



**CENTRALINA**  
REGIONAL COUNCIL

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## **Granite Quarry Council Retreat 2022**

*February 25, 2022*

# Getting Started

- Welcome Remarks & Introductions
- Objectives & Agenda Review
- Review Ground Rules
- Parking Lot
- Icebreaker

# Pre-Retreat Interview Review

## What do you hope to achieve in the upcoming retreat?

- Strategic Planning
- ARPA Planning
- Discuss Downtown Revitalization

## What will make the retreat a success?

- Stay on task
- Set clear & definable goals



# Retreat Objectives



*Affirm council roles and working relationships to aid in decision making*



*Build understanding of the growth and its impact on the Town*



*Develop a Town vision and set of goals for the next five years*



*Discuss ARPA opportunities to make strategic investments in Town priorities*

# Agenda Overview

## Today

- Welcome Remarks & Meeting Objectives
- Icebreaker
- Granite Quarry Today Briefings
  - Operations & Finance
  - Development Pipeline
  - County Development Outlook
- Introduction to Strategic Planning
- Vision for the Future
- Teamwork, Collaboration and Communication in Local Governments
- Next Steps & Look Ahead to 3/4



# Ground Rules

## **Retreat success needs full participation.**

- Be here now.
- One speaker at a time.
- No silent objectors.
- Silence cell phones.

## **Assume you have something to learn**

- Practice mutual respect.
- Practice active listening.
- Respect comments and ideas of others.

## **Ask for what you need.**

- Seek clarity on issues.
- There is no such thing as a dumb question.
- Check for understanding when needed.



# Parking Lot



# Partner Interviews

- Interview your partner using the worksheet provided
- Ask for a word or phrase for each blank space
- Introduce your partner by reading the worksheet





# Granite Quarry Today

Mini-Briefings

- Operations, Finance & Capacity
- Town Development Pipeline
- County Economic Outlook with Scott Shelton, Rowan EDC
- Parks Master Plan Follow Up Discussion
  - What specific questions or issues would the board like to discuss with the Council

Board Resource: Notes Sheets for Each Session

# Stretch Break



*Part 1*

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# **Strategic Planning in the Local Government Context**

# Strategic Foundations

- Vision: What we aspire to be in the future.
- Mission: Why we exist.
- Values: How we will behave and act.



# Strategic Planning Components

Foundation:  
Mission, Vision, Values

Goals

Strategies

Tactics

Increasing level of specificity

# Target Audiences

## Internal Stakeholders

Employees

City Council

## External Stakeholders

Community  
Members

NGOs & Institutions

Private Sector

Other levels of gov.

# Local Government Benefits

- Sets clear vision for staff and public
- Aligns work of the town to achieving a vision and set of goals
- Assists in effectively managing public resources
- Gain efficiency in operations
- Build trust and transparency



**One  
Team  
One  
Vision**

# OUR VISION

*"Albemarle will be a place where all people can develop their potential, bringing neighbors together to support a connected community rich in water, air, land, and opportunity."*



# OUR MISSION

*The mission of the City of Albemarle is to provide our citizens with a vibrant quality of life based on sound management, transparency, and good stewardship of resources.*

# OUR VALUES

## *Ethics*

We honor the public's trust by displaying the highest standards of honesty, integrity, and accountability.

## *Leadership*

We are servant leaders who prioritize the well-being of those in our community.

## *Vision*

Our planning and decisions reflect the thriving community we aspire to be.



# City of Albemarle Goals

## **Organizational Capacity**

Invest in our workforce to enhance city operations and efficiency to better serve the community.

## **Safety & Security**

Enhance resources and improve practices to protect our residents and safeguard the city in order to improve quality of life.

## **Infrastructure**

Invest in infrastructure needed to ensure reliable and consistent service delivery.

## **Community & Economic Growth Opportunities**

Guide growth and facilitate economic opportunities in order to benefit all residents and businesses.

## **Inclusive Community Engagement**

Enhance community amenities, programs, and services to engage residents of different backgrounds, lifestyles, and generations.





