

Advisory Board and Commission Survey on Strategic Goals and Objectives

June 26, 2019

Executive Summary

On June 12, 2019, Town staff sent Boards and Commissions members a survey about the Council's strategic goals and objectives. The survey provided the language of the strategic goal areas and objectives and offered an open ended prompt after each goal area asking, "what is missing?"

- **Positive with suggestions:** Overall, the response was positive with a variety of suggestions to the draft objectives. The feedback and suggestions were consistent with the Council's strategic plan discussions.
- **Adding specificity:** The survey offered the high level strategic goals and objectives for feedback which are not as specific as the Council's Strategic Work Plan. Therefore, many points of feedback noted a lack of specificity or offered specific suggestions and targets. This feedback will be utilized by adding initiatives to the work plan initiatives and working with boards and commissions to develop performance measures and metrics for each strategic goal area.
- **Recommended Edits:** Staff recommends minor changes based on overarching themes that emerged from the survey respondent comments and/or a specific change related to grammar or word choice.
 - Goal 2. Economic & Financial Sustainability. *To steward public assets and support a vibrant economy where there is opportunity for jobs and entrepreneurship that positions Chapel Hill for the future.*
 - Goal 2. Economic & Financial Sustainability
 - Objective 3. Create a ~~long-term~~ budget strategy that balances revenues and expenditures ~~over the long-term~~
 - Goal 6: Safe Community
 - Objective 1. Invest in ~~public~~ facilities and infrastructure ~~that support public safety~~
 - Goal 7: Collaborative & Innovative Organization
 - Objective 3. Increase ~~public~~ transparency and information sharing
- **Connections:** Many respondents shared that there is a need to see how a goal connects with other Town goals. For example, some respondents shared that there are connections between the environmental stewardship goal area and Connected Community goal area (i.e. transportation and connectivity). This suggestion will be incorporated when Town staff develop a goal matrix for the strategic plan document that illustrates connections across goal areas.

Environmental Stewardship Goal Area

Feedback Summary

- Several respondents shared that there is a need to see how this goal connects with other Town goals. This suggestion will be incorporated when Town staff develop a goal matrix for the strategic plan document that illustrates connections across goal areas. Specific examples pointed out include:
 - Comment 6 connects ‘Environmental Stewardship’ and ‘Safe Community’
 - Comment 10 connects ‘Environmental Stewardship’ and ‘Connected Community’
 - Comment 19 connects ‘Environmental Stewardship’ and ‘Vibrant & Inclusive Community’
 - Comment 20 connects ‘Environmental Stewardship’ and ‘Connected Community’
 - Comment 21 connects ‘Environmental Stewardship’ and ‘Vibrant & Inclusive Community’
- Multiple respondents offered some suggestions to the draft objectives, though most of these suggestions are captured in the initiatives for this strategic goal and are consistent with Council discussion at the June 5 work session. No changes are proposed based on this feedback.

Individual Survey Responses to “*Is there anything missing from this goal area?*”

1. Improve recycling efforts Develop local ordinances to reduce the use of non reusable materials.
2. Invest in water and sewer infrastructure to improve the health of communities
3. No
4. No
5. Reduce the affects of chronic flooding by removing endangered structures or by helping to encourage better flood prediction alerts and better flood proofing measures for structures that cannot be removed.
6. Reduce deaths and injuries on the road system in Chapel Hill. This could be done by improving pedestrian access and building more off road multi use paths and barrier protected bike lanes.
7. This is a wonderful start. I fear our green spaces are rapidly disappearing in CH. We definitely need long term planning and vision -- not always more development. Great opportunity to work with OC with their new climate change tax. Work together.
8. Educate community on environmental concerns and mitigation
9. No.
10. Transportation is missing from this goal area. I'd like to see a goal that addresses how CH can promote less driving and more cycling, walking, scootering, and public transportation. I also see food waste missing from this goal area. CH would reduce carbon and even more potent methane if it had a curbside composting program.
11. Prioritize density to mitigate affordability pressures that come from restricting growth in certain areas. I am 100% in favor of investments that curb our environmental impact, but we also need to ensure that our priority here doesn't jeopardize affordability. I see the best way to have these two things live together as prioritizing density.
12. In my workplace, we avoid using "and" in objective statements - it makes measurement confusing. I suggest "Strengthen conservation of biological ecosystems" (which I think captures improving local waterways) and separating Objective 3 into 2 objectives.
13. The primary focus should be on reducing the human contribution to the causes of climate change. Secondary focus may be on mitigating the effects. This is reflected in objective 1, but perhaps may warrant expression in the goal itself, too.
14. "conserve and IMPROVE biological ecosystems"
15. Require developers to keep some older trees on the property instead of clear cutting all trees on property they are developing
16. No
17. No

