



City of Raleigh Strategic Plan Performance Report

Fiscal Year 2022

strategicplan.raleighnc.gov



FY2021 - 2025

RALEIGH STRATEGIC PLAN

A solid foundation for an intentional future.

*The information in this report represents
Strategic Plan progress as of June 2022.*

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Raleigh City Council

Raleigh's Strategic Plan is a collaborative effort that is led by the vision and leadership of Raleigh's City Council. The Strategic Plan is influenced by resident feedback obtained from the biennial Community Survey, reflective of staff contributions, and appropriately aligned with other important documents like 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 the community to document progress made to advance the Strategic Plan.

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 directed by City Council's vision and reflects the diverse perspectives and contributions of community members, businesses, Council members, and City staff.

The Strategic Plan is a tool that clearly articulates the City's priorities for the coming years and sets the direction for the organization. The Plan's six principal 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.

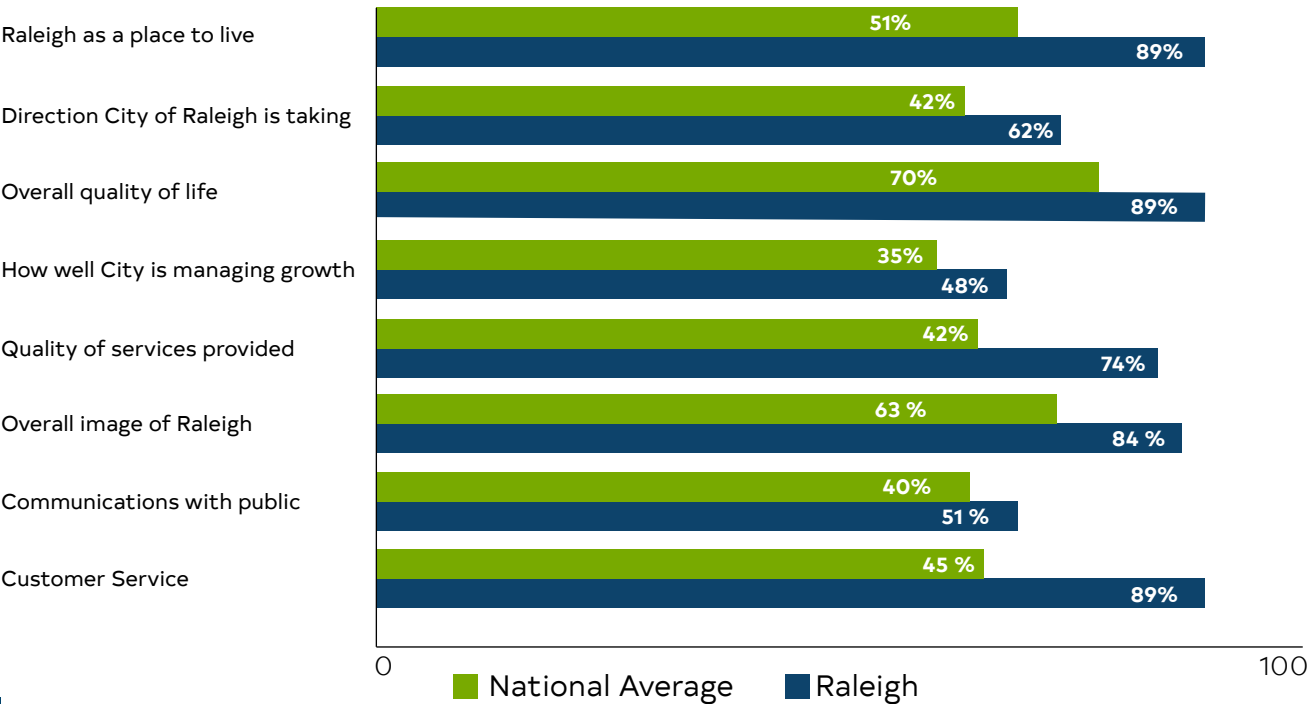
I am pleased to present the FY2022 Strategic Plan Performance Report. This report reflects the City's collaboration across departments and with community members to make progress toward our established goals. The work that stems from the Strategic Plan will have meaningful impacts on our community for years to come. I look forward to presenting future reports as we continue to execute the goals established through the 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. 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.



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.



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.



ORGANIZATIONAL EXCELLENCE

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



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.



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.

Key Focus Areas (abbreviations are noted in parentheses)

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

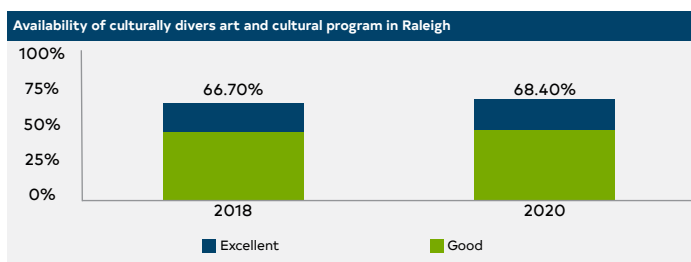
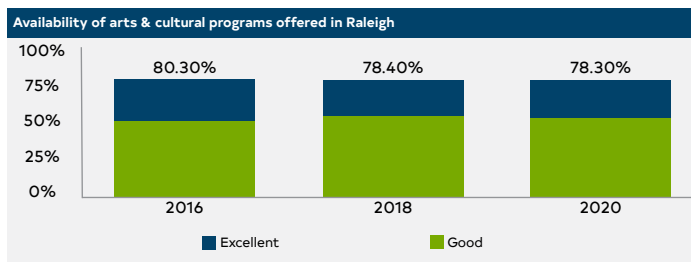
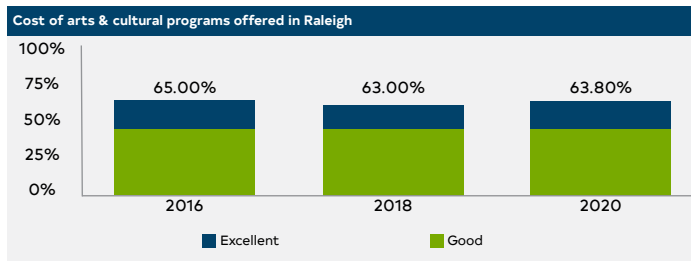
The three objectives within the Arts and Cultural Resources key focus area seek to:

- 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.

Performance Measures



ACR 1.1 Showcase Raleigh's Creative Community Locally and Nationally

Staff partnered with the Greater Raleigh Convention and Visitors Bureau to develop an arts and culture calendar for Raleigh that highlights the rich and vibrant arts and cultural experiences in the city as well as other events that provide Raleigh with vibrancy and character. The calendar is a one stop shop for visitors and community members to discover arts and cultural experiences in Raleigh.

