

# GOAL: CONNECTED COMMUNITY

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

## Strategic Objectives

### 1. Improve neighborhood parking and traffic issues

<i>Desired Outcome</i>	<i>Data Source</i>
• Be proactive in mitigating traffic issues	Council
• Get serious about downtown parking. Add parking requirements to LUMO. Talk with investors about partnerships. Identify sites. Include in every discussion about potential redevelopment opportunities	Council
• Comprehensively address traffic and congestion issues	Council
• Technology-enabled shared parking strategy that pool resources from both private and public parking facilities	Council
• Share results from Downtown Circulation and Parking Study (Planning & Development Services)	Town Staff
• Conduct Blue Hill Transportation Impact Analysis (Planning & Development Services)	Town Staff

### 2. Expand and link walking, bicycling, and shared use networks, and enhance connections to public transit

<i>Desired Outcome</i>	<i>Data Source</i>
• Build sidewalks, extend greenways, encourage pockets of stores /services so people don't have to drive	Council
• Create and connect people to opportunities for biking, walking and using transit	Council
• Experiment with a projected bike lane to encourage cycling	Council
• Keep moving ahead with sidewalk projects, plan multi-modal connections	Council
• Integrate multi-modal transit plan in new development planning	Council
• Increase bike/pedestrian safety along major corridors and on major school roads	Council
• Transportation/Accessibility - Making sure that future land map changes for road expansion, new building and parks development as well as existing infrastructures include a robust and meaningful connectivity component for cyclists and pedestrians. (Planning Commission)	Advisory Board
• Implement Bike and Mobility Plans (Transportation and Connectivity Advisory Board)	Advisory Board
• Bike/Ped/Traffic Safety (Community Safety)	Town Staff
• Continue street and sidewalk capital planning and maintenance (Public Works)	Town Staff
• North-South Bus Rapid Transit (Transit)	Town Staff
• Implement town-wide Mobility and Connectivity Plan (Planning & Development Services)	Town Staff

### 3. Foster local and regional transit options that are comfortable, affordable, and efficient for people of all ages and abilities to get around

<i>Desired Outcome</i>	<i>Data Source</i>
• Complete street transit strategy to make transit more efficient and robust	Council
• Integrate transit planning with regional partners to help create truly regional system	Council

<ul style="list-style-type: none"> <li>• Create a gem of an outdoor community gathering space that people don't have to pay to use and that doesn't require a car to get to</li> </ul>	Council
<ul style="list-style-type: none"> <li>• Initiate and lead a process to develop a vision and plan for regional connectivity. (Parks, Greenways, and Recreation Commission)</li> </ul>	Advisory Board
<ul style="list-style-type: none"> <li>• North-South Bus Rapid Transit (Transit)</li> </ul>	Town Staff

#### 4. Develop a public transit model that is financially sustainable, in the near-term and long-term

<i>Desired Outcome</i>	<i>Data Source</i>
<ul style="list-style-type: none"> <li>• Develop plan, communication around different LRT federal funding scenarios</li> </ul>	Council
<ul style="list-style-type: none"> <li>• Find a new sustainable model for transit</li> </ul>	Council
<ul style="list-style-type: none"> <li>• Fiscal Sustainability Plan (Transit)</li> </ul>	Town Staff

# GOAL: 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.*

## Strategic Objectives

### 1. Cultivate an innovative and entrepreneurial ecosystem that creates jobs and leverages partnerships

<i>Desired Outcome</i>	<i>Data Source</i>
• Encourage County participation in the Blue Hill district	Council
• Encourage sponsorship and naming model for funding P&R facilities, equipment, etc.	Council
• Provide opportunities and connections for people interested in entrepreneurship, starting a business for young people and people of color	Council
• Specific plan to incentivize, attract, and nurture hi-tech innovation	Council
• Work with Chamber and others to grow small business base (not only startups out of Launch, but local businesses of other makes/models too)	Council
• Grow our entrepreneurship ecosystem, including resources, non-profits, sponsors, and partnerships	Council
• Partner on world-class children's museum, work to encourage, attract, etc. zip line, splash pads, trampoline park, etc.	Council
• Create Jobs and Diversify the Tax Base (Manager's Office)	Town Staff
• Implementation of West Rosemary Street Development Guide (Manager's Office)	Town Staff
• Draft Blue Hill Design Guidelines (Planning & Development Services)	Town Staff
• Collaborate with the University and other partners to catalyze entrepreneurship and innovation (Planning & Development Services)	Town Staff

