



CITY OF  
*Charlottesville*  
Strategic Plan

Strategic Outcome Areas & Strategies

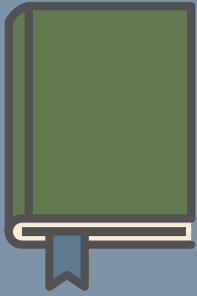


# CLIMATE ACTION

Charlottesville is a leader in improving community health and resilience through climate action and environmental stewardship.

## Strategies

- Review the City's comprehensive plan to ensure alignment with sustainability goals and strategies
- Advance implementation of the Climate Action Plan/Climate Work Plan through both municipal operations and community initiatives, including:
  - Improving energy performance of municipal operations (e.g., buildings and fleet)
  - Promoting energy efficiency and clean energy in the community

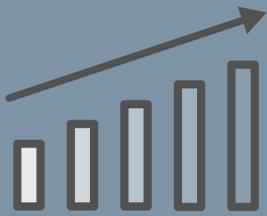


# EDUCATION

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

## Strategies

- Develop a comprehensive Youth Opportunity Framework by collaborating with key internal departments and external youth-serving organizations to create an asset map, identify gaps, and establish clear pathways that support educational attainment and long-term success for Charlottesville's youth
- Ensure the built environment supports the capacity to learn
- Leverage City employment activities and enrichment opportunities for engaging the broader community as skill-building opportunities for community members to have hands-on learning
- Ensure that Charlottesville City Schools have the operational and capital resources necessary to provide high-quality, equitable education for all students—both now and in the future—through a transparent, collaborative, and sustainable financial planning approach



# ECONOMIC PROSPERITY

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

## Strategies

- Identify and evaluate all current economic prosperity and stabilization programs to assess effectiveness, determine gaps, and develop alternatives that address community needs
- Implement the Office of Economic Development's Strategic Plan with a focus on:
  - Recruiting businesses that bring high-paying jobs
  - Offering workforce training programs
  - Encouraging entrepreneurship, specifically with the minority populations
- Enhance the communication and awareness of City programs and resources available to the community through the development of:
  - An external roadmap graphic of all programs
  - An internal street sheet
- Reduce barriers to employment for all City positions (e.g., high school diploma check box), including job shadowing opportunities, internships, and apprenticeship pathways



# 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 the implementation of the Affordable Housing Plan.

## **Strategies**

- Increase support for programs that help maintain housing stability and reduce evictions, including strengthening and expanding the Supplemental Rental Assistance Program to enhance support for households earning 30% or less of the Area Median Income (AMI)
- Support the increased development of housing in the City
- Explore approaches to addressing the prevalence of substandard housing in the community



# ORGANIZATIONAL EXCELLENCE

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

## Strategies

### The People Business

- The people of our organization are the bedrock of our ability to deliver high quality services to the community. We strive to develop, support, and advance our people to be high performing public servants.
  - Support the implementation of collective bargaining throughout the City and two-way communication with employees
  - Evaluate compensation against market conditions for all employees in a comprehensive classification and compensation analysis
  - Develop programs to support the recruitment and retention of high performing public servants who embody organizational excellence

### Performance Management

- Strive to understand the, who, what, why, how, and when behind the development and delivery of all services within the City.
  - Team: Understand and reshape how our teams understand, and approach challenges and opportunities related to project development and implementation
  - Analytics: Develop a culture of data driven decision making in the policy development and execution process

## **Public Engagement**

- The public is who we serve, and their assessment of our services is critical to understanding where enhancements and alternations may be necessary.
  - Systematic process for gathering and analyzing qualitative public assessment of City work product
  - Develop a program to “meet the community/customer where they are” and facilitate discussions about the delivery of City services for all departments

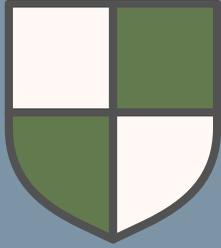


# PARTNERSHIPS

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

## Strategies

- Establish a comprehensive system to define, document, and track organizational partnerships and collaborations, categorized by financial, community, and emergency functions, with training provided to departments to ensure partnerships are accurately captured
- Create a feedback mechanism to evaluate how well the City and its departments are performing as partners to external organizations
- Establish a structured, staff-led process to evaluate new and existing partnerships by impact and efficacy, alignment with organizational goals, and resource investments (financial contributions, staff time) to meet evolving community needs
- Create a measurement and evaluation tool to examine the effectiveness of various partnerships including an assessment of ROI when using City funds
- Enhance regionalism and community visioning with the County and UVA
- Continue to develop collaborative community services
- Address gaps in social safety net and wraparound services provisions to enhance public health outcomes

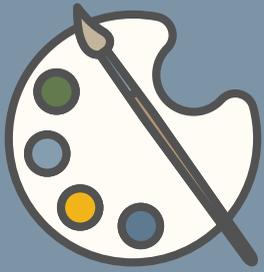


# PUBLIC SAFETY

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

## Strategies

- Create a state of readiness for Emergency Management within the City operations
- Implement a co-responder mental health response within the framework of the Commonwealth of Virginia's Marcus Alert program
- Re-imagine the delivery of Emergency Medical Services to promote efficiency and access
- Create and implement a communications strategy for Police, Fire, and EMS engaging with the broader community
- Explore specific strategies focused on community policing initiatives to enhance trust
- Develop and analyze effective force and staffing minimums to meet the needs of the community and accreditation standards
- Create opportunities and processes to foster public trust in law enforcement with transparency and accountability for the public



# RECREATION, ARTS, AND CULTURE

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

## **Strategies**

- Create the City of Charlottesville's Parks and Recreation Master Plan and begin priority implementation
- Establish a centralized process or body to make decisions around public art in the City of Charlottesville
- Create and coordinate events related to the 50th anniversary of the City's downtown mall and the Virginia 2050 project
- Maintain and enhance the availability and accessibility of youth development programs



# TRANSPORTATION

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

## Strategies

- Establish Charlottesville Albemarle Regional Transit Authority (CARTA)
- Restore Charlottesville Area Transit service to pre-COVID service levels across entire transit network
- Update Americans with Disabilities Transition Plan with implementation cost projections
- Develop the transportation planning capacity to prioritize and deliver projects that integrates all modes of travel, prioritizing safety and efficiency across the network
- Re-imagine our locally administered program with the Virginia Department of Transportation to achieve sustained performance.



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THE RECORD COMPANY WE TOLD YOU	BLACKBERRY SMOKE
JOSEPH WE TOLD YOU	ZOSO WE TOLD YOU
RED CLAY STRAYS WE TOLD YOU	MADI DIAZ WE TOLD YOU
DANIEL DONATO'S COWBOY	DONNA THE BUFFALO
ROBIN & SINDA WILLIAMS	THE WEIGHT BAND
CJ CHENER & THE BUCKEN BONES	ST. PAUL & THE BUCKEN BONES
YEAR MUSICIAN OF THE YEAR	ST. PAUL & LUCAS

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