

# Fiscal Year 2016 - 2020

## City of Raleigh Strategic Plan Performance Report



RALEIGH STRATEGIC PLAN

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**A solid foundation for an intentional future**

[strategicplan.raleighnc.gov](http://strategicplan.raleighnc.gov)



# 2020

## RALEIGH STRATEGIC PLAN

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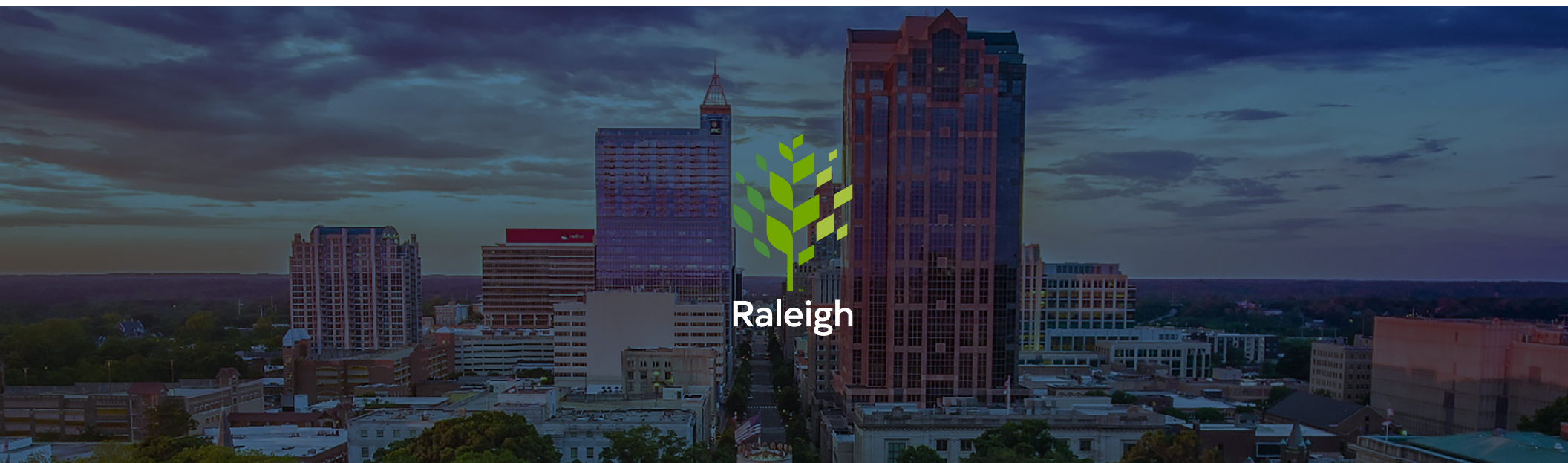
**A solid foundation for an intentional future**



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# Raleigh City Council

Raleigh's Strategic Plan is a collaborative effort that is led by Raleigh City Council's vision and leadership, influenced by resident feedback obtained from the biennial Community Survey, reflective of staff contributions, and appropriately aligned with other important efforts such as the 2030 Comprehensive Plan.

Originally adopted by City Council in April 2015, the Plan was later revised in 2017, 2018, and 2019 to maintain its relevancy. Each fiscal year, City staff submits a performance report to City Council, and ultimately the public, to document its progress on addressing the Strategic Plan. Although the performance measures included in this Performance Report are not formally adopted by City Council, they assist the City with using its resources more effectively by illuminating successes and challenges.

## Mission

To build a stable platform of evolving services for our community through which we champion positive and sustainable growth and realize visionary ideas for all.

## Vision

To pursue world-class quality of life by actively collaborating with our community towards a fulfilling and inspired future for all.





# Letter from the City Manager

In the City of Raleigh, staff's efforts are focused and intentional. The City's five-year Strategic Plan translates vision and goals into an actionable strategy that guides the organization's focus, work, and resource alignment. The Plan's six overarching key focus areas and underlying objectives, initiatives, and performance measures allow us to be transparent about our goals, focused in our efforts, and accountable for our results.

This report represents our efforts to work cross-departmentally to have data-informed conversations and make data-influenced decisions about how best to achieve established goals.

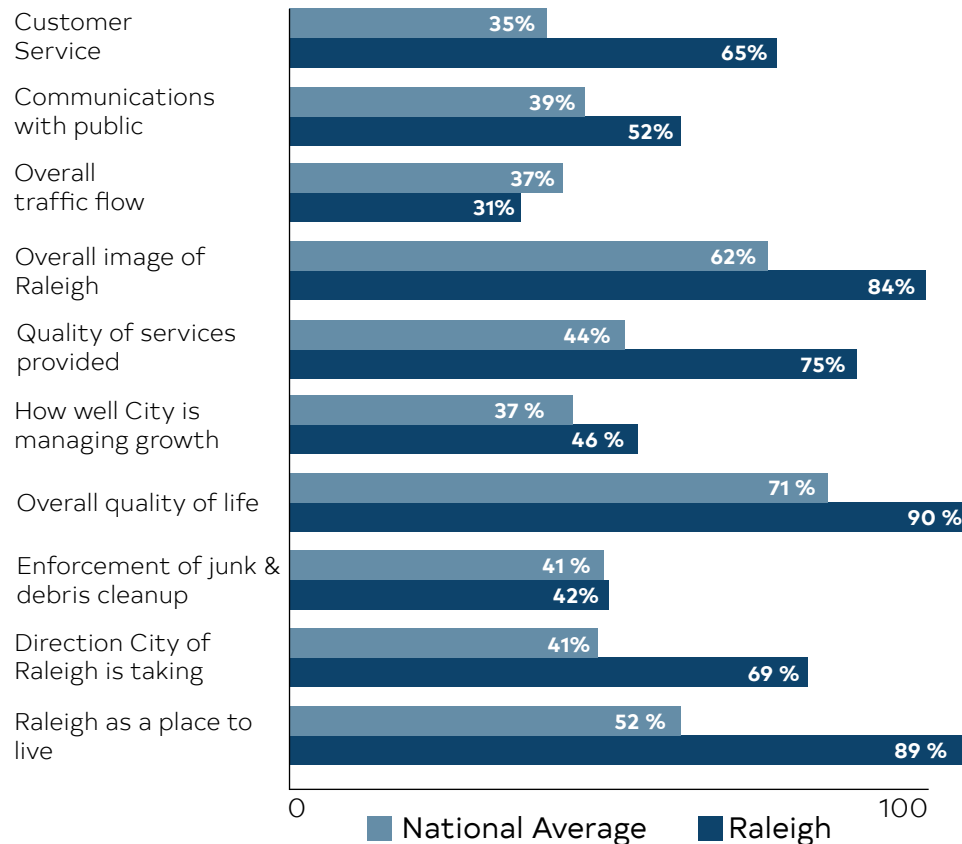
As reflected in this five-year report, the City of Raleigh's FY16-20 Strategic Plan helped pave the way for numerous creative and meaningful projects that will continue to benefit our community for years to come.

Sincerely,  
Ruffin L. Hall  
City Manager



# How Raleighites See Raleigh

In late 2018, the City of Raleigh conducted its Community Survey to assess residents' opinions on a wide array of community topics and to help refine priorities as part of the City's strategic planning process. The third-party administered survey allows Raleigh to compare many of its results to other large communities<sup>1</sup>. Percentages in the graphic below reflect those answering 4 or 5 ("good" or "excellent") on a scale of 1 to 5.





# Implementing the Strategic Plan

The Mayor, City Council, and City Manager's Office provide tremendous support for strategic planning and performance management efforts. Additionally, each of the initiatives included in the Strategic Plan is led by a cross-departmental team of employees who work with community partners and stakeholders to move the initiatives forward. The performance measures are monitored and reported by employees from across various City departments. In short, the City of Raleigh's Strategic Plan represents the efforts of many dedicated public servants who are committed to building a stable platform of evolving services for our community through which we champion positive and sustainable growth and realize visionary ideas for all.

## Key Focus Areas

The priorities outlined in the Strategic Plan are organized into six key focus areas.



### ARTS & CULTURAL RESOURCES

Embrace Raleigh's diverse offerings of arts and cultural resources as iconic celebrations of our community that provide entertainment, community, and economic benefit.



### ORGANIZATIONAL EXCELLENCE

Foster a transparent, nimble organization of employees challenged to provide high quality, responsive, and innovative services efficiently and effectively.



### ECONOMIC DEVELOPMENT & INNOVATION

Maintain and grow a diverse economy through partnerships and innovation to support large and small businesses and entrepreneurs, while providing employment opportunities for all citizens.



### SAFE, VIBRANT & HEALTHY COMMUNITY

Promote a clean, engaged community environment where people feel safe and enjoy access to community amenities that support a high quality of life.



### GROWTH & NATURAL RESOURCES

Encourage a diverse, vibrant built environment that preserves and protects the community's natural resources while encouraging sustainable growth that complements existing development.



### TRANSPORTATION & TRANSIT

Develop an equitable, citywide transportation network for pedestrians, cyclists, automobiles, and transit that is linked to regional municipalities, rail, and air hubs.

# Using the Report

This report is organized by the strategic plan's six key focus areas. Each key focus area (KFA) has a summary page that lists its objectives and a few performance measures. We have also included highlights of major projects that were accomplished over the lifespan of the FY16-20 Strategic Plan. The pages that follow are organized by objective; these objective pages include additional performance measures as well as information on the initiatives within that particular objective.

To conserve space within the report, initiatives are abbreviated but use the numbering scheme found in the City's Strategic Plan to allow for cross-referencing; this means that ACR 1.1 is the same initiative labeled ACR 1.1 in the Strategic Plan. A complete listing of the Strategic Plan's objectives and initiatives can be found in the appendix of this report<sup>2</sup>.

## Key Focus Areas (abbreviations are noted in parentheses)

- Arts and Cultural Resources (ACR)
- Organizational Excellence (OE)
- Economic Development and Innovation (EDI)
- Safe, Vibrant and Healthy Community (SVHC)
- Growth and Natural Resources (GNR)
- Transportation and Transit (TT)



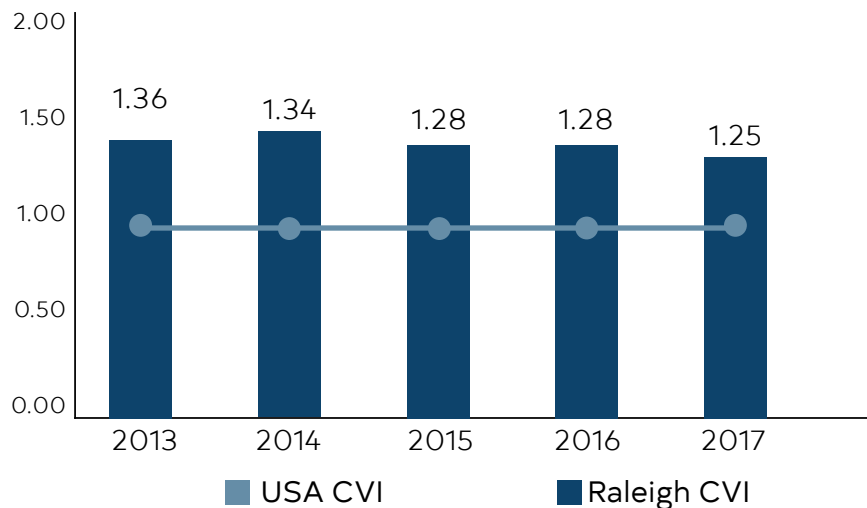
# Arts and Cultural Resources

**Embrace Raleigh's diverse offerings of arts and cultural resources as iconic celebrations of our community that provide entertainment, community, and economic benefit.**

The two objectives within the Arts and Cultural Resources key focus area seek to:

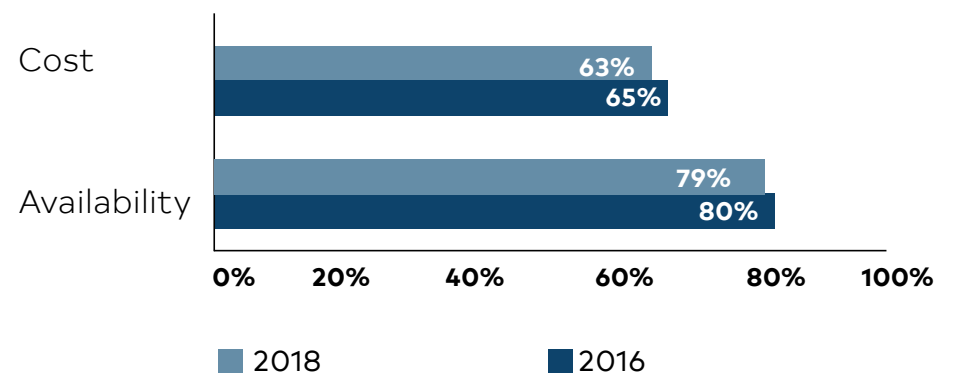
- Position Raleigh as a nationally recognized entertainment, cultural, and tourism destination.
- Identify, protect, and develop places, traditions, and activities that celebrate Raleigh's history and cultivate innovative and diverse arts, cultural, and tourism opportunities.

## Creative Vitality Index



The most recent Creative Vitality Index<sup>3</sup> indicates that Raleigh's per-capita concentration of creativity (creative occupations, industry sales, and cultural nonprofit revenues) is 25% higher than the national average.

## Community Ratings on Arts and Cultural programs in Raleigh



# Major Accomplishments

Throughout the duration of the FY2016 – 2020 Strategic Plan, the City completed many efforts to advance implementation of the Arts & Cultural Resources key focus area. Some of the most transformative projects are highlighted below.



The Dorothea Dix Park Master Plan was adopted in 2019. Over 65,000 area residents contributed ideas to the plan.



RaleighLocalsGuide.com was created to showcase Raleigh's unique places, experiences, and traditions.



Pop-up studios served 2,181 participants at eight locations throughout Raleigh.



The Historic Resources & Museum Program Strategic Plan was published in May 2019.



## Position Raleigh as a nationally recognized entertainment, cultural, and tourism destination.

### ACR 1.1: Arts & Culture Marketing Campaign for "Southern Capital of Arts and Culture"

Staff coordinate efforts to promote Arts & Culture through cross-departmental partnerships as well as alliances with key community stakeholders. The City has received local recognition as well as national recognition for the arts from sources such as the US News & World Report, Washington Post, Rolling Stone, and Forbes.

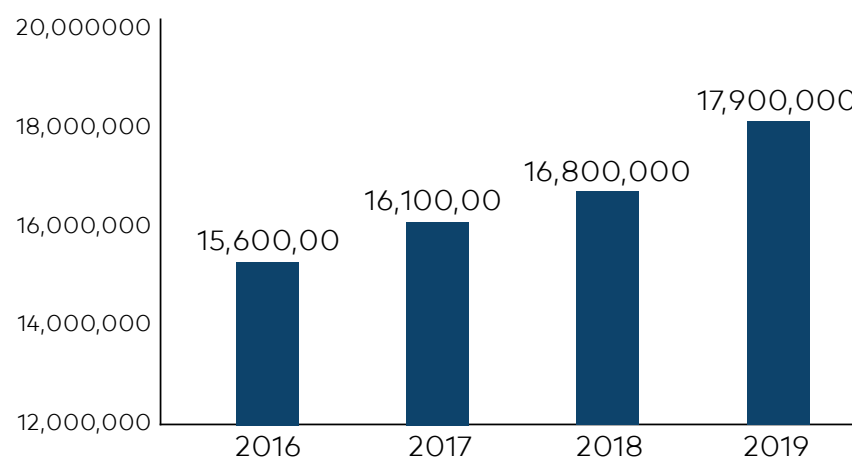
A new Raleigh Arts sub-brand and related collateral are planned to be launched in Fall 2020. The sub brand will serve as a focal point for all arts-related organizations to rally around, pool resources, and elevate the arts together. Aligned with the branding effort, Raleigh Arts is now a separate service area on the new website ([raleighnc.gov/arts](http://raleighnc.gov/arts)), which can be better leveraged to showcase the rich arts and cultural resources that the City of Raleigh manages. Art programs and events continue to attract visitors to the city, gather our community, and have significant economic impact.

### Raleigh Arts Plan

The Raleigh Arts Plan, the first arts and cultural plan for the City of Raleigh, was adopted by City Council in February 2016. The goal of the Raleigh Arts Plan is to articulate a shared vision and goals for improving the cultural life of the community. More than 4,000 residents from throughout the city participated in the development of the plan which established eight goals and 61 strategies to assist in fulfilling City Council's vision of Raleigh becoming a nationally recognized leader in arts and culture.

In 2019, more than \$298 million was generated from hotel room rentals in Raleigh<sup>4</sup>.

### Wake County Visitors



Our area continues to attract visitors who partake in and contribute to its vibrancy. Wake County welcomed 17.9 million visitors in 2019<sup>5</sup>.

## Identify, protect, and develop places, traditions, and activities that celebrate Raleigh's history and cultivate innovative and diverse arts, cultural, and tourism opportunities.

### Sites and Structures

#### Historic Designations/Historic Districts



#### ACR 2.2: Develop Historic Assets Vision

In May 2019, staff presented Raleigh's Historic Resources & Museum Program Strategic Plan to City Council. The plan outlines strategies to steward places that tell stories reflective of Raleigh's diverse populations; strengthen partnerships for increased programming capacity and impact; broaden the reach of education and activation of public spaces throughout the city; increase accessibility of its programs, sites, and collections; and create and maintain welcoming spaces for residents and visitors to learn, engage, and play.

#### ACR 2.3: Dorothea Dix Park Development Plan

In 2017, the City of Raleigh, in partnership with Dix Park Conservancy, embarked on the effort to create America's next great public park through an innovative and extensive master planning process. The Dorothea Dix Park Master Plan was adopted by City Council in February 2019, with Phase 1 of the plan now being implemented. Over 65,000 area residents were involved in developing the Master Plan, and even more continue to participate in the process of designing and building this special community destination.

In addition to the Master Plan work, creative and innovative programs continue to blossom at Dix Park. Since 2016, Dix Park has had over 200,000 visitors take pictures in the sunflower field, participate in yoga in the park, attend Dreamville Festival, watch an outdoor movie, visit the dog park, and enjoy other events and activities held throughout the year.

