

Agenda  
Town of Duck Council  
Paul F. Keller Meeting Hall  
January 21, 2026  
10:00 a.m.  
Mid-Month Meeting

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1. Strategic Goal Planning Session
2. Adjournment – The Next Meeting will be the Regular Meeting on Wednesday, February 4, 2026 at 1:00 p.m.

**AGENDA:        January 21, 2026**

**Mid-Month Meeting**

**ITEM #1:**

Strategic Goal Planning Session

**RECOMMENDED ACTION:**

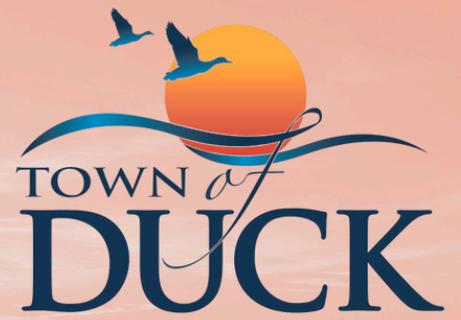
- Per discussion

**SUMMARY OF INFORMATION:**

The Town Council will outline and prioritize the goals they have for the coming year. This process will help inform staff with their work on the annual Budget and Capital Improvement Plan.

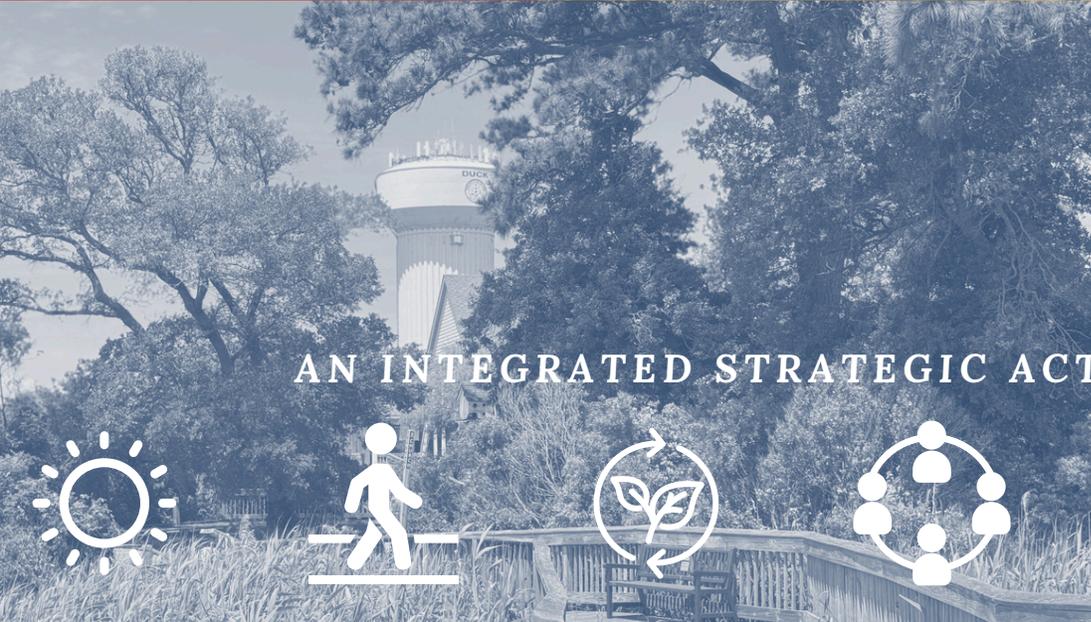
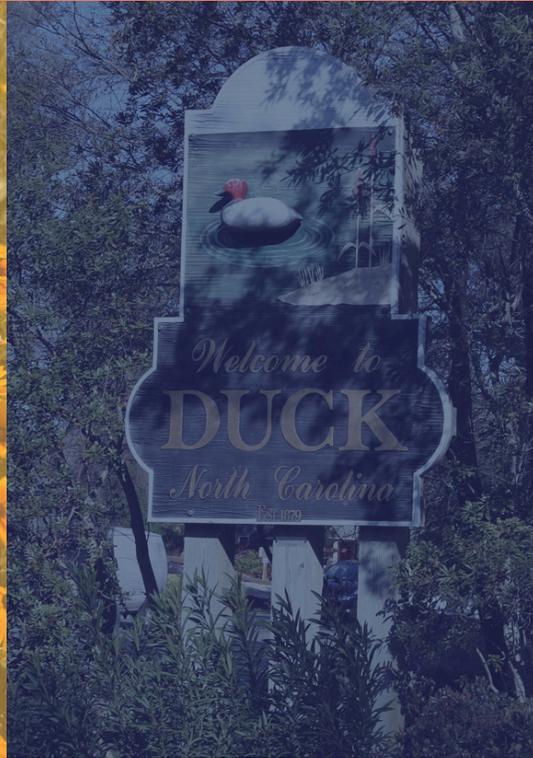
**ATTACHMENTS:**