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 underserved.

ACR 1.3 Develop a Public Art Plan

Staff in this area have worked over the last year to complete research, interviews, and program evaluations to better understand the common obstacles and skill gaps that prevent local artists from working in the field of public art. The team created a list of recommended strategies to address these obstacles. The team also created a Public Arts Community Engagement Checklist to better engage the public on the Public Arts Plan with the hopes of including feedback in the final plan presented to City Council.

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

This past year has proven to be exciting in the areas of Raleigh's historic and cultural resources. Staff is planning celebrations for the 50th Anniversary of the Mordecai Historic Park and the 60th Anniversary of the Raleigh Historic Development Commission. The team will also work with the Oakwood Neighborhood to celebrate the 50th Anniversary of the Oakwood Candlelight Tour. The City is continuing work on the Latta University Historic Park interpretation plan and construction project, with construction expected to begin in spring of 2023. The Oral History, a project dedicated to collecting and preserving oral histories of Raleigh's LGBTQ+ community and African American community, also kicked off this year.

ACR 2.2 Foster Collaboration Between Creative Community and Local Tech

The team has researched other municipalities and possible partners to understand what peers are doing to bring the creative community together with local technology companies and innovators. Moving forward, City staff will begin work with an Artist in Residency Program, alliances with science, technology and the arts, professional development opportunities for artists, and digital spaces within the community.



ACR 2.3 Highlights the Culture and History of Southeast Raleigh

The City celebrated southeast Raleigh's rich and vibrant history through a variety of events this year. This year, the City dedicated the John Chavis Memorial Park: Past to Present, an outdoor exhibit interpreting events that impacted the development of the park while highlighting community stories from the park's earliest days up to the present.

The City also held several Juneteenth celebrations at John Chavis Memorial Park, Dorothea Dix Park, Roberts Park, Mordecai Historic Park, and Dr. M.T. Pope House Museum.

The City of Raleigh Museum opened the Sacred Spaces, Sacred Stories exhibit on Raleigh's first African American burial ground. The exhibit presents the story of one of North Carolina's earlier municipal cemeteries for African Americans, which was established in 1872.

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

In summer 2022, the City celebrated the groundbreaking for the Gipson Play Plaza – an inviting and inspiring public space for all ages with one-of-a-kind play spaces, works of art, a civic plaza, fountains, and gardens. Construction is scheduled to start in fall 2022 and will take two and a half years. Staff will continue to implement the Dorothea Dix Park Master Plan with continued efforts like Conservation Corps North Carolina's (CCNC) Summer Youth Crews, Wings of the City, Inter-Tribal Pow-Wow, Pop-up Museum, Dreamville, Sunflowers, and more.

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

Staff is focused on developing a campaign to connect people with parks using public transportation. Teams will identify parks that are close to public transportation and work with GIS to create a map that can be publicly distributed.





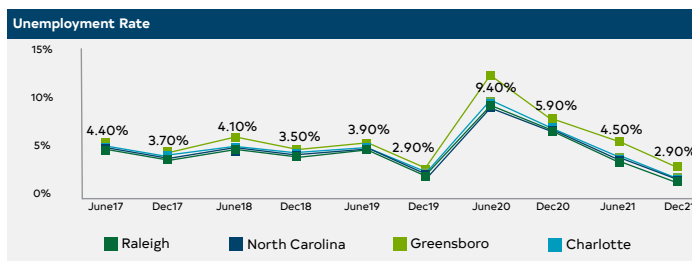
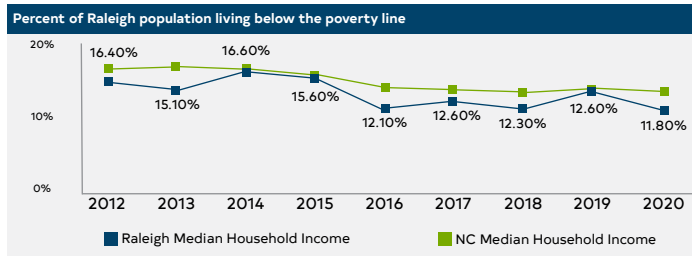
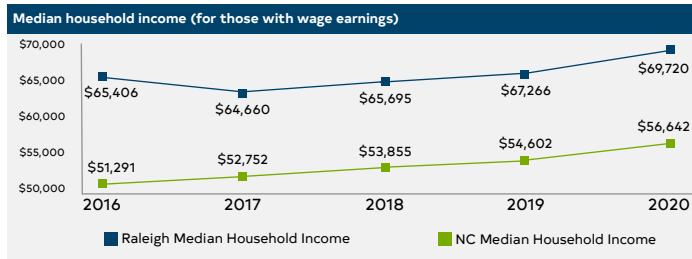
Economic Development & Innovation

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 Economic Development & Innovation key focus area seek to:

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

Performance Measures



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 Regional Skills Analysis by ensuring that responses provided by local businesses regarding their workforce needs inform current and future programs offered through the City.

EDI 1.2 Support Workforce Development

The team has started the process of identifying potential external and internal partners to help support a pilot workforce development program for individuals experiencing homelessness.

EDI 1.3 Enhance Youth Skill Development Opportunities

Over the past year, the Pathways Center has continued to focus their programs to address workforce opportunities and challenges in the community. Some program highlights include the 2022 Raleigh Summer Youth Employment Program, Partnership Raleigh Intern Program, and Digital Connectors. In the coming months, the team is looking forward to beginning a Pathways to Public Service Apprenticeship Program.

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

The team is working on a plan for a pro-bono business law network that would provide a low-cost, high-impact program focused on connecting the City's legal community with the people who contribute to the economic vitality of our regions.

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

The City continues to focus on beta programs that support innovation to promote business development and enhance City operations.

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

The City partnered with Dr. Sarah Glova of Reify Media to develop an Innovation Report that summarizes key themes from an innovation survey and an Innovation Ideation Session. The survey collected ideas for how the City can support innovation within the region. The Innovation Ideation Session was an in-person brainstorming opportunity that gathered 60+ attendees and was facilitated by 18 community leaders. The findings from this report are guiding the work of the City's Office of Strategy and Innovation.

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

The team made great progress with the development of a communication strategy, which describes how information about the City's economic incentive resources will be provided to the business community. The next steps are to continue to improve communication resources to ensure that the information is easy to access for all.

EDI 3.2 Reduce Barriers to Business Investment and Growth

Over the last year, the team has accomplished benchmarking and short-term COVID recovery initiatives, including providing support to the Downtown Raleigh Alliance's Public Realm Study and administering the City of Raleigh Small Business Survey.



