



# City of Raleigh Strategic Plan Performance Report

## Fiscal Year 2023

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



# FY2021 - 2025

## RALEIGH STRATEGIC PLAN

**A solid foundation for an intentional future.**

*The information in this report represents  
Strategic Plan progress through June 2023.*

# Table of Contents

## Introduction

Raleigh City Council .....	4
Letter from the City Manager .....	5
Implementing the Strategic Plan .....	7
Using the Report .....	8
Key Focus Area Reports .....	9
Arts and Cultural Resources .....	9
Economic Development & Innovation.....	12
Growth & Natural Resources .....	17
Organizational Excellence .....	22
Safe, Vibrant & Healthy Community .....	27
Transportation & Transit .....	33
Appendix: Strategic Plan Objectives & Initiatives.....	38

# 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 serves as a blueprint for transforming vision and objectives into actionable strategies that guide the City's efforts, resource allocation, and overall focus. The Strategic Plan is structured around six key focus areas, each with its own set of well-defined objectives, initiatives, and performance measures. This framework enables us to be transparent about our goals, focused in our efforts, and unwaveringly accountable for the results we deliver.

Today, I am delighted to present the FY2023 Strategic Plan Performance Report. This document highlights the diligent efforts City staff have made to accomplish the goals set forth in the Strategic Plan. The efforts reflect a collective commitment to enriching the lives of our community, both in the present and for generations to come.

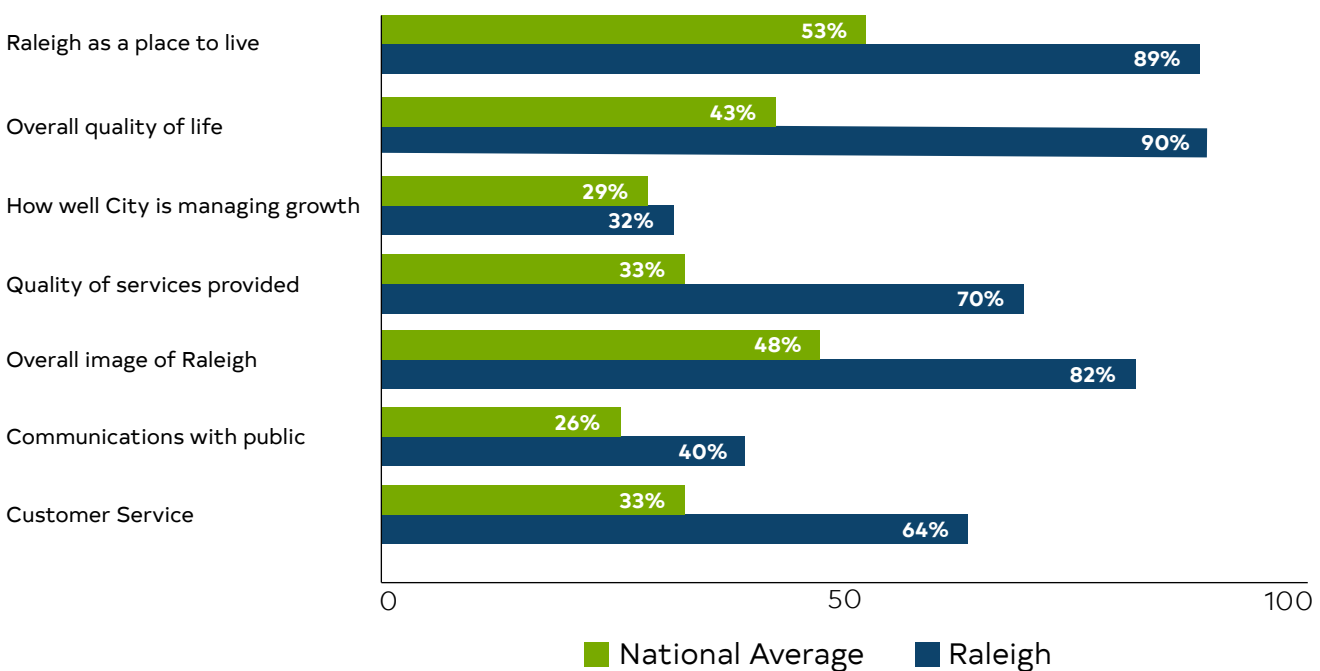
As we reflect on the accomplishments highlighted in this Report, we look forward to continuing our steady progress executing the goals set forth in our Strategic Plan. It is through this commitment to transparency, dedication, and a shared vision for a vibrant and thriving Raleigh that we will truly make a lasting difference.

Sincerely,  
Marchell Adams-David  
City Manager



## How Raleighites See Raleigh

In late 2022, 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, many 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 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. 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.

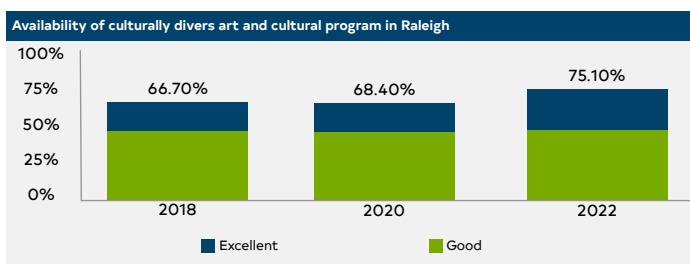
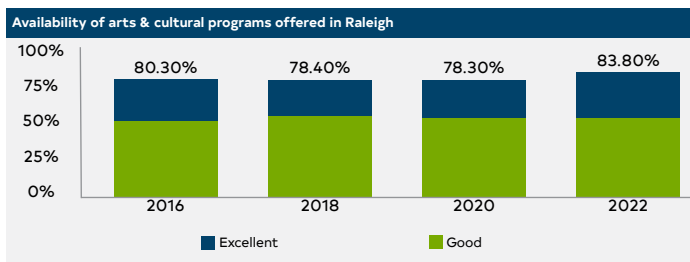
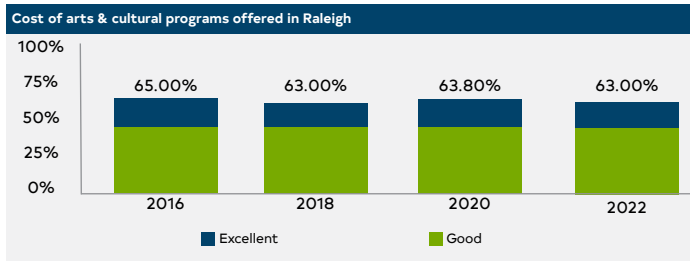
The three objectives within the Arts and Cultural Resources key focus area seek to:

- 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 is working to compile benchmark research, establish a new communication channel with key local arts partners, and rework the Greater Raleigh Convention and Visitors Bureau's arts and culture calendar with the end goal of establishing a marketing playbook to guide arts and culture staff through effective promotion. Once processes have been operationalized and a clear, online "information hub" has been established, staff can develop creative campaigns to help community members discover Raleigh's many arts and cultural experiences.

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

Staff completed an inventory of public and private live music venues across the city. This inventory will be audited over the next year to confirm if new

venues exist. Staff is now focusing developing the model for a city-sponsored music buskers program to be piloted once resources are available.

### ACR 1.3 Develop a Public Art Plan

This initiative was marked complete by City Council in April 2023.

### ACR 1.4 Encourage public art through programs and partnerships

This is a new initiative added to the City's Strategic Plan by City Council in Spring 2023. The initiative workplan and milestones have been developed. Staff are being actively recruited to join this initiative team.

## 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

The Latta University Historic Park is set to open in April 2024, with plans to align it with the annual Celebrate Oberlin event, in collaboration with Friends of Oberlin Village. The team is actively exploring an interim roll-out or 'phase now' approach to the long-term oral history project framework, focusing on defining the scope of work for the artist/documentarian in residence who will collect oral histories and community stories in 2024. Additionally, the team has started discussions with volunteer programs in the Parks, Recreation, and Cultural Resources department to explore potential volunteer involvement in the oral history interim roll-out.

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

The team evaluated the feasibility of developing an artist-in-residence pilot program that activates underutilized spaces and provides technology companies employee volunteer opportunities. The proposed pilot would foster alliances with science,

technology, and the arts; create professional development opportunities for artists; and make digital spaces within the community.



