



STRATEGIC PLAN FY25-30

W^{CITY OF}
ILMINGTON
NORTH CAROLINA



CREATE A THRIVING, INCLUSIVE AND AFFORDABLE COMMUNITY OF NEIGHBORHOODS

Objective 1: Improve the availability and options of quality housing that is affordable to a broad range of income levels.

- Create more pathways for housing opportunities.
- Evaluate city policies and codes to reduce barriers to the development of affordable housing.
- Enhance collaboration with the private sector and non-profits to find sustainable housing solutions for persons at risk or experiencing homelessness.

Objective 2: Foster vibrant neighborhoods that connect existing and future residents to the places where people work, live, and play.

- Support programming for healthy homes that are safe and sustainable.
- Complete the Greater Downtown Plan.
- Connect communities with pathway facilities that promote open space and community activities.

Objective 3: Utilize public engagement strategies to better align city services with community priorities across all neighborhoods throughout the city.

- Develop a public engagement program that informs neighborhoods of services the city provides and that gathers opinions on improvements.
- Invest in and implement community-based practices that leverage public engagement in managing public safety.
- Define ways to support the implementation of goals identified in the P&R Master Plan.



DEVELOP AN EFFICIENT, ACCESSIBLE, AND SUSTAINABLE MULTI-MODAL TRANSPORTATION NETWORK AND CITY INFRASTRUCTURE

Objective 1: Improve transportation options and reduce congestion.

- Coordinate and leverage transportation investments with regional partners.
- Improve access to alternative modes of transportation and diversify mode choices.
- Support the transit system and assist in developing long-term sustainable funding options.

Objective 2: Improve roads, sidewalks, and trails to prioritize a safer, walkable, and bikeable community.

- Complete the 2014 Transportation bond projects and evaluate and assist in the development of a potential 2026 transportation Bond referendum.
- Explore opportunities to improve neighborhood traffic.
- Coordinate and plan for future growth through the Walk Wilmington and the Greenway Masterplan.

Objective 3: Maintain and improve the city's infrastructure.

- Identify sustainable and long-term funding for asset maintenance and develop associated plans.
- Increase the resiliency of public infrastructure through the identification and improvement of network vulnerabilities caused by storm events and other natural disasters.
- Improve efficiency in waste collection and recycling efforts.



ACHIEVE ORGANIZATIONAL EXCELLENCE

Objective 1: Recruit, develop, and retain a diverse, high-performing workforce.

- Develop strategies to attract and retain highly qualified, diverse candidates.
- Implement a city-wide learning management system.
- Create well-defined pathways for advancement, leadership, and knowledge transfer opportunities.



CREATE A SAFE, HEALTHY & ENGAGED COMMUNITY

Objective 1: Provide public safety services that match the unique needs, values, and concerns throughout our diverse community.

- Continue efforts to reduce violent crimes in the Wilmington community.
- Improve safety along city right of ways for vehicular and pedestrian users.
- Enhance the city's comprehensive emergency preparedness and management plans.

Objective 2: Partner with federal, state, and local agencies to ensure the delivery of exceptional public safety and emergency services to people experiencing homelessness or drug addiction.

- Continue and expand partnerships and the Getting Home program to coordinate, communicate and engage with persons living or at risk of being unsheltered.
- Explore and develop a security program for public facilities ensuring the safety of staff and visitors.
- Continue the city's partnership with the Quick Response Team and explore opportunities for enhanced service.

Objective 3: Improve quality of life through minimum housing standards, enforcing city codes, and providing opportunity and access to a healthy home.

- Continue to develop, evaluate, and expand the collaborative Community Risk Reduction Program.
- Seek new and creative ways to mitigate city code violations.
- Partner across city departments, non-profit organizations, and the community at large to provide young people with opportunities for growth and development.

Objective 2: Align facilities, staff, and technology with organizational and community needs, making efficient use of available resources.

- Increase accessibility of all documents and records to internal and external customers.
- Develop and implement a comprehensive employee safety program.
- Establish a structure and formalized process for updating and maintaining organizational policies and procedures.

Objective 3: Expand effective and equitable customer service to both internal and external customers through improved collaboration, communication, and community engagement.

- Develop and implement consistent customer service standards, training, and evaluation methods organization-wide.
- Develop and implement a city-wide Customer Relationship Management system to facilitate better customer service.
- Identify and develop additional opportunities for community accessibility including providing access options to meet the diverse needs of the community.

CULTIVATE AN ENVIRONMENT FOR ECONOMIC GROWTH, JOB CREATION, AND CULTURAL VIBRANCE

Objective 1: Create strategies and tools to attract new businesses and retain and grow existing ones.

- Review, identify, streamline, and improve existing city policies, programs, and processes to support economic growth.
- Assess and develop creative economic development tools and entrepreneurial ecosystems.
- Conduct a Minority and Women-Owned Business Enterprise Disparity Study and develop a comprehensive MWBE plan for the city.

Objective 2: Identify and enhance local and regional economic development partnerships.

- Develop partnerships to support or develop programs that expand workforce development opportunities for all skill sets and backgrounds.
- Leverage local, state, and federal programs, resources, and relationships to cultivate economic development opportunities.
- Evaluate downtown parking strategies to address changing office, retail, and residential needs, including the development of curbside management strategies.

Objective 3: Enhance and grow Wilmington's position as a nationally recognized entertainment, cultural, and tourism destination.

- Assess the preliminary recommendations from the Wilmington Convention and Visitor Bureau's commissioned Riverwalk Assessment and develop a multi-year improvement plan.
- Develop an economic impact study for Live Oak Bank Pavilion and Greenfield Lake Amphitheater.
- Upon completion of the Riverwalk North Feasibility Study, assess preliminary findings and identify options to fund construction of a northern extension to the Riverwalk.



BUILDING A BETTER CITY EVERY DAY

The City’s Strategic Plan serves as a collaborative roadmap that outlines shared goals for the community and staff. This guiding document represents stability and opportunity for those who live, work, and build their business here.

Strategic planning is a vital tool utilized to enhance organizational performance and sustainability. It serves as a guide for departments to routinely improve their service delivery and make our desired future a reality.

The Plan’s governance teams are encouraged to remain open-minded, embracing the potential for adjustments to priorities in response to the changing needs of the community.

Progress on the strategies outlined in the plan are driven and reported on by cross-departmental teams working alongside community partners. The implementation plan showcases the collaborative efforts of interdisciplinary volunteers dedicated to sustaining a stable foundation of programs and services that contribute to building a better city every day.