#### ACR 2.1 Identify Raleigh's Unique Places, Experiences, and Traditions

The City of Raleigh partnered with the Greater Raleigh Convention and Visitors Bureau to build and launch a webpage that highlights Raleigh's unique places, experiences, and traditions. This interactive web experience is community-driven, which means that it captures a much broader scale of places that are important to the fabric of our city. The webpage, known as the Raleigh Locals Guide ([RaleighLocalsGuide.com](http://RaleighLocalsGuide.com)), has five different categories: Events, Neighborhood Gems, Sports, Outdoors & Recreation, Education & Technology, and Raleigh's Unique Culture. Community members can submit their own ideas, keeping the list fresh and relevant for years to come.





Photo Credit: Teresa Moore



Photo Credit: Teresa Moore

#### **ACR 2.4 Support and Enhance Arts, Culture, and Tourism Throughout All of Raleigh**

Aligning with the Raleigh Arts Plan, the Pop-up Studio program launched in January 2018 and was created to support and enhance arts and culture activities throughout all geographical areas of Raleigh. The Pop-up Studios pilot program moved into the City of Raleigh Parks, Recreation, and Cultural Resources' facilities for two months, and provided free visual arts programs and open studio time to all age groups. The program was considered a success and will be replicated in the future as a way to spread arts programming across the city in an equitable manner.

Staff also developed an arts and facilities matrix to assist with inventorying existing arts and culture activations throughout the city to help inform decisions about future placement of arts programming. In 2018, the Greater Raleigh Convention and Visitors Bureau published the Wake County Destination Strategic Plan which will help the region plan for future tourism needs in the area.

#### **ACR 2.5: Arts Community & Local Tech Community**

Through meet and greet events, staff found that the Raleigh art community had gaps in access and education to new technologies and the understanding of how to find opportunities for collaboration with creatives working in other fields. In response, staff worked to foster partnerships and connections.

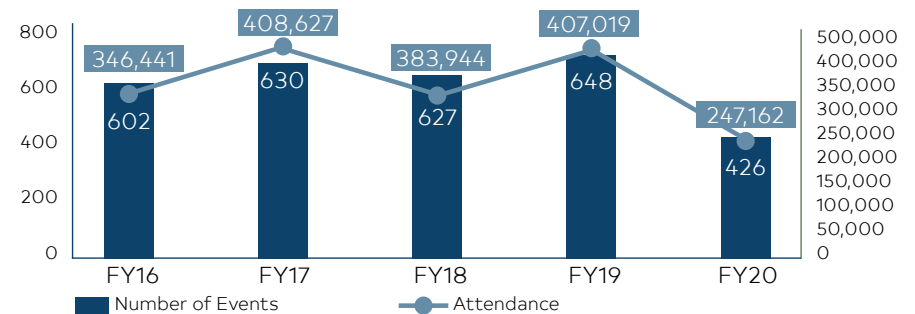
Multiple creative projects were initiated through partnerships between art and technology including events such as projection mapping with OMAi, SEEK Raleigh at Dorothea Dix Park, and multiple interactive public art events where the public could see, hear, and play large-scale light and sound interactive installations.

## Identify, protect, and develop places, traditions, and activities that celebrate Raleigh's history and cultivate innovative and diverse arts, cultural, and tourism opportunities.

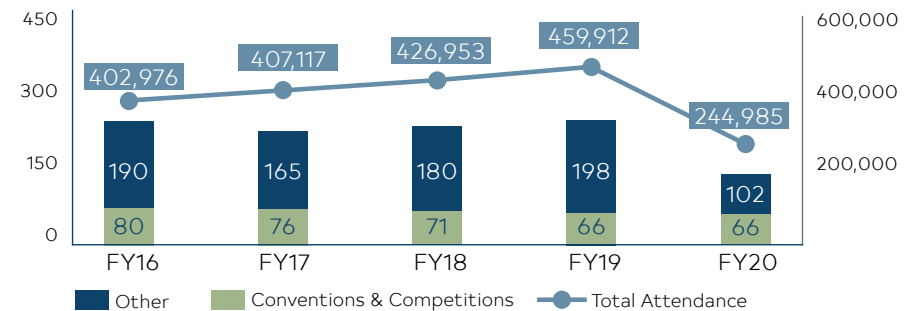
### Performing Arts Center Marketing Study

The Strategic Plan previously included an initiative focused on conducting a Performing Arts Center Marketing Study. This study was completed and helped identify opportunities to improve facilities and programs at the Performing Arts Center. The study included input from resident companies, actors, performers, and other stakeholders throughout the community.

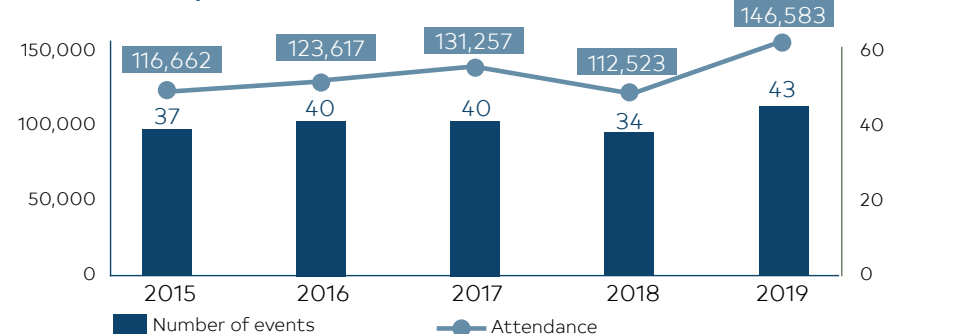
### Performing Arts Center Events and Attendance



### Convention Center Events and Attendance



### Red Hat Amphitheater Events and Attendance



# Economic Development & Innovation

**Maintain and grow a diverse economy through partnerships and innovation to support large and small businesses and entrepreneurs, while providing employment opportunities for all citizens.**

A strong economy benefits every aspect of our community life. The four objectives within the Economic Development & Innovation key focus area seek to:

- Identify and enhance workforce development partnerships and efforts and actively serve as a conduit to residents, businesses, and resource partners to attract, retain, and engage a talented workforce of various ages, skill sets, and backgrounds to support a diverse and growing economy.
- Cultivate an innovative and entrepreneurial culture based on shared strategic goals.
- Establish a strong economic development program that utilizes strategic policies and a comprehensive tool kit of resources to strengthen Raleigh and encourages business investment in all parts of the city.
- Maintain and develop amenities and infrastructure specifically attractive to economic development.

## Major Accomplishments

**Throughout the duration of the FY2016 – 2020 Strategic Plan, the City completed many efforts to advance implementation of the Economic Development & Innovation key focus area. Some of the most transformative projects are highlighted below.**

From FY16-20, the Raleigh Summer Youth Employment Program hired **811** youth for positions with the City.

The Partnership Raleigh program connected **106** young adults ages 17-21 with 21 area companies for job opportunities and internships.

Since its inception, **178** youth have graduated the Raleigh Digital Connectors program. These youth have completed **9,421** hours of community service, provided digital literacy training opportunities to **3,698** residents, and refurbished & distributed **952** reliable computer devices to families.



The Raleigh Pathways Center opened in 2017, offering workforce development opportunities for youth and young adults.



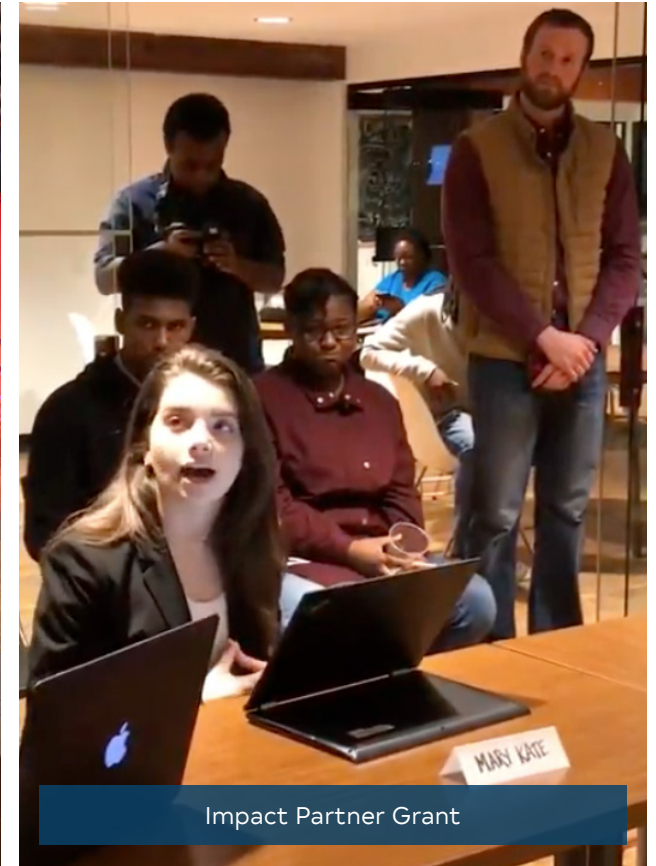
Raleigh is home to over **33,000** small businesses. The City offers several grant programs to support these businesses and help them grow.



Facade Rehabilitation Grant



Building Upfit Grant

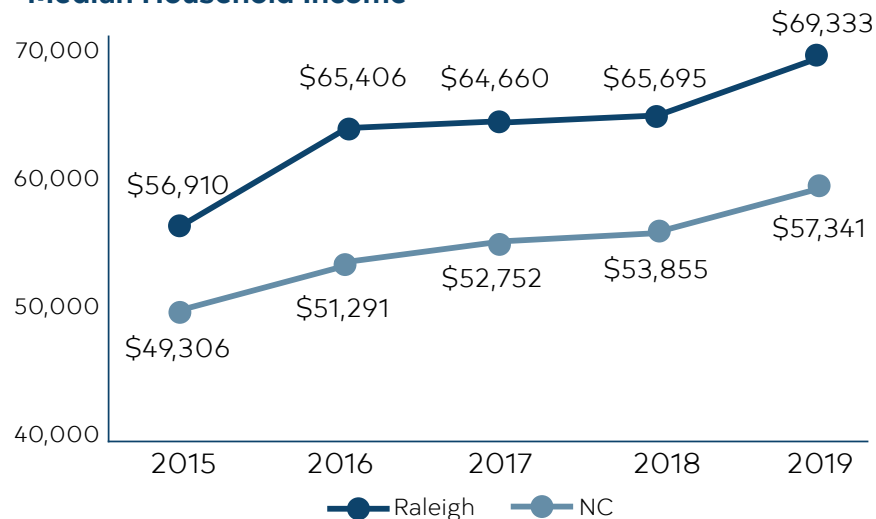


Impact Partner Grant

In April 2020, City Council partnered with the Carolina Small Business Development Fund to establish a \$1 million Small Business COVID-19 Relief Fund to support those affected by the pandemic.

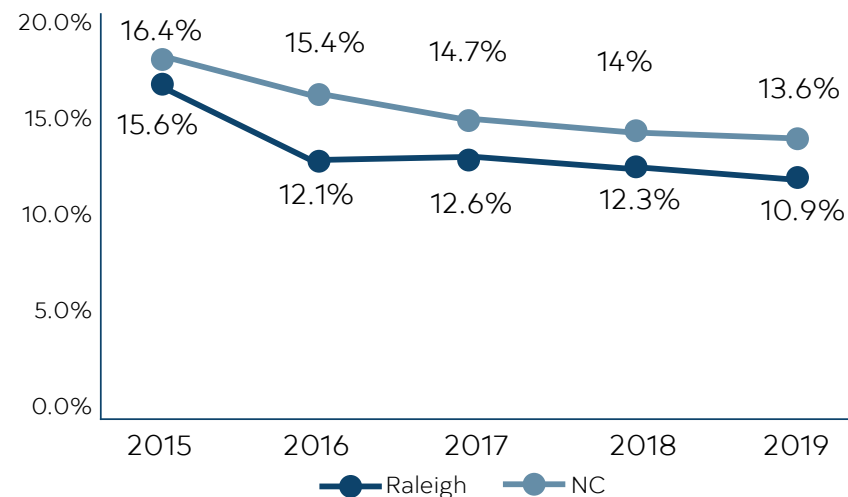
# Economic Development & Innovation

## Median Household Income

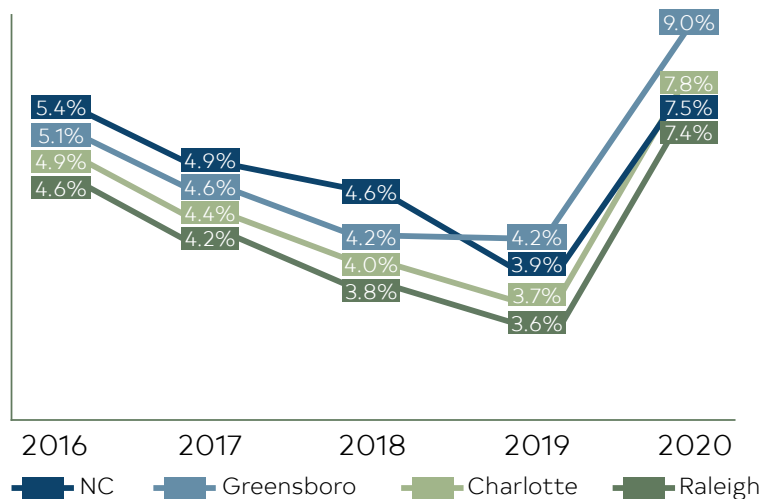


Raleigh's median household income continues to remain higher than the State of North Carolina's median household income<sup>7</sup>.

## Population Living Below Poverty Level



## Unemployment Rate



# 81%

Rated the local economy as "good" or "excellent" in 2018

## **Identify and enhance workforce development partnerships and efforts and actively serve as a conduit to residents, businesses, and resource partners to attract, retain, and engage a talented workforce of various ages, skill sets, and backgrounds to support a diverse and growing economy.**

### **EDI 1.1 Evaluate Local Labor Profile & Analysis with Partners**

In 2018 and 2020, the City partnered with Wake County Economic Development and the Capital Area Workforce Development Board to evaluate labor force needs through the Triangle Talent Regional Skills Assessment. The assessment helps prepare economic and workforce development partners to address current and future labor force needs of industries in the region. The 2018 survey found that 73% of companies surveyed expected to grow in the next three years, with IT, Software and Analytics; Life Sciences and Bioscience; and Construction and Skilled Trades as the sectors most likely to grow. The 2020 survey findings will be particularly useful as the community looks to rebound from impacts of COVID-19. Early insights from the 2020 assessment indicate that companies still plan to grow, but at a slower rate (57% expected to grow their workforce in the next three years). Standout industries for growth included manufacturing, healthcare, and IT. Staff will continue to work with partners to evaluate findings and develop strategies for supporting workforce development in the region.

### **EDI 1.2 Regional Workforce Forum - Educational Partners**

Through the City's partnership with the Capital Area Workforce Development Board and Wake County Economic Development, the Wake Workforce Council continues to bring together workforce partners to stay informed of regional efforts, identify potential gaps, and to collectively meet the needs of industry partners. The group participated and sponsored several events and roundtables to support workforce development strategies in the region.

### **EDI 1.3 Workforce Development – Partner with Nonprofits**

Efforts for this initiative focused on expanding existing partnerships and maximizing potential opportunities for City departments to leverage workforce development strategies. The Raleigh Pathways Center opened in 2017 as a partnership between the City of Raleigh, Capital Area Workforce Development Board and Wake Tech Community College. The Center offers workforce development and programs that help young adults find a career and a clear pathway to success. Examples of programs include the Raleigh Summer Youth Employment Program, Partnership Raleigh, and Digital Connectors. The Pathways Center also formalized an advisory council comprised of representatives from the business community, nonprofits, local colleges and universities, and former program participants to help identify opportunities to sustain and grow programming.



## Cultivate an innovative and entrepreneurial culture based on shared strategic goals.

### **EDI 2.1: Assist Small, Start-up, and Minority-Owned Business Development**

The City worked with area partners to assist small, start-up, and minority-owned businesses with overcoming hurdles related to business development. Several grant programs including the Building Up-fit Grant, Façade Grant, and Impact Partner Grant have helped businesses bridge financial needs. Staff also provided technical assistance including business plan development, vendor registration, HUB certification, and financial modeling.

In addition to these ongoing efforts, City Council partnered with the Carolina Small Business Development Fund to establish a \$1 million Small Business COVID-19 Relief Fund to support those affected by the pandemic.

### **EDI 2.2: Partnerships and Collaboration to Promote Equitable Economic Development**

The City hosted and participated in several forums with the business community to discuss numerous topics important to entrepreneurs and small businesses including funding, advocacy, talent, education, arts, parking, zoning, transit, business recruitment and retention, and small business support. Examples of forums included Black Entrepreneur Week, Innovate Raleigh Summit, Raleigh Small Business Connect, National Small Business Week, City Camp, Wake County Economic Development Forum, and the Greater Raleigh Chamber of Commerce Leadership Conference. In FY2020, staff enhanced partnerships with Black Dollar Ninja which supports black owned or operated businesses in North Carolina.

### **EDI 2.3 Pursue Joint Business Ventures that Encourage & Implement Creative Projects for Job Growth**

The City supported several programs in this area including matching funds for State incentives through the Business Investment Grant and the Impact Partner Grant, which kicked off in FY2019. The Impact Partner Grant provides grants to help strengthen, develop, implement, and scale new or existing programs and provide resources to assist entrepreneurs and small businesses in Raleigh. Staff also created an Interactive Start-up Map that includes location and number of employees, as well as, startups looking for employees and funding.



