

# Fiscal Year 2021

## City of Raleigh Strategic Plan Performance Report



RALEIGH STRATEGIC PLAN

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**A solid foundation for an intentional future**

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



# FY2021 - 2025

RALEIGH STRATEGIC PLAN

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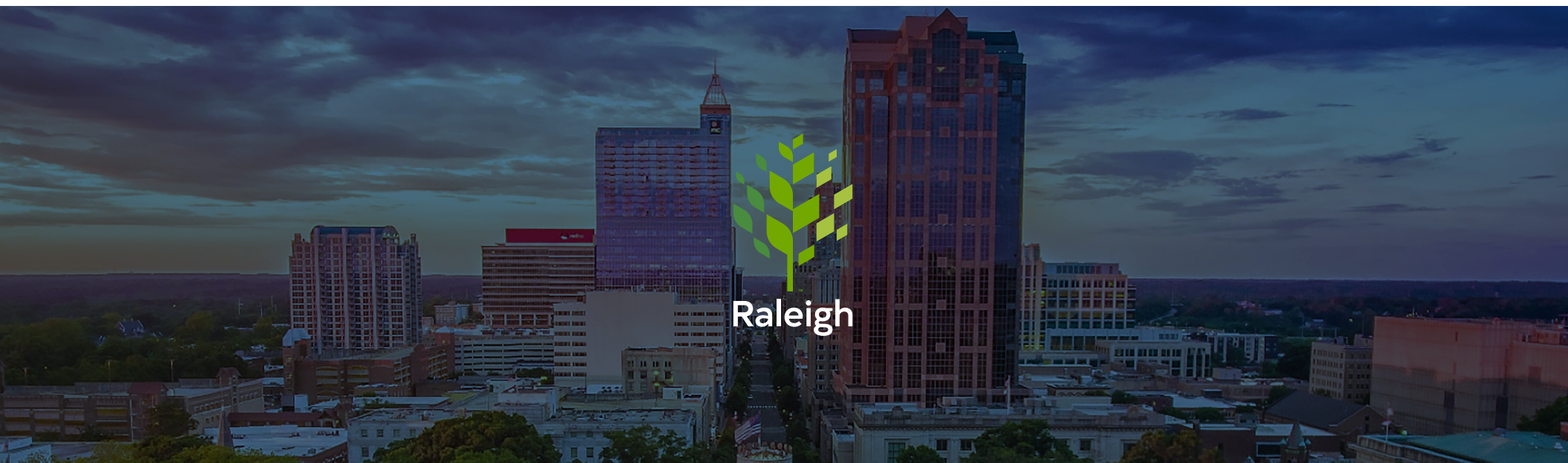
**A solid foundation for an intentional future**



# Table of Contents

## Introduction

Raleigh City Council .....	4
Letter from the City Manager .....	5
Implementing the Strategic Plan .....	7
Using the Report .....	8
Key Focus Area Reports .....	9
Arts and Cultural Resources .....	9
Economic Development & Innovation .....	15
Growth & Natural Resources .....	23
Organizational Excellence .....	31
Safe, Vibrant & Healthy Community .....	38
Transportation & Transit .....	47
Performance Measure Endnotes .....	57
Strategic Plan .....	59



# 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 October 2020, the Plan is revised each year 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

The City of Raleigh'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 is led by City Council's vision, incorporates resident feedback obtained from the biennial Community Survey, and reflects staff contributions throughout the organization.

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.

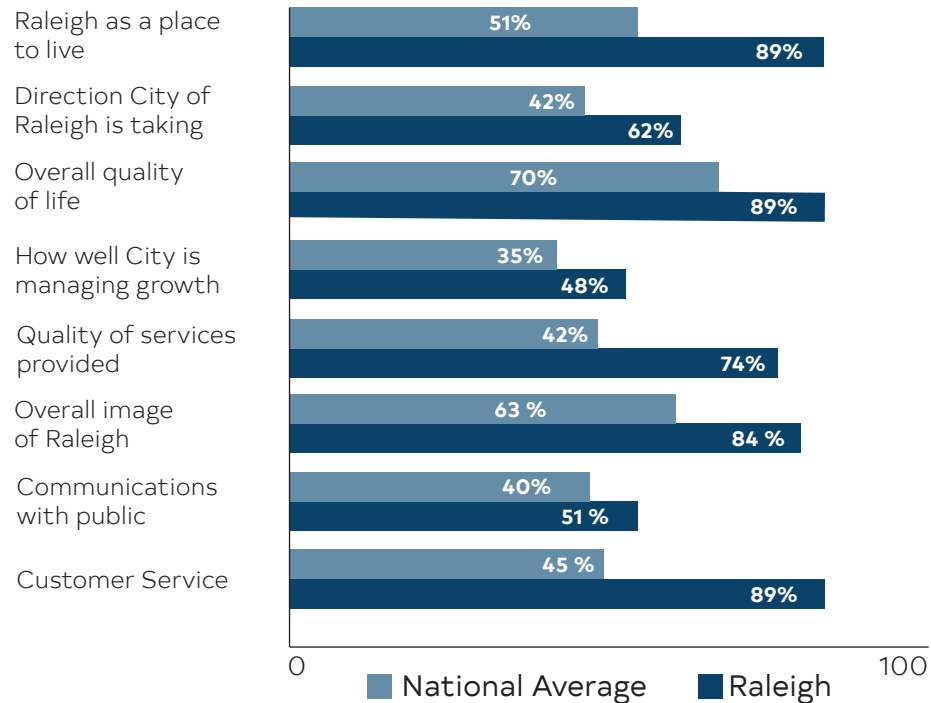
I am pleased to present the FY2021 Strategic Plan Performance Report. This report represents the City's efforts to work collaboratively – across departments and with members of the community – to make significant progress toward our established goals. The projects that stem from the Strategic Plan will have meaningful impacts on our community for years to come. I look forward to presenting future reports as we continue to advance the FY2021-25 Strategic Plan.

Sincerely,  
Marchell Adams-David  
City Manager



# How Raleighites See Raleigh

In late 2020, 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, parks, 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, effectively, and equitably.



### ECONOMIC DEVELOPMENT & INNOVATION

Maintain and grow a diverse economy through partnerships and innovation to support large and small businesses and entrepreneurs, while leveraging technology and providing equitable employment opportunities for all community members.



### SAFE, VIBRANT & HEALTHY COMMUNITY

Promote a clean, engaged community environment where people feel safe and enjoy access to affordable housing and 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, strives for environmental equity and justice, and encourages sustainable growth that complements existing development.



### TRANSPORTATION & TRANSIT

Develop an equitable and accessible 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. The pages that follow are organized by objective; these objective pages include 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, parks, and cultural resources as iconic celebrations of our community that provide entertainment, community, and economic benefit.**

The three objectives within the key focus area seek to:

- Cultivate Raleigh's position as a nationally recognized entertainment, cultural, and tourism destination.
- Identify, protect, and develop places, traditions, and activities throughout the city that recognize Raleigh's rich and diverse history and cultivate innovative and diverse arts, cultural, and tourism opportunities.
- Utilize parks, green spaces, and recreation facilities as cultural hubs, gathering spaces, and neighborhood resource centers to foster connection, creativity, and economic development.



## **Objective 1: Cultivate Raleigh's position as a nationally recognized entertainment, cultural, and tourism destination.**

### **ACR 1.1 Showcase Raleigh's Creative Community Locally and Nationally**

Staff is focused on relationship building and fostering the development of shared goals with arts and cultural organizations to help build marketing strategies that will result in a higher profile for the city's creative community and cultural assets.

### **ACR 1.2 Ingrain Diverse Live Music Into the Culture of Raleigh**

Staff is developing an inventory of both public and private live music venues across the city. This inventory will be used to identify live music deserts within Raleigh which will allow the City to focus efforts on finding ways to promote live music in those areas that are undeserved.

### **ACR 1.3 Develop a Public Art Plan**

The City of Raleigh is developing its first Public Art Plan, which will provide new direction on how public art is created for public and private places throughout the city. An initial draft has been reviewed by staff; the final plan is anticipated for release in early Fall. In conjunction with the plan, staff is working to develop community engagement opportunities for public art installations.



## Objective 2: Identify, protect, and develop places, traditions, and activities throughout the city that recognize Raleigh's rich and diverse history and cultivate innovative and diverse arts, cultural, and tourism opportunities.

### ACR 2.1 Broaden Access to Our Collective History and Stories

Through this initiative, staff is aiming to expand awareness of Raleigh's history and culture, including an emphasis on historic assets and stories that highlight Raleigh's diverse populations. Staff is currently working to select and implement a technology tool to make history more accessible from anywhere. The initiative team will also be providing opportunities for the public to tell their own stories; an effort that will empower local people to help define Raleigh's evolving historical narrative.

Another effort underway is supporting interpretive efforts at Latta University Historic Park, one of Raleigh's lesser known, but historically important, African American cultural sites.

### The City created a short documentary titled "Roots of Hope:

Rediscovering the Legacy of John Hunter." The documentary tells the story of John Hunter, a formerly-enslaved Raleigh man, and how City staff was able to connect out-of-state family members with the history of their ancestor and Raleigh roots.



## Objective 2: Identify, protect, and develop places, traditions, and activities throughout the city that recognize Raleigh's rich and diverse history and cultivate innovative and diverse arts, cultural, and tourism opportunities.

### ACR 2.2 Foster Collaboration Between Creative Community and Local Tech

The City continues to seek opportunities for collaboration between businesses and the creative community. One example is a new public art mural in downtown Raleigh titled ""8-bit to 5G"" that was created by local artist Taylor White. The mural depicts a range of iconic gaming scenes and features augmented reality, so visitors are able to interact with the mural on their smart phones. The project was initiated through the City of Raleigh's Citizen-Initiated Projects program, which encourages the development of innovative creative art on City property or City rights-of-way.

Partners involved include the Greater Raleigh Convention and Visitors Bureau, Greater Raleigh Esports Local Organizing Committee, Subnation, Downtown Raleigh Alliance, and the City of Raleigh (Raleigh Arts).

### ACR 2.3 Highlights the Culture and History of Southeast Raleigh

The City celebrated the opening of John Chavis Memorial Park Community Center in the early part of summer 2021. The center includes a glass collage titled "Chavis Unclaimed" which uses public art to share the history of the area. Juneteenth Celebrations were held around the city over the period of June 18-20, 2021. Staff is also continuing to work on research to help tell the story of enslaved peoples that lived and worked at the Dix Park plantation site.





### Objective 3: Utilize parks, green spaces, and recreation facilities as cultural hubs, gathering spaces, and neighborhood resource centers to foster connection, creativity, and economic development.

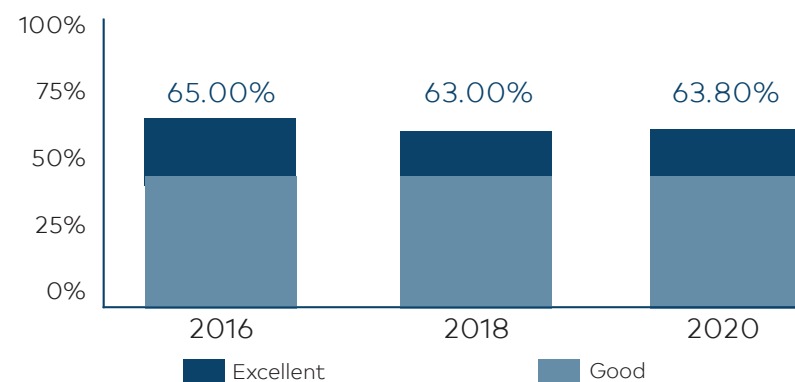
#### ACR 3.1 Dorothea Dix Park Master Plan Implementation

Despite the pandemic, Dix Park has been a very popular designation for the community. Over the last six months, staff have opened Greg Poole Jr. All Faiths Chapel, moved forward with the Rocky Branch restoration project, moved forward with the Plaza and Play project, programmed the Nights of Lights holiday light show, and added many amenities to the park. Staff also managed the return to in-person programming in the spring of 2021.

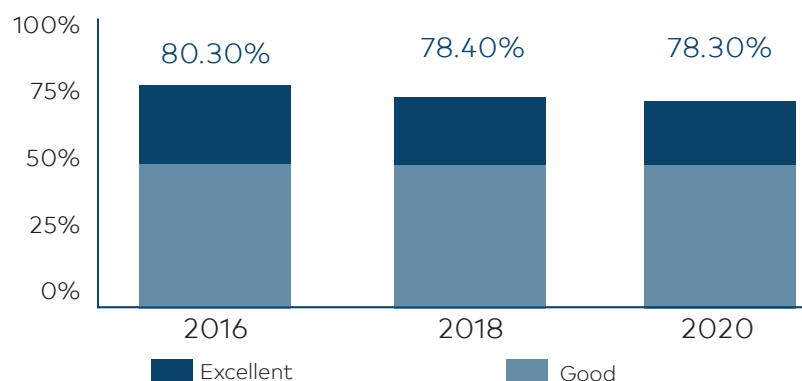
#### ACR 3.2 Develop Diverse and Inclusive Arts, Recreational, and Cultural Programming

Staff is developing a communication plan to break down the barriers for the community to connect with parks through the use of public transportation. Staff is also beginning work on developing a pilot project that will evaluate inclusivity in existing parks programs.

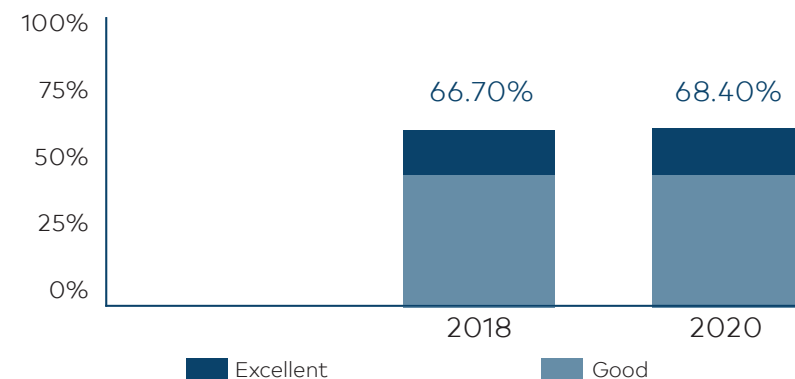
#### Cost of arts & cultural programs offered in Raleigh<sup>1</sup>

