



# City of High Point

Municipal Office Building  
211 S. Hamilton Street  
High Point, NC 27260

## Meeting Agenda Special Called Meeting

*Cyril Jefferson, Mayor*

*Britt W. Moore Mayor Pro Tempore (At Large), Amanda Cook (At Large), Vickie M. McKiver (Ward 1), Tyrone Johnson (Ward 2), Monica L. Peters (Ward 3), Dr. Patrick Harman (Ward 4), and Tim Andrew (Ward 5) and Michael Holmes, (Ward 6),*

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Monday, March 3, 2025

4:30 PM

3rd Floor Conference Room

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### CALL TO ORDER, ROLL CALL

### ADOPTION OF AGENDA

### PRESENTATION OF ITEMS

[2025-079](#)

Presentation of the City of High Point 2024-27 Strategic Plan  
To present the City of High Point 2024-27 Strategic Plan.

**Attachments:** [2024-27 Strategic Plan](#)

[2025-080](#)

Closed Session-Attorney-Client Privilege  
City Council is requested to go into Closed Session pursuant to N.C.G.S §143-318.11(a)(3) for Attorney-Client Privilege.

### ADJOURNMENT



# City of High Point

Municipal Office Building  
211 S. Hamilton Street  
High Point, NC 27260

## Master

**File Number: 2025-079**

**File ID:** 2025-079

**Type:** Miscellaneous Item

**Status:** To Be Introduced

**Version:** 1

**Reference:**

**In Control:** Special Called Meeting

**File Created:** 02/28/2025

**File Name:**

**Final Action:**

**Title:** Presentation of the City of High Point 2024-27 Strategic Plan  
To present the City of High Point 2024-27 Strategic Plan.

**Notes:**

**Sponsors:**

**Enactment Date:**

**Attachments:** 2024-27 Strategic Plan

**Enactment Number:**

**Contact Name:**

**Hearing Date:**

**Drafter Name:**

**Effective Date:**

### History of Legislative File

Ver- sion:	Acting Body:	Date:	Action:	Sent To:	Due Date:	Return Date:	Result:
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# CITY OF HIGH POINT

## AGENDA ITEM



<b>TITLE:</b> Presentation of the City of High Point 2024-27 Strategic Plan	
<b>FROM:</b> Meredith Martin, Strategic Initiatives Manager	<b>MEETING DATE:</b> March 3, 2025
<b>PUBLIC HEARING:</b> N/A	<b>ADVERTISED DATE/BY:</b> N/A
<b>ATTACHMENTS:</b> Strategic Plan Presentation	

**PURPOSE:** To present the City of High Point 2024-27 Strategic Plan.

**BACKGROUND:** True North Performance Group, LLC (TNPG) led the City of High Point's FY 2024-2027 strategic planning process. The consultant conducted individual interviews with the Mayor and City Council members to understand their priorities and group dynamics in preparation for a two-day retreat, which took place on Nov. 21-22, 2024. TNPG led the retreat, which provided discussion, analysis and affirmation of the City's vision, mission, core values and strategic goals.

In January, TNPG led a half-day session with department heads and other key department staff to review the City's vision, mission, core values and strategic goals. Staff used these and other information from the City Council retreat to develop objectives for each strategic goal area.

**BUDGET IMPACT:** N/A

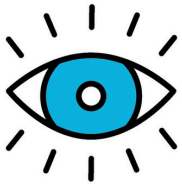
**RECOMMENDATION/ACTION REQUESTED:** For Information Only.



## Introduction

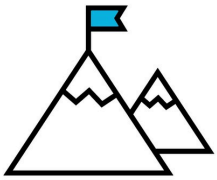
The 2024-27 Strategic Plan outlines priorities and goals, influences the City's budgeting process and guides the implementation of the City's full range of services.

True North Performance Group, LLC (TNPg) led the City of High Point's FY 2024-2027 strategic planning process. As part of this, the consultant conducted individual interviews with the Mayor and City Council members to understand their priorities and group dynamics in preparation for the two-day retreat, which took place on Nov. 21-22, 2024. TNPg led the retreat, which provided discussion, analysis and affirmation of the City's vision, mission, core values and strategic goals.