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

City staff created and launched the Small, Start-up, and Minority-owned Business Survey. This was disseminated to over 5,000 MWBE subscribers, Economic Development organizations, and various City of Raleigh departments. The findings from the survey are incredibly valuable and the team plans to administer this survey in years to come.



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

Staff developed a series of videos including "How to use the Interactive Purchasing System (IPS)" and "MWBE Benefits and Opportunities" as resources for business owners. Staff continue to improve the information available through the City's MWBE webpage by including a FAQ section and new resource forms.

EDI 3.5 Attract Corporate Headquarters to Raleigh

The responsibilities for this function have been shifted to Wake County Economic Development, who provides regular updates to the City on the related activities. Key highlights from Wake County Economic Development include:

Four new companies opened Raleigh operations (Gilead Sciences, INEOS Automotive, Intelrad Medical Systems, Spotit).

Three existing companies expanded their Raleigh operations (McAdams, Pendo, Relay).

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

The team implemented all curb space related initiatives and recommendations in the Public Realm Study produced by the Downtown Raleigh Alliance (DRA) and worked closely with the DRA and other business alliances to successfully convert all temporary curbside pickup zones across the city to permanent uses of the curb.

The team hosted 73 meetings with businesses who were affected by COVID, which resulted in implementation of 36 new curbside pickup zones and 15 new mixed use loading zones.

EDI 4.2 Evaluate and Address the Digital Divide

Staff held and participated in an Evaluate the Digital Divide workshop to enhance understandings and to explore gaps in programs and data related to the digital divide. The information gathered through the workshop is being used to guide next steps, which includes the development of a pilot program focused on the needs in specific neighborhoods.

EDI 4.3 Encourage Strategic Business Investment

Staff working on this initiative assisted the Division of Community and Small Business Development by applying an equity lens to the City's Business Resource Guide. The team is also working on ideas for expanding grant opportunities and increasing community engagement opportunities.



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

The team surveyed 42 venues across the nation, to determine how peers are recouping from COVID-19. The findings showed that venues across the nation are taking similar approaches to Raleigh. Staff are currently surveying community members to gain an understanding of residents' knowledge of the Raleigh Convention and Performing Arts Complex (RCPAC) Department's offerings and the resources they have.

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

Staff have designed a public survey to solicit community feedback on general economic goals. These goals will guide the revisions on the criteria used for the Map ED-1 priority areas for Economic Development. Staff is also working on an engagement plan for survey advertising, which is expected to launch in the Fall.



Growth and 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 Growth and Natural Resources 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

The landcover mapping and tree canopy assessment scope has been established and Davey Resource Group has been selected as the vendor to conduct the assessment. The project will focus on creating a baseline for the existing tree canopy coverage, comparing current tree canopy coverage to past years, conducting an assessment across a range of attributes including geographic boundaries and environmental benefits, and producing the resources needed to guide future tree canopy initiatives with a focus on equity.

GNR 1.2 Encourage Low-Impact Development

Staff is supporting the Green Stormwater Infrastructure (GSI) Action Plan. Staff continues to focus on adding stakeholders from a variety of departments who are interested in incorporating GSI into their work. The team is currently working on a draft administrative policy to evaluate GSI with every exterior City project.

GNR 1.3 Eliminate Barriers and Encourage Urban Agriculture

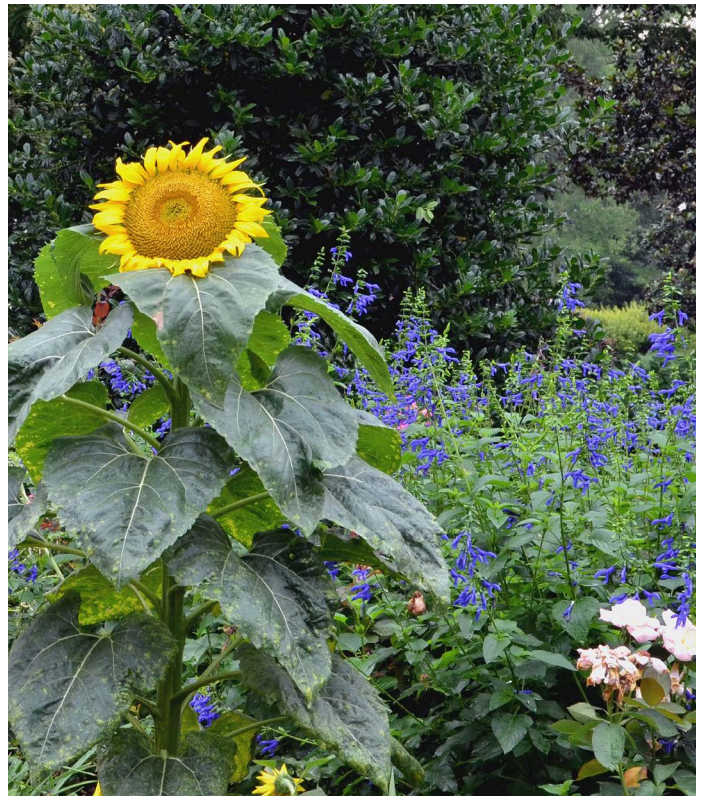
City staff revised the Community Gardens webpage on raleighnc.gov to provide information about different types of gardens and urban agriculture found in the City of Raleigh and to assist those looking to start their own gardens in the community. The City also launched a Dig In! video to encourage urban agriculture and to highlight the positive sustainability impacts tied to urban agriculture.

GNR 1.4 Enhance Green Waste Collection

City staff distributed 104,319 yard waste carts across the Raleigh community and began curbside yard waste collection in the Summer 2022. The scope of work for an Organics Management Feasibility Study was completed and a quote for the study was provided to staff. The team is pursuing funding options for the study.

GNR 1.5 Develop a Stream Restoration Prioritization Plan

City staff are working collaboratively across Stormwater, Raleigh Water and Parks to identify streams for stabilization and repair. Staff are focusing efforts on stabilizing streams that are eroding near sanitary sewers and repairing streams within City of Raleigh Parks. In addition to working with Raleigh Parks on potential stream repair sites, staff are also discussing dam repairs where vegetation has encroached on the dam.



