



**VILLAGE COUNCIL
MINUTES FOR FY 2022 STRATEGIC PLANNING PRE-RETREAT
DECEMBER 2, 2020
ASSEMBLY HALL
395 MAGNOLIA ROAD
PINEHURST, NORTH CAROLINA
8:30 AM – 5:00 PM**

The Pinehurst Village Council held the FY 2022 Strategic Planning Pre-Retreat on Wednesday, December 2, 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:

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
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, Treasurer
Ms. Jane Hogeman, Councilmember

And approximately 1 attendee.

1. Fiscal Year (FY) 2022 Strategic Planning Pre-Retreat

Welcome, Introductions and Overview

Lauren Craig, Organizational Performance Director, welcomed everyone and outlined the agenda for the day. She explained the objective for the Pre-Retreat meeting was to review data, information, and Comprehensive Plan

strategies. Council will also affirm strengths, opportunities, aspirations, results, and affirm Strategic Advantages and Challenges. Ms. Craig noted that Council will meet again on December 10th and 11th to hold the FY 2022 Strategic Planning Retreat.

Review Operating Environment and Context

Ms. Craig reviewed 8 key national economic trends, community and societal trends, and generational changes in the workforce that could have an impact on the Village in the future. Ms. Craig explained that currently the unemployment is at 6.9% and the Federal Reserve characterized the economy as growing but not near where it was before the pandemic hit. Councilmember Hogeman asked about the ad valorem tax base decreasing proportionately to the population increase. Councilmember Boesch asked what the North Carolina unemployment rate is. Angie Kantor, Human Resources Director, stated the NC unemployment rate is currently 6.3%.

Ms. Craig reviewed the trends for a post-COVID workplace, such as the need for increasing remote working, better work-life balance, expanded access to paid sick leave, mental health as a workplace priority, increased attention to safety, and talent geographically unleashed. Ms. Craig also reviewed population and demographic projections, which were developed by using trends from previous US Census data. Ms. Craig noted that from 2015 to 2021, the average annual population growth rate for Pinehurst was 2.1%, Southern Pines was 1.89%, and Aberdeen was 2.73%. Natalie Hawkins, Assistant Village Manager, noted that it will be interesting to get the new 2020 Census data to see the new population and demographic breakdown.

Ms. Craig reviewed the local real-estate market trends. She explained that as of October, 2020 inventory in Moore County is extremely scarce. In January, 2020 there were 813 homes on the market and as of October 1, 2020 that number was 552. The year to date volume of homes sold is 26% and over 25% of the homes sold were new construction. Council and staff discussed the various fiscal implications from commercial development.

Ms. Craig reviewed the input on the most important issues facing Pinehurst from employees, volunteers, residents, and businesses. Ms. Hawkins stated she met with the leaders of the medical community and discussed concerns and their long term plans. Some of the key issues were lack of sufficient parking in the medical district, pedestrian safety, lack of day care facilities, and limited capacity at the FirstHealth Energy Plant. FirstHealth will begin to prepare a Facilities Master Plan starting in January 2021. Also, FirstHealth was recently approved to add 40 new beds to the existing authorization, for 400 beds.

Ms. Hawkins explained she met with Tom Pashley, President of Pinehurst Resort, to discuss key issues and long term plans. Some of their key issues are lack of sufficient parking during peak demand, wayfinding signage, rezoning required to accommodate long term building plans, and the need to complete construction on the new hotel prior to the 2024 U.S. Open Championship. Some of their long term plans include building a new hotel, relocation of existing amenities, USGA location to the Resort property, and increased frequency of U.S. Championships.

Ms. Craig reviewed some of the projects planned by the North Carolina Department of Transportation, laid out in the current STIP, within the next 10 years. Ms. Craig reviewed the long range plans for Moore County. The County is currently developing a 20 year water and sewer model to ensure adequate future capacity. Partners in Progress has a strategic plan focusing on business recruitment for healthcare/medical, defense/military, golf/sports recreation, and manufacturing.

Review Data and Information for Goals

Ms. Craig reviewed the strengths and opportunities for improvement identified by Senior Leaders for the Village's 9 goals currently set on the Corporate Balanced Score Card (BSC). She also reviewed the key performance indicators (KPI) for each of the 9 BSC goals. Ms. Hawkins explained they have mapped the Comprehensive Plan Strategies to the Balanced Scorecard.

For Goal 1, Safeguarding the Community, Glen Webb, Police Chief, explained the current trends and the effects from COVID. For Goal 2, Promoting High Quality Development and Appearance, Council discussed the need to move forward with form based codes. The group discussed the key performance indicators (KPI) for code enforcement and the increased need for additional code enforcement and planning staff. Ms. Hawkins reviewed the associated Comprehensive Plan Strategies for Goal 2, which has the most of any goal.

Ms. Craig stated for Goal 3, Promote a Thriving Business Community, we have sustained high levels of satisfaction with customer service for businesses. Ms. Craig suggested adding a question to the resident survey about how many people dine in the Village center. Mayor Strickland stated he would like focus on helping and promoting the Village businesses. Ms. Hawkins reviewed the associated Comprehensive Plan Strategies for Goal 3. Councilmember Boesch suggested moving the strategy for developing a walking tour mobile app up in the timeline. Mayor Pro Tem Davis stated maybe we should look at this to have in place before the U.S. Open in 2024. The group also discussed the possibility of moving up the strategy to get broadband into the Village.

