

Town of Davidson Retreat

January 25-26, 2018



Overview and Highlights

This report summarizes the results of the 2018 Town of Davidson Retreat. The two day session was held January 25 - 26th, 2018 in Davidson. Those taking part in this two day exercise included roughly 20 participants representing the Town of Davidson Board members and Town of Davidson staff members.

The overall goal of this retreat was to establish Board priorities for the next two years.

- These priorities will provide guidance for staff to develop a budget and establish a work plan
- Confirm Town's vision, mission, core values (or make refinement of these)
- Board and staff will set expectations for how they will work together

The steps the Board and staff took at the two-day retreat to create the vision and establish the Board's priorities include:

- Identifying what makes Davidson special and unique
- Creating a context map to discuss what key community/external trends and issues that are or will impact the town
- Discussing current and potential projects, challenges, and priorities with department staff from:
 - Parks and Recreation
 - Public Safety
 - Public Works and Transportation
 - Affordable Housing
- Identifying common themes to create a vision
- Establishing and ranking tactical priorities
- Reframing core value #5
- Setting Board to board and Board to Staff Expectations



Highlights of Vision and Priorities

The Board developed a vision for Davidson focused on preserving the things that make Davidson unique including: Davidson's historic character, sense of community, and small-college-town charm. The Board emphasized the importance of slowing growth, actively engaging with the community, promoting inclusion and diversity, along with developing strategies for land use, historic preservation, affordable housing and economic development while preserving the things that make Davidson unique. In order to achieve their vision, the Board established 16 tactical strategies to focus on within the next two years. The tactical strategies are listed below.

1. Community Engagement Processes Review
2. Community Engagement Strategy
3. Realignment of Land Use Strategy
4. Historic Preservation Strategy
5. Non-Profit Partnership
6. Affordable Housing Strategy
7. Economic Development Strategy
8. Strategic College Relationship
9. Mobility Plan & Transportation
10. Community Dinners
11. New Approach to Board Meetings
12. Summers Walk Welcome Sign
13. Greenways Open Space & Parks Strategy
14. Address staffing needs
15. Financial Foundation
16. Address Capital Maintenance & Needs and Assets



What Makes Davidson...Davidson

Board members engaged in a conversation regarding “what makes Davidson special and unique and how does it differ from a typical small town”. Their conversation is captured below.

What Makes Davidson ... Davidson

Sociability

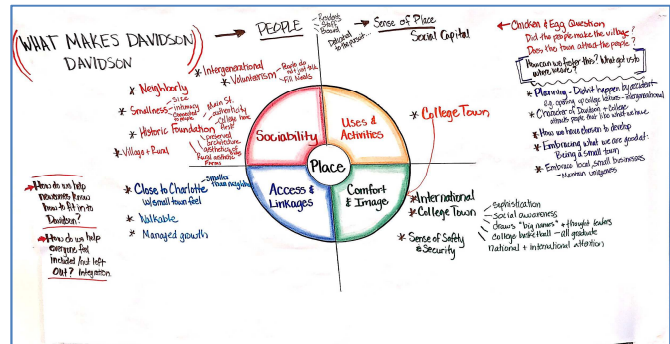
- Neighborly
- Intergenerational
- Volunteerism
 - People do not just talk
 - Fill needs
- Smallness
 - Size intimacy
 - Connected to people

Access and linkages

- Close to Charlotte with small town feel
 - Smaller than neighborhood
- Walkable
- Managed growth

Uses and Activities

- College town



Comfort and Image

- International
- College town
 - Sophisticated
 - Social awareness
 - Draws ‘big names’ and thought leaders
 - College basketball- all graduate
 - National and international attention
- Sense of safety and security

→ People – residents, staff, board → Sense of place social capital

Dedicated to the pursuit

How do we help newcomers know how to fit in to Davidson?

How do we help everyone feel included/not left out? Integration

Chicken and Egg Question

- Did the people make the village?
- Does the town attend the people?
- How can we foster this? What got us to where we are?
- * Planning- didn’t happen by accident
 - E.g. opening up college lectures- intergenerational
- * Character of Davidson and College
 - attracts people like what we have
- * How we have chosen to develop
- * Embracing what we are good at: Being a small town
- * Embrace local, small businesses – maintain uniqueness

Davidson Context Map

The Board then moved to a discussion on key community/external trends and issues that are or will impact the town as a preliminary step in visioning. The conversation is summarized below.