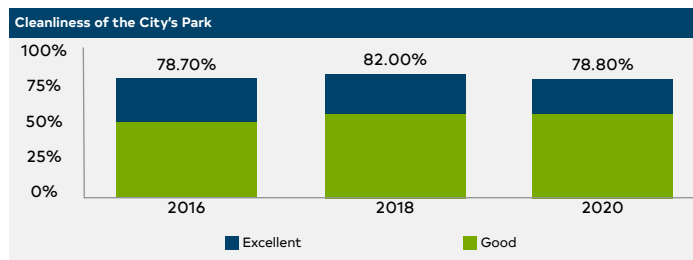
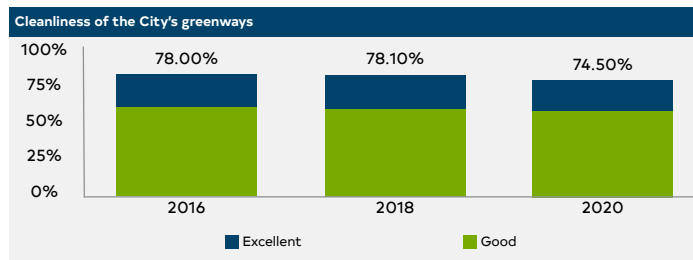
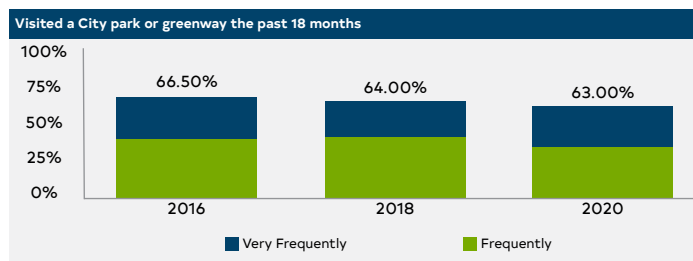
Objective 2:

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

Staff are tying their work efforts to the City's Greenway Master Plan. The team is specifically focused on expanding the operating hours of the Greenway system to improve its usage for transportation.

Performance Measures



GNR 2.2 Expand Greenway Connectivity and Accessibility

This team is working with a GIS model to create greenway connectivity and accessibility centered around activity centers. The GIS model focuses on factors such as the Housing and Urban Development (HUD) index and the jobs proximity index. The team is considering a next step of creating an equitable public engagement process around this initiative to identify potential access points.

GNR 2.3 Incorporate Amenities Into Greenway Trails

Over the last several months, staff reviewed data presented within the adopted Greenway Master Plan, particularly in relation to desired amenity types, locations, and demand. The team combined the data derived from the Greenway Master Plan and the 2021 Greenway Trails Audit of current amenities to show where gaps were and what it would look like to incorporate the needed amenities in these areas. Staff will utilize the data on existing and future amenities to inform future recommendations.

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 Map to Mitigate Environmental Inequities

Staff is working on a proposal for how an Environmental Justice Map tool can be integrated into the City's processes, procedures, and decision making.

GNR 3.2 Use Science and Technology to Improve Environmental Performance

The team has been successful in working with the Raleigh Department of Transportation Operations Team to learn about Cool Pavements, the pilot project that was completed with Pavement Technologies, Inc. The City won an Impact Award for Sustainable Transportation from the Cleantech Cluster for the Cool Pavements pilot project. Staff continue to participate in the Global Cool Cities Alliance and are continuously looking for other opportunities to connect with alliances who focus on sustainability.



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

Staff identified key needs to enhance sustainability, energy efficiency and renewable energy in City facilities, including power grid data, structural studies, and other associated data. The team also identified shovel ready solar generation projects for existing projects. Research and planning are in progress for on-site energy generation and green building products.

GNR 3.4 Identify and Mitigate Heat Islands

Staff identified mitigation strategies for urban heat islands and hosted a Heat Watch webinar in February 2022. The City has launched three educational webpages on raleighnc.gov for community members (Mitigating Extreme Heat, Protect Yourself from Extreme Heat, and Mapping Urban Heat Islands). The City of Raleigh was awarded the DIRECT Reflection Award by the NC League of Municipalities for the Raleigh & Durham Heat Watch Project.

GNR 3.5 Address Repetitive Structural Flooding

Staff is providing updates for Storm Frequency and is collecting data on cataloged flooded structures. All cataloging should be complete within the next six months.

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 Resources to Implement the Community-wide Climate Action Plan (CCAP)

The Community Climate Action Plan was adopted by the City Council on March 2, 2021. Several CCAP projects to address resilience and climate equity have started using the data from the Urban Heat Island project. Other implementation activities include identifying climate action projects that need funding for implementation, benchmarking climate action reporting from other cities, and researching and evaluating a system to track climate actions

across the Strategic Plan, Comprehensive Plan, departments, and the external community. Staff are continuing to establish a process to track climate action progress over time. Several specific climate action projects have been identified for potential federal funding opportunities, including high-impact actions related to electric vehicle infrastructure, solar projects, and energy management.

During the FY22 Budget, City Council supported the establishment of the Raleigh Climate Action Fund to provide support for projects that align with the CCAP. Several departments have received project funding since the Fund was operationalized. The climate action fund will continue to review applications to support climate action in FY23. The first CCAP Implementation update is planned for September 2022.

GNR 4.2 Support Modernization of Electricity Distribution System

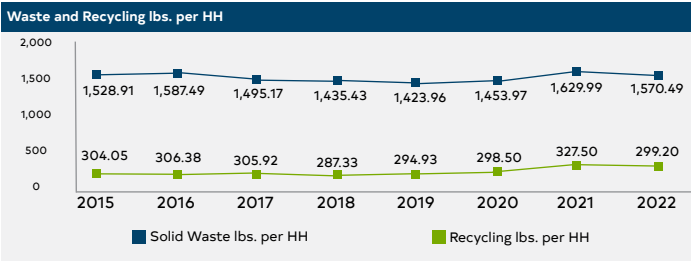
The team met with external stakeholders and industry experts to determine the characteristics of a modern utility grid, learn about grid modernization efforts and trends, and identify potential ways the City may influence grid modernization efforts in Raleigh. The team also reviewed and gathered information on existing solar photovoltaic (PV) programs, rebates, and incentives and prepared a summary of this information.

The Office of Sustainability has led the development of a contract with North Carolina Sustainable Energy Association (NCSEA) that will provide the City with data related to solar installations within the City of Raleigh, including the number of solar PV systems in the City of Raleigh and capacity of the systems.

GNR 4.3 Reduce Waste City-Wide

Staff proposed a printing audit and an internal/ external educational campaign on reducing, reusing, and recycling. Moving forward the team will consider future strategies to reduce waste City-wide.

Performance Measures



GNR 4.4 Engage Youth in Stewardship and Environmental Education

Work directly related to advancing this initiative was also completed through the second cohort of interns for the award-winning Partnership Raleigh Community Climate Internship Program. The second year of the Partnership Raleigh Internship Program concluded with a celebration event for the interns on June 24th at the Walnut Creek Wetland Center.





