



SPECIAL MEETING - RETREAT OF THE VILLAGE OF CLEMMONS COUNCIL FEBRUARY 19, 2019

The Village of Clemmons Council met on Tuesday, February 19, 2019 at the Village of Clemmons Town Hall in Clemmons, North Carolina. The following members were present: Mayor Wait and Council Members Barson, Binkley, Combest, Lofland and Wrights. No member was absent. The following staff members were present: Village Manager Buffkin, Finance Director Stroud, Planner Ledbetter, Public Works Director/Village Engineer Gunnell, Director of Operations Gearren, Attorney David Kasper and Clerk Shortt. Chris Aycock (The Aycock Group) was the facilitator for the retreat.

Mayor Wait called the retreat to order at 9:17 a.m. on Tuesday, February 19, 2019 and welcomed everyone.

Introduction of the Retreat

Facilitator Aycock opened with a brief introduction about the purpose of the retreat and ground rules for effective use (attached hereto as Exhibit A and incorporated as a part of the minutes). A full facilitator's report will be included as an exhibit to minutes of a future Council meeting once received.

State of the Village Report – Scott Buffkin

Manager Buffkin provided an update to Council of items that have been addressed over the last year. These include: Brunch Bill, Ad-hoc Transportation Committee, Comprehensive Plan Update, James Street project, Lewisville-Clemmons Road presentation, Certificate of Excellence for Financial Reporting, website redesign, contracts review process, UDO amendment for political signs, community events, leaf/limb/grass collection, e-Recycle event, community clean up events, bulk item collection, extensive negotiation/discussion with Forsyth County regarding Tanglewood Business Park, 158 Sidewalk project, Market Center Drive project, senior living development approval, continued development of Village Point area, traffic calming policy and road assessments.

SWOT Analysis – Facilitator Aycock

Facilitator Aycock asked Council to identify what they would consider as opportunities for the Village of Clemmons.

The following **opportunities** were identified:

- Grants for projects
- Residents
- Growth outside of our boundaries (positive and negative)
- Dealing with Forsyth County on an effective basis
- Continued economic upturn could spur redevelopment
- Legislative decisions (sales tax distribution as per capita vs. ad valorem, reinstate annexation)
- Forsyth County granting ETJ

- Location and proximity to other residential areas
- Sidewalk projects (focusing on Tanglewood Park)
- Prosperous – increased income
- Generous citizens
- Transportation improvements – beltline
- Ages of population – civic involvement (preserve and understand)
- Social media
- Makeup of the Board
- Hold onto historical information and progress
- Efficient staff
- Senior living development (do it right)
- Revitalization of some neighborhoods
- Encourage a balance of demographic
- Value in educating population on pedestrian/multi-modal transportation
- Council’s access to email – currently cumbersome
- Partnerships (community relationships)
- Capitalizing on homegrown businesses (land use)
- Sewer fund (utility reserve fund has a balance of over \$4 million) – potential for Harper Road property

The following **threats/challenges** were identified:

- Growth on borders (not built to our standards but have an impact on our community)
- Make sure sufficient procedures in place to set up for next few years (as this is an election year, do not want to lose momentum)
- Low tax rate (continuing to offer services – how affects tax rate)
- Roads
- Diversified community

The following **strengths** were identified:

- Demographics (involved population) / culture
- Staff as a resource
- Working relationships (Council/staff/residents)

Create Priorities/Goals – Facilitator Aycock

Facilitator Aycock led an exercise for Council to each list their top three or four priorities for the Village of Clemmons in the next three years. These priorities were categorized and objectives were established. Based on the objectives, action steps were developed.

Legend of Objectives:

Mayor John Wait - red

Council Member Michelle Barson - green

Council Member Scott Binkley - grey

Council Member Mike Combest - blue

Council Member Pamela Lofland - purple

Council Member Chris Wrights - orange

Maintain the Quality of Life by Balancing Cost and Improving Services	Engage the Community and Enhance Communication and Marketing	Improve Traffic (Congestion, Safety, Access, etc.)	Promote Revitalization	Develop a Formal Policy for Infrastructure Improvements Outside the Village Municipal Boundaries
Maintain level of service	Community outreach	Market Center Drive completed	Revitalization / improvement and support of older businesses & neighborhoods	Grow north / annex and develop Blanket Bottom
Maintain outstanding quality of life	Continue transparency	Traffic issues	Support business destination location	Plan as Blanket Bottom Develops
Maintain “Clemmons Way” (citizens & civic groups)	Improve transparency – website, project status, video meetings (ongoing improvement)	Traffic calming	Redevelopment of existing deteriorating shopping centers	
Maintain low cost of living while improving services	Promote education (stormwater, new ideas)	Improving traffic (congestion, safety, access)		
Infrastructure improvement (new) & maintain (old)	Community surveys	Maintaining roads at acceptable levels		

Action Steps Developed that Support Objectives:

- Take on project of amending the personnel policy over the next year
- Look at the salary structure for retention/recruitment (update ability to find out any information in 6 months to Council)
- Look at correct staff to population ratio and number of deputies (5-10 year outlook)
- Reach out to Pat Ivey to set up a meeting regarding L-C Rd project (by end of current week)
- Set up meeting with Capt. Foster and Sgt. Geiger for a 1-hour workshop prior to a Council meeting
- Business input engagement (Summer 2019)
- Consultant presentation regarding road maintenance (March 2019)
- Present updated data on Phase IA of Market Center Drive project (March 11 meeting)
- Phase IA of Market Center Drive project start (Spring 2019)
- Have a PW landscape plan developed (present at Budget Workshop)
- Pilot Stormwater education program with Waterford
- Get estimated completion date from Forsyth County regarding simplification of UDO

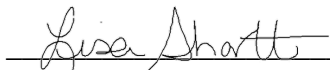
- Continue to work on “Business Enhancement Grant Program” with Council Member Barson (present early Summer 2019)
- Revisit Clemmons Code of Ordinances
- Create fund balance policy (Budget Workshop)
- Present prices for webcam system to livestream meetings (March 11 meeting)
- Website redesign launch (April 2019)
- Explore events and activities to come to the Village of Clemmons (capitalize & partner)
- Draft update to Transportation Plan (September 2019) – prioritization list for opportunities/considerations
- Look at UDO for encouraging/discouraging revitalization (Forsyth County to simplify to 10 chapters in Summer 2019)
- Present update on Phase II of Market Center Drive project ROW acquisitions, revised plans, ROW plat (April 8 meeting)
- Present MetroQuest tool for free community surveys along with website capabilities (will be agenda item after MPO response)
- Develop a formal proactive policy/plan to pursue cooperative engagement with developers of property outside of our municipal boundaries – work with Lewisville and create a cost-benefit analysis by end of Summer 2019)
- Include 10-yr maintenance cost when accepting grants (ongoing)
- Develop weighting mechanism for CIP items (Budget Workshop)
- Make Harper Road property usable with utilities installation (water/sewer) and zoning (highest & best use) (bring numbers and recommendations to Council by Summer 2019)
- Right-size workforce (PW, Planning, FCSO) – ongoing – bring options to this year’s budget workshop
- Recruit and retain quality employees (salary study, tuition reimbursement, wellness initiative, personnel policy)

The retreat adjourned at 3:30 p.m.



John L. Wait
Mayor

Attest:



Lisa M. Shortt, NCCMC
Village Clerk