Regional Growth

- Charlotte gaining business
- People moving here – 200

Housing Prices High

- 2.9% reduction MLS price
- Next bubble?
- Over inflated

Transportation/Mobility/Congestion

- No expansion room
- State decisions

Demand for Davidson here

- Don't have supply to meet demand

Millennials have different desires

- More retirees

Available Affordable Housing

- Workforce housing and workforce jobs

Employment Opportunities

- People leave town to work
- Increased jobs but they don't live in Davidson

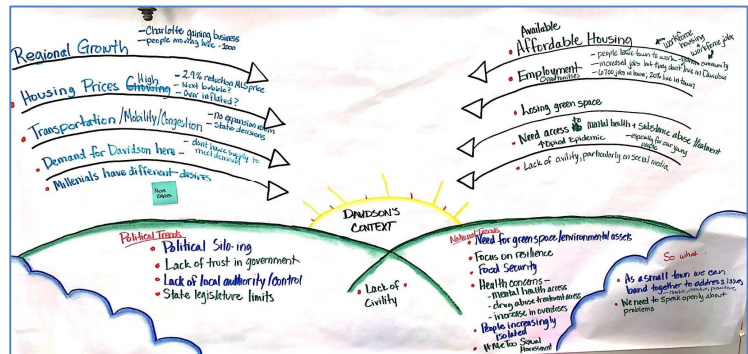
Political Trends

- Political silo-ing
- Lack of trust in government
- Lack of local authority/control
- State legislature limits

Lack of Civility

So what...

- As a small town we can band together to address issues – be nimble, creative, proactive
- We need to speak openly about problems



- 6700 jobs in town, 20% live in town
- Bedroom? Community

Losing Green Space

Need access to mental health and substance abuse treatment

- Opioid epidemic
- Especially for young people

Lack of civility, particularly on social media

National Trends

- Need for green space/environmental assets
- Focus on resilience
- Food security
- Health concerns – mental health access, drug abuse treatment access, increase in overdoses
- People increasingly isolated
- #MeToo sexual harassment

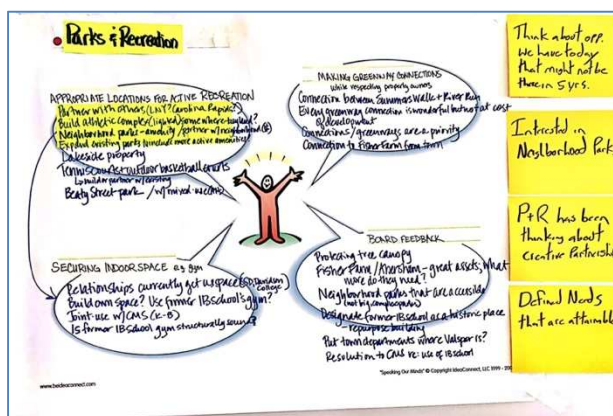
Organizational Scan

Staff presented departmental overviews of what they are working on, the challenges they face, potential project/priorities and policy issues they need decisions on in the following four areas; Parks and Recreation, Public Safety, Public Works and Transportation and finally, Affordable Housing. Board members rotated through the four station areas to have discussions. The conversations are summarized below.



Parks and Recreation

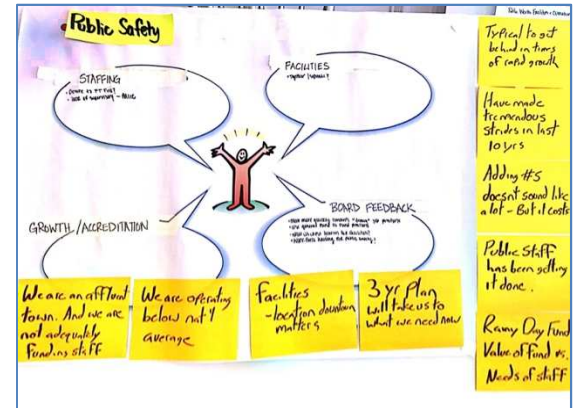
- **Appropriate locations for active recreation**
 - o Partner with others (LNYMCA? Carolina Rapids?)
 - o Build athletic complex (lighted) somewhere by land?
 - o Neighborhood parks – amenity/partner with neighborhood(\$)
 - o Expand existing parks to include more active amenities
 - o Lakeside property
 - o Tennis courts and outdoor basketball courts – build or partner with existing
 - o Beatty street park with mixed uses
- **Securing Indoor Space (e.g. gym)**
 - o Relationships currently get us spaces (CSD, Davidson college)
 - o Build own space? Use former IB school's gym
 - o Joint use w/ CMS (K-8)
 - o Is former IB school gym structurally sound?
- **Making Greenway connections while respecting property owners**
 - o Connection between Summers Walk and River Run
 - o Every greenway connection is wonderful but not at cost of development
 - o Connections/greenways are a priority
 - o Connection to Fisher Farm from town
- **Board Feedback**
 - o Protecting tree canopy
 - o Fisher Farm/Abersham- great assets; what more do they need?
 - o Neighborhood Parks that are accessible (not big, complex parks)
 - o Designate former IB school as a historical place- repurpose building
 - o Put town departments where Valspar is?
 - o Resolution to CMS re: use of IB school



Think about opportunity we have today that might not be there in 5 years
 Interested in neighborhood parks
 Parks and Recreation has been thinking about creative partnerships
 Defined needs that are attainable

Public Safety

- **Staffing**
 - o Desire to FT fire?
 - o Lack of supervisory- MICE
- **Growth/Accreditation**
- **Facilities**
 - o Together Separated
- **Board Feedback**
 - o Move more quickly toward 'dream' job positions
 - o Use general fund to fund positions
 - o What is west location for facilities?
 - o Workforce housing for public safety?