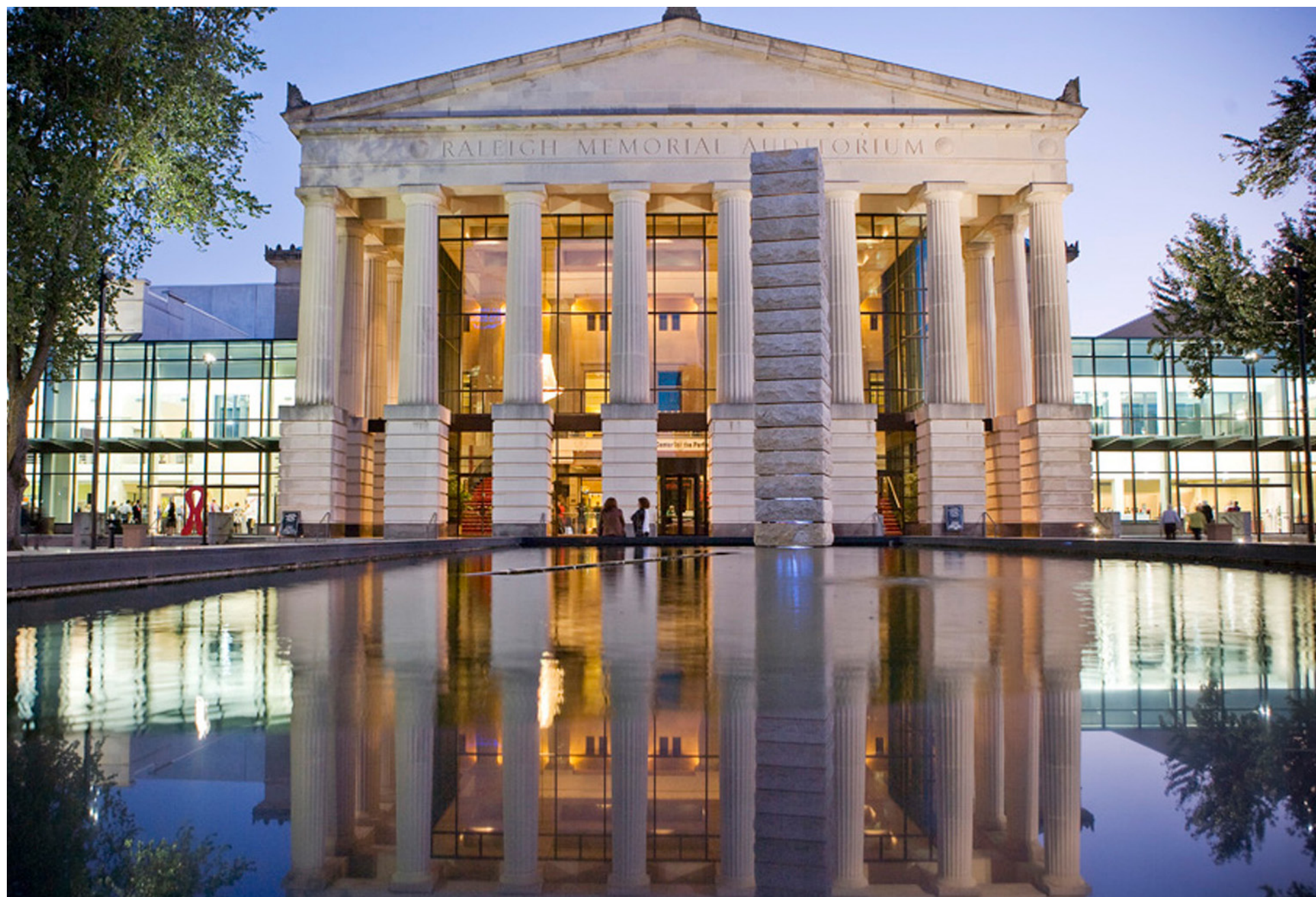


#### Availability of arts & cultural programs offered in Raleigh<sup>1</sup>



#### Availability of culturally diverse art and cultural program in Raleigh<sup>1</sup>







# Economic Development & Innovation

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

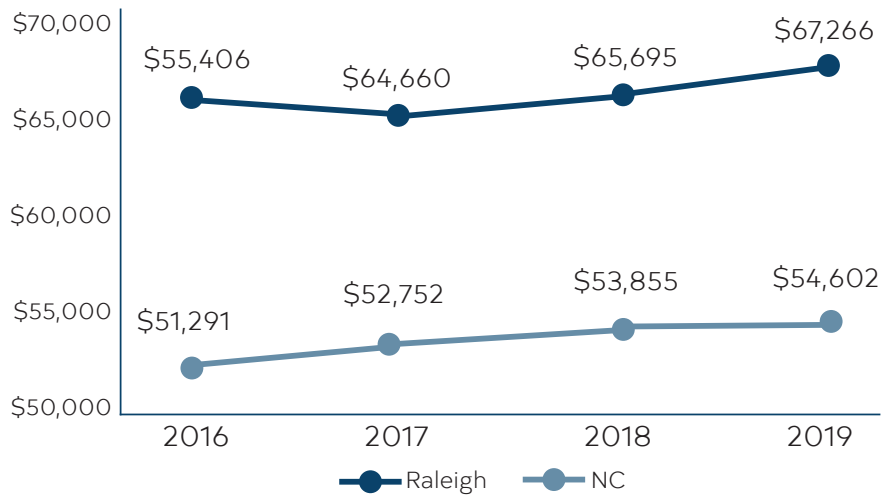
The four objectives within the key focus area seek to:

- 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, inclusive, and growing economy.
- Cultivate an innovative and entrepreneurial culture based on shared strategic goals.
- Develop strategies and tools that encourage and strengthen the development of businesses throughout the community.
- Maintain and develop amenities and infrastructure to support and encourage jobs and business development and expansion in all parts of the city that provides opportunity for all.

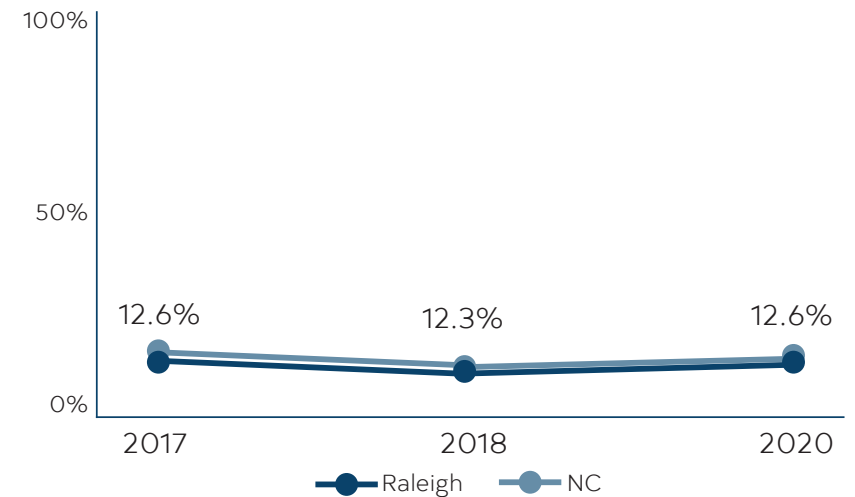


# Economic Development & Innovation

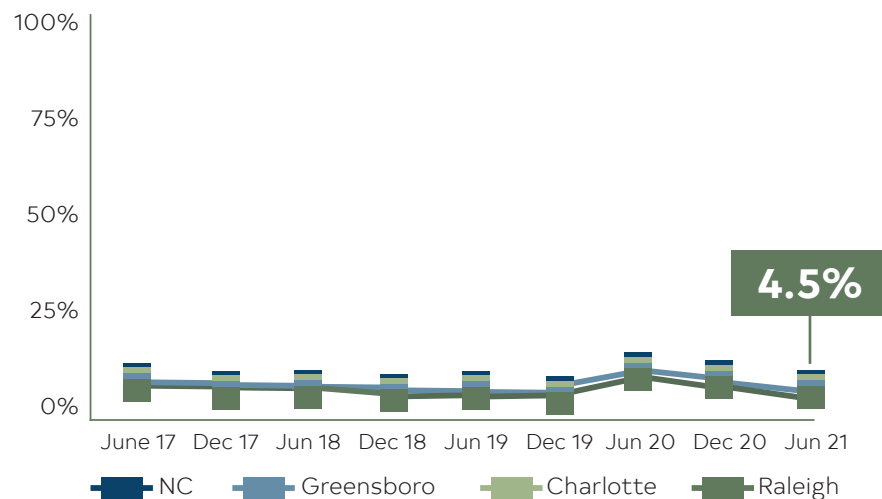
### Median Household Income<sup>3</sup>



### Population Living Below Poverty Level<sup>4</sup>



### Unemployment Rate<sup>5</sup>



# 74%

Rated the local economy as "good" or "excellent" in 2020<sup>1</sup>



**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, inclusive, and growing economy.**

#### **EDI 1.1 Promote Use of the Regional Workforce Skills Analysis**

The City is supporting the results of the survey Triangle Talent: A Regional Skills Analysis by Capital Area Workforce Development, in partnership with Wake County Economic Development and the Raleigh Chamber of Commerce. Staff is currently focused on addressing the most urgent needs associated with COVID-19, utilizing results of the Workforce Skills Analysis report, and promoting Pathways Center programming.

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

The team started the process of identifying their external and internal partners, and finalized their anticipated outcomes. The team identified three initial milestone areas, focused on identifying workforce development, areas of greatest need, and employer-employee opportunities within target populations.

#### **EDI 1.3 Enhance Youth Skill Development Opportunities**

Over the past year, the Pathways Center reviewed and refocused their programs to address potential opportunities and challenges coming out of the pandemic. With the onset of the pandemic, Raleigh Summer Youth Employment Program took on a different look. The program was modified to a 5-week program introducing a virtual model paired with the traditional in-person opportunities. The new partnerships developed for our virtual model created a fantastic program for our virtual participants.

### **FY2021 Accomplishments**



# 157

**Youth Employees  
Hired**



# 77

**Bring Your A-Game  
Workforce  
Certifications**



# 23

**Community  
Worksites**

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

### **EDI 2.1 Support Partners to Implement Creative Projects in Our Community**

Staff reached out to organizations, including Capital Area Workforce Development, regarding this initiative. Based on these conversations, one opportunity staff is evaluating is to support basic skill development for small businesses and entrepreneurs. Staff will continue to work with partners to determine ways the City can help encourage creative projects that add value to the community.

### **EDI 2.2 Participate as a Beta Customer to Support Innovation and Business Development**

The City is working toward developing a program for vetting and testing innovative ideas, with criteria for measuring success and impact. Staff have begun efforts to benchmark and understand programs in North Carolina and across the country to determine elements of successful beta testing programs.

One successful example of this work is Public Input, a tool the City helped beta test which is now being used by departments across the organization to facilitate community engagement efforts.

### **EDI 2.3 Assess the City's Role in Promoting Innovation in the Region**

The City released a survey to understand community members' thoughts about Raleigh's past innovation initiatives and to collect ideas for how the City can support innovation moving forward. Staff also partnered with Innovate Raleigh on a roundtable session at the annual Innovate Raleigh Summit. Both of these efforts will help inform Raleigh's plans for supporting innovation in the future.



## Objective 3: Develop strategies and tools that encourage and strengthen the development of businesses throughout the community.

### EDI 3.1 Implement and Increase Access to Economic Development Toolkit

Staff plans to focus a messaging strategy on three elements: highlighting available incentive programs, identifying areas in Raleigh that could qualify for the incentive programs, and strategies for taking advantage of current programs. Communication tools will include the creation of a summary document/brochure that highlights programs, modifying existing development webpages, use of City social media accounts, and a mailing list for a target audience.

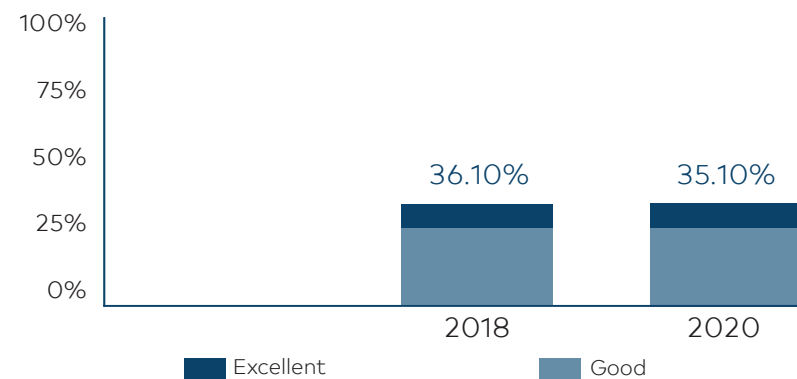
### EDI 3.2 Reduce Barriers to Business Investment and Growth

The team's workplan highlights short and longer-term outcomes, and milestones captured in key elements: Benchmarking / Best Practices, Policy / Program / Process Improvement, and Resources / Awareness (Communication).

### EDI 3.3 Assist Small, Start-up, and Minority-Owned Business Development

Staff met with representatives from the North Carolina Small Business Administration to discuss this initiative and understand opportunities for leveraging partnerships to support Raleigh's small business community. Staff is currently working to update the Small Business Resource Guide with links to resources for best practices.

### The City's efforts to promote small and MWBE business<sup>1</sup>



### EDI 3.4 Strengthen and Promote the City's Minority and Women-Owned Business Enterprise Program

Staff are developing a campaign around the MWBE program and available resources. Website stats will be tracked to help determine the effectiveness of the campaign. The initiative team also worked with the State to improve the MWBE website to allow easier access to contract opportunities with the City of Raleigh.

### EDI 3.5 Attract Corporate Headquarters to Raleigh

Staff developed a plan to identify both the unique features and possible shortcomings that Raleigh has when a company considers bringing an HQ to the area. Staff seeks to tell the story of why: Why Raleigh? And why not Raleigh? Staff also hopes to outline opportunities and collaborate with partners on new content creation that supports corporate HQ recruitment.

## Objective 4: Maintain and develop amenities and infrastructure to support and encourage jobs and business development and expansion in all parts of the city that provides opportunity for all.

### EDI 4.1 Evaluate Parking Strategies to Support Small Businesses

Staff identified both short-term milestones, focused on the immediate right of way changes to support businesses impacted by COVID-19, and longer-term goals that help shape the future of how the City views curb space management. The City will also support evaluation and implementation of recommendations from the Public Realm Study produced by the Downtown Raleigh Alliance. Staff is also working with the Downtown Raleigh Alliance to brainstorm and workshop other parking strategies that can help return office workers and visitors to our Downtown businesses. These short-term strategies are important to signal to the residents and visitors to Raleigh that our businesses and the City are welcoming them back to Downtown. Staff will also be evaluating peer city research and emerging best practices to bring forward innovative solutions.

### EDI 4.2 Evaluate and Address the Digital Divide

Staff identified several projects and programs to advance this initiative. These include opportunities to connect underserved communities through City infrastructure projects, assessing use of the City's fiber and/or conduit resources, and providing training to increase broadband access and digital literacy.

During fiscal year 2021, a total of 357 individuals received training through the efforts of the Raleigh Digital Connectors and Ambassadors programs. Through a partnership with Citrix Inc. & Kramden Institute, 100 computers were distributed to underserved households.

### FY21 Digital Connectors Program Stats



**24**  
Youth Participants



**904**  
Collective Service Hours



**100**  
Computers Distributed to  
Underserved Neighborhoods



**357**  
Digital Literacy  
Trainings Facilitated



**133**  
Families/Individuals Impacted



## **Objective 4: Maintain and develop amenities and infrastructure to support and encourage jobs and business development and expansion in all parts of the city that provides opportunity for all.**

### **EDI 4.3 Encourage Strategic Business Investment**

Staff working on this initiative are incorporating area studies, Bus Rapid Transit efforts, and Transit Oriented Development considerations in their work. They are also reviewing GIS Mapping initiatives, including a Prosperity Index, to determine additional mapping layers needed to support this initiative. Finally, the team is compiling an inventory of resources, including the Raleigh Business Resource Guide, that support the business community in efforts to promote inclusive economic development.

### **EDI 4.4 Keep the City's Event Venues Vibrant and Innovative**

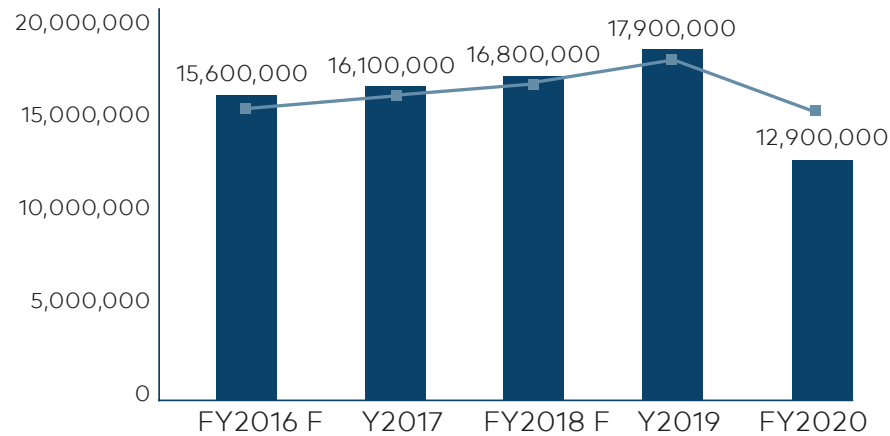
Current efforts include developing relationships with external organizations and vendors to gain and share best practices, expanding communication with the community on Raleigh events, and identifying gaps and opportunities for developing new and retaining existing business. As part of the current business planning process, Convention Center Complex staff is collecting feedback from event attendees, ticket package subscribers, and event planners to inform priorities moving forward.