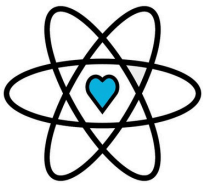
### Our Vision

Creating the single most livable, safe and prosperous community in America.



### Our Mission

The City will serve as the catalyst for bringing together the community's human, economic and civic resources for the purpose of creating the single most livable, safe and prosperous community in America.



### Our Values

#### Stewardship



Demonstrate accountability by responsibly managing resources & making sustainable decisions for the future.

#### Welcoming



Communicate effectively; create an inclusive, friendly & open environment for residents, partners, stakeholders & visitors, ensuring everyone feels valued & embraced.

#### Integrity



Act with honesty, transparency & ethical responsibility in all decisions & actions.

#### Productivity



Stay focused on results, ensuring our actions lead to meaningful, impactful outcomes; foster creativity, innovation & outside-the-box thinking.

## Strategic Goals

A strategic goal is a critical focus within an organization's strategic plan that is essential for achieving its mission and vision. Strategic goals are defined by outcomes and are designed to address fundamental challenges, leverage opportunities and guide decision-making processes. Strategic goals serve as the foundation for establishing a 12-18 month action plan.

- Strategic goals are not listed in priority order.
- Each strategic goal includes supplemental information to help define and provide context for the goal.
- Strategic goals are intended to be representational but not all-encompassing.
- Strategic initiatives will be re-evaluated annually or as capacity allows for implementation.



### Thriving Economy

A thriving economy is characterized by tangible outcomes like business growth, competitive tax rates and transformative spaces driven by policies that stimulate innovation, job creation and wage growth. Leveraging the region's identity as the "Arts and Design Capital of the World," enhanced placemaking and support for diverse small businesses foster a resilient and inclusive economy.



### Effective Communication & Engagement

This goal focuses on fostering connection, transparency and civic engagement through special events, targeted outreach and clear communication about City services and successes. Enhancing social unity, marketing and resident involvement in decision-making, along with proactive advocacy, builds a more informed, engaged and connected community.



### Proactive Urban Design & Planning

This goal aims to build a well-connected, sustainable and livable community by enhancing transportation options, improving walkability and supporting smart density through updated zoning policies. Expanding greenways, increasing amenities and maintaining strong inspection and permitting programs ensure a high-quality urban environment that supports residents and sustainable growth.



### Resilient Community

A resilient community emphasizes safety, health and sustainability through proactive code compliance, reduced blight and increased access to food, mental health resources and diverse housing options. Priorities include enhancing neighborhood vitality, improving safety and supporting emergency response, disaster preparedness and recreation services to foster long-term community well-being.



### Effective Infrastructure & Public Utilities

Effective infrastructure and public utilities ensure safe, reliable and sustainable support for the community through maintained bridges, roads and sidewalks, along with robust repair programs. Priorities include safe water resources, stormwater management, flood prevention and adopting green strategies to protect the environment and ensure long-term resilience.



### High-Performing Organization

This goal ensures efficiency, empowerment and excellence by attracting and retaining high-performing employees while promoting resource optimization and effective project management. Focus areas include financial excellence, strong organizational development and strategic use of technology and training to support a high-performing, well-managed organization.

# GOAL 1: THRIVING ECONOMY



A thriving economy is characterized by tangible outcomes like business growth, competitive tax rates and transformative spaces driven by policies that stimulate innovation, job creation and wage growth. Leveraging the region's identity as the "Arts and Design Capital of the World," enhanced placemaking and support for diverse small businesses foster a resilient and inclusive economy.

## Objective 1: Grow commercial and industrial tax base

- Promote economic development strategies that increase the tax base by an average of 5% over a four year period
  - **Strategic Projects:**
    - Major Industrial Parks
    - Samet Drive
    - Downtown High Point Funding
  - **Key Performance Indicators:**
    - Percent growth in industrial valuation
    - Percent growth in commercial valuation

## Objective 2: Develop and revitalize key urban spaces to enhance livability, attract businesses, and offer community-driven public spaces

- Develop master plans for transformative space redevelopment
- Implement design standards that support walkability, sustainability, and placemaking
  - **Strategic Projects:**
    - Commercial Shared-Use Kitchen
    - 300 Oak - Small Scale Manufacturing
  - **Key Performance Indicators:**
    - Percent increase in new and/or improved commercial/industrial/retail square footage
    - Percent of space leased



