

Town of Chapel Hill
2023 Mayor & Council Retreat Agenda. DRAFT
February 3 & 4, 2023
Sheraton: One Europa Dr, Chapel Hill, NC 27517

Purpose

The overarching purpose for the retreat is for Council members to work together to explore the current state of Council work and envision desired future changes while aligning priorities for the next year.

Desired outcomes

During the retreat, members will have the opportunity to work toward...

1. Stronger collaboration and communication as a Council
2. Learning from Department Directors about business plans
3. Exploring financial choices aligned with priorities
4. Setting priorities for 2023-25

Session 1: Friday, February 3, 3:30- 7 pm (with dinner)

*** Please note, Department Directors will join the retreat for Session 2 & will not attend Session 1***

- 3:30 pm** **Welcome & Pictures**
- 4:00 pm** **Framing Remarks** Mayor Pam Hemminger
- 4:05** **Discuss & consider ground rules for the retreat** Facilitator Maggie Chotas, DSC
- Begin and adjourn on time
 - Take care of your own needs while respecting the needs of the group
 - Take advantage of this time together
 - Say what needs to be said
 - Listen generously to what others have to say
 - Focus on learning and inquiry
 - It is OK to disagree...please do so respectfully
- 4:20** **Opening exercise**
What's a time you felt Council working together well and making a positive difference for the community?
- 4:50** **Working together**
 Discuss state of Council and identify ideas for strengthening working together and communicating effectively.

- Hold on... what's working well we want to keep about how Council is collaborating and communicating?
- Let go... What isn't working we would like to stop doing?
- More of... What would we like to see more of?

5:50 pm **Dinner**
Video *Celebrating Success of 2022*

6:30 pm **Taking stock of where we are & Preparing for session 2**

7 pm **Adjourn**

Session 2: Saturday, February 4 – 8:30 am-3 pm

8:30 am **Breakfast**

9 am **Reviewing plans for the day**

9:15 **Focusing on Finances, including Department Directors**

- Continue 5-year budget strategy discussion
- Evaluate funding plan options and determine how those align with Council's priorities
- Big picture review of organizational needs
- What's next – budget timeline

11:30 **Focusing on Strategic Objectives**

** Note: this section will begin here and continue after lunch **

** Note: Member responses to the pre-retreat survey results will be shared to inform discussion **

- Updates from 2022 progress
- Considering Complete Communities implementation
- Goals for 2023-25: What do we want to continue, pause, add?
- Sense of priorities moving forward

Noon **Lunch**

12:45 **Focusing up Strategic Objectives, continued**

2:30 **Wrapping up**
Looking at parking lot
Setting next steps

3 pm **Adjourn**

DRAFT Town Strategic Focus Areas and Goals (FY 2023-2025)

The Town Council has seven strategic focus areas to guide both the Town’s core business functions and emerging strategic initiatives. These focus areas provide high-level guidance to staff as they develop [the Town’s annual budget](#) and create [departmental business plans](#).

For 2023-24, the following changes are proposed:

- Within each focus area, broad goals capture Council’s high-level interests and the departments most directly associated with each goal are listed. Through the year, Council receives updates from departments, which may include more specific objectives, outcomes, measures, etc.
- Connections to Complete Communities are listed to recognize Council’s [adoption of the framework](#), align it with the strategic focus areas, and illustrate that successfully delivering on the framework involves all Town functions.
- Employee Recruitment & Retention replaces Innovative & Collaborative Organization to affirm that the foundation of all we do is our excellent staff. Ensuring that they have the resources, knowledge, and training to do their best work is fundamental to Council and community success.

Strategic Focus Area 1: Environmental Stewardship
Adopted: To mitigate effects of climate change through management of Town resources, partnerships, and natural environment
Goals
<ul style="list-style-type: none"> • Continue implementation of Climate Action and Response Plan • Model environmental best practices across departments and facilities
Core Departments
Sustainability, Planning, Public Works, Library, Parks & Recreation
Complete Community Connections
<ul style="list-style-type: none"> • Green infrastructure, mature tree canopy, natural landscapes, waterways, features

DRAFT Town Strategic Focus Areas and Goals (FY 2023-2025)

Strategic Focus Area 2: Economic and Financial Stewardship
Suggested: To support a vibrant economy by supporting business development, job creation, and entrepreneurship.
Adopted: <i>To steward public assets and support a vibrant economy where there is opportunity for jobs and entrepreneurship that position Chapel Hill for the future.</i>
Goals
<ul style="list-style-type: none"> • Continue implementation of ReVive plan, with focus on regional competitiveness
<ul style="list-style-type: none"> • Continue Town/Gown collaboration, with a focus on entrepreneurs and innovators
<ul style="list-style-type: none"> • Continue implementation of Downtown Together plan, with focus on downtown revitalization and competitiveness
Core Departments
Economic Development, Planning, Business Management
Complete Community Connections
<ul style="list-style-type: none"> • Support innovation & entrepreneurship, social innovation/non-profit incubators, UNC presence

DRAFT Town Strategic Focus Areas and Goals (FY 2023-2025)

Strategic Focus Area 3: Affordable Housing and Housing Production
Suggested: To increase housing across a range of incomes and housing types and achieve equitable housing outcomes for historically marginalized populations.
Adopted: <i>To increase access to housing for individuals across a range of incomes, and to constantly strive for more equitable outcomes and opportunities for historically underserved populations</i>
Goals
<ul style="list-style-type: none"> • Increase availability of affordable housing • Preserve existing affordable housing • Sustainably manage public and transitional housing • Increase production and diversity of housing
Core Departments
Public Housing, Affordable Housing and Community Connections, Planning
Complete Community Connections
<ul style="list-style-type: none"> • Housing diversity, access to home ownership, live/work neighborhoods

DRAFT Town Strategic Focus Areas and Goals (FY 2023-2025)

Strategic Focus Area 4: Connected Community
Adopted: To create a highly connected community where bicycling, walking, and transit are convenient, everyday choices for our neighborhoods, businesses, and public spaces
Goals
<ul style="list-style-type: none"> • Continue implementation of current multi-modal plans to increase connectivity
<ul style="list-style-type: none"> • Work with Transit partners to support long term financial sustainability of Chapel Hill Transit • Implement Transit-Oriented-Development plans
Core Departments
Transit, Parks and Recreation, Public Works, Parking Services, Planning
Complete Community Connections
<ul style="list-style-type: none"> • Greenways, transit-oriented, active transportation options

DRAFT Town Strategic Focus Areas and Goals (FY 2023-2025)

