

Salisbury, North Carolina  
January 27-28, 2016

The City Council of the City of Salisbury met in a special session at Livingstone College School of Hospitality Management and Culinary Arts located at 530 Jake Alexander Boulevard Wednesday and Thursday, January 27-28, 2016 for the 31<sup>st</sup> Annual Future Directions and Goal Setting Retreat. The Retreat began with a luncheon at City Hall, 217 South Main Street with the following members being present and absent:

**PRESENT:** Mayor Karen Kirks Alexander, Presiding; Mayor Pro Tem Maggie A. Blackwell; Council Members Kenneth Hardin, William Brian Miller, and David Post; City Manager W. Lane Bailey; City Clerk Myra B. Heard, and City Attorney F. Rivers Lawther, Jr.

**ABSENT:** None.

The meeting was called to order at 12:00 noon in Council Chambers at City Hall, 217 South Main Street. Mayor Alexander called the meeting to order and welcomed guests in attendance. Ms. Deborah Watt sang the invocation.

#### **LUNCHEON – “CREATING A BOLD VISION”**

Mayor Alexander introduced Kannapolis Mayor Darrell Hinnant who discussed efforts the City of Kannapolis undertook to create a new vision for itself. Mayor Hinnant shared how the public was included throughout the visioning process and how its inclusion created a cohesive vision supported by the community. He noted the City recently held a ribbon cutting for a new City Hall and Police Department and purchased its entire downtown for redevelopment. Mayor Hinnant spoke of the importance of regional cooperation because when one community has success it creates success for the surrounding region.

Mayor Alexander thanked Mayor Hinnant for sharing his vision with those in attendance.

## **RECESS**

Mayor Alexander asked for a motion to recess the meeting until 2:00 p.m. at Livingstone College School of Hospitality Management and Culinary Arts located at 530 Jake Alexander Boulevard.

Thereupon, Mr. Miller made a motion to recess the meeting 2:00 p.m. at Livingstone College School of Hospitality Management and Culinary Arts located at 530 Jake Alexander Boulevard. Ms. Blackwell seconded the motion. Messrs. Hardin, Miller, Post and Mses. Alexander and Blackwell voted AYE. (5-0)

## **WELCOME AND SESSION OVERVIEW**

Mayor Alexander reconvened the meeting and welcomed those in attendance. Facilitator Tom Westall reviewed the goals for the upcoming session along with the session guidelines.

Staff present was:

Nick Aceves	Parks and Recreation Director
Jim Behmer	Salisbury-Rowan Utilities Director
Wendy Brindle	City Engineer
Tony Cinquemani	Public Services Director
Teresa Harris	Finance Director
Janet Gapen	Community Planning Services Director
Ruth Kennerly	Human Resources Director
Zack Kyle	Assistant City Manager
Linda McElroy	Communications Director
Robert Parnell	Fire Chief
John Sofley	Assistant City Manager
Brian Stallings	Interim Police Chief
Kent Winrich	Director of Broadband and Infrastructure Services

## **BUILDING OUR LEGACY – CUSTOMER SERVICE INITIATIVE AND THE SALISBURY WAY**

Salisbury-Rowan Utilities Director Jim Behmer introduced members of the Salisbury Customer Service team (Team Salisbury), and members of the team provided an update on activities to re-energize and develop the Customer Service initiative throughout the organization.

Staff members also shared information regarding an initial draft of The Salisbury Way, a document being created to state the guiding principles for how City employees conduct themselves as representatives of the organization.

