

# COUNCIL STRATEGIC GOALS AND OBJECTIVES

## STRATEGIC INITIATIVES REPORT

FY 2020-2022

**Overview:** The following report provides a quick review of the strategic initiatives that have been accomplished during FY 2020-2022 and the next initiatives that are being considered for FY 2023-2025. The strategic initiatives will be updated for FY 2023-2025 during the FY 23 budget process using the Council's direction during business meetings and work sessions as well as advisory board input.

**Status Key:**



FY2020-2022 Initiatives Completed.



FY2020-22 Initiatives partially completed



FY2020-22 Initiatives delayed due to COVID-19

ENVIRONMENTAL STEWARDSHIP: TO MITIGATE EFFECTS OF CLIMATE CHANGE THROUGH MANAGEMENT OF TOWN RESOURCES, PARTNERSHIPS AND NATURAL ENVIRONMENT









OBJECTIVE 1: REDUCE CARBON FOOTPRINT


Initiative	Status	FY 2020-22 Completed Initiatives	FY 2023-25 Next Steps
1.1 Create a Climate Action and Response Plan	✓	<ul style="list-style-type: none"> <li>Adopted 4-2021</li> </ul>	<ul style="list-style-type: none"> <li>Funding and implementation</li> </ul>
1.2. Create carbon reduction partnerships through outreach and education	✓	<ul style="list-style-type: none"> <li>Outreach and education were included in the Climate Action and Response Plan development process.</li> <li>Urban heat data collection</li> <li>Chapel Hill Farmer’s Market compost pilot</li> </ul>	<ul style="list-style-type: none"> <li>Energy Burden Study</li> <li>Climate Impacts Study</li> <li>Create ARC GIS Hub for Climate Action</li> <li>Building upgrade program scope and report</li> </ul>
1.3. Strengthen tree protection	✓	<ul style="list-style-type: none"> <li>Set a goal of 200 trees for 200 years (434 trees planted from 2019 to 2020)</li> <li>Created Mayor’s Tree of the Year contest</li> <li>Established Community Tree Committee</li> </ul>	<ul style="list-style-type: none"> <li>Adopt-a-Tree program</li> <li>Revise landscape guidelines</li> <li>Blue Hill tree maintenance agreement</li> </ul>

OBJECTIVE 2: IMPROVE LOCAL WATERWAYS AND CONSERVE BIOLOGICAL ECOSYSTEMS

Initiative	Status	FY 2020-23 Completed Initiatives	FY 2023-25 Next Steps
2.1. Build Elliott Road Flood Storage	✓	<ul style="list-style-type: none"> <li>Booker Creek Basin Park is complete</li> </ul>	<ul style="list-style-type: none"> <li>NA</li> </ul>
2.2. Conduct Eastwood Lake subwatershed study	✓	<ul style="list-style-type: none"> <li>Eastwood Lake Subwatershed study complete</li> <li>Cedar Fork Subwatershed Study is paused in draft form.</li> </ul>	<ul style="list-style-type: none"> <li>To be determined</li> </ul>
2.3. Create a Stormwater Capital Improvement funding plan	●	<ul style="list-style-type: none"> <li><i>Bond funding and projects are on hold while Council considers future stormwater projects</i></li> </ul>	<ul style="list-style-type: none"> <li>To be determined</li> </ul>