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

The Historic Resources and Museum program (HRMP) assumed operation of the John "Top" Greene Community Center and worked with community stakeholders to develop an exhibit entitled, "A Century in the Making: The Cultural Legacy of the South Park East Raleigh Neighborhoods." The exhibit is currently on display in the center. HRMP staff also inventoried and preserved over 1,600 historic archival records from SPERNA and added other historically significant objects from Southeast Raleigh to the city's permanent museum collection. The SPHW project is moving forward with the consultant selection process for the design phase. Staff is negotiating the contract with the selected team and the contract is expected to be approved by Council before end of December 2023.

### **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**

The effort to implement the Dix Park Master Plan continues to move forward with major projects like construction of Gipson Play Plaza and the Stone Houses, the Rocky Branch Enhancement feasibility study, and multiple studies and plans that will ultimately guide the Park's development over the years to come. Producing programs and events that align with the goals and programmatic themes of the master plan also continue including Raleigh's 4th of July Fireworks, Art Exhibits, Yoga in the Park, History Hikes, the Sunflower Field, and more.

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

Staff continued to evaluate approaches that can make arts, recreational, and cultural programming reflective of Raleigh's community. The team reviewed existing programs, data sets, and related materials to better understand the types of residents currently served. Moving forward, the team will focus on enhancing data collection practices that will help inform the development of programming that engages groups that have been historically underserved and residents who are economically disadvantaged.





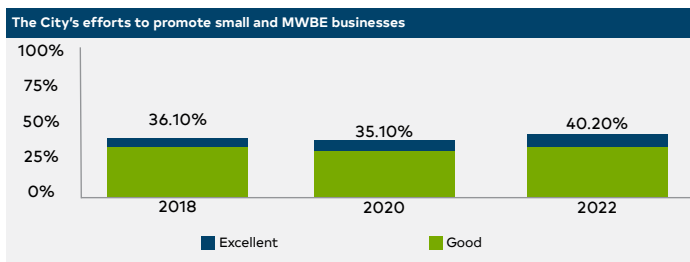
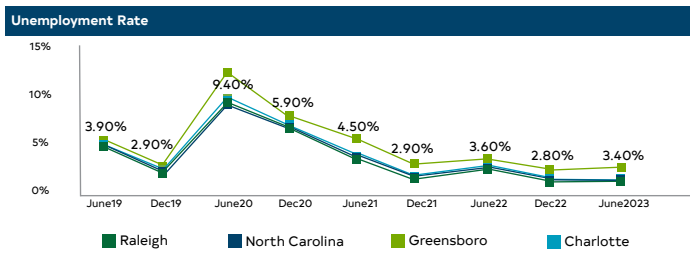
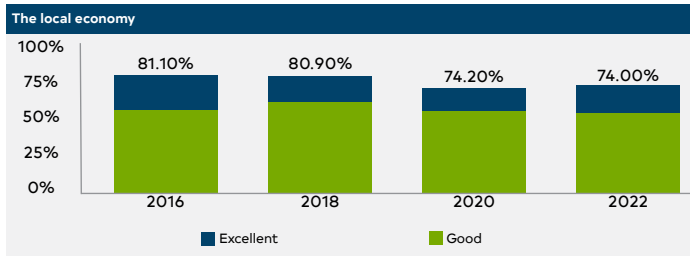
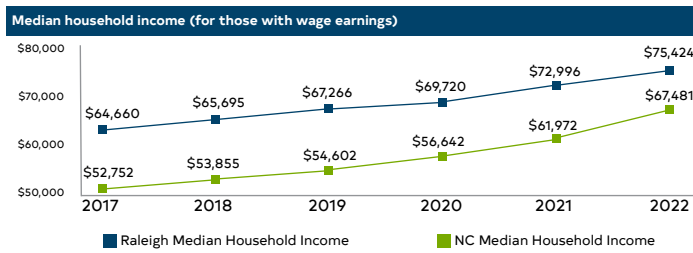
## Economic Development & Innovation

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

Staff has engaged in discussions with community partners and workforce development stakeholders to explore ways in which the City can support community workforce development and apprenticeship programs. Staff have also developed a draft proposal for a City-led assistive workforce development program that utilizes vacant City

positions. In order to understand the community's needs, staff have utilized the Regional Skills Analysis and met with external stakeholders such as NC Works, Neighbor to Neighbor, and a Place at the Table. Staff is also working to improve the content on the City's website for residents seeking employment.

#### EDI 1.2 Support Workforce Development

This initiative was merged with EDI 1.1 in April 2023.

#### EDI 1.3 Enhance Youth Skill Development Opportunities

Throughout 2023, the Raleigh Pathways Center achieved significant accomplishments in its mission to strengthen workforce and skill development opportunities for Raleigh youth and young adults. Staff and Pathways Center resident partners worked with over twenty-five external community partners and more than ten City departments to deliver locally and nationally recognized youth programming, serving more than 300 local students. Highlights include the 40th year celebration of the Raleigh Summer Youth Employment Program, the award-winning Partnership Raleigh Intern Program (recognized for its talent development and diversity model), and a reimagined Raleigh Digital Connectors Program. Staff is currently assisting with the Partnership Raleigh Pathways to Public Service Fellows Program (P2PS), a paid 6-month cohort-based program for college juniors, seniors, and recent graduates who are interested in gaining real-world, professional workplace experience working in municipal government.

### 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

Given resource constraints impacting the team's ability to fund a pro-bono business law network, staff is evaluating different opportunities to add jobs and investment in our community that can be implemented with existing staff resources.

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

In FY23, the City hired the Smart City Manager who has increased the City's ability to focus on beta programs that support innovation to promote business development and enhance City operations. One of the first identified opportunities is at the Peach Street Cultural Center where smart lights and WiFi will be available to help enhance energy-efficiency while also helping to reduce the digital divide in this public space. These efforts will be evaluated to understand the benefits and feasibility of establishing these technologies in other areas of the City.

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

This initiative was marked complete by City Council in April 2023.

## **Objective 3:**

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

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

Staff added many new resources to the growing Economic Development toolkit, allowing staff to build capabilities and reduce obstacles for small business owners. All are now published on the City's Small Business Development webpage: Startup



Roadmap for Restaurants, Small Business Insights tool (and promotional outreach), Video Training Resource directory, Entrepreneurial Support Organization (ESO) directory, and Small Business Development Annual Report. In the coming year, staff will build additional Startup Roadmap modules (i.e., for Food Trucks and Retail). Other general enhancements and updates also planned.

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

This initiative was merged with EDI 3.1 in April 2023

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

To glean the most current and pertinent interests and needs of the Small, Start-up, and Minority Business Community, staff conducted research of similar private and public survey outcome data, contacted City departments, and explored other local resources. As a result, the Annual Small, Start-up, and Minority Business (SSMB) Survey was updated to reflect new findings, and the second annual SSMB Survey was successfully launched in May 2023.



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

Staff worked with City of Raleigh's Division of Community and Small Business Development to support the creation of a new minority-focused external partner listserv, which currently includes over 40 organizations. Staff identified partners that will help the City increase awareness and



engagement in procurement opportunities, educational workshops, and networking events. The team has begun and will continue to support the implementation efforts of the Minority, Women-owned Business Enterprises (MWBE) Disparity Study with a focus on increasing awareness regarding how MWBEs can find, access, and apply for City opportunities. To further strengthen and promote the City's MWBE Program, the MWBE Team has increased program visibility by participating in external outreach and community engagement events.

**EDI 3.5 Attract Corporate Headquarters to Raleigh**

The responsibilities for this function have been shifted to Raleigh Economic Development, who provides regular updates to the City on the related activities. Key highlights from Raleigh Economic Development for FY23 include the creation of 8,700 new jobs and \$5.1 billion in investments made to 38 active projects that span across multiple industry sectors.