443

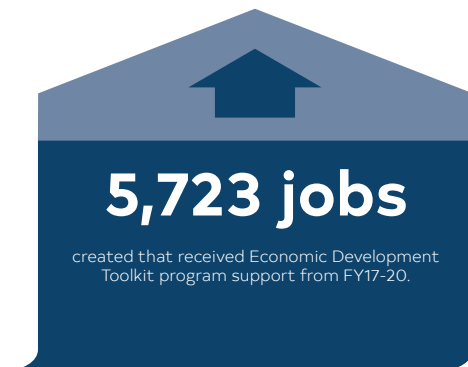
City of Raleigh's Office of Economic Development + Innovation had 443 interactions with startups/small businesses during FY2020<sup>10</sup>

## Cultivate an innovative and entrepreneurial culture based on shared strategic goals.

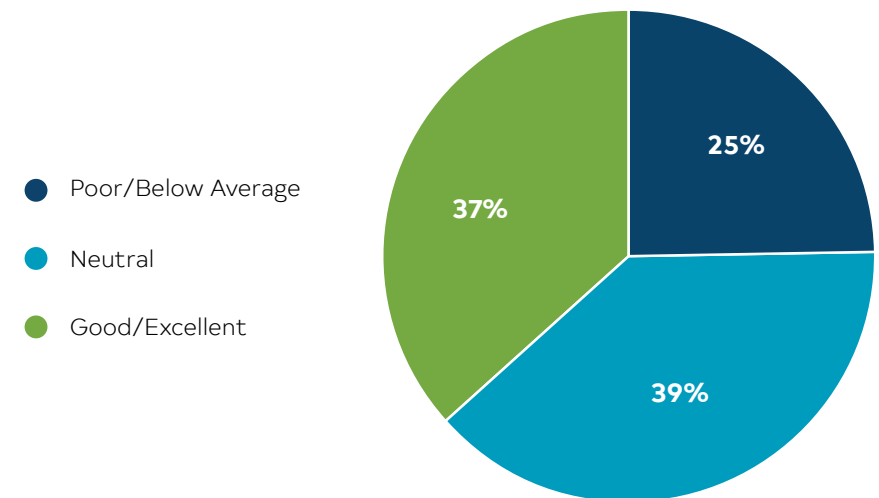
### EDI 2.4 Strengthen and Promote the City's MWBE Program

The City's Minority and Women-owned Business Enterprise (MWBE) Program expanded influence throughout the organization and supported MWBEs in the community. The MWBE Office implemented regular trainings for City departments that work in project management on processes and procedures related to implementing the City's MWBE policy. The Office also expanded reporting requirements to better track MWBE participation in City projects. Additionally, annual workshops are held for internal and external partners on a variety of topics to strengthen MWBE support. The City's MWBE program was recently moved into the new Office of Equity and Inclusion and will continue focusing on strengthening and promoting the program.

**Establish a strong economic development program that utilizes strategic policies and a comprehensive tool kit of resources to strengthen Raleigh and encourages business investment in all parts of the City.**



### Community Survey: City's Efforts to Promote & Assist Small, Minority, and Women-Owned Businesses



### EDI 3.1: Economic Development Toolkit<sup>10</sup>

Staff created an inventory of City-wide programs, services, and funding opportunities to promote business investment and economic development across the City. An Economic Development Toolkit was created to encourage investment for competitive projects and help small businesses add new jobs and grow. The City also created an online resource for businesses seeking to start a business in a designated opportunity zone. The City is engaged in ongoing conversation on how best to utilize opportunity zones for strategic business investment.

**Establish a strong economic development program that utilizes strategic policies and a comprehensive tool kit of resources to strengthen Raleigh and encourages business investment in all parts of the City.**



#### **EDI 3.2: Refine Development Review & Permitting Process**

Staff identified and implemented process improvements to refine, revise, and improve the development review and permitting process. To better serve customers, the call center was enhanced, and staff increased information available online. The City also implemented an e-review process, created a permit submittal checklist and triage process to assist applicants in proceeding through the review and approval process more efficiently, and built fee calculators for open space, facilities, and stormwater. Internally, a cross-departmental Project Advocacy Team was formed, which serves as a single point hub for full life cycle support for large or complex projects.

#### **EDI 3.2: Refine Development Review & Permitting Process**

A Downtown Land Disposition Strategy was created to guide disposition of downtown properties in an effort to land-bank or acquire property in a strategic manner that furthers the goals the City including use of land for affordable housing, transit-oriented development, or to support broader economic development goals.



## **Maintain and develop amenities and infrastructure specifically attractive to economic development.**

### **EDI 4.1: Downtown Parking Strategies**

The Downtown Development and Future Parking Needs Study was completed in 2017 to understand current and future parking needs in downtown Raleigh. This report was used as a guiding document to implement various best practice strategies for both on-street and off-street parking as well as identify key areas where the parking division can shape the parking market in Raleigh to support economic development.

Staff successfully reviewed the parklet process and also identified park-and-ride lot options close to downtown to supplement the downtown parking supply and create a lower cost option for commuters. In response to COVID-19, staff shifted focus to short-term strategies to assist businesses and began assessing long-term strategies to respond to potential shifts in single-occupancy vehicle travel from impacts such as a more robust work from home culture.

### **EDI 4.2: Develop Strategies to Close the Digital Divide**

The Raleigh Digital Connectors Program's focus is on providing digital equity service opportunities to underserved communities in our city and region. Since its inception, the program has provided digital literacy training opportunities to over 3,600 residents and refurbished & distributed reliable computer devices to 952 families. Collectively, participants in the program and its alumni network have completed over 9,421 hours of service.

At the end of FY20, the Digital Inclusion Unit purchased NorthStar Digital Literacy. This digital literacy platform is a training and assessment tool that can be used for both synchronous and asynchronous learning. The Raleigh Pathways Center has become a certified training and assessment center for NorthStar. NorthStar training will be piloted in the Fall of 2020 in a fully virtual capacity. 58 underserved families will receive NorthStar Digital Literacy training. This effort is part of a larger digital equity collaboration with the Wake Tech Library, the Wake County Library, and the State Library.

**In 2019 the City of Raleigh's Digital Connectors program received the Digital Inclusion Trailblazers Award for the impact the program has made through Digital Inclusion service.**



## Growth & Natural Resources

**Encourage a diverse, vibrant built environment that preserves and protects the community's natural resources while encouraging sustainable growth that complements existing development.**

Sustainable growth and preservation of Raleigh's natural resources are important to ensuring a prosperous future. The four objectives within the Growth & Natural Resources key focus area seek to:

- Develop and maintain adaptable services, policies, and a regulatory framework that protects natural resources.
- Increase the connected network of green spaces that conserve natural resources and promote outdoor activity.
- Optimize public infrastructure projects to address community resiliency, sustainability, and efficiency.
- Facilitate improvements to the built environment that preserve and create neighborhoods of choice.

# 57%

**Rate the City's overall effort to Protect natural resources & environment as "good" or "excellent."**

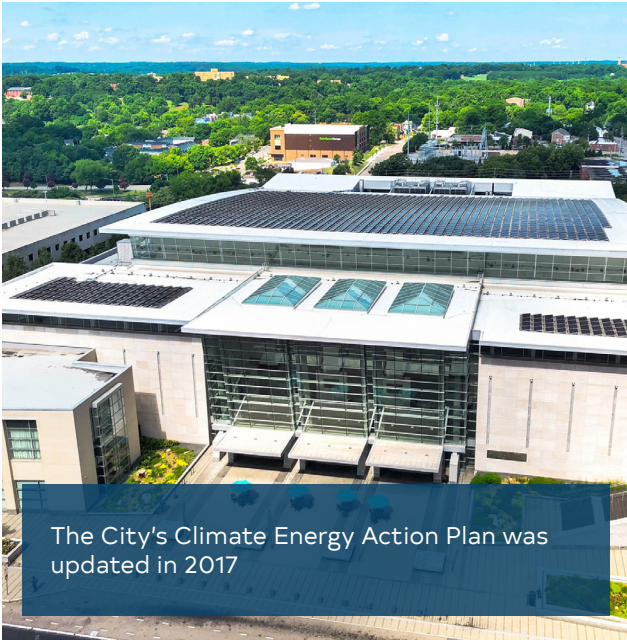
# 58%

**Rate the quality of new development as "good" or "excellent."**



# Major Accomplishments

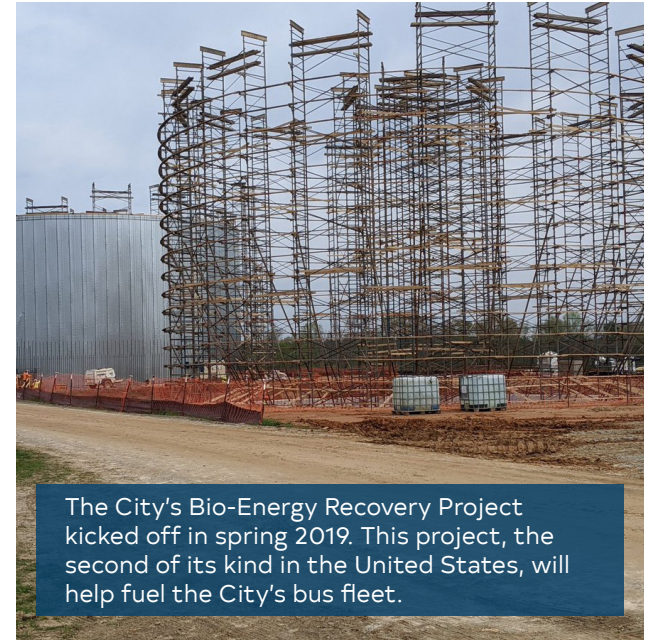
Throughout the duration of the FY2016 – 2020 Strategic Plan, the City completed many efforts to advance implementation of the Growth & Natural Resources key focus area. Some of the most transformative projects are highlighted below.



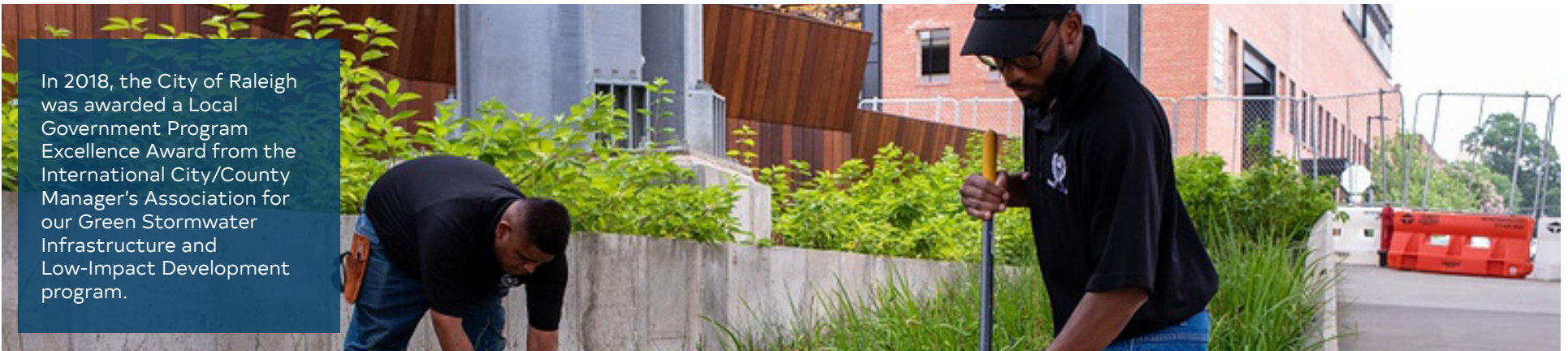
The City's Climate Energy Action Plan was updated in 2017

## Goal: 80% Reduction in GHGs

In May 2019, Raleigh City Council established a community-wide goal of an 80% reduction in greenhouse gas emissions by 2050.



The City's Bio-Energy Recovery Project kicked off in spring 2019. This project, the second of its kind in the United States, will help fuel the City's bus fleet.



In 2018, the City of Raleigh was awarded a Local Government Program Excellence Award from the International City/County Manager's Association for our Green Stormwater Infrastructure and Low-Impact Development program.

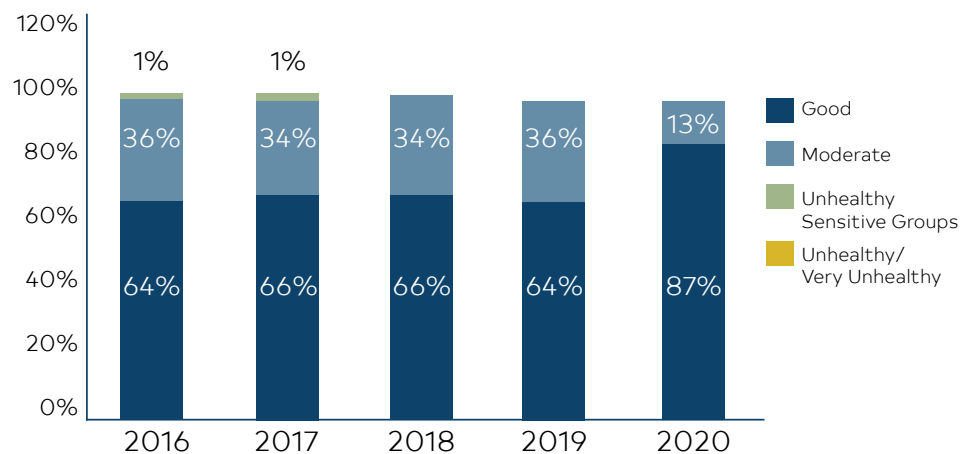


## Develop and maintain adaptable services, policies, and a regulatory framework that protects natural resources.

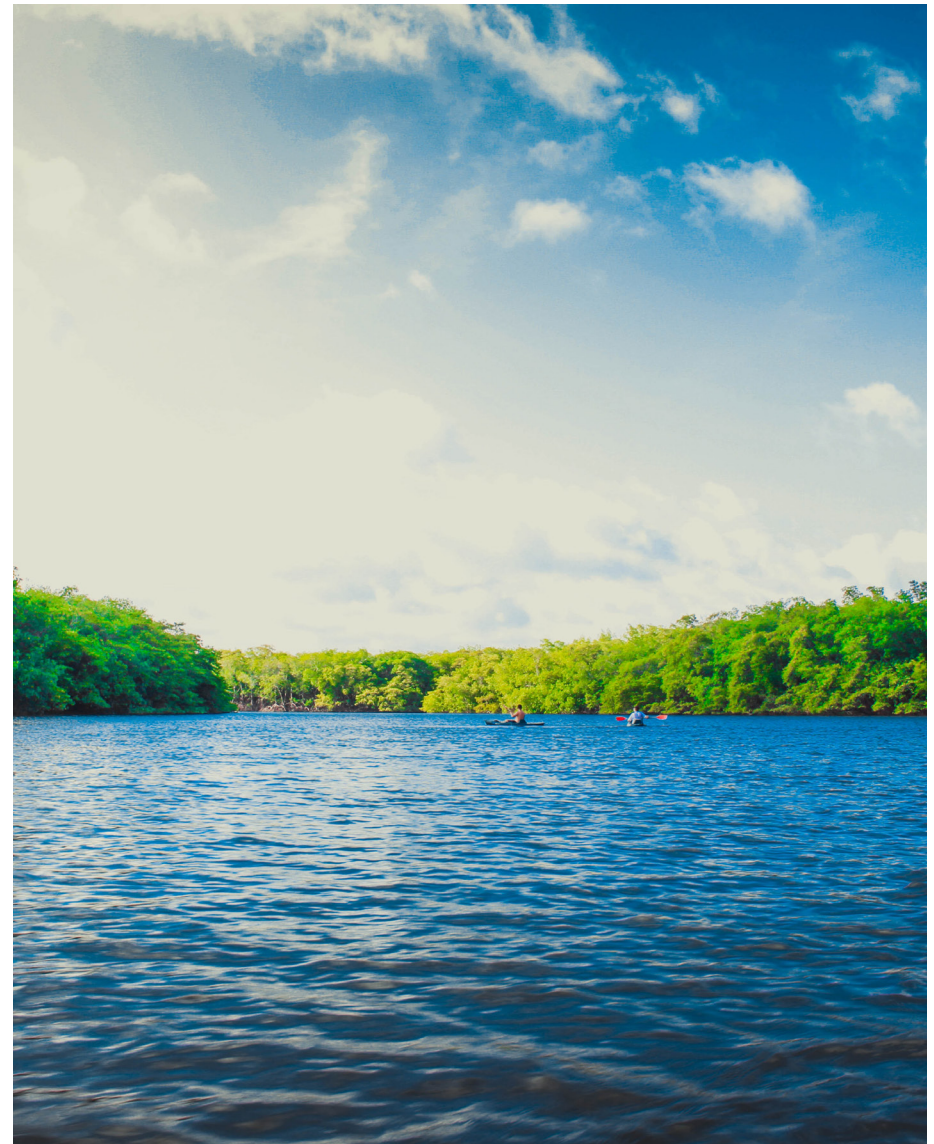
### GNR 1.1: Tree Canopy and Water Quality

Via working with a nonprofit expert in the field of watershed protection (the Center for Watershed Protection), an interdepartmental team worked to protect the City's natural resources by 1) benchmarking the City's tree conservation policies; 2) identifying various social, environmental, and economic needs that are impacted by the City's urban forest; and 3) recommending actionable first steps to equitably protect the City's urban forest by conducting a City-wide tree canopy assessment.

### Air Quality Index



The percentage of good outdoor air quality days has increased over the past three years<sup>11</sup>. Percentages may not equal 100% due to rounding.

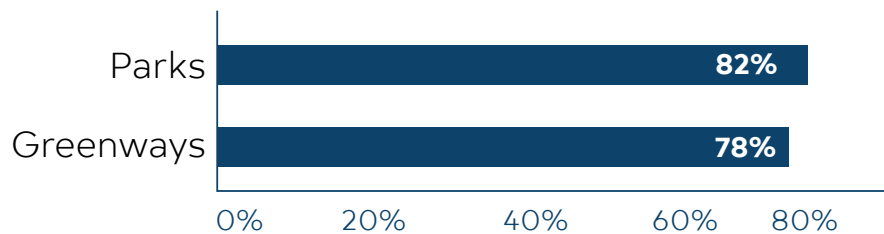


## Increase the connected network of green spaces that conserve natural resources and promote outdoor activity.



There are 9,811 acres of City-maintained parks and greenway open space properties in Raleigh

### Community Ratings on Cleanliness of Parks and Greenways (percent "good" or "excellent")



# 64%

Noted they visited a city park or greenway "very frequently" or "frequently."

