



CONOVER

North Carolina



STRATEGIC PLAN

2023-2024

WWW.CONOVERNC.GOV

VISION

“ AN INNOVATIVE COMMUNITY WHERE PEOPLE WORK TOGETHER TO SUPPORT AN EXCEPTIONAL QUALITY OF LIFE, ECONOMIC VITALITY, AND CIVIC ENGAGEMENT. ”

CONOVER CITY COUNCIL



Kyle J. Hayman
Mayor



Bruce R. Eckard
Mayor Pro Tem



Mark R. Canrobert
Council Member



Joie D. Fulbright
Council Member



Jim C. Green
Council Member



Brenda J. Powell
Council Member



MESSAGE FROM THE MANAGER

Conover Citizens and City Council,

As Conover's new City Manager, I am committed to leading the City in a way that brings focus and clarity to the organization's initiatives and goals. Strategic planning establishes a framework for the organization's goals and prioritizes the work of the organization over the next two years.

The plan establishes five focus areas, with specific goals outlined for each focus area. The plan was created with input from surveys gathered during the 2022 Land Development Plan Update, as well as numerous staff and City Council Workshops.

Conover continues to be a desired destination for business and industry, and we are more accessible than ever. Development in Conover is thriving, with new proposals rolling in as fast as our staff can review them. By taking a deliberate step back, we can use this Strategic Plan to analyze what's best for our community and ensure we are taking the most responsible steps forward.

The Strategic Plan is straight-forward, understandable for all, and lays out reasonable goals for the organization to achieve over the next two years. The organization has no interest in a plan that sits on the shelf collecting dust. We have already begun to share and implement the Strategic Plan throughout our organization. Detailed strategies to accomplish our goals have been created for each department, along with measurable and reportable outcomes to track our progress. Strategic planning is an ongoing effort; this will be a living document and will be updated to respond to the evolving needs of the community.

Thank you for the tremendous support from City Council and City staff who were instrumental in the creation of this Strategic Plan. It is because of you, who dedicate yourself to public service, that Conover has and will remain the innovative, forward-thinking community it has always been. This plan organizes their vision and I look forward to continuing to work with everyone to successfully implement this plan and positively impact our community.

Tom Hart
City Manager

Tom Hart
City Manager

Susan Williams-Matthews
City Attorney

Stephanie Watson
City Clerk

Kurt Beal
Finance Director

Mark Hinson
Fire Chief

Madeleine Epley
Human Resources Director

Christopher Niver
Information Technology
Director

Erik Schlichting
Planning Director

Eric Loftin
Police Chief

Terry Jones
Public Works Director

Brian Bradshaw
Public Utilities Director

GOOD GOVERNANCE



ENCOURAGE PROACTIVE AND MEANINGFUL CONNECTIONS WITH CITIZENS.

By maximizing use of existing communication tools, the City will continue to build contact databases and use best practices when communicating with the public.

STREAMLINING OF CITY REGULATIONS AND POLICIES.

The City will conduct reviews of all major internal and external policies, codes, and regulations to ensure they are relevant and up-to-date.

PROVIDE A WELCOMING AND ACCESSIBLE ATMOSPHERE FOR ALL CITIZENS WHEN VISITING CITY FACILITIES.

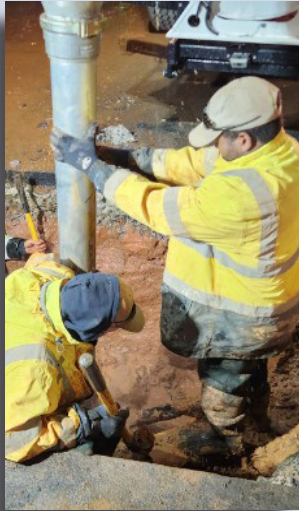
Beginning in 2023, Conover City Hall will undergo numerous renovations to make the space more inviting and accessible for all citizens.

ENGAGE CITY COUNCIL AND FACILITATE EFFECTIVE GROUP DYNAMICS ON COUNCIL AND CONOVER ADVISORY BOARDS.

Through active participation in regional, state, and local boards, Conover's elected officials will remain apprised on municipal best practices. Training and workshops will be used as opportunities to maintain cohesive team dynamics on elected and appointed boards.



ORGANIZATIONAL EXCELLENCE



ATTRACT & RETAIN A HIGHLY QUALIFIED CITY WORKFORCE THAT IS INNOVATIVE AND DIVERSE.

The City of Conover prides itself on its 150+ team member workforce of talented and dedicated employees. Happy employees provide better service to citizens, so we are committed to providing a positive work environment with career growth opportunities, successful work-life balance and competitive compensation and benefits.