Organizational Excellence

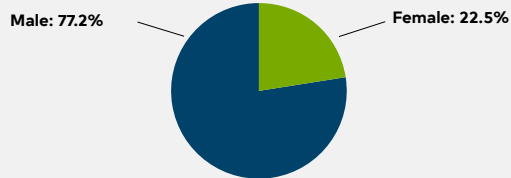
Foster a transparent, nimble organization of employees challenged to provide high quality, responsive, and innovative services efficiently, effectively, and equitably.

The five objectives within the Organizational Excellence key focus area seek to:

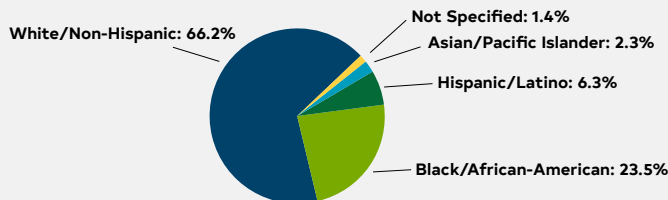
- Leverage the City's culture of efficiency, effectiveness, and equity to continue to identify opportunities to improve service delivery.
- Align organizational resources to meet the needs of a growing and diverse community and changing environment while maintaining financial stability.
- Recruit, develop, 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.

Performance Measures

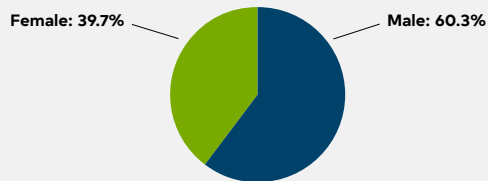
Full-Time Employee Demographics - Gender



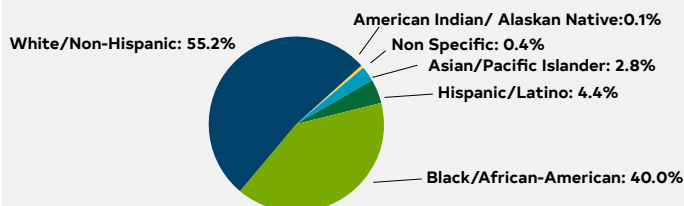
Full-Time Employee Demographics - Race



Part-Time Employee Demographics - Gender



Part-Time Employee Demographics - Race



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

City staff is updating the City's Customer Service Training to be completed in Fall 2022. The team also implemented Customer Service week and worked with HR to select two Elizabeth Bass Award recipients. This award is given to two City employees annually who represent the very best in public service to the Raleigh community.

OE 1.2 Develop a Citywide Customer Service System

A team of City staff identified a vendor for the City's new Customer Relationship Management (CRM) solution that was approved by City Council. Several departments were identified as pilot departments and the team will focus efforts on process documentation and journey mapping within the pilot program.

OE 1.3 Enhance Project Management and Delivery

City staff are continuing to work 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. Staff are working to expand the use of the e-Builder platform and are assisting with pilot projects for department staff.

OE 1.4 Encourage Continuous Improvement and Innovation

Staff held a workshop to discuss current performance management practices and review strategies from peer cities. The team developed and received initial approval on a Performance Management Philosophy and Framework from internal leadership. Staff is working on a roll out plan for the Framework.

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

Staff is working to create more digestible, easy to understand business continuity plans for the City and is beginning partnerships with Human Resources and Information Technology to develop strategies to maintain operations through times of stress, including staffing vacancies. The team is also exploring training opportunities for City staff around business continuity practices.

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. Staff is continuing work to implement phase one of the Civic Campus. The team completed several workstreams, including a proposed approach for a centralized Public Service Area for City of Raleigh customers and community members. The team is exploring opportunities to deliver the project on budget in light of cost increases due to inflation and the uncertainty of the construction market. Construction document preparation is anticipated in the next six months along with delegated designs and early packages bidding.

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 has continued to provide internal support for City departments.

Objective 3:

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

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

City staff created and implemented several strategies to help promote the City as an employer, including a social media campaign and an iHeart Radio advertisement. Staff is focusing efforts on improving the City's existing recruitment and training systems to ensure the hiring and training processes are user friendly.

OE 3.2 Expand the City's Talent Pipeline

The City continues to provide summer internship opportunities and local university partnerships. Staff is developing two pilot apprenticeship programs, one with the North Carolina Water Association and one with Wake Technical Community College. Moving forward the team will focus on creating trainings for hiring managers and other stakeholders to assist with the recruitment process.

OE 3.3 Implement Formal Workforce Planning

City staff created and rolled out an updated exit interview form to identify why employees choose to leave. Moving forward, the team will create and launch 'stay interviews' for City employees to understand and reinforce why City employees choose to remain in the organization.

OE 3.4 Invest in Professional Growth and Development of Employees

The City created a "City of Raleigh Journey" to map the career growth and development of City employees. This program allows employees to see their strengths and explore City career opportunities.

OE 3.5 Maintain Competitive Employee Compensation and Benefits

The City continues its commitment to conducting an annual market review of benchmark positions. In addition, the City also created a new Permanent Part-Time classification to increase stability and retention in the City's part-time workforce. During the FY2023 Budget, City Council adopted an increase in part-time pay from \$8.25 to \$11.00 per hour.

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

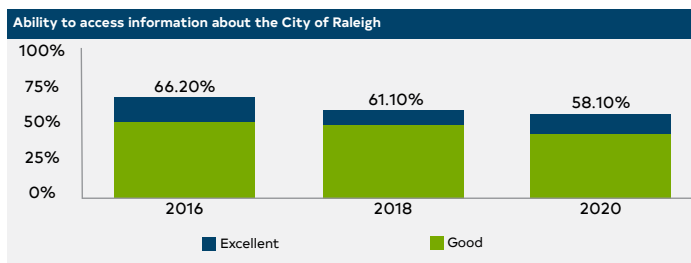
The City's Equity Team developed and administered an Equity 101 Training, a training tailored for City of Raleigh and based on principles from the Government Alliance on Race and Equity (GARE). Nearly 100% of City employees have completed the training and the training is now incorporated into the City's New Employee Orientation.

OE 4.2 Develop and Implement Citywide Equity Action Plan

The City's Equity Action Plan was approved by City Council during their April 2020 Retreat. The Plan aims to advance equity in the services the City provides to the community. Specific efforts 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. All projects in the Plan were officially kicked off on July 1, 2021. The City's Equity Toolkit was launched in February 2022.

