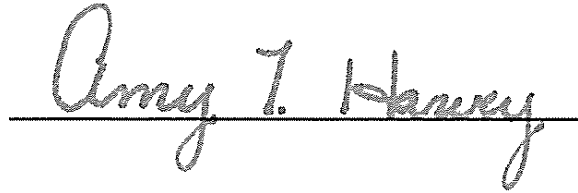


**I, Amy T. Harvey, Deputy Town Clerk of the Town of Chapel Hill, North Carolina, hereby certify that the attached is a true and correct copy of (2023-04-26/R-7) adopted as amended by the Chapel Hill Town Council on April 26, 2023.**

**This the 27th day of April, 2023.**

A handwritten signature in cursive script that reads "Amy T. Harvey". The signature is written over a solid horizontal line.

**Amy T. Harvey  
Deputy Town Clerk**



**A RESOLUTION TO ADOPT THE STRATEGIC FOCUS AREAS AND GOALS FOR 2023-2025  
(2023-04-26/R-7)**

WHEREAS, the Council discussed draft Strategic Focus Areas and Goals at their February 2023 annual retreat; and

WHEREAS, the Strategic Focus Areas and Goals should guide the Town's core business functions and emerging strategic initiatives.

NOW, THEREFORE, BE IT RESOLVED by the Council of the Town of Chapel Hill that the Council adopts the Strategic Focus Areas and Goals for 2023-2025, as described in the April 26, 2023 meeting materials and amended during the discussion.

This the 26th day of April, 2023.

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

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](#)<sup>1</sup> and create [department business plans](#)<sup>2</sup>.

- 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](#)<sup>3</sup>, 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 and as we densify to also strengthen protection of sites in our natural areas plan and parks master plan.
<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>• Encourage energy efficient buildings, and renewable energy while reducing energy needs</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>

<sup>1</sup> <https://www.townofchapelhill.org/government/departments-services/business-management/budget/2022-2023-adopted-budget>

<sup>2</sup> <https://www.townofchapelhill.org/government/departments-services/town-manager/departmental-business-plans>

<sup>3</sup> <https://www.townofchapelhill.org/businesses/complete-community>

## Strategic Focus Area 2: Economic & Financial Stewardship

To support a vibrant economy by supporting business development, jobs creation, and entrepreneurship by balancing our tax base to support a diverse community.

### Goals

- Continue implementation of ReVive plan, focusing on women and minority businesses
- Continue Town/Gown collaboration, with a focus on entrepreneurs, innovators, and housing for employees
- Continue implementation of Downtown Together plan, with focus on downtown revitalization

### Core Departments

Economic Development, Planning, Business Management

### Complete Community Connections

- Support innovation & entrepreneurship, social innovation/non-profit incubators, UNC presence

## Strategic Focus Area 3: Affordable Housing & Housing Production

To increase housing across a range of incomes and housing types and achieve equitable housing outcomes for historically marginalized populations.

### Goals

- 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, Transit

### Complete Community Connections

- Housing diversity, access to home ownership, live/work neighborhoods with access to sustainable transportation options

#### **Strategic Focus Area 4: Connected Community**

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.

##### **Goals**

- Continue implementation of current multi-modal plans to increase connectivity
- Work with Transit partners to support long term financial sustainability of Chapel Hill Transit
- Implement Transit-Oriented-Development plans
- Implement Everywhere to Everywhere Greenways and explore funding options (fed, state, partnerships)

##### **Core Departments**

Transit, Parks and Recreation, Public Works, Parking Services, Planning

##### **Complete Community Connections**

- Greenways, transit-oriented, active transportation options, housing density supports transportation options

#### **Strategic Focus Area 5: Healthy & Inclusive Community**

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.

##### **Goals**

- 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
- Focus on inclusivity in cultural and social events, friendly to children through seniors and those with mobility issues or other disabilities
- Fund cultural arts activities and facility development for arts, cultural events, and parks.

##### **Core Services**

Library, Community Arts & Culture, Parks and Recreation, DEI Office, Affordable Housing & Community Connections, Communications & Public Affairs

##### **Complete Community Framework Connections**

- Cultural & social events, friendly to children and seniors, non-able-bodied, and the whole population

<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> <li>• Continue implementing Vision Zero Strategy</li> <li>• Clarify roles for Town and County and continue collaborative partnerships to address homelessness, mental health, substance use, and other community issues.</li> <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>

Adopted/Revised: 4/26/23