

Strategic Framework

Council Work Session
February 16, 2023

Strategic Framework Committee:

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Jon Decker

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David Cashwell

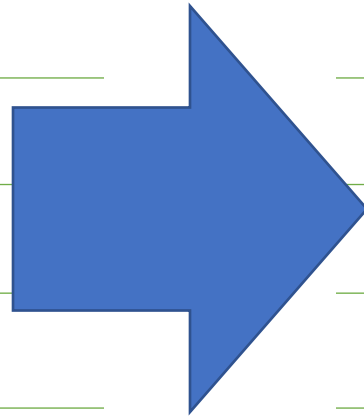


Why Do We Need a Strategic Framework

- **North Star**
 - *Not another plan*
- **Provides Context to Council's Strategic Priorities**
- **Incorporates Community Feedback**
- **Connects plans and priority with mission and vision**
- **Guides staff and council**
- **Informs decision making and financial planning**
- **A Living Document**
 - *Five-Year Focus*

Council Priorities

2021/2022
Affordable Housing
Homelessness Assistance
Economic Development
Equitable Investments
Public Safety
Public Transit
Sustainability
Trash Removal



2023(February Strategy Session)
Safest City
Most Skilled Workforce
Youth Sports Capital
Easiest Place to do Business
Most Connected City
Entertainment and Recreation Hub
Adequate Supply of Attainable Housing

Why City Council Priorities Matter

Priorities from top leaders influence:

- Community Connection
- Community Understanding
- Short-term execution of long-term plans
- The allocation of resources to meet goals

Priorities are developed based on the following:

- Community Feedback - *What does the community expect?*
- Staff Feedback- *What will it take to meet those expectations?*

Priorities are a:

- A guidepost for service
- A report card to the community

Why Do Values Matter

Community values speak to:

- The *feel* of Greensboro
- Resident experience/expectation
- Driving force for elected officials and public servants (process)
- Peer feedback on the relationship between Vision and Values



Greensboro's Values:

Equity • Sustainability • Prosperity • Purpose Driven • People Centered • Data Informed • Innovative

Greensboro's Vision

A community with endless economic opportunities and exceptional quality of life.

Greensboro's Mission

To shape an inclusive future for equitable economic opportunity and sustainable, safe neighborhoods through resident focused services and programs.

Strategic Framework

Greensboro's Purpose

To be the most desirable mid-sized city in the United States.

Greensboro's Values:

EQUITY – SUSTAINABILITY – PROSPERITY – PURPOSE DRIVEN – PEOPLE CENTERED – DATA INFORMED - INNOVATIVE

Priorities

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Process

Police Department, Fire, GM 911, Office of Community Safety, Transportation, Water Resources

Workforce Development, Economic Development

Parks & Recreation, Planning

Economic Development, Engineering & Inspections, Planning Transportation, GTA, Planning

Parks & Recreation, Libraries & Museum, Office of Cultural Affairs

Housing & Neighborhood Development, Planning, Human Rights

(not limited to)

