

Town of Chapel Hill – Strategic Plan Draft Goals, Objectives and Work Plan Items + Councilmember Comments/Feedback

Goal 1: Environmental Stewardship				
Original Statements	Goal Statement Description: <b>To strategically manage the Town’s infrastructure and natural environment by promoting resiliency and sustainability.</b>	Objective 1: Reduce carbon footprint  Strategic Work Plan 1.1 Create Climate Action Plan 1.2 Conduct Carbon Reduction Outreach 1.3 Strengthen Tree Protection	Objective 2: Improve local waterways and conserve biological ecosystems  Strategic Work Plan 2.1 Build Elliott Road Flood Storage 2.2 Conduct Eastwood Lake Subwatershed Study 2.3 Create a Stormwater Capital Improvement funding plan	Objective 3: Invest in green infrastructure and build resiliency  Strategic Work Plan 3.1 Continue electric vehicle infrastructure investment 3.2 Begin Coal Ash Remediation 3.3 Increase Solar Infrastructure 3.4 Increase electric fleet investment 3.5 Increase community and operational resilience 3.6 Conduct Energy Efficiency upgrades in Town facilities 3.7 Update Council's Energy policy 3.8 Evaluate new regulations for green infrastructure
Modified Statements	N/A	Obj. 1 Mitigate the effects of climate change in the Town of Chapel Hill  1.2 Reduce carbon footprint. Then add the existing 1.2 statement i.e., conduct carbon reduction outreach to the refined strategic work plan statement		(add-on) 3.9 Increase resident commitment and involvement in strategies implemented to reduce effects of climate change in the community
Councilmember Comments via Survey				
Councilmember 1	We need to lay out a plan to fund all of the good tenets of Objective 3. It's fine to agree conceptually that these are worthy goals, but if we have no idea of how we would find the money to pay for them or have a strategy for someone else to pay for them, they won't get done.			

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Councilmember 2		The current strategic plan doesn't adequately address climate change action. Not only does it need to be elevated beyond an initiative or an objective, we need to figure out a way to reflect the need for climate change to be a consideration across all goals and objectives, such as land use and transit. We have not figured out how to be more agile in our (re-)prioritization in the face of new priorities, especially such urgent ones. It is crucial for the Town to take an unambiguous, intentional, and highly visible stand on climate change mitigation and reduction of greenhouse gas emissions as a fundamental underpinning of our policies and decision-making and move more quickly on taking steps needed to create and start implementing an action plan.		
Councilmember 3		1. I believe that development of the climate action plan should be the objective.		
Councilmember 4	Other Comments: - I would like to see something in the report and dashboard tool on the number of public E.V. charging stations and their usage. - I would like to see noted somewhere in the report, perhaps at the end, how often the figures are updated. - I would like to see listed on the report and dashboard tool a contact for follow-up questions that readers may use after reading through. - I would like to see a glossary provided of terms that are used that a lay person may not know, such as "habitat scores"			

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Councilmember 5	Sustainability and health living as an overriding theme for Chapel Hill, coordinate efforts in land use, economic development, multi-modal transit, affordability, resilience and environmental justice to advance sustainability goal.			
Councilmember 6		Help educate the public on ways they can help - engage our residents in being proactive!		
Councilmember 7				Where does alt transportation fit in here?
Councilmember 8				objective 3: would like to see us add a 3.9 that addresses community communications - so something like ways our residents and businesses can contribute to climate action, not just the local govt. we can do the convening or the messaging, but not all the work needs to come from the Town.
Councilmember 9				

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Goal 2: Economic & Financial Sustainability					
Original Statements	Goal Statement Description: To steward public assets and support a vibrant economy where there is opportunity for jobs and entrepreneurship that positions Chapel Hill for the future.	Objective 1: Attract and retain companies that create jobs in Chapel Hill  Strategic Work Plan 1.1 Strengthen UNC Town Gown Economic Development Partnerships 1.2 Conduct Recruitment and Marketing for Chapel Hill 1.3 Pursue Community Technology Solutions	Objective 2: Make Downtown Chapel Hill a destination  Strategic Work Plan 2.1 Support Downtown Market Drivers 2.2 Invest in Downtown Infrastructure 2.3 Clean and Beautify Downtown	Objective 3: Increase downtown parking capacity  Strategic Work Plan 3.1 Conduct Downtown Parking Analysis and Policy Development 3.2 Construct Wallace Deck Expansion	Objective 4: Create a sustainable budget strategy  Strategic Work Plan 4.1 Develop Five-year Budget Strategy Project 4.2 Implement Facility Maintenance Plan 4.3 Implement Capital Improvement Plan
Modified Statements	N/A	1.3 Obtain new and innovative technology solutions to attract and retain businesses that create jobs in Chapel Hill (?)  (add-on) 1.4 Partner with Durham Tech Community College or other vocational schools to develop local talent attractive to businesses interested in Chapel Hill	Obj 2: Make Downtown Chapel Hill a destination with diverse options for work, live and play  2.1 Support Downtown Market Drivers (i.e., free public events, etc.) (?)	Consideration: Could be moved to the Connected Community Goal  (add-on) 3.3 Enhance wayfinding signage in Downtown to provide for more visibility to visitors and residents	4.1: Develop five-year budget and expense strategy to have greater alignment between the two areas
Councilmember Comments via Survey					
Councilmember 1		Unclear what "pursue community technology solutions" means.	"Clean and beautify" is a much lower priority than 2.1 & 2.2.	Also, 3.1 is vague: By "policy development," do we mean change the ordinance to require parking in new developments? If so, we should say that.	