18. Educate the public with a catchy marketing campaign.
19. I agree with the three objectives. However, the goal is overly narrow. Besides climate change, effects of population growth and continued development must also be mitigated.
20. we should call out building bike and pedestrian connectors between the main nodes of Chapel Hill. One of the quickest green infrastructure investments that will reduce our carbon footprint
21. "Community resiliency" seems too vague to be useful. Can we provide specific examples of green infrastructure and resilience that we want to achieve? Environmental stewardship is about more than mitigating effects of climate change. This goal should also encompass maintaining a healthy, attractive, natural environment. Objectives would include - minimize the presence of harmful substances in local air, water, and soil; -preserve local tree canopy and urban forest land; -reduce frequency and severity of flooding -safeguard habitat to support wildlife.

Economic & Financial Sustainability Goal Area

Feedback Summary

- Several respondents shared that there is a need to see how this goal connects with other Town goals. This suggestion will be incorporated when Town staff develop a goal matrix for the strategic plan document that illustrates connections across goal areas. Specific examples pointed out include:
 - Comment 5 connects ‘Economic & Financial Sustainability’ and ‘Connected Community’
 - Comment 6 connects ‘Economic & Financial Sustainability’ and ‘Vibrant & Inclusive Community’
 - Comment 8 connects ‘Economic & Financial Sustainability’ and ‘Vibrant & Inclusive Community’
 - Comment 13 connects ‘Economic & Financial Sustainability’ and ‘Vibrant & Inclusive Community’
 - Comment 16 connects ‘Economic & Financial Sustainability’ and ‘Environmental Stewardship’

- Comment 20 suggests a grammatical change to the goal statement: *To steward public assets and support a vibrant economy where there is opportunity for jobs and entrepreneurship that positions Chapel Hill for the future.*

- Comment 15 suggests a change supported by staff to improve measurement:
 - Objective 3. Create a ~~long-term~~ budget strategy that balances revenues and expenditures ~~over the long-term~~

Individual Survey Responses to “Is there anything missing from this goal area?”

1.	Lead development of a fund to encourage entrepreneurial start ups to come to Chapel Hill. Have a business development team ready to aid start ups with advice, seed money and guidance in securing funding Offer a welcoming persona for biotech companies so that they don't spin out to RTP but stay within the town limits. Develop an incubator for tech and biotech stat ups. I have consulted with 32 startups in RTP, Durham and Raleigh and would be happy to work (pro bono) on developing something for Chapel Hill.
2.	not just jobs but living wages jobs not only downtown but areas that are in the town jurisdiction as part of the destination with diverse option for work, live, and play
3.	No
4.	No
5.	Continue to create new and better parking opportunities downtown with electronic message boards to tell motorists where they can find parking spaces during peak midday periods.
6.	To think long term in terms of development especially in terms of apartment building (instead of the front end gain of a developer building a structure, selling it and it remaining empty while new buildings go up around town that do not fill a need)
7.	Have an incentive for Government workers to save money. Everyone knows a government job is cushy and workers are inefficient.
8.	Think creatively on this. Economic sustainability does not necessarily mean more buildings. How can we provide more jobs that improve and sustain a quality of life in a growing urban setting? - permeable parking (look at NC Bot Garden parking) - work in concert with OC government including climate change goals in sustainability - continue free bus service and other sustainable transportation options - more renewable energy requirements in housing
9.	Prioritize and budget for revenues and expenditures to provide essential public services. Reduce the provision of elective public services commensurate with budget resources. "Long-range budget strategy as used above in Objective 3 is about as effective a strategy as peeing int he ocean to raise the sea level.
10.	No.
11.	Would be good to have a central gathering place (perhaps with a water feature) in downtown.