Strategic Focus Area 5: Vibrant and Inclusive Community
Suggested: Collaborate with communities and institutions to eliminate inequities, build community, and enrich the lives of those who live, work, and visit Chapel Hill.
Adopted: <i>To enrich the lives of those who live, work, and visit Chapel Hill by building community and creating a place for everyone.</i>
Goals
<ul style="list-style-type: none"> • Continue to implement the Community Connections Strategy • Leverage partnerships to increase access to arts and cultural experiences, especially those that highlight historically marginalized artists • Create opportunities for residents to share their own stories and explore our community's history, with a focus on historically marginalized residents and communities
Core Services
Library, Community Arts & Culture, Parks and Recreation, DEI Office, Affordable Housing & Community Connections, Communications & Public Affairs
Complete Community Framework Connections
<ul style="list-style-type: none"> • Cultural & social events, friendly to children and seniors

DRAFT Town Strategic Focus Areas and Goals (FY 2023-2025)

Strategic Focus Area 6: Safe Community
Adopted: To preserve and protect life and property through the fair and effective delivery of Town services
Goals
1. Continue implementing Reimagining Community Safety recommendations
2. Continue implementing Vision Zero Strategy
3. Continue collaborative partnerships to address homelessness, mental health, substance use, and other community issues.
Core Services
Police, Fire, Emergency Management, Building & Development Services, Public Works, Technology Solutions, Affordable Housing and Community Connections, DEI Office
Complete Community Framework Connections
<ul style="list-style-type: none"> • Friendly to children and seniors

Strategic Focus Area 7: Collaborative & Innovative Organization—Employee Recruitment & Retention
<p>Suggested: Attract top talent across the organization, offer fair and competitive compensation, and ensure that all employees have the resources, knowledge, and training to do their best work every day.</p> <p>Adopted: <i>To continue to build a Town workforce that leads with collaboration and innovation to build a community where people thrive</i></p>
Goals
<ul style="list-style-type: none"> • Continue work on employee compensation, with a focus on addressing compression and inflation • Better maintain and improve facilities, with a focus on MSC and Fire Stations • Something about employee engagement/satisfaction?
Core Services
Human Resources Development, Technology Solutions, Business Management, Manager’s Office, Ombuds Office, DEI Office
Complete Community Connections
<ul style="list-style-type: none"> • Our people are essential to successful implementation of the Complete Community Framework

UPDATE: COUNCIL STRATEGIC GOALS AND OBJECTIVES

FY 2022-2023

Overview: This update is a quick review of the strategic initiatives accomplished during FY 2022-2023 and initiatives that are being considered for FY 2023-2025. The FY2-23-25 strategic initiatives will be updated to support the Council's Strategic Focus Areas and Goals and the FY 23 budget. Reporting for future initiatives will be linked to Department Business Plans.

FY 2022-2023 Completed Initiatives: This column reflects the status of work done during FY23.

FY 2023-25 Next Steps: These initiatives will be incorporated and tracked in the Department Business Plans.

Status Key:



FY2022-23 Initiatives Completed






FY2022-23 Initiatives partially completed






FY2022-23 Initiatives delayed

ENVIRONMENTAL STEWARDSHIP: TO MITIGATE EFFECTS OF CLIMATE CHANGE THROUGH MANAGEMENT OF TOWN RESOURCES, PARTNERSHIPS AND NATURAL ENVIRONMENT

OBJECTIVE 1: REDUCE CARBON FOOTPRINT

Initiative	Status	FY 2020-22 Completed Initiatives	FY 2023-25 Next Steps
1.1 Create a Climate Action and Response Plan		<ul style="list-style-type: none"> Adopted 4-2021 	<ul style="list-style-type: none"> Funding and implementation
1.2. Create carbon reduction partnerships through outreach and education		<ul style="list-style-type: none"> Outreach and education were included in the Climate Action and Response Plan development process Urban heat data collection Chapel Hill Farmer's Market compost pilot 	<ul style="list-style-type: none"> Energy Burden Study Climate Impacts Study Create ARC GIS Hub for Climate Action Building upgrade program scope and report Green rentals program scope and report
1.3. Strengthen tree protection		<ul style="list-style-type: none"> Set a goal of 200 trees for 200 years (434 trees planted from 2019 to 2020) Created Mayor's Tree of the Year contest Established Community Tree Committee 	<ul style="list-style-type: none"> Adopt-a-Tree program Revise landscape guidelines Blue Hill tree maintenance agreement Tree planting with focus on equity/resiliency Leave Your Leaves program (tree health) Update Tree Ordinance to comply with Tree City USA Standards.

OBJECTIVE 2: IMPROVE LOCAL WATERWAYS AND CONSERVE BIOLOGICAL ECOSYSTEMS

Initiative	Status	FY 2020-23 Completed Initiatives	FY 2023-25 Next Steps
2.1. Build Elliott Road Flood Storage		<ul style="list-style-type: none"> Completed Booker Creek Basin Park 	<ul style="list-style-type: none"> PW Staff are working on an RFP for immediate invasive species control for one year P&R will create a plan for ongoing controls
2.2. Conduct Eastwood Lake subwatershed study		<ul style="list-style-type: none"> Completed Eastwood Lake Subwatershed study Paused Cedar Fork Subwatershed Study in draft form pending direction of Lower Booker Creek Working Group 	<ul style="list-style-type: none"> Staff exploring joint project with Lake Forest Association for Eastwood Lake to be a Flood Mitigation project
2.3. Create a Stormwater Capital Improvement funding plan		<ul style="list-style-type: none"> Paused Bond funding and projects while Council considers future stormwater projects 	<ul style="list-style-type: none"> This will resume once Council authorizes Manager to move forward pending results from Booker Creek Working Group recommendations



FY2022-2023 Initiatives Completed.








