Town of Chapel Hill Goals and Objectives Revisions and Feedback

June 26, 2019

6/5/2019 Draft Language	6/26/2019 Revised Language	Notes
1. Environmental Stewardship		
Goal: To strategically manage the Town's infrastructure and natural environment by promoting resiliency and sustainability	Goal: To mitigate effects of climate change through management of Town resources, partnerships and natural environment	
Objective 1: Reduce carbon footprint	Same	
Work Plan 1.1: Create Climate Action Plan	Same	
Work Plan 1.2:Conduct Carbon Reduction Outreach	Same	
Work Plan 1.3: Strengthen Tree Protection	Same	
Objective 2: Improve local waterways and conserve biological ecosystems	Same	
Work Plan 2.1: Build Elliott Road Flood Storage	Same	
Work Plan 2.2 Conduct Eastwood Lake Subwatershed Study	Same	
Work Plan 2.3 Create a Stormwater Capital Improvement funding plan	Same	
Objective 3. Invest in green infrastructure and build resiliency	Same	
Work Plan 3.1 Continue electric vehicle infrastructure investment	Same	
Work Plan 3.2 Begin Coal Ash Remediation	Same	
Work Plan 3.3 Increase Solar Infrastructure	Same	
Work Plan 3.4 Increase electric fleet investment	Same	
Work Plan 3.5 Increase community and operational resilience	Same	
Work Plan 3.6 Conduct Energy Efficiency upgrades in Town facilities	Same	
Work Plan 3.7 Update Council's Energy policy	Same	
Work Plan 3.8 Evaluate new regulations for green infrastructure	Same	

	3.9: Increase resident <u>and business</u> commitment and involvement in strategies implemented to reduce effects of climate change in the community	
2. Economic & Financial Sustainability		
Goal: To steward public assets and support a vibrant economy where there is opportunity for jobs and entrepreneurship that position~~s~~ Chapel Hill for the future.	Same	Board and commission edit
Objective 1: Attract and retain companies that create jobs in Chapel Hill	Same	
Work Plan 1.1 Strengthen UNC Town Gown Economic Development Partnerships	Same	
Work Plan 1.2 Conduct Recruitment and Marketing for Chapel Hill	Same	
Work Plan 1.3 Pursue Community Technology Solutions	1.3 Obtain new and innovative technology solutions to attract and retain businesses that create jobs in Chapel Hill	What is connection to economic sustainability
	1.4 Partner with vocational schools to develop local talent attractive to businesses interested in Chapel Hill	Durham Tech, for example
	1.5 Add commercial office space to the Town to locate businesses	Suggested by a council member after the work session
	1.6 Strengthen and facilitate the ecosystem for entrepreneurship and innovation	Name entrepreneurship ecosystem
Objective 2: Make Downtown Chapel Hill a destination	Objective 2: Make Downtown Chapel Hill a destination with diverse options for work, live and play	A destination for who? What?
Work Plan 2.1 Support Downtown Market Drivers	2.1 Add more Downtown business and visitor anchors (Market Drivers)	What is a market driver?
Work Plan 2.2 Invest in Downtown Infrastructure		
Work Plan 2.3 Clean and Beautify Downtown		
	2.4 Conduct Downtown Parking Analysis and Policy Development	Remove objective 3 and add parking initiatives to objective 2.

