

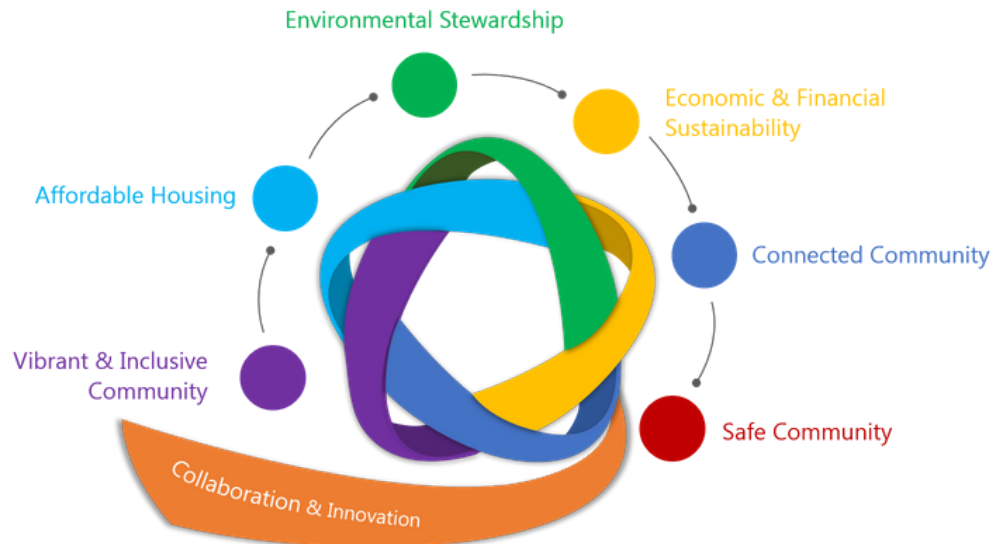
# Strategic Goals and Objectives

FY 2020-2022



## Sustainability Framework

The Town Council uses a Sustainability Framework to evaluate the "triple bottom line" implications, benefits and consequences of the Town's strategic goals and objectives. The framework prioritizes environmental, economic, and equity factors across the Council's strategic work plan.



## Strategic Goals and Objectives

On June 26, 2019, the Town Council approved seven goal areas and nineteen objectives as an operational framework for the Council's strategic work plan.



# Environmental Stewardship

To mitigate effects of climate change through management of Town resources, partnerships and natural environment



## OBJECTIVES

*1. Reduce carbon footprint*

*2. Improve local waterways and conserve biological ecosystems*

*3. Invest in green infrastructure and build community resiliency*

## INITIATIVES

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|---------------------------------|--------------------------------------|-------------------------------|
| 1. Create a Climate Action Plan | 2. Conduct carbon reduction outreach | 3. Strengthen tree protection |
|---------------------------------|--------------------------------------|-------------------------------|

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|-------------------------------------|---|---|
| 1. Build Elliott Road Flood Storage | 2. Conduct Eastwood Lake subwatershed study | 3. Create a Stormwater Capital Improvement funding plan |
|-------------------------------------|---|---|

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|--|--|---|
| 1. Continue electric vehicle infrastructure investment | 2. Begin Coal Ash remediation                        | 3. Increase solar infrastructure  |
| 4. Increase electric fleet investment                  | 5. Increase community and operational resilience     | 6. Conduct energy efficiency upgrades in Town facilities  |
| 7. Update Council's energy policy                      | 8. Evaluate new regulations for green infrastructure | 9. Increase resident and business commitment and involvement in strategies implemented to reduce effects of climate change in the community |



# Economic & Financial Sustainability



To steward public assets and support a vibrant economy where there is opportunity for jobs and entrepreneurship that position Chapel Hill for the future

## OBJECTIVES

*1. Attract and retain companies that create jobs in Chapel Hill*

*2. Make Downtown Chapel Hill a destination with diverse options for work, live and play*

