

# Approve Strategic Goals and Objectives

Council Business Meeting  
6-26-2019

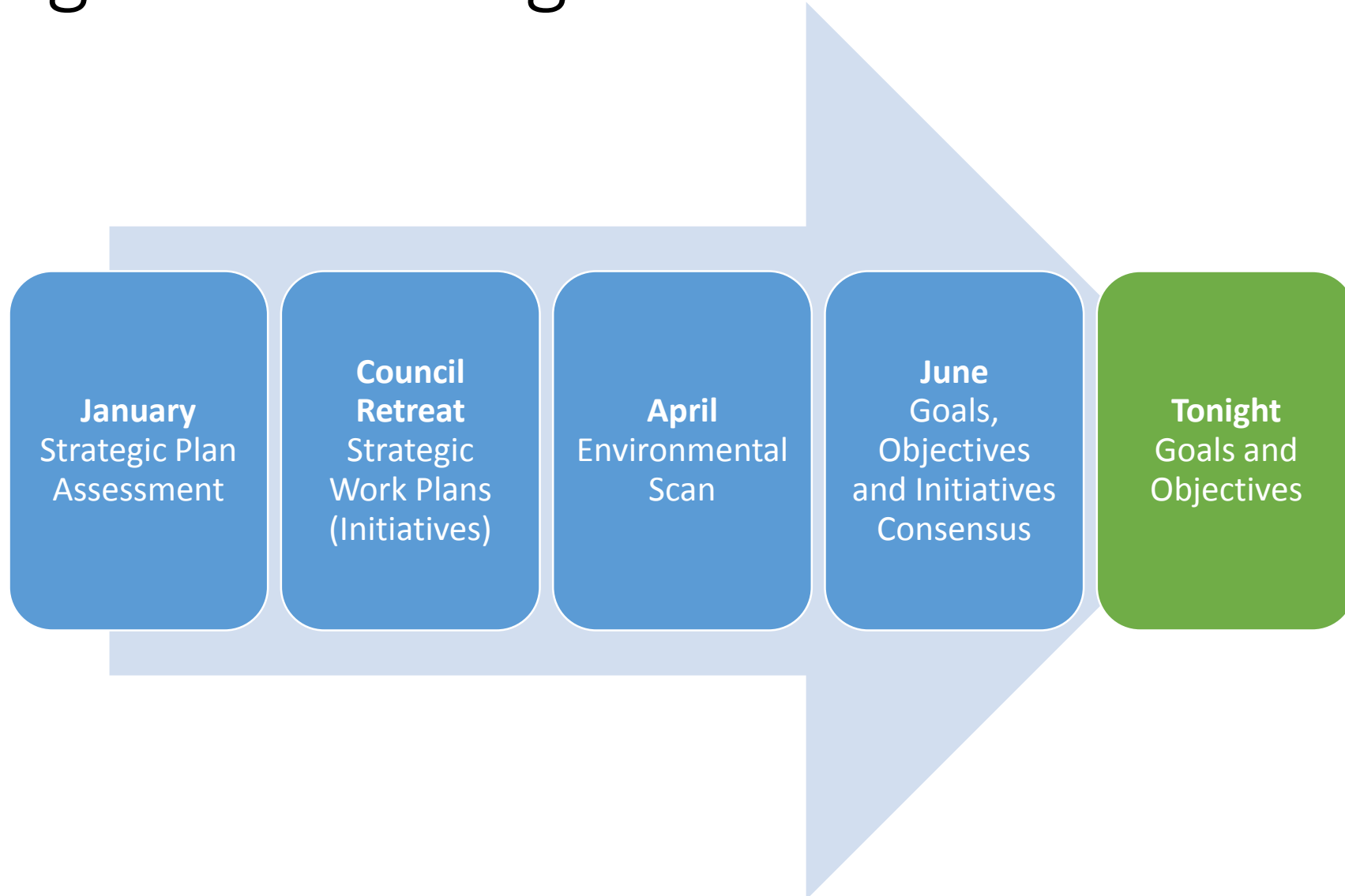
## Staff Recommendation

- Council adopt R-10 approving the Strategic Goals and Objectives presented to the Council on pages 254-261 (subject to any modifications made by the Council this evening)