#### GNR 2.1: Add Greenway Amenities

Data was collected on all greenway amenity locations and on trail usage, which will inform the Capital Area Greenway System Master Plan update which kicked off in January 2020. This plan will include recommendations on greenway amenities.

#### GNR 2.2: Create an Open Space Plan

Staff rose to the challenge of creating and implementing a citywide strategy for expanding open green spaces by cataloguing existing parcels and facilitating an interdepartmental work group. This open space strategy has been operationalized and is built on five focus areas, including a GIS open space model, interdepartmental coordination, common criteria and core priorities, and a suite of acquisition strategies.

## Optimize public infrastructure projects to address community resiliency, sustainability, and efficiency.

### **GNR 3.3: Green Infrastructure Policy**

Staff implemented recommendations from the Green Infrastructure/Low-Impact Development (GI/LID) Work Plan, including UDO and internal text changes, revised design manuals, and educational programs for City project managers and plan reviewers, as well as private developers and engineers. In FY2019 the Green Raleigh Review program was implemented, which is a plan review process providing incentives to add green stormwater practices to site developments. The team's efforts to encourage green stormwater practices was recognized by ICMA and received a Program Excellence Award in 2018. Currently being developed is a Green Stormwater Infrastructure (GSI) costing tool to evaluate the costs of GSI alternatives to traditional stormwater control measures for public and private development projects. The team is also exploring options to meet City Council's request to incentivize use of green stormwater infrastructure practices and is drafting a city policy to determine how and when GSI should be used on city-implemented capital improvement projects.

### **GNR 3.4: Citywide Waste Reduction**

The City engaged in several efforts in support of citywide waste reduction: (1) A consultant analyzed volume-based collection for residential households and found that targeted recycling education would yield more benefits for Raleigh. (2) Staff conducted outreach to targeted multifamily apartment complexes to increase recycling, involving 75 communities and placing 120 dumpsters. Additional outreach and waste audits have been paused due to COVID-19, but Raleigh was awarded a \$145,000 grant to support ongoing efforts to increase multifamily recycling. (3) Staff worked with a private company to pilot a curbside textile program, the first of its kind in North Carolina, which collected over 243 tons of textile materials. Due to COVID-19, the program was no longer financially profitable, and the company ended the pilot. (4) The Solid Waste Services department analyzed the feasibility of CNG fleet conversion and sought outside sources for funding the purchase of electric waste hauling vehicles.

### **GNR 3.5: Community-wide Climate Action Plan**

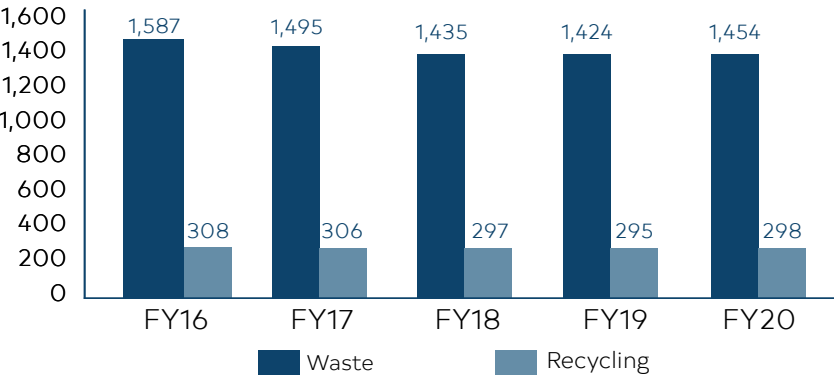
The results of the community-wide greenhouse gas (GHG) emissions inventory in the Raleigh area identified that emissions are primarily coming from Buildings and Energy (55%), Transportation (42%), and Waste and other (3% - this includes municipal operations at 2%). In 2019, the City Council established a community-wide GHG reduction goal of an 80% reduction by 2050. While the Climate Energy Action Plan (CEAP) was primarily focused on municipal projects and actions, the Community-wide Climate Action Plan (CCAP) is focused on community-wide actions to address GHG emissions, resiliency, climate equity, and environmental justice. CCAP is currently in development, being led by the Office of Sustainability with consultants and in partnership with community stakeholders including city departments, technical advisers, community action groups and equity advisers.



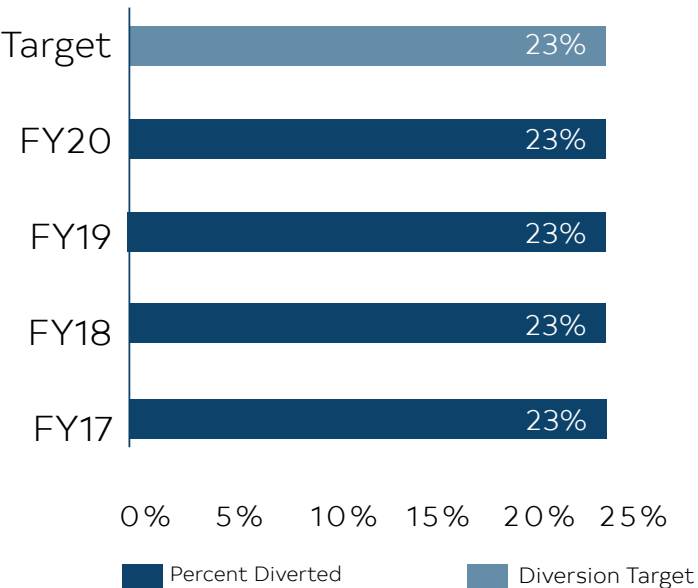
### Climate Energy Action Plan

The 2012 Climate Energy Action Plan (CEAP) recognized energy as the second largest operating expense in the City budget. In 2017, staff updated the CEAP, which included assessing 100 identified strategies for improving energy efficiency in City facilities. Strategies included implementation of the anaerobic digestion project at the Neuse River Resource Recovery Facility, eco-driver training for relevant city staff, business case evaluations and increasing city fleet alternative fuel vehicles. In addition to the specific strategies, a number of other initiatives and overarching recommendations from CEAP are currently being implemented or are being included as part of the development of the Community-wide Climate Action Plan and updates to the Strategic Plan. Related work includes energy data tracking and benchmarking, collaboration with Duke Energy, renewable energy, and energy and carbon reduction.

### Waste and Recycling Pounds per Household



### Waste Diversion



Twenty-three percent of residential solid waste in Raleigh was diverted away from landfills to be recycled (this excludes yard waste).<sup>13</sup>

## Facilitate improvements to the built environment that preserve and create neighborhoods of choice.

### **GNR 4.1: Area Plan Prioritization**

Staff developed and presented City Council with a white paper outlining a methodology for identifying priority areas that would benefit from area planning, incorporating socioeconomic, environmental, infrastructure, and policy factors. An ARCGIS tool was created based on this methodology and used during the FY2020 budgeting process to evaluate potential area plans. The tool will continue to be used and modified as needed.

### **GNR 4.4: Adopt and Implement Complete Streets Policy**

Staff developed a Complete Streets policy, which was approved and adopted by City Council in June 2015. The Raleigh Street Design Manual was reviewed to ensure alignment with the complete streets policy; proposed updates to this manual are being coordinated with the other City design manuals through the GNR 4.5 initiative. Recent efforts centered around coordination with the NCDOT Complete Streets policy and establishing a City Complete Streets web page. This web page is intended to be a centralized page for information regarding various components of complete streets and educating the public on these components.

### **GNR 4.5: Identify Opportunities to Improve Quality & Character of Infill Development**

Staff held two multi-departmental meetings and initiated related studies on infill development to analyze the various elements involved with the resources, capacity, and regulations around infill development. They also worked to identify critical gaps and preliminary ideas for potential improvements. The team coordinated updates to various design manuals, providing a cohesive approach to these documents to ensure consistent policies. The updated design manuals were introduced in February 2020 and are being presented to the Planning Commission and City Council at varying times for review in the following months.

## Facilitate improvements to the built environment that preserve and create neighborhoods of choice.

### **GNR 4.6: Capital Improvement Program**

This initiative is an evolution, combination, and alignment of several previous initiatives (highlighted below). The key component of this initiative is an interdepartmental Capital Improvement Program Steering Committee which reviews capital needs, creates citywide standards for prioritizing capital investments, and enhances collaboration on such projects. This group's efforts have resulted in revised guidelines, a detailed CIP book, and enhanced collaboration across the elements. The Steering Committee also formed two subgroups - the Project Management Task Force and the Financial Task Force - which meet regularly to discuss enhancements to project planning, management, and delivery.

### **Capital Improvement Program**

City staff identified potential capital investments included in area plans that could be catalytic and supportive of future growth. This inventory of potential projects informed decisions about the size and scope of the 2017 transportation bond referendum, including \$12M for "Neighborhood Connections and Enhancements" projects. Continued focus includes funding for sidewalks, greenways, traffic calming, and street maintenance.

The Capital Improvement Program Steering Committee was established to review all programmed capital projects during the budget process, facilitate cross-departmental planning, and improve identification of partnership opportunities. This Committee also reviews opportunities to improve city-initiated projects, such as incorporation of green stormwater infrastructure. The Committee reviews the financial sustainability of the capital improvement program by reviewing open projects for project residuals. This effort is on-going and built into the annual budget process.

### **Support for Improvement of State Government Complex**

The Strategic Plan previously included an initiative focused on supporting the State's efforts to improve the state government complex. Staff collaborated with the NCDOT on bridge replacements, the sale of three State-owned houses on North Person Street, and a study of downtown infrastructure.



# Organizational Excellence

**Foster a transparent, nimble organization of employees challenged to provide high quality, responsive, and innovative services efficiently and effectively.**

Positioning the City of Raleigh to be nimble, responsive, and innovative will contribute to overall community success. The four objectives within the Organizational Excellence key focus area seek to:

- Promote a culture that values continuous improvement, employs leading business practices, and fosters financial stability.
- Align facilities, staff, and technology with organizational needs.
- Expand effective and equitable customer service that engages all stakeholders through transparency, cooperation, and feedback.
- Recruit and retain a diverse, high-performing workforce.

## AAA

The City of Raleigh has earned the highest-level credit ratings on both the general obligation and water/sewer bonds by the three major credit rating agencies (Fitch, Moody's and S&P Global). Similar to personal credit scores, high bond ratings allow the City to take advantage of lower interest rates on debt.



# 56%

**Rate the overall value they receive for their City tax & fees as "good" or "excellent."**

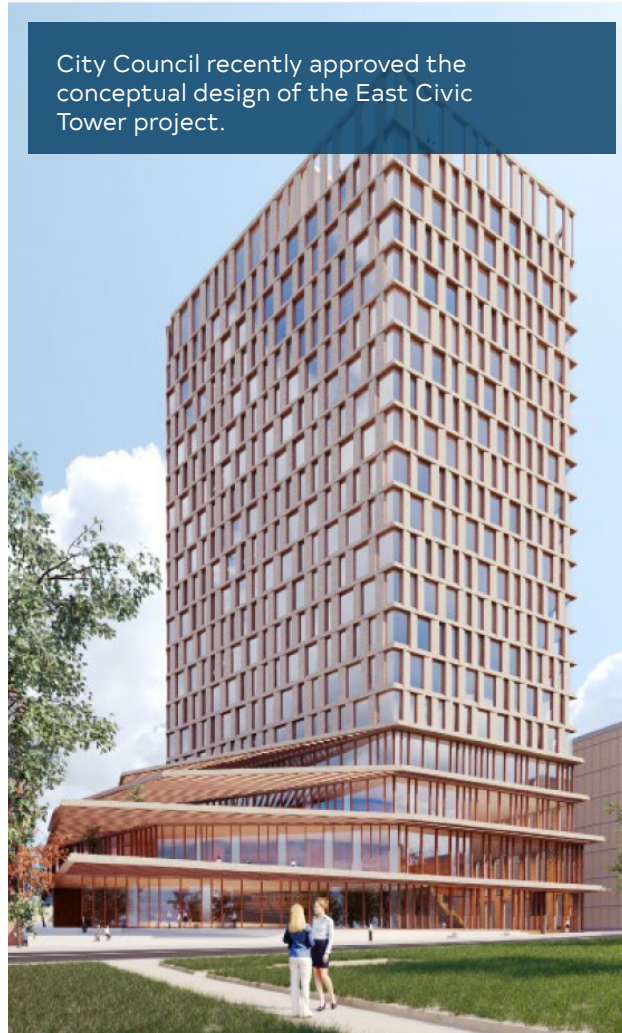
# Major Accomplishments

Throughout the duration of the FY2016 – 2020 Strategic Plan, the City completed many efforts to advance implementation of the Organizational Excellence key focus area. Some of the most transformative projects are highlighted below.

In 2016, the City began administering a biennial Community Survey to assess satisfaction with City services.



City Council recently approved the conceptual design of the East Civic Tower project.



The City implemented new branding including a logo, vision, and mission statement.



## Promote a culture that values continuous improvement, employs leading business practices, and fosters financial stability.

### **OE 1.1: Performance Management, Innovation, and Continuous Improvement**

The City championed a performance management philosophy and a culture focused on continuous improvement. Staff defined a standard progress reporting timeline to City Council on strategic planning efforts, outlined a new departmental business planning process, and implemented a centralized performance management system. The Strategic Planning and Performance Analytics Academy was developed, with courses expanded each year for City employees in the areas of performance analytics, budgeting, continuous improvement, and strategic and business planning. The City also launched LEAN continuous improvement certification for City employees; to date, 32 current employees hold LEAN Practitioner Green Belts.

### **OE 1.4: Business Continuity Plans and Resiliency Principles**

A team worked with staff across departments to identify essential functions and assess business processes, impact, and risk. A wide range of vulnerabilities, including weather related risks and non-weather-related risks were evaluated. Staff also hosted training exercises for emergency management preparedness. In response to COVID-19, the City collected information on department operations and communicated changes internally and externally to ensure continuity of services.

### **OE 1.5: Governance Structure for Organizational Policies**

The City launched a policy work team that established a policy framework, prioritized policy review, and created policy and procedure templates. A new structure for policies was created in 2019, which provides greater clarity for individual departments to create department-specific policies and standard operating procedures. Finally, the policy work team outlined a new classification system for policies to enhance clarity: site security, asset and City of Raleigh property, financial policy, human resources, information technology, cyber security, and other rules and guidelines. In March 2020, the team launched an internal tool to manage the workflow for policy review.



## **Promote a culture that values continuous improvement, employs leading business practices, and fosters financial stability.**

### **OE 1.6: Sustainability Tools for Assessing and Rating (STAR)**

In 2015, the City of Raleigh completed the Sustainability Tools for Assessing and Rating (STAR) Communities Assessment. The assessment measured the City's environmental, economic, and social sustainability within three levels: goal areas, objectives, outcomes and actions. Staff reviewed the findings of the assessment and provided a report of results to applicable departments to ensure continuous improvement within identified metrics and outcomes.

### **Stakeholder Satisfaction Surveys**

The City successfully launched a biennial community survey through a third-party vendor in 2016 and 2018. The results of the Community Surveys were shared with City Council and made available for public consumption. The next iteration of the Community Survey is currently moving forward.

### **Comprehensive Communications**

The City successfully implemented a new branding project across all City functions. The work produced a new logo, vision, and mission statement. The City launched a new storefront for requesting branded items, including various work templates. An internal storefront was created and continues to expand offerings for branded materials.

## Align facilities, staff and technology with organizational needs.

### **OE 2.1: Increase Documents and Records Accessibility**

To better serve the community, a new platform was created on the City's website to access public information requests. The request portal documents the request and allows for more robust accountability around the requests. In addition, staff worked to scrub the website and removed outdated information with the implementation of the new City website. Internally, staff hosted a record management and record retention training for City employees and updated internal sites to enhance accessibility of essential documents.

### **OE 2.2: Institutional Fiber Network**

Staff successfully completed all four phases of the municipal fiber program, resulting in 41 priority sites coming online. With the completion of the initiative, staff identified other projects that bolstered the City's disaster recovery response. These connections continue to add to the overall resiliency of the City of Raleigh's technology infrastructure.

### **OE 2.3: Centralized Campus**

In September 2018, City Council approved the Civic Campus Master Plan, a transformational project which will bring downtown City functions together in one building for easier collaboration and access for the community. Since that time, staff continued to move forward with the planning phases of the new Civic Campus. City Council recently approved the conceptual design of the East Civic Tower project. These actions have successfully moved the initiative from the planning phase to the implementation phase.

# 61%

**Rate their ability to access  
information they need about the City as  
"excellent" or "good."**

## Expand effective and equitable customer service that engages all stakeholders through transparency, cooperation, and feedback.

### **OE 3.1: Organization-Wide Customer Service**

The City established four customer-service standards for City employees: Responsive, Respectful, Ethical, and Dependable. Staff instituted the standards across new employee trainings, including New Employee Orientation and supervisor/manager training. The new standard of customer service culminated in the creation of the City's annual National Customer Service Week celebration.

### **OE 3.2: City Boards and Commissions – Scope, Structure, and Engagement**

Staff surveyed City boards, committees, and commissions to determine demographic composition relative to the City's population and to review processes used to create, administer, and maintain boards and commissions. In 2019, the staff reported their findings to City Council.

### **OE 3.3: Customer Relationship Management System**

Staff conducted benchmarking to gather data on how other organizations are using customer relationship systems. The study included organizational structure, systems, and processes the organizations use for providing service to customers. This work, along with research on best practices, will be used to determine the optimal solution to meet the needs of the City and its stakeholders.





## Recruit and retain a diverse, high-performing workforce

### OE 4.1: Compensation Philosophy & Structure

A new compensation structure was implemented across the City. The structure is evaluated on an ongoing basis to ensure market competitiveness. To support this effort, staff successfully implemented a new employee e-performance evaluation review form and process. The new process focuses on continual performance evaluation between supervisors and employees through a mid-year review. The new form highlights the role of measurable, employee-focused goals and a direct connection with the City's core competencies.

### OE 4.2: Develop Career Paths and Succession Planning

Staff worked to refine a succession model that ensures the organization is prepared for vacancies in key positions and that there is planning to ensure minimum disruptions to service during these vacancies.