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Councilmember 2	Missing - increasing opportunities for residents to earn a living wage	Just a note - I don't know what "Support Downtown Market Drivers" means - needs to be more specific, less jargony		Increase downtown parking capacity should be an initiative, not an objective. I would like to see a broader objective focused on increasing options for accessing downtown, with initiatives including parking, increasing bus service, Franklin St. road diet, etc.	
Councilmember 3			2. It's more than a destination. It needs to be a vibrant place that is the emotional center of CH, which would include a number of destinations.	3. It's not just capacity, but the location of parking. Also, by how much?	4. Close but could include bringing revenues more closely in line with expenses.
Councilmember 4	Other Comments: - I would like to see noted somewhere in the report, perhaps at the end, how often the figures are updated. - I would like to see listed on the report and dashboard tool a contact for follow-up questions that readers may use after reading through. - I would like to see a glossary provided of terms that are used that a lay person may not know, such as "unassigned fund balance percentage", "outreach events", "Spotlight City", etc.				

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Councilmember 5	3. conduct a benchmark on town's operation. How are we doing in comparison to other college towns of our size and neighboring towns in the triangle? What we can do differently to improve efficiency, reduce cost AND improve quality of our services?	1. need visionary, holistic thinking on how to improve town's investment environment, the environment knowledge-based businesses are looking for when they make launch/relocation decisions. It's NOT only about economics or marketing, we need to have fundamental changes. 2. finalize the economic incentive policy document			
Councilmember 6			Create more living spaces for year round residents  Create more demand generators for downtown, arts and events		
Councilmember 7	1. Need something about requiring office and commercial in land use/zoning  3. Stormwater infrastructure budgeting and implementation		2. Festivals and events downtown, public art that activates streets and engages people of all ages, transportation options and frequency expanded to downtown		
Councilmember 8		objective 1: add in connections with Durham Tech CC or other nearby vocational schools to capitalize on existing training programs to build workforce necessary to sustain these companies we'd like to recruit	objective 2: I think free/public events needs to be a part of this solution, but maybe that would be under "downtown drivers"?	objective 3: more visibility for existing parking -- more signs that point to parking, paint the Wallace deck ped bridge to point to parking, etc.	
Councilmember 9					

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Goal 3: Affordable Housing				
Original Statements	Goal Statement Description: 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 housing for all incomes  Strategic Work Plan 1.1 Manage Bond and other local affordable housing funding resources 1.2 Develop affordable housing on Town-owned properties 1.3 Reduce regulatory barriers and create incentives for affordable housing	Objective 2: Preserve existing affordable housing stock  Strategic Work Plan 2.1 Implement Public Housing Master Plan 2.2 Consider options for Public Housing Redevelopment 2.3 Implement Manufactured Home Strategy 2.4 Implement Affordable Housing Preservation Strategy	Objective 3: Strengthen Collaboration  Strategic Work Plan 3.1 Continue Performance Measurement and Reporting System 3.2 Support Northside Neighborhood Initiative 3.3 Convene Local Government Affordable Housing Collaborative
Modified Statements	N/A	(add-on) 1.4 Using a racial equity lens, identify and implement solutions to mitigate the root causes of the affordable housing crisis		Rec: Eliminate objective and incorporate the components throughout the other two objectives. Consider 3.1, 3.2 and 3.3 as elements within Objectives 1 and 2.
Councilmember Comments via Survey				
Councilmember 1	We have so many different affordable housing committees, tasks forces, coalitions, etc., that I'm hesitant to add another. Might be better to streamline and increase efficacy of what we already have. Ongoing problem is that because the various groups are made up of local housing providers, they end up recommending money to themselves. While I don't see any misuse of funds, having that conflict of interest may make the groups less effective, less innovative, less willing to try a new solution.			

