

**TOWN OF DUCK  
TOWN COUNCIL  
STRATEGIC VISION AND GOAL SETTING PLANNING SESSION  
October 18 & 19, 2016**

The Town Council for the Town of Duck convened at the Duck Meeting Hall at 12:30 p.m. on Tuesday, October 18, 2016.

**COUNCIL MEMBERS PRESENT:** Mayor Don Kingston; Mayor Pro Tempore Monica Thibodeau; Councilor Nancy Caviness; Councilor Chuck Burdick; and Councilor Jon Britt.

**OTHERS PRESENT:** Town Manager Christopher Layton, Director of Community Development Joe Heard; Fire Chief Donna Black; Police Chief John Cueto; Director of Public Information Denise Walsh; Public Relations Assistant Betsy Trimble; Town Attorney Robert Hobbs; Planning Board Chairman Joe Blakaitis; Facilitator A. Tyler St. Clair; and Town Clerk Lori Ackerman.

**ABSENT:** None.

Mayor Kingston called the meeting to order at 12:32 p.m. He welcomed the Council, Town Attorney Robert Hobbs, Planning Board Chairman Joe Blakaitis and Town staff. He welcomed A. Tyler St. Clair, noting that it was good to have her back after four years.

**WELCOME AND OPENING REMARKS**

Mayor Kingston stated that Council and staff were present to look at the Town's Strategic Vision and to reset the goals for the next 10 years. He stated that Council and staff would be looking at the same timeframe as was done for the 2022 Vision. He added that it was a long range plan with the concentration being on the next three to five years, but would also be looking towards the future and where Council wanted to go. He noted that it was important the Vision Statement look at the timeframe, not just for the reset of where the Town was today but redoing the next three to five years. He stated that he and Town Manager Layton discussed the issue and thought it was a good idea to re-engage Tyler St. Clair and reset the Vision. He stated that now was the time for Council and staff to put on their thinking caps and encouraged everyone to be open, objective, listen well, contribute and have fun. He thought Duck stood alone in Dare County in that no other town or county had accomplished anything similar four years ago or was looking at it again. He noted that the Town has achieved a lot of its three to five year goals already.

Town Manager Christopher Layton was recognized to speak. Town Manager Layton thought the exercise Council and staff went through in 2012 allowed all to grow together. He added that one of the reasons that the Town has been able to make the changes was due to the Vision and its goals. He stated that the items that have been accomplished over the past four years was remarkable. He stated that it made sense for Council and staff to start discussing what they wanted to achieve over the next several years. He thought what makes a town – through its Council and staff – successful, was the shared Vision that everyone was working toward. He added that it was good to refocus on the Vision because it will remind everyone where the Town was as well as where it wants to go.

A. Tyler St. Clair was recognized to speak. Ms. St. Clair noted that there were quite a few staff changes from 2012. She gave a short background on herself to Council and staff.

**SESSION OVERVIEW – Goals and Agenda; Roles and Guidelines; Local Elected Leadership Model**

A. Tyler St. Clair reviewed the goals and agenda for the next two days; the roles and guidelines that would be followed; and that the Council would be following the local elected leadership model in their planning.

**TEAM BUILDING**

A. Tyler St. Clair suggested that Council and staff do a team building exercise. She directed each individual to introduce themselves; tell where they grew up and give some basics about their family of origin that created their beginning; talk about the person that impacted them from their early lives who made them who they are today; name an event from their early life that had the most impact on who they were today; talk about what they liked to do in their spare time; and one of the ways they liked to provide leadership for the Town. Each Council member and staff shared their responses with each other.

A. Tyler St. Clair called for a ten (10) minute break. The time was 2:13 p.m.

A. Tyler St. Clair reconvened the meeting.

**VISION BRAINSTORM: STATUS/NEEDS ASSESSMENT – Preparation: What is a Vision/Previous use of the Vision; Small Group Work – Environment/Trends/Keep/Continue/Change; Report Out/Review**

A. Tyler St. Clair stated that Council and staff would be completing a vision brainstorm exercise. Two groups were chosen and had to discuss the following questions: What do you want to keep? What do you want to change? What do we want to keep in order to achieve the Town’s most visionary, ideal, and strategic state? What do we want to change in order to achieve the Town’s most visionary, ideal and strategic state?

**TOWN OF DUCK 2022 VISION REVIEW/REALIGNMENT – Targets – Desired Future States; Core Vision/Preamble; Discussion and Realignment**

A. Tyler St. Clair directed each group to review the lists they came up with. There was a short discussion regarding the lists afterward regarding what to keep and what to change.

**ASSESS SESSION PROGRESS/PREPARE FOR DAY TWO**

A. Tyler St. Clair, Council and Town staff reviewed the 2022 Vision and discussed what could be added, kept or changed for the 2027 Vision.

**RECESS TO RECONVENE**

Mayor Kingston recessed the meeting until Wednesday, October 19, 2016 at 8:30a.m. The time was 5:23 p.m.

