

IMAGINE KANNAPOLIS STRATEGIC PLANNING PROCESS

February 14, 2022

PHASE ONE: WHERE ARE WE NOW?

The purpose of this initial phase in the Imagine Kannapolis strategic planning process is to establish a solid foundation for the other phases through the gathering and organizing of key observations, information and data. This phase is designed to ask and answer important and difficult questions. Most importantly, this phase is intended to identify, anticipate, and in later phases (as needed) mitigate, alter or stimulate critical internal and external factors that can have an impact on the success of the Plan. *Phase One is projected to last a little less than two months.*

1. Presentation & Approval of the Process.

i *This document is the game plan for the development of the Imagine Kannapolis Strategic Plan. It spells out the process, tasks, timeframe, roles/responsibilities, and expected outcomes.*

This process document will be presented to City Council by City Staff for its consideration.

Target Completion: Mid-February 2022.

2. Completion & Acceptance of a Situation Report.

i *The Situation Report will be a very high level “State of the City” report that will document the relevant historical issues that have contributed to where we currently find ourselves as a City. It will celebrate the successes and acknowledge the shortcomings over the past nearly four decades since the City decided to chart its own destiny through municipal incorporation. This Report will also include select future projections and trend data to set the stage for the following phases.*

The Situation Report will be completed by City Staff and reviewed by City Council for any suggested changes, additions or deletions.

Target Completion: Late March 2022.

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3. Completion of SWOT Analysis for Kannapolis.

i *The Strength Weakness Opportunities and Threats (SWOT) Analysis is an effective way to organize relevant information gathered so City Council and the community can use it to discuss, prioritize and agree on the issues the City is facing. A SWOT analysis is an analytical method that will be used to identify and categorize significant internal factors (Strengths and Weaknesses) and generally external factors (Opportunities and Threats) facing the City government organization, our larger City proper, or in some cases our region, state, even nation.*

City Council will develop this SWOT Analysis with assistance from City Staff as part of a one- or two-day retreat.

Target Completion: Early April 2022 Retreat.

PHASE TWO: WHERE ARE WE GOING?

This phase will build on the foundation established in the previous phase. It uses the work completed with the development of the Situation Report and the SWOT Analysis to form the basis of looking to the future. This is done first at a broad level with visioning and then in more detail in the later phases. *Phase Two is projected to last between three and five months.*

1. Develop a new set of Guiding Principles and a Mission Statement.

i *This sub-phase helps answer the question “why are we here?” The Guiding Principles are value statements that articulate what is important for our organization and the community at large and will serve as the cornerstone for all later phases and activities of this process.*

The Mission Statement is a written declaration of purpose that describes what our City government as an organization does, and for whom. It should:

- *Clearly state what business we are in.*
- *Answer the questions: “who we are?” “what do we do and, for whom?” “how do we do it?” and “why it’s important?”*
- *Be the ultimate rationale for the City government’s existence.*
- *Be broad enough to accommodate current and future times.*
- *Be easily understandable to anyone who reads it.*

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City Council will establish this Mission Statement with assistance from City Staff as part of a one- or two-day retreat.

Target Completion: Early April 2022 Retreat.

2. Establishment of a Future Vision for Kannapolis.

i *The objective of this sub-phase is to develop a future vision for the City. The Vision is a dream or picture of what the City wants to look like in the future. It should have the aim of reaching our full potential. This Vision is documented in words as a statement with any support materials needed for adequate documentation and communication. This Vision Statement should:*

- *Provide a clear picture of Kannapolis' future.*
- *Be challenging and inspiring.*
- *Provoke emotion, enthusiasm and excitement.*
- *Be audacious but believable.*
- *Positively contribute to our overall mission.*
- *Capitalize on core assets.*
- *Provide a larger sense of purpose.*

This Vision should look long-term but should not set a specific timeframe like "Kannapolis 2040." It should describe the desired City profile at a to-be-determined timeframe and focus on the path to get there. However, projects, initiatives and programs working towards the Vision should be implemented in 5- year increments.

City Council will establish this Vision with assistance from City Staff as part of a one- or two-day retreat.

Target Completion: Early April 2022 Retreat.

3. Establish Overarching Focus Areas.

i *Focus Areas should be viewed as "buckets" to help keep the Imagine Kannapolis Strategic Plan organized and easy for all to understand. They should emerge rather easily after the previous steps in the process are completed. Examples include: Public Safety, Community Livability, Health & Well Being, and Transportation. There may be a dozen or more Focus Areas. At the end of this process document is an example of the kinds of Focus Areas that may be considered for Kannapolis.*

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These Focus Areas will be developed by City Staff, presented to (and reviewed by) City Council for any suggested changes, additions or deletions. This will occur as part of a one- or two-day retreat.

