



**VILLAGE COUNCIL
MINUTES FOR FY 2023 STRATEGIC PLANNING PRE-RETREAT
DECEMBER 1, 2021
ASSEMBLY HALL
395 MAGNOLIA ROAD
PINEHURST, NORTH CAROLINA
8:30 AM – 5:00 PM**

The Pinehurst Village Council held the FY 2023 Strategic Planning Pre-Retreat on Wednesday, December 1, 2021 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
Mr. Jeff Morgan, Councilmember
Ms. Jane Hogeman, Councilmember
Ms. Lydia Boesch, Treasurer
Mr. Jeffrey M. Sanborn, Village Manager
Ms. Kelly Chance, Village Clerk
Mr. Jeffrey Batton, Assistant Village Manager
Mr. Doug Willardson, Assistant Village Manager
Mr. Matthew McKirahan, Organizational Performance Director
Ms. Angela Kantor, Director of Human Resources
Mr. Carlton Cole, Fire Chief
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
Mr. Jeramy Hooper, Planning and Zoning Chair
Mr. Tom Campbell, Bicycle and Pedestrian Advisory Committee Chair

1. Fiscal Year (FY) 2023 Strategic Planning Pre-Retreat

Welcome, Introductions and Overview

Matthew McKirahan, Organizational Performance Director, welcomed everyone and outlined the agenda for the day. He 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. Mr. McKirahan noted that Council will meet again on December 8th and 9th to hold the FY 2023 Strategic Planning Retreat.

Review Operating Environment and Context

Mr. Doug Willardson, Assistant Village Manager reviewed 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. He explained that currently the unemployment is at 4.8% and should decrease further as Delta variant and Hurricane Ida were still in play in September 2021

Mr. Willardson reviewed the trend for labor shortages due to increased savings by the average American worker which means workers are holding out until their savings disappear. He explained that there is an increase in retirees – 2.5 million 68+ retired since the pandemic began and 1 million below the age of 65 retired. Mr. Willardson noted that a lack of childcare has added to labor shortages and service industries have or will need to increase wages to be competitive.

Mr. Willardson reviewed the current trend showing supply chain disruption due to less production of goods and services during the pandemic, pent up demand for products, lack of workers to transport goods, and increased prices for goods. He noted a CPI increase and low interest rates which have an inverse relationship.

Mr. Willardson reviewed the local real-estate market trends. He explained that from September 2020 to September 2021, housing cost increases nationally reached 18.6%. He noted this is due to increased demand, rising building costs, eviction moratorium, and low interest rates.

Mr. Willardson 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. He also reviewed population and demographic projections, which were developed by using trends from previous US Census data. Mr. Sanborn stated the information for 2020 has not been updated per Census Data and so we are unable to confirm the consensus that our community population is becoming increasingly younger.

Councilmember Morgan requested data showing the change of short term rental usage over the past few years. Mr. Sanborn stated we can estimate the data but it would be hard to pinpoint it specifically due to varying reporting factors by rental owners. Mayor Strickland stated that due to increased community concern, any data we can collect on short term rental will help Council study this concern.

Mr. McKirahan reviewed Business survey responses pertaining to questions on the impact of Cultural Arts Events on Businesses. Mr. Sanborn stated that Senior Staff discussed although they have had reported concerns about negative impacts on businesses during events, this data shows this does not seem to be the case, especially as it relates to traffic congestion and profit loss due to businesses having to close during the event. It was noted that the negative impact is shown to be with retail businesses.

Ms. Brooke Hunter, Finance Director, explained the American Rescue Plan Act and Mr. Sanborn noted there were some good opportunities for stormwater needs. He stated we also could contemplate on investing in water and sewer services for parts of the North of Pinehurst, which would give us some of the infrastructure development control we need in that area.

Councilmember Boesch stated there was some interest in the Harness Track and she has been following this interest. She stated, as such, can we find a way to bolster revenue there.

Mr. Willardson reviewed the input on the most important issues facing Pinehurst from employees, volunteers, residents, and businesses. He reviewed some of the projects planned by the North Carolina Department of Transportation, laid out in the current STIP, within the next 10 years. Mr. McKirahan reviewed the long range plans for Moore County including the search for a new school superintendent and redistricting which has shifted some Pinehurst students. He noted the County is currently developing a 20 year water and sewer model to ensure adequate future capacity. Pinehurst Resort is relocating existing amenities, increasing frequency of U.S. Open Championships, and adding a USGA location on Resort property.

Review Data and Information for Goals

Mr. Willardson 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). He also reviewed the key performance indicators (KPI) for each of the 9 BSC goals.

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.

Mr. McKirahan stated for Goal 3, Promote a Thriving Business Community, we have sustained high levels of satisfaction with customer service for businesses. He 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. Mr. McKirahan 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, noted a pedestrian crossing was installed at the Hospital on Memorial Drive.

Mr. McKirahan reviewed the strengths and opportunities for improvement for Goal 5, Protecting the Environment. Council discussed storm water requirement 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.

Mr. McKirahan 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. She expressed her opposition to continuing this route.

Mr. McKirahan reviewed the strengths and opportunities for improvement and KPI's for Goal 7, Professionally Manage a High Performing Organization. Mr. McKirahan reviewed the strengths and opportunities for improvement and KPI's for Goal 8, Attract and Retain an engaged workforce. Councilmembers discussed the turnover rate of which Human Resources Director, Angie Kantor stated was mostly due to retirements. There are no Comprehensive Plan Strategies associated with Goal 8.

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

Affirm FY 23 SOAR (Strengths, Opportunities, Aspirations, and Results) Analysis

Mr. McKirahan 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.

Affirm Strategic Advantages & Challenges

Mr. Willardson reviewed the Key Strategic Advantages and Strategic Challenges, proposed by Senior Staff, for FY23. Council agreed to add manage growth to retain the character of the Village as a Strategic Challenge.

Wrap Up, Next Steps, and Evaluation

Mr. McKirahan reviewed the draft agenda for the Strategic Planning Retreat next week on December 8th and 9th.

2. Adjournment.

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

Respectfully Submitted,



Kelly Chance
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