- None



January 2026

# STRATEGIC GOALS PROGRESS REPORT



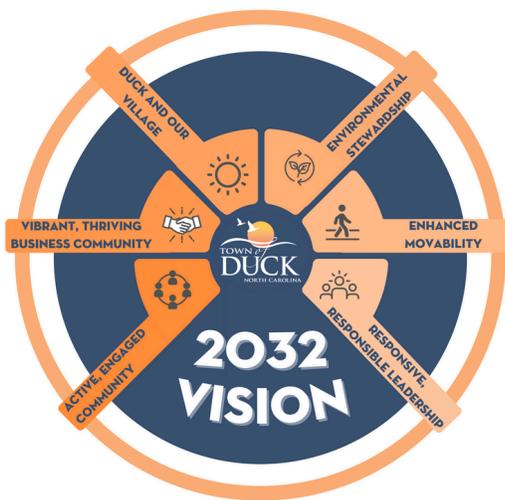
AN INTEGRATED STRATEGIC ACTION PLAN



In September 2012, the Town of Duck gathered valuable input from over 500 surveys completed by residents, property owners, businesses, and visitors. This feedback led to an in-depth, multi-day visioning session with consultant Tyler St. Clair, resulting in the creation of Duck's 2022 Vision, which included six core principles.

In October 2016, the Town Council and staff again collaborated with Tyler St. Clair in a similar, intensive visioning process to develop Duck's 2027 Vision, which also embraced six unifying principles. In October 2022, the Council reconvened to update the community vision, resulting in the development of the 2032 Vision, which continues to reflect these six guiding principles.

## 2032 Vision



In 2032, the Town of Duck, North Carolina, is a thriving coastal community. We respect and value our delicate, yet dynamic barrier island environment – clean waters and beaches, maritime forests, wetlands, and dunescapes. Residents and visitors alike are drawn to neighborhoods that reflect our small town atmosphere. Our village is a source of pride, offering diverse experiences by way of a cohesive and eclectic mix of independent businesses, shops, and restaurants.

At the hub of our community is the Town Hall and Park, where we interact, share ideas, and build connections. Duck's vitality, founded on grassroots engagement, encourages meaningful participation from all of its stakeholders. Long-term financial stability, sustainable services, measured growth and a focus on quality of life distinguish Duck as a preeminent destination for everyone.

## Unifying Principles

- Duck and Our Village
- Enhanced Mobility
- Environmental Stewardship
- Active, Engaged Community
- Vibrant, Thriving Business Community
- Responsive and Responsible Leadership





## Strategic Goals

Each year in January, Town Council adopts a strategic goal to guide the Town's long-term vision and key initiatives. The unanimously approved goals established in 2025 are intended to support thoughtful decision-making as the Council works to shape the future of Duck and include:

- Preserving and enhancing the character of Duck Village
- Enhancing movability
- Prioritizing environmental stewardship
- Fostering an active, engaged community
- Supporting and strengthening the local business community
- Providing responsive and responsible leadership

## Why a Vision, Unifying Principles, and Strategic Goals?

The Town of Duck's 2032 Vision Statement serves as a guiding light for the community, articulating shared aspirations and long-term goals. It provides direction by aligning the efforts of residents, local government, and businesses toward a common purpose, while inspiring community involvement and proactive contribution.



The vision established by the Town Council supports informed decision-making by providing a framework to evaluate projects and policies, ensuring they reflect Duck's values and long-term goals. It helps attract investment by projecting a clear, positive identity and strengthens community pride by fostering unity and a shared sense of belonging. To bring this vision to life, the Town relies on a set of unifying principles and strategic goals that offer a strong foundation and measurable steps for making meaningful progress—while ensuring growth and change remain consistent with Duck's character. Following this section, you'll find a page outlining the strategic goals set by the Town Council in January 2025. These goals are paired with the unifying principles that guide our work, and you'll also see how each member of Council prioritized them, offering insight into the collective and individual values shaping our path forward.

