



**Town of Knightdale**

# 2023 Strategic Retreat Report

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***October 15, 2023 | Wilmington, NC***





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Retreat Facilitated By:



## TOWN OF KNIGHTDALE COUNCIL RETREAT

SUNDAY, OCTOBER 15, 2023 | 8:30 AM - 3:00 PM  
WILMINGTON, NC

### RETREAT OBJECTIVES

*By the end of the retreat we will walk away with...*

- Understanding and appreciation for the unique strengths/aspects each Council Member brings to the table
- A shared vision of the Town's future direction
- Concrete ideas around near-term and long-term strategic priorities

### AGENDA ITEMS

- Discussing What Success Looks Like
- Exploring Creative Problem-Solving
- Reviewing Performance Metrics
- Re-Orienting to Emerging Issues
- Envisioning the Future
- Prioritizing Strategic Goals

### MAIN OUTCOMES

- The Councilors explored the different creative problem-solving preferences they have on the Council and Management Team by participating in a prototyping activity and discussing more at stations. The four main preferences include:
  - Clarifier
  - Ideator
  - Developer
  - Implementor
- The Councilors reviewed performance metrics and had an opportunity to ask related questions.
- The Councilors reviewed key emerging issues identified from department directors and had an opportunity to ask questions and identify other emerging issues.
- The Councilors reviewed and confirmed the vision themes for Knightdale in the future for the five strategic focus areas:
  - Safe
  - Connected and Inclusive
  - Sustainable
  - Active and Healthy
  - Organizational Excellence
- The Councilors identified new strategic priorities and prioritized by "dot voting." Each Councilor had the following votes:
  - 2 "all in" votes
  - 2 "interested" votes
  - 2 "de-prioritize" votes
- The Management Team will take all the feedback from the Councilors and share it back with staff.

### TOWN OF KNIGHTDALE COUNCIL RETREAT EXECUTIVE SUMMARY

## OVERVIEW

The Town Council convened for a one-day retreat to discuss high-level strategic topics facing the Town. The retreat was held on October 15, 2023, at the Embassy Suites in Wilmington, NC.

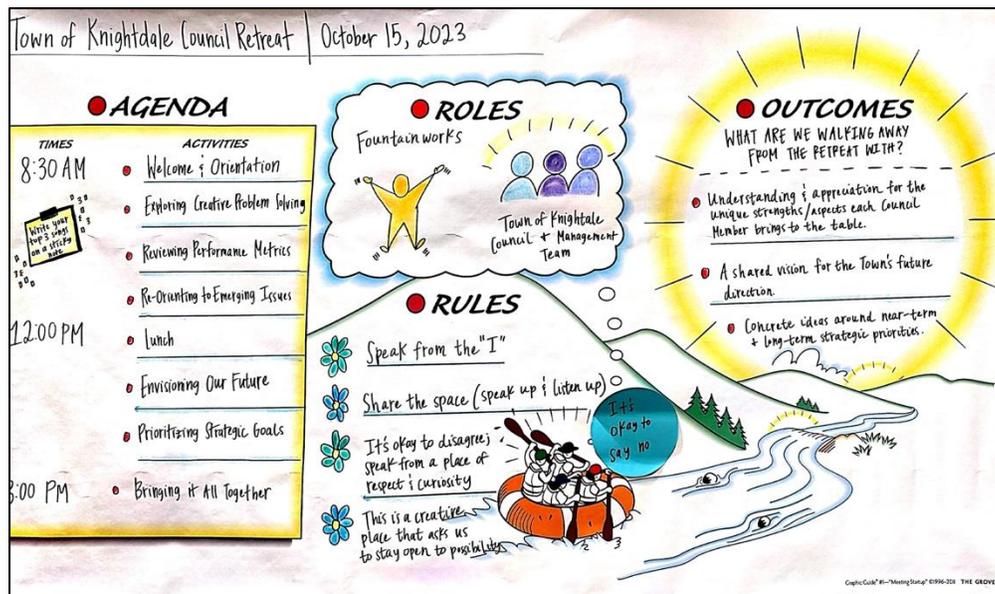
The retreat was professionally facilitated, in-person, by Fountainworks Inc., and included ample opportunities for the Town Council to interact. The discussion focused on open conversation around creative problem-solving preferences/tendencies, crucial issues facing the Town, their connection to the Town's existing strategic plan, and best practices to achieve future objectives and goals.

**Objectives:** *By the end of the retreat we will walk away with...*

- Understanding and appreciation for the unique strengths/aspects each Council Member brings to the table
- A shared vision of the Town's future direction
- Concrete ideas around near-term and long-term strategic priorities

**Approach:**

- A facilitated open conversation throughout the meeting, utilizing various exercises to stimulate discussion and engage in open dialogue



2023 Retreat Agenda

## PURPOSE OF RETREAT

The work of public officials is routinely fast-paced and demanding. This reality is magnified under the high growth pressures and service delivery expectations of Wake County. Therefore, when a particularly important issue(s) demands more lengthy contemplation by a governing body or staff (or both), retreats offer the perfect solution. By setting aside time for a structured discussion away from the normal work environment, decision-makers and administrators can explore issues in depth and exchange ideas with each other in a relaxed environment.

The International City / County Managers Association (ICCMA) recognizes important additional benefits of retreats in addition to being a tool for increasing governmental efficiency and effectiveness:

*“Retreats offer solutions for other situations as well. Sometimes conflict dominates a group’s interpersonal dynamics, and a way to improve working relationships is needed. Sometimes a new governing board needs to become well acquainted in order to work effectively as a team. Sometimes a board wants to get to know a new manager or the local government’s staff better.”*

**The primary purpose of the Knightdale Town Council’s annual retreat is to survey the Town’s landscape identifying key vulnerabilities as well as opportunities for community advancement.** Vulnerabilities and opportunities may be internal to the municipal organization or external environmental factors. The elected officials express their individual goals and work to build consensus as a governing body. The Knightdale Town Council collaborates with the Town Manager to clearly outline goals with associated target dates for completion. In turn, Town Administration absorbs these goals into the work plans for the applicable department(s) to ensure completion. These goals represent the primary direction in which the town staff’s efforts will be focused in addition to their regular, operational responsibilities. The retreat also offers an excellent opportunity to clarify the roles and responsibilities of the elected officials and town staff.