	2.5 Construct Wallace Deck Expansion	Remove objective 3 and add parking initiatives to objective 2.
	2.6 Enhance wayfinding signage in Downtown	
Objective 3: Increase downtown parking capacity	Remove objective. Fold initiatives into Objective 2.	
Objective 4: Create a sustainable budget strategy	Objective 4: Create a budget strategy that aligns Town revenues and expenses over the long-term	Add more clarity and board and commission edit
Work Plan 4.1 Develop Five-year Budget Strategy Project	4.1: Develop five-year budget plan to align revenues and expenses	Add more clarity
Work Plan 4.2 Implement Facility Maintenance Plan	Same	
Work Plan 4.3 Implement Capital Improvement Plan	Same	
3. Affordable Housing		
Goal: 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.	Same	
Objective 1: Increase availability of housing for all incomes	Same	
1.1 Manage Bond and other local affordable housing funding resources	Same	
1.2 Develop affordable housing on Town-owned properties	Same	
1.3 Reduce regulatory barriers and create incentives for affordable housing	Same	
	1.4 Using a racial equity lens, identify root causes of affordable housing challenge and address with short, medium and long term approaches	Can't necessarily solve, but want to do more than try to meet demand with units
Objective 2: Preserve existing affordable housing stock	Same	
Work Plan 2.1 Implement Public Housing Master Plan	Same	
Work Plan 2.2 Consider options for Public Housing Redevelopment	Same	
Work Plan 2.3 Implement Manufactured Home Strategy	Same	

Work Plan 2.4 Implement Affordable Housing Preservation Strategy	Same	
	2.5 Support Northside Neighborhood Initiative	Remove objective 3 and add work plan items to objective 2
Objective 3: Strengthen Collaboration	Remove	Collaboration isn't separate from the work.
Work Plan 3.1 Continue Performance Measurement and Reporting System	Remove	Ongoing reporting, not a new initiative
Work Plan 3.2 Support Northside Neighborhood Initiative	Fold into objective 2	Ongoing work with new deliverables
Work Plan 3.3 Convene Local Government Affordable Housing Collaborative	Remove	Part of how all of the work plan gets accomplished
4. **Connected Community**		
Goal: To create a highly connected community where bicycling, walking, and transit are convenient, everyday choices for our neighborhoods, businesses, and public spaces.	Same	
Objective 1: Improve resident satisfaction with management of traffic flow	Objective 1: To improve management of traffic flow during peak times of day and at problem intersections	The target is the traffic not the satisfaction
Work Plan 1.1: Conduct Town-wide Traffic Analysis	Same	
Work Plan 1.2: Influence Regional Transportation Planning	Same	
	1.3 Continuously monitor and address road infrastructure utilization throughout the town of Chapel Hill.	Remove from Safe Community goal and add to Connected Community.
Objective 2: Increase connectivity between walking, bicycling, and multi-modal networks	Objective 2: Increase connectivity between walking, bicycling, and multi-modal networks to reduce amount of driving needed to get around Chapel Hill	Why are we increasing connectivity?
2.1 Establish Transit financial sustainability goals	Same	
2.2 Manage Downtown Parking	2.2: Increase downtown parking options	Increase parking, not just manage parking
2.3 Plan Multi-modal Infrastructure	2.3: 7	Priority to examine corridor options
2.4 Construct Estes Drive Bike/Pedestrian Infrastructure	Same	
2.5 Construct Elliott Road Extension	Same	

2.6 Design North-South Bus Rapid Transit	Same	
	2.7 Study East-West corridor needs	Priority given traffic concerns
5. Vibrant and Inclusive Community		
Goal: To enrich the lives of those who live, work, and visit Chapel Hill by building community and creating a place for everyone	Same	
Objective 1: Inspire creativity and celebrate community	Objective 1: Create diverse opportunities for community to engage with the arts	How is art serves to engage the community
Work Plan 1.1 Improve Festivals and Events	1.1: Improve festivals and events with a focus on spaces, policies, partners, sponsorship, content and infrastructure	Specify space and other needs to improve festivals and events
Work Plan 1.2 Build Community History and Enrichment	1.2: Increase engagement with community history	Clarify the engagement piece
Work Plan 1.3 Build Public Art & Arts Programs	1.3: Increase public art in both public and private spaces	Split apart Work Plan 1.3 into more specific initiatives
	1.4: Increase arts programming	Split apart Work Plan 1.3 into more specific initiatives
Objective 2: Improve connections and partnerships with historically disengaged and marginalized populations	Same	Consultant suggested the term, "underserved," which staff did not think was congruent with the equity focus of both the BIC and Connected Community language
Work Plan 2.1 Advance Youth Initiatives	Same	
Work Plan 2.2 Conduct People's Academy	Same	
Work Plan 2.3 Implement Building Integrated Communities Action Plan	Same	
Work Plan 2.4 Implement Community Connections Strategy	Same	
Work Plan 2.5 Increase Recreation Programming Access	2.5 Increase after-school and recreation programming Access	Add after-school
	2.6: Increase diversity of Council-appointed boards and commissions	

