any Respondent.

Each Respondent is responsible for monitoring for the issuance of addenda through the date of the submittal deadline. Respondents shall acknowledge receipt of each addendum by listing the addendum number and date on Execution Form. Failure to acknowledge each issued addendum may render the submittal non-responsive; however, the University reserves the right to waive such failure as a minor informality where the substance of the submittal demonstrates that the Respondent received and accounted for the addendum.

8.3 WITHDRAWAL OR MODIFICATION OF SUBMITTALS

A Respondent may withdraw or modify its submittal at any time prior to the submittal deadline. A request to withdraw or modify must be made in writing, must be signed by an individual authorized to bind the Respondent, and must be received by the University's primary point of contact before the submittal deadline. A modification must be submitted in a sealed package, marked in the same manner as the original submittal and additionally marked "Modification," and must be received before the submittal deadline.

After the submittal deadline, no submittal may be withdrawn or modified, except that the University may permit the correction of minor deficiencies, informalities, or clerical errors. A withdrawn submittal may be resubmitted, in a fully sealed package, at any time before the submittal deadline.

8.4 RECEIPT AND OPENING OF SUBMITTALS

The University will open submittals privately following the submittal deadline solely to confirm receipt and to conduct the initial responsiveness review described in Section 6.0 Selection Process.

Following award, the record of this solicitation will be made available in accordance with State law.



9. GENERAL INFORMATION

9.1 REFERENCE DOCUMENTS

The files linked below are provided for reference only. Additional materials may be shared with the pre-qualified Respondents as part of the RFP phase.

<i>Chancellor's Carolina North Announcement (start at 53:22 minute mark)</i>	youtube.com/live/ZH3thPzhWe4
<i>Carolina North Project Website</i>	https://carolinanorth.unc.edu
<i>2019 University Master Plan</i>	https://facilities.unc.edu/master-plan/2019-master-plan
<i>2021 University Design Guidelines</i>	https://facilities.unc.edu/resources/design-guidelines
<i>UNC-Chapel Hill Campus Landscape Framework Plan</i>	https://facilities.unc.edu/master-plan/campus-landscape-framework-plan
<i>[North Carolina] State Construction Manual</i>	https://www.doa.nc.gov/divisions/state-construction-office/manual
<i>Sustainable Carolina</i>	https://sustainable.unc.edu
<i>Carolina North Place Strategy Scope of Services</i>	https://facilities.unc.edu/advertisements/designer-solicitations-carolina-north-place-strategy/
<i>Carolina North Campus & Mixed Use, and associated Infrastructure, Master Planning RFQ Scope of Services</i>	https://facilities.unc.edu/advertisements/designer-solicitations-carolina-north-carolina-north-campus-mixed-use-district-and-infrastructure-master-planning/



9.2 DUE DILIGENCE DOCUMENTS

The University may provide, as part of this RFQ process, certain documents to Respondents for reference and background information only and are solely to assist in analysis of the potential opportunity and Project described herein.

Respondents are not entitled to rely on the above document and links as: accurately describing the conditions of the Project Area, presenting design, engineering, or construction solutions; or other directions, means, or methods for complying with the requirements of the Pre-Development Agreement.

Each Respondent acknowledges that, except to the extent provided in the Pre-Development Agreement:

- The University makes no representation or warranty with respect to the relevance, completeness, accuracy, or fitness for any purpose of any of the information contained in such documents, or that such information conforms with the requirements of the Pre-Development Agreement, government approvals, or applicable law.
- The University will not be responsible for or have any liability to Respondents, and Respondents will not be entitled to any extension of time, relief from obligations, compensation, or other claim with respect to:
 - Any inaccuracy, omission, lack of fitness for any purpose, or inadequacy of any kind whatsoever in such documents;
 - Any failure to make available to Respondents any materials, documents, drawings, plans or other information relating to the Project as part of such documents; or
 - Any claims or losses whatsoever suffered by Respondents, by reason of any use of the information contained in, or any action or forbearance in reliance on, such documents.