FY2022-23 Initiatives partially completed



FY2022-23 Initiatives delayed

OBJECTIVE 3: INVEST IN GREEN INFRASTRUCTURE AND BUILD COMMUNITY RESILIENCY

Initiative	Status	FY 2020-23 Completed Initiatives	FY 2023-25 Next Steps
3.1. Continue electric vehicle infrastructure investment		<ul style="list-style-type: none"> Added EV charging stations at Homestead Aquatic Center, 140 West, Town Hall, Eubanks, Public Works, and Police Dept Mapped priority EV charging station locations 	<ul style="list-style-type: none"> Install 20 EV charging stations at new Rosemary Street Parking Deck Host Duke Energy Park & Plug EV stations at multiple Town facilities
3.2. Begin Coal Ash remediation		<ul style="list-style-type: none"> Completed Phase 1 Remediation with interim erosion control measures 	<ul style="list-style-type: none"> Design and install long-term remediation efforts Ongoing monitoring and maintenance (as needed)
3.3. Increase solar infrastructure		<ul style="list-style-type: none"> Delayed adding solar infrastructure to Town facilities during COVID-19 response to conserve funding 	<ul style="list-style-type: none"> Renewable Energy Report to assess options for investing in utility-scale renewable energy Conduct Transit solar feasibility study to assess solar for operations and park and ride facilities Solarize the Triangle campaign
3.4. Increase use of alternative transportation through Town vehicle and infrastructure investments		<ul style="list-style-type: none"> Approved Short Range Transit Plan and added Sunday service for the first time 40 years Chapel Hill Transit took delivery of four electric buses, using Federal and state funding Chapel Hill Transit purchased 16 electric support vehicles and transitioned park and ride and maintenance shop lighting to LED Took delivery of EVs for Police and Public Works and install multiple charging stations to grow fleet capacity Chapel Hill Fleet received and/or ordered 8 electric vehicles including, three electric vehicles for CHPD, one electric van for Facility Management, one electric vehicle for CHFD, two electric vehicles for Buildings Inspections, and one electric vehicle for Public Works. Completed Wayfinding strategy for Mobility Plan Network Piloted electric push mowers and leaf blowers in multiple departments 	<ul style="list-style-type: none"> Seven additional electric buses are on order and Chapel Hill Transit has grant funding to purchase another seven, along with identifying funding for future purchases Transition Chapel Hill Transit's admin building lighting to LED Purchase additional electric vehicles for the Town's fleet as part of Fleet's Vehicle Replacement Program Develop 5-year EV investment plan for Town fleet Implement Wayfinding Strategy Continue Chapel Hill Transit bus stop improvement project
3.5. Increase community and operational resilience		<ul style="list-style-type: none"> Finalized Long-Term Recovery and Transformation Plan 	<ul style="list-style-type: none"> Pilot smart city sensors to enhance flood resiliency







FY2022-2023 Initiatives Completed.



FY2022-23 Initiatives partially completed







FY2022-23 Initiatives delayed

			<ul style="list-style-type: none"> • Develop Land use regulations that support a lower-carbon future through LUMO • Scope Resilience Hub investments for Town facilities, including solar
3.6. Conduct energy efficiency upgrades in Town facilities		<ul style="list-style-type: none"> • Completed Town Hall Roof Replacement Project with environmentally friendly roof, reused existing insulation to avoid sending material to landfill, used new single-ply white membrane with higher reflective properties to increase energy efficiency at Town Hall • Designed Community Center roof replacement with single-ply reflective roof membrane for increased energy efficiency. • Replaced 2,000 public lights on major streets with energy efficient, light emitting diode (LED) fixtures • Composting Pilot Programs at Town Hall and Library facilities and Farmer's Market • Energy Assessment and Savings Report for Public Housing • LED lighting upgrade at Library • LED Athletic Field Lights at Cedar Falls Park 	<ul style="list-style-type: none"> • Replace HVAC equipment at Homestead Aquatic Center with more efficient environmentally friendly equipment with updated refrigerants • Energy upgrade reports • Design Hargraves and Community Center HVAC equipment replacement with higher efficiency units with updated refrigerants. • Replace Community Center roof.
3.7. Update Council's energy policy		<ul style="list-style-type: none"> • Delayed Professional services during COVID-19 response to conserve funding 	<ul style="list-style-type: none"> • Update energy and green building policy for new construction and Town facilities • Integrate green building policy into the LUMO
3.8. Evaluate new regulations for green infrastructure		<ul style="list-style-type: none"> • Delayed Professional services during COVID-19 response to conserve funding 	<ul style="list-style-type: none"> • Review stormwater regulations with LUMO consultant and integrate green infrastructure ordinance into the LUMO Rewrite
3.9. Increase resident and business commitment and involvement in strategies implemented to reduce effects of climate change in the community		<ul style="list-style-type: none"> • Engaged resident and business communities in the Long-Term Recovery and Transformation Plan • Included collaborative strategies for climate change mitigation efforts in the plan. 	<ul style="list-style-type: none"> • Support the County's efforts to Develop a Countywide Solid Waste Master Plan by FY23 to lay out resources, programs, and services needed to reach zero waste by 2045 • Commercial energy savings program scope • Gap weatherization program scope • Leave Your Leaves program



ECONOMIC AND FINANCIAL STEWARDSHIP: TO STEWARD PUBLIC ASSETS AND SUPPORT A VIBRANT ECONOMY WHERE THERE IS OPPORTUNITY FOR JOBS AND ENTREPRENEURSHIP THAT POSITION CHAPEL HILL FOR THE FUTURE

OBJECTIVE 1: ATTRACT AND RETAIN COMPANIES THAT CREATE JOBS IN CHAPEL HILL

Initiative	Status	FY 2020-23 Completed Initiatives	FY 2023-25 Next Steps
1.1. Strengthen UNC Town Gown economic development partnerships		<ul style="list-style-type: none"> Completed ReVive Recovery Plan 2/2021 Implement Downtown Together ARPA Funding (mobility, streetscape, clean and green) Continue Innovation Hub/Downtown Together monthly leadership to guide goals Implement joint promotion and marketing with UNC Facilitate Launch Inc. Moving to Innovation Hub 	<ul style="list-style-type: none"> Establish an Innovation Task Force to meet monthly to guide Downtown Together goals Create an agreement among community partners to respond to company inquiries as a part of building the innovation hub Strengthen technical assistance offerings and training from university resources and community partners Increase UNC Kenan Flagler connections to Launch, Inc
1.2. Conduct recruitment and marketing for Chapel Hill		<ul style="list-style-type: none"> Create Print, Air, Digital Marketing campaigns to market to companies Respond to business inquiries about Chapel Hill as a location to operate Create CEO stories and digital marketing of the stories Develop a new website Hired Economic Development Program Associate to increase social media presence and marketing work 	<ul style="list-style-type: none"> Downtown Together improvements to increasing business flexibility on sidewalks downtown Market Chapel Hill to alumni – from high school and university
1.3. Obtain new and innovative technology solutions to attract and retain businesses that create jobs in Chapel Hill		<ul style="list-style-type: none"> Smart-city pilot projects 	<ul style="list-style-type: none"> Connect smart sensor technology to the Climate Action Plan (See Environmental Stewardship 3.5)
1.4. Partner with vocational schools to develop local talent attractive to businesses interested in Chapel Hill		<ul style="list-style-type: none"> Ongoing Collaboration with Chamber of Commerce, Durham Technical College 	<ul style="list-style-type: none"> Workforce Assessment: Assess the workforce training needs of local residents and the employment needs of local employers





FY20222023 Initiatives Completed.