## **CURRENT STATE OF THE ORGANIZATION**

City Manager Lane Bailey reviewed an update of Council's 2015-2016 Goals and Outcomes. Staff members shared updates for each goal:

### **Priority Initiatives – One Year Tactical Plan:**

#### **Improve the quality of life and livability in Salisbury**

1. Develop a comprehensive strategic and marketing plan that leverages our broadband infrastructure and pursues technology integration and entrepreneurial attraction (Lane Bailey, John Sofley, Kent Winrich, Linda McElroy)
  - Contracted with advertising firm based on RFP. The City decided to move in a new direction and ended contract with firm
  - Worked with EDC, Communications Division, CALIX, and other firms to make a significant public announcement of Fibrant's 10gig capability. Significant press received with additional still occurring
  - Developed new materials to assist EDC and sales staff with potential clients
2. Develop a plan for priority infrastructure improvements in the downtown and the City (Teresa Harris)
  - Need to review previous actions and regroup with team. Communications Director and Parks Director need to be added to the team for their input
  - DSI Downtown Master Plan Committee held series of focus groups attended by over 140 people to identify needed and desired improvements. Groups included millennials, downtown workers, families with small children, and empty nesters.
  - Next steps include an RFP for conceptual design work and partnership with Centralina COG
3. Explore and Implement product development that includes pre-permitted virtual buildings and marketing packages (Robert Van Geons)
4. Identify, expand and support collaborative opportunities with RSSS (Lane Bailey)
5. Implement a Neglected Housing Initiative to address housing blight and revitalization (Janet Gapen)
  - Developed strategy to coordinate efforts with other entities when possible (such as Historic Salisbury Foundation) to target funding and maximize overall impact
  - Identified initial target areas: S. Jackson Street (Chestnut Hill), North Main Street, S. Lee Street, West End

- Purchased three vacant homes in Chestnut Hill and S. Lee Street areas. Buyer has already been identified for one of the homes
- One of the homes we purchased in Chestnut Hill received exterior paint job and new landscaping in conjunction with Block Work event
- Currently negotiating with property owners to purchase additional properties in Chestnut Hill with goal of acquiring and renovating up to seven homes in this area
- Exploring possible pilot project on North Main Street working with HSF, utilizing volunteer labor to reduce renovation costs

**Implement planning initiatives and improve pedestrian safety for all areas of the City.**

1. Work with West End Neighborhood and stakeholders to implement West End Transformation plan (Janet Gapen)
  - Brenner Crossing Phase I construction has been completed and has progressed to the leasing stage. Phase II is poised to start construction in early 2016
  - Through partnership with Robertson Foundation, a “community quarterback” has been hired to engage community stakeholders and funding partners, help develop resident leadership, consider becoming a Purpose Built Community and establish new non-profit organization
  - Housing Authority and Livingstone College developing a partnership around youth mentoring
  - City staff are working in conjunction with Robertson Foundation and Salisbury Housing Authority to inform residents of past and future steps
  - Preparing to apply for new Choice Neighborhood Action Grant to pursue activities such as homeowner rehab, neighborhood gateway improvements, leadership training, acquisition and rehab of vacant homes. The new grant opportunity was announced by Sec. Castro on November 23. Grants will be up to \$1.5 M, with Feb. 9, 2016 deadline to apply

*Transit-related initiatives:*

- Worked with Salisbury Housing Authority to include transportation options in revitalization plans for Standish Street housing improvements
- ADA accessible bus stop added to Route #2 (Red) to support first phase of housing completed at Brenner Crossing
- Collaborated with Livingstone College to improve students’ awareness and access to public transportation
- Offered free transportation for Job Fair
- New service to medical facilities on Julian Road, Jake Alexander Blvd. (JAB), and Salisbury High School
- Added weekend service to Rowan Cabarrus Community College

*Police-related initiatives:*

- Held several meetings with residents about crime issues
  - Established a joint task force with Rowan County Sheriff's Office and Homeland Security for targeted interdiction of street crimes
  - Partnered with private citizen to install a Little Free Library at Zion Hills Apartments
2. Promote multimodal access in neighborhoods (Wendy Brindle)
- Completed design and installation (by Street Division) of Old Wilkesboro Rd. sidewalks between Brenner Ave. and College Park at Salisbury Apartments
  - Completed design and installation (by Street Division) of sidewalk on JAB in front of Burger King and part of adjacent property
  - Completed design and overseeing installation of sidewalk by contractor on JAB from Castlewood Dr. to Brenner Ave. (funded through NCDOT by Federal Ped Enhancement funds)
  - NCDOT completed design and installation of sidewalk between RCCC and Klumac Rd. through municipal agreement with City for maintenance