### **EDI 4.5 Update the City's Priority Areas for Economic Development**

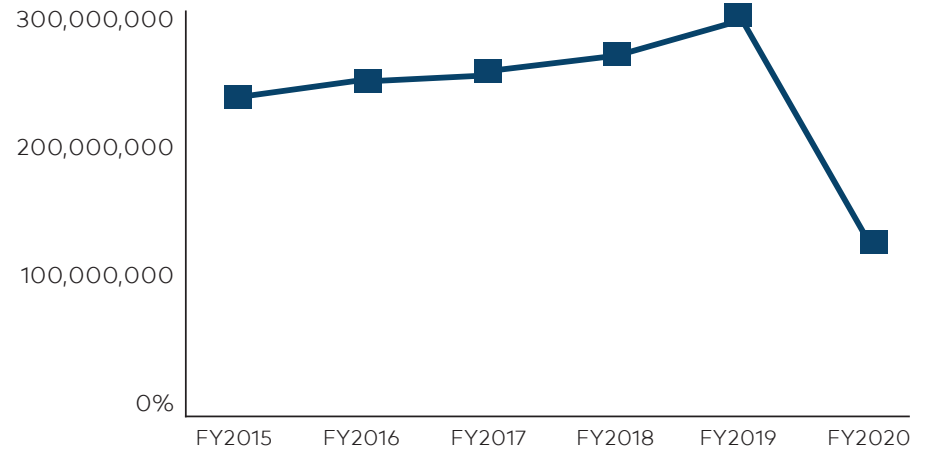
Staff is in the process of finalizing a public survey and creating an advertisement strategy to solicit the community's feedback on general economic goals that will guide the revisions for the criteria used for the Map ED-1 priority areas for Economic Development.

## Objective 4: Maintain and develop amenities and infrastructure to support and encourage jobs and business development and expansion in all parts of the city that provides opportunity for all.

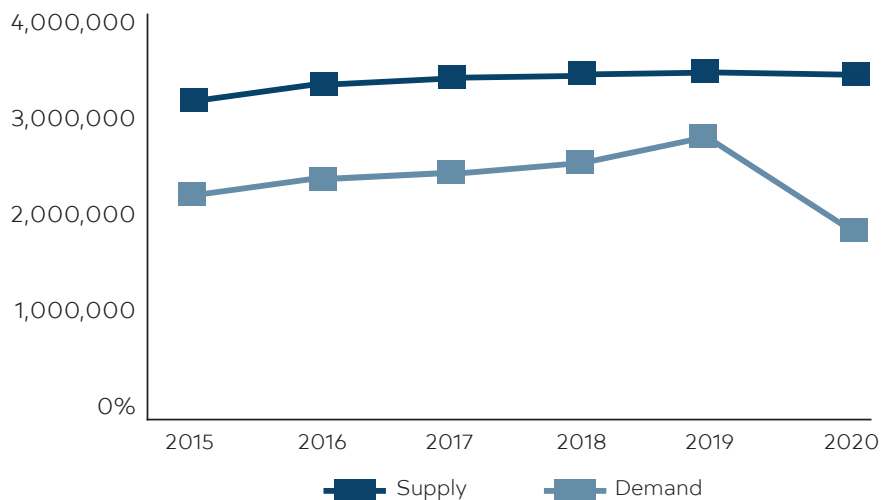
Number of visitors to Wake County<sup>6</sup>



Hotel Room Revenue<sup>6</sup>



Hotel Room Supply and Demand



Leisure travel volume for 2021 is forecasted to reach 91% of its prior volume in 2019. Looking ahead to 2022, a 94% recovery is expected and full recovery by the first half of 2023. Business travel is trailing behind. Forecasts anticipate 2021 business trip volume will be 45% of 2019 levels, with full recovery not until 2024.<sup>7</sup>



## Growth & Natural Resources

**Encourage a diverse, vibrant built environment that preserves and protects the community's natural resources, strives for environmental equity and justice, and encourages sustainable growth that complements existing development.**

The four objectives within the key focus area seek to:

- Identify opportunities to refine and enhance policies and programs that protect and improve environmental resources to include the tree canopy, open space, and plant management policies and practices.
- Complete, adopt, and implement the Capital Area Greenway Master Plan to support a balance of environmental, multi-modal transportation, and recreational uses.
- Identify and facilitate improvements to the built environment and City programs through the use of technology, innovative design practices, and emerging scientific principles.
- Pursue opportunities to advance adoption of comprehensive stewardship practices throughout the community, including efforts to reduce community-wide greenhouse gas emissions, address resiliency, and improve climate equity.



## **Objective 1: Identify opportunities to refine and enhance policies and programs that protect and improve environmental resources to include the tree canopy, open space, and plant management policies and practices.**

### **GNR 1.1 Identify Strategies to Improve Raleigh's Urban Forest**

Staff are continuing off the work completed in the previous strategic plan. They are focusing on a memo that outlines potential code updates to the tree conservation and watershed forestation requirements to improve Raleigh's urban forest. Staff also plan to develop criteria to identify information, data, and GIS layers to inform a tree canopy assessment.

### **GNR 1.2 Encourage Low-Impact Development**

A plan to advance Green Stormwater Infrastructure (GSI) was presented to GNR Council Committee in June and City Council in July. Staff is developing a GSI inventory using ArcGIS as a dashboard to define and measure what is currently in place and to create a vision of what the future will look like by 2030.

### **GNR 1.3 Eliminate Barriers and Encourage Urban Agriculture**

The GNR 1.3 Initiative Team is very involved with a coalition of urban agriculture stakeholders. The team presented their initial scan of urban agriculture terms used and the status of the Special Use Permit process to the GNR Council Committee. Community engagement and an updated urban agriculture report are currently underway. Following discussions with stakeholders, the team will prepare recommendations for removing barriers to urban agricultural practices.

### **GNR 1.4 Enhance Green Waste Collection**

The team identified goals and developed a work plan and will soon focus on the implementation of 96-gallon yard waste carts for curbside collection and the robust communications plan that will accompany this service change. Solid Waste Services plans to purchase and deliver 96-gallon roll carts in spring 2022, and service with carts will begin in July 2022.

### **GNR 1.5 Develop a Stream Restoration Prioritization Plan**

Next steps are to develop a high-level inventory and summary narrative reporting of known natural streams within Raleigh. This effort will seek to begin to understand and summarize generalized stream conditions with regards to stabilization/restoration opportunities based upon readily available information. The team will also seek to identify, map, and describe the locations, conditions, and intended purpose of known surface water impoundments/dams within Raleigh. Concurrently, the team will summarize existing City policies, programs, prioritization approaches, and budgets that relate to management of streams and dams. This will include an initial summary of programs/services and budgets supporting protection and maintenance of sanitary sewer and greenway assets that are located within stream corridors.

## Objective 2: Complete, adopt, and implement the Capital Area Greenway Master Plan to support a balance of environmental, multi-modal transportation, and recreational uses.

### GNR 2.1 Position Greenway Trails as Transportation Options

Over the next six months, the initiative team will develop criteria for selecting greenways to prioritize as transportation. This will include determining factors to use in prioritizing the trails that would receive additional transportation amenities and identifying what types of amenities to focus on. This process will be used to evaluate trails for a pilot project to demonstrate the benefits of adding transportation amenities on the transportation usage rate and quality.

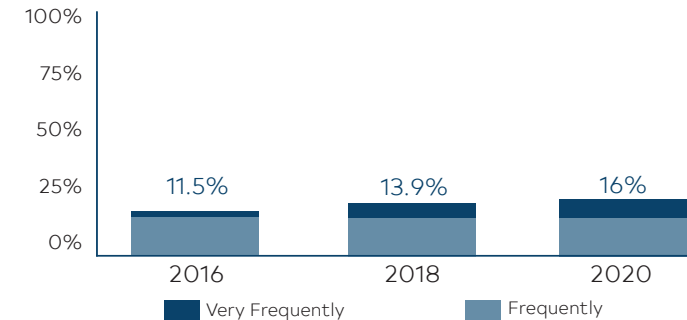
### GNR 2.2 Expand Greenway Connectivity and Accessibility

Staff will review data and results from the current Neighborhood & Community Connections Program by evaluating completed projects and assessing the results of the projects and how they have impacted/benefited neighborhoods equitably. To better support greenway connectivity and prioritization of new connections, the team will work to advance a Greenway Master Plan amendment process enhancement.

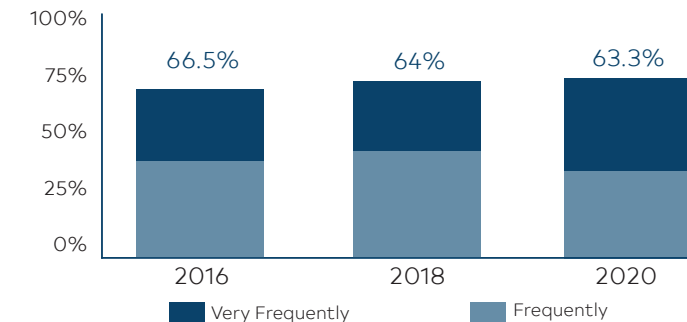
### GNR 2.3 Incorporate Amenities Into Greenway Trails

Within the next six months, this initiative team will review the updates to the PRCR Greenway Master Plan and coordinate with the GNR 2.1 initiative team for data collection. Moreover, the GNR 2.3 team will work with Communications to develop a map to help identify potential gaps in the existing system or to identify where improvements can be made on a broader scale. This map will also allow the team to categorize greenway trails by location for educational, ecological, historical, and natural context to promote learning experiences on the trails.

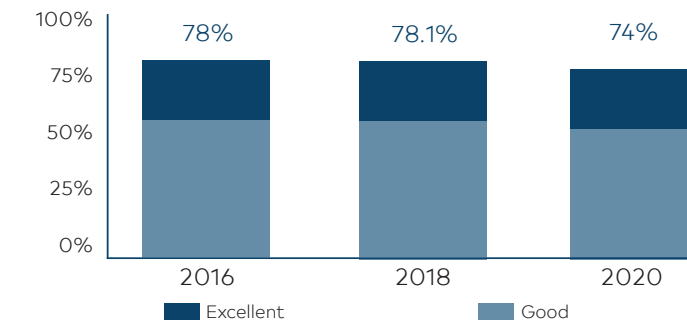
### Residents who used a City greenway as a mode of transportation<sup>1</sup>



### Residents who visited a City park or greenway the past 18 months<sup>1</sup>



### Community Survey Rating of Cleanliness of the City's greenways<sup>1</sup>



## Objective 3: Identify and facilitate improvements to the built environment and City programs through the use of technology, innovative design practices, and emerging scientific principles.

### GNR 3.1 Develop and Utilize an Environmental Justice Mapping Tool to Mitigate Environmental Inequities

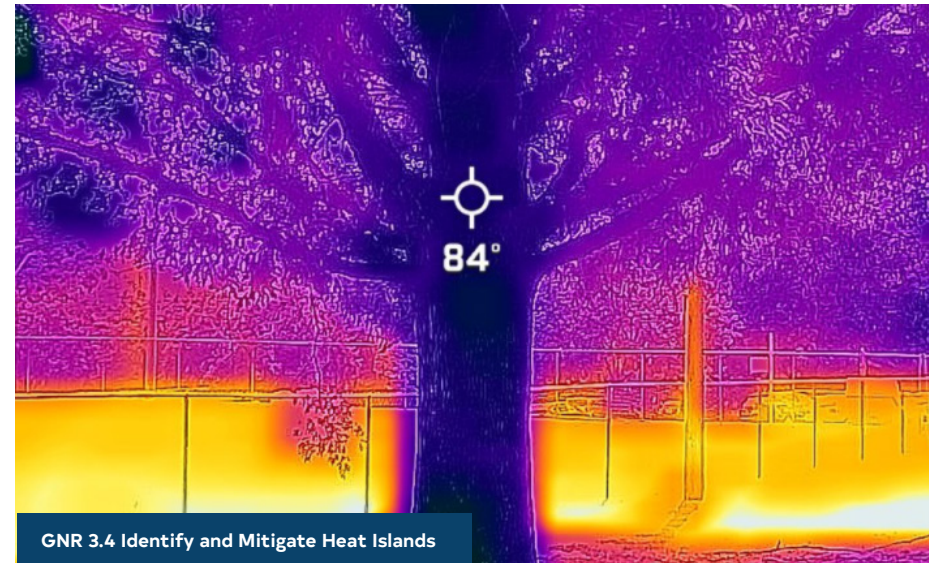
Staff is researching existing environmental justice mapping tools and learning about what information is often included and what information is readily available. The team drafted a definition of environmental justice for the City, which will help set the foundation for the context of the mapping tool and its future uses.

### GNR 3.2 Use Science and Technology to Improve Environmental Performance

The goal of this team is to highlight innovative projects and partnerships that can improve environmental performance. Over the next several months, this team will be developing a report on the Pavement Technologies Project that discusses the technology, project status, and expectations moving forward.

### GNR 3.3 Enhance Sustainability, Energy Efficiency, and Renewable Energy in City Facilities

The team began researching and gathering data related to facilities, energy management, and equity indices. Next steps are to conduct a gap analysis of facility and utility consumption data and gather equity resources for the facility inventory and vulnerability index.



GNR 3.4 Identify and Mitigate Heat Islands

### GNR 3.4 Identify and Mitigate Heat Islands

Partnering with the Office of Sustainability, this team (along with several community partners across Raleigh and Durham) coordinated a 200-volunteer heat island mapping grant project in July. Using heat sensor technology, community volunteers walked, biked and drove, traveling along streets and walkways in the morning, afternoon, and evening to collect data on heat throughout Raleigh. The data will be used to generate a heat island map and strategies will be identified that can be used to mitigate heat in areas of Raleigh that suffer the most from extreme heat.

### GNR 3.5 Address Repetitive Structural Flooding

Staff will begin to catalogue existing infrastructure prone to flooding and the typical source of flooding. The team will also develop a priority ranking system to look at the impact on people in the community.



## Objective 4: Pursue opportunities to advance adoption of comprehensive stewardship practices throughout the community, including efforts to reduce community-wide greenhouse gas emissions, address resiliency, and improve climate equity.

### GNR 4.1 Identify Priorities and Resource to implement the Community-wide Climate Action Plan (CCAP)

The Community Climate Action Plan was adopted by the City Council on March 2, 2021. At the request of the City Council, the initiative team prioritized climate actions to be undertaken by the City and presented the results to the Growth and Natural Resources Council Committee and the GNR Core team in April. The prioritization work was incorporated into the team's work plan. The team prepared a memo to the GNR Core Team that outlined staff's suggested next steps based on the GNR Council Committee's recommendations. In addition, the team began work on a system for tracking updates and reporting on climate actions and provided information about a Call for Climate Action Ideas and the Climate Action Fund as a potential means to identify internal funding for climate action projects.

