



**Village Council  
Agenda for Work Session of May 26, 2026  
Assembly Hall  
395 Magnolia Road  
Pinehurst, North Carolina  
4:30 PM**

1. Call to Order
2. General Business
  - A. Discussion of Draft Revision of the Village Council Code of Ethics
  - B. Review of Survey Instrument for the 2026 Business Survey
  - C. Discussion of an Awards Program for Recognizing Outstanding Contributions to the Village of Pinehurst
3. Other Business
4. Motion to Adjourn

Vision: The Village of Pinehurst is a charming, vibrant community which reflects our rich history and traditions.

Mission: Promote, enhance, and sustain the quality of life for residents, businesses, and visitors.

Values: Service, Initiative, Teamwork, and Improvement.



## **Discussion of Draft Revision of the Village Council Code of Ethics ADDITIONAL AGENDA DETAILS:**

**FROM:** Doug Willardson, Village Manager  
**CC:** Village Council;  
**DATE OF MEMO:** 05/20/2026

### **MEMO DETAILS**

The current Village Council Code of Ethics was originally adopted approximately sixteen years ago following the enactment of N.C.G.S. §160A-86 in 2009, which required all municipalities to adopt a formal code of ethics. Shortly thereafter, the UNC School of Government published model language in 2010 authored by Professor A. Fleming Bell. The Village of Pinehurst adopted that model language largely in its original form.

Councilmembers Fitzpatrick and Hooper initiated a review of the existing policy following training for newly elected officials conducted by the UNC School of Government. Through that review process, they identified an opportunity to update the document to provide guidance that is more practical, understandable, and applicable to the realities of modern local government service. The proposed revisions aim to retain the underlying ethical principles of the original policy while presenting them in a format that is somewhat less formal in tone and more prescriptive in its expectations and guidance.

The proposed draft also modernizes the policy to address topics that were not widely contemplated when the original code was adopted, including digital communications, electronic correspondence, and social media conduct. In addition, the revised draft introduces clearer accountability and enforcement concepts that were largely absent from the existing version.

The current draft has been reviewed by attorneys affiliated with the UNC School of Government, as well as attorneys associated with the North Carolina League of Municipalities. Comments, recommendations, and cautions received through that review process have been incorporated into the proposed version. In addition, several municipal codes of ethics from communities across North Carolina were reviewed during the drafting process to help inform the revisions.

### **ATTACHMENTS**

1. PVC COE 2010
2. DRAFT PVC.COE 5.19 JH.KF

## **The Code of Ethics for the Village Council of the Village of Pinehurst, North Carolina (2010)**

### **PREAMBLE**

WHEREAS, the Constitution of North Carolina, Article I, Section 35, reminds us that a “frequent recurrence to fundamental principles is absolutely necessary to preserve the blessings of liberty,” and

WHEREAS, a spirit of honesty and forthrightness is reflected in North Carolina’s state motto, *Esse quam videri*, “To be rather than to seem,” and

WHEREAS, Section 160A-86 of the North Carolina General Statutes requires local governing boards to adopt a code of ethics, and

WHEREAS, as public officials we are charged with upholding the trust of the citizens of this Village, and with obeying the law, and

NOW THEREFORE, in recognition of our blessings and obligations as citizens of the State of North Carolina and as public officials representing the citizens of the Village of Pinehurst, and acting pursuant to the requirements of Section 160A-86 of the North Carolina General Statutes, we the Village Council do hereby adopt the following General Principles and Code of Ethics to guide the Village Council in its lawful decision-making.

### **GENERAL PRINCIPLES UNDERLYING THE CODE OF ETHICS**

- The stability and proper operation of democratic representative government depends upon public confidence in the integrity of the government and upon responsible exercise of the trust conferred by the people upon their elected officials.
- Governmental decisions and policy must be made and implemented through proper channels and processes of the governmental structure.
- Council members must be able to act in a manner that maintains their integrity and independence, yet is responsive to the interests and needs of those they represent.
- Council members must always remain aware that at various times they play different roles:
  - As advocates, who strive to advance the legitimate needs of their citizens.
  - As legislators, who balance the public interest and private rights.
  - As decision-makers, who arrive at fair and impartial determinations.
- Council members must distinguish among these roles and act accordingly.
- Council members must conform their behavior to standards of ethical conduct that warrant public trust.

### **CODE OF ETHICS**

Section 1. Council members should obey all laws applicable to their official actions and be guided by both the spirit and letter of the law.

Section 2. Council members should act with integrity and independence from improper influence.

Section 3. Council members should avoid impropriety in the exercise of their duties.

Section 4. Council members should faithfully perform the duties of their offices.

Section 5. Council members should conduct the affairs of the board in an open and public manner.

Approved as Policy of the Village of Pinehurst Village Council, July 27, 2010, via Resolution #10-27.

# Village of Pinehurst

## Village Council Code of Ethics

### Draft Revisions (5.19.26)

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#### **PREAMBLE**

Public service is among the highest expressions of civic life. Those entrusted with elected office carry both the confidence of the people and the responsibility to govern with integrity, humility, and care.