9.3 CONFLICT OF INTEREST

Respondents shall disclose any known or potential conflict of interest as defined under N.C. Gen. Stat. § 14-234 and University policy, which may be provided upon request.

9.4 PUBLIC RECORDS AND CONFIDENTIAL INFORMATION

Submittals delivered in response to this RFQ are subject to the North Carolina Public Records Act, Chapter 132 of the North Carolina General Statutes. The University cannot and does not agree to hold any submittal, or any portion of a submittal, confidential as a general matter. Following award, the record of this solicitation will be made available as a public record.

Material may be withheld from public disclosure only to the extent it qualifies as a trade secret under N.C. Gen. Stat. § 66-152(3) and is designated as confidential or as a trade secret at the time of its initial disclosure, as required by N.C. Gen. Stat. § 132-1.2. A Respondent asserting trade secret protection must: (i) place the material in a separately bound and clearly labeled volume; (ii) mark each individual page for which protection is claimed; and (iii) state, for each marked item, the basis on which the material satisfies § 66-152(3).

The University will make the final determination as to whether claimed material is subject to disclosure, and will notify the Respondent before releasing material the Respondent has designated. By submitting, each Respondent agrees to defend and indemnify the University against any claim arising from the University's withholding of material at the Respondent's request.

9.5 PROTEST PROCEDURE

A Respondent that submitted a timely submittal in response to this RFQ and that is aggrieved by the University's determination of prequalification may protest that determination. A protest must be submitted in writing to the University's primary point of contact and must be received within ten (10) business days after the date the University issues notice of the prequalified shortlist.

The protest must state: (i) the name and contact information of the protesting Respondent; (ii) the specific determination being protested; (iii) each ground for the protest, with reference to the applicable provision of this RFQ; (iv) all facts and documents supporting each ground; and (v) the relief requested. Grounds not raised in the written protest are waived.

The University will issue a written decision, which shall be the University's final agency decision on the protest.



10. NO LIABILITY

Neither the University, nor any of its Board, staff, trustees, officials, members, advisors, consultants, contractors, vendors or agents or representatives (collectively, the "University Parties") make, or will be deemed to have made, any representations or warranty, express or implied, as to the accuracy, reliability, or completeness of the information contained herein or in any information otherwise provided, whether orally or in writing, other than such representations or warranties expressly stated as such in subsequent, duly-issued procurement documents or in the Pre-Development Agreement. Neither the receipt of the RFQ, nor any information contained herein or supplied herewith or subsequently communicated to any Person, whether orally or in writing, in connection with the Project involving the University or its representatives, advisors, or consultants constitutes the giving of financial, legal, technical, or other advice. The RFQ does not purport to contain all the information that Respondents may need or desire to make an investment decision.

The University reserves all rights available to it by law in administering this RFQ, including without limitation, the right, in its sole discretion, to:

- Reject any or all submittals at any time;
- Terminate evaluation of any or all submittals at any time;
- Suspend, discontinue and/or terminate negotiations with any potential Development Partner at any time prior to the actual authorized execution of Development Agreement;
- Negotiate with a potential Development Partner without being bound by any provision in its submittal;
- Accept and review a nonconforming submittal;
- Request or obtain clarifications, revisions or additional information from any source;
- Issue addenda to and/or cancel this RFQ;
- Issue a new request for qualifications;
- Decline to financially participate in a proposed project;
- Extend any deadline or time and waive or permit the correction of minor deficiencies or irregularities in a submittal and minor or technical violations of this RFQ;
- Change the scope and the range of services from what is defined in this RFQ at any time; and
- Select any submitted P3 structure.