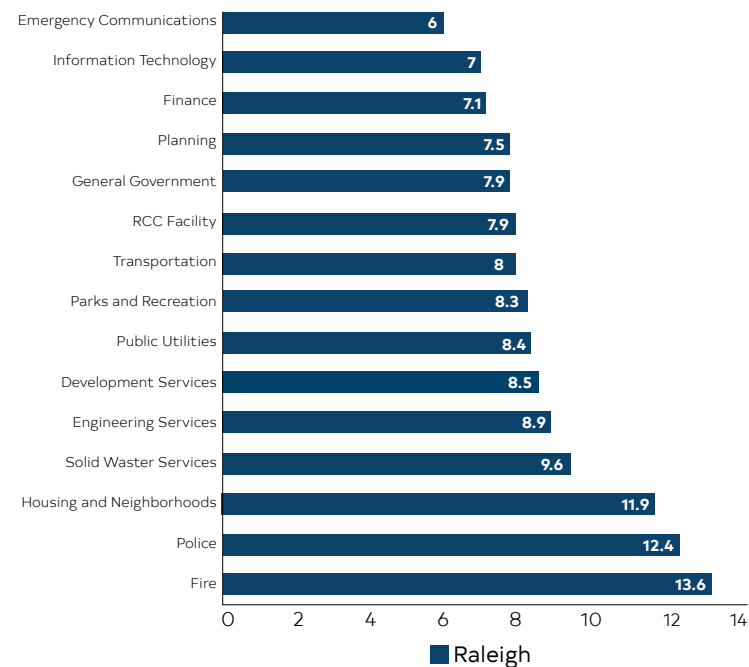
### OE 4.3: Develop Recruitment Strategies

Ensuring that the organization can recruit qualified applicants that represent and draw on the strengths of our community is an important part of successful service delivery. Staff continued to recruit talent in the areas of greatest need through efforts at community events, community centers, local high schools, colleges and universities, and major job fairs.

### Identified Employee Core Competencies and Expectations

The Strategic Plan previously included an initiative focused on developing core competencies and expectations for City employees. Eight organizational values were developed: responsiveness, integrity, respect, collaboration, honesty, diversity, stewardship, and initiative. These values are regularly reviewed to ensure relevancy. These values influenced the development of fifteen employee competencies, applied to positions dependent upon their function in the organization. The core competencies for everyone in the organization include professionalism, effective communication, personal management, customer service, and problem solving. These competencies are included in the City's e-performance evaluation tool.

## Average Years of Service <sup>12</sup>



# Safe, Vibrant & Healthy Community

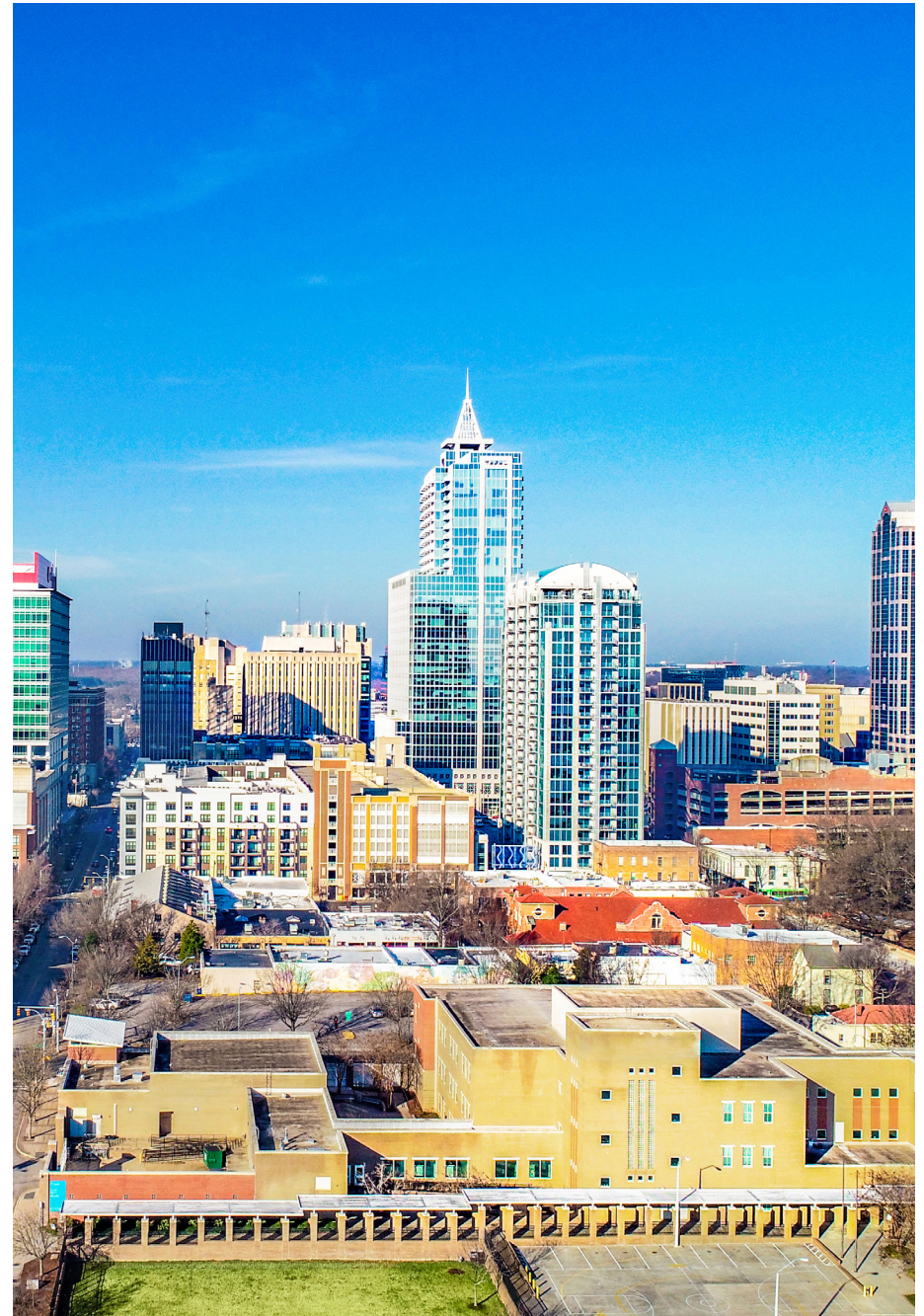
**Promote a clean, engaged community environment where people feel safe and enjoy access to community amenities that support a high quality of life.**

Having a clean, safe, and vibrant community is important for the future of Raleigh. The four objectives within the Safe, Vibrant & Healthy Community key focus area seek to:

- Promote a positive level of real and perceived safety that reflects a thriving atmosphere in which to live, work, and play.
- Preserve and increase the supply of housing for all income groups, including those with supportive service needs.
- Endorse targeted redevelopment through walkable, mixed-use and mixed-income neighborhoods.
- Enhance our citizens' quality of life by providing a well-designed community that facilitates active living and healthy lifestyles.

**66%** Rate the overall cleanliness of Raleigh as “excellent” or “good.”

**84%** Feel “safe” or “very safe” in Raleigh.





# Major Accomplishments

Throughout the duration of the FY2016 – 2020 Strategic Plan, the City completed many efforts to advance implementation of the Safe, Vibrant & Healthy Community key focus area. Some of the most transformative projects are highlighted below.



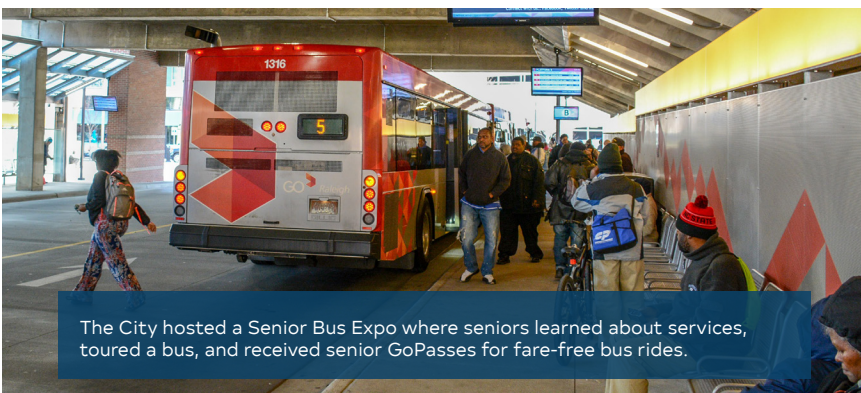
Oak City Cares, a multi-service center for those at risk of or experiencing homelessness, opened in April 2019.



Council adopted the Affordable Housing Improvement Plan and the Affordable Housing Location Policy to advance affordable housing goals throughout the city.

	489	YEAR 1 FY 16-17
	519	YEAR 2 FY 17-18
	790	YEAR 3 FY 18-19
	449	YEAR 4 FY 19-20
<b>Total = 2,247</b>		
<b>PROGRESS TOWARDS 5,700 UNITS GOAL</b>	<b>3,453</b>	<b>REMAINING: FY 2016 -2026</b>
The City is on-track to meet the Council established goal of creating or preserving 5,700 affordable housing units over 10 years.		





## Promote a positive level of real and perceived safety that reflects a thriving atmosphere in which to live, work, and play.

### **SVHC 1.1: Staff Presence – Special Events**

Staff worked with departments to establish standardization and best practices for providing security, safety, and cleanliness at special events. To further support special events, portable barriers were purchased and deployed which enhance pedestrian safety from vehicle-borne dangers. In addition to enhancing safety, these barriers contribute to environmental benefits and aesthetic improvements by reducing reliance on idling trucks to block streets. Work in this area also included creating a Special Events Taskforce to evaluate event support needs on an ongoing basis. In FY2020, staff began the process of planning engagement meetings with the special events community and nightlife community to create a means for ongoing and intentional engagement. With event cancelations related to COVID-19 public health concerns, staff shifted focus during the latter part of the year to ways to help slow the spread of the virus.

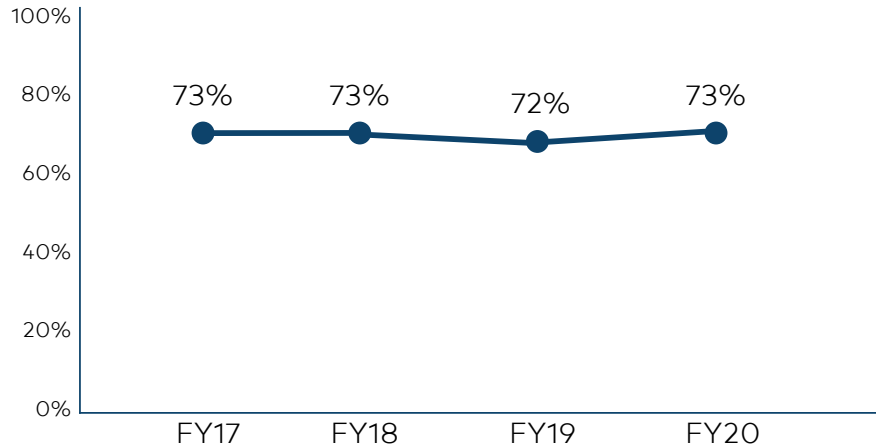
### **SVHC 1.2: Apply Crime Prevention through Environmental Design**

Environmental factors (e.g., access control, lighting, visibility) and quality of life issues (e.g., orderliness, cleanliness) impact real and perceived safety. By employing Crime Prevention Through Environmental Design (CPTED) principles to new and existing City facilities and spaces, potential issues can be addressed to enhance real and perceived safety. Over 40 staff across City departments received Crime Prevention through Environmental Design (CPTED) training and began evaluating City-owned facilities, parks, and transit stops. CPTED principles are also applied in the planning of new projects to ensure proper safety elements are incorporated. In addition to evaluations of City-owned facilities, staff are working to produce best practices for organizations in the community to consider to positively impact safety throughout the community. CPTED assessments are also offered as a service to the community upon request.

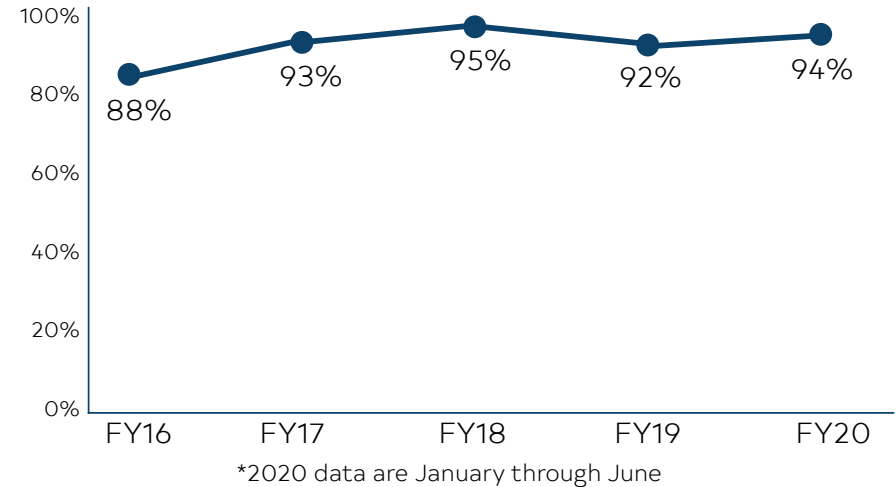
### **SVHC 1.3: Public Safety Staffing and Facility Needs**

Staffing needs in the Police and Fire departments were evaluated through consultant-led studies. Recommendations from the studies will be evaluated and implemented as necessary. The police vehicle upfit program continues to be funded in the yearly budget. Staff continue to monitor facility needs to serve a growing community.

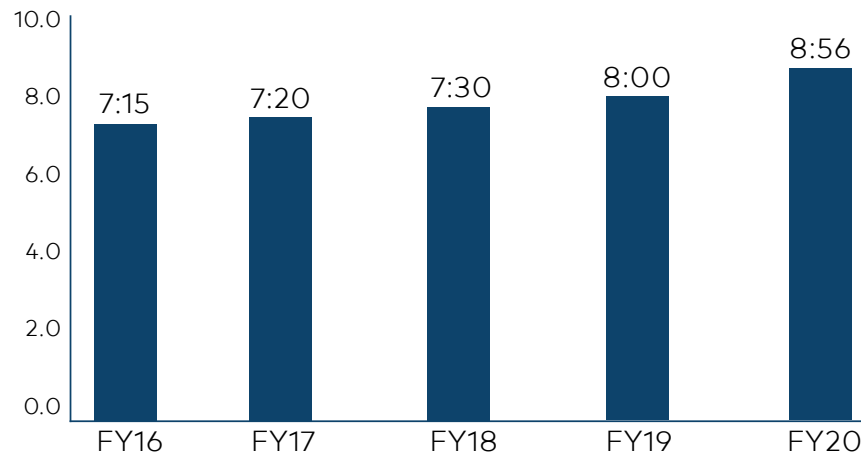
### Percent of Fire responses in which first arriving unit arrives at the incident in 320 seconds or less



### 911 Calls Answered within 10 Seconds



### Average Police Response Time for Priority 0 Calls (in minutes)



Police response times reported are the average response times for Priority 0 calls for service<sup>14</sup>. Raleigh Police Officers rely on their training and departmental policy to determine the speed and manner in which to drive when responding to calls for service. Officers responding to emergency situations must drive with due regard for the safety of all persons using the road and in a manner cognizant of traffic conditions at the time. While the Raleigh Police Department strives to minimize its response time to high priority calls, it must do so in a manner that maintains the safety of the general public.



## Preserve and increase the supply of housing for all income groups, including those with supportive service needs.

### **SVHC 2.1 Oak City Cares**

Oak City Cares, a multi-service center for those who are at-risk of or are currently experiencing homelessness, opened in April 2019. The center was made possible through partnerships between the Partnership to End Homelessness, Wake County, Catholic Charities, and the City of Raleigh. The coordinated service center serves anyone in Wake County in need of housing assistance. More than 70 organizations provide warm food, clothing, and other services to an average of 370 people every weekend, 60% of whom are experiencing homelessness.

### **SVHC 2.2: Partnerships for Permanent Housing for At-Risk**

The City partnered with Wake County, Alliance Behavioral Healthcare, and developers of affordable housing seeking gap funding to encourage developers to set aside units for supportive housing and Alliance clients. Over the past four years, there have been commitments for 196 new units.

### **SVHC 2.3: Partnerships for Mixed-Income Housing**

Significant progress was made to advance the City's mixed-income housing goals. Examples of major projects include East College Park, Martin Haywood, and Idlewild Phase 1. Over 68 homes have been sold to income-qualified buyers in these three projects. In each of these projects, staff monitors the mix of income restricted and non-restricted to ensure that each builder maintains the 60 / 40 mixed-income ratio that was adopted in the Neighborhood Revitalization Strategy Area Plan.

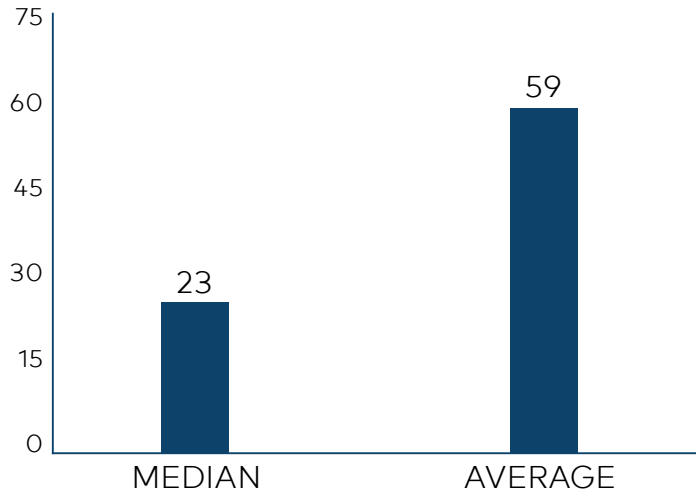
### **SVHC 2.4: Implement the Affordable Housing Improvement Plan**

The City's Affordable Housing Improvement Plan was adopted by City Council in October 2015. This plan outlines goals and strategies for addressing a growing demand for affordable housing options in Raleigh. In 2016, the Council established a goal to create or preserve 5,700 affordable housing units over a 10-year time period. City Council also approved a portion of the tax rate to be dedicated to support affordable housing.

