2024

ANNUAL STRATEGY MEETING

GOALS & OBJECTIVES PRE-READ

The following Performance Management Framework is derived from an inventory of objectives pulled from plans, frameworks, and policies previously approved by City Council:

- Housing Charlotte – Adopted August 2018
- Strategic Energy Action Plan – Adopted December 2018
- Violence Reduction Framework – Adopted September 2020
- SAFE Charlotte – Adopted October 2020
- Charlotte Future 2040 Comprehensive Plan – Adopted June 2021
- Strategic Mobility Plan – Adopted June 2022
- Equity in Governance Framework – Adopted October 2022
- Charlotte Business INClusion Policy – Updated April 2023
- Arts and Culture Plan – accepted November 2023

The goals and objectives from these Council approved plans, frameworks, and policies are categorized within the following pages based on alignment with Council's Strategic Priorities. Some objectives are listed under multiple Strategic Priorities, designating their linkage to advancements of multiple priorities.

At the Annual Strategy Meeting, Mayor and Council will discuss the current Strategic Priorities and top expectations for the coming fiscal year. **After discussion, Mayor and Council will be asked to select their individual top five objectives under each of the Strategic Priorities.** Objectives with the highest number of rankings by Mayor and Council will be designated as focus objectives for each of the respective Council Committees.

All of the goals listed on the following pages are important and staff will be working to advance them. The designation of top objectives within these areas will give staff a more focused approach toward advancing progress across each of Council's Strategic Priority areas and reporting on measures that illustrate progress in specific areas.

Notes:

- Orange highlight = objectives that can be related to advancing with workforce development, small business and/or addressing the digital divide
- Sample goals and objectives for workforce development, small/minority business, and digital divide from other cities are included at the end of this document starting on page 29.

Great Neighborhoods

Focusing on comprehensive initiatives designed to create affordable housing and provide opportunities that align with creating great neighborhoods.

Great Neighborhoods – Goal	Objective(s)
Comprehensive Plan Goal 1: 10-Minute Neighborhoods *All Charlotte households will have access to essential amenities, goods, and services within a comfortable and tree-shaded 10-minute walk, bike, or transit trip by 2040.*	• Fresh, healthy food opportunities. (included in GN, SC, T&P) • High performance transit corridor. (included in GN, SC, T&P) • Park, plaza, nature preserve, or other public space. (included in GN, SC, T&P) • Trail, greenway, or other "all ages and abilities (AAA)" bicycle facility. (included in GN, SC, T&P) • A concentration of daily goods and services (applies to a Neighborhood, Community, or Regional Activity Center). (included in GN, SC, T&P) • Low-cost health care or pharmacy. (included in GN, SC, T&P) • Community Facilities (libraries, schools, senior centers, community centers, early childhood education etc.). (included in GN, SC, T&P) • Financial Services (banks or credit unions). (included in GN, SC, T&P) • Family sustaining wage jobs. (included in GN, SC, T&P) • Advanced technology delivery service and supportive digital access. (included in GN, SC, T&P)
Comprehensive Plan Goal 2: Neighborhood Diversity *Charlotte will strive for all neighborhoods to have a diversity of housing options by increasing the presence of middle density housing (e.g. duplexes, triplexes, fourplexes, townhomes, accessory dwelling units, and other small lot housing types) and ensuring land use regulations allow for flexibility in creation of housing within existing neighborhoods.*	• Increase the score of the overall Access to Housing Opportunity equity metrics index for the City. (included in GN, T&P) • Increase the number of Accessory Dwelling Units (ADUs) in existing and new neighborhoods. (included in GN, T&P) • Increase the number of middle density units such as duplexes, triplexes, in all neighborhoods. • Increase the number of middle density housing options, including fourplexes, along high performance transit and other major thoroughfares. (included in GN, T&P) • Increase the number of middle density housing options in transition areas between low intensity neighborhoods and higher intensity Place Types. (included in GN, T&P) • Increase the number of residential dwelling units that includes less than one parking space per unit. (included in GN, T&P) • Increase the number of small footprint housing units in existing and new neighborhoods. (included in GN, T&P)

Great Neighborhoods – Goal	Objective(s)
Comprehensive Plan Goal 3: Housing Access for All *Charlotte will ensure opportunities for residents of all incomes to access affordable housing through the preservation of naturally occurring affordable and workforce housing and increasing the number of affordable and workforce housing units through new construction.*	• Increase housing opportunities for households with limited or no vehicle access by increasing the number of affordable rental and deed-restricted housing units, targeting households at 80% AMI or less, within ½ mile of Activity Centers and high-performance transit. • Retain the number of naturally occurring affordable and workforce housing units in the community by managing changes within existing neighborhoods. • Increase the number of affordable and workforce units targeting households at 80% AMI or less within mixed-income developments (e.g. affordable and workforce units mixed with market rate units). • Reduce the cost burden on households spending more than 45% of their income on housing and transportation. • Reduce the cost burden on households spending over 30% of household income on housing. • Increase the number of homeownership opportunities for low to moderate- income households, especially in areas with low Access to Housing Opportunity scores, as identified by the Equitable Growth Framework. • Dedicate at least 10% of future housing trust funds to home ownership in areas with low Access to Housing Opportunity scores, as identified by the Equitable Growth Framework. • Increase housing opportunities and supporting infrastructure and amenities for residents choosing to age in place.
Comprehensive Plan Goal 4: Transit and Trail-Oriented Development *Charlotte will promote moderate to high-intensity, compact, mixed-use urban development along high-performance transit lines and near separated shared-use paths or trails.*	• Increase the percentage of Charlotte households and jobs (new and existing) within ½ mile access to trail access points. • Increase the share of households and jobs with safe access to high performance transit stations (light rail, streetcar, bus rapid transit, and bus routes with headways of 15 min or less during peak hours). • Increase the share of commercial (mixed use, entertainment, and employment) development within 10-minute tree-shaded walk or bike of trail access points and high-performance transit stations. • Approach maximum allowable density under the TOD zoning for development within 10-minute walk or bike of trail access points and high-performance transit stations. • Increase the number of moderate to high-intensity developments along regional transit and trail routes. • Increase safe and connected bike infrastructure within two miles of transit stops and trail access points.

