

FY2022-23 Strategic Implementation Plan



KSP Stage and Veterans Memorial

The Town Council will endeavor to successfully implement the Knightdale Strategic Plan. The Council will use the plan to guide its decision-making to ensure that their decisions are aligned with the objectives laid out in the plan. A key component of the plan is the identification and adoption of strategic priorities. **These priorities represent all projects/programs/initiatives necessary to fully realize the Focus Areas of the Knightdale Strategic Plan.** The Town Manager will work, in conjunction with the Department Directors, to recommend priorities that advance the Town’s strategic vision. These departmental recommendations will be formalized in a Strategic Priority Implementation Plan to be adopted by the Council annually.



Public Works Facility



Harper Park

The Manager has the overall responsibility for implementing the plan and will work in conjunction with the town staff to achieve results envisioned by Council and the community. The Manager will facilitate an annual planning retreat for the Council, to ensure that the Knightdale Strategic Plan is a living document, which continually evolves to fulfill the mission and vision of the organization.

SAFE



Knightsdale is a safe community, where residents feel secure throughout the Town, the crime rate is low, and public safety personnel have a positive relationship with the community.

Implementation Items	Department(s)	CIP Approval Required	Funding Committed	Target Date
Construct Fire Station #4 on Hodge Road	Administration Fire Finance Development Services	Yes	Yes	FY2022
Relocate Fire Station #2 to Forestville Road	Administration Fire Finance Development Services	Yes	Yes	FY2023
Convert Public Safety Center to Law Enforcement Center <ul style="list-style-type: none"> • New facility to include Fire Administration 	Administration Police Finance Development Services	Yes	Yes	FY2024



CONNECTED & INCLUSIVE



Knightdale actively pursues balanced growth with exceptional design to maintain its small town feel and appearance. Through the creation of unique community spaces and a welcoming environment for entrepreneurs and small businesses, we are creating a connected and inclusive town.

Implementation Items	Department(s)	CIP Approval Required	Funding Committed	Target Date
Implement Economic Development Program <ul style="list-style-type: none"> Deliver an actionable plan to ensure competitiveness on regional economic development opportunities Support Chamber of Commerce with an emphasis on small business development. 	Administration Development Services	No	No	FY2022
Install Mural at Harper Park <ul style="list-style-type: none"> Participate in the Municipal Murals Program with the United Arts Council 	Administration	No	No	FY2022
Develop Program to Enhance Support of Public Schools <ul style="list-style-type: none"> Develop elementary field trip program Determine feasibility of summer internship program for high school students Host annual area principals' luncheon 	Administration	No	No	FY2022
Explore Trade-Offs of Adopting an Anti-Discrimination Ordinance	Administration Town Attorney	No	N/A	FY2022
Adopt a Comprehensive Local Transportation Plan <ul style="list-style-type: none"> Include strategy for sidewalk on First Ave. to Brookfield Station Include strategy for sidewalk between termination on North First Avenue and Knightdale High School Develop strategy for rail crossing for Old Faison tracts 	Development Services	Yes	No	FY2023



<ul style="list-style-type: none"> Evaluate opportunities to create walkable pockets around future mass transit 				
Adopt Affordable Housing Plan <ul style="list-style-type: none"> Define affordable housing, identify Knightdale vulnerabilities, and adopt an actionable plan to ensure equitable access Explore potential partnership with Wake County to ensure affordable accessibility 	Development Services Finance	No	N/A	FY2023
Explore Potential Partnerships with HBCUs for the Development of Internships	Administration	No	No	FY2023
Adopt a Small Area Plan for the Downtown Area <ul style="list-style-type: none"> Create a revised vision for the Olde Town Area that clearly articulates the Town’s development expectations for this area. 	Development Services	Yes	No	FY2023
Evaluate Emerging Zoning Issues <ul style="list-style-type: none"> Examine current zoning regulations as related to minimum square footage requirements for single family dwellings Examine potential market reasons why certain development ambitions (mixed-use, neighborhood nodes, etc.) are not currently viable in Knightdale Reexamine regulations and current opinions surrounding mobile homes 	Development Services	No	N/A	FY2023
Audit the Knightdale Next 2035 Comprehensive Plan <ul style="list-style-type: none"> Revisit the plan to make sure it continues to align with Council vision on growth and development 	Development Services	No	N/A	FY2024
Redevelop Caboose Property	Public Works Development Services	Yes	No	Future