Objective 3: Preserve what we love and add what we need	Objective 3: Preserve the history of Chapel Hill and embrace the future needs of the community	
3.1 Strengthen Urban Design Focus	Same	
3.2 Advance Charting our Future	Same	
3.3 Implement Rogers Road Community First Plan	Same	
3.4 Conduct Blue Hill Code Refinements	Same	
3.5 Conduct Eastowne Master Planning	3.5 Influence and shape the Eastowne Master Planning Project	More than conduct planning
6. Safe Community		
Goal: To preserve and protect life and property through the fair and effective delivery of Town services	Same	
Objective 1: Invest in ~~public~~ facilities and infrastructure that support public safety	Same	Board and commission edit
Work Plan 1.1 Design and Construct Municipal Services Center	Same	
Work Plan 1.2 Develop Fire Department Facilities Plan	Same	
Objective 2: Keep Chapel Hill Safe	Objective 2: Maintain community safety using equitable policing practices	Want to add an equity lens to the sense of safety in the community
Work Plan 2.1 Grow Emergency Management Program	Same	Move initiative to new objective about Town services
Work Plan 2.2 Pursue Data-driven safety initiatives	Same	Move initiative to new objective about Town services
Work Plan 2.3 Create Road to Zero Plan (Pedestrian Safety)	Same	Move initiative to new objective about Town services
Work Plan 2.4 Improve Permitting and Inspections Process	Same	Move initiative to new objective about Town services
	2.5 Reduce potential implicit biases in policing through learning and development practices	Want to add an equity lens to the sense of safety in the community
	2.6 Conduct community engagement sessions to increase understanding of police practices within various communities around Chapel Hill	Want to add an equity lens to the sense of safety in the community

	Objective 3: Deliver Town services fair and effectively	Created new objective to capture safety initiatives about Town programs and services
	3.1: Identify public safety initiatives that utilize evidence-based practices	Moved initiative to new objective about Town services
	3.2: Create Road to Zero Plan (Pedestrian Safety)	Moved initiative to new objective about Town services
	3.3: Improve Permitting and Inspections Process	Moved initiative to new objective about Town services
	3.4: Grow Emergency Management Program	Moved initiative to new objective about Town services
7. Collaborative & Innovative Organization		
Goal: To create an organization that works collaboratively from a mutual learning mindset, leads innovation, and produces effective outcomes for the betterment of the organization and community.	Goal: To continue to build a Town workforce that leads with collaboration and innovation to build a community where people thrive	Focus on talent management and how goal is foundational to making all the other goals possible.
Objective 1: Increase collaboration, innovation, and learning	Same	
Work Plan 1.1: Conduct facilitation training to improve outreach and internal efficiency	Same	
Work Plan 1.2: Conduct capital project management training to increase project management capacity	Same	
Work Plan 1.3: Utilize LEAN methodology and other process improvement tools to identify options for increasing efficiency and effectiveness	1.3: Conduct process improvement to increase efficiency and effectiveness	Fix confusing language
Objective 2: Attract and retain diverse and talented employees	Same	
Work Plan 2.1: Conduct compensation study to improve recruitment and retention	Same	
Work Plan 2.2: Implement Town-wide Equity and Inclusion Program to create a diverse and welcoming workforce	Same	

Work Plan 2.3: Increase innovation and learning opportunities to build a nimble and adaptable workforce	Same	
Objective 3: Increase public transparency and information sharing	Same	Board and commission edit
Work Plan 3.1: Increase employee satisfaction with internal communication	Same	
Work Plan 3.2: Build performance management program to increase data-driven management and decision-making	Same	
Work Plan 3.3: Increase the level of cyber security inside the Town's information systems	Same	