



**VILLAGE COUNCIL
MINUTES FOR FY 2022 STRATEGIC PLANNING RETREAT
DECEMBER 10, 2020
ASSEMBLY HALL
395 MAGNOLIA ROAD
PINEHURST, NORTH CAROLINA
9:00 AM – 5:00 PM**

The Pinehurst Village Council held the FY 2022 Strategic Planning Retreat on Thursday, December 10, 2020 in the Assembly Hall of the Pinehurst Village Hall, 395 Magnolia Road, Pinehurst, North Carolina. Some members of the Village Council participated remotely using the virtual meeting platform ZOOM.

The following were in attendance at 395 Magnolia Road, Pinehurst:

Mr. John C. Strickland, Mayor
Ms. Judy Davis, Mayor Pro Tem
Mr. Kevin Drum, Councilmember
Ms. Jane Hogeman, Councilmember
Mr. Jeffrey M. Sanborn, Village Manager
Ms. Beth Dunn, Village Clerk
Mr. Jeffrey Batton, Assistant Village Manager
Ms. Natalie Hawkins, Assistant Village Manager
Ms. Lauren M. Craig, Organizational Performance Director
Ms. Angela Kantor, Director of Human Resources
Mr. Carlton Cole, Fire Chief
Mr. Randy Kuhn, Director of Fleet Maintenance
Mr. Mike Apke, Director of Public Services
Mr. Mark Wagner, Director of Parks and Recreation
Mr. Glen Webb, Police Chief
Ms. Brooke Hunter, Director of Financial Services
Mr. Jason Whitaker, Chief Information Officer
Mr. Darryn Burich, Planning and Inspections Director
Ms. Cyndie Burnett, Planning and Zoning Chair
Mr. Tom Campbell, Bicycle and Pedestrian Advisory Committee Chair

The following were in remote attendance:

Ms. Lydia Boesch, Councilmember

And approximately 2 attendees and 1 press.

1. Fiscal Year (FY) 2022 Strategic Planning Retreat

Welcome, Overview, and Pre-Retreat Meeting Recap

Lauren Craig, Organizational Performance Director, welcomed everyone, reviewed the strategic planning timeline, and outlined the agenda for the day.

Review and Affirm Mission, Vision, and Core Competencies

Ms. Craig reviewed the mission and vision and Council affirmed. Ms. Craig explained the three core competencies are currently continuous improvement, utilize volunteers, and leverage technology. Mayor Pro Tem Davis stated that she would like that change the wording for utilize volunteers. Council came to a consensus to change the core competency to engaging volunteers. Ms. Craig explained she would bring back the discussion on future core competencies to Council in January.

Prioritize Strategic Opportunities and Identify Areas of Focus

Ms. Craig reviewed the list of Strategic Opportunities that Council prioritized. Council discussed breaking out enforcement of codes and ordinances from managing development.

Affirm or Amend actions (OFI's) to address Strategic Opportunities

Ms. Craig reviewed the different classifications for Opportunities for Improvement and Innovation (OFI). She noted the three classifications are Evaluations, Projects, and Initiative Action Plans (IAP). Councilmember Hogeman suggested adding periodic updates to the Pinehurst Development Ordinance, enact protective planning, and placing a moratorium for commercial development in focus areas. Councilmember Boesch suggested adding working with our local delegations to get special funding to complete NCDOT projects. Mayor Pro Tem Davis suggested also looking into a local sales tax adjustment during the U.S. Open Championship. Mayor Strickland suggested adding evaluate the impact of USGA and more frequent U.S. Open's.

Councilmember Hogeman reviewed a list of changes she would like make to the Pinehurst Development Ordinance (PDO). Council agreed to add a continual review that is presented to the Village Council quarterly for PDO amendments to the FY 2022 OFI list. Council clarified the language for the OFI to create and enforce standards for critical corridors into the Village. The group discussed the project to create conservation standards and evaluate ways to preserve and conserve open space.

Council discussed the current OFI to create a multi-modal plan and agreed to remove the OFI from the list, as a Transportation Planner is being hired and that will be their responsibility. Council discussed the railroad and came to a consensus to add an OFI to engage Aberdeen Carolina Western Railroad for mutually beneficial outcomes with railroad and transportation. Council discussed changing the language of a Strategic Opportunity to maximize the effectiveness of our transportation systems. Council discussed working with local delegates to help expedite and align current STIP plans with the U.S. Open Championship.

Council discussed OFI's associated with the Strategic Opportunity to expand and enhance stormwater management efforts. Council agreed to evaluate the opportunity to manage single lot residential stormwater through PDO amendments (on-site storage and other solutions). Council added an OFI to change from 10 year stormwater standard to a 25 year stormwater standard. Council discussed street lighting dissatisfaction levels and the correlation to sidewalks. Mayor Pro Tem Davis stated that she is concerned about installing sidewalks in residential neighborhoods, as it changes the character of the Village.

Council discussed OFI's to address creating a thriving business environment such as Village Place streetscape enhancements. Council discussed a partnership to develop and implement a historic tour mobile application to promote historic tourism in the Village as a destination, and assist visitors with navigation. Council discussed the need to evaluate the need for Village-wide economic development and business relation services and ultimately agreed to reword the OFI to target business relations and communications. Council agreed to add an OFI to create a marketing strategy. Councilmember Hogeman stated she doesn't think we should be spending time on marketing strategies.

Council discussed evaluating parking downtown and in surrounding areas. Mayor Pro Tem Davis stated we need to have a comprehensive look at where when can add parking, like adding the 25 parking spaces with the Magnolia Streetscape Project. Council agreed to add a separate OFI to identify and implement additional parking and used the Carriage House Project as an example. Council agreed to partner with the Resort to discuss and resolve parking issues, Council listed OFI this as a high priority. Council agreed to move the OFI to work with businesses to minimize employee on street parking to provide convenient parking for customers, as these discussions will be had as part of the business relation OFI. Council agreed to add an OFI to develop a renovation plan of landscapes and amenities.

2. **Adjournment.**

Council unanimously adjourned Day 1 of the Strategic Planning Retreat at 5:00 p.m.

Respectfully Submitted,



Beth Dunn
Village Clerk

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