SUSTAINABLE



Knightsdale promotes the stewardship of its environment, the resiliency of its resources, and the maintenance of a financially sustainable government.

Implementation Items	Department(s)	CIP Approval Required	Funding Committed	Target Date
Receive Unqualified Financial Audit Opinion for FY2021	Finance	No	Yes	FY2022
Complete Comprehensive Budget Document <ul style="list-style-type: none"> Submit for National GFOA Distinguished Budget Presentation Award 	Finance	No	Yes	FY2022
Determine Future Use of Former Public Works Facility	Administration Public Works	Yes	No	FY2022
Evaluate the Feasibility for Allocation of the American Rescue Plan Act Funds (Near-Term Focus) <ul style="list-style-type: none"> Improvement and expansion of local greenways Addition of sidewalks along First Ave Expanded after-school programming Expanded mental health resources for the Police and Fire Departments Development and construction of Community Center/Senior Center Development of a small business incubator 	Administration Finance	Yes	No	FY2023
Expand Environmental Stewardship Commitments <ul style="list-style-type: none"> Learn from other comparable communities across the state that are leading the push for more sustainable and climate conscious action Establish benchmarks for local governments and create organizational metrics for Town Council adoption 	Administration	No	N/A	FY2023



ACTIVE & HEALTHY



Knightsdale brings people together and boasts happy residents by promoting and sustaining a high quality of life and providing recreation and leisure activities to meet diverse interests.

Implementation Items	Department(s)	CIP Approval Required	Funding Committed	Target Date
Renovate Harper Park Project <ul style="list-style-type: none"> Construct two additional pickle ball courts Replace playground Rehabilitate picnic shelters 	Recreation Public Works Finance	Yes	Partial	FY2022
Adopt Knightsdale Parks & Recreation Master Plan <ul style="list-style-type: none"> Inventory existing facilities Determine location and type of future amenities	Administration Recreation	Yes	Yes	FY2022
Construct Mingo Creek Greenway Extension <ul style="list-style-type: none"> Completion of construction documents Acquire necessary right-of-way Construction 	Development Services Public Works	Yes	Yes	FY2023



ORGANIZATIONAL EXCELLENCE



Knightsdale's government is operated efficiently and transparently by outstanding employees who focus on excellent customer service and open communication.

Implementation Items	Department(s)	CIP Approval Required	Funding Committed	Target Date
Renovate Town Hall Bathrooms and Breakroom	Administration Public Works	Yes	Yes	FY2022
Create Performance Dashboards to Increase Operational Transparency <ul style="list-style-type: none"> Utilize Microsoft B.I. platform to convey statistical information and establish dashboards to report performance 	Information Technology	Yes	No	FY2022
Receive National GFOA Certificate of Achievement for Excellence in Financial Reporting (CAFR Program)	Finance	No	Yes	FY2022
Complete Citizens' Financial Report (PAFR) <ul style="list-style-type: none"> Release publication including PSA via social media outlets Submit for National GFOA Award for Outstanding Achievement in Popular Annual Financial Reporting 	Finance	No	Yes	FY2022
Renovate Town Council Chambers <ul style="list-style-type: none"> Install second floor audio visual sound booth (increase usable area) Renovate dais to accommodate joint public hearings Install contemporary technologies 	Administration Public Works	Yes	No	FY2023
Establish a Supervisory Training Program <ul style="list-style-type: none"> Internal training program for supervisor level expectations held in small class format 	Human Resources	No	Yes	FY2023

