

Town of Wilson's Mills

STRATEGIC PLAN REPORT

Fiscal Years 2025/26 – 2030/31



Town of Wilson's Mills

STRATEGIC PLAN INTRODUCTION

On October 8 and 9, 2025, in a Strategic Planning Workshop led by the North Carolina League of Municipalities, Mayor Fleta Board led a team of Council, pending Council, and Administrative Officials as they developed a draft Strategic Plan that is incorporated within this Report.

During this 2-day workshop, the municipal team reviewed options, using a League Template, and selected and customized 4 priority focus areas, 2 objectives for each focus area, and 2 initiatives, or action items, for each objective. This amounted to 16 strategic actions that the Town would plan to accomplish over the 5-year planning period of this Strategic Plan.

Following the workshop, the draft Strategic Plan was further reviewed by the full Town Council, Planning Board, and administrative staff, allowing further customization and review of how best to sequence the Plan initiatives based on factors such as budget requirements, community desires, and allocation of personnel.

The Town Council of the Town of Wilson's Mills provides the vision and leadership for the Town's strategic planning efforts. Following publication of the draft and a Public Hearing on November 17, 2025, the Council approved the adoption of the Town's Strategic Plan covering the Fiscal Years 2025-26 – 2030-31.

This Strategic Plan will guide the work of the Town as it responds to the needs and opportunities that the Town Council has identified as priorities for the next five years. In this report, the Plan describes the areas of strategic emphasis for which the Town's efforts and resources will be targeted in order to have the greatest impact on the four key focus areas to be pursued over the life of the plan.

In choosing the Plan's major focus areas and the specific objectives and initiatives for each, the Council acknowledges that work efforts will also continue to take place on various other strategic issues for the Town. However, for purposes of formal accountability, tracking and reporting, the specific strategic plans identified in this Plan were chosen as the major goal areas for the Town.

Finally, it should be noted that successful efforts on this Plan will entail cooperative work by the Town Council, the Planning Board, the Town's management and staff, the community, and stakeholders for the Town. It is the intent of the Council and staff of the Town to maintain and update a performance report that will address progress on the Strategic Plan and make any necessary adjustments to the Plan that are deemed necessary each year.



Vision Statement

*A vibrant community of vision, opportunity, and growth
that everyone is proud to call home!*

The Town's Four Major Strategic Focus Areas:

1. **Connected, Vibrant and Healthy Community.** Promote an environment where our residents feel safe and enjoy access to community opportunities and amenities.
2. **Economic Development.** Encourage business opportunities that support our community by providing desired products and services, promotion of employment opportunities and increased livability for existing and new residents.
3. **Reliable and Equitable Access to Utility Services.** Maintain quality utility services by proper planning, support, and funding of necessary operating and capital components, and by pursuing partnerships and other regional opportunities when available.
4. **Interconnectivity.** Maintain reliable and safe transportation options for town residents, including those involving pedestrians, cyclists, automobiles, and other transportation means.



Strategic Objectives and Initiatives for Each Focus Area:

1. Connected, Vibrant and Healthy Community

Objective 1: Support an active lifestyle for our residents by providing vital Parks and Recreational opportunities.

- **Initiative 1.1.1:** Conduct public workshops to identify desired Parks and Recreational programs and facilities not currently offered, along with estimated costs.
- **Initiative 1.1.2:** Prioritize desired projects and identify or seek funding options, including governmental and private grants, sponsorships, and volunteer efforts.

Objective 2: Cultivate partnerships with local human service agencies, non-profit organizations, and other community institutions to support the needs of our residents.

- **Initiative 1.2.1:** Involve residents in focus groups and other engagement efforts to better understand local service needs and community-driven ideas.
- **Initiative 1.2.2:** Offer multi-lingual resources to help all residents access surveys and questionnaires and about existing information about public park services.

2. Economic Development

Objective 1: Plan for Town amenities that are attractive and necessary to economic development.

- **Initiative 2.1.1:** Visually show visitors and newcomers what the Town has to offer in its plans by way of signs, banners, and other effective marketing tools.
- **Initiative 2.1.2:** Pursue funding options, including grants and savings, to pay for needed capital improvements.

Objective 2: Promote the unique character of the community with information about our natural resources, historical background, proximity to interstates and metropolitan areas to attract business growth.