*Projects in Design*

- Pedestrian Push-Buttons/Cross-Walks at JAB/Mooresville Rd., JAB/Lincolnton Rd., and JAB/Brenner Ave. – plan installation prior to July 2016
- Salisbury Mall Area Sidewalk, C-4908G, design complete; entering easement acquisition phase
- Bringle Ferry Rd. Sidewalk, C-4908E, preliminary design complete
- S. Main St. Sidewalk, C-4908H, preliminary design started
- Newsome Rd. Bicycle lanes & Sidewalk, C-5160, preliminary design complete; utility relocation coordination started
- Old Concord Rd. Sidewalk between Harrell St. and Ryan St., preliminary design complete
- Bicycle Lanes between Catawba College and The Crescent neighborhood, awaiting municipal agreement from NCDOT for execution

*Other Projects*

- NCDOT beginning installation of lighting under the I-85 bridge on Old Concord Rd.
- Innes and Long Complete Streets Study adopted by City Council January 2015
  - Designed and installed medians along E. Innes St. in conjunction with NCDOT resurfacing
  - Designed, and in process of bidding, stamped cross-walks along E. Innes St. between Long St. and MLK Jr. Ave., and on N. Long St. between Innes St. and Park Ave.
  - Pedestrian push-buttons in design for Innes/Long, Innes/MLK and Long/Park
  - Approval process started for installation of Rapid Flashing Beacons at Long St. and Liberty St. (near Rowan Helping Ministries)
- Completed design and installation (by Street Division) of sharrows on Fulton St.

- Received Council approval of bicycle lanes on Confederate Avenue between Henderson St. and Club House Dr. (sharrows to be installed around City Park to complete bicycle loop) – Project will be installed by Street Division
  - Working with Catawba College and the VA to begin next phase of Greenway
- Transit-related initiatives*
- Route change implemented to offer the following new or improved services
    - Greyhound Bus Station, 11 trips each weekday, 5 trips on Saturdays
    - Kohl's/Belk/Julian Road Medical Facilities
    - Medical Facilities at Food Lion on Jake Alexander & Mooresville Rd.
    - Salisbury High School
    - Salvation Army
    - Morlan Park Neighborhood/Pearl Street
    - Saturday Service – 5 Trips
      - Rowan Cabarrus Community College/Spencer/Train Museum
      - Pine Hill Apartments
3. Implement the Historic Preservation Master Plan. Establish Implementation Team and Develop Priority Goals (Janet Gapen)
    - Updated Design Guidelines were adopted by City Council in May 2015
    - Implementation team will be convened in early 2016 to update priority goals
  4. Implement a process to allow developers to meet with the Technical Review Committee in the pre-planning phase (David Phillips)
    - Pre-application meetings are being held with developers and various members of TRC depending on the scope and needs of the project; in most cases, a quorum of TRC is present at these meetings
    - Meetings are not mandated by the LDO. Response from the developers has been overwhelmingly positive
  5. Collaborate with Rowan County Inspection Department to improve the development review process (Preston Mitchell)
    - Rowan County Environmental Services Manager and Building Inspections staff regularly participate in weekly permit coordination meetings at One Stop, as well as monthly TRC meetings
    - One Stop staff collaborate on a daily basis with Rowan County Permitting Manager regarding permits being issued, level of inspections, and issuance of Certifications of Occupancy
  6. Study improving animal control services (Police Chief)
  7. Implement new downtown incentives to spur downtown growth (Janet Gapen)
    - Incentives awarded to three downtown redevelopment projects
    - Bernhardt Building mixed-use development has been completed with three commercial businesses established, and four of the six new apartments leased
    - New Sarum Brewery expansion and historic rehabilitation is in the construction phase and set to begin production on-site in early 2016
    - Benchwarmers renovations are underway
    - Other potential projects are in early planning stages
    - Preparing amendments to the guidelines to clarify the application process and to include a required pre-application meeting and Letter of Intent to file