# FISCAL YEAR 2025- 2026 GOALS

Weighted tally of "votes" assigning a numerical value of 3 to "stars"

	Don	Monica	Sandy	Kevin	Bren	Total
 Maintain and grow the fund balance with little or no tax increase	3		3	1		7
 Aggressively pursue public safety building solutions	1	4	1		1	7
 Prioritize the design and construction of West Side Pedestrian Trail and implementation of Pedestrian Plan	1		1	3		5
 Maintain town facilities and infrastructure	1		1		3	5
 Plan simple and meaningful improvements to the Herron Property	1	1		1	1	4
 Expand public safety and street camera network			1		1	2
 Investigate more parking and restrooms in park	1		1			2
 Explore passenger ferry service options				1	1	2
 Advance shoreline work to protect perk/serve as an example		1			1	2
 Explore creative solutions for code enforcement duties/continue enforcement of SUPs			1	1		2
 Support work of Dare Housing Task Force and explore creative solutions for workforce housing in Duck		1		1		2
 Improve/encourage participation and engagement with business community		1		1		2
 Stormwater management program		1				1
 Monitor and understand the change in demographics in Duck	1					1
 Share the history of the Town					1	1
 Continue to address traffic issues and support construction of the Mid-Currituck Bridge						0

Don	Monica	Sandy	Kevin	Bren
9	9	9	9	9

Unifying Principals Icons	
Duck and Our Village	
Environmental Stewardship	
Enhanced Movability	
Thriving Business Community	
Active Engaged Community	
Responsive and Responsible Leadership	



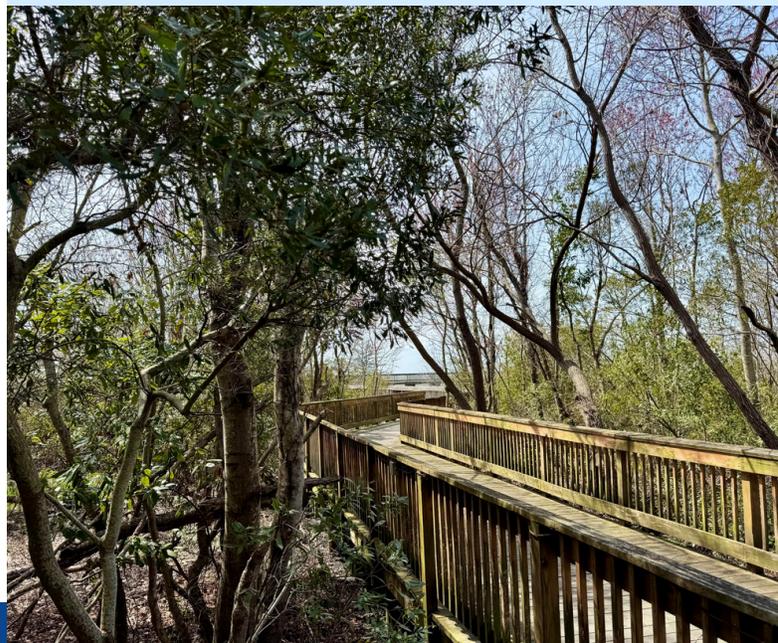
# Duck and Our Village

Three to five year goals:

- ✓ Continue to partner with and support the business community and the Duck Merchants Association, including increasing the exposure and accessibility of all businesses
  - Facilitate conversations about issues merchants encounter
- ✓ Explore more Town parking through land purchase(s), use of the park, and/or ratios in development.
  - Population is growing
  - Be ready to seize opportunities
- ✓ 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.
  - Review situations in which clarification was needed for updates
  - Include follow up process to ensure compliance on what we approve
  - Consider whether Planning Board should have multiple reviews where changes occur
  - Include ongoing review of issues identified during development



***Our residential neighborhoods and Duck Village connect to form the fabric of our community. Our collection of small shops, restaurants, offices, parks and boardwalks combine to shape the Duck experience. The development of the Village has a coastal residential style and scale and its continuity creates an energetic and walkable experience. Our quality of life is enhanced through innovative solutions that protect and preserve the Village's unique character and environment.***



# Progress Indicators- January 2026

## *Duck and Our Village*

Plan simple and meaningful improvements to the Herron Property

- With the approval of Town Council, staff prepared a request for qualifications leading to the selection of a firm to assist with public engagement around potential uses for the property. We also had the house, sheds, and "junk" removed from the site. Some materials from the house were retained in order to create something to recognize the history of the property.
- The Town contracted with Freese and Nichols (FNI) to assist with public engagement around potential uses for the Herron property, which has been referred to as "Our Herron." FNI will present conceptual designs at the February 2026 Town Council retreat.