- **Initiative 2.2.1:** Inventory all community assets and evaluate how they could be further utilized to attract economic development to the town.
- **Initiative 2.2.2:** Meet with key developers to review opportunities for private investments utilizing community assets (new shops and/or restaurants in an historical area, tourism, or other ventures along natural resource places, etc.)



3. Reliable and Equitable Access to Utility Services

Objective 1: Strengthen partnerships and agreements with counties and neighboring towns to ensure consistent and sustainable utility access.

- **Initiative 3.1.1:** Review and update interlocal utility agreements to ensure terms are current, equitable, and account for projected growth within town limits and ETJ (extraterritorial jurisdiction).
- **Initiative 3.1.2:** Establish a Utility Coordination Committee with representatives from the town, county, and partner municipalities to meet as needed and proactively address service issues, expansion plans, and infrastructure maintenance.

Objective 2: Plan for long-term infrastructure development that supports growth and ensures service access for all citizens.

- **Initiative 3.2.1:** Develop a Utility Master Plan that maps existing service boundaries, identifies underserved areas, and outlines phased expansion strategies aligned with the town's land use and growth plans.
- **Initiative 3.2.2:** Pursue funding and grants for utility infrastructure improvements and extensions – especially targeting low- to moderate-income areas or regions currently dependent on private wells and septic systems.

4. Interconnectivity

Objective 1: Improve connectivity and growth of neighborhood and areas in town by investing in streets and sidewalk infrastructure.

- **Initiative 4.1.1:** Develop a multi-year capital improvement plan for streets and sidewalk infrastructure projects, including expected funding sources to potentially include Powell Bill revenue, General Fund transfers, and long-term debt.
- **Initiative 4.1.2:** Coordinate with NCDOT and property owners to plan and implement infrastructure improvements – such as sidewalks, crosswalks, and roadway upgrades – that support growth, improve mobility, and strengthen connections between residential areas and the downtown core.

Objective 2: Enhance active lifestyle practices in the community by improving active transportation modes such as walking and cycling.

- **Initiative 4.2.1:** Collaborate with local businesses to provide bike parking options throughout the defined areas on the plan throughout the Town.
- **Initiative 4.2.2:** Illustrate in the Town's website and other media sources how the town provides access to active transportation modes that enhance community experiences.

Wilson's Mills Strategic Plan - Appendix 1

STRATEGIC INITIATIVES TIMELINE - Timing Worksheet

Town of Wilson's Mills

Focus Area No.	Objective No.	Initiative No.	Description	TIMING (Start to Completion)					FACTORS IN TIMING
				2025-2026	2026-2027	2027-2028	2028-2029	2029-2030	
1			Connected, Vibrant, and Healthy Community						
	1.1		<i>Support an active lifestyle for our residents by providing vital Parks and Recreational opportunities.</i>						
		1.1.1	Conduct public workshops to identify desired Parks and Recreational programs and facilities not currently offered, along with estimated costs.		✓	✓			The Town's Master Park Plan needs to be updated in order to secure PART-F funding. This update will not only require town budget amounts, but input from the public about future plans for the park property to include areas that are not currently being utilized.
		1.1.2	Prioritize desired projects and identify or seek funding options, including governmental and private grants, sponsorships, and volunteer efforts.		✓	✓			
	1.2		<i>Cultivate partnerships with local human service agencies, non-profit organizations, and other community institutions to support the needs of our residents.</i>						
		1.2.1	Involve residents in focus groups and other engagement efforts to better understand local service needs and community-driven ideas.		✓	✓			Once initiatives for 1.1.1 and 1.1.2 are completed with the new Master Park Plan, and we have identified the projects to move forward with and funding for same, we will invite focus groups to engage in efforts to support these parks updates with like groups in the community.
		1.2.2	Offer multi-lingual resources to help all residents access surveys and questionnaires and about existing information about public park services.		✓	✓			All completed projects will be publicized in various language and communication formats to reach all community members.