The citizens of Pinehurst are entitled to a government that is ethical, transparent, and accountable—one that honors its heritage while preparing thoughtfully for the future.

Pursuant to N.C.G.S. §160A-86, the Village Council adopts this Code of Ethics to guide its conduct, strengthen public trust, and ensure that its decisions reflect both sound judgment and the enduring values of this community.

#### **CORE PRINCIPLES**

Council members shall be guided by the following enduring principles:

1. **Public Trust** – The interests of the community shall come before all personal or private considerations.
2. **Integrity** – Actions shall be honest, consistent, and worthy of the public’s confidence.
3. **Transparency** – Government shall be conducted openly, with clarity and candor.
4. **Accountability** – Each member shall take responsibility for their actions and decisions.
5. **Respect** – All individuals shall be treated with civility, dignity, and professionalism.

The Council recognizes that thoughtful disagreement and open discussion are essential elements of representative government. Members are encouraged to express differing views candidly and respectfully, recognizing that constructive debate strengthens public confidence, improves decision-making, and contributes to the long-term health of the institution.

#### **COUNCIL MEMBER ROLES**

Council members serve in distinct but complementary roles, each requiring judgment, discipline, and self-awareness:

- As Advocates, they give voice to the legitimate needs and aspirations of the community.
- As Legislators, they weigh competing interests and act in pursuit of the common good.
- As Decision-Makers, they render fair and impartial judgments, particularly in quasi-judicial matters.

Members must recognize these roles, understand when each is required, and conduct themselves accordingly.

### **SECTION 1. COMPLIANCE WITH LAW**

Council members shall uphold and comply with all applicable laws. They shall be guided not only by the letter of the law, but by its spirit, seeking always to act in a manner that strengthens public confidence in government.

Nothing in this Code shall be interpreted to prohibit Council members from expressing dissenting opinions, engaging in public debate, communicating with constituents, or criticizing policies, decisions, or governmental actions, provided such conduct remains consistent with applicable law and the standards of professionalism and integrity set forth herein.

### **SECTION 2. INTEGRITY AND INDEPENDENCE**

Council members shall exercise their duties with independence of thought and freedom from improper influence. They need to avoid impropriety in the exercise of the board member's official duties. They shall disclose any actual or perceived conflicts of interest and shall conduct themselves in a manner that preserves both the reality and appearance of impartial decision-making.

Council members shall disclose actual conflicts of interest and avoid circumstances that would reasonably create the appearance of impaired impartiality in the performance of official duties.

### **SECTION 3. PROFESSIONAL CONDUCT**

Council members shall conduct themselves in a manner that reflects credit upon the office they hold. They shall engage in thoughtful, respectful, and fact-based deliberation, refrain from personal attacks, and foster an environment in which differing views may be expressed with civility.

Members should focus criticism on policies, decisions, actions, and conduct rather than on personal characteristics or presumed motives.

#### **SECTION 4. PUBLIC COMMUNICATION AND DIGITAL CONDUCT**

In an era of constant and immediate communication, Council members shall exercise sound judgment and restraint in all public and digital expressions. Whether in formal settings, with the press, or on digital platforms, members shall remain mindful that their words reflect both personal views and the character of the Village.

Council members should clearly distinguish between personal opinions and official positions of the Council, taking reasonable steps to avoid confusion when speaking in an individual capacity.

Council members shall not disclose confidential or non-public information acquired in the course of their duties, nor use such information for personal, political, or financial advantage.

In their public and digital communications, Council members shall:

- Conduct themselves with civility, professionalism, and respect
- In official communications, refrain from personal attacks, inflammatory language, or statements that could reasonably undermine public confidence
- Avoid commenting on matters pending before the Council in a quasi-judicial capacity outside of properly noticed proceedings
- Exercise care when sharing or endorsing third-party content, recognizing it may be perceived as an official position
- Respect the roles of fellow Council members and Village staff, and avoid communications that impair effective governance

Council members shall not engage in, solicit, or consider ex-parte communications regarding quasi-judicial matters outside of properly noticed proceedings, and shall base such decisions solely on the evidence and testimony presented in the official record.

Council members are encouraged to use communication platforms to inform and engage the public in a manner that is accurate, constructive, and consistent with the values of transparency and good governance. In all communications, they shall strive to reflect the dignity of their office and sustain the trust placed in them by the public.

#### **SECTION 5. CONFIDENTIALITY**

Council members shall safeguard confidential information obtained in the course of their duties and shall not use such information for personal, political, or financial

advantage. The stewardship of sensitive information is a fundamental obligation of public service.

References to confidential information in this Code shall be interpreted consistent with applicable North Carolina law governing closed sessions, personnel matters, attorney-client communications, and other legally protected information.

## **SECTION 6. OPEN GOVERNMENT**

Council members shall honor both the letter and spirit of open meetings and public records laws. They shall conduct the public's business in a manner that is transparent, accessible, and worthy of confidence, recognizing that openness is essential to trust.

