

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

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