Town of Mooresville
Strategic Framework

Vision

To improve the economic and social well being of all the citizens of Mooresville.

Prime Focus

We serve our citizens.

Value Statement

We are professionals who are accountable to our citizens, serving them as a cohesive team committed to honesty, integrity, and fairness.

Mission

To enhance the quality of life of the citizens of Mooresville by providing valued governmental services and directing well planned growth and development.

Town Board General Principles

Individually and as a group, the actions we take and the decisions we make should always:

1) ***Maintain or enhance the financial integrity of the Town.***
2) ***Maintain or enhance the level of service provided to the citizens.***
3) ***Respect the commitment of the taxpayers.***
4) ***Respect the sacrifices and efforts of the Town employees.***

Goals

Land Use
To utilize land use planning as a tool to balance the Town's commercial, retail, industrial, and residential growth from centers out and to mesh with the South Iredell community, while maintaining a separate identity.

Economic Development
To work with the Mooresville-South Iredell Economic Development Corporation and other organizations to create an environment that supports the attraction of new and diverse companies and to encourage existing companies in their growth and stability.

Parks and Recreation
To provide recreational opportunities for all ages and groups to improve the quality of life for the citizens of Mooresville.

Operations
To serve the citizens of Mooresville in a responsive, efficient, and friendly manner.

Roads and Traffic
To improve Mooresville's roads and transportation network.

Financial Performance
To ensure financial stability through planning, efficiency, and balanced growth and increase self-funding of necessary and desirable services.

Objectives

- ❑ To achieve at least 95% compliance with the approved land use plan.

- ❑ To generate 5000 new jobs:
  - Industrial and office: 3000 jobs by 2012
  - Small business: 1000 jobs by 2012
  - Retail/hotel: 1000 jobs by 2012
- ❑ To increase the commercial & industrial tax base 5% by 2012
- ❑ To maintain at least 35% commercial property valuation

- ❑ To increase the number of participants in Town recreational programs by 25% by 2010.
- ❑ To provide 400 acres of parks and 25,000 square feet of indoor facilities in Mooresville by 2010.
- ❑ To have new greenway projects, walking trails, and bike paths developed in Mooresville.

- ❑ To improve on the 2007 Net Promoter Score of 2.8.

- ❑ To improve citizen satisfaction with roads and transportation as measured by the Citizen Survey.
- ❑ To implement additional infrastructure from the Town and developers.

- ❑ To maintain an un-appropriated General Fund fund balance of at least 20%.
- ❑ To achieve positive operating cash flow each year.

Strategies

1. Review and enforce policies and regulations to guide land use and continually update a land use plan that embraces an expanding Mooresville metro area.
2. Use zoning and other policies and develop and implement specific tools to encourage infill and redevelopment (in conjunction with the Mooresville Historic Preservation Commission and others).
3. Assure that the Board, the Planning Board, staff, citizens, and developers understand the plans, rules, and process through effective communication and consistent application of the land use plan and land development processes.
4. Collaborate with other jurisdictions on land use planning and decisions.
5. Utilize growth management tools to guide Mooresville's growth.

6. Support the implementation of Mooresville-South Iredell Economic Development Corporation initiatives.
7. Improve internal and external marketing to publicize the positive aspects of Mooresville.
8. Provide governmental services and infrastructure with a focus on regional economic development needs.
9. Lead collaboration with various entities involved in economic development in Mooresville to assure shared vision and focused resource allocation.

10. Create, update, and implement a financial strategy for funding of parks and recreation and aggressively implement the Parks and Recreation Master Plan.
11. Provide a regional recreational environment and aggressively seek partnership opportunities with other governmental entities and the private sector.
12. Enhance the marketing of Mooresville's recreational programs.
13. Develop and encourage logical greenway projects that connect population centers and destinations.
14. Improve recreational facilities and opportunities available to residents of the urban core.

15. Conduct annual citizen survey to understand citizens' needs and expectations, to measure their satisfaction, to identify improvement opportunities, and to emphasize the importance of the quality of citizen service.
16. Develop departmental budgets and performance measures and operate Town departments accordingly.
17. Respect the chain of command within Town government.
18. Lead collaboration with other public and private sector organizations to accomplish projects and goals of mutual benefit.
19. Evaluate Mooresville's role as a regional utility services provider.
20. Review, maintain, update, and exercise the emergency management response program.
21. Focus resources to assure that Mooresville remains a safe community.
22. Conduct periodic staff surveys and respond to the results.
23. Re-evaluate the human resource management process.
24. Implement comprehensive communications plan for the town of Mooresville.

25. Evaluate and, as appropriate, implement recommendations of the Traffic Task Force with consistent follow-up with NCDOT.
26. Continue to seek transportation funding opportunities and increase the annual Town allocation to transportation.
27. Communicate with citizens on a regular basis about traffic issues, cost of improvements, and progress.
28. Require the development community to contribute land and improvements to support the transportation infrastructure.

29. Maximize non-tax sources of income including user fees, grants, and other sources.
30. Identify opportunities to enhance efficiency in all activities including use of technology, vehicles, equipment, people, etc.
31. Improve financial and reporting systems.
32. Communicate the value of departments' and employees' actions in improving the Town's financial position.

May 5, 2008