City of Charlottesville
Strategic Plan Framework

Vision

To be a place where everyone thrives.

Commitment to Justice, Equity, Diversity, Inclusion

The City of Charlottesville is committed to implementing equitable practices and policies across all of its activities.

Organizational Mission

The City of Charlottesville is a diverse and compassionate organization dedicated to providing excellence in public service for a resilient and sustainable community.

Organizational Values

- Commitment
- Integrity
- Respect
- Innovation
- Collaboration

Strategic Outcome Areas

Climate Action
Charlottesville is a leader in improving the environment through implementation of its Climate Action Plan.

Economic Prosperity
Charlottesville develops strategies and economic development opportunities that drive economic prosperity for all.

Education
Charlottesville supports a broad and well-integrated set of educational opportunities that includes Charlottesville City Schools (CCS), other youth serving organizations, career technical education (CTE) providers, and Piedmont Virginia Community College (PVCC).

Housing
Charlottesville defines access to livable housing as a human right and works to ensure housing choices and mobility are provided for all who seek it through implementation of the Affordable Housing Plan.

Organizational Excellence
Charlottesville's well-trained and dedicated staff deliver excellent services to the community.

Partnerships
Charlottesville creates avenues for meaningful collaborations with partners and key stakeholders, such as the County, UVA, and nonprofits, to magnify positive community outcomes.

Public Safety
Charlottesville provides comprehensive, trusted public safety services and treats everyone with respect and dignity.

Recreation, Arts, Culture
Charlottesville provides, encourages, and supports a wide range of recreation, green space, arts, and cultural programs and opportunities.

Transportation
Charlottesville provides a regional transportation system that increases mobility options and is reliable and affordable for all.

Strategies

1. Evaluate the nexus of environmental conditions (stormwater, management, flood mitigation, etc.) and climate impact, and update regulatory program accordingly.
2. Expand recycling to other sectors beyond residential.
3. Partner with local environmental community groups to increase legislative advocacy at the state level.
4. Strengthen partnerships with surrounding localities when implementing climate action initiatives.
5. Implement Climate Action Plan/Climate Work Plan.
6. Implement the Office of Economic Development's Strategic Plan.
7. Enhance core infrastructure and quality of life items, including public spaces, amenities, downtown mall, etc.
8. Maintain the Pathways Program for rental/utility relief.
9. Support and collaborate with existing financial educational opportunity programs.
10. Provide access and support for community members to attain self-sufficiency.
11. Develop an annual reporting mechanism for Charlottesville City Schools (CCS).
12. Develop recruitment opportunities for City employment.
13. Develop a career technical education (CTE) strategic plan, to include Charlottesville-Albemarle Technical Education Center (CATEC).
14. Maintain collaborative efforts with youth serving organizations and the families they service, such as Charlottesville Area Network Dedicated to Youth Development (CANDYD) and Equity Center.
15. Investigate the feasibility of a proactive rental inspection program.
16. Pursue small area plans and similar neighborhood-level efforts to assess and improve neighborhood livability.
17. Develop an Emergency Housing Plan that includes emergency shelter and wraparound services.
18. Implement the Affordable Housing Plan, the Comprehensive Plan, and adopt the zoning ordinance.
19. Implement HR success factors module for training and performance evaluation module.
20. Relaunch MyCVille and consider community ambassador staffing and retention. Survey users.
21. Create and launch career pathways program.
22. Investigate ways to provide accessible professional development trainings organizationally.
23. Create a system to track organizational partnerships and collaborations.
24. Train departments to use and log partnerships and collaborative efforts.
25. Develop a system to explore potential new and diverse partnerships.
26. Evaluate existing partnerships and their efficacy.
27. Implement a co-responder mental health response within the framework of the Commonwealth of Virginia's Marcus Alert program.
28. Implement the Charlottesville Police Department's Strategic Plan.
29. Maintain and enhance the availability and accessibility of youth development programs.
30. Explore specific strategies to address gun violence with internal and external partners utilizing data-driven approaches.
31. Remain current with new technology opportunities to improve outcomes.
32. Continue assessments and installations of fire protection devices such as smoke alarms and rangehood stove top devices throughout the community.
33. Utilize various methods of public education and outreach to mitigate risk and enhance safety awareness in all areas of public safety.
34. Continue to implement strategies listed in the Charlottesville Fire Department Master Plan.
35. Finalize completion of a Comprehensive Master Plan and begin implementation.
36. Develop a cost-per-acre model to manage public parks, green space, and tree canopies.
37. Evaluate and implement a new program pricing strategy and cost recovery analysis.
38. Enhanced investments in community arts and cultural programming and events.
39. Review and propose additional programming accessible for all.
40. Enhance investments through the Vibrant Community Fund.
41. Over the next five years, implement the 2021 CAT System Optimization Plan.
42. Implement the TJPDC governance study recommendations for the creation of a regional transportation system.
43. Implement the TJPDC regional vision transportation plan.
44. Implement approved alternative fuel recommendations with supported infrastructure.

Measures

- Change in Community Greenhouse Gas (GHG) emissions
- Percentage change in tonnage of recyclables emerging from government, residential, and commercial sectors

- Bond rating
- Community survey question: Rating of the overall economic health of Charlottesville
- Percentage of annual increase in sales tax revenue
- Number of businesses owned by people of color
- Decrease adult and youth unemployment rates
- Increase number of businesses
- Increase in median income
- Increase in median income for people of color
- Decrease in vacancy rates of commercial property
- Decrease in poverty rate

- Percentage of Community Attention Youth Internship Program (CAYIP) participants who complete the program successfully
- Number of CAYIP site partners who host youth interns
- Number of programs available for career training and development
- High school graduation rates
- Enrollment rates

- The following should be referenced by neighborhood over time:
  › Number of housing units produced/lost by type
  › Number of affordable units produced/lost by type
  › Demographic and income data
- Number of households paying more than 30% of income for housing
- Ratio of job creation to housing creation
- Reduction in unhoused community members

- Number of staff entering career pathways program
- Employee satisfaction survey question: Rating of overall workplace climate
- Annual training hours per employee (mandatory and voluntary)
- Change in the number of citizens using MyCVille, or a similar process/platform
- Community survey question: Rate of communication with community members
- Community survey question: Rate of City response to complaints or concerns
- Community survey question: Rate of overall performance of government
- Change in the number of long-/short-range projects initiated/completed

- Number of collaborative community programs and events with City participation
- Number and amount of financial sponsorships provided by the City to community partners
- Number of diverse partnerships in Strategic Outcome Areas

- Percent change in crime rates
- Percentage change in the number of calls for service, both CPD and CFD
- Community survey question: Rating of overall safety in Charlottesville
- Guardian Score rating of interactions between residents and police officers
- Percent change in number of youths involved with the juvenile justice system
- Percent change in recidivism rates for youths and young adults
- Fire and EMS response and travel times to emergency incidents
- Fire and EMS Community Risk Assessment to identify trends and target hazards
- Number and trends in emergency incidents requiring Fire and EMS service
- Number of in-home fire safety device installations

- Employee hours spent maintaining park properties
- Equipment cost-per-acre
- Square feet of public indoor and outdoor recreation space
- Number of programs for all abilities
- Number and demographics of program participants
- Number of park offerings and programs for equity and all income levels

- Percentage of population living within one half-mile of public transit
- Percentage of streets, sidewalks, and transportation amenities along a bus route
- Comparison of frequency of bus routes to ridership numbers