



# CHINA GROVE

Come Grow with Us

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*An original town.*



## 2024-2027

# STRATEGIC PLAN



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# 2024-2027 Strategic Plan

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### Word From the Mayor:

*“China Grove continues to rapidly transform, and I am honored and humbled to lead our great little town into a new era. This strategic plan lays the groundwork for us to achieve the vision we have, ensuring that our infrastructure, services, and opportunities align with the needs of ALL of us. Together with our citizens, our businesses, our civic groups, and our government, we will become the preferred place for people to live, shop, dine, worship, work, and enjoy life.”*

- Mayor Rodney Phillips





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## 2024-2027 Strategic Plan

## Introduction

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Strategic planning helps a community identify priorities, envision the future, and create a plan of action for achieving that desired future. This strategic plan will help the Town of China Grove define a path for moving forward collectively. This plan will support the China Grove Mayor, Town Council, and town staff by connecting important decisions to an identified strategy and guiding vision.

As a guiding document, the Strategic Plan outlines the operating guidelines for the organization as a whole. Various terms and phrases are associated with key elements of this plan, and it is important to understand what each of these terms mean within the context of this strategic plan.

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The **CORE VALUES** represent the values upon which the organization bases its decisions and actions.

The **VISION STATEMENT** is an aspirational description that serves as a clear guide for choosing current and future courses of action.

The **MISSION STATEMENT** describes the unique purpose of the organization.

The **KEY FOCUS AREAS** are broadly defined areas that provide structure for the plan.

The **OBJECTIVES** are high-level tasks that capture the priorities for the next two to three years. Objectives also include potential activities the town may wish to undertake.





# China Grove's Vision & Mission

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The China Grove Vision and Mission statements define our purpose and align the people within our organization, ensuring that we are all working towards a single purpose. This commitment helps to increase efficiency and productivity in our organization.

## Vision

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The Vision Statement articulates a long-term view of the ideal future for the Town of China Grove.

In China Grove, our distinct charm and character shape a community that welcomes everyone, supporting growth and success for all.

## Mission

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The Mission Statement describes why the Town of China Grove exists and what it will do to help achieve its vision. The vision and mission statements will guide the work of the Town of China Grove, ensuring that all activities it undertakes will help achieve the vision.

To enhance community life by delivering services with excellence, improving the well-being of all and contributing to a prosperous shared future.





## Core Values

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Core values describe how we behave; they guide our everyday decision-making and how we treat each other and our customers. These values guide how we, the Town of China Grove, will effectively serve the community in the fulfillment of the Strategic Plan.

Our Core Values are central tenets that identify what we believe to be most important in our role as public servants, and they are the belief system that drives our overall mission – serving the citizens of China Grove.

### **Fairness**

We commit to fairness in all our interactions, ensuring that each individual is treated equitably and justly. Our decisions and practices aim to eliminate biases and promote equal opportunities for everyone in our community.

### **Integrity**

We uphold the highest ethical standards in our actions and decisions. Our commitment to integrity means being honest, principled, and accountable in all aspects of our work, fostering trust among community members.

### **Respect & Empathy**

We cultivate a culture of respect and empathy, recognizing and valuing the perspectives, feelings, and experiences of others. Our interactions are characterized by understanding, kindness, and a genuine concern for the well-being of our community.

### **Engaged**

We actively involve ourselves in the well-being and progress of our community. Our engagement extends beyond mere participation, reflecting a dedication to actively listen, collaborate, and contribute to the betterment of our shared environment.