## **DISCUSSING WHAT SUCCESS LOOKS LIKE**

Before digging into the main agenda topic areas of the retreat, the Councilors spent time reflecting on what success would look like coming out of the retreat as a Council. Additionally, Councilors imagined what a “Wow” would be (i.e., what is something you are not expecting to happen but would “wow” you if it did).

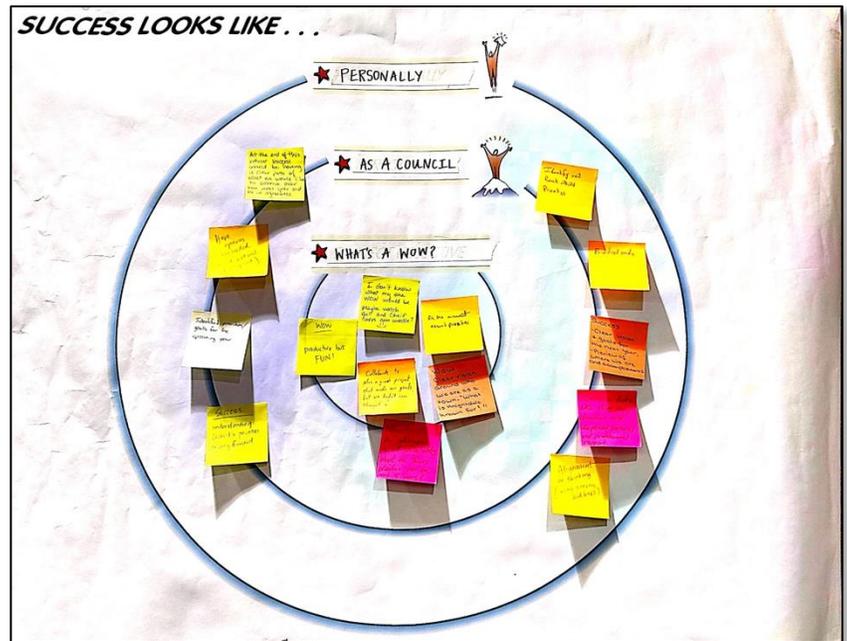
### **What Does Success Look Like for the Retreat:**

*As a council*

- At the end of this retreat success would be having a clear path of what we would like to achieve over the next year and be in agreeance
- Have opinions included (as a virtual participant)
- Identified priorities/goals for the upcoming year
- Understanding council’s priorities moving forward
- Identify and rank 2024 priorities
- Prioritized spending
- Clear vision and goals for the next year
- Review of where we are and accomplishments
- Clear policy direction and deepened personal and professional support
- Alignment on thinking (using survey feedback)

### What's a Wow?

- “Aha” moment around priorities
- Collaborate to plan a great project that meets our goals but we hadn’t even thought of
- An affirmation by all stakeholders about the Town’s direction over the past 5 years
- Clear vision around who we are as a town- “What is Knightdale known for?”



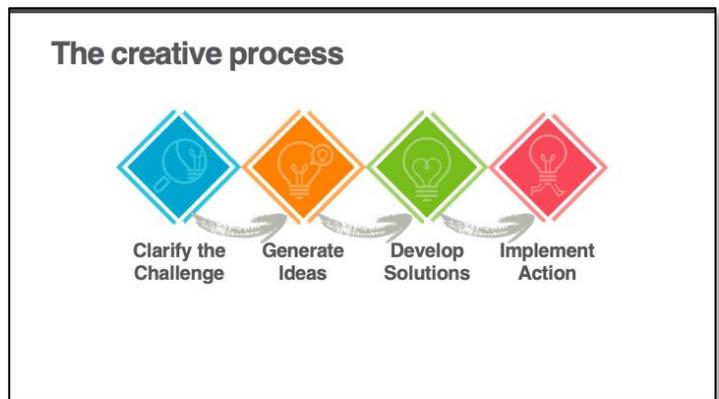
Success Looks Like Model

## EXPLORING CREATIVE PROBLEM-SOLVING

Prior to the retreat, Councilors completed a creative problem-solving assessment called “FourSight.” FourSight measures thinking preferences, where you gain and lose energy when you try to solve a complex challenge. There are no “good” or “bad” scores. Each of the 15 FourSight Profiles has its own strengths and blind spots. The goal of this segment was not to change the Councilors’ thinking preferences, but to understand how they affect decision-making, perceptions, stress levels, and interactions with others. Self-awareness helps individuals to solve challenges more effectively.

In the FourSight framework there are four main creative thinking preferences:

- Clarify
- Ideate
- Develop
- Implement



After creating a clear understanding of the FourSight framework and the creative thinking preferences, the Councilors split into small groups to participate in a creative problem-solving challenge. The challenge consisted of the following:

- Identifying an unmet need
- Inventing something that meets the need
- Creating a prototype using the materials provided
- Planning a 30-second presentation/pitch



*Group Presentation Photos from the Creative Problem-Solving Challenge*

After participating in the creative problem-solving prototype challenge, the Councilors explored their assessment results further and discussed their preferences further.

**More Information about the Preferences:**

- **Clarify**
  - Understand the situation
  - Identify key data
  - See gaps and opportunities
  - Pinpoint problems/challenges
- **Ideate**
  - Play with lots of ideas
  - See the big picture
  - Imagine possibilities
  - Make new connections
- **Develop**
  - Evaluate ideas
  - Refine solutions
  - Understand the system
  - Plan for implementation
- **Implement**
  - Take action
  - Learn as you go
  - “Test fast. Fail fast. Adjust fast.”
  - Cycle back into process

Following, Councilors discussed—in pairs—more about each preference at stations set up around the room.