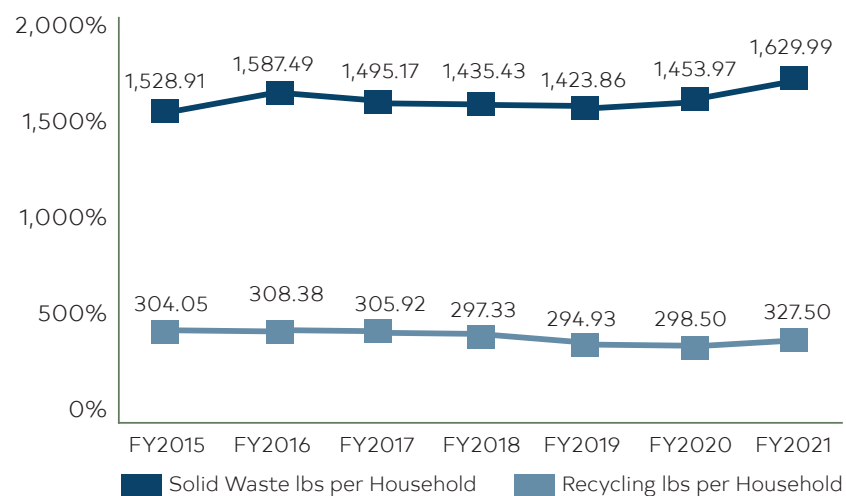
### GNR 4.2 Support Modernization of Electric Grid and Increase Use of Renewable Energy Sources

The initiative team has completed preliminary research on what a modern utility grid's characteristics are, why this is important, and what peer cities and other utilities are doing in this space. The team has also separately met with representatives from prominent external stakeholder organizations to learn what statewide and local efforts are being made for grid modernization, what is planned for the future, what challenges exist, and how the City may collaborate, influence, intervene, and/or assist with grid modernization efforts in Raleigh.

### GNR 4.3 Reduce Waste City-Wide

The team will focus on completing an audit for City departments to reduce the amount of paper waste from unneeded printing. Departments with excess printing will be encouraged to switch content to a digital platform in order to save paper. The team will also encourage digital PDF reports rather than printing reports for City projects and other uses where possible.

#### Waste and Recycling lbs per House Hold<sup>8</sup>



**Objective 4: Pursue opportunities to advance adoption of comprehensive stewardship practices throughout the community, including efforts to reduce community-wide greenhouse gas emissions, address resiliency, and improve climate equity.**

**GNR 4.4 Engage Youth in Stewardship and Environmental Education**

Two youth environmental stewardship programs occurred this spring and summer with Partnership Raleigh: Community Climate Interns and Youth Conservation Corps. The Partnership Raleigh Intern programs supports the implementation of the City's Community Climate Action Plan and associated goals to reducing greenhouse gas emissions; understanding the role of equity and the implications of climate change on vulnerable communities; and how the impacts of climate change may affect overall community resilience. This Intern program provides an opportunity for young adults to engage on projects and with departments in support of this work. Over the next few months, the team will focus on outreach and engagement with community partners with programs related to stewardship and environmental education.





# Organizational Excellence

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

The five objectives within the key focus area seek to:

- Leverage the City's culture of efficiency, effectiveness, and equity to continue to identify opportunities to improve service delivery.
- Align organizational resources to meet the needs of a growing and diverse community and changing environment while maintaining financial stability.
- Recruit, develop, and retain a diverse, high-performing workforce.
- Embed equity throughout the City of Raleigh organization and in the services provided to the community.
- Promote and enhance inclusive community engagement in City services, programs, and projects





## **Objective 1: Leverage the City's culture of efficiency, effectiveness, and equity to continue to identify opportunities to improve service delivery.**

### **OE 1.1 Implement Customer Service Best Practices**

Staff reviewed Community Survey data for feedback on customer service across the City. Work began on enhancements to an internal webpage with resources for staff on customer service best practices. A team is also working to make improvements to the City's Customer Service week, which provides awareness for staff and recognizes employees who provide exceptional customer services.

### **OE 1.2 Develop a Citywide Customer Service System**

Staff worked with department representatives across the organization to develop requirements for a Customer Relationship Management (CRM) solution. Moving forward, the team will finalize selection of a vendor and begin implementation of a City-wide CRM solution by: Identifying department(s) to be first implementors; Beginning process mapping for selected department(s); and Identifying process improvements through the process mapping efforts.

### **OE 1.3 Enhance Project Management and Delivery**

City staff is working toward an enterprise rollout of the e-Builder Project Management Information System platform, a system that helps standardize project management across the City and provide updates on project status to the community. This team has worked closely with the Capital Improvement Program (CIP) Steering Committee for implementation and decision-making support.

### **OE 1.4 Encourage Continuous Improvement and Innovation**

Staff across the City continued to participate in training and development programs throughout the last year. Through a partnership between the City and NC State University, twelve staff worked to receive their Black Belt certifications in Lean Six Sigma. The City's Strategic Planning and Performance Analytics Academy saw the highest participation in the history of the academy with 316 attendees in fiscal year 2021.

A team of staff began initial exploration of performance management philosophies from other municipalities to establish baselines and best practices. Staff plans to conduct a gap analysis of the City's practices in this space with consideration to business needs, organizational culture, and system integration.

## **Objective 2: Align organizational resources to meet the needs of a growing and diverse community and changing environment while maintaining financial stability.**

### **OE 2.1 Ensure Ability to Provide Services During Times of Severe Stress**

Departmental Business Process Analyses were completed by Crisis Focus in February 2020. After the onset of COVID-19 in March 2020, departments were tasked with developing plans to address how to continue providing essential and non-essential services to the community. Staff plans to perform an after-action review of the City's pandemic response through a business continuity lens and plans to use the Business Continuity After-Action Report to generate action items for future improvements.

### **OE 2.2 Implement the Civic Campus Phase I, East Tower Project**

On October 6, 2020, City Council approved the conceptual design of the East Civic Tower (ECT) and authorized staff to proceed through the design completion and bidding phases and proceed with demolition of the former RPD HQ building (110 S. McDowell Street). The City Core Team (CCT) has been working with the Design Team on the schematic design and budget reconciliation. As the design development process of the tower continues, the CCT has identified parallel tracks and workstreams defined as non-construction-related operational aspects of the ECT. To date the following workstreams have been identified: Public Service Area, IT-We Space, COVID, Post-Construction Parking at ECT, Change Management, FFE, and Café-Grab 'N Go. The CCT updates the project status monthly on the City's website. They also presented at the Minority Business Expo and will continue efforts to include minority and women-owned businesses (MWBs) throughout the project.

### **OE 2.3 Ensure Fiscal Stewardship**

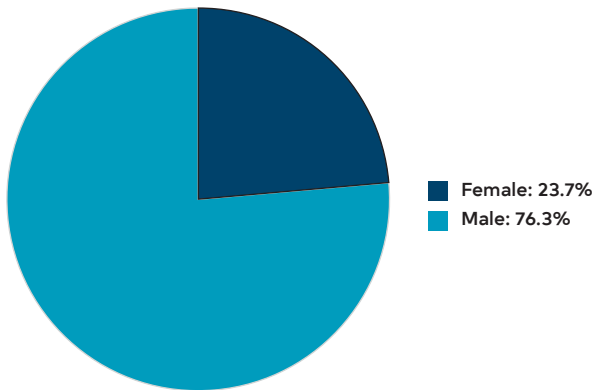
The City continues to advance work efforts that analyze and address long-term financial stewardship of the City, including producing a quarterly financial report and efforts around continuous improvement of financial models for enterprise funds. In addition, an internal financial dashboard tool was rolled out for City department staff use.

## Objective 3: Recruit, develop, and retain a diverse, high-performing workforce.

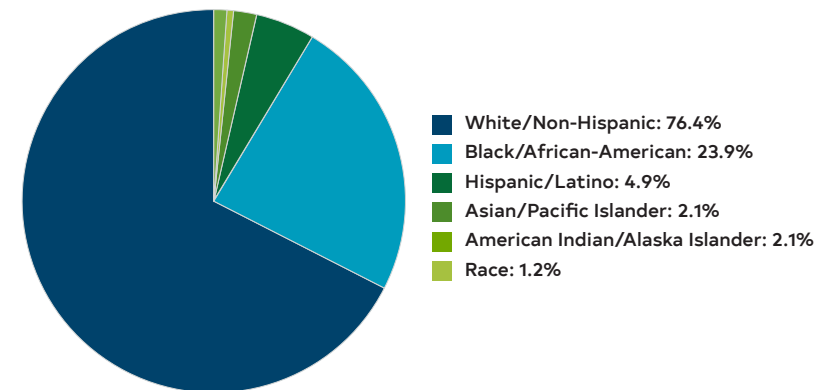
### OE 3.1 Attract and Hire Diverse, Highly Qualified Candidates for City Jobs

Staff has begun efforts to review available metrics, research demographic information in the greater Raleigh area, and survey departments to understand current recruitment and hiring practices. Based on the analysis, recommendations for areas for improvement will be made including short-term and long-term goals for recruitment at the City.

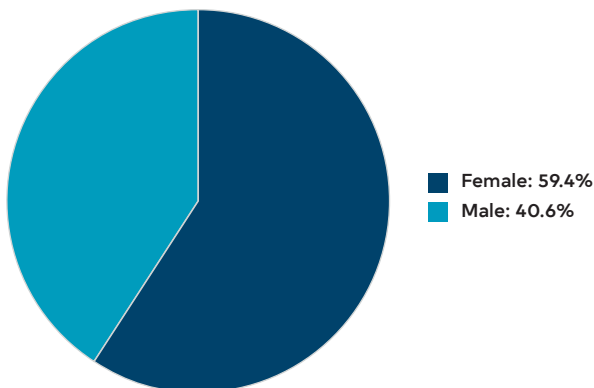
Full-Time Employee Demographics - Gender<sup>9</sup>



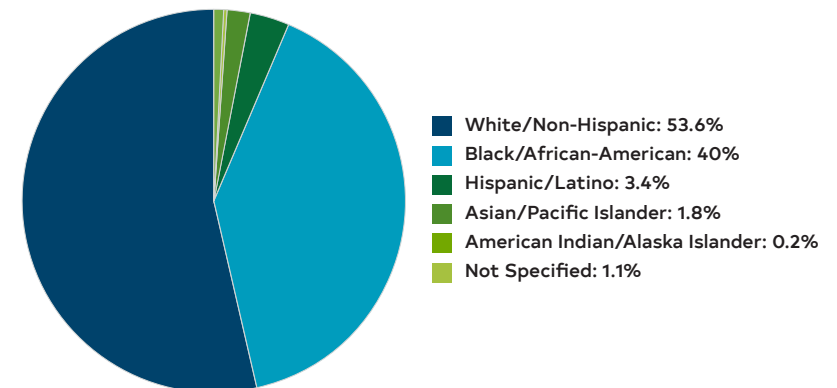
Full-Time Employee Demographics - Race



Part-Time Employee Demographics - Gender



Part-Time Employee Demographics - Race





## Objective 3: Recruit, develop, and retain a diverse, high-performing workforce.

### OE 3.2 Expand the City's Talent Pipeline

Staff worked to identify colleges and universities targeted in the past within the City's pipeline and will conduct a gap analysis to understand where opportunities may be missed. The City's LinkedIn page was revamped and will continue to be leveraged. Moving forward, staff plans to use survey results to understand current recruitment efforts and community partnerships that can be more widely leveraged.

The City continued to provide summer internships opportunities through the Summer Youth Employment Program, employing 157 youth in FY2021. Multiple departments also participated in panels to expose undergraduate students to local government career opportunities.

### OE 3.3 Implement Formal Workforce Planning

Staff are working to introduce a Workforce Planning Toolkit to the organization to outline best practices for identifying critical positions for future needs; identify knowledge, skills, and abilities needed for critical positions; and retaining knowledge of current employees before they depart the City. Moving forward, staff will begin efforts to develop a career mapping tool to help employees visualize growth opportunities in the organization.

### OE 3.4 Invest in Professional Growth and Development of Employees

Staff conducted an analysis of the City's current professional development program. Findings from this exercise and research on best practices will help form recommendations for ways the City can enhance professional growth and development opportunities for staff across the organization.

### OE 3.5 Maintain Competitive Employee Compensation and Benefits

The City continues its commitment to conducting an annual market review of benchmark positions. Effective July 1, 2021, the vesting period requirement was removed from employee contributions to the City's 457 Supplemental Retirement Plan. Internally, staff is working to enhance awareness of City benefits among current employees. Standardized compensation and benefits language is also being crafted to ensure consistency in job posting and recruitment efforts. Staff will continue to evaluate opportunities to maintain market-competitive compensation and benefits.

## Objective 4: Embed equity throughout the City of Raleigh organization and in the services provided to the community.

### OE 4.1 Increase Employee Adoption of Efforts to Advance Social Equity

The City's Equity Team developed an Equity 101 Training, a training tailored for the City of Raleigh based on principles from the Government Alliance on Race and Equity (GARE). All current City staff are required to complete the training before the end of the calendar year. The training will also be offered on a regular basis for new staff entering the organization. As of November 2021, the City of Raleigh Equity Team offered 90 sessions totaling 293 hours of instruction.

### OE 4.2 Develop and Implement Citywide Equity Action Plan

The City's Equity Action Plan was presented to City Council and approved at their April 2020 retreat. The Plan aims to advance equity in the services the City provides to the community. Specific efforts outlined in the Plan include building staff capacity to advance racial equity; reviewing recruitment and retention practices for equity; enhancing inclusive community engagement strategies; and including an equity lens in City programs and projects.

### City of Raleigh Statement on Equity

The City of Raleigh is committed to establishing and advancing an equitable community for all. Because we know that race is the primary predictor of a person's outcomes across all social indicators and societal systems, the City of Raleigh will prioritize racial equity to dismantle the policies and systems that have created and sustained these inequities.

Inequities in our systems and policies are costly and limit positive outcomes and quality of life for all of us. When we achieve racial equity, all people in Raleigh will benefit from a more just, equitable system. Raleigh aspires to be a model for equity in local government.

## Objective 5: Promote and enhance inclusive community engagement in City services, programs, and projects.

### OE 5.1 Provide Diverse Access Options to City Communications

Siteimprove, a web accessibility checker, was introduced to all City web content editors. Additionally, several sessions were hosted to educate staff about accessibility considerations for communication materials. From March 2020 to August 2021, the City website score improved from 63.5 to 80.4. The benchmark accessibility score for governments is 77.5. Staff has also begun conversations around incorporating accessibility requirements into City contracts.

### OE 5.2 Obtain and Use Community Feedback

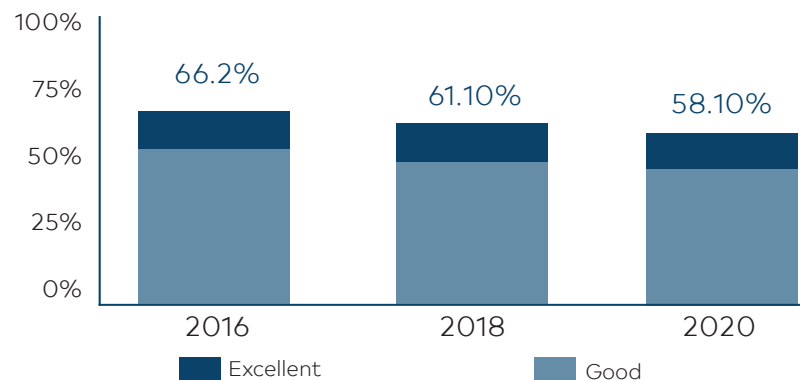
The City of Raleigh's third biennial Community Survey was conducted in 2020. Results helped inform the FY22 City's budget, strategic planning efforts, and departmental business plans. Raleigh received ETC Institute's Leading the Way award for outstanding achievement in the delivery of services to residents based on 2020 Community Survey results.