Expand public safety and street camera network

- The Town maintains six live traffic cameras, with two new cameras added since the last progress report to enhance traffic monitoring. Locations include:
  - Duck Road at Sea Oats Trail/ 13<sup>th</sup> Avenue
  - Duck Road at 1181 Duck Road (South) Sponsored by Twiddy Realty
  - Duck Road at 1181 Duck Road (North)
  - Duck Road at the Duck Town Park
  - Duck Road at Sandy Ridge Road
  - Duck Road at Baum Trail

Investigate more parking and restrooms in park

- While a small restroom facility adjacent to the maintenance shop was proposed, it was not funded in the current budget year.



# Enhanced Movability

Three to five year goals:

- ✓ Finalize the last section of the boardwalk by connecting to the property at 1248 Duck Road.
- ✓ Continue to advocate for traffic improvements including the construction of the Mid-Currituck Bridge and enhance public understanding of traffic issues.
  - Enhance public knowledge regarding the volume of traffic passing through Duck each day
  - Make data accessible to improve understanding of the issues (i.e. volume, traffic studies, etc.)
  - Include information about the BRIC project and what it will improve
- ✓ Implement all facets of the Town of Duck Comprehensive Pedestrian Plan, including exploration of ongoing enhancements to pedestrian walkways.
- ✓ Analyze, investigate and plan the westside multi-use trail.



***Duck is a pedestrian first community that is safe and easy to navigate by walking and cycling. Our multi-use trail, sidewalks, soundside boardwalk, and beach provide a variety of ways to explore and discover Duck. Collaboration with various organizations enables us to optimize our traffic flow in our unique seasonal environment.***



# Progress Indicators - January 2026

## *Enhanced Movability*

Continue to address traffic issues and support construction of the Mid-Currituck Bridge

- The Town continues to monitor progress on the bridge approval process and provided a facility for a public meeting for a state regulatory agency to receive public comment regarding the project.

Prioritize the design and construction of West Side Pedestrian Trail and implementation of Pedestrian Plan

- Waiting for information from Rural and Tribal Assistance Pilot Program Grant Application. Award notifications are expected to be announced by spring 2026.

Explore passenger ferry service options

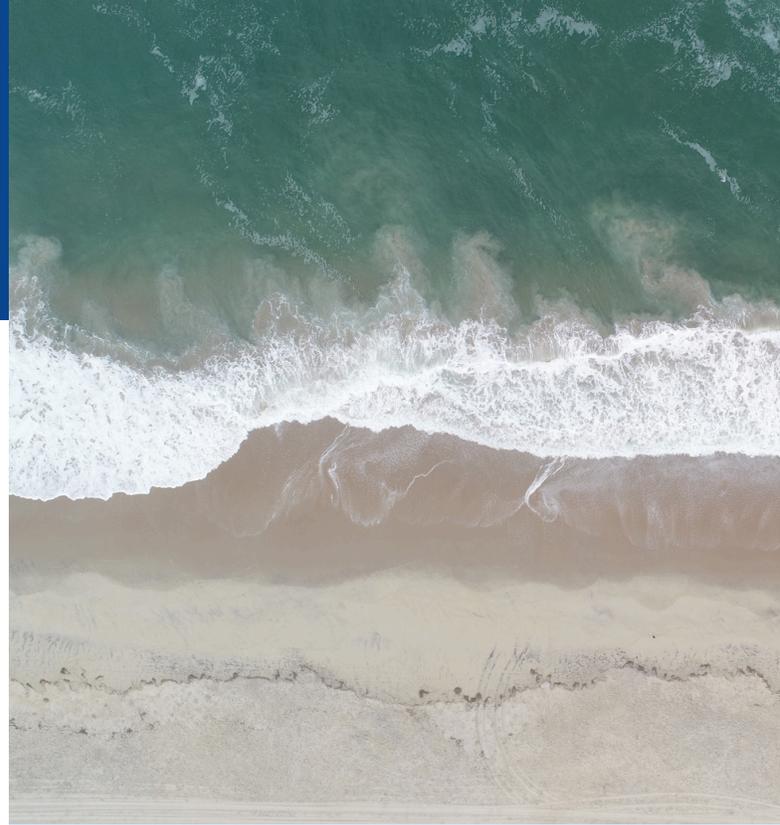
- We continue to evaluate the feasibility of this type of service by looking at similar services in Dare County.



