Strategic Goals and Objectives
FY 2020-2022

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 environmental, economic, and equity factors across the Council's strategic work plan.

Environmental Stewardship

Economic & Financial Sustainability

Affordable Housing

Connected Community

Vibrant & Inclusive Community

Safe Community

Collaboration & Innovation
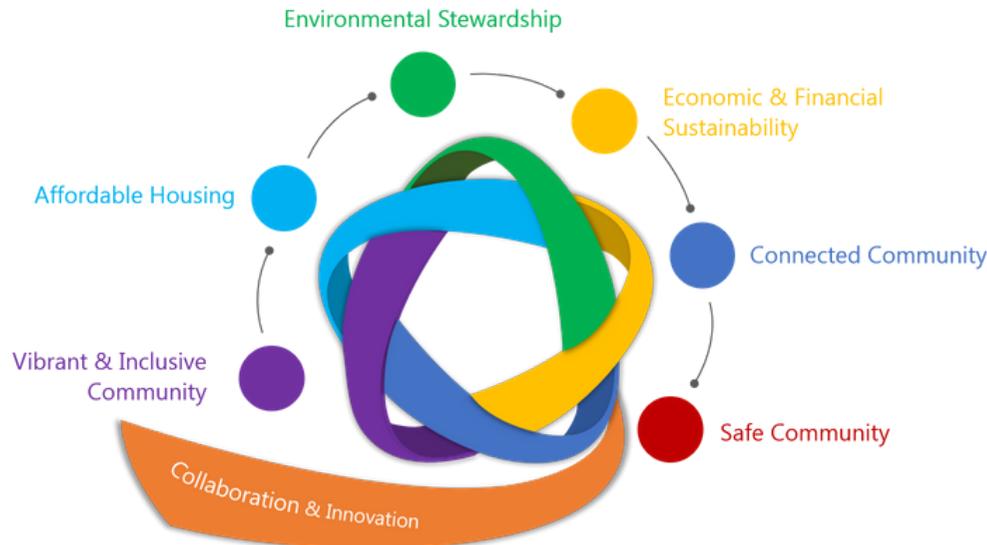
Strategic Goals and Objectives
On June 26, 2019, the Town Council approved seven goal areas and nineteen objectives as an operational framework for the Council's strategic work plan.

Environmental Stewardship

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

OBJECTIVES

1. Reduce carbon footprint

2. Improve local waterways and conserve biological ecosystems

3. Invest in green infrastructure and build community resiliency

INITIATIVES

1. Create a Climate Action Plan
2. Create carbon reduction partnerships through outreach and education
3. Strengthen tree protection

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1. Build Elliott Road Flood Storage
2. Conduct Eastwood Lake subwatershed study
3. Create a Stormwater Capital Improvement funding plan

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1. Continue electric vehicle infrastructure investment
2. Begin Coal Ash remediation
3. Increase solar infrastructure
4. Increase use of alternative transportation through Town vehicle and infrastructure investments
5. Increase community and operational resilience
6. Conduct energy efficiency upgrades in Town facilities
7. Update Council's energy policy
8. Evaluate new regulations for green infrastructure
9. Increase resident and business commitment and involvement in strategies implemented to reduce effects of climate change in the community