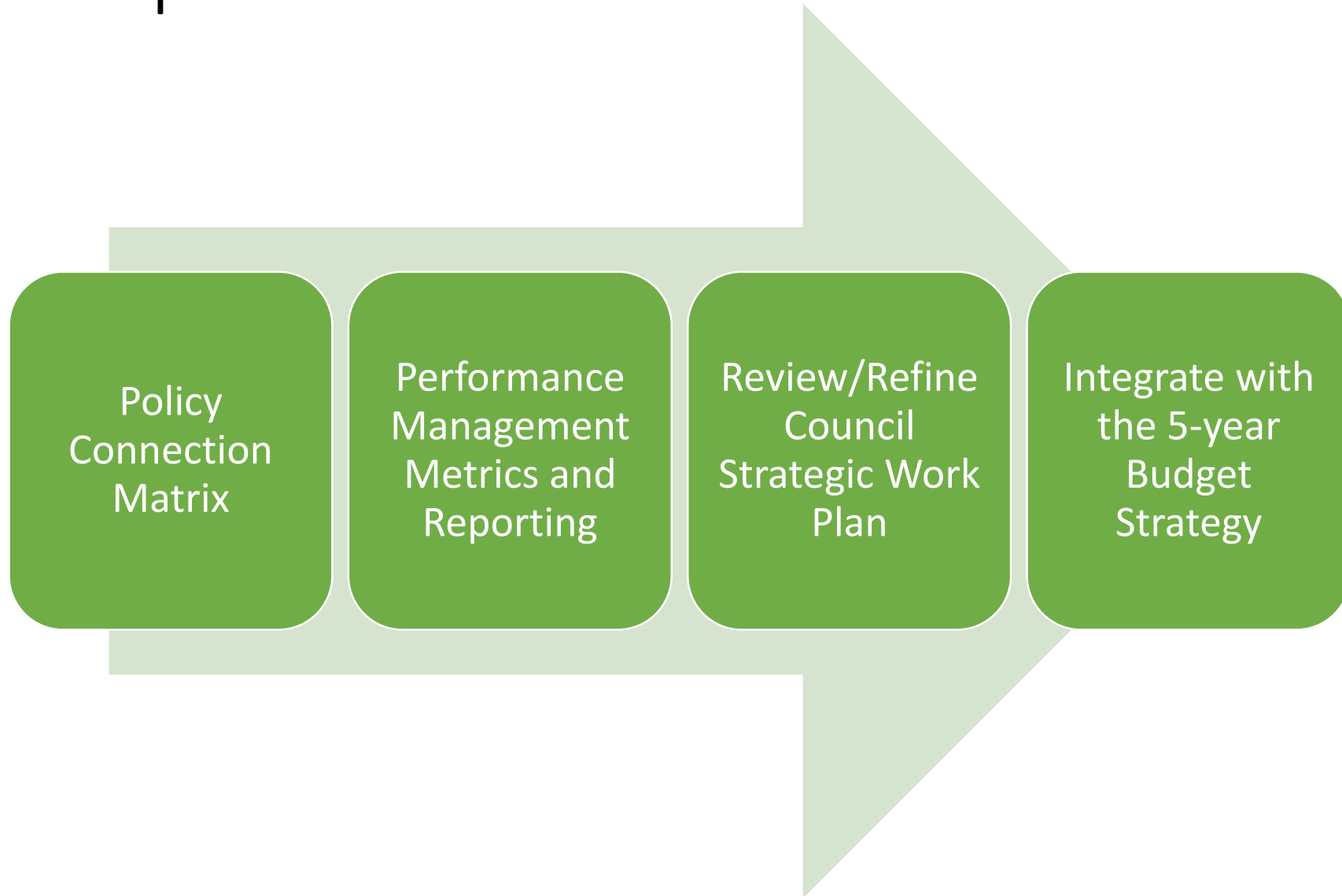
# Performance Management System for Local Governments



# Strategic Plan Background - 2019



# Next Steps



# Review of Changes

- P. 254-261: Goals and Objectives
- P. 263: List of edits since June 5



- *Will cover edits and reorganization to goals and objectives*
- Will not *cover changes to initiatives*

# Framework and Design

## Sustainability Framework

- The Town Council uses a Sustainability Framework to evaluate the "triple bottom line" implications, benefits and consequences of the Town's strategic goals and objectives. The framework prioritizes and connects environmental, economic, and equity factors across the Council's strategic work plan.