# Environmental Stewardship

Three to five year goals:

- ✓ Continue the ongoing Town of Duck Beach Nourishment Project and continue efforts to monitor other areas of the Town to identify possible future projects.
- ✓ 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
  - 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
- ✓ Plan for and construct living shoreline and shoreline protection on sound frontage.
  - Address soundside erosion



*There is a conscious respect for Duck's fragile and extraordinary environment. We protect and preserve opportunities for our residents and visitors to enjoy our ocean, sound, and natural coastal habitats. We value our pristine, safe, uninterrupted beaches, which are our most valuable asset. Our resilience and adaptability, guided by environmental awareness and forward thinking, ensure our sustainability as a community.*



# Progress Indicators - January 2026

## *Environmental Stewardship*

Advance shoreline work to protect park/serve as an example

- The Town Park Shoreline Protection project was completed in December 2025 comprising of the installation of over 770 linear feet of vertical wooden sills and 130 linear feet of stone revetment.

Stormwater management program

- The Teresa Court stormwater improvements project is out for rebid after efforts to reengineer for fiscal feasibility. The project is anticipated to be completed by Summer 2026.



# Active, Engaged Community

Three to five year goals:

- ✓ Continue to implement thoughtful strategies designed to engage Town stakeholders.
  - Foster community participation with ongoing events including shoulder and off-season experiences
  - Leverage technology to maintain a high level of communication and inclusion
  - Enhance our network of volunteers and ensure continuity
  - Learn more about seasonal stakeholders
  - Create structured but relaxed opportunities for staff, council, and stakeholders to come together to share information and ideas
- ✓ Develop a strong relationship between the property managers and the Town.
  - Ensure that there is a strong awareness of public safety interface
  - Ensure that appropriate information is shared with visitors
- ✓ Aggressively maintain and improve current facilities to enhance the Duck experience.
  - Consider additional restrooms, to include assessment of need, impact, and feasibility
- ✓ Improve trash pick-up in Duck to minimize the amount of the time that trashcans are on the street and to 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

*Duck is built on participation. We are an inclusive community that welcomes and embraces the diversity, talents, and expertise of all of our stakeholders. Pride and ownership is felt by all who live, work, and visit here. People feel connected by a shared motivation to preserve the unique nature of this special place.*



# Progress Indicators- January 2026

## *Active and Engaged Community*

Share the history of the Town

- A video about Henry Hargraves was created and shared on all digital platforms.
- Salvaged materials from the demolished Herron property will be used in historic preservation efforts.
- FLOCK Academy participants learn about the town's history from Town Manager Drew Havens during their first session.
- Staff submitted a grant application for historical signage that was not approved, however staff continues to look for other opportunities.
- A new History of Duck video is being planned for the upcoming Fiscal Year.

## Noteworthy Acknowledgments



- The FD maintains a presence at Town events and is always available for residents and visitors to stop by the firehouse and engage with the staff. All public interaction is an opportunity to engage in fire safety education.
- The FD maintains a positive working relationship with business owners, property management firms and HOA's to disseminate information on fire safety and code compliance. Fire inspections on commercial properties are an opportunity to foster collaboration and preventative measures to ensure the safety of visitors and protect the vital business infrastructure of the community.
- The Fire Department is currently developing a five-year strategic plan to address equipment needs, training, and staffing to provide the highest level of service possible while maintaining fiscal responsibility.



- Provided interactive experiences for FLOCK Academy participants to learn about Duck PD operations, community policing, and departmental challenges.
- Maintains an active Facebook page to share safety updates, general content, and emergency information, serving as a key tool for community engagement.
- The Duck PD hosted a National Night Out to engage with the community.