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

1. Attract and retain companies that create jobs in Chapel Hill

1. Strengthen UNC Town Gown economic development partnerships

2. Conduct recruitment and marketing for Chapel Hill

3. Obtain new and innovative technology solutions to attract and retain businesses that create jobs in Chapel Hill

4. Partner with vocational schools to develop local talent attractive to businesses interested in Chapel Hill

5. Add commercial office space to the Town to locate businesses

6. Strengthen and facilitate the ecosystem for entrepreneurship and innovation

2 Make Downtown Chapel Hill a destination with diverse options for work, live and play

1. Add more Downtown business and visitor anchors (Market Drivers)

2. Invest in Downtown infrastructure

3. Clean and beautify Downtown

4. Conduct Downtown parking analysis and policy expectations

5. Construct Wallace Deck Expansion

6. Enhance wayfinding signage in Downtown

3. Adopt a budget strategy that aligns Town revenues and expenses

1. Create a budget strategy that balances revenues and expenditures over the long-term

2. Implement Facility Maintenance Plan

3. Implement Capital Improvement Plan
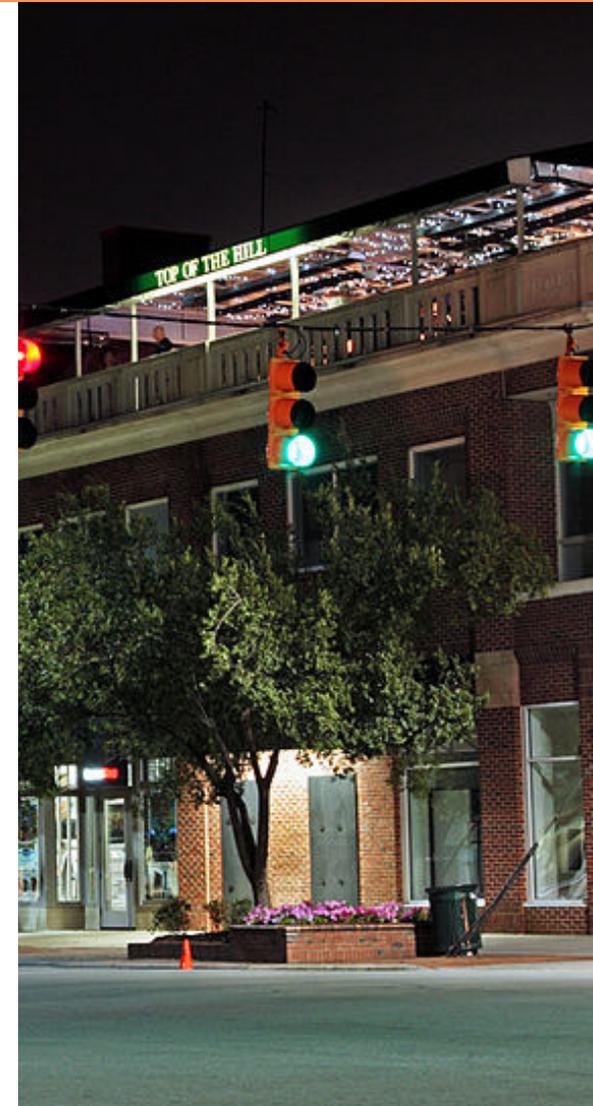
Affordable Housing

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

1. Increase availability of affordable housing for all incomes

2. Preserve existing affordable housing stock

INITIATIVES

1. Manage bond and other local affordable housing funding resources

2. Develop affordable housing on Town-owned properties

3. Reduce regulatory barriers and create incentives for affordable housing

4 Using a racial equity lens, identify root causes of affordable housing challenge and address with short, medium and long term approaches

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1. Implement Public Housing Master Plan