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

Performance Measures



OE 5.1 Provide Diverse Access Options to City Communications

Staff is creating an inventory for current City of Raleigh translation and interpretation services. The team distributed an internal survey regarding departmental translation and accessibility practices. Staff is conducting peer research to inform the development of City-wide translation services guidelines.

OE 5.2 Obtain and Use Community Feedback

The City of Raleigh's fourth biennial Community Survey will be conducted in the Winter of 2022. Results will inform future budget cycles, strategic planning efforts, and departmental business plans.

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.

OE 5.3 Implement Community Engagement Study Recommendations

As a result of a Community Engagement Study, the Community Engagement Manager joined the City to lead the new Office of Community Engagement. City staff have made significant progress on the Community Engagement Study and will continue progress through the Office of Community Engagement.





Safe, Vibrant and 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.

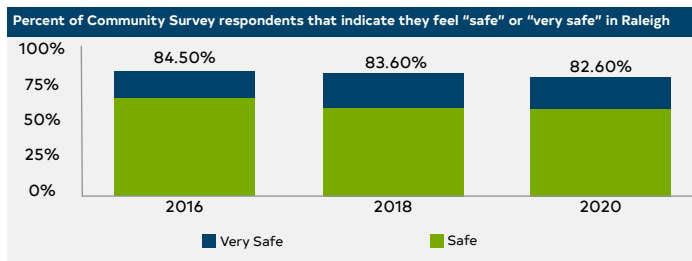
The five objectives within the Safe, Vibrant and Healthy Community key focus area seek to:

- 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.

Performance Measures



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

The CPTED initiative team has continued their work 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. The team received funding in the FY23 budget process to recertify CPTED team members.

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

Staff compiled safety initiative data from across 16 different departments in an effort to promote safety programs the City is involved in and raise awareness among community members and staff. The data will be turned into a Community Outreach Report detailing citywide safety initiatives and best practices.

SVHC 1.3 Build Community Members'

Resilience to Disasters

The City 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 recently produced a video focused on hurricane preparedness and is working on future preparedness content for extreme heat and winter weather preparedness.

Objective 2:

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

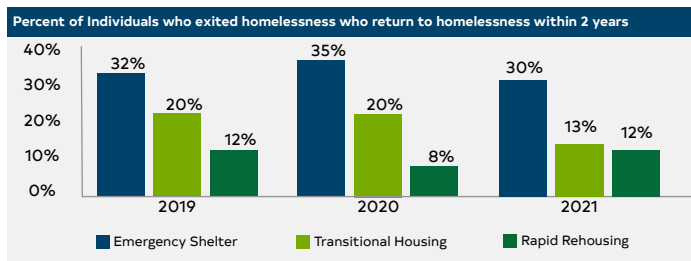
Performance Measures

	317	YEAR 1 FY 15-16
	489	YEAR 2 FY 16-17
	519	YEAR 3 FY 17-18
	790	YEAR 4 FY 18-19
	449	YEAR 5 FY 19-20
	308	YEAR 6 FY 20-21
	156	YEAR 7 FY 21-22
Total = 3,028		
PROGRESS TOWARDS 5,700 UNITS GOAL	2,672	REMAINING UNITS FY 22-25

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 at risk of being 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. As of July 2022, the City provided \$21.7M of the grant funding through the partnership with Telamon.

Performance Measures



SVHC 2.2 Pursue Partnerships to Develop a Broad Range of Housing Choices

The initiative team continues to utilize the Homebuyer Assistance Program and the in-fill construction of new homes on city-owned land to help create new opportunities for broader and more affordable housing choices. The team is working on a number of housing projects: Martin Haywood, Fisher Street Park, Toulon Place and Summit, Kings Ridge, and East College Park.

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. The City has contracted with HR&A Advisors to update the existing Affordable Housing Improvement Plan and the contract deliverables are underway, including completion of stakeholder and community engagement activities, existing conditions assessment and strategy development. The final plan update is anticipated in Fall 2022.

SVHC 2.4 Provide Oversight of Minimum Habitability Standards in Lodging Establishments

The City Attorney's Office and Code Enforcement are working on potential changes to lodging definitions and the Unified Development Ordinance (UDO) to address this initiative.

SVHC 2.5 Eliminate Local Regulatory Barriers to Diverse Housing Types

Multiple text changes have been approved to remove barriers to diverse housing choices. The Missing Middle 2.0 text change went into effect in August and enabled townhouses and small apartments in designated frequent transit areas. The text change also enables flag lot subdivisions

and the construction of accessory dwelling units on townhouse lots. 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.

SVHC 2.6 Reduce Barriers to the Production of Housing

Staff continues to follow a four-phase approach for this initiative: Discovery, Assessment, Recommendation, and Implementation. To date, staff has worked on consolidating the preliminary plan review and the site plan approval process into a new combined review type to streamline processes. Staff has tested this process in the new King's Ridge Affordable Housing project. In addition, the online submissions for single family dwellings went into effect in December 2021.

SVHC 2.7 Incentivize Landlords to Accept Housing Vouchers

Housing vouchers continue to be utilized at near maximum capacity. Approximately 98.5 percent of all housing vouchers are being utilized. The remaining 1.5 percent of unused vouchers are due to turnover time within the program before vouchers can be passed to the next families on the wait-list. There are over 800 landlords being paid within the housing voucher program.

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 areas of the city where investment will make the greatest impact on the community.

SVHC 3.2 Identify Acquisition Priorities Near Transformative Investments

The team searched and evaluated opportunity properties along transit corridors for affordable housing. In March, an agency representation agreement was reached with an outside agency to provide leads and investigate an assemblage of property on the City's behalf for this purpose. The team continues to work with community partners to seek information on opportunity sites for affordable housing.

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. The team has identified essential staff within the organization to assist with training as they approach the development and design phases.



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 met with community partners who are actively addressing substance use in Raleigh and surrounding areas. The team is working on providing prevention, treatment, and resource needs in locations that have the highest community members struggling with substance misuse.

SVHC 4.2 Support Opportunities for Community Members to Age in Place

Staff hosted two bike events for Active Adults related to the e-bike program. This allowed attendees to ask questions regarding how to use the e-bikes, as well as how to use the applications for the bikes. In addition, a community bike ride event was hosted at Dix Park for new and veteran users. Staff continues to focus on providing events and communication of existing programs offered by various City of Raleigh departments to assist community members aging in place.

SVHC 4.3 Enhance Food Security

Staff developed a spatial model identifying areas in Raleigh where individuals are at risk of food insecurity. This model identified City of Raleigh properties located within or adjacent to these areas of risk. From the model results, City properties were evaluated as potential community gardens and two were identified as best fits. In addition, staff efforts include development of a draft community garden use agreement to serve as a lease template to allow

a non-profit partner with expertise in the food security space to develop, activate and manage a community garden on identified City property. The team is working on a request for proposals to seek a partner to develop and manage the two identified areas.