OBJECTIVE 3: INVEST IN GREEN INFRASTRUCTURE AND BUILD COMMUNITY RESILIENCY

Initiative	Status	FY 2020-23 Completed Initiatives	FY 2023-25 Next Steps
3.1. Continue electric vehicle infrastructure investment		<ul style="list-style-type: none"> <li>Added Homestead Aquatic Center, 140 West, Town Hall and Eubanks EV charging stations</li> </ul>	<ul style="list-style-type: none"> <li>20 EV charging stations installed at new Rosemary Street Parking Deck</li> <li>Map of priority EV charging station locations</li> </ul>
3.2. Begin Coal Ash remediation		<ul style="list-style-type: none"> <li>Completed Phase 1 Remediation with interim erosion control measures</li> </ul>	<ul style="list-style-type: none"> <li>Design and install long-term remediation efforts</li> </ul>
3.3. Increase solar infrastructure		<ul style="list-style-type: none"> <li><i>Adding solar infrastructure to Town facilities was delayed during COVID-19 response to conserve funding</i></li> </ul>	<ul style="list-style-type: none"> <li>Renewable Energy Report to assess options for investing in utility-scale renewable energy</li> <li>Transit solar feasibility study to assess adding solar to Park and Ride facilities</li> </ul>
3.4. Increase use of alternative transportation through Town vehicle and infrastructure investments		<ul style="list-style-type: none"> <li>Chapel Hill Transit purchase of three electric buses with federal funding</li> </ul>	<ul style="list-style-type: none"> <li>Purchase 7 additional electric buses for Chapel Hill Transit with federal funding</li> <li>Purchase electric vehicles for the Town's fleet</li> <li>Wayfinding strategy for Mobility Plan Network</li> </ul>
3.5. Increase community and operational resilience		<ul style="list-style-type: none"> <li>Long term resilience was the focus of the Draft Long-Term Recovery and Transformation Plan. The Plan is a multi-jurisdictional approach to the categories of: Economic; Health; Human Services; Housing; Natural and Cultural Resources; Community Planning and Capacity Building; and Public Information and Intergovernmental Affairs.</li> </ul>	<ul style="list-style-type: none"> <li>Implement Long-Term Recovery and Transformation Plan</li> <li>Pilot smart city sensors to enhance flood resiliency</li> <li>Land use regulations that support a lower-carbon future</li> </ul>
3.6. Conduct energy efficiency upgrades in Town facilities		<ul style="list-style-type: none"> <li>Replacement of 2,000 public lights on major streets to energy efficient, light emitting diode (LED) fixtures</li> <li>Composting Pilot Programs at Town Hall and Library facilities and Farmer's Market</li> </ul>	<ul style="list-style-type: none"> <li>Energy Assessment and Savings Report for Public Housing</li> <li>Energy upgrade reports</li> <li>LED Ballfield Lights at Cedar Falls Park</li> </ul>
3.7. Update Council's energy policy		<ul style="list-style-type: none"> <li><i>Professional services were delayed during COVID-19 response to conserve funding</i></li> </ul>	<ul style="list-style-type: none"> <li>Funding allocated in FY 22 for professional services to update Council's Green Building policy for new construction</li> <li>Integrate green building policy into the LUMO Rewrite</li> </ul>
3.8. Evaluate new regulations for green infrastructure		<ul style="list-style-type: none"> <li><i>Professional services were delayed during COVID-19 response to conserve funding</i></li> </ul>	<ul style="list-style-type: none"> <li>Funding allocated in FY 22 for professional services develop new green infrastructure ordinance</li> <li>Integrate green infrastructure ordinance into the LUMO Rewrite</li> </ul>

<p>3.9. Increase resident and business commitment and involvement in strategies implemented to reduce effects of climate change in the community</p>		<ul style="list-style-type: none"> <li>Resident and business communities were engaged in the Long-Term Recovery and Transformation Plan. Collaborative strategies for climate change mitigation efforts are included in the plan.</li> </ul>	<ul style="list-style-type: none"> <li>Commercial energy savings program scope</li> <li>On-bill energy upgrade pilot</li> </ul>
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FY2020-2022 Initiatives Completed.








FY2020-22 Initiatives partially completed



FY2020-22 Initiatives delayed due to COVID-19

ECONOMIC AND FINANCIAL STEWARDSHIP: TO STEWARD PUBLIC ASSETS AND SUPPORT A VIBRANT ECONOMY WHERE THERE IS OPPORTUNITY FOR JOBS AND ENTREPRENEURSHIP THAT POSITION CHAPEL HILL FOR THE FUTURE