Great Neighborhoods – Goal	Objective(s)
	• Decrease the percentage of transit stops without access to sidewalks. • Provide signalized pedestrian crossings at all transit stops on thoroughfares. • Increase the number of connections between new trail and/or transit line developments and neighborhoods of varying land uses, density, and architecture. • Increase the number of developments that are transit-oriented in both location and design. • Create engaging public spaces near high-performance transit stops, stations and trails.
Comprehensive Plan Goal 5: Safe and Equitable Mobility *Charlotte will provide safe and equitable mobility options for all travelers regardless of age, income, ability, race, where they live, or how they choose to travel. An integrated system of transit, bikeways, sidewalks, shared-use paths, and streets will support a sustainable, connected, prosperous, and innovative network that connects all Charlotteans to each other, jobs, housing, amenities, goods, services, and the region.*	• Eliminate transportation-related fatalities and serious injuries to make our streets safe for everyone. (included in GN, SC, T&P) • Increase access in our historically underinvested communities and modes of transportation to support equitable and affordable mobility options. (included in GN, SC, T&P) • Increase access to sustainable and zero carbon transportation modes and mobility options to support our Strategic Energy Plan. (included in GN, SC, T&P) • Increase the share of trips made without a car to broaden the connectivity and capacity of our transportation infrastructure. (included in GN, SC, T&P) • Prioritize transportation investments that promote economic vibrancy by managing congestion, connecting our workforce with opportunities, and advancing community priorities. (included in GN, SC, T&P) • Integrate and implement emerging transportation services, technologies, and programs that align with community goals. (included in GN, SC, T&P)
Comprehensive Plan Goal 6: Healthy, Safe, And Active Communities *All Charlotteans will live and work in safe and resilient neighborhoods that enable healthy and active lifestyles by reducing exposure to harmful environmental contaminants, expanding and improving the quality of tree canopy, encouraging investment in walking, cycling, and recreation facilities, and providing access to healthy food options and health care services.*	• Increase percentage of households (new and existing) within a comfortable, tree-shaded 10-minute access to primary care health care services. (included in GN, SC) • Increase the number of days that air quality is "good" to 325 and reduce the days that air quality is "unhealthy for sensitive groups" or worse to zero. (included in GN, SC) • Reduce rates of obesity from 24% to 20% and reduce the number of neighborhoods where obesity rates are higher than 24%. (included in GN, SC) • Increase the percentage of low-income households living within ½ mile of a Medicaid health care provider or free clinic. (included in GN, SC)

Great Neighborhoods – Goal	Objective(s)
	• Increase the number of urban farming and fresh produce opportunities (e.g. community gardens, farmers markets, co-ops, food forests, neighborhood-based CSAs, etc.) accessible to all neighborhoods within a 10-minute walk or bike ride. (included in GN, SC) • Reduce and eliminate food deserts within the City. (included in GN, SC) • Improve perceptions of public safety and measure perception through community surveys. (included in GN, SC) • Improve public safety and public safety perceptions through annual reductions in violent and property crimes. (included in GN, SC) • Provide accommodations for diverse populations, including multilanguage capabilities, accessibility and universal design, and culturally responsive programming. (included in GN, SC)
Comprehensive Plan Goal 7: Integrated Natural and Built Environments *Charlotte will protect and enhance its surface water quality, tree canopy, and natural areas with a variety of trees, plantings, green infrastructure, green building practices, and open space at different scales throughout the entire community as a component of sustainable city infrastructure.*	• Increase the number of small parks and plazas within or near neighborhoods and neighborhood centers that contain community amenities such as recreation facilities, tree canopy, retrofit stormwater facilities, and water quality/natural resource education. (included in GN, T&P) • Increase the acreage of protected (including public and private) natural lands (such as forests and natural areas) within the City. (included in GN, T&P) • Improve surface water quality such that all City streams meet surface water quality standards. (included in GN, T&P) • Increase the acreage of amenitized open space and forested or tree-shaded open space within private developments that are open to the public. (included in GN, T&P) • Reduce the number of flood prone areas through mitigation efforts. (included in GN, T&P) • Strive to source 100% of energy use in municipal buildings and fleet from zero carbon sources by 2030. (included in GN, T&P) • Reduce per capita carbon emissions in the City. (included in GN, T&P) • Slow canopy loss on privately owned residential properties. (included in GN, T&P) • Improve quality of tree canopy (age, species, etc.) to ensure it lasts for future generations. (included in GN, T&P)

Great Neighborhoods – Goal	Objective(s)
	• Increase the number of developments utilizing green building practices or receiving green building certifications. (included in GN, T&P) • Continue to expand the use of green stormwater infrastructure to improve surface water quality and reduce flooding, including in-fill and redeveloping areas. (included in GN, T&P)
Comprehensive Plan Goal 9: Retain Our Identity and Charm *Charlotte will cultivate community-driven placemaking and identity, while limiting displacement and retaining the essence of existing neighborhoods by intentionally directing redevelopment.*	• Increase the rate of restoration and adaptive reuse of existing structures originally built for commercial uses and reduce the rate of tear downs. (included in GN, T&P) • Increase the number of publicly funded placemaking and art installations throughout the City, especially within older neighborhoods and areas with populations vulnerable to displacement. (included in GN, T&P) • Reduce the speed and scale of older homes and existing trees being demolished and replaced with newer homes in existing neighborhoods, homes within historic districts, and homes within the Old Historic Route 4 Survey area. (included in GN, T&P) • Reduce the number of residents experiencing involuntary displacement (included in GN, T&P) • Improve jobs-skills match in and near areas with residents who may be vulnerable to displacement. (included in GN, T&P) • Preserve and improve the tree canopy in Charlotte (cited as one of the primary aspects of the city that has attracted residents. (included in GN, T&P) • Increase the capture of new jobs within "work" Place Types proximate to neighborhoods with owners and tenants who may be vulnerable to displacement. (included in GN, T&P) • Provide financial and technical support to small businesses in areas at high risk for commercial displacement. (included in GN, T&P) • Increase the percent of new jobs and households in Regional and Community Activity Centers. (included in GN, T&P) • Increase the capture of new jobs within Regional, Community, and Neighborhood Centers adjacent to neighborhoods with owners and tenants who may be vulnerable to displacement. (included in GN, T&P) • Identify, catalogue and understand the patterns of the character defining elements in neighborhoods and places that are uniquely Charlotte. (included in GN, T&P)

Great Neighborhoods – Goal	Objective(s)
	• Increase the number of historic districts that preserve a wide range of Charlotte's diverse history and character. (included in GN, T&P)

Strategic Mobility Plan – Vision Zero/Safe
Eliminate transportation-related fatalities and serious injuries to make our streets safe for everyone.
	Collaborate across governmental agencies and community stakeholders focused on strategies for community engagement, data analysis, and equity.
	
	• Create Safe Streets for All Users
	  o Design for Safety
	  o Plan for Safety
	• Shape a Community Culture of Safety
	  o Support Education & Outreach
	  o Analyze the Data
	  o Shape Policy and Legislation
	  (included in GN, SC)

Strategic Mobility Plan: 50/50 Mode Share
As a community, half of our commute trips will be made by means other than a single-occupancy vehicle, through walking, biking, and taking transit.
	• Increase the share of trips made without a car and broaden multimodal connectivity to expand the capacity of our transportation infrastructure.
	  o Improve the Street & Roadway System
	  o Increase Street Connectivity & Capacity
	  o Support Regional Connectivity and Investment
	  (included in GN, T&P)
	• Expand the Bicycle System
	  o Increase the Availability & Safety of Bicycling and Micromobility
	  o Advance Bicycle Facility Design & Maintenance
	  o Create a Culture that Educates, Promotes, & Welcomes Bicycling
	• Strengthen the Pedestrian System
	  o Provide a Safe Walk
	  o Provide a Useful Walk
	  o Provide an Inviting Walk
	• Support the Transit System
	  o Implement the 2030 Transit System Plan
	  o Implement the Bus Priority System

Strategic Mobility Plan*: Equitable - Increase investment and access to support equitable and affordable mobility options in our communities that have historically lacked investment.*	• Create Accessible & Equitable Mobility
	  o Provide Accessible & Affordable Mobility
	  o Advance Equitable Mobility
	• Engage Our Community
	  o Strengthen Meaningful Engagement & Communication
	  o Build & Maintain Community Relationships
	  o Provide High-Quality Customer Service