**Clarifier Station Reflections:**

*What might be the strengths of clarifiers?*

- Understanding issue/aspects
- Not making rash decisions
- Bringing clarity to the problem
  - Is there a problem?
- Thinking through the problem. What does “done” look like?
- Identifying the actual problem
- Define the problem well

*What might be the blind spots of clarifiers?*

- Time negativity
- Not seeing a need to “do something”
- Too much time analyzing

*How might clarifiers impact (positively and negatively) working relationships?*

- Can fall behind if don’t act quicker
- Direct everyone’s energy toward the right problem to solver
- Deeper thinking
- Asking too many questions!
- Help everyone get on the same page

**Ideator Station Reflections:**

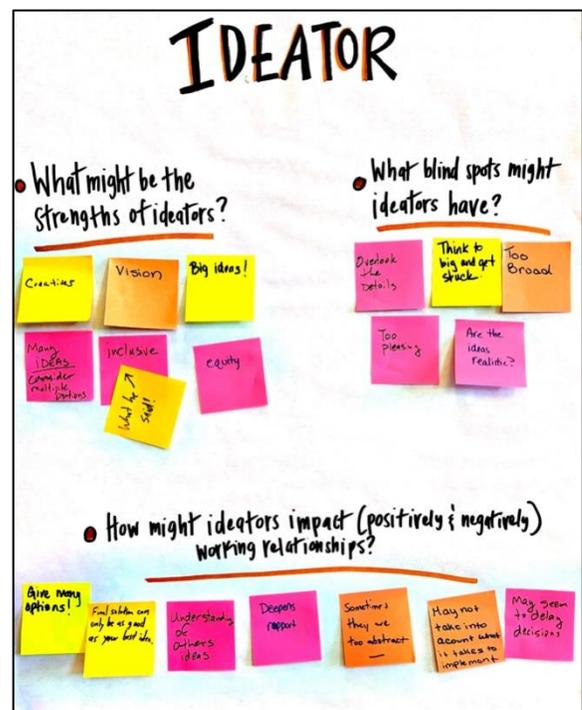
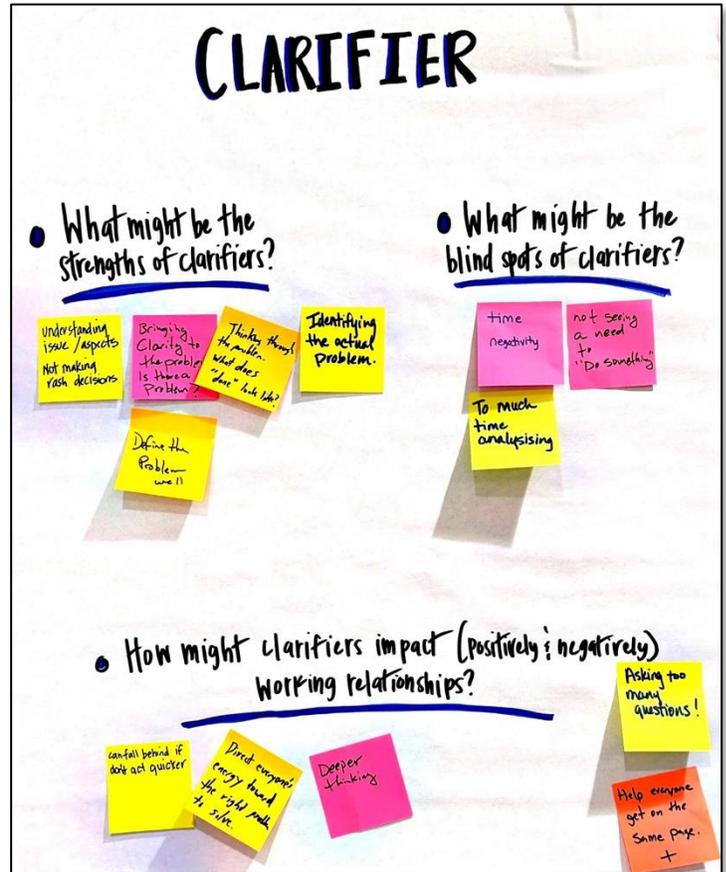
*What might be the strengths of ideators?*

- Creative
- Vision
- Big ideas!
- Many ideas, consider multiple options
- Inclusive and equity

*What might be the blind spots of ideators?*

- Overlook the details
- Think too big and get stuck
- Too broad
- Too pleasing
- Are the ideas realistic?

*How might ideators impact (positively and negatively) working relationships?*



- Give many options
- Final solution can only be as good as your best idea
- Understanding of others' ideas
- Deepens rapport
- Sometimes they are too abstract
- May not take into account what it takes to implement
- May seem to delay decisions

### Developer Station Reflections:

#### What might be the strengths of developers?

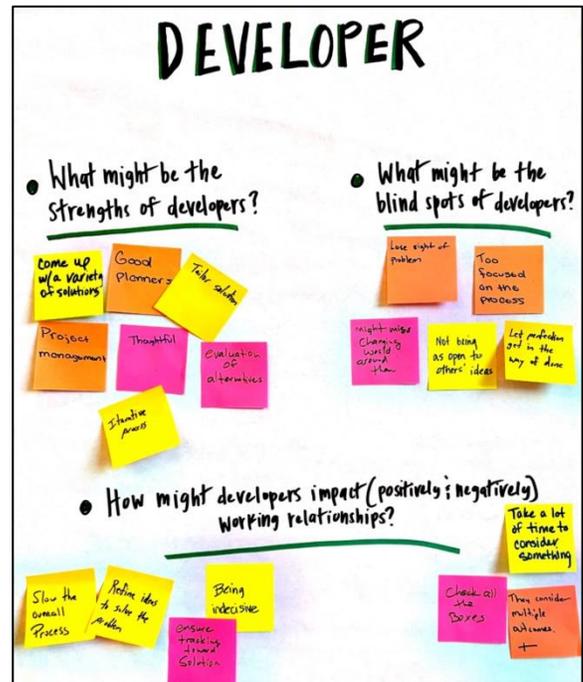
- Come up with a variety of solutions
- Good planners
- Tailor solutions
- Project management
- Thoughtful
- Evaluation of alternative
- Iterative process