# GOAL 1: THRIVING ECONOMY

## **Objective 3: Strengthen the local economy by providing targeted support and resources to small, diverse businesses, with a focus on underrepresented entrepreneurs**

- Provide grants and/or technical assistance for diverse businesses
- Increase outreach and awareness of available business support programs
  - **Strategic Projects:**
    - Washington Street Electric Underground
  - **Key Performance Indicators:**
    - Increase number of businesses
    - Percent growth in Minority and Women-Owned Business Enterprise (MWBE) businesses

## **Objective 4: Increase commercial/recreational/multifamily square footage in Catalyst Area**

- Continue development within the Catalyst Area
- Establish a request for proposals (RFP) process for vacant properties in the area
- Develop a plan for the potential use of the church lot property
  - **Strategic Projects:**
    - Catalyst Parking Deck
  - **Key Performance Indicators:**
    - Percent of square footage growth in the area
    - Amount of tax base growth in area

## **Objective 5: Create diverse job opportunities through investments in infrastructure, business development, and workforce training programs**

- Invest in workforce training programs
- Develop incentives for companies that create jobs
  - **Key Performance Indicators:**
    - Number of jobs created

## GOAL 2: EFFECTIVE COMMUNICATION & ENGAGEMENT



This goal focuses on fostering connection, transparency and civic engagement through special events, targeted outreach and clear communication about City services and successes. Enhancing social unity, marketing and resident involvement in decision-making, along with proactive advocacy, builds a more informed, engaged and connected community.

### **Objective 1: Foster a vibrant and diverse community by expanding and enhancing special events and festivals**

- Maintain at least ten City-sponsored events annually
- Partner with cultural, arts, and business organizations to create unique and diverse festivals
- Evaluate and enhance public spaces to better accommodate large-scale events
  - **Strategic Projects:**
    - Oak Hollow Lake Activation
  - **Key Performance Indicators:**
    - Number of events
    - Number of participants per event

### **Objective 2: Increase marketing activation events in North High Point**

- Partner with local leaders and organizations to increase participation
  - **Strategic Projects:**
    - Branding Continuation
    - North and South Community Unity
  - **Key Performance Indicators:**
    - Number of events





## GOAL 2: EFFECTIVE COMMUNICATION & ENGAGEMENT

### **Objective 3: Increase citizen satisfaction survey ratings of the three lowest-performing categories by at least 10% biennially**

- Conduct the citizen satisfaction survey every other year and review results with departments
  - **Key Performance Indicators:**
    - Percent increase in each category
    - Number of categories with increases

### **Objective 4: Reduce vacancy rate on High Point Boards and Commissions by at least 25%**

- Educate the community on government participation opportunities such as serving on Boards and Commissions
  - **Strategic Projects:**
    - Boards and Commissions Process
  - **Key Performance Indicators:**
    - Board vacancy rate

### **Objective 5: Increase the number of citizen education opportunities**

- Implement open data initiative(s) to provide access to key government metrics
- Increase multimedia content such as videos and infographics
- Host community meetings, a citizen academy, or other related functions
  - **Key Performance Indicators:**
    - Number of events
    - Number of participants
    - Percent increase in website traffic

# GOAL 3: PROACTIVE URBAN DESIGN & PLANNING



This goal aims to build a well-connected, sustainable and livable community by enhancing transportation options, improving walkability and supporting smart density through updated zoning policies. Expanding greenways, increasing amenities and maintaining strong inspection and permitting programs ensure a high-quality urban environment that supports residents and sustainable growth.