### 2. Increase the number of incubator and co-working spaces to create room for business, a start-up scene, and seamless learning

<i>Desired Outcome</i>	<i>Data Source</i>
• Increase amount of entrepreneurial / flex space	Council
• Partner with schools, UNC on meeting space, recreation space, event space, etc.	Council
• Innovation / Education center, a place with shared work places for community projects, education programs, performance and public events	Council
• Work becomes part of The Life of The Town (Manager's Office)	Town Staff

### 3. Promote the Town and take our place on the map as a world class center for research and development

<i>Desired Outcome</i>	<i>Data Source</i>
• Finalize economic development marketing plan and roll it out	Council
• Tell our story nationally and locally	Council
• Start building something that puts Chapel Hill on the leading edge. Could be downtown project of innovation district or suburban project of tournament-quality pickle ball courts	Council
• Tell our Story	Town Staff

#### 4. Improve financial resiliency through tax base management, budgeting techniques, and multi-year forecasting

<i>Desired Outcome</i>	<i>Data Source</i>
• Meet our revenue expectation in Ephesus Fordham Blue Hill	Council
• Develop tools for modeling town finances to allow trade-off conversations	Council
• Develop 2-3 year rolling budget process to improve predictability for residents	Council
• Continue to move needle on sales tax base / away from residential	Council
• Capitalize on income potential of Gateway Station Area	Council
• Review the current funding model with the County. (Library Board of Trustees)	Advisory Board
• Banking Services RFP (Business Management)	Town Staff
• Implementation of MUNIS Contracts Module (Business Management)	Town Staff
• Adoption of Council Level Financial Policies (Business Management)	Town Staff
• Improve public perception of value received for tax dollars (Business Management)	Town Staff
• Draft Blue Hill Design Guidelines (Planning & Development Services)	Town Staff

#### 5. Manage the Town's debt and optimize the use of the Town's assets through capital improvement planning, preventative maintenance, and asset management

<i>Desired Outcome</i>	<i>Data Source</i>
• Determine TOCH infrastructure and construction needs (large scale) and start planning for payment	Council
• Manage debt capacity	Council
• Capital project planning and implementation (Parks & Recreation)	Town Staff
• Oversee and manage the town-wide capital program, in collaboration with Business Management (Public Works)	Town Staff
• Plan for major renovations/ repair needs and enhance maintenance service levels at Town facilities (Public Works)	Town Staff

# GOAL: SAFE COMMUNITY

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

## Strategic Objectives

1. Define and support clear, predictable code enforcement strategies that promote safety and efficiency

<i>Desired Outcome</i>	<i>Data Source</i>
• Improve timeliness of permitting and inspections	Council
• Open2Biz means we have to fix our permits and inspections system to have both outcomes	Council
• That Council consider pursuing creative ways for property owners whose property is not in compliance to achieve compliance. (Board of Adjustment)	Advisory Board
• Refine our delivery of customer service, communications, and core services in Building Inspections/Code Enforcement (Community Safety)	Town Staff
• Support new code enforcement team initiatives (Public Works)	Town Staff
• Track and report on code-enforcement activities (Planning & Development Services)	Town Staff

2. Improve community safety by investing in infrastructure and technology

<i>Desired Outcome</i>	<i>Data Source</i>
• Get results of toxic site study before investing more time and money on Estes Drive location for Municipal Services Center	Council
• Build Municipal Services Center	Council
• Build our new Municipal Services Center ASAP - command center better efficiencies better working environment	Council
• Continue to support the logistics of the new facility, including location, design, and construction. (Community Policing Advisory Committee)	Advisory Board
• Rescue Response Units (Fire)	Town Staff
• Station 2 Development (Fire)	Town Staff
• Station 3 & continuation of overall facilities needs evaluation (Fire)	Town Staff
• Provide effective security to protect the Town's cyber assets (Technology Solutions)	Town Staff
• Implement online residential permitting (Planning & Development Services)	Town Staff

3. Foster dialogue, equity, and diversity between the Town and the community through staff recruitment, retention, and training strategies