## **SECTION 7. DUTIES AND PREPARATION**

Council members shall faithfully discharge the responsibilities of their office. They shall attend meetings, prepare diligently, consider all relevant information, and share equitably in the work of the Council. Public service demands both commitment and care.

## **SECTION 8. ENFORCEMENT AND ACCOUNTABILITY**

### **8.1 Purpose**

This section exists to reinforce accountability, preserve public trust, and ensure that concerns are addressed in a manner that is fair, measured, and consistent with the principles of good governance. This Code is intended to guide conduct and does not create independent legal causes of action.

### **8.2 Reporting of Concerns**

Alleged violations of this Code may be raised by members of the Council, the Mayor, Village staff, or any citizen of the Village.

Such concerns shall be set forth in writing and submitted in writing to the Village Attorney, with a copy provided to the Mayor or the Mayor Pro Tem if warranted, so that they may be received with care, reviewed with impartiality, and considered in a manner consistent with fairness and the public trust.

**Should we not have an obligation to inform a Council member that an ethical concern regarding their actions has been raised? Doug / Dan??**

### **8.3 Preliminary Review**

The Village Attorney shall conduct an initial review to determine whether the concern, if substantiated, would constitute a violation of this Code or should be referred to another authority under applicable law.

#### 8.4 Informal Resolution

Where appropriate, matters should first be addressed through respectful dialogue, clarification of facts, and voluntary corrective action. The Council recognizes that collegiality and mutual respect are essential to effective governance.

#### 8.5 Formal Review

If informal resolution is not appropriate or proves insufficient, the matter may be considered by the Council. The member whose conduct is at issue shall be notified and afforded an opportunity to respond.

#### 8.6 Council Action

Following review, the Council may provide guidance, issue a statement of concern, adopt a formal resolution of censure, recommend ethics education, or refer the matter to appropriate authorities where warranted.

#### 8.7 Limitations

Nothing in this Code shall be interpreted to expand the legal authority of the Council or to authorize penalties beyond those permitted by law.

#### 8.8 Transparency

Consistent with law and fairness, the Council shall strive for transparency in the resolution of such matters.

### **TRAINING AND COMPLIANCE .**

All members of the Board shall participate in at least two (2) hours of ethics education within 12 months of initial election or appointment, and again within 12 months of each subsequent election or appointment, in accordance with G.S. 160A-87. The Town Clerk shall maintain a record of ethics training completion for each Board member.

The Council shall review this Code of Ethics at the beginning of each new Council term to ensure it reflects evolving standards of ethical public service

### **ADOPTION**

Adopted by the Village Council of the Village of Pinehurst, North Carolina, in 2026, in affirmation of its commitment to principled, transparent, and community-centered governance.



## **Review of Survey Instrument for the 2026 Business Survey ADDITIONAL AGENDA DETAILS:**

**FROM:** Doug Willardson, Village Manager  
**CC:** Village Council;  
**DATE OF MEMO:** 05/20/2026

### **MEMO DETAILS**

As discussed at the last meeting, attached for Council review and comment is a draft Village business survey intended to gather feedback from Pinehurst businesses regarding economic conditions, downtown operations, parking, events, redevelopment opportunities, Village services, and overall business climate. The survey is designed to help identify priorities, concerns, and opportunities as the Village continues work on downtown initiatives and long-range planning efforts, including Village Place redevelopment discussions.

In addition to the draft survey, staff has also prepared a preliminary breakdown of downtown businesses by Council member area/grouping to assist with direct outreach and in-person conversations. The intent is to allow Council and staff to “divide and conquer” informal engagement efforts so businesses have an opportunity to provide feedback directly, beyond the written survey process. The attached downtown map includes the preliminary groupings for discussion purposes.

Staff welcomes any comments, suggested revisions, or additional topics Council would like incorporated before the survey is finalized and distributed.

### **ATTACHMENTS**

1. Downtown Village Businesses
2. 2026 Village of Pinehurst - Business Survey

# The Village of Pinehurst, North Carolina



## VILLAGE MAP LEGEND

🍴 Dining 🛒 Shopping

- 1 The Manor Inn
- 2 The Pine Crest Inn 🍴
- 3 The Holly Inn
  - 1895 Grille 🍴
  - The Tavern 🍴
- 4 The Corner Store 🛒
  - Dugan's Pub 🍴
  - Bump & Baby 🛒
  - Carolina Philharmonic
  - Teramasu 🛒
- 5 Bella Nails & Spa
  - Neko Thai & Sushi 🍴
- 6 Donnell Adams, Jr., Attorney
- 7 DuneBerry Resort Wear 🛒
  - Payne Stewart Collection 🛒
- 8 The Magnolia Inn
  - Villaggio Italian Restaurant 🍴
- 9 The Sparrow House 🛒
  - Purple Thistle Kitchen Co. 🛒
  - Veteran Golfers Association
  - Old Golf Shop 🛒
- 10 THE HARVARD BUILDING
  - Old Sport Gallery 🛒
- 11 Courtney's Shoes 🛒
  - Village of Pinehurst Rentals & Golf