#### What might be the blind spots of developers?

- Lose sight of problem
- Too focused on the process
- Might miss changing world around them
- Not being as open to others' ideas
- Let perfection get in the way of done

#### How might developers impact (positively and negatively) working relationships?

- Slow the overall process
- Refine ideas to solve the problem
- Ensure tracking toward solution
- Being indecisive
- Check all the boxes
- Take a lot of time to consider something
- They consider multiple outcomes



## Implementer Station Reflections:

*What might be the strengths of implementers?*

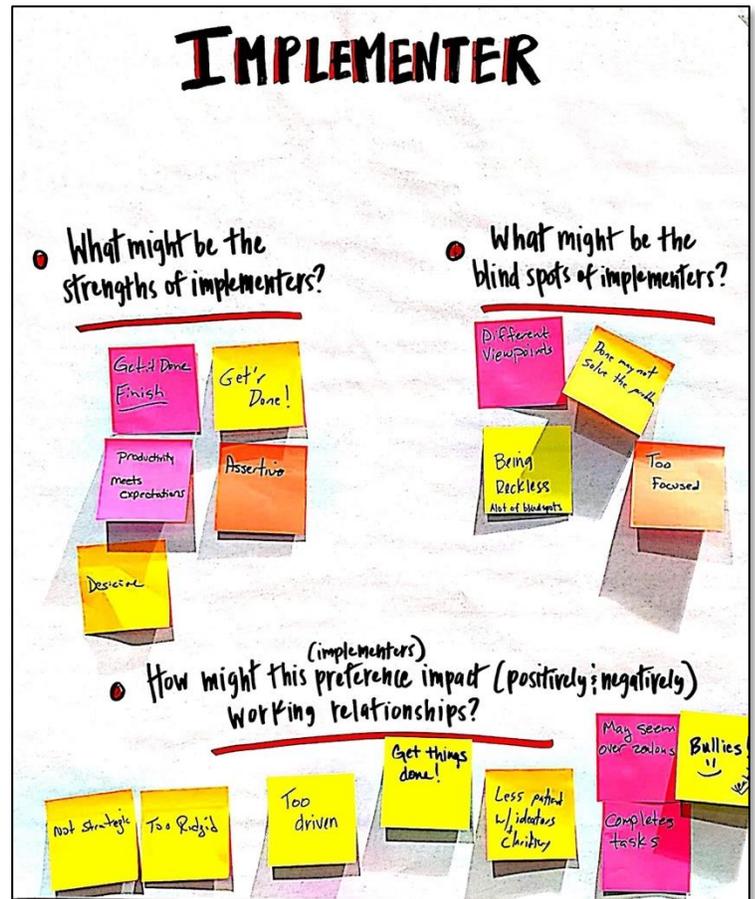
- Get'r done!
- Productivity meets expectations
- Assertive
- Decisive

*What might be the blind spots of implementers?*

- Different viewpoints
- Done many not solve the problem
- Being reckless, a lot of blind spots
- Too focused

*How might implementers impact (positively and negatively) working relationships?*

- Not strategic
- Too rigid
- Too driven
- Get things done!
- Less patient with ideators and clarifiers
- May seem overzealous
- Completes tasks
- Bullies (just kidding)!



The Councilors synthesized their big takeaways about creative problem-solving to conclude the segment.

## Creative Problem-Solving Big Takeaways:

*What does this mean for how we work together and make decisions?*

- All help the team to function
- Need to have an open mind
- Knowing individual hang-ups are helpful
- Knowing the strengths of different preferences; no one person can govern a community

## REVIEWING PERFORMANCE METRICS

Dustin Tripp, Assistant Town Manager for Operations, reviewed the FY23 Annual Performance Management plan and shared its metrics. The plan demonstrates what the Town is doing to achieve the Focus Areas' objectives as viewed through a service delivery lens. This report provides insight into service delivery efficiency and effectiveness. It is divided into 36 key metrics across all service areas to provide a holistic view service delivery performance. Performance management provides the Town Manager the necessary data to routinely monitor service performance. The data also provides insight into areas of needed improvement and/or additional investment(s) to ensure citizen satisfaction.

## RE-ORIENTING TO EMERGING ISSUES

Fountainworks led the Councilors through a discussion of emerging issues (i.e., what is on the horizon). The information provided was prepared in consultation with each Department Director to identify the emerging issues that potentially threaten future service continuity. Each Director was specifically asked to identify their “top” future challenges to be shared with the elected body. Fountainworks shared the information with the Councilors, also reminding them of the emerging issues identified at last year’s Council retreat. In groups of two, Councilors were then asked to brainstorm and identify emerging issues in each service area from the elected perspective. Afterwards, Fountainworks facilitated a conversation around their small group discussions.

The goal of this session was two-fold:

- Establish a Mutual Understanding of Challenges
- Create a Foundation for Upcoming Budget Considerations

### FY 2022 Emerging Issues (Staff and Elected Officials’ Perspectives)

Emerging Issue	Service Area
<ul style="list-style-type: none"> <li>• Comprehensive transportation plan implementation</li> <li>• Comprehensive plan updates</li> <li>• Zoning reform and preemptions</li> </ul>	Development Services
<ul style="list-style-type: none"> <li>• Funding for future capital needs</li> </ul>	Finance
<ul style="list-style-type: none"> <li>• Land for future fire stations</li> </ul>	Fire
<ul style="list-style-type: none"> <li>• Comprehensive staff needs to ensure future service continuity</li> <li>• Long-term COVID-19 impacts/issues</li> <li>• Protect work-life balance for staff</li> </ul>	Human Resources
<ul style="list-style-type: none"> <li>• Need for a community center</li> <li>• Need for lighting at KSP fields</li> <li>• Concerns over continued operations of community pool</li> <li>• Investment in diversity of recreation programming</li> <li>• Increased greenway safety</li> </ul>	Parks and Recreation
<ul style="list-style-type: none"> <li>• Temporary relocation of Police Department during renovations</li> <li>• Need to identify and embrace emerging technology for policing</li> <li>• Increased speeding in neighborhoods</li> </ul>	Police
<ul style="list-style-type: none"> <li>• Need for additional storage facility at Public Works Center</li> <li>• Adapting service delivery model to ensure equitable service delivery</li> </ul>	Public Works

