



Town of
Leland

Growing our future. Nourishing our roots.

Strategic Plan Update

Town of Leland

Kelli Newton, Budget & Strategy Manager

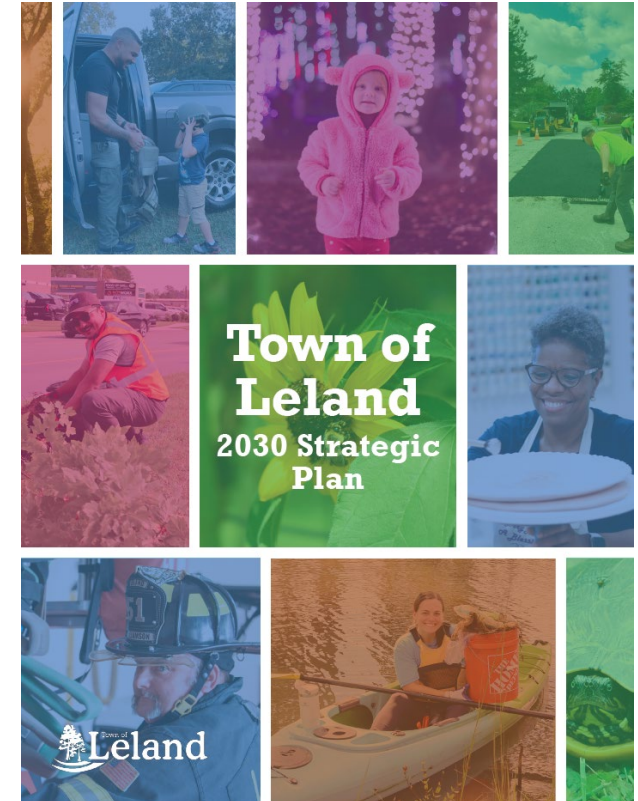
July 13, 2026

Agenda

- 2030 Strategic Plan
 - Purpose
 - Core Values
 - Vision & Mission
 - Strategic Priority Areas
 - Strategic Framework
- Strategic Initiatives Status Update
- 2030 Strategic Plan Resources

Purpose

- The creation of the 2030 Strategic Plan was to provide Leland with a tool that can be used by elected officials and staff to:
 - align goal setting
 - create a framework for the allocation of resources
 - focus efforts to meet the vision of the Town
- The Plan reflects thoughtful guidance from the Town Council, extensive staff collaboration, and valuable input from residents.
- Adopted on October 7, 2024, the Town of Leland 2030 Strategic Plan serves as a roadmap for the community's future.



Core Values

Core Values describe how we operate and what we rely upon internally to make decisions, as they identify principles and ethics that drive the organization's actions and behaviors. Core Values ultimately shape the organizational culture and decision-making process.

 **Communication**  **Engagement**

 **Service Excellence**  **Respect**

 **Supportive Work Environment**



Vision & Mission

Vision Statement

Leland is a vibrant, safe, inviting, and resilient Town with exceptional services that support a diverse community.

Mission Statement

We serve our community with ethics, integrity, and transparency while providing efficient, effective, and fiscally responsible municipal services through a commitment to excellence and our core values.

Strategic Priority Areas

After establishing the Town's vision, mission, and core values, the Council identified five Strategic Priority Areas (SPAs) based on an analysis of internal and external factors.

These SPAs represent critical five-year focus areas within the strategic plan that support achieving long-term goals.



Safe Community



Resilient, High-Quality Infrastructure and Environment



Communication and Engagement



Organizational Excellence



Business and Neighborhood Enhancement

Strategic Framework

Goal: A broad statement about what we intend to achieve.



Objective: Identifies how we will achieve our goal.



Strategic Initiative: A specific project with 12-18 month deliverables. This is a major organizational lift in terms of time, impact, and allocation of resources.

Strategic Initiative Statuses

Status	Description
Not Initiated	Initiative is planned but no work has begun.
In Progress	The initiative has officially started and is actively moving forward from planning to execution according to
Delayed	Challenges affecting progress, which may cause delays or temporary pauses in work.
Completed	All planned work is finished and outcomes are achieved.
Cancelled	Initiative is no longer active or has been officially stopped.
Postponed	Work has been intentionally paused with a future restart planned.
New	The initiative was added during this update cycle and is awaiting initial planning or kickoff.



Strategic Priority Area #1: Safe Community



Strategic Initiative	Status - December 31, 2025	Status - June 30, 2026
Complete the Threat and Hazard Identification and Risk Assessment (THIRA)	Delayed	Delayed
Establish a Continuity of Operations Plan (COOP)	Delayed	Delayed
Implement a quarterly emergency simulation training program	Delayed	Delayed
Update the Emergency Operations Plan (EOP)	Delayed	Delayed
Add one additional drone to the unmanned aircraft system program	New	In Progress
Add two additional drone pilots to the unmanned aircraft system program	New	In Progress
Create a maintenance and inspection program for operational equipment	New	In Progress
Create a park property maintenance and enhancement program	New	In Progress
Evaluate and develop a plan to increase on-shift training hours - Fire	Not Initiated	In Progress
Evaluate and develop a plan to increase on-shift training hours - Police	In Progress	In Progress
Review and update Operational Response Guidelines	New	In Progress
Review and update the Community Risk Reduction program	New	In Progress
Develop an outreach program for the Hurricane Expo	New	Not Initiated
Establish a plan to implement a Town-wide camera system	In Progress	Postponed