Numerous other surveys are conducted by departments across the organization. Staff created an internal web page for survey-related resources, which will continue to be expanded as additional materials are developed. Trainings on survey development and survey analysis were also created for staff who distribute surveys.

### OE 5.3 Implement Community Engagement Study Recommendations

The City hired a consultant to complete a Community Engagement Study. Staff has begun evaluating methods for implementing study recommendations. As part of the FY2022 budget, the City created a new Office of Community Engagement that will lead this work.

### Community Survey rating of ability to access information about the City of Raleigh<sup>1</sup>



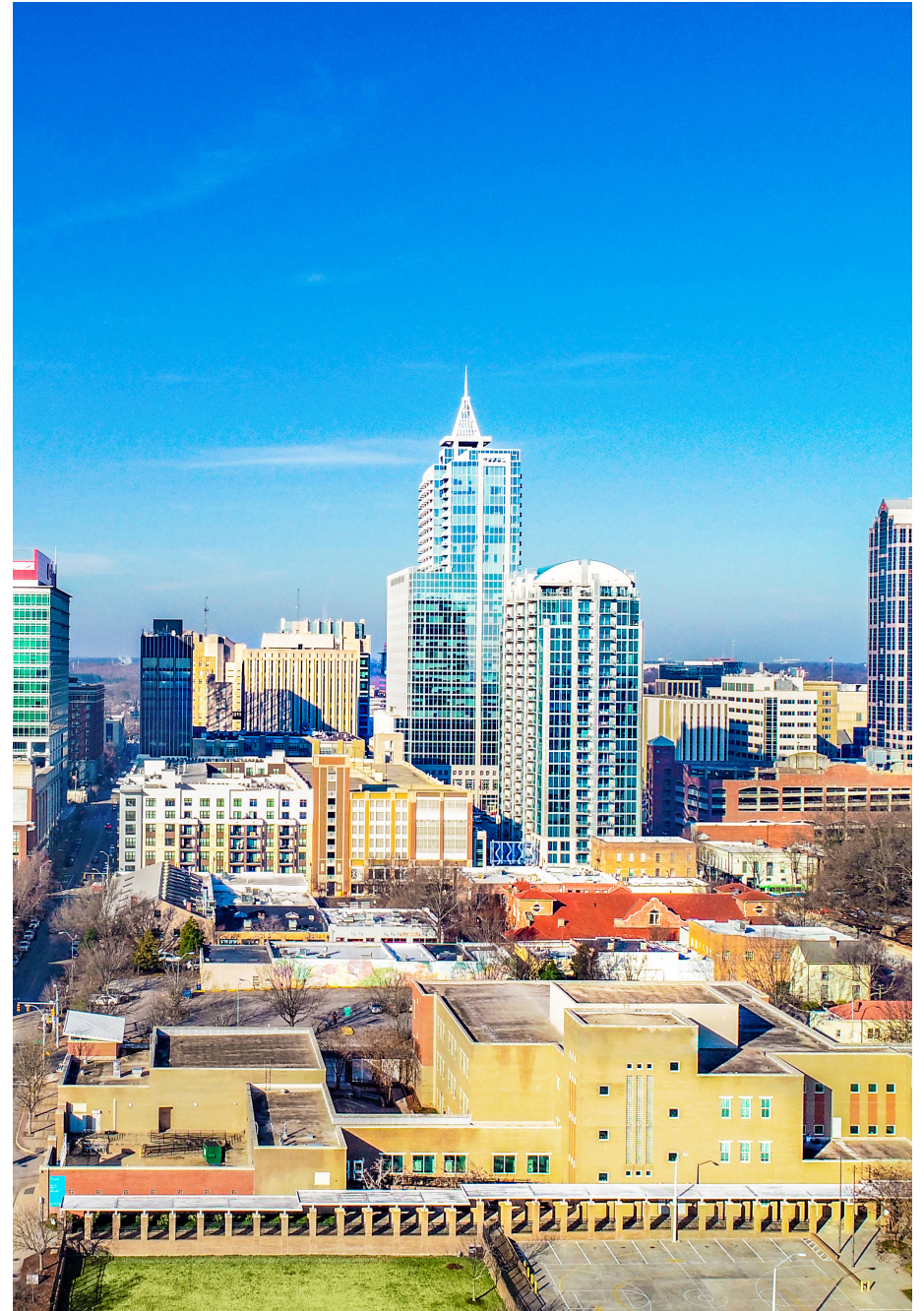


# Safe, Vibrant & Healthy Community

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

The five objectives within the key focus area seek to:

- Promote a safe and vibrant atmosphere throughout the city of Raleigh by educating community members on City services and the latest safety measures that help support a thriving community in which to live, work, and play.
- Preserve and increase the supply of housing for all income and age groups, including those with disabilities and supportive service needs.
- Promote walkable, mixed-use and mixed-income neighborhoods, including those near transit investments.
- Enhance community members' quality of life by providing a well-designed community that facilitates active living and healthy lifestyles.
- Pursue efforts to build trust, transparency, and accountability in the City's policing services to provide a positive level of real and perceived safety in the community.



## Objective 1: Promote a safe and vibrant atmosphere throughout the city of Raleigh by educating community members on City services and the latest safety measures that help support a thriving community in which to live, work, and play.

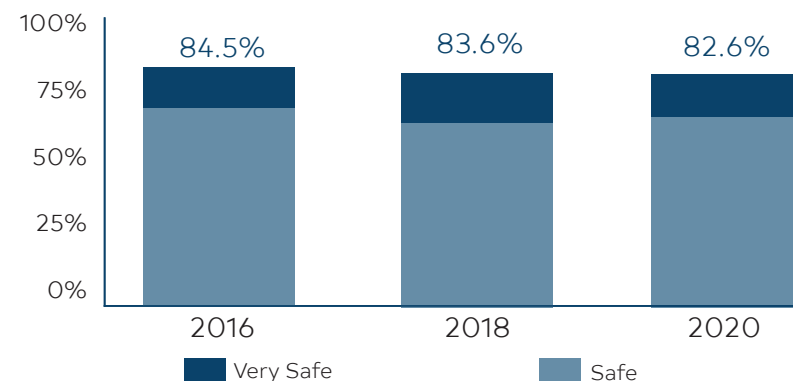
### SVHC 1.1 Apply Crime Prevention through Environmental Design (CPTED) To Facilities and Open Spaces

The CPTED initiative team has continued their work since the inception of the work group several years ago, working to employ CPTED principles to increase and enhance safety at facilities and open spaces throughout the city. This work has included discussions about successes and lessons learned from previous CPTED assessments, the identification and prioritization of city facilities and open spaces for assessment, and the marketing of CPTED strategies internally and externally. Successful CPTED assessments include the completion of police facilities, parks and greenway facilities, several fire stations, city buildings, and transit stops. Expanding CPTED assessments to the design stages of planned new facilities and identifying funding sources for implementation are new areas of focus for this group.

### SVHC 1.2 Empower Community Members to Contribute to a Safe and Vibrant Community

Staff is undergoing efforts to promote safety initiatives the City is involved in, in order to raise awareness among community members and share best practices. Examples include fire prevention education and emergency preparedness initiatives.

### Percent of Community Survey respondents indicating they feel "safe" or "very safe" in Raleigh<sup>1</sup>



### SVHC 1.3 Build Community Members' Resilience to Disasters

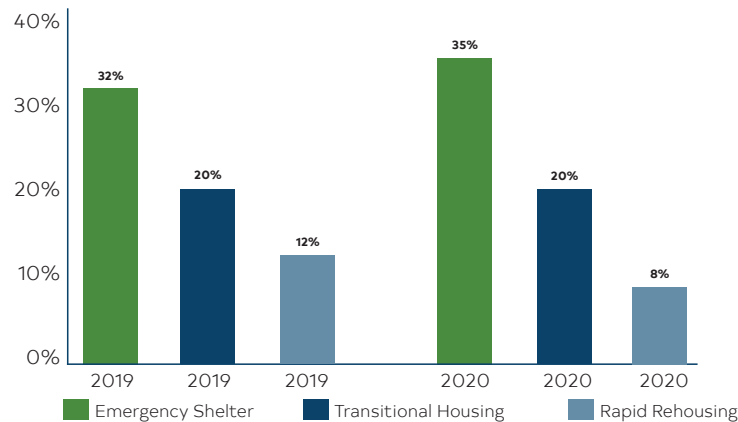
The City recently released a Ready Raleigh Emergency Preparedness Guide, which shares information with community members about how to contact government agencies for specific information before or after an emergency, how to compile an emergency kit for your household, and what to do during specific natural and man-made hazards. The guide was produced in English and Spanish. Staff is also working to develop an emergency preparedness/resilience resource inventory and conduct a gap analysis to determine what other resources can be identified and developed to support community members.

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

### SVHC 2.1 Enable Rapid Delivery of Housing Assistance and Services

Access Hub, a referral hotline for homelessness and eviction prevention, rehousing, emergency housing, and permanent housing assistance and services, was created to assist community members experiencing homelessness or about to become homeless. The City has entered a partnership with Wake County to contract with Telamon Corporation to administer approximately \$25.3M of grant funding for emergency rental assistance. The funding is directed for rent, rental arrears, utilities and home energy costs, and other expenses related to housing.

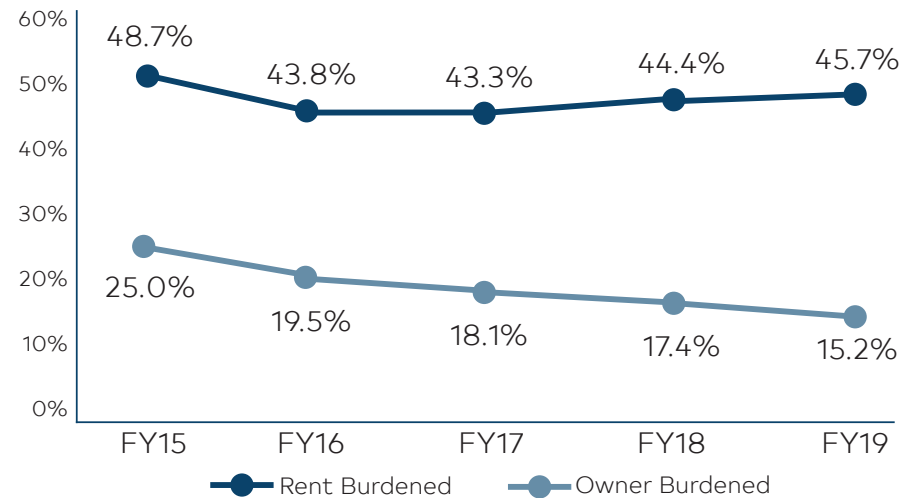
### Percent of individuals who exited homelessness who return to homelessness within 2 years<sup>10</sup>



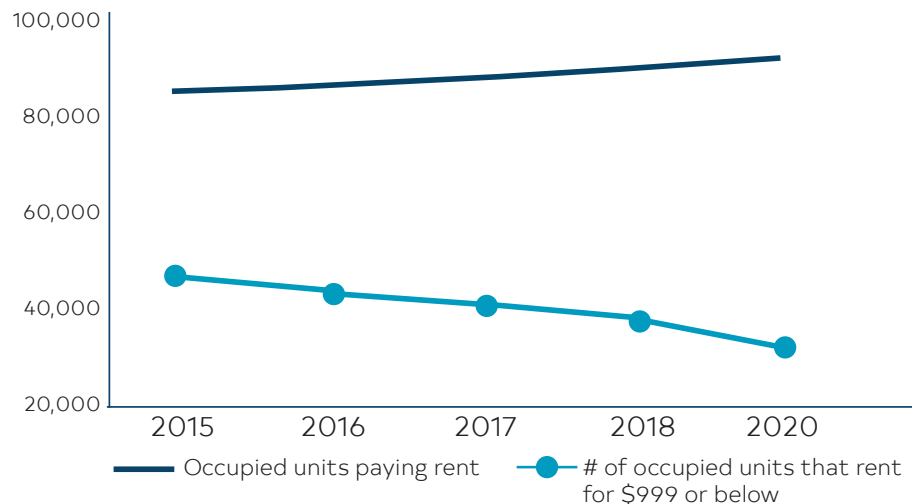
### SVHC 2.3 Update the Affordable Housing Improvement Plan

Housing and Neighborhoods issued a Request for Qualifications for Housing Consulting Services to update the City's Affordable Housing Improvement Plan. Proposals were submitted in June 2021. The contract is currently in routing for the selected consultant and work will begin shortly.

### Cost Burdened Households<sup>12</sup>



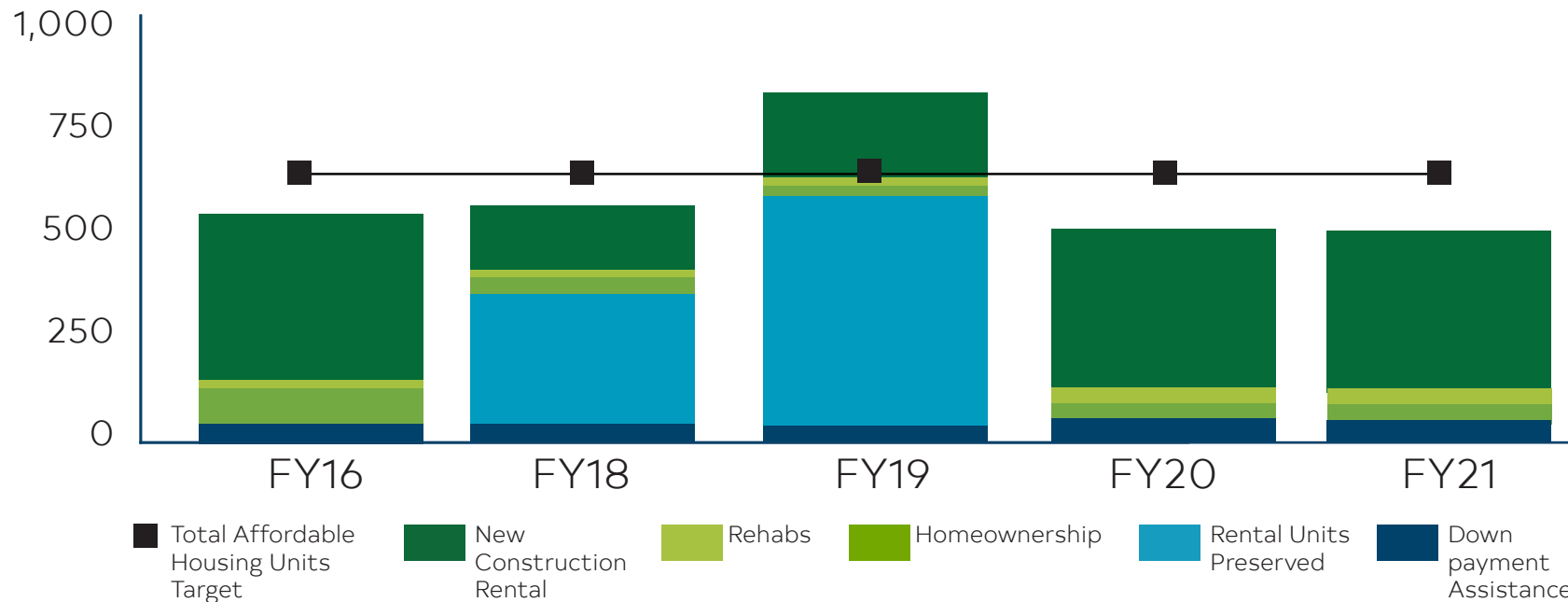
### Net Number of Affordable Renter Occupied Housing Units<sup>11</sup>





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

## Affordable Housing Production



### SVHC 2.4 Provide Oversight of Minimum Habitability Standards in Lodging Establishments

Potential changes to lodging definitions and the Unified Development Ordinance (UDO) to address this initiative are under review by the City Attorney's Office (CAO).