We are an affluent town. And we are not adequately funding staff

We are operating below national average

Facilities – location downtown matters

3-year plan will take us to what we need now

Typical to get behind in times of rapid growth

Have made tremendous strides in last 10 years

Adding #s doesn't sound like a lot – but it costs

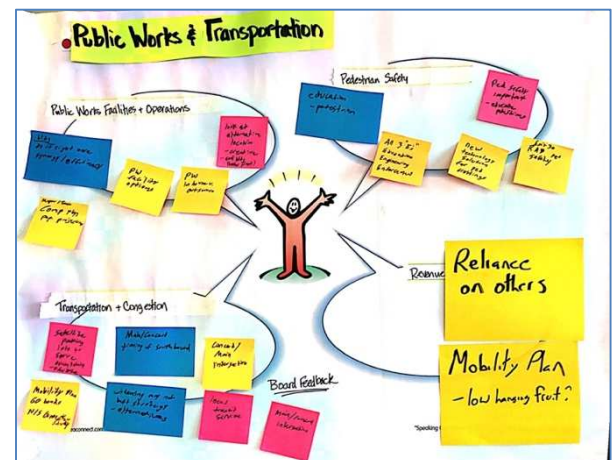
Public staff has been getting it done

Rainy day fund value of funds versus needs of staff



Public Works and Transportation

- **Public Works Facilities and Operations**
 - o Look at alternative location – creative – cool building (water plant)
 - o Building- do it right once synergy/efficiency
 - o PW facilities options
 - o PW In house versus out source
 - o Comp plan pop. Projections
- **Transportation and Congestion**
 - o Satellite parking lots to serve downtown shuttle
 - o Mobility plan- go bonds, NS connector survey
 - o Main/Concord – timing of southbound
 - o Concord/Main intersection
 - o Widening might not best strategy- alternatives
 - o Local transit service
 - o Main/Concord intersection
- **Pedestrian Safety**
 - o Education -pedestrian safety
 - o An 3 "E's" – Education, Engineering, Enforcement
 - o New technology solution for pedestrian crossing



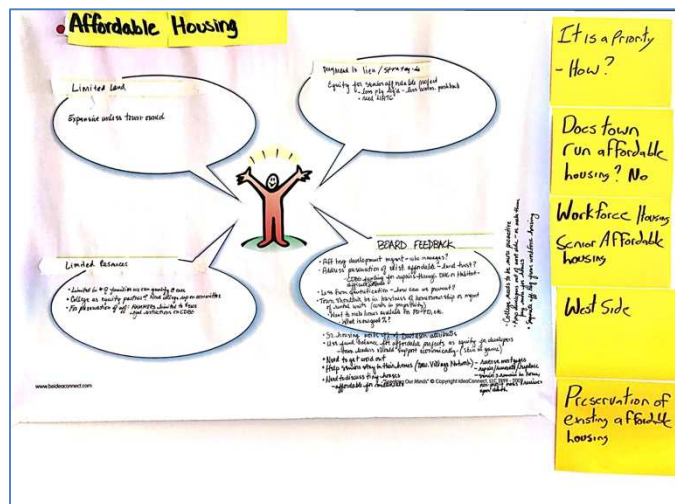
- o Pedestrian safety important- educate pedestrians
- o Can use GO funds for RAB ped safety

- Revenue

- o Reliance on others
- o Mobility plan- low hanging fruit

Affordable Housing

- **Limited land**
 - o Expensive unless town owned
- **Limited Resources**
 - o Limited in numbers of families we can qualify at once
 - o College as equity partner? Need college rep. on committee
 - o For preservation of off: HAMMERS limited to \$5000 – legal restrictions on CDBG
- **Payment in Lieu/Strategies**
 - o Equity for senior affordable project
 - Less packaging required – less community pushback
 - Need LIHTC
- **Board Feedback**
 - o Affordable housing development management- who manages?
 - o Address of preservation of existing affordable – land trust?
 - CDBG funding in repairs through DHC or Habitat difficulties
 - o Loss from gentrification- how can we prevent?
 - o Town shouldn't be in business of homeownerships or management of rural units (costs in perpetuity)
 - o Want to make homes available for PD- FD, etc. What is our goal?
 - o Senior housing works off of tourism attributes
 - o Use fund balance for affordable projects as equity for developers
 - Town leaders should support economically (skin in the game)
 - o Need to get word out
 - o Help seniors stay in their homes (town village network)
 - Reverse mortgages
 - Repair/renovated/replace
 - Seniors remain in home, non-profit ____ upon death
 - o Need to discuss tiny houses
 - Affordable for millennials
 - o College needs to be more proactive
 - o Keep developers out of west side- or make them pay more for homes
 - o Separate affordable housing from workforce housing



- It is a priority – How?
- Does town run affordable housing? No
- Workforce housing/ Senior Affordable housing
- West Side
- Preservation of existing affordable housing

Visioning

The Board was asked to envision Davidson 10 years in the future and the community is celebrating what a great place Davidson is. They were asked to think about what their legacy will be and what did they set in motion. They were asked to think about the key things they focused on and/or priorities they set. The board worked in two groups to create a set of vision themes. The discussion from both groups is captured below.