## FY 2023 Emerging Issues (Staff Perspective)

Emerging Issue	Service Area
<ul style="list-style-type: none"> <li>Increasing needs of the local business community (not being met by the Chamber of Commerce)</li> </ul>	Community Relations
<ul style="list-style-type: none"> <li>Facility needs</li> <li>Utilize land donation opportunities for future fire stations as portion of conditional rezoning</li> <li>Microtransit system funding need (Northeast Smartride)</li> </ul>	Development Services
<ul style="list-style-type: none"> <li>CIP/Operational needs for FY25, FY26, &amp; FY27</li> <li>Revaluation impacts and structured tax increases</li> </ul>	Finance
<ul style="list-style-type: none"> <li>Meeting staffing goal of 4-person crews for all shifts</li> <li>Labor force delivery issues – need to Knightdale Fire Cadet Program</li> </ul>	Fire
<ul style="list-style-type: none"> <li>Staffing realities (33% increase needed over next 5 years)</li> <li>Facility needs</li> </ul>	Human Resources
<ul style="list-style-type: none"> <li>Feasibility of the 4th of July to continue at Knightdale Station Park (large scale event delivery realities)</li> </ul>	Parks and Recreation
<ul style="list-style-type: none"> <li>Negative financial realities of the landscape contract expiring in FY24 for Knightdale Boulevard and the I-540 Interchange</li> </ul>	Public Works

After reviewing the FY22 and FY23 emerging issues, Fountainworks facilitated a conversation with the Councilors about what questions they have and other emerging issues on their radar.

### What questions might you have?

- What does Microtransit mean; can we have more information?
  - These are smaller vans
  - Originally funded by pilot program but the goal is to be funded locally
  - Wake Transit District—50% of cost will be picked up by this district
    - \$60-\$100k per year, estimated



*Wake County Microtransit Van*

- We talked about potentially having a bond in the next year—how can these emerging issues help prioritize needs for the bond?
- On the Police side, are we looking at an expanded operation of the Flock Safety system to create a greater enhancement of community impact on safety?
  - With the investments in facilities and staffing increased for Police / Fire, fewer emerging issues have arisen.
- How many peer municipalities are doing fireworks for 4<sup>th</sup> of July?
  - What is the strain on the Town services for events of this size?



*Flock Safety Camera*

### **What other emerging issues are you thinking of?**

- Better understand the need for an organization-wide enterprise management system (potential emerging issue)?
- Evaluate different zoning districts as we go into the comprehensive plan updates?
- Create a greater focus on economic development to support the small business community?
- Increase stakeholder engagement for Communication Relations?
  - Focused effort in local stakeholder engagement
  - Communication relations should drive this effort because we don't have an active Chamber of Commerce
- Explore staffing realities — What will it take to recruit and retain employees?
  - How to meet the significant staffing needs over the next 5 years?
- Evaluate a land banking program?
- Will be talking about the pool in the future? What investments are needed to ensure its future operations?



*Knightdale Community Pool*

## ENVISIONING THE FUTURE

To begin this segment, Fountainworks facilitated an exercise asking the Councilors to envision what they want Knightdale to be known for. Each Councilor selected a picture from a picture deck and gave that picture a title.

### **Knightdale Is Known For....**

*What do you want Knightdale to be known for?*

- Wisdom
- Connecting through outdoor active transportation
- Community health and well-being
- We always want to be the ones to start something—“Be the Spark”
- Intentionally inclusive
- Enjoy the journey, it’s only just begun

Following, Fountainworks framed up the conversation of setting the Councilors setting the vision/path for Knightdale. Fountainworks shared an exercise with the Councilors that Town Manager Bill Summers created with staff members prior to the retreat. In the exercise, looking at each strategic plan focus area—Safe, Connected and Inclusive, Sustainable, Active and Healthy, and Organizational Excellence—staff envisioned what Knightdale looks like in the future.

Staff identified different potential future priorities under each strategic plan area; following, Bill synthesized these and created draft “vision” statements for each.

Councilors had an opportunity to review the staff visioning exercise and then moved to five different stations to reflect on the following:

- **What is resonating?**
- **What might be missing?**



*Councilor Vision Pictures and Titles*

**Staff Vision for “Safe”**

<div style="display: flex; justify-content: space-around; align-items: center;"> <div style="font-size: 2em; font-weight: bold; letter-spacing: 0.5em;">SAFE</div>  </div>	
<i>What staff said.....</i>	<i>What we envision.....</i>
Deployed multifactor authentication	<p>Our organization enjoys a Public Safety Center that serves as the headquarters for keeping our citizens safe. This commitment will further be realized through seven fire stations serving the Town and Alert District. Knightdale will employ approximately 200 public safety professionals to ensure equitable service for all.</p> <p>Our facilities and grounds are exemplary in their design and maintenance. Public Works is robustly equipped to ensure that all town-owned properties are viewed with pride by our citizens, staff, and visitors to our community.</p> <p>The Town of Knightdale continues a legacy of information security. Our organization embraces best practices in technology to protect vital data.</p> <p>Staff feel safe. Civil liberties are valued and appreciated by all.</p>
Educated in IT security	
Appropriate number of fire stations to provide equal coverage to all citizens (Mailman Road, Northeast, Northwest)	
Appropriate Fire staff size (80 at 5 years; 98 at 10 years)	
Established Fire command staff	
Recreation center with appropriate staffing	
Additional safety measures at parks	
Culture training to reduce stereotypes	
Appropriate work facilities and tools for Public Works	
Appropriate Police staffing levels	
Incorporating technology to assist in monitoring, investigating, and preventing crime	
Commitment to CALEA accreditation	
“To be a beacon of trust and excellence by leading the way in professional policing, caring for the well-being of our officers. Fostering a united community where safety, justice, and compassion prevail.”	