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.

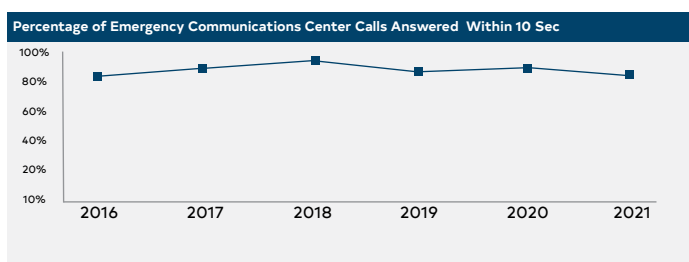
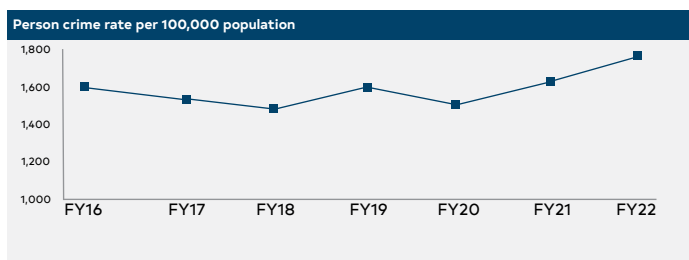
SVHC 5.1 Implement a Police Advisory Board

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

The Raleigh Police Department has focused on a partnership with the Major City Chiefs Association and Flock Safety to take an evidence-based approach to addressing firearms violence. The partnership is part of a nationwide study conducted by the National Police Foundation to examine the public safety benefits of fixed-position license plate readers (LPRs). The Raleigh Police Department was awarded a grant to receive 25 LPR camera systems for one year to address violent crime, specifically firearms violence.

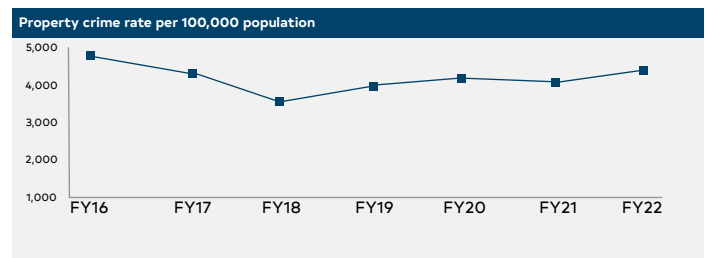
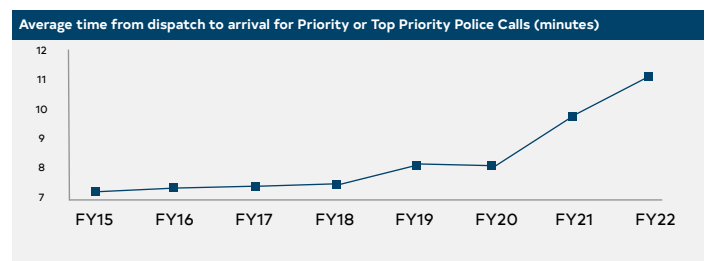
Performance Measures



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 worked with the Office of Community Engagement to analyze strengths and weaknesses of existing efforts, as well as identify new opportunities. Most recently, the Raleigh Police Department held six listening sessions to discuss a de-escalation initiative with the community.

Performance Measures



SVHC 5.4 Foster Meaningful Relationships Between Youth and the Police Department

The initiative team continues to focus on the upcoming 2022 Raleigh Youth Summit which will be held in October. The team is working on inventorying current programming and benchmarking peer organizations programs to find gaps within the way Raleigh Police Department develops and fosters meaningful relationships with the youth.





Transportation and 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 Transportation and Transit 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 falls under the leadership of the Transit Oriented Development and Affordable Housing Work Group (TODAH) that has been diligently working on affordable housing and equitable development in transit corridors. City staff have been working on property acquisition and disposition roadmap and policies. The real estate team recently secured brokerage services to support acquisition and the Moore Square site has been rezoned and evaluated by staff. Other highlights include the upcoming completion of the New Bern Station Area Planning and a proposed timeline for the Western/Southern Station Area Planning between the City of Raleigh and the City of Cary.



TT 1.2 Provide Optimum Community Benefit and Flexibility in Curbside Space

After meeting with over 100 businesses to learn about curb related challenges and needs, City staff completed the curb related efforts within the Public Realm Study. The team also implemented five new streeteries, with plans for additional streeteries in the near future. ARPA funding will continue to be leveraged to ensure effective use of curb space, to benefit adjacent users, and to enhance a feeling of community in Raleigh.

TT 1.3 Address Transportation Infrastructure Priorities Around Key Developments

This initiative is following two tracks: working with a revisions Urban Design group to coordinate efforts and working with key stakeholders on partnerships moving forward with the goal of advancing public private partnerships around major developments.

Objective 2:

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

TT 2.1 Strengthen Multimodal Connections

Staff developed a high-level list of existing strategies, policies, programs, and regulations that support multimodal connections and are establishing prioritization criteria to evaluate connectivity gaps in the New Bern Station pilot area. This team is also utilizing GIS capabilities to create a sidewalk connectivity gap map for the pilot area.