Cover/Headline

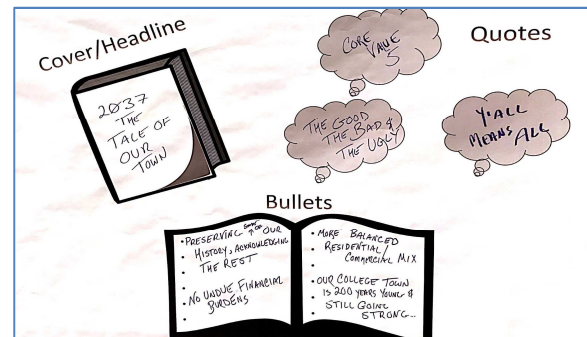
- We're Still A Village!
- 2037- The Tale of Our Town

Quotes

- Retreat hell, were making a backward advance
- Core value 5
- The Good, The Bad, & The Ugly
- Y'all means all

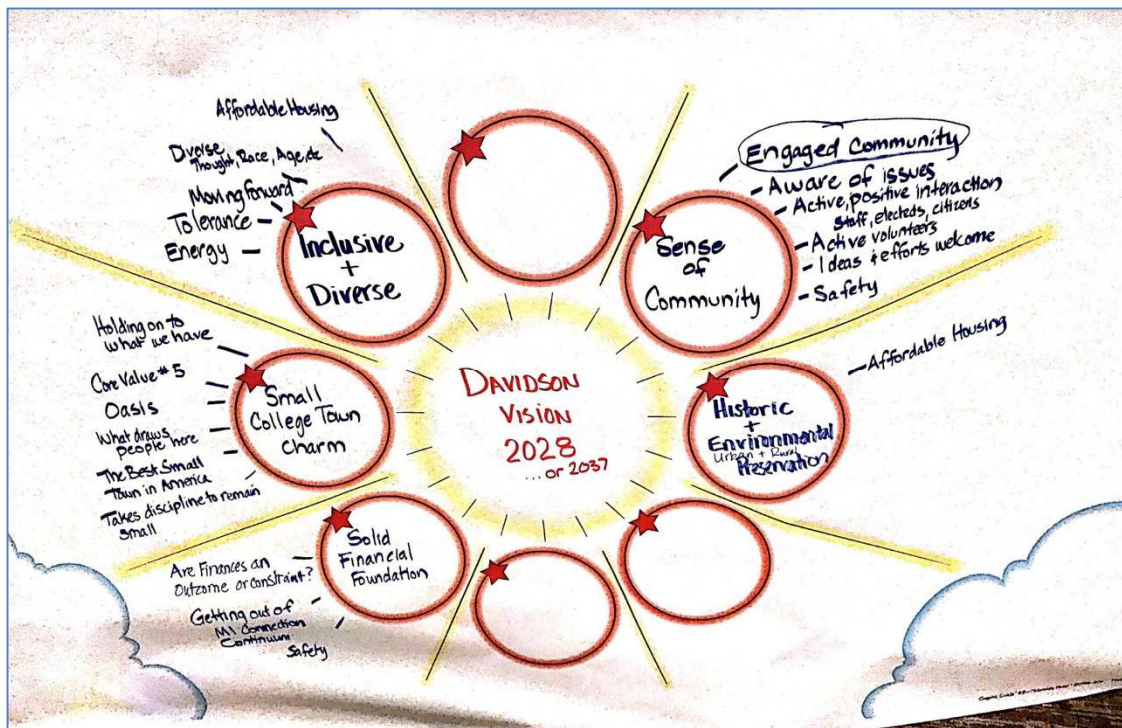
Bullets

- Oasis
- Tolerant, integrated inclusive
- Intact historic Main street and neighborhood
- Thriving tree
- 15,000 people
- Lifelong lasting community
- Urban farm/mix of historical uses
- Preserving some of our history, acknowledging the rest
- No undue financial burdens
- More balanced residential/commercial mix
- Our college town is 200 years young & still going strong



Visioning Continued

The full group reconvened to have a discussion of the themes they found prevalent and they then worked to refine these into goals and objectives. The discussion is summarized below.



Is, Is Not and What's Different

To clarify what the Board meant by different themes, they were asked to describe what the theme “is”, what it “is not”, and how the theme area would be different in the future from what they see today.