## **Objective 1: Increase connectivity for the community with effective transportation/multimodal options including greenways and other walkability options**

- Implement safe, dedicated pedestrian paths and bike lanes
- Evaluate multimodal transportation options
  - **Strategic Projects:**
    - Rebuilding American Infrastructure with Sustainability and Equity (RAISE) Grant
    - Transportation Improvement Program (TIP) Projects
    - Bloomberg Mayors Challenge Micro Transit Implementation Plan
  - **Key Performance Indicators:**
    - Amount of sidewalk linear feet constructed/repaired
    - Percent of population with access to public transit within a 10-minute walk
    - Number of new or improved pedestrian infrastructure elements
    - Reduction in pedestrian-related accidents
    - Community walkability score

## **Objective 2: Complete 95% of commercial plan reviews for permitting within five days from date of submittal**

- Evaluate permitting efficiency
  - **Key Performance Indicators:**
    - Number of commercial plan reviews complete within 12 months
    - Percent of commercial plan reviews complete within 5 days



## GOAL 3: PROACTIVE URBAN DESIGN & PLANNING

### **Objective 3: Evaluate and document current transit ridership to develop a plan to sustain and increase the number of passengers**

- Improve public transit routes and schedules
- Study transit ridership
  - **Key Performance Indicators:**
    - Automatic Vehicle Location (AVL) data
    - Ridership/boardings

### **Objective 4: Update development policies to increase mixed-use, infill development throughout the City**

- Update and adopt a development ordinance
- Increase development permits within activity centers identified in the comprehensive plan
  - **Strategic Projects:**
    - High Point 2045 Comprehensive Plan
  - **Key Performance Indicators:**
    - Number of development permits within activity centers
    - Percent of vacant or underutilized land repurposed for development
    - Percent of new developments with both residential and commercial components

# GOAL 4: RESILIENT COMMUNITY



A resilient community emphasizes safety, health and sustainability through proactive code compliance, reduced blight and increased access to food, mental health resources and diverse housing options. Priorities include enhancing neighborhood vitality, improving safety and supporting emergency response, disaster preparedness and recreation services to foster long-term community well-being.

## **Objective 1: Improve community character and reduce blight by addressing code compliance initiatives**

- Implement proactive code enforcement initiatives in high-priority areas
- Develop partnerships with local nonprofits and businesses to support property improvement projects
- Streamline the enforcement process by enhancing interdepartmental coordination and expediting legal actions for repeat offenders
  - **Key Performance Indicators:**
    - Number of code compliance cases resolved
    - Average response time for addressing reported violations
    - Number of blighted properties rehabilitated or demolished

## **Objective 2: Improve equitable access to essential services like food options, grocery stores, and mental health resources to support a healthy community**

- Support community-based organizations in providing access to healthy food options (e.g., farmers' markets, food banks)
- Increase funding and partnerships for mental health service providers and outreach programs
- Evaluate mental health program offered through the library
  - **Key Performance Indicators:**
    - Number of food access points in underserved areas
    - Number of mental health cases utilizing the library program



## GOAL 4: RESILIENT COMMUNITY

### Objective 3: Improve neighborhood vitality and safety

- Expand community policing programs to strengthen relationships between law enforcement and residents
- Invest in public infrastructure improvements such as sidewalks, crosswalks, and parks to encourage safe and active communities
- Invest and/or offer youth engagement programs, including after-school initiatives and mentorship programs
- Develop public spaces that encourage positive community interaction
  - **Strategic Projects:**
    - Library Sensory Garden
    - New Center for Active Adults
    - Disaster Mitigation Briefing
  - **Key Performance Indicators:**
    - Crime rates
    - Park utilization
    - Number of community safety initiatives implemented
    - Number of active neighborhood watch or crime prevention groups

### Objective 4: Improve housing diversity and affordability by developing affordable housing units

- Offer incentives and tax credits for developers to build affordable and mixed-income housing
- Fund for housing rehabilitation programs to improve aging housing stock
- Invest in downtown residential projects to support urban living and revitalization
- Establish the public-private partnership for the housing fund
  - **Strategic Projects:**
    - Fair Housing Implementation
    - Housing and Investment Fund
    - Legacy Ridge Homes Redevelopment
  - **Key Performance Indicators:**
    - Number of housing units brought online
    - Number of downtown residential units
    - Reduction in homelessness rate
    - Reduction in housing instability rate

# GOAL 5: EFFECTIVE INFRASTRUCTURE & PUBLIC UTILITIES



Effective infrastructure and public utilities ensure safe, reliable and sustainable support for the community through maintained bridges, roads and sidewalks, along with robust repair programs. Priorities include safe water resources, stormwater management, flood prevention and adopting green strategies to protect the environment and ensure long-term resilience.