Strategic Mobility Plan: Sustainable	• Shift Mode Choice & Access

Great Neighborhoods – Goal	Objective(s)
Increase access to sustainable and zero carbon transportation modes and mobility options to support our strategic energy and sustainability goals.	- Increase the Share of Walking, Biking, Micromobility, & Transit Trips - Support Transportation Demand Management - Support Asset Stewardship - Maintain Our Mobility Assets - Minimize Environmental Impact - Reduce Vehicle Miles Traveled & Emissions - Implement Sustainable Street Design
Strategic Mobility Plan: Prosperous *Prioritize transportation investments that promote economic vibrancy by managing congestion, connecting our workforce with opportunities, and advancing community priorities.*	- Plan & Design for People - Plan for Places & Corridors - Design & Operate Streets as Places - Manage the Right-of-Way - Manage the Use of the Curb - Manage the Right-of-Way as a Public Resource - Expand Collaborative Partnerships - Support Our Regional Mobility Partners - Invest in our Mobility Future - Protect Our Future Mobility Needs - Fund Mobility Investment - Prioritize Mobility Investment
Strategic Mobility Plan: Innovative *Integrate emerging mobility solutions and new technologies to move people and goods through our city in cleaner, safer, and more affordable and efficient ways.*	- Support Shared Mobility Solutions - Increase Access to Shared Mobility Services - Support the Creation of Mobility Hubs - Prepare for a Connected Mobility Environment - Support Connected Infrastructure - Employ Emerging Technology - Maximize Signal System Technologies - Expand Our Data-Driven Decision-Making Culture
Housing Charlotte Framework - Support family self-sufficiency.	Help individuals and families get access to jobs and supportive services through the strategic location of affordable housing.
Housing Charlotte Framework – *Expand the supply of high-quality rental housing and homeownership opportunities, especially for households below 60% AMI*	- Increase rental production with tax credit projects and other incentives (included in GN, T&P) - Support mixed-income development (included in GN, T&P) - Leverage publicly-owned land and establish a fund to support the strategic acquisition of land (included in GN, T&P) - Prioritize downpayment assistance (included in GN, T&P) - Expand existing employer-assisted homebuyer programs (included in GN, T&P) - Support the creation of a Community Land Trust (included in GN, T&P)

Great Neighborhoods – Goal	Objective(s)
Housing Charlotte Framework – *Preserve the affordability, and preserve or improve the quality of existing rental housing stock*	• Prioritize the preservation of large-scale naturally occurring affordable housing (included in GN, SC) • Preserve expiring subsidized properties (included in GN, SC) • Support the extended use of rental subsidies and vouchers (included in GN, SC)
SAFE Charlotte/ Violence Prevention Framework	• Invest in grassroots community organizations (included in GN, SC)
SAFE Charlotte - Safety and Accountability For Everyone	• Examine Civilian Roles in Dispatching Responses to Low-Risk 911 Calls (included in GN, SC) • Expand crisis response and develop a civilian responder model for mental health and homelessness calls (included in GN, SC)
Violence Reduction Framework - *Intergovernmental Collaboration*	• Local elected governing bodies will develop relationships to share resources and improve service delivery to help create a community-wide comprehensive violence reduction strategy.
Violence Reduction Framework - *Community Collaboration in Priority Areas*	• Align city and Mecklenburg County resources to increase community impact and reduce one-off and duplicative efforts. Work in this pillar will focus on areas In Charlotte where violent crime is prevalent. (included in GN, SC)

Violence Reduction Framework - *Violence Interruption*	• The strategy recommends the creation of a violence interruption program. The program will employ and train Charlotteans with ties to specific neighborhoods to de-escalate situations before they turn violent.
	    o This focuses on interrupting violence before it begins;
	    o connecting individuals who present the highest risk for committing or becoming victims of violent crime to resources, services and opportunities; and
	    o changing community ideas around the normalization of violence.
	    (included in GN, SC)

Violence Reduction Framework - *Use Data and Evidence*	• Share data and information among departments, agencies and community partners to better inform policy and program development and support comprehensive program evaluation. (included in GN, SC)
Strategic Energy Action *Plan*	• Have city fleet and facilities be fueled by 100% zero-carbon sources by 2030 • Charlotte to become a low carbon city by 2050 by reducing greenhouse gas emissions to below 2 tons of

Great Neighborhoods – Goal	Objective(s)
	CO2 equivalent per person annually. (Included in GN, WMG)
Arts and Culture Plan – *Ensure a thriving arts and culture ecosystem to benefit all in Charlotte- Mecklenburg.*	• Ensure sustainable and reliable funding for arts and culture in Charlotte-Mecklenburg through Public-private planning, collaboration and commitment.
	• Enhance public private partnerships. The public sector must partner with an already active private sector to play a leadership role in building Charlotte-Mecklenburg's arts and culture ecosystem, including governance and funds delivery.
	• Provide access to affordable space for the creation and experience of arts and culture.
	• Eliminate real and perceived barriers to arts and culture creation and participation.
	• An equitable, accessible and inclusive approach to support and fund Arts and Culture
	• Increase the consumption of arts and culture among residents in the Charlotte region by strengthening communication.
	• Foster collaboration and cooperation throughout the creative ecosystem and with other sectors.
	• Expand arts education experiences—pre-K through 12, post-secondary and lifelong for Greater access and exposure to arts and culture, enhanced quality of life, robust workforce development, and the retention and cultivation of future artists and supporters.

SAFE COMMUNITIES

Ensuring neighborhoods are safe, healthy, and inclusive, with a focus on policing, fire protection, and community relations.

Safe Communities – Goal	Objective(s)
Comprehensive Plan Goal 1: 10-Minute Neighborhoods *All Charlotte households will have access to essential amenities, goods, and services within a comfortable and tree-shaded 10-minute walk, bike, or transit trip by 2040.*	Increase the percentage of households, both new and existing, within a tree-shaded 10-minute walk, bike, or transit trip of: • Fresh, healthy food opportunities. (included in GN, SC, T&P) • High performance transit corridor. (included in GN, SC, T&P) • Park, plaza, nature preserve, or other public space. (included in GN, SC, T&P) • Trail, greenway, or other "all ages and abilities (AAA)" bicycle facility. (included in GN, SC, T&P) • A concentration of daily goods and services (applies to a Neighborhood, Community, or Regional Activity Center). (included in GN, SC, T&P) • Low-cost health care or pharmacy. (included in GN, SC, T&P) • Community Facilities (libraries, schools, senior centers, community centers, early childhood education etc.). (included in GN, SC, T&P) • Financial Services (banks or credit unions). (included in GN, SC, T&P) • Family sustaining wage jobs. (included in GN, SC, T&P) • Advanced technology delivery service and supportive digital access. (included in GN, SC, T&P)
Comprehensive Plan Goal 5: Safe And Equitable Mobility *Charlotte will provide safe and equitable mobility options for all travelers regardless of age, income, ability, race, where they live, or how they choose to travel. An integrated system of transit, bikeways, sidewalks, shared-use paths, and streets will support a sustainable, connected, prosperous, and innovative network that connects all Charlotteans to each other, jobs, housing, amenities, goods, services, and the region.*	• Eliminate transportation-related fatalities and serious injuries to make our streets safe for everyone. (included in GN, SC, T&P) • Increase access in our historically underinvested communities and modes of transportation to support equitable and affordable mobility options. (included in GN, SC, T&P) • Increase access to sustainable and zero carbon transportation modes and mobility options to support our Strategic Energy Plan. (included in GN, SC, T&P) • Increase the share of trips made without a car to broaden the connectivity and capacity of our transportation infrastructure. (included in GN, SC, T&P)