OBJECTIVE 1: ATTRACT AND RETAIN COMPANIES THAT CREATE JOBS IN CHAPEL HILL

Initiative	Status	FY 2020-23 Completed Initiatives	FY 2023-25 Next Steps
1.1. Strengthen UNC Town Gown economic development partnerships		<ul style="list-style-type: none"> <li>• ReVive Recovery Plan completed 2/2021</li> <li>• Downtown Together ARPA Funding</li> </ul>	<ul style="list-style-type: none"> <li>• Establish an Innovation Task Force</li> <li>• Create a coordination agreement among community asset partners to respond to company inquiries.</li> <li>• Strengthen technical assistance and training from university resources and community partners.</li> <li>• Increase UNC Kenan Flagler connections to Launch, Inc.</li> </ul>
1.2. Conduct recruitment and marketing for Chapel Hill		<ul style="list-style-type: none"> <li>• Print, Air, Digital Marketing campaign</li> <li>• Responding to business inquiries about Chapel Hill as a location to operate</li> </ul>	<ul style="list-style-type: none"> <li>• Downtown Together improvements to increasing business flexibility on sidewalks downtown</li> <li>• Market Chapel Hill to alumni – from high school and university</li> </ul>
1.3. Obtain new and innovative technology solutions to attract and retain businesses that create jobs in Chapel Hill		<ul style="list-style-type: none"> <li>• Smart-city pilot projects</li> </ul>	<ul style="list-style-type: none"> <li>• Connect smart sensor technology to the Climate Action Plan</li> </ul>
1.4. Partner with vocational schools to develop local talent attractive to businesses interested in Chapel Hill		<ul style="list-style-type: none"> <li>• Ongoing Collaboration with Chamber of Commerce Durham Technical College</li> </ul>	<ul style="list-style-type: none"> <li>• Workforce Assessment Assess the workforce training needs of local residents and the employment needs of local employers.</li> </ul>
1.5. Add commercial office space to the Town to locate businesses		<ul style="list-style-type: none"> <li>• As of February, 2022, the Town has entitled 700,000 Square Foot of Office Space Well, Inc. Office space highlights include:                             <ul style="list-style-type: none"> <li>○ The Gwendolyn</li> <li>○ Carolina Donor</li> <li>○ NC Bio</li> <li>○ Millhouse Road</li> <li>○ Rosemary Street Parking Deck and Office Building Redevelopment Agreement</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• 136 &amp; 137 E. Rosemary Innovation Hub</li> <li>• 150 E. Rosemary Street</li> <li>• 828 Martin Luther King Jr.</li> </ul>




FY2020-2022 Initiatives Completed.



FY2020-22 Initiatives partially completed



FY2020-22 Initiatives delayed due to COVID-19

1.6. Strengthen and facilitate the ecosystem for entrepreneurship and innovation		<ul style="list-style-type: none"> <li>• Launch Strategic Planning Workshop</li> </ul>	<ul style="list-style-type: none"> <li>• Highlight successes Implement coordinated campaigns to highlight the success and support of local startups and university spinoffs</li> <li>• Regional Storytelling Continue to grow and broaden the work of local incubators and accelerators in supporting entrepreneurs</li> </ul>
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**OBJECTIVE 2: MAKE DOWNTOWN CHAPEL HILL A DESTINATION WITH DIVERSE OPTIONS FOR WORK, LIVE AND PLAY**

Initiative	Status	FY 2020-23 Completed Initiatives	FY 2023-25 Next Steps
2.1. Add more Downtown business and visitor anchors (Market Drivers)		<ul style="list-style-type: none"> <li>• Rosemary Street Parking Deck and Office Building Redevelopment Agreement</li> </ul>	<ul style="list-style-type: none"> <li>• Placemaking grants</li> </ul>
2.2. Invest in Downtown infrastructure		<ul style="list-style-type: none"> <li>• complete Downtown Streetscape along Roberson and Graham Street</li> </ul>	<ul style="list-style-type: none"> <li>• Complete 400 West Franklin Street Streetscape</li> </ul>
2.3. Clean and beautify Downtown		<ul style="list-style-type: none"> <li>• Downtown Together</li> <li>• Franklin Street lane reallocation</li> <li>• Bus stop and Mural art installations</li> </ul>	<ul style="list-style-type: none"> <li>• Adopt-a-block fundraising</li> </ul>
2.4. Conduct Downtown parking analysis and policy expectations		<ul style="list-style-type: none"> <li>• Parking study completed</li> <li>• Reorganized parking services to be managed by Economic Development Office</li> </ul>	<ul style="list-style-type: none"> <li>• Parking payment-in-lieu</li> </ul>
2.5. Construct <del>Wallace Deck Expansion</del> Rosemary Street Parking Deck		<ul style="list-style-type: none"> <li>• Rosemary Street Parking Deck and Office Building Redevelopment Agreement</li> <li>• Bond Financing</li> </ul>	<ul style="list-style-type: none"> <li>• Complete construction</li> </ul>
2.6. Enhance wayfinding signage in Downtown		<ul style="list-style-type: none"> <li>• Completed Alleyway Improvement Projects for Post Office and Varsity Alley including signage</li> <li>• Completed signage for Varsity Alley</li> <li>• Created GIS layer of all signage downtown</li> </ul>	<ul style="list-style-type: none"> <li>• Bike-Ped mobility signage</li> </ul>



FY2020-2022 Initiatives Completed.