Ms. Craig reviewed the strengths and opportunities for improvement for Goal 4, Promote Transportation Mobility Connectivity. The group discussed the methods for how street lighting and sidewalks are addressed in neighborhoods. Ms. Hawkins reviewed the strategies in the Comprehensive Plan tied to Goal 4. In response to strategy 2.7, to ensure pedestrian safety in the medical district, Mike Apke, Public Services Director, stated the hospital contacted him about installing a pedestrian crossing on Memorial Drive. The group discussed prioritizing tasks for the new transportation planner to focus on and updating the Bicycle and Pedestrian Plan. Mayor Strickland noted he doesn't want to lose sight of the Ritter Road intersection pedestrian crossing issues. Mark Wagner, Parks and Recreation Director, stated that the BPAC plans to request Ritter Road improvements be completed with their funding for next year. Jeff Batton, Assistant Village Manager, stated that NCDOT is going to provide the Village with a recommendation on the type of crossing that will be most appropriate at the Ritter Road intersection. Jeff Sanborn, Village Manager, stated there may be an opportunity to make those improvements now and have the NCDOT reimburse us when the Hwy 5 improvements occur.

Ms. Craig reviewed the strengths and opportunities for improvement for Goal 5, Protecting the Environment. Councilmember Hogeman stated we need to update the storm water requirements in the Pinehurst Development Ordinance (PDO). Mr. Batton stated most of the complaints he has received are private issues, as they are driven by new development and not specifically the right-of-ways. Councilmember Boesch asked if we had any idea how to improve recycling services. Mr. Batton stated the biggest improvement we can do is control contamination and lower the costs. Mayor Pro Tem Davis suggested more education on the ordinance related to trash pickup and recycling. Ms. Hawkins reviewed the Comprehensive Plan Strategies related to Goal 5.

Ms. Craig reviewed the strengths and opportunities for improvement for Goal 6, Promoting Active Living and Cultural Opportunities. Councilmember Hogeman asked why we are wanting to develop West Pinehurst Park and provide numerous events. Mr. Wagner stated RFQ's for consultants to create a master plan for West Pinehurst Park should be in today. Mr. Sanborn stated there was a potential opportunity to partner with a private organization if we created a master plan for West Pinehurst Park. Mayor Strickland asked what we see the need to be at West Pinehurst Park. Mr. Wagner stated the property lends itself to a host of opportunities and sees a mix of uses. Councilmember Hogeman stated she doesn't want to move forward with hiring a consultant. Ms. Hawkins noted to Council approved this work in the FY 2021 budget. Councilmember Drum, Councilmember Boesch, and Mayor Pro Tem came to a census to move forward as approved. Mayor Strickland and Councilmember Hogeman wanted to halt the project.

Ms. Craig reviewed the strengths and opportunities for improvement and KPI's for Goal 7, Professionally Manage a High Performing Organization. Ms. Hawkins stated we completed one Comprehensive Plan Strategy this fiscal year of converting static maps to online interactive digital maps, accessible on the Village website. Ms. Craig reviewed the strengths and opportunities for improvement and KPI's for Goal 8, Attract and Retain an engaged workforce. She explained the turnover rate was mostly retirements, with 10 retirements this past year. There are no Comprehensive Plan Strategies associated with Goal 8.

For Goal 9, Maintain a Healthy Financial Condition, Ms. Craig explained that the Village is in a healthy financial condition. The group reviewed the financial data and projections for upcoming years. Ms. Craig noted a Fund Balance Policy discussion is planned for day 2 of the retreat next week on December 11th. Ms. Hawkins reviewed 2 Comprehensive Plan Strategies aligned with Goal 9.

Affirm FY 22 SOAR (Strengths, Opportunities, Aspirations, and Results) Analysis

Ms. Craig led the group in reviewing the Strengths, Opportunities, Aspirations and Results (SOAR) for FY 2022, proposed by Senior Leaders. The group discussed those recommendations and made some additional recommendations to discuss further at the Strategic Planning Retreat, scheduled next week. Council agreed to rank the 10 Strategic Opportunities before the retreat next week. Council discussed revising the wording of the Strategic

Opportunities to exclude any actionable items. Councilmember Hogeman suggested many changes she would like to make to the Strategic Opportunities including PDO updates and rezoning's. Ms. Craig stated the list was intended to be a broad list that action items roll up into. Councilmember Boesch suggested adding an aspiration to retain our historic charm and change the wording to provide housing options to all stages of life to "quality" housing options and the Council agreed. Mayor Pro Tem Davis suggested adding the turnover rates for Pinehurst businesses onto the results list. Councilmember Hogeman suggested adding a question on the resident survey to ask satisfaction levels with commercial re-development.

Affirm Strategic Advantages & Challenges

Ms. Craig reviewed the Key Strategic Advantages and Strategic Challenges, proposed by Senior Staff, for FY22. Council agreed to add manage growth to retain the character of the Village as a Strategic Challenge. Council agreed to add limitations on development authority to the strategic challenge list, as well as increasing traffic volume and congestion.

Wrap Up, Next Steps, and Evaluation

Ms. Craig reviewed the draft agenda for the Strategic Planning Retreat next week on December 10th and 11th. The group conducted a Plus /Delta for the Pre-Retreat meeting. Councilmember Drum suggested more input from all Councilmembers, more structure to the input. Mr. Sanborn stated to bridge the gap between the data on national trends and local trends.

2. Adjournment.

Council unanimously adjourned the Strategic Planning Pre-Retreat at 5:15 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