## Objective 1: Ensure safe and well-maintained roads, streets, and bridges

- Conduct regular bridge and road inspections to identify and prioritize repairs
- Secure funding for critical infrastructure upgrades through grants and partnerships
- Develop a prioritized repair and rehabilitation schedule based on safety ratings
  - **Strategic Projects:**
    - Burton Avenue Reconstruction
    - Gallimore Dairy Road Extension
    - Johnson Street Widening (State Project)
  - **Key Performance Indicators:**
    - Number of bridges inspected and maintained
    - Percentage of bridges in good condition or better
    - Lane miles repaved or repaired annually
    - Average response time for road repairs
    - Pavement Condition Rating (PCR) of city streets

## Objective 2: Expand and improve sidewalk infrastructure

- Identify and prioritize areas with high pedestrian traffic and missing sidewalks
- Implement a sidewalk expansion and repair plan with annual targets
  - **Strategic Projects:**
    - Congestion Mitigation and Air Quality (CMAQ) Sidewalk Projects
  - **Key Performance Indicators:**
    - Linear feet of new sidewalk added to the network
    - Percentage of sidewalk network in good condition or better
    - Number of pedestrian-related accidents



## GOAL 5: EFFECTIVE INFRASTRUCTURE & PUBLIC UTILITIES

### Objective 3: Ensure safe, reliable, and sustainable public utilities including water resources and electric

- Upgrade aging water and sewer infrastructure to prevent contamination and service disruption
- Modernize infrastructure and enhance grid resilience for the electric utility
  - **Strategic Projects:**
    - Advanced Metering Infrastructure (AMI) Project
    - Lead and Copper Rule Compliance
    - Per- and Polyfluoroalkyl Substances (PFAS) Treatment
    - Stormwater Grant
    - City Lake Dam
    - Shady Brook Station
  - **Key Performance Indicators:**
    - Percent compliance with water treatment standards
    - Percent of water tests meeting safety standards or better
    - Reduction in water main breaks and sewer overflows
    - Number of new households connected to water and sewer systems
    - Reduction in water loss and service interruptions reported
    - Reduction in average power outage duration
    - Reduction in average frequency of power outages

# GOAL 6: HIGH-PERFORMING ORGANIZATION



This goal ensures efficiency, empowerment and excellence by attracting and retaining high-performing employees while promoting resource optimization and effective project management. Focus areas include financial excellence, strong organizational development and strategic use of technology and training to support a high-performing, well-managed organization.

## Objective 1: Recruit and retain high-performing employees

- Foster a positive and inclusive workplace culture with recognition programs, employee engagement initiatives, and career growth opportunities
- Increase employee retention
  - **Strategic Projects:**
    - Employee Pay and Development
  - **Key Performance Indicators:**
    - Turnover rate
    - Retention rate
    - Number of professional development programs per employee (average)
    - Days to fill key positions (posting to hire)
    - Employee satisfaction survey information

## Objective 2: Increase employee development opportunities by 10% by 2027

- Provide employee development opportunities to allow for succession planning and employee growth
- Enhance professional development and training opportunities
  - **Strategic Projects:**
    - Employee Pay and Development
  - **Key Performance Indicators:**
    - Percent of new development opportunities





## GOAL 6: HIGH-PERFORMING ORGANIZATION

### Objective 3: Optimize operational efficiency and fiscal responsibility

- Complete implementation of Enterprise Resource Planning (ERP) system
- Annual financial audit and implement best practices for fiscal responsibility
  - **Strategic Projects:**
    - Workday Enterprise Resource Planning (ERP) System Upgrade
    - FASTER Fleet Management Implementation
  - **Key Performance Indicators:**
    - Percentage of capital improvement projects completed on time and within budget
    - Percentage of annual budget allocated to strategic priorities
    - Compliance with financial audits and fund balance policy
    - Fund balance as a percentage of annual expenditures
    - Audit compliance rating and number of findings resolved

# STRATEGIC PLAN

2024-2027

Meridith Martin  
Strategic Initiatives Manager



# STRATEGIC PLAN DEVELOPMENT

- **Mayor and City Council Retreat – November 2024**

- Context Mapping
- Review and Affirm
  - Vision
  - Mission
  - Core Values
- Strategic Goals
- Alignment of Strategic Projects
- Outcomes





