

## ECONOMIC DEVELOPMENT

Implement the 2030 Land Use Plan, including prioritization of follow-up corridor and area plans.

Continue strategic implementation of the Downtown Master Plan, according to the plan's existing implementation matrix.

Evaluate ways to enhance the City's role in maintaining and building affordable housing, including exploring the pros and cons of investing in a General Fund allocation, creation of an affordable housing non-profit entity, and/or establishing formal designation as a Housing Authority.

Continue to regulate the design criteria for commercial development in accordance with the Concord Development Ordinance (CDO), with emphasis on low impact development.

Continue to work closely with economic development partners in Cabarrus County to present a complete coordinated recruitment and retention effort.

Work with public and private partners to redevelop and revitalize abandoned and blighted properties.



## TRANSPORTATION

Continue, at a minimum, appropriating existing revenue amounts using 2-cents of the Ad Valorem tax and \$5.00 of the Vehicle tax for the Transportation Fund.

Continue efforts to secure funding for Congestion Mitigation Air Quality (CMAQ), Federal Transportation, Community, and System Preservation Program (TCSP), Economic Enhancement, Highway Safety Improvement (HSIP), and small construction projects from the federal government and/or the NCDOT, and continue to coordinate associated local activities with NCDOT Division 10.

Continue to routinely monitor projects and consider participation in additional projects to assure Transportation Fund revenues are being used to fund highest priorities and funds are available for local matches to leverage additional projects with a focus on City infrastructure.

Develop a viability analysis process to support privately and/or publicly-owned corporate/general aviation hangars at Concord Regional Airport.

Work with CATS, Cabarrus County, and the City of Kannapolis on the extension of the light rail into Concord/Cabarrus County.

Work with Cabarrus County and the City of Kannapolis to implement recommendations from the Public Transit Master Plan.

### CONCORD CITY COUNCIL

Samuel Leder – District 1  
W. Brian King – District 2  
Ella Mae Small – District 3  
Mayor William C. "Bill" Dusch  
JC McKenzie – District 4  
Terry Crawford – District 5  
Jennifer Parsley – District 6  
John Sweat, Jr. - District 7

## Core Values

### CULTURE OF EXCELLENCE

We respect members of the public and each other and treat all with courtesy and dignity. We rely on teamwork to provide a seamless experience for all customers. We uphold high ethical standards in our personal, professional, and organizational conduct. We continuously improve by promoting innovation and flexibility to best meet the needs of customers with available resources.

### ACCOUNTABILITY

We accept responsibility for our personal and organizational decisions and actions while delivering cost-effective and efficient services that are done right the first time.

### COMMUNICATION

We openly communicate with the public and each other by sharing information and soliciting feedback to achieve our goals.

### ENVIRONMENT

We are concerned about our natural, historic, economic, and aesthetic resources and work to preserve and enhance them for future generations.

### SAFETY

We use education, prevention, and enforcement methods to protect life and property in the community and maintain our infrastructure and facilities to provide a safe environment in which to live, work, shop, and play.

### TRUST

We realize the perception of our organization is dependent upon the public's confidence in our commitment to our core values and to meeting the goals set collectively by the Mayor and City Council.

# INVESTING TODAY IN YOUR FUTURE

## CITY OF CONCORD STRATEGIC PLAN 2020 – 2023



## MISSION

The City of Concord partners with our community to deliver excellent service, and plans for the future while preserving, protecting, and enhancing the quality of life.

## CORE VALUES

As representatives of the City of Concord, we pledge to promote a **Culture of Excellence**, provide and expect **Accountability**, openly **Communicate**, protect our **Environment**, focus on **Safety**, and enhance public **Trust**.

## PRINCIPLES OF EXCELLENT SERVICE

Concern for the Individual  
Professional Service  
Timeliness

Customer Focus  
Effective Communications  
Teamwork

Fair and Equitable Service  
Taking Ownership  
Great Service Recovery





# GOALS & OBJECTIVES

## GENERAL GOVERNMENT

Continue to adhere to approved financial management policies that maintain the City's financial strength and integrity including continuation of conservative revenue estimates that reflect economic conditions and the aggressive pursuit of revenues collections.

Continue to enhance partnership among management, directors, and Customer Service Advancement Team to serve our employees and citizens, apply best practices to enhance satisfaction levels, and focus on continuous improvement.

Implement recommendations from employee survey to ensure employee voice is a priority throughout our organization.

Invest in coworker compensation and benefits to ensure the recruitment and retention of talent to deliver community services.

Support the recognized neighborhood program and seek opportunities to enhance the quality of relationships, strengthen communications, and build capacity of neighborhood leaders.

Explore additional resources to provide enhanced communications and outreach in the form of more original content and improved social media engagement.

Redesign City website to make it more user and mobile friendly.

Continue to establish and cultivate relationships at the local, State, and Federal levels to facilitate collaborative projects for Concord.



## PUBLIC WORKS

Fund recommendations to fully implement Water, Sewer, and Storm Water master plans.

Continue emphasis on improving community appearance through regular street sweeping, litter pick-up and removal of signs that violate City ordinance. Focus on litter through enforcement, communication, and City-led roadside activities.

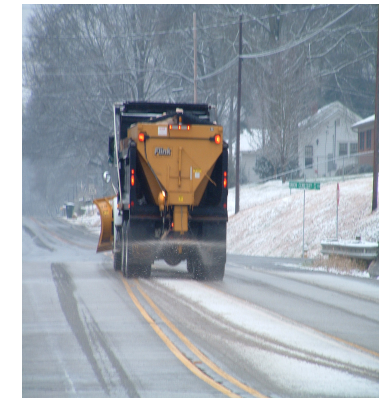
Continue to pursue strategies to promote water conservation, water re-use, and investigate alternatives to reducing individual water use.

Examine ways to better educate the public on importance of recycling.

Explore options for implementing a solid waste fee.

Strengthen the City's fiber infrastructure and ensure all City facilities have fiber capability.

Secure property for Electric Delivery #4 and budget for construction.



## PUBLIC SAFETY

Support the projected Public Safety facility, equipment, and personnel needs to meet service demands.

Secure property for Fire Station #12 and budget for construction.

Actively look for property to construct a Fire/Police training facility.

Complete the Weddington Road communication tower relocation.

## RECREATION AND CULTURE

Consider enhancing the City's support of public art installations with process and funding models recommended by the Public Art Advisory Committee.

Continue to explore options to acquire property in the northwest area of Concord for the development of passive and active recreation.

Address the deteriorating health of downtown street trees, and communicate with stakeholders and the community in general about how street trees and lighting relate to the Downtown Master Plan's streetscape and beautification goals.

Work with internal City departments to identify projects that offer opportunities for greenway, park, and connectivity development.

Actively look for opportunities to open space/greenspace in Downtown Concord.

Work with Planning Department with a goal of having ordinances in place by 2020 to require dedication and potential construction of greenways and connectivity. Supporting language exists in the Parks and Recreation section of the draft 2030 Land Use Plan.

Pursue funding for acquisition and construction consistent with the Parks & Recreation Open Space Connectivity Analysis and Comprehensive Master Plan.

Support the connectivity of City parks, neighborhoods, and community centers through the enhancement of greenways, sidewalks, and multi-use paths.



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