

Strategic Goals and Objectives Status

Council Retreat, February 2021

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

- The Council has reviewed the draft **Climate Action and Response Plan** and will consider approval in March.
- The **Eastwood Lake and Cedar Fork Subwatershed studies** will result in a list of critical improvement projects to control existing flooding, stabilize streams and improve overall water quality in the Town's watersheds.
- The **Booker Creek Basin Park** is 90% complete and open for public access.
- 434 trees were planted were planted as part of the **200 trees for 200 years** initiative.
- The Council authorized an interim **coal ash remediation** step for the contamination at 828 Martin Luther King Jr. Blvd.
- Over 2,000 public lights on major streets were upgraded to energy efficient, light emitting diode (LED) fixtures.

1. Reduce carbon footprint
 - 1.1. Create a Climate Action Plan
 - 1.2. Create carbon reduction partnerships through outreach and education
 - 1.3. Strengthen tree protection
2. Improve local waterways and conserve biological ecosystems
 - 2.1. Build Elliott Road Flood Storage
 - 2.2. Conduct Eastwood Lake subwatershed study
 - 2.3. Create a Stormwater Capital Improvement funding plan
3. Invest in green infrastructure and build community resiliency
 - 3.1. Continue electric vehicle infrastructure investment
 - 3.2. Begin Coal Ash remediation
 - 3.3. Increase solar infrastructure
 - 3.4. Increase use of alternative transportation through Town vehicle and infrastructure investments
 - 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
 - 3.9. Increase resident and business commitment and involvement in strategies implemented to reduce effects of climate change in the community

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

- Well inc. raised \$40 million in new capital this year. **Wegmans** is opening on February 24th. **Glen Lennox** is nearing completion of a 100,000SF office building.
- Utilizing the Innovative, Light Industrial zoning designation, Carolina Donor is beginning their project on **Millhouse Road**.
- The Council has agreed to pursue an entitlement of **North Chapel Hill** properties to guide the community vision for future development.
- The Council directed staff to work with partners to build an economic recovery plan (**ReVive**) for Chapel Hill, NC.
- The Council authorized funding through **SaferCommerce** to provide PPE grants to small businesses.
- The Council allocated funding and approved **reallocation of lanes on Franklin Street** to provide businesses more outdoor space in front of their storefronts.
- The Town was able to complete important north-south connectors in the **Downtown Streetscape** along Roberson and Graham Street.
- The Council authorized a non-binding **Memorandum of Understanding with Grubb Properties** to partner on construction of a 1,100-space parking deck and an office building with web lab space, bringing an estimated \$50 million investment and 800 jobs.

1.	Attract and retain companies that create jobs in Chapel Hill	
1.1.	Strengthen UNC Town Gown economic development partnerships	●
1.2.	Conduct recruitment and marketing for Chapel Hill	●
1.3.	Obtain new and innovative technology solutions to attract and retain businesses that create jobs in Chapel Hill	●
1.4.	Partner with vocational schools to develop local talent attractive to businesses interested in Chapel Hill	●
1.5.	Add commercial office space to the Town to locate businesses	●
1.6.	Strengthen and facilitate the ecosystem for entrepreneurship and innovation	●
2.	Make Downtown Chapel Hill a destination with diverse options for work, live and play	
2.1.	Add more Downtown business and visitor anchors (Market Drivers)	●
2.2.	Invest in Downtown infrastructure	●
2.3.	Clean and beautify Downtown	●
2.4.	Conduct Downtown parking analysis and policy expectations	●
2.5.	Construct Wallace Deck Expansion	n/a
2.6.	Enhance wayfinding signage in Downtown	●
3.	Adopt a budget strategy that aligns Town revenues and expenses	
3.1.	Create a budget strategy that balances revenues and expenditures over the long-term	●
3.2.	Implement Facility Maintenance Plan	●
3.3.	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.

- The Council adopted the first **5.25 Million funding** plan in June based on an RFP process for the \$10 Million affordable housing bond that was approved in 2018.
- The Council deployed over **\$6 million** to community partners for affordable housing development and preservation projects in the community. Funding also supported the development of **15 new affordable housing units** and **the preservation of over 80 units** of affordable housing in the community, surpassing the Council's annual target by 68%.
- Under the Council's direction, staff are developing affordable housing on Town-owned properties, entering into a negotiation with a development partner and developing a site plan for **2200 Homestead Road**.