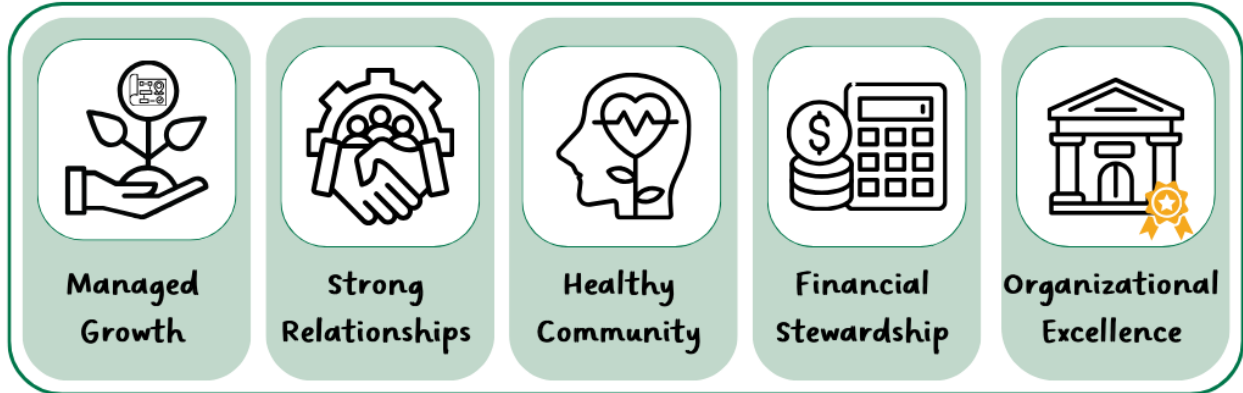
### **Transparent**

We prioritize open and honest communication, providing clear information about our actions, decisions, and processes. Transparency ensures that our community members are well-informed, fostering trust and understanding in our interactions.





## Focus Areas & Objectives



### Focus Area 1: Managed Growth



#### What This Means to Us...

With China Grove poised to double in size over the next decade, the town recognizes the critical need for a strong foundation to support this expansion. The **Managed Growth** focus area ensures that China Grove doesn't just adapt to growth but actively and intentionally shapes it. By implementing strategic actions, we aim to create an environment that not only accommodates new businesses and residents but leads our community toward a thriving future.

#### Objectives & Potential Activities

##### Objective 1.1: Develop & Maintain Public Facilities

*We will ensure our existing infrastructure, facilities, and equipment are well-managed in order to best serve our current and future community members.*

##### Potential Activities:

- Develop self-funding road maintenance plan
- Create facilities and equipment maintenance plan
- Review town buildings to align capacity of facilities and equipment with growth demands
  - o Explore adding fire station





### Objective 1.2: Pursue Well-Planned Growth

*We will be proactive in the face of growth and will work with the China Grove community to build a town that has valuable, useful resources for its residents.*

#### Potential Activities

- Expand facilities and amenities to meet growth demands
  - o Prioritize green spaces, community gathering spaces, town buildings, and downtown revitalization
- Engage with community to ensure planning capacity expansion reflects community needs and wants
- Review (and update, if needed) zoning and development regulations

## Focus Area 2: Strong Relationships

### What This Means to Us...



As China Grove anticipates changes, preserving the essence of our community becomes vital. Emphasizing **Strong Relationships** underscores our commitment to maintaining the small-town feel where everyone knows each other's names, and kindness and respect are woven into the fabric of our interactions. This focus area ensures that as the town grows, so does our sense of community. By fostering connections between China Grove's residents, businesses, visitors, and more, and promoting a culture of respect, we aim to create an engaged community where the warmth and familiarity of China Grove make our town a good place to call home.

### Objectives & Potential Activities

#### Objective 2.1: Strengthen Relationships with Community Partners

*We will build strong connections with our community partners, working together to create a robust support network for China Grove.*

#### Potential Activities:

- Build coalitions with state, county, and community partners to address regional issues (e.g., NCDOT, Healthy Rowan, Rowan-Salisbury School System)
- Strengthen partnerships with local groups and organizations
- Engage with community volunteers on opportunities with the town

#### Objective 2.2: Plan Interesting, Relevant, and Exciting Events





*We will see that China Grove’s events will be a place for community connection, where residents and visitors can create memories, have fun, and enjoy all that the town has to offer.*

**Potential Activities**

- Expand town festivals
- Explore hosting concerts in the park

**Objective 2.3: Leverage Technology in Outreach and Engagement Efforts**

*We will use technological resources to increase the community’s ability to access and engage with the town and its offerings.*

**Potential Activities**

- Provide virtual education and engagement opportunities
- Use technology to aid in the accessibility and transparency of town processes, documents, etc.
- Increase Town of China Grove social media presence

## Focus Area 3: Healthy Community



### What this Means to Us...

China Grove is committed to fostering well-being by offering activities, creating inviting social spaces, and promoting overall wellness. Our vision is for China Grove to be a community where residents enjoy an environment that supports complete well-being. This commitment aims to build a thriving community for all, enhancing the overall quality of life in China Grove. By listening to and working with the community, we aspire to create a place where everyone feels connected, supported, and engaged in their well-being journey, and the journey of China Grove.

