



CITY OF RALEIGH

FY21 - FY25 Strategic Plan

raleighnc.gov



Solid Foundation for an Intentional Future

In the City of Raleigh, efforts are focused and intentional. The City's five-year Strategic Plan translates vision and goals into an actionable strategy that guides the organization's focus, work, and resource alignment. The Plan's 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.

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.

The City's FY2021-2025 Strategic Plan was adopted by City Council in October 2020 and will receive annual revisions to maintain its relevancy. Each fiscal year, City staff submits a performance report to City Council, and ultimately the public, to document our progress on addressing the Strategic Plan (follow our progress at strategicplan.raleighnc.gov).

This Strategic Plan provides a solid foundation on which we will continue to build an intentional and prosperous future for the city of Raleigh.

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.



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Strategy & Performance Framework

Strategically Aligned Performance

	<p>ENVISION & PLAN: CONTEXT</p> <p>What does our community or organization currently look like?</p> <p>What do we want to look like?</p> <p>What is happening in our environment?</p>	<ul style="list-style-type: none"> • Mission & vision • Organizational values • Environmental scans (SWOT, PESTLE) 	<p>Understand context</p>
	<p>ENVISION & PLAN: FOCUS</p> <p>What new results or conditions would we like to see?</p> <p>What strategies and actions will most likely help us achieve our desired results?</p> <p>How will we know if we are successful or unsuccessful?</p>	<ul style="list-style-type: none"> • City of Raleigh Strategic Plan • Departmental business plans • Employee performance goals 	<p>Develop plans with goals/objectives, initiatives, measures</p>
	<p>ENVISION & PLAN: RESOURCES</p> <p>What funding, staff, and resources do we have or might we get to achieve our goals?</p> <p>How will we allocate those resources we have toward our priorities?</p>	<ul style="list-style-type: none"> • City of Raleigh operating and capital budgets • Grants • Departmental resource realignments 	<p>Allocate resources</p>
	<p>ENACT</p> <p>Partner with stakeholders to implement outlined initiatives and collect data for identified performance measures.</p>		<p>Implement plans</p>
	<p>EVALUATE</p> <p>Are we making noticeable positive impact?</p> <p>Did we achieve our objectives? If not, what do we need to improve?</p> <p>How can we maximize our impact, effectiveness, and/or efficiency?</p>	<ul style="list-style-type: none"> • Surveys (e.g., Community Survey) • Data analysis • Program evaluations • Continuous improvement 	<p>Assess performance</p>
	<p>ENGAGE</p> <p>How will we encourage accountability and constructive discussions about performance?</p> <p>How will we keep City Council and the public informed about our performance?</p> <p>How will we equip City employees with the skills needed to remain a strategically aligned organization?</p>	<ul style="list-style-type: none"> • CORStat (City of Raleigh Statistics) • Core Teams • Performance and Evaluation reports • Strategic Planning & Performance Analytics Academy 	<p>Share progress and results</p>

Implementing the Strategic Plan

CORStat

As part of the City's performance management efforts, in 2016 CORStat (City of Raleigh Statistics) was developed to assist with ensuring appropriate progress was being made on addressing the City's Strategic Plan goals. Modeled after leading Stat programs, each of the six Key Focus Areas included in the City's Strategic Plan hosts semiannual CORStat meetings which seek to:



- Provide a forum for discussing initiative teams' progress on addressing initiatives within the Plan
- Provide structure for discussing citywide performance measures used in the City's strategic planning efforts
- Provide a platform for cross-departmental problem solving and information sharing

THE ACADEMY

The Strategic Planning and Performance Analytics Academy, known internally as The Academy, was launched to provide specific trainings that support the City's ability to meet its strategy and performance management goals. The Academy leverages both internal and external resources to provide training to employees. Previous training topics include:

- Logic Models: Building a Roadmap for Your Work
- Selecting Meaningful and Useful Performance Measures
- Data Integrity
- Survey Design and Analysis
- Data Visualization
- Basic Principles of Lean Six Sigma



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.



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 wide-ranging portfolio of projects.²
- Initiative 1.4: Encourage the development of public art across City initiatives through artist-in-residence programs, cross-departmental fellowships, and public-private partnerships.

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.³
- 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.

MEASURING PROGRESS¹:

- Number of visitors to Wake County
- Raleigh hotel room nights
- Number of events (by fee type) and attendees at the Performing Arts Center
- Number of events and attendees at the Red Hat Amphitheater
- Number of events and attendees at the Raleigh Convention Center
- Community Survey Rating(s):
 - Variety of arts and cultural programs offered in Raleigh
 - Affordability and availability of arts and cultural programs in Raleigh

¹ City Council does not formally adopt performance measures. As part of ongoing evaluation, staff may revise measures as appropriate.

² City Council approved marking this initiative complete in April 2023.

³ City Council approved marking this initiative complete in March 2024.



