

...Small Town, Big Charm

The Town of Wendell, NC STRATEGIC PLAN



Vision

Goals

Initiatives

Adopted by the Board of Commissioners April 12, 2021



The Town of Wendell recognizes that the realization of a community vision is only achieved when the strategic goals of the community are in alignment with available and planned resources. As such, the purpose of the strategic plan is to provide for a process that aligns resources with commitment from Town organization leaders to bridge the gap between the assessed current conditions and envisioned community of the future.

SMART Goals

Specific

What **exactly** will you do?

Measurable

How will you know if you **meet** your goal?

Achievable

What **steps** are you going to take to reach your goal?

Relevant

What about your goal makes it **important** to you?

Timely

When do you want to complete your goal?

The *2021 Town of Wendell Strategic Plan* carries forward select strategic initiatives from the 2019 Strategic Plan in-process and the prioritization of the annual strategic planning session from Fall 2020. The strategic planning session included input from the Board and staff to identify next steps to advance the realization of the Town Vision Statement and policy goals incorporated into this document.

The Town organization is committed to SMART goal principles to establish actionable outcomes that are linked to long-term financial planning. Through the strategic planning process, the Town Commission works with community stakeholders to provide policy direction for implementation by the Town Manager and staff in partnership with the citizens and organization that call Wendell home.

Initiatives are identified to be advanced within the annual planning period. While not all goals can be finished in one year, action items identify limitations and expectations of management-in-progress that are timely.

Wendell Board of Commissioners

(Left to Right / Back to Front)

Dr. Jon Lutz, Commissioner
 Jason Joyner, Commissioner
 John Boyette, Mayor Pro-Tem
 Phil Tarnaski, Commissioner
 Virginia Gray, Mayor
 Joe DeLoach, Commissioner





Vision Statement for the Town of Wendell

“The Town of Wendell is clean, safe, vibrant, and full service with a diverse population. Our citizen friendly reputation is assured by the quality of our facilities and professional staff who work efficiently to provide great customer service. We have a knowledgeable Town Board who works efficiently to incorporate input from Citizen Advisory Boards and staff to be responsible stewards of our tax dollars, through leveraging, by watching return on investments and maintaining our fund balance.”

In working to achieve this vision for the Town of Wendell, the Board of Commissioners have committed to the following:

- **Strive for efficiency** in the way we handle business. We are hard-working and attend all meetings.
- Keep the **best interests of the Town** uppermost in our minds.
- Consider all aspects of a situation and make **thorough, deliberate, and well-reasoned decisions**.
- **Explore all viewpoints**. We are open to hearing from others, learning from them and compromising, when needed.
- **Stay cohesive, collaborative, collegial, and connected** to the manager and to each other.
- **Demonstrate respect for all opinions**, especially in public. And we support the decisions of the Board. Once decisions are made by the majority, we support that decision.
- Tackle **new and novel ideas** and processes.



POLICY GOALS

Policy goal areas are intentionally broad and are used to identify the most critical issues facing the community. Each policy goal has specific action initiatives that are prioritized annually to assist in the allocation of resources and staff time to ensure efficiency and effectiveness. The policy goal areas identified include the following:

- **GOAL 1: Downtown Vibrancy, Economic Growth, and Community Character**
Promote economic vitality through the development of a vibrant Downtown, economic growth, and unique community character.
- **GOAL 2: Public Safety and Neighborhood Improvement**
Provide for a safe and secure community that nurtures livable and well-maintained neighborhoods that are family friendly.
- **GOAL 3: Infrastructure, Transportation, and the Environment**
Develop and maintain infrastructure and policies to support new growth, improve the quality of life for residents, and provide for a clean and green environment.
- **GOAL 4: Parks, Recreation, Special Events, and Culture**
Establish facilities, events, and programs that connect the community, promote healthy lifestyle opportunities, and culturally engage citizens and visitors.
- **GOAL 5: Organization Culture and Communication**
Build a professional and inclusive Town organization that is fiscally responsible, seeks innovative practices, and values the development of staff.



GOAL 1: Downtown Vibrancy, Economic Growth, and Community Character

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Promote economic vitality through the development of a vibrant Downtown, economic growth, and unique community character.

Downtown vibrancy, economic growth, and community character goal attainment occurs when the following opportunities are realized or conditions exist.

A. Downtown contains a vibrant mix of businesses that are centered on food and beverage, retail, and neighborhood services that attract area residents in coordination with sufficient parking, attractive public spaces, and regular special events to foster the “Small Town, Big Charm” motto.

B. The Town contains an appropriate mix of land uses including the development of commercial, office, and industrial uses to enhance property values, create jobs for residents, and make opportunities available for shopping, services, and products desired by the community and region.