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Councilmember 2		I would like an obj. focused on identifying and addressing root causes of housing crisis - the Town is investing in initiatives around ending homelessness, addressing food insecurity, encouraging employers to pay a living wage. This dept is also investing in building connections with marginalized groups in our community and starting to think about how to incorporate a racial equity lens. These efforts are not currently reflected in our goals and objectives.		Strengthen collaboration – I don’t think that’s a separate obj. it’s part of all of the work done under this objective.
Councilmember 3		1. Increase by how much? Perhaps should express a priority for certain income levels (and we have plenty of housing for the affluent).		2. Strengthen collaboration with whom for what purpose.
Councilmember 4	Other Comments: - I would like to see noted somewhere in the report, perhaps at the end, how often the figures are updated. - I would like to see listed on the report and dashboard tool a contact for follow-up questions that readers may use after reading through. - I would like to see a glossary provided of terms that are used that a lay person may not know.			
Councilmember 5	This area has been the policy focus of the town. The policies and procedures are well developed.			
Councilmember 6			Focus resources on rapid re-housing and housing locator for residents being displaced because of re-development	
Councilmember 7			Need NOAH tracking and protection; policies that discourage gentrification (e.g.: park apartments).	Need collaboration with the county, Carrboro, schools, etc.
Councilmember 8				
Councilmember 9				



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Goal 4: Connected Community			
Original Statements	Goal Statement Description: 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 resident satisfaction with management of traffic flow  Strategic Work Plan 1.1: Conduct Town-wide Traffic Analysis 1.2: Influence Regional Transportation Planning	Objective 2 Increase connectivity between walking, bicycling, and multi-modal networks  Strategic Work Plan 2.1 Establish Transit Financial Sustainability 2.2 Manage Downtown Parking 2.3 Plan Multi-modal Infrastructure 2.4 Construct Estes Drive Bike/Pedestrian Infrastructure 2.5 Construct Elliott Road Extension 2.6 Design North-South Bus Rapid Transit
Modified Statements	N/A	Obj. 1: Improve resident satisfaction with management of traffic flow during peak times of day and night across Chapel Hill  (add-on) 1.3 Continuously monitor and address road infrastructure utilization throughout the town of Chapel Hill.	Obj. 2: Enhance physical connectivity amongst persons walking, bicycling, and using multi-modal networks to reduce amount of driving needed to navigate throughout Chapel Hill.  2.2: Increase downtown parking options
Councilmember Comments via Survey			
Councilmember 1			We need to increase downtown parking, not just manage it. Plus "manage" could be misconstrued to leave readers with the impression we are going to take over management from the firm we contracted out the work to.
Councilmember 2			Make it easier/more attractive/safer for residents to use alternate modes of transit to get around town
Councilmember 3			Two problems: One, connectivity needs to be better defined. Second, it seems that the objective should include a purpose, such as, "so as to help residents reduce amount of driving."

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Councilmember 4	Other comments: - I would like to further break down the miles of greenways ad separately, the miles of roads with bike facilities. - I would like to see hyperlinks included for important topics such as Park Mobile to the existing "Park on the Hill" website to improve the navigation experience on the Town's website. - I would like to see noted somewhere in the report, perhaps at the end, how often the figures are updated. - I would like to see listed on the report and dashboard tool a contact for follow-up questions that readers may use after reading through. - I would like to see a glossary provided of terms that are used that a lay person may not know.	Under Objective #1, I would like to see an objective reflecting something the Town Manager mentioned at an earlier meeting or work session -- the need to monitor and address the road infrastructure across the town.	
Councilmember 5		Increase real time traffic data collection and analysis capacity, place sensors on strategic locations to collect multi-modal traffic data, provide a web-portal for residents and travelers to report concerns related traffic/road conditions	
Councilmember 6	Work on plan for East-West BRT or expanded transit service to Eastowne and all development along this corridor		
Councilmember 7		Not just resident satisfaction with traffic flow, but actual problem areas and times.	
Councilmember 8			notion of connecting existing bike infrastructure (trails, bike lanes) through downtown, which arguably (due to perceived lack of parking) needs multimodal connection the most
Councilmember 9			