**Council Station Reflections on “Safe”**

*What’s resonating?*

- Cultural awareness training
- Staffing for Fire and Police
- Security cameras for public safety

*What’s missing?*

- Park safety (add greenways)
- Continue to be innovative

**Staff Vision for “Connected & Inclusive”**

# CONNECTED & INCLUSIVE



<i>What staff said.....</i>	<i>What we envision.....</i>
More greenways and bicycle accommodations	<p>The realization of true multi-modal transportation options is vital for the future mobility of Knightdale. Our citizens and business community desire proximity to one another as the foundation of community pride. Opportunities to foster this desire should be a key component of our comprehensive plan.</p> <p>Staff are a valued resource in augmenting community connectivity and inclusiveness through our services provided.</p>
Safe events for citizens	
Media coverage and partnerships supporting us	
Office space in walkable environments	
Increased transportation options	
Strong sense of community	
Walkable community	
Mix of uses to keep people here	
Departments feel that their work is important and continue to give their best	
Community workshops to bring families, staff, businesses and other partners together through structured open engagement	
Expansion of community services unit and demonstrable progress that encourages, cooperation, engagement, and collaboration between the police and public.	

**Council Station Reflections on “Connected & Inclusive”**

***What’s resonating?***

- All of it
- Everything that staff said

***What’s missing?***

- Accessibility for all abilities (x2)
- Affordable living (x2)
- Ensure all voices are heard
  - Renters i.e.
- Safe and accessible for young and old

**Staff Vision for “Sustainable”**

# SUSTAINABLE



<i>What staff said.....</i>	<i>What we envision.....</i>
Completely paperless environment	<p>Firmly rooted in our development regulations and internal operational practices, a demonstrable commitment to preserve our natural resources for future generations. Seeking out and embracing opportunities to transition our organization to sustainable practices.</p> <p>A local business community that is valued through an array of support services offered through our Community Relations Department. Services that go beyond how to open a business but also designed to meet their needs as they grow.</p> <p>A community that appreciates the environmental, economic, and social benefits of sustainability practices.</p>
Incorporating responsible technology to serve as a force multiplier to enhance police case clearing capabilities	
Workforce development workshops / classes to support local businesses that may not have funding to train and support their staff	
Staffing levels at a point where Public Works can perform proactive maintenance to protect town’s investments	
Save the ground and build up	
Cost effective information technology	
Established community partnerships	
Community feedback after events / programs	
Community pride	
Economic development forecasting (and conference)	

**Council Station Reflections on “Sustainable”**

***What’s resonating?***

- Economic development and recruitment
- Partnerships
- Community pride is foundational

***What’s missing?***

- Environmental education and info
- Leader in stormwater management
- Reduce urban heating
- Plan for conserving land
- Leveraging partners effectively
- Workforce housing options
- Sustainability ROI metric

**Staff Vision for “Active & Healthy”**

<h1 style="margin: 0;">ACTIVE &amp; HEALTHY</h1> 	
<i>What staff said.....</i>	<i>What we envision.....</i>
Expanded programs	<p>A demonstrated commitment to the health and wellbeing of community. The Knightdale Community Center serves as the central hub for programming to meet the diverse needs of our community. An expansive greenway network with regional connectivity.</p> <p>Formalized internal programs to ensure the mental well-being of all staff. Programs founded in our commitment to physical and mental health as the foundation to organizational success.</p>
More facilities – recreation center, pickleball and tennis courts, trails, and splash pads	
Walkable community	
A defined 25-year retirement solution for LEOs that preserves their long-term well-being and affords them an opportunity to enjoy a healthy retirement	
Dedicated space in community center for PAAL program	
A leader in Wake County in innovative ways to promote employee health /engagement and as community health / activity	
Mental health responders	

**Council Station Reflections on “Active & Healthy”**

***What’s resonating?***

- Mental health responders (x2)
- Innovative ways to promote health
- Focus on mental health/overall well-being
- Walkable

***What’s missing?***

- Community Center
- Maintain affordability of overall living
- Recruit indoor recreation business
- Expanded afterschool
- Bikeable
- Expanding open park space

**Staff Vision for “Organizational Excellence”**

# ORGANIZATIONAL EXCELLENCE



<i>What staff said.....</i>	<i>What we envision.....</i>
Fully staffed organization with career path opportunities	<p>The Town of Knightdale is a leader in local government administration. An organization of approximately 200 employees meeting our community’s needs. A fully staffed organization with an appropriately balanced organization structure to ensure service continuity. A successfully implemented succession plan that grows our future leaders from within our current staff.</p>
Established service level models that improve service provisions while caring for the well-being and longevity of staff	
Senior and middle management in place so that we can do and train	
Public Works has the right number of vehicles to continue at current service levels	
Internal engineering and GIS	
Addition of analytical finance professionals	
Transition to Enterprise Resource Planning (ERP) for service delivery	
Expansion of recreation staffing for Community Center	
Obtain CAPRA accreditation for Parks & Rec.	
Continued educational and certification commitments to staff	
Creation of Fire Department Leadership Team	
Career development programs for all employees	
Communication with community organizations monthly	

**Council Station Reflections on “Organizational Excellence”**

*What’s resonating?*

- GIS capability
- Staff/career development programs for all employees
- Communication with community organizations. monthly

*What’s missing?*

- Build stronger relationships with community partners

Following the stations, the council collectively discussed what tweaks they might make the vision themes for the strategic plan focus areas.

