

Salisbury, North Carolina
March 1, 2016

SPECIAL MEETING

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

ABSENT: None

Mayor Alexander and members of City Council participated in a discussion regarding the notes from Council's Retreat held January 27-28, 2016 in order to determine goals for the next fiscal year.

City Manager Lane Bailey reviewed the current goals and noted those that are operational and can be removed from the list:

Priority Initiatives – One Year Tactical Plan Improve the quality of life and livability in Salisbury	Status
1. Develop a comprehensive strategic marketing plan that leverages our broadband infrastructure and pursues technology integration and entrepreneurial attraction.	
2. Develop and plan for priority infrastructure improvements in the downtown and the City.	
3. Explore and implement product development that includes pre-permitted virtual buildings, marketing packages	
4. Identify, expand and support collaborative opportunities with RSSS	
5. Implement a Neglected Housing Initiative to address housing blight and revitalization	
Planning and Development Initiatives	
1. Work with the West End Neighborhood and stakeholders to implement West End Transformation	
2. Promote multimodal access in neighborhoods	Operational

3. Implement the Historic Preservation Master Plan. Establish Implementation Team and develop priority goals.	Operational
4. Implement a process to allow developers to meet with the Technical Review Committee in the pre-planning phase	Operational
5. Collaborate with Rowan County Inspection Department to improve the development review process.	
6. Study improving animal control services	
7. Implement new downtown incentives to spur downtown growth	
8. Develop a process and begin update of Comprehensive Plan (2030/2040)	
9. Study feasibility of a columbarium at Chestnut Hill	Operational
Utilities and Community Infrastructure	
1. Safeguard Salisbury's interest on the Yadkin River by participating in relicensing of Alcoa's Yadkin Project.	
2. Study implementation of Smart Meters and perform Return on Investment	Operational
Provide reliable, competitive, sustainable broadband infrastructure for our community with a focus on exceeding customer expectations	
1. Operate system at 99.999% reliability	
2. Remove impediments to digitalization	
Maintain financial accountability and sustainability	
1. Maintain a strong fund balance	Operational
2. Provide a Return on Investment analysis for major City involved projects	Operational
3. Implement plan for interfund loan repayment	Operational
Organizational Development and Partnerships	
1. Continue to improve the City website, including integration of the City marketing plan	
2. Continue the Citizen's Academy	Operational
Create a cultural 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	Operational

Facilitator Tom Westall reviewed a list of priorities provided by Council prior to the Retreat:

- Police Chief committed to community policing
- Support salaries of additional police officers
- Comprehensive business plan for Fibrant
- Financial position relative to goals
- Work on 2030 Plan
- CIP 10-year Capital Improvement Plan
- Greenway
- Sustainable practices

- Development of Empire Hotel
- Downtown Park
- Identify all non-essential properties for sell
- Increase Police department salaries and benefits
- Efforts to beautify downtown
- Diversity and Inclusion
- Salisbury Central Park
- Education needs (pre-K)
- Streetscape/Infrastructure improvements downtown
- Greenway network expansion
- Economic development/jobs
- Hiring the right police chief
- Hire full-time grants manager
- Improve transparency

Councilmember Miller noted there are several issues that can fit into categories such as the Greenway being a part of a community greenspace goal that included the downtown park and streetscape improvements.

Councilmember Post indicated there is a need to look at the sign ordinance in an effort to improve the entrance to Salisbury. He stated there has been a committee studying the issue for several months. Mr. Miller commented if the Committee is ready to propose the sign ordinance amendments to Council, this may not need to be a goal for next year.

Mr. Post noted major cities have added bike lanes to their main streets, and he suggested this effort could also be a part of the Greenway.

Mr. Miller asked if sustainable practices should be a Council goal or a staff goal. Mayor Alexander stated it is important as a Council goal because it encompasses more than operations and includes interactions with other communities.

Mr. Miller stated he think the Empire Hotel and a comprehensive business plan for Fibrant are important goals.

Councilmember Hardin commented there are several issues regarding Police, and he thinks it is more than just hiring a chief and those issues impact all of the other areas Council is discussing. Mayor Pro Tem Blackwell added the salary and benefits have to come on par with surrounding communities.

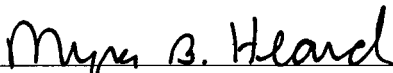
Mr. Miller commented that economic development and job creation are important and include a commitment from Council for grants.

Ms. Blackwell stated she thinks it is worthwhile to being the process of identifying City owned properties that are not needed that could be sold.

Mayor Alexander noted she would also like to include the Mayor's compact for sustainable practices with Council's goals.

Mr. Bailey indicated staff will work with these priorities to categorize and develop into goals and will bring the proposed goals back to Council for approval.

The meeting adjourned at approximately 5:05 p.m.



Myra B. Heard, City Clerk



Karen Kirks Alexander, Mayor