Staff Report

This report was developed by staff from the Manager's Office on April 30, 2021

This report provides details about the draft Long-Term Recovery and Transformation Plan regarding:

1. Goals
2. Project phasing and key reports
3. Points of overlap with other Town activities
4. Approach to implementation

1. Goals

The plan lays out a series of goals, strategies, and initiatives designed to achieve the county's vision of a successful recovery: "Leverage recovery from the COVID-19 pandemic to strengthen and transform Orange County by improving economic sustainability, providing resources, and achieving social and racial equity."

For this reason, the plan was developed with municipal staff and stakeholders from across Orange County. As described on page 8 of the plan[1], significant efforts were made to understand the perspective of communities of color and historically marginalized populations with regard to the impacts of the pandemic as well as the strategies that can be used to address them.

The five main goals of the plan are to:

- Address fundamental needs of all residents
- Create safe, stable, and affordable housing solutions
- Promote a dynamic, equitable, and sustainable economic recovery
- Streamline access to community-based resources
- Combat the negative effects of social distancing to promote community healing.

2. Project Phasing and Key Reports

The major phases and key reports associated with the project are listed below.

Phase 1: Describe and quantify the impacts of COVID-19.

- Impact Assessment[2]
- Community Values Survey Summary[3]

Phase 2: Create a diverse stakeholder group to design goals and initiatives addressing the impacts of COVID-19.

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[1] https://www.orangencforward.org/wp-content/uploads/2021/04/Final-Draft-Long-Term-Recovery-and-Transformation-Plan.pdf

[2] https://www.orangencforward.org/wp-content/uploads/2020/10/Impact-Assessment_102620.pdf

[3] https://www.orangencforward.org/wp-content/uploads/2020/10/Community_Values_Survey_Summary_10.13.20.pdf

- [Glossary of Stakeholder Groups][4] (see pages 155-160)
- [Coordinating Organizations and Potential Partnering Organizations by Initiative][5] (see pages 146-155)
- [Recovery Support Functions][6] (RSFs or "Recovery working groups")

Phase 3: Record countywide goals and projects in the Long-Term Recovery and Transformation Plan.

- [Draft Long-Term Recovery and Transformation Plan][7] (see page 5 for goals, page 10 for working groups and strategies, and pages 12, 31, 47, 68, 86, 99, 106 for a listing of initiatives designed to implement the plan)

Phase 4: Implement the plan and monitor community needs.

- [Draft Long-Term Recovery and Transformation Plan][8] (see page 7 for a description of the implementation approach)
- [Appendix D: Funding Sources Matrix][9] (see page 139 of plan)
- See section 4 below for more details

3. Points of Overlap with Other Town Activities

The draft Recovery Plan attempts to build on existing efforts to address the impacts from COVID-19, while also creating new or enhanced initiatives where there are gaps. The following is a list of the Recovery plan strategies outlined on page 10 of the [plan][10], with examples of existing Town plans, programs, and activities that are well positioned to support the Recovery strategies in a manner that's consistent with Council goals and directives.

Economic

- Provide support for small businesses.
- Identify and address regulatory barriers to economic recovery.
- Drive local economic growth and encourage local spending.
- Strengthen and expand the local workforce.

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[4] https://www.orangencforward.org/wp-content/uploads/2021/04/Final-Draft-Long-Term-Recovery-and-Transformation-Plan.pdf

[5] https://www.orangencforward.org/wp-content/uploads/2021/04/Final-Draft-Long-Term-Recovery-and-Transformation-Plan.pdf

[6] https://www.orangencforward.org/wp-content/uploads/2020/11/OCNC-LTRP-Group-List_101620.pdf

[7] https://www.orangencforward.org/wp-content/uploads/2021/04/Final-Draft-Long-Term-Recovery-and-Transformation-Plan.pdf

[8] https://www.orangencforward.org/wp-content/uploads/2021/04/Final-Draft-Long-Term-Recovery-and-Transformation-Plan.pdf

[9] https://www.orangencforward.org/wp-content/uploads/2021/04/Final-Draft-Long-Term-Recovery-and-Transformation-Plan.pdf

[10] https://www.orangencforward.org/wp-content/uploads/2021/04/Final-Draft-Long-Term-Recovery-and-Transformation-Plan.pdf

Town connections:

ReVive,[11] Economic Development Office[12]

Housing

- Incentivize the development of affordable and accessible housing.
- Rehabilitate, improve safety, and preserve the affordability of existing housing.
- Ensure continuation of and streamlined access to housing support programs, including emergency housing assistance.

Town connections:

Affordable Housing Work Plan[13], Office of Housing and Community,[14] CARES program[15]

Health

- Continue monitoring, testing, eradicating COVID-19.
- Promote economic recovery and bolster existing healthcare systems.
- Promote better access to mental and behavioral health services.
- Address historic or systemic health disparities.

Town connections:

Emergency Management in coordination with Orange County Public Health, UNC Health, UNC and other countywide partners, ReVive, Ombuds Office[16], Police Department Crisis Unit,[17] Affordable Housing Work Plan, Climate Action and Response Plan[18]

Human Services

- Promote job opportunities that provide thriving wages or increase quality of life.
- Streamline access to community resources.*
- Prevent widening of the achievement gap.