*3. Adopt a budget strategy that aligns Town revenues and expenses*

## INITIATIVES

1. Strengthen UNC Town Gown economic development partnerships

4. Partner with vocational schools to develop local talent attractive to businesses interested in Chapel Hill

2. Conduct recruitment and marketing for Chapel Hill

5. Add commercial office space to the Town to locate businesses

3. Obtain new and innovative technology solutions to attract and retain businesses that create jobs in Chapel Hill

6. Strengthen and facilitate the ecosystem for entrepreneurship and innovation

1. Add more Downtown business and visitor anchors (Market Drivers)

4. Conduct Downtown parking analysis and policy expectations

2. Invest in Downtown infrastructure

5. Construct Wallace Deck Expansion

3. Clean and beautify Downtown

6. Enhance wayfinding signage in Downtown

1. Create a budget strategy that balances revenues and expenditures over the long-term

2. Implement Facility Maintenance Plan

3. Implement Capital Improvement Plan



# 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.



## OBJECTIVES

*1. Increase availability of affordable housing for all incomes*

*2. Preserve existing affordable housing stock*

## INITIATIVES

*1. Manage bond and other local affordable housing funding resources*

*2. Develop affordable housing on Town-owned properties*

*3. Reduce regulatory barriers and create incentives for affordable housing*

*4. Using a racial equity lens, identify root causes of affordable housing challenge and address with short, medium and long term approaches*

*1. Implement Public Housing Master Plan*

*2. Consider options for Public Housing redevelopment*

*3. Implement Manufactured Home Strategy*

*4. Implement Affordable Housing Preservation Strategy*

*5. Support the Northside Neighborhood Initiative*



# Connected Community



To create a highly connected community where bicycling, walking, and transit are convenient, everyday choices for our neighborhoods, businesses, and public spaces.

## OBJECTIVES

*1. Improve management of traffic flow during peak times of day and at problem intersections*

*2. Increase connectivity between walking, bicycling, and multi-modal networks to reduce amount of driving needed to get around Chapel Hill*

## INITIATIVES

1. Conduct Town-wide traffic analysis

2. Influence regional transportation planning

3. Continuously monitor and address road infrastructure utilization throughout the town of Chapel Hill

1. Establish Transit financial sustainability goals

2. Increase Downtown parking options

3. Plan future transportation connections with Durham

4. Construct Estes Drive bike/pedestrian infrastructure

5. Construct Elliott Road Extension

6. Design and fund North-South bus rapid transit

7. Study East-West corridor needs



# 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

## OBJECTIVES

*1. Create diverse opportunities for community to engage with the arts*

*2. Improve connections and partnerships with historically disengaged and marginalized populations*

*3. Preserve the history of Chapel Hill and embrace the future needs of the community*

## INITIATIVES

1. Improve festivals and events with a focus on spaces, policies, partners, sponsorship, content and infrastructure

2. Increase engagement with community history

4. Increase arts programming

3. Increase public art in both public and private spaces

1. Advance Youth Initiatives

2. Continue People's Academy

3. Implement Building Integrated Communities Action Plan

4. Implement Community Connections Strategy

5. Increase after-school and recreation programming Access

6. Increase diversity of Council-appointed boards and commissions

1. Strengthen urban design focus

2. Advance Charting our Future

3. Implement Rogers Road Community First Plan

4. Conduct Blue Hill code refinements

5. Influence and shape the Eastowne Master Planning



# Safe Community

To preserve and protect life and property through the fair and effective delivery of Town services



## OBJECTIVES

*1. Invest in facilities and infrastructure that support public safety*

*2. Maintain community safety using equitable policing practices*

*3. Deliver Town services fair and effectively*

## INITIATIVES

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| 1. Design and construct Municipal Services Center | 2. Develop Fire Department Facilities Plan |
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|--|--|
| 1. Reduce potential implicit biases in policing through learning and development practices | 2. Conduct community engagement sessions to increase understanding of police practices within various communities around Chapel Hill |
|--|--|

- |   |   |   |
|---|---|---|
| 1. Identify public safety initiatives that utilize evidence-based practices | 2. Create Road to Zero Plan (Pedestrian Safety) | 3. Improve permitting and inspections process |
| 4. Grow Emergency Management Program  |   |   |



# Collaborative and Innovative Organization



To continue to build a Town workforce that leads with collaboration and innovation to build a community where people thrive

## OBJECTIVES

*1. Increase collaboration, innovation and learning*

*2. Attract and retain diverse and talented employees*

*3. Increase public transparency and information sharing*

## INITIATIVES

1. Conduct Facilitation Training to improve outreach and internal efficiency

2. Conduct Capital Project Management Training to increase project management capacity

3. Conduct process improvement to increase efficiency and effectiveness

1. Conduct Compensation Study to improve recruitment and retention

2. Implement Town-wide Equity and Inclusion Program to create a diverse and welcoming workforce

3. Increase innovation and learning opportunities to build a nimble and adaptable workforce

1. Increase employee satisfaction with internal communication

2. Build Performance Management program to increase data-driven management and decision making

3. Increase the level of cyber security inside the Town's information systems