Safe Communities – Goal	Objective(s)
	• Prioritize transportation investments that promote economic vibrancy by managing congestion, connecting our workforce with opportunities, and advancing community priorities. (included in GN, SC, T&P)
	• Integrate and implement emerging transportation services, technologies, and programs that align with community goals. (included in GN, SC, T&P)
Comprehensive Plan Goal 6: Healthy, Safe, And Active Communities *All Charlotteans will live and work in safe and resilient neighborhoods that enable healthy and active lifestyles by reducing exposure to harmful environmental contaminants, expanding and improving the quality of tree canopy, encouraging investment in walking, cycling, and recreation facilities, and providing access to healthy food options and health care services.*	• Increase percentage of households (new and existing) within a comfortable, tree-shaded 10-minute access to primary care health care services. (included in GN, SC) • Increase the number of days that air quality is "good" to 325 and reduce the days that air quality is "unhealthy for sensitive groups" or worse to zero. (included in GN, SC) • Reduce rates of obesity from 24% to 20% and reduce the number of neighborhoods where obesity rates are higher than 24%. (included in GN, SC) • Increase the percentage of low-income households living within ½ mile of a Medicaid health care provider or free clinic. (included in GN, SC) • Increase the number of urban farming and fresh produce opportunities (e.g. community gardens, farmers markets, co-ops, food forests, neighborhood-based CSAs, etc.) accessible to all neighborhoods within a 10-minute walk or bike ride. (included in GN, SC) • Reduce and eliminate food deserts within the City. (included in GN, SC) • Improve perceptions of public safety and measure perception through community surveys. (included in GN, SC) • Improve public safety and public safety perceptions through annual reductions in violent and property crimes. (included in GN, SC) • Provide accommodations for diverse populations, including multilanguage capabilities, accessibility and universal design, and culturally responsive programming. (included in GN, SC)
Strategic Mobility Plan – Vision Zero/Safe *Eliminate transportation-related fatalities and serious injuries to make our streets safe for everyone.*	Collaborate across governmental agencies and community stakeholders focused on strategies for community engagement, data analysis, and equity. • Create Safe Streets for All Users o Design for Safety

Safe Communities – Goal	Objective(s)

	o Plan for Safety
	• Shape a Community Culture of Safety
	  o Support Education & Outreach
	  o Analyze the Data
	• Shape Policy and Legislation
	  (included in GN, SC)

Housing Charlotte Framework – *Building and Expanding Access to Opportunity through Housing Investments*	• Preserve the affordability, and preserve or improve the quality of, existing rental housing stock • Prioritize the preservation of large-scale naturally occurring affordable housing (included in GN, SC) • Preserve expiring subsidized properties (included in GN, SC) • Support the extended use of rental subsidies and vouchers (included in GN, SC)
SAFE Charlotte/ Violence Prevention Framework*:*	• Invest in grassroots community organizations (included in GN, SC)
SAFE Charlotte - *Safety and Accountability For Everyone*	• Examine Civilian Roles in Dispatching Responses to Low-Risk 911 Calls (included in GN, SC) • Provide an Independent Analysis of Police-Civilian Interactions • Expand crisis response and develop a civilian responder model for mental health and homelessness calls (included in GN, SC) • Evaluate Youth Programs • Improve CMPD Recruitment and Evaluate Training Programs
Violence Reduction Framework - *Intergovernmental Collaboration*	• Local elected governing bodies will develop relationships to share resources and improve service delivery. Over time, these partnerships will help create a community-wide comprehensive violence reduction strategy.
Violence Reduction Framework - *Community Collaboration in Priority Areas*	• Align city and Mecklenburg County resources to increase community impact and reduce one-off and duplicative efforts. Work in this pillar will focus on areas In Charlotte where violent crime is prevalent. (included in GN, SC)
Violence Reduction Framework - *Violence Interruption*	The strategy recommends the creation of a violence interruption program. The program will employ and train Charlotteans with ties to specific neighborhoods to de-escalate situations before they turn violent. This focuses on: • interrupting violence before it begins;

Safe Communities – Goal	Objective(s)
	• connecting individuals who present the highest risk for committing or becoming victims of violent crime to resources, services and opportunities; and • changing community ideas around the normalization of violence. (included in GN, SC)
Violence Reduction Framework - *Use Data and Evidence*	• Share data and information among departments, agencies and community partners to better inform policy and program development and support comprehensive program evaluation. (included in GN, SC)

WORKFORCE AND BUSINESS DEVELOPMENT

Building and maintaining a successful business climate and workforce talent, including the number of jobs with sustainable wages/benefits; economic opportunity for all residents; and encouraging business development, innovation, and entrepreneurship.

Workforce and Business Development – Goal	Objective(s)
Comprehensive Plan Goal 8: Diverse and Resilient Economic Opportunity *Charlotteans will have opportunity for upward economic mobility through access to a diverse mix of jobs and careers that align with education and skill levels of residents and the economic strengths of the region.*	• Increase the jobs-to-housing balance in Charlotte to ensure housing development keeps pace with job growth. • Increase number of workers employed within the City's target industries. • Increase the number of businesses supported and/or participating in business support programs. • Increase the rate of new business formation within the City. • Increase the number and proportion of family sustaining wage jobs in Charlotte. • Decrease the number of acres within mixed-use Place Types that are existing single-use commercial and office employment uses by allowing transitions to a mix of uses. • Grow the presence of "micro-economies," (the number of jobs located within community and neighborhood mixed-use areas). • Maintain or increase the number of developed acres within Manufacturing and Logistics and Innovation Mixed Use Place Types. • Maintain or increase the number of jobs located within Manufacturing and Logistics and Innovation Mixed Use Place Types. • Grow the number of Minority, Women, and Small Business Enterprises (MWSBEs) and cooperatively owned businesses, operating in the City. • Increase the share of jobs at MWSBE-qualified businesses and within cooperatively owned businesses. • Capture a greater share of employment growth within the City's existing and planned Regional Activity Centers. • Increase job-training opportunities that allow residents to obtain hard and soft skills needed to qualify for jobs within the City's target industries. • Maintain or increase the number of middle skill jobs (jobs that require education beyond high school but not a four-year degree).