### Objectives & Potential Activities

**Objective 3.1: Expand Access to Open Spaces**

*We will work to make sure community members have more opportunities to enjoy and connect with open areas, creating a more accessible and inclusive environment for everyone in the community.*

**Potential Activities**

- Explore acquiring land for a China Grove sportsplex
- Maintain (and expand, when possible) park space and infrastructure
- Expand paved greenways and marked walking trails







- Encourage Downtown vitality
  - o Provide access to public restroom

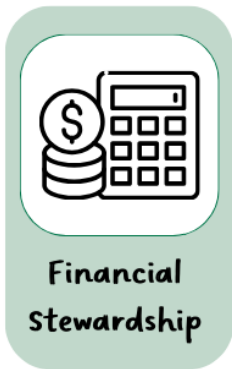
**Objective 3.2: Enhance Health-Related Programming**

*We will foster a healthier and connected community by creating programming that supports the health and well-being of members of the China Grove community.*

**Potential Activities**

- Work with community partners to develop local senior program
- Partner with NCDOT and Cabarrus-Rowan MPO to develop bike and pedestrian plans

## Focus Area 4: Financial Stewardship



### What this Means to Us...

The focus on **Financial Stewardship** underscores our commitment to prudent fiscal management and accountability, ensuring that the town’s resources and practices align with China Grove’s broader vision. This focus area embraces the balance between providing essential services and strategically investing in amenities and services that move our town towards its larger vision. Through careful financial planning and responsible decision-making, we aim to strengthen the economic foundation of our community, ensuring a sustainable and prosperous future for all residents.

### Objectives & Potential Activities

**Objective 4.1: Enhance Financial Policies & Governance**

*We will update the town’s financial policies to allow the town to establish clear, consistent, and transparent guidelines that support responsible fiscal management while meeting the dynamic needs of the town.*

**Potential Activities**

- Update financial policies
- Include communication plans in financial policy revisions; communication plans may include
  - o Details on what information is collected from and shared with residents at key points
  - o Practices that ensure full transparency in town processes

**Objective 4.2: Strategically Prioritize Spending**





*We will ensure that financial decisions are evidence-based, and resources are strategically allocated in order to move the community toward its larger vision.*

**Potential Activities**

- Use data and evidence-based decision making in future planning
- Focus spending on identified and agreed upon priorities

## Focus Area 5: Organizational Excellence

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### What this Means to Us...

As our town grows and evolves, having a strong and skilled team is crucial. **Organizational Excellence** focuses on building and maintaining this team through strong recruitment, retention, and professional development practices. By investing in our people and their potential, we're ensuring that our town is well-equipped to handle growth and strategic plans, making sure we have the right team in place for a successful future.

### Objectives & Potential Activities

#### Objective 5.1: Hire & Retain Talented Staff

*We will prioritize attracting skilled professionals to the Town of China Grove and commit to ensuring employees feel valued and engaged as they contribute to the prosperity of China Grove and its residents.*

**Potential Activities**

- Recruit, hire, and retain skilled individuals who represent China Grove's core values
- Invest in the well-being of employees
  - o Provide a livable wage
  - o Provide strong benefits, including access to mental health resources
  - o Provide opportunities for professional development (e.g., trainings, conference opportunities)

#### Objective 5.2: Promote Organizational Development

*We will improve our internal structures in order to best meet the evolving needs of China Grove, building an organization that can effectively navigate both present challenges and future opportunities.*

**Potential Activities**

- Develop an aspirational (~5 year horizon) organization chart
- Create a rolling 5-year staffing plan
- Build a plan of succession for key town roles





# Appendix

## Implementation Efforts

To bring our strategic plan to life, we must actively engage with it in the town’s day-to-day operations. This means integrating its principles into our decision-making processes, regularly assessing our progress, and being adaptable to changing circumstances. It’s a commitment to transparency, as we openly communicate our objectives and progress to the community we serve.

To effectively bring our strategic plan to life and explore its impact on our community, the Town of China Grove is considering appropriate practical tools and strategies. Some ways the town may include the strategic plan in our work include exploring performance metrics, hosting an annual strategy retreat, including the town’s vision and strategic plan into our budget process, and exploring if decision filters can increase our adaptability. These Objectives are designed to enhance transparency, collaboration, and adaptability in our pursuit of a thriving town.

## Strategic Plan Development Process