12. Not sure why Option 2 is focusing only on Downtown. While I agree that downtown needs some serious attention and strategic thinking, I hope town leadership can focus on the economic and creative vitality of the entire city.
13. The arts is missing from this goal area. Orange County Arts Commission has data on how the arts benefit economic development. Chapel Hill would be remiss if it didn't include the arts (think Katie Zigar Ackland director, Katie Murray Orange County Arts Commission director and local writers, visual artists, young artists) in this goal area.
14. Love the priority on downtown. Let's see more town resources (MSD funds) go to downtown.
15. I think this goal needs to be clearer, unless it is specified in how the goal is measured what "vibrant economy" and being positioned for the future means. Is the goal, for example, to have economic growth? equitable economic development? more entrepreneurs? I think the objective is creating jobs and that attracting and retaining companies is an intermediate result. Do you want to specify what type of jobs? I think the indicators will need to make it clear what it means for a place to be a "destination" - is it just having diverse options for living, working and playing? I can really geek out on results frameworks, but I think the last one should be "The Town's budget aligns revenues and expenses over the long-term - you could then measure whether this alignment is successful within a certain variance. Creating the budget is an activity.
16. Add an emphasis on future-oriented jobs toward an innovative, green economy aligned with goal 1.
17. Further promote/celebrate/highlight "buy local" "shop local" campaign.
18. Encourage new residential options for empty-nesters and young professionals other than high-rise rental development and student-oriented housing.
19. Incentivize developers to build more office space in order to attract new companies.
20. Overall good. Check the grammar of the goal. Should it be "...that position..." to align with plural "jobs" ?
21. It might be useful to make this specifically mesh with the environmental sustainability and stewardship goals, esp when discussing what sorts of companies to attract/retain. PS, I think you might mean "work, life, and play"
22. We also need a solution for jobs and businesses in the summer months when many cut back hours and/or release workers until the fall.
23. Objective 1 is too general. There are businesses we hope to attract. Rather, we should attract and retain companies that create products, jobs and services in a sustainable and community supportive way.
24. Growing small businesses here, not just importing them.
25. looks good
26. Favor land uses that yield net revenue for the town, that is, land uses that increase government revenues more than they increase government expenses.

Affordable Housing Goal Area

Feedback Summary

- Some respondents suggested that objective 1 be more narrowly defined and specifically target housing for low incomes, rather than “all incomes”. Another respondent encouraged a diversity of housing types. Since these suggestions did not emerge as a broadly supported theme, no changes have been proposed to objective 1.

Individual Survey Responses to “Is there anything missing from this goal area?”

1. I served one + terms on the housing and community development advisory board and I believe the 360+ units are still at the same level when I served in the 90's. We need more units in public housing. The clients need to realize that public housing is not a generational thing and have to accept the fact that when the units population goes down the primary tenant will be downsized to make space for other tenants. There needs to be social and development programs in place to allow tenants to develop the financial basis that allows them to move out of public housing, but we need to require new developments to set aside a percentage of their units for subsidized housing. There should be no cash exemptions for allowing a developer to forego affordable housing because they made a cash donation to whatever.
2. create affordable housing for ownership for all incomes .
3. No
4. Balancing the availability the affordable housing in stead of increasing
5. Use Town bond funds to negotiate master leasing arrangements , especially as new apartment developments come on stream.
6. As real people what sort of housing they need. There are too many hoops to jump through to get affordable housing. Has anyone in Chapel Hill government tried it?
7. I wonder why affordable housing hasn't been included more faithfully with ALL the new housing in CH. So sorry about that. Seems we have peppered a few affordable housing options around town but have allowed development to run amuck without much insistence on affordable housing. There is more behind these decisions I am sure but still...
8. Recognize and support the affordable housing opportunities traditionally available in Chapel Hill's existing housing stock, such as the apartments in homes in the historic districts, and the remaining small cottages which are, sadly, being torn down and replaced by larger and more expensive homes without rental opportunities.
9. Work with public-private partnerships to increase the amount of affordable housing.
10. It is not clear you need to worry about availability of housing for higher incomes.
11. Does this goal area include increasing rentals for low income people? That should be a priority.
12. Incentivize density to increase affordability and mitigate environmental pressures. E.g. don't build in floodplains because it's cheap--build density in resource-rich areas. Don't give in to the pressures of a few who want to preserve "the village" at the cost of affordability.
13. looks good!
14. Proactively design for integrated communities, avoiding concentration of affordable housing in spatially marginalized locations. I am aware that "market forces" may drive such concentration of affordable housing on affordable sites; however, this is not socially constructive, leads to unequal distribution of populations into schools which is counterproductive for successful role-modeling and integration. Park Apartments are a good example of gentrification, while there are no valid alternatives for the majority of the displaced population.
15. Develop a fund from payment-in lieu funds to create a focused, deliberate option for new affordable housing. That fund could also be used to purchase existing older homes for re-purposed use.
16. Use a density bonus to incentivize developers to produce affordable housing.
17. Encourage a diversity of housing types.
18. No

