

WINSTON-SALEM CITY COUNCIL
Special Virtual Meeting
March 25, 2021

CALL TO ORDER

Mayor Joines called the Special Meeting to order at 1:00 p.m. and stated pursuant to the policy and procedures adopted by the City Council relative to virtual meetings, I have determined it is not feasible for the City Council and I to meet together physically and due to the Safer-At-Home order, all Council Members are participating virtually. He asked the City Clerk to call the roll.

ROLL CALL

Present: *Council Member John C. Larson, Council Member Robert C. Clark (arrived at 1:03 p.m.), Council Member Kevin Mundy, Council Member Annette Scippio, Mayor Allen Joines, Mayor Pro Tempore Denise D. Adams, Council Member James Taylor Jr., Council Member Jeff MacIntosh, and Council Member Barbara Hanes Burke*

GENERAL AGENDA

G-1. *2021 Strategic Planning Workshop.*

Mayor Joines welcomed everyone and stated the City Manager would like to make some comments.

Mr. Lee Garrity, City Manager, stated staff will take the priorities of the Mayor and City Council from yesterday and today's meetings and overlay those with the American Rescue Act Funds. He noted public input would be received regarding the American Rescue Act Funds.

Ms. Michelle Ferguson, Consultant with Novak Consulting Group, provided an overview of yesterday's meeting and listed items for discussion for today's meeting.

Scott Tesh, Performance and Accountability Director, provided a presentation regarding the current 2017-2021 Strategic Plan Progress. He noted action items that were completed and action items in progress in the Focus Areas. He stated there were 165 action items, with 122 of those created in 2017 and 43 in 2019. He said 126 of the 165 of the action items have been completed, 22 items are ongoing or on schedule, and 7 are delayed.

Ms. Ferguson directed a discussion regarding changes to the existing Strategic Plan Initiatives. Below is a synopsis of those changes by focus area.

Economic Vitality and Diversity

- 1. Evaluate current economic development policies regarding non-capital investments. (2017- 2018)*
- 2. Identify infrastructure needs to enhance economic development activity.*
- 3. Seek out regional cooperation on economic development initiatives.*
- 4. Engage Forsyth County Commission and Winston-Salem/Forsyth County School Board in policy discussions regarding economic vitality.*

5. *Assist with downtown retail, commercial recruitment, and redevelopment projects.*
6. *Evaluate the use of land banking for commercial development.*
7. *Partner with workforce development training initiatives. (2017-2018)*
8. *Promote internship opportunities.*
9. *Continue to partner in development of the Whitaker Park business site. (2017-2018)*
10. *Recruit small businesses (with less than 100 employees) and foster an entrepreneurial atmosphere. (2017-2018)*
11. *Evaluate project-based lending programs.*
12. *Develop travel and tourism promotion strategies.*
13. *Realign economic development policies to assist with changing economy.*
14. *Create action plans for anti-poverty initiatives.*
15. *Implement local justice reform initiatives.*
16. *Review workforce development training needs.*

Safe and Secure Community

1. *Expand Police Department community engagement. (2017-2018)*
2. *Enhance gang intervention and prevention strategies.*
3. *Strengthen re-entry and diversion initiatives. (2017-2018)*
4. *Develop plan for Police district re-alignment.*
5. *Retain qualified personnel. (2017-2018)*
6. *Reinforce emergency disaster preparedness. (2017-2018)*
7. *Evaluate infrastructure needs related to public safety.*
8. *Evaluate public safety driver training needs.*
9. *Increase public safety data collection and analysis capabilities.*
10. *Evaluate Fire Operations training facility needs.*
11. *Expand Fire Department community engagement. (2017-2018)*
12. *Enhance disaster preparedness training and communication.*

Livable Neighborhoods

1. *Concentrate efforts in reducing blight in targeted areas. (2017-2018)*
2. *Create infill development design standards.*
3. *Create guidelines and incentives for disposition of vacant lots.*
4. *Evaluate implementation of affordable housing study recommendations. (2017-2018)*
5. *Provide additional funding for public art programs. (2017-2018)*
6. *Review historic landmark designation process.*
7. *Create multicultural neighborhoods.*
8. *Create innovative ways to celebrate culture, people, and history.*
9. *Improve condition of Parks and Recreation infrastructure. (2017-2018)*
10. *Update the Parks/Open Space Master Plan. (2017-2018)*
11. *Develop strategies to expand access to the Fairgrounds Farmers Market.*
12. *Increase public education and marketing of healthy food options.*
13. *Address affordable housing needs.*
14. *Fund priority Recreation and Parks maintenance needs.*
15. *Acquire park land for future development.*