FY2020-22 Initiatives partially completed



FY2020-22 Initiatives delayed due to COVID-19

OBJECTIVE 3: ADOPT A BUDGET STRATEGY THAT ALIGNS TOWN REVENUES AND EXPENSES

Initiative	Status	FY 2020-23 Completed Initiatives	FY 2023-25 Next Steps
3.1. Create a budget strategy that balances revenues and expenditures over the long-term		<ul style="list-style-type: none"> <li>Established Financial Policy Guidelines</li> <li>Provided five-year projection of budget needs</li> <li>Conservatively managed financial operations during the COVID-19 pandemic</li> </ul>	<ul style="list-style-type: none"> <li>Develop a five-year budget strategy</li> <li>Develop and implement plan for ARPA funding</li> </ul>
3.2. Implement Facility Maintenance Plan		<ul style="list-style-type: none"> <li>Reduced funding during the pandemic to remain adaptable and flexible</li> </ul>	<ul style="list-style-type: none"> <li>Partially restored funding will allow the Town Hall Roof Replacement Project to proceed as well as other facility maintenance projects</li> </ul>
3.3. Implement Capital Improvement Plan		<ul style="list-style-type: none"> <li>Successful issuance of GO Bonds to support infrastructure and affordable housing projects</li> </ul>	<ul style="list-style-type: none"> <li>Align capital funding plan with five-year budget strategy</li> </ul>



FY2020-2022 Initiatives Completed.







FY2020-22 Initiatives partially completed



FY2020-22 Initiatives delayed due to COVID-19

**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.**

**OBJECTIVE 1: INCREASE AVAILABILITY OF AFFORDABLE HOUSING FOR ALL INCOMES**

Initiative	Status	FY 2020-23 Completed Initiatives	FY 2023-25 Next Steps
1.1. Manage bond and other local affordable housing funding resources		<ul style="list-style-type: none"> <li>• Council approved allocation of 5 million in bond funding</li> <li>• Opening application process for remaining 5 million</li> </ul>	<ul style="list-style-type: none"> <li>• Finalize allocation of remaining bond funds</li> </ul>
1.2. Develop affordable housing on Town-owned properties		<ul style="list-style-type: none"> <li>• Council approved development agreement for 2200 Homestead Road project</li> <li>• Completed Jay Street project design and secured funding partner</li> </ul>	<ul style="list-style-type: none"> <li>• Complete Jay Street and 2200 Homestead projects</li> <li>• Assess development options for Bennett Road property</li> </ul>
1.3. Reduce regulatory barriers and create incentives for affordable housing		<ul style="list-style-type: none"> <li>• Evaluated and updated the Employee Housing Program</li> </ul>	<ul style="list-style-type: none"> <li>• Work with LUMO rewrite team to increase diversity of housing types available in Chapel Hill and create faster approval process for affordable housing projects</li> </ul>
1.4. Using a racial equity lens, identify root causes of affordable housing challenge and address with short, medium and long term approaches		<ul style="list-style-type: none"> <li>• Led the Town’s participation in the development of the County-wide Racial Equity Plan</li> </ul>	<ul style="list-style-type: none"> <li>• Provide water and sewer connections to eligible households</li> <li>• Apply a racial equity lens to the LUMO rewrite effort</li> </ul>



FY2020-2022 Initiatives Completed.