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Goal 5: Vibrant & Inclusive Community				
Original Statements	Goal Statement Description: To enrich the lives of those who live, work, and visit Chapel Hill by building community and creating a place for everyone.	Objective 1: Inspire creativity and celebrate community  Strategic Work Plan 1.1 Improve Festivals and Events 1.2 Build Community History and Enrichment 1.3 Build Public Art & Arts Programs	Objective 2: Improve connections and partnerships with historically disengaged and marginalized populations  Strategic Work Plan 2.1 Advance Youth Initiatives 2.2 Conduct People's Academy 2.3 Implement Building Integrated Communities Action Plan 2.4 Implement Community Connections Strategy 2.5 Increase Recreation Programming Access	Objective 3: Preserve what we love and add what we need  Strategic Work Plan 3.1 Strengthen Urban Design Focus 3.2 Advance Charting our Future 3.3 Implement Rogers Road Community First Plan 3.4 Conduct Blue Hill Code Refinements 3.5 Conduct Eastowne Master Planning
Modified Statements	N/A	Obj. 1  (Option 1) Inspire creativity and celebrate the Town through community development and engagement with arts and culture community  (Option 2) Be a leader in the cultural arts community	Obj. 2 Improve partnerships with underserved populations  2.5 Consider after-school programming and summer camps  (add-on) 2.6 Increase (or Diversify) age and gender on Council appointed board and advisory committees	Obj. 3 Preserve the history of Chapel Hill and embrace the future needs of the community  3.5 Influence and shape the Eastowne Master Planning Project
Councilmember Comments via Survey				
Councilmember 1	We need to strongly indicate our desire to create a town that people of all income levels can enjoy.			In 3.4: say what our objective is in refining Blue Hill code.  3.5: We want to do more than "conduct"; we want to "Shape Eastowne Master Planning."
Councilmember 2		I would like Obj 1 to incorporate community development and engagement, linking with the arts	Obj 2 is important but I would move that language to an initiative and make the objective a more positive framing...	Obj 3 - I know this is a quote, but it's so subjective that it doesn't really convey clear direction
Councilmember 3		1. It's more than this. We want CH to be recognized as a locus for the cultural arts and		3. Too vague. If this is about land use, architecture, and design, it should say so.

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		to be an exciting place people want to come to. This is too wishy-washy.		
Councilmember 4	Other Comments: - This may be a more long-term goal if this data is not already broken down by race/ethnicity, but it would be useful to see broken down the percentage of the community satisfied with the quality of life in Town by race/ethnicity and possibly, age to illustrate on a graph. - I would like to see noted somewhere in the report, perhaps at the end, how often the figures are updated. - I would like to see listed on the report and dashboard tool a contact for follow-up questions that readers may use after reading through. - I would like to see a glossary provided of terms that are used that a lay person may not know, such as "service population and "special projects"		Under Objective #2, I'd like to see something around increasing the racial/ethnic, age and gender diversity on our advisory boards. The People's Academy gets at this, but I'd like to see something more explicitly stated.	
Councilmember 5	1)We need to develop brand name event with regional impact that will put Chapel Hill on the map. 2) Promote and integrate public spaces in land use plan.			
Councilmember 6				
Councilmember 7		Need spaces for festivals (e.g.: 140 w)	Engage residents in decision making, council meetings, transparency, etc.	
Councilmember 8			objective 2: would just add a focus on summer camps and after schools into 2.5	
Councilmember 9				

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Goal 6: Safe Community			
Original Statements	Goal Statement Description: To preserve and protect life and property through the fair and effective delivery of Town services.	Objective 1: Invest in public facilities and infrastructure  Strategic Work Plan 1.1 Design and Construct Municipal Services Center 1.2 Develop Fire Department Facilities Plan	Objective 2: Keep Chapel Hill safe  Strategic Work Plan 2.1 Grow Emergency Management Program 2.2 Pursue Data-driven safety initiatives 2.3 Create Road to Zero Plan (Pedestrian Safety) 2.4 Improve Permitting and Inspections Process
Modified Statements	N/A	(add-on) 1.3 Develop plan to assess, manage and improve road infrastructure	Obj 2: Keep Chapel Hill safe using equitable policing practices  2.2 Identify public safety initiatives that utilize evidence-based data  (add-on) 2.5 Reduce potential implicit biases in policing through learning and development practices  (add-on) 2.6 Conduct community engagement sessions to increase understanding of police practices within various communities around Chapel Hill
Councilmember Comments via Survey			
Councilmember 1			I don't recall hearing any dissatisfaction with the size of the emergency management program. Also, is there are clearer way to say 2.2? Are we asking for information on where and when crimes are committed? If so, let's say that.
Councilmember 2	Missing: Explicit focus on equity – improve community engagement processes; increase visibility of messaging around safe, welcoming community		Objective 2- change to Ensure safety for all, especially most vulnerable – include use of data to ensure equity in police practices
Councilmember 3		1. Should give some sense of which ones and reflect criticality given years of underfunding.	