8. Develop a process and begin update of Comprehensive Plan (2030/2040) (Janet Gapen)
  - Planning team will be assembled in December to identify desired points of process, community engagement methods, appointment of steering committee, scope of the plan, and to begin drafting a Request for Proposals
  - With new Council in place the goal is to get underway in early 2016
9. Study feasibility of a columbarium at Chestnut Hill (Zack Kyle)
  - Staff obtained a quote for a columbarium, however the feasibility study has not been completed

**Provide quality water and wastewater services to Rowan County that protect the environment, promote public health, improve the quality of life, support planned growth and maintain public trust**

1. Safeguard Salisbury's interest on the Yadkin River by participating in relicensing of Alcoa's Yadkin Project (Jeff Jones)
  - The NC Department of Environmental Quality issued their 401 Water Quality Certification for the Alcoa Yadkin Project October 23, 2015 and confirmed January 12, 2016 that no appeals have been filed and the Certification is final
    - Certification requires Alcoa to coordinate, plan, and implement flood and sedimentation mitigation
    - The likely outcome is relocation of the river pump station
    - Mitigation requirements become effective when the FERC license is issued and final
  - Next step is issuance of the Federal Regulatory Commission (FERC) license for Alcoa's Yadkin Project
    - Based on the FERC final environmental impact statement, the license may require flood and sedimentation mitigation for the river pump station (like the Certification) plus mitigation for the Grant Creek Wastewater Treatment Plant
    - FERC staff indicates FERC license might be issued Spring 2016
2. Study implementation of Smart Meters and perform Return on Investment (Jim Behmer)
  - SRU has completed the Return on Investment analysis for the Advanced Metering Infrastructure Implementation Plan and presented to Council January 5, 2016
  - Council adopted a Capital Project Budget Ordinance and allocated \$7.2 million of capital reserves to fund the project
  - Project to be implemented over three years; larger meters will be replaced first

**Provide reliable, competitive, sustainable broadband infrastructure for our community with a focus on exceeding customer expectations**

1. Operate system at 99.999% reliability (Kent Winrich)
  - System has continued to operate at 99.999% reliability over the last year
2. Remove impediments to digitalization (John Sofley)
  - Evaluating new technology to reduce installation time and reduce future staffing requirements. Would also potentially provide solution to multifamily units

currently unable to be served cost effectively. Field tests with customers underway. Also want to evaluate updating City policies to implement a dig once policy to place conduit in ground for future use

### **Maintain financial accountability and sustainability**

1. Maintain a strong fund balance (Teresa Harris)
  - Available fund balance as a percentage of budget for FY15 is 43.64%, an increase of 32.2%
2. Provide Return on investment analysis for major City involved projects (Teresa Harris)
  - Model for return on investment analysis is established. Ongoing procedure for major City involved projects
3. Implement plan for interfund loan repayment (Teresa Harris)
  - FY2016 included \$25,000 for principal repayment. According to the model, the principle repayment will increase each year afterward until final repayment in FY2029

### **Improve organizational transparency**

1. Continue to improve the City website, including integration of the City marketing plan (Linda McElroy)
  - The Communications team has purchased the DotNetNuke (DNN) website platform to implement a new City and Fibrant website in-house. The Web Services Coordinator recently completed the Fibrant website revision and is currently working on the City's website. Meetings were held with all City departments for input to incorporate their needs to the new site. Once completed, department representatives will be able to update their sections on the website through user-friendly platform. Next objectives include:
    - Utilize the DotNetNuke content management system to build a completely new public-facing website
    - Implement a simple navigation and site design that allows both external and internal users to quickly find information and achieve goals
    - Implement responsive design and progressive enhancement principles to meet modern standards of web design
    - Acquire input from each department to inform the content for each department's section
    - Once complete, train each representative to manage the content of their section and set-up training on a regular basis
    - Submit the website for W3C accessibility certification