This RFQ does not commit any of the University Parties to enter into a contract. In no event shall any of the University Parties be bound by, or liable for, any obligations with respect to a project until such time (if at all) as a Development Agreement, in form and substance satisfactory to the University, has been executed and properly authorized, and then only to the extent set forth therein. Under no circumstances shall any of the University Parties be liable for, or reimburse, the costs, fees, or expenses incurred by Respondents, whether or not selected for negotiations, in developing submittals or in negotiating agreements. Each Respondent, by submitting qualifications, thereby accepts all risk of adverse public notice, damages, financial loss, criticism or embarrassment that may result from any disclosure or publication of any material or information required or requested by any of the University Parties in connection with the submission of qualifications. In submitting qualifications, the Respondent expressly waives, on behalf of itself, its partners, joint venture members, officers, directors, employees and agents, any claim against any of the University Parties, and their respective officers and employees, for any damages that may arise therefrom. Any and all information any of the University Parties makes available to prospective Respondents shall be as a convenience to the prospective Respondent and without representation or warranty of any kind.

All Respondents are strongly advised to seek their own independent financial, legal, tax, insurance, accounting, technical, and other advice.

The issuance of the RFQ does not constitute, and none of the information set forth herein constitutes, a formal offer to enter into a contract for the Project, nor does the RFQ obligate the University or any other entity to proceed with the Project.

All expenses for preparing and submitting Submittals and other responses are the sole cost of the prospective Respondent submitting the response. The University will not assume, or be deemed to have assumed, any obligation, responsibilities, or liabilities, fiscal or otherwise, to reimburse all or part of the costs incurred or alleged to have been incurred by or on behalf of parties considering a response to or responding to this RFQ, or any subsequent RFQ. Upon receipt, all submittals will become the property of the University.



11. GLOSSARY & ABBREVIATIONS

<i>Advanced Planning</i>	Pre-development design and studies, including site analysis, utility and energy investigations, feasibility studies, master planning, preliminary engineering, and cost estimation.
<i>DEQ</i>	North Carolina Department of Environmental Quality.
<i>Development Partner</i>	If any, the Development Partner who is selected by the University as part of this RFQ/RFP process to deliver all or a portion of the Mixed-Use District at Carolina North.
<i>Development Agreement</i>	An agreement between the University and the Development Partner or Development Partner team that establishes each parties rights, obligations, and responsibilities for the financing, design, construction, delivery, and long-term stewardship of the Mixed-Use District (or any portion thereof).
<i>ET</i>	Eastern Time Zone.
<i>Lead Developer</i>	The primary firm responsible for leading the delivery of the Mixed-Use District (or any portion thereof), by coordinating strategy, permitting, financing, design, construction and communication, and has ownership and accountability for the overall Project's success.
<i>Mixed-Use District</i>	Approximately 30-50 acres of Carolina North to be delivered by one or more Development Partners or Development Partner teams, to provide a range of public facing uses including housing (student, affordable, workforce and market rate), retail, commercial, hospitality, parks and open space.
<i>OWASA</i>	Orange Water and Sewer Authority.
<i>Pre-Development Agreement</i>	An agreement between the University and the Development Partner or Development Partner team that establishes terms, responsibilities, and deliverables for conducting due diligence, planning, feasibility analysis, and Project definition.
<i>Project</i>	Carolina North.
<i>RBT</i>	Rapid Bus Transit.
<i>Respondent</i>	Any development firm, joint venture, partnership or consortia individually, or as a team, responding to this RFQ.
<i>RFP</i>	Request for Proposals.
<i>STEM</i>	Science, technology, engineering & mathematics.
<i>USACE</i>	United States Army Corp.
<i>University, Carolina, UNC-CH</i>	The University of North Carolina at Chapel Hill.
<i>University Parties</i>	The University, including any of its Board, staff, trustees, officials, members, advisors, consultants, constrictors, vendors or agents or representatives.
<i>Vendor</i>	Any person or business entity that is entitled to enter into a contract for goods or services with any department, institution, or agency of the State government.



APPENDICES



APPENDIX 1: DESIGN VISION & MASTER PLANNING

The University is currently undertaking a scope of work to clearly articulate the vision and guiding principles for Carolina North. In the interim, the following addresses the University's approach and underlying philosophy regarding the development of Carolina North.

UNDERLYING PHILOSOPHY

The University considers the following as foundational concepts in the development of Carolina North. These will be further refined as part of the place strategy and master planning exercises.