<i>Desired Outcome</i>	<i>Data Source</i>
• Continue Town Hall dialogues on policing and safety, continue diversity training, continue reaching out to groups, body cameras	Council
• Establish targets for policing equity goals and strategies	Council
• Continue to improve measurement and strategies related to equity / bias (e.g. policing, but all areas)	Council
• Continue to support the Chapel Hill Police Department with implementing recruiting and retention strategies aimed at attracting and retaining a diverse workforce. (Community Policing Advisory Committee)	Advisory Board
• Staff Recruitment/Retention/Training (Community Safety)	Town Staff

• Youth Initiatives/STEM Project/High School Program (Fire)	Town Staff
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#### 4. Preserve and protect the community through engagement, data-driven decision-making, and responsiveness

<i>Desired Outcome</i>	<i>Data Source</i>
• Support Police efforts to build relationships and employ community policing methods to keep Chapel Hill safe, so there are no bad neighborhoods	Council
• Adopt a Vision Zero Policy (Transportation and Connectivity Advisory Board)	Advisory Board
• Initiate and coordinate community outreach events for the department and Chapel Hill residents and students. (Community Policing Advisory Committee)	Advisory Board
• Support progressive strategies aimed at addressing issues identified by the department's quarterly report to include input from local stakeholders. (Community Policing Advisory Committee)	Advisory Board
• Bike/Ped/Traffic Safety (Community Safety)	Town Staff
• Departmental Strategic Planning (Fire)	Town Staff
• Continue to evaluate efficiencies with different deployment models and response strategies (Fire)	Town Staff

# GOAL: AFFORDABLE HOUSING

*To increase the availability of and access to housing for households and individuals with a range of incomes, from those who are homeless to those in middle-income households.*

## Strategic Objectives

1. Increase our diversity in ethnicity, income, race, age, and lifestyle through affordable housing programs, projects, and policies

<i>Desired Outcome</i>	<i>Data Source</i>
<ul style="list-style-type: none"><li>• Create opportunities for infill (tiny homes, duplex --&gt; four-plex, etc.) on smaller lot sizes</li></ul>	Council
<ul style="list-style-type: none"><li>• Prioritize mixed-income housing. Incentivize it. Set it as an expectation. Spread the word that developers are to contribute, just as taxpayers do.</li></ul>	Council
<ul style="list-style-type: none"><li>• Revisit student housing conversation / joint planning with UNC --&gt; more than just updates</li></ul>	Council
<ul style="list-style-type: none"><li>• more focused on reducing road blocks to tiny houses and other smaller housing types</li></ul>	Council
<ul style="list-style-type: none"><li>• Streamline and promote process for adding ADUs so emptynesters can age in place and we can organically create integrated affordable housing</li></ul>	Council
<ul style="list-style-type: none"><li>• Incorporate innovative approaches into LUMO rewrite that ensures affordable housing in Gateway area</li></ul>	Council
<ul style="list-style-type: none"><li>• Identify the targeting populations for affordable housing and set priorities. Teachers / police / nurses maintain integrity of the communities, income levels</li></ul>	Council
<ul style="list-style-type: none"><li>• Homestead Road Project</li></ul>	Council
<ul style="list-style-type: none"><li>• Affordable Housing - A “how-to” manual to make creating affordable dwelling units (ADUs) easier, also addressing process and other barriers, and a way to facilitate financing. (Planning Commission)</li></ul>	Advisory Board
<ul style="list-style-type: none"><li>• Share our story &amp; progress towards achieving affordable housing goals (Housing &amp; Community)</li></ul>	Town Staff

2. Analyze existing housing stock to identify opportunities for redevelopment, acquisition, and preservation

<i>Desired Outcome</i>	<i>Data Source</i>
<ul style="list-style-type: none"><li>• Finalize plan for public housing revitalization</li></ul>	Council
<ul style="list-style-type: none"><li>• Big picture strategy / relocation plan for mobile home parks</li></ul>	Council
<ul style="list-style-type: none"><li>• Implement resident-informed plan for mobile home parks that allows commuters to stay in-tact, preferably where they are, and if not, within Town limits</li></ul>	Council
<ul style="list-style-type: none"><li>• Develop comprehensive plan for addressing mobile home park challenge</li></ul>	Council
<ul style="list-style-type: none"><li>• Redevelopment of existing housing</li></ul>	Council
<ul style="list-style-type: none"><li>• Greene Tract</li></ul>	Council
<ul style="list-style-type: none"><li>• Complete the Public Housing Master Plan</li></ul>	Town Staff