#### *For Fibrant website*

- Moved website to more reliable hosting solution, from GoDaddy to DNN4Less
- Implemented clean, fluid navigation using progressive enhancement principles
- Combined the residential and business sites into a larger, more robust single site
- Expanded content, adding interactive channel lineups for residential and business services, and TVEverywhere section

2. Continue Citizen Academy (Myra Heard, Kelly Baker, Zack Kyle)
  - The second class of the Citizen's Academy graduated November 12, 2015
  - The class included citizens from diverse backgrounds and all 19 participants graduated
  - 25% of the 2014 class were appointed to serve on Boards and Commissions and several 2015 graduates have applied to serve
  - The Steering Committee will begin work in the spring of 2016 for the 2016 class

**Create a culture of excellent customer service to improve service delivery to our citizens**

1. Develop and implement a comprehensive plan to create an emphasis on customer service

(Customer Service Team)

- New name "Team Salisbury"
- New logo and branding
- New slogan: Purpose, Passion, Priority
- Team Salisbury members held introductions with every department and gave out candy
- Revised the New Employee Orientation presentation
- Updated the Service Award Nomination forms
- Revised the nomination process so every nominee receives recognition and thank you card
- Organized and hosted "Fire and Ice" chili and ice cream in November 2015 for employee appreciation
- Will hand out Team Salisbury t-shirts to employees at Employee Benefit Fair in May 2016
- Future customer service training to all City employees on an annual basis
- Plan to survey employees, citizens and customers regarding the City and customer service to gain feedback and suggestions for improvement

Mr. Bailey then reviewed a draft 10-year Capital Improvement Plan (CIP) for Salisbury-Rowan Utilities. He also reviewed a copy of the City of Lenoir's CIP to show Council a model of what is being developed. He noted the General Fund needs direction from Council and more input is needed. He added staff would like to hear from Council about the projects they want to be included in the CIP. Mr. Bailey stated by providing input earlier in the decision making process, staff can prepare a budget based on the input. He commented developing the first CIP will be the most difficult, but he thinks Council will truly like the CIP going forward.

## SALISBURY S.W.O.T. ANALYSIS

Facilitator Tom Westall led Council and staff through an exercise to identify the strengths, weaknesses, opportunities and threats for the City, both community-wide and as an organization.

### Strengths:

- Community attitude – progressive and unique
- Innovative ideas
- Positive energy and strong leadership
- Wealth of human talent
- 10-Gig broadband utility
- City commitment to customer service
- Positive working relationships with community partners – department to department and employee to employee
- Good relationship with County Commission
- Strong community financial resources for supporting philanthropy
- Strong higher learning community – 5 total
- Vibrant downtown
- Location and infrastructure
- Strong community arts
- Historic preservation
- Diverse employer base
- Strong community financial organizations
- Great housing value

### Weaknesses/Limitations:

- Lack of good job opportunities
- Community poverty
- Crime rate
- Stagnant housing market
- Poor educational outcomes
- Lack of diversity in arts
- Lack of genuine interest, concern and engagement in community issues
- Socioeconomic separation
- Lack of diversity and inclusion
- City budget challenges
- Loss of institutional knowledge in City departments
- Limited available space for new businesses

### Opportunities:

- A new spirit of cooperation between City and County
- West End Transformation
- Change public's perception

- Transportation system – passenger rail and interstate
- Transition in Police Department
- Gig speed
- Conveying the message via social media
- Togetherness of Chamber, Tourism Development Authority and RowanWorks
- Educate the public and other departments – Community engagement
- Maxwell Chamber Trust
- Heal as a community “We”

Threats:

- Negative perceptions
- Not being team players “I”
- Losing key players in the community
- Failure to have courage to invest
- Failure to confront issues
- Staff salaries in Police Department and Fire Department – lose employees due to low pay
- Not investing in human capital

**RECESS**

There being no further business, Mr. Miller made a **motion** to recess the meeting to Thursday, January 28, 2016 at 8:00 a.m. at the Livingstone College School of Hospitality Management and Culinary Arts located at 530 Jake Alexander Boulevard. Ms. Blackwell seconded the motion. Messrs. Hardin, Miller, Post and Mses. Alexander and Blackwell vote AYE. (5-0)

**WELCOME AND PLANS FOR THE DAY**

Mayor Alexander reconvened the meeting and welcomed those in attendance. She pointed out a list of former Council members and Mayors since 1849, whose names were being displayed. She noted these were the leaders that came before Council and who helped shape the City’s legacy as trailblazers.