**Objective 4:**

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

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

Staff focused on working closely with internal and external partners on the installation and implementation of new parking deck access equipment. This new equipment is a critical piece in the City's strategy to support parking deck users in downtown. The new equipment allows for staff to meet the changing needs of hybrid and remote workers by offering new flexible and creative options beyond the tradition monthly access passes. Installation of the equipment is now complete at the Raleigh Municipal Parking Deck, Moore Square Deck, Cabarrus St. Deck. Staff has received positive feedback from users of the new equipment. Staff will continue to be proactive about gathering feedback from the community on how to make the system better.

**EDI 4.2 Evaluate and Address the Digital Divide**

Staff continued to support the Digital Connectors program, which to date has delivered more than 10,500 collective service hours to provide digital literacy training and devices to adults in Raleigh. In response to previously identified gaps in data, staff partnered with the U.S. Digital Response to conduct a small qualitative study to understand existing barriers to broadband access among Raleigh residents. These results will inform priority areas to focus on next. The team is also currently working with stakeholders from the county, state, and neighboring regions to identify funding opportunities to support digital inclusion efforts.

**EDI 4.3 Encourage Strategic Business Investment**

Staff working on this initiative created a map of small businesses in the City of Raleigh, focusing on identifying minority and women-owned businesses along Bus Rapid Transit corridors that are subject to construction impacts. This map uses information from third party data sources along with a Google Application Program Interface developed by

North Carolina State University students working through Consult Your Community, a national non-profit organization that provides pro-bono consulting to low-income small business owners in college communities across America. The team is assessing how to update and refine the map to ensure all information stays accurate and up to date.

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

In FY23, the Raleigh Convention & Performing Arts Center increased the number of events across the complex by 149. The Raleigh Convention Center hosted 154 events and 364,539 attendees. The Martin Marietta Center for the Performing Arts welcomed 342,780 attendees throughout over 569 events. The Red Hat Amphitheater opened the gates to 136,186 attendees during 72 events. The fiscal year opened numerous opportunities for the Complex. The Performing Arts Center continued to expand diverse offerings by adding more than 10 new promoters to the books. The Interlocal Funding that helps sustain the Convention Center also was awarded, which will provide the majority of the funding needed to expand the Center and move the Amphitheater. This expansion will allow the opportunity to host larger conventions, thus increasing the tourism within the City of Raleigh.

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

Staff plan to solicit community feedback on general economic goals through a public survey with the goal of using the feedback to revise the criteria used for the Map Economic Development-1 priority areas. There have been delays in developing the engagement plan for advertising the survey; however, there are plans to launch this in FY24.







## 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 Wake County Tree Canopy Assessment was completed in September of 2023. As part of the deliverables, Raleigh received a City specific report and the accompanying countywide data for the project. Staff is working to analyze and apply this information to help inform and prioritize tree canopy management and guide the establishment of canopy metrics, regulations, and tree planting goals. As Raleigh continues to work to identify strategies to improve our urban forest to help meet climate, sustainability, resiliency, equity, and accessibility goals.

### GNR 1.2 Encourage Low-Impact Development

Staff is supporting the Green Stormwater Infrastructure (GSI) Action Plan. Staff has allocated \$1.2M towards above-and-beyond GSI design and construction for the East Civic Tower and Gipson Play Plaza. GSI-specific technical specifications and standard details have been developed and refined. Successful inter-departmental GSI training events and design charrettes have been held for staff professional development and information exchange. Focused work to integrate GSI into traffic calming and affordable housing initiatives has begun. The team is currently awaiting the adoption of an administrative policy to evaluate GSI with every exterior City project. The team is developing an implementation guide for the Policy.



### GNR 1.3 Eliminate Barriers and Encourage Urban Agriculture

City Council adopted TC-3-22 which established community gardens as limited use within residential districts and allowed for on-site sales in certain residential districts with a special use permit. Staff began a review of its hub website to determine the accessibility of the information and ease of navigation. The findings refocused our educational milestones for the upcoming year. The team expanded our outreach to organizations such as Green Blue Marketplace to shadow gardens as they went through the permitting process. We continued to foster relationships with the community, SVHC 4.3, and ensured alignment with the Wake County Food Security Plan.

### GNR 1.4 Enhance Green Waste Collection

The team has partnered with the Solid Waste Services department to secure \$100,000 in the FY24 budget to explore the feasibility of doing composting/organics recycling in the City of Raleigh. The team developed and advertised an RFP for an Organics Management Feasibility Study. The team anticipates work to begin with the contracted vendor by January 1st, 2024.

### GNR 1.5 Develop a Stream Restoration Prioritization Plan

Staff from multiple departments including Raleigh Water, Engineering Services, as well as Parks, Recreation, & Cultural Resources continue to work together to identify and work on sites to support this initiative. With the approval of the Stream Stabilization and Lake Management policies, staff is in the process of operationalizing this initiative. A plan will be put together to cover how long-term goals will help complete this initiative. Staff expect the plan to include broad statistics such as miles of stream, estimated costs of restoration over time. Lakes and dams will also have similar highlights.

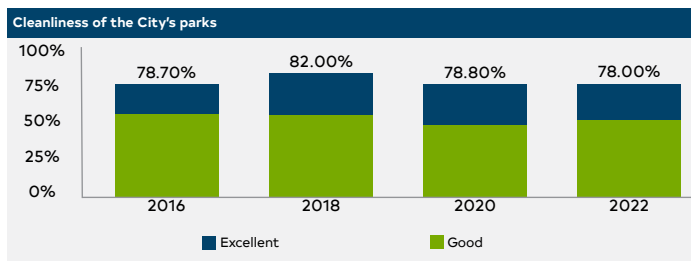
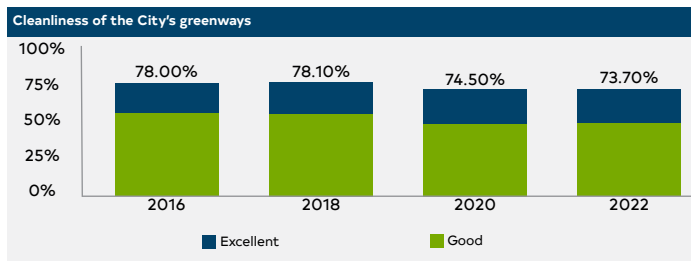
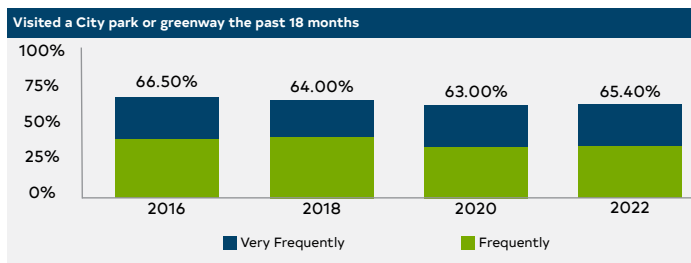
## Objective 2:

**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

Taking direction from the Greenway Master Plan, staff is focused on improving wayfinding across the capital area greenway system with a specific emphasis on destination-oriented signage. Staff is negotiating a scope of work with an on-call consultant to produce a wayfinding plan for the Capital Area Greenway System. This project is anticipated to begin in early 2024 and take approximately 12 months to complete.

### Performance Measures



### GNR 2.2 Expand Greenway Connectivity and Accessibility

The team used the Community Vulnerability Index developed by the Wake County Department of Human Services to identify potential locations for greenway connections. The team developed

a prioritization scoring system that considered social equity criteria, population density, proximity to growth centers, constructability, and existing easements to rank all identified potential greenway connections. Ultimately, the team identified seven top-priority sites that encompass the spirit of this initiative. Moving forward, the team will work to identify ways to fund prioritized projects.

### GNR 2.3 Incorporate Amenities Into Greenway Trails

Using the Greenway Master Plan for guidance, staff continued to install amenities in City greenways, including 35 park benches and 11 trash cans. Staff also identified locations for and installed 10 bike repair stations throughout the system. Staff will continue to work on identifying locations to introduce fitness stations along the Greenway system with plans on the first installs taking place in spring 2024.

## 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 reviewed and evaluated existing environmental justice (EJ) maps from various levels of government to inform the development of Raleigh's EJ map. Staff also engaged in the City's process to develop an Equity Index and worked with the Information Technology Department to initiate an EJ index with the support of ESRI, a global market leader in geographic information system (GIS) software, location intelligence, and mapping.



