



**TOWN OF GRANITE QUARRY
BOARD OF ALDERMEN
SPECIAL MEETING
STRATEGIC PLANNING
MEETING MINUTES
Monday, June 27, 2022, 9:30 a.m.**

Present: Mayor Brittany Barnhardt, Mayor Pro Tem John Linker, Alderman Jim Costantino, Alderman Kim Cress, Alderman Doug Shelton

Staff: Town Manager Larry Smith, Town Clerk Aubrey Smith

Call to Order: Mayor Barnhardt called the meeting to order at 9:30 a.m.

1. Approval of the Agenda

ACTION: Alderman Costantino made a motion to approve the agenda. Mayor Pro Tem Linker seconded the motion. The motion passed 4-0.

2. Discussion

Strategic Planning

Manager Smith reviewed the PowerPoint presentation on strategic planning that he presented at the last meeting. He shared specifics from previous Board discussions for further consideration in the areas of Parks & Recreation, Growth, and Economic Development.

A. Parks and Recreation

• **Property acquisition**

These would be transformational and wouldn't need community input like specific project proposals would. It was estimated that surveyor and appraiser costs would be roughly \$6,000. The tax value of the property by the Civic Park tennis courts is roughly \$69,000. Manager Smith stated that for specific upgrades to the parks, it would be important to have community input.

• **Legion Building**

Changes would require a steering committee and community input for grant scoring. The Board discussed interest in making the Legion Building a community center. Manager Smith confirmed that a steering committee over park upgrades could also be over upgrades to the Legion Building. Manager Smith will provide a synopsis of an ideal steering committee's makeup and purpose.

B. Growth

- **CLUP / UDO**

Board members discussed completing the CLUP using money out of the general fund and not the funds freed up by ARPA. The Board discussed limiting the scope of the project to just the land use map and tweaks to the current plan. Manager Smith will put CLUP options back in the July agenda packet for consideration.

- **Strategic properties**

Parcels identified as strategic properties include the industrial park, Rufty heirs' property, and the Fisher property in town. Each represents partnership opportunities.

- **Infrastructure improvements**

There was Board discussion on grouping large projects and getting a loan to complete them.

Alderman Shelton stated a desire for the creation of a strategic plan for the town's geographical growth. The plan would help determine the cost of expanding in different directions and set expectations.

ACTION: Alderman Shelton made a motion to recess for a short break. Alderman Costantino seconded the motion. The motion passed 4-0.

The Board recessed at 10:30 a.m.

ACTION: Alderman Costantino made a motion to come back into session. Alderman Shelton seconded the motion. The motion passed 4-0.

The Board recessed at 10:33 a.m.

C. Economic Development

- **Town Hall renovations**

Manager Smith will provide updated plans for the town hall renovation to the Board and ask the architect how much it would cost to update cost estimates for the project.

- **Town Square**

DOT has been in touch regarding replacing a pole. Manager Smith is currently trying to get a meeting set with Duke to discuss.

- **Downtown streetscape**

The Board discussed planters, wayfinding signs, and the possibility of a curb & gutter project. Mayor Pro Tem Linker asked that Manager Smith get information from the DOT on what they will allow for a specific property.

- **Granite Industrial Park sign/area improvements**

Board members discussed the need for the industrial park sign. Manager Smith is trying to assist the EDC by identifying some potential examples.

- **Branding/placemaking**

This would be a follow-up from the Downtown Master Plan and could include street sign upgrades or wayfinding signs. Board members were in favor of wayfinding signs. Manager

Smith will follow up with Rowan Tourism on cost. Board members were also interested in purchasing vertical mobile banners with the town's core values.

Adjourn

ACTION: Alderman Costantino made a motion to adjourn. Mayor Pro Tem Linker seconded the motion. The motion passed 4-0. The meeting ended at 10:53 a.m.

Respectfully Submitted,

Aubrey Smith

Town Clerk

Strategic Planning



**Vision, Mission, Values,
Strategic Goal-Setting
and Implementation**



What is Strategic Planning?

- **Not a static document (dynamic and living)**
- **Avoids unplanned, spontaneous decisions that derail focus, resources, and goals accomplishment**
- **Guides resource allocation (is not guided *by* it)**

What is Strategic Planning?