Strategic Priority Area #2: Resilient, High-Quality Infrastructure and Environment



Strategic Initiative	Status - December 31, 2025	Status - June 30, 2026
Conduct an assessment to identify and prioritize stormwater deficiencies within the Town's stormwater network	In Progress	Completed
Conduct an assessment to identify sidewalk and multi-use path additions and connections	In Progress	In Progress
Create a new sidewalk and sidewalk connections program	New	In Progress
Create a pavement markings, crosswalks, and signage program	New	In Progress
Create an ordinance to reduce development within the floodplain	In Progress	In Progress
Identify bicycle lanes, new pavement markings, and crosswalks recommended in the Integrated Mobility Plan (IMP)	In Progress	In Progress
Identify street connections recommended in the Integrated Mobility Plan (IMP)	In Progress	In Progress
Prioritize and implement recommendations outlined in the ADA Transition Plan	In Progress	In Progress
Update the Code of Ordinances to improve open space requirements	In Progress	In Progress
Update the Code of Ordinances to improve street interconnectivity requirements	In Progress	In Progress
Update the Parks, Recreation, and Open Space Master Plan	In Progress	In Progress
Update the street assessment report and prioritize road maintenance projects	In Progress	In Progress
Create a sidewalk maintenance program	New	Not Initiated
Create and adopt a policy to resurface 5% of roads annually	New	Not Initiated

Strategic Priority Area #3: Communication and Engagement



Strategic Initiative	Status - December 31, 2025	Status - June 30, 2026
Create a storytelling content calendar and coordination plan	New	Completed
Develop a community outreach program	In Progress	Completed
Develop template/kit for elected officials for community events/hot topics	In Progress	Completed
Create a citizen academy	New	In Progress
Create an online transparency publication	In Progress	In Progress
Develop a program to increase engagement opportunities for Boards and Committees	New	In Progress
Develop a social media presence action plan	In Progress	In Progress
Implement a new Town mobile application	New	In Progress
Migrate and redesign Town website	New	In Progress
Produce a Popular Annual Financial Report (PAFR)	New	In Progress
Update and enhance the Project website	New	In Progress
Create and adopt a Parks, Recreation, and Cultural Resources Strategic Plan	Not Initiated	Not Initiated
Develop an outreach program for Cape Fear River Watch	New	Not Initiated



Strategic Priority Area #4: Organizational Excellence



Strategic Initiative	Status - December 31, 2025	Status - June 30, 2026
Create and adopt a debt management policy	In Progress	Completed
Create specialized training programs for each Board and Committee	In Progress	Completed
Review and adopt an updated Fund Balance Policy	In Progress	Completed
Review and adopt an updated Investment Policy	New	Completed
Review and adopt an updated Sponsorship Policy	New	Completed
Create a comprehensive IT training program	In Progress	In Progress
Create a comprehensive recruiting and hiring policy and program	Not Initiated	In Progress
Create a comprehensive training and professional development program	Not Initiated	In Progress
Create a department business plan - Building Inspections	New	In Progress
Create a Facility Cleaning Program for each Town facility	New	In Progress
Create a Facility Maintenance Program for each Town facility	New	In Progress
Create an acquisition and replacement plan for fleet and equipment	In Progress	In Progress
Create and maintain a master list of Town projects	New	In Progress
Deliver internal training to support the Comprehensive Technology Training Plan	New	In Progress
Deliver internal training to support the Electronic Records Policy	New	In Progress
Develop a comprehensive IT cybersecurity roadmap	New	In Progress
Develop a program to increase training opportunities for Boards and Committees	New	In Progress
Establish standard response times for on call staff	New	In Progress
Implement a Public Records Request Platform	New	In Progress
Review and update the Electronic Records Policy	New	In Progress
Complete a program feasibility study - Parks, Recreation, & Cultural Resources	New	Not Initiated
Create and maintain a master list of business intelligence opportunities	New	Not Initiated
Conduct a space needs assessment	Postponed	Postponed