## Goal Organization

- Collaborative and Innovative is at the base and feeds into the Council goals




# Environmental Stewardship


- Revised goal statement to focus on climate change
- Added 1 initiative

## Environmental Stewardship

To mitigate effects of climate change through management of Town resources, partnerships and natural environment



OBJECTIVES	INITIATIVES
1. Reduce carbon footprint	<div>1. Create a Climate Action Plan</div> <div>2. Conduct carbon reduction outreach</div> <div>3. Strengthen tree protection</div>
2. Improve local waterways and conserve biological ecosystems	<div>1. Build Elliott Road Flood Storage</div> <div>2. Conduct Eastwood Lake subwatershed study</div> <div>3. Create a Stormwater Capital Improvement funding plan</div>
3. Invest in green infrastructure and build community resiliency	<div>1. Continue electric vehicle infrastructure investment</div> <div>2. Begin Coal Ash remediation</div> <div>3. Increase solar infrastructure</div> <div>4. Increase electric fleet investment</div> <div>5. Increase community and operational resilience</div> <div>6. Conduct energy efficiency upgrades in Town facilities</div> <div>7. Update Council's energy policy</div> <div>8. Evaluate new regulations for green infrastructure</div> <div>9. Increase resident and business commitment and involvement in strategies implemented to reduce effects of climate change in the community</div>






# Economic & Financial Sustainability


- Folded Parking objective into Downtown objective
- Added 3 initiatives

## *Economic & Financial Sustainability*

To steward public assets and support a vibrant economy where there is opportunity for jobs and entrepreneurship that position Chapel Hill for the future



OBJECTIVES	INITIATIVES		
<i>1. Attract and retain companies that create jobs in Chapel Hill</i>	<i>1. Strengthen UNC Town Gown economic development partnerships</i>	<i>2. Conduct recruitment and marketing for Chapel Hill</i>	<i>3. Obtain new and innovative technology solutions to attract and retain businesses that create jobs in Chapel Hill</i>
	<i>4. Partner with vocational schools to develop local talent attractive to businesses interested in Chapel Hill</i>	<i>5. Add commercial office space to the Town to locate businesses</i>	<i>6. Strengthen and facilitate the ecosystem for entrepreneurship and innovation</i>
<i>2. Make Downtown Chapel Hill a destination with diverse options for work, live and play</i>	<i>1. Add more Downtown business and visitor anchors (Market Drivers)</i>	<i>2. Invest in Downtown infrastructure</i>	<i>3. Clean and beautify Downtown</i>
	<i>4. Conduct Downtown parking analysis and policy expectations</i>	<i>5. Construct Wallace Deck Expansion</i>	<i>6. Enhance wayfinding signage in Downtown</i>
<i>3. Adopt a budget strategy that aligns Town revenues and expenses</i>	<i>1. Create a budget strategy that balances revenues and expenditures over the long-term</i>	<i>2. Implement Facility Maintenance Plan</i>	<i>3. Implement Capital Improvement Plan</i>




# Affordable Housing


- Folded objective about collaboration into other objectives
- Added 1 initiative

## Affordable Housing

To increase access to housing for individuals across a range of incomes, and to constantly strive for more equitable outcomes and opportunities for historically underserved populations.



OBJECTIVES	INITIATIVES
<i>1. Increase availability of affordable housing for all incomes</i>	<div><div>1. Manage bond and other local affordable housing funding resources</div><div>2. Develop affordable housing on Town-owned properties</div><div>3. Reduce regulatory barriers and create incentives for affordable housing</div><div>4. Using a racial equity lens, identify root causes of affordable housing challenge and address with short, medium and long term approaches</div></div>
<i>2. Preserve existing affordable housing stock</i>	<div><div>1. Implement Public Housing Master Plan</div><div>2. Consider options for Public Housing redevelopment</div><div>3. Implement Manufactured Home Strategy</div><div>4. Implement Affordable Housing Preservation Strategy</div><div>5. Support the Northside Neighborhood Initiative</div></div>




# Connected Community


- Edited Objective 1 to improve management of traffic flow, not resident perceptions
- Moved road infrastructure initiatives from safety
- Added 3 Initiatives