- Carolina North has its own distinct identity and sense of place: a destination that feels new and forward-looking, while remaining authentically and unmistakably Carolina.
- We are good neighbors and responsible stewards of the land: how we build, how we operate, and how we engage with the community over time.
- There are no hard edges: The forest, the campus, and the Mixed-Use District should weave together — transitions are felt gradually not abruptly.
- Lead with landscape: The Carolina North Forest and natural ecosystem are foundational assets to be celebrated and woven into the fabric of Carolina North, creating a dynamic environment.
- Carolina North is both a place of discovery and a place for daily life: The Mixed-Use District should be self-sustaining — offering the housing, services, and amenities that allow people to live, learn, work, play, and spend time here, while also being welcoming and inviting to the broader community.
- The Mixed-Use District is the central gathering space: it is activated from morning to night, weekday to weekend, by students, faculty, residents, and the broader community alike. Without people, there is no place.
- Delivery is a coordinated approach: phasing and delivery of the Mixed-Use District and the campus will be coordinated, ensuring that each phase of development reinforces the other and that Carolina North is developed as a cohesive whole.
- Carolina North has a role to play beyond its boundaries: Through a mix of housing choices, new parks and open spaces, and community-serving uses, Carolina North will strengthen its relationship with Chapel Hill, Carrboro and the broader region.

PLACE-BASED APPROACH

The University's approach to Carolina North is grounded in a place-based planning framework — one that establishes a clear and enduring vision for Carolina North's identity, character, and experience, and as a guide for all subsequent planning, design, and development activity. It will serve as the primary reference for evaluating alignment with the University's vision throughout the life of the Project, articulating a clear vision, set of objectives, and identifying opportunities through which that vision may be further explored and expressed — both pre- and post-development.

The University recognizes that Carolina North will be developed over an extended period and that specific conditions, needs, and opportunities will evolve accordingly. The place strategy is therefore intended to be a living document. The vision and core objectives it establishes, however, are intended to serve as the consistent reference point against which future decisions and investments will be measured.

In May 2026, the University appointed Gehl & MVVA to lead the place strategy for Carolina North to deliver the first step in a multi-step process to define the vision for Carolina North. The initial phase focuses on the University aligning around a shared vision, objectives, and opportunities. The subsequent phase will be to engage with stakeholders and the broader community regarding the place strategy. It is proposed that the Development Partner will participate in informing the place strategy.



MASTER PLANNING

In August 2026, the University appointed Ayers Saint Gross, to lead the integrated land use and infrastructure master planning effort for Carolina North. This team will assist the University's master planning efforts at Carolina North, preparing development guidelines, identifying and planning key infrastructure components, and coordinating with various internal stakeholders to understand current and future university programmatic needs, among other key planning needs.

The University expects the Development Partner to play a central role in shaping the Mixed-Use District, providing guidance with regard to the placement and configuration of key land use and infrastructure elements, and ensuring the development framework supports long-term Mixed-Use District vitality. The Development Partners' expertise will be critical in determining how vertical mixed-use development is organized within the site and how it relates to circulation, open space, and infrastructure investments. Throughout the process, the Development Partner will be expected to work in close coordination with the master plan design team, as well as with the University, which will oversee the full program.



APPENDIX 2: PRELIMINARY DEVELOPMENT PROGRAM

ANTICIPATED LAND USE & MIX

Carolina North is proposed to consist of two key components – the Development Partner-led Mixed-Use District and the University-led campus. While the delivery of each will be separately led, it is intended that the two districts will be seamlessly integrated.

The University's vision for Carolina North anticipates the inclusion of the following key programmatic elements within the Mixed-Use District:

Required Program:

- Minimum ±1,100 undergraduate student housing beds
- Minimum ±1,000 graduate student housing beds
- Affordable housing
- UNC Health medical office building/s

Desired Program:

- Workforce and market-rate multifamily and townhouses;
- Retail, including but not limited to: food and beverage, grocery, apparel, personal services, furnishings, financial, technology, entertainment, and specialty retail etc.;
- Childcare;
- Commercial office space/R&D (including flexibility for both University leased space and/or third-party tenants)
- Hotel, conference facility, and other hospitality and entertainment-related uses

The above development program is not intended to limit the scope of development opportunities. The Development Partner, once selected, will be encouraged to pursue innovative concepts and additional development opportunities that are feasible, responsive to market conditions, and align with the University's vision for Carolina North. Within the balance of the Project Area, the University also plans to deliver academic and research space, and facilities to support varsity athletics programs, intramural and social recreational activities, along with trail improvements to Carolina North Forest. At this time, the University expects to retain control over the planning and construction of these core university uses.