- Lin Hutaff's Pinehurst Realty Group
- 12 Agora Cafe & Bakery 🍴
- Form V Chocolates 🛒
- 13 First Bank
- 14 Remax Prime Properties
- 15 Given Memorial Library & Tufts Archives
- 16 THE DEPARTMENT STORE BUILDING
  - CCups Cupcakery 🍴
  - Gentleman's Corner 🛒
  - The Villager Deli 🍴
  - Cameron & Co. 🛒
  - Pinehurst Olive Oil Co. 🛒
  - Cool Sweats 🛒
  - Perle by Lola 🛒
  - Ikonik Kollection Boutique 🛒
- 17 Coldwell Banker Advantage
- 18 Drum & Quill 🍴
  - Berkshire Hathaway Realtors
- 19 Monkee's of the Pines 🛒
  - Gemma Gallery 🛒
  - Eclectic in the Village 🛒
  - The Village Wine Shop 🛒
  - Seven 27 Lounge 🍴
- 20 Given Tufts Bookshop 🛒
  - The Roast Office 🍴

- 21 THE THEATRE BUILDING
  - George P. Lane Welcome Center 🛒
  - Eye Max Optical 🛒
  - Lisi Italian Restaurant 🍴
  - Lisi Market 🍴
  - Augie's Room: Small Bites & Bar 🍴
  - Golden Hour Boutique Salon
  - Bloom Precision Aesthetics
- 22 MIRA
  - Beaver Courie, Attorneys
  - CRGA Architecture
  - Pinehurst Wealth
- 23 First Capital Bank
- 24 The Village Cafe 🍴
- 25 The Tater Barn 🍴
- 26 Pinehurst Pizza 🍴
- 27 Maxie's Grill & Tap Room 🍴
- 28 The Carolina Hotel & The Spa at Pinehurst
  - The Carolina Vista Lounge 🍴
  - Carolina Dining Room 🍴
- 29 Pinehurst Brewing Co. 🍴
- 30 The Village Chapel
- 31 Sandhills Woman's Exchange 🍴 🛒
- 32 Pinehurst Resort Clubhouse

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## Business Survey

The Village of Pinehurst is conducting this survey to better understand the needs, concerns, and priorities of businesses. Your feedback will help guide future decisions related to vitality, events, parking, mobility, redevelopment, communications, and economic development.

This survey should take approximately 8-10 minutes to complete.

### Business Information

1. What type of business do you operate in the Village of Pinehurst?

- |  |  |  |
|--|--|--|
| <input type="checkbox"/> Arts/Culture    | <input type="checkbox"/> Lodging/Hospitality   | <input type="checkbox"/> Restaurant/Cafe |
| <input type="checkbox"/> Bar/Brewery     | <input type="checkbox"/> Personal Services     | <input type="checkbox"/> Retail          |
| <input type="checkbox"/> Health/Wellness | <input type="checkbox"/> Professional Services | <input type="checkbox"/> Other: _____    |

2. How many years have you been in operation in the Village of Pinehurst?

- |   |   |
|---|---|
| <input type="checkbox"/> Less than 1 year | <input type="checkbox"/> 4-10 years         |
| <input type="checkbox"/> 1-3 years        | <input type="checkbox"/> More than 10 years |

3. Approximately how many employees does your business employ in the Village of Pinehurst?

- |                               |                                |
|-------------------------------|--------------------------------|
| <input type="checkbox"/> 1-5  | <input type="checkbox"/> 11-25 |
| <input type="checkbox"/> 6-10 | <input type="checkbox"/> 26+   |

4. Do you:

- Own your building
- Lease your space

5. In the next THREE years, is your business planning any of the following? (Check all that apply)

- Expanding or renovating in current location
- Hiring additional employees
- Relocating within the Village of Pinehurst
- Relocating outside the Village of Pinehurst
- Downsizing
- Closing
- No plans at present to do any of these

### Business Climate & Economic Conditions

6. How would you rate the current overall business climate in the Village of Pinehurst?

- Excellent
- Good
- Fair
- Poor

7. Compared to one year ago, your business activity is:

- Much stronger
- Slightly stronger
- About the same
- Slightly weaker
- Much weaker

8. How likely are you to recommend the Village of Pinehurst as a place to operate a business?

- Very likely
- Likely
- Neutral
- Unlikely
- Very unlikely

9. What are the biggest challenges facing your business today? (Select up to 3)

- Customer traffic
- Staffing/workforce
- Rent/property costs
- Traffic congestion
- Parking
- Deliveries/loading access
- Regulations/permitting
- Construction impacts
- Marketing/visibility
- Special event impacts
- Employee housing affordability
- Other: \_\_\_\_\_