Management in Progress

1. Complete the update to the Comprehensive Land Use Plan and begin efforts to implement recommendations in the Unified Development Ordinance (UDO).
2. Create a vibrant Downtown connected to all neighborhoods by identifying sites for infill mixed-use development and update the UDO to implement recommendations for the Downtown to encourage such redevelopment.
3. Pursue brownfields grants through the Regional Brownfield Coalition at TJCOG or as a Town to encourage Downtown redevelopment.
4. Develop economic development program marketing material to assist with recruiting companies to locate to Wendell.

Strategic Initiatives

1. Establish a broadband policy and action plan to ensure that residents and businesses have sufficient access to succeed.
2. Develop action plans for areas suitable for non-residential development (ETJ expansion, land assembly, proactive zoning, utility partnerships, etc.).
3. Establish a plan for the future use of the old Town Hall property.
4. Implement a Downtown streetscape project to further improvements and updates necessary to encourage private investment and placemaking.
5. Work with public art and tourism partners to establish the Wendell Mural Trail to encourage awareness of public art and visitation.
6. Expand Wendell WiFi to incorporate more public areas and parks.
7. Seek Commission representation at the Wendell Chamber of Commerce similar to participation with other community non-profits.



GOAL 1: Downtown Vibrancy, Economic Growth, and Community Character

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Strategic Initiatives (A continued)

8. Increase involvement of the Town in business recruitment efforts of the State and County.
9. Improve walkability Downtown, including enhanced intersections and gateways, to improve customer “friendliness”, public safety, and aesthetic quality.
10. Identify development options for vacant and dilapidated parcels.
11. Complete a Community College Area small area plan to guide industrial, office, commercial, and mixed-use development in the areas surrounding the I-87 corridor near the community college site.
12. Work with Wake Technical Community College (WTCC) to complete the design and permitting for Phase I of the new WTCC campus in Wendell.
13. Establish a Wendell Falls Parkway / Eagle Rock Road Small Area Plan to guide development and transportation improvements surrounding this critical intersection.

East Campen Row Project – Downtown Wendell





GOAL 2: Public Safety and Neighborhood Improvement

Provide for a safe and secure community that nurtures livable and well-maintained neighborhoods that are family friendly.

Public safety and neighborhood improvement goal attainment occurs when the following opportunities are realized or conditions exist.

A. Develop an environment for community-engaged policing and code enforcement that emphasizes maintaining safe, family-friendly neighborhoods, improving the public environment for accessibility, and encouraging community ownership in improving private property.

Management in Progress

1. Complete department policy reviews and finish (if eligible) CALEA accreditation.
2. Implement the Neighborhood Improvement Program in Zone 1 in coordination with Wake County Community Development Block Grant (CDBG) funding to improve infrastructure, accessibility, and housing west of Downtown.
3. Design and construct Neighborhood Improvement Program improvements in Zone 2 to include improvements to Wendell Boulevard crosswalks and sidewalk connectivity.
4. Continue department-wide training on implicit bias and community engaged policing.
5. Implement a community-wide “Neighborhood Clean-up Day”.
6. Complete Crisis Intervention Training (CIT) for all police officers to properly assist persons in crisis receive appropriate agency referrals.

Strategic Initiatives

1. Establish and communicate a community engagement plan for the Police Department to expand visibility and engagement of the officers in the community.
2. Evaluate reducing the speed limit on local roads in residential neighborhoods to 25 mph unless otherwise posted.
3. Update the implementation strategies for the 2017 Wendell Pedestrian Plan.
4. Develop a pedestrian and bicycle safety strategy including public education, communication, and enforcement.
5. Initiate a process to evaluate minor collector and local road intersections for traffic calming measures to include all areas of Town.
6. Evaluate traffic calming, crosswalk enhancements, and enforcement measures for the intersections of Third Street / Wendell Falls Parkway and Daniel Ridge / Vintage Point.
7. Establish officers as community engagement specialists to further encourage a positive police presence in neighborhoods, at community events, and through public education.
8. Complete a comparative analysis of minimum housing codes and enforcement to encourage safe housing options for both rental and home ownership options.



GOAL 3: Infrastructure, Transportation, and the Environment

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Develop and maintain infrastructure and policies to support new growth, improve the quality of life for residents, and provide for a clean and green environment.

Infrastructure, transportation, and the environment goal attainment occurs when the following opportunities are realized or conditions exist.

A. Public utilities, land, services, and open spaces are designed, maintained, and extended to provide for necessary water, sewer, stormwater, roads, sidewalks, bikeways, paths, intersections, facilities, and debris removal for the existing and planned community.

Management in Progress

1. Support the implementation of NCDOT maintenance initiatives in Wendell including, but not limited to, the replacement of Old Battle Bridge and the East resurfacing project to repave Wendell Boulevard.
2. Implement the recommendations of the 2020 pavement condition survey in FY 2022 and FY 2023.
3. Advance efforts of the stormwater management plan in advance of the FY 2023 program audit by the State.
4. Complete construction of the Wendell Boulevard Pedestrian and Intersections improvements funded by the NCDOT Local Area Project Program (LAPP) through CAMPO.
5. Establish a project funding strategy for transportation, bike, and pedestrian improvements eligible for CAMPO and other outside agencies for projects identified in adopted plans.