FY2022-23 Initiatives partially completed



FY2022-23 Initiatives delayed

1.5. Add commercial office space to the Town to locate businesses		<ul style="list-style-type: none"> As of February 2022, the Town entitled 700,000 Square Foot of Office Space Well, Inc. Office space highlights include: <ul style="list-style-type: none"> The Gwendolyn Carolina Donor NC Bio Millhouse Road Rosemary Street Parking Deck and Office Building Redevelopment Agreement 	<ul style="list-style-type: none"> 136 & 137 E. Rosemary Innovation Hub 150 E. Rosemary Street 828 Martin Luther King Jr.
1.6. Strengthen and facilitate the ecosystem for entrepreneurship and innovation		<ul style="list-style-type: none"> Launch moving to Innovation Hub Support of minority programming and grants through BrightSpot (Delores Bailey) 	<ul style="list-style-type: none"> Highlight successes Implement coordinated campaigns to highlight the success and support of local startups and university spinoffs Regional Storytelling: Continue to grow and broaden the work of local incubators and accelerators in supporting entrepreneurs

OBJECTIVE 2: MAKE DOWNTOWN CHAPEL HILL A DESTINATION WITH DIVERSE OPTIONS FOR WORK, LIVE AND PLAY

Initiative	Status	FY 2020-23 Completed Initiatives	FY 2023-25 Next Step
2.1. Add more Downtown business and visitor anchors (Market Drivers)		<ul style="list-style-type: none"> Negotiated Rosemary Street Parking Deck and Office Building Redevelopment Agreement 	<ul style="list-style-type: none"> Issue Placemaking grants
2.2. Invest in Downtown infrastructure		<ul style="list-style-type: none"> Completed Downtown Streetscape along Roberson and Graham Street Complete a downtown mobility plan 	<ul style="list-style-type: none"> Conduct Mobility and Streetscape studies using ARPA funds to inform future of Downtown streets and sidewalks Continue Downtown Streetscape improvements as part of the Community Project Funding Award by former Congressman Price's Office
2.3. Clean and beautify Downtown		<ul style="list-style-type: none"> Continue Downtown Together downtown improvements Consider Franklin Street lane reallocation Install Bus stop and Mural art installations Develop a Mobility Study for downtown Complete Streetscape enhancement study based off findings from the mobility plan 	<ul style="list-style-type: none"> Adopt-a-block fundraising



FY2022-2023 Initiatives Completed.



FY2022-23 Initiatives partially completed



FY2022-23 Initiatives delayed

		<ul style="list-style-type: none"> Hire new, clean and green team Implement planning for Peace and Justice Plaza and former Town Hall sites 	
2.4. Conduct Downtown parking analysis and policy expectations	✓	<ul style="list-style-type: none"> Completed parking study Reorganized parking services to be managed by Economic Development Office 	<ul style="list-style-type: none"> Parking payment-in-lieu Conduct Downtown Mobility Study
2.5. Construct Wallace Deck Expansion Rosemary Street Parking Deck	✓	<ul style="list-style-type: none"> Negotiated Rosemary Street Parking Deck and Office Building Redevelopment Agreement Bond Financing 	<ul style="list-style-type: none"> Complete construction
2.6. Enhance wayfinding signage in Downtown	✓	<ul style="list-style-type: none"> Completed Alleyway Improvement Projects for Post Office and Varsity Alley including signage Completed signage for Varsity Alley Created GIS layer of all signage downtown Completed trail signage at Trinity Court 	<ul style="list-style-type: none"> Enhance Bike-Ped mobility signage

OBJECTIVE 3: ADOPT A BUDGET STRATEGY THAT ALIGNS TOWN REVENUES AND EXPENSES

Initiative	Status	FY 2020-23 Completed Initiatives	FY 2023-25 Next Steps
3.1. Create a budget strategy that balances revenues and expenditures over the long-term	⊙	<ul style="list-style-type: none"> Established Financial Policy Guidelines Provided five-year projection of budget needs Conservatively managed financial operations during the COVID-19 pandemic 	<ul style="list-style-type: none"> Develop a five-year budget strategy Develop and implement plan for ARPA funding
3.2. Implement Facility Maintenance Plan	⊙	<ul style="list-style-type: none"> Reduced funding during the pandemic to remain adaptable and flexible 	<ul style="list-style-type: none"> Request funding for high priority facility maintenance projects Complete Post Office Roof Replacement and Cupola Restoration Project in FY23 Design/manage: Community Center HVAC Replacement; Complete HVAC Replacement at Homestead Aquatic Center Complete Facility Condition Assessment of all Town Facilities
3.3. Implement Capital Improvement Plan	✓	<ul style="list-style-type: none"> Successful issuance of GO Bonds to support infrastructure and affordable housing projects 	<ul style="list-style-type: none"> Align capital funding plan with five-year budget strategy Continue assessment and improvement of CIP processes and project management practices



FY2022-2023 Initiatives Completed.



FY2022-23 Initiatives partially completed



FY2022-23 Initiatives delayed

AFFORDABLE HOUSING: TO INCREASE ACCESS TO HOUSING FOR INDIVIDUALS ACROSS A RANGE OF INCOMES, AND TO CONSTANTLY STRIVE FOR MORE EQUITABLE OUTCOMES AND OPPORTUNITIES FOR HISTORICALLY UNDERSERVED POPULATIONS.

OBJECTIVE 1: INCREASE AVAILABILITY OF AFFORDABLE HOUSING FOR ALL INCOMES

Initiative	Status	FY 2020-23 Completed Initiatives	FY 2023-25 Next Steps
1.1. Manage bond and other local affordable housing funding resources	✓	<ul style="list-style-type: none"> • Council allocated all the \$10M affordable housing bond funding, plus \$2M in ARPA funding in FY23 • Annually, all available local and CDBG funding has been exhausted to support Town and partner projects and the need for funding has far exceeded what was available 	<ul style="list-style-type: none"> • Create and implement an investment plan to resource affordable housing work going forward • Establish new resources and tools to support Council's affordable housing production goals • Leverage investments from the private sector and institutional partners
1.2. Develop affordable housing on Town-owned properties	✓	<ul style="list-style-type: none"> • Council approved rezoning and site development agreement for 2200 Homestead Road project • Council approved rezoning of Jay Street project to build 48 affordable units • Council approved the rezoning of the Trinity Court community to redevelop and increase density to 54 units 	<ul style="list-style-type: none"> • Complete Trinity Court, Jay Street and 2200 Homestead projects, adding at least 165 units • Assess development options for Legion Road, Plant Road, Bennett Road and other Town properties • Assess redevelopment options for Craig Gomains public housing community
1.3. Reduce regulatory barriers and create incentives for affordable housing	✓	<ul style="list-style-type: none"> • Council approved expedited review process for affordable housing in fall 2022 • Evaluated and updated the Employee Housing Program to expand eligibility criteria 	<ul style="list-style-type: none"> • Continue to work with Planning to amend our ordinance to increase diversity of housing types available in Chapel Hill and increase housing production
1.4. Using a racial equity lens, identify root causes of affordable housing challenge and address with short, medium and long term approaches	✓	<ul style="list-style-type: none"> • Council approved the County-wide Racial Equity Plan • Provided annual operating support to the Northside Neighborhood Initiative • Provided water and sewer connections to low-income households in the Rogers Road area • Supported County-wide Emergency Housing Assistance Program • Developed and distributed a variety of multi-lingual/plain language housing resources 	<ul style="list-style-type: none"> • Continue advancing the equity-centered housing initiatives already underway • Develop an equity-centered comprehensive affordable housing plan and investment plan that will serve as the road map for our AH work going forward • Work with Planning to continue to center equity in the LUMO re-write process and implementation of the Complete Community Framework



FY2022-2023 Initiatives Completed.