Workforce and Business Development – Goal	Objective(s)
Charlotte Business Inclusion Policy *Develop and grow Small Business Enterprises in the Relevant Market as well as remediate the effects of discrimination against Minority-Owned Business Enterprises and Women-Owned Business Enterprises in the Relevant Market that have adversely affected the ability of Minority-Owned Business Enterprises and Women-Owned Business Enterprises to participate in City Contracts.*	*It is the policy of the City of Charlotte to enhance competition in City Contracts and promote economic growth and development by:* • Increasing the utilization of Minority-Owned Business Enterprises, Women-Owned Business Enterprises, and Small Business Enterprises in City Contracts; • Promoting small business start-up, development, and growth; • Monitoring, evaluating, and reporting on participation of any Minority-Owned Business Enterprise, Women-Owned Business Enterprise, and Small Business Enterprise; and, • Monitoring, evaluating, and reporting on compliance with the provisions of the Charlotte Business Inclusion Program. (included in WFD, WMG)

Strategic Mobility Plan: Prosperous
 Prioritize transportation investments that promote economic vibrancy by managing congestion, connecting our workforce with opportunities, and advancing community priorities.
	• Plan & Design for People
	    o Plan for Places & Corridors
	    o Design & Operate Streets as Places
	 • Manage the Right-of-Way
	    o Manage the Use of the Curb
	    o Manage the Right-of-Way as a Public Resource
	 • Expand Collaborative Partnerships
	    o Support Our Regional Mobility Partners
	 • Invest in our Mobility Future
	    o Protect Our Future Mobility Needs
	    o Fund Mobility Investment
	 • Prioritize Mobility Investment

Housing Charlotte Framework - *Support self-sufficiency to help families get access to jobs and supportive services through the strategic location of affordable housing.*	• Strengthen property owners' ability to develop accessory dwelling units • Offer tax relief to long-time property owners • Streamline programming for homeowners living in single-family homes (such as home repair programs)
Arts and Culture – *Expand arts education experiences— pre-K through 12, post-secondary and lifelong*	• Greater access and exposure to arts and culture, enhanced quality of life, robust workforce development, and the retention and cultivation of future artists and supporters.

TRANSPORTATION AND PLANNING

Anticipating and planning for the growth of the community. Addressing growth with strategic investments, building, and maintaining a comprehensive transportation network, and placemaking strategies that encourage connection between neighborhoods and employment centers.

Transportation and Planning – Goal	Objective(s)
Comprehensive Plan Goal 1: 10-Minute Neighborhoods *All Charlotte households will have access to essential amenities, goods, and services within a comfortable and tree-shaded 10-minute walk, bike, or transit trip by 2040.*	Increase the percentage of households, both new and existing, within a tree-shaded 10-minute walk, bike, or transit trip of: • Fresh, healthy food opportunities. (included in GN, SC, T&P) • High performance transit corridor. (included in GN, SC, T&P) • Park, plaza, nature preserve, or other public space. (included in GN, SC, T&P) • Trail, greenway, or other "all ages and abilities (AAA)" bicycle facility. (included in GN, SC, T&P) • A concentration of daily goods and services (applies to a Neighborhood, Community, or Regional Activity Center). (included in GN, SC, T&P) • Low-cost health care or pharmacy. (included in GN, SC, T&P) • Community Facilities (libraries, schools, senior centers, community centers, early childhood education etc.). (included in GN, SC, T&P) • Financial Services (banks or credit unions). (included in GN, SC, T&P) • Family sustaining wage jobs. (included in GN, SC, T&P) • Advanced technology delivery service and supportive digital access. (included in GN, SC, T&P)
Comprehensive Plan Goal 4: Transit and Trail-Oriented Development *Charlotte will promote moderate to high-intensity, compact, mixed-use urban development along high-performance transit lines and near separated shared-use paths or trails.*	• Increase the score of the overall Access to Housing Opportunity equity metrics index for the City. (included in GN, T&P) • Increase the number of Accessory Dwelling Units (ADUs) in existing and new neighborhoods. (included in GN, T&P) • Increase the number of middle density units such as duplexes, triplexes, in all neighborhoods. • Increase the number of middle density housing options, including fourplexes, along high performance transit and other major thoroughfares. (included in GN, T&P) • Increase the number of middle density housing options in transition areas between low intensity neighborhoods and higher intensity Place Types. (included in GN, T&P)

Transportation and Planning – Goal	Objective(s)
	• Increase the number of residential dwelling units that includes less than one parking space per unit. (included in GN, T&P) • Increase the number of small footprint housing units in existing and new neighborhoods. (included in GN, T&P)
Comprehensive Plan Goal 5: Safe and Equitable Mobility *Charlotte will provide safe and equitable mobility options for all travelers regardless of age, income, ability, race, where they live, or how they choose to travel. An integrated system of transit, bikeways, sidewalks, shared-use paths, and streets will support a sustainable, connected, prosperous, and innovative network that connects all Charlotteans to each other, jobs, housing, amenities, goods, services, and the region.*	• Eliminate transportation-related fatalities and serious injuries to make our streets safe for everyone. (included in GN, SC, T&P) • Increase access in our historically underinvested communities and modes of transportation to support equitable and affordable mobility options. (included in GN, SC, T&P) • Increase access to sustainable and zero carbon transportation modes and mobility options to support our Strategic Energy Plan. (included in GN, SC, T&P) • Increase the share of trips made without a car to broaden the connectivity and capacity of our transportation infrastructure. (included in GN, SC, T&P) • Prioritize transportation investments that promote economic vibrancy by managing congestion, connecting our workforce with opportunities, and advancing community priorities. (included in GN, SC, T&P) • Integrate and implement emerging transportation services, technologies, and programs that align with community goals. (included in GN, SC, T&P)
Comprehensive Plan Goal 7: Integrated Natural and Built Environments *Charlotte will protect and enhance its surface water quality, tree canopy, and natural areas with a variety of trees, plantings, green infrastructure, green building practices, and open space at different scales throughout the entire community as a component of sustainable city infrastructure.*	• Increase the number of small parks and plazas within or near neighborhoods and neighborhood centers that contain community amenities such as recreation facilities, tree canopy, retrofit stormwater facilities, and water quality/natural resource education. (included in GN, T&P) • Increase the acreage of protected (including public and private) natural lands (such as forests and natural areas) within the City. (included in GN, T&P) • Improve surface water quality such that all City streams meet surface water quality standards. (included in GN, T&P) • Increase the acreage of amenitized open space and forested or tree-shaded open space within private developments that are open to the public. (included in GN, T&P) • Reduce the number of flood prone areas through mitigation efforts. (included in GN, T&P)

Transportation and Planning – Goal	Objective(s)
	• Strive to source 100% of energy use in municipal buildings and fleet from zero carbon sources by 2030. (included in GN, T&P) • Reduce per capita carbon emissions in the City. (included in GN, T&P) • Slow canopy loss on privately owned residential properties. (included in GN, T&P) • Improve quality of tree canopy (age, species, etc.) to ensure it lasts for future generations. (included in GN, T&P) • Increase the number of developments utilizing green building practices or receiving green building certifications. (included in GN, T&P) • Continue to expand the use of green stormwater infrastructure to improve surface water quality and reduce flooding, including in-fill and redeveloping areas. (included in GN, T&P)
Comprehensive Plan Goal 9: Retain Our Identity and Charm *Charlotte will cultivate community-driven placemaking and identity, while limiting displacement and retaining the essence of existing neighborhoods by intentionally directing redevelopment.*	• Increase the rate of restoration and adaptive reuse of existing structures originally built for commercial uses and reduce the rate of tear downs. (included in GN, T&P) • Increase the number of publicly funded placemaking and art installations throughout the City, especially within older neighborhoods and areas with populations vulnerable to displacement. (included in GN, T&P) • Reduce the speed and scale of older homes and existing trees being demolished and replaced with newer homes in existing neighborhoods, homes within historic districts, and homes within the Old Historic Route 4 Survey area. (included in GN, T&P) • Reduce the number of residents experiencing involuntary displacement (included in GN, T&P) • Improve jobs-skills match in and near areas with residents who may be vulnerable to displacement. (included in GN, T&P) • Preserve and improve the tree canopy in Charlotte (cited as one of the primary aspects of the city that has attracted residents. (included in GN, T&P) • Increase the capture of new jobs within "work" Place Types proximate to neighborhoods with owners and tenants who may be vulnerable to displacement. (included in GN, T&P) • Provide financial and technical support to small businesses in areas at high risk for commercial displacement. (included in GN, T&P)