Facilitator Tom Westall asked Council and staff to explain how they chose public service and what they wanted to be their legacy when they left. Each member shared their experiences and how they came to serve in the public realm.

**NEWSOME ROAD SUPPLEMENTAL AGREEMENT**

City Manager Lane Bailey informed Council action was needed regarding a supplemental agreement for the Newsome Road extension project. City Engineer Wendy

Brindle explained the agreement has been approved by Council two times, and the terms have not changed. She noted the supplemental agreement has reflects a change that if the project exceeds its \$1 million estimate, the cost will be borne by the developer.

Thereupon, Mr. Post made a **motion** to approve a supplemental agreement for the Newsome Road extension project. Mr. Hardin seconded the motion. Messrs. Hardin, Miller, Post and Mses. Alexander and Blackwell voted AYE. (5-0)

### **UPDATES ON MAJOR INITIATIVES – WEST END TRANSFORMATION**

Community Planning Services Director Janet Gapen introduced Mr. Jason Walser who is serving as the Project Quarterback for the West End Transformation project on behalf of the Robertson Foundation.

Mr. Walser indicated the Robertson Foundation is committed to the West End project and the Purpose Built Communities model. He stated Salisbury is not yet an official affiliate of Purpose Built Communities, but the Salisbury group hopes to receive its non-profit status and become an affiliate this year. He stated his efforts are to bring resources together to the West End to address housing, education, and community wellness.

Mr. Sam Foust, Executive Director Salisbury Housing Authority, updated Council on Brenner Crossing. He noted in 2013 and 2015 the Housing Authority was the only Housing Authority in North Carolina to receive tax credits. He noted Phase I is complete and filled. He stated Phase II is underway and will include 90 units.

### **UPDATES ON MAJOR INITIATIVES – DOWNTOWN INCENTIVES**

Ms. Paul Bohland, Executive Director of Downtown Salisbury, Inc. (DSI) reviewed key projects in downtown Salisbury. She explained DSI was one of the first Main Street Programs created in North Carolina and is accredited by the National Main Street Center as a Main Street Community.

Ms. Bohland stated between 1980 and 2015 there has been over \$128 million in investment, over 1,100 jobs and 343 net business gains in the downtown area. She indicated most recently there has been over \$1.7 million in investment, a net gain of 14 businesses and 42 full-time jobs, with 15 façade improvements.

Ms. Bohland indicated DSI hosted several focus groups in 2014 that included over 140 people representing all age groups. She noted the participants identified those things they liked in the downtown and what is missing or needs to be changed. She stated the results of the focus groups indicated the missing elements the participants thought the City should pursue first were public space (green space, outdoor dining, restrooms), lighting (safety concerns), and diverse merchants (dance, aerobic classes, men's retail, unisex fashion retail, art store, high end retail, small chain stores). She added the focus group

results also indicated a desire for a more walkable, attractive and pedestrian friendly downtown.

Mr. Bohland updated Council on development of the Empire Hotel property and noted a Request for Proposals was sent out and two developers have expressed interest. She stated the Empire Redevelopment Steering Committee is meeting and will partner with Centralina Council of Governments.

Council discussed the Maxwell Chambers property and it was noted the Robertson Foundation has an option on the property and has raised half of the funds for a commons area on the property.

## **WORKING COLLABORATIVELY WITH OUR COMMUNITY PARTNERS**

### **Rowan-Salisbury School System**

Rowan-Salisbury School System Superintendent Dr. Lynn Moody, and Dr. Latoya Dixon and Dr. Michael Waiksnis, Co-Principals of Knox Middle School, discussed efforts to attract teachers and make improvements at Knox Middle School.