### **Downtown Experience & Infrastructure**

10. Is your business located within the Village Center/downtown area?

- Yes
- No

***IF NO, SKIP TO QUESTION 26.***

11. How would you rate the current overall business climate in downtown Pinehurst?

- Excellent
- Good
- Fair
- Poor

12. Please rate the following conditions in downtown Pinehurst:

<b>Item</b>	<b>Excellent</b>	<b>Good</b>	<b>Fair</b>	<b>Poor</b>
Parking availability	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Employee parking availability	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Sidewalks/walkability	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Landscaping/appearance	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Cleanliness	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Lighting	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Public safety	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Traffic flow	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Bicycle/pedestrian connectivity	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Signage/wayfinding	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

13. How challenging is employee parking for your business?

- Major challenge
- Moderate challenge
- Minor challenge
- Not a challenge

14. How do you feel the recently implemented 3-hour on-street parking limit in downtown areas has affected downtown parking?

- Improved availability
- No impact
- Made parking more difficult
- Not aware

15. Please rate your satisfaction with the current 3-hour on-street parking limit in downtown areas.

- Very satisfied
- Satisfied
- Neutral
- Dissatisfied
- Very Dissatisfied

16. Which improvements would most benefit downtown businesses? (Select up to 3)

- Additional parking
- Better pedestrian connectivity
- Traffic management improvements
- Beautification/landscaping
- Public gathering spaces
- Outdoor seating opportunities
- Wayfinding/signage

- Streetscape improvements
- More public events
- Expanded marketing/promotions
- Other: \_\_\_\_\_

17. Are there specific downtown areas where improvements are most needed?

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**Events & Tourism**

18. Overall, downtown events:

- Strongly benefit my business
- Somewhat benefit my business
- Have little impact
- Somewhat hurt my business
- Strongly hurt my business

19. Please indicate the impact the following events have on your downtown business:

<b>Event</b>	<b>Positive Impact</b>	<b>No Impact</b>	<b>Negative Impact</b>
Live After 5 Concerts	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Parades	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Holly Arts & Crafts Festival	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Tree Lighting	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Eats, Beats, and Brews	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Farmer’s Markets	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Wine Walks	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Sandhills Motoring Expo	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Barbecue Festival	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Other Cultural Events	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

20. What concerns, if any, do you have regarding downtown events? (Select all that apply)

- Parking impacts
- Street closures
- Trash/cleanup
- Noise
- Staffing/logistics
- Limited customer access
- Event vendors competing with businesses
- Public safety concerns
- No major concerns
- Other: \_\_\_\_\_

21. Would you support:

<b>Item</b>	<b>Yes</b>	<b>No</b>	<b>Unsure</b>
More downtown events	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Expanded holiday programming	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Additional live music	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
More family-oriented events	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
More arts/cultural programming	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

22. What opportunities do you see for improving downtown business success?

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### **Future of Downtown Pinehurst**

23. What should be the Village's top priorities for downtown over the next FIVE years? (Select up to three):

- Parking solutions
- Streetscape improvements
- Business recruitment
- Events/tourism
- Traffic management
- Pedestrian connectivity
- Beautification
- Economic development
- Public safety
- Outdoor gathering spaces
- Infrastructure/utilities
- Redevelopment opportunities
- Other: \_\_\_\_\_

24. Are you optimistic about the future of downtown Pinehurst?

- Very optimistic
- Somewhat optimistic
- Neutral
- Somewhat pessimistic
- Very pessimistic

25. What are the most important issues facing downtown Pinehurst today?

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## Village Place Redevelopment

The Village of Pinehurst is actively exploring redevelopment opportunities for portions of the Village Place area, including the former water tank properties south of McCaskill Road. The goal is to evaluate opportunities that could support long-term economic vitality, walkability, public gathering spaces, housing, parking, and complementary commercial development while preserving the character of Pinehurst.

26. How familiar are you with the Village Place redevelopment discussions?

- Very familiar
- Somewhat familiar
- Heard a little about it
- Not familiar

27. Overall, do you support thoughtful redevelopment of the Village Place area?

- Strongly support
- Somewhat support
- Neutral/unsure
- Somewhat oppose
- Strongly oppose

28. What types of uses or amenities would you most like to see included in Village Place redevelopment? (Select up to 3)

- Restaurants
- Retail shops
- Office/commercial space
- Public gathering/event space
- Parking
- Green space
- Residential housing
- Workforce housing
- Boutique hotel/lodging
- Trails/walkability improvements
- Arts/cultural space
- Other: \_\_\_\_\_

29. What concerns do you have regarding redevelopment of the Village Place area? (Select all that apply)

- Traffic congestion
- Parking impacts
- Loss of Pinehurst character
- Building scale/height
- Infrastructure capacity
- Construction disruption
- Stormwater/environmental concerns

- Increased costs/taxes
- No major concerns
- Other: \_\_\_\_\_

30. In your opinion, what should be the Village's top priority as Village Place redevelopment moves forward?

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31. Do you believe redevelopment of Village Place could positively impact downtown businesses?