Transportation and Planning – Goal	Objective(s)
	• Increase the percent of new jobs and households in Regional and Community Activity Centers. (included in GN, T&P) • Increase the capture of new jobs within Regional, Community, and Neighborhood Centers adjacent to neighborhoods with owners and tenants who may be vulnerable to displacement. (included in GN, T&P) • Identify, catalogue and understand the patterns of the character defining elements in neighborhoods and places that are uniquely Charlotte. (included in GN, T&P) • Increase the number of historic districts that preserve a wide range of Charlotte's diverse history and character. (included in GN, T&P)

Strategic Mobility Plan: 50/50 Mode Share	• Increase the share of trips made without a car and broaden multimodal connectivity to expand the capacity of our transportation infrastructure.
	    o Improve the Street & Roadway System
	    o Increase Street Connectivity & Capacity
	    o Support Regional Connectivity and Investment
	 (included in GN, T&P)

Strategic Mobility Plan: Vision Zero	• Eliminate transportation-related fatalities and serious injuries to make our streets safe for everyone. (included in GN, SC, T&P)

Strategic Mobility Plan*:* Equitable - Increase investment and access to support equitable and affordable mobility options in our communities that have historically lacked investment.	• Create Accessible & Equitable Mobility
	    o Provide Accessible & Affordable Mobility
	    o Advance Equitable Mobility
	 • Engage Our Community
	    o Strengthen Meaningful Engagement & Communication
	    o Build & Maintain Community Relationships
	 • Provide High-Quality Customer Service

Strategic Mobility Plan: Sustainable
 Increase access to sustainable and zero carbon transportation modes and mobility options to support our strategic energy and sustainability goals.
	• Shift Mode Choice & Access
	    o Increase the Share of Walking, Biking, Micromobility, & Transit Trips
	    o Support Transportation Demand Management
	 • Support Asset Stewardship
	    o Maintain Our Mobility Assets
	 • Minimize Environmental Impact
	    o Reduce Vehicle Miles Traveled & Emissions
	 • Implement Sustainable Street Design

Strategic Mobility Plan: Prosperous
 Prioritize transportation investments that promote economic vibrancy by managing congestion, connecting
	• Plan & Design for People
	    o Plan for Places & Corridors
	    o Design & Operate Streets as Places

Transportation and Planning – Goal	Objective(s)
our workforce with opportunities, and advancing community priorities.	• Manage the Right-of-Way o Manage the Use of the Curb o Manage the Right-of-Way as a Public Resource • Expand Collaborative Partnerships o Support Our Regional Mobility Partners • Invest in our Mobility Future o Protect Our Future Mobility Needs o Fund Mobility Investment • Prioritize Mobility Investment
Strategic Mobility Plan: Innovative *Integrate emerging mobility solutions and new technologies to move people and goods through our city in cleaner, safer, and more affordable and efficient ways.*	• Support Shared Mobility Solutions o Increase Access to Shared Mobility Services o Support the Creation of Mobility Hubs • Prepare for a Connected Mobility Environment o Support Connected Infrastructure • Employ Emerging Technology o Maximize Signal System Technologies • Expand Our Data-Driven Decision-Making Culture
Housing Charlotte Framework – *Expand the supply of high-quality rental housing and homeownership opportunities, especially for households below 60% AMI*	• Increase rental production with tax credit projects and other incentives (included in GN, T&P) • Support mixed-income development (included in GN, T&P) • Leverage publicly-owned land and establish a fund to support the strategic acquisition of land (included in GN, T&P) • Prioritize downpayment assistance (included in GN, T&P) • Expand existing employer-assisted homebuyer programs (included in GN, T&P) • Support the creation of a Community Land Trust (included in GN, T&P)
Housing Charlotte Framework - *Support self-sufficiency to help families get access to jobs and supportive services through the strategic location of affordable housing.*	• Strengthen property owners' ability to develop accessory dwelling units • Offer tax relief to long-time property owners • Streamline programming for homeowners living in single-family homes (such as home repair programs)

WELL-MANAGED GOVERNMENT

Ensuring the city demonstrates inclusivity through commitment to and focusing on equity and safeguarding the environment; leadership in financial stewardship; reviewing best practices; and maintaining consistency in approach with an emphasis on effective and efficient services that are accountable, customer focused, and inclusive.

Well-Managed Government - Goal	Objective(s)
Comprehensive Plan Goal 10: Fiscally Responsible *Charlotte will align capital investments with the adopted growth strategy and ensure the benefit of public and private sector investments benefit all residents and limit the public costs of accommodating growth.*	• Increase the capture of new jobs and households in Activity Centers. • Increase infrastructure investments (water/sewer replacement, street lighting, stormwater facilities, streetscaping, etc.) in existing urbanized areas planned for significant new development that are constrained by infrastructure capacity. • Maintain or decrease the cost to serve residents per capita (e.g. costs to provide transportation, schools, parks, libraries, police, fire, etc.). • Increase tax revenue generated per acre by new development. • Increase capture of new development in areas with available service and infrastructure capacity (e.g. water/sewer, stormwater, transit, etc.).
Strategic Energy Action Plan: *Zero-carbon sources for city fleet and facilities*	• City fleet and facilities will be fueled by 100% zero carbon sources by 2030
Strategic Energy Action Plan: *Community goal to become a low-carbon city*	• Charlotte to become a low carbon city by 2050 by reducing greenhouse gas emissions to below 2 tons of CO2 equivalent per person annually. (Included in GN, WMG)
Equity in Governance Framework *The Equity in Governance Framework establishes an approach for City Council to intentionally incorporate an equity lens in policy development and other decision-making processes.* *The city recognizes and acknowledges its role in the creation and perpetuation of systemic inequities through policies enacted and practices committed throughout its history, and is dedicated to working to undo the impacts of these decisions through an intentional, strategic approach that incorporates an equity lens in decision-making processes.*	This approach seeks to advance equity by: • Prioritizing disenfranchised residents • Mitigating disproportionate impacts • Acknowledging and addressing historic inequities • Creating more opportunities for upward mobility • Consistently evaluating government systems • Meaningfully engaging residents
Charlotte Business Inclusion Policy *Develop and grow Small Business Enterprises in the Relevant Market as well as remediate the effects of discrimination against Minority-Owned Business Enterprises and*	It is the policy of the City of Charlotte to enhance competition in City Contracts and promote economic growth and development by: • Increasing the utilization of Minority-Owned Business Enterprises, Women-Owned Business Enterprises, and Small Business Enterprises in City Contracts;

Well-Managed Government - Goal	Objective(s)
Women-Owned Business Enterprises in the Relevant Market that have adversely affected the ability of Minority-Owned Business Enterprises and Women-Owned Business Enterprises to participate in City Contracts.	• Promoting small business start-up, development, and growth; • Monitoring, evaluating, and reporting on participation of any Minority-Owned Business Enterprise, Women-Owned Business Enterprise, and Small Business Enterprise; and, • Monitoring, evaluating, and reporting on compliance with the provisions of the Charlotte Business Inclusion Program. (included in WFD, WMG)