FY2020-22 Initiatives partially completed



FY2020-22 Initiatives delayed due to COVID-19



OBJECTIVE 2: PRESERVE EXISTING AFFORDABLE HOUSING STOCK

Initiative	Status	FY 2020-23 Completed Initiatives	FY 2023-25 Next Steps
2.1. Implement Public Housing Master Plan		<ul style="list-style-type: none"> <li>Furnace replacements are underway</li> </ul>	<ul style="list-style-type: none"> <li>Parking lot resurfacing</li> <li>Appliance upgrades and replacement</li> </ul>
2.2. Consider options for Public Housing redevelopment		<ul style="list-style-type: none"> <li>The Town executed a memorandum of understanding with Community Housing Partners (CHP) to redevelop Trinity Court</li> </ul>	<ul style="list-style-type: none"> <li>Develop concept plan based on community input</li> </ul>
2.3. Implement Manufactured Home Strategy		<ul style="list-style-type: none"> <li>Updated County-wide Manufactured Home Action Plan</li> </ul>	<ul style="list-style-type: none"> <li>Continue to preserve existing communities</li> <li>Create relocation assistance packages for residents who face displacement</li> </ul>
2.4. Implement Affordable Housing Preservation Strategy		<ul style="list-style-type: none"> <li>Provided 535 Households emergency housing assistance during FY 21</li> </ul>	<ul style="list-style-type: none"> <li>Financially support rehabilitation projects</li> <li>Develop protections for residents facing displacement from naturally occurring affordable housing</li> </ul>
2.5. Support the Northside Neighborhood Initiative (NNI)		<ul style="list-style-type: none"> <li>The Town provides annual operational support of the NNI</li> </ul>	<ul style="list-style-type: none"> <li>Provide funding to acquire housing units into the Northside Land Bank and rehabilitate existing homes</li> </ul>



FY2020-2022 Initiatives Completed.






FY2020-22 Initiatives partially completed



FY2020-22 Initiatives delayed due to COVID-19

CONNECTED COMMUNITY: TO CREATE A HIGHLY CONNECTED COMMUNITY WHERE BICYCLING, WALKING, AND TRANSIT ARE CONVENIENT, EVERYDAY CHOICES FOR OUR NEIGHBORHOODS, BUSINESSES, AND PUBLIC SPACES.

OBJECTIVE 1: IMPROVE MANAGEMENT OF TRAFFIC FLOW DURING PEAK TIMES OF DAY AND AT PROBLEM INTERSECTIONS

Initiative	Status	FY 2020-23 Completed Initiatives	FY 2023-25 Next Steps
1.1. Conduct Townwide traffic analysis		<ul style="list-style-type: none"> <li>Project scoped and contracted. Professional services were delayed during COVID-19 response to conserve funding</li> </ul>	<ul style="list-style-type: none"> <li>Complete final model</li> </ul>
1.2. Actively participate in regional transportation planning		<ul style="list-style-type: none"> <li>Participate in Orange County Transit Plan Update</li> <li>Worked with MPO to complete initial 15-501 Corridor Study focusing on Chapel Hill and Durham connection at I-40 border</li> </ul>	<ul style="list-style-type: none"> <li>Further study of Durham and Chapel Hill connection at the I-40 border</li> </ul>
1.3. Continuously monitor and address road infrastructure utilization throughout the Town of Chapel Hill		<ul style="list-style-type: none"> <li>Council approved two-thirds bonds to complete \$1.55 million in needed resurfacing and sidewalk repairs</li> </ul>	<ul style="list-style-type: none"> <li>Use five-year budget strategy discussion to address backlog of needs totaling \$12.9 million.</li> </ul>

**OBJECTIVE 2: INCREASE CONNECTIVITY BETWEEN WALKING, BICYCLING, AND MULTI-MODAL NETWORKS TO REDUCE AMOUNT OF DRIVING NEEDED TO GET AROUND CHAPEL HILL**