2. Consider options for Public Housing redevelopment

3. Implement Manufactured Home Strategy

4. Implement Affordable Housing Preservation Strategy

5. Support the Northside Neighborhood Initiative

TOWN OF CHAPEL HILL
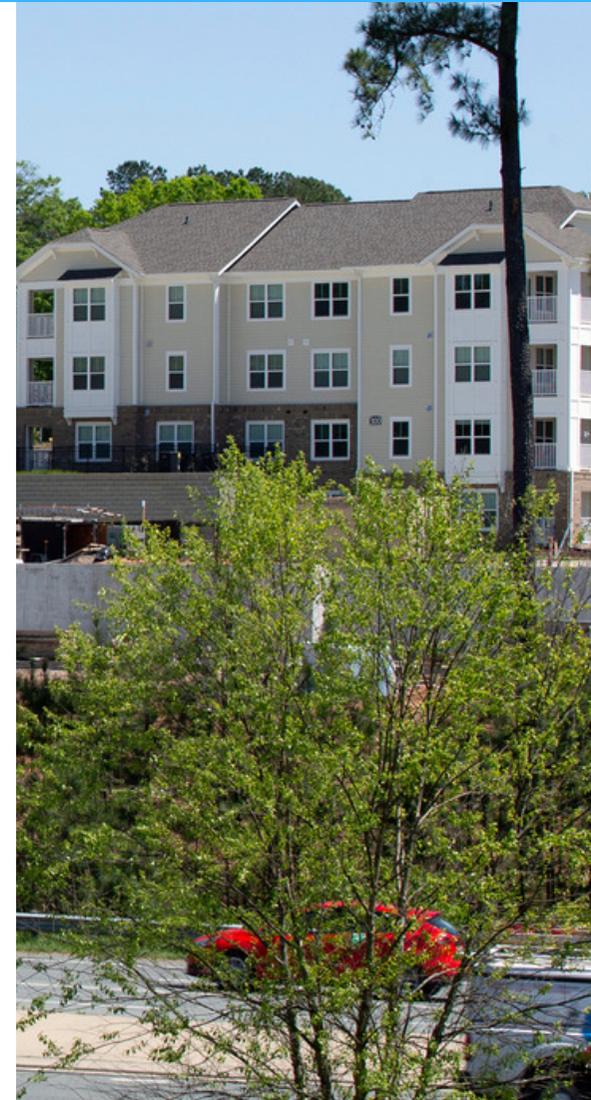
Connected Community

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

OBJECTIVES

1. Improve management of traffic flow during peak times of day and at problem intersections

2. Increase connectivity between walking, bicycling, and multi-modal networks to reduce amount of driving needed to get around Chapel Hill

INITIATIVES

1. Conduct Town-wide traffic analysis

2. Actively participate in regional transportation planning

3. Continuously monitor and address road infrastructure utilization throughout the town of Chapel Hill

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1. Establish Transit financial sustainability goals

2. Increase and integrate Downtown parking options to support a "park once" strategy.

3. Plan future transportation connections with Durham

4. Construct Estes Drive bike/pedestrian infrastructure

5. Construct Elliott Road Extension

6. Design and fund North-South bus rapid transit

7. Study East-West corridor needs

8. Prioritize and implement the projects in the Bike Plan.

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

TOWN OF CHAPEL HILL

OBJECTIVES

1. Create diverse opportunities for community to engage with the arts

2. Improve connections and partnerships with historically disengaged and marginalized populations

3. Preserve the history of Chapel Hill and embrace the future needs of the community

INITIATIVES

1. Improve festivals and events with a focus on spaces, policies, partners, sponsorship, content and infrastructure

2. Increase engagement with community history

3. Increase public art in both public and private spaces

4. Increase arts programming

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1. Advance Youth Initiatives

2. Continue People's Academy

3. Implement Building Integrated Communities Action Plan

4. Implement Community Connections Strategy

5. Increase after-school and recreation programming Access

6. Increase diversity of Council-appointed boards and commissions

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1. Strengthen urban design focus

2. Advance Charting our Future

3. Implement Rogers Road Community First Plan

4. Conduct Blue Hill code refinements

5. Effectively collaborate with UNC Hospitals on the Eastowne Master Planning Project

Safe Community

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

OBJECTIVES

1. Invest in facilities and infrastructure that support public safety

2. Maintain community safety using equitable policing practices

3. Deliver Town services fair and effectively

INITIATIVES

1. Design and construct Municipal Services Center

2. Develop Fire Department Facilities Plan

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1. Reduce potential implicit biases in policing through learning and development practices

2. Conduct community engagement sessions to increase understanding of police practices within various communities around Chapel Hill

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1. Identify public safety initiatives that utilize evidence-based practices

2. Create Road to Zero Plan (Pedestrian Safety)

3. Improve permitting and inspections process

4. Grow Emergency Management Program

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

1. Increase collaboration, innovation and learning

2. Attract and retain diverse and talented employees

3. Increase public transparency and information sharing

INITIATIVES

1. Conduct Facilitation Training to improve outreach and internal efficiency

2. Conduct Capital Project Management Training to increase project management capacity

3. Conduct process improvement to increase efficiency and effectiveness

1. Conduct Compensation Study to improve recruitment and retention

2. Implement Town-wide Equity and Inclusion Program to create a diverse and welcoming workforce

3. Increase innovation and learning opportunities to build a nimble and adaptable workforce

1. Increase employee satisfaction with internal communication

2. Build Performance Management program to increase data-driven management and decision making

3. Increase the level of cyber security inside the Town's information systems