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: In alignment with key findings from the Regional Workforce Skills Analysis, 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 1.2: 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.⁴
- 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.⁵

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

- Initiative 3.1: Reduce barriers to business investment, small business growth, and economic expansion by reviewing and improving city policies, programs, and processes; implement and increase access by communicating economic development resources and improvements effectively.

MEASURING PROGRESS:

- Median household income (for those with wage earnings)
- Percent of Raleigh population living below poverty level
- Number of startups reached by the City of Raleigh's Office of Economic Development and Innovation
- Community Survey Rating(s):
 - Satisfaction with the local economy

⁴ City Council approved merging this initiative with Economic Development & Innovation Initiative 1.1 in April 2023.

⁵ City Council approved marking this initiative complete in April 2023.



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 3: Continued)

- 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.⁶
- 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.⁷

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 and Performing Arts Complex 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.

MEASURING PROGRESS:

- Number of jobs created through economic development toolkit program
- Average annual salary of jobs created through economic development toolkit program

⁶ City Council approved merging this initiative with Economic Development & Innovation Initiative 3.1 in April 2023.

⁷ City Council approved marking this initiative complete in March 2024.



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.

MEASURING PROGRESS:

- Raleigh waste generated per household
- Raleigh diversion rate
- Water consumption per capita within the utility system
- Acres of publicly accessible open space
- Percent of population within half-mile distance of a greenway or park trail
- Percentage of good air quality days
- Community Survey Rating(s):
 - Quality of new development in Raleigh
 - Cleanliness of the City's greenways
 - City of Raleigh environmental stewardship efforts



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 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.⁸
- 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.⁹
- 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.

MEASURING PROGRESS:

- Percentage of good air quality days
- Community Survey Rating(s):
 - Quality of new development in Raleigh
 - Cleanliness of the City's greenways
 - City of Raleigh environmental stewardship efforts

⁸ City Council approved marking this initiative complete in March 2024.

⁹ City Council approved marking this initiative complete in March 2024.





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, high-performing 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.

MEASURING PROGRESS:

- General obligation bond rating
- General Fund adopted budget per capita
- Percent of employees trained in a continuous improvement methodology
- Community Survey Rating(s):
 - Overall quality of City services



ORGANIZATIONAL EXCELLENCE

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

(Objective 3: Continued)

- 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.¹⁰

MEASURING PROGRESS:

- Employee turnover rate
- City staff demographics
- Community Survey Rating(s):
 - Quality of customer service provided by City employees
 - Ability to access information about the City



¹⁰ City Council approved marking this initiative complete in April 2023.



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 the homeless services response system through partnerships to prevent, divert, and end homelessness.¹¹
- 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.

MEASURING PROGRESS:

- Percentage of Emergency Communications Center calls answered within 10 seconds
- Property crime rate per 100,000 population
- Person crime rate per 100,000 population
- Average time from dispatch to arrival for Priority 0/Top Priority Police Calls
- Percent of Fire Department responses in which first arriving unit arrives at the incident in less than four minutes
- Percent of renters who are cost burdened, spending 30% or more of their monthly income on rent
- Number of census tracts determined to be Racially Concentrated Areas of Poverty (RCAPs)
- Affordable housing goal, number of:
 - Rental units created/preserved
 - Homeowner units created/preserved
 - Down payment assistance
 - Home rehabilitations performed

¹¹ City Council approved updating this initiative language in March 2024.



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

- Initiative 3.1: Identify areas characterized by disinvestment and community harms (poor air quality, disconnected transportation, and other environmental health outcomes) and recommend mitigation strategies to implement solutions in these areas.¹²
- 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.¹³
- 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.

MEASURING PROGRESS:

- Community Survey Rating(s):
 - Perception of safety in Raleigh
 - Overall cleanliness of Raleigh
 - Neighborhood's ability to support a healthy and active lifestyle

¹² City Council approved merging SVHC 3.1 with Transportation & Transit Initiative 5.2 in March 2024. As a part of this merge, City Council also approved updating the initiative language.

¹³ City Council approved marking this initiative complete in March 2024.



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.

MEASURING PROGRESS:

- Percent of commuters using a travel mode to work other than a personal vehicle
- Percent of fuel used in fleet that is alternative fuel



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 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.¹⁴
- Initiative 5.3: Improve accessibility for persons with disabilities and active adults by identifying, prioritizing, and implementing transportation supportive infrastructure.

MEASURING PROGRESS:

- GoRaleigh:
 - Ridership
 - Passengers per Hour
 - Passengers per Mile
 - Revenue Recovery
 - On-Time percentage
- Community Survey Rating(s) of:
 - Appearance of the transportation network

¹⁴ City Council approved marking this initiative complete in March 2024.



The Mayor, City Council, and City Manager's Office provide tremendous support for strategic planning and performance management efforts. Each of the initiatives included in this 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.





Raleigh

Updated April 2023

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