



Town of Garner Strategic Plan

*Adopted by the Town Council
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Town of Garner Strategic Plan

Introduction to the Town's New Strategic Plan

THE TOWN OF GARNER Strategic Plan is designed to be a multiyear representation of the Town's mission. It aims to serve as a roadmap for staff and Town Council over the next three to five years.

This new plan—an outgrowth of Council and staff input from earlier this year as well as several pre-existing documents—further defines the Town's strategic priorities. The structure better links Council and staff plans and employs a format that should be more useable for elected officials, staff, partners and citizens.

The plan includes these components:

- **Goal statements** that are the foundation of the Town's mission statement;
- Long-range **objectives** that further define the goals;
- Multiyear (three- to five-year) **initiatives** that will be executed to achieve the objectives; and
- Annual **tasks** captured in a separate working document and a reporting structure that will be updated regularly to track progress.

The Town's Vision Statement

THE TOWN OF GARNER nurtures a hometown environment for residents and businesses while encouraging new economic, recreational and cultural opportunities through wise planning and investment.

Town of Garner Strategic Plan

The Town's Strategic Plan is organized around four goal statements, which make up its mission:



Fiscal Responsibility (FR)
Ensure fiscal stability and efficient use of resources



Efficient and Timely Service Delivery (SD)
Provide efficient and effective services that match community needs and expectations



Orderly Growth (OG)
Grow and maintain a robust, diversified economy



Quality of Life (QL)
Foster a safe and welcoming community with access to a wide range of opportunities and amenities

Fiscal Responsibility (FR)



GOAL STATEMENT: *Ensure fiscal stability and efficient use of resources*

OBJECTIVE 1: Maintain an appropriate/stable tax rate

Initiative 1: Manage 2013 Bond Program

Initiative 2: Maintain public understanding and trust

Initiative 3: Retain flexibility to respond to new opportunities and challenges

OBJECTIVE 2: Invest in maintenance of infrastructure and facilities

Initiative 1: Maintain Town street and right-of-way infrastructure

Initiative 2: Implement planned facilities maintenance

Initiative 3: Maintain Town-owned stormwater infrastructure

OBJECTIVE 3: Enhance Town's existing Capital Improvement Program (CIP) process

Initiative 1: Develop process to identify and manage future long-term capital initiatives

Initiative 2: Position CIP to serve as bridge between strategic plan and annual budget process

Initiative 3: Continue Vehicle and Equipment Replacement Team (VERT) program with focus on sustainable replacement schedule

OBJECTIVE 4: Develop funding strategy for future needs

Initiative 1: Devise strategy for funding capital priority projects and emerging needs

Initiative 2: Continue building financial capacity through Revenue Savings Plan and other tools

Initiative 3: Leverage funding opportunities with partners

Efficient and Timely Service Delivery (SD)



GOAL STATEMENT: *Provide efficient and effective services that match community needs and expectations*

OBJECTIVE 1: Build and maintain strong relationships with regional and community partners

Initiative 1: Enhance program partnerships with recreation and cultural resources partners, economic development partners and other partner agencies

Initiative 2: Reinforce planning partnerships with regional partners

Initiative 3: Strengthen delivery partnerships with Garner Volunteer Fire-Rescue, Inc., and other services partners

OBJECTIVE 2: Provide quality services at a reasonable cost to residents and businesses

Initiative 1: Ensure fee structure is balanced between cost recovery and value to end user

Initiative 2: Privatize or use contract services when appropriate

Initiative 3: Continue efficient use of resources

OBJECTIVE 3: Foster attractive workplace culture to recruit and retain outstanding personnel

Initiative 1: Bolster recruitment of diverse, highly qualified pools of applicants

Initiative 2: Focus on retention of high-performing personnel

Initiative 3: Provide staffing tools, support and training to aid in retention, staff development and outstanding customer service

OBJECTIVE 4: Nurture a culture of excellent customer service

Initiative 1: Maintain adequate staffing levels

Initiative 2: Enhance access to government and relevant information

Initiative 3: Inspire a shared vision among staff

Orderly Growth (OG)



GOAL STATEMENT: *Grow and maintain a robust, diversified economy*

OBJECTIVE 1: Plan for orderly and stable development with a balance of residential and commercial growth

Initiative 1: Proactively update long-range land-use and transportation plans to prepare for growth

Initiative 2: Build and maintain strategic utility infrastructure to support and enable growth

Initiative 3: Plan for appropriate use of open space and environmental resources

OBJECTIVE 2: Support top-quality infrastructure, utilities and transportation

Initiative 1: Actively participate in City of Raleigh Water System partnership and planning

Initiative 2: Implement strategies to maximize local opportunities and impact from the Wake County Transit Plan

Initiative 3: Leverage NCDOT to plan and implement key transportation projects for the Town

OBJECTIVE 3: Implement comprehensive economic development plan

Initiative 1: Follow a balanced approach to economic development activities and resources

Initiative 2: Bolster the Town's competitiveness for regional economic activity

Initiative 3: Develop and market product inventory to compete for regional economic development projects

Quality of Life (QL)



GOAL STATEMENT: *Foster a safe and welcoming community with access to a wide range of opportunities and amenities*

OBJECTIVE 1: Provide a safe and inviting community

Initiative 1: Continue and expand public safety initiatives beyond traditional law enforcement, including service programs, safety initiatives and citizens academies

Initiative 2: Promote and expand beautification programs in key corridors

Initiative 3: Work collaboratively with property owners to maintain or revitalize properties

OBJECTIVE 2: Support and encourage an active and engaged citizenry

Initiative 1: Offer opportunities for citizens to be better educated about and participate in local government

Initiative 2: Promote opportunities to participate on boards and commissions.

Initiative 3: Continue and enhance marketing and promotions to engage Town citizens

OBJECTIVE 3: Embrace diversity and be responsive to the changing demographics of the community

Initiative 1: Engage underrepresented communities and entrepreneurs

Initiative 2: Support and enhance services for aging population

Initiative 3: Encourage broad-based participation in educational, civic and leadership opportunities

OBJECTIVE 4: Provide a broad mix of arts, leisure and recreation opportunities

Initiative 1: Explore options for open space and facilities in growth areas

Initiative 2: Develop long-range planning to meet the needs of an active, growing and diverse community

Initiative 3: Maintain Garner Performing Arts Center as a regional arts and cultural hub and expand programming

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