### Council Station Debrief:

*What tweaks or additions might you make to the vision themes for the five strategic plan focus areas?*

#### Sustainable

- ✓ Need to recruit as part of ED strategy
- ✓ Planning for the conservation of land

#### Active & Healthy

- ✓ Affordability (want things to be affordable so folks can dedicate time to be active)

#### Connected & Inclusive

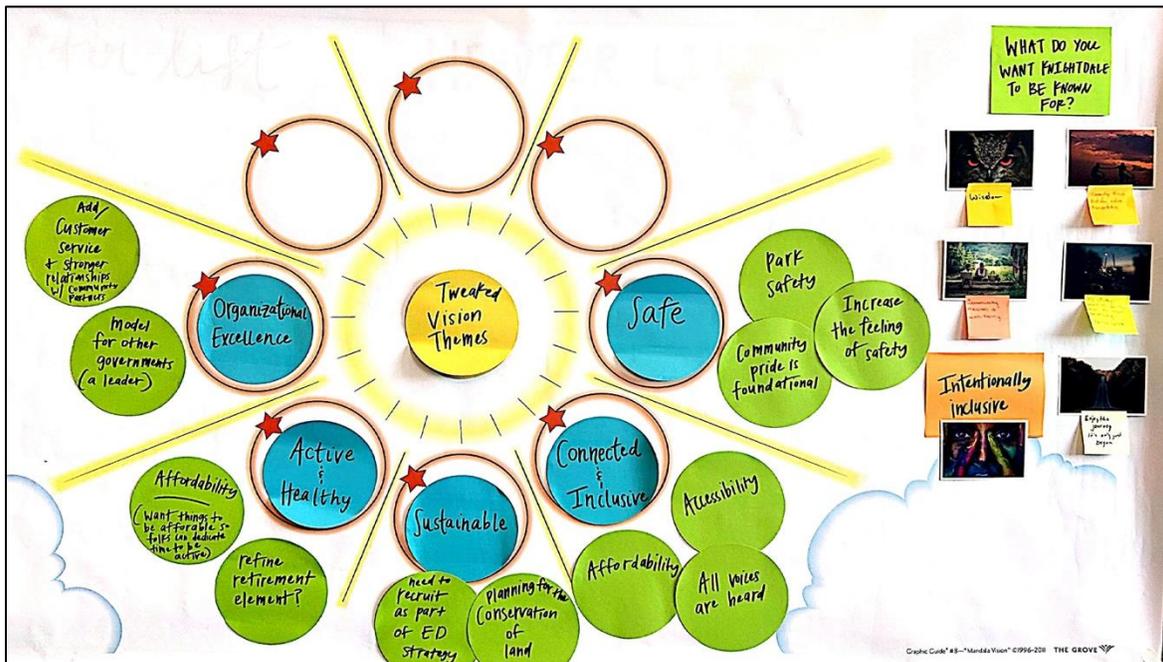
- ✓ Affordability
- ✓ Accessibility
- ✓ All voices are heard

#### Safe

- ✓ Park safety
- ✓ Community pride is foundational
- ✓ Increase the feeling of safety

#### Organizational Excellence

- ✓ Add customer service and stronger relationships with community partners
- ✓ Model for other governments



Revised Vision Theme Template

## PRIORITIZING STRATEGIC GOALS

For the final segment of the retreat, the Councilors discussed and prioritized strategic goals. Fountainworks facilitated the conversation and first framed up the strategic goals the Councilors prioritized at their 2022 retreat. Bill Summers, Town Manager, discussed the 2022 priorities and shared updates on each, including priorities that have been completed or are no longer relevant. The priorities still at play were sorted into “lighter” and “heavier” lifts; lighter lift means shorter term and heavier lift means longer term.

### 2022 Strategic Priority Updates:

2022 Strategic Priorities		
Lighter Lift	Heavier Lift	Closed/Dropped
<ul style="list-style-type: none"> <li>• Create a strategy to work with governmental partners</li> </ul>	<ul style="list-style-type: none"> <li>• Construct a Knightdale Community Center (FY 29)</li> </ul>	<ul style="list-style-type: none"> <li>• Explore feasibility of annual safety certifications for multi-family</li> </ul>
<ul style="list-style-type: none"> <li>• Develop/explore a public art program plan</li> </ul>	<ul style="list-style-type: none"> <li>• Create a strategy to recruit small businesses and explore an incubator space</li> </ul>	<ul style="list-style-type: none"> <li>• Develop/re-establish Farmer’s Market Program</li> </ul>
<ul style="list-style-type: none"> <li>• Develop streetscape program</li> </ul>	<ul style="list-style-type: none"> <li>• Develop a major passive park facility (Hodge Road adjacent to I-87)</li> </ul>	<ul style="list-style-type: none"> <li>• Create map outlining infrastructure gaps</li> </ul>
<ul style="list-style-type: none"> <li>• Explore feasibility of a land banking policy</li> </ul>	<ul style="list-style-type: none"> <li>• Explore feasibility of constructing a greenway trailhead in Planters Walk</li> </ul>	<ul style="list-style-type: none"> <li>• Research/present battery storage regulations</li> </ul>
	<ul style="list-style-type: none"> <li>• Construct Knightdale Neuse River Greenway</li> </ul>	<ul style="list-style-type: none"> <li>• Created open space strategic plan</li> </ul>
	<ul style="list-style-type: none"> <li>• Explore feasibility of adopting a municipal services district</li> </ul>	<ul style="list-style-type: none"> <li>• Envision Panther Rock</li> </ul>
	<ul style="list-style-type: none"> <li>• Develop a plan for closing missed transportation connections (finish sidewalks on First Avenue, Old Knight Road, and Smithfield Road)</li> </ul>	

After a re-orientation and update on the strategic priorities identified at the 2022 Council retreat, the Councilors identified other new priorities that should be at play. After compiling the new working list of priorities, the Councilors “dot-voted” on their top priorities. Each Councilor received the following votes:

- “All in” votes (two green dots)
- “Interested” votes (two blue dots)
- “De-prioritize” votes (two red dots)