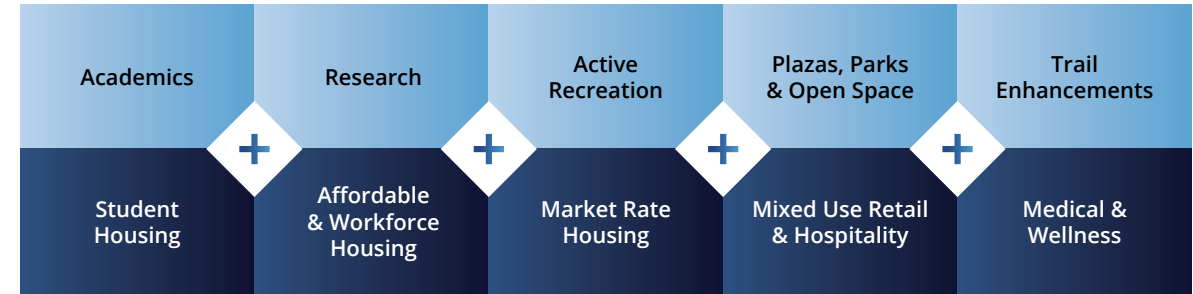
EARLY PROGRAMMATIC PRIORITIES

The following uses are programmatic priorities for the University at Carolina North.

Student Housing

In line with the University's Strategic Housing Plan, a minimum of 2,100 new student apartment beds, including 1,100 undergraduate beds and 1,000 graduate beds, are required to be available for students at Carolina North. As such, student housing, including on-site parking, is an early phase priority for the University. To accommodate anticipated growth and demand, it is anticipated that the Development Partner will have the first phase of student housing ready for student occupancy for the 2031/32 academic year.

University-led development



Partner-led development



The Development Partner will be responsible for integrating and operating the undergraduate housing within the Mixed-Use District. Undergraduate student housing at Carolina North will not be part of the Carolina Housing portfolio, or managed by Carolina Housing. Carolina Housing is open to discussions regarding joint marketing opportunities. The University recognizes it may need to retain greater control over graduate housing in order to encourage greater affordability for graduate students but is open to creative financing and ownership solutions depending on financial feasibility and university goals as agreed to in future negotiations.

Additional undergraduate and graduate housing may be delivered in subsequent phases, in consultation with the University and Carolina Housing.

Affordable Housing

The University has committed 15% of all market rate units at Carolina North (excluding student housing) to be affordable housing units, with such units to be delivered on-site. To align with the Town of Chapel Hill's goals, at least 50% of the affordable units, will be at a price that on average is affordable to a household with an annual income that is at or below 65% of the area's median income, based on household size for the Durham-Chapel Hill Metropolitan Statistical Area, as determined by the United States Department of Housing and Urban Development (HUD). The remaining affordable units shall be at a price that on average is affordable to a household with an annual income that is at or below 80% of the area's median income as determined above. The units will remain deed restricted for the life of the ground lease.

The product typology for affordable housing is subject to negotiation with the University. There could also be overlap between the affordable housing and workforce housing, where such dwellings meet the Town's average median income (AMI) goals, and are deed restricted accordingly. The University will also consider separate low-income housing tax credit (LIHTC) project(s).

Workforce Housing

The University is also committed to delivering workforce housing. "Workforce" housing is intended to broaden the availability of housing in Chapel Hill to offer product options and price points that may not be available in the market today. It does not have a regulated income threshold or household type definition. The product typology for workforce housing is subject to negotiation with the University but is anticipated to be 2-3-bedroom apartments and/or townhomes i.e. "built-to-rent".