3. Develop an affordable housing funding model that is financially sustainable, in the near-term and long-term

<i>Desired Outcome</i>	<i>Data Source</i>
<ul style="list-style-type: none"><li>• Develop medium-term and long-term affordable housing financial plan that integrates all funding streams</li></ul>	Council
<ul style="list-style-type: none"><li>• Affordable Housing Bond Referendum (Multiple Departments)</li></ul>	Council

<ul style="list-style-type: none"> <li>Create and begin executing an investment plan for affordable housing (Housing &amp; Community)</li> </ul>	Town Staff
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#### 4. Seek innovative partnerships to expand the supply and funding of affordable housing

<i>Desired Outcome</i>	<i>Data Source</i>
<ul style="list-style-type: none"> <li>Research potential for scaling up NNI-style initiatives in other older neighborhoods to proactively protect / create affordable housing all over town</li> </ul>	Council
<ul style="list-style-type: none"> <li>Partner with housing providers (CASA) and IFC and other community stakeholders to create / expand housing options for those experiencing homelessness</li> </ul>	Council
<ul style="list-style-type: none"> <li>Work with County more effectively on affordable housing solutions</li> </ul>	Council
<ul style="list-style-type: none"> <li>Use creative partnerships to develop affordable housing opportunities (Housing &amp; Community)</li> </ul>	Town Staff



# GOAL: 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.*

## Strategic Objectives

### 1. Strategically bolster cultural activities, open space, greenways, and public art

<i>Desired Outcome</i>	<i>Data Source</i>
• Work to create more opportunities for festivals and parades	Council
• Invest in low/no cost after-school and summer camps through Parks and recreation / CHCCS	Council
• P3 partnerships to help with park infrastructure	Council
• Work with UNC and community groups to create events downtown and elsewhere	Council
• Work to create more opportunities for free public arts in town	Council
• Increase public art in Ephesus Fordham / blue hill & downtown	Council
• Work with community, school, and cultural organizations to make connections, build partnerships, and expand access to cultural opportunities. (Cultural Arts Commission)	Advisory Board
• Continue developing our Percent for Art projects utilizing identified bond funds. (Cultural Arts Commission)	Advisory Board
• To produce programs, events and exhibitions that showcase unique art of an extremely high quality which reflects the character and values of the town and enhances our reputation as a place where great art happens. (Cultural Arts Commission)	Advisory Board
• Develop guidance for how the Parks and Recreation Department could increase visibility and generate revenue through sponsorship and community events. (Parks, Greenways, and Recreation Commission)	Advisory Board
• Expand summer camp opportunities. (Parks, Greenways, and Recreation Commission)	Advisory Board
• Continue working toward implementation of the Parks, Greenways, and Cultural Arts Master Plans (Parks & Recreation)	Town Staff
• Review current programming and develop plans to increase and enhance recreation and cultural arts programming (Parks & Recreation)	Town Staff
• Open Space Initiative (Parks & Recreation)	Town Staff

### 2. Initiate dialogue, expression, and engagement by investing in community spaces and organizations

<i>Desired Outcome</i>	<i>Data Source</i>
• Work to create more opportunities for Town and Gown collaborations	Council
• Leverage connections with schools into communication with students about relevant town events and meetings	Council
• Develop a program focused teen solution that also addresses facilities	Council
• Create innovative, historic town hall for community development, engagement, arts, dialogue, youth, etc.	Council
• Public spaces / green areas incorporated in downtown blue hill district to encourage community gathering / walking / spending time together	Council
• Continued improvements to Chapel Hill Memorial on Legion Road. (Cemeteries Advisory Board)	Advisory Board
• An open discussion with Town Council concerning lack of traditional burial space in Chapel Hill. (Cemeteries Advisory Board)	Advisory Board

• Youth Initiatives/STEM Project/High School Program (Fire)	Town Staff
• Partner in Educational Success (Library)	Town Staff

### 3. Develop a clear, strategic role for the Town in culture and arts that fosters engagement with the community and other organizations

<i>Desired Outcome</i>	<i>Data Source</i>
• Create Chapel Hill identity	Council
• Create strong Town identity that capitalizes on what makes Chapel Hill unique, different from neighbors, promotes our values	Council