- Strong positive impact
- Some positive impact
- Little/no impact
- Negative impact
- Unsure

### Village Services & Communication

32. Please indicate if your business has used each of the services or departments listed below in the past year. If "Yes," please rate the service and/or department.

		Has your business used this service or department in the past year?						
		Yes	No	Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied
1.	Building Inspections	Yes	No	Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied
2.	Fire Inspections	Yes	No	Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied
3.	Planning and Zoning	Yes	No	Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied
4.	Code Enforcement	Yes	No	Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied
5.	Police Patrol	Yes	No	Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied
6.	Police Emergency Response	Yes	No	Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied
7.	Fire Emergency Response	Yes	No	Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied
8.	Village Hall (Front Desk)	Yes	No	Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied
9.	Streets and Grounds	Yes	No	Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied

33. Overall, how satisfied are you with communication from the Village to businesses?

- Very satisfied
- Satisfied
- Neutral
- Dissatisfied
- Very dissatisfied

34. What communication methods do you prefer? (Check all that apply)

- Email
- Text alerts
- Village social media
- Village website (vopnc.org)
- In-person meetings
- Business association meetings
- Printed newsletters
- Other: \_\_\_\_\_

34. How responsive is the Village when issues arise?

- Very responsive
- Somewhat responsive
- Neutral
- Somewhat unresponsive
- Very unresponsive

36. What services or support could the Village provide that would better support your business?

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37. Any additional comments or suggestions?

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**Discussion of an Awards Program for Recognizing Outstanding Contributions to  
the Village of Pinehurst  
ADDITIONAL AGENDA DETAILS:**

**FROM:** Doug Willardson, Village Manager  
**CC:** Village Council;  
**DATE OF MEMO:** 05/20/2026

**MEMO DETAILS**

We discussed this concept with Council previously, and the primary feedback focused less on the policy framework itself and more on the overall appearance and presentation of the award. Based on that discussion, staff developed several updated concepts and presentation styles for consideration. Please see attached.

The attached concepts include several potential recognition options, including variations that continue the “Key to the Village” concept as well as alternatives that move in a different direction. Concepts range from more traditional plaque-style presentations to formal presentation cases and medallion-style displays.

The intent was to move away from something that felt too similar to an athletic trophy and instead create a recognition piece that feels more timeless, dignified, and uniquely connected to Pinehurst.

**ATTACHMENTS**

1. Tee of the Village Policy and Application
2. Option 1
3. Option 2
4. Option 3
5. Option 4
6. Option 5
7. Option 6
8. Option 7

## **Village of Pinehurst Policy for Awarding the Tee of the Village**

### **I. Purpose**

The “Tee of the Village” is the highest honorary recognition bestowed by the Village of Pinehurst. This award is intended to recognize individuals whose contributions, achievements, or service have had a profound, lasting, and exceptional impact on the community or have significantly enhanced the reputation and standing of the Village.

This honor is intentionally rare and shall not be awarded routinely or ceremonially without clear and compelling justification.

### **II. Guiding Principles**

The Tee of the Village shall be awarded in a manner that:

- Preserves the prestige and integrity of the recognition
- Reflects the values and character of the Village of Pinehurst
- Recognizes only truly exceptional contributions or achievements
- Maintains public confidence in fairness, merit, and consistency
- Is free from political, personal, or external influence

### **III. Eligibility**

Recipients must be individuals of high character whose actions reflect positively on the Village. Eligibility is not limited by residency; however, a clear and meaningful connection to Pinehurst is required in all cases.

Eligible individuals include:

#### **1. Residents or Former Residents**

Individuals who:

- Demonstrate sustained and exceptional service to the Village
- Contributed to the preservation, enhancement, or advancement of Pinehurst’s character and quality of life
- Are widely respected for leadership, integrity, and community impact

#### **2. Non-Residents with Significant Impact**

Individuals who:

- Made substantial contributions that directly benefited the Village
- Played a key role in advancing major Village initiatives, partnerships, or investments
- Maintained a consistent and meaningful relationship with Pinehurst

### **3. Public Servants and Elected Officials**

Individuals who:

- Demonstrated service significantly beyond the normal scope of their duties
- Delivered long-term, measurable impact on the Village
- Are not being recognized solely due to position, tenure, or retirement

### **4. Military Personnel and First Responders**

Individuals who:

- Performed acts of exceptional bravery, service, or sacrifice
- Have a direct connection to Pinehurst or whose actions brought distinction to the Village
- Represent the highest standards of duty and professionalism

### **5. Business, Civic, or Philanthropic Leaders**

Individuals who:

- Made transformative contributions to economic vitality, cultural enrichment, or community well-being
- Demonstrated sustained investment in Pinehurst beyond routine business activity
- Exhibit strong civic responsibility and leadership

### **6. Visiting Dignitaries (Highly Limited)**

Individuals who:

- Hold significant national or international distinction; and
- Have a direct, meaningful connection to Pinehurst through a specific contribution, partnership, or milestone

Routine visits, speaking engagements, or ceremonial appearances alone do not qualify.

