

The Town Council has seven strategic focus areas to guide 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 [department business plans](#).

- The Council’s commitment to Diversity, Equity & Inclusion and Sustainability apply to all focus areas and initiatives and the Council intends for all efforts to be conducted with those principles in mind.
- The broad goals in each focus area capture Council’s high-level interests and the departments most directly associated with each goal. Through the year, Council receives updates from departments, which may include more specific objectives, outcomes, measures, etc.
- Initiatives that support the Council’s goals are tracked in [department business plans](#) with associated metrics.
- 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.

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

<b>Strategic Focus Area 2: Economic &amp; Financial Stewardship</b>
To support a vibrant economy by supporting business development, job creation, and entrepreneurship.
<b>Goals</b>
<ul style="list-style-type: none"><li>• Continue implementation of ReVive plan, with focus on regional competitiveness</li></ul>
<ul style="list-style-type: none"><li>• Continue Town/Gown collaboration, with a focus on entrepreneurs, innovators, and housing for employees</li></ul>
<ul style="list-style-type: none"><li>• Continue implementation of Downtown Together plan, with focus on downtown revitalization and competitiveness</li></ul>
<b>Core Departments</b>
Economic Development, Planning, Business Management
<b>Complete Community Connections</b>
<ul style="list-style-type: none"><li>• Support innovation &amp; entrepreneurship, social innovation/non-profit incubators, UNC presence</li></ul>

<b>Strategic Focus Area 3: Affordable Housing &amp; Housing Production</b>
To increase housing across a range of incomes and housing types and achieve equitable housing outcomes for historically marginalized populations.
<b>Goals</b>
<ul style="list-style-type: none"><li>• Increase availability of affordable housing</li><li>• Preserve existing affordable housing</li><li>• Sustainably manage public and transitional housing</li><li>• Increase production and diversity of housing</li></ul>
<b>Core Departments</b>
Public Housing, Affordable Housing and Community Connections, Planning, Transit
<b>Complete Community Connections</b>
<ul style="list-style-type: none"><li>• Housing diversity, access to home ownership, live/work neighborhoods with access to sustainable transportation options</li></ul>

<b>Strategic Focus Area 4: Connected Community</b>
To create a highly connected community where bicycling, walking, and transit are convenient, everyday choices for our neighborhoods, businesses, and public spaces are accessible to all residents without a car.
<b>Goals</b>
<ul style="list-style-type: none"> <li>• Continue implementation of current multi-modal plans to increase connectivity</li> </ul>
<ul style="list-style-type: none"> <li>• Work with Transit partners to support long term financial sustainability of Chapel Hill Transit</li> </ul>
<ul style="list-style-type: none"> <li>• Implement Transit-Oriented-Development plans</li> </ul>
<ul style="list-style-type: none"> <li>• Implement Everywhere to Everywhere Greenways and explore funding options (fed, state, partnerships)</li> </ul>
<b>Core Departments</b>
Transit, Parks and Recreation, Public Works, Parking Services, Planning
<b>Complete Community Connections</b>
<ul style="list-style-type: none"> <li>• Greenways, transit-oriented, active transportation options, housing density supports transportation options</li> </ul>

<b>Strategic Focus Area 5: Healthy &amp; Inclusive Community</b>
Collaborate with communities and institutions to eliminate inequities, build community, and enrich the health and lives of those who live, work, and visit Chapel Hill.
<b>Goals</b>
<ul style="list-style-type: none"> <li>• Continue to implement the Community Connections Strategy</li> </ul>
<ul style="list-style-type: none"> <li>• Leverage partnerships to increase access to arts and cultural experiences, especially those that highlight historically marginalized artists</li> </ul>
<ul style="list-style-type: none"> <li>• Create opportunities for residents to share their own stories and explore our community’s history, with a focus on historically marginalized residents and communities</li> </ul>
<ul style="list-style-type: none"> <li>• Focus on inclusivity in cultural and social events, friendly to children through seniors and those with mobility issues or other disabilities</li> </ul>
<ul style="list-style-type: none"> <li>• Fund cultural arts activities and facility development for arts, cultural events, and parks.</li> </ul>
<b>Core Services</b>
Library, Community Arts & Culture, Parks and Recreation, DEI Office, Affordable Housing & Community Connections, Communications & Public Affairs
<b>Complete Community Framework Connections</b>
<ul style="list-style-type: none"> <li>• Cultural &amp; social events, friendly to children and seniors, non-able-bodied, and the whole population</li> </ul>

<b>Strategic Focus Area 6: Safe Community</b>
Embrace a holistic approach to making Chapel Hill a healthy, safe, and supportive community in which to live, work, and visit. Stable and safe housing makes stable and safe communities.
<b>Goals</b>
<ul style="list-style-type: none"> <li>• Continue implementing Reimagining Community Safety recommendations</li> </ul>
<ul style="list-style-type: none"> <li>• Continue implementing Vision Zero Strategy</li> </ul>
<ul style="list-style-type: none"> <li>• Clarify roles for Town and County and continue collaborative partnerships to address homelessness, mental health, substance use, and other community issues.</li> </ul>
<ul style="list-style-type: none"> <li>• Focus on safety in densely populated and connected communities</li> </ul>
<b>Core Services</b>
Police, Fire, Emergency Management, Building & Development Services, Public Works, Technology Solutions, Affordable Housing and Community Connections, DEI Office
<b>Complete Community Framework Connections</b>
<ul style="list-style-type: none"> <li>• Friendly to children and seniors, non-able-bodied, and the whole population, access to affordable housing</li> </ul>

<b>Strategic Focus Area 7: Employee Recruitment &amp; Retention</b>
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.
<b>Goals</b>
<ul style="list-style-type: none"><li>• Continue work on employee compensation, with a focus on addressing compression and inflation</li><li>• Better maintain and improve facilities, with a focus on MSC and Fire Stations</li><li>• Support employee work-life balance</li></ul>
<b>Core Services</b>
Human Resources Development, Technology Solutions, Business Management, Manager’s Office, Ombuds Office, DEI Office
<b>Complete Community Connections</b>
<ul style="list-style-type: none"><li>• Our people are essential to successful implementation of the Complete Community Framework</li></ul>