Financial Policies and Practices
Protect the fiscal integrity of the city and ensure that the city is poised for future growth.
	• **Revenue Policies and Practices**
	1. As provided by the North Carolina Local Government Budget and Fiscal Control Act, estimated revenue from Ad Valorem Tax levy will be budgeted as follows:
	   a) Assessed valuation estimates are provided by the Mecklenburg County Tax Assessor's Office;
	   b) The estimated percentage rate of collection of the tax levy shall not exceed the rate of the preceding fiscal year;
	   c) The tax rate shall be set each year based on the cost of providing general government services;
	   d) The city shall operate under an annual balanced budget ordinance adopted and administered in accordance with North Carolina General Statute 159-8(a). A budget ordinance is balanced when the sum of estimated net revenues and appropriated fund balance is equal to appropriations.
	2. The city will set fees for services to maximize user charges for identifiable services as follows:
	   a) To the extent possible, the rate structure established for water, sewer, and storm water customers will be sufficient to finance all operating, capital, and debt service costs for providing said services;
	   b) To the extent practical, any general city service for which is of a higher level to benefit recipients shall be supported by user fees designed to recover costs from those recipients. Examples include zoning and code enforcement activities funded through zoning permit fees and demolition charges;

Well-Managed Government - Goal	Objective(s)
	c) Where user fees are based on cost recovery, costs should be reviewed annually during the budget process and user fees adjusted as practicable. 3. The city will accumulate and maintain a fund balance for the General Fund equal to or greater than eight percent (city policy is higher at 16 percent) of the next year's General Fund operating budget to address unanticipated events and circumstances such as natural disasters, economic downturns, threats to public safety, health, welfare, and other emergencies. Balances in excess of 16 percent are eligible for appropriation in the Pay-As-You-Go Capital Program. 4. Restricted revenue will only be used for the purpose intended and in a fiscally responsible manner. 5. The city will strive to achieve a structurally balanced budget in which one-time revenue and/or one-time expenditure savings will be used for non-reoccurring or one-time expenditures. • **Inter-fund Policies and Practices** The General Fund will be reimbursed annually by the Enterprise and Internal Service Funds for general and administrative services provided, such as self-insurance, accounting, personnel, and administration. • **Accounting Policies and Practices** 1. Subject to appropriation by City Council, funds for encumbrances related to outstanding purchases at the end of one fiscal year may be carried forward to the following fiscal year. 2. The city will establish and maintain its accounting systems in compliance with the North Carolina Local Government Budget and Fiscal Control Act and the North Carolina Local Government Commission. 3. Financial systems will be maintained to monitor revenues and expenditures on a monthly basis. 4. All revenue collections will be consolidated under the Chief Financial Officer and audited annually. 5. The Finance Department's Procedures Manual will be maintained as a central reference source and handbook for all procedures, which have a fiscal impact within the city. It

Well-Managed Government - Goal	Objective(s)
	will serve as the city's authoritative source for fiscal procedure.
	6. An annual audit will be performed by an independent certified public accounting firm, which will issue an official opinion on the annual financial statements, with a management letter explaining recommended improvements, if required.
	7. The city's Annual Comprehensive Financial Report will be prepared in compliance with the necessary criteria established to obtain the Government Finance Officers Association's Certificate of Achievement for Excellence in Financial Reporting and will be submitted each year for that recognition.
	8. All governmental funds are reported on using the modified accrual basis of accounting. Although the Annual Comprehensive Financial Report reports all proprietary funds using the full accrual basis of accounting, whereby revenues are recognized when earned and expenses are recognized in the period incurred, for simplicity, the budget document reports all proprietary funds' prior year actuals using the modified accrual method.
	Debt Policies and Practices
	1. Capital projects financed through the issuance of bonds shall be financed for a period not to exceed the anticipated useful life of the project.
	2. The city will maintain a level of net direct tax-supported debt that does not exceed 1.75 percent of the city's full assessed value.
	3. Variable rate bonded debt will not exceed 20 percent of total outstanding long-term debt.
	4. The city will aim for a minimum present value savings on a refunding candidate of at least three percent and currently callable refunding candidates of at least a quarter of one percent of the refunded debt.
	5. The debt issuance method will be periodically re-evaluated as city conditions change, or new or changed financial market methods emerge. The review and change of the issuance method, if any, will be with the objective to utilize the method that offers the lowest effective market interest

Well-Managed Government - Goal	Objective(s)

	cost available to the city. Accordingly, the following issuance method(s) will be currently utilized:
	
	   a. New money fixed rate bond issues may be placed on a competitive or negotiated basis,
	   b. New money variable rate bond issues will be placed on a negotiated basis, and
	   c. Refunding bond issues may be placed on a competitive or negotiated basis.
	   d. The city will maintain its financial condition so as to continue its AAA bond rating.
	
	• **Cash Management and Investment Policies and Practices**
	  1. All deposits of the city will be made in designated official depositories and secured as required by North Carolina state statutes. The city may designate as an official depository any bank or savings and loan association whose principal office is located in North Carolina. The city may establish time deposit accounts such as Negotiable Order of Withdrawal (NOW) and SuperNOW accounts, money market accounts, and certificates of deposit.
	  2. The restricted cash and cash equivalents/investments are restricted pursuant to bond covenants and other financing agreements. All restricted money market funds of the enterprise funds are considered cash or cash equivalents. The remaining amount of restricted assets is considered investments.
	
	• **City Investment Policy**
	City investments will be managed and maintained in accordance with all applicable Federal and State laws, City Ordinances and other regulatory requirements, specifically NCGS 159-25(a)(6); NCGS 159-30; NCGS 159-31; and NCGS 36C, Article 9 (Uniform Prudent Investor Act).

Well-Managed Government - Goal	Objective(s)
Budget Principles *The development of the city's annual operating budget will be a transparent process that includes community input and involvement. As established in the annual budget adopted by City Council, the city's budget principles set forth objectives that are based on the framework set forth by North Carolina General Statute 159, the Local Government Budget and Fiscal Control Act, and the City Code of Ordinances that includes the city charter.*	1. The city will adopt a balanced budget. The budget process will begin by first evaluating available revenues. Funds for operating and capital expenditures will then be budgeted where there is the greatest community need. 2. Program funding will be approved in the overall context of competing priorities across city services. Anticipated future needs will play a prominent role in the prioritization process. 3. The city will have a structurally balanced budget. Ongoing costs will be funded with recurring revenues. One-time monies, such as certain federal grants, will be used for one-time expenses. New and significant expenses brought forward outside the budget process should be avoided, when feasible. 4. A budget will provide funding to ensure that compensation and benefits are sufficient to recruit and retain the workforce talent necessary to meet service delivery needs. Pay and compensation increases shall not exceed growth in general revenue for any given year. 5. A budget will provide adequate operating funding to maintain previous investments in assets including technology, tools, equipment, and infrastructure. 6. The city will engage in a continual evaluation of the most cost-effective means for providing city services. 7. The city will evaluate the total tax and fee burden – not just the property tax rate – residents pay in exchange for government services as part of the budget development process. 8. The budget will maintain a General Fund fund balance equal to 16 percent of the operating budget. Capital reserves in excess of the 16 percent General Fund balance will be available for transfer to the Pay-As-You-Go capital program for one-time uses unless otherwise recommended by the City Manager and approved by City Council for other purposes. 9. The budget will maintain the Municipal Debt Service Fund Balance at a ratio of debt service fund balance to actual annual debt service costs of approximately 50 percent. 10. The city will continue to promote a user fee goal of 100 percent cost recovery.