Strategic Initiatives

1. Establish an infrastructure plan for the connection and extension of water and sewer in coordination with City of Raleigh Public Utilities Department (CORPUD) to promote appropriate development, annexation, and close service gaps.
2. Prioritize and prepare intersection improvements for NCDOT and CAMPO funding processes to include Wendell Falls Parkway / Eagle Rock Road and US 64 (Wendell Boulevard) / Eagle Rock Road realignment.
3. Work with regional partners to identify and implement additional bus stops and plan for future transit options to include bus route (transit) expansion into the WTCC campus area.
4. Design and implement the next phase of a multi-purpose path connecting Downtown to Wendell Falls and Downtown to the WTCC campus on Buffalo Creek.
5. Evaluate transportation options for seniors in the Wendell area in coordination with transit partners, Resources for Seniors, and Wake County.
6. Conduct a study to explore the extension of Fourth Street and Main Street.
7. Complete a tree health study to encourage a healthy tree canopy and improved public safety.
8. Identify cost-effective measures to improve aesthetics at Town gateways.



GOAL 4: Parks, Recreation, Special Events, and Culture

Establish facilities, events, and programs that connect the community, promote healthy lifestyle opportunities, and culturally engage citizens and visitors.

Parks, recreation, special events, and culture goal attainment occurs when the following opportunities are realized or conditions exist.

A. Provide recreation amenities and services to residents and visitors through quality facilities, a diverse program offering, varied parks, and special events guided by a community-driven master plan that provides for accessibility, connectivity and healthy fun for all.

Management in Progress

1. Design and construct a neighborhood park at the Hollybrook Road park site.
2. Work with the Meet on Main group and Wendell Chamber of Commerce to coordinate a year-round special event schedule.
3. Complete the design of the Main Street Greenway in preparation of an application to Wake County for greenway funds to assist with construction costs.
4. Evaluate the fee-in-lieu process for parks and open space in the UDO to better align the outcomes with implementing the Comprehensive Parks and Recreation Master Plan (Master Plan).
5. Design a Wendell Park enhancement project to include the construction of a restroom / picnic shelter near the playground, extension of WiFi to the ballfield area, resurfacing driveways and parking, and extending a sidewalk from Third Street to the Community Center.
6. Update the Wendell Greenway Plan and establish an implementation schedule.
7. Complete construction on a second entrance into Wendell Park.

Strategic Initiatives

1. Implement the splash pad recommendation from the Master Plan at a Downtown location.
2. Encourage Wake County to initiate the design and construction of Lake Myra Park.
3. Identify and plan for the acquisition of a second community park or a significant expansion to Wendell Park along Buffalo Creek.
4. Identify and provide for the acquisition of the next neighborhood park identified in the Master Plan.
5. Develop a “mobile recreation service” to provide various field sports and programs to neighborhood locations.
6. Coordinate and plan with Wake County for the future development of the next library site in Wendell.
7. Prepare a funding schedule and strategy to implement the Master Plan.
8. Secure open space for future park development as recommended in the Master Plan.
9. Establish a public art policy and program.



GOAL 5: Organization Culture and Communication

Build a professional and inclusive Town organization that is fiscally responsible, seeks innovative practices, and values the development of staff.

Organization culture and communication goal attainment occurs when the following opportunities are realized or conditions exist.

A. Build an organization committed to improving daily towards a goal of excellence in service to its citizens, businesses, visitors, and employees through responsible fiscal management, inclusive communication, innovative technologies, and professional development.

Management in Progress

1. Complete and initiate implementation of the ADA Transition Plan.
2. Update and implement the employee evaluation and development program.
3. Evaluate health plan options for competitive costs and comparative service for spouse and dependent care coverages.
4. Complete the borrowing and construction of the new Town Hall.
5. Review and amend the bylaws, policies, and procedures for appointed boards consistent with best practice and Commission guidance.

Strategic Initiatives

1. Evaluate current policies and practices to enhance efforts to improve customer service and community engagement.
2. Complete acquisition of properties for the future construction of a public works yard and police station.
3. Initiate design and construction of a new public works yard.
4. Establish a timeline and financial plan for the future design and construction of a new police station.
5. Evaluate the process for golf cart registration and inspections.
6. Implement efforts to establish secure, resilient operations that enhances Town services in digital and mobile environments.
7. Evaluate and update the Town asset management system including purchasing, tracking, and disposition of assets.
8. Conduct a cost-benefit analysis of leased versus owned fleet to ensure that the most cost-effective method is used as the Town organization grows.
9. Implement enhancements to employee professional development and continuing education opportunities to establish succession planning and to meet ever increasing skills needed for public service delivery.