**RECONVENE**

The Town Council for the Town of Duck reconvened at the Duck Meeting Hall at 8:30 a.m. on Wednesday, October 19, 2016.

COUNCIL MEMBERS PRESENT: Mayor Don Kingston; Mayor Pro Tempore Monica Thibodeau; Councilor Nancy Caviness; Councilor Chuck Burdick; and Councilor Jon Britt.

Town Manager Christopher Layton, Director of Community Development Joe Heard; Fire Chief Donna Black; Police Chief John Cueto; Director of Public Information Denise Walsh; Public Relations Assistant Betsy Trimble; Planning Board Chairman Joe Blakaitis; Facilitator A. Tyler St. Clair; and Town Clerk Lori Ackerman.

ABSENT: Town Attorney Robert Hobbs.

The meeting was called to order at 8:32 a.m.

### **REVIEW AND PROCESS CHECK/OVERVIEW OF THE DAY**

A. Tyler St. Clair, Council and Town staff discussed how the previous day's session went. She stated that she came up with a listing for Council and staff to review that summarized the discussion from the day before.

### **ESTABLISH GOALS TO ACHIEVE THE STRATEGIC VISION – Goal Identification; Timeframe/Responsibility**

Town Manager Layton stated that he and A. Tyler St. Clair tried to synthesize the comments from the day before in order to provide good options for Council and staff to consider. Mayor Kingston noted that the Vision was a rolling plan. Town Manager Layton and Ms. St. Clair reviewed and discussed the 2027 Vision with Council and staff.

A. Tyler St. Clair directed Council and staff to develop new 3-5 year goals. She stated that everyone should develop a list of goals for the next 3-5 years that would take the Town towards its vision. She added that everyone was to mark as completed the goals that should be taken off the list and identify the goals that should remain on the list as well as modifying the language.

A. Tyler St. Clair stated that for the second review, Council and staff would review the original Vision as well as the keep/change list and list any other goals that should be added; use right action verbs to provide direction; have the capacity to provide/find resources; make sure it's a task and not a guiding value; and finally that the majority of Council must support the goals.

A. Tyler St. Clair called for a short recess. The time was 9:52 a.m.

A. Tyler St. Clair reconvened the meeting.

Council and staff reviewed the goals with A. Tyler St. Clair.

### **PRINCIPLES AND STRATEGIES TO SUPPORT GOAL ACHIEVEMENT – Identify Principles That Will Lead to Goal Achievement; Prioritization/Resource Strategy Discussion**

A. Tyler St. Clair, Council and Town staff identified and discussed principles and strategies to support the goal achievement for the 2027 Vision.

**IDENTIFY ACTION STEPS TO BRING THE PLAN TO FRUITION – Communication Plan for the Strategic Vision and Goals; Council Plan and Staff Work Plan Alignment**

Council and Town staff came up with the following goals for the next 3-5 years: (1) Continue to partner with and support the business community and the Duck Merchants Association, including increasing the exposure and accessibility of all businesses; (2) Implement the Town of Duck Beach Nourishment Project, develop a maintenance plan for the current project, and continue efforts to monitor other areas of the Town to identify future projects if needed; (3) Maintain the amenities of the Town to their current standard and make improvements where necessary and/or appropriate, including modifications and enhancements to improve the Duck experience; (4) Continue the 5 Year Financial Plan to optimize our resources; (5) Continue to explore and analyze the feasibility of a northern extension of the boardwalk; (6) Continue to implement thoughtful strategies designed to engage the stakeholders of the Town; (7) Complete the long term plan for the renovation or reconstruction of the public safety building; (8) Continue to advocate for traffic improvements including the construction of the Mid-Currituck Bridge, opposition to the widening of NC12, evaluation and implementation of storm water improvements, and evaluation of public parking alternatives; and (9) Develop a strong relationship between the property managers and the Town.

**NEXT STEPS, EVALUATION AND CLOSING REMARKS**

Councilor Britt had an appointment and was excused from the meeting.

A. Tyler St. Clair stated that she would send Town Manager Layton a session report which will be distributed to Council and staff to review. She stated that Council would finalize the Vision and Goals at their November 16, 2016 meeting and subsequently adopt them at their December 7, 2016 meeting. She added that Council would formally introduce the Vision and Goals to the community at a winter meeting; the Vision would be published on the Town's website and newsletter; it would be aligned with other plans such as the financial plan and the CIP and finally, Council would continue holding a Vision and Goal Setting Session every five years to evaluate the Vision and the three to five year goals.

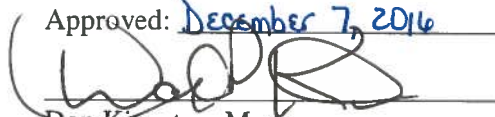
Mayor Kingston thanked Council and staff for their participation in the retreat. He thanked A. Tyler St. Clair for all of her hard work.

**ADJOURNMENT**

Councilor Burdick moved to adjourn the meeting.

Motion carried 4-0. The time was 12:35 p.m.

  
Lori A. Ackerman, Town Clerk

Approved: December 7, 2016  
  
Don Kingston, Mayor

