

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