### SVHC 2.5 Eliminate Local Regulatory Barriers to Diverse Housing Types

Multiple text changes have been approved or are under review that remove barriers to diverse housing choices. In addition to these efforts, staff is working to ensure that the upcoming Affordable Housing Plan includes specific definitions and parameters for housing types such as supportive and group homes, as well as affordability levels and incentives for affordable housing. Staff is also advancing the implementation of a Housing Choice Monitoring Program to track statistics on missing middle housing development activity.

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

### SVHC 2.6 Reduce Barriers to the Production of Housing

Staff is following a four-phase approach for this initiative: Discovery, Assessment, Recommendation, and Implementation. To date, staff has developed an inventory of all relevant process and began the effort to draft process maps and complete benchmarking. Staff will then recommend improvements to processes and begin phased implementation.

### SVHC 2.7 Incentivize Landlords to Accept Housing Vouchers

The initiative team reached out to the Raleigh Housing Authority and Triangle Apartment Association to understand gaps within the current program. Based on conversations with those organizations the team will focus on educating landlords on the voucher program and highlighting current incentives.



## Objective 3: Promote walkable, mixed-use and mixed-income neighborhoods, including those near transit investments.

### SVHC 3.1 Adopt and Implement Plans for Targeted Areas

The main objective of the initiative is the creation of a community indicators dashboard. Phase one of the dashboard, an internal-facing tool, is scheduled for release in the coming months with a phase two external-facing dashboard in the works. The tool will help staff target efforts to invest in areas of the city where investment will make the greatest impact on the community.

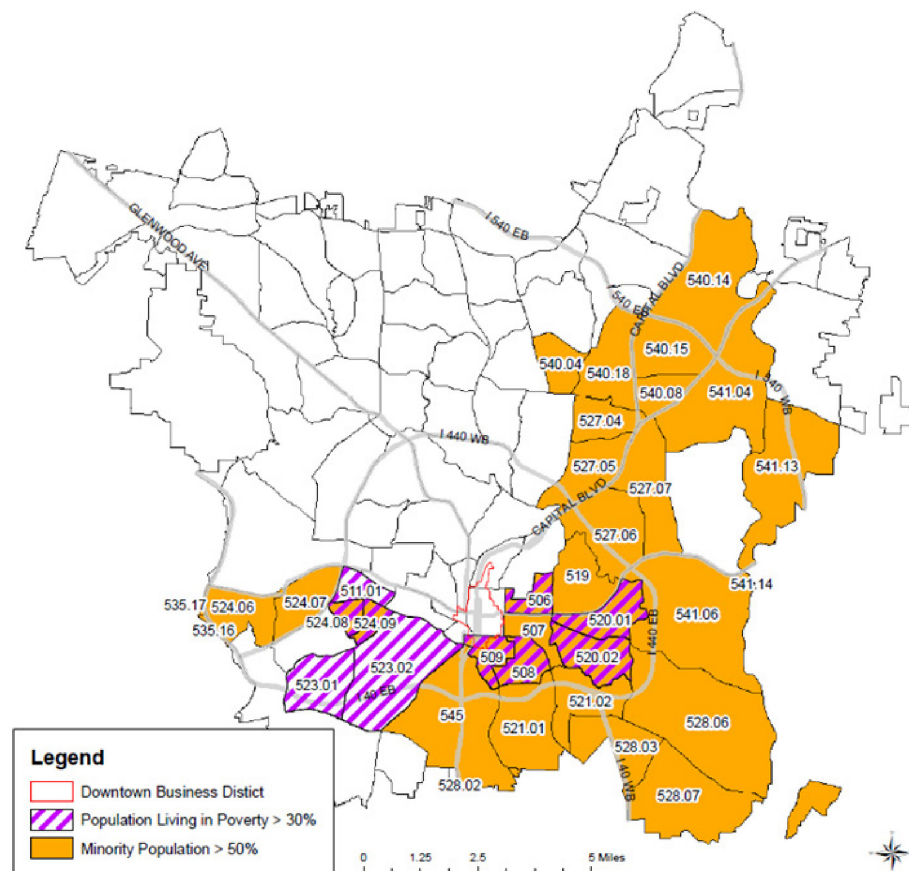
### SVHC 3.2 Identify Acquisition Priorities Near Transformative Investments

This strategic initiative aligns with the Transit Oriented Design and Affordable Housing (TODAH) Working Group's process for developing a framework and strategy for Acquisition and Disposition of City owned real estate along transit routes and BRT Stations for affordable housing and economic development investments to create amenities and services in relation to transit investments. The first part of this, the Acquisition Strategy was presented to City Council on July 6, 2021. The team is working on the second portion related to disposition and plans to present to City Council later this fiscal year.

### SVHC 3.3 Strengthen Neighborhood Social Fabric

The initiative team is developing an internal process that will streamline the implementation and continued use of the Community Engagement Playbook as a method to foster an environment that nurtures equity in outreach, connection, and communication. The Community Engagement Playbook is being used as a blueprint for developing an organization-wide training plan that establishes common terms, philosophies, and practices across all City operations and emphasizes the importance and benefit of community engagement.

### Census Tracts Determined to be RCAPs (Racially Concentrated Areas of Poverty)<sup>s13</sup>





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

### **SVHC 4.1 Support Strategies that Prevent and Address Substance Misuse**

Staff is focusing on creating partnerships with existing community groups focused on substance use disorders, promoting awareness of substance use disorders, and offering available resources to community members struggling with relatives suffering from substance misuse.

### **SVHC 4.2 Support Opportunities for Community Members to Age in Place**

Staff is currently focused on developing creative ways to improve awareness of existing programs for community members to ensure all can benefit from the City's programming.

### **SVHC 4.3 Enhance Food Security**

Staff is focused on making community gardens more accessible to the public. To date, staff has conducted a review of existing work on community gardens, inventoried active community gardens in Raleigh, worked with planning and development on permitting requirements, and met with IT to identify and map potential locations for community gardens on public land. Updates will continue to be provided as this initiative moves forward.

## **Objective 5: Pursue efforts to build trust, transparency, and accountability in the City's policing services to provide a positive level of real and perceived safety in the community.**

### **SVHC 5.1 Implement a Police Advisory Board**

A Police Advisory Board has been implemented and is supported by the City of Raleigh Department of Equity and Inclusion. The board has completed orientation, elected officers, begun the process of reviewing policy, and adopted bylaws and an annual work plan.

### **SVHC 5.2 Reduce Firearm Violence**

Raleigh Police established an additional task force officer with the Bureau of Alcohol Tobacco and Firearms to analyze ballistics data in order to maximize public safety outcomes and to increase accountability of violent offenders. Staff has begun compiling a comprehensive list of community partners that may join them in efforts to reduce firearms violence in Raleigh.

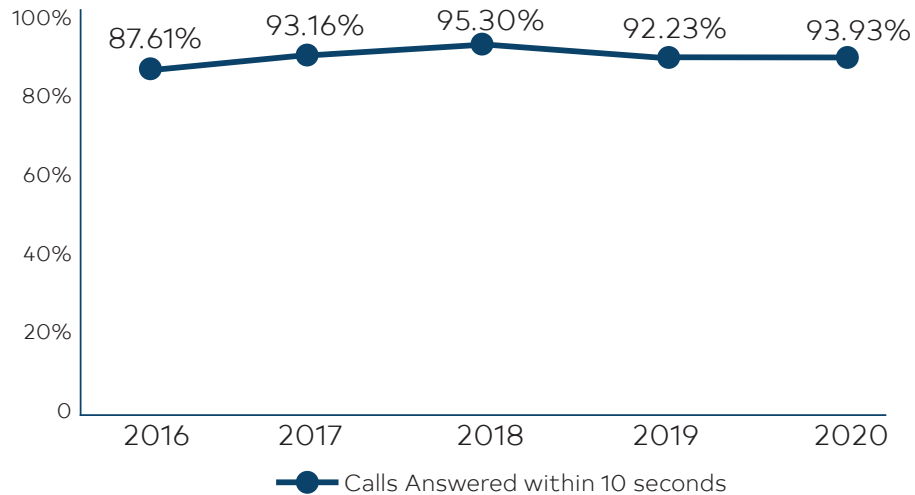
### **SVHC 5.3 Foster Trust Between Police and the Community**

The Police Department seeks to build public trust and legitimacy through several existing programs including the LEADER mentorship program, hosting several sports camp opportunities, and supporting the community ICARE Team. To advance this strategic initiative, staff is in the process of analyzing the strengths and weaknesses of existing efforts, as well as identifying new opportunities.

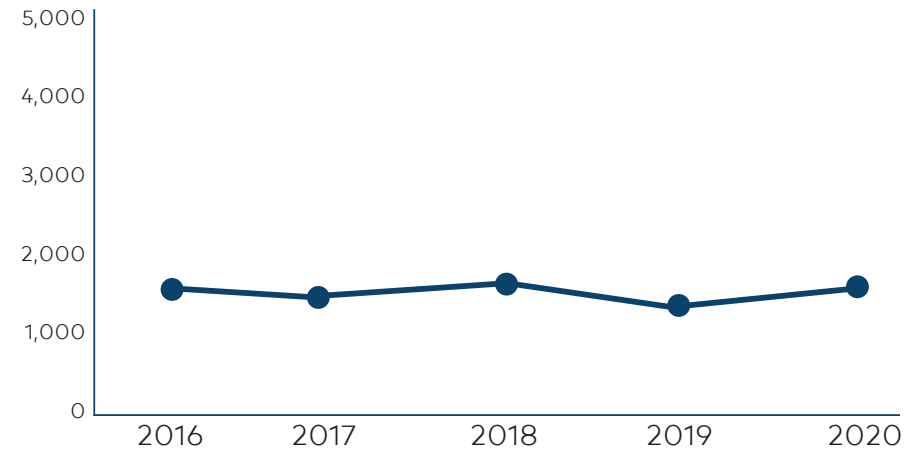
### **SVHC 5.4 Foster Meaningful Relationships Between Youth and the Police Department**

There were several sub-committees that were established for the 2019 Youth Summit: Budget, App, Marketing/Media, Logistics, Programming, Youth Outreach/Engagement and Community Outreach, that have begun work on the logistics for the 2021 Youth Summit. This year, the team added an Officer Work Group in order to include more field officer perspectives and involvement. Staff has mainly focused on the upcoming Raleigh Youth Summit and will begin to work on inventorying current programming and benchmarking peer organizations programs to find gaps within the way Raleigh Police develops and foster meaningful relationships with the youth.

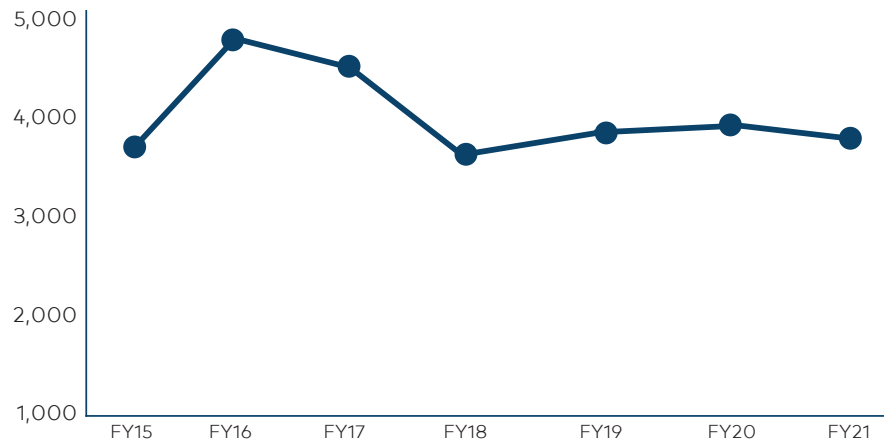
**Percentage of Emergency Communications Center Calls Answered within 10 seconds**



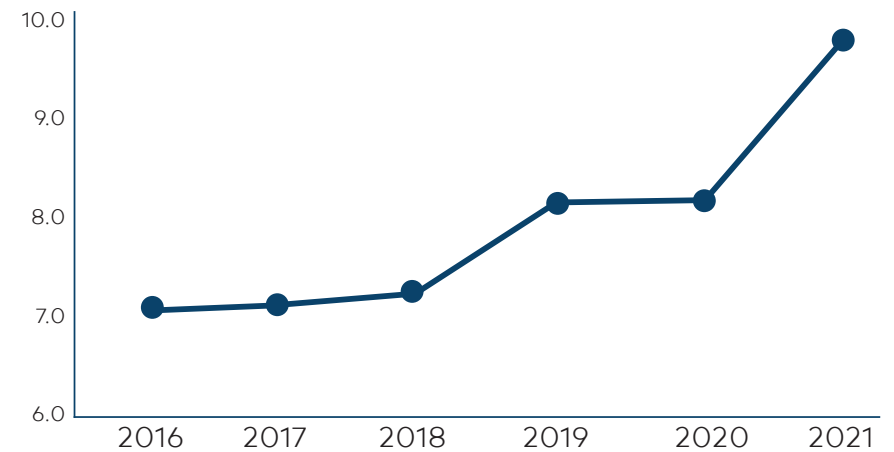
**Person Crimes per 100,000 Population**



**Property crime rate per 100,000 population**



**Average time from dispatch to arrival for top priority Police calls**



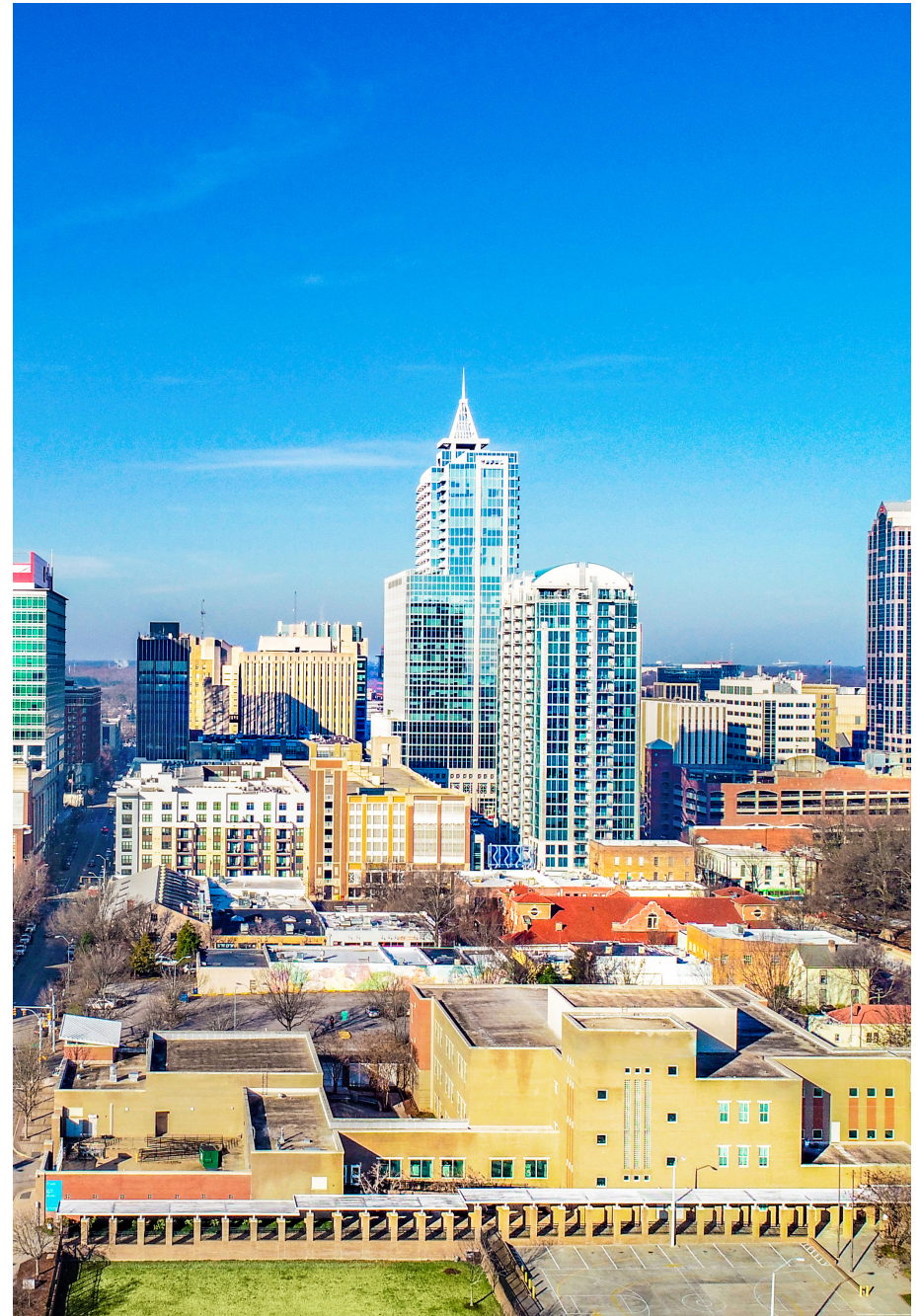


# Transportation & Transit

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

The five objectives within the key focus area seek to:

- Develop partnerships and implement a unified and coordinated transportation and land use vision.
- Enhance the multi-modal transportation network to reduce reliance on single occupancy vehicle trips.
- Identify policies, partnerships, and programmatic opportunities to improve the safety of the City's transportation network, with a focus on pedestrians and bicyclists.
- Implement intelligent transportation and emerging technology solutions that activate smart and connected communities.
- Implement equitable transportation programs and service levels with a focus on promoting an inclusive and accessible transportation network.





