



**TOWN OF GRANITE QUARRY
BOARD OF ALDERMEN
SPECIAL CALLED MEETING
Wednesday, February 7, 2024
3:30 p.m.**

Call to Order **Mayor Barnhardt**

1. Approval of the Agenda

2. Discussion **Strategic Planning**

3. Closed Session **Personnel Performance**

ACTION REQUESTED: Motion to go into closed session pursuant to N.C. General Statutes Section 143-318.11(a)(6) to discuss the performance of an individual public officer or employee.

ACTION REQUESTED: Motion to return to open session.

Adjourn

Goal Statements



Growth

Prepare for and attract safe, family-friendly, high-quality growth and development

Strategy: Enhance development regulations and municipal services wherever possible to ensure high quality growth and high quality of life



Parks & Recreation

Enhance and advance Town parks and recreational opportunities

Strategy: Begin implementation of Parks & Recreation and Bicycle & Pedestrian Master Plan initiatives while promoting our Town parks



Economic Development

Seek commercial, retail, and industrial retention, growth, and expansion opportunities

Strategy: Utilize master plans and partnering agencies / resources to advance economic development goals



Community Engagement / Communications

Optimize quality of life and placemaking (sense of place / community) through community engagement and streamlined Town communications

Strategy: Streamline information flow both internally and by informing and engaging stakeholders



Growth – Quality Growth, Quality of Life

Goal:

Prepare for and attract safe, family-friendly, high-quality growth and development

Strategy:

Enhance development regulations and municipal services wherever possible to ensure high quality growth and high quality of life

Initiatives:

^ Implementation strategy ◇ *Indicator of Progress*

Enhance development regulations and incentives where possible

^ Update Land Use Plan and Unified Development Ordinance

^ Seek partnership or incentive opportunities (e.g., Development Agreements, incentivizing UDO provisions)

◇ *CLUP / UDO updates substantially completed*

◇ *Proactive development provisions (e.g., incentives for conservation development) considered in CLUP / UDO planning process*

Ensure high-quality planning services and quality of life

^ Continue to recruit for a FT staff planner and/or alternatives to help supplement PT planning services

^ Promote proactive initiatives such as Yard of the Month program, mulch giveaways, etc

◇ *Successful implementation of supplemental or alternative planning services to improve workload, productivity, capacity*

◇ *Increased community engagement in proactive appearance/ comm. dev. activities (see “Community Engagement / Communications”)*

Ensure high-quality public safety services and safe neighborhoods

^ Evaluate JPA Agreement and statistics to ensure model is appropriate & we have adequate resources to provide high-quality service to our residents

^ Unfreeze PD officer position

^ Continue PD risk review & state accreditation process

^ Maintain ISO Class 1 FD rating

◇ *Continue increased visibility and effectiveness of patrols and community interactions*

◇ *Staff the unfrozen PD position*

◇ *NCLM risk review completed; state accreditation underway*

Recruit, retain, and rely on expert staff who can lead us there

^ Establish & integrate vision, core values, goal statements to clarify expectations & guide staff

^ Maintain competitive pay & benefits, professional training and development

^ Promote a positive atmosphere, healthy team working environment, and have fun!

◇ *Vision, core values, goal statements, communication guidelines adopted by Board; integrated into performance evaluations and measurement processes*

Goal Statements



Growth

Prepare for and attract safe, family-friendly, high-quality growth and development

Strategy: Enhance development regulations and municipal services wherever possible to ensure high quality growth and high quality of life

<u>What worked Well?</u>	<u>What can we improve?</u>	<u>What is the long-term vision?</u>



Parks & Recreation

Goal:

Enhance and advance Town parks and recreational opportunities

Strategy:

Begin implementing Parks & Rec and Bike & Ped Master Plan initiatives while promoting our Town parks

Initiatives:

^ Implementation strategy ◇ *Indicator of Progress*

Begin implementing Master Plans

- ^ Incorporate Parks & Rec and Bike & Ped Master Plans into the CLUP update if possible
- ^ Determine organizational model(s) and/or partnerships available to best implement the Master Plan initiatives (e.g., Steering Committee, “Friends of the Park” or other public-private partnerships); and/or
- ^ Seek interlocal opportunities with Rowan County and City of Salisbury Parks Departments, etc
- ◇ *Organizational model(s) to implement plans determined & approved*
- ◇ *Interlocal partnership opportunities pursued*

Incorporate funding for low-hanging fruit within FY budgets; use grants and supplemental funding (e.g., ARPA) for larger, transformational items

- ^ Pursue Fisher-Turner property acquisition and Coughenour land swap opportunities at Civic Park
- ^ Upgrade cameras/wireless system in Civic and Lake Parks
- ^ Plan ARPA funds, seek partnership and additional funding opportunities for transformational improvements
- ◇ *Prioritized Civic Park acquisitions pursued*
- ◇ *Priority plan projects identified for PARTF, etc grants and upcoming budgets*
- ◇ *PARTF application Spring 2023*

Signature Event

- ^ Continue to grow Granite Fest as the Town’s high quality, annual signature event
- ◇ *Continue debriefs and evaluation of Granite Fest organization model, ways to potentially improve each year*
- ◇ *Increased volunteer participation, community attendance and positive feedback of event (within areas of influence and control of course – i.e., not weather, etc)*

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Downtown Master Plan (DMP)

^ Continue to use DMP principles and recommendations as guide (e.g., branding, placemaking)

^ Update / incorporate DMP in the CLUP update if possible

^ Continue exploring organizational models & partnerships available to help continue implementing Master Plan recommendations (e.g., Downtown Development Assn, Merchants Assn, other public-private partnerships)

◇ *Consider organizational model(s) for revitalization efforts concurrent with Parks & Rec / Bike & Ped organizational model(s)*

Explore downtown improvements

^ Work toward mediating Town Square infrastructure solution with DOT, Duke Energy and other Utilities

^ Target priority streetscape project(s) (e.g., Brinkley Center curb cut, sidewalk issue)

◇ *Some plan/resolution (temporary or permanent) with Town Square signal infrastructure achieved*

◇ *Consider a targeted downtown streetscape project for FY24 Powell Bill project (sooner if current budget, alternative funding, partnership, etc allows)*

Industrial Park opportunities

^ Assist Rowan Economic Dev. Council in proposing & coordinating an Industrial Park sign with Rowan County for its Granite Industrial Park

^ Allow County & EDC to leverage Town parcel within the Industrial Park as incentive for beneficial speculative industrial interests

◇ *Any examples identified by town staff submitted to EDC; encourage EDC to facilitate discussion with County*

Growth/expansion opportunities

^ Be mindful of commercial and industrial expansion opportunities during upcoming discussions, studies and updates

◇ *Consider such growth opportunities during upcoming annexation agreement discussions with Rowan County & City of Salisbury; also with CLUP update*

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Community Engagement / Communications

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Internal Communication

^ Develop, adopt, and commit to using communication guidelines / “rules of engagement”

◇ *BOA engagement and buy-into development of communication guidelines, ideally with unanimous adoption*

◇ *BOA & Staff committed / actively adhering to communication guidelines*

Establish most efficient & manageable framework for GQ’s networking efforts (e.g., platform, annual meeting/report, newsletters, feet-on-the-street)

^ Continue website news updates, electronic sign messages

^ Review any additional realistic platforms for informing and engaging public within available town resources

◇ *Determine the platform(s) most responsive to verified community needs and available town resources*

◇ *Develop policy/procedures for implementation and management of said platform(s)*

Engage the community

^ Identify and recruit neighborhood captains / community partners

^ Identify and recruit qualified committee volunteers

^ Conduct community surveys on town interests and issues

◇ *Network of “Captains”/partners established*

◇ *Increased community engagement in proactive appearance / community development activities (e.g., YOM, Christmas decorating contest)*

◇ *Increased # of identified volunteer recruits*

◇ *At least one community survey developed and conducted*

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