Preserve Davidson Character

Is

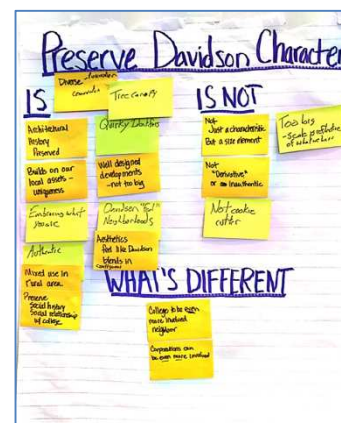
- Diverse communities – presentation
- Tree canopy
- Architectural history preserved
- Quirky identifiers
- Builds on our local assets – uniqueness
- Well designed developments – not too big
- Embracing what you are
- Davidson “feel” neighborhoods
- Authentic
- Aesthetics feel like Davidson blends in contiguous
- Mixed use in rural area
- Preserve social history, social relationship with college

Is Not

- Not just a characteristic but a size element
- Not “derivative” or inauthentic
- Not cookie cutter
- Too big – scale is reflective of what we have

What's Different?

- College to be even more involved neighbor
- Corporations can be even more involved



Sense of Community

Is

- Feeling of Belonging
- Feeling of neighborhood/neighbors
- Identity, sense of pride to identify as Davidson
- Physical aspects of Davidson – walkability
- We are happy with who we are and doing things differently
- See...what makes Davidson...Davidson
- Sense of pride
- Positive reputation
- Davidson is a state of mind
- Feeling of smallness

Is Not

- Not in a bubble
- Not arrogant
- Online and anonymous

What's Different?

- Better working relationship with neighbors
- *Drivers: Planning government interaction



Solid Financial Foundation

Is

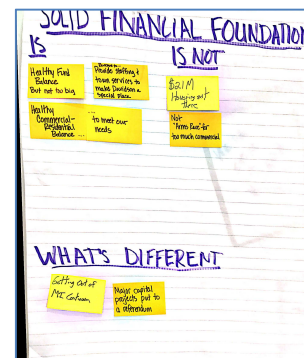
- Healthy fund balance but not too big
- Revenue to... provide staffing and town services to make Davidson a special place
- Healthy commercial – residential balance to meet our needs

Is Not

- \$21M hovering out there
- Not "Arms Race" for too much commercial

What's Different?

- Getting out of Continuum
- Major capital projects put to a referendum



Engaged Community

Is

- Davidson does best when we work together
- Civil in nature
- Participate – volunteer groups fighting battles
- People outside of government feel they make a difference
- Can make a difference
- Educated learn about issues
- Opportunities to learn
- Public-government relationship positive
- Public-public relationship – social capital

Is Not

- Not we – they atmosphere



- Not panicked
- Whack a mole
- Alternative facts
- Single disgruntled person takes tons of ton
- Not a “sales job” for developers

What’s Different?

- Single source of truth easily available
- All the facts available
- Less misinformation, staff don’t have to go down rabbit holes
- Staff not spending so much time chasing misinformation
- Alert board when an unsatisfied person remains disgruntled
- Objective FAQs – open dialogue; address strengths and weaknesses
- More rigorous pro-con discussions

Promote Diversity and Inclusion

Is

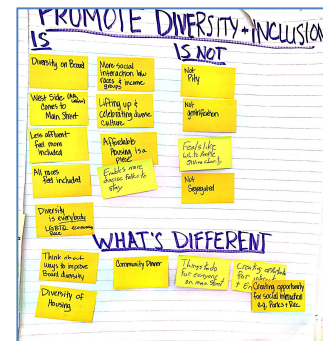
- Diversity on board
- West side (AA, Latino) comes to Main Street
- Less affluent feel more included
- All races feel included
- Diversity is everybody – LGBTQ, economics, race
- More social interaction between races and income groups
- Lifting up and celebrating diverse culture
- Affordable housing is a piece
- Enables more diverse folks to stay

Is Not

- Not pity
- Not gentrification
- Feels like white people give charity
- Not segregated

What’s Different?

- Think about ways to improve board diversity
- Diversity of housing
- Community dinner
- Things to do for everyone on main street
- Creating opportunity for social interaction e.g. Parks and Rec



Approach to Growth – residential and commercial

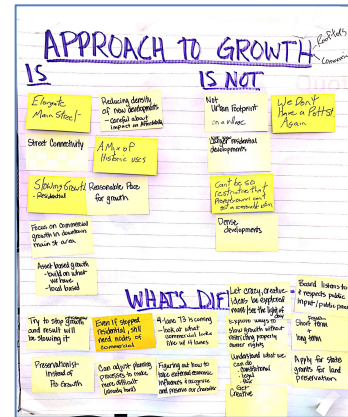
Is

- Elongate main street
- Street connectivity
- Slowing growth – residential
- Focus on commercial growth in downtown main street area
- Asset based growth – build what we have, local based
- Reducing density of new developments
- A mix of historic uses

- Reasonable pace for growth
- Is Not
- Not urban footprint on a village
 - We don't have a Potts St. again
 - Not new larger residential developments
 - Can't be so restrictive that property owners can't get a reasonable return
 - Dense developments

What's Different?

- Try to stop residential growth and result will be slowing it
- Preservationist instead of pro growth
- Even if stopped residential, still need nodes of commercial
- Can adjust planning processes to make more difficult (already hard)
- 4-lane 73 is coming – look at what commercial looks like with 4 lanes
- Figuring out how to take external economic influences and recognize and preserve our character
- Let crazy, creative ideas be explored more/ see the light of day
- Explore ways to slow growth without restricting property owner rights
- Understand what we can do – constitutional, legal, fair
- Get creative
- Board listens to and respects public input/public processes
- Focus short term and long term
- Apply for state grants and land preservation



2018 Priorities & Tactical Actions

The Board established these priority themes:

Preserve & Enhance ...