FY2022-23 Initiatives partially completed



FY2022-23 Initiatives delayed

OBJECTIVE 2: PRESERVE EXISTING AFFORDABLE HOUSING STOCK

Initiative	Status	FY 2020-23 Completed Initiatives	FY 2023-25 Next Steps
2.1. Implement Public Housing Master Plan		<ul style="list-style-type: none"> Furnace replacements are underway Ranges and Refrigerator replacements underway 	<ul style="list-style-type: none"> Parking lot resurfacing Review and assess conversion to electric ranges
2.2. Consider options for Public Housing redevelopment		<ul style="list-style-type: none"> The Town executed a memorandum of understanding with Community Housing Partners (CHP) to redevelop Trinity Court 	<ul style="list-style-type: none"> Develop concept plan for redevelopment of Craig Gomains based on community input Execute development agreement for Trinity Court
2.3. Implement Manufactured Home Strategy		<ul style="list-style-type: none"> Led the collaborative effort to establish a County-wide Manufactured Home Action Plan Secured grant funding to support the development of a manufactured housing resident leadership team 	<ul style="list-style-type: none"> Continue to preserve existing communities Create relocation assistance packages for residents who face displacement Connect residents to existing affordable housing opportunities Continue to implement strategies in the Plan while identifying additional resources for implementation through affordable housing investment plan
2.4. Implement Affordable Housing Preservation Strategy		<ul style="list-style-type: none"> Collaborated with our partners in Orange County to sync the program guidelines for our rental and utility assistance programs and create one, centralized County-wide Program Provided 535 Households emergency housing assistance during FY 21 and 496 in FY 22 Funded the rehabilitation of over 80 affordable homes from FY 20 - 22 	<ul style="list-style-type: none"> Establish and resource a Housing Acquisition and Preservation Loan Fund Continue to fund rehabilitation projects Develop protections for residents facing displacement from naturally occurring affordable housing Develop an Early Warning System to identify at-risk properties
2.5. Support the Northside Neighborhood Initiative (NNI)		<ul style="list-style-type: none"> The Town provided annual operational support of the NNI, as well as subsidy for individual projects 	<ul style="list-style-type: none"> Evaluate the NNI and explore options for next phase with Self Help and partners Continue to provide annual operating support



FY2022-2023 Initiatives Completed.






FY2022-23 Initiatives partially completed



FY2022-23 Initiatives delayed

CONNECTED COMMUNITY: TO CREATE A HIGHLY CONNECTED COMMUNITY WHERE BICYCLING, WALKING, AND TRANSIT ARE CONVENIENT, EVERYDAY CHOICES FOR OUR NEIGHBORHOODS, BUSINESSES, AND PUBLIC SPACES.

OBJECTIVE 1: IMPROVE MANAGEMENT OF TRAFFIC FLOW DURING PEAK TIMES OF DAY AND AT PROBLEM INTERSECTIONS

Initiative	Status	FY 2020-23 Completed Initiatives	FY 2023-25 Next Steps
1.1. Conduct Townwide traffic analysis		<ul style="list-style-type: none"> Created a townwide traffic model to provide real-time information on traffic measures such as level of service, delay, and capacity levels on street network for vehicles, pedestrians, bicycles, and transit 	<ul style="list-style-type: none"> Update Traffic Model Software to include TIAs recently completed Professional Engineering Consultant to train Town staff on updating Traffic Model Software. Present final report to Council
1.2. Actively participate in regional transportation planning		<ul style="list-style-type: none"> Participate in Orange County Transit Plan Update Worked with MPO to complete initial 15-501 Corridor Study focusing on Chapel Hill and Durham connection at I-40 border 	<ul style="list-style-type: none"> Further study of Durham and Chapel Hill connection at the I-40 border Evaluate Bus Rapid Transit options between Durham, Chapel Hill and Carrboro Coordinate with NCDOT on U-5304F (US 15-501 corridor improvements from Ephesus Church Rd. To I-40)
1.3. Continuously monitor and address road infrastructure utilization throughout the Town of Chapel Hill		<ul style="list-style-type: none"> Council approved two-thirds bonds to complete \$1.55 million in needed resurfacing and sidewalk repairs Paved 33 roads and 7.89 center miles using 2/3 Bond Funds in FY22 Completed Country Club Road Reconstruction in FY22 Completed sidewalk repairs at ~110 locations using 2/3 Bond Funds in FY22 West Franklin St., Culbreth Rd., Ephesus Church Rd. lane reallocations Country Club Rd. And Europa Dr. Bike lanes Honeysuckle Rd/Booker Creek Rd. And Cleland Dr. Streetpaths 	<ul style="list-style-type: none"> Use five-year budget strategy discussion to address backlog of needs Homestead Road/Seawell School Road Sidewalk Improvements project is shovel ready and anticipate bidding in Spring 2023 after the Town receives final approval from NCDOT Pave ~26 roads and ~6.5 center miles in Spring FY23 as part of the annual resurfacing. Construct Fordham sidepath Begin design/engineering on Estes Extension bike-ped improvements, Fordham Sidepath Extension, and Bolin Creek Greenway extension Complete Morgan Creek Greenway West and East design



FY2022-2023 Initiatives Completed.



FY2022-23 Initiatives partially completed



FY2022-23 Initiatives delayed

OBJECTIVE 2: INCREASE CONNECTIVITY BETWEEN WALKING, BICYCLING, AND MULTI-MODAL NETWORKS TO REDUCE AMOUNT OF DRIVING NEEDED TO GET AROUND CHAPEL HILL