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

Department Directors identified staff with whom the initiative team could discuss ideas for science and technology opportunities to improve environmental performance; representatives from 12 city departments and offices were identified. In July and August, the initiative team met with the selected staff, organized into four groups to facilitate synergy, and solicit input. The team is in the process of compiling and analyzing the feedback to prioritize ideas for further investigation, potential pilot studies, or broader implementation.

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

Staff designed a 3-step Project Management Sustainability Review & Implementation Plan. Step 1 of this plan has been implemented by the Engineering Services and incorporates sustainable design practices at the project solicitation phase. To initiate behavior-change related to energy practices, the team created a Sustainable Building Products & Design Practices Learning Series for vertical construction engineers and project managers and conducted three free training sessions with sustainable building product vendors. Staff will soon complete a milestone for on-site energy generation, with the imminent RFP for design and installation of solar systems at three existing facilities.

### **GNR 3.4 Identify and Mitigate Heat Islands**

Staff wrote a report titled "City of Raleigh Strategies for Urban Heat Island Mitigation" that highlights information about urban heat island (UHI) strategies that are in a planning phase, ongoing, or complete. Two exciting UHI mitigation projects in the works are green stormwater infrastructure projects being led by Engineering Services and the Street Tree Equity Project (a 2023 City of Raleigh Environmental Award recipient) led by Urban Forestry staff in the Parks, Recreation, & Cultural Resources department.

### **GNR 3.5 Address Repetitive Structural Flooding**

Staff has completed most cataloging of flood structures. Currently, staff is working on a Prioritization Model for cataloged entries to give a context to the raw list. Staff expects this to be completed by January 2024. Staff also submitted a grant 'Letter of Interest' for a holistic floodplain mitigation project on Crabtree Creek, this would help flooding in the Creek and help revitalize the area.

## **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.**

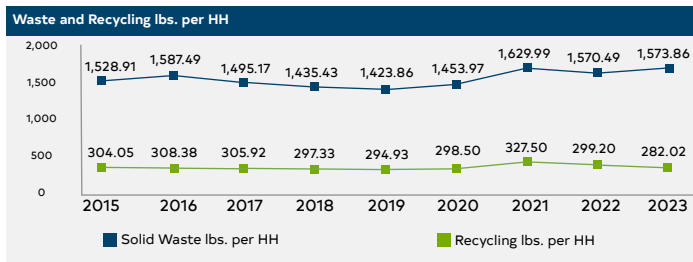
### **GNR 4.1 Identify Priorities and Resources to Implement the Community-wide Climate Action Plan (CCAP)**

In FY23, staff made significant progress implementing activities in Raleigh's Community Climate Action Plan (CCAP). This included evaluating criteria that could be embedded into a CIP prioritization framework; developing processes and policies (e.g., rolling out an anti-idling policy and an accompanying pilot training curriculum to educate employees); improving data collection and reporting tools (e.g., in Spring 2023, staff launched the first phase of the CCAP Climate Action Data Dashboard with various performance measures that relate to high impact climate actions); and, continuing to work with internal and external partners to identify and pursue climate action priority projects (e.g., staff worked with the NC Department of Environmental Quality to create the Sustainable Business Toolkit which serves the high-impact business, development, and organizational community with a broad range of resources and funding opportunities). Many more climate action updates can be found on the Sustainability website by searching for the 2023 Community Climate Implementation Report.

### GNR 4.2 Support Modernization of Electricity Distribution System

The initiative team prepared a summary of ideas for general renewable energy and solar installation education materials. The Office of Sustainability referenced this summary in preparing a draft "Solar Playbook", which is formatted for publication as a web page with general educational information and links for installation, permitting, and incentives for solar installations. The team is helping review the draft "Solar Playbook" and helping to provide input for recommended additional communication materials. The team also reviewed compiled data on solar photovoltaic installations within the City, available on the Community Climate Action Plan Buildings & Energy Data Dashboard, for tracking trends regarding the number of solar installations within the City.

### Performance Measures



### GNR 4.3 Reduce Waste City-Wide

Staff began the year working with North Carolina State University student consultants to develop an execution plan for waste reduction goals. Staff also toured the Sonoco Material Recovery Facility and worked with the Office of Strategy & Innovation to raise awareness about waste reduction strategies. Staff is currently researching local uniform recycling companies to sustainably dispose of uniforms with the old City logo.

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

Staff is focused on conducting external stakeholder outreach to complement the internal stakeholder outreach previously conducted. Information collected will help staff understand what community partners are currently doing to engage youth in stewardship and environmental education opportunities. Staff also continued to operationalize this initiative by completing the third year of the award-winning Partnership Raleigh Community Climate Internship Program.





## Organizational Excellence

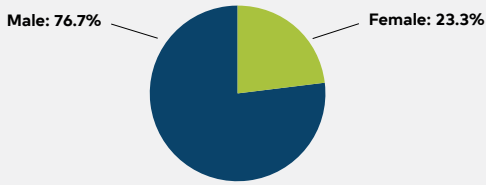
Foster a transparent, nimble organization of employees challenged to provide high quality, responsive, and innovative services efficiently, effectively, and equitably.

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

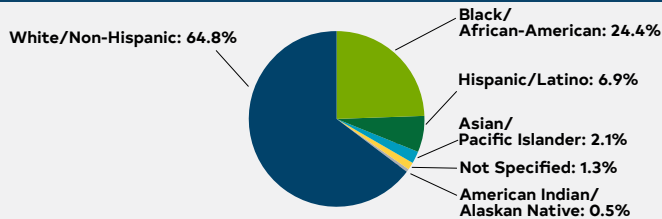
- Leverage the City's culture of efficiency, effectiveness, and equity to continue to identify opportunities to improve service delivery.
- Align organizational resources to meet the needs of a growing and diverse community and changing environment while maintaining financial stability.
- Recruit, develop,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

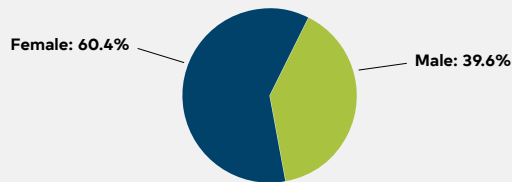
Full-Time Employee Demographics - Gender



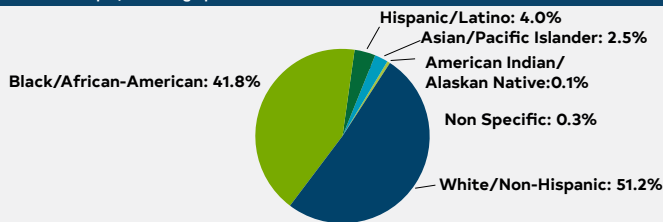
Full-Time Employee Demographics - Race



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

The initiative team continues to update the City's foundational customer service training. In partnership with the Communications Department, the initiative team is building a new internal-facing customer service page. The initiative team also began researching best practices that will serve as the foundation for a guiding document designed to show how customer service training can be applied to all City operations. With the publication of results from the 2022 Community Survey, the team will partner with the Office of Strategy & Innovation

to analyze results to uncover customer service improvement opportunities.

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

The City's new Customer Relationship Management software was funded by City Council in the FY23 budget. The team developed a list of City departments that may be enlisted to participate in a pilot intended to assess how the City can structure a customer support model. The team will launch the pilot, which will include process documentation and journey mapping, after the City's Customer Experience Manager is hired.

#### OE 1.3 Enhance Project Management and Delivery

The City's FY24 Adopted Operating Budget included funding for the enterprise licensing of e-Builder, the software platform that standardizes, tracks, and monitors Capital Improvement Plan construction projects. With this funding in place, City staff started to develop a plan to expand the licensing and usage across the city. Enterprise licensing enables unlimited platform access for city staff as well as design and construction contractors on these projects. The plan focuses on three activities: expansion and adoption across more departments; integration with the ERP financial systems; and tracking and reporting of 2022 Parks Bond projects.