### 4. Enhance the development review process to be functional, predictable, and encourage diverse types of development

<i>Desired Outcome</i>	<i>Data Source</i>
• Improve design standards for all buildings / new construction	Council
• Finish LUMO rewrite such that it supports Town's aspirations	Council
• Encourage a culture of good design	Council
• Issue a design award this year (Community Design Commission)	Advisory Board
• Development application review and refinement (Community Design Commission)	Advisory Board
• HDC Procedures - The HDC will begin to refine our procedures through a working session to be held on Saturday, January 28. Training for Commission and staff is very important. We need to revisit our Design Guidelines, and in particular to include a statement defining the "special character" of each historic district. (Historic Design Commission)	Advisory Board
• Improve public information about permitting requirements in order to minimize after-the-fact permits. (Board of Adjustment)	Advisory Board
• Future Land Use Map (FLUM) Update & Land Use Management Ordinance (LUMO) Rewrite (Manager's Office)	Town Staff
• Continue to successfully conduct Council-authorized Planning Initiatives (Planning and Development Services)	Town Staff
• Implement updated sign ordinance (Planning & Development Services)	Town Staff
• Conduct station area planning (Planning & Development Services)	Town Staff
• Participate in University's campus master planning efforts (Planning & Development Services)	Town Staff

### 5. Promote a more inclusive and equitable community that embraces and celebrates diversity

<i>Desired Outcome</i>	<i>Data Source</i>
• Employ equity tools and strategies to explicitly build awareness of and address potential impacts of policy & budget decisions on communities of color	Council
• Create opportunities for all teens, older, diverse culture, healthy living	Council
• Add Social justice impact statements to staff recommendation / memos	Council
• Cradle to grave perspective	Council
• ...with increased urbanization, cities all over the world are finding that in-town cemeteries are being used as places of quiet recreation by the living - land which may have been on the outskirts of town is now in the middle, surrounded by offices, close to neighborhoods. It is not unusual to see office workers and others parked and having lunch in these pastoral settings (ex: CH Memorial). People wander along the paths, soaking up history and reading old stones (ex: Old CH Cemetery). Stories of the past, some difficult to comprehend (ex: segregation even	Advisory Board

in death, West Cemetery), make these places valuable to us all. (Cemeteries Advisory Board)	
• Fund ongoing and expanded outreach services to underserved populations, with an emphasis on digital inclusion strategies and continuing to add hours of operation. (Library Board of Trustees)	Advisory Board
• To fund safety-net services for disadvantaged residents. (Human Services Advisory Board)	Advisory Board
• To fund education, mentorship, and afterschool programming for youth facing a variety of challenges. (Human Services Advisory Board)	Advisory Board
• To fund programs aimed at improving health and nutrition of needy residents. (Human Services Advisory Board)	Advisory Board
• Increase inclusivity. We will intentionally reach out to underrepresented communities to listen, learn, and welcome participation. (Parks, Greenways, and Recreation Commission)	Advisory Board
• Improve Internet access for the residents and business in the community (Technology Solutions)	Town Staff
• Implement a community-first plan for Rogers Road area (Planning & Development Services)	Town Staff

## 6. Attract and engage residents, visitors, and businesses in our Downtown

<i>Desired Outcome</i>	<i>Data Source</i>
• Vibrant Downtown - more venues, more activities to draw citizens in	Council
• Refine downtown work plan to include specific projects and associated costs	Council
• Monthly family - friendly / multi-generational events downtown	Council
• Vibrant Downtown – better communications	Council
• Vibrant Downtown – more art	Council
• Evaluate sections of existing design guidelines to determine suitability for downtown (Community Design Commission)	Advisory Board
• Focus on Downtown (Community Safety)	Town Staff
• Implement West Rosemary Street Development Guide (Planning & Development Services)	Town Staff
• Support implementation of Downtown 2020 Work Plan (Planning & Development Services)	Town Staff

# GOAL: ENVIRONMENTAL STEWARDSHIP

*To strategically manage the Town's infrastructure and natural environment by promoting resiliency and sustainability.*

## Strategic Objectives

1. Reduce the carbon footprint of the Town and promote sustainability through green infrastructure and energy efficiency in Town facilities and properties