Well-Managed Government - Goal	Objective(s)
	11. Enterprise funds shall set their rates and fees in a manner to recover the full cost of their operation and necessary capital investments.
	12. Restricted revenue (such as Asset Forfeiture funds) will only be used for the purpose intended and in full compliance with all applicable policies, rules, regulations, or laws.
	13. Reimbursement to the General Fund will occur from enterprise and internal service funds for general and administrative services provided. Reimbursement will be determined through generally accepted cost accounting principles.
	14. In accordance with the North Carolina Budget and Fiscal Control Act, the budget is developed and adopted under the modified accrual basis of accounting. Under this format, revenues are recognized when measurable and available and obligations of the city are budgeted as expenditures. During the fiscal year, budgets are monitored and accounted for using the modified accrual basis. At fiscal year-end, the city's annual comprehensive financial report (ACFR) is prepared using Generally Accepted Accounting Principles.

DIGITAL DIVIDE

City	Goal	Objective
Denver (2023-2025) Denver Digital Equity Plan	(Year One Goals) Goal 1: Denver will have a governance structure for digital equity programming to advance digital equity in Denver.	• Create and oversee the citywide digital equity program including the Digital Equity Plan and provide advocacy to uphold digital inclusion efforts across the city. • Maintain engagement and involvement in state and federal digital equity initiatives to ensure Denver remains at the forefront of digital equity efforts and strategies. • Convene and co-facilitate an external coalition of stakeholders comprised of city staff across agencies and external partners such as non-profits and community organizations that interact with community regularly and are trusted by community. • Convene an internal committee which consists of city leadership who will work on digital equity policy, solutions and initiatives, and advise the mayor on digital equity
	Goal 2: Denver will create an internal database of projects and partnerships to provide resources and support to our stakeholders	• Create and maintain an internal database of projects and partnerships to map resources that currently exist across the city
	Goal 3: Denver will have a community resource website that contains digital equity resources and ensures resources are accessible.	• Maintain OSEI website to contain digital equity resources that community practitioners and residents can reference for access to affordable, high-speed internet, access to devices, and digital literacy support.
	Goal 4: Denver will expand successful digital equity programs, innovate, and scale new programs and seek promising practices to advance digital equity.	• Understand current digital equity programming in Denver and track outcomes and impact. • Expand existing navigator programs in Denver. • Innovate digital equity programming to close equity gaps and scale successful programs and partnerships.
	Goal 5: Denver will integrate digital equity resources into existing assistance programs in Denver to expand digital equity.	• Analyze qualitative and quantitative data to determine success of existing programming. • Continuously meet with city staff and leaders to learn their offered services and existing programs.
Long Beach, CA (2021)	Goal 1: Evaluate and improve the infrastructure	• Establish the baseline infrastructure for Long Beach's Smart City programs • Select and adopt policy changes that enable implementation of Smart City projects • Develop and maintain a roadmap for the Smart City initiative

City	Goal	Objective
	Goal 2: Mobilize and expand the local tech ecosystem	• Strengthen and develop industry partnerships • Develop channels for community co-design with residents, small businesses, and other stakeholder groups who stand to benefit the most from digital literacy gains
	Goal 3: Develop organizational capacity	• Design a viable operating model • Define roles for staff and advisors, recruit or re-allocate new staff where needed • Identify and secure financial resources to sustain long-term operations
	Goal 4: Implement Smart City pilot projects	• Implement unsolicited private model • Implement city-solicited pilot model • Implement community-led pilot model

WORKFORCE DEVELOPMENT

City	Goal	Objective
Austin (2022) *Community plan, supported by the city*	Goal 1: Awareness and enrollment *Cultivate interest in high-demand, quality entry- and mid-level careers*	• Package and publish labor market and career information to support outreach activities • Design and execute campaigns targeted at key populations to raise awareness of high-demand, quality entry- and mid-level careers • Provide meaningful career exploration opportunities for residents entering the labor force or considering changing careers. Such opportunities could include career fairs, job shadowing, work-based learning, site/workplace tours, and integration with career & technical education programs • Increase the use of career navigators in helping economically disadvantaged students and workers define career directions and set career goals
	Goal 2: Training *Equip workers with the skills they need to succeed*	• Centralize demand-side input to ensure that training curricula are aligned with regional employers' needs and a 21st Century workplace • Grow capacity of regional training providers to meet the demand for mid-level workers • Increase economically disadvantaged residents' access to training for good-paying mid-level jobs • Enhance economically disadvantaged students' persistence and completion rates
	Goal 3: Placement *Connect employers with local talent to fill quality entry-level jobs and good-paying mid-level jobs*	• Increase the number of earn-and-learn opportunities in the region to expose employers to a broader range of candidates and improve candidates' employability skills • Create opportunities for employers and students in entry- and mid-level training programs to connect before program completion • Promote local hiring for mid-level positions by facilitating the discovery of high-quality candidates • Implement promising and evidence-based hiring practices to fill mid-level positions
	Goal 4: Upskilling *Assist frontline workers in acquiring skills to advance into higher-paying mid-and upper-level jobs*	• Encourage the upskilling of frontline workers into higher-paying mid- and upper-level jobs • Support employers in upskilling their frontline workers through programming and technical assistance
San Diego *(2023-2026)* *Economic Development Strategy; excerpt included*	Goal: Support families and workers	• Expand middle- and high-income job opportunities • Provide training and support the prepare workers for middle-and high-income jobs • Provide services to help individuals secure and sustain employment

SMALL AND MINORITY BUSINESS

City	Goal	Objective
San Diego *(2023-2026)* *Economic Development Strategy; excerpt included*	Goal: Support small and local businesses	• Strengthen the network of non-profits creating an ecosystem of small business support • Provide small and local businesses with technical assistance and resources • Increase access to capital in under resourced communities for small businesses and entrepreneurs
Dallas (2023) *Economic Development Policy; excerpts included*	Goal: Innovation and Entrepreneurship *Dallas will stimulate entrepreneurship and startup growth through focused investment and capacity building targeted towards underserved communities.*	• Focus resources and access to capital to grow small businesses and support entrepreneurs in high-opportunity and underserved areas • Create a network of incubators to support Dallas based entrepreneur incubation, innovation, research & design, and growth. • Promote entrepreneurship through business incubation, foster the creation of homegrown businesses at the neighborhood level.
	Goal: Small Business and MWBE *Dallas will build a robust, equitable economy by prioritizing small business growth and expanding family-sustaining wages and employment opportunities.*	• Focus resources and access to capital to grow small businesses and support entrepreneurs in high-opportunity and underserved areas. • Develop an M/WBE policy and program that increases the utilization of M/WBEs in agency procurements and builds capacity among the minority-owned business community. • Increase the capacity of and create opportunities for minority-owned contractors and real estate developers in Dallas. • Encourage small business growth and expansion in infill locations at the neighborhood level.