#### OE 1.4 Encourage Continuous Improvement and Innovation

Staff received approval to implement the Performance Management Philosophy and Framework based on the Plan-Do-Check-Act (PDCA) methodology. The team will host a half-day workshop for the City's Management Team intended to show them how the Framework and PDCA methodology relates to their respective departments. Staff will collaborate with Office of Strategy & Innovation and the Organizational Development & Learning team in the Human Resources department to implement the use of PDCA and the Framework citywide. Staff also plans to establish PDCA-based workshops for teams interested in continuous improvement efforts.

## **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 department-specific continuity of operations plans (COOP) designed to ensure that the City's mission essential functions can continue during and after an emergency or disaster. These plans will outline procedures and strategies for maintaining critical business functions, processes, and services during disruptions to normal operations. By having COOP plans in place, the City will minimize the impact of unexpected events on its operations and maintain its ability to provide essential services to customers and stakeholders. Staff is also exploring how to test, train, and conduct exercise opportunities for City staff regarding the development and implementation of city-wide business continuity practices to increase operational resiliency while reducing organizational impacts.

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

City Council approved the Guaranteed Maximum Price of \$181.5M and budget transfer of \$16M to fund the March 7, 2023-approved Civic Campus project budget of \$206M. The project team will work to get the contract executed and develop an updated project schedule based on the contract's execution date. Preliminary planning indicates that the Notice to Proceed could be issued in November 2023. The second round of bidding for the remainder of the bid packages is scheduled for December 2023 after building permit review is completed.

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

The team continues operationalizing the assessment of financial trends in the General Operating Fund and monitoring financial models in the City's three major enterprise funds. The team completed a review of the Vehicle Fleet Service fund in FY23 and will further enhance that model in FY24 to ensure responsible budgeting and financing of equipment that is needed to support the work City

staff completes in the community. In addition, staff launched the Fiscal Staff Roundtable in FY23. The Roundtable is a monthly gathering of departmental fiscal staff intended to create a shared place for staff to 1) learn about the annual budget process and financial policies in a timely manner as well as 2) share suggestions for potential improvements.

## **Objective 3:**

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

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

Strategies implemented to help promote the City as an employer of choice resulted in a total of 1,801 new hires in FY23. Staff's hard work to improve recruiting, hiring, and the candidate experience in a highly competitive and difficult market garnered an overall ranking of #28 out of 120 companies, earning the first ever CandE Award from Talentboard. Staff's FY23 success can be attributed to the City's candidate contact experience and a successful Curtis Media Digital Ad Campaign resulting in an average of 14 unique visitors to the City's jobs page per day equaling around 1,890 in 4.5 months.

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

The City is working with Capital Area Workforce Development to pilot a second-chance hiring program. Second-chance hiring helps tap into an underrepresented, but highly skilled, segment of the workforce and provides opportunities for justice-involved individuals to obtain meaningful employment. The Talent Acquisition team has also established a partnership with StepUp Ministries, an interfaith community that assists around 600 individuals each year by providing employment and life skills training. The City is committed to being an active employer with the organization, meeting regularly with program participants to introduce them to job opportunities and to help them prepare for the hiring process.



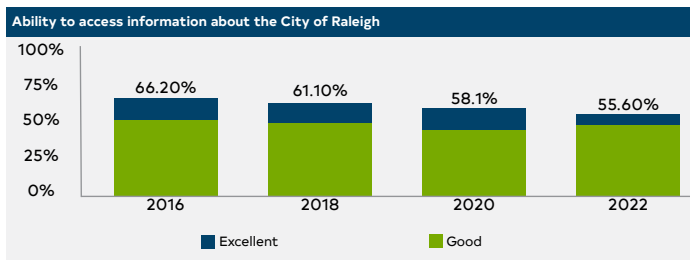
### OE 3.3 Implement Formal Workforce Planning

Staff enhanced the City's workforce planning processes by implementing several retention tools and conducting best practice research. Staff completed a comprehensive, organization-wide stay survey, involving 1,819 employees, alongside the introduction of an electronic exit survey. The data collected offers a more holistic picture into the City's workforce retention. Additionally, staff partnered with graduate students from the University of North Carolina to explore leading practices with local government career paths. Future efforts will translate the data and research into actionable workforce planning and retention strategies.

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

The Career Compass model, a development and learning journey that supports staff throughout their employee life cycle, was established from this initiative work. Staff from the Organizational Development & Learning program created courses and programs linked to the Career Compass model for staff's enrollment. The Executive Development Program (EDP) is one example of this connected work, it provides networking and participation in development opportunities to enhance leadership skills. Solidifying the formal structure of the Career Compass will be ongoing. Communication to promote participation will help foster, build, and maintain a high performing, skilled workforce that will be challenged to provide high quality, responsive, and innovative services.

### Performance Measures



### OE 3.5 Maintain Competitive Employee Compensation and Benefits

The City has continued to prioritize our employees by providing competitive compensation and a robust benefits package as part of total rewards. During FY23, full-time employees were paid bonuses ranging from \$1000 to \$2400 tiered, based on their annual base salary, with lower compensated employees receiving higher bonus. Annual market reviews of jobs and special surveys were conducted to formulate FY24 recommendations. The Council approved a comprehensive job classification and compensation study, which will kick off in FY24. A comprehensive employee benefits survey was conducted to determine the City's competitive position that resulted in recommended changes to our health insurance plan, the addition of a vision plan, and the expansion of the 457 supplemental retirement plan. These changes will be implemented in FY24.

### 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 team has made significant strides in advancing social equity within the City's workforce by prioritizing training and continuous learning opportunities. Through targeted initiatives, the initiative team have increased employees' understanding and adoption of practices that promote social equity. The team has facilitated training sessions and provided ongoing educational opportunities, fostering a culture of learning, and understanding among City employees. By focusing on knowledge dissemination and skill development, the team empowered the City's workforce to embrace and implement practices that advance social equity within the City. This approach has been pivotal in cultivating a workplace environment that values inclusivity, diversity, and fairness.

## OE 4.2 Develop and Implement Citywide Equity Action Plan

The City's Racial Equity Action plan represents a concerted effort to address racial disparities and promote fairness within the organization. The primary goals encompass enhancing the organization's capabilities and ensuring that services are distributed equitably across the diverse population it serves. In FY23, the dedicated initiative team assessed the resources and requirements needed for the plan's success, forging crucial partnerships, exploring funding opportunities, and embracing innovative approaches. These efforts have culminated in a strategic roadmap guiding the evaluation of the plan's impact on embedding equity within the organization. The recent addition of new staff members is a significant development, and they will play a pivotal role in the next phase, contributing their skills to refine and advance the plan. These new hires will be strategically assigned to various departments, where they will provide guidance and support, steering the next iteration of the plan and ensuring effective integration within different organizational segments, ultimately fostering a more equitable environment for all.

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

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

Staff created translation guidelines utilizing a Medicaid translation best practices document, Translation Guidelines: Understanding and Using the Translation Guidelines for Appropriate Translation. These guidelines provide City departments with translation policies and procedures. The initiative team partnered with the Language Access Collaborative (LAC) for review guidelines and create a Language Access Plan for the City. Staff will continue to partner with the LAC to create and champion equitable access options for communication content.

#### OE 5.2 Obtain and Use Community Feedback

Staff worked to standardize processes for obtaining regular feedback from community members. Staff identified the most effective tools used across the organization to gather external community feedback and data collection as well as City staff members in all departments that are responsible for using these tools. Staff worked with various City departments to standardize demographic questions to align with Census data for more consistency, while being intentional about inclusivity and practicality. Staff created a hub system webpage, Engage Raleigh, that ties feedback opportunities for projects across all City departments. Staff will continue to work with departments to increase staff capacity for building standard community engagement practices.

#### OE 5.3 Implement Community Engagement Study Recommendations

This initiative was marked complete by City Council in April 2023.