## Connected Community

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



OBJECTIVES	INITIATIVES
<i>1. Improve management of traffic flow during peak times of day and at problem intersections</i>	<div><div>1. Conduct Town-wide traffic analysis</div><div>2. Influence regional transportation planning</div><div>3. Continuously monitor and address road infrastructure utilization throughout the town of Chapel Hill</div></div>
<i>2. Increase connectivity between walking, bicycling, and multi-modal networks to reduce amount of driving needed to get around Chapel Hill</i>	<div><div><div>1. Establish Transit financial sustainability goals</div><div>4. Construct Estes Drive bike/pedestrian infrastructure</div><div>7. Study East-West corridor needs</div></div><div><div>2. Increase Downtown parking options</div><div>5. Construct Elliott Road Extension</div></div><div><div>3. Plan future transportation connections with Durham</div><div>6. Design and fund North-South bus rapid transit</div></div></div>




# Vibrant & Inclusive Community


- Revised language of the community arts and culture objective
- Did not change objective 2 in order to keep language consistent with BIC and Community Connections
- Added 1 initiative

## *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



OBJECTIVES	INITIATIVES
1. Create diverse opportunities for community to engage with the arts	<div>1. Improve festivals and events with a focus on spaces, policies, partners, sponsorship, content and infrastructure</div> <div>2. Increase engagement with community history</div> <div>3. Increase public art in both public and private spaces</div> <div>4. Increase arts programming</div>
2. Improve connections and partnerships with historically disengaged and marginalized populations	<div>1. Advance Youth Initiatives</div> <div>2. Continue People's Academy</div> <div>3. Implement Building Integrated Communities Action Plan</div> <div>4. Implement Community Connections Strategy</div> <div>5. Increase after-school and recreation programming Access</div> <div>6. Increase diversity of Council-appointed boards and commissions</div>
3. Preserve the history of Chapel Hill and embrace the future needs of the community	<div>1. Strengthen urban design focus</div> <div>2. Advance Charting our Future</div> <div>3. Implement Rogers Road Community First Plan</div> <div>4. Conduct Blue Hill code refinements</div> <div>5. Influence and shape the Eastowne Master Planning</div>




# Safe Community


- Edited objective 1 to specify facilities *that support public safety*
- Reorganized objectives
  - Added equity language to objective 2
  - Add new objective 3 about the delivery of Town Services
- Added 2 initiatives

## Safe Community

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



OBJECTIVES	INITIATIVES
1. Invest in facilities and infrastructure that support public safety	<div><div>1. Design and construct Municipal Services Center</div><div>2. Develop Fire Department Facilities Plan</div></div>
2. Maintain community safety using equitable policing practices	<div><div>1. Reduce potential implicit biases in policing through learning and development practices</div><div>2. Conduct community engagement sessions to increase understanding of police practices within various communities around Chapel Hill</div></div>
3. Deliver Town services fair and effectively	<div><div>1. Identify public safety initiatives that utilize evidence-based practices</div><div>2. Create Road to Zero Plan (Pedestrian Safety)</div><div>3. Improve permitting and inspections process</div><div>4. Grow Emergency Management Program</div></div>



# Collaborative and Innovative

- Edit objective 3 to specify the increase of *public* transparency

## Collaborative and Innovative Organization

To continue to build a Town workforce that leads with collaboration and innovation to build a community where people thrive



OBJECTIVES	INITIATIVES
1. Increase collaboration, innovation and learning	<div>1. Conduct Facilitation Training to improve outreach and internal efficiency</div> <div>2. Conduct Capital Project Management Training to increase project management capacity</div> <div>3. Conduct process improvement to increase efficiency and effectiveness</div>
2. Attract and retain diverse and talented employees	<div>1. Conduct Compensation Study to improve recruitment and retention</div> <div>2. Implement Town-wide Equity and Inclusion Program to create a diverse and welcoming workforce</div> <div>3. Increase innovation and learning opportunities to build a nimble and adaptable workforce</div>
3. Increase public transparency and information sharing	<div>1. Increase employee satisfaction with internal communication</div> <div>2. Build Performance Management program to increase data-driven management and decision making</div> <div>3. Increase the level of cyber security inside the Town's information systems</div>



# Survey Results – Page 271

- 37 participants
- Positive, productive, actionable and in line with Council discussions
- 4 minor edits to Strategic Goals and Objectives
- Add specificity. Interest can be met through Council Strategic Work Plans and Performance Measures
- Add connections (i.e. sustainability and connectivity)

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