Target Completion: Early April 2022 Retreat.

4. Completion of a Resource Assessment.

i *City Staff will develop and present a Resource Assessment focused primarily on financial capacities (cash, operating and debt) projected to be available over the first five-year window of the Strategic Plan (anything more than five years is largely a guess). Ultimately, as part of the final Imagine Kannapolis Plan development, this Resource Assessment will be converted to a multi-year Financial and Operational Plan that will part of the Plan's implementation. Access to funding for the Plan's priorities could become a constraint to effective implementation. As the process progresses, several strategies may be examined (e.g., increase the level of resources, make more efficient use of existing resources, re-prioritizing existing expenditures and programs). Knowing what kinds of resources are available is an important part of prioritizing projects, initiatives and programs in the next phase.*

This assessment will be completed by City Staff, presented to City Council for its review and acceptance.

Target Completion: Early April 2022 Retreat.

5. Set Strategic Objectives for each Focus Area.

i *The purpose of this sub-phase is for the City leadership to set clear Strategic Objectives for our City. This is also the part of the process where the larger community will be asked to participate. Strategic Objectives accompany the Vision, translating its content into clear statements about what the City wants to achieve for each Focus Area (specific targets, specific magnitudes, and timing). The Strategic Objectives connect existing variables with expectations and resources. These objectives are intended to coordinate issues identified in the Situation Report and SWOT analysis with the programs, initiatives and projects to be formulated in the next steps. These Strategic Objectives should target action within a five-year window.*

Community Involvement: Five community stakeholders (or seven if necessary) will be appointed to each of the Focus Areas to brainstorm and develop recommendations

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to City Council about these objectives as well as the strategic priorities described in the next phase. A City Staff member will coordinate and provide facilitation for these “Focus Groups.” Ideally these objectives can be finalized in no more than three meetings for each Focus Group.

It should be noted that there will likely be certain “crosscutting” issues which are relevant and important not only to one Focus Area but transcend or “cut across” multiple Focus Areas. For example, an affordable housing initiative can have a positive impact on economic development, transitional housing/ homelessness and the health and well-being of our community. A recognition of this should be established with each Focus Group and the Staff facilitator will be expected to communicate these crosscutting issues with the other relevant Focus Groups as a means of coordinating and integrating the final recommended programs, projects, initiatives and strategies.

During this time, a community survey regarding the Focus Areas and potential projects, initiatives, programs and strategies will be conducted.

Target Completion: Mid-July 2022.

PHASE THREE: HOW ARE WE GOING TO GET THERE?

This phase involves the formulation of relevant projects, initiatives, programs and strategies and prioritizes all of these for implementation. These strategies will guide the City’s leadership (elected and staff) in taking the necessary steps towards achieving its desired Vision. *Phase Three is projected to last between four and six months, then on-going.*

1. Develop Strategic Priorities with Desired Outcomes.

i *This part of the process is where the rubber hits the road. The stakeholder Focus Groups described in the previous phase will continue their work to establish these recommended Strategic Priorities.*

The purpose of this sub-phase is to focus on “operationalizing” the Vision and Strategic Objectives, turning these into concrete projects, initiatives, programs and strategies with a high likelihood of viability both financially and operationally. These projects, initiatives, programs and strategies help move the Plan forward towards the established Vision. These priorities will likely dovetail back to some of the previous City Council priorities established during the 2021 Virtual Retreat. Ideally there should

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be about three or four of these priorities in each Focus Area to make the Imagine Kannapolis Strategic Plan manageable (and substantive) but that is not a hard and fast rule. Some Focus Areas will naturally have a greater propensity to change elements. These priorities must at the same time be visionary AND realistic and results oriented. The desired outcomes for every project, initiative, program and strategy should be articulated.

The Focus Groups will work closely with the relevant City departments and other key stakeholders in the community to define the general scope of the projects, initiatives and programs, including an identification of the key components and activities. They will conclude on the range of institutional options for implementation, including but not limited to City government only, multi-governmental partnership, public-private partnership, City-non-profit community partnership.

Target Completion: Mid-July 2022.

2. Develop a Financial and Operational Plan for the Strategic Priorities.

- i** *Upon completion of the Strategic Priorities, City Staff will finalize a Financial and Operational Plan to guide implementation of the Plan. This will identify local funding for the Priorities, what Priorities will be executed with funding from other sources, and any potential further resource mobilization efforts necessary (human capital included).*

This Financial and Operational Plan will establish the expenditure and revenue streams for each project, initiative, program and strategy portfolio. It will look at the life cycle costing of the projects, including the capital investments needed and as well operation and maintenance costs, over a multi-year time frame. The Financial and Operational Plan will also sequence the implementation of projects and the allocation of resources from within the City government and others involved in the projects, initiatives or programs.