## Objective 1: Develop partnerships and implement a unified and coordinated transportation and land use vision.

### TT 1.1 Pursue Opportunities to Advance Community Priorities Along Transit Corridors

This initiative has fallen under the leadership of the Transit Oriented Development and Affordable Housing Work Group (TODAH) that has been diligently working on the areas of affordable housing and equitable development in transit corridors. TODAH recently published a report presented to City Council that led to Council authorizing staff to refer Comprehensive Plan amendments to the Planning Commission for their review and recommendation. Staff is currently pursuing applying the Equitable Development policy through a station area plan at the New Bern Bus Rapid Transit (BRT). Staff is also pursuing other partnerships through planned BRT stations where affordable housing can be developed.

### TT 1.2 Provide Optimum Community Benefit and Flexibility in Curbside Space

This initiative is taking two tracks to look at parking in the immediate future that allows for business to utilize curb space in unique ways, as well as long-term changes post-COVID. Currently the team is focusing on implementing recommendations that have resulted from the Downtown Raleigh Alliance (DRA) Realm Study for downtown.

### TT 1.3 Address Transportation Infrastructure Priorities Around Key Developments

This initiative is following two tracks: working with development partners on addressing infrastructure on private development and identifying large projects within the City's Capital Improvement Plan that require infrastructure for long-term success.



## Objective 2: Enhance the multi-modal transportation network to reduce reliance on single occupancy vehicle trips

### TT 2.1 Strengthen Multimodal Connections

Staff is working on a toolkit for strategies and best practices for multi-modal connections, including researching strategies utilized by other cities. Staff is looking at the New Bern Corridor as a pilot.

### TT 2.2 Encourage Diverse Modes of Transportation

Staff had the opportunity to learn from the City of Austin, TX to get inspiration for methods and programs for promoting alternative modes of transportation. The team has focused its current efforts around targeting new residents, new employees, and/or areas where people may be looking to make other changes, including transportation. This includes creating videos for employees and new residents. The team is also working on a promotional video for transportation options to the public.

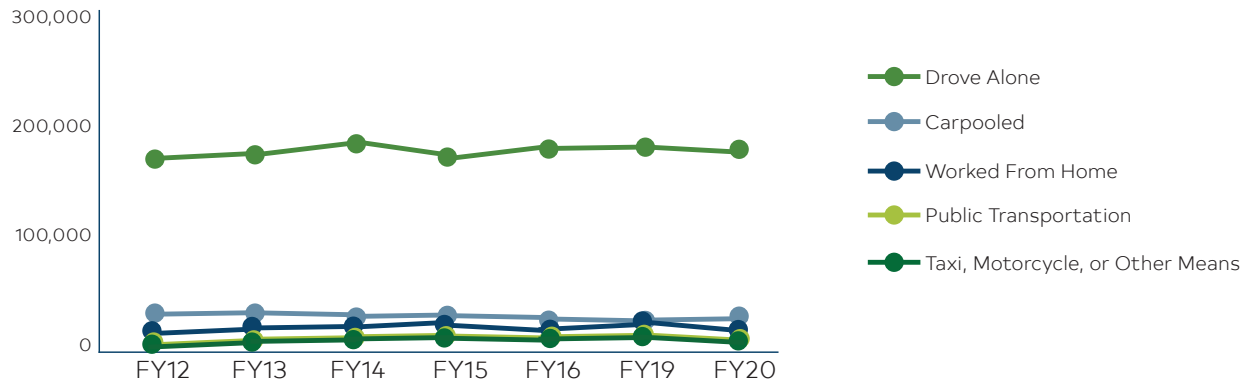
### TT 2.3 Expand Regional Transit Opportunities

The focus on this initiative has been to create an inventory of transit projects with a regional focus. This includes stakeholders, connection/transfer opportunities, and all projects around transit that are occurring in the region. This includes using the Bus Rapid Transit (BRT) and Community Rail Transit (CRT) projects as a barometer for the regional 'stretch' for which they will focus.

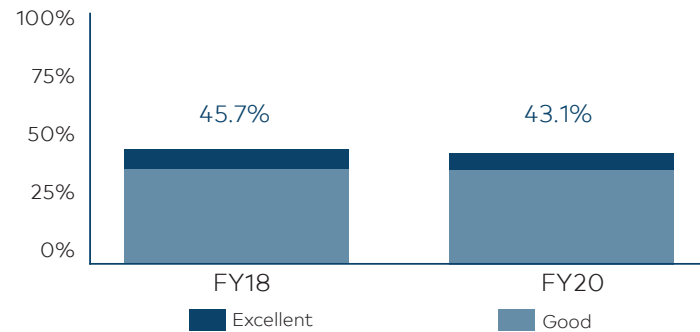




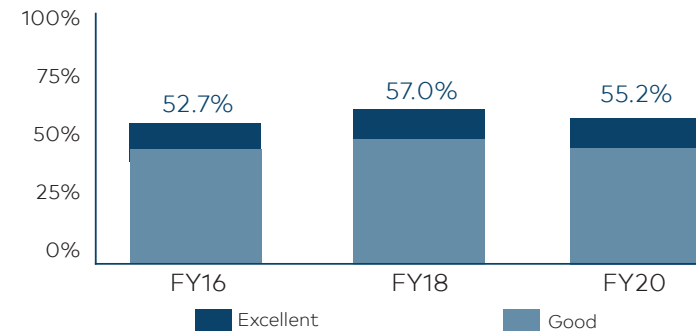
### Commuters Travel Mode to Work<sup>4</sup>



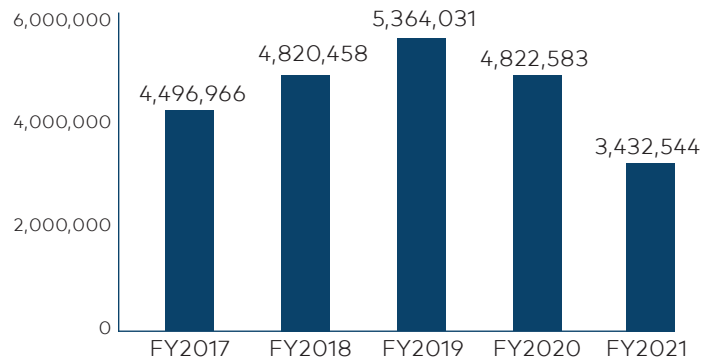
### Community survey rating of cleanliness of GoRaleigh bus stops and terminals<sup>1</sup>



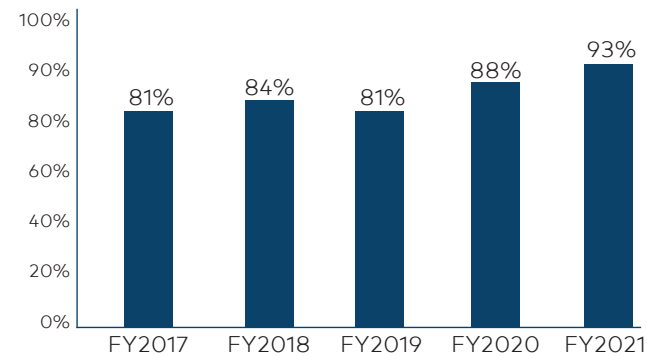
### Community survey rating of cleanliness of GoRaleigh buses<sup>1</sup>



### GoRaleigh Ridership



### On-Time Percentage



### **Objective 3: Identify policies, partnerships, and programmatic opportunities to improve the safety of the City's transportation network, with a focus on pedestrians and bicyclists.**

#### **TT 3.1 Develop a Vision Zero Implementation Plan**

A Vision Zero readiness plan is currently being developed and will be completed later this year. This plan will also provide guidance on hiring a Vision Zero Coordinator to lead the City's efforts in this area

#### **TT 3.2 Develop Policy on Citywide Speed Limits and Traffic Calming**

The team working on this initiative developed four key milestones: Create searchable database based on speed limit and street type; Apply applicable text changes for an updated Raleigh Street Design Manual; Generate a mechanism - Standard Operating Procedure - to study speed limits; Create a mechanism for Street Evaluation Prioritization. The team will work to advance equity through public engagement strategies.

#### **TT 3.3 Update the BikeRaleigh Plan**

Staff has begun meeting with various stakeholders and identifying tools and data that would aid in updating the BikeRaleigh Plan. The team also plans to collaborate with other Strategic Plan initiatives, particularly around multi-modal transportation efforts.

## Objective 4: Implement intelligent transportation and emerging technology solutions that activate smart and connected communities..

### TT 4.1 Optimize Investment in Electric Charging Infrastructure

This initiative focuses on the City's internal fleet electrification. The City recently hired a new fleet manager, who will be leading this effort. A 2019 Transportation Electrification Study will guide staff's work in this area.

### TT 4.2 Renewable CNG and Electric Public Transportation Vehicles

The City continues to expand the CNG and electric fleet with a recent purchase of 20 additional vehicles. Additionally, a contract award has been issued for a smart charging software for the electric busses.

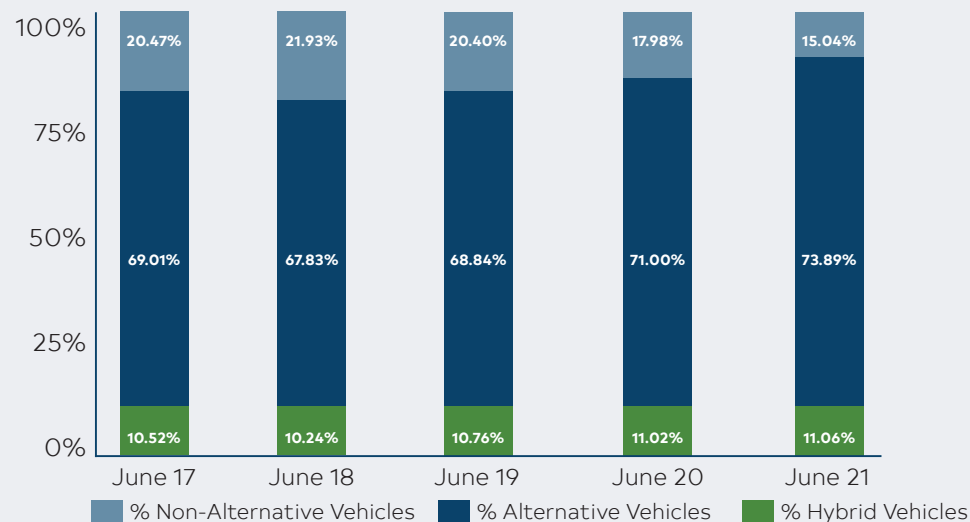
### TT 4.3 Advance Public Adoption of Electric Vehicles

This initiative is focused on the public support of electric vehicles (EV) and the City's role in encouraging more EV's within the public sphere. Staff has begun efforts to research the public encouragement of EV including what peer cities have done to advance EV usage in the public.

### TT 4.4 Pursue Transportation Innovations

Staff have begun researching innovative solutions for mobility and transportation. The research is focused in two areas: one on emerging technologies relevant to public sector transportation management and the second looking at ethical and effective applications.

## Alternative Vehicles in the City Fleet<sup>14</sup>





## **Objective 5: Implement equitable transportation programs and service levels with a focus on promoting an inclusive and accessible transportation network.**

### **TT 5.1 Improve Equitable Implementation of Transportation Infrastructure**

Through this initiative, staff is focused on improvements to transportation and mobility that break down barriers to participation. Staff have begun meeting with GIS to look at spatial equity indicators.. The first program the team is reviewing is the petition sidewalk program. Staff will apply a racial equity lens to the program to determine if there are barriers to equitable participation and outcomes.

### **TT 5.2 Identify Mitigation Measures for Areas Burdened by Past Transportation Investments**

Staff began this initiative with a focus on developing criteria for identifying neighborhoods that have been historically displaced and disconnected by past transportation investments. . Work in this initiative will help the City prepare for current and future federal funding opportunities.

### **TT 5.3 Improve Accessibility of Transportation Infrastructure**

Staff is working to develop an inventory of existing programs as well as researching programs offered by other municipalities in order to make recommendations for improvements to City programs and services.

# Strategic Plan Objectives and Initiatives

## Arts and Cultural Resources

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

### Objective 1: Cultivate Raleigh's position as a nationally recognized entertainment, cultural, and tourism destination.

- Initiative 1.1: Work with our partners to develop a comprehensive marketing strategy to leverage the community's arts, culture, and innovation sectors to promote Raleigh locally and nationally with a focus on showcasing our creative community.
- Initiative 1.2: Collaborating with our partners, continue efforts to ingrain diverse live music into the culture of Raleigh in both public and privately-owned venues.
- Initiative 1.3: Develop a Public Art Plan to determine future directions for art in public places and identify strategies to guide expansion, develop local artists through mentorship and artist-in-residence programs, and encourage a wideranging portfolio of projects

### Objective 2: Identify, protect, and develop places, traditions, and activities throughout the city that recognize Raleigh's rich and diverse history and cultivate innovative and diverse arts, cultural, and tourism opportunities.

- Initiative 2.1: Implement plans for Raleigh's historic and cultural assets to broaden access to our collective history and stories.
- Initiative 2.2: Cultivate projects and partnerships that foster collaboration and business support between the creative community, arts and cultural organizations, and local technology companies.
- Initiative 2.3: Explore and implement opportunities to highlight the culture and history of Southeast Raleigh.

### Objective 3: Utilize parks, green spaces, and recreation facilities as cultural hubs, gathering spaces, and neighborhood resource centers to foster connection, creativity, and economic development.