<i>Desired Outcome</i>	<i>Data Source</i>
<ul style="list-style-type: none"> <li>Establish measurable goals for increasing green infrastructure (i.e. x% increase solar panels in public spaces, add x green garden roofs to downtown...)</li> </ul>	Council
<ul style="list-style-type: none"> <li>Push solar infrastructure</li> </ul>	Council
<ul style="list-style-type: none"> <li>Research "Daylighting" creeks to add green spaces, public amenities, visual interest, "placemaking" to urban destinations (ephesus fordham district)</li> </ul>	Council
<ul style="list-style-type: none"> <li>Make Chapel Hill an exemplar for environmental sustainability and energy efficiency in a way that can support economic development</li> </ul>	Council
<ul style="list-style-type: none"> <li>Have carbon neutral goals and educate public to opportunities to implement</li> </ul>	Council
<ul style="list-style-type: none"> <li>Improve solar and electric-vehicle readiness through efforts such as SolSmart and NC Plug-in program designations (Planning &amp; Development Services)</li> </ul>	Town Staff
<ul style="list-style-type: none"> <li>Draft Blue Hill Design Guidelines (Planning &amp; Development Services)</li> </ul>	Town Staff

2. Improve air quality and water quality, and manage stormwater to heal local waterways and conserve biological ecosystems

<i>Desired Outcome</i>	<i>Data Source</i>
<ul style="list-style-type: none"> <li>Address coal ash by CHPD as a public health issue</li> </ul>	Council
<ul style="list-style-type: none"> <li>Work with UNC Chapel Hill to explore ways of eliminating the use of coal in the Co-Generation Power Plant. (Environmental Stewardship Advisory Board)</li> </ul>	Advisory Board
<ul style="list-style-type: none"> <li>Explore the possibility of having Chapel Hill officially designated as a "Bee City USA", in keeping with the Town of Carrboro and the City of Durham. (Environmental Stewardship Advisory Board)</li> </ul>	Advisory Board
<ul style="list-style-type: none"> <li>That the Town adopt a step increase to the stormwater fee:               <ul style="list-style-type: none"> <li>To continue to fund additional watershed studies;</li> <li>To continue to fund debt service of stormwater bonds passed by the voters;</li> <li>To continue the replenishment of the utility fund balance;</li> <li>To fund stormwater staff and equipment improvements for the drainage maintenance program as set forth in the approved Stormwater Master Plan; and</li> <li>To fund CIP projects identified in the subwatershed plans. (Stormwater Utility Advisory Board)</li> </ul> </li> </ul>	Advisory Board
<ul style="list-style-type: none"> <li>Continue to be environmental stewards of the town's natural resources (Public Works)</li> </ul>	Town Staff

3. Increase the community's preparedness and resiliency for changes in climate, weather, and resource availability.

<i>Desired Outcome</i>	<i>Data Source</i>
<ul style="list-style-type: none"> <li>Educate and empower citizens on stormwater, carbon reduction, multi-modal</li> </ul>	Council
<ul style="list-style-type: none"> <li>Website info like dashboard</li> </ul>	Council
<ul style="list-style-type: none"> <li>Continue to attend and table two events – Festifall and UNC Science Expo – to provide environmental education (e.g., speaker, greenways advocacy) and solicit</li> </ul>	Advisory Board

community input on Town's environmental stewardship. (Environmental Stewardship Advisory Board)	
<ul style="list-style-type: none"> <li>Promote resiliency and adaptation through participation in initiatives such as Triangle Regional Resiliency Assessment (Planning &amp; Development Services)</li> </ul>	Town Staff

# GOAL: COLLABORATIVE AND INNOVATIVE ORGANIZATION

*To create an organization that works collaboratively from a mutual learning mindset, leads innovation, and produces effective outcomes for the betterment of the organization and community.*

## Strategic Objectives

### 1. Improve core service delivery with a focus on user experience, customer service, and design thinking

<i>Desired Outcome</i>	<i>Data Source</i>
• Create opportunities for robust council conversations	Council
• Reflect on current practices - tweak / explore ways to help Council operate at strategic level to allow forward-thinking, proactive engagement rather than case-by-case reaction	Council
• Hire a Town Manager by June 1	Council
• User-Based Government Experience (CaPA)	Town Staff
• Strengthen our internal systems to track data and monitor program performance (Housing & Community)	Town Staff
• Restructure responsibilities in Department (HRD)	Town Staff
• Customer development and community awareness (Library)	Town Staff
• Improve experience for all users (Library)	Town Staff
• Leverage technology for community & organizational success (Library)	Town Staff
• Continue to refine our delivery of customer service, communications, and core services (Planning & Development Services)	Town Staff
• Develop enhanced departmental work plan (Planning & Development Services)	Town Staff
• Improve customer service related to engineering and development services (Public Works)	Town Staff
• Assess technology-based solutions related to Public Works operations (Public Works)	Town Staff
• Maintain service levels related to core business programs (Public Works)	Town Staff
• Support other department with technology related projects (Technology Solutions)	Town Staff
• Develop innovation team support and assist the various innovation teams (Technology Solutions)	Town Staff
• Maintain Customer Satisfaction (Transit)	Town Staff
• Technology Upgrades (Transit)	Town Staff

