

**TOWN OF DUCK  
TOWN COUNCIL  
STRATEGIC VISION AND GOAL SETTING PLANNING SESSION  
October 19 & 20, 2022**

The Town Council for the Town of Duck convened at the Duck Meeting Hall at 11:45 a.m. on Wednesday, October 19, 2022.

**COUNCIL MEMBERS PRESENT:** Mayor Don Kingston; Mayor Pro Tempore Monica Thibodeau; Councilor Sandy Whitman; Councilor Rob Mooney; and Councilor Tony Schiano.

**OTHERS PRESENT:** Town Manager Drew Havens, Director of Community Development Joseph Heard; Fire Chief Donna Black; Police Chief Jeffrey Ackerman; Director of Public Information and Events Kristiana Nickens; Finance & Human Resources Administrator Jessica Barnes; Facilitator A. Tyler St. Clair; and Town Clerk Lori Ackerman.

**ABSENT:** Town Attorney Robert Hobbs.

Mayor Kingston called the meeting to order at 12:33 p.m. He welcomed the Council and Town staff. He welcomed A. Tyler St. Clair, noting that it was good to have her back for a third time.

**WELCOME AND OPENING REMARKS**

Mayor Kingston stated that Council and staff first completed the process in 2012 and it was an intensive session with him, Mayor Pro Tempore Thibodeau, Fire Chief Donna Black and Town Clerk Lori Ackerman were all in attendance and came up with a history of Duck to 2012. He stated that a Vision Statement was developed along with the unifying principles. He stated that a second session was held in 2016 with Director of Community Development Joseph Heard joining on the Town staff side. He stated that the second process was more of a revision process, which would be similar to what Council and staff would be doing at this session from the standpoint of looking at the Vision and principles and seeing what the plans would be moving forward over the next few years. He noted that this was a very important process and wasn't sure if any other towns on the Outer Banks complete a process like this. He added that it was hard to believe that the first 10 years of a long-range plan has been completed with many of the goals accomplished. He stated that Council always looks at the Vision statement and the unifying principles with respect to projects and ordinances. He stated that with this session, there should be unity from Council on agreeing on what the Town has today and where the Town was going to help future Councils that inherit the Vision and goals. He thought what should be accomplished with this session was to agree on where the Town was going and to make sure Council and staff were in sync. He thought Council and staff would find the process enlightening, adding that input from all was necessary because it was important.

Town Manager Drew Havens was recognized to speak. Town Manager Havens stated that staff appreciates the time Council invests in processes such as this. He stated that the output from this session will be used for Council's goal planning session in January. He thanked Council for allowing staff's leadership to be present for this session as it was something that doesn't happen at other municipalities. He stated that he and staff appreciated being part of a process of setting revisions and goals that Council will put into action. He noted that after the last strategic goal session, staff found it valuable to see how Council ranked and prioritized things, but also to hear Council's thinking as to why they were important.

A. Tyler St. Clair was recognized to speak. Ms. St. Clair noted that there were quite a few staff and Council changes from 2016. 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 the legacy for how they would like to be known upon leaving. Each Council member and staff shared their responses with each other.

A. Tyler St. Clair called for a 10-minute break. The time was 1:48 p.m.

A. Tyler St. Clair reconvened the meeting.

### **VISION OVERVIEW AND ASSESSMENT BRAINSTORM – Preparation: Vision Characteristics/Development of the Vision; Small Group Work – Assets/Opportunities/Needs/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 with regard to the ideal future of the Town for 2032? What do you want to change with regard to the ideal future of the Town for 2032?

A. Tyler St. Clair called for a 10-minute break. The time was 3:37 p.m.

A. Tyler St. Clair reconvened the meeting.

**TOWN OF DUCK 2032 VISION REVIEW – Core Vision – Targets – Desired Future States; 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 2027 Vision and discussed what could be added, kept, or changed for the 2032 Vision.

**RECESS TO RECONVENE**

Mayor Kingston recessed the meeting until Thursday, October 20, 2022 at 8:15 a.m. The time was 5:27 p.m.

**RECONVENE**

The Town Council for the Town of Duck reconvened at the Duck Meeting Hall at 8:15 a.m. on Thursday, October 20, 2022.

COUNCIL MEMBERS PRESENT: Mayor Don Kingston; Mayor Pro Tempore Monica Thibodeau; Councilor Sandy Whitman; Councilor Rob Mooney; and Councilor Tony Schiano.

OTHERS PRESENT: Town Manager Drew Havens, Director of Community Development Joseph Heard; Fire Chief Donna Black; Police Chief Jeffrey Ackerman; Director of Public Information & Events Kristiana Nickens; Finance & Human Resources Administrator Jessica Barnes; Facilitator A. Tyler St. Clair; and Town Clerk Lori Ackerman.

ABSENT: Town Attorney Robert Hobbs.

