

CAROLINA BEACH

Town Council Retreat

Tuesday, January 26, 2024 – 8:30 am

Fort Fisher Recreation Center, Fort Fisher, NC



MEETING MINUTES

Council Members Present:

Mayor Lynn Barbee

Council Member Jay Healy

Council Member Mike Hoffer

Mayor Pro Tem Deb LeCompte

Council Member Joe Benson

Staff Members Present:

Bruce Oakley, Town Manager

Ed Parvin, Deputy Director

Eric Jelinski, Parks and Rec Director

Brian Stanberry, Public Works Director

Kim Ward, Town Clerk

Sheila Nicholson, Executive Assistant

Jeremy Hardison, Planning Director

Mark Meyer, Public Utilities Director

Alan Griffin, Fire Chief

Noel Fox, Town Attorney

UNC School of Government Facilitator Rebecca Jackson led day 2 of the discussion, “Defining Strategic Priorities”. No action was taken during this retreat. Below are some of the highlights from the discussions.

Goals statements identify what the organization intends to achieve and define a path the organization must follow to reach the vision. Goals are further defined by specific objectives that measure results with Key Performance Indicators (KPI) and Key Strategic Actions (KSA). The Council collaborated on themes for Carolina Beach’s goal statements. The following goal statement themes were developed by the Council.

GOAL 1: To cultivate a vibrant community to make Carolina Beach an exceptional place

This Goal has 4 Goal Objectives and 8 Key Strategic Actions

Objectives (OBJ):

OBJ 1.1: To establish Carolina Beach as a model of environmental sustainability through the expansion of green spaces, enhanced aesthetics, low-impact development practices, increased tree canopy, and robust conservation efforts.

OBJ 1.2: To cultivate a downtown experience that is lively, attractive and economically vibrant.

OBJ 1.3: To enhance community well-being through an array of amenities and a diverse and inclusive parks and recreation programs in Carolina Beach with a comprehensive array of

recreational programs and activities to cater to the diverse needs and interests of the Carolina Beach community.

OBJ 1.4: Foster safe and efficient connectivity in Carolina Beach through a program that delivers enhanced walkability, bike paths, and sidewalks which aligns with the community's desire for a sustainable and active lifestyle, contributing to environmental sustainability by promoting alternative modes of transportation that reduce reliance on motor vehicles.

Key Strategic Actions (KSA) and priority votes:

1. Execute on approved Pedestrian Plan projects: Ocean Sidewalk/St. Joseph path, Crosswalk (5)
2. Complete amenity projects: Marina, Southside, Cape Fear, Canal and traffic design (4)
3. 2025 Lake Park project with paving (2)
4. Seek Bike and Pedestrian plan update pertaining to sidewalks to reduce gaps and address connections between sidewalks (2)
5. Create a Freeman Park operations/management plan (2)
6. Consider creation of MSD for downtown
7. Address policy direction for the stage

GOAL 2: To provide modernized and effective infrastructure to meet demands of the Town of Carolina Beach

This Goal has 6 Goal Objectives and 3 Key Strategic Actions

Objectives (OBJ):

OBJ 2.1: To maintain a comprehensive plan to upgrade and modernize the water distribution system, ensuring reliable access to clean and safe drinking water for all residents.

OBJ 2.2: To upgrade and expand stormwater management infrastructure to mitigate flooding and enhance resilience to extreme weather events.

OBJ 2.3: To invest in the maintenance and upgrade of the sewer system to ensure efficient and reliable wastewater treatment.

OBJ 2.4: To modernize and maintain public facilities, including community centers, town halls, and recreational spaces, to meet the evolving needs of residents.

OBJ 2.5: To maintain a comprehensive street maintenance plan to address road quality, traffic flow, and pedestrian safety.

OBJ 2.6: To implement a sustainable beach nourishment program to protect and enhance the coastal environment.

Key Strategic Actions (KSA) and priority votes:

1. Execute on the MOTSU Water project completion, engineering design, and bonds (5)
2. Complete the Facilities Plan (2)
3. Create a Stormwater Plan (3)

GOAL 3: To achieve effective community development in Carolina Beach

This Goal has 3 Goal Objectives and 3 Key Strategic Actions

Objectives (OBJ):

OBJ 3.1: to provide effective planning and zoning that aligns with the long-term vision for Carolina Beach, ensuring zoning facilitates sustainable growth and the planning process incorporates diverse perspectives and needs.

OBJ 3.2: To strengthen and streamline code enforcement processes to ensure the consistent application of regulation enhancing communication and collaboration with the community.

OBJ 3.3: To streamline and enhance permitting process to support an effective, efficient and timely building process.

Key Strategic Actions (KSA) and priority votes:

1. Address conditional zoning for commercial parking lots
2. Complete the UDO
3. Increase proactive code enforcement and use of SeeClickFix

GOAL 4: To provide services that create a safe and secure environment for residents and visitors by addressing various aspects of safety, including street safety, crime prevention, water safety, and emergency protection.

This Goal has 4 Goal Objectives and 2 Key Strategic Actions

OBJ 4.1: To ensure safe streets enhancing motor vehicles and pedestrian safety.

OBJ 4.2: To foster safe neighborhoods with low crime rates.

OBJ 4.3: To ensure water safety with proactive enforcement.

OBJ 4.4: To provide top-notch fire and emergency protection.

Key Strategic Actions (KSA) and priority votes:

1. Increase police presence during in season and present crime data analytics at least annually to the Council (4)
2. Develop a proactive plan to address evolving crime issues for Carolina Beach

GOAL 5: To provide effective communication and engagement with the residents of Carolina Beach and all key stakeholders

This Goal has 6 Goal Objectives and 2 Key Strategic Actions

OBJ 5.1: To provide effective intergovernmental relations.

OBJ 5.2: To ensure comprehensive community engagement and communication plan that includes regular town hall meetings, public forums, and community workshops.

OBJ 5.3: To develop and promote a consistent and positive town image through branding and marketing initiatives.

OBJ 5.4: To provide effective business outreach program to regularly engage with local businesses, understand their needs, and provide support.

OBJ 5.5: To ensure effective social media and website presence by regularly updating content, engaging with the community, and utilizing platforms that resonate with residents.

OBJ 5.6: To ensure effective Council Committees with transparency and accountability.

Key Strategic Actions (KSA) and priority votes:

1. Establish a business engagement program through the Chamber (1)
2. Review and revise committee protocol to enhance policy alignment and to ensure a consistent reporting process

GOAL 6: To create a work environment to establish a high performing organization.

This Goal has 3 Goal Objectives and 2 Key Strategic Actions

OBJ 6.1: To provide effective finance and budget management to ensure fiscal responsibility and transparency.

OBJ 6.2: To attract, retain and develop high performing employees.

OBJ 6.3: To provide effective technology support to be a high performing organization investing in technology that streamlines workflows, enhances communication, and support efficient operations.

Key Strategic Actions (KSA) and priority votes:

1. Establish an employee recognition of excellent customer service
2. Develop a cross departmental incentive plan that moves us closer to being an employer of choice with leadership development (4)

Mayor Barbee adjourned the meeting at 2:30 p.m.