

Galax City Council
Strategic Planning Session Minutes
Tuesday, November 16, 2021

Galax City Council convened in special session to hold a strategic planning session in City Council Chambers on November 16, 2021, at 9:00 a.m.

At 9:00 p.m. Mayor Greene called the meeting to order with the following Council persons present and they are as listed: Mayor Greene, Vice Mayor Mitchell, Councilman Haynes, Councilwoman Ritchie, Councilwoman White, Councilman Larowe, Councilman Warr, City Manager Matt Settlemyer, and Executive Assistant, Dana Woodel.

After the opening prayer and Pledge of Allegiance, Councilman Larowe opened the meeting offering to serve as the moderator of the meeting.

The consensus of Council was to update and expand the City of Galax Strategic Plan for approval by Council at a future Regular Meeting. Staff will work on supplemental information for the Plan.

Topics discussed during the planning session include:

- **COMPREHENSIVE PLAN**
 - Long Term Economic, Development, & Land Use

- **STRATEGIC PLAN**
 - Vision – Where are we going? What do we want to be?
 - Mission Statement – How will we do it?
 - Values
 - Specific Goals – What is the most important to accomplish? (Resource Allocation).
 - Work Plans – Specific Tasks/Jobs
 - Where are we in the process?

- **STAFF & ORGANIZATIONAL**
 - Comprehensive Org. & Salary Review
 - ✓ Process Structure Salary
 - Customer Service Training
 - Communicate the process – Up Front & Through out
 - HR Elevation
 - ✓ Skills Gap
 - ✓ Succession
 - ✓ Communication with staff

- **COMMUNICATION**
 - Develop Plan – Policy // Systemic
 - Acquire Communications Director
 - Communication Training for Staff
 - ✓ Proactive vs. Reactive
 - Update / Coordinate – Media

- DESTINATION LOCATION

Joint Stakeholders Meeting – (Jan./Feb.)

- ✓ Calendar – DTA, Chamber, City Tourism, Arts Council, & CCSA – Meet to plan NFP's, High Country Lights, Rec. Dept. / Adv. Healthcare/ Others
- ✓ Discuss Calendar Circularization
- ✓ 2 Meetings to Develop

VFCO Development

Develop a Destination Location Marketing Plan for the City

- ✓ Destination by Design

Absentee Owners – Plan to address

Outreach to Hospital

Restaurants – (Program) Plan

Evaluation of Rex Contract/RFQ

Greenway Trail

Down Hill Trail

Car Charging Stations

Traffic Light Study

- ECONOMIC & COMMUNITY DEVELOPMENT

- Galax East, Hampton Properties – Maintain & Provide Good Signage
- Continue Development Work – Kipling Lane
- Wildwood – Industrial Recruitment
- Outreach
- Quantify a System for Economic Incentives
- Develop / Update Downtown Master Plan
- Downtown City Owned Properties – Plan for Use
- Wired Road Future Report

Strategic Goals and Workplan are attached to these minutes.

With no further business to discuss, the meeting adjourned at 5:10 p.m.

ADJOURNMENT at 5:10 p.m.



Mayor



Clerk

City of Galax Strategic Goals 2022 (November 16,2021 Planning Workshop)

Strategic Goal: Support a Responsive and Effective City Organizational Structure and Staff

- Update the organization chart and staffing plan to enhance responsiveness and effectiveness
- Develop a program of professional development for staff to enhance skills and effectiveness & to support the succession plan
- Draft a Compensation Philosophy and Salary Study for Council adoption
- Cross-Training – consider additional training to provide back-up for critical positions
- Outsourcing - consider contracting out certain functions requiring less than full-time effort, if fiscally prudent
- Job Sharing – consider job sharing certain hard to fill positions with other localities
- Develop Human Resources as a more robust Executive function
- Preparation of a formal written Management Succession Plan to address anticipated retirements
- Consider a restructure of the Organization Chart-Organization Assessment
- Implement Customer Service Training

Strategic Goal: Promote Open and Engaged Communications Among Staff, Council, Citizens, and the Broader Community

- Develop a communications strategy and plan
- Update the City's website
- Host or arrange a Regional Dinner Meeting for networking and communication
- Consider QR codes for communication of various information
- More robustly utilize Know Your City Tours
- Improve Tourism – Chamber – Downtown Association Coordination
- Consider creation of Communication Director position
- Consider how to implement and capitalize on an area Concierge

Strategic Goal: Maintain and Improve the City's Infrastructure

- Update the City's Comprehensive Land Use Plan
- Develop a Capital Improvement Plan to be adopted as a part of the annual budget
- Consideration of long-term Curb & Guttering Plan

Strategic Goal: Promote Galax as a Destination Location for Visitors and New Residents

Coordinate marketing and promotion activities with other stakeholders including the Chamber of Commerce, the Downtown organization, the Arts Council, Tourism, and the region – Joint Stakeholders meeting

Address absentee (absent) building owners adversely impacting Downtown being the Heart of the City

Explore and develop ways to promote additional Downtown Restaurants

Develop program to enhance Local expectations – consider the utilization of video/media

Develop program to directly support Outdoor Activities while addressing seasonality-includes potential Greenway trail and bike trails

Evaluate the potential for and impacts of Main Street to be pedestrian traffic only

Develop program to better capitalize on the NR Trail and Trail activities

Calendar – DTA, Chamber, City Tourism, Arts Council, & CCSA – Meet to plan NFP's, High Country Lights, Rec. Dept. / Adv. Healthcare/ Others

Develop a Destination Location Marketing Plan for the City

Develop plan to better utilize Rex Theatre-Evaluation of Rex Contract/RFQ

Look into possibility of Car Charging stations

Develop Downtown Traffic Light Study

Develop / Update Downtown Master Plan

Plan for the redevelopment of two city-owned properties downtown

Strategic Goal: Support Appropriate Economic & Community Development, including Housing

Continue development planning for the East Stuart Drive property

Continue development planning for the Kipling Lane property

Wildwood Industrial Park – continue to partner with neighboring localities on infrastructure development and marketing

Reach out to the business development community to understand constraints and opportunities

Develop an Economic Development Incentives Program with guidelines

Build on the Jump and Business Challenge programs to support small business development – responsible parties include BRECEDA, the SBDC, the City IDA and City staff

Plan for the development of the Hampton property

Workforce Development – Program to address professional needs

Workforce Development – Program to address skills and trades

Consider hosting a Collaboration Festival to address workforce needs

Explore and develop an approach to assist with Broadband delivery and to better utilize the Wired Road Authority

Develop IDA utilization for downtown start-up's

Strategic Goal: Promotion of Quality of Life

Collaborate with Hospital to explore ways to improve healthcare provider morale

Develop program to support Drug Use Prevention

