



# CITY OF RALEIGH STRATEGIC PLAN





### **Strategic Plan**

The Strategic Plan guides the work of the City of Raleigh as it grows and responds to the evolving needs of residents. Over the next three to five years, the strategic plan will point the way toward maintaining and improving the qualities that make Raleigh an outstanding city. The plan articulates areas of strategic focus which target the City's efforts and resources in ways intended to have the greatest impact in the six key focus areas over the life of the plan.

### **Strategic Plan Outcomes**

Raleigh City Council provides the vision and leadership for the City of Raleigh's strategic planning efforts. In April 2015, Raleigh City Council marked a milestone with the adoption of the City's first-ever strategic plan.

The strategic plan's six key focus areas reflect the chief components that support the current and future identity and character of the city. The plan contains citywide objectives and strategic initiatives needed to support the key focus areas. Some of the objectives and initiatives align with work the City has identified in previous work, including the 2030 Comprehensive Plan that provides long-range guidance for growth and development. City employees direct resources and work efforts toward meeting and supporting the strategic plan's objectives and initiatives. While several of the strategic plan initiatives are already underway, others will require further staff evaluation or will involve partnerships with the private sector, educational institutions, and other community groups.

Raleigh's strategic planning efforts also include performance measurement which will assist the City with using its resources more effectively by illuminating successes and challenges.

In late 2016, as part of the strategic planning efforts, City Council commissioned a third-party administered community survey to gain valuable feedback from Raleigh residents.

Each fiscal year, City staff will submit a performance report to City Council, and ultimately the public, to document its progress at addressing the City Council's strategic plan.

# City of Raleigh Strategic Plan



## **ARTS & CULTURAL RESOURCES**

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



## **ECONOMIC DEVELOPMENT & INNOVATION**

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



## **GROWTH & NATURAL RESOURCES**

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



## **ORGANIZATIONAL EXCELLENCE**

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



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

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



## **TRANSPORTATION & TRANSIT**

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

# Arts & Cultural Resources



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

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

**Initiatives:**

- Initiative 1.1: Develop a comprehensive brand and marketing campaign to market Raleigh as the “Southern Capital of Arts and Culture.”
- Initiative 1.2: Explore the feasibility of partnering with the private sector to establish a unified arts and culture foundation.

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

**Initiatives:**

- Initiative 2.1: Identify and inventory Raleigh’s unique places, experiences, and traditions.
- Initiative 2.2: Develop a long-term vision and goals for Raleigh’s historic assets.
- Initiative 2.3: Work with community partners to create a development plan for the Dorothea Dix Park.
- Initiative 2.4: Identify future destination facilities and develop programs that support and enhance arts, culture, and tourism activities throughout all geographical areas of Raleigh.
- Initiative 2.5: Cultivate projects and partnerships that foster collaboration between the creative community, arts and cultural organizations, and local tech companies.

# Economic Development & Innovation



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

**Objective 1: Attract, retain and engage a talented workforce of various ages, skill sets and backgrounds to support a diverse and growing economy.**

**Initiatives:**

- Initiative 1.1: Work with the Capital Area Workforce Development Board, the Greater Chamber of Commerce and other partners to continue the evaluation of the local labor force profile and analysis.
- Initiative 1.2: Convene a regional forum of educational organizations to build strategies for providing programs and degrees to meet workforce needs.
- Initiative 1.3: Continue to partner with non-profits on workforce development issues.

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

**Initiatives:**

- Initiative 2.1: Create partnerships and identify best practices that assist small, start-up and minority-owned business development and education.
- Initiative 2.2: Host regular forums with the business community to promote collaboration on economic development themes.
- Initiative 2.3: Pursue joint business ventures with the private sector, State of North Carolina and local universities that encourage and implement creative projects that add jobs and investment in our community.

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

**Initiatives:**

- Initiative 3.1: Create the economic development tool kit containing policies and programs such as business grants, loans, innovation funding and small business assistance that support business recruitment, development and retention.
- Initiative 3.2: Continue to refine, revise and improve the development review and permitting process.
- Initiative 3.3: Develop a policy for strategic property disposition and acquisition.

# Economic Development & Innovation



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

**Initiatives:**

- Initiative 4.1: Explore alternate financing methods adequate for on-going maintenance, repair and expansion of necessary infrastructure for economic development.
- Initiative 4.2: Develop downtown parking strategies to adequately support economic development.
- Initiative 4.3: Partner with providers to facilitate high-speed broadband service.

# Growth & Natural Resources



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

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

**Initiatives:**

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

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

**Initiatives:**

- Initiative 2.1: Add amenities to greenway trails to increase and improve user experience.
- Initiative 2.2: Expand green space in Raleigh by creating an open-space plan including criteria for land acquisition and pursuing non-City funding for land preservation.

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

**Initiatives:**

- Initiative 3.1: Implement the climate energy action plan including the anaerobic digestion processes at the wastewater treatment plant, the renewable energy plan and the fuel and fleet transformation recommendations.
- Initiative 3.2: Evaluate all planned public infrastructure projects through a matrix and cross-departmental planning team designed to identify sustainability and resiliency along with interdepartmental, cross-agency and regional partnership opportunities.
- Initiative 3.3: Build on recommendations of the Green Infrastructure Task Force, including an inventory of green infrastructure and the establishment of a green- infrastructure policy for City projects and facilities.
- Initiative 3.4: Implement strategies for City-wide waste reduction.