Policies

Vision Zero, NDO

Plan 2 Play

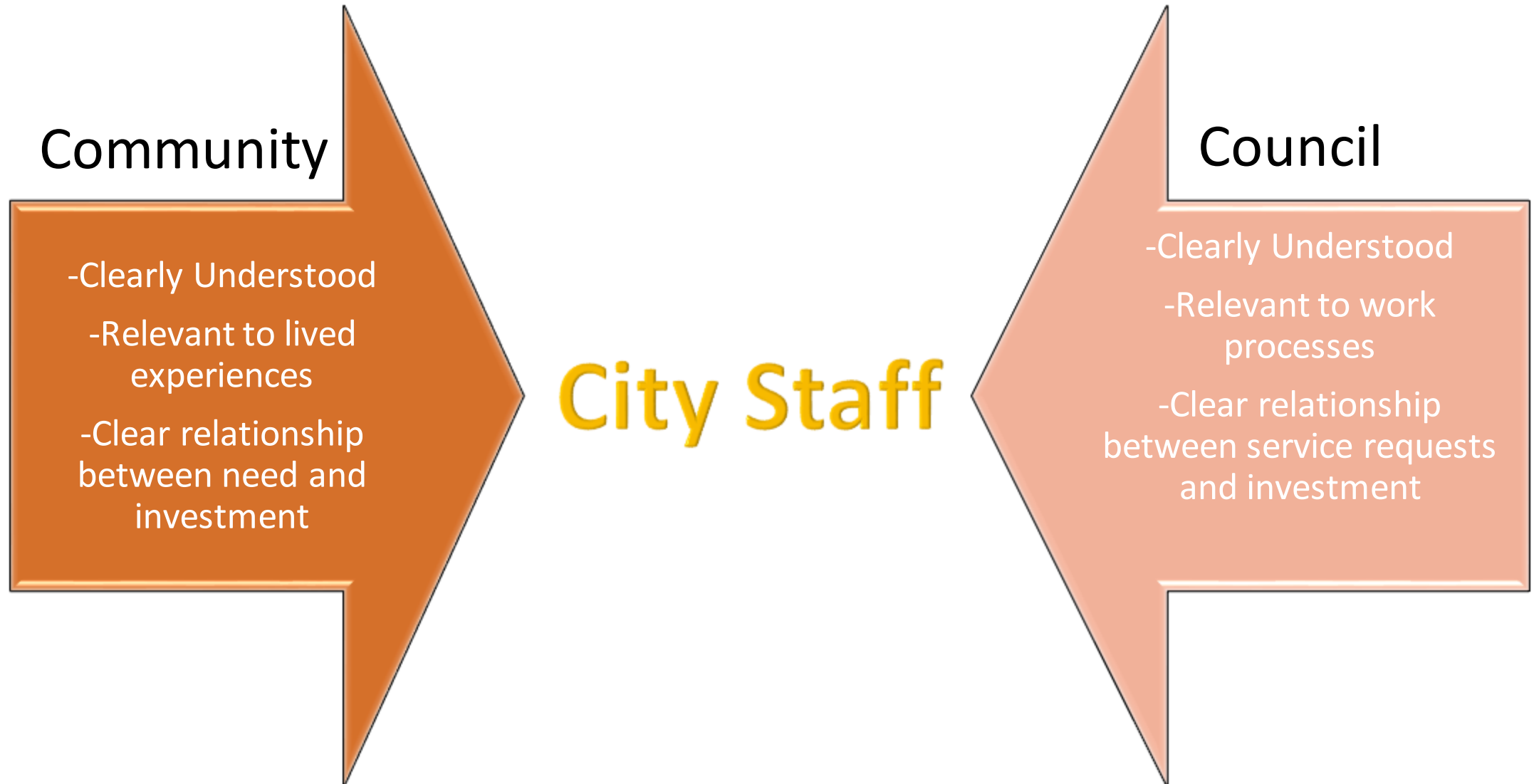
GSO2040, Land Development Ordinance, Fiscal Management, Government Efficiency
Car Optional City, Mobility 20245

Attract and Retain Young People

Housing GSO

(not limited to)

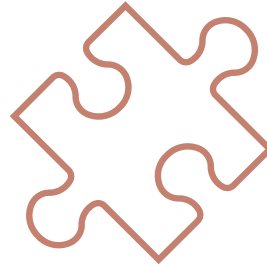
Aligning Community and Council Priorities



Aligning Legislative Strategies to Priorities



The City's priorities should serve as a guidepost for the development of a legislative agenda



Strategic frameworks help to ensure that priorities are accurately determined and that measurable outcomes are formulated and monitored



The success of a legislative agenda can be measured by both qualitative and quantitative metrics, also determined as part of a strategic framework

Aligning Fiscal Investment and Priorities



SHOULD REFLECT INVESTMENT IN PRIORITIES :

- Capital and Operating Investments
- Staff Time and Workforce Capacity
- Reallocation of Resources to Priorities

CONSISTENCY IN INVESTMENT:

- Demonstrates Stewardship and Financial Sustainability
- Earns Community Trust by Making Priorities Attainable
- 5-YEAR PLAN = ACCOUNTABILITY TOOL