TT 2.2 Encourage Diverse Modes of Transportation

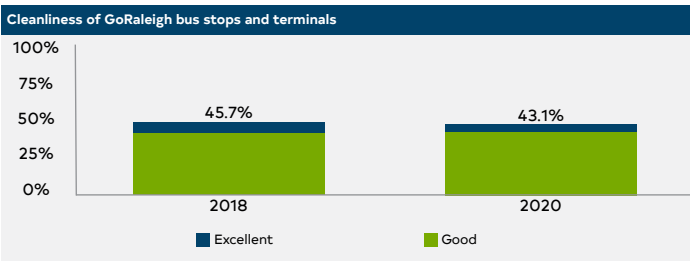
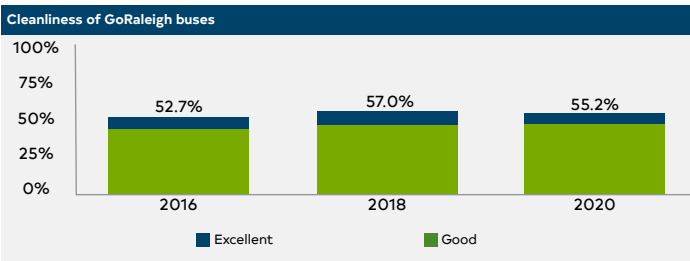
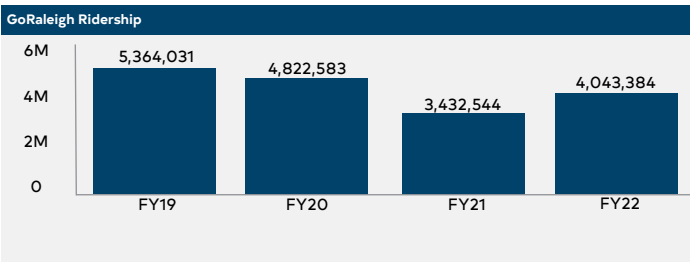
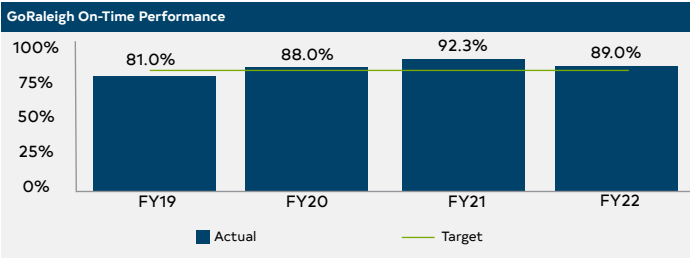
The City hosted the Bike Bonanza event in partnership with Oaks and Spokes to showcase e-Bikes and other unique, hard to find bicycles. The City also produced short informational videos promoting alternate modes of transportation titled "Commute Smarter, Not Harder."

City staff put together proposals for four program ideas that could advance this Initiative including a personalized commute route software for new employees and residents; a 'busted bike' program that would provide bike repair services through community partners; a school ambassador program to incentive youth advocacy of transit and cycling through training, transit routes and bike repair; and a public incentive program which rewards commuters for utilizing cycling, walking, carpooling, or buses as modes of transportation.

TT 2.3 Expand Regional Transit Opportunities

Staff has focused on creating an inventory of transit projects with a regional focus, including stakeholders, connection/transfer opportunities, and all projects around transit that are occurring in the region.

Performance Measures



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

City staff received and evaluated the Promising Safety Practices and Safety Planning Report provided by a consultant. The report included peer city information and ideas for how Raleigh can implement strategies specific to the City's needs. The City welcomed a Vision Zero Program Manager to the organization and is working on a grant opportunity to assist with the creation of a Vision Zero Action Plan, a critical step to becoming a Vision Zero City.

TT 3.2 Develop Policy on Citywide Speed Limits and Traffic Calming

Staff made progress toward creating a GIS tool that maps existing streets and their speed limits to inform future decision making on speed limits. Staff also interviewed and created pilots around data collection to gather real-time information in the corridors where there are challenges around speed and safety. The Department of Transportation and the Raleigh Fire Department are also exploring opportunities for traffic calming and means for reducing speeds. A part of this process is making sure that there is not a negative impact on response time related to new subdivisions.

TT 3.3 Update the BikeRaleigh Plan

The team presented a BikeRaleighPlan update, which emphasizes 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.

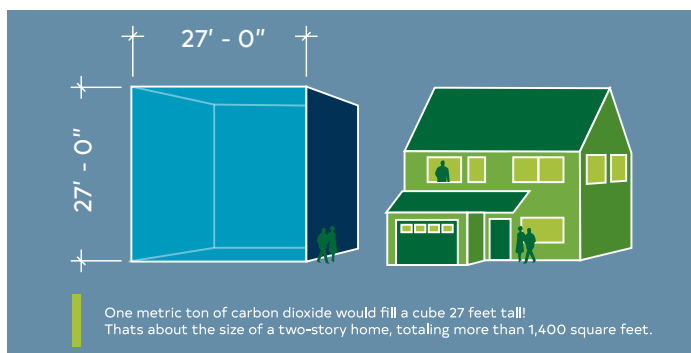
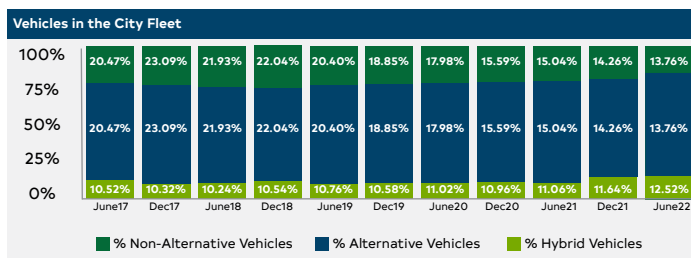
TT 4.1 Optimize Investment in Electric Charging Infrastructure

The City of Raleigh obtained its first electric vehicle (EV) Motor Pool located at the Water's Lake Woodard Operations Center and its first EV bus. City staff are pursuing the City's first EV trolley through grant funding and a consultant has been hired to adopt an EV implementation Rollout Strategy, which will result in a roadmap for the next 10 years.

TT 4.2 Renewable CNG and Electric Public Transportation Vehicles

Through grant funding, the City will have a total capacity of up to 14 EV buses by the end of this year. City staff created a greenhouse gas estimator to show the greenhouse gas reduction from switching buses to CNG. 16,214 metric tons of greenhouse gas has been saved by transitioning to the City's current CNG fleet.

Performance Measures



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 within the public sphere. Staff drafted a prioritized list of City-owned parking locations for public use charging based

on various factors. The team is also working to complete the EV readiness handbook including EV standardization, charge-to-charge, building requirements, and parking guidelines, which should launch in Fall 2022.

TT 4.4 Pursue Transportation Innovations

City staff has been focused on utilizing the Government Alliance on Race and Equity toolkit to bring an equity lens to mobility and transportation. The team is also looking at the City's existing efforts and what technologies are in use to understand gaps and opportunities.

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

Staff focused efforts on evaluating the Sidewalk Petition Program improvements through an equity lens to deliver an improved program, broaden options, increase eligibility, and reduce barriers. The team is moving into the community engagement stage where they would like to hear from residents about sidewalks through a variety of engagement methods including popups and workshops.

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

The team has been preparing to apply for a Reconnecting Communities pilot program to identify areas that have been affected by past transportation investments including the Southern Gateway Corridor Study, which will create a vision for the areas surrounding S Saunders Street and S Wilmington Street to enhance their role as a gateway to downtown.

TT 5.3 Improve Accessibility of Transportation Infrastructure

The team sent out a survey to internal City program administrators to shift focus to developing a human-centered transportation policy. The team recognizes that ADA needs exist on a spectrum and would like to consider more expansive policies.



Appendix: FY21-25 Strategic Plan Objectives and Initiatives

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.

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 & 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.