16. *Explore African American Heritage initiative.*

Healthy Environment

1. *Design guidelines for mixed-use development.*
2. *Modify transportation strategies to mitigate traffic congestion.*
3. *Evaluate sustainability needs based on STAR Community rating. (2017-2018)*
4. *Create developer incentives for green and transit-oriented development. (2017-2018)*
5. *Provide additional recycling education programming.*
6. *Address stormwater runoff and urban stream issues.*
7. *Review policies for business and multi-family recycling. (2017-2018)*
8. *Reinvigorate sustainability programs.*
9. *Plan for transition to in-house recycling program.*

Quality Transportation

1. *Develop plan for Business 40 closing and associated transportation changes. (2017-2018)*
2. *Increase resurfacing of City streets. (2017-2018)*
3. *Evaluate handicapped parking options.*
4. *Increase investment in pedestrian transportation options. (2017-2018)*
5. *Review Winston-Salem Transit Authority (WSTA) route frequency and funding. (2017-2018)*
6. *Enhance multi-modal transportation options and regional connectivity. (2017-2018)*
7. *Review bus shelter placement and overall transit structure.*
8. *Increase funding for street maintenance and repairs.*
9. *Implement cycling, pedestrian safety, and walk ability improvement needs.*
10. *Implement additional fixed-route transit system improvements.*

Service Excellence

1. *Close feedback loop with citizens. (2017-2018)*
2. *Update website, social media, and other resident communication strategies. (2017-2018)*
3. *Update automated meter reading.*
4. *Enhance professional development to include mission, vision, and value statements.*
5. *Review feasibility of general obligation bond issuance for capital projects. (2017-2018)*
6. *Review overall City revenue structure.*
7. *Evaluate government efficiency including systematic data review. (2017-2018)*
8. *Maintain core purposes within limited resources.*
9. *Review and implement service request improvement project.*

At 2:35 p.m., Ms. Ferguson announced the meeting would recess for a short break and would resume at 2:45 p.m.

The meeting resumed at 2:46 p.m.

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Ms. Ferguson asked the Mayor and City Council to list the three most important initiatives they wished to accomplish while serving as an Elected Official. A discussion ensued regarding the new initiatives with the following initiatives being the most popular:

- *Focus on job creation and workforce development (small businesses, travel and tourism industry)*
- *Poverty cessation*
- *COVID reopening plan*
- *Community fundraising*
- *Environmental initiatives*
- *Address digital divide*
- *Address childcare needs*
- *Neighborhood maintenance*
- *Collaboration and funding for pre-k*
- *Organizational plan for public-private partnerships*
- *Law enforcement reform*
- *Community engagement (Power of connections)*
- *Funding for arts*
- *Funding for affordable housing*
- *Funding for economic development*

At 3:10 p.m., Ms. Ferguson announced the meeting would recess for a short break and would resume at 3:25 p.m.

The meeting resumed at 3:26 p.m.

Ms. Ferguson asked the Mayor and City Council to share in the chat their top two new initiatives. The following initiatives were listed as the highest priority:

1. *Focus on job creation.*
2. *Funding for affordable housing.*
3. *COVID reopening plan.*
4. *Funding for Economic Development.*
5. *Collaboration and funding for Pre-K.*

Mr. Tesh thanked the Consultants and stated staff would be meeting one on one with the Mayor and City Council for any additional comments.

Mr. Garrity stated staff has clear direction of priorities of the Mayor and City Council.

Council Member Mundy suggested staff meet with the Mayor and City Council in small groups.

Ms. Ferguson asked the Mayor and City Council to provide final thoughts and stated this concluded the workshop.

Mayor Joines thanked the Consultants and Staff.

ADJOURNMENT

There being no further business to come before the City Council the meeting adjourned at 3:57 p.m.