Initiative	Status	FY 2020-23 Completed Initiatives	FY 2023-25 Next Steps
2.1. Establish Transit financial sustainability goals	✓	<ul style="list-style-type: none"> <li>Completed with adoption of the Short Range Transit Plan and the FY 2019-28 Capital Plan</li> </ul>	<ul style="list-style-type: none"> <li>Include FY 2019-28 Capital Plan in the five-year budget strategy</li> </ul>
2.2. Increase and integrate Downtown parking options to support a "park once" strategy	✓	<ul style="list-style-type: none"> <li>Rosemary Street Parking Deck project will combine parking facilities and add public spaces</li> </ul>	<ul style="list-style-type: none"> <li>Continue to explore a parking facility on the west side of downtown</li> </ul>
2.3. Plan future transportation connections with Durham	✓	<ul style="list-style-type: none"> <li>Worked with MPO to complete initial 15-501 Corridor Study focusing on Chapel Hill and Durham connection at I-40 border</li> </ul>	<ul style="list-style-type: none"> <li>Further study of Durham and Chapel Hill connection at the I-40 border</li> </ul>
2.4. Construct Estes Drive bike/pedestrian infrastructure	⊙	<ul style="list-style-type: none"> <li>Finalized design and received construction authorization from NCDOT</li> <li>Awarded construction bid</li> </ul>	<ul style="list-style-type: none"> <li>Complete construction</li> </ul>
2.5. Construct Elliott Road Extension	✓	<ul style="list-style-type: none"> <li>Construction is underway on road and roadway improvements, including the addition of water and sewer mains on existing South Elliott Road by extending road to Ephesus Church using roundabout Project will be completed in December 2022/ January 2023.</li> </ul>	<ul style="list-style-type: none"> <li>N/A</li> </ul>
2.6. Design and fund North-South Bus Rapid Transit	⊙	<ul style="list-style-type: none"> <li>Council adopted locally preferred alternative (7/2020)</li> <li>After completing 30% Design Plans, the FTA is allowing CHT to move towards 60% design during the environmental evaluation phase of the project.</li> <li></li> </ul>	<ul style="list-style-type: none"> <li>Complete environmental studies.</li> <li>TOD station area planning (in coordination with LUMO update)</li> <li>Begin 60% Design Plans</li> </ul>
2.7 Study East-West corridor needs	⊙	<ul style="list-style-type: none"> <li>See Estes Drive bike/pedestrian project</li> <li>FLUM process addressed connectivity goals and updated the Long-Term Network Facilities Map</li> </ul>	<ul style="list-style-type: none"> <li>Seek to implement Mobility Plan initiatives that address East-West corridor needs</li> </ul>




FY2020-2022 Initiatives Completed.



FY2020-22 Initiatives partially completed



FY2020-22 Initiatives delayed due to COVID-19

2.8 Prioritize and implement the projects in the Bike Plan		<ul style="list-style-type: none"> <li>• Mobility Plan 2020 Complete Streets Update</li> </ul>	<ul style="list-style-type: none"> <li>• Old Durham Road improvements</li> <li>• Fordham side path</li> <li>• Country Club Road climbing bike lane</li> </ul>
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FY2020-2022 Initiatives Completed.



FY2020-22 Initiatives partially completed



FY2020-22 Initiatives delayed due to COVID-19

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

OBJECTIVE 1: CREATE DIVERSE OPPORTUNITIES FOR COMMUNITY TO ENGAGE WITH THE ARTS

Initiative	Status	FY 2020-23 Completed Initiatives	FY 2023-25 Next Steps
1.1. Improve festivals and events with a focus on spaces, policies, partners, sponsorship, content and infrastructure	✓	<ul style="list-style-type: none"> <li>Conducted community engagement about Community Celebrations in Chapel Hill to inform future programming</li> <li>Adapted to the COVID-19 pandemic with a new Fesitfall program, a Juneteenth celebration, food truck rodeos and Tracks performances</li> </ul>	<ul style="list-style-type: none"> <li>Produce and assess outdoor events – continue to adapt to post COVID-19 environment</li> <li>Cultivate new sponsorships</li> <li>Feature BIPOC and LGBTQ+ vendors and performers</li> <li>Implement waste management best practices</li> </ul>
1.2. Increase engagement with community history	✓	<ul style="list-style-type: none"> <li>Re/Collecting Chapel Hill Podcast</li> <li>Digital Exhibits</li> <li>Chapel Hill Nine Marker</li> <li>Civil Rights Bus Shelters and murals</li> <li>Exhibits</li> </ul>	<ul style="list-style-type: none"> <li>Open Community History Lab</li> <li>Continue to plan for future History and Culture Center at Historic Town Hall</li> </ul>
1.3. Increase public art in both public and private spaces	✓	<ul style="list-style-type: none"> <li>Increased public art installations with new murals, transit bus wraps and shelters, and parks and recreation facilities</li> </ul>	<ul style="list-style-type: none"> <li>Create Art around Town program</li> <li>Focus on Peace and Justice Plaza</li> <li>Address funding plan for public art maintenance</li> </ul>
1.4. Increase arts programming	✓	<ul style="list-style-type: none"> <li>Council appointed first Poet Laureate</li> <li>Launched Tracks Music Library</li> </ul>	<ul style="list-style-type: none"> <li>Identify new venues for pop-up exhibits</li> <li>Develop Friends of Community Arts and Culture to create additional support</li> <li>Expand Tracks music programming</li> </ul>



FY2020-2022 Initiatives Completed.