Importance of Data in Priority Setting

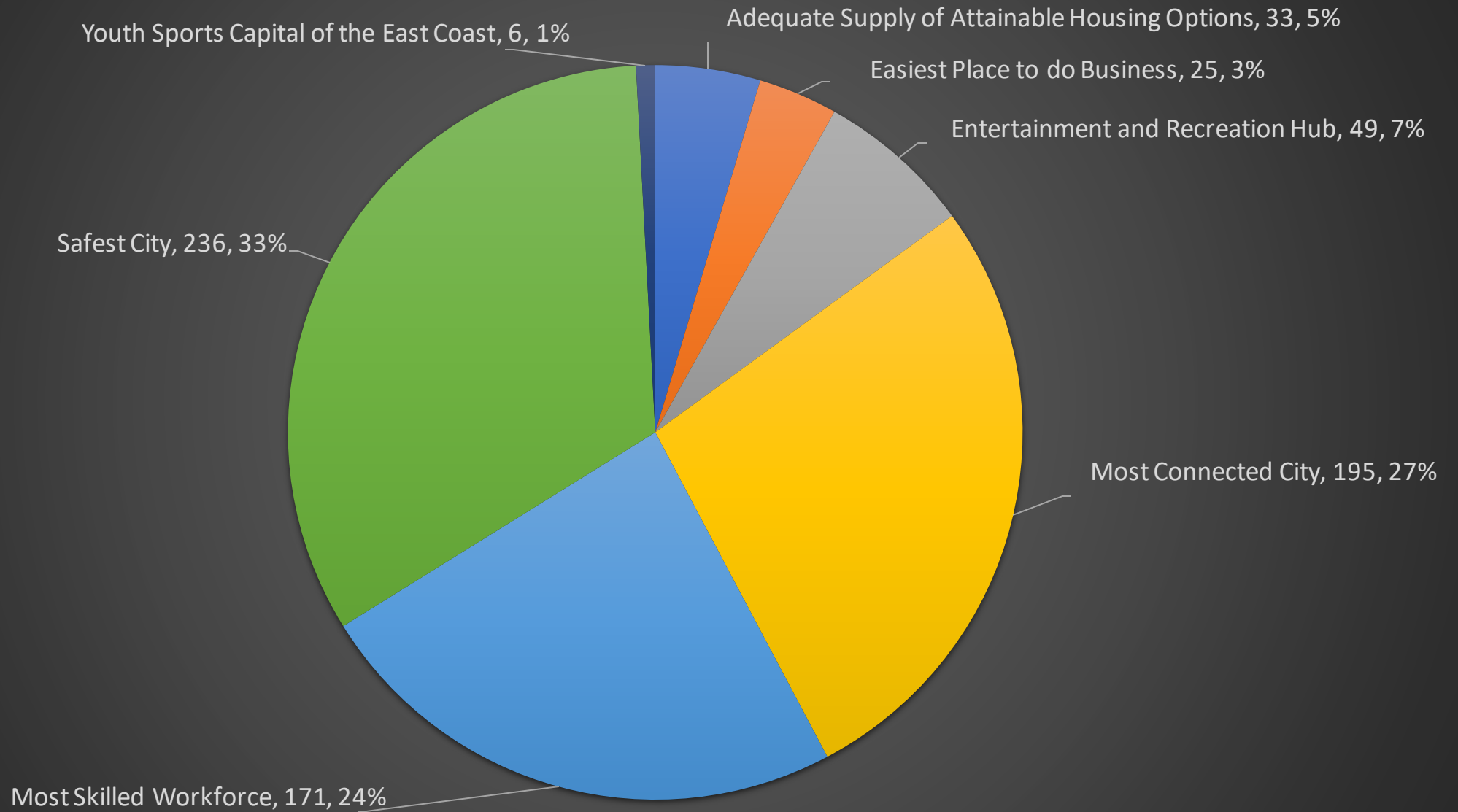
Data:

- Educates relevant parties
- Substantiates decisions made
- Tracks progress towards success

Types of Data and Examples:

- Platform-based (Zen City)
- Report-based (Annual Reports, Departmental Plans)
- Anecdotal (Council Town Halls, Talks with Tai, Chief Thompson's Community Meetings)

Strategic Principles Represented in Annual Reports Performance Measures



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Five – year Strategic Plan: *Potential Next Steps*

- Development of Draft Strategic Framework
- Council Review of Draft Framework
- Approval of Framework by City Council
- Release of Plan
- Policy Audit