Ultimate purpose

- **Organizational improvement**
- **Improvement in service delivery**
- **Improvement in effectiveness, efficiency, equity**
- **SERVE THE PEOPLE!**

What is Strategic Planning?

- **Clarify future directions and consider consequences**
- **Better, coherent, and defensible decision-making**
- **Increased employee discretion / autonomy**
(= increased buy-in, retention, innovation, trust, efficiency)
- **Enhanced capacity, teamwork, and expertise**
- **Decreased liability**
- **Improved communications and public relations**
- **Increased political support**
- **Focused organization-wide attention on priorities...**
- **Leads to collective action and goals accomplishment!**

Requirements for a Successful Plan

- **Process sponsor (position of power, sees the need)**
- **Resources (time, work hours, information, money)**
- **Openness**
- **Organization-wide understanding and action**
- **Design a process that is likely to succeed / be used**
(Clear and concise!)

Vision

“Solid as the rock on which it was founded, Granite Quarry will be a growing, connected and family-friendly town that provides a high quality of life for all.”

Goal Statements – previous format recommendation

| Town of Granite Quarry Strategic Plan 2022-2023 | | | |
|---|--|--|---|
| <p>Vision: <i>"Solid as the rock on which it was founded, Granite Quarry will be a growing, connected and family-friendly town that provides a high quality of life for all."</i></p> | | | |
| <p>Mission:</p> | | | |
| PARKS & RECREATION | GROWTH | ECONOMIC DEVELOPMENT | COMMUNITY ENGAGEMENT / COMMUNICATIONS |
| <p>I. Goal: Use the Parks and Recreation Master Plan to enhance and advance Town parks and recreational opportunities.</p> | <p>II. Goal: Prepare for and attract safe, family-friendly, high quality growth and development.</p> | <p>III. Goal: Update and use the Downtown Master Plan to bring the Town and community's desired downtown form and character to fruition. Seek industrial growth and expansion opportunities.</p> | <p>IV. Goal: Internally - Streamline communications and information flow within the town government. Externally - Increase quality of life and placemaking (sense of place/community) by informing and engaging the community and community partners.</p> |
| <p>Objective: To promote health, improve accessibility, connect neighborhoods and people, and continue maintaining and growing GQ parks to be the "crown jewel" draw of people to the community.</p> | <p>Objective: To update Comprehensive Land Use Plan and development ordinances where needed, and incentivize where possible, to encourage high quality growth; and to proactively attract high quality growth.</p> | <p>Objective: To improve existing downtown environment, create unique and enthusiastic GQ branding, marketing, and promotional opportunities, and support, retain, and attract high quality commercial tenants and development. Assist County with developing Granite Industrial Park, and seek additional industrial growth opportunities.</p> | <p>Objective: Internally - To establish communication guidelines that most efficiently inform board members while maintaining stability, accountability, and positive working atmosphere for employees. Externally - To create a strong network for information distribution, community feedback, positive press, and support for goals accomplishment.</p> |
| <p>Strategies:</p> <ol style="list-style-type: none"> 1. Begin implementation of Parks and Recreation Master Plan. 2. Incorporate funding for low-hanging fruit within FY budgets; use grants and supplemental funding (e.g., ARPA) for larger, transformational items 3. Determine organizational model best suited to help implement Master Plan (e.g., Friends of the Park non-profit). | <p>Strategies:</p> <ol style="list-style-type: none"> 1. Review Comprehensive Land Use Plan and Unified Dev Ordinance for any changes that might be needed. 2. Seek out specific opportunities with prioritized Strategic Properties (e.g., Development Agreements). 3. Recruit, retain, and rely on expert staff who can get us there. | <p>Strategies –</p> <ol style="list-style-type: none"> 1. Review Downtown Master Plan (DMP) for any updates and/or changes that might be needed. 2. Explore and determine the organizational model best suited to help implement Master Plan (e.g., Downtown Development Association, Business Association). 3. Review infrastructure, design, and incentive needs against current State and Federal funding or legislative opportunities. 4. Branding/placemaking | <p>Strategies:</p> <ol style="list-style-type: none"> 1. Develop and adopt communication guidelines ("rules of engagement"). 2. Establish most efficient & manageable framework for GQ's networking initiative (e.g., platform, annual meeting/report, newsletters, feet-on-the-street). 3. Identify and recruit neighborhood captains / community partners. 4. Conduct community survey on town interest and issues. |

Goal Statements – more concise, effective model...

