

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

Council Comments on Draft Strategic Focus Areas & Goals 2023-2025

Strategic Focus Area 1: Environmental Stewardship

Comment

Many communities have purchased and preserved substantial green space in recent years – we should add this to our goals

Re: Complete Community – like our numerical goals for housing, we need numerical goals for additional parks/green space/greenways

Road to Zero Waste survey showed that people want more opportunities to compost to reduce waste

Need goal around linking land use to climate action & Transit

Continue to evaluate community solar field for local government offsets

Work on evaluating Eastwood Lake as a possible flood storage reduction

Question/suggestion: Champion housing density and housing choice as climate action (and vice versa for Focus area 3)

Map out our natural areas for conservation in a holistic approach. Need policy discussions and decisions for natural areas plan development

Question: Are we including/articulating how we seek to reduce fossil fuel usage for commuters? E.g. more EV charging stations; Transit should be represented here, too)

Add Transit and DEI to core departments

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

Strategic Focus Area 2: Economic and Financial Stewardship

Comment

Our Town-Gown/UNC collaboration should include “housing” too as a potential shared partnership

Alternative revenue streams (community talent show w/staff (like DPS); dunk a council member booth at Festifall)

Question: When is ReVive finished?

Define types of businesses we wish to recruit/incentivize

Support development of commercial real estate

DEI should be core department

Diversified tax base, housing production as complete community connections

Concern: no specific goal or mention or focus on BIPOC businesses

Rebuilding our historic Black owned business district in downtown

Concern: missing community economic development lens—how do we ensure economic development efforts don’t do harm to existing neighbors and businesses and instead benefit all, especially those traditionally left out

Complete Community connection: Develop plans for extension of Downtown North on Martin Luther King Jr. Blvd.

Economic development should encompass more than downtown. I don’t see it articulated here

Strategic Focus Area 3: Affordable Housing and Housing Production
<p>Suggested: To increase housing across a range of incomes and housing types and achieve equitable housing outcomes for historically marginalized populations.</p> <p>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></p>
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

Strategic Focus Area #3: Affordable Housing and Housing Production

Comment

Exploring more public/private partnerships

Transit connections for affordability – Complete Community connection

Need to assess some way, some how, are we getting the most units/\$ -- can we subsidize down instead of huge subsidy on small # of units?

Concern: external housing continue to define Town role in unsheltered population, for example incentivizing development of permanent supportive housing, micro u nits, etc.

Concern: Are we investing enough in public housing maintenance?

Increase middle housing options in Chapel Hill – say it specifically

Move Housing Choices forward (LUMO amendment)

Develop additional approaches to Affordable Housing development given rising costs

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• 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

Strategic Focus Area #4: Connected Community

Comment

Concern: Greenway implementation plan needs to be explicitly named

Housing density enables transit and other transportation options = complete community connection

Concern: committing fully to developing an Everywhere to Everywhere Greenway strategy

Commit resources to exploring and securing fed/state \$, public/private partnerships (this will be a major lift!)

Add DEI office and DEI in overall principles

Safe Community: how does/is Vision Zero Strategy connected to Connected Community?

Question: why don't we include a natural surface trail component in our community connections strategy?

Question: part of our goal – all residents should be able to access a community park/substantial greenspace without a car.

Please address how these more densely populated and connected communities will be safe(r)

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

Strategic Focus Area #5: Vibrant and Inclusive Community

Comment

DEI should be layered above all

Healthy living: caring for all the population, kids, teens, etc. (including disability access, non-abled access)

Cultural and social events, friendly to children and seniors and those with mobility issues and other disabilities

Dedicate Town funding to supporting cultural arts including facility development

More Parks and Rec summer camp opportunities for our most underserved children

Housing choices (LUMO amendment) reflects inclusive community and needs to be reflected

Need a refresher on community Connections Strategy

Question: Our residents are telling us they are routinely leaving Chapel Hill to access parks amenities i.e. inclusive playground, skate parks, etc. Should be a high priority here

Public/private partnership to build a pickleball facility at Cedar Falls

Suggestions for focus area name/description/goals: Healthy Living, Enhanced Community Well-Being, Safe and Healthy community

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 #6: Safe Community

Comment

Interest in re-framing focus area language to focus on holistic community safety

Develop plans for replacing/upgrading public safety infrastructure e.g., fire stations

How have we started implementing Reimagining Community Safety Recommendations (we received an update but haven't discussed as a Council)

Complete Community connection: Friendly to children and seniors AND those with mobility issues and other disabilities

Access to Housing = stable and safe housing= safe communities (complete community connection)

Concern: prioritize MSC, fire stations for capital investment. Move on MSC!

Get roles of Town and County Clarified (Goal 3: continue collaborative partnerships to address homelessness, mental health, substance use, and other community issues)

>housing access – access to affordable housing is essential to community safety

Strategic Focus Area 7: Collaborative & Innovative Organization—Employee Recruitment & Retention
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.
Adopted: <i>To continue to build a Town workforce that leads with collaboration and innovation to build a community where people thrive</i>
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

Strategic Focus Area #7: Employee Recruitment & Retention

Comment

Goal: Develop means for ensuring work-life balance

Goal: Town staff should reflect Town demographics at all levels

Add focus on staff housing, living in town

Clarify roles and communication between Council and staff to lessen burdens on staff

Ensure staff time is not diverted from agreed-upon priorities by individual elected officials

Assess major staff time suckages when staff not working at “top of job descriptions” and try to eliminate

Other

Comment

Inclusive community, safe community/ Connected Community. Teen Center/Parks Rec – youth innovation HUB and services to provide youth choices, spaces, services & safety

Need updated Design manual to implement new, more urban standards for Complete Community