This task will also establish responsibilities: who will do what, and related to which project, program or initiative. Specific timelines will occur here. Linking the projects, programs and initiatives to financial and operational resources is extremely important in the process of moving from dreams to reality. It should be noted that limitations in funding and/or staff/community resources will almost certainly force a prioritization of projects, initiatives, programs and/or strategies.

This task will be completed by City Staff and reviewed by City Council for any suggested changes, additions or deletions.

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Target Completion: Late September 2022.

3. Final Imagine Kannapolis Strategic Plan Adoption.

- i** *At this point in the process, City Staff will finalize the Imagine Kannapolis Strategic Plan with all key elements and messaging described in previous steps.*

This task will be completed by City Staff, presented to (and reviewed by) City Council for any final suggested changes, additions or deletions. The Focus Groups may be asked to participate in the final document review and presentation to City Council.

Target Completion: Late November 2022.

4. Promotion of the Imagine Kannapolis Strategic Plan.

- i** *Communication of the new Plan and its implications on the future of the City will occur upon its adoption. A community update of the implementation of the plan will occur at least every quarter going forward. This communication should be two-way: as information being disseminated but also as a means of receiving feedback and listening to new or changing ideas. This can also be linked to monitoring and evaluation in the next and final phase.*

This will be an on-going task to be completed by City Staff.

Target Completion: On-going beginning upon Plan adoption.

PHASE FOUR: HOW DO WE STAY ON TRACK?

This phase involves Implementation, Monitoring & Evaluation to guide regular reviews and updates of the projects, initiatives, programs and strategies to ensure the Imagine Kannapolis Strategic Plan remains relevant well into the future and progress is continually made toward achieving the Plan's ultimate Vision. *Phase Four is projected to begin in December 2022 and will be on-going thereafter.*

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1. Management of the Imagine Kannapolis Strategic Plan Implementation.

i *The objective of this sub-phase is for the City departments and community partners defined in the Plan to implement the strategy and to take the steps necessary to deal with this efficiently and effectively. The actions and activities below will be necessary for an efficient Plan implementation to occur. The actions in the previous phases will have been working to ensure that this implementation sub-phase is well conceived at streamlined.*

- *Any necessary organizational reforms that are defined in the Plan will be implemented.*
- *Additional outside expertise, consultant services and internal capacity building activities will commence in accordance with the Plan.*
- *New internal communication tactics will be established to ensure all levels of City employees are engaged and informed about the Plan and its implications.*
- *Any necessary legal and regulatory instruments to support the implementation of the Plan will be completed and executed.*
- *As appropriate, State or Federal Legislators will be lobbied for funding or needed legislative authority to carry out the Plan.*
- *The formalization of various external partnerships will be completed.*
- *A new Capital Improvement Program (CIP) will be developed by City Staff and presented to City Council for its consideration soon after the Plan completion. Upon adoption of the new CIP, capital projects will proceed in the established process within the timeframe outlined in the final Plan.*
- *Initiatives and Programs included in the Plan will become part of annual budget preparation going forward in accordance with the timeframe outlined in the Plan.*

This will be an on-going task to be completed by City Staff.

Target Completion: on-going beginning upon Plan adoption.

2. Monitoring and Evaluation of the Imagine Kannapolis Strategic Plan.

i *The objective of this sub-phase is that the City monitors the implementation of the Plan and is able to adjust and modify aspects that need changing over time. Monitoring will be performed internally by City Staff. Upon Plan adoption, City Staff will continue to monitor progress, to collect monitoring data, and to report on progress.*

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These reports should be issued regularly by department heads to the City Manager and will be instrumental in adjusting priorities and to the Plan.

One purpose of monitoring is to ensure that all projects, programs and initiatives remain relevant and useful in pursuit of the ultimate Vision. The external context can change rapidly and alter the assumptions that were originally used and thus require re-thinking of parts of the Plan.

City Staff will provide both City Council with quarterly progress reports.

Annually, City Staff and City Council will examine ways to improve the Plan's implementation which may result in projects, initiatives, programs and strategies that need to be altered including adjustments to the scope, funding or timing (based mostly on City Staff data and information).

The City will also provide annual reports to the community which will include information in regard to the status, progress made, successes and challenges or all projects, initiatives, programs and strategies included in the Plan.

This will be an on-going task to be completed by City Staff.

Target Completion: on-going beginning upon Plan adoption.

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Example of Priority Focus Areas (the Kannapolis Strategic Plan may be designed differently):