BUILD SYSTEMS TO MEASURE PERFORMANCE AND ENABLE DATA-DRIVEN DECISION MAKING.

The City will implement systems to collect and analyze data, enabling more data-driven budgeting and operational decisions.

Through modification of the City's Capital Improvement planning processes, the City will be able to better develop financial forecasts and spending needs.



QUALITY OF LIFE & COMMUNITY DEVELOPMENT



BUILD A STRONG SENSE OF PLACE IN CONOVER WITH UNIQUE PUBLIC SPACES.

- Updating the 2008 Parks Master Plan
- Create partnerships with Catawba Arts Council
- Incorporate amenities into the design of new developments
- Enhancement of physical gateways to the City



RETURN EVENT PROGRAMMING TO PRE-PANDEMIC LEVELS

The City strives to return to pre-pandemic event planning levels through hosting a series of concerts at Norman B. Coley Amphitheater. Annual events such as National Night Out and Christmas at the Park will continue to be utilized as a community outreach resource, enhancing the quality of life for all Conover citizens.



IMPROVE MARKETING TO PROMOTE ECONOMIC OPPORTUNITIES AND EXCEPTIONAL QUALITY OF LIFE.

- Continue relationship with Catawba Economic Development Corporation to prepare and advertise potential economic development sites in Conover.
- Updating marketing literature to attract businesses to our community.
- Development of a master brand strategy will ensure consistent and clear community messaging.

INFRASTRUCTURE



ENSURE ALL CITY INFRASTRUCTURE AND SERVICES ARE SUSTAINABLY FUNDED.

Through strategic financial planning, Conover can ensure funding for critical infrastructure is prioritized in each year's budget without delaying necessary expenses.



CONTINUE PARTNERSHIPS WITH REGIONAL, STATE, AND LOCAL ORGANIZATIONS TO IDENTIFY AND PRIORITIZE PROJECTS.

Through continuing partnerships with NC Department of Transportation, Metropolitan Planning Organization, Western Piedmont Council of Governments, and many others; Conover can ensure the most critical projects are completed in the most efficient manner.



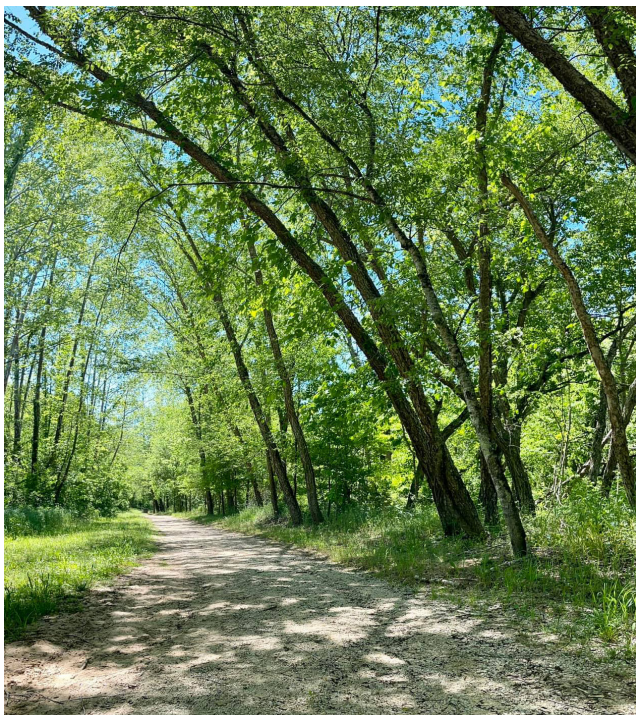
IMPROVE COMMUNITY WALKABILITY

Through updates to the City's Pedestrian and Bicycle Plan, and exploring connectivity of neighborhoods to adjacent destinations, the City of Conover can improve safety and quality of life for all citizens.

RESPONSIBLE GROWTH

PROMOTE QUALITY DEVELOPMENT PATTERNS WITH STREAMLINED DEVELOPMENT REGULATIONS.

- Adjust development regulations to encourage quality residential development at various levels of affordability that mesh with existing developments.
- Promote development patterns that harmoniously locate homes near frequented businesses and amenities.
- Continue working with Western Piedmont Council of Governments in the Bolick District.
- Prepare for future rewrite and consolidation of a Unified Development Ordinance.



ENCOURAGE NON-RESIDENTIAL DEVELOPMENT TO PROVIDE QUALITY JOBS AND BOLSTER THE CITY'S TAX BASE.

- Continuously market Conover for economic development projects.
- Continue work with Catawba Economic Development Corporation to ensure future development sites are being prepared and advertised to attract quality businesses that will bring investment and jobs to our community.