# Growth & Natural Resources



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

**Initiatives:**

- Initiative 4.1: Develop criteria and methods for identifying and prioritizing neighborhoods that would benefit from area planning.
- Initiative 4.2: Align the Capital Improvement Program to support existing growth and to catalyze investment in targeted areas.
- Initiative 4.3: Evaluate funding strategies for implementation and maintenance of streetscape, pedestrian and neighborhood enhancement projects.
- Initiative 4.4: Adopt and implement a Complete Streets policy.
- Initiative 4.5: Support efforts to improve the state government complex.



# Organizational Excellence



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

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

**Initiatives:**

- Initiative 1.1: Develop and adopt a performance management philosophy that encourages innovation by:
  - promoting continuous improvement;
  - allowing evaluation of our financial condition, human capital and policies and processes;
  - aligning with community goals and priorities; and
  - identifying and implementing pilot projects.
- Initiative 1.2: Develop and implement stakeholder satisfaction surveys that have a visible and direct impact on decision making and service delivery.
- Initiative 1.3: Develop and implement a comprehensive communications policy and plan to effectively tell the City of Raleigh's story.
- Initiative 1.4: Assess the organization's ability to provide services during times of severe stress through a review of business continuity plans and resiliency principles.
- Initiative 1.5: Establish a governance structure for maintaining organizational policies and procedures.
- Initiative 1.6: Review the Sustainability Tools for Assessing and Rating (STAR) feedback to identify gaps and opportunities for community improvement.

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

**Initiatives:**

- Initiative 2.1: Increase accessibility of documents and records to internal and external customers.
- Initiative 2.2: Complete construction and connection of City institutional fiber to the City's 41 priority sites and evaluate future new facilities for appropriate investments.
- Initiative 2.3: Plan a centralized campus that provides easy access to staff and citizens and promotes effective collaboration.

# Organizational Excellence



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

**Initiatives:**

- Initiative 3.1: Develop and implement consistent customer service standards, training and evaluation organization-wide.
- Initiative 3.2: Review the scope, structure and engagement of City boards, committees and commissions to enhance purpose and value in the policy- making process.
- Initiative 3.3: Implement a Customer Relationship Management system to facilitate better customer service.

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

**Initiatives:**

- Initiative 4.1: Identify core competencies and expectations for all employees hired and working for the City.
- Initiative 4.2: Assess, develop and adopt a total compensation philosophy and structure (to include pay, classification and employee performance evaluation systems).
- Initiative 4.3: Develop formal and structured career paths and succession- planning processes to encourage employee cross-training and professional development.
- Initiative 4.4: Develop recruitment strategies to ensure the City attracts highly qualified candidates while leveraging strengths of the local workforce.

# Safe, Vibrant & Healthy Community



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

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

**Initiatives:**

- Initiative 1.1: Develop a comprehensive approach for assessing City resources that are needed to ensure an adequate staff presence at entertainment venues and specials events.
- Initiative 1.2: Apply Crime Prevention through Environmental Design principles to increase and enhance safety in targeted areas throughout the City.
- Initiative 1.3: Evaluate public safety staffing and facility needs in order to optimize public safety outcomes.

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

**Initiatives:**

- Initiative 2.1: Establish partnerships to provide for a homeless service resource center.
- Initiative 2.2: Expand partnerships to increase the supply of permanent housing for formerly homeless and at-risk persons with special needs.
- Initiative 2.3: Seek new partnerships for the development of mixed-income housing in or near the Downtown area.
- Initiative 2.4: Pursue affordable housing goals as outlined in the Affordable Housing Improvement Plan and approved by City Council.

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

**Initiatives:**

- Initiative 3.1: Prepare and adopt plans for targeted areas characterized by disinvestment and consider funding strategies to implement plan components.
- Initiative 3.2: Identify and address acquisition priorities in redevelopment areas to eliminate blight and create critical land mass for future development.
- Initiative 3.3: Strengthen neighborhood social fabric through community outreach, engagement and communication.

# Safe, Vibrant & Healthy Community



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

**Initiatives:**

- Initiative 4.1: Develop tools and strategies that eliminate barriers to healthy lifestyle choices in the planning process.
- Initiative 4.2: Identify and implement service enhancements and capital investments to increase the cleanliness and appearance of Downtown Raleigh.

# Transportation & Transit



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

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

**Initiatives:**

- Initiative 1.1: Review and evaluate project delivery process.
- Initiative 1.2: Develop and communicate the City's vision for transit, transportation and land use to include guidelines and standards for transit supportive development.
- Initiative 1.3: Review regional data, growth projections, development potential and area planning and reflect data in investments in transportation capital projects.

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

**Initiatives:**

- Initiative 2.1: Identify and implement projects that strengthen connections between modes.
- Initiative 2.2: Evaluate usage data and public feedback to modify and improve the transportation experience with emphasis on bus cleanliness, safety, amenities and on-time service.
- Initiative 2.3: Develop a three-to-five-year plan for maintenance and improvements coordinated with available funding sources.
- Initiative 2.4: Make investments to position select greenway trails as transportation options.

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

**Initiatives:**

- Initiative 3.1: Evaluate existing relationships; explore and develop potential partnerships that would improve regional mobility.
- Initiative 3.2: Expand transit service and complete infrastructure projects approved in the 2016 Transit Referendum.

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

**Initiatives:**

- Initiative 4.1: Examine and plan for alternative fuel technologies for transit services.
- Initiative 4.2: Initiate a speakers' series with national experts to educate the organization and community on strategic and innovative topics.