# STRATEGIC PLAN DEVELOPMENT

- **Department Leadership Engagement – January 2025**
  - Mayor and City Council Retreat Overview
  - Strategic Goals
  - Objectives
  - Key Performance Indicators

# STRATEGIC GOALS



**Thriving Economy**



**Effective Communication  
& Engagement**



**Proactive Urban Design &  
Planning**



**Resilient Community**



**Effective Infrastructure &  
Public Utilities**

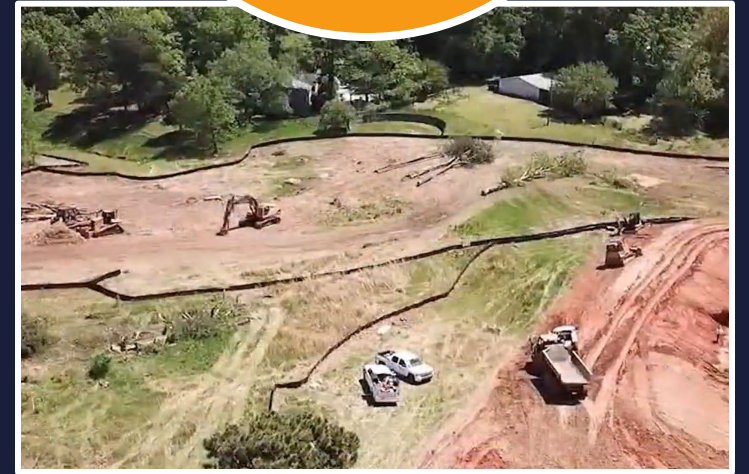


**High-Performing  
Organization**

# THRIVING ECONOMY

## • Objectives

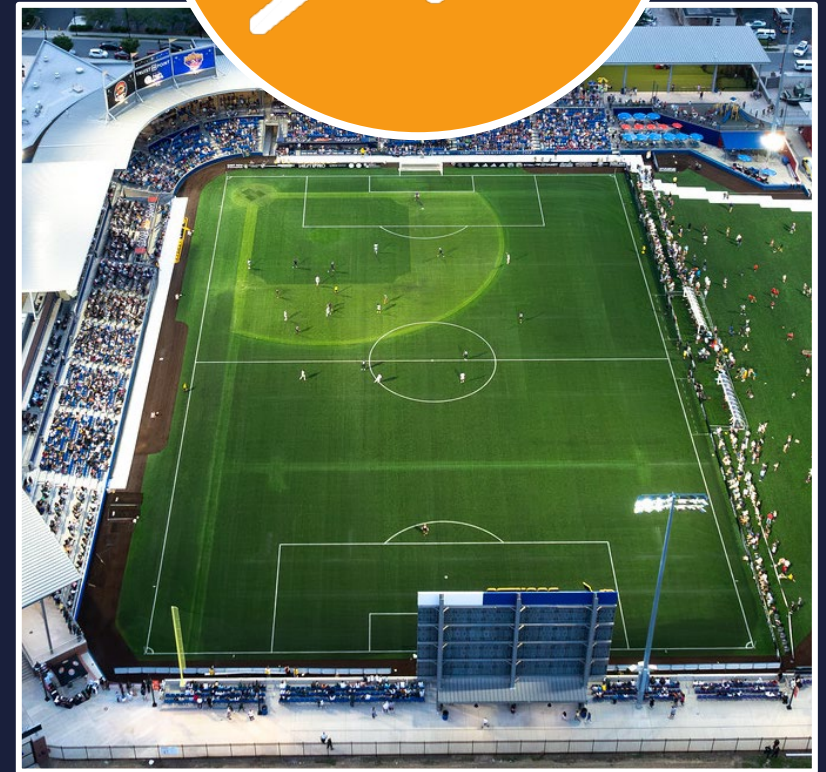
- Grow commercial and industrial tax base
- Develop and revitalize key urban spaces to enhance livability, attract businesses, and offer community-driven public spaces
- Strengthen the local economy by providing targeted support and resources to small diverse businesses, with a focus on underrepresented entrepreneurs