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				2025-2026	2026-2027	2027-2028	2028-2029	2029-2030	
2			Economic Development						
	2.1		<i>Plan for Town amenities that are attractive and necessary to economic development.</i>						
		2.1.1	Visually show visitors and newcomers what the Town has to offer in its plans by way of signs, banners, and other effective marketing tools.		✓				Inventories from 2.2.1 will be marketed to visitors and newcomers visually throughout town.
		2.1.2	Pursue funding options, including grants and savings, to pay for needed capital improvements.		✓	✓			Once inventories from 2.2.1 and discussions with developers (2.2.2) are completed, staff will begin pursuing funding options to pay for any improvements that would attract economic development.
	2.2		<i>Promote the unique character of the community with information about our natural resources, historical background, proximity to interstates and metropolitan areas to attract business growth.</i>						
		2.2.1	Inventory all community assets and evaluate how they could be further utilized to attract economic development to the town.	✓	✓				Over the next two fiscal years, staff will work on initiatives 2.2.1 and 2.2.2 so that funding pursuits in initiative 2.1.2 can begin in Fiscal Year 2026-2027 and forward.
		2.2.2	Meet with key developers to review opportunities for private investments utilizing community assets (new shops and/or restaurants in an historical area, tourism or other ventures along natural resource places, etc.)	✓	✓				

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				2025-2026	2026-2027	2027-2028	2028-2029	2029-2030	
3			Reliable and Equitable Access to Utility Services						
	3.1		<i>Strengthen partnerships and agreements with counties and neighboring towns to ensure consistent and sustainable utility access.</i>						
		3.1.1	Review and update interlocal utility agreements to ensure terms are current, equitable, and account for projected growth within town limits and ETJ (extraterritorial jurisdiction). 						Interlocal agreements with Johnston County and surrounding towns are currently in the works and will continue to be completed within next Fiscal Year 2025-2026.
		3.1.2	Establish a Utility Coordination Committee with representatives from the town, county, and partner municipalities to meet as needed and proactively address service issues, expansion plans, and infrastructure maintenance. 						As part of the agreements referenced in Initiative 3.1.1, we plan to include in each of these a stipulation to meet as needed with these entities via a Utility Coordination Committee made up of representatives from each.
	3.2		<i>Plan for long-term infrastructure development that supports growth and ensures service access for all citizens.</i>						
		3.2.1	Develop a Utility Master Plan that maps existing service boundaries, identifies underserved areas, and outlines phased expansion strategies aligned with the town's land use and growth plans. 						Following the completion of agreements and utility structures for the Town and neighboring communities, the Town's Comprehensive Utilities Study that was approved in June of 2025 will be utilized to create a Master Plan to map areas for growth, upgrades, and maintenance.
		3.2.2	Pursue funding and grants for utility infrastructure improvements and extensions – especially targeting low- to moderate-income areas or regions currently dependent on private wells and septic systems. 						During FY2025-2026 Town staff will work with staff from all involved entities to pursue funding for infrastructure that pertains to the town. This could be via agreements, or within a regionalization or authority structure, depending on what is decided during negotiations.

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				2025-2026	2026-2027	2027-2028	2028-2029	2029-2030	
4			Interconnectivity						
	4.1		<i>Improve connectivity and growth of neighborhood and areas in town by investing in streets and sidewalk infrastructure.</i>						
		4.1.1	Develop a multi-year capital improvement plan for streets and sidewalk infrastructure projects, including expected funding sources to potentially include Powell Bill revenue, General Fund transfers, and long-term debt.				✓	✓	
		4.1.2	Coordinate with NCDOT and property owners to plan and implement infrastructure improvements – such as sidewalks, crosswalks, and roadway upgrades – that support growth, improve mobility, and strengthen connections between residential areas and the downtown core.				✓	✓	
	4.2		<i>Enhance active lifestyle practices in the community by improving active transportation modes such as walking and cycling.</i>						
		4.2.1	Collaborate with local businesses to provide bike parking options throughout the defined areas on the plan throughout the Town.				✓	✓	
		4.2.2	Illustrate in the Town's website and other media sources how the town provides access to active transportation modes that enhance community experiences.				✓	✓	

The Town's goal for interconnectivity is based on the Multi-Mode Transportation Plan approved by the Planning Board in August of 2024. The goal is to have Council approval this fiscal year, then bring this plan to fruition within the next 3-5 years to create connectivity around the town via sidewalks, and bicycle and pedestrian lanes along streets and areas throughout town. Areas of construction from this plan will be included in an updated Capital Improvement Plan that will include various infrastructure plans throughout the town.