Initiative	Status	FY 2020-23 Completed Initiatives	FY 2023-25 Next Steps
2.1. Establish Transit financial sustainability goals	✓	<ul style="list-style-type: none"> Completed with adoption of the Short Range Transit Plan and the FY 2019-28 Capital Plan 	<ul style="list-style-type: none"> Include FY 2019-28 Capital Plan in the five-year budget strategy Implement service improvements and capital investments identified in Short Range Transit Plan
2.2. Increase and integrate Downtown parking options to support a "park once" strategy	✓	<ul style="list-style-type: none"> Rosemary Street Parking Deck project will combine parking facilities and add public spaces 	<ul style="list-style-type: none"> Continue to explore a parking facility on the west side of downtown Conduct Downtown Mobility Study
2.3. Plan future transportation connections with Durham	✓	<ul style="list-style-type: none"> Worked with MPO to complete initial 15-501 Corridor Study focusing on Chapel Hill and Durham connection at I-40 border 	<ul style="list-style-type: none"> Further study of Durham and Chapel Hill connection at the I-40 border Evaluate Bus Rapid Transit options between Durham, Chapel Hill and Carrboro Implement local bus service improvements between Chapel Hill and Durham in Orange County Transit Plan Coordinate with NCDOT on U-5304F (US 15-501 corridor improvements from Ephesus Church Rd. To I-40)
2.4. Construct Estes Drive bike/pedestrian infrastructure	⊙	<ul style="list-style-type: none"> Finalized design and received construction authorization from NCDOT Awarded construction bid 	<ul style="list-style-type: none"> Complete construction by winter 2023
2.5. Construct Elliott Road Extension	⊙	<ul style="list-style-type: none"> Construction is underway on road and roadway improvements, including the addition of water and sewer mains on existing South Elliott Road by extending road to Ephesus Church using roundabout 	<ul style="list-style-type: none"> The project is approximately 85% complete, and anticipated to be completed in Spring 2023
2.6. Design and fund North-South Bus Rapid Transit	⊙	<ul style="list-style-type: none"> Council adopted locally preferred alternative (7/2020) After completing 30% Design Plans, the FTA approved Transit to move towards 60% design during the environmental evaluation (NEPA) phase of the project 	<ul style="list-style-type: none"> Submit rating and full funding grant request in 2023 Complete environmental evaluation (NEPA) TOD station area planning (in coordination with LUMO update) Begin 60% Design Plans





FY2022-2023 Initiatives Completed.



FY2022-23 Initiatives partially completed



FY2022-23 Initiatives delayed

2.7 Study East-West corridor needs		<ul style="list-style-type: none"> • See Estes Drive bike/pedestrian project • FLUM process addressed connectivity goals and updated the Long-Term Network Facilities Map 	<ul style="list-style-type: none"> • Seek to implement Mobility Plan initiatives that address East-West corridor needs
2.8 Prioritize and implement the projects in the Bike Plan		<ul style="list-style-type: none"> • Mobility Plan 2020 Complete Streets Update • West Franklin St., Culbreth Rd., Ephesus Church Rd. lane reallocations • Country Club Rd. And Europa Dr. Bike lanes • Honeysuckle Rd/Booker Creek Rd. And Cleland Dr. Streetpaths 	<ul style="list-style-type: none"> • Fordham side path • Construct Homestead Rd/Seawell School Rd. Sidewalk projects • Construct Fordham sidepath • Begin design/engineering on Estes Extension bike-ped improvements, Fordham Sidepath Extension, and Bolin Creek Greenway extension • Complete Morgan Creek Greenway West and East design • Implement e-bike share program



VIBRANT & INCLUSIVE COMMUNITY: TO ENRICH THE LIVES OF THOSE WHO LIVE, WORK, AND VISIT CHAPEL HILL BY BUILDING COMMUNITY AND CREATING A PLACE FOR EVERYONE

OBJECTIVE 1: CREATE DIVERSE OPPORTUNITIES FOR COMMUNITY TO ENGAGE WITH THE ARTS

Initiative	Status	FY 2020-23 Completed Initiatives	FY 2023-25 Next Steps
1.1. Improve festivals and events with a focus on spaces, policies, partners, sponsorship, content and infrastructure	✓	<ul style="list-style-type: none"> Conducted community engagement about Community Celebrations in Chapel Hill to inform future programming Adapted to the COVID-19 pandemic with a new Fesitfall program, a Juneteenth celebration, food truck rodeos and Tracks performances 	<ul style="list-style-type: none"> Continue to refine calendar of festivals, with a focus on further developing Pride, Juneteenth, and other special events Feature BIPOC and LGBTQ+ vendors and performers Continue partnerships with UNC, Downtown, Orange County
1.2. Increase engagement with community history	✓	<ul style="list-style-type: none"> Re/Collecting Chapel Hill Podcast Digital Exhibits Chapel Hill Nine Marker Civil Rights Bus Shelters and murals Exhibits 	<ul style="list-style-type: none"> Continue to plan for future History and Culture Center at Historic Town Hall Continue to co-create exhibits, programs, and projects that tell history from the “bottom up and inside out”
1.3. Increase public art in both public and private spaces	✓	<ul style="list-style-type: none"> Increased public art installations with new murals, transit bus wraps and shelters, and parks and recreation facilities 	<ul style="list-style-type: none"> Create Art around Town program Focus on Peace and Justice Plaza Address funding plan for public art maintenance
1.4. Increase arts programming	✓	<ul style="list-style-type: none"> Council appointed first Poet Laureate Launched Tracks Music Library 	<ul style="list-style-type: none"> Identify new venues for pop-up exhibits Develop Friends of Community Arts and Culture to create additional support



FY2022-2023 Initiatives Completed.






FY2022-23 Initiatives partially completed



FY2022-23 Initiatives delayed

OBJECTIVE 2: IMPROVE CONNECTIONS AND PARTNERSHIPS WITH HISTORICALLY UNDER-ENGAGED AND MARGINALIZED POPULATIONS, CONSISTENT WITH THE TOWN'S COMMUNITY CONNECTIONS EQUITABLE ENGAGEMENT STRATEGY

Initiative	Status	FY 2020-23 Completed Initiatives	FY 2023-25 Next Steps
2.1. Advance Youth Initiatives		<ul style="list-style-type: none"> • COVID-19 Response included school and childcare support for hundreds of children through Neighborhood Support Circles • Resumed the Summer Youth Employment Program, providing low-income youth with employment opportunities, mentorship, and job training skills within the Town • Prepared the Town of Chapel Hill Youth Initiative Report 	<ul style="list-style-type: none"> • Expand the Summer Youth Employment Program to serve more youth in the community • Expand school visits to Town Hall to include more immigrant and refugee students • Design multi-lingual presentation on issues impacting youth to carry out in partnership with community partners • Launch a Youth Peoples Academy • Continue engagement with Chapel Hill Youth Council • Complete Teen Engagement Study centered around programming and facility interests received from teens.
2.2. Continue Peoples Academy		<ul style="list-style-type: none"> • 4 academies hosted to date, including two virtual academies held during the pandemic • Held inaugural UNC Peoples Academy for students 	<ul style="list-style-type: none"> • Staff preparing to launch hybrid academy and anticipate hosting multi-lingual academy for the first time • Expand UNC Peoples Academy and explore options for launching a Youth Peoples Academy
2.3. Implement Building Integrated Communities Action Plan		<ul style="list-style-type: none"> • Implemented the Town-wide Language Access Plan. Established contracts for interpretation and translation services, including a 24/7 language line available to all staff • Translated hundreds of Town communications into primary languages • Affordable housing providers amended policies to serve residents without documentation status • Trained staff across the organization on language access/justice • Offered paid engagement opportunities to immigrant and refugee residents to support implementation • Secured \$375,00 grant through the Blue Cross Blue Shield Foundation to accelerate implementation 	<ul style="list-style-type: none"> • Continue to implement the Action Plan, including: <ul style="list-style-type: none"> - Establish a community interpreter bank - Expand paid engagement opportunities for immigrant and refugee residents - Establish a resident leadership team of manufactured home communities - Evaluate the Language Access Plan - Hold multi-lingual Peoples Academy



FY20222023 Initiatives Completed.



