# TOWN OF CHAPEL HILL
## STRATEGIC GOALS

### CONNECTED COMMUNITY

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

### 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.

### SAFE COMMUNITY

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

### 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.

### VIBRANT AND INCLUSIVE COMMUNITY

To enrich the lives of those who live, work, and visit Chapel Hill by building community and creating a place for everyone.

### ENVIRONMENTAL STEWARDSHIP

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

### COLLABORATIVE & 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.

*__Note:__ This draft has been updated to reflect feedback received from Council at the 4/4/18 Council Work Session*

# 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

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

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

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

# 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

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

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

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

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

# 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

2. Improve community safety by investing in infrastructure and technology

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

4. Preserve and protect the community through engagement, data-driven decision-making, and responsiveness

# 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

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

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

4. Seek innovative partnerships to expand the supply and funding of affordable housing

# 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

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

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

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

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

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

# 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

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

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

# 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

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

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

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

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