The meeting was called to order at 8:33 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. She stated that she wanted to complete a warm-up exercise and asked everyone what they loved about the Town of Duck.

**ESTABLISH STRATEGIC GOALS TO ACHIEVE THE VISION – Evaluate Goals; Establish New Goals as Needed**

A. Tyler St. Clair stated that she tried to synthesize the comments from the day before in order to provide good options for Council and staff to consider. Ms. St. Clair reviewed and discussed the 2032 Vision with Council and staff.

A. Tyler St. Clair directed Council and staff to set 3–5-year goals. She stated that the goals should identify what was most important for staff to accomplish over 3-5 years from Council’s policy perspective. She noted that Council’s goal setting reflected concern for staff, financial resources, and careful investments in well-supported goals. She stated that everyone should complete an individual review where Council and staff would identify the status of the goal and if it was complete, if it should be eliminated, or if it should be continued. 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 2027 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 10-minute break. The time was 9:27 a.m.

A. Tyler St. Clair reconvened the meeting.

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

**PRINCIPLES AND COMMUNICATION TO SUPPORT GOAL ACHIEVEMENT – Reflect on Relationships Leading to Goal Achievement; Determine Communication Strategy to Renew the Vision**

A. Tyler St. Clair, Council and Town staff identified and discussed principles and strategies to support the goal achievement for the 2032 Vision.

**IDENTIFY ACTION STEPS TO BRING THE VISION AND PLAN TO FRUITION**

Council and Town staff came up with the following new goals for the next 3-5 years:

*Duck and Our Village*

**New Goal:** Explore more Town parking through land purchase, use of the park, and/or ratios in development:

- Population is growing

- Be ready to seize opportunities

**New Goal:** Review land use regulations to ensure they compel adherence to the style and scale we have in place and steer away from development that would detract from the current state:

- Look at needed updates and issues that were confusing
- Include follow up process to ensure compliance on what we approve
- Consider whether Planning Board should have multiple reviews to see changes
- Include ongoing review of issues identified during development

*Enhanced Moveability:*

**New Goal:** Analyze, investigate, and plan the westside multi-use trail.

A. Tyler St. Clair called for a 10-minute break. The time was 10:53 a.m.

A. Tyler St. Clair reconvened the meeting.

Council and staff continued their review of the goals with A. Tyler St. Clair.

*Environmental Stewardship:*

**New Goal:** Evaluate and implement stormwater improvements:

- Investigate mitigation of stormwater issues in neighborhoods
- Stormwater management needs to move into the neighborhoods; many are private roads and neighborhoods don't always know how to address the issue; need to partner with the neighborhoods to provide assistance

**New Goal:** Stay abreast of climate change impacts and vulnerability and educate our community as appropriate:

- Effect of sea level rise and impact
- Monitor impact and determine role in working with citizens

**New Goal:** Plan for and construct living shoreline and shoreline protection on sound frontage:

- Address soundside erosion

*Active, Engaged Community:*

**New Goal:** Improve trash pick-up in Duck to minimize the amount of time trash cans are on the street and eliminate overflow:

- Resolve issues with the performance of the vendor
- Explore/consider going to a roll in, roll out system
- Work with homeowners and property managers as required

*Vibrant, Thriving Business Community:*

**New Goal:** Foster collaboration with businesses to enhance beautification and to maintain their facilities

**New Goal:** Maintain and enhance our events and help the businesses connect with them

**New Goal:** Explore workforce housing options to support the business community

*Responsive and Responsible Leadership:*

**New Goal:** Explore ongoing beach management, including strategies, ordinances, access, tents, and driving

**New Goal:** Explore and understand demographic changes occurring in Duck and use them to shape policy

**New Goal:** Provide opportunities for elected leaders and appointed board members to learn about their roles and best practices

**EVALUATION AND CLOSING REMARKS**

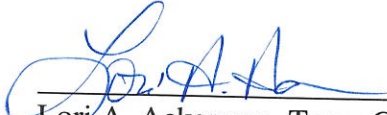
A. Tyler St. Clair stated that she would send Town Manager Havens a session report which will be distributed to Council and staff to review. She stated that a communication strategy would be developed and staff would form the foundation of the budget and guide the work plan using the goals. She stated that Council will introduce the Vision and Goals to the community; 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.

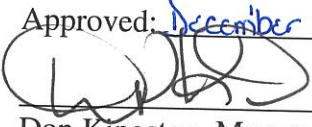
Mayor Kingston thanked Council and staff for their participation in the retreat. He thanked A. Tyler St. Clair for all of her hard work.

**ADJOURNMENT**

Councilor Whitman moved to adjourn the meeting.

Motion carried 5-0. The time was 12:46 p.m.

  
\_\_\_\_\_  
Lori A. Ackerman, Town Clerk

Approved: December 7, 2022  
  
\_\_\_\_\_  
Don Kingston, Mayor