Strategic Priority Area #5: Business and Neighborhood Enhancement

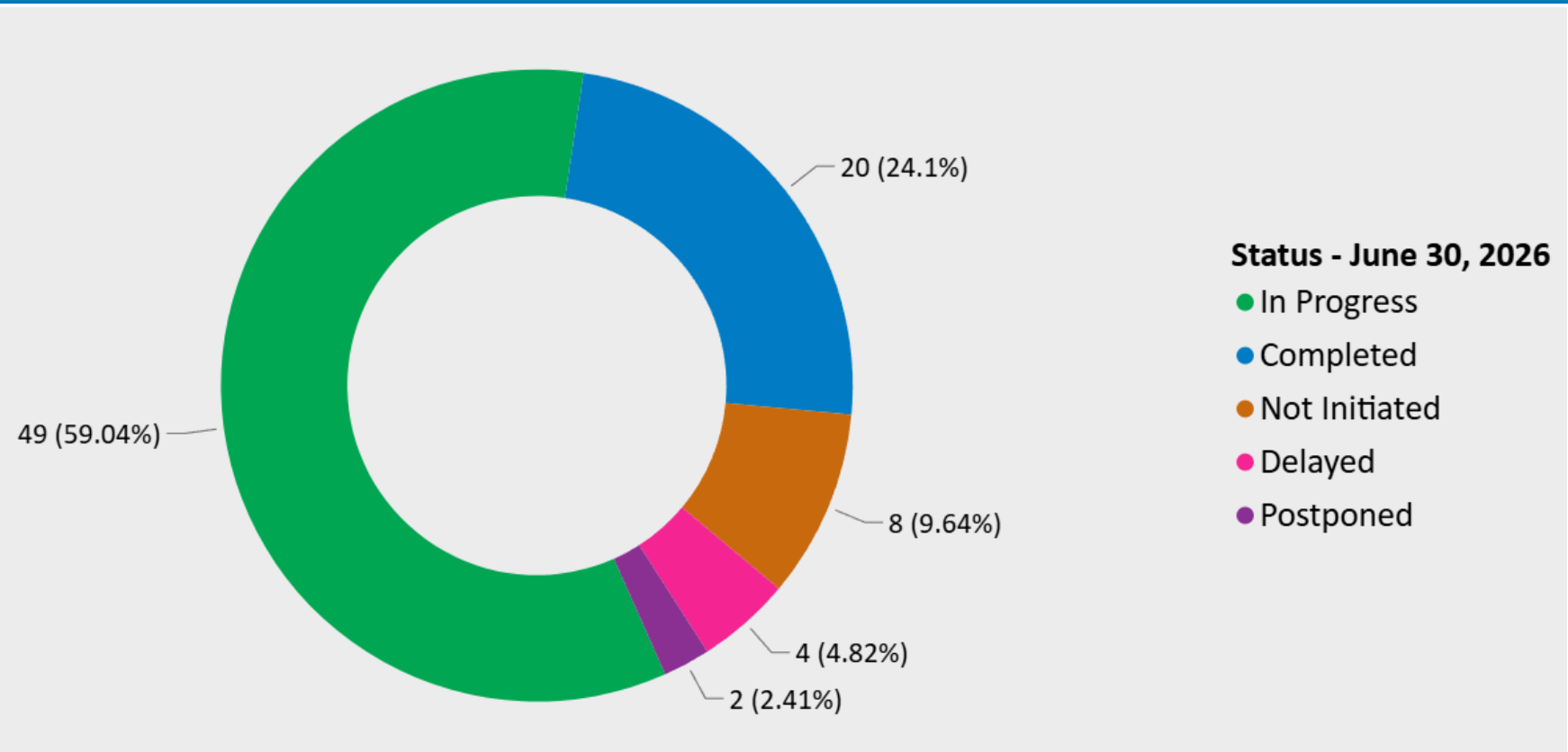


Strategic Initiative	Status - December 31, 2025	Status - June 30, 2026
Create and implement a Business Retention and Expansion (BRE) program	Not Initiated	Completed
Create an entrepreneurial support initiative	In Progress	In Progress
Create requirements for street yards	In Progress	In Progress
Create the South Navassa Road corridor study	In Progress	In Progress
Create the Village Road corridor study	In Progress	In Progress
Determine placemaking opportunities	In Progress	In Progress
Develop a dedicated economic development fund	In Progress	In Progress
Evaluate zoning regulations, districts, and restrictions	In Progress	In Progress
Collect informational content to create marketing materials that promote the Gateway District	New	Not Initiated



Strategic Initiatives as of June 30, 2026

Status	Amount
Completed	20
Delayed	4
In Progress	49
New	0
Not Initiated	8
Postponed	2
Total	83



2030 Strategic Plan Resources



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2030 Strategic Plan





The Town adopted the [2030 Strategic Plan](#) to guide elected officials and staff as they work to allocate resources, meet goals, and ensure alignment with the defined Vision.



STRATEGIC PLAN PORTAL

Finance
[2030 Strategic Plan](#)
[Budget](#)
[Financial Reports](#)
[Grants & Funding Opportunities](#)
[Municipal Vehicle Tax FAQ](#)
[Property Tax Calculator](#)
[Taxes](#)
[Vendor Information](#)
[Frequently Asked Questions](#)

Related Links
[Leland 2045](#)
[Town of Leland Budget](#)

COMMUNICATION AND ENGAGEMENT

Overview

The Town of Leland aims to enhance public engagement and trust by increasing participation in Town activities, improving transparency, strengthening social media presence, and elevating customer service satisfaction. Internally, the focus is on better communication and collaboration among departments. Externally, the Town seeks to promote its achievements and services, ensure effective crisis communication, and foster positive relationships with other government entities. Additionally, the Town is committed to expanding and diversifying recreational services to improve residents' quality of life through accessible and valued parks and recreation programs.



Questions?



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