19. Educate town council on issues related to affordable housing to make meeting either of the 2 goals possible. Understand the size of the population that is moving from someone's couch to another. Acknowledge # people / families with 3-4 jobs trying to meet the needs of their children
20. Again, how does this mesh with Environmental goals? We don't nec want to build new housing and new office/job buildings throughout Chapel Hill. We need to preserve greenspace, the charm of CH, and not glut/oversaturate the market.
21. The University is constantly building, but not student housing. It should be a priority because mostly of the affordable spaces go to students...which could be for more families. I think because of the guaranteed income from students a blind eye is turned on the families and lower income singles.
22. Given that objective 1 can likely be achieved only through increased density of housing, which nearly everyone in town is opposed to, seems like it would be good to include density as part of the objective.
23. I would add that we need to focus on both rental and ownership affordable housing opportunities
24. Reduce reliance on residential property tax to fund government.

Connected Community Goal Area

Feedback Summary

- Multiple respondents offered some suggestions to the draft objective related to traffic. Generally these suggestions are consistent with Council discussion at the June 5 work session, so no changes are proposed based on this feedback.

Individual Survey Responses to *“Is there anything missing from this goal area?”*

1. include a goal that will put full service into all communities to create connection for services
2. No
3. No
4. Complete the unfinished sections of the Bowlin Creek Trail
5. Lets have specific goals. For example have a goal for Chapel Hill to be a Gold Designated Bike Friendly City. Adopt Vision Zero for not deaths and fatalities regarding transportation in Chapel Hill.
6. Keep the buses free and continue making better bike trails and sidewalks on well traveled roads. I appreciate the parking lots down town -- even better when they are free.
7. No thought at all seems to have been given to avoid the inevitable bottlenecks and traffic jams that will necessarily result from eliminating traditional automobile travel lanes. Just forcing people out of cars will not serve those who want to come to this community from elsewhere to work or to shop or to visit our amenities. It is a fine goal to have more folks riding bikes, but ignoring the use of cars will not make them go away; rather, you all are about to create mass congestion and confusion, to the detriment of those of us whose clients and customers have to drive to our offices and stores.
8. No.
9. Looks good. I hope this goal includes looking at creating a road diet for Franklin Street to increase bike lanes and improve loading zones.
10. For objective 2, the objective is to reduce the amount of driving; increasing connectivity is an intermediate result (along with, I imagine, getting people to use these networks).
11. Work toward reversing the priority of traffic modes: pedestrians first (walkable neighborhoods!), bicycles next, vehicles last. Here is what it would look like just for bicycles over cars --extrapolate from here to pedestrian predominance: https://twitter.com/fietsprofessor/status/1060206289412915201/photo/1
12. Encourage developers to build off-road bike/ped trails and community pocket parks in return for more residential units per acre.
13. No
14. I would like to see the above goals accomplished with a minimum amount of contiguous pavement. Break up travel ways with landscaping, including rows of shade trees and other pedestrian amenities.
15. No

Vibrant & Inclusive Community Goal Area

Feedback Summary

- A few respondents offered some suggestions related to objective 3 and historic districts. This suggestion does not appear as an overarching theme, so no changes are proposed based on this feedback. Staff suggest incorporating this feedback in the work plan for the quarterly report of this goal in the fall.

Individual Survey Responses to *"Is there anything missing from this goal area?"*

1. Subsidize public, free programs that offer cultural exchange similar to the International Expo in Raleigh.
2. Create jobs skill center for development for needed skill for jobs opportunities engage future companies
3. No
4. No
5. Do a better job of connecting with residential and business property tax payers about where Town revenue comes from and exactly how is it spent?
6. Love the murals. Would like even more. The murals could celebrate sustainability, literacy, children, sports, scholarship, the arts ... all values we support in this community. When tourists come, they would see our value system in full display through the murals. Let's talk!
7. Protect neighborhood conservation districts, historical districts as well as other neighborhoods so that they maintain their unique character as well as their sense of community.
8. Protect and require the preservation of the historic character of our Historic Districts, and empower our Boards and Commissions to protect the existing housing stock and open spaces over the constant pressure to tear down, over-enlarge, and otherwise destroy the nature and fabric of our historic neighborhoods by subdivision and re-development.
9. Celebrate diverse community groups and the rich history of our town
10. Ensure the accessibility of all spaces to all populations.
11. Make access to "hands-on" art more centralized (instead of on Plant Road or moved to to very north most part of Chapel Hill).
12. Work with experts on the best way to be inclusive in the big picture (not just thinking about development projects, monuments, plaques, etc.)
13. The expression of a vibrant community very often requires locations where these expressions may occur. Where do we express in our goals and how do we achieve also the place-making needed for the vibrant and inclusive community to meet and express itself in all its richness?
14. Encourage developers to include public venue areas in their plans (gathering places to hear live music, etc., etc) in return for denser units per acre.
15. No
16. Create a variety of opportunities for recreation and informal gatherings throughout the public realm.
17. No
18. for object 2, we need to do more than improve connections - we need to embrace, grow and accommodate our disengaged and marginalized populations, predominately around housing and jobs. Connections and partnerships is not enough!
19. Promote opportunities for healthful recreation, artistic expression, and civic engagement.