*Part 1*

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# **Vision for the Future**

# Purpose of a Vision

*What we aspire to be in the future*

- Declares where your community wants to be in the future, framed in an aspirational, forward-thinking manner
- Connects and inspires stakeholders
- Is memorable and unique to the community
- Is “the north star” – what everyone is working to achieve

# Vision Inspiration

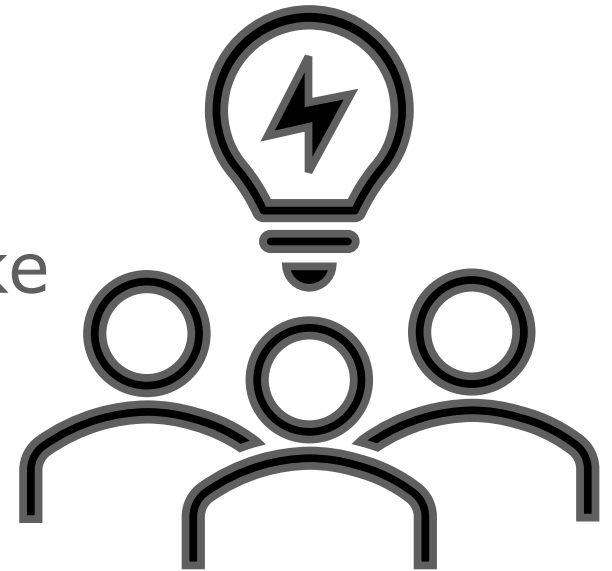
*Granite Quarry will be...*

- Existing Plans
  - 2016 Downtown Master Plan
  - 2022 Parks and Recreation Plan
- Board Vision and Priorities
- What's Coming - Pipeline of development in Town and County

# Pre-Retreat Interview Review

## What is your vision for Granite Quarry?

- Manage, increase & control growth
- Attract people to the Town
- Expand communities
- Use Downtown Master Plan, Bike & Pedestrian and Parks & Recreation Plans
- Expand industrial park
- Implement community amenities



# Pre-Retreat Interview Review

Opportunities

**PARKS** **future**  
**staffing**  
**expansion**  
**ENGAGEMENT**  
**INDUSTRIAL PARK**  
**FORM OF GOVERNMENT**  
**development**  
**land GREENWAYS**  
**BEAUTIFY**  
**growth**

# Pre-Retreat Interview Review

Challenges

TRUST COVID19  
Retention  
Parks  
DOWNTOWN PRESENCE  
Citizen Engagement Morale  
COMMUNITY INVOLVEMENT  
PROFESSIONAL DEVELOPMENT  
Taxes Competitive Salaries  
NO GROCERY STORE  
Engagement  
Recruitment  
PROPERTY  
LOCATION

# Vision Exercise

## Instructions:

- In pairs, please take 5 minutes to use 4-5 visionary words in the table below to build a vision statement for Granite Quarry. Think into the future and describe what you hope the town will be in the next **10** years. The words below are for inspirational purposes, please feel free to use other words.

<b>Community</b>	<b>Safe</b>	<b>High quality</b>	<b>Enthusiastic</b>	<b>Small town</b>
<b>Successful</b>	<b>Convenient Location</b>	<b>Shared vision</b>	<b>Quiet</b>	<b>Future</b>
<b>Family-friendly</b>	<b>Pride</b>	<b>Prepared</b>	<b>Access</b>	<b>Residents</b>
<b>Foster</b>	<b>People</b>	<b>Inclusiveness</b>	<b>Together</b>	<b>Together</b>
<b>Compassion</b>	<b>Downtown environment</b>	<b>Visitors</b>	<b>Community partners</b>	<b>Local businesses</b>
<b>Quality of life</b>	<b>Committed</b>	<b>Focused</b>	<b>Bustling activity</b>	<b>Good schools</b>
<b>Nice parks</b>	<b>Diligently</b>	<b>Carolina town</b>	<b>Life</b>	<b>Create</b>