The University anticipates workforce housing to serve University employees, graduate student families, and the Chapel Hill/Carrboro community who today may be unable to afford new for-sale housing options but work and study here. The University may consider securing some units for university employees/graduate students but expects that the project is privately owned and operated by the Development Partner or other partners.

UNC Health Medical Office

UNC Health expects to make a significant commitment to medical office space in the Mixed-Use District, with details to be defined once the Development Partner is on board.

Market-Driven Uses

To facilitate the Mixed-Use District being a vibrant weekday to weekend, day to night neighborhood, a range of other uses are expected to be part of the Project. The University will work with the Development Partner to determine the viability of market-driven uses and will remain open to discussing a range of uses that could be possible where there is alignment with the Carolina North place strategy and University's overall vision.

Market-Rate Housing

The University anticipates market-rate apartments, live-work units, and other medium density housing will be a core component of the Mixed-Use District. Market-rate housing should be owned and operated by the Development Partner and/or associated entities.



Retail, Commercial, Hospitality, and Other Uses

The University views active uses and social gathering spaces as essential to the success of Carolina North—both for the Mixed-Use District itself, but also the broader campus—helping establish the area as a destination for students, employees, residents, and visitors. The University anticipates that a diverse mix of appropriately scaled uses will be incorporated, including, but not limited to, ground-floor food and beverage options across a range of price points (e.g. coffee shops, cafés, quick-service and sit-down restaurants); neighborhood-serving retail and personal services (e.g. grocery, salon, apparel, furnishings, pet services, banking and dry cleaning); educational and care services (e.g. child care, tutoring center etc), the arts, wellness and fitness (e.g. art classes, dance studio, community center) commercial office space leasable to third parties; and select hospitality and entertainment uses, among other uses.

These uses are expected to be privately developed and operated. The Development Partner will be responsible for defining the appropriate scale, mix, and delivery strategy, consistent with the University's vision for an activated, vibrant, and inclusive district.

OTHER PARTNERS

The University anticipates that, in the normal course of operations, it will engage in discussions regarding other development opportunities at Carolina North, outside the Mixed Use District. Where mutually beneficial opportunities for collaboration arise between the University, the Development Partner, and third parties, the University will seek to explore such opportunities in good faith.

PHASING STRATEGY AND OPTIONALITY

While the Mixed-Use Development area is referred to as being within Phase 1 of Carolina North, it is not the University's expectation that the Mixed-Use District be built out as a single phase, rather that it be delivered in sub-phases. The University will work with the Development Partner on a flexible phasing strategy both in terms of land use and infrastructure, and optionality to respond to market conditions.



APPENDIX 3: REPRESENTATION

The University has engaged the following firms to represent its interests in this partnership:

<i>RCLCO</i>	Real estate and development advisor	
<i>Parker Poe</i>	Public-private partnership, land use and environmental planning and real estate transaction legal advisor	
<i>PFM Financial Advisors</i>	Municipal advisor	
<i>Gehl</i>	Place strategy consultant	
<i>Michael Van Valkenburgh Associates</i>	Place strategy consultant	
<i>Ayers Saint Gross</i>	Lead Master planning consultant	Campus & land planning, urban design, sustainability
<i>Elkus Manfredi Architects</i>	Master planning consultant	Urban design, land planning, mixed-use strategy
<i>OJB</i>	Master planning consultant	Landscape architecture
<i>Of Place</i>	Master planning consultant	Retail activation and public realm strategy
<i>Kimley-Horn & Associates</i>	Master planning consultant	Civil engineering, transportation engineering, structure engineering, environmental engineering
<i>Affiliated Engineers (AEI)</i>	Master planning consultant	MEP, energy modeling
<i>Geosyntec</i>	Master planning consultant	Geotechnical engineering, hazmat abatement
<i>Biohabitats</i>	Master planning consultant	Sustainability, ecology, stormwater Management
<i>NV5 Engineers & Consultants</i>	Master planning consultant	IT and telecommunications
<i>Rider Levett Bucknall</i>	Master planning consultant	Cost estimation



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