## 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.

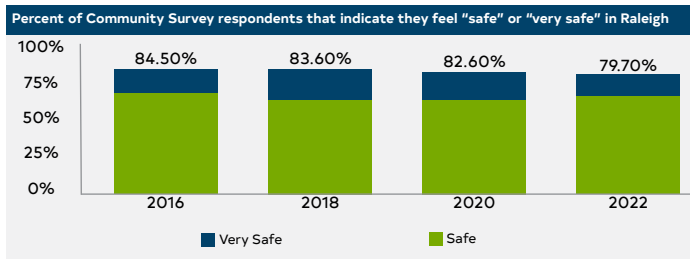
The five objectives within the Safe, Vibrant and Healthy Community key focus area seek to:

- 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 Crime Prevention Through Environmental Design (CPTED) initiative team, comprised of six employees, completed an advanced recertification course with a concentration on parks and open spaces. Using their new knowledge, the team plans to evaluate which City parks and comfort stations require CPTED assessments. With the upcoming development of new City buildings, the team aims to work with project managers during the design and development stages. Additionally, the CPTED team is evaluating opportunities to perform CPTED assessment in prioritized areas, including Downtown Raleigh.

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

Staff continued to draft a report summarizing and identifying best practices for community engagement with an emphasis on strategies that City departments utilize to help promote safety within our community.

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

Staff undertook a revision of the Ready Raleigh Emergency Preparedness Guide in order to prepare the guide for a print run. This revision updates some language on City of Raleigh services and corrects some phone numbers and contact information in the Guide, as well as integrating new information

on preparedness for households with children and those with pets. The Office of Sustainability and Stormwater Management Division received a grant from the National Oceanic and Atmospheric Association's Environmental Literacy Program which will fund the print production of the guides, translation, and development of community engagement materials starting in October 2023.

## Objective 2:

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



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

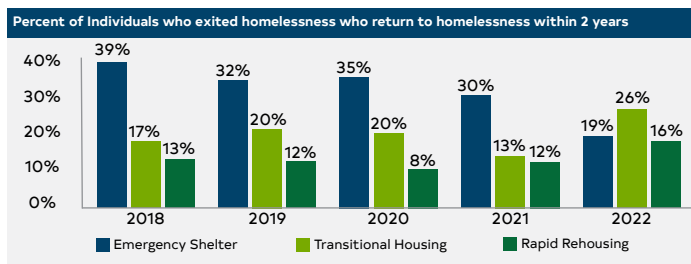
The City continues to partner with and support the efforts of the Wake County Continuum of Care (CoC), the entity that coordinates housing and homeless services. The CoC is in the process of transitioning coordinated entry management to Oak City Cares. Accomplishments over the past year include the conclusion of the City's Emergency Rental Assistance Program, which served 3,686 households, the launch of the Homelessness Diversion Pilot Program, and the approval of the City's \$5.2M federal HOME-ARP Allocation plan to create emergency shelter and affordable housing for vulnerable populations.

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

The initiative team expanded the City's homebuyer assistance program to provide more assistance and create affordable homeownership opportunities near planned Bus Rapid Transit lines. The team has also expanded infill construction on City-owned land

to create more affordable housing choices, including continuation of the Small-Scale Rental Development program and issuance of three additional RFPs for affordable housing development on City-owned lots. The team also continues to award and track multifamily rental developments including King's Ridge, Toulon Place, The Summit at Sawyer, and Milner Commons.

### Performance Measures



### SVHC 2.3 Update the Affordable Housing Improvement Plan

The City contracted with HR&A Advisors to update the existing Affordable Housing Improvement Plan. The plan draft is complete. The final plan update is anticipated in early 2024.

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

The process of revising the City Code to provide greater oversight and authority relative to minimum habitability standards in lodging establishments is ongoing. A draft of a lodging establishment ordinance has been completed and submitted to the City Attorney's Office for review. The draft ordinance combines Raleigh's Minimum Housing Code with highlights from the City of Charlotte's Lodging Establishments Ordinance. The City Attorney's Office and team members are continuing to look at the legalities of enforcement in these areas and what modifications to existing code or creation of new ordinances is needed to complete this initiative.

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

The City hosted a series of events related to zoning changes, housing affordability, and sustainable growth. All events were open to the public and provided valuable information related to missing middle housing in Raleigh. During the events, staff

provided an overview of the zoning changes and provided participants the opportunity to discuss related topics by using an approach that helped to foster meaningful conversations, encouraged diverse perspectives, facilitated idea generation, and promoted collective learning.

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

Staff focused on implementing and improving the Affordable Housing (AH) project review process. This year, staff identified a subject matter expert to rapidly process and route AH projects, reducing application review by 5+ days for typical projects. Staff also implemented an automatic notification system to inform staff when a review fee is paid, which has reduced lost time and enhanced review coordination. Finally, staff created an AH checkbox in Energov to flag AH projects for all reviewers and managers, improving how projects are tracked and processed. Developer and designer feedback on these enhancements has been generally positive. The team is currently managing eight AH projects under construction and twelve in plan review.

### SVHC 2.7 Incentivize Landlords to Accept Housing Vouchers

The Housing Choice Voucher (HCV) program continues to operate near capacity. Recently obtained information from the HCV Data Dashboard on HUD.gov shows 91.5% of vouchers are being used. Usage peaked during the pandemic but has decreased over time. However, voucher usage in Raleigh remains higher than the state average (81%) and national average (85%). Current rental rates are historically high, and landlords can lease their units for prices higher than the voucher value. City staff will raise awareness about the voucher program by including information in the water bills. Staff will also explore other avenues to increase voucher acceptance.

### **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**

To streamline processes, City leadership reassessed the objectives of this initiative and determined that it would be best to consolidate efforts with another team working on similar issues. Due to this consolidation, work has temporarily been on pause and recruitment for the consolidated team is almost complete. The newly merged team's objective will be to: "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."

#### **SVHC 3.2 Identify Acquisition Priorities Near Transformative Investments**

Real Estate staff, in coordination with staff from the Housing & Neighborhoods department, has operationalized the acquisition of sites suitable for affordable housing. This includes sites spread widely across the city to bring affordability to more areas, while continuing to concentrate on Frequent Transit Routes and proposed Bus Rapid Transit corridors. In addition, staff have been able to acquire sites that non-profit developers had under contract and through assignment, have purchased the properties and ground leased them back to the developer as a method of assisting with gap financing, and to keep the site in affordability in perpetuity. Staff have also had success securing large strategic opportunities, such as the former Department of Motor Vehicle headquarters on New Bern Avenue from the State.

#### **SVHC 3.3 Strengthen Neighborhood Social Fabric**

The initiative team worked with the Office of Community Engagement to develop an organizational-wide training that directly aligns with the foundational principles prescribed in the Community Engagement Process Development Playbook. The foundational level training entitled Community Engagement Basics is now being



piloted within the Parks, Recreation, & Cultural Resources department. The team, in conjunction with staff from the Office of Community Engagement, worked to identify strategies that would facilitate collaboration across multiple groups that upholds the City's commitment to establishing best practices that support equitable community engagement, outreach, and effective communication as it relates to the public participation process

### **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 partnered with the North Carolina Harm Reduction Coalition (NCHRC) to hold two educational sessions to raise awareness about addiction and overdose, and provide instruction on how to reverse overdose. Staff plans to work with NCHRC to facilitate additional learning opportunities for City staff and community members, and will continue to explore innovative, impactful delivery techniques to educate the community about public health issues associated with substance use. Additionally, staff will continue to monitor Wake County and NC Health and Human Services substance use and overdose prevention initiatives to identify ways the City can support their efforts.

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

Staff has worked with graduate students from Columbia University to identify ways to best inform residents of the existing services offered by City of Raleigh. Suggestions include a single portal of information online and cross marketing of services by various city departments. Staff will work with various departmental marketing groups and City Communications to review the best ways to implement student recommendations.