## **IV. Criteria for Award**

Nominees must meet a high standard of distinction and demonstrate impact in one or more of the following areas:

### **1. Extraordinary Contribution to the Community**

- Produced measurable and lasting benefit to the Village
- Extended beyond routine service or participation
- Demonstrates leadership, initiative, and sustained effort

### **2. Enhancement of the Village's Reputation**

- Elevated Pinehurst's profile at a regional, state, national, or international level
- Associated the Village with excellence, innovation, or distinction

### 3. Alignment with Community Values

- Demonstrates integrity, ethical conduct, and respect for the community
- Maintains a record of positive leadership and engagement

### 4. Enduring Impact or Legacy

- Contributions have long-term significance
- Benefits continue beyond a single event or timeframe

### V. Additional Considerations

In evaluating nominations, the following factors shall be considered:

- **Scope of Impact** – breadth and importance of the contribution
- **Duration of Contribution** – sustained impact vs. singular but extraordinary act
- **Uniqueness** – distinction compared to others in similar roles
- **Public Perception** – whether the recognition would be broadly viewed as appropriate and deserved

### VI. Limitations and Disqualifications

To preserve the integrity of the award:

- Shall not be awarded for longevity, retirement, or routine job performance
- Shall not serve as a substitute for proclamations or standard recognitions
- Shall not be influenced by political considerations or personal relationships
- Financial contributions alone are insufficient without broader impact
- Individuals whose recognition could reasonably create reputational risk are ineligible
- Organizations or groups are not eligible (individual honor only)
- Self-nominations are not permitted

### VII. Frequency

- No more than **two (2)** awards may be granted in a calendar year
- The Village is under no obligation to present the award annually

### VIII. Nomination Process

Nominations may be submitted by:

- Village Council Members

- Village Manager or Staff
- Advisory Boards or Committees
- Members of the public

Each nomination must include:

- Completed nomination form
- Detailed written justification
- Supporting documentation (optional but encouraged)

## **IX. Review and Approval Process**

### **Staff Review**

- Verify eligibility and completeness
- Conduct background and reputational review
- Evaluate against policy criteria

### **Manager Recommendation**

- Provide written recommendation to Council

### **Council Action**

- Consider in regular or closed session
- Approval by majority vote (strong consensus encouraged)

Approval signifies that the nominee's contributions are exceptional, rare, and worthy of the Village's highest honor.

## **X. Timing and Presentation**

- Awards should align with a meaningful milestone or achievement
- Avoid timing tied to political cycles or routine transitions
- Presentation shall occur at a Council meeting or appropriate public event
- Recipient shall receive a ceremonial tee and formal proclamation

## **XI. Alternative Recognitions**

The Village may utilize other forms of recognition, including:

- Proclamations
- Certificates of Appreciation
- Community Service Awards

The Tee of the Village shall remain reserved for the highest level of distinction.

## **XII. Recordkeeping**

The Village Clerk shall maintain an official record of recipients, including:

- Name
- Date of award
- Summary of contributions

In addition, the Village shall maintain a permanent public recognition display in Village Hall listing all recipients and award dates. Recipient information shall also be published and maintained on the Village website.

## **XIII. Authority**

The Village Council retains final authority over interpretation and application of this policy.

**Village of Pinehurst  
Tee of the Village Nomination Form**

**Section 1: Nominator Information**

- Name: \_\_\_\_\_
- Organization (if applicable): \_\_\_\_\_
- Address: \_\_\_\_\_
- Phone: \_\_\_\_\_
- Email: \_\_\_\_\_

**Section 2: Nominee Information**

- Name: \_\_\_\_\_
- Title/Position (if applicable): \_\_\_\_\_
- Organization (if applicable): \_\_\_\_\_
- City/State of Residence: \_\_\_\_\_
- Connection to Pinehurst: \_\_\_\_\_

**Section 3: Eligibility Category** *(Check all that apply)*

- Resident / Former Resident
- Non-Resident with Significant Impact
- Public Servant / Elected Official
- Military / First Responder
- Business / Civic / Philanthropic Leader
- Visiting Dignitary (must meet limited-use criteria)

**Section 4: Criteria Met** *(Check all that apply and explain below)*

- Extraordinary Contribution to the Community
- Enhancement of Village Reputation
- Alignment with Community Values
- Enduring Impact or Legacy

**Section 5: Detailed Justification**

Provide a clear and specific explanation of why this nominee meets the criteria. Include measurable impact, leadership, and why this contribution rises above typical recognition.

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**Section 6: Impact and Legacy Statement**

Describe the long-term significance of the nominee’s contributions to Pinehurst:

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**Section 7: Additional Considerations**

- Scope of impact (who/what was affected): \_\_\_\_\_
- Duration of contribution (years or timeframe): \_\_\_\_\_
- Why this contribution is unique or exceptional: \_\_\_\_\_

**Section 8: Supporting Materials (Optional)**

- Letters of support
- Media coverage
- Awards/recognitions
- Other: \_\_\_\_\_

**Section 9: Certification**

I certify that the information provided is accurate to the best of my knowledge and that this nomination is submitted in good faith.