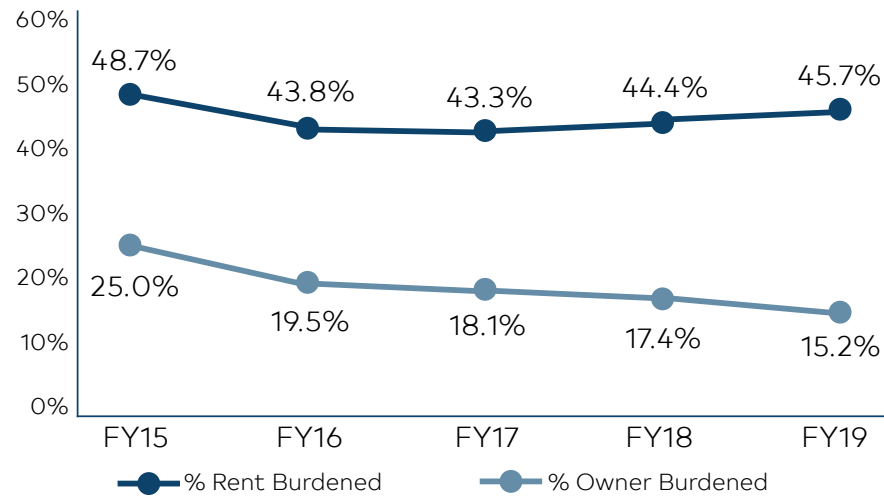
### **Affordable Housing Location Policy**

The Strategic Plan previously included an initiative focused on replacing the Scatter Site Policy. An Affordable Housing Location Policy was approved by City Council to replace the scattered site policy previously in place.

### Average and Median Nights Spent in Emergency Shelters



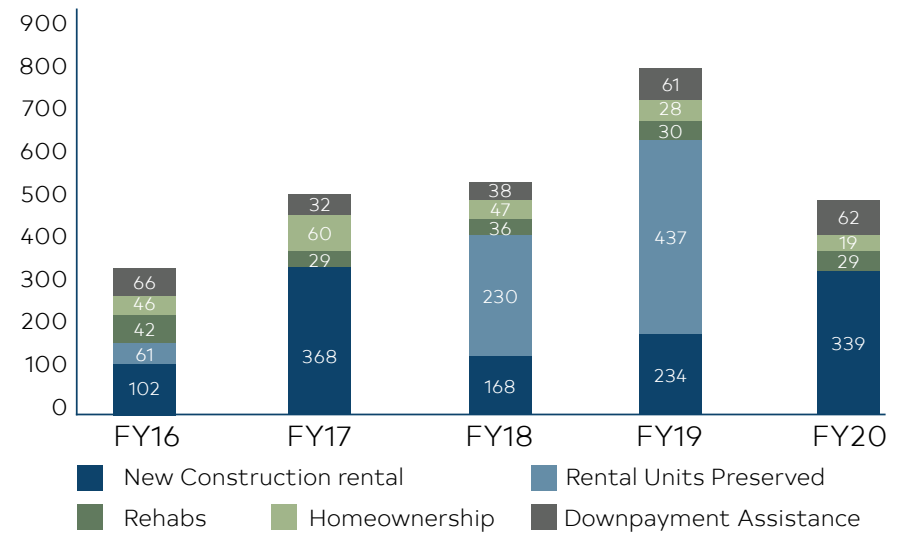
### Cost Burdened<sup>8</sup>



In 2019 in Wake County:

- Of those who exited emergency shelters to permanent housing, 33% returned to homelessness within 2 years.
- Of those who exited transitional housing to permanent housing, 16% returned to homelessness within 2 years.
- Of those who exited rapid rehousing to permanent housing, 12% returned to homelessness within 2 years.

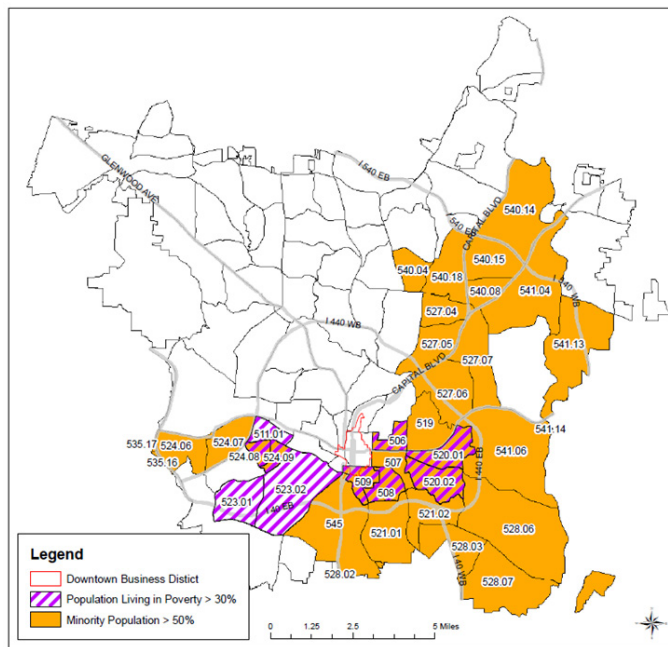
### Affordable Housing Goal



## Endorse targeted redevelopment through walkable, mixed-use and mixed-income neighborhoods.

There are seven Racially Concentrated Areas of Poverty (RCAPs) in Raleigh. The seven RCAPs are highlighted in the map below.<sup>15</sup>

Minority & Poverty by Census Tract



Source: 2013-2017 American Community Survey

### SVHC 3.1: Prepare Plans for Targeted Areas

Staff continued its work on the Neighborhood Indicators Dashboard, an interactive map that will provide a snapshot of a neighborhood's health by sharing various data points. The dashboard will be one of the many tools that assist staff with identifying targeted investment opportunities throughout the city.

### SVHC 3.2 Acquisition Priorities – Redevelopment Areas

The City provided support in the form of gap financing for multiple projects including Brown Birch Apartments, Toulon Place, and The Summit at Sawyer. In total, City Council approved \$5,816,272 in gap financing from FY2017 – FY2020.

### SVHC 3.3: Strengthen Community Outreach, Engagement, and Communication

Twenty-five staff across City departments were trained on the International Association of Public Participation (IAP2) model, a globally recognized standard for effective community engagement. In June 2020, a City Planning Community Engagement Process (CEPD) study was presented to City Council.

In May 2020, the City began working with a consultant to evaluate and develop recommendations to improve the organization's community engagement processes. This work is ongoing and will inform processes throughout the City.



## Enhance our citizens' quality of life by providing a well-designed community that facilitates active living and healthy lifestyles.

### SVHC 4.1: Support Strategies that Advance Healthy Choices

This initiative focused on supporting efforts that addressed: substance misuse, aging in place, and food access and security. Staff implemented multiple projects to advance healthy lifestyles for community members of all ages.

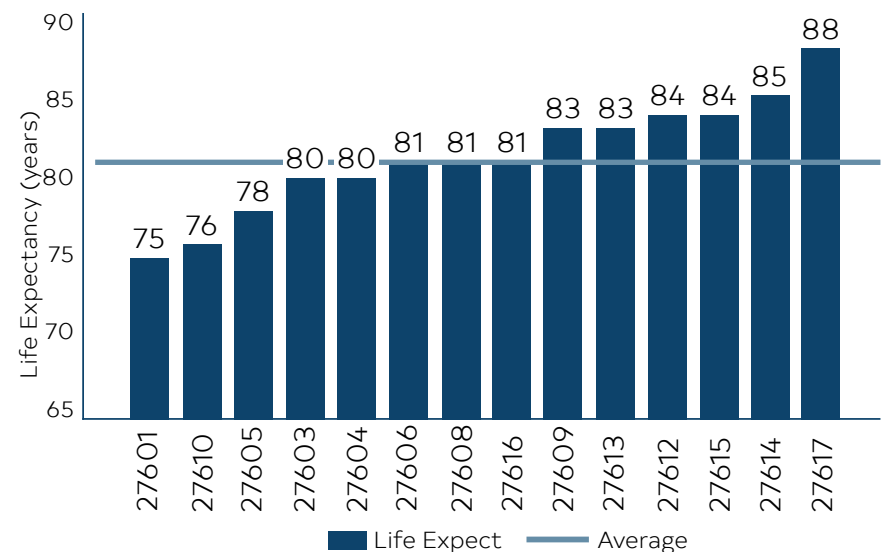
Garden Core, a 12-week inter-generational seed-to-plate gardening program, was offered that brought teens and older adults together to learn about gardening, healthy eating, and cooking. In addition to supporting the City's Strategic Plan, the project supported Wake County's Food Security Plan. Staff also hosted a Senior Bus Expo, during which over 60 seniors learned about GoRaleigh's services and were able to tour a bus and meet a bus driver. Lastly, over 50 older adults participated in the Raleigh's People in Portraits program where they learned the art of self-expression through portraiture.

Staff also supported the City's Substance Use Advisory Commission in its mission to advocate for a healthy community by promoting best practices for the prevention, intervention, and treatment of alcohol, tobacco, and other drug misuse.

### Downtown Cleanliness Enhancements

The Strategic Plan previously included an initiative on enhancing the cleanliness of Downtown Raleigh. In 2016, City Council created a Downtown Raleigh Team to focus on this effort. The team continues to serve successfully in this capacity

Life Expectancy by Zip Code <sup>16</sup>



# Transportation & Transit

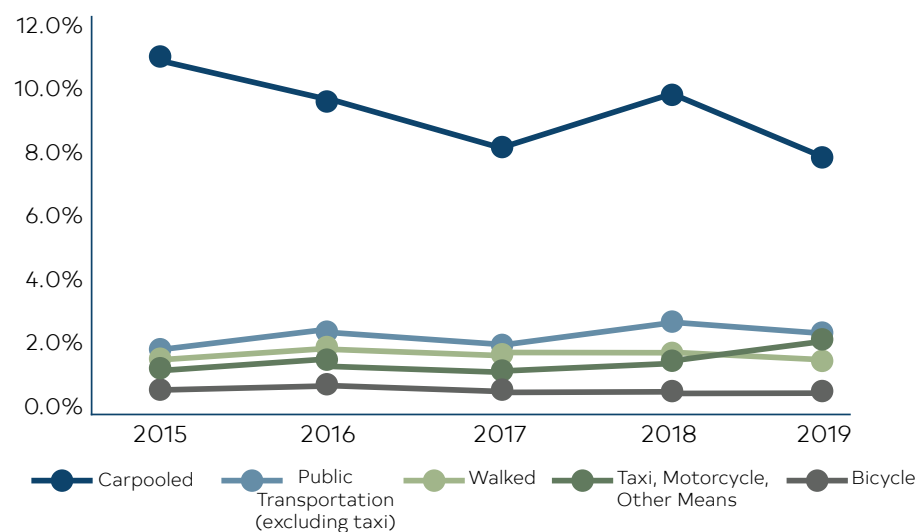
**Develop an equitable, citywide transportation network for pedestrians, cyclists, automobiles, and transit that is linked to regional municipalities, rail, and air hubs.**



Having a robust multi-modal transportation system is important for our community's future. The four objectives within the Transportation & Transit key focus area seek to:

- Develop a unified and coordinated transportation and land use vision implemented through effective and efficient project delivery.
- Enhance the safety, maintenance, convenience, and appearance of the transportation network in order to give more people more choices.
- Connect the City's transportation network to the region through partnerships.
- Establish Raleigh as the leader in transportation innovation.

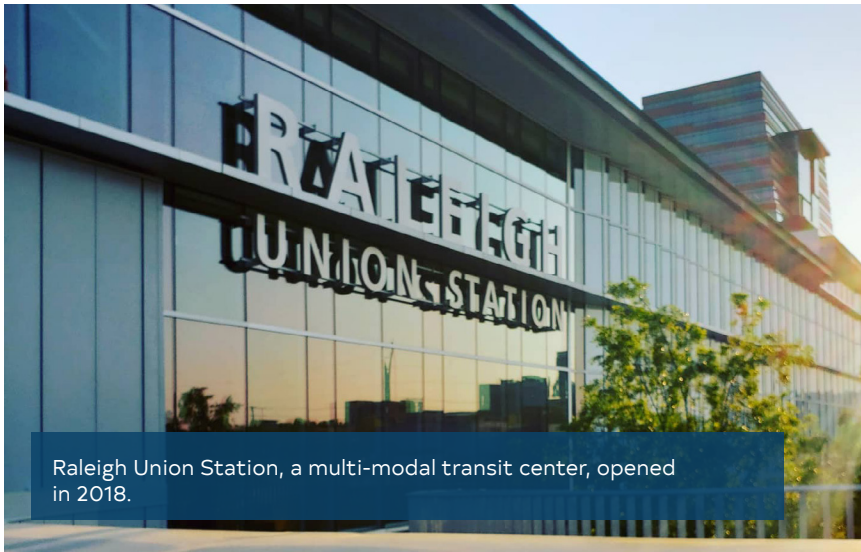
## Commuters Travel Mode to Work Other than Driving Alone<sup>8</sup>





# Major Accomplishments

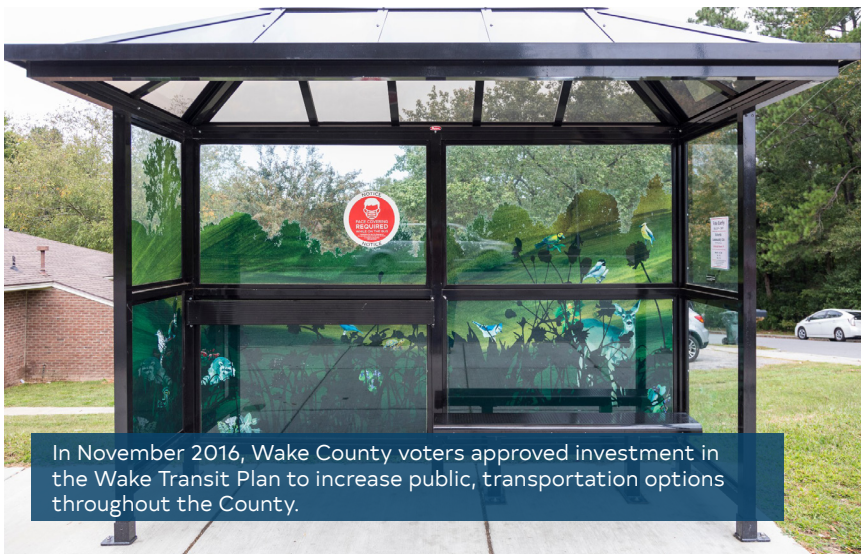
Throughout the duration of the FY2016 – 2020 Strategic Plan, the City completed many efforts to advance implementation of the Transportation & Transit key focus area. Some of the most transformative projects are highlighted below.



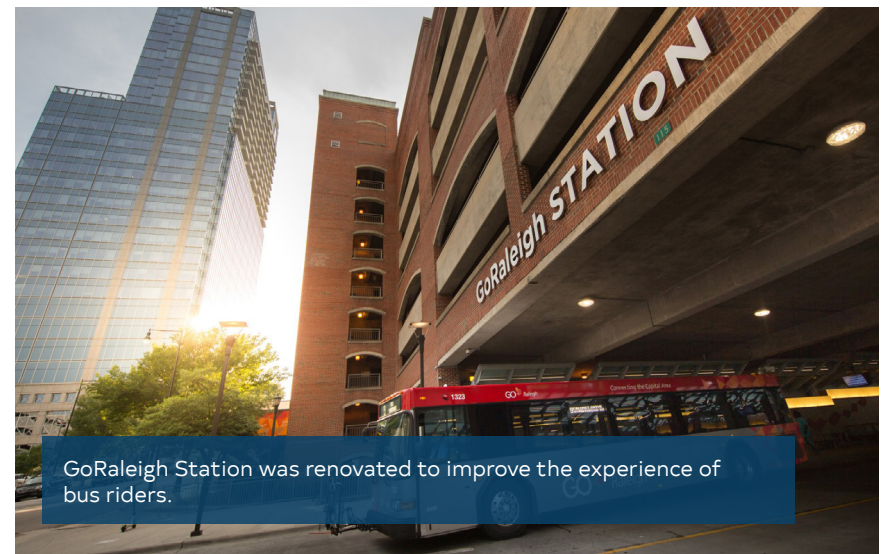
Raleigh Union Station, a multi-modal transit center, opened in 2018.



Voters approved the Transportation Bond in 2017, \$206.7 million to improve the City's transportation system.



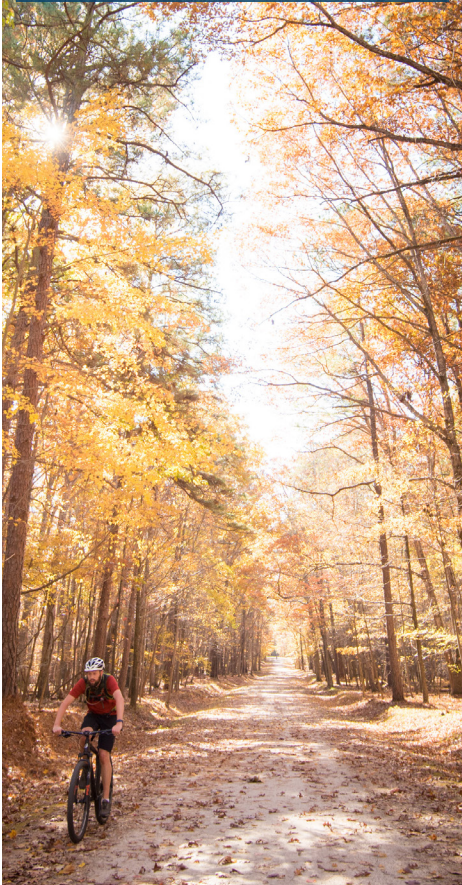
In November 2016, Wake County voters approved investment in the Wake Transit Plan to increase public transportation options throughout the County.