Drs. Dixon and Waiksnis shared their plan to create a magnet school at Knox known as the Knox Center for Accelerated Studies. They explained the Center will provide students with a rigorous academic program to prepare them for secondary success. They noted students will have the opportunity to earn high school and college level credit while in middle school. Dr. Waiksnis indicated the program is planned to be phased in over three years. Dr. Dixon explained they want to redesign English/Language Arts and Math instruction to ensure each student below grade level receives 60 minutes of traditional instruction, as well as 30 minutes of daily intensive instruction with a reading specialist. She noted students will receive 90 minutes of Math instruction rather than the standard 60 minutes.

Dr. Moody discussed the pay scale for teachers and how principals in particular are far below the State average. She discussed efforts to attract the best teachers and administrators to the System but noted the low pay is a challenge.

Council discussed the critical importance of education as a key for community improvement. Mayor Pro Tem Blackwell noted the City partnered with community partners to contract with Drs. Dixon and Waiksnis. She noted one of the community partners has lost its funding source, and she recommended the City pay that portion to continue the contract. Thereupon, Ms. Blackwell made a **motion** to increase the City's contribution to Rowan-Salisbury School System and the Co-Principals to \$70,000 per year for 2016-2017 and through 2017-2018. Mr. Post seconded the motion. Messrs. Hardin, Miller, Post and Mses. Alexander and Blackwell voted AYE. (5-0)

## Rowan County

Mr. Greg Edds, Chairman of the Rowan County Board of Commissioners, and Mr. Aaron Church, County Manager, discussed countywide initiatives. Chairman Edds noted one major project is a countywide water and sewer system. He also discussed efforts for economic development and new school facilities and the importance of working collaboratively.

## **UPDATES ON MAJOR INITIATIVES – THE 2020 AND 2030 PLANS**

Community Planning Services Director Janet Gapen, Development Services Manager Preston Mitchell, and Planning Catherine Garner, shared a history of Salisbury and the bold steps in planning that led to the current Vision 2020 Plan. They noted they are in the beginning stages of planning for the document's update and anticipate the process could take two years.

## **DEVELOPING A SHARED VISION**

Facilitator Tom Westall led Council and staff through small group work to develop a shared vision. He noted the issues shared by each group:

1. Diversity and Inclusion (multigenerational)
2. Global innovative technology leader/Vibrant (Fibrant)
3. Sustainable and livable community
  - a. Public safety
  - b. Designing our future
  - c. Model
  - d. Public space
  - e. Commitment to the arts
4. Excellent education everyday
  - a. Cradle to career
  - b. Economic driver
  - c. In partnership
5. Cooperation, collaboration, community

## **TOP GOALS AND PRIORITIES**

Council discussed how the visions can be achieved. It was noted that money needed to be budgeted to hire a professional marketing firm to get word out about Fibrant. Council stated bold steps are needed to develop a strategic plan to take Fibrant into the future. Council discussed a Fibrant “boot camp” and possible quarterly reports on the utility.

Council suggested staff take the information shared today and bring an edited version of the bullet points back to Council.

By consensus, Council agreed to meet at 4:00 p.m. prior to its regular meeting March 1, 2016 to discuss the vision and priorities.

Mayor Alexander thanked everyone who assisted in putting the Retreat together, and she thanked all those who participated.

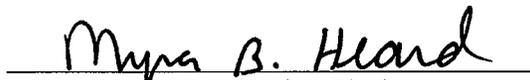
**ADJOURNMENT**

Thereupon, Mr. Post made a motion to adjourn the meeting. Mr. Miller seconded the motion. Messrs. Hardin, Miller, Post and Mses. Alexander and Blackwell voted AYE. (5-0) The meeting was adjourned at 4:55 p.m.



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Karen Kirks Alexander, Mayor



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Myra B. Heard, City Clerk