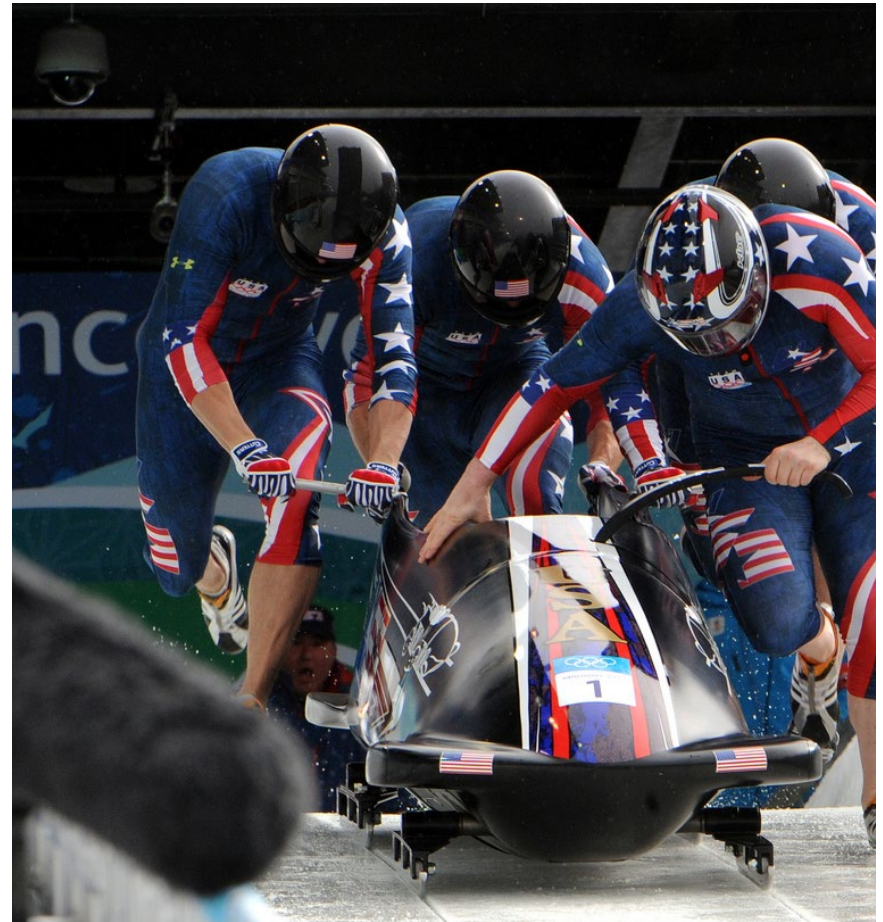
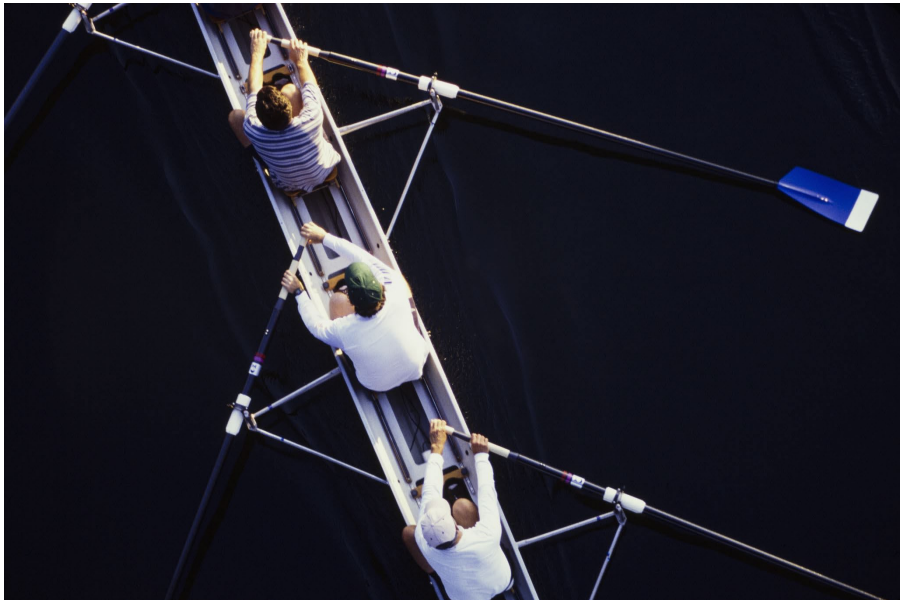