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[11] https://www.townofchapelhill.org/Home/ShowDocument?id=48501

[12] https://www.townofchapelhill.org/government/departments-services/economic-development

[13] https://www.chapelhillaffordablehousing.org/read-our-plan

[14] https://www.townofchapelhill.org/government/departments-services/housing-and-community

[15] https://chapelhill.legistar.com/LegislationDetail.aspx?ID=4651482&GUID=D2DB3847-95A5-4D9E-A316-EBE8C8557FB3&Options=&Search=

[16] https://www.townofchapelhill.org/government/departments-services/ombuds-office

[17] https://www.townofchapelhill.org/government/departments-services/police/divisions/specialty-units/crisis-unit

[18] https://www.sustainchapelhill.org/featured/2020/2/18/climate-action-and-response-plan

Town connections:

ReVive, Office of Housing and Community in coordination with the Chapel Hill-Carrboro City Schools and other community partners

> * The plan describes streamlined access as "empowering residents to quickly and easily access services and resources necessary for recovery by creating "no wrong door" access to public and private sector resources."

Natural & Cultural Resources

- Prevent the deterioration of natural resources.
- Provide cultural and recreational opportunities for all residents.
- Support sustainable local agriculture systems.

Town connections:

Comprehensive Parks Plan[19], Greenways Master Plan[20], Community Arts and Culture[21] programming, Parks and Recreation Department[22] programming, Climate Action and Response Plan[23] in coordination with Orange County Food Council and other community partners

Community Planning & Capacity Building

- Promote climate change mitigation and adaptation efforts.
- Build collaborative programs between government and the community.

Town connections:

Climate Action and Response Plan, Government Alliance on Race and Equity[24](GARE) program, Building Integrated Communities Action Plan[25] (BIC)

Public Information & Intergovernmental Affairs

- Support open lines of communication between the public and local governments.
- Promote equitable public engagement in planning processes.**
- Consistently deliver essential government services.

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[19] https://www.townofchapelhill.org/government/departments-services/parks-and-recreation/planning-and-development/comprehensive-parks-plan-adopted-may-29-2013

[20] https://www.townofchapelhill.org/government/departments-services/parks-and-recreation/planning-and-development/greenways-master-plan-adopted-may-2013

[21] https://www.chapelhillarts.org/

[22] https://www.townofchapelhill.org/government/departments-services/parks-and-recreation

[23] https://www.sustainchapelhill.org/featured/2020/2/18/climate-action-and-response-plan

[24] https://www.racialequityalliance.org/jurisdictions/town-of-chapel-hill-nc/

[25] https://www.townofchapelhill.org/home/showdocument?id=41909

Town connections:

[Government Alliance on Race and Equity](#) (GARE) program, [Building Integrated Communities Action Plan](#) (BIC)

> ** The plan describes this strategy as being "intended to build on the county's efforts to prioritize and elevate racial equity considerations and challenges so that plans developed within the county better reflect the needs of all residents."

4. Approach to Implementation

As described on page 7 of the [plan](#)[26], implementation is designed to be carried out by each of the seven recovery working groups that are organized by the categories listed above in section 3.

The seven working groups are tasked with implementing the initiatives associated with the strategies, as well as monitoring and reporting on recovery outcomes and helping to periodically update the plan—adapting to changing conditions, as needed.

In addition to possible funding from the American Rescue Bill ([summary](#)[27]) and the forthcoming infrastructure bill ("[American Jobs Plan](#)[28]"), Appendix D provides a list of possible funding sources (see page 139-144 of the plan).

The plan assumes that each participating municipality and key supporting organization will evaluate their ability to support the plan's strategies and initiatives, perhaps similar to the high-level exercise shown above in section 3.

For each strategy, the plan contains:

- A purpose statement (what the strategy is intended to achieve)
- Key performance indicators (KPIs)
- Priority level^
- The goals supported by the strategy

For each initiative that supports a strategy, the plan contains:

- The coordinating organization(s)
- A list of potential partnering organizations
- Implementation approach, including general timing

> ^ As described on page 145 of the plan, strategies were prioritized based upon: (1) the number of community recovery needs the initiative addressed, (2) the popularity of the initiative based on a survey of the community's preferences, (3)

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[26] https://www.orangencforward.org/wp-content/uploads/2021/04/Final-Draft-Long-Term-Recovery-and-Transformation-Plan.pdf

[27] https://narc.org/wp-content/uploads/2021/03/American-Rescue-Plan-Summary-1.pdf

[28] https://www.whitehouse.gov/briefing-room/statements-releases/2021/03/31/fact-sheet-the-american-jobs-plan/

the ability of the initiative to address needs of communities of color; and (4) the ability of the initiative to promote long-term resilience.

The Project Management Team, which includes staff from Orange County and the towns of Hillsborough, Carrboro and Chapel Hill, will continue to provide general oversight of the plan.