1. Increase availability of affordable housing for all incomes
 - 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
 - 1.4. Using a racial equity lens, identify root causes of affordable housing challenge and address with short, medium and long term approaches
2. Preserve existing affordable housing stock
 - 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
 - 2.5. Support the Northside Neighborhood Initiative

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

- The **West Franklin Street Lane Reallocation** project was approved by the Town and NCDOT and will restripe Franklin Street to include bike lanes from Merritt Mill Road to Columbia Street to reduce travel lanes to one in each direction. NCDOT is scheduled to permanently restripe and repave the road in the summer of 2021.
- The Council enacted key ordinance changes and approved a pilot a coordinated **bikeshare program** with UNC and Carrboro.
- The **Bolin Creek Trail** is now connected under the bridge made by Martin Luther King Jr. Boulevard with a 500-foot section creating a paved greenway between the Chapel Hill Community Center and Downtown Chapel Hill.
- The Council approved the **Chapel Hill Transit Short Range Transit Plan** which offers seven day a week bus service and improves service frequencies in areas with high transit demand including East Franklin Street and Martin Luther King Jr. Blvd.
- **Elliot Road Extension** construction was bid and awarded in July. The demolition, clearing and grubbing, and installing erosion control has begun. The project duration will be at least to summer of 2022.

1. Improve management of traffic flow during peak times of day and at problem intersections
 - 1.1. Conduct Townwide traffic analysis
 - 1.2. Actively participate in regional transportation planning
 - 1.3. Continuously monitor and address road infrastructure utilization throughout the Town of Chapel Hill
2. Increase connectivity between walking, bicycling, and multi-modal networks to reduce amount of driving needed to get around Chapel Hill
 - 2.1. Establish Transit financial sustainability goals
 - 2.2. Increase and integrate Downtown parking options to support a "park once" strategy
 - 2.3. Plan future transportation connections with Durham
 - 2.4. Construct Estes Drive bike/pedestrian infrastructure
 - 2.5. Construct Elliott Road Extension
 - 2.6. Design and fund North-South Bus Rapid Transit
 - 2.7. Study East-West corridor needs
 - 2.8. 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

- The Council's Community Arts and Culture Program focused on creating **outdoor art** to engage the community with new projects including Elizabeth Cotton Mural, Transit Bus Stop Art Installations, Downtown Window Art mural at the Bolin Creek connector and sewer pipes at Booker Creek Trail.
- Local community members curated a digital collection of local music called the **Tracks Music Library** Local Music Platform (TRACKS).
- The Council and staff **adapted community engagement** meetings and programs to an online environment including Council meetings, Peoples Academy and Parks and Recreation programming.
- The Council finalized and adopted the Town's **Future Land Use Map** to update the Chapel Hill 2020 Comprehensive Plan.
- Human Services focused on COVID-19 Response using the Council's **Community Connections Strategy** and **Language Access Plan**.
 - 46,738 individuals served at Food Bank since COVID-19 began
 - 23,816 Masks were distributed to vulnerable populations
 - 213 low-income households received funding for emergency housing assistance
 - 66 Rooms reserved to recongregate shelters and rehouse people experiencing homelessness
 - 20 families supported through 12 Neighborhood Support Circles
 - 50 Town messages translated from English to 4 languages

1. Create diverse opportunities for community to engage with the arts
 - 1.1. Improve festivals and events with a focus on spaces, policies, partnership, sponsorship, content and infrastructure
 - 1.2. Increase engagement with community history
 - 1.3. Increase public art in both public and private spaces
 - 1.4. Increase arts programming
2. Improve connections and partnerships with historically disengaged and marginalized populations
 - 2.1. Advance Youth Initiatives
 - 2.2. Continue People's Academy
 - 2.3. Implement Building Integrated Communities Action Plan
 - 2.4. Implement Community Connections Strategy
 - 2.5. Increase afterschool and recreation programming access
 - 2.6. Increase diversity of Council-appointed boards and commissions
3. Preserve the history of Chapel Hill and embrace the future needs of the community
 - 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. 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

- The Council started a **Criminal Justice Debt Fund** for justice related debt relief to community members who are taking steps to successfully reintegrate into the community but whose ability to do so is hampered by debt from court fees and costs.
- On June 24, the Town Council adopted a **Resolution on Developing New Community Approaches to Improve Racial Equity and Public Safety** in Chapel Hill and established a task force to bring forth concrete, actionable recommendations Increase public safety, Eliminate structural inequities in Town public safety systems; and Enable all in the community to thrive.
- Following priorities set by the Council, the Town continued to provide critical **permitting and inspections** support to ensure safety and quality in the very active construction industry in Chapel Hill during COVID-19. In addition, the Town purchased an on-line software for permitting and inspections that is being configured and expected to go live in March, 2021.

1. Invest in facilities and infrastructure that support public safety	
1.1. Design and construct Municipal Services Center	●
1.2. Develop Fire Department Facilities Plan	●
2. Maintain community safety using equitable policing practices	
2.1. Reduce potential implicit biases in policing through learning and development practices	●
2.2. Conduct community engagement sessions to increase understanding of police practices within various communities around Chapel Hill	●
3. Deliver Town services fair and effectively	
3.1. Identify public safety initiatives that utilize evidence-based practices	●
3.2. Create Road to Zero Plan (Pedestrian Safety)	✓
3.3. Improve permitting and inspections process	●