FY2020-22 Initiatives partially completed



FY2020-22 Initiatives delayed due to COVID-19

OBJECTIVE 2: IMPROVE CONNECTIONS AND PARTNERSHIPS WITH HISTORICALLY DISENGAGED AND MARGINALIZED POPULATIONS

Initiative	Status	FY 2020-23 Completed Initiatives	FY 2023-25 Next Steps
2.1. Advance Youth Initiatives	✓	<ul style="list-style-type: none"> <li>COVID-19 Response included school and childcare support for 139 children through Neighborhood Support Circles</li> <li>Town of Chapel Hill Youth Initiative Report</li> </ul>	<ul style="list-style-type: none"> <li>Expand school visits to Town Hall to include more immigrant and refugee students</li> <li>Design multi-lingual presentation on gun violence, youth drug abuse, and other issues impacting youth with community partners</li> </ul>
2.2. Continue People's Academy	✓	<ul style="list-style-type: none"> <li>People's Academy continued virtually during COVID-19, graduating 39 residents in FY 21</li> </ul>	<ul style="list-style-type: none"> <li>Continue to provide in-person and virtual academies</li> <li>Launch a Youth Peoples Academy</li> </ul>
2.3. Implement Building Integrated Communities Action Plan	✓	<ul style="list-style-type: none"> <li>Council approved Language Access Plan</li> <li>Contracted for interpretation and translation services</li> <li>Translated hundreds of Town communications into primary languages</li> <li>Affordable housing providers amended policies to serve residents without documentation status</li> </ul>	<ul style="list-style-type: none"> <li>Continue to implement the Action Plan</li> <li>Review performance measures with partners and discuss improvements and updates to the plan</li> </ul>
2.4. Implement Community Connections Strategy	✓	<ul style="list-style-type: none"> <li>Conducted assessment of engagement tools</li> <li>Created a Language Access Plan</li> <li>Developed Community Engagement Toolkit</li> <li>Coordinated Human Service Response during COVID-19 Pandemic</li> </ul>	<ul style="list-style-type: none"> <li>Conduct community engagement gaps analysis and study</li> <li>Pilot new engagement approaches</li> </ul>
2.5. Increase afterschool and recreation programming access	⊗	<ul style="list-style-type: none"> <li>Eliminated gym access fees for youth</li> <li>Offered pilot pop up programs during COVID-19 to reduce transportation barriers</li> <li>Provided virtual programming during COVID-19 pandemic</li> </ul>	<ul style="list-style-type: none"> <li>Review and renew contracts with Chapel Hill Carrboro Schools to maintain programming agreements and increase capacity where possible</li> </ul>
2.6. Increase diversity of Council-appointed boards and commissions	⊗	<ul style="list-style-type: none"> <li>Hired Diversity Equity and Inclusion Officer</li> <li>Designed and implemented Peoples Academy to increase pipeline of interest in Boards and Commissions</li> </ul>	<ul style="list-style-type: none"> <li>Establish liaison to welcome and guide immigrant and refugee residents serving on boards and commissions</li> </ul>



FY2020-2022 Initiatives Completed.








FY2020-22 Initiatives partially completed



FY2020-22 Initiatives delayed due to COVID-19

OBJECTIVE 3: PRESERVE THE HISTORY OF CHAPEL HILL AND EMBRACE THE FUTURE NEEDS OF THE COMMUNITY

Initiative	Status	FY 2020-23 Completed Initiatives	FY 2023-25 Next Steps
3.1. Strengthen urban design focus		<ul style="list-style-type: none"> <li>Hired Urban Designer</li> <li>Provided urban design advice to St. Paul Village, Jay Street, Trinity Court, University Place projects</li> </ul>	<ul style="list-style-type: none"> <li>Continue to utilize urban design expertise</li> </ul>
3.2. Advance Charting our Future		<ul style="list-style-type: none"> <li>Council approved Future Land Use Map</li> <li>Contract in place with consultant team to Rewrite the Land Use Management Ordinance</li> </ul>	<ul style="list-style-type: none"> <li>Complete the LUMO rewrite with an equity lens and in collaboration with station area planning</li> </ul>
3.3. Implement Rogers Road Community First Plan		<ul style="list-style-type: none"> <li>Council approved text amendments for Rogers Road Neighborhood District in 2019</li> </ul>	N/A
3.4. Conduct Blue Hill code refinements		<ul style="list-style-type: none"> <li>Completed and presented new draft standards to Council in 2020</li> </ul>	N/A
3.5. Effectively collaborate with UNC Hospitals on the Eastowne Master Planning Project		<ul style="list-style-type: none"> <li>On hold due to pandemic</li> </ul>	<ul style="list-style-type: none"> <li>Resume when appropriate</li> </ul>



FY2020-2022 Initiatives Completed.