Goal Statements



Strong Relationships

Build strong relationships among managers and local government partners across the state

Strategy: Increase networking opportunities and promote core values outside of conferences



Adequate Managers in a Highly Valued Profession

Ensure an adequate pipeline of North Carolina managers and that the profession is highly valued by both citizens and elected officials

Strategy: Promote the value of the profession to all generations of managers and citizens



Host Conferences that Meet Managers' Needs

Plan and structure conferences to meet the needs of managers' various experience levels, backgrounds, and jurisdiction sizes

Strategy: Increase relevance of events and continuing education for all members

...that then breaks down working details separately



Strong Relationships

Goal | Build strong relationships among managers and local government partners across the state

Strategy | Increase networking opportunities and promote core values outside of conferences

Initiatives

💡 Implementation strategy ☆ Indicator of progress

Hold regional meetings for managers in all parts of state (similar to western NC model)

- 💡 Member Support Committee and Regional Council of Governments (COGs) develop regional managers' meetings
- ☆ Hold at least one annual meeting in each COG region (preferably more often, i.e. quarterly)

Emulate Virginia's Senior Advisor Program

- 💡 Divide state into regions and designate a regional convener of managers
- 💡 Senior Advisors and Member Support Committee develop job description with expectations and potential compensation
- ☆ Hiring and sustaining two to four Senior Advisors

Connect with new managers within 30 days of appointment and discuss core values and role of manager

- 💡 NCCCMA Senior Advisors help members reach out to new managers and assistants
- ☆ New managers develop regional support system and join NCCCMA and/or ICMA
- ☆ Increased percentage of new managers join the association within first year

Create networking opportunities for new managers

- 💡 Pair new managers with seasoned managers for social events at Winter and Summer Seminars (i.e., 'adopt a newbie')
- ☆ Increased percentage of members who agree networking opportunities are effective

Targeted networking to specific groups (small/big, urban/rural, women, minorities, etc.)

- 💡 Member Support and Conference Committees: assist with networking events such as Women's Summit and Veterans in Local Government Receptions
- 💡 NCCCMA leadership: engage in and collaborate on joint recruitment initiatives through formal outreach and personal conduct
- 💡 ICMA: continue seeking new ways to develop key skills that support inclusive behavior into training and development portfolio
- ☆ Increased percentage of members who agree that networking opportunities are effective

Actively involve and support retired members in NCCCMA events, programs, and advocacy

- 💡 Retirement Committee engages and involves retirees
- ☆ Increased number of retirees participating in NCCCMA events

Goal Statements – previous in progress

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Goal Statements - *condensing*

Parks & Recreation

Enhance and advance Town parks and recreational opportunities

Strategy: Begin implementation of Parks and Recreation Master Plan by incorporating funding for immediate items and low-hanging fruit within FY budget; determine organizational model best suited to help implement Master Plan; and focus general funds freed up by ARPA toward larger/transformational parks and recreation needs.

Growth

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

Strategy: Update Comprehensive Land Use Plan and development ordinances; seek out specific opportunities with prioritized Strategic Properties; recruit, retain, and rely on expert staff who can get us there.

Economic Development

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

Strategy: Explore and determine...

Core Values draft (still needs condensing also)