FY2022-23 Initiatives partially completed



FY2022-23 Initiatives delayed

		<ul style="list-style-type: none"> Hired full-time staff person to lead BIC implementation 	
2.4. Implement Community Connections Strategy	✓	<ul style="list-style-type: none"> Developed Community Engagement Toolkit Coordinated Human Service Response during COVID-19 Pandemic Used the Racial Equity Assessment Lens to review the Human Services Program Piloted equity-centered engagement, including: <ol style="list-style-type: none"> 1. Providing technology tools (computer, internet access, web camera) to community members engaged on Town boards 2. Providing interpretation for virtual Town meetings 3. Providing one-on-one support to community members who are engaging with the Town for the first time 4. Using new social media and communications tools to reach under-engaged populations 5. Compensating low-income residents for their time and lived experience Provided technical assistance to Town departments to design and implement equity centered engagement plans 	<ul style="list-style-type: none"> Complete the final phase of the Engagement Study, which includes providing paid engagement opportunities to residents to lead community conversations with their social networks to learn about reasons for lack of engagement and preferred approaches Pilot new equity-centered engagement approaches based on what we learn through the Engagement Study including Community Engagement Compensation Strategy Continue to work with Planning and other Town departments to change the way we do engagement to center equity Develop community mapping document to identify all community partners and the demographic they are designed to serve Continue to incorporate the racial equity assessment recommendations into the Human Services process
2.5. Increase afterschool and recreation programming access	✓	<ul style="list-style-type: none"> Eliminated gym access fees for youth Offered pilot pop up programs during COVID-19 to reduce transportation barriers Provided virtual programming during COVID-19 pandemic 	<ul style="list-style-type: none"> Review and renew contracts with Chapel Hill Carrboro Schools to maintain programming agreements and increase capacity Continue to provide space in Public Housing Community Centers for Boys & Girls Club; Refugee Community Partners; Boy Scouts Expand summer camp offerings and capacity through with CHCCS joint-use facilities.
2.6. Increase diversity of Council-appointed boards and commissions	✓	<ul style="list-style-type: none"> Hired Diversity Equity and Inclusion Officer Designed and implemented Peoples Academy to increase pipeline of interest in Boards and Commissions Enhanced orientation for new board and commission members to make all aware of the support the Town offers to reduce barriers to participation. Piloted peer mentor program to match new and veteran board and commission members 	<ul style="list-style-type: none"> Continue to enhance support offered to board and commission members to reduce barriers to participation and expand the peer mentor pilot program Enhance recruitment efforts among populations the Town has historically under-engaged



OBJECTIVE 3: PRESERVE THE HISTORY OF CHAPEL HILL AND EMBRACE THE FUTURE NEEDS OF THE COMMUNITY

Initiative	Status	FY 2020-23 Completed Initiatives	FY 2023-25 Next Steps
3.1. Strengthen urban design focus	✓	<ul style="list-style-type: none"> Hired Urban Designer Provided urban design advice to major development projects including (but not limited to) St. Paul Village, Jay Street, Trinity Court, and University Place 	<ul style="list-style-type: none"> Continue to use urban design expertise Implement Complete Community Framework Develop context-sensitive design principles through the LUMO Rewrite or other projects Engage in pilot projects including Gateway area planning and Complete Community Framework pilots
3.2. Advance Charting our Future	✓	<ul style="list-style-type: none"> Council approved Future Land Use Map Contract in place with consultant team to Rewrite the Land Use Management Ordinance 	<ul style="list-style-type: none"> Complete the LUMO rewrite with an equity lens and in collaboration with station area planning, Complete Community Framework, and Planning Systems Evaluation
3.3. Implement Rogers Road Community First Plan	✓	<ul style="list-style-type: none"> Council approved text amendments for Rogers Road Neighborhood District in 2019 	
Implement Greene Tract Master Plan	⊗	<ul style="list-style-type: none"> On hold due to pandemic 	<ul style="list-style-type: none"> Initiate Master Plan for Greene Tract
3.4. Conduct Blue Hill code refinements	✓	<ul style="list-style-type: none"> Completed and presented new draft standards to Council in 2020 	<ul style="list-style-type: none"> Evaluate as part of LUMO rewrite.
3.5. Effectively collaborate with UNC Hospitals on the Eastowne Master Planning Project	⊗	<ul style="list-style-type: none"> On hold due to pandemic/resumed in 2022 	<ul style="list-style-type: none"> Underway



FY2022-2023 Initiatives Completed.





FY2022-23 Initiatives partially completed



FY2022-23 Initiatives delayed

SAFE COMMUNITY: TO PRESERVE AND PROTECT LIFE AND PROPERTY THROUGH THE FAIR AND EFFECTIVE DELIVERY OF TOWN SERVICES

OBJECTIVE 1: INVEST IN FACILITIES AND INFRASTRUCTURE THAT SUPPORT PUBLIC SAFETY

Initiative	Status	FY 2020-23 Completed Initiatives	FY 2023-25 Next Steps
1.1. Design and construct Municipal Services Center		<ul style="list-style-type: none"> Memorandum of Understanding to redevelop 828 Martin Luther King Jr. Blvd 	<ul style="list-style-type: none"> Design and construct Municipal Services Center
1.2. Develop Fire Department Facilities Plan		<ul style="list-style-type: none"> Conducted data analysis and location evaluation Hired professional services to study long range facility needs 	<ul style="list-style-type: none"> Incorporate information into the five-year budget strategy Secure location for the construction of Fire Stations 3 and 4 Secure funding for design and construction of Fire Stations 3 and 4 Secure MOU and additional funding for Orange County for the inclusion of Orange County EMS in the Fire Stations Develop a mid-range plan for the Fire Dept Training Facilities Develop a plan for the replacement of Fire Station 1 and the renovation of Fire Station 5



FY20222023 Initiatives Completed.