FY2020-22 Initiatives partially completed





FY2020-22 Initiatives delayed due to COVID-19

**SAFE COMMUNITY: TO PRESERVE AND PROTECT LIFE AND PROPERTY THROUGH THE FAIR AND EFFECTIVE DELIVERY OF TOWN SERVICES**

**OBJECTIVE 1: INVEST IN FACILITIES AND INFRASTRUCTURE THAT SUPPORT PUBLIC SAFETY**

Initiative	Status	FY 2020-23 Completed Initiatives	FY 2023-25 Next Steps
1.1. Design and construct Municipal Services Center		<ul style="list-style-type: none"> <li>Memorandum of Understanding to redevelop 828 Martin Luther King Jr. Blvd</li> </ul>	<ul style="list-style-type: none"> <li>Design and construct Municipal Services Center</li> </ul>
1.2. Develop Fire Department Facilities Plan		<ul style="list-style-type: none"> <li>Data analysis and location evaluation</li> </ul>	<ul style="list-style-type: none"> <li>Hire professional services to study long range facility needs</li> <li>Incorporate information into the five-year budget strategy</li> </ul>

**OBJECTIVE 2: MAINTAIN COMMUNITY SAFETY USING EQUITABLE POLICING PRACTICES**

Initiative	Status	FY 2020-23 Completed Initiatives	FY 2023-25 Next Steps
2.1. Reduce potential implicit biases in policing through learning and development practices		<ul style="list-style-type: none"> <li>Completed Re-Imagining Community Safety Task Force Final Report</li> <li>Police training on implicit bias</li> <li>Eliminating Racial Bias and Institutional Racism Open Data page</li> <li>Reduction in police staffing levels</li> </ul>	<ul style="list-style-type: none"> <li>Continue to work with Council and community partners to implement the action items in the Re-Imagining Community Safety Task Force Final Report</li> </ul>
2.2. Conduct community engagement sessions to increase understanding of police practices within various communities around Chapel Hill		<ul style="list-style-type: none"> <li>Re-Imagining Community Safety outreach listening sessions and survey</li> </ul>	<ul style="list-style-type: none"> <li>Community Police Advisory Committee and Justice in Action outreach Committee will work with Police Department to plan and deliver sessions.</li> </ul>



FY2020-2022 Initiatives Completed.



FY2020-22 Initiatives partially completed



FY2020-22 Initiatives delayed due to COVID-19



**OBJECTIVE 3: DELIVER TOWN SERVICES FAIR AND EFFECTIVELY**

Initiative	Status	FY 2020-23 Completed Initiatives	FY 2023-25 Next Steps
3.1. Identify public safety initiatives that utilize evidence-based practices	✓	<ul style="list-style-type: none"> <li>Traffic enforcement and extra patrols are designed based on historical data</li> </ul>	<ul style="list-style-type: none"> <li>Track traffic diversion data to ensure the opportunities are provided equitably</li> </ul>
3.2. Create Road to Zero Plan (Pedestrian Safety)	✓	<ul style="list-style-type: none"> <li>Completed Road to Zero Pedestrian Safety Action Plan</li> <li>Adopted Vision Zero plan</li> </ul>	<ul style="list-style-type: none"> <li>Implement</li> </ul>
3.3. Improve permitting and inspections process	✓	<ul style="list-style-type: none"> <li>Permit Center Reorganization</li> <li>Permit Center online permitting software</li> </ul>	<ul style="list-style-type: none"> <li>Code enforcement online software</li> <li>Continuous improvement</li> <li></li> </ul>
3.4 Grow Emergency Management Program	✓	<ul style="list-style-type: none"> <li>Successful COVID-19 Emergency Operations Center</li> <li>Staff training and development</li> </ul>	<ul style="list-style-type: none"> <li>Updated Emergency Operations Plan</li> <li>Departmental Dashboard</li> </ul>



FY2020-2022 Initiatives Completed.



FY2020-22 Initiatives partially completed



FY2020-22 Initiatives delayed due to COVID-19