### 2. Increase transparency by promoting access to data, analytics, and information

<i>Desired Outcome</i>	<i>Data Source</i>
• Leverage Position as Trusted Source of Information (Library)	Town Staff
• Data needs - In LUMO section 8.4.10 it states: "The commission shall prepare, maintain, and consult maps showing the historic and architectural significance of structures within the historic district. Such maps shall be updated at least every five (5) years." The Town has not done so in more than twenty years. The HDC believes that this mandate is important and that the effort to update such maps and supporting information should be undertaken ASAP with appropriate funding to accomplish this task. (Historic Design Commission)	Advisory Board
• Improved accessibility to burial records through online mapping. (Cemeteries Advisory Board)	Advisory Board

3. Attract and develop leaders who can work collaboratively, lead innovation, and produce effective outcomes for the betterment of the community.

<i>Desired Outcome</i>	<i>Data Source</i>
• Revise and revamp other key HR Functional processes (HRD)	Town Staff
• Reinvent New Employee Orientation (HRD)	Town Staff
• Create a Career Progression Tract in HRD (HRD)	Town Staff
• Increase monitoring and focus on diversity in the workforce (HRD)	Town Staff
• Develop a Supervisor Mentoring program (HRD)	Town Staff
• Increase enterprise wide LMS adaptability for users (HRD)	Town Staff
• Staff Development and Engagement (Library)	Town Staff
• Leadership Development (Manager's Office)	Town Staff
• Improve employee work/ life balance and retention by appropriately managing workloads and increasing departmental succession planning efforts (Public Works)	Town Staff
• HDC Staffing – The Town Planning department has been understaffed for some period...we bring this up because staff supporting the HDC has been stretched very thin, often having to attend to other matters that delay efforts related to HDC matters. (Historic Design Commission)	Advisory Board
• Increase funding to staffing the Library with diverse staff. (Library Board of Trustees)	Advisory Board

4. Help our employees be healthier by reducing high-risk health behaviors, improving prevention of chronic health conditions, and promoting healthy lifestyles

<i>Desired Outcome</i>	<i>Data Source</i>
• Conduct Workers' Comp, Property and Liability Claim review meetings for all department or divisions (HRD)	Town Staff
• Provide additional Risk and Safety Management training programs (on-line) and sessions for all employee workplace environments (HRD)	Town Staff
• Safety and Risk Management (Transit)	Town Staff

5. Increase engagement and reach all segments of the community by going to where the people are

<i>Desired Outcome</i>	<i>Data Source</i>
• Strengthen community engagement through improved Town-resident communication, modes of outreach	Council
• Have Council listening sessions around town	Council
• Explore and implement other ways of getting feedback on town ideas / proposals in addition to meetings and surveys	Council
• Use technology to help communicate about town services (parking app, see click fix type, go boards, art and activities app with unc)	Council
• Incorporate new technology in Town's planning / outreaching effort. Provide multiple creation channels for citizen participation	Council
• Improve our outreach efforts using technology and boots on the ground / keep up with trends and new approaches	Council
• Continue to work with Town staff and advisory board Chairs to increase collaboration, communication and coordination between Town advisory boards and commissions.	Advisory Board
• Increase public awareness of and support for the Chapel Hill Historic Districts and the Historic District Commission	Advisory Board

<ul style="list-style-type: none"> <li>• Education &amp; Outreach - Sending some staff, Council, and/or Planning Commission members to local APA or New Partners for Smart Growth conferences. (Planning Commission)</li> </ul>	Advisory Board
<ul style="list-style-type: none"> <li>• Improve recruiting for Town advisory boards that have vacancies. (Board of Adjustment)</li> </ul>	Advisory Board
<ul style="list-style-type: none"> <li>• Implement Strategic Communication Plan for the Town of Chapel Hill (CaPA)</li> </ul>	Town Staff
<ul style="list-style-type: none"> <li>• Strengthen our Public Housing resident engagement efforts (Housing &amp; Community)</li> </ul>	Town Staff