FY2022-23 Initiatives partially completed



FY2022-23 Initiatives delayed

OBJECTIVE 2: MAINTAIN COMMUNITY SAFETY USING EQUITABLE POLICING PRACTICES

Initiative	Status	FY 2020-23 Completed Initiatives	FY 2023-25 Next Steps
2.1. Reduce potential implicit biases in policing through learning and development practices	✓	<ul style="list-style-type: none"> Completed Re-Imagining Community Safety Task Force Final Report Police training on implicit bias Eliminating Racial Bias and Institutional Racism Open Data page Reduction in police staffing levels 	<ul style="list-style-type: none"> Continue to work with Council and community partners to implement the action items in the Re-Imagining Community Safety Task Force Final Report
2.2. Conduct community engagement sessions to increase understanding of police practices within various communities around Chapel Hill	✓	<ul style="list-style-type: none"> Re-Imagining Community Safety outreach listening sessions and survey 	<ul style="list-style-type: none"> Community Police Advisory Committee and Justice in Action outreach Committee will work with Police Department to plan and deliver sessions.

OBJECTIVE 3: DELIVER TOWN SERVICES FAIR AND EFFECTIVELY

Initiative	Status	FY 2020-23 Completed Initiatives	FY 2023-25 Next Steps
3.1. Identify public safety initiatives that utilize evidence-based practices	✓	<ul style="list-style-type: none"> Traffic enforcement and extra patrols are designed based on historical data 	<ul style="list-style-type: none"> Track traffic diversion data to ensure the opportunities are provided equitably
3.2. Create Road to Zero Plan (Pedestrian Safety)	✓	<ul style="list-style-type: none"> Completed Road to Zero Pedestrian Safety Action Plan Adopted Vision Zero resolution 	<ul style="list-style-type: none"> Implement Vision Zero Plan Collaborate with MPO and regional partners on a regional Vision Zero plan if Safe Streets for All funding is awarded
3.3. Improve permitting and inspections process	✓	<ul style="list-style-type: none"> Permit Center Reorganization Permit Center online permitting software 	<ul style="list-style-type: none"> Permits and Code enforcement online software Continuous improvement in connecting other depts and services
3.4 Grow Emergency Management Program	✓	<ul style="list-style-type: none"> Successful COVID-19 Emergency Operations Center Staff training and development 	<ul style="list-style-type: none"> Updated Emergency Operations Plan Not started due to funding Departmental Dashboard in Progress Partially Completed



FY2022-2023 Initiatives Completed.



FY2022-23 Initiatives partially completed



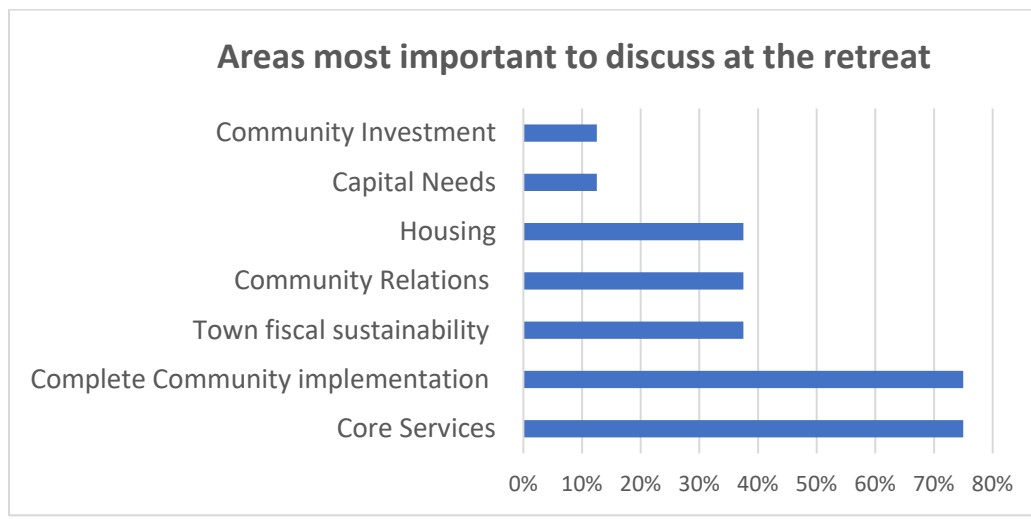
FY2022-23 Initiatives delayed

Survey Results for Chapel Hill Town Council Retreat Topics January 2023

Context

The Retreat Planning Committee sought input on additional areas of focus for “deep dive” conversations at the Retreat. Seven areas, identified from feedback shared by Council Members and Department Directors, were shared and Council members had the opportunity to indicate 1- 3 areas they felt were most important to discuss at the Retreat. **8 responses** were submitted. Information compiled by Maggie Chotas, DSC Facilitator.

Results *In priority order*



Components in Priority Order per Area

1. Core Services *6 responses*

Hiring for new Manager, including identifying priorities for hiring	5 responses
Staffing – Employee compensation (recruitment, retention, salaries, benefits, workloads, training, and development)	4 responses
Operating resource deficiencies (Departments lack resources to address core services for the next five years)	4 responses
Infrastructure needs (Fleet, equipment, facilities)	1 response

2. Complete Community implementation *6 responses*

Moving forward with each of the core components (natural areas plan, stormwater, vision zero and bike/ped safety investment plan)	4
Aligned plans for affordable housing/gentrification, parks and greenways, etc.	4
LUMO rewrite - zoning reform	3
Aligning 5-year budget strategy with Complete Community	2

3. Town fiscal sustainability *4 responses*

Overall Town fiscal sustainability and the five-year budget strategy	3
Staffing –Do we have the staff with the strategic expertise to implement the five-year budgeting strategy or will we need to consider new staffing in the upcoming budget?	3
Borrowing capacity and priorities for bond funds	2
Future financing for Parks & Rec (penny)	2
Is Council receiving the information they need from departments to make good budget decisions regarding these issues? What information would they like to have?	1
Council’s policies for funding past needs versus new initiatives	1
Projected revenues vs expenditures	0

4. Community Relations *5 responses*

Advisory Board reform	4
Role of Council committees	4
Community Engagement process (Council Member interests, public information/comment processes)	3
Diversifying participation in Town affairs such as Boards and Commissions	2

5. Housing *4 responses*

Homelessness, Partnership to End Homelessness	3
Future financing for Affordable Housing (increasing to a true penny and future funding gap)	2
Strategic plan for redevelopment of the aging Town-owned public housing units	2
Future sites for development of affordable housing on Town-owned land	0

6. Capital Needs/Larger Projects *3 Responses*

Municipal Services Center	3
Pathway for new Fire Stations	3
Local/regional transit planning and funding (including NSBRT)	1

7. Community Investment *3 responses*

Downtown Revitalization process both economic and physical development	3
Support for cultural arts	2
Progress of American Legion Property (pathway and timeline)	2
Economic development	1
Greene Tract	1

Narrative Responses

1. Focus on how Council conducts our business (x4)

How the Council (all nine members, including the mayor) interacts with each other, the manager, and other staff and establishing the requisite “rules of the road.”

2. Lay out priorities regarding what Council wants to accomplish and what it wants staff to focus on over the coming year (x3)

Not trying to make policy or budgetary decisions about any of the topics at the retreat.