Local Government

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**Teamwork,  
Collaboration,  
Communication**

# Value of a Team









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# Council-Manager Team of Teams

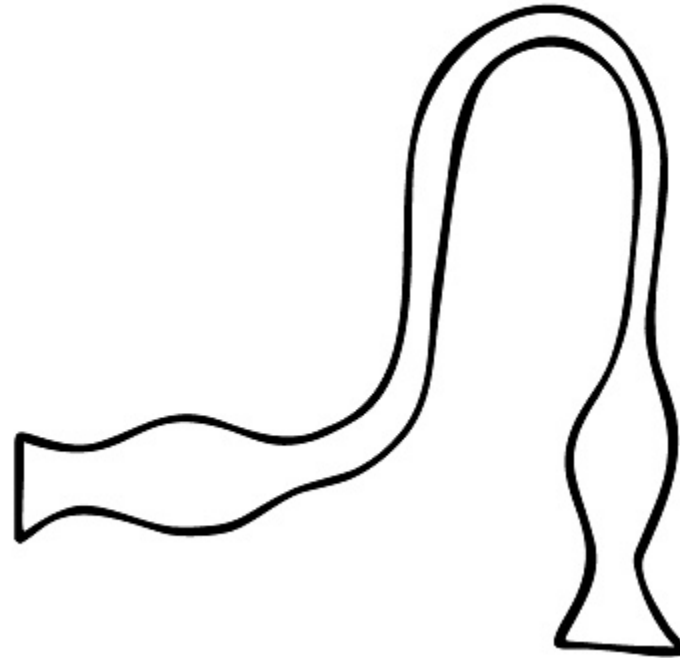
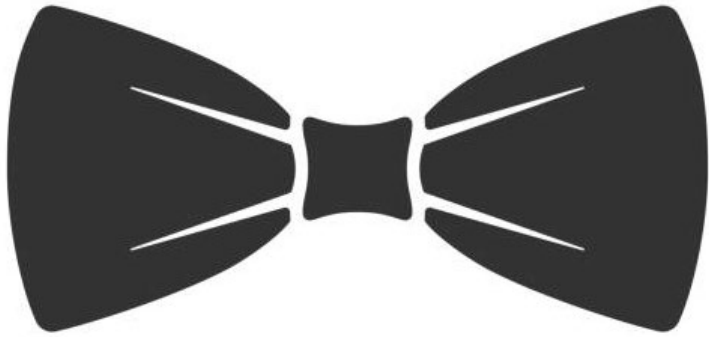