Preserve Character of Davidson
Sense of Community
Engaged Community

Attain, Innovate, and Move Forward ...

Promote diversity and inclusion
Solid financial foundation



The Board then identified the tactical items they would like to pursue in the next 1-2 years:

Community Engagement Process Review

- What's changed recently and why
- Use upcoming planning project as model
- Community engagement planning processes
- Reinstate charrette process

Realignment of Land Use Strategy

- Comp. Plan
- Task force land use, preservation of character
- Symposium smart growth
- Realignment of land use strategy
- Near term, long term steps
- Review rural area land use
- Review zero buffers
- Water and sewer strategy
- Review by-right
- Revise tree ordinance
- Alternative ideas for more greenways/open space
- Pott. St alternative
- Options for planning processes
- Look at 4-lane 73
- Investigative land preservation grants

Community Engagement Strategy

- Explore "Welcome Wagon" ideas
- Coffee chats
- Town day clean up potluck
- Citizen survey
- More outreach
- Perception matches reality on communication
- Event and outreach

- Direct and PR becomes substantive; utilize volunteers

Historic Preservation Strategy

- Adoption of historic preservation plan/historic district(s)
- School historic designation
- Investigate conservation districts
- Have someone in planning develop true expertise in historic preservation
- Create a locally designated historic district (or several)
- Work with Historic Preservation Commission

Non-Profit Partnership

- Explore needs of our non-profits and how we help? e.g. Ada and DCP

Affordable Housing Strategy

- Ideas for helping elderly stay in homes
- Regional approach
- Help preserve NOAH (naturally occurring affordable housing)
- Investigate other AH tools
- Diversity of housing

Economic Development Strategy

- Economic development strategy
- Encourage redevelopment of: Linden Mill, train station, old IB school, Doug's PW bldg.
- From economic perspective start with our assets, both physical and social capital
- Food economy historic pres. as economic dev. Tools

Strategic College Relationship

- Create list of priorities for strategic college "asks"

Mobility Plan/Transportation

- North-South connector
- Turn lane Concord Rd
- Left turn at Concord

Community Dinners

- Community dinners/national night out

New Approach to Board Meetings – structure/timing, community engagement, info sharing

- New approach to board meetings
- Time/agenda order
- Making information easier to see/access to
- Board/staff debriefing on past projects
- Set goals after prelim public discussion and summary articulation by board
- Investigate changes to weekly report
- Clarify guidance to adv. Boards

Summers Walk Welcome Sign

Greenways, Open Space and Parks Strategy

- Look for small, neighborhood active recreation options
- Meaningful park space within ¼ mile of each citizen
- Explore healthy living initiative
- Connect greenways
- Parks Grants
- Summers walk greenway

Address Staffing Needs

- Number of staff pay and benefits

Financial Foundation

- Fund balance strategy
- Financial transparency information
- Continuum

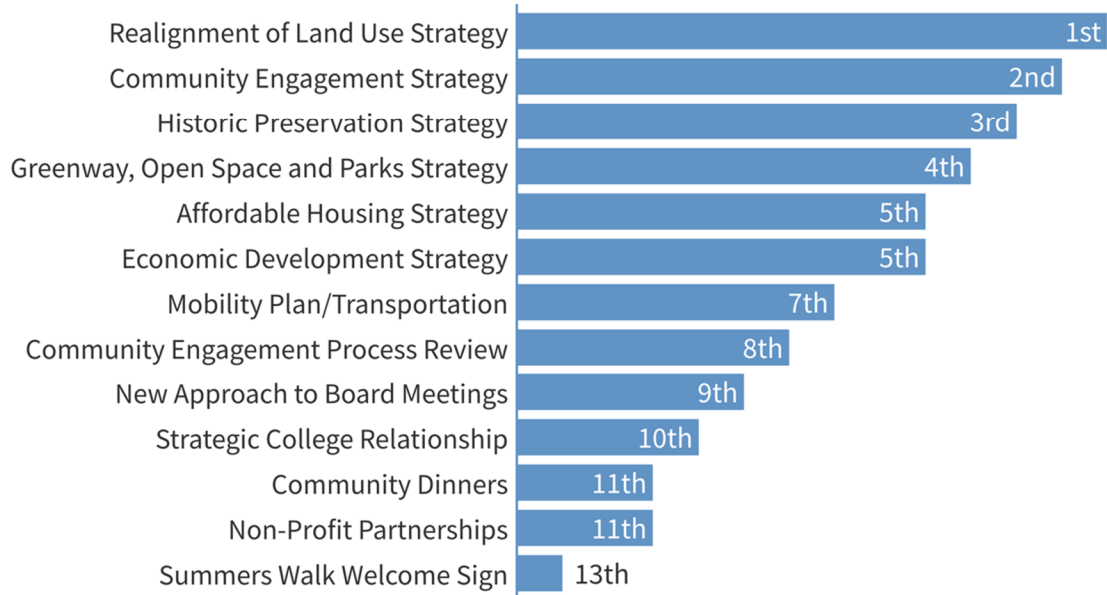
Address Capital and Maintenance Needs and Assets