Safe Community Goal Area

Feedback Summary

- A theme from these comments relate to increasing internet infrastructure throughout Town (e.g. public wi-fi). This suggestion will be incorporated when Town staff develop a goal matrix for the strategic plan document that illustrates connections across goal areas.
- Several respondents suggested that objective 1 of this goal area lacks specificity. Based on this feedback, staff recommend the following change to the objective:
 - Objective 1. Invest in ~~public~~ facilities and infrastructure **that support public safety**

Individual Survey Responses to *“Is there anything missing from this goal area?”*

1. Publicize how Town services work so that folks know what the process is. You Tube videos saying how pot holes get fixed, etc.
2. Invest in equitable policing practices across jurisdictions
3. No
4. No
5. Reduce Chronic high speeding on Fordham Boulevard.
6. Do something other than give the homeless visible vests on MLK. Too many people have died here.
7. I am pleased with our Town services -- recycling, garbage, police, fire, UNC/CH relations, land fill, library. Only wish we had a bus route to the library so ALL could have access.
8. No.
9. Pretty generic objectives. Does this include access to public wi-fi, 5G support, etc.?
10. I think this item is OK.
11. No
12. Improve the community’s internet services, so that all areas of town have reliable and affordable access through several providers.
13. No
14. I understand you need a short statement, but does this "public facilities and infrastructure" cover everything from Parks and Rec to new fire stations and police substations? It might be useful to be more specific about the type of public facilities and infrastructure this is meant to address.
15. Not clear what Objective 1 has to do with the goal
16. Obj 1 - I think we should identify what some of the priorities are - we can't do it all, so lets start with what town council believes are the most important. For me its bikes and storm water. Obj 2 and 3 are too vague

Collaborative & Innovative Organization Goal Area

Feedback Summary

- A few respondents suggested that objective 3 of this goal area lacks specificity. Based on this feedback, staff recommend the following change to the objective:
 - Objective 3. Increase **public** transparency and information sharing

Individual Survey Responses to *"Is there anything missing from this goal area?"*

1. Increase salaries to allow town employees to live in this community that they serve.
2. No
3. No
4. Push decision making to the lowest possible level in the Town organization.
5. Council doesn't listen to boards. That's why it is a struggle to find board members.
6. Bring the CHCCS into more conversations. Food for the Summer is a terrific example of Town and schools working together. Needs more bridges like that. An orientation of the Town for new CHCCS employees, especially administration, would go a long way in understanding each other. It could include a ride through neighborhoods, what services the Town provides, demographics, and a look at the various non-profits. Let's talk!
7. No.
8. This goal needs to include ways to measure whether town employees are helping or hindering progress in CH. CH has a reputation for creating obstacles for beneficial changes. What metrics can employees be measured by that would identify when someone, say a building inspector, is being overly rigid in his/her interpretation of policy.
9. Reflecting upon all the goals, I am missing quality of education for our children, or in general goal-setting that is oriented toward our younger residents, and perhaps also for our aging population?
10. Increase communication between Town Council and Town Planning dept, so that staff can be more helpful in steering potential developers and builders in directions the Council would be likely to endorse.
11. Encourage Town Staff to listen to and act on community complaints and suggestions.
12. Make it simpler and faster to access information and communicate with town staff about town requirements. Improve the town website.
13. Overall good. Consider adding "among employees" to objective 1. Consider a similar addition to objective 3 with "between employees".
14. Add: Maintain and enhance communication and exchange between Town and UNC
15. Would like Objective 3 to specify that transparency and info sharing will be increased with residents (as opposed to simply among town staff/elected officials) and that decision-making processes outside of public hearings are transparent.
16. Objectives are too broad and too vague. Again, let's highlight to priorities, such as improving the permitting process. Also should add about creating opportunities for housing for town employees who want to live in Chapel Hill