| Growth | Quality | Streamline Communication | Operate with Accountability | Lead with Honesty & Integrity | Implement Teamwork | Demonstrate Enthusiastic Engagement |
|---|---|--|--|--|---|--|
| <ul style="list-style-type: none"> • We seek innovative growth that provides high quality of life for our residents, merchants, and visitors • We enthusiastically embrace and incorporate the Town's "granite-theme" in branding and placemaking opportunities to create a unique sense of place & community • We are committed to self-improvement and growing our political and professional expertise • We seek opportunities to best grow and balance Industrial/Commercial: Residential tax base and the services we provide to maintain the best tax rate possible for our community | <ul style="list-style-type: none"> • We strive to "overdeliver consistently" and not take the mundane tasks for granted (if you fail at the little things, people notice) • We continuously self-assess the approach we are taking within our respective roles to ensure we are maintaining or advancing the quality of town services • We are open to feedback on how we can adapt and improve the town and Town government • We evaluate whether to recommend "doing less, better" in situations where we stretch too thin or quality compromises | <ul style="list-style-type: none"> • We appreciate that issues will arise, and we commit to accepting honest mistakes, communicating insight, feedback, and solutions • We keep all communication professional, respectful, clear, and consistent • We practice active listening • We respect and adhere to adopted communication guidelines / rules of engagement | <ul style="list-style-type: none"> • We respect and adhere to the Council-Manager form of government • We refer questions and assign tasks to be owned and handled at the appropriate level within the organization, and commit to giving staff autonomy to make well-informed decisions • We set SMART (Specific, Measurable, Attainable, Realistic, and Timely) objectives • We embed our core values into our organizational culture, and tie them into performance evaluations at every level of the organization • We take "proudful ownership" of the responsibilities and tasks within each of our positions | <ul style="list-style-type: none"> • We are attentive, honest, and transparent public servants • We trust that we all want to see each other succeed, and if we see something that seems to the contrary, we give that person the benefit of the doubt and ask him/her about it - directly, and quickly • We practice being an efficient, trusted, and credible source of information and services for the public • We take our roles seriously to make quality decisions • We openly communicate both positive and constructive feedback | <ul style="list-style-type: none"> • We acknowledge and appreciate that we are all unique individuals • We recognize and respect each other's roles and expertise in those roles • We strive to create a positive working environment that recruits and retains top talent • We take time to praise each other and practice gratitude • We proactively support Board and Administrative directives, mission, and each other! • We keep an eye out for each other and encourage success by giving each other ongoing constructive feedback | <ul style="list-style-type: none"> • We actively engage the community and encourage involvement to "be the change we wish to see". • We are customer service oriented • We expect willing and passionate involvement from all • We have fun! |

To deliver superior customer service and
shareholder value through
flawless execution of
WCM principles and practices

Mission

- Safety and quality are uncompromising
- Our people are our enduring advantage
- We work and win in teams
- Accountability is clear and personal
- We have the courage to enable positive change
- We respect each other, our customers and suppliers
- Our reputation is indivisible

Values

Strategic Planning Boards 1

Mission

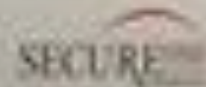
Secure One Capital Corporation will serve the personal needs of our clients by providing the highest quality insurance, investment, financial, estate and other services, and we provide a collaborative culture that enables them to thrive professionally and personally. We serve, protect, preserve and prosper our clients. We will be the industry leader, providing insurance and strengthening client relationships between customer, program, broker and insurer.

Vision

To be the most trusted and respected mortgage servicing firm recognized by our clients and staff for delivering excellence in every aspect of the mortgage servicing experience.

Values

- Integrity**
We do the right thing, regardless of the circumstances.
 - Customer Focus**
We are committed to understanding the needs of our clients and to providing the highest quality service to meet those needs.
 - Teamwork**
We work together to achieve our goals and to provide the best service to our clients.
 - Accountability**
We are responsible for the results we achieve.
 - Respect**
We treat each other and our clients with respect and dignity.
- The integrity and excellence of our services are the foundation of our success.



Strategic Planning Boards 2



Reminder/Motivation Boards - Doors

Strategic Planning



**GF freed up by ARPA,
grant / partnering
opportunities**



Items adopted or additionally mentioned so far:

Parks & Recreation

- Property acquisitions at Civic (would not need steering committee review/community surveys)
- Legion Building (could have ad hoc steering committee)

Growth

- CLUP and UDO (Land Use Plan & Development Ordinances)
- Strategic Properties (legal & planning resources for development agreement/partnership opps)
- Infrastructure improvements (strategic water-sewer extensions, etc; Streets loan debt)

Economic Development

- Town Hall remaining renovation
- Town Square
- Downtown streetscape, possibly in conjunction with Strategic Property “Fisher”
- Granite Industrial Park sign / area improvements
- Branding / placemaking