# THRIVING ECONOMY

## • Objectives – continued

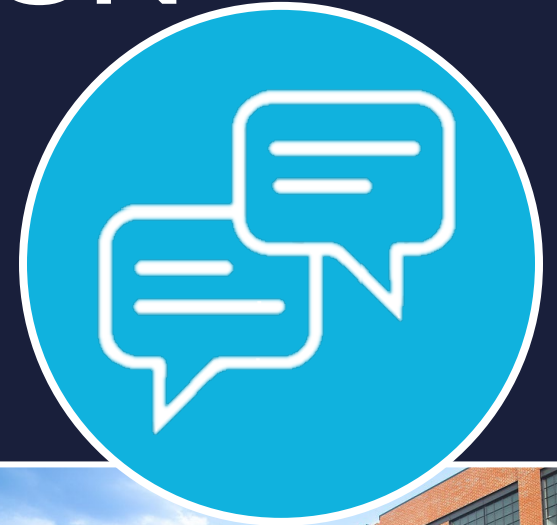
- Increase commercial/recreational/multifamily square footage in Catalyst area
- Create diverse job opportunities through investments in infrastructure, business development, and workforce training programs



# EFFECTIVE COMMUNICATION & ENGAGEMENT

## • Objectives

- Foster a vibrant and diverse community by expanding and enhancing special events and festivals
- Increase marketing activation events in North High Point
- Increase citizen satisfaction survey ratings of the three lowest-performing categories by at least 10% biennially

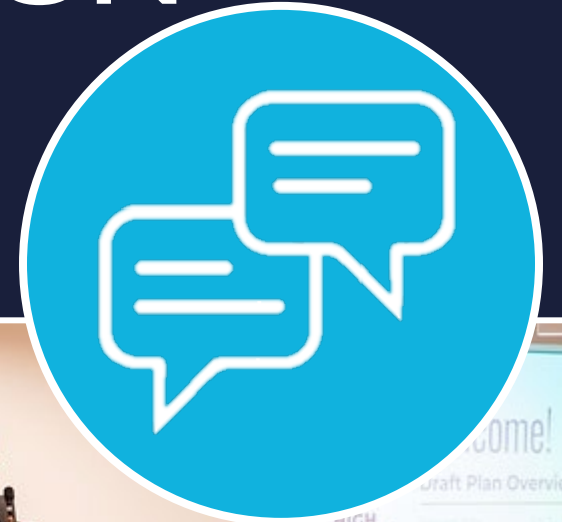




# EFFECTIVE COMMUNICATION & ENGAGEMENT

## • Objectives – continued

- Reduce the vacancy rate on High Point Boards and Commissions by at least 25%
- Increase the number of citizen education opportunities



# PROACTIVE URBAN DESIGN & PLANNING

## • Objectives

- Increase connectivity for the community with effective transportation/multimodal options including greenways and other walkability options
- Complete 95% of commercial plan reviews for permitting within 5 days from date of submittal
- Evaluate and document current transit ridership to develop a plan to sustain and increase passengers
- Update development policies to increase mixed-use, infill development throughout the City



# RESILIENT COMMUNITY

## • Objectives

- Improve community character and reduce blight by addressing code compliance initiatives
- Improve equitable access to essential services like food options, grocery stores, and mental health resources to support a healthy community
- Improve neighborhood vitality and safety
- Improve housing diversity and affordability by developing affordable housing units



# EFFECTIVE INFRASTRUCTURE & PUBLIC UTILITIES

## • Objectives

- Ensure safe and well-maintained roads, streets, and bridges
- Expand and improve sidewalk infrastructure
- Ensure safe, reliable, and sustainable public utilities including water resources and electric



# HIGH-PERFORMING ORGANIZATION

## • Objectives

- Recruit and retain high-performing employees
- Increase employee development opportunities
- Optimize operational efficiency and fiscal responsibility



# IMPLEMENTATION / NEXT STEPS

- **Finalize the Key Performance Indicators**
- **Public Dashboard**
- **Quarterly Updates to City Council**



# COMMENTS

CITY OF  
high  
point.



# City of High Point

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## Master

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City Council is requested to go into Closed Session pursuant to N.C.G.S §143-318.11(a)(3) for Attorney-Client Privilege.

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