# Vibrant, Thriving Business Community

Three to five year goals:

- ✓ Foster collaboration with businesses to enhance beautification and to maintain their facilities.
- ✓ Maintain and enhance our events and help the businesses connect with them.
- ✓ Explore workforce housing options to support the business community.



*The business community plays an essential role in creating the Duck experience. A high level of collaboration and coordination ensures that we have a vibrant town where each and every individual can enjoy the recreation, arts, music, shopping, dining, and lodging unique to Duck.*



# Progress Indicators- January 2026

## *Vibrant, Thriving Business Community*

Improve/encourage participation and engagement with business community

- Partnered with local businesses to sponsor town events, supporting the local economy and helping keep events free and accessible to stakeholders.
- Continued evaluation of the Duck Jazz Festival Sponsorship Package to better align with local businesses' goals and investment preferences.
- Partnered with local businesses to host the first National Night Out with the Police Department.
- A survey was sent out to all Duck businesses to gauge the interest in creating some kind of merchants group. The survey closed on January 1 and responses are currently being reviewed.
- Planning for 2026 events has begun and has included meetings with existing and potential new sponsors in order to partner with Town businesses.
- The peddlers/ vendors ordinance is set to be reviewed and discussed at the February 2026 Retreat.
- The Town was a sponsor of the 2025 Duck Turkey Trot hosted by First Flight Track Club.



# Responsive and Responsible Leadership

Three to five year goals:

- ✓ Continue the 5 Year Financial Plan to optimize our resources.
  - Address human resources, infrastructure, fund balance, revenues, demographics, future circumstances and capacity
  - Develop a fiscal plan that sets a tax rate designed to reasonably fund projects and services and reflects the desire for flat/slow tax growth
  - Work to get the most value for our tax dollars and communicate these decisions to all stakeholders
  - Evaluate outcomes, both qualitatively and quantitatively (performance management)
  
- ✓ Complete plan for the renovation or reconstruction of the public safety building.
  - Establish connections and relationships with Army Corps of Engineers
  - Continue efforts to establish a long-term lease
  - Focus on vision and take a long term view
  - May need a different approach to establish the public safety building



***Duck maintains a responsive and responsible government. Council, staff, and the community work together to offer high quality services intended to add value to the entire Town. We have an educated, experienced and motivated staff empowered to execute the Town's objectives. Duck is an innovative and respected leader within the Outer Banks region and its solutions are frequently emulated by others. Continuity of leadership preserves our established values and vision.***

- ✓ Explore ongoing beach management including strategies, ordinances, access, tents, and driving.
- ✓ Explore and understand demographic changes occurring in Duck and use them to shape policy.
- ✓ Provide opportunities for elected leaders and appointed board members to learn about their roles and best practices.

# Progress Indicators - January 2026

## *Responsive and Responsible Leadership*

Maintain and grow the fund balance with little or no tax increase

- The FY 2025-26 budget contains a \$0.0245 increase above revenue neutral tax rate.

Aggressively pursue public safety building solutions

- We continue to work with Dills Architects on the space needs and preliminary design of a public safety building. We also have seen progress in terms of the land lease from the US Army Corps of Engineers.
- The public safety building continues to have incremental upgrades to maintain a safe and comfortable working environment while we await a final decision on the future of the facility.

Maintain town facilities and infrastructure

- Our Maintenance Technician and part-time technician continue to handle routine preventative maintenance and needed repairs on facilities and infrastructure. Their work is augmented by contracted vendors as needed.

Explore creative solutions for code enforcement duties/continue enforcement of SUPs

- Town staff continue to work with property owners to ensure compliance with SUPs.

Support work of Dare Housing Task Force and explore creative solutions for workforce housing in Duck

- Mayor Monica Thibodeau and Town Manager Havens continue to serve on the Dare Housing Task Force.

Monitor and understand the change in demographics in Duck

- Staff continues to monitor data relative to occupancy and meals tax revenue as a barometer of the level of tourist activity in Duck and Dare County.
- Staff is gathering the most current census data available to compare with prior data sets in order to determine if there have been significant shifts in population, age, etc. data.



## **TOWN OF DUCK**

1200 Duck Road  
Duck, NC 27949

[Ducknc.gov](http://Ducknc.gov)

**Administrative Office** 252-255-1234

**Police Department** 252-261-1112

**Fire Department** 252-261-3929