GoRaleigh Station was renovated to improve the experience of bus riders.



The City maintains over 100 miles of paved greenways. An update of the Capital Area Greenway Master Plan kicked off in January 2020.



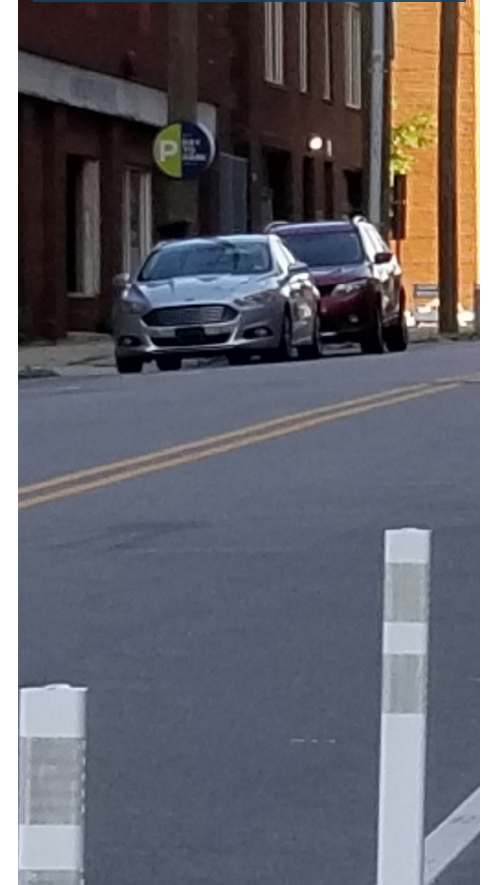
The Citrix Cycle bikeshare program was launched in 2019.



Staff worked with a consultant and community members to assess goals for supporting development around transit, culminating in the Equitable Transit-Oriented Development Guidebook.



The Downtown Development and Future Parking Needs Study was completed in 2017 to understand current and future parking needs in downtown Raleigh.





## Develop a unified and coordinated transportation and land use vision implemented through effective and efficient project delivery.

### TT 1.1 Review and Evaluate Project Delivery Process

Two cross-departmental teams obtained Lean Six Sigma certification and utilized principals learned to analyze the transportation project delivery process. Results and recommendations were evaluated and systematically implemented as appropriate, including design-build principles. Engineering Services led an initiative to procure and implement a project management software to leverage cross-departmental collaboration and assist with communicating project status and progress both internally and publicly. Staff continue to identify and implement strategies to achieve effective and efficient project delivery and work is reported to a cross-departmental Capital Improvement Program (CIP) Steering Committee.

### TT 1.2: Transit, Transportation & Land Use Vision

A cross-departmental team was formed to focus on evaluating and developing strategies to maximize the effectiveness of Wake Transit Plan investments to spur equitable transit-oriented development around high priority transit corridors. This team developed the Equitable Transit-Oriented Development Guidebook, which contains strategies and actions for addressing two key questions: (1) To what extent should Raleigh grow more around transit, as opposed to driving, in the future; (2) How do we ensure the benefits of BRT are shared equitably, meaning, among other things, how to create more affordable housing along the corridors. Based on extensive stakeholder outreach, the report found that Raleigh should and can become a more sustainable and transit-oriented city, and that affordable housing is critical. The report recommends a set of strategies, including allowing more people to live and work around BRT stations, addressing pedestrian safety issues, creating new tools for building and retaining affordable housing, including for very low-income households, and funding other equity programs.

### TT 1.3: Data-driven Transportation Investments

This initiative challenged staff to inventory and review transportation datasets across seven local, regional, and state organizations, including but not limited to the Capital Area Metropolitan Planning Organization (CAMPO) and North Carolina Department of Transportation (NCDOT). Staff reviewed regional data, growth projections, and area planning to reflect data in investments for transportation capital projects. From Envision Tomorrow, 2045 Metro Plan, to the Regional Transportation Model (TRM), the use of data was and continues to be inherently embedded in the planning processes that directly influence transportation capital investments. This effort assisted in the development of the 2017 Transportation Bond and discussions about current forecasts and potential disruptive innovations (self-driving vehicles) impacting regional growth and transportation planning are occurring now, impacting future investments.

The City of Raleigh maintains more than 1,093 center-line miles of streets. The City has contracted with a third-party vendor to conduct an inventory of sidewalks and streets along with a pavement condition assessment.



## Enhance the safety, maintenance, convenience, and appearance of the transportation network in order to give more people more choices.

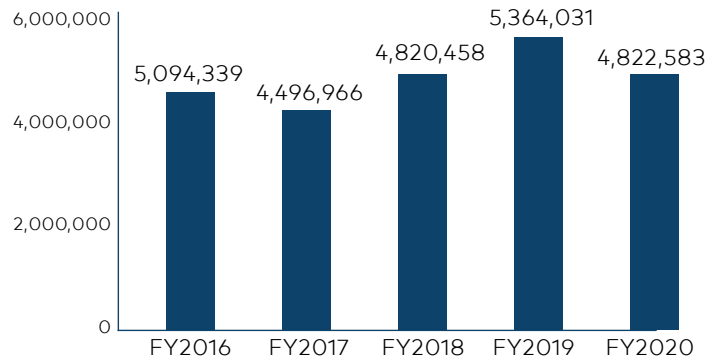
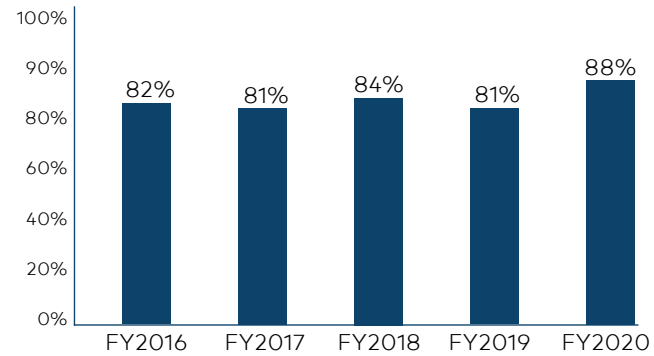
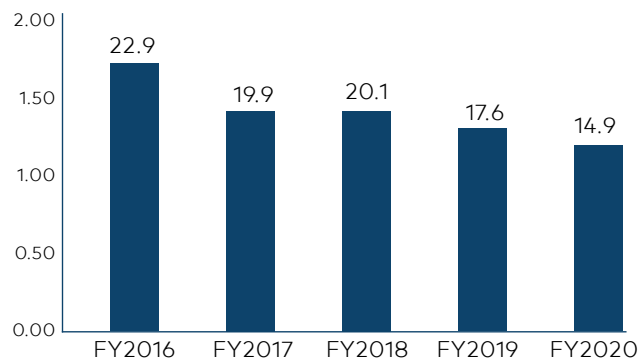
### **TT 2.1: Strengthen Transportation Connections Between Modes**

Staff developed or assisted in the developing of several planning projects to strength the connections between modes, including the Transit and Land Use Vision policy, the Downtown Operations Study, Raleigh Downtown Transportation Plan, the bus component of Raleigh Union Station, Avent Ferry Corridor Study, MidTown/St. Albans Area Plan, Capital Boulevard North Corridor study, and Bus Rapid Transit route studies. Work included the formalization of incorporating complete streets into existing projects which lacked multi-modal facilities. Staff implemented the Bike Share program, commonly referred to as Citrix Cycle. Major capital investments included the construction of Raleigh Union Station, Sandy Forks Road widening, Lenoir South two way conversion, Blount-Person lane reduction, planned Downtown N-S Greenway Connector, the Trailwood Bridge replacement, Oberlin Road Streetscape, various major greenway improvements, and multiple projects aligned with transit implementation through the Wake Transit Plan. On-going work includes the continued implementation of programs funded through the Wake Transit Program and the 2017 Transportation Bond including corridor sidewalks, micro-gap sidewalks, safe routes to school, bikeway implementation, streetscapes, and neighborhood traffic management projects. Each of these efforts worked toward the initiative's goal of strengthening the connections between transportation modes.

### **TT 2.2: Use Data & Public Feedback to Improve the Transportation Experience**

Based on feedback from the GoRaleigh On-Board Transit User Survey and the evaluation of usage data, GoRaleigh has worked to improve the transit experience. Progress has been made to improve the cleanliness of bus shelters by cleaning each shelter twice a year and completing visual inspections to report additional cleaning between cycles. GoRaleigh also completed a \$10 million renovation of GoRaleigh Station in late FY 2017. Lighting around shelters was identified as an opportunity to improve the perception of safety at shelters. Staff worked with the Raleigh Transit Authority (RTA) to revise the Shelter and Bench policy, resulting in additional requirements to enhance lighting at stations. In addition, staff worked with the RTA to amend the same policy to lower the boarding requirement threshold, to allow for more passenger amenities to be added to the system. This amended language allows for more ridership to be served in the future by these passenger amenities (an increase from 72% to 86%). Over the last five years, the City has completed 105 new shelters, including 36 additional upgrades to regular stops to meet Americans with Disabilities Act (ADA) requirements. This work included equipping bus facilities with shelters, benches, trash receptacles, improved lighting, and real time passenger information displays at transfer locations. In response to a city council request, a public facing map was launched in 2019 to provide citizens an accessible way to identify and track passenger amenity development throughout the city. The City continues to identify ways to improve on-time service, including route optimization, improving GPS technology and infrastructure, and training drivers on routes. In FY2020, GoRaleigh implemented enhanced cleaning and fogging to reduce the spread of COVID-19 and initiated measures to increase social distancing and create a safer environment for drivers and passengers.

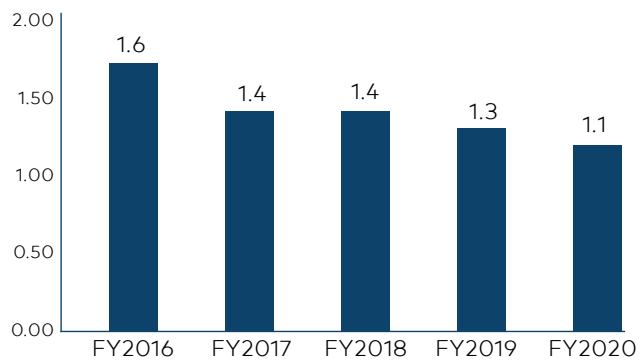
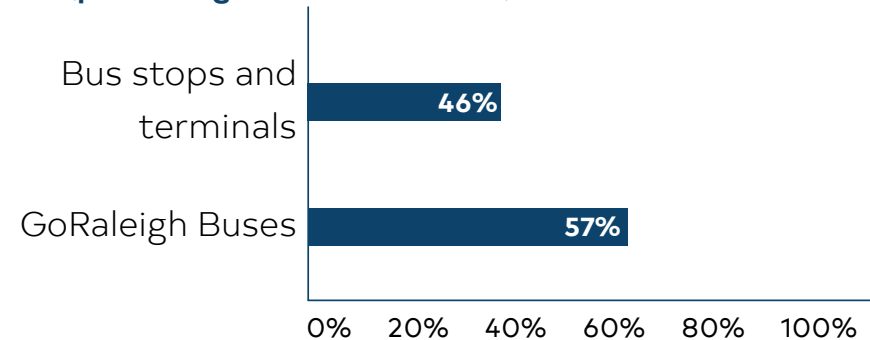


**GoRaleigh Ridership****On-Time Percentage****GoRaleigh Passenger per Revenue Hour****Transit Users Rating of GoRaleigh<sup>17</sup>**  
(percent "good" or "very good")

**37%** Weekend Service

**53%** Frequency

**51%** Ease of Bus Connections

**GoRaleigh Passenger per Mile****Community Ratings on GoRaleigh Cleanliness**  
(percent "good" or "excellent")

**Enhance the safety, maintenance, convenience, and appearance of the transportation network in order to give more people more choices.**

**TT 2.4: Make Investment to Position Select Greenway Trails as Transportation Options**

Since the beginning of the five-year strategic plan, the City's standard operating practice evolved from greenways as primarily open space or recreational amenities to positioning greenways as transportation options through cross departmental collaboration. This has been formalized through planning efforts (area plans, bus rapid transit corridor plans), capital investments, and formalization through the Greenway Master Plan update. Several capital improvement projects advanced this initiative including the Crabtree Creek Greenway, Walnut Creek Trail, Pigeon House Creek Trail, Honeycutt Creek Trail, Rosengarten Greenway, annual greenway resurfacing projects, and development of bike share infrastructure along greenway access points. Since FY2015, the City has invested over \$20M towards greenway improvements. These projects are locally and regionally critical and will significantly improve the desirability of the greenway system being used for transportation. The City has established a methodology for conducting trail user counts and has also established baseline data of trail users. This data has assisted in the development of asset mapping, allowing staff to analyze and identify gaps in connectivity between modes and nodes. The initiative team piloted a micro-scale access plan and location inventory for New Bern Avenue to identify sidewalks, bus stops, street lighting, and greenway opportunities as it relates to addressing gaps and enhancing multimodal connectivity. Through federal grant funding, staff will be able to conduct similar access plans/location inventories for Bus Rapid Transit routes in an effort to improve connectivity between greenways and transit stops.

**57%**

**rate their experience walking to places  
in Raleigh as excellent or good**

**14%**

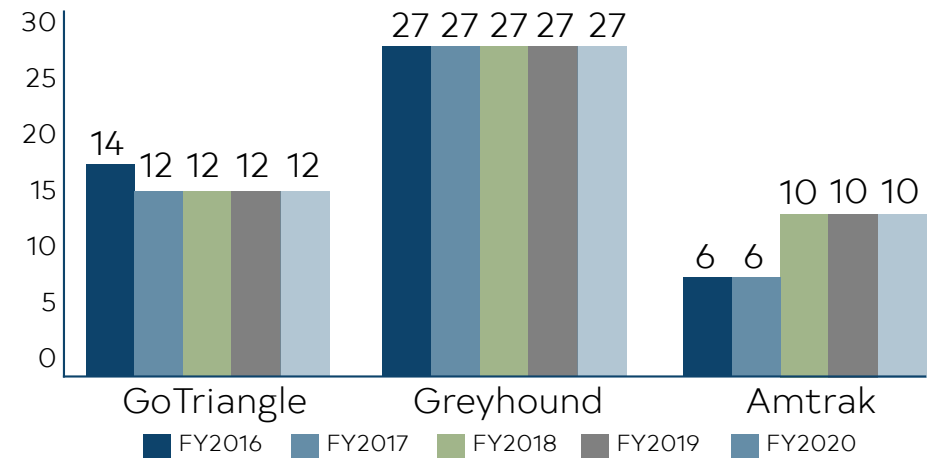
**indicated they frequently or very  
frequently use the city's greenways  
for transportation**

## Connect the City's transportation network to the region through partnerships.

### TT 3.1 Transportation Relationships & Partnerships

Staff continue to engage with regional partners to strengthen relationships to improve regional mobility. City staff actively participated in the Transportation and Planning Advisory Committee (TPAC) to build relationships and share information with representatives from other jurisdictions regarding Wake Transit Plan investments. This work includes providing support to the Raleigh Transit Authority (RTA). The City partnered with the Capital Area Metropolitan Planning Organization (CAMPO) to provide City Council with a presentation on the process for developing growth projections, how projections inform growth plans, the methodology used for prioritizing projects, and the various opportunities for City Council input. This effort included information on how the various governance structures (TPAC, RTA, CAMPO) influence transportation planning and decision-making. Staff continue to foster a positive relationship with the North Carolina Department of Transportation (NCDOT). Examples of work with NCDOT include the Downtown Raleigh Pedestrian Safety Study to adjust and prioritize pedestrian signal timing and piggybacking on NCDOT resurfacing contracts to identify partnership opportunities to incorporate complete street principles in NCDOT resurfacing projects (ex. Oberlin Road Streetscape).

GoRaleigh Regional Connections by Mode



The number of GoTriangle connections was reduced to 12 following the substantial completion of the US Department of Transportation funded I-40 Fortify project. The two routes from Johnston County were temporarily funded during the project to assist with traffic mitigation and provide alternatives to commuters.



## Connect the City's transportation network to the region through partnerships.

### **TT 3.2: Implement 2016 Transit Referendum Infrastructure and Service Expansions**

The City continues active participation with regional partners in implementing transit investments funded through a half percent local sale and use tax approved in November 2016. Implementation of the Wake Transit plan has included increased span of service on multiple routes, adding 15-minute service day routes on high priority corridors, and providing hourly Sunday service on all routes. Major capital investments include the Poole Road park-and-ride lot, ADA transportation facility, CNG fueling station, community transit centers, and advancing the bus rapid transit project. One additional initiative included implementation of the Youth GoPass program, allowing Wake County teens to travel fare-free throughout Wake County. More than 3,400 teenagers across Wake County possess a Youth GoPass and more than 71,000 Youth GoPass trips have been taken on GoRaleigh.

### **Transportation Maintenance**

Since FY2017, the City has identified and invested approximately \$70 million in transportation related maintenance and improvements, including \$40 million in street resurfacing, \$18 million in sidewalks, \$5 million in bridge repairs, \$4 million in ADA and intersection improvements, and \$2 million in traffic signal improvements. These investments were funded through General Fund contributions or the 2017 Transportation Bond referendum. Additional sidewalk and multi-modal improvements were completed through major street projects, incorporating complete street principles, funded through the 2017 Transportation Bond.

## Establish Raleigh as the leader in transportation innovation.

### TT 4.1 Alternative Fuel Technologies

The City is continuing progress on the Bio-energy Recovery Project, which will produce green energy through an advanced anaerobic digestion process. The biogas created from the process will be captured and converted to a renewable natural gas (RNG) to fuel up to 50 GoRaleigh buses per day. GoRaleigh has also been active in converting the bus fleet towards compressed natural gas, with 40 GoRaleigh buses utilizing this alternative fuel source, representing 50% of the fleet.