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Councilmember 4	Other Comments: - I would like to have a link included in the report and dashboard tool to the CHPD's quarterly reports - I would like to see noted somewhere in the report, perhaps at the end, how often the figures are updated. - I would like to see listed on the report and dashboard tool a contact for follow-up questions that readers may use after reading through. - I would like to see a glossary provided of terms that are used that a lay person may not know, such as "part I crimes", "crashes" and "actual fires"		I would like to see under Objective #2, something referencing a goal that the Chapel Hill Police Department set and organized a plan of action around in 2016, something like, "continue to address racial bias in policing."
Councilmember 5		1. Need for road maintenance: our fair condition roads have gone from 95% to 76%, reaching a critical point. 2. need for benchmark study on safety/fire operation 3. evaluating maintenance needs of our public buildings and facilities	
Councilmember 6			Continue to hold community policing forums to determine how we are doing with "all" residents - equity!
Councilmember 7			Permitting and inspections should not be here.  Need equity goals in public safety
Councilmember 8			objective 4: there have been complaints of panhandling and harassment downtown contributing to a notion that it isn't safe/family-friendly - something to include at a more granular level?
Councilmember 9			

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Goal 7: Collaborative & Innovative Organization				
Original Statements	Goal Statement Description: 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.	Objective 1: Increase collaboration, innovation, and learning  Strategic Work Plan 1.1 Conduct facilitation training to improve outreach and internal efficiency 1.2 Conduct capital project management training to increase project management capacity 1.3 Utilize LEAN methodology and other process improvement tools to identify options for increasing efficiency and effectiveness	Objective 2: Attract and retain diverse and talented employees  Strategic Work Plan 2.1 Conduct compensation study to improve recruitment and retention 2.2 Implement Town-wide Equity and Inclusion Program to create a diverse and welcoming workforce 2.3 Increase innovation and learning opportunities to build a nimble and adaptable workforce	Objective 3: Increase transparency and information sharing  Strategic Work Plan 3.1 Increase employee satisfaction with internal communication 3.2 Build performance management program to increase data-driven management and decision-making 3.3 Increase the level of cyber security inside the Town's information systems
Modified Statements	N/A	Rec. Incorporate the objective and strategic work plan items throughout the other goals and objectives	Rec. Retain in this goal but rename to “Accountable Organization” (or something similar) to embrace the need for work in Human Resources but throughout the other goal areas.  If the desire is to eliminate then this will not become a goal for the organization but rather a normal “Business as Usual” item that needs a little more time and attention to it over the next three years.	Rec. Incorporate the objective and strategic work plan items throughout the other goals and objectives
Councilmember Comments via Survey				
Councilmember 1	I'm responding to the Collaborative & Innovative Organization objectives. Looks like you mistakenly repeated objectives from prior page. My lukewarm reaction to the Collaboration & Innovative Organization objectives is that in the scope of things, they take low priority. We have more urgent things to spend taxpayer money on.			

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Councilmember 2	Survey is asking about the wrong objectives! In general, I have not seen the need for this objective. It is focused on internal organizational objectives as opposed to the rest which are external, policy goals. The initiatives identified are important but i don't think they belong in the same strategy as the policy goals.			
Councilmember 3	Wrong objectives listed here. Increasing collaboration, etc., should be in service of organizational excellence.			
Councilmember 4	Assuming that Objectives 1, 2 and 3 actually correspond with Collaborative & Innovative Organization and not with the Environmental Stewardship, I would rate "satisfied" with each of the objectives. Other Comments: - I would like to see an information in the report indicating diversity by race/ethnicity in "leadership" positions as well (e.g. department heads, etc.) - I would like to see a figure in the report indicting the number of public records requests processed in addition to the numbers of PRRs that the report would give - I would like to see noted somewhere in the report, perhaps at the end, how often the figures are updated. - I would like to see listed on the report and dashboard tool a contact for follow-up questions that readers may use after reading through. - I would like to see a glossary provided of terms that are used that a lay person may not know, such as "social media channels - which ones" and "HRA participation rate"			
Councilmember 5	Benchmark analysis on town organization and performance, encourage innovation and out-of-box thinking			



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Councilmember 6				Need to make sure we are transparent to the public - recording all our meetings and posting agenda items in a timelier manner - at least two weeks out!
Councilmember 7	Why is this a section? Woven throughout others, maybe? I don't think the public needs to know			
Councilmember 8				
Councilmember 9				