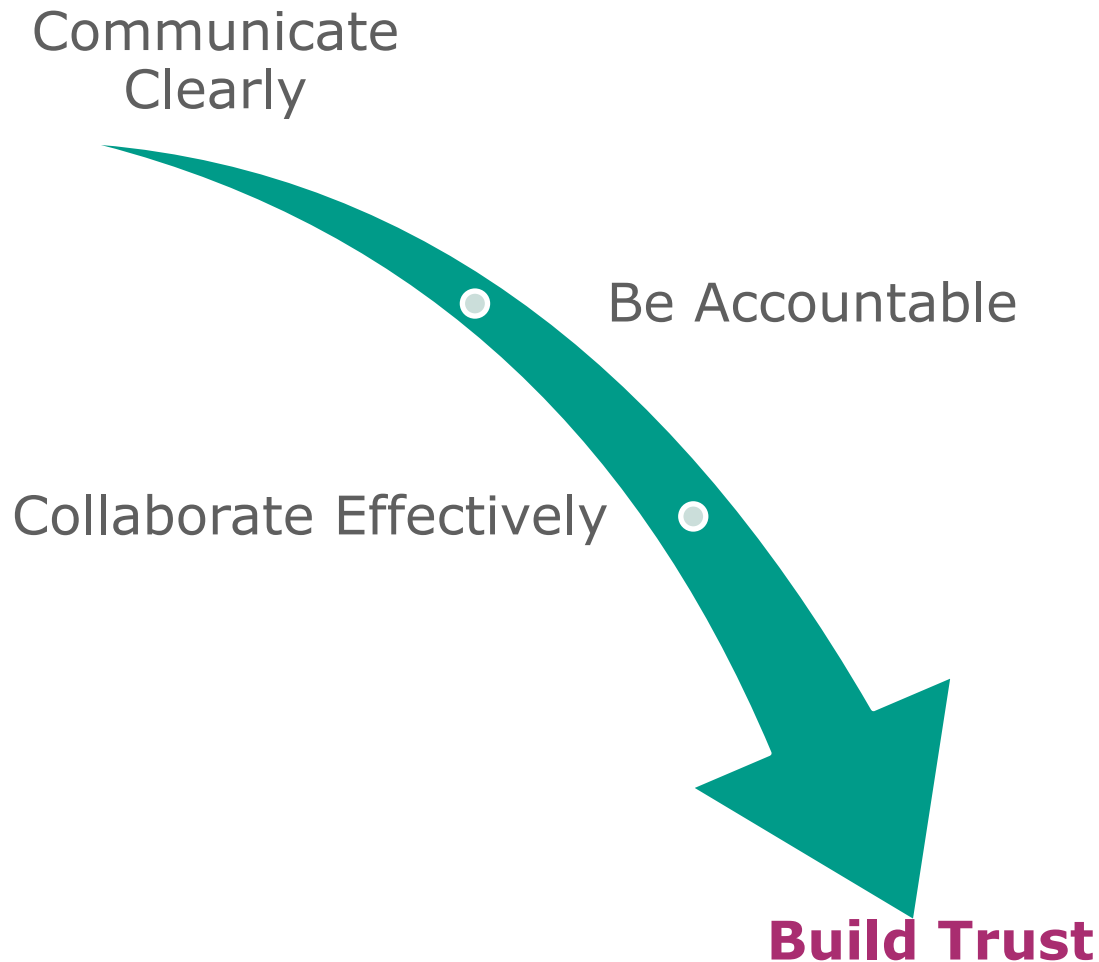


					
<b>Council Role:</b> Affirm Vision/Purpose	Establish Goals	Establish/Prioritize Action Items	Review/Adopt Budget Conduct Meetings	Authorize Contracts (of \$15K or more)	Engage w/ Community And Staff
<b>Staff Role:</b> Support Vision/Purpose	Align Goals with Resources	Implement Priority Action Items	Prepare Plans and Oversee Functions	Plan & Complete Projects	Carry Out Day-to-Day Responsibilities

# Council-Manager Team



# Towards a High Functioning Team



# Pre-Retreat Interview Review

Values

Appreciation Selflessness WISDOM  
Commitment  
Community  
CHRISTIANITY  
RESPECT Communication  
COMPROMISE  
CONFIDENCE Public Service Passion  
PERSONABLE Family-Oriented  
Selflessness Inklusivity GOODJUDGEMENT Honest  
TEAMWORK  
OpenMinded  
FAIRNESS INTEGRITY  
conscientious Good morals

# Keys to Success #2

## Keys to Success Worksheet #2

**Instructions:** Reflect on what you need from Council and fellow Leadership Team members to be successful in your role. Please provide specific examples of what you need to be successful and who do you need it from in the table below.

#	What I need to be successful in my role as decision maker: (provide specific examples)	Who do I need this from?
1		
2		
3		
4		





## Next Steps

### Wrap-up

- Review “Parking Lot” Items
- Closing Remarks

### March 4th Agenda

- Welcome Remarks
- Warm-Up Activity
- Vision for the Future – Part II
- Values in Action
- Goals to Achieve the Vision
- ARPA 101
- Wrap up & Next Steps

**Thank You!**

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