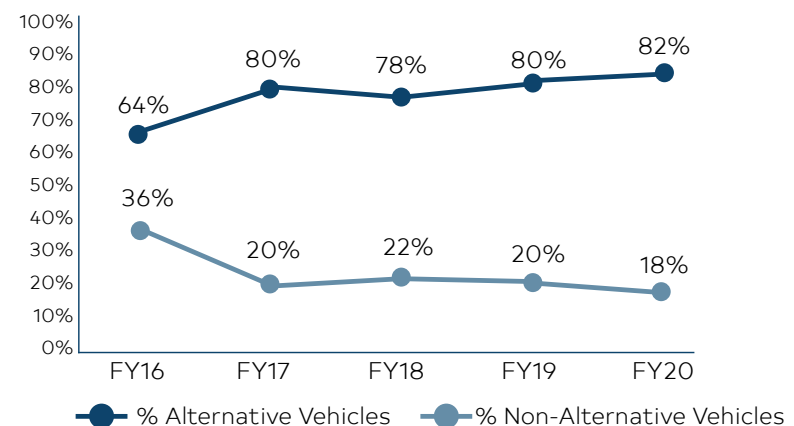
The City also made significant strides to transform our fleet into a more fuel efficient and greener system as outlined in the Fuel and Fleet Transformation Plan. As a percentage of the City's fleet, the number of alternative or hybrid vehicles increased from 45% in FY14 to 82% in FY20. The City of Raleigh earned a 2018 Green Fleet™ Award. Raleigh's fleet was ranked 37th among the recognized fleet; other large North Carolina cities earning the national award were Durham (40th) and Charlotte (47th).

The City Transportation Electrification Study was completed in FY2020. Many of the foundational actions and strategies are already underway. As part of the FY21 Capital Improvement Program, \$50,000 was programmed to complete a study on EV Charging Stations. Additional greenhouse gas emissions reduction strategies are being examined as part of the Community-wide Climate Action Plan (CCAP) project. Emissions from transportation in the community overall accounts for 42% of our community-wide emissions.

### TT 4.2: Initiate Speakers Series for Innovative Topics

The City launched the "Connect Raleigh" lecture series which features nationally recognized speakers who engage the community and City staff in dialogue about issues and topics related to Raleigh being one of the best places to live, work, and play. The kickoff lecture was hosted in collaboration with Innovate Raleigh and the Downtown Raleigh Alliance. The lecture series has featured speakers including Peter Kageyama on the love of cities, Jason Mayden on small business development, Mark Fenton on living healthy lives, Kristen Jeffers spoke about the impacts of gentrification, a panel of water experts from across the state spoke about local and global issues with our water resources and drinking water/stormwater infrastructure, a panel of experts on trees in the City of Oaks, a conversation on discovering the art of science with local artist Alyssa Miserendino, and Hurricane Trivia Night in partnership with the North Carolina Hurricanes and NC Museum of Natural Sciences. The series has facilitated important conversations and created opportunities for the public to engage with City staff.

### Alternative Vehicles in City Fleet<sup>18</sup>



## Data Endnotes

Many data points included in this report are provided by City of Raleigh Departments. The endnotes below provide additional information regarding some of the data presented in the report. Should you have questions about any of the performance measures included in this report, please contact the City's Budget and Management Services Department at 919-996-4270.

1. Community Survey data are shared throughout the report. The community-wide random sampled survey was conducted by ETC Institute in winter 2018. Percentages exclude "don't know" responses. The national average is calculated by ETC and represents the average for communities with populations of 250,000 and greater.
2. The City's official Strategic Plan booklet can be accessed at: [strategicplan.raleighnc.gov](http://strategicplan.raleighnc.gov) or by calling the City's Budget and Management Services Department at 919-996-4270.
3. Creative Vitality Index: calculated by WESTAF Creative Vitality Suite.
4. Data source is Greater Raleigh Convention and Visitors Bureau.
5. Wake County Visitors: data source is Greater Raleigh Convention and Visitors Bureau.
6. Historic Sites and Landmarks: Numbers include sites and structures that are protected through the Certificate of Appropriateness (COA) process; thus, new buildings within historic districts are included in these numbers because regulating the non-historic buildings assist in protecting the character of the historic district as a whole.
7. Data Source: US Census Bureau American Community Survey 1-year estimates. Median Household Income: ACS asks respondents to provide their income for the last 12 months and data are collected every month of the year, as such adjacent years will have some reference months in common. All dollars are inflation adjusted to the most recent year as shown in ACS table CP03.
8. Unemployment Rate: 2020 data represent average from January through June 2020. Numbers are seasonally unadjusted. Source is North Carolina Department of Commerce Labor & Economic Analysis Division.
9. Startups/Small Business Interactions: startups/small business defined as businesses with less than 49 employees.
10. Economic Development Toolkit: visit [www.raleigh4u.com](http://www.raleigh4u.com) to learn more about the various incentives included in the toolkit.
11. Air Quality Index: data source is US Environmental Protection Agency AirData for Core Based Statistical Area.
12. Average Years of Service: calculated for full-time employees only.
13. Recycling and Waste Data: waste data reflect single-family residences only. Recycling data reflect both single-family and multi-family residences.



## Data Endnotes

14. Average Response Time to Priority 0 Calls: Priority 0 calls include—Fight, Fight with Weapons; Shots into Building, Residence, Vehicle; Subject Shot; Homicide; Domestic Disturbance with Weapons; Officer Down; Subject with a Gun; Disturbance with Weapons; Crash – Aircraft; Crash – Boat; Crash – Fatality; Crash – Injury/Pinned In; Crash – Train/Injury; Armed Robbery; Attempted Armed Robbery; Rape; Mental Commitment/Violent; Robbery Alarm; Assault by Pointing (a Firearm); Active Shooter; Breaking and Entering (Non-Residence); Breaking and Entering (Residence); Breaking and Entering (Vehicle); Bomb Threat; Vehicle/Foot Chase; Check In with Police; Car-Jacking; Drowning; Home Invasion (In progress or Earlier); Hostage; Kidnapping; Missing Person Endangered; Panic Alarm; Weapons of Mass Destruction; Stabbing; Strong Arm Robbery.
15. Racially Concentrated Areas of Poverty (RCAP): RCAPs are defined as a Census Tract that exhibits both of these characteristics according to Census data: (1) more than 30% of residents live below poverty level and (2) more than 50% of households are non-white.
16. Life Expectancy by Zip Code: calculated by the Virginia Commonwealth University Center on Society and Health. The study was unable to calculate life expectancies for the following zip codes due to insufficient data: 27517, 27607, 27695, and 27709.
17. GoRaleigh Transit Survey: 2018 survey of transit users.
18. Alternative Vehicles in City Fleet: alternative vehicle is defined as vehicles with license plates, not equipment, that use Biodiesel, E85, Propane, Compressed Natural Gas, or Electricity. Does not include hybrids. Excludes GoRaleigh and Fire Department's Fleet.

# Strategic Plan Objectives and Initiatives

As previously noted, the performance report includes abbreviated language for the initiatives to conserve space. The following pages provide the initiatives in their entirety.

## Arts and Cultural Resources

Embrace Raleigh's diverse offerings of arts and cultural resources as iconic celebrations of our community that provide entertainment, community, and economic benefit.

### **Objective 1: Position Raleigh as a nationally recognized entertainment, cultural, and tourism destination**

Initiative 1.1: Develop a comprehensive marketing campaign to market Raleigh as the "Southern Capital of Arts and Culture."

### **Objective 2: Identify, protect, and develop places, traditions, and activities that celebrate Raleigh's history and cultivate innovative and diverse arts, cultural, and tourism opportunities.**

Initiative 2.1: Identify and inventory Raleigh's unique places, experiences, and traditions.

Initiative 2.2: Develop a long-term vision and goals for Raleigh's historic assets.

Initiative 2.3: Work with community partners to implement the master plan for the Dorothea Dix Park.

Initiative 2.4: Identify future destination facilities and develop programs that support and enhance arts, culture, and tourism activities throughout all geographical areas, parks, and community centers of Raleigh.

Initiative 2.5: Cultivate projects and partnerships that foster collaboration between the creative community, arts and cultural organizations, and local tech companies

## Economic Development and Innovation

Encourage a diverse, vibrant built environment that preserves and protects the community's natural resources while encouraging sustainable growth that complements existing development.

### **Objective 1: Identify and enhance workforce development partnerships and efforts and actively serve as a conduit to residents, businesses, and resource partners to attract, retain, and engage a talented workforce of various ages, skill sets, and backgrounds to support a diverse and growing economy.**

Initiative 1.1: Promote and use the Regional Workforce Skills Analysis results in discussions with industry, workforce development, and economic development partners to identify and develop specific strategies and initiatives for each industry sector.

Initiative 1.2: Support educational organizations, industry, workforce development, and economic development partners in hosting regional forums to build strategies for providing programs and degrees to meet workforce needs.

Initiative 1.3: Continue to partner with non-profits on workforce development issues.

### **Objective 2: Cultivate an innovative and entrepreneurial culture based on shared strategic goals.**

Initiative 2.1: Create partnerships and identify best practices that assist small, start-up, and minority-owned business development and education.

Initiative 2.2: Partner with the business community to host forums promoting equitable economic development and collaboration on economic development.

Initiative 2.3: Pursue joint business ventures with the private sector, State of North Carolina, and local universities that encourage and implement creative projects that add jobs and investment in our community.

Initiative 2.4: Identify opportunities to strengthen and promote the City of Raleigh's Minority and Women-owned Business Enterprise (MWBE) Program throughout all geographical areas of Raleigh.

**Objective 3: Establish a strong economic development program that utilizes strategic policies and a comprehensive tool kit of resources to strengthen Raleigh and encourages business investment in all parts of the city.**

Initiative 3.1: Evaluate the economic development tool kit policies and programs' effectiveness at supporting business recruitment, development, and retention; propose revisions as appropriate.

Initiative 3.2: Continue to refine, revise, and improve the development review and permitting process.

Initiative 3.3: Develop a policy for strategic property disposition and acquisition.

**Objective 4: Maintain and develop amenities and infrastructure specifically attractive to economic development.**

Initiative 4.1: Develop downtown parking strategies to adequately support economic development.

Initiative 4.2: Develop strategies to close the digital divide within our community by connecting underserved communities to affordable internet service through partnerships with private sector and nonprofit internet service providers.

## Growth and Natural Resources

Encourage a diverse, vibrant built environment that preserves and protects the community's natural resources while encouraging sustainable growth that complements existing development.

**Objective 1: Develop and maintain adaptable services, policies, and a regulatory framework that protects natural resources.**

Initiative 1.1: Pilot an improvement process by evaluating ordinances and development plan review associated with tree cover to maximize water and air quality protection without impeding sustainable growth.

**Objective 2: Increase the connected network of green spaces that conserve natural resources and promote outdoor activity.**

Initiative 2.1: Add amenities to greenway trails to increase and improve user experience.

Initiative 2.2: Expand green space in Raleigh by creating an open-space plan including criteria for land acquisition and pursuing non-City funding for land preservation.

**Objective 3: Optimize public infrastructure projects to address community resiliency, sustainability, and efficiency.**

Initiative 3.3: Build on recommendations of the Green Infrastructure Task Force, including an inventory of green infrastructure and the establishment of a green infrastructure policy for City projects and facilities.

Initiative 3.4: Implement strategies for city-wide waste reduction.

Initiative 3.5: Develop the Community-wide Climate Action Plan (CCAP), including establishing a greenhouse gas emission reduction goal and identifying strategies to achieve emission reductions including evaluating a renewable energy goal.

**Objective 4: Facilitate improvements to the built environment that preserve and create neighborhoods of choice.**

Initiative 4.1: Develop criteria and methods for identifying and prioritizing neighborhoods that would benefit from area planning.

Initiative 4.4: Adopt and implement a Complete Streets policy.

Initiative 4.5: Identify capacity, regulations, and resources that are needed to improve the quality and character of infill development, to include studying existing deficiencies and identifying enhanced code standards and review procedures that may address deficiencies.

Initiative 4.6: Align the Capital Improvement Program to support and identify funding strategies for the implementation and maintenance of streetscape, pedestrian, and neighborhood enhancement projects.

## Organizational Excellence

Foster a transparent, nimble organization of employees challenged to provide high quality, responsive, and innovative services efficiently and effectively.



**Objective 1: Promote a culture that values continuous improvement, employs leading business practices, and fosters financial stability.**

Initiative 1.1: Develop and adopt a performance management philosophy that encourages innovation by: promoting continuous improvement, allowing evaluation of our financial condition, human capital and policies and processes, aligning with community goals and priorities, and identifying and implementing pilot projects.

Initiative 1.4: Ensure the organization's ability to provide services during times of severe stress through a review of business continuity plans and resiliency principles.

Initiative 1.5: Establish a governance structure for maintaining organizational policies and procedures.

Initiative 1.6: Review the Sustainability Tools for Assessing and Rating (STAR) feedback to identify gaps and opportunities for community improvement.

**Objective 2: Align facilities, staff, and technology with organizational needs.**

Initiative 2.1: Increase accessibility of documents and records to internal and external customers.

Initiative 2.2: Complete construction and connection of City institutional fiber to the City's 41 priority sites and evaluate future new facilities for appropriate investments.

Initiative 2.3: Plan a centralized campus that provides easy access to staff and citizens and promotes effective collaboration.

**Objective 3: Expand effective and equitable customer service that engages all stakeholders through transparency, cooperation, and feedback.**

Initiative 3.1: Develop and implement consistent customer service standards, training, and evaluation organization-wide.

Initiative 3.2: Review the scope, structure, and engagement of City boards, committees and commissions to enhance purpose and value in the policy-making process.

Initiative 3.3: Implement a Customer Relationship Management system to facilitate better customer service

**Objective 4: Recruit and retain a diverse, high-performing workforce.**

Initiative 4.1: Assess, develop, and adopt a total compensation philosophy and structure (to include pay, classification and employee performance evaluation systems).

Initiative 4.2: Develop formal and structured career paths and succession-planning processes to encourage employee cross-training and professional development.

Initiative 4.3: Develop recruitment strategies to ensure the City attracts highly qualified candidates while leveraging strengths of the local workforce.

## **Safe, Vibrant and Healthy Community**

Promote a clean, engaged community environment where people feel safe and enjoy access to community amenities that support a high quality of life.

**Objective 1: Promote a positive level of real and perceived safety that reflects a thriving atmosphere in which to live, work, and play.**

Initiative 1.1: Develop a comprehensive approach for assessing City resources that are needed to ensure an adequate staff presence at entertainment venues and special events.

Initiative 1.2: Apply Crime Prevention through Environmental Design principles to increase and enhance safety in targeted areas throughout the City.

Initiative 1.3: Evaluate public safety staffing and facility needs in order to optimize public safety outcomes.

**Objective 2: Preserve and increase the supply of housing for all income groups, including those with supportive service needs.**

Initiative 2.1: Establish partnerships to provide for a homeless service resource center.

Initiative 2.2: Expand partnerships to increase the supply of permanent housing for formerly homeless and at-risk persons with special needs.

Initiative 2.3: Seek new partnerships for the development of mixed-income housing in or near the Downtown area.

Initiative 2.4: Pursue affordable housing goals as outlined in the Affordable Housing Improvement Plan and approved by City Council.

**Objective 3: Endorse targeted redevelopment through walkable, mixed-use and mixed-income neighborhoods.**

Initiative 3.1: Prepare and adopt plans for targeted areas characterized by disinvestment and consider funding strategies to implement plan components.

Initiative 3.2: Identify and address acquisition priorities in redevelopment areas to eliminate blight and create critical land mass for future development.

Initiative 3.3: Strengthen neighborhood social fabric through community outreach, engagement, and communication.

**Objective 4: Enhance our citizens' quality of life by providing a well-designed community that facilitates active living and healthy lifestyles.**

Initiative 4.1: Implement and support strategies that eliminate barriers to healthy and active lifestyle choices, including identifying opportunities for the City to support efforts to address: substance abuse and opioid addiction; aging in place; and urban agriculture, the applicable recommendations of the Wake County Food Security Plan, and education about the benefits of local, healthy food options.

## Transportation and Transit

Develop an equitable, citywide transportation network for pedestrians, cyclists, automobiles, and transit that is linked to regional municipalities, rail, and air hubs.

**Objective 1: Develop a unified and coordinated transportation and land use vision implemented through effective and efficient project delivery.**

Initiative 1.1: Review and evaluate project delivery process.

Initiative 1.2: Identify and develop policy, financial strategies and investment opportunities for affordable housing, economic

development, and land use efforts that will maximize the effectiveness of the Wake County Transit plan investments and the benefit to the areas in which infrastructure investments will be made, to include appropriate community engagement and outreach.

Initiative 1.3: Review regional data, growth projections, development potential and area planning and reflect data in investments in transportation capital projects.

**Objective 2: Enhance the safety, maintenance, convenience and appearance of the transportation network in order to give more people more choices.**

Initiative 2.1: Identify and implement projects that strengthen connections between modes.

Initiative 2.2: Evaluate usage data and public feedback to modify and improve the transportation experience with emphasis on bus cleanliness, safety, amenities, and on-time service.

Initiative 2.4: Make investments to position select greenway trails as transportation options.

**Objective 3: Connect the City's transportation network to the region through partnerships**

Initiative 3.1: Evaluate existing relationships; explore and develop potential partnerships that would improve regional mobility.

Initiative 3.2: Expand transit service and complete infrastructure projects approved in the 2016 Transit Referendum, to include transit supportive multi-modal infrastructure included in the 2017 Transportation Bond.

**Objective 4: Establish Raleigh as the leader in transportation innovation.**

Initiative 4.1: Continue to implement the fuel and fleet transformation recommendations and the implementation of the anaerobic digester at the Neuse River Resource Recovery facility, which includes municipal climate action co-benefits of (a) offsetting the City's greenhouse gas emissions by reusing biogas produced by the anaerobic digester to fuel GoRaleigh buses and other vehicles and (b) producing a lower volume of biosolids that require hauling away, and examine opportunities for additional greenhouse gas reduction strategies associated with the City fleet and equipment.

Initiative 4.2: Initiate a speakers' series with national experts to educate the organization and community on strategic and innovative topics







[strategicplan.raleighnc.gov](http://strategicplan.raleighnc.gov)