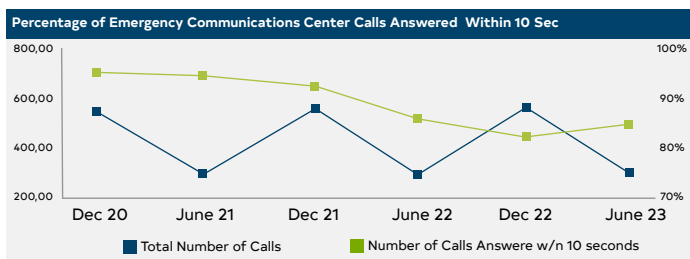
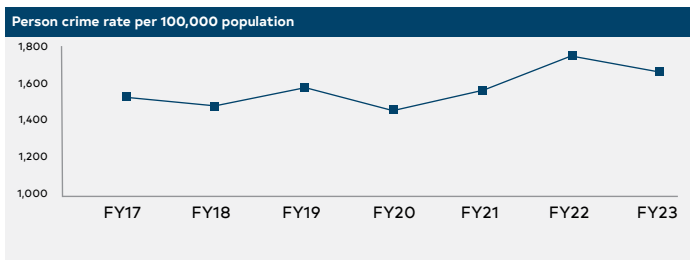
### SVHC 4.3 Enhance Food Security

During the spring of 2023, staff identified a preferred partner to guide the development, management, and operation of community gardens constructed on the City of Raleigh properties using a Request for Proposal (RFP) process. Staff is currently routing a contract to formalize the terms of the agreement with the preferred partner. The team identified six community garden locations where the identified partner will work in concert with City staff and community members to create and implement sustainable community gardening programs/initiatives. This work will complete the majority of what is outlined in this initiative.

## 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.**

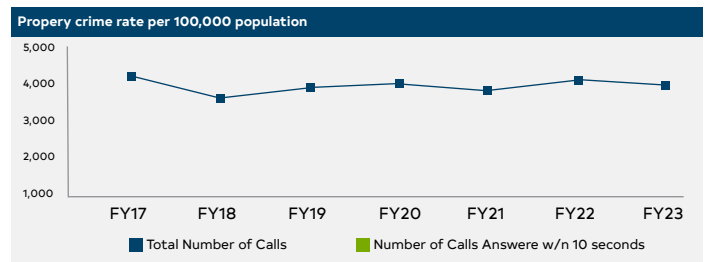
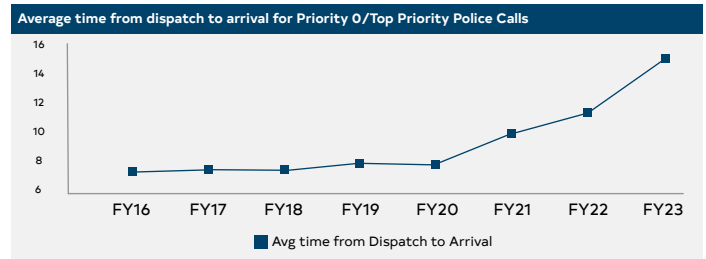
### Performance Measures



### SVHC 5.1 Implement a Police Advisory Board

The Police Advisory Board has been implemented by the City Council and is supported by the City of Raleigh Department of Equity and Inclusion. The Board is actively working to build trust within the community and review Raleigh Police Department policies and procedures. The Board prepared its FY24 workplan and will present it to Council in October 2023.

### Performance Measures



### SVHC 5.2 Reduce Firearm Violence

The Raleigh Police Department (RPD) has expanded its use of fixed-position license plate readers (LPRs) by adding additional units, and repositioning some of the original units, in order to maximize the effectiveness of the program. RPD has also identified areas from the New Bern Ave. corridor that are at increased risk for firearms violence and met with community members from those areas to develop actions plans to address factors contributing to violence. In addition, RPD has adjusted staffing, based on crime data, to increase focus on areas in downtown Raleigh which are more vulnerable to firearms violence.

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

To build public trust and legitimacy, the Raleigh Police Department (RPD) held numerous community engagement events throughout the year. Examples include "Crucial Conversations", where the Police Department teams partnered with local activists and faith leaders to hold small-scale conversations with officers about community concerns. Sessions were held in May, June, and July and additional meetings are scheduled through the fall 2023. In addition, RPD's Youth and Family Services unit hosted a two-week girls basketball camp, the RPD Mentorship Baseball League, the year-long Public Safety Cadet Program as well as a Lunch & Learn with the Raleigh Summer Youth Employees. Officers have also taught the LEADER mentorship program to fifth graders at six Raleigh elementary schools. The department is actively recruiting new ICARE team members and held a "Meet and Greet" event for the team in May.

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

The initiative team completed and debriefed about a successful Raleigh Youth Summit hosted in October 2022. The team will use lessons learned to enhance the next Raleigh Youth Summit. The Raleigh Police Department (RPD) successfully re-established the RPD Baseball League, girls basketball camp, and the Public Safety Cadet program. In addition to hosting these events again in 2024, RPD plans to reintroduce the RPD Soccer League into the summer schedule. RPD also established a dedicated building for the Youth and Family Services Unit to host youth and community events.







## 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. Staff have been working on property acquisition and on a property disposition roadmap and policy. The Real Estate team secured properties for potential redevelopment at New Bern and Raleigh Boulevard, and at a Western Boulevard site. The City is also working to close on purchase of the former DMV site at New Bern and Tarboro Road for potential redevelopment. Council also recently passed the Moore Square project. Station area planning is complete for New Bern Avenue. Station area planning for Western Boulevard between the City of Raleigh and the City of Cary and for the Southern Corridor between Raleigh and Garner is under contract. The initial public engagement for the Southern corridor will begin in early 2024; engagement for the Western corridor will follow in the spring of 2024. The Public Project Community Support Fund (PPCSF, "the Equity Fund") has funded small business stabilization efforts in the New Bern corridor through partnerships with El Centro Hispano and the Raleigh Chamber Foundation. The PPCSF has also funded and partnered with Carolina Common Enterprise and SE Raleigh Promise to support community stabilization and capacity building in the same corridor. The PPCSF has also funded construction of key sidewalk and bicycle connections in the corridor; these linkages to transit are currently in design. TODAH is currently developing a more community-based governance structure for the next set of PPCFS initiatives.

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

The team continues to work closely with internal and external stakeholders to find creative and innovative uses for the City's evolving curb space.

Staff have been working with the arts community on a pilot project at the intersection of Hargett and Salisbury Street to strategically place street art and flexible delineators to create a safer area for pedestrians to navigate the intersection. The use of these tools also physically separates vehicles so that they cannot illegally park too close to the crosswalks. Staff anticipates this project to be on the ground in the coming months. The team has also been working with business owners to deploy more streeteries across downtown. There are now 13 permitted streeteries in downtown with 2 more on that way. Nine of those were made possible by Council's appropriation of ARPA funding.



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

With the creation of the Urban Projects Group (UPG) within Planning and Development, initiative efforts will be tied to the UPGs broader work on public-private partnerships in Raleigh. One agreement of this type that was completed in FY23 was a development agreement for the Hodges Street Greenway Bridge. This innovative partnership leveraged a combination of both private and public funding to construct a bridge to improve greenway access near a new development along Crabtree Creek, and is the first agreement of its kind in Raleigh.

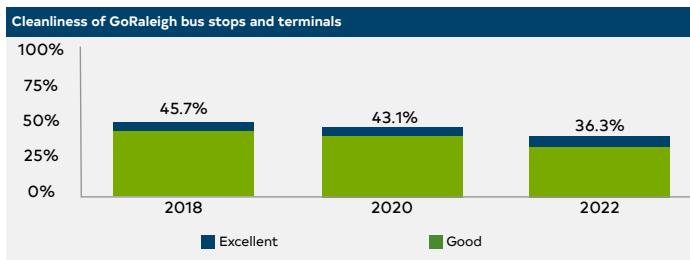
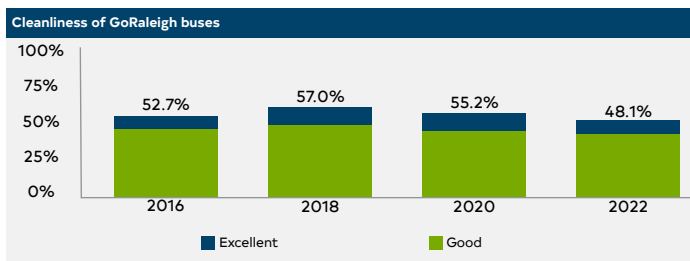
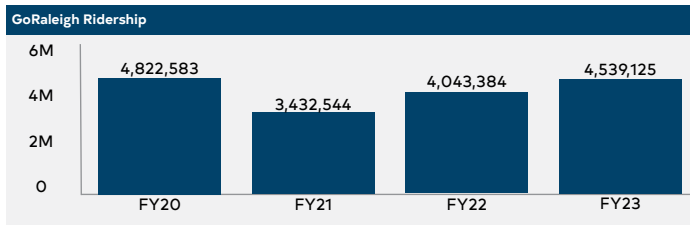
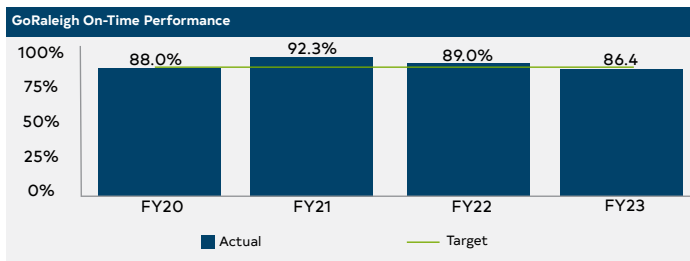
## Objective 2:

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

### TT 2.1 Strengthen Multimodal Connections

Staff developed a GIS-based methodology to analyze sidewalk connectivity. The approach was tested when it was used to conduct a sidewalk connectivity analysis of the Western Bus Rapid Transit corridor station area nodes. Based on best practice research, staff identified additional strategies for connectivity analysis. These different methodologies will help evaluate the impacts of new sidewalk infrastructure and to compare the outcome produced. The team also coordinated across groups to align common connectivity goals and work on grant pursuits collectively.

### Performance Measures



### TT 2.2 Encourage Diverse Modes of Transportation

Staff hosted the inaugural Commute Smart Ambassador Academy, a one-week leadership program aimed at teaching sustainable transportation practices to middle school students so that they can serve as enlightened advocates for greener transportation. Staff immersed the inaugural cohort in topics like Vision Zero, cycling, transit history, and city planning. Equipped with this knowledge, these young ambassadors will champion sustainable transportation, fostering a more informed and tolerant community.

### TT 2.3 Expand Regional Transit Opportunities

Staff have worked to make connections with external stakeholders for future quarterly meetings. Staff have also connected with internal stakeholders to ensure tracking of regional projects have the participants needed to be successful and accurate.

## 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

The City of Raleigh is committed to enhancing safety and making substantial progress in both pedestrian and traffic safety initiatives. In September 2022, the City of Raleigh applied for a \$1 million US Department of Transportation Safe Streets and Roads for All grant. The City was awarded the grant in February 2023. Subsequently, the City has advertised an RFQ to seek out a highly experienced professional consultant to help develop a Comprehensive Safety Action Plan. The Action Plan will take 18-24 months to draft and should be completed by September 2025. In addition, staff is actively working on various safety initiatives, including reducing speed limits, implementing safety improvements around schools, examining crash data, and addressing dark areas within the transportation network. Staff are also collaborating with partner organizations, such as NCDOT and Duke Energy, to develop infrastructure and safety improvement projects.

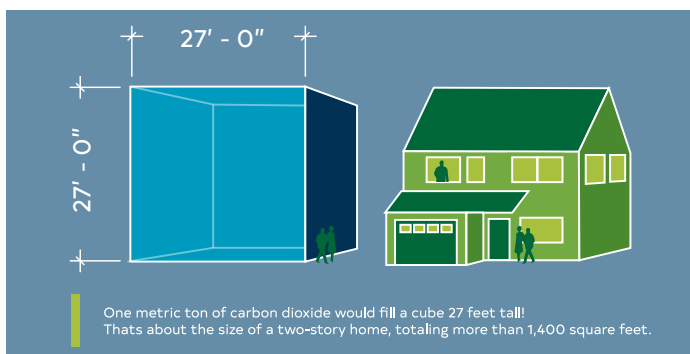
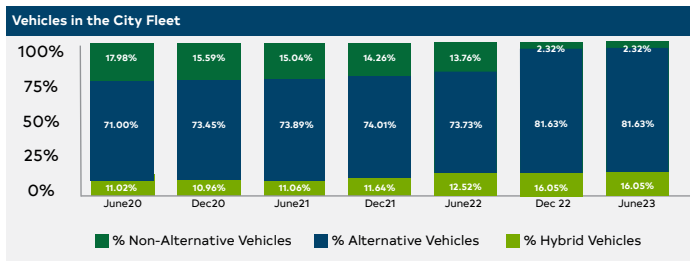
### TT 3.2 Develop Policy on Citywide Speed Limits and Traffic Calming

In 2022, City Council adopted rules to reduce speed limits from 35 MPH to 25 MPH on downtown City streets. Staff is developing a GIS database and data collection processes. Staff anticipates completion, beta testing, and analysis by early 2024. The Transportation and Fire departments are continuing coordination to explore traffic calming while maintaining pertinent access for timely emergency responses on City streets.

### TT 3.3 Update the BikeRaleigh Plan

The team applied and was awarded a 2023 NCDOT Multimodal Planning Grant to update the BikeRaleigh Plan. The team partnered with the Office of Sustainability to host a Community Climate Internship Program (CCIP) summer intern. Together, staff and the CCIP Intern completed an ArcGIS Story Map and White Paper that 1) outlined the history of the BikeRaleigh Plan, 2) incorporated current guidance for generating equitable outcomes, and 3) linked strategic connections to use as the base document for the forthcoming BikeRaleigh Plan update.

### Performance Measures



### Objective 4:

Implement intelligent transportation and emerging technology solutions that activate smart and connected communities.

#### TT 4.1 Optimize Investment in Electric Charging Infrastructure

Staff continued to make progress transitioning the City's fleet to electrification. The initiative team has been working with a consulting firm to adopt the City's Electric Vehicle (EV) Implementation Strategy Rollout that is due to commence in December 2023. This effort will generate a roadmap to replace 2,200 assets over the next 10-years. Furthermore, Vehicle Fleet Services staff continued to replace older assets that need replacement with clean alternative energy fuels and EV vehicles. The City now owns over 50 electric vehicles and charging stations.

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

GoRaleigh previously built charging infrastructure for 14 Electric buses. Four compressed natural gas (CNG)-powered buses will be ordered in 2023. Staff anticipate that a federal grant award will allow the City to order at least 2-3 electric buses and 10 CNG buses in 2024. Transit staff created a greenhouse gas estimator to show the greenhouse gas reduction from switching buses to CNG and electric. To date, over 24,000 metric tons of greenhouse gas has been saved by transitioning to the City's current CNG and electric fleet.

#### TT 4.3 Advance Public Adoption of Electric Vehicles

Staff focused on the public support of electric vehicles (EV) and the City's role in encouraging more EV within the public sphere. The initiative team developed a heatmap that identifies the best opportunities to install public EV charging as well as all City fleet charging locations, including those that offer public access, and third-party EV charging locations. Staff are determining the best locations to build Park and Ride charging locations and working with commercial companies that are interested in building EV public access. The team is also drafting an EV Policy for all City building standards.

#### **TT 4.4 Pursue Transportation Innovations**

Staff conducted a series of brainstorming and design thinking sessions aimed at further focusing efforts to enhance mobility and transportation accessibility for all. Staff developed preliminary plans for creating a playbook that will serve as a comprehensive guide for rolling out city-created applications and software. The playbook will include guidelines based on best practices for taking application ideas from concept through to user-testing to successful implementation.

### **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 completed a round of public engagement on the Sidewalk Petition Program to better understand the inequitable outcomes that were identified in the data review of the program. This engagement included tabling at multiple City events and an online survey that targeted neighborhoods historically underrepresented in sidewalk petitions. Staff have incorporated this feedback as part of the overall application of the Racial Equity Toolkit to the program and are developing a program reform recommendation.

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

To streamline processes, City leadership reassessed the objectives of this initiative and determined that it would be best to consolidate efforts with another team working on similar issues.

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

The team studied international human-centered design best practices and held stakeholder workshops to inform a first draft of a human-centered design transportation policy. The draft has been workshopped with stakeholders to refine the content so the Policy will be widely applicable and enduring. In addition to the Policy, the team has identified a need for a community grant program to reduce gaps, and meet small-scale critical needs in the community. A program proposal has been developed and funding identified. The team is working on sample case studies to deliver alongside the Policy and grant proposal.





# 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
- 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.
- 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: 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.
- 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: 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.
- 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 undeserved 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.

**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.



Raleigh