Signature: \_\_\_\_\_

Date: \_\_\_\_\_



PINEHURST, NORTH CAROLINA

— Presented to —

JOHN Q. CITIZEN

In recognition of exceptional service, leadership,  
and lasting contributions to the Village of Pinehurst.

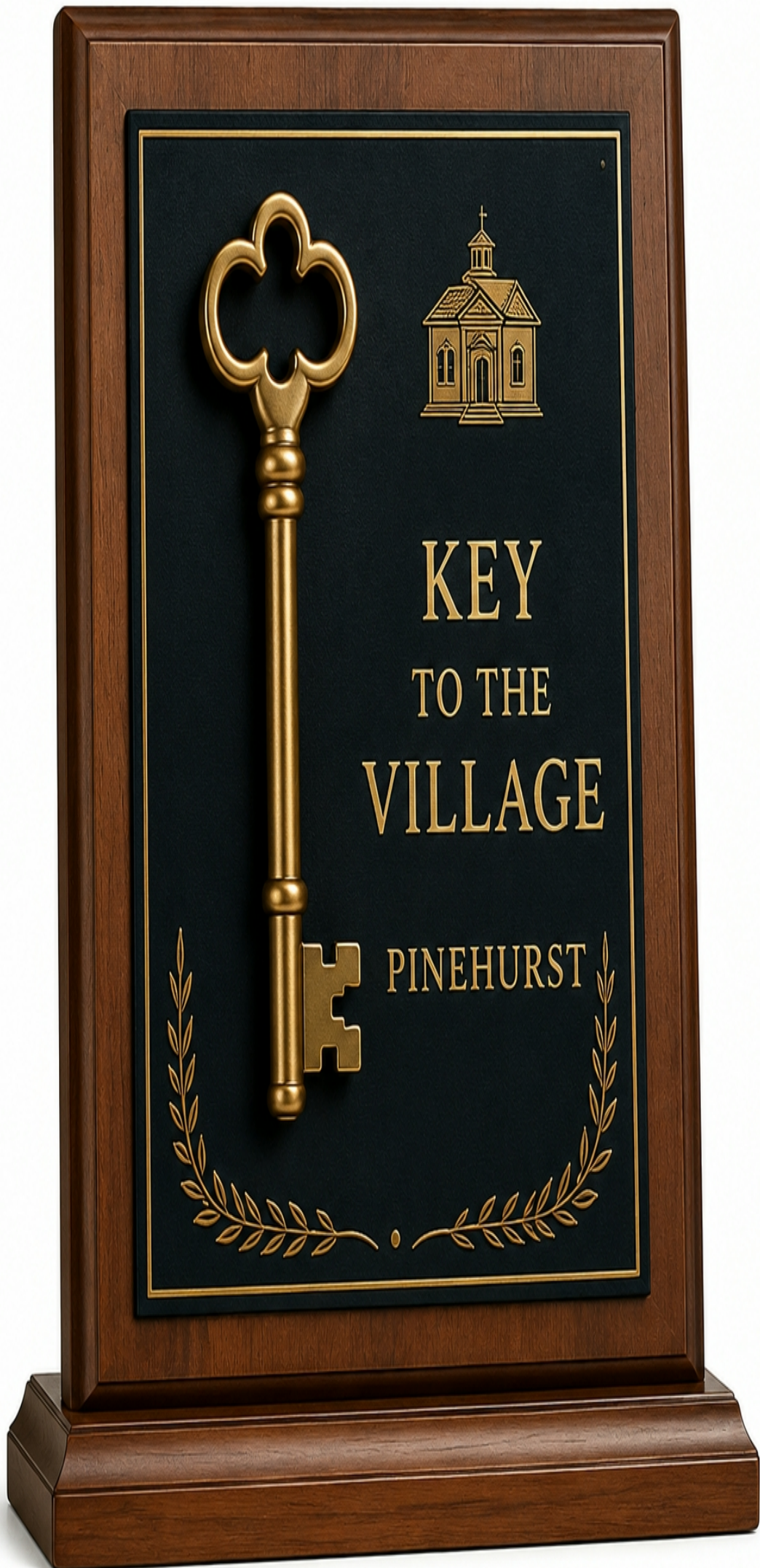




TEE OF THE VILLAGE

PINEHURST









TEE OF THE VILLAGE  
Presented to  
JOHN Q. CITIZEN  
May 20, 2024



*In recognition of  
your outstanding contributions  
to the Village of Pinehurst*



PRESENTED IN RECOGNITION OF  
YOUR OUTSTANDING CONTRIBUTIONS  
TO THE VILLAGE OF PINEHURST

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THANK YOU FOR MAKING  
PINEHURST AN EXCEPTIONAL PLACE TO LIVE.

SERVICE  
LEADERSHIP  
COMMUNITY

COMMUNITY  
TRADITION  
EXCELLENCE