- Dev. Approach for public land in town
- Beaty St. task force
- Capital needs, facilities
- Existing infrastructure maintenance
- Address public facilities needs of police, fire, public works
- Create Beaty St. task force to move forward with plans for that property

The Board was then asked to rank the categories of tactical items from their highest priority to their lowest. Three categories - Address Staffing Needs, Financial Foundation, and Address Capital and Maintenance Needs and Assets – were not included in the ranking because they are operational and need to be addressed. The summary of the ranking follows. The discussion after the ranking reveals that each Board member organized each priority in their own way for varying reasons. For example, some voted on relative importance while others voted on ease and interrelated strategies. Overall, the Board recognizes that all priorities are important to achieve over the next two years. The discussion is summarized below.

Rank order your top priorities for the next 1-2 years.

Respond at [PollEv.com/fountainworks](https://www.poll-ev.com/fountainworks)



Board Comments on Ranking:

Upon viewing the overall ranking, the board recognized that this is a relative tool, but many of the items are interrelated and overlap. Not all Board members approached voting the same way. Some of their comments on the ranking follow:

- Is mobility really that low (7th)? Mobility and transportation is a component of the land use strategy.
- A lot of these are interrelated. One supports the other.
- Low hanging fruit – do some things that are easy to do e.g. Board meeting process – shows quick and fast results. Then move on to the harder ones like land use and economic development. Want to show we aren't doing business as usual.
- Board meetings ranked 9th? It is a small outcome relative to the others.
- Rank in terms of importance vs timing. This is easy to do quickly.
- Board meetings will be changed even though ranked lower. It is meaningful and low hanging fruit.
- Actionable items that we can do today includes board strategy. Interested to see where we go from here with this.
- In terms of resources, this can be a good guide to how we want to use our resources.
- Voting based on relative importance rather than how long it would take.
- Summers walk sign is also easy to do – but is a nice to have. Ties to community engagement strategy. Want this neighborhood to feel like it is a part of Davidson.
- 1-7 are meatiest. The others support the priorities
- Need to talk about how these work together. May be opportunity to combine some.
- Some board members may be able to address or participate in some. E.g. strategic relationship with the college.

- Strategies are all at the top of the list. We recognize we don't have all the answers but need to develop answers.
- Within some of the strategies – want to know what are some of the very short term things are. E.g. that can be done in the next 60 days. Some suggestions:
Community dinners
Tree ordinance
Meeting schedule
Add service component to town day

These are things that board wants to do in the next two years. Staff will come back with a plan on how to do all of these things in the next two years. It does not preclude all the good things the Town is doing right now. The Manager will discuss with management team – how will we address these and what resources it will take to do so. Staff will develop an approach and turn this into a game plan with time frames and resource needs.

Board to Board and Board to Staff Expectations

The Board and staff reviewed a draft document outlining Town of Davidson Expectations for Effective Mayor, Board of Commissioners and Staff Working Relationships. Overall, participants agreed with the draft. The comments noted in **green** below were noted on a few topics.

The mayor, board of commissioners* and staff of the Town of Davidson have identified the following expectations to promote effective working relationships with each other and leadership for the town.

1. Communications will be inclusive and transparent

- The Board and staff will work together to establish communication processes that are inclusive and transparent to the Board, staff, and public.
- All board members and manager will be copied on all email threads. **[CC for informational purposes. It means something different to be on the TO line vs CC line. Clear subject line. If citizen emails one member, cc all others in response.]**
- Email is efficient but not always the best way to communicate. Use phone and in-person conversations as appropriate.
- We will actively engage and listen to each other to creatively discuss issues and lead the town toward change.
- We will communicate with each other as clearly, openly, and honestly, as possible.
- The board will refrain from publicly criticizing an individual employee. Criticism is differentiated from questioning facts or the opinion of staff.
- The mayor facilitates communication during board meetings to ensure all commissioners have an opportunity to speak and staff is appropriately called on for their professional expertise.

2. Commissioners and staff freely give and seek feedback

- We will value the ideas, beliefs, and opinions of each other, whether or not we agree with them.
- The board and staff will create an atmosphere that allows everyone to feel comfortable voicing their opinions freely and expressing disagreement.
- The board will be receptive to questions, inputs, recommendations (including pros and cons) from the staff, and vice versa.

3. Commissioners and staff will engage with the community

- We will engage with each other and the community and remain flexible to new ideas.
- Board members will strive to have a **strong** physical presence in the community.
- When in public, we will behave in such a way that reflects positively on our community, collaborators, and partners.
- We are trustworthy, reliable, and dependable to each other and the community.