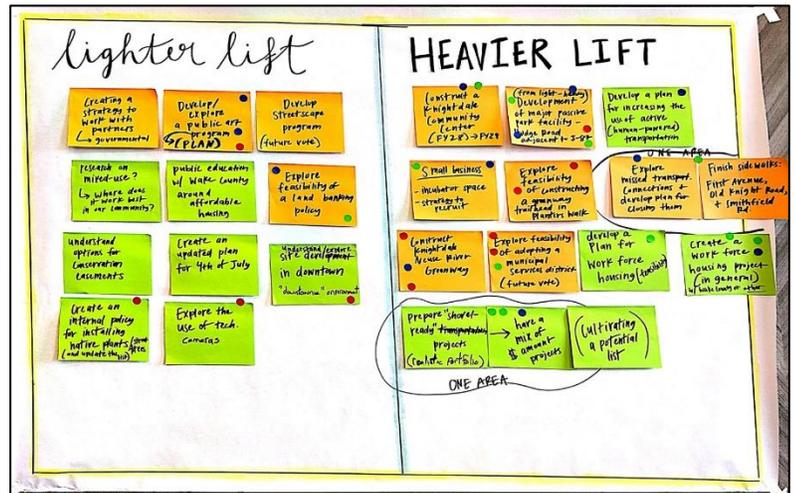
## 2023 Strategic Priorities

Lighter Lift	Heavier Lift
<ul style="list-style-type: none"> <li>• Create an updated plan for 4<sup>th</sup> of July                             <ul style="list-style-type: none"> <li>○ <i>Full Council consensus before voting took place</i></li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Create a workforce housing project (in general) with Wake County or other                             <ul style="list-style-type: none"> <li>○ <i>2 all-in votes</i></li> <li>○ <i>1 interested vote</i></li> </ul> </li> </ul>
<ul style="list-style-type: none"> <li>• Develop/explore a public art program plan                             <ul style="list-style-type: none"> <li>○ <i>2 interested votes</i></li> <li>○ <i>1 de-prioritize vote</i></li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Prepare “shovel-ready” projects (realistic portfolio); have a mix of \$ amount projects; cultivating a potential list                             <ul style="list-style-type: none"> <li>○ <i>2 all-in votes</i></li> <li>○ <i>1 interested vote</i></li> </ul> </li> </ul>
<ul style="list-style-type: none"> <li>• Explore feasibility of a land banking policy                             <ul style="list-style-type: none"> <li>○ <i>1 all-in vote</i></li> <li>○ <i>1 interested vote</i></li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Develop a major passive park facility (Hodge Road adjacent to I-87) <i>2 all-in votes</i> <ul style="list-style-type: none"> <li>○ <i>2 interested votes</i></li> <li>○ <i>1 de-prioritize vote</i></li> </ul> </li> </ul>
<ul style="list-style-type: none"> <li>• Understand/explore site development in downtown- “downtownie” environment                             <ul style="list-style-type: none"> <li>○ <i>1 de-prioritize vote</i></li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Create a strategy to recruit small businesses and explore an incubator space                             <ul style="list-style-type: none"> <li>○ <i>1 all-in vote</i></li> <li>○ <i>1 interested vote</i></li> </ul> </li> </ul>
<ul style="list-style-type: none"> <li>• Create an internal policy for installing native plants/street trees (and update the list of native plants)                             <ul style="list-style-type: none"> <li>○ <i>1 de-prioritize vote</i></li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Develop a plan for workforce housing (feasibility)                             <ul style="list-style-type: none"> <li>○ <i>1 all-in vote</i></li> </ul> </li> </ul>
<ul style="list-style-type: none"> <li>• Explore the use of tech. cameras                             <ul style="list-style-type: none"> <li>○ <i>1 de-prioritize vote</i></li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Construct a Knightdale Community Center (FY29)                             <ul style="list-style-type: none"> <li>○ <i>1 all-in vote</i></li> <li>○ <i>1 interested vote</i></li> </ul> </li> </ul>
<ul style="list-style-type: none"> <li>• Create a strategy to work with governmental partners                             <ul style="list-style-type: none"> <li>○ <i>No votes</i></li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Explore missed transportation connections and develop a plan for closing them/Finish sidewalks on First Avenue, Old Knight Road, and Smithfield Road.                             <ul style="list-style-type: none"> <li>○ <i>1 all-in vote</i></li> <li>○ <i>1 interested vote</i></li> </ul> </li> </ul>
<ul style="list-style-type: none"> <li>• Develop streetscape program                             <ul style="list-style-type: none"> <li>○ <i>No votes</i></li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Construct Knightdale Neuse River Greenway                             <ul style="list-style-type: none"> <li>○ <i>1 interested vote</i></li> <li>○ <i>2 de-prioritize votes</i></li> </ul> </li> </ul>
<ul style="list-style-type: none"> <li>• Conduct research on mixed-use (i.e., where does it work best in our community?)                             <ul style="list-style-type: none"> <li>○ <i>No votes</i></li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Develop a plan for increasing the use of active (human-powered) transportation                             <ul style="list-style-type: none"> <li>○ <i>1 interested vote</i></li> </ul> </li> </ul>
<ul style="list-style-type: none"> <li>• Understand options for conservation easements                             <ul style="list-style-type: none"> <li>○ <i>No votes</i></li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Explore feasibility of adopting a municipal services district (future vote)</li> </ul>

	<ul style="list-style-type: none"> <li>○ 1 all-in vote</li> <li>○ 2 de-prioritize votes</li> </ul>
<ul style="list-style-type: none"> <li>● Conduct public education with Wake County around affordable housing <ul style="list-style-type: none"> <li>○ No votes</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>● Explore feasibility of constructing a greenway trailhead in Planters Walk <ul style="list-style-type: none"> <li>○ 2 de-prioritize votes</li> </ul> </li> </ul>

## Implementation

The ultimate goal of the retreat is to successfully implement all goals into action. The Town Council assumes the responsibility of setting goals that holistically seek to improve Town’s services and quality of life. In turn, town staff is charged with implementing these strategic goals according to the timelines mutually agreed upon by the elected officials and Town Manager. Town Administration will ensure that each goal is incorporated into the appropriate departmental work plans. The Department Directors, under the guidance of the Town’s Administration, will complete each strategic goal accordingly. All relevant information will be presented to the Town Council for review, deliberation, and consideration for further action at future work sessions. The overall process is designed to ensure that the strategic ambitions of the elected body are met.



2023 Strategic Priority Lift Template