- Initiative 3.1: Collaborate with a broad range of community partners to implement initial phases of the Dorothea Dix Park Master Plan to create an inclusive signature destination park for community members, visitors, and all to enjoy.
- Initiative 3.2: Partner with the community to develop diverse and inclusive arts, recreational, and cultural programming that is affordable, geographically distributed, and representative of the community.

## Economic Development and Innovation

Maintain and grow a diverse economy through partnerships and innovation to support large and small businesses and entrepreneurs, while leveraging technology and providing equitable employment opportunities for all community members.

### 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, inclusive, 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 specific strategies and initiatives for each industry sector.
- Initiative 1.2: Create strategies, including public-private partnerships, to support programs that provide workforce development for adults of all ages, skill sets, and backgrounds throughout the community.
- Initiative 1.3: Partner with organizations in the community to continue to enhance youth skill development opportunities with a focus on enhancing the City's Pathways Center.

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

- Initiative 2.1: Work with partners, including area universities, that encourage and implement creative projects that add jobs and investment in our community.

- Initiative 2.2: Pursue opportunities for the City to participate as a beta customer to support innovation that promotes business development.
- Initiative 2.3: Review and assess the regional innovation and entrepreneurial ecosystems to inform the City's role and involvement in promoting innovation across the region.

**Objective 3: Develop strategies and tools that encourage and strengthen the development of businesses throughout the community.**

- Initiative 3.1: Implement and increase access to the economic development toolkit for businesses and those seeking to do business in Raleigh.
- Initiative 3.2: Review City policies, programs, and processes for opportunities to reduce barriers to business investment, small business growth, and economic expansion; implement and communicate improvements effectively.
- Initiative 3.3: Create partnerships and identify best practices that assist small, start-up, and minority-owned business development and education.
- Initiative 3.4: Identify opportunities to strengthen and promote the City of Raleigh's Minority and Women-Owned Business Enterprise (MWBE) Program.
- Initiative 3.5: Collaborate with state and regional partners to explore, recruit, and attract corporate headquarters to Raleigh to include evaluation of City strategies, tools, and marketing.

**Objective 4: Maintain and develop amenities and infrastructure to support and encourage jobs and business development and expansion in all parts of the city that provides opportunity for all.**

- Initiative 4.1: Evaluate downtown parking strategies to address changing office, retail, and residential needs including development of curbside management strategies to adequately support small business in downtown and throughout the city.
- Initiative 4.2: Evaluate the digital divide within our community and develop strategies to connect underserved neighborhoods to affordable internet service through partnerships with the private sector and nonprofits.

- Initiative 4.3: Partner with the business community to promote and collaborate on inclusive and equitable economic development to encourage strategic business investment to areas of the city where the need for that business exists.
- Initiative 4.4: Continue to keep the tourism ecosystem and the Raleigh Convention Center, Red Hat Amphitheater, and Duke Energy Center for the Performing Arts modern, vibrant, and innovative to attract economic generating events to Raleigh.
- Initiative 4.5: Review and update the City's priority areas for economic development for equitable investment and job opportunities throughout the city and develop strategies that promote these areas and encourage developers to invest in these areas.

## GROWTH & NATURAL RESOURCES

Encourage a diverse, vibrant built environment that preserves and protects the community's natural resources, strives for environmental equity and justice, and encourages sustainable growth that complements existing development.

**Objective 1: Identify opportunities to refine and enhance policies and programs that protect and improve environmental resources to include the tree canopy, open space, and plant management policies and practices.**

- Initiative 1.1: Conduct a city-wide tree canopy cover assessment; establish canopy metrics and tree planting goals; and identify strategies to improve Raleigh's urban forest to help meet climate, sustainability, resiliency, equity, and accessibility goals.
- Initiative 1.2: Build on the Green Stormwater Infrastructure policy and additional tools to encourage low-impact development in private and public projects.
- Initiative 1.3: Identify opportunities to eliminate barriers and increase education to encourage urban agriculture.
- Initiative 1.4: Identify opportunities to enhance the effectiveness of green waste collection that reflect current best practices.
- Initiative 1.5: Develop and establish a stream restoration prioritization plan, including the identification of dams that create negative impacts.



**Objective 2: Complete, adopt, and implement the Capital Area Greenway Master Plan to support a balance of environmental, multi-modal transportation, and recreational uses.**

- Initiative 2.1: Develop and implement policy recommendations, operational considerations, and capital investments to position greenway trails as transportation options.
- Initiative 2.2: Expand greenway connectivity and accessibility across all communities, with a focus on connections between residential areas, activity centers, and green spaces.
- Initiative 2.3: Incorporate an array of amenities into the network of greenway trails, based on the priorities identified in the Greenway Master Plan and other emerging best practices, to increase and improve user experience.

**Objective 3: Identify and facilitate improvements to the built environment and City programs through the use of technology, innovative design practices, and emerging scientific principles.**

- Initiative 3.1: Utilize an environmental justice mapping tool to enhance understanding of environmental inequities in our community and identify potential options for mitigation.
- Initiative 3.2: Evaluate City programs and resources for scientific and technological investments that could improve environmental performance.
- Initiative 3.3: Evaluate opportunities to enhance sustainability, energy efficiency, and renewable energy in new and existing City facilities.
- Initiative 3.4: Analyze data to identify heat islands within the city and develop potential mitigation opportunities.
- Initiative 3.5: Identify and implement policy, programmatic, and financial strategies to address repetitive structural flooding caused by factors such as undersized infrastructure, land development, and climate change.

**Objective 4: Pursue opportunities to advance adoption of comprehensive stewardship practices throughout the community, including efforts to reduce community-wide greenhouse gas emissions, address resiliency, and improve climate equity.**

- Initiative 4.1: Identify the priorities and resources necessary for implementation of Community-wide Climate Action Plan (CCAP) actions.
- Initiative 4.2: Identify policy, partnership, and advocacy opportunities that would support modernization of the electricity distribution system and increase use of renewable energy sources.
- Initiative 4.3: Implement strategies for city-wide waste reduction.
- Initiative 4.4: Work with community partners to engage youth in stewardship and environmental education opportunities

## ORGANIZATIONAL EXCELLENCE

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

**Objective 1: Leverage the City's culture of efficiency, effectiveness, and equity to continue to identify opportunities to improve service delivery.**

- Initiative 1.1: Evaluate and implement customer service best practices and training across the organization.
- Initiative 1.2: Develop a comprehensive Citywide customer service system strategy that helps ensure convenience and accessibility for community members.
- Initiative 1.3: Implement a Citywide project management software to enhance project management and delivery.
- Initiative 1.4: Promote a performance management philosophy that encourages continuous improvement and innovation to achieve community and organizational goals..

**Objective 2: Align organizational resources to meet the needs of a growing and diverse community and changing environment while maintaining financial stability.**

- Initiative 2.1: Ensure the organization's ability to provide services during times of severe stress through a review of business continuity plans and resiliency principles.

- Initiative 2.2: Implement the Civic Campus Phase I, East Tower project, which aims to enhance customer service, create a welcoming and accessible environment, and offer a collaborative, dynamic space for the public and employees.
- Initiative 2.3: Ensure fiscal stewardship by assessing financial trends and addressing potential long-term gaps between available resources and what is required to meet known and emerging community needs..

**Objective 3: Recruit, develop, and retain a diverse, highperforming workforce.**

- Initiative 3.1: Develop recruitment strategies to ensure the City attracts and hires diverse, highly qualified candidates, while leveraging strengths of the local workforce.
- Initiative 3.2: Work with community partners, including local colleges and universities, on strategies to expand the City's talent pipeline.
- Initiative 3.3: Develop and implement formal workforce planning processes to strategically optimize the City's workforce to meet current and future service needs of the community.
- Initiative 3.4: Invest in the professional growth and development of employees through internal and external training, education, and mentorship opportunities.
- Initiative 3.5: Regularly review and refine the City's compensation and benefits package to maintain market competitiveness.

**Objective 4: Embed equity throughout the City of Raleigh organization and in the services provided to the community.**

- Initiative 4.1: Increase City employees' understanding and adoption of practices to advance social equity through training and continued learning opportunities.
- Initiative 4.2: Develop and implement a Citywide Equity Action Plan to enhance equity in the services provided by the organization.

**Objective 5: Promote and enhance inclusive community engagement in City services, programs, and projects.**

- Initiative 5.1: Provide access options to communications content and information to meet the diverse needs of our community.
- Initiative 5.2: Obtain regular feedback from community members about City programs, projects, and services and use the information to make improvements.
- Initiative 5.3: Complete a study to review and update the City's community engagement process and implement study recommendations.

## **SAFE, VIBRANT & HEALTHY COMMUNITY**

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

**Objective 1: Promote a safe and vibrant atmosphere throughout the city of Raleigh by educating community members on City services and the latest safety measures that help support a thriving community in which to live, work, and play.**

- Initiative 1.1: Apply Crime Prevention through Environmental Design principles to increase and enhance safety at facilities and open spaces throughout the city.
- Initiative 1.2: Promote safety through education, partnerships, and best practices that empower community members to contribute to a safe and vibrant community.
- Initiative 1.3: Develop and implement strategies to build community members' resilience to disasters, prioritizing vulnerable communities to support equitable recovery and growth following a disaster.

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

- Initiative 2.1: Strengthen homeless service resource center partnerships through a robust coordinated entry system to more rapidly deliver homelessness and eviction prevention, rehousing, emergency housing and permanent housing assistance and services.

- Initiative 2.2: Seek new partnerships for the development of mixed-income housing and a broader range of housing choices for varying lifestyles, preferences and age groups.
- Initiative 2.3: Update the Affordable Housing Improvement Plan to include the Affordable Housing Bond and its focus on equitable development around transit and in neighborhoods experiencing escalating housing costs which impact long term residents and limit housing choice.
- Initiative 2.4: Revise the City code to provide greater oversight and authority relative to minimum habitability standards in lodging establishments not intended as dwellings for families with children.
- Initiative 2.5: Eliminate local regulatory barriers to diverse housing types and choices, including options such as tiny homes, accessory dwelling units, and manufactured homes, to accommodate growth, changing life needs and preferences, and enhanced walkability.
- Initiative 2.6: Review City processes for opportunities to streamline and reduce barriers to promote the production of housing.
- Initiative 2.7: Explore partnerships and opportunities to incentivize more landlords to accept housing vouchers.

**Objective 3: Promote walkable, mixed-use and mixed-income neighborhoods, including those near transit investments.**

- Initiative 3.1: Identify areas characterized by disinvestment and consider funding strategies to adopt and implement plans in these areas.
- Initiative 3.2: Identify and address acquisition of properties in areas undergoing transition, including near future transit and other transformative investments.
- Initiative 3.3: Strengthen neighborhood social fabric through equitable community outreach, connection, engagement, and communication

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

- Initiative 4.1: Work with the community to implement and support strategies that prevent and address substance use and opioid addiction.
- Initiative 4.2: Implement and support programs and services that offer opportunities for community members to age in place with dignity.

- Initiative 4.3: Work with community partners to implement and support strategies that enhance food security throughout the city.

**Objective 5: Pursue efforts to build trust, transparency, and accountability in the City's policing services to provide a positive level of real and perceived safety in the community.**

- Initiative 5.1: Implement and support the Police Advisory Board, a diverse and representative body of community members, which aims to build public trust through the review of departmental policies and procedures and serves as liaisons in community engagement efforts.
- Initiative 5.2: Reduce firearm violence in the Raleigh community by utilizing a holistic approach that includes training Police employees, partnering with the community, and using intelligence-led policing.
- Initiative 5.3: Engage in intentional and meaningful dialogue to foster mutual understanding and trust between the Police Department and the community, with an emphasis on face-to-face community meetings.
- Initiative 5.4: Develop and foster meaningful relationships between youth and the Police Department, including continuing the biannual Youth Summit.

## TRANSPORTATION & TRANSIT

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

**Objective 1: Develop partnerships and implement a unified and coordinated transportation and land use vision.**

- Initiative 1.1: Pursue opportunities and partnerships along high priority transit corridors to advance community priorities, develop specific land use strategies, and support equitable economic development.
- Initiative 1.2: Evaluate the use of curbside space to ensure policies and practices are providing optimum community benefit and flexibility.
- Initiative 1.3: Develop strategies to address transportation infrastructure priorities associated with key development opportunities or City investments.

**Objective 2: Enhance the multi-modal transportation network to reduce reliance on single occupancy vehicle trips.**

- Initiative 2.1: Develop strategies to strengthen multimodal connections between high impact activity nodes and identify, prioritize, and implement projects that strengthen connections between different modes of transportation.
- Initiative 2.2: Develop and pursue strategies to encourage and incentivize individuals to seek out and utilize alternative modes of transportation, including identification and removal of barriers and improvements to existing transit service.
- Initiative 2.3: Evaluate and pursue opportunities, including partnerships, to expand regional transit opportunities including bus rapid transit, commuter rail, and high-speed rail.

**Objective 3: Identify policies, partnerships, and programmatic opportunities to improve the safety of the City's transportation network, with a focus on pedestrians and bicyclists.**

- Initiative 3.1: Develop a Vision Zero implementation plan that utilizes partnerships and includes necessary legal, policy, equity, and resource considerations.
- Initiative 3.2: Develop policy considerations on the appropriateness of citywide speed limits and incorporate traffic calming elements into street design requirements for new development; systematically implement changes.
- Initiative 3.3: Update the BikeRaleigh Plan with a focus on equitable outcomes and bike lane implementation focused on linking strategic connections.

**Objective 4: Implement intelligent transportation and emerging technology solutions that activate smart and connected communities.**

- Initiative 4.1: Develop a plan to optimize the City's investment in electric vehicle charging infrastructure and model success through continued adoption of electrification and conversion to alternative fuels in the City's fleet.
- Initiative 4.2: Improve the operational efficiency of the City's bus and public transportation vehicles through renewable CNG and electric buses.

- Initiative 4.3: Identify opportunities to install electric vehicle charging infrastructure to advance the public adoption and use of electric vehicles including encouragement for private investment.
- Initiative 4.4: Coordinate, support, and make investments in technology solutions, partnerships, and data collection to improve mobility and support automation, artificial intelligence, service coordination, and other transportation innovations

**Objective 5: Implement equitable transportation programs and service levels with a focus on promoting an inclusive and accessible transportation network.**

- Initiative 5.1: Evaluate revisions to transportation programs and policies to improve equitable implementation of infrastructure improvements, broaden options, increase eligibility, and reduce barriers to participation.
- Initiative 5.2: Identify and map areas burdened by past transportation investments and associated air quality or community impacts; and identify mitigation measures to generate better outcomes for impacted residents.
- Initiative 5.3: Improve accessibility for persons with disabilities and active adults by identifying, prioritizing, and implementing transportation supportive infrastructure.



# 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 2020. 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. 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.
4. Data Source: US Census Bureau American Community Survey 1-year estimates.
5. Data Source: NC Department of Commerce Labor and Economic Analysis. Local Area Unemployment Statistics (LAUS) program. Not seasonally adjusted.
6. Data Source: Greater Raleigh Convention and Visitors Bureau.
7. Data Source: Tourism Economics
8. Recycling and Waste Data: waste data reflect single-family residences only. Recycling data reflect both single-family and multi-family residences.
9. Data Source: City of Raleigh Human Resources Department
10. Data Source: Wake County Homeless Management Information System. Data are for the entire Wake County area.
11. Data Source: the US Census Bureau through the American Community Survey (ACS) and HUD's HOME Income Limits.
12. Data Source: US Census Bureau American Community Survey 1-year estimates. Cost-burdened means that the household spends 30% or more of their monthly income on rent or homeowner costs.
13. Racially Concentrated Areas of Poverty (RCAPs): 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.
14. 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. Hybrids are called out separately in the chart. Excludes GoRaleigh and Fire Department's Fleet





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