4. Information will be shared in a timely manner

- We will provide each other with sufficient time to consider decisions being made on big issues and seek out community input on issues when necessary.
- Board members submit questions about agenda items ahead of the meeting so staff has time to prepare.
- We will ensure that the board and staff have **the necessary information** to make appropriate recommendations and decisions. **Goal is no surprises – if it feels like it might be important let us know.**

5. The Commissioners and staff will work to be high performing board and organization

- The board takes official action as a body. Their authority rests in the group, not in individual board members.
- We will strive to create a culture of providing ongoing and timely feedback to support performance improvement and personal growth to build trust and our relationships with each other.
- We will acknowledge when mistakes are made and will be open and honest with each other to resolve the issue.
- We will hold ourselves and each other accountable in being as transparent as possible in order to make well-informed decisions that affect the town and community.

6. The Commissioners and staff **trust and respect each other's roles**

- The board and staff understand each other's respective roles and responsibilities in providing service to the community.
- The board and staff will see each other as competent while recognizing and respecting each other's roles and expertise.
- The board sets future direction and policy—the staff is responsible for administrative functions and town operations.
- Board members' requests that require staff time should be directed to the manager. Requests that set new direction or require resource allocations are put before the entire board.

Can also share on website general language re board vs. staff role.

Mission, Vision and Core Value #5 Discussion

The Board reviewed the Mission, Vision and Core Value # 5. The Board was comfortable with the Mission Statement. Based on the visioning done at the retreat, the Board delegated to staff the idea to update the Vision Statement. The Board also clarified its intent on Core Value #5 and asked staff to finalize language on that.

Core Value #5

Davidson's traditional character is that of a small town, so land planning will reflect its historic patterns of village-centered growth, with connection of neighborhoods, preservation of rural area, and provision of public spaces.

- Davidson is a small, historic college town. A town that celebrates its rich cultural and architectural history. Our unique character is reflected in our land use, managed approach to growth, and preserved in our architectural history and honored when incorporated in new development so land planning will reflect its historic patterns of village-centered growth, with connection of neighborhoods, preservation of rural area, and provision of public spaces.

Davidson's tradition is that of a small college town. Land planning must reflect its historic patterns with connection of neighborhoods, preservation of rural area, and provision of public spaces.

Davidson's goal is to be the best possible small college town. (Underlying goal)

Small historic college town that celebrates its rich culture and diverse history. (Keep in preservation of rural areas)

Citizen Comments

Citizens were invited to observe the proceedings and share their comments and priorities for the Town:

What makes Davidson...Davidson?

- It's quiet, laid-back, friendly, safe
- Attractive as a retirement destination
- Has well managed growth (few drive thrus, chain retail stores) despite many interested developers

Davidson Trends and Issues

- Accommodate the needs of retired and older adults better (a community center?)
- Improve transportation/ mobility to be more pedestrian friendly
- Don't let this town "die" from a ban on growth

Suggestions

- Provide basic census data on population, employment and housing

Planning

- Plans need to be based on strategies and strategies should be based on vision
- What is the vision and strategies for commercial development in Davidson and what is the plan to bring it here?
- Actions have consequences – what happens to Davidson if an adequate tax base is not there?

Sense of Community means...

- Newcomers feel welcome
- Neighbors helping neighbors
- Eliminate “West Side” and “East Side” from vocabulary

Engaged Community means...

- Respect for differing opinions
- Diverse representation
- Establish partnerships with citizens
- Board members should broaden their role as facilitator, supporter and collaborator

Promote Diversity and Inclusion means...

- Recognize and celebrate different cultures and age groups and life styles
- Promote housing choices

Approach to Growth means...

- “Re-create” Davidson – it is more than just Main Street and Jackson
- Expand focus to include neighborhoods
- Take advantage of the healthy economy to get what we want

Preserve Davidson means...

- Look at the big picture – location, location, location

Suggestions for Vision

- Consider Enhance, not just preserve quality of life; Innovate – move forward and not just stay still with “what is”

Suggestions for Tactics

- Create a project plan with tasks, responsibilities, and dates and people accountable

Question

- What is the status of the 2016-17 Davidson Game Plan?

Comments on Core Values

- Are we a “small” college town, or a “small college” town
- Sounds like the proposal is “we are a small town with a college” and that sounds limiting and restrictive, e.g. the only job opportunities will be at the College

Top priorities

1. Economic development strategy
2. Community engagement strategy – includes community engagement process review
3. Mobility plan/ Transportation
4. Financial funds strategy/ Financial foundation
5. Affordable housing strategy
6. Realignment of land use strategy
7. Greenways/ open space/ parks strategy
8. Address staffing needs
9. Nonprofit partnerships/ Strategic college relationship
10. Historic preservation strategy

Other comments: A new approach to board meetings is not critical. Community dinners is included as part of community engagement. Summers Walk welcome sign is not critical.

Next Steps and Reflections

NEXT STEPS

- Prepare summary report of retreat outputs
- Develop 30-60-90 day actions near term action items
- Rewrite vision, core value number 5
- Staff to develop work plan tied with priorities